

EMPLOYEE ENGAGEMENT SURVEY

Strategy & Customer Experience Group

March 12, 2015

Produced by Malatest on
behalf of TTC



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INTRODUCTION

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OBJECTIVES

- The primary objective of this research is to increase levels of employee engagement within the TTC. This includes identifying specific aspects of the employee experience that require improvement in order to increase employee engagement moving forward.
- As this is the first year the TTC is conducting this research, objectives also include establishing a baseline of employee engagement to facilitate comparisons over time and across employee groups.
- This research will identify key drivers of employee engagement across the following eight aspects of the employee experience:

- 1. Job**
- 2. Company**
- 3. Manager/Supervisor**
- 4. Team**
- 5. Working Environment**
- 6. Safety**
- 7. Training and Development**
- 8. Performance and Reward**

- Additionally, this report examines these objectives as they relate specifically to the Strategy & Customer Experience 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%.
- 144 surveys were completed (mostly online) by Strategy & Customer Experience employees, for a response rate of 77%. Response rates differed by department and employee type, as shown on the following slide.

RESPONSE RATES (RR)

- The highest response rate was observed for Customer Communications/Customer Development/Farecard Team (96%) and the lowest response rate was observed for Strategy & Service Planning (67%).
- Customer Communications, Customer Development, and Farecard Team departments have been combined as two of these departments (Customer Development and Farecard Team) consist of fewer than 10 employees and could not otherwise have been reported. Furthermore, the Customer Communications department is also small and represents the most appropriate department to use for combining results.
- The department of Chief Customer Officer's Office was not reported separately or in combination with any department, as this department consists of only 1 employee.
- All union employees are part of the Strategy & Service Planning department.
- In this report, Customer Communications/Customer Development/Farecard Team may be alternatively referred to as "Customer Communications" for the sake of brevity. Any such references still indicate results from all combined departments.

All Strategy & Customer Experience: 77%

Department	Count	RR
Customer Communications/Customer Development/Farecard Team	45	96%
Customer Service Centre	45	75%
Strategy and Service Planning	53	67%
Total*	144	77%

Employee Category	Count	RR
Staff	141	87%
Union	3	13%
Manager (Leadership Group)	8	89%
Non-manager	136	76%

* Total sample includes Chief Customer Officer's Office, which was not included in any department results.

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 **).
 - As only 3 union employees from this group completed the survey, comparisons between staff and union employees will not be provided. There are also fewer than 10 valid responses from managers in this group. No results will be provided for managers, but results for non-managers will be reported.
- **Exact sample size may vary employee group/category or by individual question**
 - In general, if the results for more than one question or more than one employee category are presented on the same slide, the sample size varies slightly by question.
 - It can be assumed that, unless otherwise stated, sample sizes include all employees who provided a valid response to the question. Refer to response rates (slide 6) for total sample by department and employee category.

HIGHLIGHTS

Overall Employee Engagement score: 7.5.

Highest:	Strat. & Serv. Plan. 7.9
Lowest:	Customer Serv. Ctr. 6.8

- To increase levels of employee engagement, the TTC should focus on improving employees' satisfaction with **Working Environment, Training and Development** and **Performance and Reward**:
 - **Working Environment** is a key driver for all departments and an Area to Improve for most.
 - Specific areas that require improvement in order to increase employees' satisfaction with their Working Environment include:
 - How to demonstrate **concern for employees' health & well-being**; more specifically:
 - 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.
 - Caring about employees' mental health & emotional well-being (i.e., "The TTC cares about my mental health and emotional well-being"). This is an Area to Improve for Customer Communications* and Strategy & Service Planning, but not for the entire group as a whole.
 - **Workspaces & facilities** is an Area to Improve for employees in the Customer Service Centre. Further exploration is required to identify reasons for lower levels of satisfaction with being "satisfied with my work/office space and facilities".

* "Customer Communications" in this report refers interchangeably to "Customer Communications/Customer/Development/Farecard Team". In all cases, this refers to the combined departments and not only to the Customer Communications department.

HIGHLIGHTS (CONT'D)

- **Training and Development** is an Area to Improve for all departments except Strategy & Service Planning. This area received the lowest score of all areas and a lower score than other groups in the TTC.
 - Specific ways to increase satisfaction with this area include:
 - Providing support for personal development (“I am satisfied with the support I receive on my personal development” and “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”)
 - Making sure that employees are aware of the career development opportunities that are available to them (“I am satisfied with the career development opportunities available to me”)
- **Performance & Reward** is an Area to Improve for all departments except Customer Communications. 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” and “I am satisfied with the recognition I receive from my manager”)
 - Ensuring employees are aware of opportunities to progress (“I have the opportunity to progress within the company”)

HIGHLIGHTS (CONT'D)

- **Your Job** is an area that generates high levels of satisfaction and is also a key driver of employee engagement for all departments.
- The TTC should continue to increase satisfaction with **Your Job** by:
 - Exploring what motivates employees
 - This is an Area to Improve for all departments
 - Encouraging employees to use their skills & abilities
 - This is an Area to Improve for Customer Communications, and Customer Service Centre
 - Giving employees more opportunities to make decisions
 - 'I am given the freedom to make decisions in my job' is an Area to Improve for Customer Communications, and Customer Service Centre
 - Ensuring that employees have all needed equipment and tools (Customer Communications/Development/Farecard only)
 - 'I have the proper equipment/tools to do my job well' is an Area to Improve only for Customer Communications.
 - Ensuring that employees know how to improve customer service (Customer Service Centre only)
 - "I feel well informed on how to improve customer service" is an Area to Improve only for the Customer Service Centre.

HIGHLIGHTS (CONT'D)

Additional Areas of Focus: Department Specific

- **Your Manager/Supervisor** is an Area to Improve for Customer Communications/ Development/Farecard Team and Customer Service Centre.
- Specific ways to improve satisfaction with this area include:
 - Emphasize the importance of 'people skills' to managers. "My manager/supervisor manages people well" is an Area to Improve for all departments.
 - Encourage managers to set an example with their leadership. "My manager/supervisor leads by example" is also an Area to Improve for all departments.
 - Encourage managers to actively involve themselves with their employees. More specifically:
 - Taking responsibility when problems arise (an Area to Improve for Customer Communications, an Area to Protect for other departments)
 - Getting personally involved in improving the work of employees (Customer Service Centre)
 - Providing employees with constructive feedback regarding the quality of work (Customer Communications) and being open to receiving constructive feedback from employees (Customer Service Centre)
- Explore which management styles are preferred ("I am satisfied with the way I am managed" is an Area to Improve for Customer Communications)

HIGHLIGHTS (CONT'D)

Other Factors that Impact Employee Engagement

Stress, Discrimination, Customer Abuse

- In addition to the key drivers discussed earlier, workplace stress, discrimination from other TTC employees, and customer abuse also impact levels of employee engagement. Feeling stressed at work, experiencing discrimination from fellow employees, and receiving abuse from customers all have negative impacts on engagement.
- Strategy & Customer Experience group should explore options for reducing workplace stress and seek to prevent discrimination from occurring (e.g., diversity training). In addition, S&CE 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. S&CE 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.

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.
- Of the top 5 scoring attributes, 3 are related to safety:
- Among the 5 lowest scoring attributes, 3 were associated with the module Your Company – referring to company leadership, while two were related to Training and Development.

Top 5

1.

I often look for ways to make improvements in how things are done (8.7)

2.

I feel comfortable discussing safety issues at work (8.4)

3.

I am not afraid to suggest new ways of doing things in my job (8.3)

4.

The protection of workers from occupational exposure to hazards is a high priority with management (8.3)

5.

The TTC's management is willing to invest money and effort to improve the level of safety (8.3)

Bottom 5

1.

There is effective sharing of information across the TTC(4.3)

2.

The way people are selected for jobs in the TTC is fair (4.8)

3.

People get things done both quickly and efficiently at the TTC (5.0)

4.

Best practices are shared effectively across the TTC (5.0)

5.

I have a clear, agreed, personal development plan, which I have agreed to with my manager/ supervisor (5.0)

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 Strategy & Customer Experience, this score is 7.5.

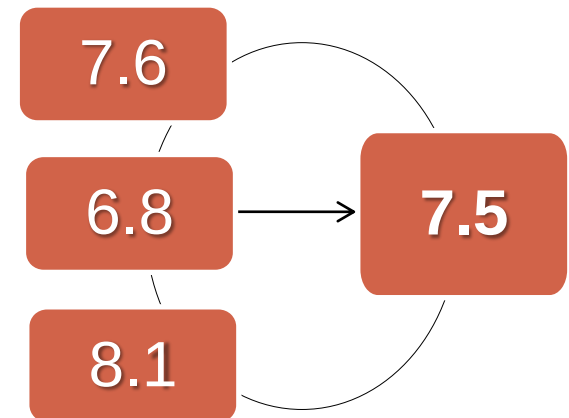
OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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 Strategy & Customer Experience is slightly lower than the score for all TTC employees, as well as the score for employees of the 4 groups consisting mainly of staff employees.
- The Employee Engagement score is highest among employees in the Strategy & Service Planning department.
- Levels of engagement are lowest among employees in the Customer Service Centre.

All Strategy & Customer Experience: 7.5

Department

Strategy & Service Planning	7.9
Customer Communications/Development/Farecard Team	7.8
Customer Service Centre	6.8

Employee Category

All TTC	7.8
Average of Staff Groups	8.0
Manager	**
Non-Manager	7.5

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

Produced by Malatest on
behalf of TTC

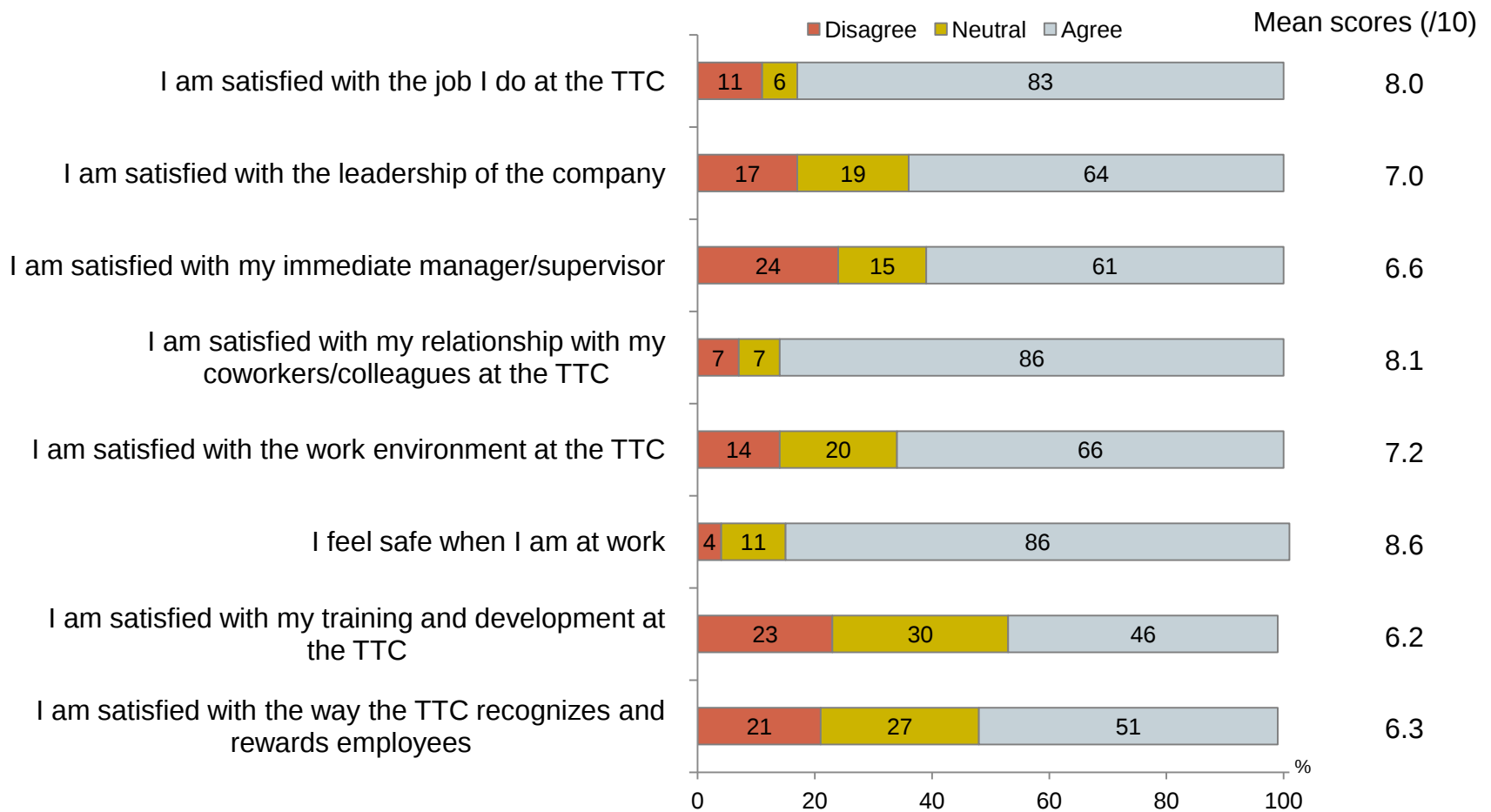


SECTION SUMMARY

- 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 feel safe when I am at work”. Ratings were lowest for “I am satisfied with my training and development at the TTC” and “I am satisfied with the way the TTC recognizes and rewards employees”. These results were mostly consistent across departments, except that for Customer Communication/Development/Farecard, satisfaction scores the immediate manager/supervisor were lower than for recognition and reward, while for Strategy & Service Planning, satisfaction with company leadership was lower than satisfaction with training and development.
- Mean scores across most measures were highest for Strategy & Service Planning and lowest for Customer Service Centre, though there were some exceptions.

ASPECTS OF EMPLOYEE ENGAGEMENT

- STRATEGY & CUSTOMER EXPERIENCE GROUP



Sample sizes vary by attribute.

ASPECTS OF EMPLOYEE ENGAGEMENT

- BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard	Customer Service Centre	Strategy & Service Planning
I am satisfied with the job I do at the TTC	8.1	8.4	8.0	8.1	7.3	8.5
I am satisfied with the leadership of the company	6.4	7.3	7.0	7.5	7.4	6.2
I am satisfied with my immediate manager/supervisor	6.7	7.5	6.6	5.7	6.7	7.3
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.1	7.8	8.1	8.4
I am satisfied with the work environment at the TTC	7.0	7.8	7.2	7.2	6.3	7.8
I feel safe when I am at work	8.0	8.9	8.6	8.5	8.2	9.0
I am satisfied with my training and development at the TTC	7.0	7.1	6.2	6.2	5.8	6.4
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.3	6.7	6.0	6.1

Sample sizes vary by attribute.

WHAT DRIVES EMPLOYEE ENGAGEMENT?

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behalf of TTC

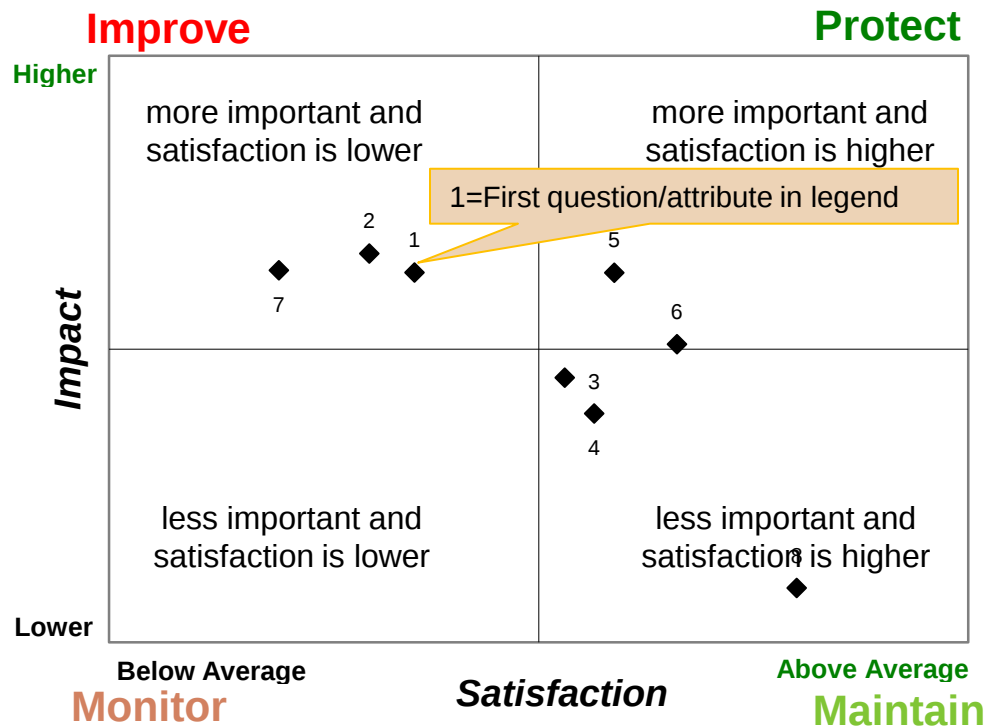


SECTION SUMMARY

- 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: “Working Environment”, “Your Job”, “Training and Development, and “Performance and Reward”. Focusing your efforts on increasing employee satisfaction with these aspects of the employee experience will generate the greatest amount of lift in Employee Engagement overall.
- Conversely, the following aspects of the employee experience were identified as having the least impact (i.e., the lowest correlation) on Employee Engagement: “Your Team”, “Safety”, and “Your Manager/Supervisor”. Focusing on increasing employee satisfaction with these aspects of the employee experience will not generate as much improvement in Employee Engagement as will increasing employees’ satisfaction with Working Environment, Your Job, Training and Development, and Performance and Reward.
- “Opportunity Analysis” was then used to plot the correlation value for each aspect of the employee experience against employees’ satisfaction with that aspect of their experience. The next slide shows how to read the result of Opportunity Analysis.

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
 - Training & Development
 - Performance/Reward
 - Areas to Protect (high relative impact; high relative performance):
 - Job
 - Areas to Monitor (low relative impact; low relative performance):
 - Company
 - Manager/Supervisor
 - Areas to Maintain (low relative impact; high relative performance):
 - Safety
 - Team
- Results of this analysis, while bearing some similarities across departments, also show a few differences:
 - For **Strategy & Service Planning**, Working Environment is an Area to Protect, while Training and Development is not a key driver. Safety is an additional Area to Protect only for this department.
 - For **Customer Communications/Development/Farecard**, Performance and Reward is not a key driver, while Your Manager/Supervisor is an Area to Improve.
 - For **Customer Service Centre**, Your Manager/Supervisor is also an Area to Improve, while Your Company is an Area to Protect.

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

Strategy & Customer Experience Group



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

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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 6.2 to 8.6.
Impact values range between 16% to 48%.

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Strategy & Customer Experience Group	Customer Communications/ Development/Farecard	Customer Service Centre	Strategy & Service Planning
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 STRATEGY & CUSTOMER EXPERIENCE GROUP

Produced by Malatest on
behalf of TTC

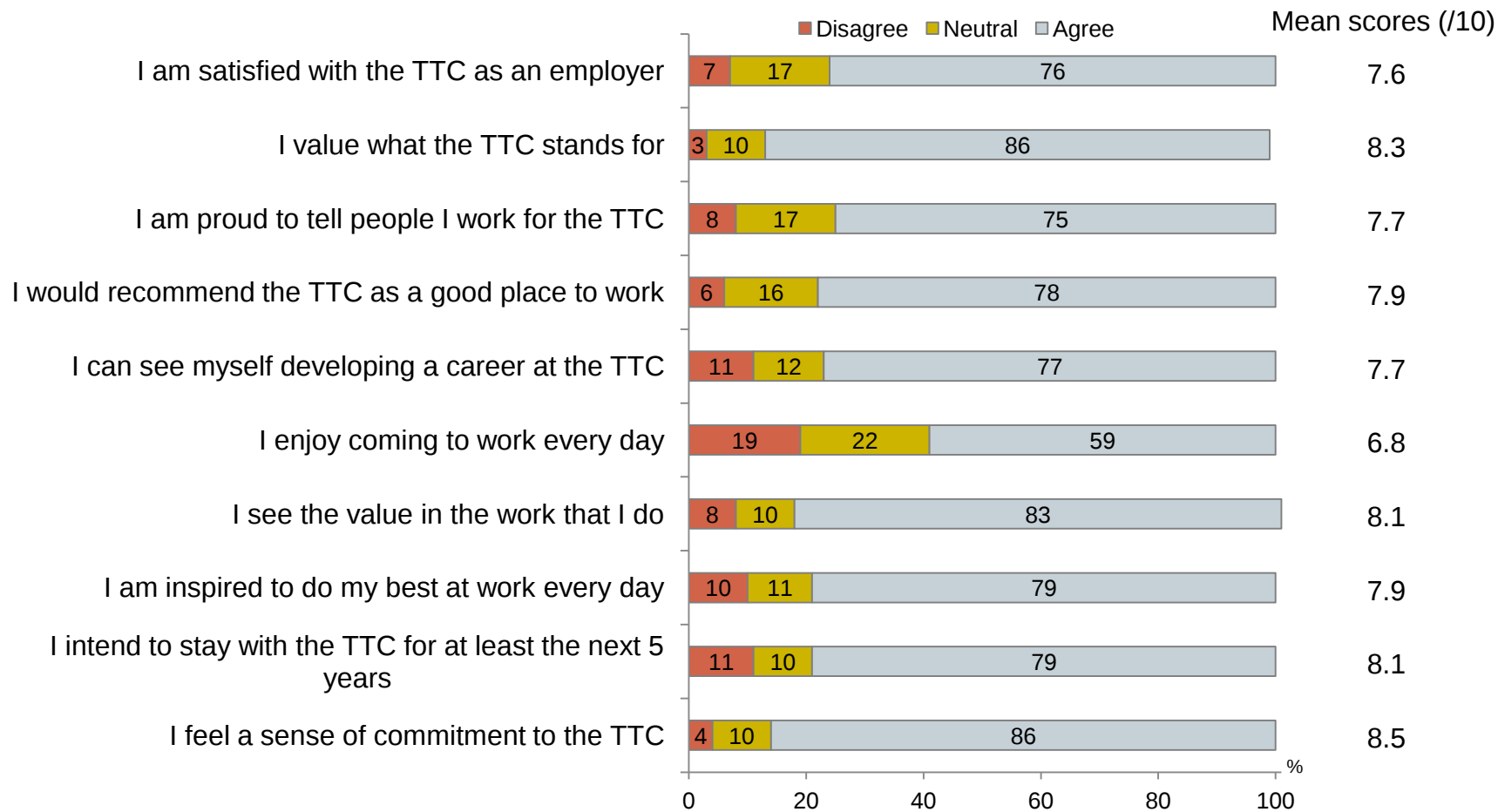


SECTION SUMMARY

- 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 feel a sense of commitment to the TTC”; and “I value what the TTC stands for”. Ratings were lowest for “I enjoy coming to work every day”. These results were generally consistent across the departments, with some slight exceptions.
- Mean scores across most measures were highest for Customer Communications/ Development/ Farecard and Strategy & Service Planning, and lowest for Customer Service Centre.

OVERALL ORGANIZATIONAL VIEWS

- STRATEGY & CUSTOMER EXPERIENCE GROUP



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

Sample sizes vary by attribute.

OVERALL ORGANIZATIONAL VIEWS

- BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard	Customer Service Centre	Strategy & Service Planning
I am satisfied with the TTC as an employer	7.8	8.1	7.6	7.9	7.0	7.8
I value what the TTC stands for	8.2	8.6	8.3	8.6	7.9	8.5
I am proud to tell people I work for the TTC	7.9	8.2	7.7	8.0	7.1	8.0
I would recommend the TTC as a good place to work	8.0	8.3	7.9	8.0	7.4	8.1
I can see myself developing a career at the TTC	7.9	8.0	7.7	8.1	7.2	7.8
I enjoy coming to work every day	7.3	7.6	6.8	6.9	6.2	7.3
I see the value in the work that I do	8.2	8.4	8.1	8.6	7.1	8.6
I am inspired to do my best at work every day	7.8	8.2	7.9	8.0	7.2	8.3
I intend to stay with the TTC for at least the next 5 years	8.5	8.4	8.1	8.3	8.2	8.0
I feel a sense of commitment to the TTC	8.2	8.6	8.5	8.5	8.0	8.8

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 having the most impact on Employee Engagement and as an area in which Strategy & Customer Experience (S&CE) 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 Strategy & Service Planning, and lowest for Customer Service Centre.
- Non-managers showed little difference in satisfaction, compared to the average for all employees in the group.
- 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 except that, for Customer Communications/ Development/ Farecard, being able to adjust work hours was rated lower than maintaining a healthy work-life balance.
- To improve employee satisfaction with Your Working Environment, Opportunity Analysis identifies the following key Areas to Improve:
 - The TTC encourages employees to maintain a healthy work-life balance
 - I am satisfied with my work/office space and facilities
- There are differences for individual departments. Satisfaction with work spaces is only an Area to Improve for Customer Service Centre, while “The TTC cares about my mental health and emotional well-being” is an Area to Improve for the other two departments, though not the group as a whole.

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 consistent across most departments, with the exception of Strategy & Service Planning. For this department, both these attributes are Areas to Improve.
- Dedication to diversity is only an Area to Protect for Customer Service Centre.
- Stress at Work
- 31% of S&CE employees indicated that they experience “frequent” stress at work, and an additional 48% experience stress at work “sometimes”. This is more frequent than for other groups in the TTC.
- Employees in the Customer Service Centre reported more frequent stress than employees in other departments (45% “frequent”). Lowest incidence of work stress was observed for Strategy & Service Planning (19% “frequent”).

SECTION SUMMARY

- Discrimination/Harassment
- 16% of employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months.
- Customer Communications/Development/Farecard employees were more likely to have experienced discrimination. By contrast, Strategy & Service Planning was least likely. It is notable that Strategy & Customer Experience employees were somewhat more likely to indicate “prefer not to answer” than employees in any of the other groups. This was primarily the case for Strategy & Service Planning, where, for each individual type of discrimination, anywhere from 6%-15% of employees in this department declined to answer (exact percentage varying by question), compared to 2-3% across the entire TTC. Therefore, while Strategy & Service Planning had the lowest proportion of employees reporting experiencing discrimination in S&CE, the relatively higher percentage of refusals to answer may conceal a higher incidence of discrimination than is being reported in this study.
- Employees most frequently reported discrimination based on personal harassment, followed by discrimination based on Ethnic origin or Race.
- Was it Reported?
- As only a minority reported experiencing any discrimination results cannot be reliably reported for the manner in which S&CE employees handled discrimination incidents.
- Were Employees Satisfied with How it was Handled?
- Among those who reported the incident, satisfaction scores relating to the manner in which the incident was handled was very low.

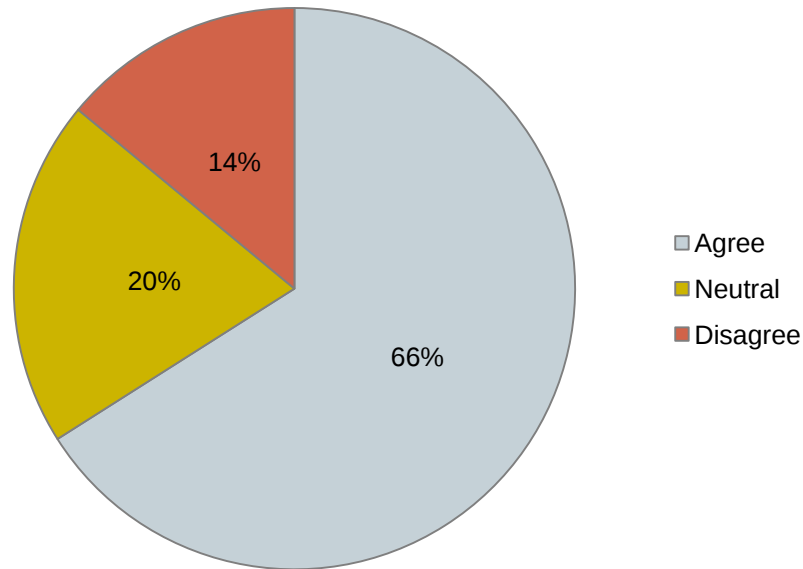
SECTION SUMMARY

- Abuse by Customers
- 37% of S&CE employees reported that they had been verbally abused by customers in the past 12 months. The incidence of verbal abuse varied widely by department. The highest incidence was observed for Customer Service Centre (89%) and the lowest incidence was observed for Customer Communications/Development/Farecard (7%).
- Only 1% of employees reported that they had experienced physical abuse by customers.
- 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 usually most significant for employees who have experienced all three: work stress, discrimination and customer abuse. However, there are not sufficient employees in Strategy & Customer Experience who have reported experiencing stress, discrimination AND abuse to make reliable comparisons.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - STRATEGY & CUSTOMER EXPERIENCE GROUP

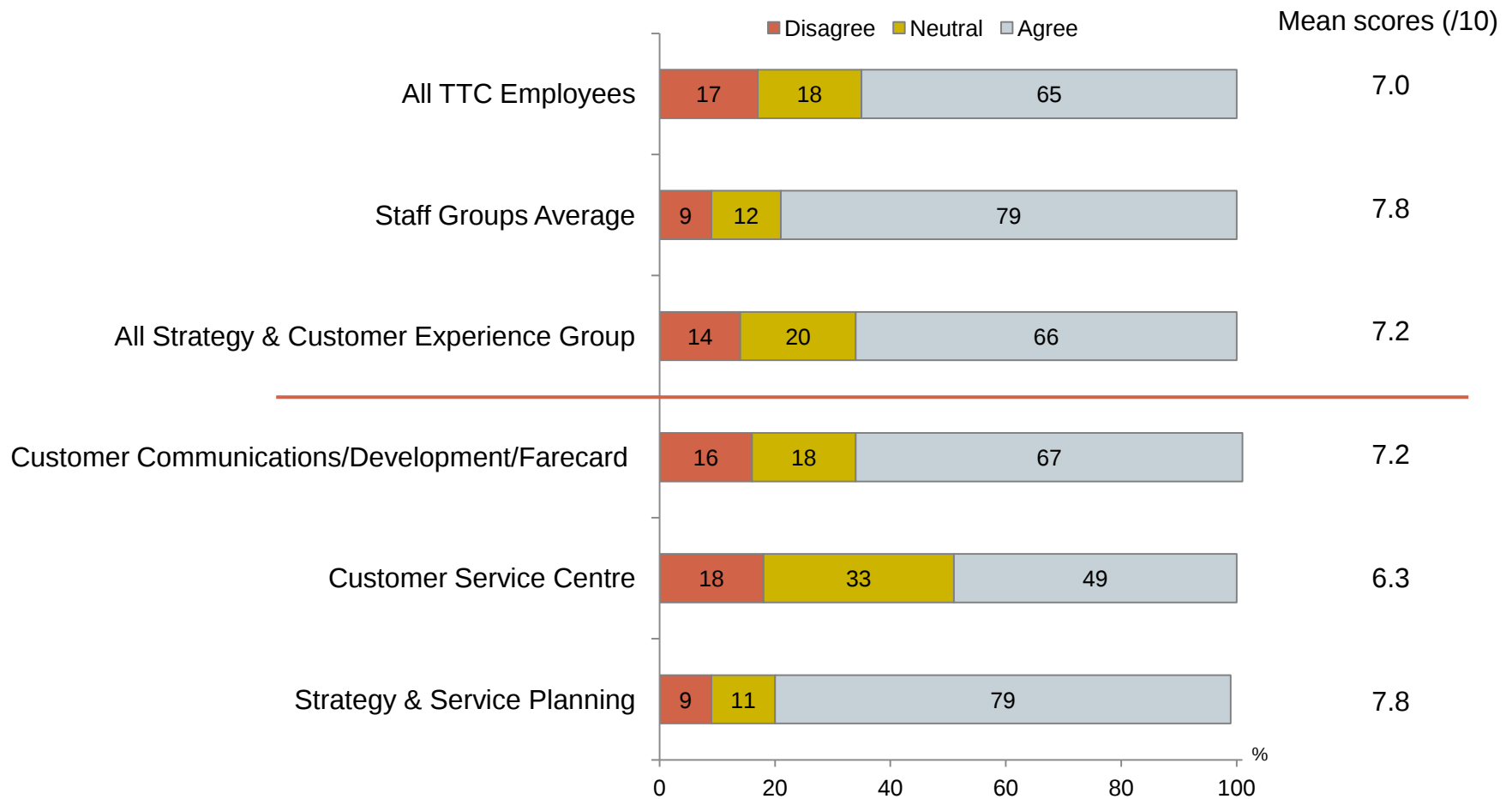
Strategy & Customer Experience Group

Total
(n= 144)
Mean=7.2



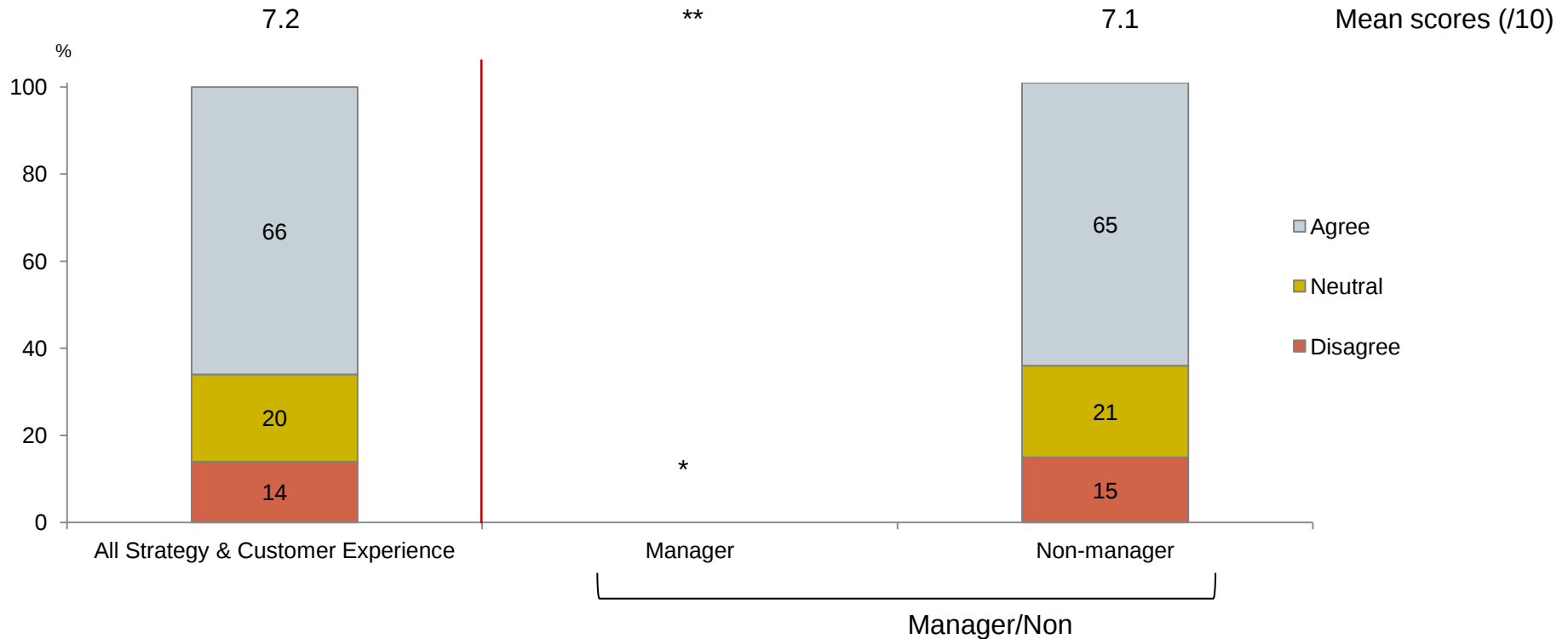
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment.
Overall, I am satisfied with the work environment at the TTC.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY 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.

