

EMPLOYEE ENGAGEMENT SURVEY

Operations Group

March 13, 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 Operations 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%.
- 1,898 surveys were completed by Operations Group employees (mix of online and paper) for a group response rate of 36%. Response rates differed by department and employee type, as shown on the following slide.

RESPONSE RATES (RR)

- The highest response rate was observed for COO's Office/DCOO's Office/Operations Control (100%) and the lowest response rate was observed for Materials & Procurement (31%).
- The response rate was higher for staff employees (89%) and managers (98%) than for unionized employees (24%) and non-managers (36%).
- Chief Operating Officer's Office (COO), Deputy Chief Operating Officer's Office (DCOO), and Operations Control departments have been combined as all three departments consist of fewer than 10 employees and could not otherwise have been reported. Throughout this report, this department will be referred to as "COO/DCOO/Ops Control".

Operations Group: 36%

Department	Count	RR
Bus Maintenance & Shops	422	31%
COO's Office/DCOO's Office/Operations Control	12	100%
Plant Maintenance	291	42%
Rail Cars & Shops	265	33%
Subway Infrastructure	390	44%
ATC Project	44	98%
Revenue Operations	63	37%
Streetcars	144	34%
Subway Transportation	266	32%
Total Operations Group*	1898	36%

Employee Category	Count	RR
Staff	894	89%
Union	996	24%
Manager (Leadership Group)	65	98%
Non-manager	1833	36%

* Departments and employee categories were assigned to each respondent based on their unique survey access code. The total Operations Group sample (1,898) includes some completed surveys where the unique access code was not returned; the department, employee category, and/or employee position for these cases were not identified.

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 **).
 - COO/DCOO/Ops Control department has fewer than 30 valid responses. For this reason no percentages or Opportunity Analysis will be shown for this department. Any results provided relating to this combined department should be interpreted with caution.
- **Exact sample size may vary by department, employee category, or by individual question**
 - In general, if the results for more than one question or more than one employee category are presented on the same slide, the sample size varies slightly by question.
 - It can be assumed that, unless otherwise stated, sample sizes include all employees who provided a valid response to the question. Refer to response rates (slide 6) for total sample by department and employee category.

HIGHLIGHTS

Overall Employee Engagement score: 8.0.

Highest: Bus Maint. 8.2
Lowest: Revenue Ops. 7.1

Highest: Staff 8.2
Lowest: Union 7.8

Highest: Mgr 8.2
Lowest: Non-Mgr 7.9

- To increase levels of employee engagement, the TTC should focus on improving employees' satisfaction with **Working Environment** and **Your Company**:
 - **Working Environment** is a key driver for all groups and an Area to Improve for most.
 - 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 all departments as well.
 - **Workspaces & facilities** is an Area to Improve for employees of all departments, except Plant Maintenance, Subway Infrastructure, and ATC Project. Further exploration is required to identify reasons for lower levels of satisfaction with being "satisfied with my work/office space and facilities".

HIGHLIGHTS (CONT'D)

- **Your Company** is an Area to Improve for 4 departments: Bus Maintenance, Plant Maintenance, Rail Cars & Shops, and Subway Transportation.
- 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”).
 - Valuing employees’ time. Note that for some departments, including Plant Maintenance and Rail Cars & Shops, this is an Area to Protect.
- **Confidence in TTC leadership’s decision making ability** is an Area to Improve for 4 departments, including three of the departments for which Your Company is an Area to Improve – but it is the strongest driver of satisfaction with Your Company for most departments. This area is related to making the right decisions for the company’s future success (i.e., “I feel confident that TTC leadership is making the right decisions for the company’s future success”). This is an Area to Protect for other groups.
- Effective **information sharing** is an area requiring improvement for most departments (with the exception of Subway Transportation and ATC Project). Improvements in this area should focus on:
 - Making sure employees are well informed about happenings in the TTC.

HIGHLIGHTS (CONT'D)

- **Your Job** is an area that generates high levels of satisfaction and represents the strongest driver of employee engagement for virtually all departments (except Subway Transportation).
- The TTC should continue to increase satisfaction with **Your Job** by:
 - Exploring what motivates employees
 - This is an Area to Improve for all departments except Subway Transportation
 - Encouraging employees to use their skills & abilities (only certain departments)
 - This is an Area to Improve for Plant Maintenance, Subway Infrastructure, ATC Project, and Revenue Operations. For all other departments, and Operations Group overall, this is an Area to Protect.
 - Giving employees more opportunities to make decisions (only certain departments)
 - 'I am given the freedom to make decisions in my job' is an Area to Improve for Plant Maintenance, Subway Infrastructure, ATC Project, and Revenue Operations
 - Providing more information on how to improve customer service (ATC Project only)
 - For the ATC Project department alone, this is an Area to Improve (i.e., "I feel well informed about how to improve customer service")

HIGHLIGHTS (CONT'D)

Additional Areas of Focus: Department Specific

- **Training & Development** is an Area to Improve for ATC Project and Revenue Operations.
- Specific ways to increase satisfaction with this area include:
 - Providing support for personal development (“I am satisfied with the support I receive on my personal development”). This is an Area to Improve for most departments, though it is an Area to Protect for two departments, including Revenue Operations.
 - Having an agreed personal development plan (“I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”). While not an Area to Improve for Operations as a whole, this is an Area to Improve for both ATC Project and Revenue Operations.
 - Making sure that employees are aware of the career development opportunities that are available to them (“I am satisfied with the career development opportunities available to me”). Although this is an Area to Protect for most departments, this is specifically an Area to Improve for ATC Project.

HIGHLIGHTS (CONT'D)

Other Factors that Impact Employee Engagement

Stress, Discrimination, Customer Abuse

- In addition to the key drivers discussed earlier, workplace stress, discrimination from other TTC employees, and customer abuse also impact levels of employee engagement. Feeling stressed at work, experiencing discrimination from fellow employees, and receiving abuse from customers all have negative impacts on engagement. The negative impact on employee engagement is greatest when more of these issues are experienced together.
- The TTC should explore options for reducing workplace stress and seek to prevent discrimination from occurring (e.g., diversity training). In addition, 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. The TTC should also seek to understand why fewer than half of Operations Group employees who experienced discrimination from other employees reported the incident to the TTC and why, among those who did report the incident, the majority was dissatisfied with the way it was handled.

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 lower than among employees who do not having 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.
- Three of the top 5 scores are attributes related to safety.
- Among the 5 lowest scoring attributes, all were associated with the module Your Company – referring to company leadership.

Top 5

1.

The TTC offers good job security (8.4)

2.

I feel comfortable discussing safety issues at work (8.3)

3.

I often look for ways to make improvements in how things are done (8.3)

4.

I am strongly encouraged to report unsafe working conditions (8.2)

5.

My manager/supervisor is well informed about safety issues (8.0)

Bottom 5

1.

There is a good level of trust between Senior Management and employees (4.9)

2.

There is effective sharing of information across the TTC(4.9)

3.

If something goes wrong, people concentrate on putting it right, not blaming others (5.0)

4.

There is good collaboration between different parts of the TTC (5.3)

5.

Senior managers communicate openly and honestly with employees (5.3)

OVERALL EMPLOYEE ENGAGEMENT SCORE

Produced by Malatest on
behalf of TTC



MEASURING EMPLOYEE ENGAGEMENT

- Malatest typically uses a composite of different survey measures to define employee engagement. A composite is used rather than a single measure for the following reasons:
 - A composite because is more stable than a single variable. A single variable tends to respond more quickly to random fluctuations in the data and is more likely to show more variation over time.
 - The idea of employee engagement is complex and cannot be explained by a single measure. A composite which includes more than one measure is better able to explain the concept of employee engagement.
- Malatest typically selects three measures to include in the composite because including more than three measures can result in a composite that is very difficult to move over time (to move the composite, all measures included in the composite need to receive similarly high or low ratings). Three measures result in a composite that is stable without being immovable.
- Employee engagement can mean different things for different industries and for different organizations within the same industry. For this reason, Malatest does not pre-select the measures that will be included in the composite that represents employee engagement for a given organization. Instead, Malatest runs a series of tests to identify the 'best' composite for a specific organization. The best composite is the one that explains the most variance in Employee Engagement overall, and includes measures that generate the highest number of valid responses (indicating that these measures resonate with the largest proportion of TTC employees).
- Test results identified the composite including the following measures as best explaining the idea of employee engagement for the TTC: "I am satisfied with the TTC as an employer"; "I enjoy coming to work every day"; and "I see value in the work that I do". Overall, across these three measures, the TTC's mean Employee Engagement score is 7.8 on a 10 point scale (where "10" is the highest rating and "1" is the lowest). For Operations, this score is 8.0.

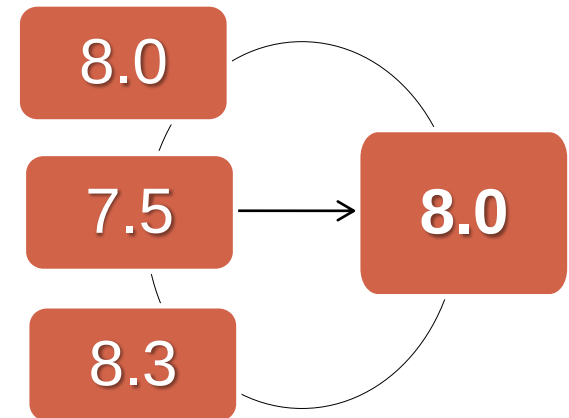
OVERALL EMPLOYEE ENGAGEMENT SCORE

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

Composite of 3 measures:

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

Mean rating



OVERALL EMPLOYEE ENGAGEMENT SCORE

- The Employee Engagement score for Corporate Services is slightly higher than the score for all TTC employees, as well as that for employees of the 2 groups consisting of more union employees, referred to as “Union Groups”.
- The Employee Engagement score is highest among employees in Bus Maintenance and Subway Infrastructure departments.
- Levels of engagement are lowest among employees in Revenue Operations.
- When examined by employee category, the overall Employee Engagement score is highest among staff (vs. union) and managers (vs. non-managers).

All Operations Group: 8.0

Department

Bus Maintenance & Shops	8.2
Subway Infrastructure	8.2
COO/DCOO/Operations Control	8.0
Plant Maintenance	8.0
Rail Cars & Shops	8.0
Streetcars	7.9
ATC Project	7.8
Subway Transportation	7.4
Revenue Operations	7.1

Employee Category

All TTC	7.8
Average of Union Groups	7.7
Staff	8.2
Union	7.8
Manager	8.2
Non-Manager	7.9

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

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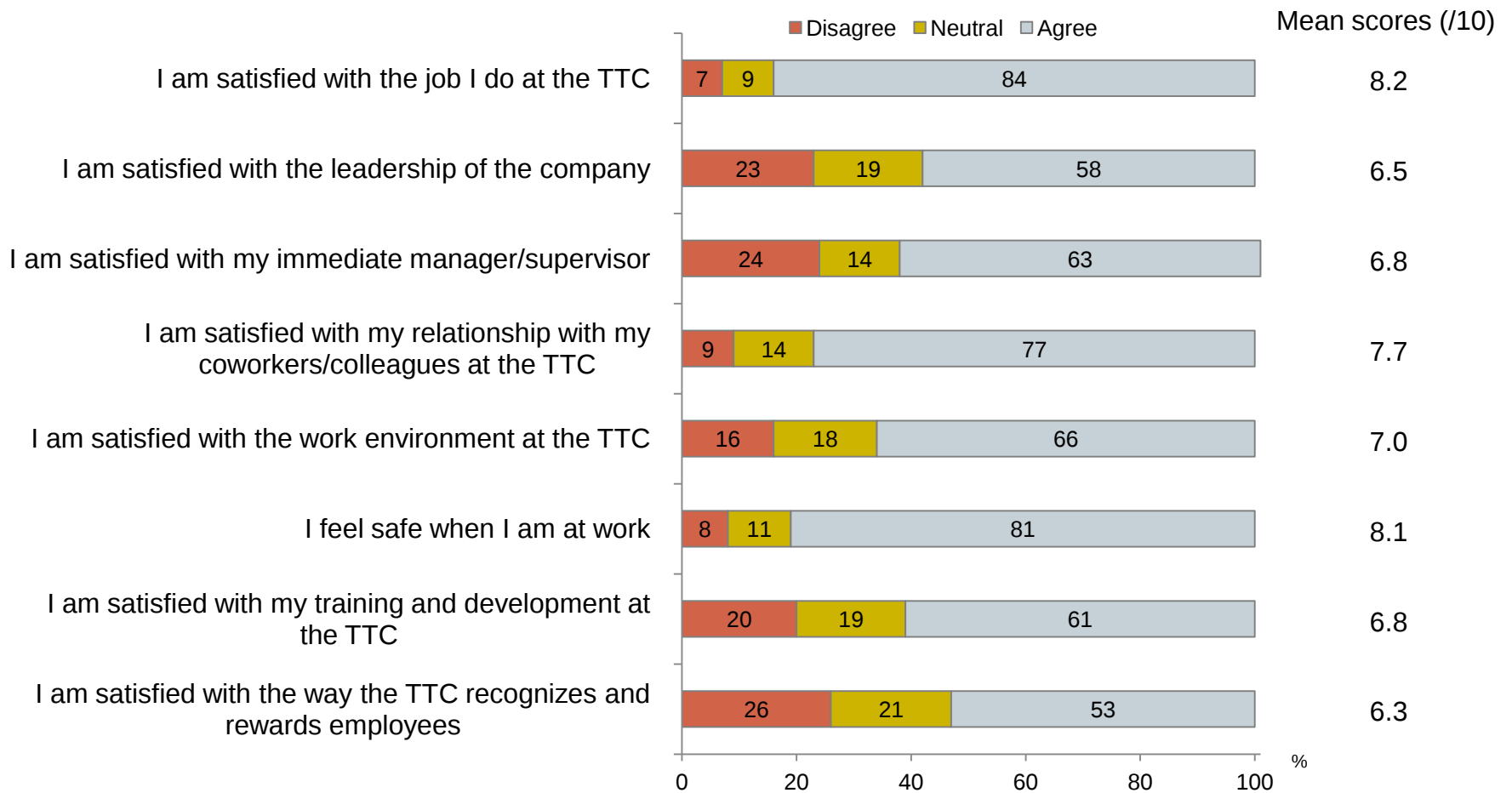


SECTION SUMMARY

- The following measures were included in the survey in order to assess overall satisfaction with each aspect of employee satisfaction with the TTC:
 - I am satisfied with the job I do at the TTC
 - I am satisfied with the leadership of the company
 - I am satisfied with my immediate manager/supervisor
 - I am satisfied with my relationship with my coworkers/colleagues at the TTC
 - I am satisfied with the work environment at the TTC
 - I feel safe when I am at work
 - I am satisfied with my training and development at the TTC
 - I am satisfied with the way the TTC recognizes and rewards employees
- Ratings were highest for, “I am satisfied with the job I do at the TTC” and for “I feel safe when I am at work”. Ratings were lowest for “I am satisfied with the way the TTC recognizes and rewards employees”, followed by “I am satisfied with the leadership of the company”. These results were consistent for most departments, with the exception of COO/DCCO/Ops Control, and ATC Project. For these groups, relationships with colleagues/coworkers received higher satisfaction scores than scores related to the job they do at the TTC, while for ATC Project satisfaction scores for training and development were lower than for leadership of the company.
- Mean scores across most measures were highest for COO/DCCO/Ops Control and lowest for Revenue Operations and Subway Transportation.

ASPECTS OF EMPLOYEE ENGAGEMENT

- OPERATIONS GROUP



ASPECTS OF EMPLOYEE ENGAGEMENT

- BY DEPARTMENT

Mean	All TTC Employees	Union Groups Average	All Operations Group	Bus Maintenance & Shops	COO/DCOO/ Ops Control	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
I am satisfied with the job I do at the TTC	8.1	8.0	8.2	8.6	8.6	8.2	8.2	8.2	8.0	8.1	8.1	7.7
I am satisfied with the leadership of the company	6.4	6.1	6.5	6.6	7.4	7.0	6.3	7.0	7.3	5.3	6.3	5.4
I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	7.2	8.7	7.0	6.7	6.9	7.8	6.5	6.4	6.1
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	7.9	9.3	7.8	7.8	7.9	7.9	7.0	7.7	7.3
I am satisfied with the work environment at the TTC	7.0	6.8	7.0	7.2	8.3	7.6	7.1	7.3	8.2	5.9	6.8	5.9
I feel safe when I am at work	8.0	7.7	8.1	8.4	9.1	8.6	8.1	8.3	8.6	7.6	7.9	7.3
I am satisfied with my training and development at the TTC	7.0	6.9	6.8	6.7	7.8	6.9	7.1	6.9	6.4	5.7	6.3	7.0
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	6.3	7.3	6.6	6.4	6.6	6.4	5.4	6.2	5.5

Sample sizes vary by attribute.

WHAT DRIVES EMPLOYEE ENGAGEMENT?

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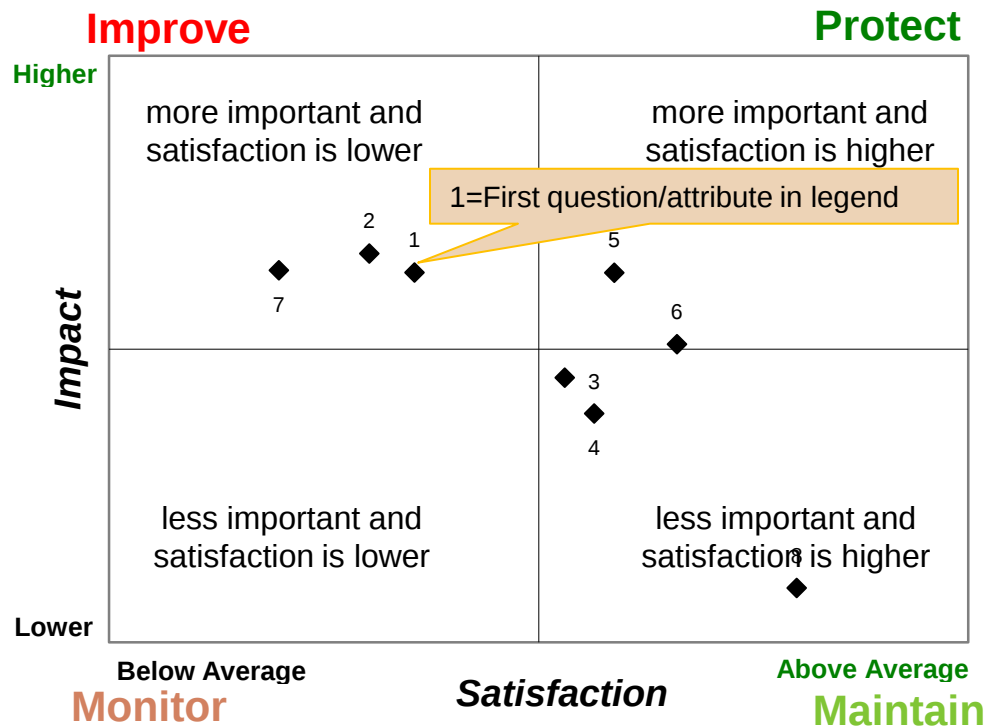


SECTION SUMMARY

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

SECTION SUMMARY

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



Composite:

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

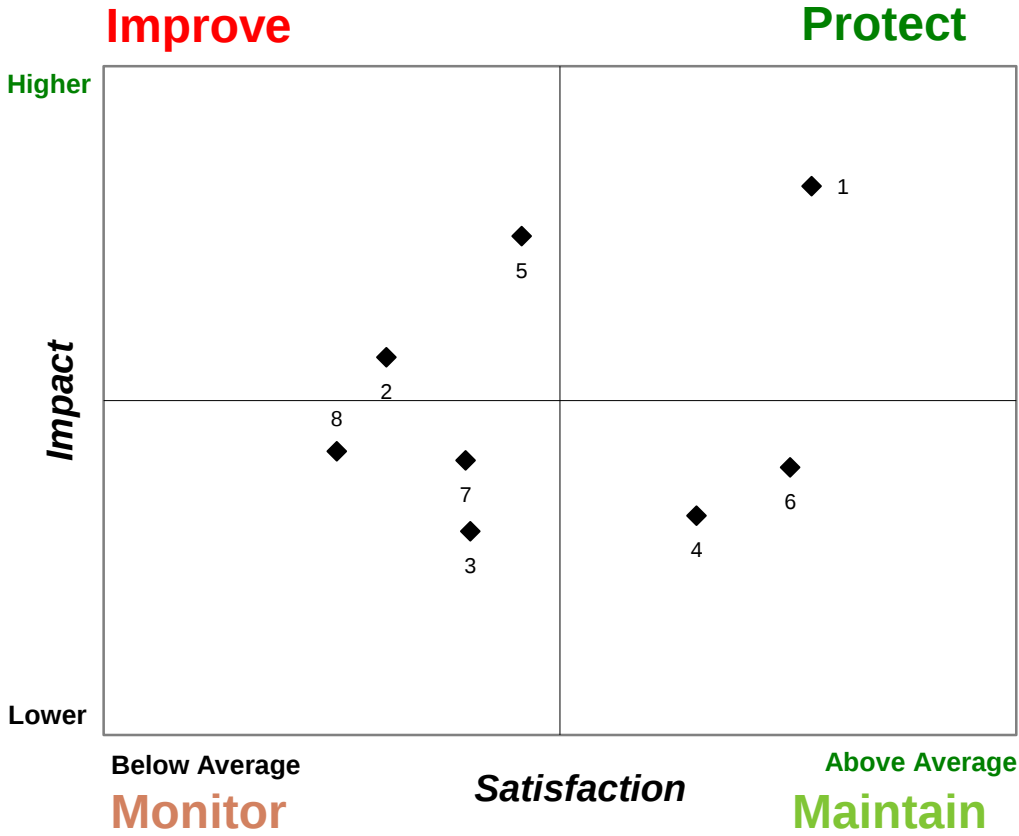
1. First question/attribute
2. Second question/attribute
3. Third question/attribute
4. Fourth question/attribute
5. Fifth question/attribute
6. Sixth question/attribute
7. Seventh question/attribute
8. Eighth question/attribute

SECTION SUMMARY

- Results of the Opportunity Analysis shown in this sub-section of the report are summarized below:
 - Areas to Improve (high relative impact; low relative performance):
 - Working Environment
 - Company
 - Areas to Protect (high relative impact; high relative performance):
 - Job
 - Areas to Monitor (low relative impact; low relative performance):
 - Performance/Reward
 - Training & Development
 - Manager/Supervisor
 - Areas to Maintain (low relative impact; high relative performance):
 - Safety
 - Team
- Results of this analysis are similar for each department with a few exceptions:
 - Working Environment is an Area to Protect for Plant Maintenance and ATC Project.
 - Your Company is not a key driver for a few departments, including Subway Infrastructure, ATC Project, Revenue Operations, and Streetcars.
 - For ATC Project and Revenue Operations, Training and Development is an Area to Improve.
 - Your Team is an Area to Protect for Revenue Operations and Streetcars.
 - Safety is an Area to Protect for ATC Project and Subway Transportation.

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

Operations 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 6.3 to 8.2.
Impact values range between 25% to 52%.

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Operations Group	Bus Maintenance & Shops	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
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.

COO's Office/Deputy COO's Office/Operations Control is not shown as these combined departments are too small to conduct opportunity analysis.

OVERALL ORGANIZATIONAL VIEWS OF OPERATIONS GROUP

Produced by Malatest on
behalf of TTC

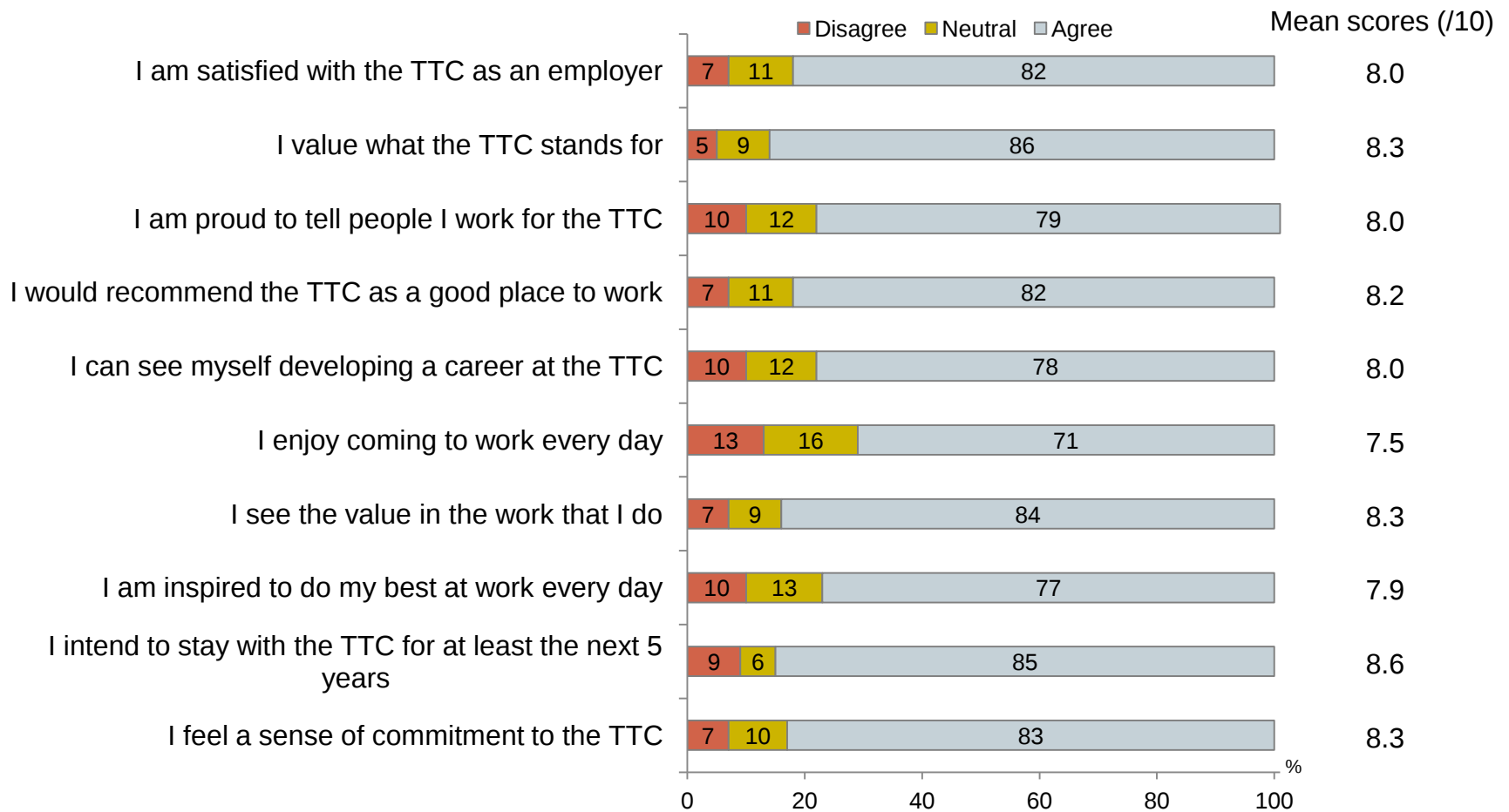


SECTION SUMMARY

- The following measures were included in the survey in order to assess employees' overall satisfaction with the TTC:
 - I am satisfied with the TTC as an employer
 - I value what the TTC stands for
 - I am proud to tell people I work for the TTC
 - I would recommend the TTC as a good place to work
 - I can see myself developing a career at the TTC
 - I enjoy coming to work every day
 - I see the value in the work I do
 - I am inspired to do my best at work every day
 - I intend to stay with the TTC for at least the next 5 years
 - I feel a sense of commitment to the TTC
- Ratings were highest for the following measures: “I intend to stay with the TTC for at least the next 5 years”; “I feel a sense of commitment to the TTC”; “I value what the TTC stands for”; and “I see the value in the work I do”. Ratings were lowest for “I enjoy coming to work every day”. These results were generally consistent across most departments, except for COO/DCCO/Ops Control. For this department, intending to stay for the next 5 years get the lowest rating instead of the highest, while “I can see myself developing a career at the TTC” was rated the highest. It should be remembered however, that this combined department is very small and results should be interpreted with caution.
- Mean scores across most measures were generally highest among a few departments that scored close together on many measures: COO/DCCO/Ops Control, Bus Maintenance, Plant Maintenance, Subway Infrastructure, and ATC Project. Scores were generally lowest for Revenue Operations and Subway Transportation.

OVERALL ORGANIZATIONAL VIEWS

- OPERATIONS 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”:

OVERALL ORGANIZATIONAL VIEWS

- BY DEPARTMENT

Mean	All TTC Employees	Union Groups Average	All Operations Group	Bus Maintenance & Shops	COO/DCOO/ Ops Control	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
I am satisfied with the TTC as an employer	7.8	7.7	8.0	8.2	8.5	8.1	8.0	8.3	8.1	6.9	8.0	7.4
I value what the TTC stands for	8.2	8.1	8.3	8.6	8.6	8.4	8.4	8.6	8.4	7.9	8.3	7.7
I am proud to tell people I work for the TTC	7.9	7.8	8.0	8.1	8.0	8.2	7.9	8.3	8.2	7.4	7.7	7.4
I would recommend the TTC as a good place to work	8.0	7.9	8.2	8.5	8.5	8.4	8.2	8.4	8.5	7.6	8.2	7.6
I can see myself developing a career at the TTC	7.9	7.8	8.0	8.1	8.8	8.1	8.1	8.3	7.4	7.4	8.2	7.4
I enjoy coming to work every day	7.3	7.2	7.5	7.7	7.8	7.7	7.5	7.7	7.5	6.5	7.3	6.8
I see the value in the work that I do	8.2	8.1	8.3	8.7	7.8	8.2	8.4	8.5	7.9	7.8	8.2	7.8
I am inspired to do my best at work every day	7.8	7.7	7.9	8.2	8.2	7.9	7.9	7.9	7.8	7.5	7.8	7.4
I intend to stay with the TTC for at least the next 5 years	8.5	8.6	8.6	8.8	5.6	8.8	8.5	8.8	8.0	7.7	8.8	8.6
I feel a sense of commitment to the TTC	8.2	8.1	8.3	8.6	8.5	8.6	8.3	8.6	8.6	7.9	8.2	7.6

Sample sizes vary by attribute.

AREA TO PROTECT: YOUR JOB

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Job” as having the most impact on Employee Engagement overall and as an area with which Operations employees are, for the most part, satisfied, making this an Area to Protect.
- Employee satisfaction with the job they do is relatively consistent across most of the departments, although mean satisfaction scores were generally highest for COO/DCOO/Ops Control, and Bus Maintenance (with some exceptions), and lowest for Subway Transportation.
- Staff employees are slightly more satisfied with their job than unionized employees, and managers are also somewhat 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” and “I feel well informed about how to improve customer service.” These results were generally consistent for most departments, except that feeling motivated scored among the lowest for some departments, including ATC Project, where having the proper equipment/tools was not among the lowest scores.
- To maintain high levels of employee satisfaction with their job, Opportunity Analysis identifies the following key Area to Improve: “I feel motivated in my job”. This result is generally consistent across all departments, except Subway Transportation, where it is an Area to Protect.
- For ATC Project alone, “I feel well informed about how to improve customer service” is an Area to Improve

SECTION SUMMARY

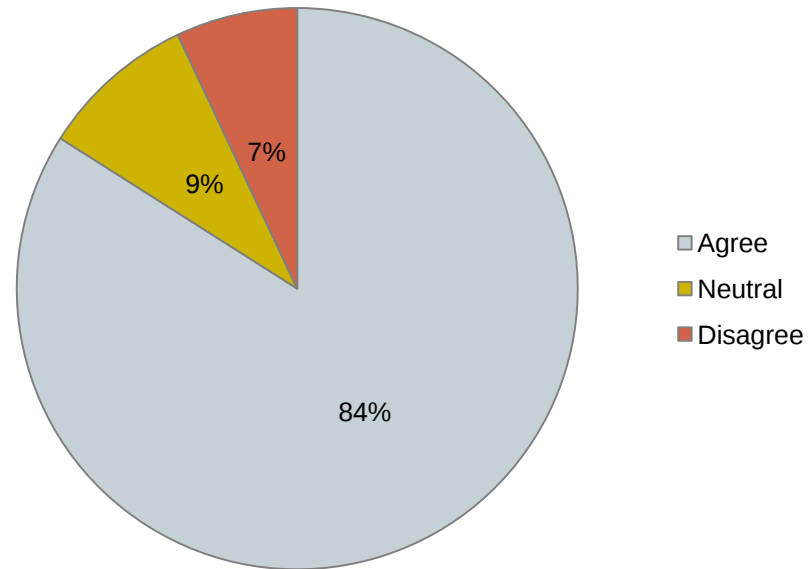
- Key Areas to Protect include:
 - My work enables me to use my skills and abilities
 - In my job, I feel able to put customers first
- Using skills and abilities is an Area to Improve for several departments, including Plant Maintenance, Subway Infrastructure, ATC Project, and Revenue Operations.
 - For each of these departments, having the freedom to make decisions was an additional Area to Improve.
- Ability to put customers first is not as influential for Bus Maintenance, ATC Project, Revenue Operations, and Streetcars.
- Additional Areas to Protect for particular departments include:
 - I am given the freedom to make decisions in my job (Bus Maintenance)
 - I often look for ways to make improvements in how things are done (Revenue Operations, Streetcars)
 - I am not afraid to suggest new ways of doing things in my job (Streetcars)

OVERALL RATINGS OF YOUR JOB

- OPERATIONS GROUP

Operations Group

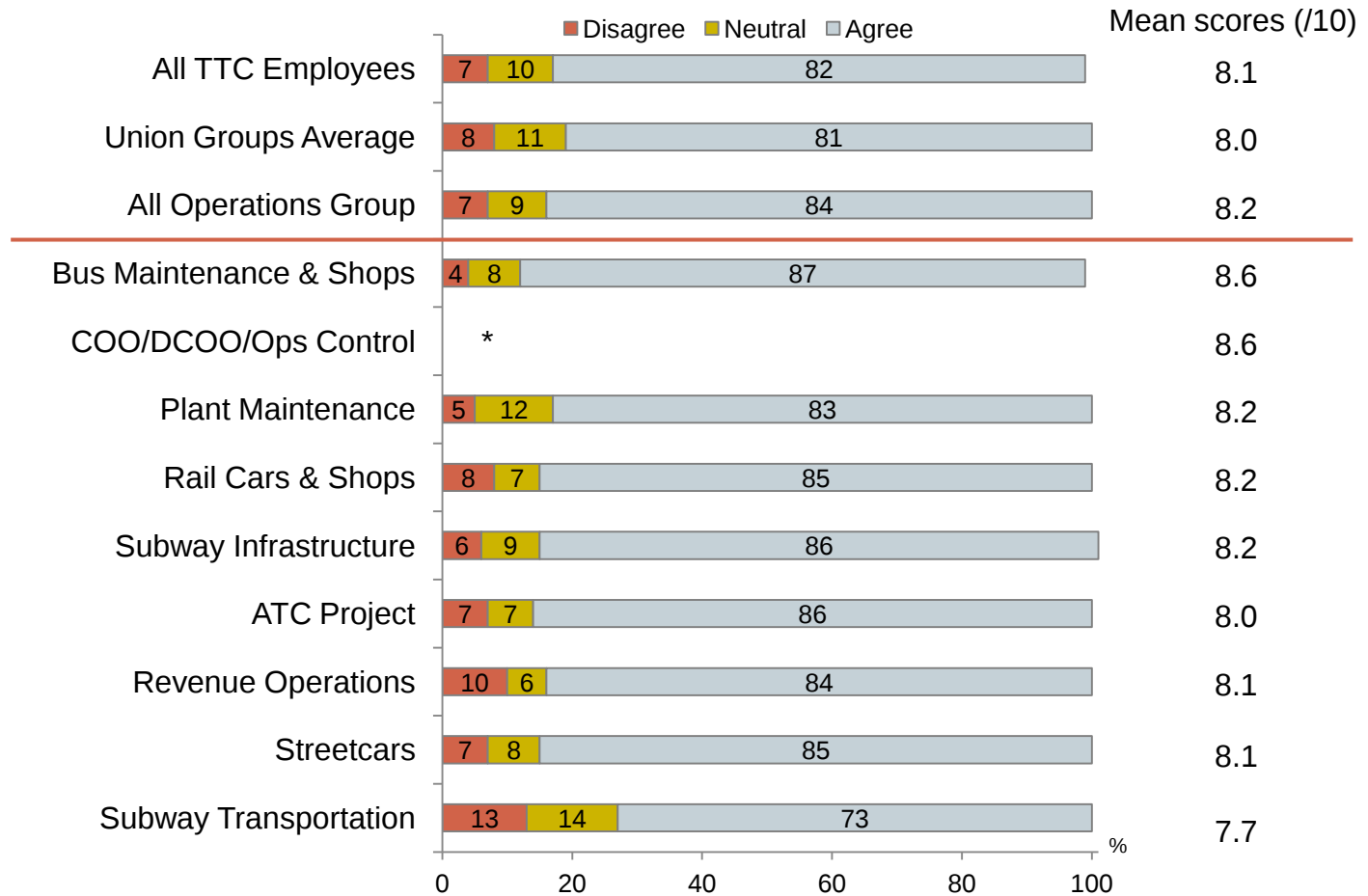
Total
(n= 1875)
Mean=8.2



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 as sample size <30.

