

EMPLOYEE ENGAGEMENT SURVEY

Service Delivery Group

March 10, 2015

Produced by Malatest on
behalf of TTC



TABLE OF CONTENTS

Introduction	3
Overall Engagement Score	14
Aspects of Employee Engagement	18
What Drives Engagement	22
Overall Organizational Views	28
Your Job	32
Your Working Environment	42
Your Company	78
Safety	98
Performance and Reward	108
Training and Development	118
Your Manager/Supervisor	128
Your Team	138
Final Word	158
Action Areas and Recommendations	160

INTRODUCTION

Produced by Malatest on
behalf of TTC



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 Service Delivery 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%.
- 1,685 surveys were completed (most via paper) by Service Delivery employees, for a response rate of 25%. Response rates differed by department and employee type, as shown on the following slide.

RESPONSE RATES (RR)

- The highest response rate was observed for Transit Enforcement Unit/CSO's Office/Service Delivery Control (62%) while all other departments had similar response rates (25%).
- The response rate was higher for staff employees (82%) and managers (88%) than for unionized employees (22%) and non-managers (25%).
- Response rate was higher for Wheel-Trans employees (33%) than for Bus employees (24%).
- Transit Enforcement, Chief Service Officer's Office (CSO), and Service Delivery Control departments have been combined as the latter two departments consist of fewer than 10 employees and could not otherwise have been reported. They have been combined with Transit Enforcement as this was the smallest remaining department within Service Delivery.

All Service Delivery: 25%

Department	Count	RR
Bus Transportation	1255	25%
Stations	192	25%
Streetcar Transportation	178	25%
Transit Enforcement/CSO's Office/Service Delivery Control	60	62%
Total*	1685	25%

Employee Category	Count	RR
Staff	295	82%
Union	1382	22%
Bus	1110	24%
Wheel Trans	145	33%
Manager (Leadership Group)	22	88%
Non-manager	1663	25%

* Departments and employee categories were assigned to each respondent based on their unique survey access code. The total sample for Service Delivery (1,685) 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 **).
- **Exact sample size may vary by employee department/category or by individual question**
 - In general, if the results for more than one question or more than one employee category are presented on the same slide, the sample size varies slightly by question.
 - It can be assumed that, unless otherwise stated, sample sizes include all employees who provided a valid response to the question. Refer to response rates (slide 6) for total sample by department and employee category.
- **Reporting of results for Bus Transportation**
 - In all sections of this report, the department of Bus Transportation refers to both the Bus and Wheel Trans divisions. Opportunity Analysis was only performed for the full department.
 - To provide additional detail, scores for the Bus division alone and Wheel Trans division alone have also been included alongside scores from the full department.

HIGHLIGHTS

Overall Employee Engagement score: 7.4.

Highest: Trans. Enf./CSO 7.7
Lowest: Stations 7.2

Highest: Staff 7.6
Lowest: Union 7.3

Highest: Mgr 8.0
Lowest: Non-Mgr 7.4

- 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 and an Area to Improve for all departments.
 - Specific areas that require improvement in order to increase employees' satisfaction with their Working Environment include:
 - How to demonstrate **concern for employees' health & well-being**; more specifically:
 - Caring about employees' mental health & emotional wellbeing (i.e., "The TTC cares about my mental health and emotional well-being"). This is an Area to Improve for all departments.
 - Encouraging a healthy work-life balance (i.e., "The TTC encourages employees to maintain a healthy work-life balance"). This is an Area to Improve for all departments.
 - **Workspaces & facilities** is an Area to Improve for employees in all departments except Stations. 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 all departments.
- To increase satisfaction with Your Company, results indicate that the TTC should emphasize **relationship building** between senior management and employees. This means:
 - Building trust by being open and honest (i.e., “Senior Managers communicate openly and honestly with employees” and “There is a good level of trust between Senior Management and employees”).
 - Welcoming feedback (i.e., “TTC leadership welcomes all feedback, both positive and negative”).
 - Valuing employees’ time (this is an Area to Protect for Transit Enforcement/CSO).
- **Confidence in TTC leadership’s decision making ability** is an Area to Improve for all departments except Transit Enforcement/CSO – but it is the strongest driver of satisfaction with Your Company for all 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 Transit Enforcement/CSO.
- Effective **information sharing and collaboration** are areas requiring improvement for some departments. Improvements in this area should focus on:
 - Making sure best practices are shared effectively throughout the TTC (all departments).
 - Developing more effective collaboration methods between different parts of the TTC (Bus Transportation, Streetcar Transportation).

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 Stations).
- The TTC should continue to increase satisfaction with **Your Job** by protecting current strengths in:
 - Keeping employees motivated
 - This is an Area to Improve for Stations and Transit Enforcement, and an Area to Protect for other departments.
 - Encouraging employees to use their skills & abilities
 - This is an Area to Improve for Stations, and an Area to Protect for all other departments.
 - Putting customers first
 - For all departments, this is an Area to Protect (i.e., “In my job, I feel able to put customers first”). Despite this, feeling informed on how to put customers first is an Area to Improve for Stations.

HIGHLIGHTS (CONT'D)

Additional Areas of Focus: Department Specific

- **Performance & Reward** is an additional Area to Improve for Transit Enforcement/CSO. To increase satisfaction with this area, specific actions to take include:
 - Identifying ways to provide more meaningful recognition (“At the TTC, the recognition and/or rewards are meaningful”)
 - Ensuring employees are properly recognized for their performance (“I am recognized for excellent performance”)

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.
- With frequent incidences of abuse from customers reported by employees in Service Delivery, specific strategies to address these risks, and their impact on engagement, should be explored.

HIGHLIGHTS (CONT'D)

- 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 those 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.
- Among the top 5 scores are attributes related to Performance and Reward (2), Training & Development (2) and Safety (1).
- Among the 5 lowest scoring attributes, all were associated with the module Your Company – referring to company leadership.

Top 5

- 1.** The TTC offers good job security (8.2)
- 2.** My on-boarding/induction experience was positive (8.0)
- 3.** I received the right sort of training to do my job properly (7.9)
- 4.** I am satisfied with my pay and benefits, given the work I do (7.8)
- 5.** I feel comfortable discussing safety issues at work (7.7)

Bottom 5

- 1.** There is a good level of trust between Senior Management and employees (4.2)
- 2.** I receive regular feedback about my performance from my manager/supervisor (4.4)
- 3.** There is effective sharing of information across the TTC (4.5)
- 4.** I receive constructive feedback about my performance from my manager/supervisor (4.5)
- 5.** If something goes wrong, people concentrate on putting it right, not blaming others (4.6)

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 Service Delivery, this score is 7.4.

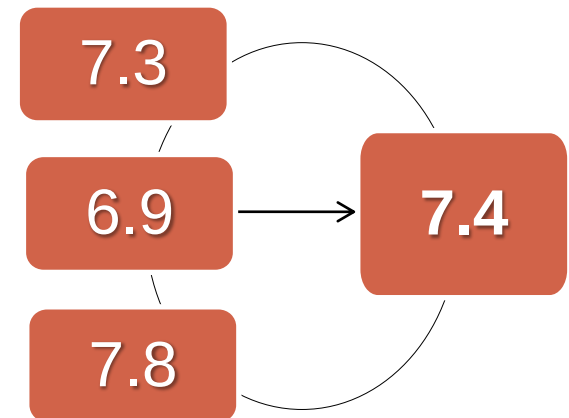
OVERALL EMPLOYEE ENGAGEMENT SCORE

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

Composite of 3 measures:

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

Mean rating



OVERALL EMPLOYEE ENGAGEMENT SCORE

- The Employee Engagement score for Service Delivery is slightly lower than the score for all TTC employees, as well as that for employees of the 2 groups consisting of more union employees, referred to in this report as “Union Groups”.
- The Employee Engagement score is highest among employees in Transit Enforcement/CSO’s Office.
- Levels of engagement are lowest among employees in Stations.
- When examined by employee category, the overall Employee Engagement score is highest among staff (vs. union) and managers (vs. non-managers).
- Engagement scores between Bus and Wheel Trans employees are similar.

All Service Delivery: 7.4

Department

Transit Enforcement/CSO	7.7
Bus Transportation	7.4
Bus	7.4
Wheel Trans	7.3
Streetcar Transportation	7.3
Stations	7.2

Employee Category

All TTC	7.8
Average of Union Groups	7.7
Staff	7.6
Union	7.3
Manager	8.0
Non-Manager	7.4

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

Produced by Malatest on
behalf of TTC

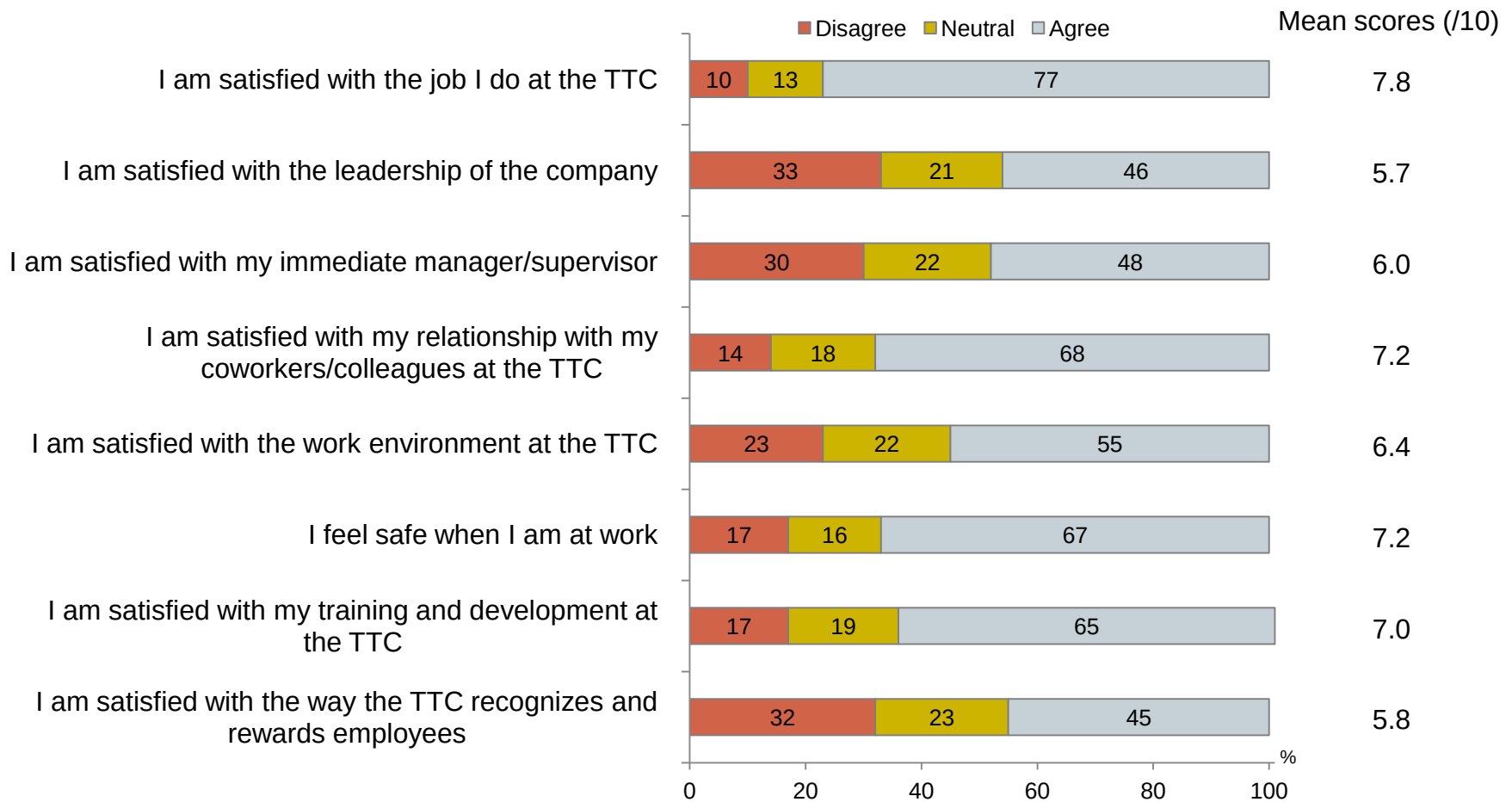


SECTION SUMMARY

- 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”. Ratings were lowest for “I am satisfied with the leadership of the company” and “I am satisfied with the way the TTC recognizes and rewards employees”. These results were consistent for most departments, with the exception of Transit Enforcement/CSO’s Office. For this department, satisfaction scores for training and development were lower than for leadership of the company, while relationships with colleagues/coworkers and satisfaction with the immediate manager received higher satisfaction scores than scores related to the job they do at the TTC.
- Mean scores across most measures were highest for Transit Enforcement/CSO’s Office and lowest for Stations.

ASPECTS OF EMPLOYEE ENGAGEMENT

- SERVICE DELIVERY GROUP



ASPECTS OF EMPLOYEE ENGAGEMENT

- BY DEPARTMENT

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	Bus Transportation	Bus	Wheel Trans	Stations	Streetcar Transpor- tation	Transit Enforcement/ CSO
I am satisfied with the job I do at the TTC	8.1	8.0	7.8	7.9	7.9	8.3	7.4	7.7	7.8
I am satisfied with the leadership of the company	6.4	6.1	5.7	5.8	5.8	5.6	4.9	5.6	7.1
I am satisfied with my immediate manager/supervisor	6.7	6.4	6.0	6.0	6.0	5.6	5.5	5.8	8.2
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.2	7.1	7.0	7.5	7.0	7.4	8.2
I am satisfied with the work environment at the TTC	7.0	6.8	6.4	6.6	6.6	6.4	5.5	6.2	7.0
I feel safe when I am at work	8.0	7.7	7.2	7.2	7.2	7.4	6.9	7.0	7.7
I am satisfied with my training and development at the TTC	7.0	6.9	7.0	7.2	7.2	6.9	6.0	7.3	6.4
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	5.8	5.8	5.8	5.7	5.2	5.7	6.7

Sample sizes vary by attribute.

WHAT DRIVES EMPLOYEE ENGAGEMENT?

Produced by Malatest on
behalf of TTC

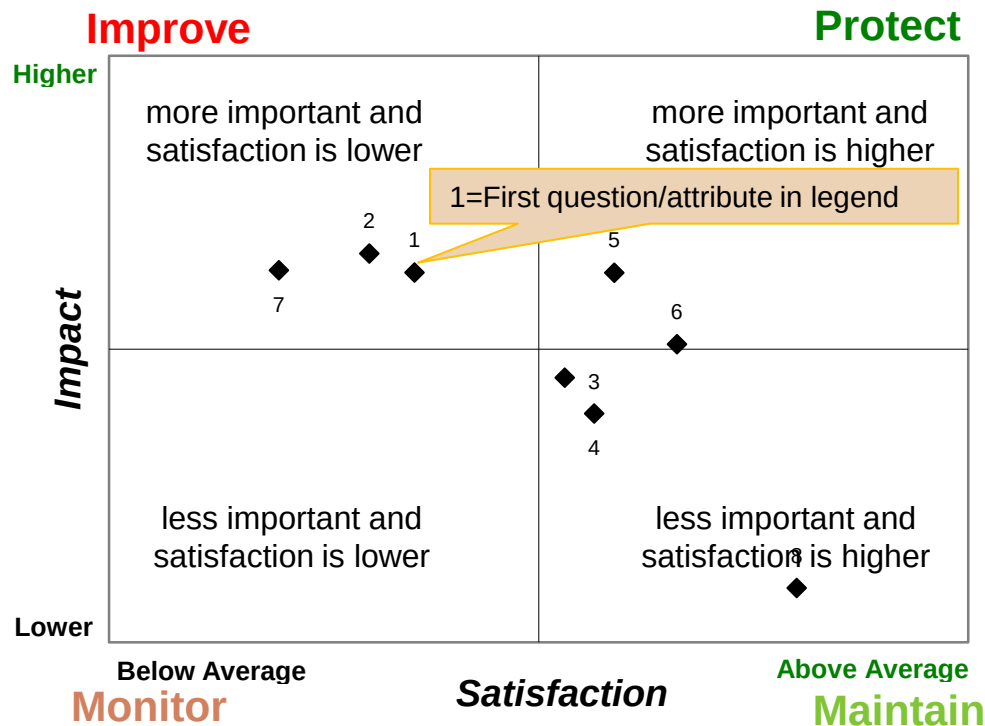


SECTION SUMMARY

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

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

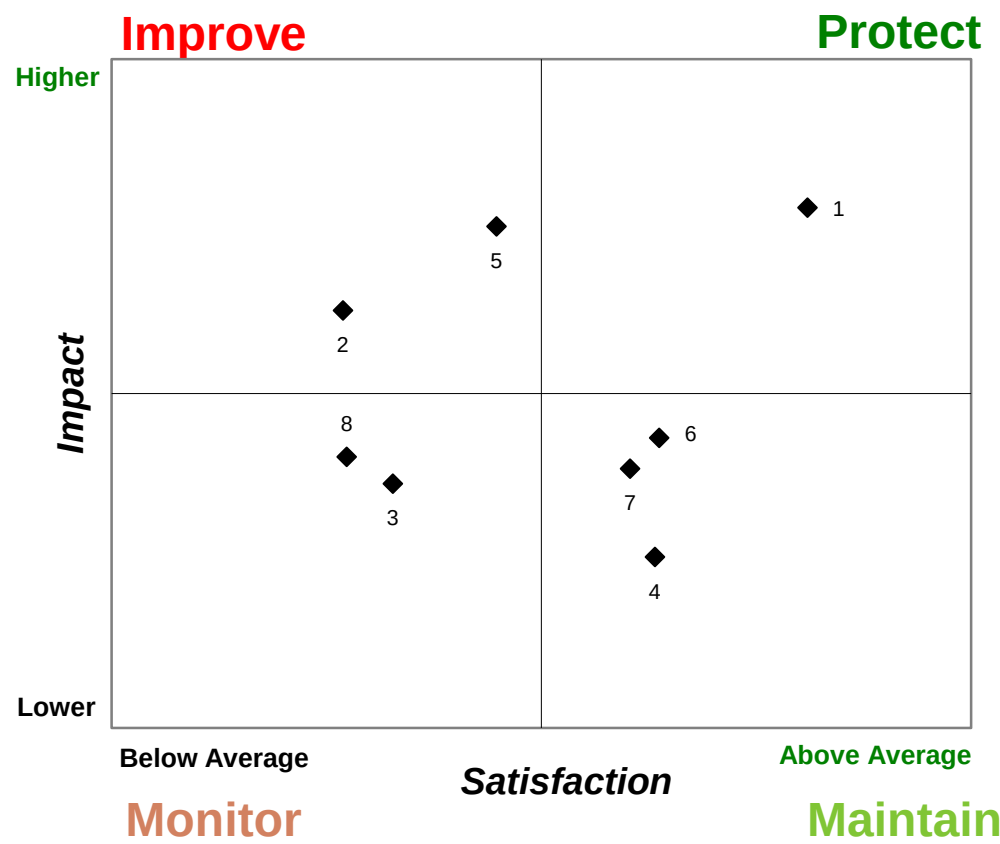
1. First question/attribute
2. Second question/attribute
3. Third question/attribute
4. Fourth question/attribute
5. Fifth question/attribute
6. Sixth question/attribute
7. Seventh question/attribute
8. Eighth question/attribute

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
 - Manager/Supervisor
 - Areas to Maintain (low relative impact; high relative performance):
 - Safety
 - Training & Development
 - Team
- Results of this analysis are similar for each department with only one exception:
 - In addition to the key drivers mentioned for the entire group, Performance and Reward is an additional Area to Improve for Transit Enforcement/CSO's Office.

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

Service Delivery 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 5.7 to 7.8.
Impact values range between 24% to 51%.

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Service Delivery Group	Bus Transportation	Stations	Streetcar Transportation	Transit Enforcement/CSO
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.

OVERALL ORGANIZATIONAL VIEWS OF SERVICE DELIVERY GROUP

Produced by Malatest on
behalf of TTC

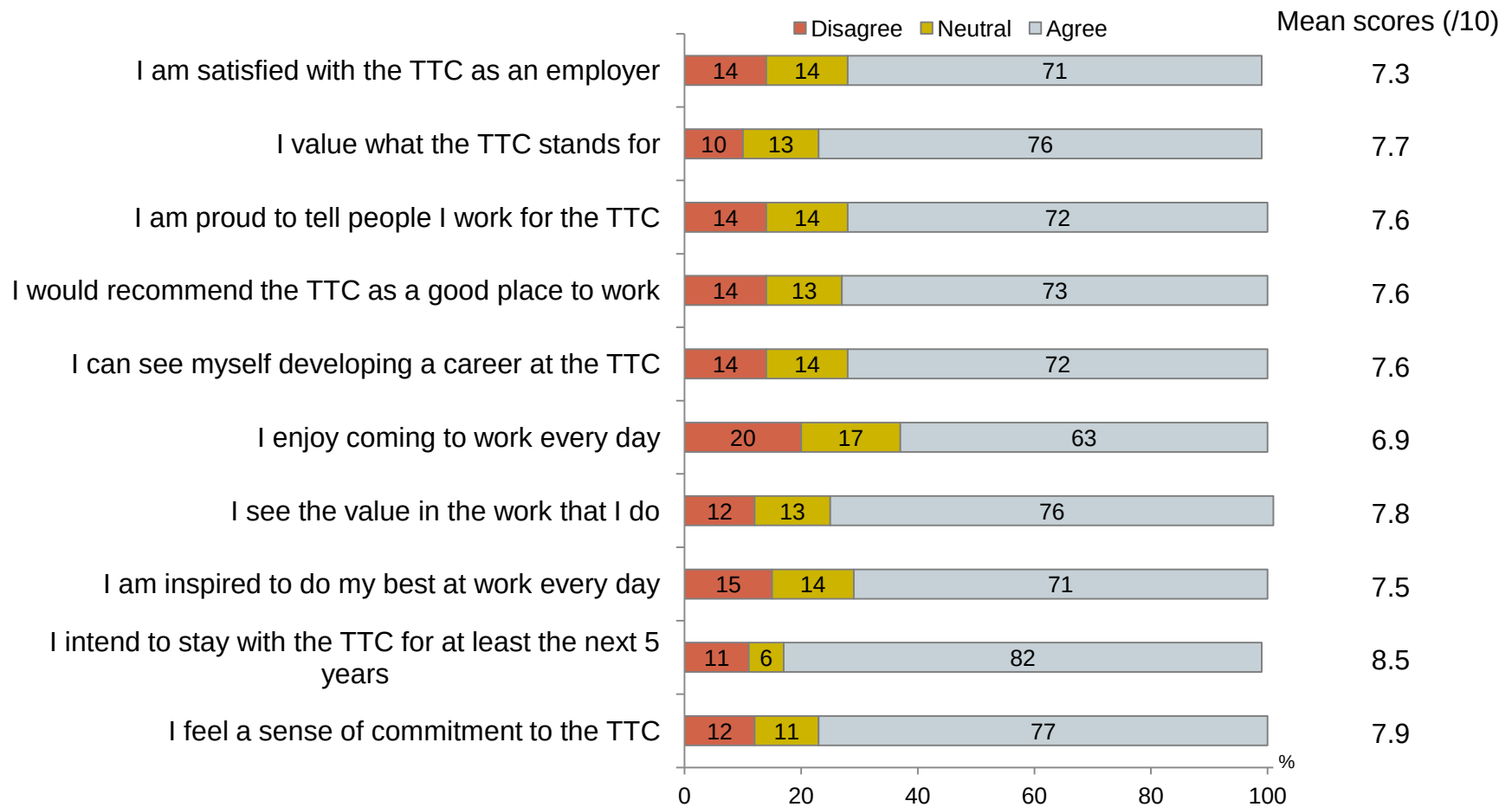


SECTION SUMMARY

- 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”. Ratings were lowest for “I enjoy coming to work every day”. These results were generally consistent across all departments.
- Mean scores across most measures were highest for Transit Enforcement/CSO and lowest for Stations (with some exceptions).

OVERALL ORGANIZATIONAL VIEWS

- SERVICE DELIVERY 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 Service Delivery Group	Bus Transportation	Bus	Wheel Trans	Stations	Streetcar Transportation	Transit Enforcement/CSO
I am satisfied with the TTC as an employer	7.8	7.7	7.3	7.4	7.4	7.1	6.9	7.2	8.1
I value what the TTC stands for	8.2	8.1	7.7	7.8	7.8	7.8	7.5	7.5	8.2
I am proud to tell people I work for the TTC	7.9	7.8	7.6	7.6	7.7	7.1	7.3	7.2	8.2
I would recommend the TTC as a good place to work	8.0	7.9	7.6	7.6	7.7	7.4	7.4	7.4	8.2
I can see myself developing a career at the TTC	7.9	7.8	7.6	7.7	7.8	7.2	7.1	7.6	7.8
I enjoy coming to work every day	7.3	7.2	6.9	7.0	7.0	6.5	6.8	6.8	7.2
I see the value in the work that I do	8.2	8.1	7.8	7.9	7.8	8.3	7.6	7.7	8.0
I am inspired to do my best at work every day	7.8	7.7	7.5	7.6	7.6	7.6	7.3	7.3	7.8
I intend to stay with the TTC for at least the next 5 years	8.5	8.6	8.5	8.6	8.6	8.2	8.0	8.7	8.1
I feel a sense of commitment to the TTC	8.2	8.1	7.9	7.9	8.0	7.4	7.5	7.9	8.2

Sample sizes vary by attribute.

3/24/2015

31

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 Service Delivery employees are, for the most part, satisfied, making this an Area to Protect.
- Employee satisfaction with the job they do is generally highest for Transit Enforcement/CSO, and Wheel Trans, and lowest for Streetcar Transportation and Stations.
- Little difference was found between staff and union employees, while managers are somewhat more satisfied than other employees. When results for Bus Transportation are divided, higher levels of satisfaction are found among Wheel-Trans employees than among Bus 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”, followed by “In my job, I feel able to put customers first”. Ratings were lowest for, “I am given the freedom to make decisions in my job”. These results were consistent for most departments, though having the right equipment or tools was rated lower by Stations employees.
- To maintain high levels of employee satisfaction with their job, Opportunity Analysis identifies key Areas to Protect for Service Delivery.
- Key Areas to Protect include:
 - I feel motivated in my job
 - My work enables me to use my skills and abilities
 - In my job, I feel able to put customers first

SECTION SUMMARY

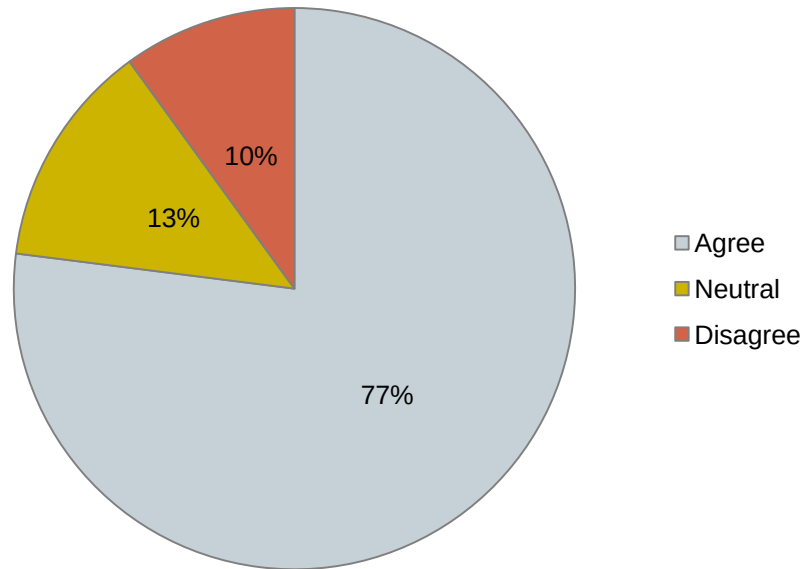
- These areas are mostly consistent across departments, though for some departments, these are Areas to Improve.
 - Feeling motivated is an Area to Improve for Stations and Transit Enforcement/CSO, while being able to use skills and abilities is also an Area to Improve for Stations.
 - Feeling informed on how to improve customer service is an additional Area to Improve for Stations alone.

