

EMPLOYEE ENGAGEMENT SURVEY

Engineering Construction and Expansion Group

March 11, 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 Engineering, Construction & Expansion group.

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%.
- 305 surveys (mostly online) were completed by Engineering, Construction & Expansion Group employees, for a response rate of 92%. Response rates differed by department and employee type, as shown on the following slide.

RESPONSE RATES (RR)

- The highest response rate was observed for Capital Programming (95%) and the lowest response rate was observed for Property Planning & Development (83%).
- Spadina Subway Extension and Scarborough Subway Extension departments have been combined as the Scarborough Extension department consists of fewer than 10 employees and could not otherwise have been reported. Furthermore, the Spadina Extension department is also small and represents the most appropriate department to use for combining results.
- The department of Chief Capital Officer's Office is not listed or reported separately as the department consists of only 3 employees. Surveys from this department are still included in the group and employee category totals.

All Engineering, Construction & Expansion: 92%

Department	Count	RR
Capital Programming	56	95%
Construction	102	93%
Engineering	110	90%
Spadina/Scarborough Subway Extensions	22	92%
Property Planning & Development	10	83%
Total*	305	92%

Employee Category	Count	RR
Manager (Leadership Group)	19	95%
Non-manager	286	92%

* Some respondents completed a survey without returning their access code, but did identify their group, but not the department, on the survey. In addition, the department of Chief Capital Officer's Office was not listed separately as it consists of only 3 employees.

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 **).
 - Property Planning & Development and Subway Extensions (Spadina/Scarborough) departments each have fewer than 30 valid responses. For this reason no percentages or Opportunity Analysis will be shown. Any results provided relating to these departments should be interpreted with caution.
 - As there are no unionized employees in this group, staff vs. union comparisons will not be shown. There are also fewer than 30 valid responses from managers in the entire group, enabling only limited comparisons between managers and non-managers.
- **Exact sample size may vary employee department/category or by individual question**
 - In general, if the results for more than one question or more than one employee category are presented on the same slide, the sample size varies slightly by question.
 - It can be assumed that, unless otherwise stated, sample sizes include all employees who provided a valid response to the question. Refer to response rates (slide 6) for total sample by department and employee category.

HIGHLIGHTS

Overall Employee Engagement score: 8.3.

Highest:	Engineering	8.3
Lowest:	Prop. Plan. & Dev.	7.4

Highest:	Non-Mgr	8.4
Lowest:	Mgr	7.3

- To increase levels of employee engagement, the TTC should focus on improving employees' satisfaction with **Your Company**:
 - **Your Company** is an Area to Improve for all departments.
 - To increase satisfaction with Your Company, results indicate that the TTC should emphasize **relationship building** between senior management and employees. This means:
 - Building trust by being open and honest (i.e., "Senior Managers communicate openly and honestly with employees" and "There is a good level of trust between Senior Management and employees").
 - Welcoming feedback (i.e., "TTC leadership welcomes all feedback, both positive and negative"). This applies primarily to Engineering and Construction.
 - **Respecting external partnerships** is another Area to Improve for EC&E as a whole, but is primarily influential for employees in the Engineering department. This area is related to the TTC showing respect to their partners outside the company (i.e., "There is respect between the TTC and its partners (e.g. City of Toronto, Metrolinx)").

HIGHLIGHTS (CONT'D)

- Effective **information sharing and collaboration** are areas requiring improvement for Capital Programming and Construction. Improvements in this area should focus on:
 - Making sure employees are well informed about happenings in the TTC (both departments).
 - Developing more effective collaboration methods between different parts of the TTC (Capital Programming).
- **Your Job** is an area that generates high levels of satisfaction and represents the strongest driver of employee engagement for all departments.
- The TTC should continue to increase satisfaction with **Your Job** by:
 - Exploring what motivates employees (all departments)
 - Encouraging employees to use their skills & abilities
 - This is an Area to Improve for all departments except Construction (where it is an Area to Protect)
 - Giving employees more opportunities to make decisions
 - 'I am given the freedom to make decisions in my job' is an Area to Improve for Engineering
 - Identifying customer service-related knowledge gaps (Capital Programming only)
 - For Capital Programming alone, this is an Area to Improve (i.e., "I feel well informed about how to improve customer service")

HIGHLIGHTS (CONT'D)

- **Working Environment** is a key driver and an Area to Protect for all departments.
- Specific areas that require improvement in order to increase employees' satisfaction with their **Working Environment** include:
 - How to demonstrate **concern for employees' health & well-being**; more specifically:
 - Caring about employees' mental health & emotional wellbeing (i.e., "The TTC cares about my mental health and emotional well-being"). This is an Area to Improve for all departments.
 - Encouraging a healthy work-life balance (i.e., "The TTC encourages employees to maintain a healthy work-life balance"). This is an Area to Improve for Construction, and an Area to Protect for Engineering.
 - For the Engineering department alone, two additional areas that require improvement include:
 - Identifying reasons for lower levels of satisfaction with being "satisfied with my work/office space and facilities".
 - Investigating why Engineering employees are in less agreement that they belong at the TTC (i.e. "I feel like I belong at the TTC"). It is an Area to Protect for the other departments in the group.

HIGHLIGHTS (CONT'D)

Additional Areas of Focus: Department Specific

- **Performance & Reward** is an additional Area to Improve for Construction and for Engineering. 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 exceptional performance is recognized (“I am recognized for excellent performance”)
 - Ensuring employees are aware of opportunities to progress (“I have the opportunity to progress within the company”). This is an Area to Improve for Capital Programming and Engineering only.

HIGHLIGHTS (CONT'D)

Other Factors that Impact Employee Engagement

Stress, Discrimination, Customer Abuse

- In addition to the key drivers discussed earlier, workplace stress, discrimination from other TTC employees, and customer abuse also impact levels of employee engagement. Employees in the Engineering, Construction & Expansion group consistently reported less stress, and a lower proportion reported incidences of discrimination and customer abuse compared to other TTC groups. When experienced however, feeling stressed at work, and experiencing discrimination from fellow employees have negative impacts on engagement. For other groups, receiving abuse from customers has additional negative impacts, though this was not seen for EC&E employees, possibly due to the low incidence of abuse by customers for this group.
- While these incidents occur less frequently for EC&E employees, the TTC should ensure that all employees know what supports are available to employees who experience incidents of discrimination or customer abuse, and should communicate methods for dealing with workplace stress.

Team Meetings

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

TOP 5 AND BOTTOM 5 SCORES

- Across the entire survey, the attributes in the boxes below received the highest and lowest satisfaction ratings from TTC Employees. Each attribute is accompanied by the overall mean score (/10) for the attribute.
- All of the top 5 scoring attributes are 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 (9.2)

2.

My manager/supervisor is well informed about safety issues (9.1)

3.

I am strongly encouraged to report unsafe working conditions (9.1)

4.

My manager/supervisor acts quickly to address safety issues (9.1)

5.

The protection of workers from occupational exposure to hazards is a high priority with management(9.1)

Bottom 5

1.

People get things done both quickly and efficiently at the TTC (5.9)

2.

There is effective sharing of information across the TTC (6.0)

3.

There is good collaboration between different parts of the TTC (6.3)

4.

Best practices are shared effectively across the TTC (6.3)

5.

If something goes wrong, people concentrate on putting it right, not blaming others (6.5)

OVERALL EMPLOYEE ENGAGEMENT SCORE

Produced by Malatest on
behalf of TTC



MEASURING EMPLOYEE ENGAGEMENT

- Malatest typically uses a composite of different survey measures to define employee engagement. A composite is used rather than a single measure for the following reasons:
 - A composite because is more stable than a single variable. A single variable tends to respond more quickly to random fluctuations in the data and is more likely to show more variation over time.
 - The idea of employee engagement is complex and cannot be explained by a single measure. A composite which includes more than one measure is better able to explain the concept of employee engagement.
- Malatest typically selects three measures to include in the composite because including more than three measures can result in a composite that is very difficult to move over time (to move the composite, all measures included in the composite need to receive similarly high or low ratings). Three measures result in a composite that is stable without being immovable.
- Employee engagement can mean different things for different industries and for different organizations within the same industry. For this reason, Malatest does not pre-select the measures that will be included in the composite that represents employee engagement for a given organization. Instead, Malatest runs a series of tests to identify the 'best' composite for a specific organization. The best composite is the one that explains the most variance in Employee Engagement overall, and includes measures that generate the highest number of valid responses (indicating that these measures resonate with the largest proportion of TTC employees).
- Test results identified the composite including the following measures as best explaining the idea of employee engagement for the TTC: "I am satisfied with the TTC as an employer"; "I enjoy coming to work every day"; and "I see value in the work that I do". Overall, across these three measures, the TTC's mean Employee Engagement score is 7.8 on a 10 point scale (where "10" is the highest rating and "1" is the lowest). For EC&E employees, the score is 8.3.

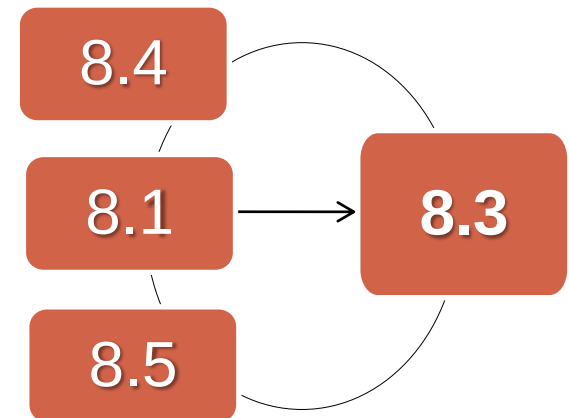
OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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 Engineering, Construction & Expansion is slightly higher than the score for all TTC employees, as well as the score for employees of the 4 groups consisting mainly of staff employees, referred to in this report as “Staff Groups”.
- The Employee Engagement score is highest among employees in the Engineering department.
- Levels of engagement are lowest among employees in Property Planning & Development.
- When examined by employee category, the overall Employee Engagement score is lower among managers than non-managers.

All Engineering, Construction & Expansion: 8.3

Department

Engineering	8.5
Capital Programming	8.3
Construction	8.3
Subway Extension (Spadina/Scar.)	7.9
Property Planning & Development	7.8

Employee Category

All TTC	7.8
Average of Staff Groups	8.0
Manager	7.3
Non-Manager	8.4

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

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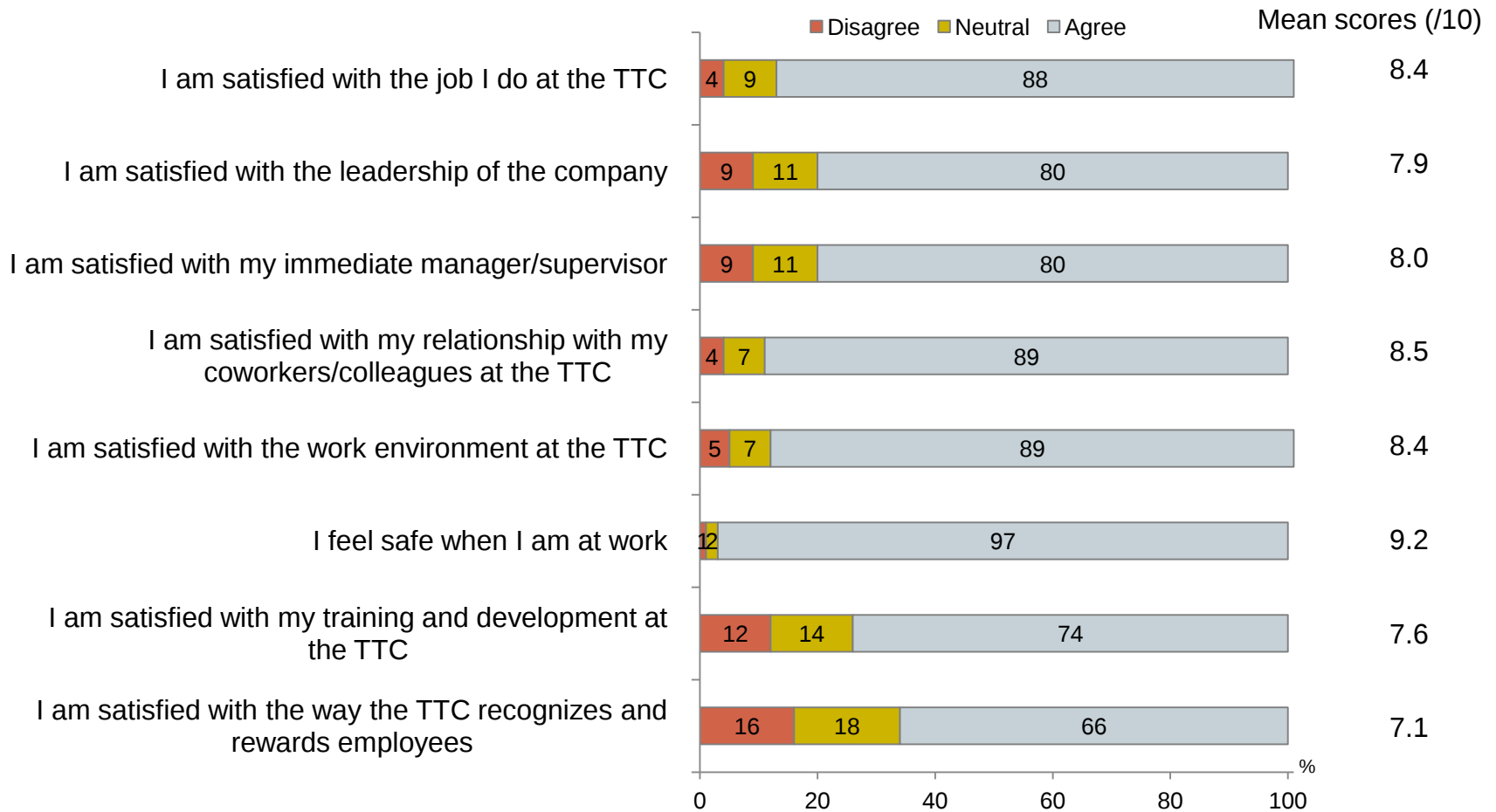


SECTION SUMMARY

- The following measures were included in the survey in order to assess overall satisfaction with each aspect of employee satisfaction with the TTC:
 - I am satisfied with the job I do at the TTC
 - I am satisfied with the leadership of the company
 - I am satisfied with my immediate manager/supervisor
 - I am satisfied with my relationship with my coworkers/colleagues at the TTC
 - I am satisfied with the work environment at the TTC
 - I feel safe when I am at work
 - I am satisfied with my training and development at the TTC
 - I am satisfied with the way the TTC recognizes and rewards employees
- Ratings were highest for “I feel safe when I am at work”. Ratings were lowest for “I am satisfied with the way the TTC recognizes and rewards employees”. These results were consistent for most departments, with some exceptions. For Property Planning & Development, satisfaction scores for training and development were lower than for satisfaction with how employees are recognized, while for Subway Extensions, satisfaction with company leadership ranked lower.
- Mean scores across most measures were highest for Engineering, but, for the other departments, varied from one aspect to another.

ASPECTS OF EMPLOYEE ENGAGEMENT

- ENGINEERING CONSTRUCTION AND EXPANSION GROUP



Sample sizes vary by attribute.

ASPECTS OF EMPLOYEE ENGAGEMENT

- BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming	Construction	Engineering	Property Planning & Developm ent	Subway Extensions (Spadina/ Scar.)
I am satisfied with the job I do at the TTC	8.1	8.4	8.4	8.3	8.6	8.5	8.2	7.8
I am satisfied with the leadership of the company	6.4	7.3	7.9	8.1	7.6	8.1	**	7.1
I am satisfied with my immediate manager/supervisor	6.7	7.5	8.0	7.8	7.8	8.4	8.3	8.3
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.5	8.4	8.4	8.6	7.9	8.9
I am satisfied with the work environment at the TTC	7.0	7.8	8.4	8.6	8.1	8.6	7.9	8.2
I feel safe when I am at work	8.0	8.9	9.2	9.3	8.9	9.4	**	9.1
I am satisfied with my training and development at the TTC	7.0	7.1	7.6	7.5	7.5	7.9	6.2	7.7
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	7.1	7.0	7.0	7.3	7.2	7.3

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

3/24/2015

WHAT DRIVES EMPLOYEE ENGAGEMENT?

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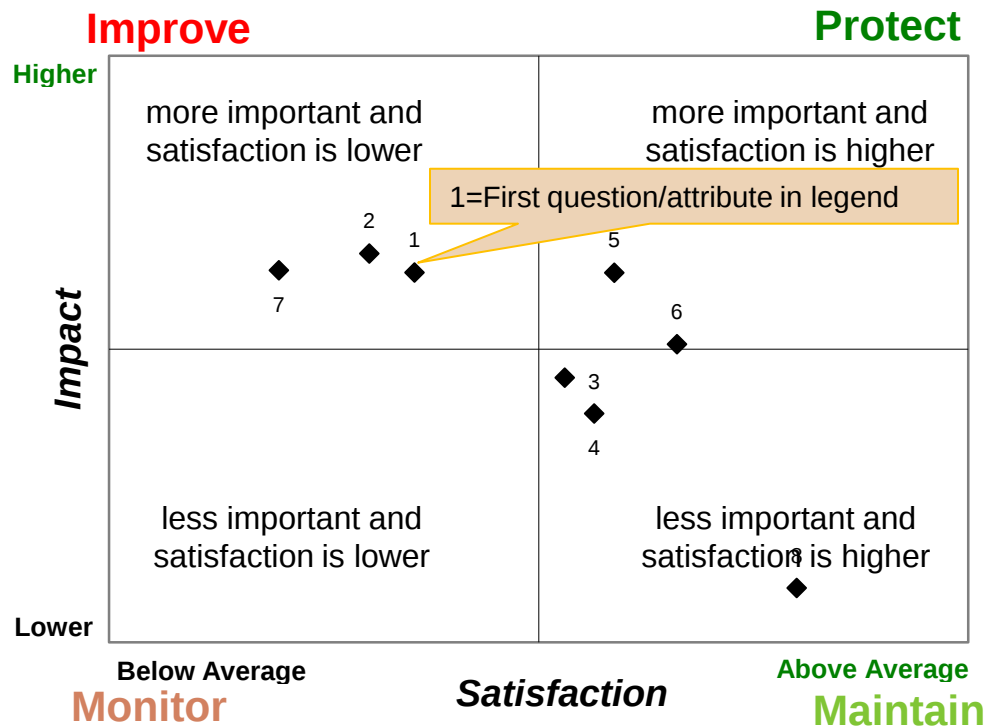


SECTION SUMMARY

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

SECTION SUMMARY

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



Composite:

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

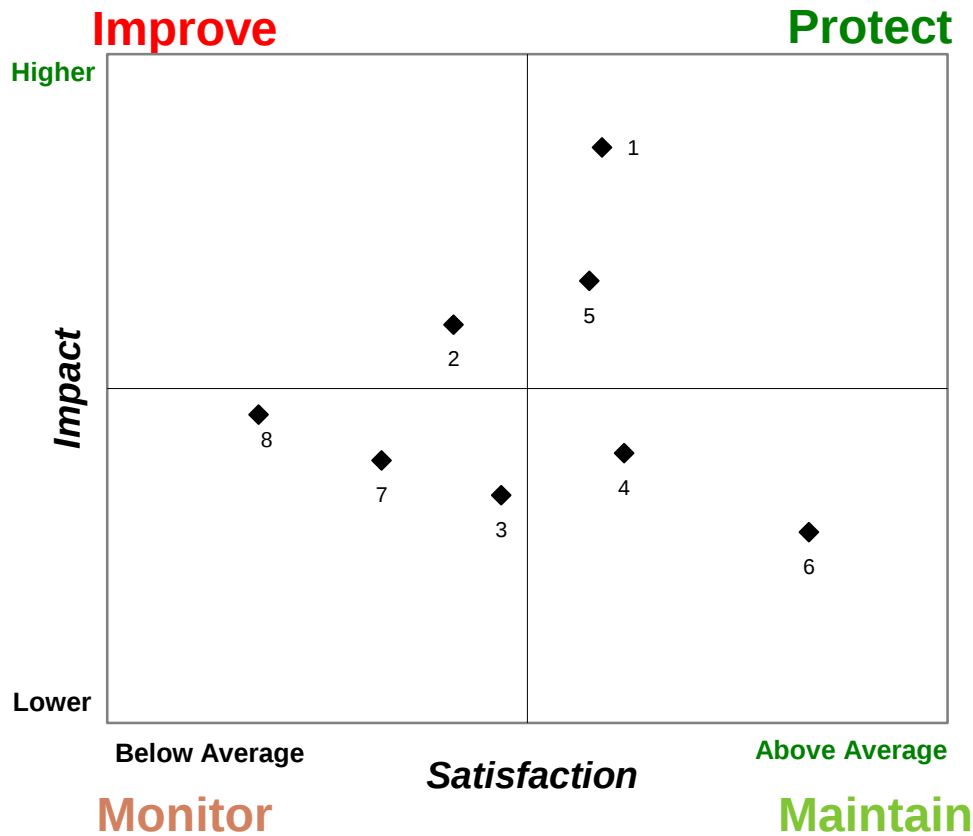
1. First question/attribute
2. Second question/attribute
3. Third question/attribute
4. Fourth question/attribute
5. Fifth question/attribute
6. Sixth question/attribute
7. Seventh question/attribute
8. Eighth question/attribute

SECTION SUMMARY

- Results of the Opportunity Analysis shown in this sub-section of the report are summarized below:
 - Areas to Improve (high relative impact; low relative performance):
 - Company
 - Areas to Protect (high relative impact; high relative performance):
 - Job
 - Working Environment
 - Areas to Monitor (low relative impact; low relative performance):
 - Performance/Reward
 - Training & Development
 - Manager/Supervisor
 - Areas to Maintain (low relative impact; high relative performance):
 - Safety
 - Team
- Results of this analysis are similar for each department with a few exceptions:
 - Recognition and Reward, while not a key driver for the group overall, is an Area to Improve for Construction, and for Engineering.
 - Note that Opportunity Analysis was not conducted for Property Planning & Development, or Subway Extensions (Spadina/Scarborough), as these departments have insufficient sample size to conduct the analysis.

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

Engineering Construction and Expansion Group



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 7.1 to 9.2.
Impact values range between 20% to 62%.

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Engineering Construction and Expansion Group	Capital Programming	Construction	Engineering
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			↑	↑

🔒 Represents Area to Protect
↑ Represents Area to Improve

Sample sizes vary by attribute.
Property Planning and Development and Subway Extensions (Spadina/Scar.) are not shown as these departments are too small to conduct Opportunity Analysis.

OVERALL ORGANIZATIONAL VIEWS OF ENGINEERING CONSTRUCTION AND EXPANSION GROUP

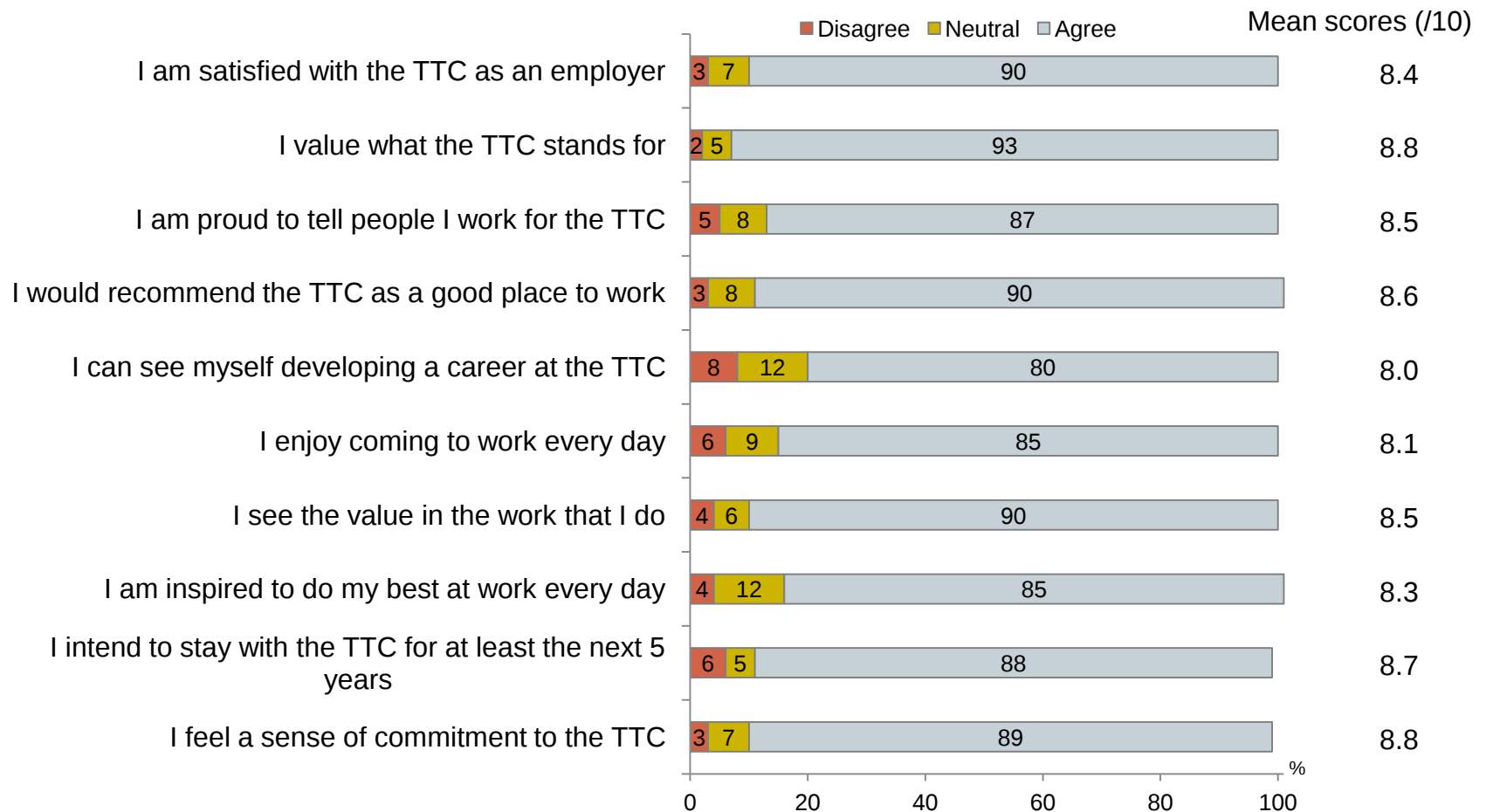
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SECTION SUMMARY

- The following measures were included in the survey in order to assess employees' overall satisfaction with the TTC:
 - I am satisfied with the TTC as an employer
 - I value what the TTC stands for
 - I am proud to tell people I work for the TTC
 - I would recommend the TTC as a good place to work
 - I can see myself developing a career at the TTC
 - I enjoy coming to work every day
 - I see the value in the work I do
 - I am inspired to do my best at work every day
 - I intend to stay with the TTC for at least the next 5 years
 - I feel a sense of commitment to the TTC
- Ratings were highest for the following measures: “I feel a sense of commitment to the TTC”; and “I value what the TTC stands for”. Ratings were lowest for “can see myself developing a career at the TTC”, followed by “I enjoy coming to work every day”. These results were generally consistent across most departments, except that recommending the TTC as a place to work scores higher a sense of commitment for Property Planning & Development.
- Mean scores across most measures were higher for Engineering, followed by Capital Programming, and Construction; and lower for Subway Extensions, followed by Property Planning & Development.

OVERALL ORGANIZATIONAL VIEWS - ENGINEERING CONSTRUCTION AND EXPANSION GROUP



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 DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming	Construction	Engineering	Property Planning & Development	Subway Extensions (Spadina/Scar.)
I am satisfied with the TTC as an employer	7.8	8.1	8.4	8.5	8.3	8.5	8.0	7.8
I value what the TTC stands for	8.2	8.6	8.8	8.8	8.7	9.0	8.5	8.4
I am proud to tell people I work for the TTC	7.9	8.2	8.5	8.4	8.5	8.6	8.2	8.0
I would recommend the TTC as a good place to work	8.0	8.3	8.6	8.7	8.7	8.6	8.3	8.1
I can see myself developing a career at the TTC	7.9	8.0	8.0	7.7	8.5	7.9	8.1	7.7
I enjoy coming to work every day	7.3	7.6	8.1	8.1	8.0	8.3	7.5	7.6
I see the value in the work that I do	8.2	8.4	8.5	8.3	8.6	8.6	7.9	8.4
I am inspired to do my best at work every day	7.8	8.2	8.3	8.3	8.4	8.4	8.0	7.7
I intend to stay with the TTC for at least the next 5 years	8.5	8.4	8.7	8.7	8.6	9.0	**	7.8
I feel a sense of commitment to the TTC	8.2	8.6	8.8	8.8	8.9	8.9	7.9	8.1

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

AREA TO PROTECT: YOUR JOB

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SECTION SUMMARY

- Opportunity Analysis identifies “Your Job” as having the most impact on Employee Engagement overall and as an area with which Engineering, Construction & Expansion (EC&E) employees are, for the most part, satisfied, making this an Area to Protect.
- Employee satisfaction with the job they do is relatively consistent across departments, although mean satisfaction scores were generally slightly higher for the Construction and Engineering, and lower for Subway Extensions.
- Managers are slightly more satisfied than other employees.
- Across the specific aspects of the job, ratings were highest for, “I often look for ways to make improvements in how things are done”. Ratings were lowest for, “I am given the freedom to make decisions in my job”, “I have the proper equipment/tools to do my job well”, “I feel motivated in my job” and “I feel well informed about how to improve customer service.” These results were consistent for most departments.
- 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
 - I am given the freedom to make decisions in my job

SECTION SUMMARY

- These areas are also consistent across most groups, though freedom to make decisions is an Area to Improve only for Engineering. In addition, using skills and abilities is an Area to Protect for Construction
- Specifically for Capital Programming, feeling well informed on how to improve customer services is an additional Area to Improve.
- Feeling able to put customers first is an Area to Protect for Capital Programming and Engineering. Not being afraid to suggest new ways of doing their job is another Area to Protect for Capital Programming alone.

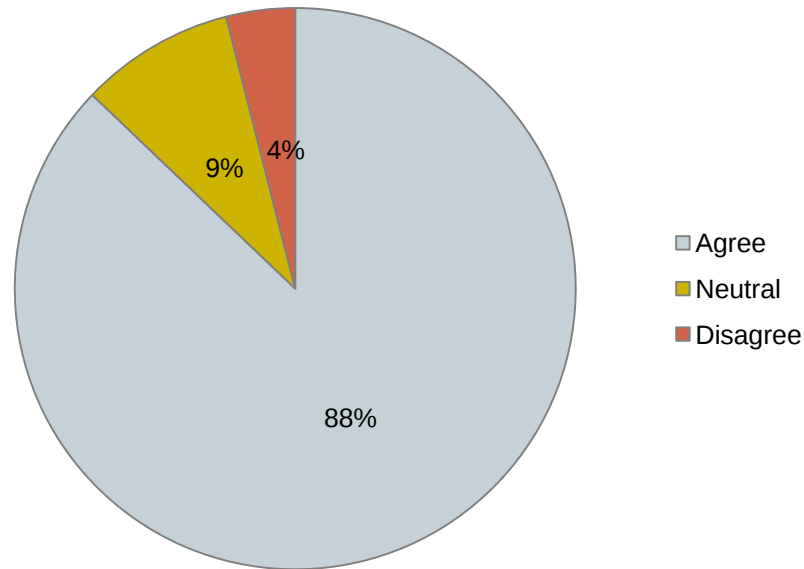
OVERALL RATINGS OF YOUR JOB

- ENGINEERING CONSTRUCTION AND EXPANSION GROUP

Engineering Construction and Expansion Group

Total
(n= 304)

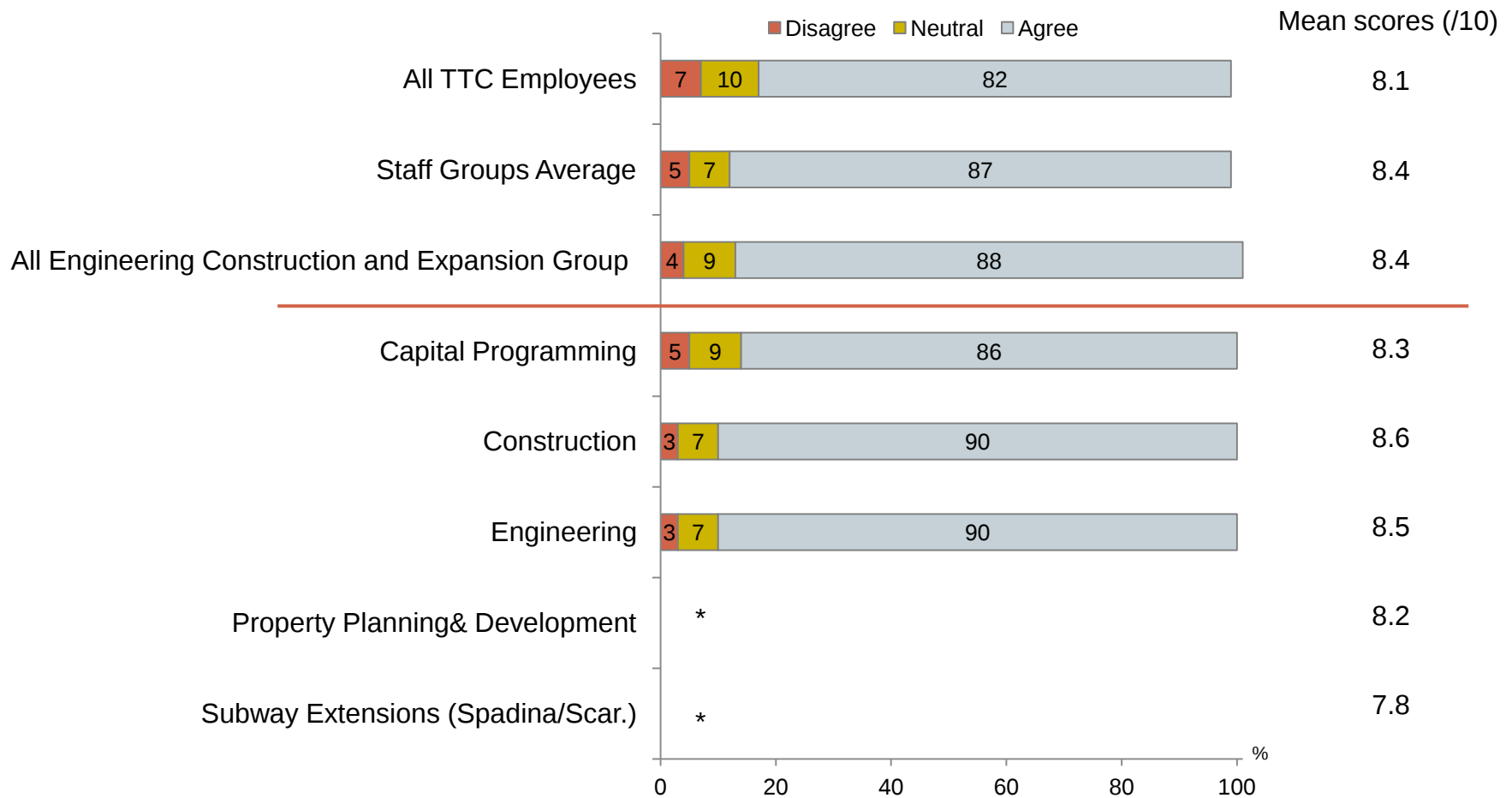
Mean=8.4



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

OVERALL RATINGS OF YOUR JOB

- BY DEPARTMENT



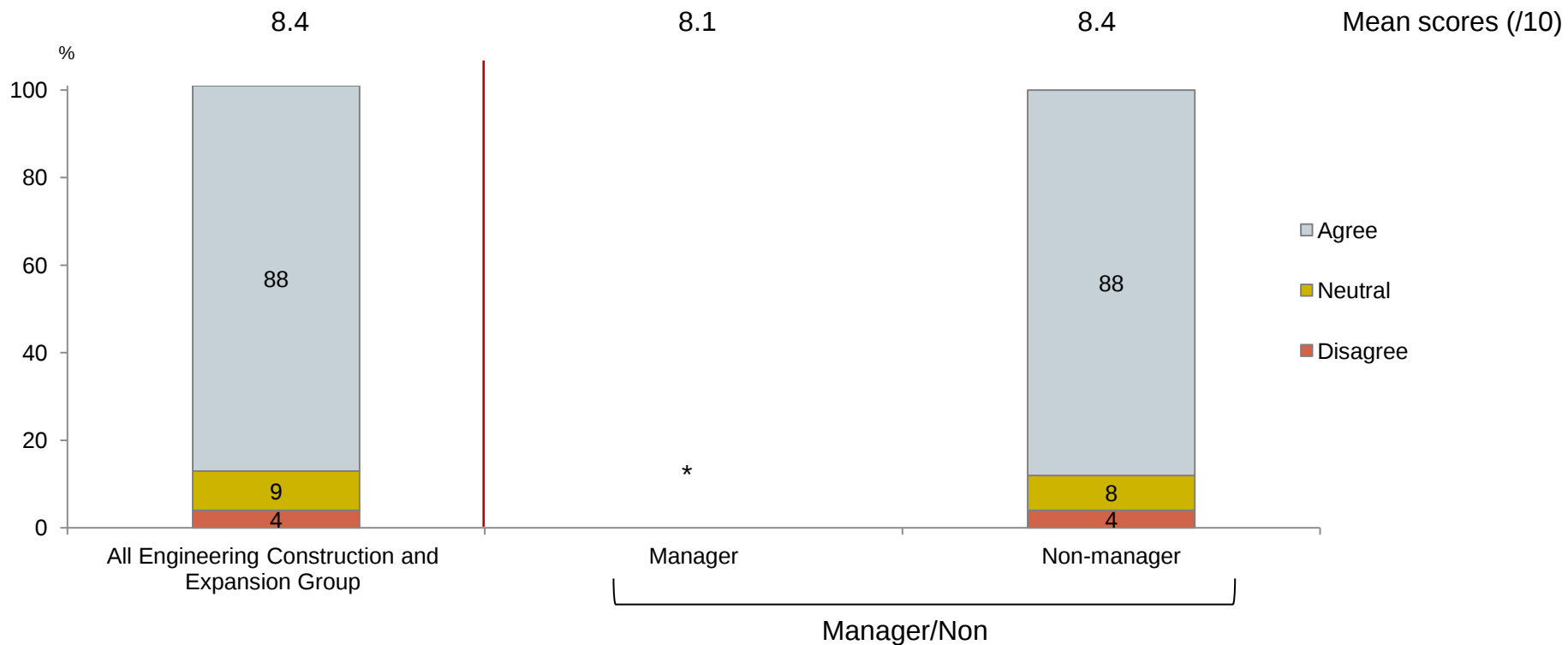
* Percentages suppressed due to sample size <30.