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

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

Sample sizes vary by category.

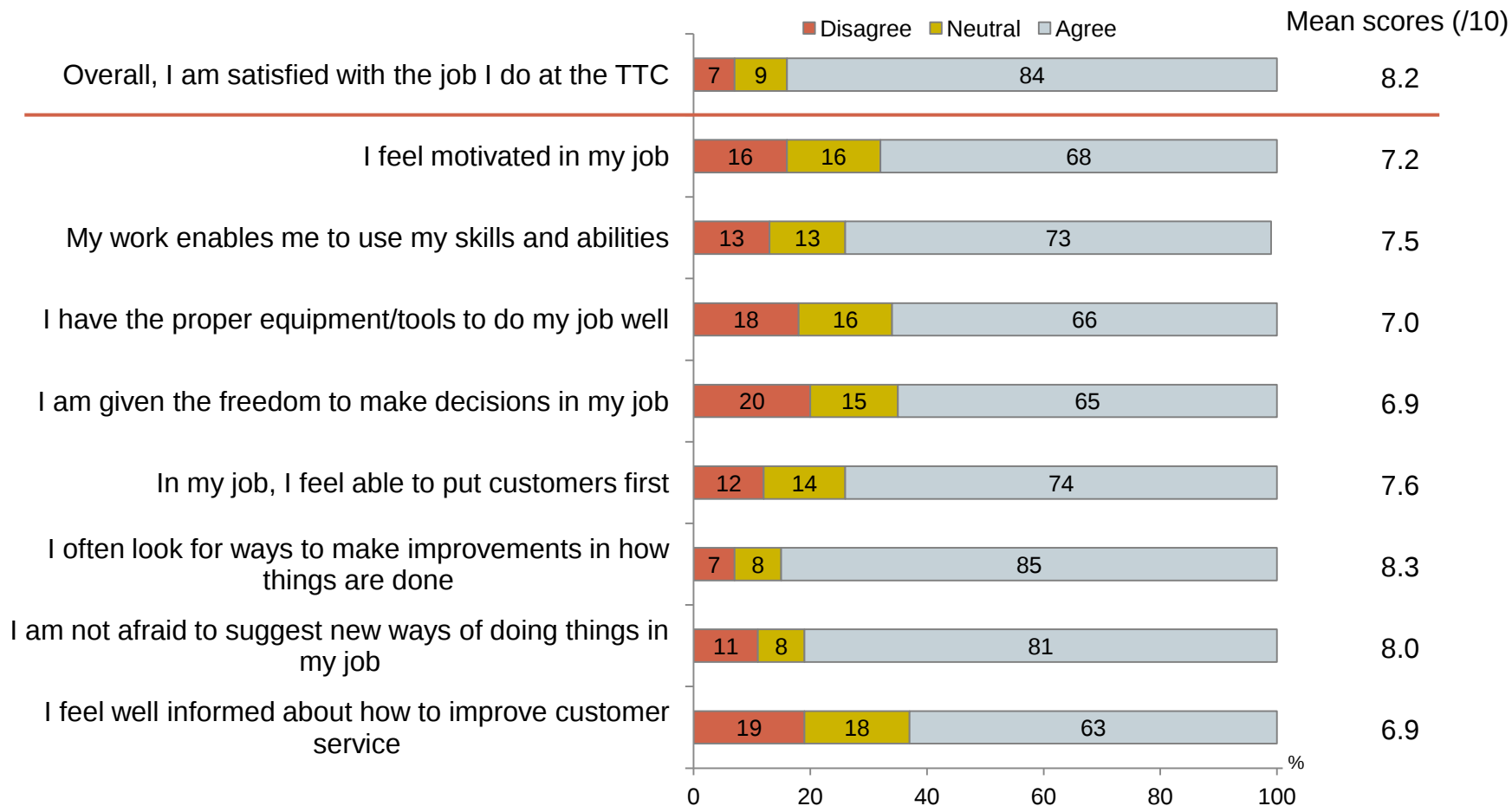
3/25/2015

OVERALL RATINGS OF YOUR JOB - BY EMPLOYEE POSITION



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

YOUR JOB - OPERATIONS 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	Union Groups Average	All Operations Group	Bus Maintenance & Shops	COO/DCOO/ Ops Control	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
Overall, I am satisfied with the job I do at the TTC	8.1	8.0	8.2	8.6	8.6	8.2	8.2	8.2	8.0	8.1	8.1	7.7
I feel motivated in my job	7.0	6.9	7.2	7.5	7.9	7.2	7.2	7.3	7.0	6.6	6.9	6.5
My work enables me to use my skills and abilities	7.3	7.2	7.5	8.0	7.7	7.6	7.7	7.6	7.4	6.8	7.3	6.6
I have the proper equipment/tools to do my job well	6.8	6.6	7.0	7.1	7.6	7.3	7.0	7.4	8.0	6.5	6.3	6.5
I am given the freedom to make decisions in my job	6.5	6.3	6.9	7.4	7.9	7.2	7.2	7.3	7.4	6.6	6.9	4.9
In my job, I feel able to put customers first	7.5	7.3	7.6	7.9	**	7.8	7.9	7.9	7.6	7.2	7.4	6.6
I often look for ways to make improvements in how things are done	8.1	7.9	8.3	8.5	8.7	8.5	8.4	8.6	9.0	8.7	8.3	6.9
I am not afraid to suggest new ways of doing things in my job	7.6	7.4	8.0	8.2	9.0	8.1	8.4	8.3	8.1	8.2	8.1	6.7
I feel well informed about how to improve customer service	6.8	6.5	6.9	6.9	8.4	7.2	7.0	7.2	7.5	6.6	6.6	6.2

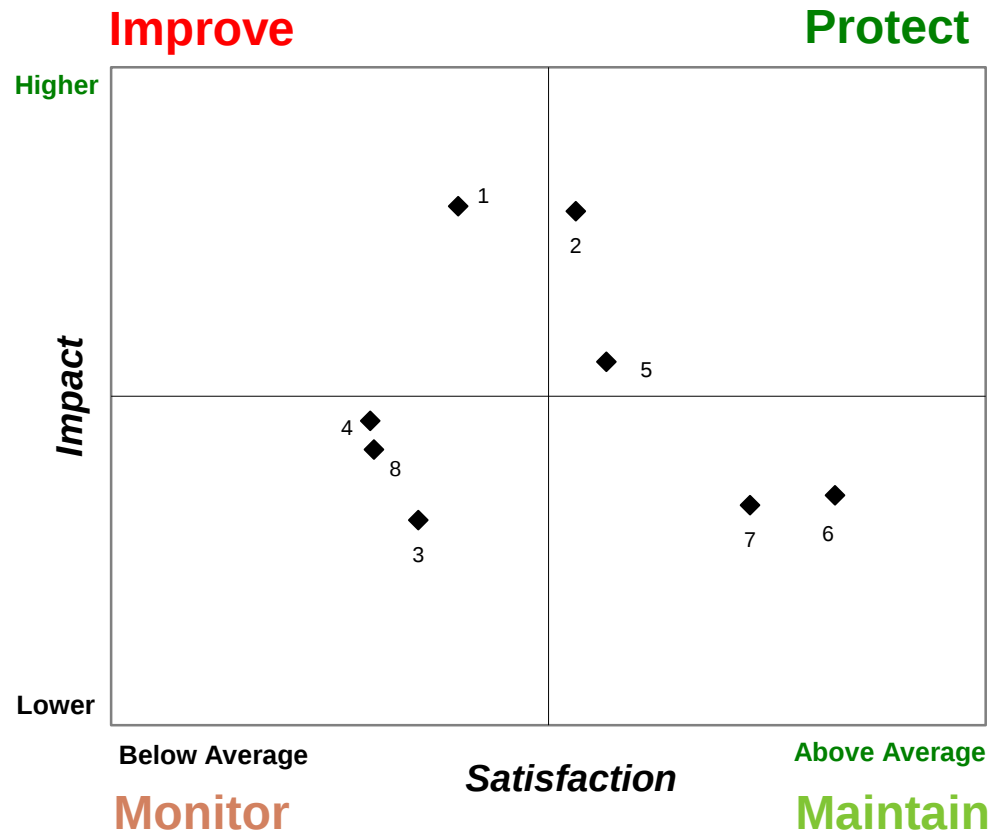
** Mean score suppressed as sample size <10.

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

Sample sizes vary by attribute.

3/25/2015

OPPORTUNITY ANALYSIS: YOUR JOB - OPERATIONS 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 6.9 to 8.3.
Impact values range between 22% to 49%.

OPPORTUNITY ANALYSIS: YOUR JOB SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Operations Group	Bus Maintenance & Shops	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
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.

COO's Office/Deputy COO's Office/Operations Control is not shown as these combined departments are too small to conduct opportunity analysis.

AREA TO IMPROVE: YOUR WORKING ENVIRONMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as second most impactful on Employee Engagement and as an area in which Operations employees are less satisfied relative to other areas; in other words, this is an Area to Improve.
- Mean scores across most specific aspects of Working Environment were highest for COO/DCOO/Ops Control and ATC Project, and lowest for Revenue Operations and Subway Transportation.
- Staff are significantly more satisfied with their Working Environment than unionized employees, and managers are also more satisfied than other employees.
- Across the specific aspects of Working Environment, ratings were highest for, “The hours I work are reasonable” and “I feel I belong at the TTC”. Ratings were lowest for, “I can adjust my work/shift hours if needed”, “The TTC cares about my mental health and emotional well-being” and “The TTC encourages employees to maintain a healthy work-life balance.” These results were generally consistent for most departments, with the exception of COO/DCOO/Ops Control, and ATC Project, where satisfaction with work spaces and facilities was rated higher than the feeling of belonging. Also, satisfaction with the ability to adjust hours or shifts was not among the lowest scores for these departments.
- To improve employee satisfaction with Your Working Environment, Opportunity Analysis identifies the following key Areas to Improve:
 - The TTC cares about my mental health and emotional well-being
 - The TTC encourages employees to maintain a healthy work-life balance
 - I am satisfied with my work/office space and facilities
- This is generally consistent for most departments, although satisfaction with work spaces is less influential for Plant Maintenance, Subway Infrastructure, and ATC Project.

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
- These areas are also consistent across most departments, with only slight exceptions. Feeling of belonging is less influential for Subway Infrastructure, and is an Area to Improve for ATC Project.
- Stress at Work
- 16% of employees indicated that they experience “frequent” stress at work, and an additional 49% experience stress at work “sometimes”.
- Employees in Revenue Operations reported more frequent stress than employees in other groups, followed by employees in the ATC Project and Streetcars departments. Lowest incidence of work stress was observed for Rail Cars & Shops, Bus Maintenance & Shops, and Subway Infrastructure.
- Slight differences in levels of reported stress were observed between Staff and Union employees. This was mostly due to differences in the “sometimes” and “rarely” categories (rather than the “frequently” and “never” categories).
- Managers reported more frequent stress than non-managers.

SECTION SUMMARY

- Discrimination/Harassment
- 24% of Operations group employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months.
- Revenue Operations was most likely to have experienced discrimination (30%). By contrast, Bus Maintenance was least likely (21%).
- Results indicated that more discrimination is experienced by Union versus Staff employees, and managers reported experiencing less discrimination than other employees.
- Employees most frequently reported discrimination based on personal harassment, followed by discrimination based on Ethnic origin or Race.
- Was it Reported?
- As only a minority reported experiencing any discrimination results cannot be reliably reported for all departments or employee categories. Among those who experienced discrimination from colleagues, fewer than half indicated that they reported the incident. Among departments with sufficient sample to reliably report results, Subway Transportation employees were less likely to report discrimination while Bus Maintenance employees were more likely to do so. A similar proportion of staff and union employees reported the incident, though staff employees were twice as likely as union employees to decline to answer (18% vs. 9% respectively).
- Most frequently cited reasons for not reporting the incident were assuming that no action would be taken, a fear of retribution, and a view that action was not warranted (incident was too minor).

SECTION SUMMARY

- Were Employees Satisfied with How it was Handled?
- Among those who reported the incident, only a minority were satisfied with the manner in which the incident was handled.
- Abuse by Customers
- Nearly one fourth of Operations employees (24%) reported that they had been verbally abused by customers in the past 12 months. The highest incidence of verbal abuse was observed for Subway Transportation (69%), followed by Revenue Operations (38%) and Streetcars (34%) and the lowest incidence was observed for Bus Maintenance (4%).
- Union employees were much more likely to report being abused than staff, and managers were less likely to report that they had been verbally abused than non-managers.
- 4% of employees reported that they had experienced physical abuse by customers. Incidence of physical abuse was highest for employees in Subway Transportation (17%). Incidence was lowest for ATC Project, with no employees reporting physical abuse from customers.
- No managers reported being physically abused by customers, compared to 5% of non-managers. Little difference was observed between staff and union employees.

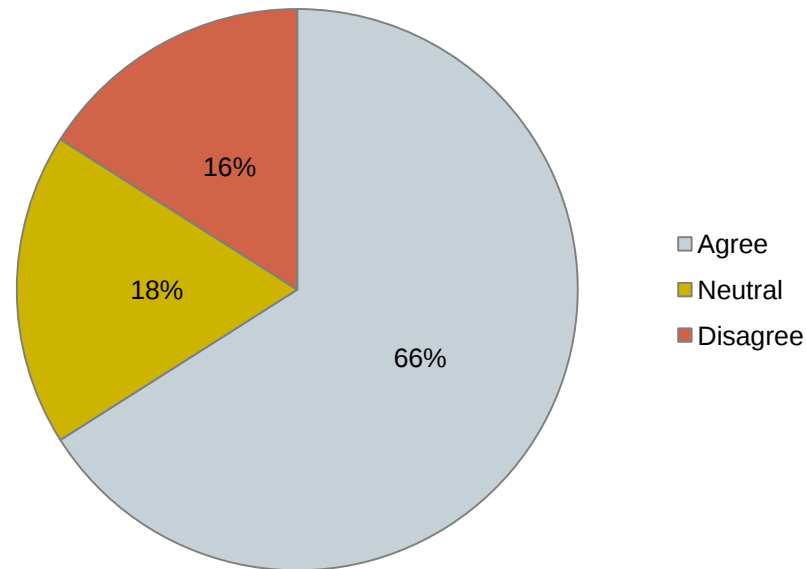
SECTION SUMMARY

- 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, and employees who experience customer abuse are less engaged than employees who have not had these experiences.
- The negative impact on Employee Engagement is most significant for employees who have experienced all three: work stress, discrimination and customer abuse.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - OPERATIONS GROUP

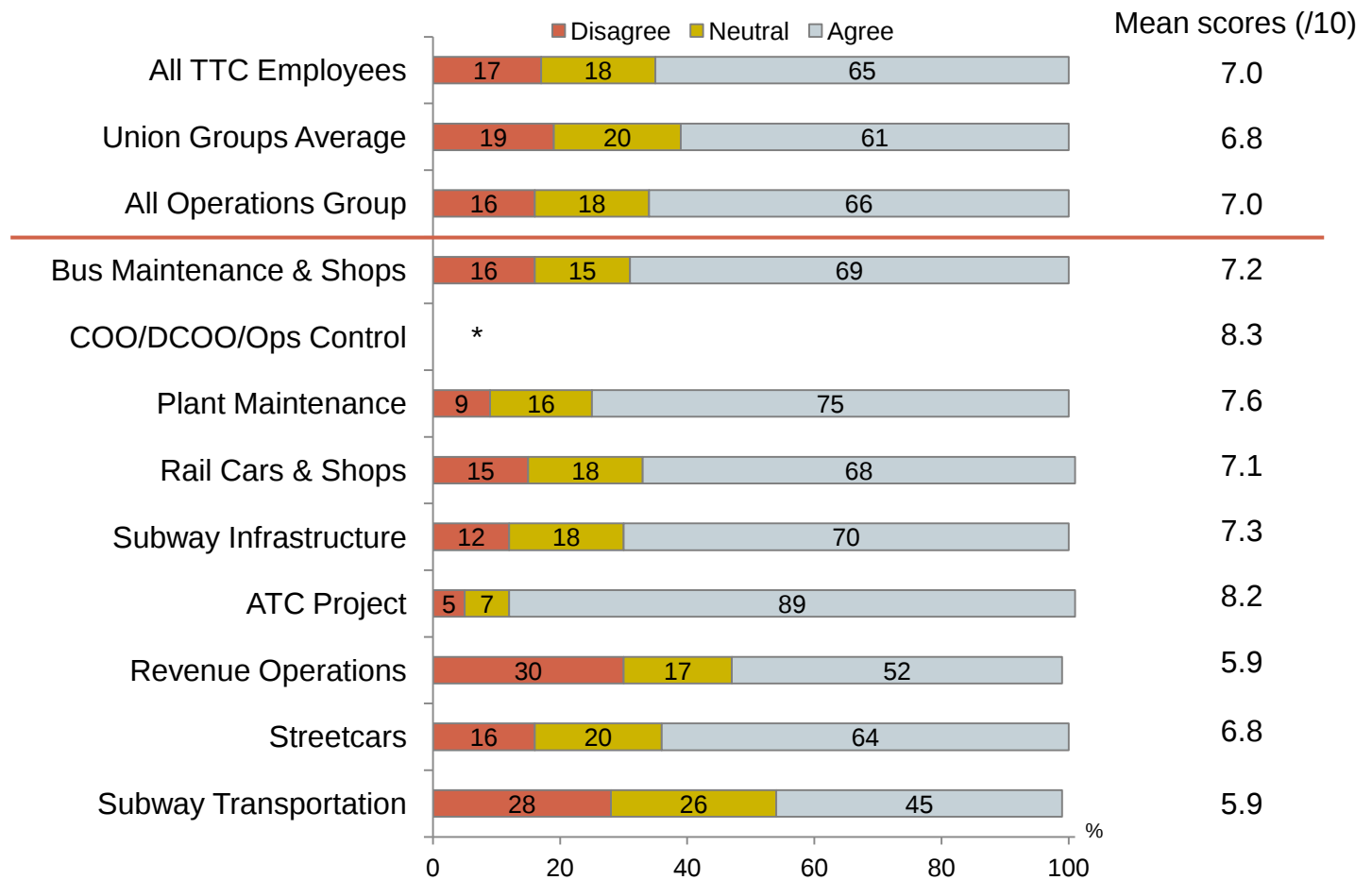
Operations Group

Total
(n= 1886)
Mean=7.0



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

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY DEPARTMENT



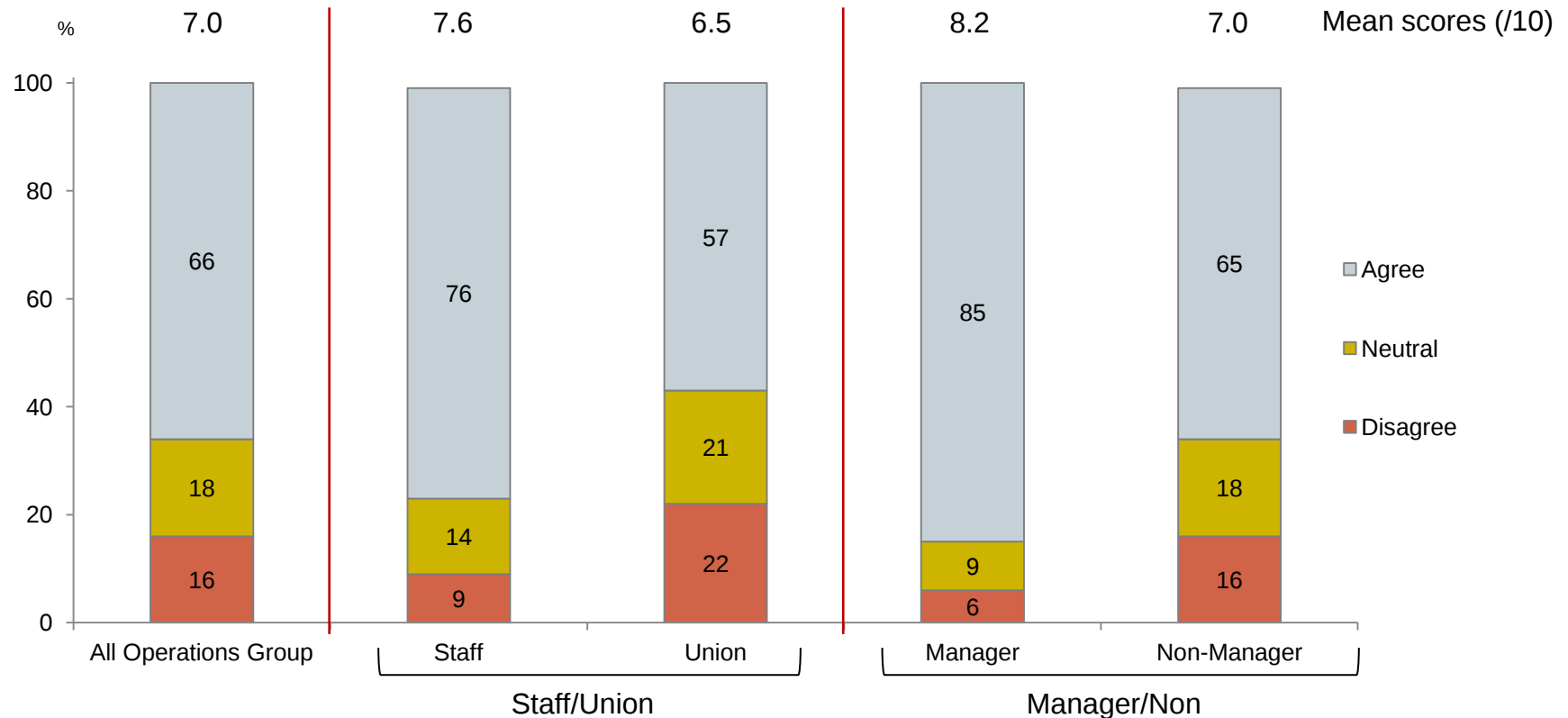
* Percentages suppressed as sample size <30.

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

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

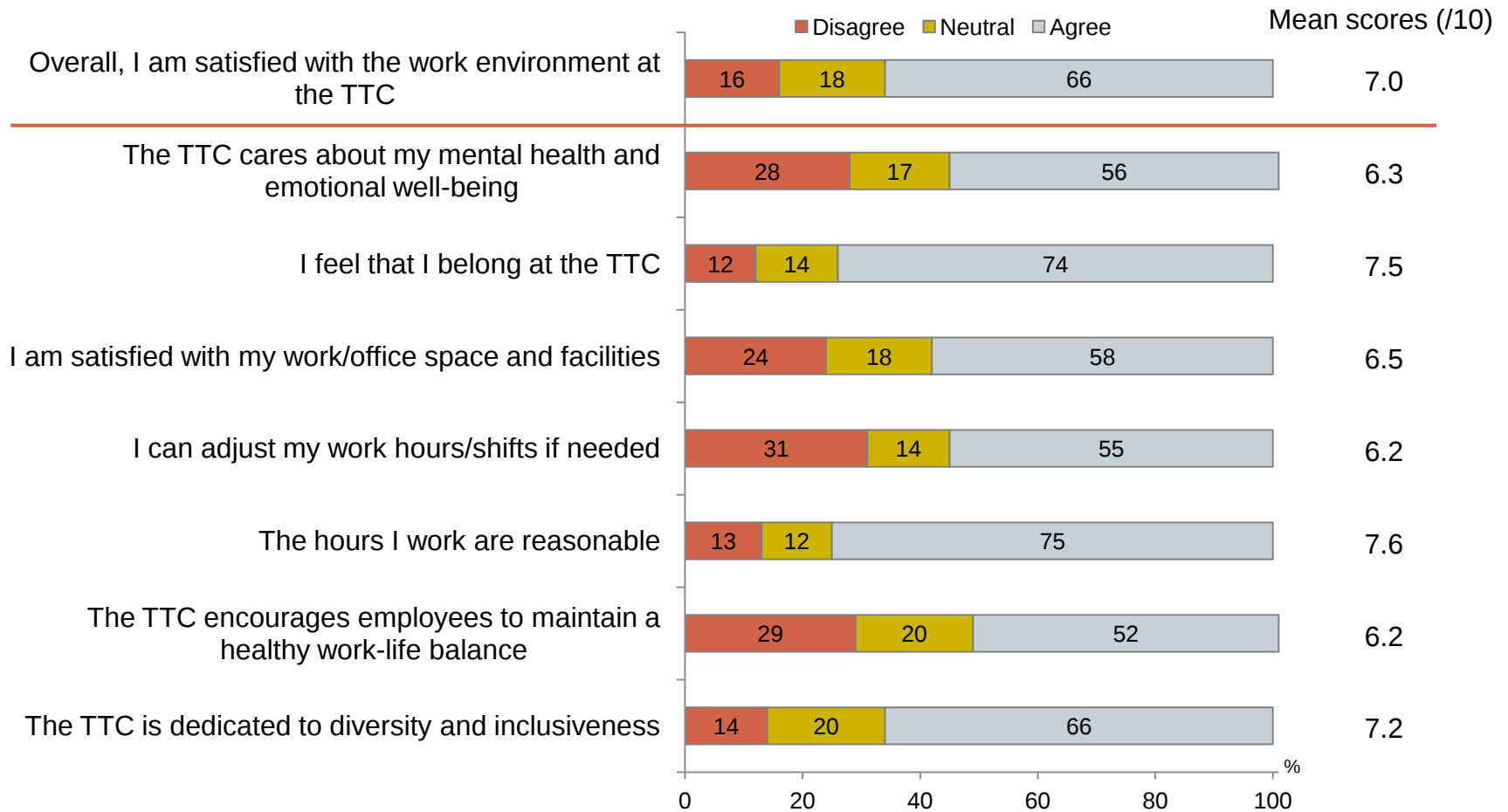
Sample sizes vary by category.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY EMPLOYEE POSITION



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

YOUR WORKING ENVIRONMENT - OPERATIONS 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.

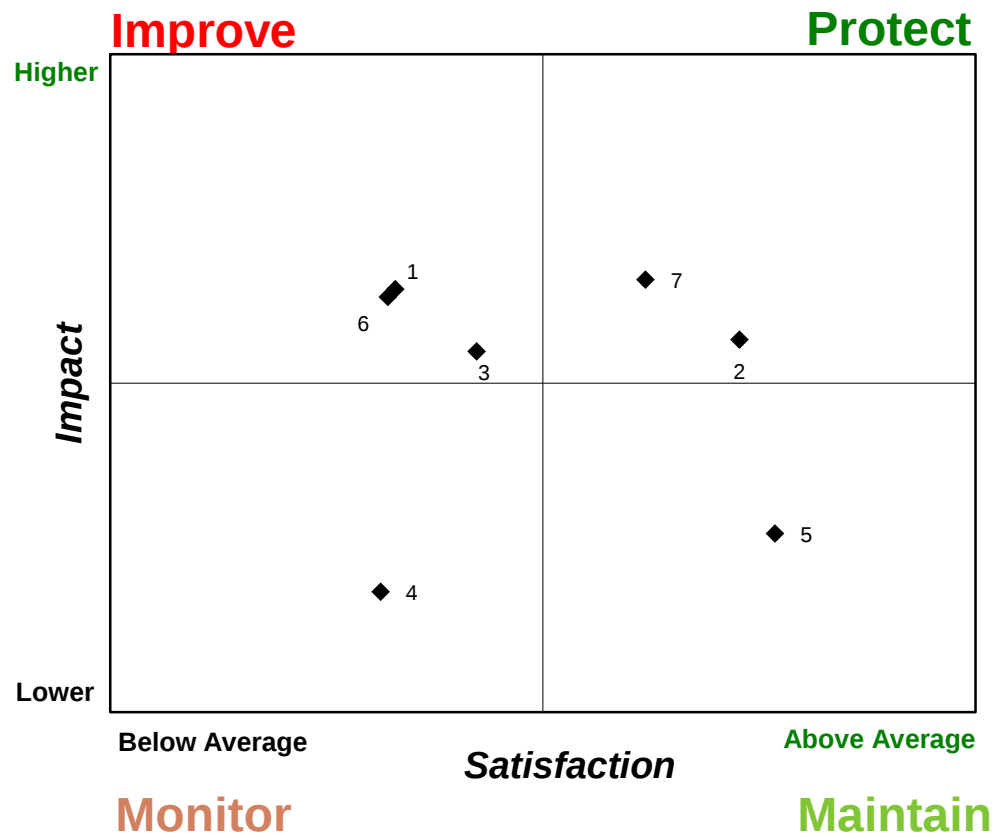
YOUR WORKING ENVIRONMENT

- BY DEPARTMENT

Mean	All TTC Employees	Union Groups Average	All Operations Group	Bus Maintenance & Shops	COO/DC OO/Ops Control	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
Overall, I am satisfied with the work environment at the TTC	7.0	6.8	7.0	7.2	8.3	7.6	7.1	7.3	8.2	5.9	6.8	5.9
The TTC cares about my mental health and emotional well-being	6.2	5.9	6.3	6.5	7.6	6.7	6.2	6.6	7.5	5.1	5.8	5.1
I feel that I belong at the TTC	7.4	7.3	7.5	7.9	7.8	7.7	7.5	7.7	7.8	6.4	7.3	6.9
I am satisfied with my work/office space and facilities	6.5	6.3	6.5	6.8	8.4	6.8	6.4	6.9	8.1	5.1	6.2	5.6
I can adjust my work hours/shifts if needed	6.7	6.5	6.2	6.4	8.0	6.2	6.0	6.3	8.3	6.1	5.8	5.8
The hours I work are reasonable	7.7	7.4	7.6	8.0	8.6	8.0	8.2	7.8	8.3	7.5	7.2	6.1
The TTC encourages employees to maintain a healthy work-life balance	6.3	5.9	6.2	6.6	7.5	6.8	6.6	6.5	7.3	5.2	5.9	4.5
The TTC is dedicated to diversity and inclusiveness	7.4	7.2	7.2	7.4	7.5	7.5	7.1	7.4	8.1	6.1	6.9	6.4

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 - OPERATIONS 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 6.2 to 7.6.
Impact values range between 29% to 55%.

OPPORTUNITY ANALYSIS: YOUR WORKING ENVIRONMENT - SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Operations Group	Bus Maintenance & Shops	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
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

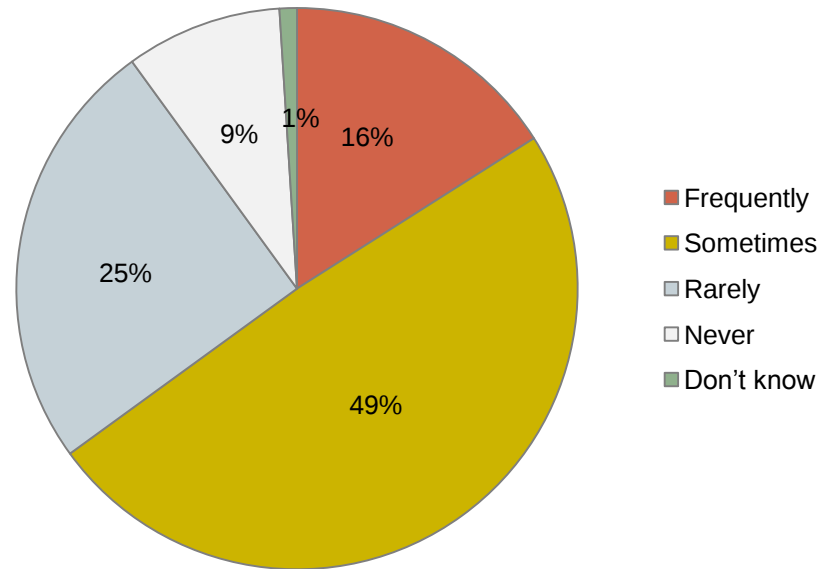
↑ Represents Area to Improve

Sample sizes vary by attribute.

COO's Office/Deputy COO's Office/Operations Control is not shown as these combined departments are too small to conduct opportunity analysis.

