

EMPLOYEE ENGAGEMENT SURVEY

IT Services

March 25, 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 IT Services department.

METHODOLOGY

- Invitations to participate in the survey were issued to all permanent employees, both full or part time. Contract workers, temporary employees, students and co-ops were excluded from the survey, as were pensioners.
- The survey was completed online and via paper.
- Data were collected from October 27, 2014 to December 8, 2014.
- 13,242 surveys were sent directly to employees using home addresses or company email addresses provided by the TTC (2,617 via email and 10,625 paper surveys sent by regular mail).
- In most cases, email links to online survey were sent to staff employees while paper surveys were mailed to unionized employees. Employees requesting the survey in an alternate format to the one initially provided were accommodated.
- Each employee was assigned an individual access code by Malatest for the purpose of linking respondents to their correct group and department. This code served as login code to access the online survey and was pre-printed on return envelopes provided with mailed paper surveys.
- In total, 4,808 surveys were completed (2,447 online and 2,361 via paper) for an overall response rate of 36%.
- 198 surveys were completed by IT Services employees, for a response rate of 96%. This rate was higher than the overall rate for Corporate Services group (85%).
- Cost centres within the IT Services department that report to common managers have been combined into the groups shown on the following slide. This also allows for reporting on cost centres with a smaller sample base.

RESPONSE RATE AND COST CENTRE GROUPINGS

IT Services: 96%

Grouping	Cost Centre*	Count
Department Head & Staff		11
	1402-ITS Dept Head & Staff	
	1403-Enterprise Architecture	
Technical & Operations		51
	1405-Network Services	
	1406-Server Technology	
	1407-Production Control/Data Control/Change Management	
	1408-Computer Operations	
	1409-Operations Support	
	1410-ISO	
	1411-Systems Support	
Testing & Quality Assurance		11
	1428-Testing & Quality Assurance	
Project Management		20
	1430-Project Management	
IT Customer Services		25
	1432-IT Customer Services	
	1433-End User Devices	

Grouping	Cost Centre*	Count
Planning Resources & Administration		8**
	1436-Planning Resources & Admin	
	1437-Office Services	
	1438-Computer Suppliers & Asset Mgmt.	
Portfolio Management		71
	1456-Application Architecture	
	1457-User Integration	
	1458-Finance/HR/Corp Systems	
	1459-IFS	
	1460-Maint. Materials & Engineering	
	1461-Planning/Transp. Systems	
Total		198†

* 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 report and it was not considered appropriate to combine with other cost centres. Results from this cost centre will not be reported separately.

† One completed survey was attached to Cost Centre 1429 – Client Services, which was not identified as belonging to any of the above groups.

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 **).
 - Planning, Resources & Administration grouping has fewer than 10 valid responses. Since this was a grouping suggested by the department, this grouping will be displayed throughout the report, though all data will be suppressed.
 - Several other groupings each have fewer than 30 valid responses. For this reason no percentages will be shown for these groupings, which include: Department Head & Staff, Testing & Quality Assurance, Project Management, and IT Customer Services. Any results provided relating to these cost centre groupings should be interpreted with caution.
- **Exact sample size may vary employee group/category or by individual question**
 - In general, if the results for more than one question or more than one employee category are presented on the same slide, the sample size varies slightly by question.
 - It can be assumed that, unless otherwise stated, sample sizes include all employees who provided a valid response to the question. Refer to slide 6 for total sample by cost centre grouping.

HIGHLIGHTS

Overall Employee Engagement score: 8.1.

Highest:	IT Cust. Serv.	8.6
Lowest:	Dpt. Head/Ent. Arch.	7.1

- To increase levels of employee engagement, the TTC should focus on improving employees' satisfaction with **Your Company**:
 - **Your Company** is an Area to Improve for IT Services.
 - To increase satisfaction with **Your Company**, results indicate that IT Services 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").
 - Another Area to Improve relates to **information sharing**. Specifically:
 - Sharing best practices effectively ("Best practices are shared effectively across 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 IT Services, making this a key Area to Protect.
- The TTC should continue to increase satisfaction with **Your Job** by:
 - Exploring what motivates employees
 - Encouraging employees to use their skills & abilities
 - Giving employees more opportunities to make decisions
 - Ensuring that employees know how to improve customer service
- **Working Environment** is another key driver and an Area to Protect for IT Services.
- 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").

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.
- All of the top 5 scores are attributes related to safety.
- Among the 5 lowest scoring attributes, three were associated with the module Your Company – referring to company leadership. The others were associated with Training and Development and Performance and Reward.

Top 5

1. I feel comfortable discussing safety issues at work (9.1)
2. I am strongly encouraged to report unsafe working conditions (9.0)
3. The protection of workers from occupational exposure to hazards is a high priority with management (8.9)
4. The TTC's management is willing to invest money and effort to improve the level of safety (8.8)
5. My manager/supervisor emphasizes safe practices while at work (8.8)

Bottom 5

1. People get things done both quickly and efficiently at the TTC (5.9)
2. Poor performance is not tolerated (6.0)
3. The way people are selected for jobs in the TTC is fair (6.0)
4. There is effective sharing of information across the TTC (6.1)
5. Best practices are shared effectively across the TTC (6.3)

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 IT Services, this score is 8.1.

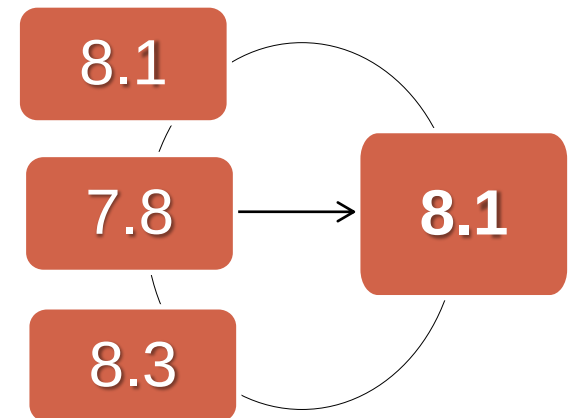
OVERALL EMPLOYEE ENGAGEMENT SCORE

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

Composite of 3 measures:

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

Mean rating



OVERALL EMPLOYEE ENGAGEMENT SCORE

- The Employee Engagement score for Corporate Services is slightly higher than the score for all TTC employees, but very close to the score for employees of the 4 groups consisting mainly of staff employees, referred to in this report as “Staff Groups”, and the score for Corporate Services group.
- The Employee Engagement score is highest among employees in IT Customer Services.
- Levels of engagement are lowest among employees in Department Head/Enterprise Architecture. Note that no score is available for Planning Resources and Administration, as there are fewer than 10 valid responses in this grouping.

All IT Services: 8.1

Cost Centre/Grouping

IT Customer Services	8.6
Portfolio Management	8.4
Testing & Quality Assurance	8.1
Project Management	8.0
Technical and Operations	7.7
Department Head/Enterprise Arch.	7.1
Planning Resources and Admin	**

Employee Category

All TTC	7.8
Average of Staff Groups	8.0
Corporate Services	8.0

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

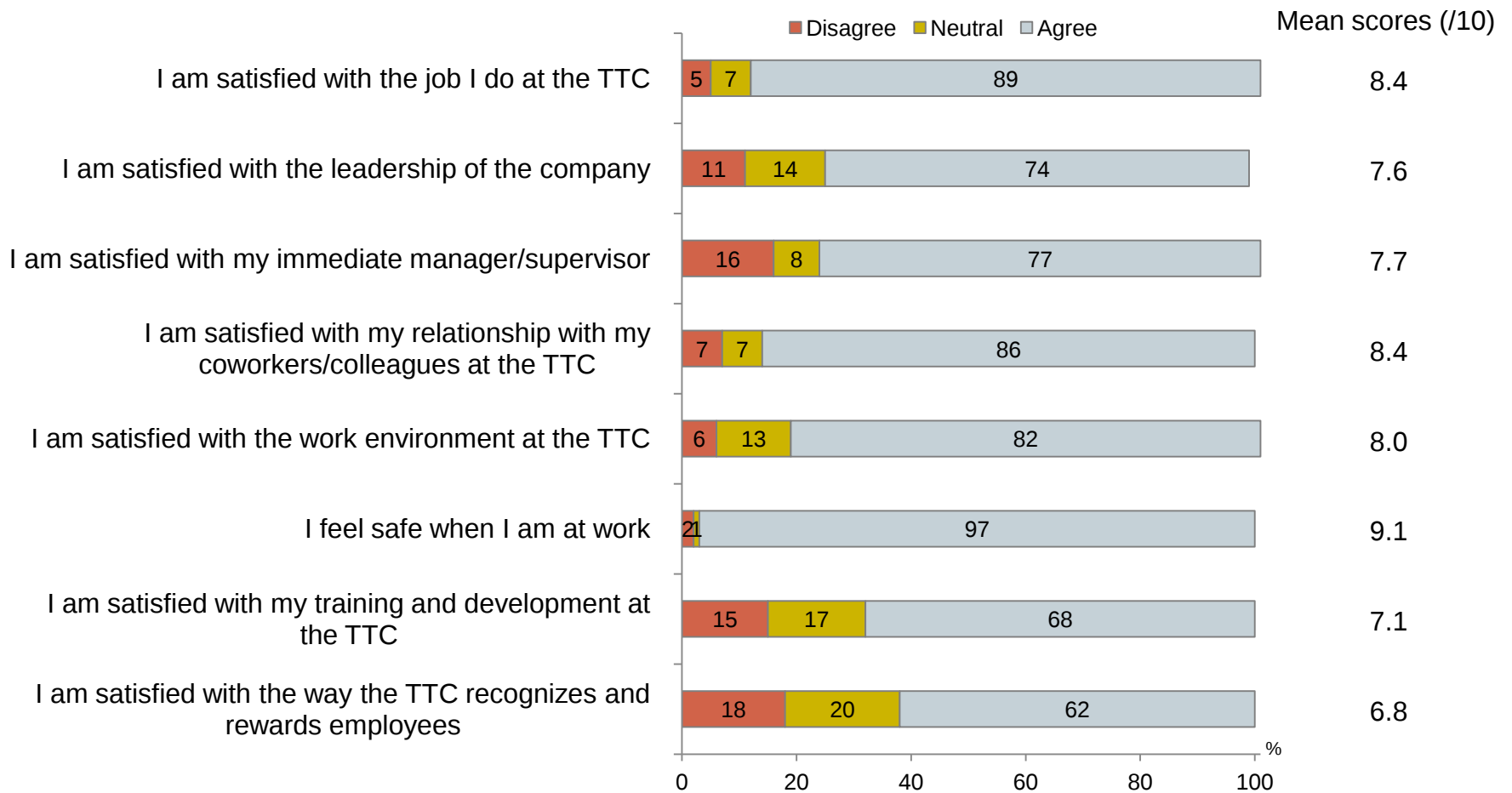
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SECTION SUMMARY

- The following measures were included in the survey in order to assess overall satisfaction with each aspect of employee satisfaction with the TTC:
 - I am satisfied with the job I do at the TTC
 - I am satisfied with the leadership of the company
 - I am satisfied with my immediate manager/supervisor
 - I am satisfied with my relationship with my coworkers/colleagues at the TTC
 - I am satisfied with the work environment at the TTC
 - I feel safe when I am at work
 - I am satisfied with my training and development at the TTC
 - I am satisfied with the way the TTC recognizes and rewards employees
- Ratings were highest for “I feel safe when I am at work”. Ratings were lowest for “I am satisfied with the way the TTC recognizes and rewards employees” and “I am satisfied with my training and development at the TTC”. These results were consistent for most cost centre groupings, with the exception of Department Head/Enterprise Architecture. For this grouping, the highest score was for “I am satisfied with my relationship with my coworkers/colleagues at the TTC”, while the lowest score was for “I am satisfied with the work environment at the TTC”. There were a few other slight exceptions for some other groupings, but the general trend is consistent.

ASPECTS OF EMPLOYEE ENGAGEMENT - IT SERVICES



Sample sizes vary by attribute.

ASPECTS OF EMPLOYEE ENGAGEMENT

- BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All IT Services	Dept. Head/Enterprise Architecture	Technical and Operations	Testing & Quality Assurance	Project Management	IT customer services	Planning Resources & Admin	Portfolio Management
I am satisfied with the job I do at the TTC	8.1	8.4	8.4	8.4	7.4	8.3	8.6	7.9	8.7	**	8.6
I am satisfied with the leadership of the company	6.4	7.3	7.2	7.6	6.9	7.4	8.2	6.9	8.0	**	8.0
I am satisfied with my immediate manager/supervisor	6.7	7.5	7.4	7.7	8.2	7.1	7.1	7.2	7.6	**	8.4
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.0	8.4	8.7	7.7	7.9	8.3	8.5	**	8.7
I am satisfied with the work environment at the TTC	7.0	7.8	7.6	8	7.2	7.7	8.5	8.0	8.0	**	8.4
I feel safe when I am at work	8.0	8.9	8.9	9.1	8.4	8.9	9.2	9.4	9.4	**	9.2
I am satisfied with my training and development at the TTC	7.0	7.1	7.1	7.1	8.4	6.3	7.4	7.4	6.9	**	7.5
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.6	6.8	5.0	6.5	6.8	6.4	7.1	**	7.4

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

WHAT DRIVES EMPLOYEE ENGAGEMENT?

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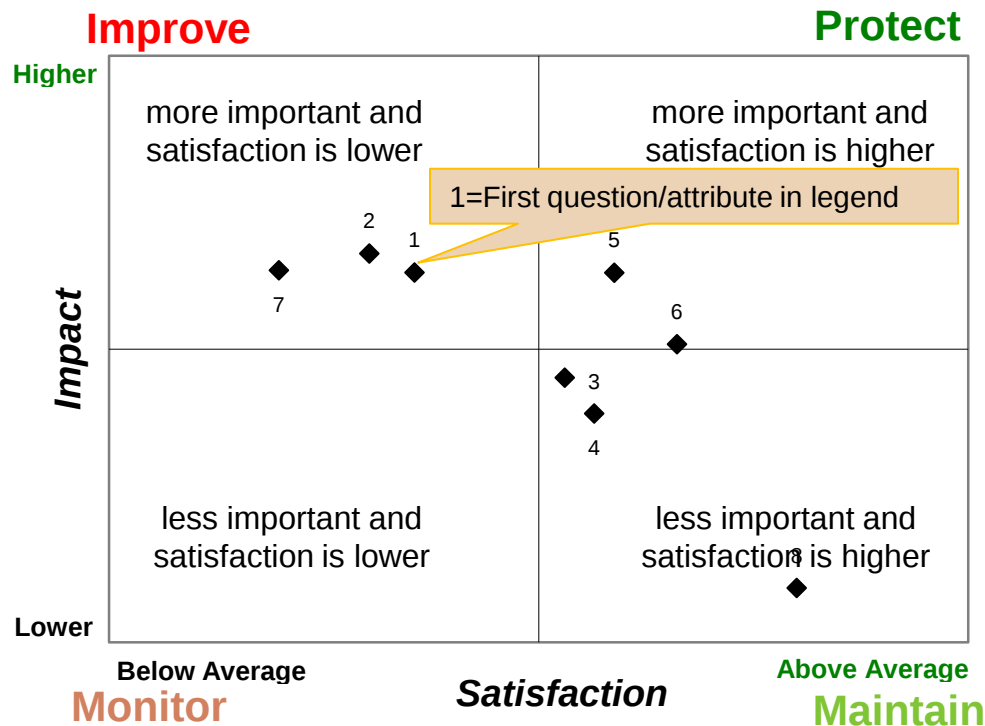


SECTION SUMMARY

- 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: “Safety”, “Your Manager/Supervisor”, and “Your Team”. Focusing on increasing employee satisfaction with these aspects of the employee experience will not generate as much improvement in Employee Engagement as will increasing employees’ satisfaction with Your Job, Working Environment, and Your Company.
- “Opportunity Analysis” was then used to plot the correlation value for each aspect of the employee experience against employees’ satisfaction with that aspect of their experience. The next slide shows how to read the result of Opportunity Analysis.

SECTION SUMMARY

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



Composite:

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

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

SECTION SUMMARY

- Results of the Opportunity Analysis shown in this sub-section of the report are summarized below:
 - Areas to Improve (high relative impact; low relative performance):
 - Company
 - Areas to Protect (high relative impact; high relative performance):
 - Job
 - Working Environment
 - Areas to Monitor (low relative impact; low relative performance):
 - Performance/Reward
 - Training & Development
 - Manager/Supervisor
 - Areas to Maintain (low relative impact; high relative performance):
 - Safety
 - Team
- Opportunity Analysis was not conducted below the departmental level.

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

IT Services



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

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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 6.8 to 9.1.
Impact values range between 16% to 54%.

OVERALL ORGANIZATIONAL VIEWS OF IT SERVICES

Produced by Malatest on
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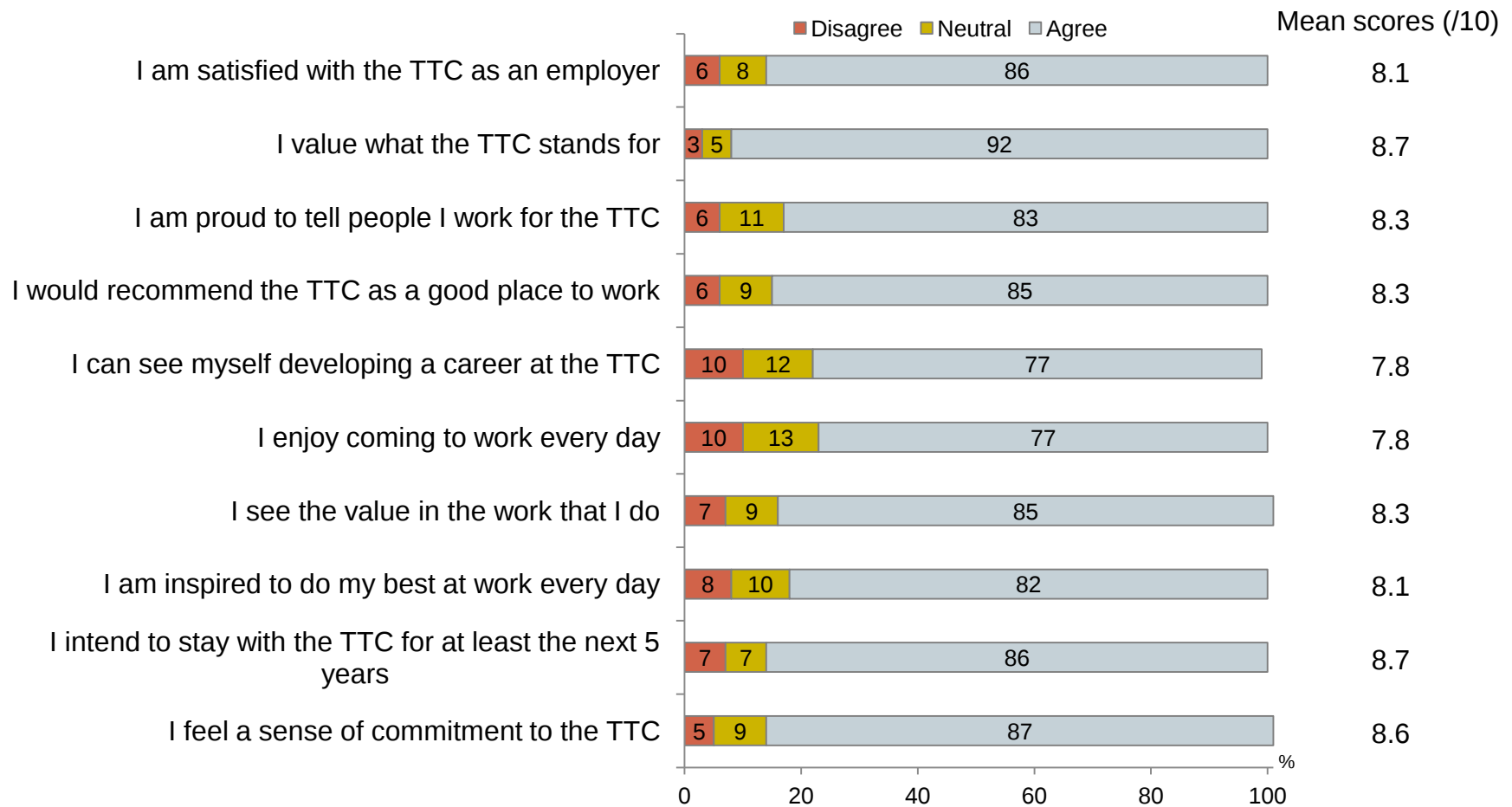


SECTION SUMMARY

- 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 highest for the following measures: "I value what the TTC stands for"; "I intend to stay with the TTC for at least the next 5 years"; and "I feel a sense of commitment to the TTC". Ratings were lowest for "I enjoy coming to work every day" and "I can see myself developing a career at the TTC". As scores for most of these measures were relatively close together, there is substantial variability across cost centre groupings, though the lowest rated measures were typically among the lowest for most groupings.
- Mean scores across most measures were generally highest for Testing & Quality Assurance, IT Customer Services, and Portfolio Management, though there was substantial variability at the top end. Most scores were lowest for Department Head/Enterprise Architecture.

OVERALL ORGANIZATIONAL VIEWS

- IT SERVICES



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

Sample sizes vary by attribute.

OVERALL ORGANIZATIONAL VIEWS

- BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All IT Services	Dept. Head/Enterprise Architecture	Technical and Operations	Testing & Quality Assurance	Project Management	IT customer services	Planning Resources & Admin	Portfolio Management
I am satisfied with the TTC as an employer	7.8	8.1	8.1	8.1	7.4	8.0	8.5	7.8	8.7	**	8.4
I value what the TTC stands for	8.2	8.6	8.6	8.7	8.4	8.5	8.8	9.2	8.7	**	8.8
I am proud to tell people I work for the TTC	7.9	8.2	8.2	8.3	8.0	7.9	8.9	8.2	8.4	**	8.4
I would recommend the TTC as a good place to work	8.0	8.3	8.3	8.3	7.7	8.0	8.8	7.9	8.7	**	8.6
I can see myself developing a career at the TTC	7.9	8.0	8.0	7.8	6.9	7.4	8.7	7.8	8.0	**	8.1
I enjoy coming to work every day	7.3	7.6	7.5	7.8	6.6	7.3	8.0	7.8	8.2	**	8.3
I see the value in the work that I do	8.2	8.4	8.4	8.3	7.4	7.7	7.9	8.6	8.8	**	8.7
I am inspired to do my best at work every day	7.8	8.2	8.2	8.1	7.3	7.4	8.1	8.1	8.6	**	8.7
I intend to stay with the TTC for at least the next 5 years	8.5	8.4	8.3	8.7	6.5	8.8	8.7	8.7	9.1	**	8.9
I feel a sense of commitment to the TTC	8.2	8.6	8.5	8.6	7.8	8.3	8.5	8.5	8.7	**	9.0

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

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

Sample sizes vary by attribute.

3/25/2015

AREA TO PROTECT: YOUR JOB

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SECTION SUMMARY

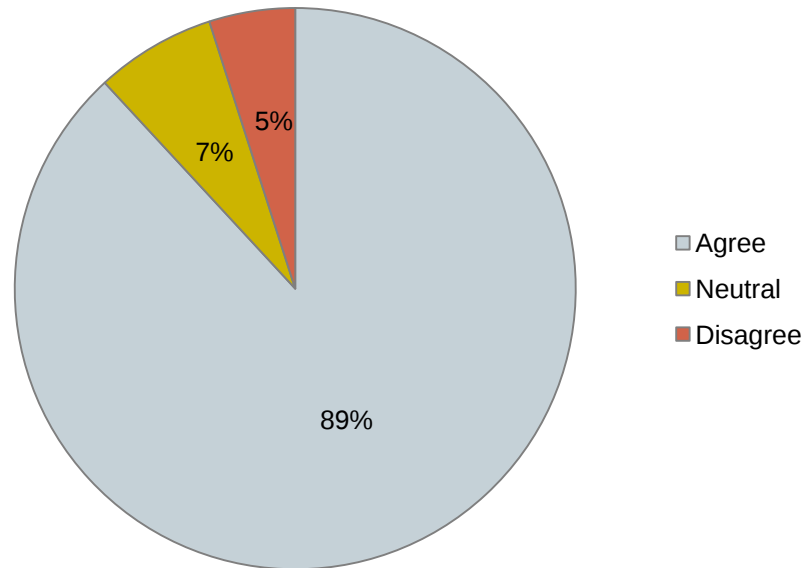
- Opportunity Analysis identifies “Your Job” as having the most impact on Employee Engagement overall and is an area with which IT Services employees are, for the most part, satisfied, making this an Area to Protect.
- Employee satisfaction with the job they do is generally highest for Portfolio Management, and generally lowest for Department Head/Enterprise Architecture and Technical & Operations (with some exceptions).
- Across the specific aspects of the job, ratings were highest for, “I often look for ways to make improvements in how things are done”. Ratings were lowest for, “I have the proper equipment/tools to do my job well”, “I am given the freedom to make decisions in my job”, and “I feel motivated in my job.” These results were generally consistent for most cost centre groupings, with the exception of Project Management, where feeling able to put customers first received the lowest rating, while motivation and having the right equipment were not among the lowest scores for this grouping.
- To maintain high levels of employee satisfaction with Your Job, Opportunity Analysis identifies the following key Areas to Improve:
 - I feel motivated in my job
 - My work enables me to use my skills and abilities
 - I am given the freedom to make decisions in my job
 - I feel well informed about how to improve customer service
- One key Area to Protect was identified: “In my job, I feel able to put customers first”.