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

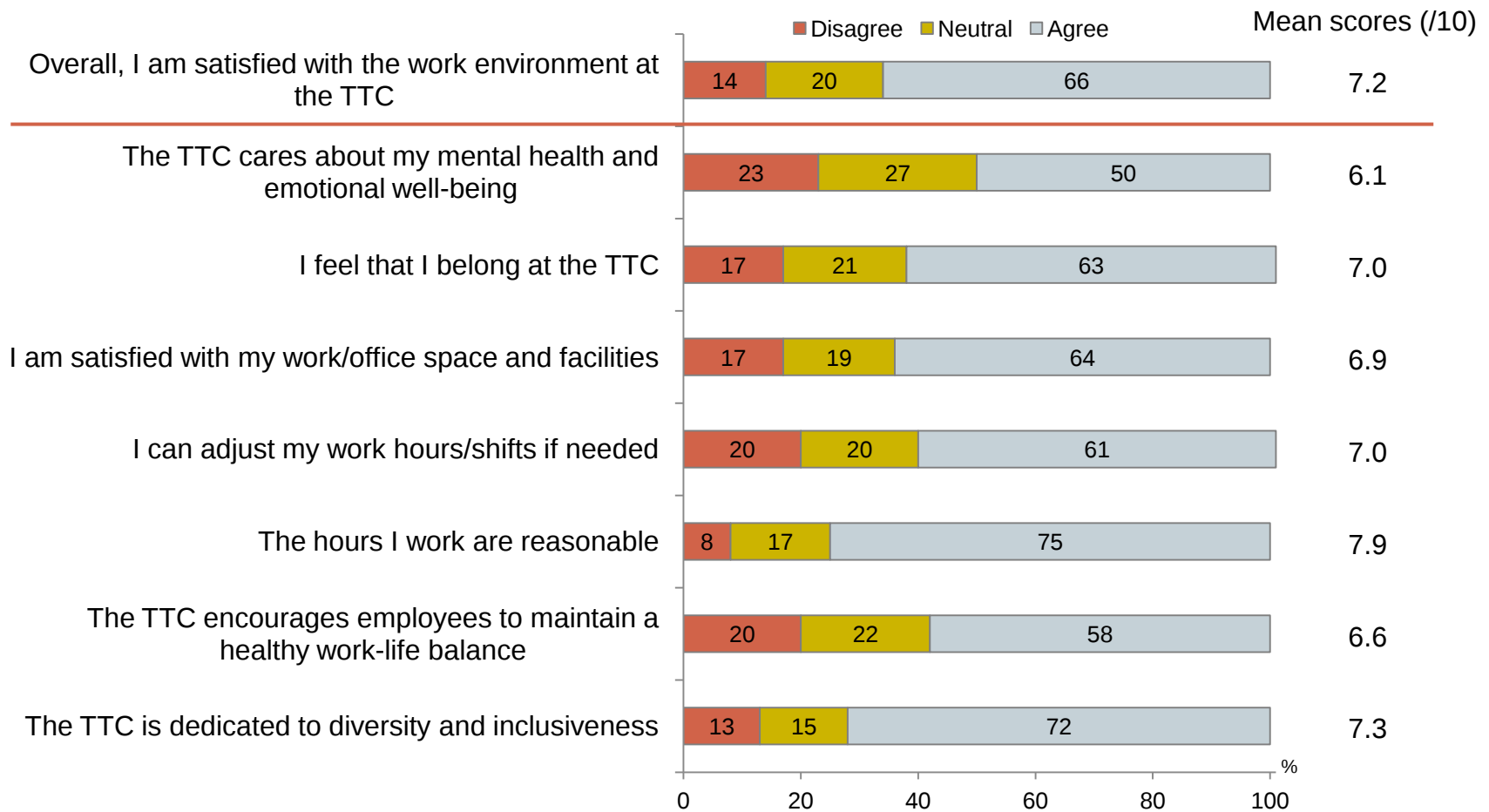
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment.

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

Sample sizes vary by category.

YOUR WORKING ENVIRONMENT

- STRATEGY & CUSTOMER EXPERIENCE GROUP



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

YOUR WORKING ENVIRONMENT - BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard	Customer Service Centre	Strategy & Service Planning
Overall, I am satisfied with the work environment at the TTC	7.0	7.8	7.2	7.2	6.3	7.8
The TTC cares about my mental health and emotional well-being	6.2	7.1	6.1	6.4	5.5	6.4
I feel that I belong at the TTC	7.4	7.8	7.0	7.1	6.6	7.3
I am satisfied with my work/office space and facilities	6.5	7.2	6.9	7.2	5.6	7.8
I can adjust my work hours/shifts if needed	6.7	7.5	7.0	6.5	5.4	8.7
The hours I work are reasonable	7.7	8.4	7.9	7.8	6.9	8.8
The TTC encourages employees to maintain a healthy work-life balance	6.3	7.4	6.6	6.9	5.5	7.2
The TTC is dedicated to diversity and inclusiveness	7.4	8.0	7.3	7.6	6.7	7.6

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 - STRATEGY & CUSTOMER EXPERIENCE GROUP



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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 6.1 to 7.9.
Impact values range between 26% to 58%.

OPPORTUNITY ANALYSIS: YOUR WORKING ENVIRONMENT - SUMMARY BY DEPARTMENT

Key Drivers

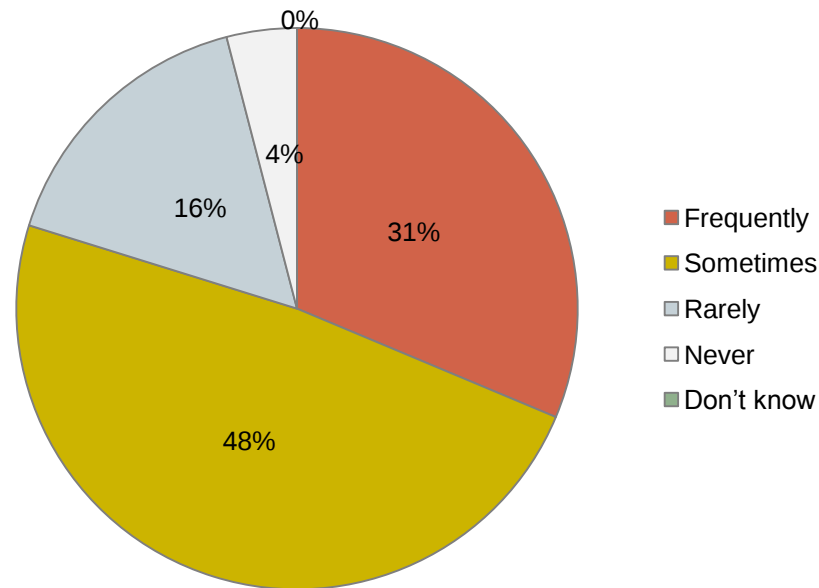
Key Drivers by Department	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard	Customer Service Centre	Strategy & Service Planning
The TTC cares about my mental health and emotional well-being		↑		↑
I feel that I belong at the TTC	🔒	🔒	🔒	↑
I am satisfied with my work/office 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.

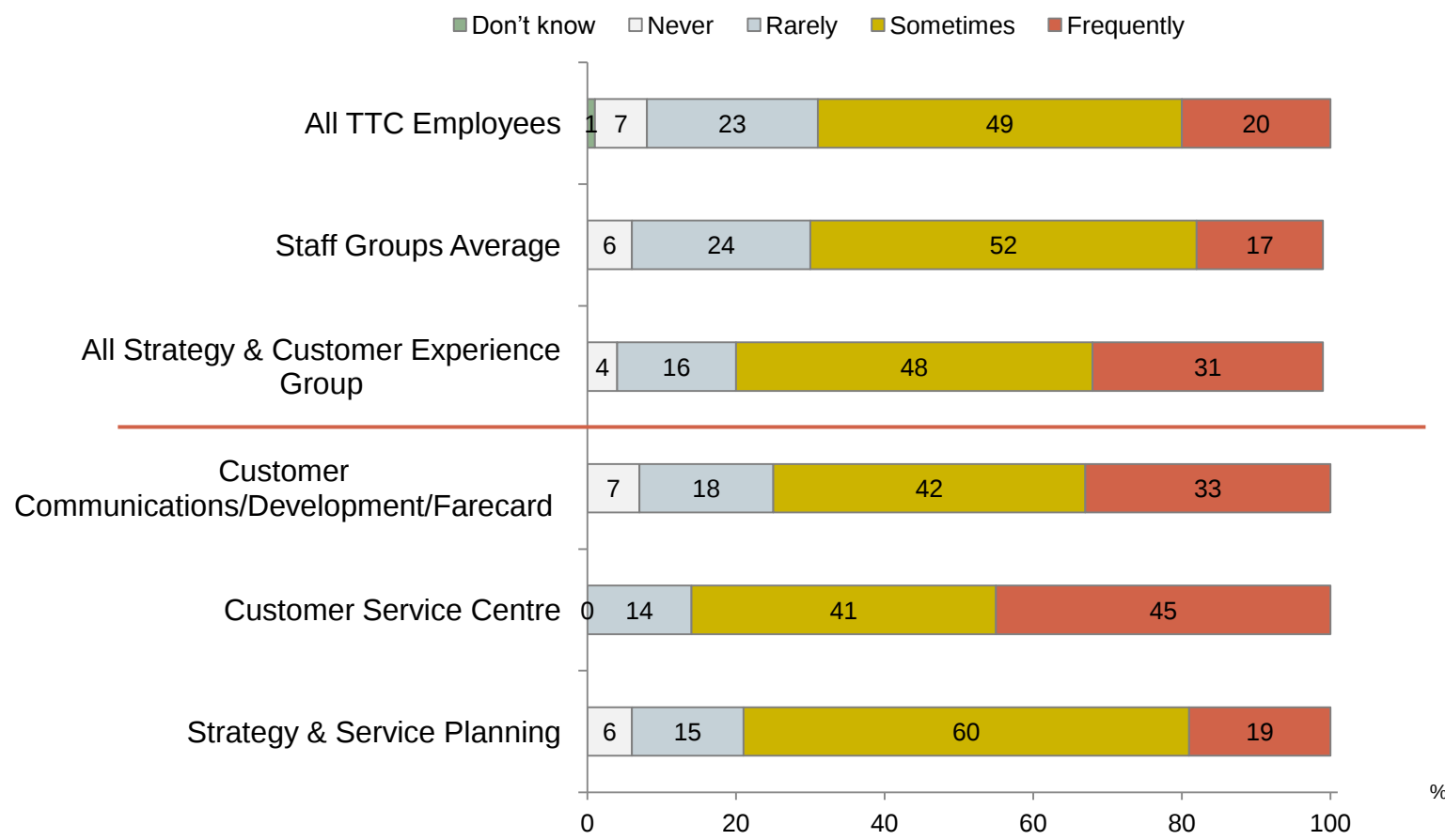
Strategy & Customer Experience Group

Total
(n= 143)



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

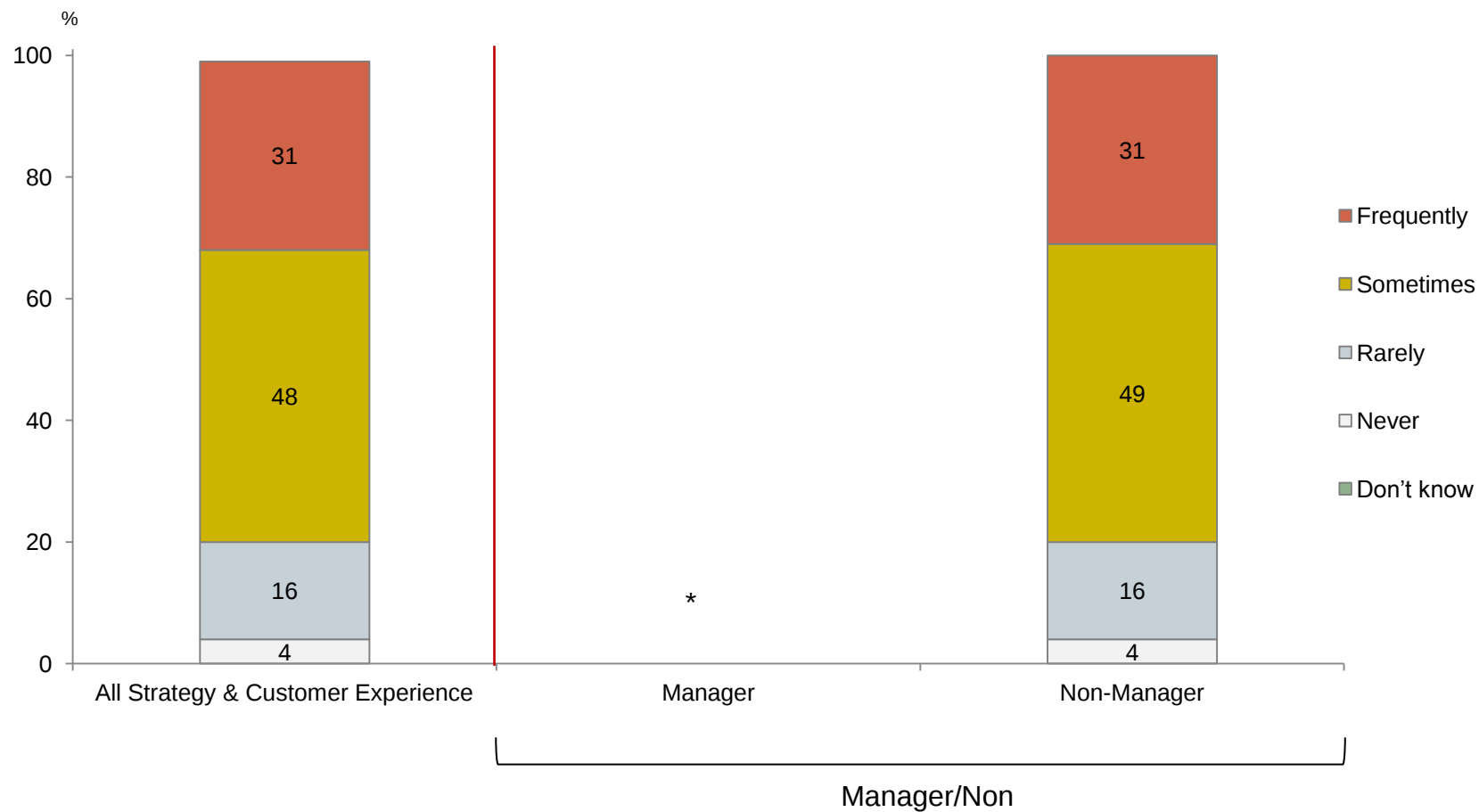
STRESS AT WORK - BY DEPARTMENT



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



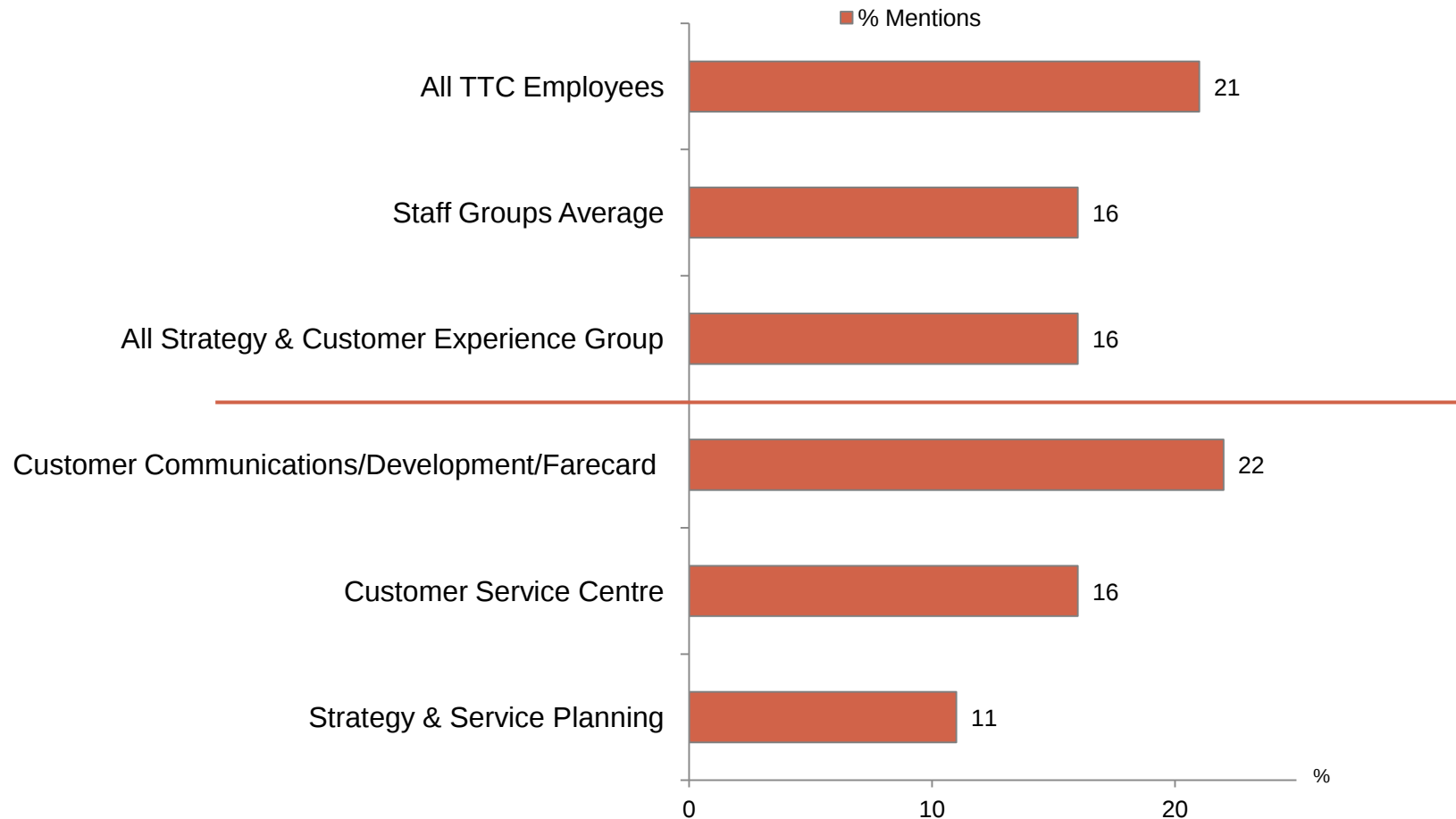
* Percentages suppressed due to sample size <30.

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

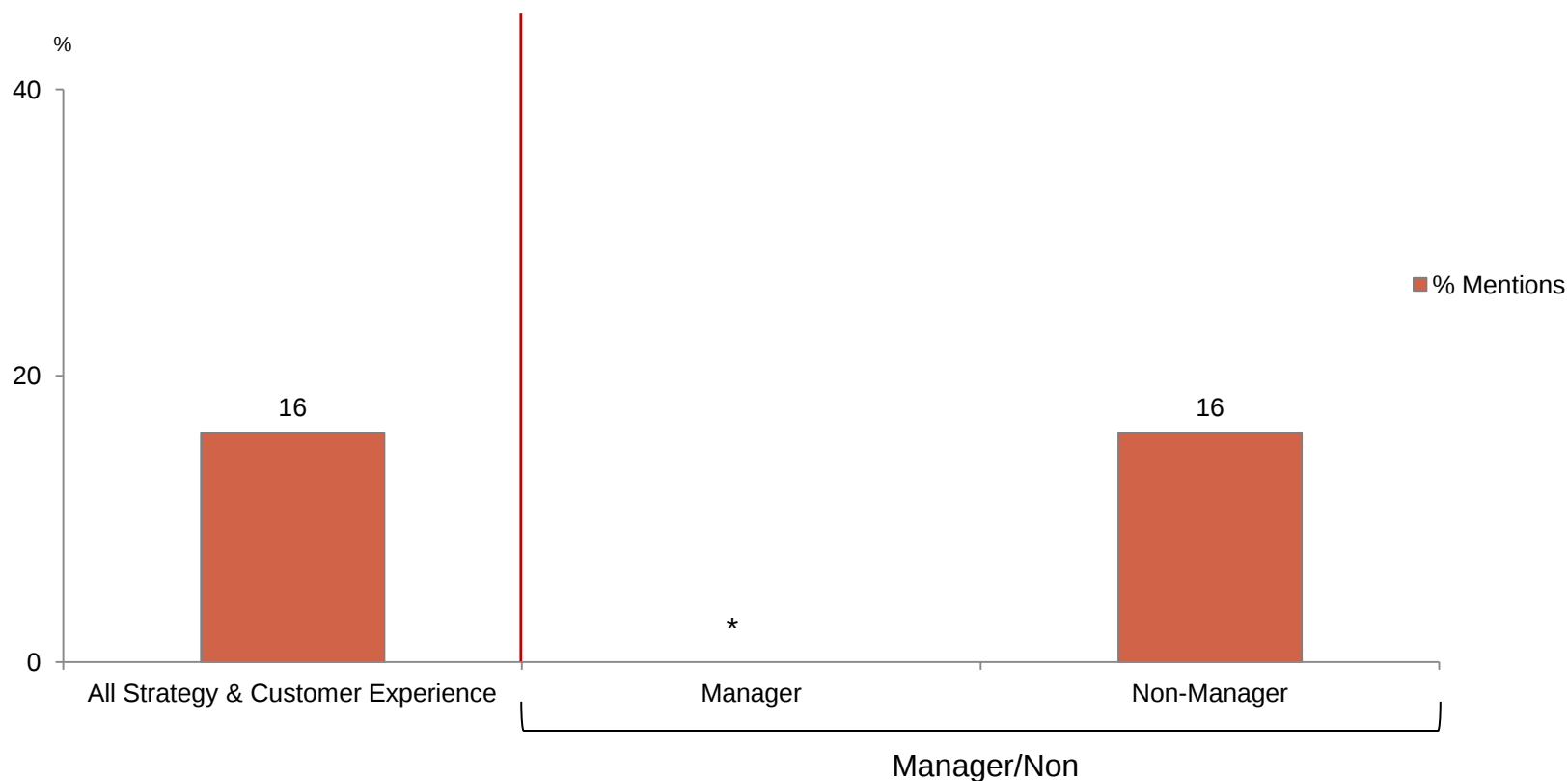
% of TTC Employees that experienced at least one form of Discrimination or harassment in the last 12 months



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 1-3%	Prefer not to answer range from 2-7%	Prefer not to answer range from 0-2%	Prefer not to answer range from 0-7%	Prefer not to answer range from 6-15%
% Yes	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard	Customer Service Centre	Strategy & Service Planning
Disability	3	2	2	2	4	0
Ethnic Origin	6	2	2	4	2	0
Gender (includes gender expression)	3	2	0	0	0	0
Sex (including pregnancy)	2	2	3	4	2	4
Creed	2	1	1	2	0	2
Age	5	4	1	2	2	0
Race	6	2	3	4	2	2
Colour	5	1	1	0	2	2
Sexual Orientation	2	1	1	2	0	0
Family Status	2	2	5	9	2	4
Marital Status	2	2	4	9	0	4
Ancestry	3	1	1	2	0	0
Place of Origin	4	1	2	2	2	2
Citizenship	3	1	1	2	0	2
Personal Harassment	9	7	10	18	4	9
Other	4	2	5	11	2	2

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.

IS THE DISCRIMINATION REPORTED TO THE TTC?

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

- As fewer than 30 Strategy & Customer Experience employees provided a response to this question, no results can be shown.

Strategy & Customer Experience Group (n= 23)

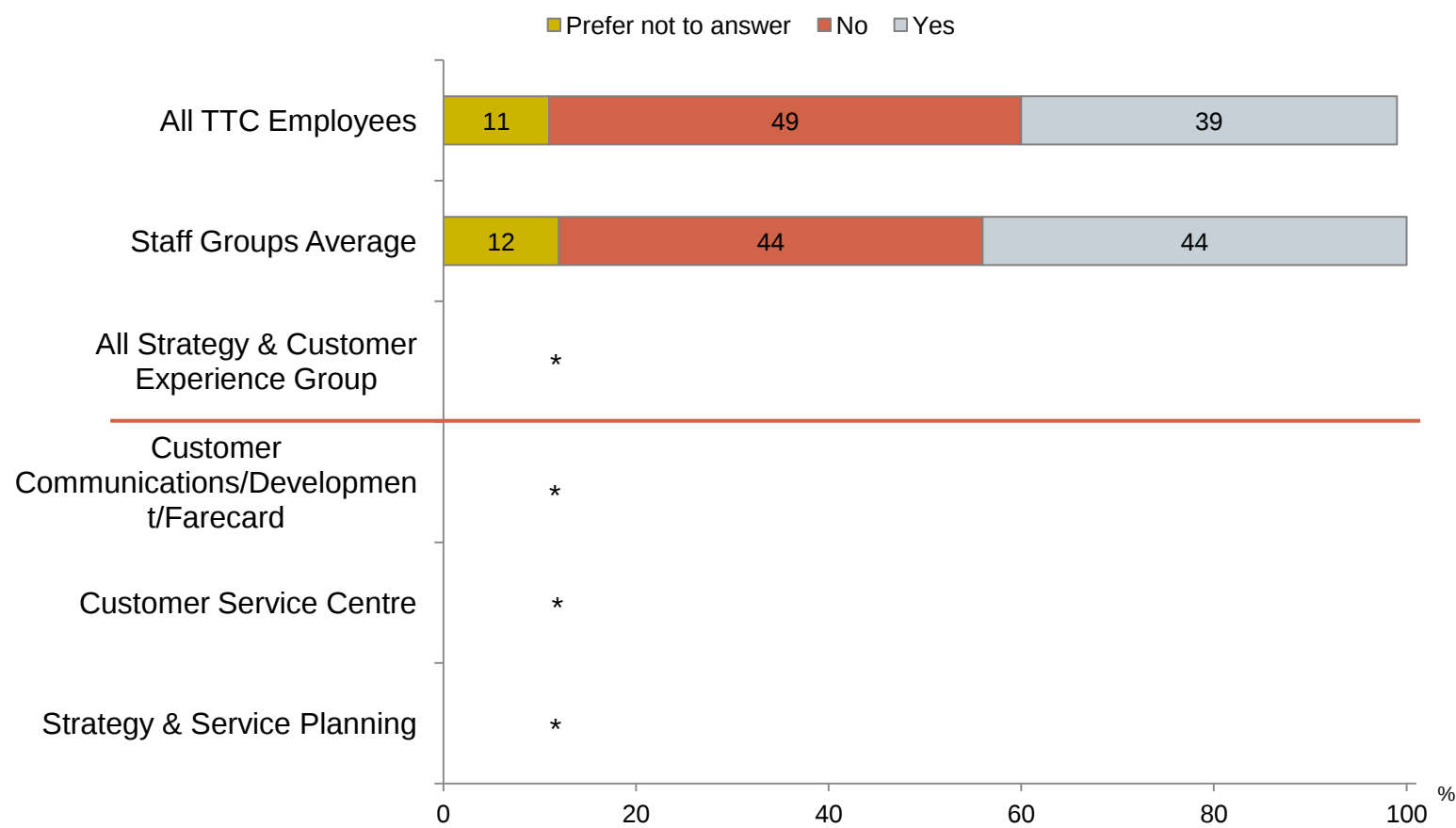
*

* 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?

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



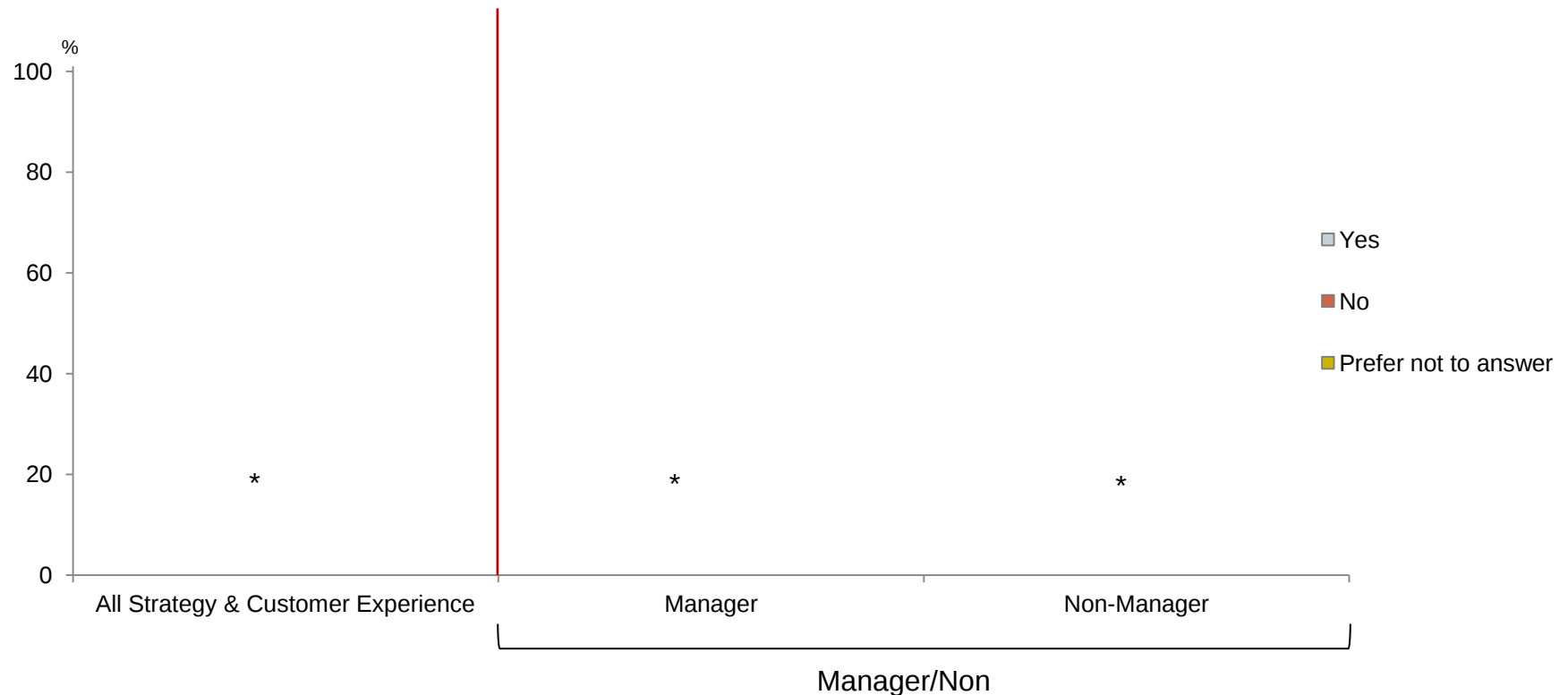
* Percentages suppressed due to sample size <30.
F4. Did you bring the matter to the attention of your supervisor, manager, other senior TTC employee, or TTC's Human Rights?
Sample sizes vary by category.

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

- As fewer than 30 Strategy & Customer Experience employees provided a response to this question, no results can be shown.

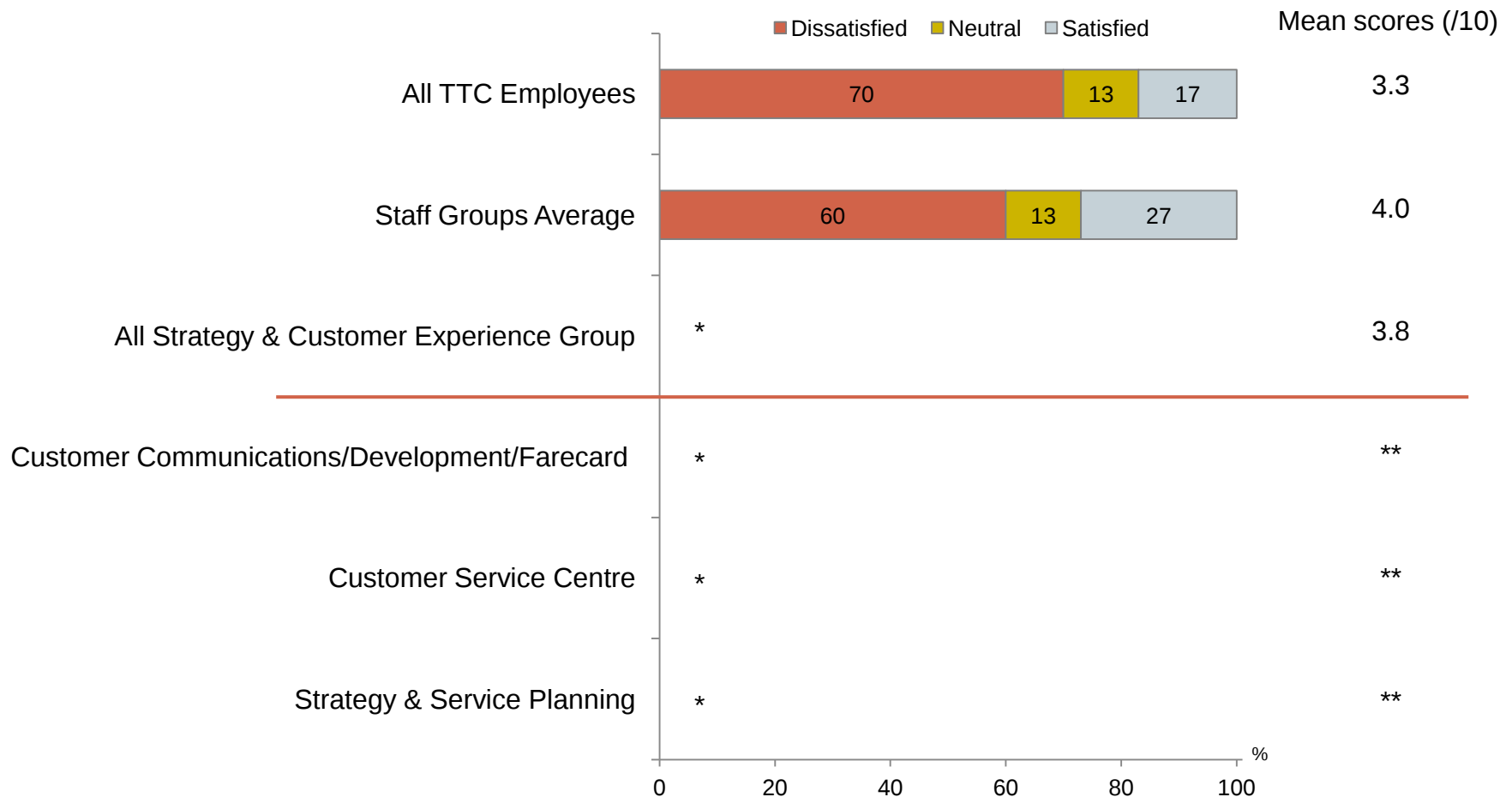


* Percentages suppressed due to sample size <30.

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

SATISFACTION WITH THE WAY THE INCIDENT WAS HANDLED

Among those who reported the incident



* Percentages suppressed due to sample size <30.

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

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

Sample sizes vary by category.

3/24/2015

53

REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident

- As fewer than 30 Strategy & Customer Experience employees provided a response to this question, no results can be shown.

Strategy & Customer Experience Group (n= 5)

*

* Percentages suppressed due to sample size <30.

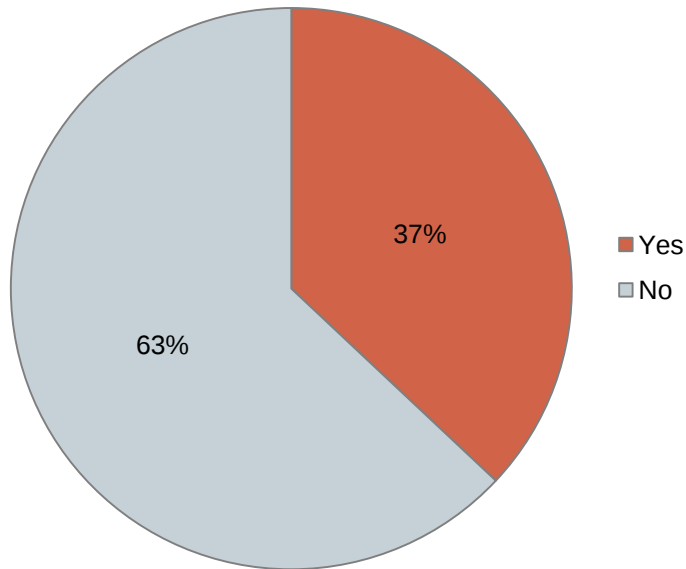
F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?

Percentages may total more than 100% as some respondents identified multiple reasons.

