

EMPLOYEE ENGAGEMENT SURVEY

Materials & Procurement

March 26, 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 Materials & Procurement 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%.
- 133 surveys were completed by Materials & Procurement employees, for a response rate of 61%. Response rates were not calculated below the departmental level.

RESPONSE RATE (RR) AND EMPLOYEE CATEGORIES

- The response rate for the Materials & Procurement department (61%) is lower than the rate for the Corporate Services group (85%).
- Unlike the other departments within the Corporate Services Group, Materials & Procurement consists of both Staff and Union employees. Response rates were higher for staff than for unionized employees.
- Cost centres of the Materials & Procurement department that perform similar functions have been combined into the groups shown on the following slide. This also allows for reporting on cost centres with a smaller sample base (i.e., fewer than 10 employees).

Materials & Procurement: 61%

Employee Category	Count	RR
Staff	78	93%
Union	55	41%
Total	133	61%

COST CENTRE GROUPINGS

Grouping	Cost Centre*	Count
Dept. Head & Staff		3**
	0901-Material & Procurement Dpt. Head & Staff	
Purchasing & Sales		28
	0902-Purchasing & Sales	
Project Procurement		21
	0904-Project Procurement	
Inventory Management		13
	0905-Inventory Management	
Central Inventory Control		33
	0903-Central Inventory Control	
	0911-Centr Warehouse	
	0912-Downsview Warehouse	
	0921-Plant Electrical (wiring surface)	
	0934-Duncan Shops	
	0935-Non-Revenue (Car & Truck)	
	0937-Harvey Shop North	
	0938-Harvey Shop South/Floaters	
	0939-Greenwood Shops/Warehouse	
	0940-Greenwood Track/Structure	
	0942-Plant Trades	
	0944-RSEM (Greenwood)	
	0952-Communications-Hillcrest	

Grouping	Cost Centre*	Count
Distributed Inventory Control		35
	0909-Distributed Inventory Control	
	0920-Lakeshore Garage	
	0922-Wilson Garage	
	0923-Roncesvalles Garage	
	0924-Arrow Road Garage	
	0925-Malvern Garage	
	0926-Birchmount Garage	
	0927-Queensway Garage	
	0928-Eglinton Garage	
	0930-Russell Carhouse	
	0931-Greenwood Carhouse	
	0932-Wilson Carhouse	
	0933-McCowan Carhouse	
	0943-Escalators	
	0945-Overhead	
	0946-Lakeshore Non-Revenue	
	0947-Floaters - DIC	
	0948-Subway Wiring & Service	
	0949-Signals (Wilson Electrical)	
	0950-Davisville Carhouse	
	0954-Substations	
	0955-Mt. Dennis Garage	
	0956-Toronto York Spadina Subway Ext.	
	0957-Caledonia Road	
Total		133

* 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.

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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 **).
 - Only Central Inventory Control and Distributed Inventory Control cost centre groupings have at least 30 valid responses. For this reason no percentages will be shown for other cost centre groupings. Any results provided relating to the smaller 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 and/or category..
 - It can be assumed that, unless otherwise stated, sample sizes include all employees who provided a valid response to the question. Refer to slides 6 and 7 for total sample by cost centre grouping and employee category.

HIGHLIGHTS

Overall Employee Engagement score: 7.6.

Highest:	Inventory Mgt.	8.1
Lowest:	Proj. Proc./Purch & Sales	7.4

Highest:	Union	7.7
Lowest:	Staff	7.6

- To increase levels of employee engagement, the Materials & Procurement department should focus on improving employees' satisfaction with **Working Environment, Your Company, and Performance and Reward**:
 - **Working Environment** is a key driver an Area to Improve for Materials & Procurement.
 - Specific areas that require improvement in order to increase employees' satisfaction with their Working Environment include:
 - How to demonstrate **concern for employees' health & well-being**; more specifically:
 - Caring about employees' mental health & emotional wellbeing (i.e., "The TTC cares about my mental health and emotional well-being").
 - Encouraging a healthy work-life balance (i.e., "The TTC encourages employees to maintain a healthy work-life balance").
 - **Workspaces & facilities** is another Area to Improve for Materials & Procurement employees. Further exploration is required to identify reasons for lower levels of satisfaction with being "satisfied with my work/office space and facilities".

HIGHLIGHTS (CONT'D)

- **Your Company** is an Area to Improve for Materials & Procurement.
- To increase satisfaction with Your Company, results indicate that Materials & Procurement 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.
 - Focusing on resolving problems, 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 this department. 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”).

HIGHLIGHTS (CONT'D)

- **Performance & Reward** is another Area to Improve for Materials & Procurement. To increase satisfaction with this area, specific actions to take include:

Identifying ways to provide more meaningful recognition (“At the TTC, the recognition and/or rewards are meaningful”)

Ensuring that sufficient recognition is received when merited (“I am recognized for excellent performance”, “I am satisfied with the recognition I receive from my manager”).

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, all were associated with the module Your Company – referring to company leadership.

Top 5

1.

I feel comfortable discussing safety issues at work (8.9)

2.

I am strongly encouraged to report unsafe working conditions (8.8)

3.

My manager/supervisor is well informed about safety issues (8.8)

4.

My manager/supervisor emphasizes safe practices while at work (8.8)

5.

My manager/supervisor acts quickly to address safety issues (8.7)

Bottom 5

1.

If something goes wrong, people concentrate on putting it right, not blaming others (4.9)

2.

There is a good level of trust between Senior Management and employees (5.1)

3.

People get things done both quickly and efficiently at the TTC (5.4)

4.

There is effective sharing of information across the TTC (5.5)

5.

There is good collaboration between different parts of the TTC (5.5)

OVERALL EMPLOYEE ENGAGEMENT SCORE

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MEASURING EMPLOYEE ENGAGEMENT

- Malatest typically uses a composite of different survey measures to define employee engagement. A composite is used rather than a single measure for the following reasons:
 - A composite because is more stable than a single variable. A single variable tends to respond more quickly to random fluctuations in the data and is more likely to show more variation over time.
 - The idea of employee engagement is complex and cannot be explained by a single measure. A composite which includes more than one measure is better able to explain the concept of employee engagement.
- Malatest typically selects three measures to include in the composite because including more than three measures can result in a composite that is very difficult to move over time (to move the composite, all measures included in the composite need to receive similarly high or low ratings). Three measures result in a composite that is stable without being immovable.
- Employee engagement can mean different things for different industries and for different organizations within the same industry. For this reason, Malatest does not pre-select the measures that will be included in the composite that represents employee engagement for a given organization. Instead, Malatest runs a series of tests to identify the 'best' composite for a specific organization. The best composite is the one that explains the most variance in Employee Engagement overall, and includes measures that generate the highest number of valid responses (indicating that these measures resonate with the largest proportion of TTC employees).
- Test results identified the composite including the following measures as best explaining the idea of employee engagement for the TTC: "I am satisfied with the TTC as an employer"; "I enjoy coming to work every day"; and "I see value in the work that I do". Overall, across these three measures, the TTC's mean Employee Engagement score is 7.8 on a 10 point scale (where "10" is the highest rating and "1" is the lowest). For Materials & Procurement, this score is 7.6.

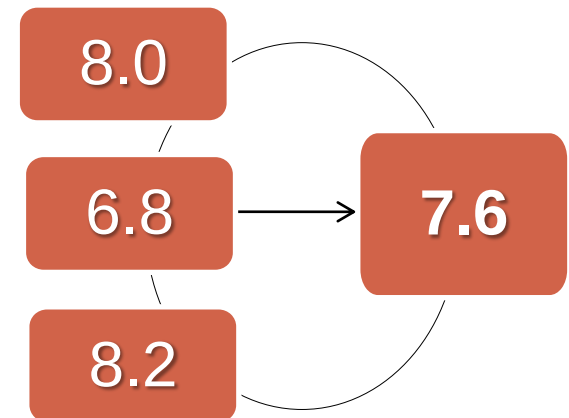
OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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 Materials & Procurement is slightly lower than the score for all TTC employees, the score for employees of the 4 groups consisting mainly of staff employees, and the score for Corporate Services Group. It is the lowest scoring department within Corporate Services.
- The Employee Engagement score is highest among employees in Inventory Management.
- Levels of engagement are lowest among employees in Purchasing & Sales and in Project Procurement.
- When examined by employee category, there is little difference in overall Employee Engagement between staff and union employees.

All Materials & Procurement: 7.6

Cost Centre/Grouping

Inventory Management	8.1
Central Inventory Control	7.7
Distributed Inventory Control	7.7
Purchasing & Sales	7.4
Project Procurement	7.4

Employee Category

All TTC	7.8
Staff Groups Average	8.0
Corporate Services Group	8.0
Staff	7.6
Union	7.7

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

Produced by Malatest on
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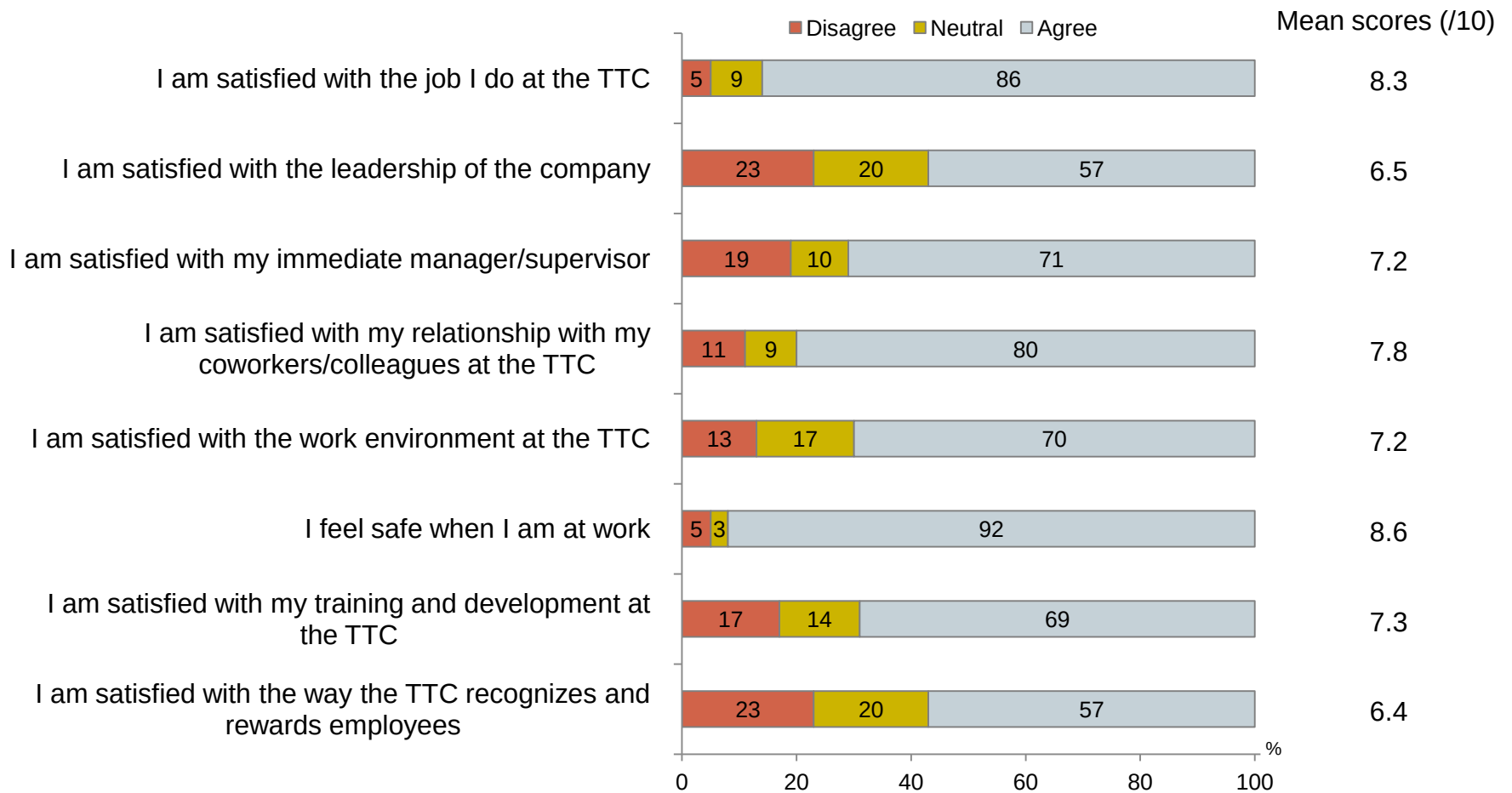


SECTION SUMMARY

- 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”, followed by “I am satisfied with the job I do at the TTC”. Ratings were lowest for “I am satisfied with the way the TTC recognizes and rewards employees”, and “I am satisfied with the leadership of the company”. These results were consistent for most cost centres, with a few exceptions. For Central Inventory Control, satisfaction with the job they do rated higher than feeling safe. For Project Management, “I am satisfied with my immediate manager/supervisor” received the lowest score, and satisfaction with company leadership was not among the lowest scores.

ASPECTS OF EMPLOYEE ENGAGEMENT

- MATERIALS & PROCUREMENT



Sample sizes vary by attribute.

ASPECTS OF EMPLOYEE ENGAGEMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Materials & Procurement	Purchasing & Sales	Project Procurement	Inventory Management	Central Inventory Control	Distributed Inventory Control
I am satisfied with the job I do at the TTC	8.1	8.4	8.4	8.3	8.0	8.2	8.5	8.1	8.6
I am satisfied with the leadership of the company	6.4	7.3	7.2	6.5	6.9	7.1	6.8	5.7	6.2
I am satisfied with my immediate manager/supervisor	6.7	7.5	7.4	7.2	7.0	6.3	7.5	7.4	7.8
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.0	7.8	7.7	8.2	8.6	7.2	7.9
I am satisfied with the work environment at the TTC	7.0	7.8	7.6	7.2	7.0	7.7	7.8	6.8	7.4
I feel safe when I am at work	8.0	8.9	8.9	8.6	9.0	9.4	9.0	7.6	8.7
I am satisfied with my training and development at the TTC	7.0	7.1	7.1	7.3	6.9	7.2	7.9	7.5	7.1
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.6	6.4	6.8	6.4	7.0	6.4	6.1

Sample sizes vary by attribute.

WHAT DRIVES EMPLOYEE ENGAGEMENT?

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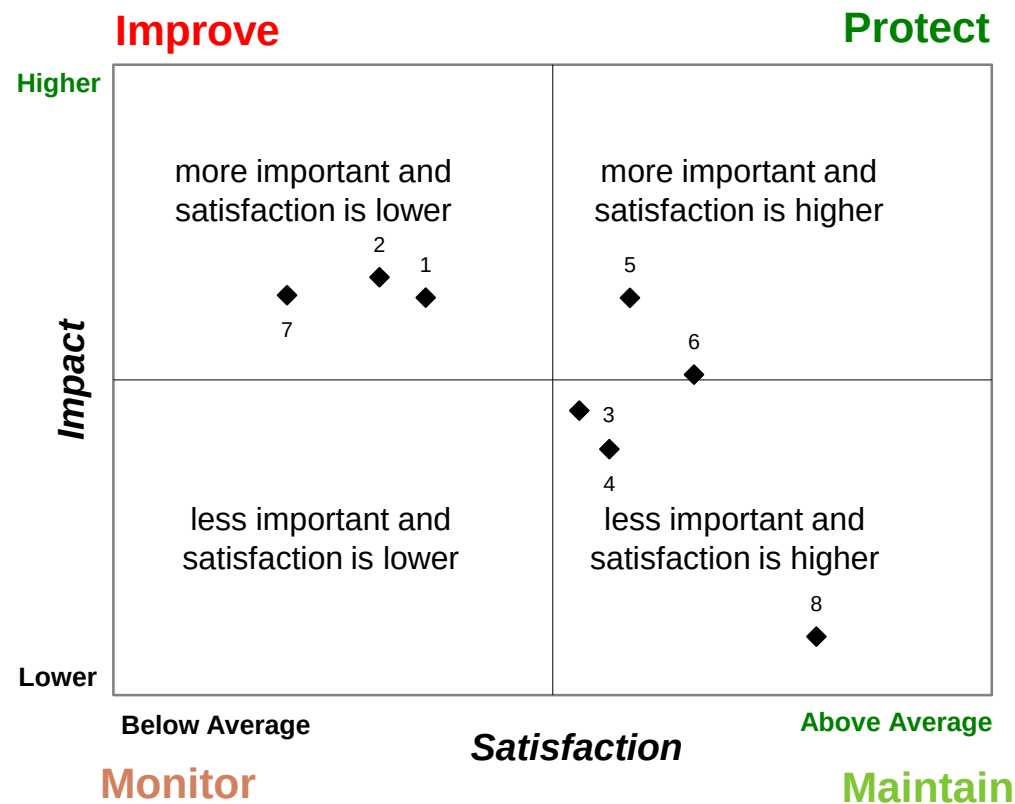


SECTION SUMMARY

- 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: “Working Environment”, “Your Company”, and “Performance and Reward”. 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 Working Environment, Your Company, and Performance and Reward.
- “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:



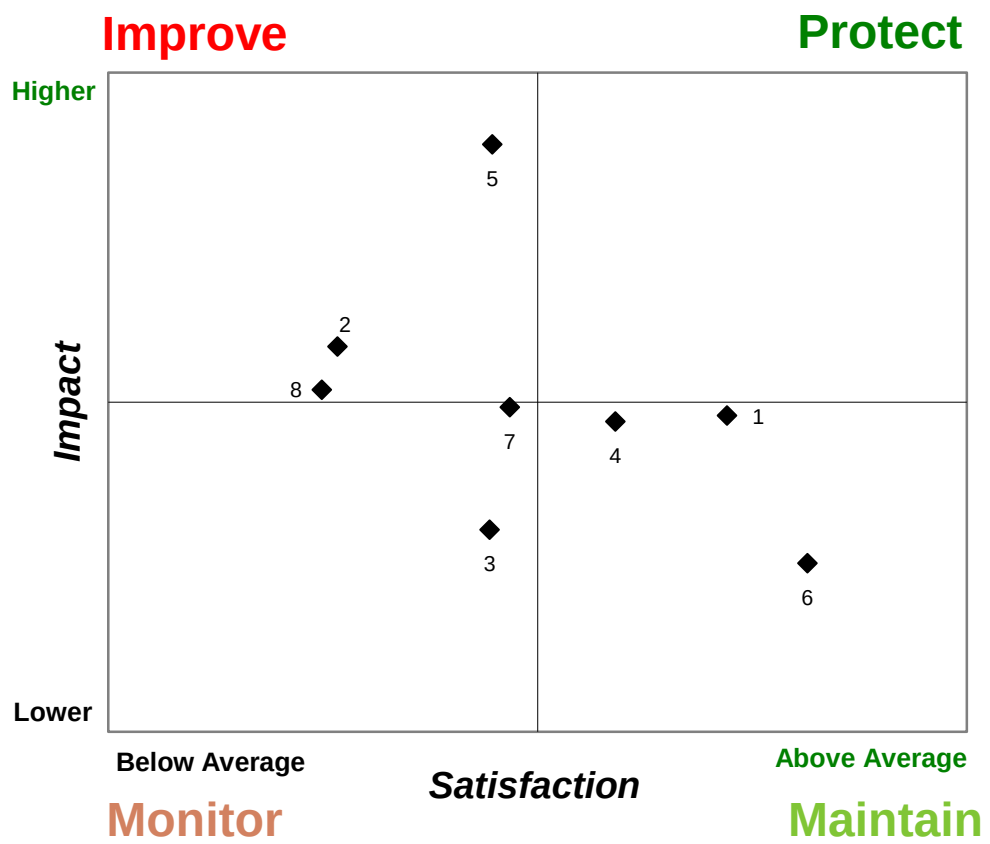
Composite:
-I am satisfied with the TTC as an employer
-I enjoy coming to work every day
-I see the value in the work that I do

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
 - Performance/Reward
 - Areas to Protect (high relative impact; high relative performance):
 - None
 - Areas to Monitor (low relative impact; low relative performance):
 - Training & Development
 - Manager/Supervisor
 - Areas to Maintain (low relative impact; high relative performance):
 - Job
 - Safety
 - Team
- Opportunity Analysis was not conducted below the departmental level.

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

Materials & Procurement



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 6.4 to 8.6.
Impact values range between 25% to 57%.

OVERALL ORGANIZATIONAL VIEWS OF MATERIALS & PROCUREMENT

Produced by Malatest on
behalf of TTC



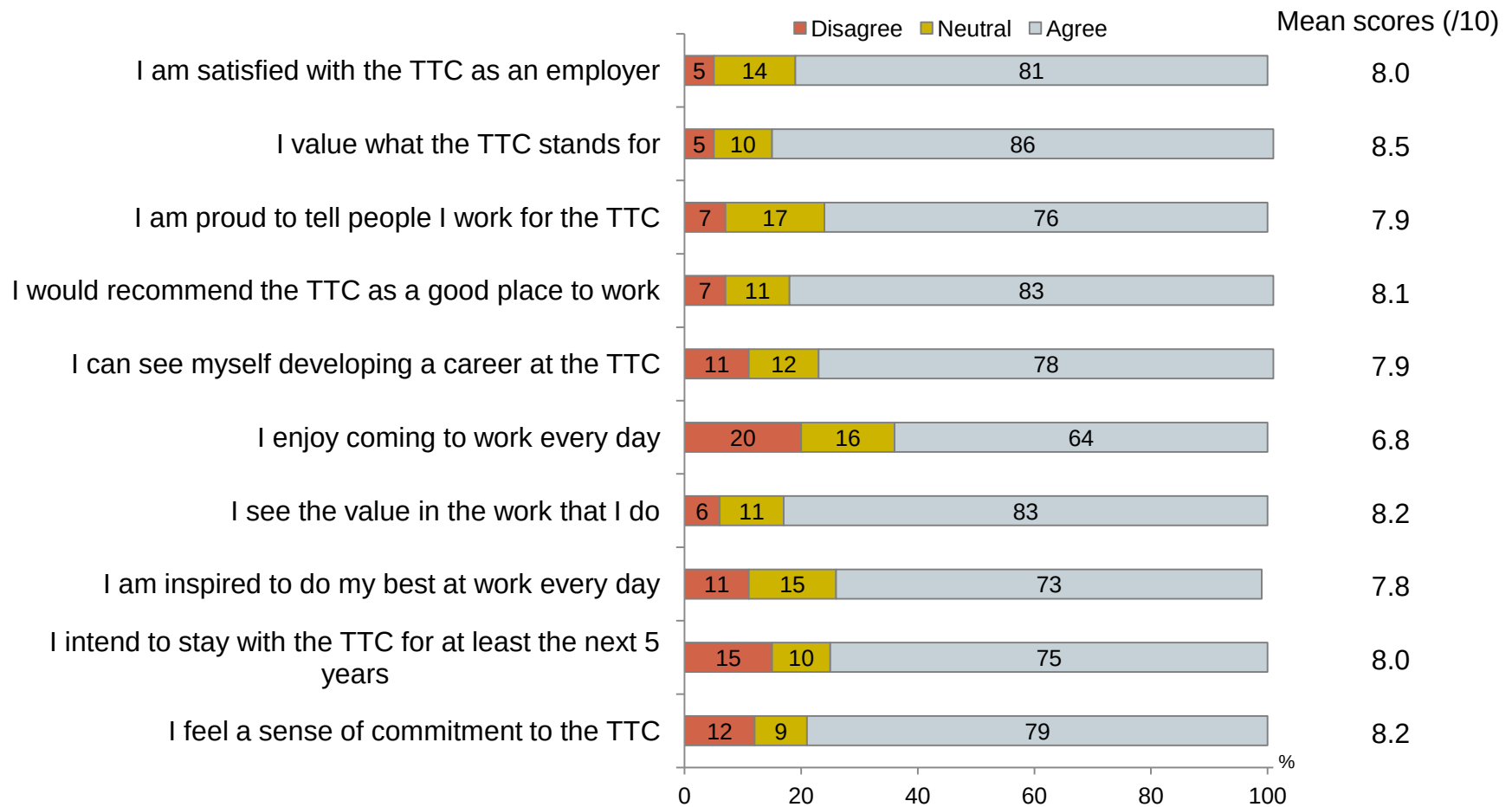
SECTION SUMMARY

- 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". Ratings were lowest for "I enjoy coming to work every day". These results were rather variable across the cost centres. While enjoying coming to work was consistently the lowest score for all cost centres, valuing what the TTC stands for was not always the highest score.
- Mean scores across most measures were highest for Inventory Management and generally lowest for Purchasing & Sales (with some exceptions).

read

OVERALL ORGANIZATIONAL VIEWS

- MATERIALS & PROCUREMENT



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 Materials & Procurement	Purchasing & Sales	Project Procurement	Inventory Management	Central Inventory Control	Distributed Inventory Control
I am satisfied with the TTC as an employer	7.8	8.1	8.1	8.0	7.9	8.0	8.5	7.8	8.1
I value what the TTC stands for	8.2	8.6	8.6	8.5	8.5	8.7	8.8	8.2	8.4
I am proud to tell people I work for the TTC	7.9	8.2	8.2	7.9	7.6	8.4	8.2	7.6	7.9
I would recommend the TTC as a good place to work	8.0	8.3	8.3	8.1	7.8	8.1	8.6	7.9	8.5
I can see myself developing a career at the TTC	7.9	8.0	8.0	7.9	7.5	7.6	8.1	8.4	7.9
I enjoy coming to work every day	7.3	7.6	7.5	6.8	6.3	6.4	7.2	7.0	7.2
I see the value in the work that I do	8.2	8.4	8.4	8.2	8.0	8.2	8.5	8.3	7.9
I am inspired to do my best at work every day	7.8	8.2	8.2	7.8	7.9	7.6	8.0	7.5	7.9
I intend to stay with the TTC for at least the next 5 years	8.5	8.4	8.3	8.0	7.5	8.1	9.3	8.3	7.7
I feel a sense of commitment to the TTC	8.2	8.6	8.5	8.2	8.6	8.1	9.1	8.1	8.0

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.

AREA TO IMPROVE: YOUR WORKING ENVIRONMENT

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SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as having the most impact on Employee Engagement and is an area in which Materials & Procurement employees are less satisfied relative to other areas; in other words, this is an Area to Improve.
- Mean scores across most specific aspects of Working Environment were generally highest for Inventory Management, and generally lowest for Central Inventory Control (with some exceptions).
- There was little difference in satisfaction with Working Environment between staff and unionized employees.
- Across the specific aspects of Working Environment, ratings were highest for, “The hours I work are reasonable”. Ratings were lowest for “I can adjust my work hours/shifts if needed”, “The TTC cares about my mental health and emotional well-being”, and “The TTC encourages employees to maintain a healthy work-life balance”. These results were consistent for most cost centres, with the exception of Inventory Management, where “I am satisfied with my work/office space and facilities” received the lowest score for that cost centre.
- To improve employee satisfaction with Your Working Environment, Opportunity Analysis identifies the following key Areas to Improve:
 - The TTC cares about my mental health and emotional well-being
 - The TTC encourages employees to maintain a healthy work-life balance
 - I am satisfied with my work/office space and facilities
- 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

SECTION SUMMARY

- Stress at Work
- 29% of Materials & Procurement employees indicated that they experience “frequent” stress at work, and an additional 44% experience stress at work “sometimes”.
- Employees in Central Inventory Control cost centres reported more frequent stress than employees in Distributed Inventory Control cost centres.
- Staff employees reported more frequent stress than union employees, mostly due to differences in the “frequently” and “rarely” categories (rather than the “sometimes” and “never” categories).
- Discrimination/Harassment
- 23% of employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months.
- Central Inventory Control employees were more likely to have experienced discrimination (36%) compared to Distributed Inventory Control employees (20%).
- Results indicated that discrimination is more than twice as likely to be experienced by Union versus Staff employees (33% vs. 15% respectively).
- Employees most frequently reported discrimination based on personal harassment, followed by discrimination based on ethnic origin, age, and 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 relating to the manner in which the incident was handled were very low.
- Abuse by Customers
- Only 8% of Materials & Procurement employees reported that they had been verbally abused by customers in the past 12 months. Incidence of this abuse was higher for Distributed Inventory Control (13%) than for Central Inventory Control (9%).
- Union employees were somewhat more likely to report being abused than staff employees.
- Only 1% of employees reported that they had experienced physical abuse by customers. Incidence in this department was too low to draw meaningful comparisons between cost centres.
- All instances of experiencing physical abuse were reported by union employees, and none by staff employees.

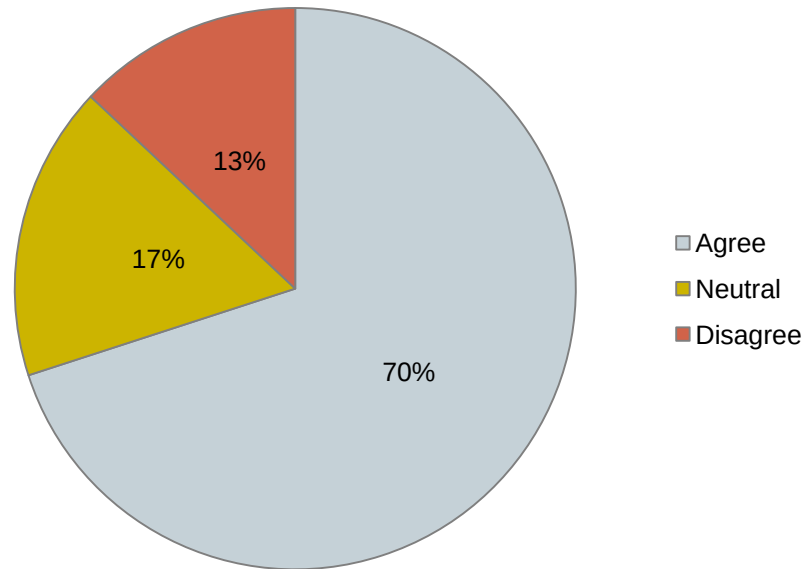
OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - MATERIALS & PROCUREMENT

Materials & Procurement

Total

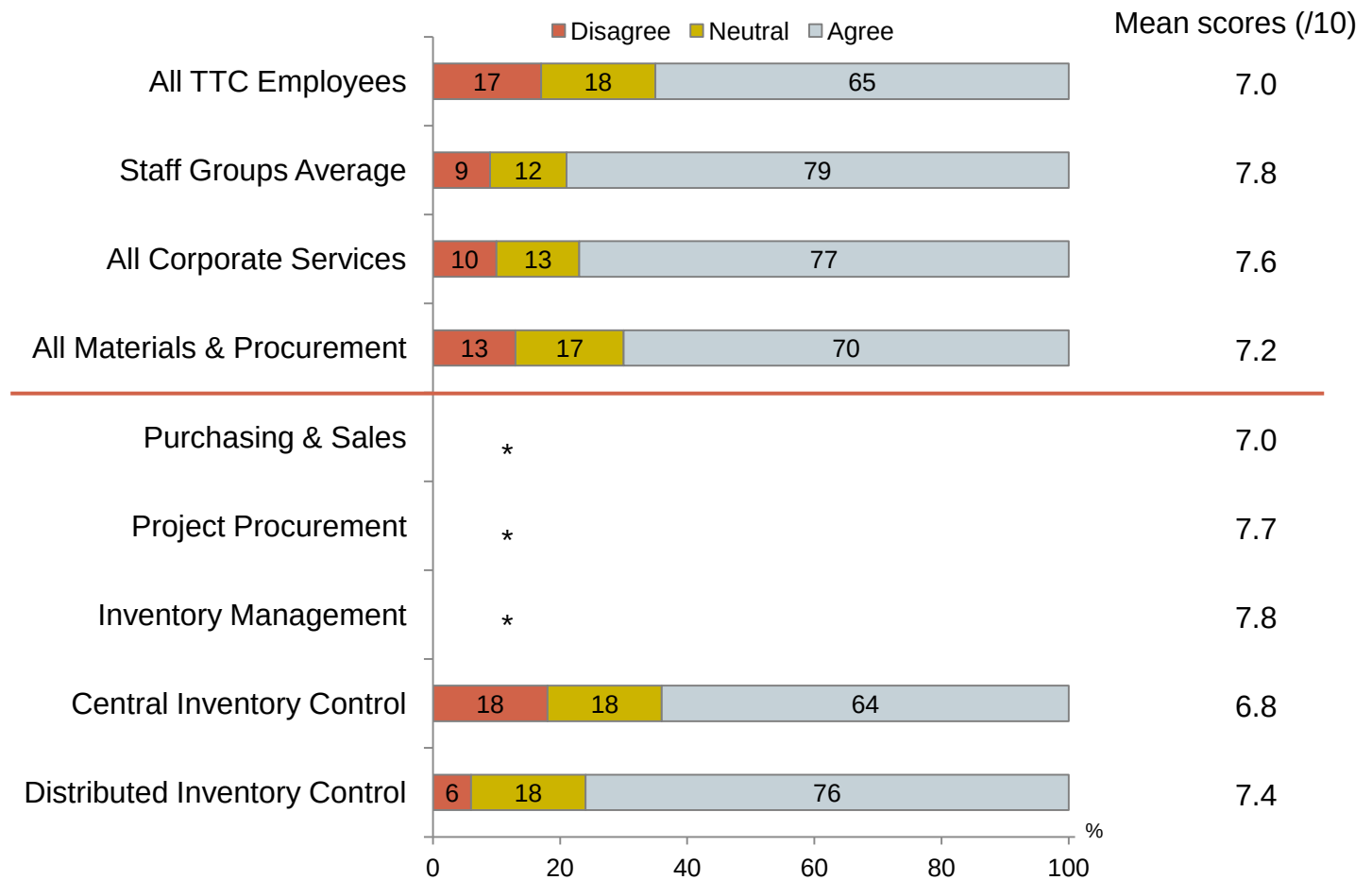
(n= 132)

Mean=7.2



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

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



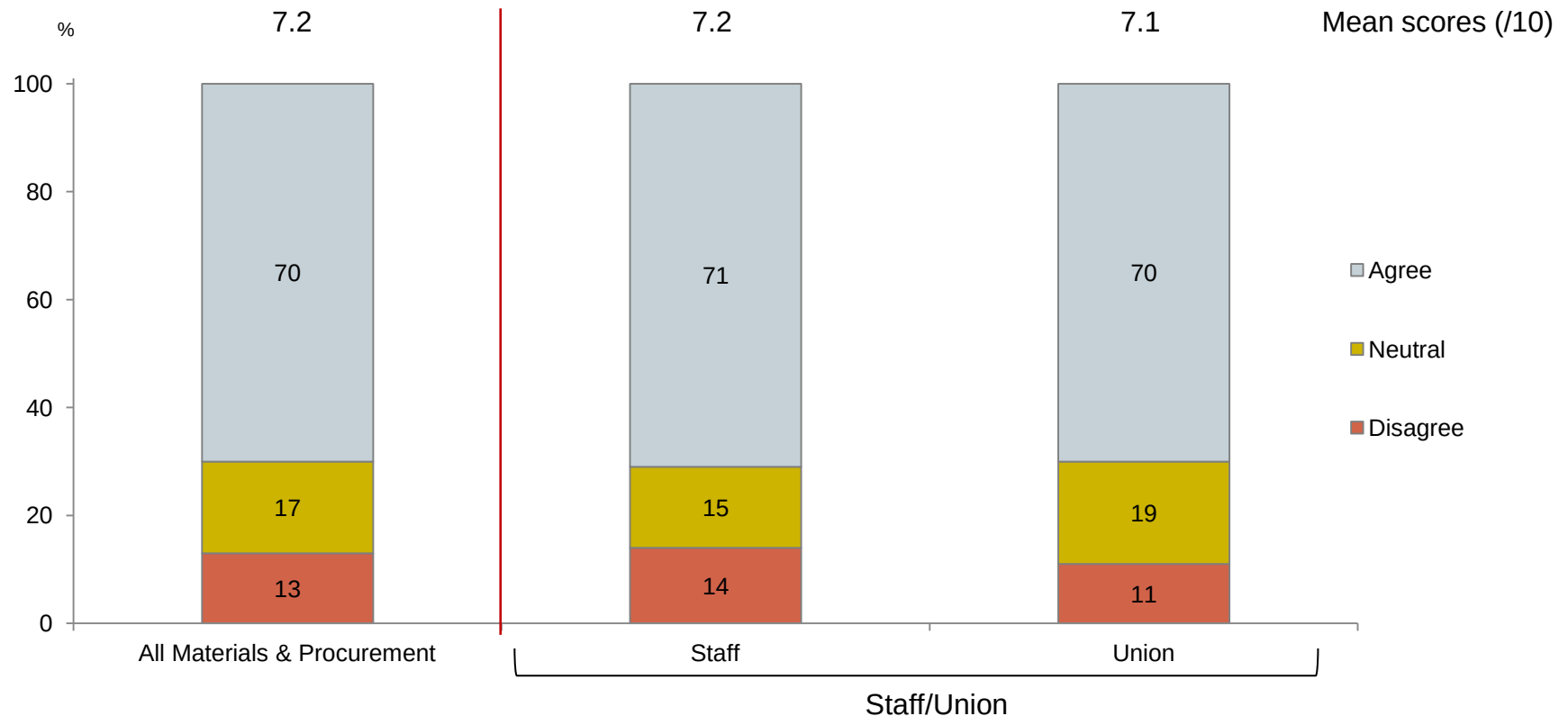
* Percentages suppressed as sample size <30.

