

EMPLOYEE ENGAGEMENT SURVEY

Bus Transportation

March 31, 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 Transportation department, including both Bus and Wheel Trans divisions.

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%.
- 1,255 surveys were completed by Bus Transportation employees, for a response rate of 25%. Response rates differed by division and employee type, as shown on the following slide.

RESPONSE RATES (RR) – EMPLOYEE CATEGORY

- The response rate for employees in the Bus Transportation department (25%) is in line with the overall response rate for the Service Delivery group (25%).
- The response rate for the Wheel Trans division (33%) was somewhat higher than the rate for the Bus division (24%).
- 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.

All Bus Transportation: 25%

Employee Category	Count	RR
Staff	160	84%
Union	1091	22%
Total	1255	25%

Employee Division	Count	RR
Bus	1110	24%
Wheel Trans	145	33%
Total	1255	25%

BUS COST CENTRE GROUPINGS

- Cost centres of the Bus Transportation department have been reported separately where possible but, if not, 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		4**
	06AB-Bus Transp. Dept. Head & Staff	
Arrow Road Operators/Admin		161
	06RB-Arrow Road Operators	
	06RC-Arrow Road Admin	
Birchmount Operators/Admin		123
	06FB-Birchmount Operators	
	06FC-Birchmount Administration	
Eglinton Operators/Admin		135
	06WB-Eglinton Division Operators	
	06WC-Eglinton Division Admin	
Malvern Operators/Admin		152
	06GB-Malvern Operators	
	06GC-Malvern Administration	
Mt. Dennis Operators/Admin		127
	06ZB-Mt. Dennis Operators	
	06ZC-Mt. Dennis Administration	
Queensway Operators/Admin		119
	06QB-Queensway Operators	
	06QC-Queensway Administration	
Wilson Operators/Admin		169
	06MB-Wilson (Surface) Operations	
	06MC-Wilson (Surface) Admin	

Grouping	Cost Centre*	Count
Arrow Road Route Supervisors		18
	06RD-Arrow Road Route Supervisors	
Birchmount Route Supervisors		12
	06FD-Birchmount Route Supervisors	
Eglinton Route Supervisors		22
	06WD-Eglinton Division Rt. Supv.	
Malvern Route Supervisors		20
	06GD-Malvern Route Supervisors	
Mt. Dennis Route Supervisors		14
	06ZD-Mt. Dennis Route Supervisors	
Queensway Route Supervisors		11
	06QD-Queensway Route Supervisors	
Wilson Route Supervisors		21
	06MD-Wilson (Surface) Rt. Supv.	
Bus Total		1110

* 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.

** This cost centre is too small to be reported separately and it was not considered appropriate to combine with any other cost centres.

WHEEL TRANS COST CENTRE GROUPINGS

Grouping	Cost Centre*	Count
Wheel Trans Administration		22
	1802-Customer Service	
	1806-Reservations	
	1810-Scheduling & Planning	
	1815-Wheel Trans Snr. Mgr's Office	
Dispatch		13
	1803-Supervisor-Reserv. & Dispatch	
	1807-Dispatch	
Mobile Inspectors		10
	1809-Mobile Inspectors	
Wheel Trans Operators		100
	1811-Wheel Trans Operators	
	1812-Divisional Staff	
Wheel Trans Total		145
Bus Total		1110
All Bus Transportation Total		1255

* 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 departments 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 **).
 - All route supervisor cost centres and all Wheel Trans cost centre groupings, with the exception of Operators, have fewer than 30 valid responses. For this reason, no percentage results will be shown for any route supervisor cost centres, or any Wheel Trans cost centre groupings with the exception of Wheel Trans Operators. All results pertaining to any of the smaller cost centres/groupings should be interpreted with cautions
- **Exact sample size may vary by employee department/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 groupings (slide 6-8) for total sample by division, cost centre grouping, and employee category.

REPORTING NOTES

- **Reporting of results for Bus Transportation**

- In all sections of this report, the department of Bus Transportation refers to both the Bus and Wheel Trans divisions. Opportunity Analysis was only performed for the full department.
- To provide additional detail, comparisons between the Bus division alone and Wheel Trans division alone have been displayed separately from results by cost centre/grouping. Comparisons of Wheel Trans cost centres (where sample size allows) will be separated from Bus cost centre comparisons.
- Bar charts for most modules will consist of three separate charts: results by division, by bus cost centre (Operator/Admin cost centre groupings only) and by Wheel Trans cost centre grouping. There will also be three tables of means: results by Bus Operator/Admin cost centre grouping, by Bus Route Supervisor cost centre, and by Wheel Trans cost centre grouping. Bar charts are not provided for Bus Route Supervisor cost centres, as none of those cost centre have sufficient sample size to report percentages, and mean scores will still be provided in the means tables.
- Results for employee category (staff vs. union employees) will be provided separately for All Bus Transportation department, Bus division, and Wheel Trans division.

HIGHLIGHTS

Overall Employee Engagement score: 7.4.

Highest: Bus 7.4
Lowest: Wheel Trans 7.3

Highest: Arrow Rd. Rt. Supv. 8.4
Lowest: Malvern Rt. Supv. 6.7

Highest: Staff 7.8
Lowest: Union 7.4

- To increase levels of employee engagement, Bus Transportation should focus on improving employees' satisfaction with **Working Environment** and **Your Company**:
 - **Working Environment** is a key driver for Bus Transportation 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 within Working Environment. 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 another Area to Improve.
- To increase satisfaction with Your Company, results indicate that Bus Transportation 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.
 - Keep focus on the task, rather than assigning blame (i.e., “When something goes wrong, people concentrate on putting it right, not blaming others”).
- **Confidence in TTC leadership’s decision making ability** is the strongest driver of satisfaction with Your Company for Bus Transportation. 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** are areas requiring improvement for some departments. Improvements in this area should focus on:
 - Making sure best practices are shared effectively throughout the TTC.
 - Developing more effective collaboration methods between different parts of the TTC.

HIGHLIGHTS (CONT'D)

- **Your Job** is an area that generates high levels of satisfaction and represents the strongest driver of employee engagement for Bus Transportation.
- Bus Transportation should continue to increase satisfaction with **Your Job** by protecting current strengths in:
 - Keeping employees motivated
 - Encouraging employees to use their skills & abilities
 - Putting customers first

HIGHLIGHTS (CONT'D)

Other Factors that Impact Employee Engagement

Stress, Discrimination, Customer Abuse

- In addition to the key drivers discussed earlier, workplace stress, discrimination from other TTC employees, and customer abuse also impact levels of employee engagement. Feeling stressed at work, experiencing discrimination from fellow employees, and receiving abuse from customers all have negative impacts on engagement. The negative impact on employee engagement is the greatest when more of these issues are experienced together. While this analysis was not conducted separately at the department level, these results were found for Service Delivery group, where Bus Transportation constitutes a majority of employees in the group.
- With frequent incidences of abuse from customers reported by employees in Service Delivery, specific strategies to address these risks, and their impact on engagement, should be explored.

Team Meetings

- Having regular team meetings has a positive impact on employee engagement. Service Delivery group employees who meet regularly have higher engagement levels than those who do not have regular team meetings. As a very low percentage of Bus Transportation employees report having regular team meetings, the possibility of establishing more team meetings is a potential area to explore.

TOP 5 AND BOTTOM 5 SCORES

- Across the entire survey, the attributes in the boxes below received the highest and lowest satisfaction ratings from TTC Employees. Each attribute is accompanied by the overall mean score (/10) for the attribute.
- Among the top 5 scores are attributes related to Performance and Reward (2), Training & Development (2) and Safety (1).
- Among the 5 lowest scoring attributes, all were associated with the module Your Company – referring to company leadership.

Top 5

1. The TTC offers good job security (8.2)
2. My on-boarding/induction experience was positive (8.1)
3. I received the right sort of training to do my job properly (8.0)
4. I am satisfied with my pay and benefits, given the work I do (7.7)
5. I feel comfortable discussing safety issues at work (7.6)

Bottom 5

1. I receive regular feedback about my performance from my manager/supervisor(4.3)
2. There is a good level of trust between Senior Management and employees (4.3)
3. I receive constructive feedback about my performance from my manager/supervisor(4.4)
4. There is effective sharing of information across the TTC(4.6)
5. If something goes wrong, people concentrate on putting it right, not blaming others (4.7)

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 Transportation, this score is 7.4.

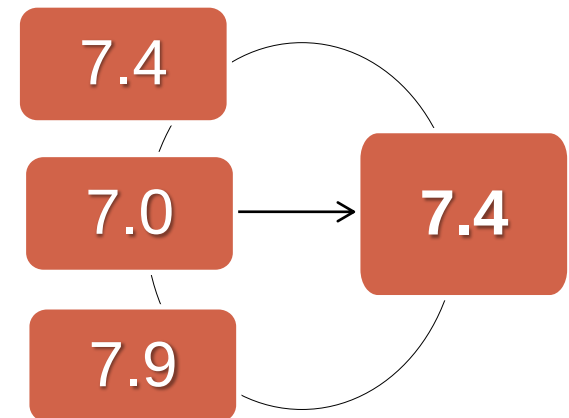
OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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

- DIVISION

- The Employee Engagement score for Bus Transportation is equal to the score for Service Delivery Group, though slightly lower than the score for all TTC employees, as well as that for employees of the 2 groups consisting of more union employees.
- The Employee Engagement score is very slightly higher among employees in Bus division compared to Wheel Trans.
- When examined by employee category, the overall Employee Engagement score is higher among staff (vs. union).

All Bus Transportation: 7.4

Division

Bus	7.4
Wheel Trans	7.3

Employee Category

All TTC	7.8
Union Groups Average	7.7
Service Delivery Group	7.4
Staff	7.8
Union	7.4

OVERALL EMPLOYEE ENGAGEMENT SCORE

- BUS

- The Employee Engagement score is highest among Arrow Road Route Supervisors, followed by Wilson Route Supervisors.
- Levels of engagement are lowest among Malvern Route Supervisors and Malvern Operators/Admin.
- When examined by employee category, the overall Employee Engagement score in Bus division is higher among staff (vs. union).

All Bus: 7.4

Bus Cost Centres

Arrow Road Route Supervisors	8.4
Wilson Route Supervisors	8.2
Queensway Operators/Admin	7.9
Mt. Dennis Operators/Admin	7.8
Eglinton Operators/Admin	7.6
Eglinton Route Supervisors	7.6
Queensway Route Supervisors	7.4

Bus Cost Centres (Cont'd)

Arrow Road Operators/Admin	7.3
Birchmount Operators/Admin	7.3
Wilson Operators/Admin	7.3
Mt. Dennis Route Supervisors	7.3
Birchmount Route Supervisors	7.0
Malvern Operators/Admin	6.8
Malvern Route Supervisors	6.7

Employee Category

Staff	7.8
Union	7.4

OVERALL EMPLOYEE ENGAGEMENT SCORE

- WHEEL TRANS

- The Employee Engagement score is the highest among employees in Mobile Inspectors.
- Levels of engagement are lowest among employees in Dispatch.
- When examined by employee category for Wheel Trans division, the overall Employee Engagement score is higher among staff (vs. union).

All Wheel Trans: 7.3

Wheel Trans Cost Centres

Mobile Inspectors

7.6

Wheel Trans Administration

7.4

Wheel Trans Operators

7.3

Dispatch

7.1

Employee Category

Staff

8.0

Union

7.2

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

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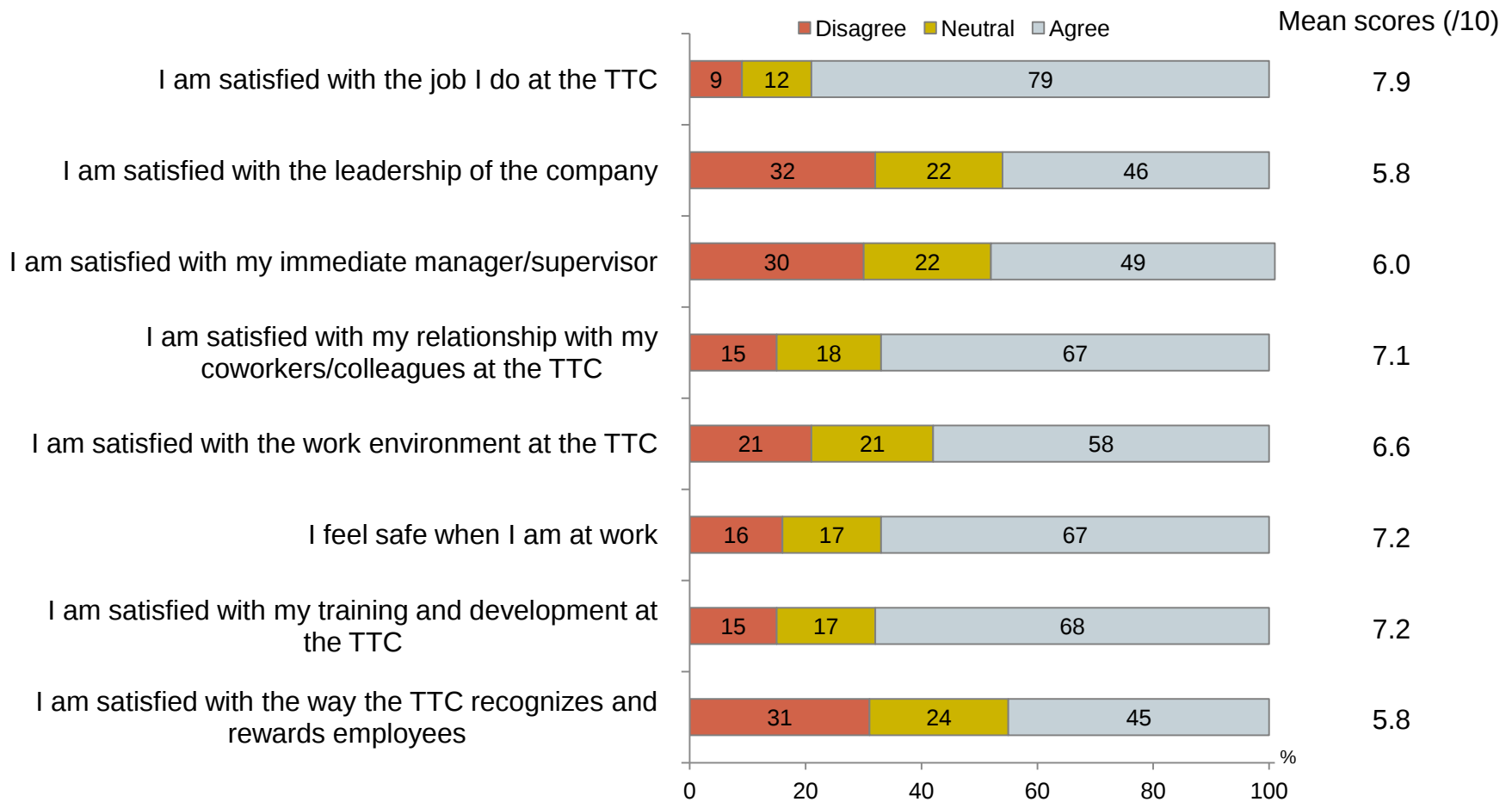


SECTION SUMMARY

- 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 the highest for, “I am satisfied with the job I do at the TTC”. Ratings were the lowest for “I am satisfied with the leadership of the company” and “I am satisfied with the way the TTC recognizes and rewards employees”. These results were consistent for both divisions, and for Bus Operator cost centres, but variable for other cost centres. For many Route Supervisor cost centres, feeling safe at work scored highest, but not for all. There was no consistency between Wheel Trans cost centres.
- Mean scores across some measures were higher for Bus than for Wheel Trans, while for other measures, the reverse was true.
- Among Bus cost centre groupings, most measures were the highest for Arrow Road Route Supervisors, and generally the lowest for Malvern Operators/Admin and Queensway Route Supervisors (with several exceptions).
- Among Wheel Trans cost centres, most measures were generally the highest for Mobile Inspectors, followed by WT Administration, and the lowest for Dispatch.

ASPECTS OF EMPLOYEE ENGAGEMENT

- BUS TRANSPORTATION



ASPECTS OF EMPLOYEE ENGAGEMENT

- BY OPERATOR/ADMIN COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
I am satisfied with the job I do at the TTC	8.1	8.0	7.8	7.9	7.9	7.8	7.7	7.8	7.6	8.2	8.5	7.7
I am satisfied with the leadership of the company	6.4	6.1	5.7	5.8	5.8	5.7	5.4	5.8	5.3	6.3	6.6	5.6
I am satisfied with my immediate manager/supervisor	6.7	6.4	6.0	6.0	6.0	5.4	5.5	5.8	5.6	6.3	7.2	5.8
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.2	7.1	7.0	7.0	7.5	7.2	6.4	7.3	7.5	6.8
I am satisfied with the work environment at the TTC	7.0	6.8	6.4	6.6	6.6	6.4	6.5	6.9	6.3	7.2	7.1	6.3
I feel safe when I am at work	8.0	7.7	7.2	7.2	7.2	6.8	6.8	7.1	7.0	7.2	7.5	6.9
I am satisfied with my training and development at the TTC	7.0	6.9	7.0	7.2	7.2	7.3	7.3	7.4	7.3	7.6	7.7	6.9
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	5.8	5.8	5.8	5.9	5.5	5.6	5.4	6.2	6.2	5.7

Sample sizes vary by attribute.

ASPECTS OF EMPLOYEE ENGAGEMENT - BY ROUTE SUPERVISOR COST CENTRE

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
I am satisfied with the job I do at the TTC	8.1	8.0	7.8	7.9	7.9	9.0	7.5	7.8	7.0	6.9	8.5	8.2
I am satisfied with the leadership of the company	6.4	6.1	5.7	5.8	5.8	7.1	6.0	6.2	5.9	6.3	5.9	6.4
I am satisfied with my immediate manager/supervisor	6.7	6.4	6.0	6.0	6.0	6.7	8.8	5.3	7.5	6.4	6.6	7.0
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.2	7.1	7.0	7.2	5.3	7.0	7.5	6.4	7.7	7.0
I am satisfied with the work environment at the TTC	7.0	6.8	6.4	6.6	6.6	6.9	5.6	6.8	6.5	6.6	5.5	6.0
I feel safe when I am at work	8.0	7.7	7.2	7.2	7.2	9.3	7.9	8.2	7.9	8.0	7.6	8.8
I am satisfied with my training and development at the TTC	7.0	6.9	7.0	7.2	7.2	6.8	6.6	6.2	6.6	6.5	5.8	6.3
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	5.8	5.8	5.8	6.6	5.9	6.2	6.2	5.1	5.5	7.1

Sample sizes vary by attribute.

ASPECTS OF EMPLOYEE ENGAGEMENT

- BY WHEEL TRANS COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Wheel Trans	WT Administration	Dispatch	Mobile Inspectors	WT Operators
I am satisfied with the job I do at the TTC	8.1	8.0	7.8	7.9	8.3	7.5	8.2	9.1	8.4
I am satisfied with the leadership of the company	6.4	6.1	5.7	5.8	5.6	7.3	4.9	6.7	5.3
I am satisfied with my immediate manager/supervisor	6.7	6.4	6.0	6.0	5.6	8.2	4.5	6.1	5.1
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.2	7.1	7.5	7.2	6.3	8.7	7.6
I am satisfied with the work environment at the TTC	7.0	6.8	6.4	6.6	6.4	6.3	5.3	7.7	6.5
I feel safe when I am at work	8.0	7.7	7.2	7.2	7.4	7.9	6.8	9.2	7.2
I am satisfied with my training and development at the TTC	7.0	6.9	7.0	7.2	6.9	6.6	5.8	7.3	7.1
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	5.8	5.8	5.7	6.2	5.4	6.9	5.5

Sample sizes vary by attribute.

WHAT DRIVES EMPLOYEE ENGAGEMENT?

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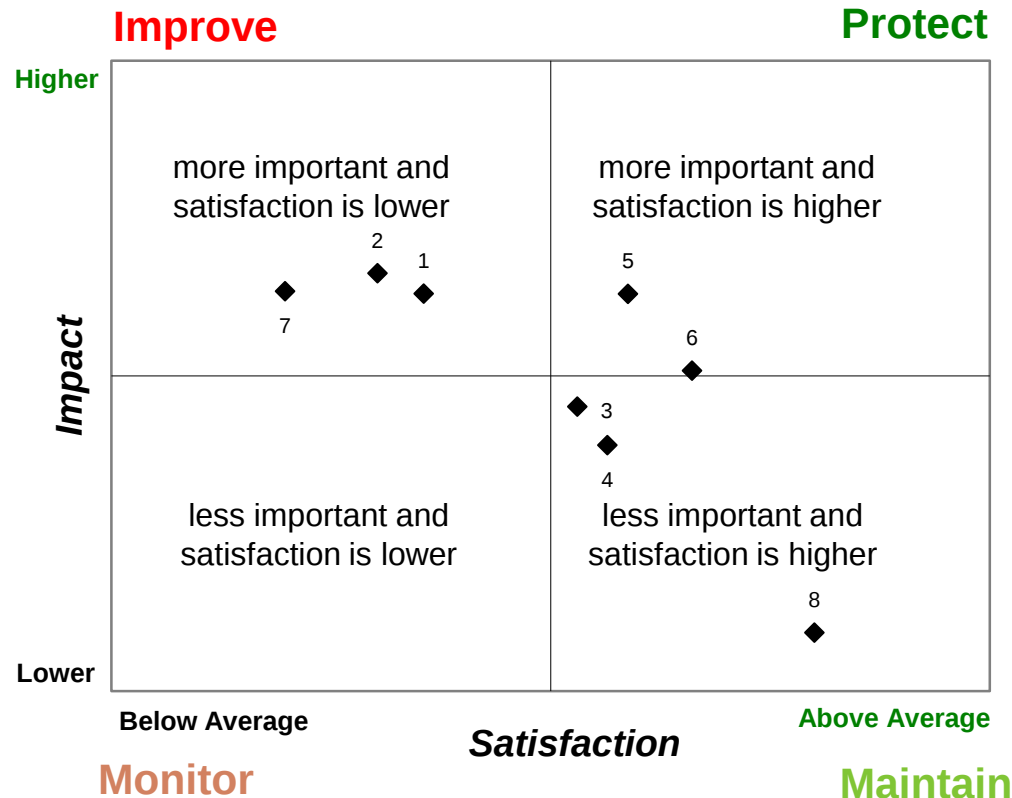


SECTION SUMMARY

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

OPPORTUNITY ANALYSIS: SAMPLE

- Opportunity analysis was conducted in order to identify key drivers of employee engagement. 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

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
 - Manager/Supervisor
 - Areas to Maintain (low relative impact; high relative performance):
 - Safety
 - Training & Development
 - Team
- Opportunity Analysis was not conducted below the departmental level. This Opportunity Analysis includes both Bus and Wheel Trans divisions.

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

Bus Transportation



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 5.8 to 7.9.
Impact values range between 23% to 51%.

OVERALL ORGANIZATIONAL VIEWS OF BUS TRANSPORTATION

Produced by Malatest on
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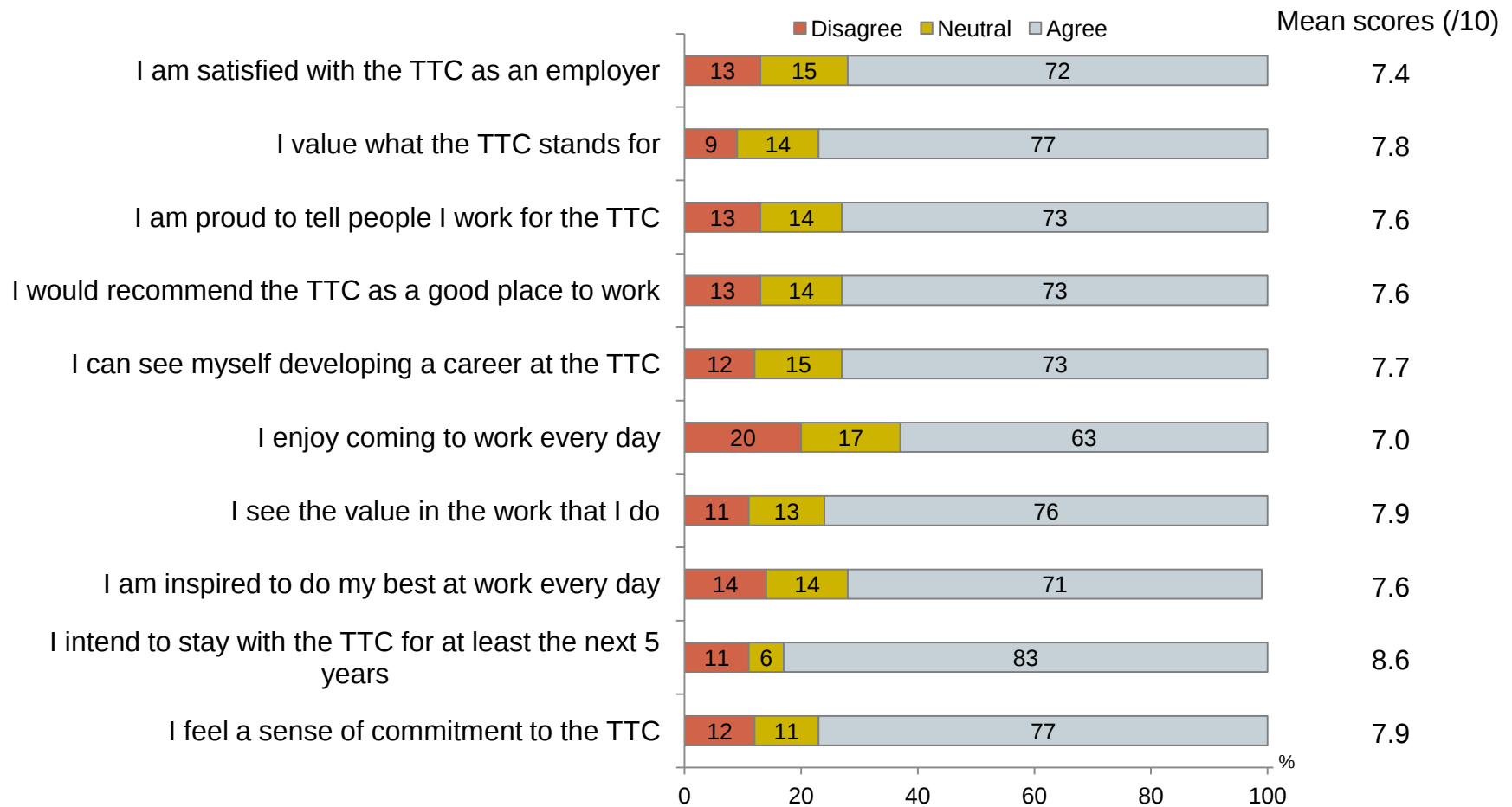


SECTION SUMMARY

- 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 the highest for the following measures: "I intend to stay with the TTC for at least the next 5 years". Ratings were the lowest for "I enjoy coming to work every day". These results were generally consistent for both divisions, except that for Wheel Trans, "I see the value in the work I do" received a slightly higher rating than intending to stay. These results were generally consistent across Bus Operator cost centres, and Wheel Trans cost centre groupings, although for many Route Supervisor cost centres, "I feel a sense of commitment to the TTC" was rated the highest.
- Mean scores across most measures were higher for Bus division compared to Wheel Trans.
- Across Bus division cost centres, most measures were highest for Arrow Road Route Supervisors, followed by Queensway and Mt. Dennis Operators/Admin, and Wilson Route Supervisors. Most measures were lowest for Malvern Route Supervisors and Operators/Admin.
- Across Wheel Trans cost centre groupings, mean scores across most measures were generally the highest for Mobile Inspectors, while no other cost centre grouping consistently scored the lowest on most measures.

OVERALL ORGANIZATIONAL VIEWS

- BUS TRANSPORTATION



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 OPERATOR/ADMIN COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
I am satisfied with the TTC as an employer	7.8	7.7	7.3	7.4	7.4	7.3	7.5	7.5	6.9	7.7	7.8	7.2
I value what the TTC stands for	8.2	8.1	7.7	7.8	7.8	7.6	7.5	8.0	7.3	8.1	8.4	7.6
I am proud to tell people I work for the TTC	7.9	7.8	7.6	7.6	7.7	7.7	7.3	7.5	7.4	8.2	8.1	7.6
I would recommend the TTC as a good place to work	8.0	7.9	7.6	7.6	7.7	7.6	7.2	7.6	7.4	7.9	8.1	7.6
I can see myself developing a career at the TTC	7.9	7.8	7.6	7.7	7.8	7.5	7.7	7.6	7.4	8.1	8.2	7.8
I enjoy coming to work every day	7.3	7.2	6.9	7.0	7.0	7.0	6.8	7.1	6.3	7.4	7.5	6.9
I see the value in the work that I do	8.2	8.1	7.8	7.9	7.8	7.7	7.5	8.1	7.2	8.3	8.3	7.8
I am inspired to do my best at work every day	7.8	7.7	7.5	7.6	7.6	7.4	7.2	7.5	7.1	7.9	8.2	7.5
I intend to stay with the TTC for at least the next 5 years	8.5	8.6	8.5	8.6	8.6	8.4	8.8	8.6	8.3	9.0	8.8	8.7
I feel a sense of commitment to the TTC	8.2	8.1	7.9	7.9	8.0	7.9	7.6	7.8	7.4	8.4	8.4	7.9

Sample sizes vary by attribute.

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OVERALL ORGANIZATIONAL VIEWS

- BY ROUTE SUPERVISOR COST CENTRE

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
I am satisfied with the TTC as an employer	7.8	7.7	7.3	7.4	7.4	8.3	7.3	7.7	7.2	7.7	7.6	8.0
I value what the TTC stands for	8.2	8.1	7.7	7.8	7.8	8.6	7.4	8.1	7.2	7.7	7.4	8.3
I am proud to tell people I work for the TTC	7.9	7.8	7.6	7.6	7.7	8.9	8.3	7.8	7.1	7.7	8.4	8.5
I would recommend the TTC as a good place to work	8.0	7.9	7.6	7.6	7.7	8.8	8.2	8.0	6.9	7.6	8.2	8.5
I can see myself developing a career at the TTC	7.9	7.8	7.6	7.7	7.8	8.9	7.6	8.1	6.8	6.8	8.4	8.8
I enjoy coming to work every day	7.3	7.2	6.9	7.0	7.0	8.5	6.7	7.3	6.4	6.9	7.0	8.1
I see the value in the work that I do	8.2	8.1	7.8	7.9	7.8	8.3	7.1	7.8	6.7	7.4	7.5	8.6
I am inspired to do my best at work every day	7.8	7.7	7.5	7.6	7.6	9.3	7.5	7.6	7.3	6.6	8.2	8.4
I intend to stay with the TTC for at least the next 5 years	8.5	8.6	8.5	8.6	8.6	8.6	7.8	8.7	7.2	8.5	**	9.0
I feel a sense of commitment to the TTC	8.2	8.1	7.9	7.9	8.0	9.5	8.5	8.5	7.7	8.0	8.7	9.3

** Mean score suppressed due to sample size <10.
Sample sizes vary by attribute.

OVERALL ORGANIZATIONAL VIEWS

- BY WHEEL TRANS COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Wheel Trans	WT Administration	Dispatch	Mobile Inspectors	WT Operators
I am satisfied with the TTC as an employer	7.8	7.7	7.3	7.4	7.1	7.3	6.7	8.0	7.0
I value what the TTC stands for	8.2	8.1	7.7	7.8	7.8	7.6	8.3	8.6	7.7
I am proud to tell people I work for the TTC	7.9	7.8	7.6	7.6	7.1	7.0	6.7	8.3	7.1
I would recommend the TTC as a good place to work	8.0	7.9	7.6	7.6	7.4	7.6	7.3	8.4	7.3
I can see myself developing a career at the TTC	7.9	7.8	7.6	7.7	7.2	6.9	7.5	**	7.2
I enjoy coming to work every day	7.3	7.2	6.9	7.0	6.5	6.9	5.7	7.2	6.5
I see the value in the work that I do	8.2	8.1	7.8	7.9	8.3	7.9	8.8	7.5	8.4
I am inspired to do my best at work every day	7.8	7.7	7.5	7.6	7.6	7.5	7.6	7.5	7.6
I intend to stay with the TTC for at least the next 5 years	8.5	8.6	8.5	8.6	8.2	8.2	8.2	**	8.1
I feel a sense of commitment to the TTC	8.2	8.1	7.9	7.9	7.4	8.0	8.1	8.7	7.1

** Mean score suppressed due to sample size <10.
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 Transportation employees are, for the most part, satisfied, making this an Area to Protect.
- When results for Bus Transportation are divided, higher levels of satisfaction are found among Wheel-Trans employees than among Bus employees.
- For Bus cost centres, employee satisfaction with the job they do is generally the highest for Arrow Road Route Supervisors, and generally the lowest for Malvern Operators/Admin, Mt. Dennis Route Supervisors, and Arrow Road Operators/Admin.
- For Wheel Trans cost centre groupings, employee satisfaction with the job they do is generally the highest for Mobile Inspectors and WT Administration, and the lowest for Dispatch and Operators. However, for several aspects of Your Job, Dispatch scored the highest.
- Little difference was found between staff and union employees, except for Wheel Trans, where staff employees are more satisfied than union 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”, “In my job, I feel able to put customers first”, and “My work enables me to use my skills and abilities”. Ratings were the lowest for, “I am given the freedom to make decisions in my job”. These results were consistent for both division, and for all Operator cost centres (both Bus and Wheel Trans).
- For non-operator cost centres (Route Supervisors and the other Wheel Trans groupings) “I am not afraid to suggest new ways of doing things in my job” is generally among the highest ratings, while feeling able to put customers first and being able to use skills and abilities are generally not. For all Route Supervisor cost centres, the lowest score is for “I have the proper equipment/tools to do my job well”.

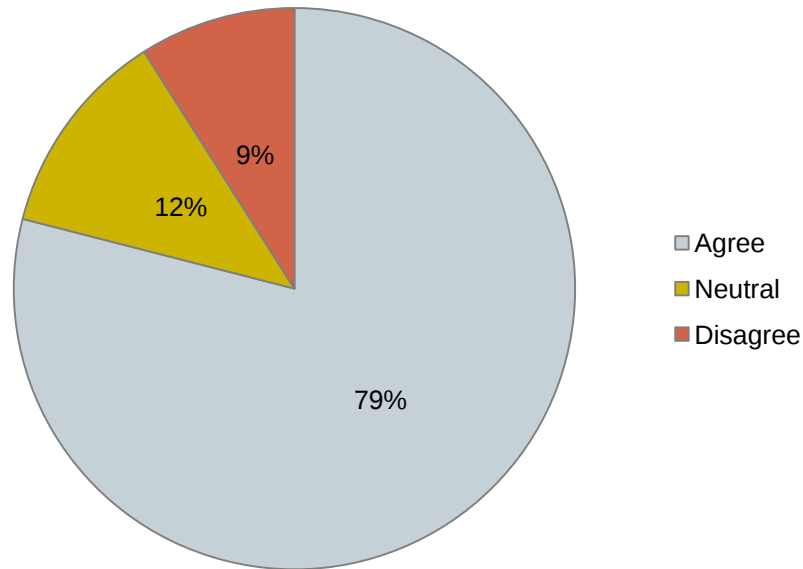
SECTION SUMMARY

- To maintain high levels of employee satisfaction with Your Job, Opportunity Analysis identifies key Areas to Protect for Bus Transportation.
- Key Areas to Protect include:
 - I feel motivated in my job
 - My work enables me to use my skills and abilities
 - In my job, I feel able to put customers first

OVERALL RATINGS OF YOUR JOB - BUS TRANSPORTATION

Bus Transportation

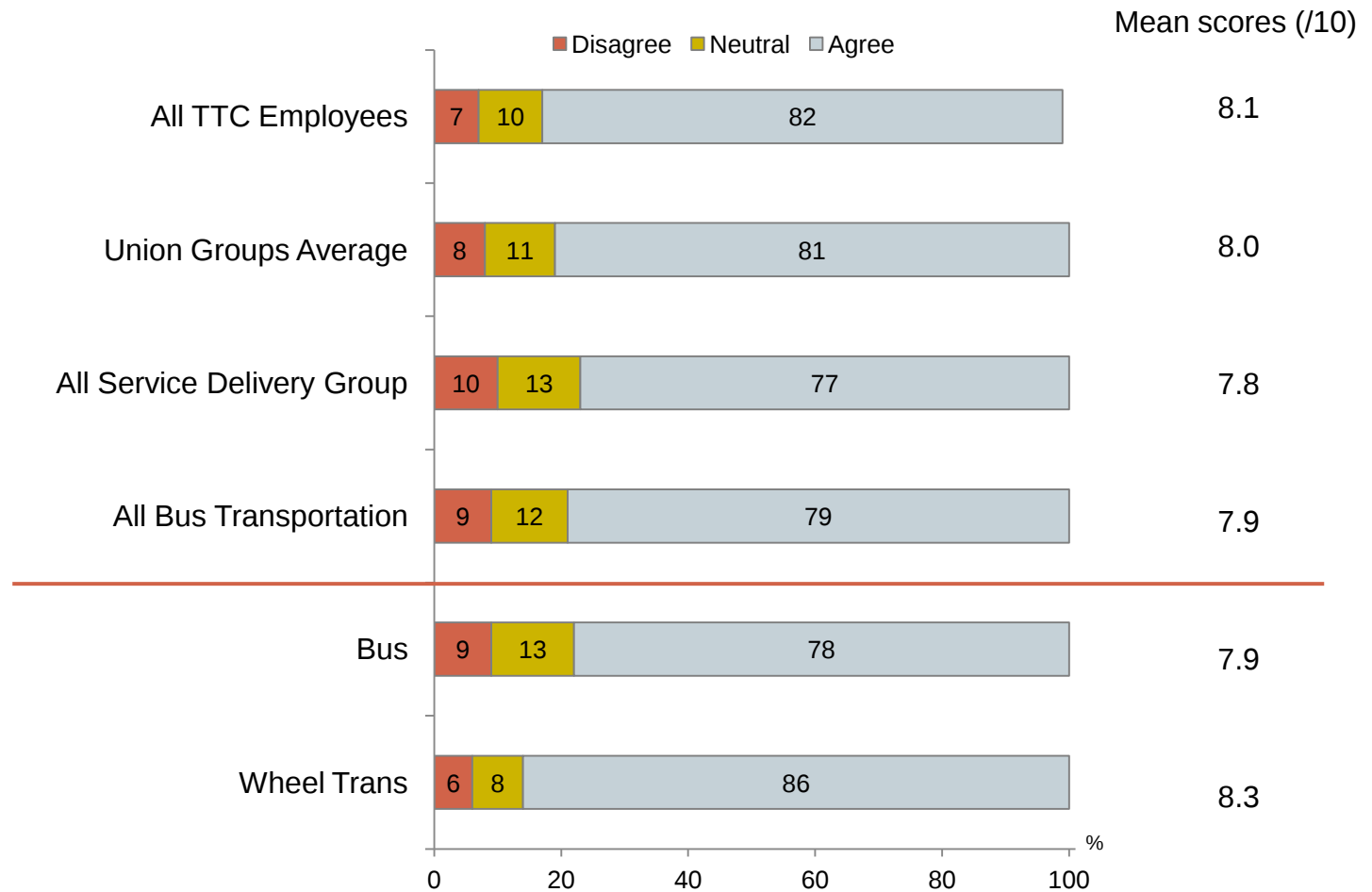
Total
(n= 1233)
Mean=7.9



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

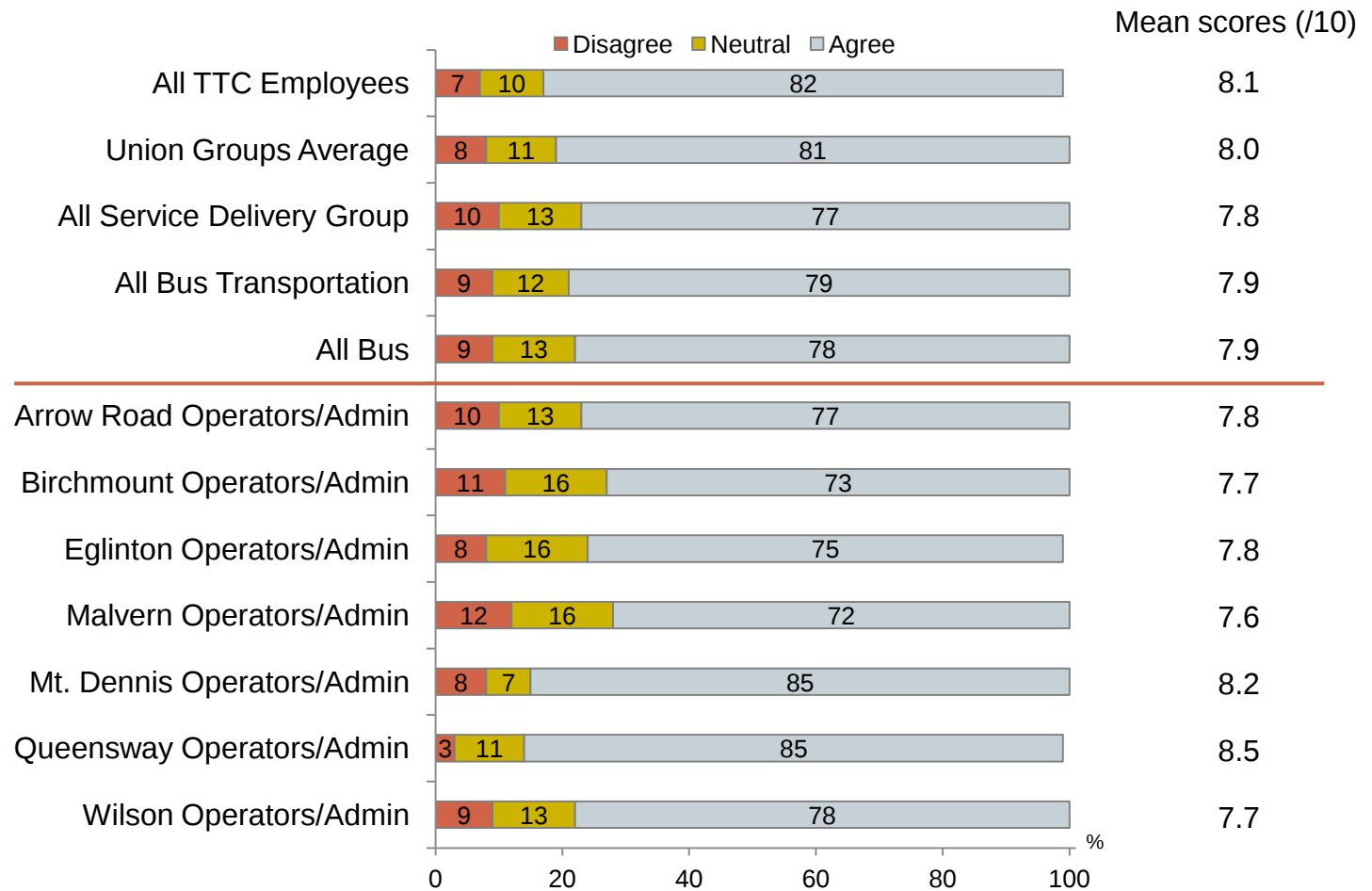
- BY DIVISION



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

OVERALL RATINGS OF YOUR JOB

- BY BUS COST CENTRE/GROUPING



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

OVERALL RATINGS OF YOUR JOB

- BY WHEEL TRANS COST CENTRE/GROUPING



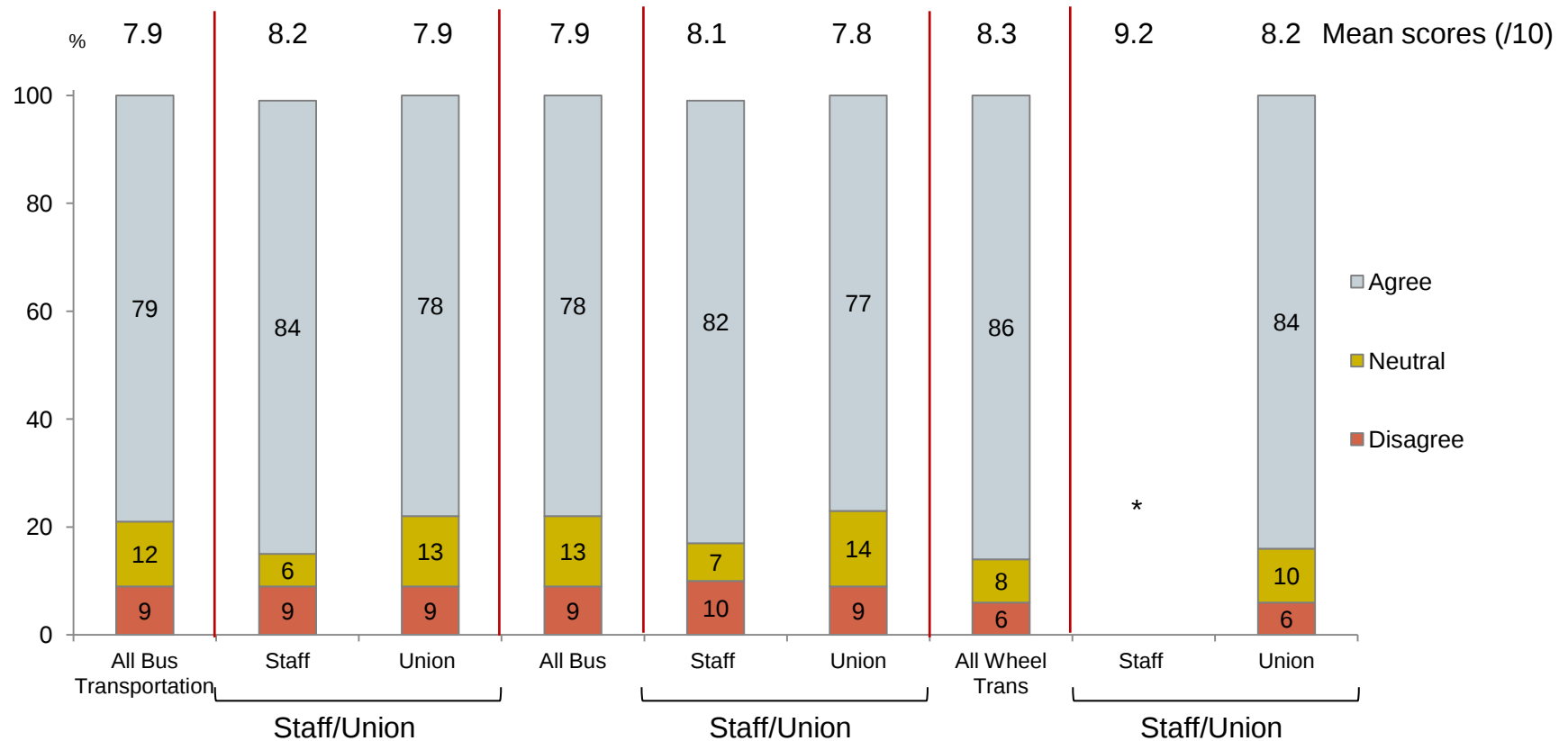
* Percentages suppressed due to sample size <30.

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.

OVERALL RATINGS OF YOUR JOB - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

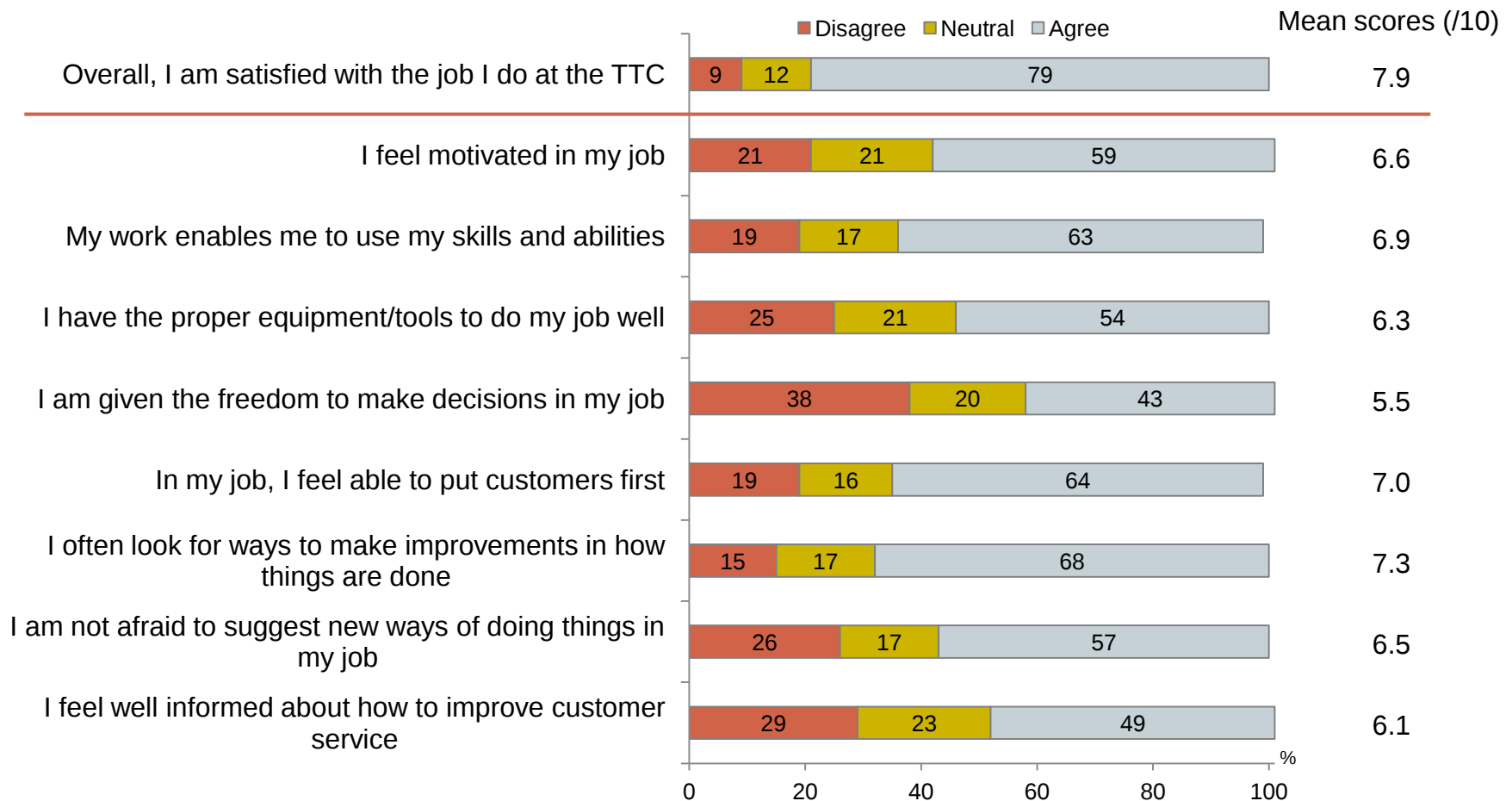
B1. How much do you agree or disagree with each of the following statements about your job?

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

Sample sizes vary by category.