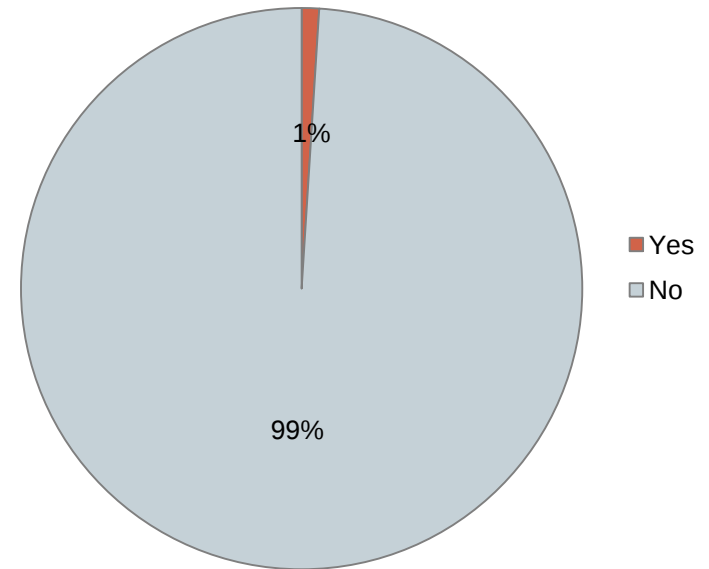
ABUSE FROM CUSTOMERS

Strategy & Customer Experience Group

**Verbally
Abused**
(n= 144)

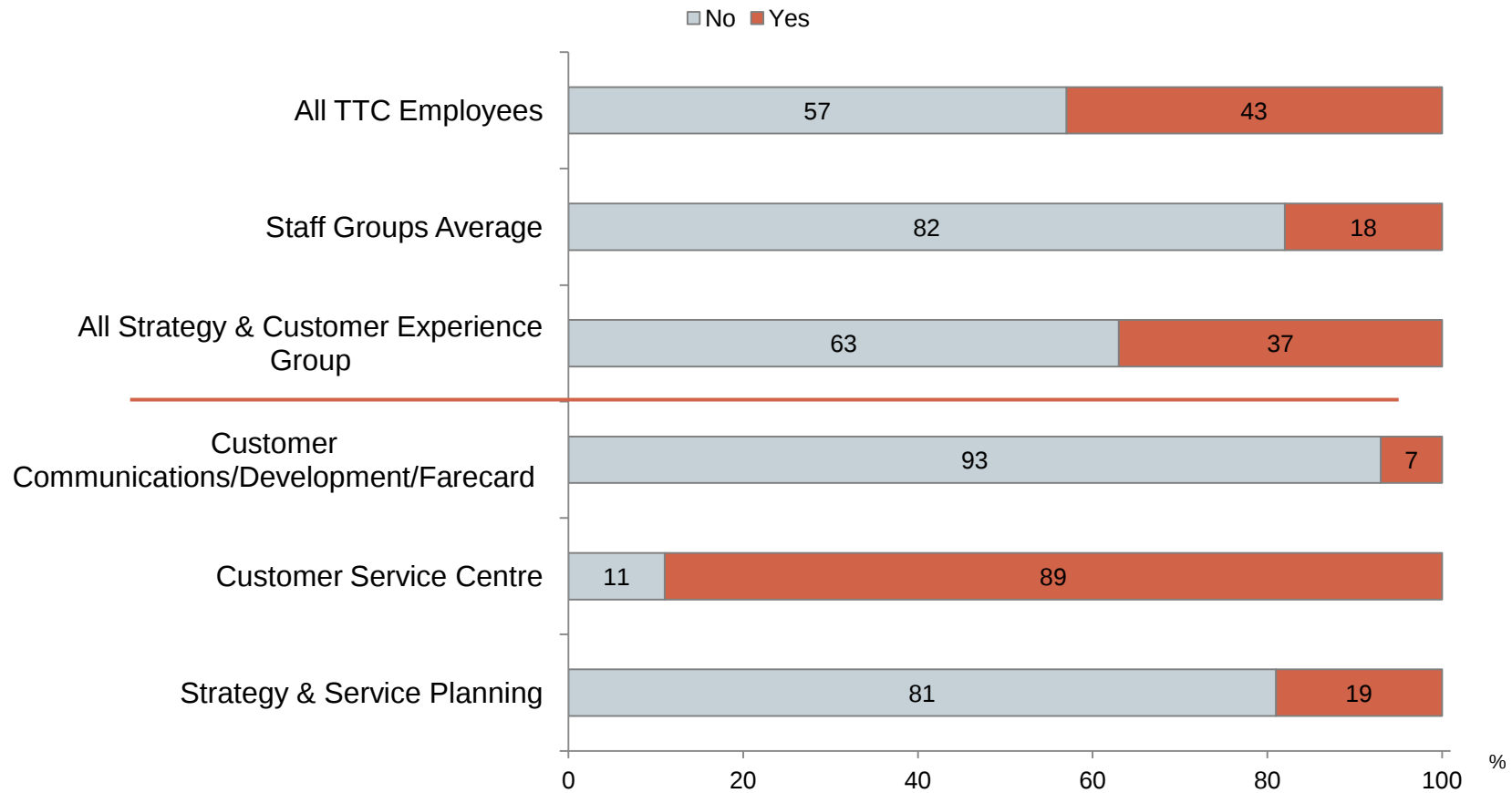


**Physically
Abused**
(n= 143)



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

VERBAL ABUSE FROM CUSTOMERS - BY DEPARTMENT

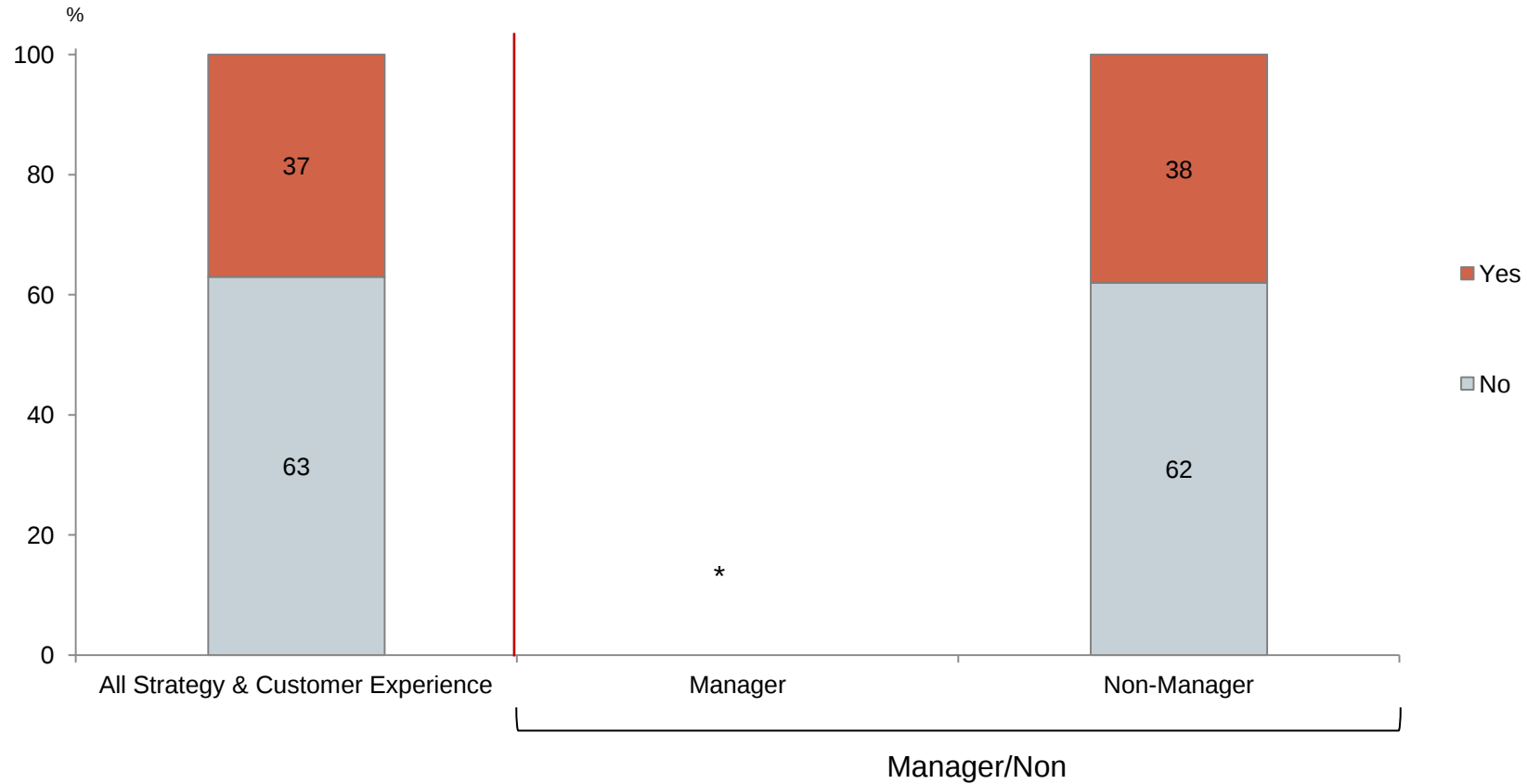


* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

VERBAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION

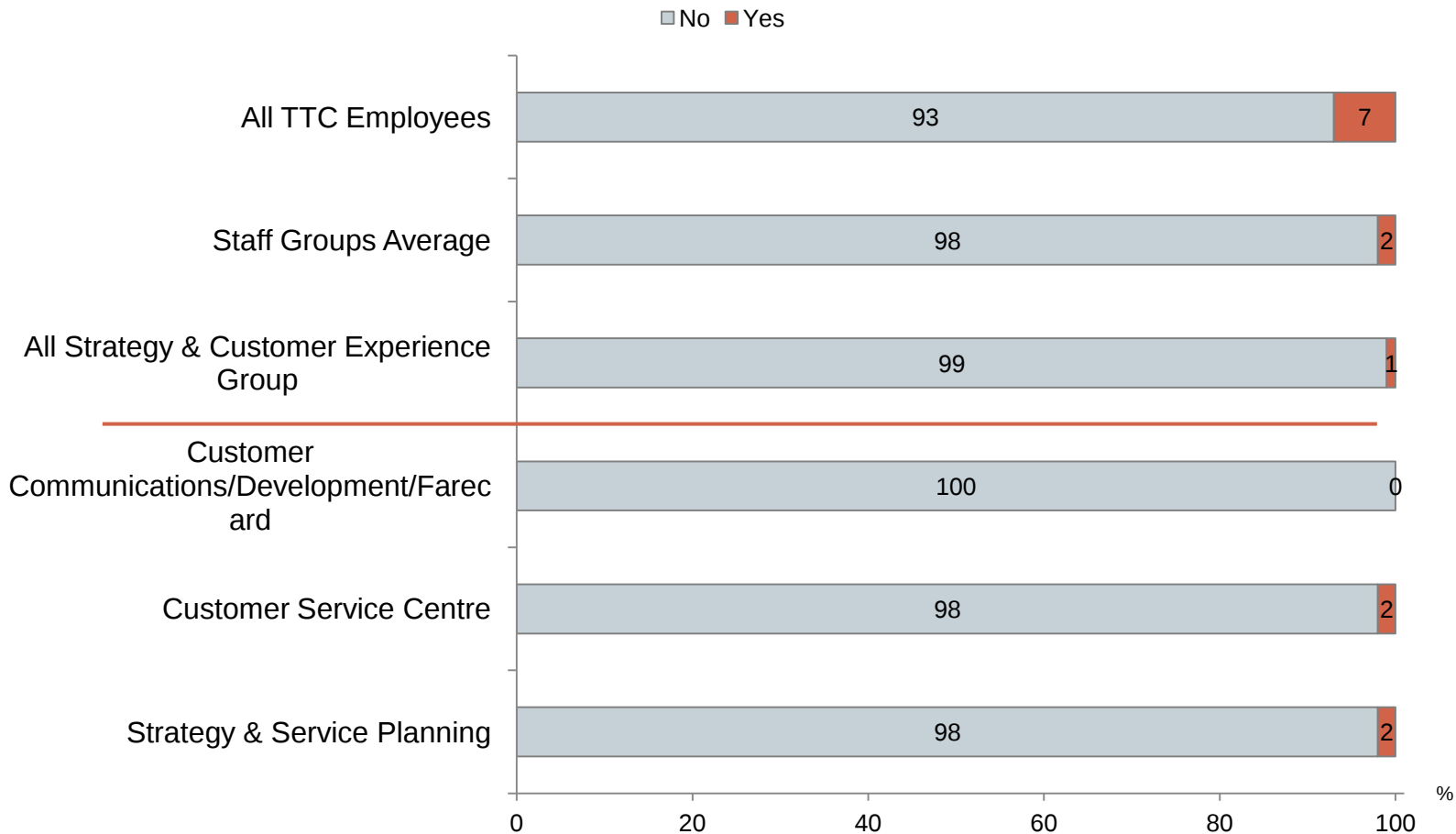


* Percentages suppressed due to sample size <30.

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

Sample sizes vary by category.

PHYSICAL ABUSE FROM CUSTOMERS - BY DEPARTMENT

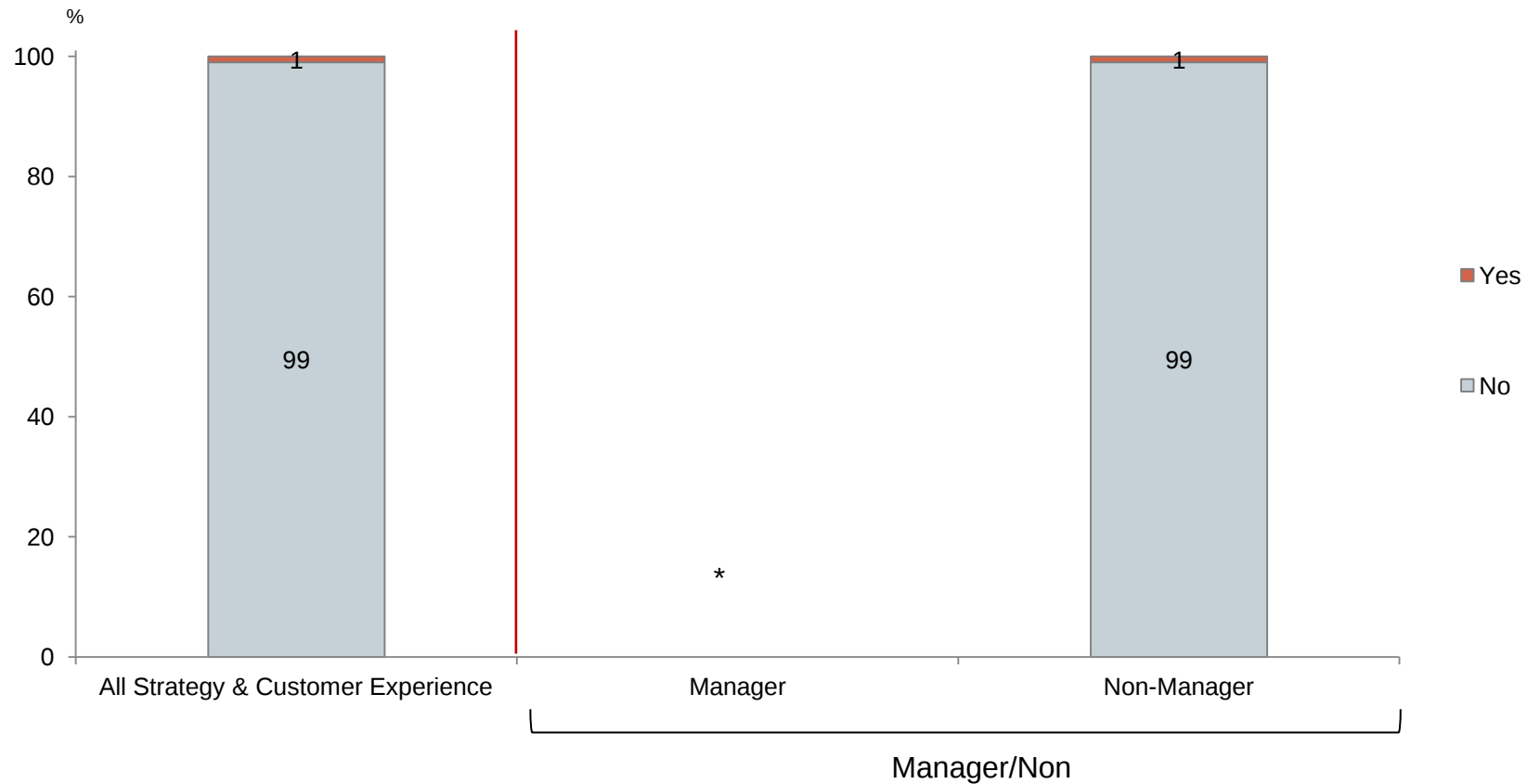


* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

PHYSICAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION

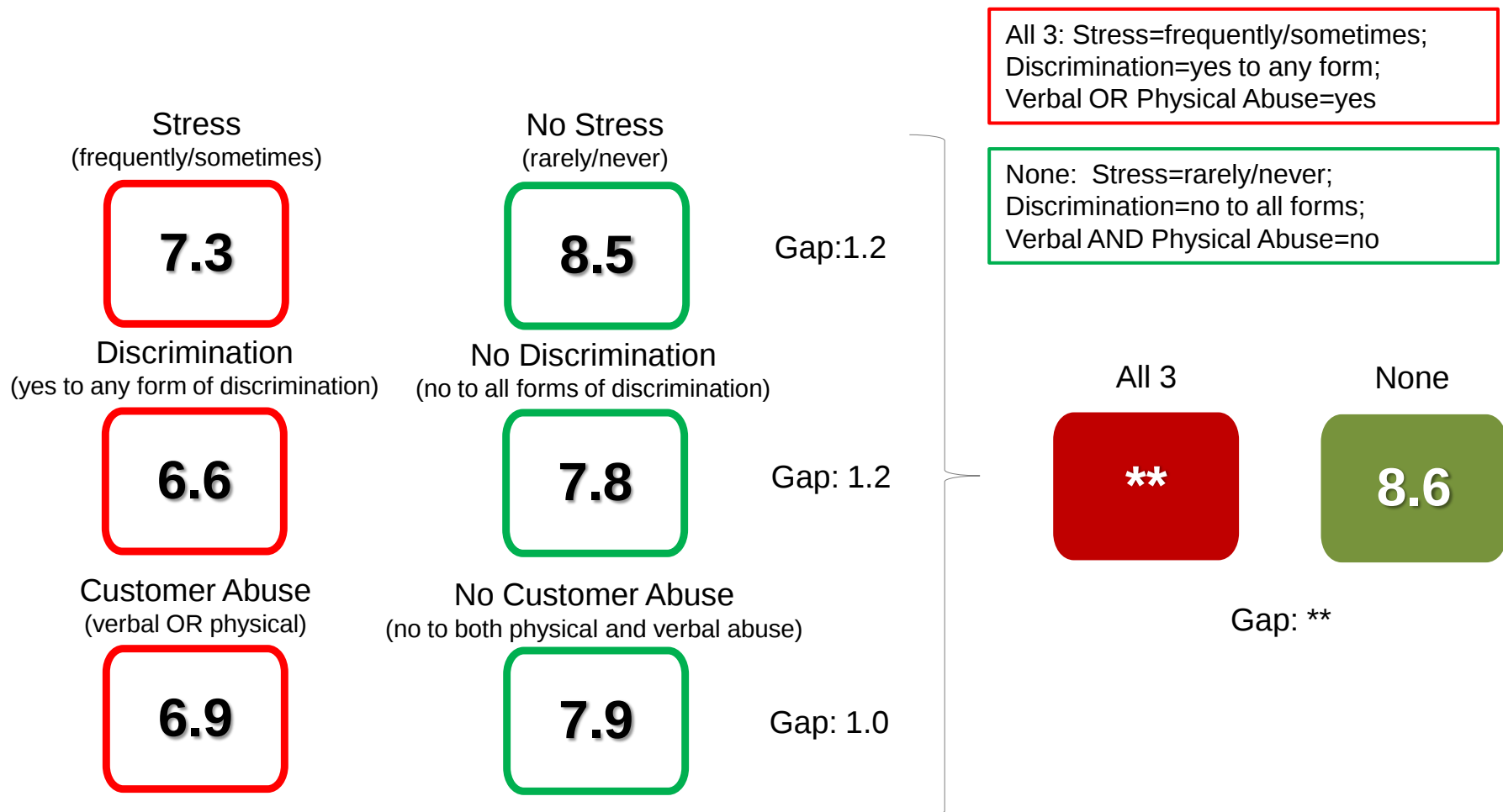


* Percentages suppressed due to sample size <30.

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

Sample sizes vary by category.

IMPACT OF STRESS, DISCRIMINATION, ABUSE ON EMPLOYEE ENGAGEMENT

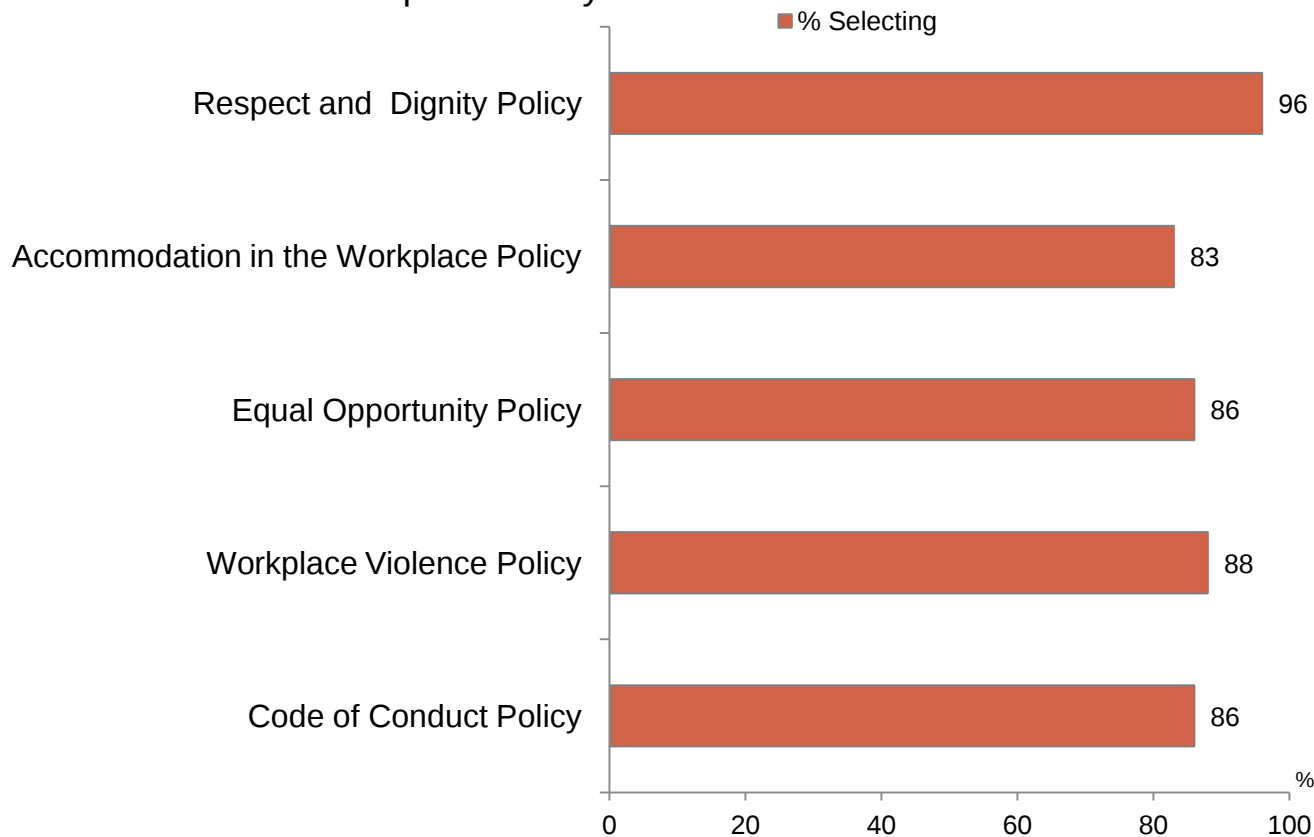


** Mean score suppressed due to sample size <10.

FAMILIARITY WITH TTC POLICIES

- STRATEGY & CUSTOMER EXPERIENCE GROUP

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



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

FAMILIARITY WITH TTC POLICIES

- BY DEPARTMENT

% Selecting	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications /Development/ Farecard	Customer Service Centre	Strategy & Service Planning
Respect and Dignity Policy	92	97	96	100	96	92
Accommodation in the Workplace Policy	76	87	83	87	78	85
Equal Opportunity Policy	81	88	86	87	84	87
Workplace Violence Policy	87	92	88	93	89	83
Code of Conduct Policy	82	92	86	91	89	79

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

FAMILIARITY WITH TTC POLICIES

- BY EMPLOYEE POSITION

% Selecting	All Strategy & Customer Experience Group	Manager	Non-Manager
Respect and Dignity Policy	96	*	96
Accommodation in the Workplace Policy	83	*	82
Equal Opportunity Policy	86	*	88
Workplace Violence Policy	88	*	89
Code of Conduct Policy	86	*	87

Manager/Non

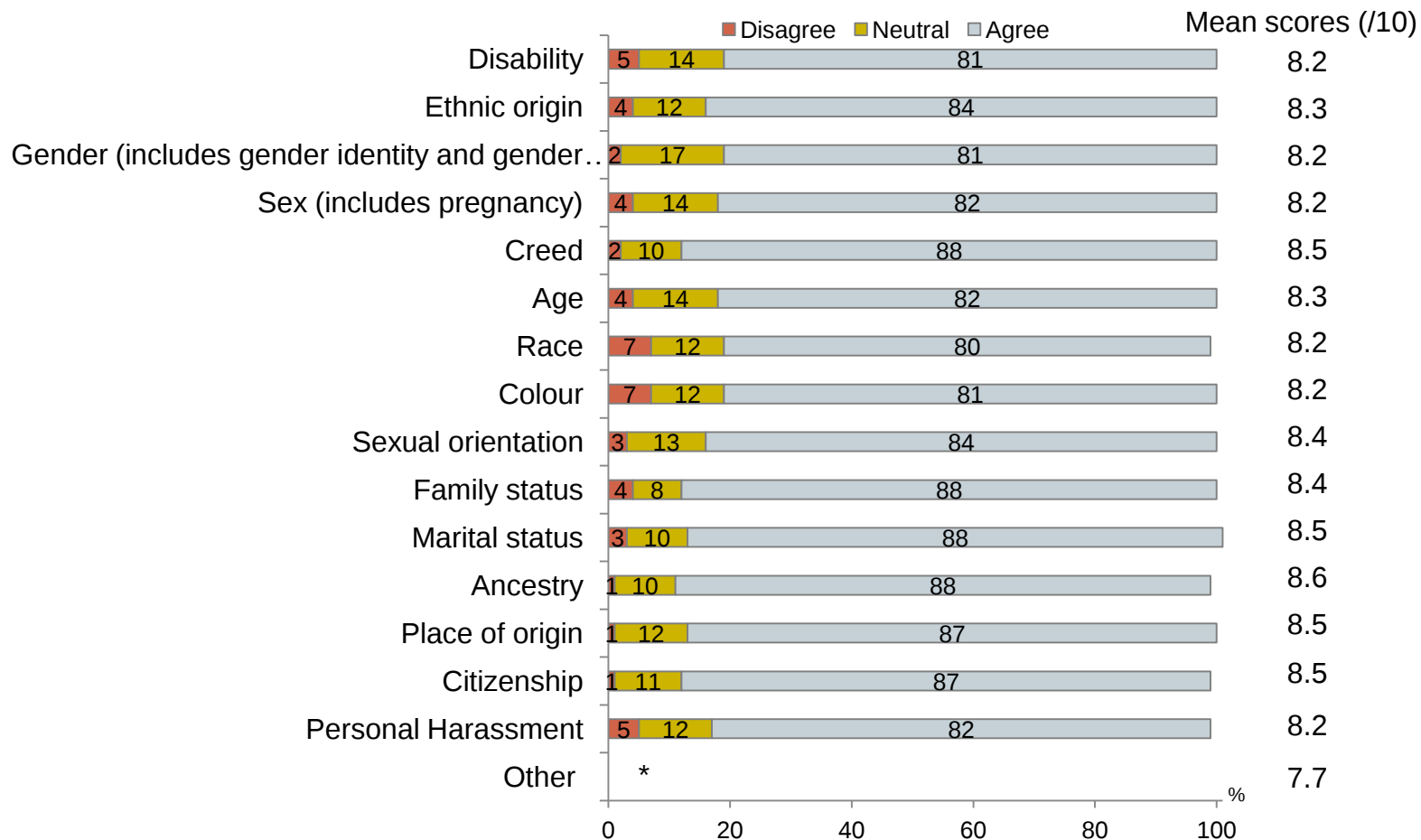
* Percentages suppressed due to sample size <30.

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

EFFECTIVENESS OF TTC PRACTICES

- STRATEGY & CUSTOMER EXPERIENCE GROUP

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



* Percentages suppressed due to sample size <30.

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

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

Sample sizes vary by attribute.

3/24/2015

EFFECTIVENESS OF TTC PRACTICES

- BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications /Development/ Farecard	Customer Service Centre	Strategy & Service Planning
Disability	8.3	8.7	8.2	8.1	7.7	8.6
Ethnic Origin	8.3	8.6	8.3	8.5	8.0	8.4
Gender (includes gender expression)	8.5	8.7	8.2	8.4	7.8	8.4
Sex (including pregnancy)	8.5	8.7	8.2	8.1	8.0	8.5
Creed	8.5	8.8	8.5	8.4	8.2	8.7
Age	8.4	8.6	8.3	8.1	7.9	8.7
Race	8.4	8.7	8.2	8.3	7.8	8.4
Colour	8.4	8.7	8.2	8.5	7.9	8.3
Sexual Orientation	8.6	8.8	8.4	8.2	8.1	8.7
Family Status	8.6	8.8	8.4	8.5	8.0	8.7
Marital Status	8.6	8.9	8.5	8.6	8.1	8.8
Ancestry	8.6	8.8	8.6	8.6	8.2	8.8
Place of Origin	8.5	8.8	8.5	8.6	8.2	8.6
Citizenship	8.6	8.9	8.5	8.7	8.2	8.7
Personal Harassment	8.2	8.6	8.2	7.6	8.1	8.7
Other	8.2	8.2	7.7	**	**	**

** 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 Strategy & Customer Experience Group	Manager	Non-Manager
Disability	8.2	**	8.2
Ethnic Origin	8.3	**	8.3
Gender (includes gender expression)	8.2	**	8.2
Sex (including pregnancy)	8.2	**	8.2
Creed	8.5	**	8.5
Age	8.3	**	8.2
Race	8.2	**	8.2
Colour	8.2	**	8.2
Sexual Orientation	8.4	**	8.4
Family Status	8.4	**	8.4
Marital Status	8.5	**	8.5
Ancestry	8.6	**	8.5
Place of Origin	8.5	**	8.5
Citizenship	8.5	**	8.5
Personal Harassment	8.2	**	8.1
Other	7.7	**	7.6

Manager/Non

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

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

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

Sample sizes vary by attribute.

3/24/2015

AREA TO PROTECT: YOUR JOB

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Job” as the second most impactful on Employee Engagement overall and as an area with which S&CE employees are, for the most part, satisfied, making this an Area to Protect.
- Employee satisfaction with the job they do is generally highest for Strategy & Service Planning, and lowest for Customer Service Centre, with some exceptions.
- Little difference was observed between non-managers and scores for the entire group.
- Across the specific aspects of the job, ratings were highest for, “I often look for ways to make improvements in how things are done”. Ratings were lowest for, “I have the proper equipment/tools to do my job well”. These results were mostly consistent across the departments.
- To maintain high levels of employee satisfaction with their job, Opportunity Analysis identifies the following key Areas to Improve:
 - My work enables me to use my skills and abilities
 - I feel motivated in my job
 - I am given the freedom to make decisions in my job
- This is mostly consistent across departments, with the exception of Strategy & Service Planning. For this department, feeling motivated is the only Area to Improve identified. Having proper equipment is an Area to Improve only for Customer Communications/Development/Farecard, and feeling well informed on how to improve customer service is an Area to Improve for Customer Service Centre.

OVERALL RATINGS OF YOUR JOB

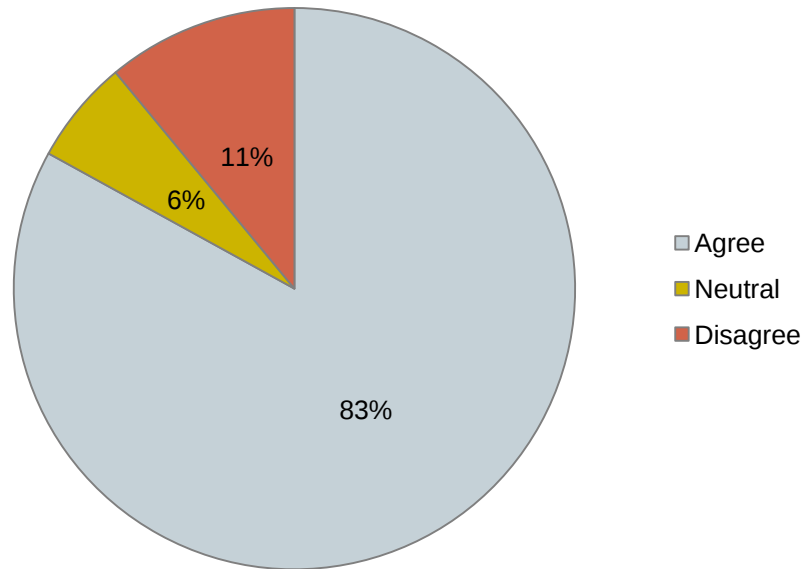
- STRATEGY & CUSTOMER EXPERIENCE GROUP

Strategy & Customer Experience Group

Total

(n= 143)

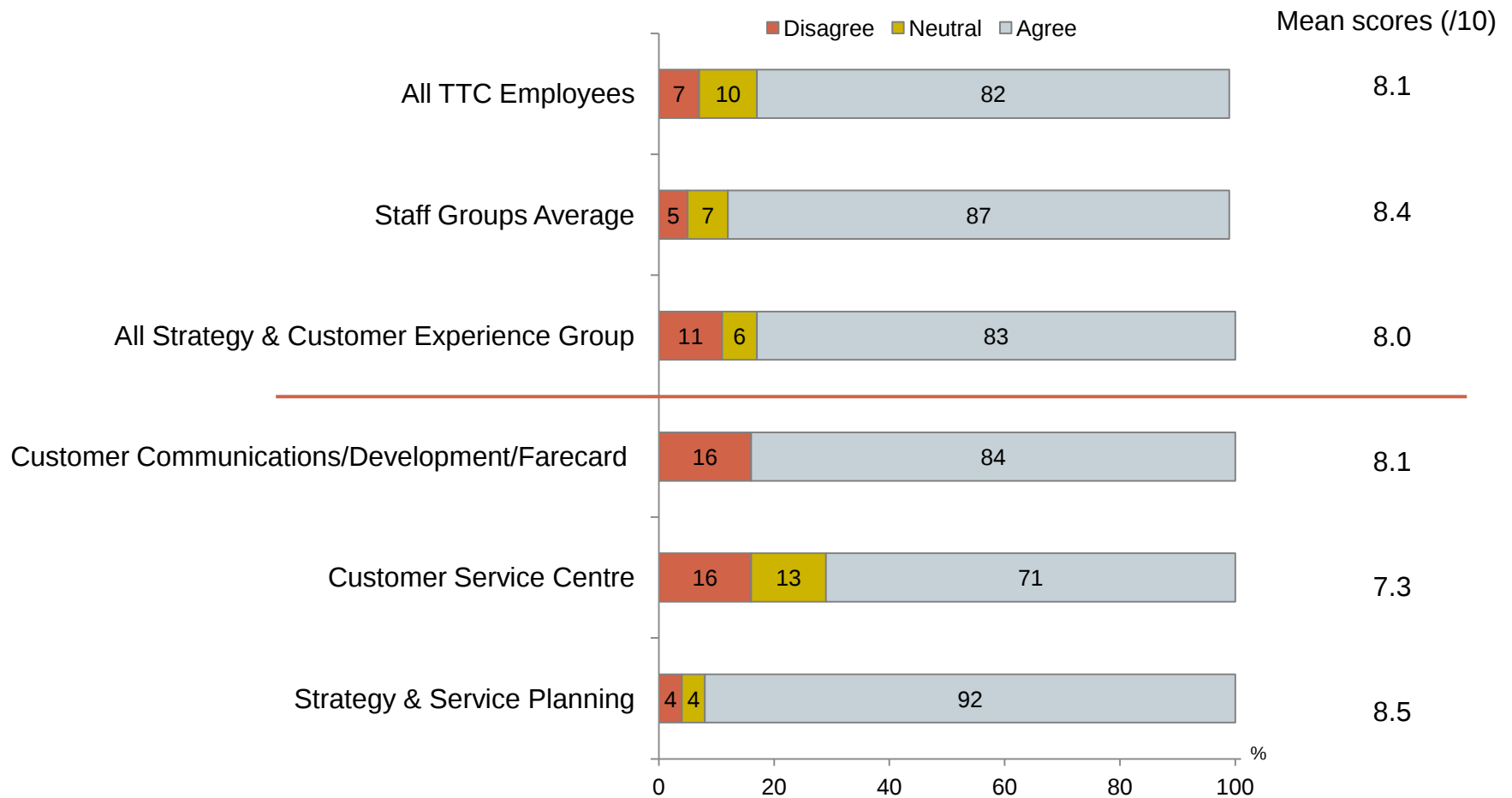
Mean=8.0



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.