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

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

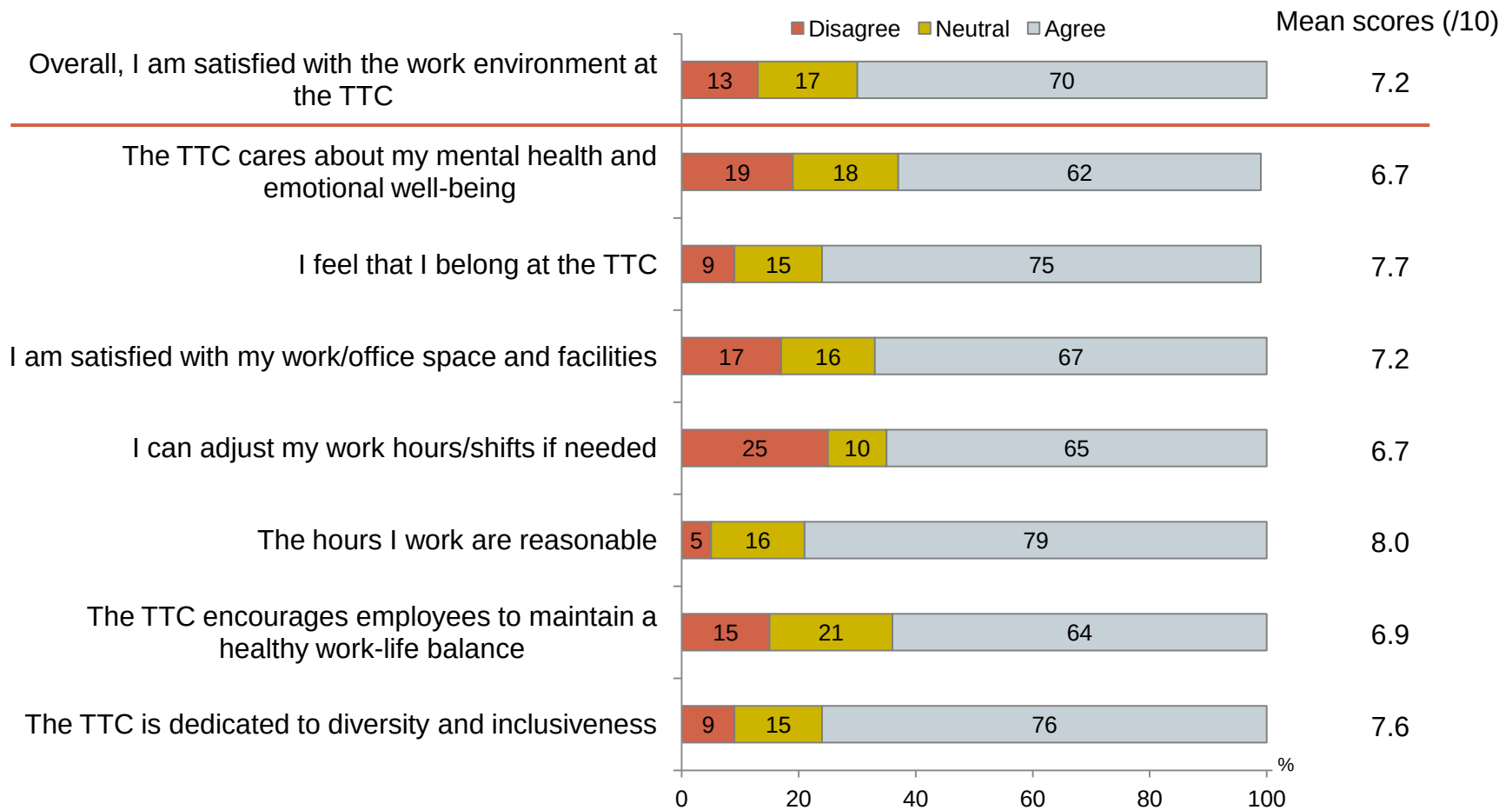
Sample sizes vary by category.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY EMPLOYEE POSITION



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

YOUR WORKING ENVIRONMENT - MATERIALS & PROCUREMENT



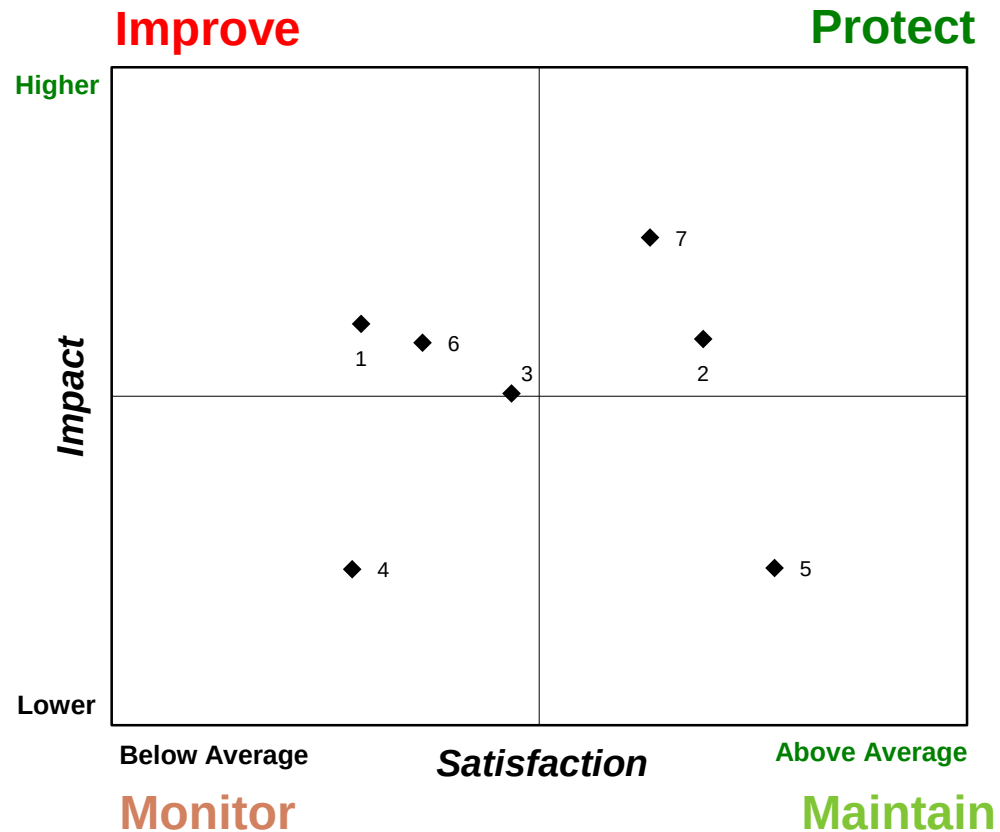
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Sample sizes vary by attribute.

YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Materials & Procurement	Purchasing & Sales	Project Procurement	Inventory Management	Central Inventory Control	Distributed Inventory Control
Overall, I am satisfied with the work environment at the TTC	7.0	7.8	7.6	7.2	7.0	7.7	7.8	6.8	7.4
The TTC cares about my mental health and emotional well-being	6.2	7.1	7.0	6.7	7.0	6.4	8.0	6.2	6.8
I feel that I belong at the TTC	7.4	7.8	7.8	7.7	7.8	7.6	8.3	7.7	7.7
I am satisfied with my work/office space and facilities	6.5	7.2	6.9	7.2	7.5	7.6	7.3	6.9	6.7
I can adjust my work hours/shifts if needed	6.7	7.5	7.2	6.7	7.1	5.3	8.2	6.2	7.4
The hours I work are reasonable	7.7	8.4	8.3	8.0	8.2	7.8	8.5	7.8	7.9
The TTC encourages employees to maintain a healthy work-life balance	6.3	7.4	7.2	6.9	7.0	6.9	7.6	6.5	7.2
The TTC is dedicated to diversity and inclusiveness	7.4	8.0	7.9	7.6	7.7	7.8	8.2	7.1	7.7

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 - MATERIALS & PROCUREMENT

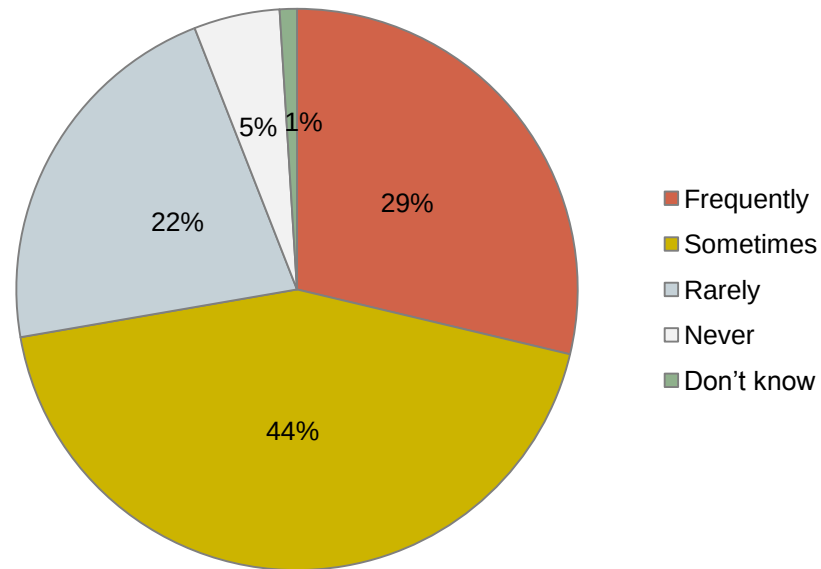


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 6.6 to 7.9.
Impact values range between 16% to 64%.

Materials & Procurement

Total
(n= 131)



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

STRESS AT WORK - BY COST CENTRE/GROUPING



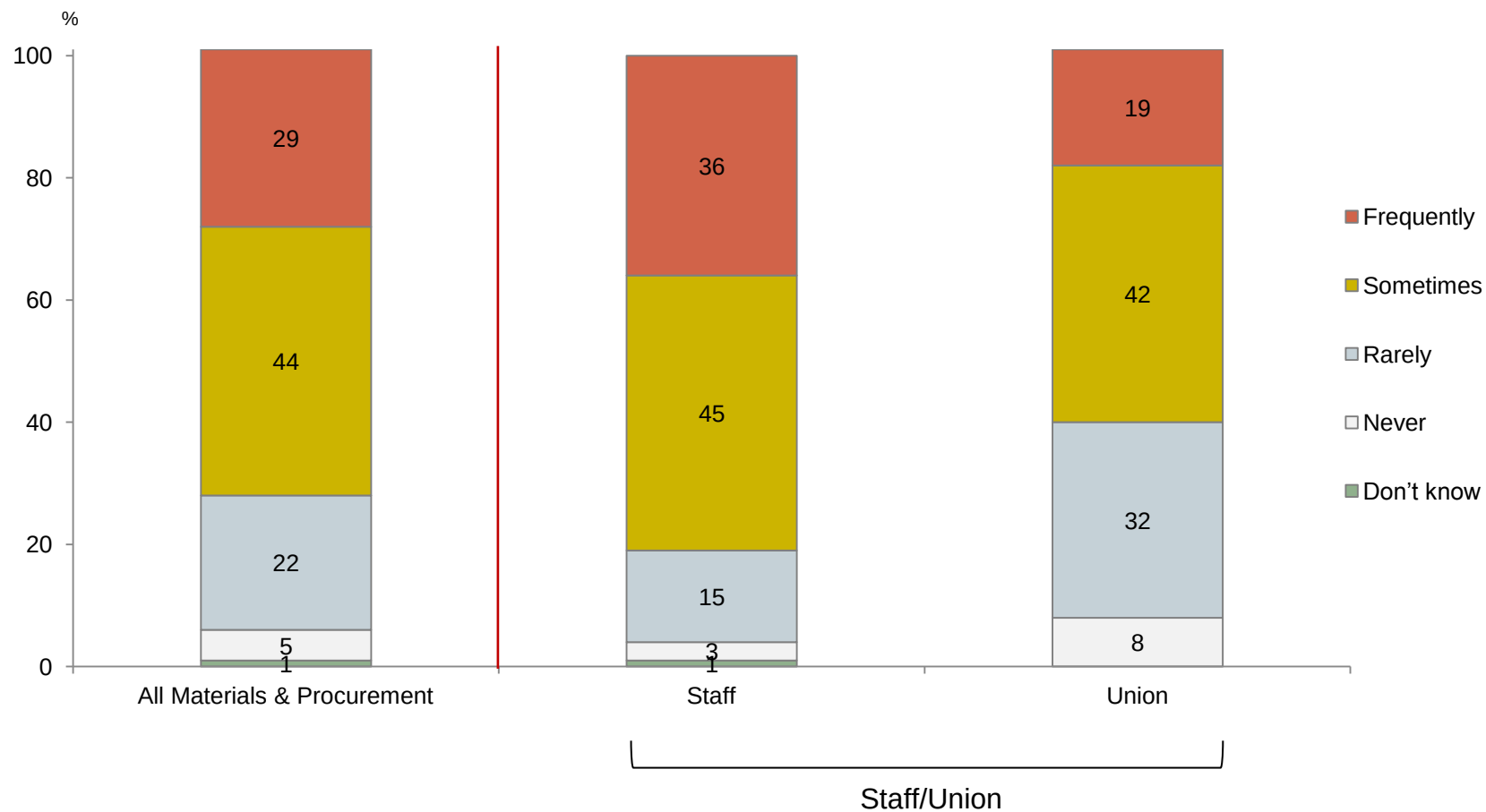
* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

STRESS AT WORK

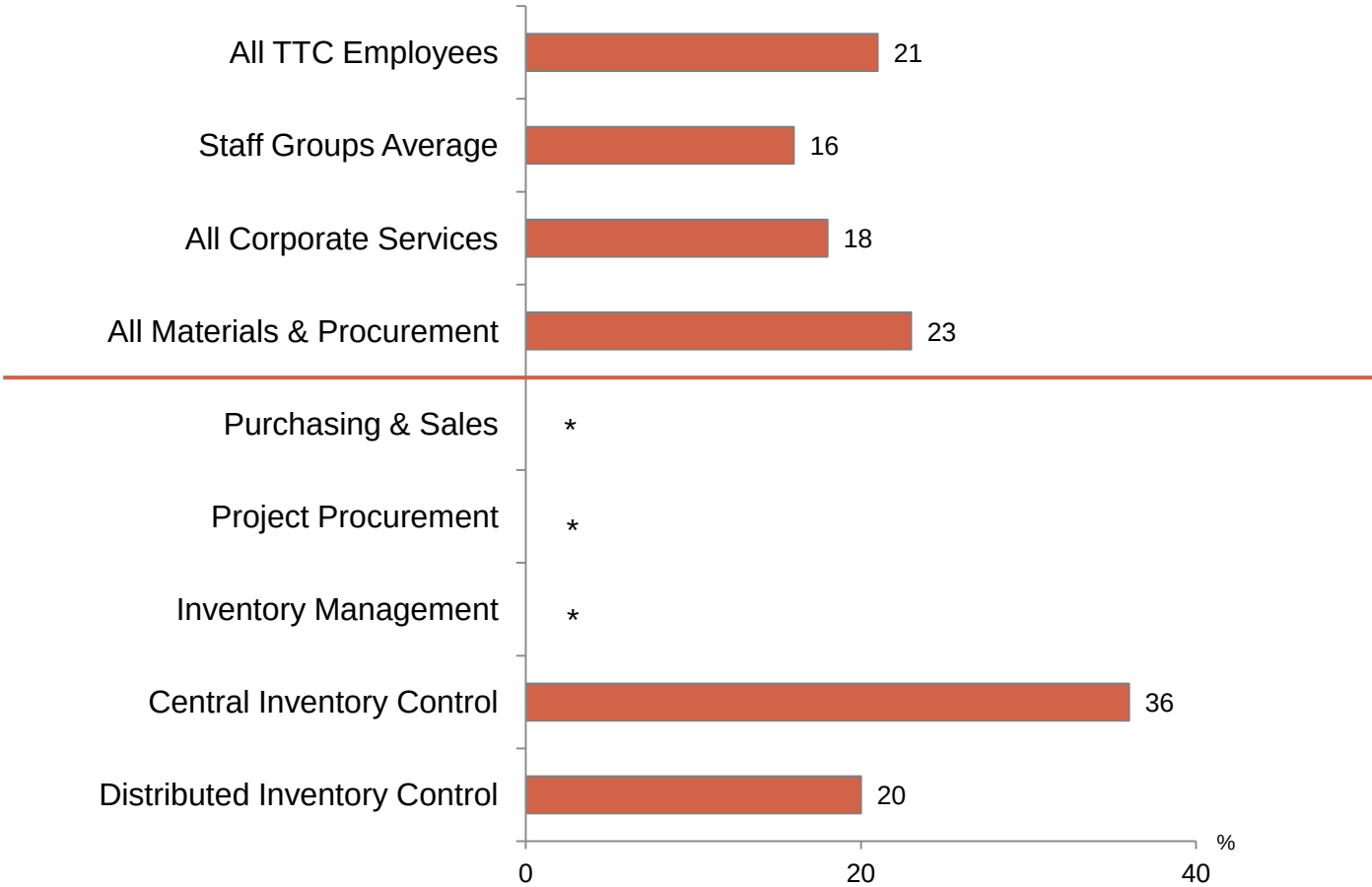
- BY EMPLOYEE POSITION



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

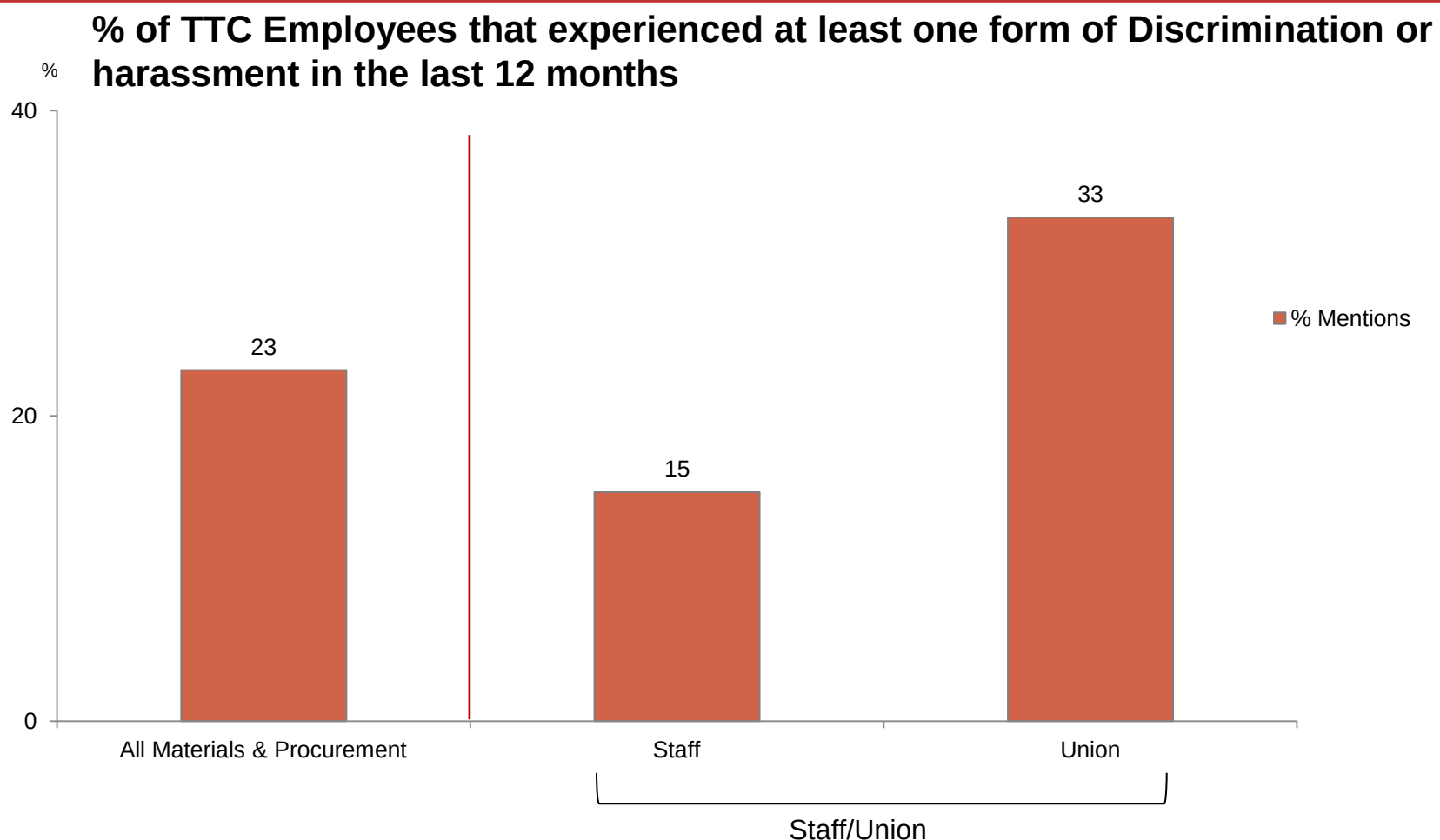
EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT

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



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

EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT - BY EMPLOYEE POSITION



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

DISCRIMINATION OR HARASSMENT EXPERIENCED

	Prefer not to answer range from 2-3%	Prefer not to answer range from 1-3%	Prefer not to answer range from 1-2%	Prefer not to answer range from 0-2%	Prefer not to answer range from 0-3%	Prefer not to answer range from 0-6%
% Yes	All TTC Employees	Staff Groups Average	All Corporate Services	All Materials & Procurement	Central Inventory Control	Distributed Inventory Control
Disability	3	2	2	5	9	6
Ethnic Origin	6	2	2	5	15	3
Gender (includes gender expression)	3	2	2	2	0	3
Sex (including pregnancy)	2	2	3	3	3	3
Creed	2	1	1	2	3	3
Age	5	4	4	5	9	0
Race	6	2	2	5	12	3
Colour	5	1	1	2	6	0
Sexual Orientation	2	1	1	1	3	0
Family Status	2	2	2	1	3	0
Marital Status	2	2	1	1	0	0
Ancestry	3	1	2	3	9	0
Place of Origin	4	1	1	2	3	3
Citizenship	3	1	1	2	3	3
Personal Harassment	9	7	8	13	21	12
Other	4	2	2	4	6	6

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.

Purchasing & Sales, Project Procurement and Inventory Management are not shown as these cost centre groupings are too small to report percentages (n<30).

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 Materials & Procurement employees provided a response to this question, no results can be shown.

Materials & Procurement

Total
(n= 29)

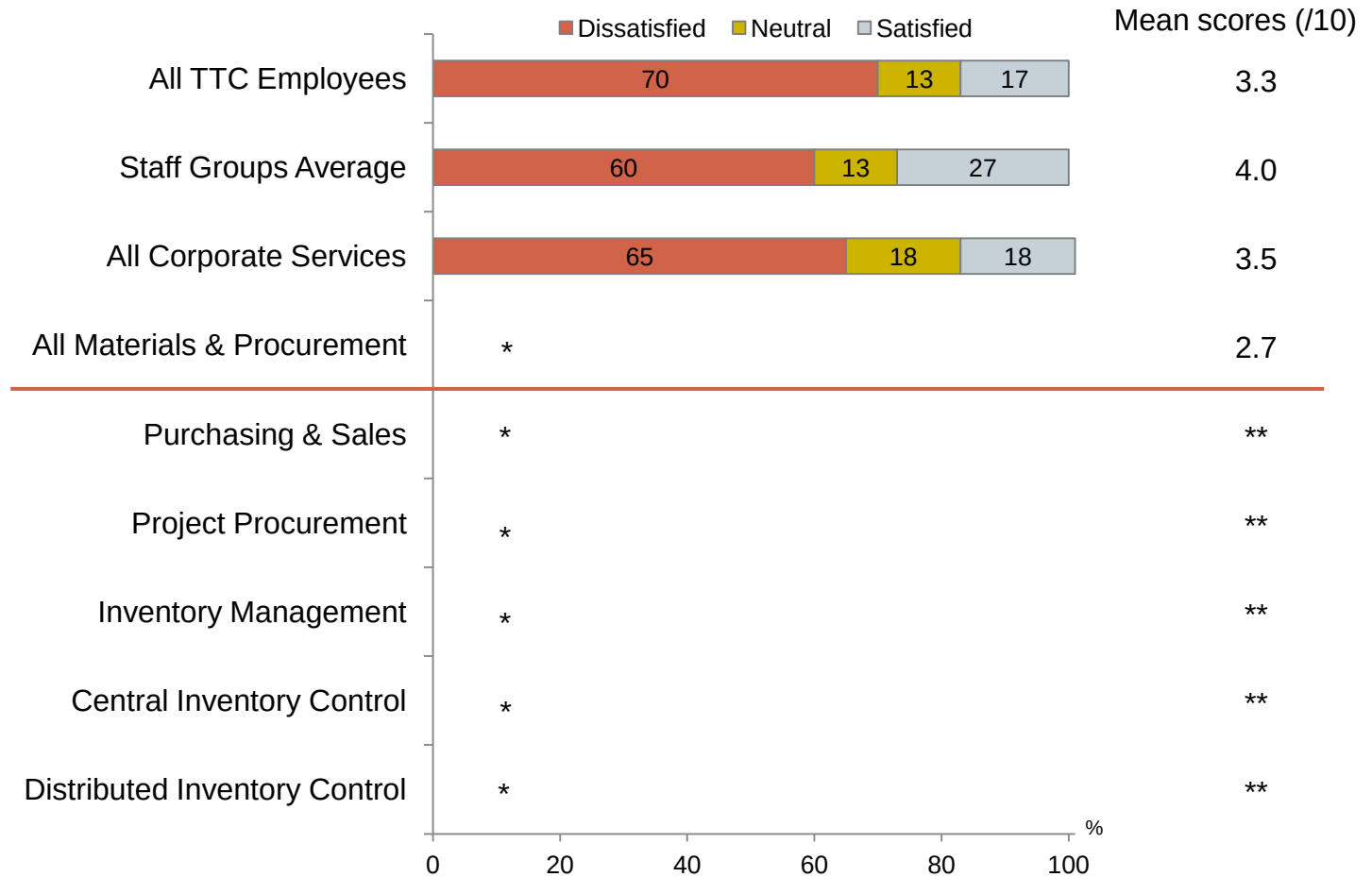
*

* 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?

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 Materials & Procurement employees provided a response to this question, no results can be shown.

Materials & Procurement (n= 13)

*

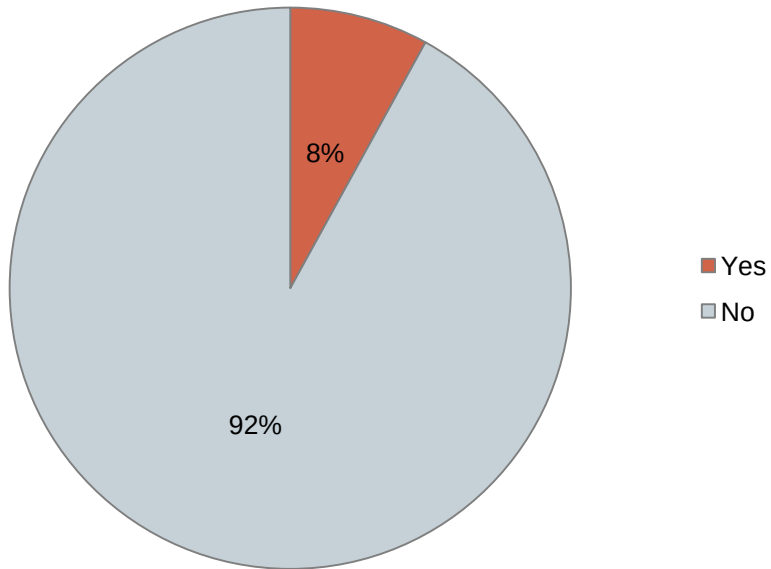
* Percentages suppressed as sample size <30.

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.