OVERALL RATINGS OF YOUR JOB - SERVICE DELIVERY GROUP

Service Delivery Group

Total
(n= 1656)

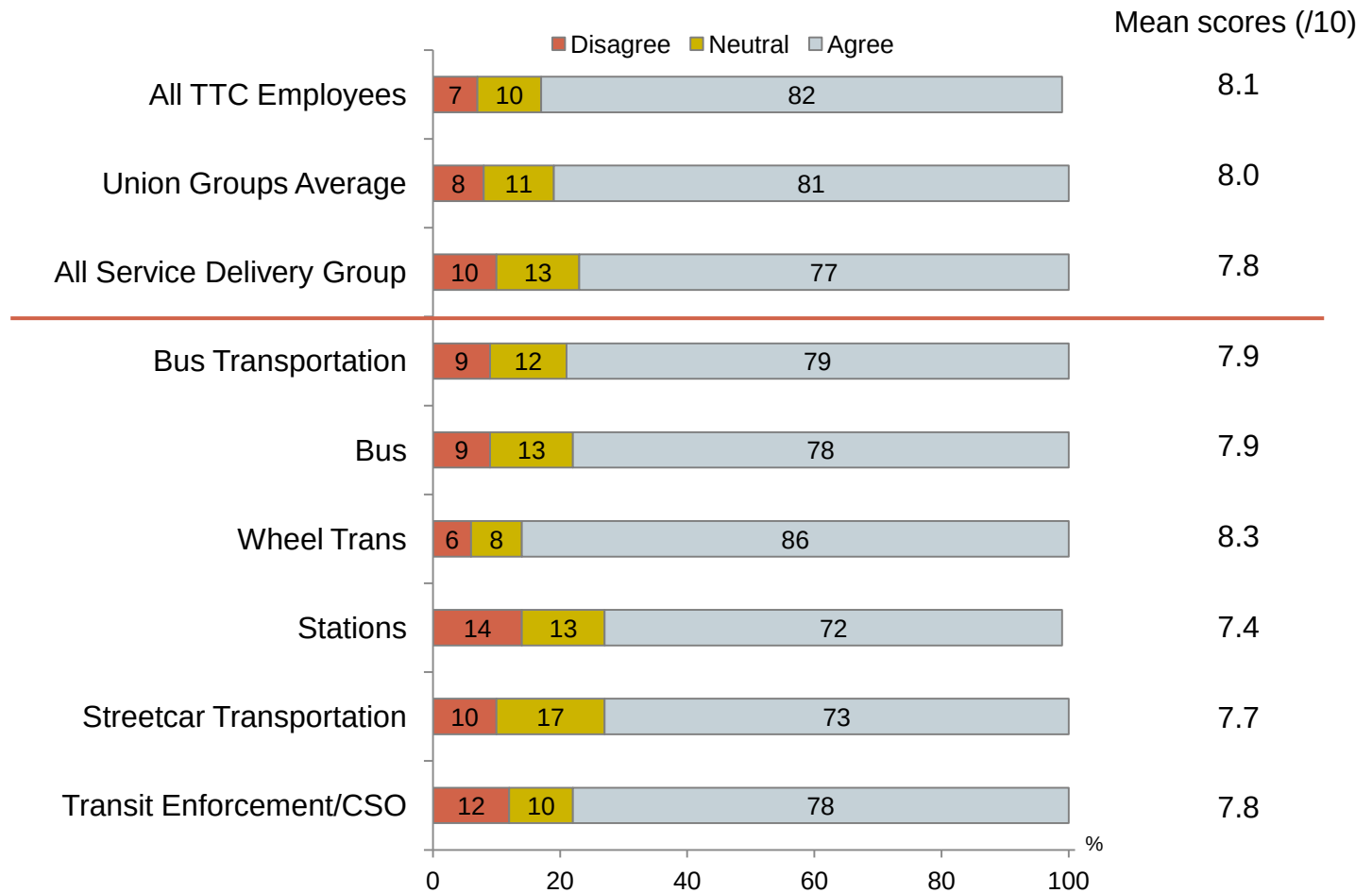
Mean=7.8



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



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

OVERALL RATINGS OF YOUR JOB

- BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

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

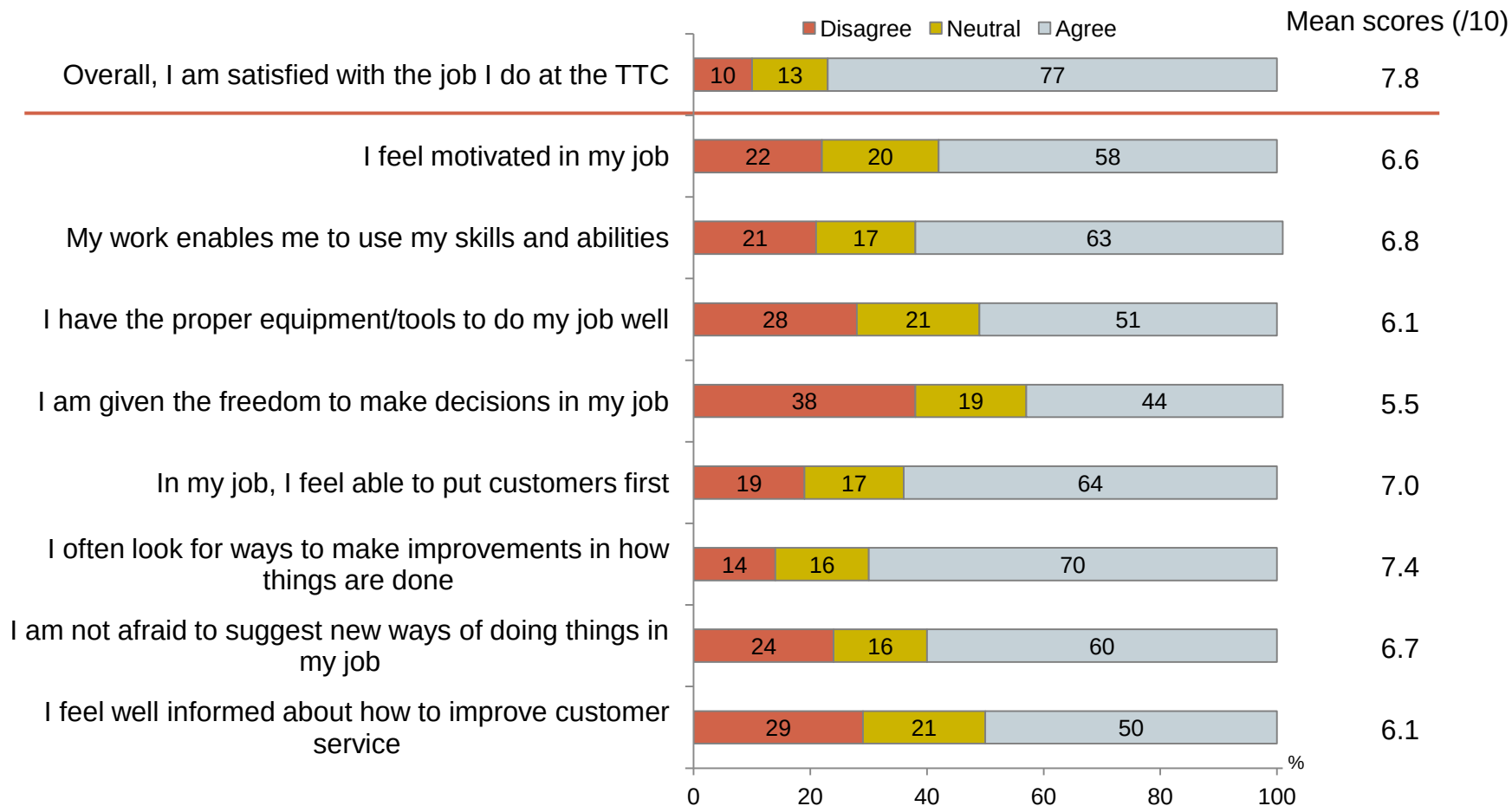
Overall, I am satisfied with the job I do at the TTC.

Sample sizes vary by category.

3/24/2015

37

YOUR JOB - SERVICE DELIVERY GROUP



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

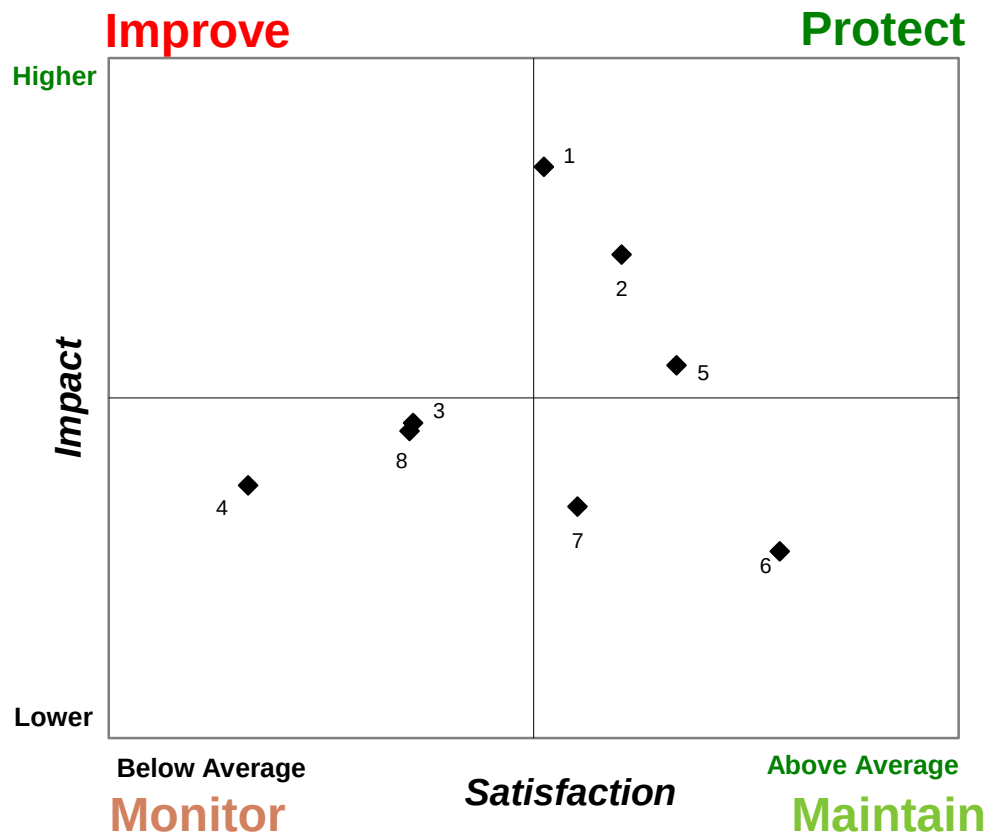
YOUR JOB - BY DEPARTMENT

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	Bus Transportation	Bus	Wheel Trans	Stations	Streetcar Transport ation	Transit Enforcement/ CSO
Overall, I am satisfied with the job I do at the TTC	8.1	8.0	7.8	7.9	7.9	8.3	7.4	7.7	7.8
I feel motivated in my job	7.0	6.9	6.6	6.6	6.6	6.8	6.2	6.3	7.1
My work enables me to use my skills and abilities	7.3	7.2	6.8	6.9	6.9	7.1	6.5	6.6	7.2
I have the proper equipment/tools to do my job well	6.8	6.6	6.1	6.3	6.3	6.8	5.6	5.2	5.7
I am given the freedom to make decisions in my job	6.5	6.3	5.5	5.5	5.4	6.0	5.9	4.8	6.9
In my job, I feel able to put customers first	7.5	7.3	7.0	7.0	6.9	7.6	7.5	6.6	7.3
I often look for ways to make improvements in how things are done	8.1	7.9	7.4	7.3	7.3	7.7	8.0	7.2	8.0
I am not afraid to suggest new ways of doing things in my job	7.6	7.4	6.7	6.5	6.5	6.8	7.6	6.6	8.0
I feel well informed about how to improve customer service	6.8	6.5	6.1	6.1	6.0	6.5	6.2	5.7	7.4

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

OPPORTUNITY ANALYSIS: YOUR JOB

- SERVICE DELIVERY 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 5.5 to 7.4.
Impact values range between 17% to 44%.

OPPORTUNITY ANALYSIS: YOUR JOB SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Service Delivery Group	Bus Transportation	Stations	Streetcar Transportation	Transit Enforcement/CSO
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.

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 Service Delivery 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 Transit Enforcement/CSO or for Bus Transportation, and lowest for Stations, followed by Streetcar Transportation and Wheel-Trans.
- Managers are somewhat more satisfied with their Working Environment than other employees. Few differences were observed between staff and union employees. Within Bus Transportation, Bus employees are slightly more satisfied than Wheel Trans employees.
- Across the specific aspects of Working Environment, ratings were highest for, “The hours I work are reasonable”. Ratings were lowest for, “The TTC cares about my mental health and emotional well-being” and “The TTC encourages employees to maintain a healthy work-life balance.” These results were consistent for most departments, with the exception of Streetcar Transportation, where dedication to inclusiveness scored higher than reasonable hours.
- 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 Stations.

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 the exception of Transit Enforcement/CSO. For this department, neither of these attributes are key drivers, while having reasonable working hours is an Area to Protect for this department.
- Stress at Work
- 25% of employees indicated that they experience “frequent” stress at work, and an additional 46% experience stress at work “sometimes”.
- Reported levels of stress are similar across all departments, with Wheel Trans employees reporting slightly more frequent stress. Somewhat lower incidence of work stress was observed for Transit Enforcement/CSO.
- Few differences in levels of reported stress were observed between Staff and Union employees.

SECTION SUMMARY

- Discrimination/Harassment
- 23% of employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months.
- Stations (31%) and Streetcar Transportation (28%) were substantially more likely to have experienced discrimination. By contrast, Transit Enforcement/CSO was least likely (10%).
- Results indicated that slightly more discrimination is experienced by staff versus union employees. There are not sufficient managers to provide reliable comparisons in this area.
- Employees most frequently reported discrimination based on personal harassment, followed by discrimination based on Race, Ethnic origin or Colour.
- Was it Reported?
- As only a minority reported experiencing any discrimination results cannot be reliably reported for some of the smaller departments or employee categories. Among those who experienced discrimination from colleagues, approximately one third indicated that they reported the incident, a smaller proportion than other TTC groups. Among departments and categories with sufficient sample to reliably report results, Bus employees were least likely to report discrimination while Stations employees were more likely to report discrimination. Only slight differences between union and staff employees were seen, with union employees less likely to report (although a greater proportion of staff employees declined to answer).
- Most frequently cited reasons for not reporting the incident were assuming that no action would be taken, a view that action was not warranted (incident was too minor), and not wanting to cause trouble or be considered a complainer.

SECTION SUMMARY

- Were Employees Satisfied with How it was Handled?
- Among those who reported the incident, only a minority were satisfied with the manner in which the incident was handled.
- Abuse by Customers
- Abuse by Customers is far more common within Service Delivery than any other TTC group, with a large majority of employees (81%) having reported that they had been verbally abused by customers in the past 12 months. The highest incidence of verbal abuse was observed for Streetcar Transportation (91%), followed by Stations (84%) and the lowest incidence was observed for Wheel Trans (58%) followed by Transit Enforcement/CSO (62%).
- Union employees were more substantially more likely to report being abused than staff.
- 14% of employees reported that they had experienced physical abuse by customers, an experience very rare for other groups within the TTC. Incidence of physical abuse was highest for employees in Transit Enforcement/CSO (34%) followed by Streetcar Transportation (22%). Incidence was lowest for Wheel Trans (3%). It is notable that Transit Enforcement reported the highest incidence of physical abuse, yet one of the lowest rates for verbal abuse.
- Union and staff employees showed little difference in the frequency of reporting physical abuse from customers

SECTION SUMMARY

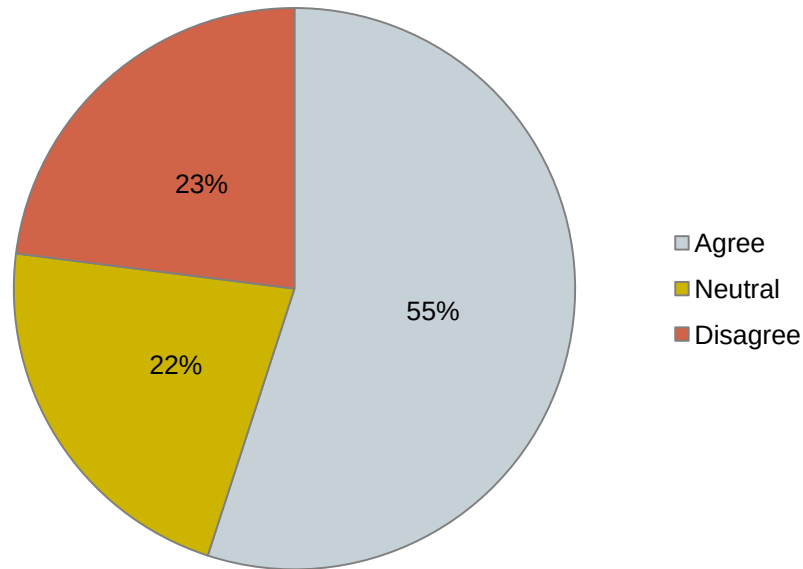
- Impact on Employee Engagement
- Employees who reported that they experience stress “frequently” or “sometimes” have lower engagement scores than employees who indicated that they are “rarely” or “never” stressed at work.
- Similarly, employees who experience discrimination or harassment from other TTC employees, 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. Engagement scores for employees who have not experienced any of these situations is very high (9.0).

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - SERVICE DELIVERY GROUP

Service Delivery Group

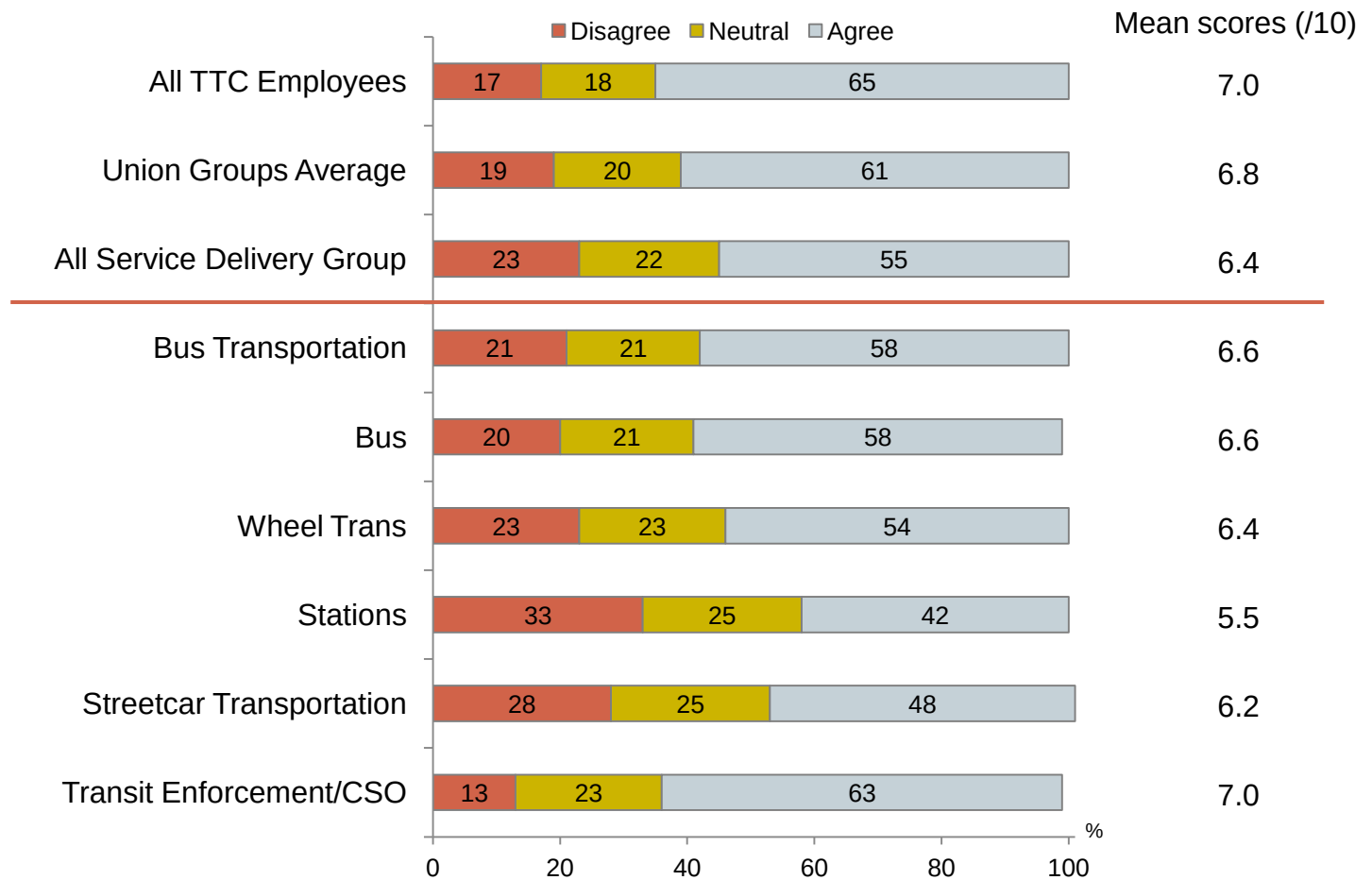
Total
(n= 1667)

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

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY DEPARTMENT



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

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

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

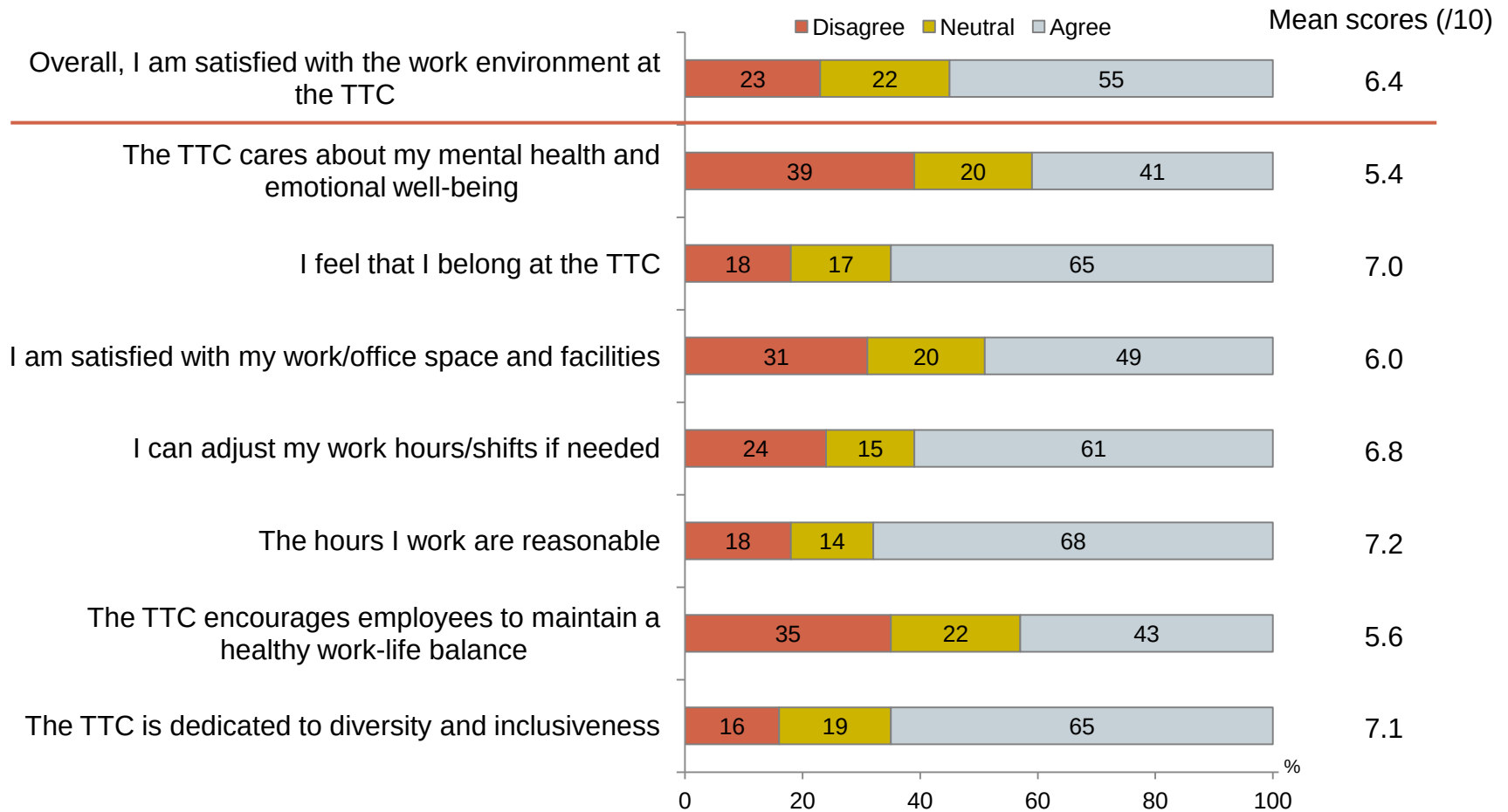
Overall, I am satisfied with the work environment at the TTC.

Sample sizes vary by category.

3/24/2015

50

YOUR WORKING ENVIRONMENT - SERVICE DELIVERY 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 Service Delivery Group	Bus Transportation	Bus	Wheel Trans	Stations	Streetcar Transport ation	Transit Enforcement /CSO
Overall, I am satisfied with the work environment at the TTC	7.0	6.8	6.4	6.6	6.6	6.4	5.5	6.2	7.0
The TTC cares about my mental health and emotional well-being	6.2	5.9	5.4	5.4	5.5	5.1	4.8	5.4	6.6
I feel that I belong at the TTC	7.4	7.3	7.0	7.1	7.1	6.8	6.6	7.0	7.6
I am satisfied with my work/office space and facilities	6.5	6.3	6.0	6.3	6.3	6.1	4.4	5.3	5.4
I can adjust my work hours/shifts if needed	6.7	6.5	6.8	7.0	7.1	6.1	5.3	6.6	6.8
The hours I work are reasonable	7.7	7.4	7.2	7.2	7.2	7.3	6.9	6.9	8.1
The TTC encourages employees to maintain a healthy work-life balance	6.3	5.9	5.6	5.7	5.8	5.5	5.0	5.4	6.0
The TTC is dedicated to diversity and inclusiveness	7.4	7.2	7.1	7.2	7.2	6.8	6.5	7.4	7.7

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

OPPORTUNITY ANALYSIS: YOUR WORKING ENVIRONMENT - SERVICE DELIVERY 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 5.4 to 7.2.
Impact values range between 26% to 56%.

OPPORTUNITY ANALYSIS: YOUR WORKING ENVIRONMENT - SUMMARY BY DEPARTMENT

Key Drivers

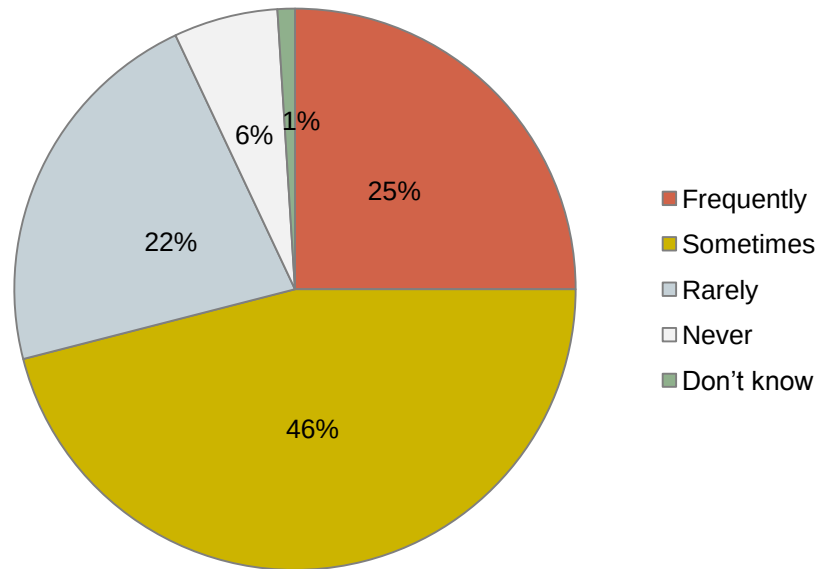
Key Drivers by Department	All Service Delivery Group	Bus Transportation	Stations	Streetcar Transportation	Transit Enforcement/CSO
The TTC cares about my mental health and emotional well-being	↑	↑	↑	↑	↑
I feel that I belong at the TTC	🔒	🔒	🔒	🔒	
I am satisfied with my work/office space and facilities	↑	↑		↑	↑
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.