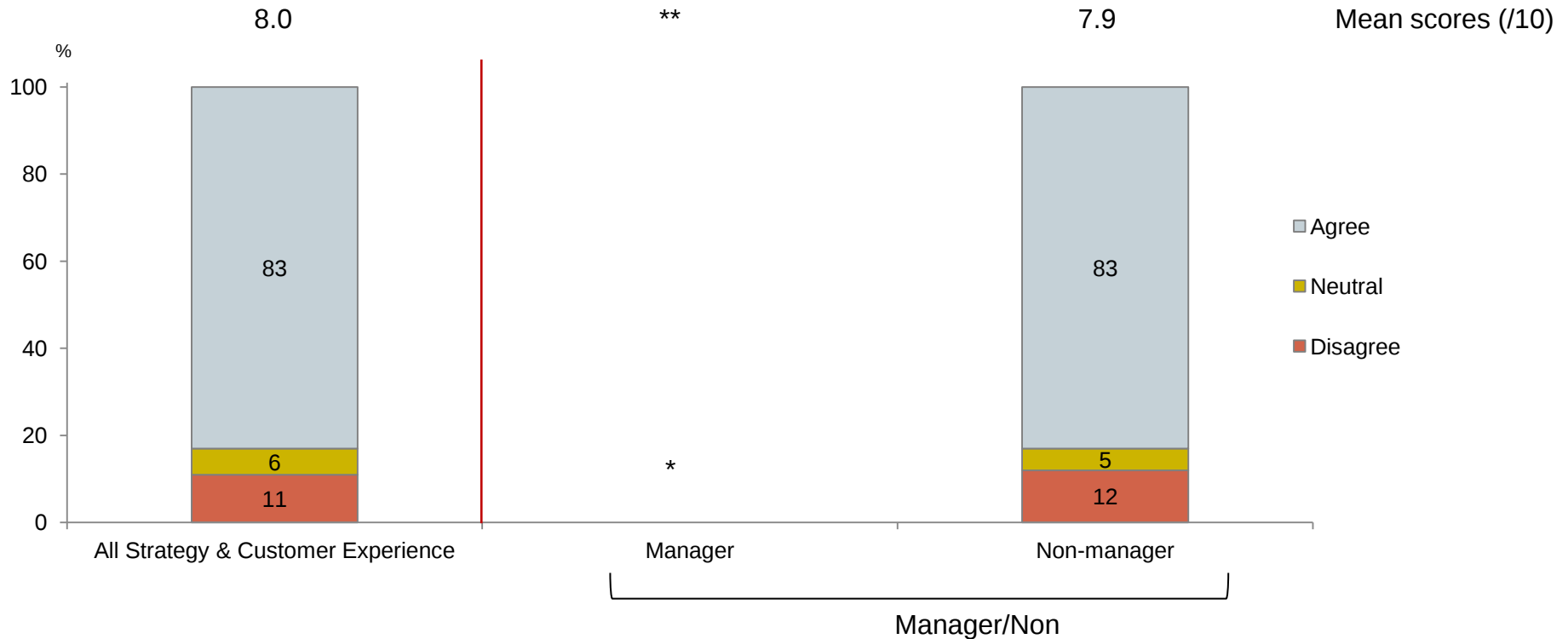
OVERALL RATINGS OF YOUR JOB

- 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.

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

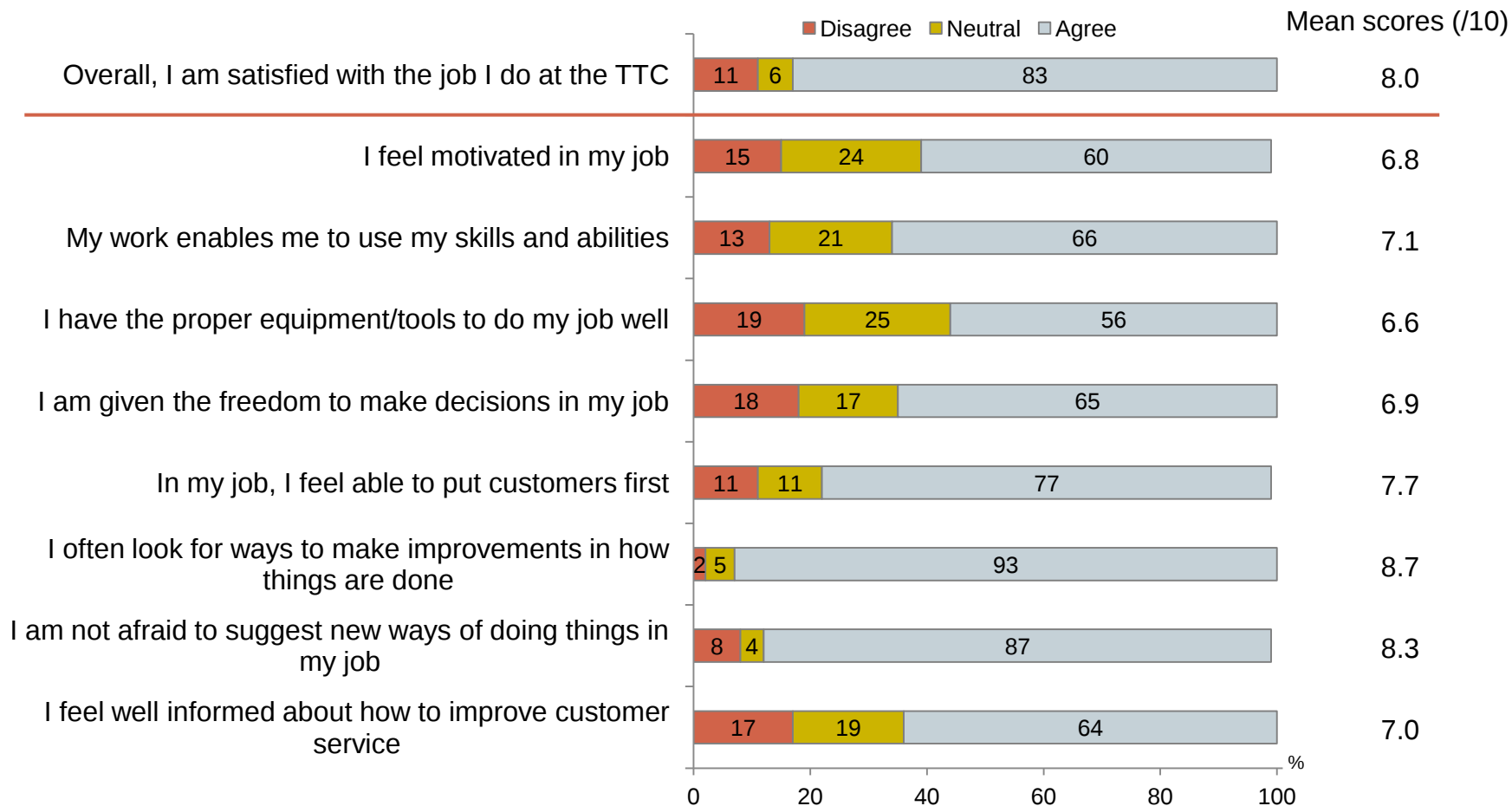
B1. How much do you agree or disagree with each of the following statements about your job?

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

Sample sizes vary by category.

YOUR JOB

- STRATEGY & CUSTOMER EXPERIENCE GROUP



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

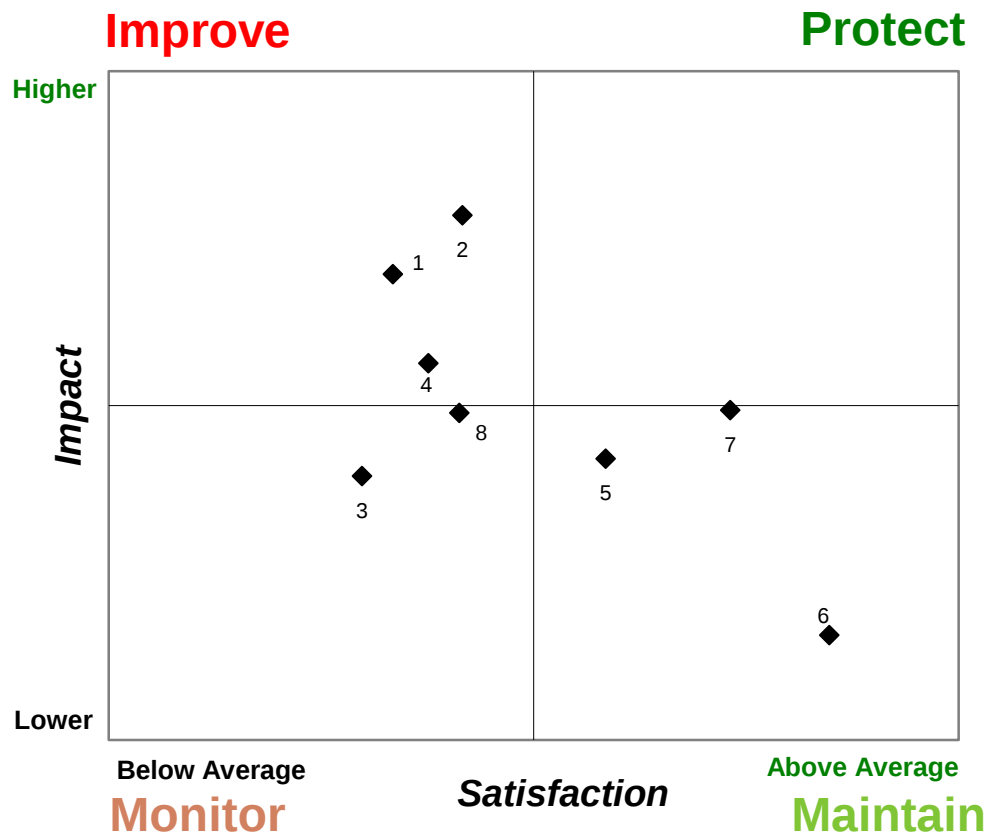
YOUR JOB - BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard	Customer Service Centre	Strategy & Service Planning
Overall, I am satisfied with the job I do at the TTC	8.1	8.4	8.0	8.1	7.3	8.5
I feel motivated in my job	7.0	7.3	6.8	7.1	5.7	7.3
My work enables me to use my skills and abilities	7.3	7.7	7.1	7.3	6.0	7.7
I have the proper equipment/tools to do my job well	6.8	7.3	6.6	7.3	5.5	6.9
I am given the freedom to make decisions in my job	6.5	7.3	6.9	6.8	6.1	7.6
In my job, I feel able to put customers first	7.5	7.9	7.7	7.6	7.8	7.6
I often look for ways to make improvements in how things are done	8.1	8.6	8.7	9.1	8.2	8.8
I am not afraid to suggest new ways of doing things in my job	7.6	8.3	8.3	7.9	7.9	8.8
I feel well informed about how to improve customer service	6.8	7.6	7.0	7.5	6.2	7.3

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

- STRATEGY & CUSTOMER EXPERIENCE GROUP



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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 6.6 to 8.7.
Impact values range between 13% to 53%.

OPPORTUNITY ANALYSIS: YOUR JOB SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard	Customer Service Centre	Strategy & Service Planning
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: TRAINING AND DEVELOPMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Training and Development” as third most impactful on Employee Engagement and as an area in which S&CE employees are relatively less satisfied, making this an Area to Improve.
- Employee satisfaction with their training and development is generally highest for Strategy & Service Planning, and lowest for Customer Service Centre, though there are some exceptions to this.
- There is little difference between non-managers and scores for all S&CE employees.
- Across the specific aspects of Training and Development, ratings were highest for, “My on-boarding/induction experience was positive”, and “I have received the right sort of training to do my job properly”. Ratings were lowest for, “The way people are selected for jobs in the TTC is fair”, and “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”. These results were consistent for all 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
 - I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor
 - I am satisfied with the career development opportunities available to me
- This is consistent across all departments, except that support on personal development is an Area to Protect for Strategy & Service Planning.
- In addition to these improvements, “The TTC provides ongoing training opportunities so I can develop my skills”, is a key Area to Protect: This is consistent across all departments.

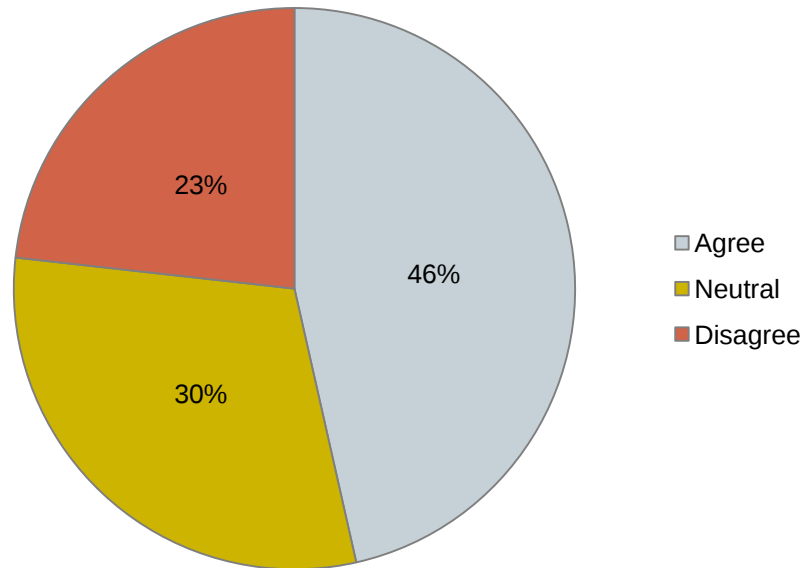
OVERALL RATINGS OF TRAINING AND DEVELOPMENT - STRATEGY & CUSTOMER EXPERIENCE GROUP

Strategy & Customer Experience Group

Total

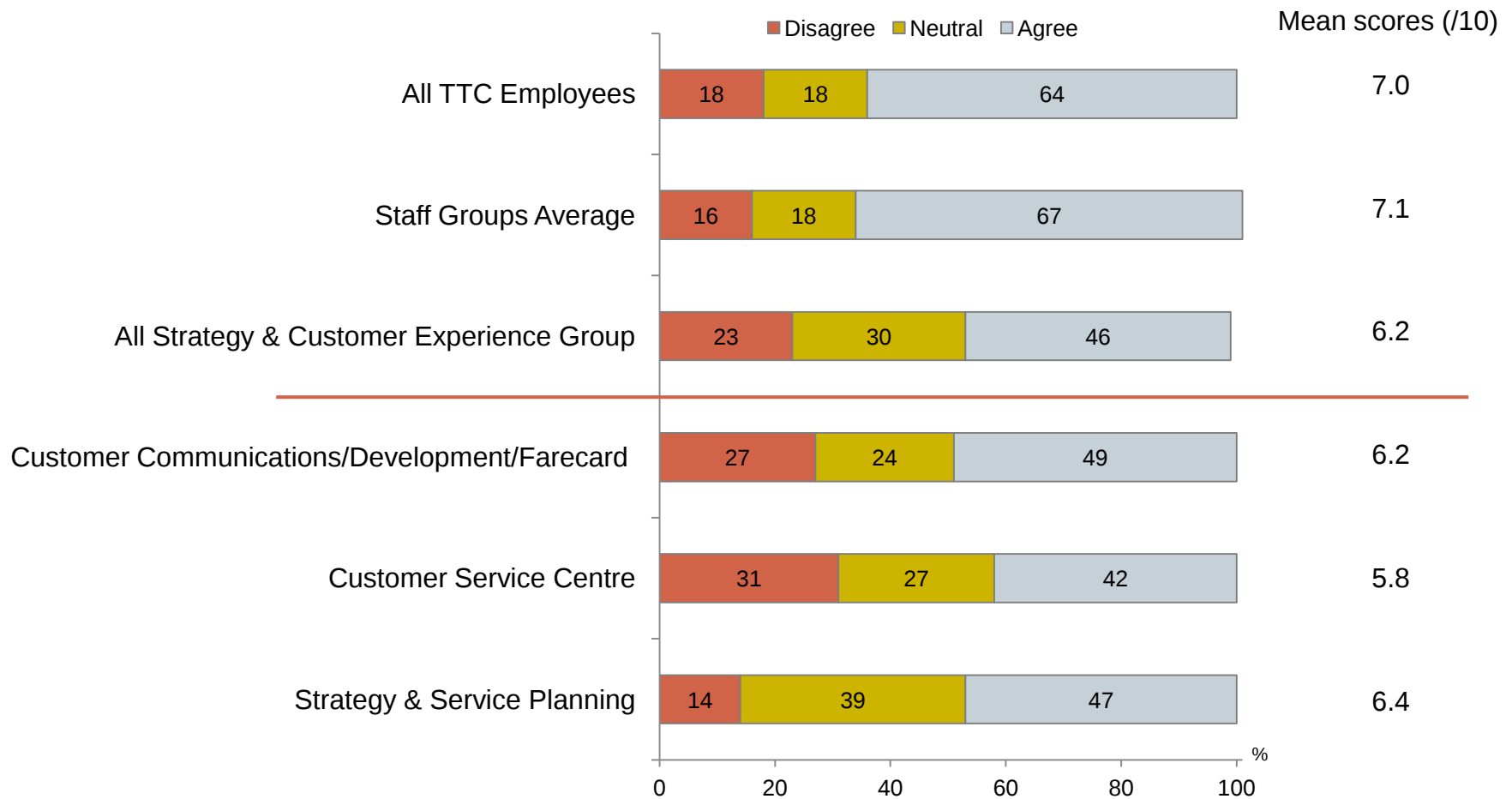
(n= 142)

Mean=6.2



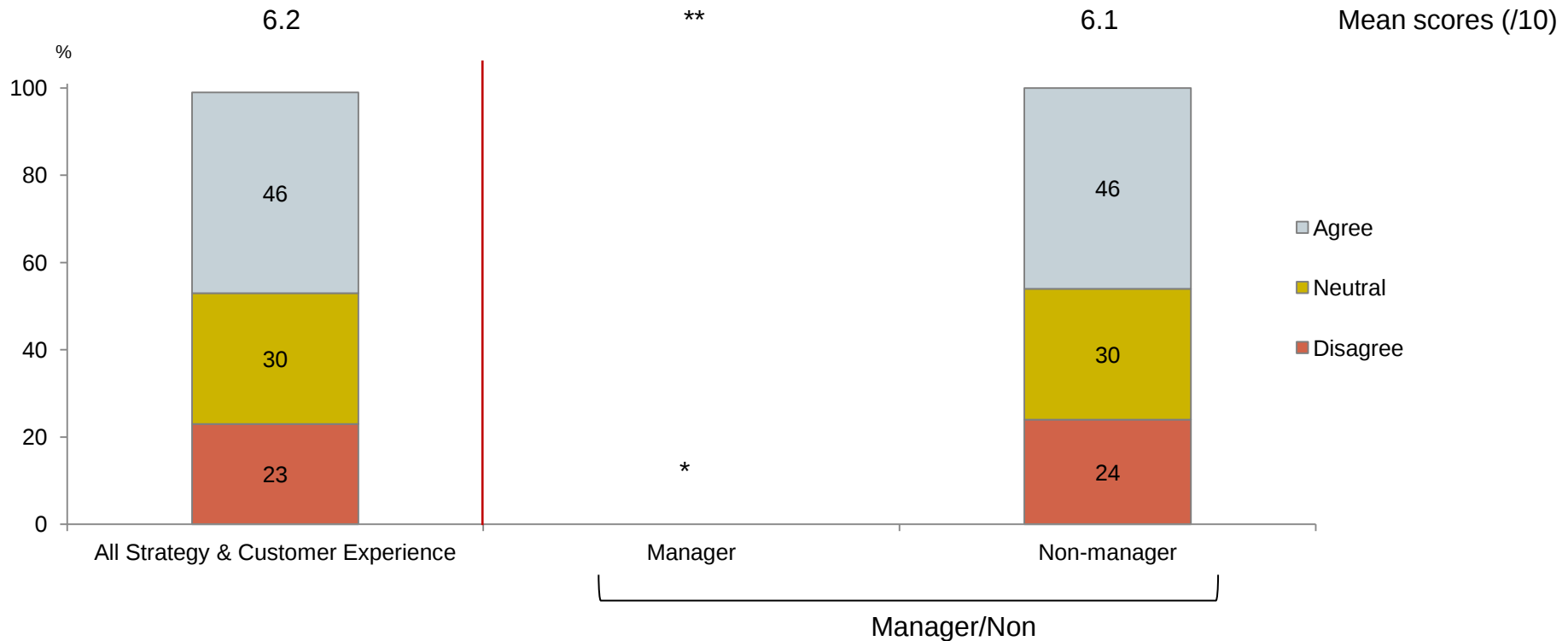
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.
Overall, I am satisfied with my training and development at the TTC.

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.

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

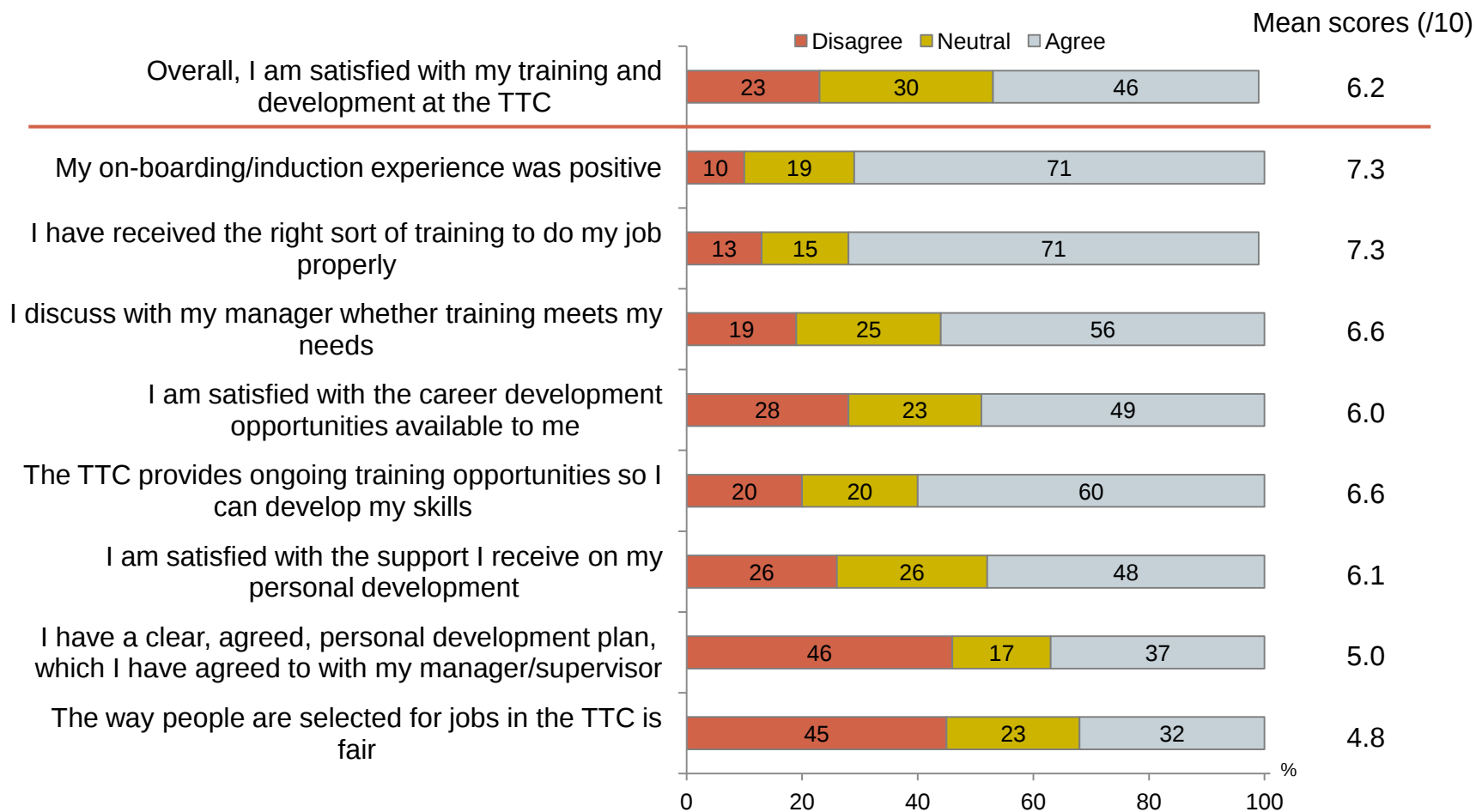
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.

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

Sample sizes vary by category

TRAINING AND DEVELOPMENT

- STRATEGY & CUSTOMER EXPERIENCE GROUP



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

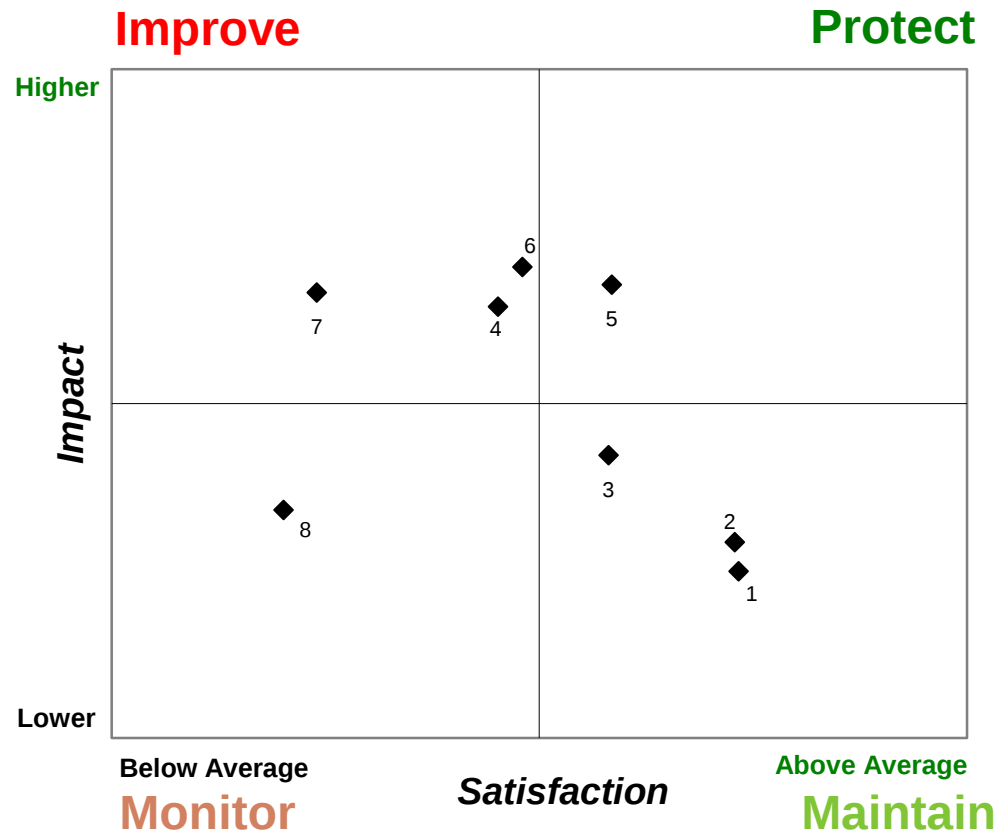
TRAINING AND DEVELOPMENT

- BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard	Customer Service Centre	Strategy & Service Planning
Overall, I am satisfied with my training and development at the TTC	7.0	7.1	6.2	6.2	5.8	6.4
My on-boarding/induction experience was positive	7.9	7.9	7.3	7.2	7.5	7.2
I have received the right sort of training to do my job properly	7.6	7.7	7.3	6.8	7.4	7.5
I discuss with my manager whether training meets my needs	6.7	7.5	6.6	6.6	6.7	6.4
I am satisfied with the career development opportunities available to me	6.9	6.9	6.0	6.0	5.5	6.3
The TTC provides ongoing training opportunities so I can develop my skills	7.0	7.5	6.6	6.6	6.3	6.8
I am satisfied with the support I receive on my personal development	6.5	7.1	6.1	5.9	5.7	6.6
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	6.3	5.0	5.1	4.9	5.1
The way people are selected for jobs in the TTC is fair	5.6	5.7	4.8	5.1	3.9	5.3

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

OPPORTUNITY ANALYSIS: TRAINING AND DEVELOPMENT - STRATEGY & CUSTOMER EXPERIENCE 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 4.8 to 7.3.
Impact values range between 37% to 74%.

OPPORTUNITY ANALYSIS: TRAINING AND DEVELOPMENT - SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard	Customer Service Centre	Strategy & Service Planning
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 IMPROVE: PERFORMANCE AND REWARD

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Performance and Reward” as fourth most impactful on Employee Engagement and as an area in which S&CE employees are relatively less satisfied, making it another Area to Improve.
- Employee satisfaction with the way the TTC recognizes and rewards employees is generally highest for Customer Communications/ Development/ Farecard, and generally lowest for Customer Service Centre and Strategy & Service Planning.
- No difference is observed between non-managers and all S&CE employees in satisfaction with Performance and Reward.
- Across the specific aspects of Performance and Reward, ratings were highest for, “The TTC offers good job security”, followed by “I am satisfied with my pay and benefits, given the job I do”. Ratings were lowest for, “At the TTC, the recognition and rewards are meaningful”, “I have the opportunity to progress within the company”, and “Poor performance is not tolerated.” These results were mostly consistent across departments.
- To improve employee satisfaction with their working environment, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - At the TTC, the recognition and / or rewards are meaningful
 - I have the opportunity to progress within the company
 - I am satisfied with the recognition I receive from my manager
- This is generally consistent across departments, with one exception within Strategy & Service Planning. For this department, satisfaction with recognition from the manager is an Area to Protect.

SECTION SUMMARY

- In addition to these improvements, the following area is a key Area to Protect.
 - I am recognized for excellent performance
- This is only an Area to Protect for Customer Service Centre. For Strategy & Service Planning, it is an Area to Improve, while it is less influential for Customer Communications/ Development/ Farecard.

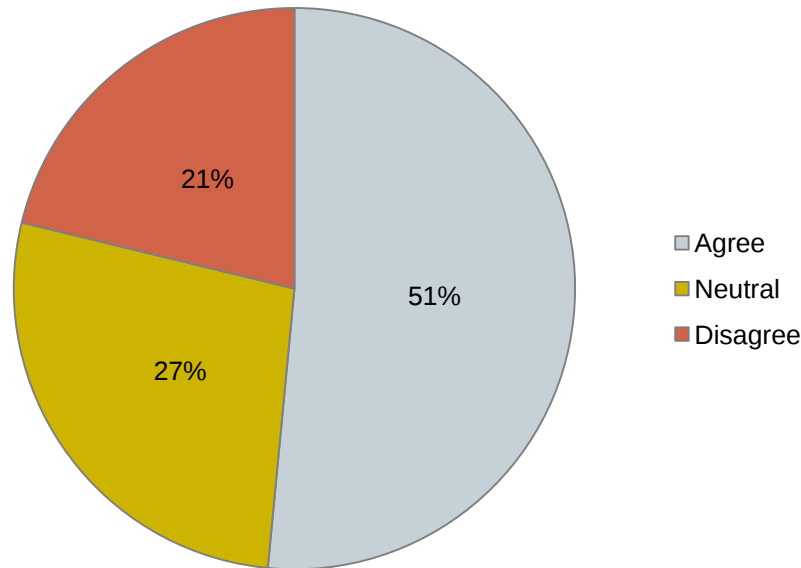
OVERALL RATINGS OF PERFORMANCE AND REWARD - STRATEGY & CUSTOMER EXPERIENCE GROUP

Strategy & Customer Experience Group

Total

(n= 142)

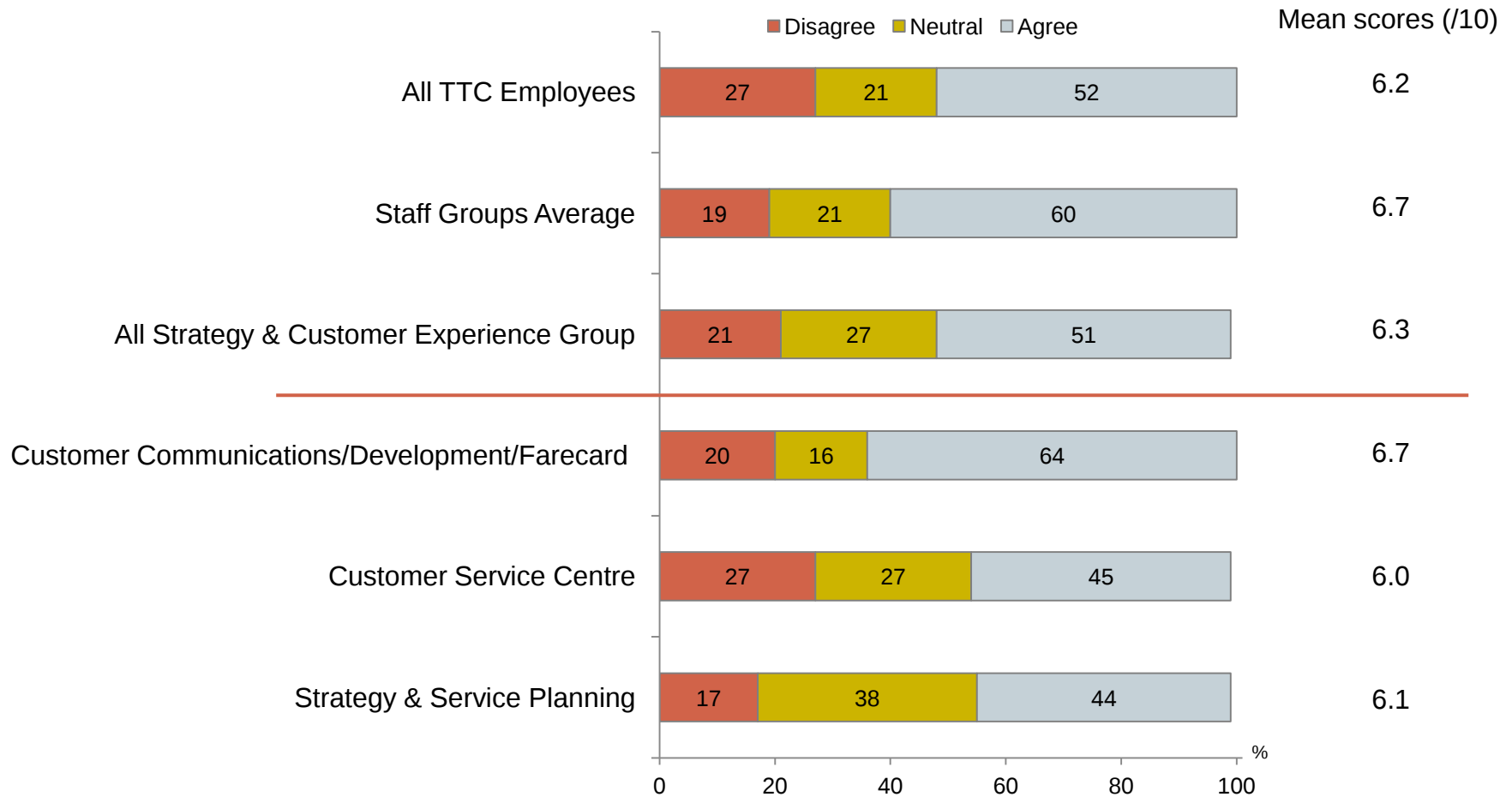
Mean=6.3



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

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

OVERALL RATINGS OF PERFORMANCE AND REWARD - BY DEPARTMENT



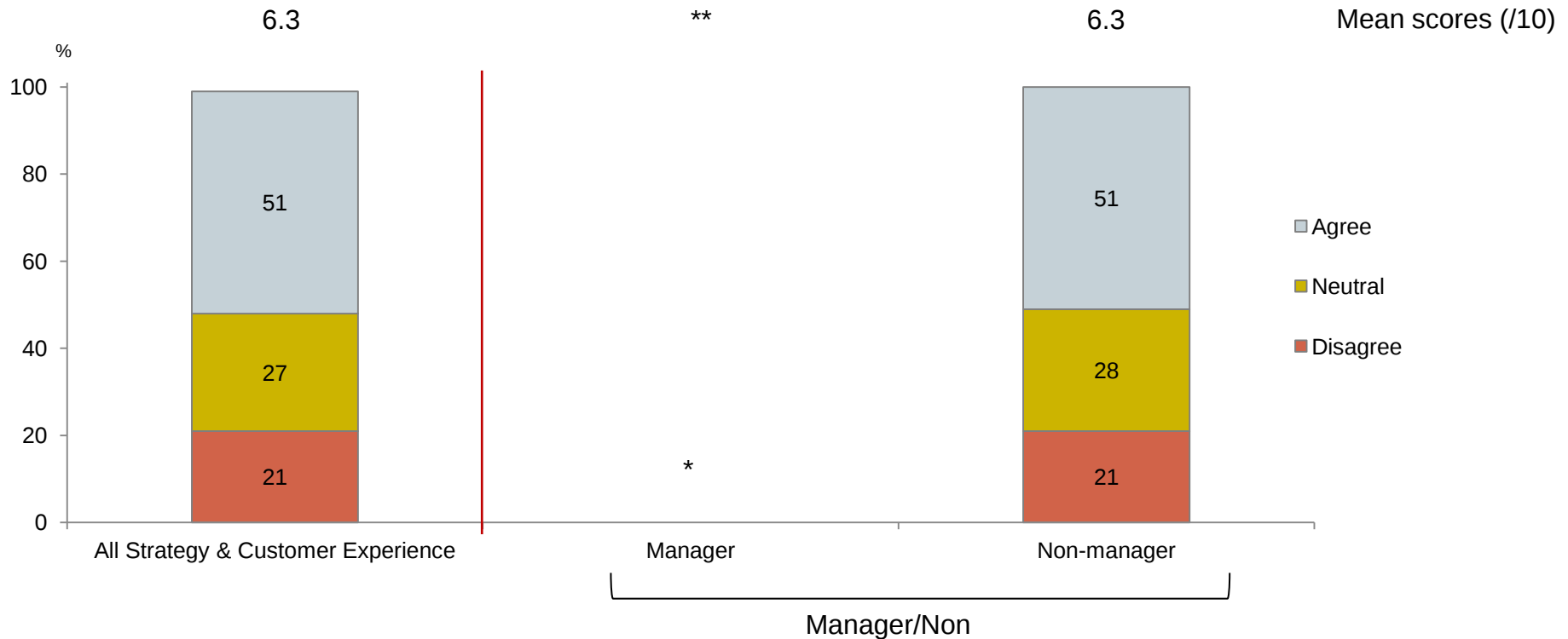
I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.