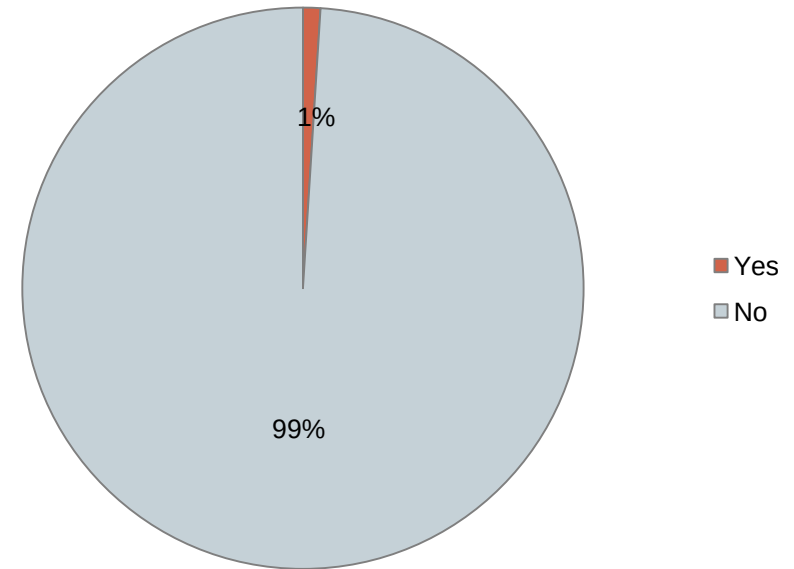
ABUSE FROM CUSTOMERS

Materials & Procurement

**Verbally
Abused**
(n= 129)

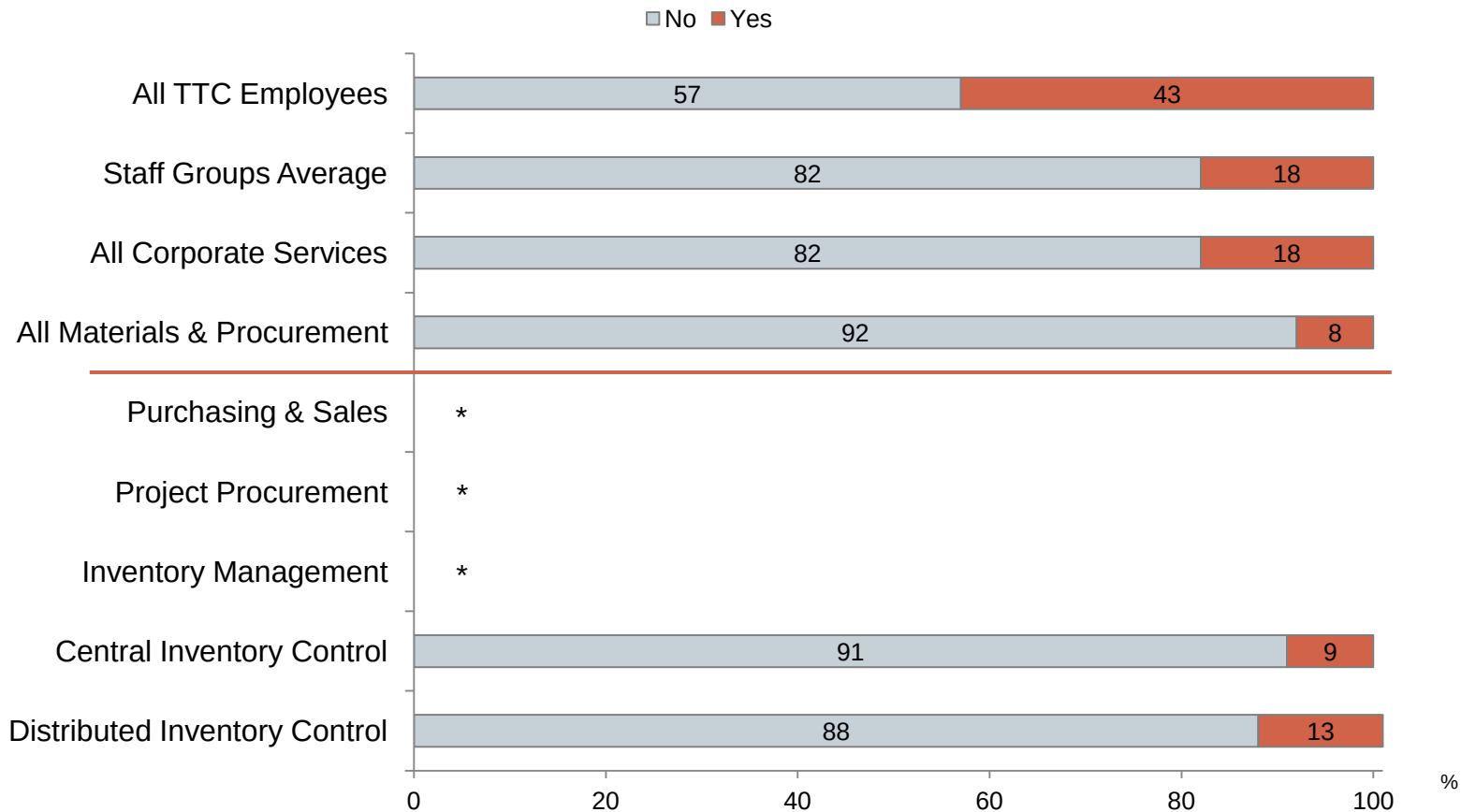


**Physically
Abused**
(n= 127)



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

VERBAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING

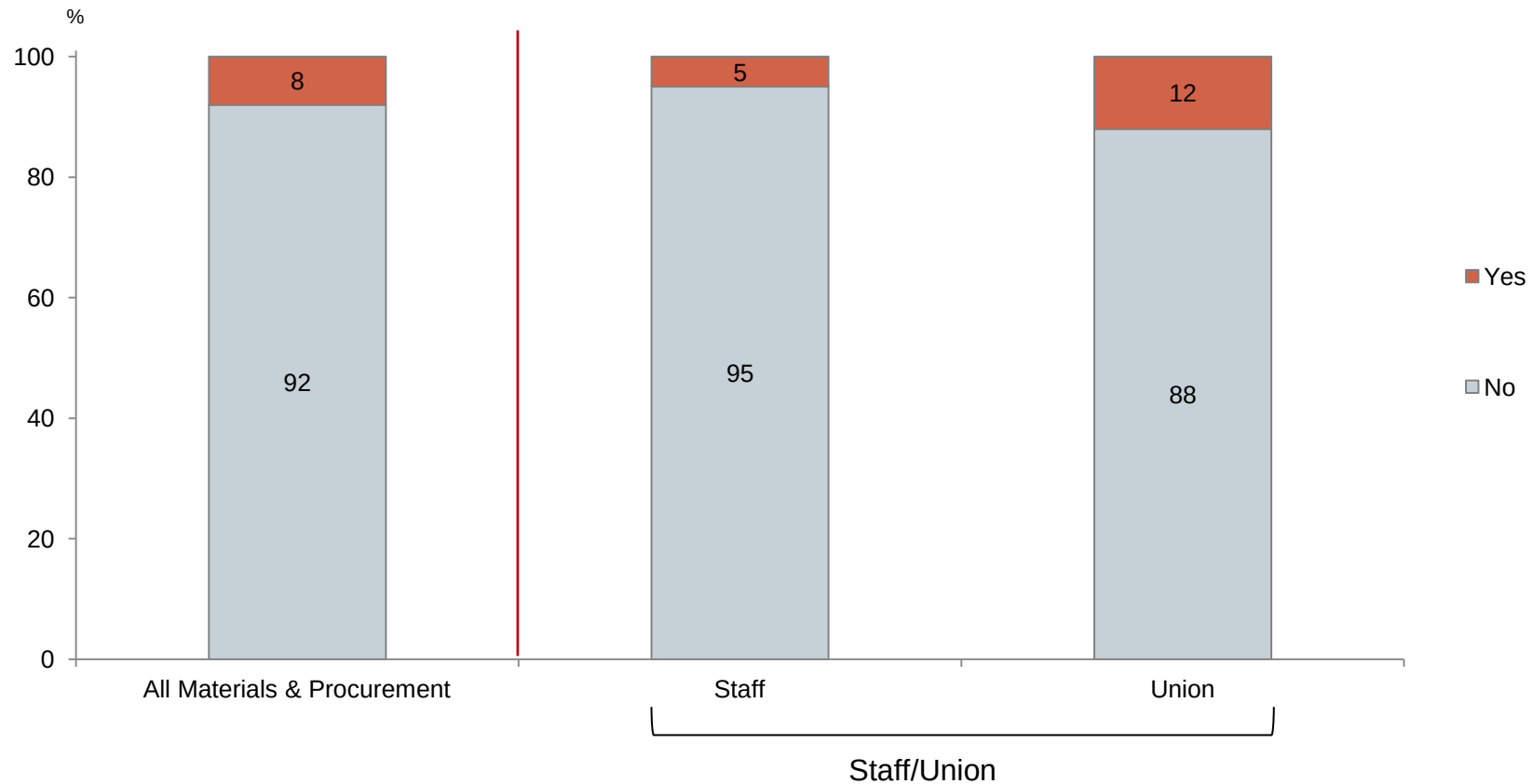


* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

VERBAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



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

PHYSICAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING

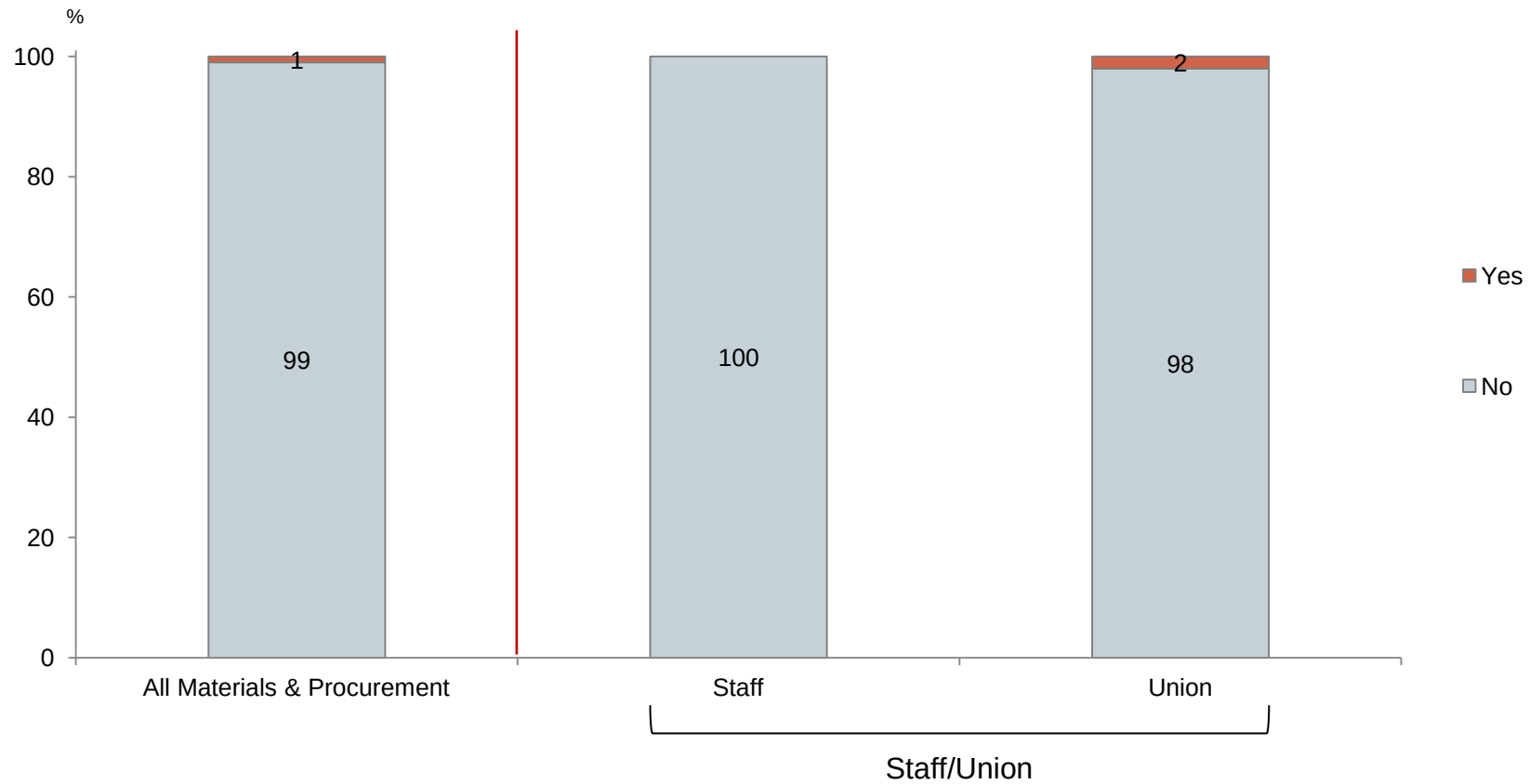


* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

PHYSICAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION

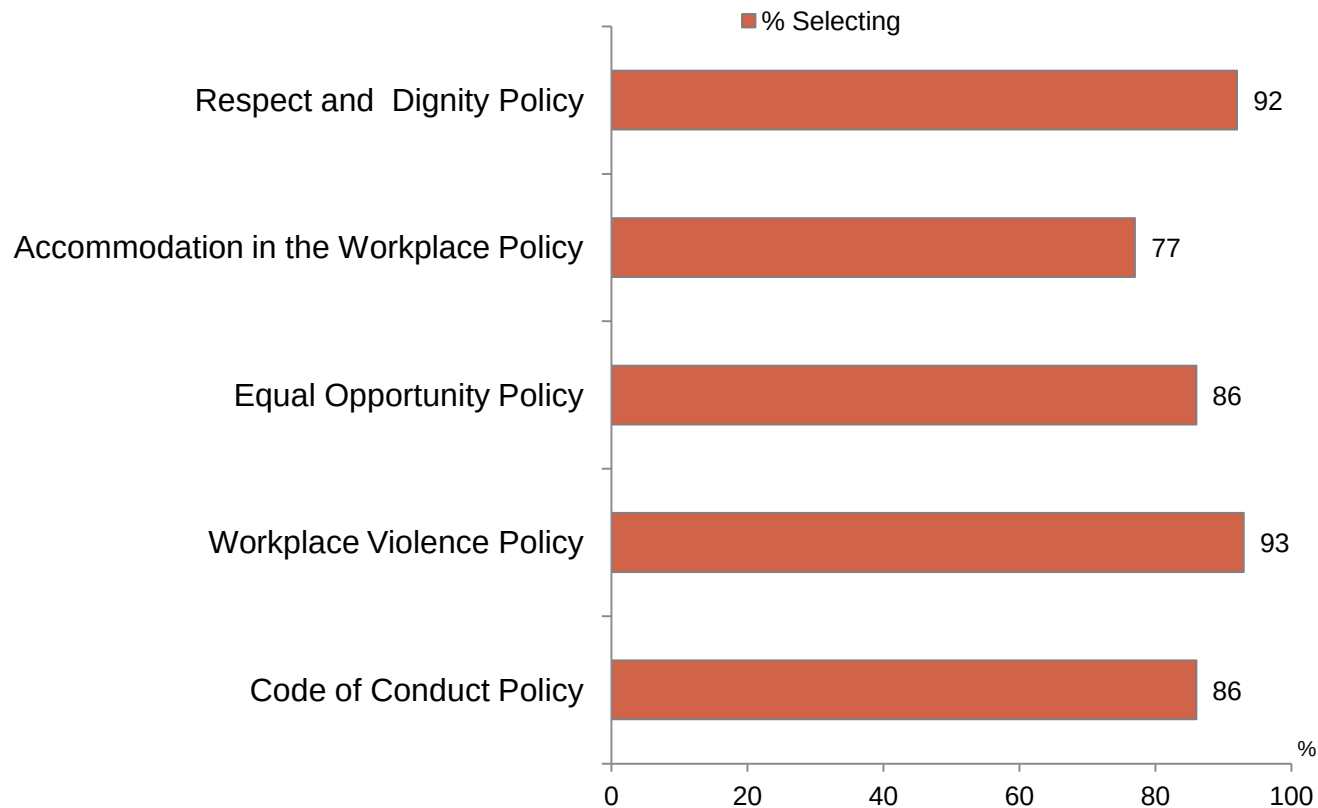


F8. In the past 12 months, have you been physically abused by customers?
Sample sizes vary by category.

FAMILIARITY WITH TTC POLICIES

- MATERIALS & PROCUREMENT

- 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 fewest employees indicating they 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 COST CENTRE/GROUPING

% Selecting	All TTC Employees	Staff Groups Average	All Materials & Procurement	Central Inventory Control	Distributed Inventory Control
Respect and Dignity Policy	92	97	92	97	80
Accommodation in the Workplace Policy	76	87	77	91	63
Equal Opportunity Policy	81	88	86	88	80
Workplace Violence Policy	87	92	93	97	83
Code of Conduct Policy	82	92	86	82	74

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

Only Central Inventory Control and Distributed Inventory Control are shown as all other cost centre groupings are too small to report percentages (n<30).

FAMILIARITY WITH TTC POLICIES

- BY EMPLOYEE POSITION

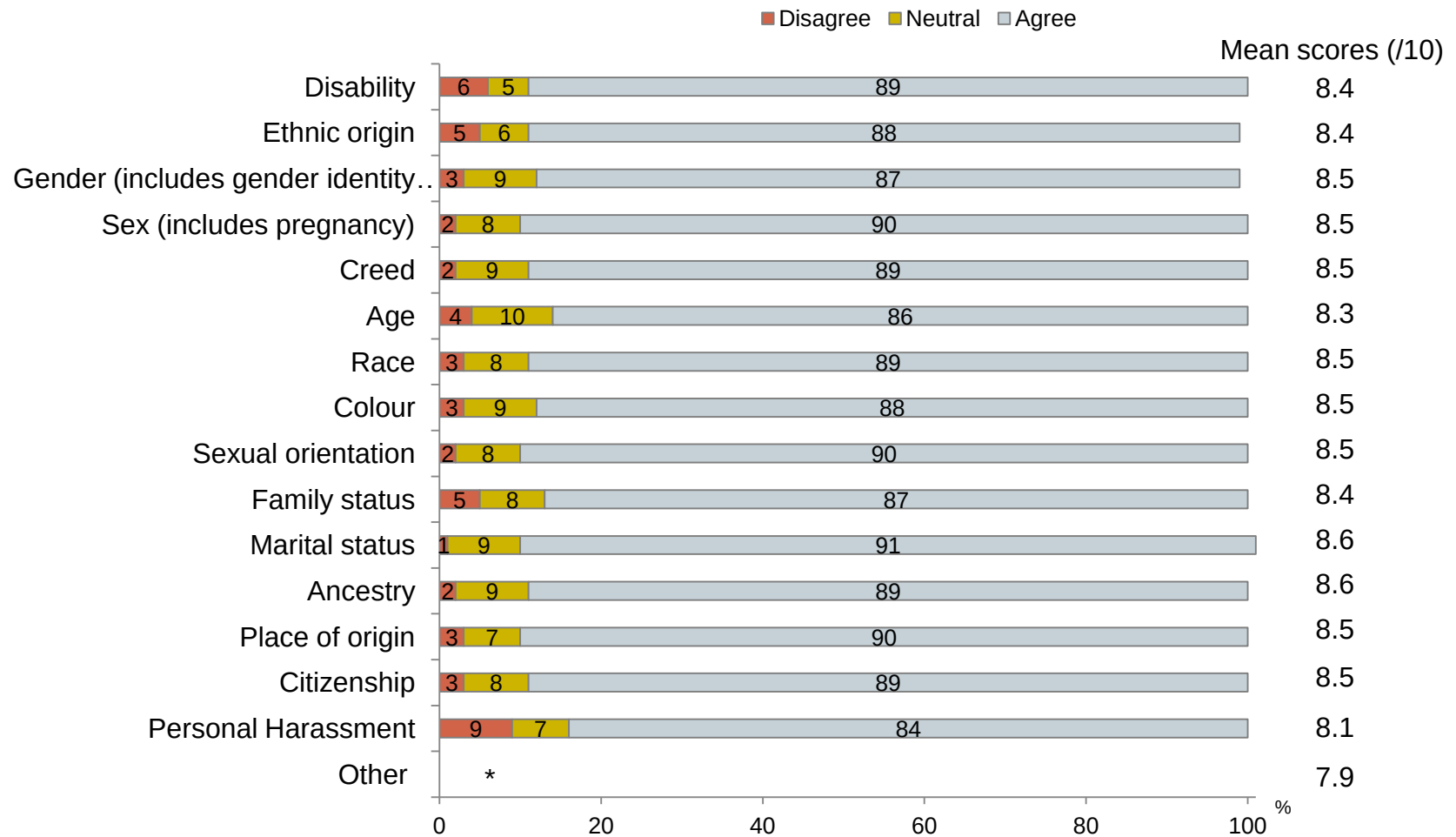
% Selecting	All Materials & Procurement	Staff	Union
Respect and Dignity Policy	92	97	85
Accommodation in the Workplace Policy	77	82	71
Equal Opportunity Policy	86	90	80
Workplace Violence Policy	93	97	87
Code of Conduct Policy	86	96	73

Staff/Union

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

EFFECTIVENESS OF TTC PRACTICES

- MATERIALS & PROCUREMENT



* 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	All Materials & Procurement	Purchasing & Sales	Project Procurement	Inventory Management	Central Inventory Control	Distributed Inventory Control
Disability	8.3	8.7	8.7	8.4	8.8	9.3	8.5	7.5	8.2
Ethnic Origin	8.3	8.6	8.7	8.4	8.8	9.4	8.5	7.4	8.2
Gender (includes gender expression)	8.5	8.7	8.7	8.5	8.5	9.4	8.5	7.9	8.3
Sex (including pregnancy)	8.5	8.7	8.7	8.5	8.5	9.3	8.5	8.0	8.4
Creed	8.5	8.8	8.8	8.5	8.9	9.4	8.5	7.6	8.4
Age	8.4	8.6	8.6	8.3	8.4	8.9	8.6	7.8	8.3
Race	8.4	8.7	8.7	8.5	8.9	9.4	8.5	7.7	8.3
Colour	8.4	8.7	8.7	8.5	8.9	9.4	8.5	7.6	8.2
Sexual Orientation	8.6	8.8	8.8	8.5	8.9	9.4	8.6	7.8	8.3
Family Status	8.6	8.8	8.8	8.4	8.4	9.4	8.5	7.9	8.2
Marital Status	8.6	8.9	8.9	8.6	8.8	9.4	8.5	8.2	8.3
Ancestry	8.6	8.8	8.8	8.6	8.9	9.4	8.6	7.8	8.3
Place of Origin	8.5	8.8	8.8	8.5	8.9	9.4	8.5	7.6	8.4
Citizenship	8.6	8.9	8.9	8.5	8.9	9.4	8.6	7.6	8.4
Personal Harassment	8.2	8.6	8.5	8.1	8.2	9.4	8.5	6.9	8.0
Other	8.2	8.2	8.3	7.9	**	**	**	**	**

** 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 Materials & Procurement	Staff	Union
Disability	8.4	9.0	7.5
Ethnic Origin	8.4	8.8	7.7
Gender (includes gender expression)	8.5	8.8	8.0
Sex (including pregnancy)	8.5	8.8	8.1
Creed	8.5	9.0	7.8
Age	8.3	8.6	7.9
Race	8.5	8.9	7.8
Colour	8.5	8.9	7.7
Sexual Orientation	8.5	8.9	8.0
Family Status	8.4	8.7	8.0
Marital Status	8.6	8.9	8.1
Ancestry	8.6	9.0	7.9
Place of Origin	8.5	9.0	7.8
Citizenship	8.5	9.0	7.8
Personal Harassment	8.1	8.6	7.2
Other	7.9	**	7.5

Staff/Union

** 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 second most impactful area on Employee Engagement and as an area in which Materials & Procurement employees are relatively less satisfied, making this an Area to Improve.
- Mean satisfaction ratings for overall company leadership are generally highest for Project Procurement and lowest for Central Inventory Control. This trend however is not consistent across all measures of satisfaction with Your Company.
- Satisfaction scores are significantly higher among staff compared to unionized employees.
- Across the specific aspects of Your Company, satisfaction ratings are highest for, “The TTC puts customers first”. Ratings were lowest for, “If something goes wrong, people concentrate on putting it right, not blaming others”. This was mostly consistent across cost centres with a few exceptions. For Project Procurement, feeling the TTC’s vision is realistic was rated higher than putting customers first. For Distributed Inventory Control, the level of trust between senior management and employees received the lowest score.
- 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
 - There is a good level of trust between Senior Management and employees
 - If something goes wrong, people concentrate on putting it right, not blaming others
 - The TTC values its staff’s time
 - Senior Managers communicate openly and honestly with employees
 - TTC leadership welcomes all feedback, both positive and negative

SECTION SUMMARY

- In addition to these Areas to Improve, the following areas were identified as key Areas to Protect:
 - The TTC actively supports equal opportunities for all employees
 - I feel sufficiently well informed about what is happening in the TTC
 - I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable
- Speaking Highly of the TTC
- Just over half (51%) of Materials & Procurement 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.
- Distributed Inventory Control is slightly more likely to “always” speak highly of the TTC, compared to Central Inventory Control.
- 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
- 27% of Materials & Procurement employees feel that working for the TTC has improved over the past 12 months, compared to 26% who feel it has gotten worse.
- Employees in Distributed Inventory Control cost centres were more likely to express that working for the TTC has improved over the past 12 months (29%), compared to Central Inventory Control (13%). Similarly, Central Inventory Control employees were more likely to report that working for the TTC has gotten worse (38%) compared to Distributed Inventory Control employees (21%).
- Staff were slightly more likely to express that working for the TTC has improved over the past 12 months (29%) compared to unionized employees (23%). However, staff employees were also more likely to feel that working for the TTC has gotten worse compared to unionized employees (28% vs. 23% respectively). More unionized employees reported that things have “stayed the same”.
- Among employees who indicated that working for the TTC has gotten better in the past 12 months, the main reasons traced to the vision and leadership of senior management, followed by improvements in individual employee work situations (changes in position, pay, etc.), and improvements in communication.
- Among those indicating that working for the TTC has gotten worse, main reasons related to an increased or more unbalanced workload, a lack of vision or direction from leadership, inexperienced and/or unqualified managers, and a lack of accountability.

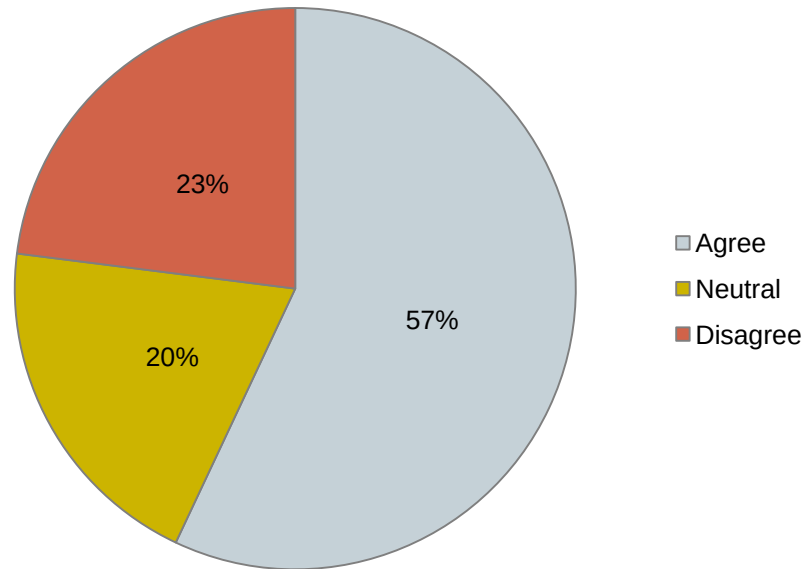
OVERALL RATINGS OF YOUR COMPANY - MATERIALS & PROCUREMENT

Materials & Procurement

Total

(n= 132)

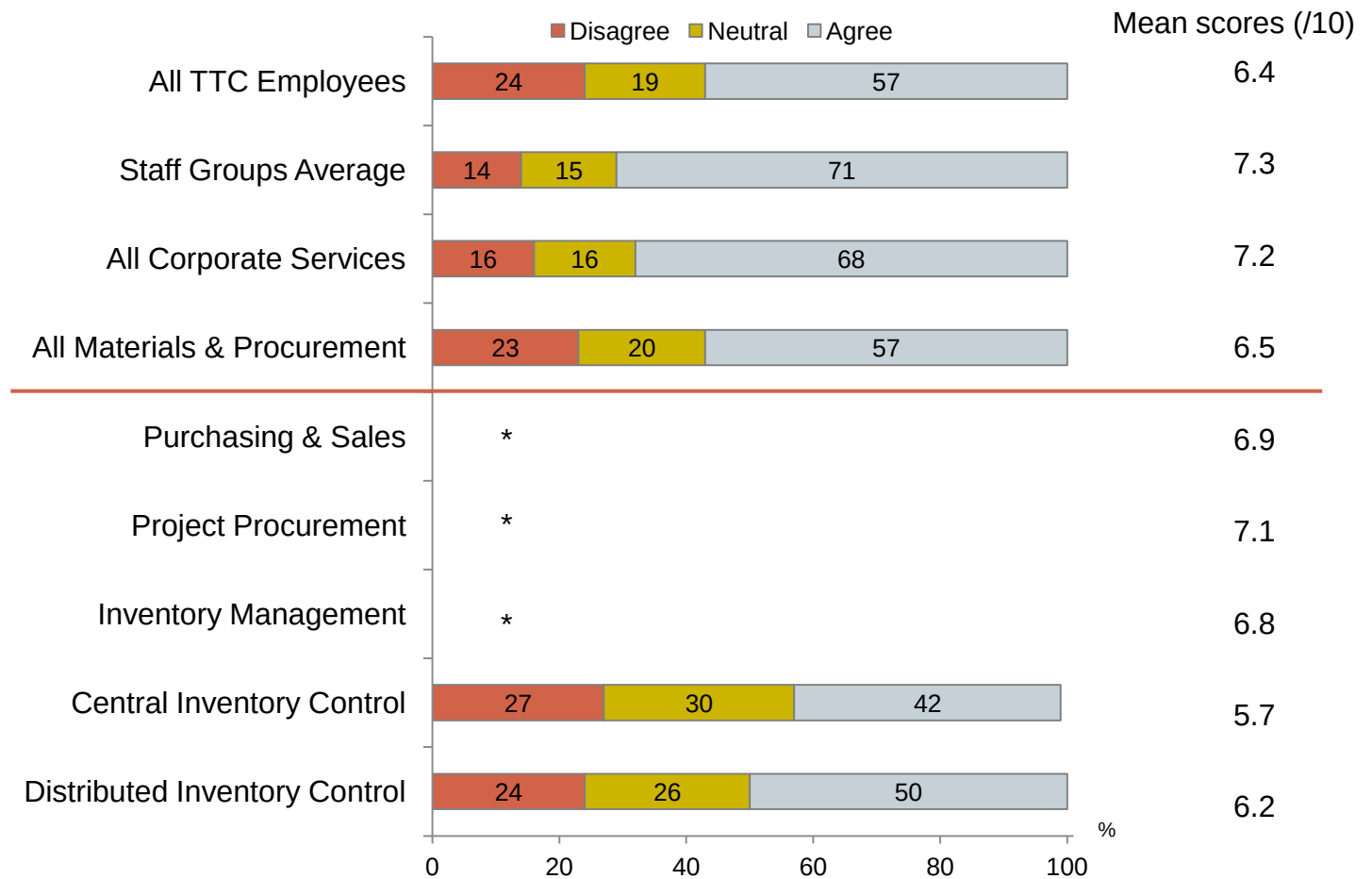
Mean=6.5



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

OVERALL RATINGS OF YOUR COMPANY

- BY COST CENTRE/GROUPING



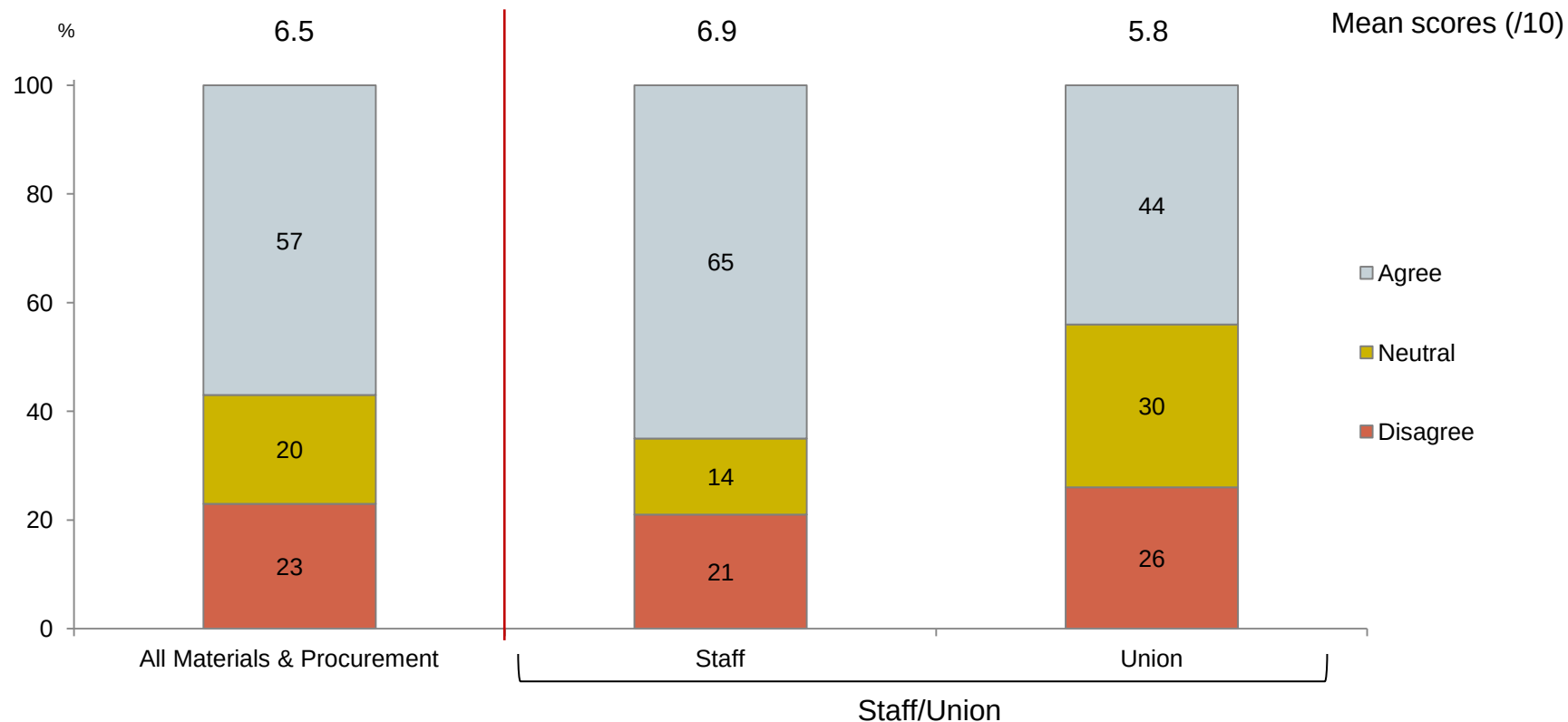
* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