3/31/2015

YOUR JOB - BUS TRANSPORTATION



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 OPERATOR/ADMIN COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
Overall, I am satisfied with the job I do at the TTC	8.1	8.0	7.8	7.9	7.9	7.8	7.7	7.8	7.6	8.2	8.5	7.7
I feel motivated in my job	7.0	6.9	6.6	6.6	6.6	6.4	6.3	6.6	6.0	7.1	7.1	6.6
My work enables me to use my skills and abilities	7.3	7.2	6.8	6.9	6.9	6.7	6.5	6.5	6.6	7.5	7.4	6.8
I have the proper equipment/tools to do my job well	6.8	6.6	6.1	6.3	6.3	5.5	5.9	6.6	6.2	7.4	6.8	6.2
I am given the freedom to make decisions in my job	6.5	6.3	5.5	5.5	5.4	4.8	5.3	5.2	4.6	5.8	5.9	5.5
In my job, I feel able to put customers first	7.5	7.3	7.0	7.0	6.9	6.6	6.7	6.9	6.9	7.3	7.4	6.9
I often look for ways to make improvements in how things are done	8.1	7.9	7.4	7.3	7.3	7.0	6.8	7.0	6.5	7.6	7.8	7.6
I am not afraid to suggest new ways of doing things in my job	7.6	7.4	6.7	6.5	6.5	6.5	5.6	6.3	5.7	6.9	6.7	6.4
I feel well informed about how to improve customer service	6.8	6.5	6.1	6.1	6.0	5.6	5.7	6.2	5.6	6.1	6.5	5.8

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 ROUTE SUPERVISOR COST CENTRE

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
Overall, I am satisfied with the job I do at the TTC	8.1	8.0	7.8	7.9	7.9	9.0	7.5	7.8	7.0	6.9	8.5	8.2
I feel motivated in my job	7.0	6.9	6.6	6.6	6.6	8.1	6.1	6.6	6.4	6.1	7.3	7.7
My work enables me to use my skills and abilities	7.3	7.2	6.8	6.9	6.9	8.1	6.8	7.2	7.0	6.6	7.6	7.2
I have the proper equipment/tools to do my job well	6.8	6.6	6.1	6.3	6.3	5.3	5.6	5.4	5.8	4.4	5.2	6.3
I am given the freedom to make decisions in my job	6.5	6.3	5.5	5.5	5.4	6.7	7.1	5.9	6.8	5.5	5.6	7.3
In my job, I feel able to put customers first	7.5	7.3	7.0	7.0	6.9	8.1	7.1	6.6	6.6	5.5	6.7	7.4
I often look for ways to make improvements in how things are done	8.1	7.9	7.4	7.3	7.3	8.8	8.1	7.6	7.3	7.7	7.4	8.5
I am not afraid to suggest new ways of doing things in my job	7.6	7.4	6.7	6.5	6.5	8.4	7.9	7.3	7.0	7.1	8.4	7.4
I feel well informed about how to improve customer service	6.8	6.5	6.1	6.1	6.0	7.7	6.3	6.8	6.9	6.1	6.2	7.6

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 WHEEL TRANS COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Wheel Trans	WT Administration	Dispatch	Mobile Inspectors	WT Operators
Overall, I am satisfied with the job I do at the TTC	8.1	8.0	7.8	7.9	8.3	7.5	8.2	9.1	8.4
I feel motivated in my job	7.0	6.9	6.6	6.6	6.8	6.8	6.3	6.7	6.9
My work enables me to use my skills and abilities	7.3	7.2	6.8	6.9	7.1	6.7	7.5	7.1	7.2
I have the proper equipment/tools to do my job well	6.8	6.6	6.1	6.3	6.8	7.1	5.2	6.9	7.0
I am given the freedom to make decisions in my job	6.5	6.3	5.5	5.5	6.0	6.7	5.1	7.1	5.9
In my job, I feel able to put customers first	7.5	7.3	7.0	7.0	7.6	7.9	8.2	**	7.4
I often look for ways to make improvements in how things are done	8.1	7.9	7.4	7.3	7.7	7.9	9.0	**	7.4
I am not afraid to suggest new ways of doing things in my job	7.6	7.4	6.7	6.5	6.8	7.7	9.3	8.7	6.1
I feel well informed about how to improve customer service	6.8	6.5	6.1	6.1	6.5	7.7	6.7	**	5.9

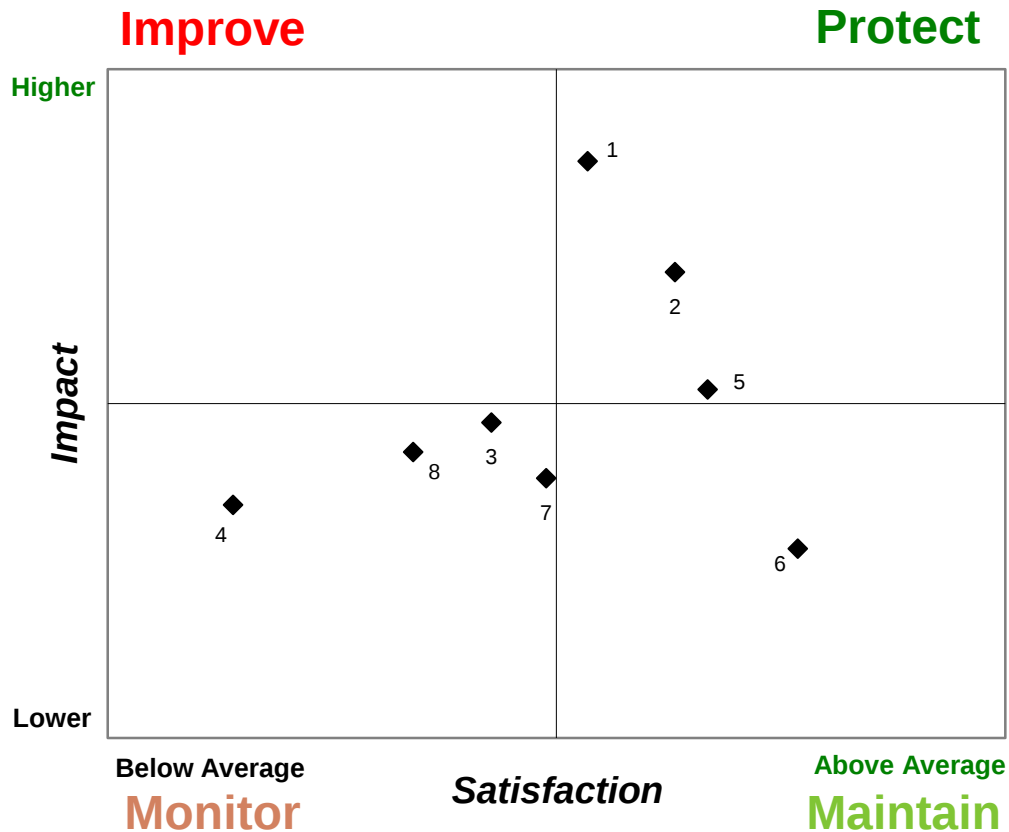
** Mean score suppressed due to sample size <10.

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

Sample sizes vary by attribute.

3/31/2015

OPPORTUNITY ANALYSIS: YOUR JOB - BUS TRANSPORTATION



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 5.5 to 7.3.
Impact values range between 18% to 42%.

AREA TO IMPROVE: YOUR WORKING ENVIRONMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as the second most impactful on Employee Engagement and as an area in which Bus Transportation employees are less satisfied relative to other areas; in other words, this is an Area to Improve.
- Within Bus Transportation, Bus employees are slightly more satisfied than Wheel Trans employees.
- For Bus cost centres, mean scores across most specific aspects of Working Environment were the highest for Queensway Operators/Admin and Mt. Dennis Operators/Admin, and the lowest for Birchmount Route Supervisors and Queensway Route Supervisors.
- For Wheel Trans cost centre groupings, mean scores across most specific aspects of Working Environment were generally the highest for Mobile Inspectors, and generally the lowest for Dispatch.
- Specifically for Wheel Trans division, staff employees are somewhat more satisfied with their Working Environment than union employees. This difference was not observed for Bus division or the department as a whole.
- Across the specific aspects of Working Environment, ratings were the highest for, “The hours I work are reasonable” and “The TTC is dedicated to diversity and inclusiveness”. Ratings were the lowest for, “The TTC cares about my mental health and emotional well-being” and “The TTC encourages employees to maintain a healthy work-life balance.” These results were consistent for both divisions, and for most cost centres though, since several other attributes have scores close to the highest ratings mentioned above, there are several small exceptions. A more consistent exception is again for the Route Supervisor cost centres, where “I feel I belong at the TTC” was rated highest, while for many of those cost centres, working reasonable hours received a lower score.

SECTION SUMMARY

- 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
- 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
- 25% of Bus Transportation employees indicated that they experience “frequent” stress at work, and an additional 46% experience stress at work “sometimes”. A slightly higher proportion of Wheel Trans employees report frequent stress compared to Bus employees.
- Across Bus cost centres, Birchmount, and Wilson Operators/Admin employees reported slightly more frequent stress. Somewhat lower incidence of work stress was observed for Eglinton Operators/Admin.
- Wheel Trans Operators showed little difference in stress levels compared to all Wheel Trans employees.
- Union employees reported slightly more frequent stress than staff employees.

SECTION SUMMARY

- Discrimination/Harassment
- 21% of Bus Transportation employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months. Proportions were similar for Bus and Wheel Trans divisions.
- Eglinton Operators/Admin (24%) were slightly more likely to have experienced discrimination. By contrast, Mt. Dennis Operators/Admin and Wheel Trans Operators were least likely (13% each).
- Results indicated that more discrimination is experienced by staff versus union employees, primarily in the Bus division.
- Bus Transportation employees most frequently reported discrimination based on personal harassment, ethnic origin or race. For Wheel Trans employees, with discrimination most frequently reported based on personal harassment, disability, and gender (including gender expression).
- Was it Reported?
- As only a minority reported experiencing any discrimination results cannot be reliably reported for Wheel Trans division, or for most cost centres. Among those who experienced discrimination from colleagues, only 30% indicated that they reported the incident. Among cost centres with sufficient sample to reliably report results, Eglinton Operators/Admin were least likely to report discrimination (12%), while Wilson Operators/Admin were more likely to report discrimination (43%). Only slight differences between union and staff employees were seen, mainly in the form of staff employees being more than twice as likely to decline to answer compared to union employees (19% vs. 8% respectively).
- Most frequently cited reasons for not reporting the incident were assuming that no action would be taken, followed by a view that action was not warranted (incident was too minor), fear of retribution, and not wanting to cause trouble or be considered a complainer.

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. Satisfaction scores for handling of the incident was even lower for Wheel Trans employees compared to Bus employees.
- Abuse by Customers
- A large majority of Bus Transportation employees (81%) reported that they had been verbally abused by customers in the past 12 months. Bus division reported such abuse more frequently (83%) than Wheel Trans division (58%).
- Among bus cost centres, The highest incidence of verbal abuse was observed for Wilson Operators/Admin (93%), followed by Birchmount Operators/Admin (91%) and Mt. Dennis Operators/Admin (90%), and the lowest incidence was observed for Malvern (81%), Queensway (81%), and Eglinton (82%) Operators/Admin.
- For Wheel Trans, Wheel Trans Operators reported verbal abuse at a similar rate as the entire Wheel Trans division
- Union employees were more substantially more likely to report being verbally abused than staff.
- 12% of employees reported that they had experienced physical abuse by customers. This abuse was reported more frequently by Bus employees (13%) compared to Wheel Trans employees (3%).
- Among bus cost centres, incidence of physical abuse was the highest for Birchmount Operators/Admin (18%) followed by Mt. Dennis Operators/Admin (17%). Incidence was the lowest for Queensway (9%) and Malvern (10%) Operators/Admin.
- Union employees are slightly more likely than staff to report physical abuse from customers.

SECTION SUMMARY

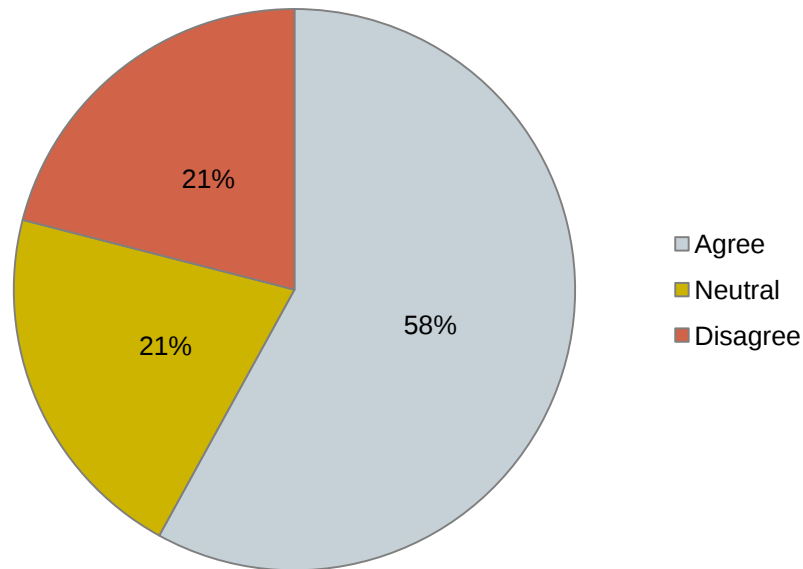
- Impact on Employee Engagement
- Service Delivery Group employees who experience discrimination or harassment from other TTC employees, employees who experience customer abuse, and employees who experience frequent workplace stress are less engaged than employees who have not had these experiences. While this analysis was not conducted separately for Bus Transportation, this analysis was greatly influenced by Bus Transportation employees, who make up more than half of employees in the group. The combined impact of these experiences on Engagement was particularly strong for Service Delivery Group.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BUS TRANSPORTATION

Bus Transportation

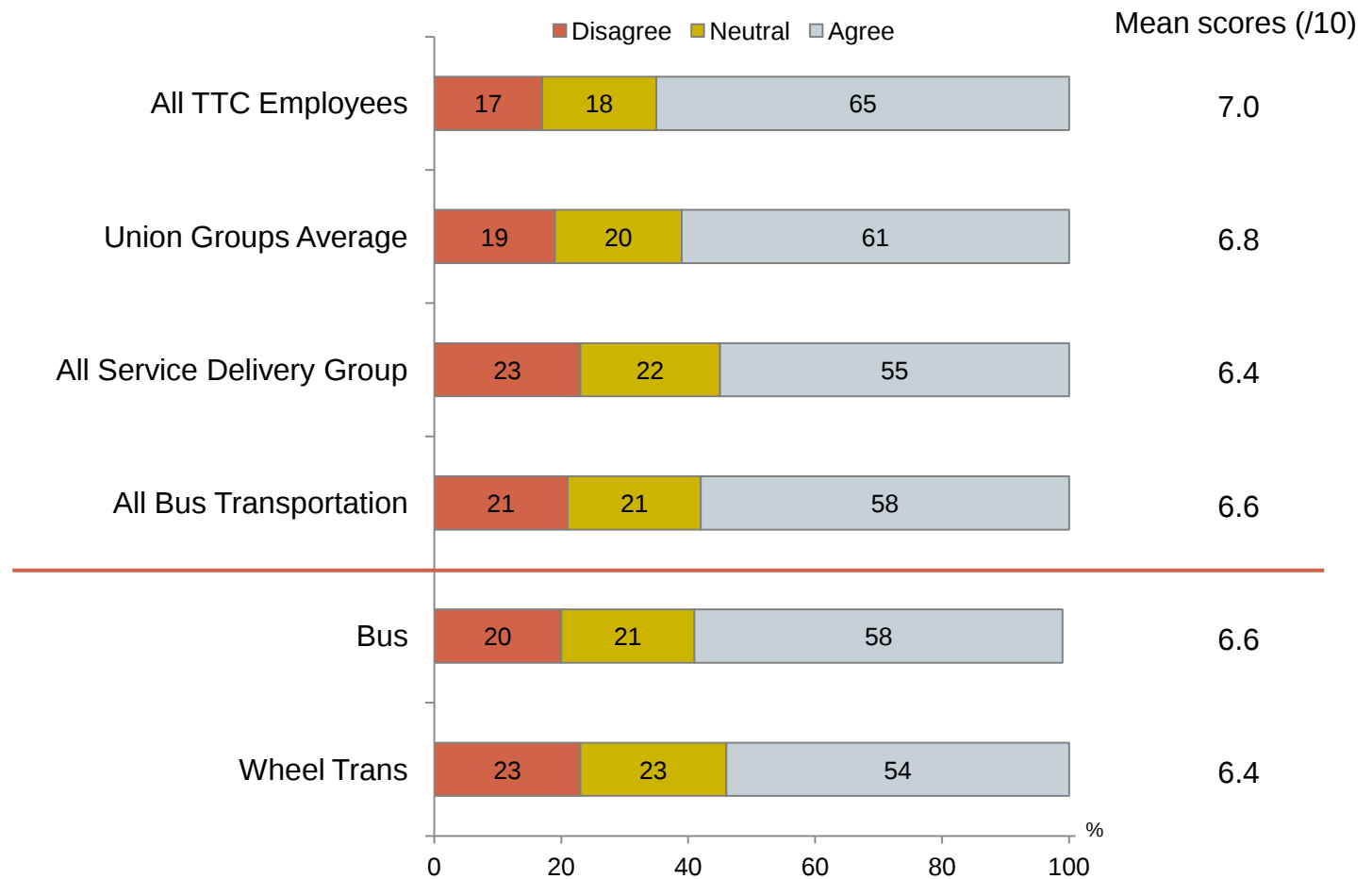
Total
(n= 1242)

Mean=6.6



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 DIVISION



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 BUS COST CENTRE/GROUPING



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 WHEEL TRANS COST CENTRE/GROUPING



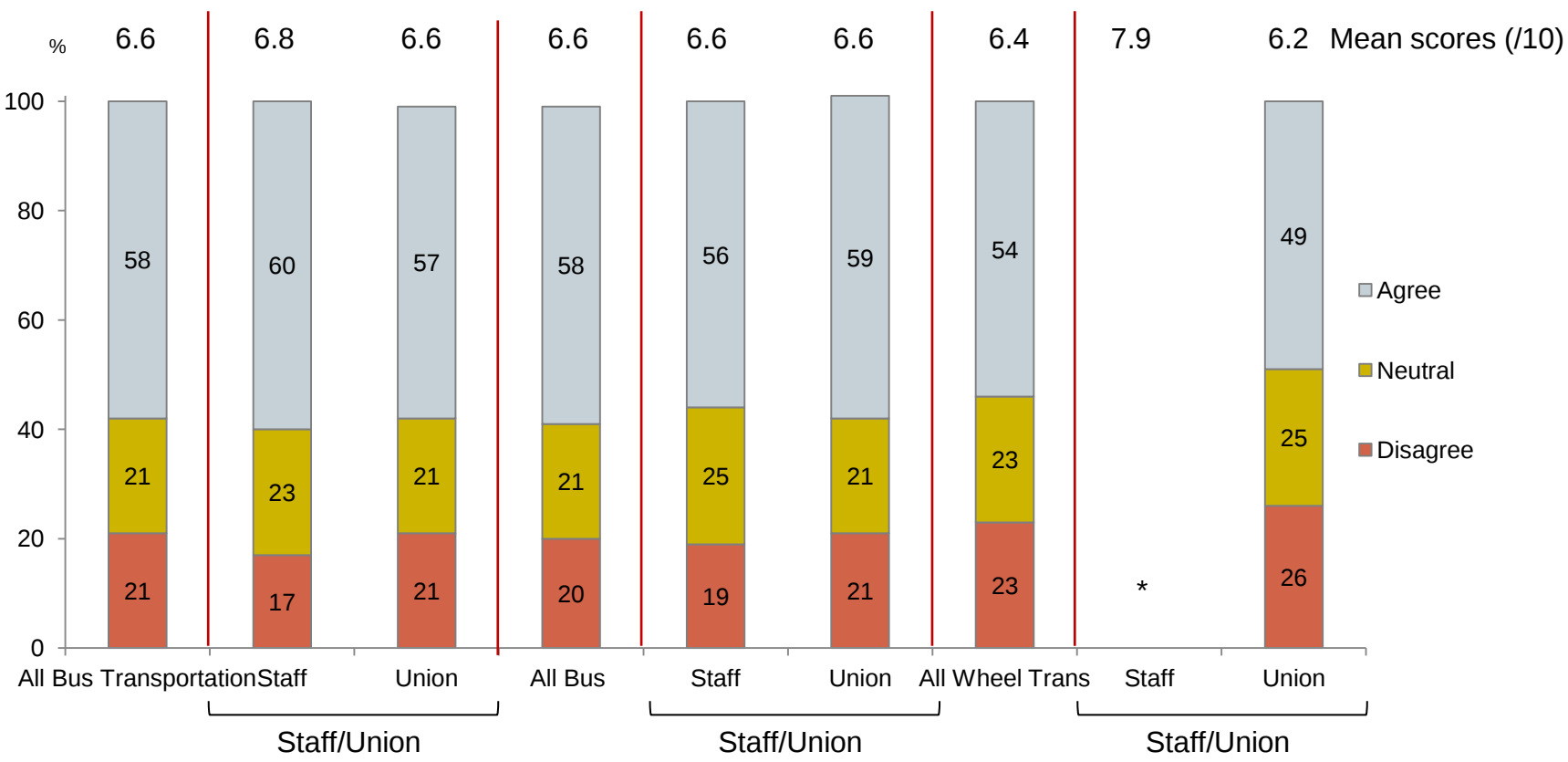
* Percentages suppressed due to sample size <30.

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



* Percentages suppressed due to sample size <30.

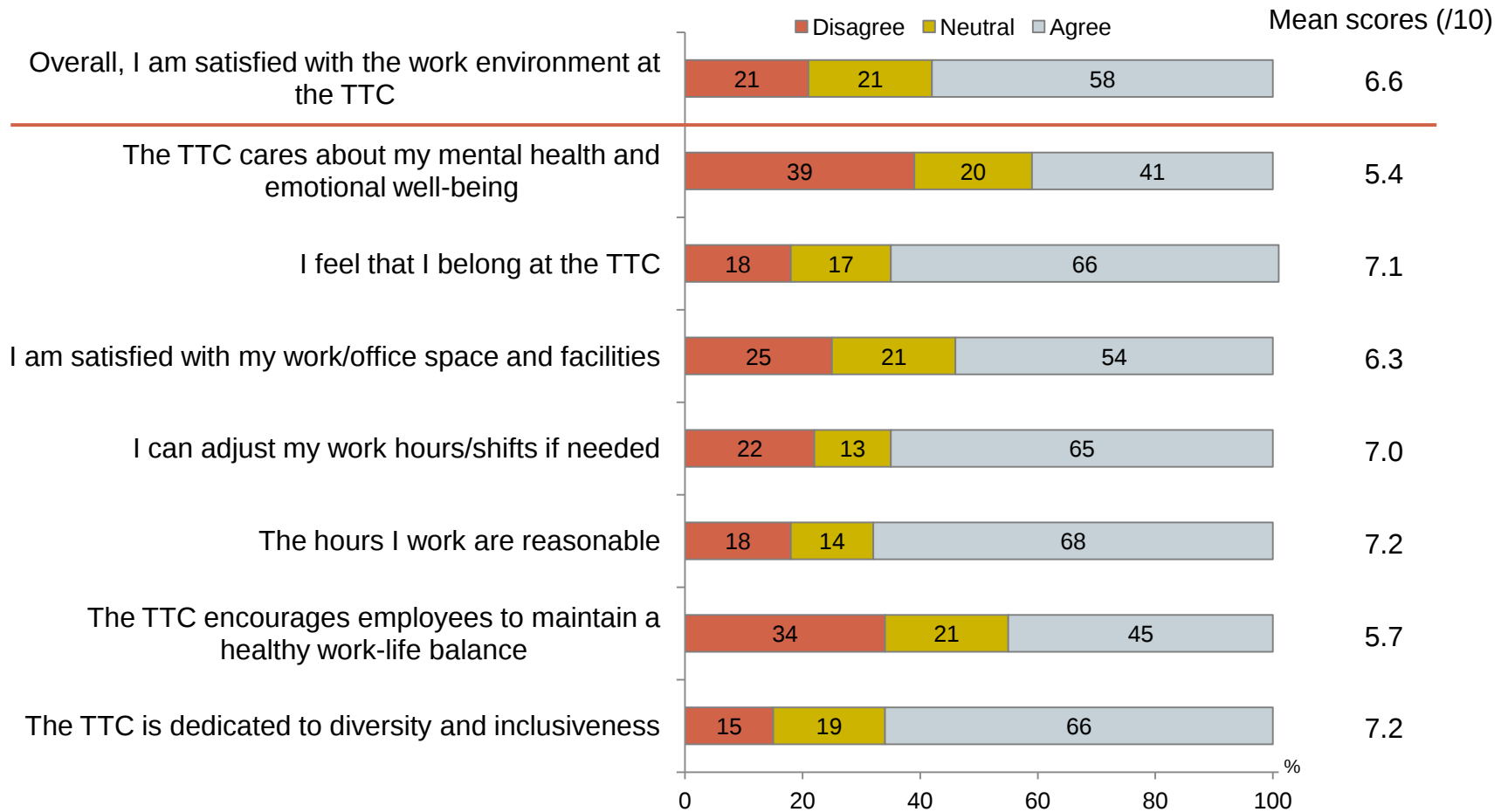
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment.

Overall, I am satisfied with the work environment at the TTC.

Sample sizes vary by category.

3/31/2015

YOUR WORKING ENVIRONMENT - BUS TRANSPORTATION



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 OPERATOR/ADMIN COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
Overall, I am satisfied with the work environment at the TTC	7.0	6.8	6.4	6.6	6.6	6.4	6.5	6.9	6.3	7.2	7.1	6.3
The TTC cares about my mental health and emotional well-being	6.2	5.9	5.4	5.4	5.5	5.3	5.2	5.8	4.9	5.7	6.3	5.2
I feel that I belong at the TTC	7.4	7.3	7.0	7.1	7.1	7.0	6.9	7.3	6.5	7.5	7.6	7.0
I am satisfied with my work/office space and facilities	6.5	6.3	6.0	6.3	6.3	6.1	5.9	6.8	6.1	7.1	6.6	6.0
I can adjust my work hours/shifts if needed	6.7	6.5	6.8	7.0	7.1	6.7	6.8	7.4	7.3	7.8	8.1	6.7
The hours I work are reasonable	7.7	7.4	7.2	7.2	7.2	7.2	7.3	7.4	7.5	7.5	7.6	6.8
The TTC encourages employees to maintain a healthy work-life balance	6.3	5.9	5.6	5.7	5.8	5.6	5.6	6.0	5.4	6.1	6.6	5.6
The TTC is dedicated to diversity and inclusiveness	7.4	7.2	7.1	7.2	7.2	7.3	7.2	7.4	6.8	8.0	7.8	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.
Sample sizes vary by attribute.

YOUR WORKING ENVIRONMENT - BY ROUTE SUPERVISOR COST CENTRE

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
Overall, I am satisfied with the work environment at the TTC	7.0	6.8	6.4	6.6	6.6	6.9	5.6	6.8	6.5	6.6	5.5	6.0
The TTC cares about my mental health and emotional well-being	6.2	5.9	5.4	5.4	5.5	5.8	4.8	5.3	5.8	6.4	5.2	6.4
I feel that I belong at the TTC	7.4	7.3	7.0	7.1	7.1	8.3	6.2	7.8	6.8	7.2	7.3	7.2
I am satisfied with my work/office space and facilities	6.5	6.3	6.0	6.3	6.3	6.6	5.5	7.0	6.3	6.5	5.5	5.3
I can adjust my work hours/shifts if needed	6.7	6.5	6.8	7.0	7.1	7.3	4.8	6.2	5.8	6.4	5.6	6.3
The hours I work are reasonable	7.7	7.4	7.2	7.2	7.2	7.0	4.5	6.7	6.3	7.1	5.0	5.8
The TTC encourages employees to maintain a healthy work-life balance	6.3	5.9	5.6	5.7	5.8	5.7	3.1	5.3	5.3	6.3	4.0	4.7
The TTC is dedicated to diversity and inclusiveness	7.4	7.2	7.1	7.2	7.2	6.9	6.1	5.9	6.5	6.7	5.9	6.2

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

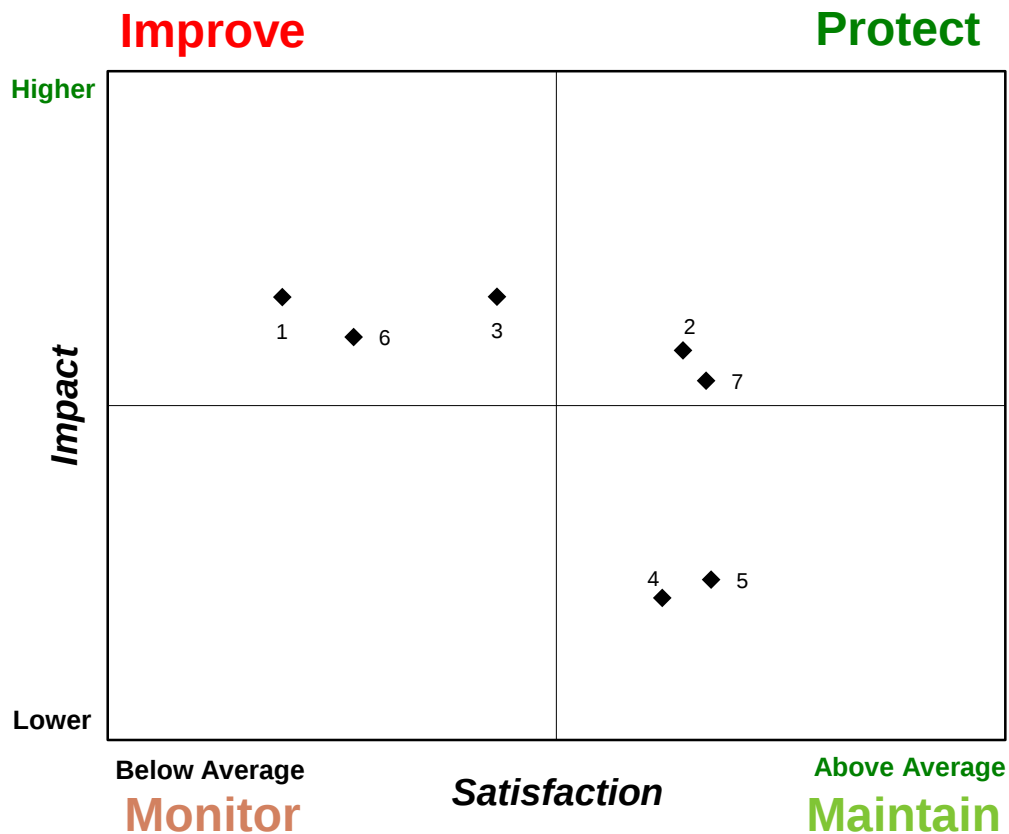
- BY WHEEL TRANS COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Wheel Trans	WT Administration	Dispatch	Mobile Inspectors	WT Operators
Overall, I am satisfied with the work environment at the TTC	7.0	6.8	6.4	6.6	6.4	6.3	5.3	7.7	6.5
The TTC cares about my mental health and emotional well-being	6.2	5.9	5.4	5.4	5.1	5.2	4.7	**	5.0
I feel that I belong at the TTC	7.4	7.3	7.0	7.1	6.8	6.9	6.5	8.1	6.7
I am satisfied with my work/office space and facilities	6.5	6.3	6.0	6.3	6.1	5.7	5.0	6.4	6.4
I can adjust my work hours/shifts if needed	6.7	6.5	6.8	7.0	6.1	5.4	5.5	7.5	6.2
The hours I work are reasonable	7.7	7.4	7.2	7.2	7.3	6.0	6.8	8.2	7.6
The TTC encourages employees to maintain a healthy work-life balance	6.3	5.9	5.6	5.7	5.5	5.0	4.8	5.6	5.7
The TTC is dedicated to diversity and inclusiveness	7.4	7.2	7.1	7.2	6.8	6.1	5.2	7.8	7.1

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

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 TRANSPORTATION

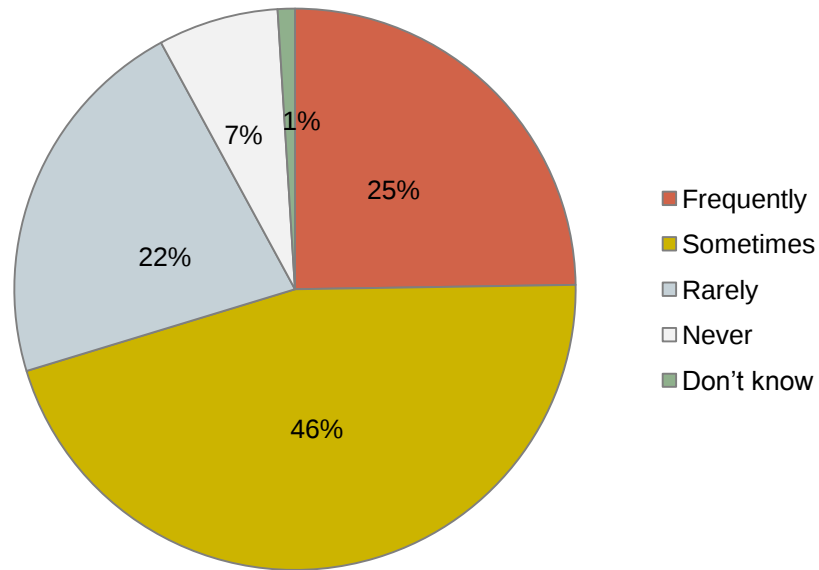


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life 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 5.4 to 7.2.
Impact values range between 26% to 55%.

Bus Transportation

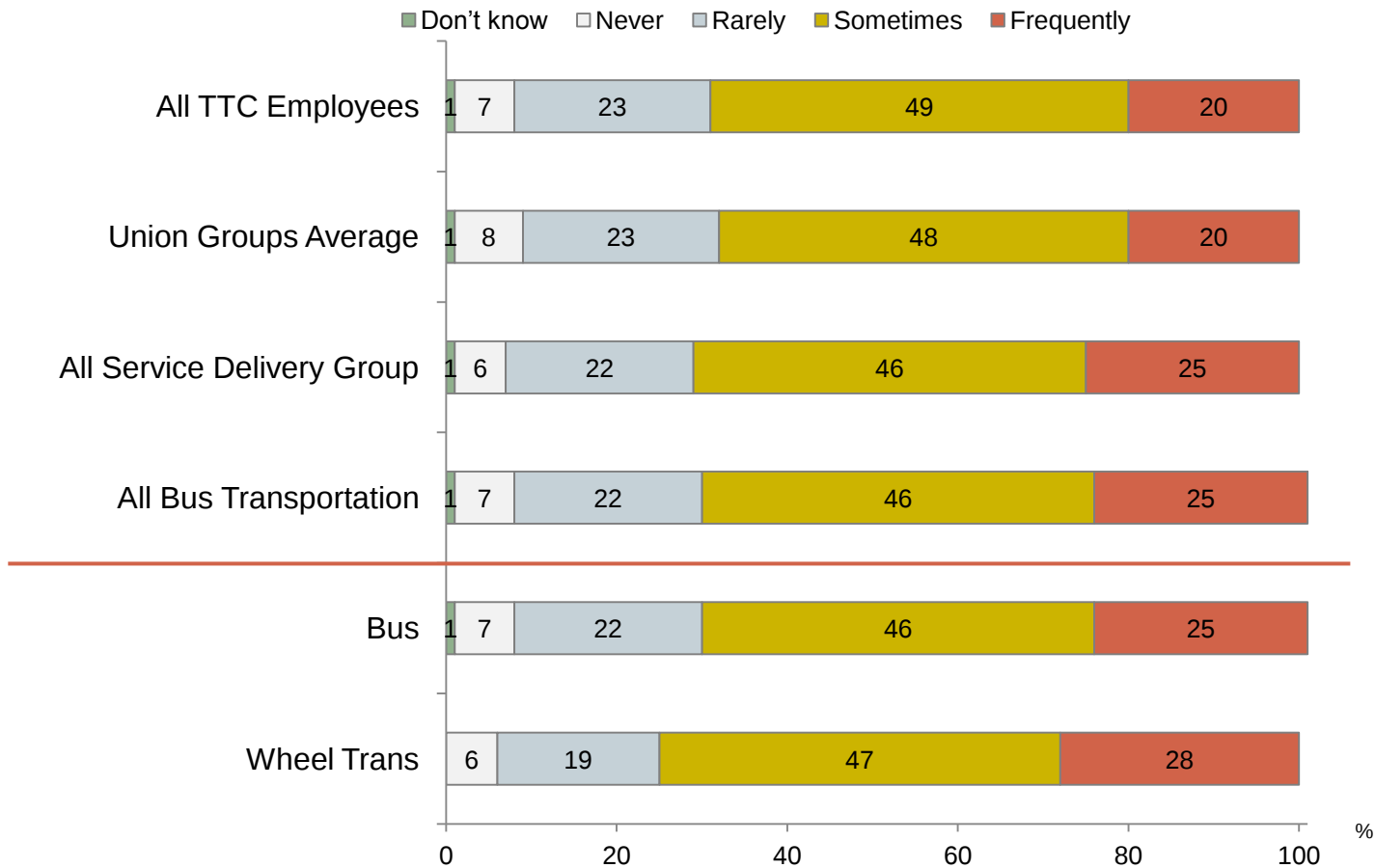
Total
(n= 1219)



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

STRESS AT WORK

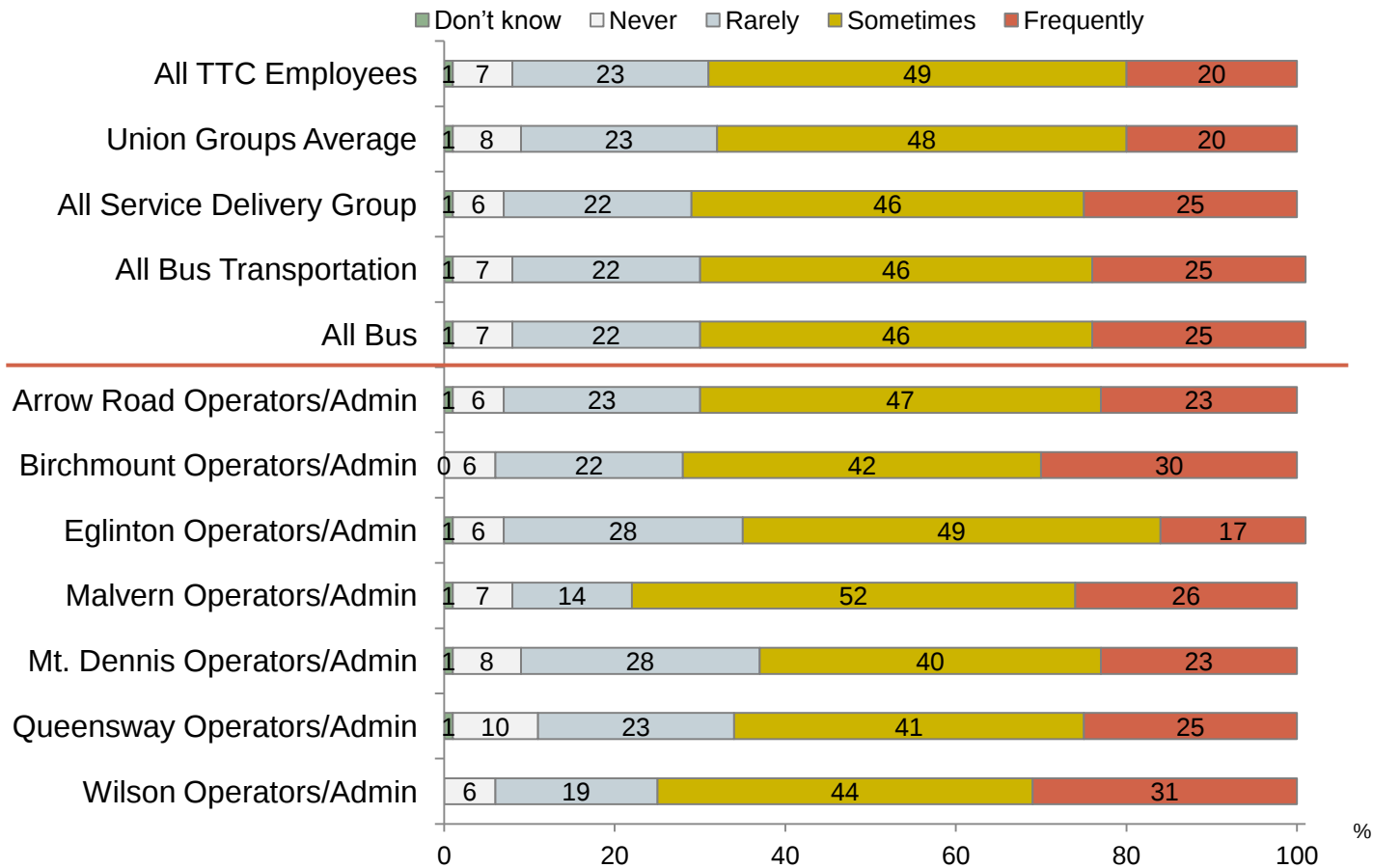
- BY DIVISION



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

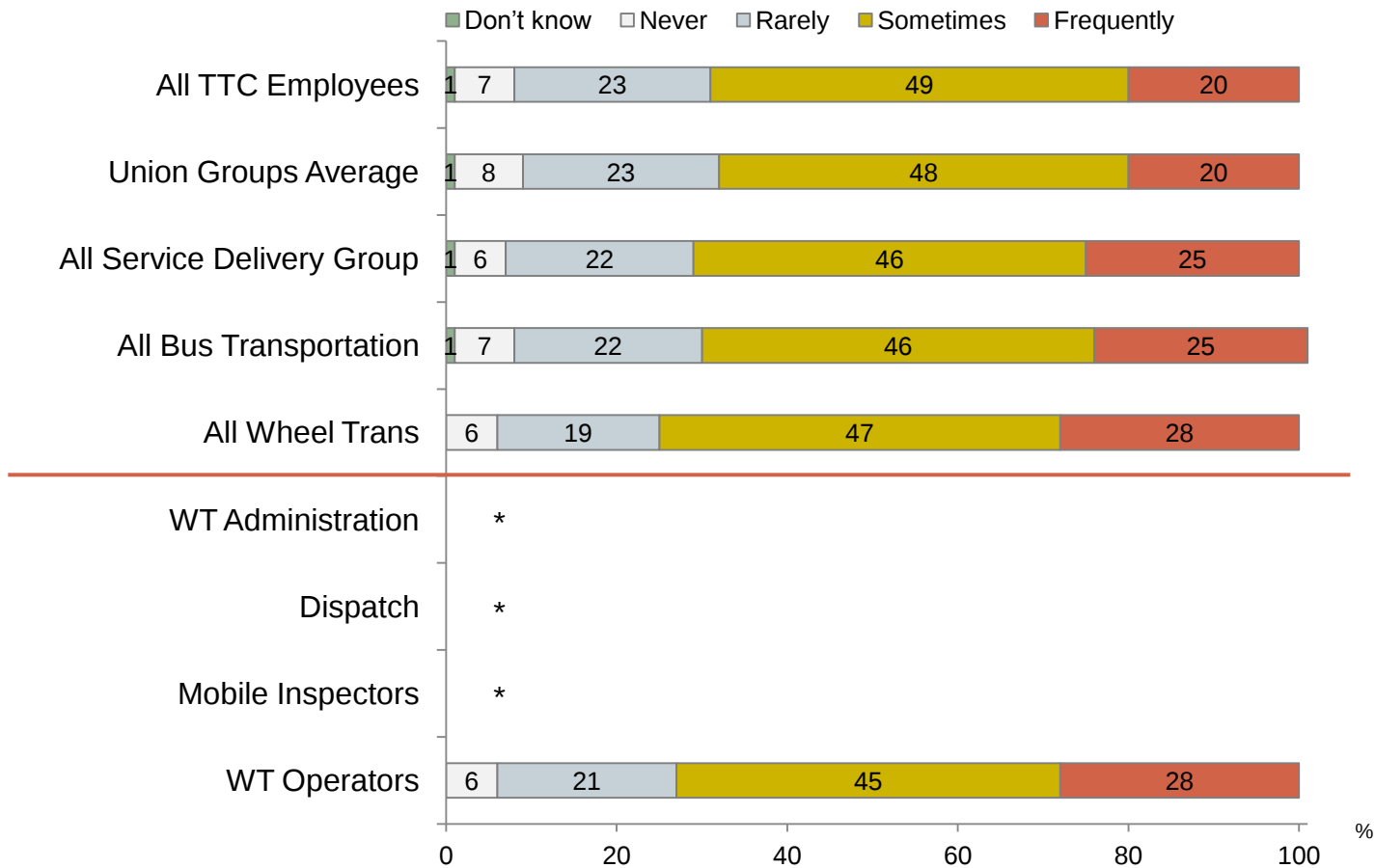
- BY BUS COST CENTRE/GROUPING



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 WHEEL TRANS COST CENTRE/GROUPING



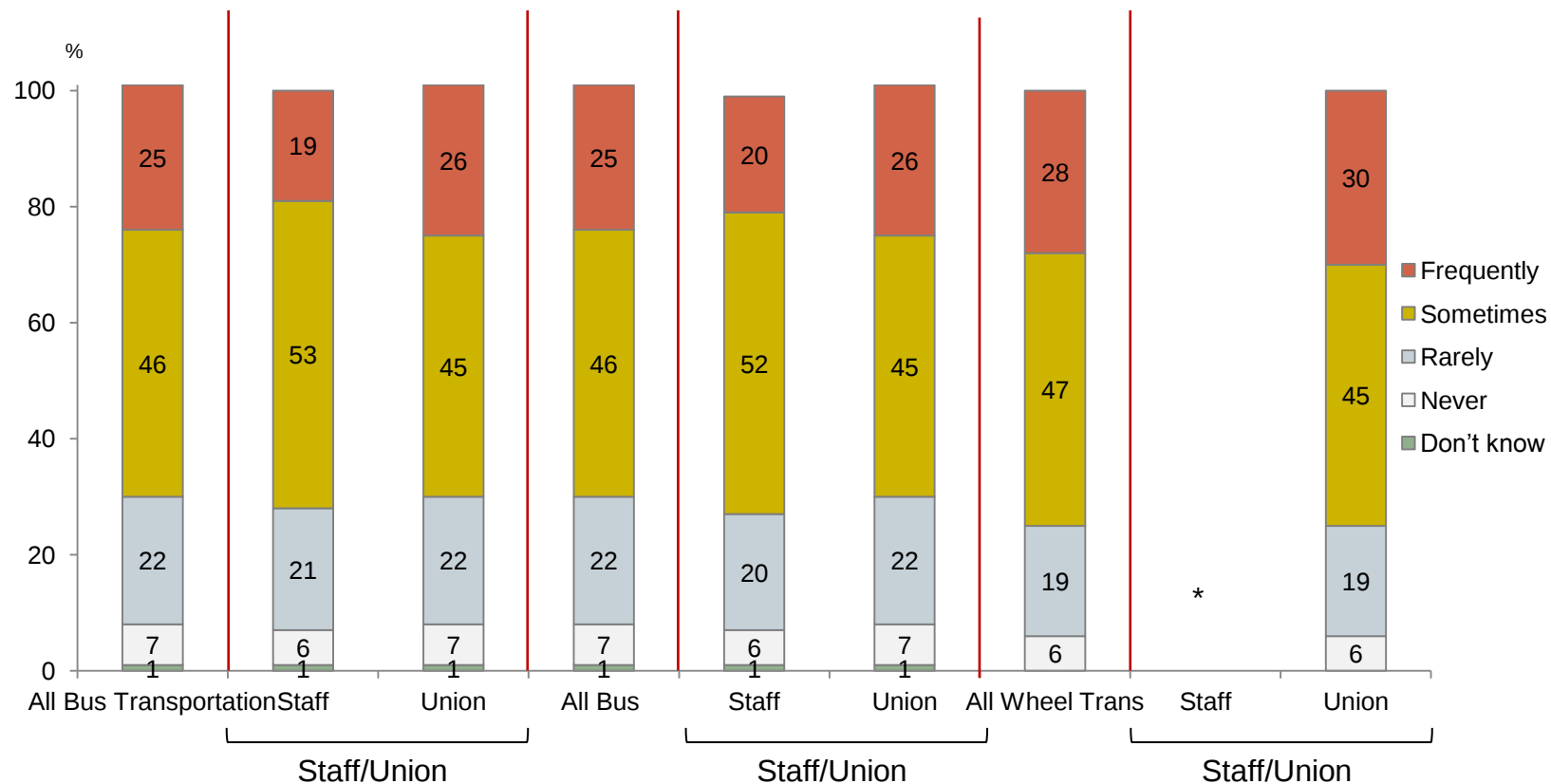
* Percentages suppressed due to sample size <30.

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



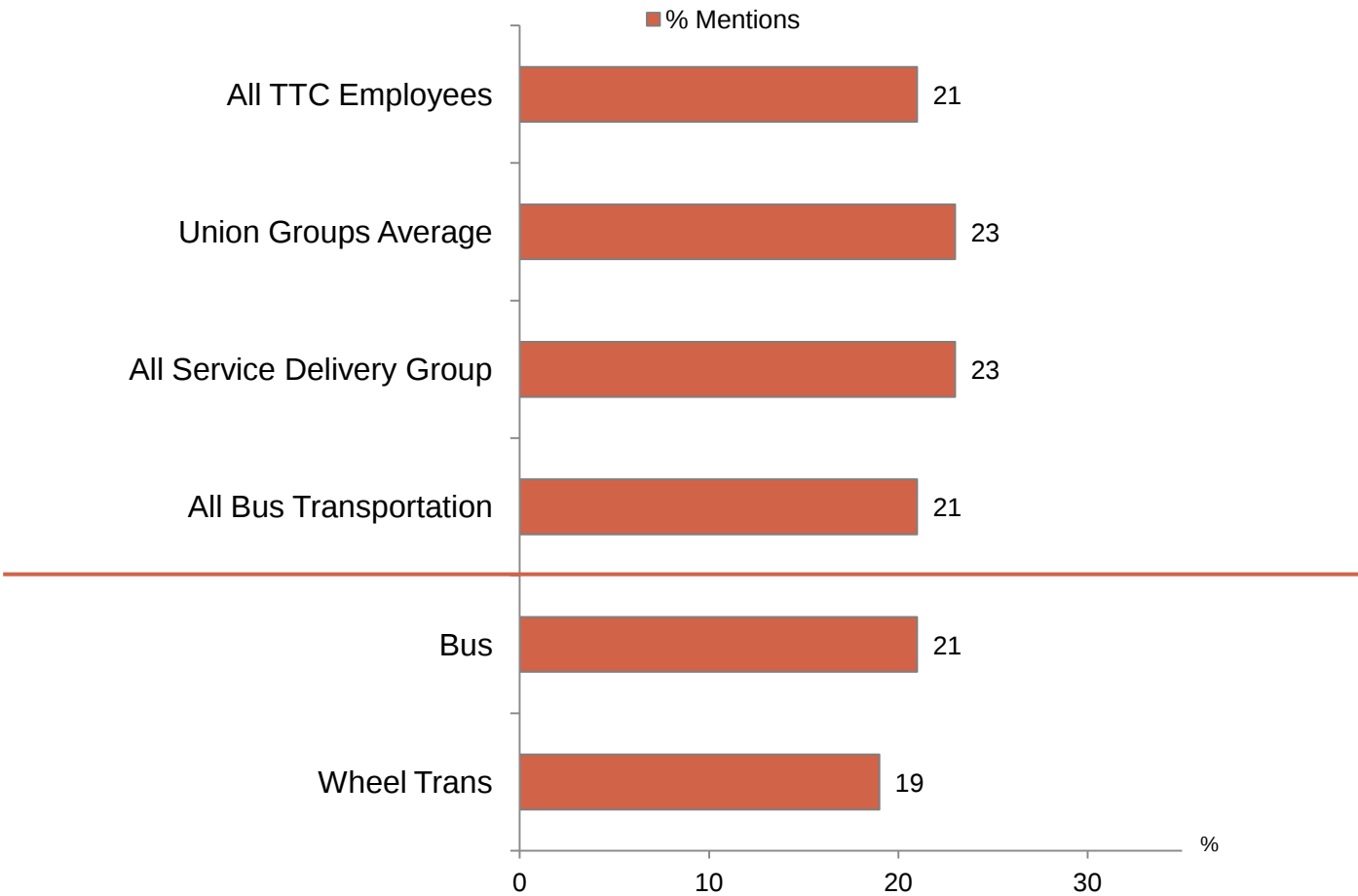
* Percentages suppressed due to sample size <30.