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

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

Sample sizes vary by category.

OVERALL RATINGS OF YOUR JOB - BY EMPLOYEE POSITION



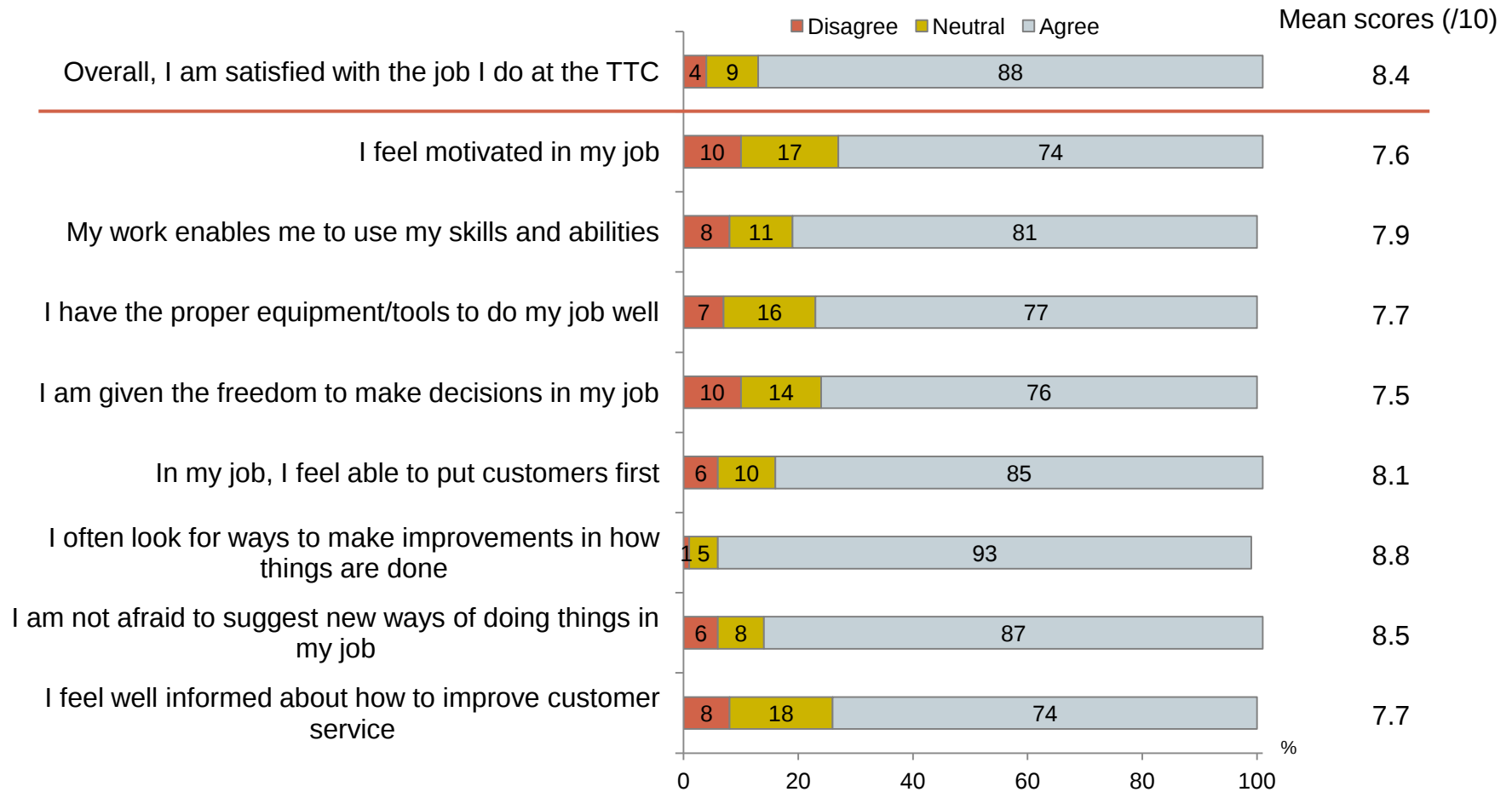
* Percentages suppressed due to sample size <30.

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

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

Sample sizes vary by category.

YOUR JOB - ENGINEERING CONSTRUCTION AND EXPANSION GROUP



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 DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming	Construction	Engineering	Property Planning & Development	Subway Extensions (Spadina/ Scar.)
Overall, I am satisfied with the job I do at the TTC	8.1	8.4	8.4	8.3	8.6	8.5	8.2	7.8
I feel motivated in my job	7.0	7.3	7.6	7.3	7.6	7.7	7.7	7.0
My work enables me to use my skills and abilities	7.3	7.7	7.9	7.4	8.1	8.0	7.7	7.7
I have the proper equipment/tools to do my job well	6.8	7.3	7.7	7.5	7.7	8.1	6.2	7.6
I am given the freedom to make decisions in my job	6.5	7.3	7.5	7.5	7.6	7.6	7.6	7.1
In my job, I feel able to put customers first	7.5	7.9	8.1	8.5	7.9	8.1	**	7.4
I often look for ways to make improvements in how things are done	8.1	8.6	8.8	8.8	8.8	8.8	8.7	8.0
I am not afraid to suggest new ways of doing things in my job	7.6	8.3	8.5	8.8	8.5	8.3	8.9	8.0
I feel well informed about how to improve customer service	6.8	7.6	7.7	7.7	7.7	8.0	**	6.4

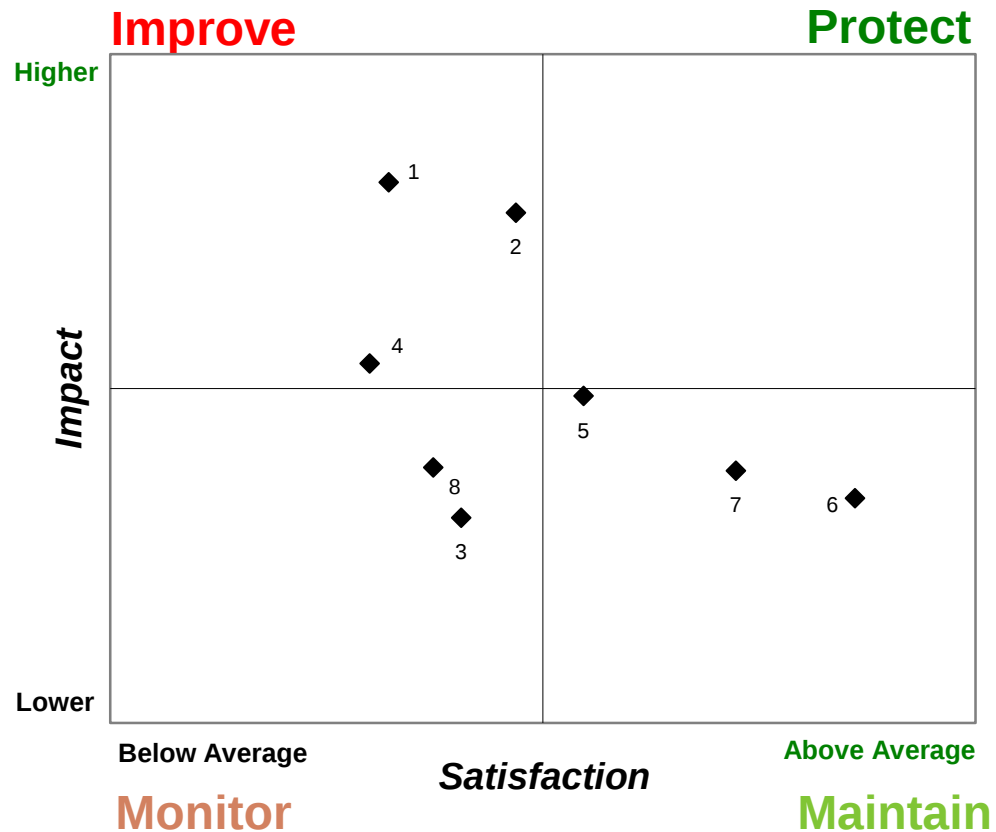
** Mean scores suppressed due to sample size <10.

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

Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: YOUR JOB

- ENGINEERING CONSTRUCTION AND EXPANSION GROUP



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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 7.5 to 8.8.
Impact values range between 24% to 64%.

OPPORTUNITY ANALYSIS: YOUR JOB SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Engineering Construction and Expansion Group	Capital Programming	Construction	Engineering
I feel motivated in my job	↑	↑	↑	↑
My work enables me to use my skills and abilities	↑	↑	🔒	↑
I have the proper equipment/tools to do my job well				
I am given the freedom to make decisions in my job	↑			↑
In my job, I feel able to put customers first		🔒		🔒
I often look for ways to make improvements in how things are done				
I am not afraid to suggest new ways of doing things in my job		🔒		
I feel well informed about how to improve customer service		↑		

🔒 Represents Area to Protect
 ↑ Represents Area to Improve

Sample sizes vary by attribute.

Property Planning and Development and Subway Extensions (Spadina/Scar.) are not shown as these departments are too small to conduct Opportunity Analysis

AREA TO PROTECT: YOUR WORKING ENVIRONMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as second most impactful on Employee Engagement and is an area in which EC&E employees are satisfied relative to other areas; another Area to Protect.
- Mean scores across most specific aspects of Your Working Environment were highest for Engineering, and lowest for Property Planning & Development, and Construction.
- Managers are less satisfied with their Working Environment than non-managers.
- Across the specific aspects of Your Working Environment, ratings were highest for, “The hours I work are reasonable”. Ratings were lowest for, “The TTC cares about my mental health and emotional well-being”. These results were generally consistent for most departments.
- To maintain current 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
- While caring about health and well-being is an Area to Improve for all departments, maintaining a healthy work-life balance is only an Area to Improve for Construction, while it is less influential for Capital Programming and an Area to Protect for Engineering.
- Specifically for Engineering, two additional Areas to Improve are:
 - I feel that I belong at the TTC
 - I am satisfied with my work/office space and facilities

SECTION SUMMARY

- In addition to these improvements, the following are identified as key Areas to Protect:
 - I feel I belong at the TTC
 - The TTC is dedicated to diversity and inclusiveness
- As already mentioned, the feeling of belonging is an Area to Improve for Engineering and is not a key driver for Capital Programming. Dedication to diversity is less influential for Engineering.
- Stress at Work
- Only 8% of EC&E employees indicated that they experience “frequent” stress at work, although an additional 58% experience stress at work “sometimes”.
- Employees in the Construction department reported more frequent stress than employees in other departments. Lowest incidence of work stress was observed for Capital Programming (when combining responses of “frequent” and “sometimes”).
- Discrimination/Harassment
- 10% of employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months, the lowest rate reported for any group.
- Construction and Engineering departments were slightly more likely to have experienced discrimination. By contrast, Capital Programming was least likely (5%). Note that Property Planning & Development and Subway Extensions are excluded as sample sizes are too small for reliable comparison of percentages.
- Employees most frequently reported discrimination based on personal harassment, followed by discrimination based on Ethnic origin or Race.

SECTION SUMMARY

- Was it Reported?
- Among those EC&E employees who experienced discrimination from colleagues, fewer than half indicated that they reported the incident. As only a minority of employees reported experiencing any discrimination at all, results cannot be reliably reported for any departments in this group.
- Were Employees Satisfied with How it was Handled?
- Among those who reported the incident, EC&E employees were much more satisfied than employees in any other TTC group, though this result should be interpreted with caution as sample size is very small.
- Abuse by Customers
- Only 8% of employees reported that they had been verbally abused by customers in the past 12 months. This was the lowest incidence of verbal abuse observed for any TTC group. Incidence of verbal abuse was highest for Construction (18%) and lowest for Capital Programming (0%).
- Only 1% of employees reported that they had experienced physical abuse by customers.

SECTION SUMMARY

- Impact on Employee Engagement
- Employees who reported that they experience stress “frequently” or “sometimes” have lower engagement scores than employees who indicated that they are “rarely” or “never” stressed at work.
- Similarly, employees who experience discrimination or harassment from other TTC employees are less engaged than employees who have not had these experiences.
- For other groups, this effect is also seen when experiencing abuse from customers. This is not the case for EC&E, perhaps because the incidence of such abuse is so low.
- The negative impact on Employee Engagement is typically most significant for employees who have experienced all three: work stress, discrimination and customer abuse. However too few EC&E employees have experienced all three circumstances for comparisons to be made.

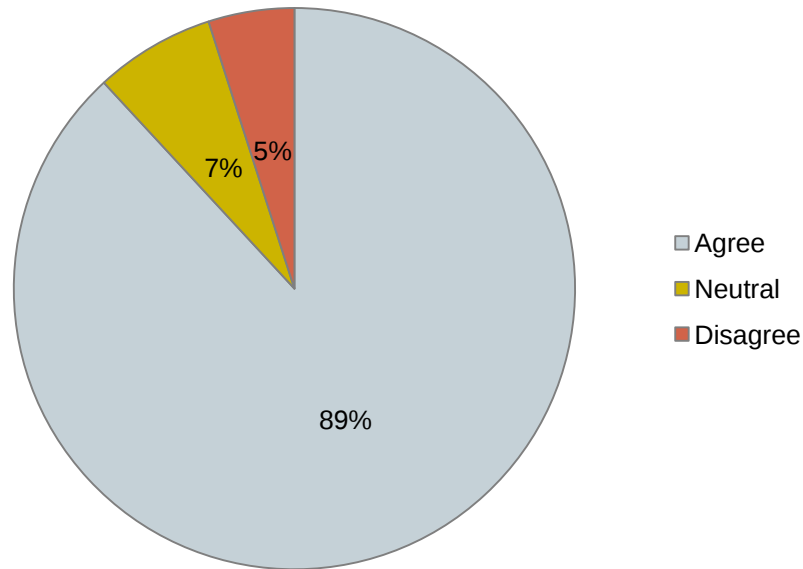
OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - ENGINEERING CONSTRUCTION AND EXPANSION GROUP

Engineering Construction and Expansion Group

Total

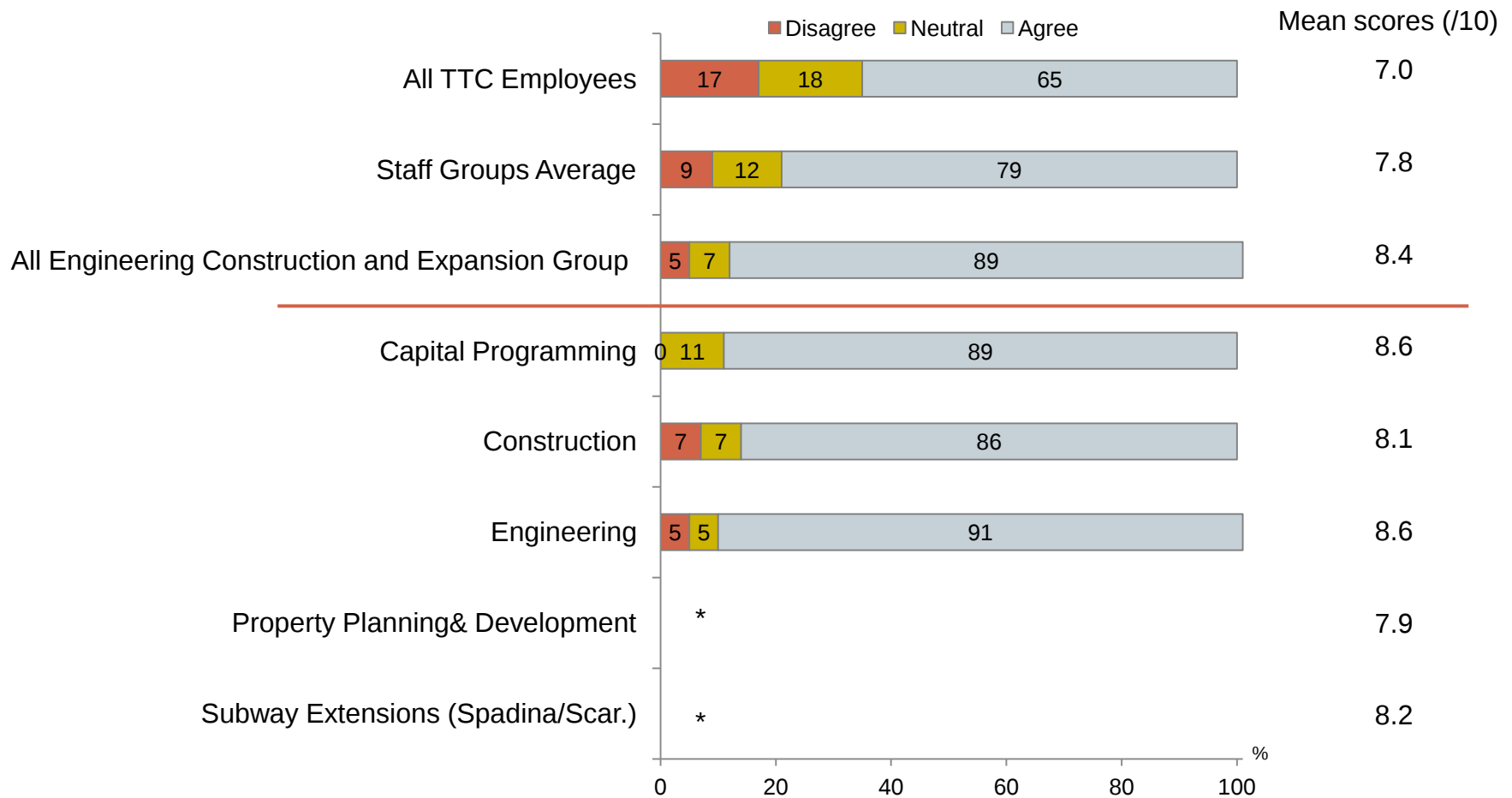
(n= 305)

Mean=8.4



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 DEPARTMENT



* Percentages suppressed due to sample size <30.

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

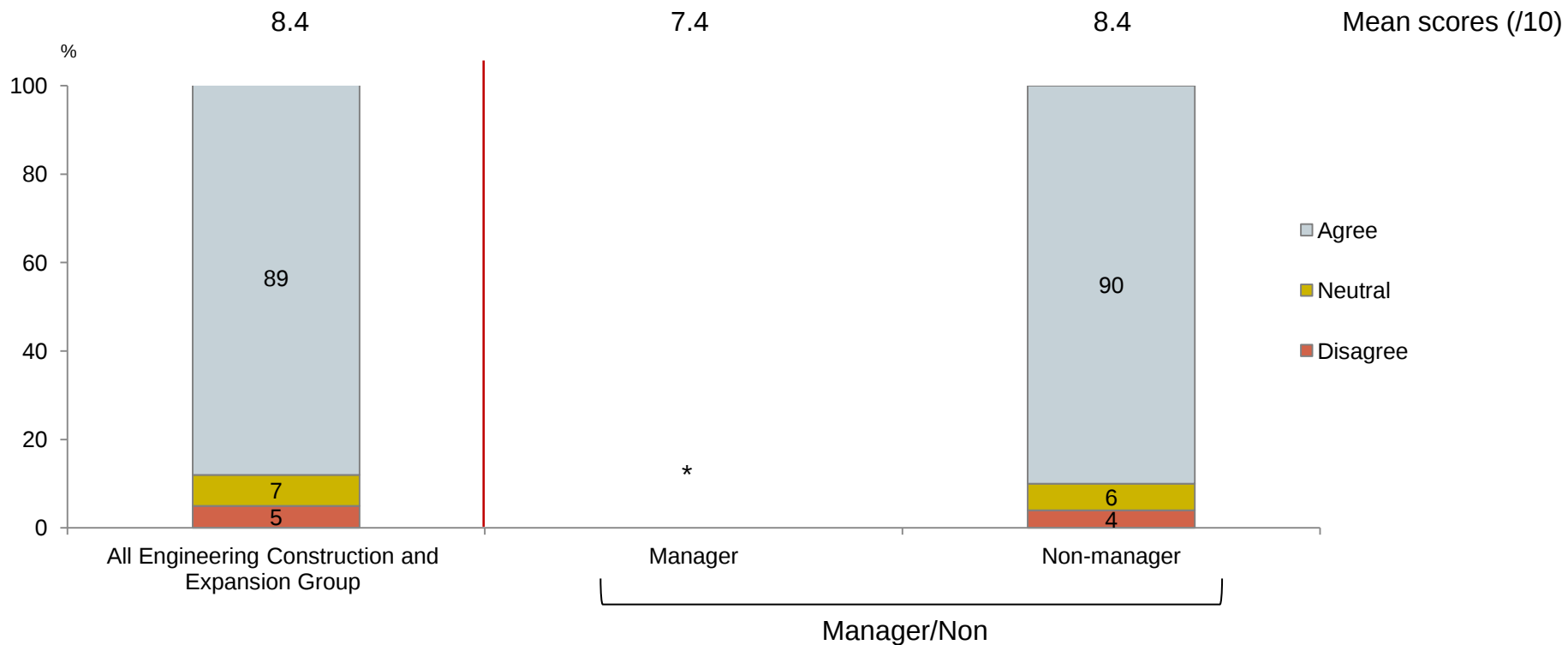
Overall, I am satisfied with the work environment at the TTC.

Sample sizes vary by category.

3/24/2015

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OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

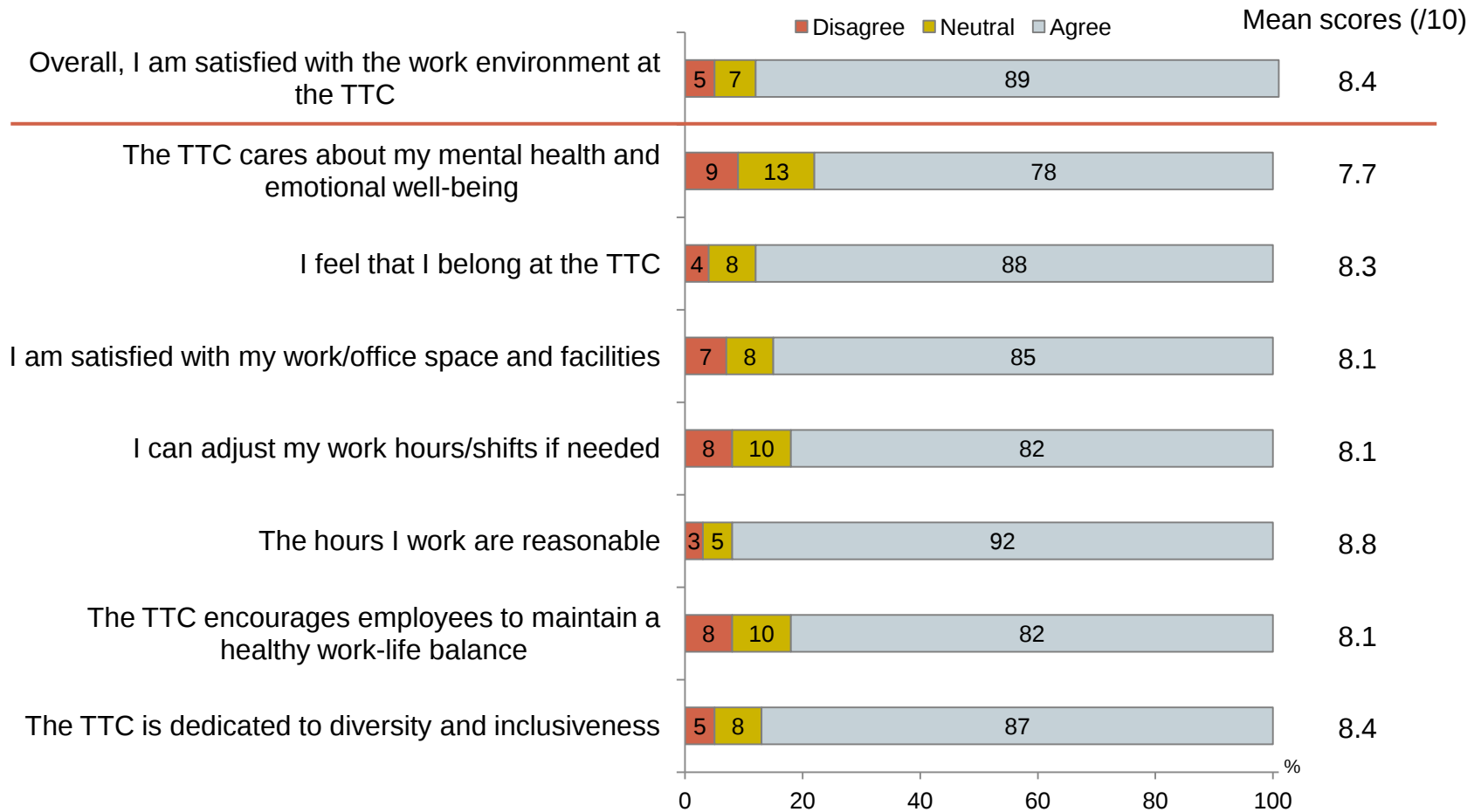
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment.

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

Sample sizes vary by category.

YOUR WORKING ENVIRONMENT

- ENGINEERING CONSTRUCTION AND EXPANSION GROUP



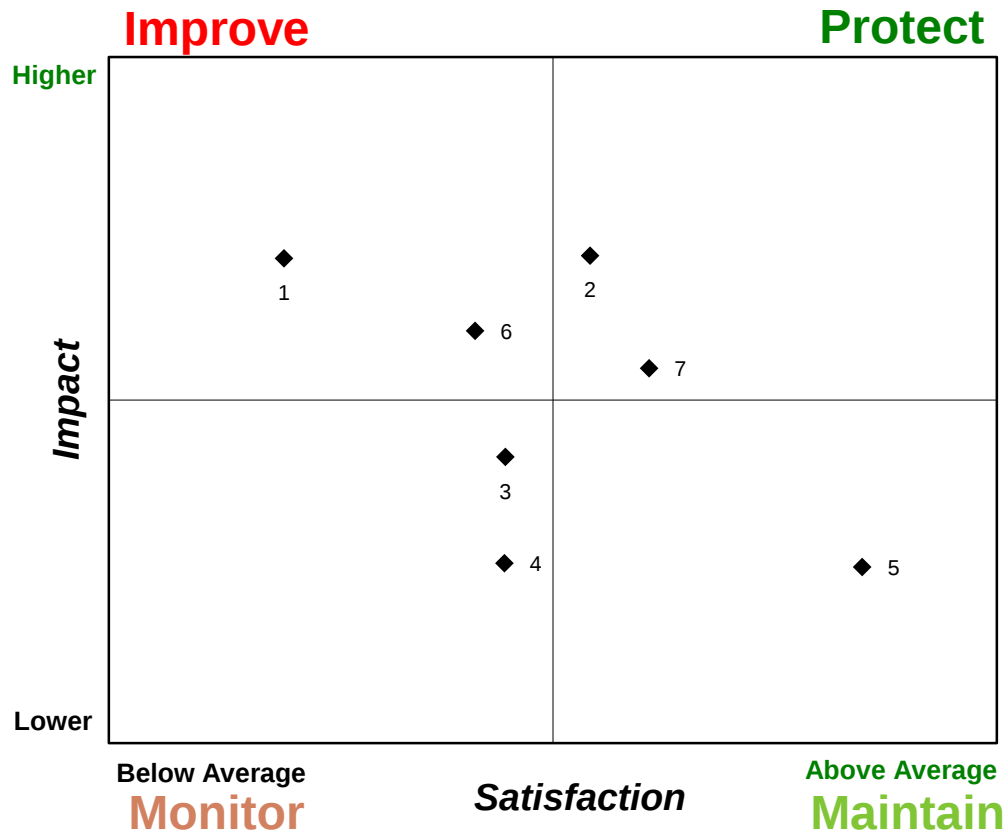
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Sample sizes vary by attribute.

YOUR WORKING ENVIRONMENT - BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming	Construction	Engineering	Property Planning & Development	Subway Extensions (Spadina/Scar.)
Overall, I am satisfied with the work environment at the TTC	7.0	7.8	8.4	8.6	8.1	8.6	7.9	8.2
The TTC cares about my mental health and emotional well-being	6.2	7.1	7.7	7.9	7.2	8.1	7.2	7.6
I feel that I belong at the TTC	7.4	7.8	8.3	8.4	8.1	8.4	7.9	8.1
I am satisfied with my work/office space and facilities	6.5	7.2	8.1	8.2	7.6	8.5	7.1	8.7
I can adjust my work hours/shifts if needed	6.7	7.5	8.1	8.0	7.7	8.5	8.5	7.9
The hours I work are reasonable	7.7	8.4	8.8	9.0	8.2	9.2	8.3	9.1
The TTC encourages employees to maintain a healthy work-life balance	6.3	7.4	8.1	8.6	7.2	8.7	8.2	7.3
The TTC is dedicated to diversity and inclusiveness	7.4	8.0	8.4	8.6	8.1	8.6	8.4	8.1

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 - ENGINEERING CONSTRUCTION AND EXPANSION GROUP



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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 7.7 to 8.8.
Impact values range between 31% to 57%.

OPPORTUNITY ANALYSIS: YOUR WORKING ENVIRONMENT - SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Engineering Construction and Expansion Group	Capital Programming	Construction	Engineering
The TTC cares about my mental health and emotional well-being	↑	↑	↑	↑
I feel that I belong at the TTC	🔒		🔒	↑
I am satisfied with my work/office space and facilities				↑
I can adjust my work hours/shifts if needed				
The hours I work are reasonable				
The TTC encourages employees to maintain a healthy work-life balance	↑		↑	🔒
The TTC is dedicated to diversity and inclusiveness	🔒	🔒	🔒	

🔒 Represents Area to Protect

↑ Represents Area to Improve

Sample sizes vary by attribute.

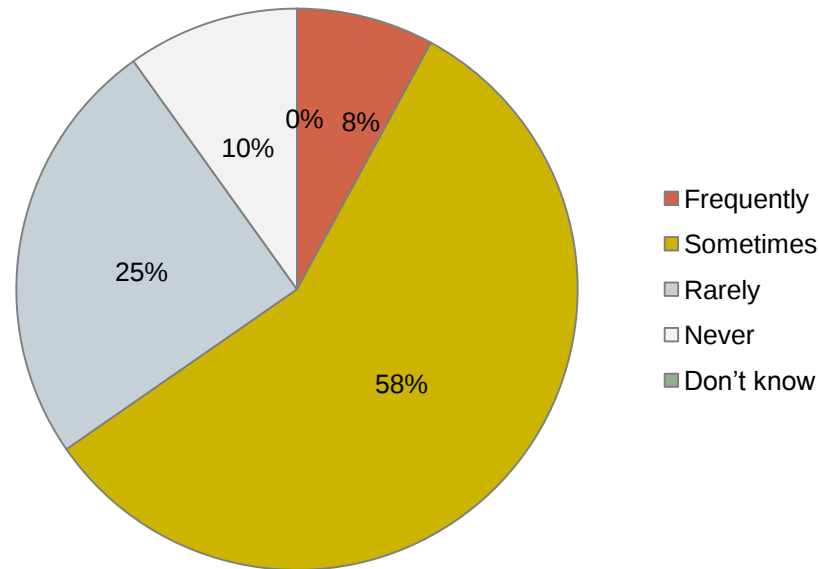
Property Planning and Development and Subway Extensions (Spadina/Scar.) are not shown as these departments are too small to conduct Opportunity Analysis.

3/24/2015

53

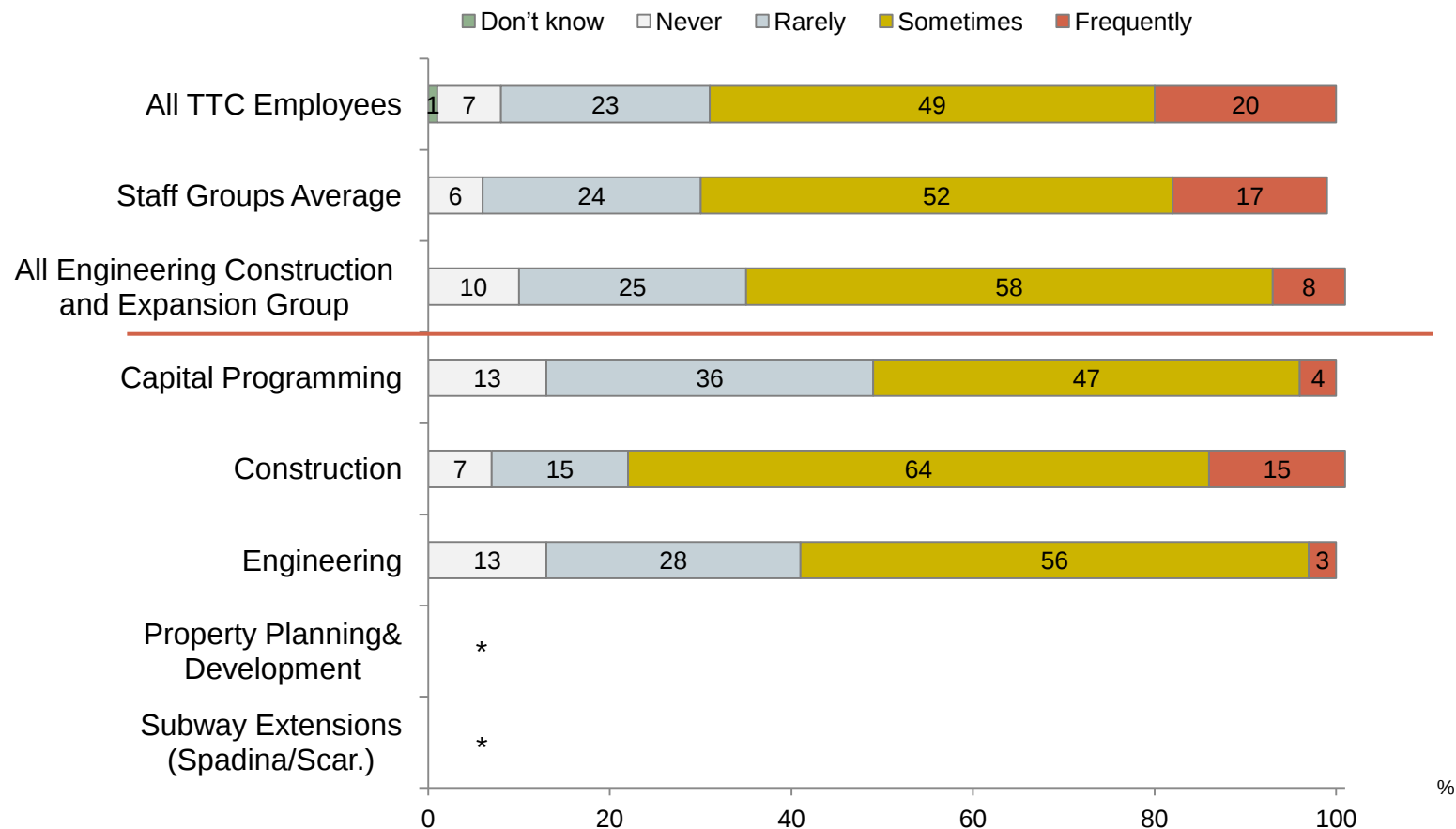
Engineering Construction and Expansion Group

Total
(n= 304)



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 DEPARTMENT



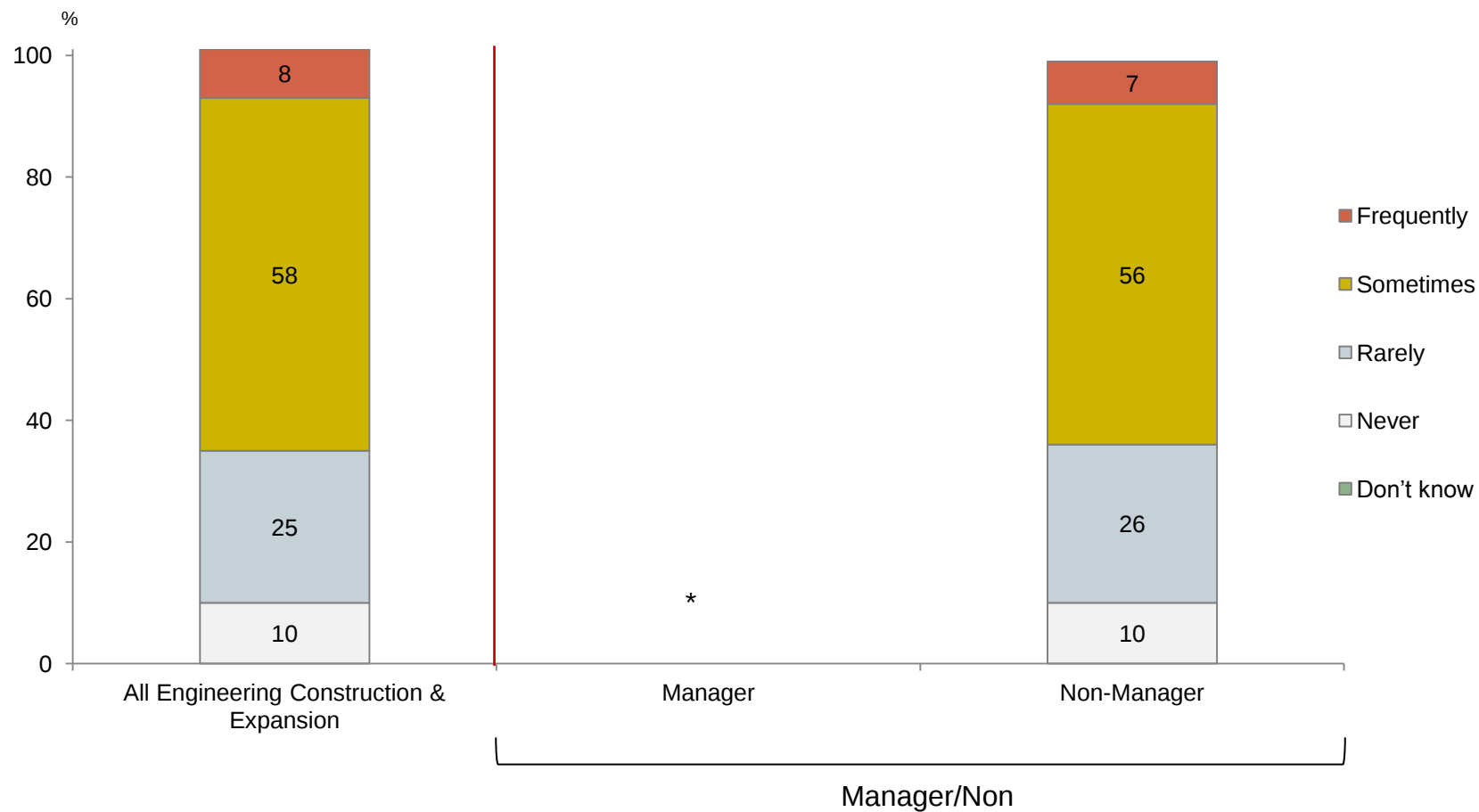
* Percentages suppressed as sample size <30.