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

Sample sizes vary by category.

3/24/2015

OVERALL RATINGS OF PERFORMANCE AND REWARD - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

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

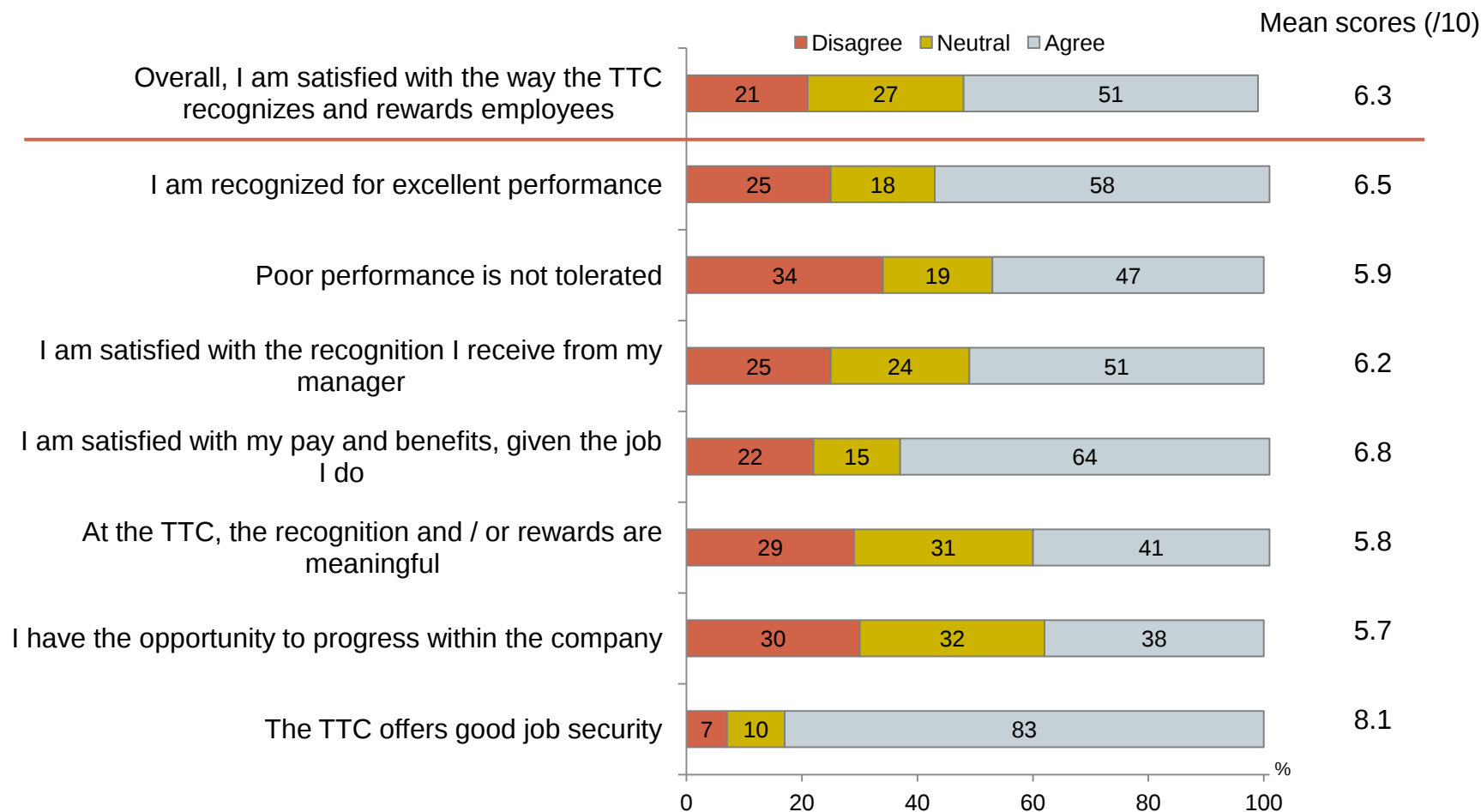
I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.

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

Sample sizes vary by category

PERFORMANCE AND REWARD

- STRATEGY & CUSTOMER EXPERIENCE GROUP



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

PERFORMANCE AND REWARD

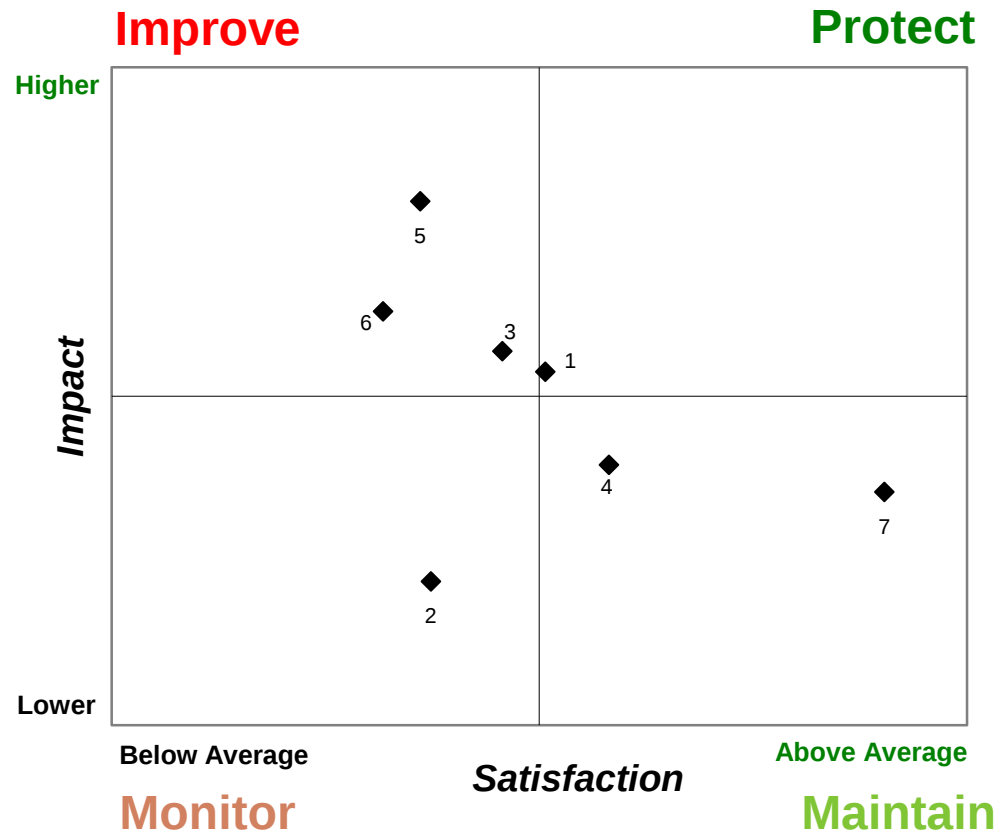
- BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard	Customer Service Centre	Strategy & Service Planning
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.3	6.7	6.0	6.1
I am recognized for excellent performance	5.9	6.7	6.5	6.4	6.7	6.3
Poor performance is not tolerated	5.9	6.2	5.9	6.1	6.3	5.4
I am satisfied with the recognition I receive from my manager	6.0	6.9	6.2	6.0	6.3	6.4
I am satisfied with my pay and benefits, given the job I do	7.7	7.4	6.8	7.1	6.4	6.7
At the TTC, the recognition and / or rewards are meaningful	5.9	6.3	5.8	6.1	5.8	5.5
I have the opportunity to progress within the company	6.9	6.6	5.7	5.9	5.4	5.5
The TTC offers good job security	8.3	8.4	8.1	7.9	7.8	8.5

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

- STRATEGY & CUSTOMER EXPERIENCE 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 5.7 to 8.1.
Impact values range between 14% to 71%.

OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard	Customer Service Centre	Strategy & Service Planning
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 MONITOR: YOUR COMPANY

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 Company” as having a moderate impact on Employee Engagement and is an area in which S&CE employees are relatively less satisfied; in other words, this is an Area to Monitor.
- While not a key driver of Employee Engagement across Strategy & Customer Experience as a whole, Your Company is more influential for one department – Customer Service Centre – where this is an Area to Protect.
- Mean satisfaction ratings across most specific aspects of Your Company are generally highest for Customer Communications/Development/Farecard, and lowest for Customer Service Centre and Strategy & Service Planning.
- Across the specific aspects of Your Company, satisfaction ratings are highest for, “I am proud and passionate about the TTC”, and “I feel that the TTC’s vision to be ‘A transit system that makes Toronto proud’ is realistic and achievable”. Ratings were lowest for, “There is effective sharing of information across the TTC.” These results are generally consistent across departments.
- To improve employee satisfaction with Your Company, Opportunity Analysis identifies several influential Areas to Improve, primarily related to trust and communication:
 - There is a good level of trust between Senior Management and employees
 - The TTC values its staff’s time
 - Senior Managers communicate openly and honestly with employees
- This is generally consistent across all departments, although valuing staff time is only an Area to Improve for the Customer Service Centre, while it is an Area to Protect for Strategy & Service Planning.

SECTION SUMMARY

- In addition to these Areas to Improve, the following areas were identified as key Areas to Protect:
 - I feel confident that TTC leadership is making the right decisions for the company's future success
 - 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'
- This result was consistent across some departments, but differed for Strategy & Service Planning. Confidence in leadership decisions and welcoming feedback were positioned as Areas to Improve for this department, while attributes related to the TTC's vision were less influential. Areas to Protect for Strategy & Service Planning include: "The TTC puts customers first" and "The TTC values its customers' time".
- Speaking Highly of the TTC
- Almost half of TTC employees indicated that would "always" speak highly of the TTC, while most of the remainder indicated that they would "sometimes" speak highly of the TTC.
- Customer Communications/Development/Farecard employees are most likely to "always" speak highly of the TTC, while Customer Service Centre employees are least likely.

SECTION SUMMARY

- Change in Experience Working for the TTC
- 34% feel that working for the TTC has improved over the past 12 months, compared to 29% who feel it has gotten worse.
- Employees in Customer Communications/Development/Farecard were most likely to express that working for the TTC has improved over the past 12 months (53%), while Strategy & Service Planning was least likely to feel this way (21%).
- Employees in the Customer Service Centre (36%) were more likely to report that working for the TTC has gotten worse in the past twelve months compared to employees in Strategy & Service Planning (25%).
- Among employees who indicated that working for the TTC has gotten better in the past 12 months, the main reasons traced to the vision and leadership of senior management, followed by improved communications, the arrival of new managers or coworkers, and a focus on customer service. Many employees also provided more general statements that the things have improved.
- Among those indicating that working for the TTC has gotten worse, main reasons related to inexperienced and/or unqualified managers, a lack of accountability, high turnover, staffing shortages, an increased or unbalanced workload, and declines in service levels and/or quality.

OVERALL RATINGS OF YOUR COMPANY

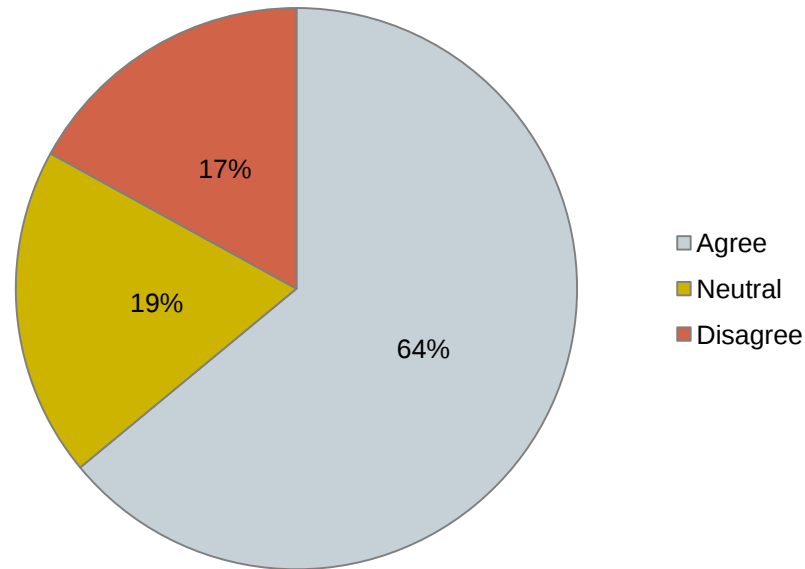
- STRATEGY & CUSTOMER EXPERIENCE GROUP

Strategy & Customer Experience Group

Total

(n= 142)

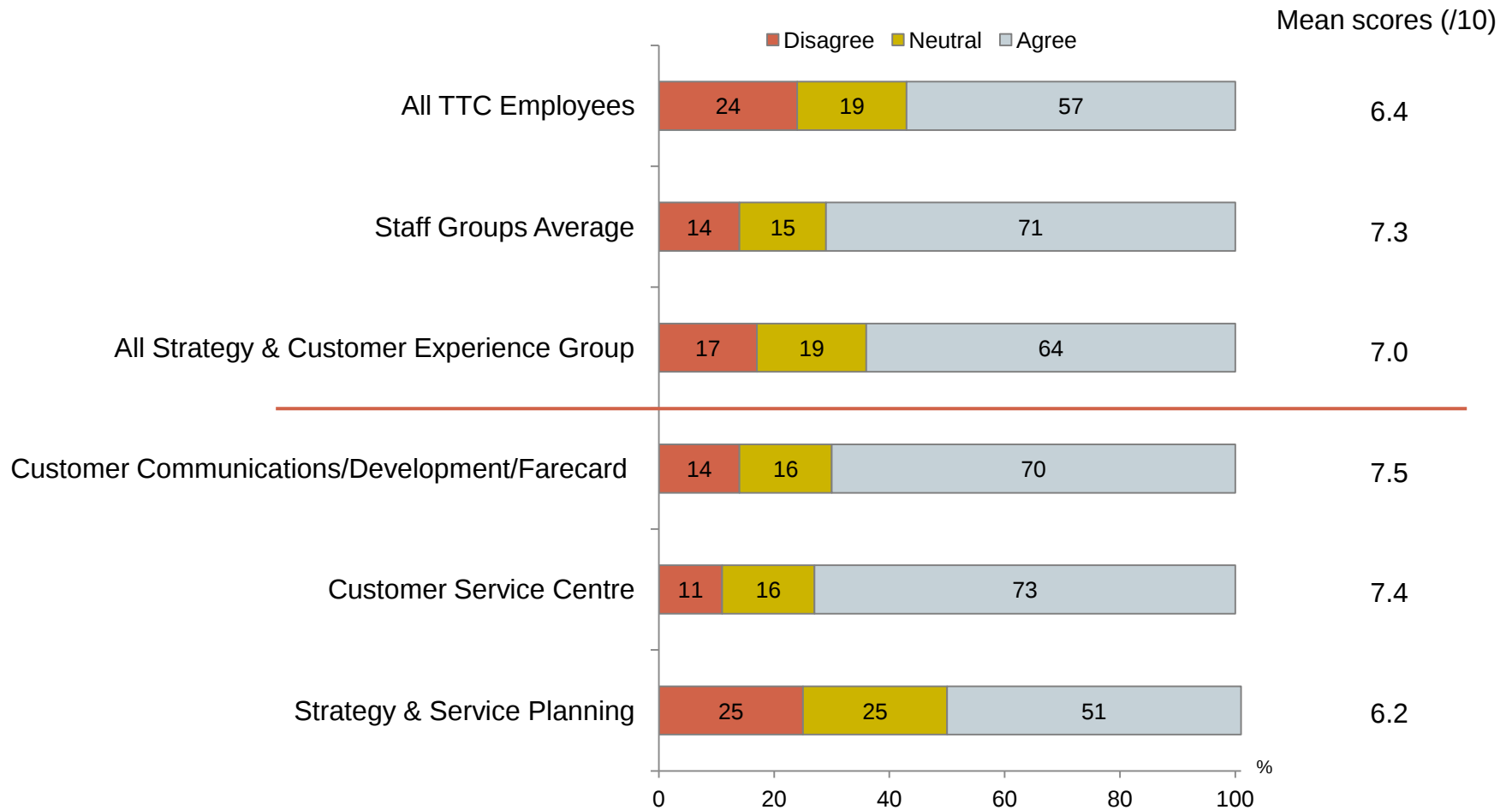
Mean=7.0



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.

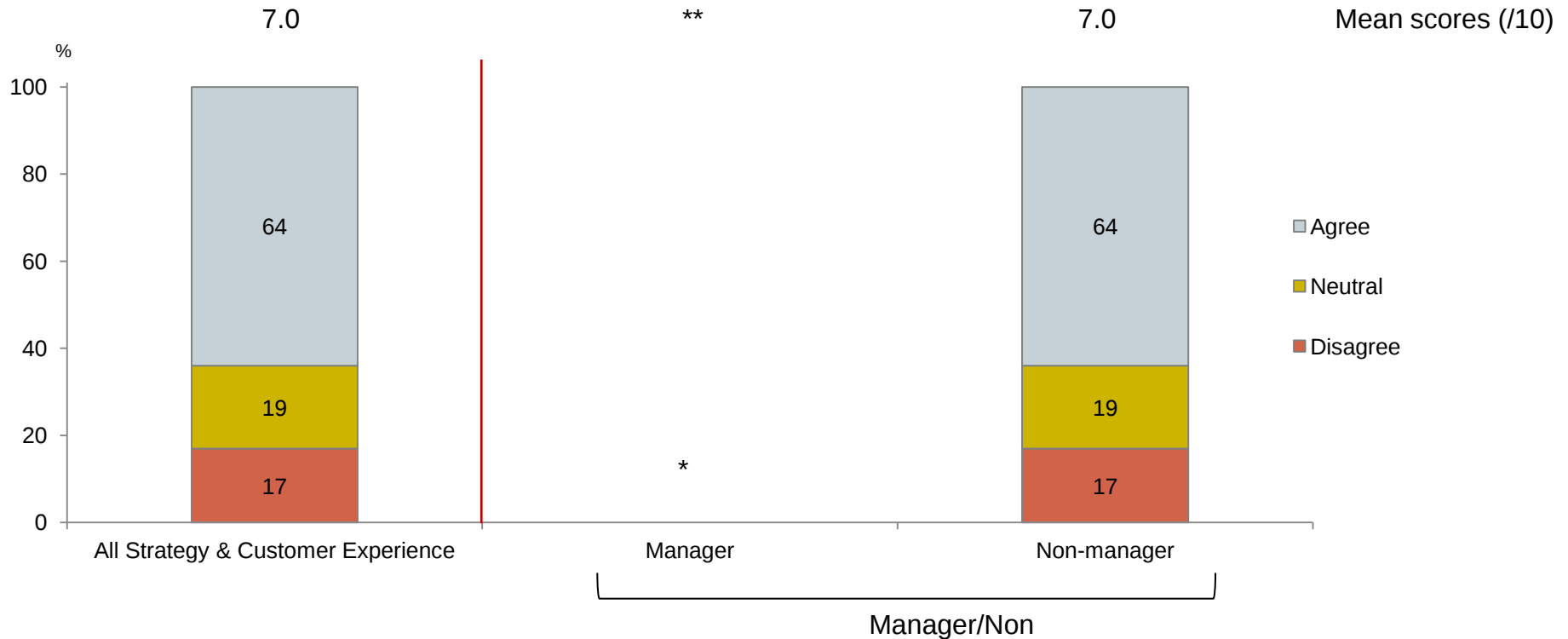
OVERALL RATINGS OF YOUR COMPANY

- 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.

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

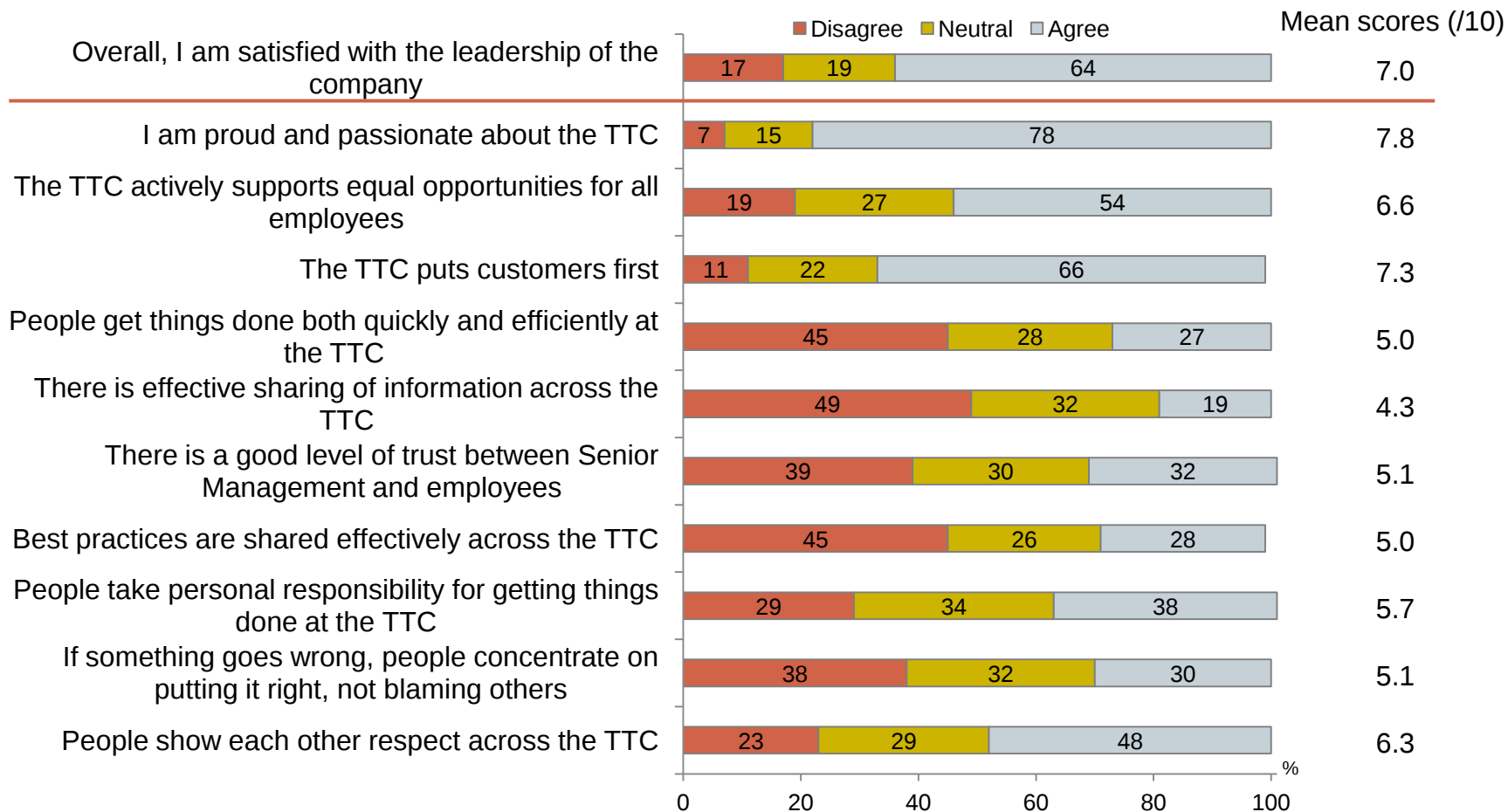
C1. Please indicate the extent to which you agree or disagree with each of the following statements:

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

Sample sizes vary by category.

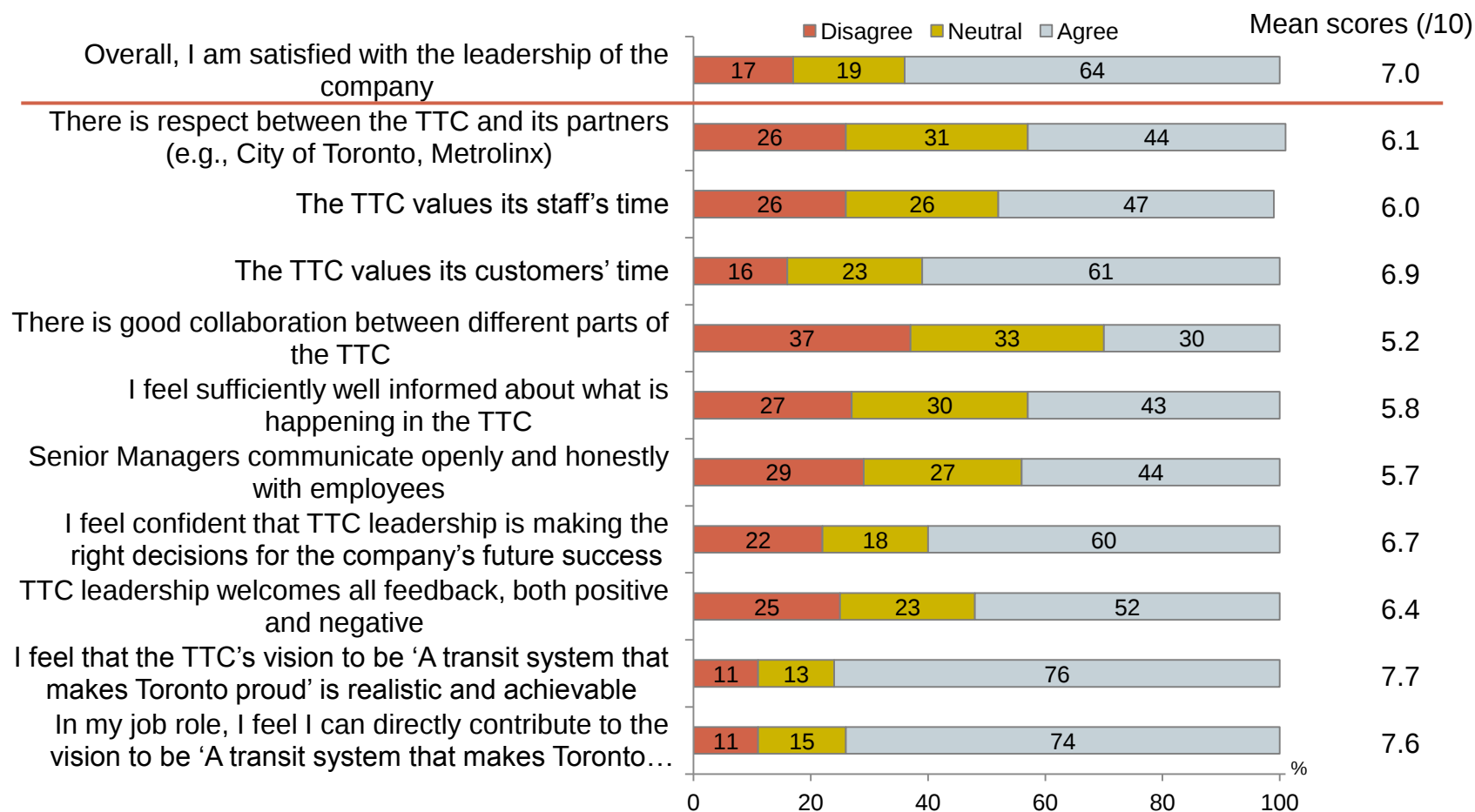
YOUR COMPANY

- STRATEGY & CUSTOMER EXPERIENCE 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 - STRATEGY & CUSTOMER EXPERIENCE GROUP (CONT'D)



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

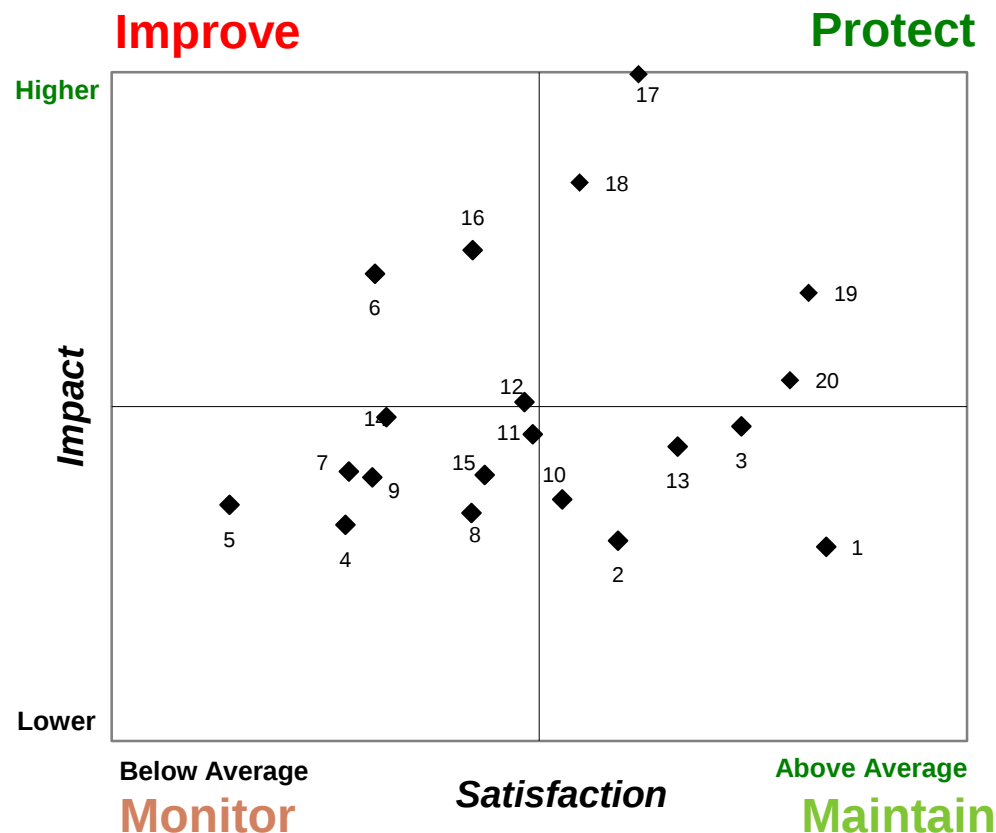
YOUR COMPANY - BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard	Customer Service Centre	Strategy & Service Planning
Overall, I am satisfied with the leadership of the company	6.4	7.3	7.0	7.5	7.4	6.2
I am proud and passionate about the TTC	7.6	8.1	7.8	8.0	7.2	8.1
The TTC actively supports equal opportunities for all employees	7.2	7.2	6.6	6.9	5.9	6.8
The TTC puts customers first	7.8	8.0	7.3	8.0	7.4	6.7
People get things done both quickly and efficiently at the TTC	5.1	5.5	5.0	5.3	4.6	5.0
There is effective sharing of information across the TTC	4.9	5.4	4.3	5.0	3.7	4.2
There is a good level of trust between Senior Management and employees	4.9	5.8	5.1	5.7	4.7	5.0
Best practices are shared effectively across the TTC	5.3	5.7	5.0	5.5	4.6	4.8
People take personal responsibility for getting things done at the TTC	5.6	6.2	5.7	6.1	5.2	5.9
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	5.7	5.1	5.1	4.8	5.4
People show each other respect across the TTC	6.1	6.7	6.3	6.3	6.1	6.3
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.7	6.1	6.5	6.4	5.5
The TTC values its staff's time	6.0	6.8	6.0	6.4	5.5	6.2
The TTC values its customers' time	7.1	7.6	6.9	7.8	6.9	6.3
There is good collaboration between different parts of the TTC	5.3	5.8	5.2	5.9	4.7	5.0
I feel sufficiently well informed about what is happening in the TTC	5.7	6.7	5.8	6.4	5.4	5.5
Senior Managers communicate openly and honestly with employees	5.3	6.2	5.7	6.5	5.1	5.5
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	7.1	6.7	7.3	7.1	5.8
TTC leadership welcomes all feedback, both positive and negative	6.0	6.7	6.4	7.0	6.2	5.9
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	8.1	7.7	8.2	7.6	7.4
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	7.9	7.6	7.7	7.4	7.7

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

OPPORTUNITY ANALYSIS: YOUR COMPANY

- STRATEGY & CUSTOMER EXPERIENCE 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 4.3 to 7.8.
 Impact values range between 18% to 83%.

OPPORTUNITY ANALYSIS: YOUR COMPANY

SUMMARY BY DEPARTMENT

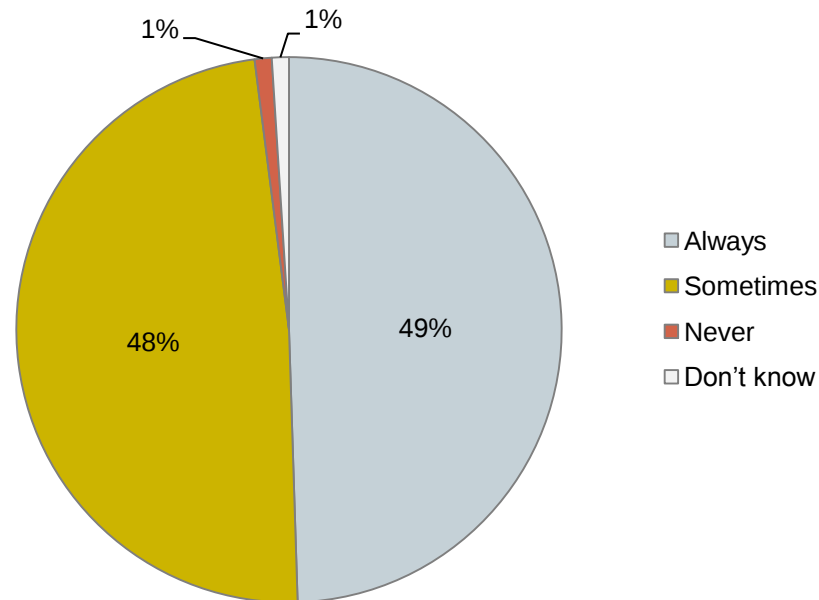
Key Drivers by Department	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard	Customer Service Centre	Strategy & Service Planning
I am proud and passionate about the TTC				
The TTC actively supports equal opportunities for all employees				
The TTC puts customers 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.