OVERALL RATINGS OF YOUR COMPANY - BY EMPLOYEE POSITION

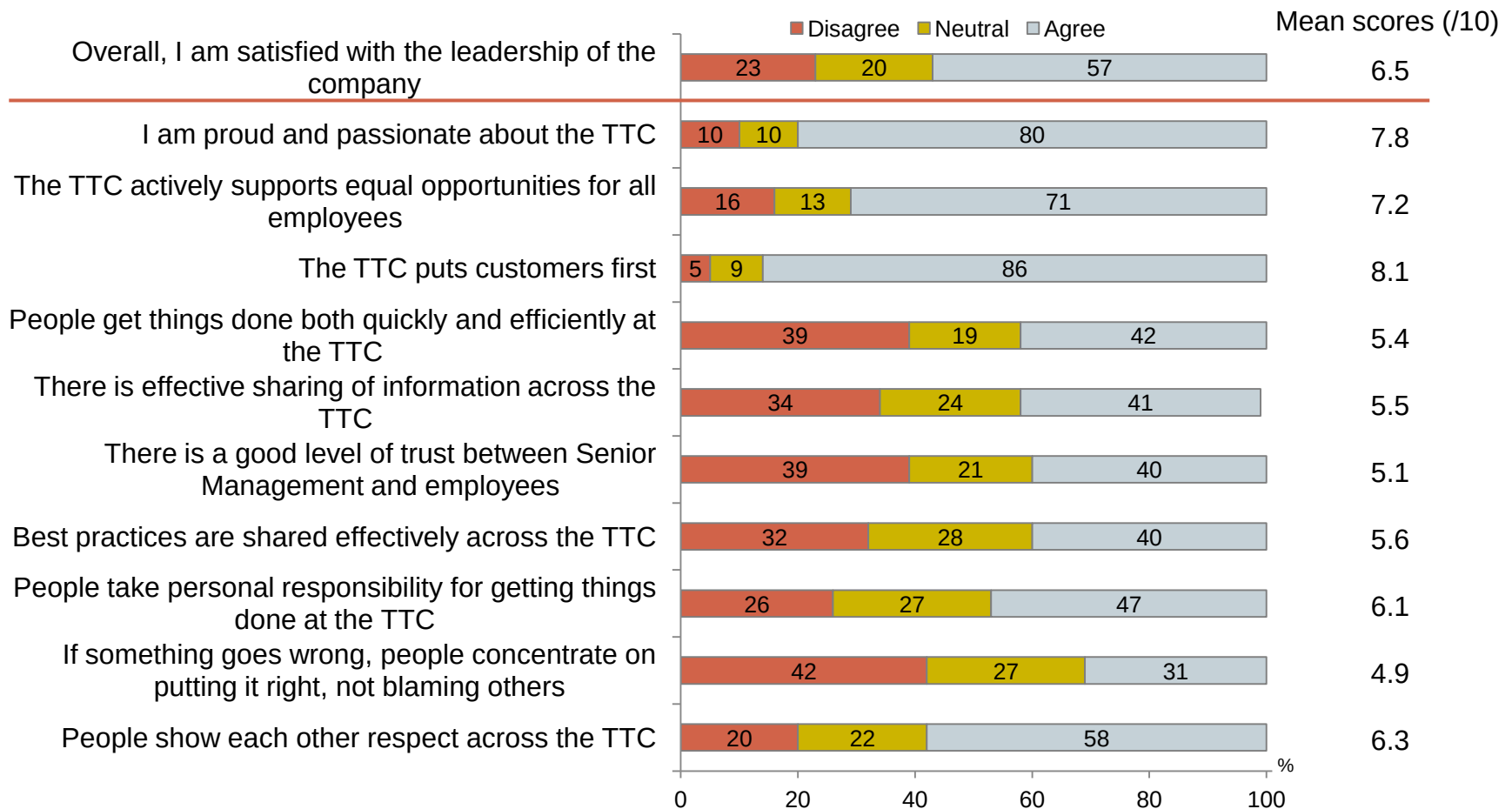


C1. Please indicate the extent to which you agree or disagree with each of the following statements:
Overall, I am satisfied with the leadership of the company.
Sample sizes vary by category.

3/26/2015

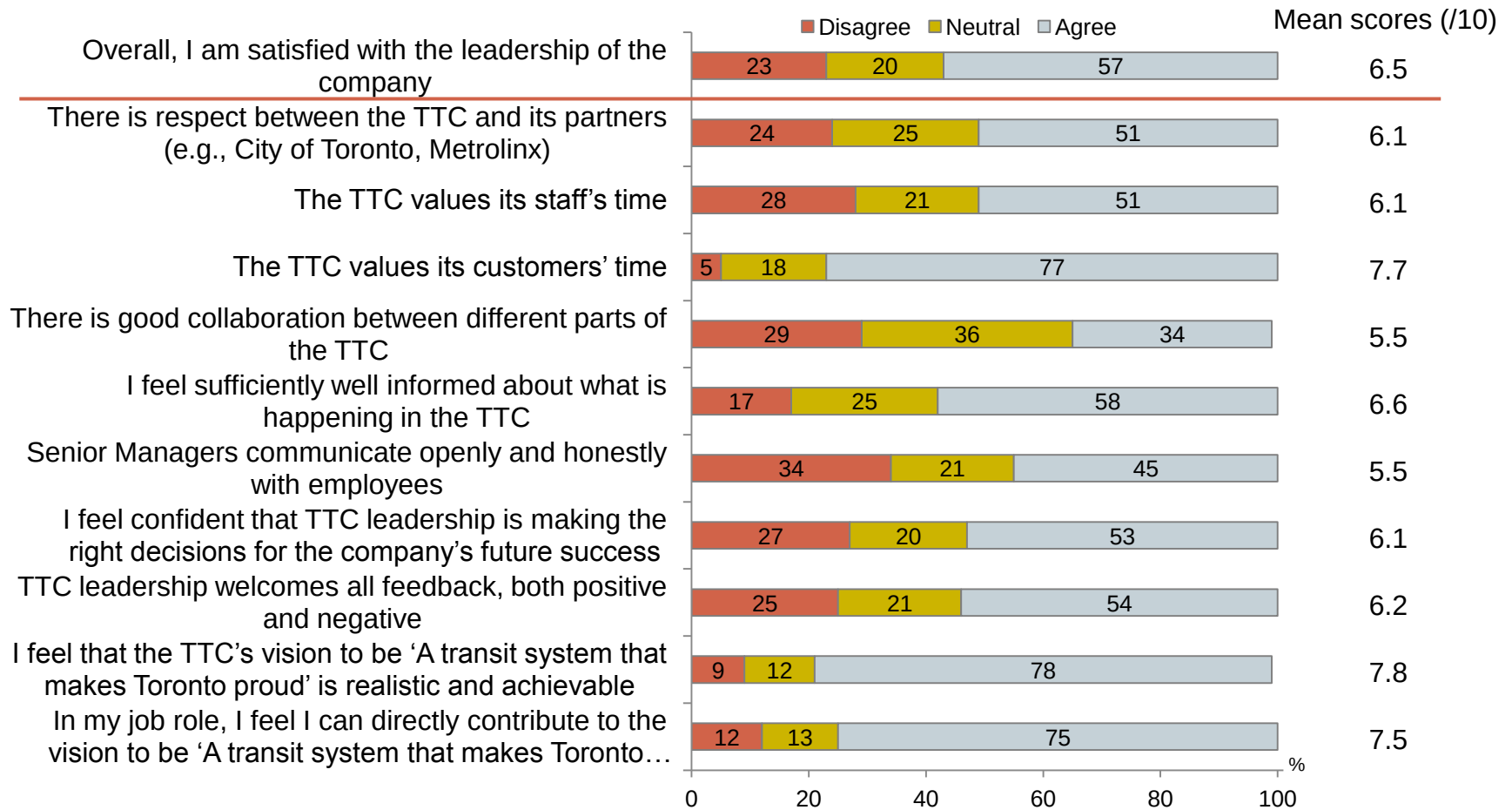
YOUR COMPANY

- MATERIALS & PROCUREMENT



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

YOUR COMPANY - MATERIALS & PROCUREMENT (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

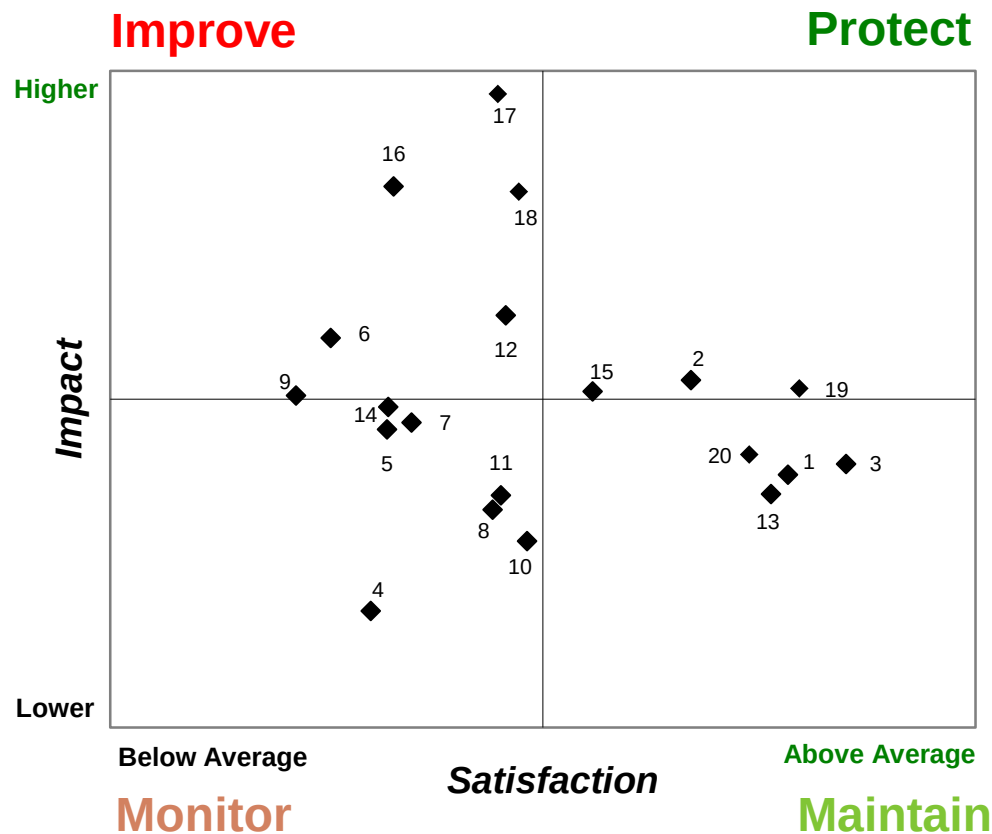
Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Materials & Procurement	Purchasing & Sales	Project Procurement	Inventory Management	Central Inventory Control	Distributed Inventory Control
Overall, I am satisfied with the leadership of the company	6.4	7.3	7.2	6.5	6.9	7.1	6.8	5.7	6.2
I am proud and passionate about the TTC	7.6	8.1	8.0	7.8	7.4	8.0	8.2	7.8	7.9
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.2	7.2	7.5	6.7	7.8	7.0	7.4
The TTC puts customers first	7.8	8.0	8.1	8.1	8.1	7.9	8.5	7.8	8.2
People get things done both quickly and efficiently at the TTC	5.1	5.5	5.5	5.4	4.9	4.6	6.3	5.7	5.7
There is effective sharing of information across the TTC	4.9	5.4	5.5	5.5	6.0	4.6	5.7	5.7	5.4
There is a good level of trust between Senior Management and employees	4.9	5.8	5.7	5.1	5.2	4.9	5.7	5.2	5.2
Best practices are shared effectively across the TTC	5.3	5.7	5.6	5.6	5.5	5.2	5.5	5.8	5.9
People take personal responsibility for getting things done at the TTC	5.6	6.2	6.0	6.1	6.3	6.1	5.8	5.9	6.2
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	5.7	5.5	4.9	5.1	4.6	4.8	4.6	5.4
People show each other respect across the TTC	6.1	6.7	6.5	6.3	6.6	6.2	7.5	6.0	6.1
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.7	6.6	6.1	7.3	6.2	6.4	5.6	5.9
The TTC values its staff's time	6.0	6.8	6.6	6.1	5.9	5.4	7.1	6.3	6.3
The TTC values its customers' time	7.1	7.6	7.6	7.7	7.8	7.6	8.2	6.9	8.0
There is good collaboration between different parts of the TTC	5.3	5.8	5.7	5.5	5.5	5.1	5.7	5.6	5.5
I feel sufficiently well informed about what is happening in the TTC	5.7	6.7	6.7	6.6	6.9	6.6	6.7	6.2	6.6
Senior Managers communicate openly and honestly with employees	5.3	6.2	6.0	5.5	5.7	5.7	6.0	5.0	5.3
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	7.1	6.9	6.1	6.7	7.0	5.9	5.2	5.9
TTC leadership welcomes all feedback, both positive and negative	6.0	6.7	6.6	6.2	6.6	5.9	6.3	6.0	6.5
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	7.8	7.9	8.5	7.9	7.5	7.7
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	7.9	7.8	7.5	7.4	7.9	7.7	7.4	7.6

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

3/26/2015

OPPORTUNITY ANALYSIS: YOUR COMPANY

- MATERIALS & PROCUREMENT

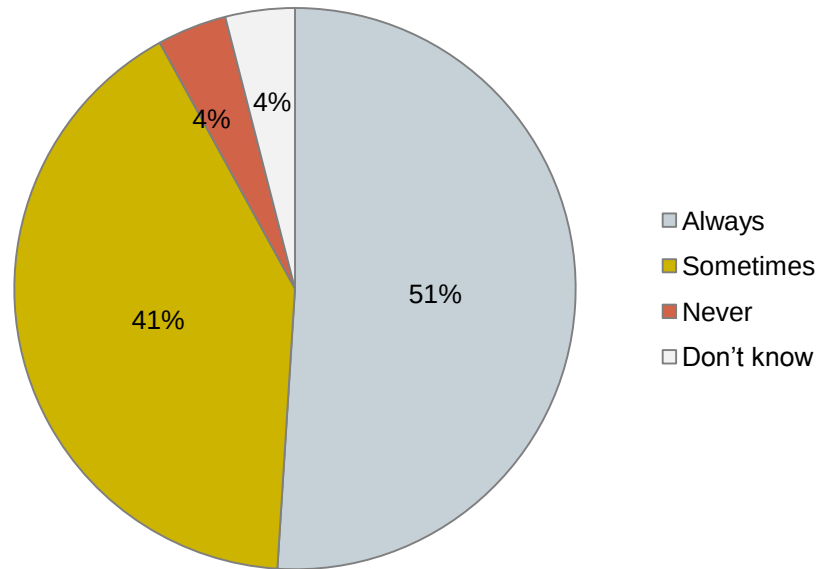


1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. There is effective sharing of information across the TTC
6. There is a good level of trust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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 4.9 to 8.1.
 Impact values range between 15% to 71%.

Materials & Procurement

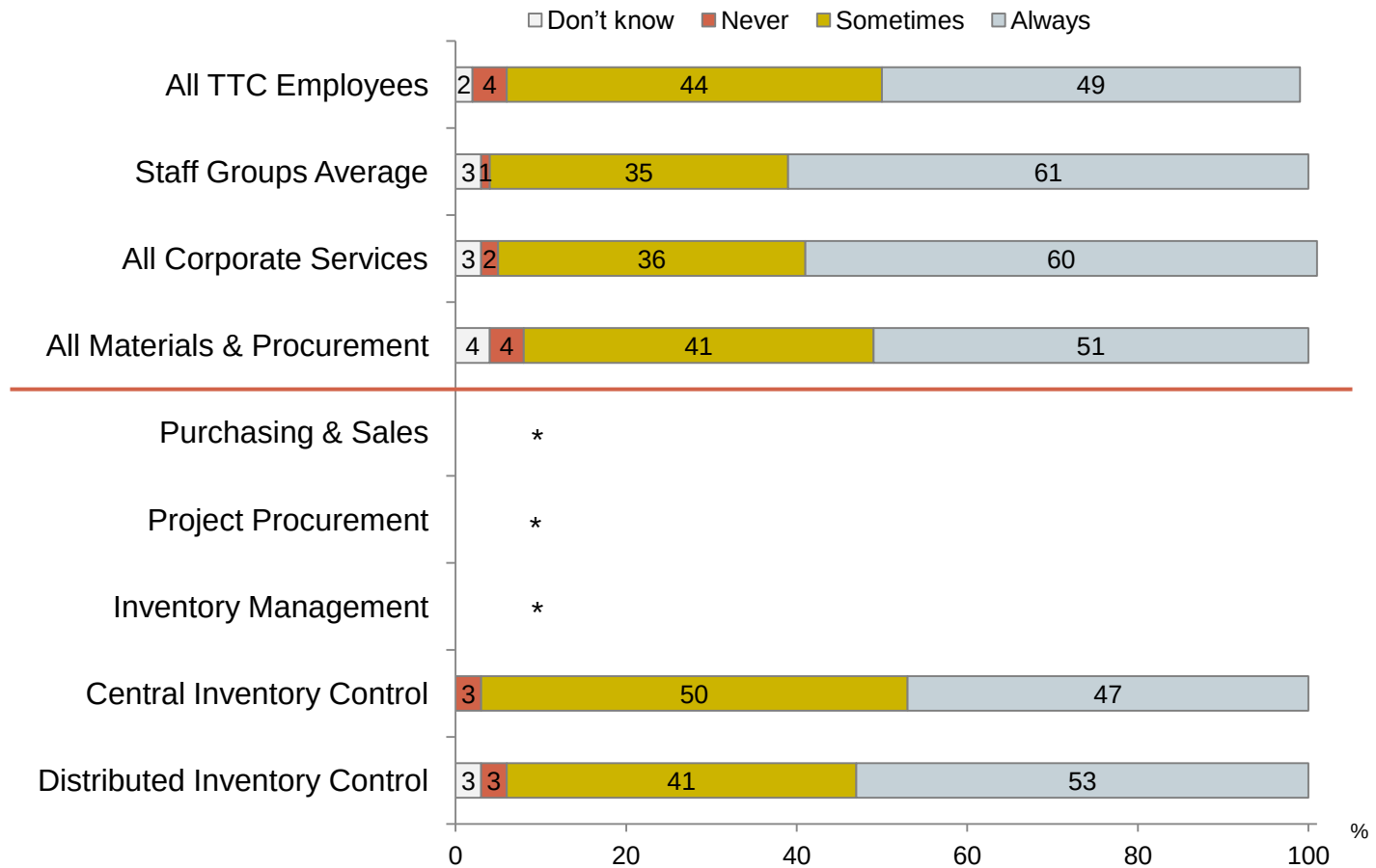
Total
(n= 131)



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

SPEAKING HIGHLY OF THE TTC

- BY COST CENTRE/GROUPING

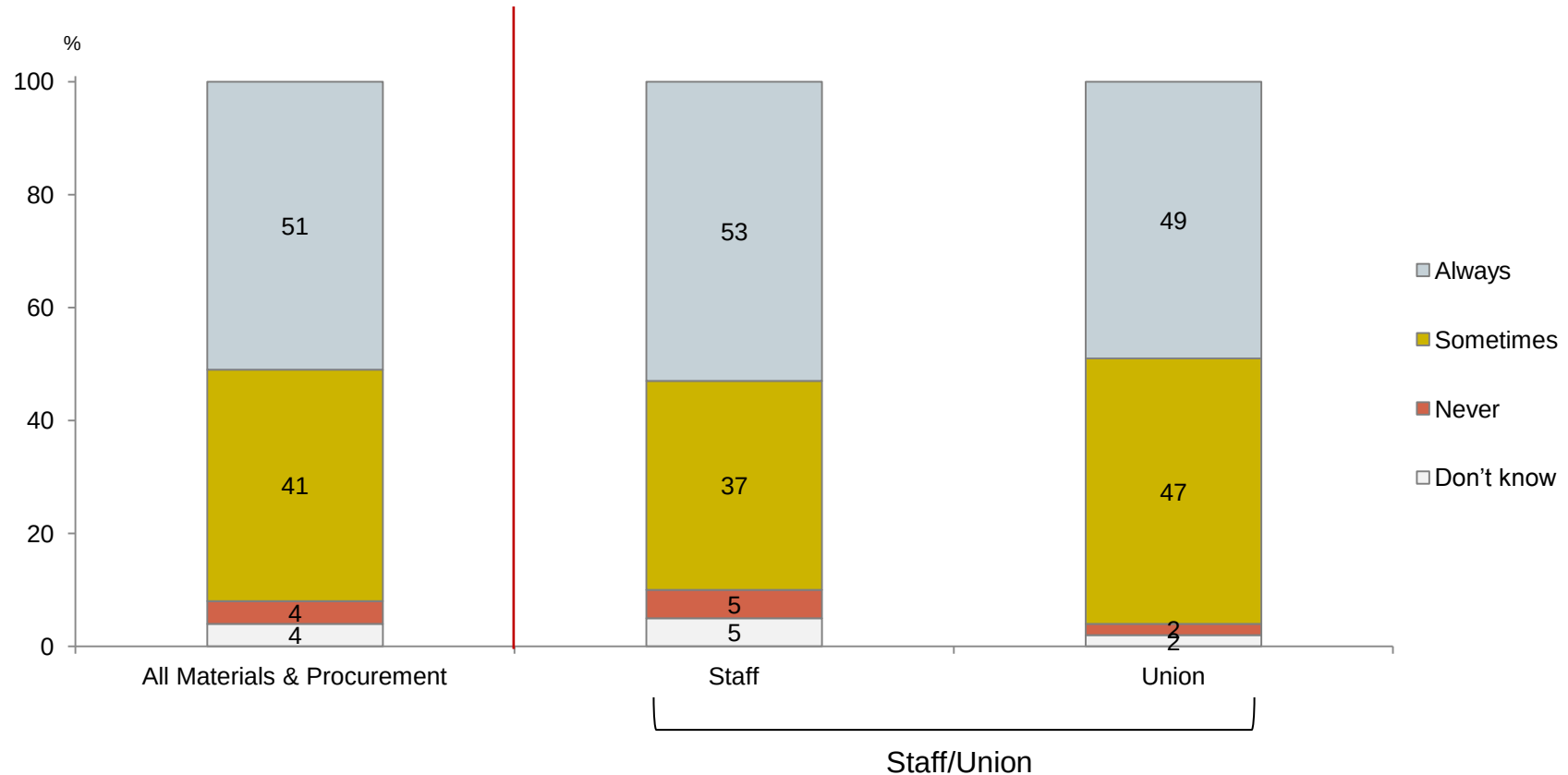


* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

SPEAKING HIGHLY OF THE TTC - BY EMPLOYEE POSITION

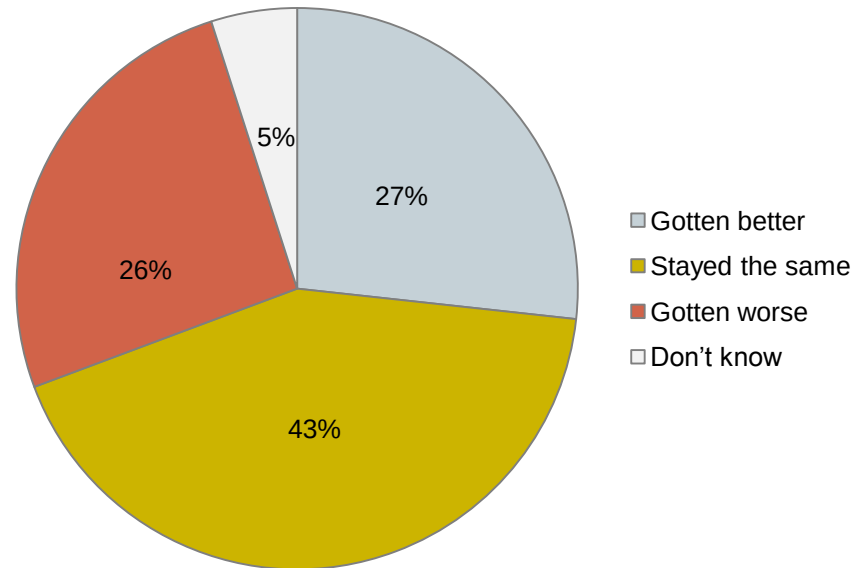


C2. I would speak highly of the TTC....: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.
Sample sizes vary by category.

CHANGE IN EXPERIENCE WORKING FOR THE TTC

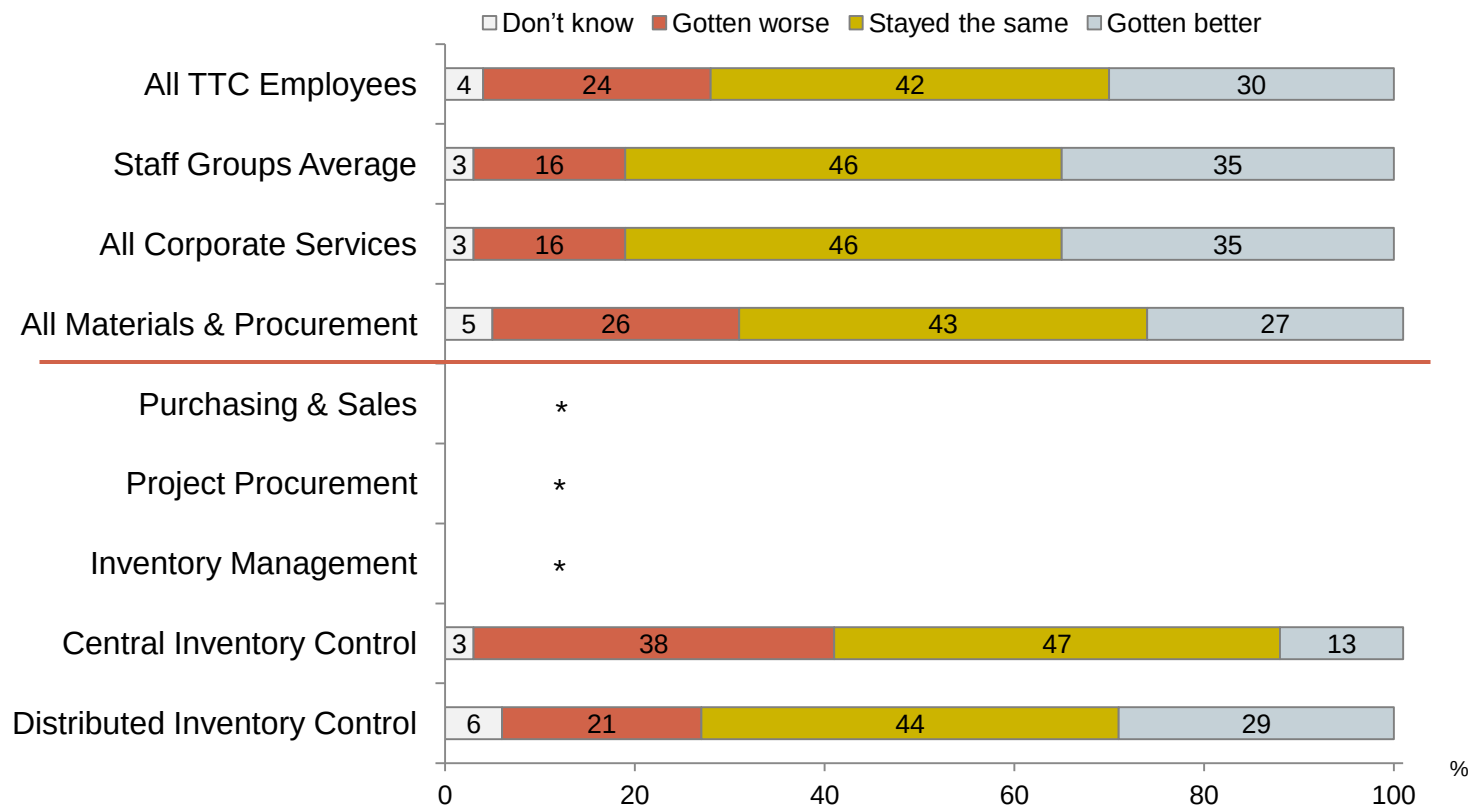
Materials & Procurement

Total
(n= 131)



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

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

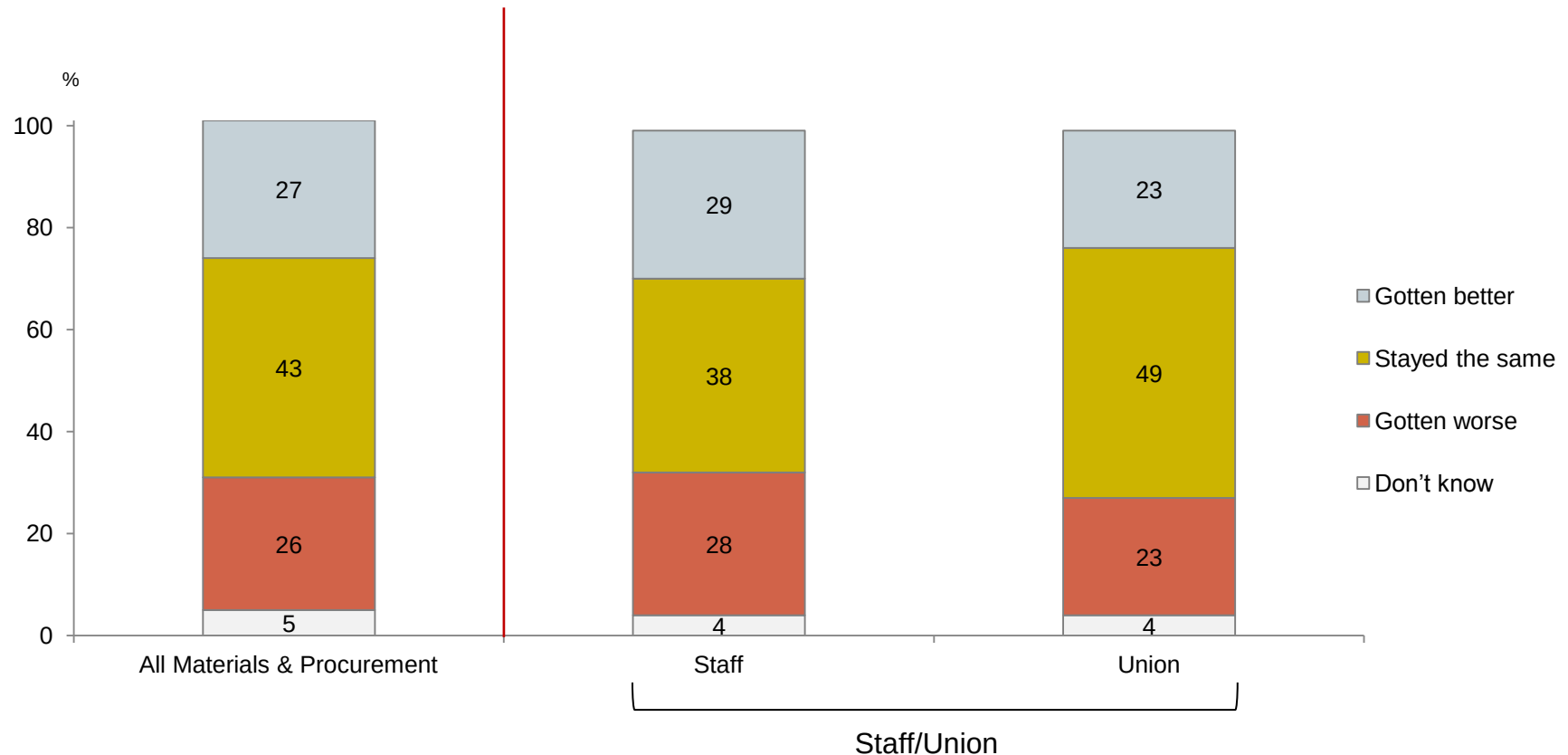


* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY EMPLOYEE POSITION

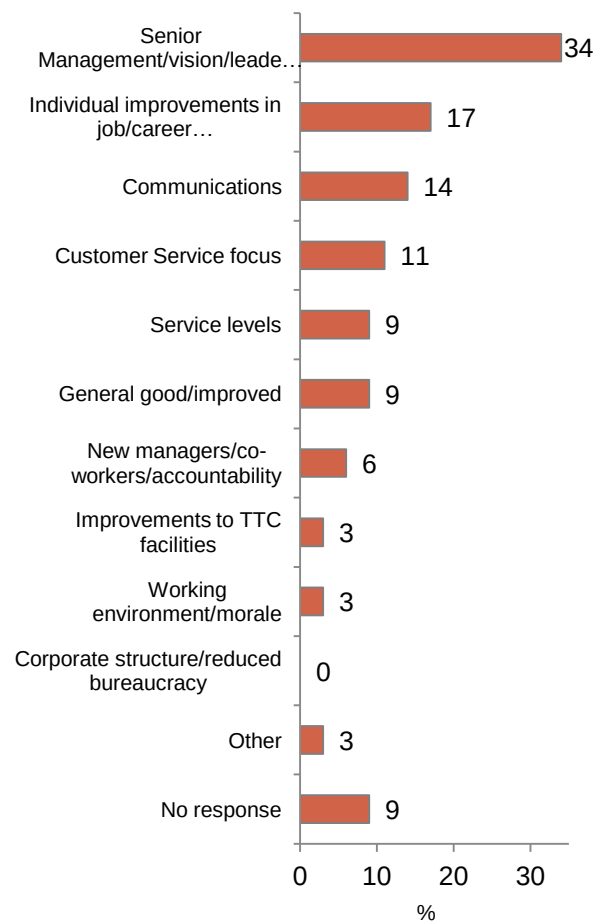


C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.
Sample sizes vary by category.