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



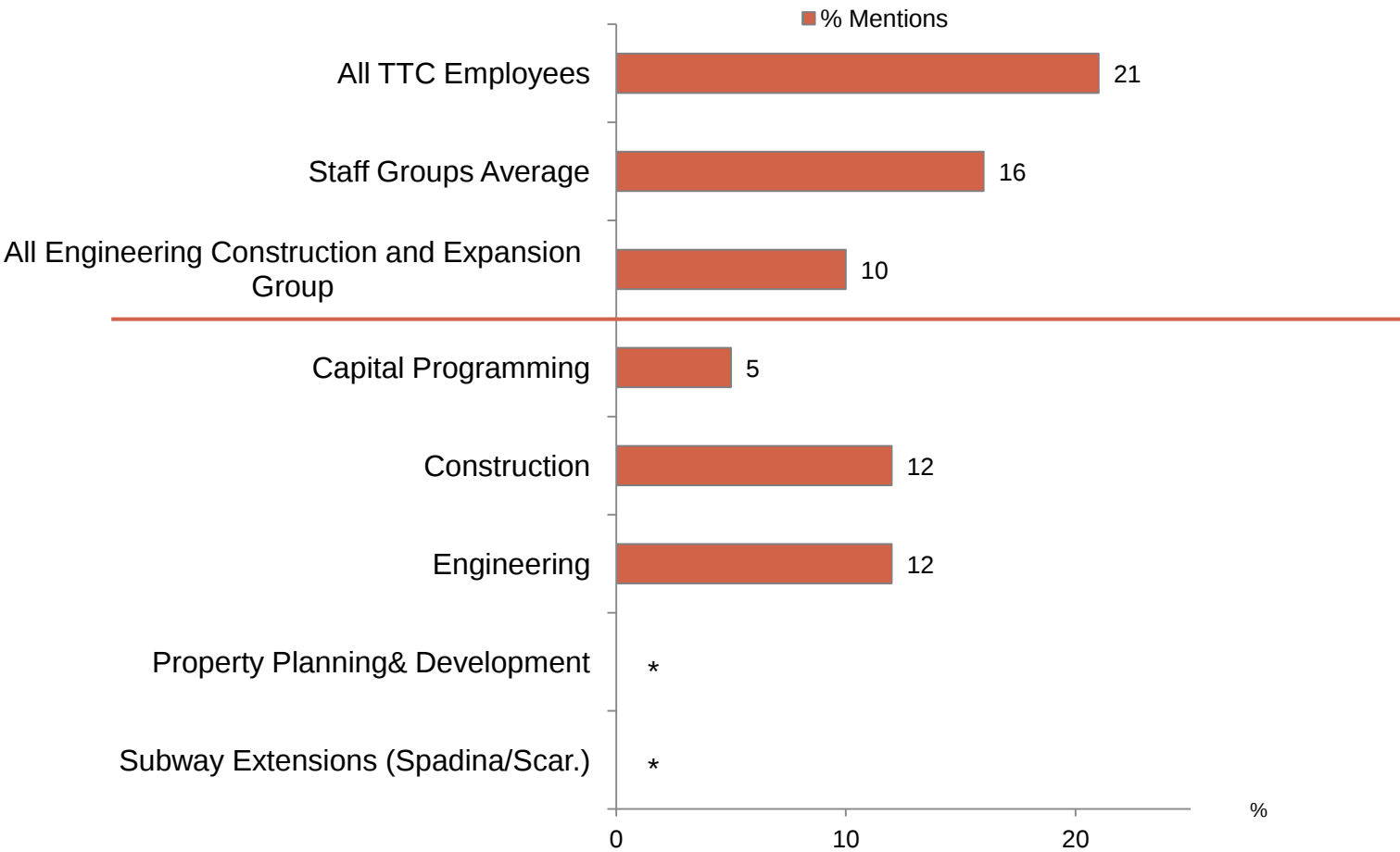
* Percentages suppressed due to sample size <30.

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

Sample sizes vary by category.

EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT

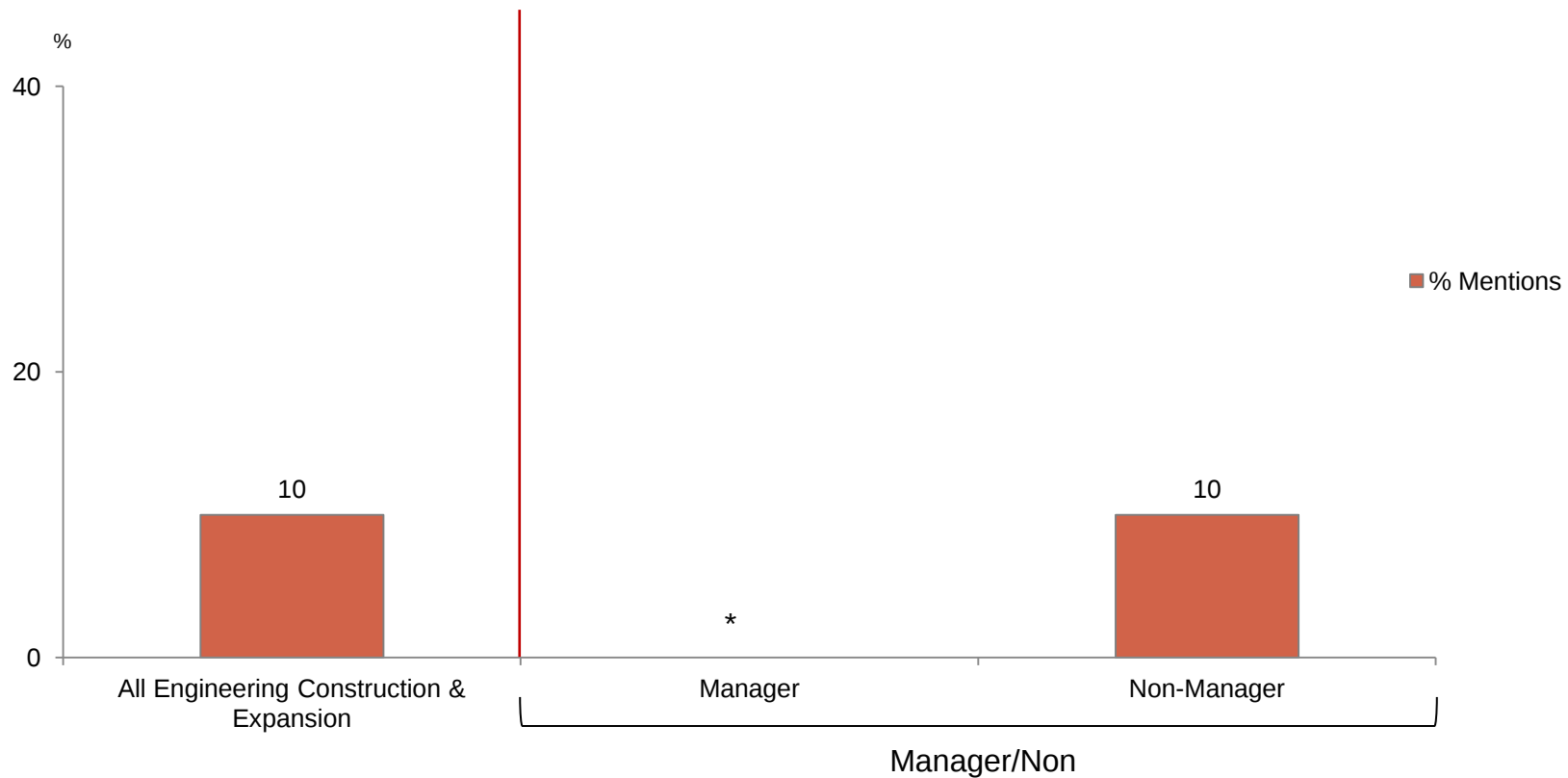
% of TTC Employees that experienced at least one form of Discrimination or harassment in the last 12 months



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

EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT - BY EMPLOYEE POSITION

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



* Percentages suppressed due to sample size <30.

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

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 1-3%	Prefer not to answer range from 0-2%	Prefer not to answer range from 2-4%	Prefer not to answer range from 1-4%
% Yes	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming	Construction	Engineering
Disability	3	2	<1	0	1	0
Ethnic Origin	6	2	3	0	7	1
Gender (includes gender expression)	3	2	1	0	1	2
Sex (including pregnancy)	2	2	0	0	0	0
Creed	2	1	2	2	4	0
Age	5	4	3	0	4	3
Race	6	2	2	0	5	0
Colour	5	1	1	0	4	0
Sexual Orientation	2	1	<1	0	1	0
Family Status	2	2	<1	0	1	0
Marital Status	2	2	1	0	0	2
Ancestry	3	1	<1	0	1	0
Place of Origin	4	1	2	0	3	1
Citizenship	3	1	0	0	0	0
Personal Harassment	9	7	4	2	4	6
Other	4	2	2	2	3	1

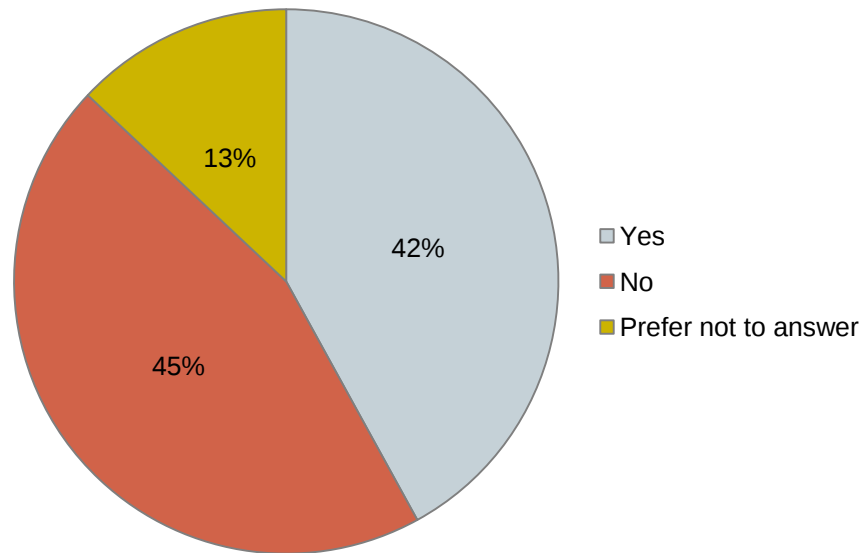
F3. In the last 12 months, have you experienced any discrimination or harassment by other TTC employees on the basis of:
 Property Planning and Development and Subway Extensions (Spadina/Scar.) are not shown as these departments are too small to report percentages (n<30).
 Sample sizes vary by attribute.

IS THE DISCRIMINATION REPORTED TO THE TTC?

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

Engineering Construction and Expansion Group

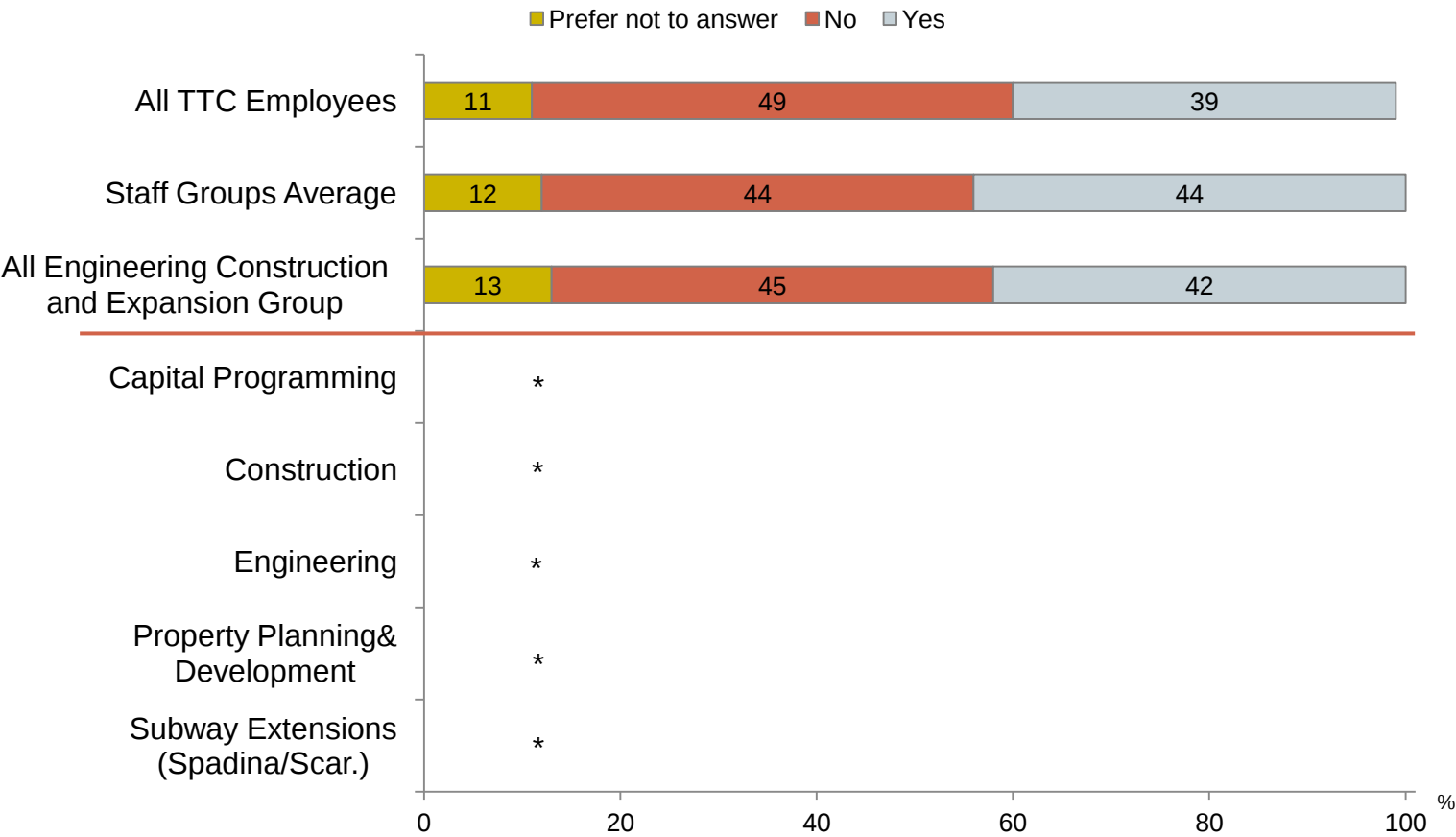
Total
(n= 31)



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

IS THE DISCRIMINATION REPORTED TO THE TTC? - BY DEPARTMENT

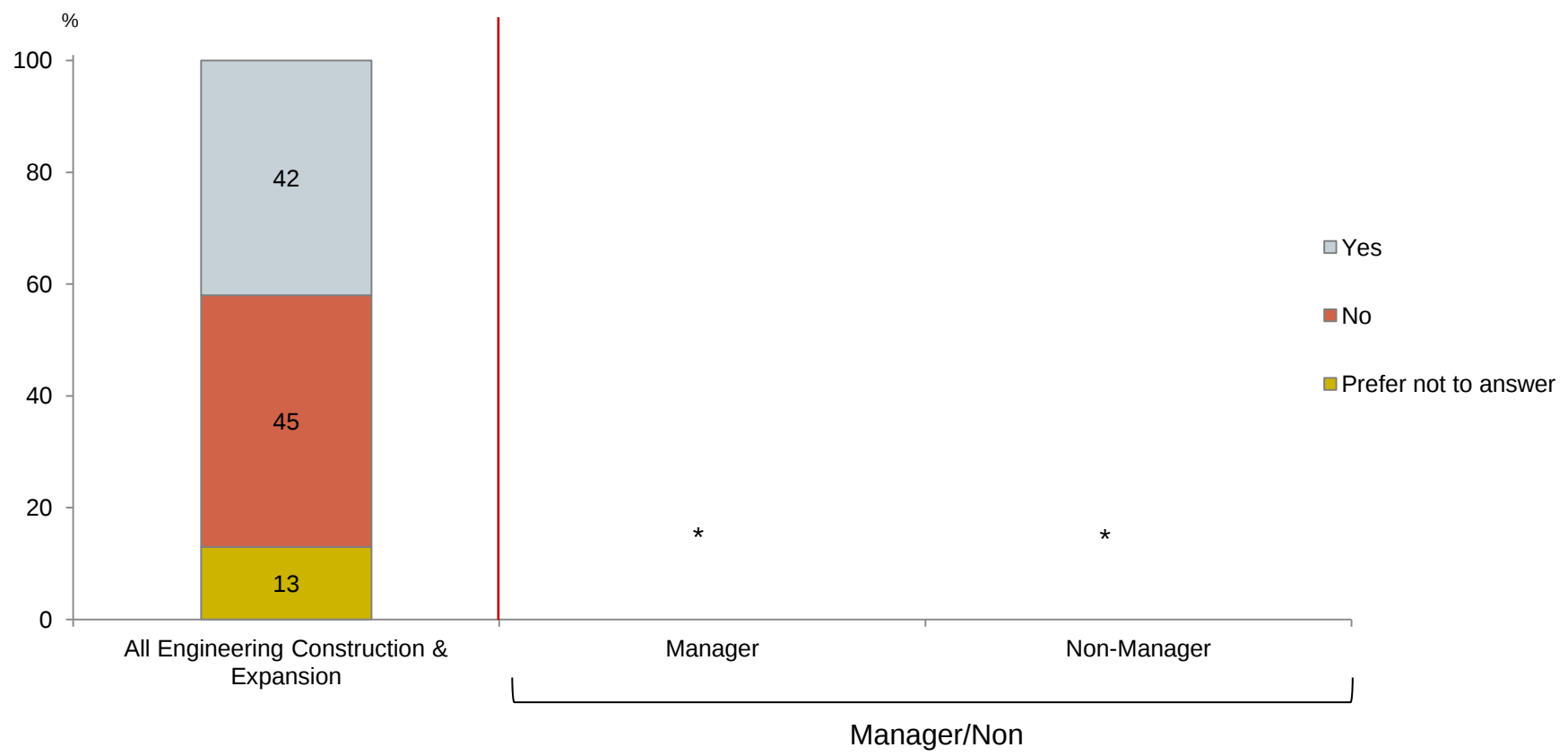
Among employees who have experienced at least one form of discrimination or harassment in the past 12 months



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

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

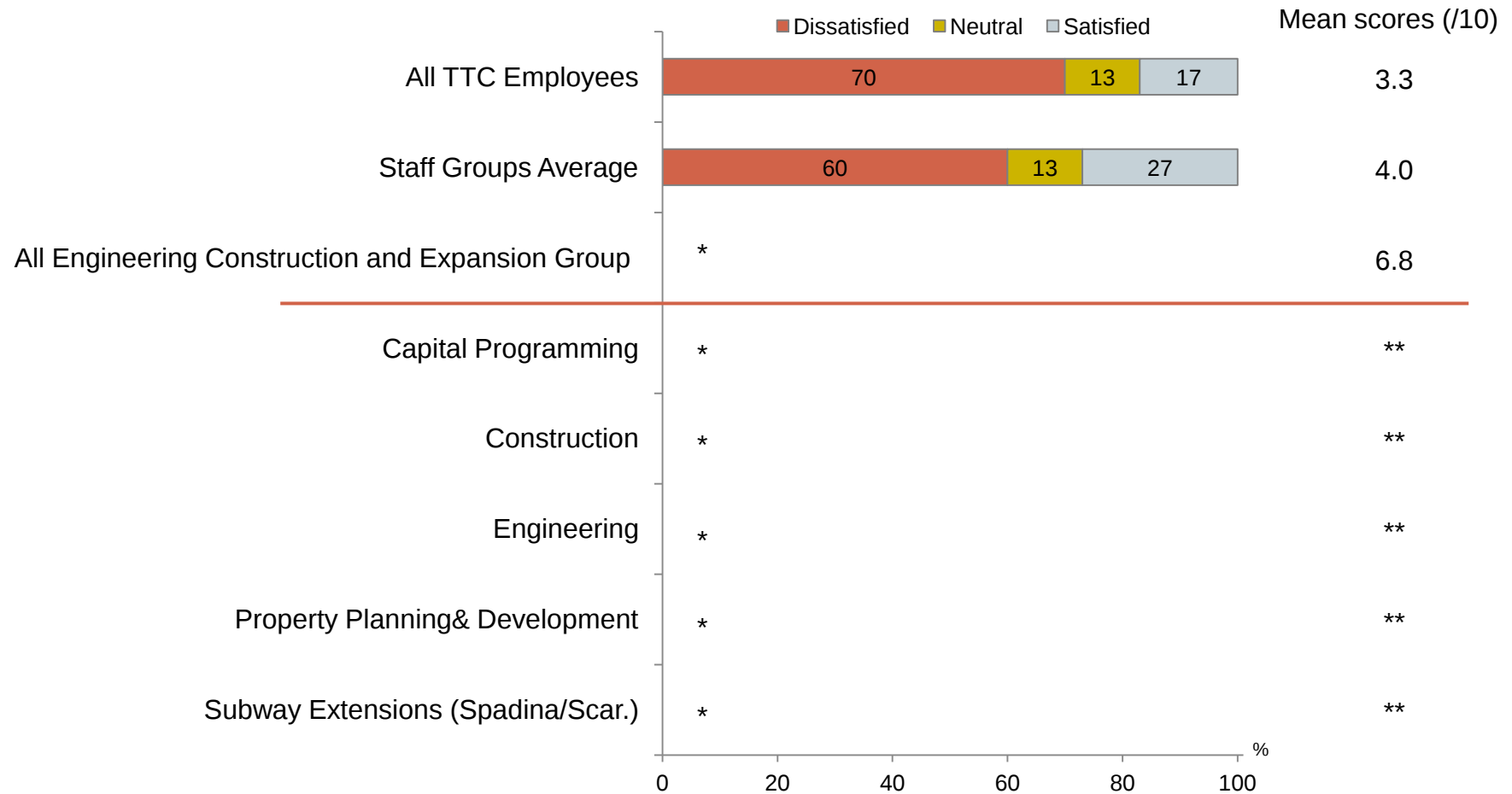
Among employees who have experienced at least one form of discrimination or harassment in the past 12 months



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

SATISFACTION WITH THE WAY THE INCIDENT WAS HANDLED

Among those who reported the incident



* Percentages suppressed due to sample size <30.

** Mean scores 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 EC&E employees provided a response to this question, no results can be shown.

Engineering Construction & Expansion Group
(n= 15)

*

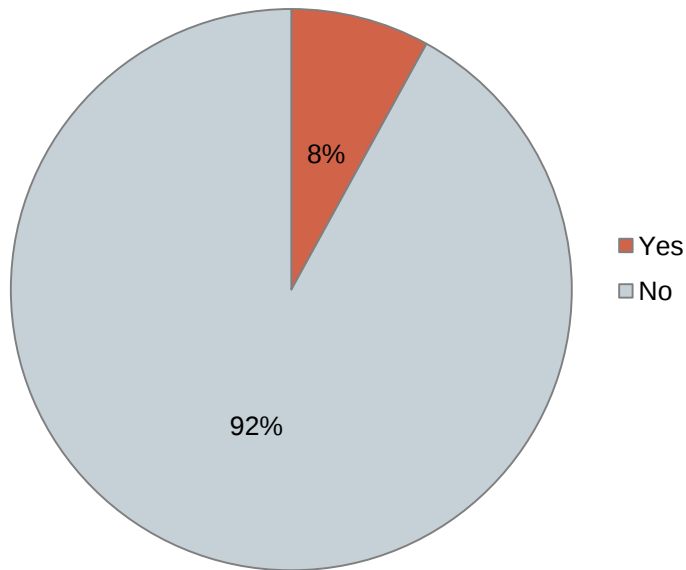
* Percentages suppressed due to sample size <30.

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?

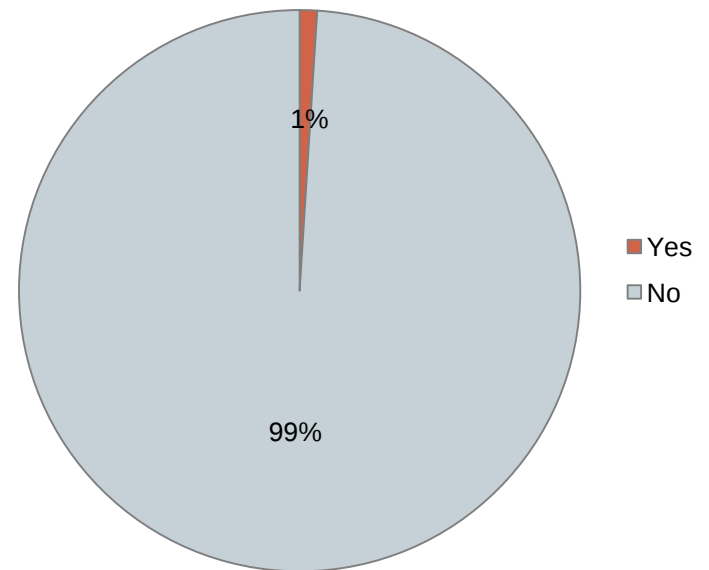
ABUSE FROM CUSTOMERS

Engineering Construction and Expansion Group

**Verbally
Abused**
(n= 303)

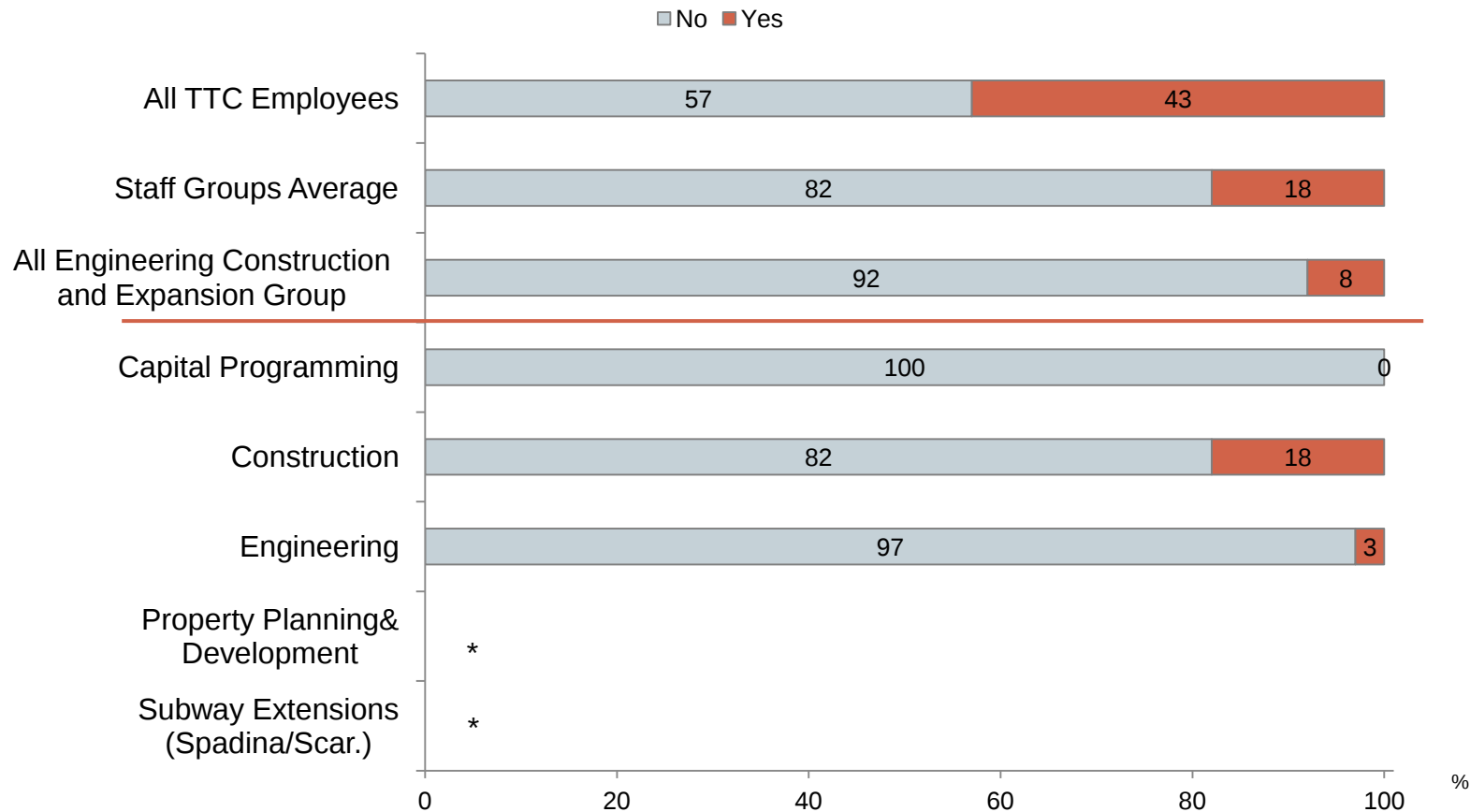


**Physically
Abused**
(n= 303)



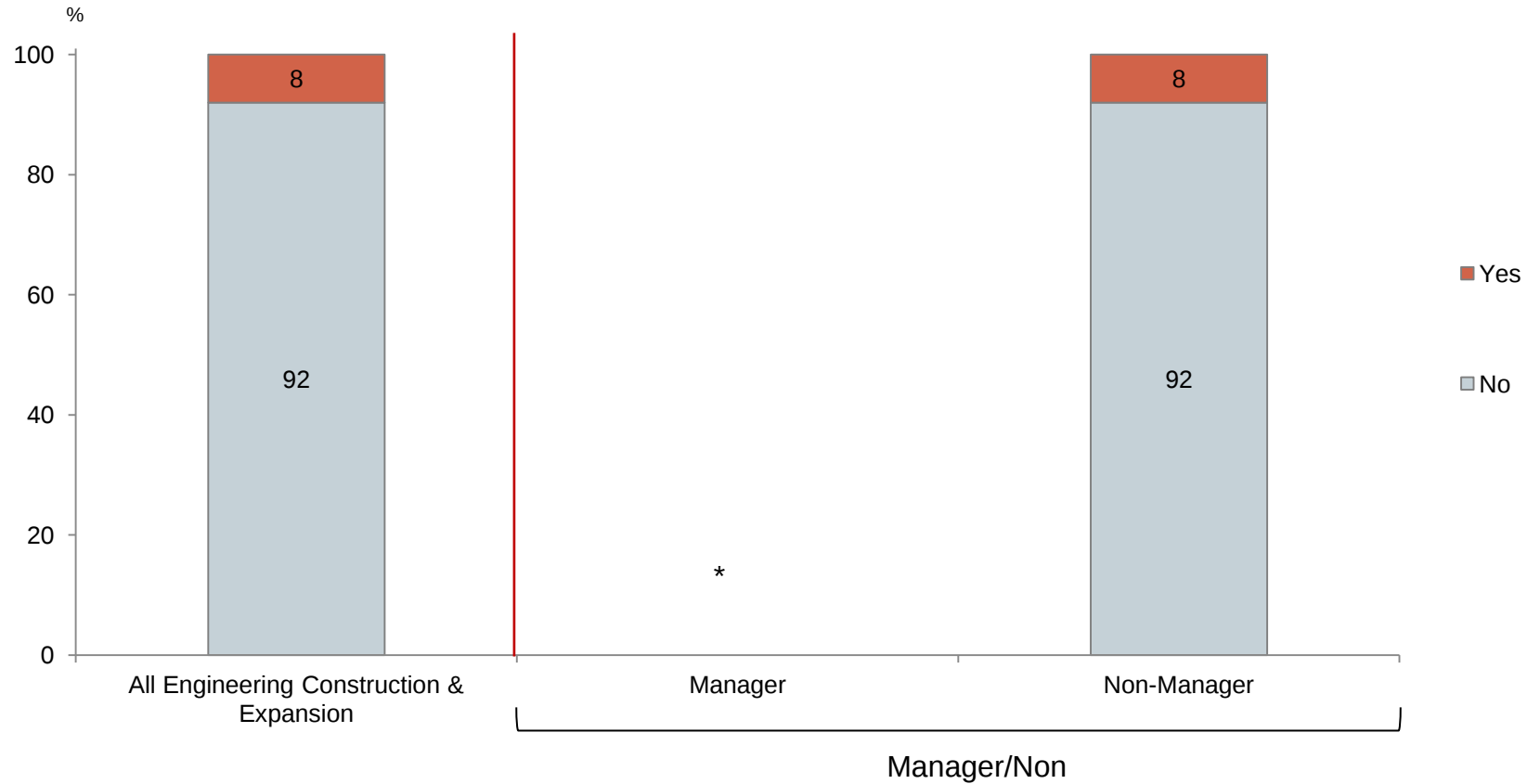
F7. In the past 12 months, have you been verbally abused by customers?
F8. In the past 12 months, have you been physically abused by customers?

VERBAL ABUSE FROM CUSTOMERS - BY DEPARTMENT



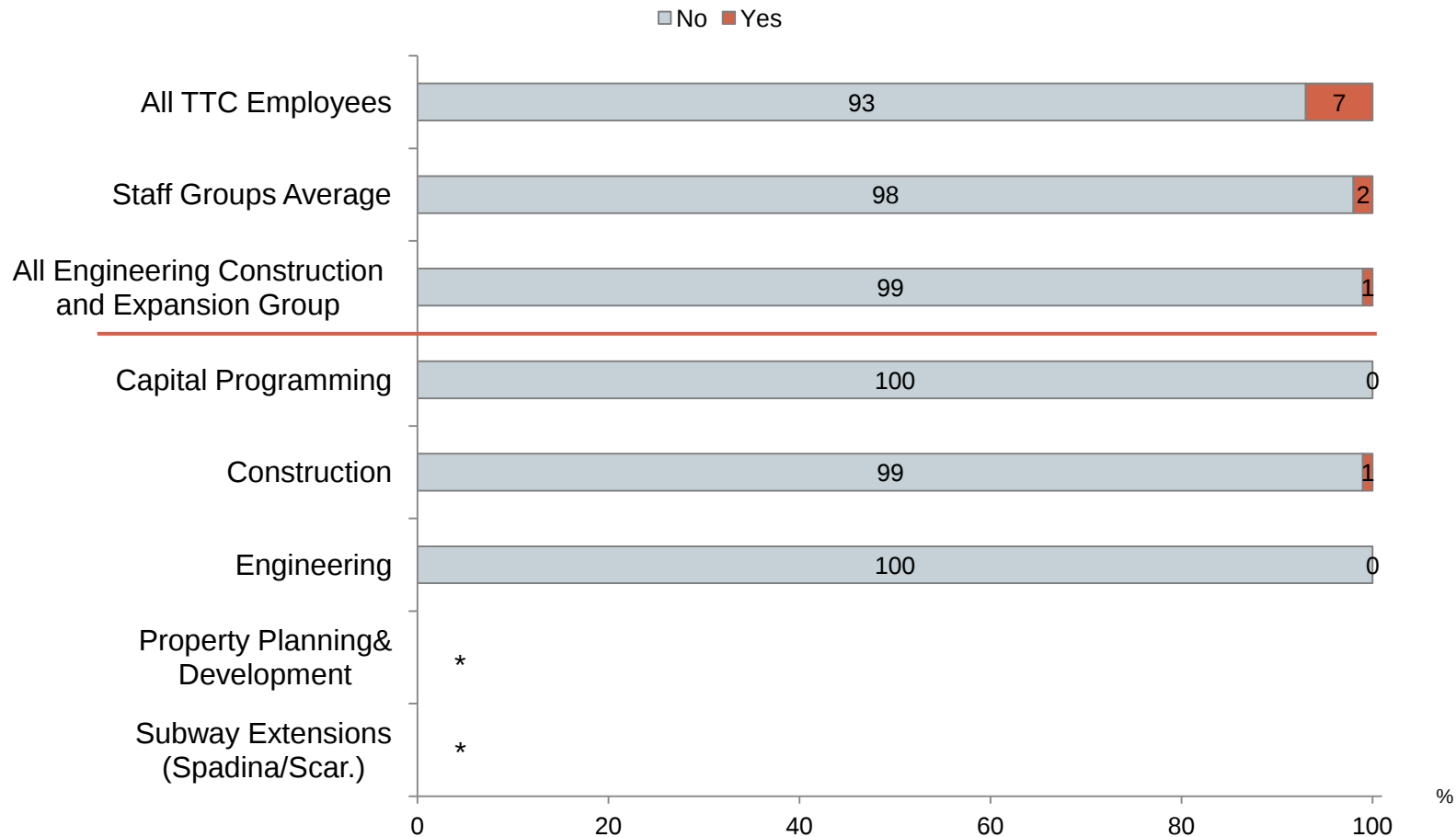
* Percentages suppressed as sample size <30.
F7. In the past 12 months, have you been verbally abused by customers?
Sample sizes vary by category.

VERBAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



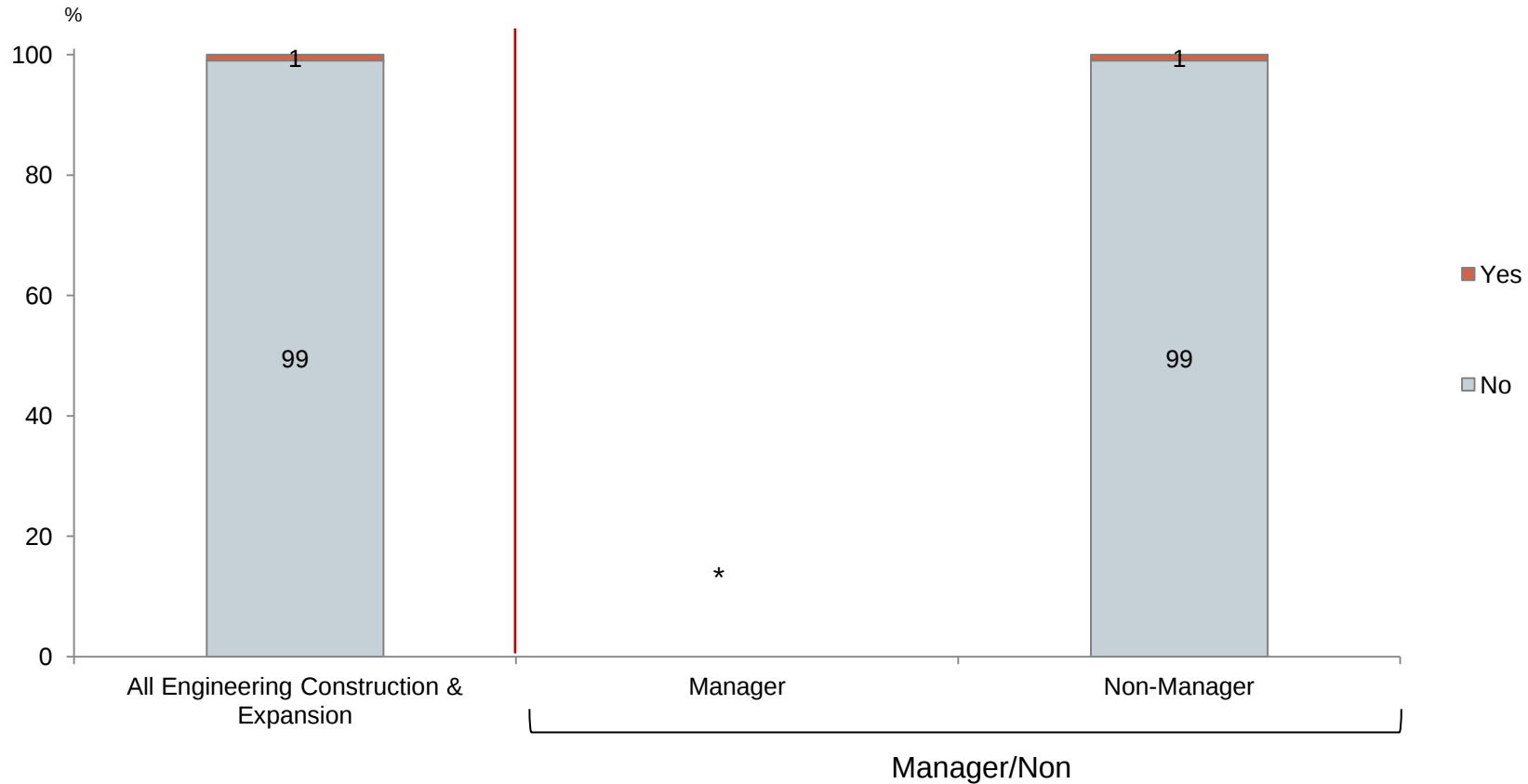
* Percentages suppressed due to sample size <30.
F7. In the past 12 months, have you been verbally abused by customers?
Sample sizes vary by category.

PHYSICAL ABUSE FROM CUSTOMERS - BY DEPARTMENT



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

PHYSICAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION

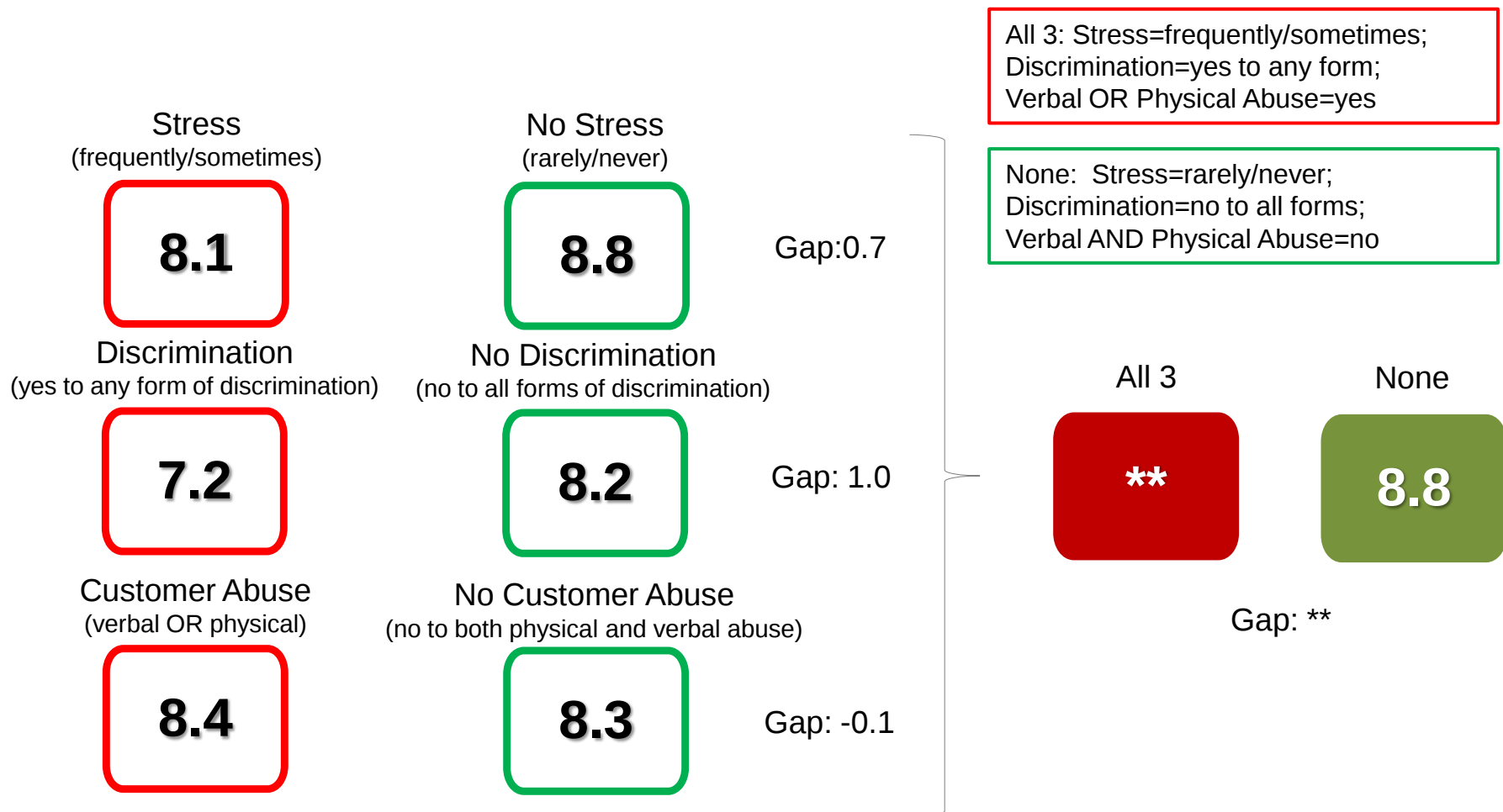


* Percentages suppressed due to sample size <30.

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

Sample sizes vary by category.

IMPACT OF STRESS, DISCRIMINATION, ABUSE ON EMPLOYEE ENGAGEMENT

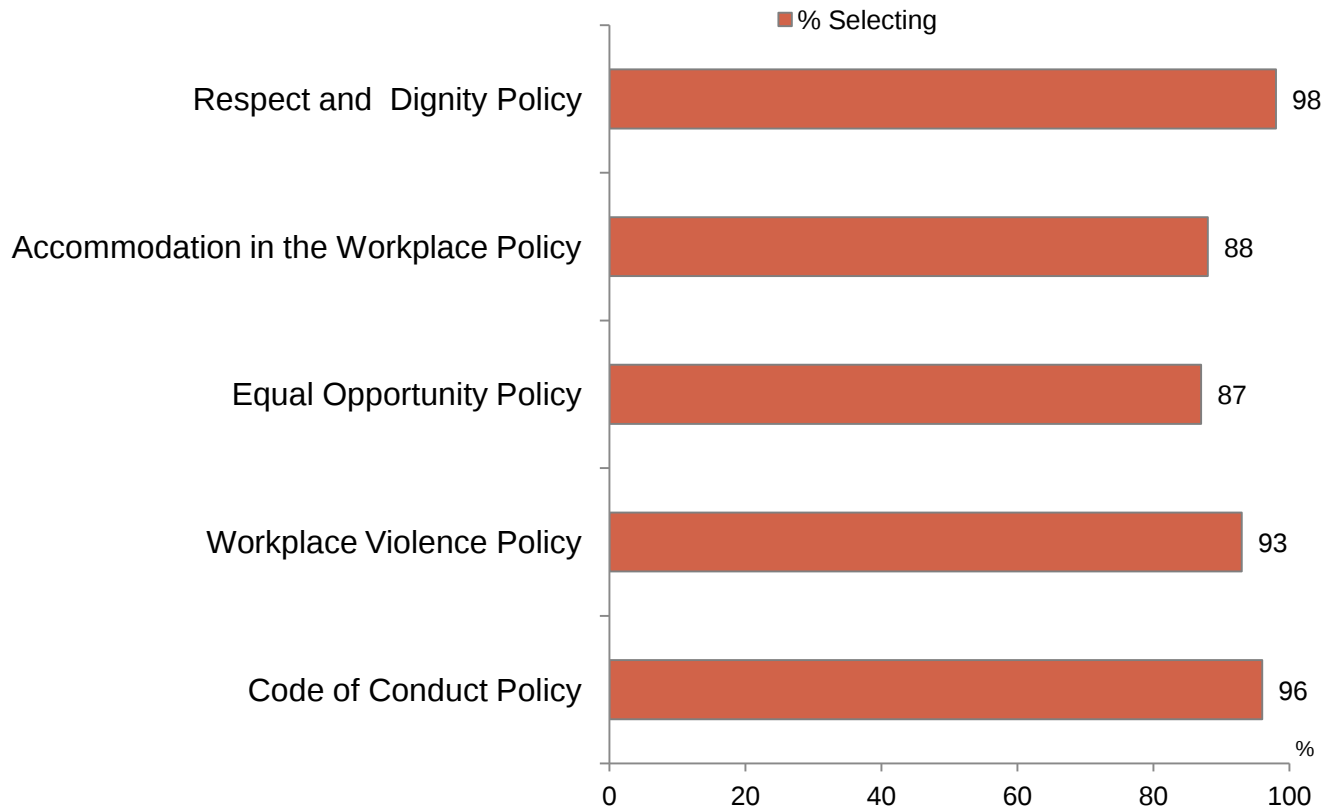


** Mean scores suppressed due to sample size <10.

FAMILIARITY WITH TTC POLICIES

- ENGINEERING CONSTRUCTION AND EXPANSION GROUP

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



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

FAMILIARITY WITH TTC POLICIES

- BY DEPARTMENT

% Selecting	All TTC Employees	Staff Groups Average	All Engineering Construction & Expansion	Capital Programming	Construction	Engineering
Respect and Dignity Policy	92	97	98	96	96	99
Accommodation in the Workplace Policy	76	87	88	89	84	87
Equal Opportunity Policy	81	88	87	84	87	85
Workplace Violence Policy	87	92	93	91	94	93
Code of Conduct Policy	82	92	96	93	97	96

F9. Are you familiar with the following TTC policies (select all that apply)?
 Property Planning and Development and Subway Extensions (Spadina/Scar.) are not shown as these departments are too small to report percentages (n<30).
 Sample sizes vary by category.

FAMILIARITY WITH TTC POLICIES

- BY EMPLOYEE POSITION

% Selecting	All Engineering Construction & Expansion	Manager	Non-Manager
Respect and Dignity Policy	98	*	98
Accommodation in the Workplace Policy	88	*	87
Equal Opportunity Policy	87	*	86
Workplace Violence Policy	93	*	93
Code of Conduct Policy	96	*	96

Manager/Non

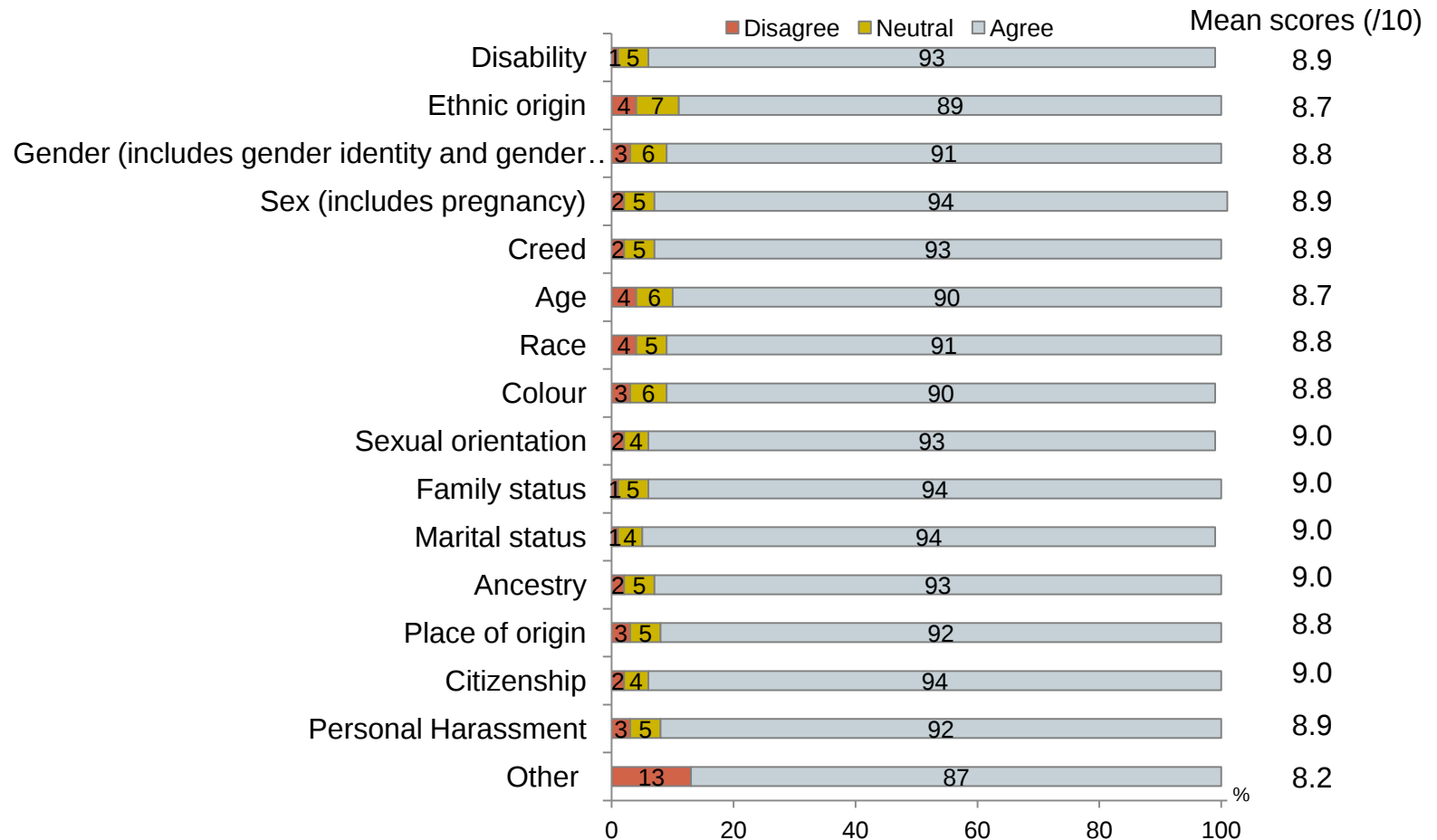
* Percentages suppressed due to sample size <30.

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

Sample sizes vary by category.

EFFECTIVENESS OF TTC PRACTICES - ENGINEERING CONSTRUCTION AND EXPANSION GROUP

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



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

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

Sample sizes vary by attribute.

EFFECTIVENESS OF TTC PRACTICES

- BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming	Construction	Engineering	Property Planning & Development	Subway Extensions (Spadina/Scar.)
Disability	8.3	8.7	8.9	8.7	8.8	9.2	9.0	8.5
Ethnic Origin	8.3	8.6	8.7	8.4	8.6	9.0	9.0	8.3
Gender (includes gender expression)	8.5	8.7	8.8	8.5	8.7	9.1	8.8	8.5
Sex (including pregnancy)	8.5	8.7	8.9	8.6	8.9	9.2	8.7	8.7
Creed	8.5	8.8	8.9	8.5	8.8	9.2	**	8.8
Age	8.4	8.6	8.7	8.5	8.6	9.0	8.9	8.3
Race	8.4	8.7	8.8	8.4	8.7	9.1	9.2	8.7
Colour	8.4	8.7	8.8	8.4	8.7	9.1	9.2	8.6
Sexual Orientation	8.6	8.8	9.0	8.8	8.8	9.3	8.7	8.9
Family Status	8.6	8.8	9.0	8.8	8.9	9.3	9.1	8.9
Marital Status	8.6	8.9	9.0	8.8	8.9	9.3	9.1	8.9
Ancestry	8.6	8.8	9.0	8.7	8.8	9.2	9.1	8.8
Place of Origin	8.5	8.8	8.8	8.4	8.6	9.2	9.2	8.6
Citizenship	8.6	8.9	9.0	8.7	8.9	9.3	9.2	8.8
Personal Harassment	8.2	8.6	8.9	8.8	8.8	9.1	9.0	8.5
Other	8.2	8.2	8.2	**	8.8	**	**	**

** 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 Engineering Construction and Expansion Group	Manager	Non-Manager
Disability	8.9	8.6	8.9
Ethnic Origin	8.7	8.8	8.7
Gender (includes gender expression)	8.8	8.7	8.8
Sex (including pregnancy)	8.9	8.7	8.9
Creed	8.9	8.9	8.9
Age	8.7	8.8	8.7
Race	8.8	8.9	8.8
Colour	8.8	8.9	8.8
Sexual Orientation	9.0	9.1	9.0
Family Status	9.0	9.1	9.0
Marital Status	9.0	9.1	9.0
Ancestry	9.0	9.1	9.0
Place of Origin	8.8	8.9	8.8
Citizenship	9.0	9.1	9.0
Personal Harassment	8.9	8.6	8.9
Other	8.2	**	8.1

Manager/Non

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

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

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

Sample sizes vary by attribute.

3/24/2015

AREA TO IMPROVE: YOUR COMPANY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Company” as third most impactful on Employee Engagement and as an area in which EC&E employees are relatively less satisfied; in other words, this is an Area to Improve.
- Mean satisfaction ratings across most specific aspects of Your Company are generally highest for Engineering, and Capital Programming, and lowest for Subway Extensions, followed by Construction.
- Satisfaction scores are significantly higher among non-managers compared to managers.
- Across the specific aspects of Your Company, satisfaction ratings are highest for, “I am proud and passionate about the TTC”, and “The TTC puts customers first”. Ratings were lowest for, “People get things done quickly and efficiently at the TTC” and “There is effective sharing of information across the TTC.” These are mostly consistent for all departments.
- To improve employee satisfaction with Your Company, Opportunity Analysis identifies several influential Areas to Improve, primarily related to trust and communication:
 - There is a good level of trust between Senior Management and employees
 - There is respect between the TTC and its partners (e.g. City of Toronto, Metrolinx)
 - Senior Managers communicate openly and honestly with employees
 - TTC leadership welcomes all feedback, both positive and negative
- This is generally consistent across all groups, although welcoming feedback is an Area to Protect for Capital Programming. In addition, respect between the TTC and partners is only an Area to Improve for Engineering.

SECTION SUMMARY

- Specific to Capital Programming and Construction are some Areas to Improve related to conveying information. They are:
 - There is good collaboration between different parts of the TTC (Capital Programming)
 - I feel sufficiently well informed about what is happening at the TTC (Capital Programming and Construction)
- In addition to these Areas to Improve, the following areas were identified as key Areas to Protect:
 - The TTC values its staff's time
 - I feel confident that TTC leadership is making the right decisions for the company's future success
 - I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable
- This result was consistent across most groups, with the achievable vision, which is less influential for Construction. Individual departments (especially for Engineering) have other attributes that are Areas to Protect only for that department.

SECTION SUMMARY

- Speaking Highly of the TTC
- Nearly two thirds of EC&E 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.
- Capital Programming and Construction employees are most likely to “always” speak highly of the TTC, while Engineering employees are least likely.
- Change in Experience Working for the TTC
- 33% feel that working for the TTC has improved over the past 12 months, compared to 8% who feel it has gotten worse.
- Little difference is seen among departments in the proportions expressing that working for the TTC has improved over the past 12 months.
- Employees in Construction (16%) were more likely to report that working for the TTC has gotten worse in the past twelve months compared to employees in Engineering (1%), and Capital Programming (4%).
- Among employees who indicated that working for the TTC has gotten better in the past 12 months, the main reasons traced to the vision and leadership of senior management, followed by the arrival of new managers or coworkers, and improved communications.
- There were not sufficient EC&E employees indicating that working for the TTC has gotten worse to report the most common reasons for that impression.

OVERALL RATINGS OF YOUR COMPANY

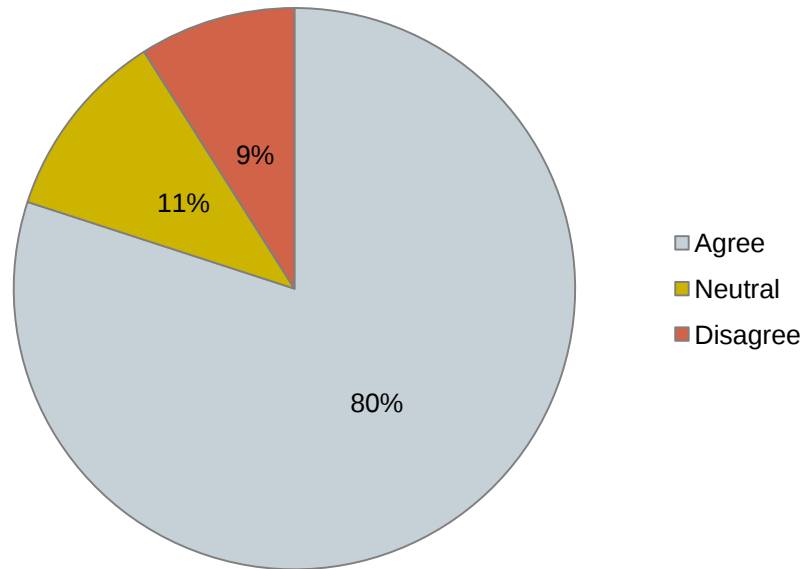
- ENGINEERING CONSTRUCTION AND EXPANSION GROUP

Engineering Construction and Expansion Group

Total

(n= 304)

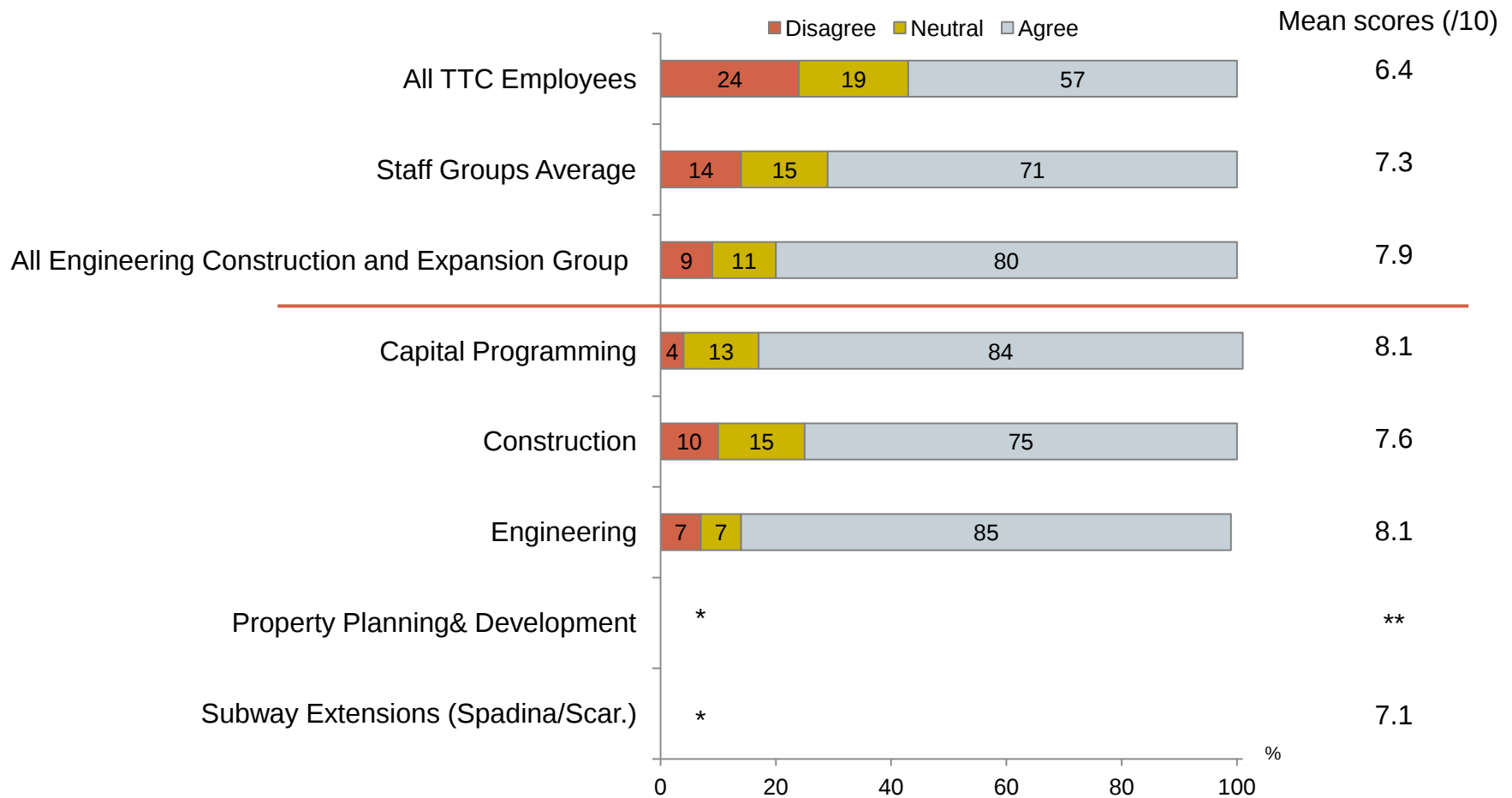
Mean=7.9



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 DEPARTMENT



* Percentages suppressed due to sample size <30.

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

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

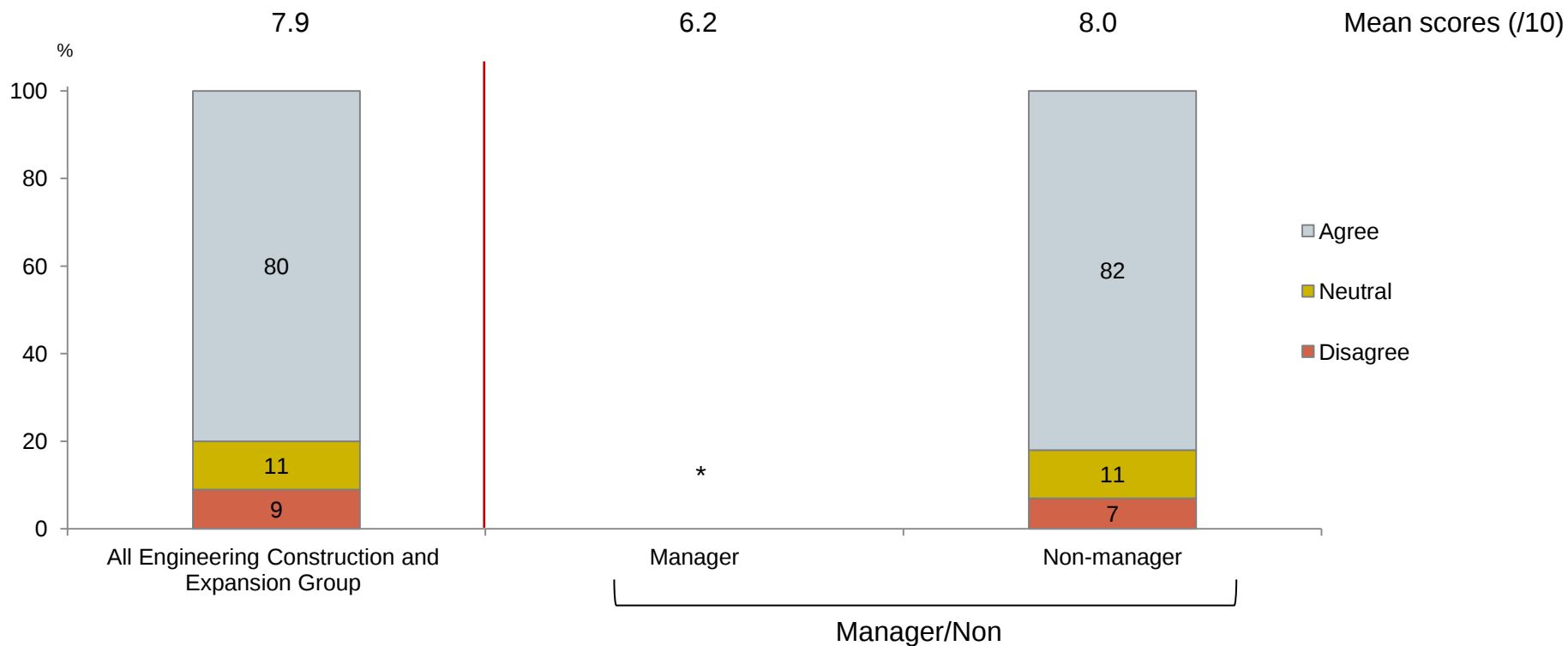
Overall, I am satisfied with the leadership of the company.

Sample sizes vary by category.

3/24/2015

82

OVERALL RATINGS OF YOUR COMPANY - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

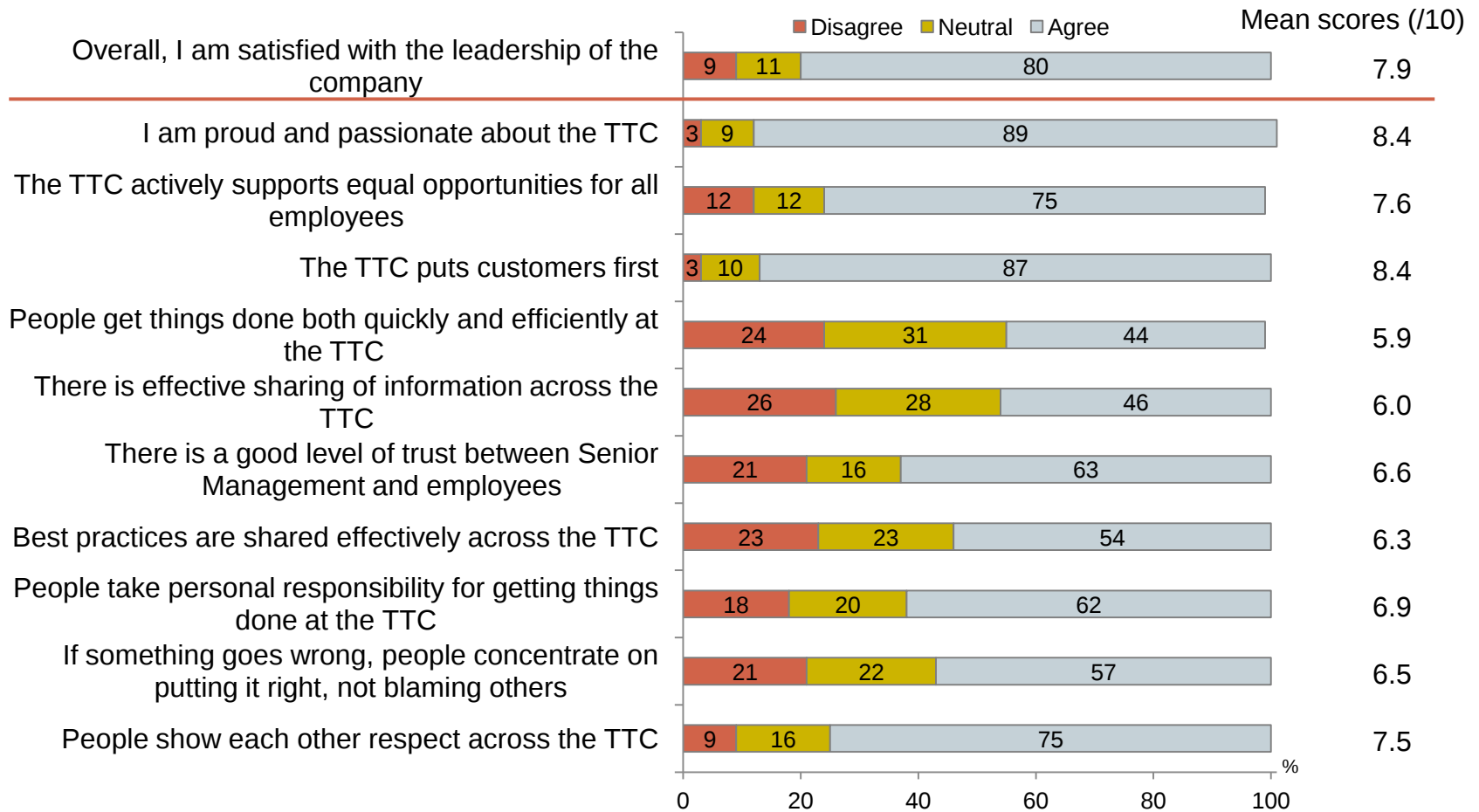
C1. Please indicate the extent to which you agree or disagree with each of the following statements:

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

Sample sizes vary by category.