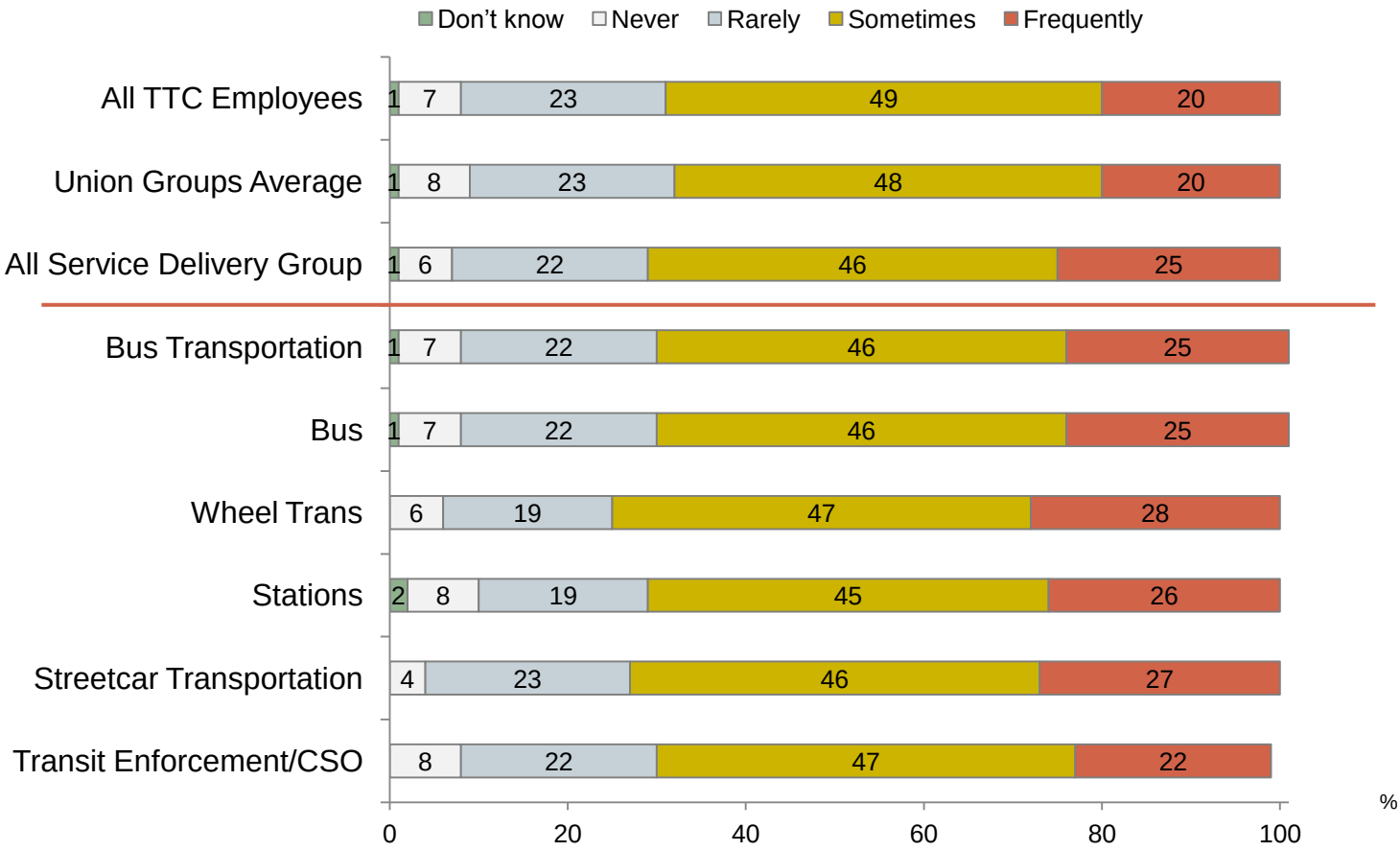
Service Delivery Group

Total
(n= 1636)



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

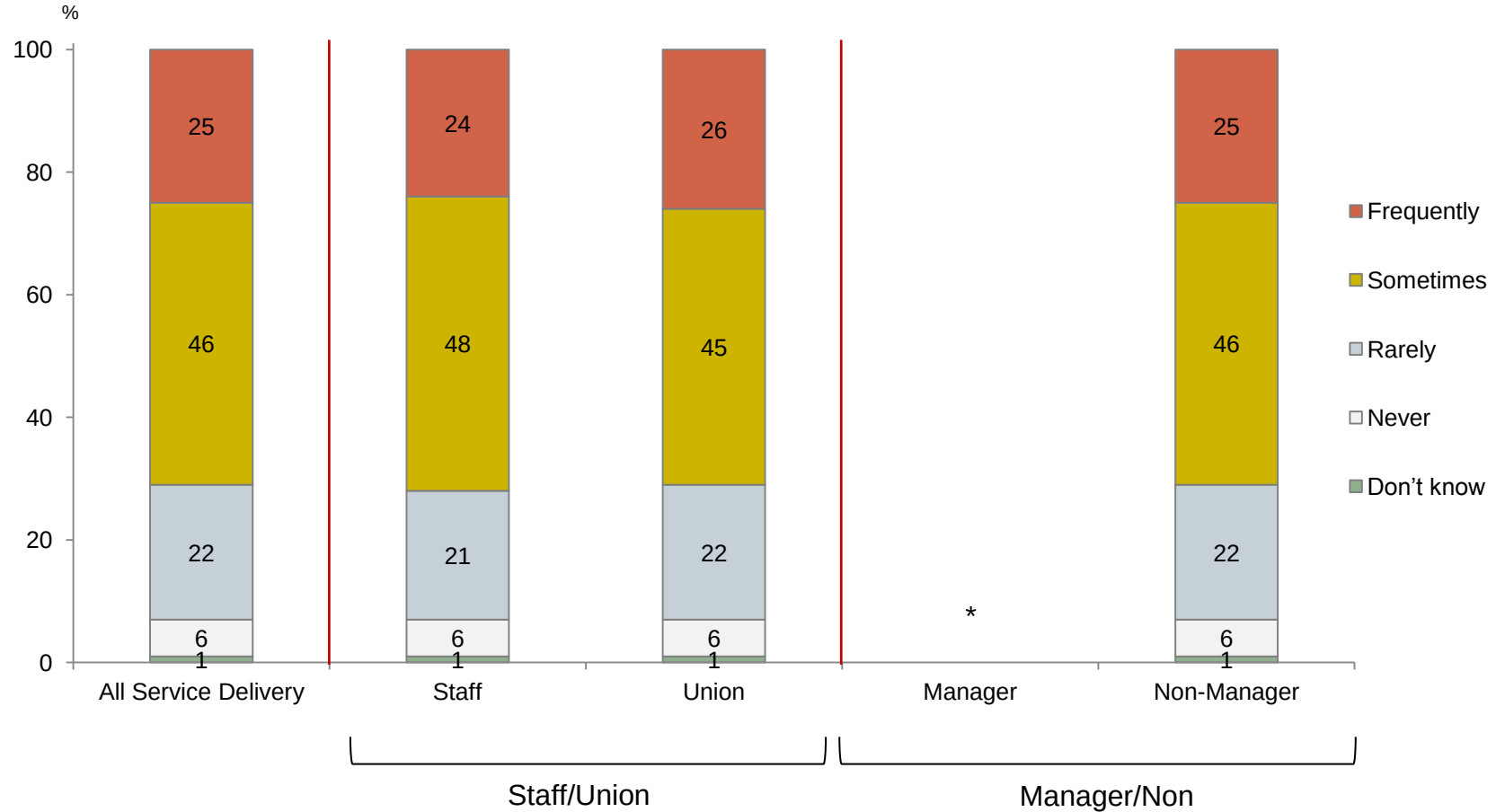
STRESS AT WORK - BY DEPARTMENT



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

STRESS AT WORK

- BY EMPLOYEE POSITION



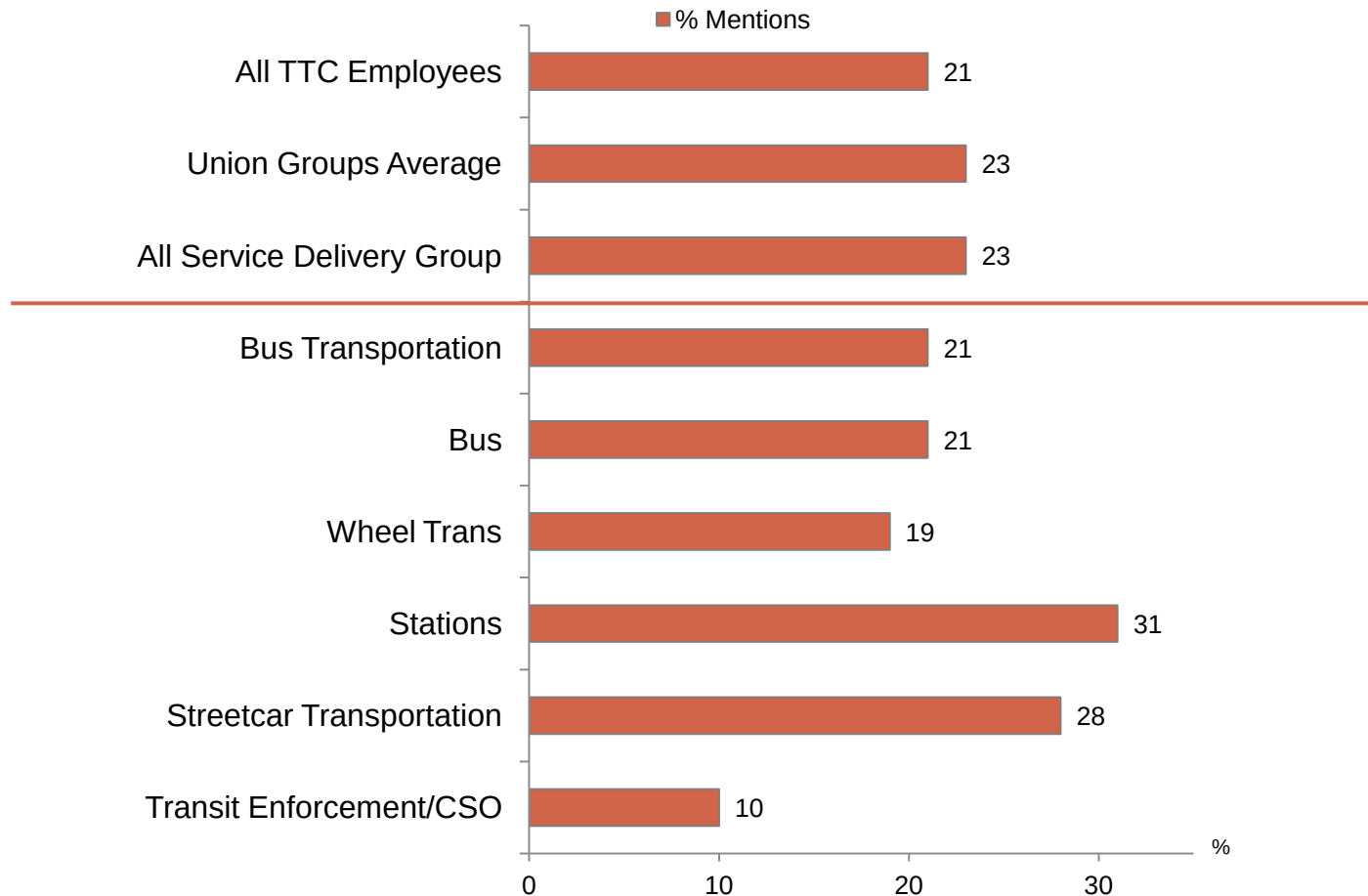
* Percentages suppressed due to sample size <30.

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

Sample sizes vary by category.

EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT

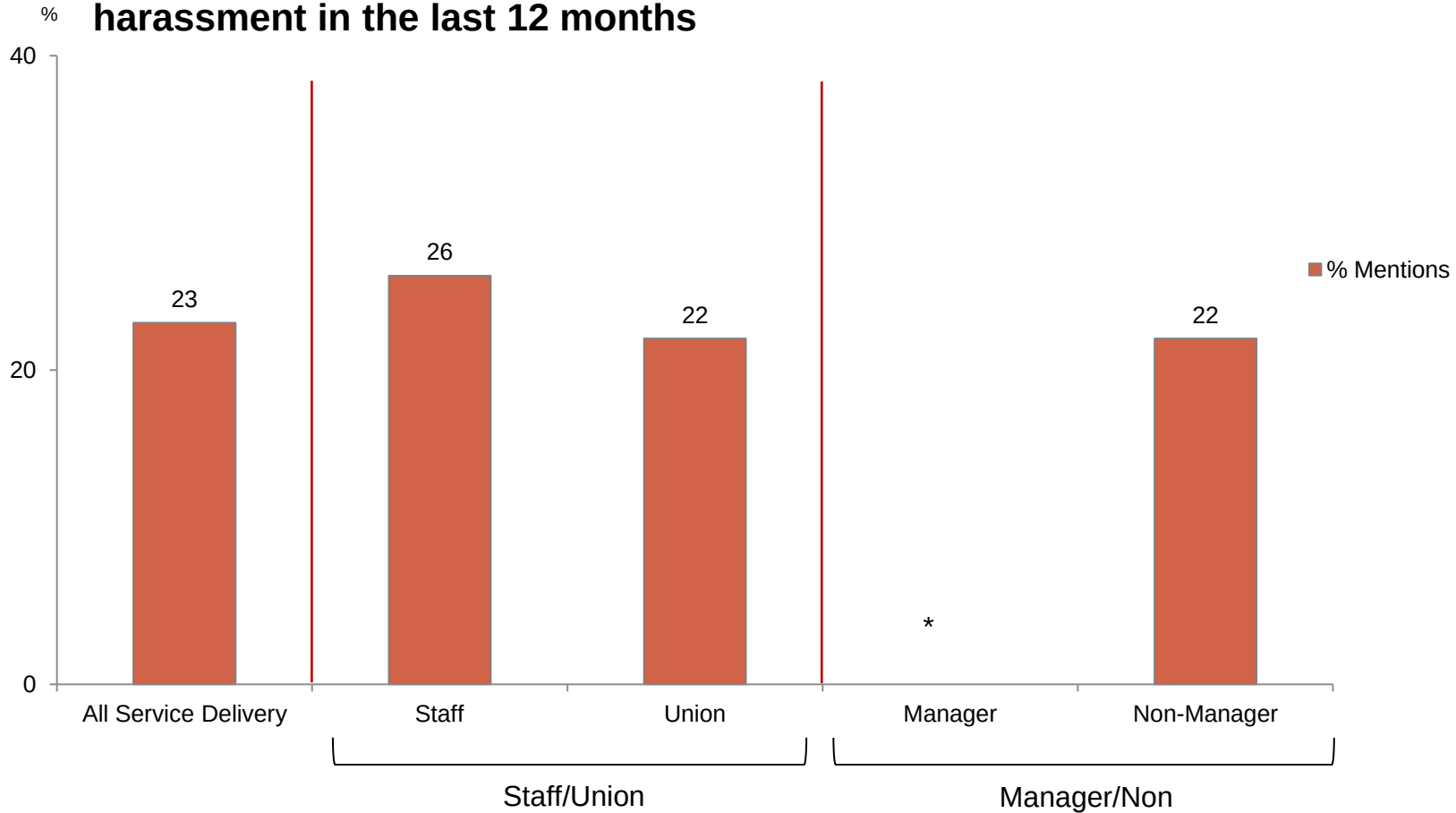
% of TTC Employees that experienced at least one form of Discrimination or harassment in the last 12 months



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

EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT - BY EMPLOYEE POSITION

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



* Percentages suppressed due to sample size <30.

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

DISCRIMINATION OR HARASSMENT EXPERIENCED

	Prefer not to answer range from 2-3%	Prefer not to answer range from 2-4%	Prefer not to answer range from 2-4%	Prefer not to answer range from 2-4%	Prefer not to answer range from 2-4%	Prefer not to answer range from 2-6%	Prefer not to answer range from 2-5%	Prefer not to answer range from 2-4%	Prefer not to answer range from 0-2%
% Yes	All TTC Employees	Union Groups Average	All Service Delivery Group	Bus Transportation	Bus	Wheel Trans	Stations	Streetcar Transportation	Transit Enforcement/CSO
Disability	3	3	3	3	3	6	7	3	2
Ethnic Origin	6	7	7	7	7	2	9	8	3
Gender (includes gender expression)	3	3	4	4	4	5	6	5	0
Sex (including pregnancy)	2	2	2	2	2	2	4	2	0
Creed	2	3	2	2	2	1	4	2	0
Age	5	5	5	5	5	4	6	5	3
Race	6	7	7	7	8	3	10	6	3
Colour	5	6	6	5	6	2	10	9	0
Sexual Orientation	2	2	2	1	1	1	3	5	0
Family Status	2	2	2	2	2	4	3	2	0
Marital Status	2	2	2	2	2	2	4	3	0
Ancestry	3	3	3	3	3	3	6	2	0
Place of Origin	4	5	4	4	4	3	6	3	2
Citizenship	3	3	3	3	3	2	4	1	0
Personal Harassment	9	10	8	8	8	7	10	10	3
Other	4	4	4	4	4	5	8	4	0

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.

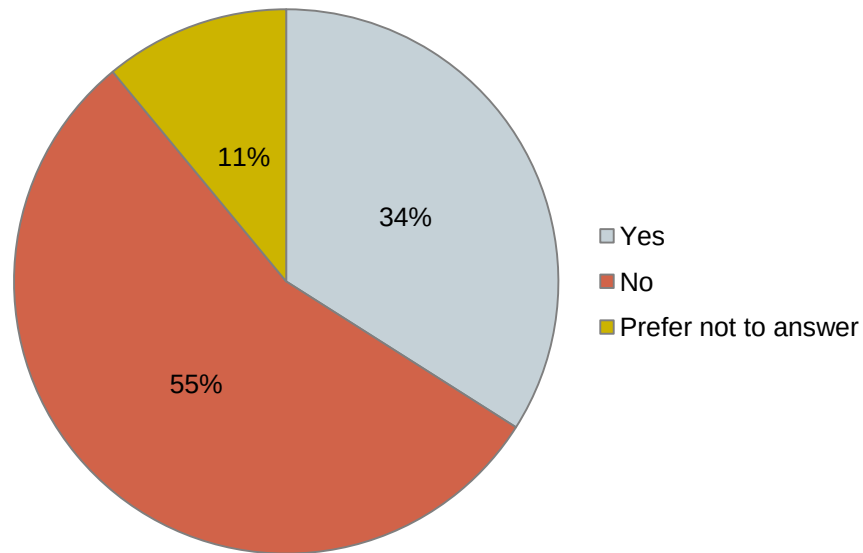
3/24/2015

IS THE DISCRIMINATION REPORTED TO THE TTC?

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

Service Delivery Group

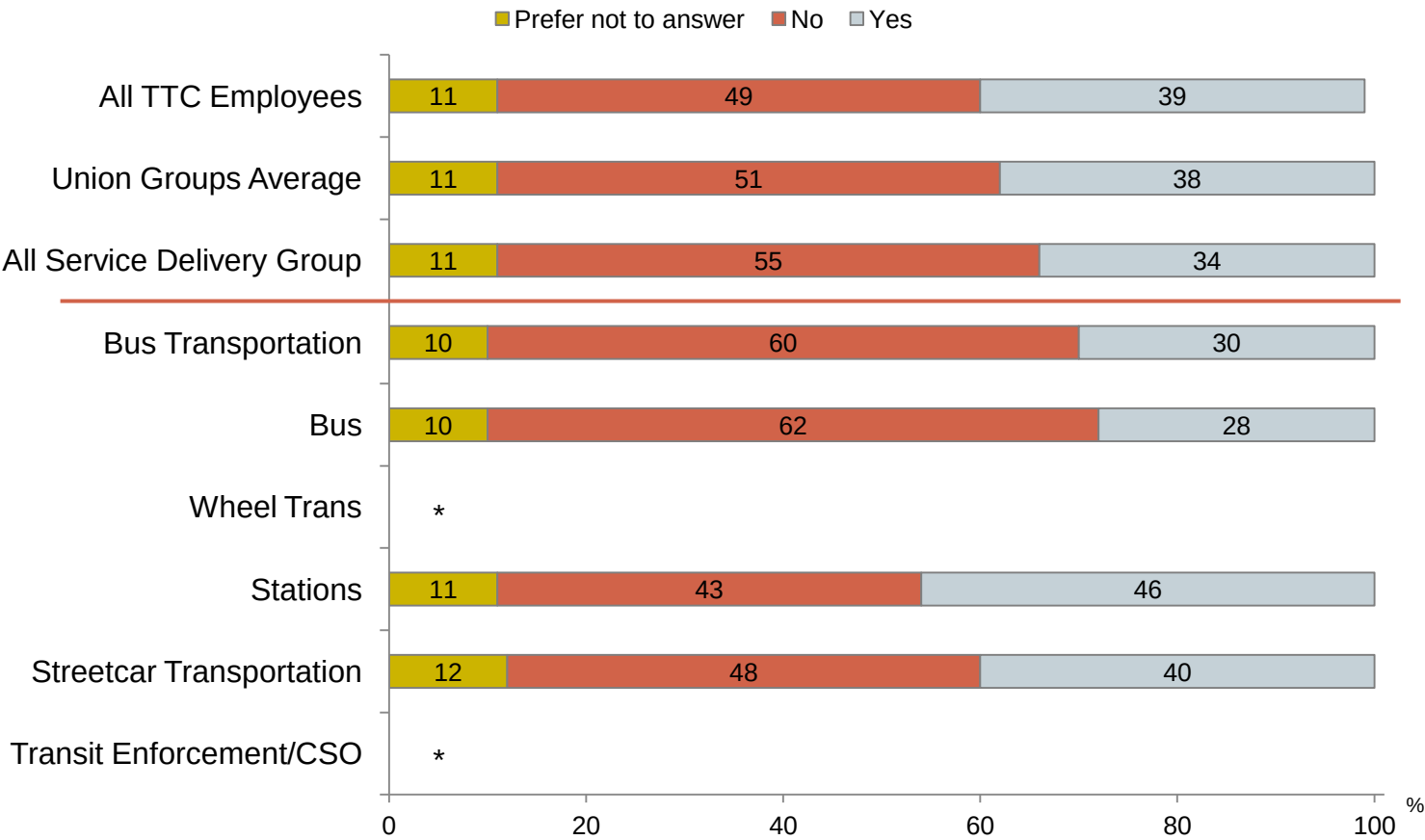
Total
(n= 398)



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

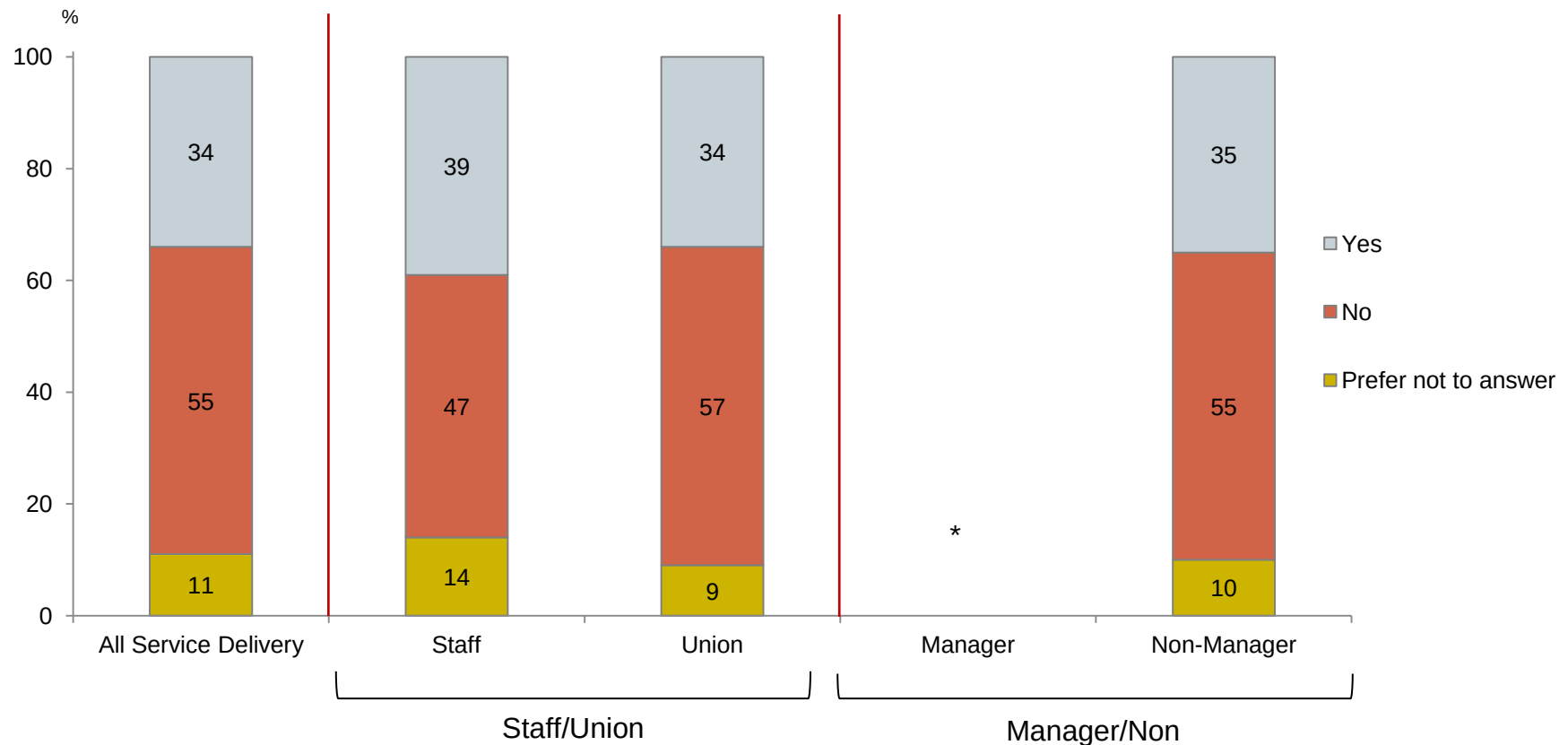
Among employees who have experienced at least one form of discrimination or harassment in the past 12 months



* 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

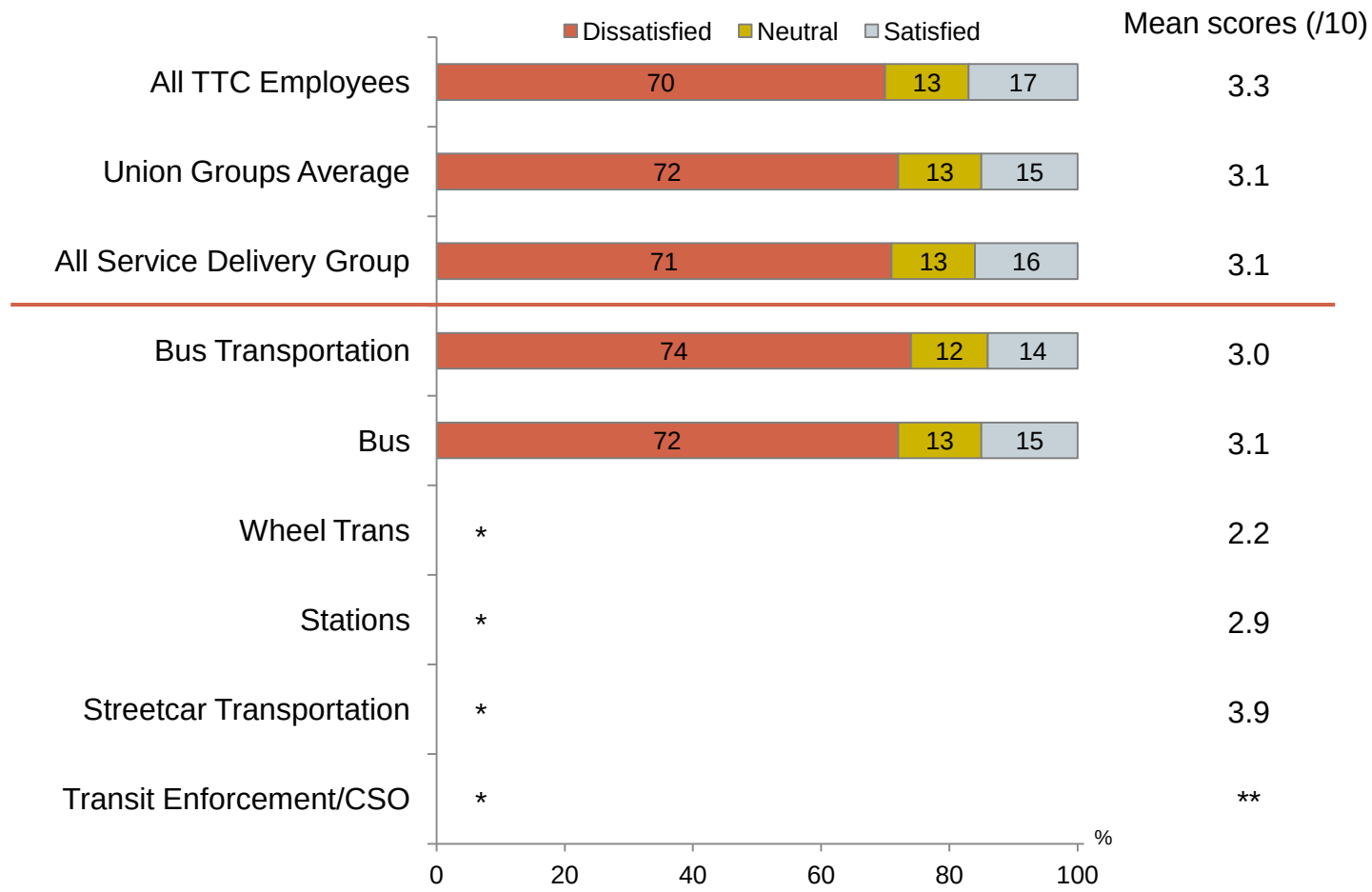


* Percentages suppressed due to sample size <30.

