

EMPLOYEE ENGAGEMENT SURVEY

Bus Maintenance & Shops

March 30, 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**

- Additionally, this report examines these objectives as they relate specifically to the Bus Maintenance & Shops department.

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%.
- 422 surveys were completed by Bus Maintenance & Shops department employees for a response rate of 31%. Response rates differed by employee type, as shown on the following slide.

RESPONSE RATES (RR) AND EMPLOYEE CATEGORY

- The response rate for employees in the Bus Maintenance & Shops department (31%) is below the overall response rate for the Operations group (36%).
- Staff employees responded at a much higher rate than unionized employees, as shown in the table below.
- Response rates were not calculated below the departmental level. Sample sizes for cost centres and groupings of cost centres are shown on the following slides.

Bus Maintenance & Shops: **31%**

Employee Category	Count	RR
Staff	161	90%
Union	261	23%
Total	422	31%

COST CENTRE GROUPINGS

- Cost centres of the Bus Maintenance & Shops department that perform similar functions have been combined into the groups shown below and on the following slide. This also allows for reporting on cost centres with a smaller sample base (i.e., fewer than 10 employees).

Grouping	Cost Centre*	Count
Dept. Head & Staff		22
	05N1-Bus Maint. Dpt. Head & Staff	
	05N3-Fleet Management & Admin	
Engineering & Technical		23
	05N2-Technical Support Services	
	05N4-Bus Vehicle Engineering	
Duncan Shops Mgt. & Staff		29
	05H0-Duncan Shops Management & Staff	
Duncan Shops		56
	05H1-Light Unit Repair & Overhaul	
	05H2-Heavy Unit Repair & Overhaul	
	05H3-Brake Repair	
	05H6-Vehicle Repair	
	05H8-Shop Services	
	05H4-Tire Repair	
	05H5-Non-Revenue Vehicle Repair	
	05H7-Vehicle Overhaul	
	05H9-Automotive Apprentices	
Harvey Shops Mgt. & Staff		22
	05J0-Harvey Shops Management & Staff	

Grouping	Cost Centre*	Count
Harvey Shops		58
	05J1-Electrical Repairs	
	05J2-Motor Repairs	
	05J3-Machine Shop	
	05K1-Wiring	
	05K2-Truck Repairs	
	05J4-Blacksmith/Welding	
	05J5-Woodworking Machine	
	05J6-Upholstery	
	05J7-Sheet Metal	
	05J8-Millwrights	
	05J9-Shop Services	
	05K3-Body Repairs	
	05K5-Paint	
Wheel Trans Garage		30
	05M3-Lakeshore Garage W/T Vehicle Maintenance	
	05M4-Lakeshore Garage Non-Revenue Vehicle Maint.	
City Garages (see next slide)		182
Total		422

* Organization of departments reflect the organizational structure as of October 2014, when the survey was launched. Changes in organizational structure occurring since that time are not reflected.

COST CENTRE GROUPINGS – CITY GARAGES

Grouping	Cost Centre*	Count
Malvern Garage		37
	05C1-Malvern Garage	
Birchmount Garage		24
	05C3-Birchmount Garage	
Eglinton Garage		22
	05C5-Eglinton Garage	
Mt. Dennis Garage		24
	05C6-Mt. Dennis Garage	
Queensway Garage		22
	05C7-Queensway Garage	
Arrow Road Garage		17
	05C8-Arrow Road Garage	
Wilson Garage		36
	05C9-Wilson Garage	
City Garages Total		182
All Bus Maintenance & Shops		422

* Organization of departments reflect the organizational structure as of October 2014, when the survey was launched. Changes in organizational structure occurring since that time are not reflected.

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 cost centre groupings 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 **).
 - Of the 14 cost centre groupings reported here, 9 have fewer than 30 valid responses. For this reason no percentages will be shown for these cost centre groupings. Any results provided relating to these cost centres should be interpreted with caution.
- **Exact sample size may vary by cost centre, employee 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 and cost centre grouping (slides 6-8) for total sample by cost centre grouping and employee category.

HIGHLIGHTS

Overall Employee Engagement score: 8.2.

Highest: Duncan Mgt. 9.0
Lowest: Queensway 7.4

Highest: Staff 8.4
Lowest: Union 8.1

- To increase levels of employee engagement, the Bus Maintenance & Shops department should focus on improving employees' satisfaction with **Working Environment** and **Your Company**:
 - **Working Environment** is a key driver for Bus Maintenance & Shops and an Area to Improve.
 - 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").
 - Encouraging a healthy work-life balance (i.e., "The TTC encourages employees to maintain a healthy work-life balance").
 - **Workspaces & facilities** is another Area to Improve for Bus Maintenance & Shops employees. 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 the next Area to Improve Bus Maintenance & Shops department.
- To increase satisfaction with **Your Company**, results indicate that Bus Maintenance & Shops department 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 another Area to Improve for Bus Maintenance & Shops. 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”).
- Effective **information sharing** and **collaboration** is another area requiring improvement within Your Company. Improvements in this area should focus on:
 - Making sure employees are well informed about happenings in the TTC.
 - Ensuring that best practices are shared effectively
 - Demonstrating that the TTC respects its external partners (i.e. “There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)”).

HIGHLIGHTS (CONT'D)

- **Your Job** is an area that generates high levels of satisfaction and represents the strongest driver of employee engagement for Bus Maintenance & Shops department.
- The TTC should continue to increase satisfaction with **Your Job** by:
 - Exploring what motivates employees
 - Giving employees more opportunities to make decisions
 - 'I am given the freedom to make decisions in my job' is an Area to Improve

TOP 5 AND BOTTOM 5 SCORES

- Across the entire survey, the attributes in the boxes below received the highest and lowest satisfaction ratings from Bus Maintenance & Shops department. Each attribute is accompanied by the overall mean score (/10) for the attribute.
- Three of the top 5 scores are attributes related to safety
- Among the 5 lowest scoring attributes, all were associated with the module Your Company – referring to company leadership

Top 5

- 1.** I often look for ways to make improvements in how things are done (8.5)
- 2.** I feel comfortable discussing safety issues at work (8.5)
- 3.** I am strongly encouraged to report unsafe working conditions (8.4)
- 4.** I am not afraid to suggest new ways of doing things in my job (8.2)
- 5.** My manager/supervisor emphasizes safe practices while at work (8.2)

Bottom 5

- 1.** There is a good level of trust between Senior Management and employees (5.1)
- 2.** There is effective sharing of information across the TTC (5.3)
- 3.** If something goes wrong, people concentrate on putting it right, not blaming others (5.3)
- 4.** The way people are selected for jobs in the TTC is fair (5.4)
- 5.** Senior managers communicate openly and honestly with employees (5.4)

OVERALL EMPLOYEE ENGAGEMENT SCORE

Produced by Malatest on
behalf of TTC



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). For Bus Maintenance & Shops, this score is 8.2.

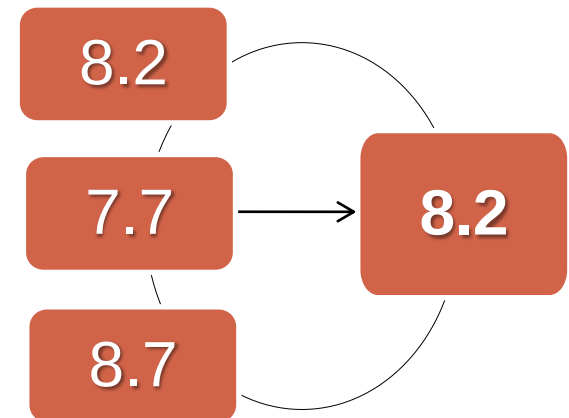
OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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 – BY EMPLOYEE POSITION

- The Employee Engagement score for Bus Maintenance & Shops is slightly higher than the score for Operations group, as well as that for employees of the 2 groups consisting of more union employees, referred to as “Union Groups”.
- When examined by employee category, the overall Employee Engagement score is highest among staff (vs. union) employees.

All Bus Maintenance & Shops: 8.2

All TTC	7.8
Union Groups Average	7.7
Operations Group	8.0
Staff	8.4
Union	8.1

OVERALL EMPLOYEE ENGAGEMENT SCORE

- The Employee Engagement score is highest among employees in the Management & Staff cost centres for Duncan and Harvey Shops.
- Levels of engagement are lowest among employees in Queensway Garage and Malvern Garage.

All Bus Maintenance & Shops: 8.2

Cost Centre/Groupings

Duncan Shops Mgt. & Staff

9.0

Harvey Shops Mgt. & Staff

8.8

Arrow Road (Garage)

8.6

Birchmount (Garage)

8.5

Wilson (Garage)

8.5

Duncan Shops

8.5

Eglinton (Garage)

8.3

Cost Centre/Groupings (cont'd)

Department Head & Staff

8.2

Mt. Dennis (Garage)

8.1

Engineering & Technical

8.1

Harvey Shops

8.1

Wheel Trans Garage

7.8

Malvern (Garage)

7.6

Queensway (Garage)

7.4

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

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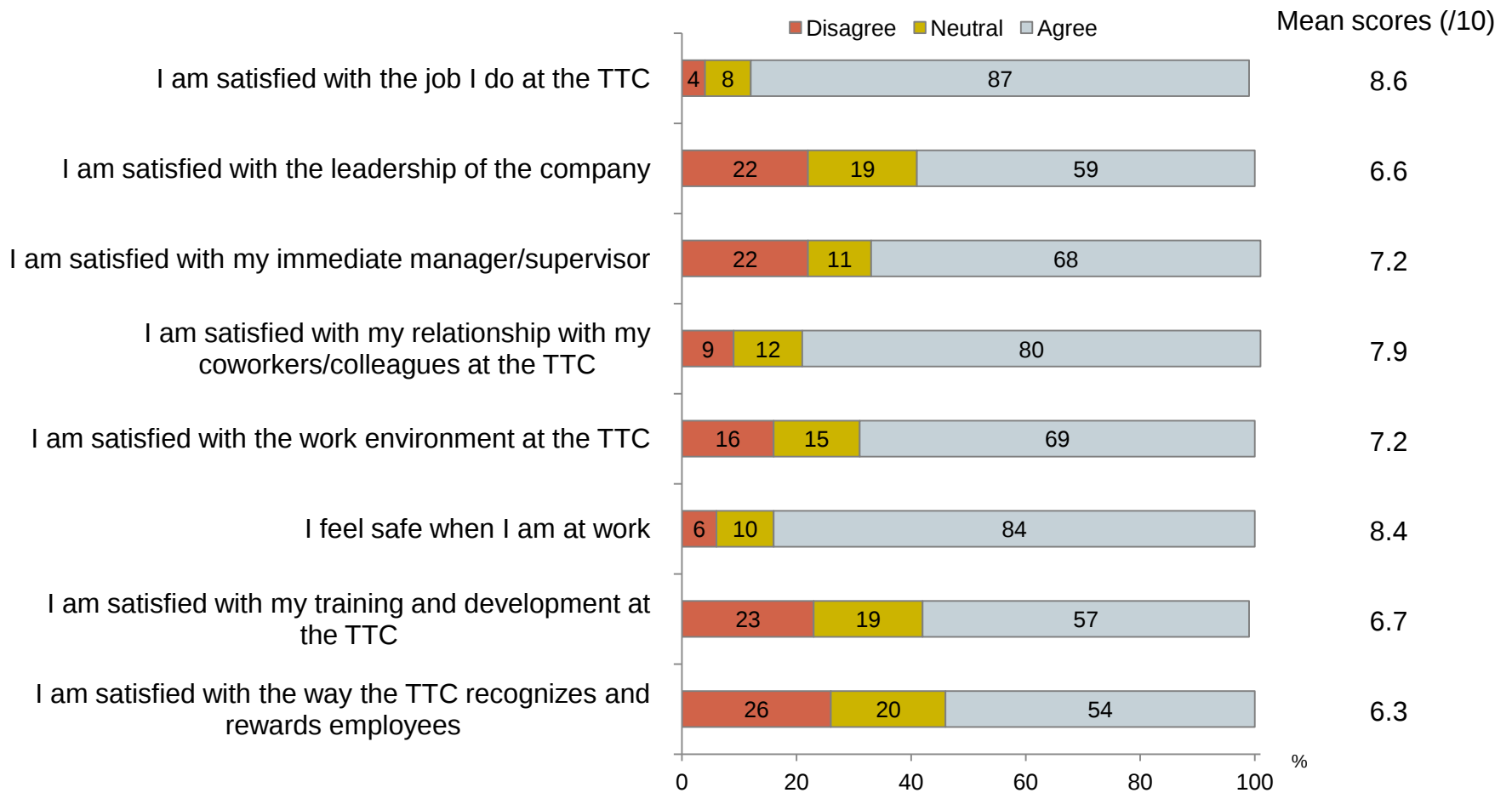


SECTION SUMMARY

- 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 way the TTC recognizes and rewards employees”, and “I am satisfied with the leadership of the company”. These results were consistent for most cost centre groupings, with a few consistent variations:
 - For Harvey Shops, Malvern, and Birchmount, “I am satisfied with my relationship with my coworkers/colleagues at the TTC” was rated higher than feeling safe at work.
 - For Engineering & Technical, Harvey Shops Mgt. & Staff, Mt. Dennis, and Wilson, “I am satisfied with my training and development at the TTC” was rated lower than leadership of the company. Meanwhile, for Harvey Shops and Wheel Trans Garage, “I am satisfied with my immediate manager/supervisor” received the lowest score.
- Mean scores across most measures were generally highest for Duncan Shops Mgt. & Staff and lowest for Malvern.

ASPECTS OF EMPLOYEE ENGAGEMENT

- BUS MAINTENANCE & SHOPS



ASPECTS OF EMPLOYEE ENGAGEMENT

-BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Dept. Head & Staff	Eng. & Tech.	Duncan Shops Mgt. & Staff	Duncan Shops	Harvey Shops Mgt. & Staff	Harvey Shops	Wheel Trans Garage
I am satisfied with the job I do at the TTC	8.1	8.0	8.2	8.6	8.5	8.8	9.2	8.7	9.0	8.9	8.6
I am satisfied with the leadership of the company	6.4	6.1	6.5	6.6	6.5	7.4	7.8	6.3	8.3	6.3	6.0
I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	7.2	8.2	7.8	9.3	7.1	8.8	5.7	5.6
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	7.9	8.5	8.7	8.8	7.9	8.3	8.1	7.2
I am satisfied with the work environment at the TTC	7.0	6.8	7.0	7.2	7.3	7.9	8.7	7.1	7.8	6.7	6.5
I feel safe when I am at work	8.0	7.7	8.1	8.4	8.7	9.3	9.5	8.6	9.5	8.0	8.0
I am satisfied with my training and development at the TTC	7.0	6.9	6.8	6.7	6.5	6.0	8.7	7.0	7.9	6.5	6.2
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	6.3	5.6	5.7	8.1	6.5	7.3	6.5	6.2

Sample sizes vary by attribute.

ASPECTS OF EMPLOYEE ENGAGEMENT

-BY COST CENTRE/GROUPING (CITY GARAGES)

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Malvern	Birchmount	Eglinton	Mt. Dennis	Queensway	Arrow Road	Wilson
I am satisfied with the job I do at the TTC	8.1	8.0	8.2	8.6	7.9	8.7	8.5	8.2	8.3	8.9	8.7
I am satisfied with the leadership of the company	6.4	6.1	6.5	6.6	5.3	6.5	6.6	6.9	5.4	6.4	7.0
I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	7.2	5.2	7.7	8.1	7.5	7.1	7.8	7.7
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	7.9	7.6	8.8	8.0	7.3	6.1	8.5	7.7
I am satisfied with the work environment at the TTC	7.0	6.8	7.0	7.2	6.4	8.0	7.4	6.7	6.4	7.1	7.6
I feel safe when I am at work	8.0	7.7	8.1	8.4	7.2	8.5	8.4	8.3	8.0	8.7	8.2
I am satisfied with my training and development at the TTC	7.0	6.9	6.8	6.7	5.3	7.2	6.8	6.0	6.3	6.4	6.7
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	6.3	5.1	6.5	6.4	5.8	5.8	6.4	6.4

Sample sizes vary by attribute.

WHAT DRIVES EMPLOYEE ENGAGEMENT?

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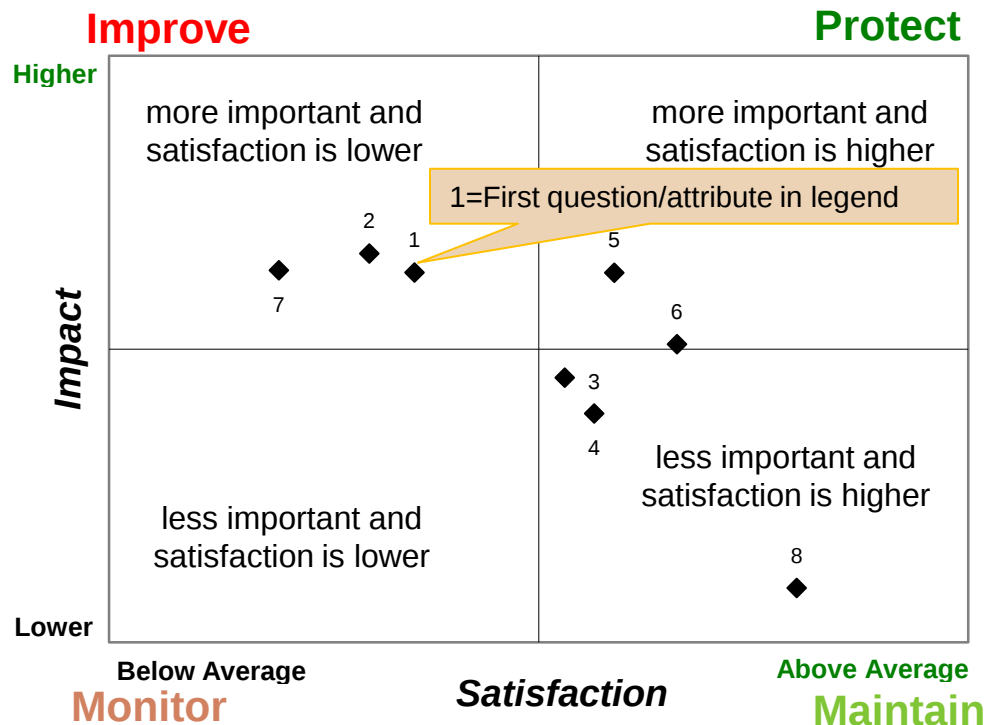


SECTION SUMMARY

- 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 Manager/Supervisor”, “Your Team”, and “Safety”. 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

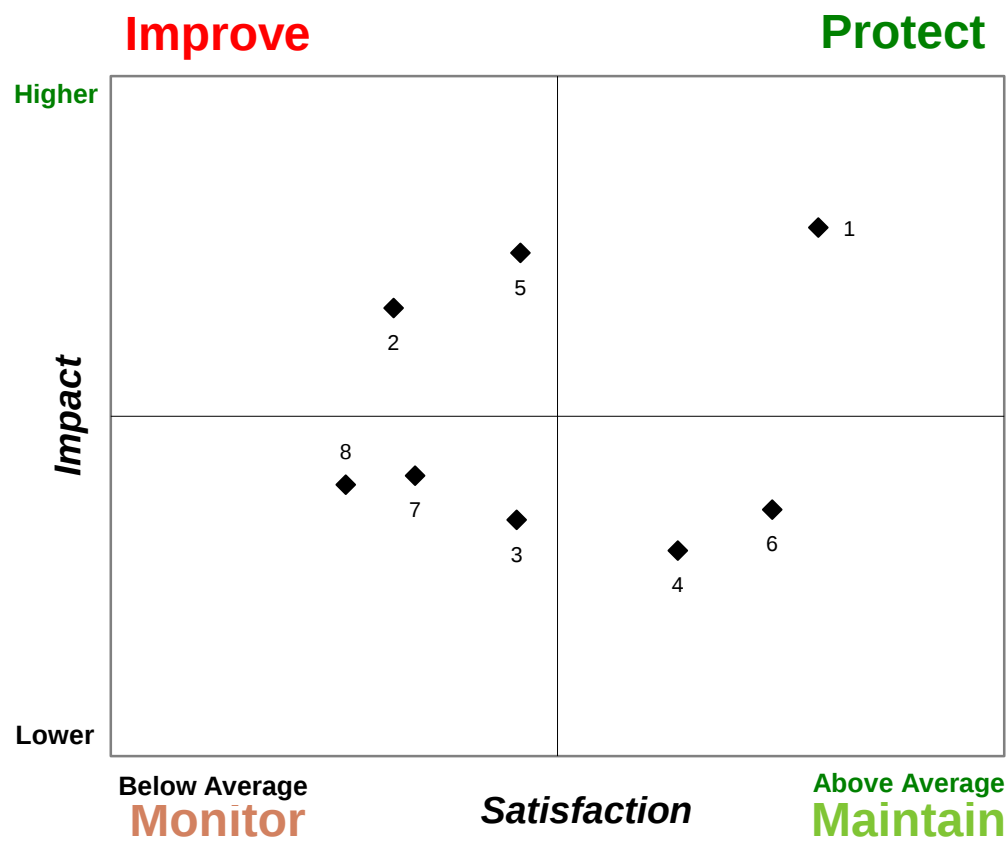
1. First question/attribute
2. Second question/attribute
3. Third question/attribute
4. Fourth question/attribute
5. Fifth question/attribute
6. Sixth question/attribute
7. Seventh question/attribute
8. Eighth question/attribute

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

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

Bus Maintenance & Shops



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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 6.3 to 8.6.
Impact values range between 22% to 45%.

OVERALL ORGANIZATIONAL VIEWS OF BUS MAINTENANCE & SHOPS

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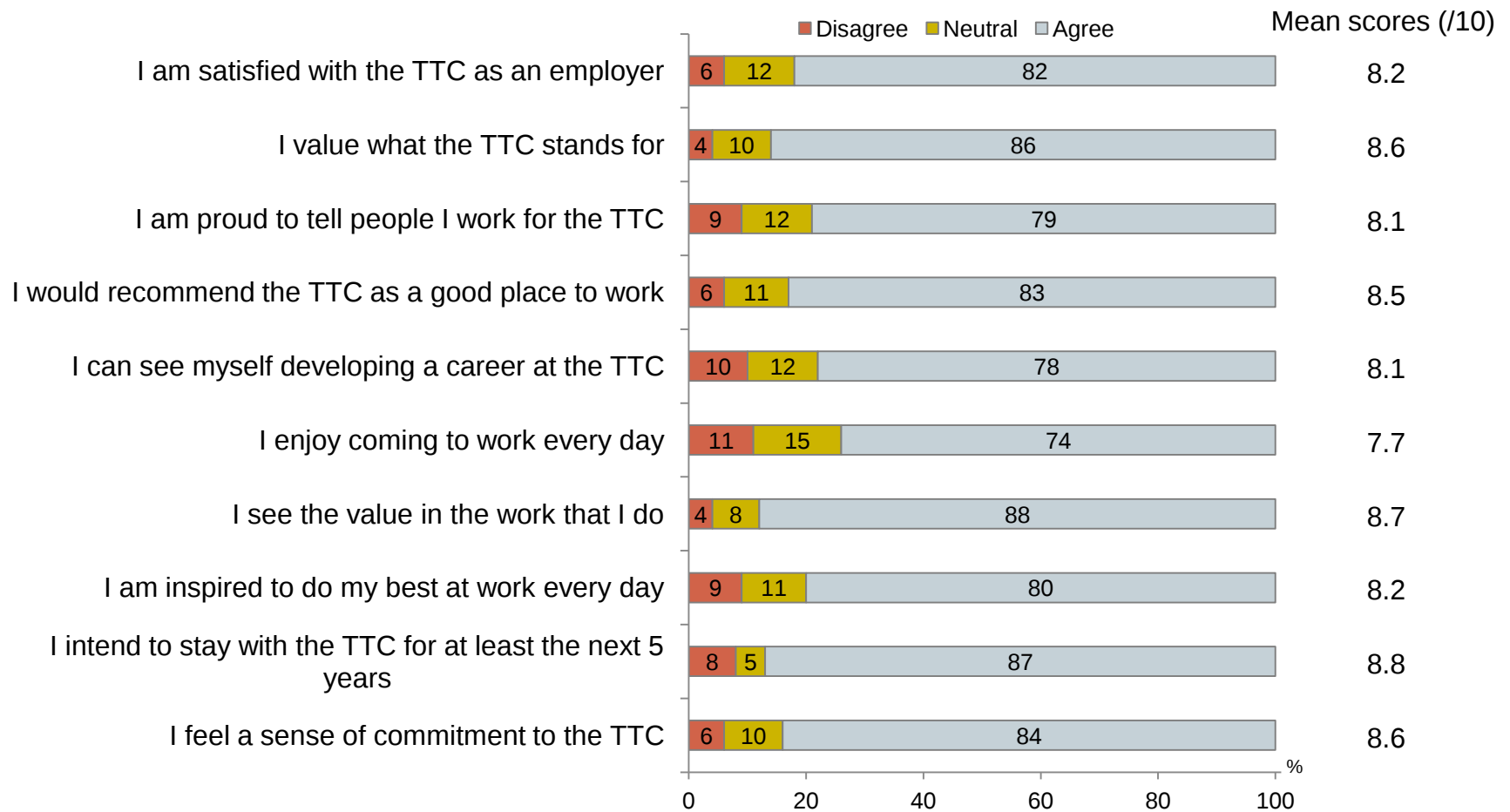


SECTION SUMMARY

- 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 most cost centres, except for Duncan and Harvey Shops Mgt. & Staff. For these cost centres, other measures, including "I am satisfied with the TTC as an employer" and "I am proud to tell people I work for the TTC", and "I would recommend the TTC as a good place to work" are among the highest scores, while intending to stay is among one of the lower ratings. For Birchmount, "I am satisfied with the TTC as an employer" ranked lowest, while for Eglinton and Mt. Dennis, the lowest score was for "I can see myself developing a career at the TTC".
- Mean scores across most measures were generally highest for Harvey Shops Mgt. & Staff, and generally lowest for Queensway, Malvern, and Mt. Dennis.

OVERALL ORGANIZATIONAL VIEWS

- BUS MAINTENANCE & SHOPS



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”:

OVERALL ORGANIZATIONAL VIEWS

-BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Dept. Head & Staff	Eng. & Tech.	Duncan Shops Mgt. & Staff	Duncan Shops	Harvey Shops Mgt. & Staff	Harvey Shops	Wheel Trans Garage
I am satisfied with the TTC as an employer	7.8	7.7	8.0	8.2	7.9	8.0	9.1	8.6	9.3	8.1	7.9
I value what the TTC stands for	8.2	8.1	8.3	8.6	8.5	8.6	9.0	9.0	9.3	8.7	8.3
I am proud to tell people I work for the TTC	7.9	7.8	8.0	8.1	8.2	8.3	9.1	8.0	9.5	8.2	8.0
I would recommend the TTC as a good place to work	8.0	7.9	8.2	8.5	8.8	8.6	9.3	8.4	9.2	8.3	8.3
I can see myself developing a career at the TTC	7.9	7.8	8.0	8.1	8.5	8.3	8.6	8.7	8.9	7.9	7.7
I enjoy coming to work every day	7.3	7.2	7.5	7.7	7.6	8.0	8.6	8.0	7.9	7.4	7.0
I see the value in the work that I do	8.2	8.1	8.3	8.7	8.8	8.1	9.2	8.9	9.1	8.8	8.5
I am inspired to do my best at work every day	7.8	7.7	7.9	8.2	8.3	7.9	9.3	8.4	8.7	8.2	8.3
I intend to stay with the TTC for at least the next 5 years	8.5	8.6	8.6	8.8	8.3	8.5	8.4	9.6	8.7	8.2	8.7
I feel a sense of commitment to the TTC	8.2	8.1	8.3	8.6	8.8	8.4	9.3	8.8	9.2	8.2	8.5

Sample sizes vary by attribute.

OVERALL ORGANIZATIONAL VIEWS

-BY COST CENTRE/GROUPING (CITY GARAGES)

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Malvern	Birchmount	Eglinton	Mt. Dennis	Queensway	Arrow Road	Wilson
I am satisfied with the TTC as an employer	7.8	7.7	8.0	8.2	7.7	8.1	8.5	7.7	7.5	8.2	8.4
I value what the TTC stands for	8.2	8.1	8.3	8.6	8.1	8.4	8.3	8.2	7.7	9.2	8.5
I am proud to tell people I work for the TTC	7.9	7.8	8.0	8.1	7.4	8.4	8.3	7.1	7.5	8.6	7.8
I would recommend the TTC as a good place to work	8.0	7.9	8.2	8.5	7.5	8.4	8.9	8.0	8.2	8.8	8.9
I can see myself developing a career at the TTC	7.9	7.8	8.0	8.1	7.4	8.5	7.7	7.4	7.4	8.5	8.3
I enjoy coming to work every day	7.3	7.2	7.5	7.7	6.9	8.3	8.0	7.8	6.7	7.9	8.3
I see the value in the work that I do	8.2	8.1	8.3	8.7	8.3	9.1	8.5	8.8	8.0	8.8	8.8
I am inspired to do my best at work every day	7.8	7.7	7.9	8.2	7.3	8.5	8.2	8.3	7.5	8.4	8.2
I intend to stay with the TTC for at least the next 5 years	8.5	8.6	8.6	8.8	8.3	9.5	9.4	8.7	7.6	9.1	9.4
I feel a sense of commitment to the TTC	8.2	8.1	8.3	8.6	7.8	8.6	8.4	8.8	8.4	8.8	8.6

Sample sizes vary by attribute.

AREA TO PROTECT: YOUR JOB

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Job” as having the most impact on Employee Engagement overall and as an area with which Bus Maintenance & Shops employees are, for the most part, satisfied, making this an Area to Protect.
- Employee satisfaction with the job they do is relatively consistent across most of the departments, although mean satisfaction scores were generally highest for Duncan Shops Mgt. & Staff and Harvey Shops Mgt. & Staff, and lowest for Malvern.
- Staff employees are slightly more satisfied with their job than unionized 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 have the proper equipment/tools to do my job well” and “I feel well informed about how to improve customer service.” These results were generally consistent for most cost centres, with the following exceptions:
 - For Wilson and Mt. Dennis, “My work enables me to use my skills and abilities” received a higher rating than looking for ways to make improvements. For Arrow Road, “In my job, I feel able to put customers first” received the highest rating.
 - For Harvey Shops, “I am given the freedom to make decisions in my job” was rated lower than having the proper equipment/tools.
- To maintain high levels of employee satisfaction with their job, Opportunity Analysis identifies the following key Areas to Improve:
 - I feel motivated in my job
 - I am given the freedom to make decisions in my job.

SECTION SUMMARY

- In addition to these improvements, Opportunity Analysis also identifies one key Area to Protect:
 - My work enables me to use my skills and abilities

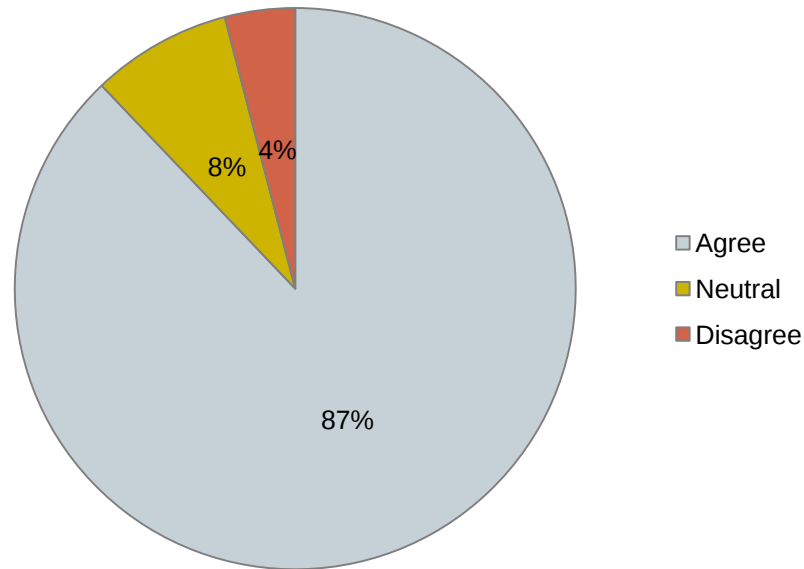
OVERALL RATINGS OF YOUR JOB

- BUS MAINTENANCE & SHOPS

Bus Maintenance & Shops

Total
(n= 412)

Mean=8.6



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 COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.

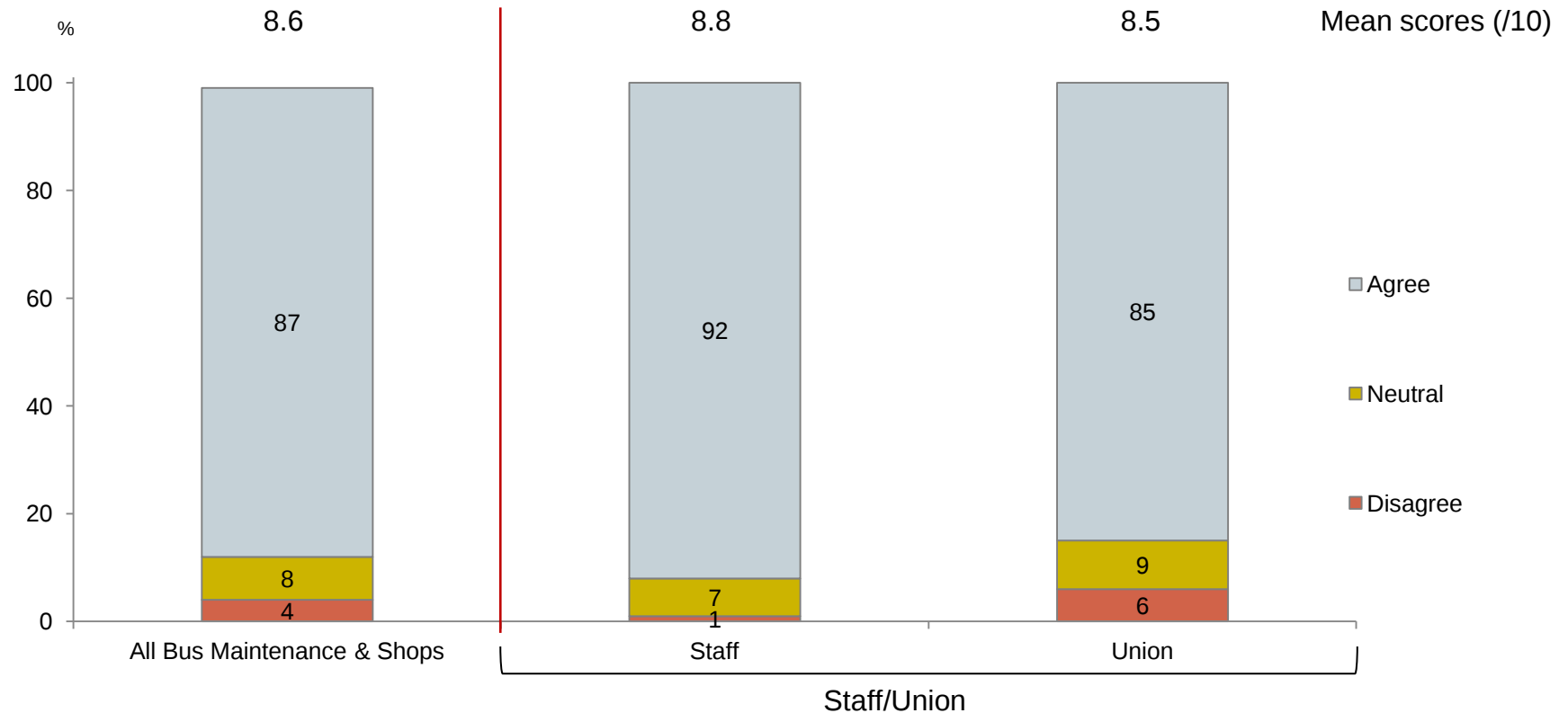
B1. How much do you agree or disagree with each of the following statements about your job ?

Overall, I am satisfied with the job I do at the TTC.

Sample sizes vary by category.

3/29/2015

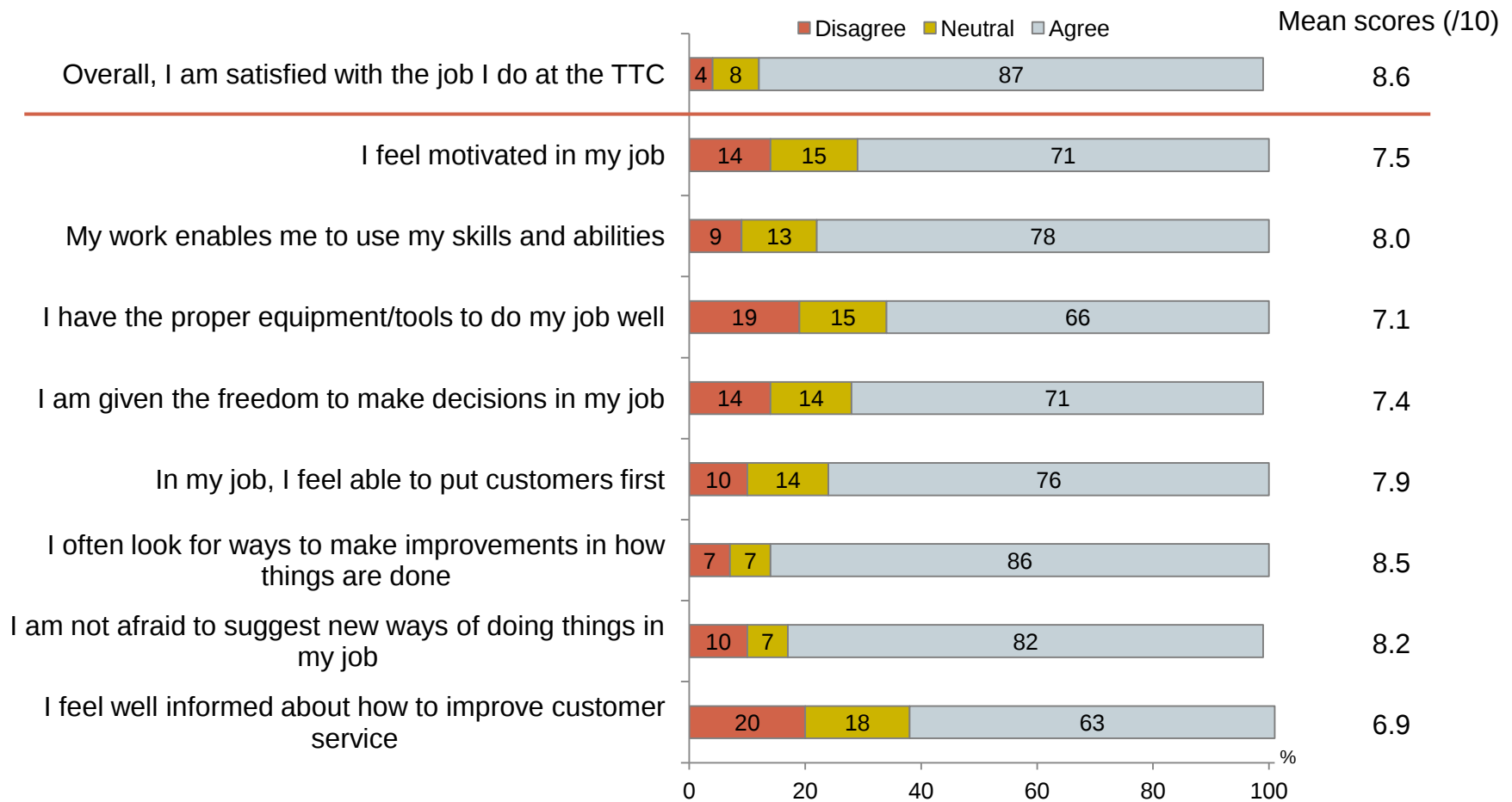
OVERALL RATINGS OF YOUR JOB - BY EMPLOYEE POSITION



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.