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.

EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT – BY DIVISION

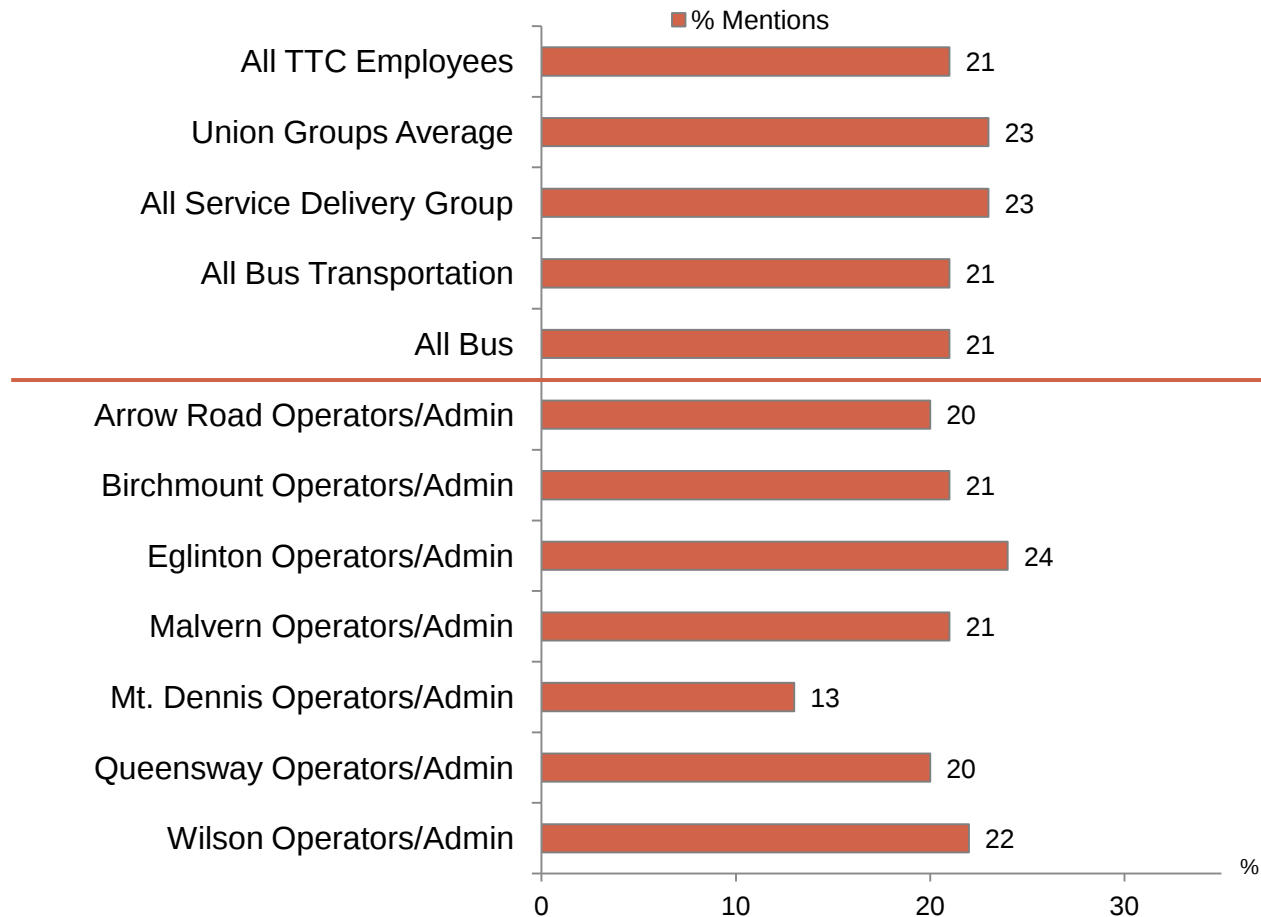
% of TTC Employees that experienced at least one form of Discrimination or harassment in the last 12 months



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

EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT – BUS COST CENTRE/GROUPING

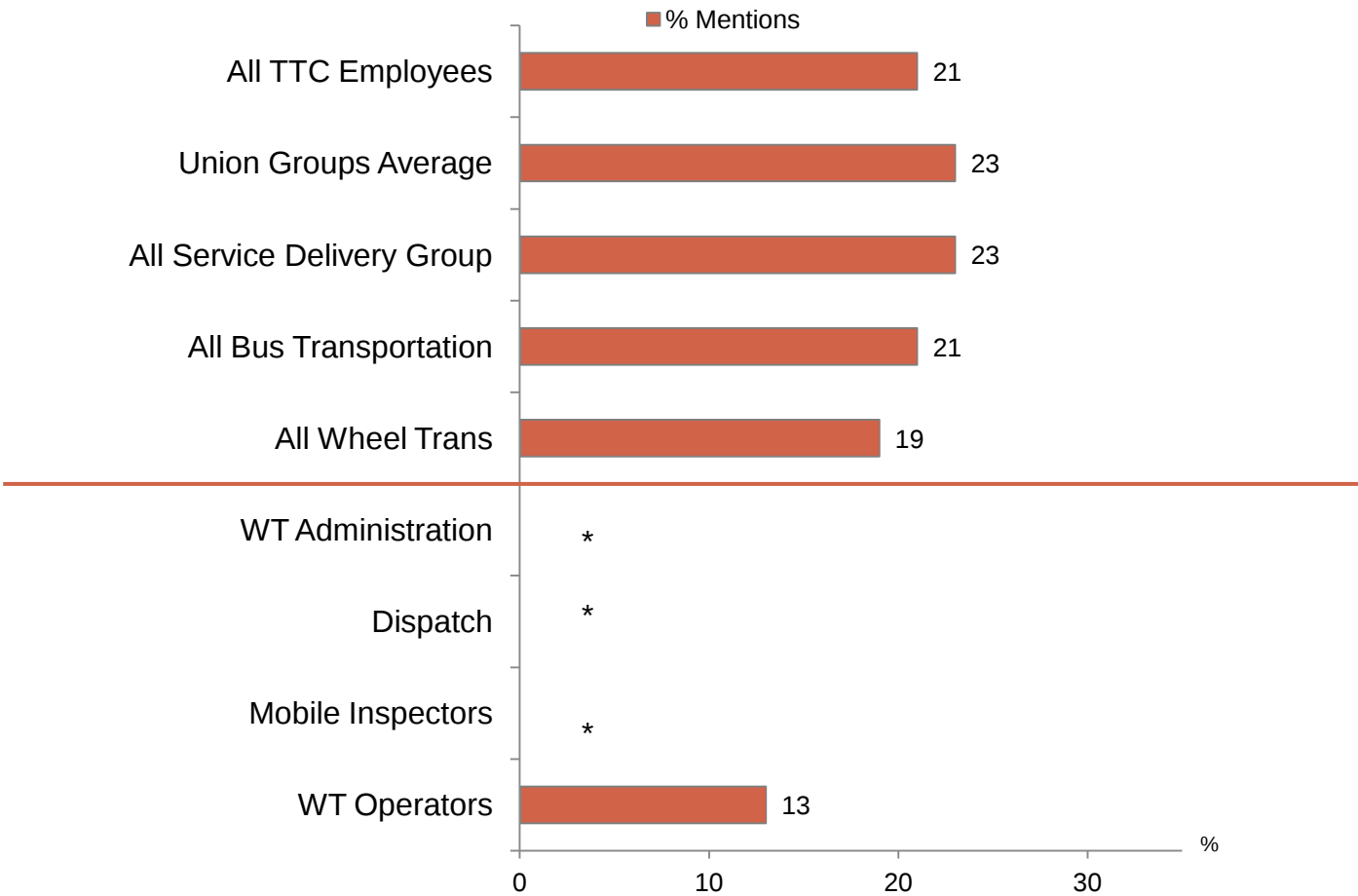
% of TTC Employees that experienced at least one form of Discrimination or harassment in the last 12 months



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

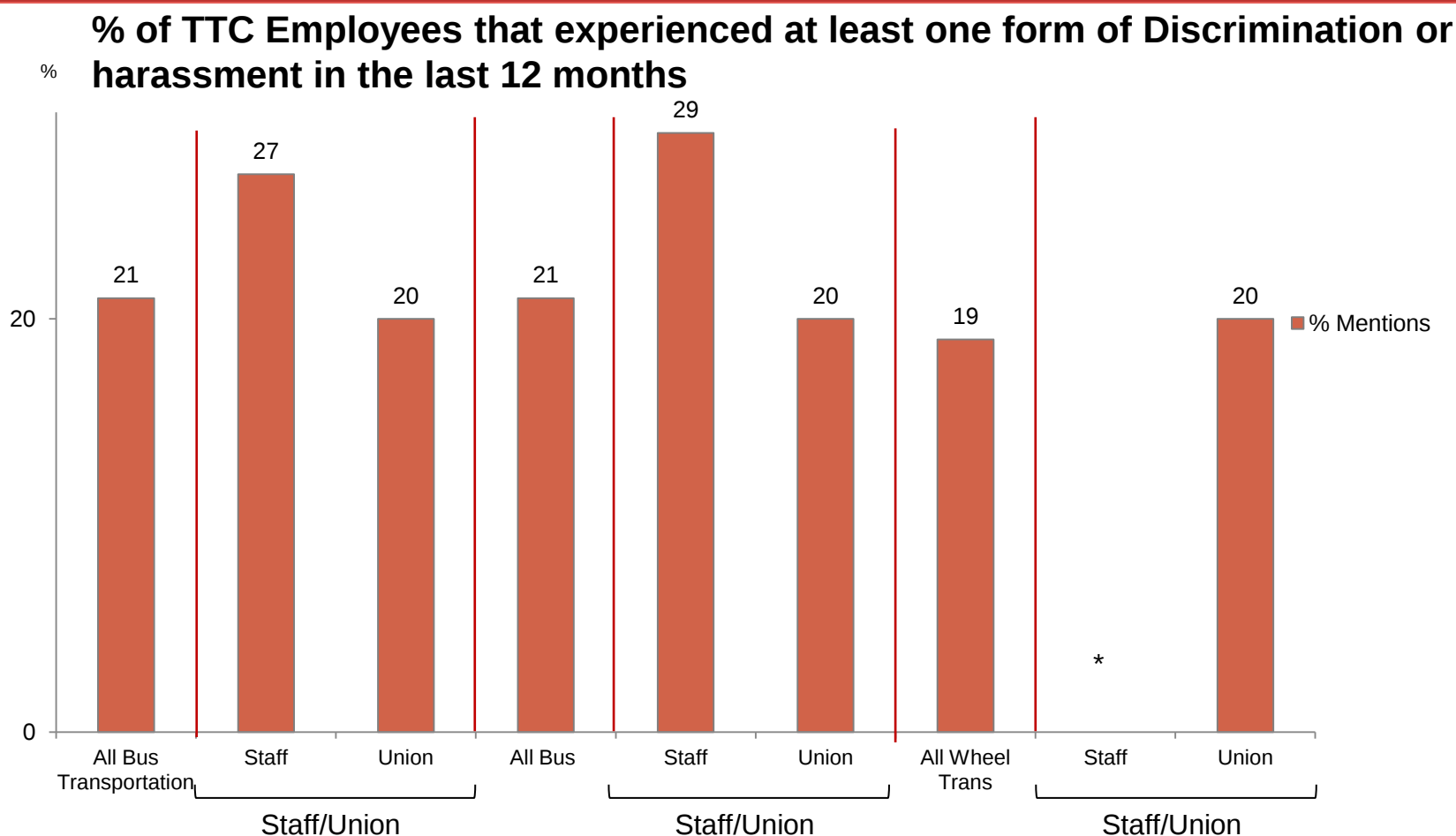
EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT - WHEEL TRANS COST CENTRE/GROUPING

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



* Percentages suppressed due to 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



* Percentages suppressed due to 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.

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 2-4%	Prefer not to answer range from 2-4%	Prefer not to answer range from 1-4%	Prefer not to answer range from 1-3%	Prefer not to answer range from 2-5%	Prefer not to answer range from 0-4%	Prefer not to answer range from 2-4%	Prefer not to answer range from 3-7%	Prefer not to answer range from 2-3%	Prefer not to answer range from 2-6%	Prefer not to answer range from 1-4%
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% Yes	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson	All Wheel Trans	WT Operators
Disability	3	3	3	3	3	3	2	5	3	2	3	2	6	4
Ethnic Origin	6	7	7	7	7	7	8	8	7	7	3	6	2	0
Gender (includes gender expression)	3	3	4	4	4	3	5	3	3	3	2	5	5	2
Sex (including pregnancy)	2	2	2	2	2	1	2	3	4	2	0	3	2	1
Creed	2	3	2	2	2	2	4	2	1	2	1	3	1	1
Age	5	5	5	5	5	4	7	9	4	4	3	5	4	3
Race	6	7	7	7	8	6	10	6	9	6	2	8	3	2
Colour	5	6	6	5	6	4	8	5	9	3	3	4	2	1
Sexual Orientation	2	2	2	1	1	1	2	2	1	1	2	2	1	1
Family Status	2	2	2	2	2	3	2	3	2	0	0	2	4	3
Marital Status	2	2	2	2	2	2	4	2	1	1	1	2	2	3
Ancestry	3	3	3	3	3	1	2	2	3	3	1	2	3	2
Place of Origin	4	5	4	4	4	3	5	3	4	3	3	4	3	1
Citizenship	3	3	3	3	3	3	4	3	3	4	4	2	2	0
Personal Harassment	9	10	8	8	8	7	5	8	8	4	8	10	7	3
Other	4	4	4	4	4	4	2	5	5	3	5	4	5	3

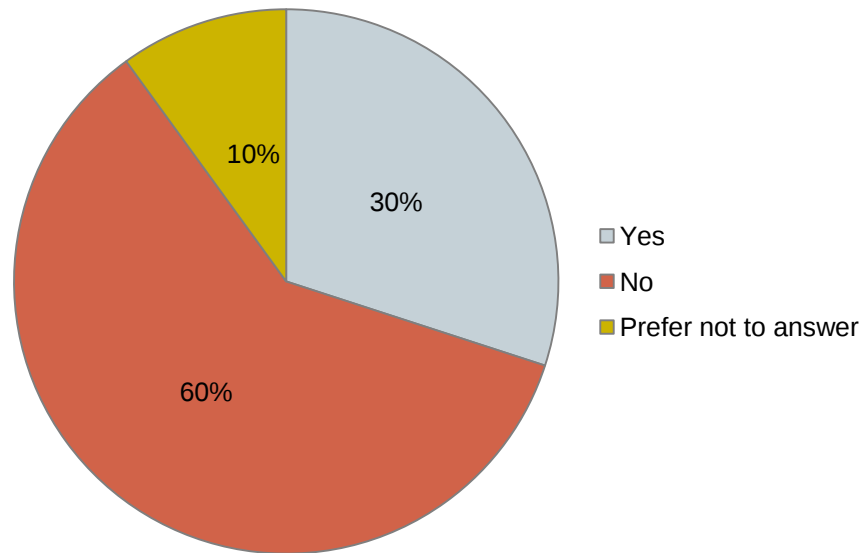
F3. In the last 12 months, have you experienced any discrimination or harassment by other TTC employees on the basis of:
Sample sizes vary by attribute.

IS THE DISCRIMINATION REPORTED TO THE TTC?

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

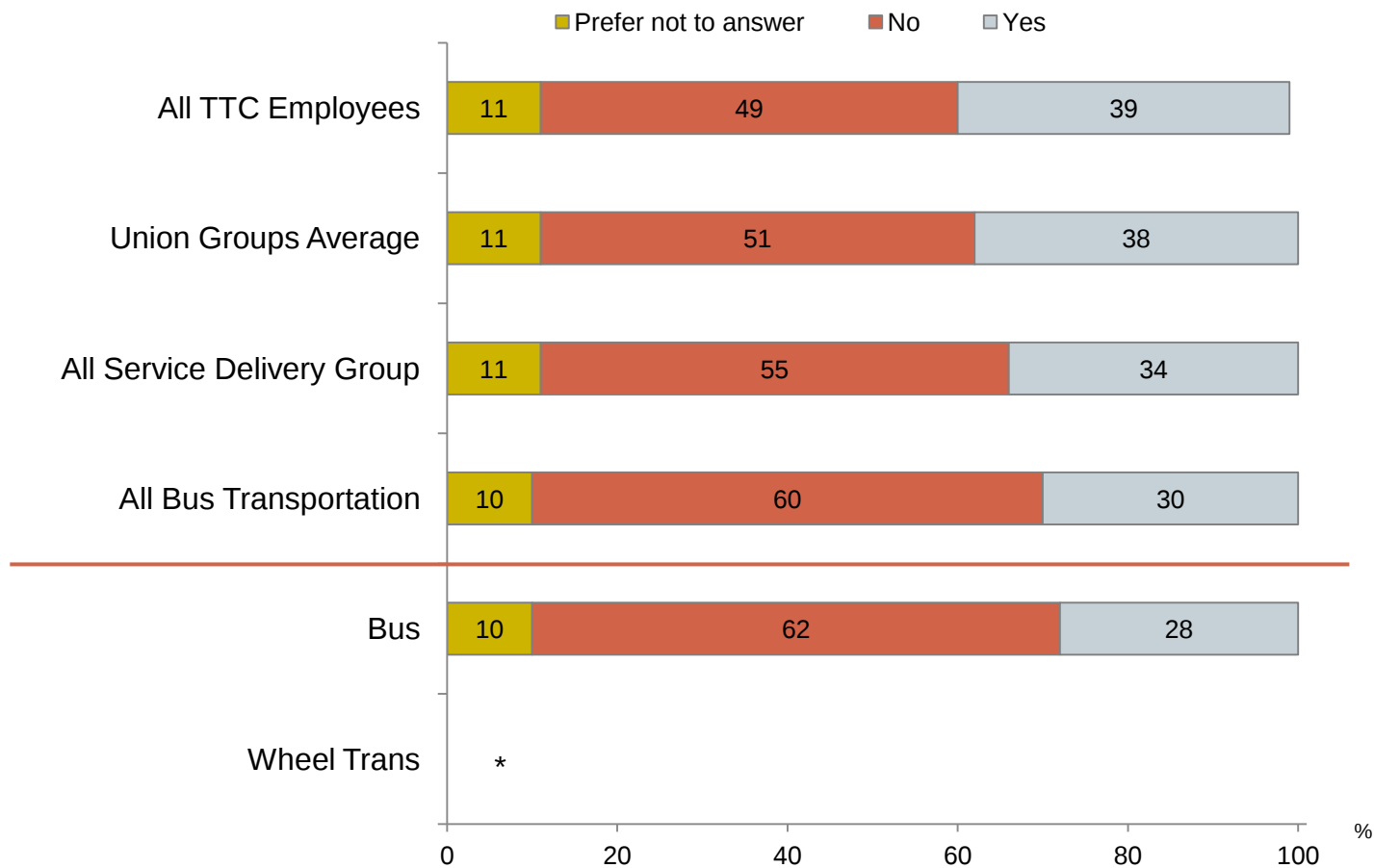
Bus Transportation

Total
(n= 280)



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 DIVISION

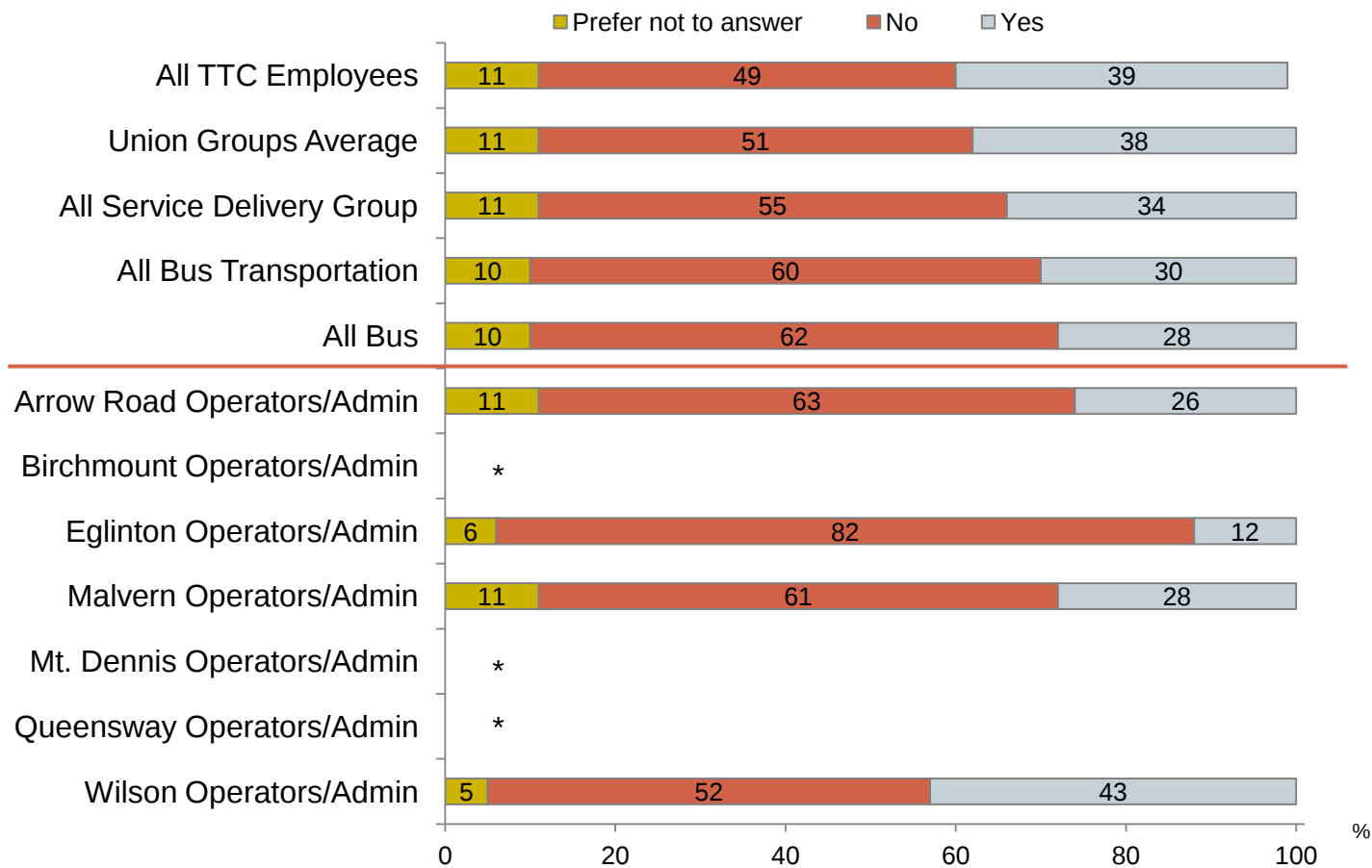


* Percentages suppressed due to sample size <30.

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 BUS COST CENTRE/GROUPING



* 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 WHEEL TRANS COST CENTRE/GROUPING

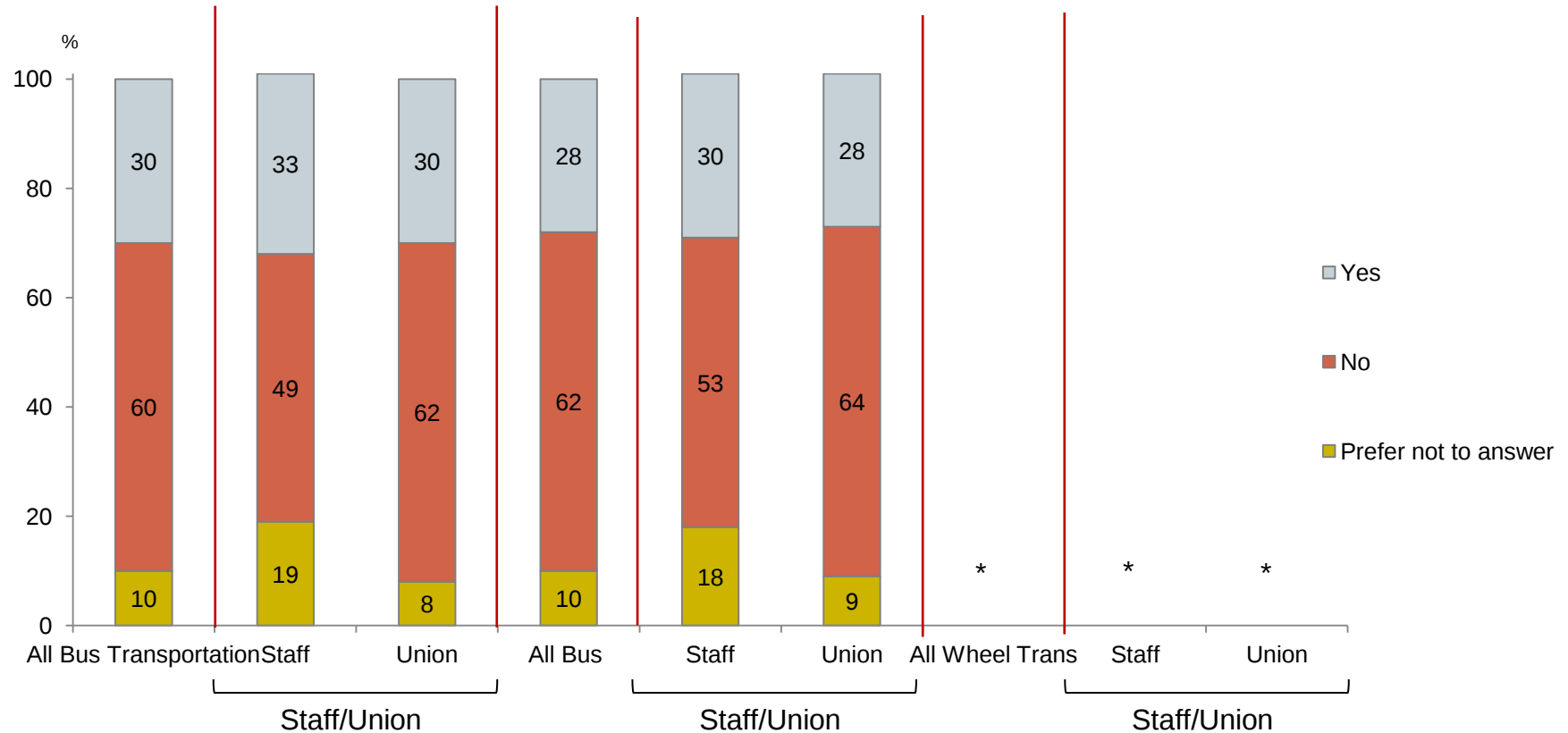


* Percentages suppressed due to sample size <30.

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

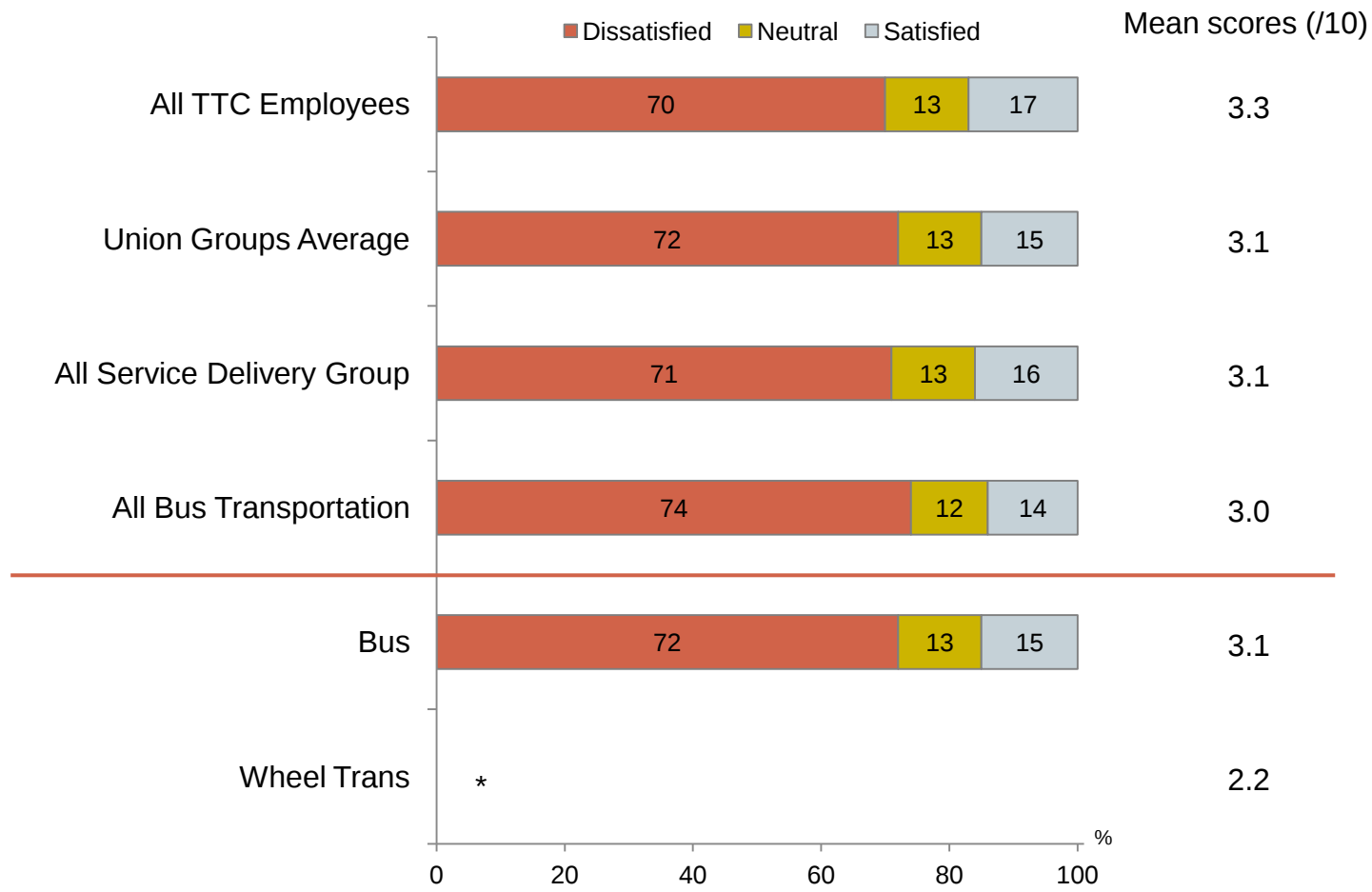


* Percentages suppressed due to sample size <30.

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 - DIVISION

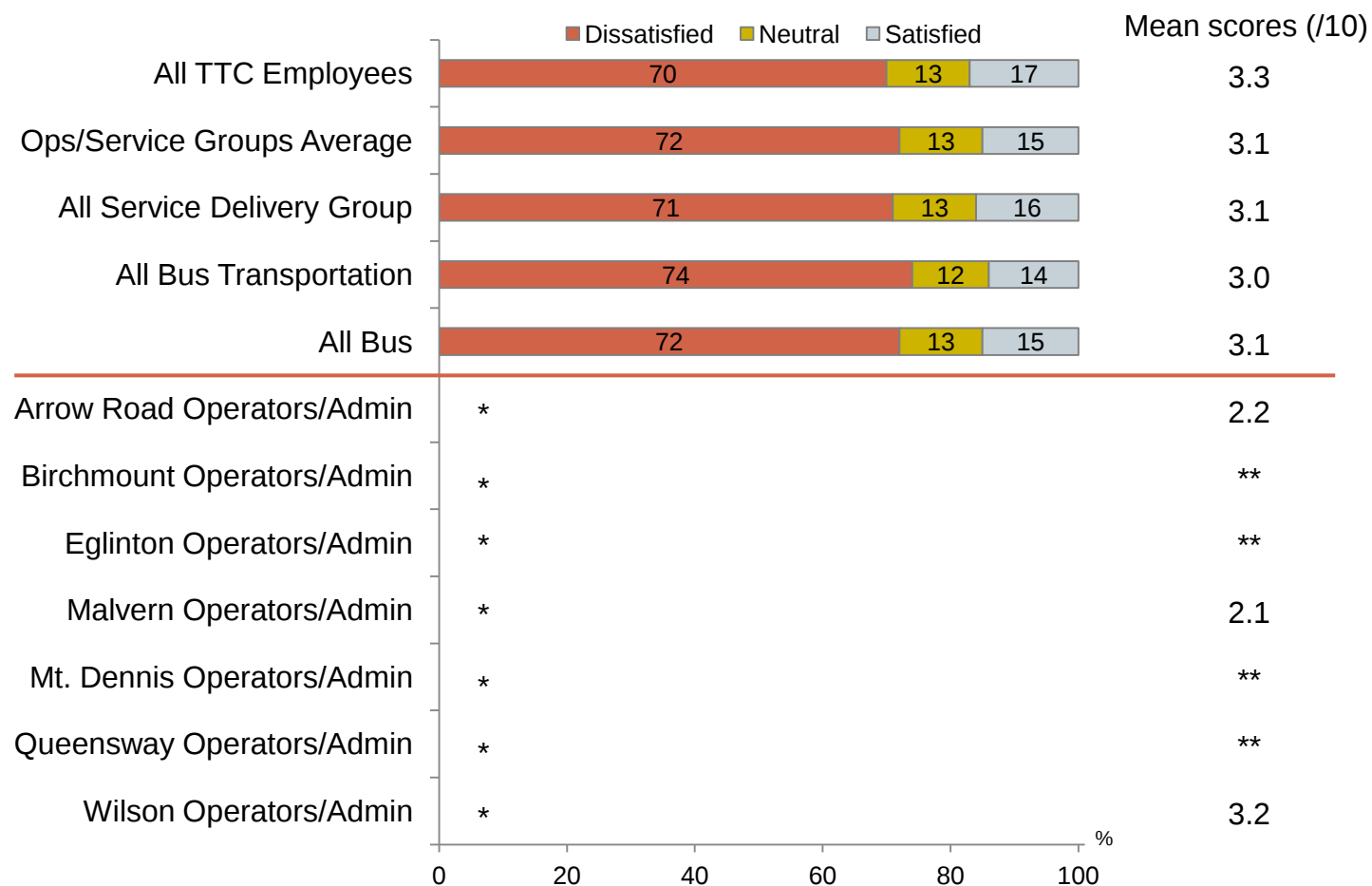
Among employees who have experienced at least on form of discrimination or harassment in the past 12 months



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

SATISFACTION WITH THE WAY THE INCIDENT WAS HANDLED – BUS COST CENTRE/GROUPING

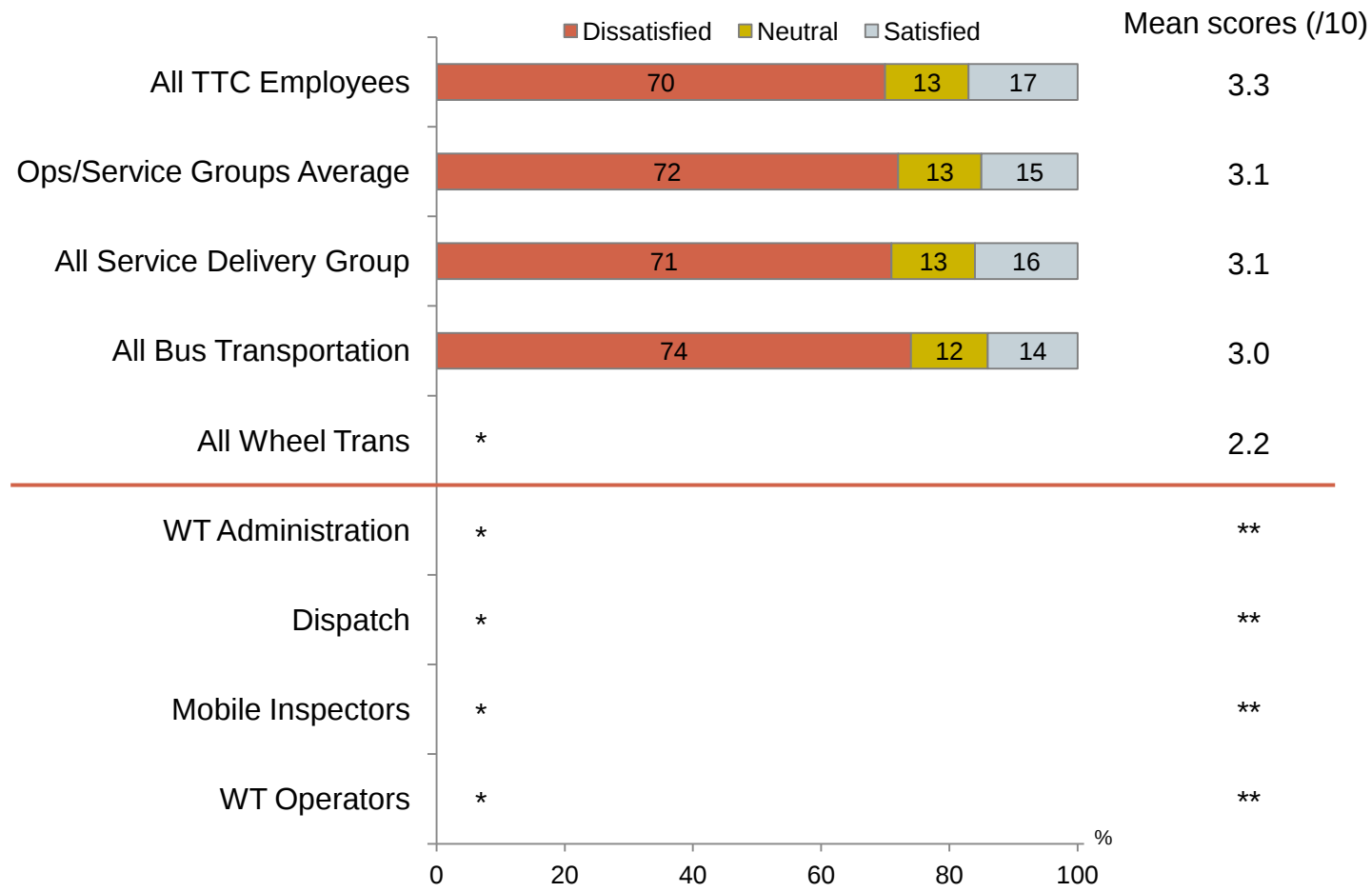
Among employees who have experienced at least on form of discrimination or harassment in the past 12 months



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

SATISFACTION WITH THE WAY THE INCIDENT WAS HANDLED – WHEEL TRANS COST CENTRE/GROUPING

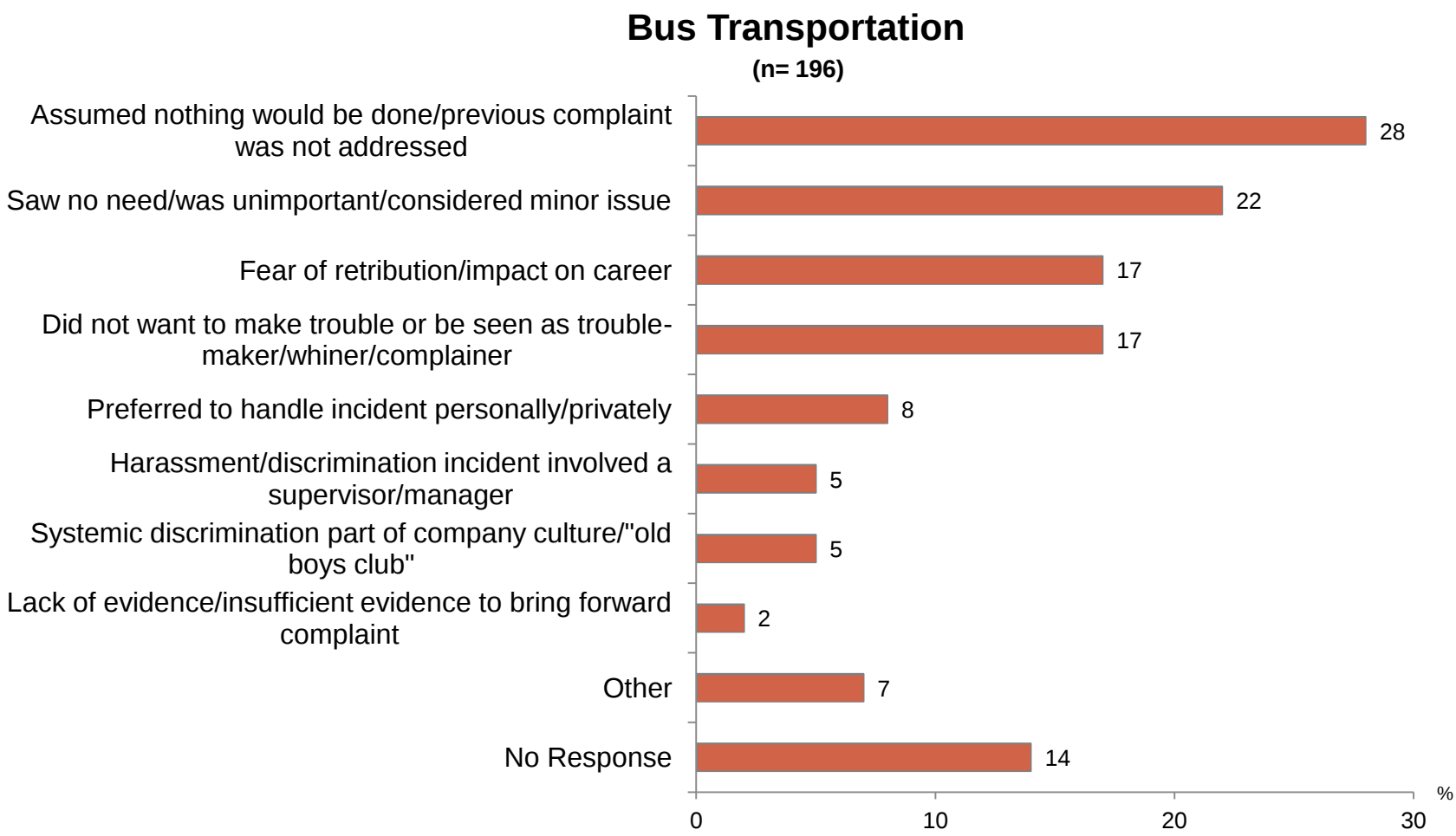
Among employees who have experienced at least on form of discrimination or harassment in the past 12 months



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

REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident

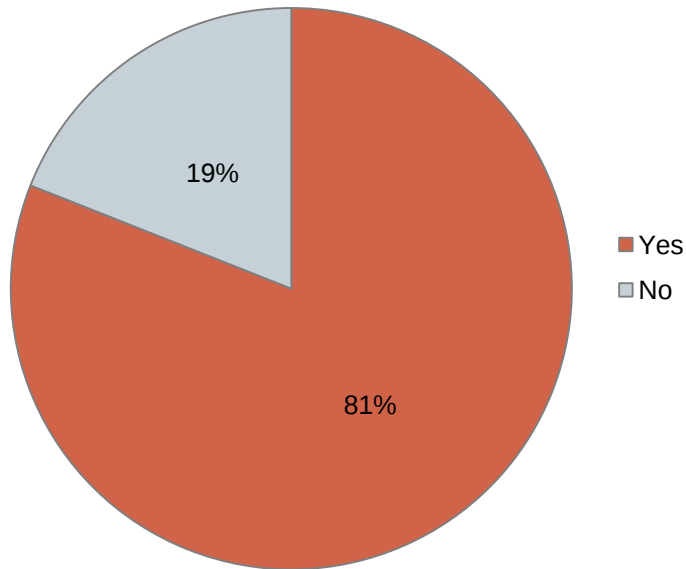


F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?
Percentages may total more than 100% as some respondents identified multiple reasons.

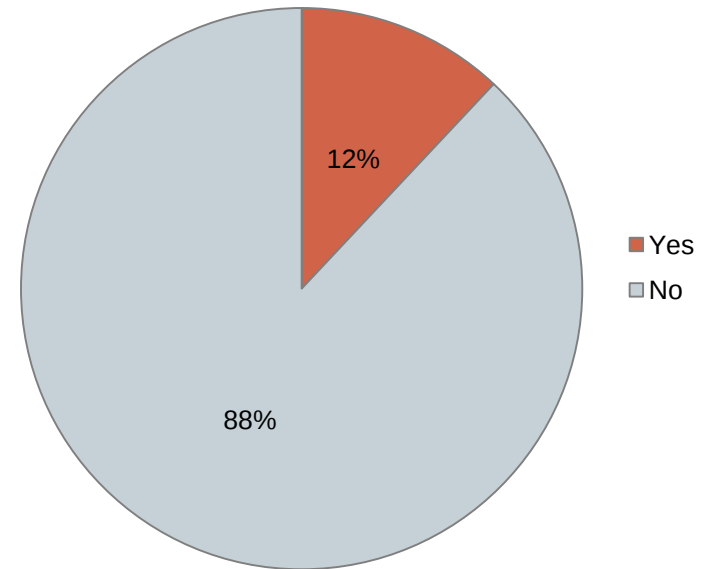
ABUSE FROM CUSTOMERS

Bus Transportation

**Verbally
Abused**
(n= 1217)



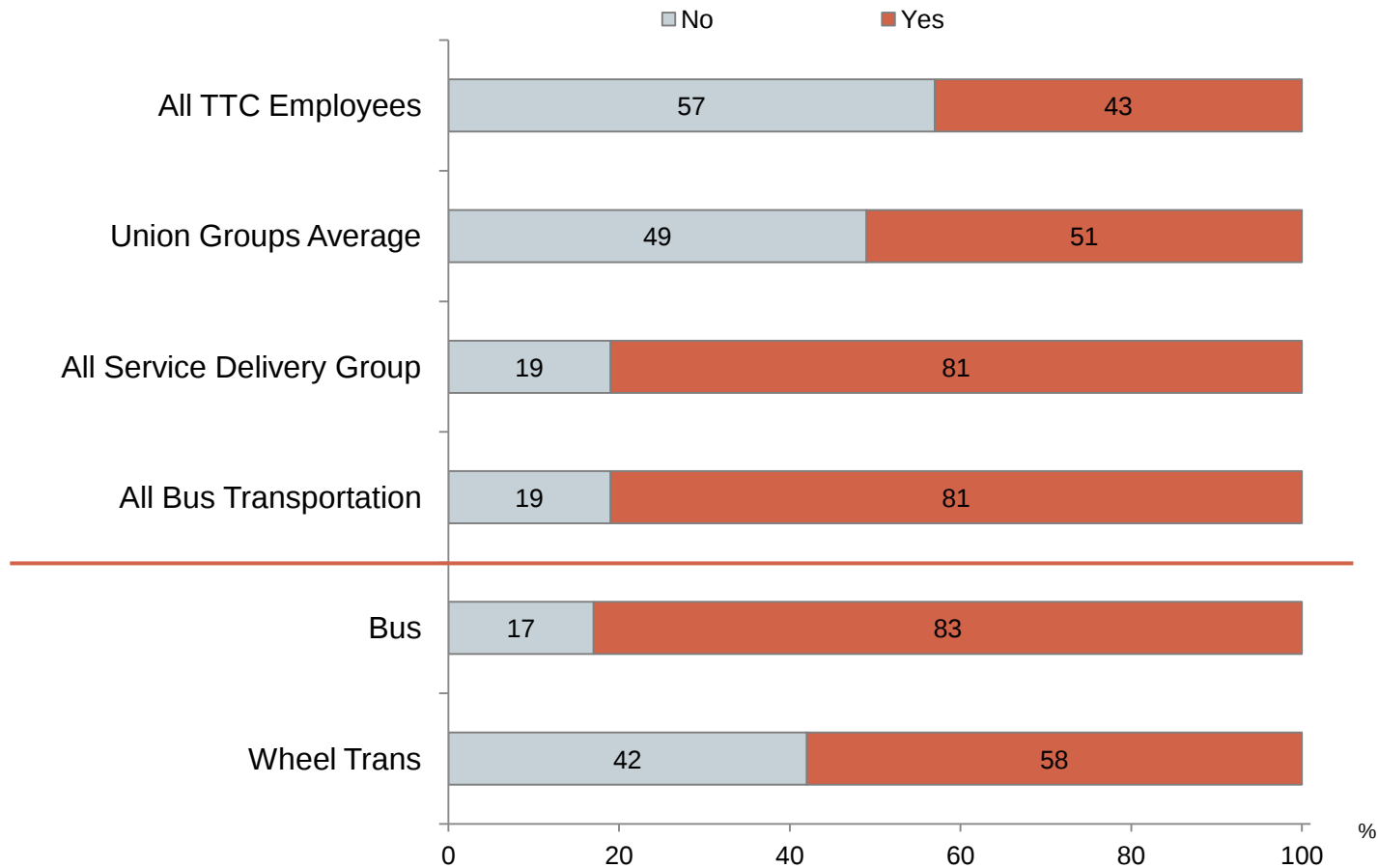
**Physically
Abused**
(n= 1203)



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?