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

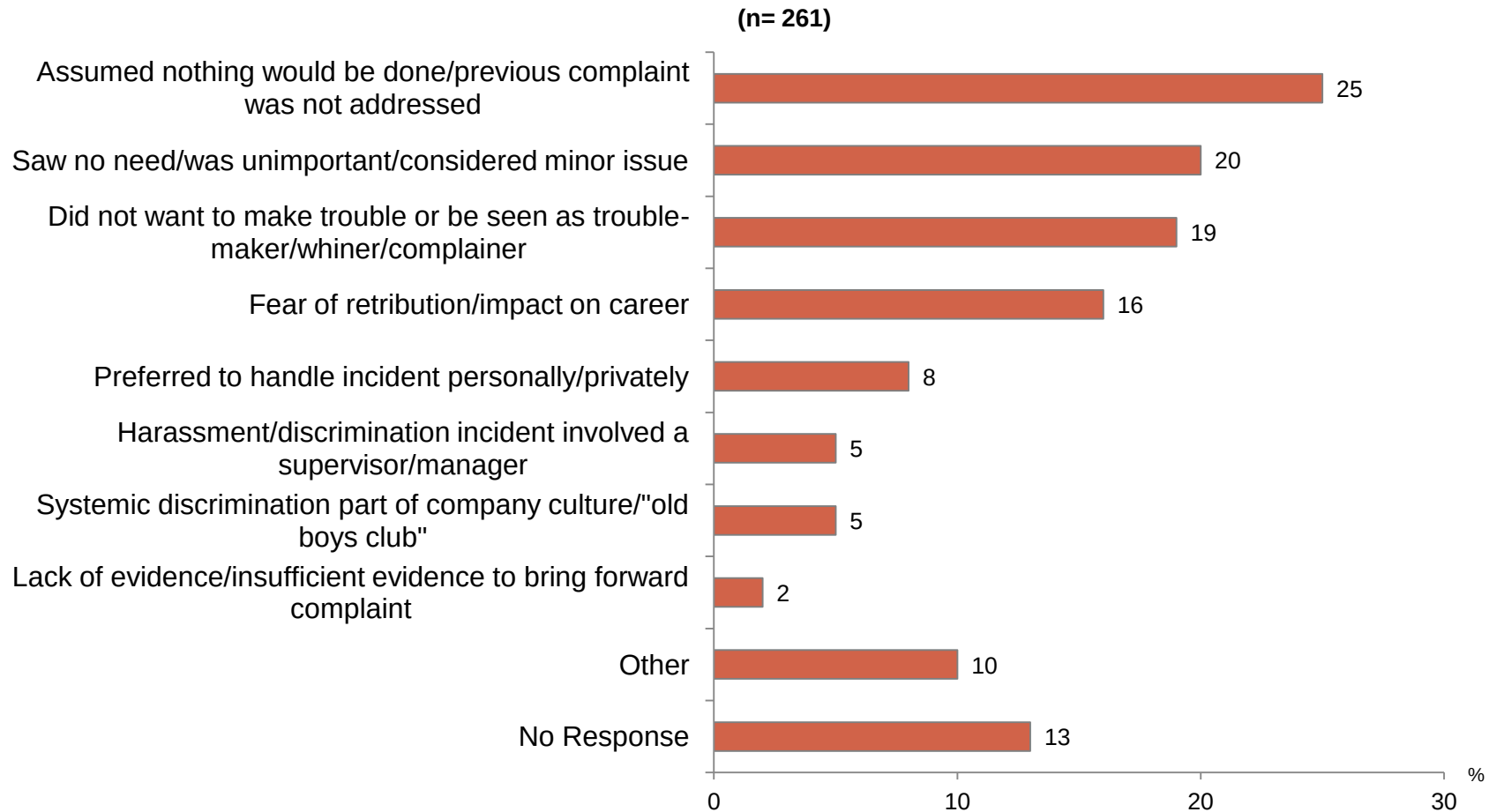
Among employees who have experienced at least on form of discrimination or harassment in the past 12 months



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

REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident

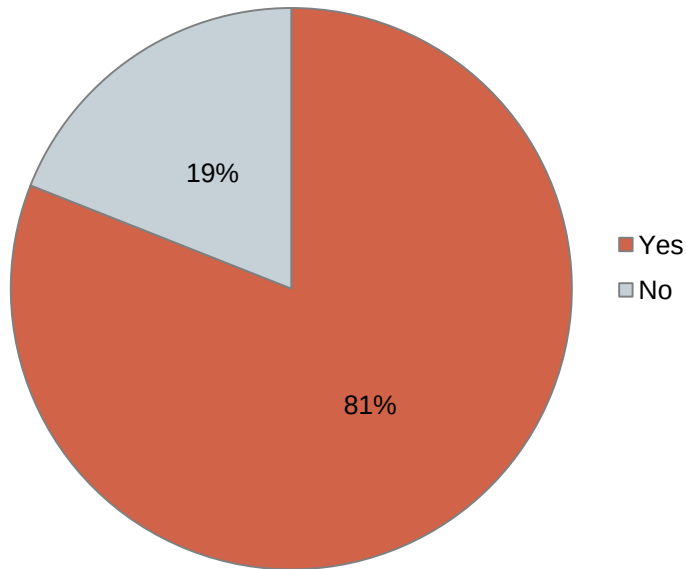


F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?
Percentages may total more than 100% as some respondents identified multiple reasons.

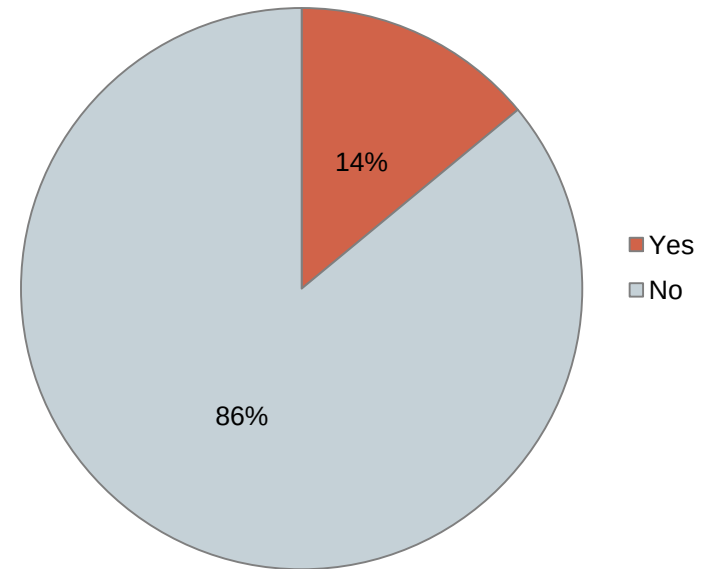
ABUSE FROM CUSTOMERS

Service Delivery Group

**Verbally
Abused**
(n= 1640)

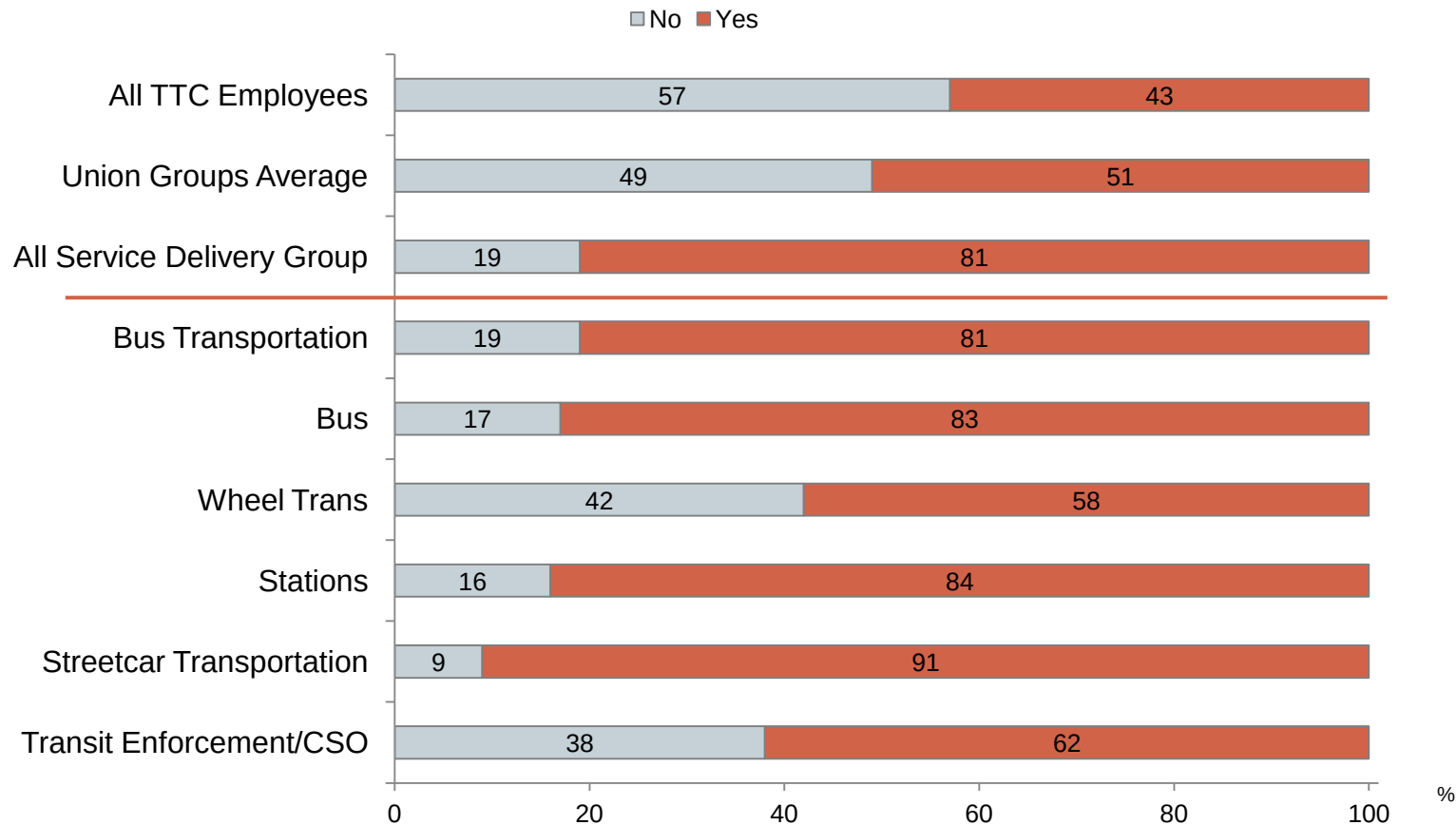


**Physically
Abused**
(n= 1618)



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



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

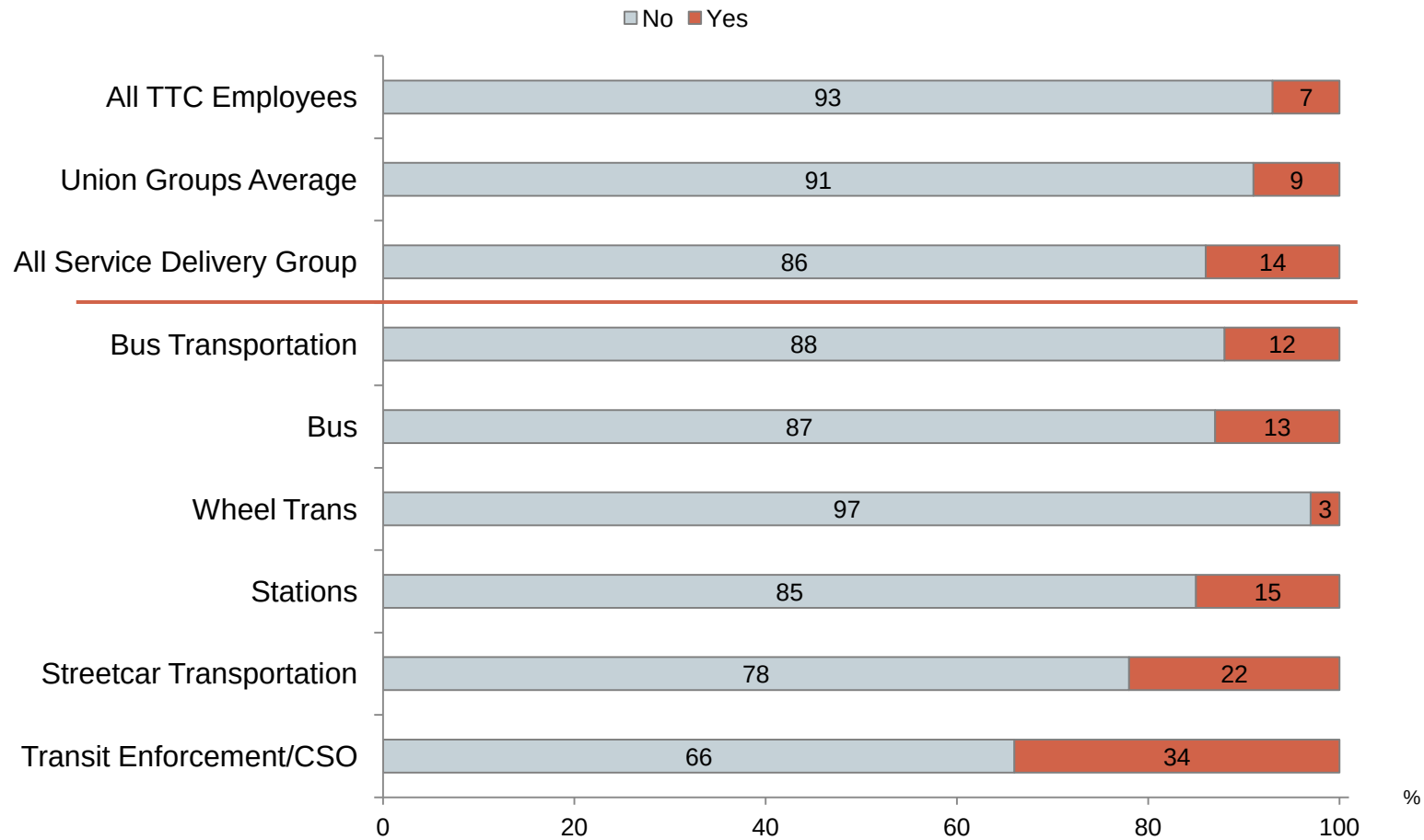
VERBAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

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

PHYSICAL ABUSE FROM CUSTOMERS - BY DEPARTMENT



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

PHYSICAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

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

Sample sizes vary by category.

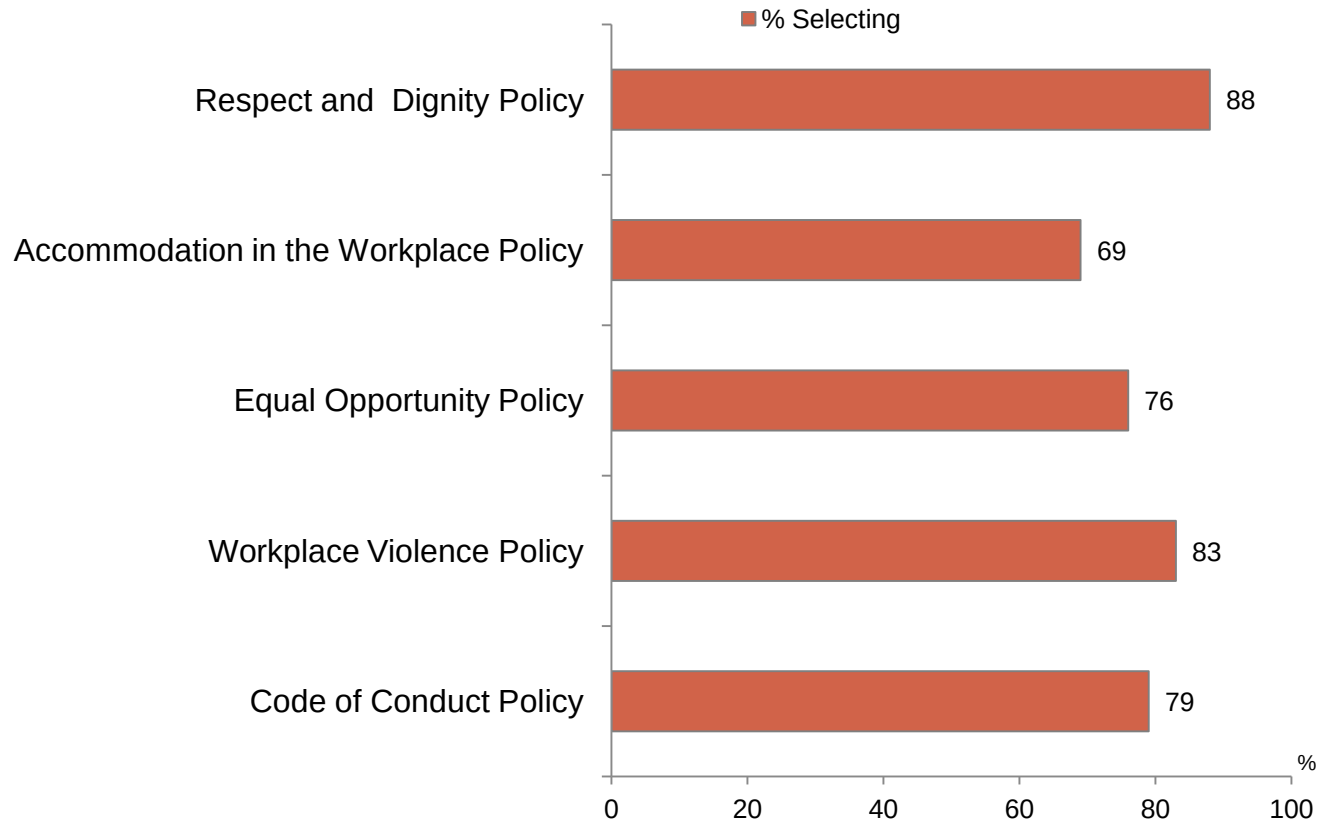
IMPACT OF STRESS, DISCRIMINATION, ABUSE ON EMPLOYEE ENGAGEMENT



FAMILIARITY WITH TTC POLICIES

- SERVICE DELIVERY 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
- A majority of employees are familiar with all policies, though there are more who are not familiar with the Accommodation in the Workplace Policy.



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

FAMILIARITY WITH TTC POLICIES

- BY DEPARTMENT

% Selecting	All TTC Employees	Union Groups Average	All Service Delivery Group	Bus Transportation	Bus	Wheel Trans	Stations	Streetcar Transportation	Transit Enforcement/CSO
Respect and Dignity Policy	92	90	88	86	86	87	92	93	100
Accommodation in the Workplace Policy	76	72	69	66	67	65	73	73	93
Equal Opportunity Policy	81	79	76	74	74	74	76	84	95
Workplace Violence Policy	87	85	83	81	82	77	84	89	98
Code of Conduct Policy	82	79	79	77	77	76	80	86	100

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

FAMILIARITY WITH TTC POLICIES

- BY EMPLOYEE POSITION

% Selecting	All Service Delivery	Staff	Union	Manager	Non-Manager
Respect and Dignity Policy	88	99	86	*	88
Accommodation in the Workplace Policy	69	95	63	*	68
Equal Opportunity Policy	76	95	72	*	76
Workplace Violence Policy	83	99	79	*	83
Code of Conduct Policy	79	98	75	*	78
		Staff/Union		Manager/Non	

* Percentages suppressed due to sample size <30.

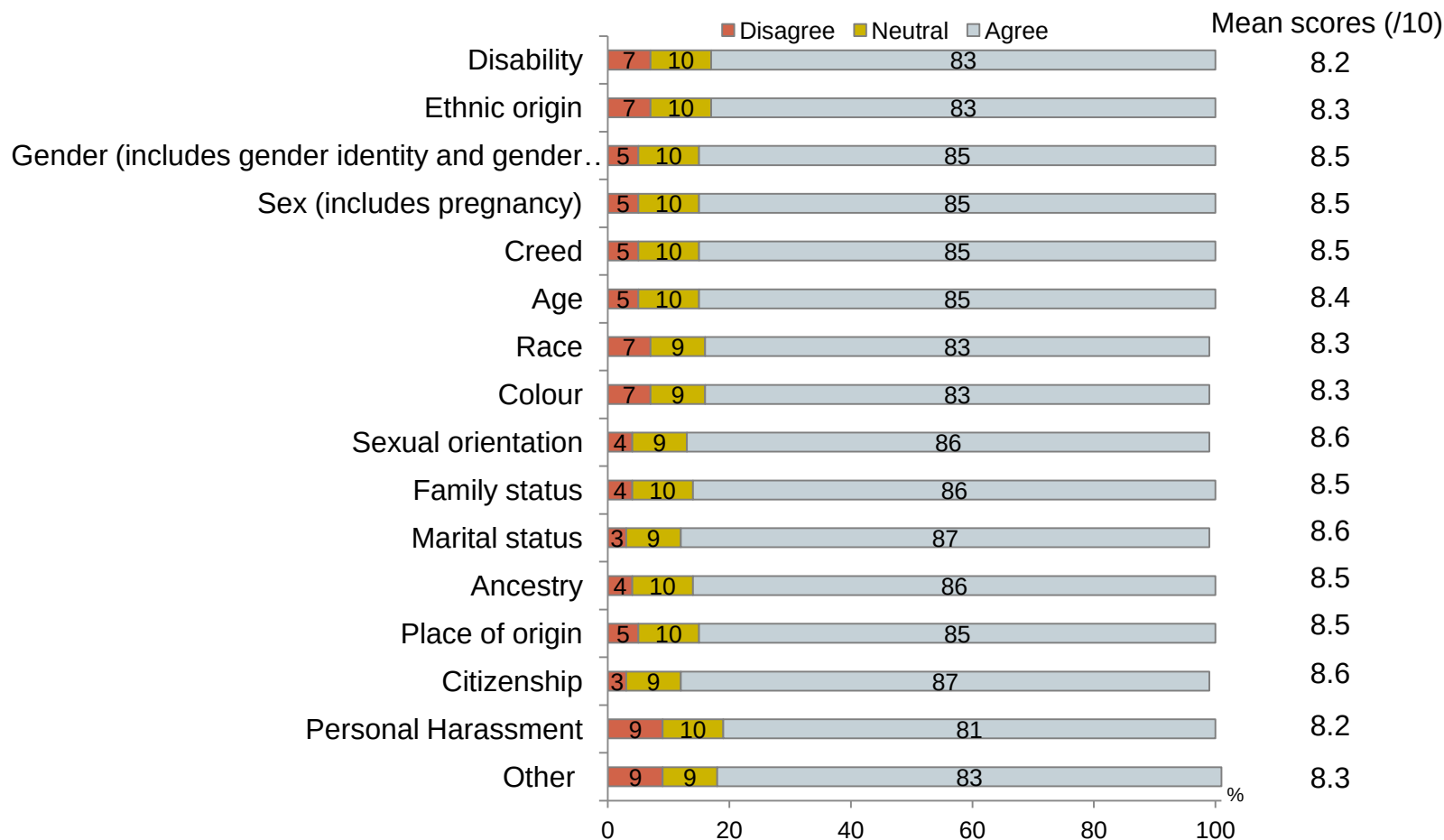
F9. Are you familiar with the following TTC policies (select all that apply)?

Sample sizes vary by category.

EFFECTIVENESS OF TTC PRACTICES

- SERVICE DELIVERY 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 Service Delivery Group	Bus Transportation	Bus	Wheel Trans	Stations	Streetcar Transportation	Transit Enforcement/CSO
Disability	8.3	8.2	8.2	8.3	8.3	7.8	7.9	8.2	8.7
Ethnic Origin	8.3	8.3	8.3	8.3	8.4	8.0	8.0	8.5	8.5
Gender (includes gender expression)	8.5	8.4	8.5	8.5	8.6	8.3	8.1	8.5	8.5
Sex (including pregnancy)	8.5	8.5	8.5	8.5	8.5	8.2	8.1	8.6	8.7
Creed	8.5	8.4	8.5	8.5	8.5	8.4	8.2	8.6	8.8
Age	8.4	8.4	8.4	8.5	8.5	8.3	8.0	8.5	8.5
Race	8.4	8.3	8.3	8.3	8.4	8.3	7.9	8.4	8.6
Colour	8.4	8.3	8.3	8.3	8.4	8.2	7.9	8.5	8.7
Sexual Orientation	8.6	8.5	8.6	8.6	8.6	8.5	8.4	8.6	8.7
Family Status	8.6	8.5	8.5	8.5	8.6	8.2	8.3	8.6	8.9
Marital Status	8.6	8.6	8.6	8.6	8.6	8.4	8.4	8.7	9.0
Ancestry	8.6	8.5	8.5	8.5	8.6	8.4	8.3	8.7	8.9
Place of Origin	8.5	8.4	8.5	8.5	8.5	8.3	8.2	8.7	8.9
Citizenship	8.6	8.5	8.6	8.6	8.6	8.4	8.4	8.7	8.9
Personal Harassment	8.2	8.1	8.2	8.2	8.2	7.9	7.7	8.4	8.7
Other	8.2	8.2	8.3	8.4	8.4	7.9	7.2	8.4	8.7

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

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 Service Delivery employees are relatively less satisfied, making this an Area to Improve.
- Mean satisfaction ratings across most specific aspects of Your Company are generally highest for Transit Enforcement/CSO, and lowest for Stations (with some exceptions).
- 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, “In my job role, I feel I can directly contribute to the vision to be ‘A transit system that makes Toronto proud’”, “The TTC puts customers first”, and “The TTC actively supports equal opportunities for all employees”. Ratings were lowest for, “There is a good level of trust between senior management and employees” and “There is effective sharing of information across the TTC.” This is mostly consistent across departments with a few differences. For Stations and Transit Enforcement/CSO, ratings are higher for “I am proud and passionate about the TTC”, than for supporting equal opportunities. Meanwhile for Transit Enforcement/CSO, getting things done quickly and efficiently rates lower than trust level.

SECTION SUMMARY

- To improve employee satisfaction with Your Company, Opportunity Analysis identifies several influential Areas to Improve, primarily related to trust and communication:
 - 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
 - If something goes wrong, people concentrate on putting it right, not blaming others
 - The TTC values its staff's time
 - There is good collaboration between different parts of the TTC
 - I feel sufficiently well informed about what is happening in the TTC
 - 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
- This is generally consistent across most departments, although some of these areas are less influential for Transit Enforcement/CSO, while valuing staff time and confidence in leadership decisions are Areas to Protect.
- 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 specific to Streetcar Transportation and Transit Enforcement/CSO.

SECTION SUMMARY

- Speaking Highly of the TTC
- 40% 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.
- Transit Enforcement/CSO had the highest proportion of employees that would “always” speak highly of the TTC, while most other departments showed little variation from each other.
- Staff have higher proportions of employees indicating that they would “always” speak highly of the TTC compared to unionized employees.
- Change in Experience Working for the TTC
- 24% feel that working for the TTC has improved over the past 12 months, compared to 29% who feel it has gotten worse.
- There was little variation across departments in the proportion of employees to express that working for the TTC has improved over the past 12 months.
- Employees in Stations department (43%) were more likely to report that working for the TTC has gotten worse in the past twelve months compared to employees in Bus Transportation – specifically the bus division (26%).
- Staff were more likely to express that working for the TTC has improved over the past 12 months (37%) compared to unionized employees (22%), although proportions of employees who felt that working for the TTC has gotten worse showed little difference (29% for each group).