YOUR JOB

- BUS MAINTENANCE & SHOPS



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

YOUR JOB - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Dept. Head & Staff	Eng. & Tech.	Duncan Shops Mgt. & Staff	Duncan Shops	Harvey Shops Mgt. & Staff	Harvey Shops	Wheel Trans Garage
Overall, I am satisfied with the job I do at the TTC	8.1	8.0	8.2	8.6	8.5	8.8	9.2	8.7	9.0	8.9	8.6
I feel motivated in my job	7.0	6.9	7.2	7.5	7.6	7.5	8.6	7.5	8.1	7.2	7.3
My work enables me to use my skills and abilities	7.3	7.2	7.5	8.0	8.2	7.5	8.8	7.9	8.2	8.6	7.6
I have the proper equipment/tools to do my job well	6.8	6.6	7.0	7.1	6.7	6.7	8.3	7.7	7.4	7.8	7.1
I am given the freedom to make decisions in my job	6.5	6.3	6.9	7.4	7.6	7.6	8.5	7.0	8.3	7.0	7.8
In my job, I feel able to put customers first	7.5	7.3	7.6	7.9	7.8	8.6	8.7	7.8	8.3	7.9	8.2
I often look for ways to make improvements in how things are done	8.1	7.9	8.3	8.5	9.2	9.0	9.3	8.7	9.5	8.6	8.6
I am not afraid to suggest new ways of doing things in my job	7.6	7.4	8.0	8.2	9.1	8.7	9.1	7.9	9.4	8.6	8.3
I feel well informed about how to improve customer service	6.8	6.5	6.9	6.9	7.3	7.6	8.1	6.9	8.1	6.6	6.6

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

YOUR JOB

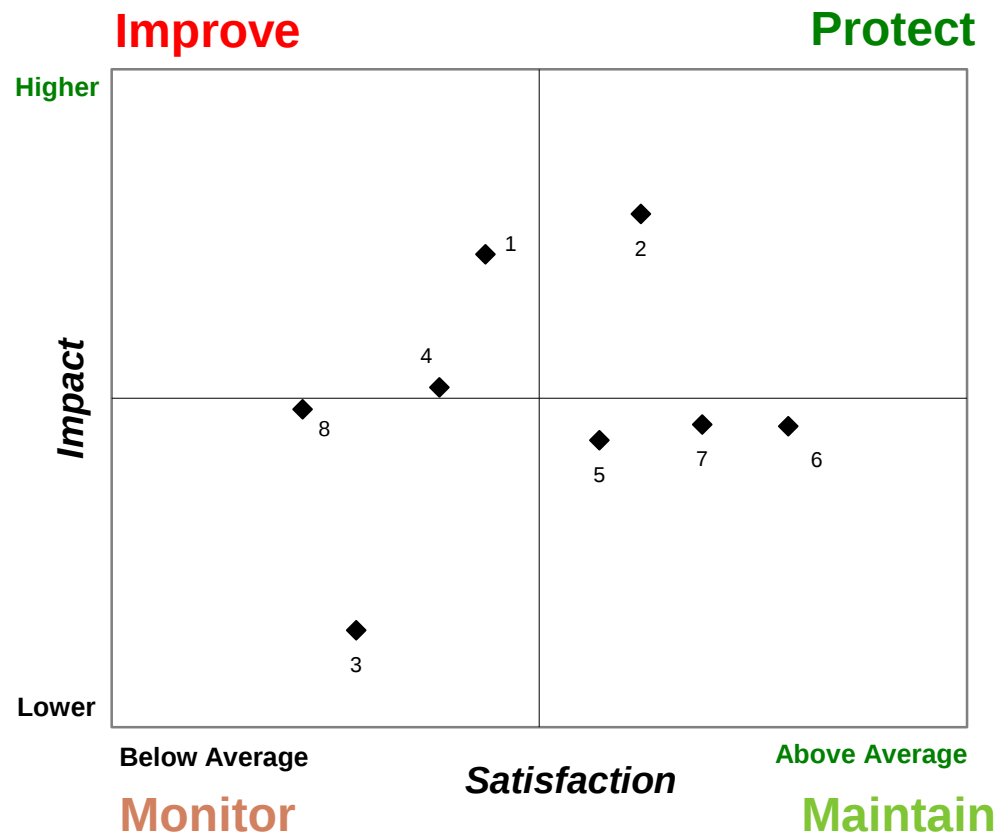
- BY COST CENTRE/GROUPING (CITY GARAGES)

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Malvern	Birchmount	Eglinton	Mt. Dennis	Queensway	Arrow Road	Wilson
Overall, I am satisfied with the job I do at the TTC	8.1	8.0	8.2	8.6	7.9	8.7	8.5	8.2	8.3	8.9	8.7
I feel motivated in my job	7.0	6.9	7.2	7.5	6.4	7.6	7.8	7.9	7.3	7.8	7.4
My work enables me to use my skills and abilities	7.3	7.2	7.5	8.0	7.2	7.6	7.6	8.1	8.2	8.4	8.3
I have the proper equipment/tools to do my job well	6.8	6.6	7.0	7.1	5.6	6.0	6.9	7.7	6.4	5.9	7.2
I am given the freedom to make decisions in my job	6.5	6.3	6.9	7.4	6.5	6.6	7.3	7.8	6.9	7.5	7.5
In my job, I feel able to put customers first	7.5	7.3	7.6	7.9	6.9	7.4	7.9	8.0	7.5	8.9	7.7
I often look for ways to make improvements in how things are done	8.1	7.9	8.3	8.5	7.6	8.0	8.1	8.3	7.8	8.7	8.2
I am not afraid to suggest new ways of doing things in my job	7.6	7.4	8.0	8.2	7.1	7.7	7.8	7.9	7.5	8.3	8.3
I feel well informed about how to improve customer service	6.8	6.5	6.9	6.9	5.5	5.6	6.7	7.0	6.9	7.1	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

- BUS MAINTENANCE & SHOPS



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 6.9 to 8.5.
 Impact values range between 15% to 43%.

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 Bus Maintenance & Shops 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 generally highest for Duncan Shops Mgt. & Staff, and lowest for Malvern, and Queensway.
- Staff are significantly more satisfied with their Working Environment than unionized employees.
- Across the specific aspects of Working Environment, ratings were highest for, “The hours I work are reasonable” and “I feel that I belong at the TTC”. Ratings were lowest for, “I can adjust my work/shift hours if needed”, “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 generally consistent for most departments, with only a few exceptions:
 - For several cost centre groupings, “I am satisfied with my work/office space and facilities” is also one of the lowest scores. This is of particular note for Arrow Road, where this attribute received the lowest score.
 - For Mt. Dennis however, satisfaction with work spaces was among the highest scores, while having reasonable work hours was not among the top ratings for that cost centre.
- 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

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
- Stress at Work
- 14% of employees indicated that they experience “frequent” stress at work, and an additional 49% experience stress at work “sometimes”.
- Employees in Malvern garage reported more frequent stress than employees in other cost centres, among those groupings large enough to compare percentages (n>30). Lowest incidence of work stress was observed for Duncan Shops, and Harvey Shops.
- Higher proportions of staff employees reported frequent stress compared to union employees. This was evidenced in all possible categories of stress level (staff employees reported “frequent” and “sometimes” and union employee reported “rarely” and “never” more often).

SECTION SUMMARY

- Discrimination/Harassment
- 21% of Bus Maintenance & Shops employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months.
- Harvey Shops was most likely to have experienced discrimination (28%), followed by Malvern (24%). By contrast, Wilson was least likely (17%).
- Results indicated that more discrimination is experienced by Union versus Staff employees.
- Employees most frequently reported discrimination based on personal harassment, followed by discrimination based on Ethnic origin, Race, or Colour.
- Was it Reported?
- As only a minority reported experiencing any discrimination results cannot be reliably reported for any cost centre groupings, or for staff employees. Among those who experienced discrimination from colleagues, slightly more than half indicated that they reported the incident (53%). A slightly smaller proportion of union employees reported the incident, compared to all Bus Maintenance & Shops employees.
- 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). Of note however, one third of Bus Maintenance & Shops employees who did not report the incident did not choose to disclose their reason for not reporting.

SECTION SUMMARY

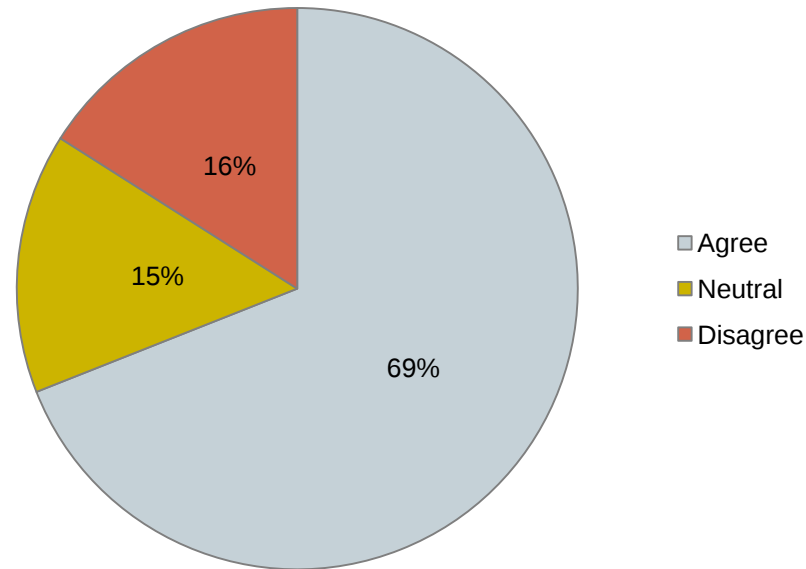
- Were Employees Satisfied with How it was Handled?
- Among those who reported the incident, only a minority were satisfied with the manner in which the incident was handled.
- Abuse by Customers
- Only 4%) of Bus Maintenance & Shops employees reported that they had been verbally abused by customers in the past 12 months, the lowest observed incidence for Operations group and much lower than the average incidence for that group. The highest incidence of verbal abuse was observed for Wilson garage (11%), and the lowest incidence was observed for Malvern garage (0%).
- No differences in reported incidence of verbal abuse were found between staff and union employees.
- Only 1% of Bus Maintenance & Shops employees reported that they had experienced physical abuse by customers. Incidence of physical abuse was highest for employees in Duncan Shops (4%). Among the remaining cost centres large enough to report percentages, no employees in those cost centre groupings reported physical abuse from customers.
- No difference was observed between staff and union employees.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BUS MAINTENANCE & SHOPS

Bus Maintenance & Shops

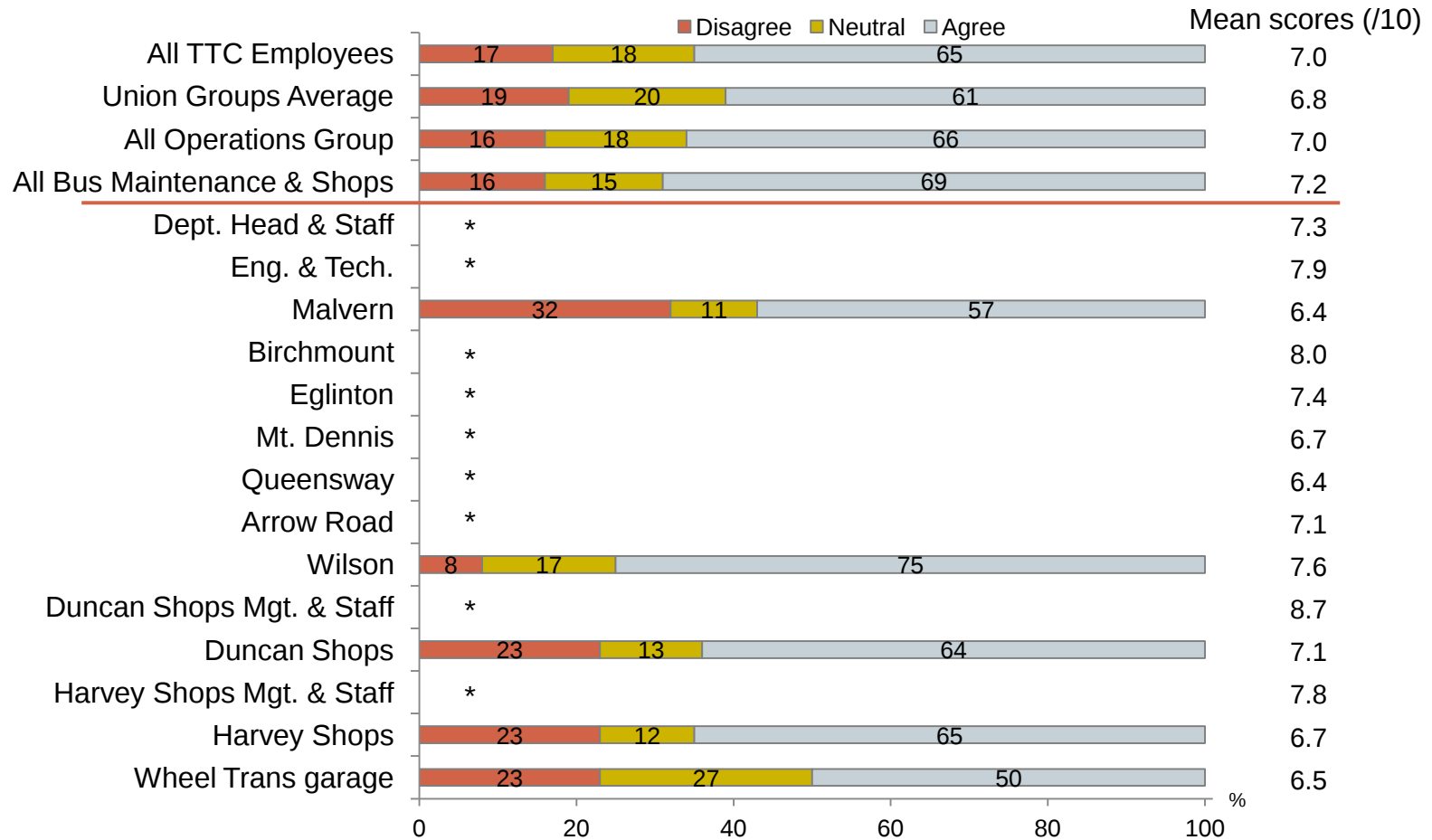
Total
(n= 420)

Mean=7.2



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 COST CENTRE/GROUPING



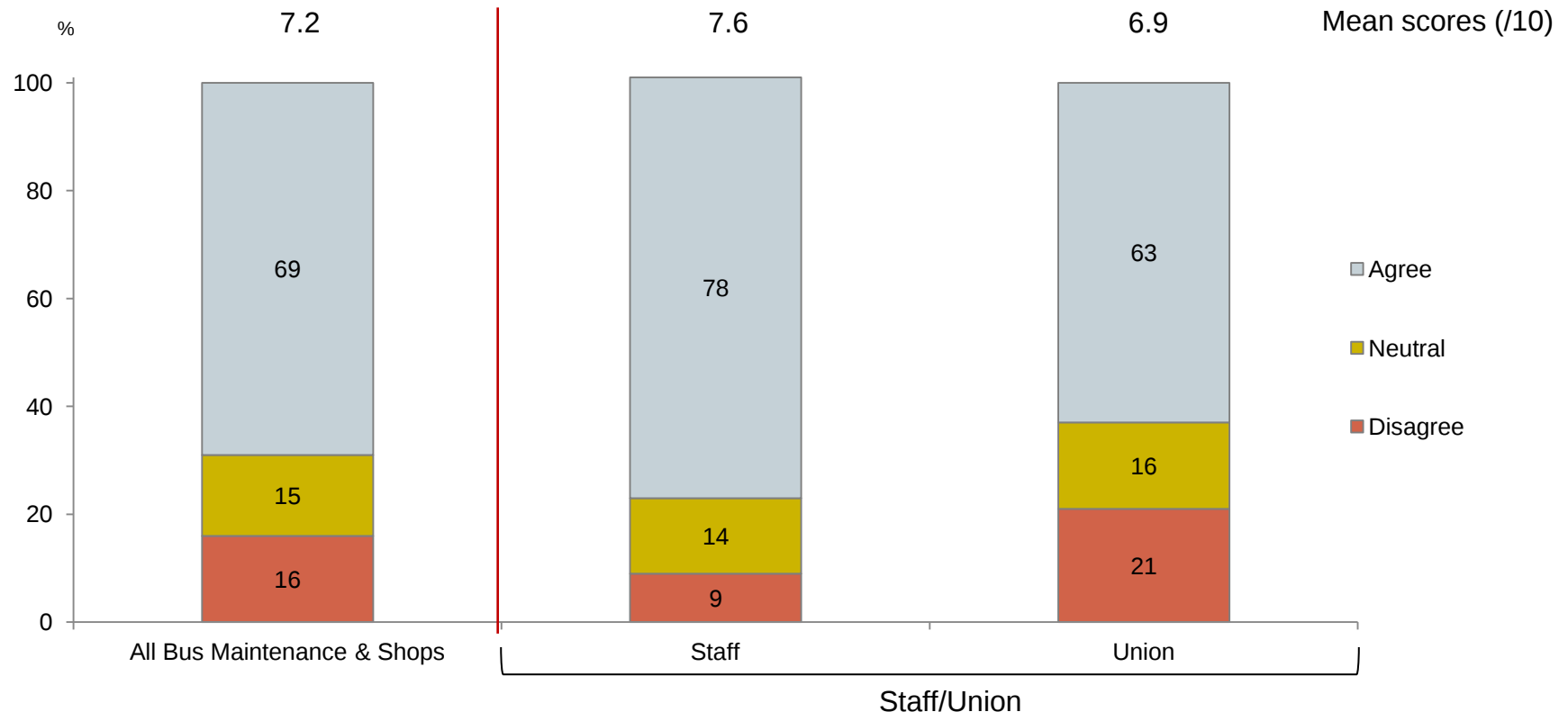
* Percentages suppressed as sample size <30.

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.

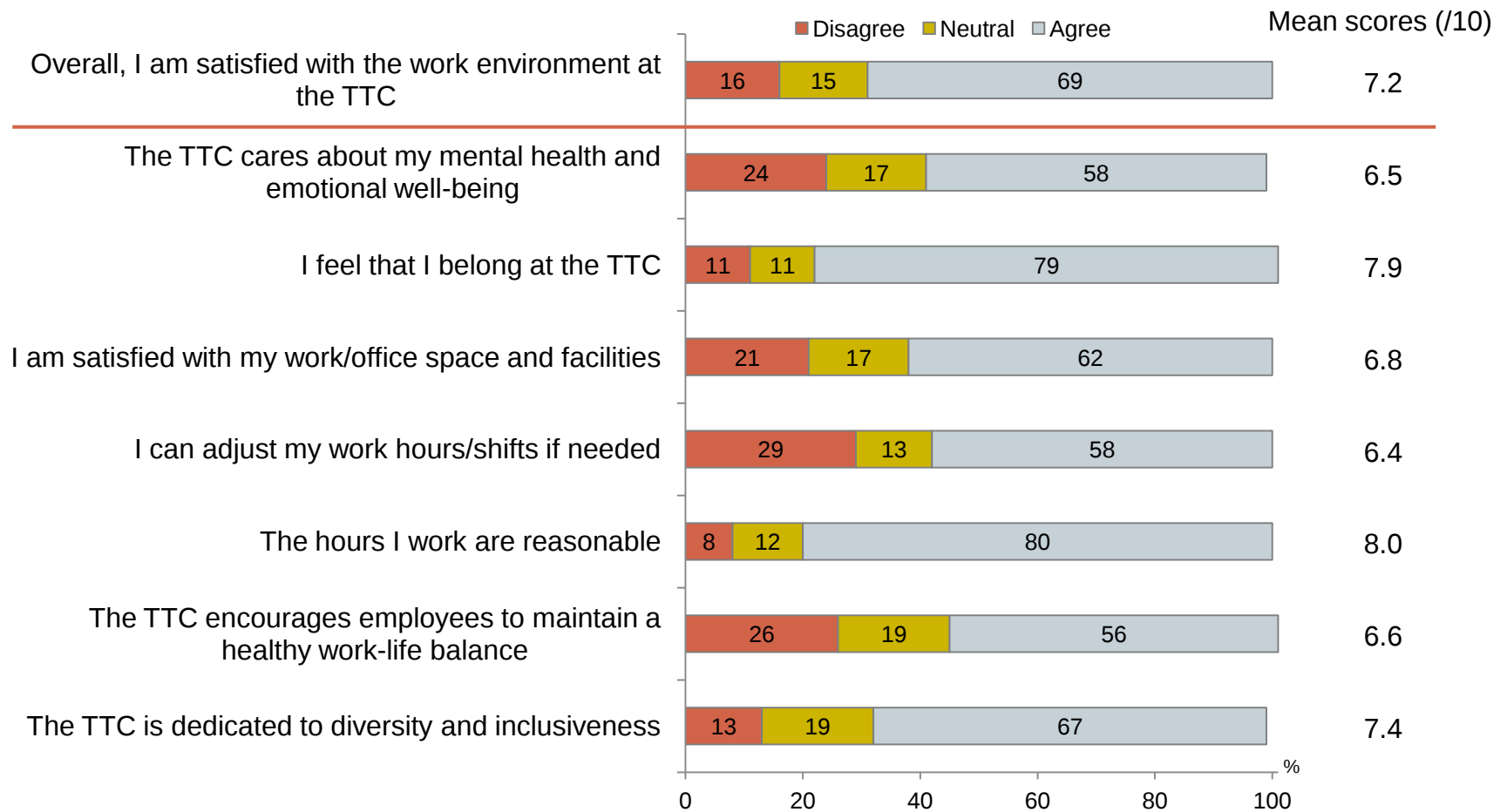
Sample sizes vary by category.

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.

YOUR WORKING ENVIRONMENT - BUS MAINTENANCE & SHOPS



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.

YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Dept. Head & Staff	Eng. & Tech.	Duncan Shops Mgt. & Staff	Duncan Shops	Harvey Shops Mgt. & Staff	Harvey Shops	Wheel Trans Garage
Overall, I am satisfied with the work environment at the TTC	7.0	6.8	7.0	7.2	7.3	7.9	8.7	7.1	7.8	6.7	6.5
The TTC cares about my mental health and emotional well-being	6.2	5.9	6.3	6.5	6.5	6.9	7.5	7.0	7.3	6.2	5.8
I feel that I belong at the TTC	7.4	7.3	7.5	7.9	8.0	7.9	8.8	8.2	8.8	7.3	7.4
I am satisfied with my work/office space and facilities	6.5	6.3	6.5	6.8	6.6	6.6	8.2	6.9	7.3	6.7	6.8
I can adjust my work hours/shifts if needed	6.7	6.5	6.2	6.4	8.0	6.7	8.6	6.9	5.6	4.9	7.0
The hours I work are reasonable	7.7	7.4	7.6	8.0	8.4	8.5	9.1	8.9	8.2	7.8	7.6
The TTC encourages employees to maintain a healthy work-life balance	6.3	5.9	6.2	6.6	6.5	7.4	8.2	6.9	7.1	6.5	5.8
The TTC is dedicated to diversity and inclusiveness	7.4	7.2	7.2	7.4	7.4	8.1	8.4	7.5	7.9	7.0	6.8

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.

YOUR WORKING ENVIRONMENT

- BY COST CENTRE/GROUPING (CITY GARAGES)

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Malvern	Birchmount	Eglinton	Mt. Dennis	Queensway	Arrow Road	Wilson
Overall, I am satisfied with the work environment at the TTC	7.0	6.8	7.0	7.2	6.4	8.0	7.4	6.7	6.4	7.1	7.6
The TTC cares about my mental health and emotional well-being	6.2	5.9	6.3	6.5	5.6	7.0	6.9	6.0	5.3	6.6	6.6
I feel that I belong at the TTC	7.4	7.3	7.5	7.9	7.2	8.3	7.9	7.3	6.7	8.9	8.2
I am satisfied with my work/office space and facilities	6.5	6.3	6.5	6.8	5.5	7.3	7.0	7.8	5.7	5.8	7.4
I can adjust my work hours/shifts if needed	6.7	6.5	6.2	6.4	5.2	6.4	7.1	5.8	6.6	6.0	5.9
The hours I work are reasonable	7.7	7.4	7.6	8.0	7.6	7.6	7.6	7.0	7.6	8.4	7.8
The TTC encourages employees to maintain a healthy work-life balance	6.3	5.9	6.2	6.6	5.1	6.7	6.2	6.4	6.1	6.7	6.8
The TTC is dedicated to diversity and inclusiveness	7.4	7.2	7.2	7.4	6.5	7.5	7.2	7.3	6.9	7.8	7.6

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 - BUS MAINTENANCE & SHOPS

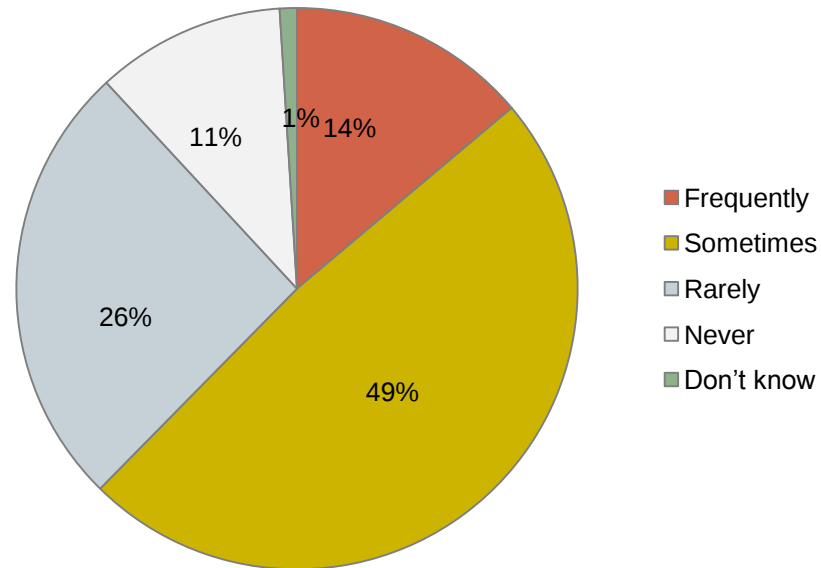


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life 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 6.4 to 8.0.
Impact values range between 20% to 53%.

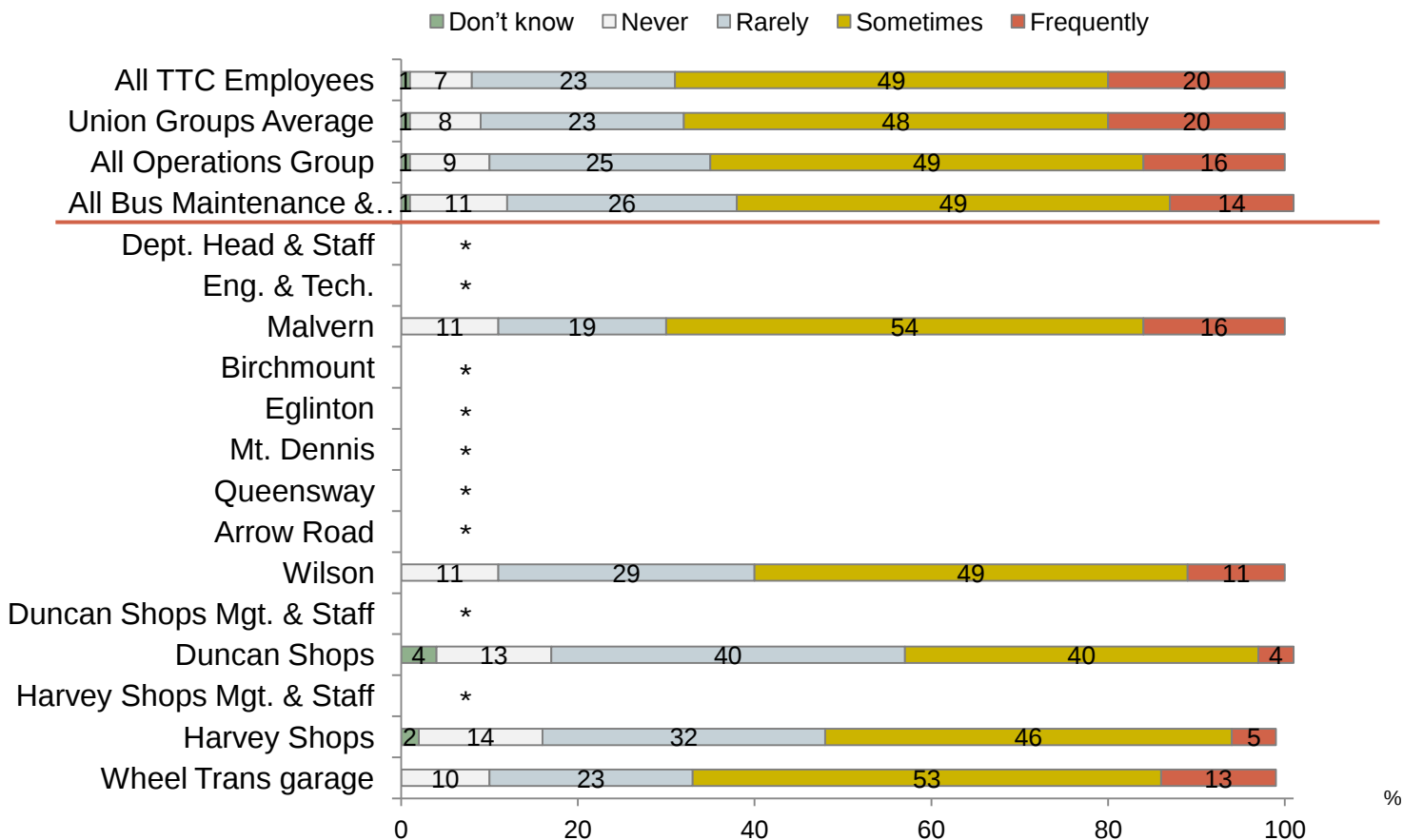
Bus Maintenance & Shops

Total
(n= 415)



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 COST CENTRE/GROUPING



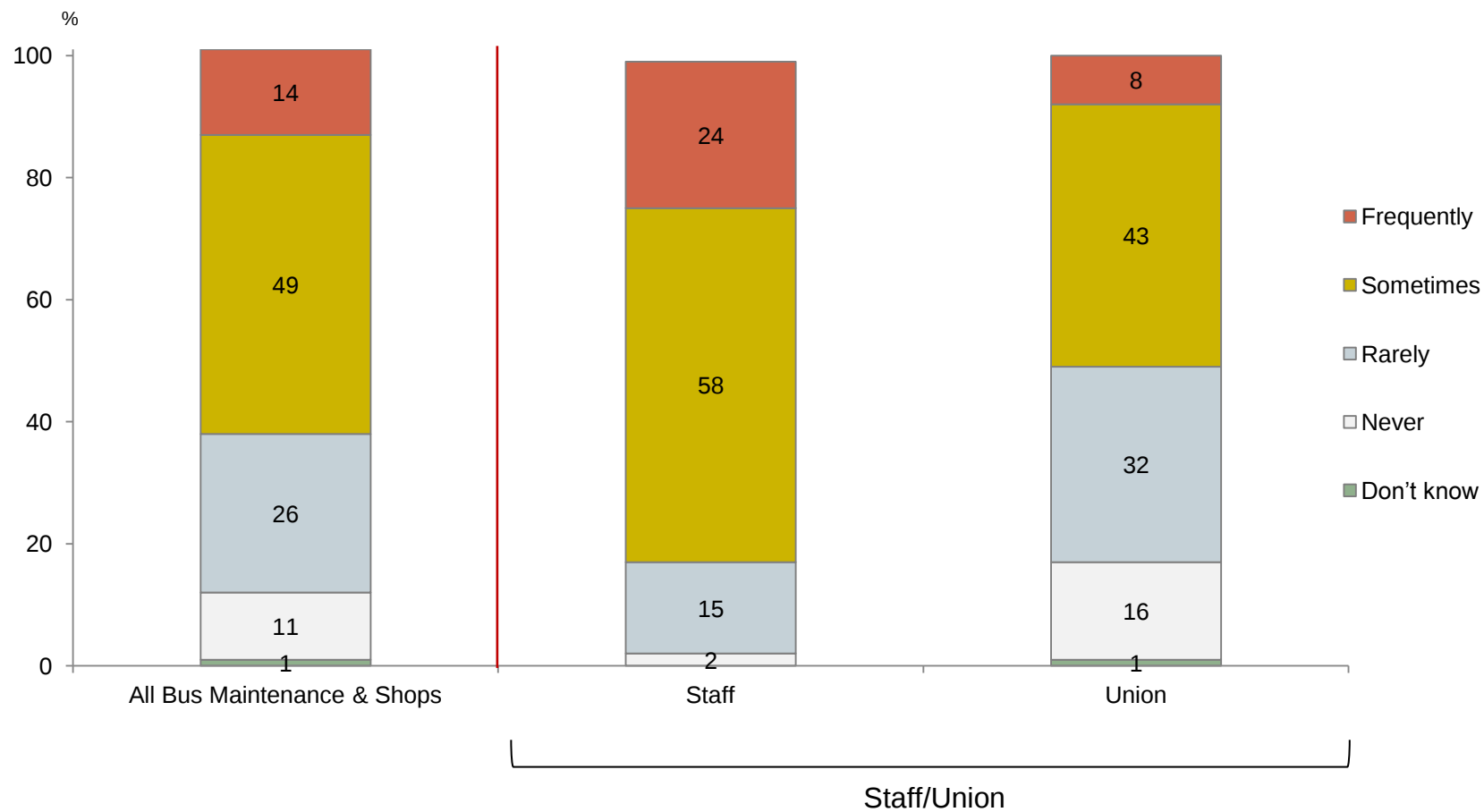
* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

STRESS AT WORK

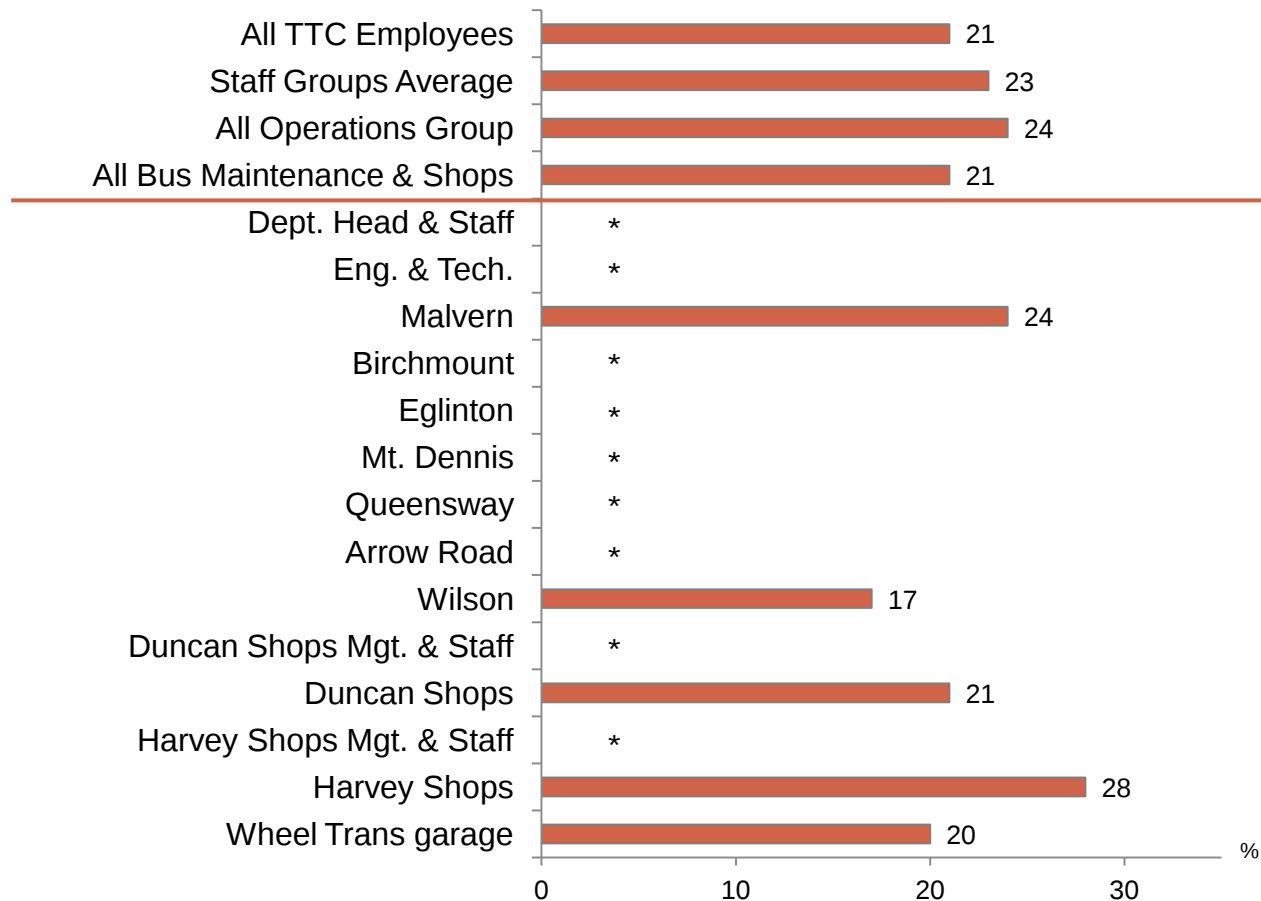
- BY EMPLOYEE POSITION



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

EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT

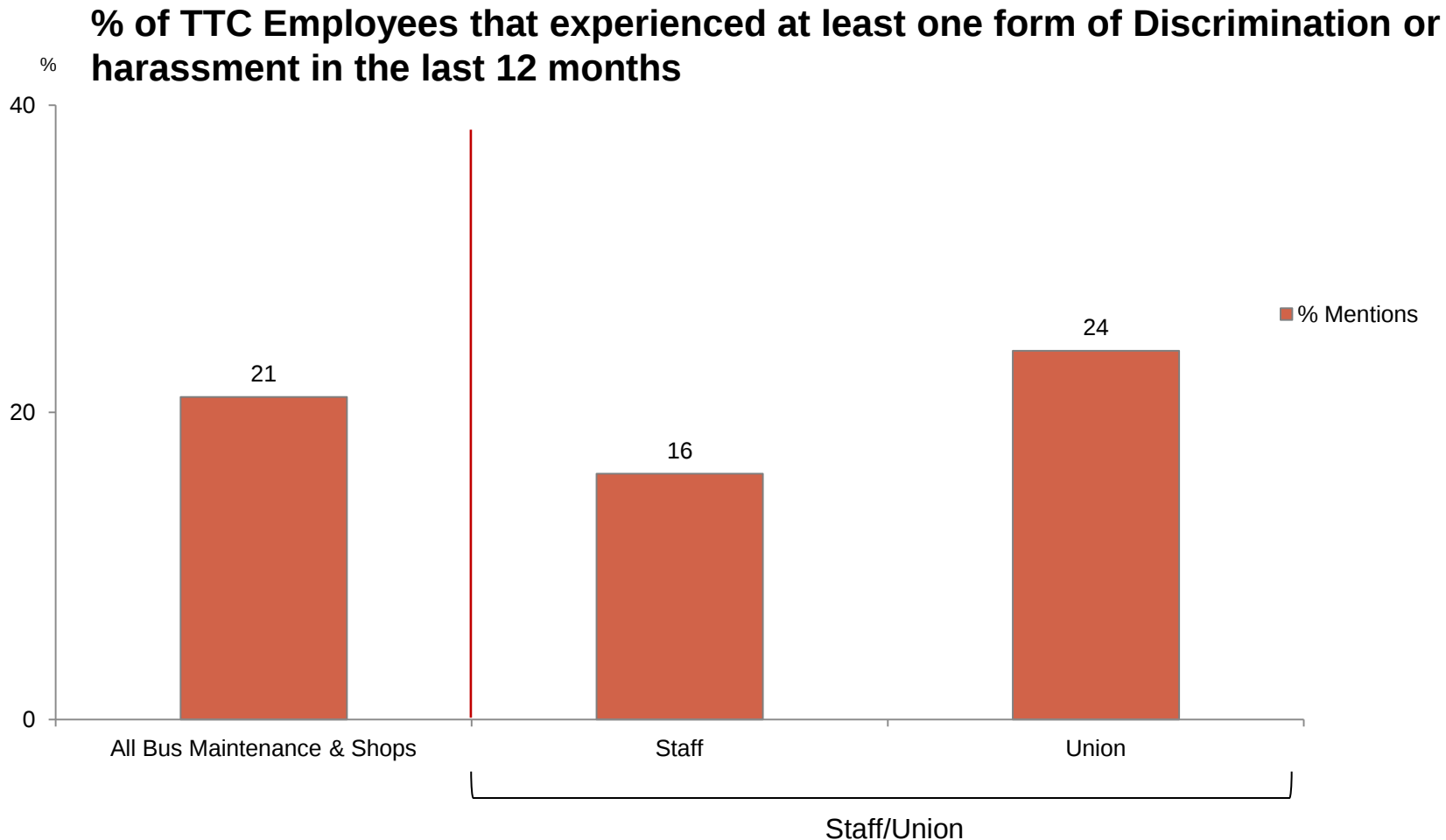
% of TTC Employees that experienced at least one form of Discrimination or harassment in the last 12 months



* Percentages suppressed as sample size <30.