OVERALL RATINGS OF YOUR JOB - IT SERVICES

IT Services

Total
(n= 197)

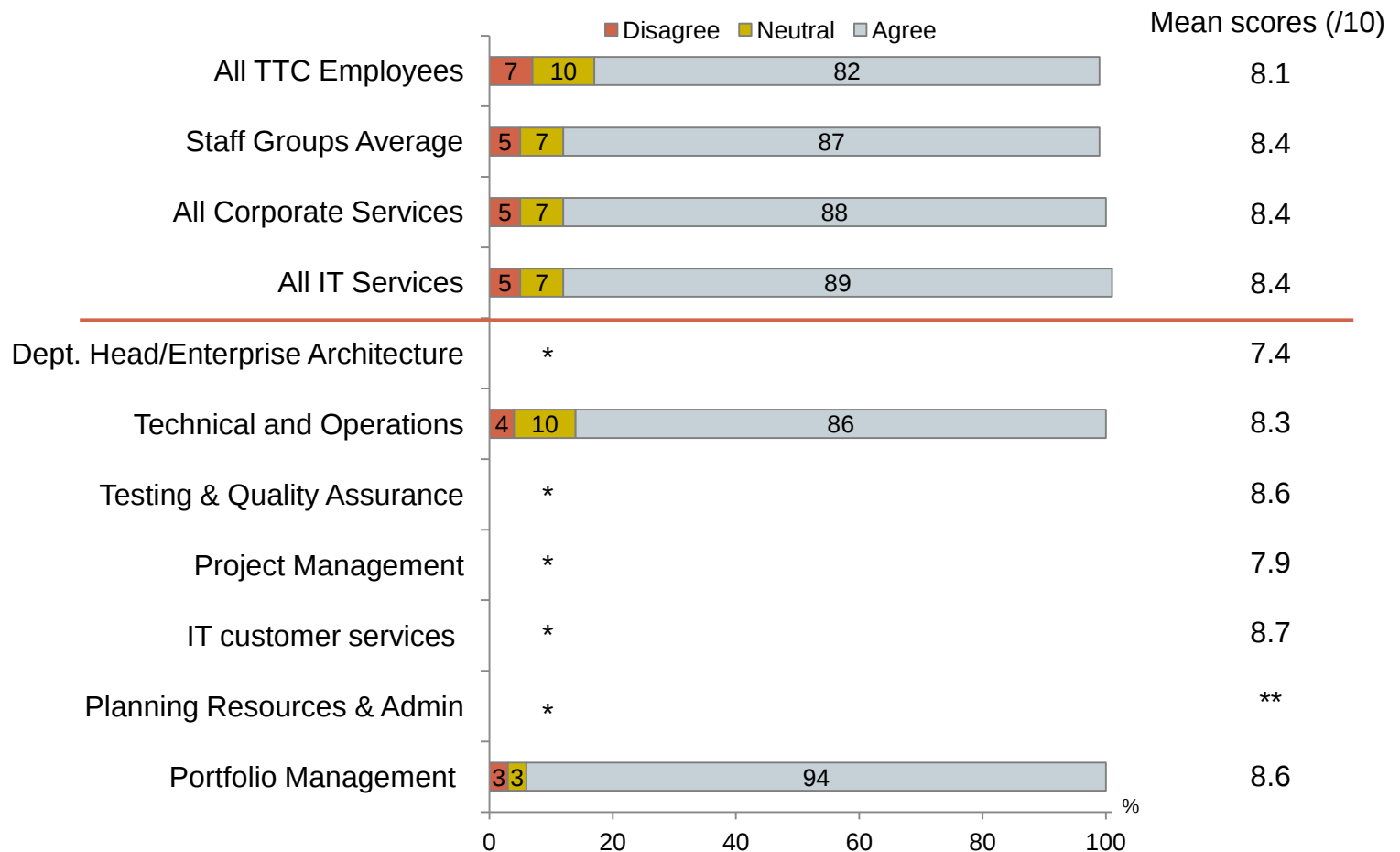
Mean=8.4



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

OVERALL RATINGS OF YOUR JOB

- BY COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.

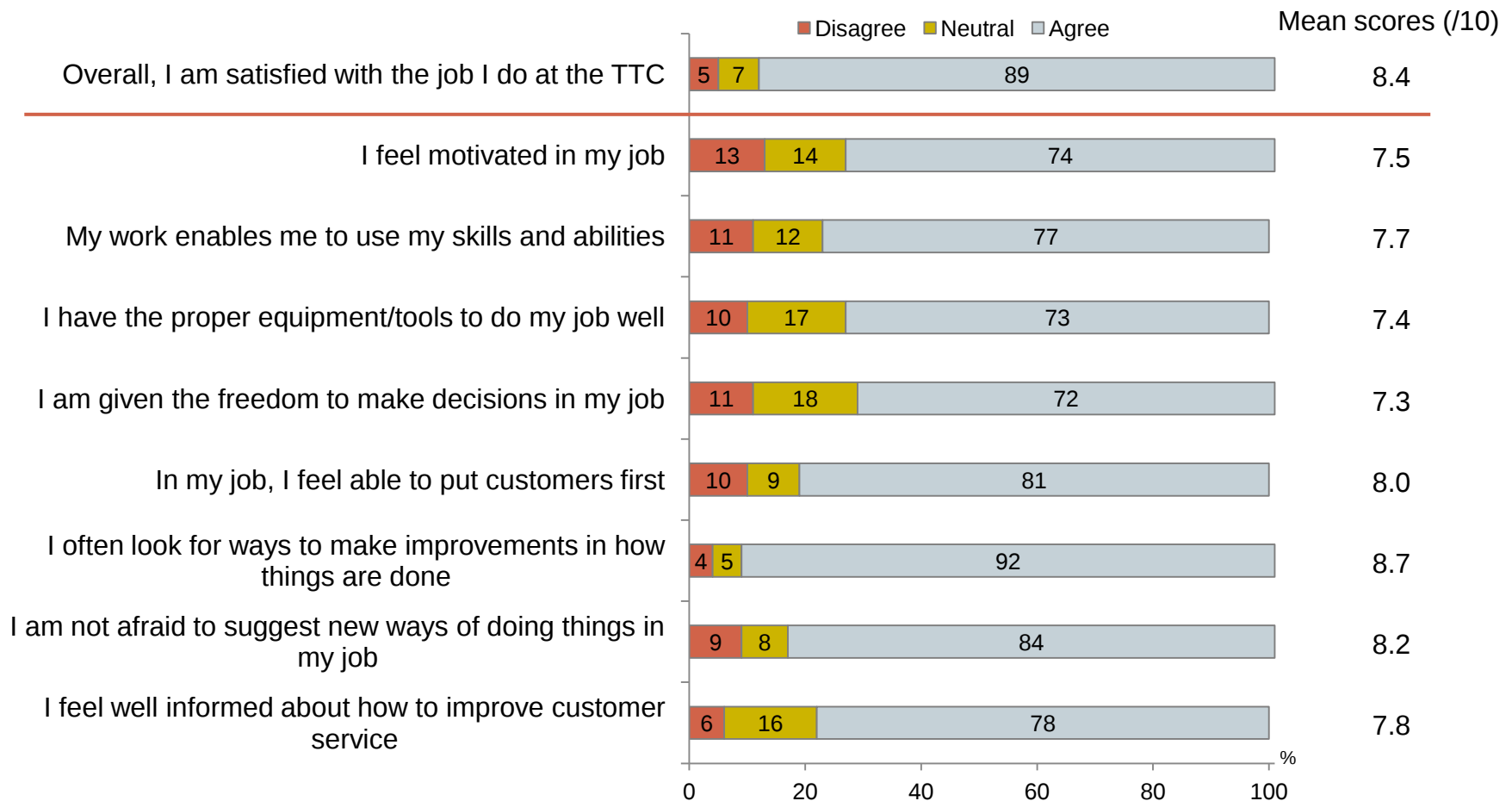
** Mean score suppressed due to sample size <10.

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

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

Sample sizes vary by category.

YOUR JOB - IT SERVICES



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

YOUR JOB - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All IT Services	Dept. Head/Enterprise Architecture	Technical and Operations	Testing & Quality Assurance	Project Manag ement	IT customer services	Planning Resources & Admin	Portfolio Management
Overall, I am satisfied with the job I do at the TTC	8.1	8.4	8.4	8.4	7.4	8.3	8.6	7.9	8.7	**	8.6
I feel motivated in my job	7.0	7.3	7.4	7.5	6.9	6.8	7.6	7.9	7.3	**	8.0
My work enables me to use my skills and abilities	7.3	7.7	7.7	7.7	7.1	7.3	7.5	7.5	7.6	**	8.3
I have the proper equipment/tools to do my job well	6.8	7.3	7.2	7.4	6.7	7.0	7.4	7.8	7.4	**	7.8
I am given the freedom to make decisions in my job	6.5	7.3	7.3	7.3	7.1	7.3	7.3	7.2	6.9	**	7.6
In my job, I feel able to put customers first	7.5	7.9	7.9	8.0	8.1	7.6	8.1	7.0	8.4	**	8.2
I often look for ways to make improvements in how things are done	8.1	8.6	8.5	8.7	8.9	8.5	8.6	9.0	8.6	**	8.9
I am not afraid to suggest new ways of doing things in my job	7.6	8.3	8.2	8.2	9.0	8.0	8.0	8.2	8.3	**	8.4
I feel well informed about how to improve customer service	6.8	7.6	7.7	7.8	7.9	7.2	7.8	7.4	8.4	**	8.1

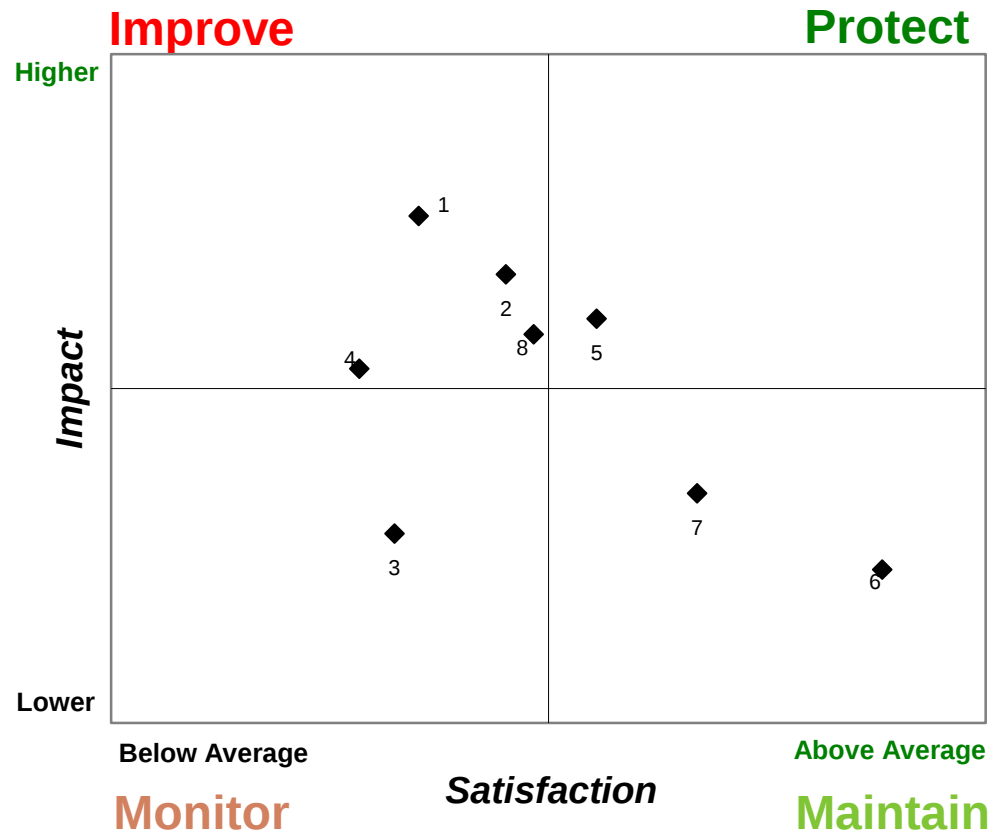
** Mean score suppressed due to sample size <10.

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

Sample sizes vary by attribute.

3/25/2015

OPPORTUNITY ANALYSIS: YOUR JOB - IT SERVICES



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 7.3 to 8.7.
Impact values range between 26% to 47%.

AREA TO PROTECT: YOUR WORKING ENVIRONMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as second most impactful on Employee Engagement and as an area in which TTC employees are satisfied relative to other areas; in other words, this is an Area to Protect.
- Mean scores across most specific aspects of Working Environment were generally highest for Testing & Quality Assurance and Portfolio Management (with some exceptions), and generally lowest for Department Head/Enterprise Architecture.
- Across the specific aspects of Working Environment, ratings were highest for, “The hours I work are reasonable”. Ratings were lowest for “I am satisfied with my work/office space and facilities” followed by “The TTC cares about my mental health and emotional well-being”. While these results were mostly consistent across cost centre groupings, there was some variability, especially for a few cost centres. Department head/Enterprise Architecture, gave the highest rating to “The TTC is committed to diversity and inclusiveness”, while encouraging employees to maintain a healthy work-life balance rated lower than concern for mental health and well-being. Meanwhile, for Testing & Quality Assurance, commitment to diversity was scored the lowest of all the attributes.
- To continue improving employee satisfaction with Your Working Environment, Opportunity Analysis identifies the following key Area to Improve:
 - The TTC cares about my mental health and emotional well-being
- In addition to these improvements, the following are identified as key Areas to Protect:
 - The TTC encourages employees to maintain a healthy work-life balance
 - I feel I belong at the TTC

SECTION SUMMARY

- Stress at Work
- 13% of employees indicated that they experience “frequent” stress at work, and an additional 49% experience stress at work “sometimes”.
- While not all cost centre groupings have sufficient sample to make comparisons, Employees in the Technical & Operations cost centres reported more frequent stress than employees in the Portfolio Management cost centres. While the difference in proportions reporting “frequent” stress was small, a larger proportion of Technical & Operations employees reported “sometimes” experiencing stress than was the case for Portfolio Management.
- Discrimination/Harassment
- 13% of IT Services employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months.
- Technical & Operations employees were more likely to have experienced discrimination (14%) compared to Portfolio Management (3%).
- Employees most frequently reported discrimination based on personal harassment, followed by discrimination based on race.
- Was it Reported?
- As only a minority reported experiencing any discrimination, results cannot be reliably reported for this department.

SECTION SUMMARY

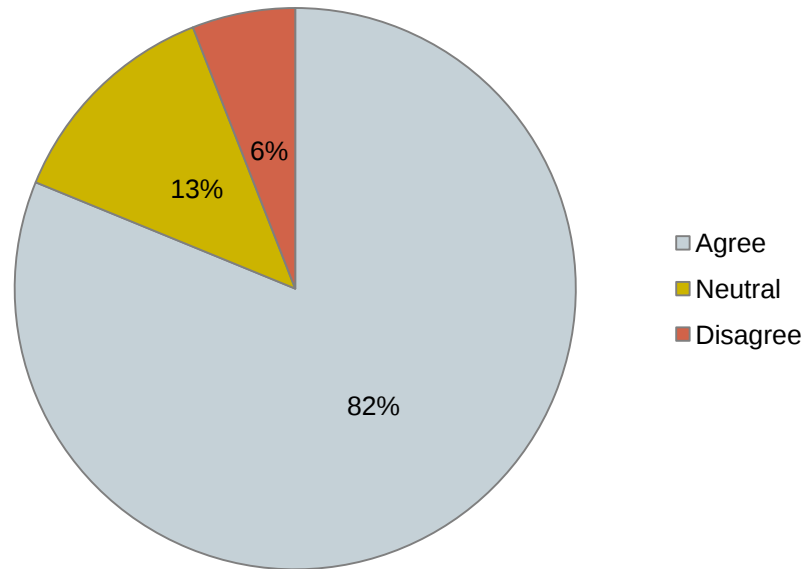
- Were Employees Satisfied with How it was Handled?
- Among those who reported the incident, satisfaction scores related to the manner in which the incident was handled were very low.
- Abuse by Customers
- Only 5% of IT Services employees reported that they had been verbally abused by customers in the past 12 months, the lowest incidence rate reported among departments in Corporate Services. Among the larger cost centre groupings, the highest incidence of verbal abuse was observed for Technical & Operations (6%), while no Portfolio Management employees reported verbal abuse by customers.
- Only 1% of IT Services employees reported that they had experienced physical abuse by customers.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - IT SERVICES

IT Services

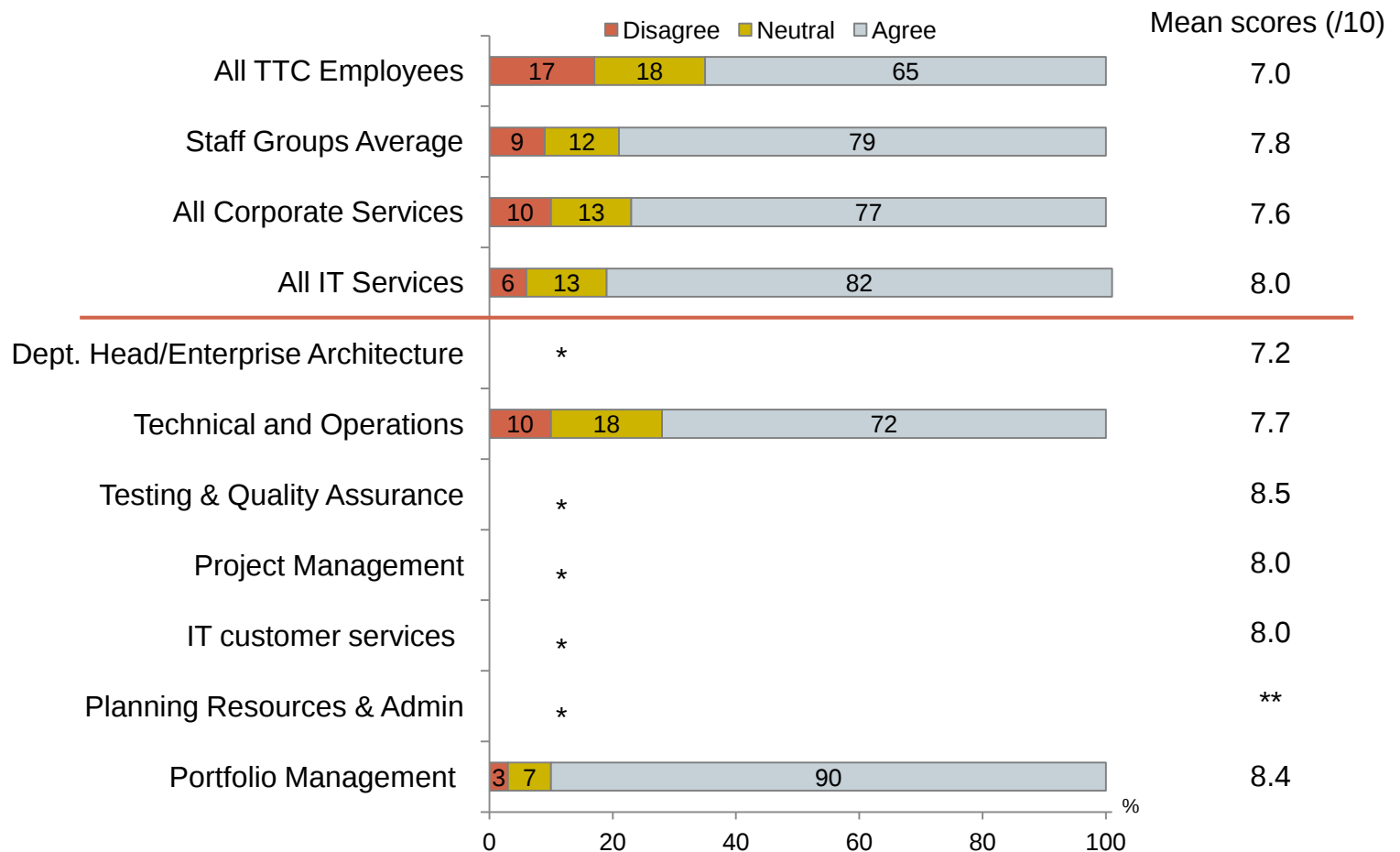
Total
(n= 197)

Mean=8.0



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

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.

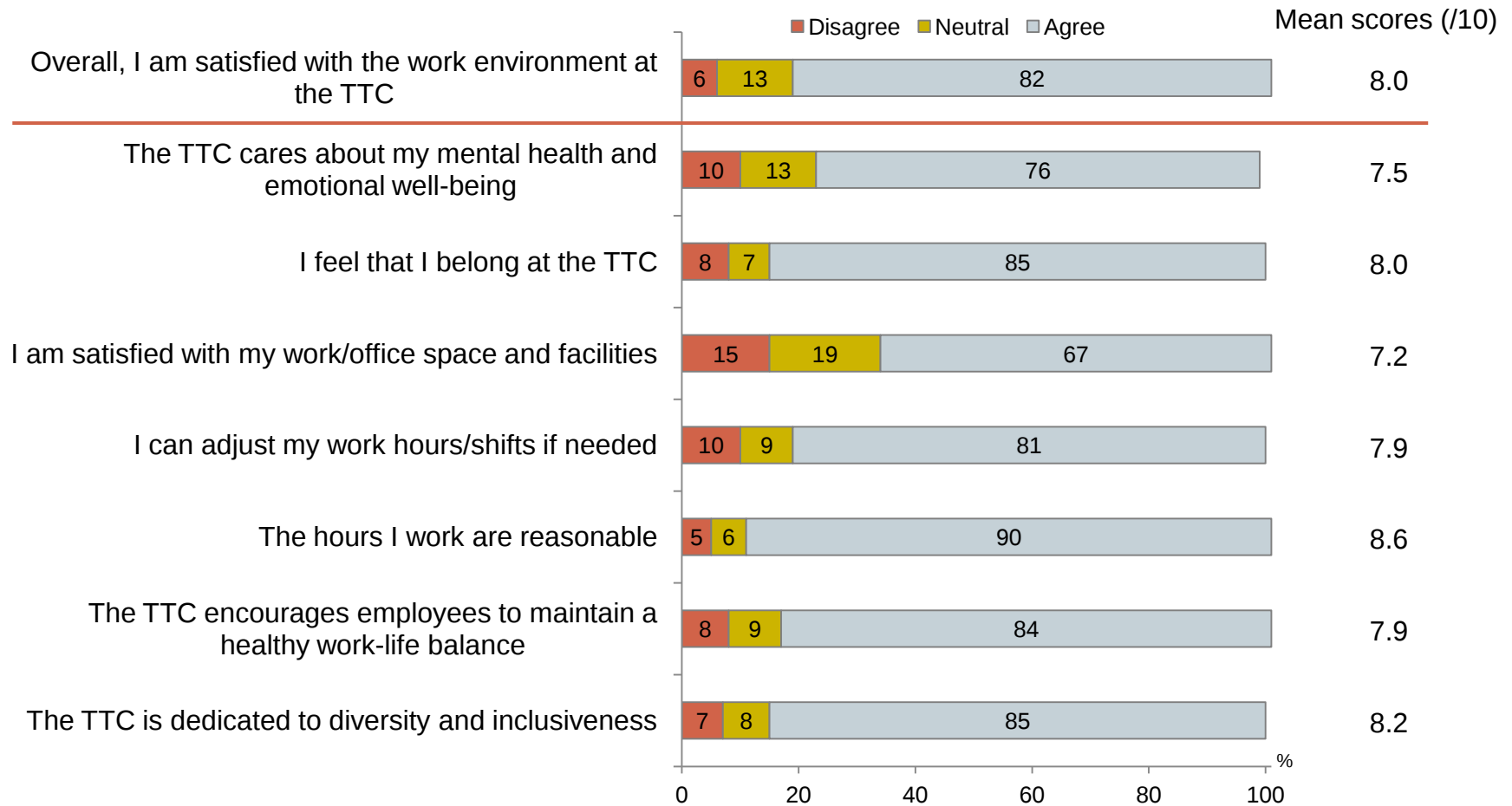
** Mean score suppressed due to sample size <10.

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

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

Sample sizes vary by category.

YOUR WORKING ENVIRONMENT - IT SERVICES



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

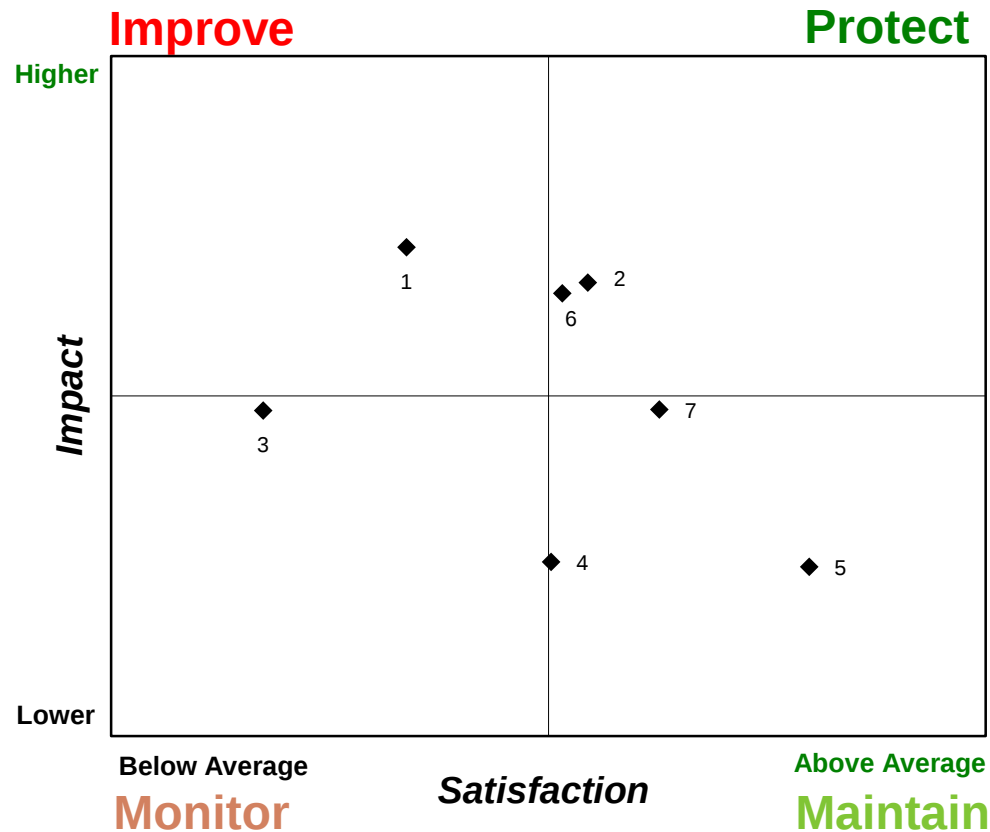
YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All IT Services	Dept. Head/Enterprise Architecture	Technical and Operations	Testing & Quality Assurance	Project Management	IT customer services	Planning Resources & Admin	Portfolio Management
Overall, I am satisfied with the work environment at the TTC	7.0	7.8	7.6	8.0	7.2	7.7	8.5	8.0	8.0	**	8.4
The TTC cares about my mental health and emotional well-being	6.2	7.1	7.0	7.5	7.2	7.1	7.7	7.3	7.6	**	8.0
I feel that I belong at the TTC	7.4	7.8	7.8	8.0	6.7	7.7	7.9	7.7	8.2	**	8.4
I am satisfied with my work/office space and facilities	6.5	7.2	6.9	7.2	6.1	6.9	8.0	7.1	7.4	**	7.4
I can adjust my work hours/shifts if needed	6.7	7.5	7.2	7.9	7.2	8.0	8.2	8.2	7.5	**	7.8
The hours I work are reasonable	7.7	8.4	8.3	8.6	7.8	8.5	8.8	8.6	8.8	**	8.6
The TTC encourages employees to maintain a healthy work-life balance	6.3	7.4	7.2	7.9	6.6	8.0	8.0	7.5	8.1	**	8.2
The TTC is dedicated to diversity and inclusiveness	7.4	8.0	7.9	8.2	8.0	8.2	7.5	8.1	7.8	**	8.5

** 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 - IT SERVICES

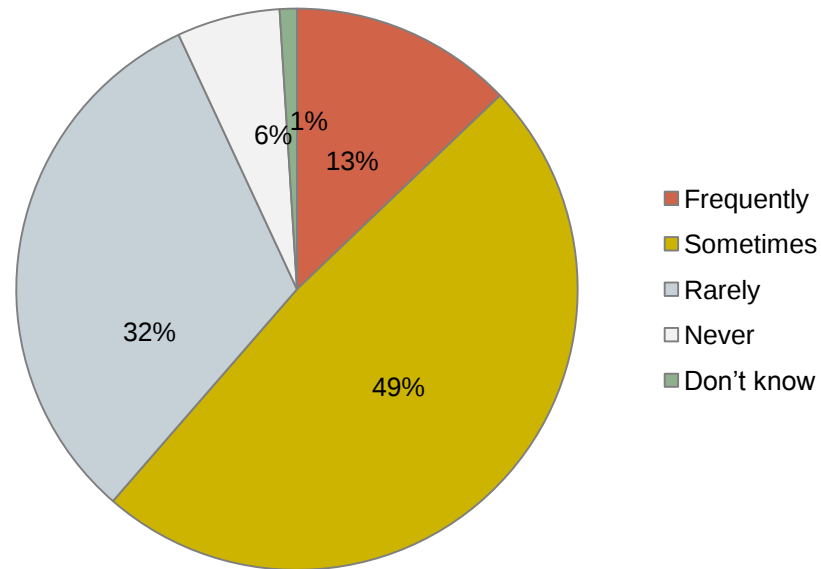


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life 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 7.1 to 8.6.
Impact values range between 33% to 54%.