SECTION SUMMARY

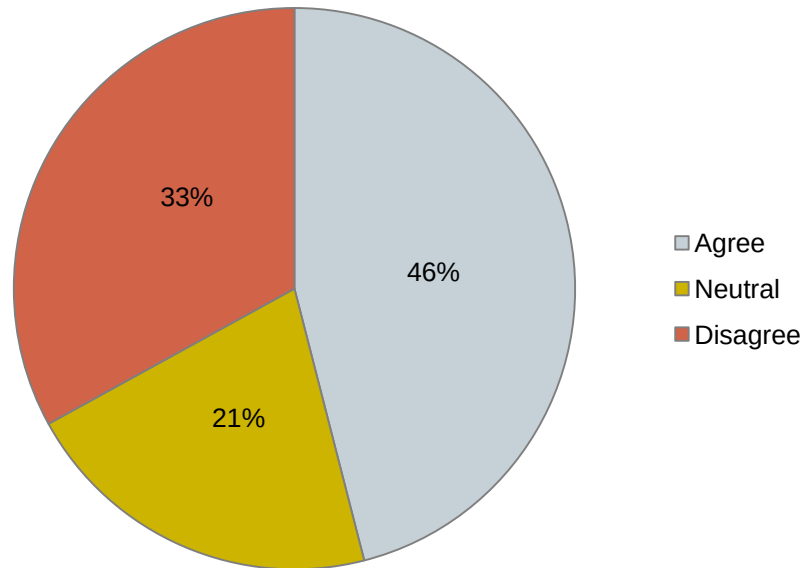
- Among employees who indicated that working for the TTC has gotten better in the past 12 months, the main reasons traced to improvements in individual work situations (position, pay, hours, etc.), followed by the vision and leadership of senior management, and improvements to TTC facilities.
- Among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

OVERALL RATINGS OF YOUR COMPANY

- SERVICE DELIVERY GROUP

Service Delivery Group

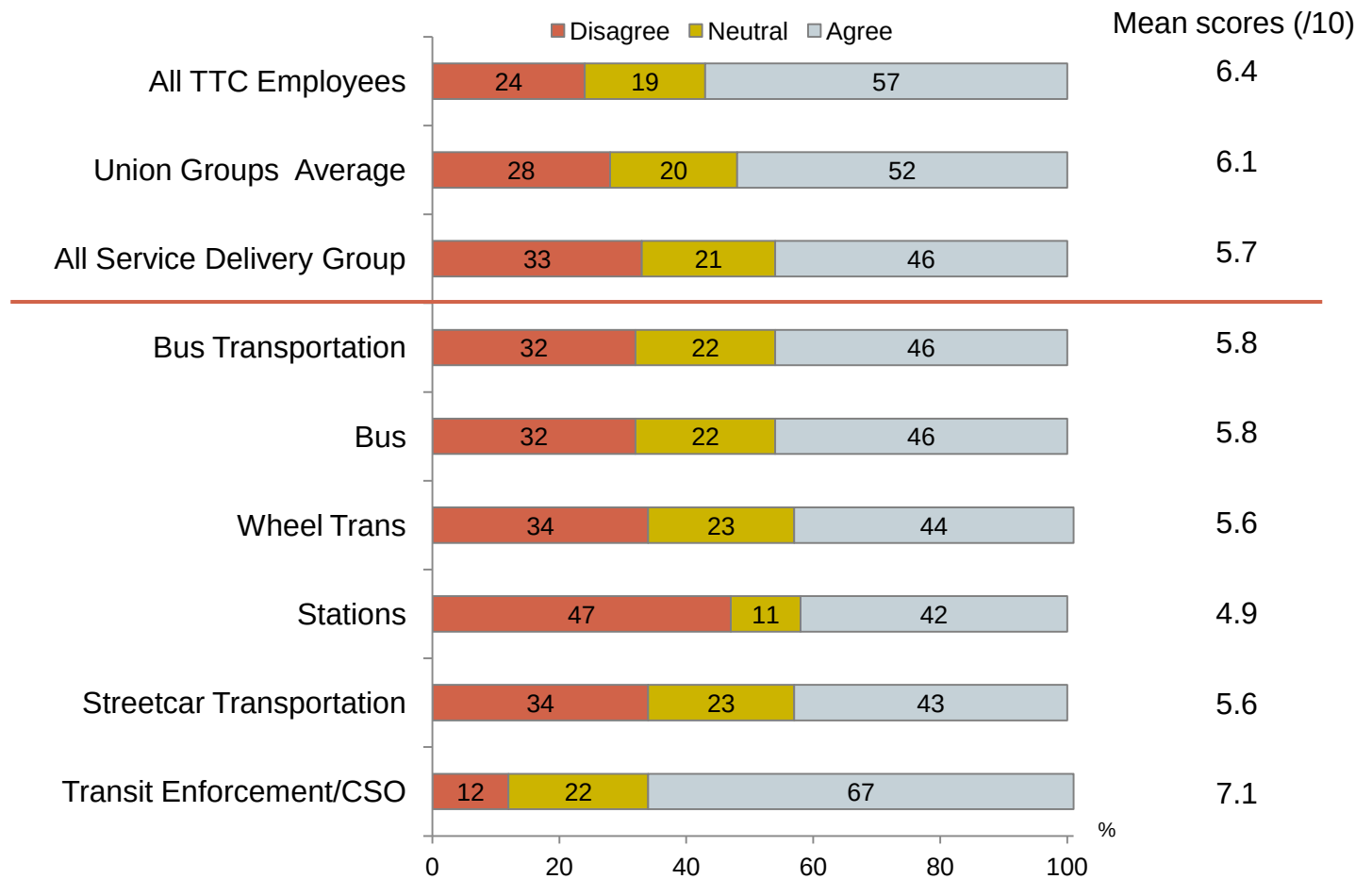
Total
(n= 1652)
Mean=5.7



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



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

OVERALL RATINGS OF YOUR COMPANY - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

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

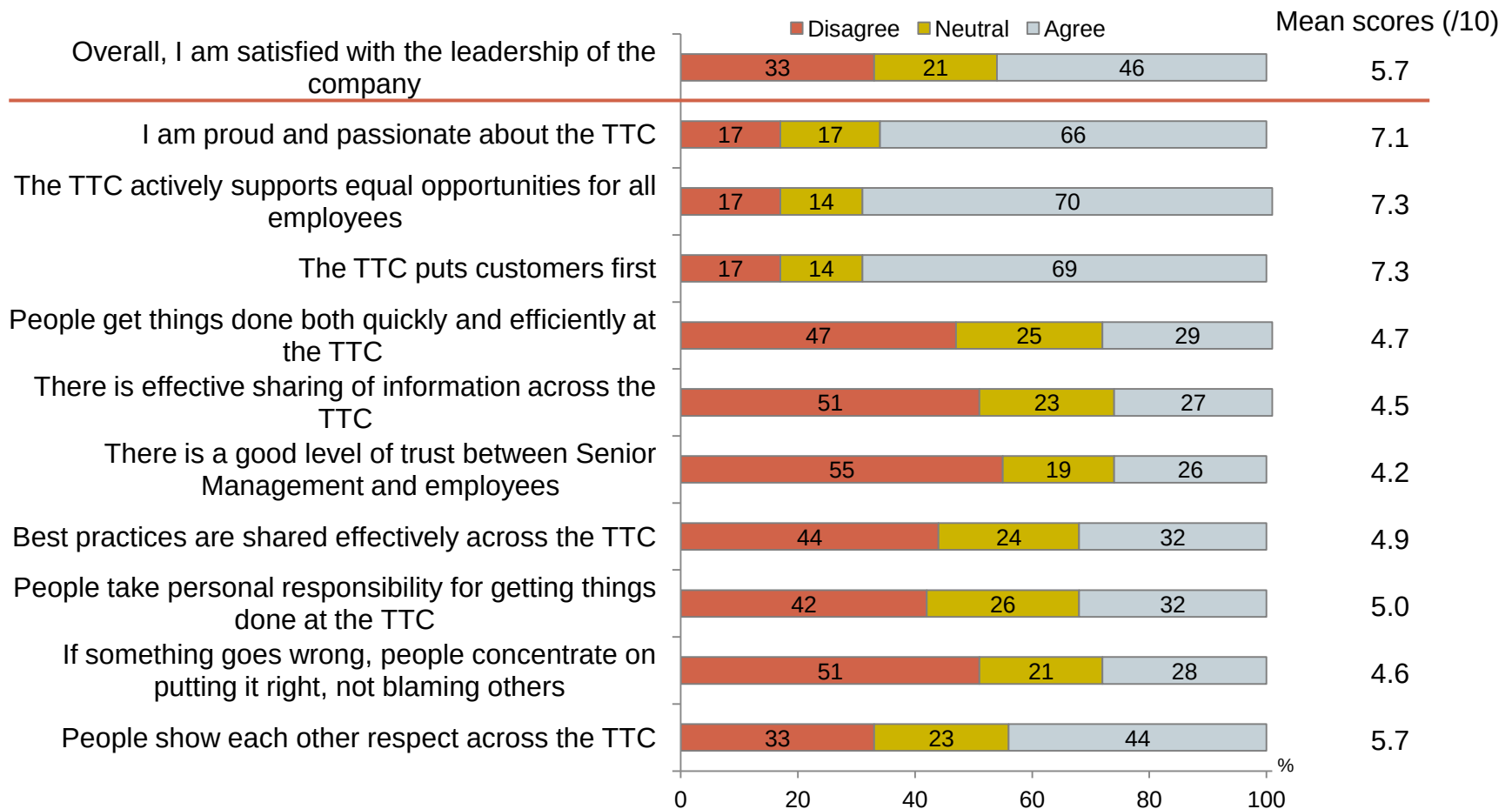
Overall, I am satisfied with the leadership of the company.

Sample sizes vary by category.

3/24/2015

YOUR COMPANY

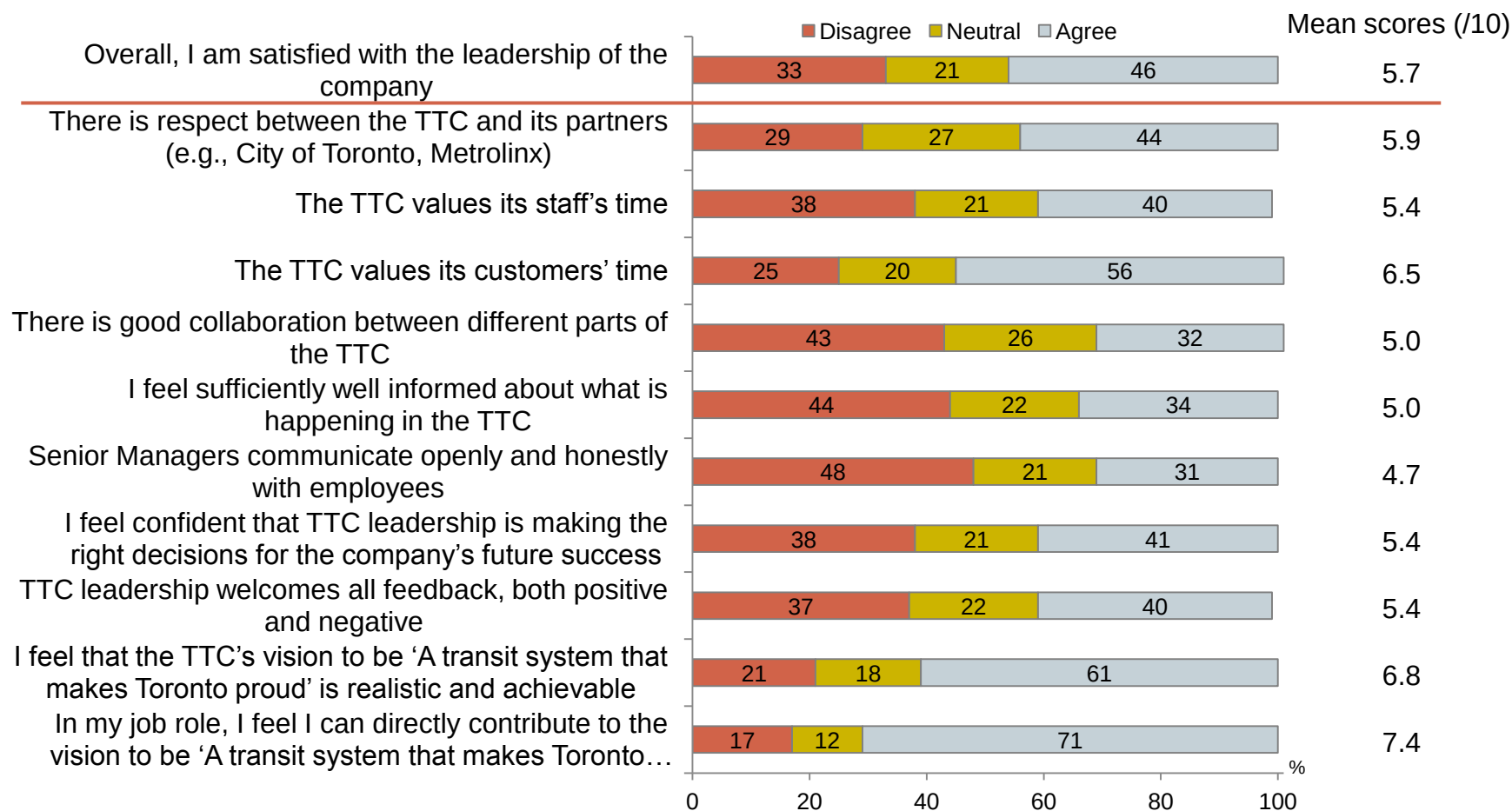
- SERVICE DELIVERY GROUP



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

YOUR COMPANY

- SERVICE DELIVERY 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 Service Delivery Group	Bus Transportation	Bus	Wheel Trans	Stations	Streetcar Transportat ion	Transit Enforcement/C SO
Overall, I am satisfied with the leadership of the company	6.4	6.1	5.7	5.8	5.8	5.6	4.9	5.6	7.1
I am proud and passionate about the TTC	7.6	7.4	7.1	7.1	7.2	6.9	7.0	7.0	7.5
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.3	7.5	7.6	7.0	6.2	7.5	6.9
The TTC puts customers first	7.8	7.7	7.3	7.3	7.4	7.1	7.5	7.1	8.0
People get things done both quickly and efficiently at the TTC	5.1	5.0	4.7	4.9	4.9	5.2	4.2	4.1	4.3
There is effective sharing of information across the TTC	4.9	4.7	4.5	4.6	4.6	4.9	3.8	4.1	4.7
There is a good level of trust between Senior Management and employees	4.9	4.6	4.2	4.3	4.3	4.2	3.9	3.9	4.9
Best practices are shared effectively across the TTC	5.3	5.1	4.9	5.1	5.0	5.3	4.3	4.6	5.2
People take personal responsibility for getting things done at the TTC	5.6	5.3	5.0	5.1	5.1	5.3	4.6	4.7	5.5
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	4.8	4.6	4.7	4.7	4.6	4.3	4.1	5.1
People show each other respect across the TTC	6.1	5.9	5.7	5.8	5.8	5.8	5.0	5.7	5.8
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.0	5.9	6.0	6.0	5.8	5.3	5.8	5.8
The TTC values its staff's time	6.0	5.8	5.4	5.4	5.4	5.6	4.9	5.1	6.4
The TTC values its customers' time	7.1	7.0	6.5	6.4	6.4	6.1	6.7	6.2	7.7
There is good collaboration between different parts of the TTC	5.3	5.1	5.0	5.1	5.1	5.3	4.4	4.4	5.3
I feel sufficiently well informed about what is happening in the TTC	5.7	5.4	5.0	5.1	5.0	5.6	4.7	4.6	6.2
Senior Managers communicate openly and honestly with employees	5.3	5.0	4.7	4.8	4.8	4.8	4.3	4.4	5.3
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	5.7	5.4	5.4	5.4	5.2	4.8	5.3	6.3
TTC leadership welcomes all feedback, both positive and negative	6.0	5.8	5.4	5.5	5.5	5.3	5.0	5.2	6.0
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	7.2	6.8	6.8	6.8	6.9	6.5	6.8	7.8
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	7.6	7.4	7.4	7.4	7.7	7.1	7.4	7.5

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

3/24/2015

OPPORTUNITY ANALYSIS: YOUR COMPANY

- SERVICE DELIVERY 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 4.2 to 7.4.
 Impact values range between 24% to 72%.

OPPORTUNITY ANALYSIS: YOUR COMPANY

SUMMARY BY DEPARTMENT

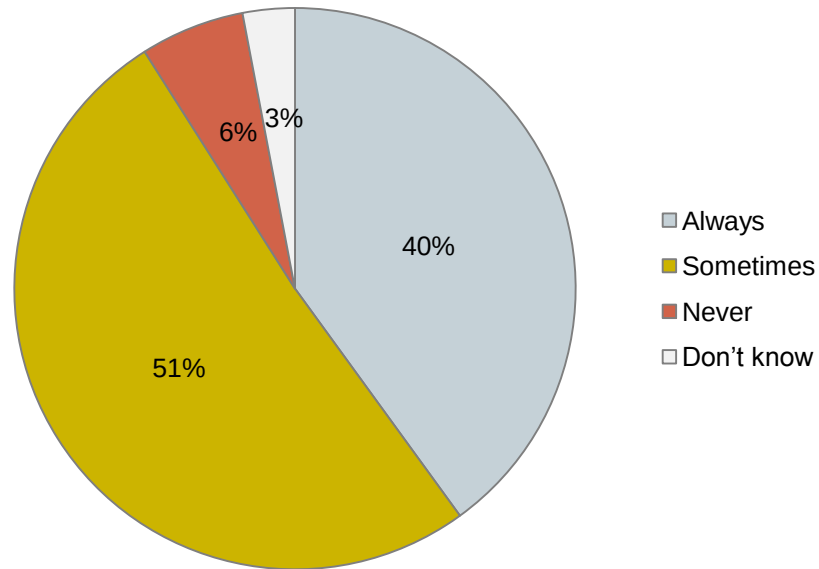
Key Drivers by Department	All Service Delivery Group	Bus Transportation	Stations	Streetcar Transportation	Transit Enforcement /CSO
I am proud and passionate about the TTC					🔒
The TTC actively supports equal opportunities for all employees					🔒
The TTC puts customers first					
People get things done 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.

Service Delivery Group

Total
(n= 1656)



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



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

SPEAKING HIGHLY OF THE TTC

- BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

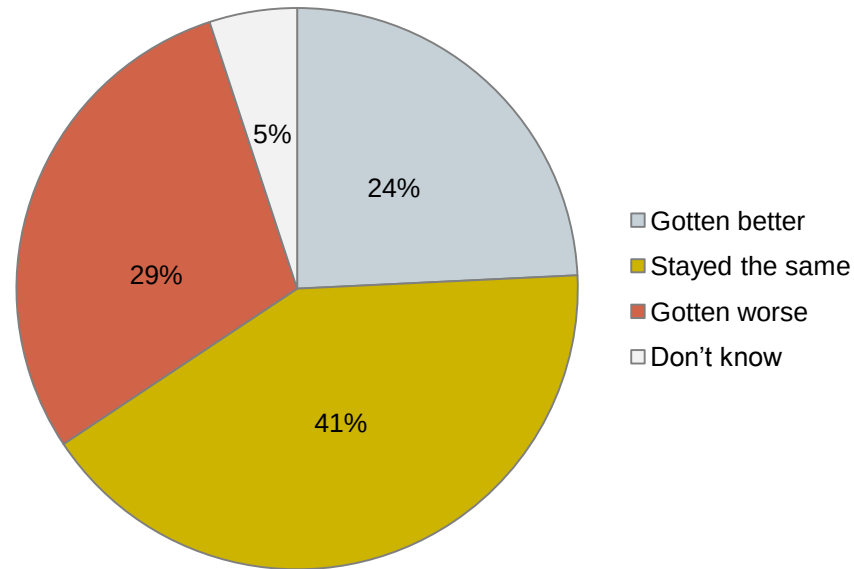
C2. I would speak highly of the TTC....: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.

Sample sizes vary by category.

CHANGE IN EXPERIENCE WORKING FOR THE TTC

Service Delivery Group

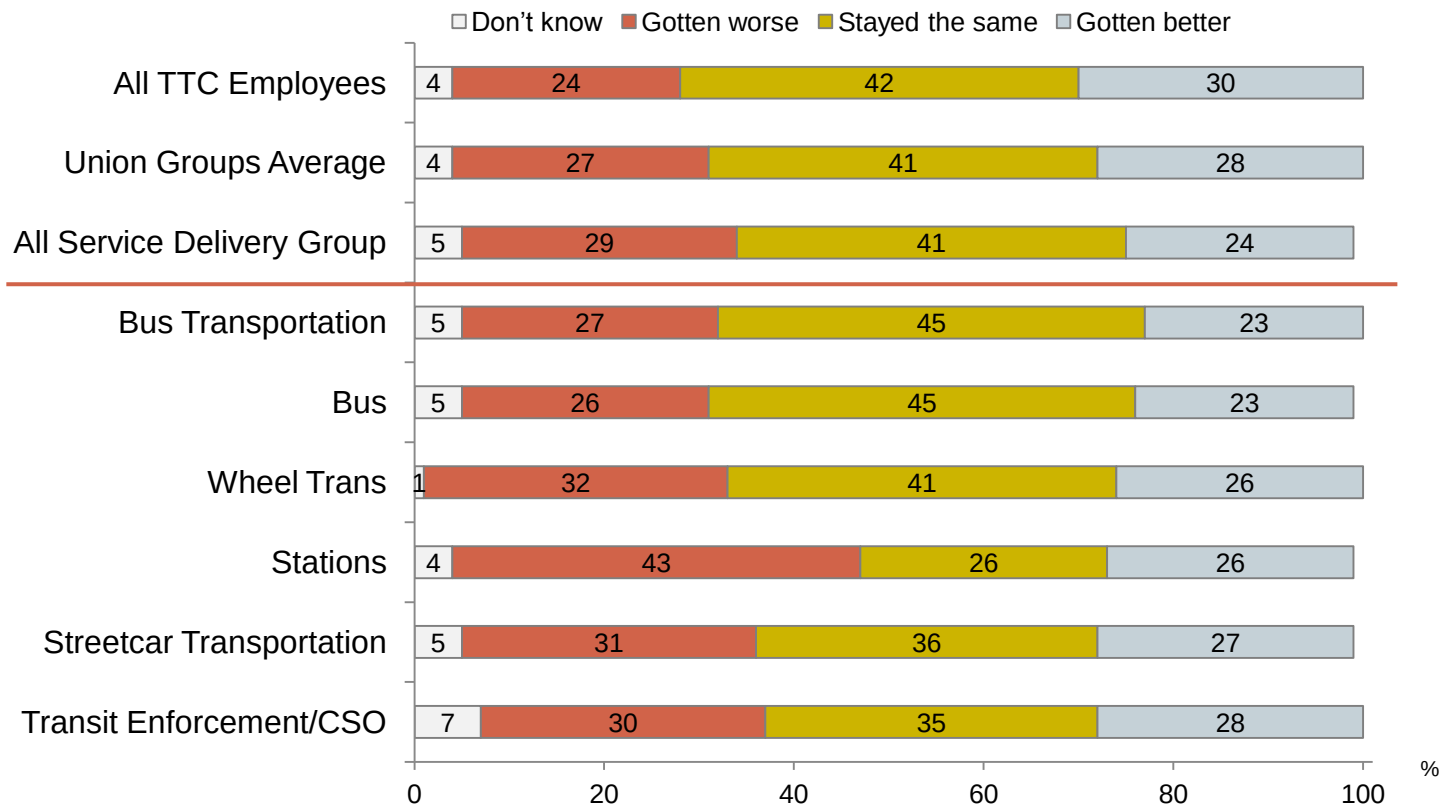
Total
(n= 1651)



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

CHANGE IN EXPERIENCE WORKING FOR THE TTC

- BY DEPARTMENT



* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

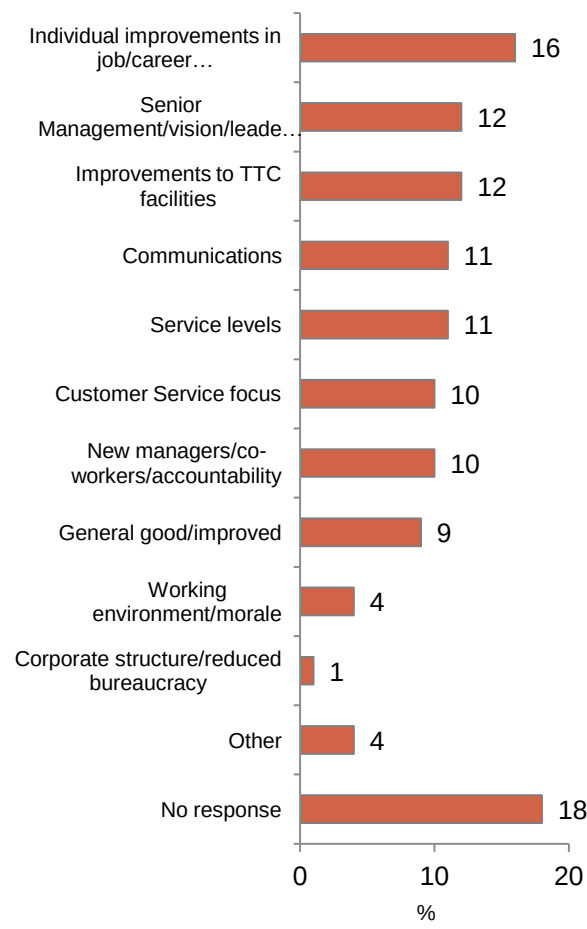
C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.

Sample sizes vary by category.

REASONS INDICATED FOR CHANGE IN EXPERIENCE

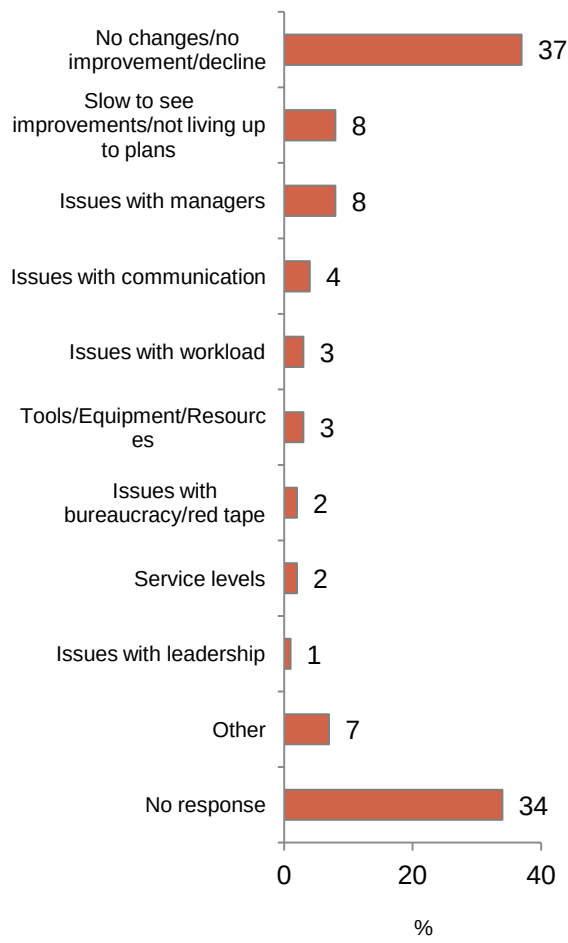
Employees indicating TTC has Gotten better

(n= 402)



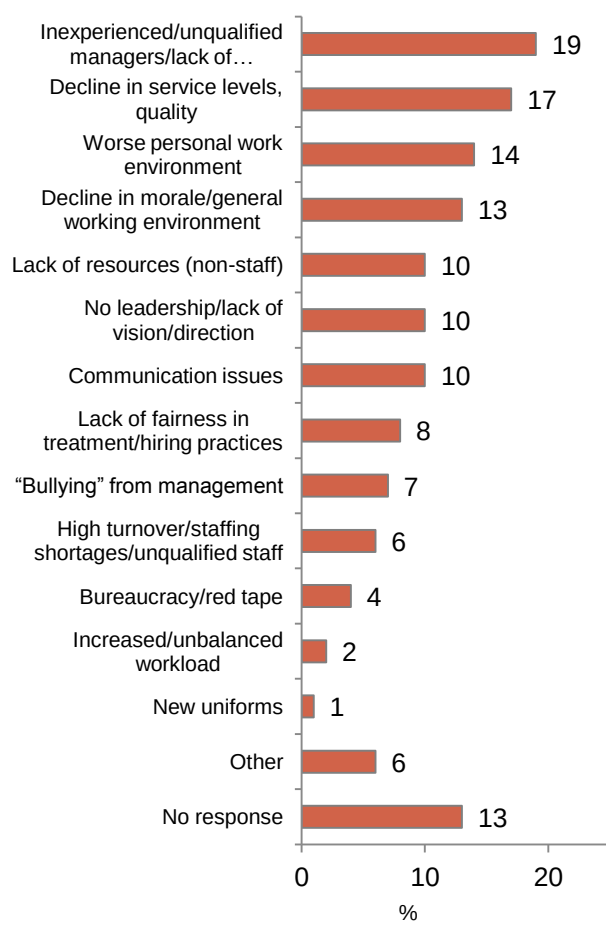
Employees indicating TTC has Stayed the same

(n= 680)



Employees indicating TTC has Gotten worse

(n= 486)



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

AREA TO MAINTAIN: SAFETY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Safety” as having a moderate impact on Employee Engagement and as an area in which Service Delivery employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their safety at work is highest for Transit Enforcement/CSO, followed by Wheel Trans, and lowest for Stations and Streetcar 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” followed by “The TTC’s management is willing to invest money and effort to improve the level of safety.” These results were consistent for most departments, with the exception of Transit Enforcement/CSO. For this department, “My manager/supervisor is well informed about safety issues” scored higher than comfort discussing safety issues, while making reduction of hazard exposure a priority is scored lower than reporting all 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

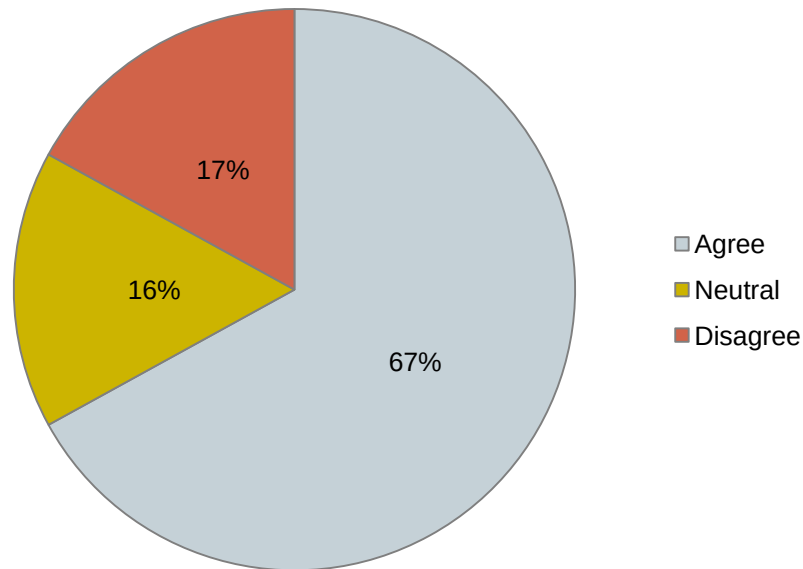
- While generally consistent across all departments, acting quickly to address issues is an Area to Protect for Transit Enforcement/CSO.
- Reporting all injuries is an additional Area to Improve for Transit Enforcement/CSO.
- While no group-wide Areas to Protect were identified, the following attributes related to safety are Areas to Protect for one particular department:
 - My manager/supervisor emphasizes safe practices while at work (Bus Transportation)
 - My manager/supervisor is well informed about safety issues (Stations)
 - I feel comfortable discussing safety issues at work (Transit Enforcement/CSO)
 - I am strongly encouraged to report unsafe working conditions (Bus Transportation)

OVERALL RATINGS OF SAFETY - SERVICE DELIVERY GROUP

Service Delivery Group

Total
(n= 1664)