Strategy & Customer Experience Group

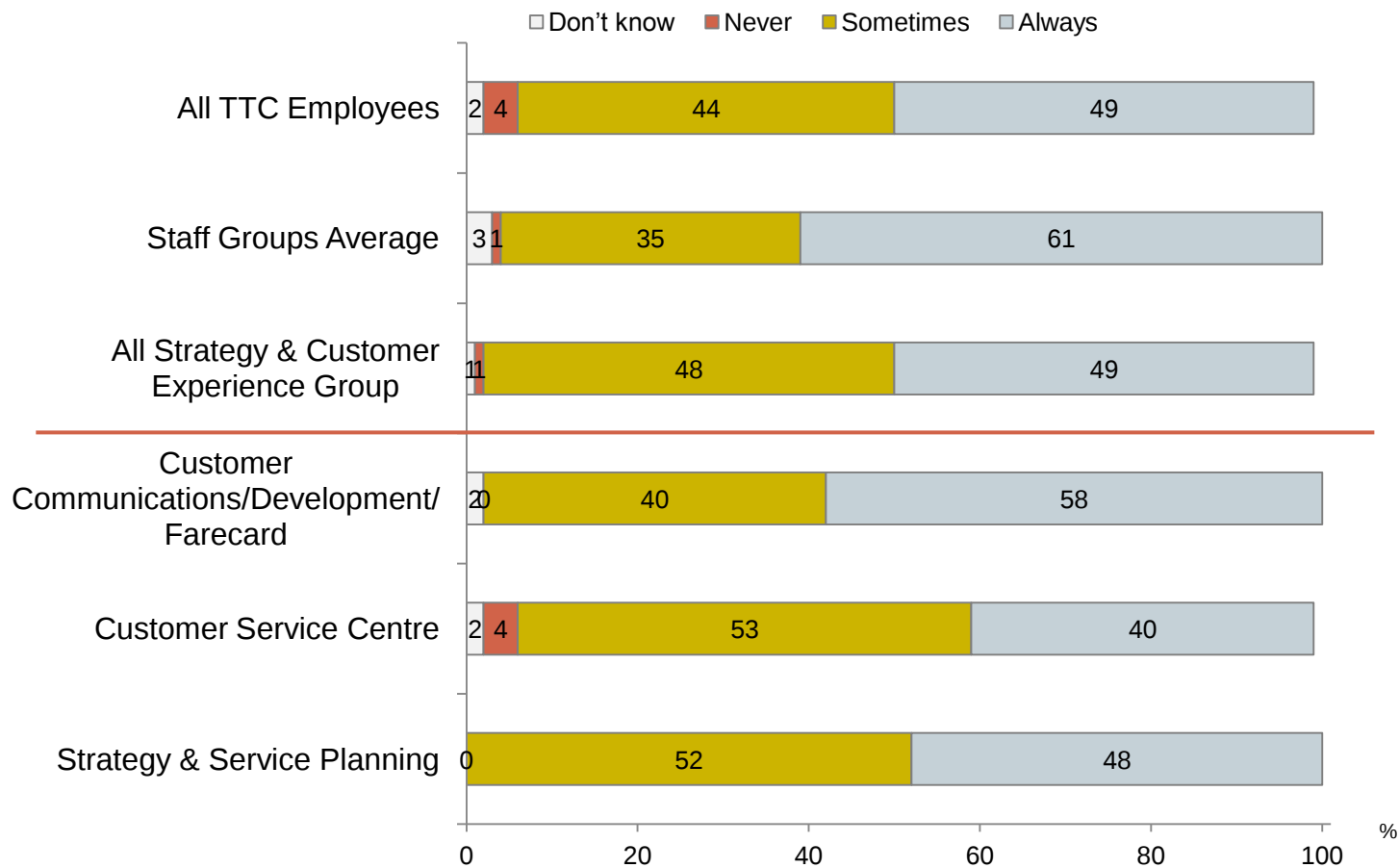
Total
(n= 143)



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

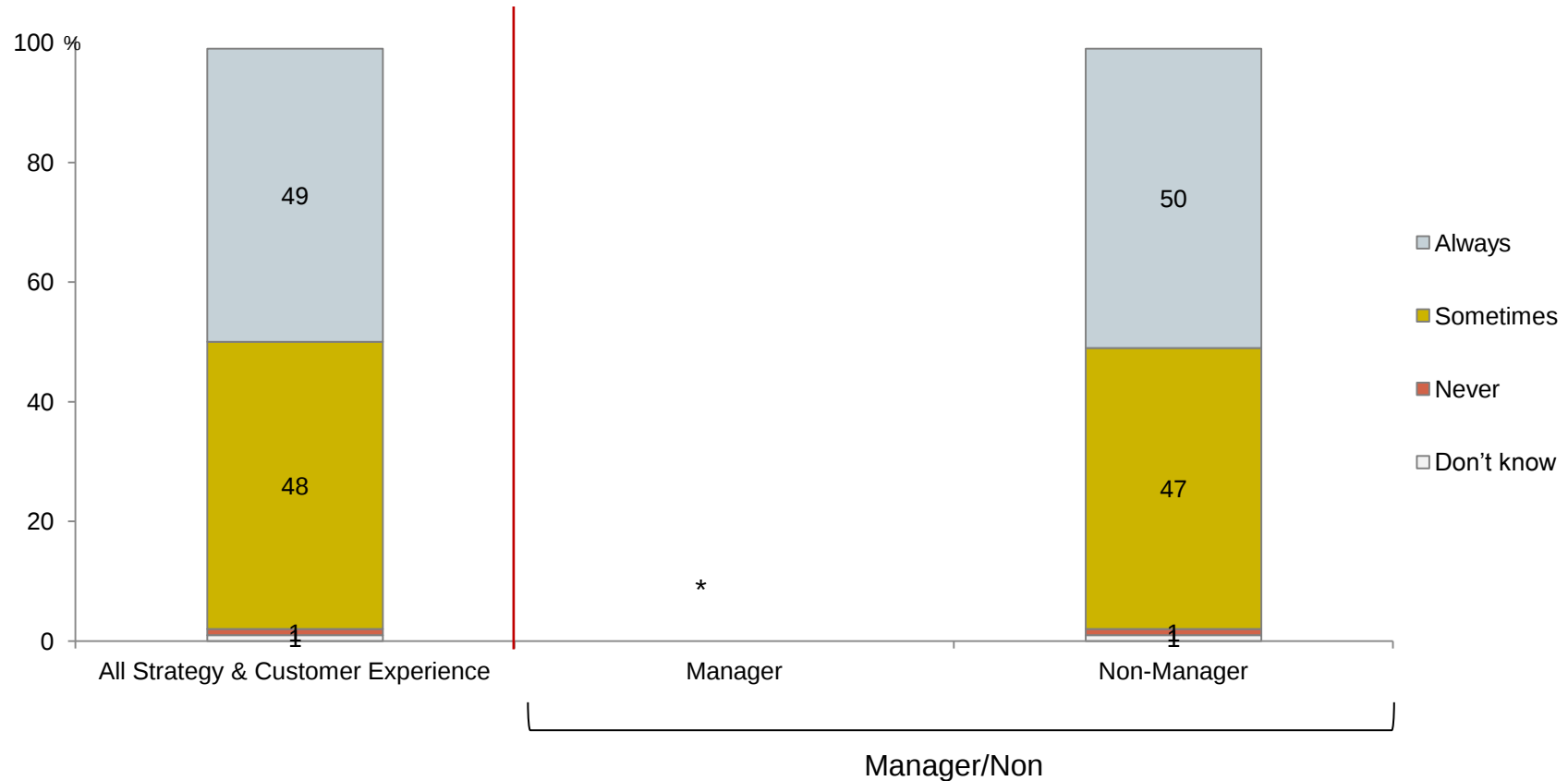
SPEAKING HIGHLY OF THE TTC

- 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

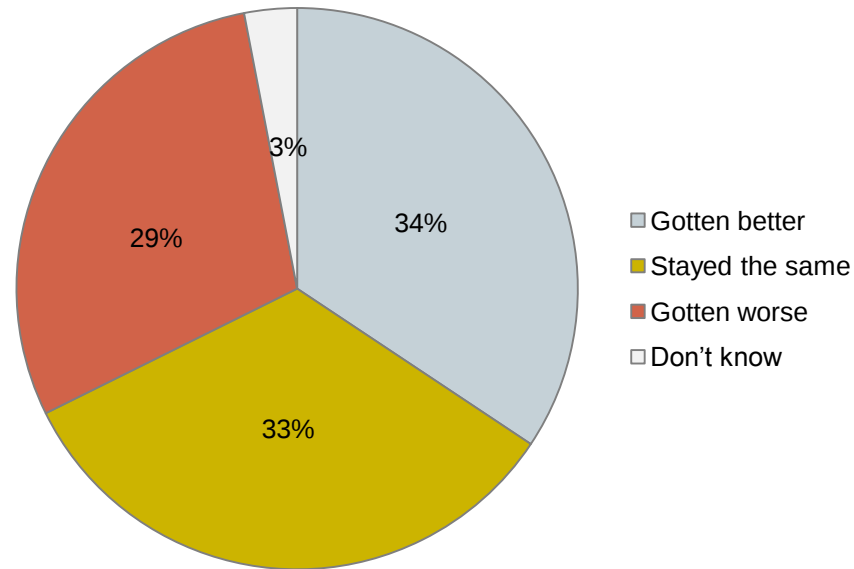


* Percentages suppressed as sample size <30.
 C2. I would speak highly of the TTC....: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.
 Sample sizes vary by category.

CHANGE IN EXPERIENCE WORKING FOR THE TTC

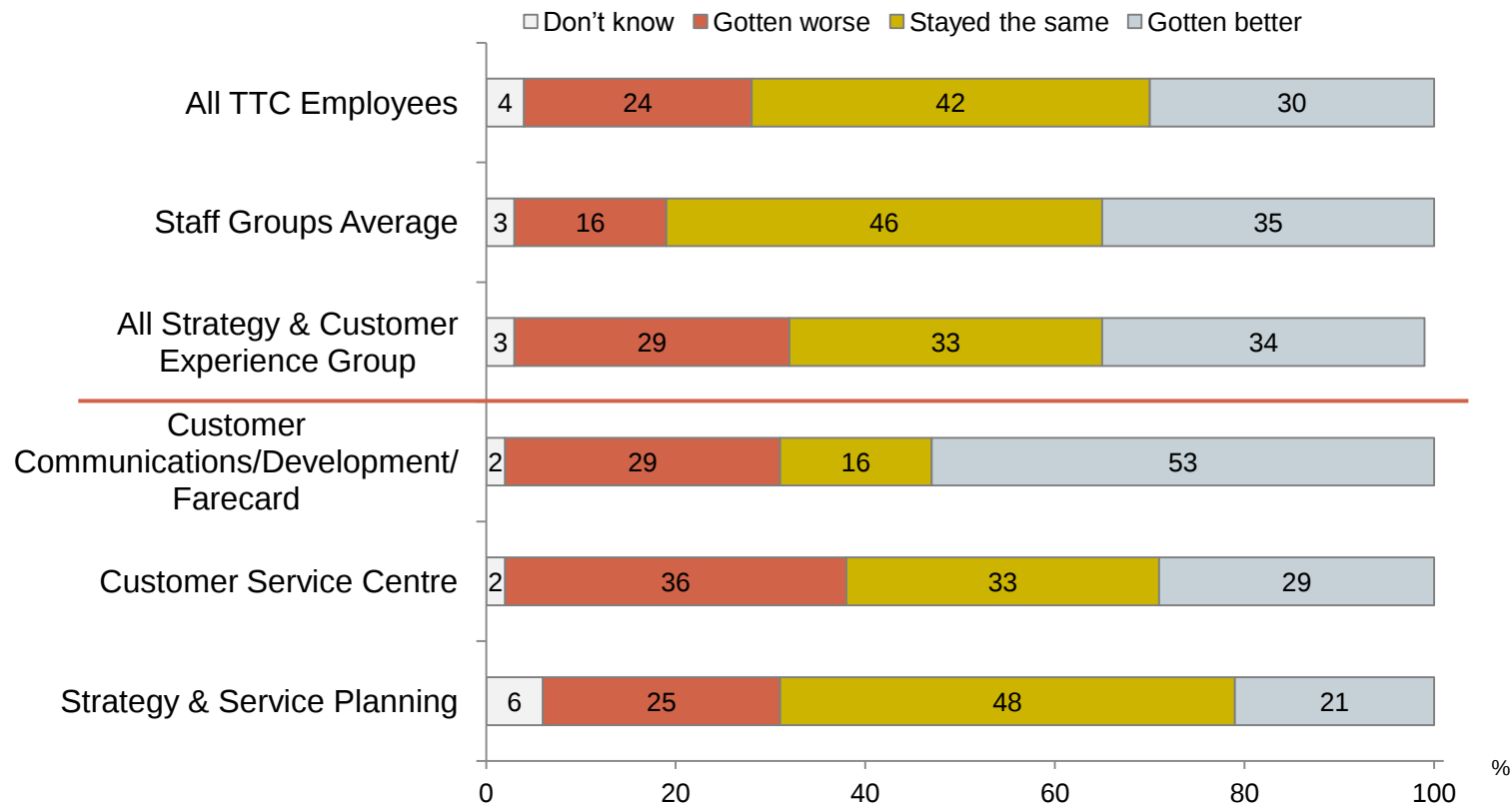
Strategy & Customer Experience Group

Total
(n= 143)



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

CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY DEPARTMENT

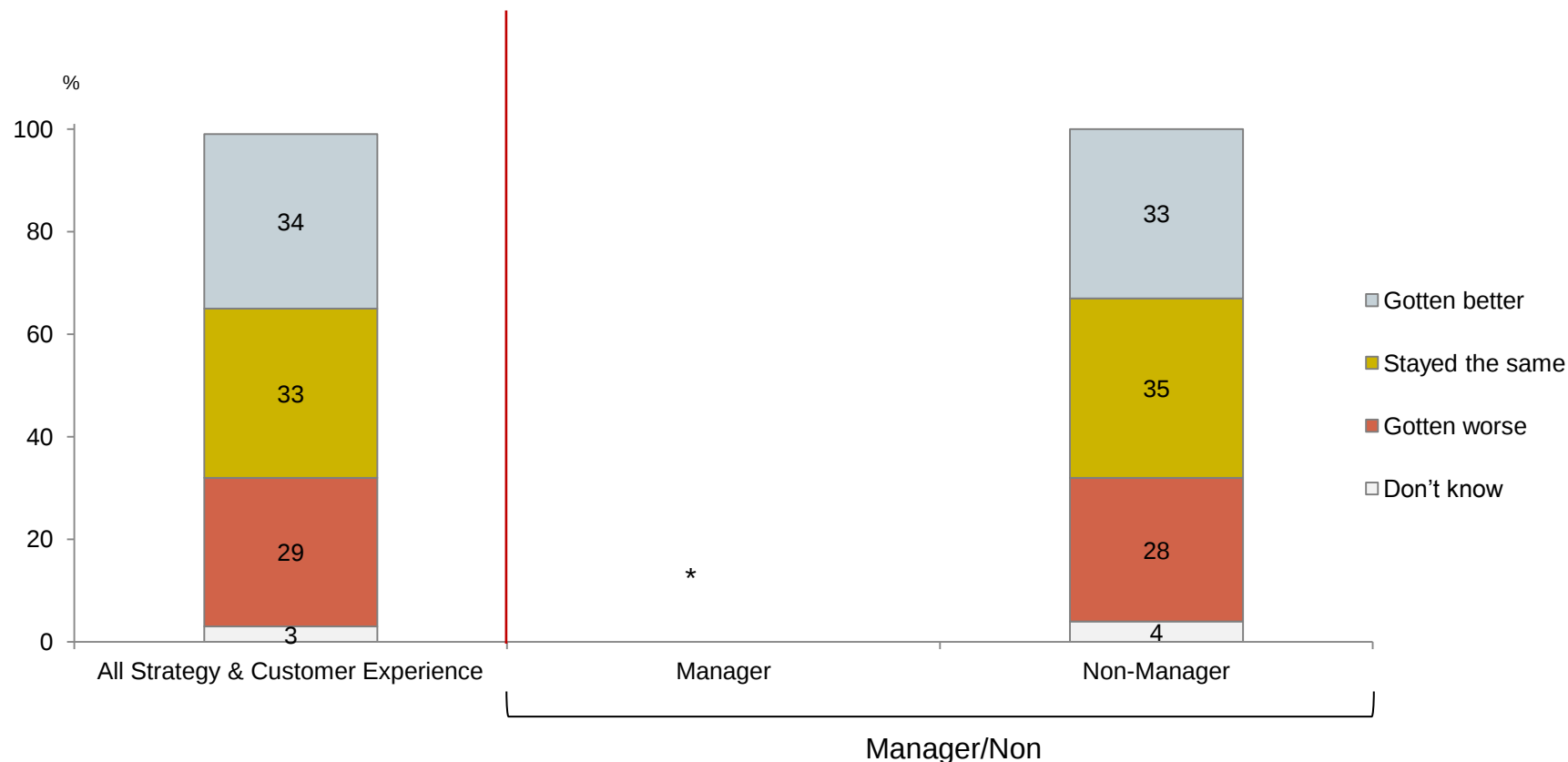


* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY EMPLOYEE POSITION



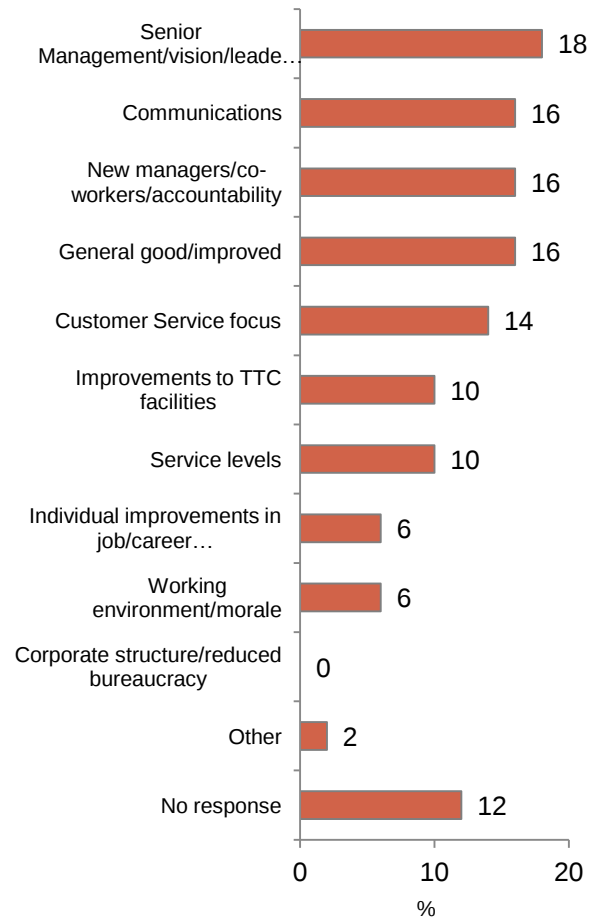
* Percentages suppressed as sample size <30.

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

REASONS INDICATED FOR CHANGE IN EXPERIENCE

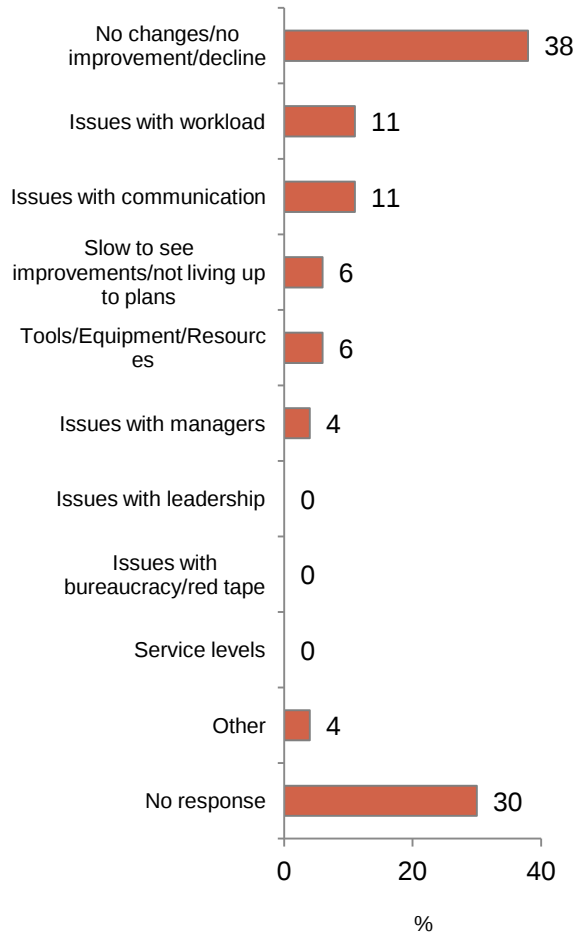
Employees indicating TTC has Gotten better

Strategy & Customer Experience Group
(n= 49)



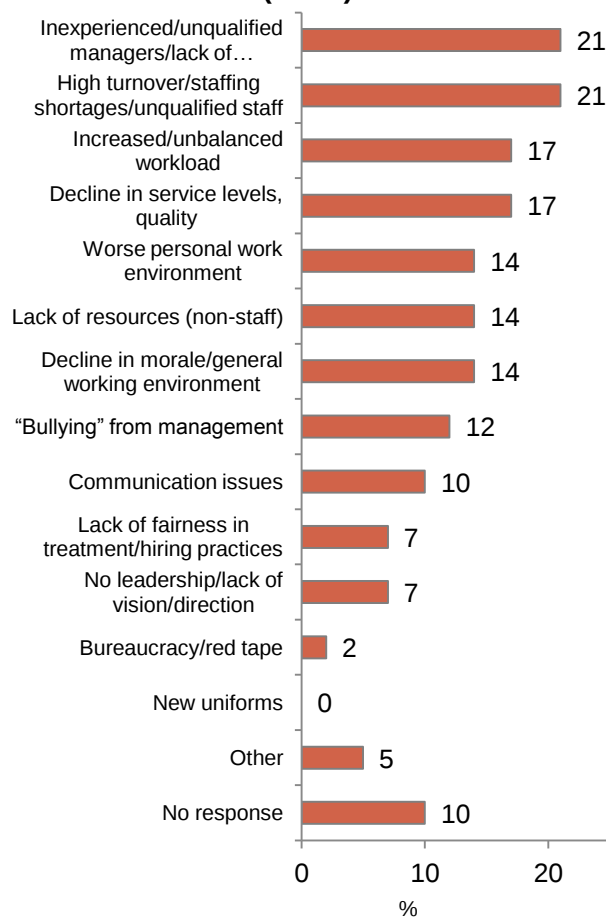
Employees indicating TTC has Stayed the same

Strategy & Customer Experience Group
(n= 47)



Employees indicating TTC has Gotten worse

Strategy & Customer Experience Group
(n= 42)



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

AREA TO MONITOR: 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 S&CE employees are relatively less satisfied, making this an Area to Monitor.
- While not a key driver of Employee Engagement across Strategy & Customer Experience as a whole, Your Manager/Supervisor is particularly influential for two departments: Customer Communications/Development/Farecard, and Customer Service Centre, where this is an Area to Improve.
- Employee satisfaction with their immediate manager or supervisor is highest for Strategy & Service Planning, and lowest for Customer Communications/Development/Farecard.
- Across the specific qualities of Your Manager/Supervisor, ratings were highest for, “My manager/supervisor actively discourages prejudice”, “My manager/supervisor treats me fairly”, and “I get help and support from my manager/supervisor when I need it”. Ratings were lowest for, “My manager/supervisor manages people well”. These results were generally consistent, except that for Customer Communications/Development/Farecard, “I have confidence in my manager’s/supervisor’s skills and abilities” was rated higher than fair treatment.
- To improve employee satisfaction with their manager/supervisor, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - My manager/supervisor manages people well
 - My manager/supervisor leads by example
 - I am satisfied with the way I am managed
 - My manager/supervisor tells me why decisions have been made
 - My manager/supervisor is personally involved in improving the quality of my work

SECTION SUMMARY

- My manager/supervisor is open to constructive feedback from staff and others
- I receive constructive feedback about my performance from my manager/supervisor
- Only two of these attributes are Areas to Improve for every department: leading by example and managing people well. All the others are influential for only one or two departments.
- In addition to these improvements, the following areas are key Areas to Protect:
 - My manager/supervisor takes responsibility when problems arise
 - I have confidence in my manager's/supervisor's skills and abilities
 - I get help and support from my manager/supervisor when I need it
 - My manager/supervisor keeps me well informed about issues which affect me
- These also vary substantially by individual department. Confidence in skills and abilities is An Area to Improve for Customer Communications/Development/Farecard, and an Area to Protect for the others. The other areas are only influential for two of the three departments. There are also other attributes that are influential for one department or another, but not for the other departments or the group as a whole.

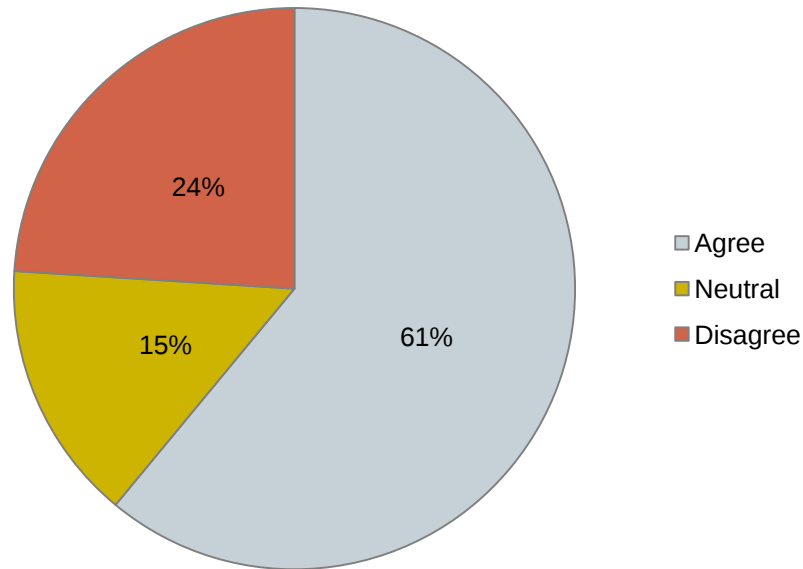
OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - STRATEGY & CUSTOMER EXPERIENCE GROUP

Strategy & Customer Experience Group

Total

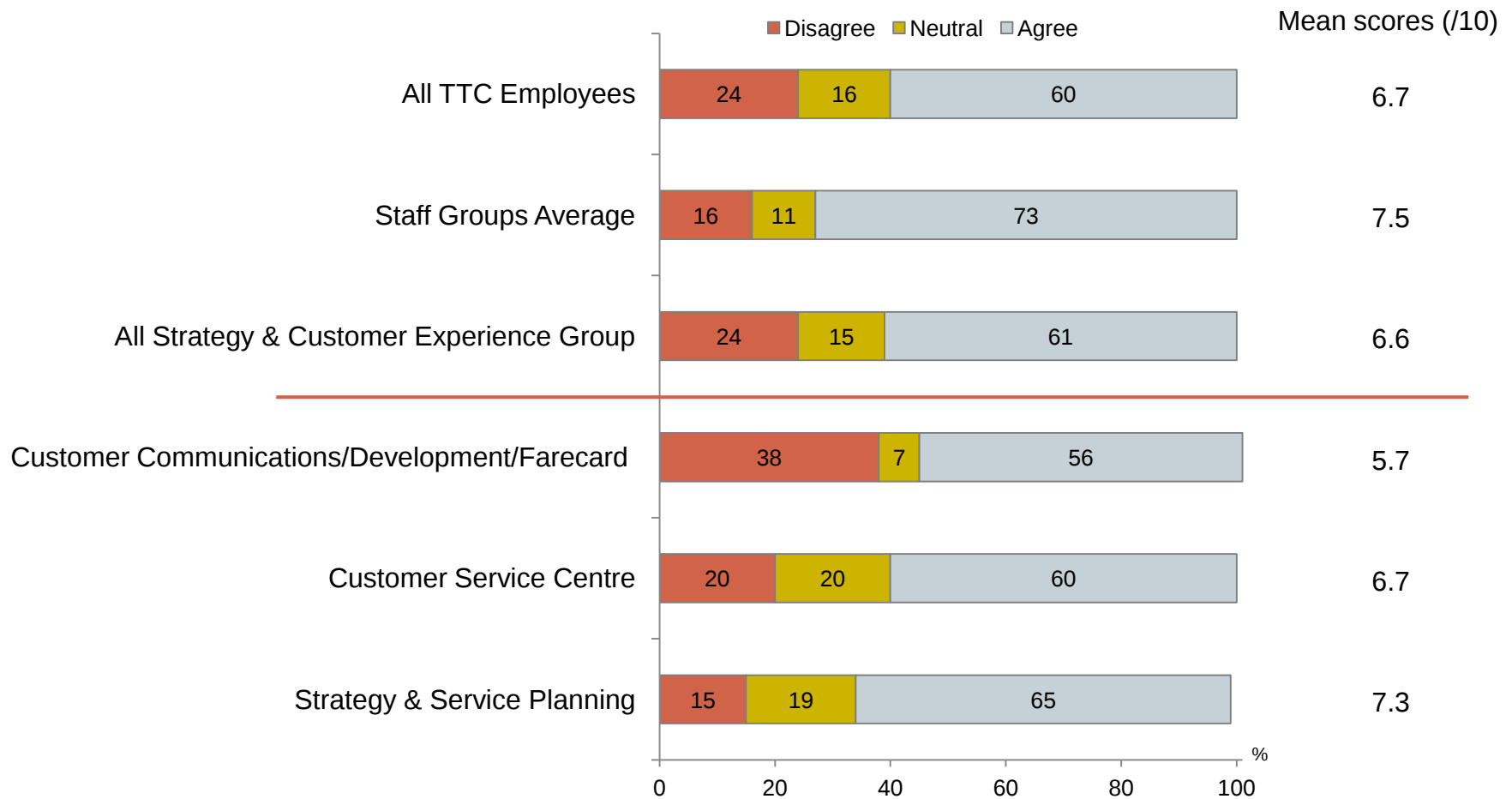
(n= 143)

Mean=6.6



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.

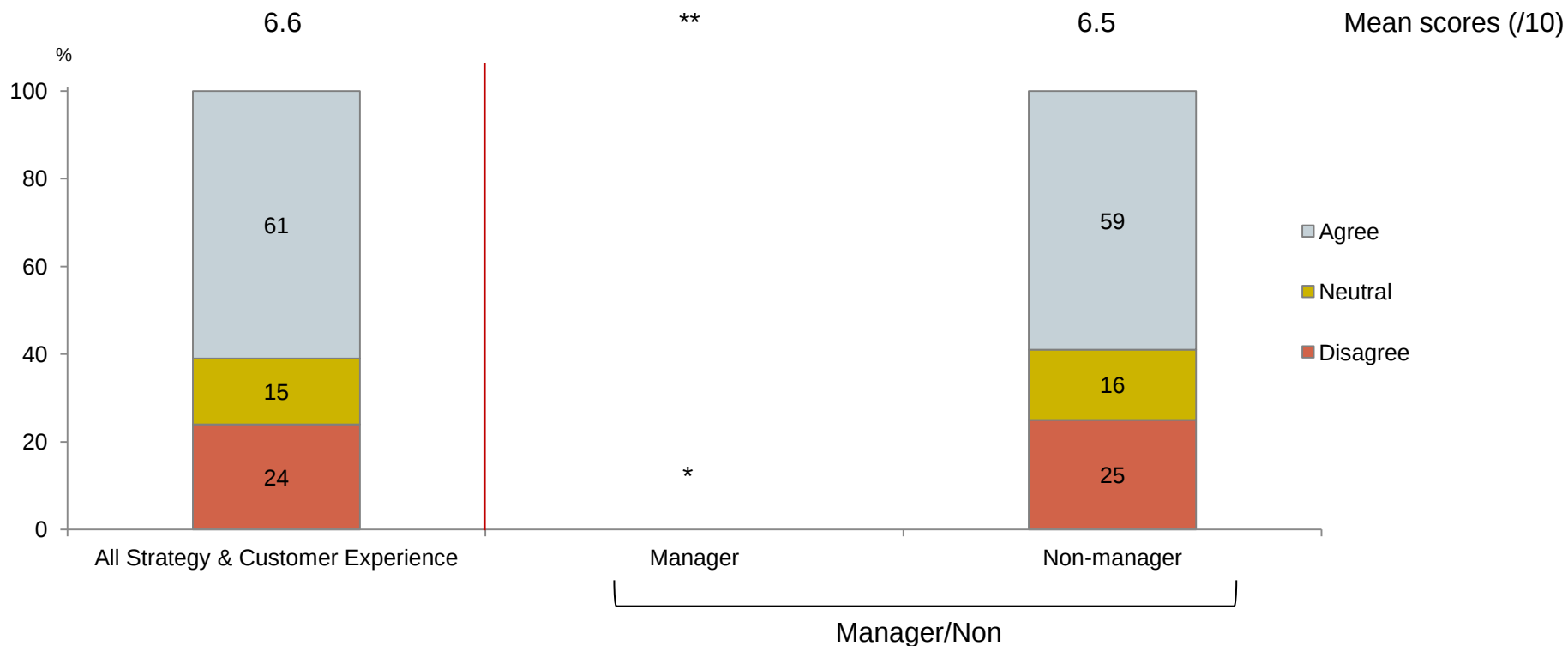
Overall, I am satisfied with my immediate manager/supervisor.

Sample sizes vary by category.

3/24/2015

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OVERALL RATINGS OF YOUR MANAGER/ SUPERVISOR - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

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

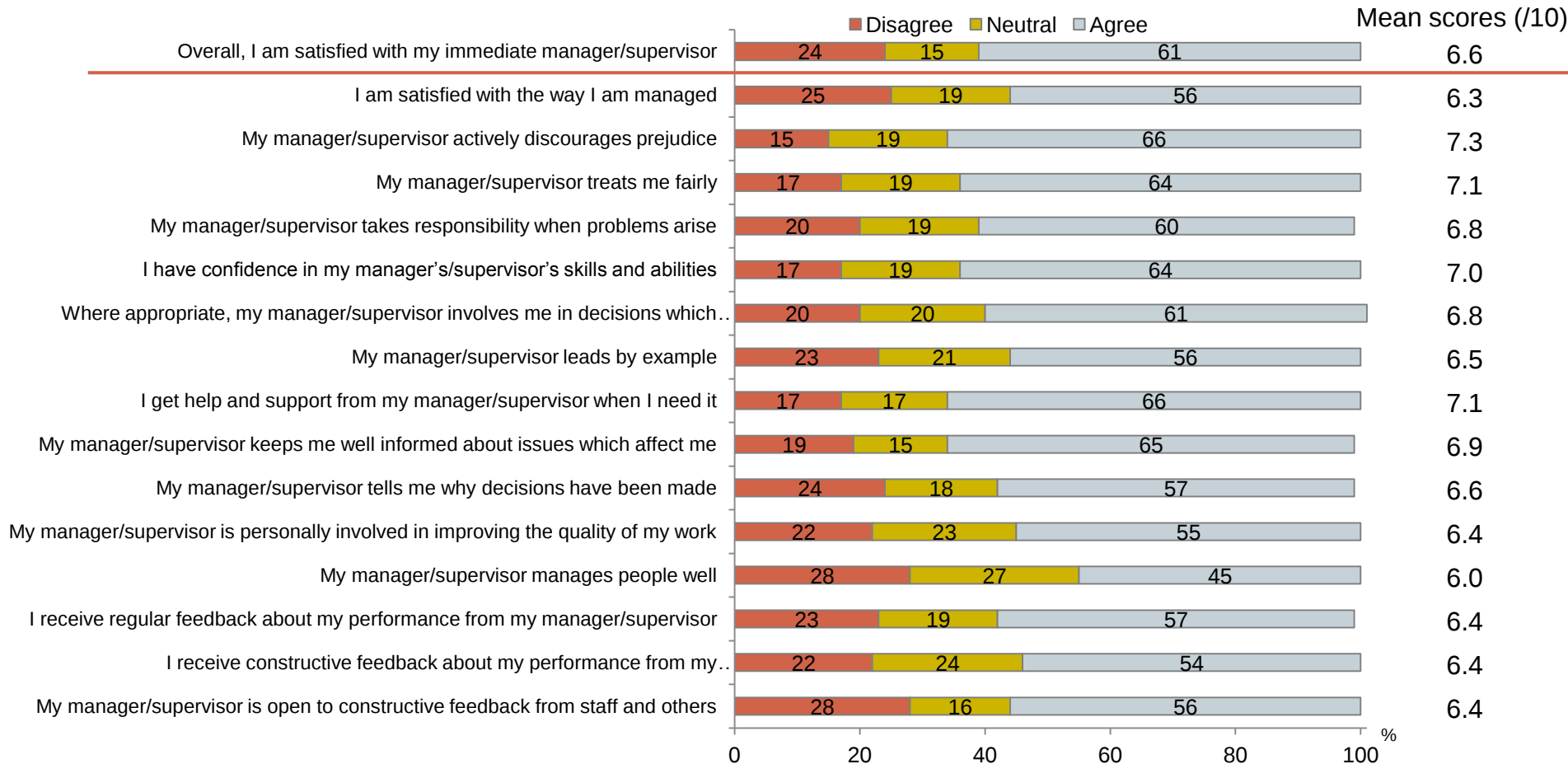
D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

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

Sample sizes vary by category.