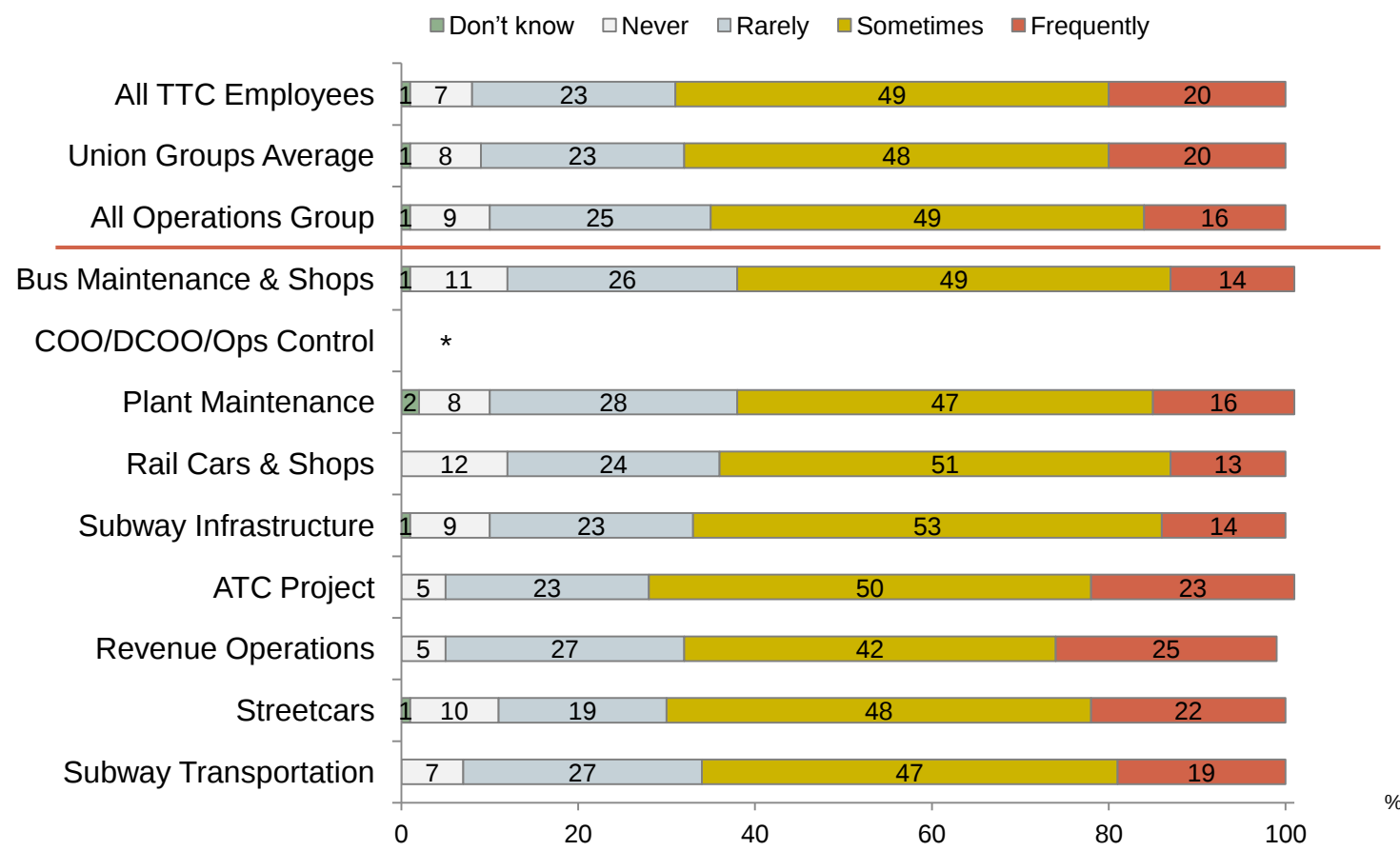
Operations Group

Total
(n= 1866)



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

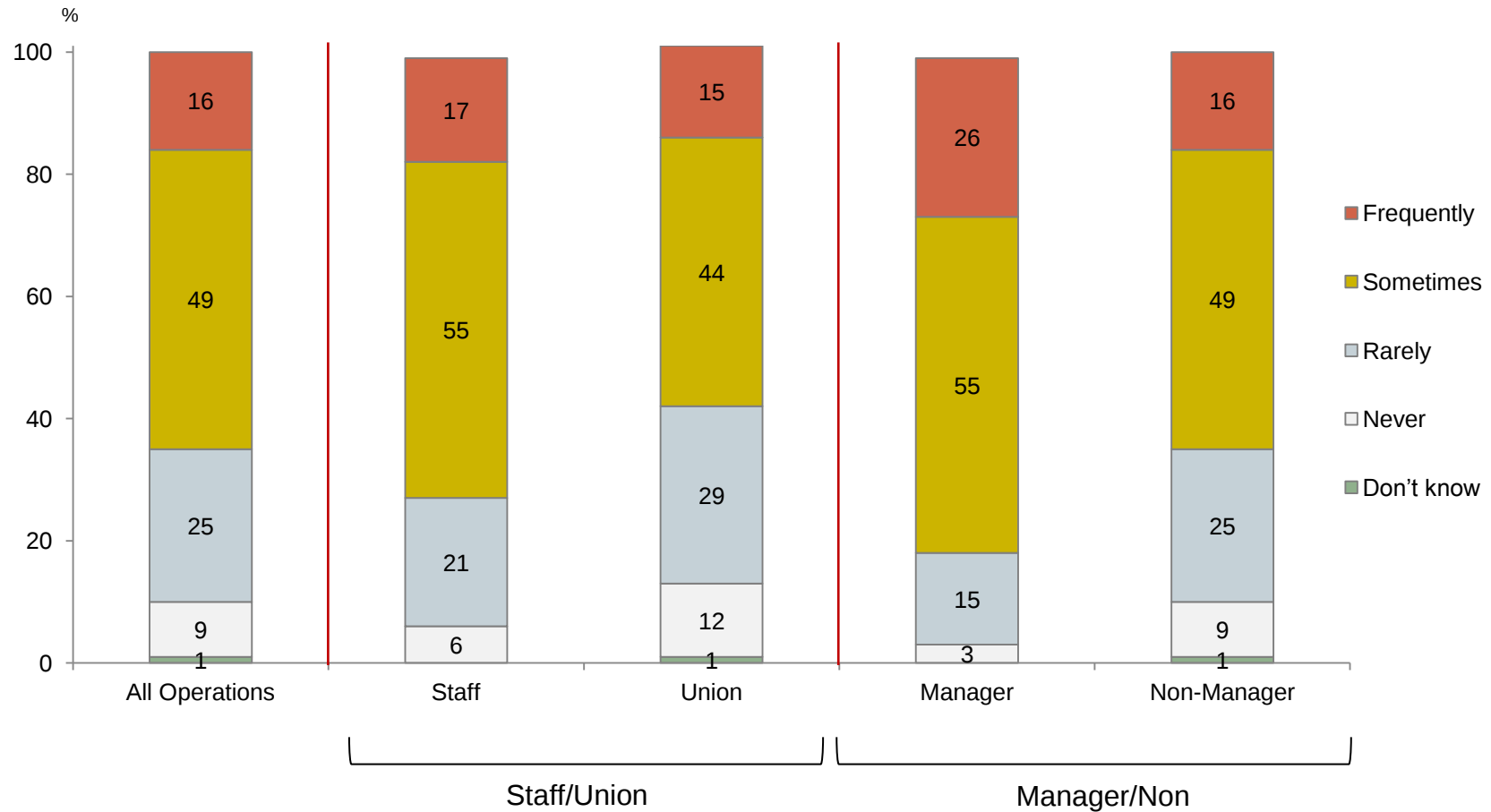
STRESS AT WORK - BY DEPARTMENT



* 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

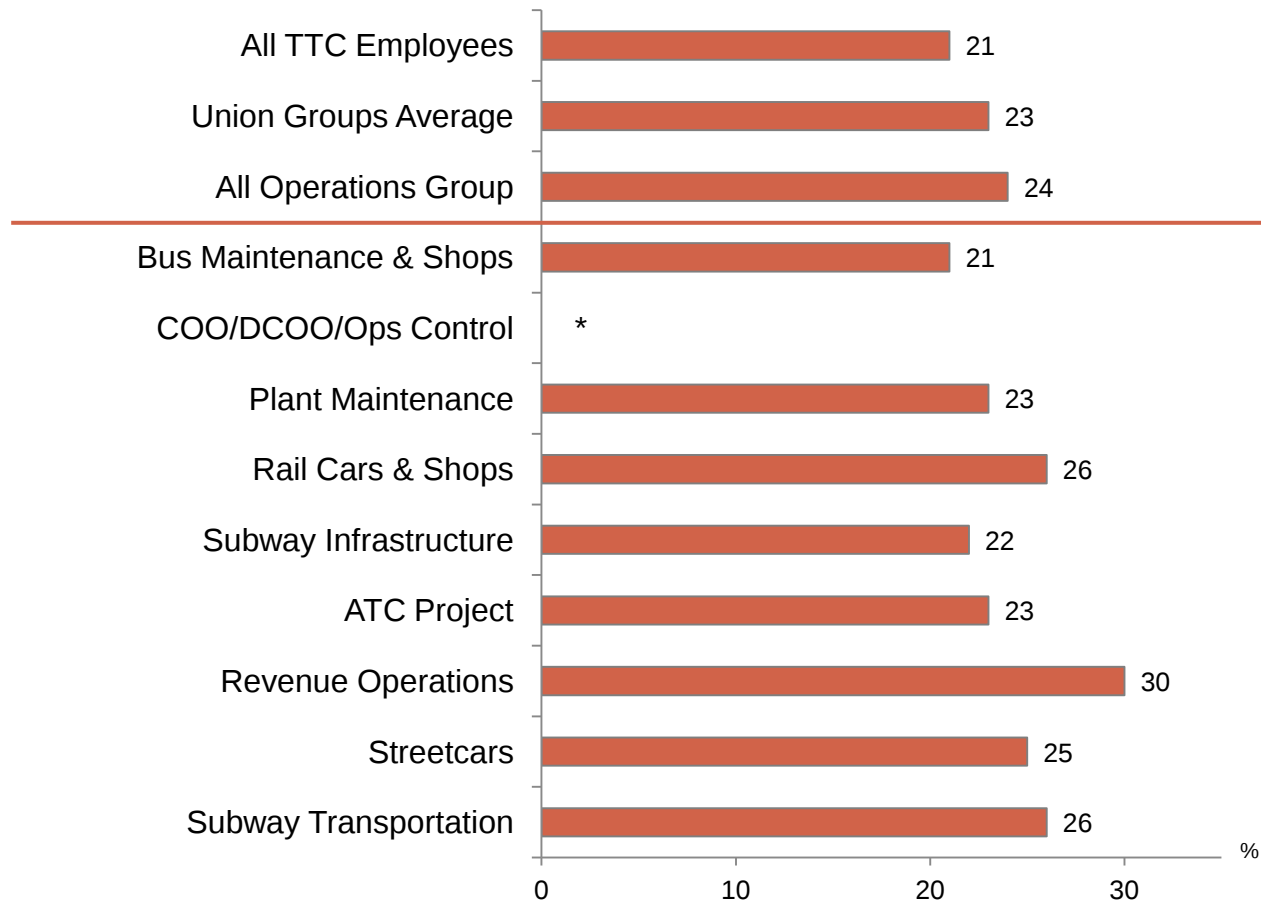
- BY EMPLOYEE POSITION



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

EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT

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

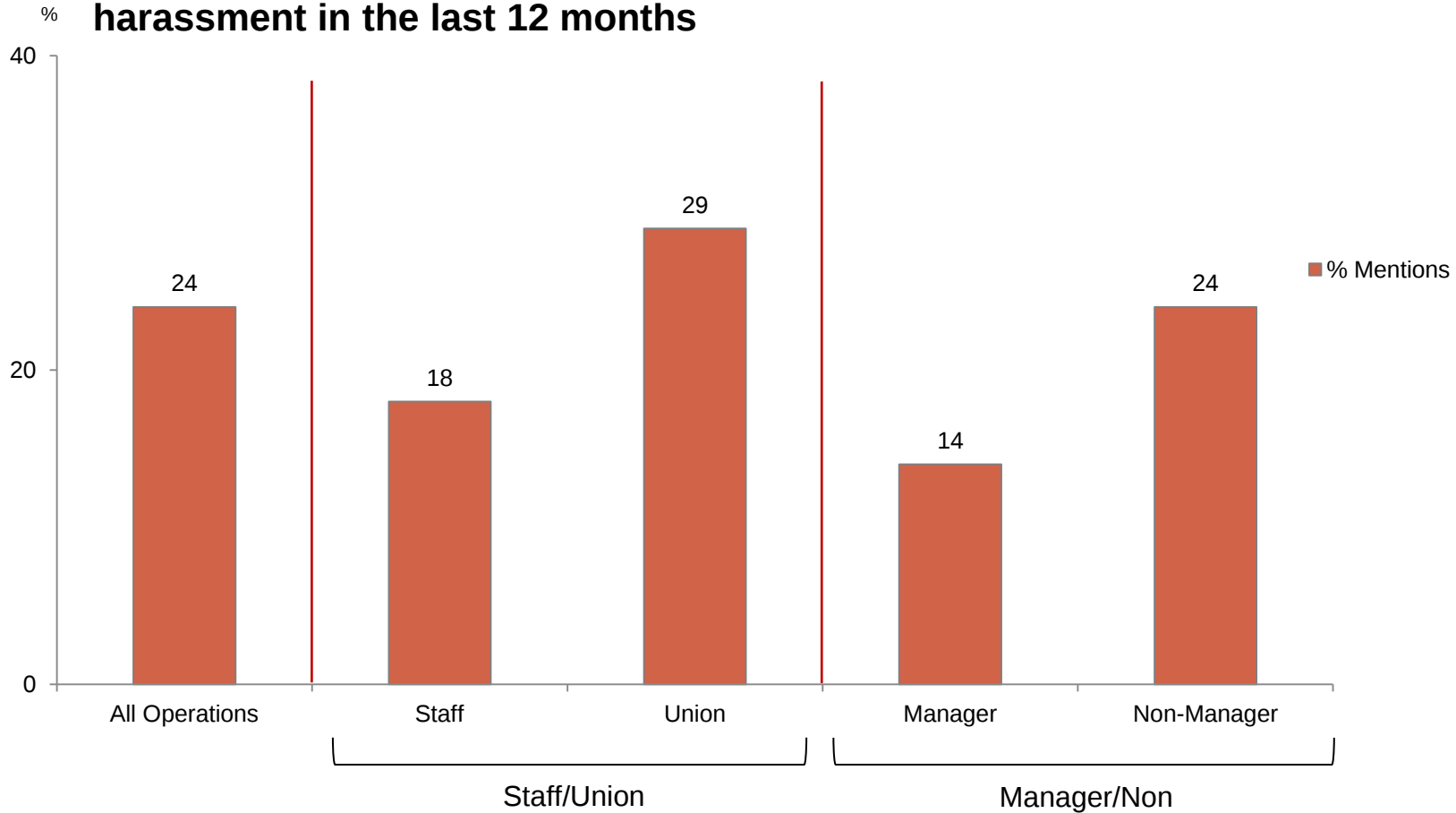


* Percentages suppressed as sample size <30.

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

EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT - BY EMPLOYEE POSITION

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



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

DISCRIMINATION OR HARASSMENT EXPERIENCED

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

% Yes	All TTC Employees	Union Groups Average	All Operations Group	Bus Maintenance & Shops	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
Disability	3	3	4	3	5	3	3	0	8	4	3
Ethnic Origin	6	7	8	7	6	10	7	2	11	8	10
Gender (includes gender expression)	3	3	3	2	2	2	3	2	5	3	5
Sex (including pregnancy)	2	2	2	1	1	1	1	2	5	2	3
Creed	2	3	3	2	4	5	2	0	3	3	3
Age	5	5	5	4	7	5	4	5	7	5	7
Race	6	7	7	7	7	11	6	2	10	8	8
Colour	5	6	6	7	6	7	5	2	10	6	8
Sexual Orientation	2	2	2	<1	2	3	1	0	2	3	3
Family Status	2	2	2	2	1	3	1	2	0	3	3
Marital Status	2	2	2	1	2	3	1	5	5	5	3
Ancestry	3	3	4	3	3	5	3	0	5	6	4
Place of Origin	4	5	5	6	5	6	5	5	8	4	6
Citizenship	3	3	3	3	3	5	3	2	8	3	3
Personal Harassment	9	10	11	10	13	11	12	11	12	11	11
Other	4	4	4	5	3	4	5	0	5	5	5

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

Sample sizes vary by attribute.

COO's Office/Deputy COO's Office/Operations Control is not shown as these combined departments are too small to show percentages (n<30).

3/25/2015

60

Produced by Malatest
on behalf of TTC

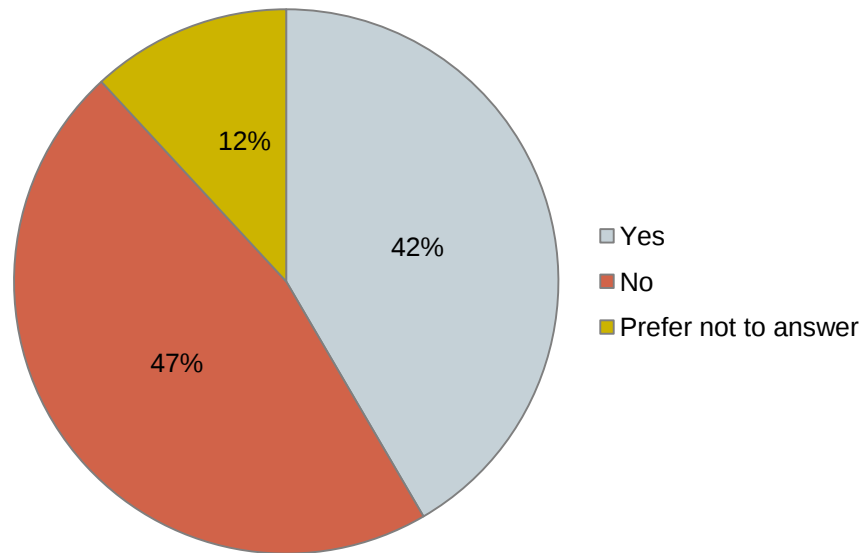


DID YOU REPORT DISCRIMINATION TO THE TTC?

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

Operations Group

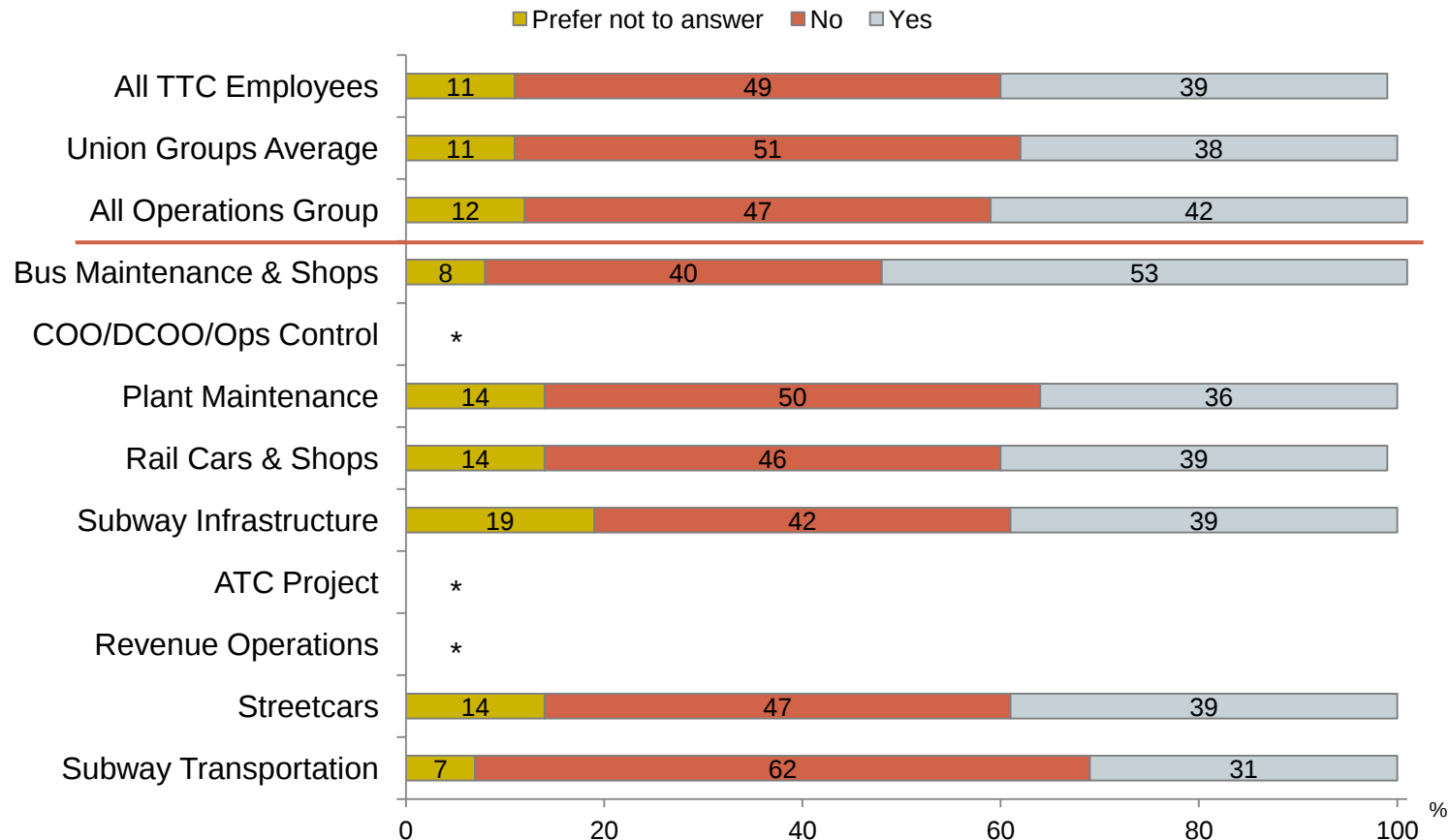
Total
(n= 452)



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



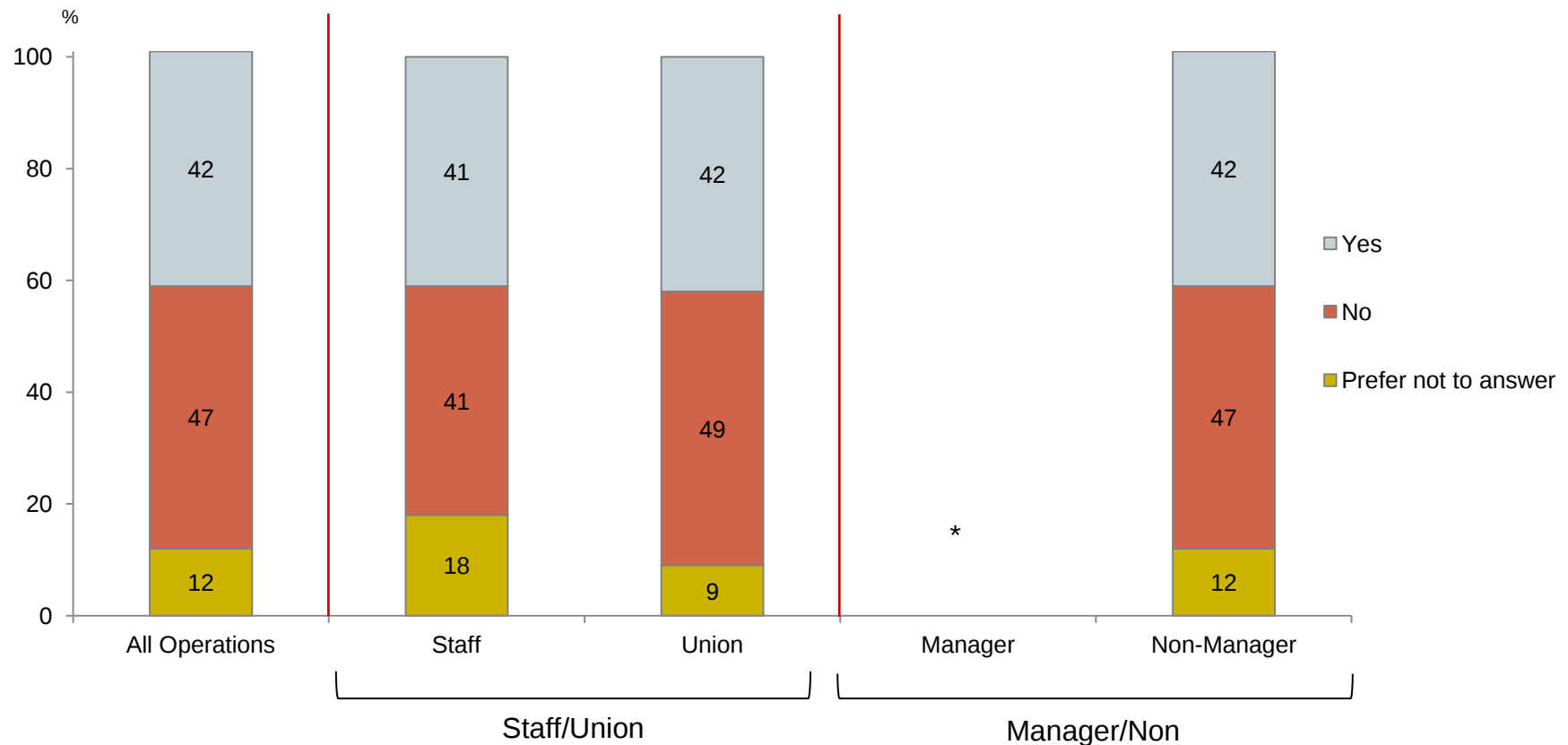
* Percentages suppressed due to sample size <30.

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

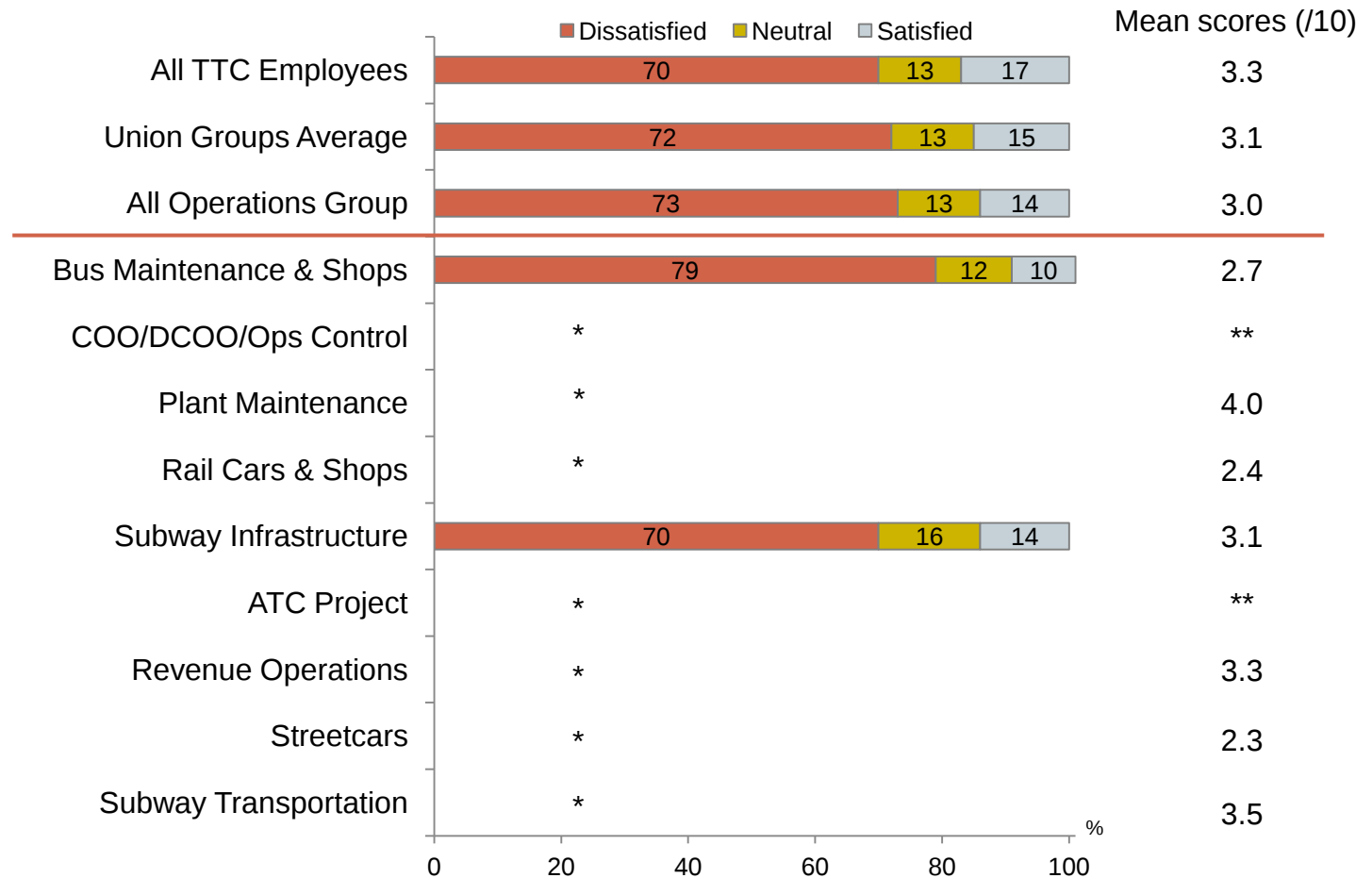


* Percentages suppressed due to sample size <30.

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 as sample size <30.

** Mean score suppressed as sample size <10.

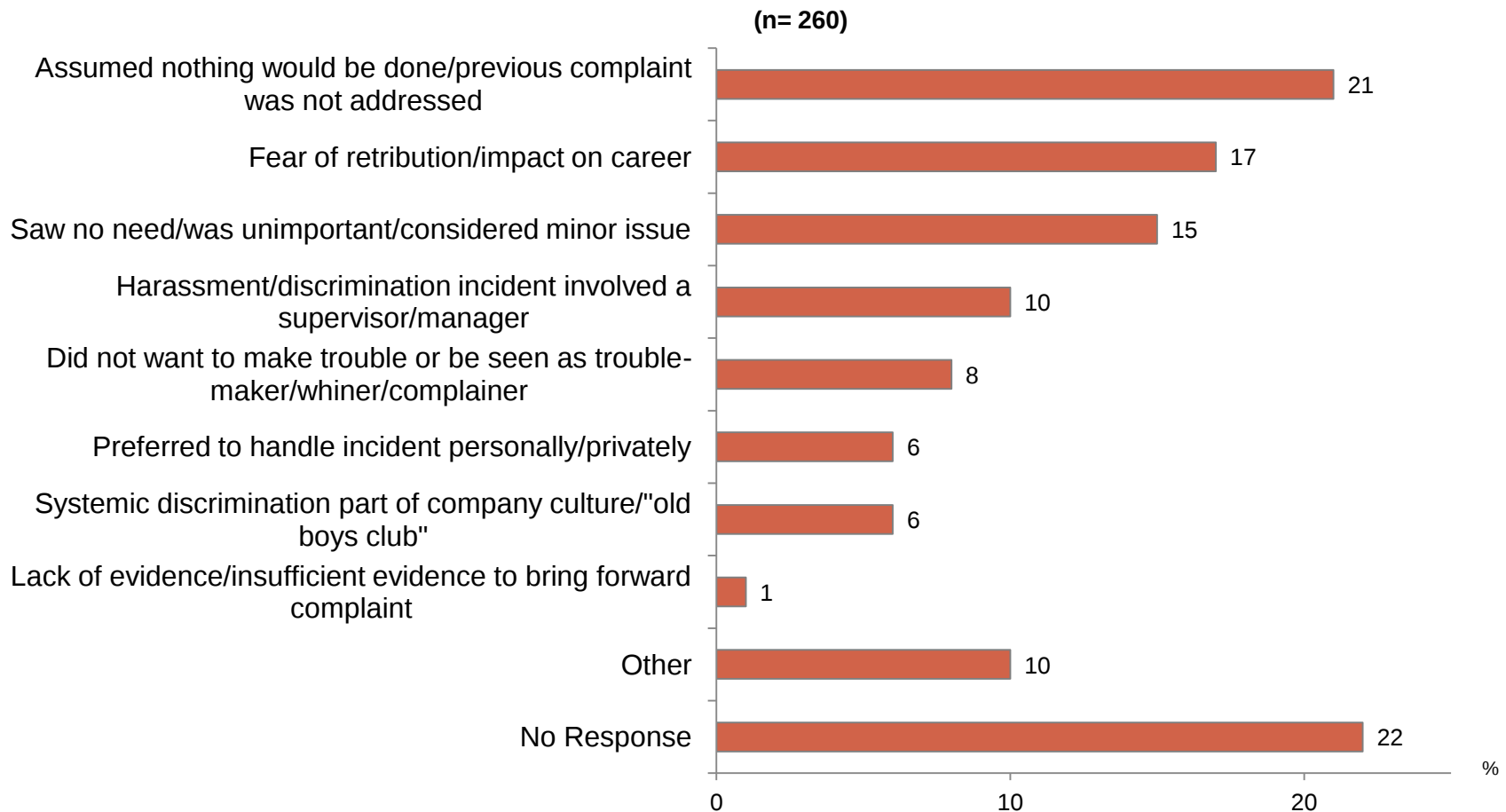
F5. How satisfied were you with the way the matter was handled?

Sample sizes vary by category.

3/25/2015

REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident

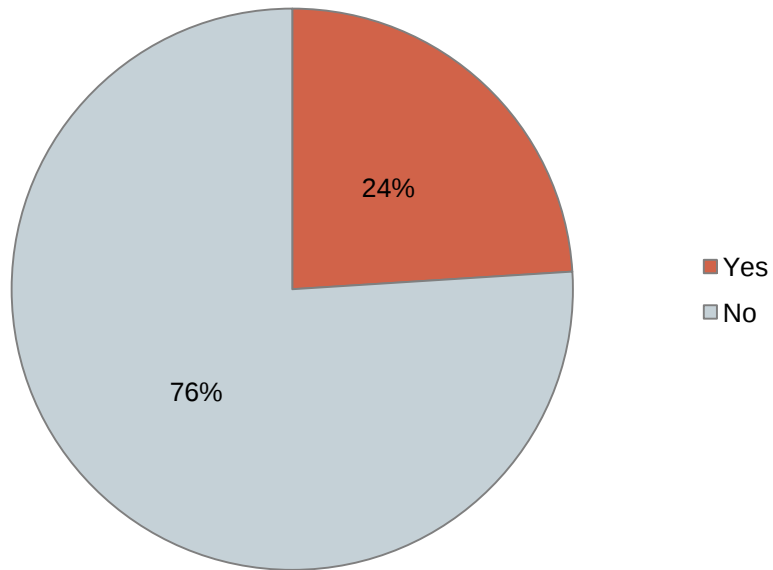


F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?
Percentages may total more than 100% as some respondents identified multiple reasons.