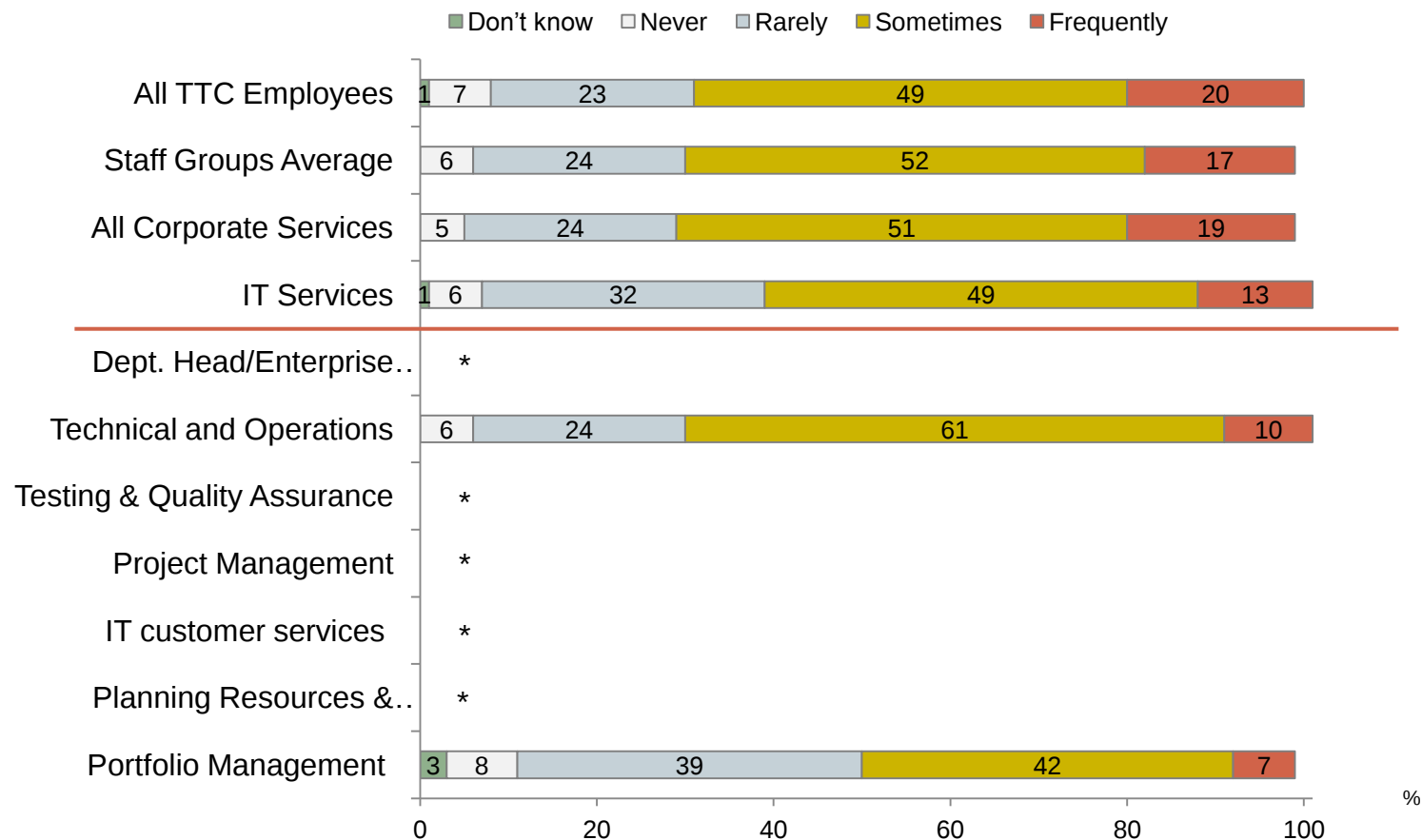
IT Services

Total
(n= 198)



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

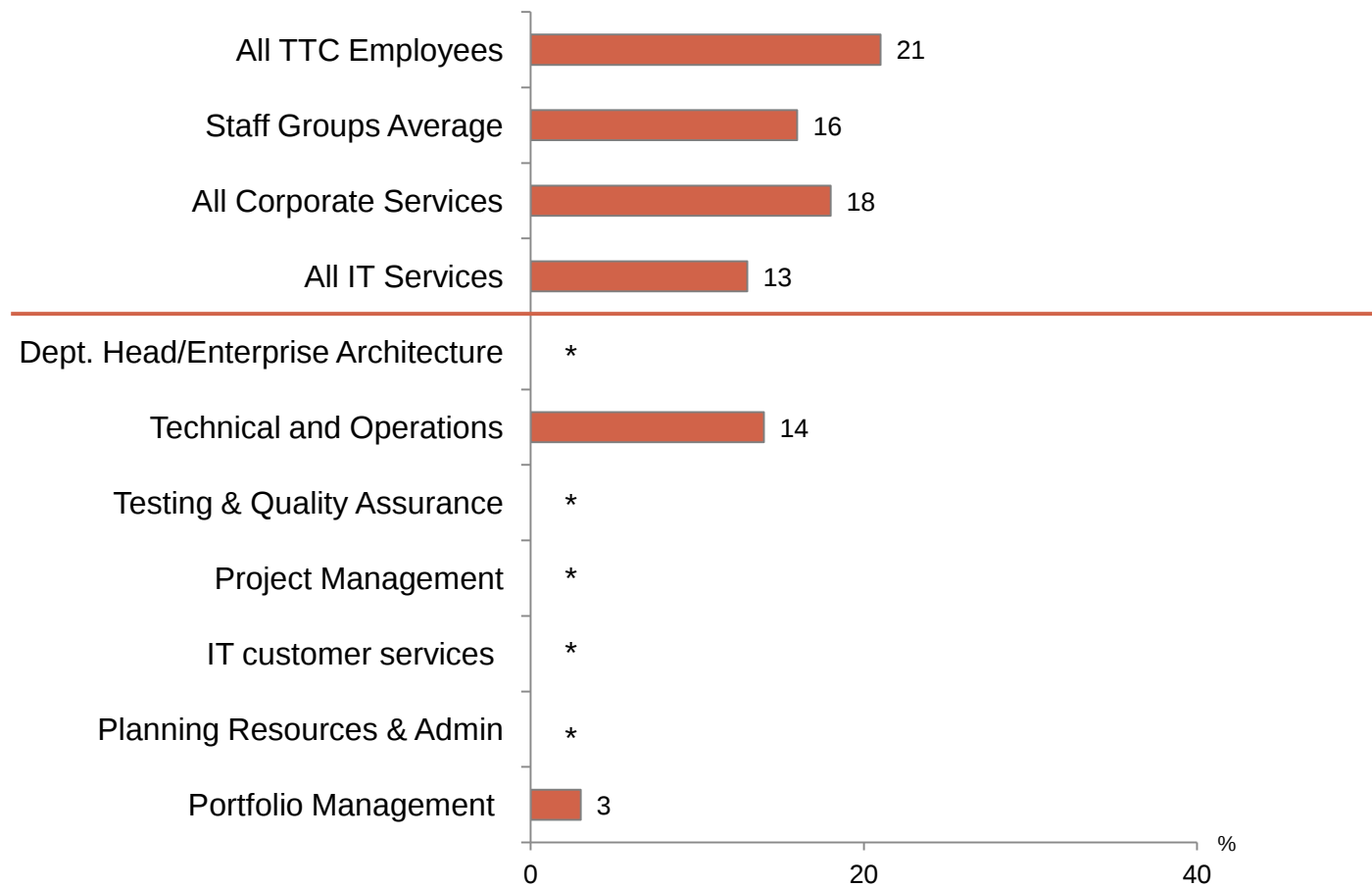
STRESS AT WORK - BY COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.
F2. Is stress at work a problem for you? 1 Frequently; 2 Sometimes; 3 Rarely; 4 Never; 5 Don't know.
Sample sizes vary by category.

EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT

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



* Percentages suppressed as sample size <30.
F3. In the last 12 months, have you experienced any discrimination or harassment by other TTC employees on the basis of:

DISCRIMINATION OR HARASSMENT EXPERIENCED

Prefer not to answer range from 2-3%	Prefer not to answer range from 2-3%	Prefer not to answer range from 1-3%	Prefer not to answer range from 0-5%	Prefer not to answer range from 0-4%	Prefer not to answer range from 0-4%
--------------------------------------	--------------------------------------	--------------------------------------	--------------------------------------	--------------------------------------	--------------------------------------

% Yes	All TTC Employees	Staff Groups Average	All Corporate Services	All IT Services	Technical and Operations	Portfolio Management
Disability	3	2	2	1	2	0
Ethnic Origin	6	2	2	3	2	1
Gender (includes gender expression)	3	2	2	2	0	3
Sex (including pregnancy)	2	2	3	2	0	1
Creed	2	1	1	2	2	0
Age	5	4	4	3	0	0
Race	6	2	2	4	0	0
Colour	5	1	1	2	0	0
Sexual Orientation	2	1	1	1	0	1
Family Status	2	2	2	1	0	0
Marital Status	2	2	1	1	0	0
Ancestry	3	1	2	2	0	0
Place of Origin	4	1	1	2	0	0
Citizenship	3	1	1	2	2	0
Personal Harassment	9	7	8	5	8	0
Other	4	2	2	3	2	1

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.

Only Technical & Operations and Portfolio Management cost centre groupings are shown, as other groupings are too small to report percentages (n<30).

3/25/2015

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

- As fewer than 30 IT Services department employees provided a response to this question, no results can be shown.

IT Services

Total
(n= 26)

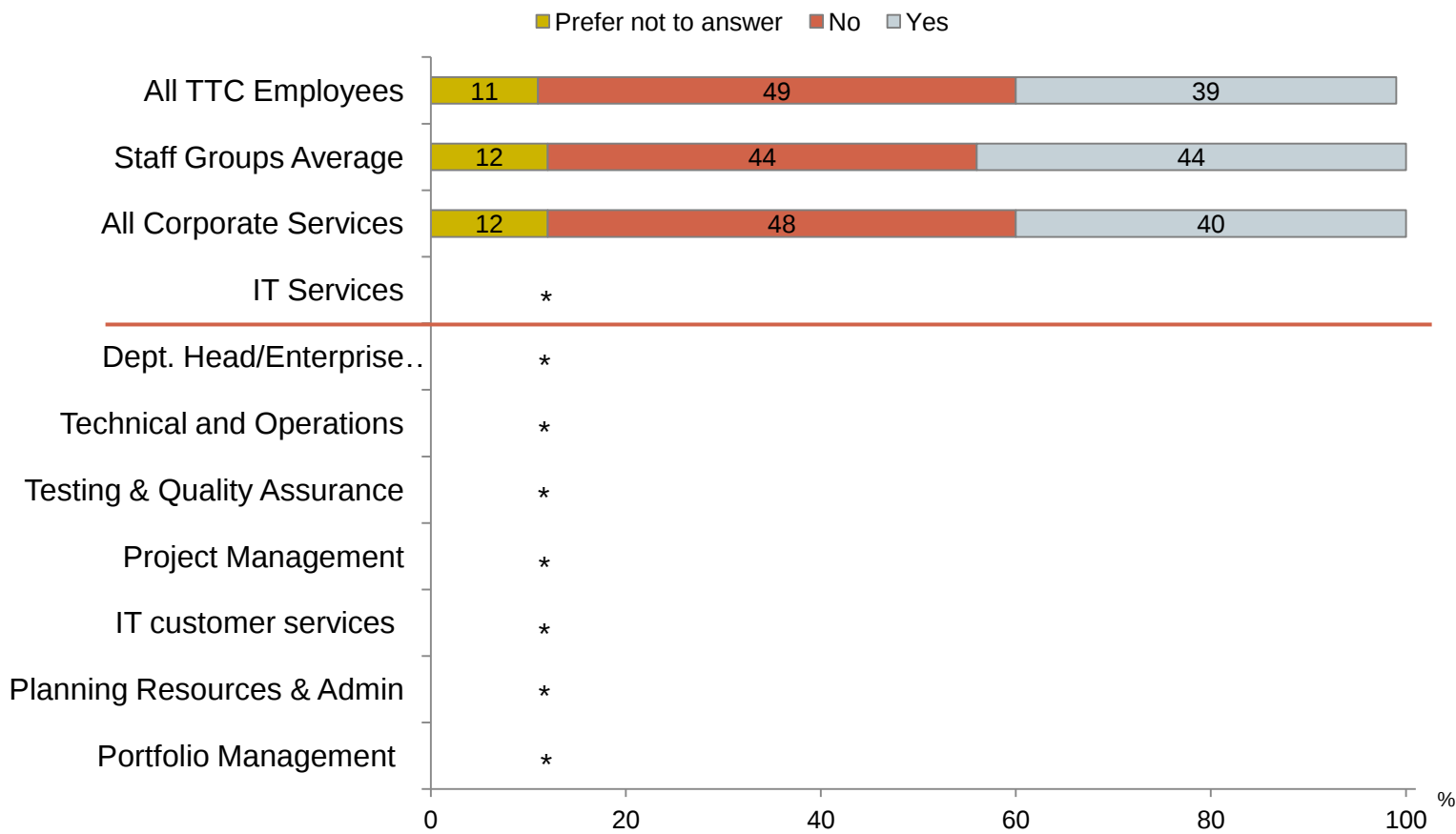
*

* Percentages suppressed as 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?

IS THE DISCRIMINATION REPORTED TO THE TTC? - BY COST CENTRE/GROUPING

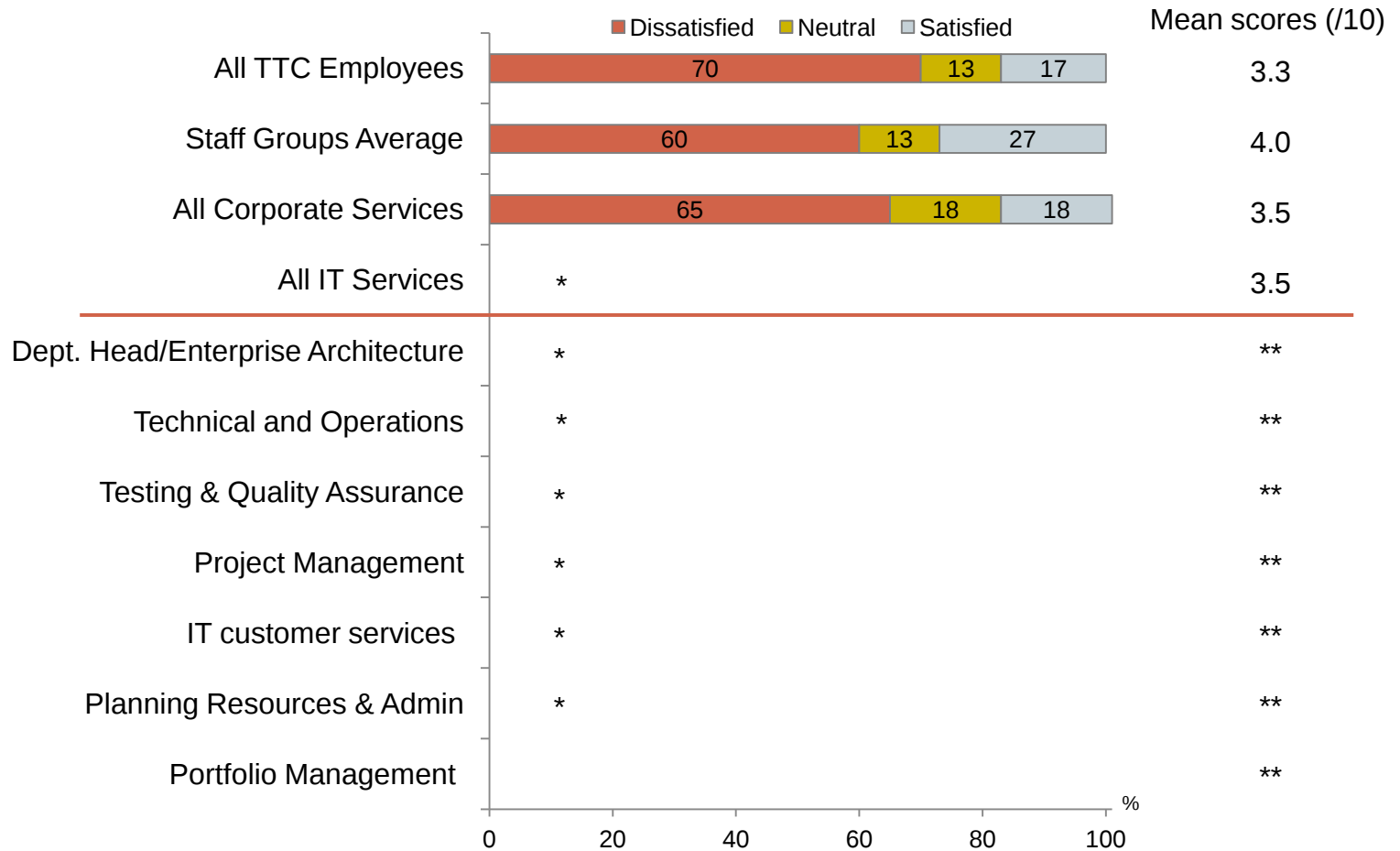
Among employees who have experienced at least one form of discrimination or harassment in the past 12 months



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

SATISFACTION WITH THE WAY THE INCIDENT WAS HANDLED

Among those who reported the incident



* Percentages suppressed as 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

- As fewer than 30 IT Services department employees provided a response to this question, no results can be shown.

IT Services

(n= 11)

*

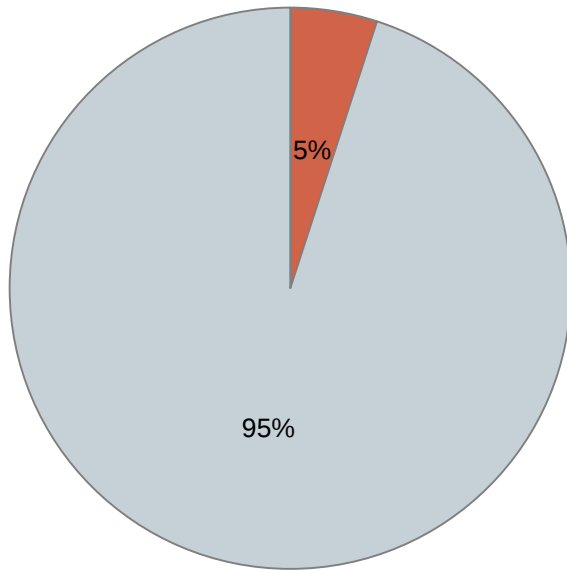
* Percentages suppressed as sample size <30.

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.

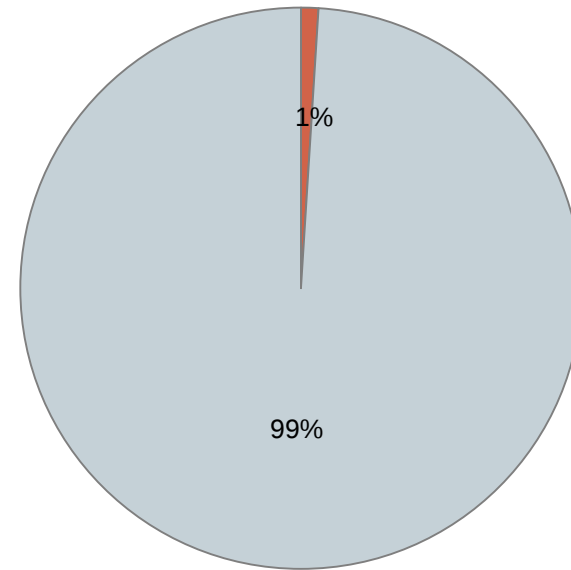
ABUSE FROM CUSTOMERS

IT Services

Verbally Abused
(n= 198)



Physically Abused
(n= 198)



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

VERBAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING

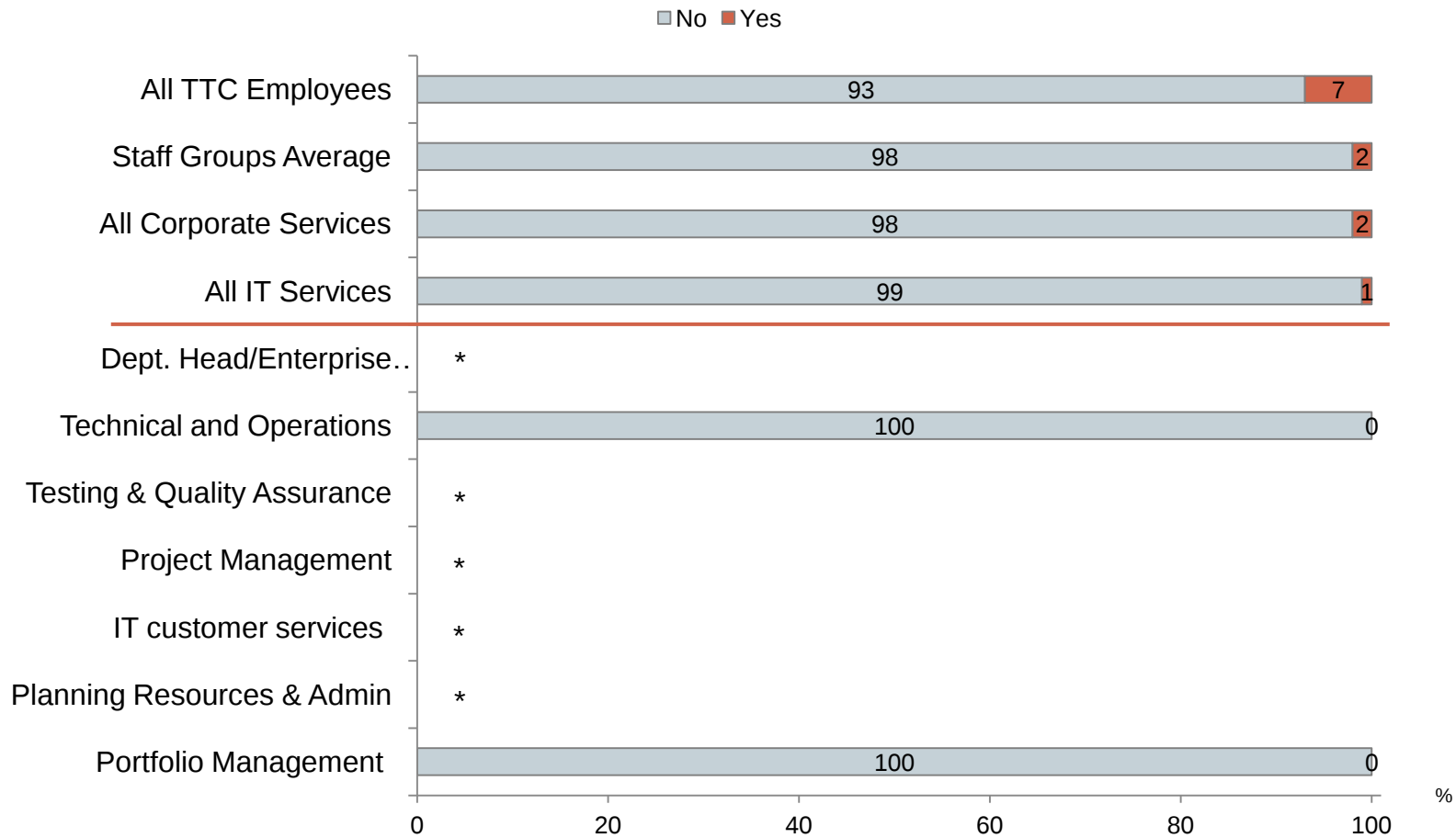


* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

PHYSICAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.