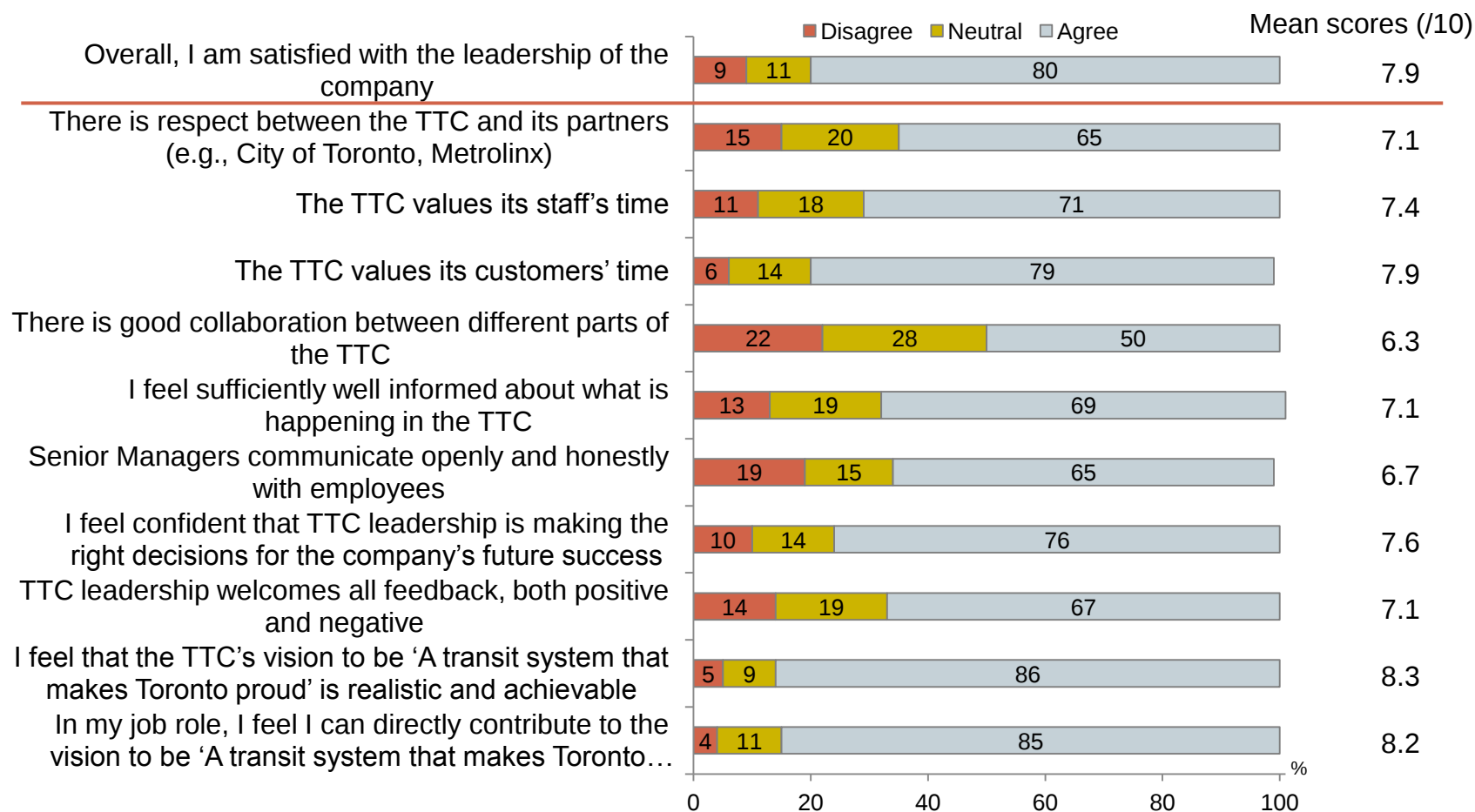
YOUR COMPANY

- ENGINEERING CONSTRUCTION AND EXPANSION GROUP



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

YOUR COMPANY - ENGINEERING CONSTRUCTION AND EXPANSION GROUP (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 DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction & Expansion Group	Capital Programming	Construction	Engineering	Property Planning & Development	Subway Extensions (Spadina/Scar.)
Overall, I am satisfied with the leadership of the company	6.4	7.3	7.9	8.1	7.6	8.1	**	7.1
I am proud and passionate about the TTC	7.6	8.1	8.4	8.4	8.3	8.6	8.0	8.1
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.6	7.4	7.6	7.8	7.5	7.4
The TTC puts customers first	7.8	8.0	8.4	8.6	8.3	8.6	**	7.7
People get things done both quickly and efficiently at the TTC	5.1	5.5	5.9	6.1	5.7	6.2	5.3	5.4
There is effective sharing of information across the TTC	4.9	5.4	6.0	6.3	5.6	6.3	5.3	5.6
There is a good level of trust between Senior Management and employees	4.9	5.8	6.6	7.0	6.2	6.9	7.1	6.1
Best practices are shared effectively across the TTC	5.3	5.7	6.3	6.4	5.9	6.8	5.5	5.9
People take personal responsibility for getting things done at the TTC	5.6	6.2	6.9	6.8	6.8	7.0	7.1	6.7
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	5.7	6.5	6.6	6.0	6.6	7.0	6.7
People show each other respect across the TTC	6.1	6.7	7.5	7.6	7.3	7.8	7.8	7.2
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.7	7.1	7.5	6.7	7.3	6.3	6.5
The TTC values its staff's time	6.0	6.8	7.4	7.7	7.0	7.7	6.9	7.0
The TTC values its customers' time	7.1	7.6	7.9	7.7	7.8	8.2	**	7.4
There is good collaboration between different parts of the TTC	5.3	5.8	6.3	6.5	5.8	6.6	6.6	6.0
I feel sufficiently well informed about what is happening in the TTC	5.7	6.7	7.1	7.4	6.9	7.2	7.0	7.0
Senior Managers communicate openly and honestly with employees	5.3	6.2	6.7	7.1	6.2	7.1	6.5	6.4
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	7.1	7.6	8.0	7.3	7.8	7.5	7.2
TTC leadership welcomes all feedback, both positive and negative	6.0	6.7	7.1	7.5	6.8	7.2	**	6.7
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	8.1	8.3	8.4	8.3	8.4	8.4	7.9
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	8.2	8.4	8.2	8.2	7.7	7.5

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

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

3/24/2015

OPPORTUNITY ANALYSIS: YOUR COMPANY - ENGINEERING CONSTRUCTION AND EXPANSION GROUP



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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 5.9 to 8.4.
Impact values range between 23% to 74%.

OPPORTUNITY ANALYSIS: YOUR COMPANY

SUMMARY BY DEPARTMENT

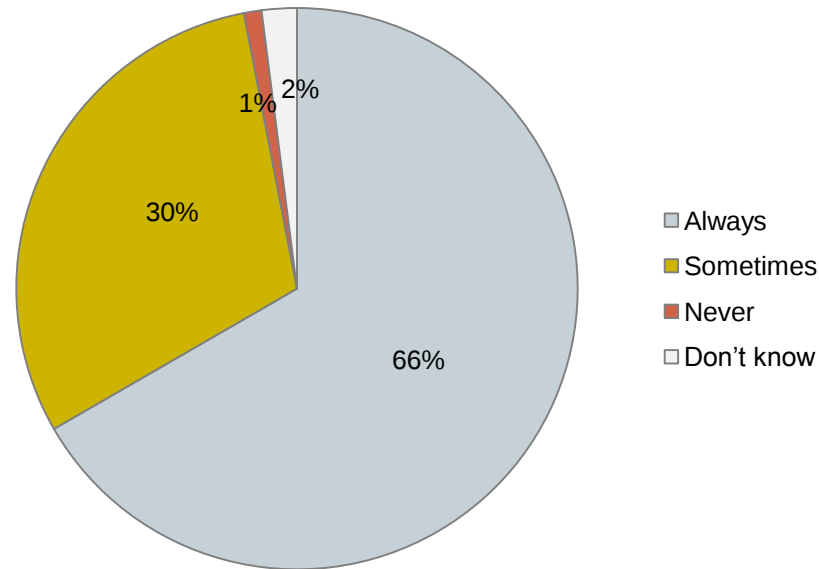
Key Drivers by Department	All Engineering Construction and Expansion Group	Capital Programming	Construction	Engineering
I am proud and passionate about the TTC				
The TTC actively supports equal opportunities for all employees				🔒
The TTC puts customers first				🔒
People get things done both quickly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

🔒 Represents Area to Protect
 ↑ Represents Area to Improve

Sample sizes vary by attribute.
 Property Planning and Development and Subway Extensions (Spadina/Scar.) are not shown as these departments are too small to conduct Opportunity Analysis.

Engineering Construction and Expansion Group

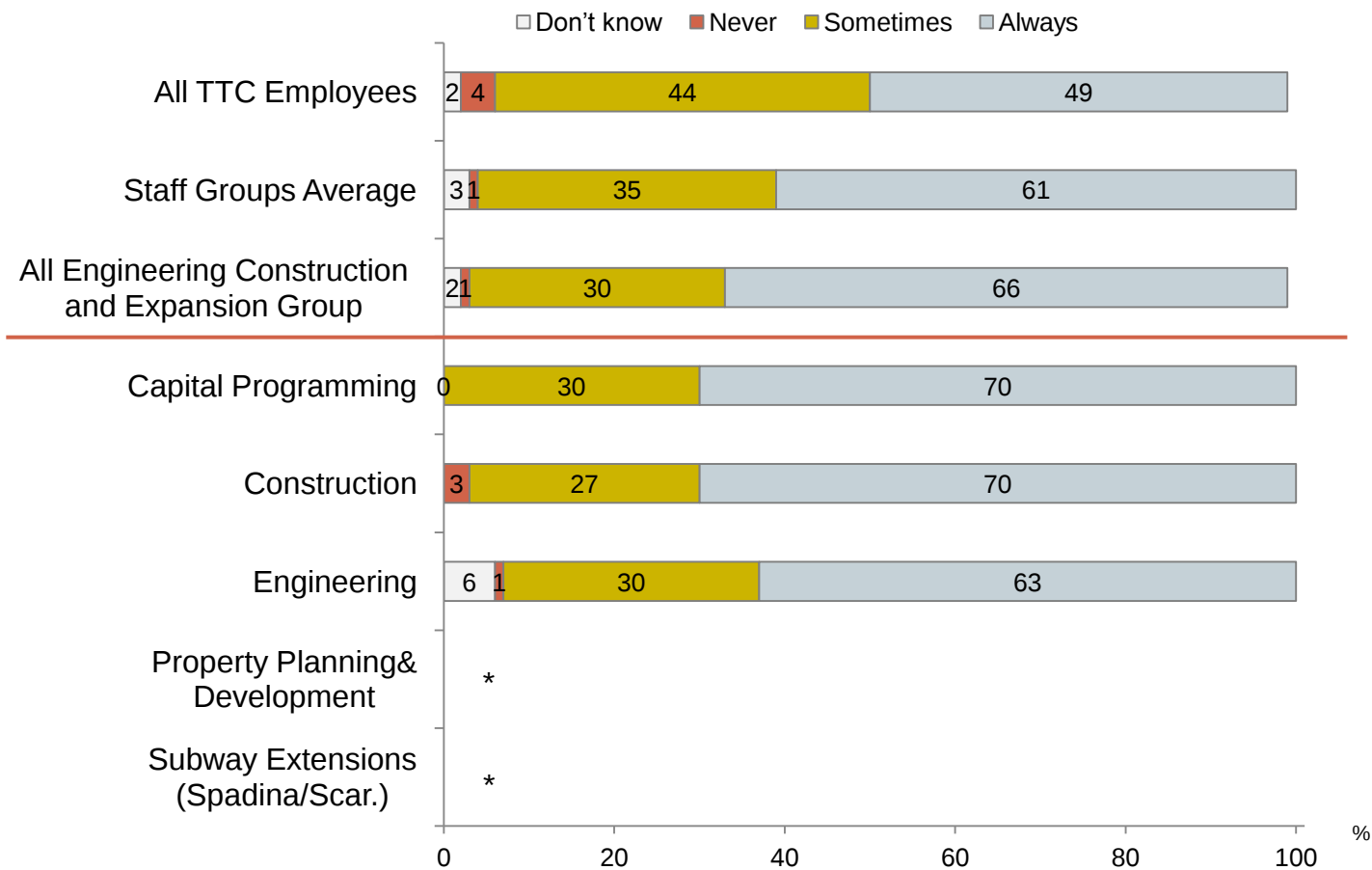
Total
(n= 303)



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

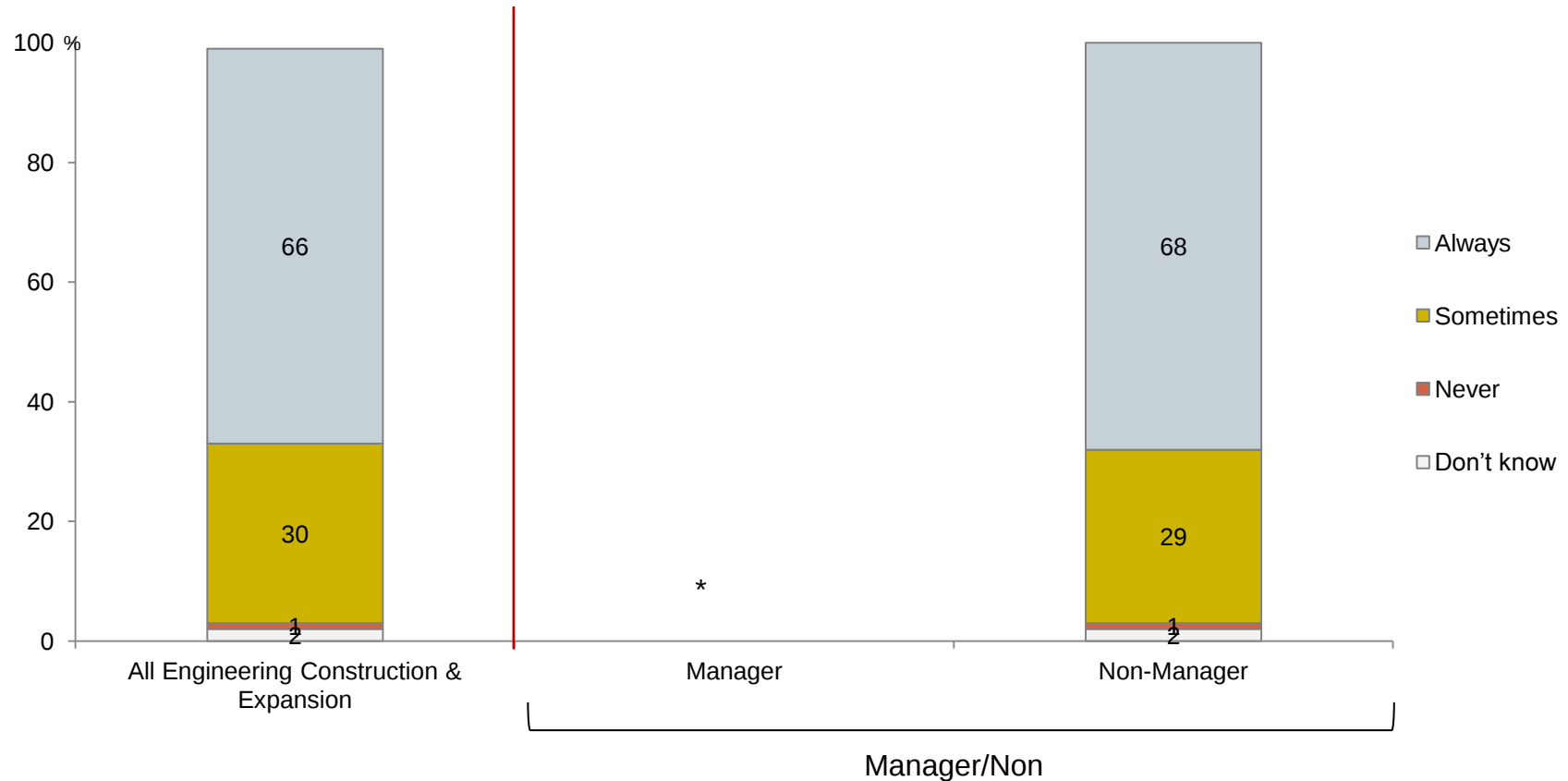
SPEAKING HIGHLY OF THE TTC

- BY DEPARTMENT



* 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



* Percentages suppressed as sample size <30.

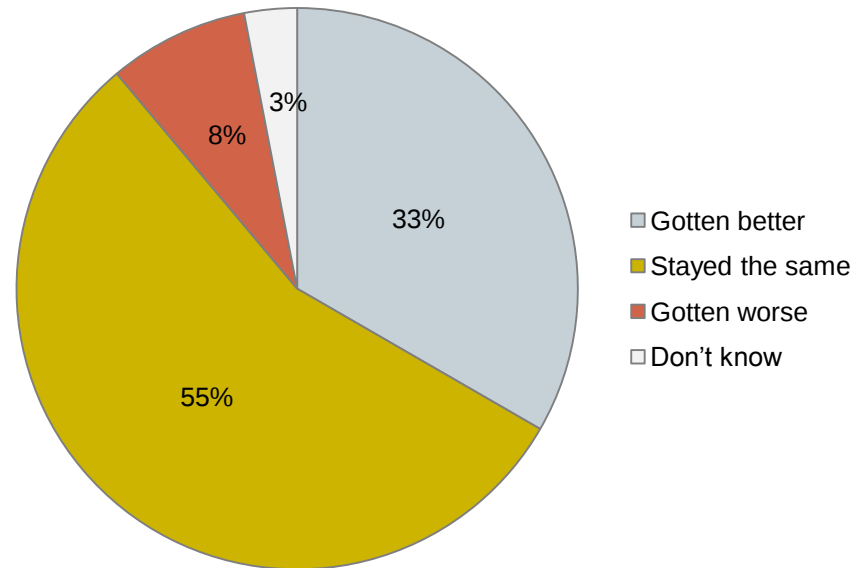
C2. I would speak highly of the TTC....: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.

Sample sizes vary by category.

CHANGE IN EXPERIENCE WORKING FOR THE TTC

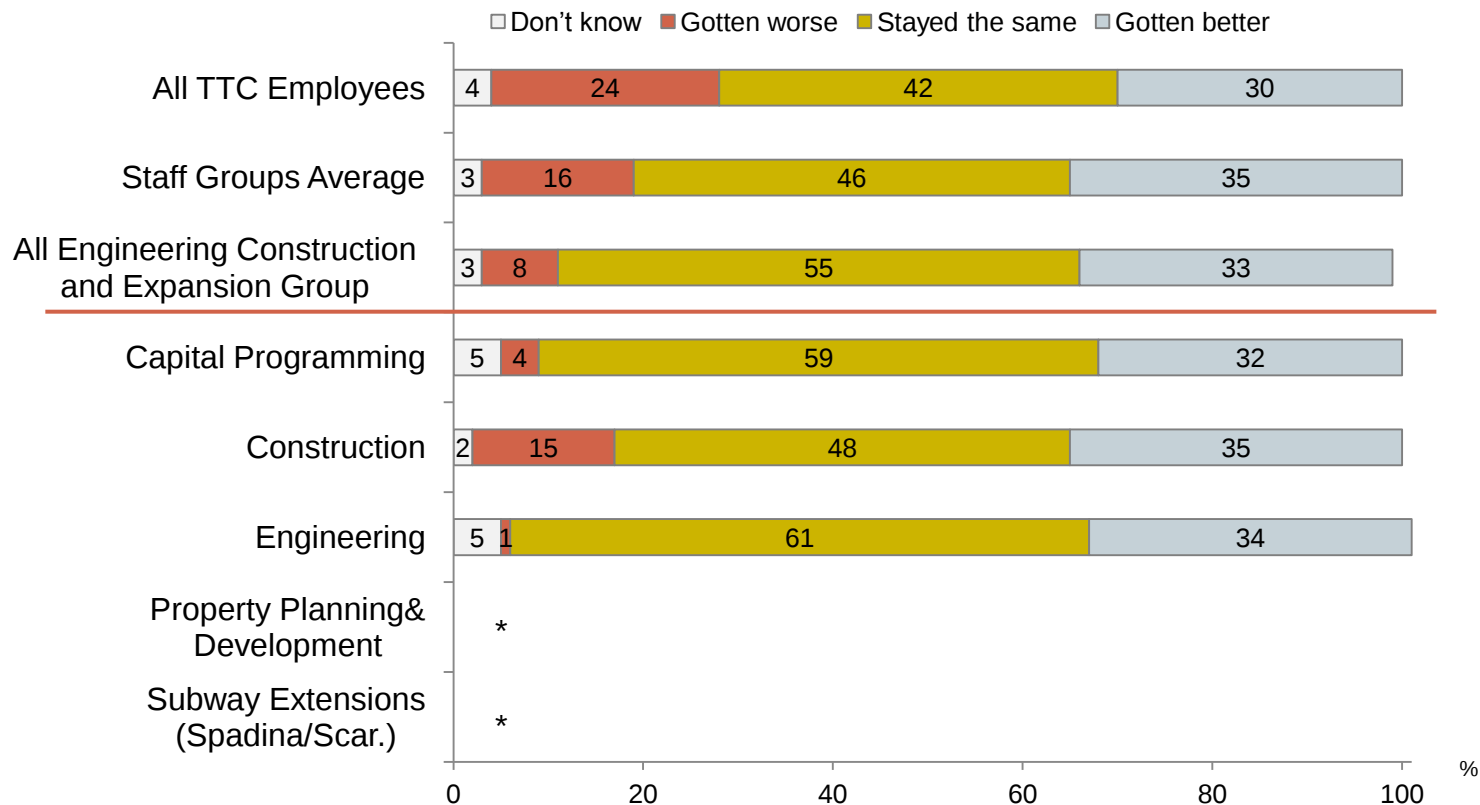
Engineering Construction and Expansion Group

Total
(n= 302)



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 DEPARTMENT

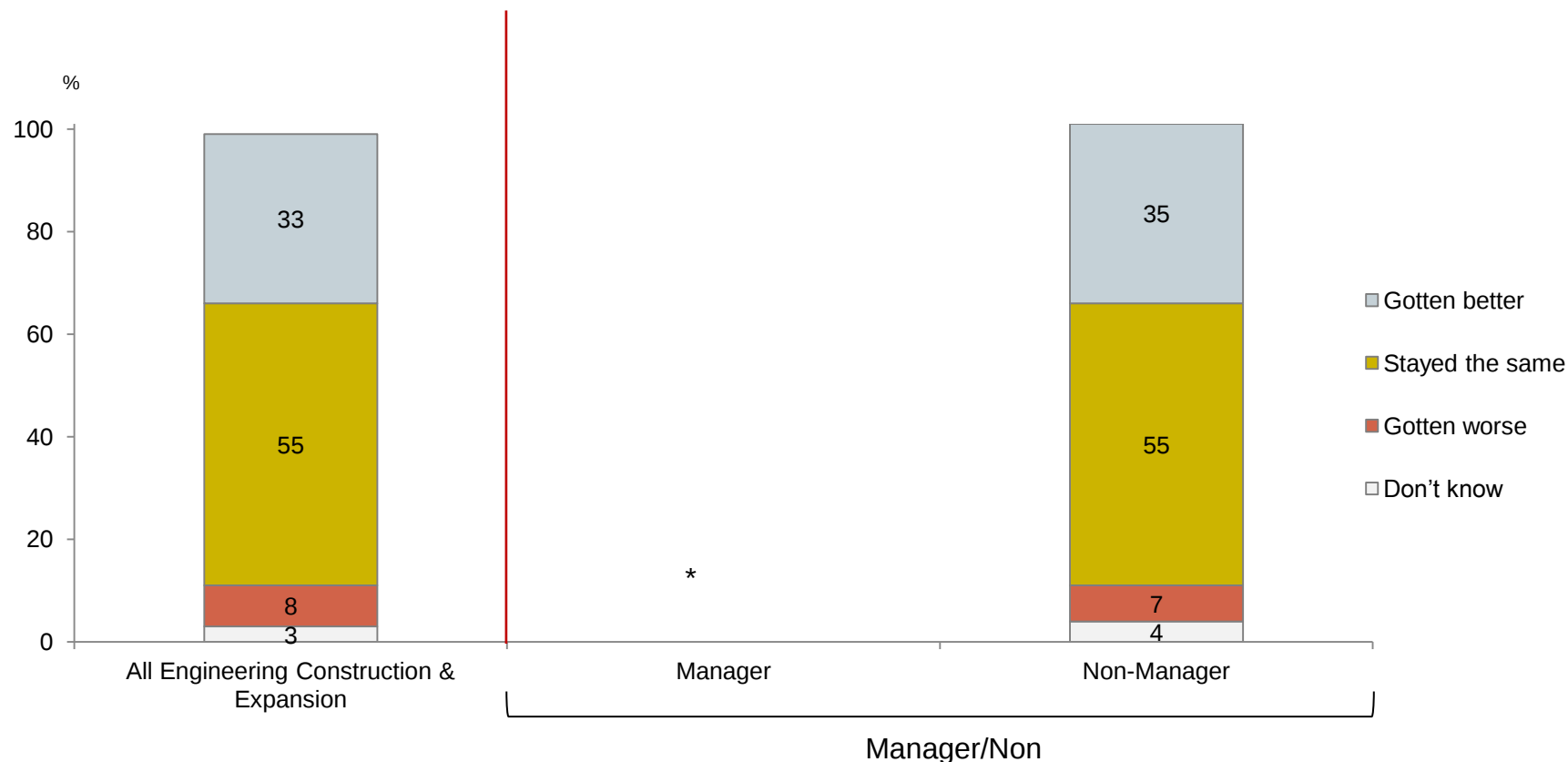


* Percentages suppressed as sample size <30.

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

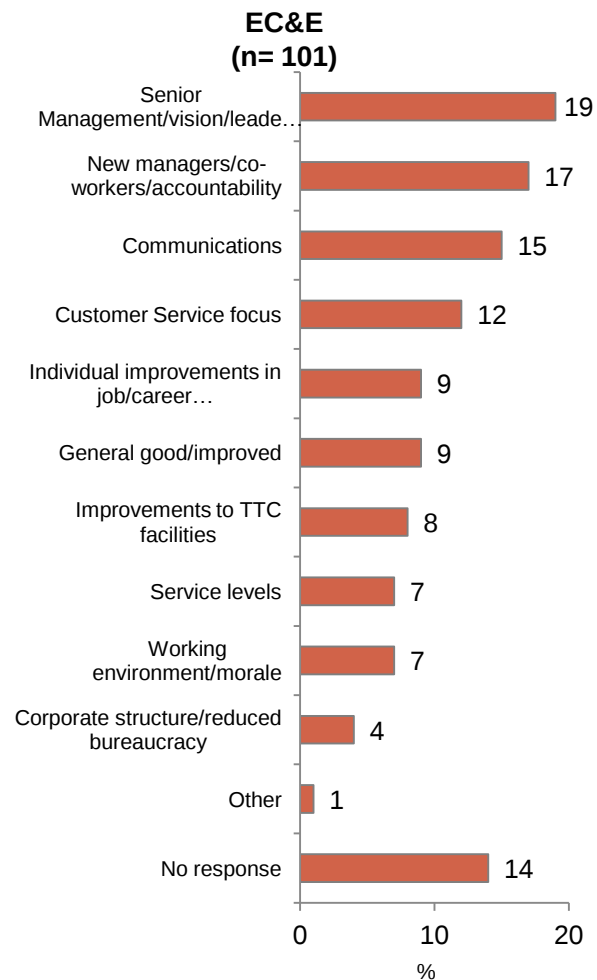


* Percentages suppressed as sample size <30.

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

REASONS INDICATED FOR CHANGE IN EXPERIENCE

Employees indicating TTC has Gotten better



Employees indicating TTC has Stayed the same



Employees indicating TTC has Gotten worse

EC&E (n= 25)

*

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

AREA TO MONITOR: PERFORMANCE AND REWARD

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Although “Performance and Reward” is not the most influential aspect of the employee experience, Opportunity Analysis still identifies it as having a moderate impact on Employee Engagement and is an area in which EC&E employees are relatively less satisfied. In other words, it is an Area to Monitor.
- While not a key driver of Employee Engagement across EC&E as a whole, Performance and Reward is particularly influential for Construction and for Engineering, where this is an Area to Improve.
- Employee satisfaction with the way the TTC recognizes and rewards employees is highest for Engineering, and generally lowest for Construction, though there are some exceptions.
- Non-managers are substantially more satisfied than managers, though this should be interpreted with caution as the number of managers in this group is low.
- 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”. These results were consistent for most departments.
- To improve employee satisfaction with Performance and Reward, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - At the TTC, the recognition and / or rewards are meaningful
 - I am recognized for excellent performance
 - I have the opportunity to progress within the company

SECTION SUMMARY

- This is generally consistent across all departments, except that having the opportunity to progress is less influential for Construction.
- In addition to these improvements, the following area is a key Area to Protect:
 - I am satisfied with the recognition I receive from my manager
- This is consistent for all departments except Capital Programming, where this area is less influential.

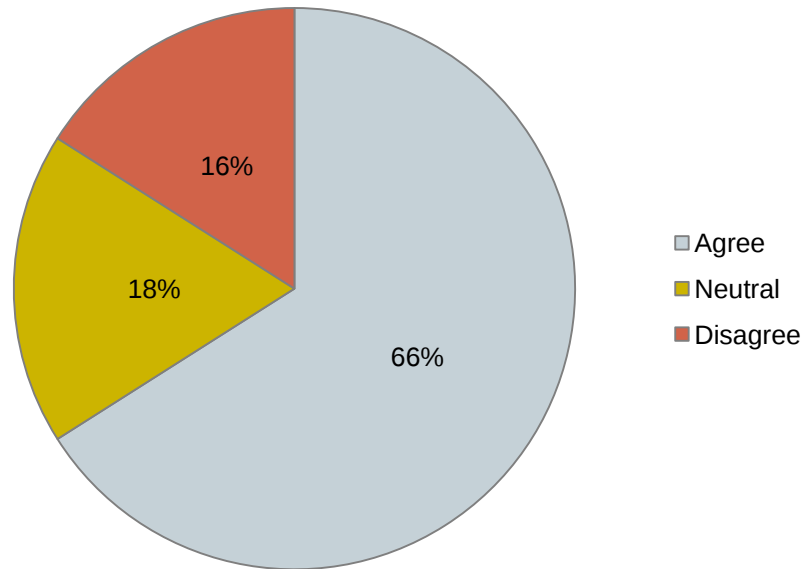
OVERALL RATINGS OF PERFORMANCE AND REWARD - ENGINEERING CONSTRUCTION AND EXPANSION GROUP

Engineering Construction and Expansion Group

Total

(n= 293)

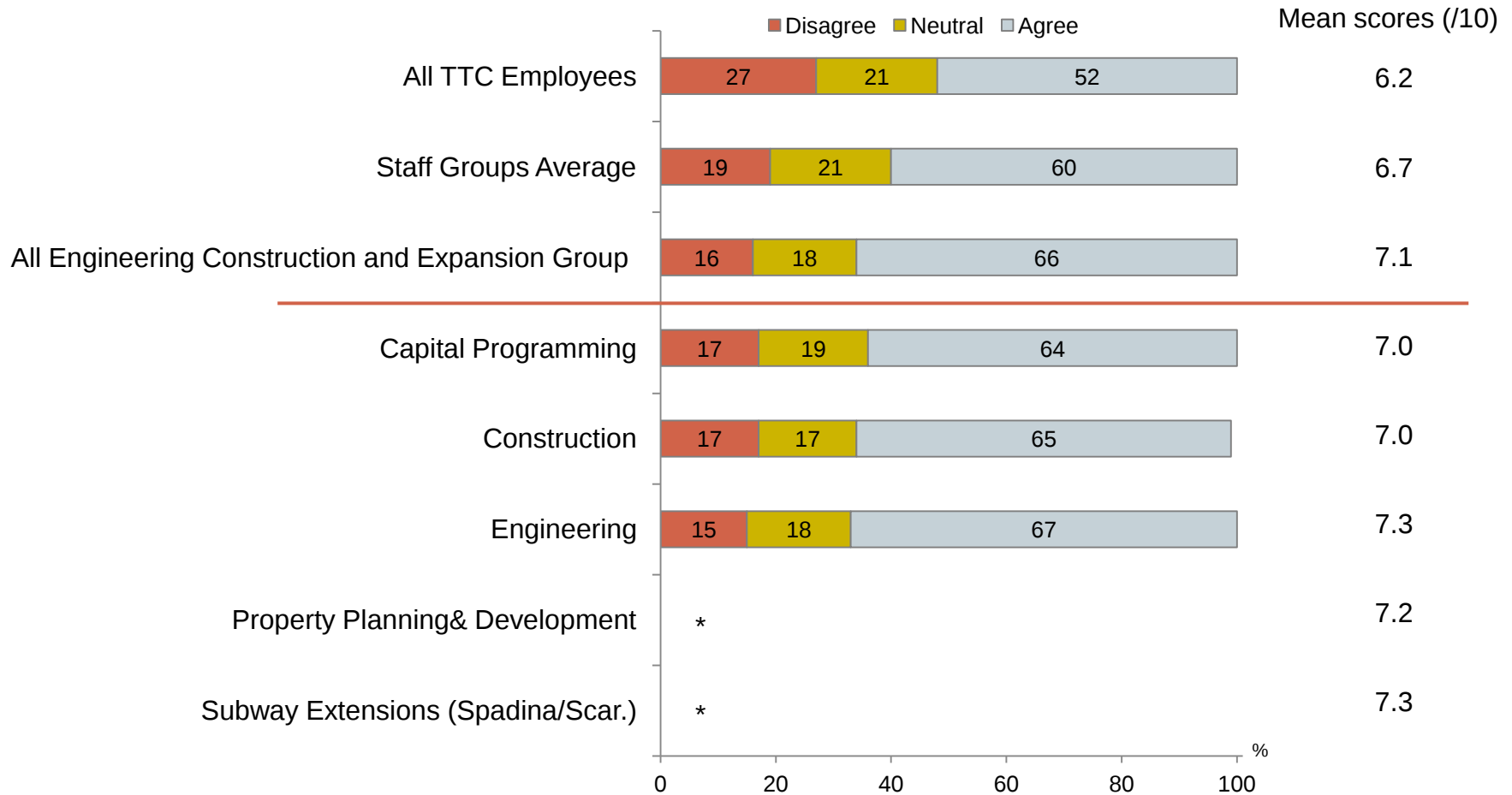
Mean=7.1



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 DEPARTMENT



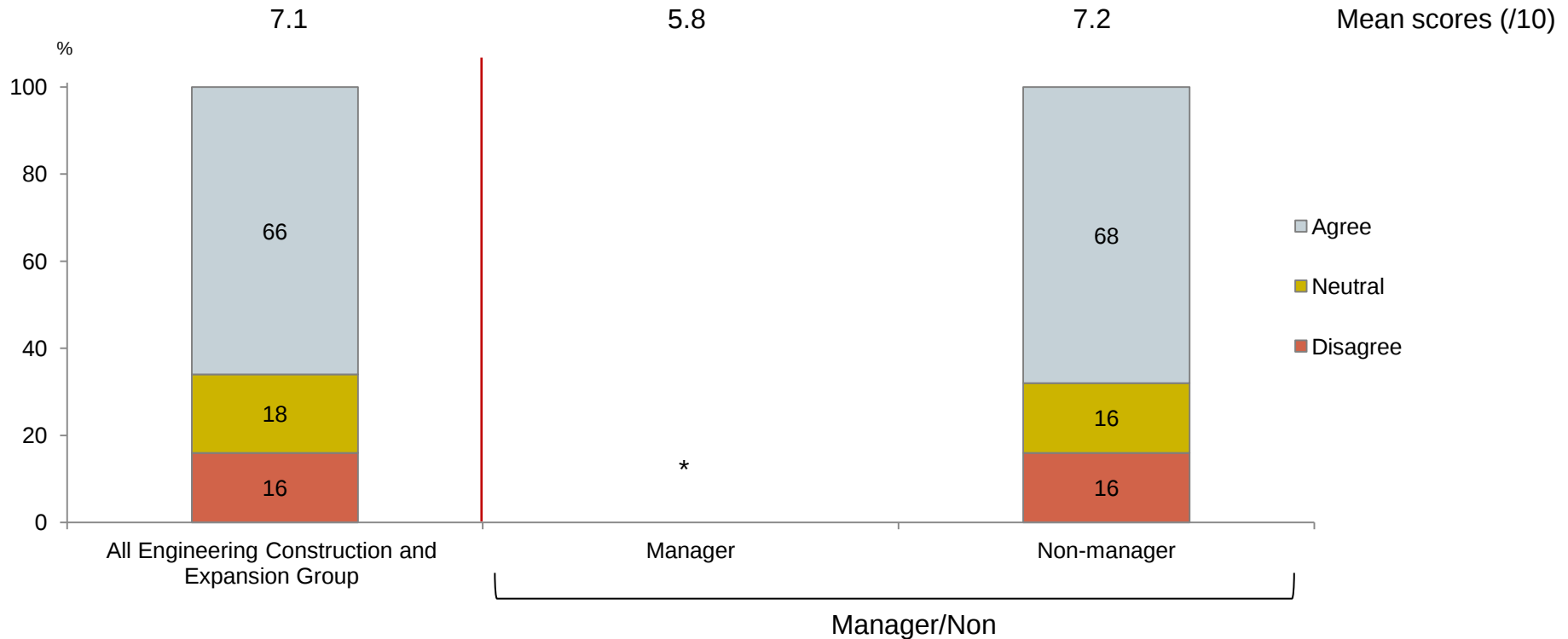
* Percentages suppressed due to sample size <30.

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

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

Sample sizes vary by category.