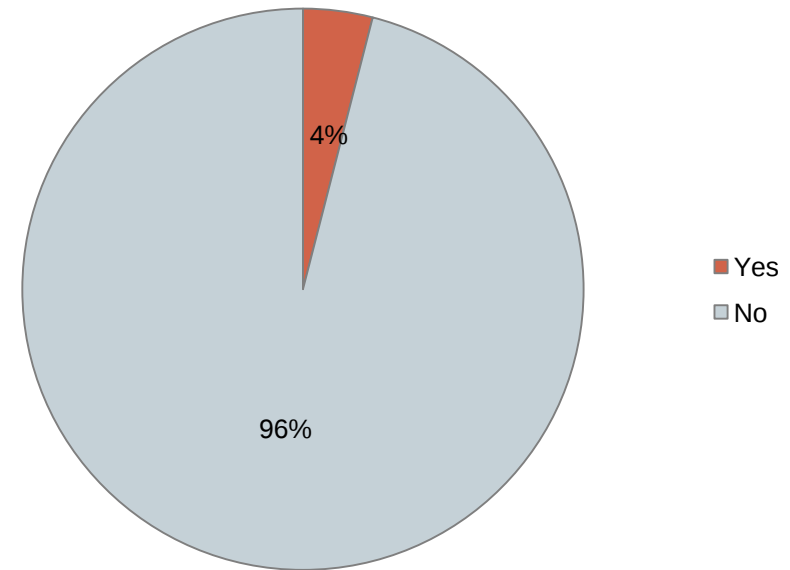
ABUSE FROM CUSTOMERS

Operations Group

Verbally Abused
(n= 1841)

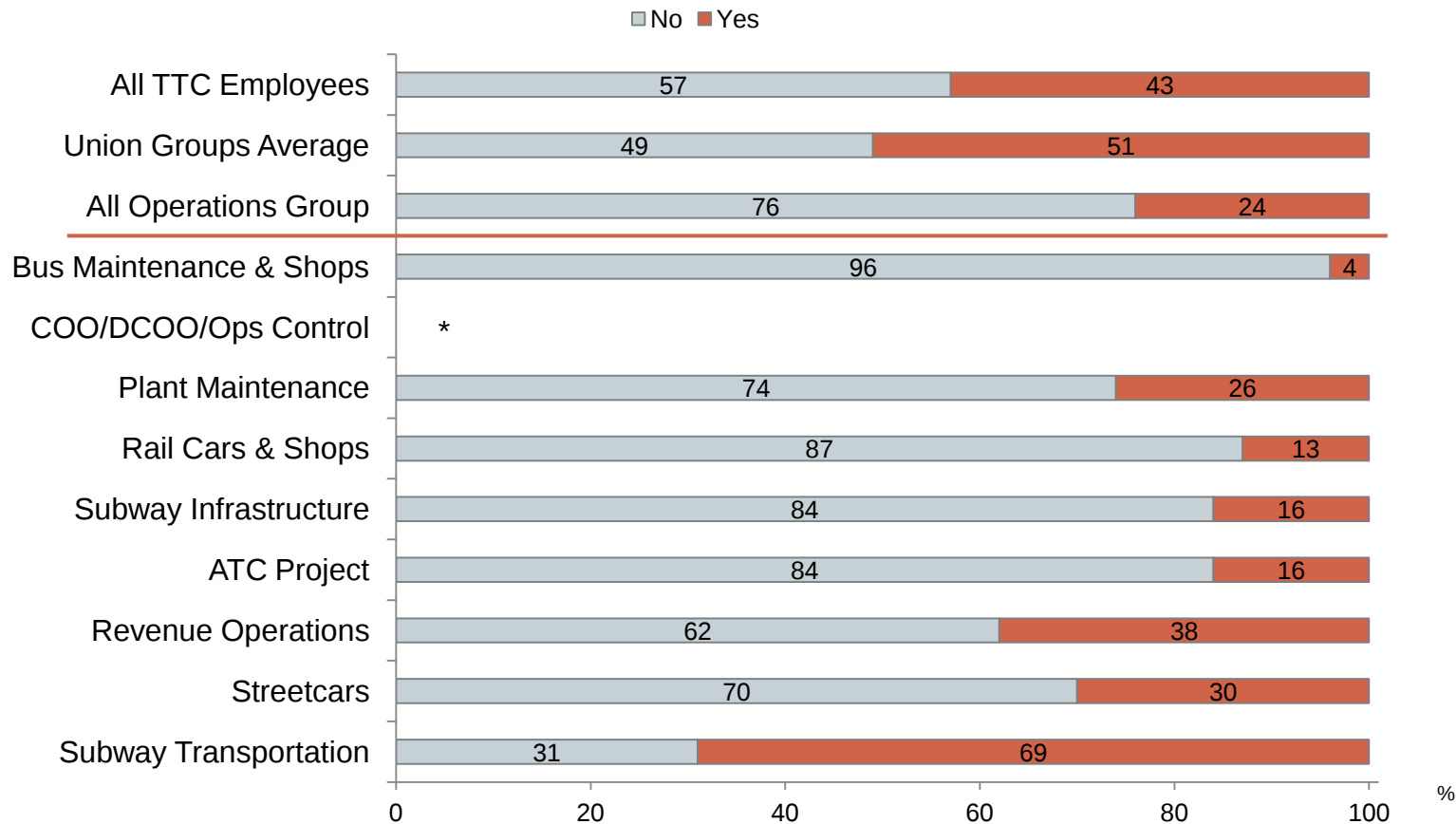


Physically Abused
(n= 1812)



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

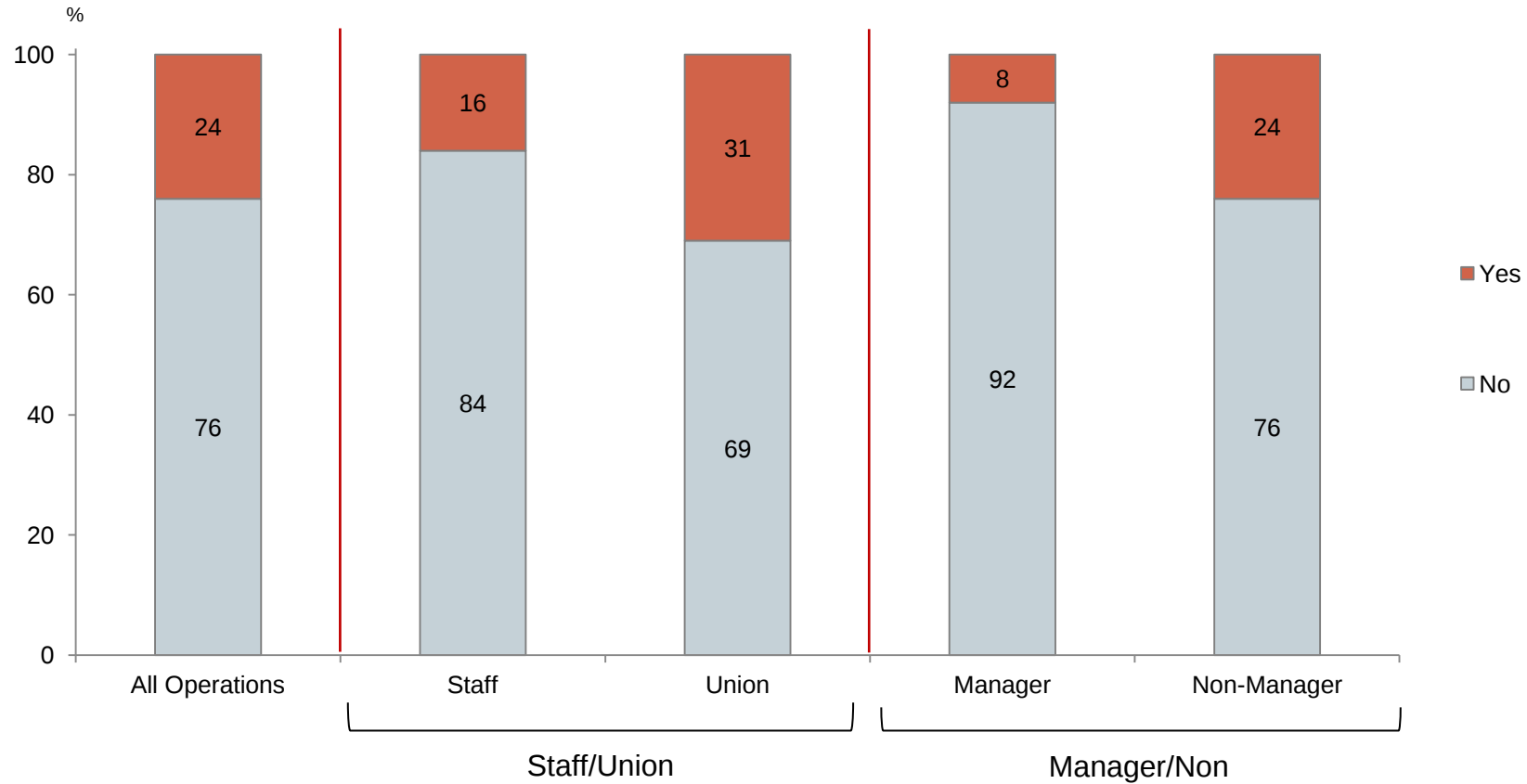


* Percentages suppressed as sample size <30.

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

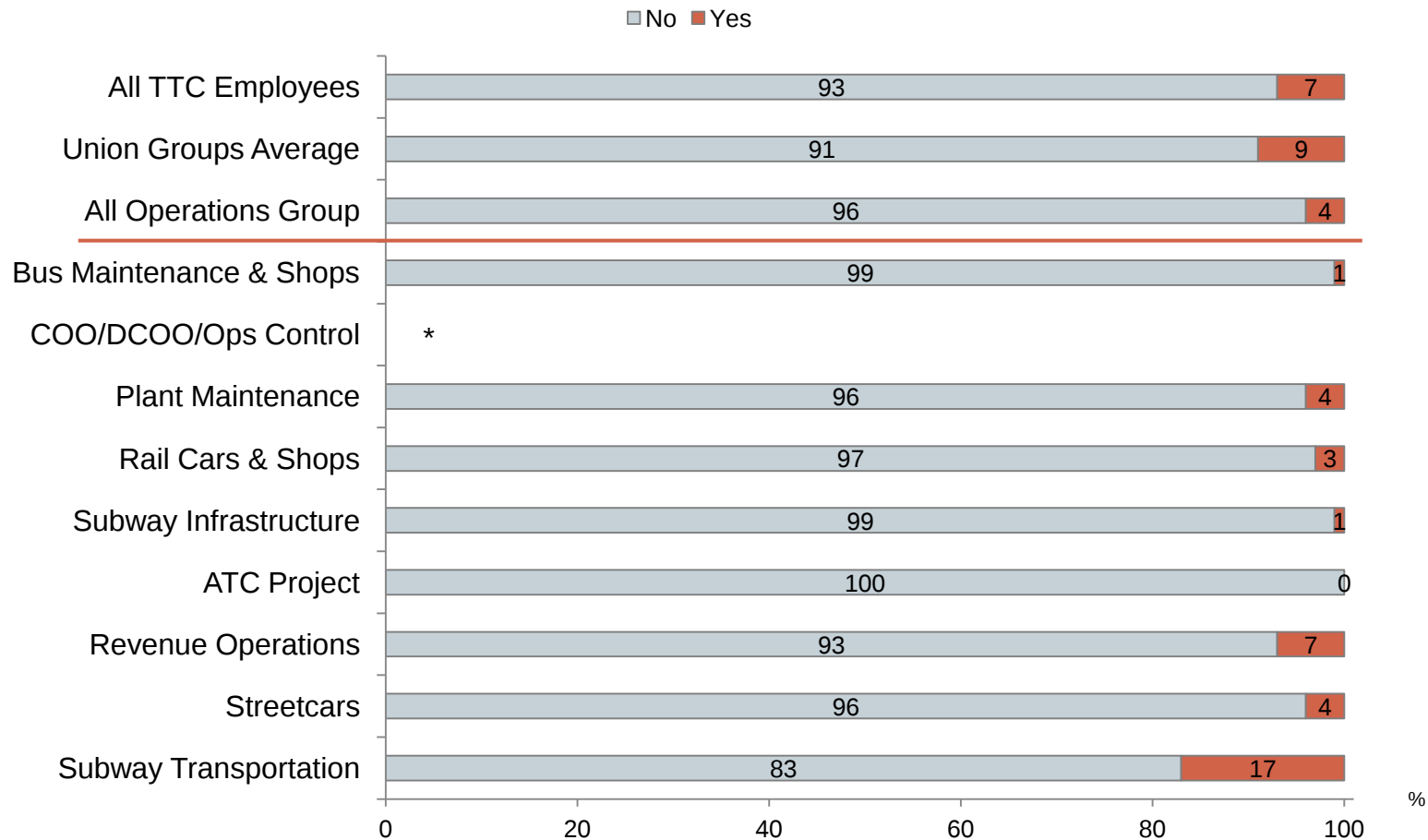
Sample sizes vary by category.

VERBAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



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

PHYSICAL ABUSE FROM CUSTOMERS - BY DEPARTMENT



* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

PHYSICAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



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

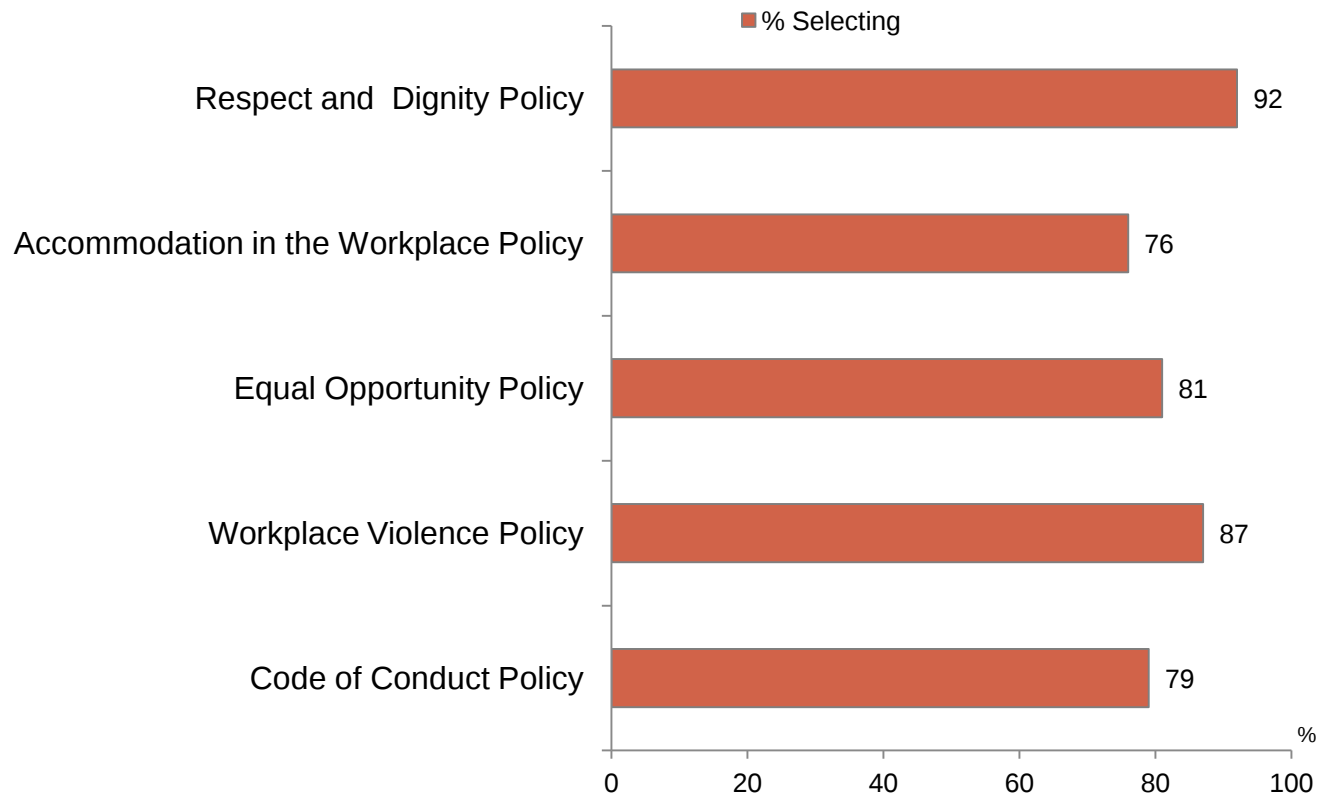
IMPACT OF STRESS, DISCRIMINATION, ABUSE ON EMPLOYEE ENGAGEMENT



FAMILIARITY WITH TTC POLICIES

- OPERATIONS 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, and the Code of Conduct Policy.



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

FAMILIARITY WITH TTC POLICIES

- BY DEPARTMENT

% Selecting	All TTC Employees	Union Groups Average	All Operations Group	Bus Maintenance & Shops	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
Respect and Dignity Policy	92	90	92	90	90	89	92	95	94	94	95
Accommodation in the Workplace Policy	76	72	76	71	74	78	78	89	78	82	72
Equal Opportunity Policy	81	79	81	75	81	82	82	86	86	84	80
Workplace Violence Policy	87	85	87	85	86	84	89	95	92	90	89
Code of Conduct Policy	82	79	79	77	79	77	78	75	87	84	80

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

COO's Office/Deputy COO's Office/Operations Control is not shown as these combined departments are too small to show percentages (n<30).

Sample sizes vary by category.

FAMILIARITY WITH TTC POLICIES

- BY EMPLOYEE POSITION

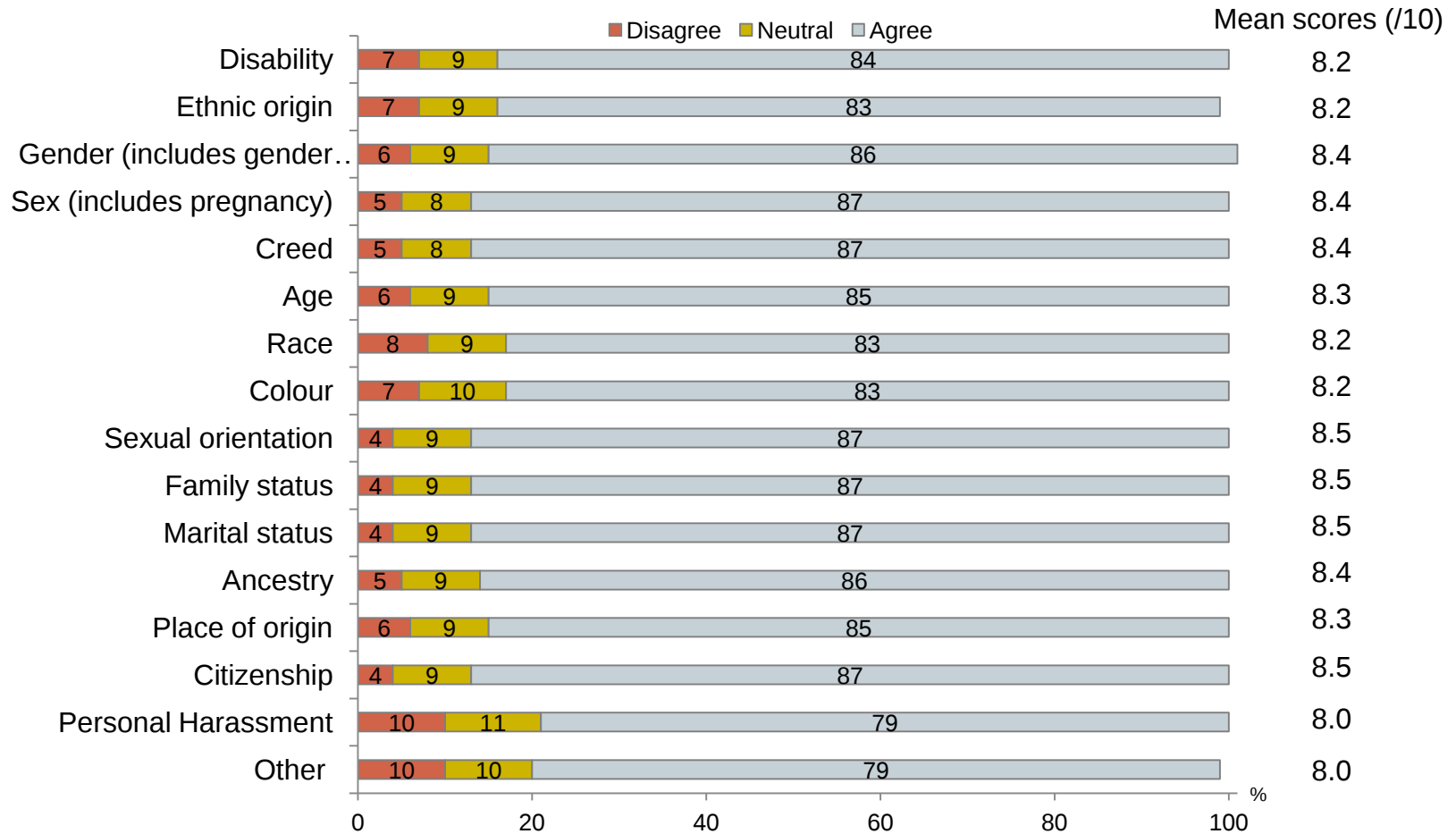
% Selecting	All Operations Group	Staff	Union	Manager	Non-Manager
Respect and Dignity Policy	92	97	87	100	91
Accommodation in the Workplace Policy	76	91	62	95	75
Equal Opportunity Policy	81	91	72	95	80
Workplace Violence Policy	87	96	79	100	87
Code of Conduct Policy	79	89	69	95	78
		Staff/Union		Manager/Non	

F9. Are you familiar with the following TTC policies (select all that apply)?
Sample sizes vary by category.

EFFECTIVENESS OF TTC PRACTICES

- OPERATIONS 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	Union Groups Average	All Operations Group	Bus Maintenance & Shops	COO/DC OO/Ops Control	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
Disability	8.3	8.2	8.2	8.4	8.7	8.4	8.1	8.3	9.0	7.3	8.4	7.7
Ethnic Origin	8.3	8.3	8.2	8.3	8.2	8.3	8.1	8.2	8.8	7.5	8.4	8.0
Gender (includes gender expression)	8.5	8.4	8.4	8.7	8.4	8.5	8.2	8.3	8.9	7.7	8.2	8.1
Sex (including pregnancy)	8.5	8.5	8.4	8.7	8.4	8.6	8.3	8.5	9.0	7.5	8.3	8.2
Creed	8.5	8.4	8.4	8.6	8.7	8.6	8.4	8.4	9.1	7.8	8.4	8.1
Age	8.4	8.4	8.3	8.5	8.4	8.3	8.2	8.3	9.0	7.9	8.3	8.1
Race	8.4	8.3	8.2	8.3	8.3	8.2	8.2	8.2	8.9	7.6	8.3	7.9
Colour	8.4	8.3	8.2	8.4	8.3	8.3	8.2	8.2	9.0	7.7	8.2	7.9
Sexual Orientation	8.6	8.5	8.5	8.7	8.6	8.5	8.5	8.4	9.0	8.0	8.5	8.2
Family Status	8.6	8.5	8.5	8.7	8.8	8.5	8.3	8.5	9.2	8.0	8.4	8.2
Marital Status	8.6	8.6	8.5	8.8	8.8	8.5	8.4	8.6	9.2	8.0	8.4	8.3
Ancestry	8.6	8.5	8.4	8.6	8.7	8.5	8.4	8.4	9.2	7.8	8.4	8.2
Place of Origin	8.5	8.4	8.3	8.5	8.6	8.4	8.2	8.3	8.9	7.6	8.4	8.1
Citizenship	8.6	8.5	8.5	8.8	8.8	8.5	8.3	8.4	9.1	7.8	8.5	8.2
Personal Harassment	8.2	8.1	8.0	8.2	8.6	8.0	7.8	8.0	8.6	7.4	8.2	7.6
Other	8.2	8.2	8.0	8.4	**	8.2	7.9	8.0	**	7.8	7.7	7.6

** 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 Operations Group	Staff	Union	Manager	Non-Manager
Disability	8.2	8.7	7.8	9.1	8.2
Ethnic Origin	8.2	8.6	7.8	9.1	8.2
Gender (includes gender expression)	8.4	8.7	8.1	9.0	8.4
Sex (including pregnancy)	8.4	8.7	8.2	9.0	8.4
Creed	8.4	8.8	8.1	9.3	8.4
Age	8.3	8.6	8.0	8.7	8.3
Race	8.2	8.6	7.8	9.2	8.2
Colour	8.2	8.6	7.9	9.1	8.2
Sexual Orientation	8.5	8.8	8.1	9.2	8.4
Family Status	8.5	8.8	8.2	9.3	8.5
Marital Status	8.5	8.9	8.2	9.3	8.5
Ancestry	8.4	8.8	8.1	9.3	8.4
Place of Origin	8.3	8.7	8.0	9.2	8.3
Citizenship	8.5	8.8	8.1	9.3	8.4
Personal Harassment	8.0	8.5	7.5	9.1	7.9
Other	8.0	8.3	8.0	**	8.0

Staff/Union

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.

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 Operations employees are relatively less satisfied, making this an Area to Improve. Note that this area is more influential for some departments than for others.
- Mean satisfaction ratings across most specific aspects of Your Company are generally highest for Subway Infrastructure, and COO/DCOO/Ops Control, and lowest for Subway Transportation and Revenue Operations.
- Satisfaction scores are significantly higher among staff compared to unionized employees, and among managers compared to non-managers.
- Across the specific aspects of Your Company, satisfaction ratings are highest for, “The TTC puts customers first”. Ratings were lowest for, “There is a good level of trust between senior management and employees”, “There is effective sharing of information across the TTC”, and “If something goes wrong, people concentrate on putting it right, not blaming others”. These are mostly consistent across the departments, once again with the exceptions of the smallest departments, COO/DCOO/Ops Control, and ATC Project. For these departments, getting things done quickly and efficiently received a lower rating than the level of trust.
- 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
 - The TTC values its staff’s time
 - 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

SECTION SUMMARY

- Many of these are consistent across most departments, though that is not the case for all these specific areas. Valuing staff time is only an Area to Improve for Bus Maintenance, Streetcars, and Subway Transportation, while it is not as influential for ATC Project or Revenue Operations. It is an Area to Protect for the other departments. Confidence in leadership decisions is an Area to Improve only for half of the departments in the group, though it is the most influential driver for most departments. For the other departments, it is an Area to Protect. Welcoming feedback is an Area to Protect for ATC Project and Revenue Operations.
- Some additional areas were influential only for a few select departments, with collaboration between parts of the TTC and effective sharing of best practices being Areas to Improve for three departments each.
- In addition to these Areas to Improve, one area was identified as a key Area to Protect:
 - I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable
- This result was consistent across most departments, with the exception of Subway Infrastructure, ATC Project and Streetcars.
- Speaking Highly of the TTC
- Almost half of TTC 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.
- Plant Maintenance, Bus Maintenance, and ATC Project are most likely to “always” speak highly of the TTC, while Revenue Operations was least likely.
- Staff and managers have higher proportions of employees indicating that they would “always” speak highly of the TTC compared to unionized employees and non-managers.

SECTION SUMMARY

- Change in Experience Working for the TTC
- 31% feel that working for the TTC has improved over the past 12 months, compared to 24% who feel it has gotten worse.
- Employees in Subway Infrastructure were most likely to express that working for the TTC has improved over the past 12 months (37%), followed by Plant Maintenance (35%), while Revenue Operations was least likely to feel this way (13%).
- Employees in Revenue Operations (43%), and Subway Transportation (32%) were more likely to report that working for the TTC has gotten worse in the past twelve months compared to employees in Subway Infrastructure (19%), ATC Project (20%), and Streetcars (20%).
- Staff were more likely to express that working for the TTC has improved over the past 12 months (38%) compared to unionized employees (24%), and were roughly half as likely to feel that that working for the TTC has gotten worse compared to unionized employees (16% vs. 32% respectively).
- Among employees who indicated that working for the TTC has gotten better in the past 12 months, the main reasons traced to the vision and leadership of senior management, followed by the arrival of new managers or coworkers, and improvements in individual work situations (position, pay, hours, etc.).
- Among those indicating that working for the TTC has gotten worse, main reasons related to inexperienced and/or unqualified managers, a lack of accountability, a worsening individual work situation, and declining morale.

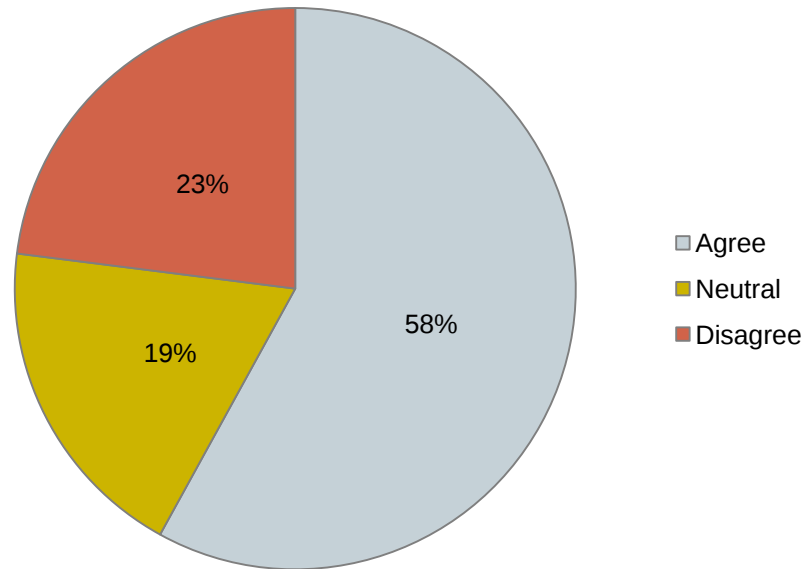
OVERALL RATINGS OF YOUR COMPANY

- OPERATIONS GROUP

Operations Group

Total
(n= 1872)

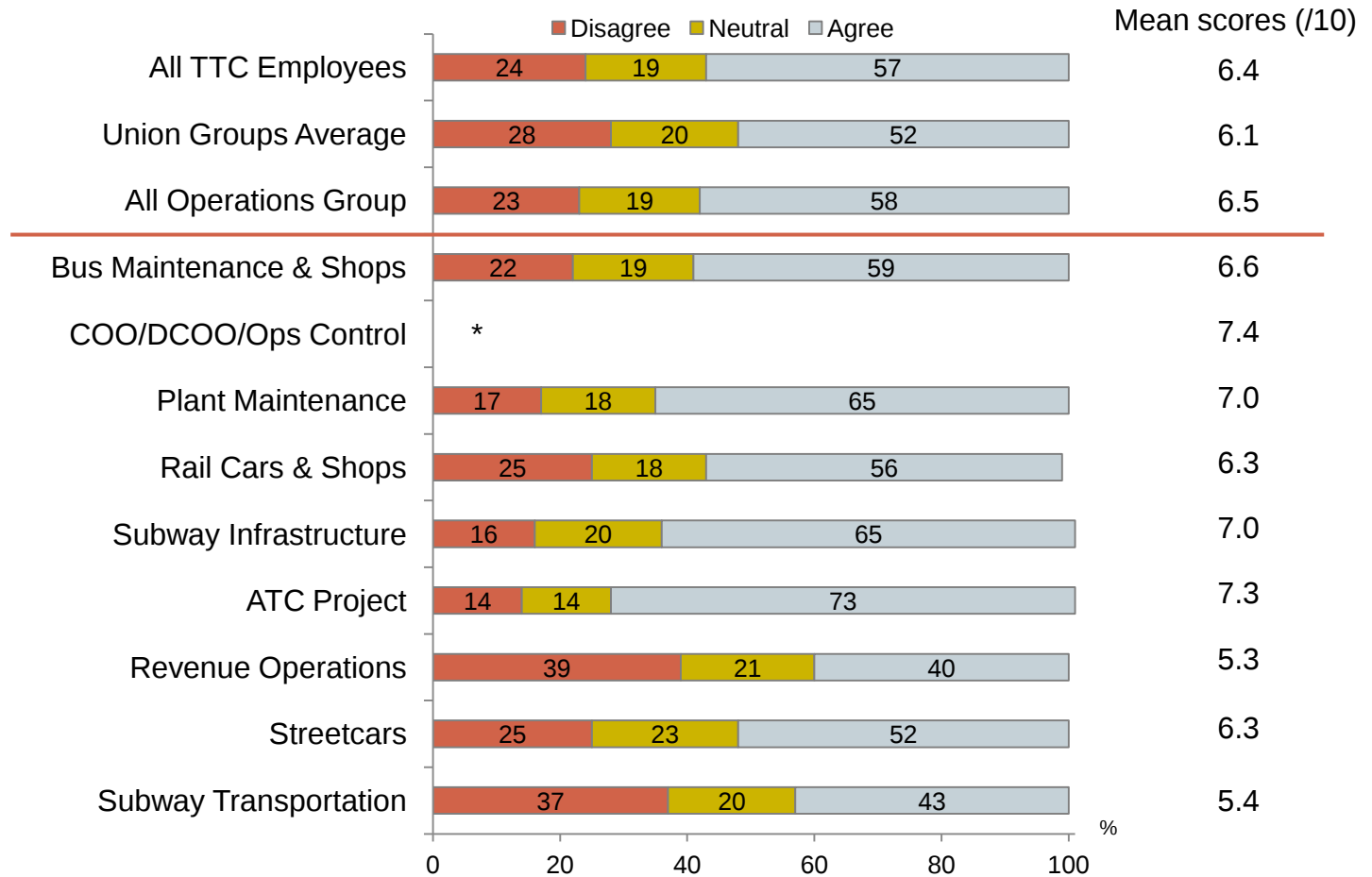
Mean=6.5



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

OVERALL RATINGS OF YOUR COMPANY

- BY DEPARTMENT



* Percentages suppressed as sample size <30.