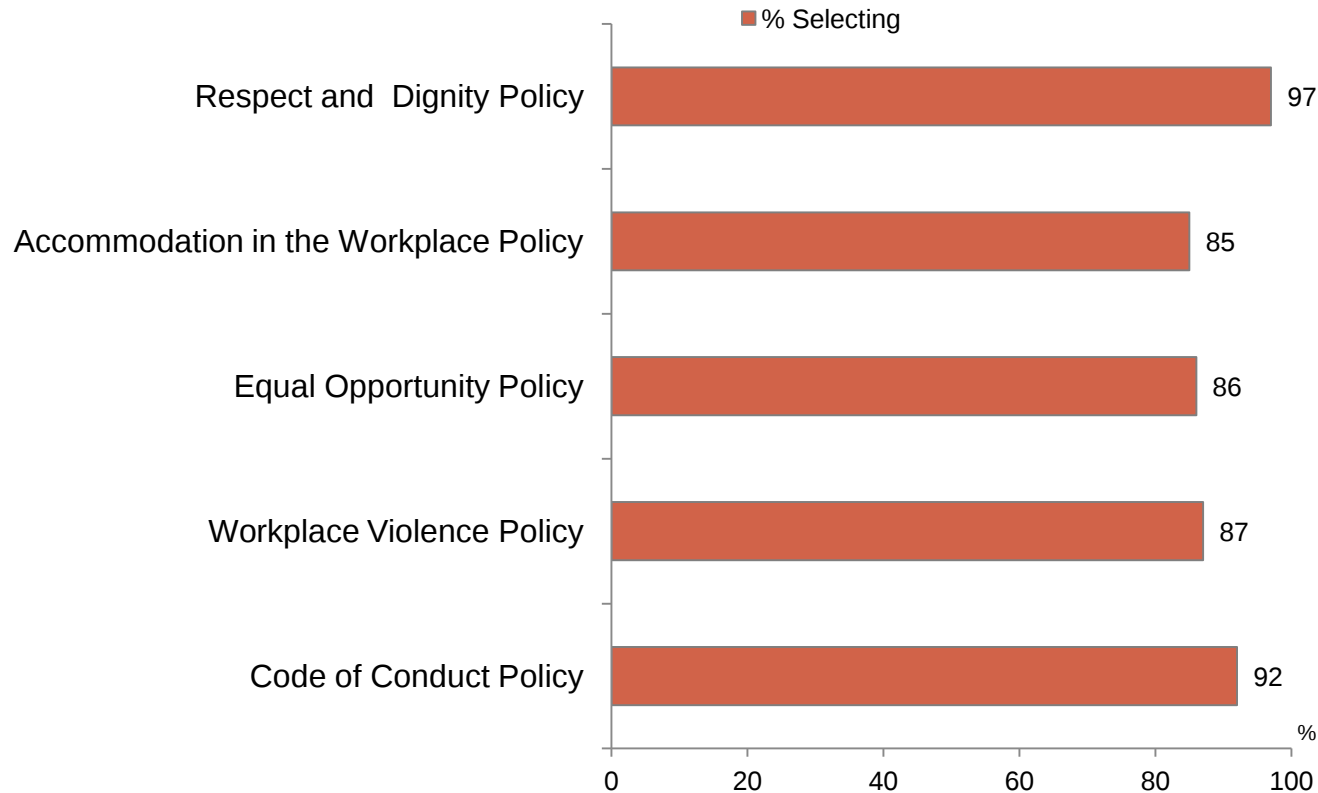
F8. In the past 12 months, have you been physically abused by customers?

Sample sizes vary by category.

FAMILIARITY WITH TTC POLICIES

- IT SERVICES

- Employees were asked if they were familiar with the various TTC policies related to equality. They were to select every policy with which they were familiar
- Most employees are familiar with all policies, with the most employees indicating they were familiar with the Respect and Dignity Policy.



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

FAMILIARITY WITH TTC POLICIES

- BY COST CENTRE/GROUPING

% Selecting	All TTC Employees	Staff Groups Average	All Corporate Services	IT Services	Technical and Operations	Portfolio Management
Respect and Dignity Policy	92	97	96	97	96	99
Accommodation in the Workplace Policy	76	87	88	85	84	83
Equal Opportunity Policy	81	88	89	86	90	86
Workplace Violence Policy	87	92	92	87	86	83
Code of Conduct Policy	82	92	91	92	90	89

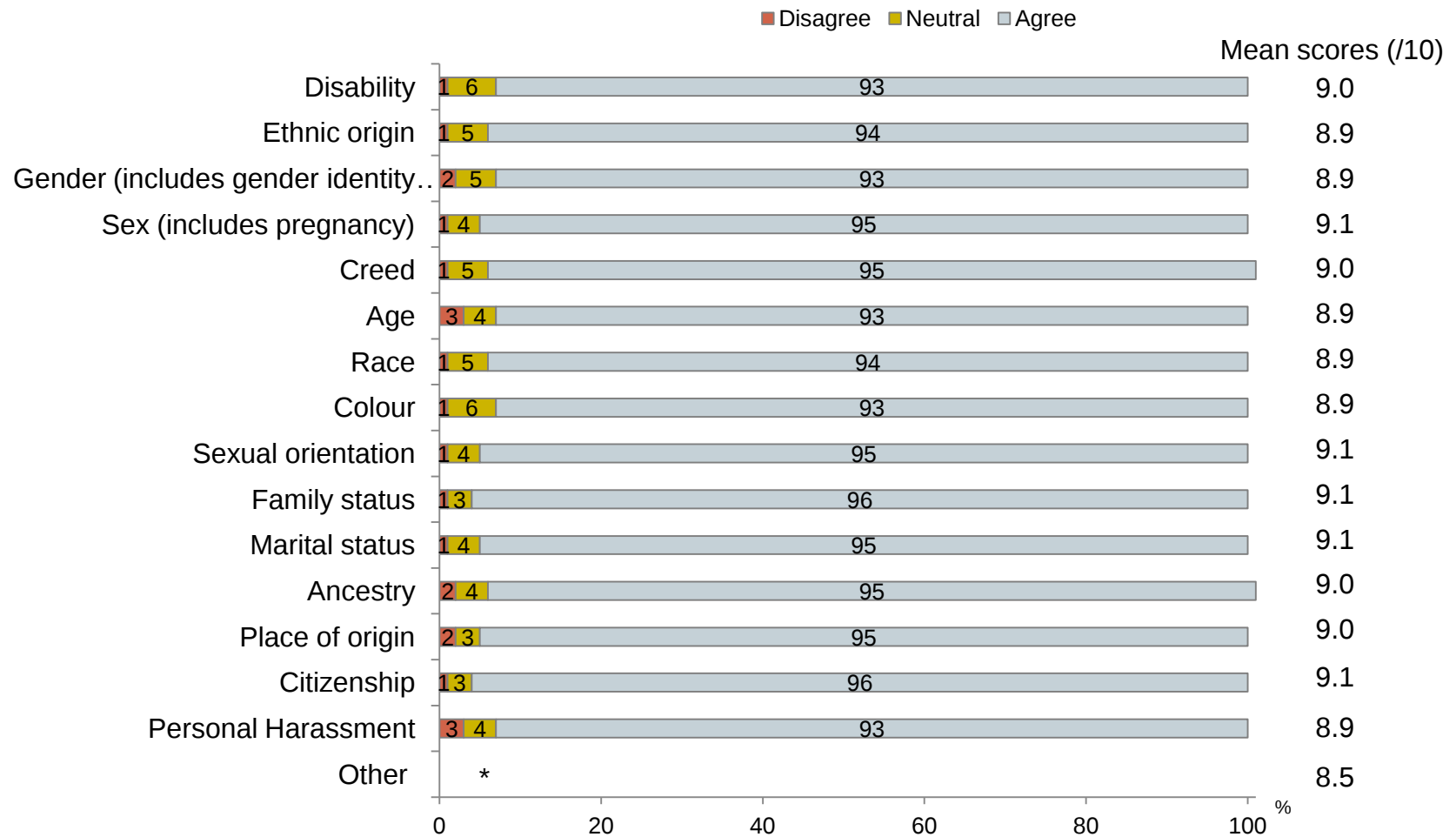
F9. Are you familiar with the following TTC policies (select all that apply)?

Only Technical & Operations and Portfolio Management cost centre groupings are shown as all other cost centre groupings are too small to report percentages (n<30).

3/25/2015

EFFECTIVENESS OF TTC PRACTICES

- IT SERVICES



* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by attribute.

EFFECTIVENESS OF TTC PRACTICES

- BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	IT Services	Dept. Head/Enterprise Architecture	Technical and Operations	Testing & Quality Assurance	Project Management	IT customer services	Planning Resources & Admin	Portfolio Management
Disability	8.3	8.7	8.7	9.0	9.2	9.0	7.7	8.7	9.4	**	9.1
Ethnic Origin	8.3	8.6	8.7	8.9	8.7	9.0	8.2	8.9	8.7	**	8.9
Gender (includes gender expression)	8.5	8.7	8.7	8.9	9.2	8.9	8.5	8.6	9.2	**	8.8
Sex (including pregnancy)	8.5	8.7	8.7	9.1	9.1	9.1	8.3	9.1	9.3	**	9.0
Creed	8.5	8.8	8.8	9.0	9.1	9.1	8.3	8.9	9.1	**	9.1
Age	8.4	8.6	8.6	8.9	9.1	9.0	8.2	8.2	8.9	**	9.0
Race	8.4	8.7	8.7	8.9	8.7	9.0	8.2	8.9	8.8	**	9.0
Colour	8.4	8.7	8.7	8.9	9.1	9.0	8.1	8.9	8.7	**	9.0
Sexual Orientation	8.6	8.8	8.8	9.1	9.1	9.0	8.4	9.1	9.4	**	9.1
Family Status	8.6	8.8	8.8	9.1	9.1	9.1	8.3	8.9	9.4	**	9.1
Marital Status	8.6	8.9	8.9	9.1	9.1	9.1	8.1	8.9	9.3	**	9.1
Ancestry	8.6	8.8	8.8	9.0	8.7	9.1	8.5	8.8	9.1	**	9.1
Place of Origin	8.5	8.8	8.8	9.0	8.7	9.1	8.5	8.8	9.0	**	9.0
Citizenship	8.6	8.9	8.9	9.1	9.1	9.1	8.7	8.9	9.1	**	9.1
Personal Harassment	8.2	8.6	8.5	8.9	8.5	9.0	8.6	8.7	9.0	**	9.0
Other	8.2	8.2	8.3	8.5	**	**	**	**	**	**	**

** 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.

AREA TO IMPROVE: YOUR COMPANY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Company” as third most impactful on Employee Engagement and as an area in which Corporate Services employees are relatively less satisfied, making this an Area to Improve.
- Mean satisfaction ratings across most specific aspects of Your Company are generally highest for IT Customer Services and Portfolio Management, and lowest for Department Head/Enterprise Architecture, followed by Project Management.
- Across the specific aspects of Your Company, satisfaction ratings are highest for, “I feel that the TTC’s vision to be ‘A transit system that makes Toronto proud’ is realistic and achievable”, “The TTC puts customers first”, and “I am proud and passionate about the TTC”. Ratings were lowest for, “People get things done both quickly and efficiently at the TTC” and “There is effective sharing of information across the TTC.” There are a few differences among cost centre groupings. For some groupings, particularly the smaller ones, good collaboration between different parts of the TTC rated among the lowest scores. For Department Head/Enterprise Architecture, the lowest score was for “Best practices are shared effectively across the TTC”.
- To improve employee satisfaction with Your Company, Opportunity Analysis identifies several influential Areas to Improve, primarily related to trust and communication:
 - There is a good level of trust between Senior Management and employees
 - Senior Managers communicate openly and honestly with employees
 - TTC leadership welcomes all feedback, both positive and negative
 - Best practices are shared effectively across the TTC

SECTION SUMMARY

- In addition to these Areas to Improve, the following areas were identified as key Areas to Protect:
 - I feel confident that TTC leadership is making the right decisions for the company's future success
 - The TTC values its staff's time
 - I feel sufficiently well informed about what is happening in the TTC
- Speaking Highly of the TTC
- A majority (62%) of IT Services 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.
- Portfolio Management is slightly more likely to “always” speak highly of the TTC, compared to Technical & Operations.
- Change in Experience Working for the TTC
- 47% of IT Services employees feel that working for the TTC has improved over the past 12 months, compared to only 10% who feel it has gotten worse.
- Employees in the Technical & Operations cost centres were most likely to express that working for the TTC has gotten worse over the past 12 months (16%), compared to Portfolio Management (7%). Only small differences were seen in the proportions who felt the TTC has improved.

SECTION SUMMARY

- Among IT Services employees who indicated that working for the TTC has gotten better in the past 12 months, the main reasons traced to the arrival of new managers or coworkers, followed by improvements in communication, increased focus on customer service, and improvements to TTC facilities, among several other areas.
- There were not sufficient IT Services employees indicating that working for the TTC has gotten worse to be able to identify the most common reasons for this impression.

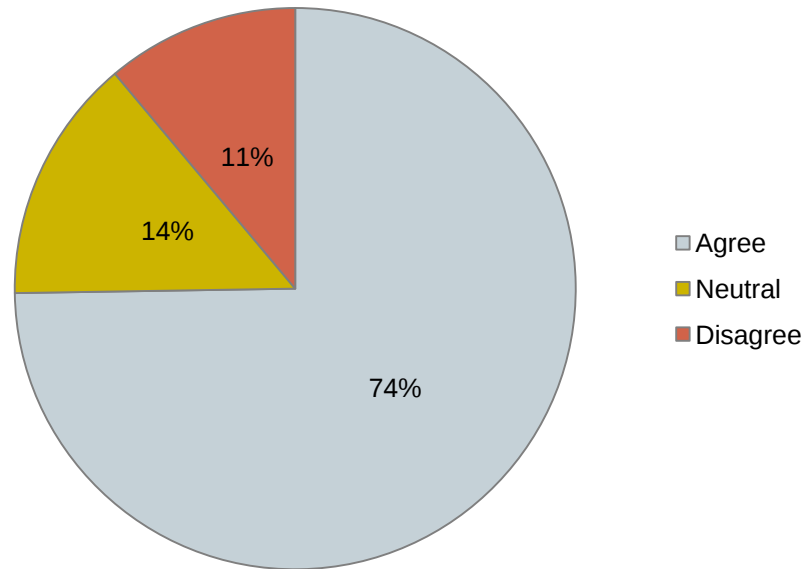
OVERALL RATINGS OF YOUR COMPANY - IT SERVICES

IT Services

Total

(n= 195)

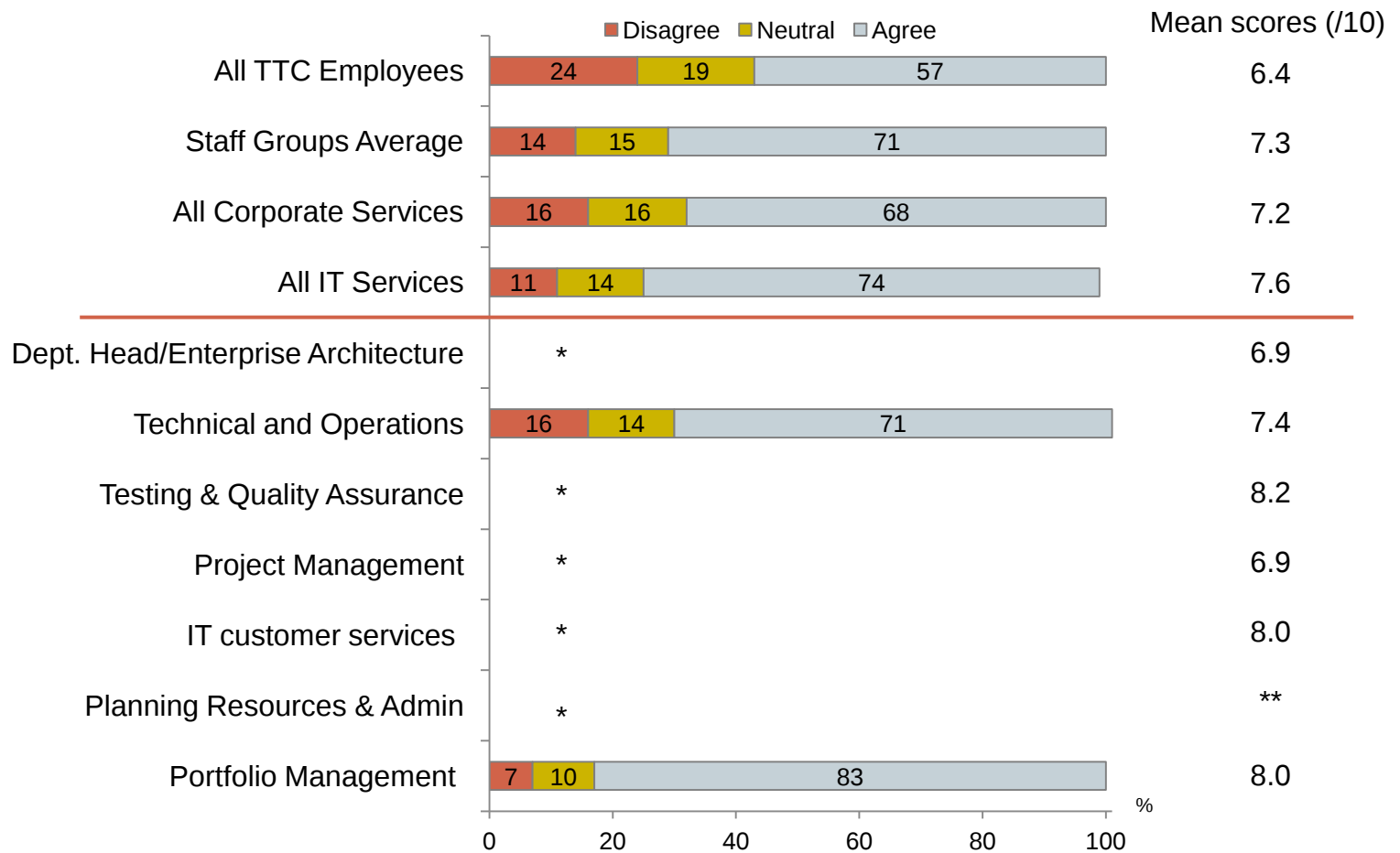
Mean=7.6



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

OVERALL RATINGS OF YOUR COMPANY

- BY COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.

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

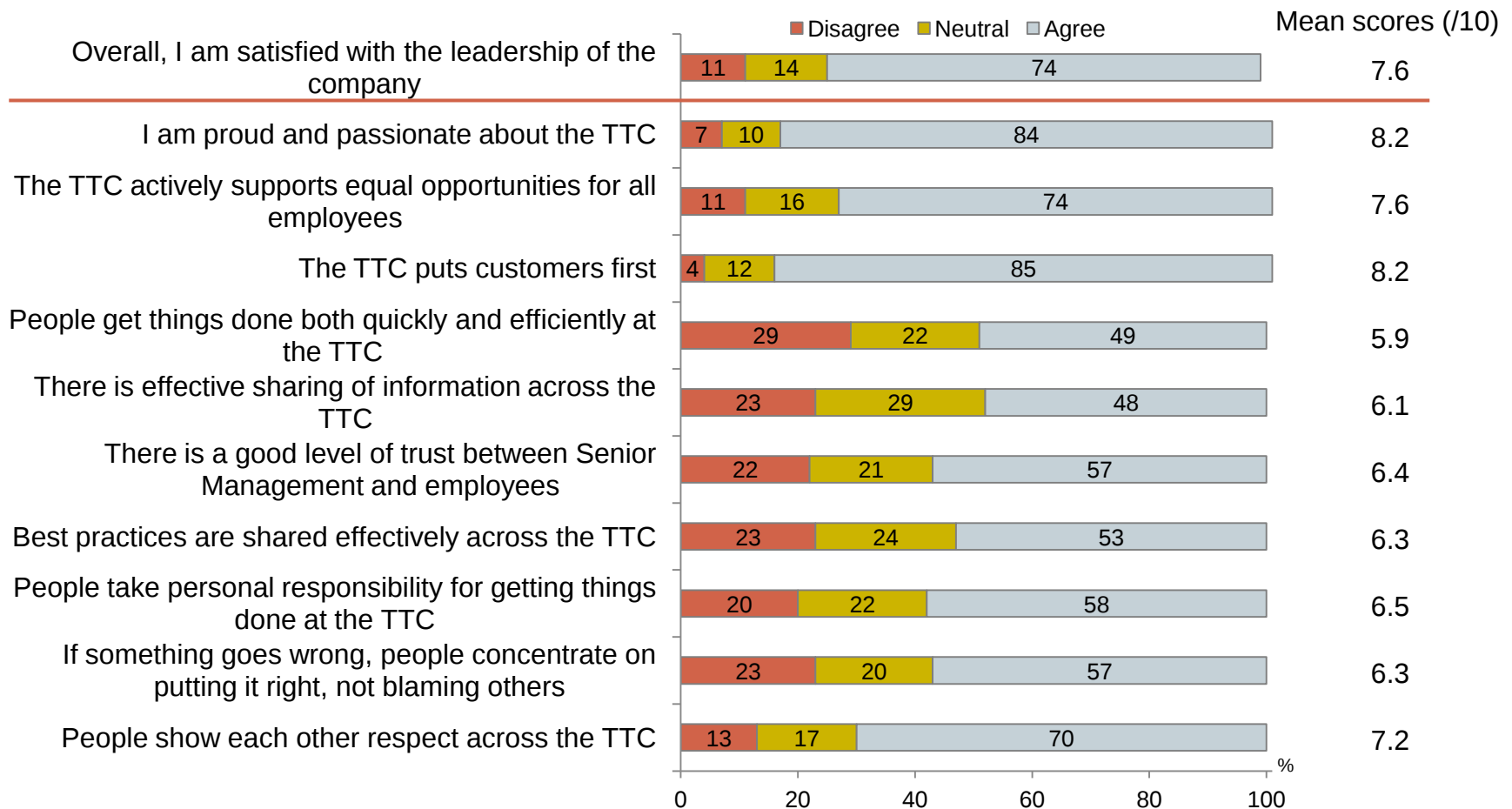
C1. Please indicate the extent to which you agree or disagree with each of the following statements:

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

Sample sizes vary by category.

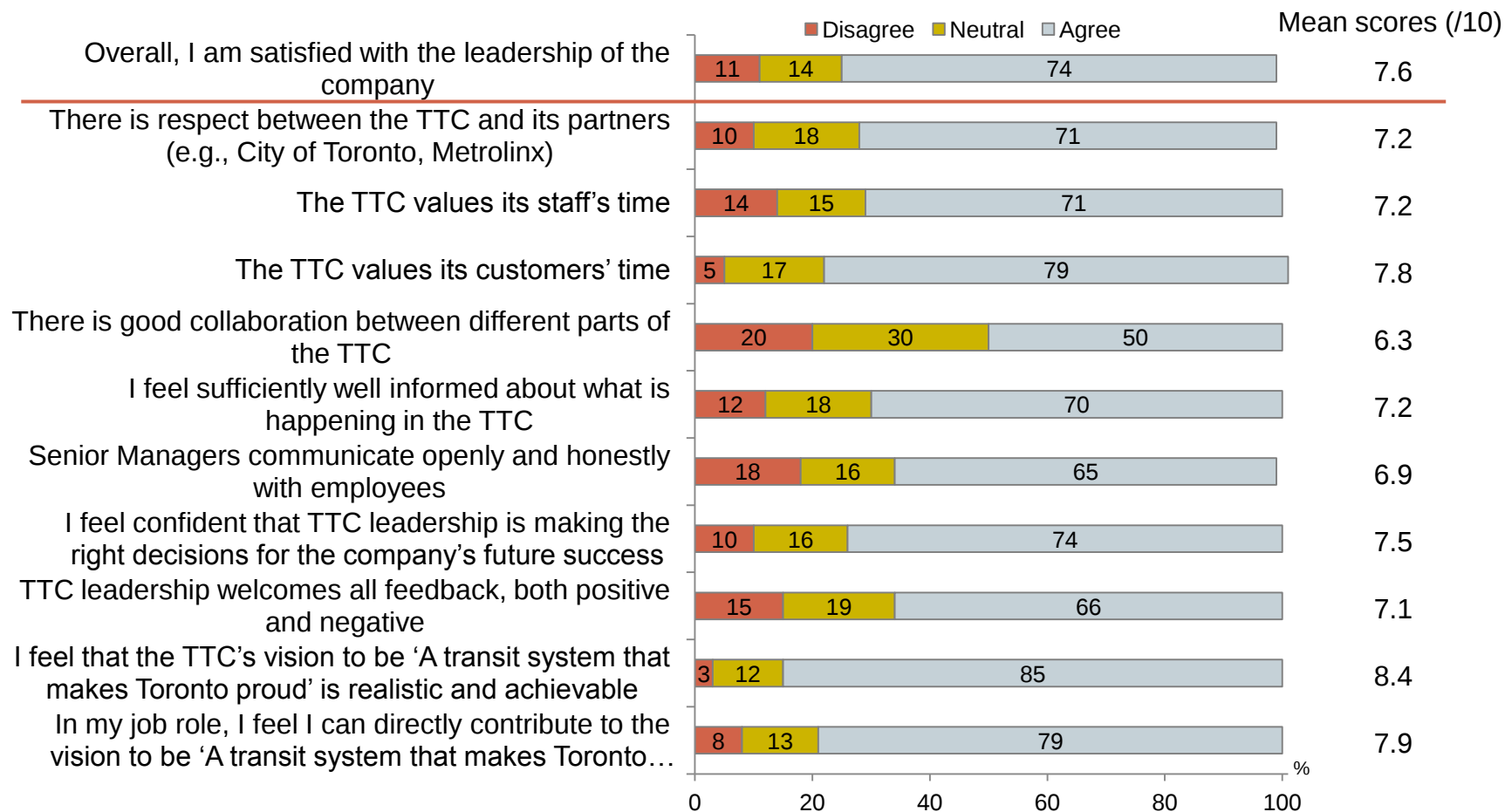
3/25/2015

YOUR COMPANY - IT SERVICES



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

YOUR COMPANY - IT SERVICES (CONT'D.)