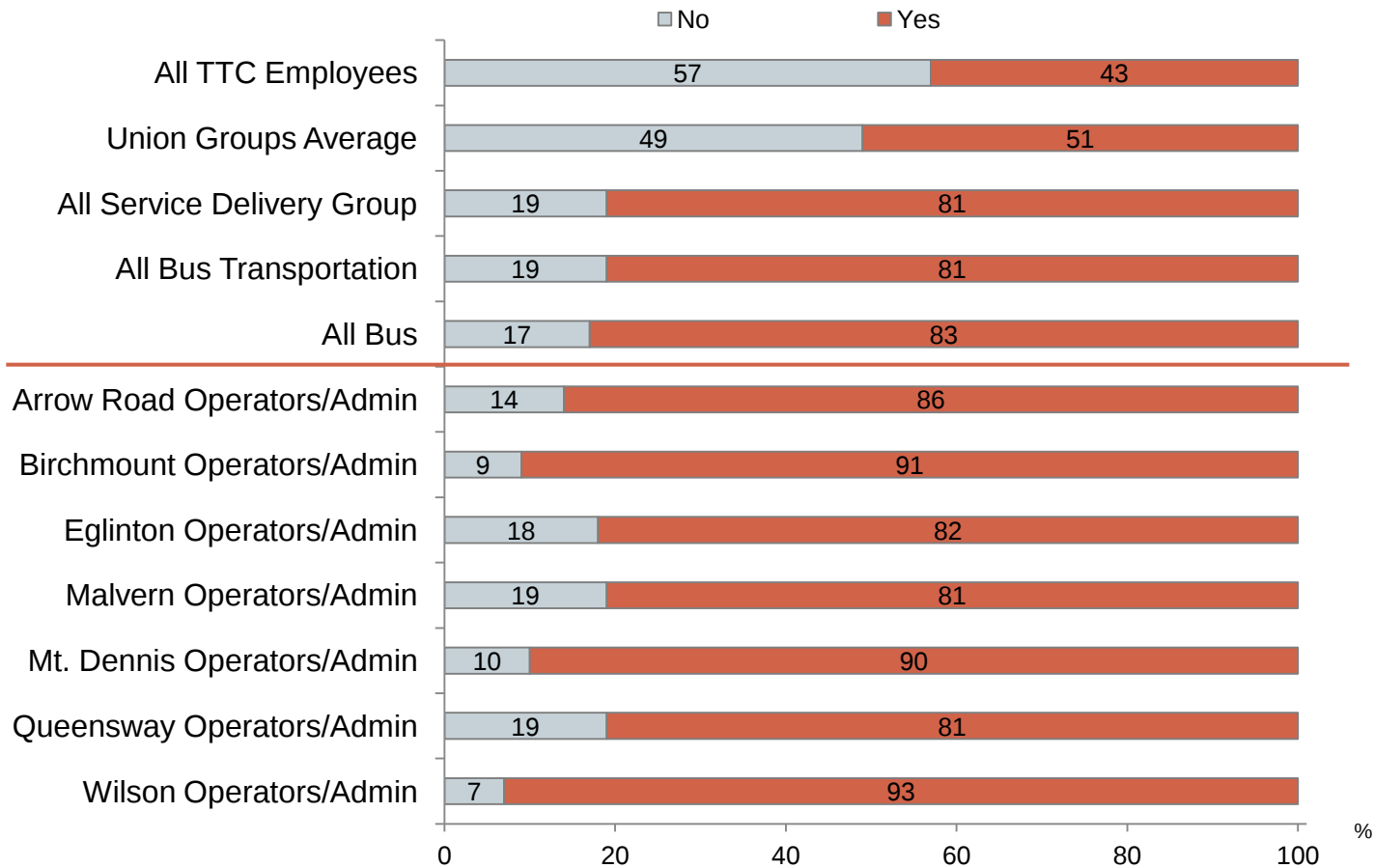
VERBAL ABUSE FROM CUSTOMERS

- BY DIVISION



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

VERBAL ABUSE FROM CUSTOMERS - BY BUS COST CENTRE/GROUPING



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

VERBAL ABUSE FROM CUSTOMERS

- BY WHEEL TRANS COST CENTRE/GROUPING



* Percentages suppressed due to 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

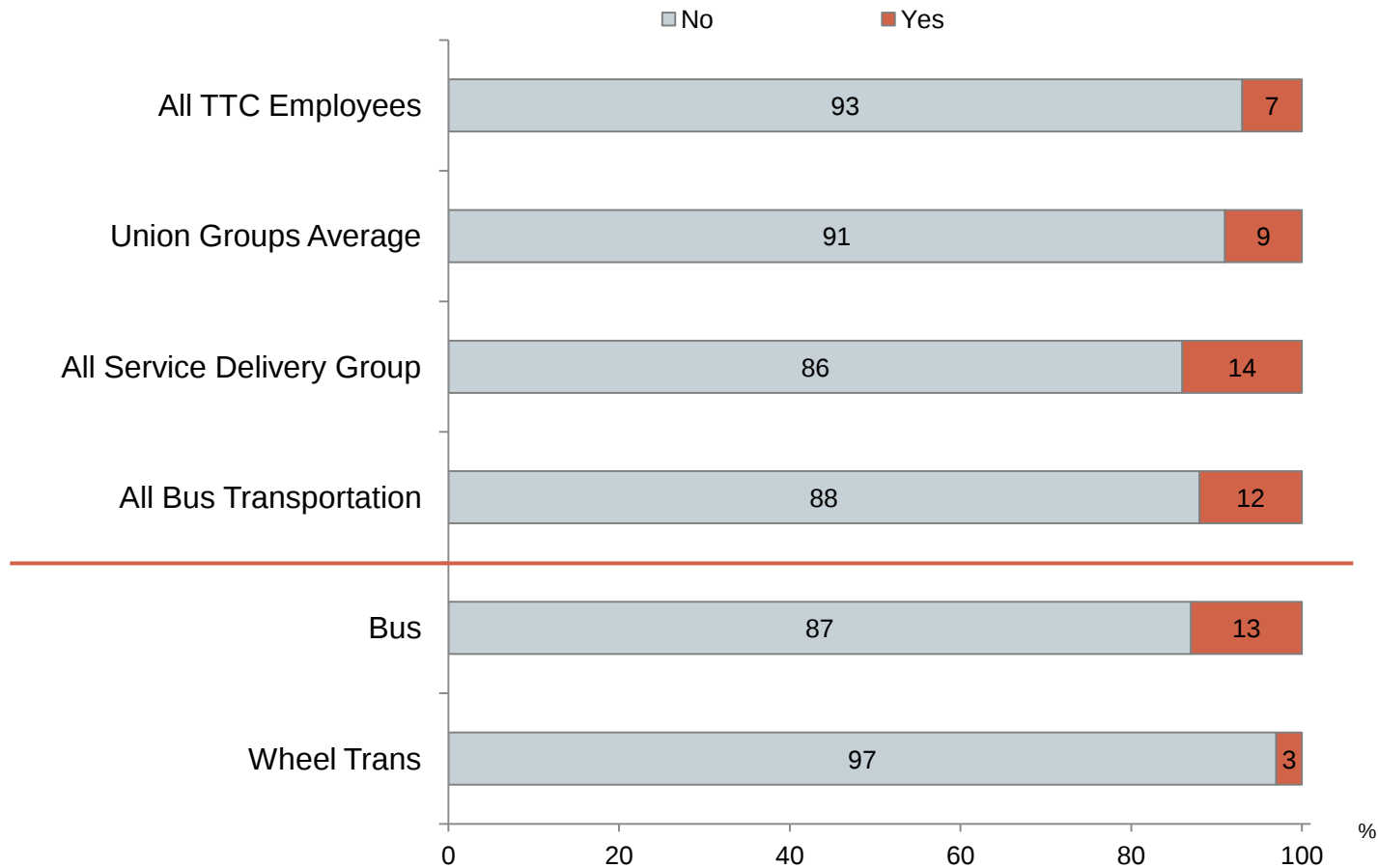


* Percentages suppressed due to sample size <30.

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

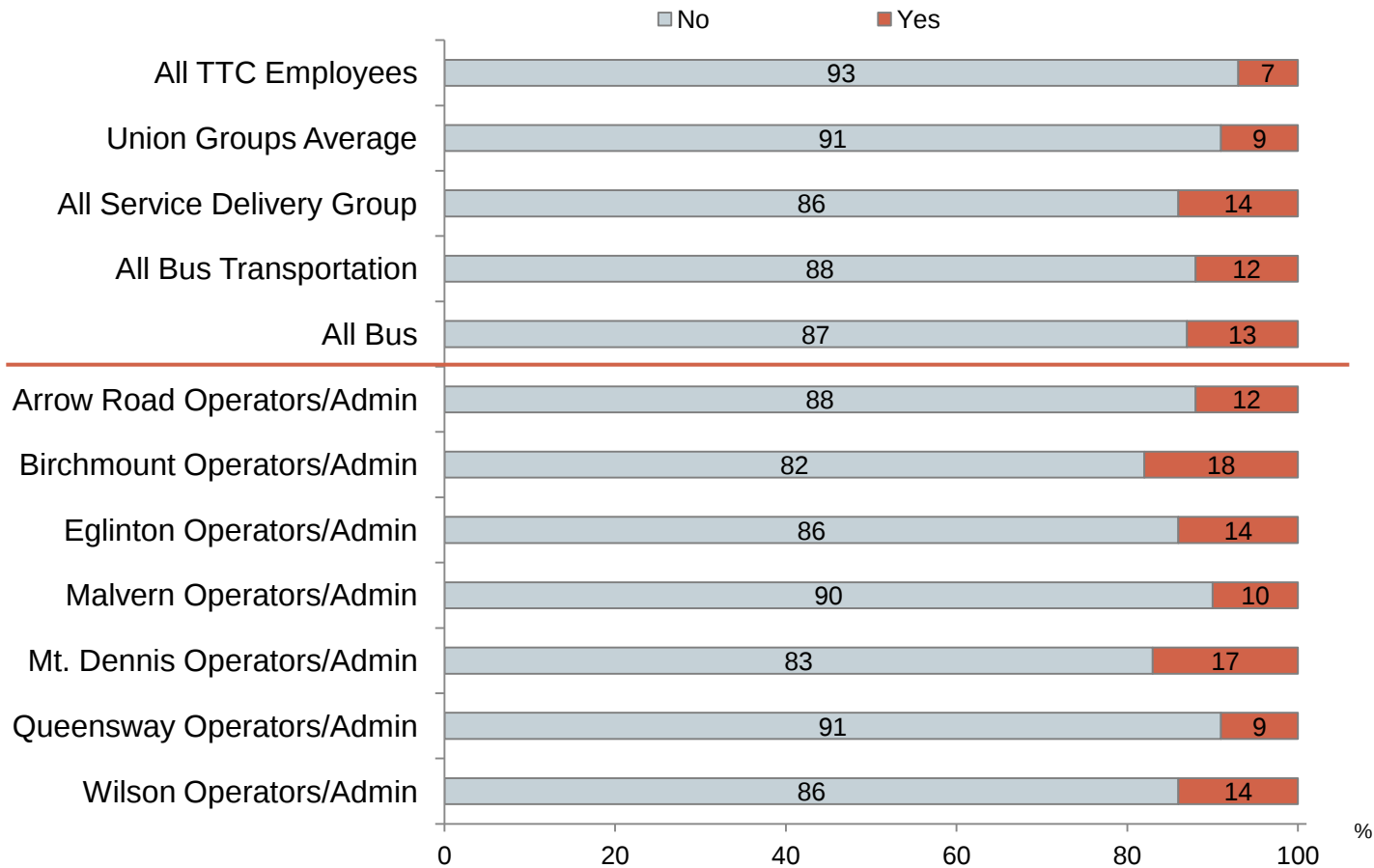
Sample sizes vary by category.

PHYSICAL ABUSE FROM CUSTOMERS - BY DIVISION



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

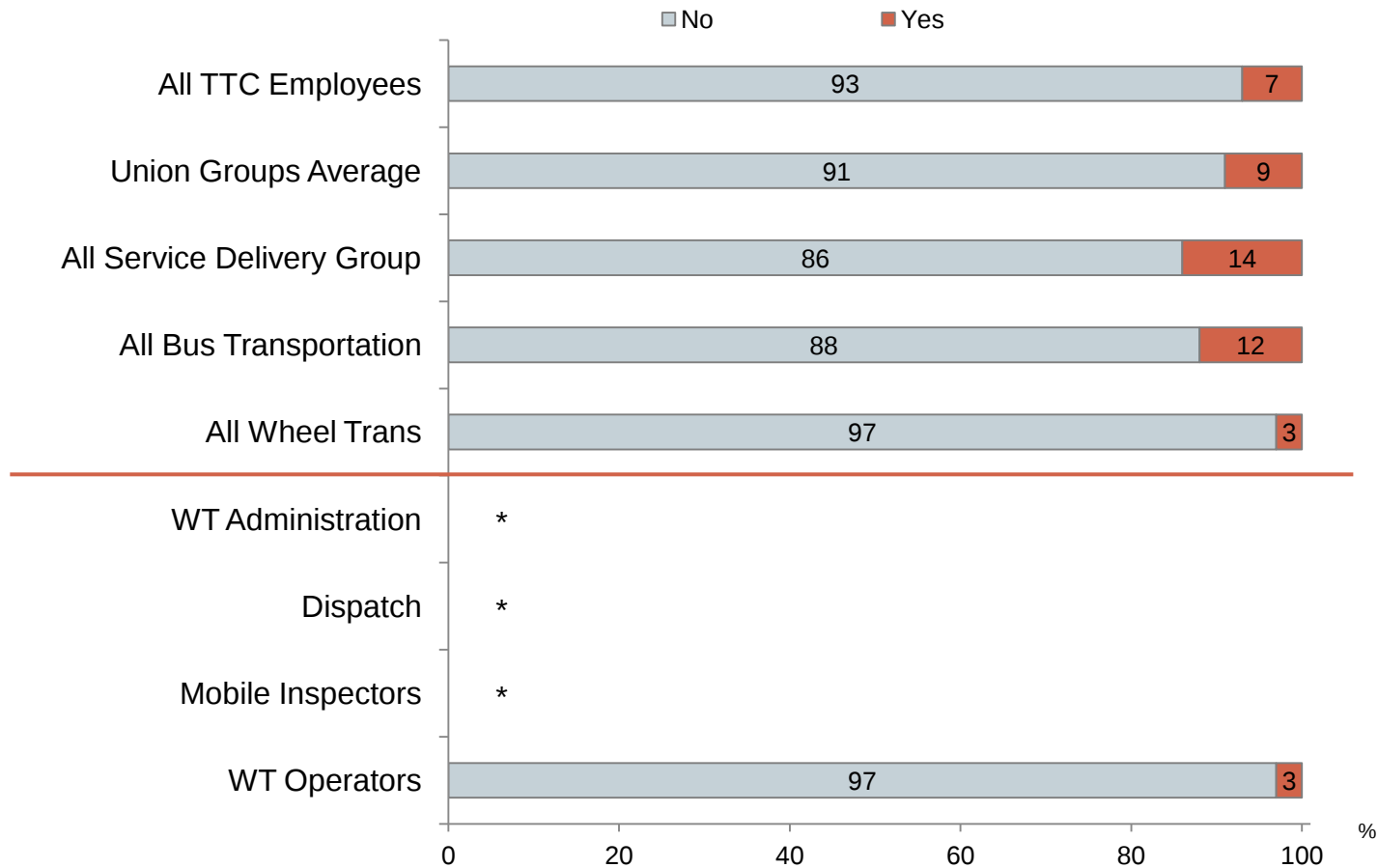
PHYSICAL ABUSE FROM CUSTOMERS - BY BUS COST CENTRE/GROUPING



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

PHYSICAL ABUSE FROM CUSTOMERS

- BY WHEEL TRANS COST CENTRE/GROUPING



* Percentages suppressed due to 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



* Percentages suppressed due to sample size <30.

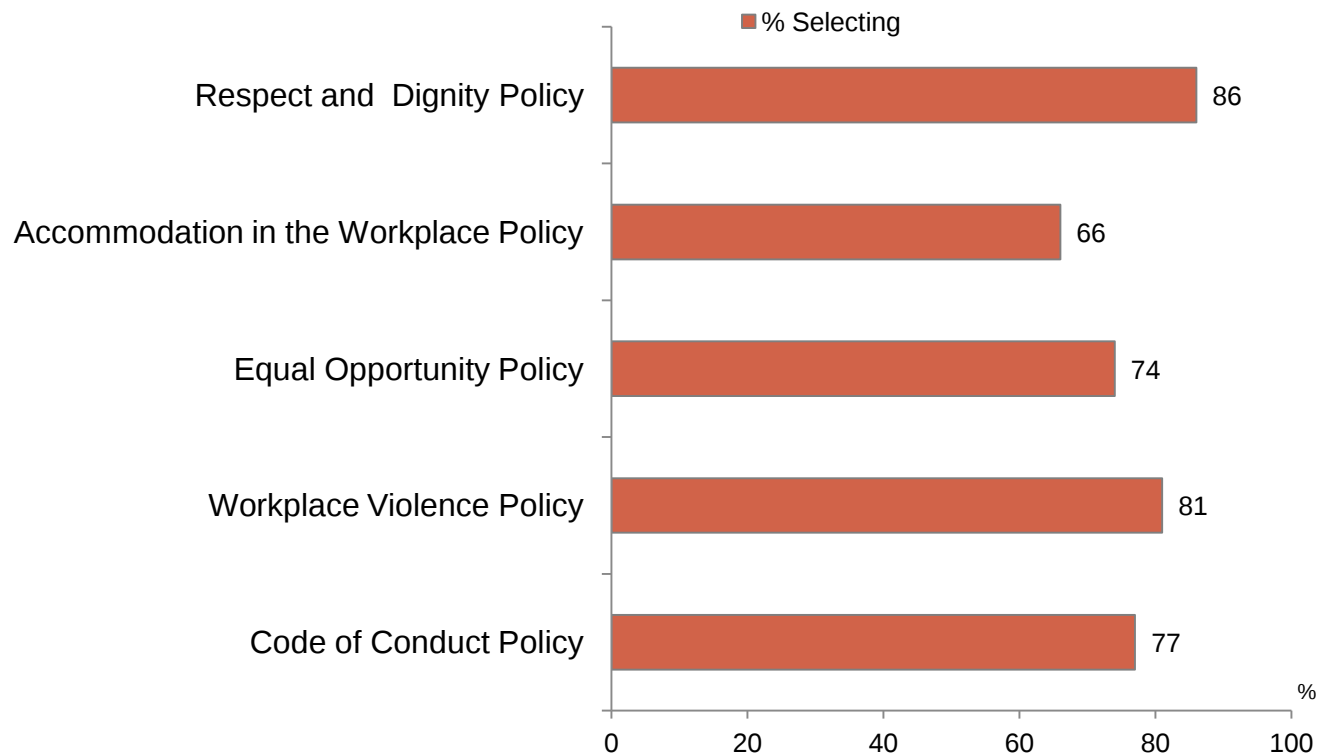
F8. In the past 12 months, have you been physically abused by customers?

Sample sizes vary by category.

FAMILIARITY WITH TTC POLICIES

- BUS TRANSPORTATION

- 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
- A majority of employees are familiar with all policies, though only two thirds were familiar with the Accommodation in the Workplace Policy.



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

FAMILIARITY WITH TTC POLICIES

- BY BUS COST CENTRE/GROUPING

% Selecting	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
Respect and Dignity Policy	92	90	88	86	86	82	91	76	82	84	89	90
Accommodation in the Workplace Policy	76	72	69	66	67	70	57	58	63	70	65	60
Equal Opportunity Policy	81	79	76	74	74	73	67	67	67	76	76	76
Workplace Violence Policy	87	85	83	81	82	79	78	73	76	84	86	82
Code of Conduct Policy	82	79	79	77	77	76	76	70	68	79	77	73

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

FAMILIARITY WITH TTC POLICIES

- BY WHEEL TRANS COST CENTRE/GROUPING

% Selecting	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Wheel Trans	WT Operators
Respect and Dignity Policy	92	90	88	86	87	82
Accommodation in the Workplace Policy	76	72	69	66	65	55
Equal Opportunity Policy	81	79	76	74	74	67
Workplace Violence Policy	87	85	83	81	77	69
Code of Conduct Policy	82	79	79	77	76	68

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

Wheel Trans Administration, Dispatch ,and Mobile Inspectors cost centre groupings are not shown as these cost centres are too small to report percentages (n<30).

FAMILIARITY WITH TTC POLICIES

- BY EMPLOYEE POSITION

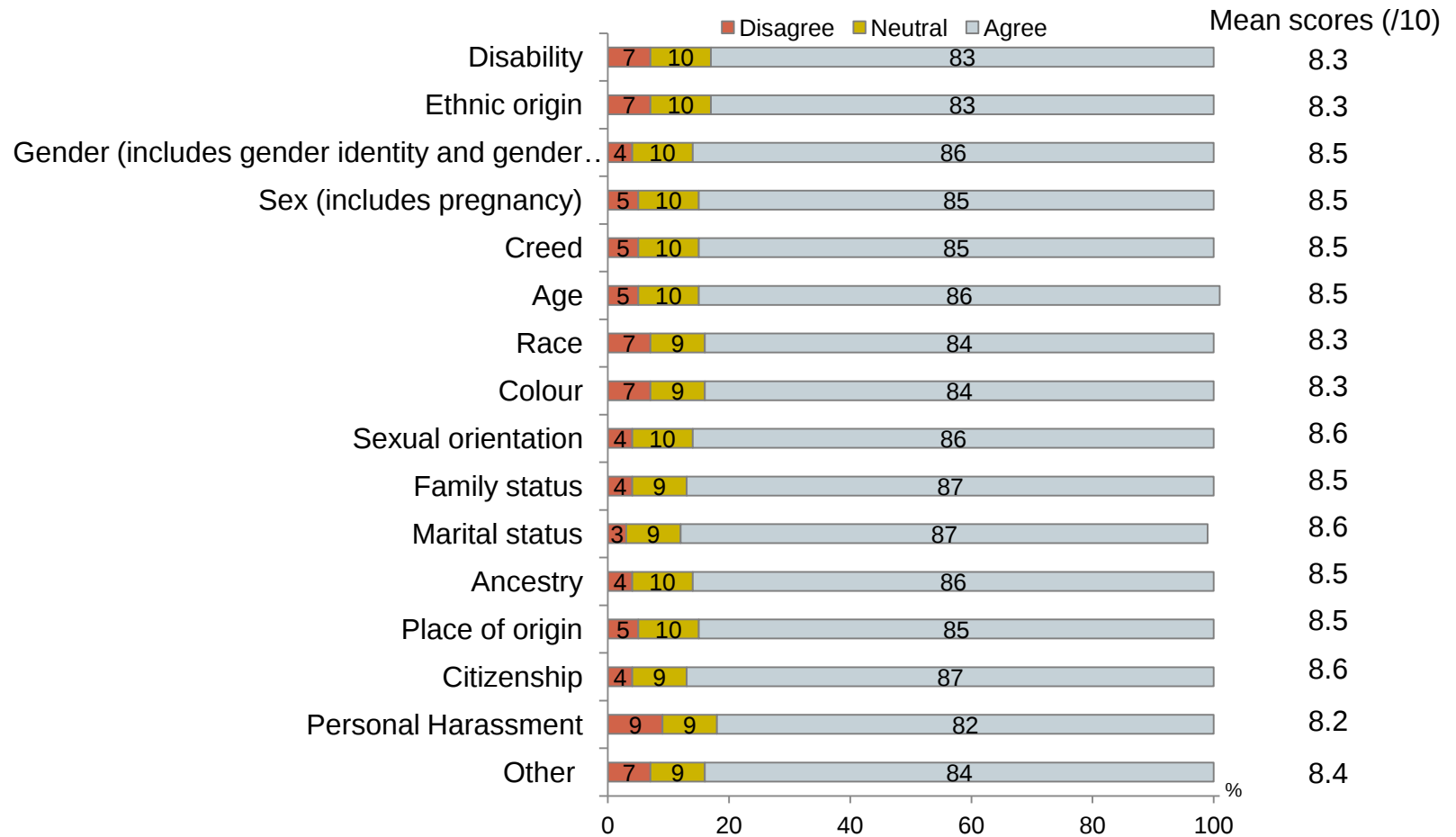
% Selecting	All Bus Transportation	Staff	Union	All Bus	Staff	Union	All Wheel Trans	Staff	Union
Respect and Dignity Policy	86	99	84	86	99	84	87	*	85
Accommodation in the Workplace Policy	66	94	62	67	95	62	65	*	61
Equal Opportunity Policy	74	95	71	74	96	71	74	*	71
Workplace Violence Policy	81	98	79	82	98	79	77	*	74
Code of Conduct Policy	77	98	73	77	97	74	76	*	72
		Staff/Union				Staff/Union		Staff/Union	

* Percentages suppressed due to sample size <30.

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

EFFECTIVENESS OF TTC PRACTICES

- BUS TRANSPORTATION



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 OPERATOR/ADMIN COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
Disability	8.3	8.2	8.2	8.3	8.3	8.1	8.2	8.2	8.3	8.6	8.5	8.3
Ethnic Origin	8.3	8.3	8.3	8.3	8.4	8.4	8.3	8.4	7.9	8.6	8.9	8.4
Gender (includes gender expression)	8.5	8.4	8.5	8.5	8.6	8.6	8.5	8.5	8.3	8.7	8.9	8.6
Sex (including pregnancy)	8.5	8.5	8.5	8.5	8.5	8.4	8.5	8.6	8.3	8.7	8.9	8.5
Creed	8.5	8.4	8.5	8.5	8.5	8.4	8.5	8.5	8.2	8.7	8.9	8.5
Age	8.4	8.4	8.4	8.5	8.5	8.5	8.4	8.4	8.4	8.8	9.0	8.5
Race	8.4	8.3	8.3	8.3	8.4	8.3	8.2	8.3	8.0	8.7	9.1	8.3
Colour	8.4	8.3	8.3	8.3	8.4	8.3	8.3	8.3	8.0	8.6	9.0	8.4
Sexual Orientation	8.6	8.5	8.6	8.6	8.6	8.5	8.7	8.4	8.3	8.8	9.0	8.5
Family Status	8.6	8.5	8.5	8.5	8.6	8.6	8.6	8.5	8.3	8.8	9.1	8.5
Marital Status	8.6	8.6	8.6	8.6	8.6	8.6	8.8	8.6	8.3	8.8	9.0	8.5
Ancestry	8.6	8.5	8.5	8.5	8.6	8.5	8.5	8.6	8.2	8.8	9.1	8.6
Place of Origin	8.5	8.4	8.5	8.5	8.5	8.5	8.5	8.6	8.1	8.8	9.0	8.5
Citizenship	8.6	8.5	8.6	8.6	8.6	8.6	8.6	8.5	8.5	8.8	9.1	8.7
Personal Harassment	8.2	8.1	8.2	8.2	8.2	8.2	8.1	8.1	8.1	8.5	8.7	8.2
Other	8.2	8.2	8.3	8.4	8.4	8.2	9.0	8.2	7.6	8.6	9.0	8.5

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 ROUTE SUPERVISOR COST CENTRE

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
Disability	8.3	8.2	8.2	8.3	8.3	8.3	8.9	8.2	7.9	8.5	7.7	8.6
Ethnic Origin	8.3	8.3	8.3	8.3	8.4	8.3	8.7	7.7	7.8	8.1	7.6	8.3
Gender (includes gender expression)	8.5	8.4	8.5	8.5	8.6	8.7	8.7	8.0	7.8	8.7	7.8	8.4
Sex (including pregnancy)	8.5	8.5	8.5	8.5	8.5	8.8	8.8	7.9	7.9	8.7	8.0	8.4
Creed	8.5	8.4	8.5	8.5	8.5	8.7	8.6	8.0	7.8	8.7	7.5	8.4
Age	8.4	8.4	8.4	8.5	8.5	8.8	8.5	8.0	7.8	8.6	8.1	8.0
Race	8.4	8.3	8.3	8.3	8.4	8.0	8.5	7.7	7.7	8.1	7.3	8.3
Colour	8.4	8.3	8.3	8.3	8.4	8.0	8.6	7.7	7.8	8.4	7.5	8.4
Sexual Orientation	8.6	8.5	8.6	8.6	8.6	8.9	8.8	8.1	7.7	8.7	7.8	8.6
Family Status	8.6	8.5	8.5	8.5	8.6	9.0	8.3	7.8	7.9	8.9	7.9	8.6
Marital Status	8.6	8.6	8.6	8.6	8.6	8.6	8.8	8.1	8.0	8.9	8.0	8.6
Ancestry	8.6	8.5	8.5	8.5	8.6	8.6	8.9	8.0	7.9	8.2	7.7	8.5
Place of Origin	8.5	8.4	8.5	8.5	8.5	8.4	8.9	7.8	7.8	8.1	7.2	8.5
Citizenship	8.6	8.5	8.6	8.6	8.6	8.9	8.9	8.2	7.7	8.5	8.2	8.6
Personal Harassment	8.2	8.1	8.2	8.2	8.2	8.3	8.5	7.4	7.7	7.5	7.8	8.3
Other	8.2	8.2	8.3	8.4	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.

3/31/2015

EFFECTIVENESS OF TTC PRACTICES

- BY WHEEL TRANS COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Wheel Trans	WT Administration	Dispatch	Mobile Inspectors	WT Operators
Disability	8.3	8.2	8.2	8.3	7.8	7.1	7.0	9.4	7.9
Ethnic Origin	8.3	8.3	8.3	8.3	8.0	7.6	7.6	8.7	8.1
Gender (includes gender expression)	8.5	8.4	8.5	8.5	8.3	7.5	8.1	9.3	8.3
Sex (including pregnancy)	8.5	8.5	8.5	8.5	8.2	7.5	7.8	9.3	8.3
Creed	8.5	8.4	8.5	8.5	8.4	7.8	7.9	9.3	8.4
Age	8.4	8.4	8.4	8.5	8.3	7.6	7.9	9.3	8.3
Race	8.4	8.3	8.3	8.3	8.3	7.7	7.9	8.7	8.4
Colour	8.4	8.3	8.3	8.3	8.2	7.6	7.4	9.3	8.4
Sexual Orientation	8.6	8.5	8.6	8.6	8.5	8.0	8.5	9.3	8.5
Family Status	8.6	8.5	8.5	8.5	8.2	7.7	8.2	9.1	8.3
Marital Status	8.6	8.6	8.6	8.6	8.4	7.9	8.3	9.3	8.5
Ancestry	8.6	8.5	8.5	8.5	8.4	8.0	8.4	8.9	8.4
Place of Origin	8.5	8.4	8.5	8.5	8.3	8.0	8.4	8.3	8.4
Citizenship	8.6	8.5	8.6	8.6	8.4	7.9	8.5	8.7	8.5
Personal Harassment	8.2	8.1	8.2	8.2	7.9	7.4	7.5	8.5	8.0
Other	8.2	8.2	8.3	8.4	7.9	**	**	**	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 EMPLOYEE POSITION

Mean	All Bus Transportation	Staff	Union	All Bus	Staff	Union	All Wheel Trans	Staff	Union
Disability	8.3	8.5	8.2	8.3	8.5	8.3	7.8	8.9	7.7
Ethnic Origin	8.3	8.3	8.3	8.4	8.2	8.4	8.0	8.5	8.0
Gender (includes gender expression)	8.5	8.5	8.5	8.6	8.4	8.6	8.3	8.8	8.2
Sex (including pregnancy)	8.5	8.5	8.5	8.5	8.4	8.5	8.2	8.8	8.1
Creed	8.5	8.4	8.5	8.5	8.4	8.5	8.4	8.7	8.3
Age	8.5	8.4	8.5	8.5	8.4	8.5	8.3	8.8	8.2
Race	8.3	8.2	8.4	8.4	8.2	8.4	8.3	8.6	8.2
Colour	8.3	8.3	8.4	8.4	8.2	8.4	8.2	8.6	8.2
Sexual Orientation	8.6	8.6	8.6	8.6	8.5	8.6	8.5	9.1	8.4
Family Status	8.5	8.5	8.6	8.6	8.4	8.6	8.2	9.0	8.1
Marital Status	8.6	8.6	8.6	8.6	8.5	8.6	8.4	9.1	8.3
Ancestry	8.5	8.5	8.6	8.6	8.4	8.6	8.4	8.8	8.3
Place of Origin	8.5	8.3	8.5	8.5	8.2	8.5	8.3	8.5	8.3
Citizenship	8.6	8.6	8.6	8.6	8.5	8.6	8.4	8.7	8.4
Personal Harassment	8.2	8.2	8.2	8.2	8.1	8.2	7.9	8.6	7.7
Other	8.4	8.2	8.4	8.4	8.2	8.4	7.9	**	7.9
		Staff/Union		Staff/Union				Staff/Union	

AREA TO IMPROVE: YOUR COMPANY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Company” as the third most impactful on Employee Engagement and as an area in which Bus Transportation employees are relatively less satisfied, making this an Area to Improve.
- Very small differences in satisfaction were seen between Bus and Wheel Trans employees, and these differences were not necessarily consistent for all aspects of Your Company.
- For Bus cost centres, Mean satisfaction ratings across most specific aspects of Your Company are generally the highest for Arrow Road Route Supervisors, and generally the lowest for Malvern Operators/Admin and Birchmount Operators/Admin (with some exceptions).
- Mean satisfaction ratings across most specific aspects of Your Company are generally the highest for Mobile Inspectors and WT Administration, and generally the lowest for Dispatch, followed by WT Operators.
- Satisfaction scores are somewhat higher among staff compared to unionized employees, a result common to both Bus and Wheel Trans divisions.
- Across the specific aspects of Your Company, satisfaction ratings are the highest for, “In my job role, I feel I can directly contribute to the vision to be ‘A transit system that makes Toronto proud’”, “The TTC puts customers first”, and “The TTC actively supports equal opportunities for all employees”. Ratings were the lowest for, “There is a good level of trust between senior management and employees”. This is mostly consistent across cost centres with a few differences. For several cost centres, including Mt. Dennis and Queensway Operators/Admin, and Queensway Route Supervisors, “There is effective sharing of information across the TTC” rated the lowest. As has been the case earlier in this report, Route Supervisor cost centres show more variability, with “I am proud and passionate about the TTC” often among the top scores. That was also the case for several Wheel Trans 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:
 - I feel confident that TTC leadership is making the right decisions for the company's future success
 - Senior Managers communicate openly and honestly with employees
 - TTC leadership welcomes all feedback, both positive and negative
 - People get things done both quickly and efficiently at the TTC
 - There is a good level of trust between Senior Management and employees
 - Best practices are shared effectively across the TTC
 - If something goes wrong, people concentrate on putting it right, not blaming others
 - The TTC values its staff's time
 - There is good collaboration between different parts of the TTC
 - I feel sufficiently well informed about what is happening in the TTC
- Speaking Highly of the TTC
- 40% of Bus Transportation employees indicated that would “always” speak highly of the TTC, while most of the remainder indicated that they would “sometimes” speak highly of the TTC. Little difference was seen between Bus and Wheel Trans divisions.
- Among Bus cost centres, Mt. Dennis Operators/Admin had the highest proportion of employees that would “always” speak highly of the TTC, while Birchmount Operators/Admin had the lowest proportion.
- Among Wheel Trans cost centre groupings, a lower proportion of Wheel Trans Operators indicated the would “always” speak highly of the TTC, compared to the average for all Wheel Trans employees.
- Staff 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
- 23% of Bus Transportation employees feel that working for the TTC has improved over the past 12 months, compared to 27% who feel it has gotten worse.
- By division, Wheel Trans employees were more likely (26%) than Bus employees (23%) to express that working for the TTC has improved over the past 12 months. However, Wheel Trans employees were also more likely (32%) than Bus employees (26%) to express that working for the TTC has gotten worse over the past 12 months.
- Mt. Dennis Operators/Admin (33%) and Queensway Operators/Admin (30%) were more likely to report that working for the TTC has gotten better in the past twelve months compared to Birchmount or Wilson Operators/Admin (14% each).
- Wheel Trans Operators (36%), followed by Arrow Road Operators/Admin (33%) and Wilson Operators/Admin (33%) were more likely to report that working for the TTC has gotten worse in the past twelve months compared to Mt. Dennis Operators/Admin (20%).
- Staff were more likely to express that working for the TTC has improved over the past 12 months (34%) compared to unionized employees (22%), and less likely to express that working for the TTC has gotten worse showed little difference (21% for staff vs. 28% for union). Division results echoed this pattern.

SECTION SUMMARY

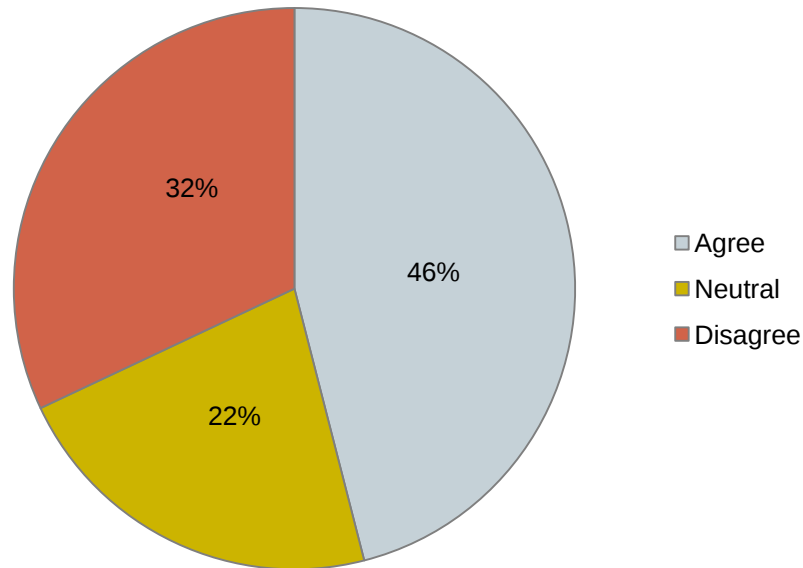
- Among employees who indicated that working for the TTC has gotten better in the past 12 months, the main reasons traced to improvements in individual work situations (position, pay, hours, etc.), followed by improved communication, improvements to TTC facilities, and improved transit service levels.
- Among those indicating that working for the TTC has gotten worse, main reasons related to a decline in service levels (i.e., frequency or punctuality of transit services) or service quality, followed by inexperienced and/or unqualified managers, a lack of accountability, decline in morale, and a worsening individual work situation.

OVERALL RATINGS OF YOUR COMPANY

- BUS TRANSPORTATION

Bus Transportation

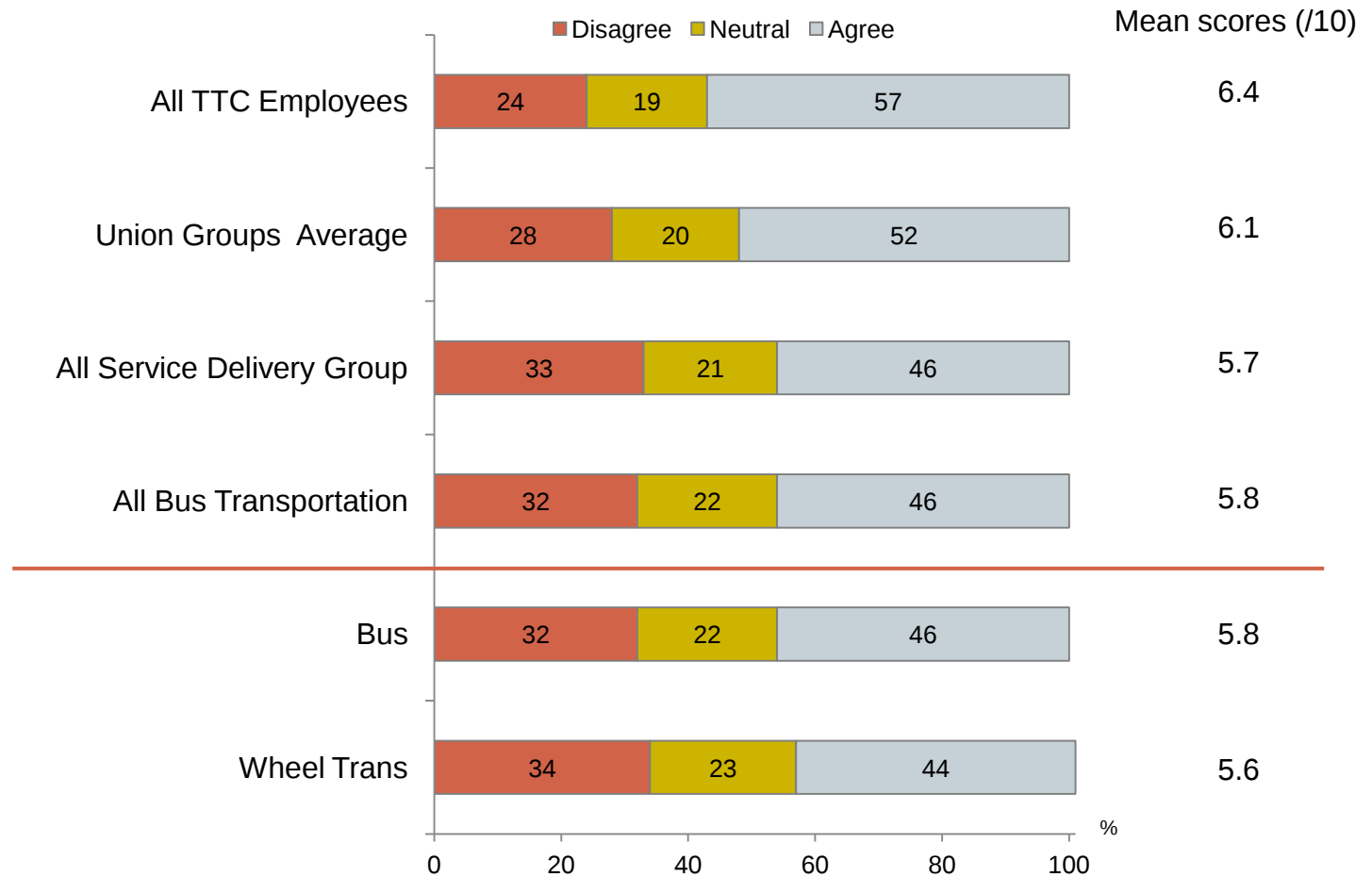
Total
(n= 1229)
Mean=5.8



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 DIVISION



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 BUS COST CENTRE/GROUPING



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 WHEEL TRANS COST CENTRE/GROUPING



* Percentages suppressed due to sample size <30.

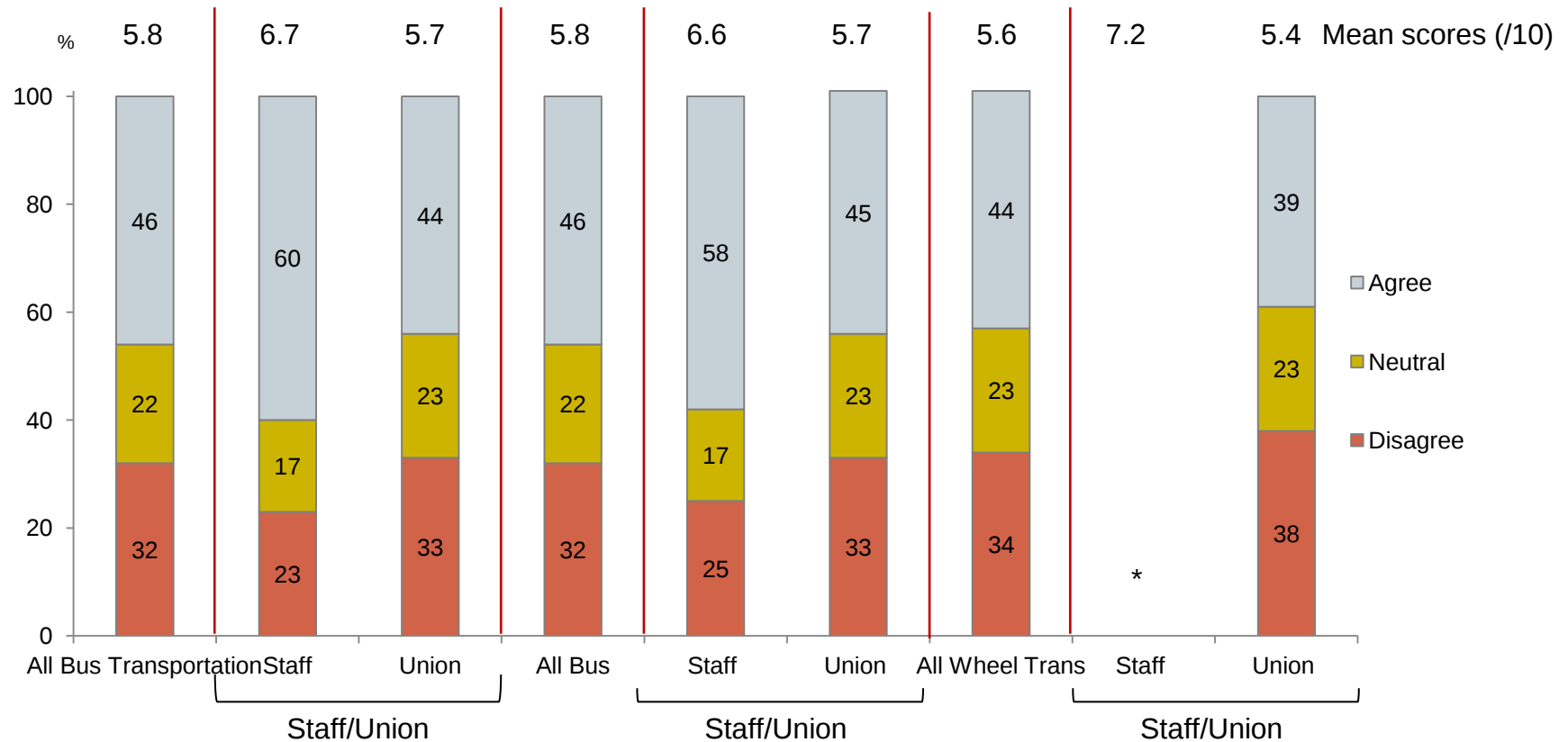
C1. Please indicate the extent to which you agree or disagree with each of the following statements:

Overall, I am satisfied with the leadership of the company.

Sample sizes vary by category.

OVERALL RATINGS OF YOUR COMPANY

- BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

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

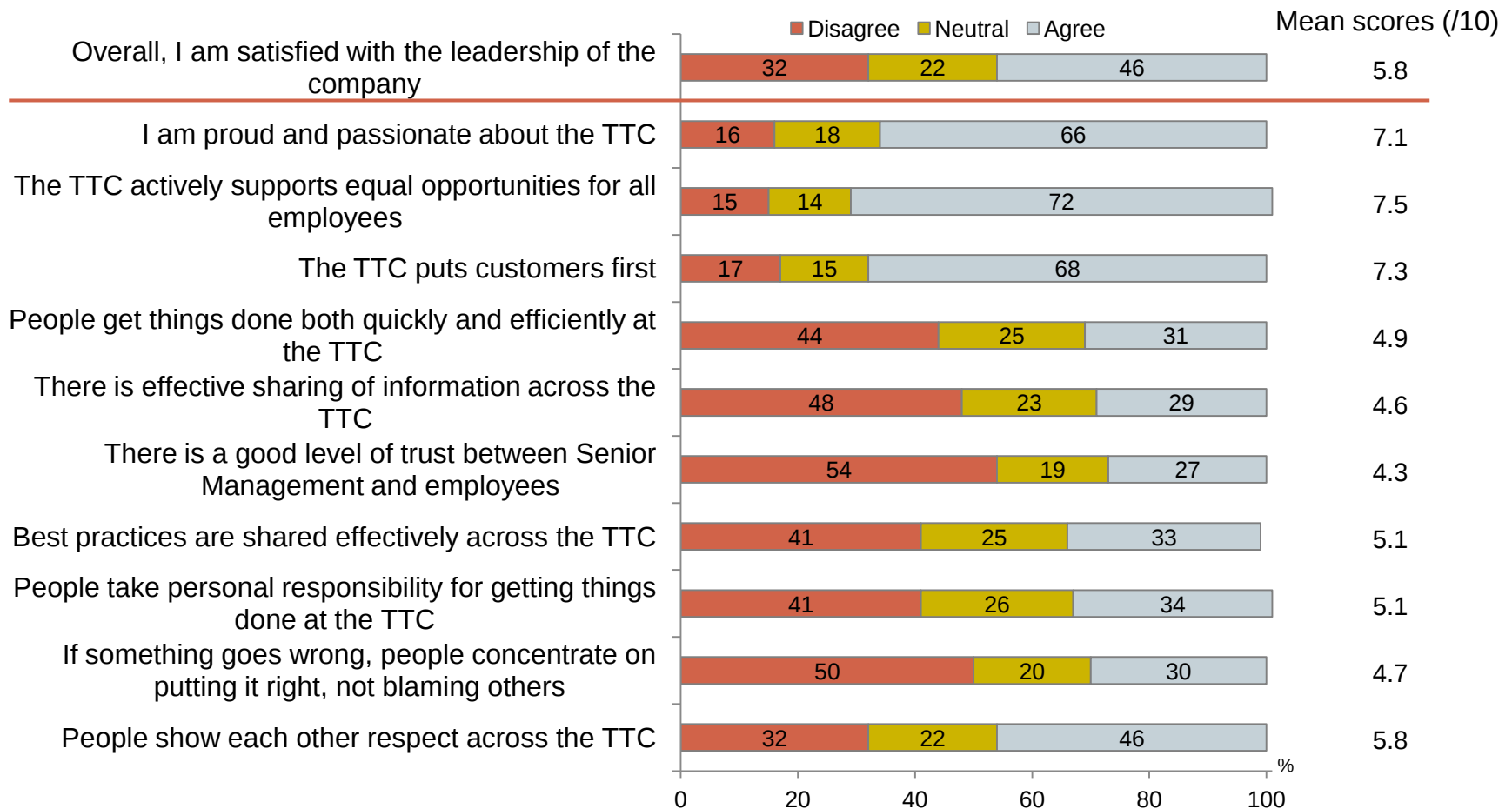
Overall, I am satisfied with the leadership of the company.

Sample sizes vary by category.