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

Overall, I am satisfied with the leadership of the company

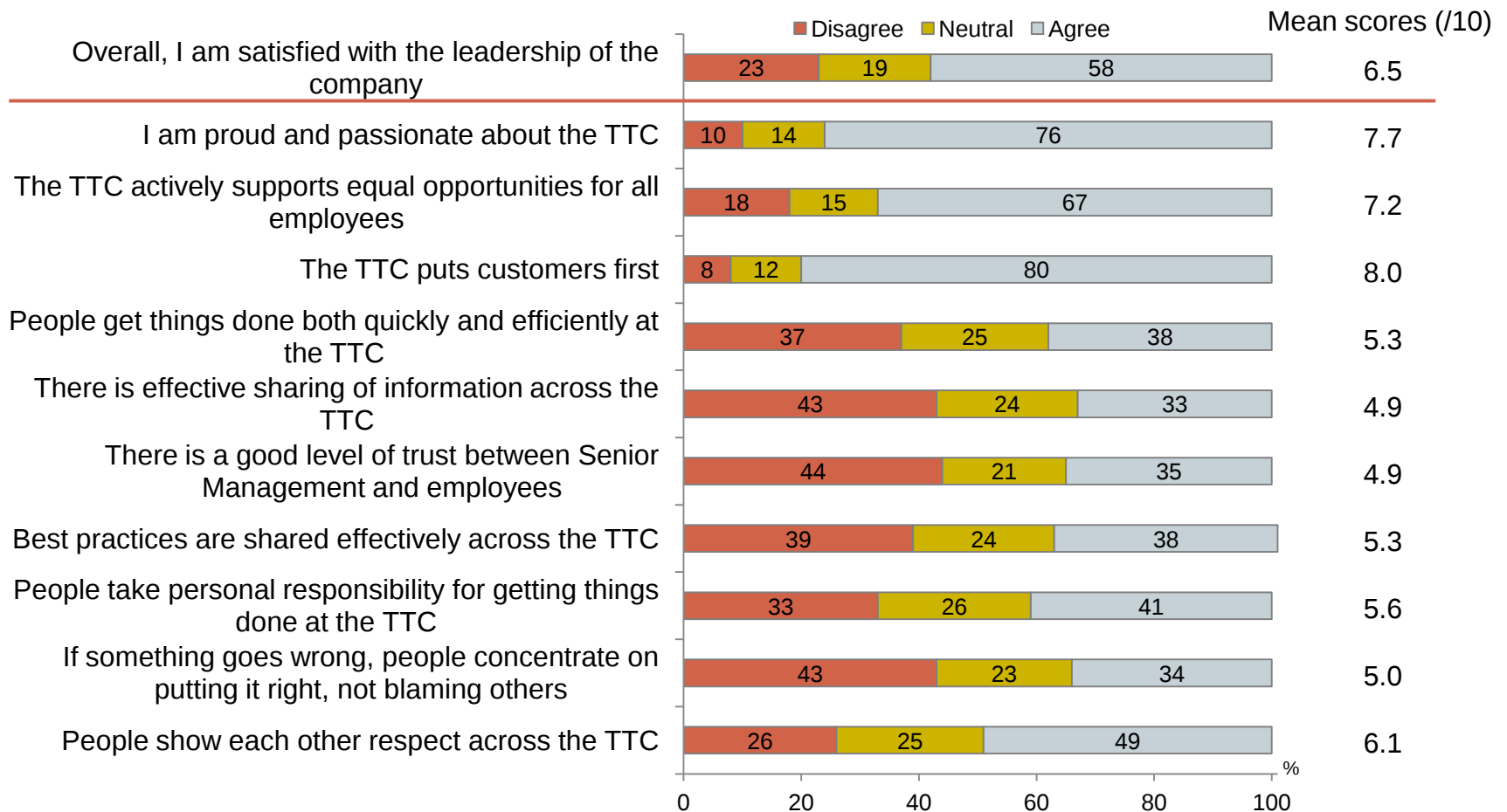
Sample sizes vary by category.

OVERALL RATINGS OF YOUR COMPANY - BY EMPLOYEE POSITION



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

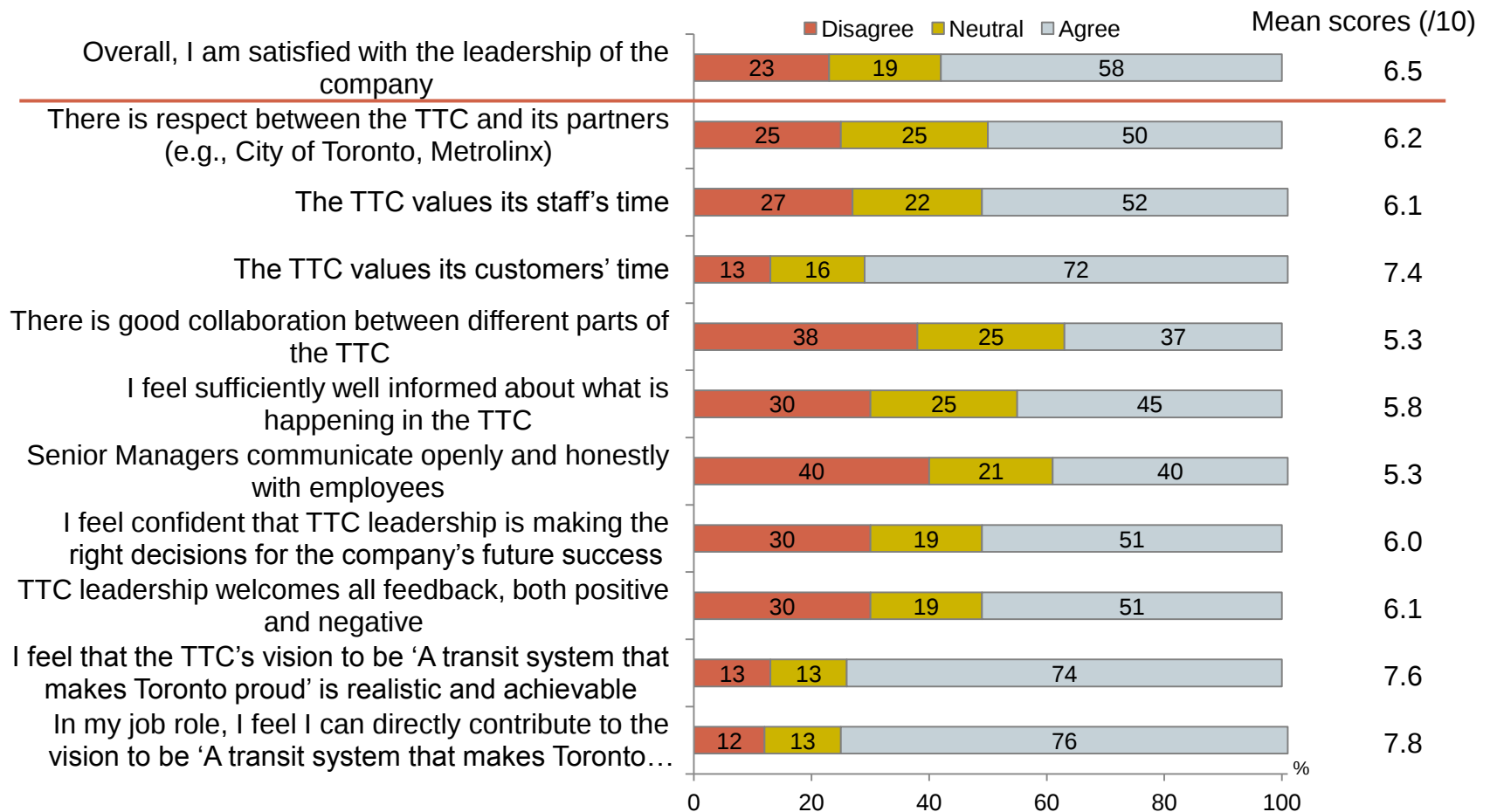
YOUR COMPANY - OPERATIONS GROUP



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

YOUR COMPANY

- OPERATIONS GROUP (CONT'D)



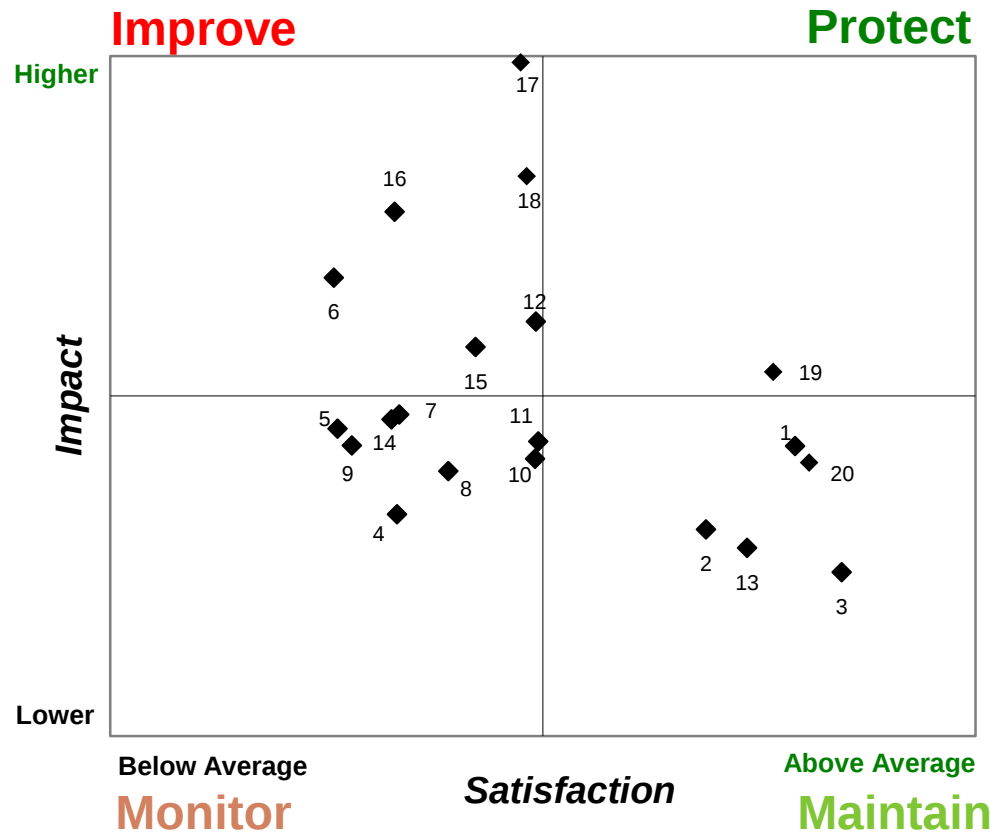
C1. Please indicate the extent to which you agree or disagree with each of the following statements:
Sample sizes vary by attribute.

YOUR COMPANY - BY DEPARTMENT

Mean	All TTC Employees	Union Groups Average	All Operations Group	Bus Maintenance & Shops	COO/DC OO/Ops Control	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
Overall, I am satisfied with the leadership of the company	6.4	6.1	6.5	6.6	7.4	7.0	6.3	7.0	7.3	5.3	6.3	5.4
I am proud and passionate about the TTC	7.6	7.4	7.7	8.1	7.5	8.0	7.6	8.1	7.9	7.0	7.4	6.8
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.2	7.4	8.1	7.3	6.8	7.3	7.3	6.1	7.3	6.9
The TTC puts customers first	7.8	7.7	8.0	8.2	8.4	8.2	7.9	8.4	8.3	7.3	8.2	7.0
People get things done both quickly and efficiently at the TTC	5.1	5.0	5.3	5.6	5.3	5.5	5.4	5.8	4.7	4.1	5.4	4.1
There is effective sharing of information across the TTC	4.9	4.7	4.9	5.3	5.4	5.1	4.8	5.5	4.8	4.0	4.7	4.1
There is a good level of trust between Senior Management and employees	4.9	4.6	4.9	5.1	5.7	5.3	4.9	5.4	5.8	3.9	4.6	3.8
Best practices are shared effectively across the TTC	5.3	5.1	5.3	5.6	4.6	5.6	5.1	5.7	5.2	4.5	5.2	4.4
People take personal responsibility for getting things done at the TTC	5.6	5.3	5.6	5.9	5.6	6.0	5.6	6.0	5.5	4.6	5.5	4.4
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	4.8	5.0	5.3	5.7	5.3	5.0	5.5	5.2	3.9	5.0	3.8
People show each other respect across the TTC	6.1	5.9	6.1	6.4	6.1	6.3	6.1	6.4	6.9	4.7	6.3	5.2
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.0	6.2	6.3	5.9	6.5	6.1	6.3	6.6	4.9	6.5	5.5
The TTC values its staff's time	6.0	5.8	6.1	6.1	7.3	6.6	6.5	6.8	6.6	5.1	6.1	4.6
The TTC values its customers' time	7.1	7.0	7.4	7.6	7.5	7.6	7.5	7.9	7.8	6.7	7.5	6.2
There is good collaboration between different parts of the TTC	5.3	5.1	5.3	5.6	5.8	5.6	5.1	5.6	5.3	4.4	5.1	4.3
I feel sufficiently well informed about what is happening in the TTC	5.7	5.4	5.8	5.9	7.1	6.2	5.6	6.2	6.5	5.0	5.4	5.0
Senior Managers communicate openly and honestly with employees	5.3	5.0	5.3	5.4	6.8	5.8	5.2	5.7	6.4	4.1	5.1	4.2
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	5.7	6.0	6.0	7.2	6.6	5.8	6.6	6.9	5.0	6.3	5.0
TTC leadership welcomes all feedback, both positive and negative	6.0	5.8	6.1	6.1	7.6	6.5	6.1	6.6	6.9	4.4	6.1	5.1
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	7.2	7.6	7.8	7.8	7.9	7.6	8.0	7.8	6.6	7.6	6.5
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	7.6	7.8	8.1	7.3	7.9	7.9	8.1	7.5	7.2	7.9	6.9

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

OPPORTUNITY ANALYSIS: YOUR COMPANY - OPERATIONS 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 4.9 to 8.0.
Impact values range between 29% to 70%.

OPPORTUNITY ANALYSIS: YOUR COMPANY

SUMMARY BY DEPARTMENT

Key Drivers by Department	All Operations Group	Bus Maintenance & Shops	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
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

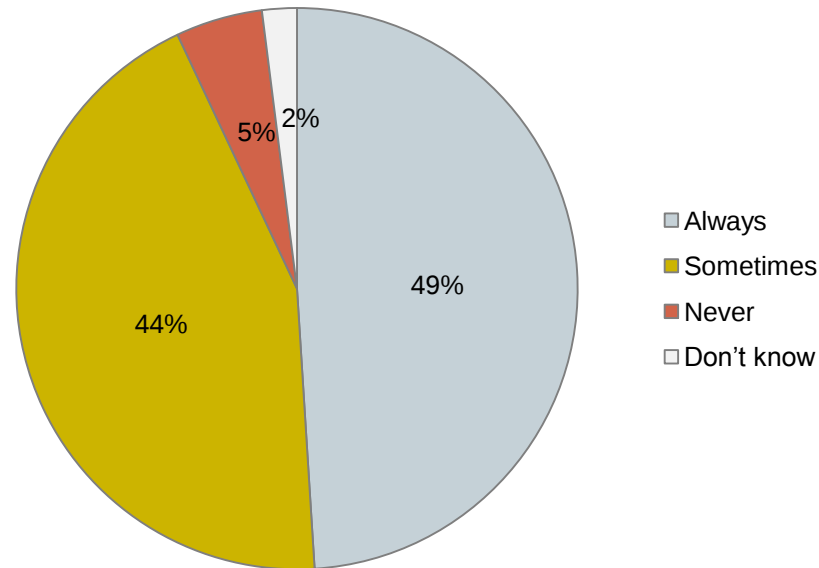
↑ Represents Area to Improve

Sample sizes vary by attribute.

COO's Office/Deputy COO's Office/Operations Control is not shown as these combined departments are too small to conduct opportunity analysis.

Operations Group

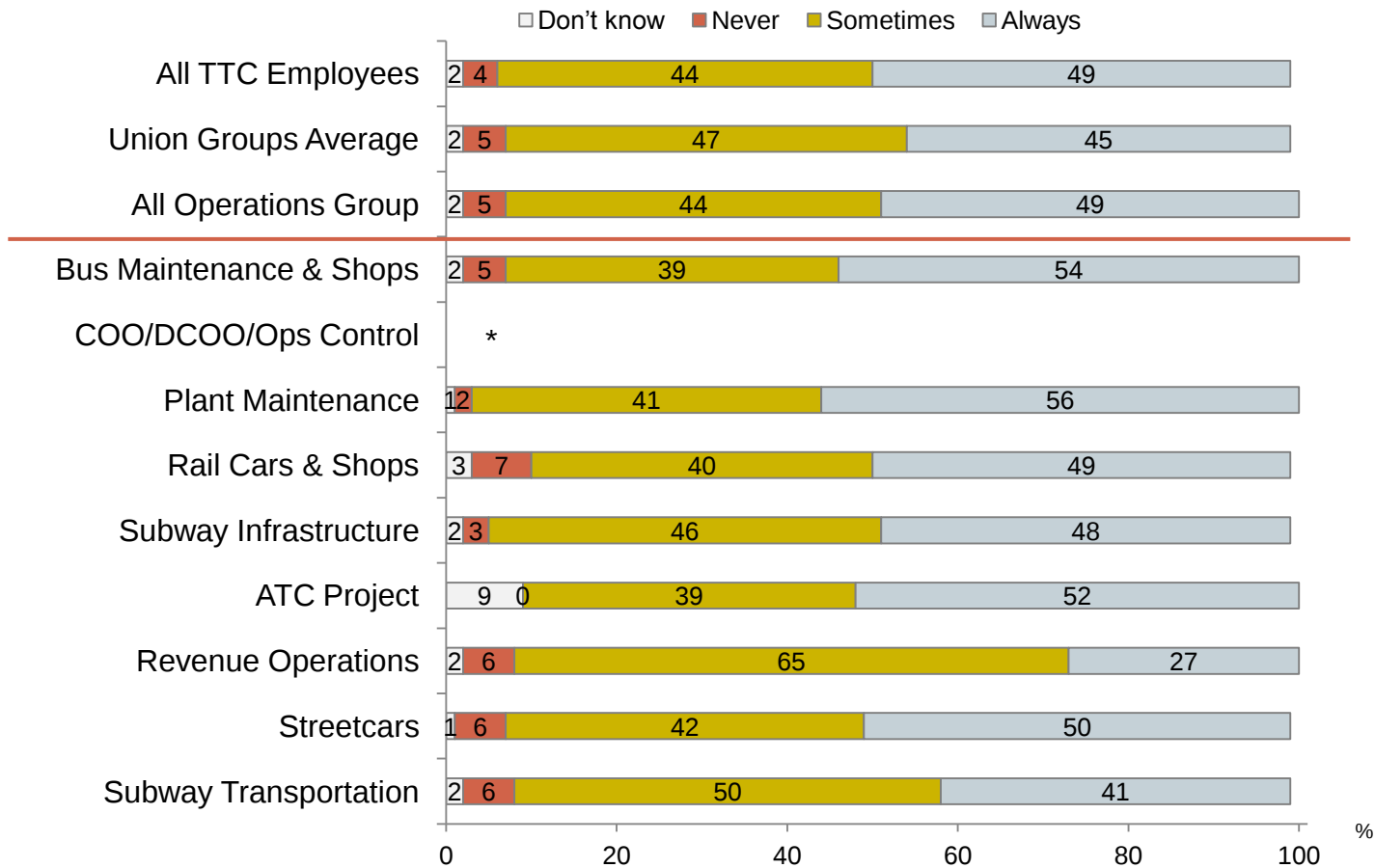
Total
(n= 1871)



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

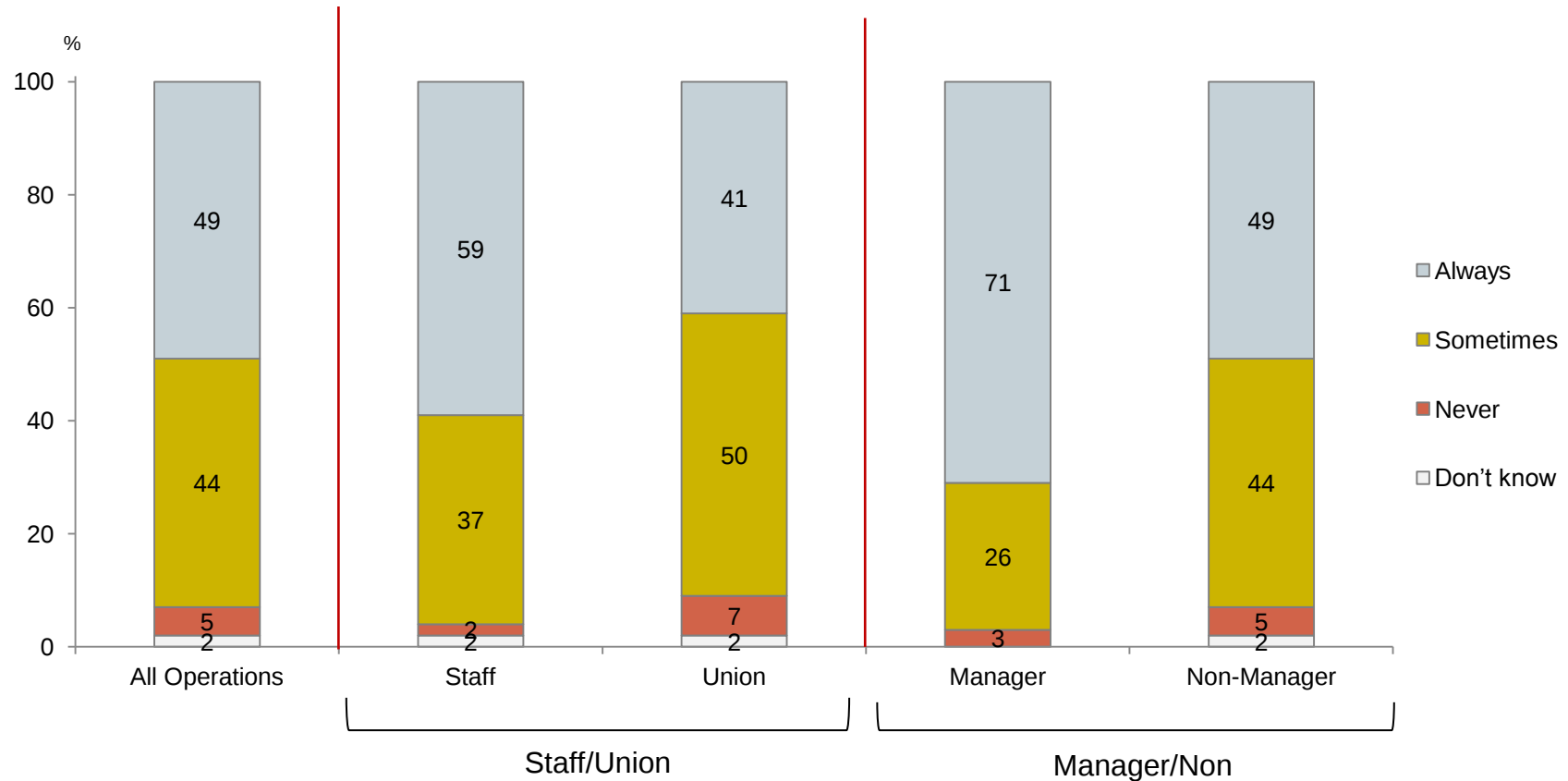


* Percentages suppressed as sample size <30.

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

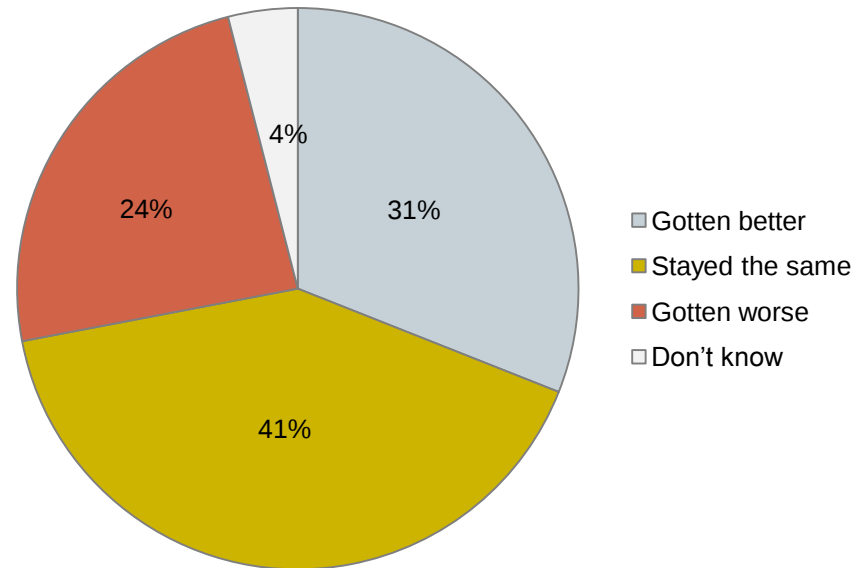


C2. I would speak highly of the TTC....: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.
Sample sizes vary by category.

CHANGE IN EXPERIENCE WORKING FOR THE TTC

Operations Group

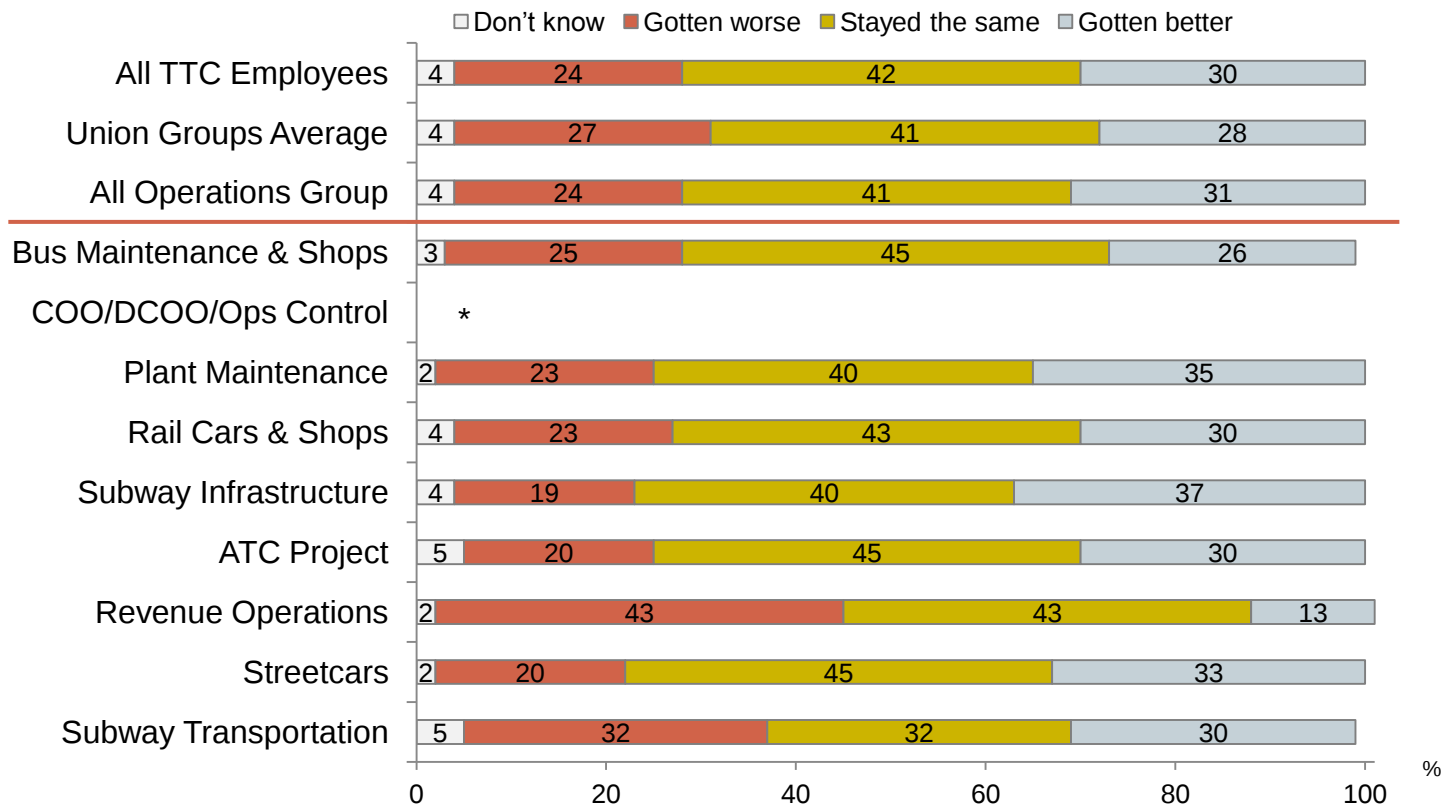
Total
(n= 1866)



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.

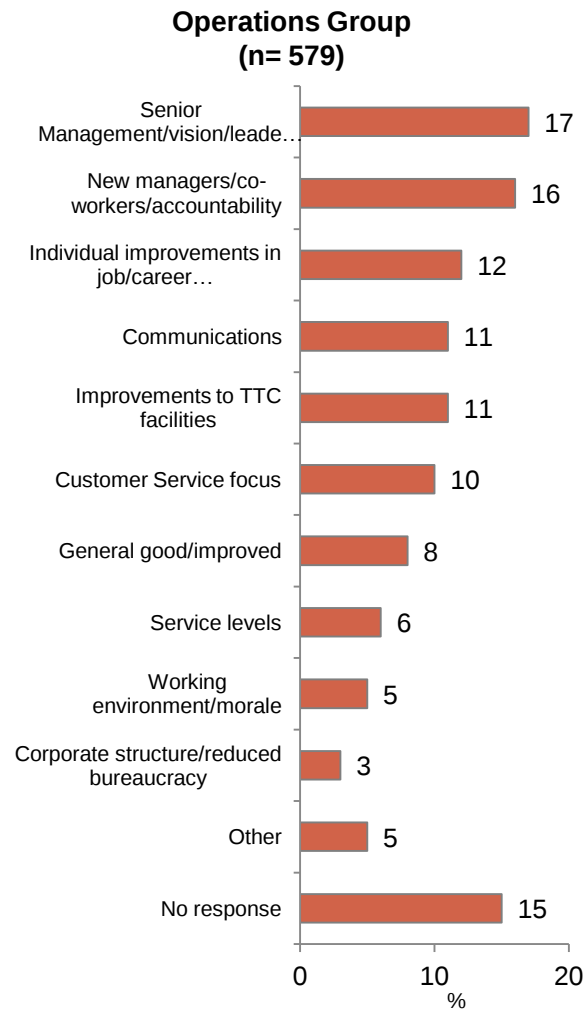
CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY EMPLOYEE POSITION



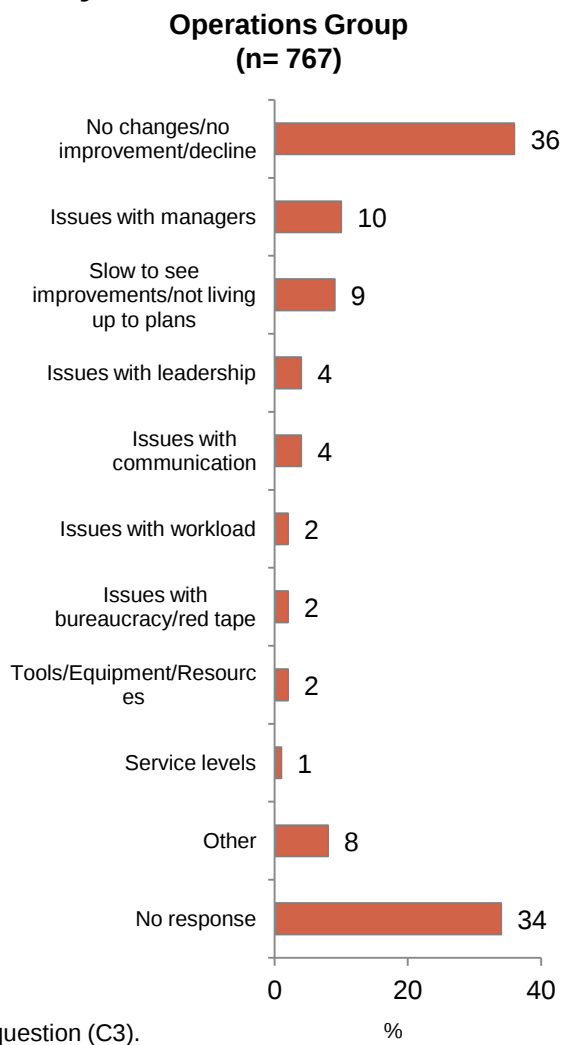
C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.
Sample sizes vary by category.

REASONS INDICATED FOR CHANGE IN EXPERIENCE

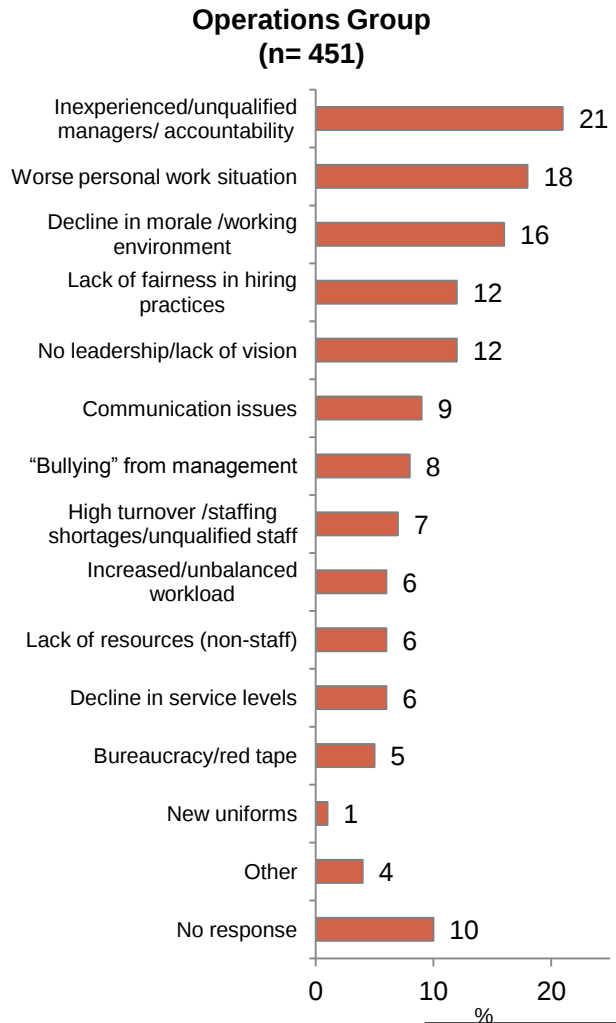
Employees indicating TTC has Gotten better



Employees indicating TTC has Stayed the same



Employees indicating TTC has Gotten worse



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

AREA TO MONITOR: PERFORMANCE AND REWARD

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Although “Performance and Reward” is not the most influential aspect of the employee experience, Opportunity Analysis still identifies it as having a moderate impact on Employee Engagement and as an area in which Operations employees are relatively less satisfied. In other words, it is an Area to Monitor.
- Employee satisfaction with the way the TTC recognizes and rewards employees is highest for COO/DCOO/Ops Control, and generally lowest for Revenue Operations, followed by Subway Transportation.
- Staff are somewhat more satisfied with recognition and reward than union employees, and managers are also more satisfied than other employees.
- Across the specific aspects of Performance and Reward, ratings were highest for, “The TTC offers good job security”, followed by “I am satisfied with my pay and benefits, given the job I do”. Ratings were lowest for, “Poor performance is not tolerated”, followed by “At the TTC, the recognition and rewards are meaningful”, and “I am recognized for excellent performance”. These results were generally 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 am satisfied with the recognition I receive from my manager

SECTION SUMMARY

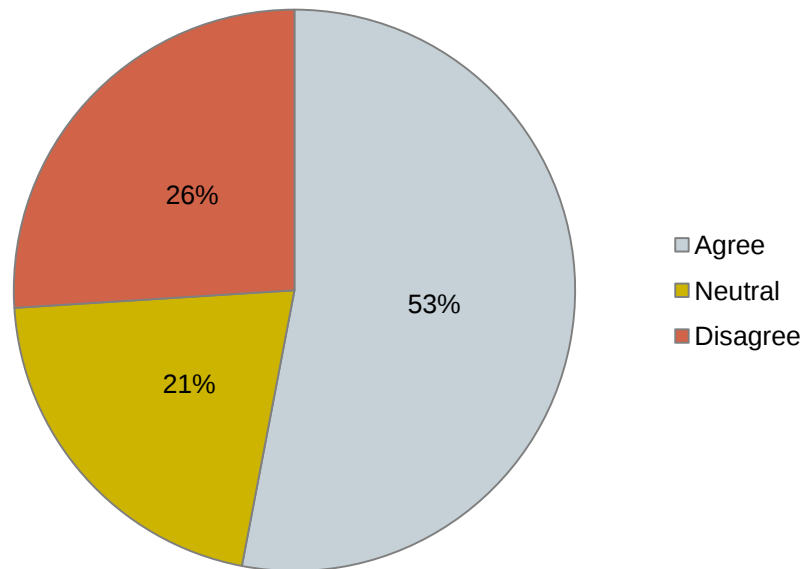
- This is generally consistent across most departments. The only major exception is for ATC Project, where recognition for excellent performance and recognition from the manager are both Areas to Protect. Also, recognition from the manager is less influential for Revenue Operations.
- In addition to these improvements, the following area is a key Area to Protect:
 - I have the opportunity to progress within the company
- This is consistent for all departments except for, again, ATC Project, where this is an Area to Improve.
- Satisfaction with pay and benefits is an additional Area to Protect for ATC Project employees.