OVERALL RATINGS OF PERFORMANCE AND REWARD - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

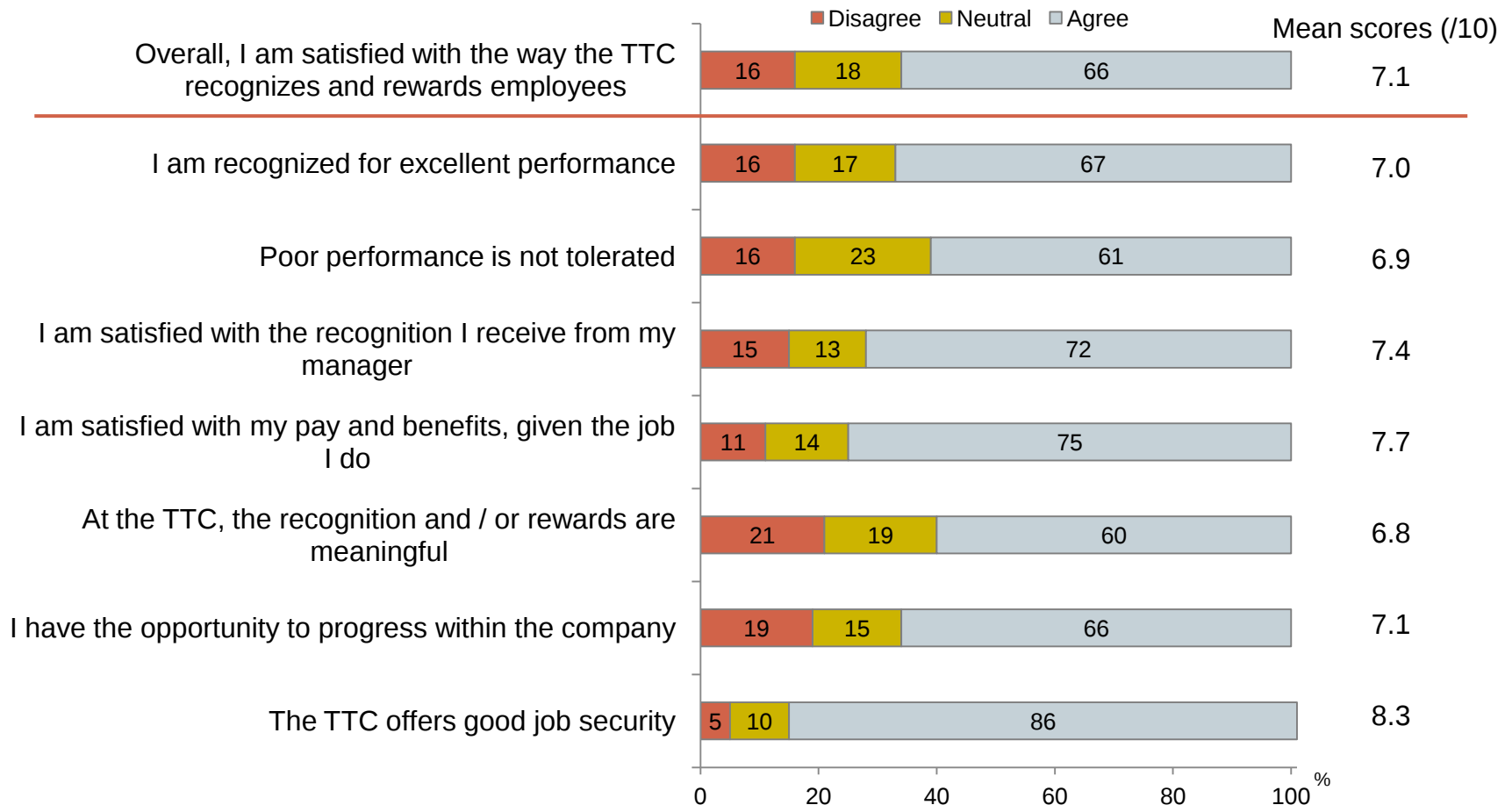
I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.

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

Sample sizes vary by category.

PERFORMANCE AND REWARD

- ENGINEERING CONSTRUCTION AND EXPANSION GROUP



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

PERFORMANCE AND REWARD - BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming	Construction	Engineering	Property Planning & Development	Subway Extensions (Spadina/Scar.)
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	7.1	7.0	7.0	7.3	7.2	7.3
I am recognized for excellent performance	5.9	6.7	7.0	7.1	6.8	7.3	6.2	7.1
Poor performance is not tolerated	5.9	6.2	6.9	7.0	6.6	7.3	**	6.6
I am satisfied with the recognition I receive from my manager	6.0	6.9	7.4	7.2	7.2	7.7	**	7.4
I am satisfied with my pay and benefits, given the job I do	7.7	7.4	7.7	7.3	7.5	8.0	8.4	7.3
At the TTC, the recognition and / or rewards are meaningful	5.9	6.3	6.8	6.6	6.4	7.3	**	6.8
I have the opportunity to progress within the company	6.9	6.6	7.1	6.5	7.3	7.2	6.5	7.1
The TTC offers good job security	8.3	8.4	8.3	8.1	8.3	8.5	8.3	8.0

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

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

Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - ENGINEERING CONSTRUCTION AND EXPANSION GROUP



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 6.8 to 8.3.
Impact values range between 28% to 71%.

OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Engineering Construction and Expansion Group	Capital Programming	Construction	Engineering
I am recognized for excellent performance	↑	↑	↑	↑
Poor performance is not tolerated				
I am satisfied with the recognition I receive from my manager	🔒		🔒	🔒
I am satisfied with my pay and benefits, given the job I do				
At the TTC, the recognition and / or rewards are meaningful	↑	↑	↑	↑
I have the opportunity to progress within the company	↑	↑		↑
The TTC offers good job security				

🔒 Represents Area to Protect

↑ Represents Area to Improve

Sample sizes vary by attribute.
Property Planning and Development and Subway Extensions (Spadina/Scar.) are not shown as these departments are too small to conduct Opportunity Analysis.

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 EC&E employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their colleagues or co-workers is highest for Subway Extensions, and lowest for Property Planning & Development.
- Little difference is seen between managers and non-managers.
- Across the specific qualities of Your Team, ratings for most attributes are very close together, except for “I feel that workload is fairly distributed on my team”, where ratings were lowest. This was consistent for most departments, except for Property Planning & Development, where some attributes, including distribution of workload, were answered by too few individuals to provide any scores, and where the lowest countable score was for “There is good morale on my team” .
- To continue to improve satisfaction with Your Team, Opportunity Analysis identifies one key Area to Improve:
 - There is good morale on my team
- This is consistent for all departments.
- 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

- These are generally consistent across departments, with a few exceptions. Feeling supported by team members is an Area to Improve for Engineering. Respect and doing quality work are less influential for Capital Programming, while working well together is less influential for Construction.
- In addition to these areas, feeling that opinions count is an Area to Protect for Capital Programming and Construction, while fair treatment is an Area to Protect for Engineering.

Regular Team Meetings

- 73% of EC&E employees indicate they have regular team meetings
- Engineering had the highest proportion of employees (79%) to report meeting regularly, while Capital Programming had the lowest proportion of employees indicating they have regular meetings (57%).
- Among employees who have regular meetings, most indicated they were held frequently enough. This was most likely to be the case for Capital Programming. A lower proportion of Construction employees indicated the meetings were frequent enough.
- Most employees who have regular meetings agree they are useful. Usefulness of meetings was scored highest by Subway Extensions and lowest by Construction. Differences by employee category are relatively small, with managers seeing meetings are more useful than non-managers.

SECTION SUMMARY

Impact on Engagement

- Employees who have regular team meetings have higher engagement scores than employees who do not.
- For EC&E the judgment of whether meetings are held frequently enough, has less impact on engagement than is the case for other groups.
- Employees who do not consider the meetings useful have lower engagement scores than employees who do consider them useful, and almost as low as for employees who do not have regular meetings.

OVERALL RATINGS OF YOUR TEAM

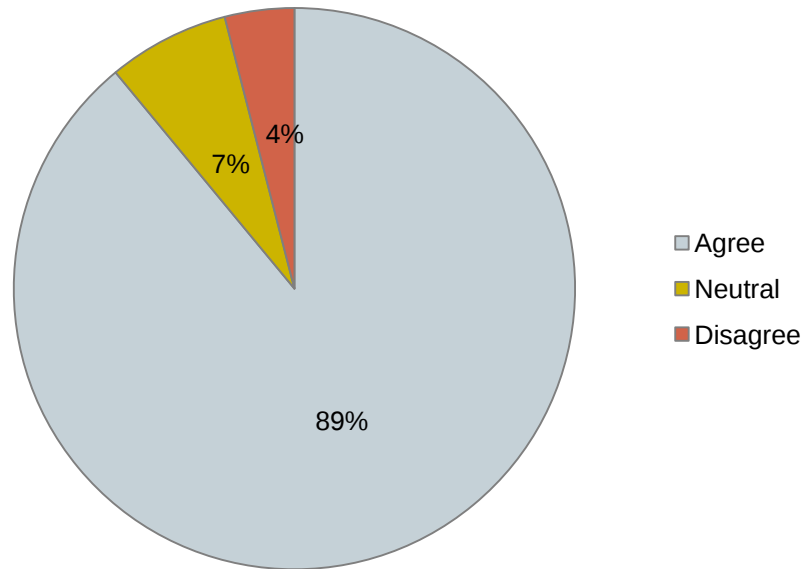
- ENGINEERING CONSTRUCTION AND EXPANSION GROUP

Engineering Construction and Expansion Group

Total

(n= 304)

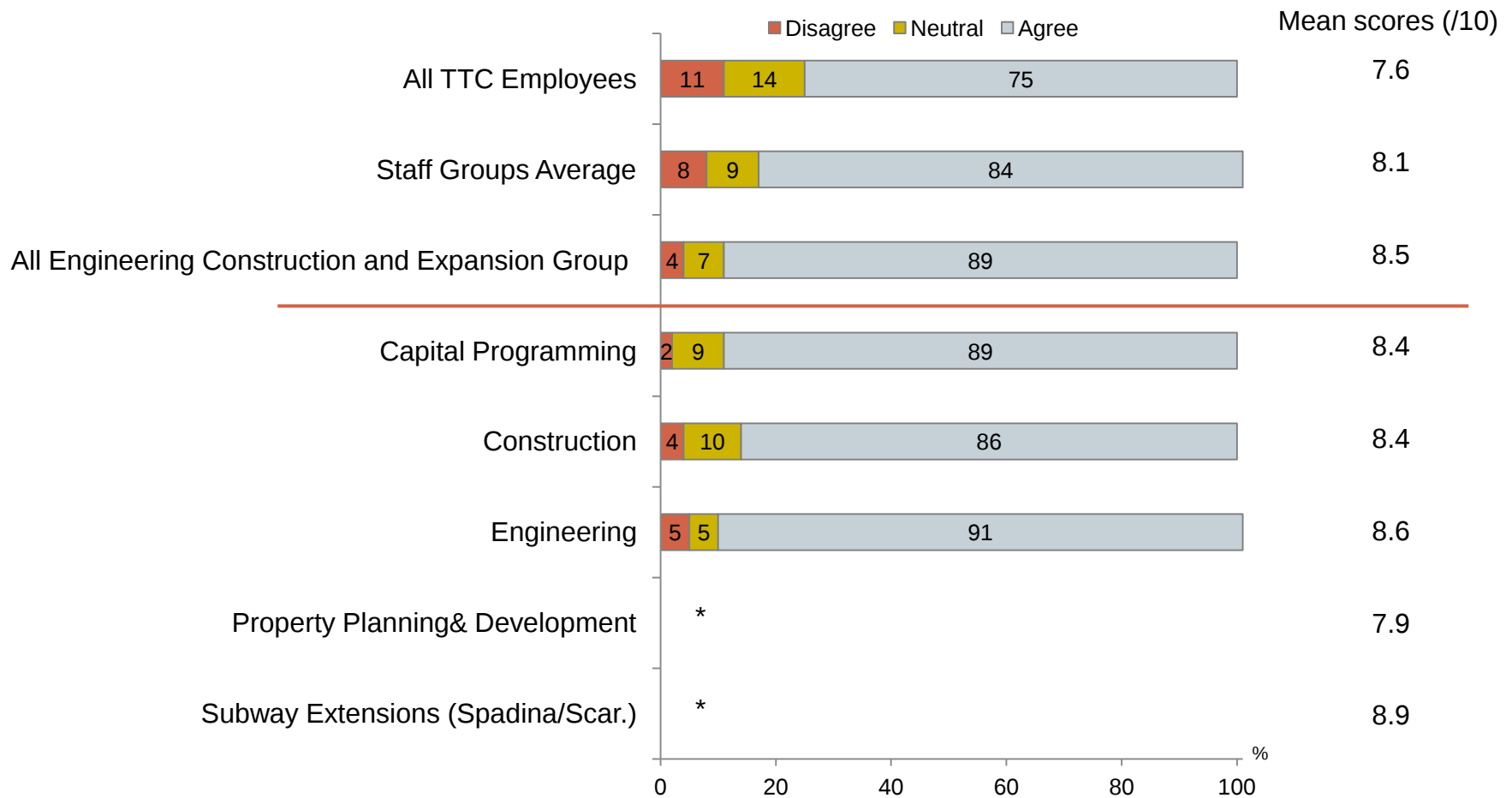
Mean=8.5



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 DEPARTMENT



* Percentages suppressed due to sample size <30.

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

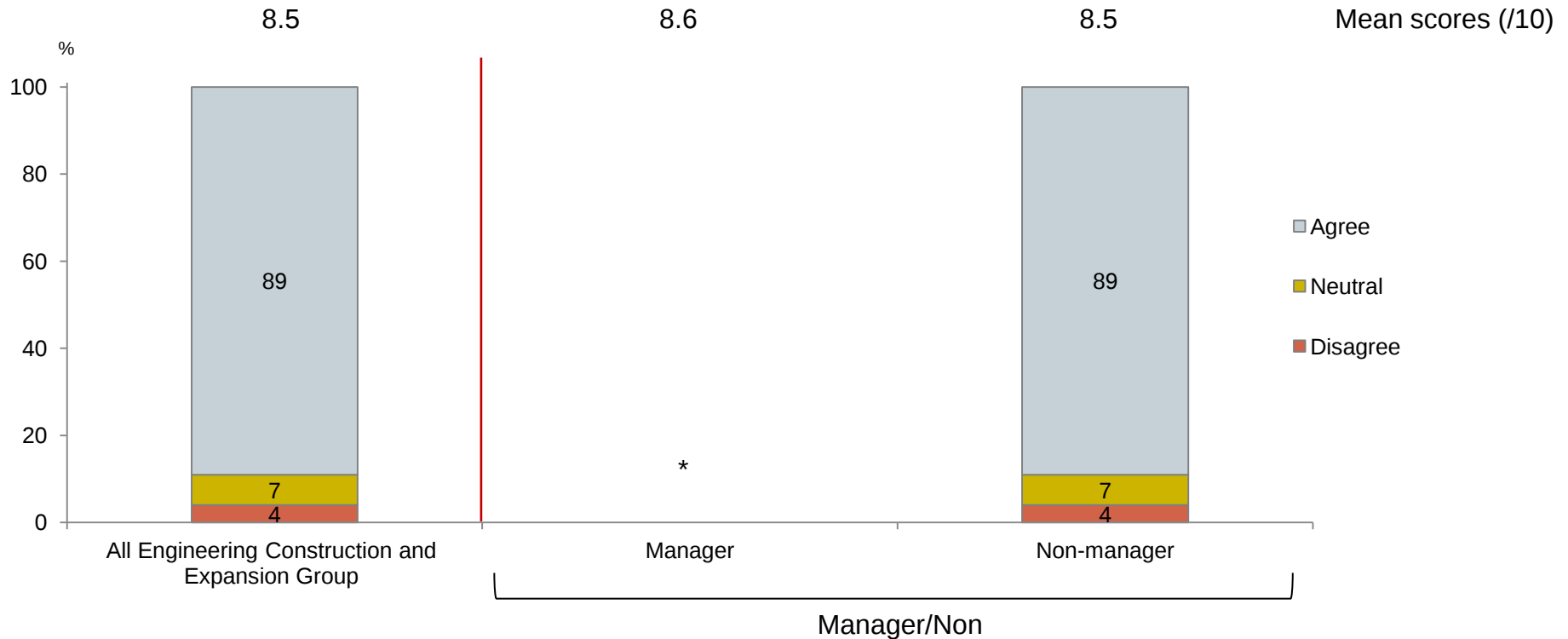
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC.

Sample sizes vary by category.

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OVERALL RATINGS OF YOUR TEAM - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

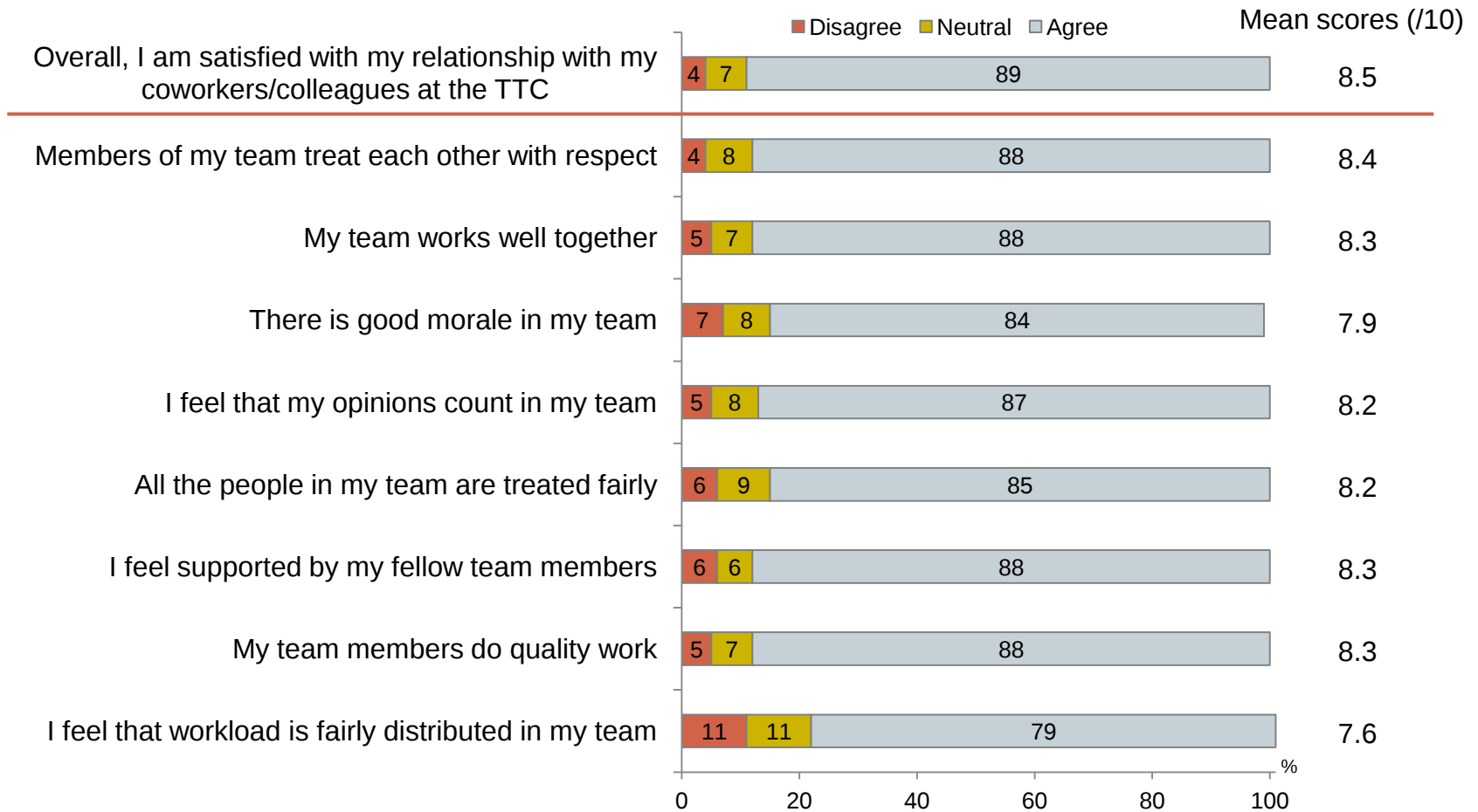
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.

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

Sample sizes vary by category.

YOUR TEAM

- ENGINEERING CONSTRUCTION AND EXPANSION GROUP



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

YOUR TEAM - BY DEPARTMENT

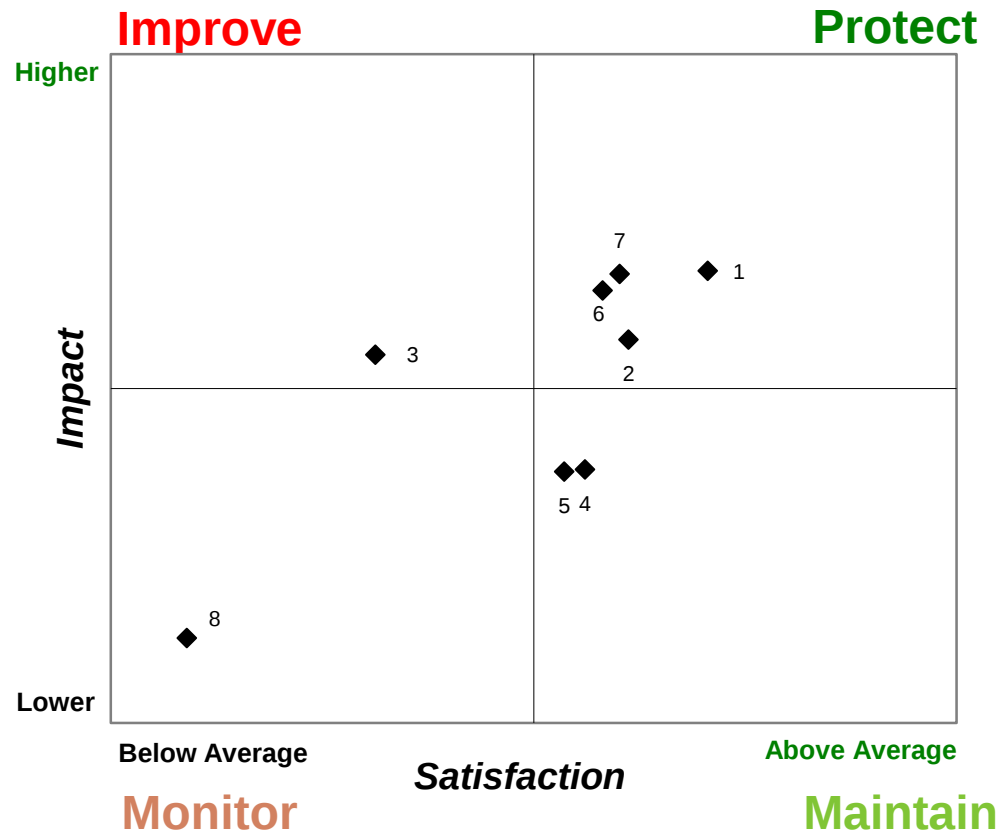
Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming	Construction	Engineering	Property Planning & Development	Subway Extensions (Spadina/ Scar.)
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.5	8.4	8.4	8.6	7.9	8.9
Members of my team treat each other with respect	7.4	8.0	8.4	8.2	8.4	8.5	8.1	8.6
My team works well together	7.3	7.9	8.3	8.0	8.3	8.4	7.3	8.8
There is good morale in my team	6.5	7.3	7.9	7.7	7.8	8.2	6.8	8.2
I feel that my opinions count in my team	7.0	7.9	8.2	8.0	8.3	8.3	7.6	8.7
All the people in my team are treated fairly	6.7	7.5	8.2	7.8	8.2	8.3	7.8	8.7
I feel supported by my fellow team members	7.2	7.9	8.3	8.0	8.3	8.3	7.7	8.9
My team members do quality work	7.5	8.1	8.3	8.0	8.2	8.5	**	8.6
I feel that workload is fairly distributed in my team	6.5	7.0	7.6	7.3	7.3	8.1	**	8.2

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

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

OPPORTUNITY ANALYSIS: YOUR TEAM

- ENGINEERING CONSTRUCTION AND EXPANSION GROUP



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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 7.6 to 8.4.
Impact values range between 48% to 66%.

OPPORTUNITY ANALYSIS: YOUR TEAM SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Engineering Construction and Expansion Group	Capital Programming	Construction	Engineering
Members of my team treat each other with respect	🔒		🔒	🔒
My team works well together	🔒	🔒		🔒
There is good morale in my team	↑	↑	↑	↑
I feel that my opinions count in my team		🔒	🔒	
All the people in my team are treated fairly				🔒
I feel supported by my fellow team members	🔒	🔒	🔒	↑
My team members do quality work	🔒		🔒	🔒
I feel that workload is fairly distributed in my team				

🔒 Represents Area to Protect

↑ Represents Area to Improve

Sample sizes vary by attribute.

Property Planning and Development and Subway Extensions (Spadina/Scar.) are not shown as these departments are too small to conduct Opportunity Analysis.

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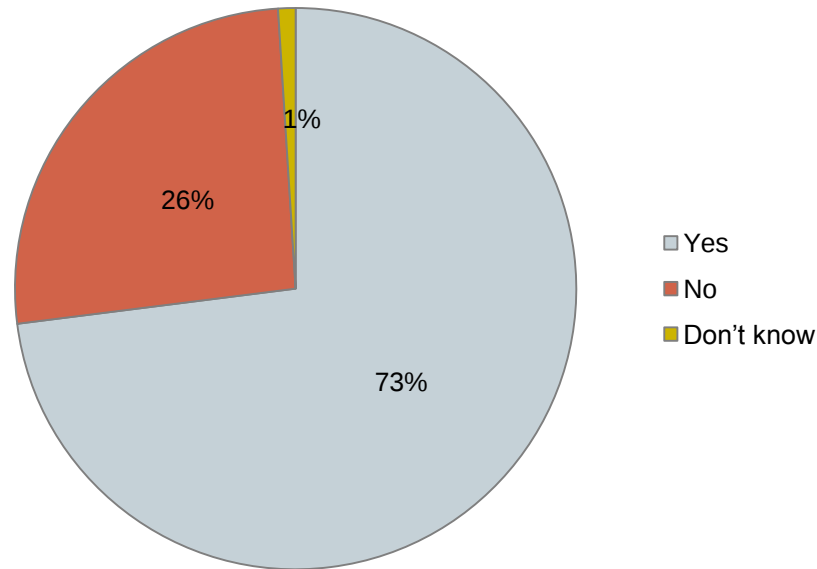
116

Produced by Malatest
on behalf of TTC



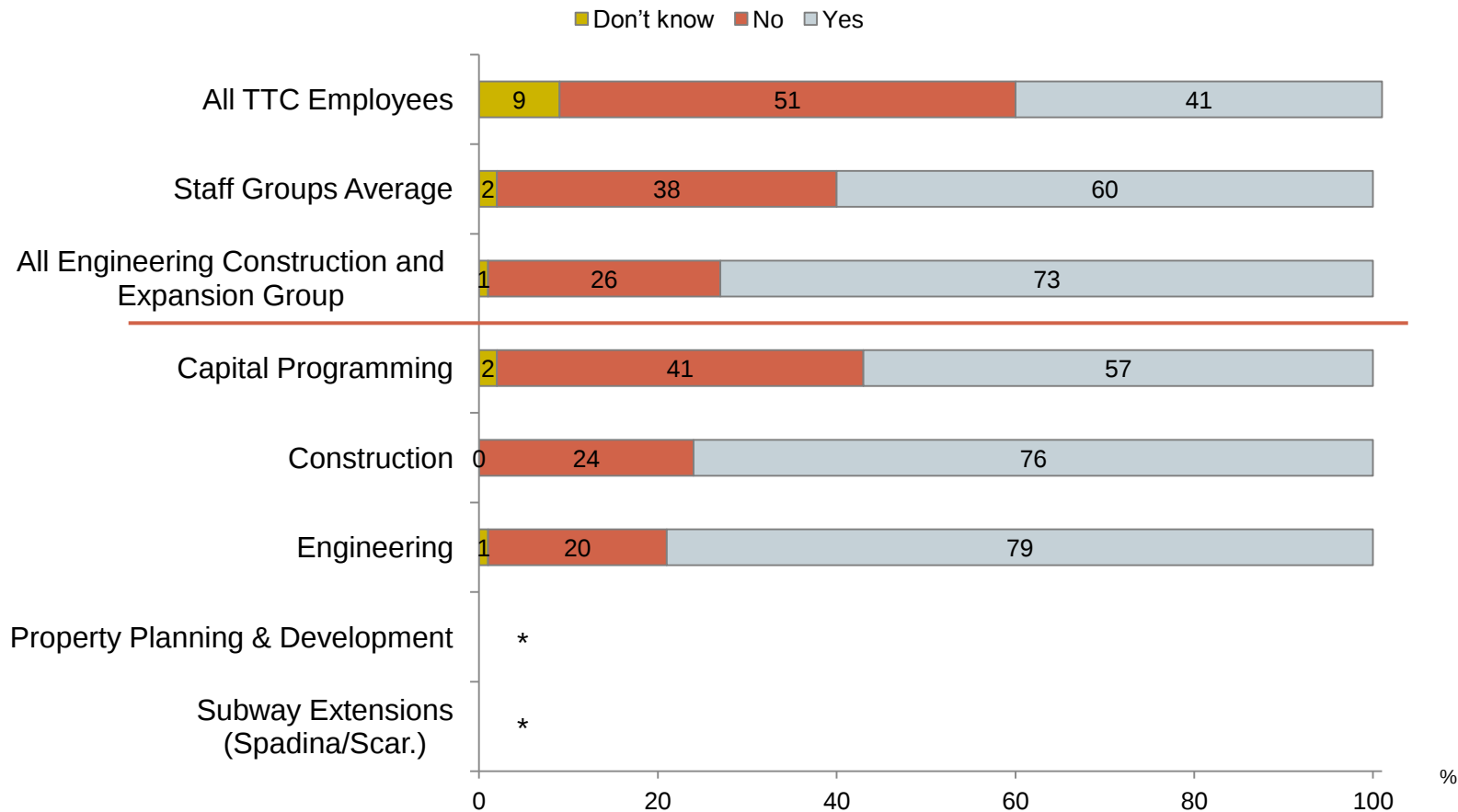
Engineering Construction and Expansion Group

Total
(n= 304)



REGULAR TEAM MEETINGS

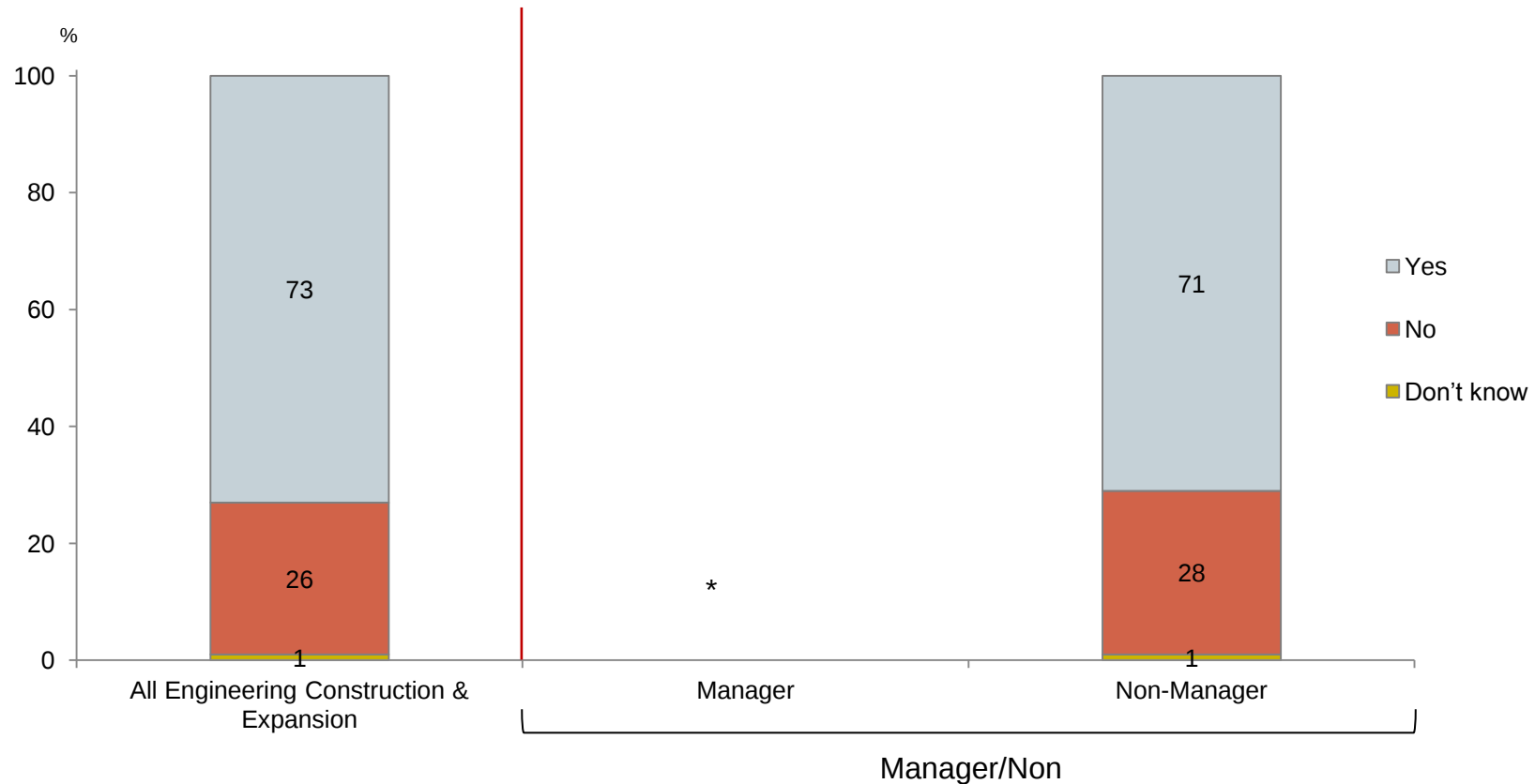
- BY DEPARTMENT



* 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



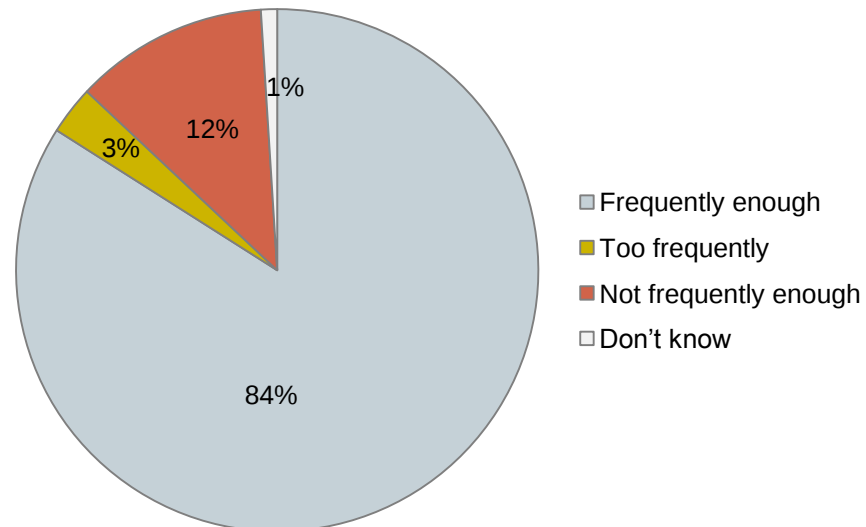
* Percentages suppressed as sample size <30.
E2. Does your team hold regular team meetings?
Sample sizes vary by category.

SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

Engineering Construction and Expansion Group

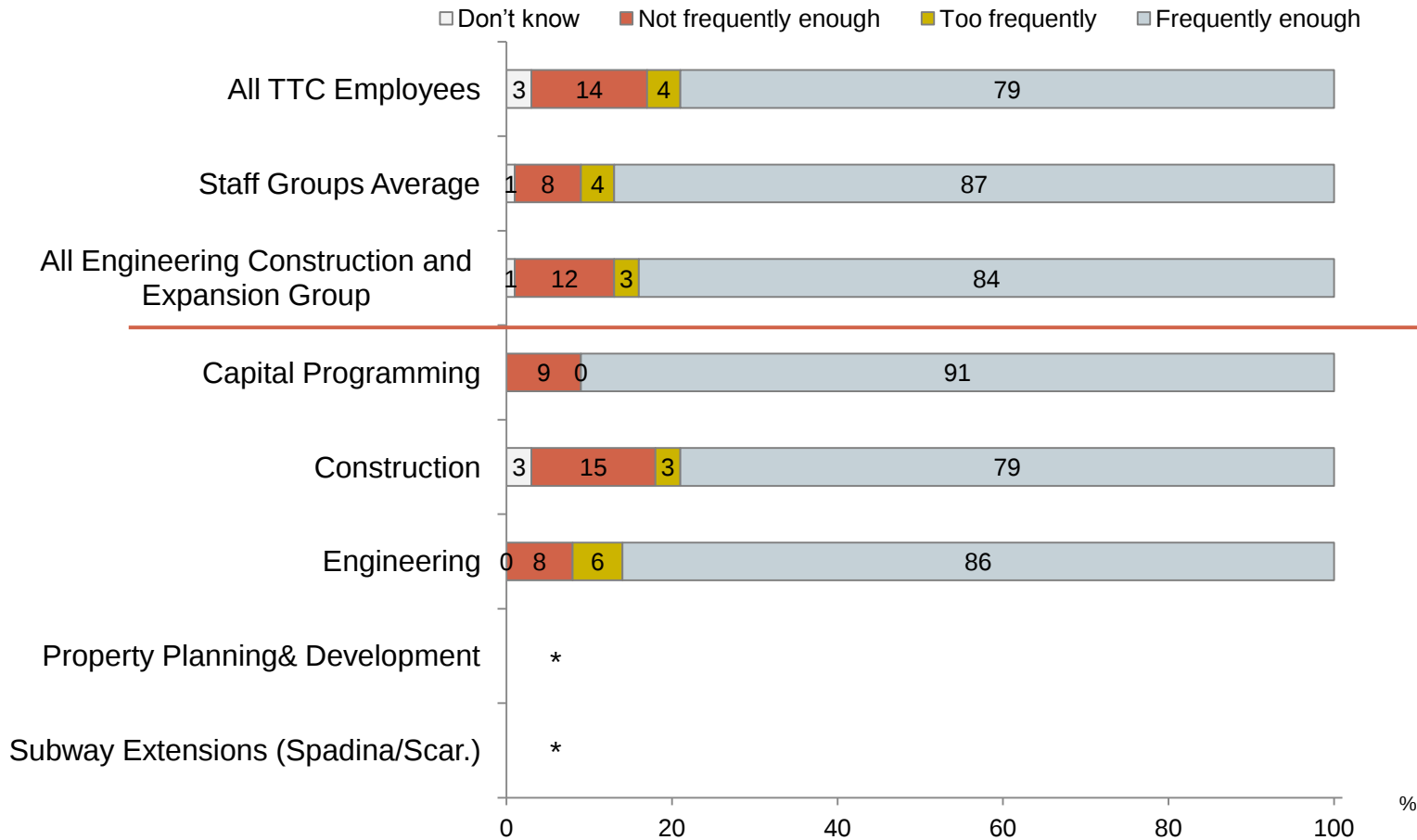
Total
(n= 221)



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 DEPARTMENT

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.