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 2-4%	Prefer not to answer range from 2-4%	Prefer not to answer range from 1-4%	Prefer not to answer range from 0-4%	Prefer not to answer range from 2-7%	Prefer not to answer range from 0-7%	Prefer not to answer range from 0-5%	Prefer not to answer range from 3-6%
% Yes	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Duncan Shops	Harvey Shops	Wheel Trans Garage	Malvern	Wilson
Disability	3	3	4	3	0	4	3	3	3
Ethnic Origin	6	7	8	7	7	7	7	3	6
Gender (includes gender expression)	3	3	3	2	0	2	7	0	0
Sex (including pregnancy)	2	2	2	1	0	2	3	0	0
Creed	2	3	3	2	4	2	7	3	3
Age	5	5	5	4	5	5	7	5	0
Race	6	7	7	7	9	7	10	5	9
Colour	5	6	6	7	9	5	10	8	9
Sexual Orientation	2	2	2	<1	0	2	3	0	0
Family Status	2	2	2	2	0	0	0	5	0
Marital Status	2	2	2	1	0	2	0	5	0
Ancestry	3	3	4	3	2	2	0	6	6
Place of Origin	4	5	5	6	5	5	7	5	6
Citizenship	3	3	3	3	5	9	0	3	3
Personal Harassment	9	10	11	10	9	6	10	14	14
Other	4	4	4	5	2	12	17	3	3

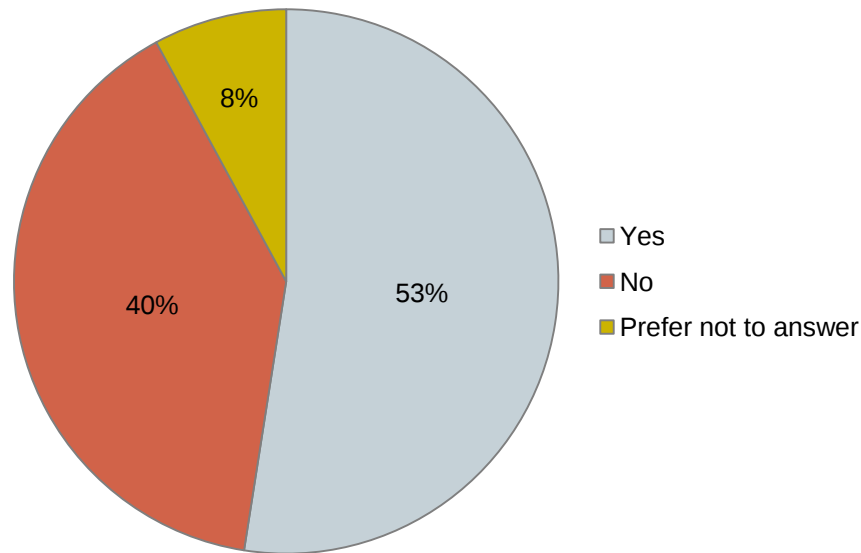
F3. In the last 12 months, have you experienced any discrimination or harassment by other TTC employees on the basis of:
 Only Malvern garage, Wilson garage, Duncan Shop, Harvey Shop, and Wheel Trans garage are shown as all other groupings are too small to report percentages (n<30).
 Sample sizes vary by attribute.

DID YOU REPORT DISCRIMINATION TO THE TTC?

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

Bus Maintenance & Shops

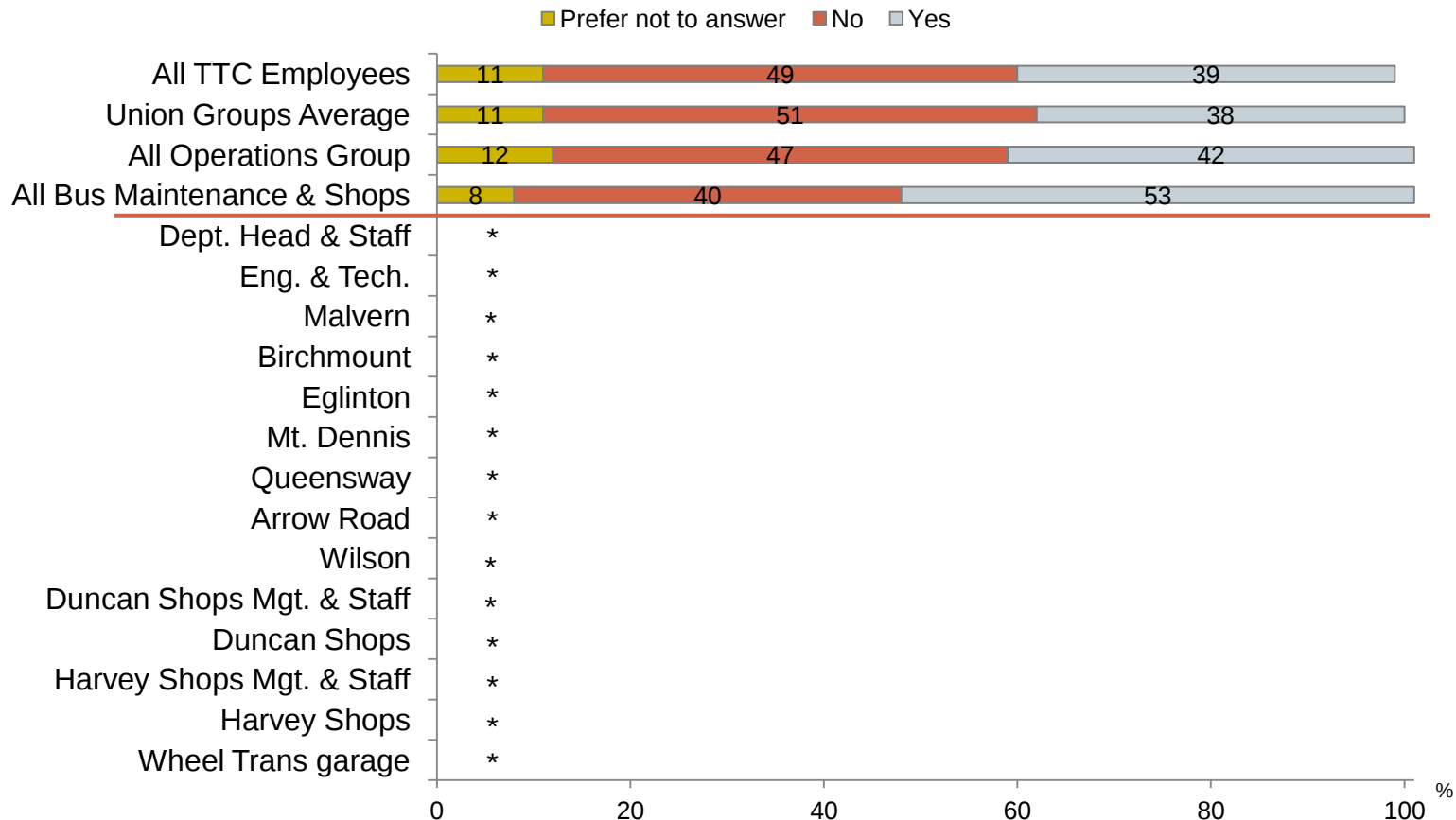
Total
(n= 91)



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 COST CENTRE/GROUPING

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



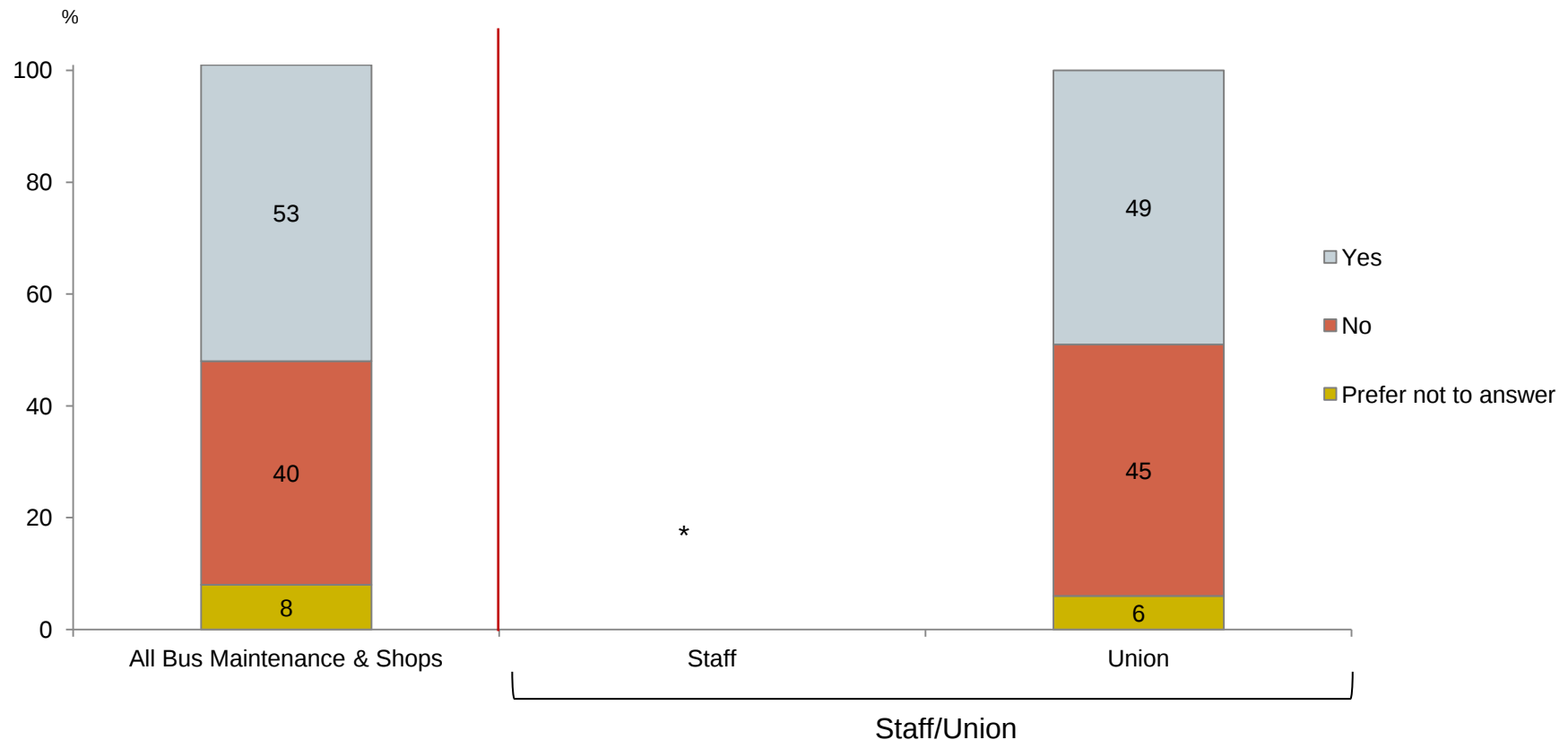
* Percentages suppressed due to sample size <30.

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

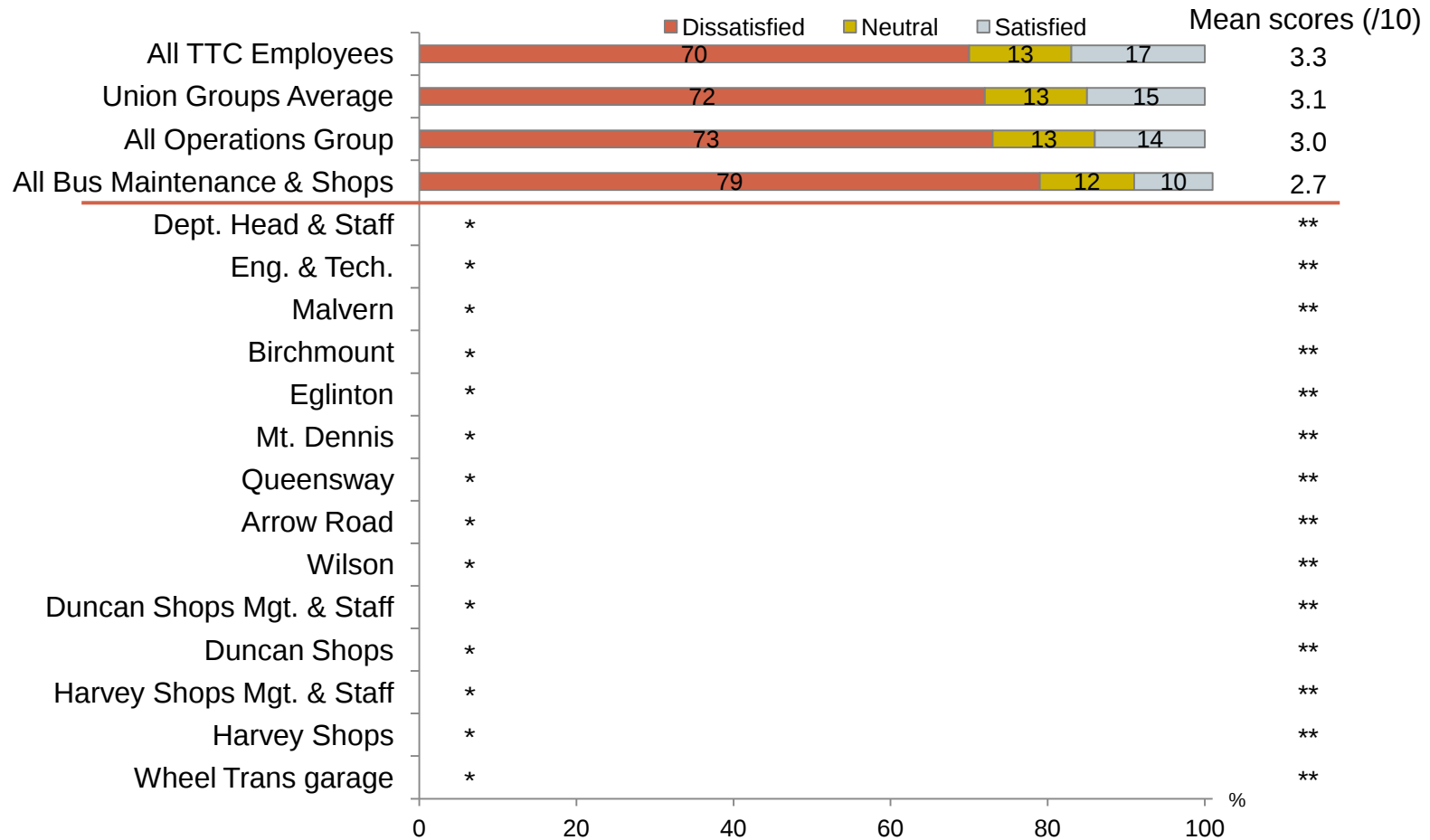


* Percentages suppressed due to sample size <30.

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 as sample size <30.

** Mean score suppressed as sample size <10.

F5. How satisfied were you with the way the matter was handled?

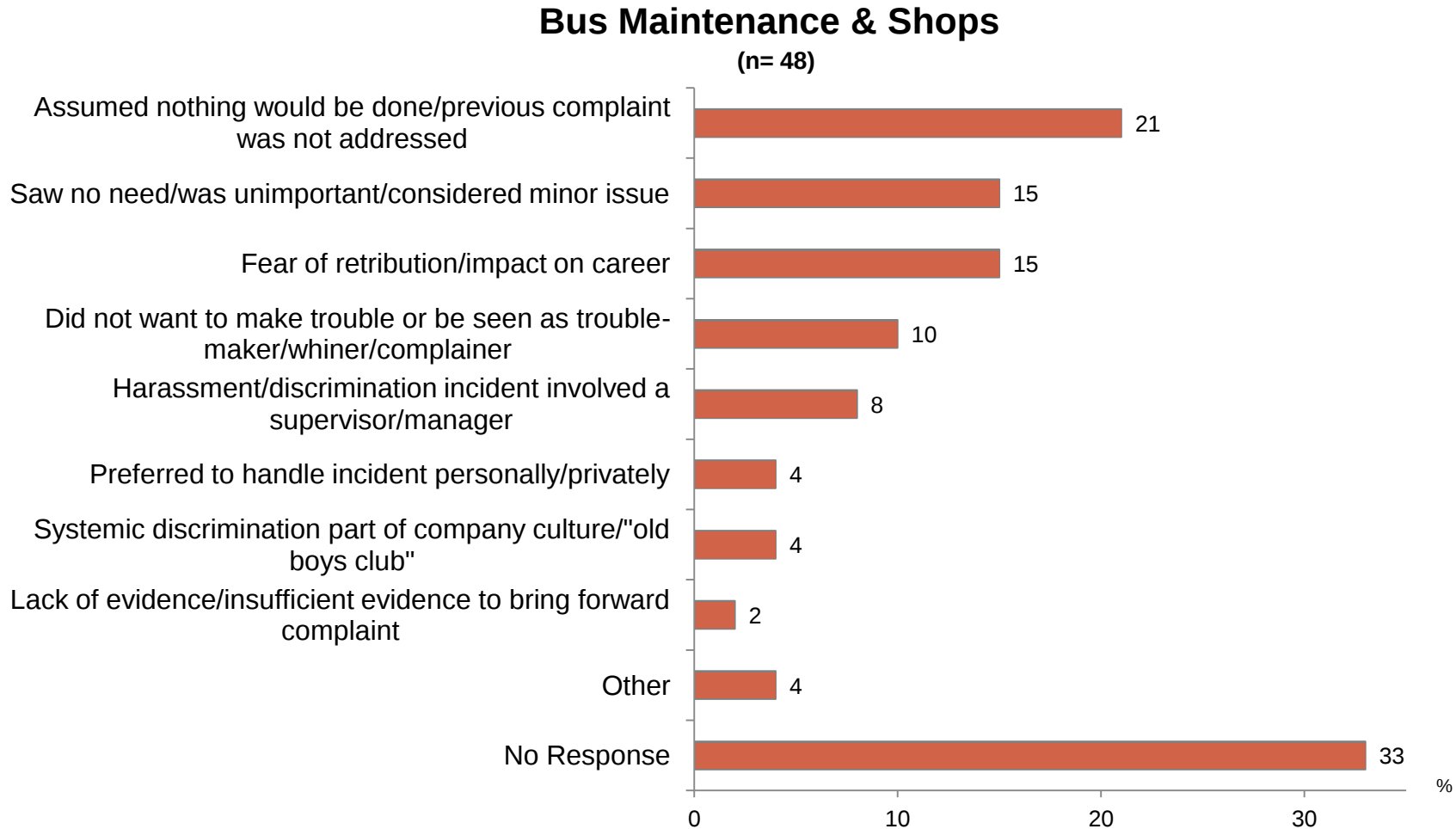
Sample sizes vary by category.

3/29/2015

65

REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident

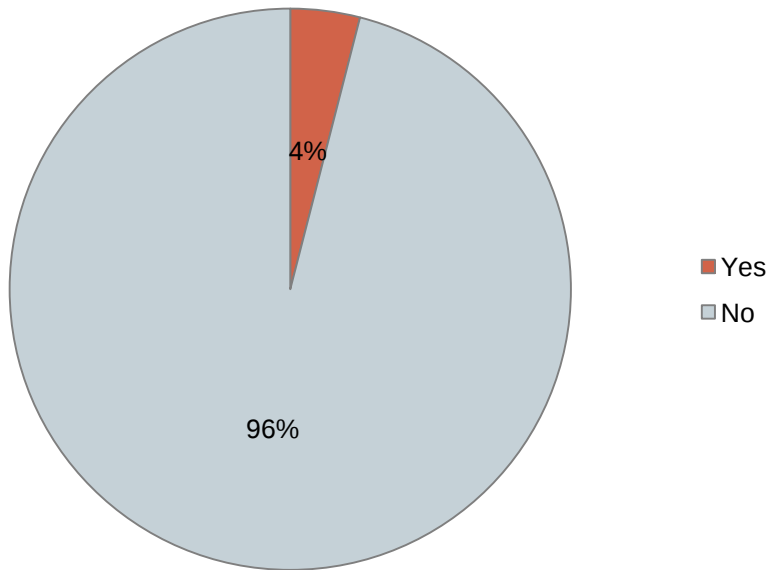


F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?
Percentages may total more than 100% as some respondents identified multiple reasons.

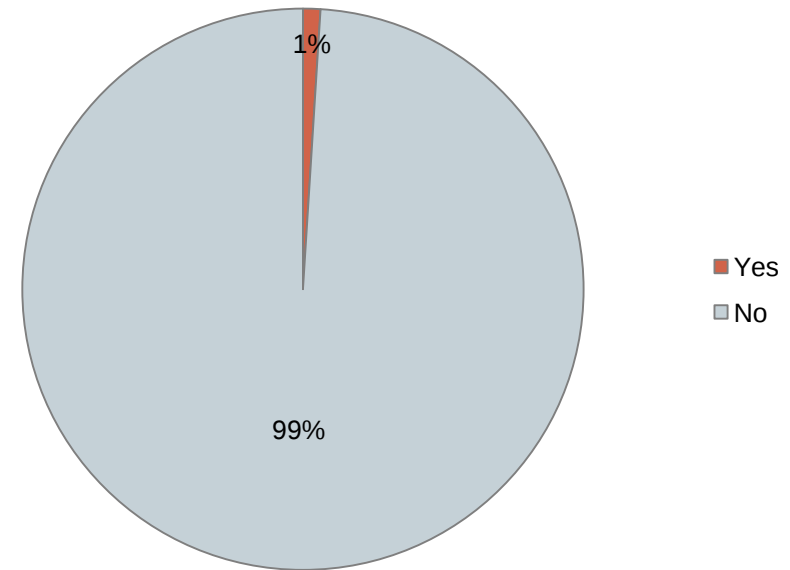
ABUSE FROM CUSTOMERS

Bus Maintenance & Shops

Verbally Abused
(n= 404)



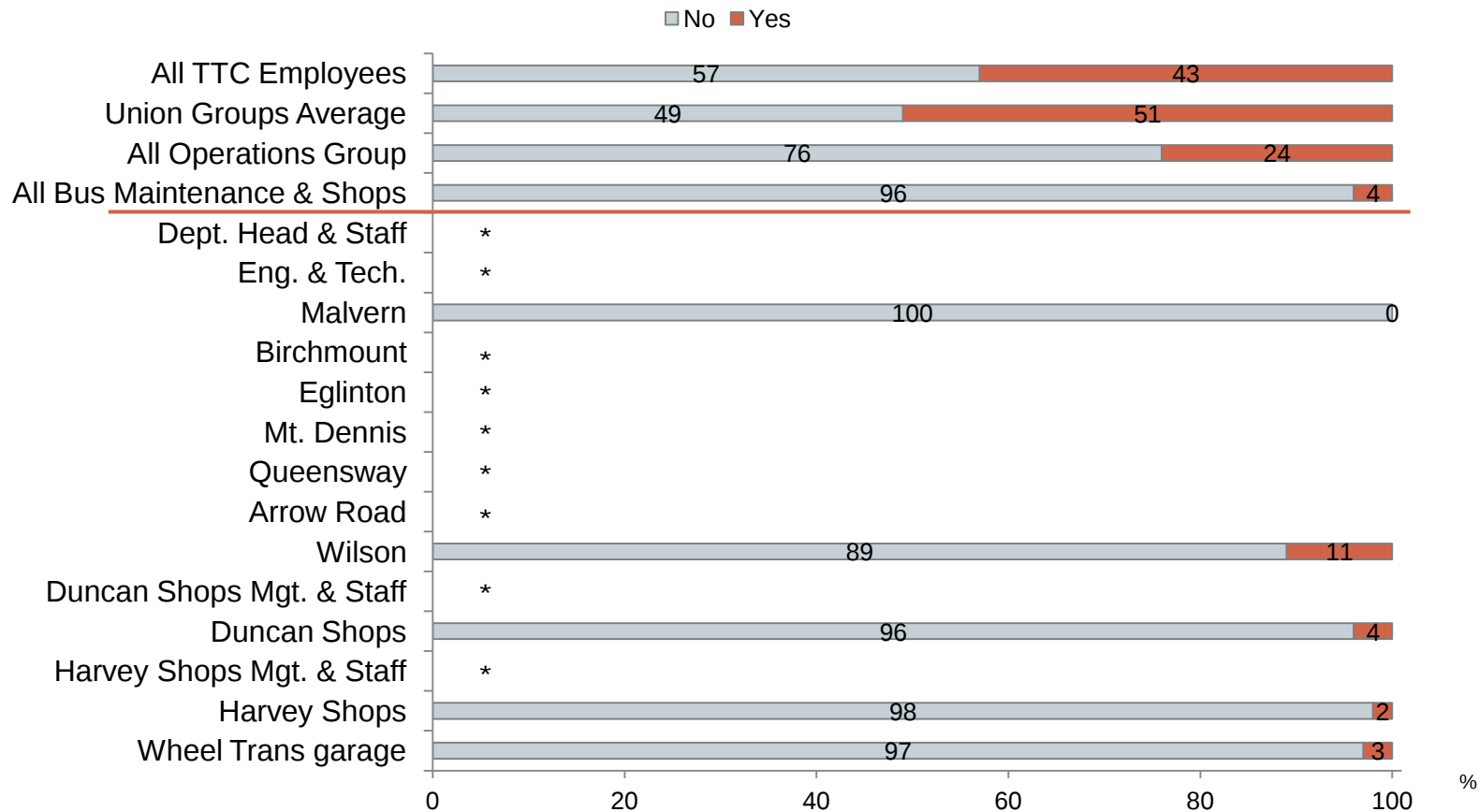
Physically Abused
(n= 396)



F7. In the past 12 months, have you been verbally abused by customers?
F8. In the past 12 months, have you been physically abused by customers?

VERBAL ABUSE FROM CUSTOMERS

- BY COST CENTRE/GROUPING

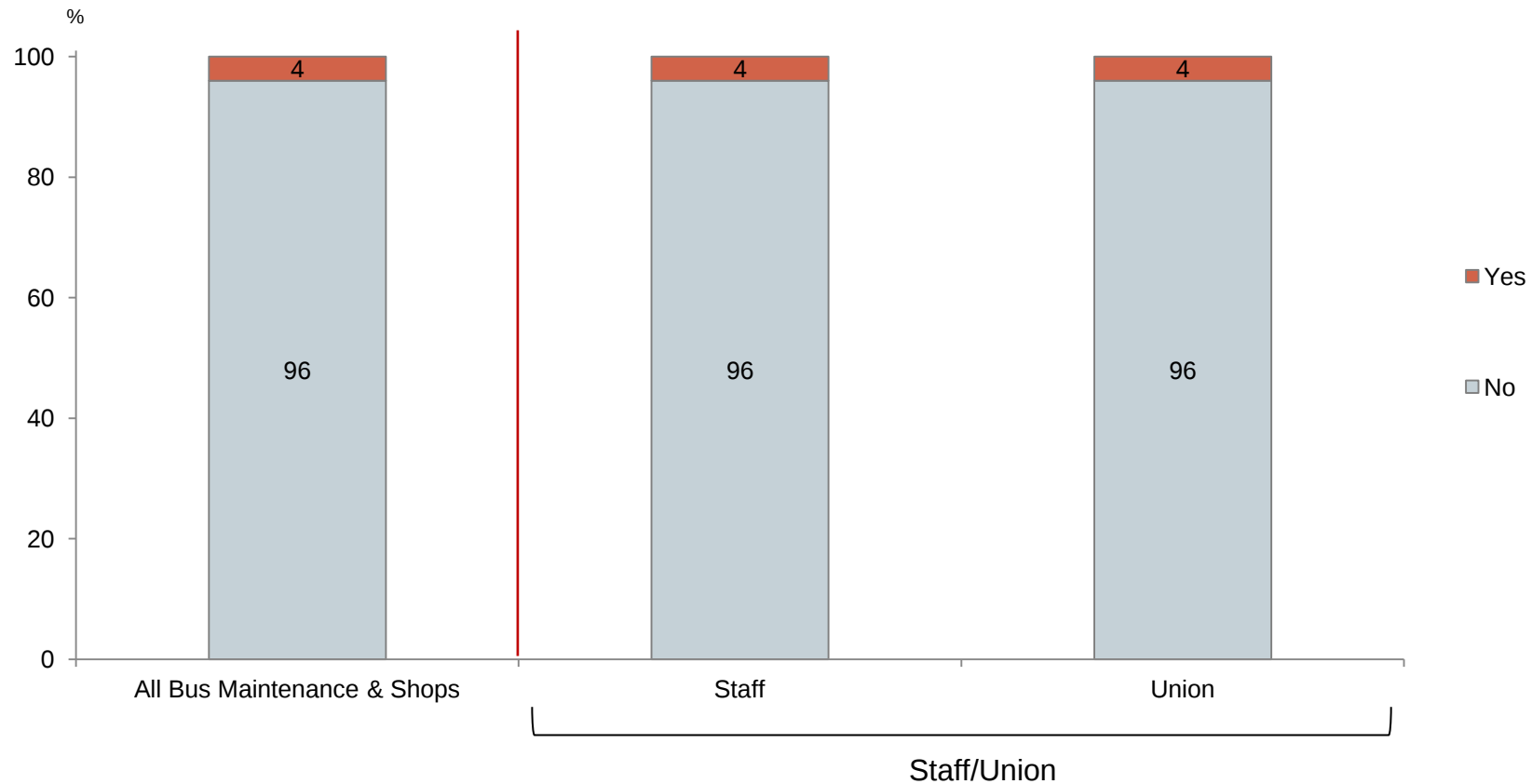


* Percentages suppressed as sample size <30.

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

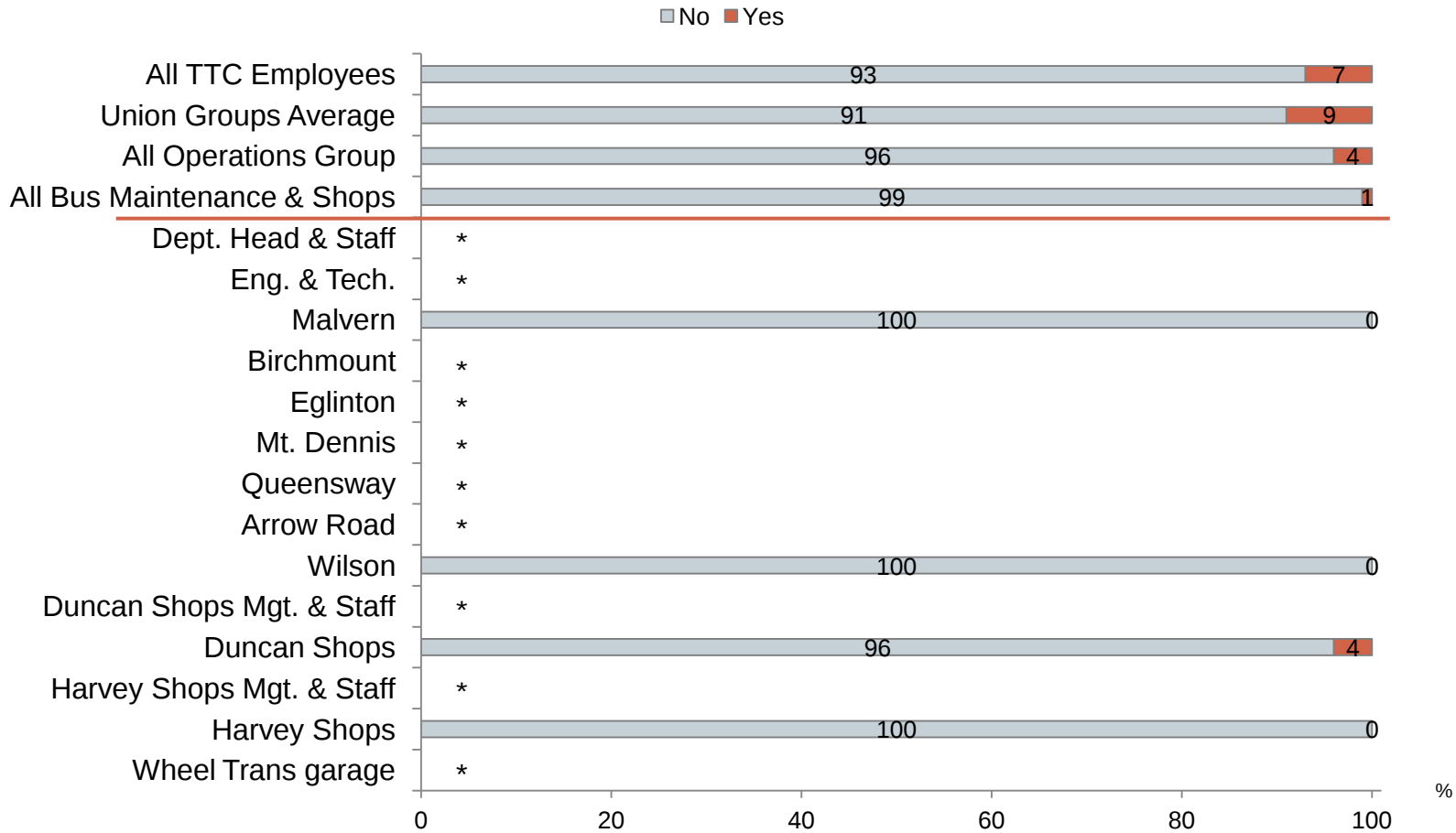
Sample sizes vary by category.

VERBAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



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

PHYSICAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING

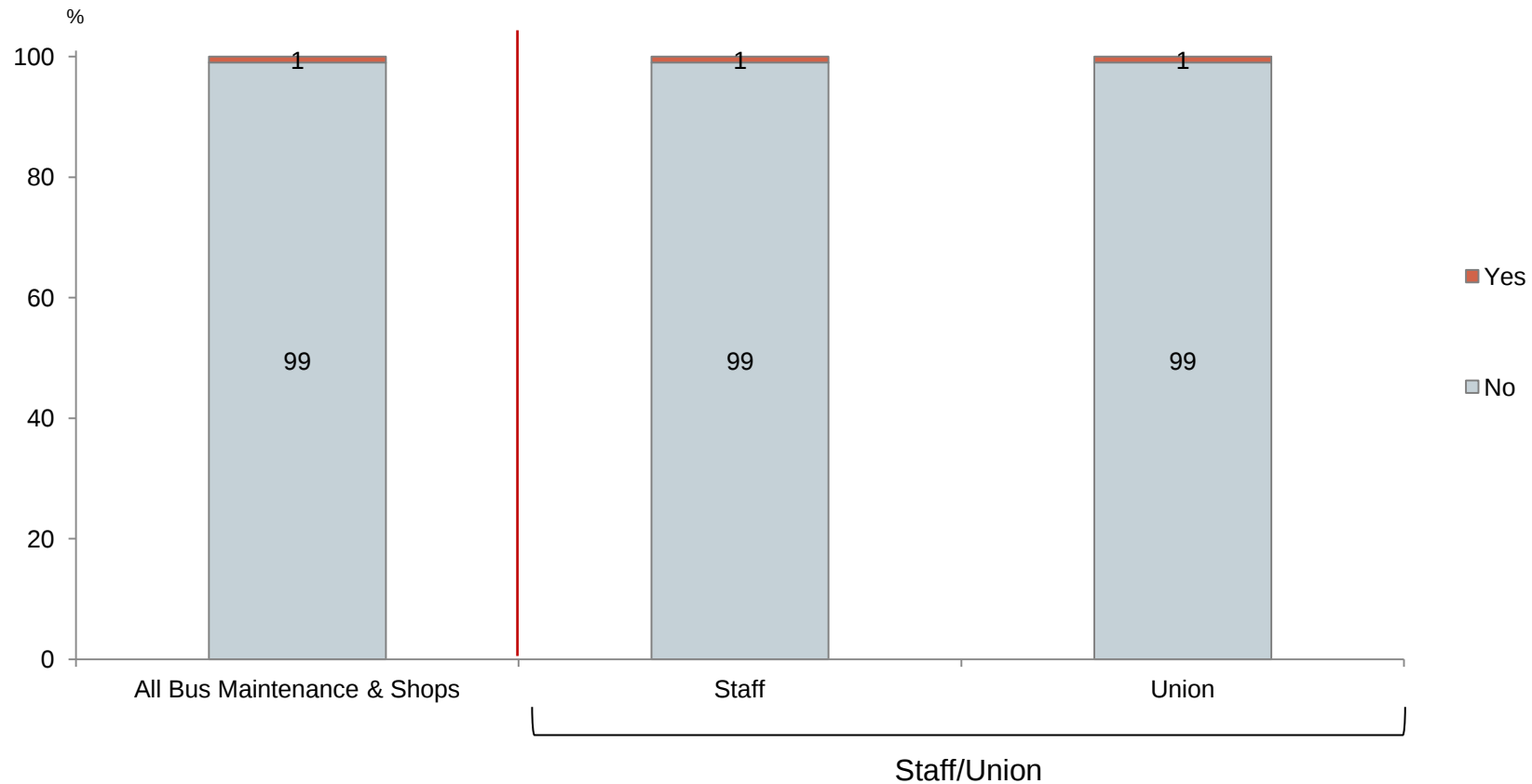


* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

PHYSICAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION

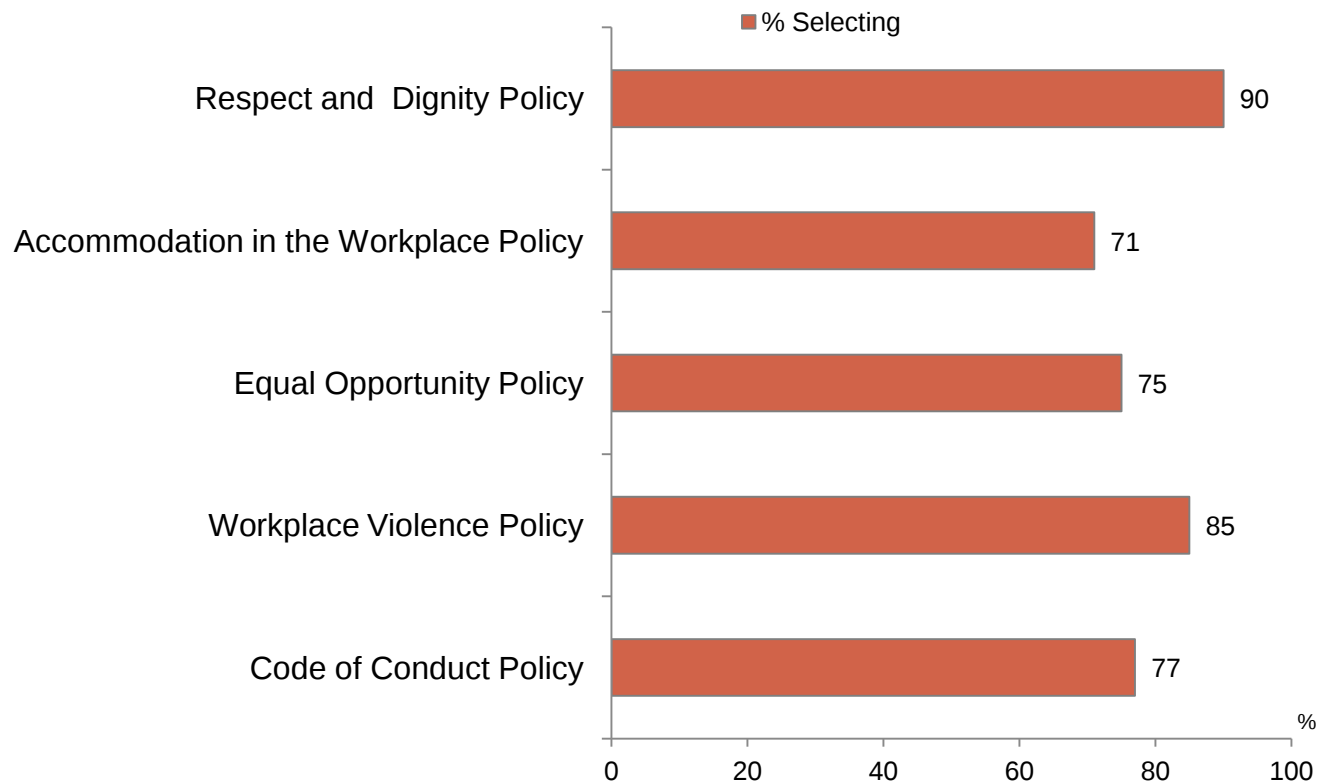


F8. In the past 12 months, have you been physically abused by customers?
Sample sizes vary by category.