OVERALL RATINGS OF PERFORMANCE AND REWARD - OPERATIONS GROUP

Operations Group

Total
(n= 1860)

Mean=6.3



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

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

OVERALL RATINGS OF PERFORMANCE AND REWARD - BY DEPARTMENT



* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

OVERALL RATINGS OF PERFORMANCE AND REWARD - BY EMPLOYEE POSITION



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

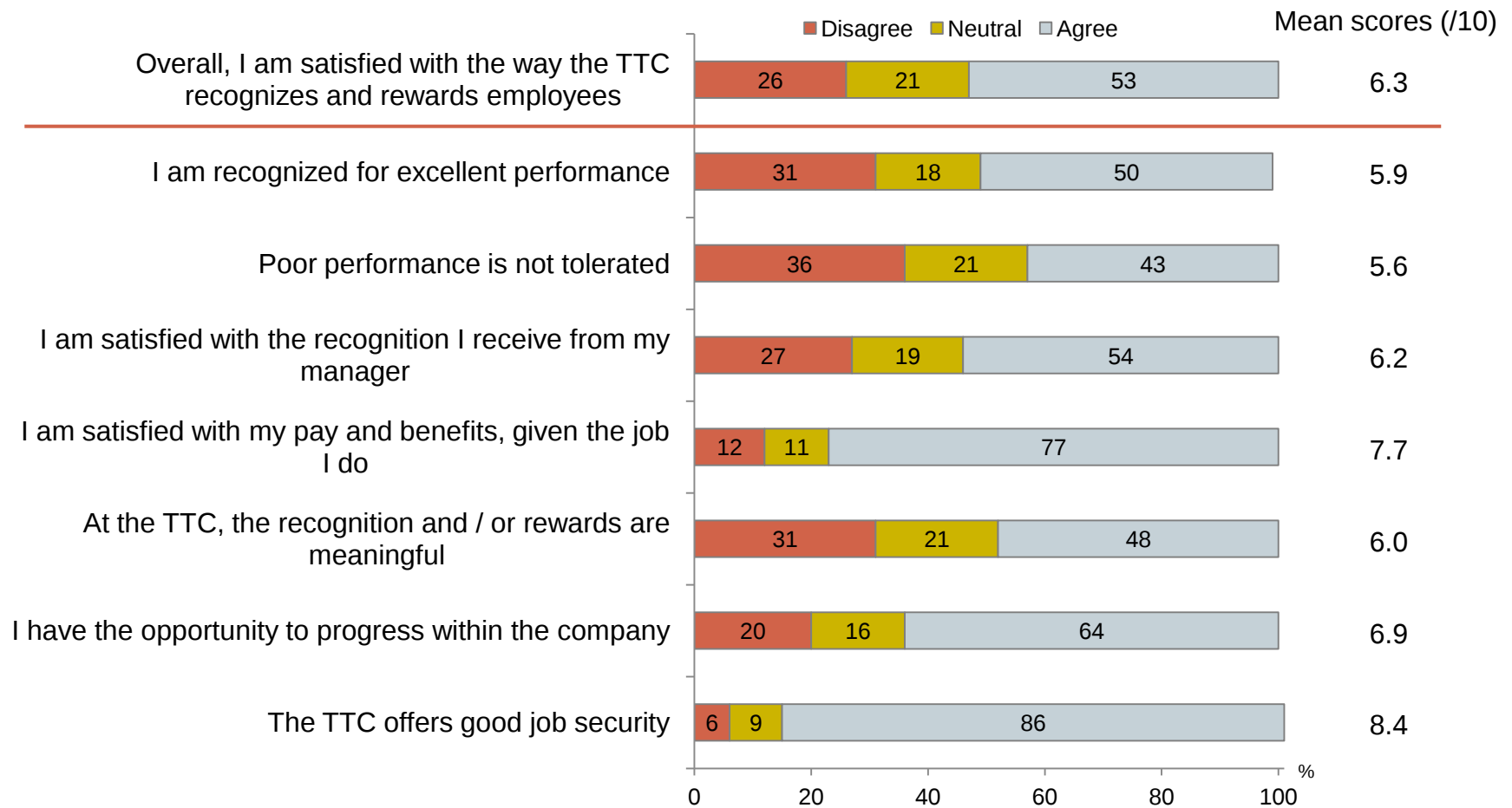
Overall, I am satisfied with the way the TTC recognizes and rewards employees.

Sample sizes vary by category.

3/25/2015

PERFORMANCE AND REWARD

- OPERATIONS 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	Union Groups Average	All Operations Group	Bus Maintenance & Shops	COO/DC OO/Ops Control	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	6.3	7.3	6.6	6.4	6.6	6.4	5.4	6.2	5.5
I am recognized for excellent performance	5.9	5.6	5.9	6.2	7.5	6.3	5.9	6.1	7.0	4.8	5.9	4.9
Poor performance is not tolerated	5.9	5.8	5.6	5.7	6.8	6.0	5.6	5.6	5.9	3.9	5.3	5.6
I am satisfied with the recognition I receive from my manager	6.0	5.8	6.2	6.6	7.6	6.6	6.2	6.4	7.0	5.2	5.9	5.2
I am satisfied with my pay and benefits, given the job I do	7.7	7.8	7.7	8.1	8.7	7.5	8.1	7.6	7.4	7.5	7.4	7.5
At the TTC, the recognition and / or rewards are meaningful	5.9	5.8	6.0	6.3	6.5	6.1	6.1	6.1	5.9	5.2	6.0	5.1
I have the opportunity to progress within the company	6.9	6.9	6.9	6.9	7.3	6.9	7.3	7.0	6.6	6.3	6.9	6.6
The TTC offers good job security	8.3	8.3	8.4	8.2	8.5	8.5	8.6	8.5	8.2	7.9	8.5	8.3

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

OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - OPERATIONS 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 5.6 to 8.4.
Impact values range between 20% to 58%.

OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Operations Group	Bus Maintenance & Shops	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
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.
 COO's Office/Deputy COO's Office/Operations Control is not shown as these combined departments are too small to conduct opportunity analysis.

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 Operations employees are relatively less satisfied, making this an Area to Monitor.
- While not a key driver of Employee Engagement across Operations group as a whole, Training and Development is particularly influential for ATC Project and Revenue Operations departments, where this is an Area to Improve for both.
- Employee satisfaction with their training and development is highest for COO/DCOO/Ops Control, followed by Rail Cars & Shops, and lowest for Revenue Operations, which may partially explain why this is a more influential area for this particular department.
- Satisfaction with Training and Development is slightly higher for staff compared to union employees. Managers are also slightly more satisfied than other employees.
- 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, “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor” and “The way people are selected for jobs in the TTC is fair.” These results were consistent for most departments (with a few exceptions).
- To improve employee satisfaction with Training and Development, Opportunity Analysis identifies the following key area on which to focus improvements:
 - I am satisfied with the support I receive on my personal development

SECTION SUMMARY

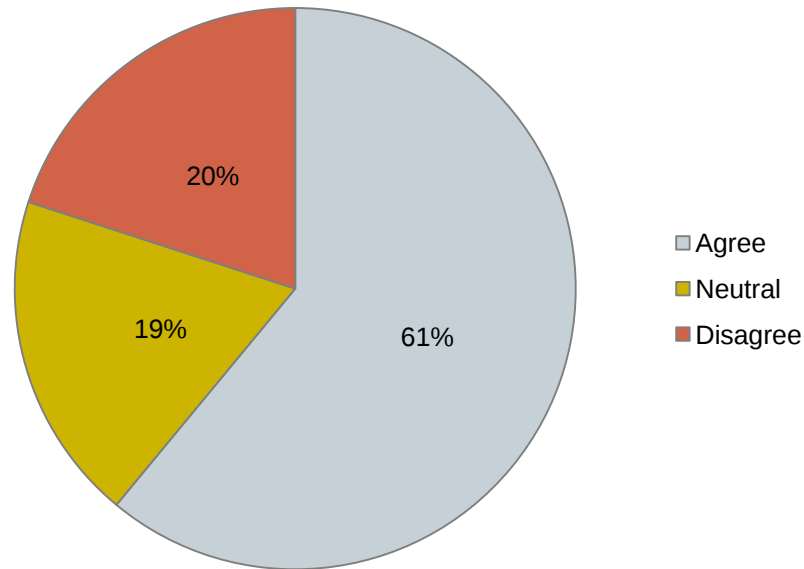
- This is generally consistent across most departments, except for Rail Cars & Shops and Revenue Operations, where this is an Area to Protect.
- Having an agreed personal development plan is an Area to Improve for several individual departments, including ATC Project and Revenue Operations, where Training and Development is an Area to Improve. This particular attribute is also influential for Bus Maintenance and Subway Infrastructure, where it is also an Area to Improve.
- Fairness in job selection is an additional Area to Improve for Streetcars alone.
- In addition to these improvements, the following areas are key Areas to Protect:
 - I am satisfied with the career development opportunities available to me
 - The TTC provides ongoing training opportunities so I can develop my skills
- This is consistent for most departments. The only exception is that satisfaction with career development is an Area to Improve for ATC Project.
- Receiving the right sort of training to do one's job properly is an Area to Protect for a few departments, including Bus Maintenance, Plant Maintenance, Subway Infrastructure, and Streetcars.

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - OPERATIONS GROUP

Operations Group

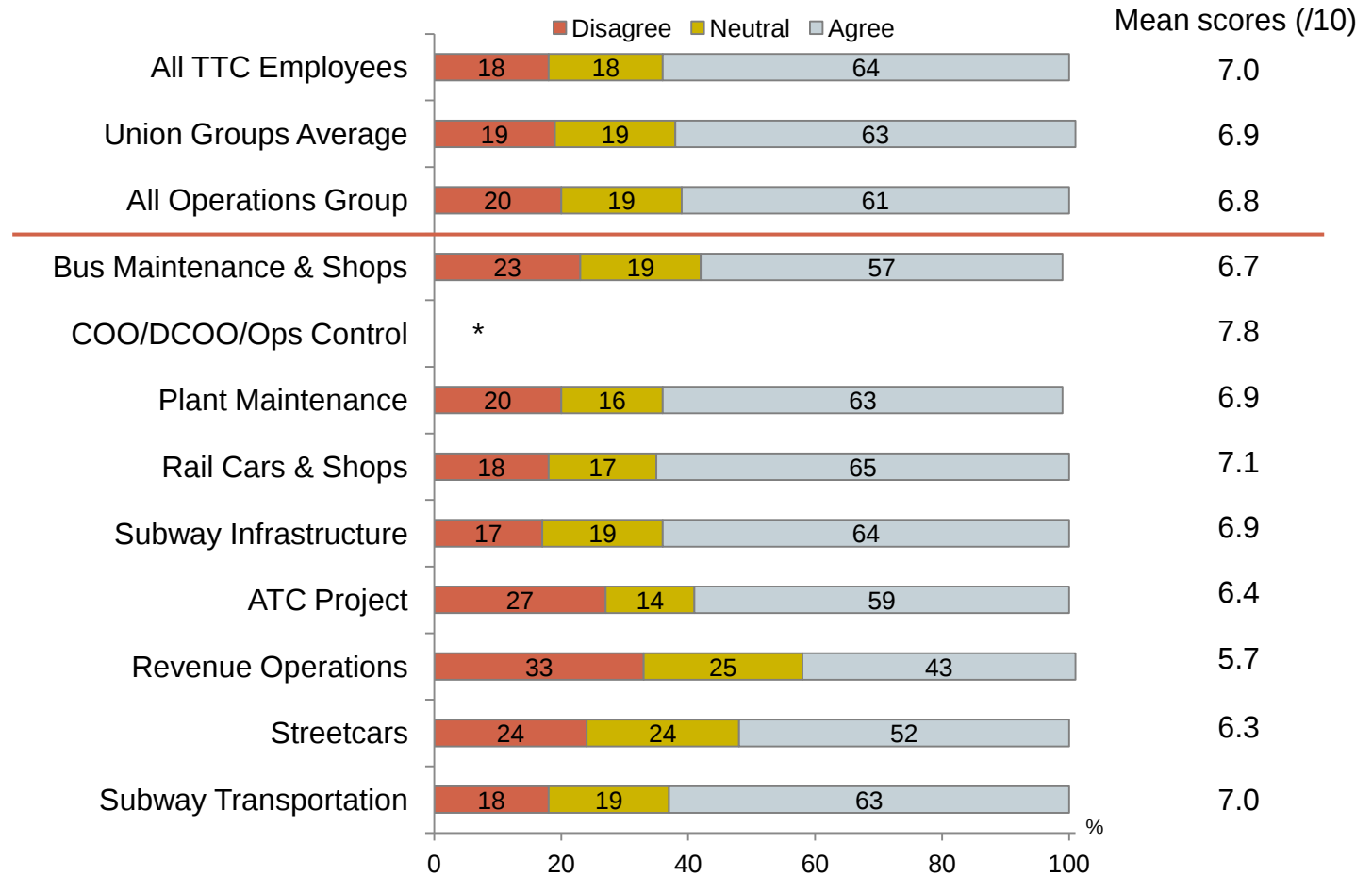
Total
(n= 1863)

Mean=6.8



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

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY DEPARTMENT



* Percentages suppressed as sample size <30.

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

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

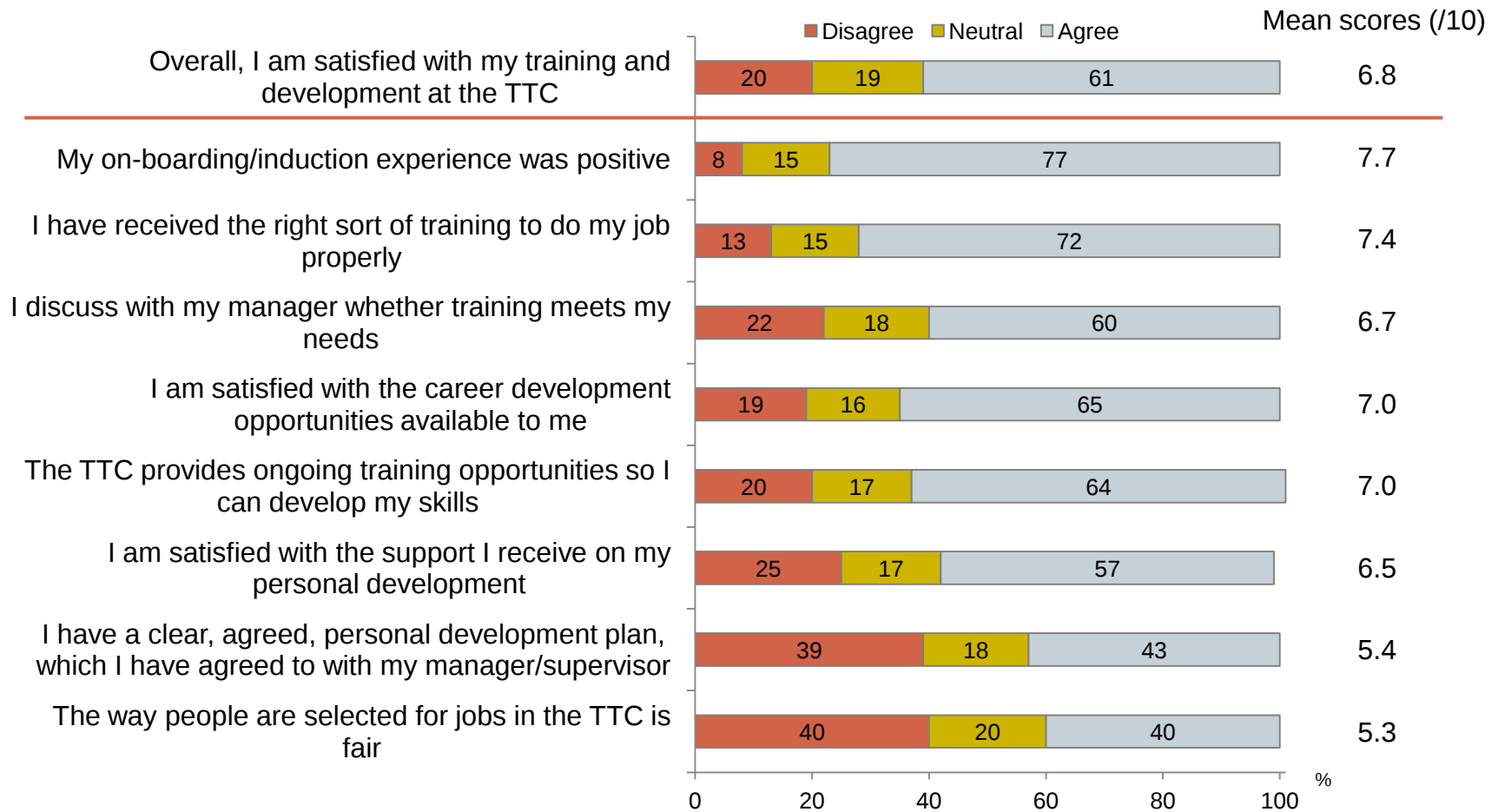
Sample sizes vary by category.

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY EMPLOYEE POSITION



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

TRAINING AND DEVELOPMENT - OPERATIONS 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

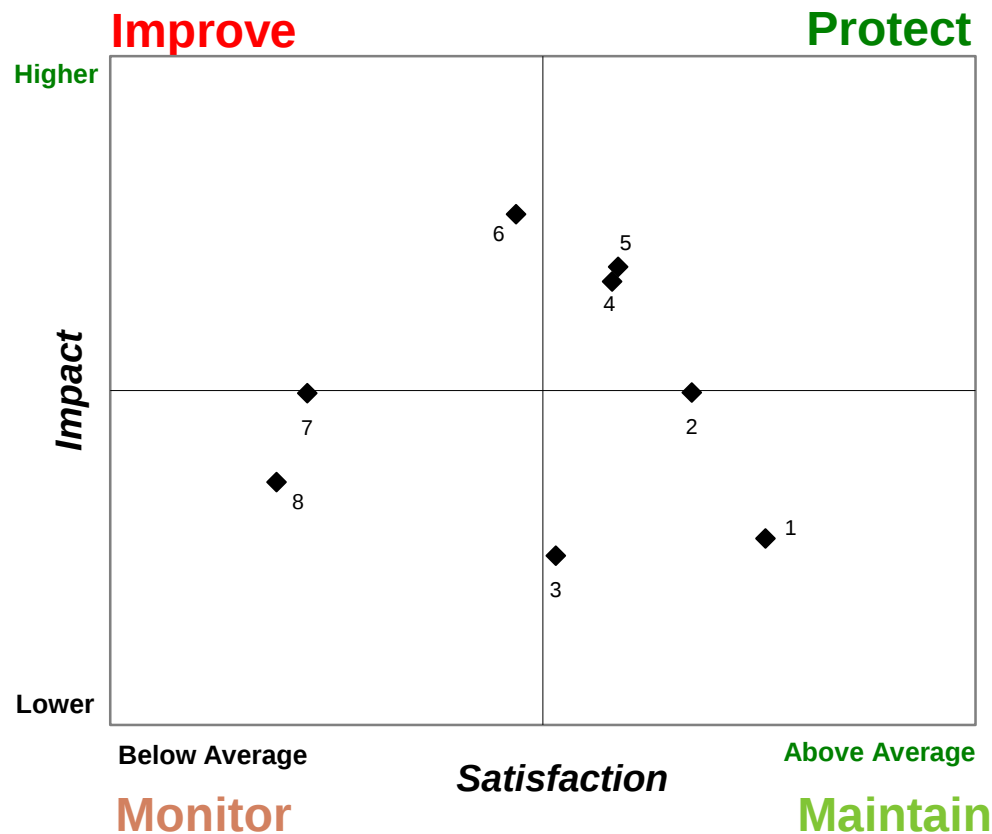
Mean	All TTC Employees	Union Groups Average	All Operations Group	Bus Maintenance & Shops	COO/DCO O/Ops Control	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
Overall, I am satisfied with my training and development at the TTC	7.0	6.9	6.8	6.7	7.8	6.9	7.1	6.9	6.4	5.7	6.3	7.0
My on-boarding/induction experience was positive	7.9	7.9	7.7	7.9	**	7.8	7.7	7.7	7.3	6.9	7.5	7.8
I have received the right sort of training to do my job properly	7.6	7.6	7.4	7.1	7.2	7.5	7.3	7.5	7.4	6.8	7.0	7.8
I discuss with my manager whether training meets my needs	6.7	6.4	6.7	6.7	**	6.8	6.8	6.8	7.5	5.8	6.8	6.2
I am satisfied with the career development opportunities available to me	6.9	6.9	7.0	7.1	7.5	7.0	7.3	7.1	6.4	5.9	6.7	6.7
The TTC provides ongoing training opportunities so I can develop my skills	7.0	6.8	7.0	7.0	8.0	7.1	7.3	7.1	6.9	5.9	6.8	6.7
I am satisfied with the support I receive on my personal development	6.5	6.2	6.5	6.6	7.7	6.7	6.8	6.6	6.3	5.6	6.1	6.0
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	5.2	5.4	5.6	**	5.4	5.6	5.6	5.7	4.4	5.3	5.0
The way people are selected for jobs in the TTC is fair	5.6	5.5	5.3	5.4	6.7	5.6	5.1	5.6	6.3	3.6	5.2	4.8

** Mean score suppressed as 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 - OPERATIONS 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 5.3 to 7.7.
Impact values range between 33% to 69%.

OPPORTUNITY ANALYSIS: TRAINING AND DEVELOPMENT - SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Operations Group	Bus Maintenance & Shops	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
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.

COO's Office/Deputy COO's Office/Operations Control is not shown as these combined departments are too small to conduct opportunity analysis.

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 Operations employees are relatively satisfied, making this an Area to Maintain.
- While not a key driver of Employee Engagement across Operations group as a whole, Safety is particularly influential for ATC Project and Subway Transportation departments, where this is an Area to Protect for both.
- Employee satisfaction with their safety at work is highest for COO/DCOO/Ops Control and ATC Project, and lowest for Subway Transportation.
- Staff employees feel substantially safer at work than union employees, and the same is true for managers, compared to non-managers.
- Across the specific aspects of Safety, ratings were highest for, “I feel comfortable discussing safety issues at work”. Ratings were lowest for, “People on my team report all injuries, no matter how minor”. These results were consistent for most departments, with the exception of Streetcars, where “My manager/supervisor acts quickly to address safety issues” received a lower rating than reporting injuries.
- To further improve employee satisfaction with Safety, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - The protection of workers from occupational exposure to hazards is a high priority with management
 - My manager/supervisor acts quickly to address safety issues
 - The TTC’s management is willing to invest money and effort to improve the level of safety

SECTION SUMMARY

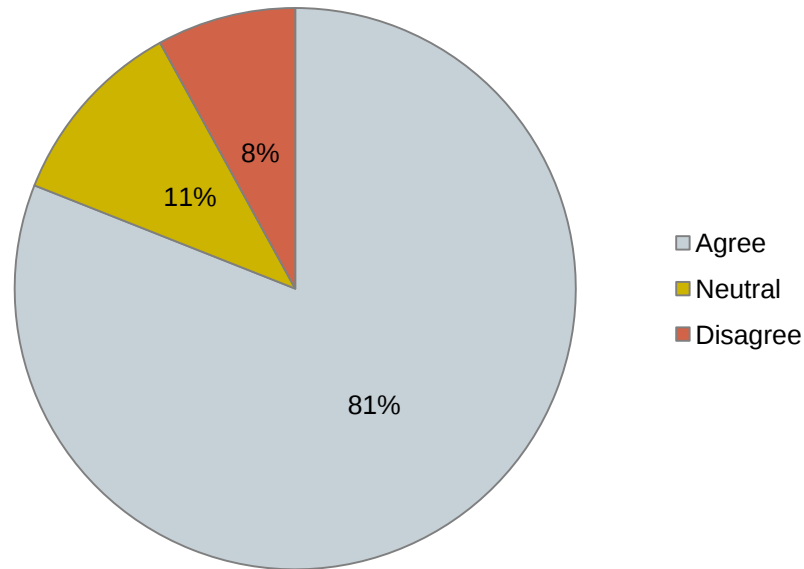
- While generally consistent across most departments, there are a few exceptions, particularly for ATC Project. For this department, none of those three attributes were identified as an Area to Improve. Prioritizing of hazard prevention by management rated as an Area to Protect, while the others were less influential. Willingness to report all injuries, no matter how minor, was the only Area to Improve identified for this department, the only department for which this was influential.
- Management's willingness to invest in safety was also less influential for Subway Infrastructure, and was an Area to Protect for Plant Maintenance. Also, acting quickly in response to safety issues was less influential for Streetcars, as well as ATC Project.
- In addition to these improvements, the following areas are key Areas to Protect:
 - My manager/supervisor emphasizes safe practices while at work
 - My manager/supervisor is well informed about safety issues
- These were consistent for most departments. Emphasizing safe practices is an Area to Protect for all except Rail Cars & Shops, while the manager being well informed was less influential only for ATC Project.
- "I am strongly encouraged to report unsafe working conditions" was an additional Area to Protect for several departments, including Subway Transportation, where safety is identified as a key driver, and an Area to Protect, for Employee Engagement.

OVERALL RATINGS OF SAFETY - OPERATIONS GROUP

Operations Group

Total
(n= 1883)

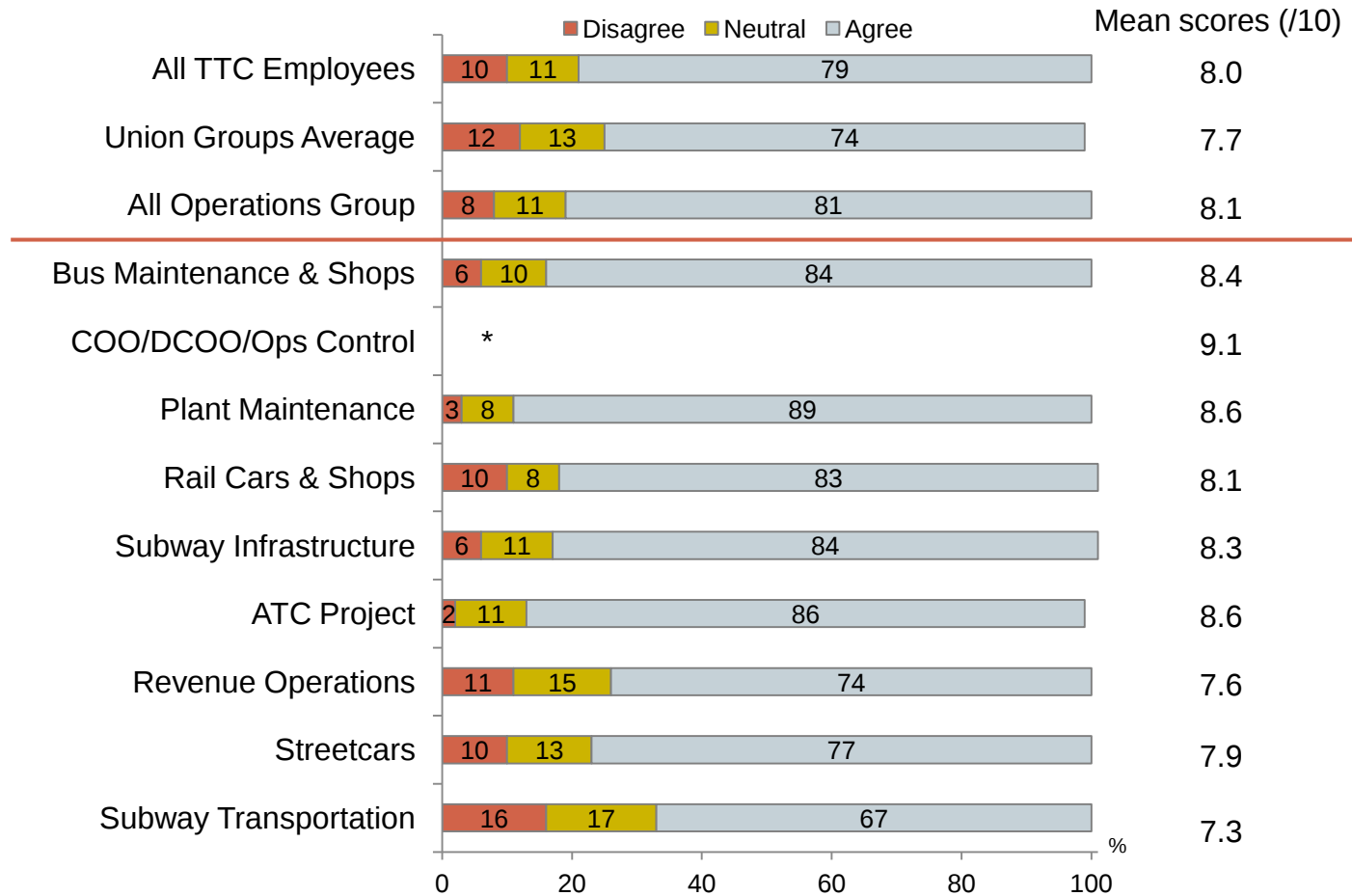
Mean=8.1



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 as sample size <30.

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

Overall, I feel safe when I am at work.

Sample sizes vary by category.