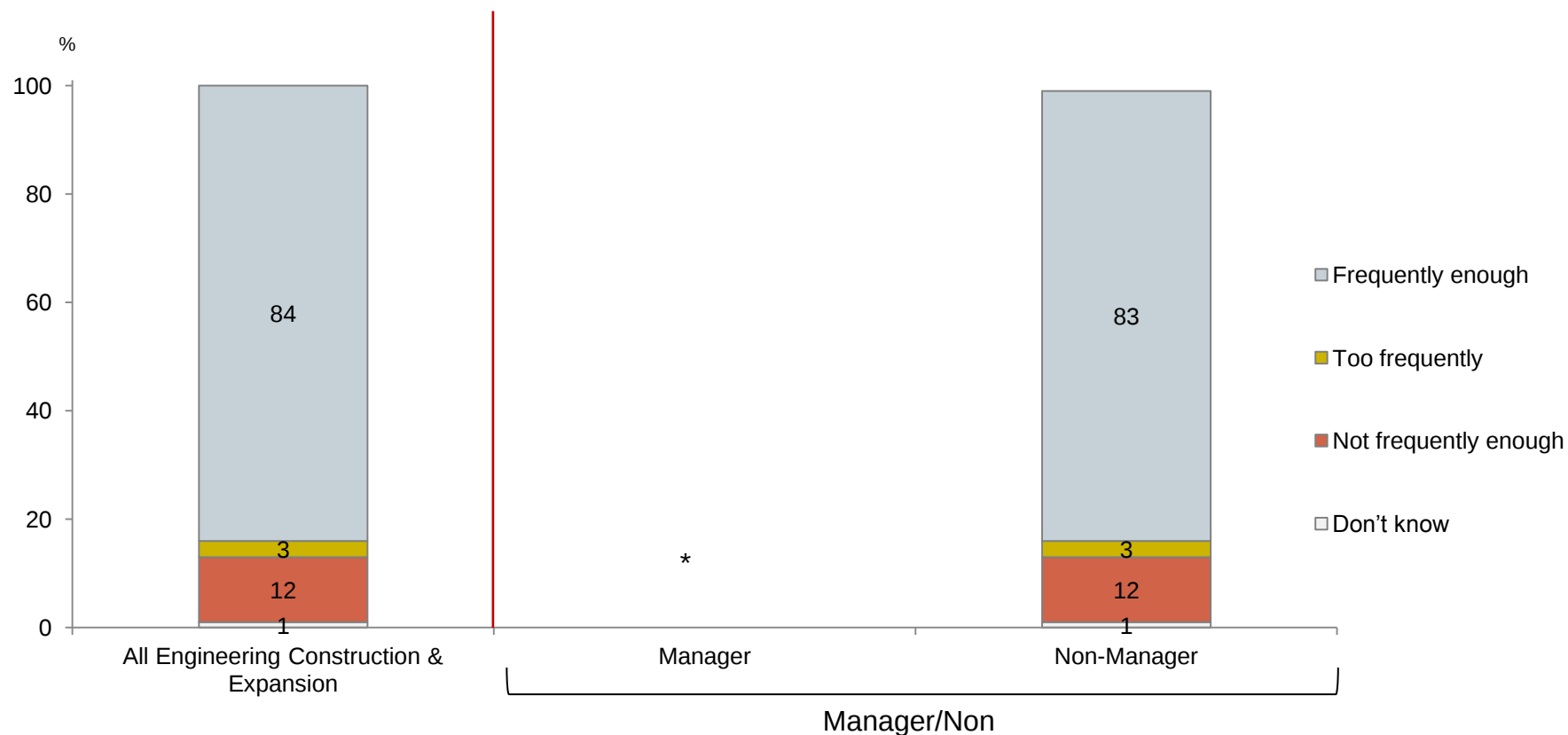
Sample sizes vary by category.

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SUFFICIENT AMOUNT OF TEAM MEETINGS - BY EMPLOYEE POSITION

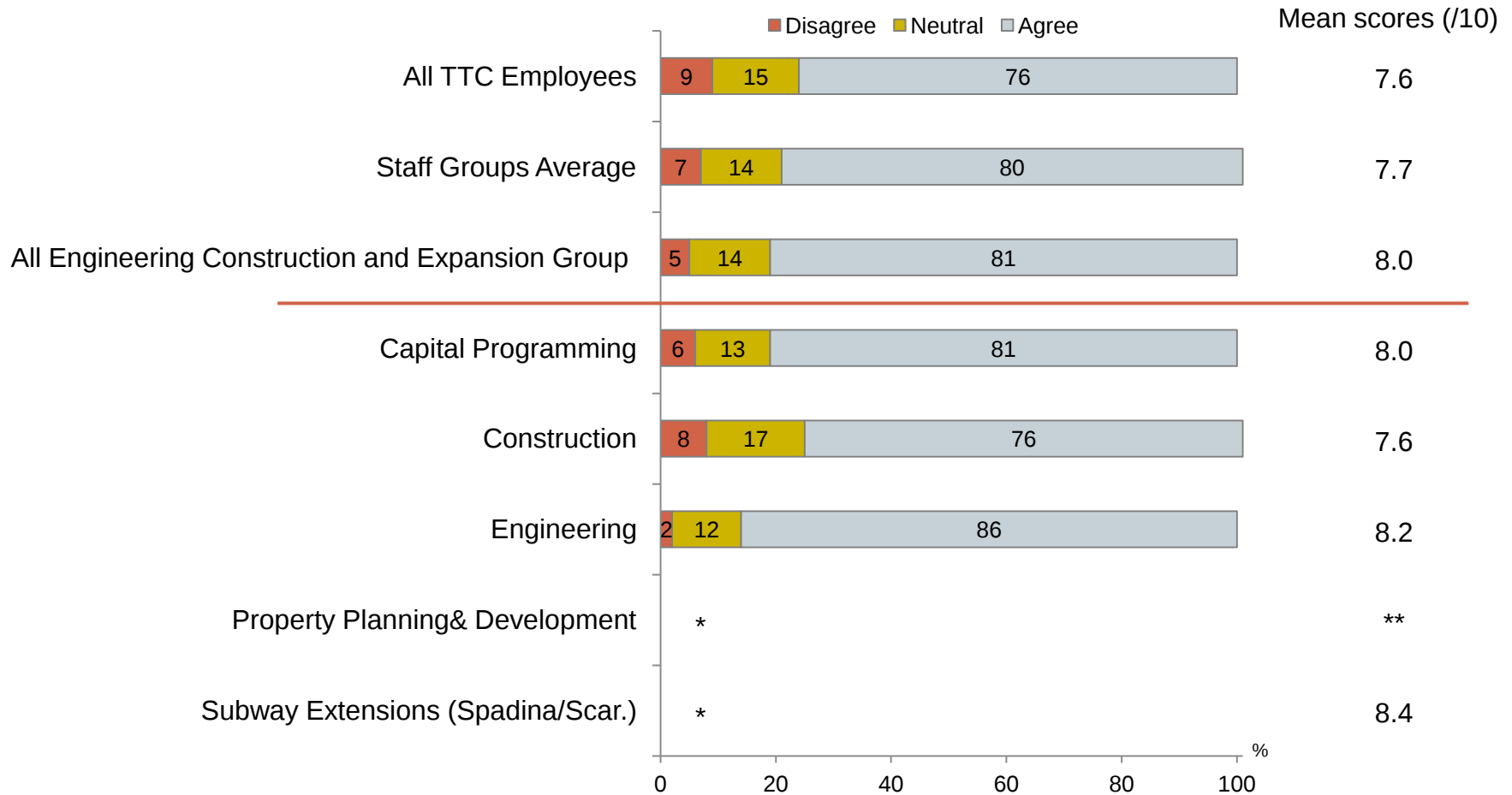
Among employees who have regular team meetings



* 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 due to sample size <30.

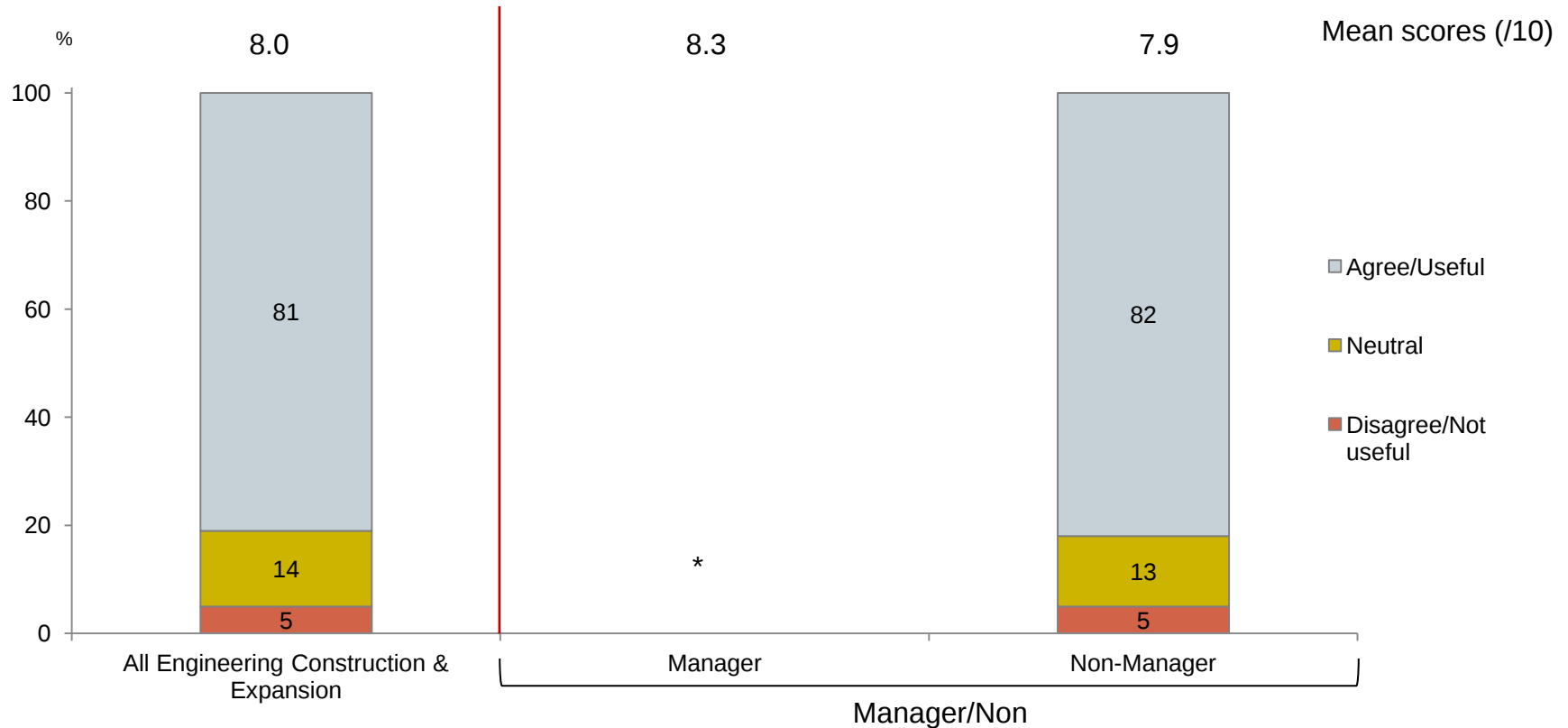
** Mean scores suppressed due to sample size <10.

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

Sample sizes vary by category.

USEFULNESS OF TEAM MEETINGS - BY EMPLOYEE POSITION

Among employees who have regular team meetings

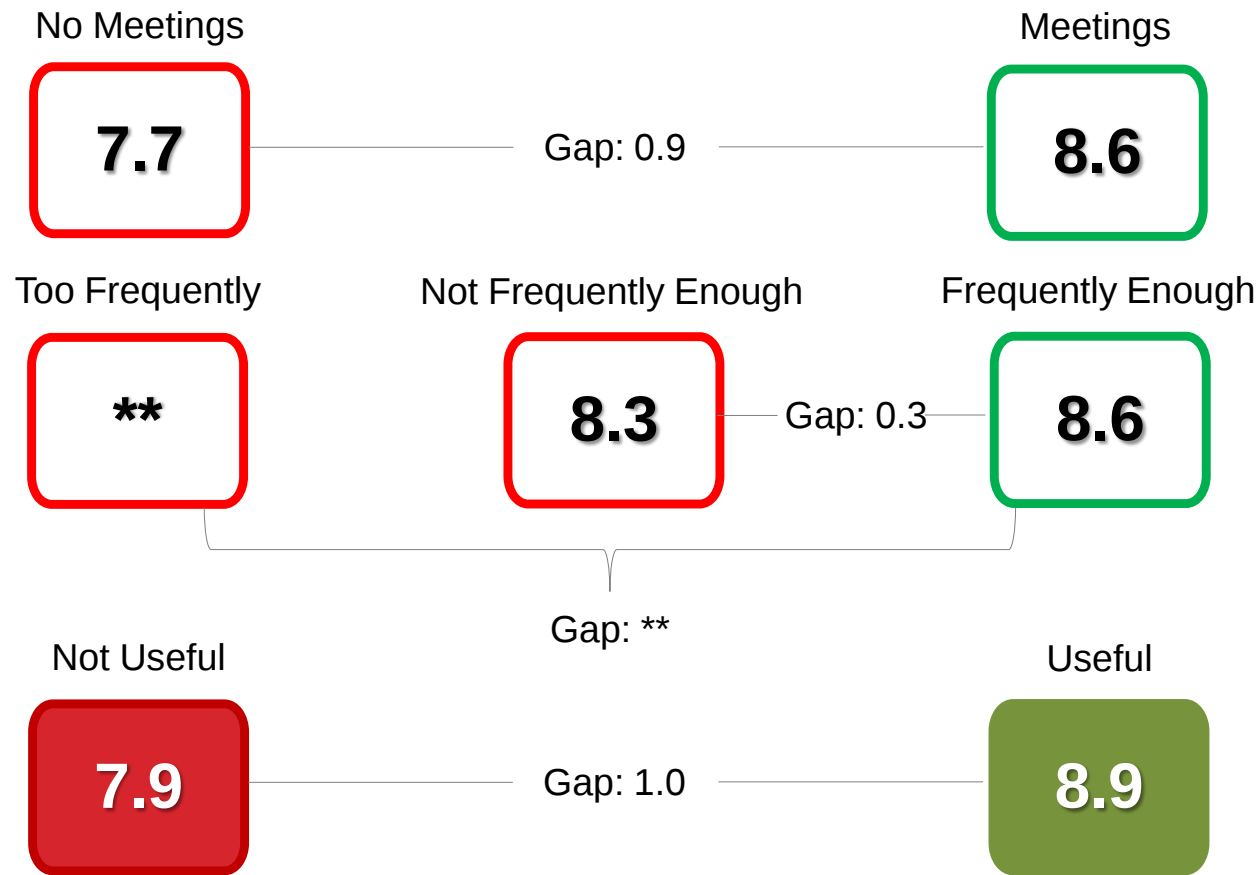


* Percentages suppressed due to sample size <30.

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

Sample sizes vary by category.

IMPACT OF TEAM MEETINGS ON EMPLOYEE ENGAGEMENT



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

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 EC&E employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their training and development is highest for Engineering, and lowest for Property Planning & Development, though sample size was not sufficient to report scores for all related attributes.
- Managers are less satisfied with Training and Development than non-managers.
- Across the specific aspects of Training and Development, ratings were highest for, “My on-boarding/induction experience was positive”, followed by “I have received the right sort of training to do my job properly”. Ratings were lowest for, “The way people are selected for jobs in the TTC is fair”, followed by “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”. These results were generally consistent for most departments, except that “The TTC provides ongoing training opportunities so I can develop my skills” was the highest rated attribute for Property Planning & Development and Subway Extensions.
- To improve employee satisfaction with Training and Development, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - I am satisfied with the career development opportunities available to me
 - I am satisfied with the support I receive on my personal development
 - I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor

SECTION SUMMARY

- This is generally consistent across all departments, except that the agreed development plan is not a key driver for Construction. Also, support on personal development is only an Area to Improve for Engineering – it is an Area to Protect for the other departments.
- Fairness in job selection is an additional Area to Improve for Capital Programming alone.
- In addition to these improvements, the following area is a key Area to Protect:
 - The TTC provides ongoing training opportunities so I can develop my skills
- This is consistent across all departments. In addition to this, receiving the right sort of training is an Area to Protect for Construction alone.

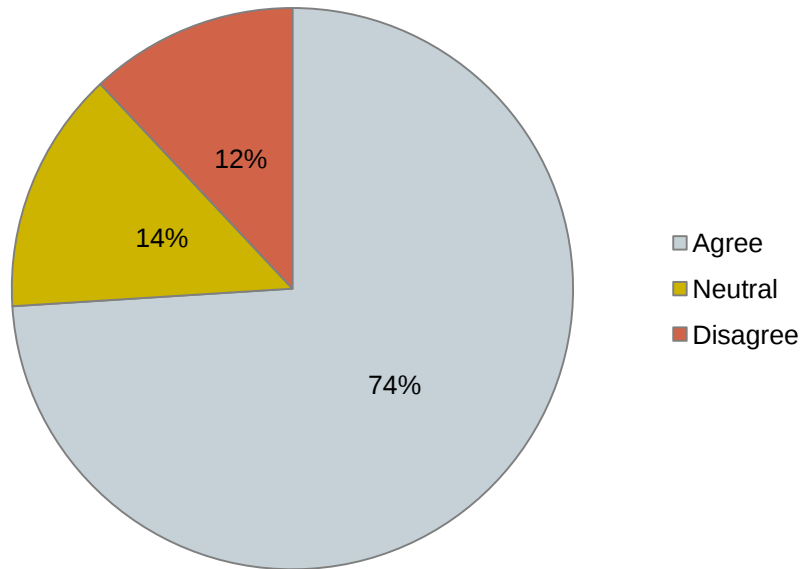
OVERALL RATINGS OF TRAINING AND DEVELOPMENT - ENGINEERING CONSTRUCTION AND EXPANSION GROUP

Engineering Construction and Expansion Group

Total

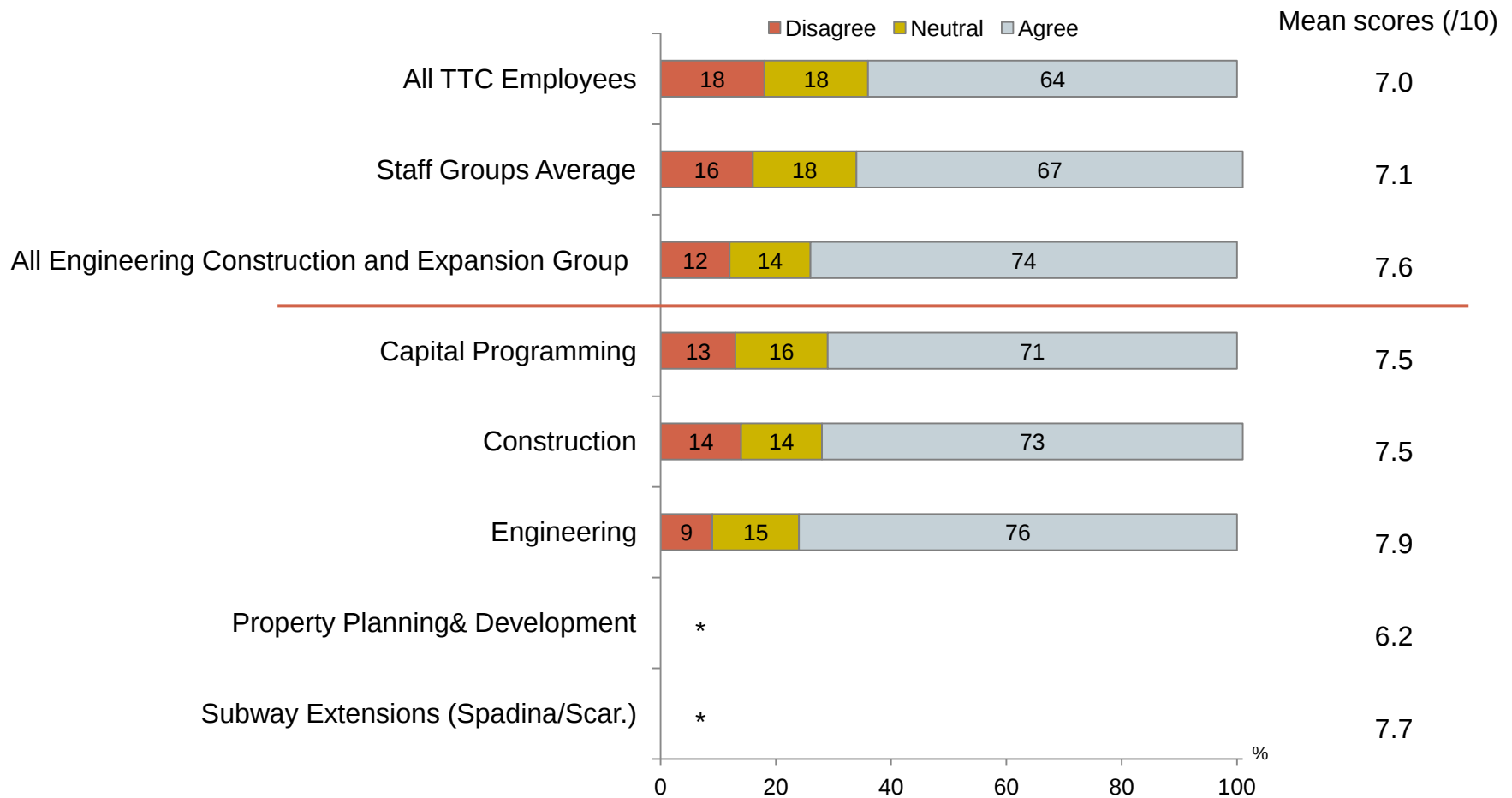
(n= 303)

Mean=7.6



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

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY DEPARTMENT



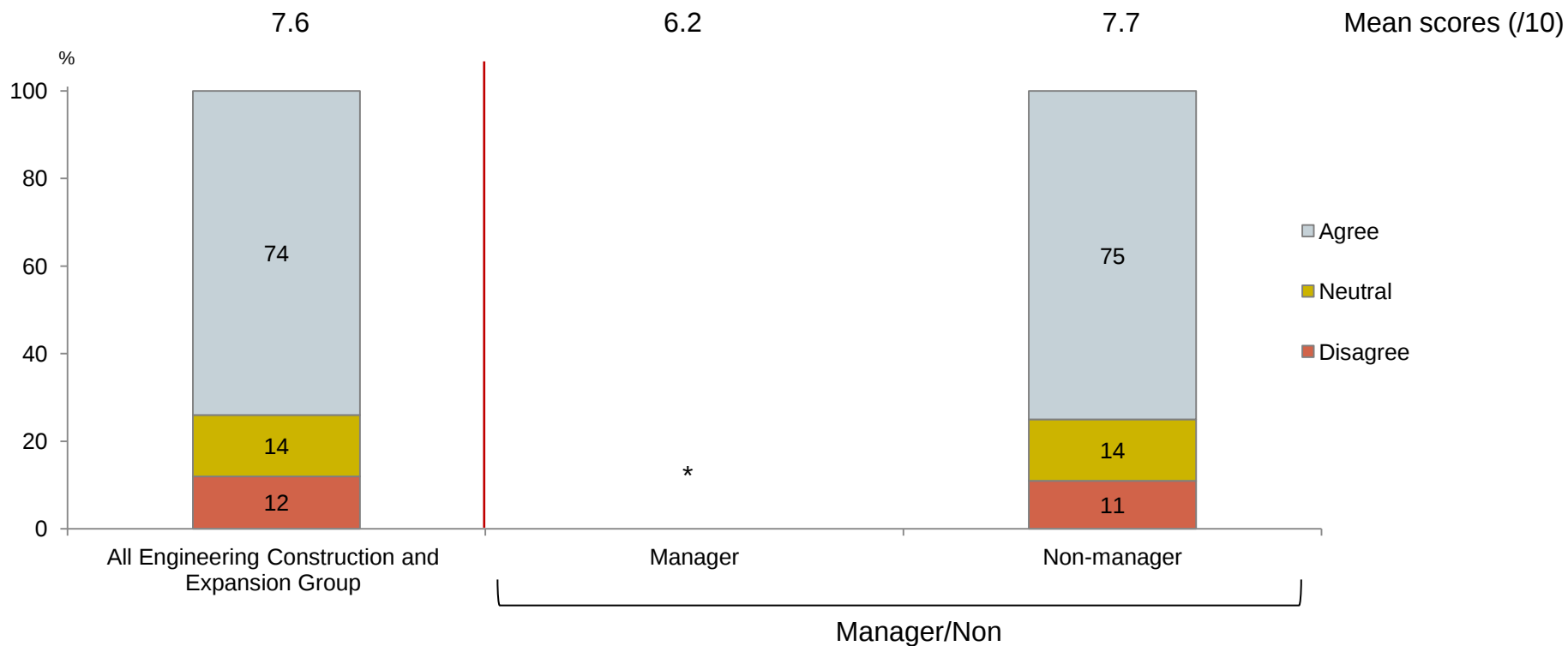
* Percentages suppressed due to sample size <30.

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

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

Sample sizes vary by category.

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

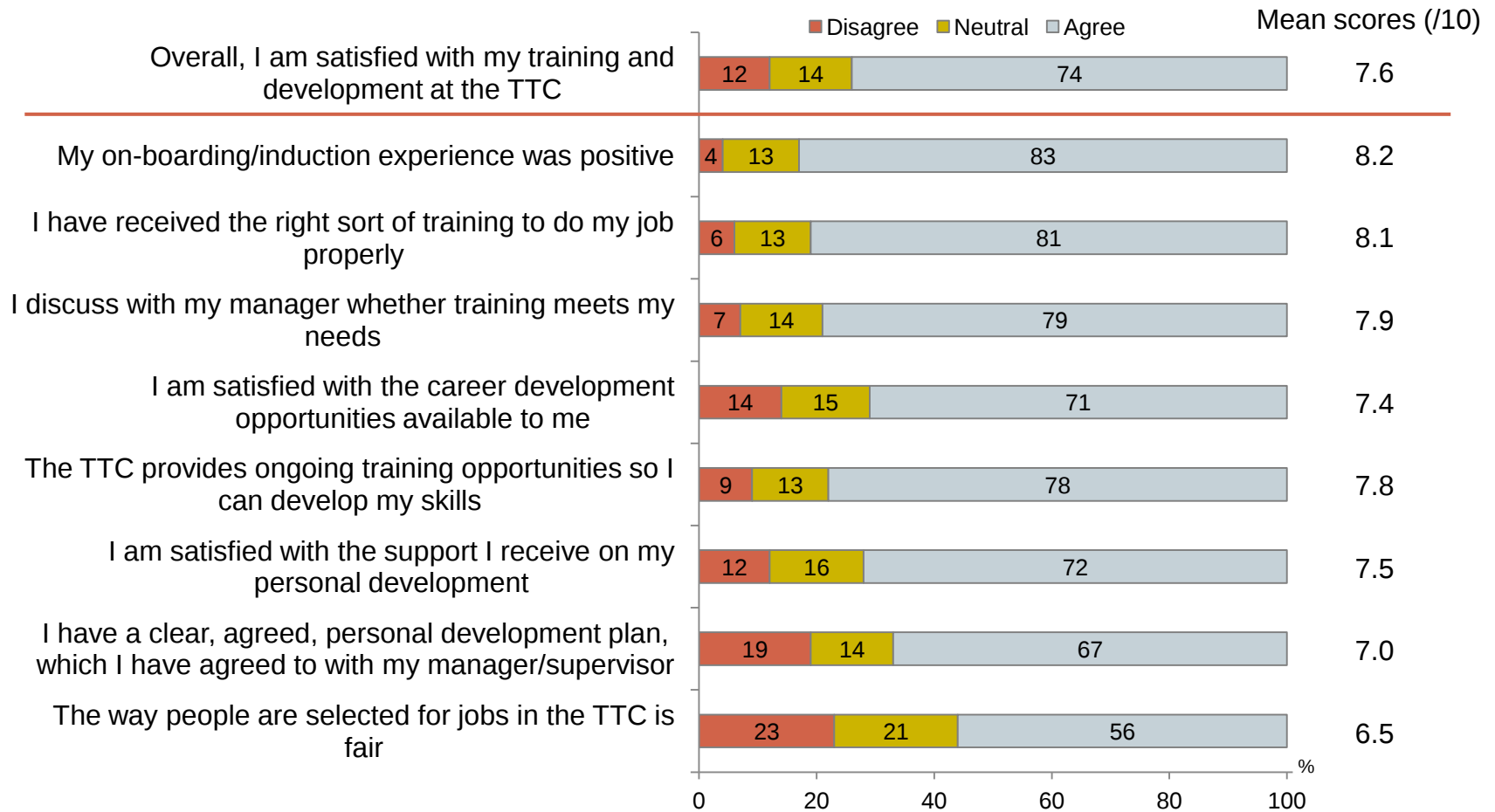
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.

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

Sample sizes vary by category.

TRAINING AND DEVELOPMENT

- ENGINEERING CONSTRUCTION AND EXPANSION GROUP



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

TRAINING AND DEVELOPMENT

- BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming	Construction	Engineering	Property Planning & Development	Subway Extensions (Spadina/Scar.)
Overall, I am satisfied with my training and development at the TTC	7.0	7.1	7.6	7.5	7.5	7.9	6.2	7.7
My on-boarding/induction experience was positive	7.9	7.9	8.2	8.3	8.1	8.4	**	7.7
I have received the right sort of training to do my job properly	7.6	7.7	8.1	8.2	7.8	8.5	6.4	8.2
I discuss with my manager whether training meets my needs	6.7	7.5	7.9	8.1	7.9	8.1	**	7.4
I am satisfied with the career development opportunities available to me	6.9	6.9	7.4	7.5	7.4	7.5	5.8	7.8
The TTC provides ongoing training opportunities so I can develop my skills	7.0	7.5	7.8	8.0	7.7	8.0	6.8	8.1
I am satisfied with the support I receive on my personal development	6.5	7.1	7.5	7.7	7.5	7.8	6.1	7.1
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	6.3	7.0	7.1	7.1	7.3	**	6.0
The way people are selected for jobs in the TTC is fair	5.6	5.7	6.5	6.4	6.2	6.9	**	6.0

** Mean scores 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 - ENGINEERING CONSTRUCTION AND EXPANSION GROUP



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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 6.5 to 8.2.
Impact values range between 41% to 77%.

OPPORTUNITY ANALYSIS: TRAINING AND DEVELOPMENT - SUMMARY BY DEPARTMENT

Key Drivers

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

🔒 Represents Area to Protect
 ↑ Represents Area to Improve

Sample sizes vary by attribute.
 Property Planning and Development and Subway Extensions (Spadina/Scar.) are not shown as these departments are too small to conduct Opportunity Analysis.

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 EC&E employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their immediate manager or supervisor is generally highest for Engineering, and generally lowest for Construction and Capital Programming.
- Managers are slightly less satisfied with their immediate supervisor than non-managers.
- Across the specific qualities of Your Manager/Supervisor, ratings were highest for, “My manager/supervisor treats me fairly”. Ratings were lowest for, “I receive regular feedback about my performance from my manager/supervisor”, “My manager/supervisor is personally involved in improving the quality of my work”, and “I receive constructive feedback about my performance from my manager/supervisor.” These results were generally consistent for most departments.
- To improve employee satisfaction with their manager/supervisor, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - I am satisfied with the way I am managed
 - My manager/supervisor manages people well
 - My manager/supervisor is open to constructive feedback from staff and others
- These are generally consistent across all groups, though openness to feedback is not as influential for Engineering. Meanwhile, for Capital Programming and Construction, receiving constructive feedback from a manager/supervisor is an additional Area to Improve.

SECTION SUMMARY

- In addition to these improvements, the following areas are key Areas to Protect:
 - My manager/supervisor treats me fairly
 - My manager/supervisor leads by example
 - My manager/supervisor takes responsibility when problems arise
 - I have confidence in my manager's/supervisor's skills and abilities
 - I get help and support from my manager/supervisor when I need it
- Only confidence in the manager's skills and abilities is consistently an Area to Protect for all departments. Leading by example is only an Area to Protect for Engineering – it is an Area to Improve for the other departments. Fair treatment and getting help and support are less influential for Capital Programming, while taking responsibility when there are problems is only influential for Engineering.
- Several additional Areas to Improve and Protect were identified that only apply to one department or another.

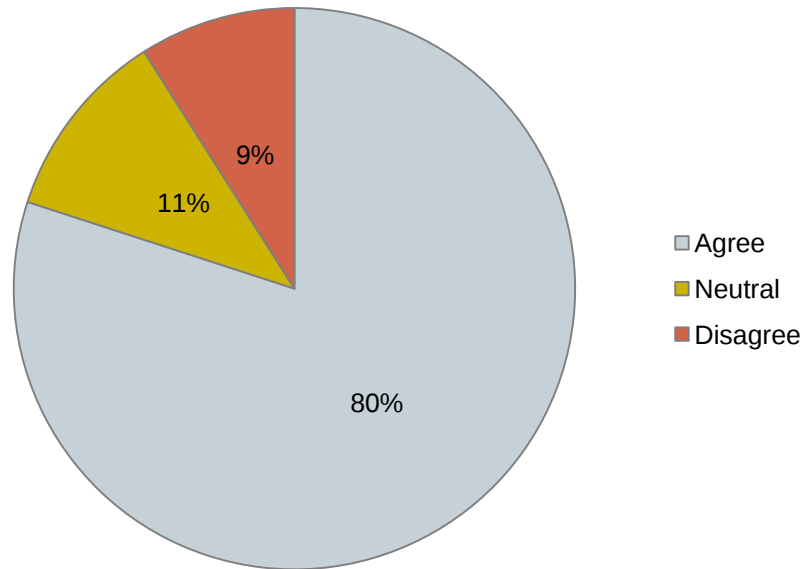
OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - ENGINEERING CONSTRUCTION AND EXPANSION GROUP

Engineering Construction and Expansion Group

Total

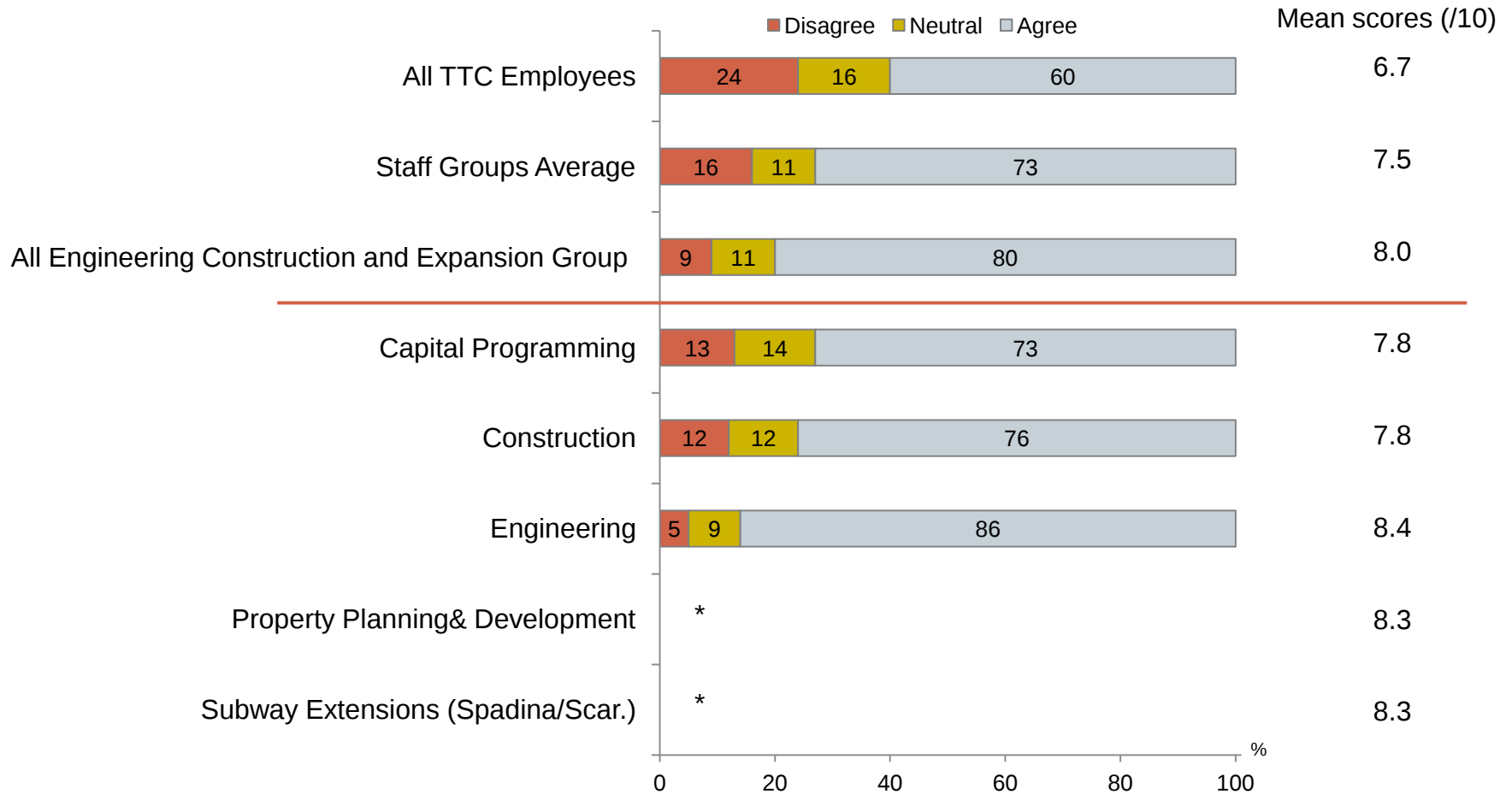
(n= 305)

Mean=8.0



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

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BY DEPARTMENT



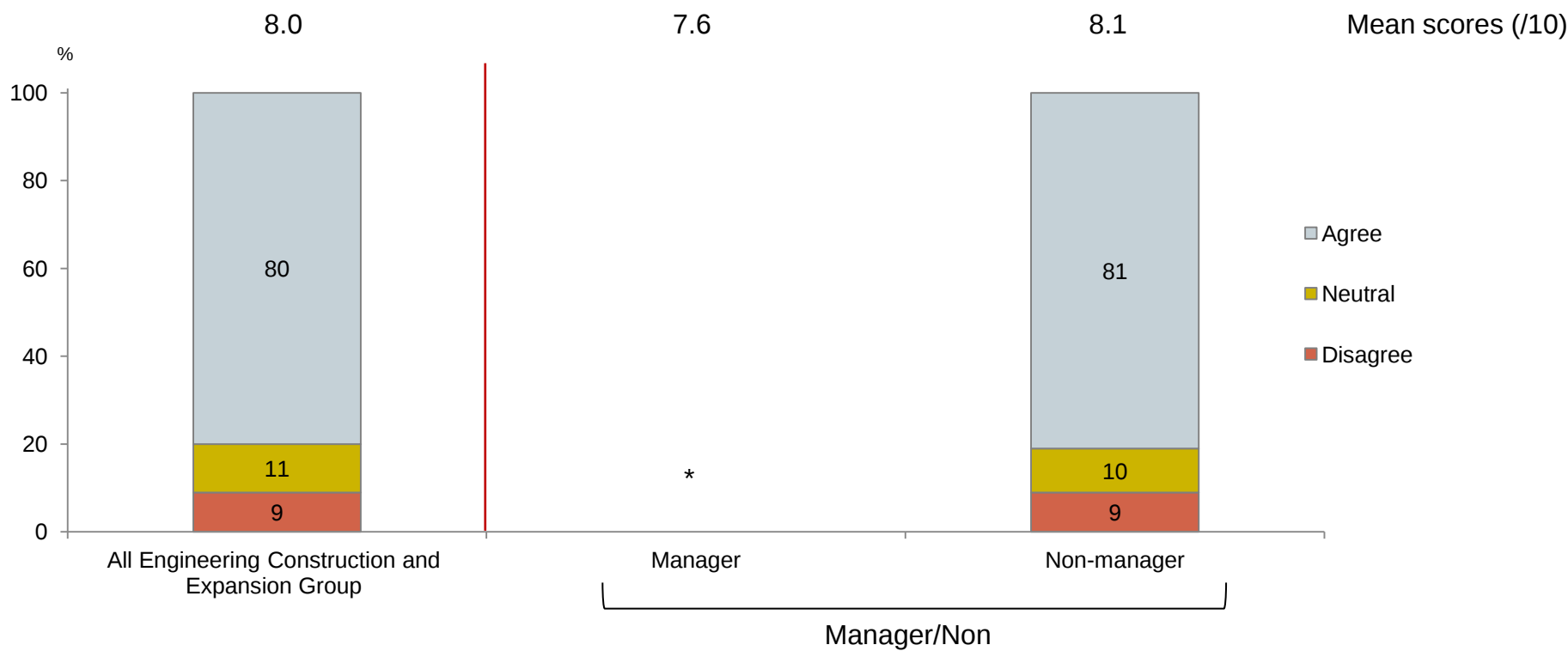
* Percentages suppressed due to sample size <30.