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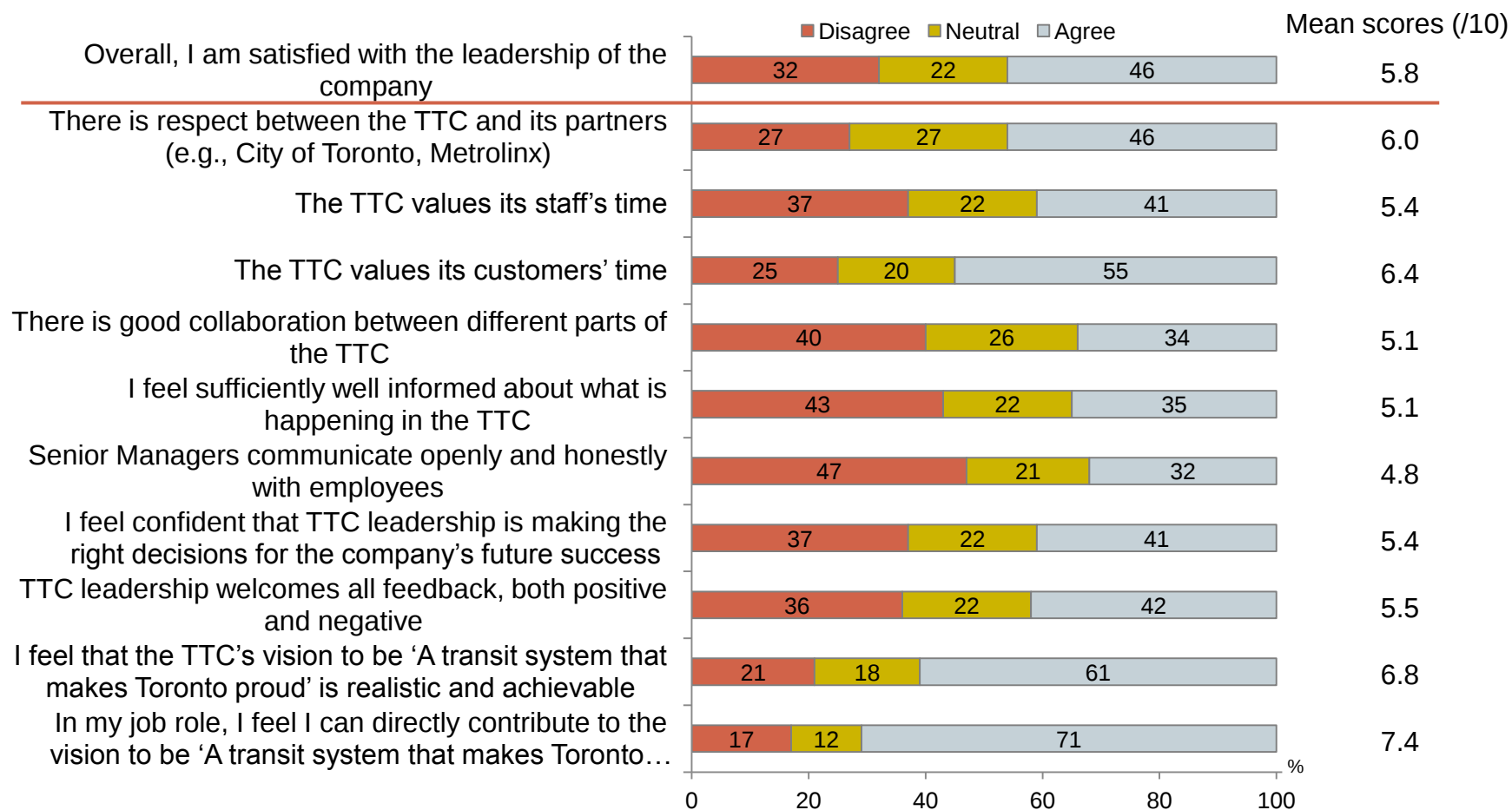
YOUR COMPANY - BUS TRANSPORTATION



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 TRANSPORTATION (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 OPERATOR/ADMIN COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
Overall, I am satisfied with the leadership of the company	6.4	6.1	5.7	5.8	5.8	5.7	5.4	5.8	5.3	6.3	6.6	5.6
I am proud and passionate about the TTC	7.6	7.4	7.1	7.1	7.2	6.9	6.7	7.1	6.5	7.8	7.7	7.1
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.3	7.5	7.6	7.4	7.2	7.8	7.1	8.2	8.3	7.3
The TTC puts customers first	7.8	7.7	7.3	7.3	7.4	7.3	7.5	7.4	7.3	7.4	7.4	7.3
People get things done both quickly and efficiently at the TTC	5.1	5.0	4.7	4.9	4.9	4.7	4.6	5.0	4.5	5.1	5.3	4.9
There is effective sharing of information across the TTC	4.9	4.7	4.5	4.6	4.6	4.5	4.1	4.8	4.3	4.7	5.1	4.4
There is a good level of trust between Senior Management and employees	4.9	4.6	4.2	4.3	4.3	4.1	4.0	4.2	3.6	4.8	5.4	4.2
Best practices are shared effectively across the TTC	5.3	5.1	4.9	5.1	5.0	4.9	4.8	5.2	4.4	5.3	5.7	4.9
People take personal responsibility for getting things done at the TTC	5.6	5.3	5.0	5.1	5.1	5.2	5.0	5.1	4.0	5.5	5.4	5.2
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	4.8	4.6	4.7	4.7	4.5	4.4	4.6	3.9	5.2	5.3	4.6
People show each other respect across the TTC	6.1	5.9	5.7	5.8	5.8	5.7	6.0	6.1	5.3	6.3	6.4	5.5
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.0	5.9	6.0	6.0	5.8	5.3	6.3	5.5	6.3	6.5	6.1
The TTC values its staff's time	6.0	5.8	5.4	5.4	5.4	5.0	5.1	5.6	5.0	5.8	6.0	5.3
The TTC values its customers' time	7.1	7.0	6.5	6.4	6.4	5.8	6.7	6.5	6.3	6.5	6.8	6.4
There is good collaboration between different parts of the TTC	5.3	5.1	5.0	5.1	5.1	4.9	4.8	5.5	4.6	5.4	5.7	5.0
I feel sufficiently well informed about what is happening in the TTC	5.7	5.4	5.0	5.1	5.0	4.8	4.4	5.1	4.4	5.3	5.6	4.5
Senior Managers communicate openly and honestly with employees	5.3	5.0	4.7	4.8	4.8	4.6	4.2	4.9	4.1	5.3	5.8	4.3
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	5.7	5.4	5.4	5.4	5.2	5.1	5.7	4.7	5.8	6.3	5.1
TTC leadership welcomes all feedback, both positive and negative	6.0	5.8	5.4	5.5	5.5	5.5	4.9	5.8	5.0	6.1	6.1	5.3
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	7.2	6.8	6.8	6.8	6.4	6.5	7.0	6.5	7.2	7.2	6.7
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	7.6	7.4	7.4	7.4	7.2	7.0	7.7	7.0	7.8	7.9	7.4

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

Sample sizes vary by attribute.

3/31/2015

YOUR COMPANY

- BY ROUTE SUPERVISOR COST CENTRE

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
Overall, I am satisfied with the leadership of the company	6.4	6.1	5.7	5.8	5.8	7.1	6.0	6.2	5.9	6.3	5.9	6.4
I am proud and passionate about the TTC	7.6	7.4	7.1	7.1	7.2	8.9	7.1	7.8	7.1	7.6	7.8	8.6
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.3	7.5	7.6	8.3	6.6	7.4	7.2	5.6	7.5	7.9
The TTC puts customers first	7.8	7.7	7.3	7.3	7.4	7.4	8.2	7.0	7.5	6.4	6.3	7.5
People get things done both quickly and efficiently at the TTC	5.1	5.0	4.7	4.9	4.9	5.3	3.7	4.7	5.6	4.7	4.5	5.0
There is effective sharing of information across the TTC	4.9	4.7	4.5	4.6	4.6	5.9	4.6	4.6	5.7	4.9	4.4	4.5
There is a good level of trust between Senior Management and employees	4.9	4.6	4.2	4.3	4.3	4.9	4.3	4.8	4.4	4.5	4.8	4.5
Best practices are shared effectively across the TTC	5.3	5.1	4.9	5.1	5.0	6.2	4.8	4.9	5.6	4.8	5.0	5.3
People take personal responsibility for getting things done at the TTC	5.6	5.3	5.0	5.1	5.1	5.9	4.6	5.3	5.2	5.4	5.5	5.7
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	4.8	4.6	4.7	4.7	5.4	3.8	5.0	5.0	5.5	5.2	5.1
People show each other respect across the TTC	6.1	5.9	5.7	5.8	5.8	5.3	5.3	5.4	5.0	6.0	5.0	5.4
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.0	5.9	6.0	6.0	6.5	6.7	5.5	6.1	6.8	**	6.5
The TTC values its staff's time	6.0	5.8	5.4	5.4	5.4	6.2	5.3	5.3	5.4	6.3	5.2	6.0
The TTC values its customers' time	7.1	7.0	6.5	6.4	6.4	7.0	7.0	6.6	7.1	6.0	6.4	6.7
There is good collaboration between different parts of the TTC	5.3	5.1	5.0	5.1	5.1	5.9	4.8	4.3	5.5	4.6	4.8	4.7
I feel sufficiently well informed about what is happening in the TTC	5.7	5.4	5.0	5.1	5.0	6.7	5.5	5.5	6.5	6.1	6.0	6.0
Senior Managers communicate openly and honestly with employees	5.3	5.0	4.7	4.8	4.8	6.2	5.2	4.5	5.1	5.0	5.4	5.4
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	5.7	5.4	5.4	5.4	7.2	5.3	5.9	5.7	5.4	5.6	5.5
TTC leadership welcomes all feedback, both positive and negative	6.0	5.8	5.4	5.5	5.5	6.5	4.8	5.9	6.0	5.3	5.9	5.6
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	7.2	6.8	6.8	6.8	7.7	7.4	7.8	6.2	7.6	7.5	6.7
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	7.6	7.4	7.4	7.4	7.7	6.8	8.5	6.2	7.3	8.3	7.8

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

Sample sizes vary by attribute.

3/31/2015

YOUR COMPANY

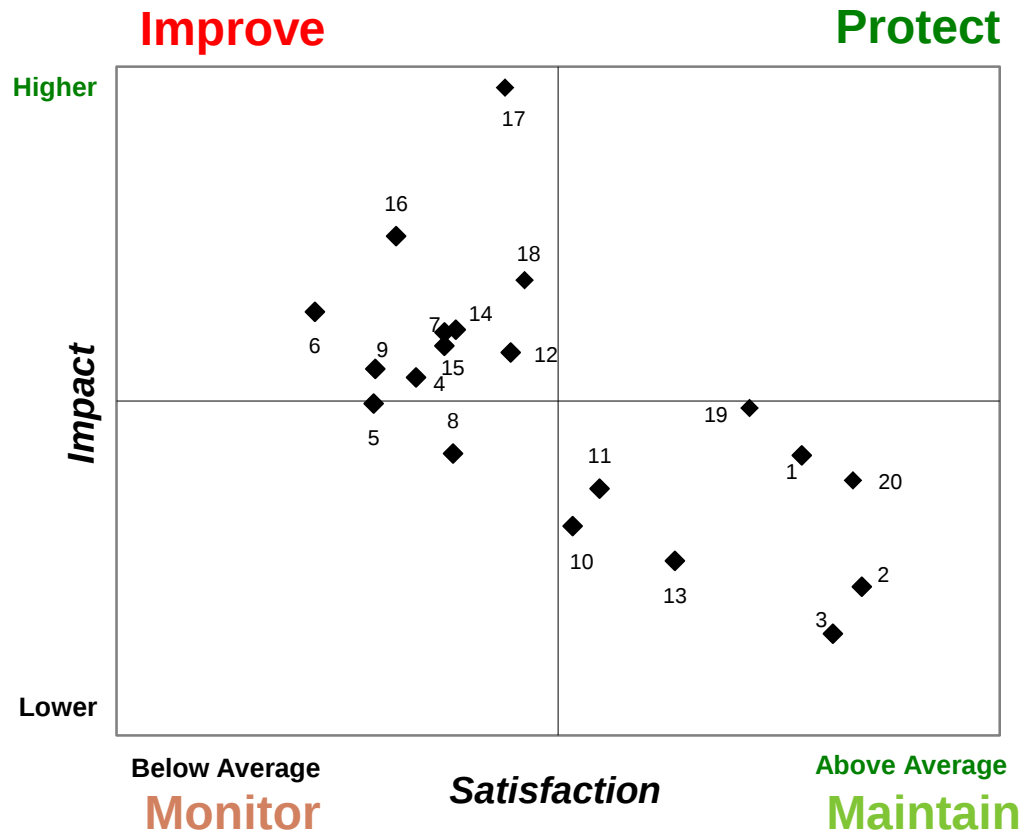
- BY WHEEL TRANS COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Wheel Trans	WT Adminis tration	Dispatch	Mobile Inspectors	WT Operators
Overall, I am satisfied with the leadership of the company	6.4	6.1	5.7	5.8	5.6	7.3	4.9	6.7	5.3
I am proud and passionate about the TTC	7.6	7.4	7.1	7.1	6.9	7.2	7.3	8.6	6.7
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.3	7.5	7.0	6.4	5.0	8.2	7.2
The TTC puts customers first	7.8	7.7	7.3	7.3	7.1	7.5	7.5	8.9	6.8
People get things done both quickly and efficiently at the TTC	5.1	5.0	4.7	4.9	5.2	5.3	4.3	5.5	5.2
There is effective sharing of information across the TTC	4.9	4.7	4.5	4.6	4.9	5.6	4.5	4.9	4.8
There is a good level of trust between Senior Management and employees	4.9	4.6	4.2	4.3	4.2	5.0	3.5	4.8	4.0
Best practices are shared effectively across the TTC	5.3	5.1	4.9	5.1	5.3	5.6	4.7	5.4	5.3
People take personal responsibility for getting things done at the TTC	5.6	5.3	5.0	5.1	5.3	5.4	4.5	5.4	5.3
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	4.8	4.6	4.7	4.6	5.0	4.6	4.7	4.6
People show each other respect across the TTC	6.1	5.9	5.7	5.8	5.8	6.0	5.4	5.7	5.8
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.0	5.9	6.0	5.8	5.8	**	**	5.8
The TTC values its staff's time	6.0	5.8	5.4	5.4	5.6	6.5	4.9	6.7	5.4
The TTC values its customers' time	7.1	7.0	6.5	6.4	6.1	6.1	6.9	8.9	5.7
There is good collaboration between different parts of the TTC	5.3	5.1	5.0	5.1	5.3	5.5	4.8	5.6	5.2
I feel sufficiently well informed about what is happening in the TTC	5.7	5.4	5.0	5.1	5.6	6.3	5.5	6.3	5.3
Senior Managers communicate openly and honestly with employees	5.3	5.0	4.7	4.8	4.8	5.8	4.1	5.5	4.6
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	5.7	5.4	5.4	5.2	6.7	4.0	6.6	4.8
TTC leadership welcomes all feedback, both positive and negative	6.0	5.8	5.4	5.5	5.3	6.8	4.2	6.6	5.1
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	7.2	6.8	6.8	6.9	7.5	6.4	8.0	6.7
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	7.6	7.4	7.4	7.7	7.8	7.5	8.1	7.6

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

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

OPPORTUNITY ANALYSIS: YOUR COMPANY - BUS TRANSPORTATION

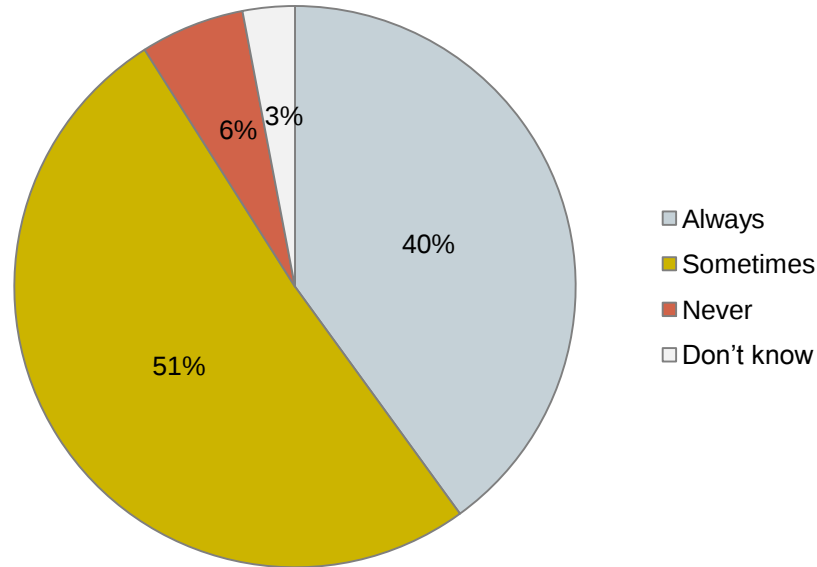


1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. There is effective sharing of information across the TTC
6. There is a good level of trust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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 4.3 to 7.5.
Impact values range between 25% to 72%.

Bus Transportation

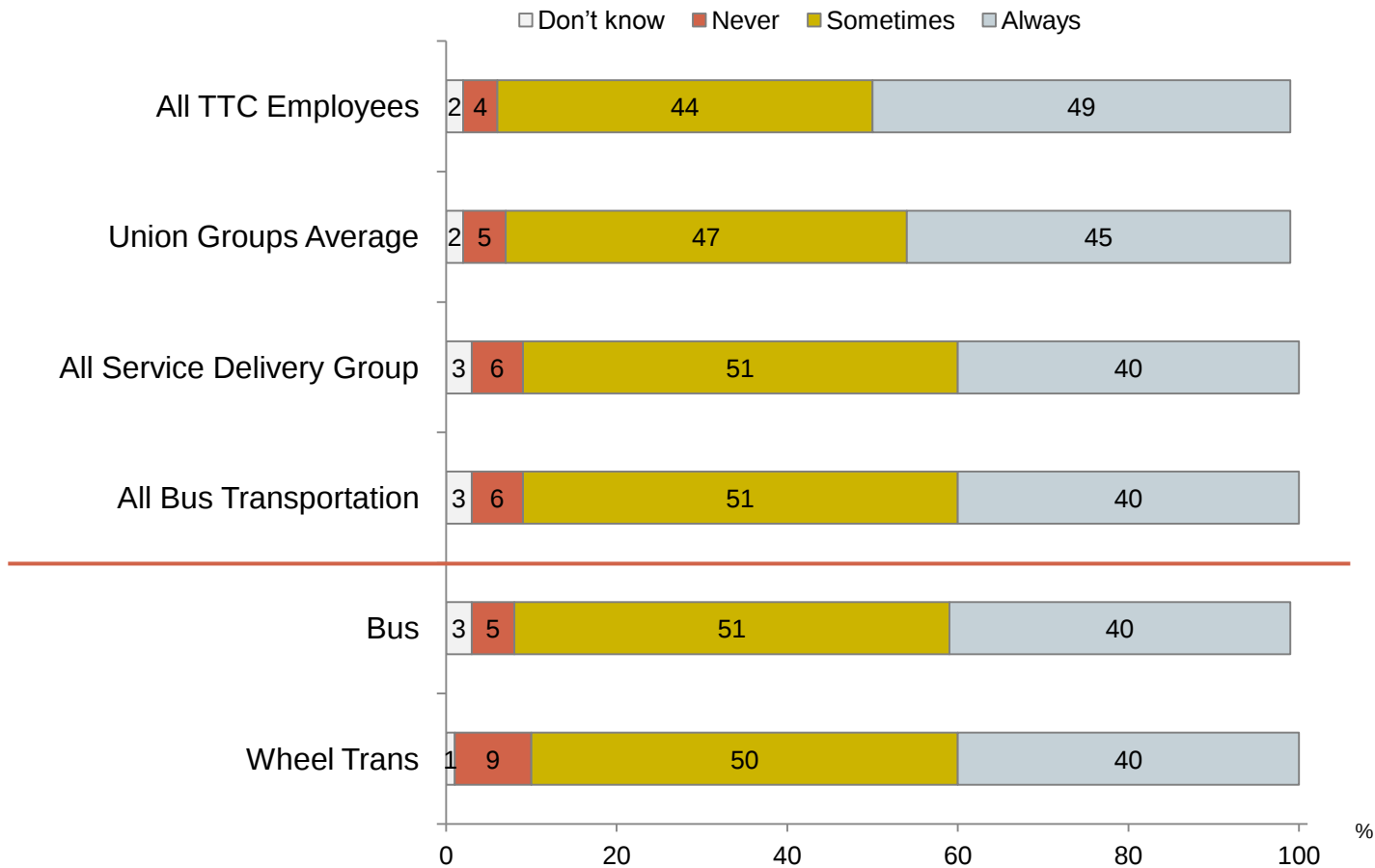
Total
(n= 1234)



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

SPEAKING HIGHLY OF THE TTC

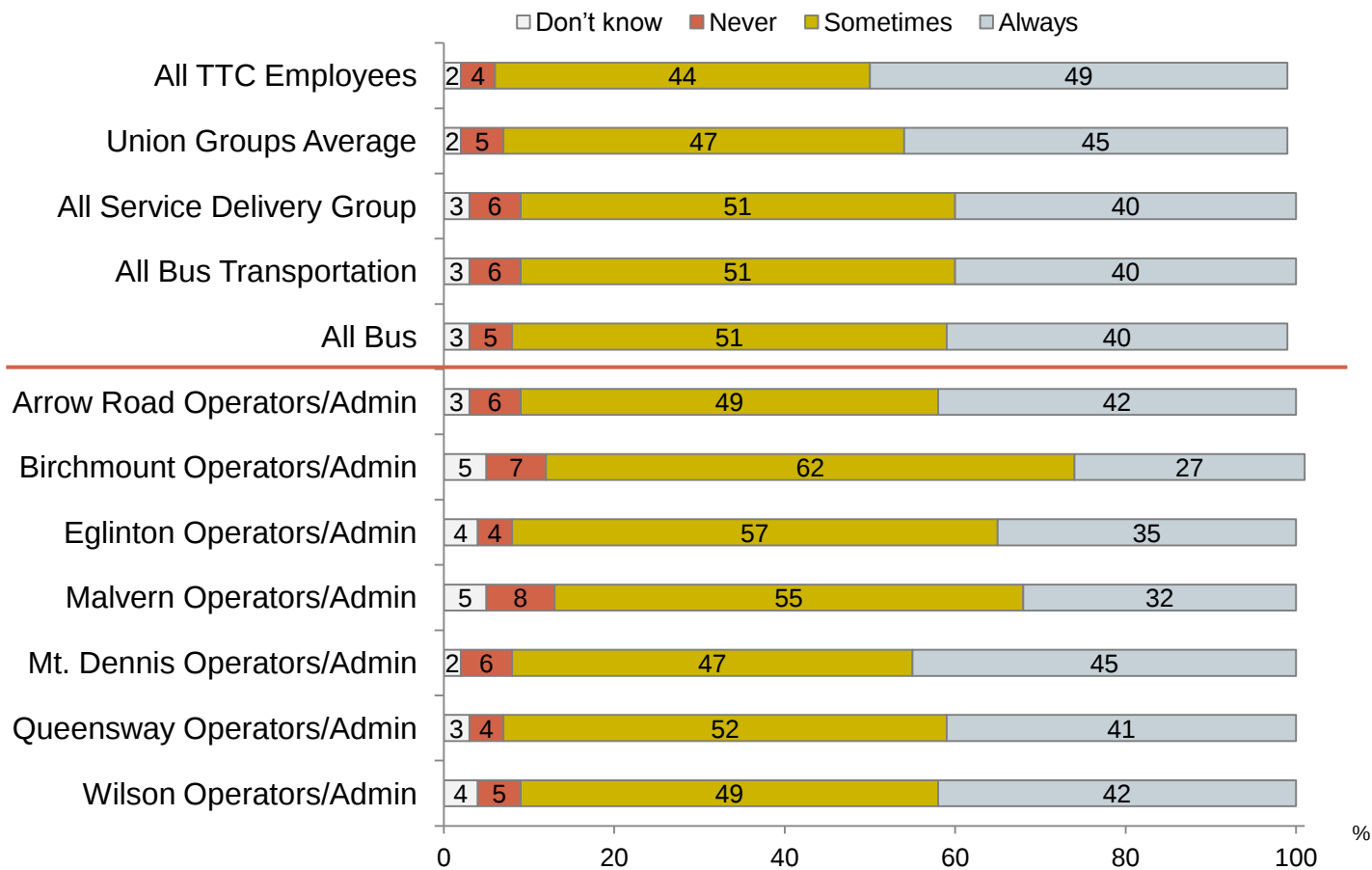
- BY DIVISION



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 BUS COST CENTRE/GROUPING



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 WHEEL TRANS COST CENTRE/GROUPING



* Percentages suppressed due to 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



* Percentages suppressed due to sample size <30.

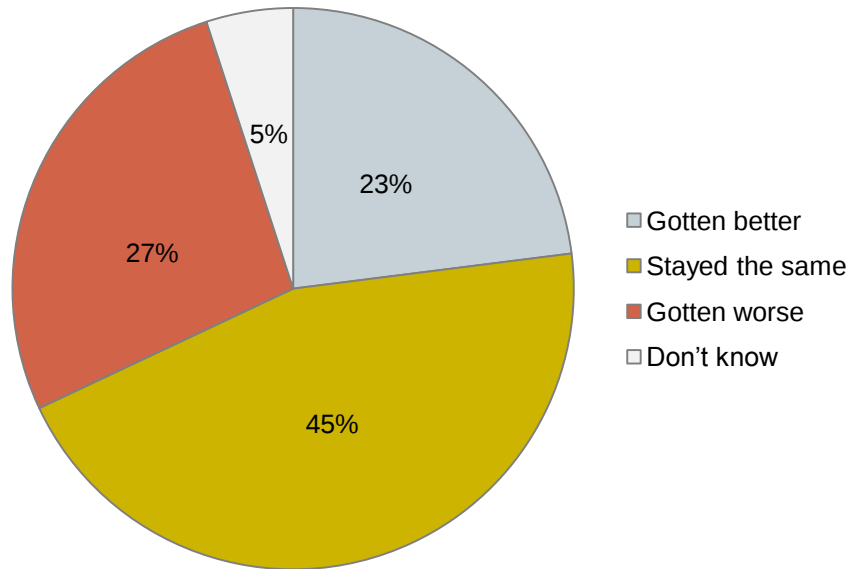
C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.

Sample sizes vary by category.

CHANGE IN EXPERIENCE WORKING FOR THE TTC

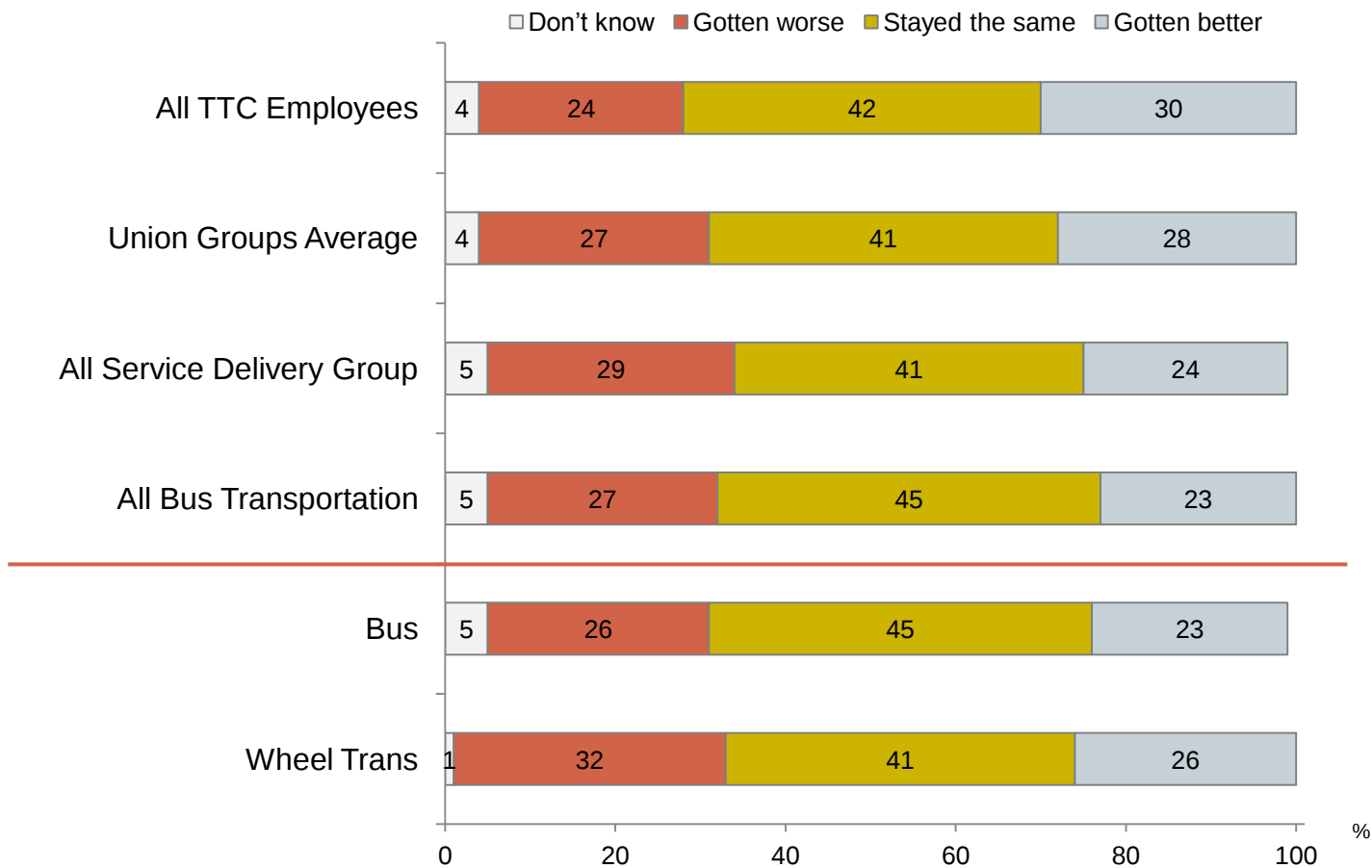
Bus Transportation

Total
(n= 1230)



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.

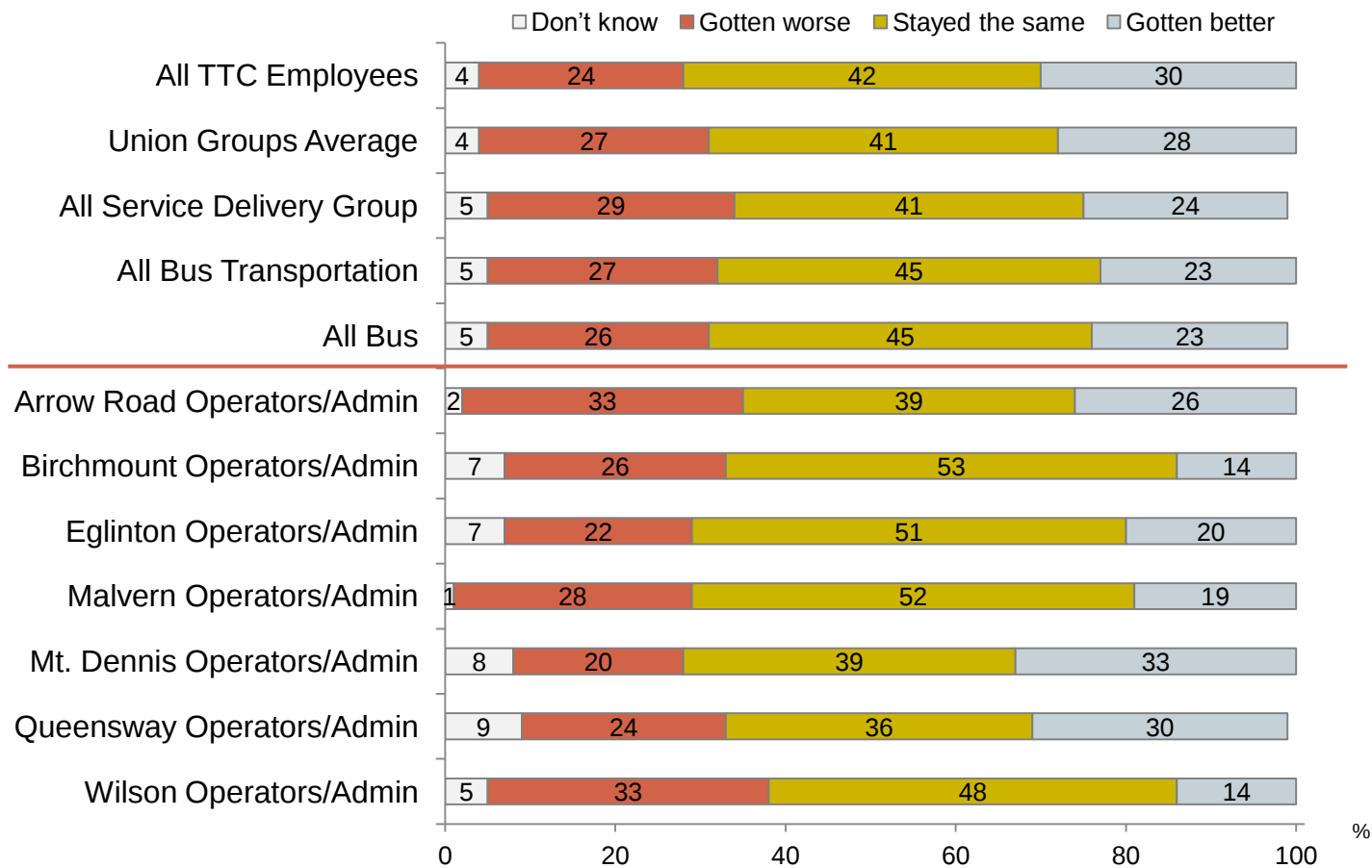
CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY DIVISION



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

- BY BUS COST CENTRE/GROUPING



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 - BY WHEEL TRANS COST CENTRE/GROUPING

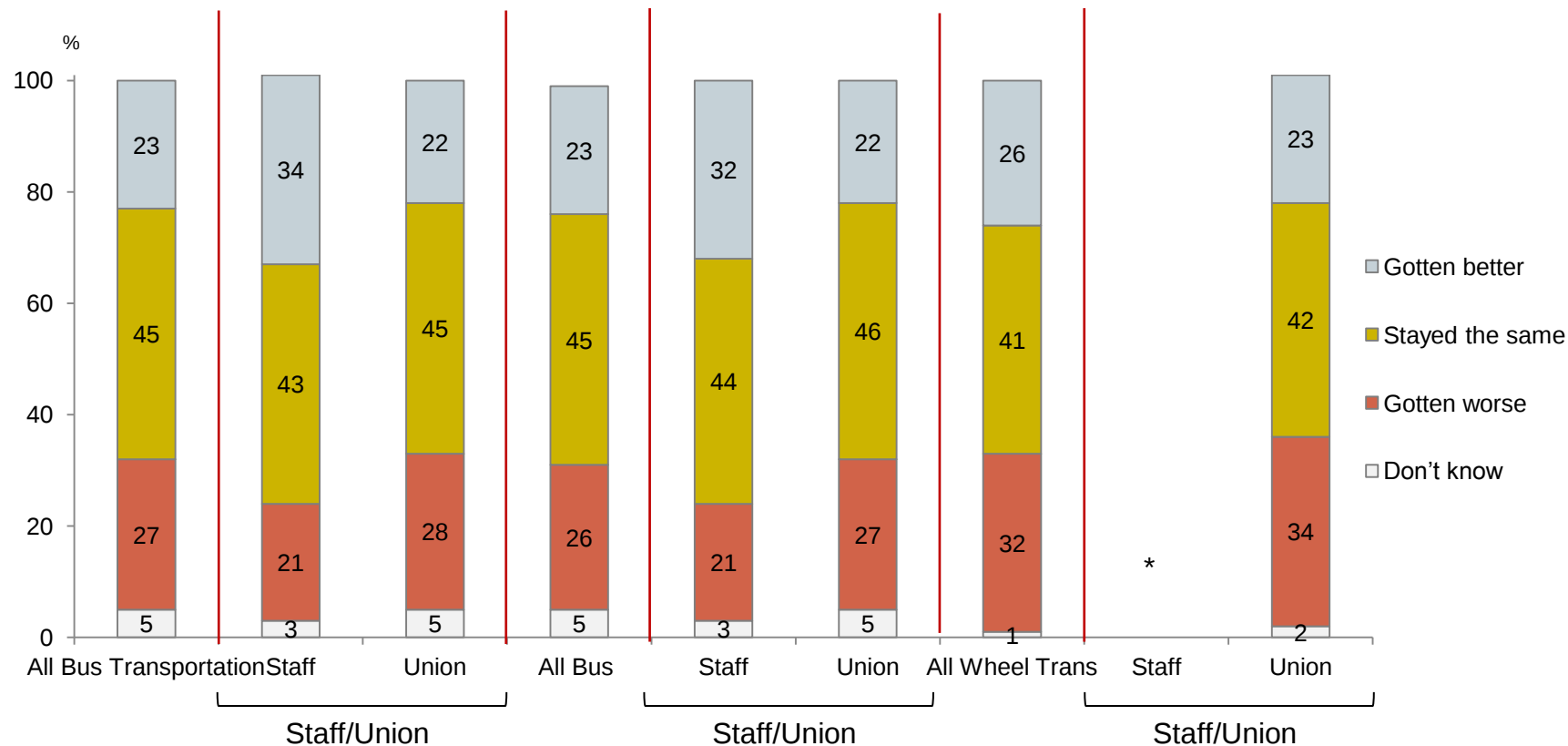


* Percentages suppressed due to sample size <30.

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

Sample sizes vary by category.

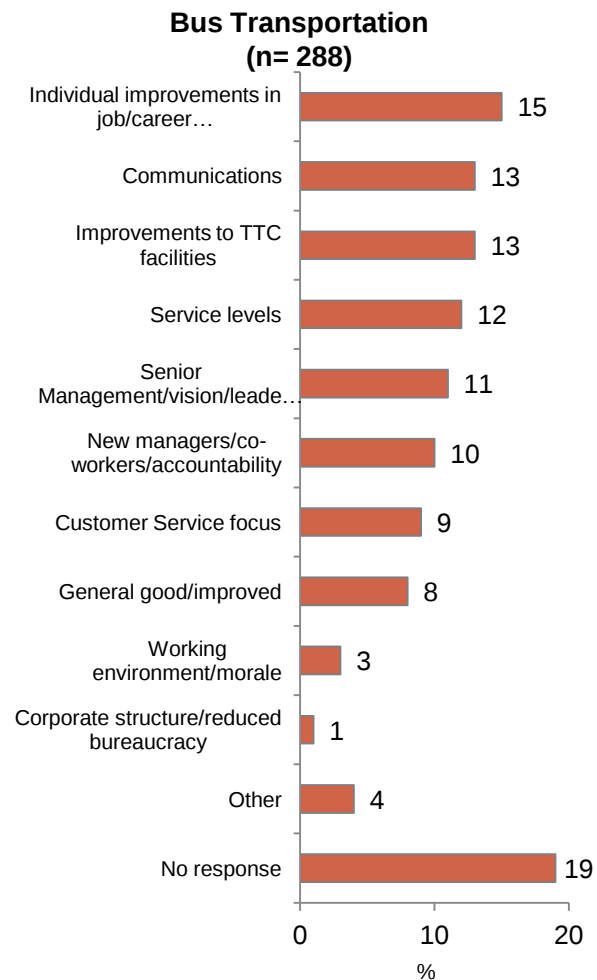
CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY EMPLOYEE POSITION



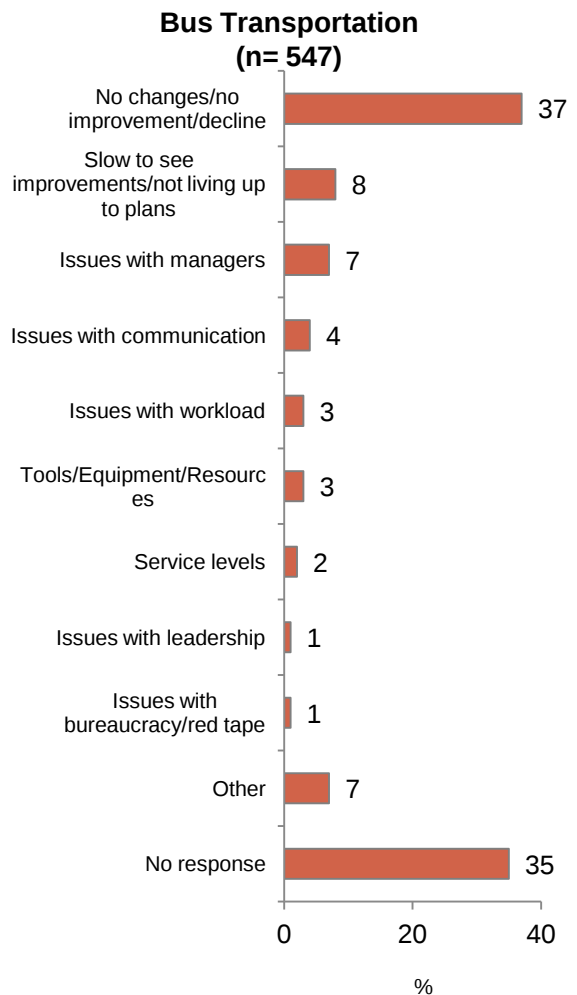
* Percentages suppressed due to sample size <30.
C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.
Sample sizes vary by category.

REASONS INDICATED FOR CHANGE IN EXPERIENCE

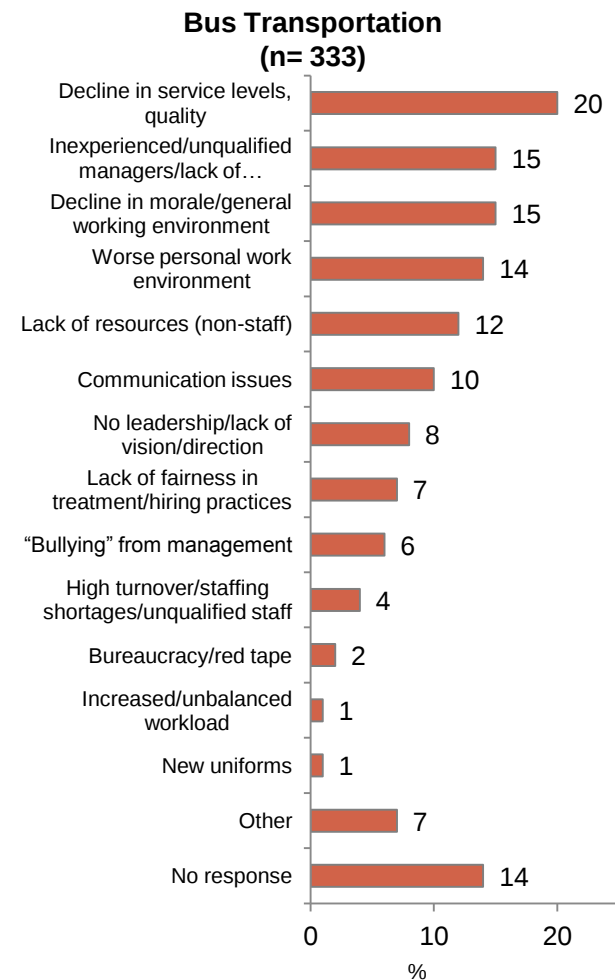
Employees indicating TTC has Gotten better



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 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 Transportation employees are relatively satisfied, making this an Area to Maintain.
- While there are not great differences divisions, Wheel Trans employees are generally slightly more satisfied with Safety than Bus employees.
- For Bus cost centres, employee satisfaction with their safety at work is the highest for Arrow Road Route Supervisors and Wilson Route Supervisors, and generally the lowest Arrow Road Operators/Admin, Birchmount Operators/Admin, and Wilson Operators/Admin.
- For Wheel Trans cost centre groupings, employee satisfaction with their safety at work is generally the highest for Mobile Inspectors, and generally the lowest for Dispatch and Wheel Trans Operators.
- Staff employees feel substantially safer at work than union employees, and the same is true for both Bus and Wheel Trans divisions.
- Across the specific aspects of Safety, ratings were the highest for, “I feel comfortable discussing safety issues at work”. Ratings were the lowest for, “People on my team report all injuries, no matter how minor” followed by “The TTC’s management is willing to invest money and effort to improve the level of safety.” These results were consistent for both divisions, and all Operator cost centres. For Route Supervisor cost centres, the lower scores were generally consistent, except that willingness to invest money is consistently rated lower than reporting all injuries, while the highest scores varied from one cost centre to another.
- For the smaller Wheel Trans cost centre groupings, results also varied considerably, with reporting all injuries being among the highest scores for Dispatch and Mobile Inspectors.

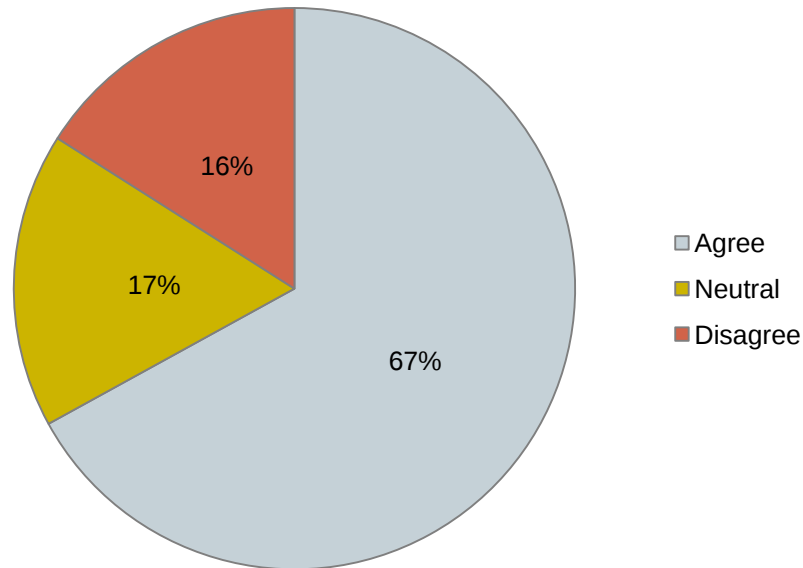
SECTION SUMMARY

- 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
- The following attributes related to safety are Areas to Protect for Bus Transportation:
 - My manager/supervisor emphasizes safe practices while at work
 - I am strongly encouraged to report unsafe working conditions

OVERALL RATINGS OF SAFETY - BUS TRANSPORTATION

Bus Transportation

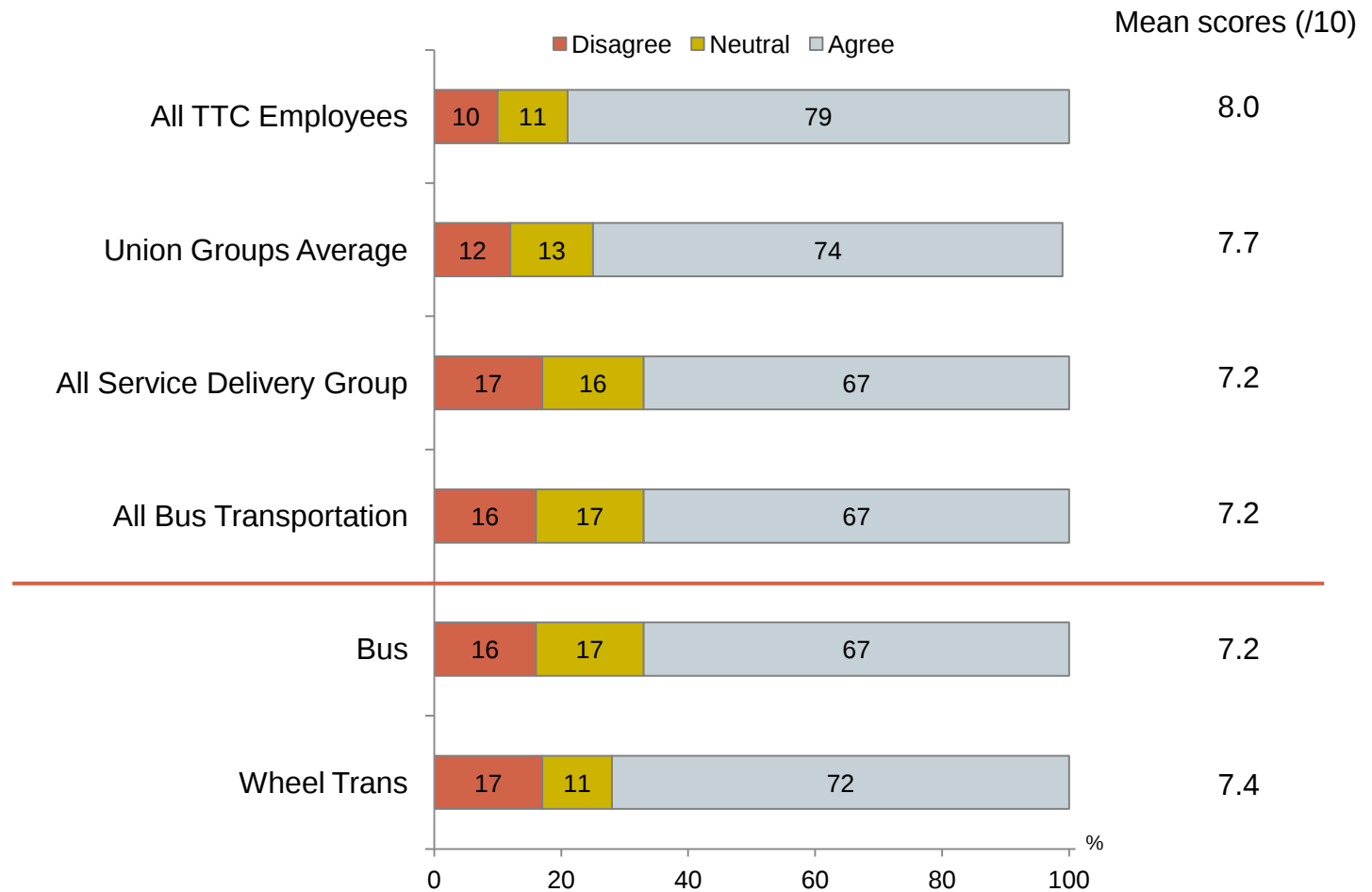
Total
(n= 1240)
Mean=7.2



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 DIVISION



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 BUS COST CENTRE/GROUPING



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 WHEEL TRANS COST CENTRE/GROUPING



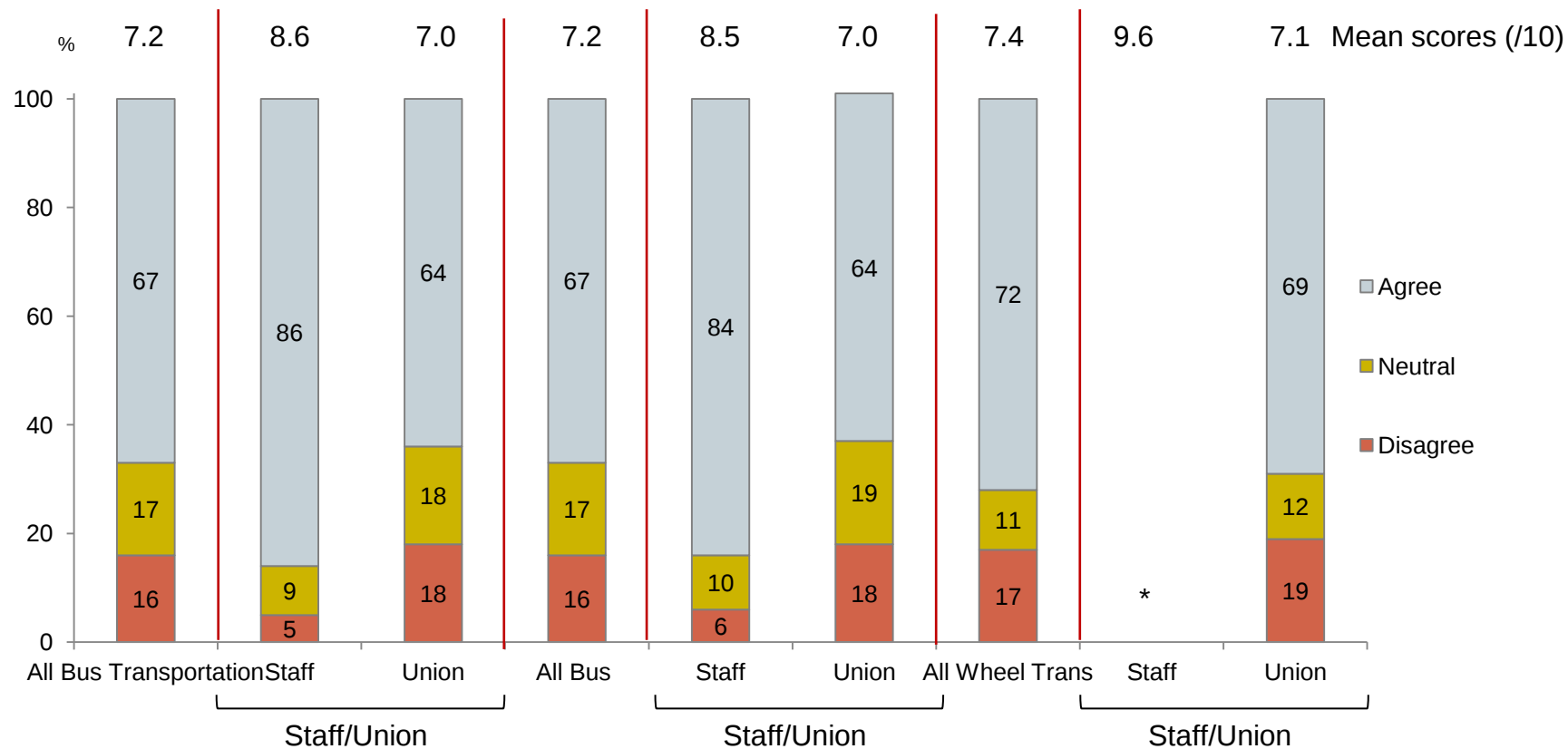
* Percentages suppressed due to sample size <30.

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



* Percentages suppressed due to sample size <30.