FAMILIARITY WITH TTC POLICIES

- BUS MAINTENANCE & SHOPS

- 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 the most familiar was the Respect and Dignity Policy.



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

FAMILIARITY WITH TTC POLICIES

- BY COST CENTRE/GROUPING

% Selecting	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Duncan Shops	Harvey Shops	Wheel Trans Garage	Malvern	Wilson
Respect and Dignity Policy	92	90	92	90	88	86	87	89	97
Accommodation in the Workplace Policy	76	72	76	71	63	64	73	54	71
Equal Opportunity Policy	81	79	81	75	68	71	77	59	77
Workplace Violence Policy	87	85	87	85	79	78	87	76	94
Code of Conduct Policy	82	79	79	77	64	71	73	68	74

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

Only Malvern garage, Wilson garage, Duncan Shop, Harvey Shop, and Wheel Trans garage are shown as all other groupings are too small to report percentages (n<30).

FAMILIARITY WITH TTC POLICIES

- BY EMPLOYEE POSITION

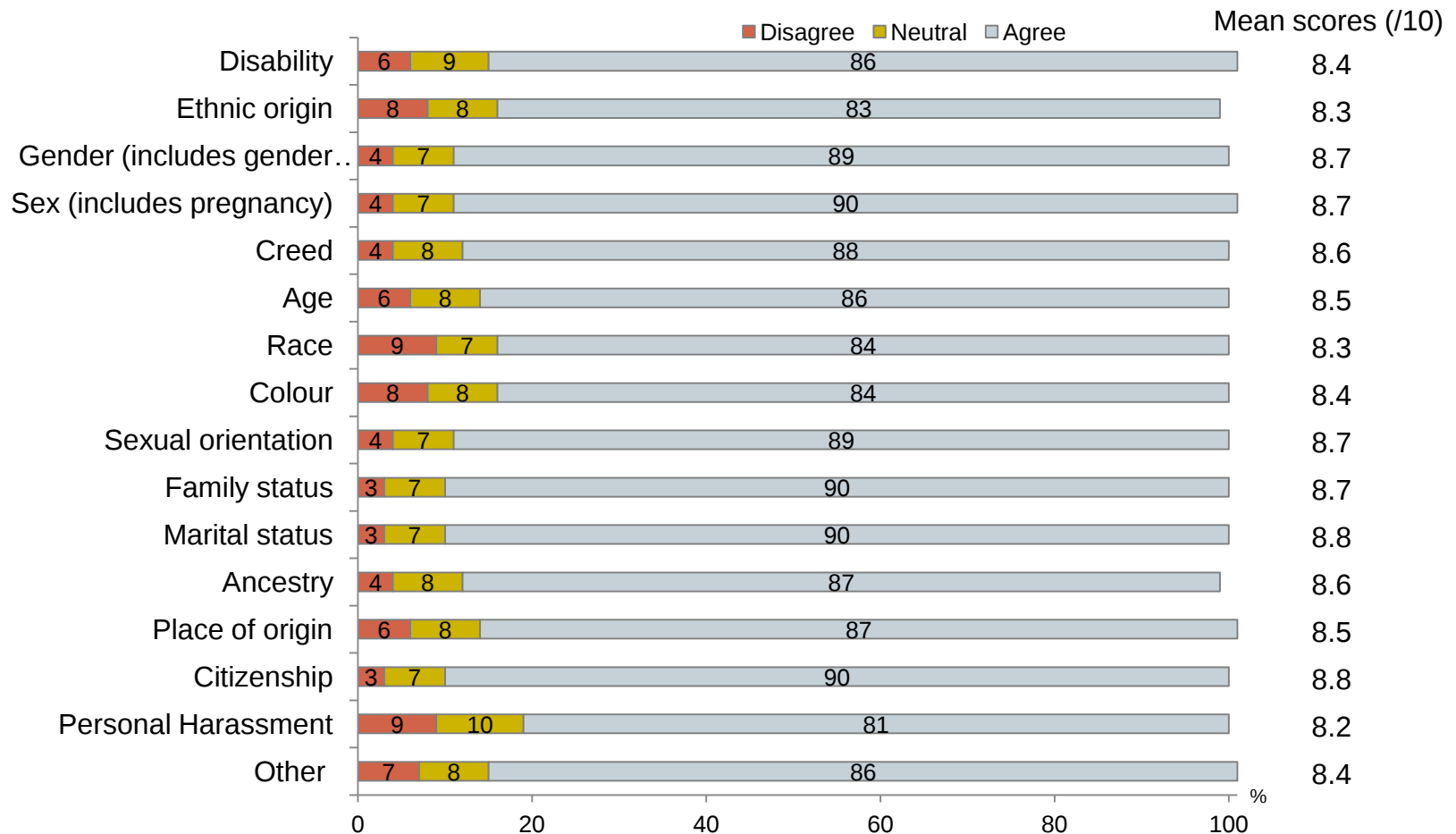
% Selecting	All Bus Maintenance & Shops	Staff	Union
Respect and Dignity Policy	90	98	85
Accommodation in the Workplace Policy	71	95	57
Equal Opportunity Policy	75	93	65
Workplace Violence Policy	85	96	77
Code of Conduct Policy	77	97	64

Staff/Union

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

EFFECTIVENESS OF TTC PRACTICES

- BUS MAINTENANCE & SHOPS



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 COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Dept. Head & Staff	Eng. & Tech.	Duncan Shops Mgt. & Staff	Duncan Shops	Harvey Shops Mgt. & Staff	Harvey Shops	Wheel Trans Garage
Disability	8.3	8.2	8.2	8.4	8.5	8.9	9.0	8.6	9.7	7.6	8.0
Ethnic Origin	8.3	8.3	8.2	8.3	8.5	8.8	9.1	8.5	9.7	7.8	7.9
Gender (includes gender expression)	8.5	8.4	8.4	8.7	8.6	9.3	9.0	8.8	9.5	8.5	7.9
Sex (including pregnancy)	8.5	8.5	8.4	8.7	8.8	9.3	9.1	8.9	9.7	8.5	7.9
Creed	8.5	8.4	8.4	8.6	8.6	9.1	9.0	8.8	9.7	8.3	8.2
Age	8.4	8.4	8.3	8.5	8.3	9.0	9.1	8.7	9.7	8.2	7.7
Race	8.4	8.3	8.2	8.3	8.7	8.8	9.0	8.4	9.5	8.2	7.5
Colour	8.4	8.3	8.2	8.4	8.6	9.0	9.0	8.5	9.5	8.3	7.6
Sexual Orientation	8.6	8.5	8.5	8.7	8.8	9.3	9.1	8.8	9.3	8.4	8.4
Family Status	8.6	8.5	8.5	8.7	8.5	9.2	9.1	8.8	9.3	8.5	8.3
Marital Status	8.6	8.6	8.5	8.8	8.5	9.3	9.1	8.8	9.7	8.6	8.3
Ancestry	8.6	8.5	8.4	8.6	8.6	9.0	9.0	8.7	9.7	8.4	8.3
Place of Origin	8.5	8.4	8.3	8.5	8.6	8.7	9.0	8.6	9.7	8.4	8.0
Citizenship	8.6	8.5	8.5	8.8	8.6	9.2	9.2	8.8	9.7	8.6	8.1
Personal Harassment	8.2	8.1	8.0	8.2	8.5	9.0	9.1	8.4	9.5	7.5	7.8
Other	8.2	8.2	8.0	8.4	**	**	**	8.8	**	8.2	**

** 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 COST CENTRE/GROUPING (CITY GARAGES)

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Malvern	Birchmount	Eglinton	Mt. Dennis	Queensway	Arrow Road	Wilson
Disability	8.3	8.2	8.2	8.4	8.0	8.8	8.6	8.2	7.9	8.8	8.8
Ethnic Origin	8.3	8.3	8.2	8.3	7.7	8.9	8.1	8.2	7.9	8.1	8.0
Gender (includes gender expression)	8.5	8.4	8.4	8.7	8.5	9.0	8.5	8.3	8.3	8.9	8.6
Sex (including pregnancy)	8.5	8.5	8.4	8.7	8.5	9.0	8.8	7.7	8.4	8.9	8.8
Creed	8.5	8.4	8.4	8.6	8.3	8.9	8.5	8.5	8.5	8.8	8.2
Age	8.4	8.4	8.3	8.5	8.1	8.9	8.2	7.8	8.1	8.7	8.3
Race	8.4	8.3	8.2	8.3	8.0	8.7	8.0	8.2	8.2	8.2	8.0
Colour	8.4	8.3	8.2	8.4	8.0	8.7	8.0	8.6	8.3	8.1	8.1
Sexual Orientation	8.6	8.5	8.5	8.7	8.7	9.2	8.8	8.3	8.5	8.7	8.6
Family Status	8.6	8.5	8.5	8.7	8.7	9.2	8.7	8.3	8.5	8.9	8.7
Marital Status	8.6	8.6	8.5	8.8	8.5	9.3	8.7	8.2	8.5	9.1	8.6
Ancestry	8.6	8.5	8.4	8.6	7.9	9.0	8.6	8.6	8.4	8.7	8.3
Place of Origin	8.5	8.4	8.3	8.5	8.0	9.0	8.8	8.6	8.5	8.1	8.3
Citizenship	8.6	8.5	8.5	8.8	8.6	9.2	8.9	8.6	8.5	8.8	8.4
Personal Harassment	8.2	8.1	8.0	8.2	7.9	9.1	8.6	7.7	7.0	8.1	7.9
Other	8.2	8.2	8.0	8.4	8.7	8.4	**	**	**	**	**

** 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 Bus Maintenance & Shops	Staff	Union
Disability	8.4	8.9	8.1
Ethnic Origin	8.3	8.8	7.9
Gender (includes gender expression)	8.7	9.0	8.5
Sex (including pregnancy)	8.7	9.0	8.5
Creed	8.6	9.0	8.4
Age	8.5	8.7	8.3
Race	8.3	8.8	8.1
Colour	8.4	8.8	8.2
Sexual Orientation	8.7	9.1	8.5
Family Status	8.7	9.0	8.6
Marital Status	8.8	9.1	8.6
Ancestry	8.6	9.0	8.4
Place of Origin	8.5	8.9	8.3
Citizenship	8.8	9.1	8.5
Personal Harassment	8.2	8.9	7.8
Other	8.4	7.6	8.5

Staff/Union

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 Bus Maintenance & Shops 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 Harvey Shops Mgt. & Staff, and Duncan Shops Mgt. & Staff, and generally lowest for Malvern (with some exceptions).
- Satisfaction scores are significantly higher among staff compared to unionized employees.
- Across the specific aspects of Your Company, satisfaction ratings are highest for, “The TTC puts customers first”, “I am proud and passionate about the TTC” and “In my job role, I feel I can directly contribute to the vision to be ‘A transit system that makes Toronto proud’”. Ratings were lowest for, “There is a good level of trust between senior management and employees”, “There is effective sharing of information across the TTC”, and “If something goes wrong, people concentrate on putting it right, not blaming others”. The higher ratings are mostly consistent across the cost centre groupings, with some exceptions, but the lowest scores are quite variable from one cost centre to another, with several other attributes receiving low ratings in particular cost centre groupings.

SECTION SUMMARY

- To improve employee satisfaction with Your Company, Opportunity Analysis identifies several influential Areas to Improve, primarily related to trust and communication:
 - 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
 - There is a good level of trust between Senior Management and employees
 - The TTC values its staff's time
 - I feel sufficiently well informed about what is happening in the TTC
 - Best practices are shared effectively across the TTC
 - There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)
- 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
- Speaking Highly of the TTC
- More than half of Bus Maintenance & Shops 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.
- Every cost centre grouping large enough to make comparisons of percentages, had a lower proportion of employees likely to "always" speak highly of the TTC, compared to the department average. Of these, the most likely was Malvern (51%), while Wheel Trans garage was least likely (43%).
- Staff and have higher proportions of employees indicating that they would "always" speak highly of the TTC compared to unionized employees.

SECTION SUMMARY

- Change in Experience Working for the TTC
- 26% of Bus Maintenance & Shops employees feel that working for the TTC has improved over the past 12 months, compared to 25% who feel it has gotten worse.
- Employees in Wilson garage were most likely to express that working for the TTC has improved over the past 12 months (28%), while employees in Duncan Shops were least likely to feel this way (15%), followed by Malvern garage (17%).
- Employees in Malvern (53%), were far more likely to report that working for the TTC has gotten worse in the past twelve months compared to employees in Wilson (19%), and Duncan Shops (23%).
- Staff were more likely to express that working for the TTC has improved over the past 12 months (36%) compared to unionized employees (21%), and were nearly half as likely to feel that that working for the TTC has gotten worse compared to unionized employees (17% vs. 31% respectively).
- 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 improvements in individual work situations (position, pay, hours, etc.), improvements to TTC facilities, and the arrival of new managers or coworkers. A sizeable proportion did not specify a reason but indicated in a general way that things were better or improved.
- Among those indicating that working for the TTC has gotten worse, many reasons were identified, the most common reasons relating to inexperienced and/or unqualified managers, a lack of accountability, declining morale, a worsening individual work situation, and a lack of vision from senior management.

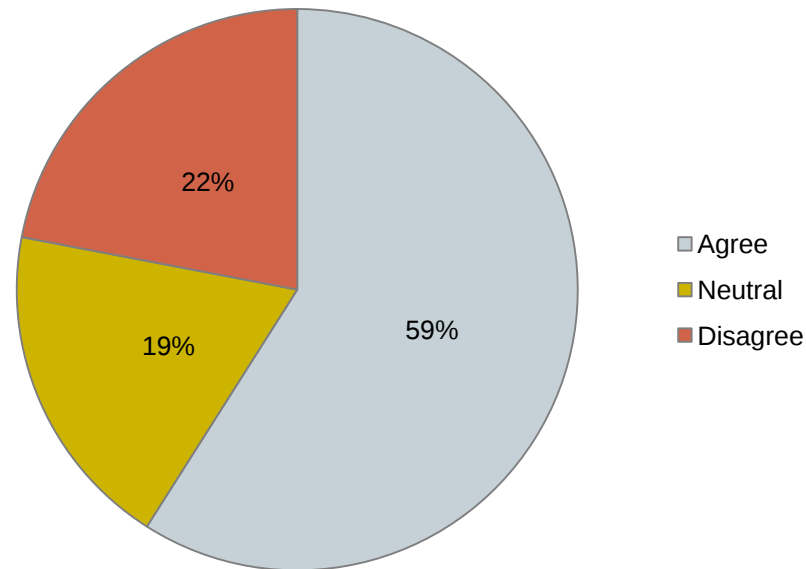
OVERALL RATINGS OF YOUR COMPANY

- BUS MAINTENANCE & SHOPS

Bus Maintenance & Shops

Total
(n= 415)

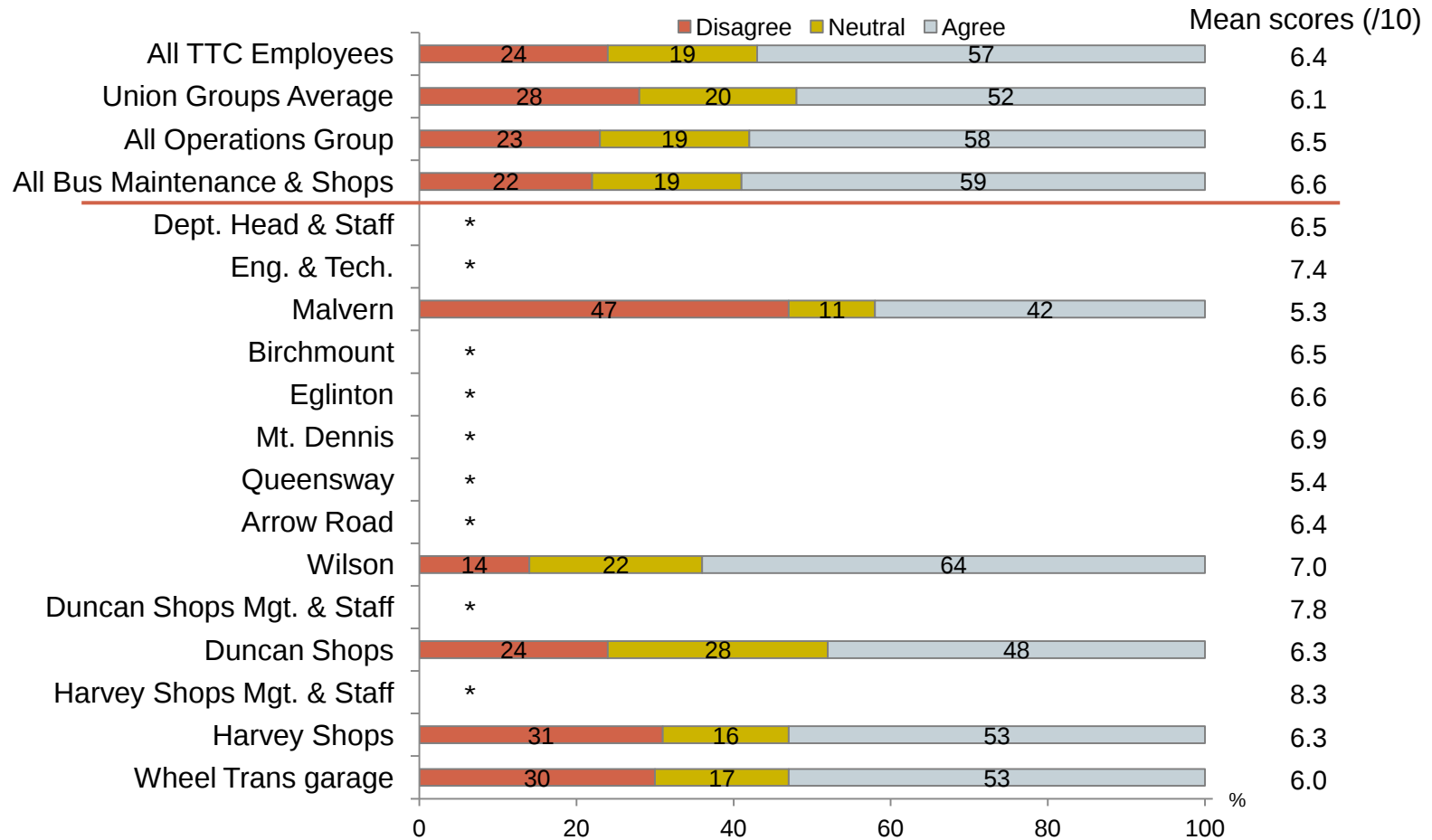
Mean=6.6



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 COST CENTRE/GROUPING



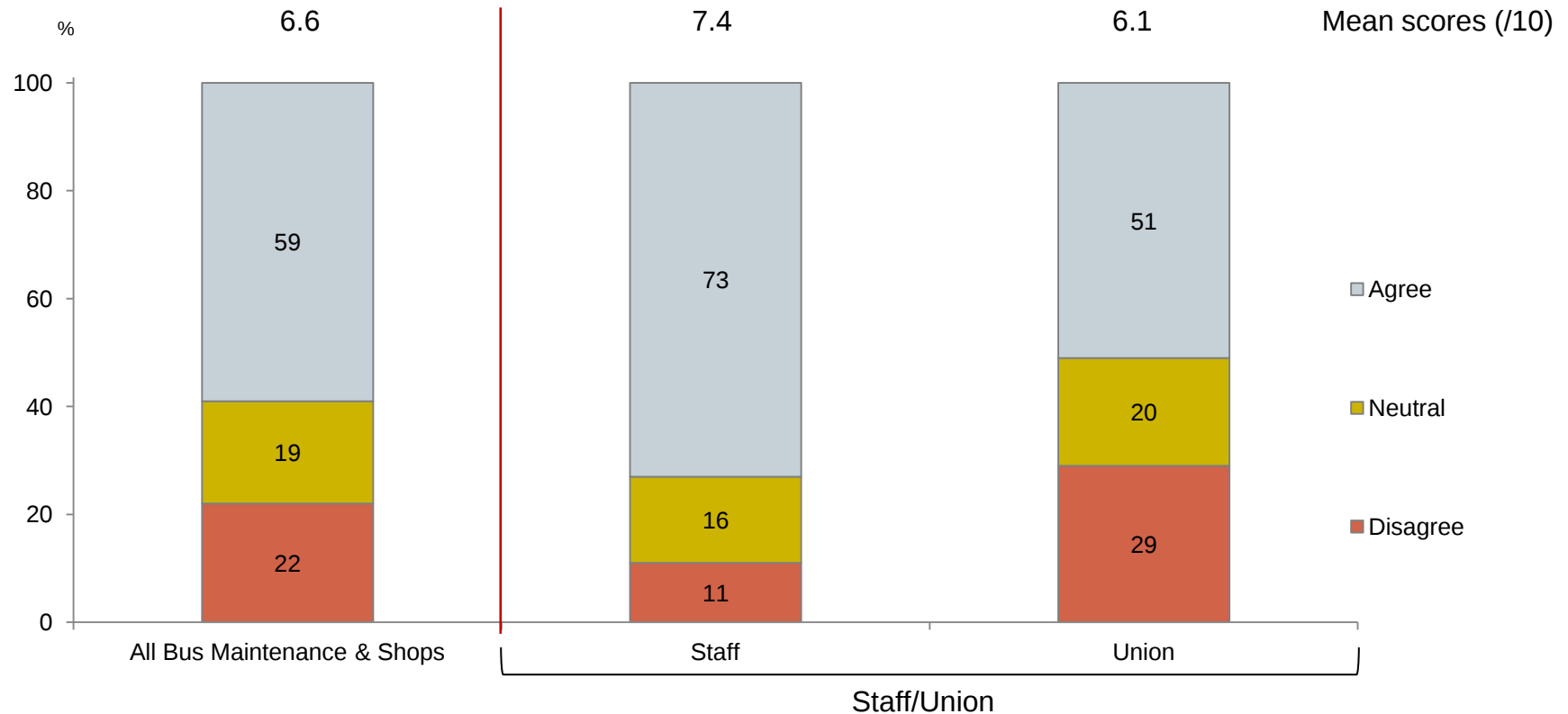
* Percentages suppressed as sample size <30.

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.

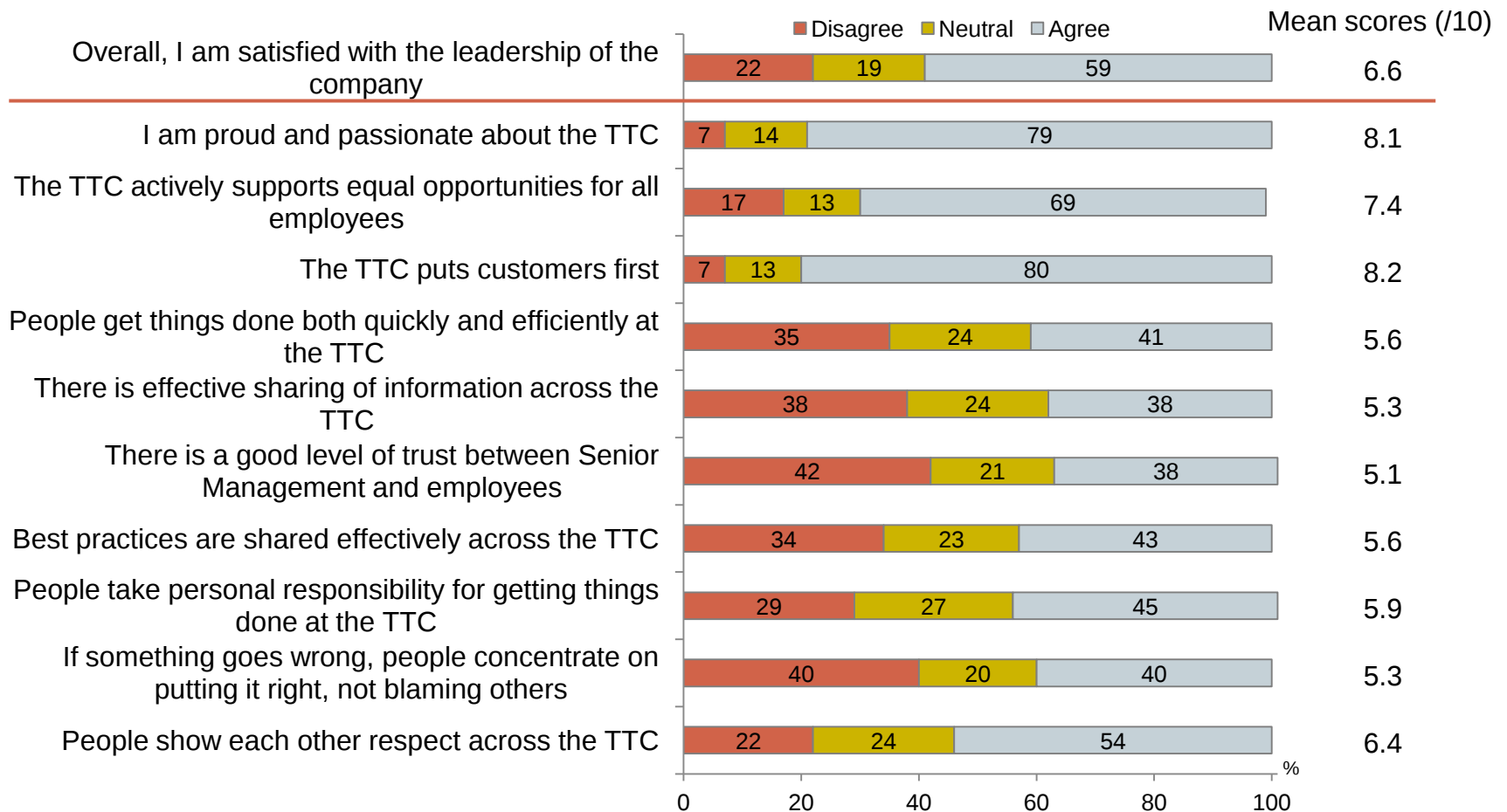
OVERALL RATINGS OF YOUR COMPANY - BY EMPLOYEE POSITION



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.

YOUR COMPANY

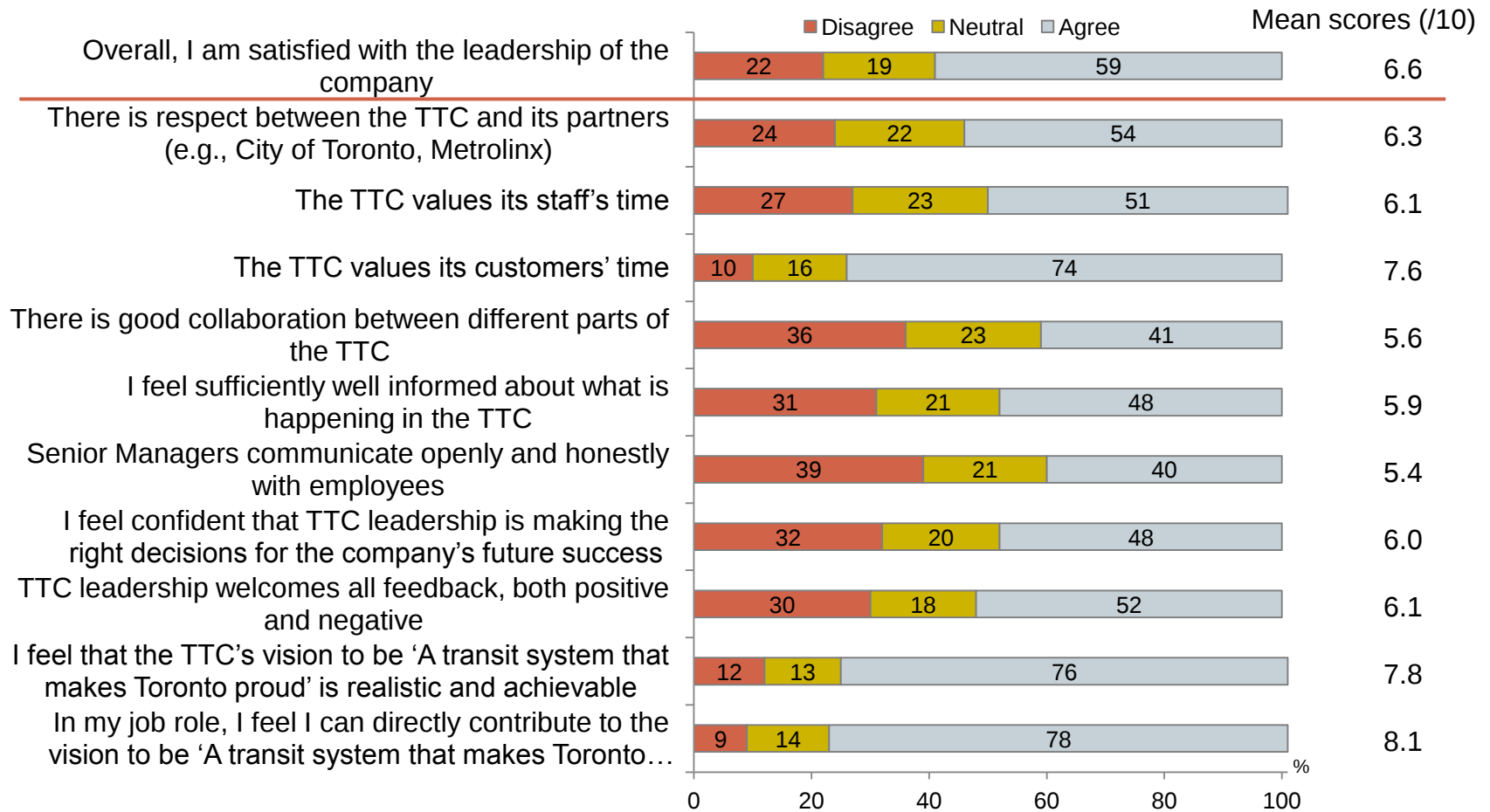
- BUS MAINTENANCE & SHOPS



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

YOUR COMPANY

- BUS MAINTENANCE & SHOPS (CONT'D)



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

YOUR COMPANY

- BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Dept. Head & Staff	Eng. & Tech.	Duncan Shops Mgt. & Staff	Duncan Shops	Harvey Shops Mgt. & Staff	Harvey Shops	Wheel Trans Garage
Overall, I am satisfied with the leadership of the company	6.4	6.1	6.5	6.6	6.5	7.4	7.8	6.3	8.3	6.3	6.0
I am proud and passionate about the TTC	7.6	7.4	7.7	8.1	7.7	7.6	8.8	8.4	9.2	7.8	7.9
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.2	7.4	7.3	7.0	7.7	7.5	8.1	6.7	7.7
The TTC puts customers first	7.8	7.7	8.0	8.2	7.6	8.0	9.0	8.4	8.9	8.0	8.2
People get things done both quickly and efficiently at the TTC	5.1	5.0	5.3	5.6	4.7	4.4	6.0	6.8	6.0	5.5	5.3
There is effective sharing of information across the TTC	4.9	4.7	4.9	5.3	4.8	5.3	6.7	5.3	5.7	5.3	5.2
There is a good level of trust between Senior Management and employees	4.9	4.6	4.9	5.1	5.2	5.5	6.3	5.1	6.5	4.4	4.5
Best practices are shared effectively across the TTC	5.3	5.1	5.3	5.6	5.0	5.3	6.8	6.0	5.8	5.2	5.3
People take personal responsibility for getting things done at the TTC	5.6	5.3	5.6	5.9	5.0	5.3	6.3	6.4	6.5	5.8	5.7
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	4.8	5.0	5.3	5.0	5.9	5.2	5.9	5.8	5.5	4.9
People show each other respect across the TTC	6.1	5.9	6.1	6.4	5.6	6.8	6.1	6.8	7.1	6.4	5.8
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.0	6.2	6.3	6.1	6.7	6.8	6.0	7.8	5.5	5.7
The TTC values its staff's time	6.0	5.8	6.1	6.1	5.5	6.3	7.3	6.9	7.2	5.8	5.7
The TTC values its customers' time	7.1	7.0	7.4	7.6	7.4	7.3	8.6	7.6	8.6	6.7	7.3
There is good collaboration between different parts of the TTC	5.3	5.1	5.3	5.6	4.6	5.1	6.6	6.2	6.2	5.6	5.5
I feel sufficiently well informed about what is happening in the TTC	5.7	5.4	5.8	5.9	5.1	6.7	7.0	5.6	7.4	5.5	5.8
Senior Managers communicate openly and honestly with employees	5.3	5.0	5.3	5.4	5.3	5.9	6.5	5.0	7.0	4.5	5.0
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	5.7	6.0	6.0	5.7	7.0	7.1	6.1	7.5	5.3	5.6
TTC leadership welcomes all feedback, both positive and negative	6.0	5.8	6.1	6.1	5.8	7.3	7.1	5.8	7.9	5.8	5.9
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	7.2	7.6	7.8	7.3	8.2	8.4	7.7	9.3	7.4	7.5
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	7.6	7.8	8.1	7.8	8.0	8.3	7.7	9.0	8.0	7.9

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

3/29/2015

YOUR COMPANY

- BY COST CENTRE/GROUPING (CITY GARAGES)

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Malvern	Birchmount	Eglinton	Mt. Dennis	Queensway	Arrow Road	Wilson
Overall, I am satisfied with the leadership of the company	6.4	6.1	6.5	6.6	5.3	6.5	6.6	6.9	5.4	6.4	7.0
I am proud and passionate about the TTC	7.6	7.4	7.7	8.1	7.1	8.5	8.1	8.1	7.5	8.9	8.3
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.2	7.4	6.5	7.9	6.9	7.9	8.1	8.4	7.9
The TTC puts customers first	7.8	7.7	8.0	8.2	7.1	8.3	8.1	8.7	7.8	8.3	8.4
People get things done both quickly and efficiently at the TTC	5.1	5.0	5.3	5.6	4.8	5.6	5.5	5.6	5.1	5.1	6.1
There is effective sharing of information across the TTC	4.9	4.7	4.9	5.3	4.4	5.1	5.3	4.8	5.0	4.6	5.9
There is a good level of trust between Senior Management and employees	4.9	4.6	4.9	5.1	3.9	4.5	5.4	5.3	4.9	5.9	5.4
Best practices are shared effectively across the TTC	5.3	5.1	5.3	5.6	4.6	5.5	6.0	6.0	5.0	6.3	6.3
People take personal responsibility for getting things done at the TTC	5.6	5.3	5.6	5.9	5.5	6.2	6.6	5.3	5.1	6.3	5.9
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	4.8	5.0	5.3	4.3	5.8	5.3	4.7	4.8	5.3	5.8
People show each other respect across the TTC	6.1	5.9	6.1	6.4	6.0	6.8	7.0	6.1	5.0	6.7	7.1
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.0	6.2	6.3	6.0	6.1	7.1	6.6	5.4	7.2	6.8
The TTC values its staff's time	6.0	5.8	6.1	6.1	5.1	6.4	6.8	6.0	5.0	6.1	5.8
The TTC values its customers' time	7.1	7.0	7.4	7.6	6.7	7.8	7.7	7.9	7.3	8.8	7.9
There is good collaboration between different parts of the TTC	5.3	5.1	5.3	5.6	4.3	5.5	5.6	5.8	4.5	5.1	6.0
I feel sufficiently well informed about what is happening in the TTC	5.7	5.4	5.8	5.9	4.7	5.6	5.9	6.1	5.6	6.1	6.4
Senior Managers communicate openly and honestly with employees	5.3	5.0	5.3	5.4	4.3	5.3	5.8	5.4	5.3	6.6	6.1
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	5.7	6.0	6.0	5.3	6.1	6.6	6.0	4.6	5.7	5.9
TTC leadership welcomes all feedback, both positive and negative	6.0	5.8	6.1	6.1	4.8	5.7	6.4	6.0	5.6	6.9	6.1
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	7.2	7.6	7.8	7.4	8.1	8.1	7.7	7.0	8.6	8.2
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	7.6	7.8	8.1	8.0	8.5	8.4	8.5	6.5	8.1	8.4

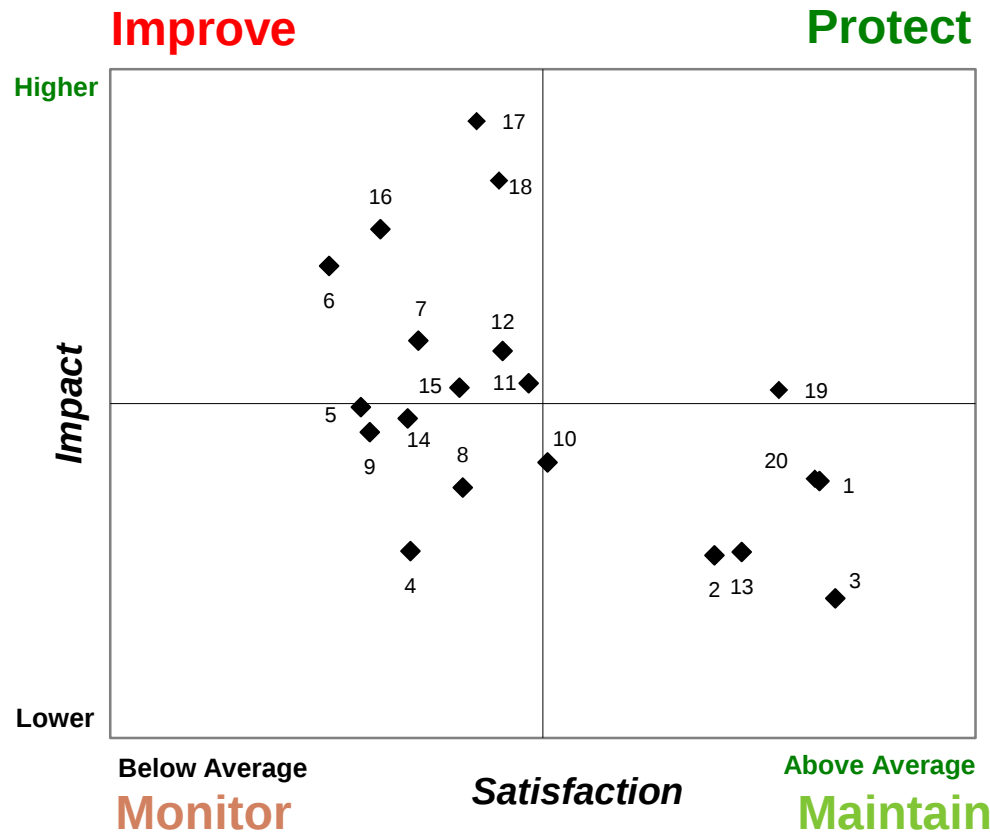
C1. Please indicate the extent to which you agree or disagree with each of the following statements:

Sample sizes vary by attribute.

