Employee Engagement Survey

Presentation

February 2015

INTRODUCTION

Objectives

- To establish baseline measures that will facilitate comparisons over time and across employee groups.

- To identify key drivers of employee engagement across the following 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**

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Methodology

Field Dates	Launch: October 27, 2014 Close: December 8, 2014
Mode*	Online: Staff Paper: Union
Surveys Issued	Email: 2,617 Mail: 10,625
Surveys Completed	Online: 2,447 Paper: 2,361

*Employees specifically requesting to complete the survey by paper or online were accommodated.

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Organizational Structure

Group	Department*
CEO's Office	
	Audit
	CEO's Office
	Corporate Communications
	Safety & Environment
Engineering Construction & Expansion Group	
	Capital Programming
	Construction
	Engineering
	Property, Planning & Development
	Spadina Subway Extension
	Scarborough Subway Extension
Corporate Services	
	Commission Services
	Human Rights
	Finance
	Human Resources
	IT Services
	Legal
	Materials & Procurement
	Pensions
	Training & Development
Strategy & Customer Experience Group	
	Customer Communications
	Customer Development
	Customer Service Centre
	Farecard Team
	Strategy & Service Planning

Group	Department*
Operations Group	
	Bus Maintenance & Shops
	Operations Control
	Chief Operating Officer's Office
	Plant Maintenance
	Revenue Operations
	Streetcars
*Subway Operations**	Deputy Chief Operating Officer's Office
	Rail Cars & Shops
	Subway Infrastructure
	Subway Transportation
	ATC Project
Service Delivery	
	Bus Transportation – Bus
	Bus Transportation – Wheel Trans
	Streetcar Transportation
	Chief Service Officer's Office
	Service Delivery Control
	Stations
	Transit Enforcement Unit

* Organization of departments reflect the organizational structure as of October 2014, when the survey was launched. Changes in organizational structure occurring since that time are not reflected.
** Subway Operations results are not reported separately within this report – all subway related departments are included within Operations Group as a whole.

Response Rates (RR)

All Employees: **36%**

Group	Count	RR
CEO's Office	56	97%
Engineering, Construction & Expansion Group	305	92%
Corporate Services	706	85%
Strategy & Customer Experience	144	77%
Operations Group	1898	36%
Service Delivery Group	1685	25%
Total*	**4808**	**36%**

Employee Category*		Count	RR
Staff	Excludes 29 unidentified surveys	2343	90%
Union		2436	23%
Manager (Leadership Group)	Excludes 165 unidentified surveys	165	96%
Non-manager		4478	34%
Wheel Trans**		145	33%
Subway**		266	32%
Streetcar**		178	25%
Bus**		1110	24%

*Groups and employee categories were assigned to each respondent based on their unique survey access code. The total sample (4,808) includes some completed surveys where the unique access code was not returned; the department, employee category, and/or employee position for these cases were not identified.

**Modes of transportation were assigned to employees in Service Delivery and Operations (based on the department linked to their unique access code). A total of 1,699 respondents could be categorized into transportation modes. The remaining respondents either did not work in a specific mode of transportation or did not return their unique access code with the survey.

Note: A few respondents could not be identified by employee category due to gaps in the sample list provided.

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OVERALL EMPLOYEE ENGAGEMENT SCORE

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Overall Employee Engagement Score

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

7.8

7.3 → 7.8

8.2

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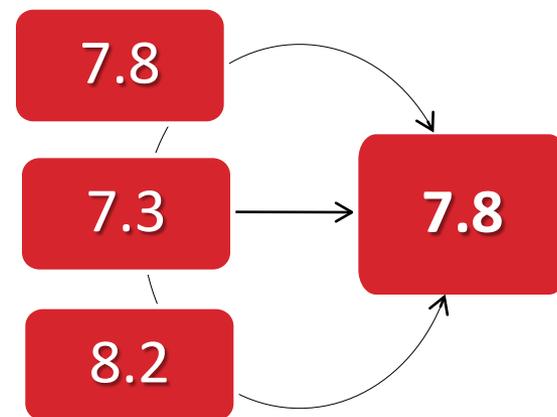
Overall Employee Engagement Score
Group & Employee Category

All Employees: 7.8

Group

Engineering Construction & Expansion	8.3
CEO's Office	8.1
Corporate Services	8.0
Operations	8.0
Strategy & Customer Experience	7.5
Service Delivery	7.4

Employee Category

Staff	8.0
Union	7.5
Manager	8.2
Non-Manager	7.8
Bus	7.4
Subway	7.4
Wheel Trans	7.3
Streetcar	7.3

IMPRESSIONS OF THE TTC

How Employees Speak About the TTC
All TTC Employees

| I would speak highly of the TTC… |

Never 4%

Don't know 2%

Sometimes 44%

Always 49%

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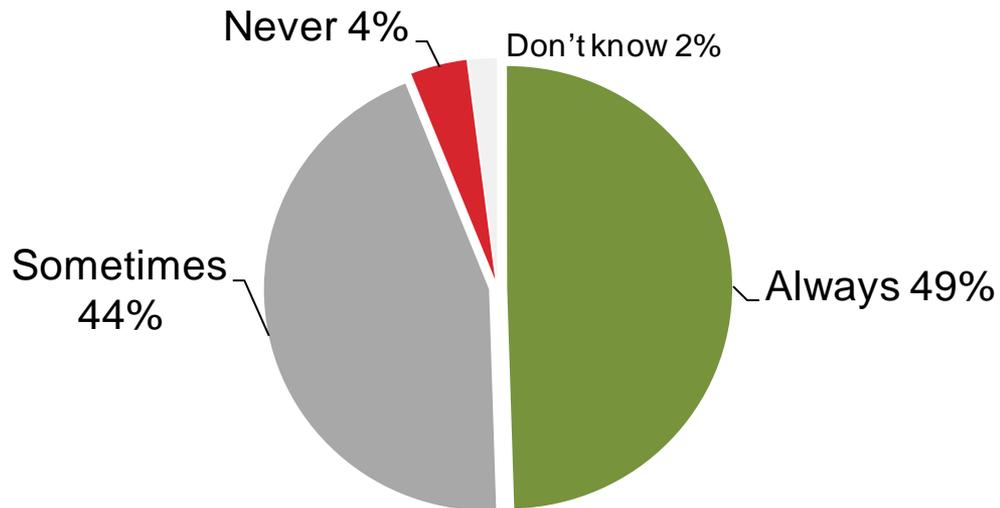
How Employees' Experience has Changed Over Time
All TTC Employees