REASONS INDICATED FOR CHANGE IN EXPERIENCE

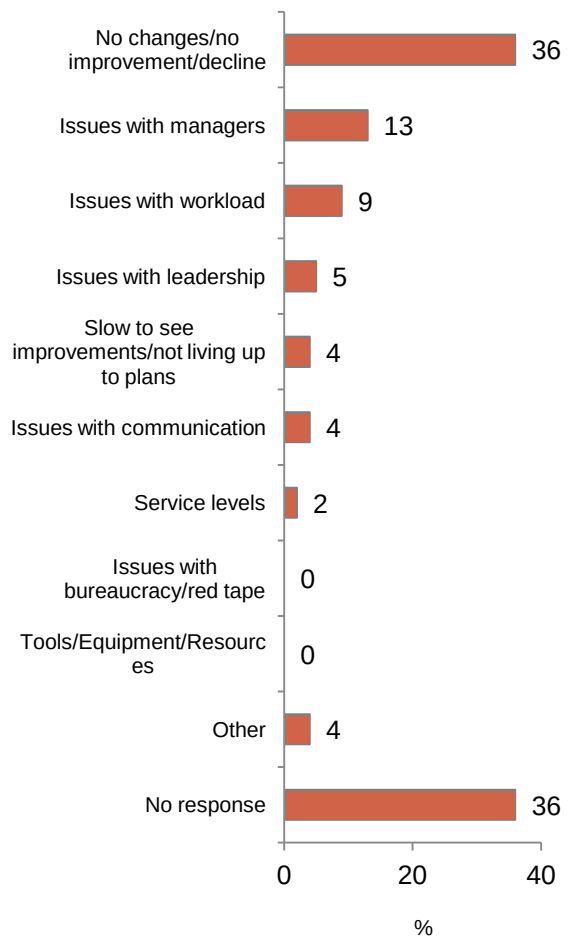
Employees indicating TTC has Gotten better

(n= 35)



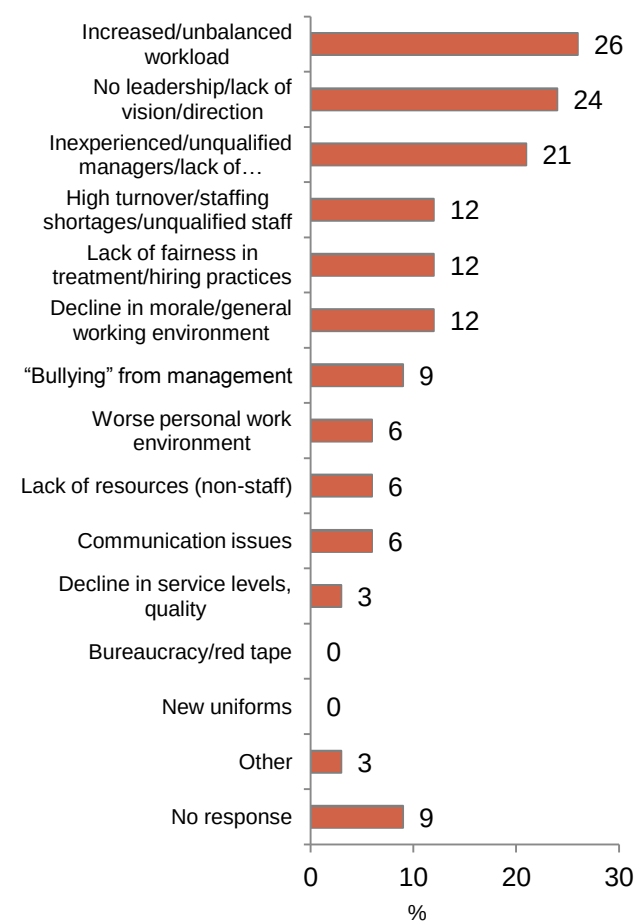
Employees indicating TTC has Stayed the same

(n= 55)



Employees indicating TTC has Gotten worse

(n= 34)



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 IMPROVE: PERFORMANCE AND REWARD

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Performance and Reward” as the third most impactful on Employee Engagement and as an area in which Materials & Procurement employees are relatively less satisfied, it is an Area to Improve.
- Employee satisfaction with the way the TTC recognizes and rewards employees is generally highest for Inventory Management (with some exceptions), and generally lowest for Distributed Inventory Control.
- Staff and union employees have similar satisfaction levels regarding Performance and Reward.
- Across the specific aspects of Performance and Reward, ratings were highest for, “The TTC offers good job security”, followed by “I am satisfied with my pay and benefits, given the job I do”. Ratings were lowest for, “At the TTC, the recognition and rewards are meaningful”, “Poor performance is not tolerated”, and “I am recognized for excellent performance”. These results regarding the highest scores were consistent for most cost centres, but the order of other attributes varied greatly depending upon the cost centre grouping. For instance, “Poor performance is not tolerated” scored very low for Central and Distributed Inventory Control, yet received one of the higher scores for Project Procurement.
- To improve employee satisfaction with their working environment, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - At the TTC, the recognition and / or rewards are meaningful
 - I am recognized for excellent performance
 - I am satisfied with the recognition I receive from my manager

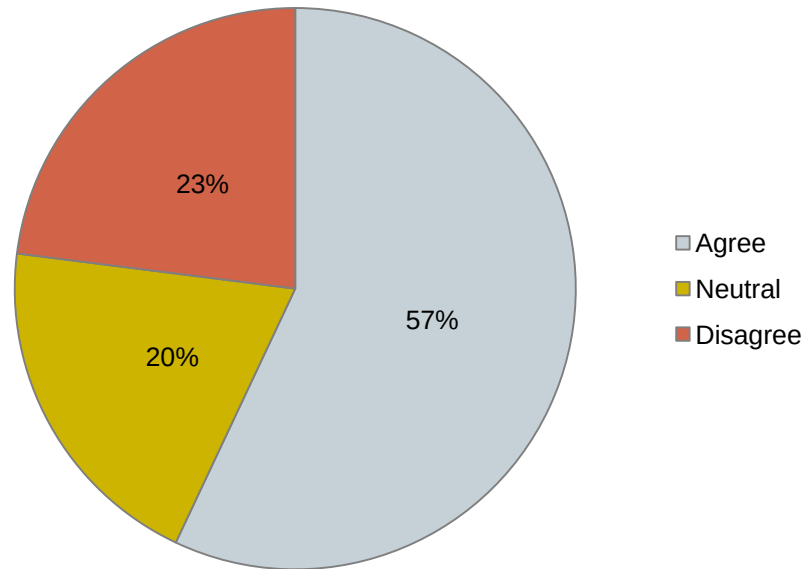
OVERALL RATINGS OF PERFORMANCE AND REWARD - MATERIALS & PROCUREMENT

Materials & Procurement

Total

(n= 131)

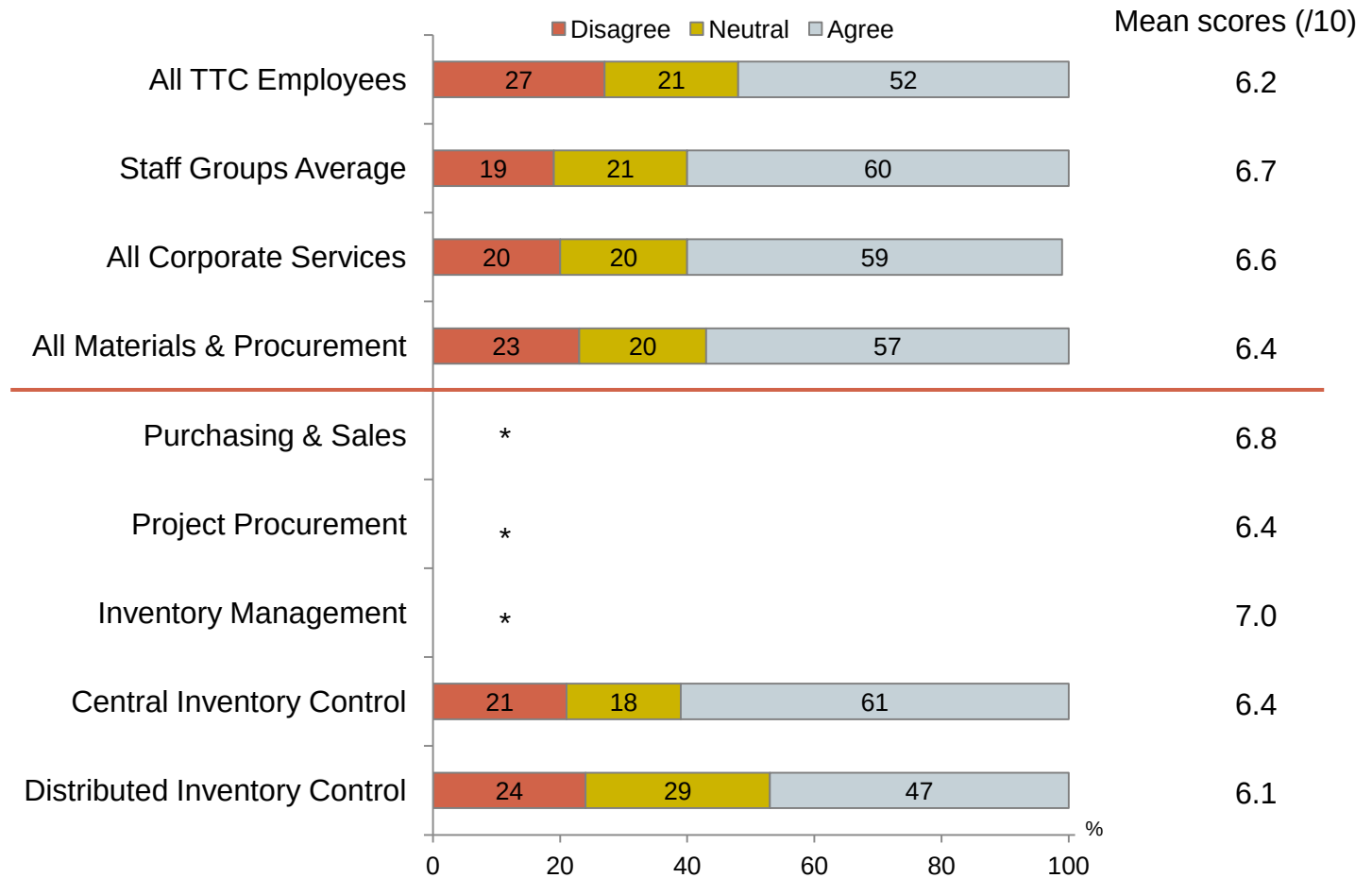
Mean=6.4



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

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

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



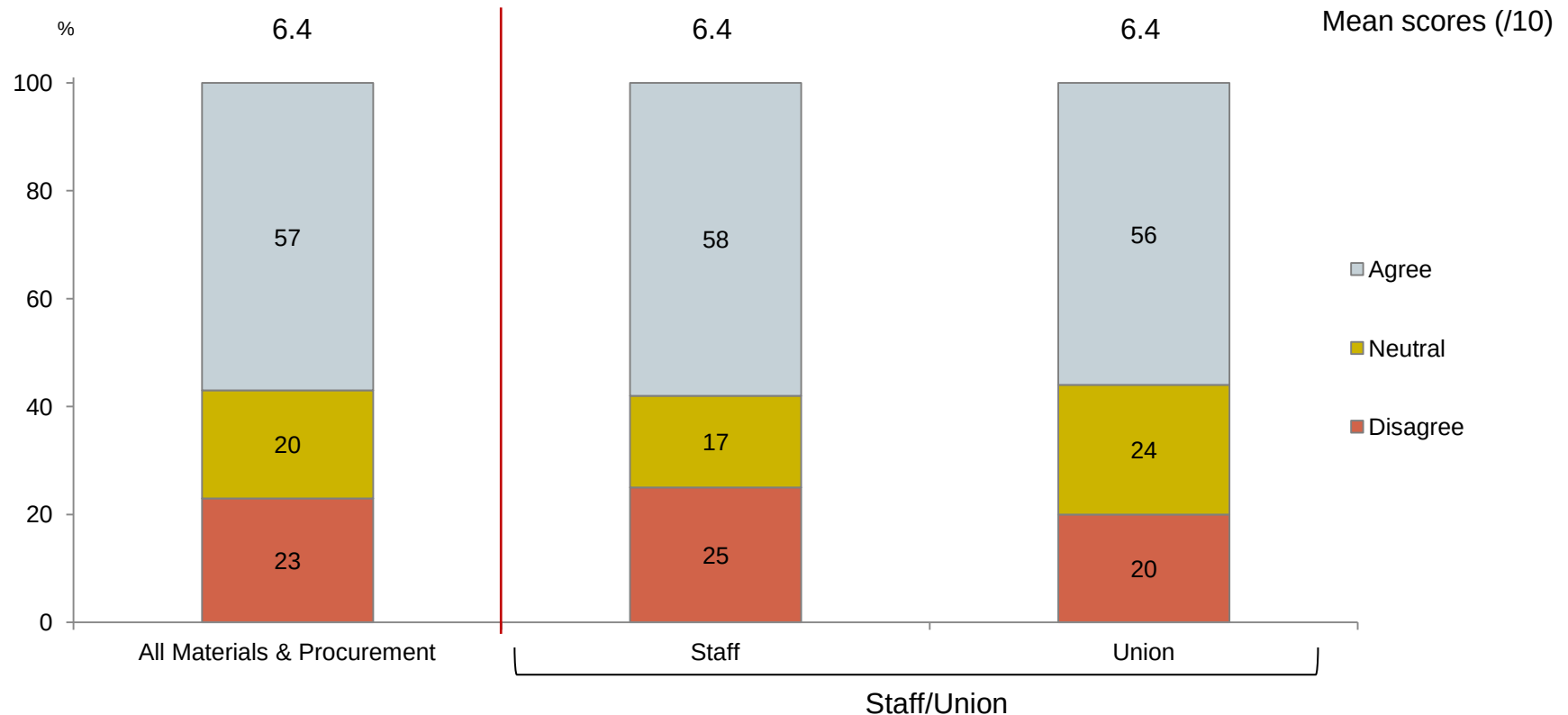
* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

OVERALL RATINGS OF PERFORMANCE AND REWARD - BY EMPLOYEE POSITION



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

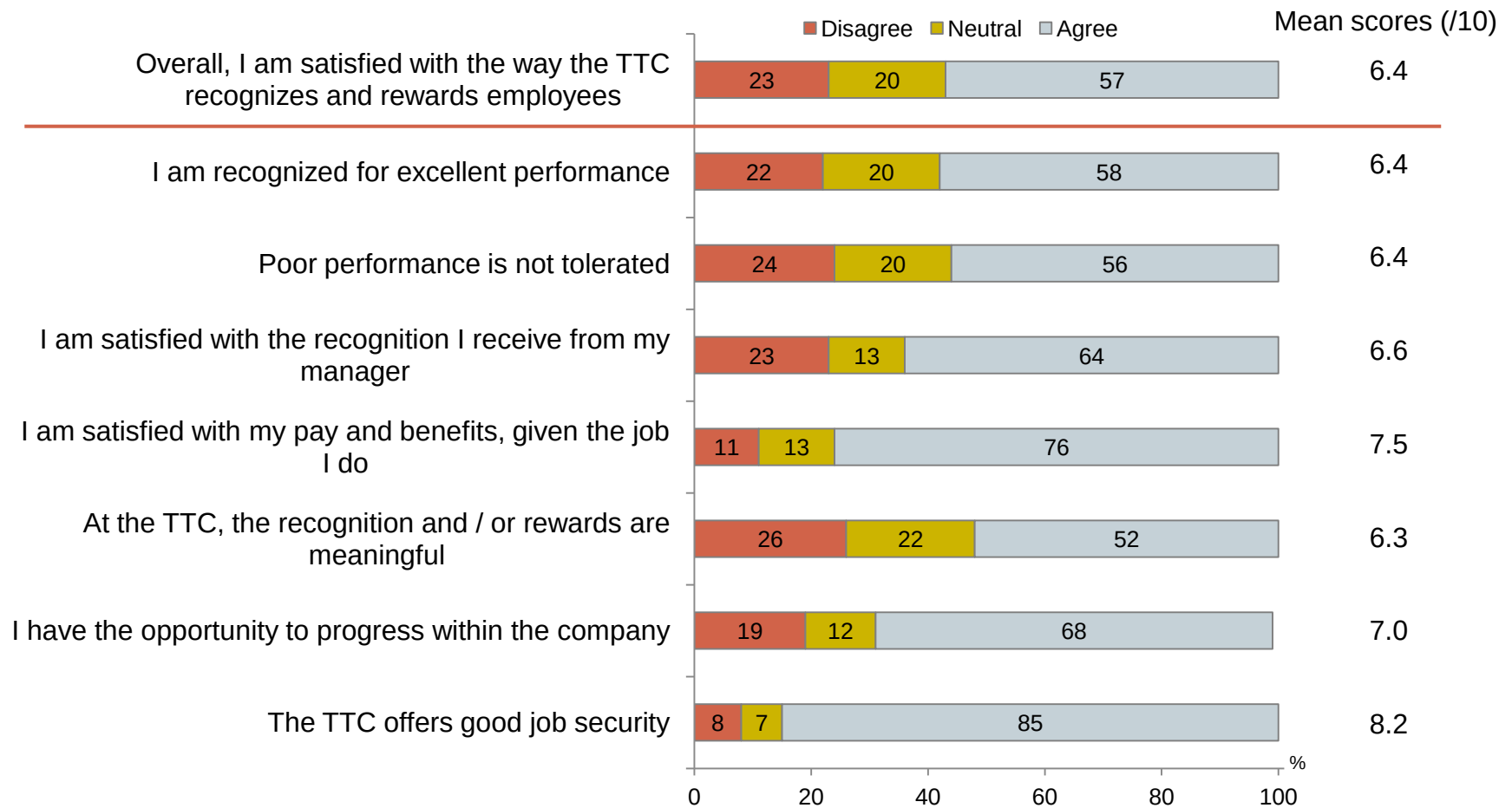
Overall, I am satisfied with the way the TTC recognizes and rewards employees.

Sample sizes vary by category.

3/26/2015

PERFORMANCE AND REWARD

- MATERIALS & PROCUREMENT



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.

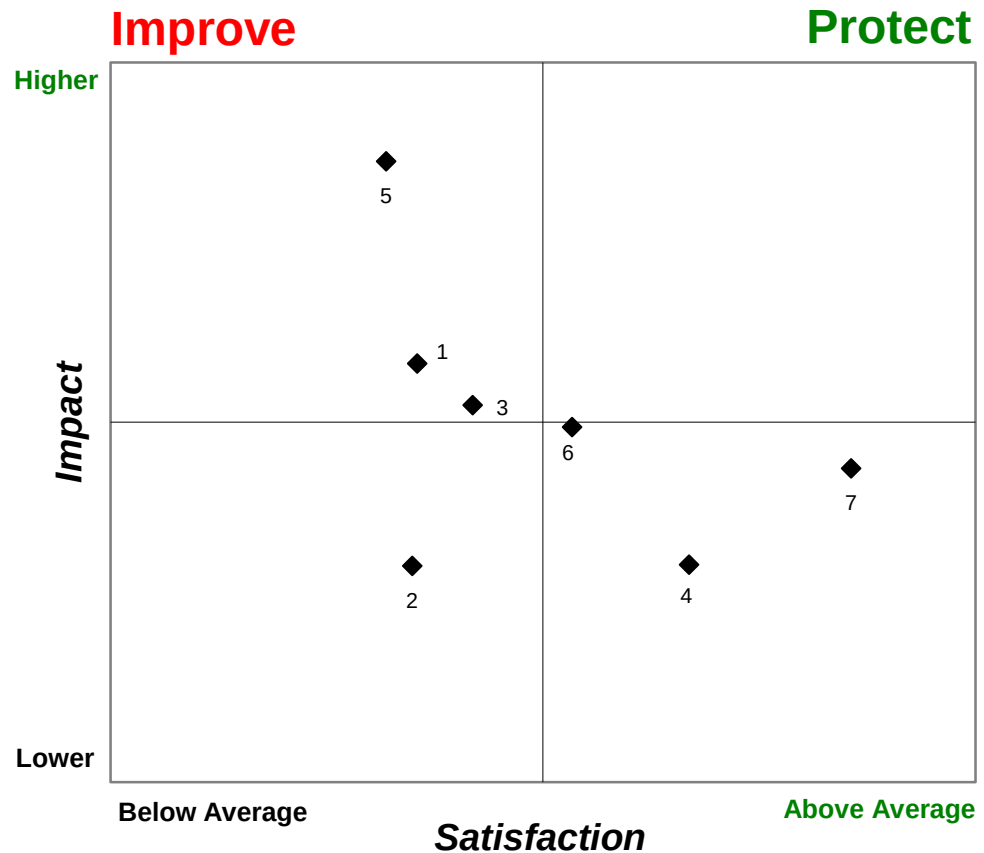
PERFORMANCE AND REWARD - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Materials & Procurement	Purchasin g & Sales	Project Procurement	Inventory Management	Central Inventory Control	Distributed Inventory Control
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.6	6.4	6.8	6.4	7.0	6.4	6.1
I am recognized for excellent performance	5.9	6.7	6.5	6.4	6.5	6.6	6.7	6.5	6.2
Poor performance is not tolerated	5.9	6.2	5.9	6.4	7.1	7.5	6.9	5.8	5.5
I am satisfied with the recognition I receive from my manager	6.0	6.9	6.7	6.6	6.9	6.1	6.8	6.8	6.6
I am satisfied with my pay and benefits, given the job I do	7.7	7.4	7.4	7.5	7.7	7.9	7.2	7.8	7.1
At the TTC, the recognition and / or rewards are meaningful	5.9	6.3	6.2	6.3	6.5	5.3	6.8	6.8	6.3
I have the opportunity to progress within the company	6.9	6.6	6.7	7.0	7.0	6.5	7.0	7.1	7.3
The TTC offers good job security	8.3	8.4	8.5	8.2	8.7	8.5	7.8	7.7	8.3

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

Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - MATERIALS & PROCUREMENT



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 6.2 to 8.2.
Impact values range between 19% to 62%.

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 Materials & Procurement employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their training and development is highest for Inventory Management, and generally lowest for Purchasing & Sales and Distributed Inventory Control.
- Satisfaction with training and development is similar for both staff and unionized employees.
- Across the specific aspects of Training and Development, ratings were highest for, “The TTC provides ongoing training opportunities so I can develop my skills”. Ratings were lowest for, “The way people are selected for jobs in the TTC is fair”. These results were consistent for most cost centre groupings, though for Central Inventory Control, ratings for the on-boarding/induction experience and having the right sort of training to do one’s job received higher scores than ongoing training opportunities.
- To improve employee satisfaction with Training and Development, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - The way people are selected for jobs in the TTC is fair
 - I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor
- 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 am satisfied with the support I receive on my personal development
 - My on-boarding/induction experience was positive

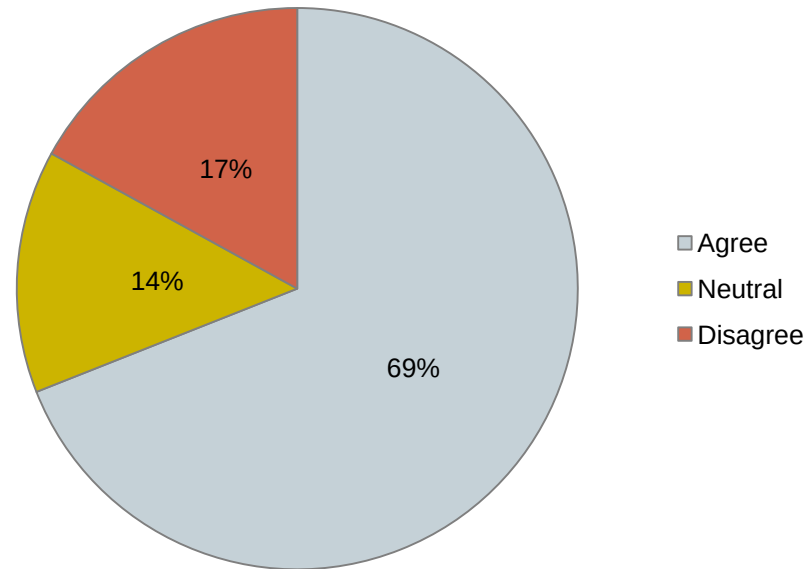
OVERALL RATINGS OF TRAINING AND DEVELOPMENT - MATERIALS & PROCUREMENT

Materials & Procurement

Total

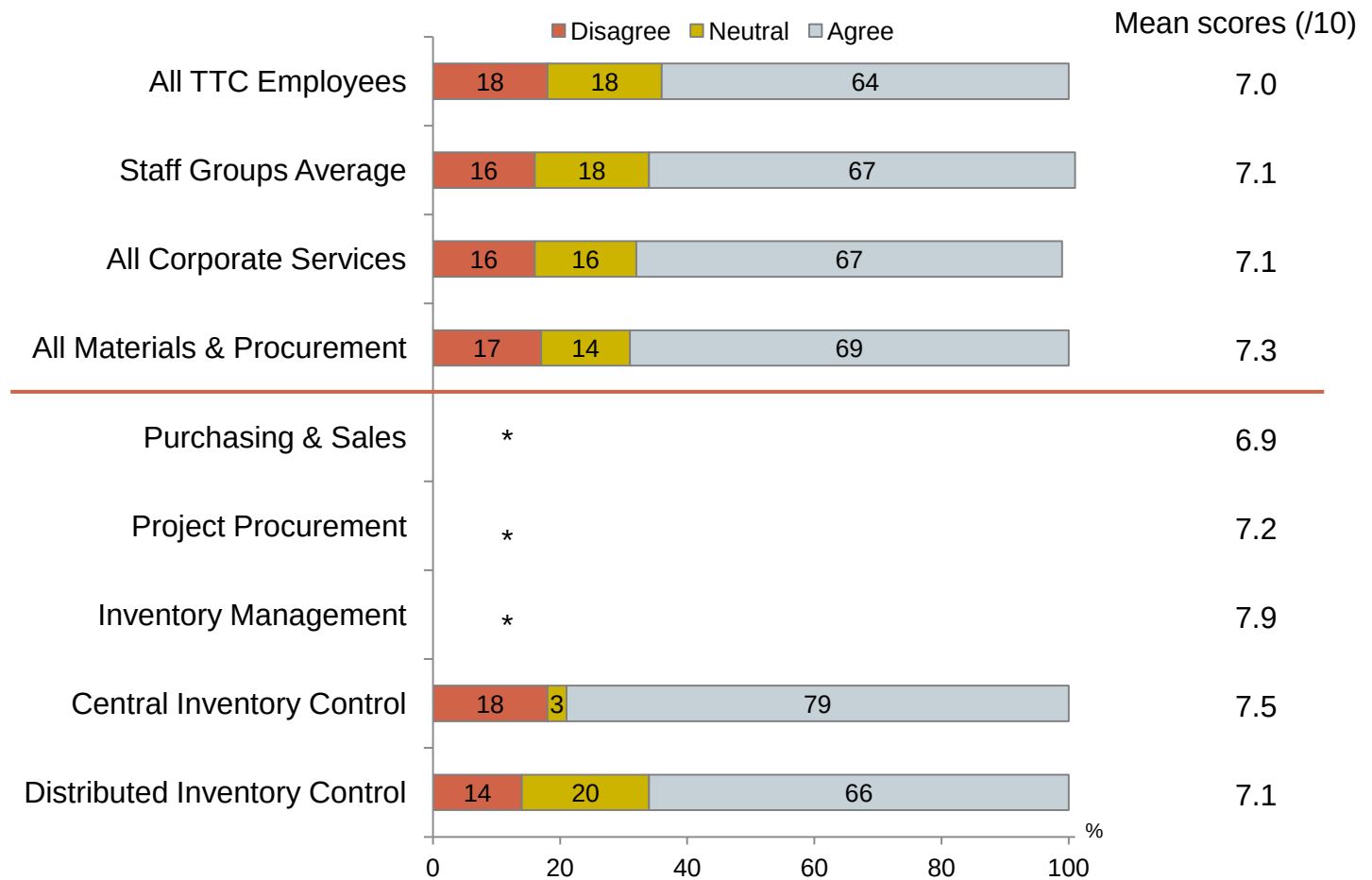
(n= 133)

Mean=7.3



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

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



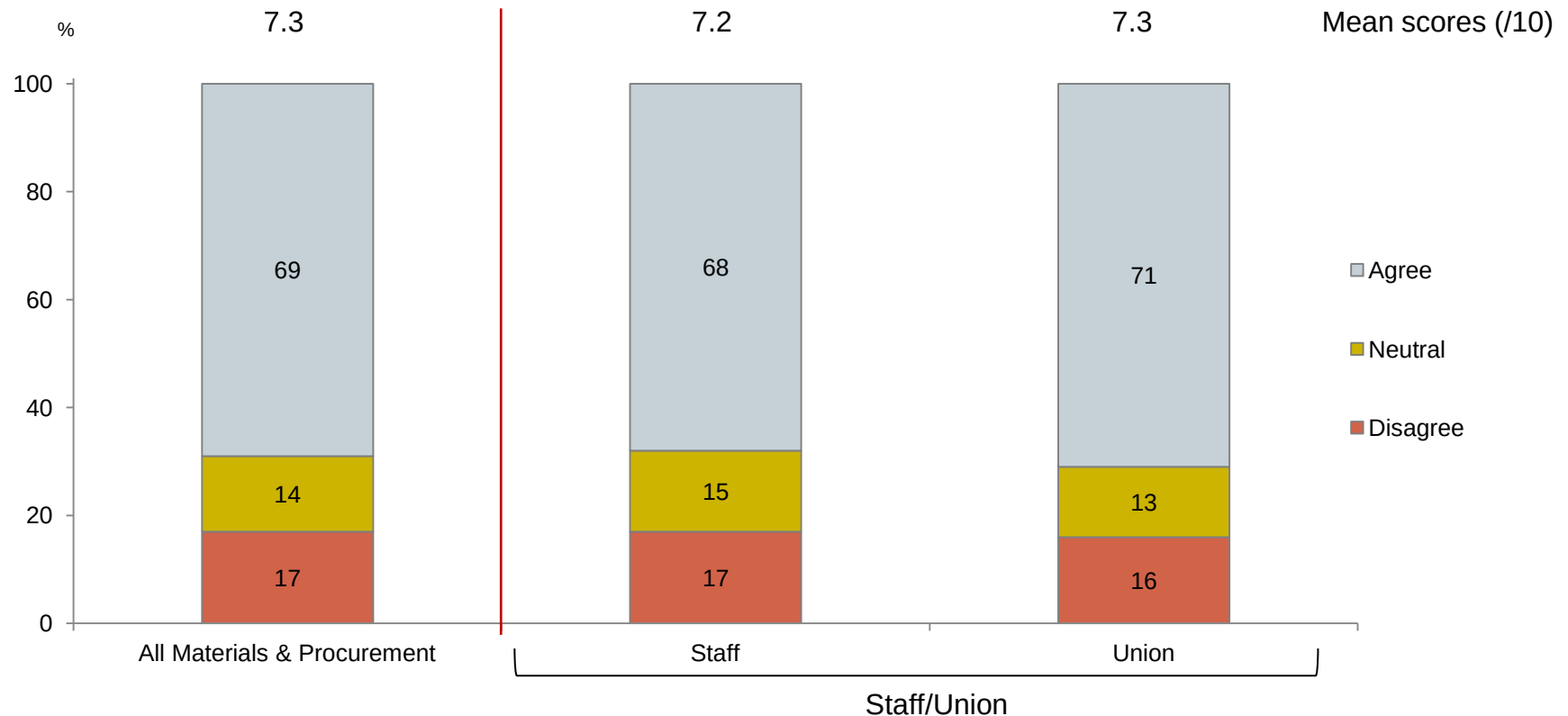
* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