3/29/2015

OPPORTUNITY ANALYSIS: YOUR COMPANY

- BUS MAINTENANCE & SHOPS

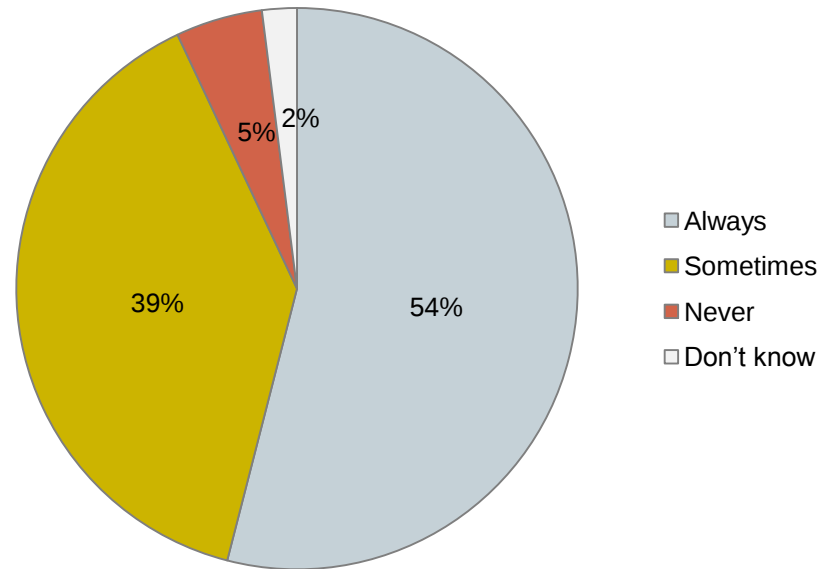


1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. There is effective sharing of information across the TTC
6. There is a good level of trust 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 5.1 to 8.2.
Impact values range between 26% to 67%.

Bus Maintenance & Shops

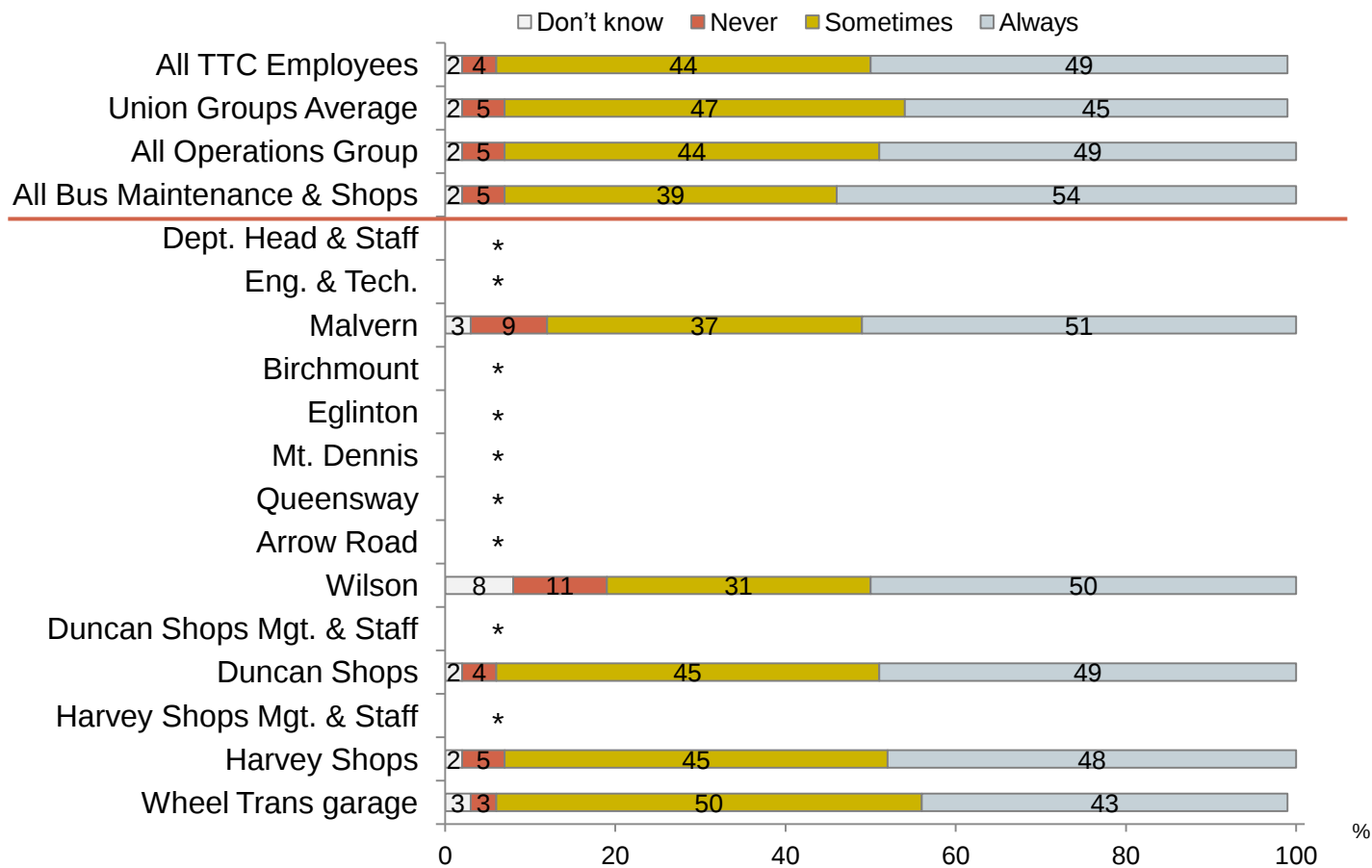
Total
(n= 413)



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

SPEAKING HIGHLY OF THE TTC

- BY COST CENTRE/GROUPING

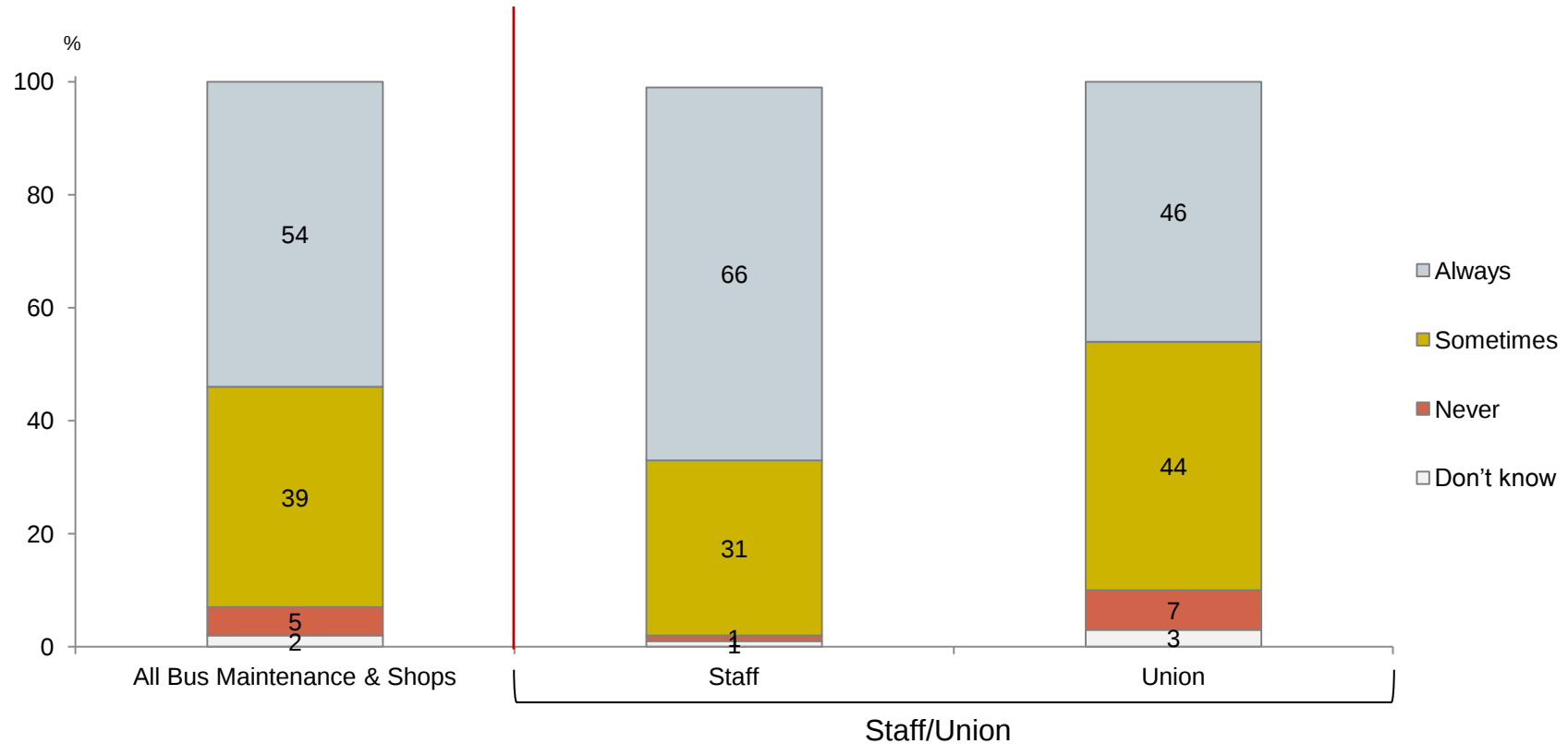


* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

SPEAKING HIGHLY OF THE TTC - BY EMPLOYEE POSITION

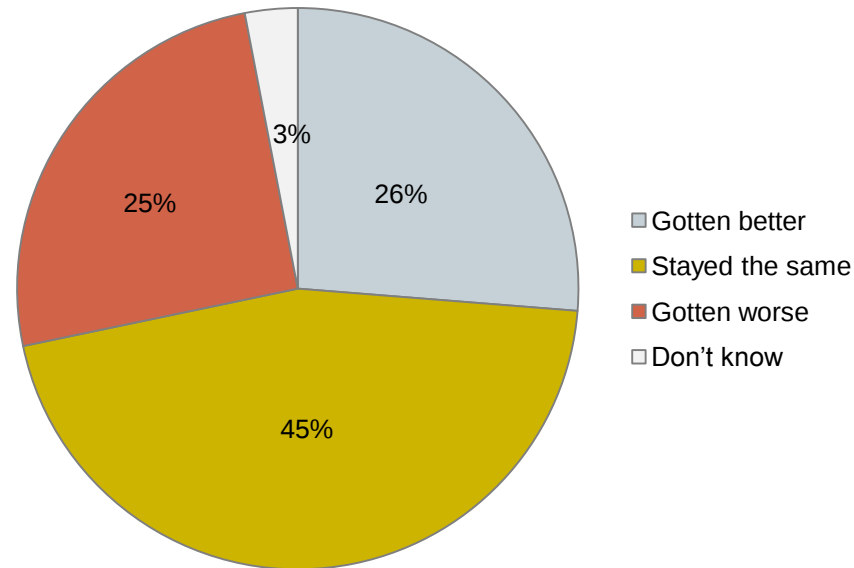


C2. I would speak highly of the TTC....: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.
Sample sizes vary by category.

CHANGE IN EXPERIENCE WORKING FOR THE TTC

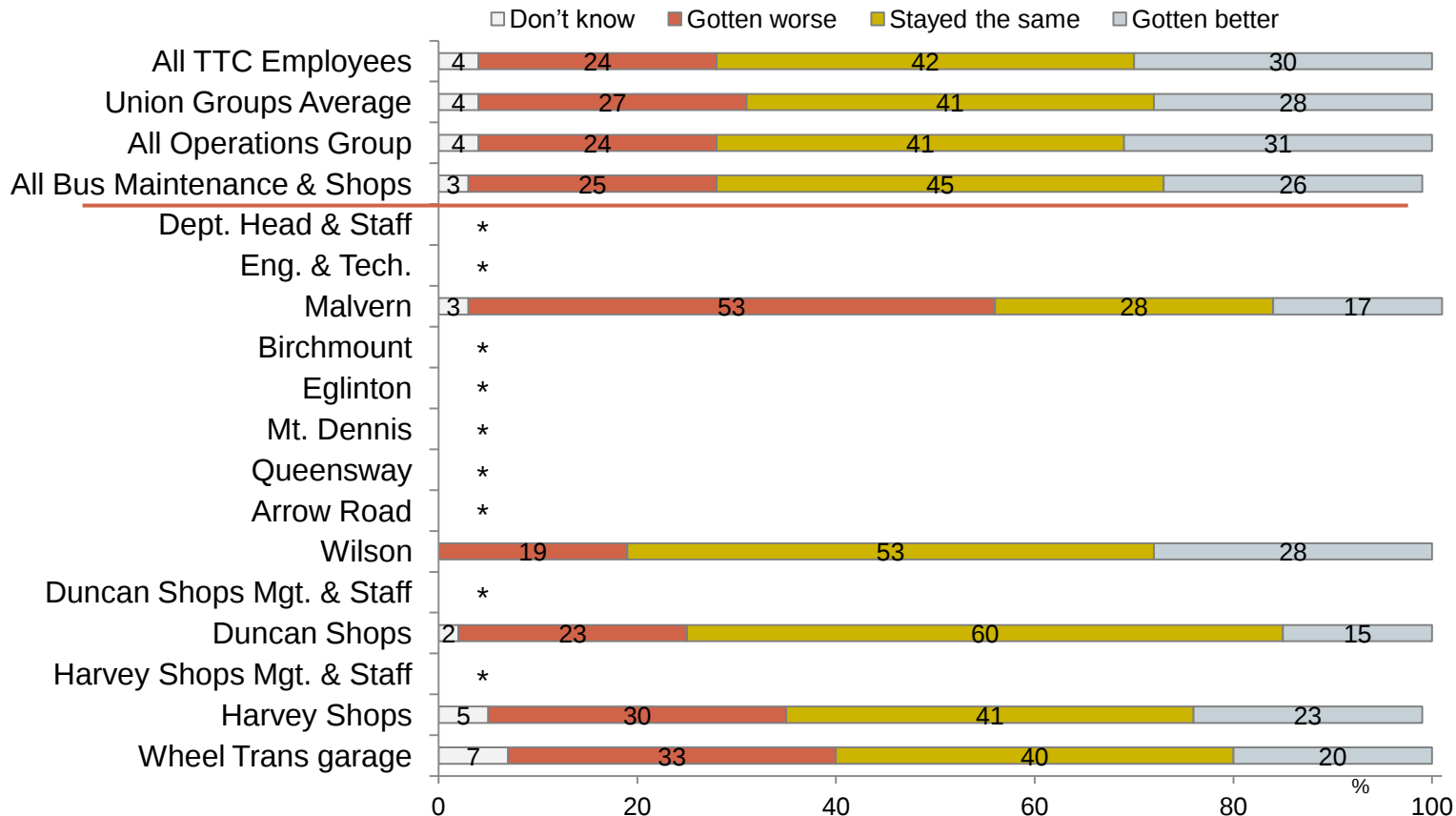
Bus Maintenance & Shops

Total
(n= 410)



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 COST CENTRE/GROUPING

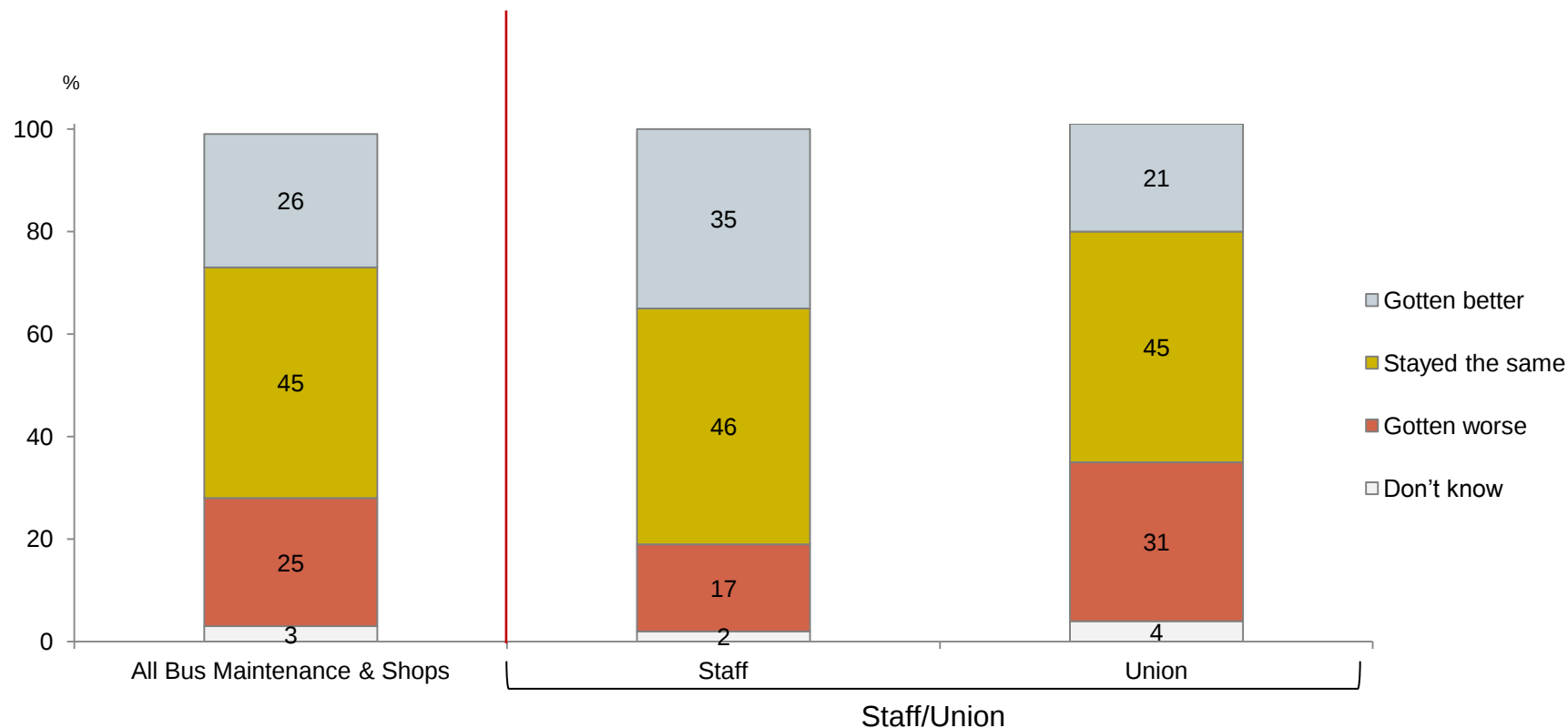


* Percentages suppressed as sample size <30.

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.

Sample sizes vary by category.

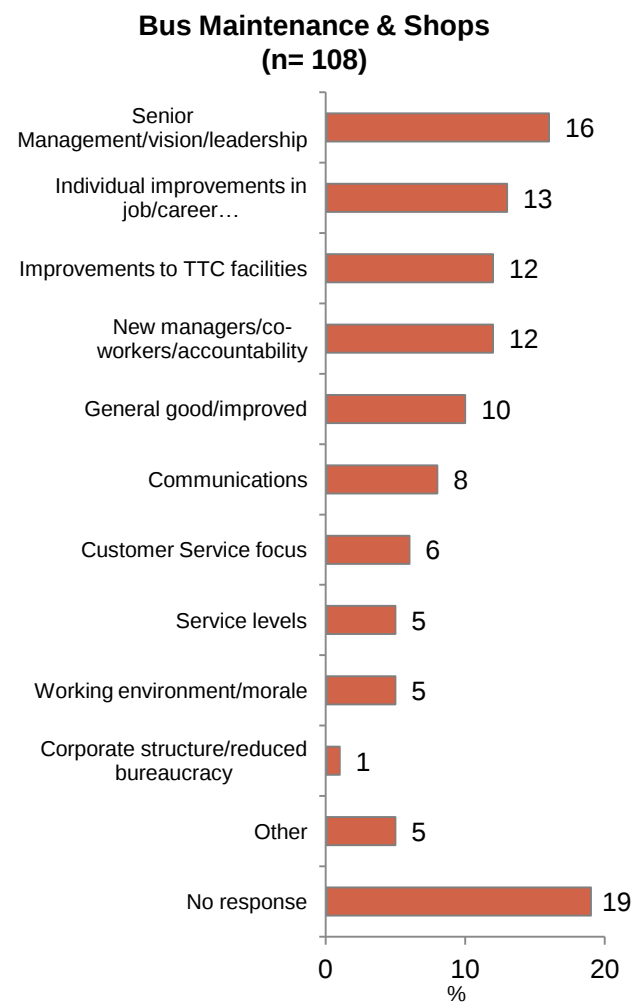
CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY EMPLOYEE POSITION



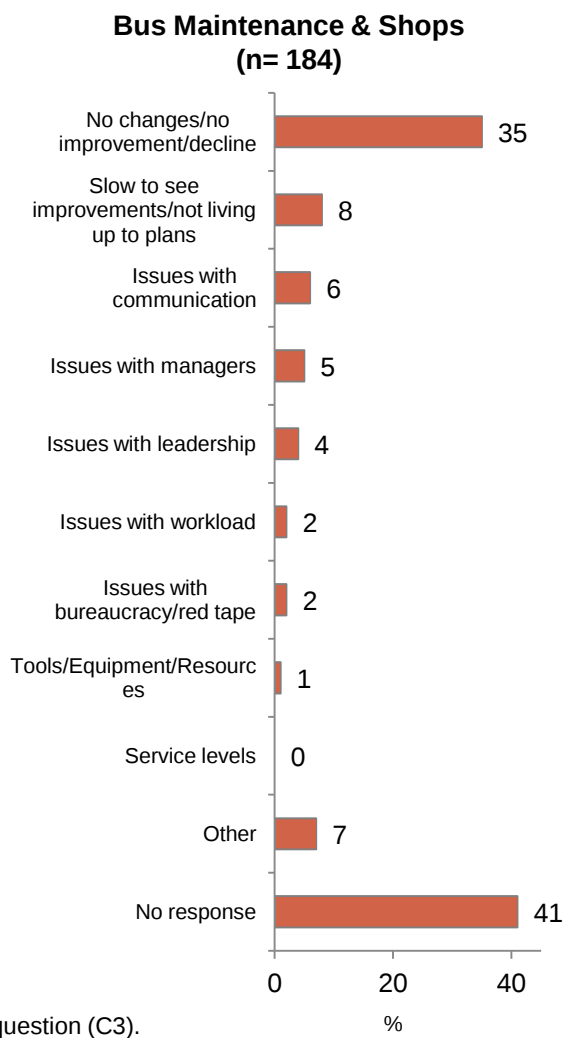
C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.
Sample sizes vary by category.

REASONS INDICATED FOR CHANGE IN EXPERIENCE

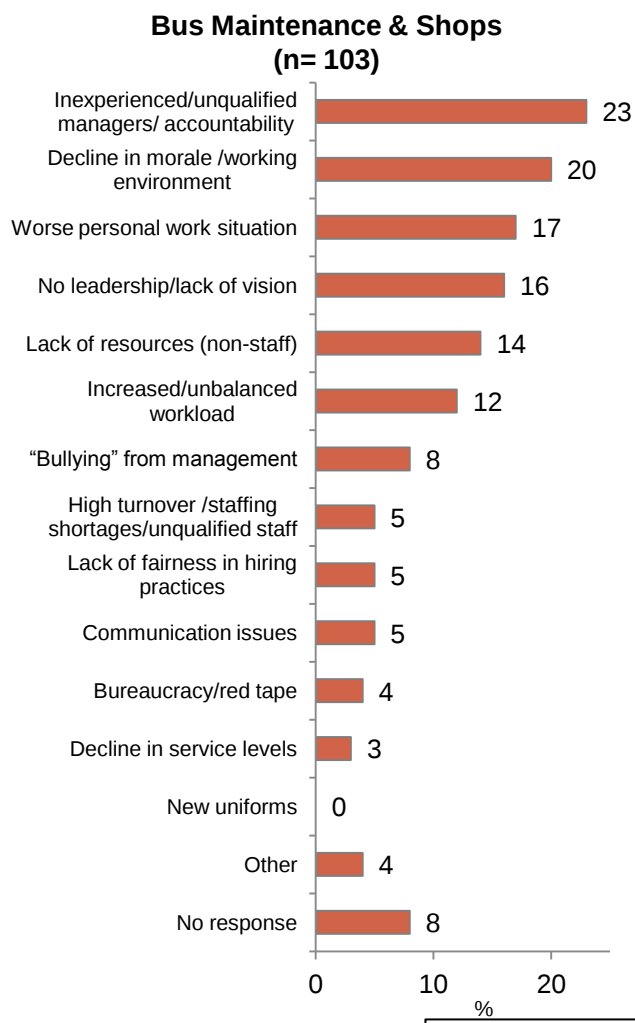
Employees indicating TTC has Gotten better



Employees indicating TTC has Stayed the same



Employees indicating TTC has Gotten worse



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: 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 Bus Maintenance & Shops employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their training and development is highest for Duncan Shops Mgt. & Staff, and lowest for Malvern.
- Satisfaction with Training and Development is slightly higher for staff compared to union employees.
- Across the specific aspects of Training and Development, ratings were highest for, “My on-boarding/induction experience was positive”. 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 almost all cost centre groupings, with very few exceptions. The main such exceptions are for Duncan and Harvey Shops Mgt. & Staff cost centres, where “The TTC provides ongoing training opportunities so I can develop my skills” received the highest rating, ahead of the on-boarding/induction experience.
- To improve employee satisfaction with Training and Development, Opportunity Analysis identifies the following key area 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

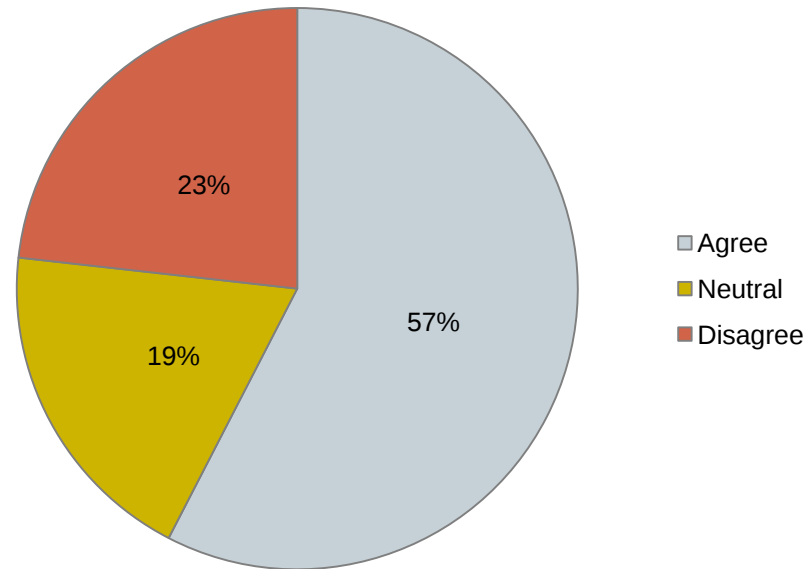
- In addition to these improvements, the following areas are key Areas to Protect:
 - I am satisfied with the career development opportunities available to me
 - The TTC provides ongoing training opportunities so I can develop my skills
 - I have received the right sort of training to do my job properly

OVERALL RATINGS OF TRAINING AND DEVELOPMENT – BUS MAINTENANCE & SHOPS

Bus Maintenance & Shops

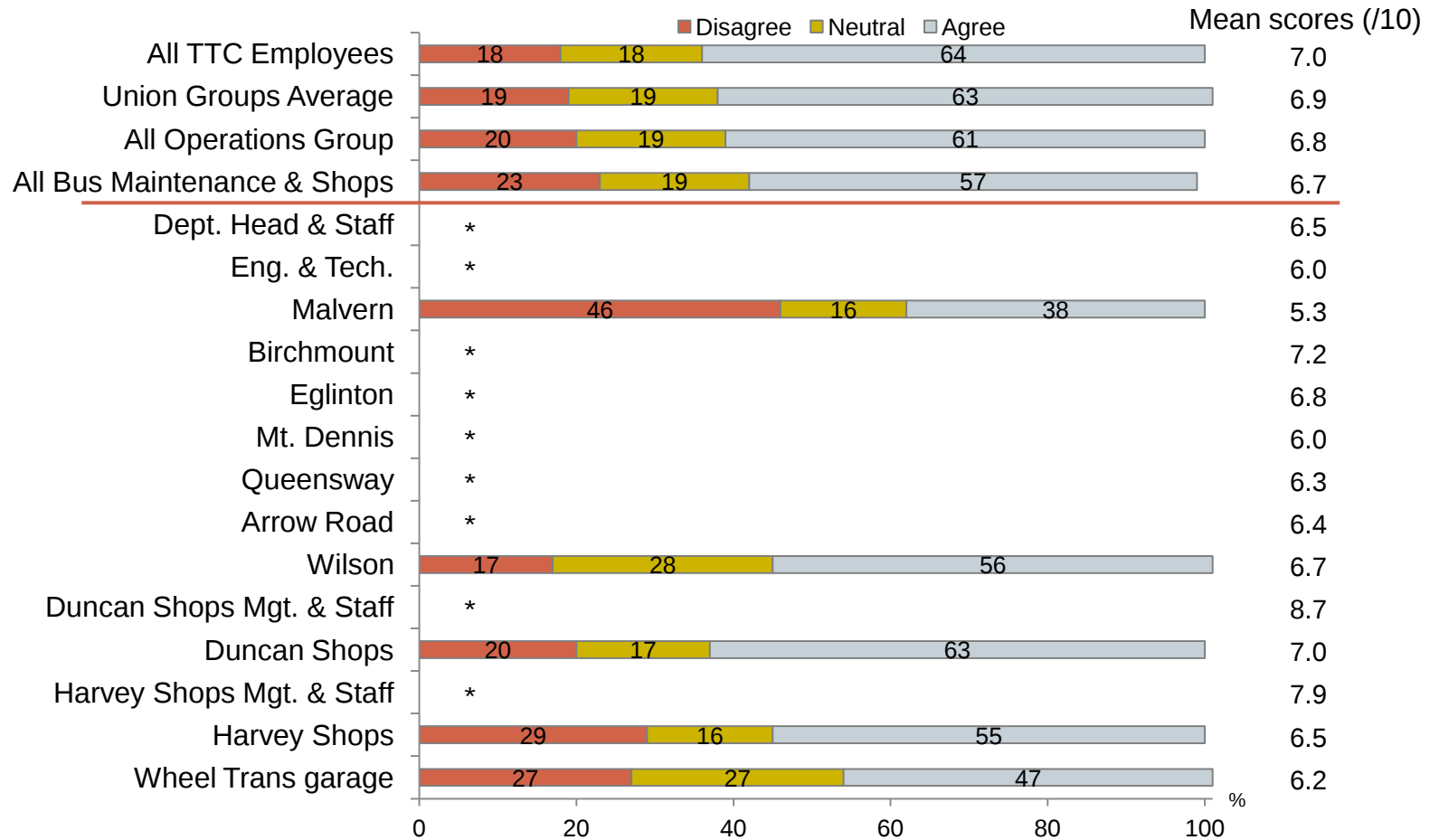
Total
(n= 413)

Mean=6.7



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 COST CENTRE/GROUPING



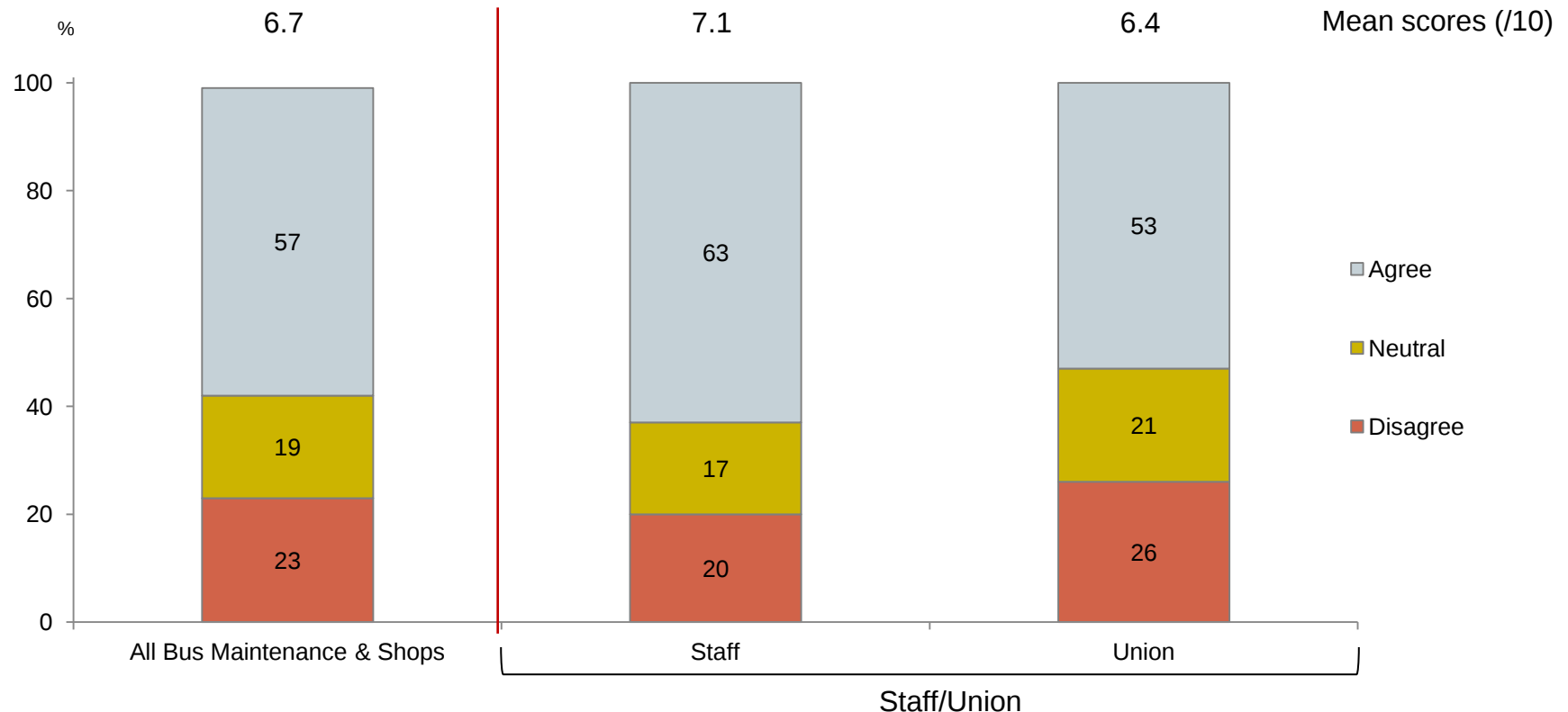
* Percentages suppressed as sample size <30.

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.

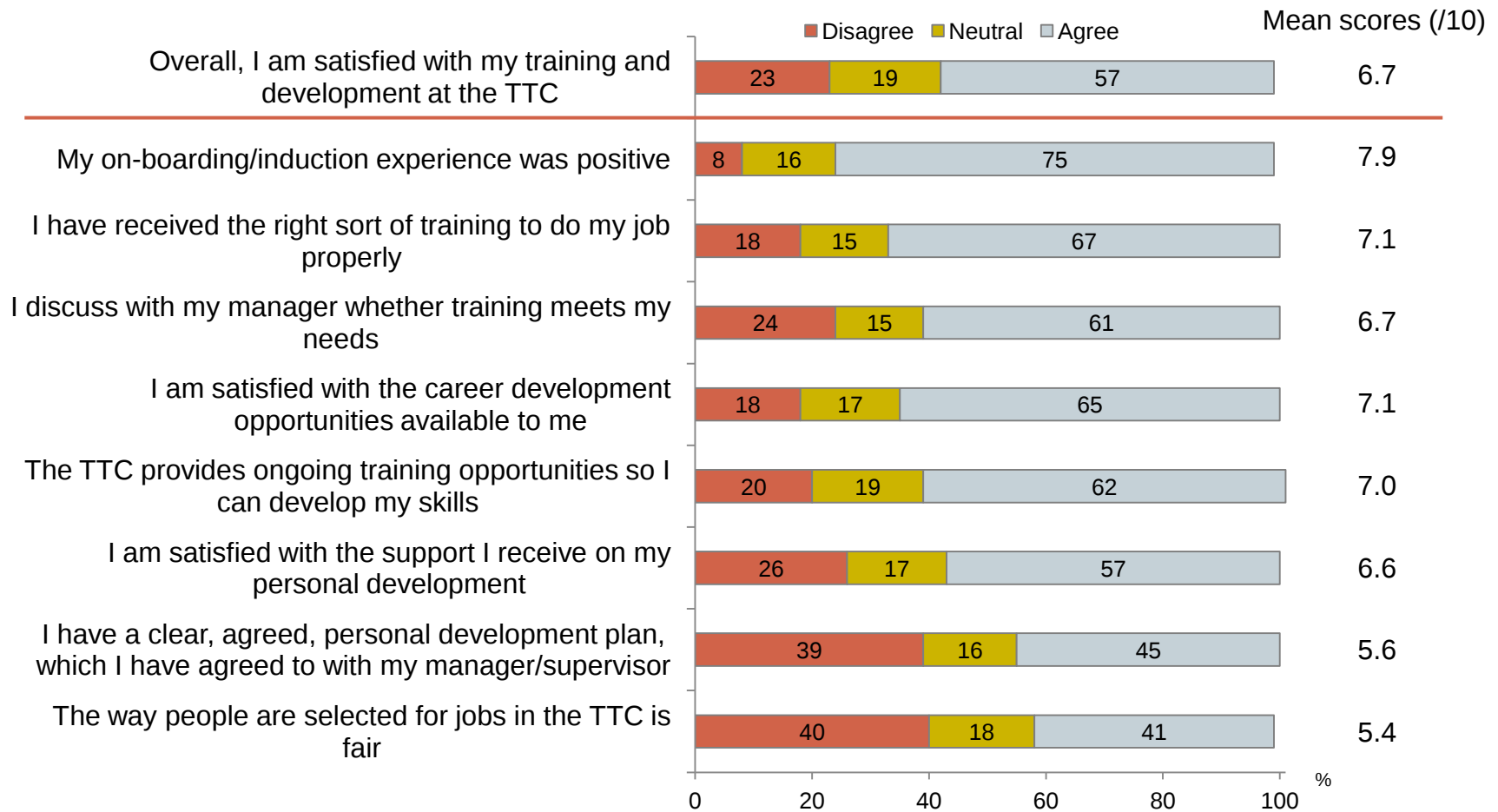
OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY EMPLOYEE POSITION



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.