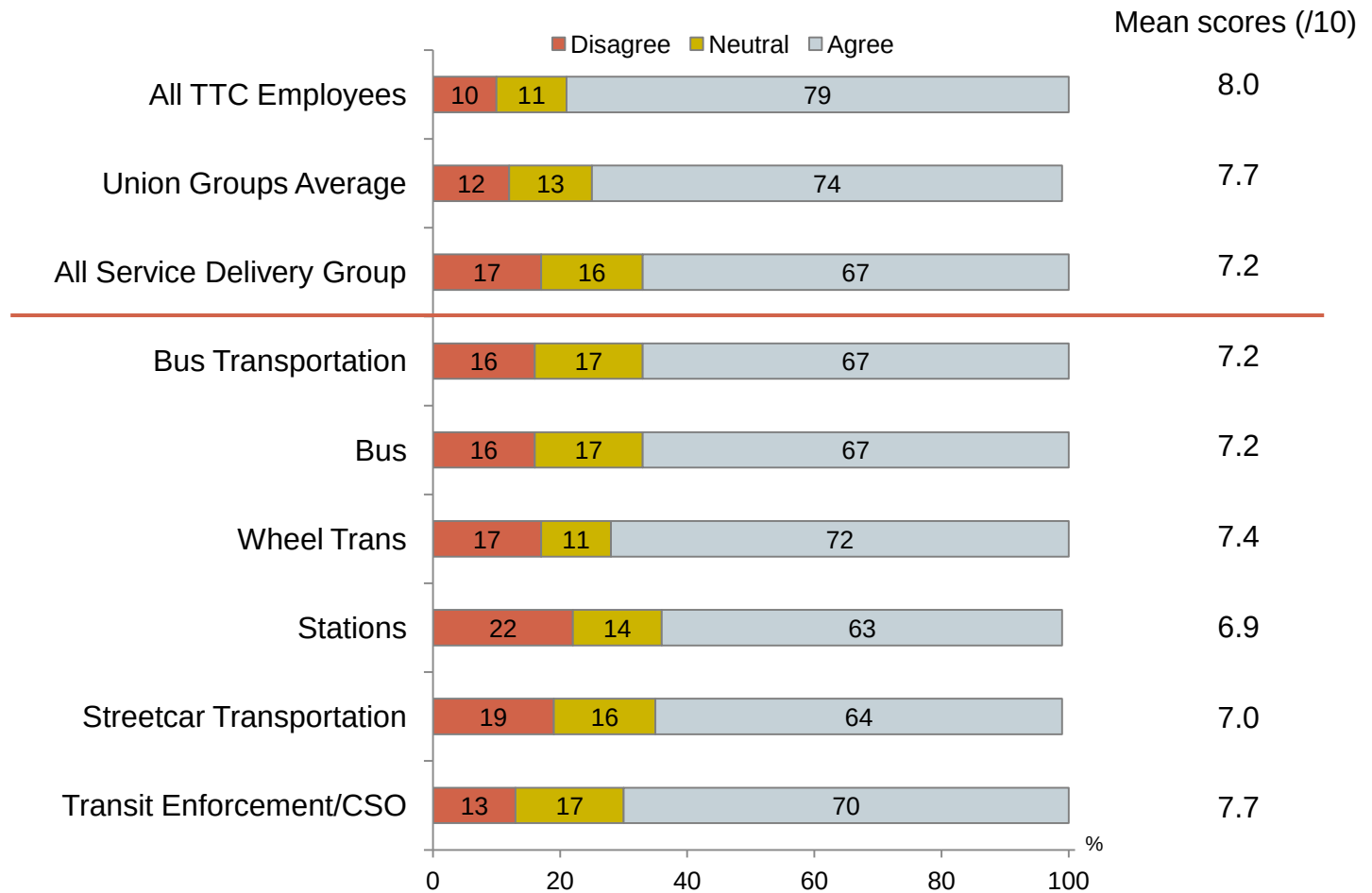
Mean=7.2



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

OVERALL RATINGS OF SAFETY

- BY DEPARTMENT



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

OVERALL RATINGS OF SAFETY - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

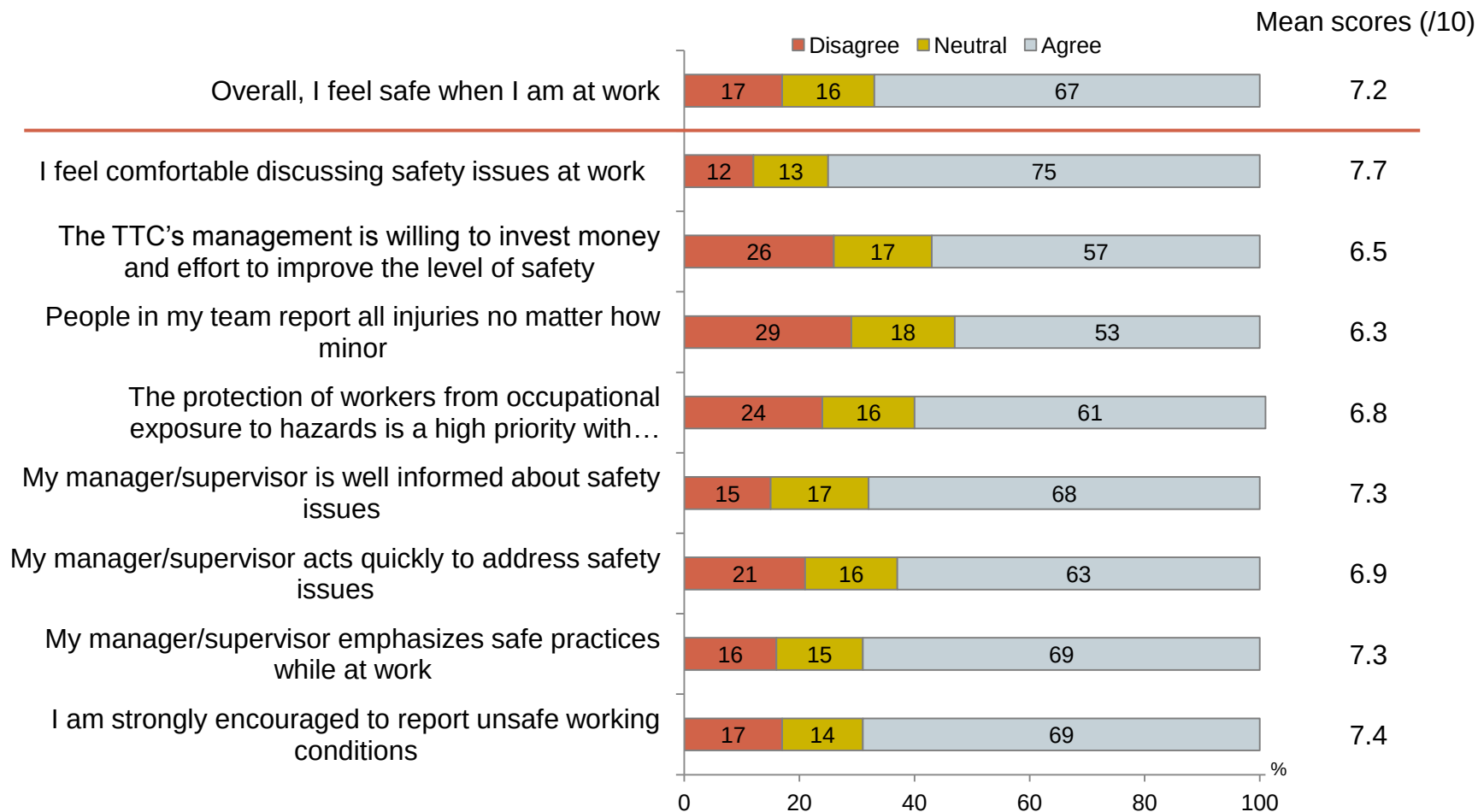
G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety,

Overall, I feel safe when I am at work.

Sample sizes vary by category.

SAFETY

- SERVICE DELIVERY 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 Service Delivery Group	Bus Transportation	Bus	Wheel Trans	Stations	Streetcar Transportation	Transit Enforcement /CSO
Overall, I feel safe when I am at work	8.0	7.7	7.2	7.2	7.2	7.4	6.9	7.0	7.7
I feel comfortable discussing safety issues at work	8.3	8.0	7.7	7.6	7.6	7.7	7.6	7.8	8.2
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	7.1	6.5	6.5	6.5	6.8	6.6	6.2	6.8
People in my team report all injuries no matter how minor	7.1	6.8	6.3	6.2	6.1	6.7	6.7	6.2	7.9
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	7.2	6.8	6.8	6.8	6.8	6.4	6.8	7.6
My manager/supervisor is well informed about safety issues	8.0	7.7	7.3	7.3	7.3	7.4	7.0	7.3	8.7
My manager/supervisor acts quickly to address safety issues	7.6	7.3	6.9	6.9	6.9	7.0	6.7	6.9	8.2
My manager/supervisor emphasizes safe practices while at work	7.9	7.7	7.3	7.3	7.2	7.5	7.0	7.1	8.6
I am strongly encouraged to report unsafe working conditions	8.0	7.8	7.4	7.4	7.4	7.4	7.3	7.0	8.6

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

OPPORTUNITY ANALYSIS: SAFETY - SERVICE DELIVERY 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 6.3 to 7.7.
Impact values range between 37% to 57%.

OPPORTUNITY ANALYSIS: SAFETY SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Service Delivery Group	Bus Transportation	Stations	Streetcar Transportation	Transit Enforcement/CSO
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.

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 Service Delivery employees are relatively less satisfied. In other words, it is an Area to Monitor.
- While not a key driver of Employee Engagement across Service Delivery as a whole, Performance and Reward is particularly influential for Transit Enforcement/CSO, where this is an Area to Improve.
- Employee satisfaction with the way the TTC recognizes and rewards employees is generally highest for Transit Enforcement/CSO, and generally lowest for Stations.
- 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, “I am recognized for excellent performance” and “I am satisfied with the recognition I receive from my manager.” These results were consistent for most departments, except for Wheel Trans, where “At the TTC, rewards and/or recognition are meaningful” is the lowest score, and for Transit Enforcement/CSO, where not tolerating poor performance and having meaningful recognition are rated lower than the recognition received from a manager.

SECTION SUMMARY

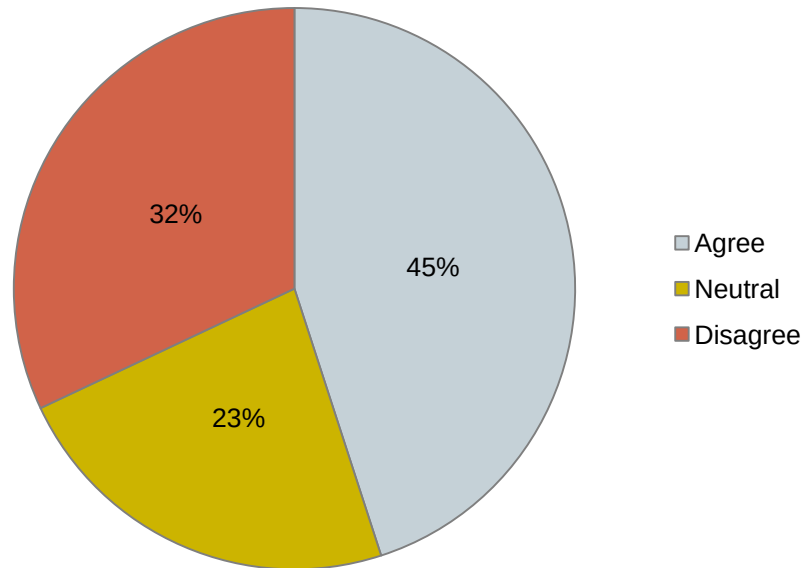
- To improve employee satisfaction with their Performance and Reward, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - At the TTC, the recognition and / or rewards are meaningful
 - I am recognized for excellent performance
 - I am satisfied with the recognition I receive from my manager
- This is generally consistent across all departments. There are some slight differences for Transit Enforcement/CSO, where recognition from the manager is less influential, while not tolerated poor performance is an additional Area to Improve.
- Also, “I have the opportunity to progress within the company” is an Area to Improve for Transit Enforcement/CSO, while for other departments, this is an Area to Protect.

OVERALL RATINGS OF PERFORMANCE AND REWARD - SERVICE DELIVERY GROUP

Service Delivery Group

Total
(n= 1633)

Mean=5.8



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

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

OVERALL RATINGS OF PERFORMANCE AND REWARD - BY DEPARTMENT



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.

3/24/2015

112

OVERALL RATINGS OF PERFORMANCE AND REWARD - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

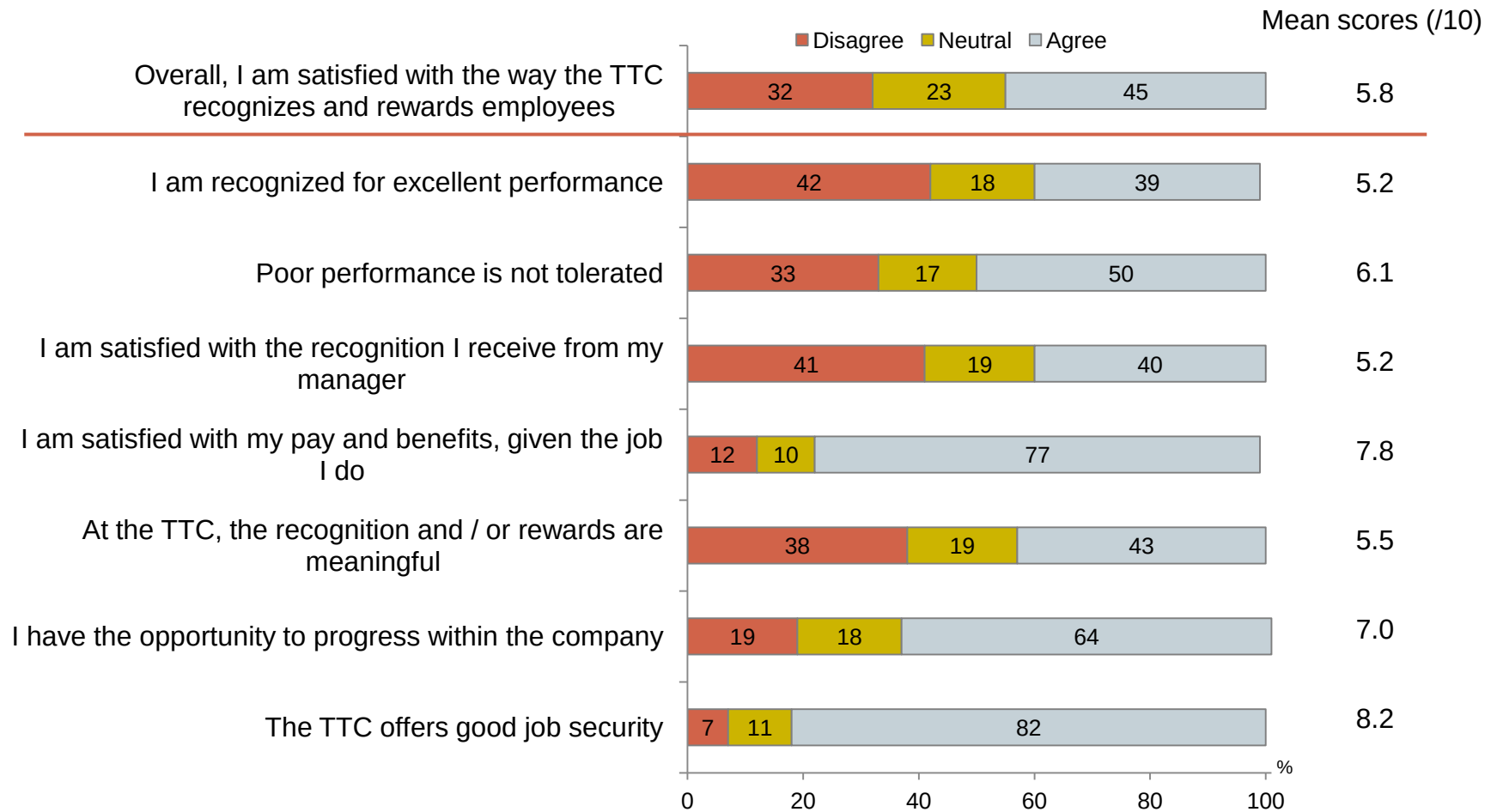
I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.

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

Sample sizes vary by category.

PERFORMANCE AND REWARD

- SERVICE DELIVERY 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 Service Delivery Group	Bus Transportation	Bus	Wheel Trans	Stations	Streetcar Transportation	Transit Enforcement /CSO
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	5.8	5.8	5.8	5.7	5.2	5.7	6.7
I am recognized for excellent performance	5.9	5.6	5.2	5.2	5.1	5.6	4.9	5.2	6.8
Poor performance is not tolerated	5.9	5.8	6.1	6.2	6.1	6.5	5.6	5.9	6.2
I am satisfied with the recognition I receive from my manager	6.0	5.8	5.2	5.2	5.1	5.6	5.0	5.1	7.0
I am satisfied with my pay and benefits, given the job I do	7.7	7.8	7.8	7.7	7.7	7.9	7.7	7.8	8.7
At the TTC, the recognition and / or rewards are meaningful	5.9	5.8	5.5	5.6	5.6	5.3	5.1	5.4	6.5
I have the opportunity to progress within the company	6.9	6.9	7.0	7.1	7.2	6.5	6.2	7.3	6.5
The TTC offers good job security	8.3	8.3	8.2	8.2	8.3	7.9	7.7	8.5	7.7

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 - SERVICE DELIVERY 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 5.2 to 8.2.
Impact values range between 16% to 56%.

OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Service Delivery Group	Bus Transportation	Stations	Streetcar Transportation	Transit Enforcement/CSO
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.

AREA TO MAINTAIN: TRAINING AND DEVELOPMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Training and Development” as having a moderate impact on Employee Engagement and as an area in which Service Delivery employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their training and development is highest for Bus Transportation, Transit Enforcement/CSO and Streetcar Transportation, and lowest for Stations.
- Satisfaction with training and development is slightly higher among union employees, compared to staff employees. Managers are slightly less satisfied than other employees. Within Bus Transportation, satisfaction is higher among Bus employees than Wheel Trans 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.
- To improve employee satisfaction with Training and Development, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - I am satisfied with the support I receive on my personal development
 - The way people are selected for jobs in the TTC is fair
- While support for personal development is an Area to Improve for all departments, fairness in job selection is specifically an issue for Bus Transportation and Transit Enforcement/CSO
- An additional Area to Improve, specific to Stations and Transit Enforcement/CSO, is having an agreed personal development plan with a manager.

SECTION SUMMARY

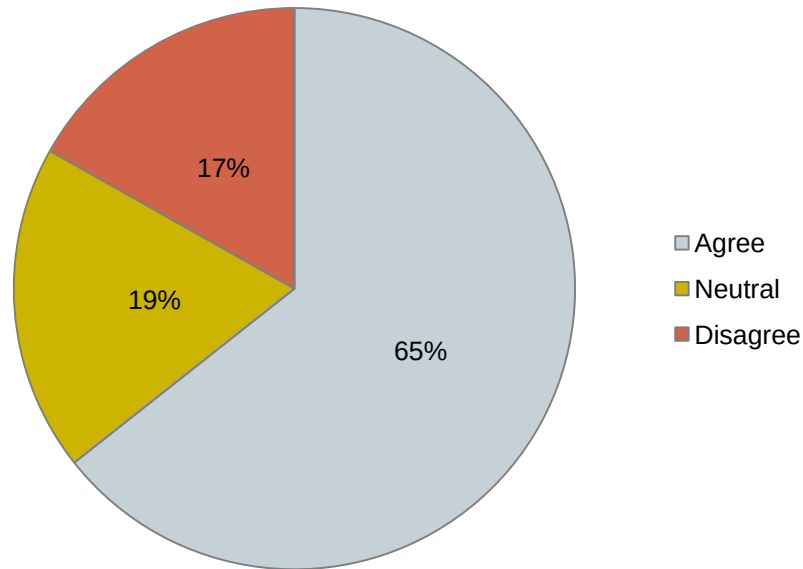
- In addition to these improvements, the following areas are key Areas to Protect:
 - I am satisfied with the career development opportunities available to me
 - The TTC provides ongoing training opportunities so I can develop my skills
 - I have received the right sort of training to do my job properly
- Having training and development opportunities is influential across all departments, but are both Areas to Improve for Transit Enforcement/CSO, while ongoing training opportunities is also an Area to Improve for Bus Transportation. Receiving the right training is only influential for Bus and Streetcar Transportation departments.

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - SERVICE DELIVERY GROUP

Service Delivery Group

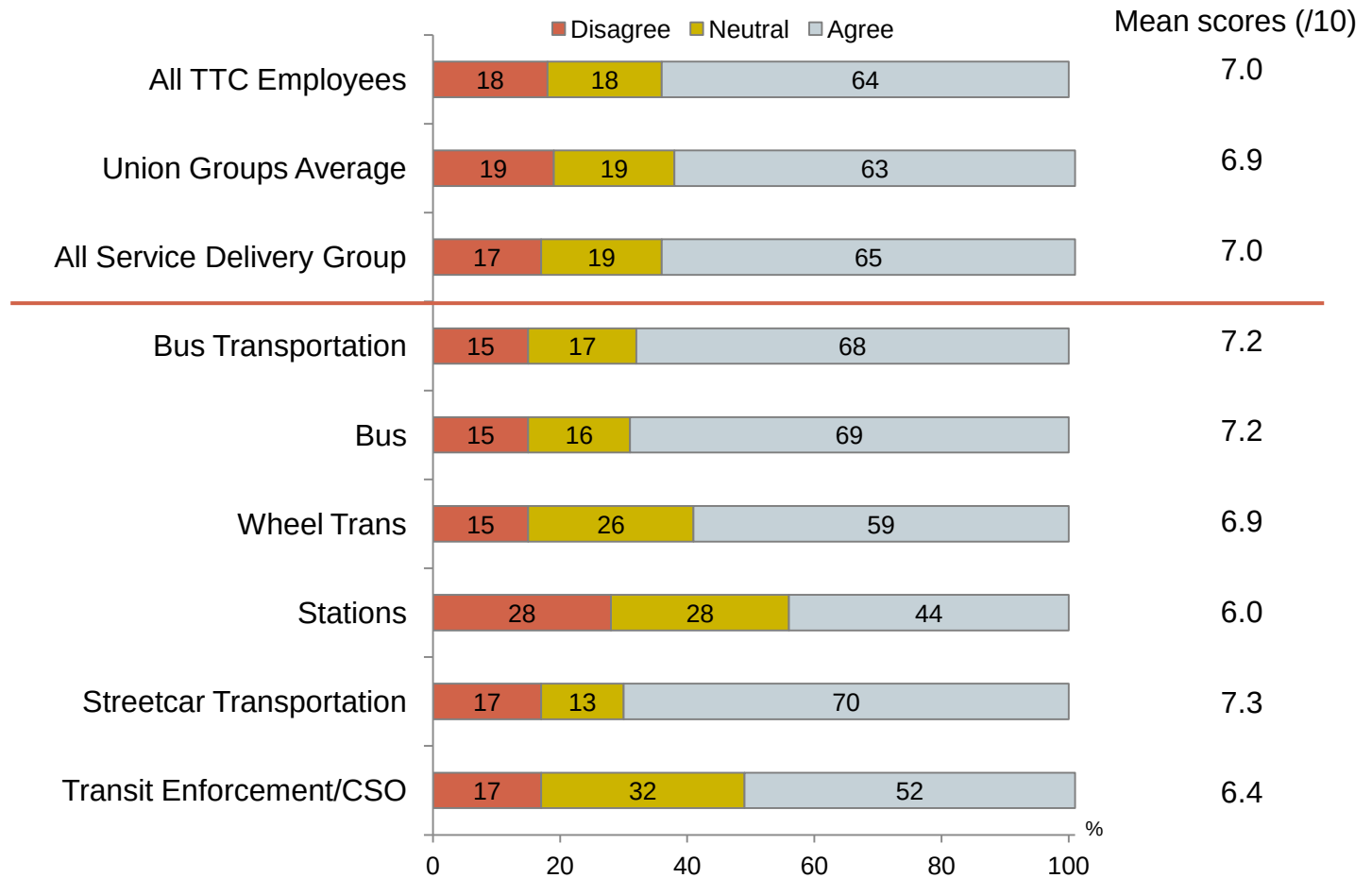
Total
(n= 1645)

Mean=7.0



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



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

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

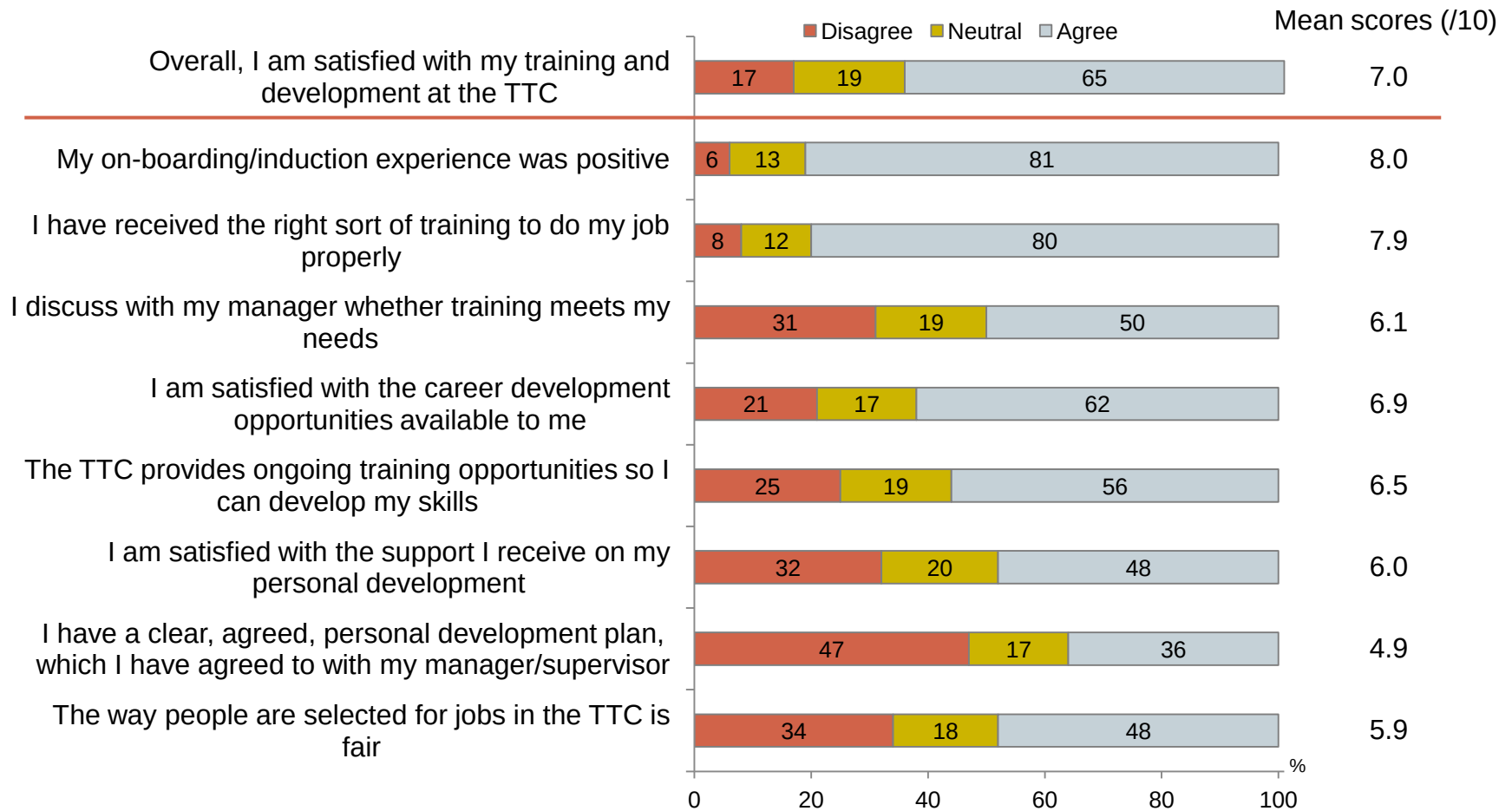
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.

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

Sample sizes vary by category.

TRAINING AND DEVELOPMENT

- SERVICE DELIVERY 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.