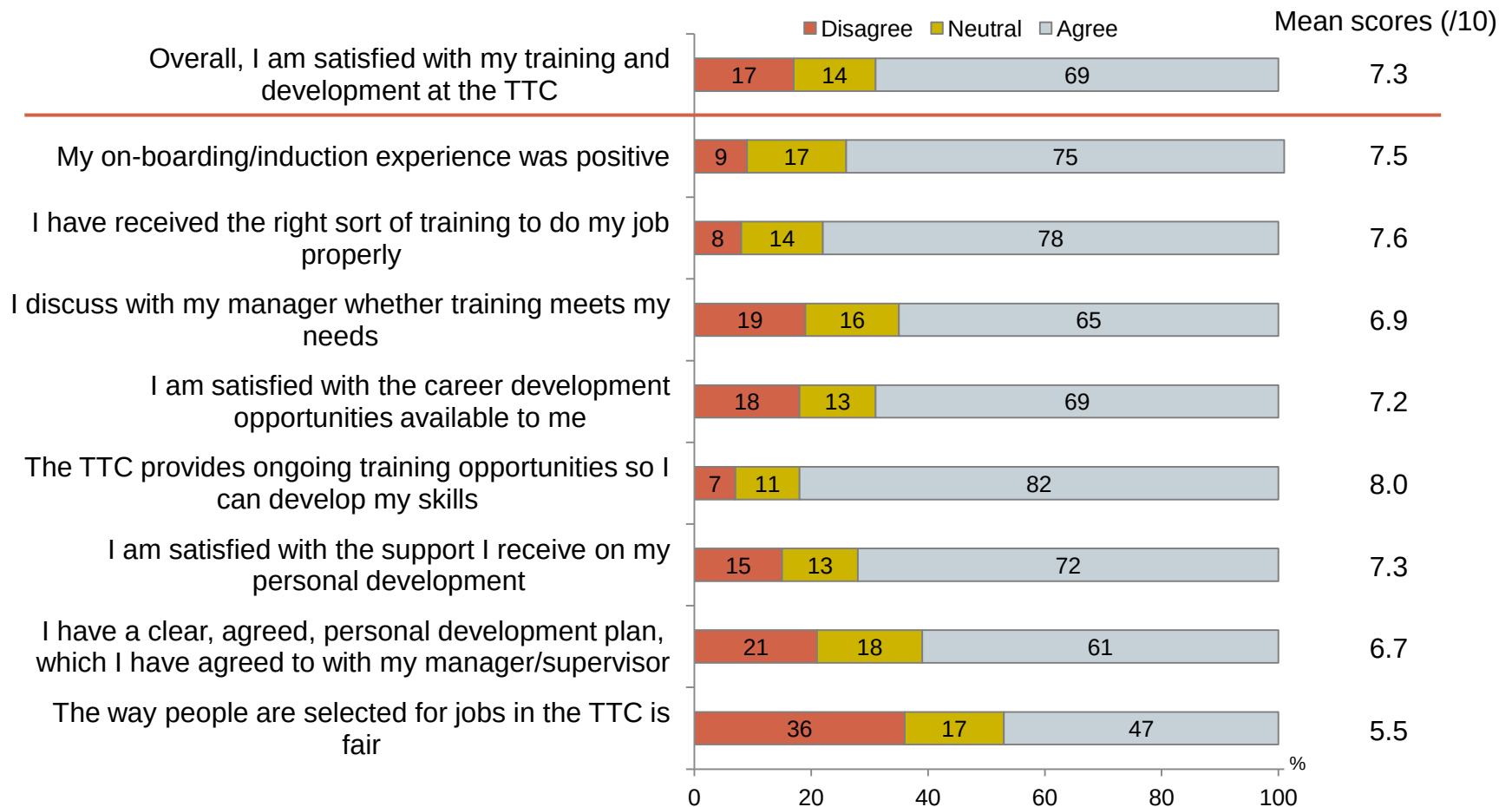
OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY EMPLOYEE POSITION



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

TRAINING AND DEVELOPMENT

- MATERIALS & PROCUREMENT



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

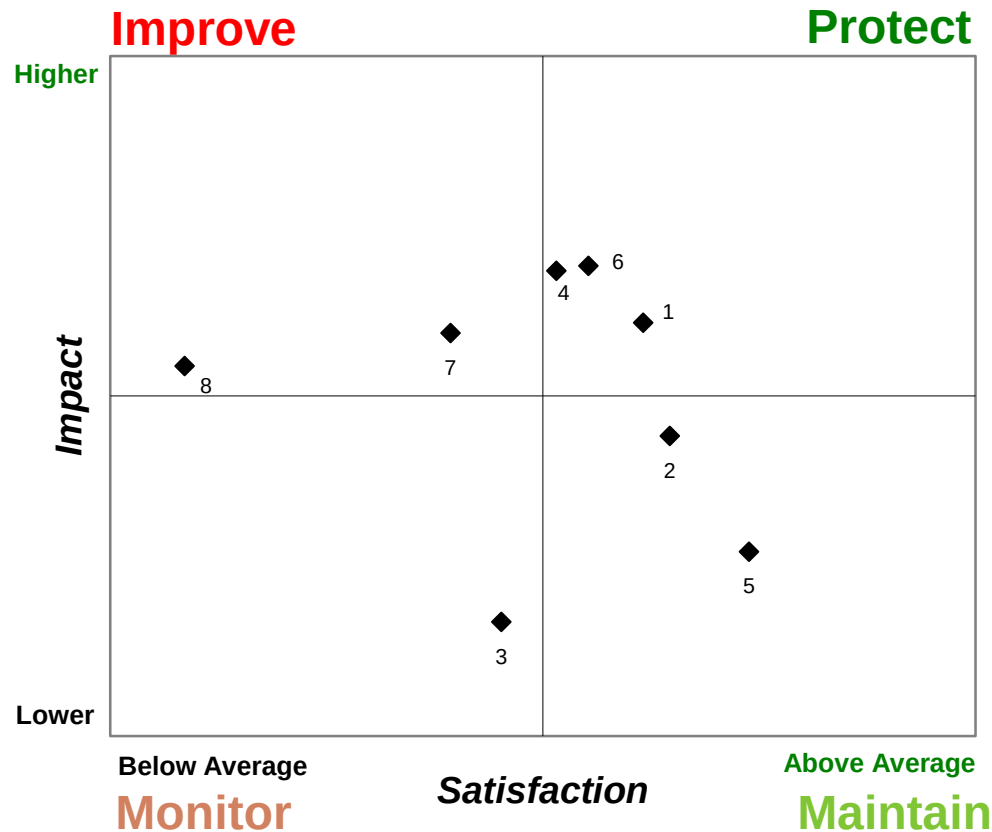
Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Materials & Procurement	Purchasing & Sales	Project Procurement	Inventory Management	Central Inventory Control	Distributed Inventory Control
Overall, I am satisfied with my training and development at the TTC	7.0	7.1	7.1	7.3	6.9	7.2	7.9	7.5	7.1
My on-boarding/induction experience was positive	7.9	7.9	7.9	7.5	6.8	7.9	**	7.9	7.3
I have received the right sort of training to do my job properly	7.6	7.7	7.6	7.6	7.6	7.7	8.2	7.9	7.2
I discuss with my manager whether training meets my needs	6.7	7.5	7.4	6.9	7.0	6.2	7.8	7.1	6.6
I am satisfied with the career development opportunities available to me	6.9	6.9	6.9	7.2	6.7	7.0	7.8	7.2	7.3
The TTC provides ongoing training opportunities so I can develop my skills	7.0	7.5	7.5	8.0	8.1	8.1	8.8	7.7	7.7
I am satisfied with the support I receive on my personal development	6.5	7.1	7.0	7.3	7.4	7.2	8.0	7.2	6.9
I have a clear, agreed, personal development plan, agreed to with my manager/supervisor	5.5	6.3	6.2	6.7	6.7	7.2	7.9	6.3	6.1
The way people are selected for jobs in the TTC is fair	5.6	5.7	5.6	5.5	6.1	5.7	6.8	5.3	4.8

** 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 - MATERIALS & PROCUREMENT



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 5.5 to 8.0.
Impact values range between 33% to 61%.

AREA TO MAINTAIN: YOUR JOB

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 Job” as having a moderate impact on Employee Engagement overall and is an area with which Materials & Procurement employees are, for the most part, satisfied, making this an Area to Maintain.
- Mean satisfaction scores for Your Job were generally highest for Inventory Management, and generally lowest for Central Inventory Control and Project Procurement. However this was not always consistent across all attributes within Your Job.
- There was little difference in satisfaction between staff and 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”. Ratings were lowest for, “I feel motivated in my job.” These results were generally consistent for most cost centres with one or two slight exceptions.
- To maintain high levels of employee satisfaction with their job, Opportunity Analysis identifies the following key Areas to Improve:
 - I feel motivated in my job
 - My work enables me to use my skills and abilities
- On key Area to Protect was identified: “In my job, I feel able to put customers first”.

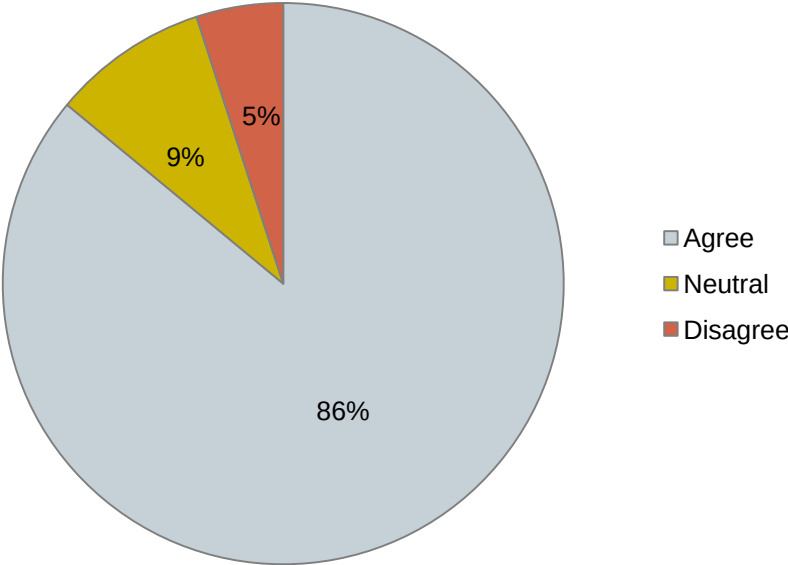
OVERALL RATINGS OF YOUR JOB - MATERIALS & PROCUREMENT

Materials & Procurement

Total

(n= 132)

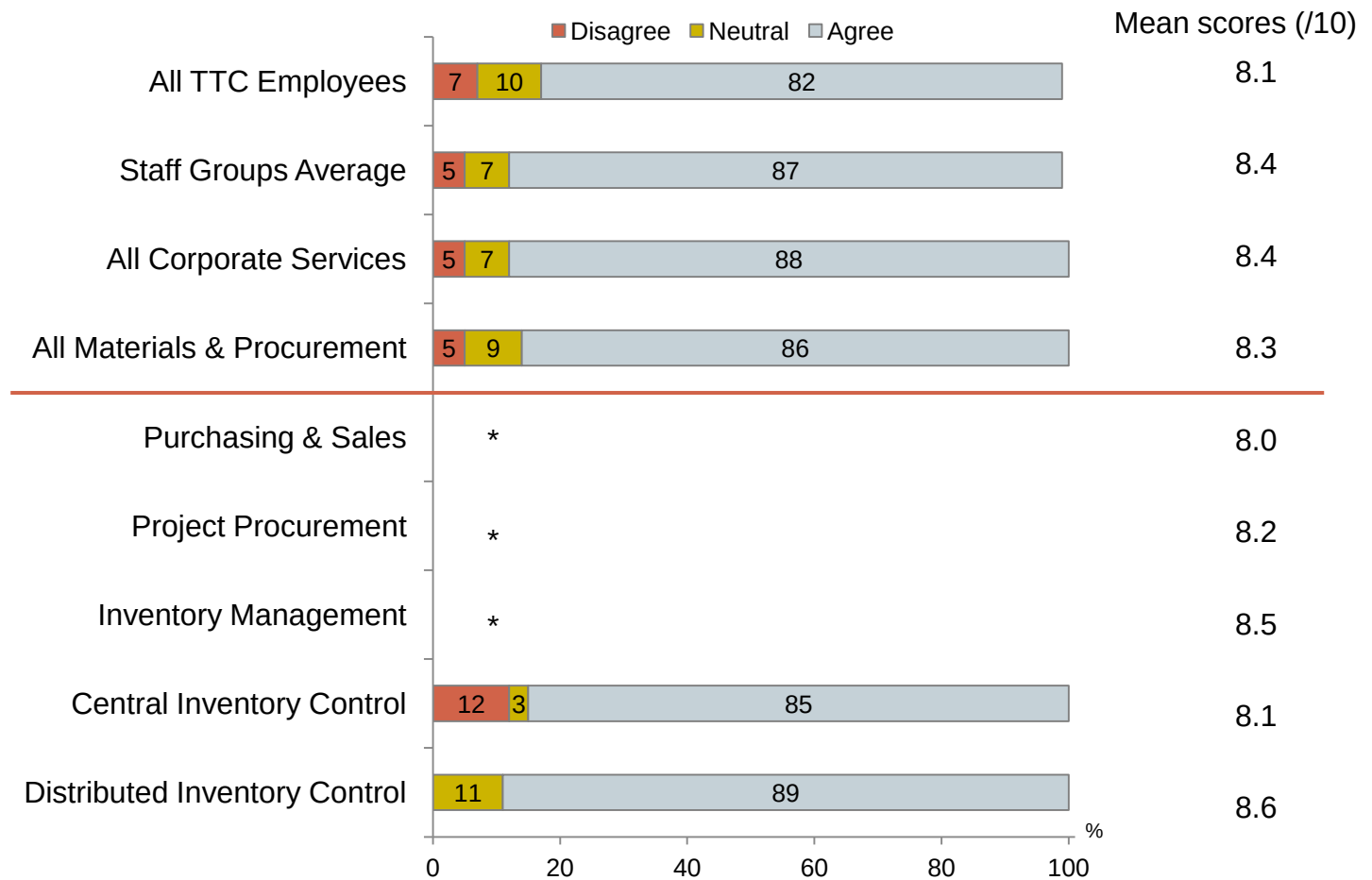
Mean=8.3



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

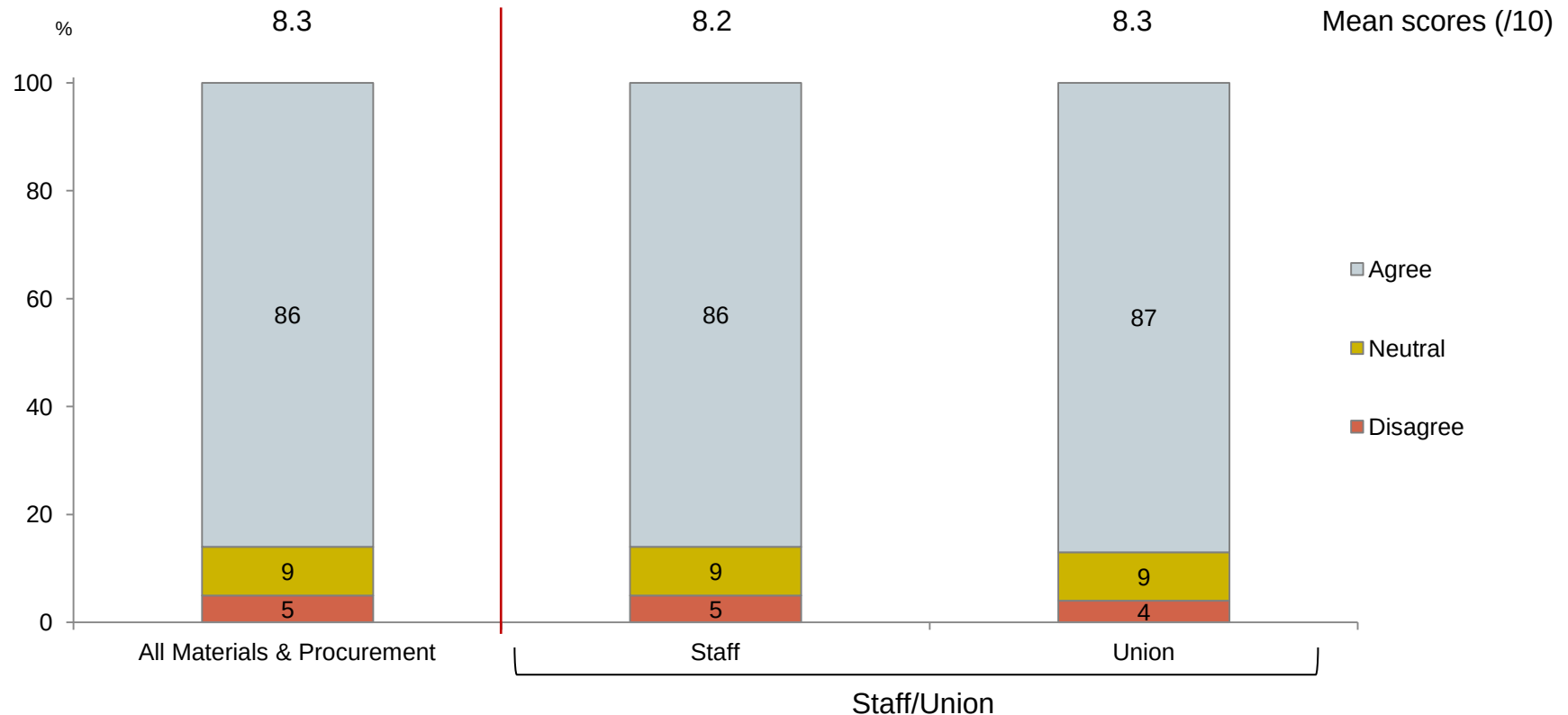
OVERALL RATINGS OF YOUR JOB

- BY COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.
 B1. How much do you agree or disagree with each of the following statements about your job ?
 Overall, I am satisfied with the job I do at the TTC.
 Sample sizes vary by category.

OVERALL RATINGS OF YOUR JOB - BY EMPLOYEE POSITION



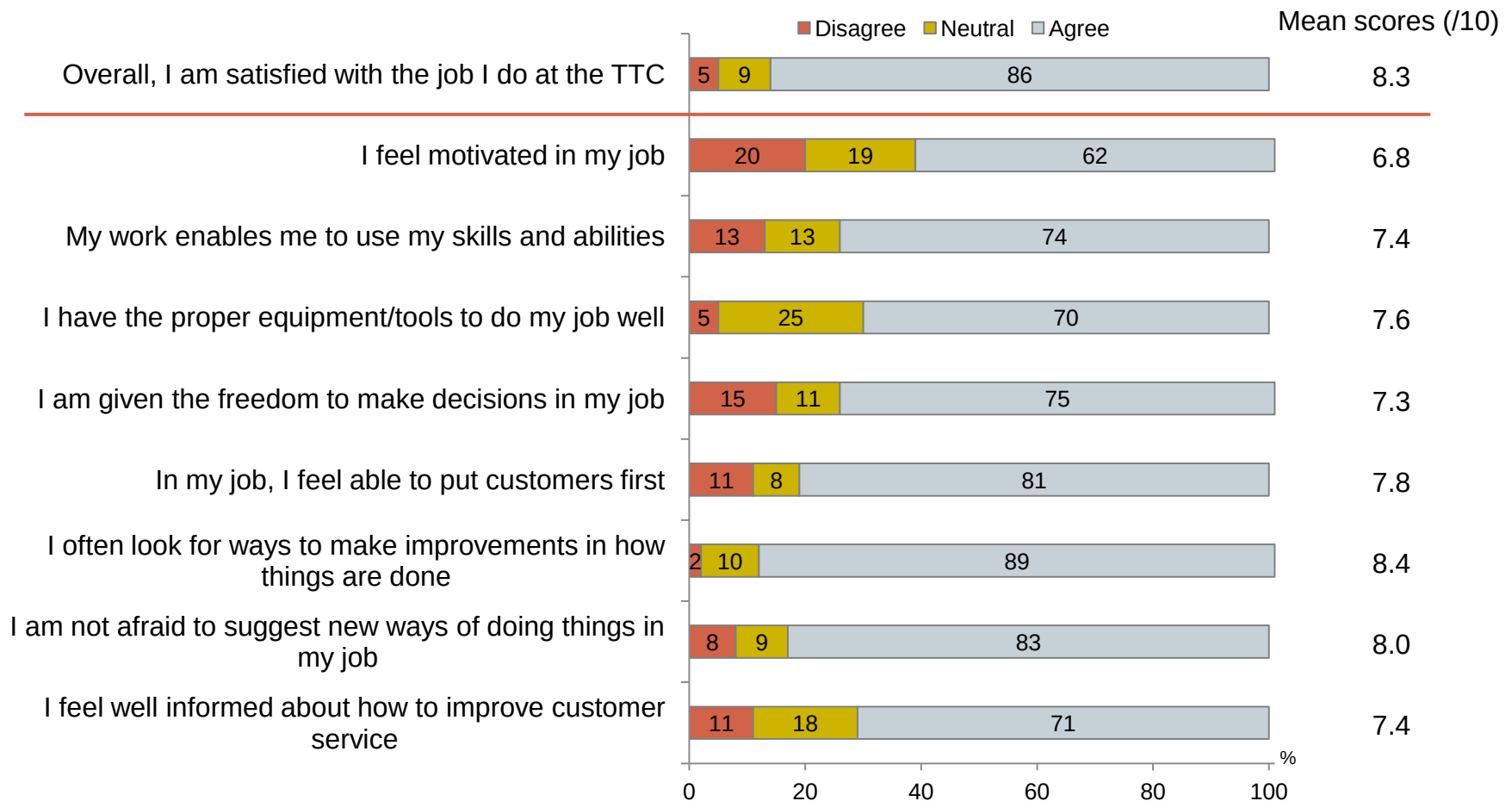
B1. How much do you agree or disagree with each of the following statements about your job,?

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

Sample sizes vary by category.

3/26/2015

YOUR JOB - MATERIALS & PROCUREMENT



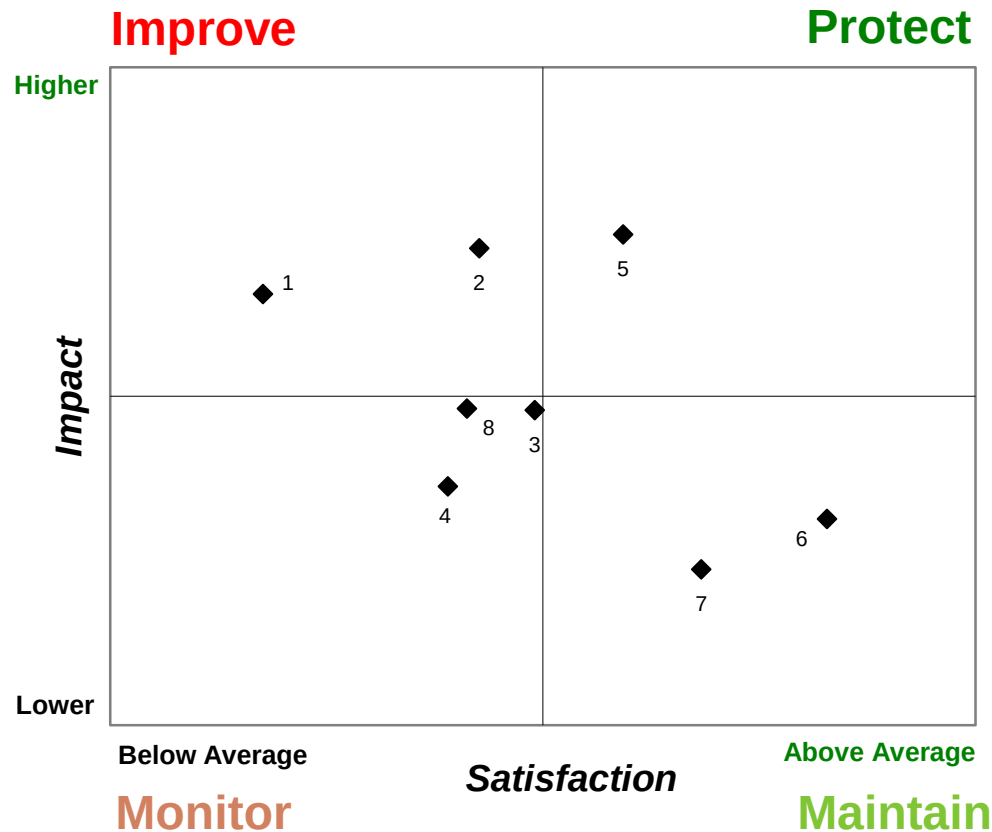
B1. How much do you agree or disagree with each of the following statements about your job?
Sample sizes vary by attribute.

YOUR JOB - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Materials & Procurement	Purchasing & Sales	Project Procurement	Inventory Management	Central Inventory Control	Distributed Inventory Control
Overall, I am satisfied with the job I do at the TTC	8.1	8.4	8.4	8.3	8.0	8.2	8.5	8.1	8.6
I feel motivated in my job	7.0	7.3	7.4	6.8	7.0	6.4	7.5	6.5	7.0
My work enables me to use my skills and abilities	7.3	7.7	7.7	7.4	7.5	7.0	7.6	7.2	7.6
I have the proper equipment/tools to do my job well	6.8	7.3	7.2	7.6	7.5	7.6	8.2	7.3	7.5
I am given the freedom to make decisions in my job	6.5	7.3	7.3	7.3	7.6	6.3	8.6	7.2	7.3
In my job, I feel able to put customers first	7.5	7.9	7.9	7.8	8.1	6.9	8.6	7.7	7.9
I often look for ways to make improvements in how things are done	8.1	8.6	8.5	8.4	8.8	8.0	9.0	8.4	8.0
I am not afraid to suggest new ways of doing things in my job	7.6	8.3	8.2	8.0	8.3	6.7	8.8	8.1	8.1
I feel well informed about how to improve customer service	6.8	7.6	7.7	7.4	8.1	7.4	8.4	7.3	6.5

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

OPPORTUNITY ANALYSIS: YOUR JOB - MATERIALS & PROCUREMENT



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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 6.9 to 8.4.
Impact values range between 13% to 46%.

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 Materials & Procurement employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their colleagues or co-workers is generally highest for Inventory Management, and generally lowest for Central Inventory Control.
- Staff are slightly more satisfied with their colleagues or co-workers than union employees.
- Across the specific qualities of Your Team, several measures received scores close to each other, though ratings were lowest for, “I feel that workload is fairly distributed on my team”, and “There is good morale on my team”. These results were consistent for most cost centre groupings, at least in regards to which qualities received lower scores.
- 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

SECTION SUMMARY

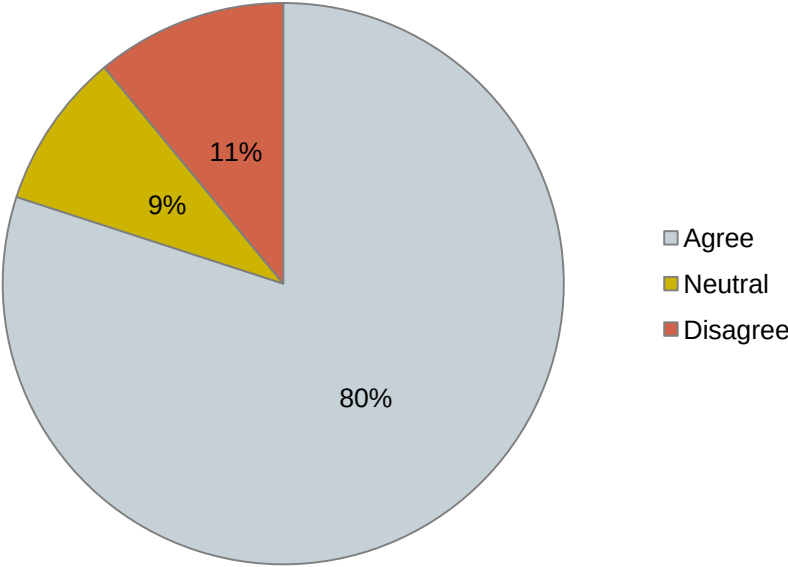
Regular Team Meetings

- 65% of Materials & Procurement employees indicate they have regular team meetings
- Central Inventory Control had a higher proportion of employees (50%) that report meeting regularly, compared to Distributed Inventory Control (36%).
- Much higher proportions of staff indicated they meet regularly compared to union employees (82% vs. 38% respectively).
- Among employees who have regular meetings, almost all (94%) indicated they were held frequently enough.
- Most employees who have regular meetings agree they are useful. Usefulness of meetings was scored highest by Distributed Inventory Control and lowest by Project Procurement. Though sample sizes are small, there are some differences by employee category, with union employees rating meetings as more useful than staff.