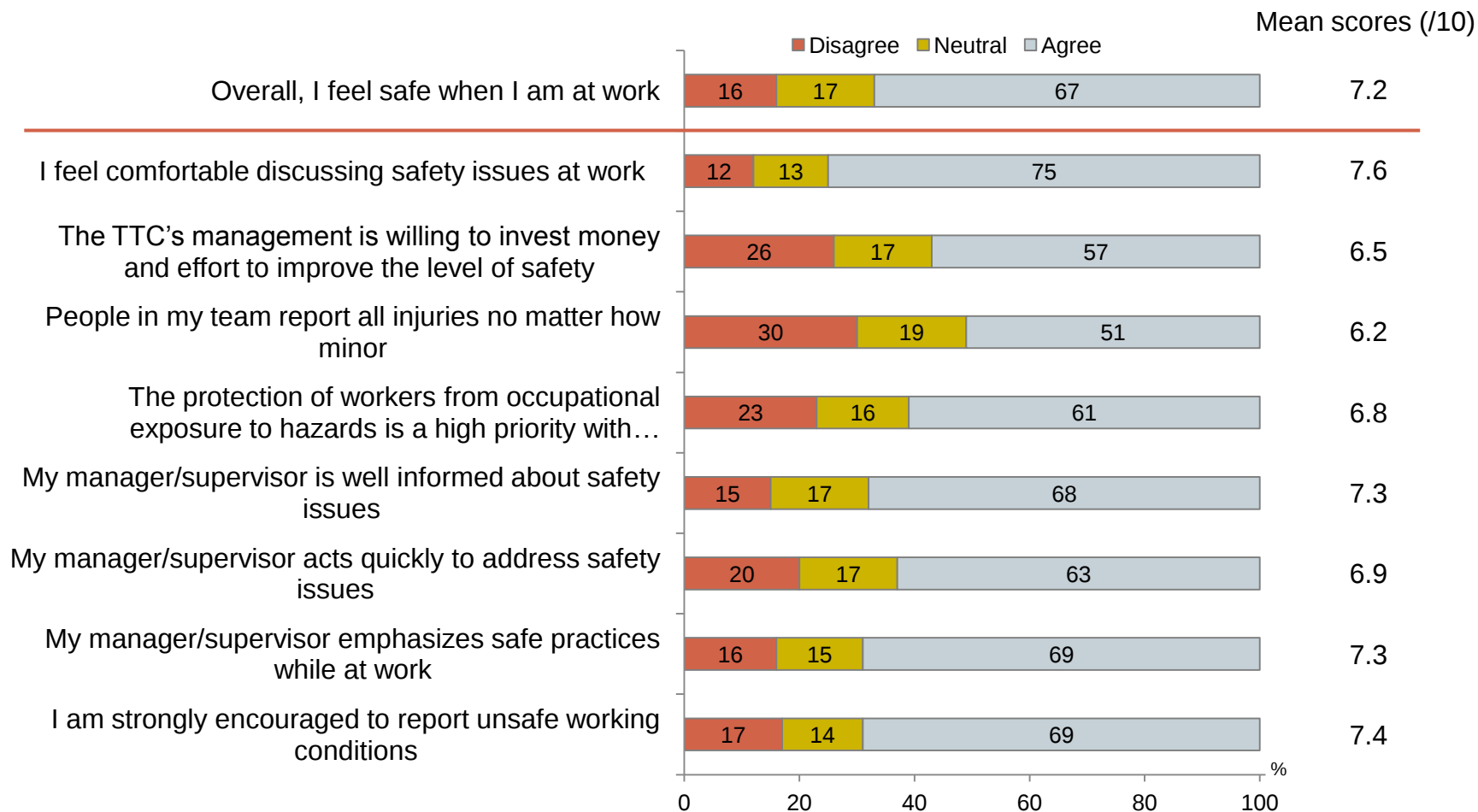
G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety,

Overall, I feel safe when I am at work.

Sample sizes vary by category.

SAFETY

- BUS TRANSPORTATION



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 OPERATOR/ADMIN COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
Overall, I feel safe when I am at work	8.0	7.7	7.2	7.2	7.2	6.8	6.8	7.1	7.0	7.2	7.5	6.9
I feel comfortable discussing safety issues at work	8.3	8.0	7.7	7.6	7.6	7.4	7.4	7.7	7.5	7.9	7.9	7.1
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	7.1	6.5	6.5	6.5	6.2	6.0	6.7	6.4	6.4	7.0	6.3
People in my team report all injuries no matter how minor	7.1	6.8	6.3	6.2	6.1	5.8	5.4	5.7	5.7	6.1	6.5	6.3
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	7.2	6.8	6.8	6.8	6.5	6.3	6.8	6.4	6.8	7.1	6.5
My manager/supervisor is well informed about safety issues	8.0	7.7	7.3	7.3	7.3	6.8	6.9	7.3	7.0	7.2	7.7	6.9
My manager/supervisor acts quickly to address safety issues	7.6	7.3	6.9	6.9	6.9	6.3	6.7	7.0	6.4	6.9	7.5	6.5
My manager/supervisor emphasizes safe practices while at work	7.9	7.7	7.3	7.3	7.2	6.8	7.1	7.4	7.0	7.0	7.6	6.8
I am strongly encouraged to report unsafe working conditions	8.0	7.8	7.4	7.4	7.4	6.8	7.3	7.5	7.1	7.5	7.5	6.9

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.

3/31/2015

SAFETY

- BY ROUTE SUPERVISOR COST CENTRE

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
Overall, I feel safe when I am at work	8.0	7.7	7.2	7.2	7.2	9.3	7.9	8.2	7.9	8.0	7.6	8.8
I feel comfortable discussing safety issues at work	8.3	8.0	7.7	7.6	7.6	9.1	8.3	8.1	8.0	7.9	8.2	8.9
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	7.1	6.5	6.5	6.5	7.5	6.4	7.5	7.0	6.9	6.3	8.0
People in my team report all injuries no matter how minor	7.1	6.8	6.3	6.2	6.1	8.6	5.8	7.5	7.1	7.3	7.5	8.2
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	7.2	6.8	6.8	6.8	8.8	7.3	8.3	7.1	7.9	7.9	8.8
My manager/supervisor is well informed about safety issues	8.0	7.7	7.3	7.3	7.3	9.4	7.5	7.9	8.4	8.8	8.1	9.1
My manager/supervisor acts quickly to address safety issues	7.6	7.3	6.9	6.9	6.9	9.0	7.8	8.1	8.2	8.4	7.4	9.2
My manager/supervisor emphasizes safe practices while at work	7.9	7.7	7.3	7.3	7.2	9.1	7.3	8.2	8.5	8.6	7.2	9.1
I am strongly encouraged to report unsafe working conditions	8.0	7.8	7.4	7.4	7.4	9.5	7.7	8.1	8.2	8.6	8.3	9.2

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 WHEEL TRANS COST CENTRE/GROUPING

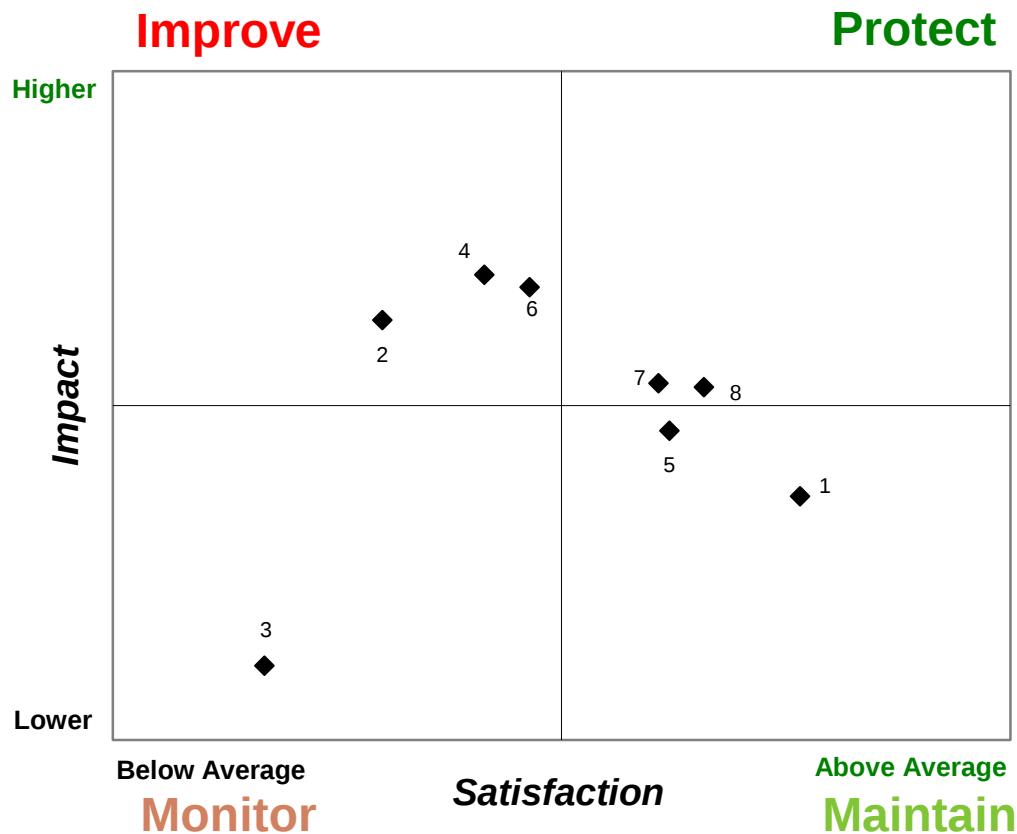
Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Wheel Trans	WT Administration	Dispatch	Mobile Inspectors	WT Operators
Overall, I feel safe when I am at work	8.0	7.7	7.2	7.2	7.4	7.9	6.8	9.2	7.2
I feel comfortable discussing safety issues at work	8.3	8.0	7.7	7.6	7.7	7.6	7.8	9.4	7.5
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	7.1	6.5	6.5	6.8	7.1	5.8	**	6.6
People in my team report all injuries no matter how minor	7.1	6.8	6.3	6.2	6.7	7.1	8.5	9.5	6.1
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	7.2	6.8	6.8	6.8	7.3	6.3	9.0	6.5
My manager/supervisor is well informed about safety issues	8.0	7.7	7.3	7.3	7.4	7.9	8.6	8.1	7.0
My manager/supervisor acts quickly to address safety issues	7.6	7.3	6.9	6.9	7.0	7.6	7.6	7.9	6.7
My manager/supervisor emphasizes safe practices while at work	7.9	7.7	7.3	7.3	7.5	7.6	7.2	8.7	7.4
I am strongly encouraged to report unsafe working conditions	8.0	7.8	7.4	7.4	7.4	7.8	7.5	9.0	7.2

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

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 TRANSPORTATION



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 6.2 to 7.6.
Impact values range between 38% to 55%.

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 Transportation employees are relatively less satisfied, making this an Area to Monitor.
- While overall satisfaction with their immediate manager or supervisor is higher for Bus employees than Wheel Trans employees, this does not necessarily apply to all aspects of Your Manager/Supervisor, some of which received higher satisfaction scores from Wheel Trans employees.
- For Bus cost centres, Employee satisfaction with their immediate manager or supervisor is the highest for Birchmount Route Supervisors, and generally the lowest for Eglinton Route Supervisors, followed by Birchmount Operators/Admin, Arrow Road Operators/Admin, and Malvern Operators/Admin.
- For Wheel Trans cost centre groupings, employee satisfaction with their immediate manager or supervisor is the highest for Wheel Trans Administration, and generally the lowest for Dispatch, followed by Wheel Trans Operators.
- 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. This was consistent for both Bus and Wheel Trans divisions.
- Across the specific qualities of Your Manager/Supervisor, ratings were the highest for, “My manager/supervisor actively discourages prejudice”, and “My manager/supervisor treats me fairly”. Ratings were the lowest for, “I receive regular feedback about my performance from my manager/supervisor” and “I receive constructive feedback about my performance from my manager/supervisor.” These results were consistent for both divisions and all Operator cost centres.

SECTION SUMMARY

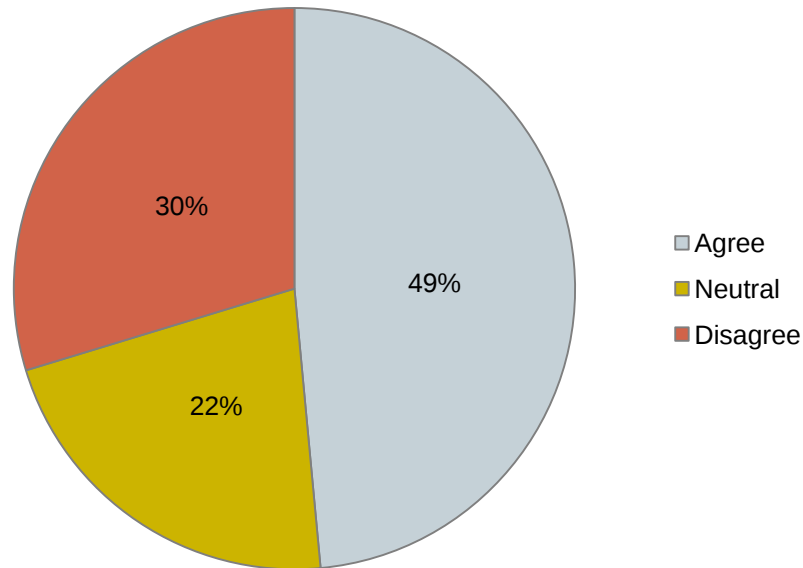
- For Route Supervisor and non-operator Wheel Trans cost centre groupings, results are variable, but with a little more consistency than in some other areas. For three Route Supervisor cost centres, Eglinton, Queensway, and Wilson, high and low scores were mainly consistent with department level results, while for the smaller Wheel Trans cost centres, the variation was mainly among the lowest scores, with other attributes rating lower than receiving feedback.
- To improve employee satisfaction with their manager or supervisor, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - My manager/supervisor leads by example
 - My manager/supervisor is personally involved in improving the quality of my work
 - My manager/supervisor is open to constructive feedback from staff and others
- In addition to these improvements, the following areas are key Areas to Protect:
 - I am satisfied with the way I am managed
 - My manager/supervisor treats me fairly
 - 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 manages people well
 - My manager/supervisor keeps me well informed about issues which affect me

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BUS TRANSPORTATION

Bus Transportation

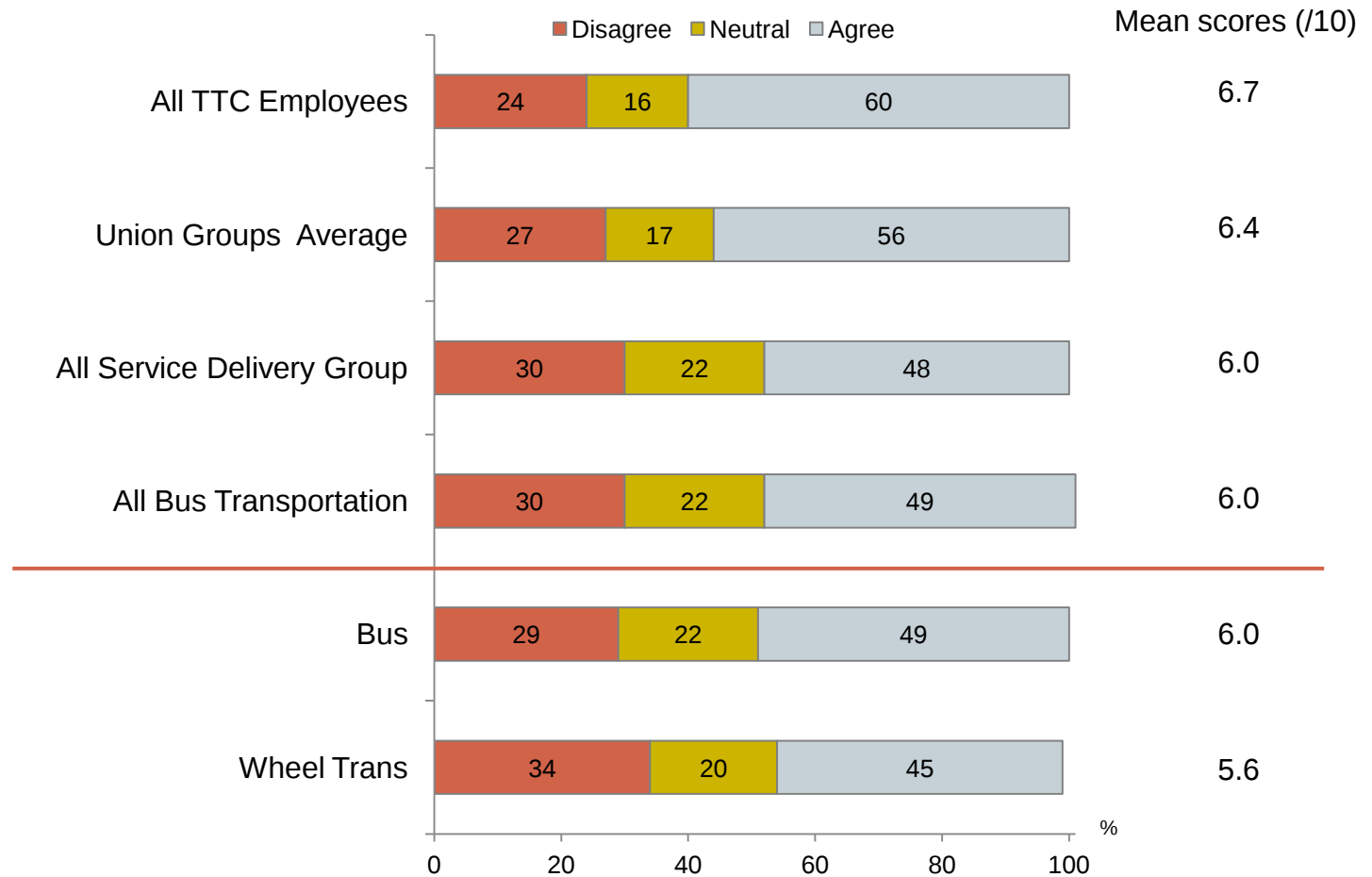
Total
(n= 1225)

Mean=6.0



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 DIVISION



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.

3/31/2015

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BY BUS COST CENTRE/GROUPING



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.

3/31/2015

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BY WHEEL TRANS COST CENTRE/GROUPING



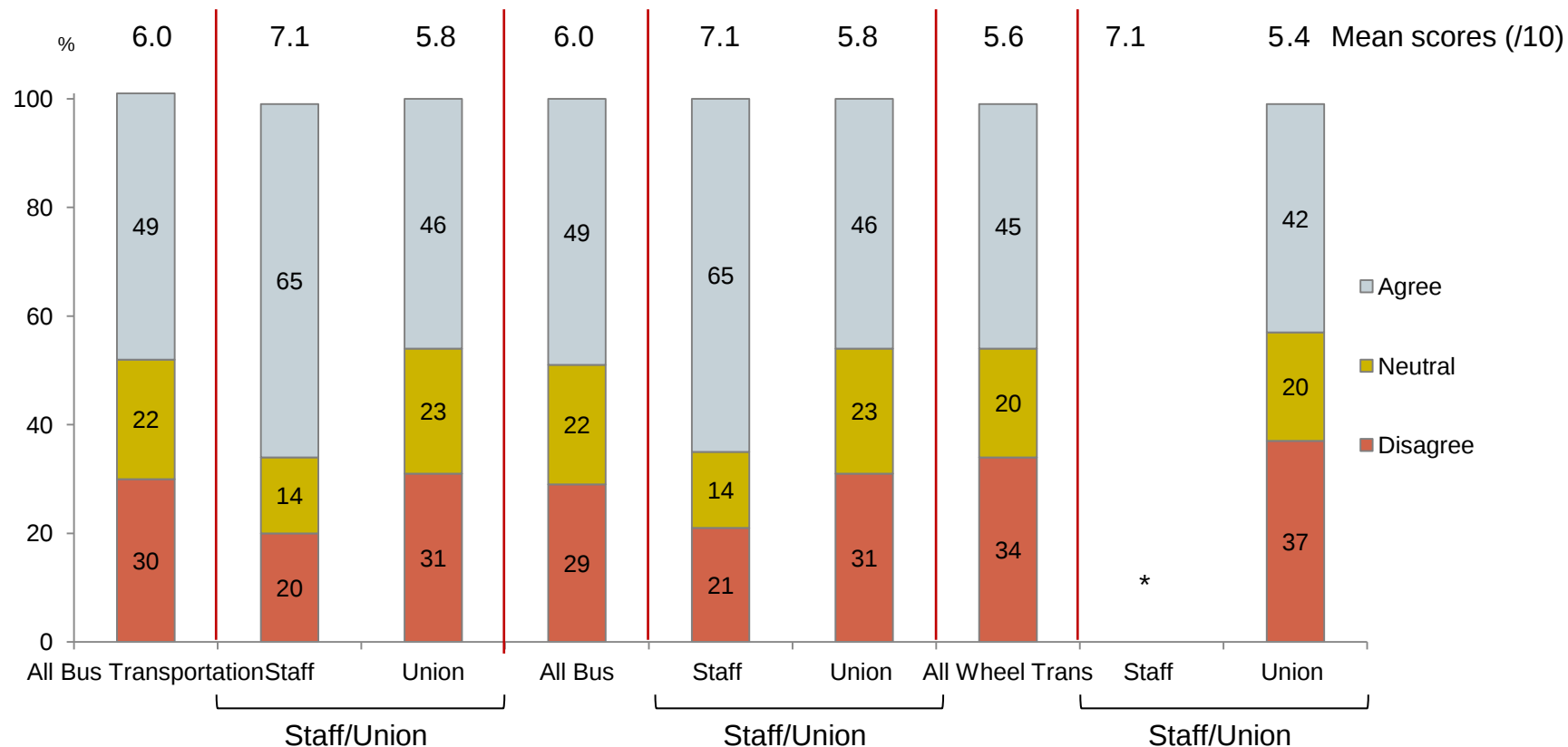
* Percentages suppressed due to sample size <30.

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



* Percentages suppressed due to 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.

Produced by Malatest
on behalf of TTC



YOUR MANAGER/SUPERVISOR - BUS TRANSPORTATION

Mean scores (/10)



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 OPERATOR/ADMIN COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
Overall, I am satisfied with my immediate manager/supervisor	6.7	6.4	6.0	6.0	6.0	5.4	5.5	5.8	5.6	6.3	7.2	5.8
I am satisfied with the way I am managed	6.6	6.4	6.0	6.1	6.1	5.5	5.9	5.9	5.6	6.6	7.6	5.9
My manager/supervisor actively discourages prejudice	7.4	7.2	7.1	7.1	7.1	6.8	7.2	7.0	6.7	7.6	8.1	6.7
My manager/supervisor treats me fairly	7.3	7.2	6.9	6.9	6.9	6.5	6.9	6.7	6.3	7.3	8.1	6.5
My manager/supervisor takes responsibility when problems arise	6.9	6.7	6.3	6.2	6.3	5.6	6.1	6.0	5.8	6.5	7.4	6.0
I have confidence in my manager's/supervisor's skills and abilities	6.9	6.6	6.3	6.3	6.3	5.7	6.0	6.1	5.8	6.4	7.3	6.0
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	6.2	5.5	5.5	5.5	5.0	5.5	5.6	4.8	5.7	6.3	5.0
My manager/supervisor leads by example	6.5	6.2	5.7	5.6	5.7	5.1	5.4	5.4	5.0	5.9	6.9	5.2
I get help and support from my manager/supervisor when I need it	7.1	6.8	6.4	6.4	6.4	6.1	6.2	6.3	5.8	6.9	7.4	6.2
My manager/supervisor keeps me well informed about issues which affect me	6.6	6.3	5.7	5.7	5.7	4.9	5.1	5.6	5.3	6.0	6.6	5.3
My manager/supervisor tells me why decisions have been made	6.2	5.8	5.3	5.2	5.2	4.6	4.6	5.2	4.7	5.5	6.1	4.8
My manager/supervisor is personally involved in improving the quality of my work	6.1	5.8	5.2	5.1	5.1	4.8	4.4	5.0	4.6	5.2	6.3	4.8
My manager/supervisor manages people well	6.3	6.1	5.8	5.7	5.7	5.1	5.4	5.7	5.3	5.9	7.2	5.4
I receive regular feedback about my performance from my manager/supervisor	5.7	5.3	4.4	4.3	4.2	3.8	3.3	4.1	3.4	4.3	4.9	4.0
I receive constructive feedback about my performance from my manager/supervisor	5.8	5.3	4.5	4.4	4.3	4.0	3.6	3.9	3.5	4.4	5.1	4.1
My manager/supervisor is open to constructive feedback from staff and others	6.1	5.8	5.1	5.0	4.9	4.8	4.1	4.4	4.5	5.0	5.9	4.7

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

Sample sizes vary by attribute.

YOUR MANAGER/SUPERVISOR

- BY ROUTE SUPERVISOR COST CENTRE

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
Overall, I am satisfied with my immediate manager/supervisor	6.7	6.4	6.0	6.0	6.0	6.7	8.8	5.3	7.5	6.4	6.6	7.0
I am satisfied with the way I am managed	6.6	6.4	6.0	6.1	6.1	5.7	8.1	5.2	7.5	6.0	6.0	6.2
My manager/supervisor actively discourages prejudice	7.4	7.2	7.1	7.1	7.1	8.1	8.2	6.1	7.8	6.8	7.5	7.7
My manager/supervisor treats me fairly	7.3	7.2	6.9	6.9	6.9	6.9	8.8	6.1	7.6	7.0	7.8	7.6
My manager/supervisor takes responsibility when problems arise	6.9	6.7	6.3	6.2	6.3	7.3	8.2	5.6	7.7	6.6	7.3	6.9
I have confidence in my manager's/supervisor's skills and abilities	6.9	6.6	6.3	6.3	6.3	7.8	9.1	5.6	7.7	7.2	7.1	6.8
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	6.2	5.5	5.5	5.5	6.4	7.1	5.1	6.8	5.9	6.0	6.3
My manager/supervisor leads by example	6.5	6.2	5.7	5.6	5.7	7.3	8.4	5.0	7.8	6.0	6.6	6.9
I get help and support from my manager/supervisor when I need it	7.1	6.8	6.4	6.4	6.4	7.9	8.5	5.4	7.5	6.6	7.5	6.6
My manager/supervisor keeps me well informed about issues which affect me	6.6	6.3	5.7	5.7	5.7	7.9	8.1	5.5	7.6	6.6	6.9	6.8
My manager/supervisor tells me why decisions have been made	6.2	5.8	5.3	5.2	5.2	6.5	8.7	5.6	7.2	6.0	5.9	6.0
My manager/supervisor is personally involved in improving the quality of my work	6.1	5.8	5.2	5.1	5.1	6.8	7.5	4.6	7.1	5.5	5.7	6.2
My manager/supervisor manages people well	6.3	6.1	5.8	5.7	5.7	6.1	8.6	5.0	7.1	6.3	6.4	6.4
I receive regular feedback about my performance from my manager/supervisor	5.7	5.3	4.4	4.3	4.2	5.6	6.8	5.0	6.4	5.9	5.5	6.0
I receive constructive feedback about my performance from my manager/supervisor	5.8	5.3	4.5	4.4	4.3	6.6	7.1	4.9	6.7	6.1	5.9	6.0
My manager/supervisor is open to constructive feedback from staff and others	6.1	5.8	5.1	5.0	4.9	6.4	7.9	4.6	6.6	5.5	6.0	5.9

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 WHEEL TRANS COST CENTRE/GROUPING

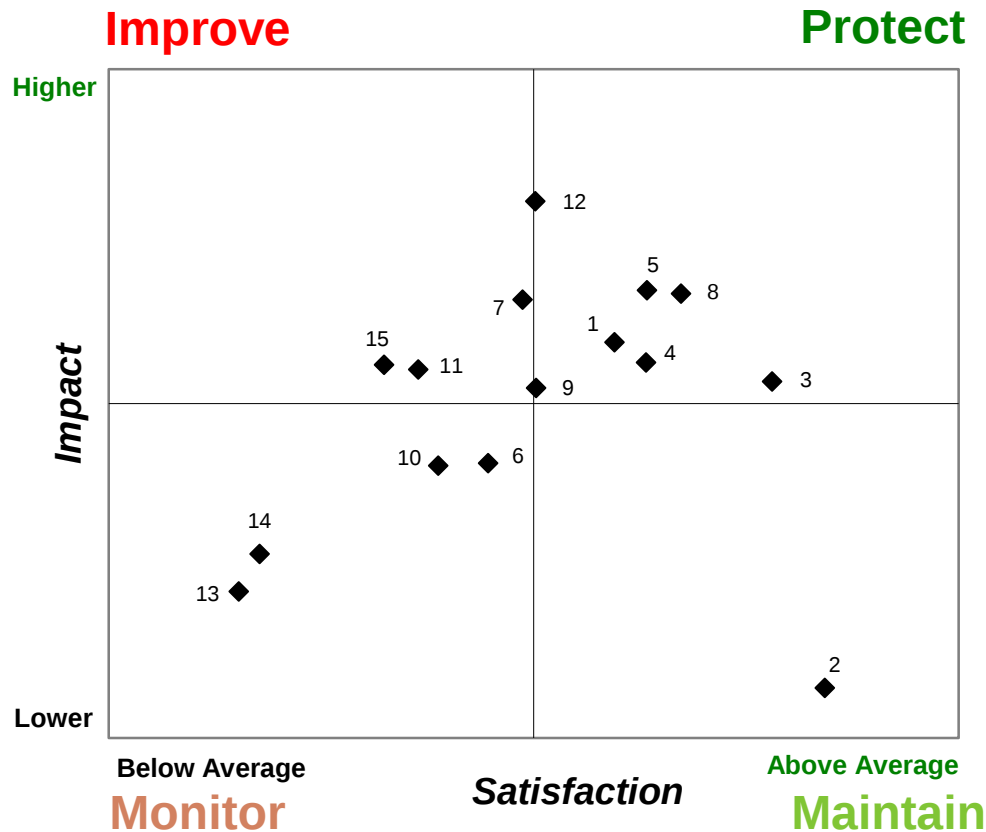
Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	Wheel Trans	WT Administration	Dispatch	Mobile Inspectors	WT Operators
Overall, I am satisfied with my immediate manager/supervisor	6.7	6.4	6.0	6.0	5.6	8.2	4.5	6.1	5.1
I am satisfied with the way I am managed	6.6	6.4	6.0	6.1	5.9	7.8	4.5	5.7	5.7
My manager/supervisor actively discourages prejudice	7.4	7.2	7.1	7.1	7.0	7.9	5.8	7.3	7.0
My manager/supervisor treats me fairly	7.3	7.2	6.9	6.9	6.6	8.0	4.8	7.1	6.4
My manager/supervisor takes responsibility when problems arise	6.9	6.7	6.3	6.2	6.2	8.0	4.7	5.6	6.0
I have confidence in my manager's/supervisor's skills and abilities	6.9	6.6	6.3	6.3	6.2	8.0	4.6	6.3	5.9
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	6.2	5.5	5.5	5.5	7.7	4.5	6.8	5.0
My manager/supervisor leads by example	6.5	6.2	5.7	5.6	5.6	7.8	4.3	6.2	5.1
I get help and support from my manager/supervisor when I need it	7.1	6.8	6.4	6.4	6.3	8.5	5.0	7.0	5.9
My manager/supervisor keeps me well informed about issues which affect me	6.6	6.3	5.7	5.7	6.1	7.9	4.5	7.1	5.9
My manager/supervisor tells me why decisions have been made	6.2	5.8	5.3	5.2	5.5	7.5	4.2	6.6	5.1
My manager/supervisor is personally involved in improving the quality of my work	6.1	5.8	5.2	5.1	5.2	7.4	4.2	6.2	4.8
My manager/supervisor manages people well	6.3	6.1	5.8	5.7	5.4	7.9	4.1	**	5.1
I receive regular feedback about my performance from my manager/supervisor	5.7	5.3	4.4	4.3	4.9	7.9	4.8	5.9	4.1
I receive constructive feedback about my performance from my manager/supervisor	5.8	5.3	4.5	4.4	4.9	7.5	4.8	5.7	4.2
My manager/supervisor is open to constructive feedback from staff and others	6.1	5.8	5.1	5.0	5.3	7.5	4.5	6.0	4.7

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

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 TRANSPORTATION



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 4.3 to 7.1.
Impact values range between 39% to 80%.

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 Transportation employees are relatively less satisfied. In other words, it is an Area to Monitor.
- When examined by division, Bus and Wheel Trans employees have similar satisfaction scores with Performance and Reward.
- For Bus cost centres, employee satisfaction with the way the TTC recognizes and rewards employees is generally the highest for Wilson Route Supervisors, with most other Operator/Admin and Route Supervisor cost centres grouped fairly close together. The lowest mean scores on the overall measure were from Mt. Dennis Route Supervisors, followed by Malvern Operators/Admin, Birchmount Operators/Admin, and Queensway Route Supervisors.
- For Wheel Trans cost centre groupings, employee satisfaction with the way the TTC recognizes and rewards employees is generally the highest for Mobile Inspectors and Wheel Trans Administration, and generally the lowest for Dispatch and Wheel Trans Operators, though there are many exceptions.
- Staff are somewhat more satisfied with recognition and reward than union employees, and this is the case for both divisions.
- Across the specific aspects of Performance and Reward, ratings were the highest for, “The TTC offers good job security”, followed by “I am satisfied with my pay and benefits, given the job I do”. Ratings were the lowest for, “I am recognized for excellent performance” and “I am satisfied with the recognition I receive from my manager.”

SECTION SUMMARY

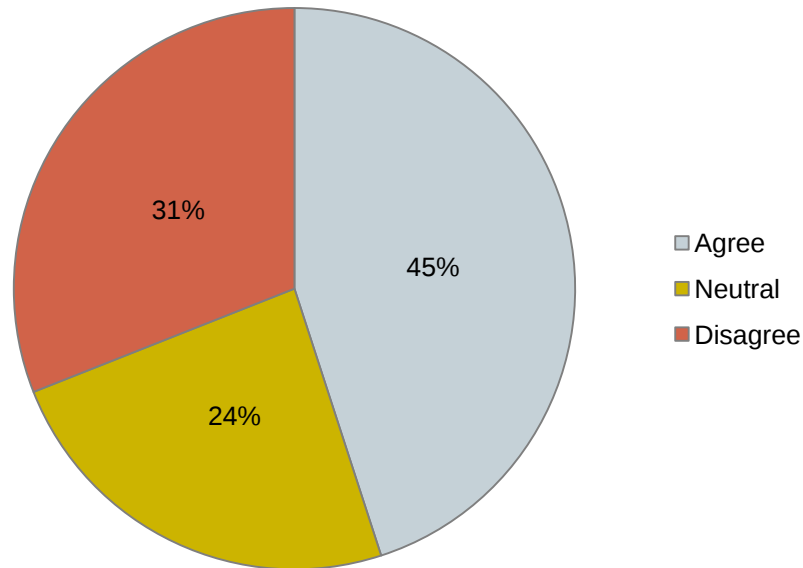
- For the Bus division, these results were consistent for most cost centres, with only a slight exception for some Route Supervisor cost centres. For Birchmount, Malvern, Queensway, and Wilson, “Poor performance is not tolerated” received the lowest score, though otherwise scores were generally consistent.
- For Wheel Trans division, the high scores were consistent with department level results, although ratings were the lowest for “At the TTC, rewards and/or recognition are meaningful”, which scored lower than recognition for excellent performance or satisfaction with recognition from one’s manager. These results were consistent across Wheel Trans cost centre groupings.
- To improve employee satisfaction with their 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, the following is identified as a key Area to Protect:
 - I have the opportunity to progress within the company

OVERALL RATINGS OF PERFORMANCE AND REWARD - BUS TRANSPORTATION

Bus Transportation

Total
(n= 1216)

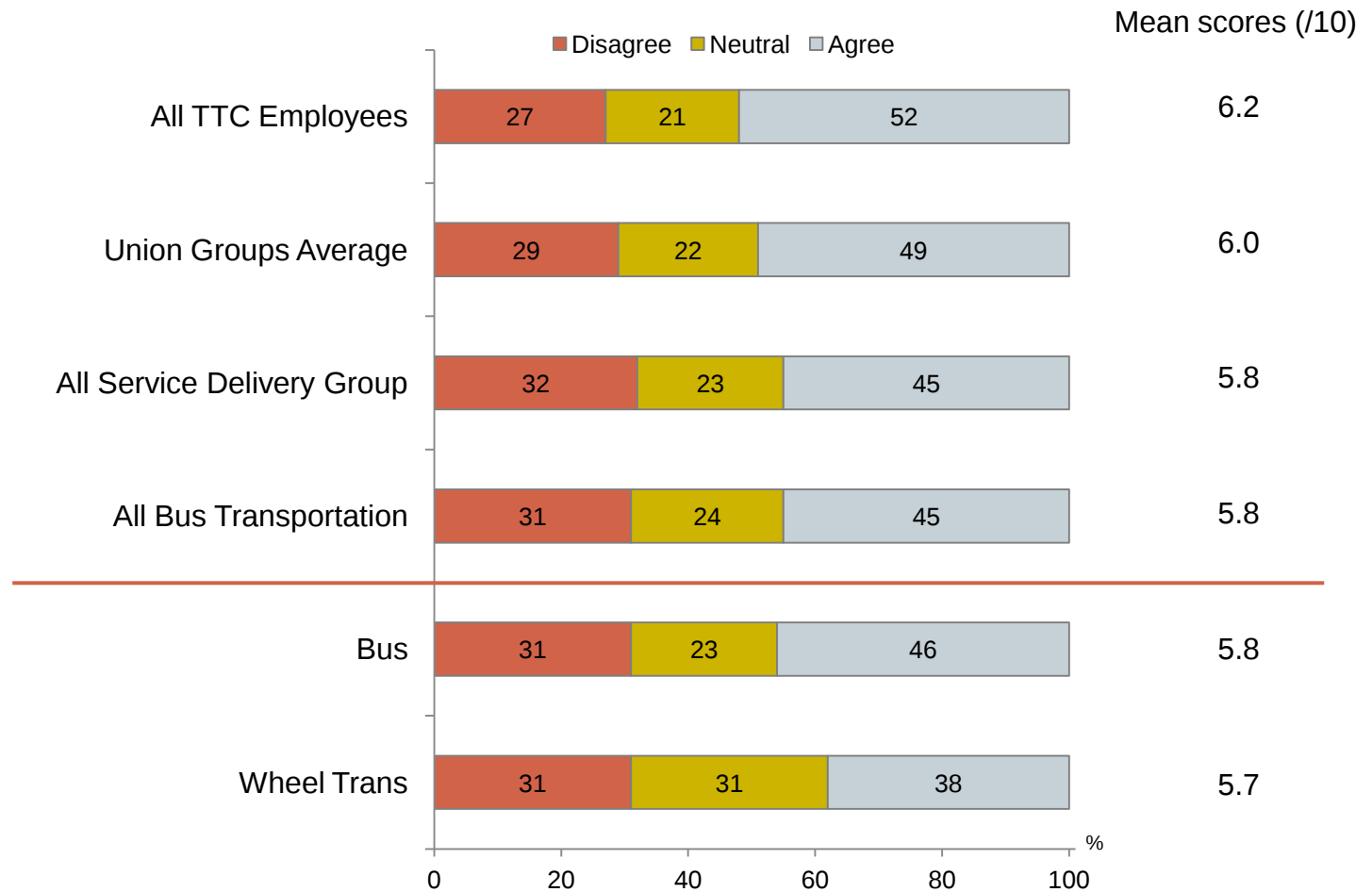
Mean=5.8



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 DIVISION



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.

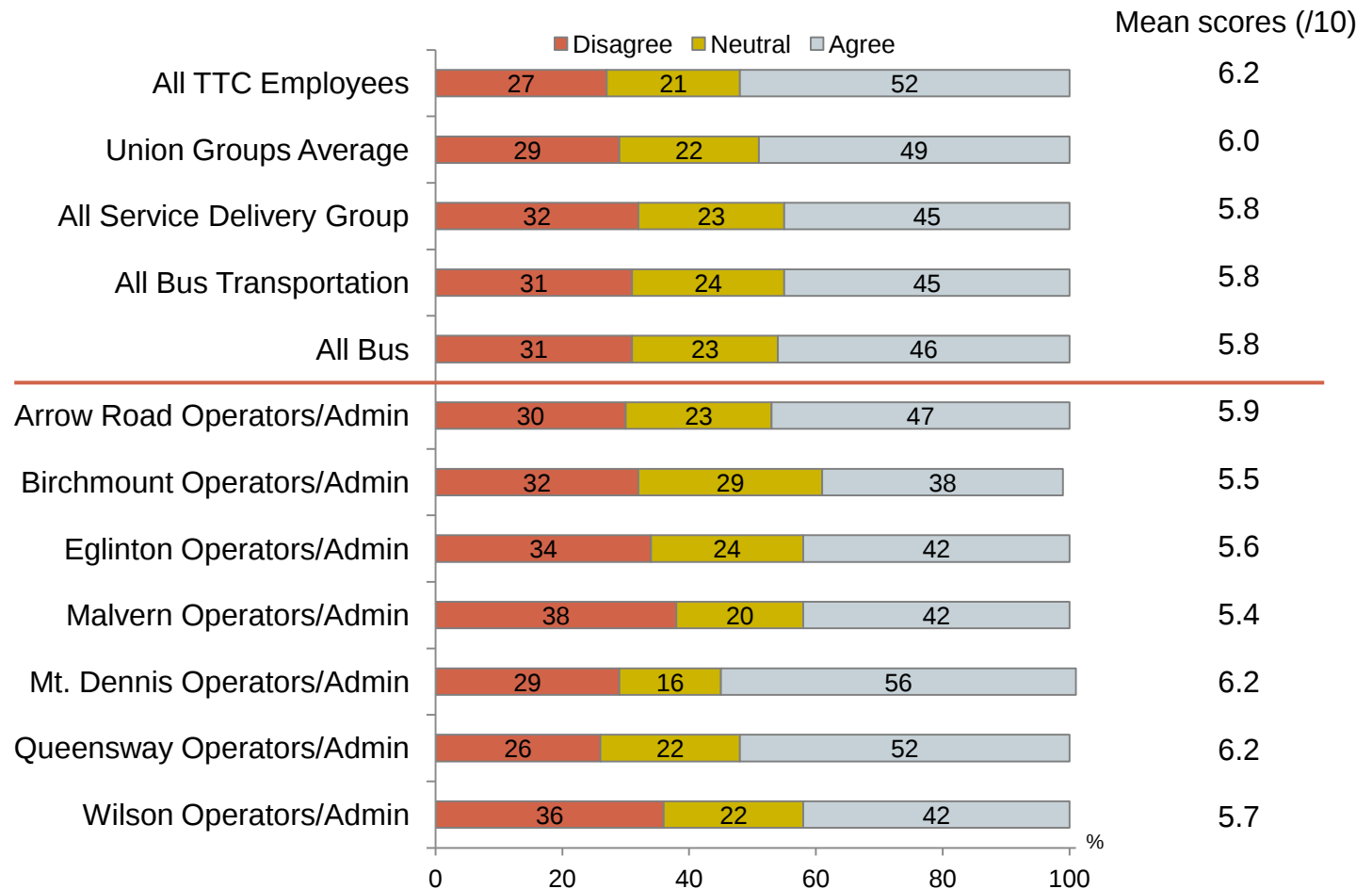
Overall, I am satisfied with the way the TTC recognizes and rewards employees.

Sample sizes vary by category.

3/31/2015

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OVERALL RATINGS OF PERFORMANCE AND REWARD - BY BUS COST CENTRE/GROUPING



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 WHEEL TRANS COST CENTRE/GROUPING



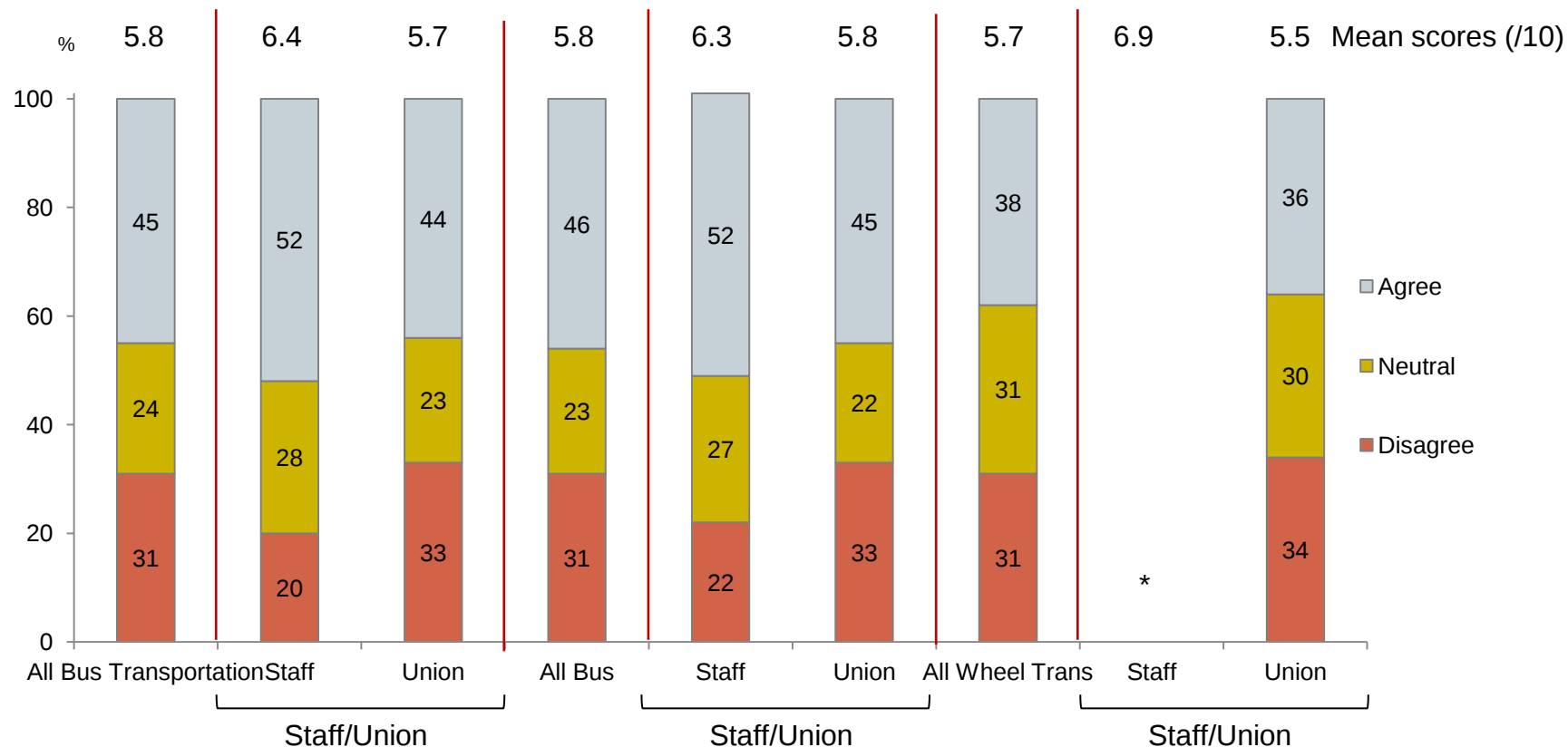
* Percentages suppressed due to sample size <30.

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



* Percentages suppressed due to sample size <30.

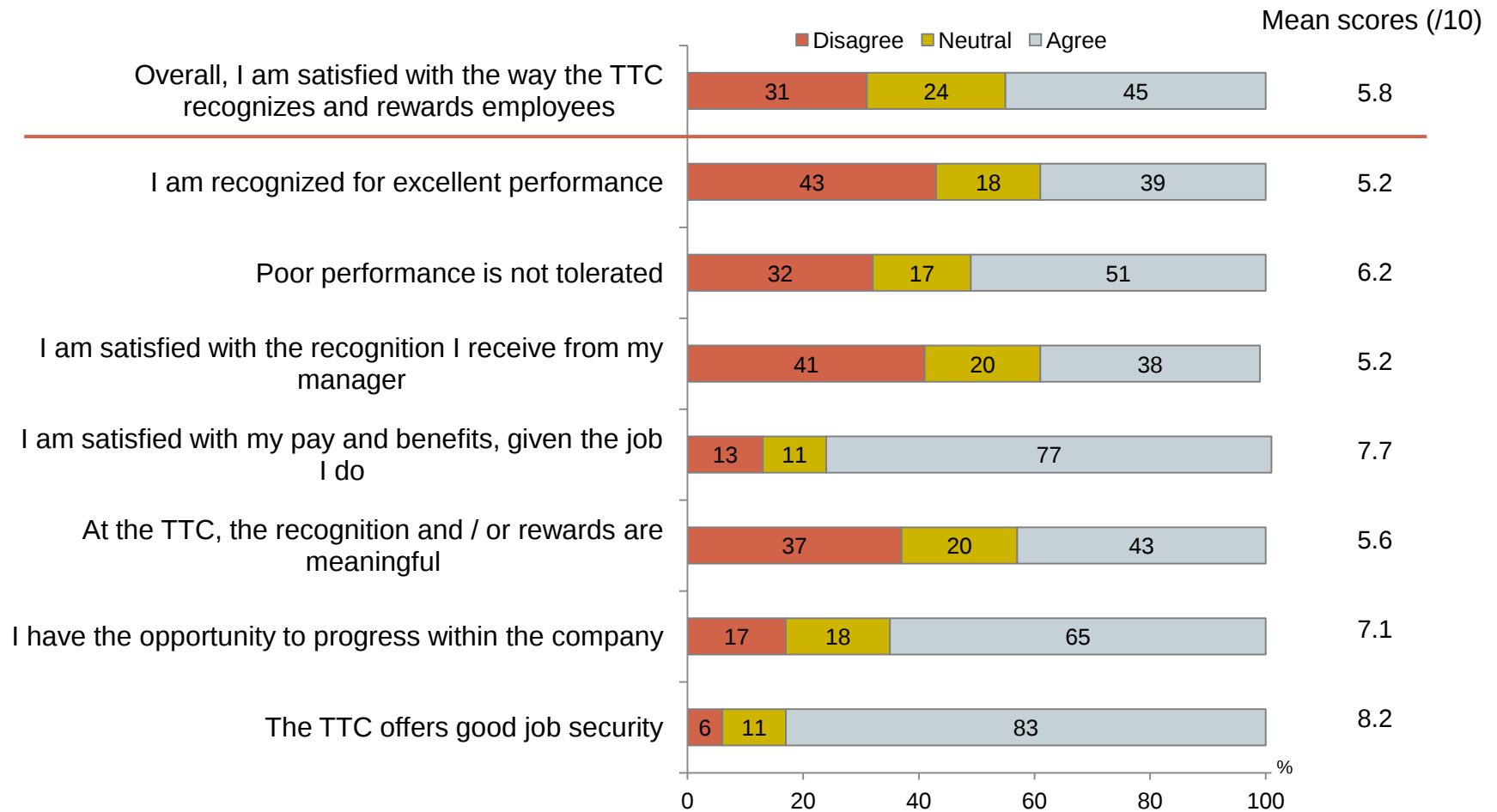
I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.

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

Sample sizes vary by category.