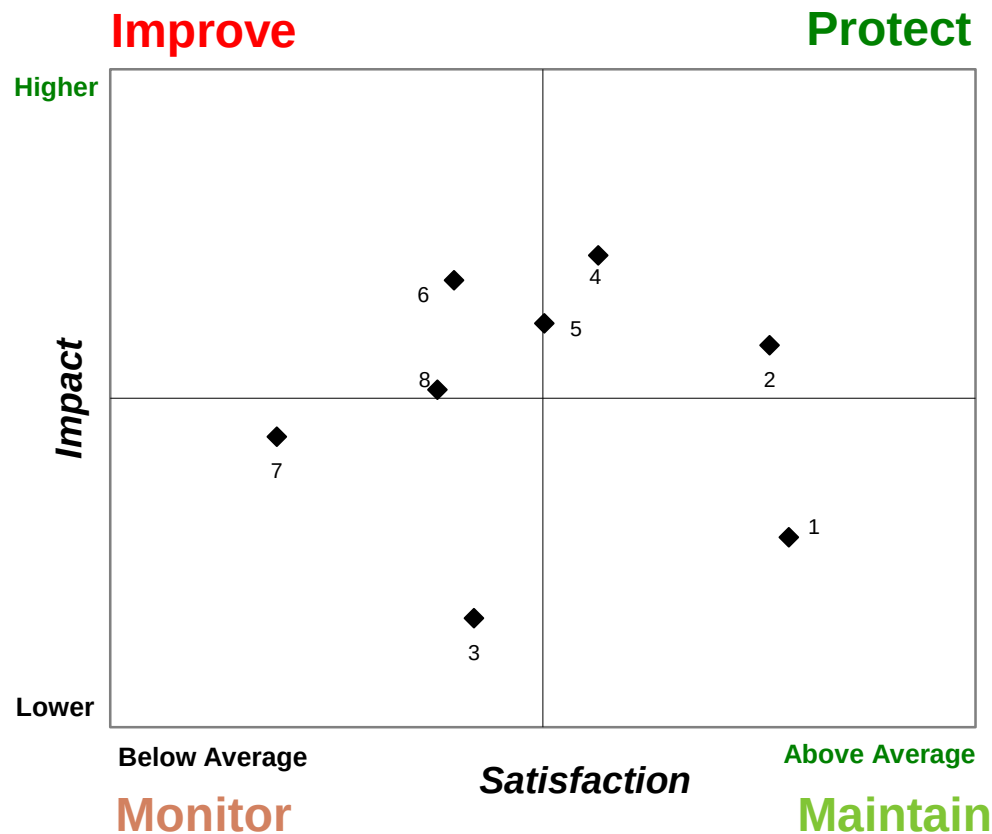
TRAINING AND DEVELOPMENT

- BY DEPARTMENT

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	Bus Transportation	Bus	Wheel Trans	Stations	Streetcar Transportation	Transit Enforcement /CSO
Overall, I am satisfied with my training and development at the TTC	7.0	6.9	7.0	7.2	7.2	6.9	6.0	7.3	6.4
My on-boarding/induction experience was positive	7.9	7.9	8.0	8.1	8.2	7.6	7.5	8.1	8.2
I have received the right sort of training to do my job properly	7.6	7.6	7.9	8.0	8.0	7.8	7.2	8.0	8.1
I discuss with my manager whether training meets my needs	6.7	6.4	6.1	6.1	6.1	5.9	6.0	5.9	7.5
I am satisfied with the career development opportunities available to me	6.9	6.9	6.9	7.0	7.1	6.6	5.9	6.9	6.4
The TTC provides ongoing training opportunities so I can develop my skills	7.0	6.8	6.5	6.6	6.6	6.1	6.1	6.6	6.6
I am satisfied with the support I receive on my personal development	6.5	6.2	6.0	6.0	6.0	5.6	5.5	6.0	6.5
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	5.2	4.9	5.0	5.0	4.7	4.2	4.7	5.7
The way people are selected for jobs in the TTC is fair	5.6	5.5	5.9	6.1	6.2	5.2	4.3	6.0	5.5

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 - SERVICE DELIVERY 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 4.9 to 8.0.
 Impact values range between 28% to 55%.

OPPORTUNITY ANALYSIS: TRAINING AND DEVELOPMENT - SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Service Delivery Group	Bus Transportation	Stations	Streetcar Transportation	Transit Enforcement/CSO
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.

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 Service Delivery employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their immediate manager or supervisor is highest for Transit Enforcement/CSO, and generally lowest for Stations, followed by Streetcar Transportation.
- 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. While a smaller difference, managers are 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 actively discourages prejudice”, and “My manager/supervisor treats me fairly”. 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 their manager or supervisor, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - My manager/supervisor leads by example
 - My manager/supervisor keeps me well informed about issues which affect me
 - My manager/supervisor is personally involved in improving the quality of my work
 - My manager/supervisor is open to constructive feedback from staff and others

SECTION SUMMARY

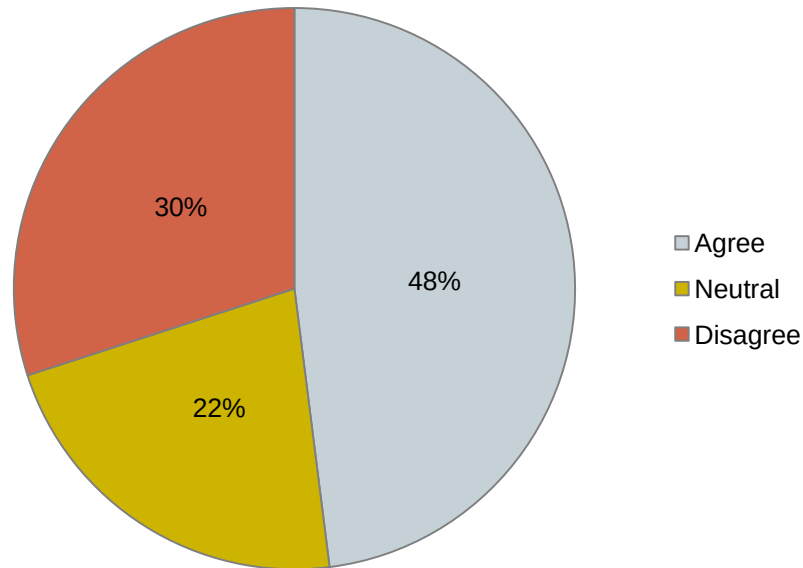
- There is some variability from one department to another, with some attributes less influential for some departments and others rating as Areas to Protect.
- In addition to these improvements, the following areas are key Areas to Protect:
 - I am satisfied with the way I am managed
 - My manager/supervisor treats me fairly
 - My manager/supervisor takes responsibility when problems arise
 - I have confidence in my manager's/supervisor's skills and abilities
 - I get help and support from my manager/supervisor when I need it
 - My manager/supervisor manages people well
- These are generally consistent across groups, with a few exceptions. Skills and abilities and getting help and support are Areas to Protect for all departments, while managing people well is an Area to Improve for Stations. Most of the remainder are influential for three of the four departments in the group, and less influential for one department.

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - SERVICE DELIVERY GROUP

Service Delivery Group

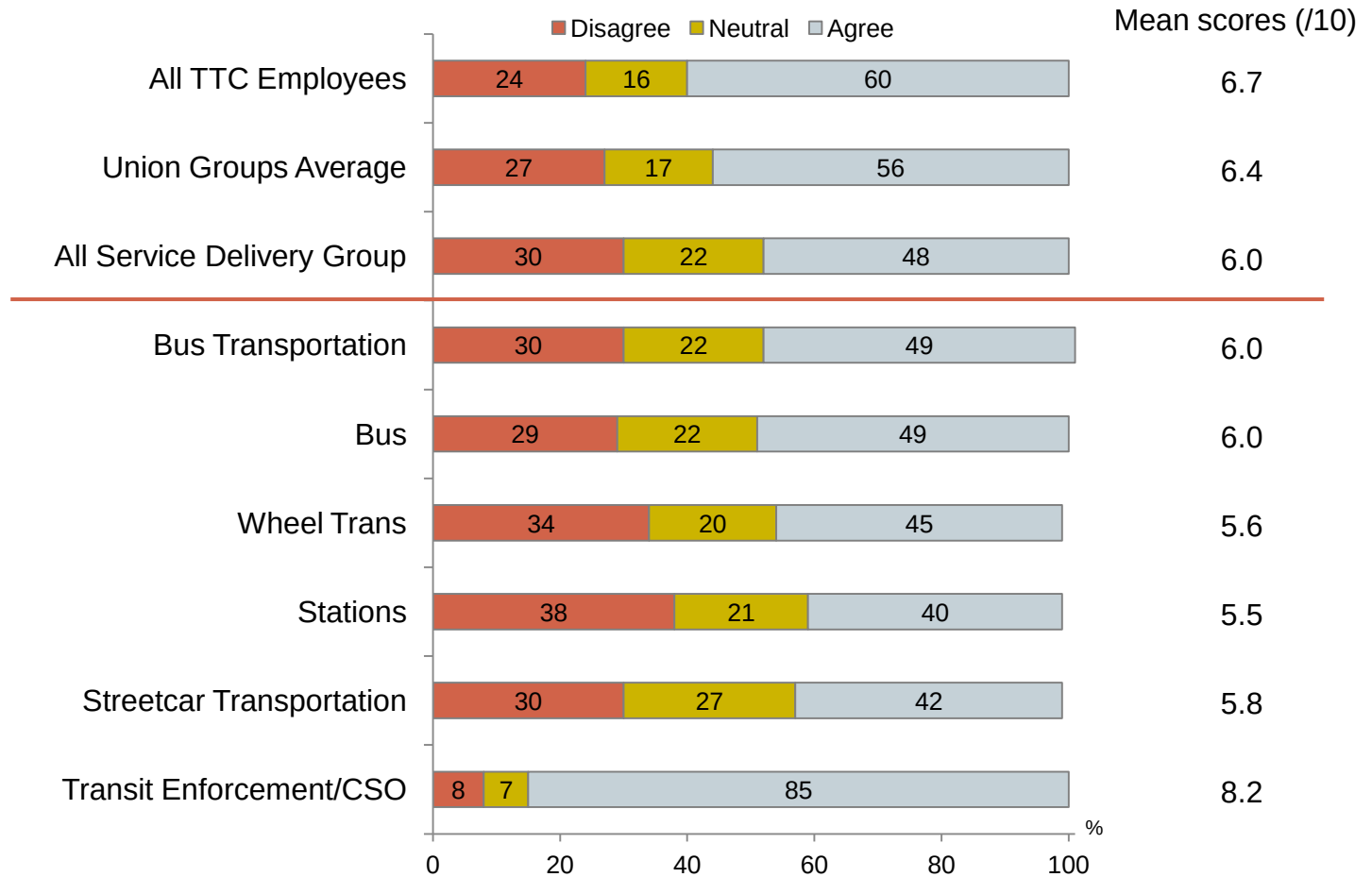
Total
(n= 1643)

Mean=6.0



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

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BY DEPARTMENT



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 EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

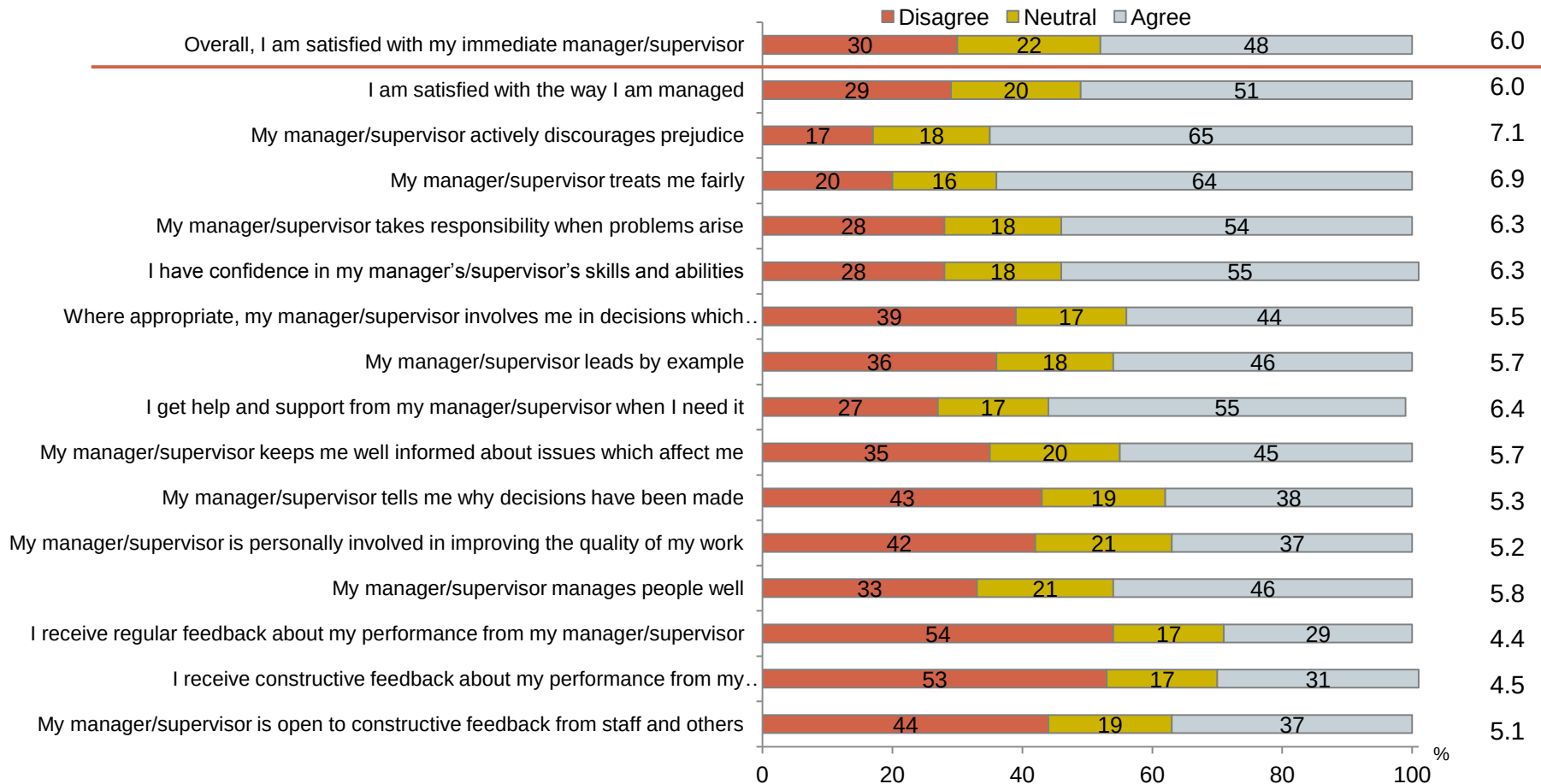
D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

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

Sample sizes vary by category.

YOUR MANAGER/SUPERVISOR - SERVICE DELIVERY GROUP

Mean scores (/10)



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

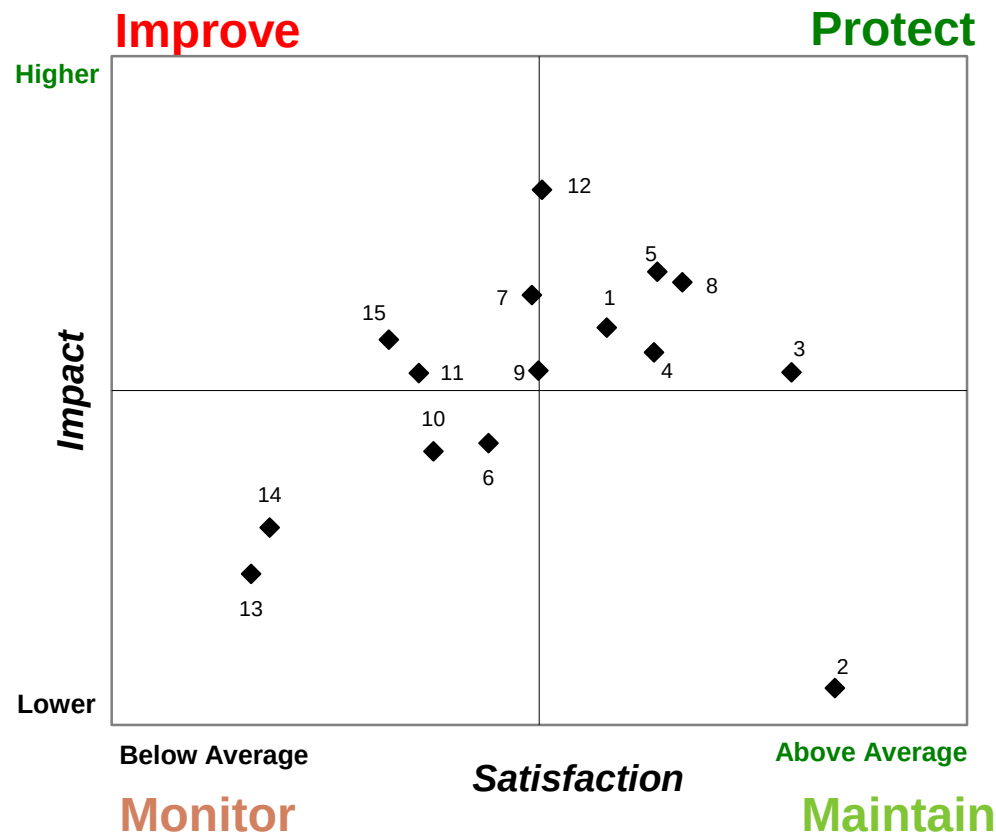
Sample sizes vary by attribute.

YOUR MANAGER/SUPERVISOR - BY DEPARTMENT

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	Bus Transportation	Bus	Wheel Trans	Stations	Streetcar Transportation	Transit Enforcement/ CSO
Overall, I am satisfied with my immediate manager/supervisor	6.7	6.4	6.0	6.0	6.0	5.6	5.5	5.8	8.2
I am satisfied with the way I am managed	6.6	6.4	6.0	6.1	6.1	5.9	5.4	5.8	7.9
My manager/supervisor actively discourages prejudice	7.4	7.2	7.1	7.1	7.1	7.0	6.5	6.9	8.7
My manager/supervisor treats me fairly	7.3	7.2	6.9	6.9	6.9	6.6	6.5	6.9	8.8
My manager/supervisor takes responsibility when problems arise	6.9	6.7	6.3	6.2	6.3	6.2	5.8	6.2	8.2
I have confidence in my manager's/supervisor's skills and abilities	6.9	6.6	6.3	6.3	6.3	6.2	5.8	6.2	8.5
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	6.2	5.5	5.5	5.5	5.5	5.3	5.1	8.0
My manager/supervisor leads by example	6.5	6.2	5.7	5.6	5.7	5.6	5.3	5.7	8.0
I get help and support from my manager/supervisor when I need it	7.1	6.8	6.4	6.4	6.4	6.3	5.8	6.2	8.3
My manager/supervisor keeps me well informed about issues which affect me	6.6	6.3	5.7	5.7	5.7	6.1	5.3	5.5	8.1
My manager/supervisor tells me why decisions have been made	6.2	5.8	5.3	5.2	5.2	5.5	4.6	5.1	7.9
My manager/supervisor is personally involved in improving the quality of my work	6.1	5.8	5.2	5.1	5.1	5.2	4.8	5.1	7.7
My manager/supervisor manages people well	6.3	6.1	5.8	5.7	5.7	5.4	5.3	5.8	8.1
I receive regular feedback about my performance from my manager/supervisor	5.7	5.3	4.4	4.3	4.2	4.9	4.5	4.4	7.6
I receive constructive feedback about my performance from my manager/supervisor	5.8	5.3	4.5	4.4	4.3	4.9	4.5	4.4	7.7
My manager/supervisor is open to constructive feedback from staff and others	6.1	5.8	5.1	5.0	4.9	5.3	4.8	4.9	7.7

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

OPPORTUNITY ANALYSIS: YOUR MANAGER/ SUPERVISOR - SERVICE DELIVERY 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 4.4 to 7.1.
Impact values range between 42% to 80%.

OPPORTUNITY ANALYSIS: YOUR MANAGER/ SUPERVISOR - SUMMARY BY DEPARTMENT

Key Drivers by Department	All Service Delivery Group	Bus Transportation	Stations	Streetcar Transportation	Transit Enforcement / CSO
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.

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 Service Delivery employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their colleagues or co-workers is highest for Transit Enforcement/CSO, and lowest for Bus and Stations.
- Staff are similar to union employees in their satisfaction with their Team. There is a slight difference between managers and non-managers, with managers more satisfied with their co-workers.
- Across the specific qualities of Your Team, ratings were highest for, “Members of my team treat each other with respect”, followed by “My team members do quality work”. Ratings were lowest for, “There is good morale on my team”, “I feel that my opinions count in my team”, and “I feel that workload is fairly distributed on my team.” These results were consistent for most departments.
- To maintain employee satisfaction with Your Team, Opportunity Analysis identifies the following key Areas to Protect:
 - Members of my team treat each other with respect
 - My team works well together
 - I feel supported by my fellow team members
 - My team members do quality work
- These are generally consistent across all departments, except that doing quality work is less influential for Transit Enforcement/CSO.
- In addition, good morale was identified as an Area to Improve for Streetcar Transportation, while feeling that opinions count is an Area to Improve for Transit Enforcement/CSO.

SECTION SUMMARY

Regular Team Meetings

- Only 15% of Service Delivery employees indicate they have regular team meetings, a figure far lower than for other groups. A further 19% indicated they “don’t know” if they have regular team meetings.
- These proportions vary greatly by group. Transit Enforcement/CSO had the highest proportion of employees (51%) to report meeting regularly, followed by Stations (37%), while Bus had the lowest proportion of employees indicating they have regular meetings (10%).
- Much higher proportions of staff (50%) indicated they meet regularly compared to union employees (7%).
- Among employees who have regular meetings, a majority indicated they were held frequently enough. Due to the small percentage of employees indicating they have regular meetings, only limited comparison by departments is possible. Among the departments with sufficient sample size, Streetcar Transportation had the highest proportion reporting meetings being frequent enough, while Bus employees had the lowest proportion reporting sufficiently frequent meetings.
- A slightly higher proportion of staff indicated meetings are frequent enough compared to union employees.
- Most employees who have regular meetings agree they are useful. There is not a large variation by department, though usefulness of meetings was scored highest by Transit Enforcement/CSO, and lowest by Stations. Differences by employee category are relatively small, with more staff than union employees indicating meetings are useful and managers seeing meetings are more useful than non-managers.

SECTION SUMMARY

Impact on Engagement

- Employees who have regular team meetings have higher engagement scores than employees who do not.
- 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

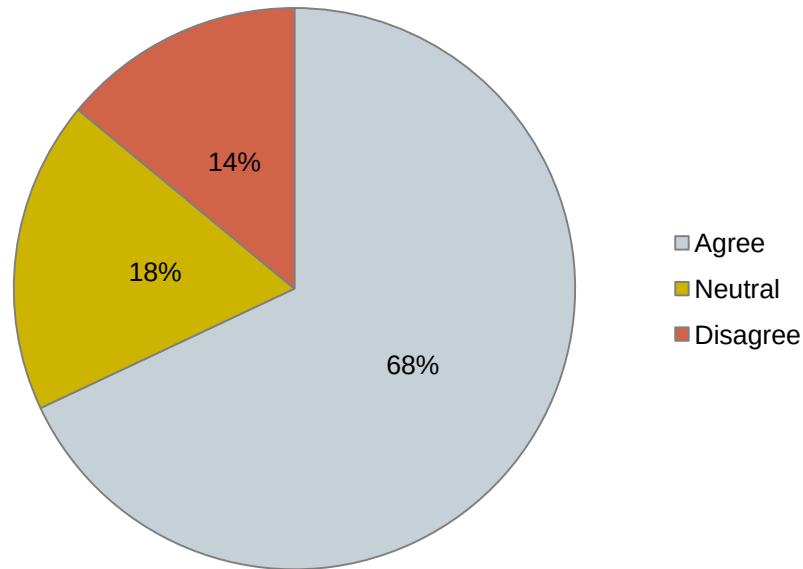
OVERALL RATINGS OF YOUR TEAM

- SERVICE DELIVERY GROUP

Service Delivery Group

Total
(n= 1636)

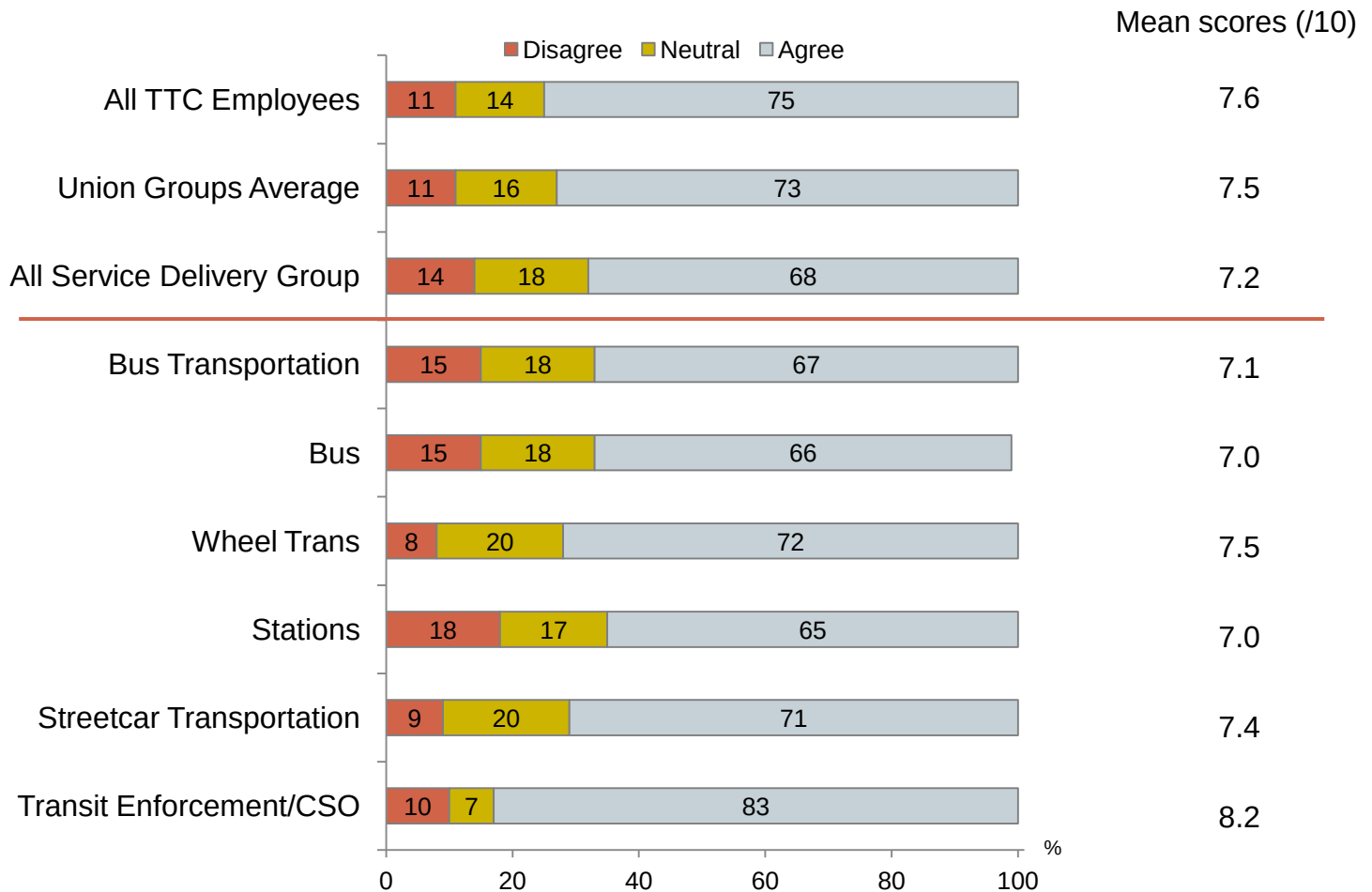
Mean=7.2



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

OVERALL RATINGS OF YOUR TEAM

- BY DEPARTMENT



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

OVERALL RATINGS OF YOUR TEAM - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

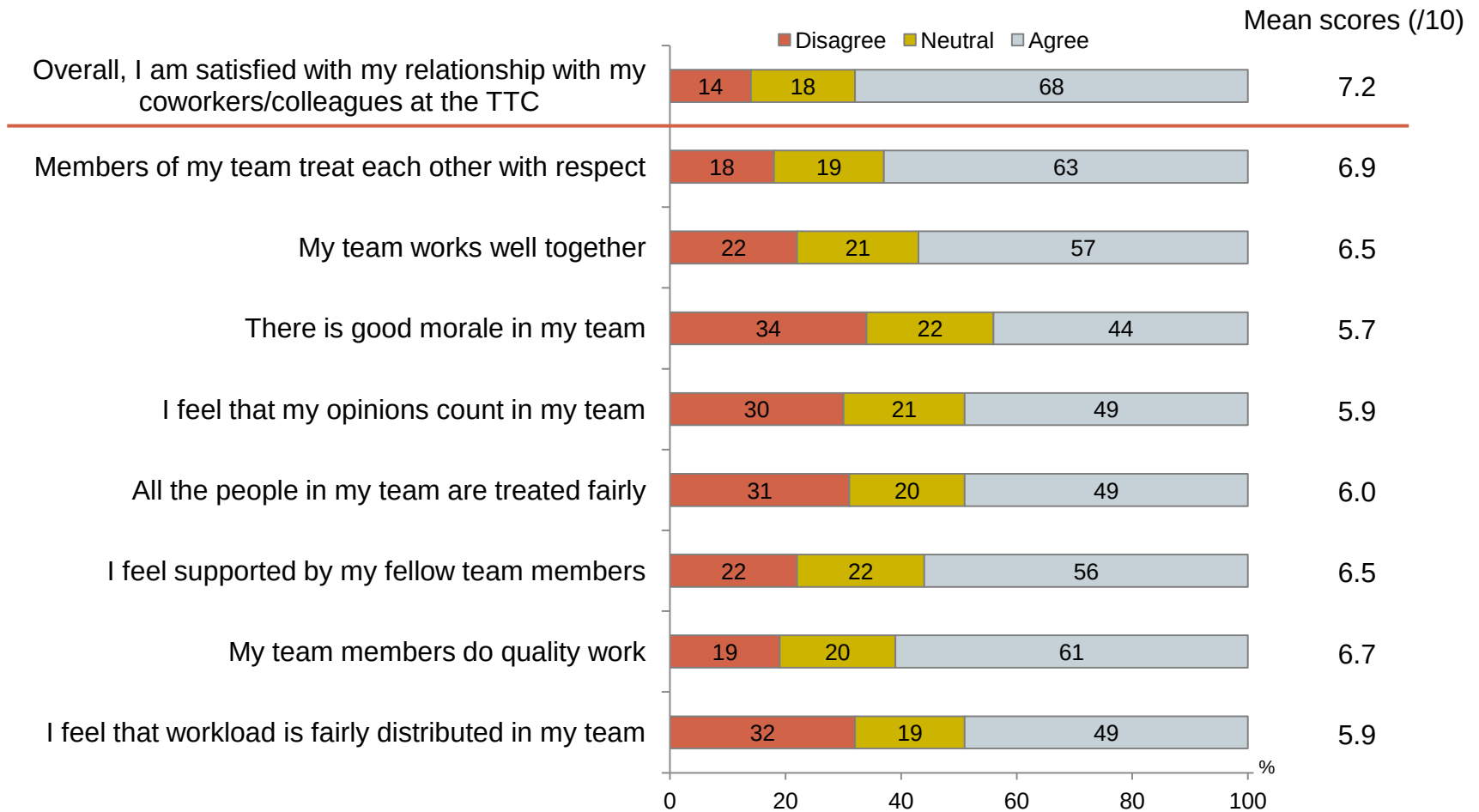
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.