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

YOUR COMPANY

- BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All IT Services	Dept. Head/Enterprise Architecture	Technical and Operations	Testing & Quality Assurance	Project Management	IT customer services	Planning Resources & Admin	Portfolio Management
Overall, I am satisfied with the leadership of the company	6.4	7.3	7.2	7.6	6.9	7.4	8.2	6.9	8.0	**	8.0
I am proud and passionate about the TTC	7.6	8.1	8.0	8.2	7.5	7.8	8.7	8.6	8.5	**	8.4
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.2	7.6	8.0	7.4	7.5	7.3	7.2	**	7.8
The TTC puts customers first	7.8	8.0	8.1	8.2	8.0	8.0	8.2	8.0	8.6	**	8.5
People get things done both quickly and efficiently at the TTC	5.1	5.5	5.5	5.9	4.9	5.5	6.2	5.0	6.8	**	6.4
There is effective sharing of information across the TTC	4.9	5.4	5.5	6.1	4.8	5.6	6.1	5.6	6.5	**	6.7
There is a good level of trust between Senior Management and employees	4.9	5.8	5.7	6.4	5.2	6.0	6.3	5.7	6.9	**	7.1
Best practices are shared effectively across the TTC	5.3	5.7	5.6	6.3	4.2	6.1	6.7	5.5	7.0	**	6.7
People take personal responsibility for getting things done at the TTC	5.6	6.2	6.0	6.5	4.8	5.8	6.5	6.3	7.3	**	7.1
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	5.7	5.5	6.3	5.2	5.7	6.5	5.7	7.0	**	7.1
People show each other respect across the TTC	6.1	6.7	6.5	7.2	5.3	6.8	7.3	6.4	7.9	**	7.9
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.7	6.6	7.2	5.8	7.3	7.4	6.7	7.9	**	7.6
The TTC values its staff's time	6.0	6.8	6.6	7.2	6.0	7.0	7.2	6.8	7.7	**	7.7
The TTC values its customers' time	7.1	7.6	7.6	7.8	7.0	7.6	7.2	7.9	8.3	**	8.1
There is good collaboration between different parts of the TTC	5.3	5.8	5.7	6.3	4.5	5.7	6.1	5.4	6.9	**	7.0
I feel sufficiently well informed about what is happening in the TTC	5.7	6.7	6.7	7.2	6.5	6.8	7.1	6.5	7.8	**	7.6
Senior Managers communicate openly and honestly with employees	5.3	6.2	6.0	6.9	5.7	6.3	7.1	6.0	7.1	**	7.5
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	7.1	6.9	7.5	6.5	7.0	7.5	7.2	8.2	**	7.9
TTC leadership welcomes all feedback, both positive and negative	6.0	6.7	6.6	7.1	6.3	6.8	7.5	6.1	7.2	**	7.6
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	8.1	8.0	8.4	7.5	8.2	8.2	8.9	8.7	**	8.5
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	7.9	7.8	7.9	7.5	7.4	7.8	8.0	8.4	**	8.3

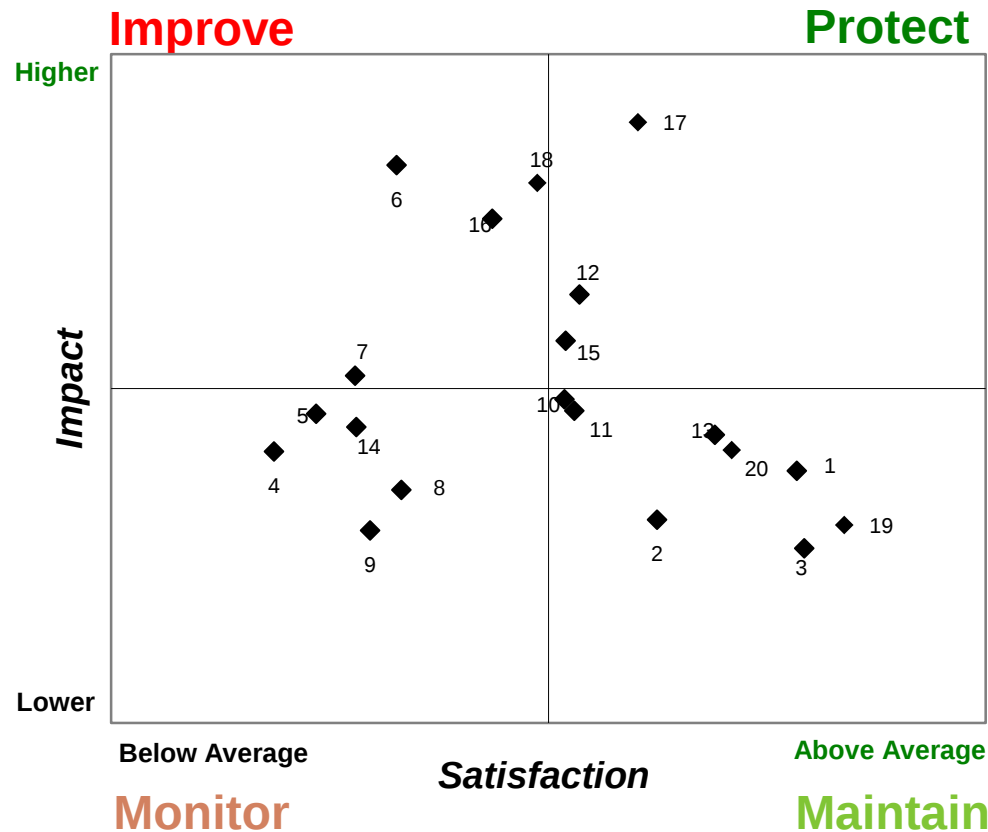
** Mean score suppressed due to sample size <10.

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

Sample sizes vary by attribute.

3/25/2015

OPPORTUNITY ANALYSIS: YOUR COMPANY - IT SERVICES

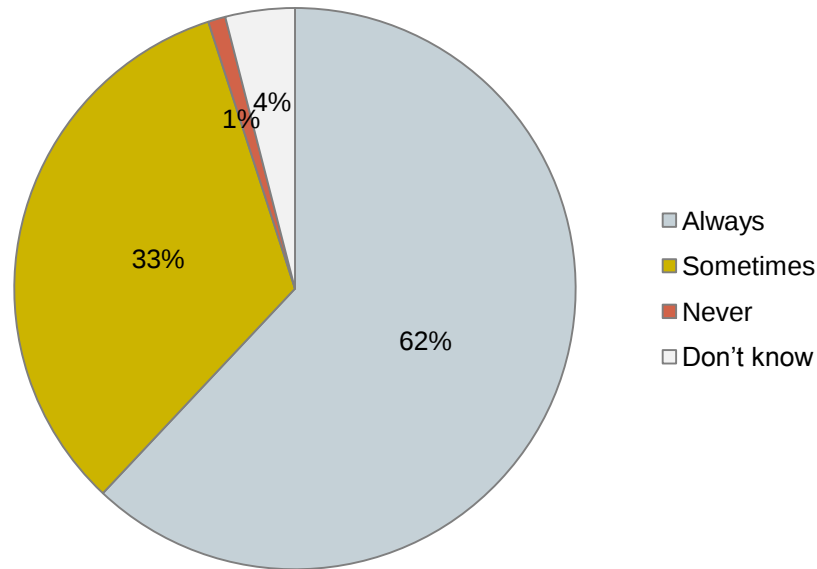


1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. There is effective sharing of information across the TTC
6. **There is a good level of trust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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 5.9 to 8.4.
Impact values range between 29% to 68%.

IT Services

Total
(n= 198)



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

SPEAKING HIGHLY OF THE TTC - BY COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.

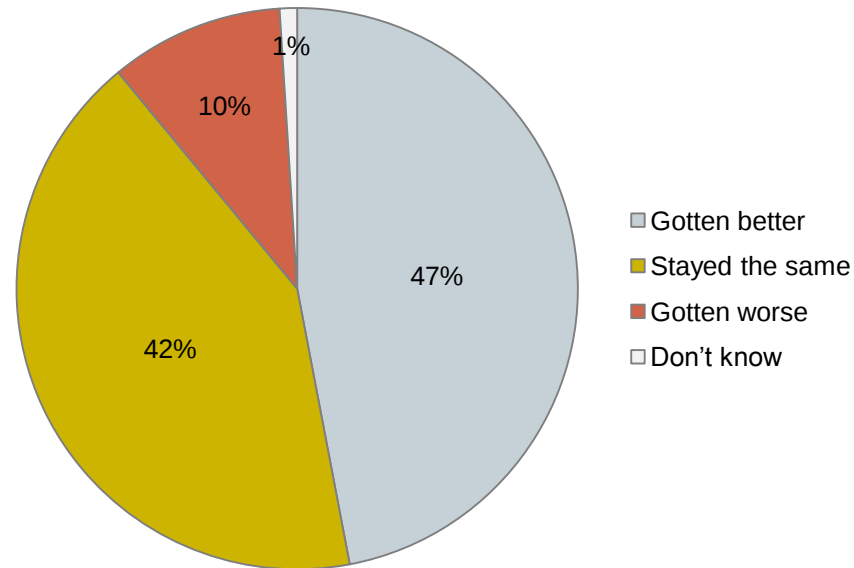
C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.

Sample sizes vary by category.

CHANGE IN EXPERIENCE WORKING FOR THE TTC

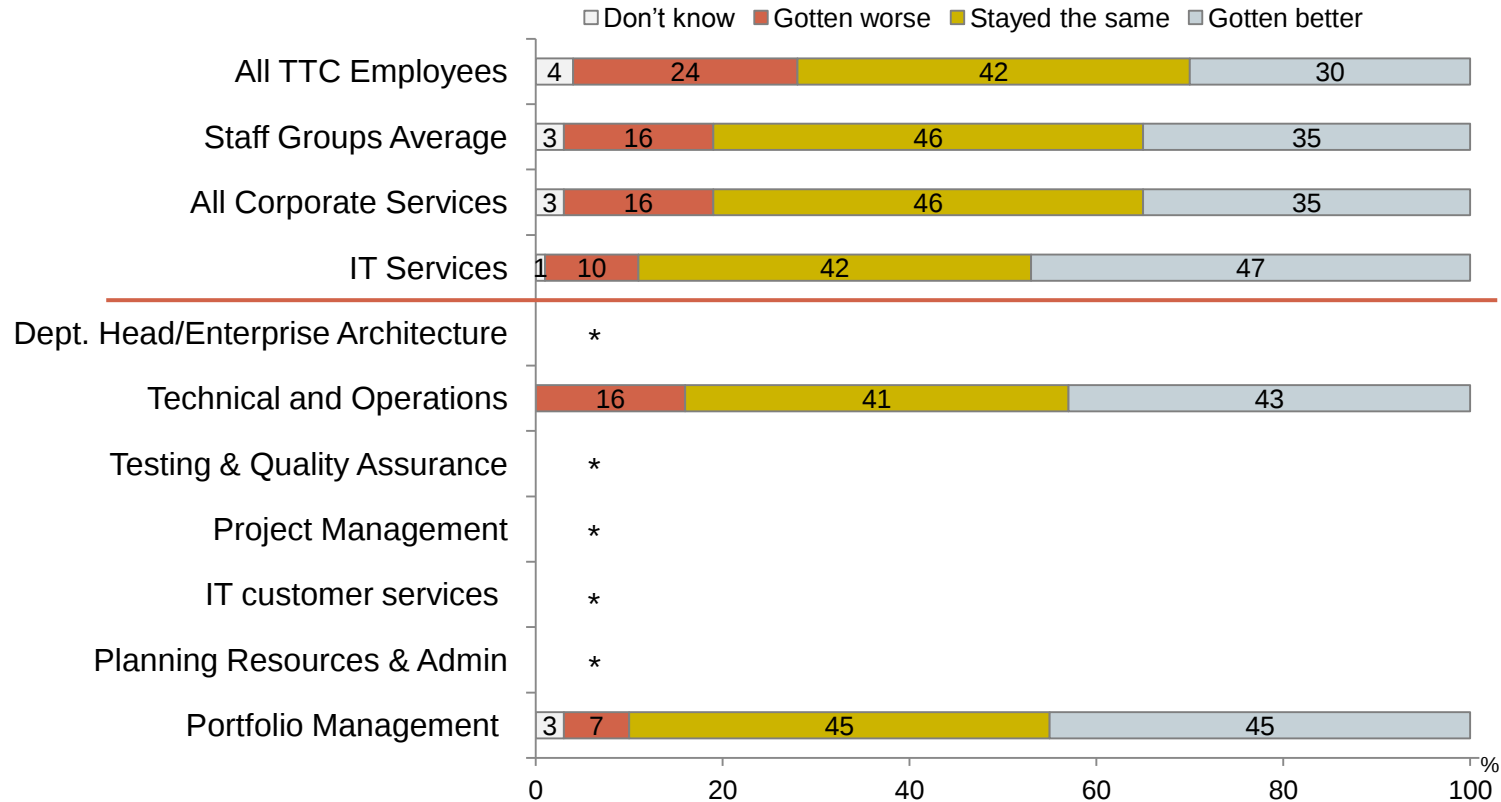
IT Services

Total
(n= 198)



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

CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.

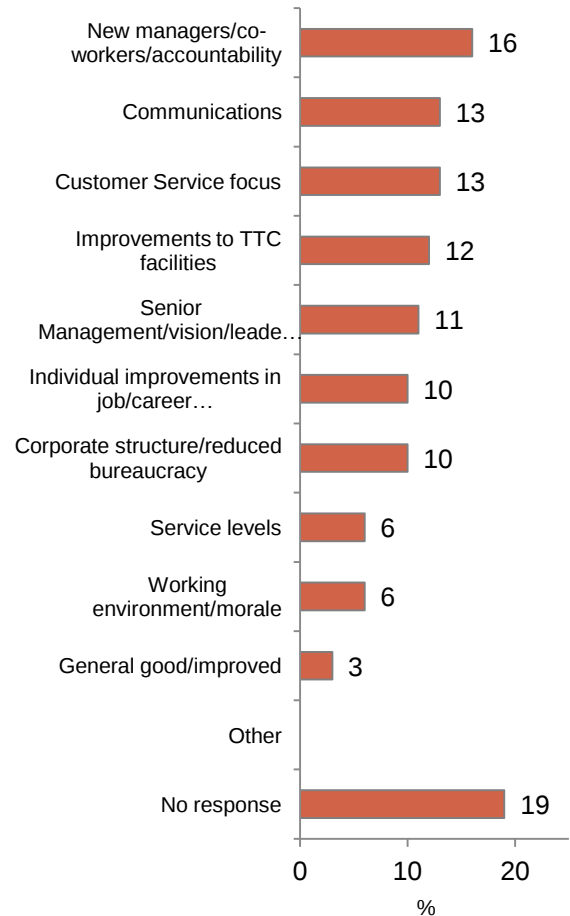
C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.

Sample sizes vary by category.

REASONS INDICATED FOR CHANGE IN EXPERIENCE

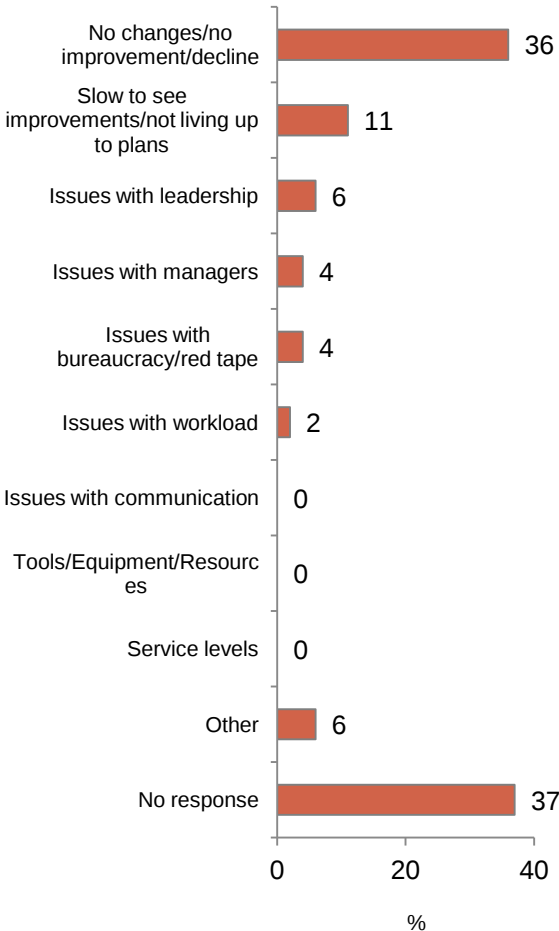
Employees indicating TTC has Gotten better

IT Services
(n= 93)



Employees indicating TTC has Stayed the same

IT Services
(n= 84)



Employees indicating TTC has Gotten worse

IT Services
(n= 19)

*

* Percentages suppressed as sample size <30.
C4. Please explain the answer you gave to the previous question (C3).
Percentages may total more than 100% as some respondents identified multiple reasons.

AREA TO MONITOR: PERFORMANCE AND REWARD

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

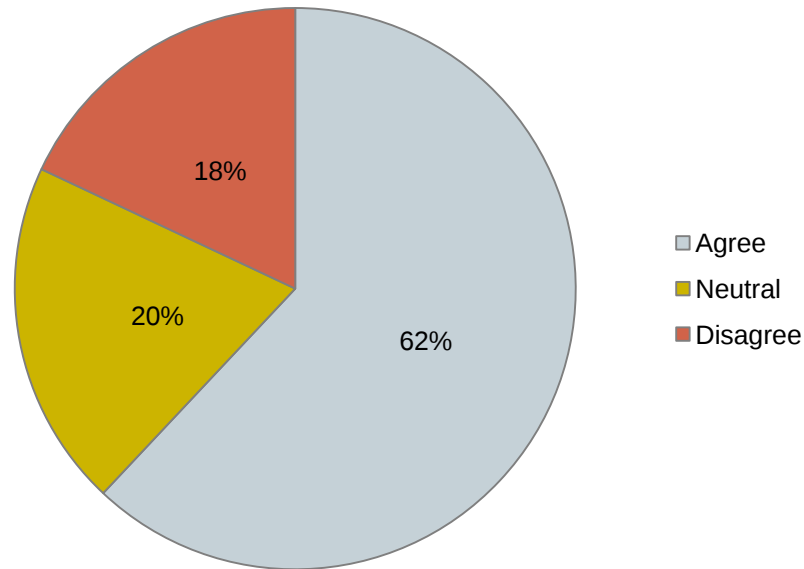
- Although “Performance and Reward” is not the most influential aspect of the employee experience, Opportunity Analysis still identifies it as having a moderate impact on Employee Engagement and as an area in which IT Services employees are relatively less satisfied. In other words, it is an Area to Monitor.
- Employee satisfaction with the way the TTC recognizes and rewards employees is highest for Portfolio Management and IT Customer Services, and generally lowest for Department Head/Enterprise Architecture.
- Across the specific aspects of Performance and Reward, ratings were highest for, “The TTC offers good job security”, followed by “I am satisfied with my pay and benefits, given the job I do”. Ratings were lowest for, “Poor performance is not tolerated”, followed by “At the TTC, the recognition and rewards are meaningful”. These results were consistent for most cost centre groupings, though meaningful recognition may score lower than not tolerating poor performance for some groupings.
- To improve employee satisfaction with Performance and Reward, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - At the TTC, the recognition and / or rewards are meaningful
 - I am recognized for excellent performance
 - I am satisfied with the recognition I receive from my manager
 - I have the opportunity to progress within the company

OVERALL RATINGS OF PERFORMANCE AND REWARD - IT SERVICES

IT Services

Total
(n= 193)

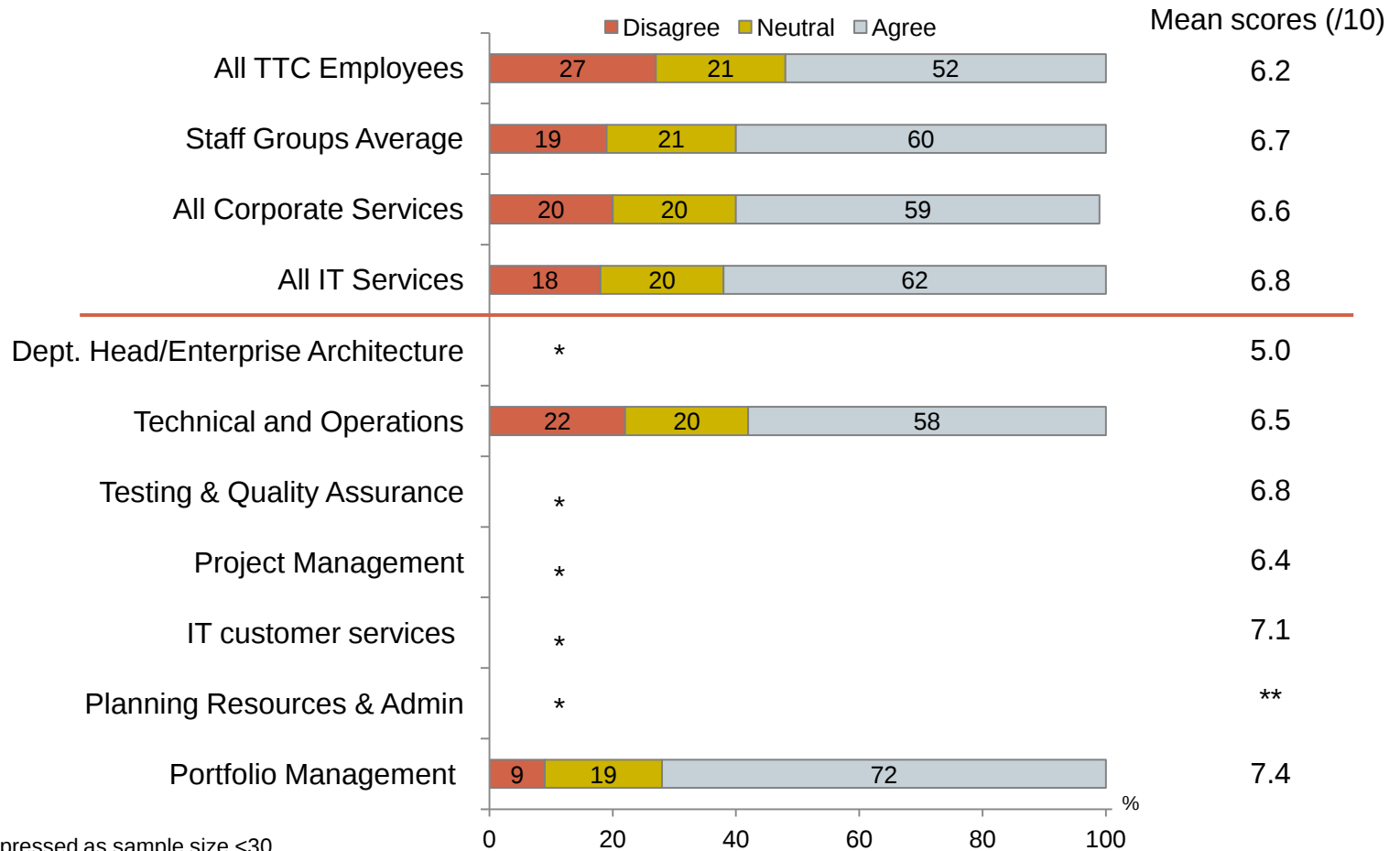
Mean=6.8



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 COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.

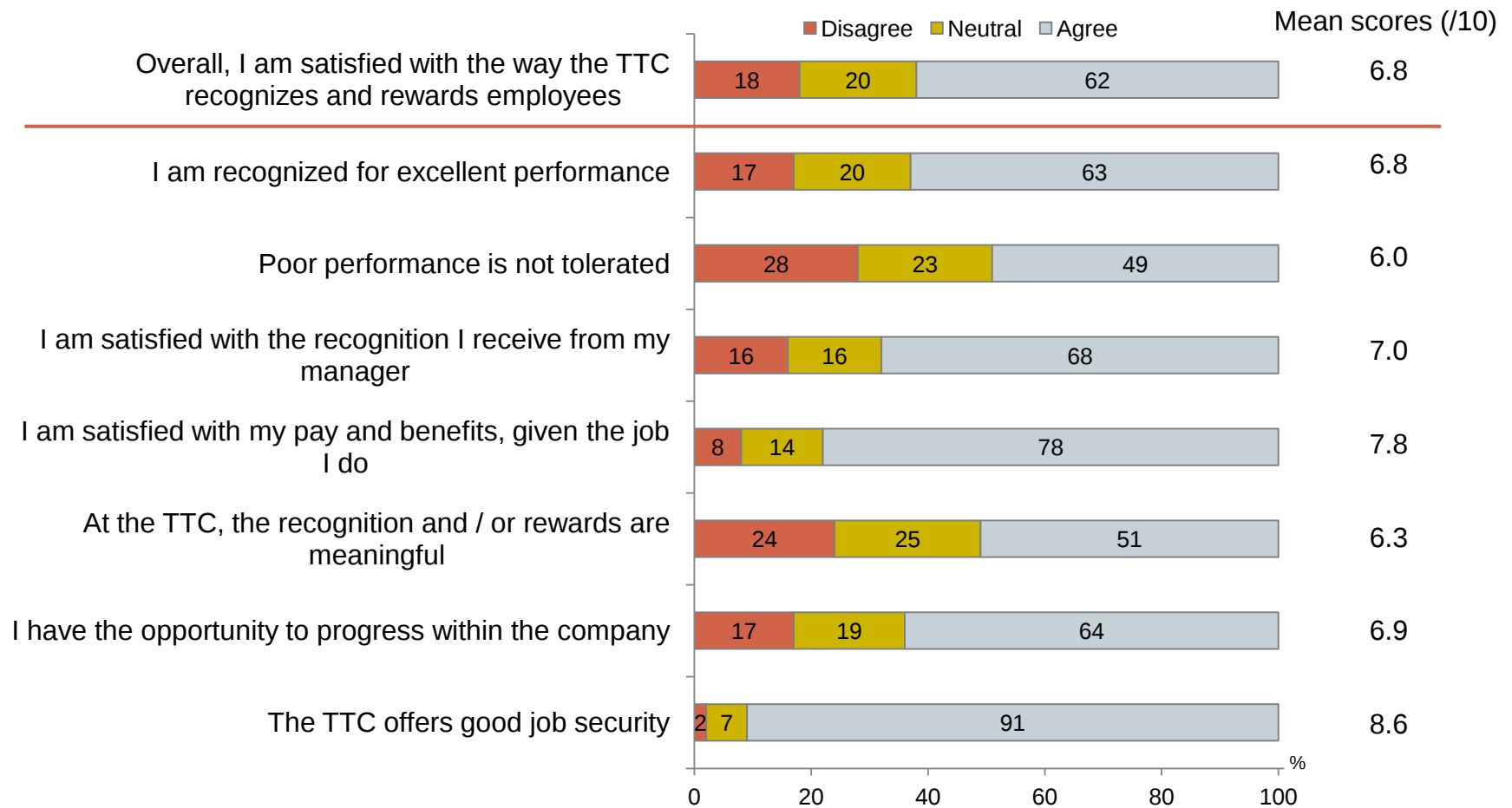
** Mean score suppressed due to sample size <10.

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.

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

Sample sizes vary by category.