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

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

Sample sizes vary by category.

OVERALL RATINGS OF YOUR MANAGER/ SUPERVISOR - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

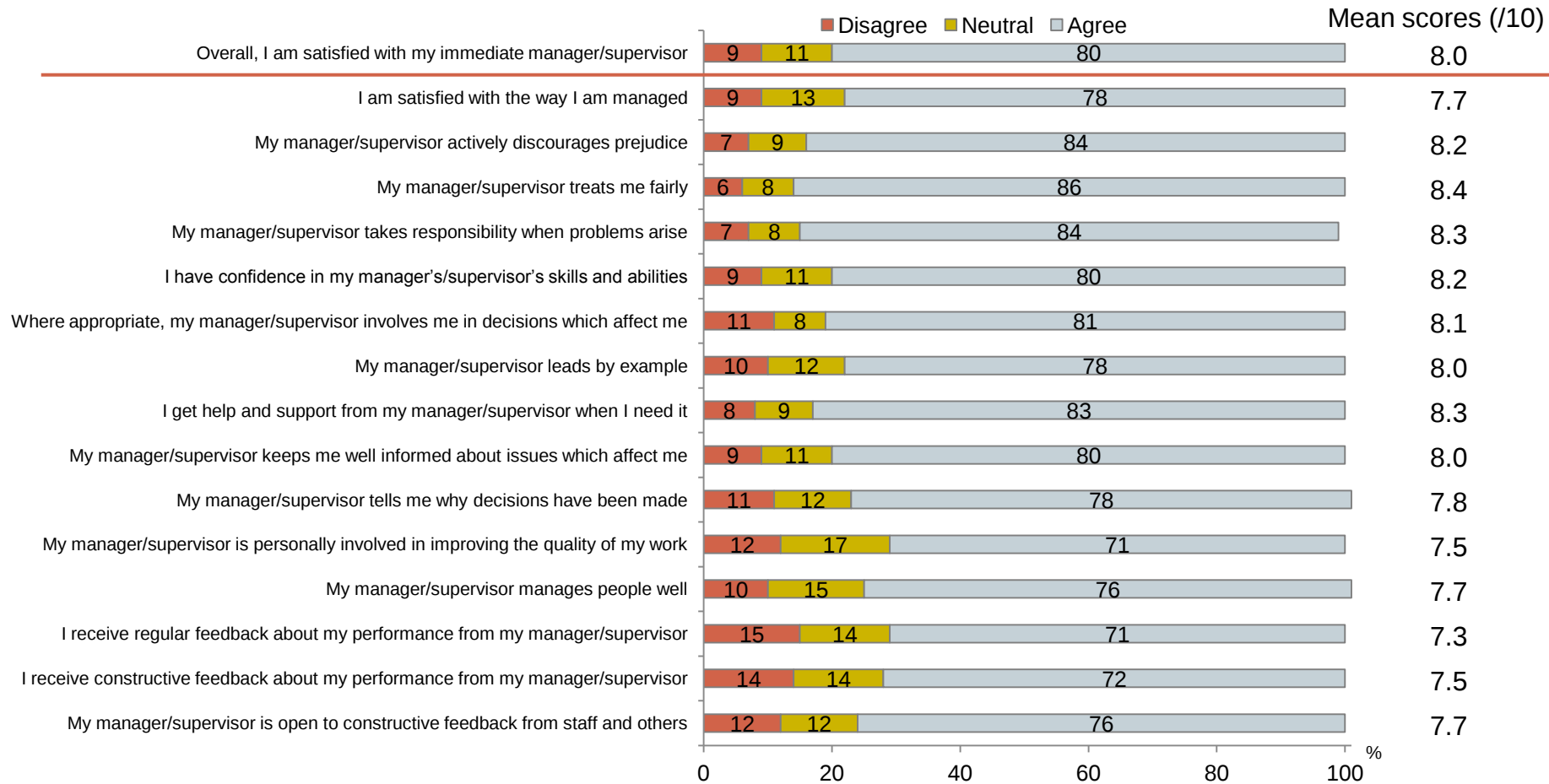
D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

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

Sample sizes vary by category.

YOUR MANAGER/SUPERVISOR

- ENGINEERING CONSTRUCTION AND EXPANSION GROUP



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

Sample sizes vary by attribute.

YOUR MANAGER/SUPERVISOR - BY DEPARTMENT

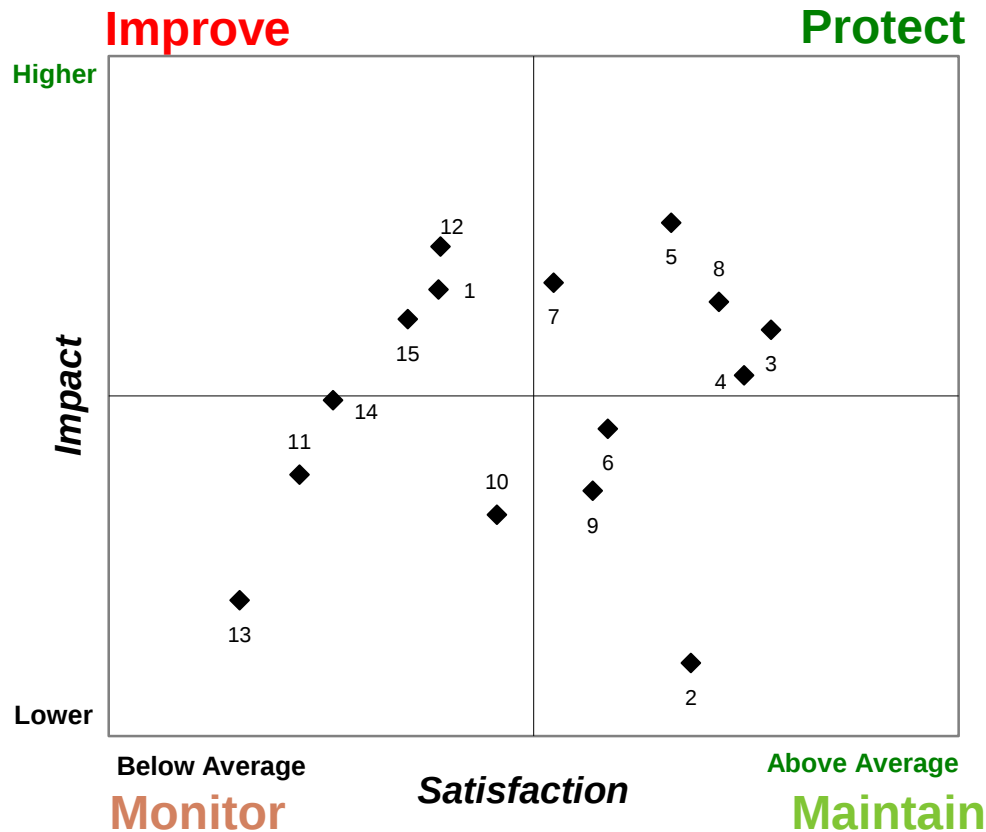
Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming	Construction	Engineering	Property Planning & Development	Subway Extensions (Spadina/ Scar.)
Overall, I am satisfied with my immediate manager/supervisor	6.7	7.5	8.0	7.8	7.8	8.4	8.3	8.3
I am satisfied with the way I am managed	6.6	7.3	7.7	7.5	7.5	8.0	8.4	7.8
My manager/supervisor actively discourages prejudice	7.4	7.9	8.2	8.1	8.1	8.5	**	8.0
My manager/supervisor treats me fairly	7.3	7.9	8.4	8.3	8.2	8.5	9.1	8.3
My manager/supervisor takes responsibility when problems arise	6.9	7.6	8.3	8.1	8.2	8.6	**	8.3
I have confidence in my manager's/supervisor's skills and abilities	6.9	7.7	8.2	7.8	8.1	8.4	8.0	8.5
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	7.6	8.1	7.7	7.9	8.4	8.2	8.3
My manager/supervisor leads by example	6.5	7.3	8.0	7.7	7.7	8.2	**	8.1
I get help and support from my manager/supervisor when I need it	7.1	7.8	8.3	8.0	8.1	8.6	8.1	8.3
My manager/supervisor keeps me well informed about issues which affect me	6.6	7.6	8.0	7.8	7.8	8.4	8.2	8.1
My manager/supervisor tells me why decisions have been made	6.2	7.3	7.8	7.7	7.7	8.1	8.1	7.7
My manager/supervisor is personally involved in improving the quality of my work	6.1	7.0	7.5	7.3	7.3	7.7	7.1	7.6
My manager/supervisor manages people well	6.3	7.0	7.7	7.5	7.4	8.1	7.9	8.0
I receive regular feedback about my performance from my manager/supervisor	5.7	7.0	7.3	7.2	7.0	7.8	**	7.2
I receive constructive feedback about my performance from my manager/supervisor	5.8	7.1	7.5	7.4	7.2	7.9	7.1	7.6
My manager/supervisor is open to constructive feedback from staff and others	6.1	7.1	7.7	7.5	7.6	7.9	7.9	7.5

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

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

Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: YOUR MANAGER/ SUPERVISOR- ENGINEERING CONSTRUCTION AND EXPANSION GROUP



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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 7.3 to 8.4.
Impact values range between 56% to 82%.

OPPORTUNITY ANALYSIS: YOUR MANAGER/ SUPERVISOR - SUMMARY BY DEPARTMENT

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

🔒 Represents Area to Protect

↑ Represents Area to Improve

Sample sizes vary by attribute.

Property Planning and Development and Subway Extensions (Spadina/Scar.) are not shown as these departments are too small to conduct Opportunity Analysis.

3/24/2015

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Produced by Malatest
on behalf of TTC



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 EC&E employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their safety at work is highest for Engineering, and lowest for Construction, followed by Subway Extensions. However, it should be noted that scores for all departments are very high and do not differ greatly from each other.
- Little difference between managers and non-managers was seen in relation to feeling safe at work.
- Across the specific aspects of Safety, most ratings received similar scores, though “I feel comfortable discussing safety issues at work” scored the highest by a very slight margin. Ratings were lowest for, “People on my team report all injuries, no matter how minor”. This lower score was consistent for most departments.
- To maintain high employee satisfaction with Safety, Opportunity Analysis identifies the following key Areas to Protect:
 - I am comfortable discussing safety issues at work
 - The protection of workers from occupational exposure to hazards is a high priority with management
 - My manager/supervisor acts quickly to address safety issues
 - I am strongly encouraged to report unsafe working conditions
- While some of these are consistent across all groups, prioritizing protection from hazards is an Area to Improve for Construction and is less influential for Capital Programming.

SECTION SUMMARY

- Comfort discussing safety issues is only an Area to Protect for Engineering. Also, while not a key driver for the group as a whole, emphasizing safe practices at work is an Area to Protect for Capital Programming and Engineering.
- Two other attributes were identified as Areas to Improve for one department only. The TTC's willingness to invest to improve safety was an Area to Improve for Capital Programming, while reporting all injuries was an Area to Improve for Construction.

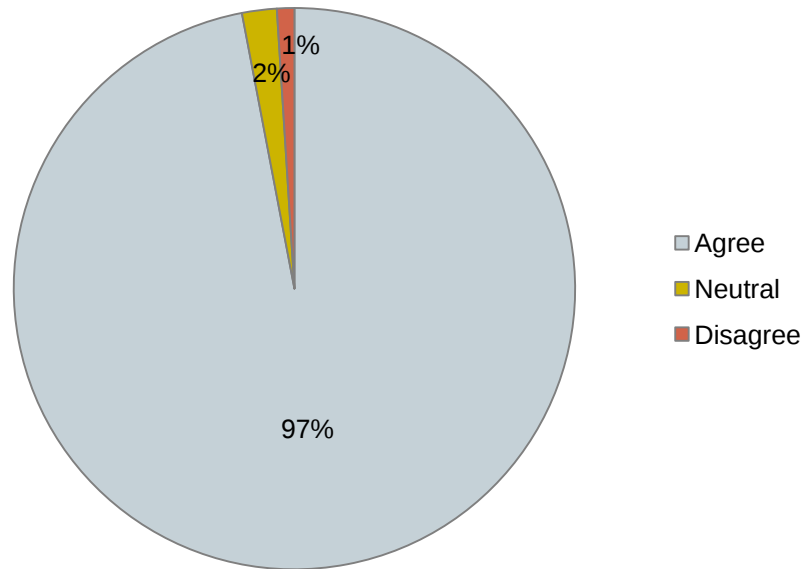
OVERALL RATINGS OF SAFETY - ENGINEERING CONSTRUCTION AND EXPANSION GROUP

Engineering Construction and Expansion Group

Total

(n= 304)

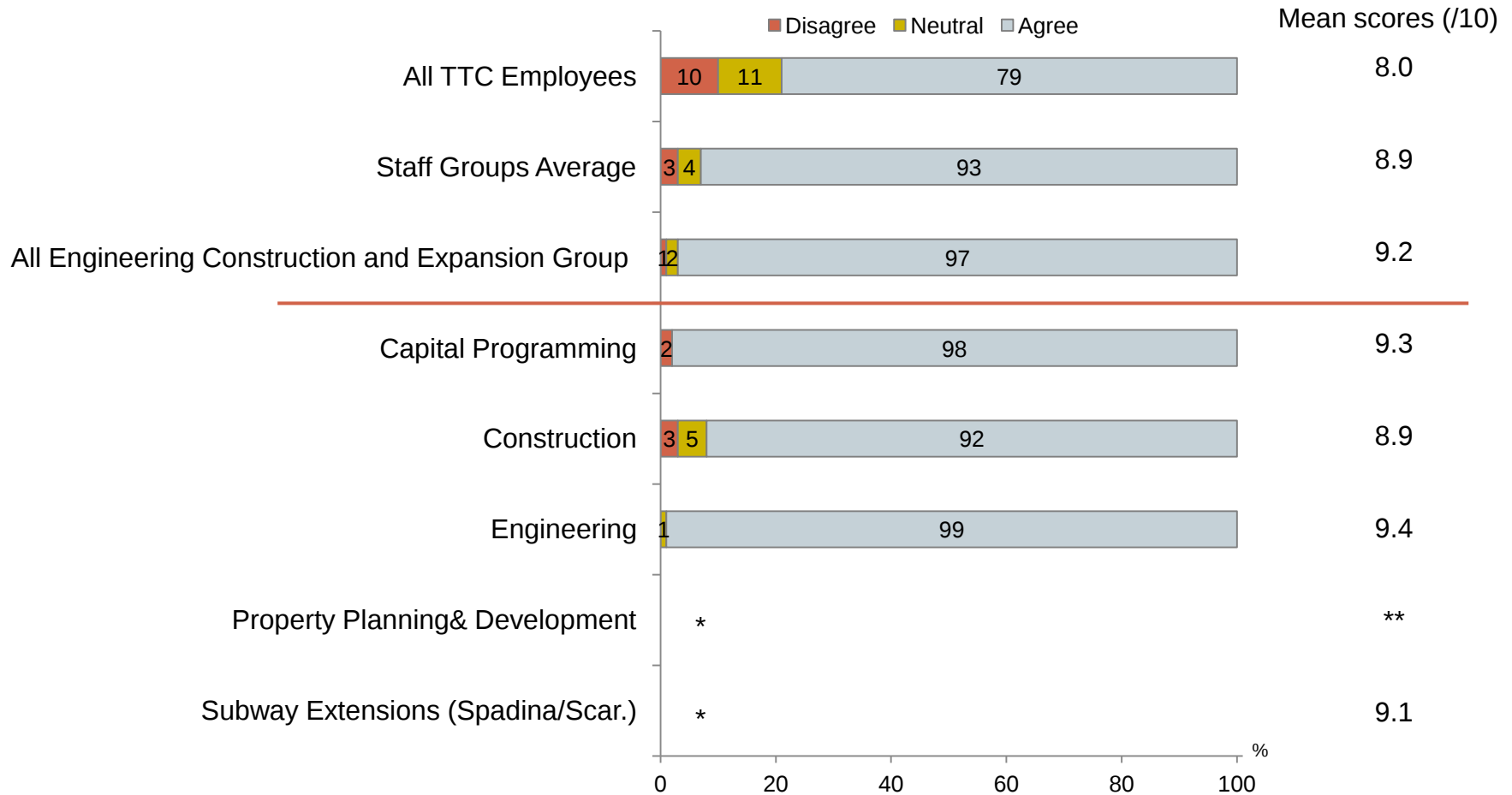
Mean=9.2



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

OVERALL RATINGS OF SAFETY

- BY DEPARTMENT



* Percentages suppressed due to sample size <30.

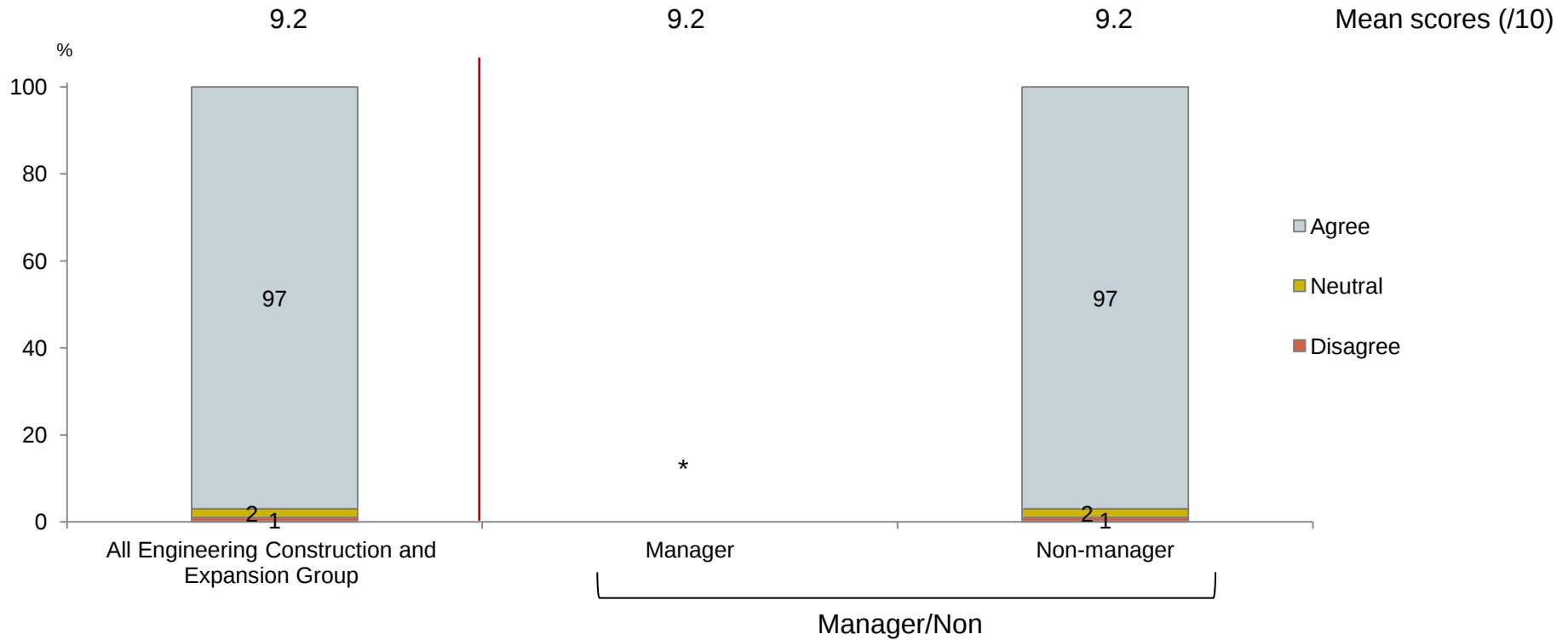
** Mean scores suppressed due to sample size <10.

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

Overall, I feel safe when I am at work.

Sample sizes vary by category.

OVERALL RATINGS OF SAFETY - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

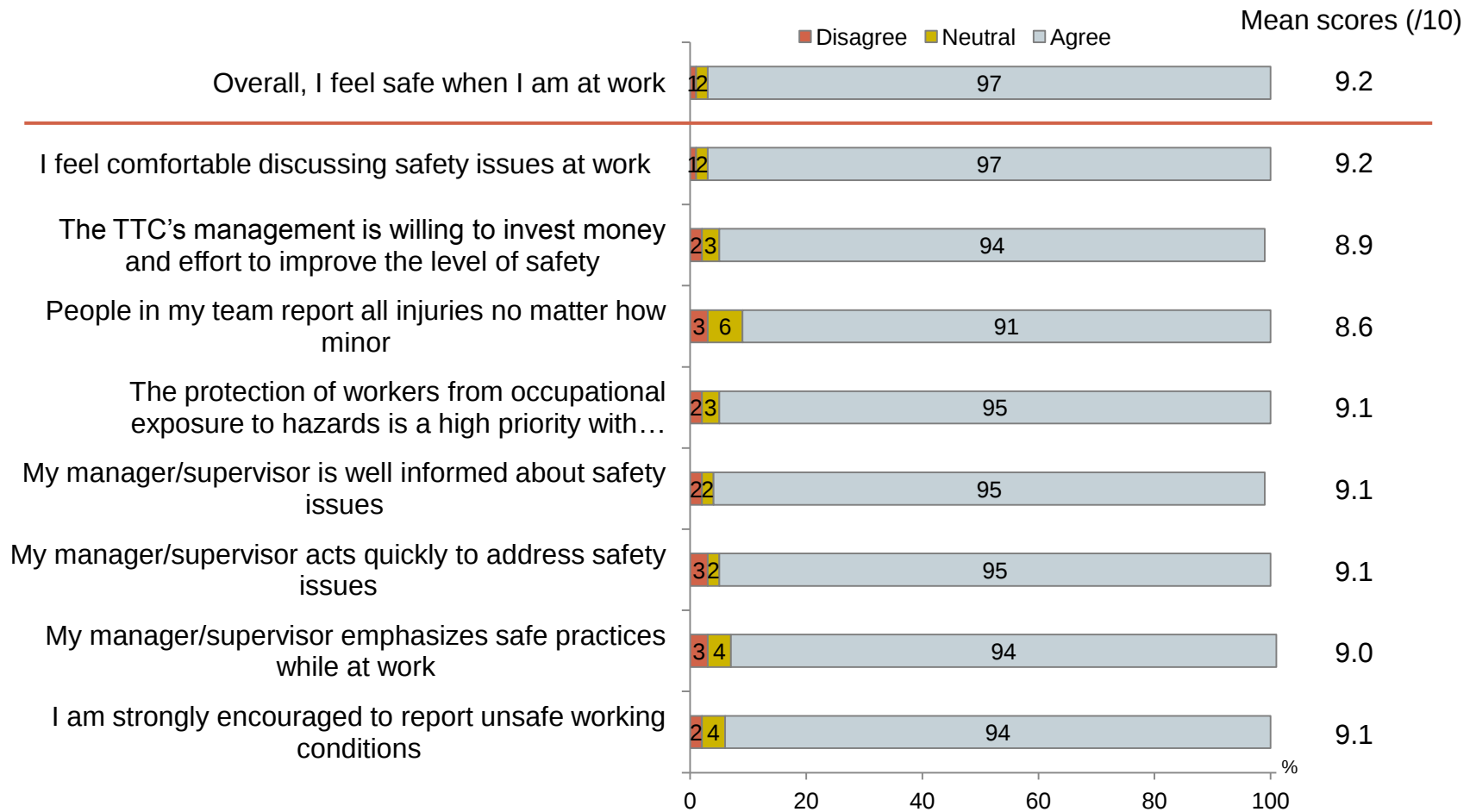
G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety,

Overall, I feel safe when I am at work.

Sample sizes vary by category.

SAFETY

- ENGINEERING CONSTRUCTION AND EXPANSION GROUP



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

SAFETY

- BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming	Construction	Engineering	Property Planning & Development	Subway Extensions (Spadina/Scar.)
Overall, I feel safe when I am at work	8.0	8.9	9.2	9.3	8.9	9.4	**	9.1
I feel comfortable discussing safety issues at work	8.3	8.9	9.2	9.1	9.2	9.3	9.2	9.0
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	8.5	8.9	9.0	8.8	9.0	9.1	9.0
People in my team report all injuries no matter how minor	7.1	8.1	8.6	8.7	8.4	8.8	**	8.6
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	8.6	9.1	9.2	8.8	9.3	**	9.1
My manager/supervisor is well informed about safety issues	8.0	8.7	9.1	9.2	8.8	9.3	**	9.0
My manager/supervisor acts quickly to address safety issues	7.6	8.6	9.1	9.2	8.8	9.3	**	9.1
My manager/supervisor emphasizes safe practices while at work	7.9	8.7	9.0	9.1	8.8	9.3	**	8.4
I am strongly encouraged to report unsafe working conditions	8.0	8.7	9.1	9.2	8.9	9.3	**	8.8

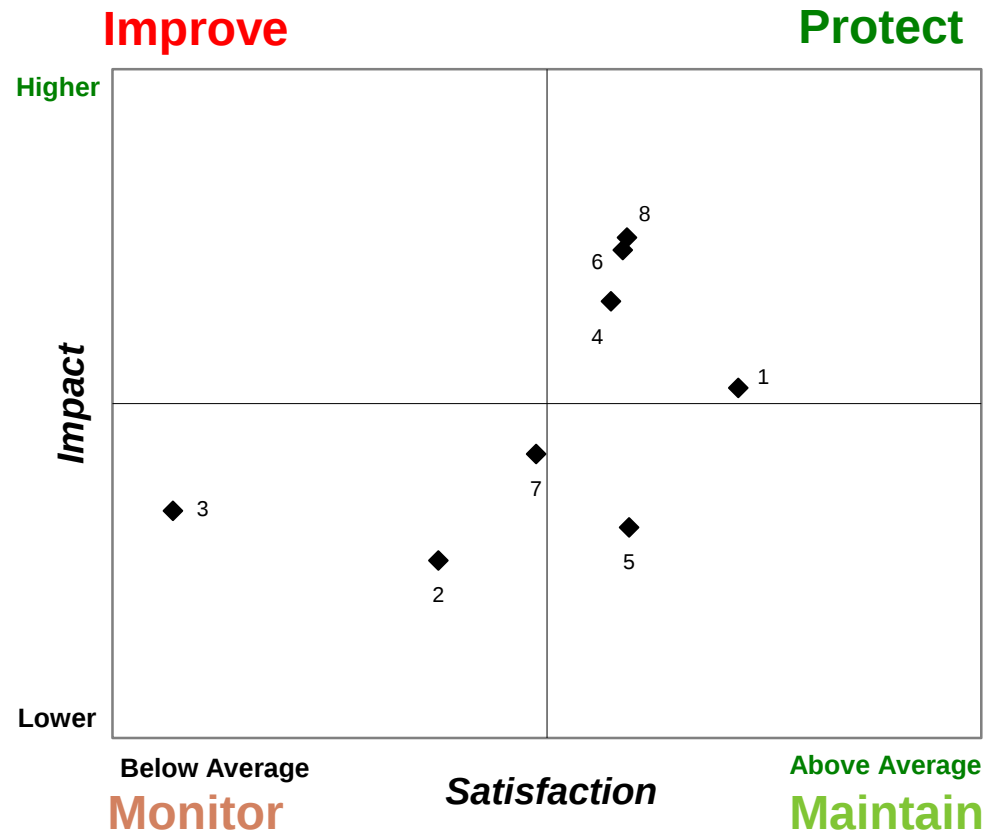
** Mean scores suppressed due to sample size <10.

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

Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: SAFETY

- ENGINEERING CONSTRUCTION AND EXPANSION GROUP



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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 8.6 to 9.2.
Impact values range between 51% to 68%.

OPPORTUNITY ANALYSIS: SAFETY

SUMMARY BY DEPARTMENT

Key Drivers

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

🔒 Represents Area to Protect

↑ Represents Area to Improve

Sample sizes vary by attribute.

Property Planning and Development and Subway Extensions (Spadina/Scar.) are not shown as these departments are too small to conduct Opportunity Analysis.

FINAL WORD

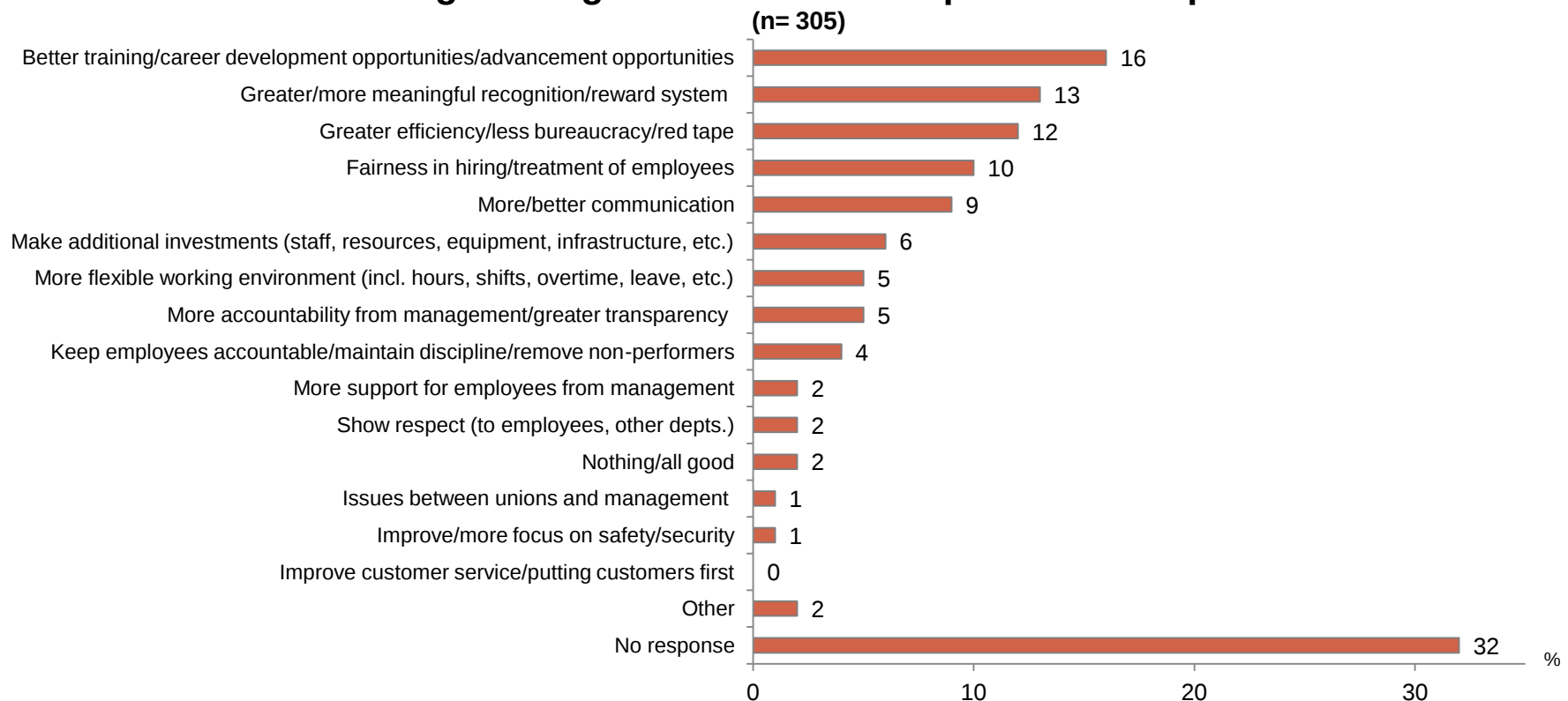
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FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improved to increase satisfaction
- The mostly commonly identified areas included, better training/advancement opportunities, more meaningful recognition/rewards, less bureaucracy/red tape, and more fairness in hiring and treatment of employees. However, nearly one third of EC&E employees did not provide a response.

Engineering Construction & Expansion Group



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

ACTION AREAS AND RECOMMENDATIONS

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SUMMARY OF AREAS TO IMPROVE

- BY DEPARTMENT

- Key opportunities for increasing engagement in each group are listed below.

	Capital Programming (CP)	Construction (Con)	Engineering (Eng)
Your Company	Building relationships between Senior Management & employees (All) Show respect to external partners (Eng) Effective information sharing (CP, Con), and collaboration (Con)		
Performance and Reward		Meaningful recognition (All) Recognition for performance (All) Opportunities to advance (All except Con)	
Your Job	Focus on motivation (All) Continue to build on employees' existing skills and abilities (All except Con) Ensure employees have freedom to make decisions (Eng) and know how to improve customer service (CP)		
Your Working Environment	Showing concern for employees' health & well-being (All) Promoting work-life balance (Con) Improving workspaces and facilities & feeling of 'belonging' (Eng)		

RECOMMENDATIONS: ALL ENGINEERING CONSTRUCTION & EXPANSION GROUP

- Conduct discussion sessions with employees to explore:
 - Ways to **improve relationships** between Senior Management and employees, focusing on:
 - Open and honest communication
 - Building trust
 - Welcoming all feedback, both positive and negative
 - Ways the TTC can better **show respect** to its external partners, such as the City of Toronto, or Metrolinx
 - What **motivates** employees in their jobs
 - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing
 - The types of supports that would be most effective for employees who experience discrimination from other employees.
 - The main causes of workplace stress and effective ways of reducing it

RECOMMENDATIONS: DEPARTMENT SPECIFIC

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

Capital Programming

- How to improve dissemination of **information** regarding what is happening at the TTC
- How to increase **collaboration** with other parts of the TTC
- How to ensure employees are better informed regarding **customer service**

Construction

- How to improve dissemination of **information** regarding what is happening at the TTC
- Types of recognition/rewards that would be **meaningful**
- Issues related to properly **recognizing excellent performance**

RECOMMENDATIONS: DEPARTMENT SPECIFIC (CONT'D)

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

Engineering

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

Thank you

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