OVERALL RATINGS OF YOUR TEAM - MATERIALS & PROCUREMENT

Materials & Procurement

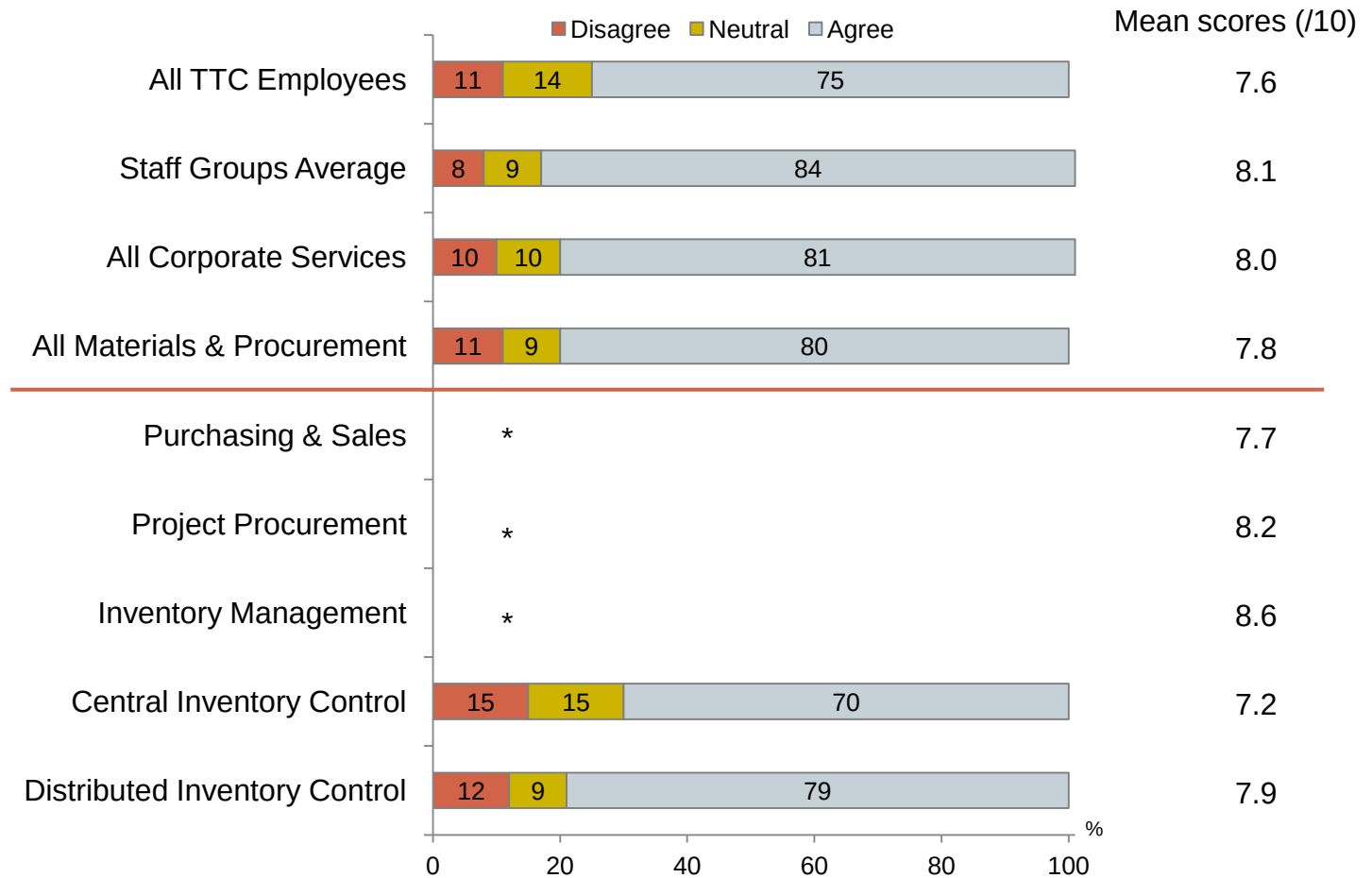
Total
(n= 130)
Mean=7.8



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

OVERALL RATINGS OF YOUR TEAM

- BY COST CENTRE/GROUPING



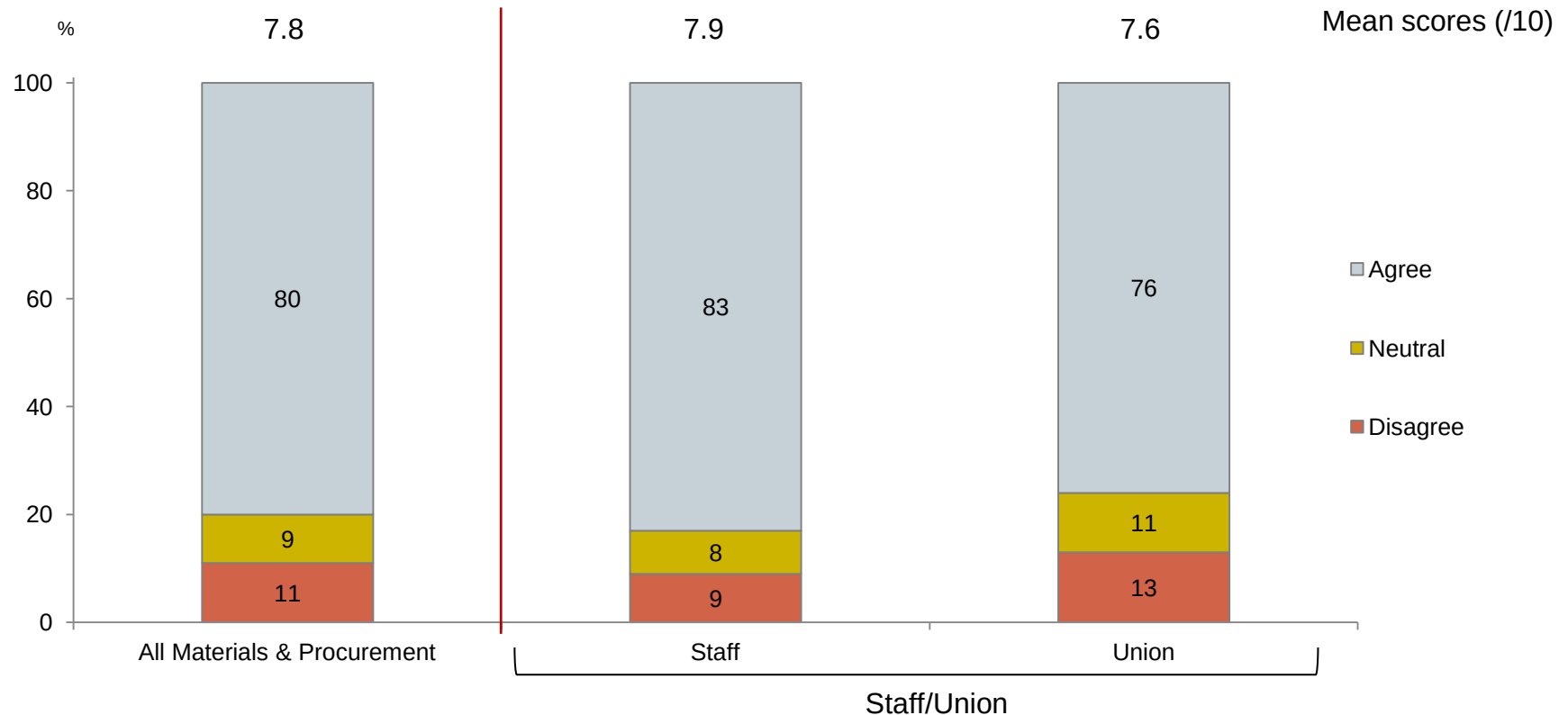
* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

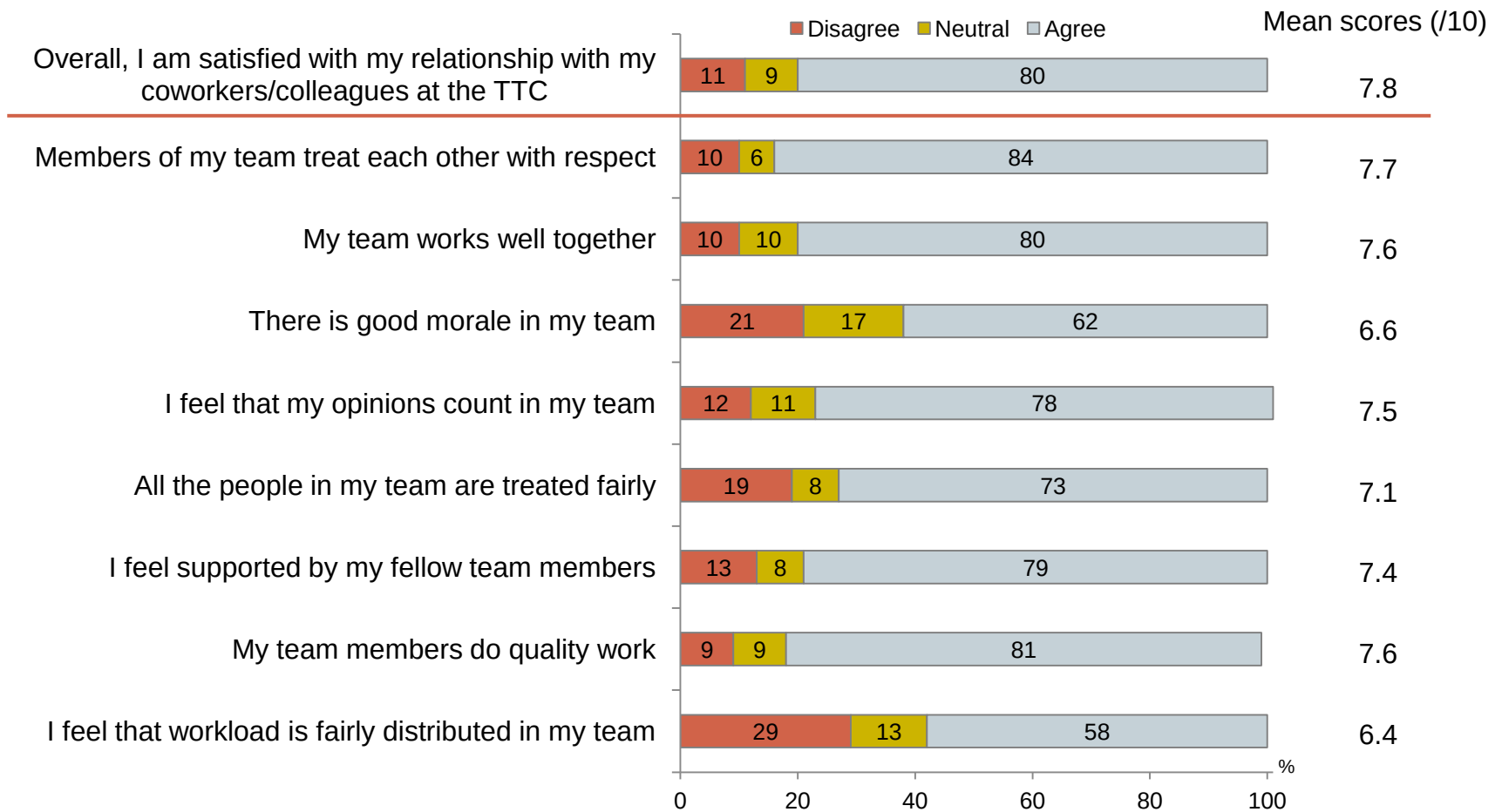
OVERALL RATINGS OF YOUR TEAM - BY EMPLOYEE POSITION



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

YOUR TEAM

- MATERIALS & PROCUREMENT



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

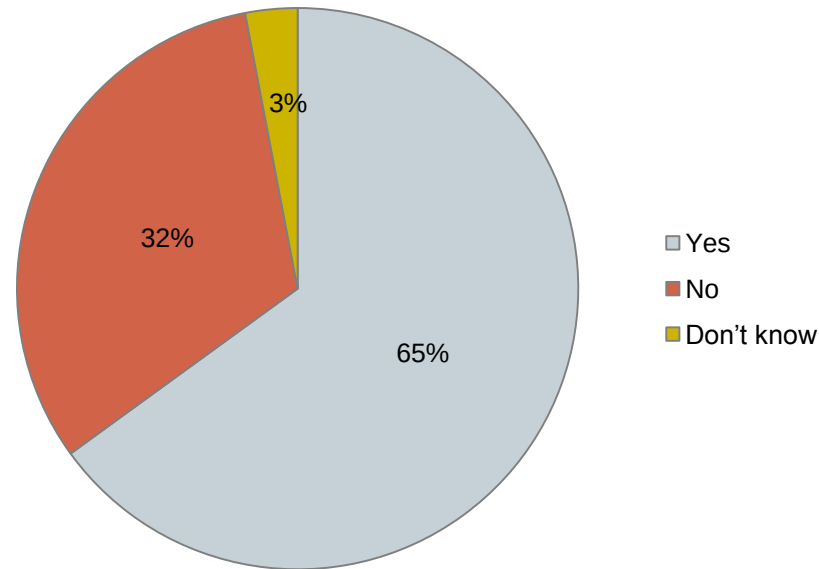
Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Materials & Procurement	Purchasing & Sales	Project Procurement	Inventory Management	Central Inventory Control	Distributed Inventory Control
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.0	7.8	7.7	8.2	8.6	7.2	7.9
Members of my team treat each other with respect	7.4	8.0	7.8	7.7	8.1	8.0	8.5	6.9	7.9
My team works well together	7.3	7.9	7.8	7.6	7.7	7.9	8.2	7.1	7.7
There is good morale in my team	6.5	7.3	7.1	6.6	6.2	6.4	6.3	6.7	7.3
I feel that my opinions count in my team	7.0	7.9	7.7	7.5	7.6	7.7	7.8	7.2	7.5
All the people in my team are treated fairly	6.7	7.5	7.3	7.1	7.0	7.0	8.1	6.7	7.4
I feel supported by my fellow team members	7.2	7.9	7.7	7.4	7.3	7.7	8.2	6.7	7.6
My team members do quality work	7.5	8.1	8.0	7.6	7.6	8.1	8.6	7.3	7.4
I feel that workload is fairly distributed in my team	6.5	7.0	6.8	6.4	5.3	6.2	7.6	6.5	7.0

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.

HOLDING REGULAR TEAM MEETINGS

Materials & Procurement

Total
(n= 130)



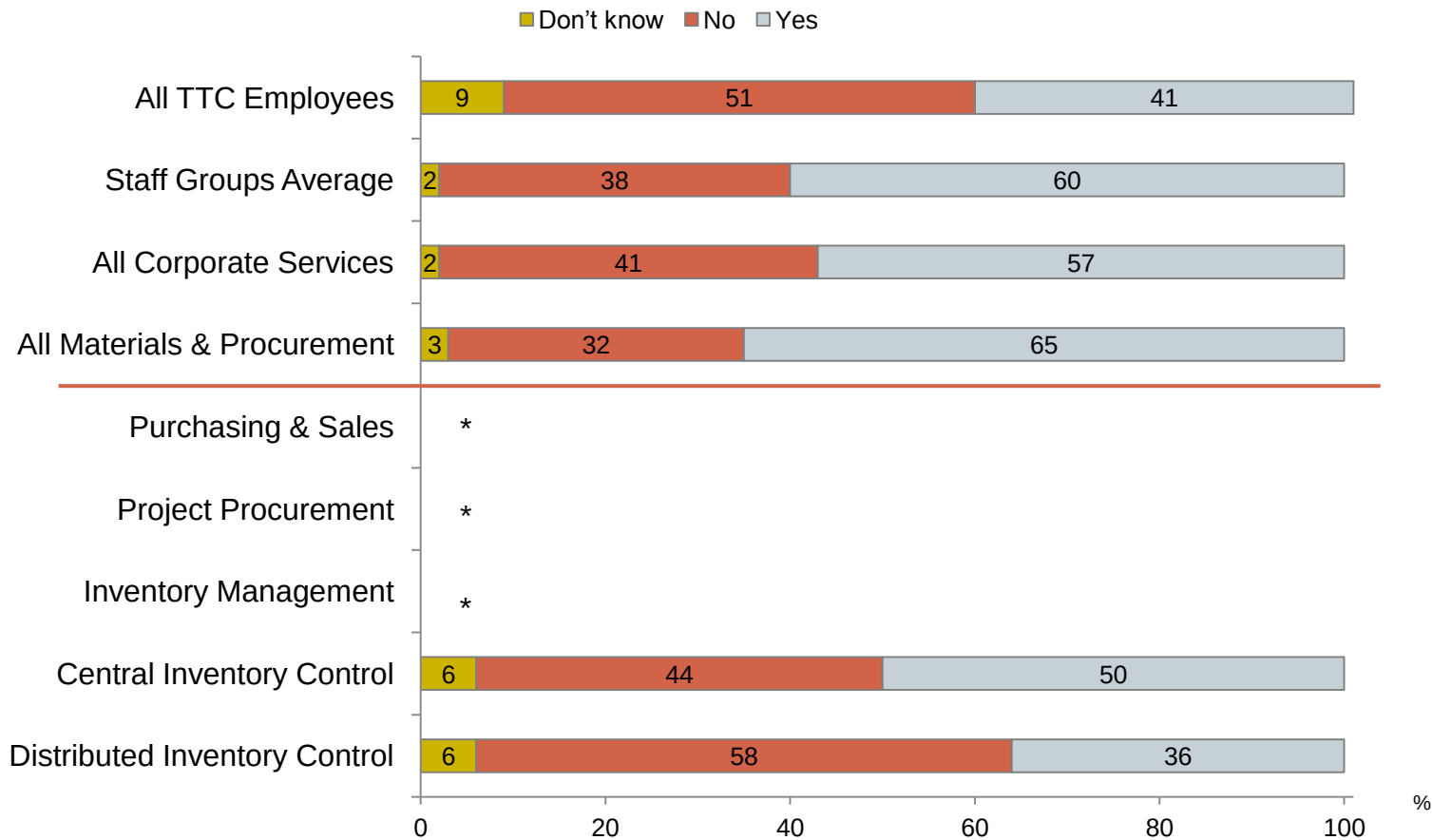
E2. Does your team hold regular team meetings?

3/26/2015

110

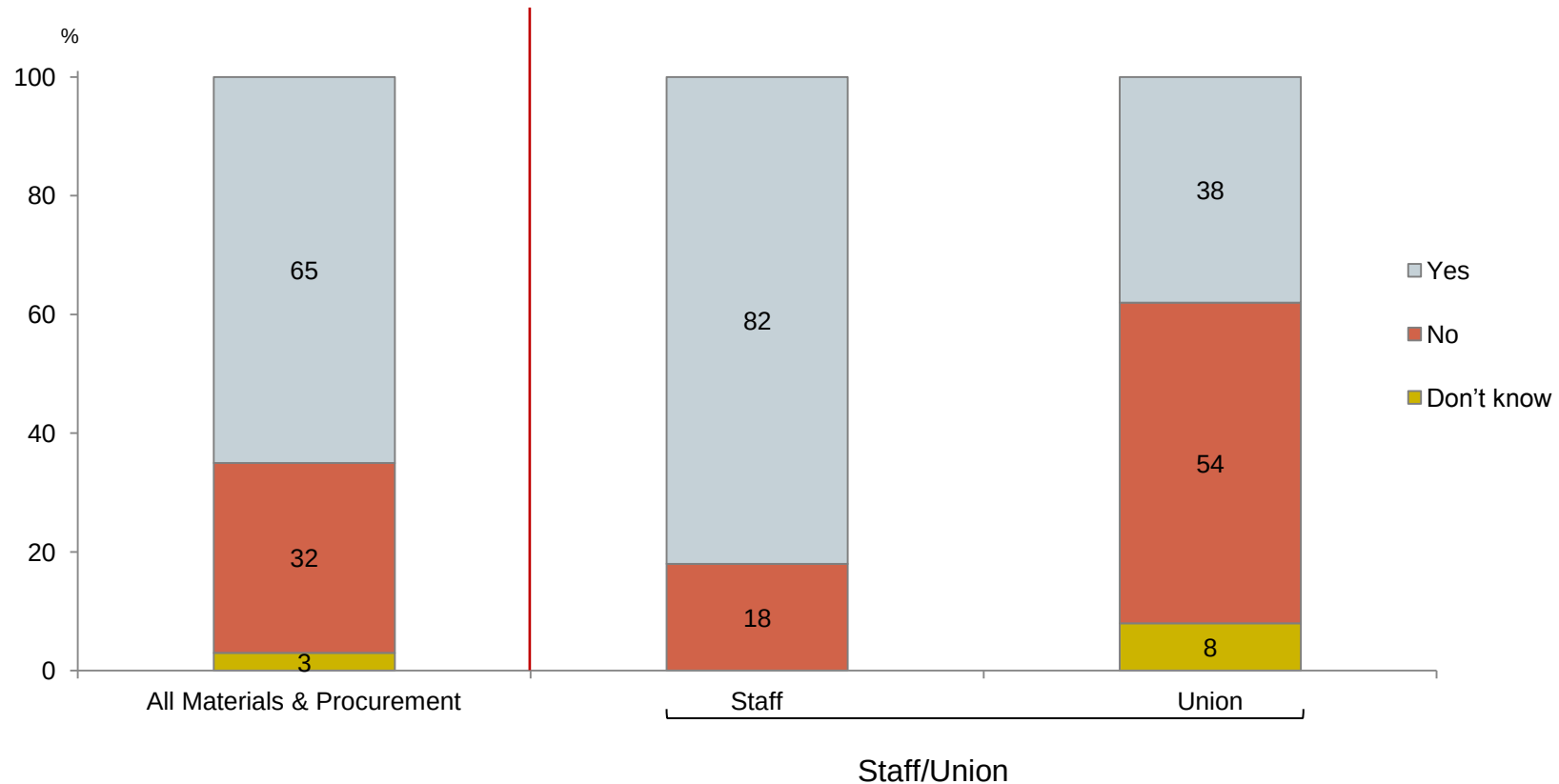
REGULAR TEAM MEETINGS

- BY COST CENTRE/GROUPING



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

REGULAR TEAM MEETINGS - BY EMPLOYEE POSITION



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

3/26/2015

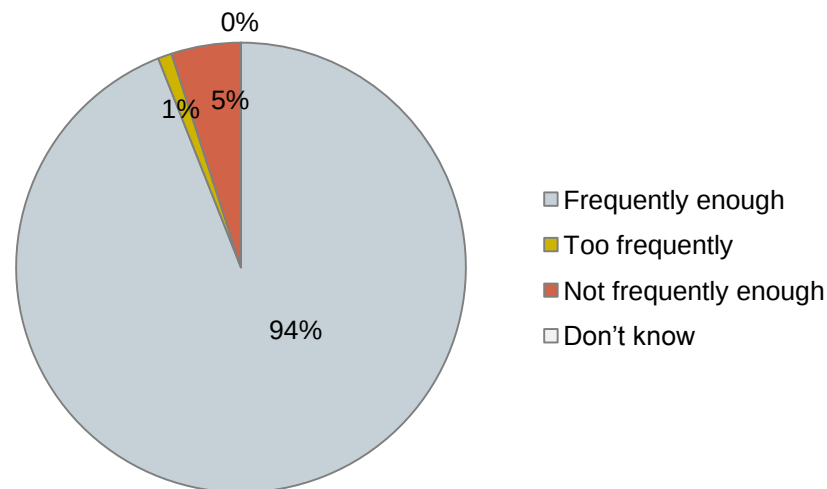
112

SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

Materials & Procurement

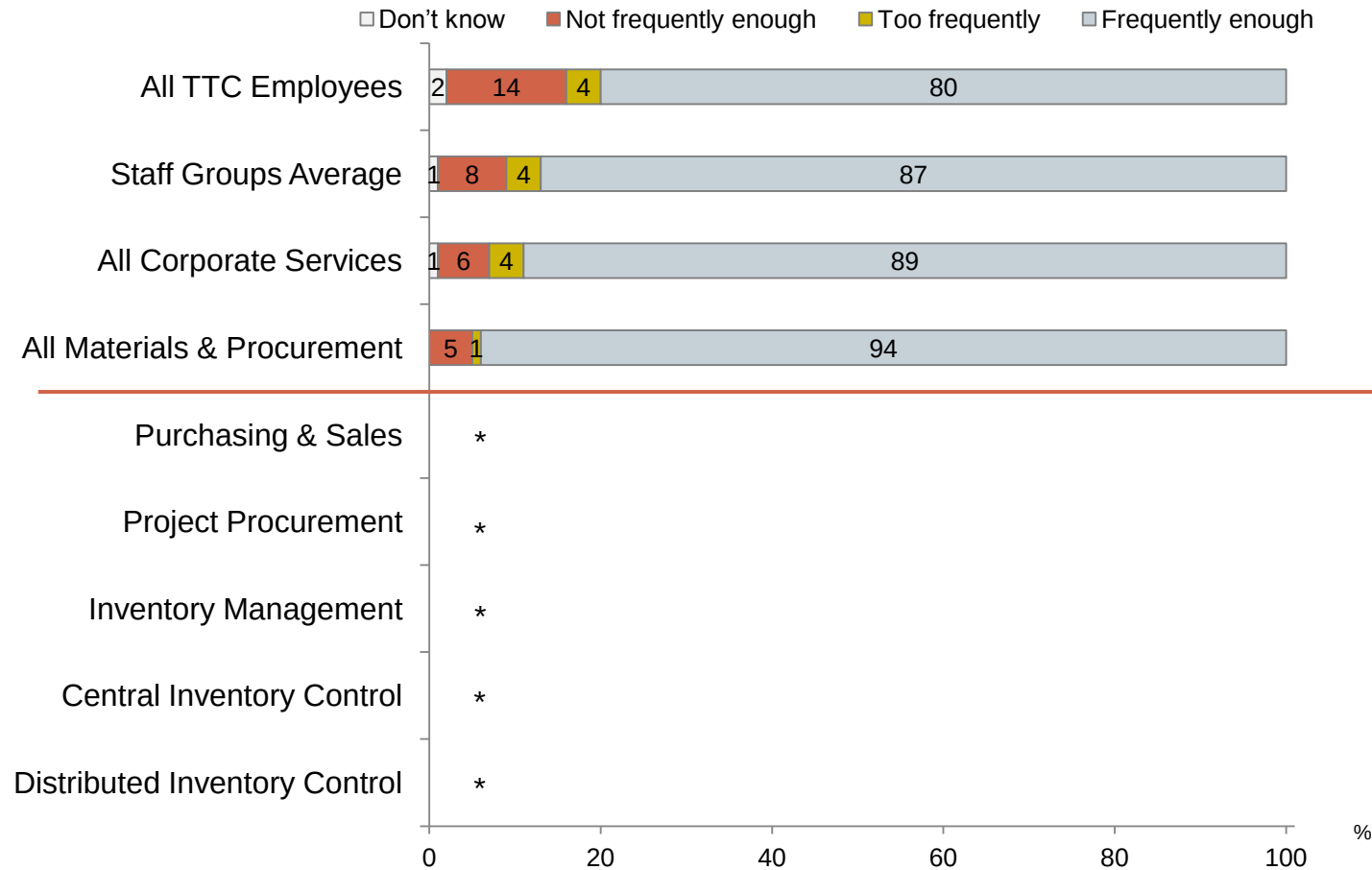
Total
(n= 83)



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.

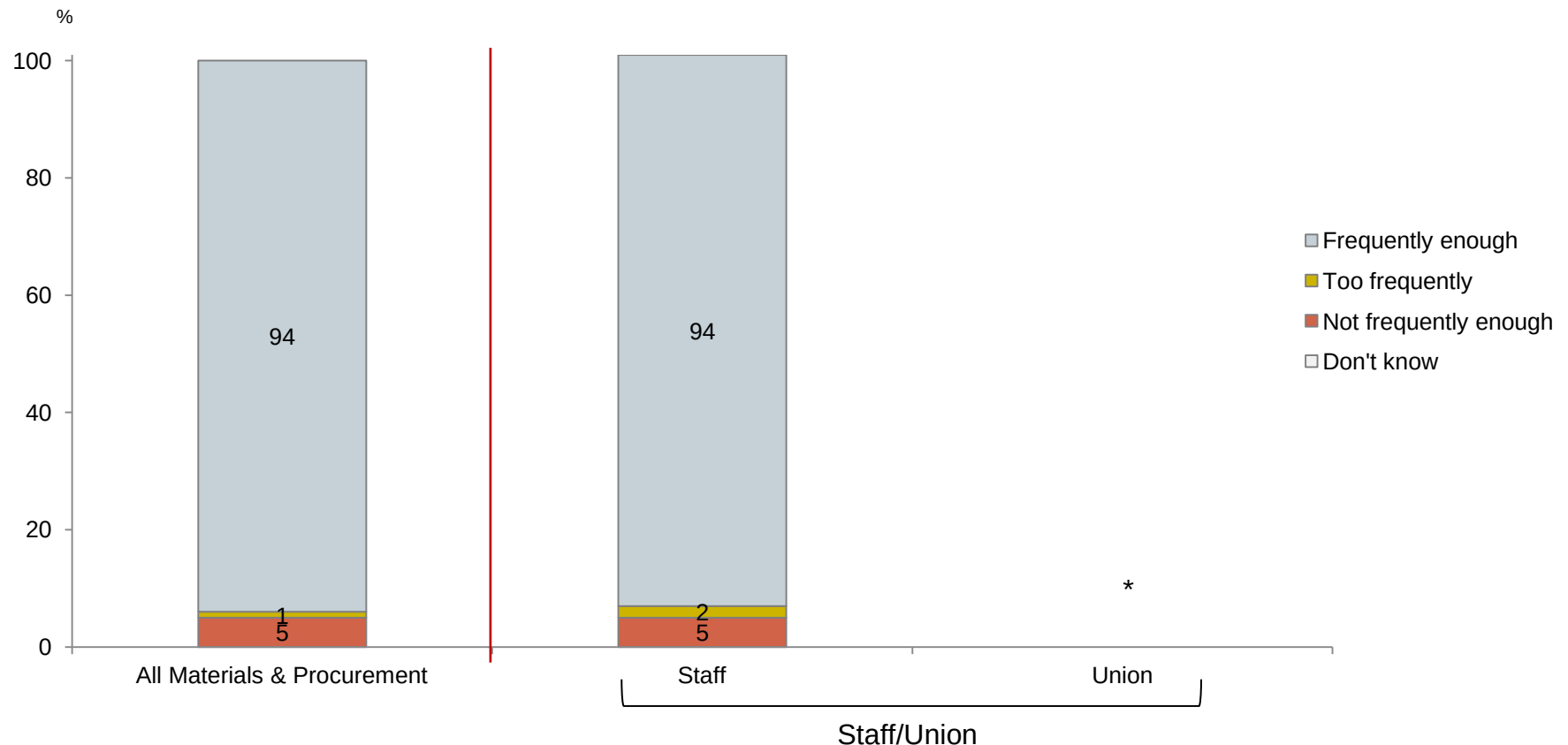
E3. Do you feel team meetings occur...? 1 Too frequently; 2 Frequently enough; 3 Not frequently enough; 4 Don't know.
Sample sizes vary by category.

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SUFFICIENT AMOUNT OF TEAM MEETINGS - BY EMPLOYEE POSITION

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.

USEFULNESS OF TEAM MEETINGS

Among employees who have regular team meetings



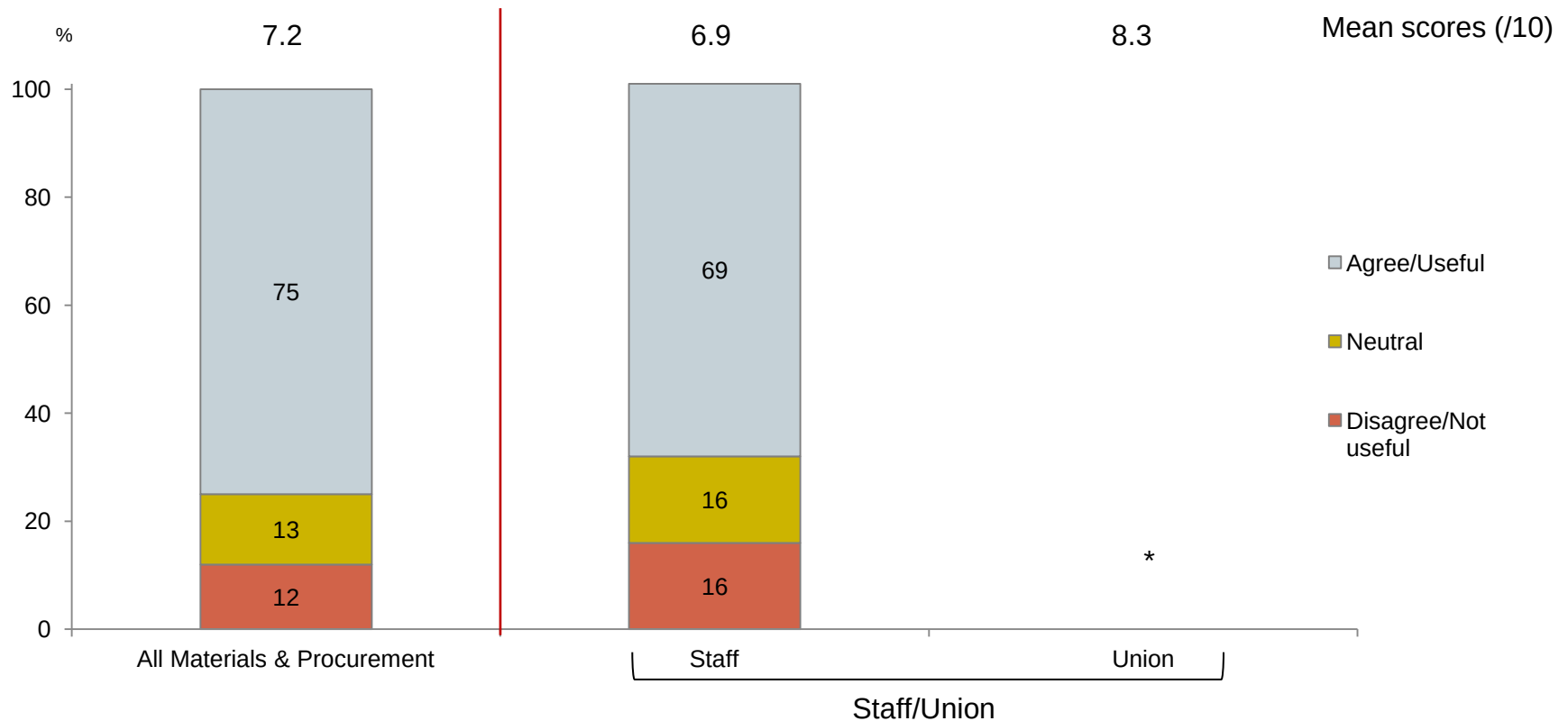
* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

USEFULNESS OF TEAM MEETINGS - BY EMPLOYEE POSITION

Among employees who have regular team meetings



* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

OPPORTUNITY ANALYSIS: YOUR TEAM

- MATERIALS & PROCUREMENT



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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 6.4 to 7.7.
Impact values range between 44% to 80%.