YOUR MANAGER/SUPERVISOR

- STRATEGY & CUSTOMER EXPERIENCE GROUP



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

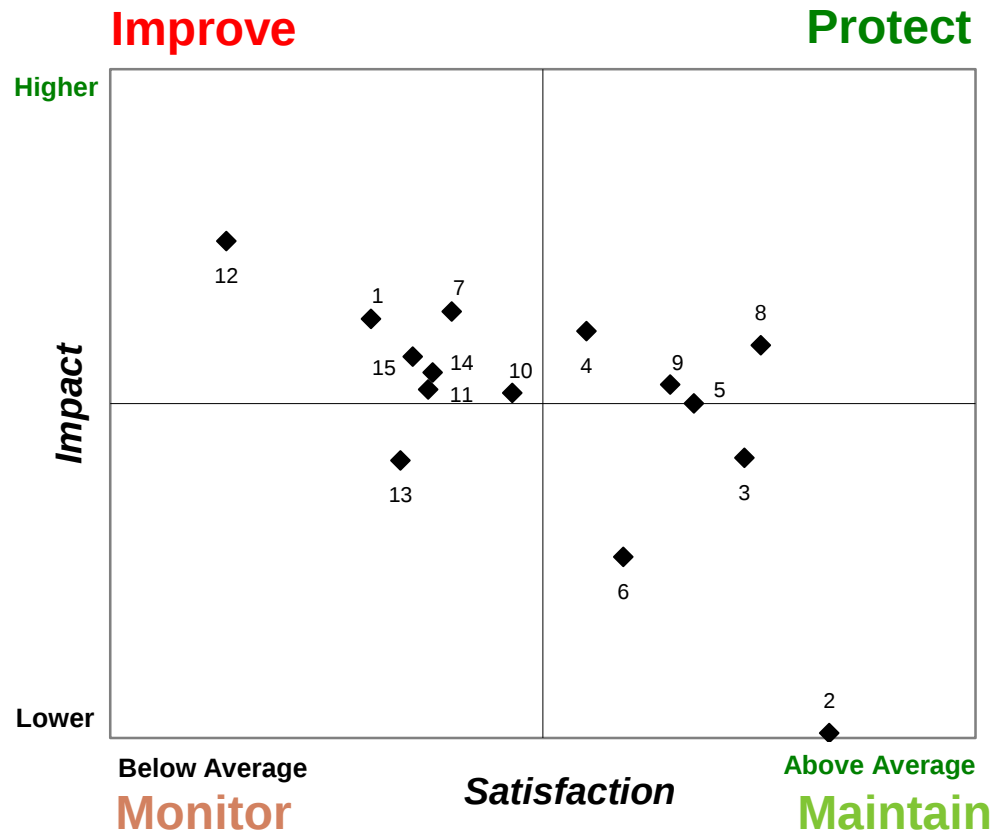
Sample sizes vary by attribute.

YOUR MANAGER/SUPERVISOR - BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard	Customer Service Centre	Strategy & Service Planning
Overall, I am satisfied with my immediate manager/supervisor	6.7	7.5	6.6	5.7	6.7	7.3
I am satisfied with the way I am managed	6.6	7.3	6.3	5.7	6.0	7.1
My manager/supervisor actively discourages prejudice	7.4	7.9	7.3	6.9	7.2	7.6
My manager/supervisor treats me fairly	7.3	7.9	7.1	6.3	6.7	8.0
My manager/supervisor takes responsibility when problems arise	6.9	7.6	6.8	6.0	6.6	7.5
I have confidence in my manager's/supervisor's skills and abilities	6.9	7.7	7.0	6.5	6.7	7.6
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	7.6	6.8	6.4	6.6	7.4
My manager/supervisor leads by example	6.5	7.3	6.5	5.7	6.5	7.1
I get help and support from my manager/supervisor when I need it	7.1	7.8	7.1	6.4	7.0	7.8
My manager/supervisor keeps me well informed about issues which affect me	6.6	7.6	6.9	6.5	6.8	7.3
My manager/supervisor tells me why decisions have been made	6.2	7.3	6.6	6.3	6.2	7.2
My manager/supervisor is personally involved in improving the quality of my work	6.1	7.0	6.4	6.0	6.3	6.8
My manager/supervisor manages people well	6.3	7.0	6.0	5.1	6.3	6.5
I receive regular feedback about my performance from my manager/supervisor	5.7	7.0	6.4	5.8	6.7	6.5
I receive constructive feedback about my performance from my manager/supervisor	5.8	7.1	6.4	5.8	6.9	6.6
My manager/supervisor is open to constructive feedback from staff and others	6.1	7.1	6.4	5.4	6.5	7.3

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

OPPORTUNITY ANALYSIS: YOUR MANAGER/ SUPERVISOR - STRATEGY & CUSTOMER EXPERIENCE GROUP



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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 6.0 to 7.3.
Impact values range between 47% to 85%.

OPPORTUNITY ANALYSIS: YOUR MANAGER/ SUPERVISOR- SUMMARY BY DEPARTMENT

Key Drivers by Department	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard	Customer Service Centre	Strategy & Service Planning
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: 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 S&CE employees are relatively satisfied, making this an Area to Maintain.
- While not a key driver of Employee Engagement across Strategy & Customer Experience as a whole, Safety is more influential for one department – Strategy & Service Planning – where this is an Area to Protect.
- Employee satisfaction with their safety at work is highest for Strategy & Service Planning, and generally lowest for Customer Service Centre.
- Across the specific aspects of Safety, ratings were relatively close together, though highest for, “I feel comfortable discussing safety issues at work”. Ratings were lowest for, “People on my team report all injuries, no matter how minor”. These results were generally consistent across departments, with some exceptions.
- To further improve employee satisfaction with Safety, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - My manager/supervisor emphasizes safe practices while at work
 - My manager/supervisor acts quickly to address safety issues
 - I am strongly encouraged to report unsafe working conditions
- With the exception of acting quickly, these are only Areas to Improve for Customer Communications/Development/Farecard. For Strategy & Service Planning, acting quickly and reporting unsafe working conditions are both Areas to Protect.

SECTION SUMMARY

- For Customer Service Centre, reporting all injuries is an additional Area to Improve, while the only Area to Improve indicated for Strategy & Service Planning is “The TTC’s management is willing to invest money and effort to improve the level of safety”.
- In addition to these improvements, one area is identified as a key Area to Protect:
 - The protection of workers from occupational exposure to hazards is a high priority with management
- This is consistent for all departments, except that Strategy & Customer Experience also identifies other Areas to Protect. They include the two attributes previously mentioned, as well as feeling comfortable discussing safety issues.

OVERALL RATINGS OF SAFETY

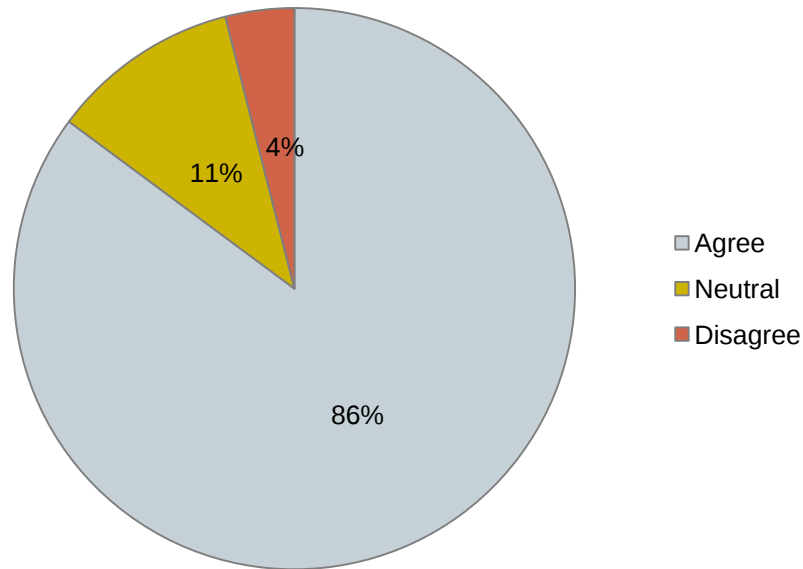
- STRATEGY & CUSTOMER EXPERIENCE GROUP

Strategy & Customer Experience Group

Total

(n= 142)

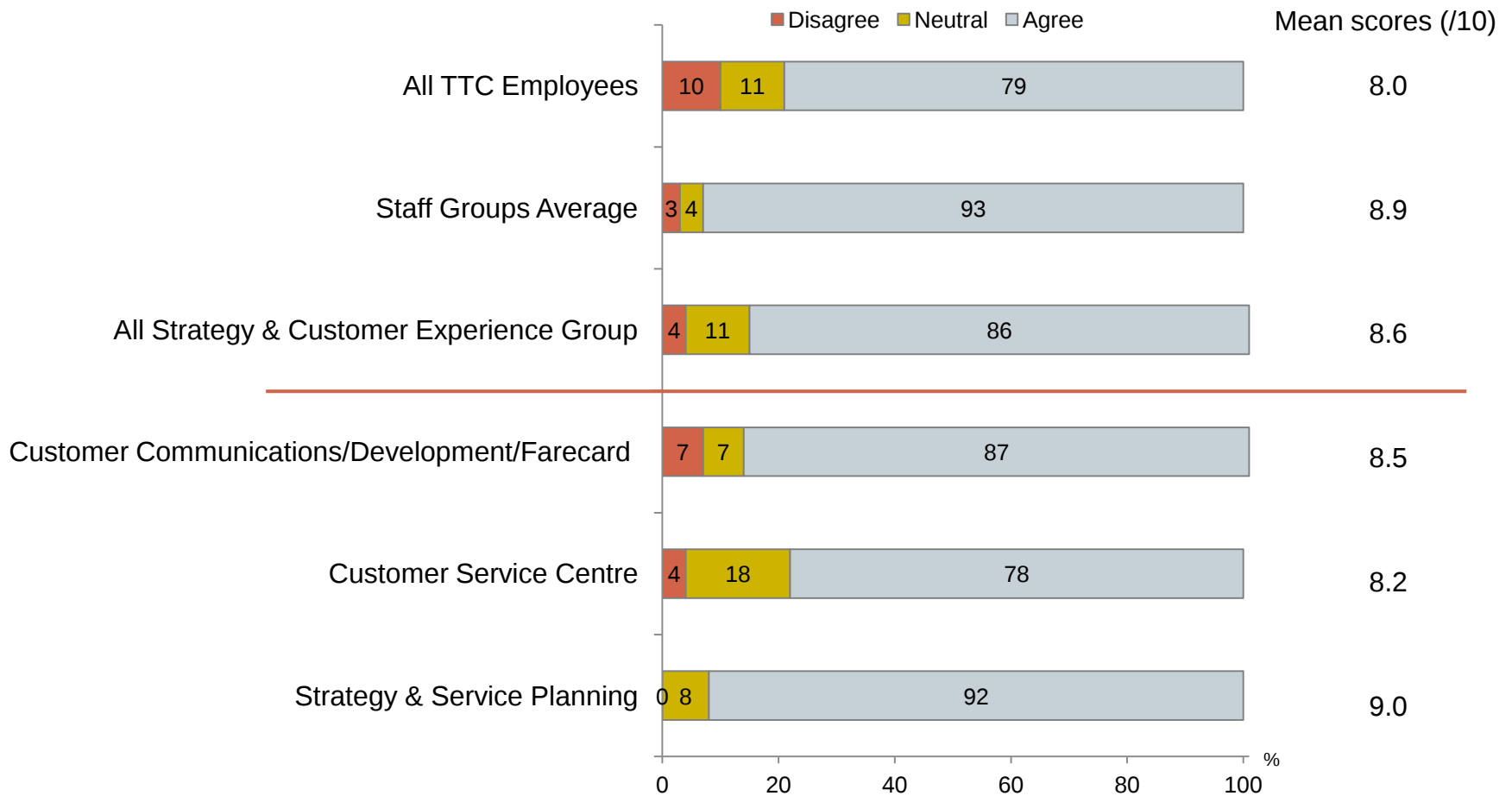
Mean=8.6



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

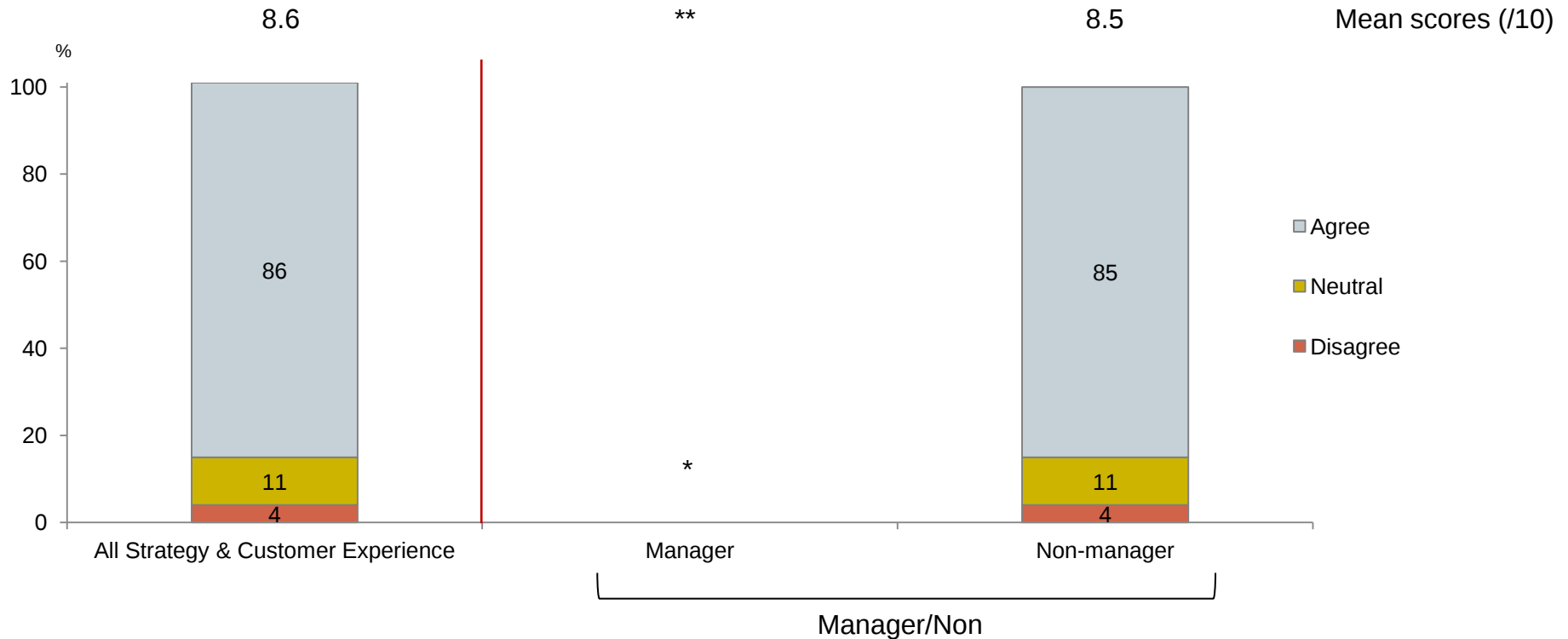
OVERALL RATINGS OF SAFETY

- BY 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.

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

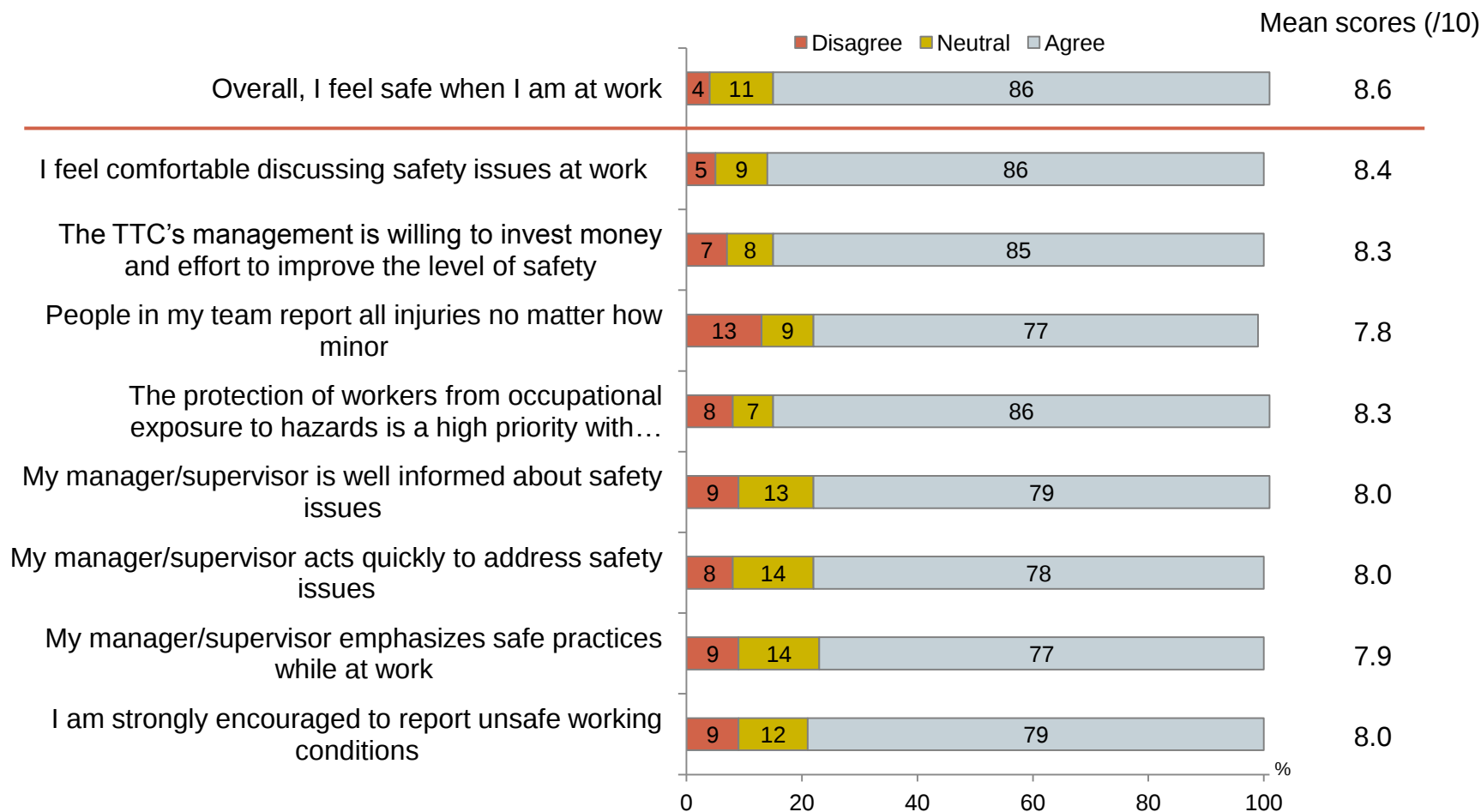
G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety,

Overall, I feel safe when I am at work.

Sample sizes vary by category.

SAFETY

- STRATEGY & CUSTOMER EXPERIENCE GROUP



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

SAFETY

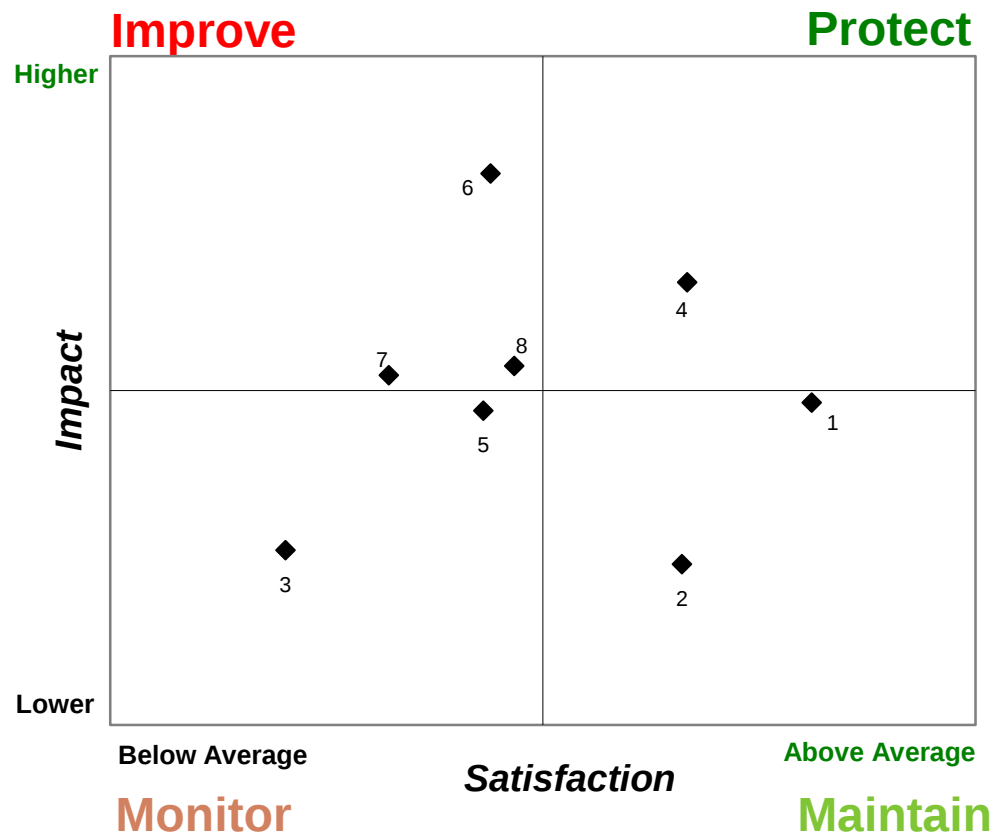
- BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard	Customer Service Centre	Strategy & Service Planning
Overall, I feel safe when I am at work	8.0	8.9	8.6	8.5	8.2	9.0
I feel comfortable discussing safety issues at work	8.3	8.9	8.4	8.3	8.0	8.8
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	8.5	8.3	8.5	7.8	8.4
People in my team report all injuries no matter how minor	7.1	8.1	7.8	7.7	7.3	8.3
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	8.6	8.3	8.4	7.8	8.5
My manager/supervisor is well informed about safety issues	8.0	8.7	8.0	7.7	7.8	8.4
My manager/supervisor acts quickly to address safety issues	7.6	8.6	8.0	7.7	7.7	8.7
My manager/supervisor emphasizes safe practices while at work	7.9	8.7	7.9	7.6	7.7	8.5
I am strongly encouraged to report unsafe working conditions	8.0	8.7	8.0	7.9	7.7	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

- STRATEGY & CUSTOMER EXPERIENCE GROUP



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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 7.8 to 8.4.
Impact values range between 41% to 68%.

OPPORTUNITY ANALYSIS: SAFETY

SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard	Customer Service Centre	Strategy & Service Planning
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 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 S&CE employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their colleagues or co-workers is highest for Strategy & Service Planning, and lowest for Customer Communications/Development/Farecard and Customer Service Centre.
- Across the specific qualities of Your Team, ratings were highest for, “My team members do quality work”. Ratings were lowest for, “There is good morale on my team” followed by “I feel that workload is fairly distributed on my team.” These results were generally consistent across 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, with very few exceptions.

SECTION SUMMARY

Regular Team Meetings

- Only 41% of employees indicate they have regular team meetings
- These proportions vary greatly by group. Customer Communications/Development/Farecard had the highest proportion of employees (71%) to report meeting regularly, while the Customer Service Centre had the lowest proportion of employees indicating they have regular meetings (24%).
- Among employees who have regular meetings, most indicated they were held frequently enough. Apart from Customer Communications/Development/Farecard, the departments within Strategy & Customer Experience had too few employees indicating they had regular team meetings for analysis.
- Most employees who have regular meetings agree they are useful. While sample sizes are low, Customer Service Centre employees rate their meetings as most useful, while Customer Communications/Development/Farecard employees rate them as least useful.

Impact on Engagement

- Employees who have regular team meetings have higher engagement scores than employees who do not.
- As most employees who have regular team meetings saw them as frequent enough and useful, there are insufficient numbers of employees who saw them as too frequent, not frequent enough or not useful, to make comparisons. However, employees who consider the meetings useful, scored slightly higher than the average for all employees who had regular meetings.

OVERALL RATINGS OF YOUR TEAM

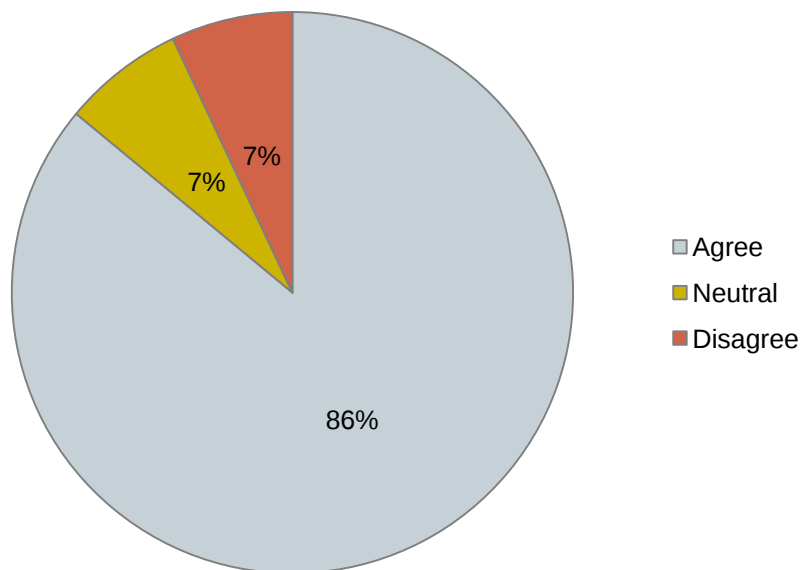
- STRATEGY & CUSTOMER EXPERIENCE GROUP

Strategy & Customer Experience Group

Total

(n= 142)

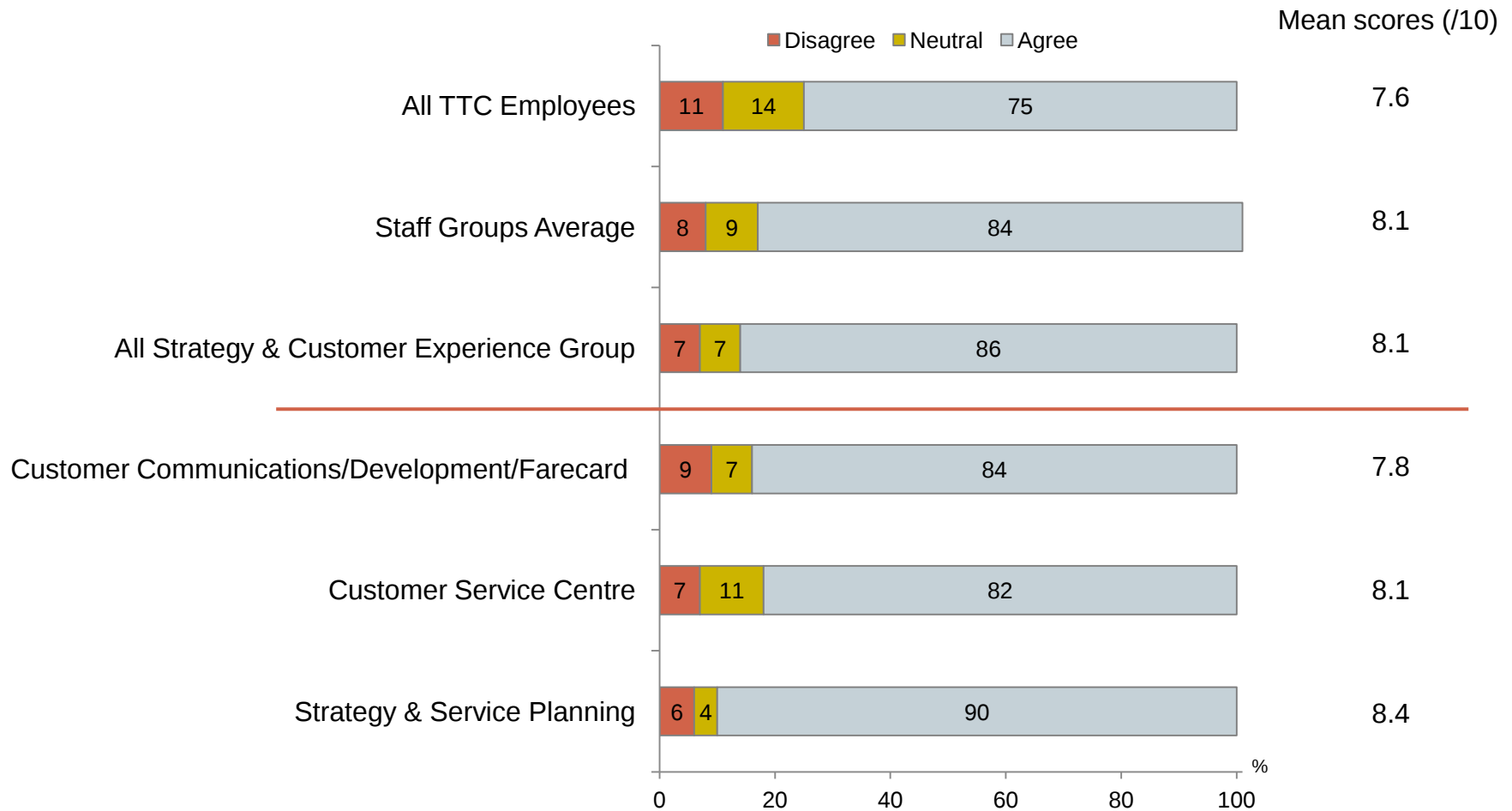
Mean=8.1



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.

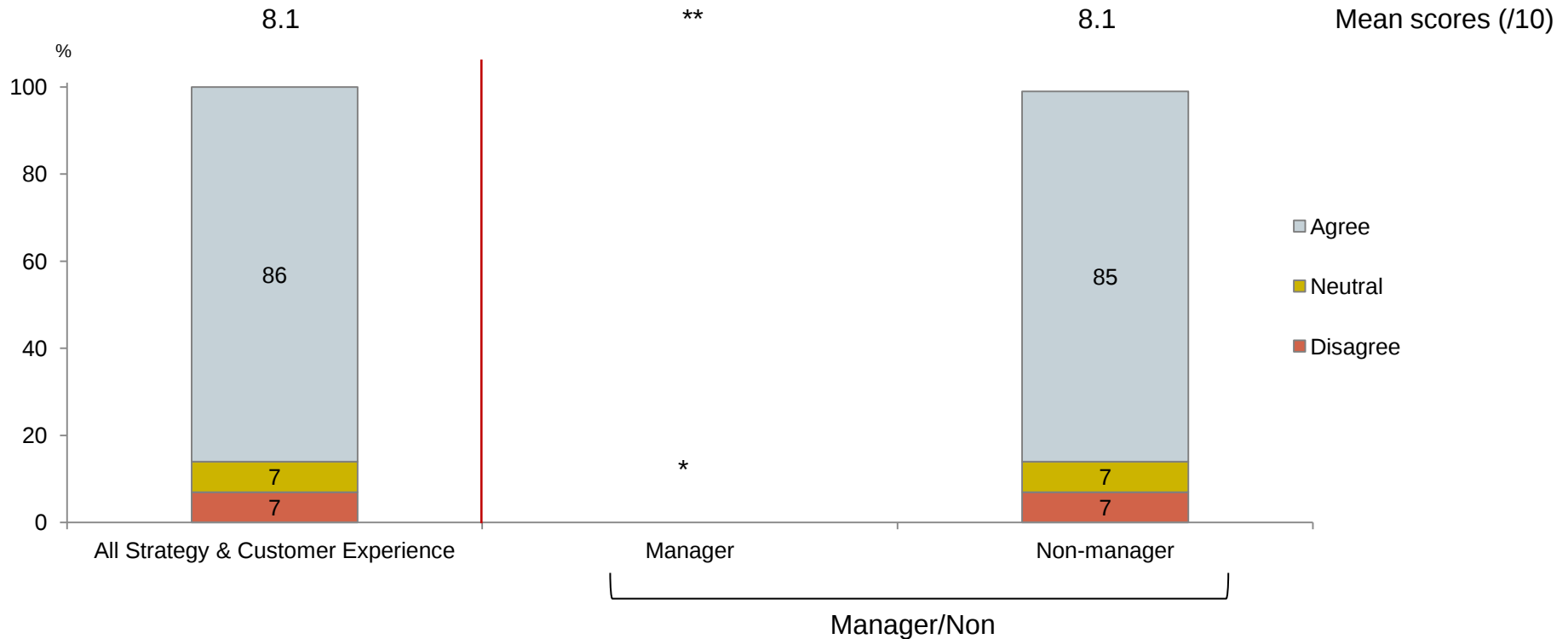
OVERALL RATINGS OF YOUR TEAM

- 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.

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

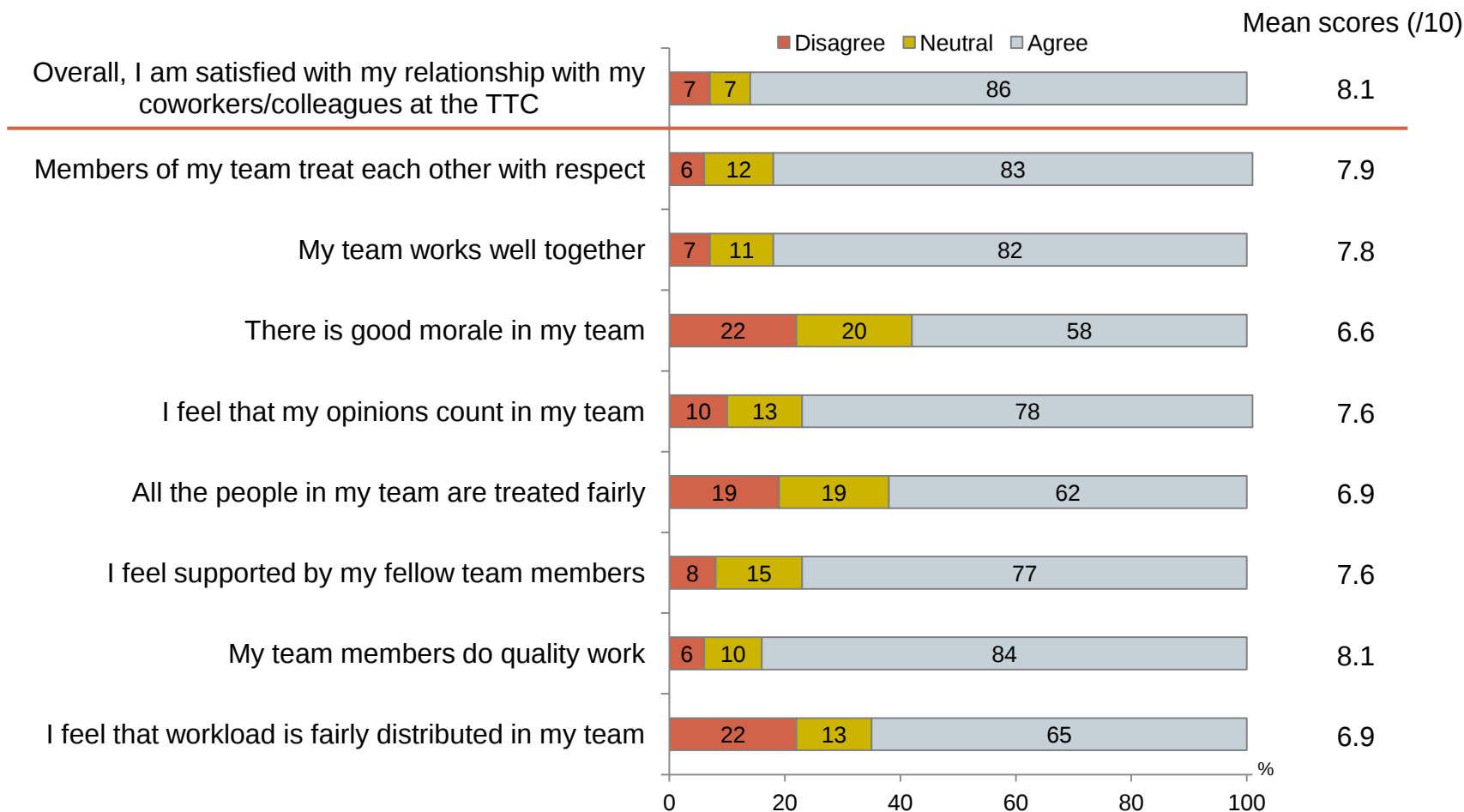
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.