PERFORMANCE AND REWARD - IT SERVICES



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

PERFORMANCE AND REWARD - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All IT Services	Dept. Head/Enterprise Architecture	Technical and Operations	Testing & Quality Assurance	Project Management	IT customer services	Planning Resources & Admin	Portfolio Management
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.6	6.8	5.0	6.5	6.8	6.4	7.1	**	7.4
I am recognized for excellent performance	5.9	6.7	6.5	6.8	6.3	6.2	6.6	6.3	6.4	**	7.6
Poor performance is not tolerated	5.9	6.2	5.9	6.0	5.1	5.7	6.4	5.4	7.0	**	6.1
I am satisfied with the recognition I receive from my manager	6.0	6.9	6.7	7.0	6.1	6.6	6.5	7.0	7.0	**	7.6
I am satisfied with my pay and benefits, given the job I do	7.7	7.4	7.4	7.8	6.0	7.9	7.6	8.3	8.0	**	7.7
At the TTC, the recognition and / or rewards are meaningful	5.9	6.3	6.2	6.3	4.8	5.7	6.0	5.7	7.2	**	6.7
I have the opportunity to progress within the company	6.9	6.6	6.7	6.9	6.5	6.6	6.7	6.8	7.0	**	7.2
The TTC offers good job security	8.3	8.4	8.5	8.6	8.6	8.5	8.1	8.8	8.2	**	8.8

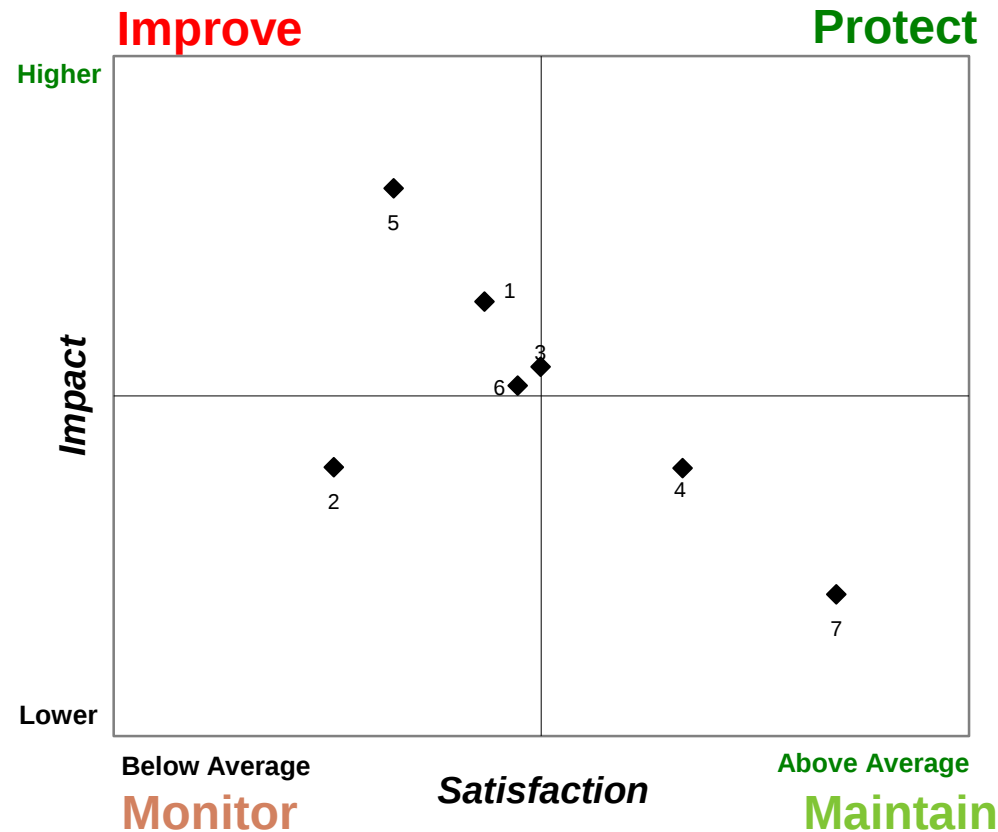
** Mean score suppressed due to sample size <10.

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.

3/25/2015

OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - IT SERVICES



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 6.0 to 8.6.
Impact values range between 14% to 76%.

AREA TO MONITOR: TRAINING AND DEVELOPMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

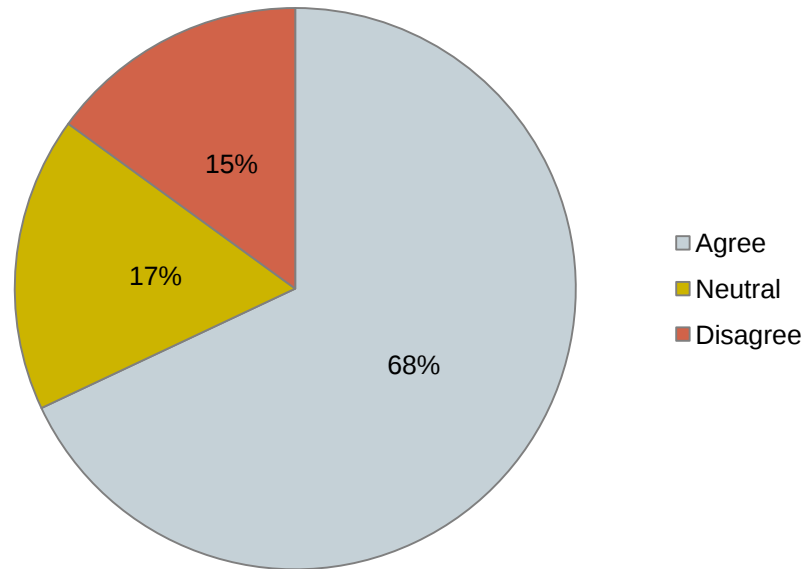
- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Training and Development” as having a moderate impact on Employee Engagement and as an area in which IT Services employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their training and development is generally highest for Department Head/Enterprise Architecture, and lowest for Technical & Operations.
- Across the specific aspects of Training and Development, ratings were highest for, “My on-boarding/induction experience was positive”. Ratings were lowest for, “The way people are selected for jobs in the TTC is fair”, followed by “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”. These results were mostly consistent across cost centre groupings, with some exceptions. For several groupings, another aspect of Training and Development was rated higher than the on-boarding experience, with the highest scoring measure varying by individual grouping. For Testing & Quality Assurance, satisfaction with career development opportunities was rated lower than having the 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 career development opportunities available to me
 - I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor
 - I am satisfied with the support I receive on my personal development
- In addition to these improvements, the following areas is identified as a key Area to Protect:
 - The TTC provides ongoing training opportunities so I can develop my skills

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - IT SERVICES

IT Services

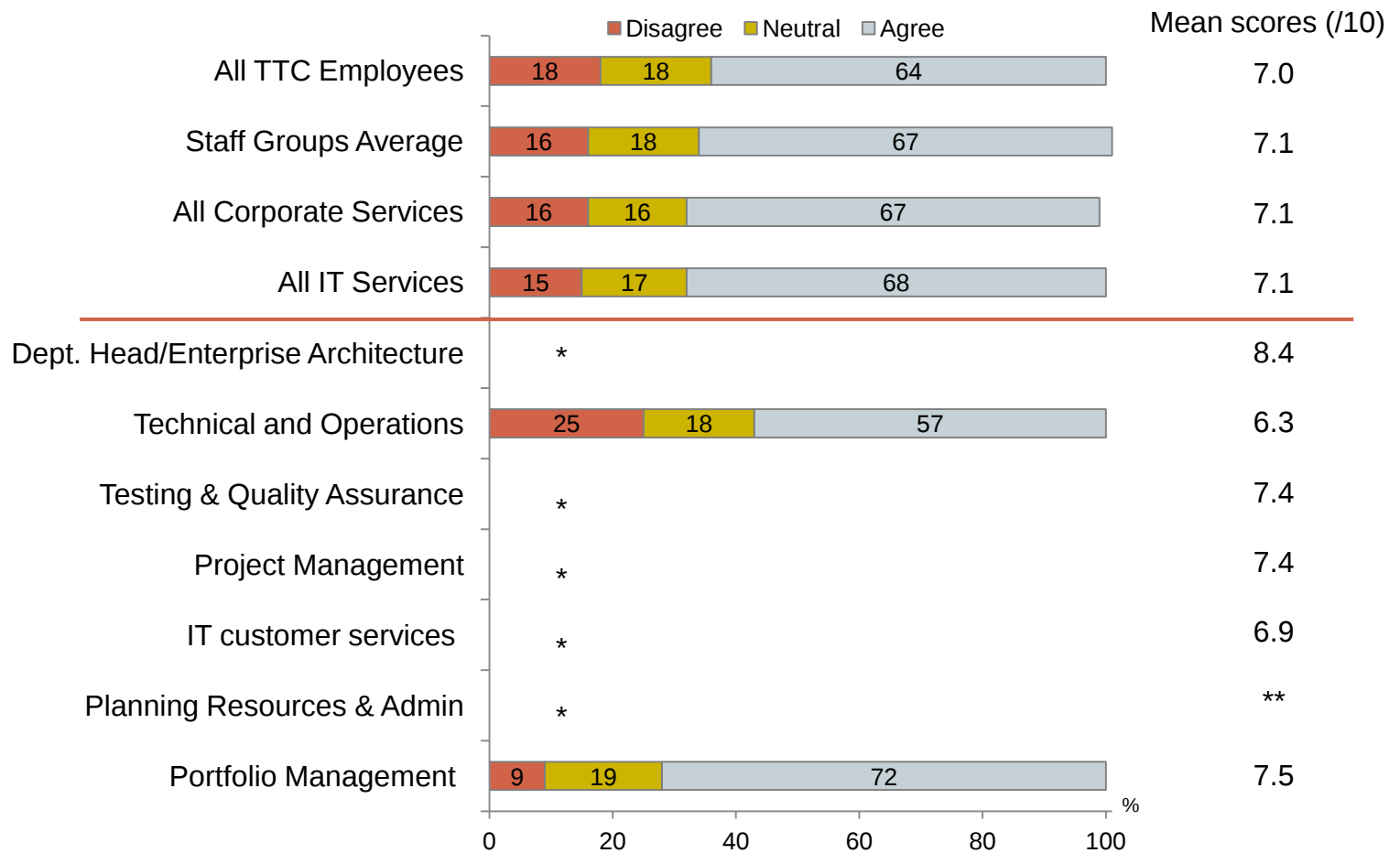
Total
(n= 195)

Mean=7.1



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

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.

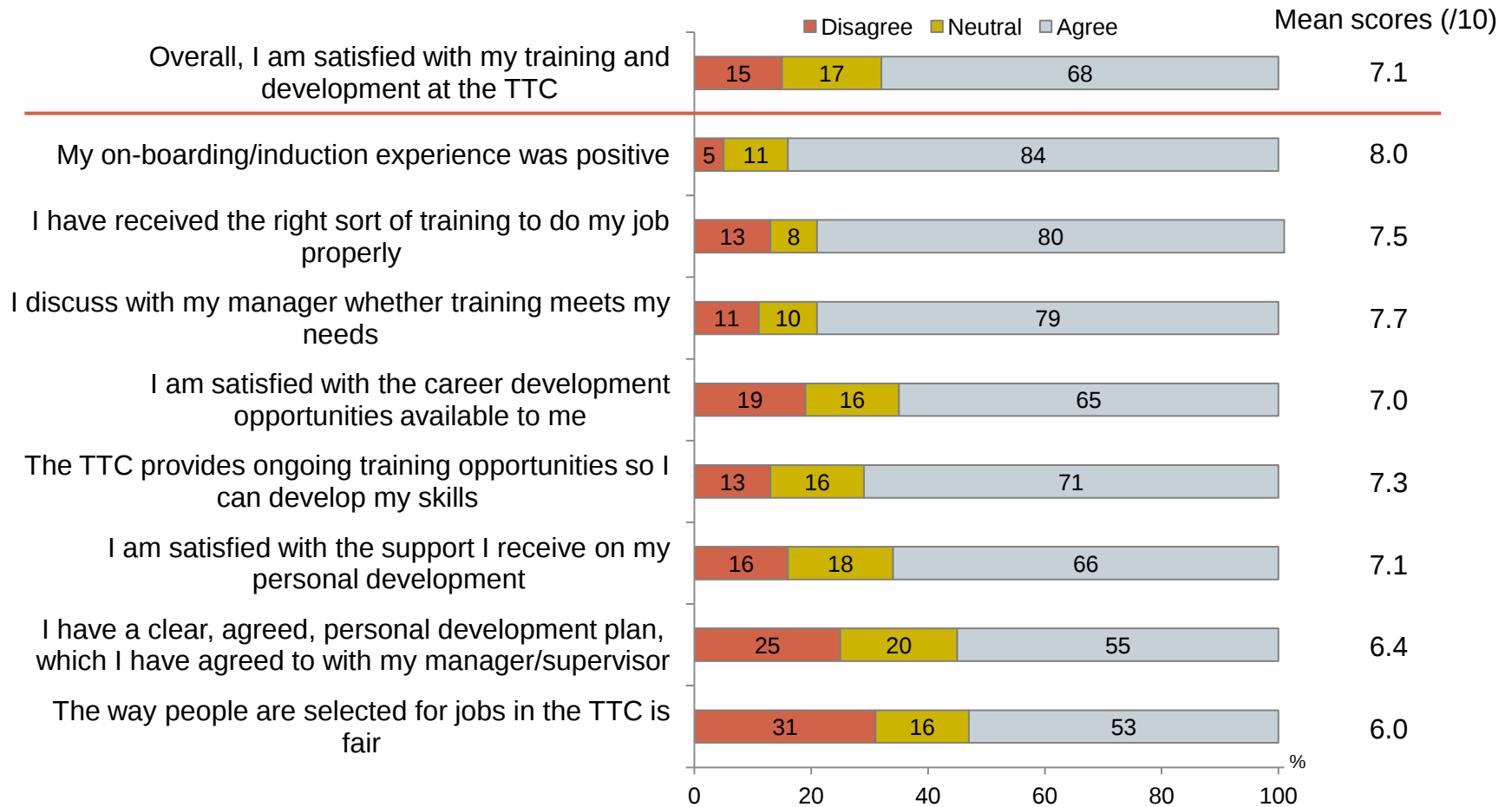
** Mean score suppressed due to sample size <10.

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.

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

Sample sizes vary by category.

TRAINING AND DEVELOPMENT - IT SERVICES



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

TRAINING AND DEVELOPMENT - BY COST CENTRE/GROUPING

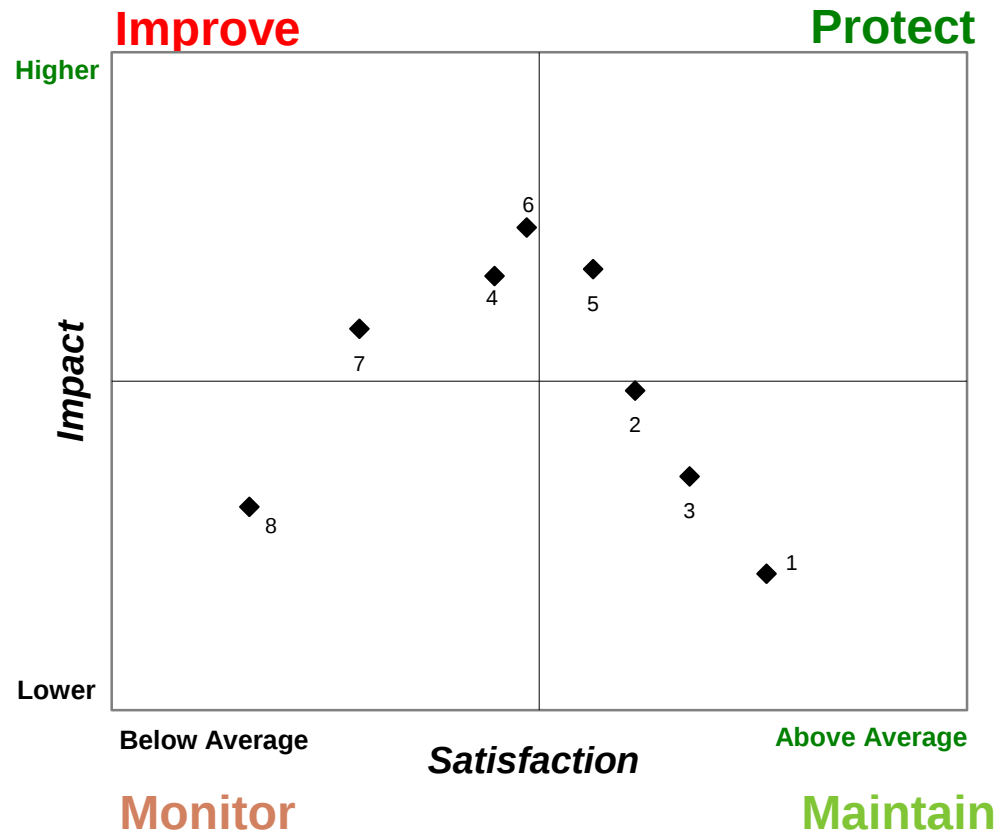
Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All IT Services	Dept. Head/Enterprise Architecture	Technical and Operations	Testing & Quality Assurance	Project Management	IT customer services	Planning Resources & Admin	Portfolio Management
Overall, I am satisfied with my training and development at the TTC	7.0	7.1	7.1	7.1	8.4	6.3	7.4	7.4	6.9	**	7.5
My on-boarding/induction experience was positive	7.9	7.9	7.9	8.0	8.4	7.5	7.7	7.9	8.7	**	8.2
I have received the right sort of training to do my job properly	7.6	7.7	7.6	7.5	8.0	6.6	7.7	8.4	7.4	**	8.0
I discuss with my manager whether training meets my needs	6.7	7.5	7.4	7.7	8.8	7.0	7.5	7.9	7.7	**	8.0
I am satisfied with the career development opportunities available to me	6.9	6.9	6.9	7.0	8.0	6.1	6.7	7.3	6.8	**	7.4
The TTC provides ongoing training opportunities so I can develop my skills	7.0	7.5	7.5	7.3	8.0	6.7	8.0	7.6	7.1	**	7.5
I am satisfied with the support I receive on my personal development	6.5	7.1	7.0	7.1	7.8	6.4	7.5	7.4	6.7	**	7.4
I have a clear, agreed, personal development plan, agreed to with my manager/supervisor	5.5	6.3	6.2	6.4	7.8	5.7	7.0	6.6	6.4	**	6.8
The way people are selected for jobs in the TTC is fair	5.6	5.7	5.6	6.0	6.9	5.4	5.9	5.2	6.0	**	6.7

** 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 - IT SERVICES



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 6.0 to 8.0.
 Impact values range between 32% to 83%.

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 IT Services employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their colleagues or co-workers is highest for Portfolio Management, followed by Department Head/Enterprise Architecture, and lowest for Technical & Operations, followed by Testing & Quality Assurance.
- Across the specific qualities of Your Team, ratings were close together for most attributes though slightly higher for, “Members of my team treat each other with respect”. Ratings were lowest for, “I feel that workload is fairly distributed on my team”, followed by “There is good morale on my team”. These results were consistent for most cost centre groupings.
- To maintain employee satisfaction with Your Team, Opportunity Analysis identifies the following key Areas to Protect:
 - My team works well together
 - I feel supported by my fellow team members
 - My team members do quality work

SECTION SUMMARY

Regular Team Meetings

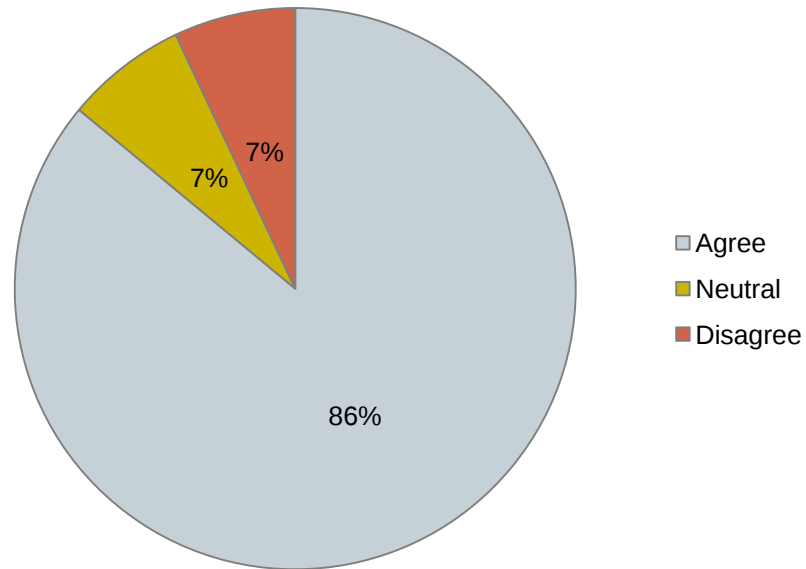
- 77% of employees indicate they have regular team meetings.
- These proportions vary greatly by cost centre grouping. Among the two larger groupings, Portfolio Management had the highest proportion of employees (86%) to report meeting regularly, while Technical & Operations had a lower proportion of employees indicating they have regular meetings (45%).
- Among employees who have regular meetings, most indicated they were held frequently enough. Since only Portfolio Management had more than 30 employees reporting regular team meetings, comparison by cost centre grouping is not possible.
- Most employees who have regular meetings agree they are useful. There is not a large variation by group, though usefulness of meetings was scored highest by Technical & Operations and lowest by Department Head/Enterprise Architecture, followed by Testing & Quality Assurance.

OVERALL RATINGS OF YOUR TEAM - IT SERVICES

IT Services

Total
(n= 195)

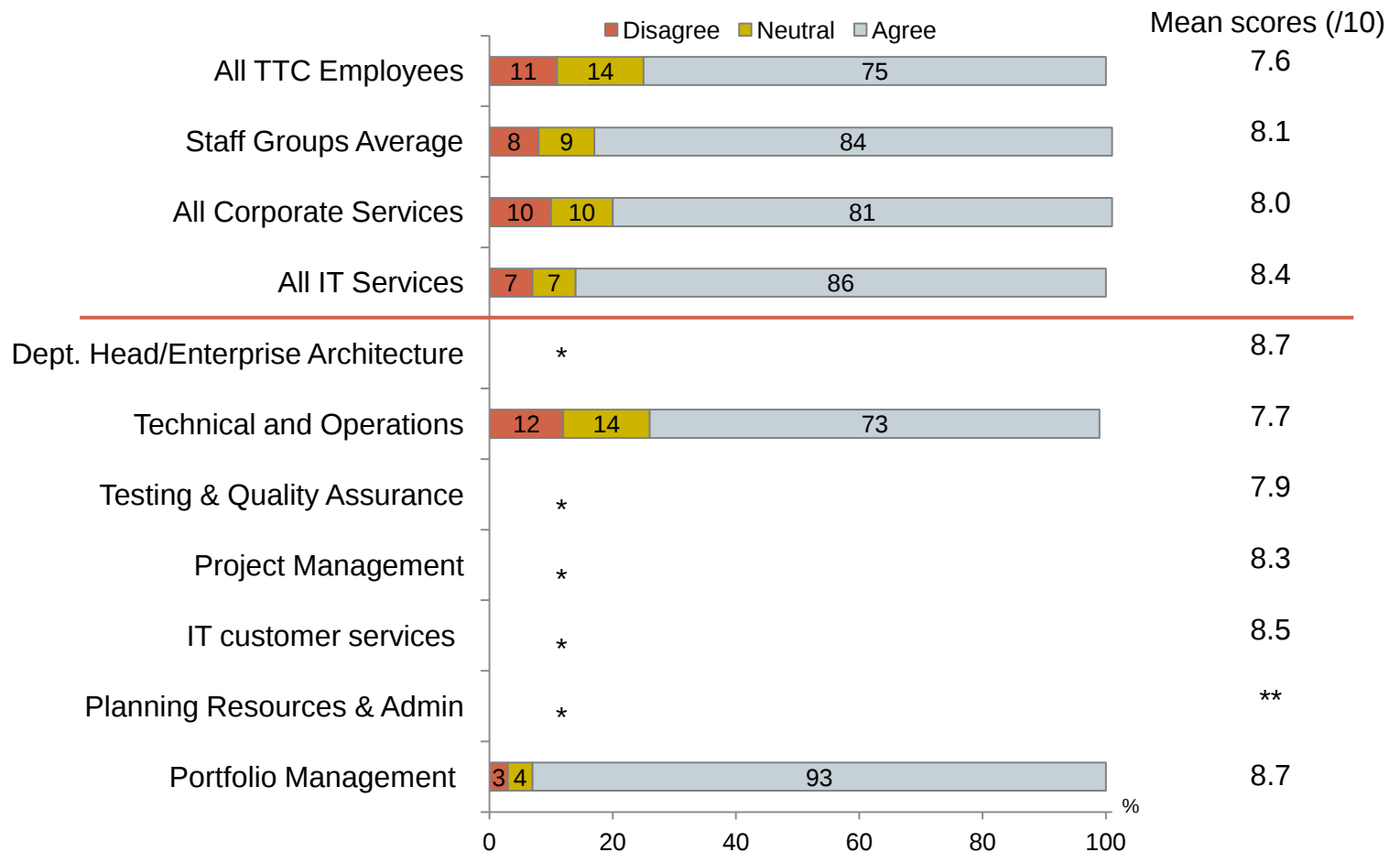
Mean=8.4



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

OVERALL RATINGS OF YOUR TEAM

- BY COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.

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

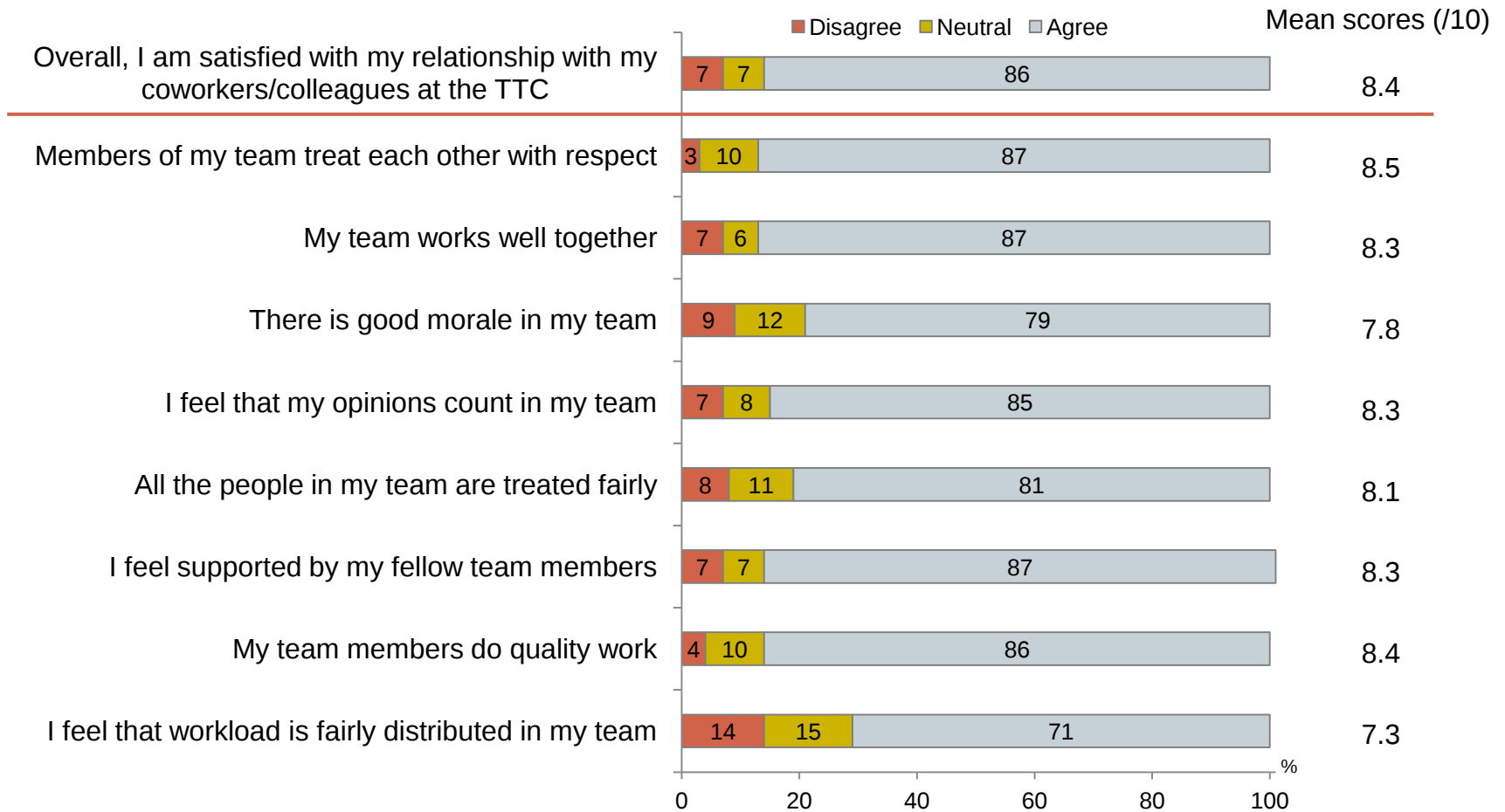
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.