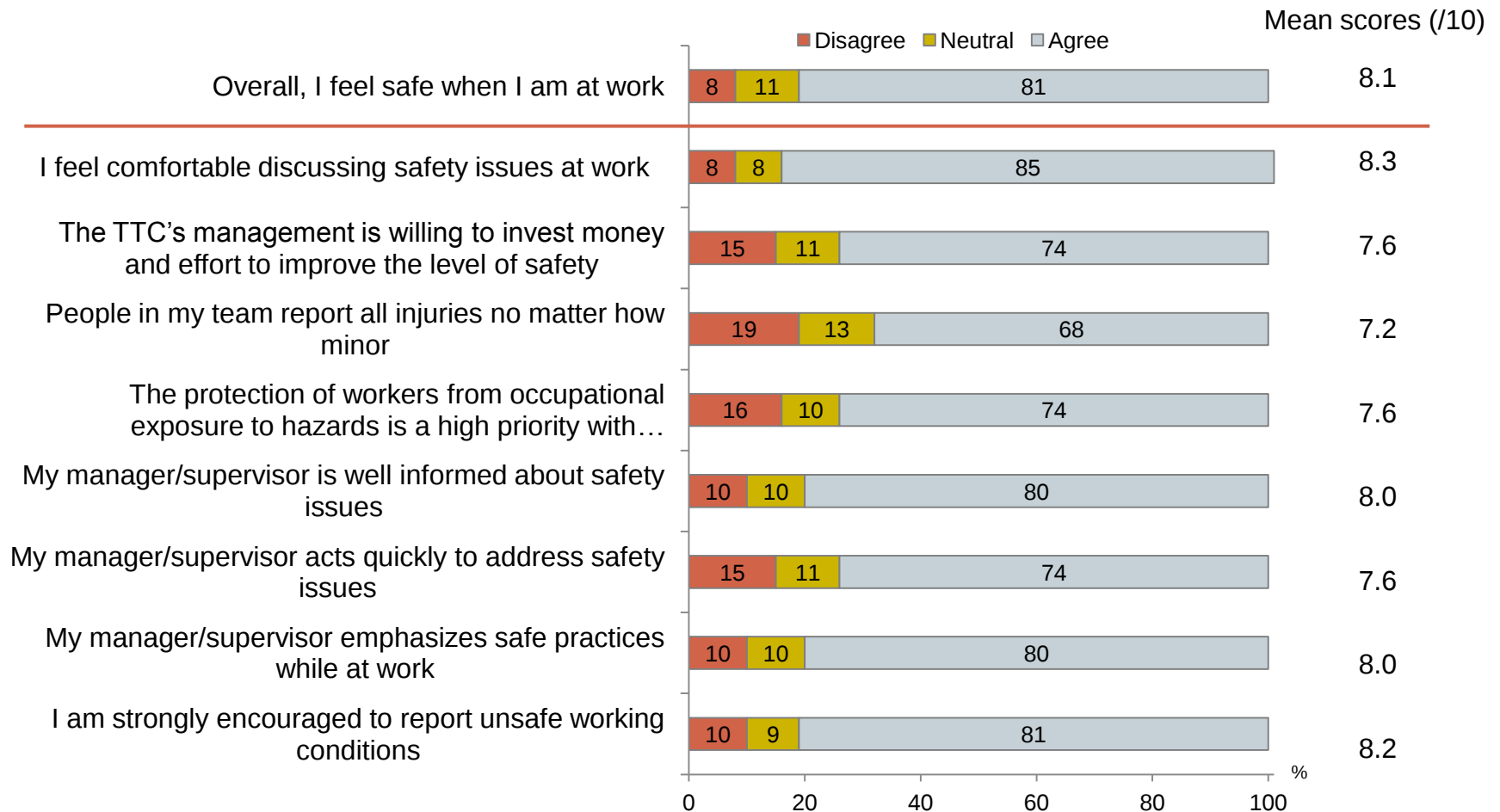
OVERALL RATINGS OF SAFETY - BY EMPLOYEE POSITION



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

SAFETY

- OPERATIONS 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

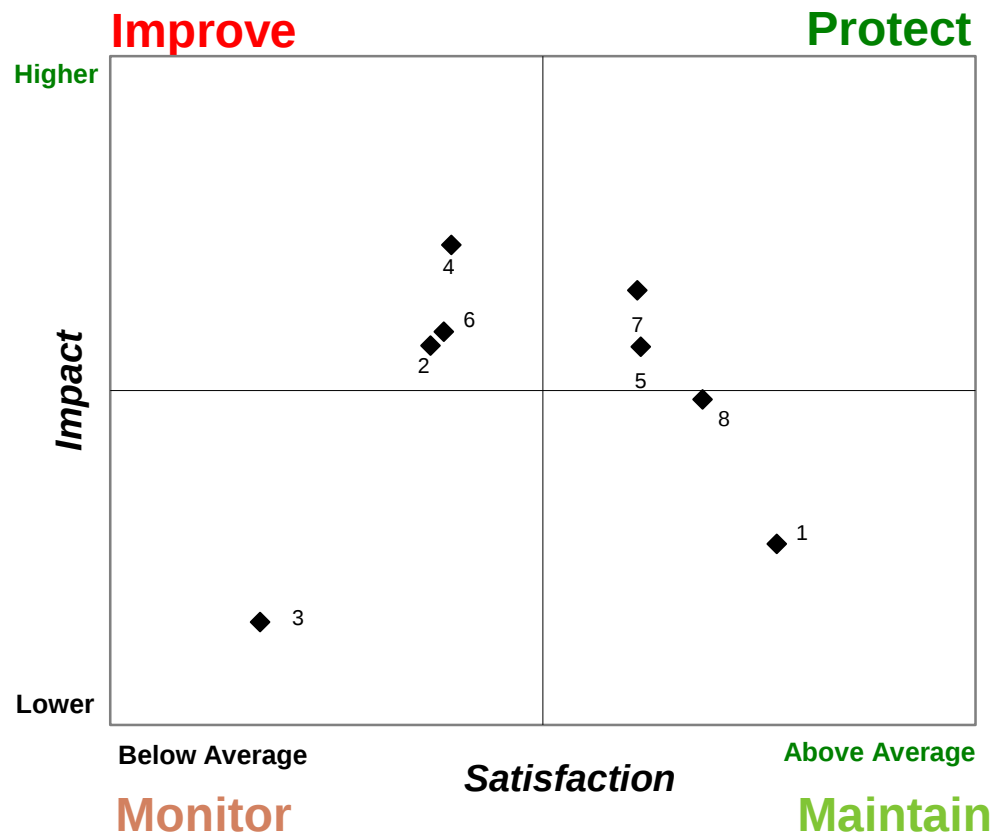
Mean	All TTC Employees	Union Groups Average	All Operations Group	Bus Maintenance & Shops	COO/DC OO/Ops Control	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
Overall, I feel safe when I am at work	8.0	7.7	8.1	8.4	9.1	8.6	8.1	8.3	8.6	7.6	7.9	7.3
I feel comfortable discussing safety issues at work	8.3	8.0	8.3	8.5	9.0	8.5	8.3	8.5	8.8	8.1	8.3	7.8
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	7.1	7.6	7.7	8.5	8.2	7.3	8.1	8.6	6.8	7.2	6.4
People in my team report all injuries no matter how minor	7.1	6.8	7.2	7.4	**	7.2	7.3	7.3	8.0	6.5	7.6	6.4
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	7.2	7.6	7.8	8.5	8.0	7.5	7.8	8.7	7.0	7.5	6.7
My manager/supervisor is well informed about safety issues	8.0	7.7	8.0	8.1	8.8	8.3	8.2	8.2	8.8	7.6	7.8	7.3
My manager/supervisor acts quickly to address safety issues	7.6	7.3	7.6	7.7	8.8	8.0	7.6	7.8	8.9	7.1	7.1	6.9
My manager/supervisor emphasizes safe practices while at work	7.9	7.7	8.0	8.2	8.6	8.3	7.9	8.3	8.8	7.3	7.9	7.3
I am strongly encouraged to report unsafe working conditions	8.0	7.8	8.2	8.4	8.9	8.3	8.2	8.3	8.7	7.6	8.1	7.5

** Mean score suppressed as 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 - OPERATIONS 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 7.2 to 8.3.
Impact values range between 37% to 62%.

OPPORTUNITY ANALYSIS: SAFETY

SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Operations Group	Bus Maintenance & Shops	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
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.

COO's Office/Deputy COO's Office/Operations Control is not shown as these combined 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 Operations employees are relatively satisfied, making this an Area to Maintain.
- While not a key driver of Employee Engagement across Operations group as a whole, Your Team is particularly influential for Revenue Operations and Streetcars departments, where this is an Area to Protect for both.
- Employee satisfaction with their colleagues or co-workers is highest for COO/DCOO/Ops Control, followed by ATC Project, and lowest for Revenue Operations and Subway Transportation.
- Staff are slightly more satisfied with their colleagues or co-workers than union employees. The difference is somewhat more evident between managers and non-managers, with managers more satisfied with their co-workers.
- Across the specific qualities of Your Team, ratings were highest for, “My team members do quality work”. Ratings were lowest for, “There is good morale on my team” and “I feel that workload is fairly distributed on my team.” These results were consistent for most departments, except that all team members being treated fairly rated lower than fair distribution of workload for Subway Transportation.
- To maintain employee satisfaction with Your Team, Opportunity Analysis identifies the following key Areas to Protect:
 - Members of my team treat each other with respect
 - My team works well together
 - I feel that my opinions count in my team
 - I feel supported by my fellow team members
 - My team members do quality work

SECTION SUMMARY

- These are generally consistent across most departments, with the exception of team members doing quality work. This was only a key driver for Bus Maintenance, Plant Maintenance, ATC Project, and Subway Transportation.
- Revenue Operations also showed some differences, and was one of the few departments to identify any Areas to Improve. These areas were good morale and fair treatment, which were not key drivers for other departments. Respectful treatment was also less influential for Revenue Operations.

Regular Team Meetings

- 50% of employees indicate they have regular team meetings
- These proportions vary greatly by department. ATC Project had the highest proportion of employees (93%) to report meeting regularly, while Subway Transportation had the lowest proportion of employees indicating they have regular meetings (20%).
- Somewhat higher proportions of staff indicated they meet regularly compared to union employees. Managers however are much more likely to indicate they have regular team meetings than non-managers (91% vs. 49% respectively).
- Among employees who have regular meetings, most indicated they were held frequently enough. This was most likely to be the case for Plant Maintenance and Subway Infrastructure. A lower proportion of Subway Transportation employees indicated the meetings were frequent enough.
- A higher proportion of staff and of managers indicated meetings are frequent enough compared to union employees and non-managers.

SECTION SUMMARY

- Most employees who have regular meetings agree they are useful. Usefulness of meetings was scored highest by COO/DCOO/Ops Control, followed by ATC Project and Plant Maintenance. Revenue Operations employees scored meetings as least useful. Differences by employee category are relatively small, with more staff than union employees indicating meetings are useful and little difference between managers and non-managers.

Impact on Engagement

- Employees who have regular team meetings have higher Engagement scores than employees who do not.
- This gap increases for those who also believe the meetings are held frequently enough, and is higher still if they also consider the meetings useful.
- Employees who do not consider the meetings useful, not only have lower Engagement scores than employees who do consider them useful, the Engagement is even lower than for employees who do not have regular meetings

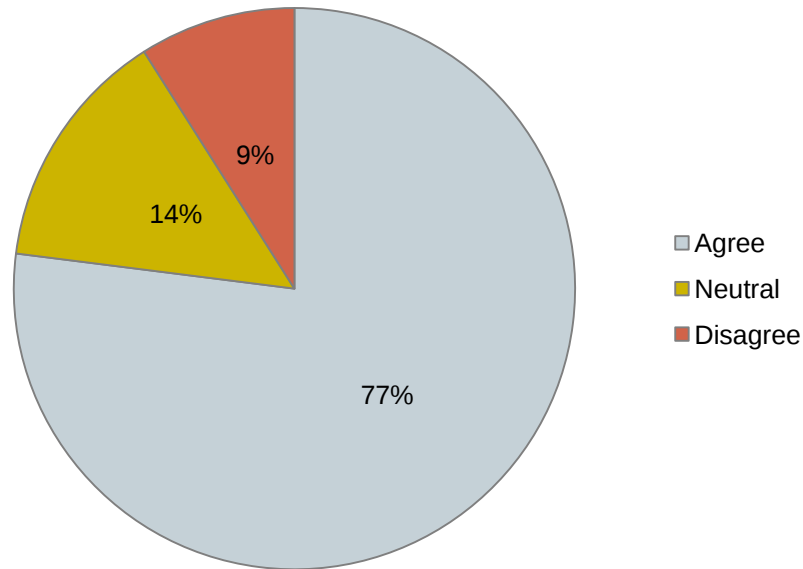
OVERALL RATINGS OF YOUR TEAM

- OPERATIONS GROUP

Operations Group

Total
(n= 1871)

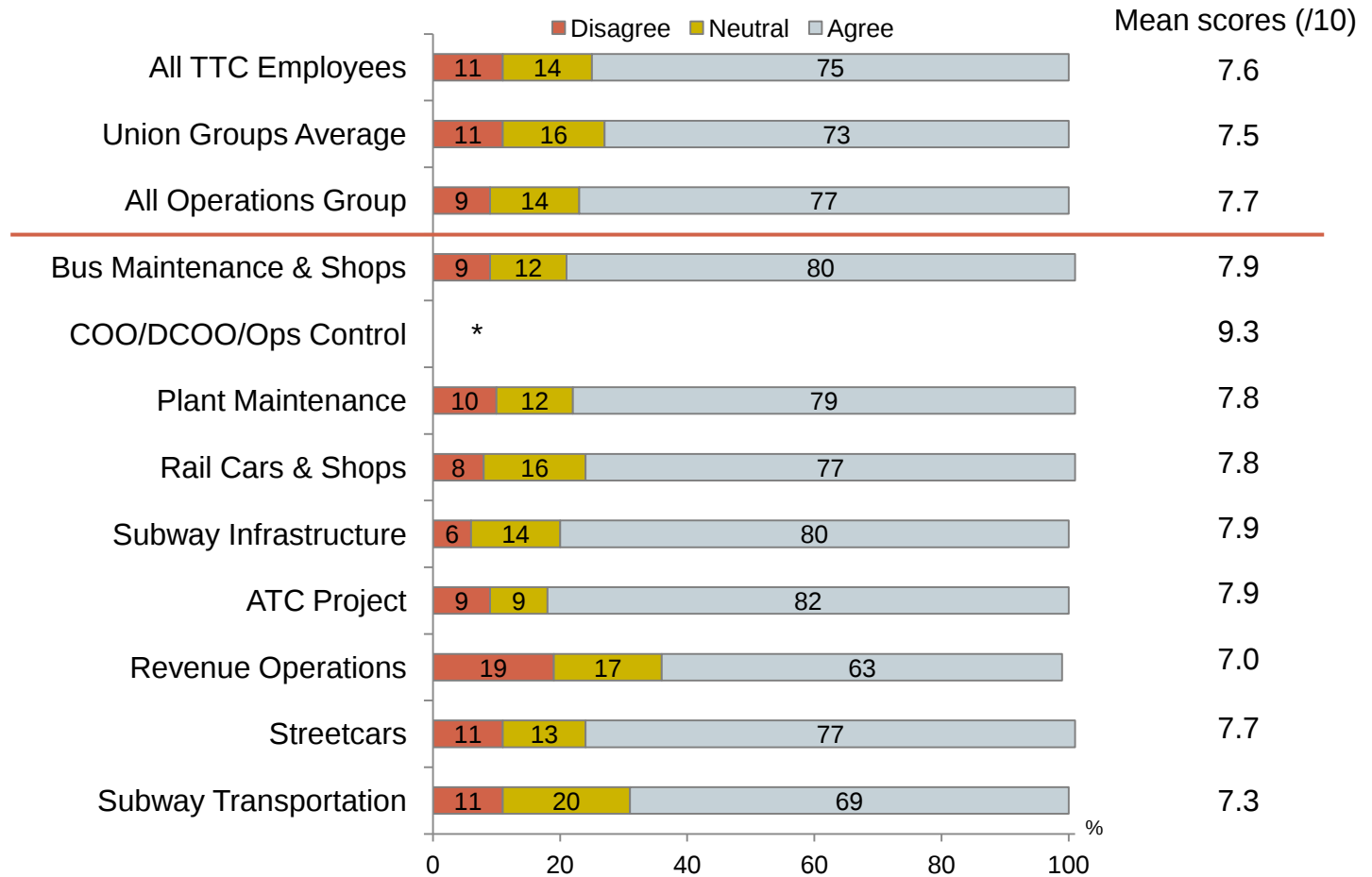
Mean=7.7



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



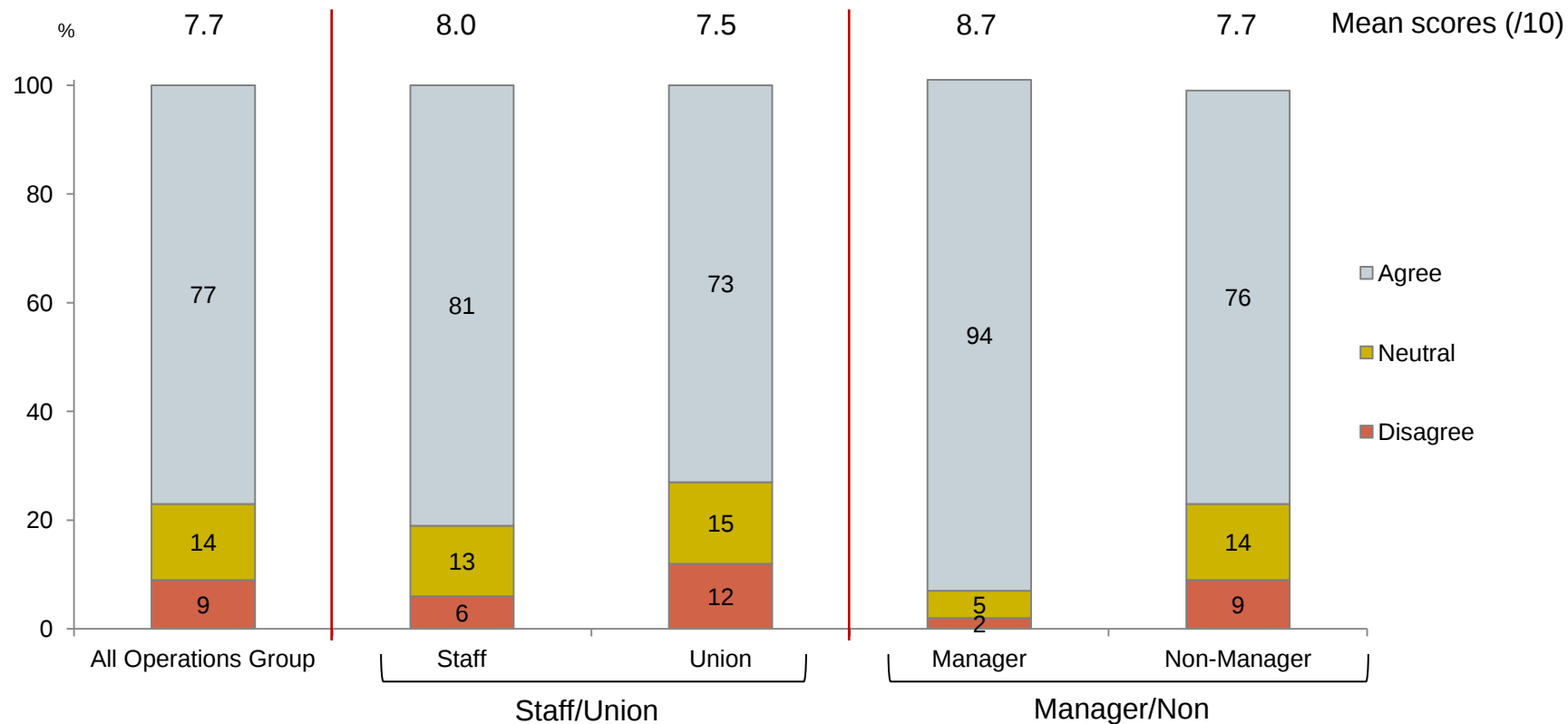
* Percentages suppressed as sample size <30.

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

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

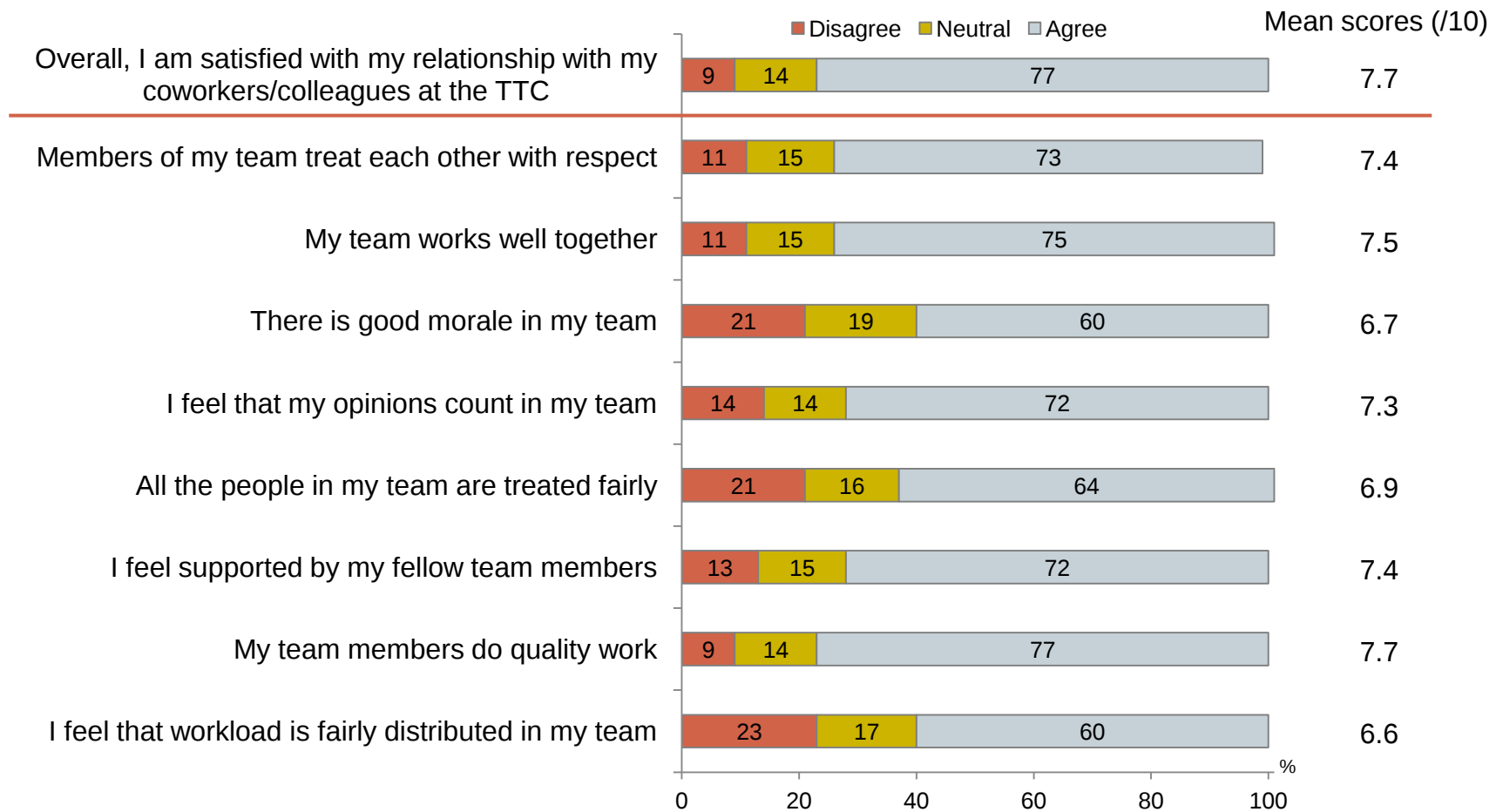
Sample sizes vary by category.

OVERALL RATINGS OF YOUR TEAM - BY EMPLOYEE POSITION



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

YOUR TEAM - OPERATIONS GROUP



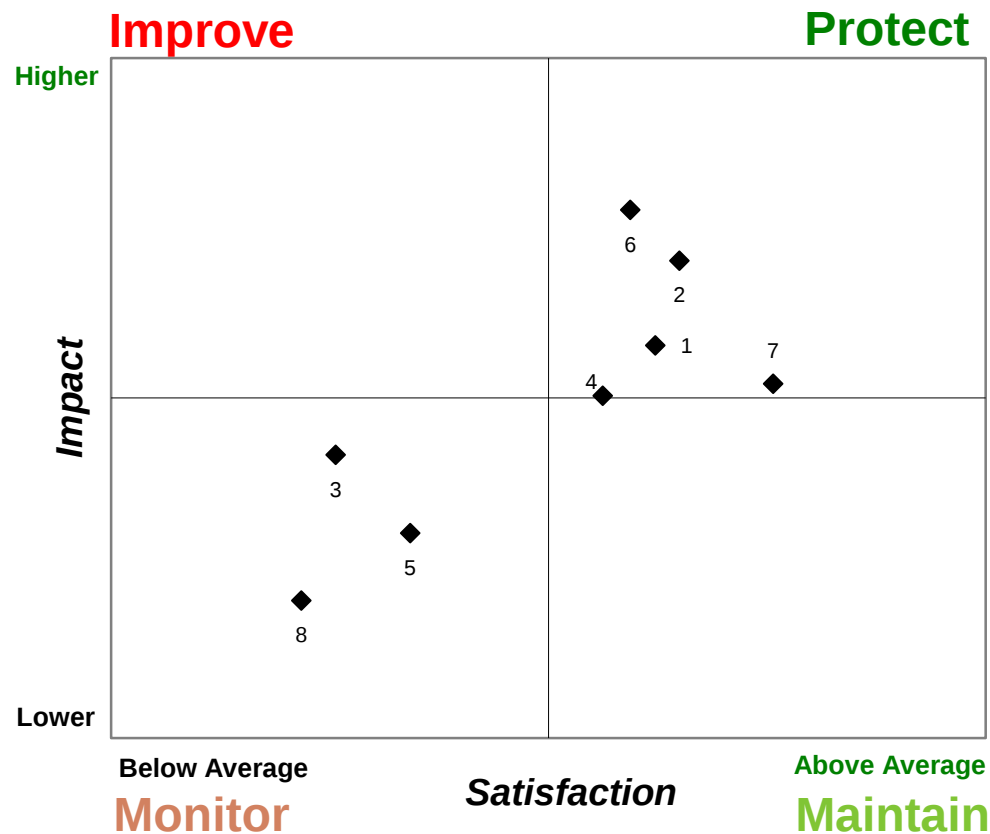
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.
Sample sizes vary by attribute.

YOUR TEAM - BY DEPARTMENT

Mean	All TTC Employees	Union Groups Average	All Operations Group	Bus Maintenance & Shops	COO/DCO O/Ops Control	Plant Maintenance	Rail Cars & Shops	Subway Infrastru cture	ATC Project	Revenue Operations	Streetcars	Subway Transportation
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	7.9	9.3	7.8	7.8	7.9	7.9	7.0	7.7	7.3
Members of my team treat each other with respect	7.4	7.2	7.4	7.6	9.2	7.6	7.7	7.6	8.0	6.2	7.5	6.8
My team works well together	7.3	7.0	7.5	7.6	9.2	7.6	7.6	7.7	7.8	6.6	7.6	6.8
There is good morale in my team	6.5	6.2	6.7	7.0	9.2	7.0	7.0	7.1	7.1	6.0	6.7	5.1
I feel that my opinions count in my team	7.0	6.7	7.3	7.5	9.3	7.6	7.4	7.7	7.5	6.7	7.5	6.1
All the people in my team are treated fairly	6.7	6.5	6.9	7.2	9.4	7.0	7.0	7.2	7.7	6.3	7.0	5.6
I feel supported by my fellow team members	7.2	7.0	7.4	7.6	9.4	7.5	7.5	7.6	7.8	6.7	7.3	6.6
My team members do quality work	7.5	7.3	7.7	7.9	9.1	7.9	7.8	7.9	8.2	7.1	7.8	7.0
I feel that workload is fairly distributed in my team	6.5	6.3	6.6	6.6	8.6	6.6	6.8	6.8	7.0	6.1	6.6	6.2

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 - OPERATIONS 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 6.6 to 7.7.
Impact values range between 42% to 64%.

OPPORTUNITY ANALYSIS: YOUR TEAM SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Operations Group	Bus Maintenance & Shops	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
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

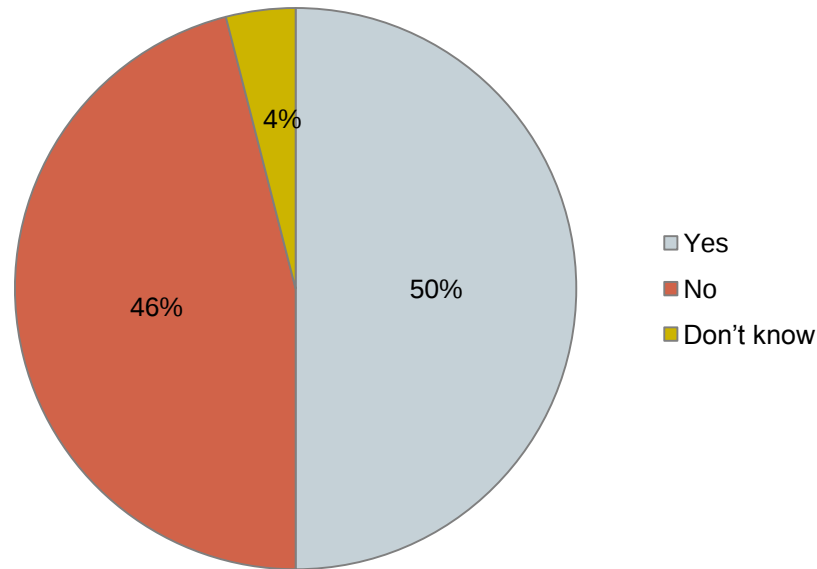
Sample sizes vary by attribute.

COO's Office/Deputy COO's Office/Operations Control is not shown as these combined departments are too small to conduct opportunity analysis.

REGULAR TEAM MEETINGS

Operations Group

Total
(n= 1837)



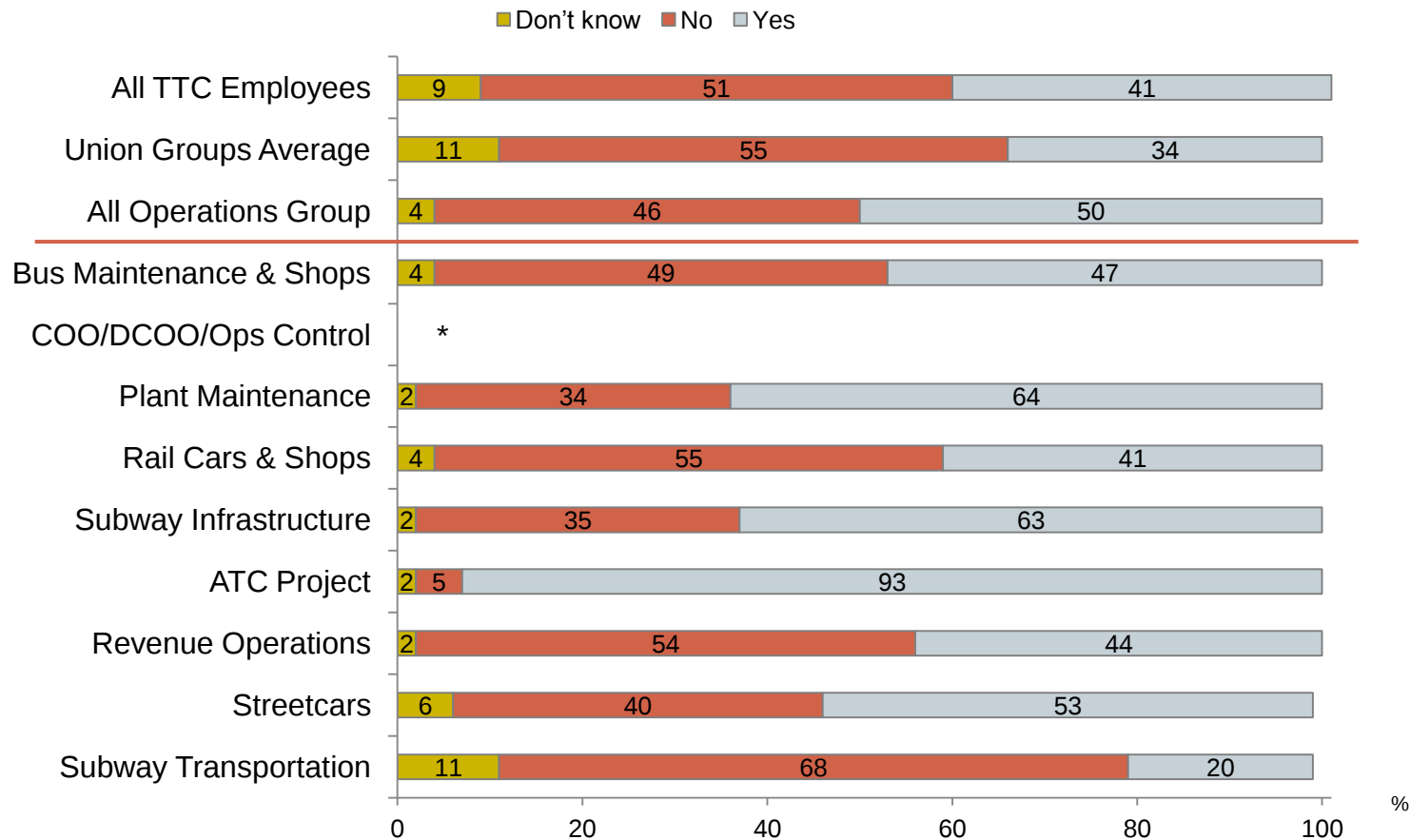
E2. Does your team hold regular team meetings?

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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



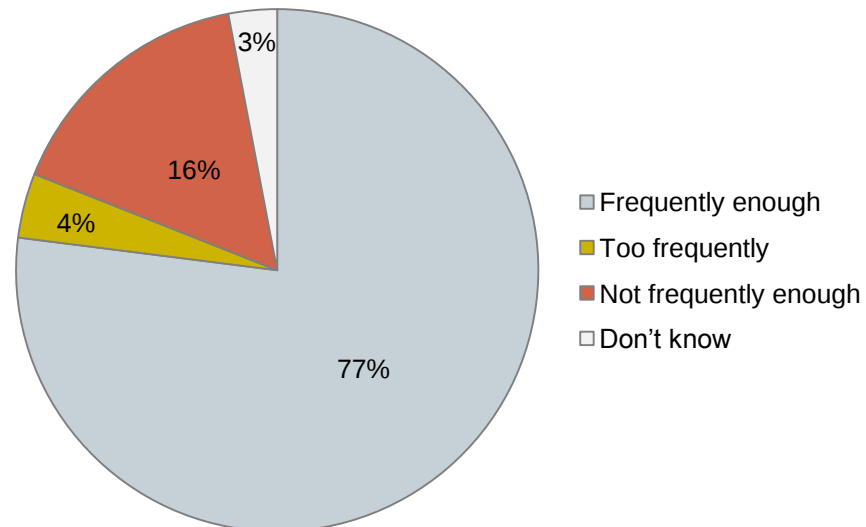
E2. Does your team hold regular team meetings?
Sample sizes vary by category.

SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

Operations Group

Total
(n= 907)



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.

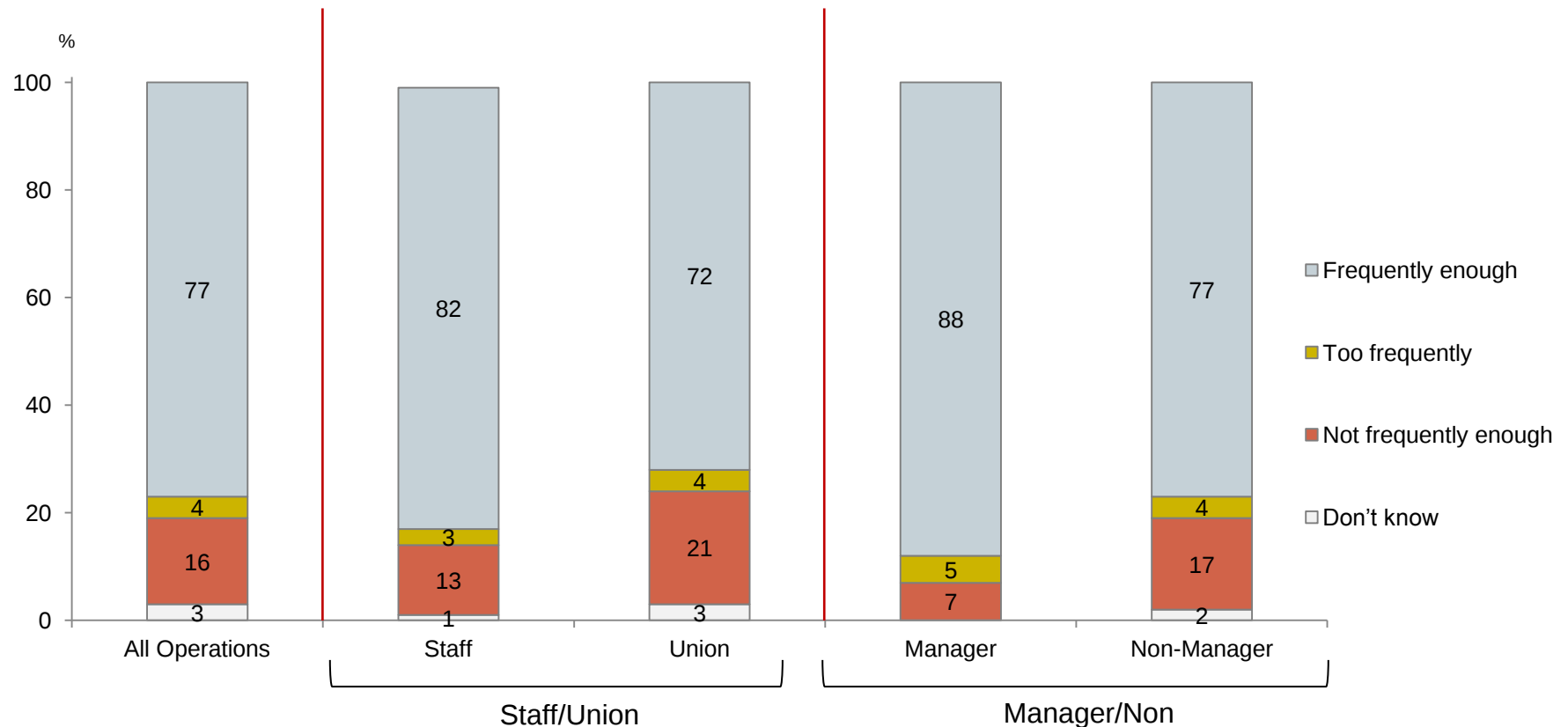
E3. Do you feel team meetings occur...? 1 Too frequently; 2 Frequently enough; 3 Not frequently enough; 4 Don't know.
Sample sizes vary by category.