TRAINING AND DEVELOPMENT

- BUS MAINTENANCE & SHOPS



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.

TRAINING AND DEVELOPMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Dept. Head & Staff	Eng. & Tech.	Duncan Shops Mgt. & Staff	Duncan Shops	Harvey Shops Mgt. & Staff	Harvey Shops	Wheel Trans Garage
Overall, I am satisfied with my training and development at the TTC	7.0	6.9	6.8	6.7	6.5	6.0	8.7	7.0	7.9	6.5	6.2
My on-boarding/induction experience was positive	7.9	7.9	7.7	7.9	6.7	7.7	8.8	8.4	7.8	8.3	7.6
I have received the right sort of training to do my job properly	7.6	7.6	7.4	7.1	6.0	6.5	8.6	7.7	7.9	7.8	7.2
I discuss with my manager whether training meets my needs	6.7	6.4	6.7	6.7	6.3	7.0	8.6	6.6	7.3	7.0	6.0
I am satisfied with the career development opportunities available to me	6.9	6.9	7.0	7.1	6.8	7.0	8.7	7.2	8.0	6.7	6.3
The TTC provides ongoing training opportunities so I can develop my skills	7.0	6.8	7.0	7.0	7.0	6.5	9.0	6.9	8.3	6.9	6.6
I am satisfied with the support I receive on my personal development	6.5	6.2	6.5	6.6	6.3	5.7	8.6	6.5	7.7	6.2	6.2
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	5.2	5.4	5.6	4.7	4.1	8.1	6.2	6.0	5.7	5.5
The way people are selected for jobs in the TTC is fair	5.6	5.5	5.3	5.4	4.7	5.1	6.9	5.8	6.5	4.7	4.6

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.

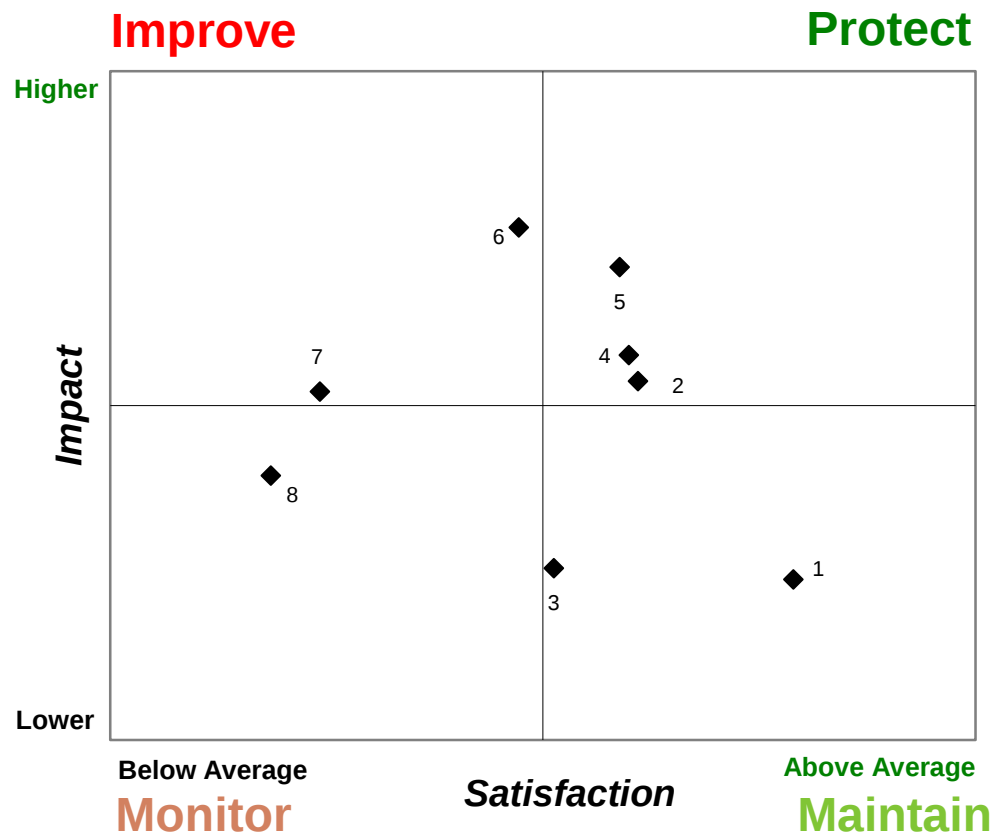
TRAINING AND DEVELOPMENT

- BY COST CENTRE/GROUPING (CITY GARAGES)

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Malvern	Birchmount	Eglinton	Mt. Dennis	Queensway	Arrow Road	Wilson
Overall, I am satisfied with my training and development at the TTC	7.0	6.9	6.8	6.7	5.3	7.2	6.8	6.0	6.3	6.4	6.7
My on-boarding/induction experience was positive	7.9	7.9	7.7	7.9	7.3	8.2	7.6	7.6	7.3	8.0	8.1
I have received the right sort of training to do my job properly	7.6	7.6	7.4	7.1	5.8	7.0	7.4	6.4	6.4	7.3	7.0
I discuss with my manager whether training meets my needs	6.7	6.4	6.7	6.7	5.6	7.0	6.6	7.2	5.4	6.7	7.0
I am satisfied with the career development opportunities available to me	6.9	6.9	7.0	7.1	6.3	7.4	7.0	6.7	6.6	7.2	7.6
The TTC provides ongoing training opportunities so I can develop my skills	7.0	6.8	7.0	7.0	5.8	7.4	7.4	6.5	6.6	7.3	7.3
I am satisfied with the support I receive on my personal development	6.5	6.2	6.5	6.6	5.3	7.0	6.3	6.4	6.2	7.2	6.8
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	5.2	5.4	5.6	4.5	5.4	5.8	4.6	5.5	5.9	5.4
The way people are selected for jobs in the TTC is fair	5.6	5.5	5.3	5.4	4.6	6.3	5.5	5.0	4.8	5.5	5.7

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 - BUS MAINTENANCE & SHOPS



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 with my manager/supervisor
8. 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 5.4 to 7.9.
Impact values range between 34% to 71%.

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 Bus Maintenance & Shops employees are relatively less satisfied. In other words, it is an Area to Monitor.
- Employee satisfaction with the way the TTC recognizes and rewards employees is highest for Duncan Shops Mgt. & Staff, followed by Harvey Shops Mgt. & Staff, and generally lowest for Malvern.
- Staff are somewhat more satisfied with recognition and reward than union employees.
- Across the specific aspects of Performance and Reward, ratings were highest for, “The TTC offers good job security”, and “I am satisfied with my pay and benefits, given the job I do”. Ratings were lowest for, “Poor performance is not tolerated”, “At the TTC, the recognition and rewards are meaningful”, and “I am recognized for excellent performance”. These results were generally consistent for most departments, though there are a few exceptions regarding the lower scores.
 - For a few cost centre groupings, including Engineering & Technical, Duncan Shops Mgt. & Staff, Eglinton, and Queensway, “I have the opportunity to progress within the company” was among the lowest scores, replacing, recognition for excellent performance for Duncan Shops Mgt. & Staff, and Queensway, and replacing meaningful recognition for Engineering & Technical and Eglinton.
 - For Harvey Shops, “I am satisfied with the recognition I receive from my manager” was rated lower than recognition being meaningful. Recognition from the manager was also among the lowest scores for Malvern, where “Poor performance is not tolerated” was not among the lowest scores for this cost centre.

SECTION SUMMARY

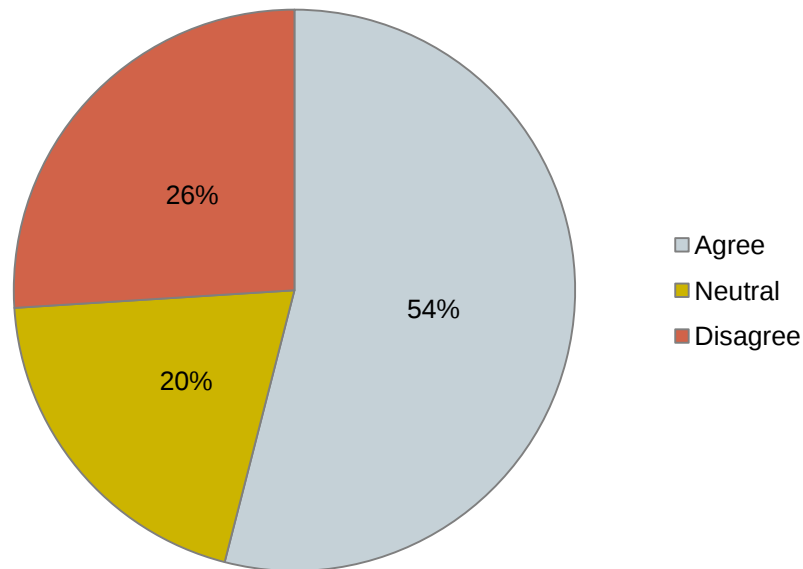
- To improve employee satisfaction with Performance and Reward, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - At the TTC, the recognition and / or rewards are meaningful
 - I am recognized for excellent performance
 - I am satisfied with the recognition I receive from my manager
- In addition to these improvements, the following area is a key Area to Protect:
 - I have the opportunity to progress within the company

OVERALL RATINGS OF PERFORMANCE AND REWARD - BUS MAINTENANCE & SHOPS

Bus Maintenance & Shops

Total
(n= 411)

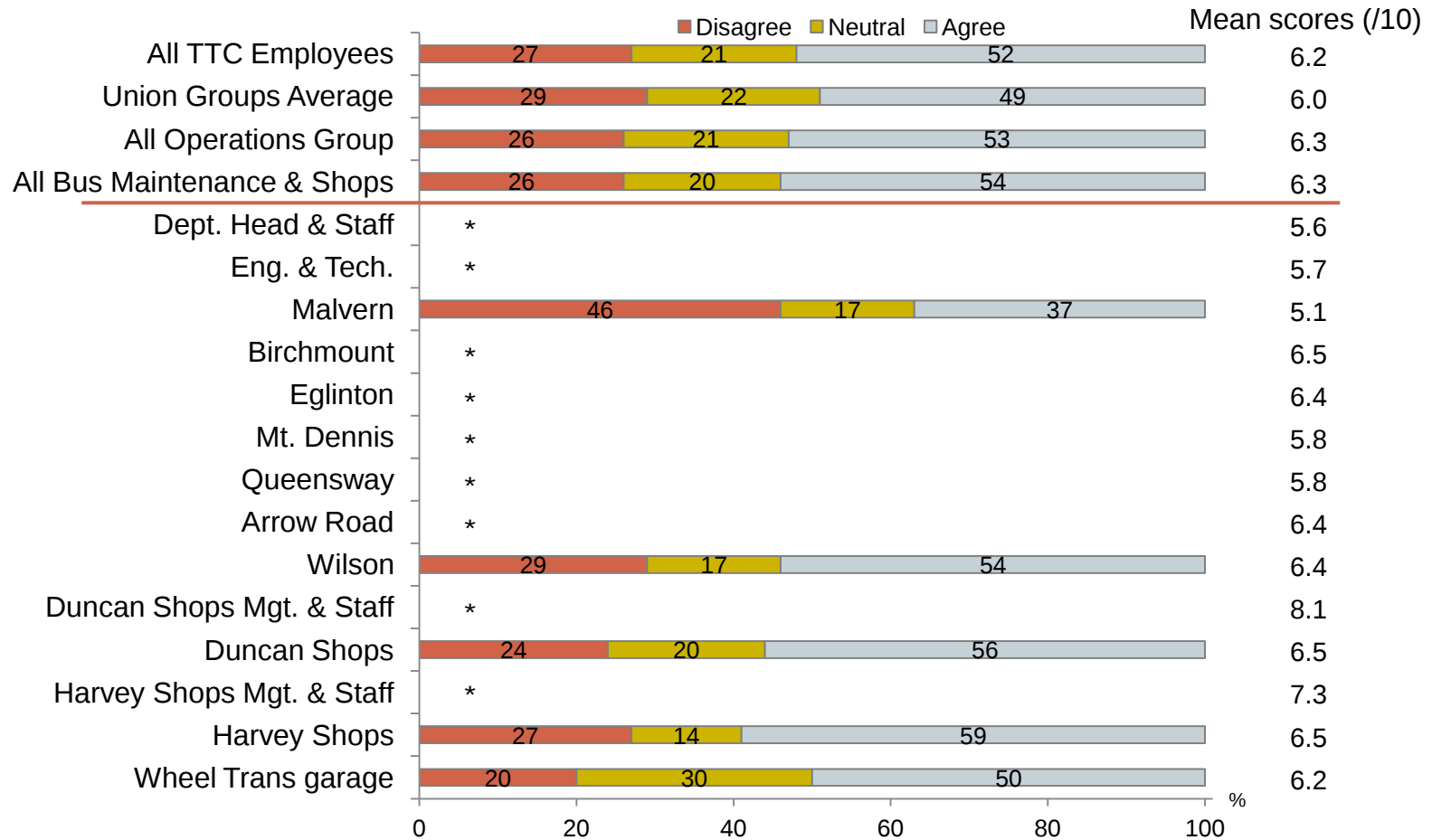
Mean=6.3



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 COST CENTRE/GROUPING



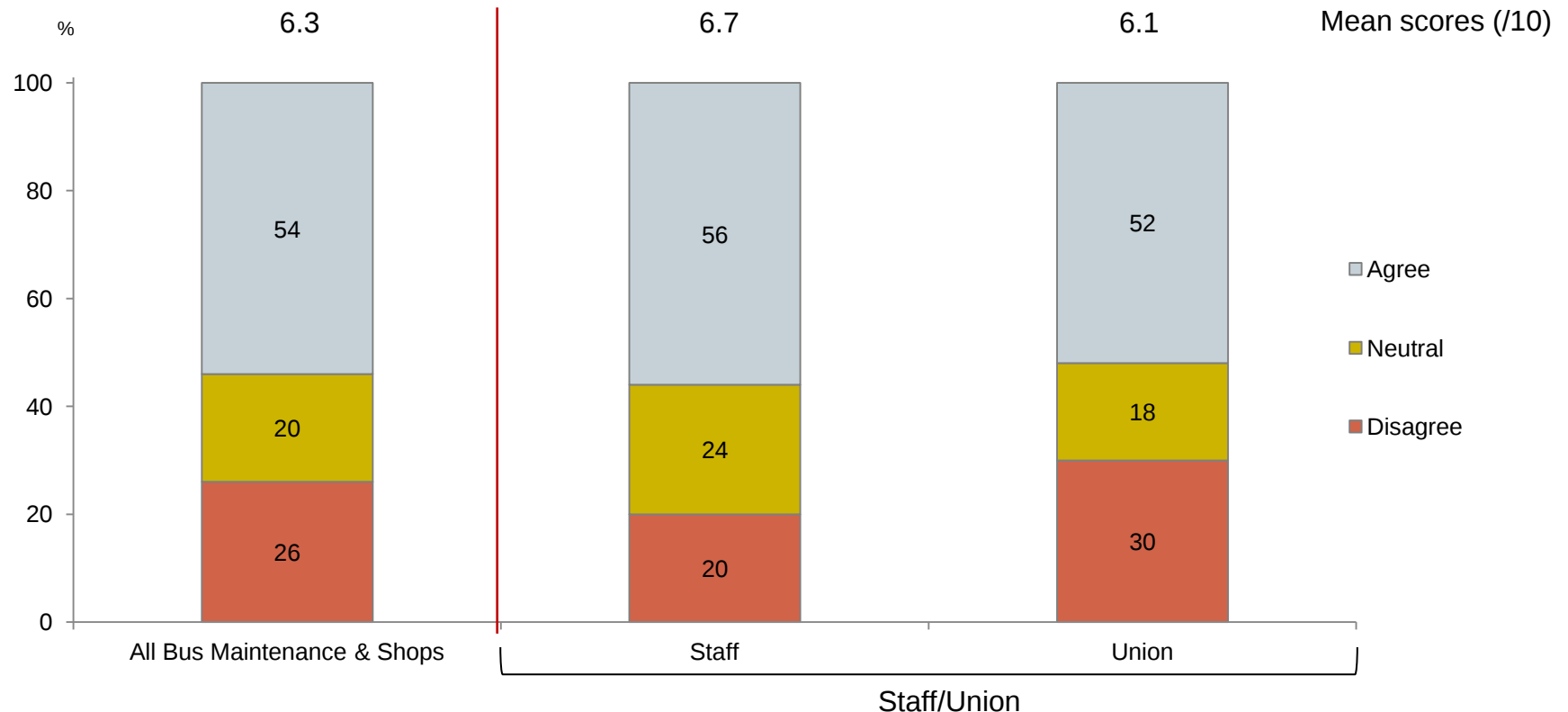
* Percentages suppressed as sample size <30.

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



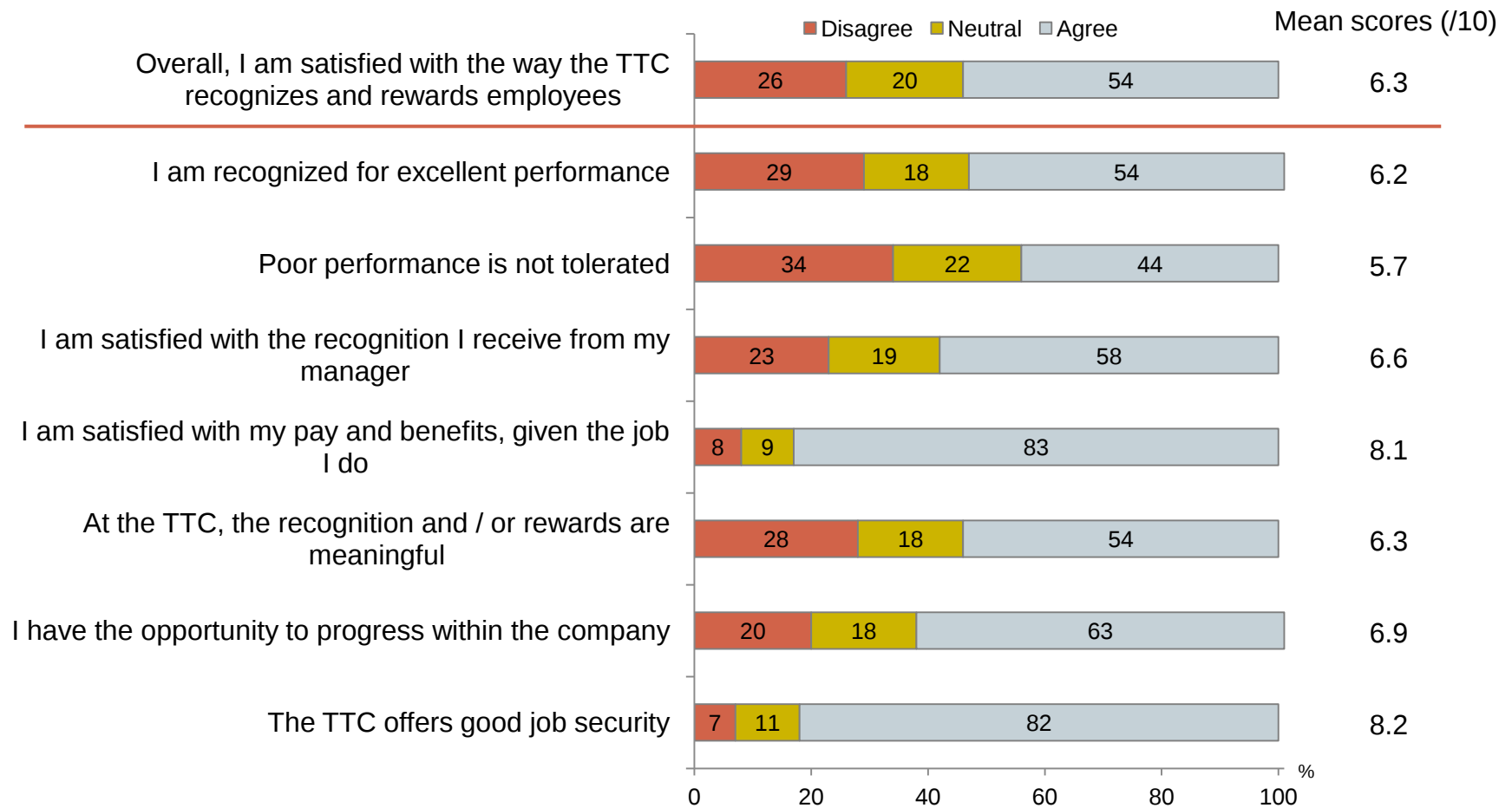
I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.

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

Sample sizes vary by category.

PERFORMANCE AND REWARD

- BUS MAINTENANCE & SHOPS



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.

PERFORMANCE AND REWARD - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Dept. Head & Staff	Eng. & Tech.	Duncan Shops Mgt. & Staff	Duncan Shops	Harvey Shops Mgt. & Staff	Harvey Shops	Wheel Trans Garage
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	6.3	5.6	5.7	8.1	6.5	7.3	6.5	6.2
I am recognized for excellent performance	5.9	5.6	5.9	6.2	5.7	6.3	8.2	6.8	7.7	5.6	5.7
Poor performance is not tolerated	5.9	5.8	5.6	5.7	4.7	6.4	6.9	6.3	6.5	5.6	4.7
I am satisfied with the recognition I receive from my manager	6.0	5.8	6.2	6.6	6.9	6.7	8.8	6.8	7.9	5.9	5.9
I am satisfied with my pay and benefits, given the job I do	7.7	7.8	7.7	8.1	7.7	7.9	9.0	8.1	8.7	8.1	7.8
At the TTC, the recognition and / or rewards are meaningful	5.9	5.8	6.0	6.3	5.9	6.3	7.4	6.3	7.3	6.5	5.8
I have the opportunity to progress within the company	6.9	6.9	6.9	6.9	6.2	6.1	8.0	7.3	7.7	6.7	6.5
The TTC offers good job security	8.3	8.3	8.4	8.2	7.9	7.7	9.1	8.3	9.0	8.2	8.4

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.

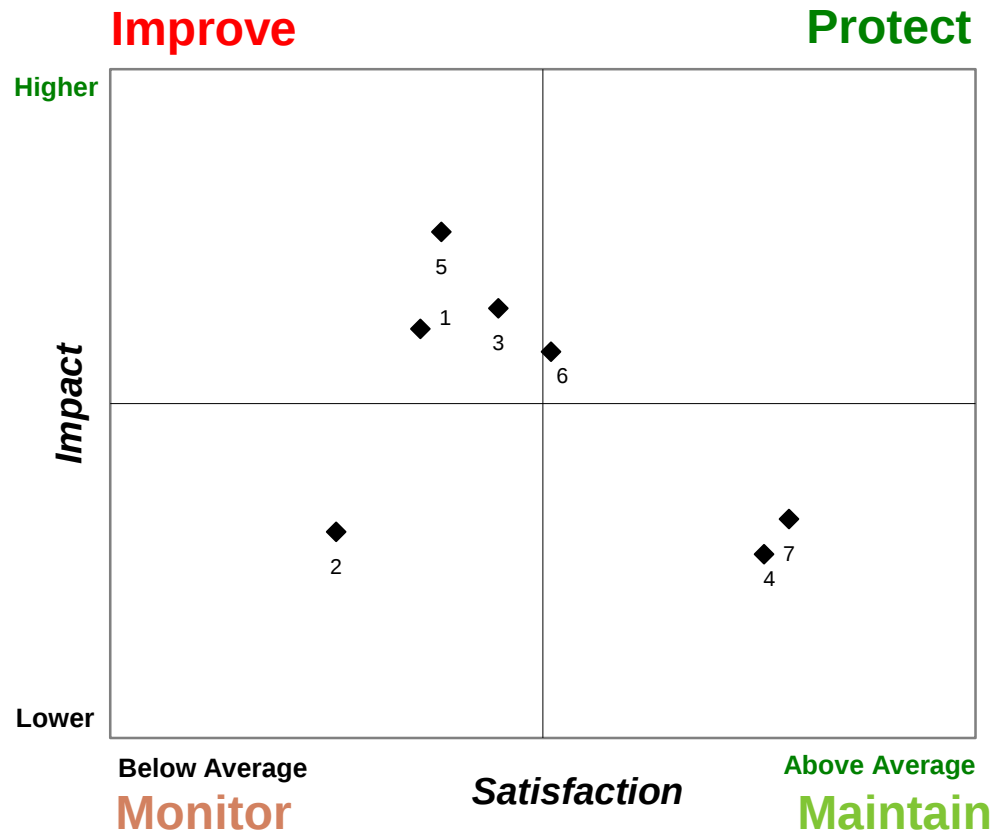
PERFORMANCE AND REWARD

- BY COST CENTRE/GROUPING (CITY GARAGES)

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Malvern	Birchmount	Eglinton	Mt. Dennis	Queensway	Arrow Road	Wilson
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	6.3	5.1	6.5	6.4	5.8	5.8	6.4	6.4
I am recognized for excellent performance	5.9	5.6	5.9	6.2	4.6	5.3	6.4	5.7	6.6	6.0	6.5
Poor performance is not tolerated	5.9	5.8	5.6	5.7	5.9	5.1	5.1	5.3	4.4	6.9	5.8
I am satisfied with the recognition I receive from my manager	6.0	5.8	6.2	6.6	4.8	7.1	7.0	6.5	6.4	7.3	6.6
I am satisfied with my pay and benefits, given the job I do	7.7	7.8	7.7	8.1	7.7	7.8	7.9	7.5	8.0	8.2	8.6
At the TTC, the recognition and / or rewards are meaningful	5.9	5.8	6.0	6.3	5.3	6.6	6.9	6.4	5.5	6.6	5.8
I have the opportunity to progress within the company	6.9	6.9	6.9	6.9	6.1	7.1	6.7	7.0	6.1	7.8	7.2
The TTC offers good job security	8.3	8.3	8.4	8.2	7.5	8.3	7.9	7.8	7.6	8.5	8.6

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 - BUS MAINTENANCE & SHOPS



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 5.7 to 8.2.
Impact values range between 20% to 60%.

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 Bus Maintenance & Shops employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their safety at work is highest for Duncan Shops Mgt. & Staff, and Harvey Shops Mgt. & Staff, followed by Engineering & Technical, and lowest for Malvern.
- Staff employees feel substantially safer at work than union employees.
- Across the specific aspects of Safety, ratings were highest for, “I feel comfortable discussing safety issues at work”, and “I am strongly encouraged to report unsafe working conditions”. Ratings were lowest for, “People on my team report all injuries, no matter how minor”. These results were variable from one cost centre grouping to the next, particularly in the case of which attributes are rated the highest, particularly in cost centres where all ratings related to Safety were strong.
- 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

SECTION SUMMARY

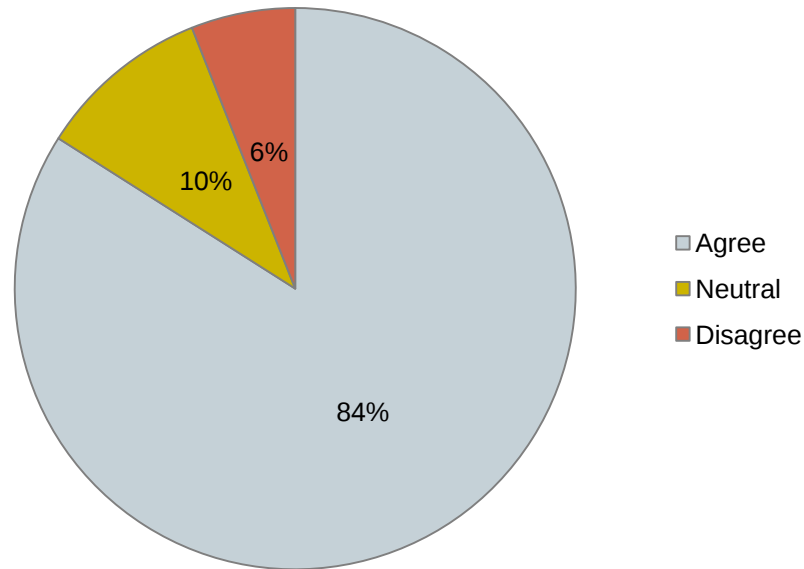
- In addition to these improvements, the following areas are key Areas to Protect:
 - My manager/supervisor emphasizes safe practices while at work
 - My manager/supervisor is well informed about safety issues

OVERALL RATINGS OF SAFETY - BUS MAINTENANCE & SHOPS

Bus Maintenance & Shops

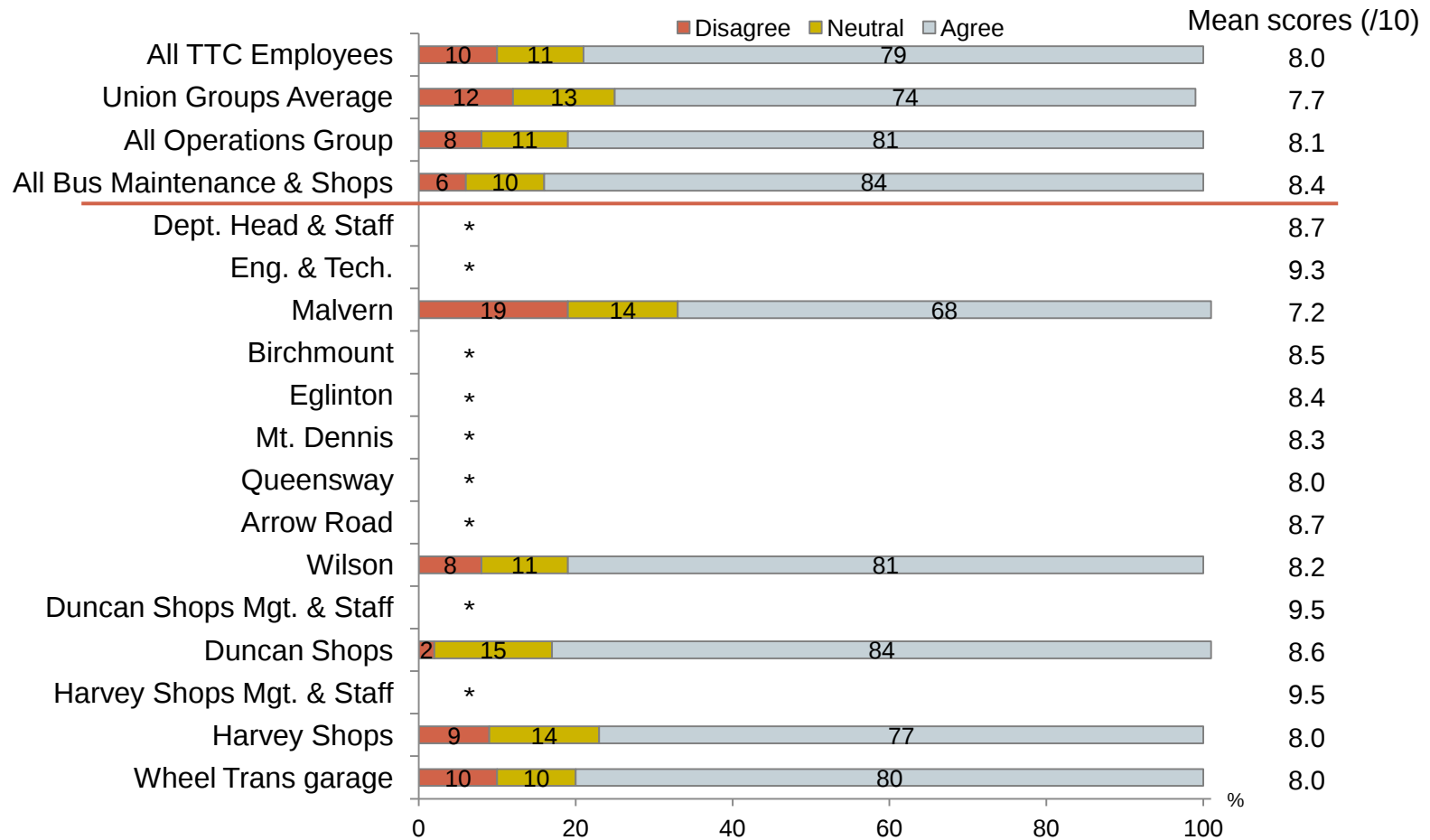
Total
(n= 418)

Mean=8.4



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 COST CENTRE/GROUPING



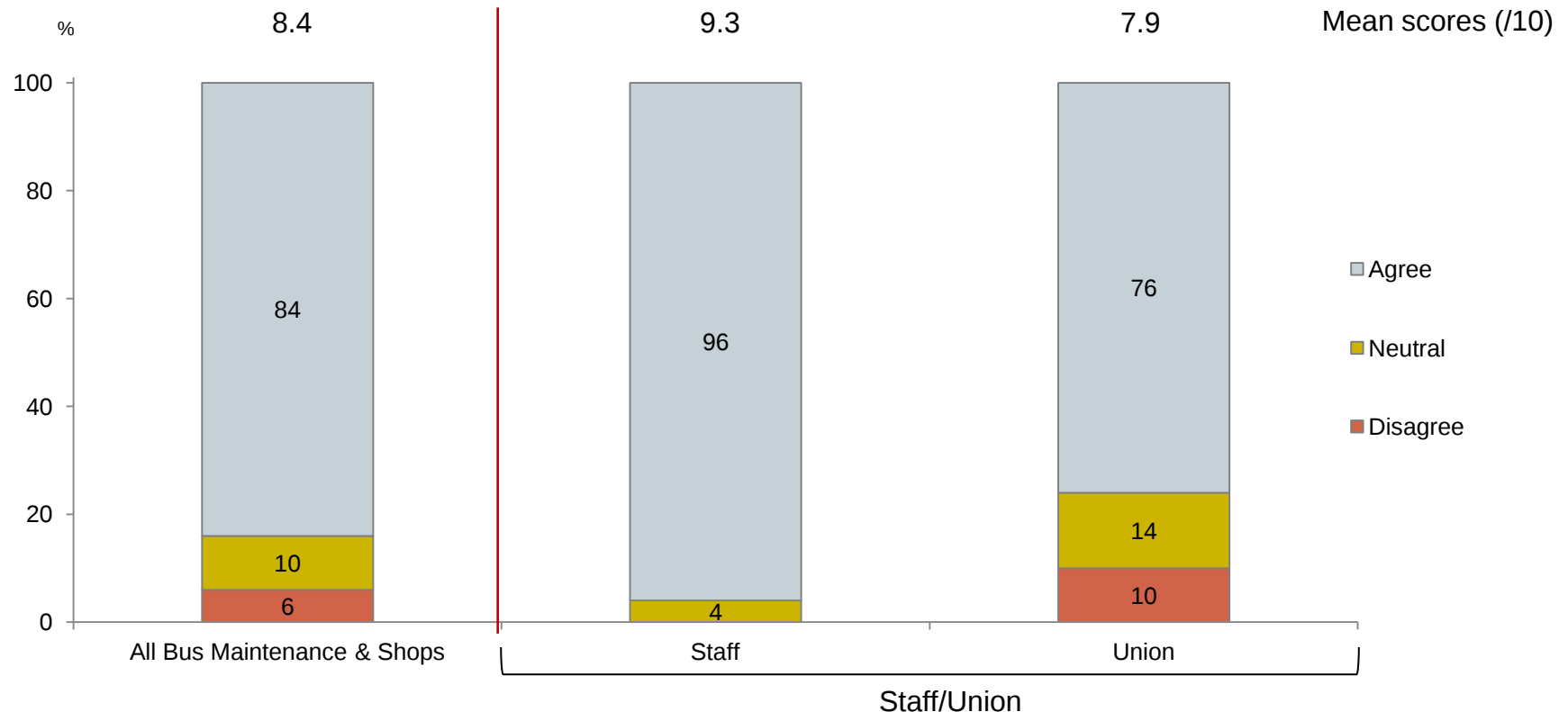
* Percentages suppressed as sample size <30.

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.

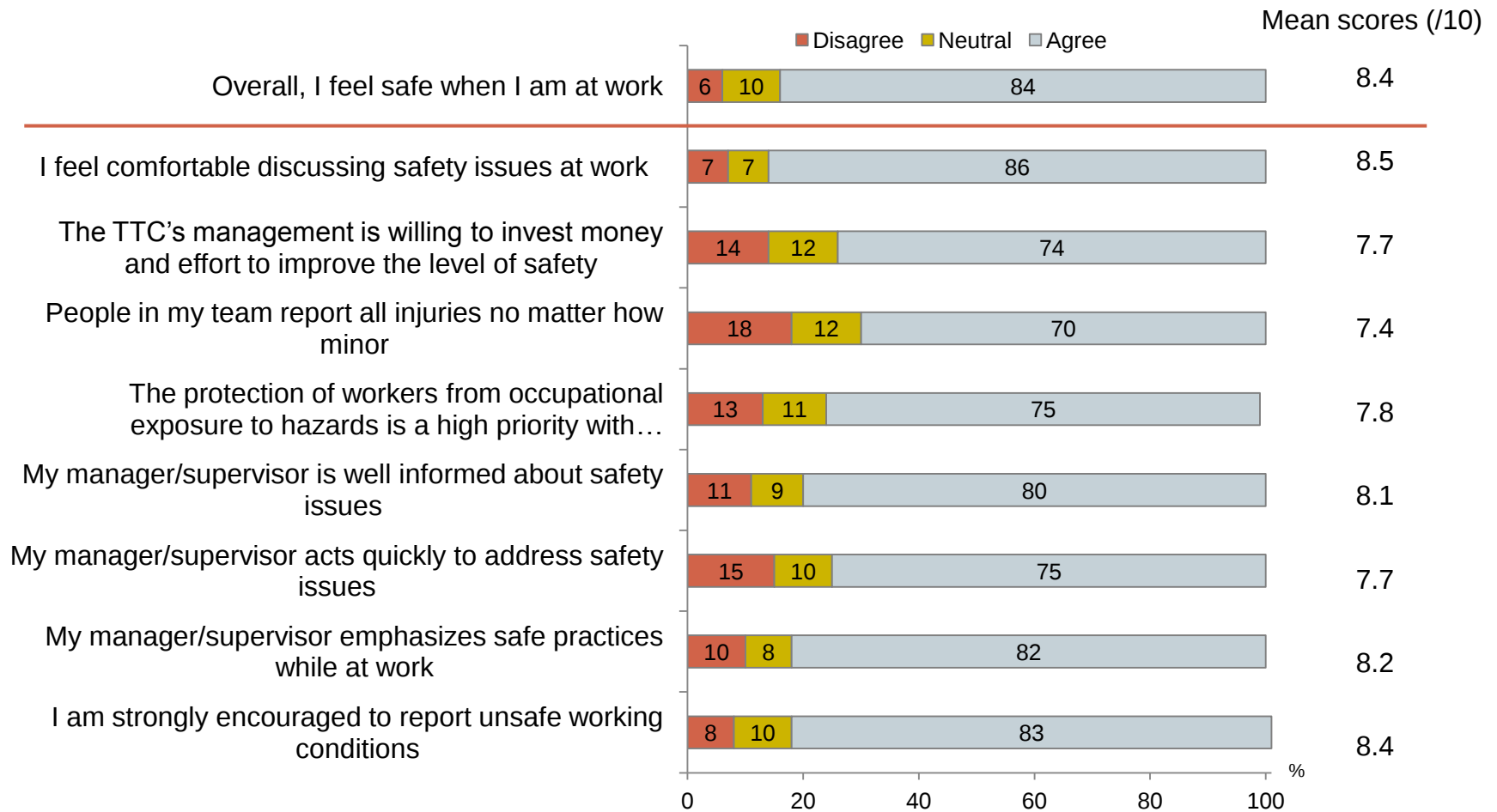
OVERALL RATINGS OF SAFETY - BY EMPLOYEE POSITION



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.