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 Materials & Procurement employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their immediate manager or supervisor is generally highest for Distributed Inventory Control, and generally lowest for Project Procurement.
- Union employees are slightly more satisfied than staff with their immediate manager or supervisor.
- Across the specific qualities of Your Manager/Supervisor, ratings were highest for, “My manager/supervisor actively discourages prejudice”. Ratings were lowest for, “My manager/supervisor manages people well”. These results were mostly consistent across cost centre groupings with a couple exceptions. For Inventory Management and Distributed Inventory Control, “I receive regular feedback about my performance from my manager/supervisor” received lower scores than managing people well.
- To improve employee satisfaction with their manager/supervisor, Opportunity Analysis identifies several key areas on which to focus improvements, mostly relating to management style and involvement. These Areas to Improve are:
 - My manager/supervisor manages people well
 - My manager/supervisor leads by example
 - My manager/supervisor is open to constructive feedback from staff and others
 - My manager/supervisor takes responsibility when problems arise
 - My manager/supervisor is personally involved in improving the quality of my work

SECTION SUMMARY

- In addition to these improvements, the following areas are key Areas to Protect:
 - My manager/supervisor treats me fairly
 - 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

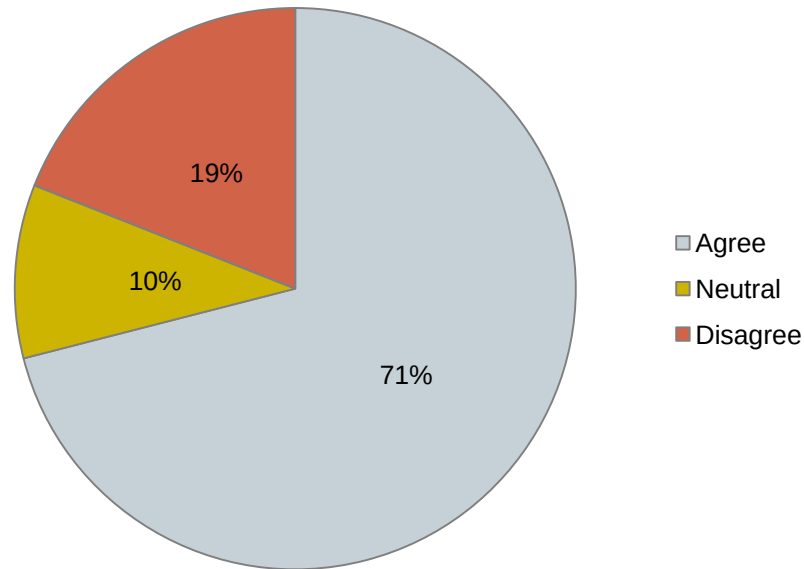
OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - MATERIALS & PROCUREMENT

Materials & Procurement

Total

(n= 130)

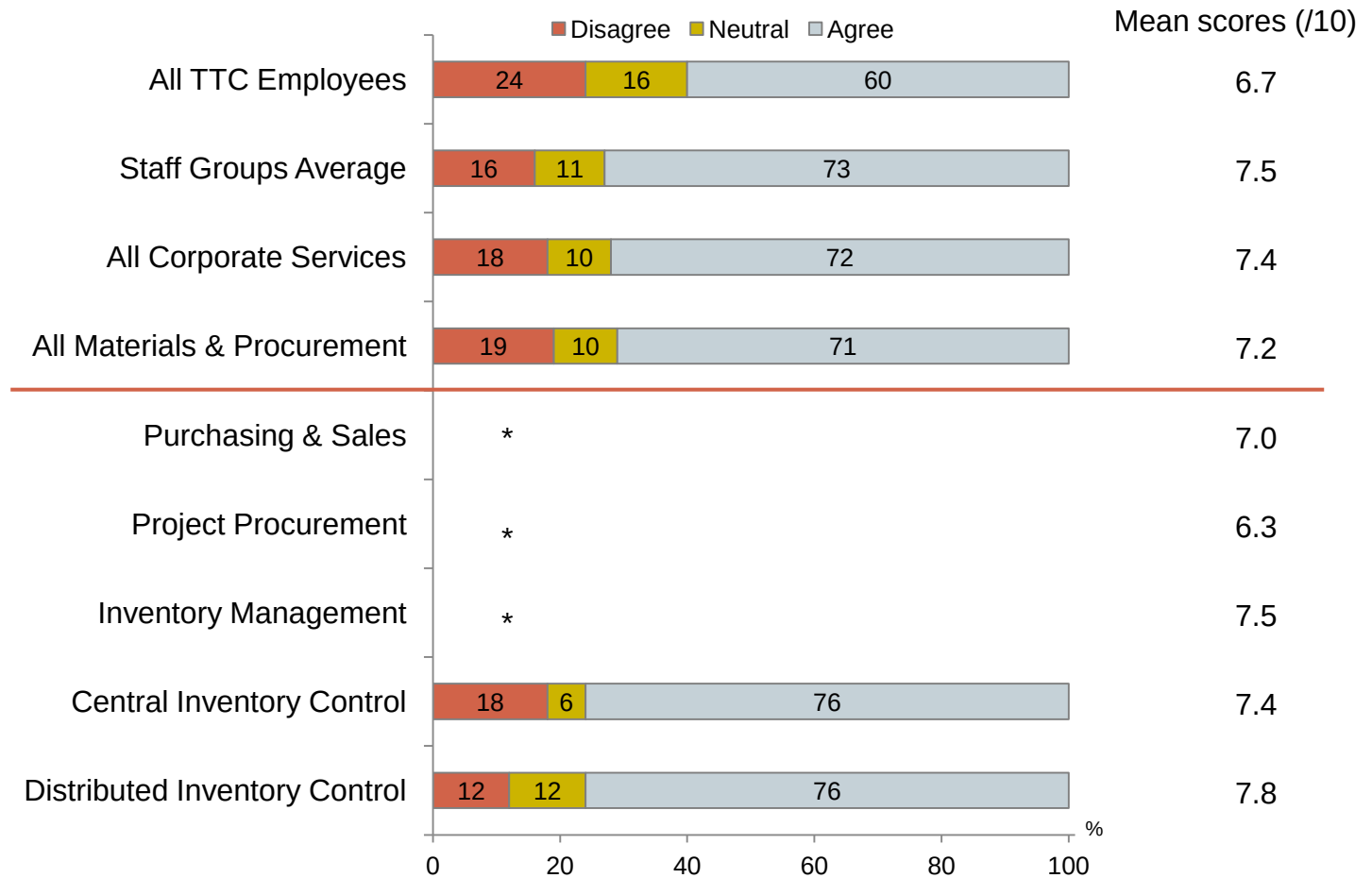
Mean=7.2



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

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

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



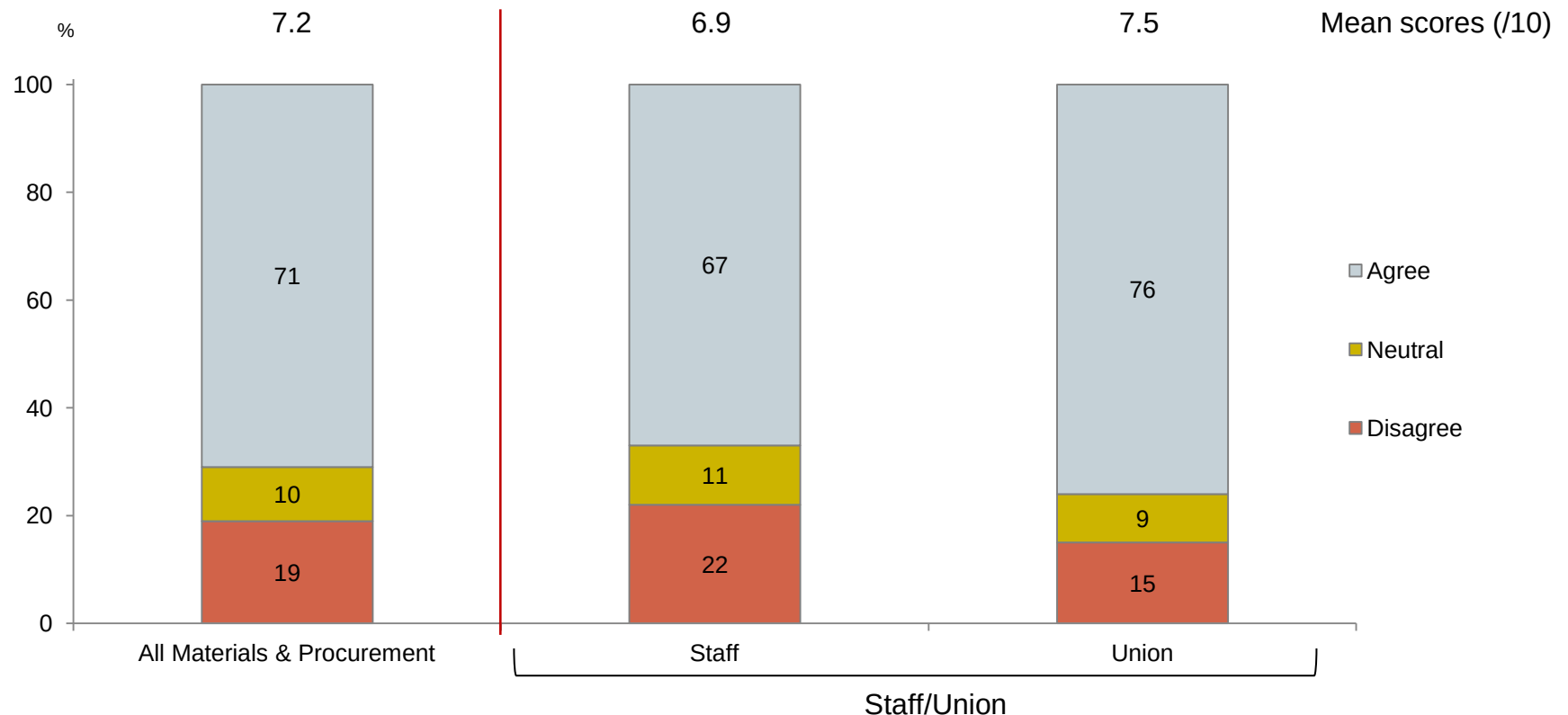
* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BY EMPLOYEE POSITION



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

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

Sample sizes vary by category.

YOUR MANAGER/SUPERVISOR - MATERIALS & PROCUREMENT



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 Materials & Procurement	Purchasing & Sales	Project Procurement	Inventory Management	Central Inventory Control	Distributed Inventory Control
Overall, I am satisfied with my immediate manager/supervisor	6.7	7.5	7.4	7.2	7.0	6.3	7.5	7.4	7.8
I am satisfied with the way I am managed	6.6	7.3	7.2	6.9	6.8	5.9	7.2	7.1	7.4
My manager/supervisor actively discourages prejudice	7.4	7.9	7.9	8.1	8.4	7.6	8.5	7.8	8.2
My manager/supervisor treats me fairly	7.3	7.9	7.8	7.7	7.7	6.9	8.1	7.8	8.2
My manager/supervisor takes responsibility when problems arise	6.9	7.6	7.5	7.1	7.0	6.4	7.6	7.4	7.6
I have confidence in my manager's/supervisor's skills and abilities	6.9	7.7	7.6	7.3	7.4	6.7	7.2	7.5	7.8
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	7.6	7.5	7.3	7.1	6.7	7.5	7.2	7.9
My manager/supervisor leads by example	6.5	7.3	7.3	7.0	6.9	6.6	7.1	7.2	7.3
I get help and support from my manager/supervisor when I need it	7.1	7.8	7.8	7.5	7.6	6.9	7.7	7.3	8.1
My manager/supervisor keeps me well informed about issues which affect me	6.6	7.6	7.5	7.4	7.6	6.8	7.5	7.2	7.8
My manager/supervisor tells me why decisions have been made	6.2	7.3	7.2	7.0	7.2	6.8	7.0	6.9	7.3
My manager/supervisor is personally involved in improving the quality of my work	6.1	7.0	7.0	6.9	7.1	6.5	7.0	6.8	7.1
My manager/supervisor manages people well	6.3	7.0	6.9	6.6	6.5	5.6	7.0	6.8	7.3
I receive regular feedback about my performance from my manager/supervisor	5.7	7.0	6.9	7.0	7.4	6.5	6.8	7.2	7.1
I receive constructive feedback about my performance from my manager/supervisor	5.8	7.1	7.0	7.1	7.6	5.9	6.9	7.4	7.2
My manager/supervisor is open to constructive feedback from staff and others	6.1	7.1	7.0	6.8	6.7	5.7	7.2	7.2	7.2

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

Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: YOUR MANAGER/ SUPERVISOR - MATERIALS & PROCUREMENT



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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 6.6 to 8.1.
Impact values range between 55% to 90%.

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 Materials & Procurement employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their safety at work is quite variable across cost centre groupings, scoring highest for Project Procurement, and lowest for Central Inventory Control.
- Staff employees feel substantially safer at work than union employees.
- Across the specific aspects of Safety, more than half of the attributes received very similar ratings with no one attribute clearly higher than the others. Ratings were lowest for, “People on my team report all injuries, no matter how minor” followed by “The TTC’s management is willing to invest money and effort to improve the level of safety.” These results were generally consistent for most cost centre groupings, with a few exceptions. For Project Procurement, willingness to report injuries was actually one of the highest scores.
- To further improve employee satisfaction with Safety, Opportunity Analysis identifies the following key area on which to focus improvements:
 - 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
- In addition to these improvements, the following areas is a key Area to Protect:
 - I feel comfortable discussing safety issues at work

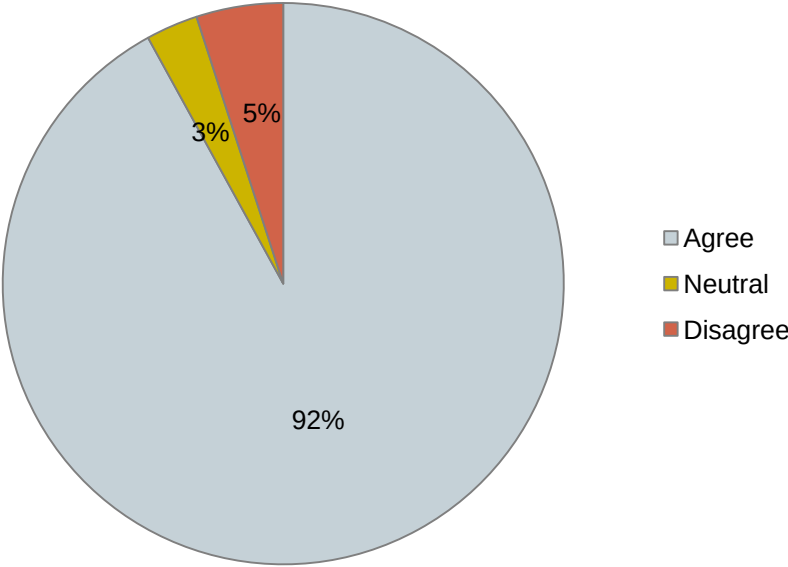
OVERALL RATINGS OF SAFETY - MATERIALS & PROCUREMENT

Materials & Procurement

Total

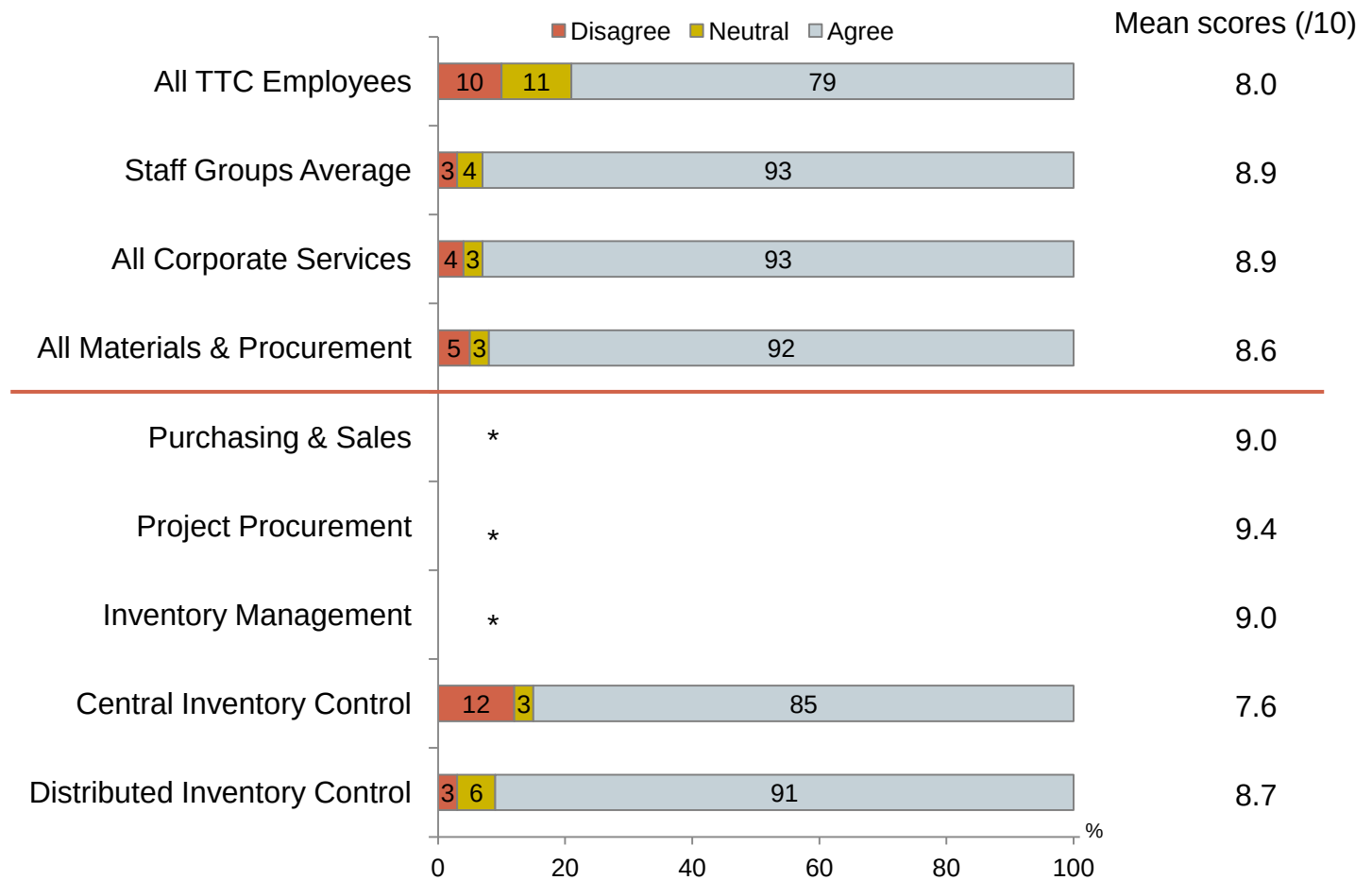
(n= 133)

Mean=8.6



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

OVERALL RATINGS OF SAFETY - BY COST CENTRE/GROUPING

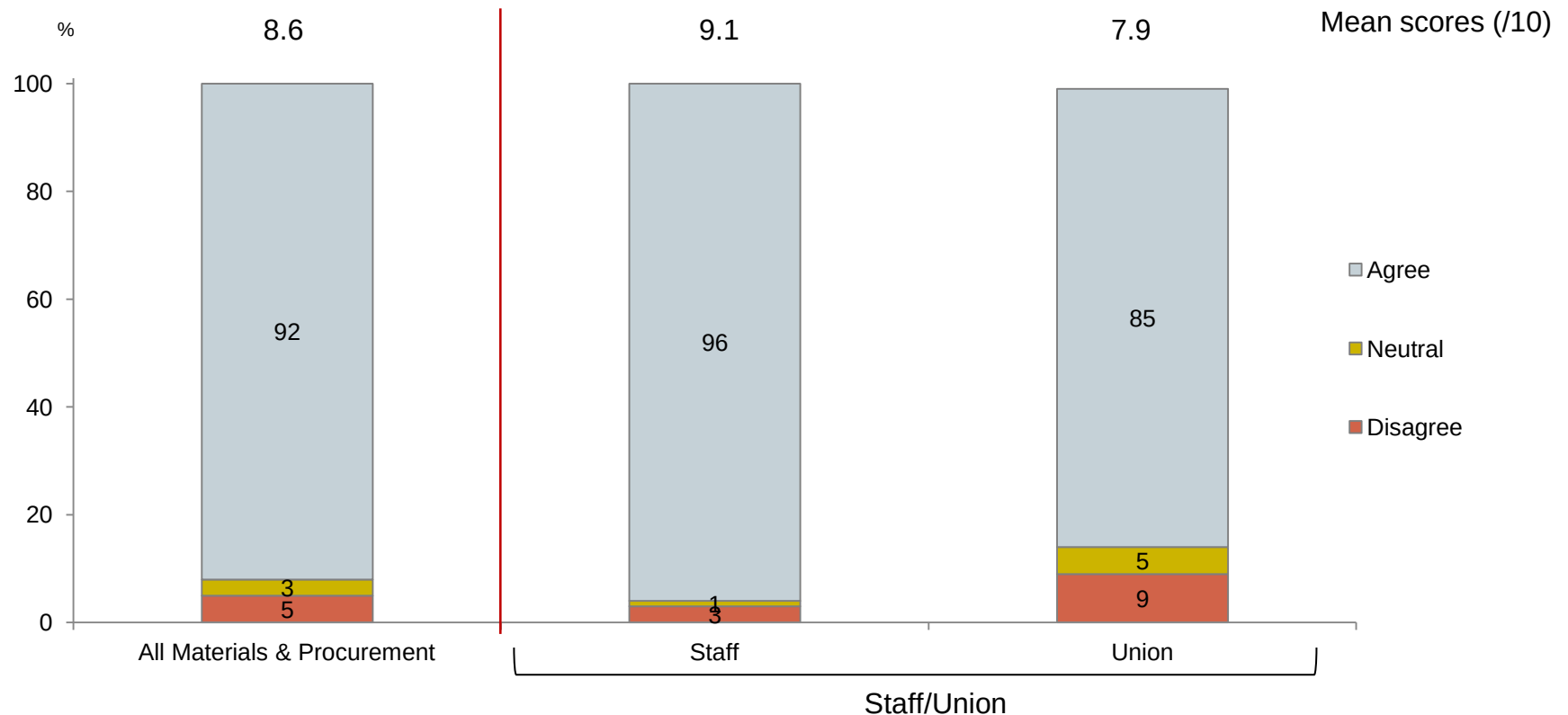


* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

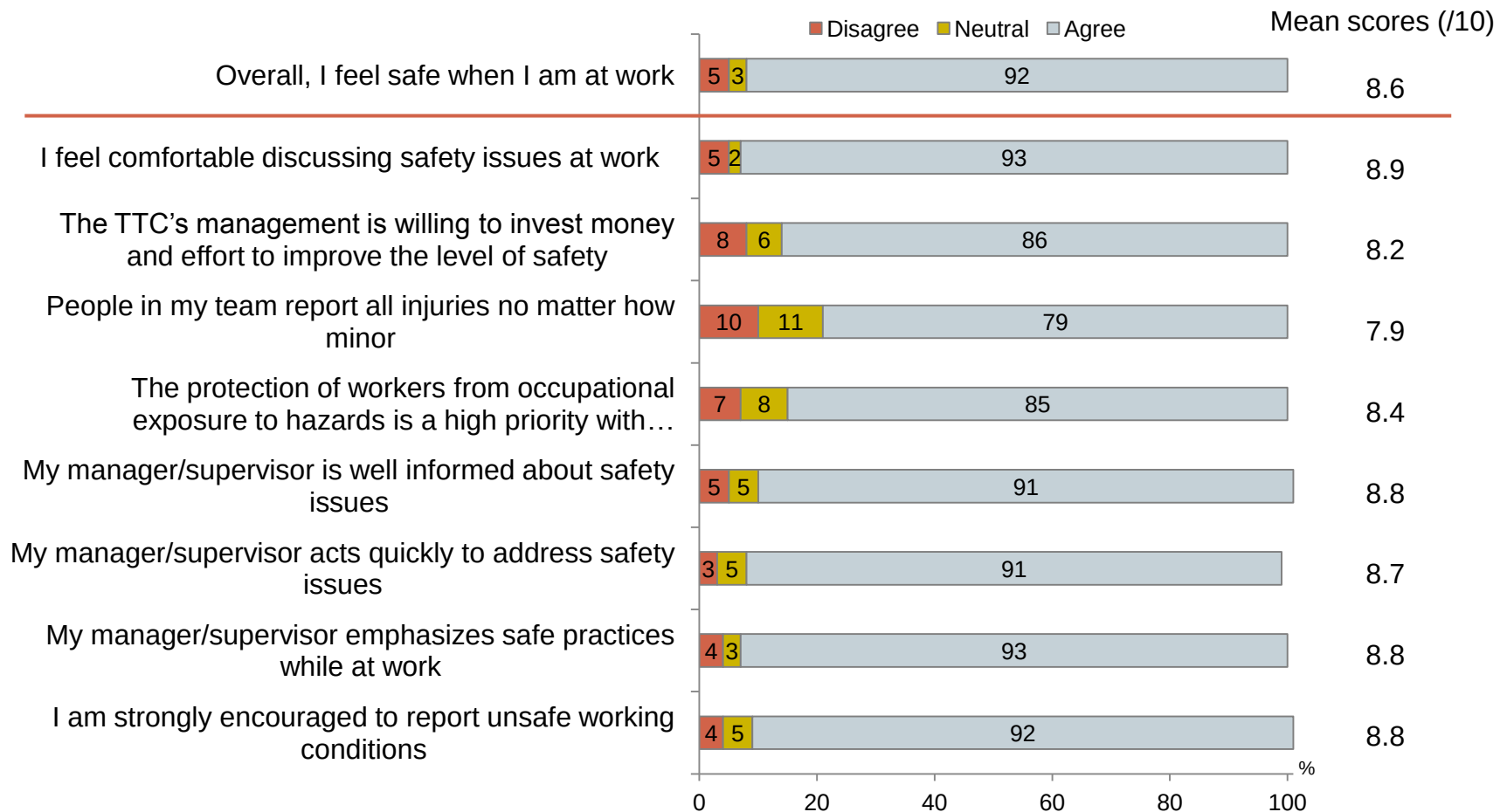
OVERALL RATINGS OF SAFETY - BY EMPLOYEE POSITION



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

SAFETY

- MATERIALS & PROCUREMENT



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.

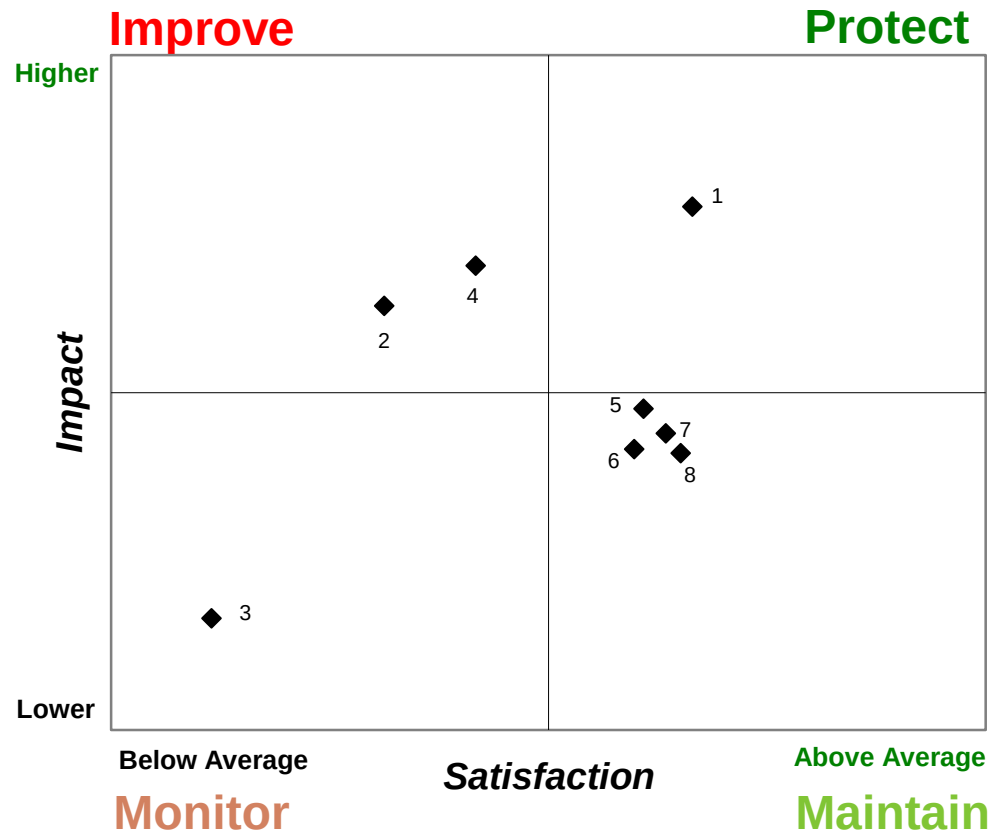
SAFETY

- BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Materials & Procurement	Purchasing & Sales	Project Procurement	Inventory Management	Central Inventory Control	Distributed Inventory Control
Overall, I feel safe when I am at work	8.0	8.9	8.9	8.6	9.0	9.4	9.0	7.6	8.7
I feel comfortable discussing safety issues at work	8.3	8.9	8.9	8.9	9.2	9.7	9.2	7.9	8.9
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	8.5	8.3	8.2	8.9	9.0	9.0	6.9	8.2
People in my team report all injuries no matter how minor	7.1	8.1	7.9	7.9	8.2	9.6	8.3	7.4	7.0
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	8.6	8.5	8.4	8.7	9.5	8.9	7.3	8.3
My manager/supervisor is well informed about safety issues	8.0	8.7	8.6	8.8	8.9	9.3	9.0	7.9	9.0
My manager/supervisor acts quickly to address safety issues	7.6	8.6	8.5	8.7	9.1	9.4	9.1	8.0	8.6
My manager/supervisor emphasizes safe practices while at work	7.9	8.7	8.6	8.8	9.0	9.5	9.0	8.1	8.9
I am strongly encouraged to report unsafe working conditions	8.0	8.7	8.7	8.8	8.9	9.3	8.9	8.3	9.0

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

OPPORTUNITY ANALYSIS: SAFETY - MATERIALS & PROCUREMENT



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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 7.9 to 8.9.
Impact values range between 21% to 64%.

FINAL WORD

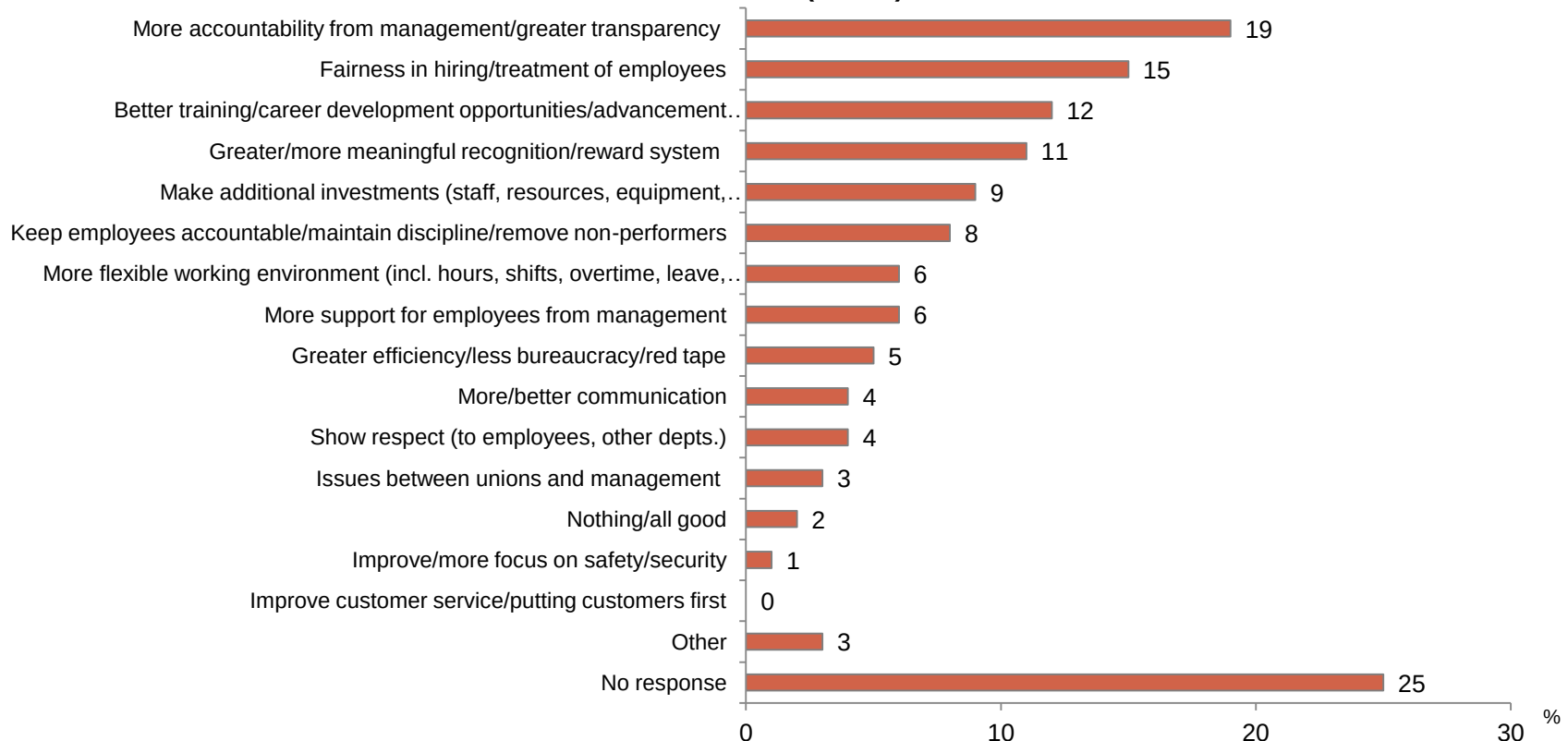
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FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improvement to increase satisfaction.
- The most frequently identified areas include: more accountability from management and greater transparency, followed by more fairness in the hiring and treatment of employees, better training/opportunities for advancement, and more meaningful recognition/rewards.

Materials & Procurement (n= 133)



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.

3/26/2015

RECOMMENDATIONS

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RECOMMENDATIONS: MATERIALS & PROCUREMENT

- Conduct discussion sessions with employees to explore:
 - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing
 - Practical ways to improve **work spaces and facilities**
 - Ways to **improve relationships** between Senior Management and employees, focusing on:
 - Open and honest communication
 - Building trust
 - Welcoming all feedback, both positive and negative
 - Demonstrating that employees' time is valued
 - Resolving problems without blame
 - Issues related to perceptions of **TTC leadership** making the right decisions for the company's future success
 - Types of recognition/rewards that would be **meaningful**
 - How to ensure performance is recognized, and how managers can provide **sufficient recognition**

Thank you

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