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SUFFICIENT AMOUNT OF TEAM MEETINGS - BY EMPLOYEE POSITION

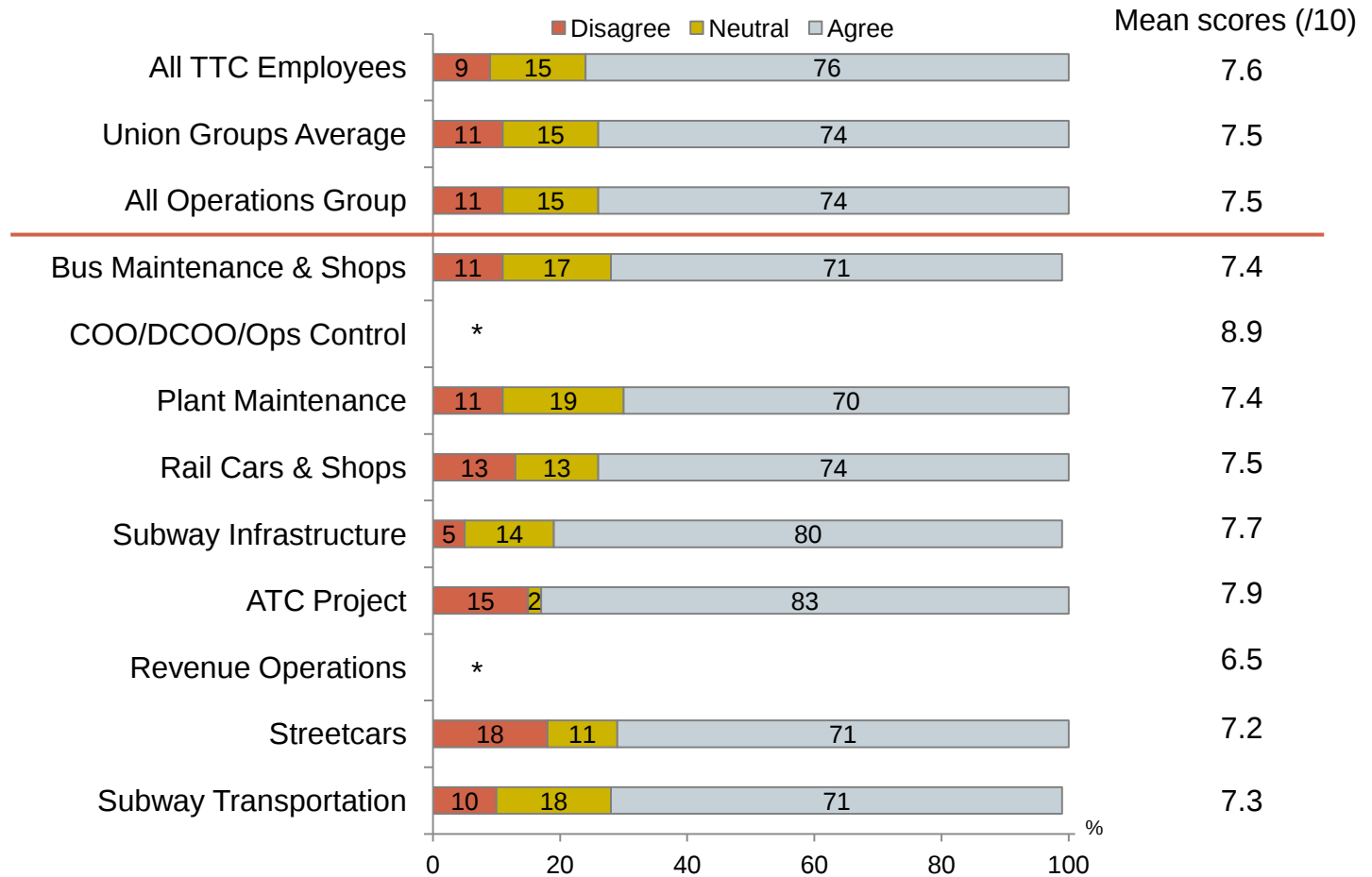
Among employees who have regular team meetings



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

USEFULNESS OF TEAM MEETINGS

Among employees who have regular team meetings



* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

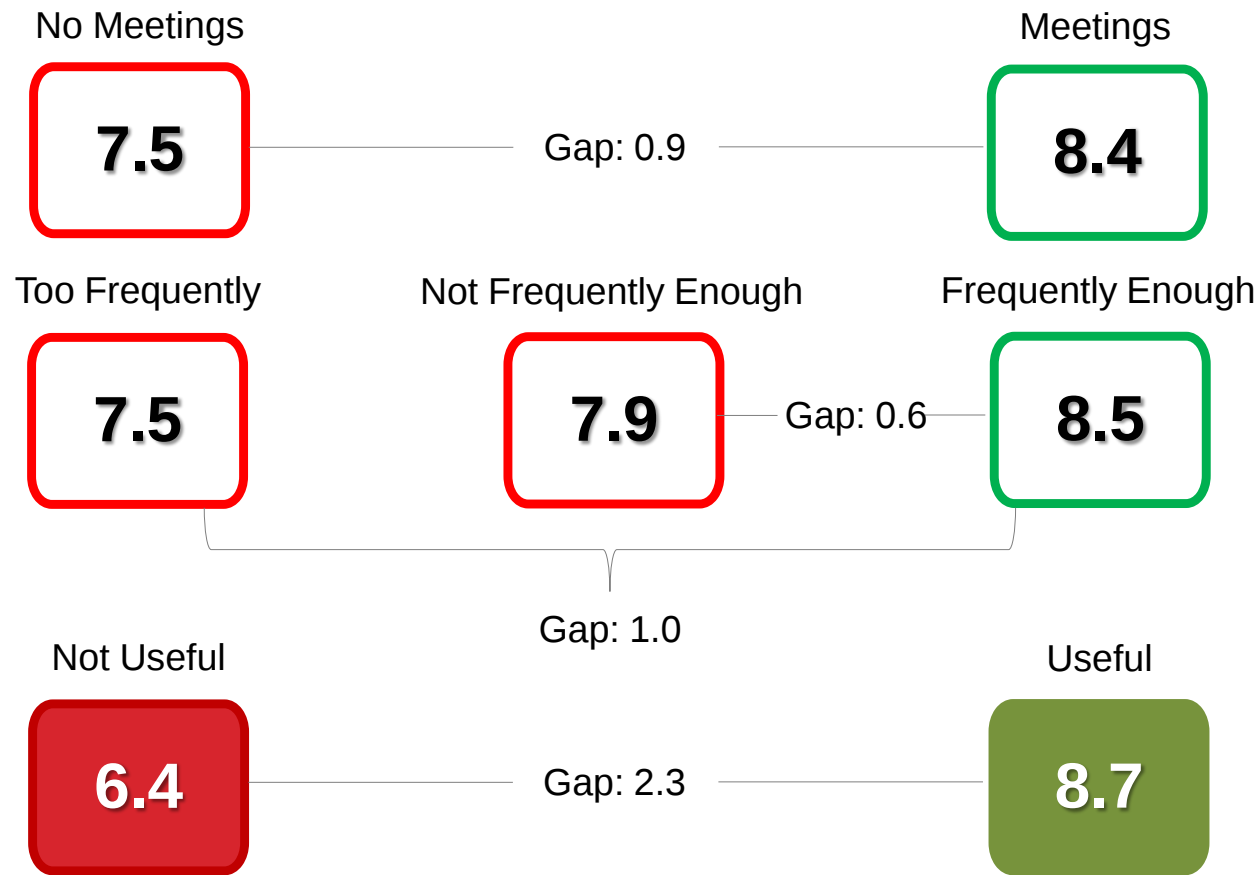
USEFULNESS OF TEAM MEETINGS - BY EMPLOYEE POSITION

Among employees who have regular team meetings



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



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 Operations employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their immediate manager or supervisor is highest for COO/DCOO/Ops Control, followed by ATC Project, and lowest for Subway Transportation, followed by Revenue Operations.
- There is a large difference in satisfaction between staff and union employees in this area, with many more staff indicating they are satisfied with their immediate manager or supervisor. Similar results were seen for managers and non-managers, with managers also more 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”, and “My manager/supervisor actively discourages prejudice”. Ratings were lowest for, “I receive regular feedback about my performance from my manager/supervisor” and “I receive constructive feedback about my performance from my manager/supervisor.” These results were consistent for most departments.
- To improve employee satisfaction with Your Manager/Supervisor, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - I am satisfied with the way I am managed
 - My manager/supervisor leads by example
 - My manager/supervisor manages people well
 - My manager/supervisor is open to constructive feedback from staff and others

SECTION SUMMARY

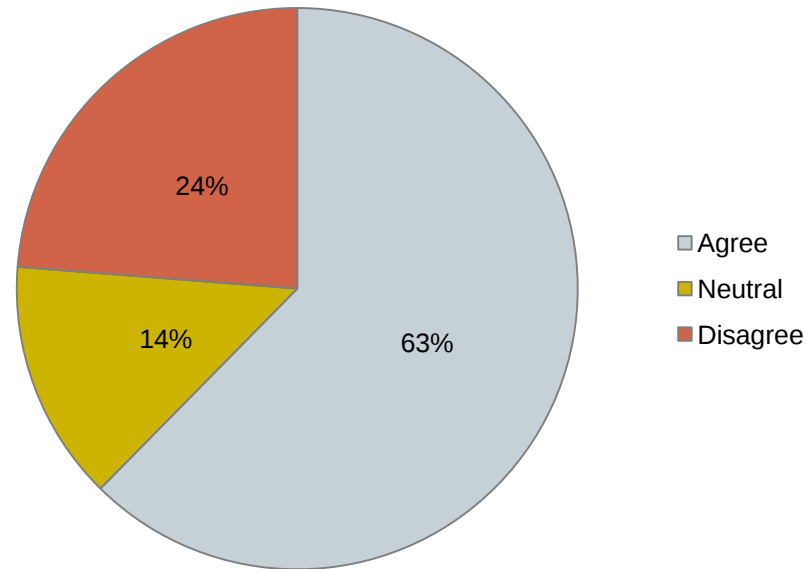
- These are generally consistent across most departments, though leading by example is an Area to Protect for ATC Project and Subway Transportation. For Subway Transportation, satisfaction with the way one is managed is also an Area to Protect. This latter attribute is less influential for Rail Cars & Shops and Revenue Operations. Openness to feedback is less influential for ATC Project.
- A manager's involvement in improving work quality is an Additional Area to Improve for a few departments, and some other attributes are more influential for one or two departments.
- In addition to these improvements, the following areas are key Areas to Protect:
 - My manager/supervisor takes responsibility when problems arise
 - I have confidence in my manager's/supervisor's skills and abilities
 - I get help and support from my manager/supervisor when I need it
- These are generally consistent across most departments, with a few exceptions. Taking responsibility for problems is less influential for Rail Cars & Shops, confidence in the manager's skills is an Area to Improve for Revenue Operations, while receiving help and support is less influential for Plant Maintenance.
- Meanwhile, some attributes, though not key drivers overall, were Areas to Protect for several groups, particularly being treated fairly and being kept well informed on relevant issues.

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - OPERATIONS GROUP

Operations Group

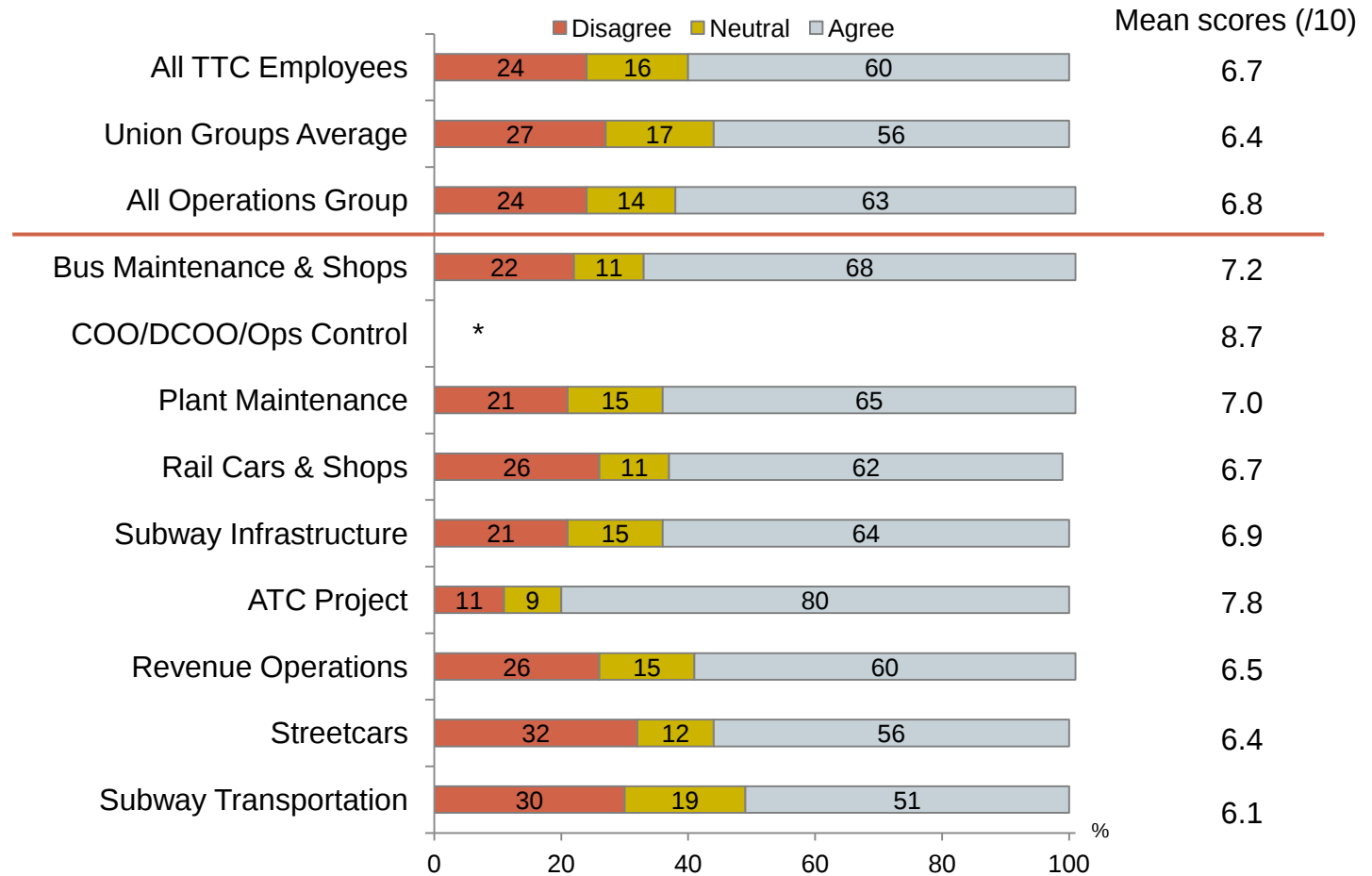
Total
(n= 1868)

Mean=6.8



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



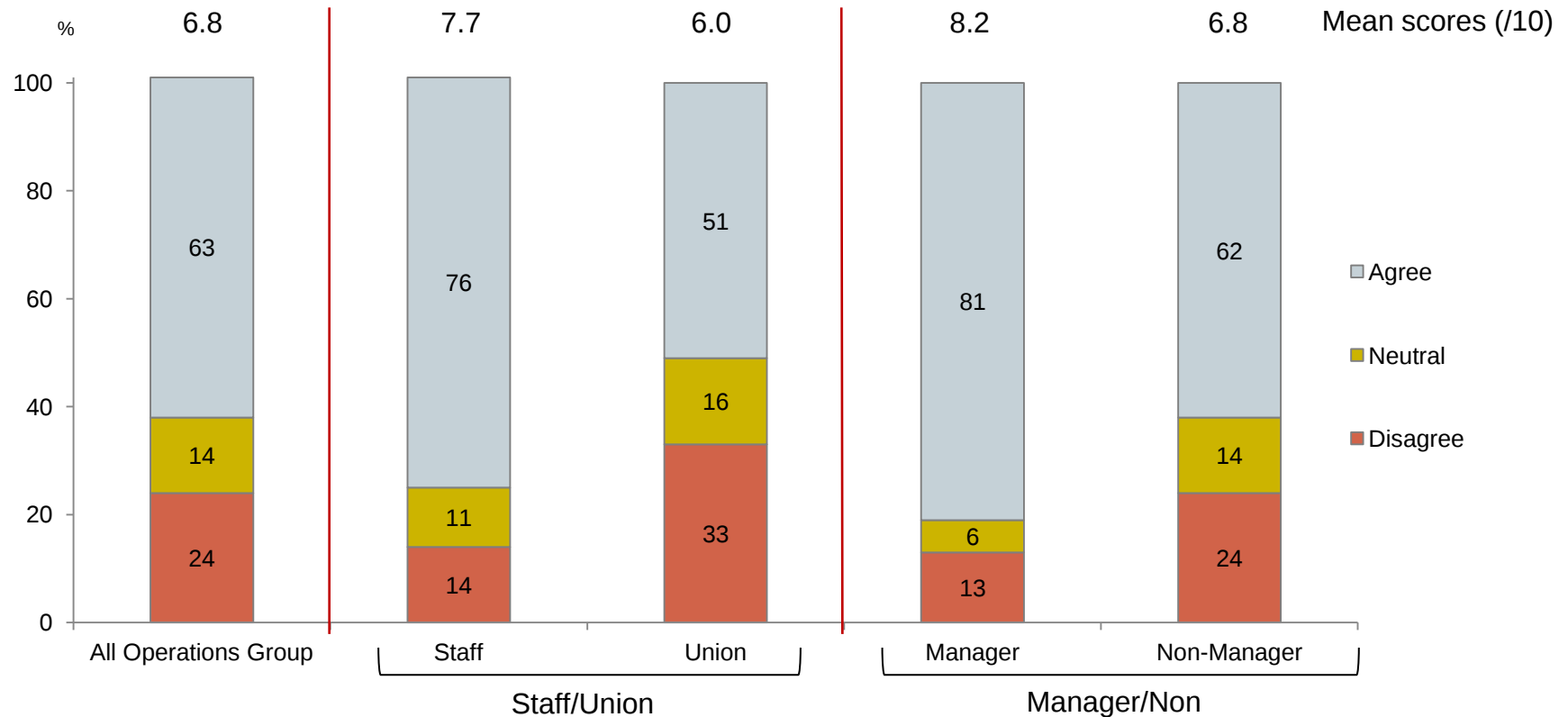
* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BY EMPLOYEE POSITION



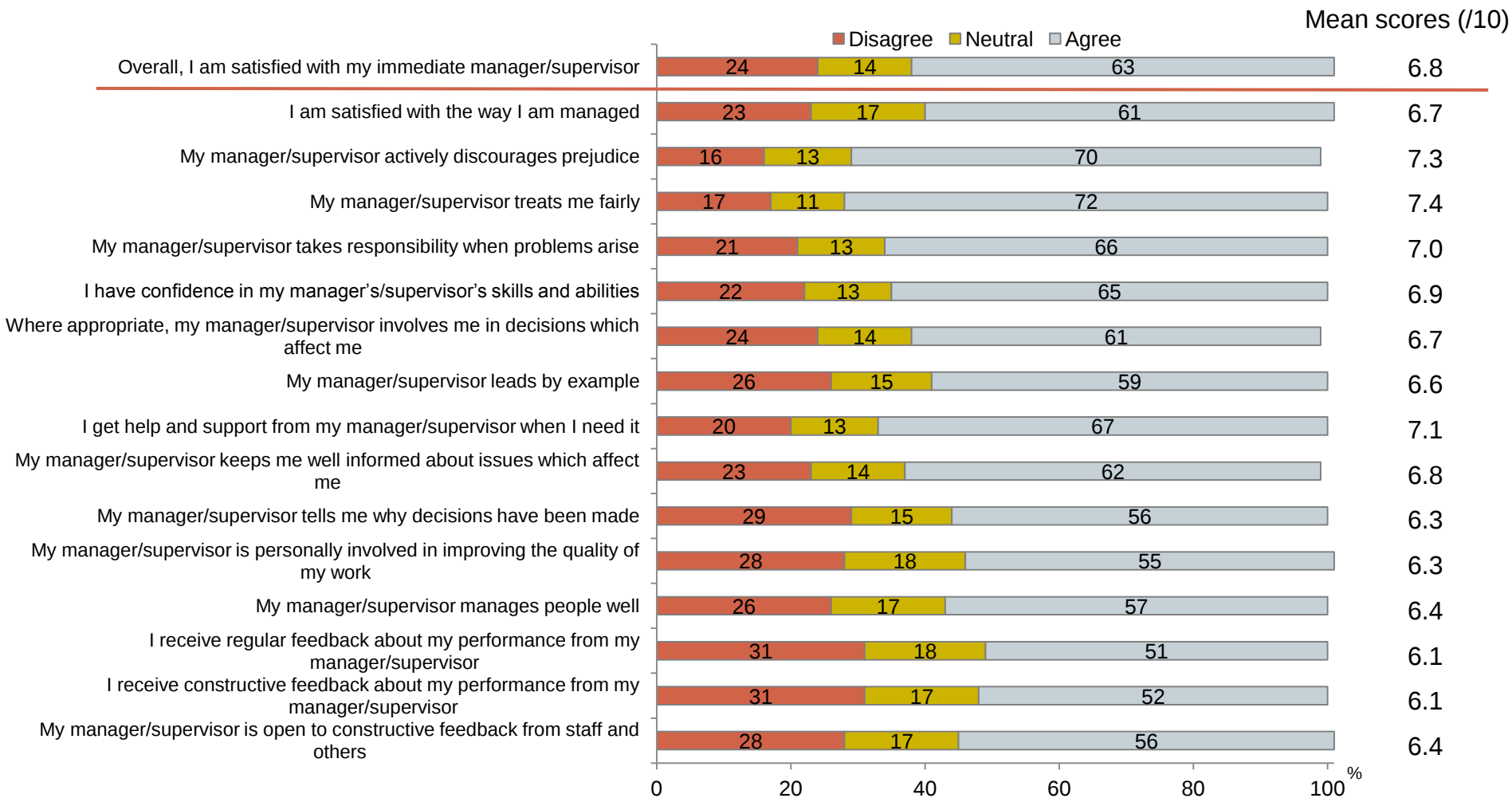
D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

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

Sample sizes vary by category.

YOUR MANAGER/SUPERVISOR

- OPERATIONS 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.

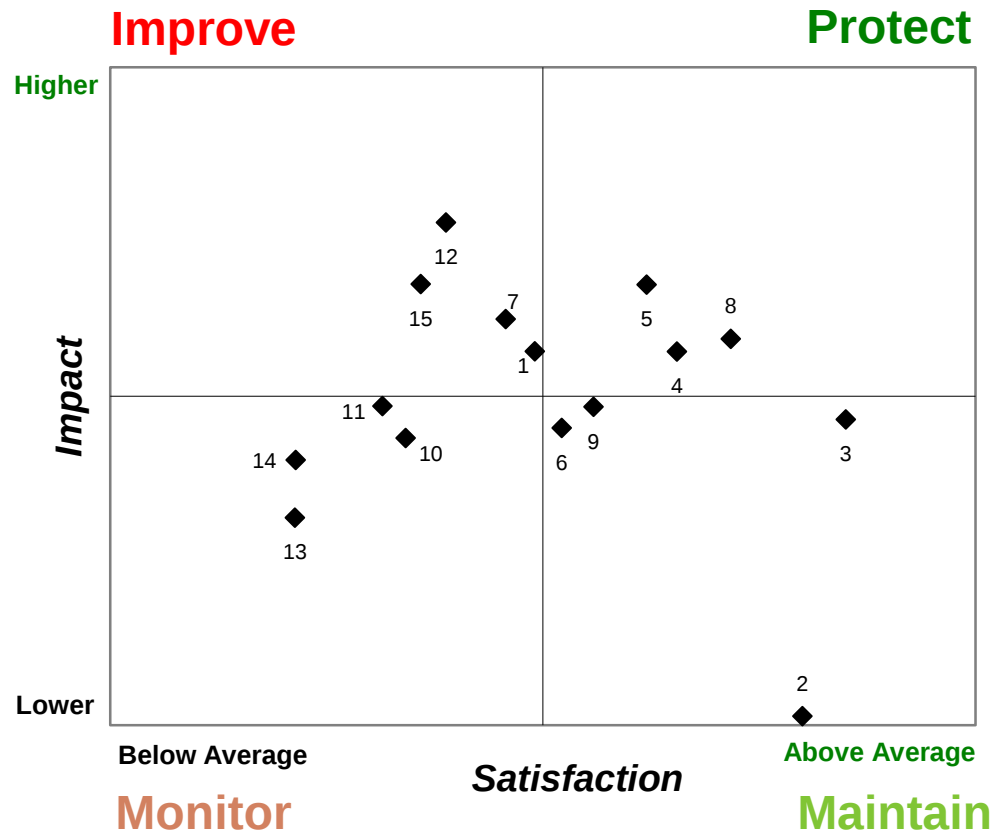
Sample sizes vary by attribute.

YOUR MANAGER/SUPERVISOR - BY DEPARTMENT

Mean	All TTC Employees	Union Groups Average	All Operations Group	Bus Maintenance & Shops	COO/DC OO/Ops Control	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
Overall, I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	7.2	8.7	7.0	6.7	6.9	7.8	6.5	6.4	6.1
I am satisfied with the way I am managed	6.6	6.4	6.7	6.9	8.1	6.8	6.6	6.7	7.4	6.4	6.4	6.1
My manager/supervisor actively discourages prejudice	7.4	7.2	7.3	7.5	8.7	7.5	7.3	7.3	7.9	7.0	7.1	6.9
My manager/supervisor treats me fairly	7.3	7.2	7.4	7.7	9.2	7.4	7.4	7.5	8.1	7.1	7.3	6.8
My manager/supervisor takes responsibility when problems arise	6.9	6.7	7.0	7.2	9.3	7.2	7.2	7.1	8.0	6.5	6.7	6.2
I have confidence in my manager's/supervisor's skills and abilities	6.9	6.6	6.9	7.1	8.6	7.1	6.8	7.1	8.0	6.1	6.7	6.4
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	6.2	6.7	7.1	8.8	7.0	6.7	6.8	7.8	6.4	6.6	5.7
My manager/supervisor leads by example	6.5	6.2	6.6	6.8	8.8	6.7	6.6	6.7	7.7	6.1	6.2	5.9
I get help and support from my manager/supervisor when I need it	7.1	6.8	7.1	7.3	9.1	7.4	7.1	7.3	8.1	6.6	6.9	6.5
My manager/supervisor keeps me well informed about issues which affect me	6.6	6.3	6.8	7.1	9.1	7.0	6.7	6.9	7.7	6.2	6.5	6.2
My manager/supervisor tells me why decisions have been made	6.2	5.8	6.3	6.6	8.5	6.6	6.2	6.5	7.7	5.6	6.1	5.4
My manager/supervisor is personally involved in improving the quality of my work	6.1	5.8	6.3	6.5	7.8	6.7	6.2	6.5	7.4	5.9	5.8	5.4
My manager/supervisor manages people well	6.3	6.1	6.4	6.7	8.3	6.6	6.4	6.5	7.5	6.0	6.0	5.9
I receive regular feedback about my performance from my manager/supervisor	5.7	5.3	6.1	6.6	8.0	6.5	5.9	6.3	6.6	5.5	5.8	4.6
I receive constructive feedback about my performance from my manager/supervisor	5.8	5.3	6.1	6.6	7.9	6.4	5.9	6.3	6.6	5.5	5.7	4.7
My manager/supervisor is open to constructive feedback from staff and others	6.1	5.8	6.4	6.7	8.5	6.6	6.4	6.6	7.1	5.9	6.0	5.3

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- OPERATIONS 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 6.1 to 7.4.
Impact values range between 53% to 83%.

OPPORTUNITY ANALYSIS: YOUR MANAGER/ SUPERVISOR - SUMMARY BY DEPARTMENT

Key Drivers by Department	All Operations Group	Bus Maintenance & Shops	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
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.

COO's Office/Deputy COO's Office/Operations Control is not shown as these combined departments are too small to conduct opportunity analysis.

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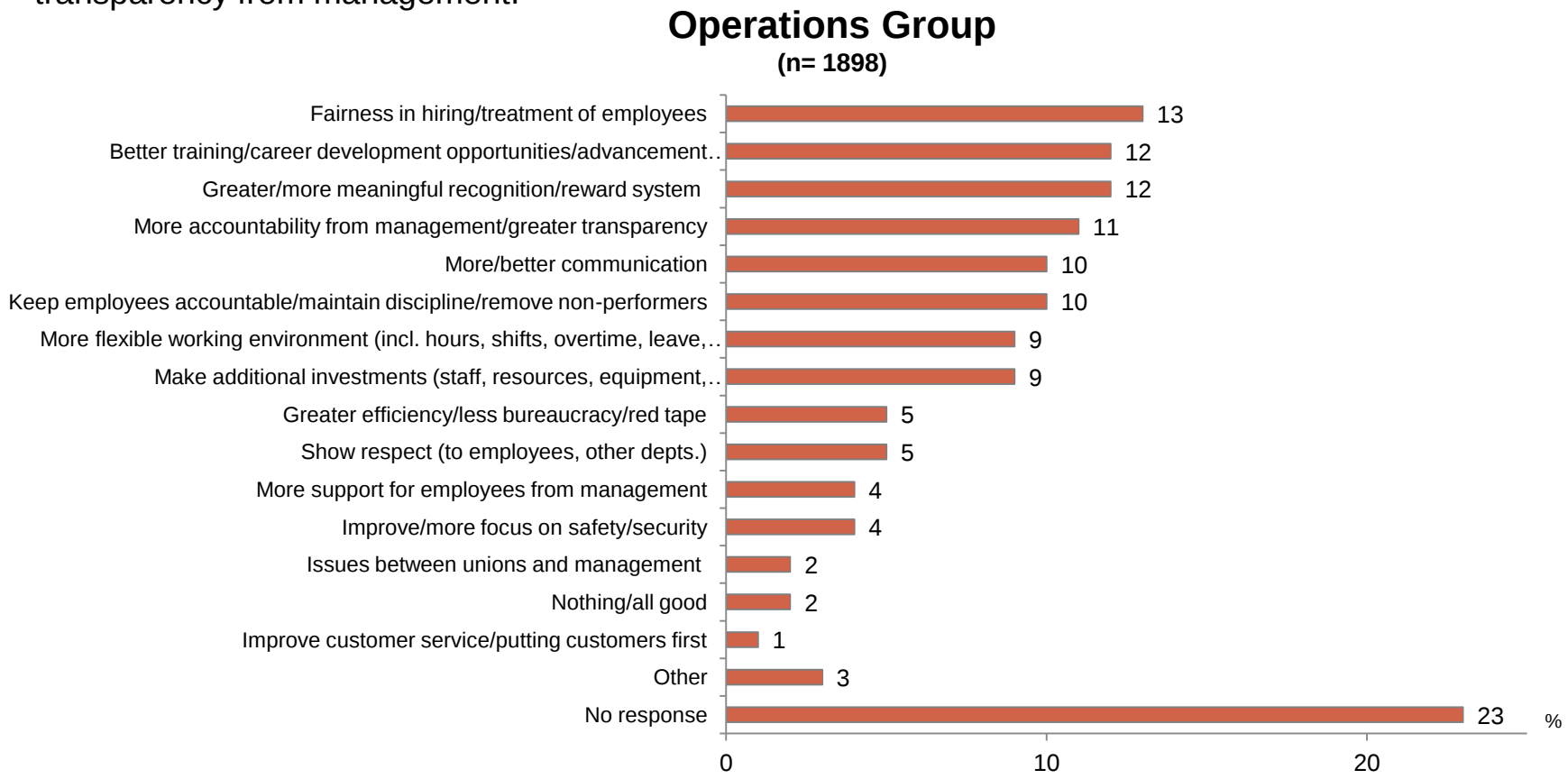
FINAL WORD

Produced by Malatest on
behalf of TTC



FINAL WORD

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



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

Produced by Malatest on
behalf of TTC



SUMMARY OF AREAS TO IMPROVE

- BY DEPARTMENT

- Key opportunities for increasing engagement in each group are listed below.
- Shaded squares indicate that the overall area is a key driver for that department
- The numbers correspond to the legend below and indicate if that specific action area is an Area to Improve for the department.

	Bus Maintenance & Shops	Plant Maintenance	Rail Cars & Shops	Subway Infrastructure	ATC Project	Revenue Operations	Streetcars	Subway Transportation
Your Working Environment	1,2	1	1,2	1	1	1,2	1,2	1,2
Your Company	3,4,5	3,5	3,4,5	3,5	3	3,4,5	3,5	3,4
Training and Development	6,7	6		6,7	6,7,8	7	6	6
Your Job	9	9,10,11	9	9,10,11	9,10,11,12	9,10,11	9	



Area to Improve for department

Area to Protect for department

1 Concern for employees' health and well-being

2 Office space/facilities

3 Relationship building

4 Confidence in leadership decisions

5 Sharing Information

6 Support for personal development

7 Agreed development plan

8 Career development opportunities

9 Explore what motivates employees

10 Ensure employees can use skills and abilities

11 Freedom to make decisions

12 Knowledge for improving customer service

Working Environment

Your Company

Training and Development

Your Job
160

RECOMMENDATIONS: ALL OPERATIONS GROUP

- Conduct discussion sessions with employees to explore:
 - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing
 - Ways to **improve relationships** between Senior Management and employees, focusing on:
 - Open and honest communication
 - Building trust
 - Welcoming all feedback, both positive and negative
 - Issues related to perceptions of **TTC leadership** making the right decisions for the company's future success
 - Ways to keep employees **well informed**
 - Methods for reducing incidents of discrimination from other employees (e.g., interest in diversity training)
 - Solutions to help mitigate employees' reluctance to report discrimination or harassment, and methods employees believe should be employed when these incidents are reported
 - The types of supports that would be most effective for employees who experience discrimination from other employees and/or abuse from customers
 - The main causes of workplace stress and effective ways of reducing it

RECOMMENDATIONS: DEPARTMENT SPECIFIC

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

ATC Project and Revenue Operations

- Issues related to **personal development** (plan)
- Issues related to **career development & opportunities to progress**

Thank you

Produced by Malatest on
behalf of TTC