SAFETY

- BUS MAINTENANCE & SHOPS



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.

SAFETY

- BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Dept. Head & Staff	Eng. & Tech.	Duncan Shops Mgt. & Staff	Duncan Shops	Harvey Shops Mgt. & Staff	Harvey Shops	Wheel Trans Garage
Overall, I feel safe when I am at work	8.0	7.7	8.1	8.4	8.7	9.3	9.5	8.6	9.5	8.0	8.0
I feel comfortable discussing safety issues at work	8.3	8.0	8.3	8.5	9.1	9.1	9.3	8.5	9.4	8.0	8.6
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	7.1	7.6	7.7	8.6	9.0	9.2	7.5	9.2	7.3	7.4
People in my team report all injuries no matter how minor	7.1	6.8	7.2	7.4	8.1	7.7	9.3	7.0	9.0	6.7	6.9
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	7.2	7.6	7.8	8.7	9.1	9.3	7.8	9.4	6.9	7.6
My manager/supervisor is well informed about safety issues	8.0	7.7	8.0	8.1	8.6	8.9	9.6	8.5	9.3	7.1	8.2
My manager/supervisor acts quickly to address safety issues	7.6	7.3	7.6	7.7	8.4	9.0	9.8	7.7	9.4	6.8	7.0
My manager/supervisor emphasizes safe practices while at work	7.9	7.7	8.0	8.2	8.7	8.9	9.7	8.2	9.5	7.5	7.6
I am strongly encouraged to report unsafe working conditions	8.0	7.8	8.2	8.4	9.1	8.7	9.7	8.8	9.4	7.6	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.

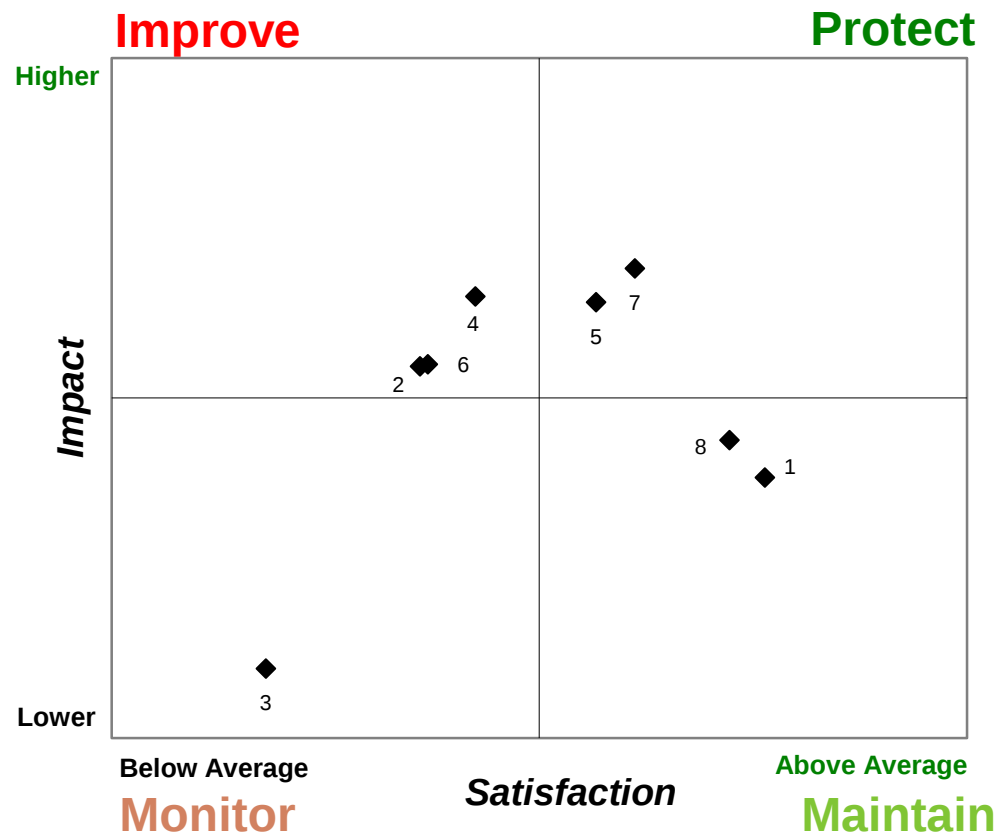
SAFETY

- BY COST CENTRE/GROUPING (CITY GARAGES)

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Malvern	Birchmount	Eglinton	Mt. Dennis	Queensway	Arrow Road	Wilson
Overall, I feel safe when I am at work	8.0	7.7	8.1	8.4	7.2	8.5	8.4	8.3	8.0	8.7	8.2
I feel comfortable discussing safety issues at work	8.3	8.0	8.3	8.5	7.6	8.5	8.5	8.7	8.5	9.1	8.1
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	7.1	7.6	7.7	5.9	7.5	7.3	8.1	7.6	8.2	7.4
People in my team report all injuries no matter how minor	7.1	6.8	7.2	7.4	6.0	7.3	7.1	7.4	7.5	8.7	7.1
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	7.2	7.6	7.8	6.7	7.4	7.8	7.6	7.4	8.6	7.7
My manager/supervisor is well informed about safety issues	8.0	7.7	8.0	8.1	7.0	7.8	8.1	8.0	8.4	8.7	7.5
My manager/supervisor acts quickly to address safety issues	7.6	7.3	7.6	7.7	5.9	7.5	7.6	7.9	8.1	8.4	7.5
My manager/supervisor emphasizes safe practices while at work	7.9	7.7	8.0	8.2	7.1	8.4	8.2	8.6	8.6	8.9	7.6
I am strongly encouraged to report unsafe working conditions	8.0	7.8	8.2	8.4	7.2	8.1	8.6	8.6	8.6	9.1	8.3

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 - BUS MAINTENANCE & SHOPS



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 7.4 to 8.5.
Impact values range between 38% to 66%.

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 Bus Maintenance & Shops employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their immediate manager or supervisor is highest for Duncan Shops Mgt. & Staff, followed by Harvey Shops Mgt. & Staff, and lowest for Malvern, followed by Harvey Shops and Wheel Trans garage.
- 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.
- Across the specific qualities of Your Manager/Supervisor, ratings were highest for, “My manager/supervisor treats me fairly”, and “My manager/supervisor actively discourages prejudice”. Ratings for most of the other specific attributes received scores that were very close together. With a large number of cost centre groupings and tightly bunched scores for a large number of specific attributes, there is substantial variability across cost centres when it comes to which attributes were ranked highest and lowest in individual cost centres/groupings.
- To improve employee satisfaction with Your Manager/Supervisor, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - I am satisfied with the way I am managed
 - My manager/supervisor leads by example
 - My manager/supervisor manages people well
 - My manager/supervisor is open to constructive feedback from staff and others

SECTION SUMMARY

- In addition to these improvements, the following areas are key Areas to Protect:
 - 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
 - My manager/supervisor treats me fairly
 - My manager/supervisor keeps me well informed about issues which affect me

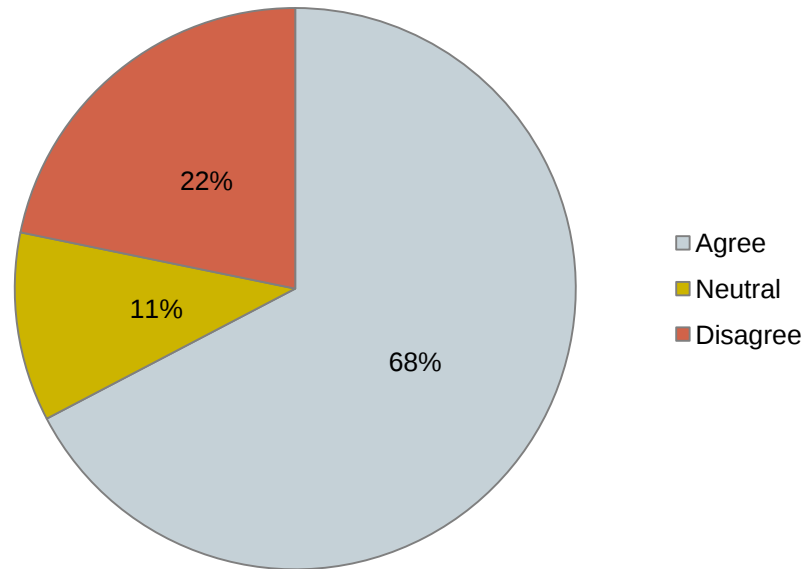
OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BUS MAINTENANCE & SHOPS

Bus Maintenance & Shops

Total

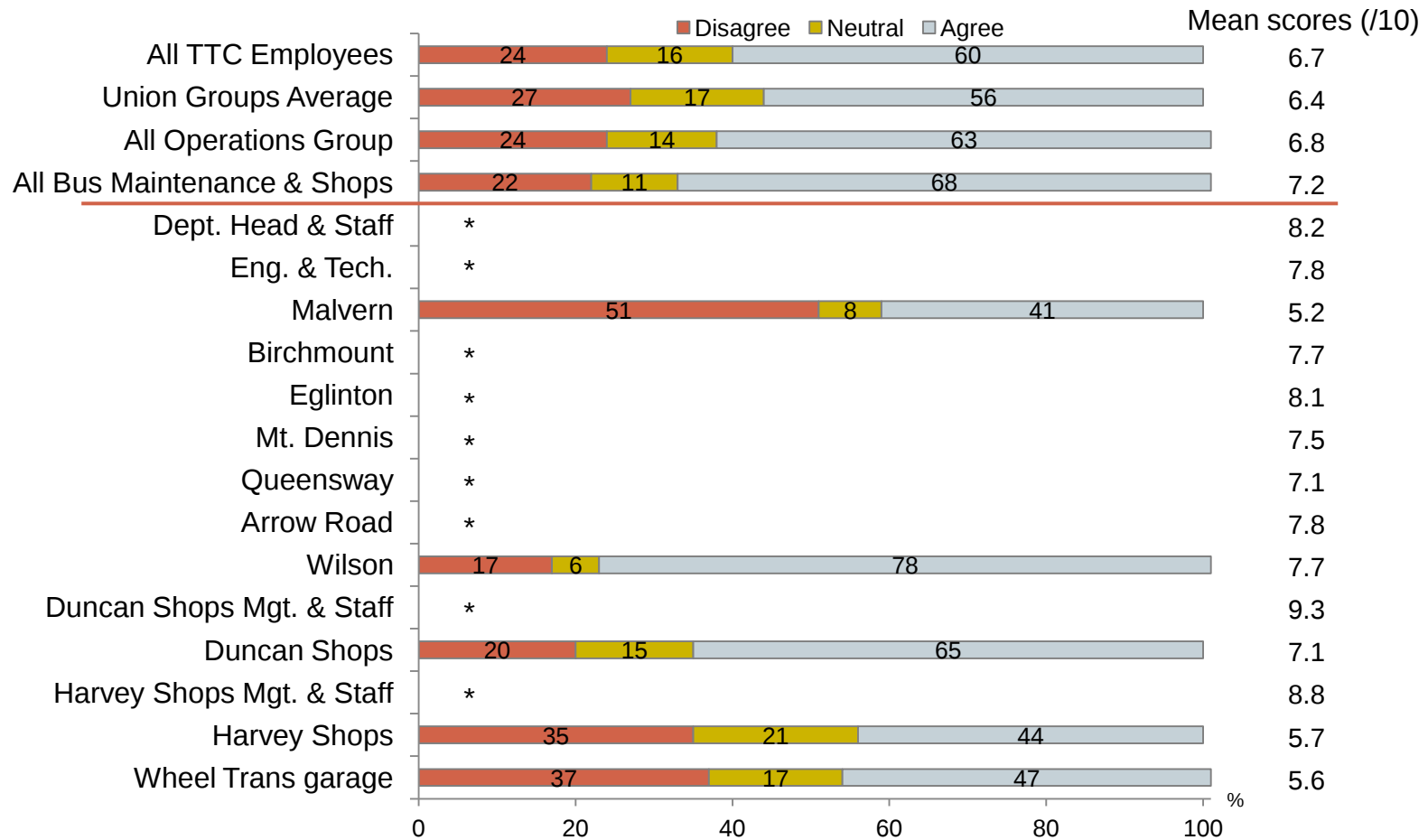
(n= 418)

Mean=7.2



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 COST CENTRE/GROUPING



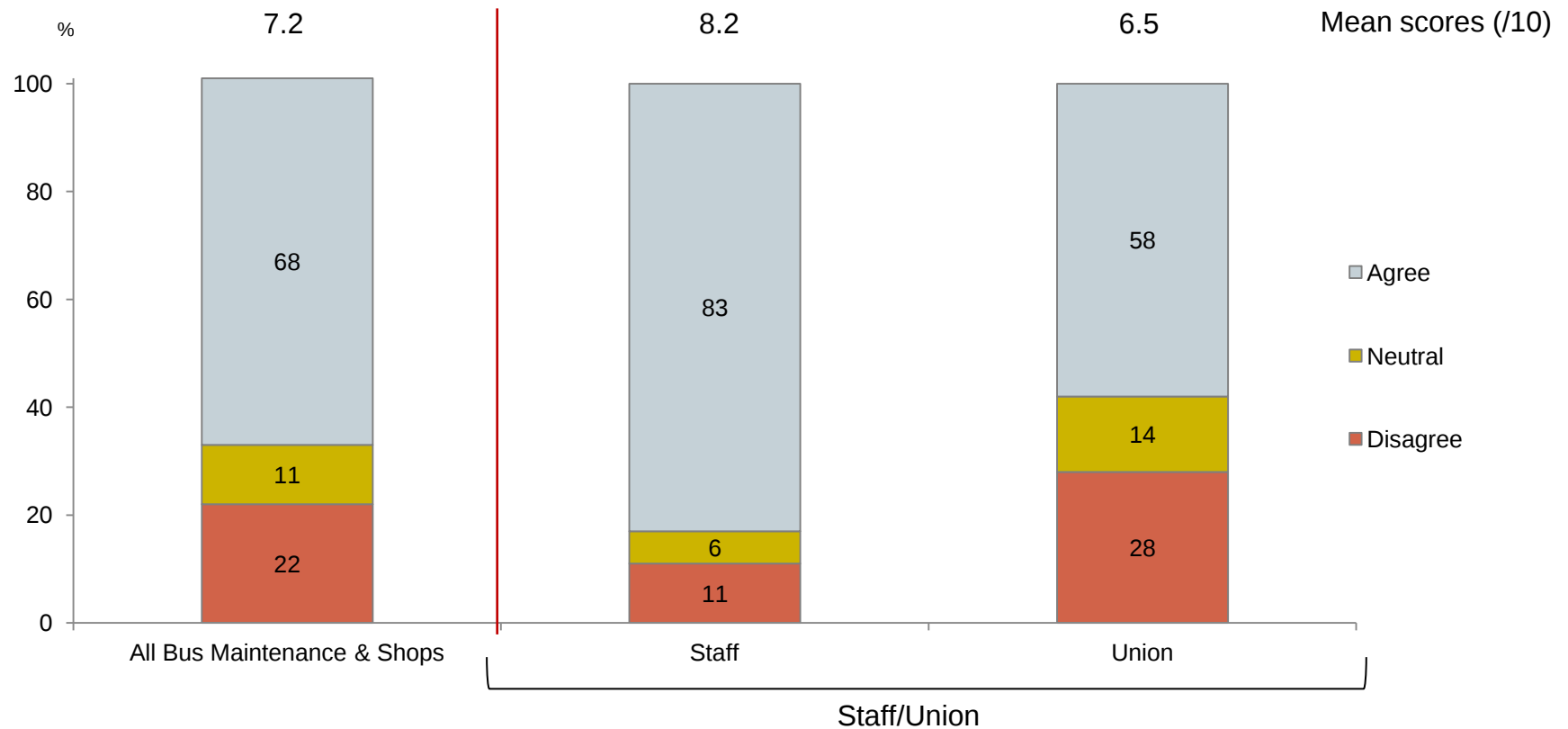
* Percentages suppressed as sample size <30.

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

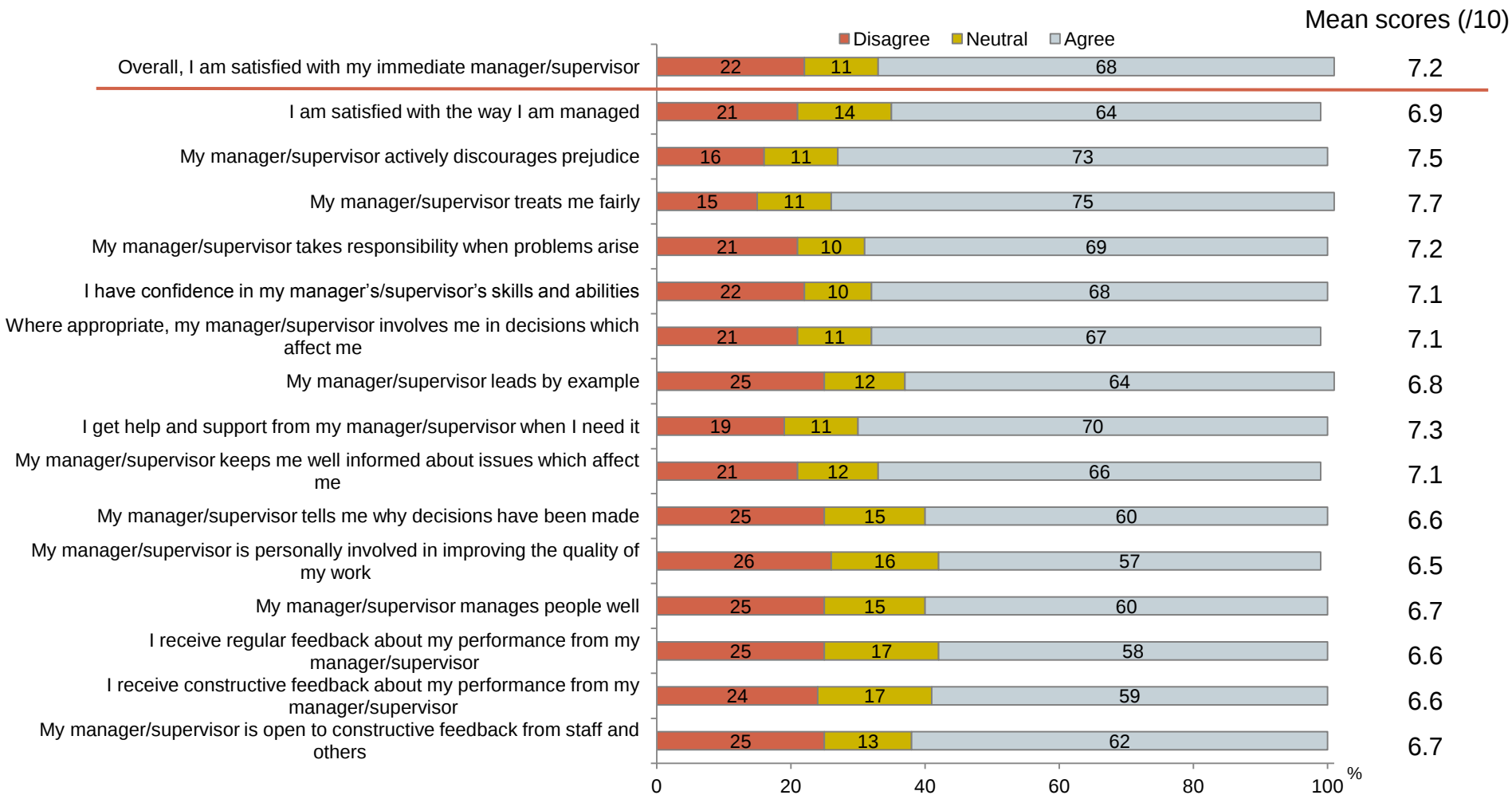


D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

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

Sample sizes vary by category.

YOUR MANAGER/SUPERVISOR - BUS MAINTENANCE & SHOPS



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.

YOUR MANAGER/SUPERVISOR - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Dept. Head & Staff	Eng. & Tech.	Duncan Shops Mgt. & Staff	Duncan Shops	Harvey Shops Mgt. & Staff	Harvey Shops	Wheel Trans Garage
Overall, I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	7.2	8.2	7.8	9.3	7.1	8.8	5.7	5.6
I am satisfied with the way I am managed	6.6	6.4	6.7	6.9	7.9	7.5	8.7	6.8	8.4	5.6	6.1
My manager/supervisor actively discourages prejudice	7.4	7.2	7.3	7.5	7.9	8.2	8.9	7.2	8.5	6.9	6.8
My manager/supervisor treats me fairly	7.3	7.2	7.4	7.7	8.5	8.1	9.4	7.6	9.0	6.9	6.8
My manager/supervisor takes responsibility when problems arise	6.9	6.7	7.0	7.2	8.4	7.8	9.3	6.8	8.9	5.9	6.2
I have confidence in my manager's/supervisor's skills and abilities	6.9	6.6	6.9	7.1	8.3	7.7	9.3	6.4	8.6	5.5	6.1
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	6.2	6.7	7.1	8.2	7.5	9.4	6.7	8.6	5.9	6.4
My manager/supervisor leads by example	6.5	6.2	6.6	6.8	8.1	7.5	9.3	6.1	8.7	5.4	5.6
I get help and support from my manager/supervisor when I need it	7.1	6.8	7.1	7.3	8.5	7.5	9.5	6.8	8.7	6.2	6.5
My manager/supervisor keeps me well informed about issues which affect me	6.6	6.3	6.8	7.1	8.0	7.6	9.3	6.6	8.6	6.3	6.2
My manager/supervisor tells me why decisions have been made	6.2	5.8	6.3	6.6	7.8	7.5	9.0	6.2	7.9	5.7	5.6
My manager/supervisor is personally involved in improving the quality of my work	6.1	5.8	6.3	6.5	7.5	7.0	8.7	6.5	8.2	5.3	5.7
My manager/supervisor manages people well	6.3	6.1	6.4	6.7	8.1	7.2	8.9	6.5	8.1	5.4	5.4
I receive regular feedback about my performance from my manager/supervisor	5.7	5.3	6.1	6.6	7.4	7.0	8.7	6.9	8.1	5.6	5.2
I receive constructive feedback about my performance from my manager/supervisor	5.8	5.3	6.1	6.6	7.4	7.1	8.9	6.8	8.0	5.4	5.5
My manager/supervisor is open to constructive feedback from staff and others	6.1	5.8	6.4	6.7	8.1	7.4	8.9	6.5	8.8	5.2	5.4

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.

3/29/2015

YOUR MANAGER/SUPERVISOR

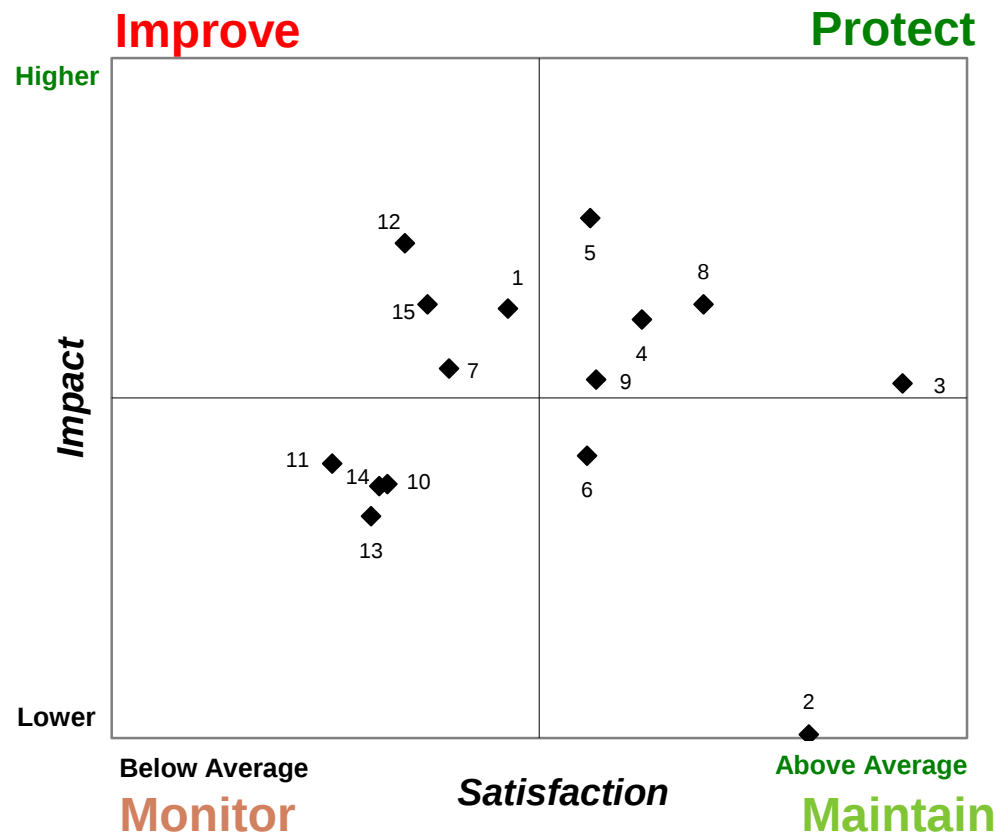
- BY COST CENTRE/GROUPING (CITY GARAGES)

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Malvern	Birchmount	Eglinton	Mt. Dennis	Queensway	Arrow Road	Wilson
Overall, I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	7.2	5.2	7.7	8.1	7.5	7.1	7.8	7.7
I am satisfied with the way I am managed	6.6	6.4	6.7	6.9	5.1	7.4	7.6	6.5	7.1	7.5	7.2
My manager/supervisor actively discourages prejudice	7.4	7.2	7.3	7.5	6.1	7.9	7.9	8.0	7.0	8.2	7.7
My manager/supervisor treats me fairly	7.3	7.2	7.4	7.7	5.9	7.9	7.9	7.8	7.6	8.2	8.3
My manager/supervisor takes responsibility when problems arise	6.9	6.7	7.0	7.2	5.3	7.0	8.1	7.7	7.3	8.1	7.4
I have confidence in my manager's/supervisor's skills and abilities	6.9	6.6	6.9	7.1	5.3	7.2	8.4	7.4	7.2	8.0	7.6
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	6.2	6.7	7.1	5.3	7.0	7.8	7.4	7.5	7.5	6.5
My manager/supervisor leads by example	6.5	6.2	6.6	6.8	4.8	6.5	7.6	7.3	7.0	8.6	6.7
I get help and support from my manager/supervisor when I need it	7.1	6.8	7.1	7.3	5.3	7.3	8.0	8.1	6.9	8.1	7.9
My manager/supervisor keeps me well informed about issues which affect me	6.6	6.3	6.8	7.1	4.8	7.3	7.7	7.3	7.1	7.4	7.5
My manager/supervisor tells me why decisions have been made	6.2	5.8	6.3	6.6	5.0	6.4	7.6	6.7	6.5	7.1	6.8
My manager/supervisor is personally involved in improving the quality of my work	6.1	5.8	6.3	6.5	4.6	5.7	7.3	6.8	5.9	7.8	7.2
My manager/supervisor manages people well	6.3	6.1	6.4	6.7	4.9	6.7	7.3	7.1	6.4	7.2	7.3
I receive regular feedback about my performance from my manager/supervisor	5.7	5.3	6.1	6.6	4.9	6.5	7.0	6.7	6.3	7.7	6.8
I receive constructive feedback about my performance from my manager/supervisor	5.8	5.3	6.1	6.6	5.1	7.1	7.2	6.7	6.4	7.6	6.4
My manager/supervisor is open to constructive feedback from staff and others	6.1	5.8	6.4	6.7	4.6	6.7	7.5	6.9	7.0	7.5	7.2

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- BUS MAINTENANCE & SHOPS



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 6.5 to 7.7.
Impact values range between 48% to 84%.

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 Bus Maintenance & Shops employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction across the various attributes of Your Team is generally highest for Duncan Shops Mgt. & Staff, and Engineering & Technical, and lowest for Queensway. Note that for the overall measure of satisfaction with their colleagues/coworkers, Birchmount also received one of the highest ratings.
- Staff are slightly more satisfied with their colleagues or co-workers than union employees.
- Across the specific qualities of Your Team, ratings were mostly strong and close together, though ratings were lowest for, “I feel that workload is fairly distributed on my team.” These results (relating to the lowest score) were mostly consistent across cost centre groupings, except for Duncan Shops and Queensway, where “There is good morale on my team” received the lowest rating, and for Harvey Shops, where the lowest rating was for “All the people on my team are treated fairly”.
- 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 that my opinions count in my team
 - I feel supported by my fellow team members
 - My team members do quality work

SECTION SUMMARY

Regular Team Meetings

- 47% of Bus Maintenance & Shops employees indicate they have regular team meetings
- Duncan Shops had the highest proportion of employees (54%) to report meeting regularly, while Wilson had the lowest proportion of employees indicating they have regular meetings (40%).
- Similar proportions of staff and union employees indicated they meet regularly.
- Among employees who have regular meetings, a majority (74%) indicated they were held frequently enough. Sample size was not sufficient to allow comparisons by cost centre grouping.
- A higher proportion of staff indicated meetings are frequent enough compared to union employees, with a higher proportion of union employees compared to staff reporting meetings were not frequent enough.
- Most employees who have regular meetings agree they are useful. Usefulness of meetings was scored highest by Arrow Road employees. Malvern employees scored meetings as least useful. Staff employees indicated meetings were more useful than union employees.

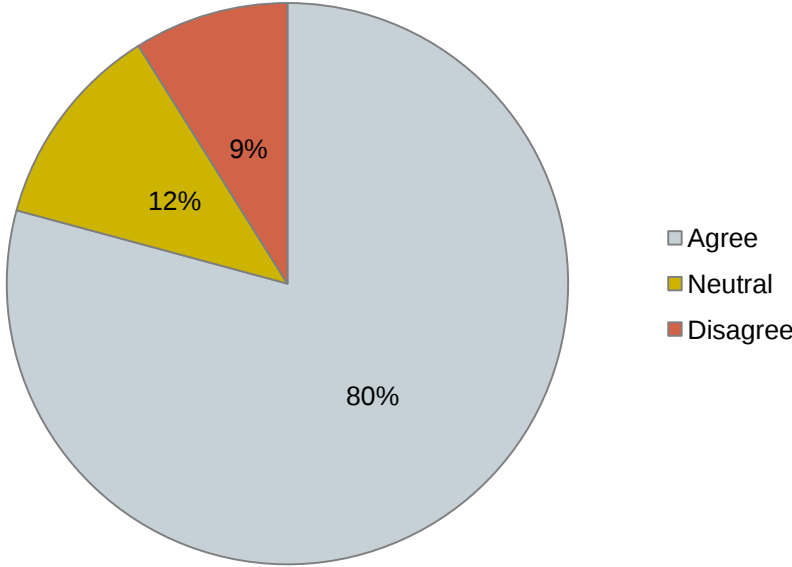
OVERALL RATINGS OF YOUR TEAM

- BUS MAINTENANCE & SHOPS

Bus Maintenance & Shops

Total
(n= 416)

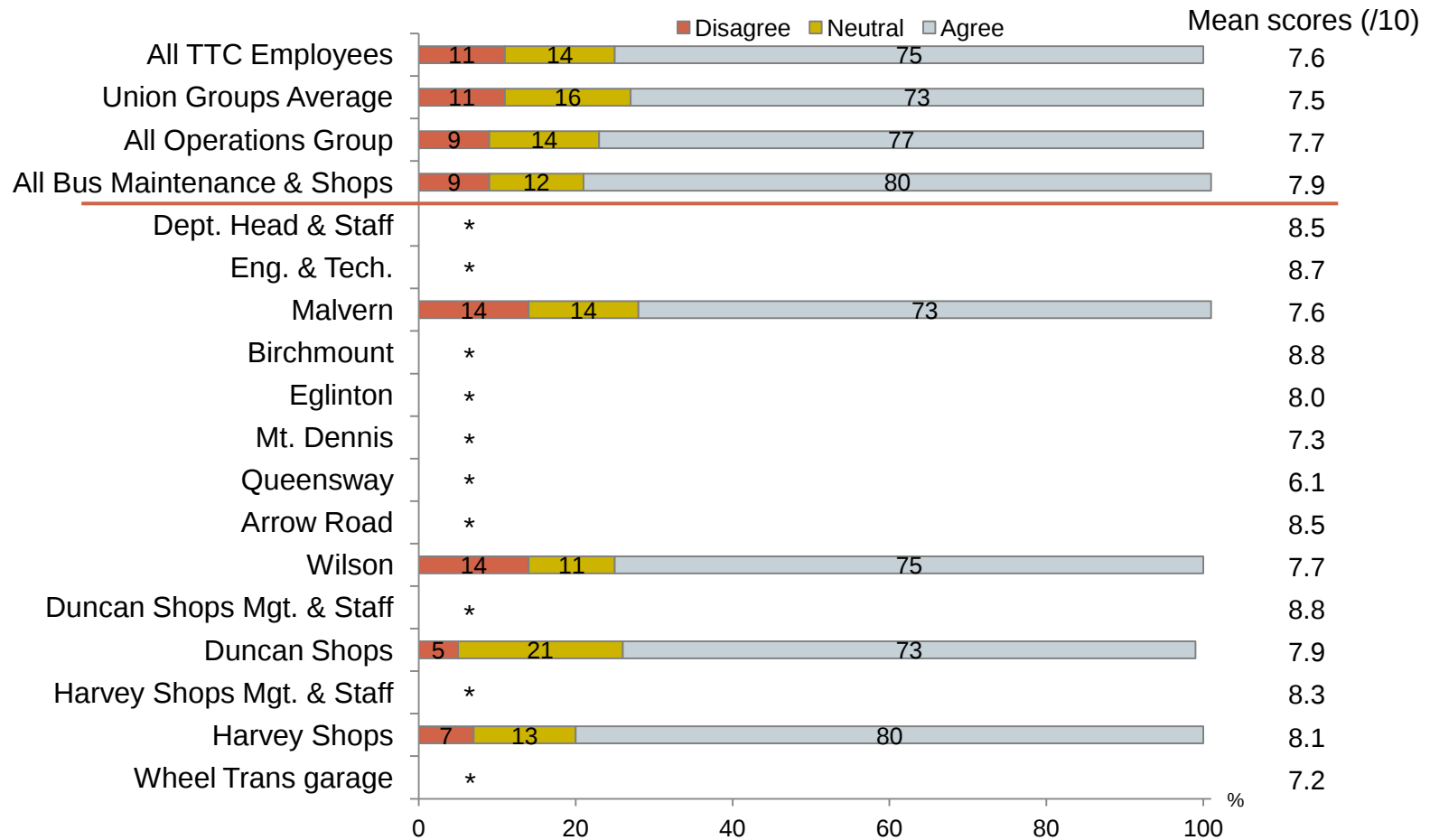
Mean=7.9



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.
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC.

OVERALL RATINGS OF YOUR TEAM

- BY COST CENTRE/GROUPING



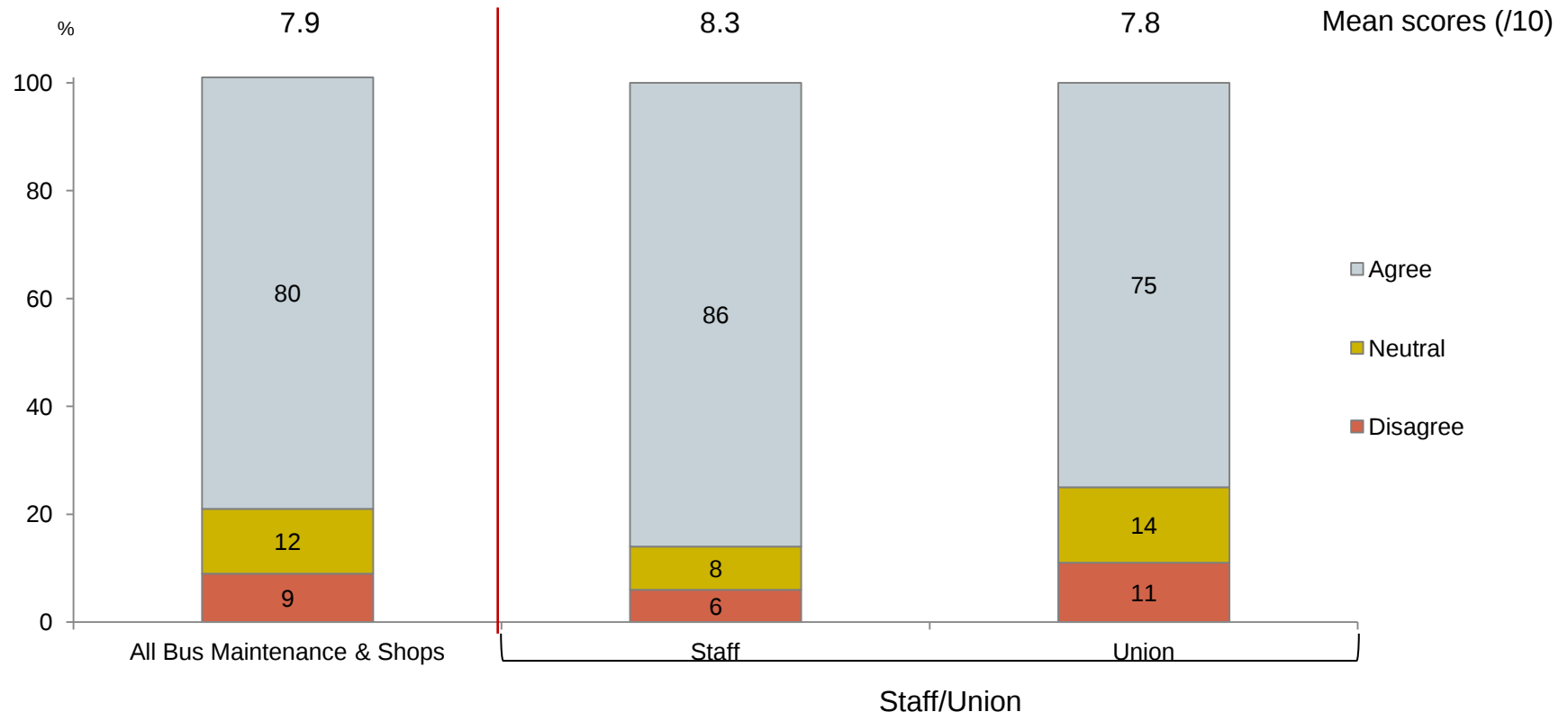
* Percentages suppressed as sample size <30.

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 category.