PERFORMANCE AND REWARD

- BUS TRANSPORTATION



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 OPERATOR/ADMIN COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	5.8	5.8	5.8	5.9	5.5	5.6	5.4	6.2	6.2	5.7
I am recognized for excellent performance	5.9	5.6	5.2	5.2	5.1	5.2	4.9	5.1	4.6	5.4	5.3	4.7
Poor performance is not tolerated	5.9	5.8	6.1	6.2	6.1	6.1	5.9	5.8	6.0	6.6	6.8	6.3
I am satisfied with the recognition I receive from my manager	6.0	5.8	5.2	5.2	5.1	5.1	4.9	4.7	4.8	5.4	5.7	4.8
I am satisfied with my pay and benefits, given the job I do	7.7	7.8	7.8	7.7	7.7	7.4	7.8	7.7	7.7	7.9	8.0	7.3
At the TTC, the recognition and / or rewards are meaningful	5.9	5.8	5.5	5.6	5.6	5.5	5.4	5.4	5.1	5.7	6.3	5.5
I have the opportunity to progress within the company	6.9	6.9	7.0	7.1	7.2	7.1	6.8	7.3	7.1	7.7	7.8	6.9
The TTC offers good job security	8.3	8.3	8.2	8.2	8.3	8.0	8.6	8.0	8.3	8.3	8.7	8.0

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 ROUTE SUPERVISOR COST CENTRE

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	5.8	5.8	5.8	6.6	5.9	6.2	6.2	5.1	5.5	7.1
I am recognized for excellent performance	5.9	5.6	5.2	5.2	5.1	5.7	5.5	5.7	5.6	5.3	5.7	6.5
Poor performance is not tolerated	5.9	5.8	6.1	6.2	6.1	6.2	4.3	5.7	5.5	5.4	3.8	5.9
I am satisfied with the recognition I receive from my manager	6.0	5.8	5.2	5.2	5.1	5.3	6.3	5.6	5.7	5.1	6.0	6.5
I am satisfied with my pay and benefits, given the job I do	7.7	7.8	7.8	7.7	7.7	7.8	7.1	8.8	7.7	7.6	7.1	9.0
At the TTC, the recognition and / or rewards are meaningful	5.9	5.8	5.5	5.6	5.6	6.4	5.6	5.9	6.2	4.7	5.8	6.6
I have the opportunity to progress within the company	6.9	6.9	7.0	7.1	7.2	6.9	6.1	6.4	7.3	5.5	6.5	6.8
The TTC offers good job security	8.3	8.3	8.2	8.2	8.3	9.0	8.5	8.4	7.3	8.7	8.0	9.0

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 WHEEL TRANS COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Wheel Trans	WT Administration	Dispatch	Mobile Inspectors	WT Operators
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	5.8	5.8	5.7	6.2	5.4	6.9	5.5
I am recognized for excellent performance	5.9	5.6	5.2	5.2	5.6	6.3	5.2	7.3	5.3
Poor performance is not tolerated	5.9	5.8	6.1	6.2	6.5	5.9	5.3	5.9	6.9
I am satisfied with the recognition I receive from my manager	6.0	5.8	5.2	5.2	5.6	6.8	6.2	**	5.2
I am satisfied with my pay and benefits, given the job I do	7.7	7.8	7.8	7.7	7.9	7.8	9.4	8.4	7.7
At the TTC, the recognition and / or rewards are meaningful	5.9	5.8	5.5	5.6	5.3	5.5	5.1	**	5.2
I have the opportunity to progress within the company	6.9	6.9	7.0	7.1	6.5	6.4	6.1	7.9	6.4
The TTC offers good job security	8.3	8.3	8.2	8.2	7.9	8.2	8.6	8.6	7.7

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

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.

OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - BUS TRANSPORTATION



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 5.2 to 8.2.
Impact values range between 16% to 56%.

AREA TO MAINTAIN: 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 Transportation employees are relatively satisfied, making this an Area to Maintain.
- Within Bus Transportation, satisfaction is slightly higher among Bus employees than Wheel Trans employees.
- For Bus cost centres, employee satisfaction with their training and development is the highest for Queensway Operators/Admin, and Mt. Dennis Operators/Admin, and generally the lowest for Queensway Route Supervisors.
- For Wheel Trans cost centres, employee satisfaction with their training and development is generally the highest for Mobile Inspectors, except that for several aspects of Training & Development, there was insufficient sample to report mean scores, and generally the lowest for Dispatch.
- Satisfaction with training and development is slightly higher among union employees, compared to staff employees. While this was true for the Bus division, staff employees in Wheel Trans division were more satisfied than union employees.
- Across the specific aspects of Training and Development, ratings were the highest for, “My on-boarding/induction experience was positive”, and “I have received the right sort of training to do my job properly”. Ratings were the lowest for, “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”. These results were consistent for both divisions and all Operator cost centres.

SECTION SUMMARY

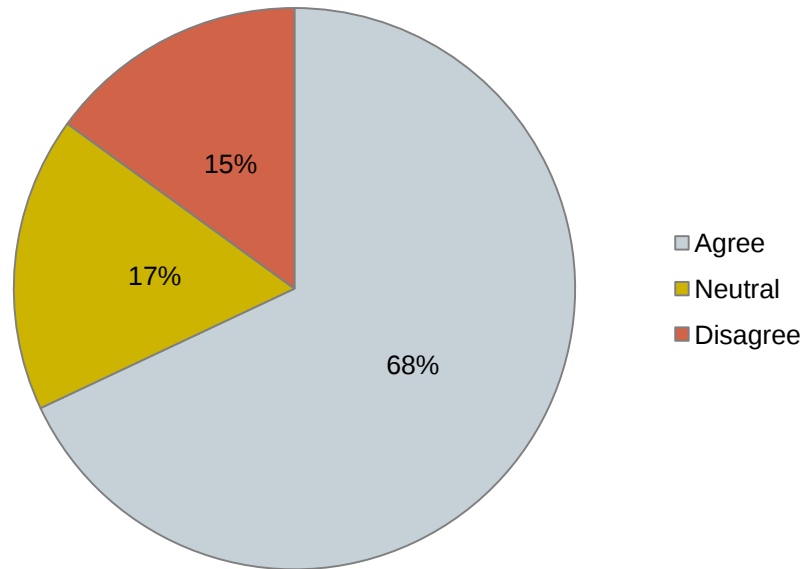
- There was some variability in the highest scores for Route Supervisor cost centres. While satisfaction with on-boarding/induction was typically a high score, receiving the right training typically was not. For most (but not all) of these cost centres, “The TTC provides ongoing training opportunities so I can develop my skills” was among the highest scores.
- For all Route Supervisor cost centres, ratings were the lowest for “The way people are selected for jobs in the TTC is fair”, rather than for having the agreed personal development plan. This variation was also seen in a few Wheel Trans cost centre groupings. For WT Administration and Dispatch, fairness in job selection was rated lower than having an agreed personal development plan.
- To improve employee satisfaction with Training and Development, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - I am satisfied with the support I receive on my personal development
 - The TTC provides ongoing training opportunities so I can develop my skills
 - The way people are selected for jobs in the TTC is fair
- In addition to these improvements, the following areas are key Areas to Protect:
 - I am satisfied with the career development opportunities available to me
 - I have received the right sort of training to do my job properly

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BUS TRANSPORTATION

Bus Transportation

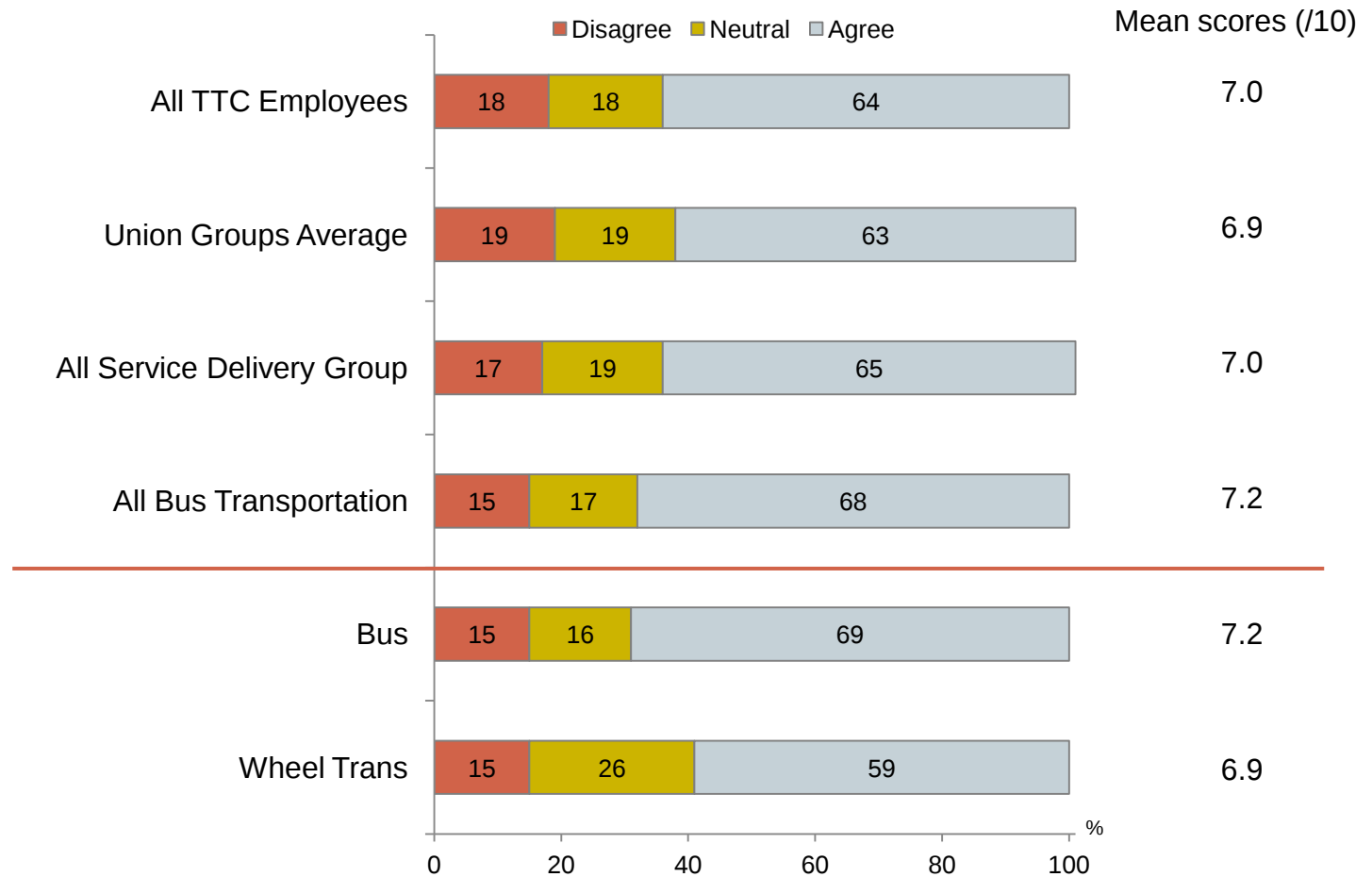
Total
(n= 1222)

Mean=7.2



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 DIVISION



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 BUS COST CENTRE/GROUPING



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 WHEEL TRANS COST CENTRE/GROUPING



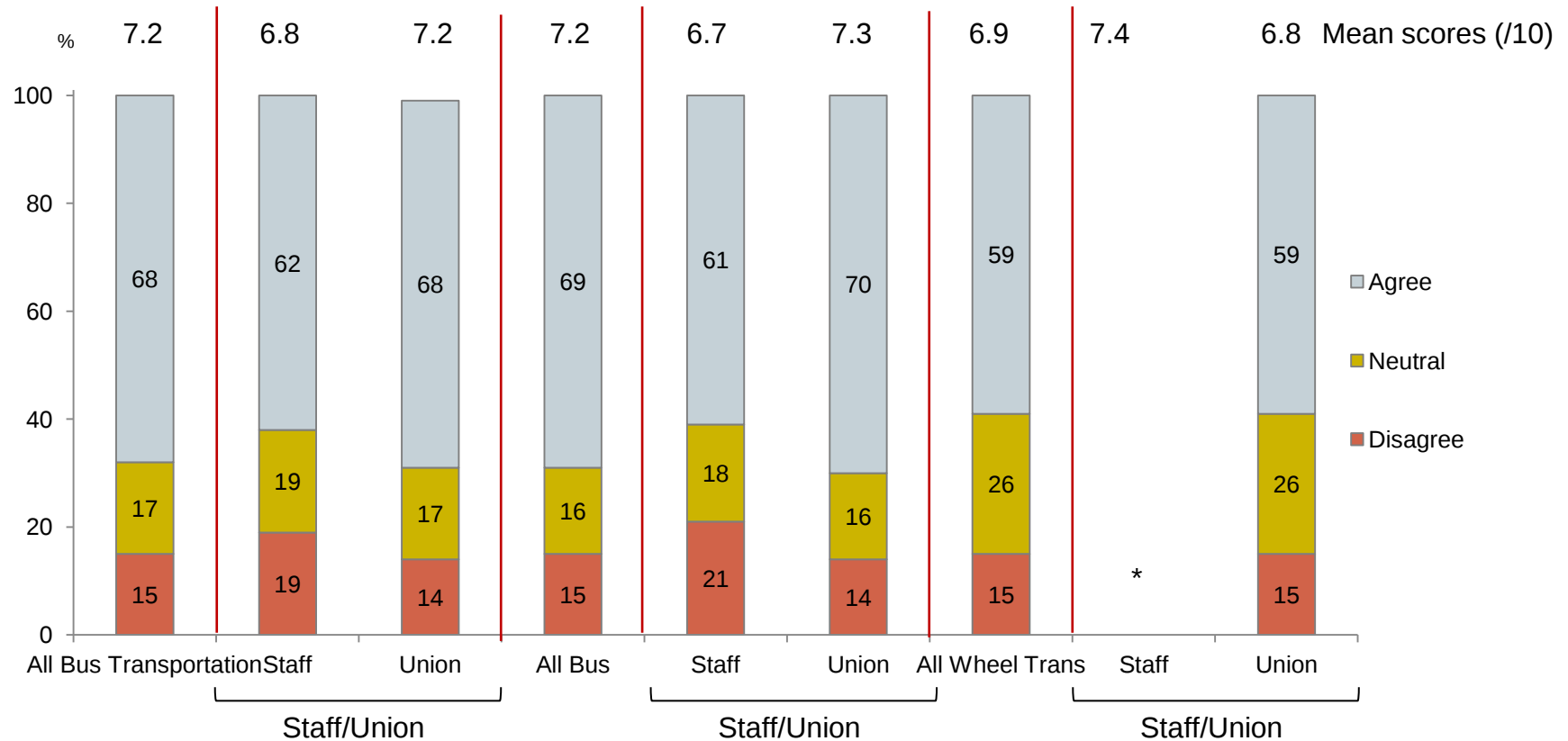
* Percentages suppressed due to sample size <30.

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



* Percentages suppressed due to sample size <30.

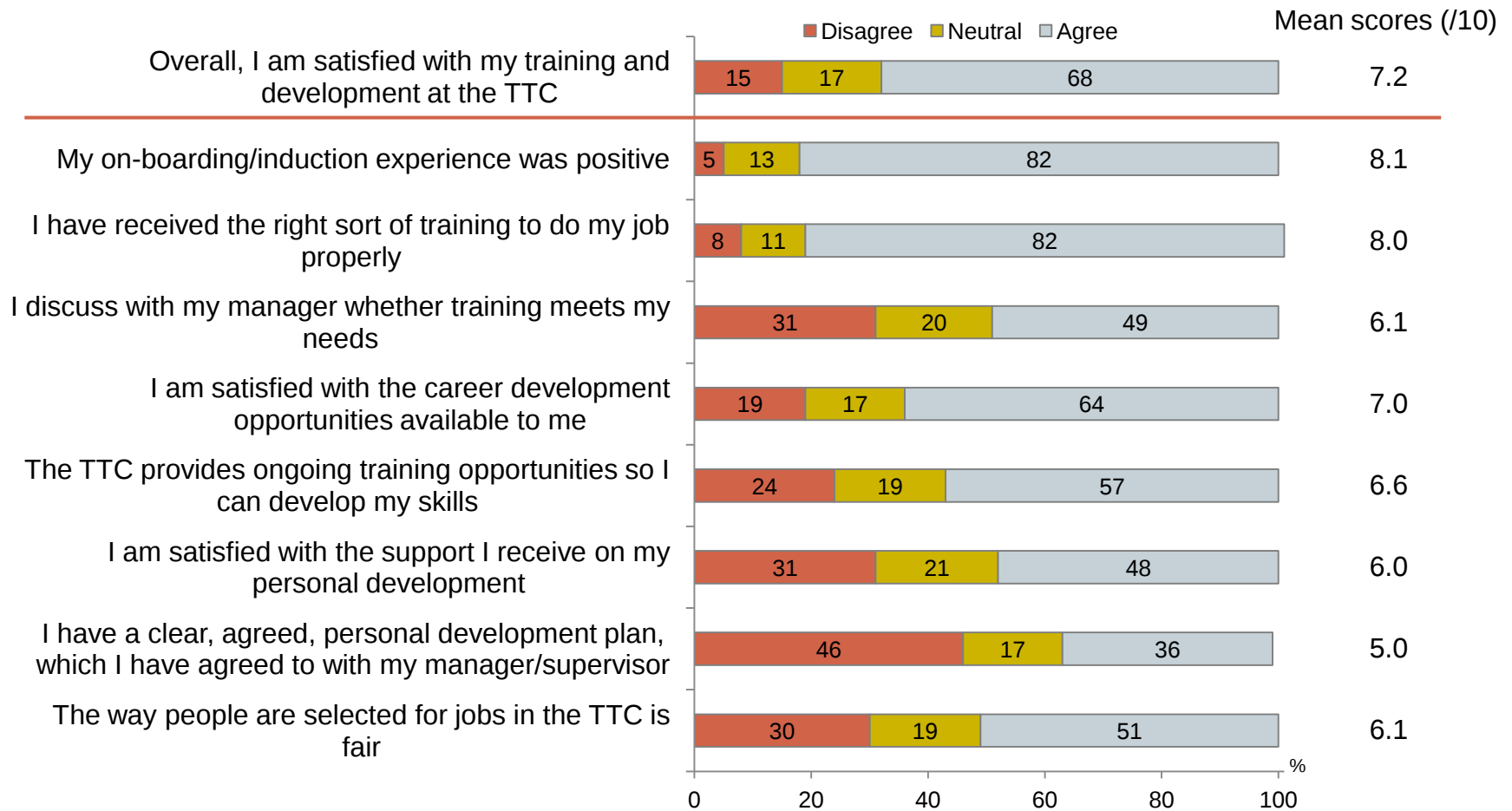
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.

Overall, I am satisfied with my training and development at the TTC.

Sample sizes vary by category.

TRAINING AND DEVELOPMENT

- BUS TRANSPORTATION



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 OPERATOR/ADMIN COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
Overall, I am satisfied with my training and development at the TTC	7.0	6.9	7.0	7.2	7.2	7.3	7.3	7.4	7.3	7.6	7.7	6.9
My on-boarding/induction experience was positive	7.9	7.9	8.0	8.1	8.2	8.3	8.2	8.1	8.1	8.2	8.6	8.1
I have received the right sort of training to do my job properly	7.6	7.6	7.9	8.0	8.0	8.3	8.1	8.0	8.2	8.3	8.7	7.8
I discuss with my manager whether training meets my needs	6.7	6.4	6.1	6.1	6.1	6.1	5.2	6.1	5.5	6.4	6.8	5.9
I am satisfied with the career development opportunities available to me	6.9	6.9	6.9	7.0	7.1	7.1	6.7	7.1	7.0	7.4	7.6	6.9
The TTC provides ongoing training opportunities so I can develop my skills	7.0	6.8	6.5	6.6	6.6	6.6	6.1	6.6	6.4	7.0	7.0	6.4
I am satisfied with the support I receive on my personal development	6.5	6.2	6.0	6.0	6.0	6.2	5.6	6.1	5.6	6.5	6.5	5.7
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	5.2	4.9	5.0	5.0	5.3	4.1	5.2	4.5	5.3	5.2	4.8
The way people are selected for jobs in the TTC is fair	5.6	5.5	5.9	6.1	6.2	6.1	6.2	7.1	5.9	7.0	6.7	6.2

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 ROUTE SUPERVISOR COST CENTRE

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
Overall, I am satisfied with my training and development at the TTC	7.0	6.9	7.0	7.2	7.2	6.8	6.6	6.2	6.6	6.5	5.8	6.3
My on-boarding/induction experience was positive	7.9	7.9	8.0	8.1	8.2	7.9	7.1	8.0	7.6	7.5	7.2	7.7
I have received the right sort of training to do my job properly	7.6	7.6	7.9	8.0	8.0	7.1	6.8	6.9	7.1	7.0	7.5	6.8
I discuss with my manager whether training meets my needs	6.7	6.4	6.1	6.1	6.1	6.7	6.0	6.7	6.9	5.4	6.7	6.8
I am satisfied with the career development opportunities available to me	6.9	6.9	6.9	7.0	7.1	6.9	6.4	6.7	7.2	6.5	5.5	7.0
The TTC provides ongoing training opportunities so I can develop my skills	7.0	6.8	6.5	6.6	6.6	7.2	7.2	7.2	6.9	7.1	6.1	7.0
I am satisfied with the support I receive on my personal development	6.5	6.2	6.0	6.0	6.0	6.6	7.2	5.5	6.5	5.7	5.3	6.3
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	5.2	4.9	5.0	5.0	6.5	5.4	5.0	5.7	4.2	4.9	5.8
The way people are selected for jobs in the TTC is fair	5.6	5.5	5.9	6.1	6.2	5.2	3.6	4.4	5.2	3.8	4.5	4.8

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

TRAINING AND DEVELOPMENT

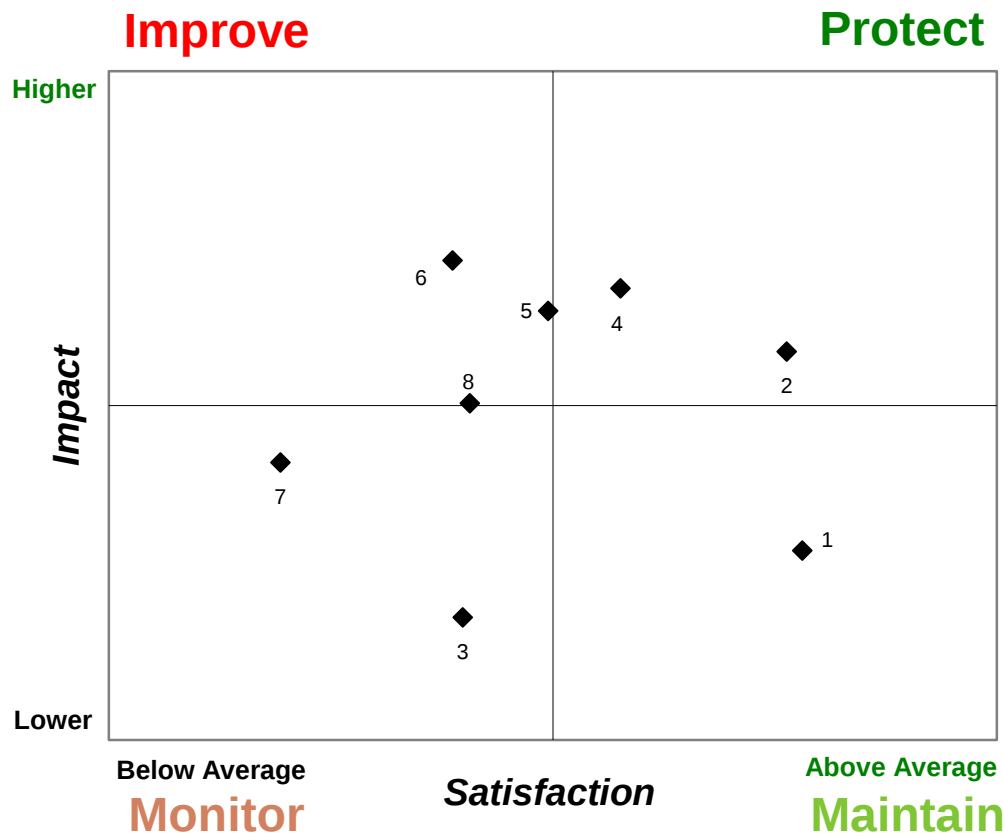
- BY WHEEL TRANS COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Wheel Trans	WT Administration	Dispatch	Mobile Inspectors	WT Operators
Overall, I am satisfied with my training and development at the TTC	7.0	6.9	7.0	7.2	6.9	6.6	5.8	7.3	7.1
My on-boarding/induction experience was positive	7.9	7.9	8.0	8.1	7.6	6.8	**	**	7.8
I have received the right sort of training to do my job properly	7.6	7.6	7.9	8.0	7.8	6.5	6.2	8.3	8.2
I discuss with my manager whether training meets my needs	6.7	6.4	6.1	6.1	5.9	6.5	6.4	**	5.5
I am satisfied with the career development opportunities available to me	6.9	6.9	6.9	7.0	6.6	6.3	6.3	7.7	6.6
The TTC provides ongoing training opportunities so I can develop my skills	7.0	6.8	6.5	6.6	6.1	6.3	5.1	7.5	6.1
I am satisfied with the support I receive on my personal development	6.5	6.2	6.0	6.0	5.6	5.7	5.5	7.6	5.4
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	5.2	4.9	5.0	4.7	5.2	**	**	4.5
The way people are selected for jobs in the TTC is fair	5.6	5.5	5.9	6.1	5.2	4.8	4.6	**	5.4

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

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 TRANSPORTATION



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 5.0 to 8.1.
 Impact values range between 30% to 54%.

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 Transportation employees are relatively satisfied, making this an Area to Maintain.
- When comparing by division, Wheel Trans employees are more satisfied with their colleagues and coworkers compared to Bus employees.
- For Bus cost centres, employee satisfaction with their colleagues or co-workers is generally the highest for Malvern Route Supervisors, and the lowest for Birchmount Route Supervisors.
- For Wheel Trans cost centre groupings, employee satisfaction with their colleagues or co-workers is the highest for Mobile Inspectors, and the lowest for Dispatch.
- Staff are slightly more satisfied than union employees in their satisfaction with their Team. For Bus division, this gap is very small, but a greater difference is seen among Wheel Trans staff and union employees.
- Across the specific qualities of Your Team, ratings did not differ by large amounts, but were the highest for, “Members of my team treat each other with respect”. Ratings were the lowest for, “There is good morale on my team”. These results were consistent for both divisions and most Operator cost centres.
- Route Supervisor cost centres varied greatly in which attributes received the highest ratings. Ratings were the lowest, in most cases, for “All the people on my team are treated fairly”. The exceptions to this were Birchmount and Wilson, where “I feel that workload is fairly distributed on my team” was the lowest. For the smaller Wheel Trans cost centre groupings (excluding Operators), fair distribution of workload also received the lowest ratings.

SECTION SUMMARY

- To maintain employee satisfaction with Your Team, Opportunity Analysis identifies the following key Areas to Protect:
 - Members of my team treat each other with respect
 - My team works well together
 - I feel supported by my fellow team members
 - My team members do quality work

Regular Team Meetings

- Only 11% of Bus Transportation employees indicate they have regular team meetings, one of the lowest percentages of any TTC department. Of note, 21% indicated they “don’t know” if they have regular team meetings. Wheel Trans employees are somewhat more likely (14%) to indicate they have regular meetings, compared to Bus employees (10%).
- For bus cost centres, Arrow Road Operators/Admin had the highest proportion of employees (11%) to report meeting regularly, while Birchmount Operators/Admin and Wilson Operators/Admin had the lowest proportion of employees indicating they have regular meetings (4%).
- For Wheel Trans, Wheel Trans Operators have a substantially lower proportion of employees (3%) indicating they have regular meetings, compared to the division average (14%).
- Much higher proportions of staff (46%) indicated they meet regularly compared to union employees (5%). Regarding the high proportion who “don’t know”, most of those are union employees (24% for union, 1% for staff).

SECTION SUMMARY

- Among employees who have regular meetings, a majority (59%) indicated they were held frequently enough, although 30% indicated they were not frequent enough. Due to the small percentage of employees indicating they have regular meetings, no percentage results can be reported for Wheel Trans or for any cost centres.
- A slightly higher proportion of staff indicated meetings are frequent enough compared to union employees. However, a higher proportion of staff also indicated they were not frequent enough, compared to union employees. This is because a substantial percentage of union employees (12%) indicated they “don’t know” if meetings are frequent enough, while very few staff employees (1%) indicated this.
- Most employees who have regular meetings agree they are useful. There is little variation by division and, as almost no cost centres had sufficient employees reporting regular meetings to provide any results, no cost centre comparisons can be made. Differences by employee category are relatively small, with slightly more staff than union employees indicating meetings are useful.

Impact on Engagement

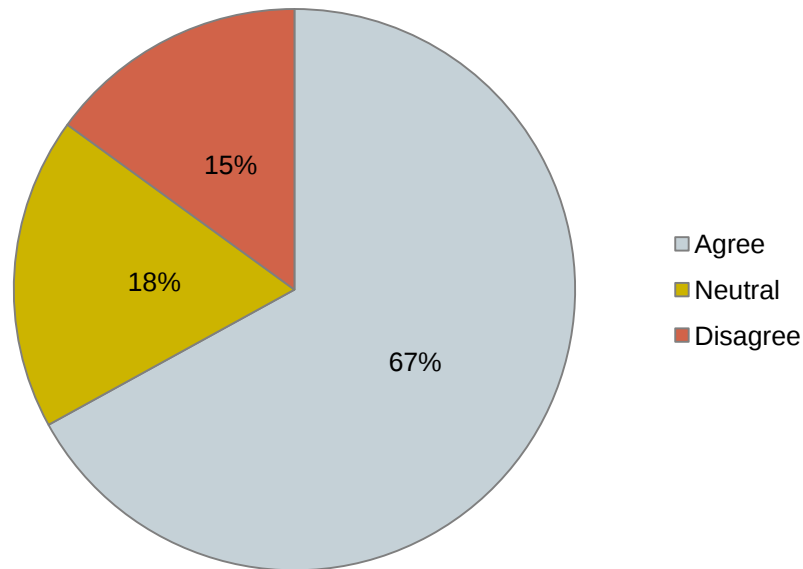
- Service Delivery Group results indicate that employees who have regular team meetings have higher engagement scores than employees who do not.
- As very few Bus Transportation employees report having regular team meetings, this may be another influence on lower Engagement scores for this department.

OVERALL RATINGS OF YOUR TEAM - BUS TRANSPORTATION

Bus Transportation

Total
(n= 1219)

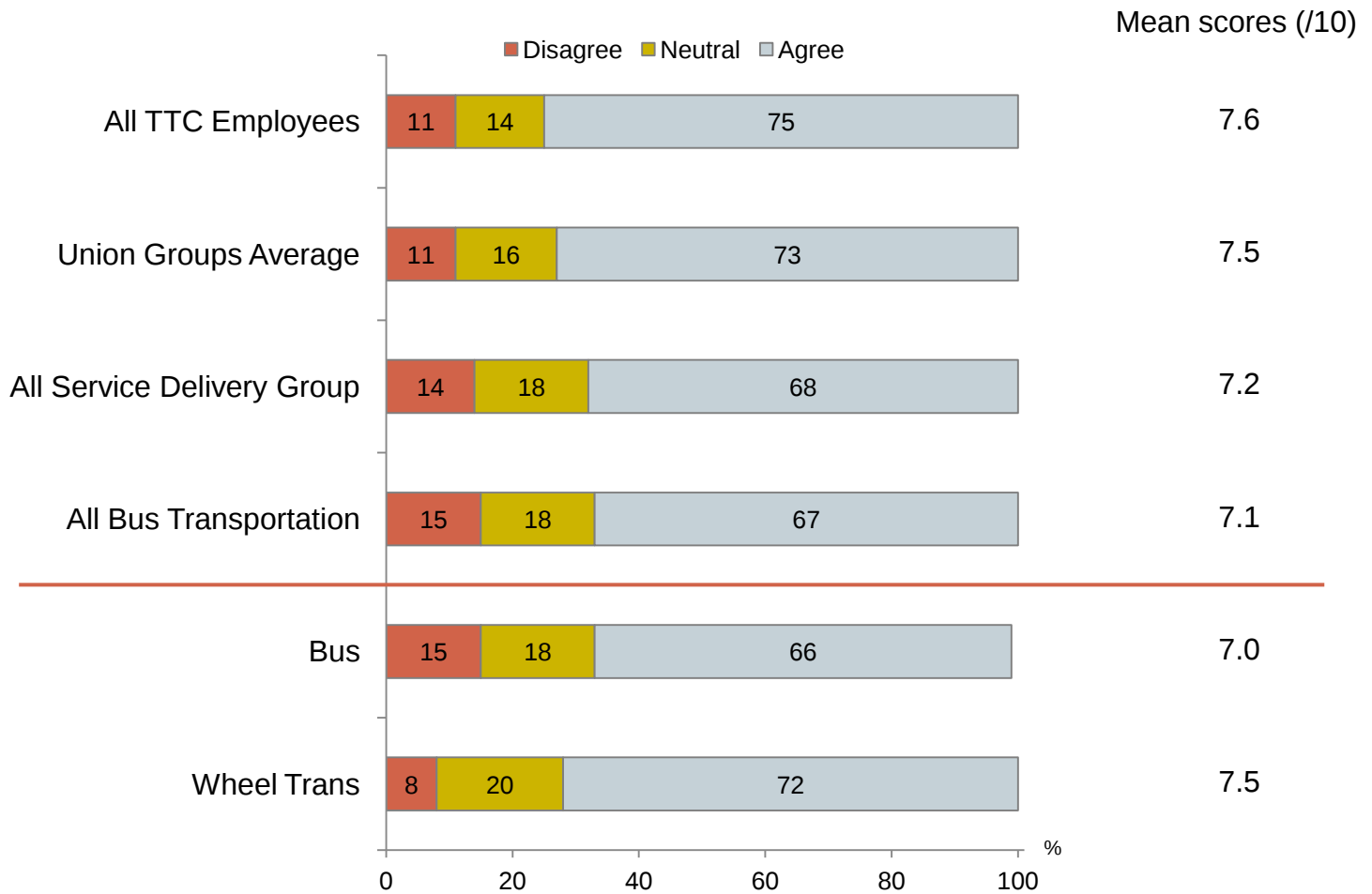
Mean=7.1



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

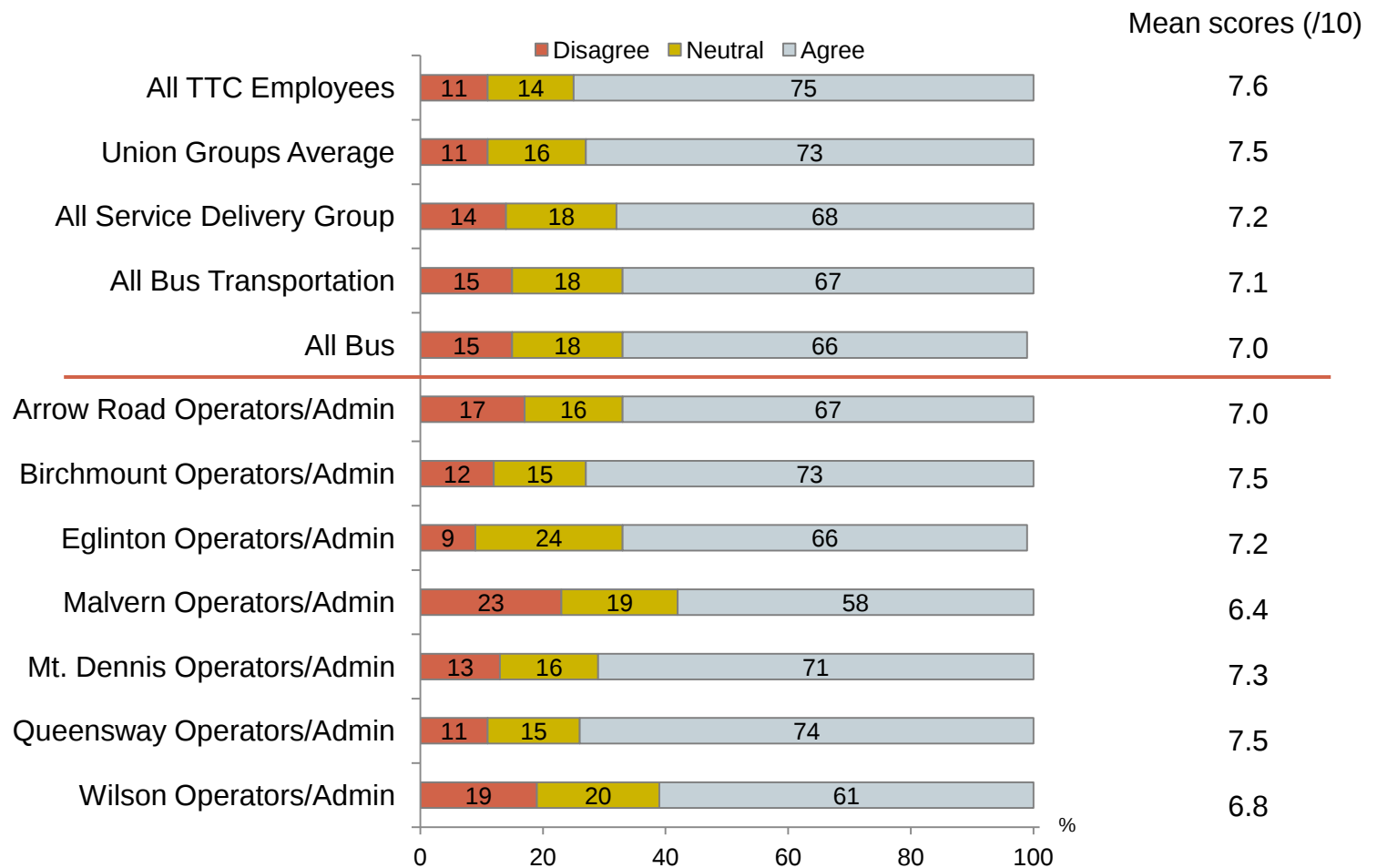
- BY DIVISION



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

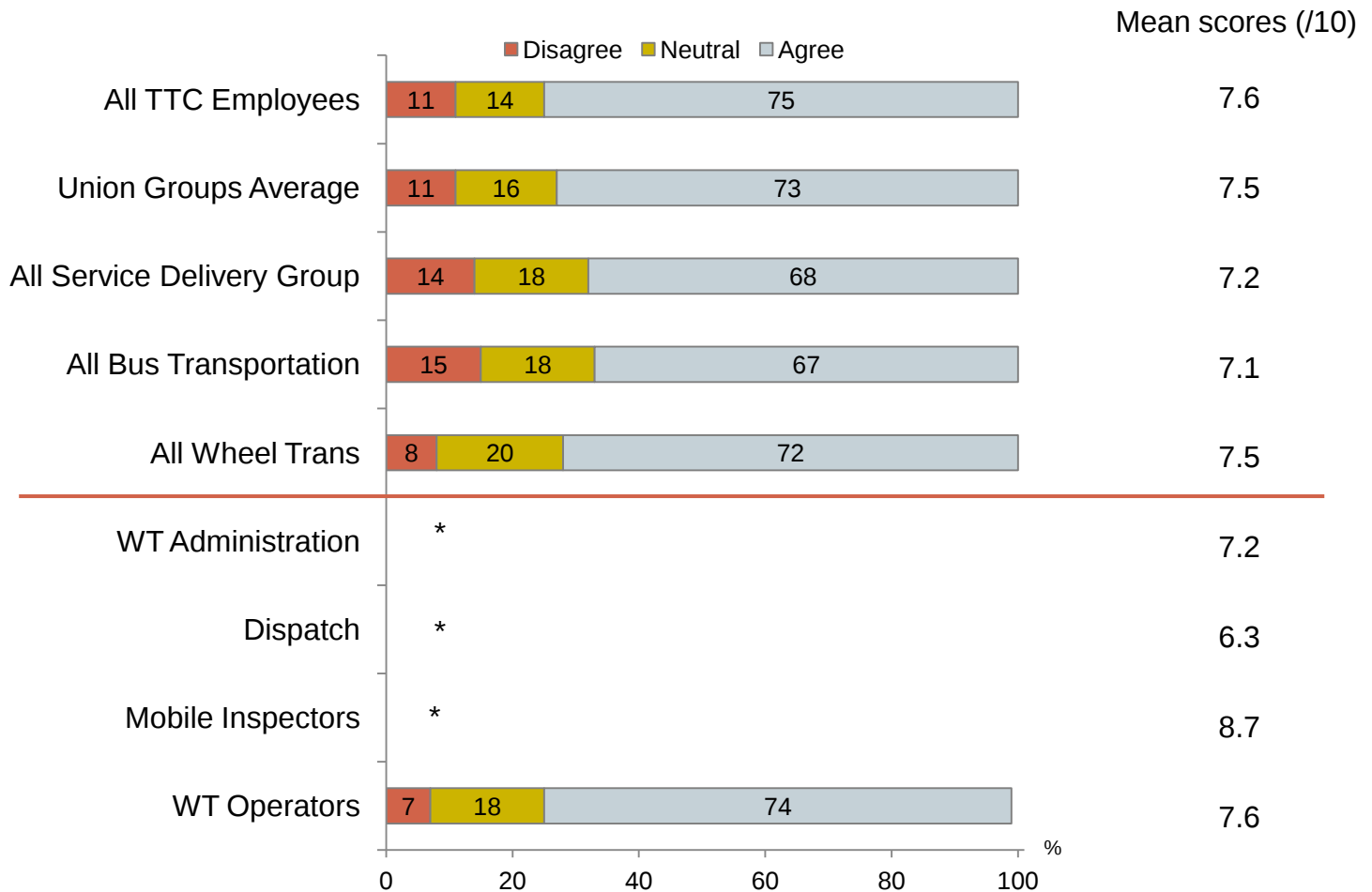
- BY BUS COST CENTRE/GROUPING



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 WHEEL TRANS COST CENTRE/GROUPING



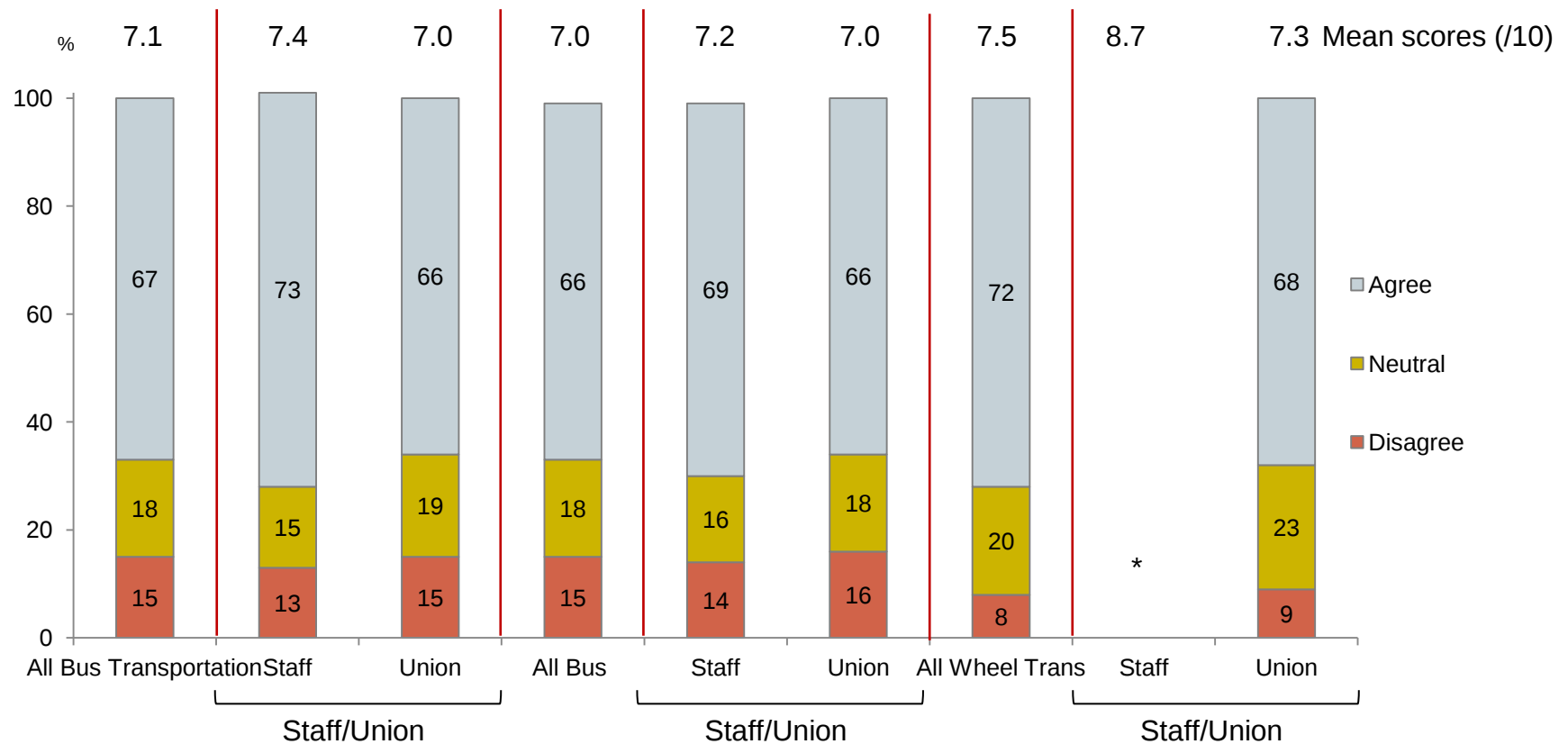
* Percentages suppressed due to sample size <30.

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



* Percentages suppressed due to 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.

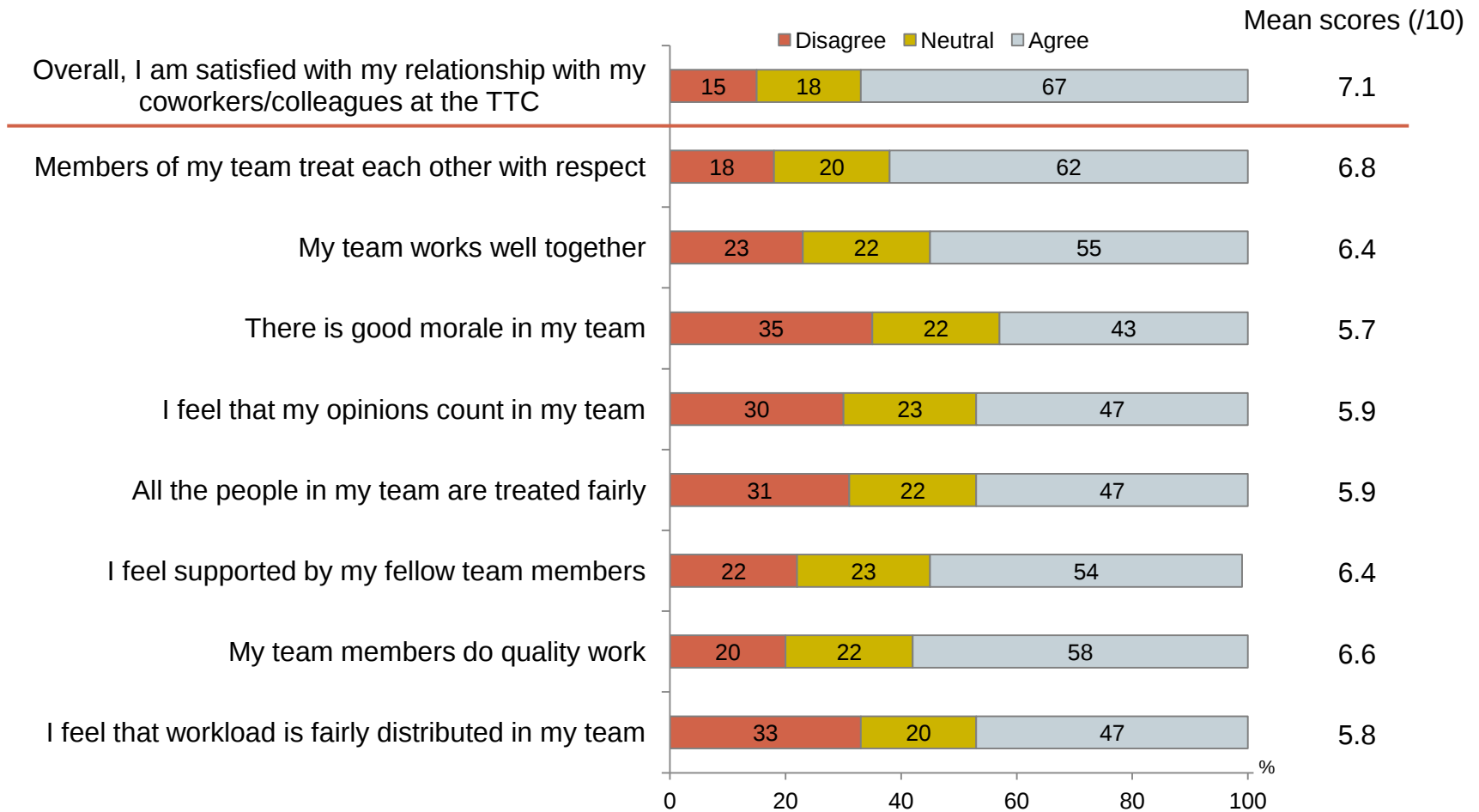
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC.

Sample sizes vary by category.