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

Sample sizes vary by category.

YOUR TEAM

- SERVICE DELIVERY 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.

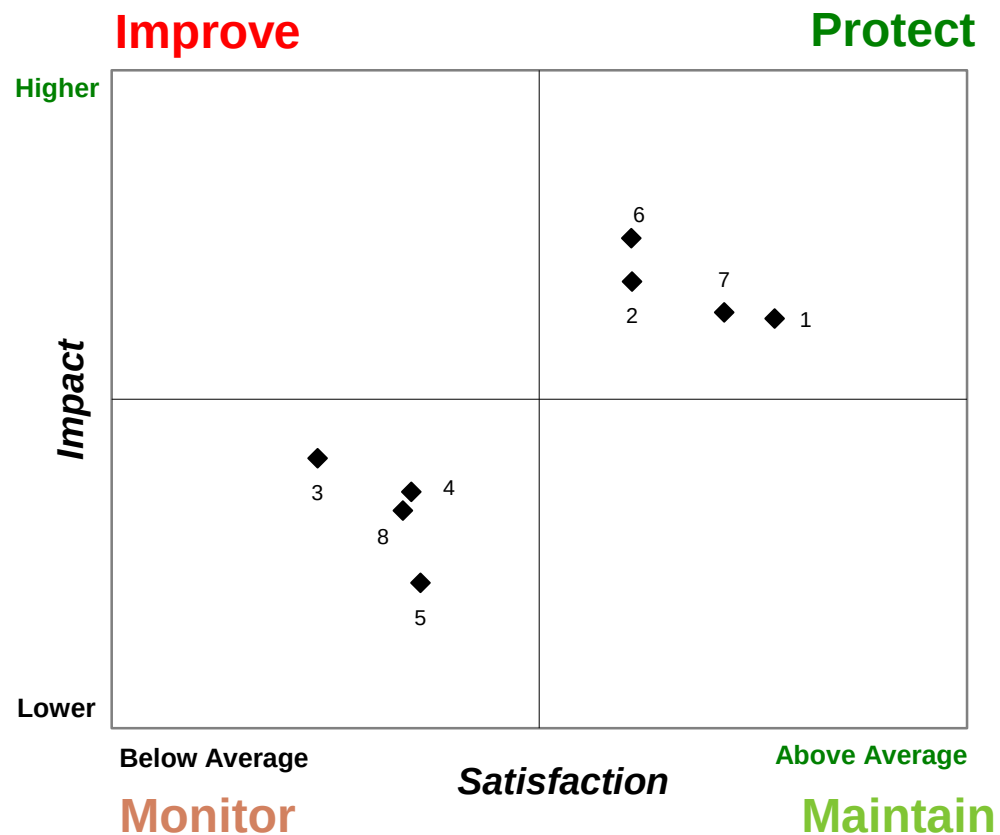
YOUR TEAM - BY DEPARTMENT

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	Bus Transportation	Bus	Wheel Trans	Stations	Streetcar Transpor tation	Transit Enforcement /CSO
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.2	7.1	7.0	7.5	7.0	7.4	8.2
Members of my team treat each other with respect	7.4	7.2	6.9	6.8	6.7	7.3	6.8	7.1	7.9
My team works well together	7.3	7.0	6.5	6.4	6.3	7.1	6.6	6.8	8.1
There is good morale in my team	6.5	6.2	5.7	5.7	5.6	5.9	5.4	5.7	7.2
I feel that my opinions count in my team	7.0	6.7	5.9	5.9	5.8	6.2	5.9	5.8	7.8
All the people in my team are treated fairly	6.7	6.5	6.0	5.9	5.9	6.2	5.7	6.0	8.0
I feel supported by my fellow team members	7.2	7.0	6.5	6.4	6.4	6.9	6.3	6.7	8.0
My team members do quality work	7.5	7.3	6.7	6.6	6.5	7.3	6.9	6.9	8.3
I feel that workload is fairly distributed in my team	6.5	6.3	5.9	5.8	5.8	6.1	5.9	5.9	8.0

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

OPPORTUNITY ANALYSIS: YOUR TEAM

- SERVICE DELIVERY 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 5.7 to 6.9.
 Impact values range between 43% to 61%.

OPPORTUNITY ANALYSIS: YOUR TEAM SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Service Delivery Group	Bus Transportation	Stations	Streetcar Transportation	Transit Enforcement/CSO
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

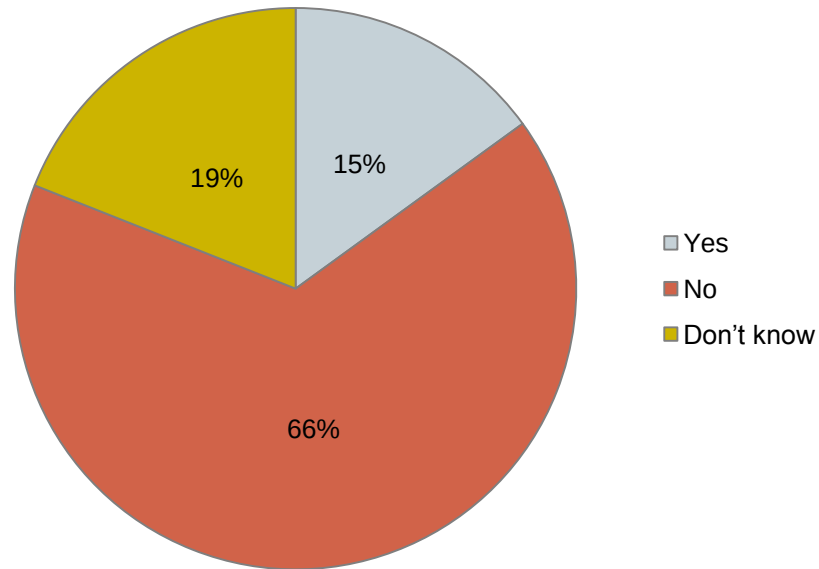
↑ Represents Area to Improve

Sample sizes vary by attribute.

REGULAR TEAM MEETINGS

Service Delivery Group

Total
(n= 1575)

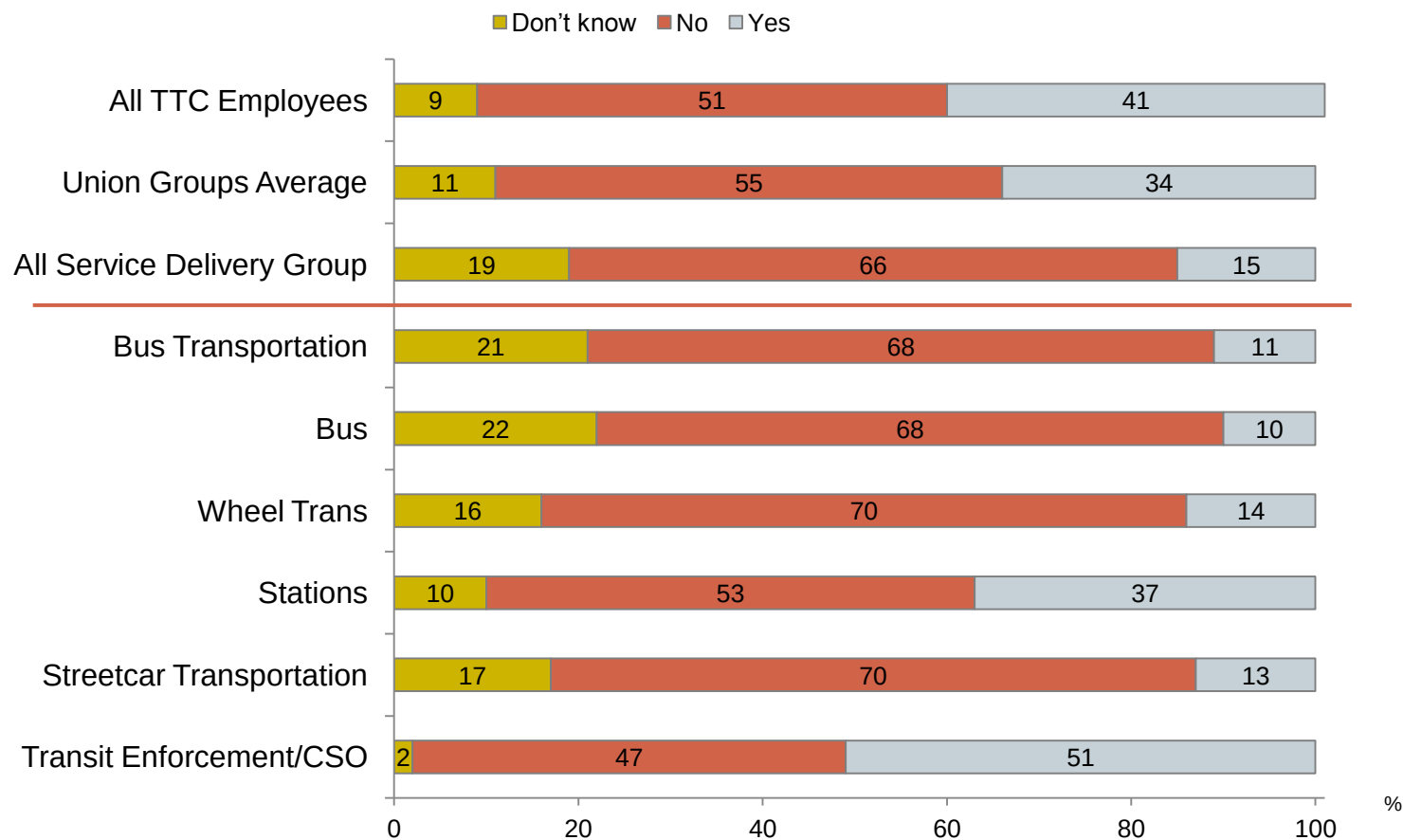


E2. Does your team hold regular team meetings?

3/24/2015

149

REGULAR TEAM MEETINGS - BY DEPARTMENT



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

REGULAR TEAM MEETINGS - BY EMPLOYEE POSITION



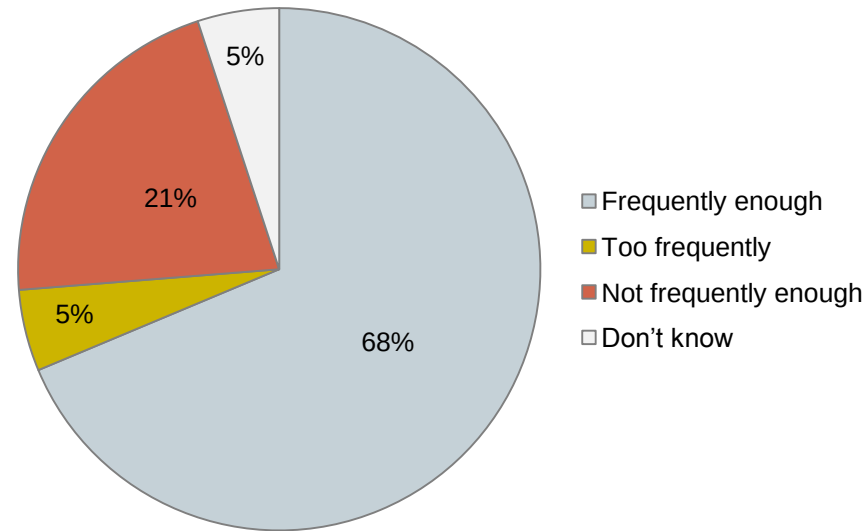
* Percentages suppressed due to sample size <30.
E2. Does your team hold regular team meetings?
Sample sizes vary by category.

SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

Service Delivery Group

Total
(n= 242)



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.

3/24/2015

153

SUFFICIENT AMOUNT OF TEAM MEETINGS - BY EMPLOYEE POSITION

Among employees who have regular team meetings



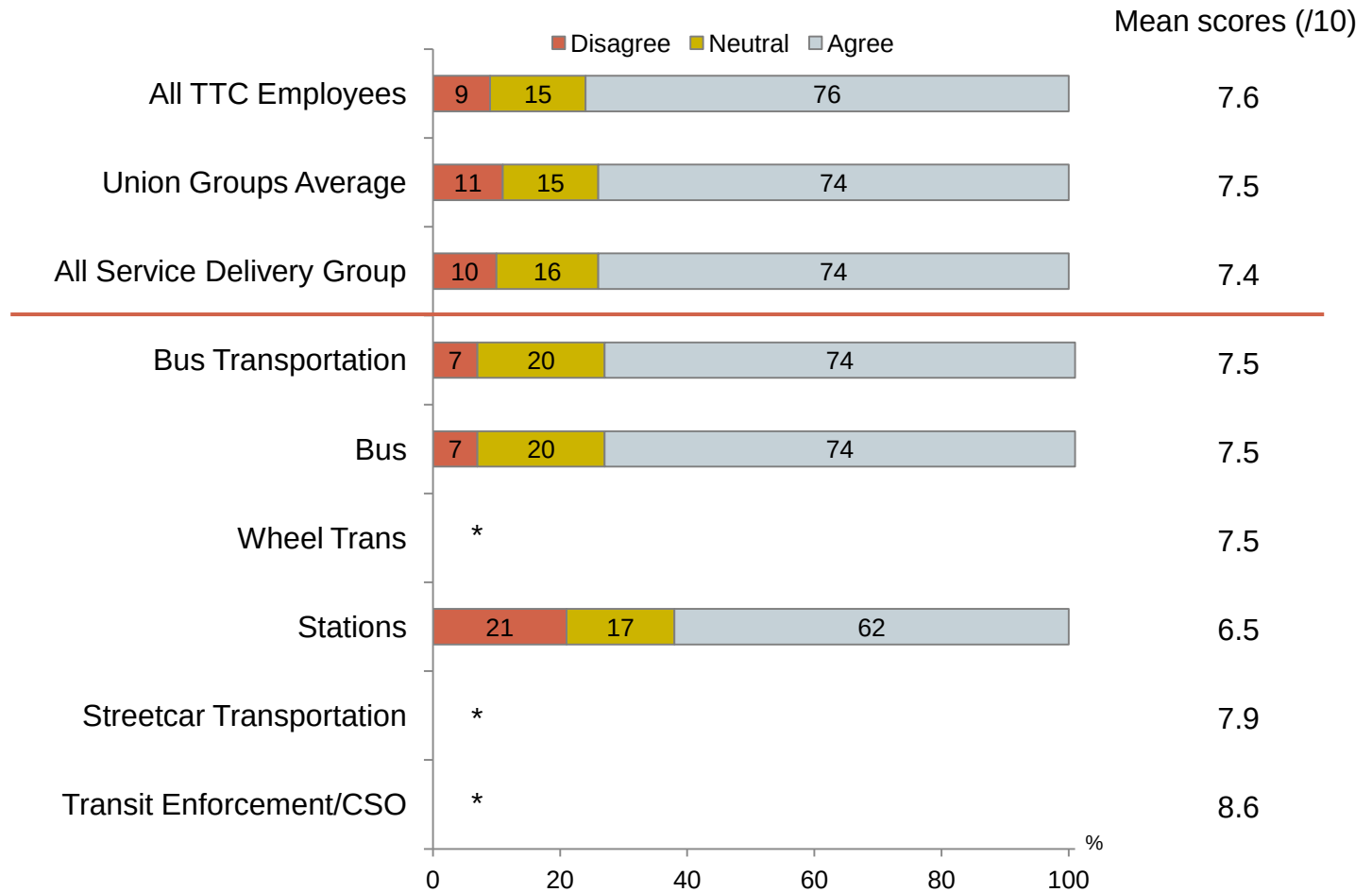
* Percentages suppressed due to sample size <30.

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

Sample sizes vary by category.

USEFULNESS OF TEAM MEETINGS

Among employees who have regular team meetings



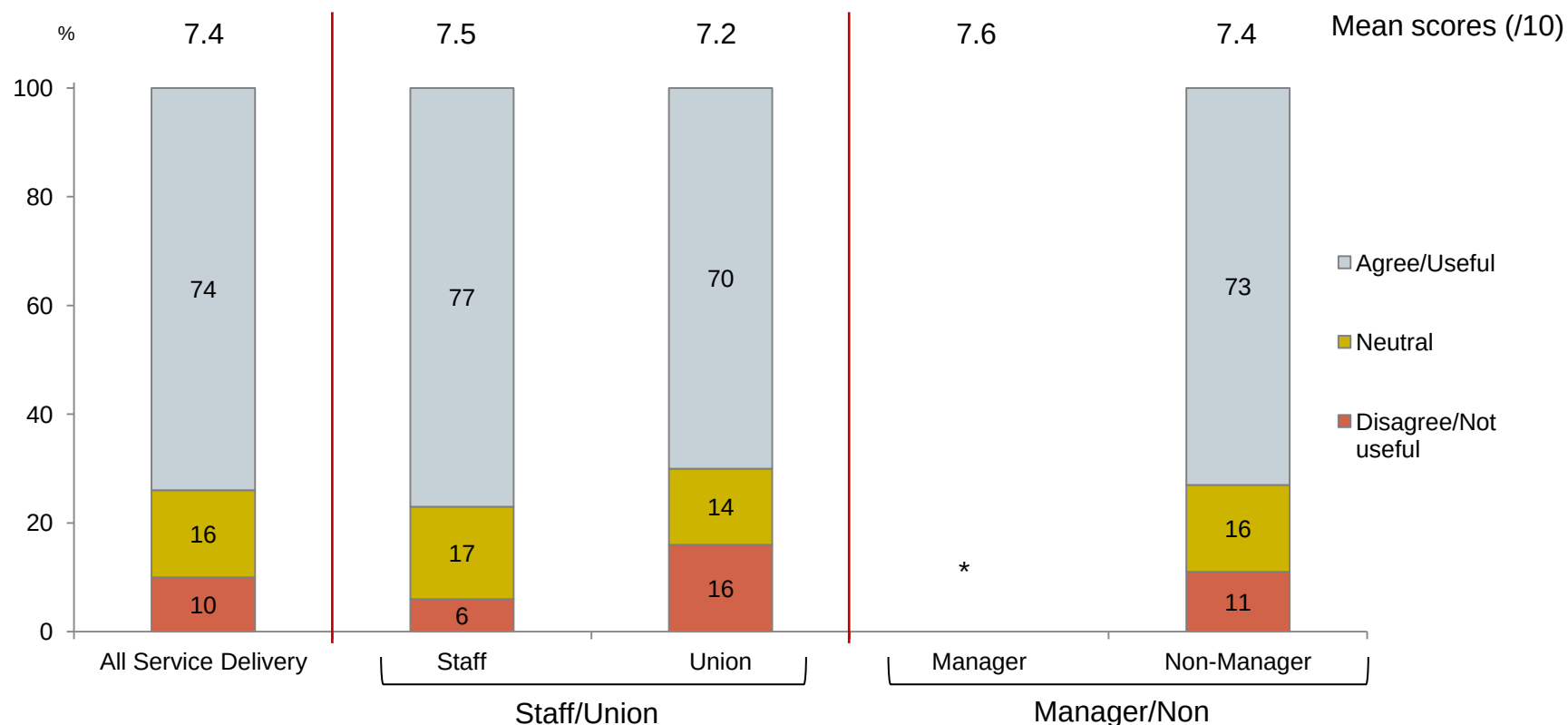
* Percentages suppressed due to sample size <30.

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

Sample sizes vary by category.

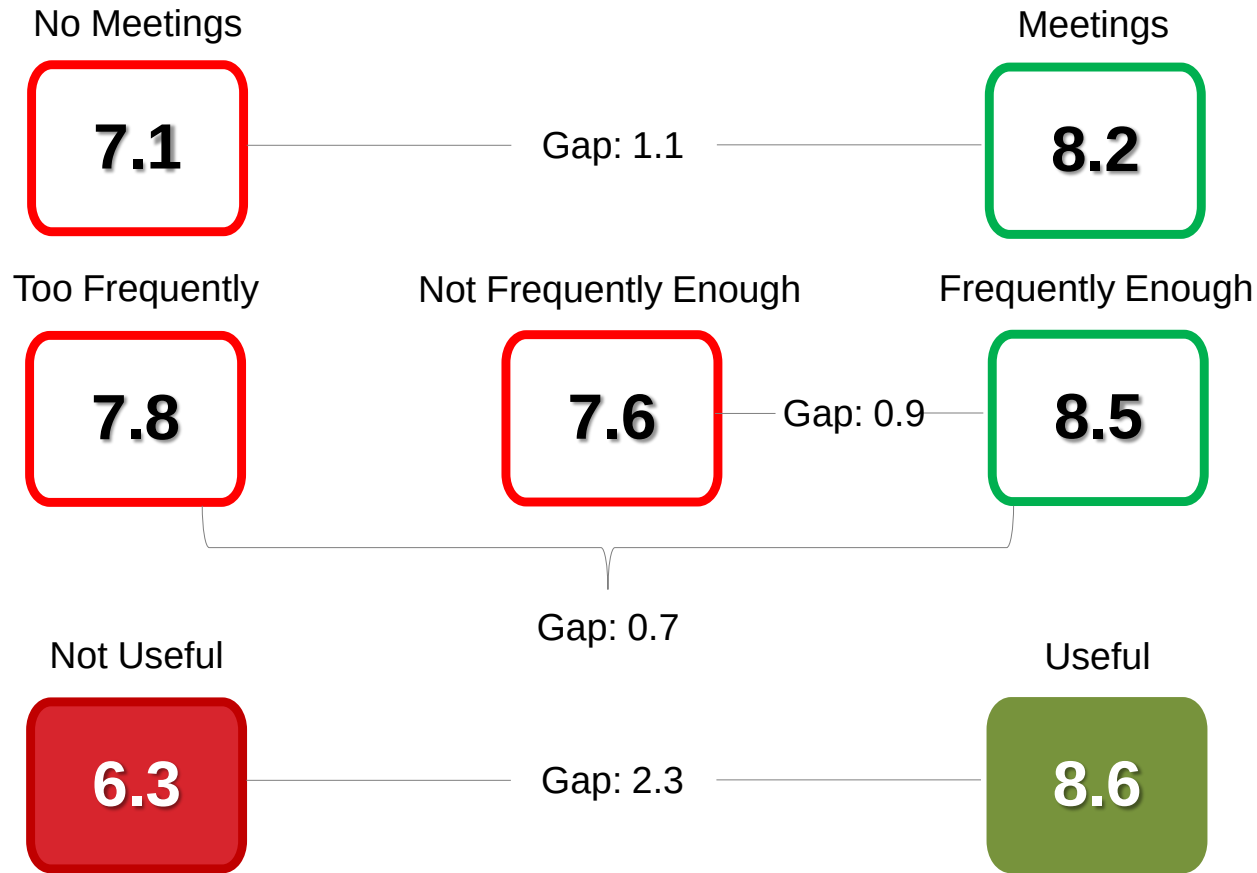
USEFULNESS OF TEAM MEETINGS - BY EMPLOYEE POSITION

Among employees who have regular team meetings



* Percentages suppressed due to sample size <30.
E4. How much do you agree or disagree that your team meetings are useful?
Sample sizes vary by category.

IMPACT OF TEAM MEETINGS ON EMPLOYEE ENGAGEMENT



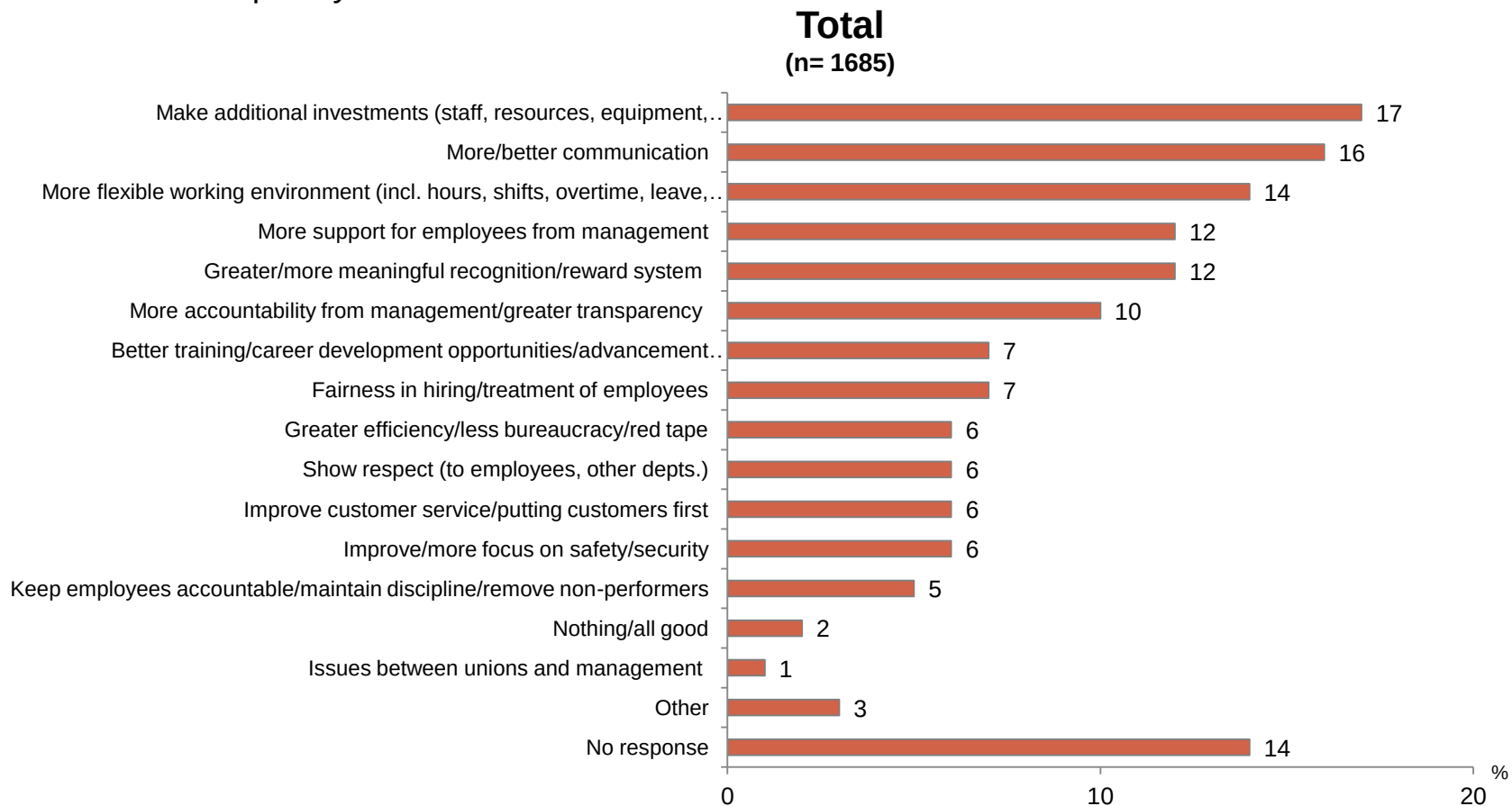
FINAL WORD

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
- The most frequently identified areas were, making additional investments, better communication, and a more flexible working environment. More support from management more meaningful recognition/rewards were also mentioned frequently.



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 department are listed below.

	Bus Transportation (BT)	Stations (Sta)	Streetcar Transportation (ScT)	Transit Enforcement/CSO (Te/C)
Your Working Environment	Concern for employees' health and well-being Improvements to workspaces and facilities (except Sta)			
Your Company	Building relationships between Senior Management & employees (All) TTC leadership's decision making ability (except Te/C) Sharing Best Practices (All); Effective collaboration (BT, ScT)			
Performance and Reward				Ensuring recognition Recognizing performance

RECOMMENDATIONS: ALL SERVICE DELIVERY

- 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
 - Demonstrating that employees' time is valued
 - Steps needed to assure employees that **TTC leadership is making the right decisions** to ensure future success.
 - Ways to better **share information** across the TTC, focusing on:
 - Effective sharing of best practices
 - Collaboration with other areas of the TTC
 - The types of supports that would be most effective for employees who experience abuse from customers.
 - 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 main causes of workplace stress and effective ways of reducing it.

RECOMMENDATIONS: DEPARTMENT SPECIFIC

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

Transit Enforcement/CSO

- Types of recognition/rewards that would be **meaningful**

Bus and Streetcar Transportation

- Ways to more **effectively collaborate** with other parts of the TTC

Thank you

Produced by Malatest on
behalf of TTC