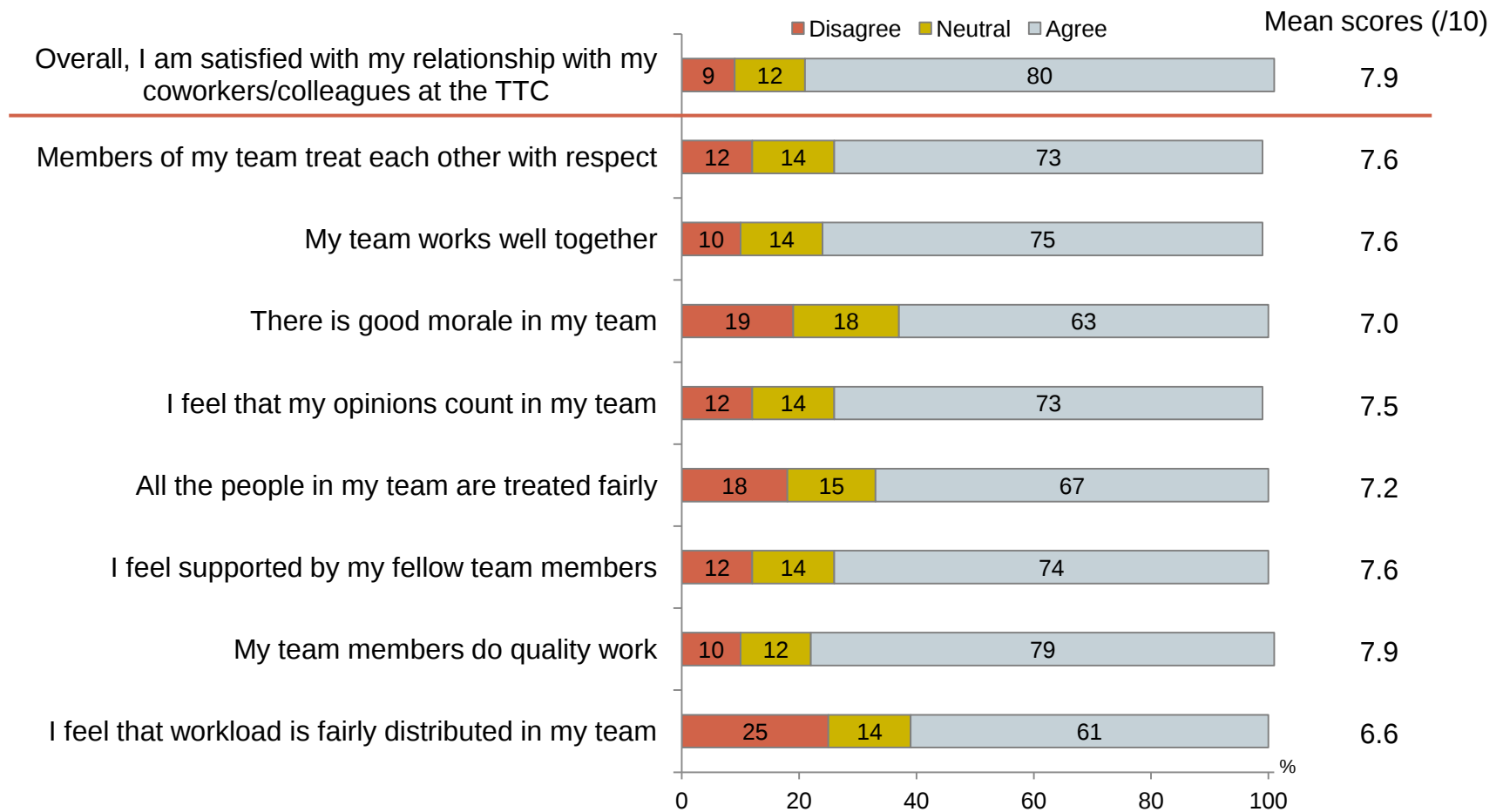
OVERALL RATINGS OF YOUR TEAM - BY EMPLOYEE POSITION



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 category.

YOUR TEAM

- BUS MAINTENANCE & SHOPS



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.

YOUR TEAM

- BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Dept. Head & Staff	Eng. & Tech.	Duncan Shops Mgt. & Staff	Duncan Shops	Harvey Shops Mgt. & Staff	Harvey Shops	Wheel Trans Garage
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	7.9	8.5	8.7	8.8	7.9	8.3	8.1	7.2
Members of my team treat each other with respect	7.4	7.2	7.4	7.6	8.3	8.6	8.3	7.4	8.5	7.4	7.4
My team works well together	7.3	7.0	7.5	7.6	8.3	8.6	8.3	7.3	8.4	7.4	7.6
There is good morale in my team	6.5	6.2	6.7	7.0	7.5	8.1	8.2	6.8	7.8	6.9	6.6
I feel that my opinions count in my team	7.0	6.7	7.3	7.5	8.1	8.5	8.8	7.3	8.1	7.1	7.5
All the people in my team are treated fairly	6.7	6.5	6.9	7.2	8.0	8.5	8.8	6.9	8.0	6.3	6.5
I feel supported by my fellow team members	7.2	7.0	7.4	7.6	8.6	8.3	8.6	7.3	8.4	7.3	7.2
My team members do quality work	7.5	7.3	7.7	7.9	8.2	8.5	8.9	8.0	8.4	8.2	7.3
I feel that workload is fairly distributed in my team	6.5	6.3	6.6	6.6	7.0	7.3	7.9	7.1	7.3	6.6	5.8

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..

YOUR TEAM

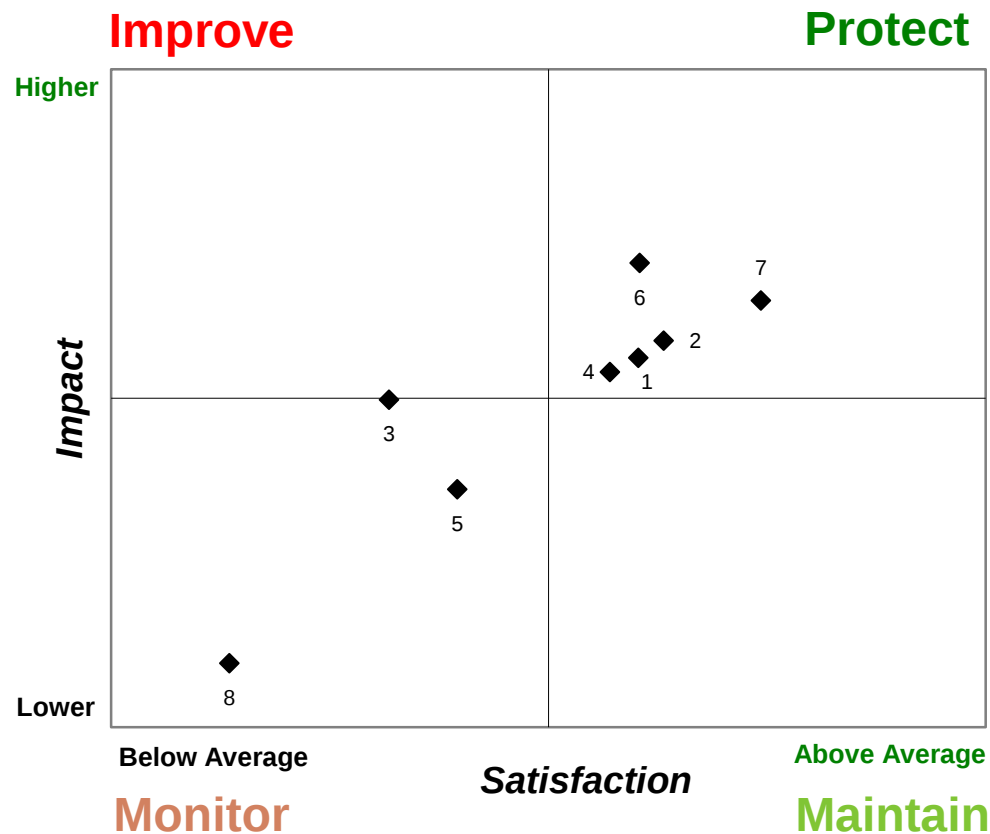
- BY COST CENTRE/GROUPING (CITY GARAGES)

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Bus Maintenance & Shops	Malvern	Birchmount	Eglinton	Mt. Dennis	Queensway	Arrow Road	Wilson
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	7.9	7.6	8.8	8.0	7.3	6.1	8.5	7.7
Members of my team treat each other with respect	7.4	7.2	7.4	7.6	7.3	7.8	7.2	7.1	5.8	8.0	7.6
My team works well together	7.3	7.0	7.5	7.6	7.3	8.0	7.8	7.0	6.4	7.8	7.7
There is good morale in my team	6.5	6.2	6.7	7.0	6.3	7.3	7.4	6.5	5.7	6.9	6.7
I feel that my opinions count in my team	7.0	6.7	7.3	7.5	6.8	7.8	7.5	6.9	6.3	7.8	7.6
All the people in my team are treated fairly	6.7	6.5	6.9	7.2	6.1	7.5	7.5	6.8	6.7	7.6	7.3
I feel supported by my fellow team members	7.2	7.0	7.4	7.6	6.9	8.3	7.6	7.1	6.7	7.8	7.3
My team members do quality work	7.5	7.3	7.7	7.9	7.1	8.5	7.6	7.1	6.4	7.7	8.0
I feel that workload is fairly distributed in my team	6.5	6.3	6.6	6.6	5.4	6.9	6.9	6.0	6.0	5.8	6.3

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

- BUS MAINTENANCE & SHOPS

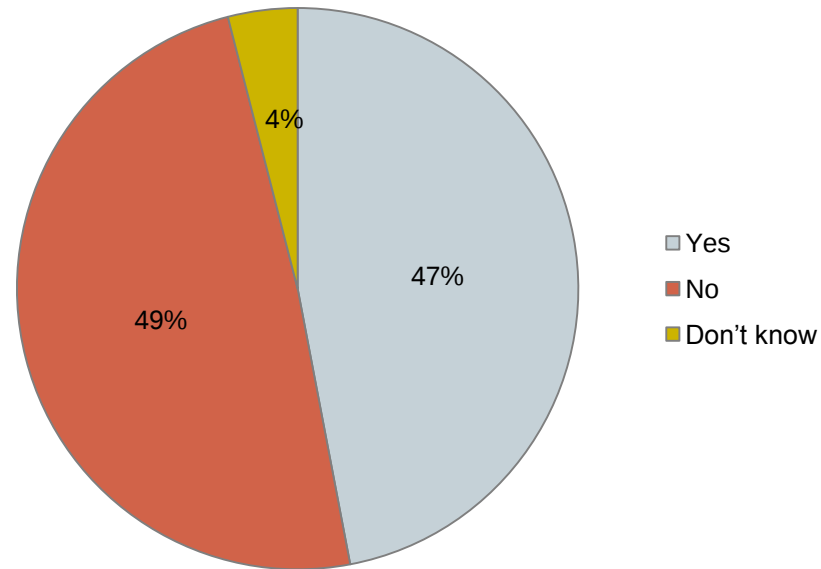


1. Members of my team treat each other with respect
2. My team works well together
3. There is good morale in my team
4. I feel that my opinions count in my team
5. All the people in my team are treated fairly
6. I feel supported by my fellow team members
7. My team members do quality work
8. I feel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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 6.6 to 7.9.
Impact values range between 33% to 57%.

Bus Maintenance & Shops

Total
(n= 400)



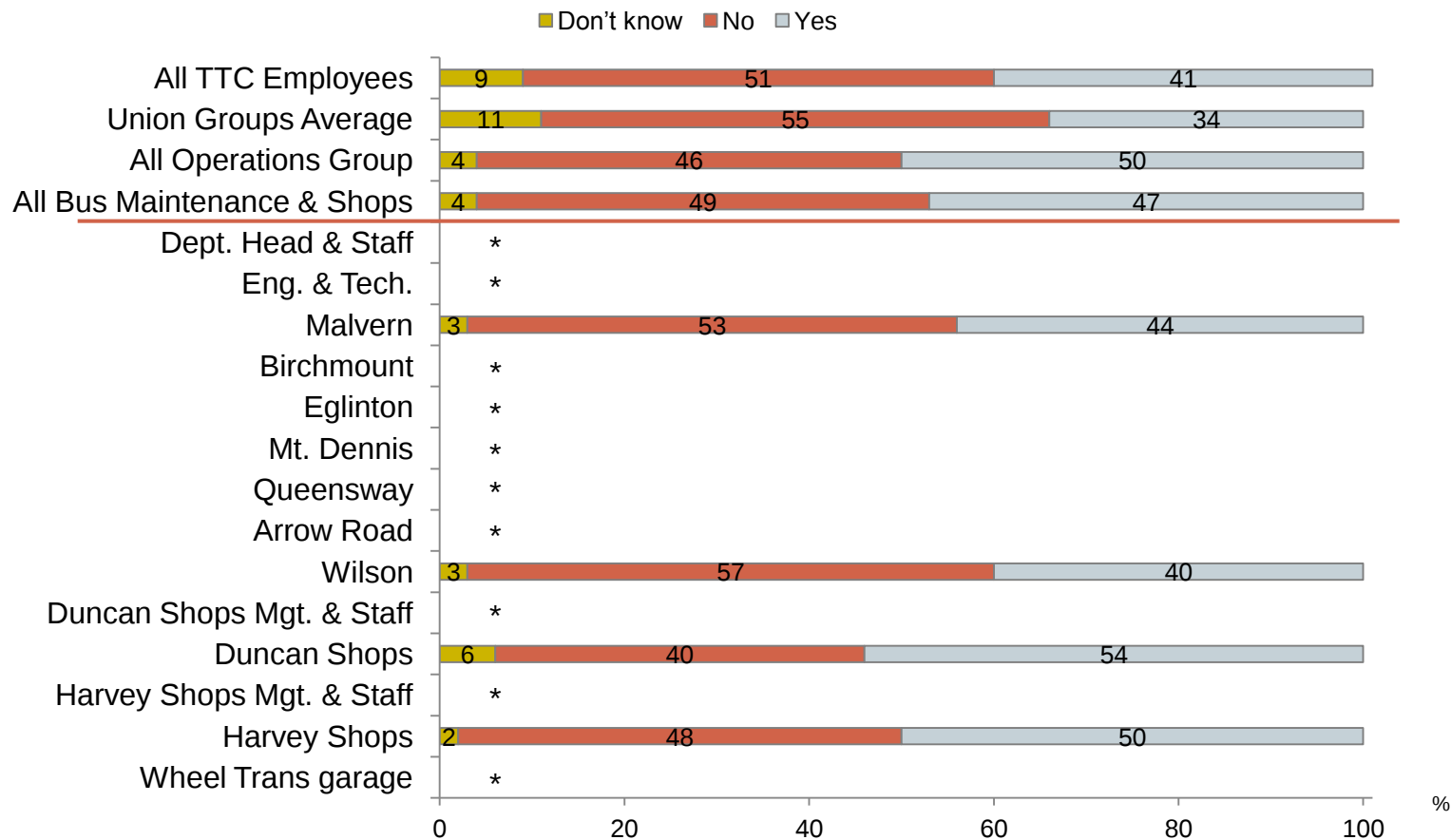
E2. Does your team hold regular team meetings?

3/29/2015

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REGULAR TEAM MEETINGS

- BY COST CENTRE/GROUPING

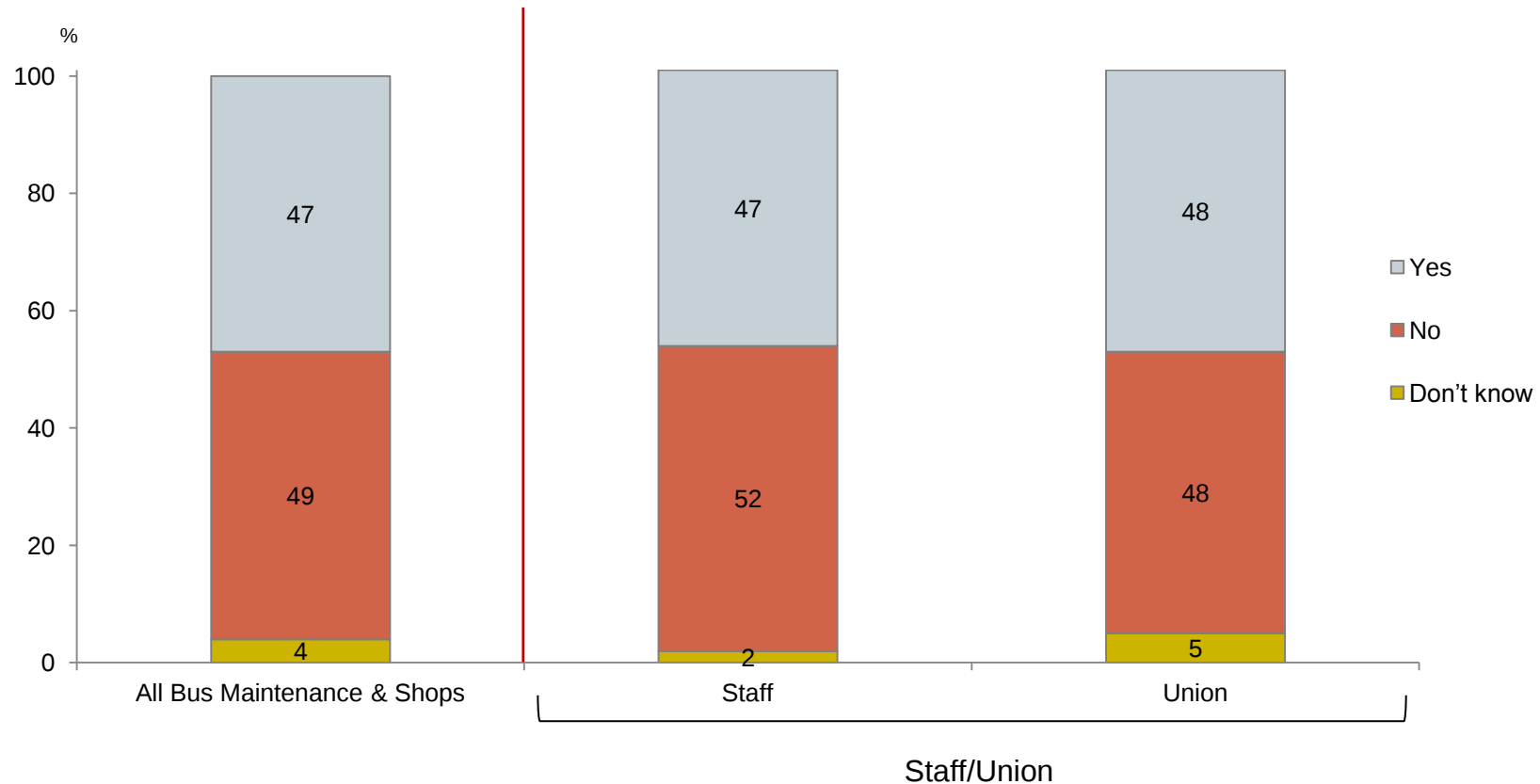


* Percentages suppressed as sample size <30.

E2. Does your team hold regular team meetings?

Sample sizes vary by category.

REGULAR TEAM MEETINGS - BY EMPLOYEE POSITION



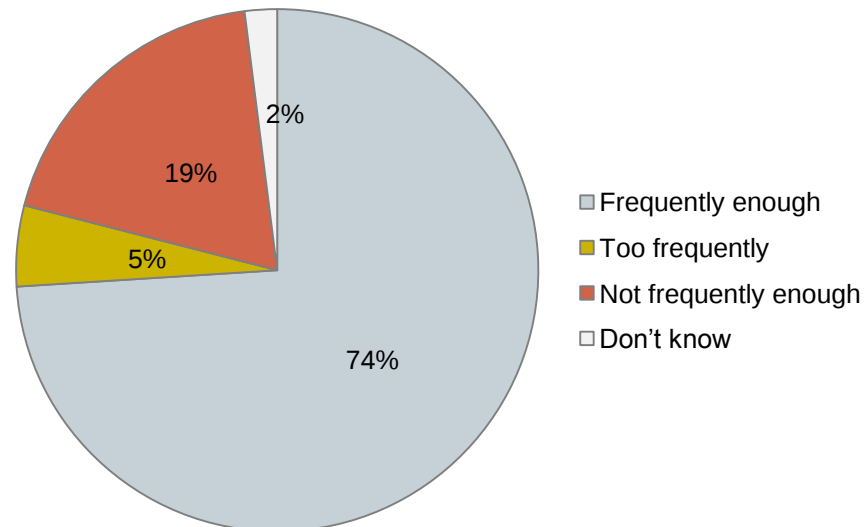
E2. Does your team hold regular team meetings?
Sample sizes vary by category.

SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

Bus Maintenance & Shops

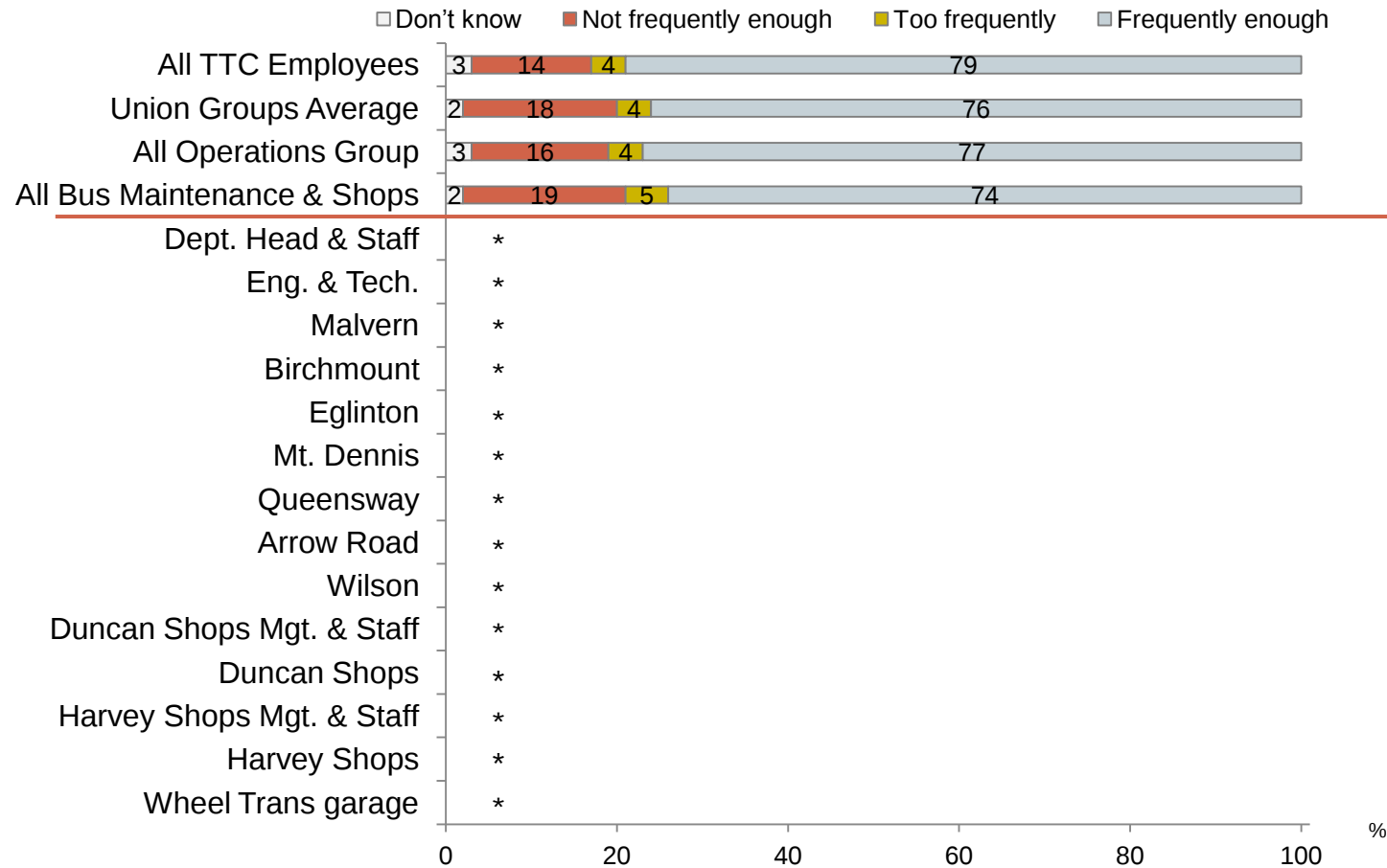
Total
(n= 187)



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 COST CENTRE/GROUPING

Among employees who have regular team meetings



* Percentages suppressed as sample size <30.

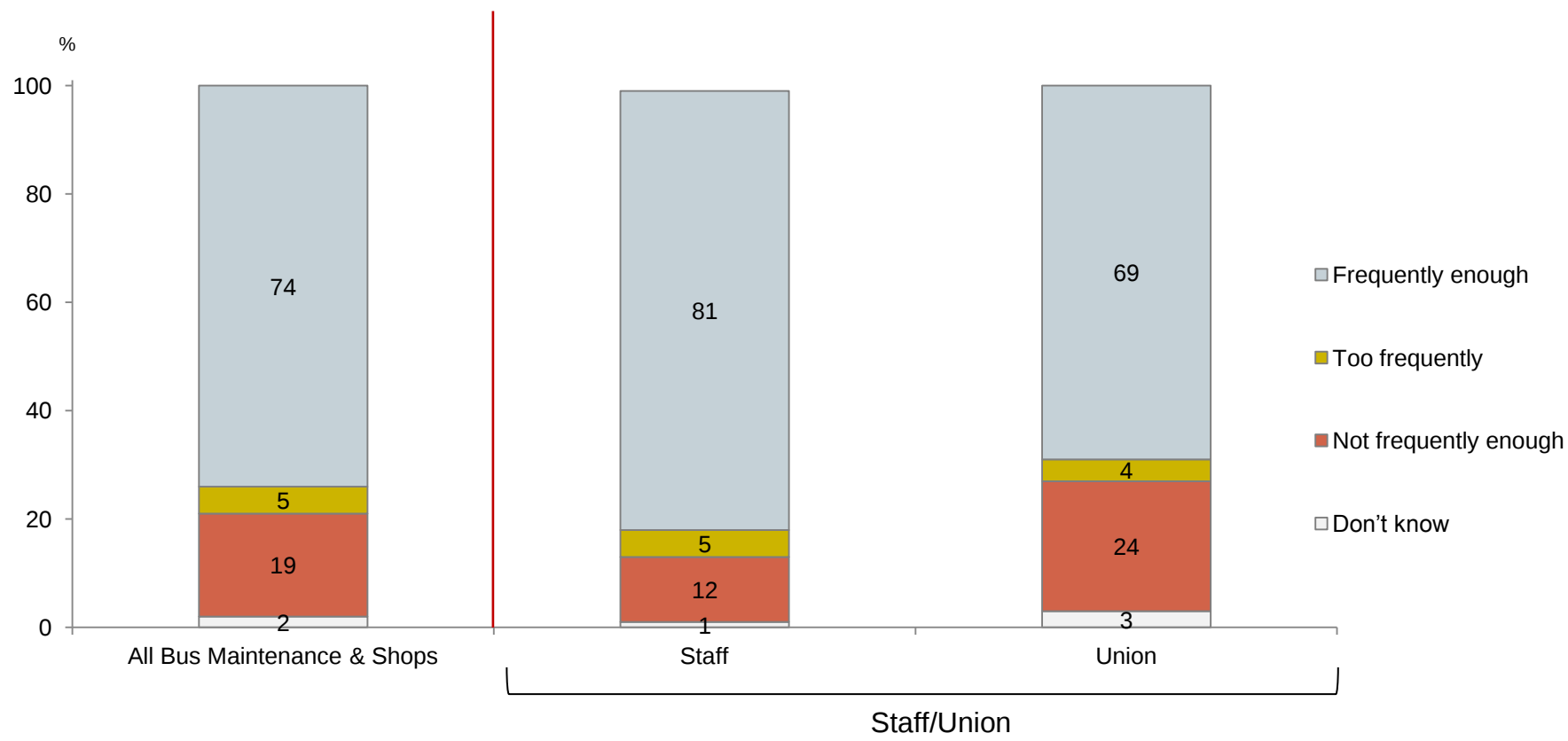
E3. Do you feel team meetings occur...? 1 Too frequently; 2 Frequently enough; 3 Not frequently enough; 4 Don't know.
Sample sizes vary by category.

3/29/2015

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SUFFICIENT AMOUNT OF TEAM MEETINGS - BY EMPLOYEE POSITION

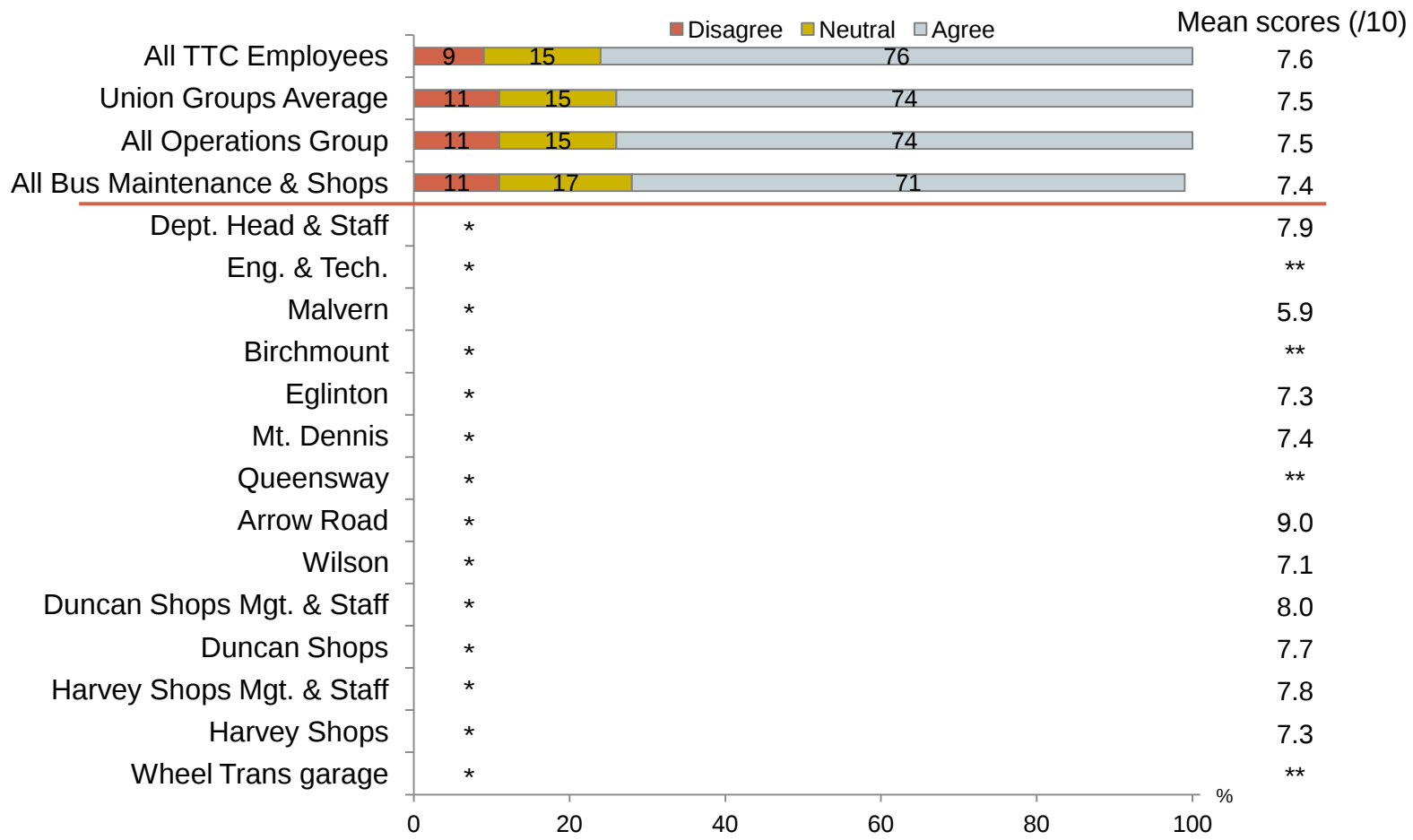
Among employees who have regular team meetings



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.

USEFULNESS OF TEAM MEETINGS

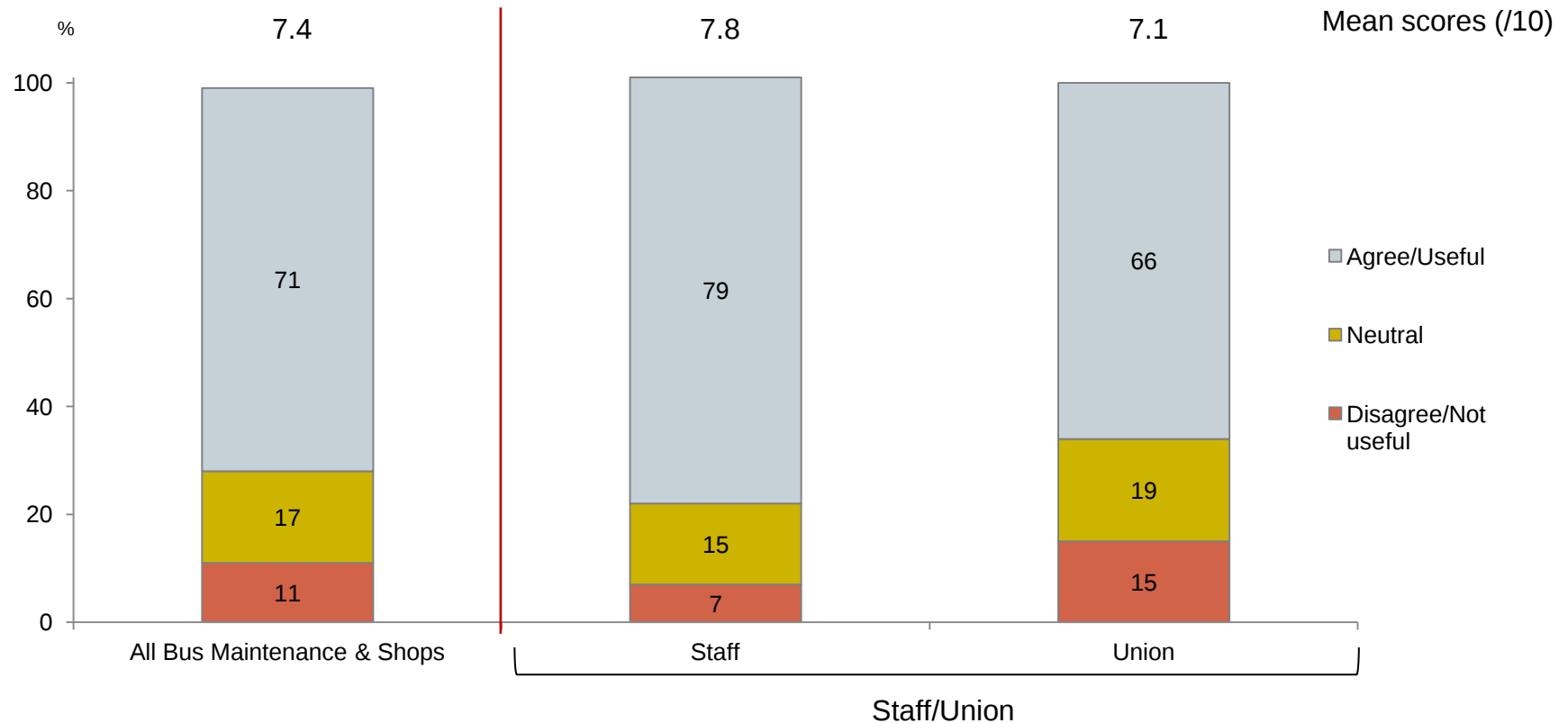
Among employees who have regular team meetings



* Percentages suppressed as sample size <30.
** Mean score suppressed as sample size <30.
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



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

FINAL WORD

Produced by Malatest on
behalf of TTC

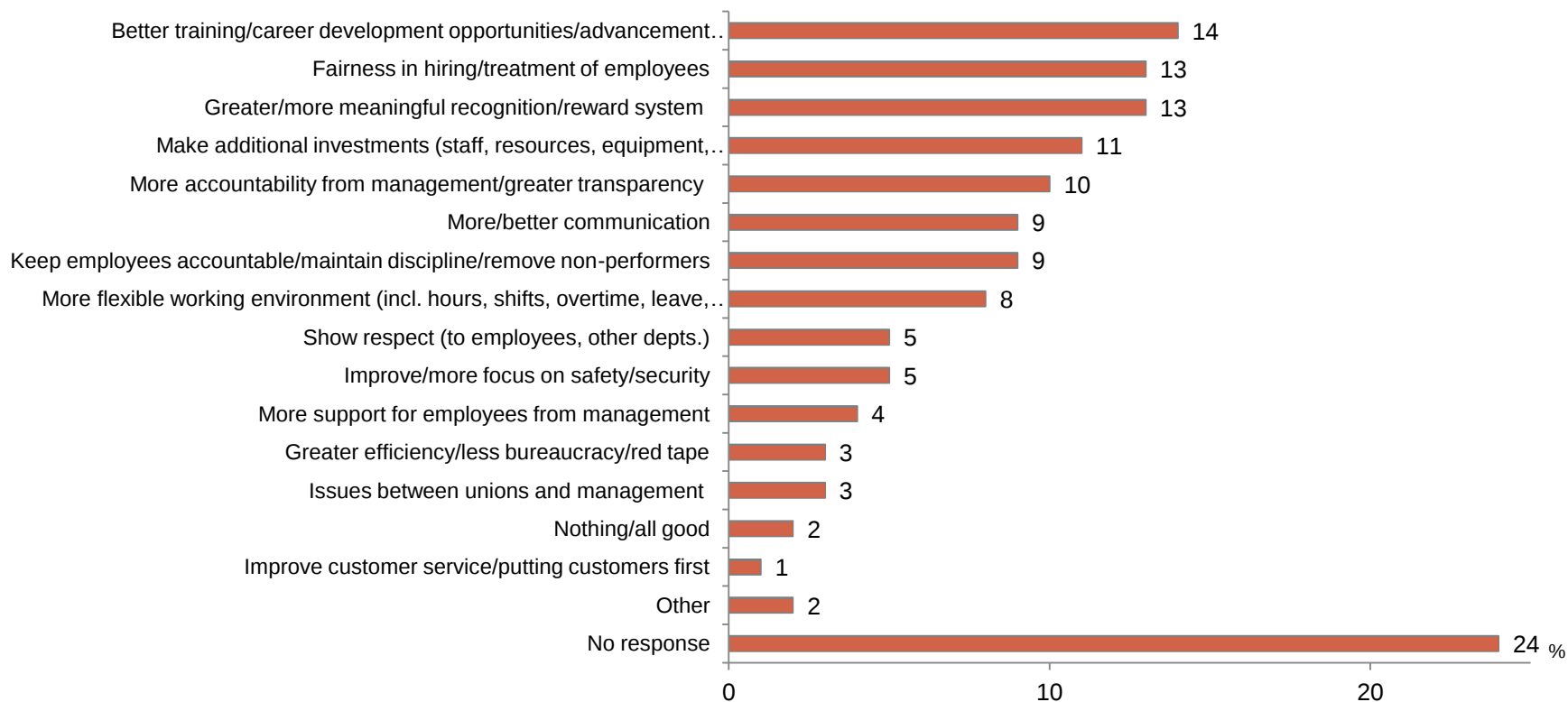


FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improved to increase satisfaction
- Several different areas were identified, among them better training/advancement opportunities, more fairness in hiring and treatment of employees, and more meaningful recognition/rewards.

Bus Maintenance & Shops

(n= 421)



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.

RECOMMENDATIONS

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behalf of TTC



RECOMMENDATIONS: BUS MAINTENANCE & SHOPS

- Conduct discussion sessions with employees to explore:
 - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing
 - Reasons for lack of satisfaction with **work spaces and facilities**
 - Ways to **improve relationships** between Senior Management and employees, focusing on:
 - Open and honest communication
 - Building trust
 - Welcoming all feedback, both positive and negative
 - Issues related to perceptions of **TTC leadership** making the right decisions for the company's future success
 - Ways to keep employees **well informed**
 - Ways the TTC can better **show respect** to its external partners, such as the City of Toronto, or Metrolinx
 - What **motivates** employees in their jobs
 - Practical ways to give employees the **freedom to make decisions** in their job.

Thank you

Produced by Malatest on
behalf of TTC