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

Sample sizes vary by category.

3/25/2015

YOUR TEAM - IT SERVICES



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

YOUR TEAM

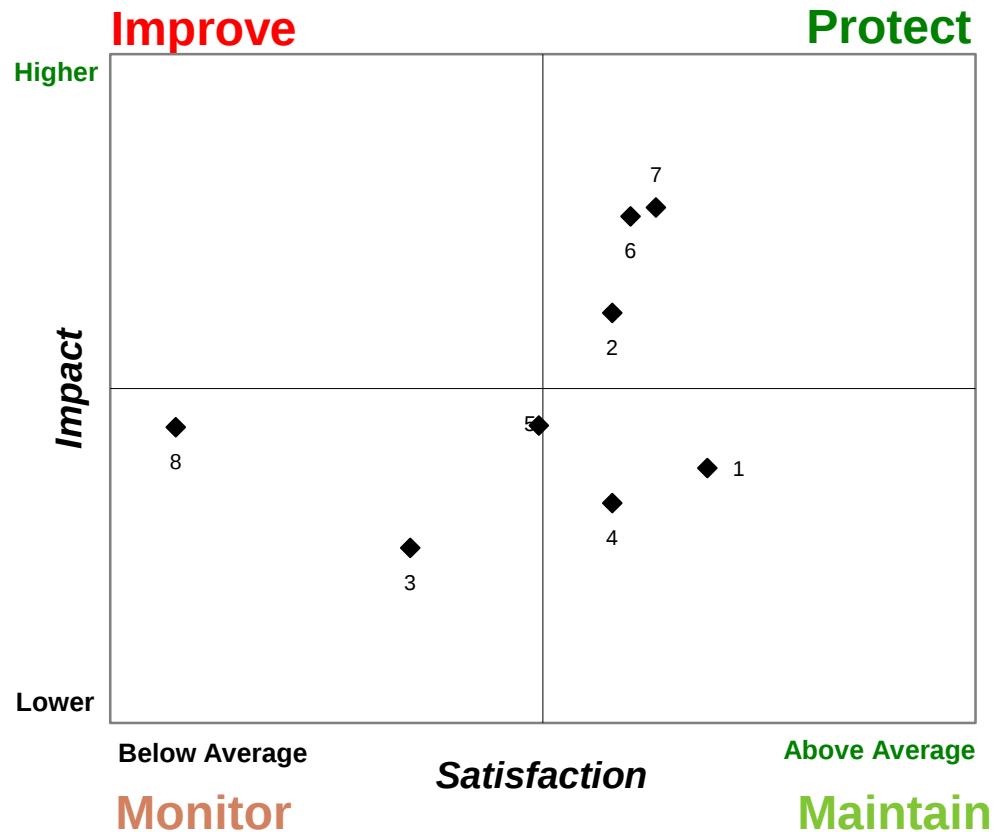
- BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All IT Services	Dept. Head/Enterprise Architecture	Technical and Operations	Testing & Quality Assurance	Project Management	IT customer services	Planning Resources & Admin	Portfolio Management
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.0	8.4	8.7	7.7	7.9	8.3	8.5	**	8.7
Members of my team treat each other with respect	7.4	8.0	7.8	8.5	8.9	8.2	8.3	8.1	8.1	**	8.8
My team works well together	7.3	7.9	7.8	8.3	8.5	7.5	7.9	8.0	8.2	**	8.8
There is good morale in my team	6.5	7.3	7.1	7.8	7.9	6.7	7.7	7.6	7.8	**	8.7
I feel that my opinions count in my team	7.0	7.9	7.7	8.3	8.3	7.7	7.9	8.3	7.8	**	8.8
All the people in my team are treated fairly	6.7	7.5	7.3	8.1	8.2	7.5	7.5	7.8	8.1	**	8.8
I feel supported by my fellow team members	7.2	7.9	7.7	8.3	8.5	7.7	8.1	8.0	8.3	**	8.8
My team members do quality work	7.5	8.1	8.0	8.4	8.5	8.0	8.0	8.5	8.1	**	8.7
I feel that workload is fairly distributed in my team	6.5	7.0	6.8	7.3	7.7	6.6	6.6	7.3	7.4	**	8.0

** 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.

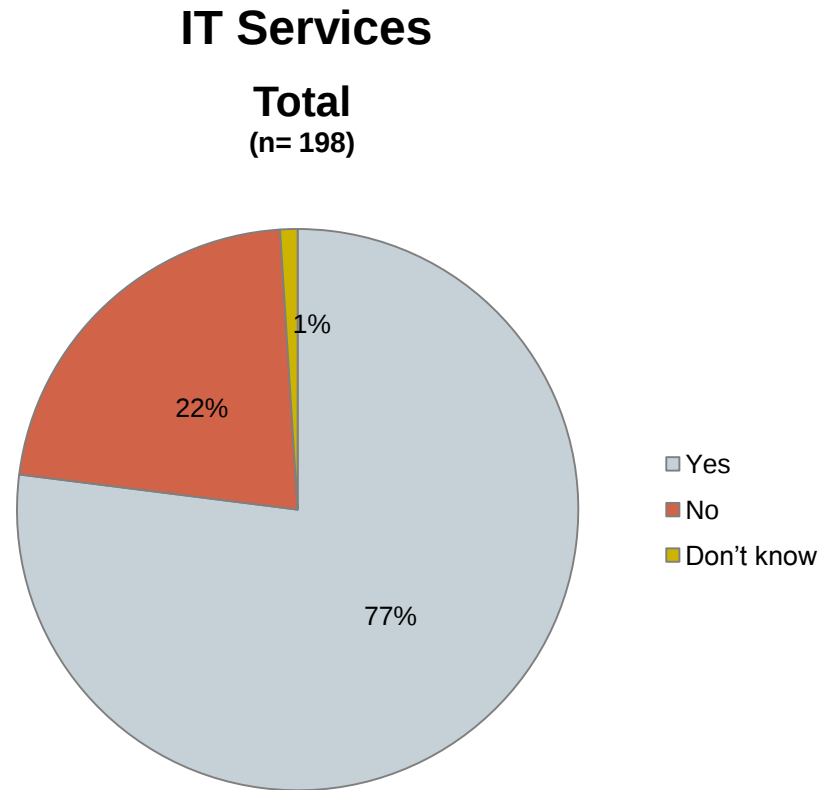
OPPORTUNITY ANALYSIS: YOUR TEAM - IT SERVICES



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 7.3 to 8..
Impact values range between 53% to 73%.

HOLDING REGULAR TEAM MEETINGS

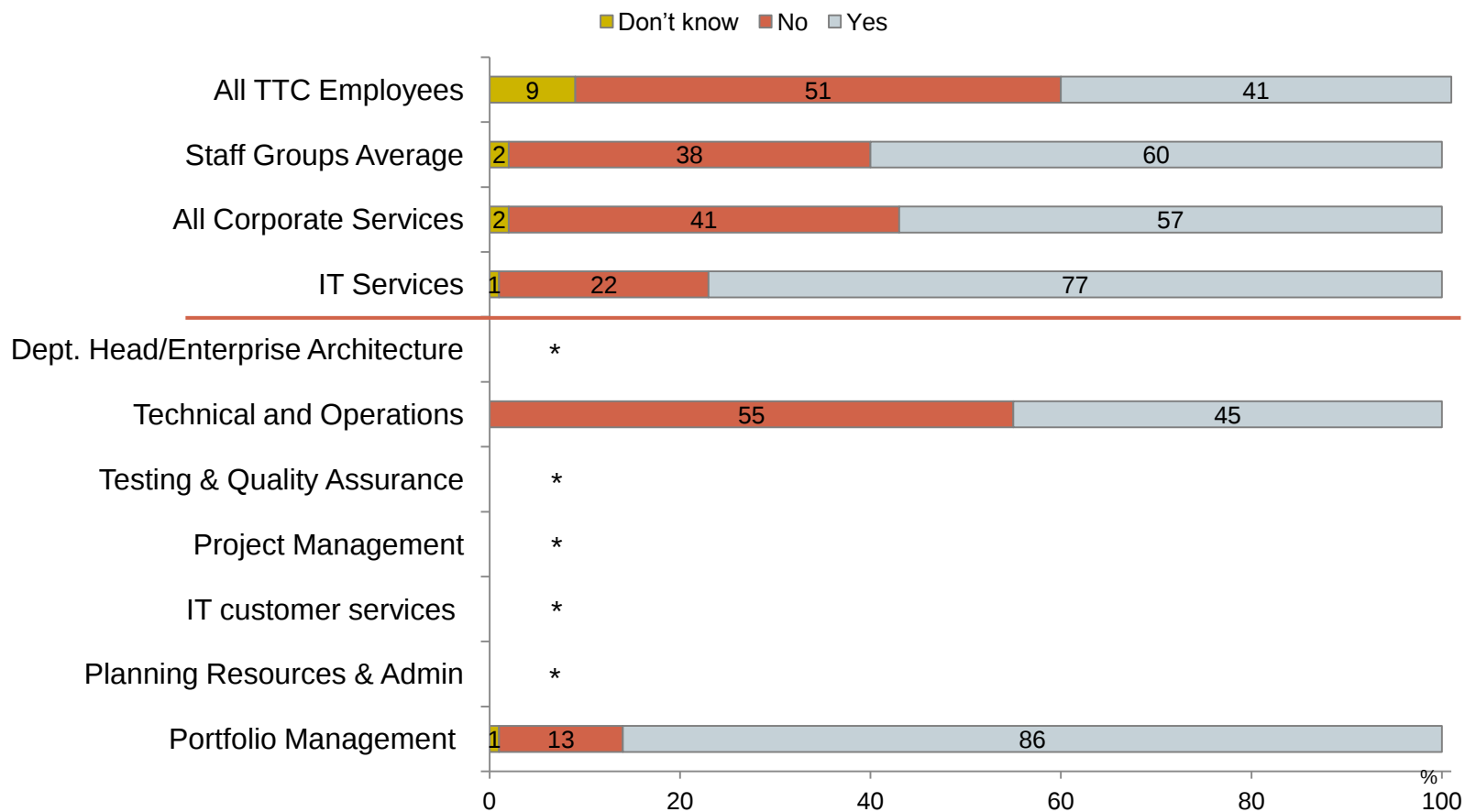


E2. Does your team hold regular team meetings?

3/25/2015

REGULAR TEAM MEETINGS

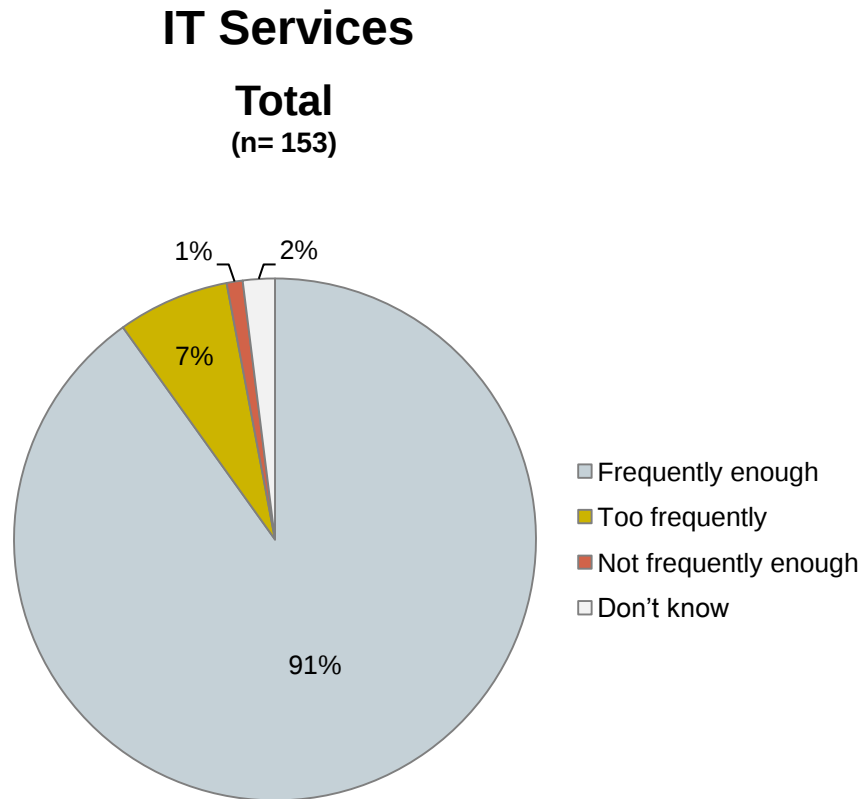
- BY COST CENTRE/GROUPING



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

SUFFICIENT AMOUNT OF TEAM MEETINGS?

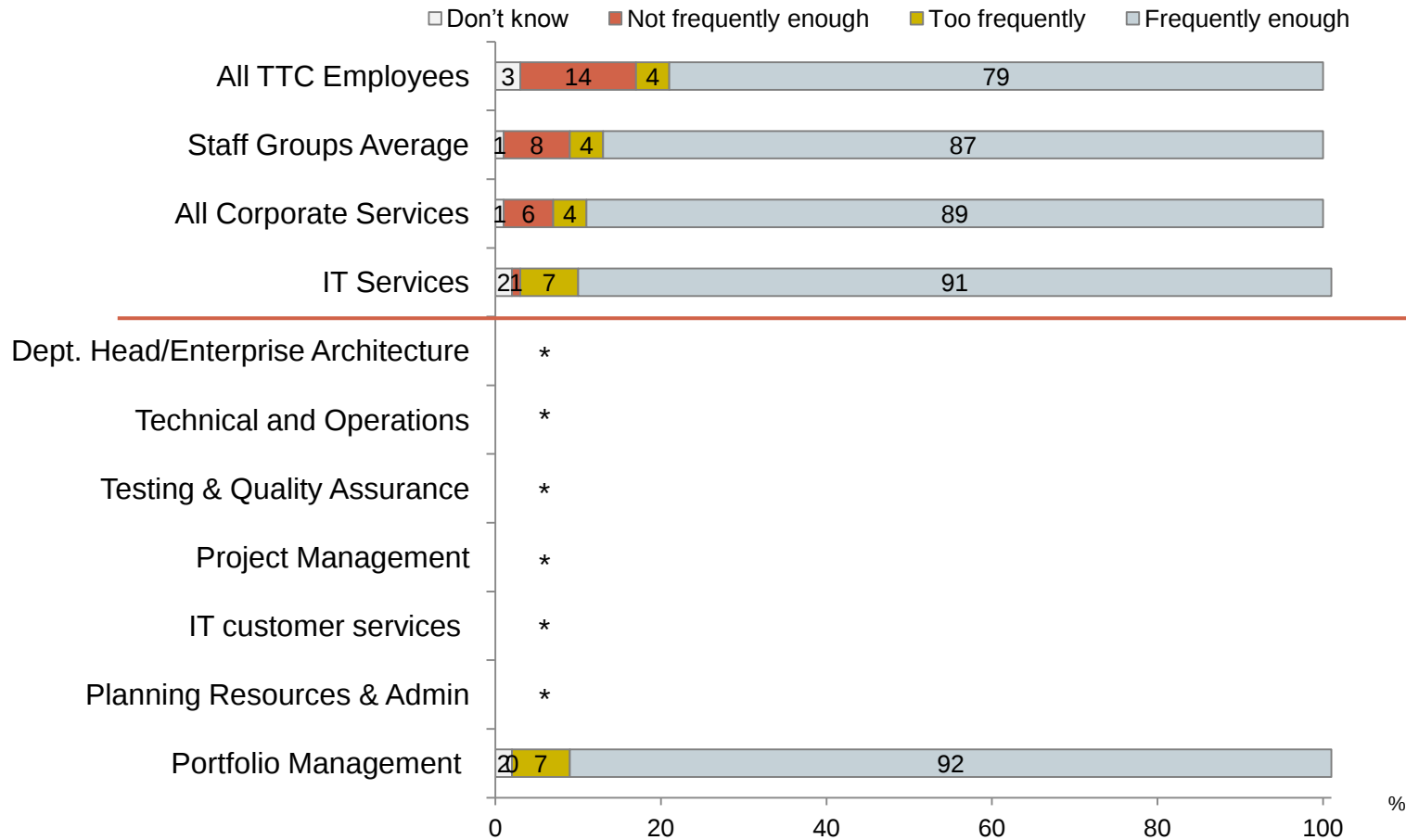
Among employees who have regular team meetings



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

SUFFICIENT AMOUNT OF TEAM MEETINGS - BY COST CENTRE/GROUPING

Among employees who have regular team meetings



* Percentages suppressed as sample size <30.

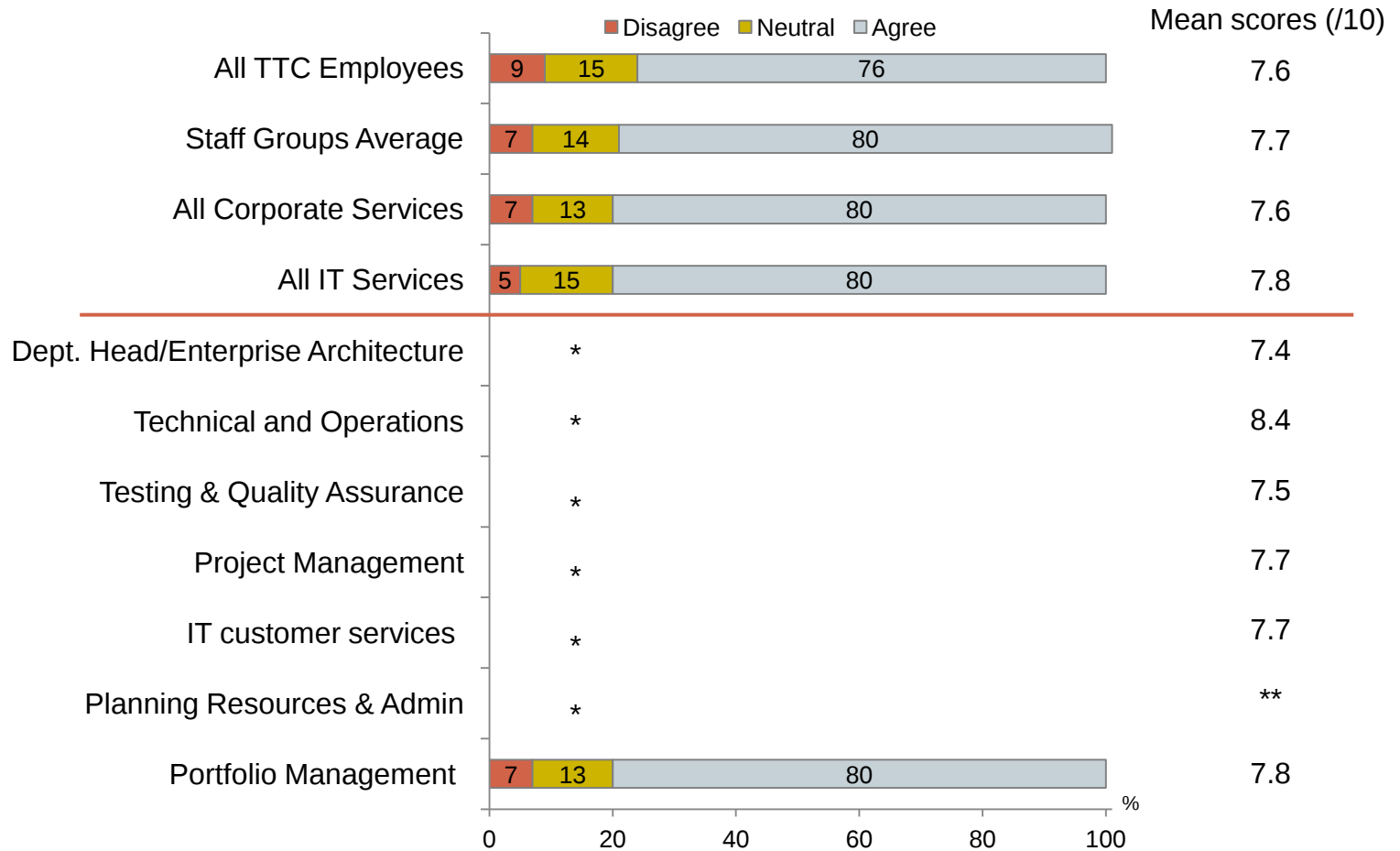
E3. Do you feel team meetings occur...? 1 Too frequently; 2 Frequently enough; 3 Not frequently enough; 4 Don't know.

Sample sizes vary by category.

3/25/2015

USEFULNESS OF TEAM MEETINGS

Among employees who have regular team meetings



* Percentages suppressed as 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.

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 IT Services employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their immediate manager or supervisor is generally somewhat higher for Portfolio Management and Department Head/Enterprise Architecture, and generally lower for Technical & Operations, Testing & Quality Assurance, and Project Management.
- Across the specific qualities of Your Manager/Supervisor, ratings were highest for, “I get help and support from my manager/supervisor when I need it”, and “My manager/supervisor treats me fairly”. Several individual aspects of Your Manager/Supervisor had scores very close to the lowest score. Most of these attributes related to feedback and involvement. As many of these scores are tightly grouped, scores are somewhat variable across cost centre groupings.
- To improve employee satisfaction with their manager/supervisor, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - My manager/supervisor leads by example
 - My manager/supervisor manages people well
 - My manager/supervisor is open to constructive feedback from staff and others
 - I am satisfied with the way I am managed
 - My manager/supervisor tells me why decisions have been made

SECTION SUMMARY

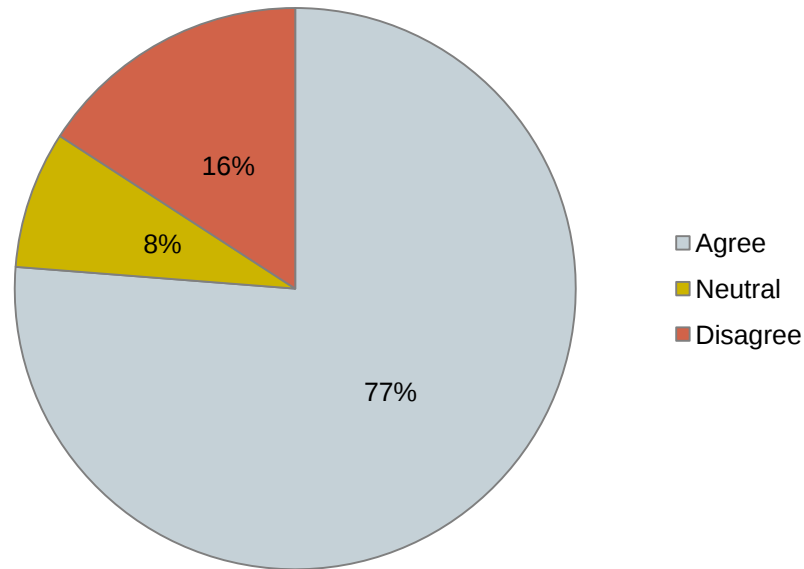
- In addition to these improvements, the following areas are key Areas to Protect:
 - My manager/supervisor takes responsibility when problems arise
 - I have confidence in my manager's/supervisor's skills and abilities
 - I get help and support from my manager/supervisor when I need it

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - IT SERVICES

IT Services

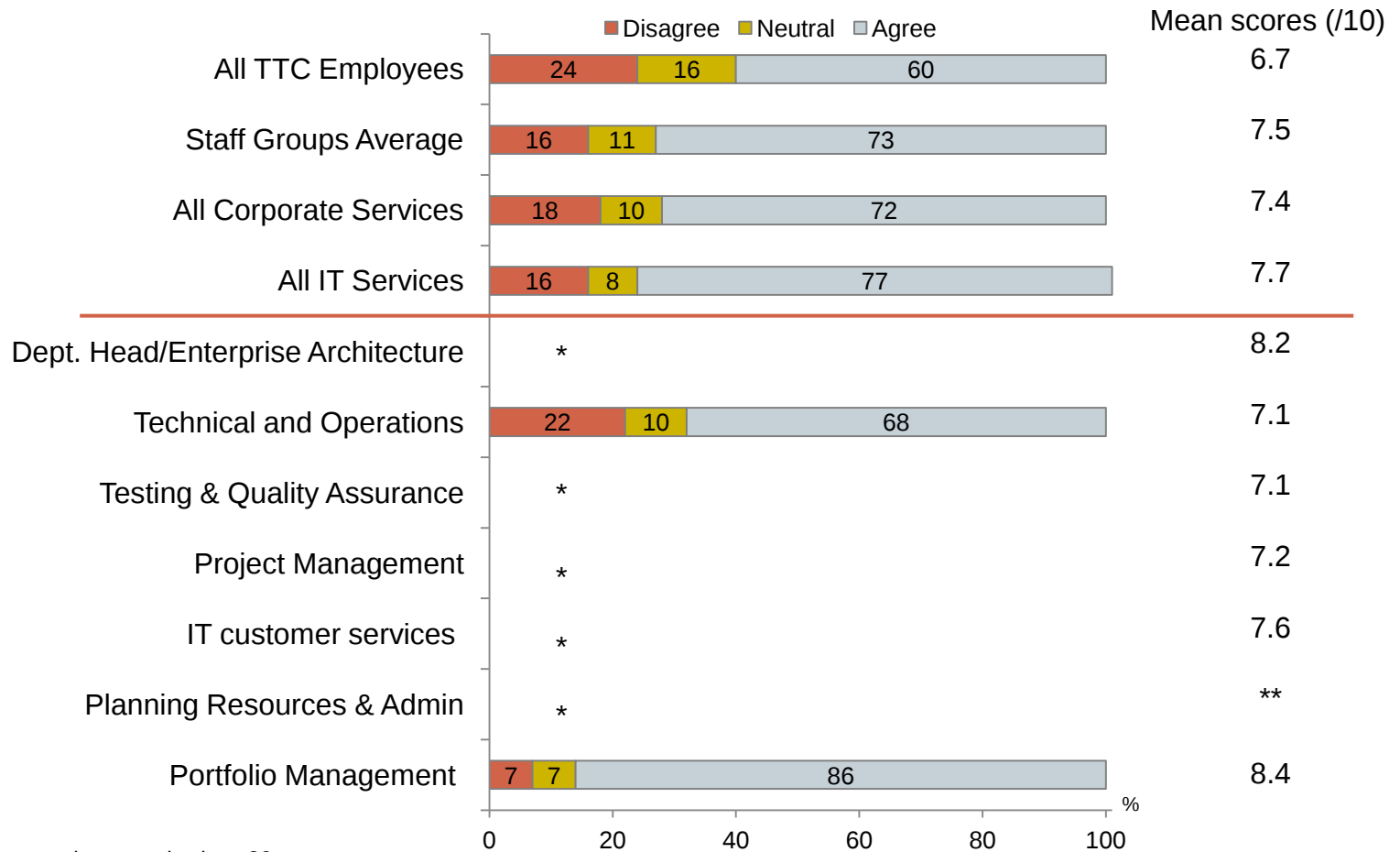
Total
(n= 197)

Mean=7.7



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

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



* Percentages suppressed as sample size <30.