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

Sample sizes vary by category.

YOUR TEAM

- STRATEGY & CUSTOMER EXPERIENCE GROUP



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

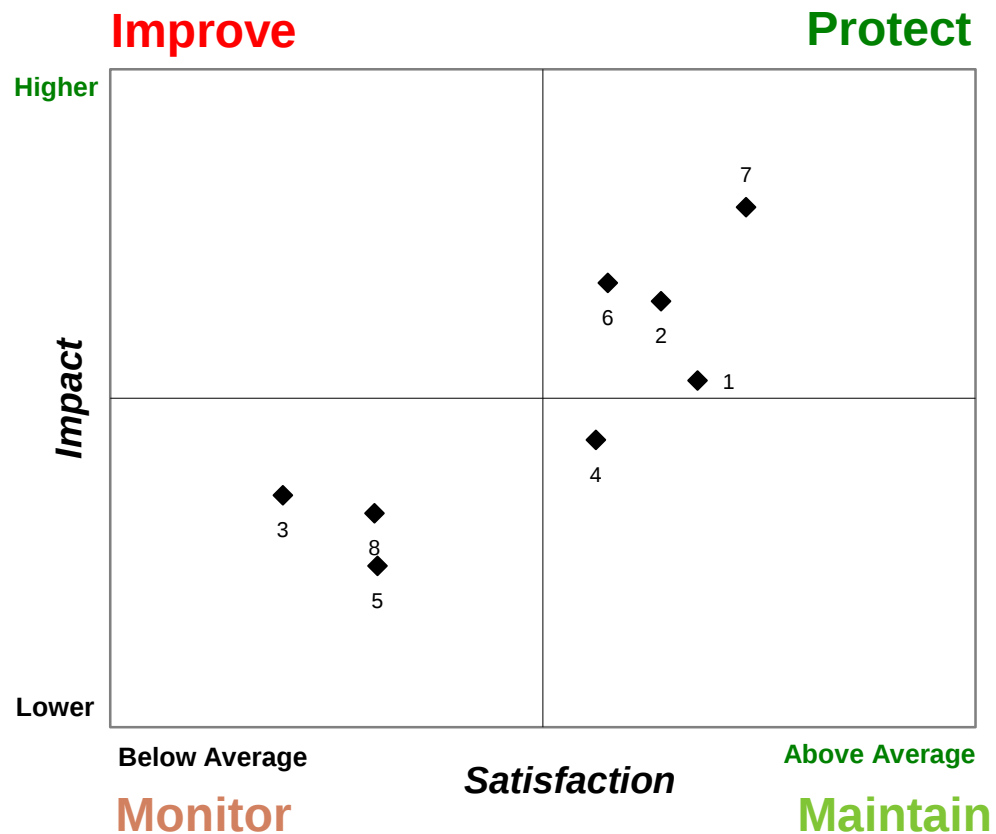
YOUR TEAM - BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard	Customer Service Centre	Strategy & Service Planning
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.1	7.8	8.1	8.4
Members of my team treat each other with respect	7.4	8.0	7.9	7.7	7.9	8.1
My team works well together	7.3	7.9	7.8	7.4	7.9	8.1
There is good morale in my team	6.5	7.3	6.6	6.3	6.0	7.2
I feel that my opinions count in my team	7.0	7.9	7.6	7.8	7.2	7.8
All the people in my team are treated fairly	6.7	7.5	6.9	6.6	6.4	7.5
I feel supported by my fellow team members	7.2	7.9	7.6	7.6	7.4	7.8
My team members do quality work	7.5	8.1	8.1	8.0	7.9	8.3
I feel that workload is fairly distributed in my team	6.5	7.0	6.9	6.7	6.6	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.
Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: YOUR TEAM

- STRATEGY & CUSTOMER EXPERIENCE GROUP



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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 6.6 to 8.1.
Impact values range between 29% to 69%.

OPPORTUNITY ANALYSIS: YOUR TEAM SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard	Customer Service Centre	Strategy & Service Planning
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			↑	

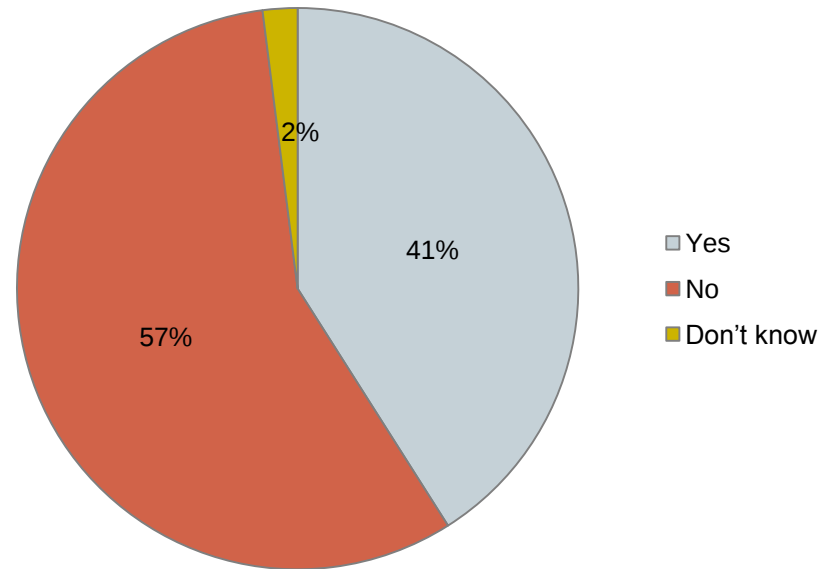
🔒 Represents Area to Protect

↑ Represents Area to Improve

Sample sizes vary by attribute.

Strategy & Customer Experience Group

Total
(n= 143)



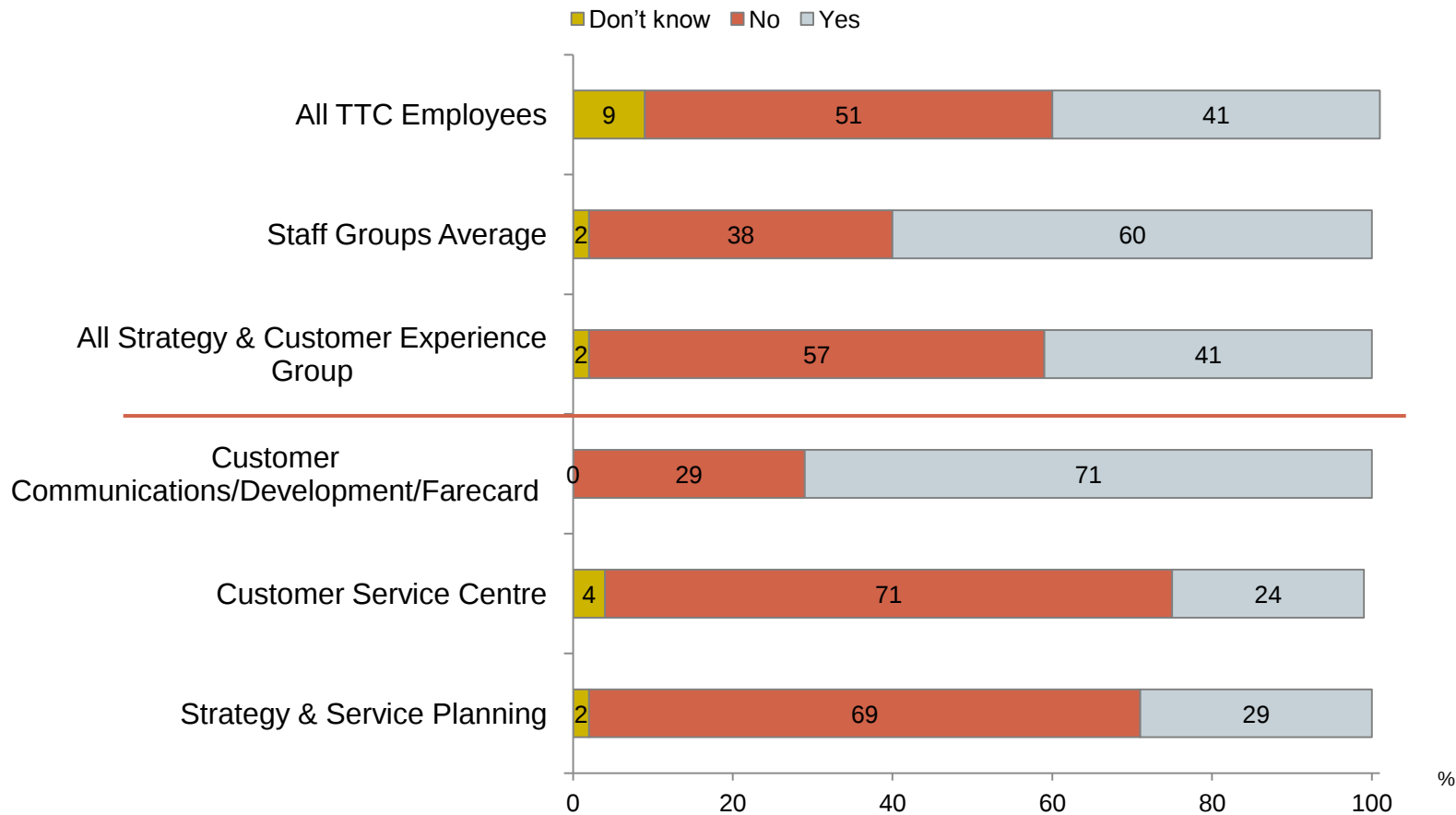
E2. Does your team hold regular team meetings?

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REGULAR TEAM MEETINGS

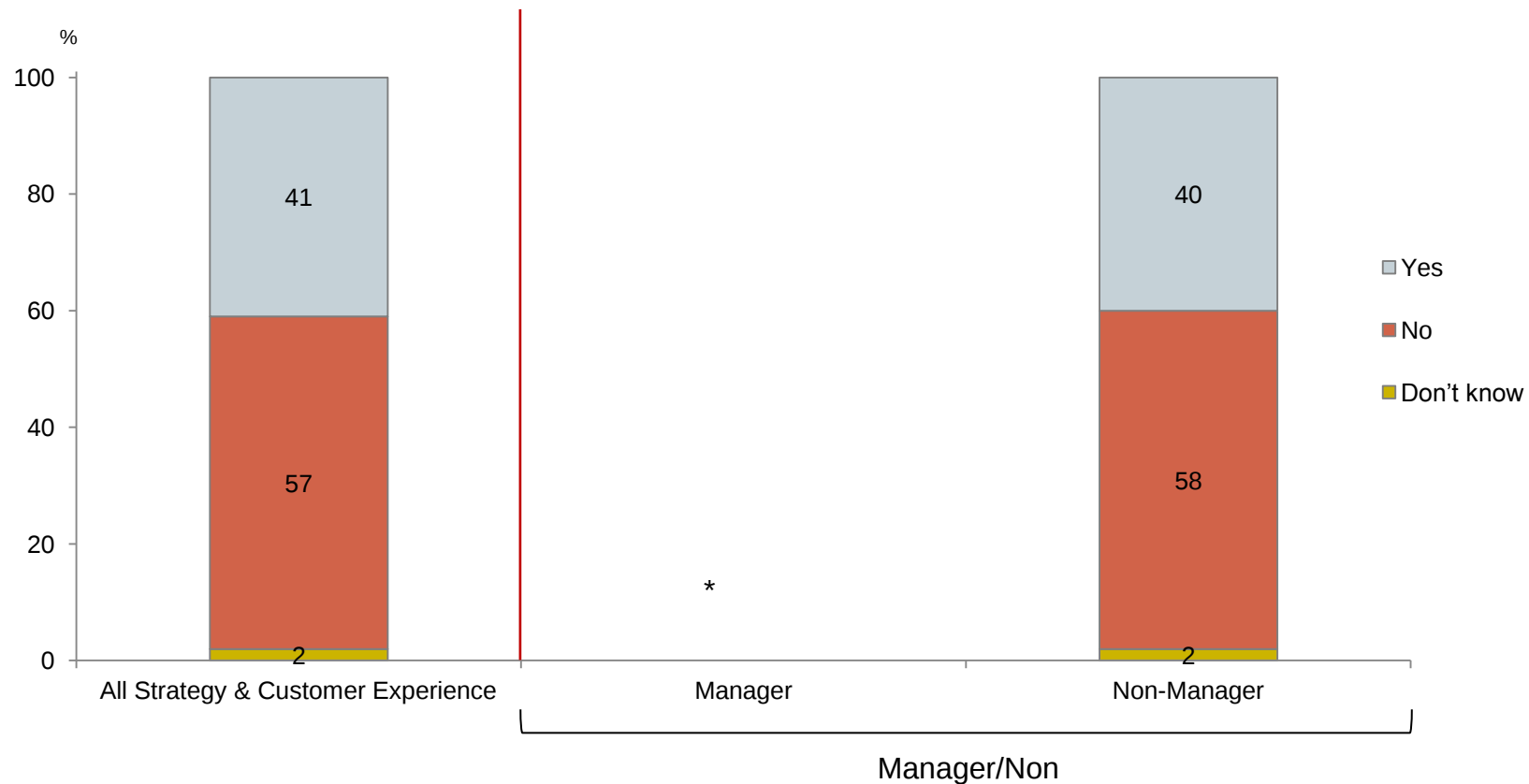
- BY DEPARTMENT



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

REGULAR TEAM MEETINGS

- BY EMPLOYEE POSITION

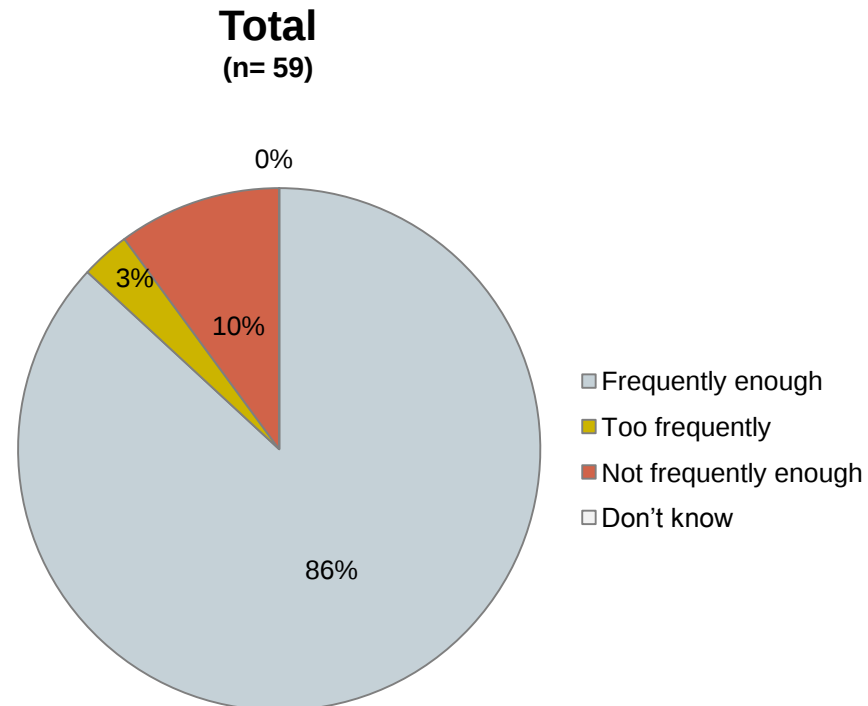


* Percentages suppressed as sample size <30.
E2. Does your team hold regular team meetings?
Sample sizes vary by category.

SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

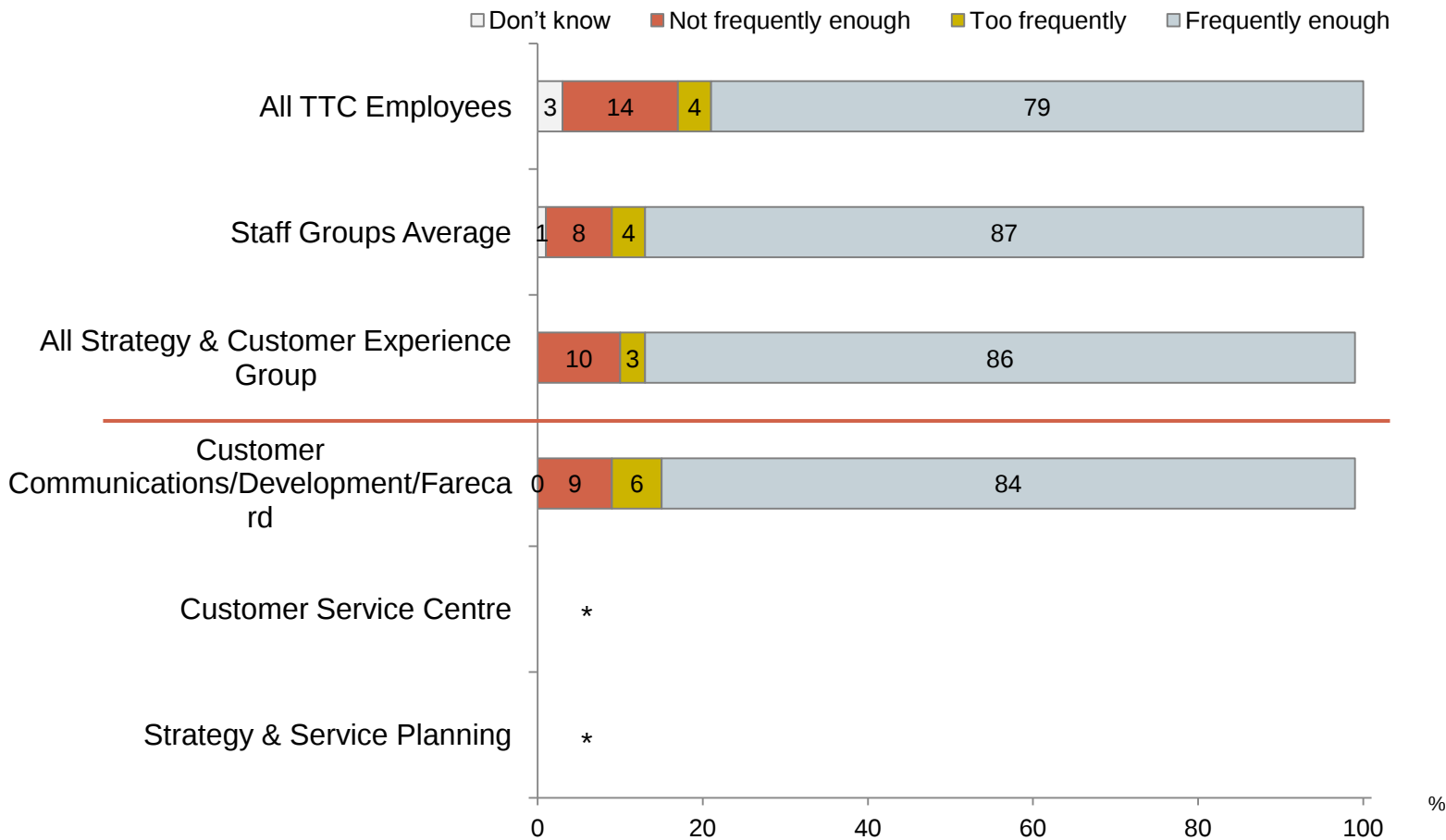
Strategy & Customer Experience Group



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

SUFFICIENT AMOUNT OF TEAM MEETINGS - BY DEPARTMENT

Among employees who have regular team meetings



* Percentages suppressed as sample size <30.

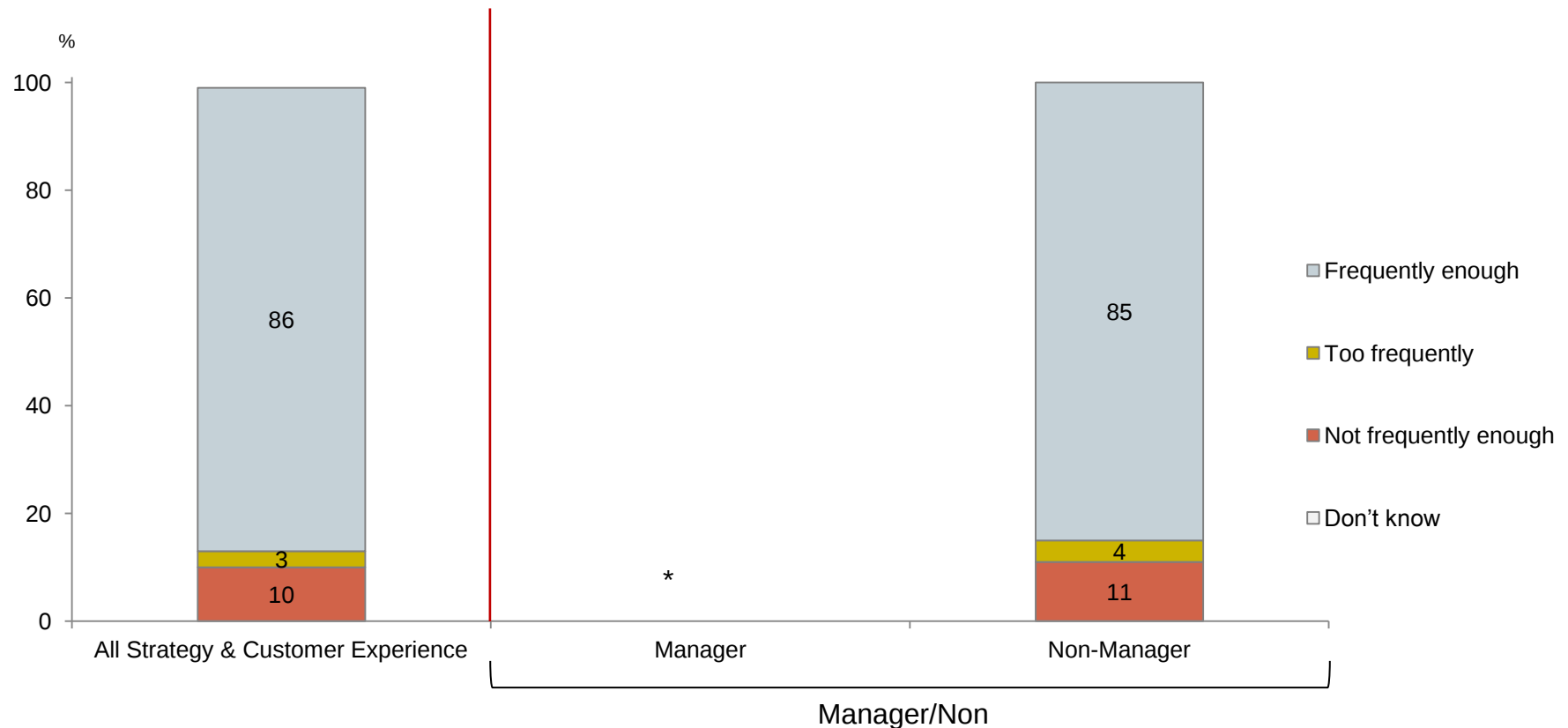
E3. Do you feel team meetings occur...? 1 Too frequently; 2 Frequently enough; 3 Not frequently enough; 4 Don't know.
Sample sizes vary by category.

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SUFFICIENT AMOUNT OF TEAM MEETINGS - BY EMPLOYEE POSITION

Among employees who have regular team meetings



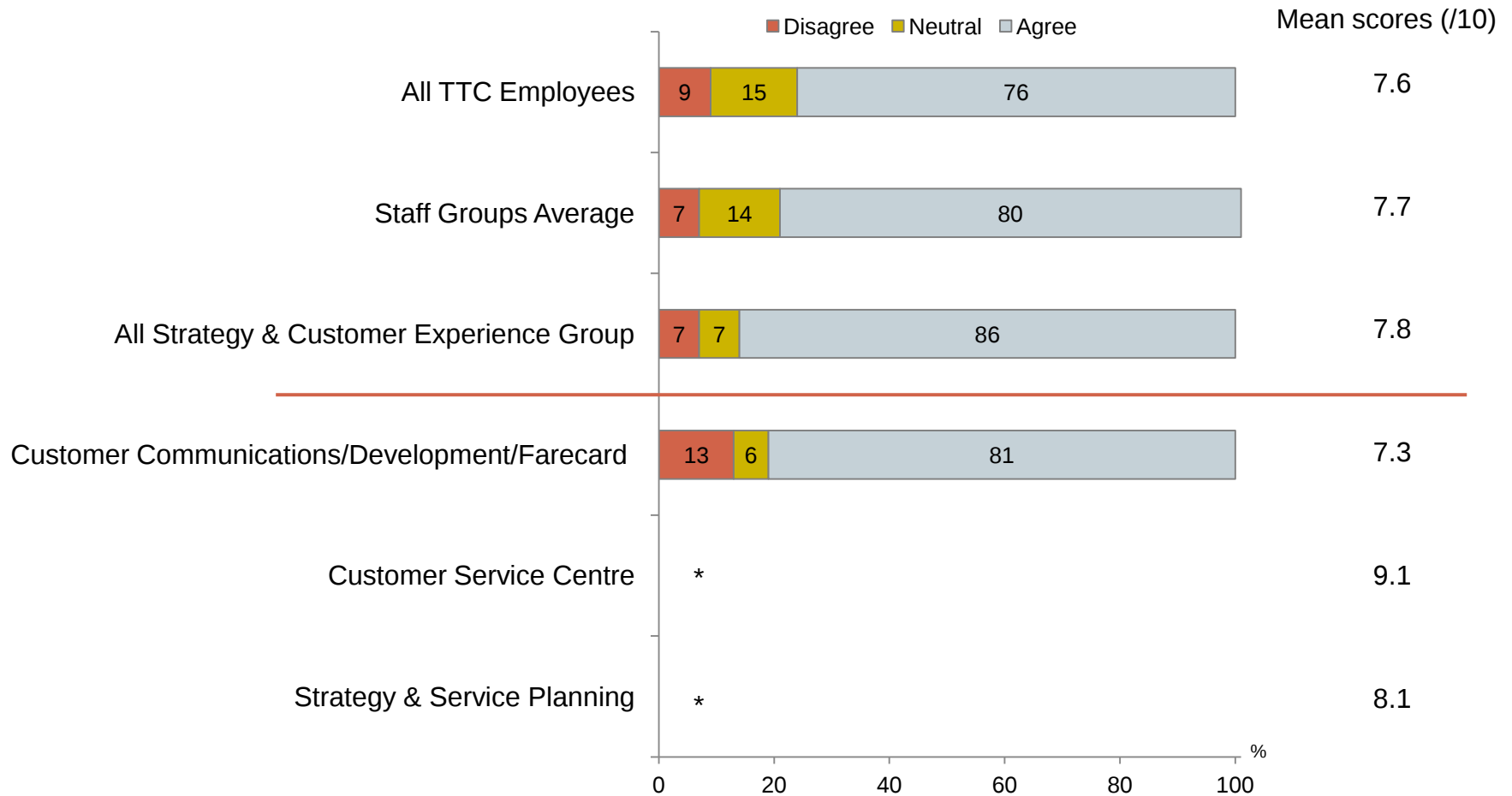
* Percentages suppressed due to sample size <30.

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

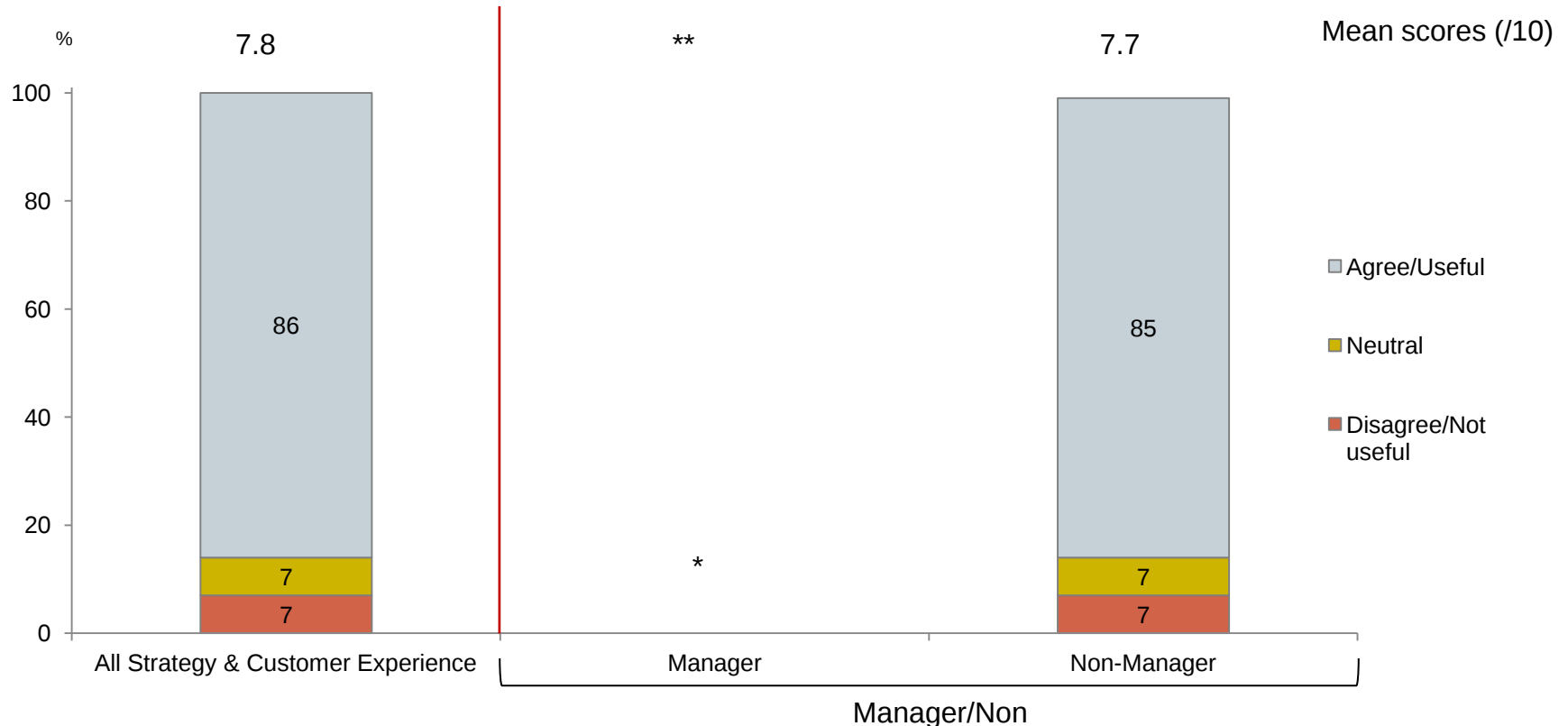


* Percentages suppressed due to sample size <30.

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

USEFULNESS OF TEAM MEETINGS - BY EMPLOYEE POSITION

Among employees who have regular team meetings



* Percentages suppressed due to sample size <30.

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

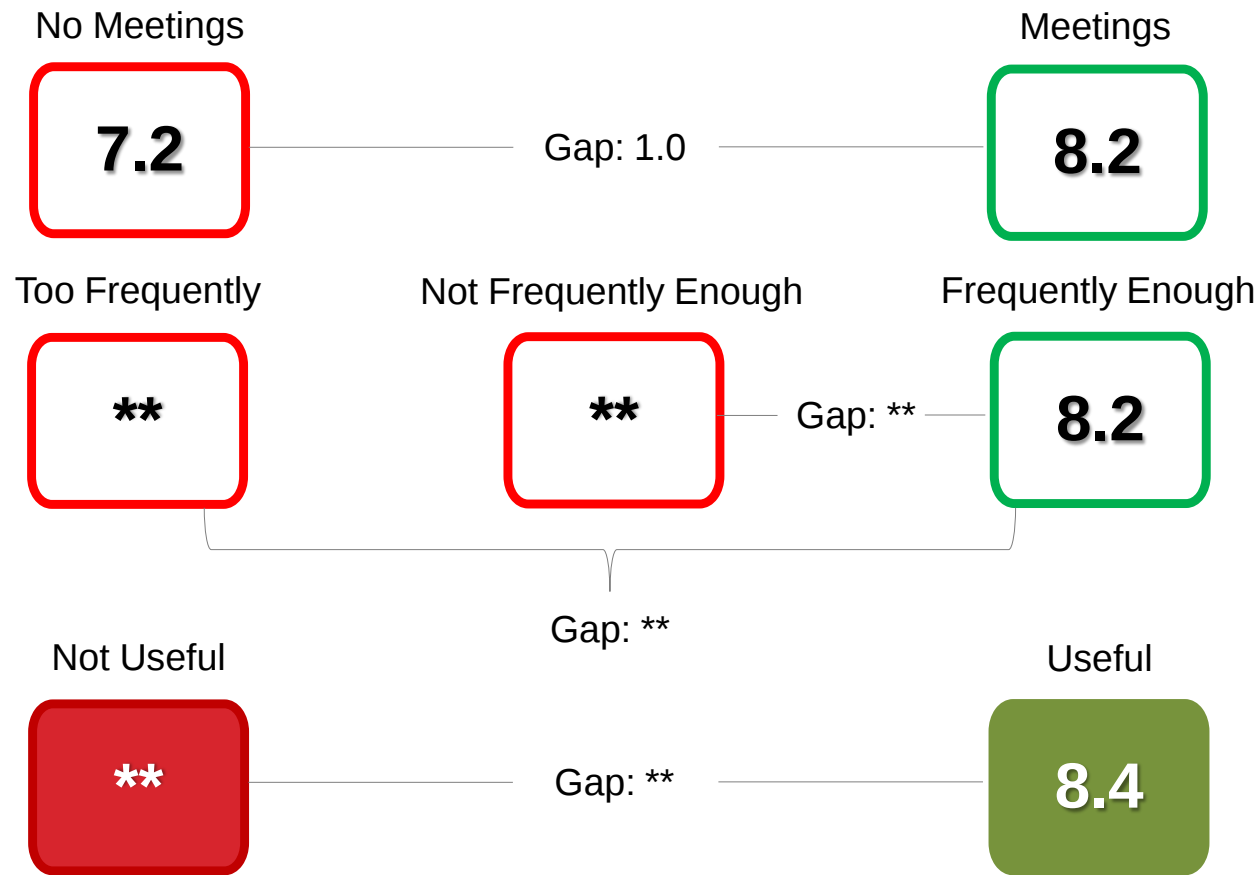
E4. How much do you agree or disagree that your team meetings are useful?

Sample sizes vary by category.

3/24/2015

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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.
- Several different areas were identified, among them better communication, better training/advancement opportunities, and more meaningful recognition/rewards.

Strategy & Customer Experience Group

(n= 144)



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

ACTION AREAS AND RECOMMENDATIONS

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SUMMARY OF AREAS TO IMPROVE

- BY DEPARTMENT

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

	Customer Communications/ Development/Farecard	Customer Service Centre	Strategy & Service Planning
Your Working Environment	Showing concern for employees' work-life balance (All) Improving workspaces and facilities (CSC)		
Training and Development	Personal & career development Opportunities to advance		
Performance and Reward		Meaningful recognition Opportunities to progress	
Your Manager/ Supervisor	Managing people well Leading by example More involvement with employees		
Your Job	Focus on motivation (All) Continue to build on employees' existing skills and abilities (C.Com, CSC) Ensure employees have freedom to make decisions (C.Com, CSC) have needed equipment (C.Com) and know how to improve customer service (CSC)		

RECOMMENDATIONS: ALL STRATEGY & CUSTOMER EXPERIENCE GROUP

- Conduct discussion sessions with employees to explore:
 - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional well-being, particularly to encouraging a healthy work-life balance.
 - Practical ways Strategy & Customer Experience can **provide support** for employees' personal development, including the development of agreed **personal development plans**.
 - The types and variety of **career development options** and **opportunities to progress** available to employees.
 - Types of recognition/rewards that would be **meaningful**
 - Methods for reducing incidents of discrimination from other employees (e.g., interest in diversity training)
 - Solutions to help mitigate employees' reluctance to report discrimination or harassment, and methods employees believe should be employed when these incidents are reported
 - The types of supports that would be most effective for employees who experience discrimination from other employees and/or abuse from customers
 - The main causes of workplace stress and effective ways of reducing it

RECOMMENDATIONS: DEPARTMENT SPECIFIC

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

Customer Communications/Customer Development/Farecard Team and Customer Service Centre

- Issues related to perceptions of **managers' 'people skills'**
- How managers can best **lead by example**
- Issues related to the level of **involvement** from managers, specifically
 - Taking responsibility for problems (Customer Communications)
 - Becoming personally involved in improving the quality of work (Customer Service Centre)
 - Providing constructive feedback to employees (Customer Communications)
 - Openness to receiving constructive feedback from employees (Customer Service Centre)

Thank you

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behalf of TTC