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YOUR TEAM - BUS TRANSPORTATION



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 OPERATOR/ADMIN COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.2	7.1	7.0	7.0	7.5	7.2	6.4	7.3	7.5	6.8
Members of my team treat each other with respect	7.4	7.2	6.9	6.8	6.7	6.6	7.3	6.9	6.0	7.0	7.3	6.6
My team works well together	7.3	7.0	6.5	6.4	6.3	5.9	7.0	6.2	5.3	6.4	6.9	6.1
There is good morale in my team	6.5	6.2	5.7	5.7	5.6	5.2	5.8	5.8	5.0	5.8	6.5	5.4
I feel that my opinions count in my team	7.0	6.7	5.9	5.9	5.8	5.6	6.1	5.6	5.0	6.0	6.4	5.7
All the people in my team are treated fairly	6.7	6.5	6.0	5.9	5.9	5.7	5.9	6.1	5.2	6.4	6.7	5.6
I feel supported by my fellow team members	7.2	7.0	6.5	6.4	6.4	6.1	6.9	6.4	5.7	6.7	6.8	6.2
My team members do quality work	7.5	7.3	6.7	6.6	6.5	6.2	6.9	6.6	5.8	6.6	7.1	6.4
I feel that workload is fairly distributed in my team	6.5	6.3	5.9	5.8	5.8	5.7	6.2	5.9	5.1	5.9	6.3	5.4

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 ROUTE SUPERVISOR COST CENTRE

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Bus	Arrow Rd.	Birchmount	Eglinton	Malvern	Mt.Dennis	Queensway	Wilson
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.2	7.1	7.0	7.2	5.3	7.0	7.5	6.4	7.7	7.0
Members of my team treat each other with respect	7.4	7.2	6.9	6.8	6.7	5.9	4.8	6.1	6.6	6.1	6.7	7.0
My team works well together	7.3	7.0	6.5	6.4	6.3	5.7	5.3	6.3	7.7	5.8	7.4	6.8
There is good morale in my team	6.5	6.2	5.7	5.7	5.6	4.8	4.3	5.5	7.0	5.1	6.6	6.0
I feel that my opinions count in my team	7.0	6.7	5.9	5.9	5.8	5.9	5.1	6.6	6.9	6.1	6.7	6.3
All the people in my team are treated fairly	6.7	6.5	6.0	5.9	5.9	4.6	5.1	5.1	6.6	5.1	6.4	6.0
I feel supported by my fellow team members	7.2	7.0	6.5	6.4	6.4	5.5	4.8	6.9	7.2	5.9	7.1	6.4
My team members do quality work	7.5	7.3	6.7	6.6	6.5	6.0	5.5	7.3	7.5	6.4	7.4	6.4
I feel that workload is fairly distributed in my team	6.5	6.3	5.9	5.8	5.8	6.2	4.1	6.1	6.6	5.4	6.4	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 WHEEL TRANS COST CENTRE/GROUPING

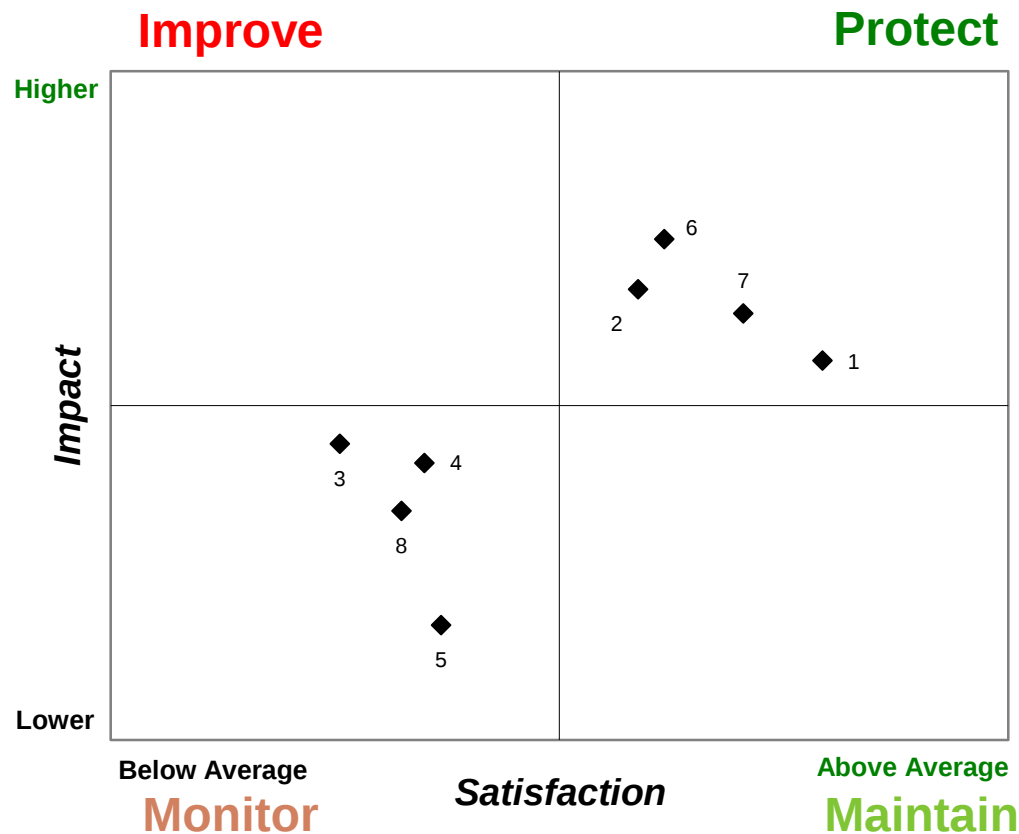
Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Bus Transportation	All Wheel Trans	WT Administration	Dispatch	Mobile Inspectors	WT Operators
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.2	7.1	7.5	7.2	6.3	8.7	7.6
Members of my team treat each other with respect	7.4	7.2	6.9	6.8	7.3	6.9	5.6	8.2	7.6
My team works well together	7.3	7.0	6.5	6.4	7.1	6.6	5.6	8.1	7.4
There is good morale in my team	6.5	6.2	5.7	5.7	5.9	5.6	4.7	7.6	5.9
I feel that my opinions count in my team	7.0	6.7	5.9	5.9	6.2	5.9	5.0	7.9	6.3
All the people in my team are treated fairly	6.7	6.5	6.0	5.9	6.2	6.1	4.0	7.9	6.3
I feel supported by my fellow team members	7.2	7.0	6.5	6.4	6.9	6.5	5.3	**	7.2
My team members do quality work	7.5	7.3	6.7	6.6	7.3	6.3	6.1	8.2	7.5
I feel that workload is fairly distributed in my team	6.5	6.3	5.9	5.8	6.1	6.0	4.0	7.5	6.3

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

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 TRANSPORTATION



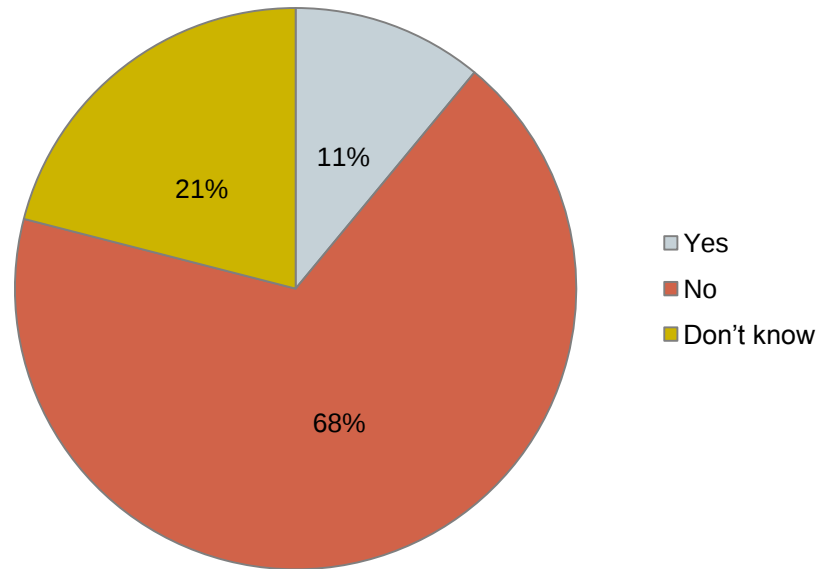
1. Members of my team treat each other with respect
2. My team works well together
3. There is good morale in my team
4. I feel that my opinions count in my team
5. All the people in my team are treated fairly
6. I feel supported by my fellow team members
7. My team members do quality work
8. I feel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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 5.7 to 6.8.
Impact values range between 42% to 61%.

REGULAR TEAM MEETINGS

Bus Transportation

Total
(n= 1165)



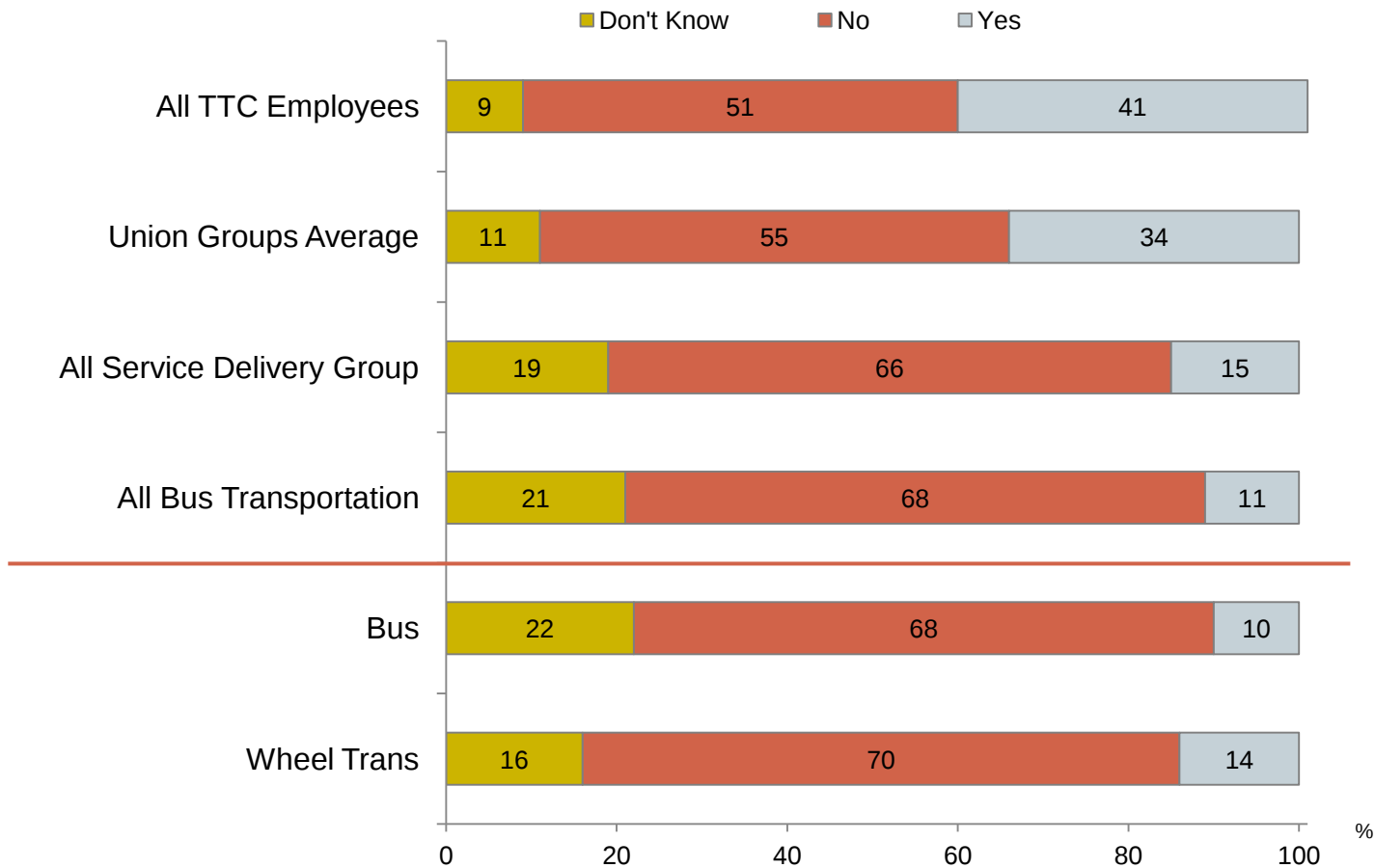
E2. Does your team hold regular team meetings?

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REGULAR TEAM MEETINGS

- BY DIVISION



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

REGULAR TEAM MEETINGS

- BY BUS COST CENTRE/GROUPING



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

REGULAR TEAM MEETINGS

- BY WHEEL TRANS COST CENTRE/GROUPING

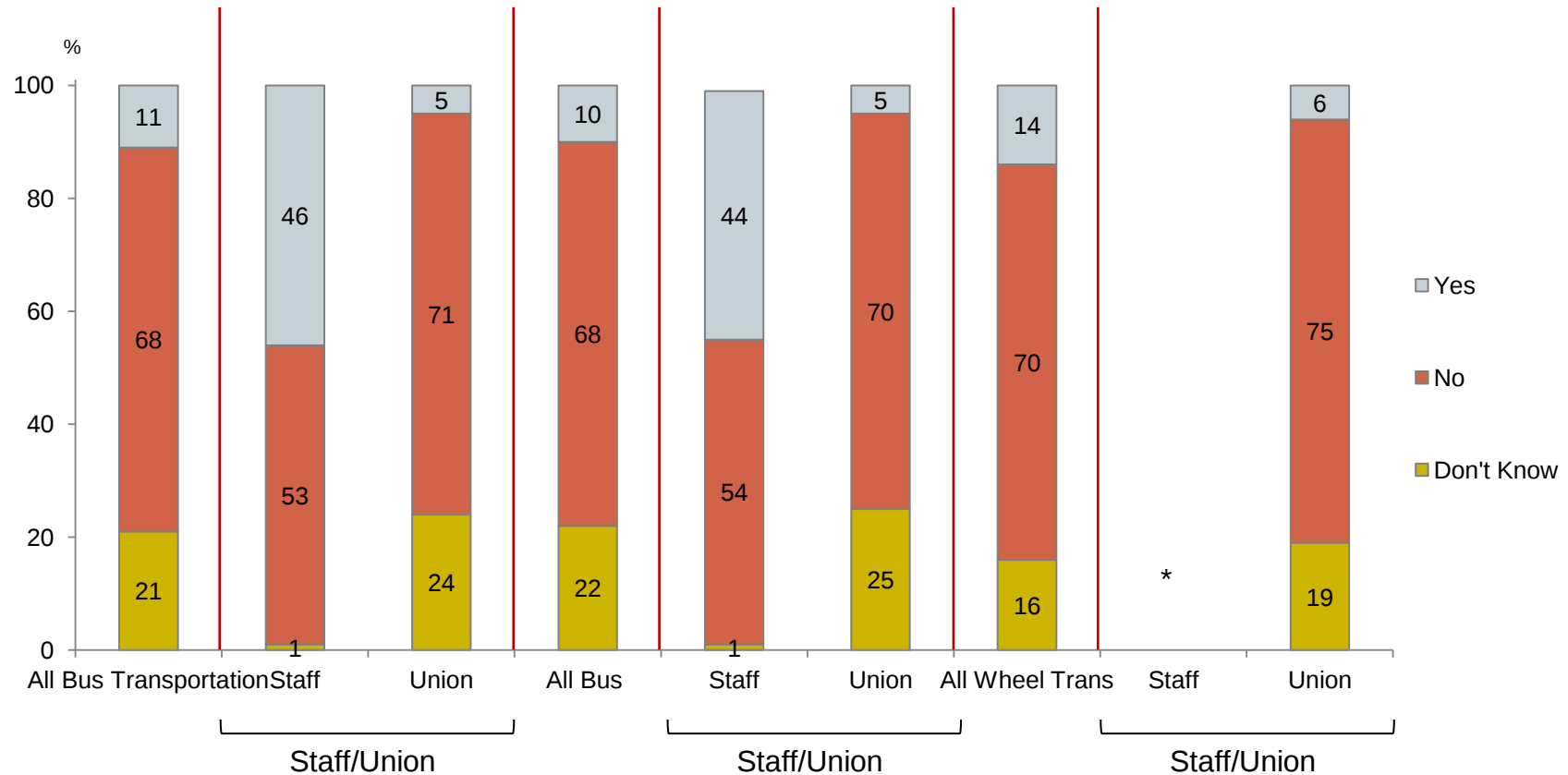


* Percentages suppressed due to sample size <30.

E2. Does your team hold regular team meetings?

Sample sizes vary by category.

REGULAR TEAM MEETINGS - BY EMPLOYEE POSITION



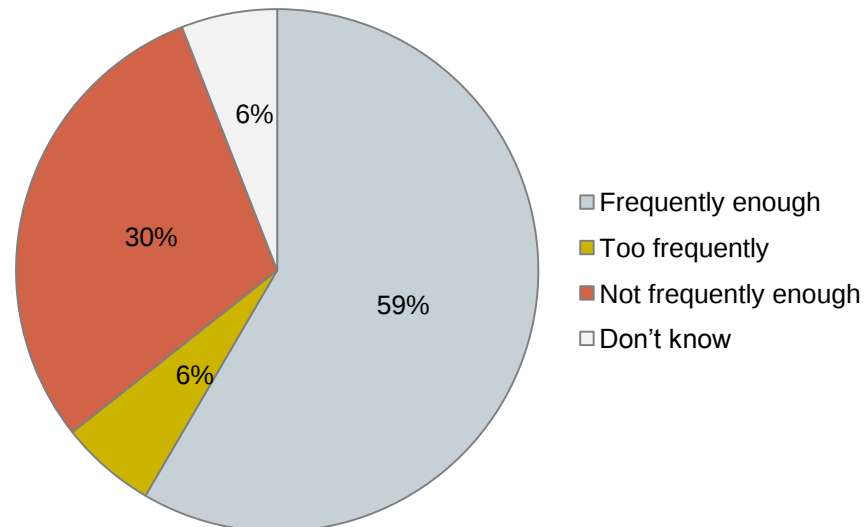
* Percentages suppressed due to sample size <30.
E2. Does your team hold regular team meetings?
Sample sizes vary by category.

SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

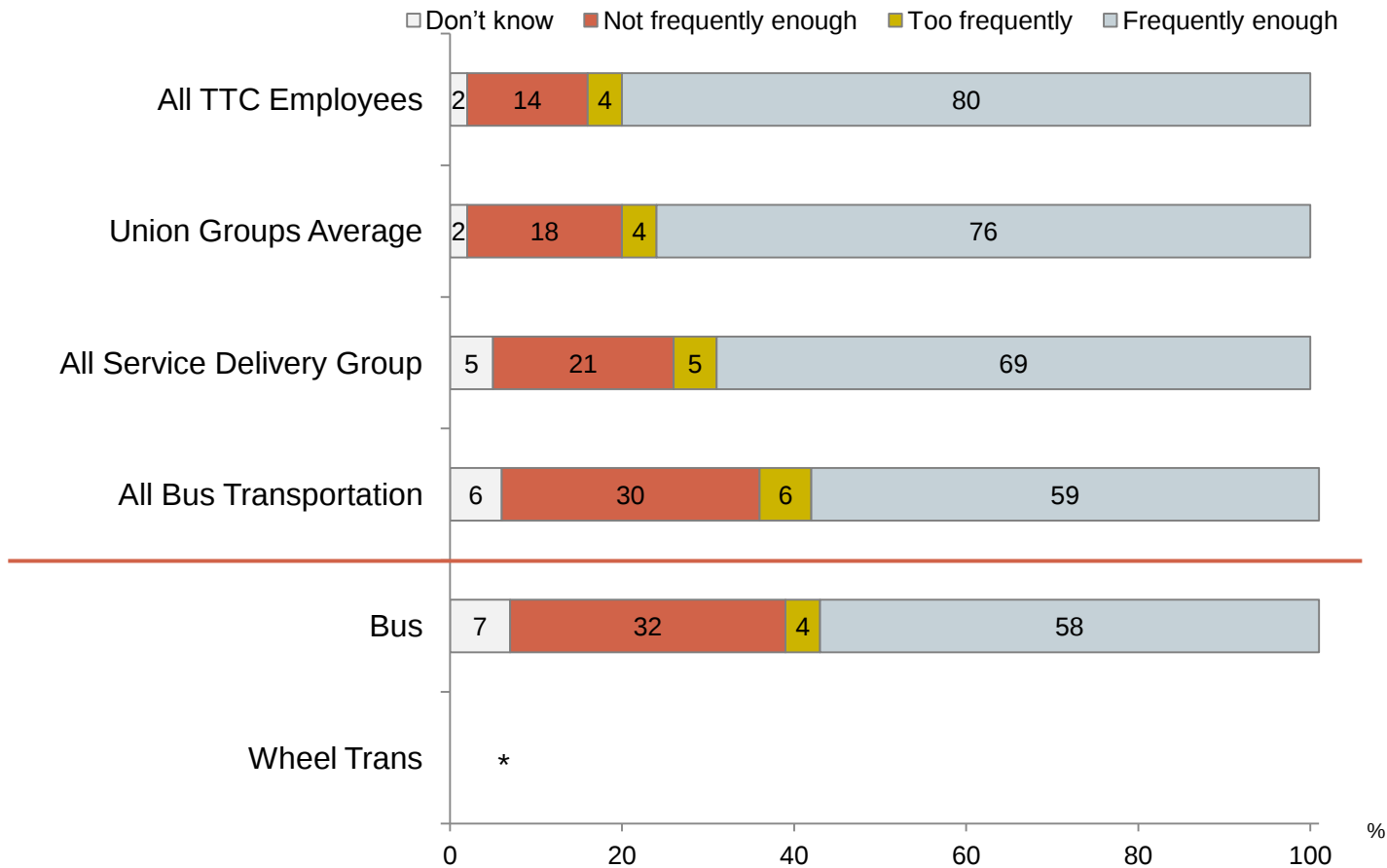
Bus Transportation

Total
(n= 125)



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 DIVISION

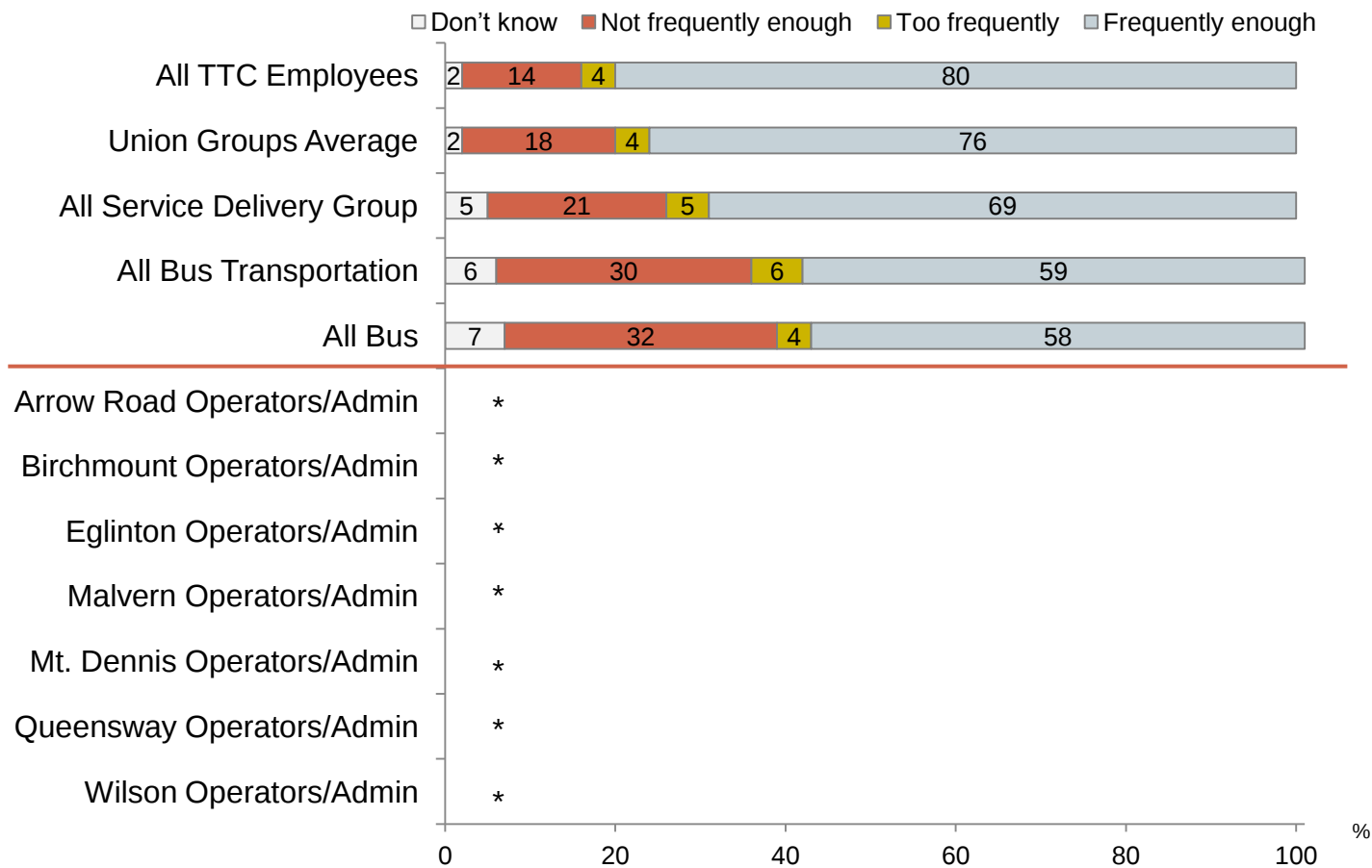


* Percentages suppressed due to sample size <30.

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

Sample sizes vary by category.

SUFFICIENT AMOUNT OF TEAM MEETINGS - BY BUS COST CENTRE/GROUPING

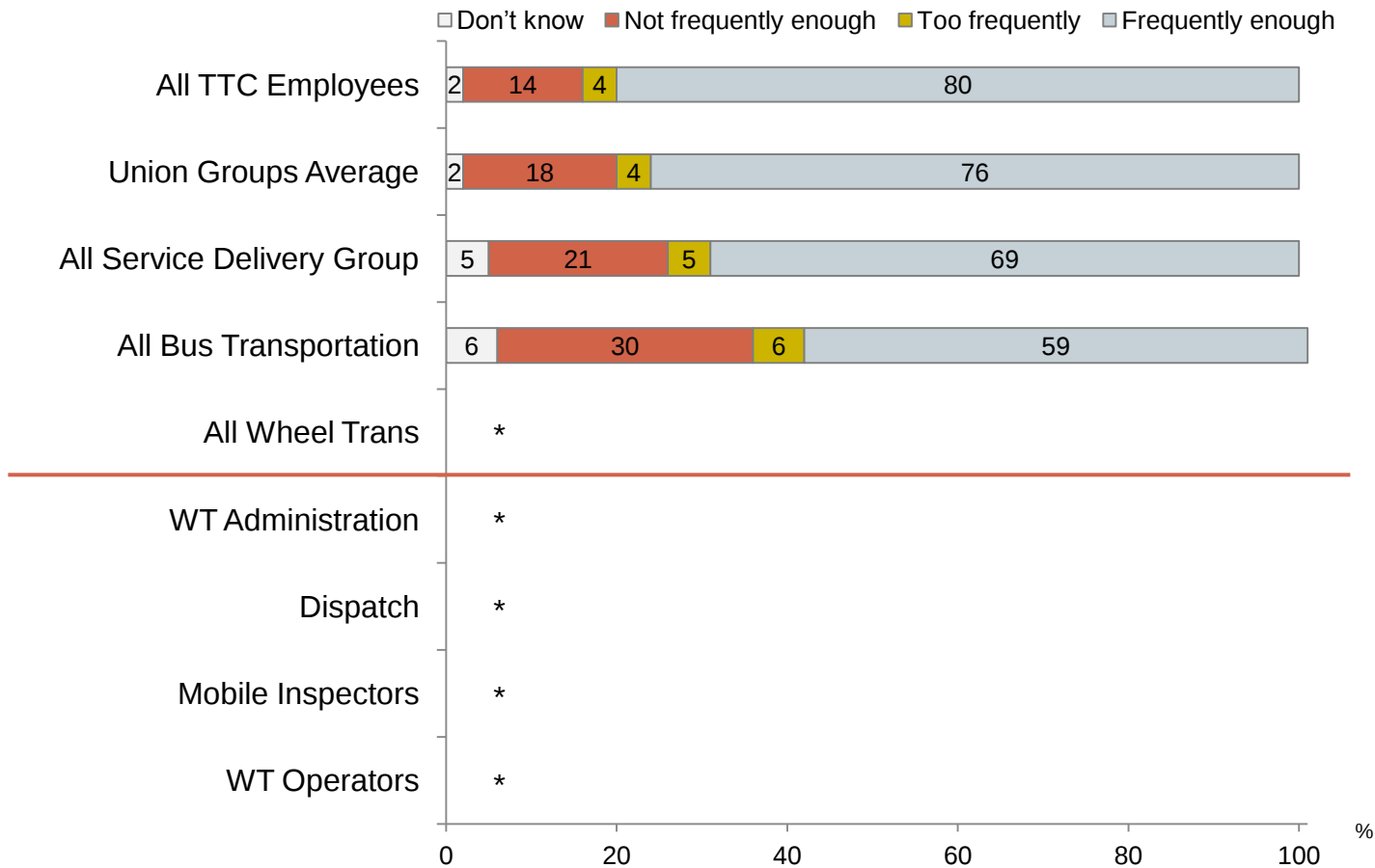


* Percentages suppressed due to sample size <30.

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

Sample sizes vary by category.

SUFFICIENT AMOUNT OF TEAM MEETINGS - BY WHEEL TRANS COST CENTRE/GROUPING

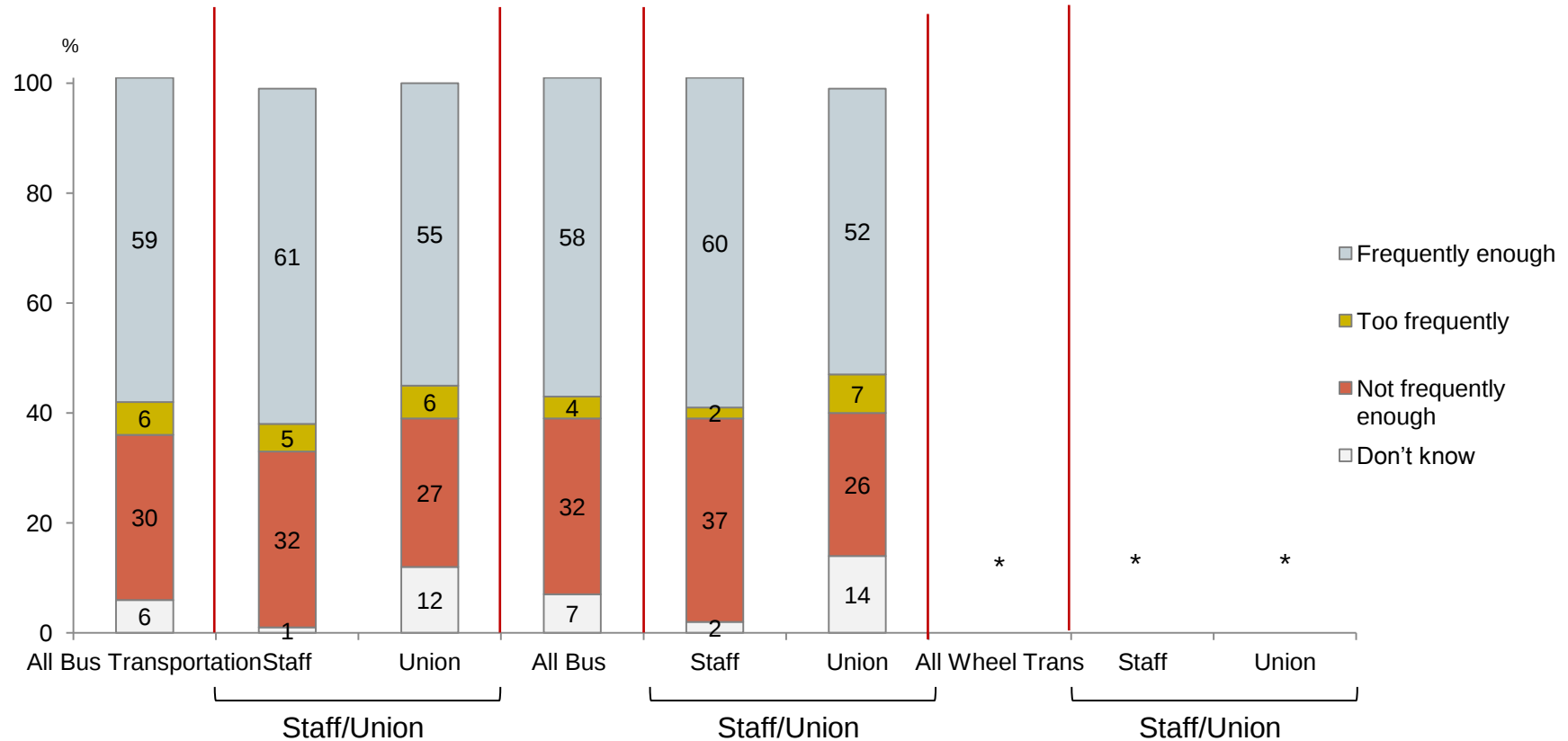


* Percentages suppressed due to sample size <30.

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

Sample sizes vary by category.

SUFFICIENT AMOUNT OF TEAM MEETINGS - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

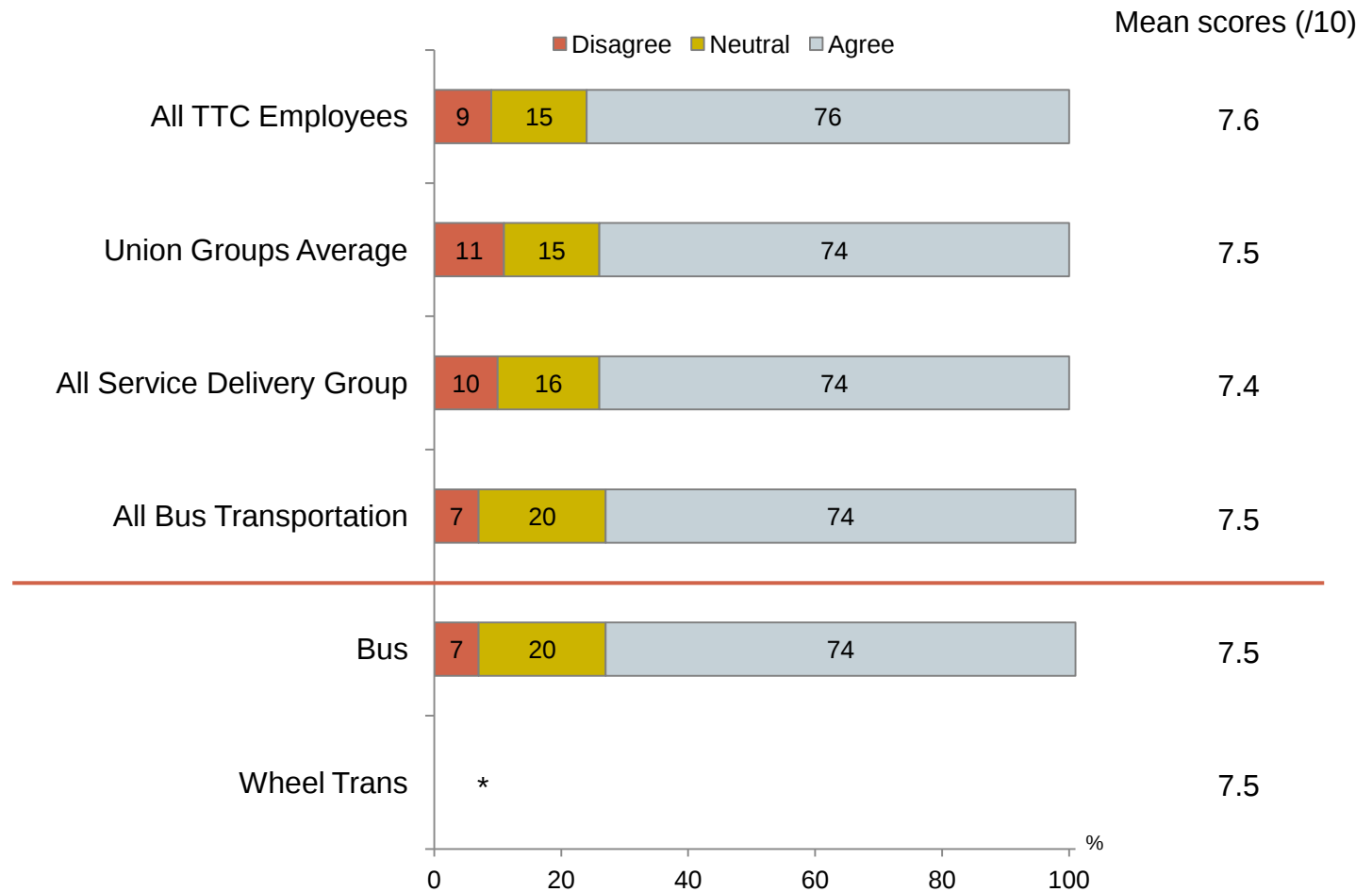
E3. Do you feel team meetings occur...? 1 Too frequently; 2 Frequently enough; 3 Not frequently enough; 4 Don't know.

Sample sizes vary by category.

USEFULNESS OF TEAM MEETINGS

- BY DIVISION

Among employees who have regular team meetings



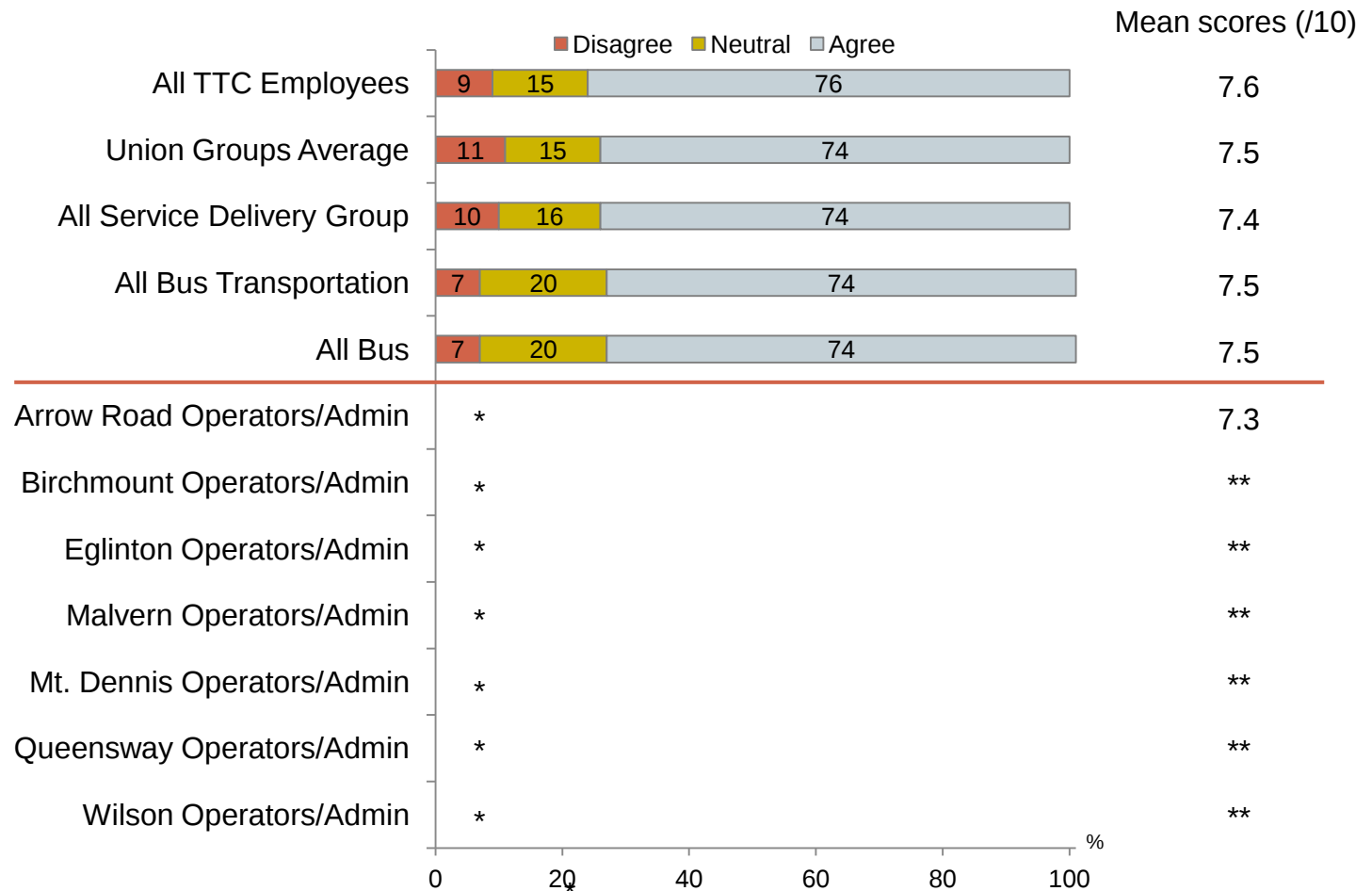
* Percentages suppressed due to sample size <30.

E4. How much do you agree or disagree that your team meetings are useful?

Sample sizes vary by category.

USEFULNESS OF TEAM MEETINGS - BY BUS COST CENTRE/GROUPING

Among employees who have regular team meetings



* Percentages suppressed due to sample size <30.

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

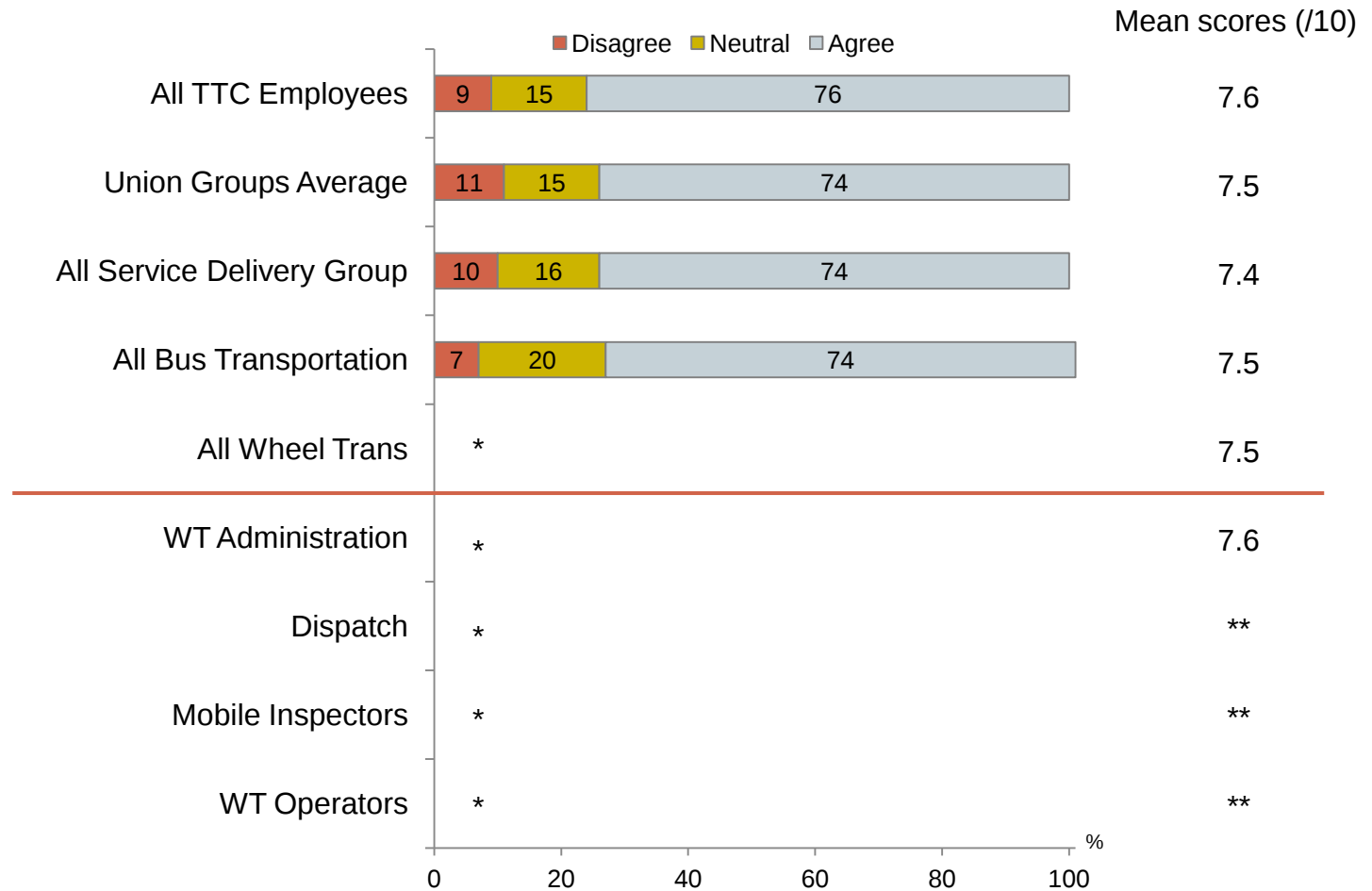
E4. How much do you agree or disagree that your team meetings are useful?

Sample sizes vary by category.

USEFULNESS OF TEAM MEETINGS

- BY WHEEL TRANS COST CENTRE/GROUPING

Among employees who have regular team meetings



* Percentages suppressed due to sample size <30.

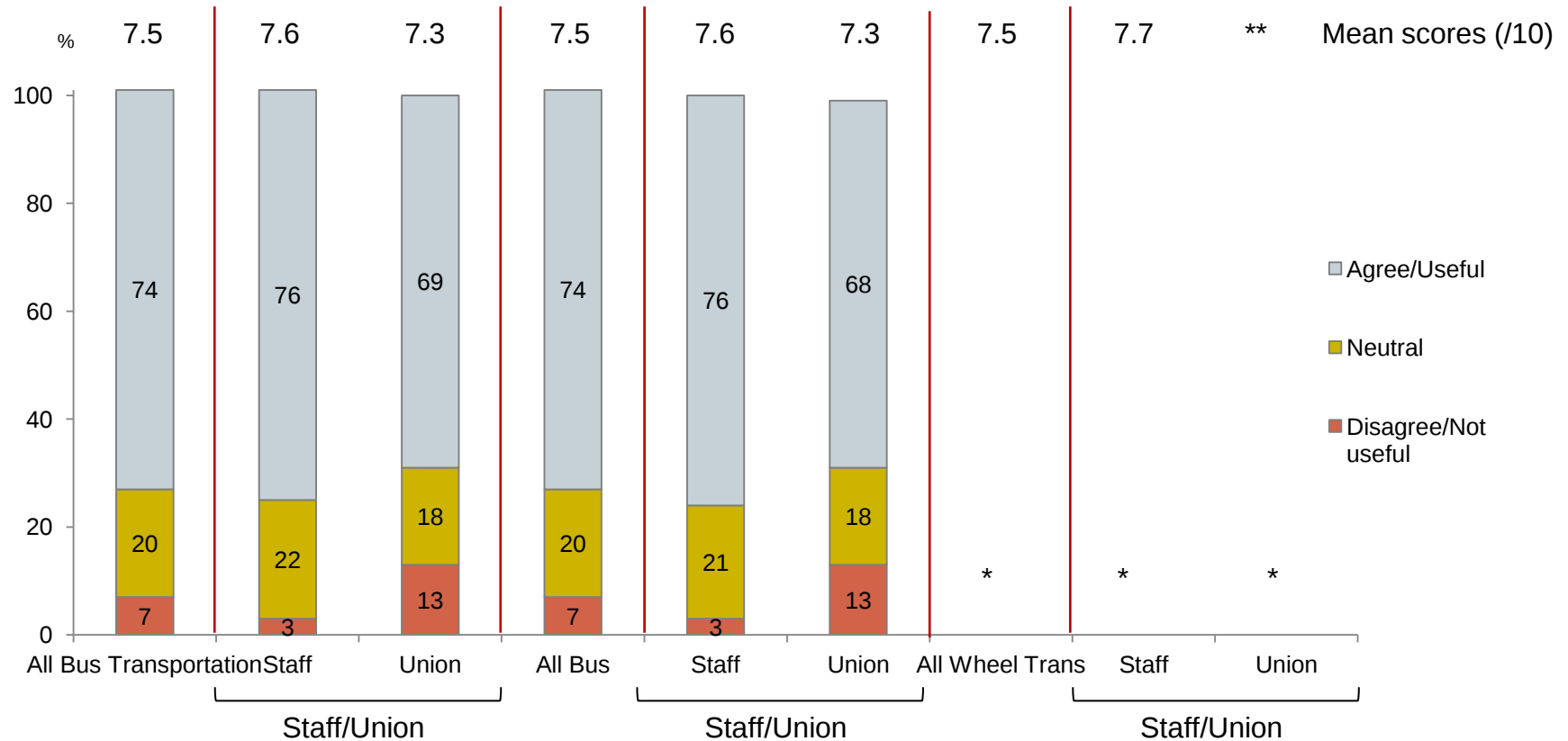
** Mean score suppressed due to sample size <10.

E4. How much do you agree or disagree that your team meetings are useful?

Sample sizes vary by category.

USEFULNESS OF TEAM MEETINGS - BY EMPLOYEE POSITION

Among employees who have regular team meetings



* Percentages suppressed due to sample size <30.

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

E4. How much do you agree or disagree that your team meetings are useful?

Sample sizes vary by category.

3/31/2015

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FINAL WORD

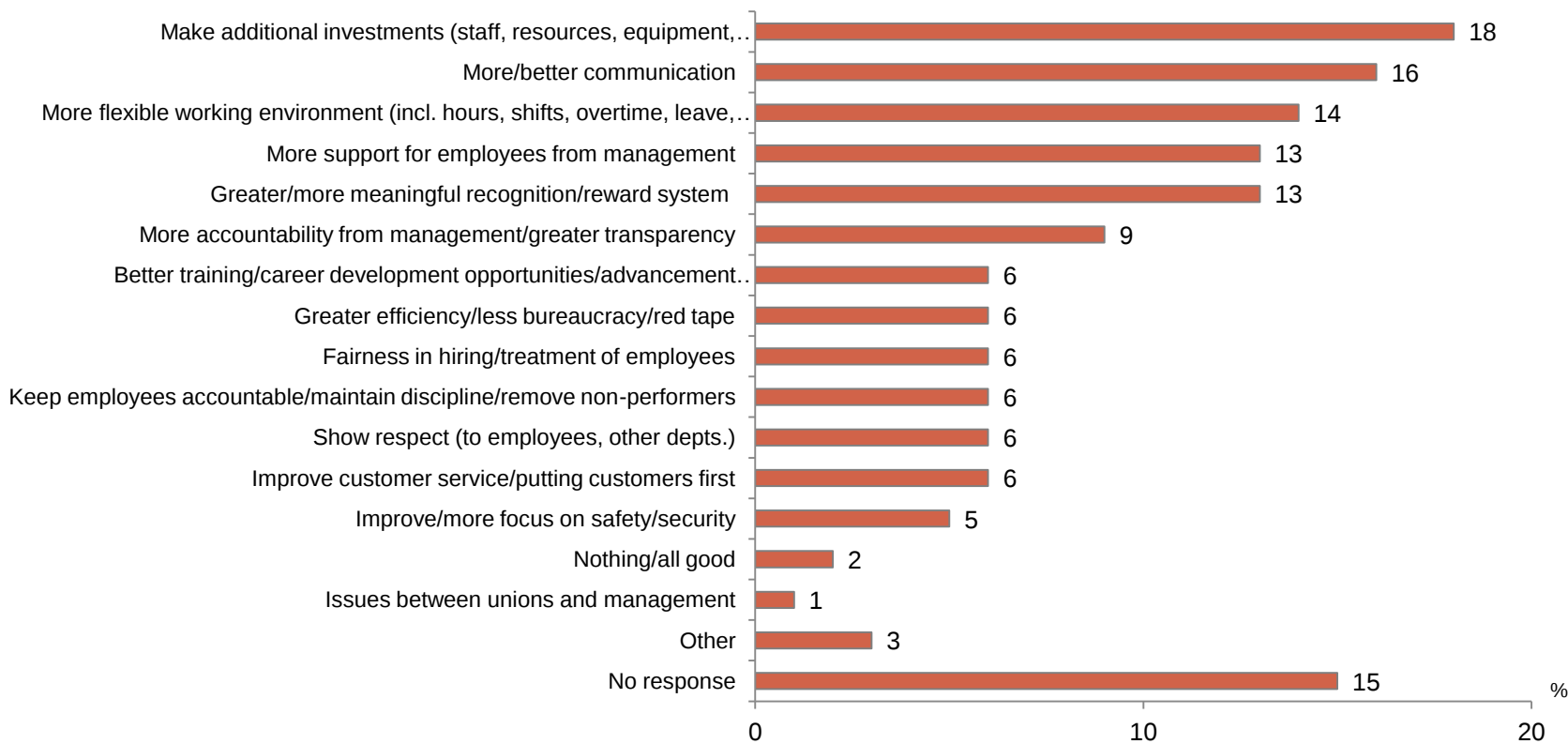
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FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improved to increase satisfaction
- The most frequently identified areas were, making additional investments, better communication, and a more flexible working environment. More support from management more meaningful recognition/rewards were also mentioned frequently.

Bus Transportation (n= 1255)



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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RECOMMENDATIONS: BUS TRANSPORTATION

- Conduct discussion sessions with employees to explore:
 - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing.
 - Reasons employees are less satisfied with **work/office 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
 - Demonstrating that employees' time is valued
 - Focusing on tasks, rather than assigning blame
 - Steps needed to assure employees that **TTC leadership is making the right decisions** to ensure future success.
 - Ways to better **share information** across the TTC, focusing on:
 - Effective sharing of best practices
 - Collaboration with other areas of the TTC
 - The types of supports that would be most effective for employees who experience abuse from customers.
 - A practical approach to instituting more team meetings

Thank you

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