** 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.

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

Sample sizes vary by category.

3/25/2015

YOUR MANAGER/SUPERVISOR - IT SERVICES



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

Sample sizes vary by attribute.

YOUR MANAGER/SUPERVISOR - BY COST CENTRE/GROUPING

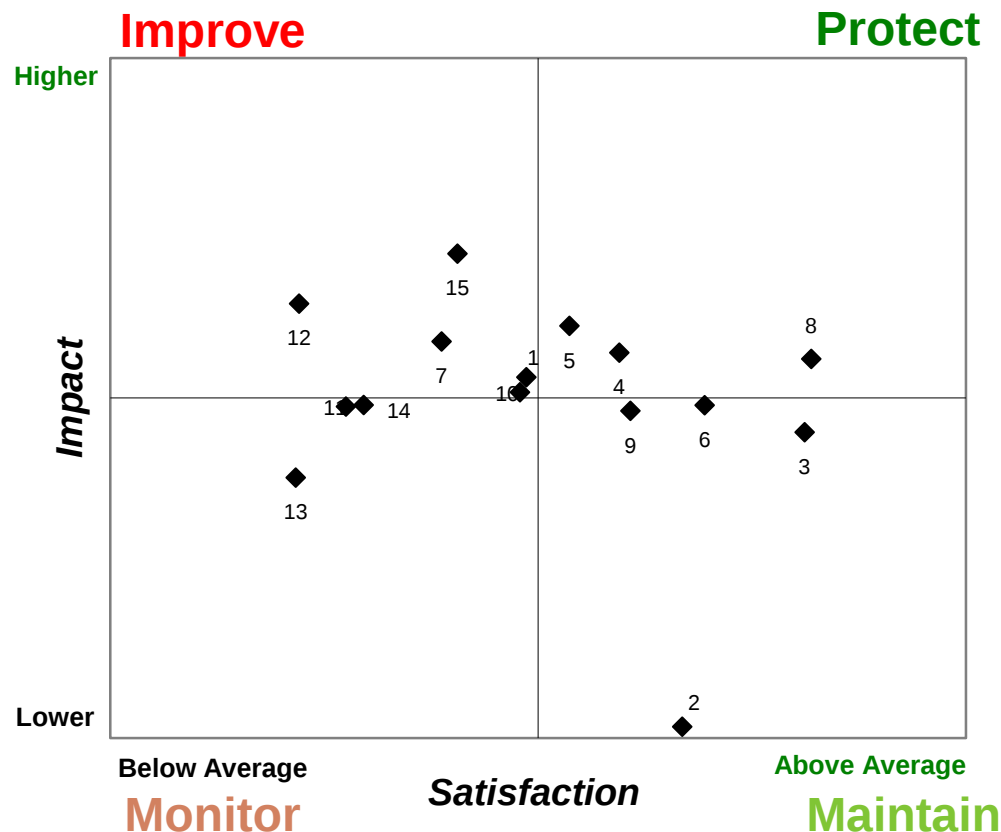
Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All IT Services	Dept. Head/Enterprise Architecture	Technical and Operations	Testing & Quality Assurance	Project Management	IT customer services	Planning Resources & Admin	Portfolio Management
Overall, I am satisfied with my immediate manager/supervisor	6.7	7.5	7.4	7.7	8.2	7.1	7.1	7.2	7.6	**	8.4
I am satisfied with the way I am managed	6.6	7.3	7.2	7.5	8.2	6.8	6.8	6.8	7.8	**	8.3
My manager/supervisor actively discourages prejudice	7.4	7.9	7.9	7.8	8.0	7.4	7.5	7.7	8.1	**	7.9
My manager/supervisor treats me fairly	7.3	7.9	7.8	8.0	8.3	7.6	7.0	7.8	8.2	**	8.3
My manager/supervisor takes responsibility when problems arise	6.9	7.6	7.5	7.7	7.8	6.9	6.6	7.3	7.9	**	8.4
I have confidence in my manager's/supervisor's skills and abilities	6.9	7.7	7.6	7.6	8.6	6.7	6.7	7.5	7.9	**	8.2
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	7.6	7.5	7.8	7.5	7.5	7.5	7.3	7.5	**	8.4
My manager/supervisor leads by example	6.5	7.3	7.3	7.4	7.5	6.6	6.6	7.3	7.2	**	8.2
I get help and support from my manager/supervisor when I need it	7.1	7.8	7.8	8.0	8.5	7.4	7.5	7.8	8.0	**	8.5
My manager/supervisor keeps me well informed about issues which affect me	6.6	7.6	7.5	7.7	7.2	7.4	7.0	7.3	7.4	**	8.3
My manager/supervisor tells me why decisions have been made	6.2	7.3	7.2	7.5	7.5	7.0	7.3	6.8	7.1	**	8.3
My manager/supervisor is personally involved in improving the quality of my work	6.1	7.0	7.0	7.3	8.0	6.7	7.2	6.8	7.3	**	7.7
My manager/supervisor manages people well	6.3	7.0	6.9	7.2	7.1	6.4	6.5	6.9	7.3	**	7.9
I receive regular feedback about my performance from my manager/supervisor	5.7	7.0	6.9	7.2	6.7	6.5	7.4	6.6	7.1	**	7.9
I receive constructive feedback about my performance from my manager/supervisor	5.8	7.1	7.0	7.3	7.0	6.8	7.2	6.9	7.2	**	7.9
My manager/supervisor is open to constructive feedback from staff and others	6.1	7.1	7.0	7.4	7.5	7.0	6.5	7.1	7.3	**	8.1

** 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 - IT SERVICES



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 7.2 to 8.0.
Impact values range between 49% to 91%.

AREA TO MAINTAIN: SAFETY

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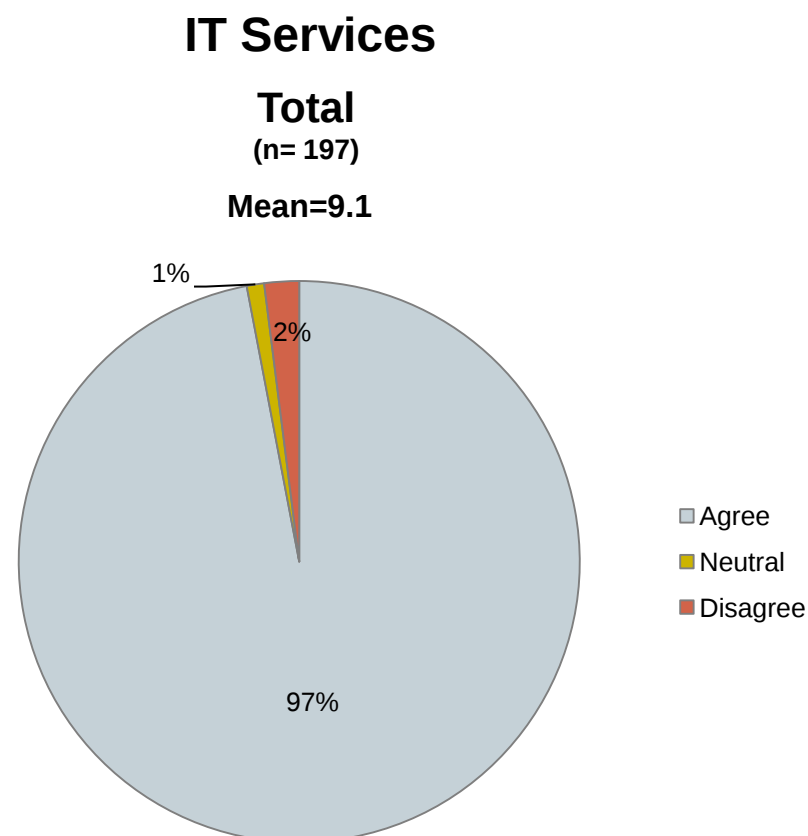
SECTION SUMMARY

- 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 IT Services employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their safety at work is very high for most departments, though generally highest for Project Management and IT Customer Services, and lowest for Technical & Operations and Department Head/Enterprise Architecture.
- Across the specific aspects of Safety, ratings were highest for, “I feel comfortable discussing safety issues at work” and “I am strongly encouraged to report unsafe working conditions”. Ratings were lowest for, “People on my team report all injuries, no matter how minor”. These results were consistent for most cost centre groupings, with a few exceptions, particularly related to the highest scores.
- To further improve employee satisfaction with Safety, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - My manager/supervisor acts quickly to address safety issues
 - My manager/supervisor emphasizes safe practices while at work

SECTION SUMMARY

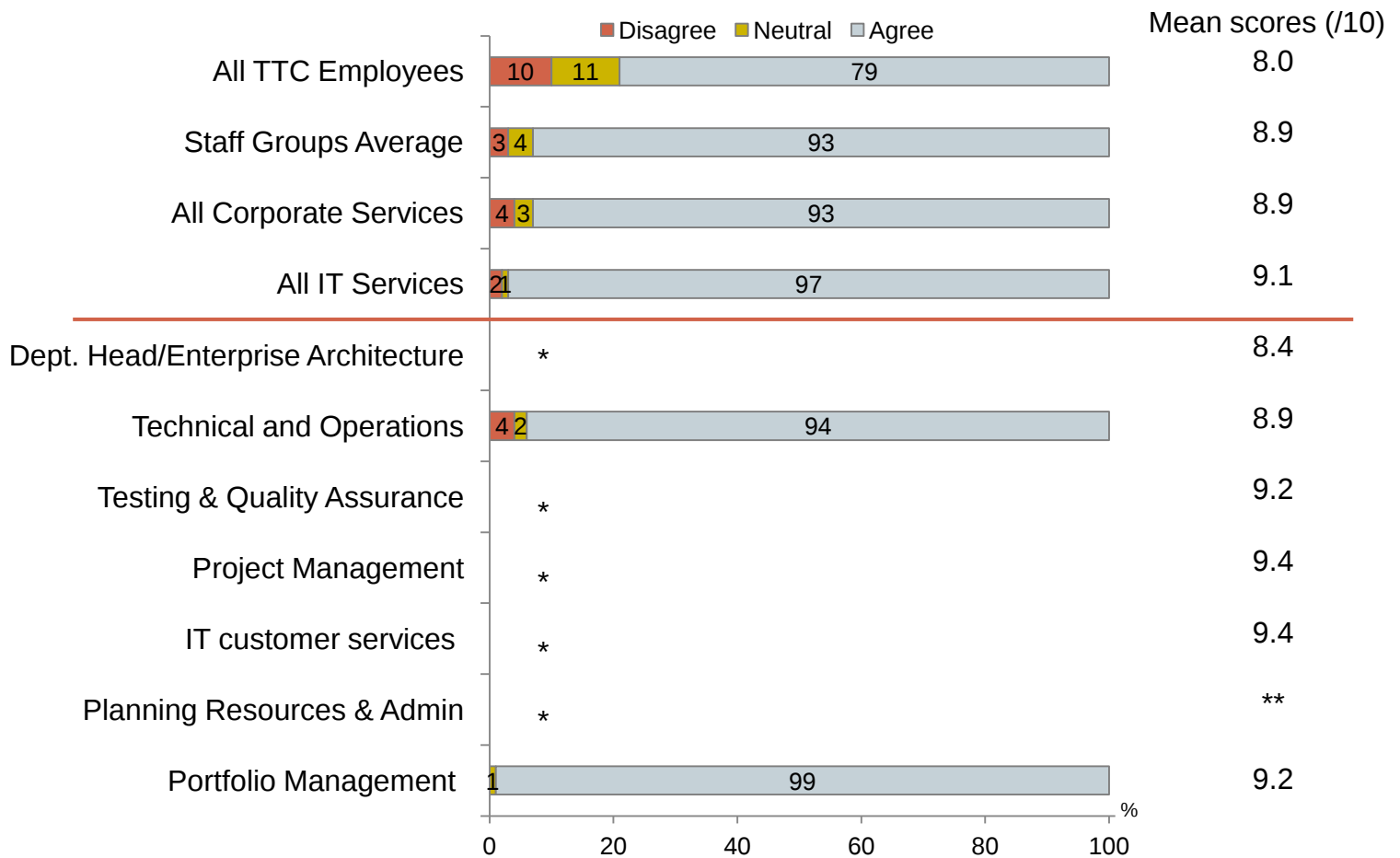
- In addition to these improvements, the following areas are key Areas to Protect:
 - I feel comfortable discussing safety issues at work
 - I am strongly encouraged to report unsafe working conditions
 - The protection of workers from occupational exposure to hazards is a high priority with management
 - The TTC's management is willing to invest money and effort to improve the level of safety

OVERALL RATINGS OF SAFETY - IT SERVICES



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

OVERALL RATINGS OF SAFETY - BY COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.

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

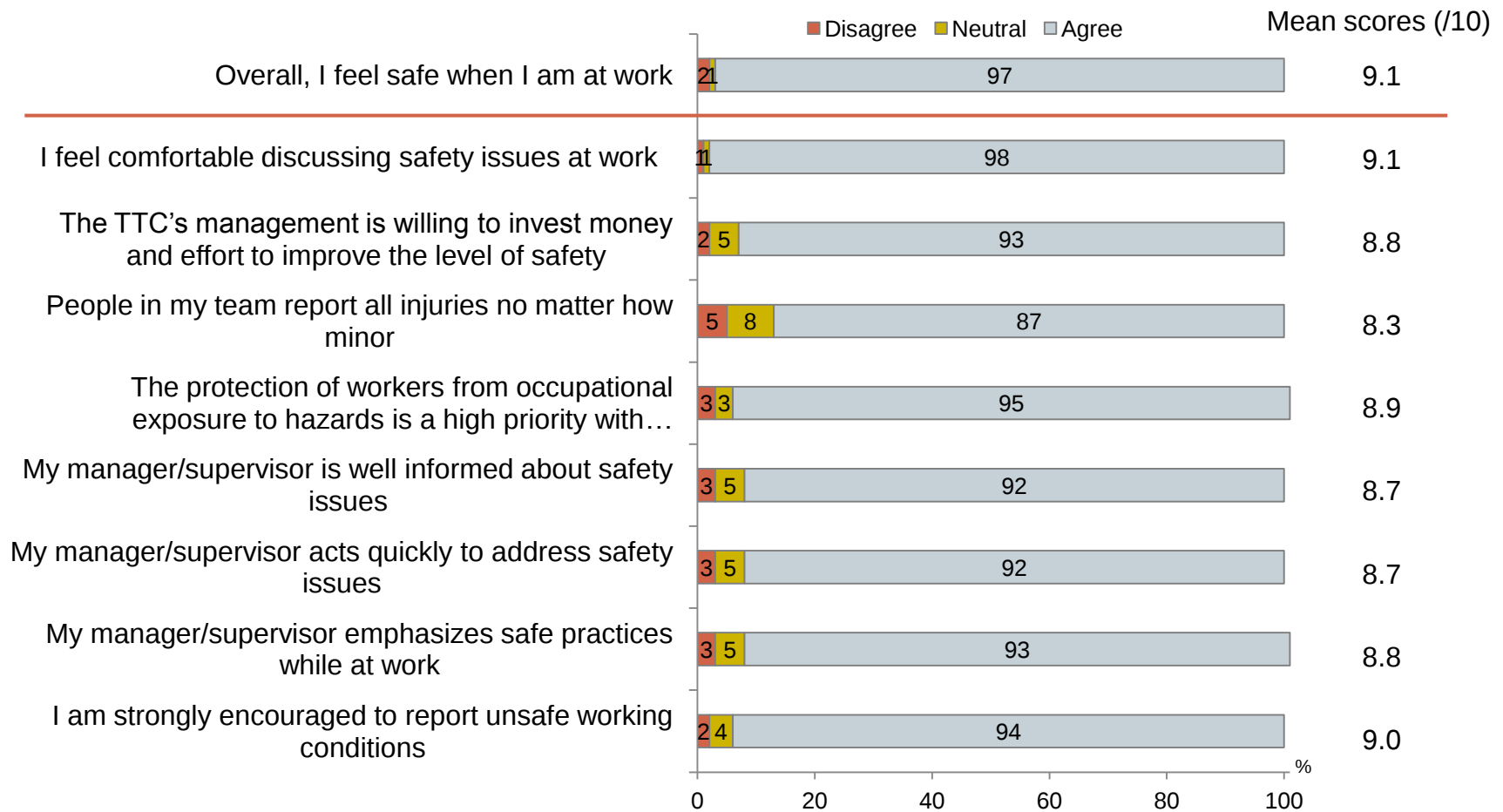
G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety,

Overall, I feel safe when I am at work.

Sample sizes vary by category.

SAFETY

- IT SERVICES



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

SAFETY

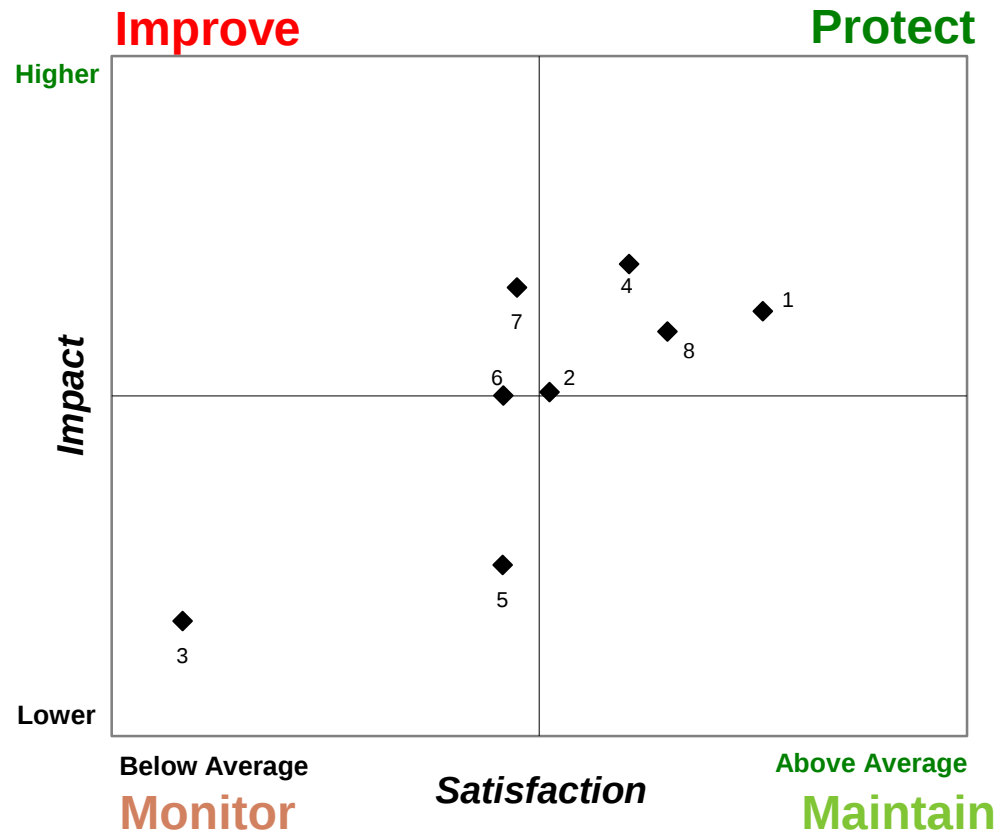
- BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All IT Services	Dept. Head/Enterprise Architecture	Technical and Operations	Testing & Quality Assurance	Project Management	IT customer services	Planning Resources & Admin	Portfolio Management
Overall, I feel safe when I am at work	8.0	8.9	8.9	9.1	8.4	8.9	9.2	9.4	9.4	**	9.2
I feel comfortable discussing safety issues at work	8.3	8.9	8.9	9.1	9.1	8.9	8.7	9.3	9.4	**	9.1
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	8.5	8.3	8.8	8.4	8.4	8.8	9.0	9.0	**	9.0
People in my team report all injuries no matter how minor	7.1	8.1	7.9	8.3	8.5	7.9	8.5	8.7	8.2	**	8.4
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	8.6	8.5	8.9	8.3	8.7	8.8	9.1	9.0	**	9.0
My manager/supervisor is well informed about safety issues	8.0	8.7	8.6	8.7	9.1	8.1	8.8	9.3	9.1	**	8.9
My manager/supervisor acts quickly to address safety issues	7.6	8.6	8.5	8.7	8.9	7.9	8.7	9.3	9.3	**	9.0
My manager/supervisor emphasizes safe practices while at work	7.9	8.7	8.6	8.8	8.9	8.0	9.0	9.3	9.2	**	8.9
I am strongly encouraged to report unsafe working conditions	8.0	8.7	8.7	9.0	9.1	8.6	9.2	9.4	9.1	**	9.0

** 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 - IT SERVICES



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 8.3 to 9.1.
Impact values range between 36% to 58%.

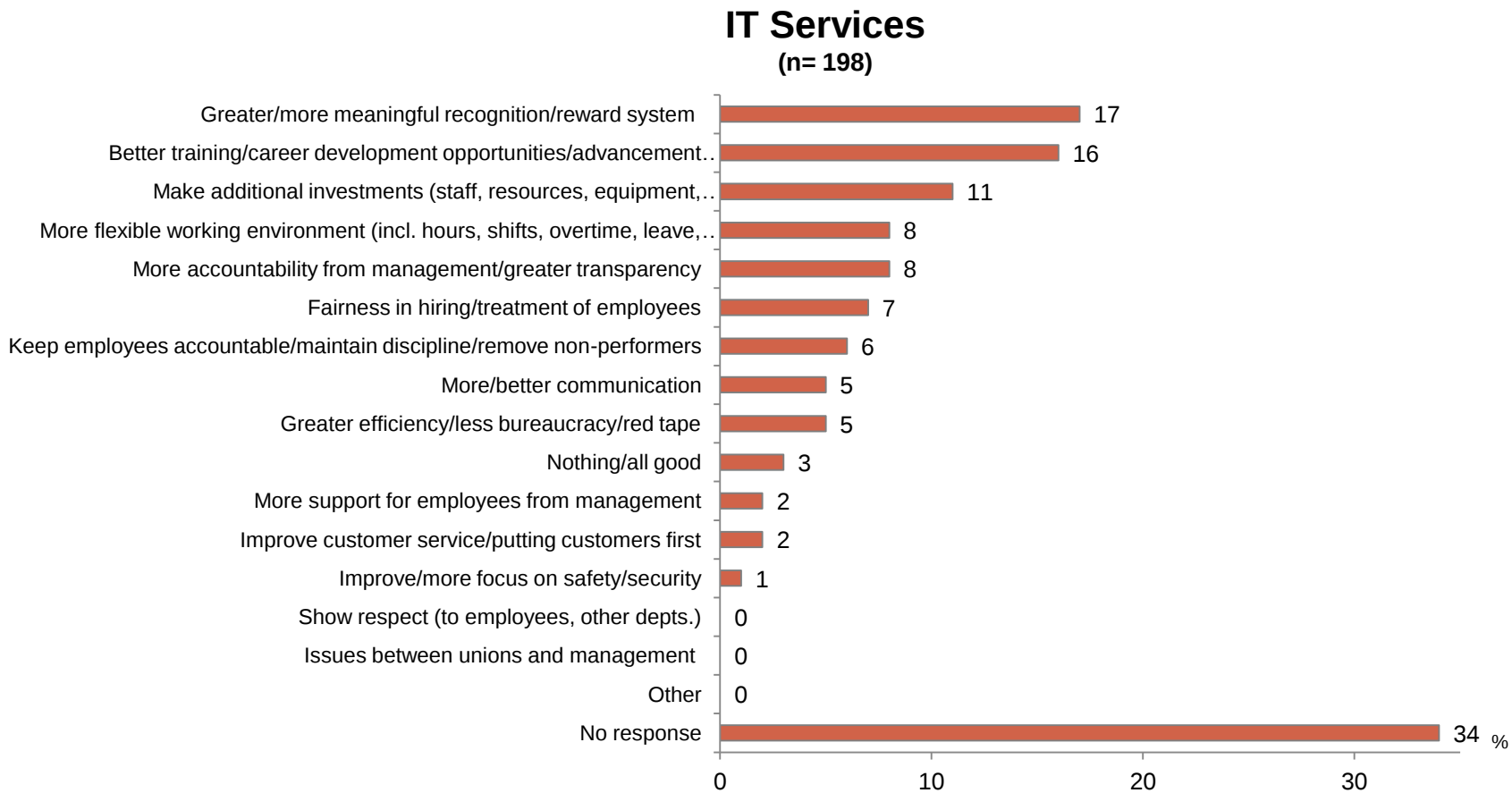
FINAL WORD

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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 include: more meaningful recognition/rewards, followed by better training/opportunities for advancement.



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

ACTION AREAS AND RECOMMENDATIONS

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RECOMMENDATIONS: IT SERVICES

- Conduct discussion sessions with employees to explore:
 - Ways to **improve relationships** between Senior Management and employees, focusing on:
 - Open and honest communication
 - Building trust
 - Welcoming all feedback, both positive and negative
 - Ways to improve on **sharing information**, especially regarding best practices
 - Exploring what **motivates** employees
 - Encouraging employees to use their **skills & abilities**
 - Giving employees more opportunities to **make decisions**
 - Ensuring that employees know how to **improve customer service**
 - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing

Thank you

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