In the past 12 months, working for the TTC has…

Gotten Worse: Why?

1. Unqualified managers / lack of accountability (20%)

2. Worse personal work environment (15%)

3. Declining morale/employees not valued/respected (14%)

4. No leadership/ lack of vision/direction (12%)
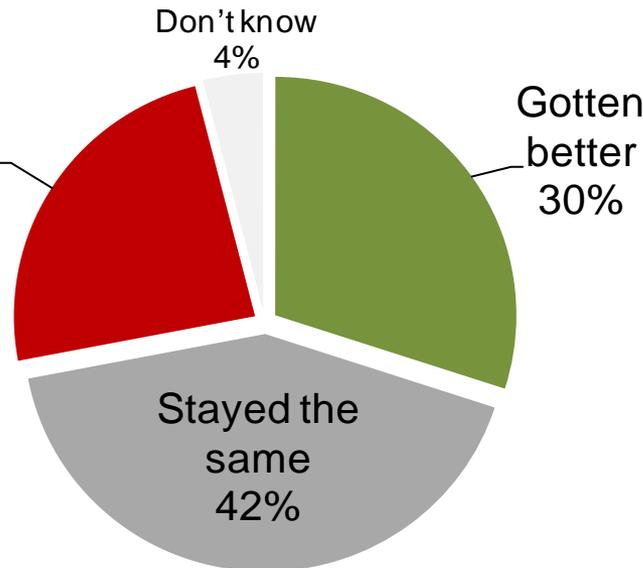
Gotten Better: Why?

1. Management/ vision/ leadership (16%)

2. New managers/co-workers/ (15%)

3. Improved job / career path / opportunities (13%)

4. Better communication (12%)

Don't know 4%

Gotten worse 24%

Gotten better 30%

Stayed the same 42%

Note: The top four reasons for employees' change in experience are shown.

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SATISFACTION WITH EMPLOYEE EXPERIENCE

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Top 5 and Bottom 5 Scores
All TTC Employees

	Top 5
1.	I feel comfortable discussing safety issues at work (8.3)
2.	The TTC offers good job security (8.3)
3.	I often look for ways to make improvements in how things are done (8.1)
4.	My manager/supervisor is well informed about safety issues (8.0)
5.	I am strongly encouraged to report unsafe working conditions (8.0)

	Bottom 5
1.	There is a good level of trust between Senior Management and employees (4.9)
2.	There is effective sharing of information across the TTC (4.9)
3.	If something goes wrong, people concentrate on putting it right, not blaming others (5.0)
4.	People get things done both quickly and efficiently at the TTC (5.1)
5.	Best practices are shared effectively across the TTC (5.3)

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Satisfaction Across All Aspects of Employee Experience
All TTC Employees

Average Across All Aspects: 7.1	Mean
Job	8.1
Safety	8.0
Team	7.6
Working Environment	7.0
Training & Development	7.0
Manager/Supervisor	6.7
Company	6.4
Performance & Reward	6.2

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Satisfaction Across All Aspects of Employee Experience

Group & Employee Category: Average Across All Aspects

All Employees: 7.1

Group

Engineering Construction & Expansion	8.1
CEO's Office	8.0
Corporate Services	7.6
Strategy & Customer Experience	7.2
Operations	7.2
Service Delivery	6.6

Employee Categories

Staff	7.6
Union	6.6
Manager	8.0
Non-Manager	7.1
Bus	6.7
Wheel Trans	6.7
Streetcar	6.6
Subway	6.5

WHAT DRIVES EMPLOYEE ENGAGEMENT?

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Drivers of Employee Engagement

All TTC Employees

	Satisfaction (Mean)	Impact (r^2)	
Job	8.1	.52	1
Safety	8.0	.30	
Team	7.6	.27	
Working Environment	7.0	.49	2
Training & Development	7.0	.30	
Manager/Supervisor	6.7	.28	
Company	6.4	.41	3
Performance & Reward	6.2	.33	

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Drivers of Employee Engagement
All TTC Employees

	Satisfaction (Mean)	Impact (r^2)	
Job	8.1	.52	1
Safety	8.0	.30	
Team	7.6	.27	8
Working Environment	7.0	.49	2
Training & Development	7.0	.30	6
Manager/Supervisor	6.7	.28	7
Company	6.4	.41	3
Performance & Reward	6.2	.33	

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Employee Engagement Opportunity Analysis
All TTC Employees

Improve　　　　　　　　　　　　　　**Protect**

Ranked #2 for all groups*

Ranked #3 for all groups*

Ranked #1 for all groups*

Higher

Working Environment ◆

◆ **Job**

Impact

◆ **Company**

Reward ◆

Training ◆

Manager ◆

◆ Safety

◆ Team

Lower

Below Average　　　*Satisfaction*　　　Above Average

Monitor　　　　　　　　　　　　　　**Maintain**

Except Strategy & Customer Experience

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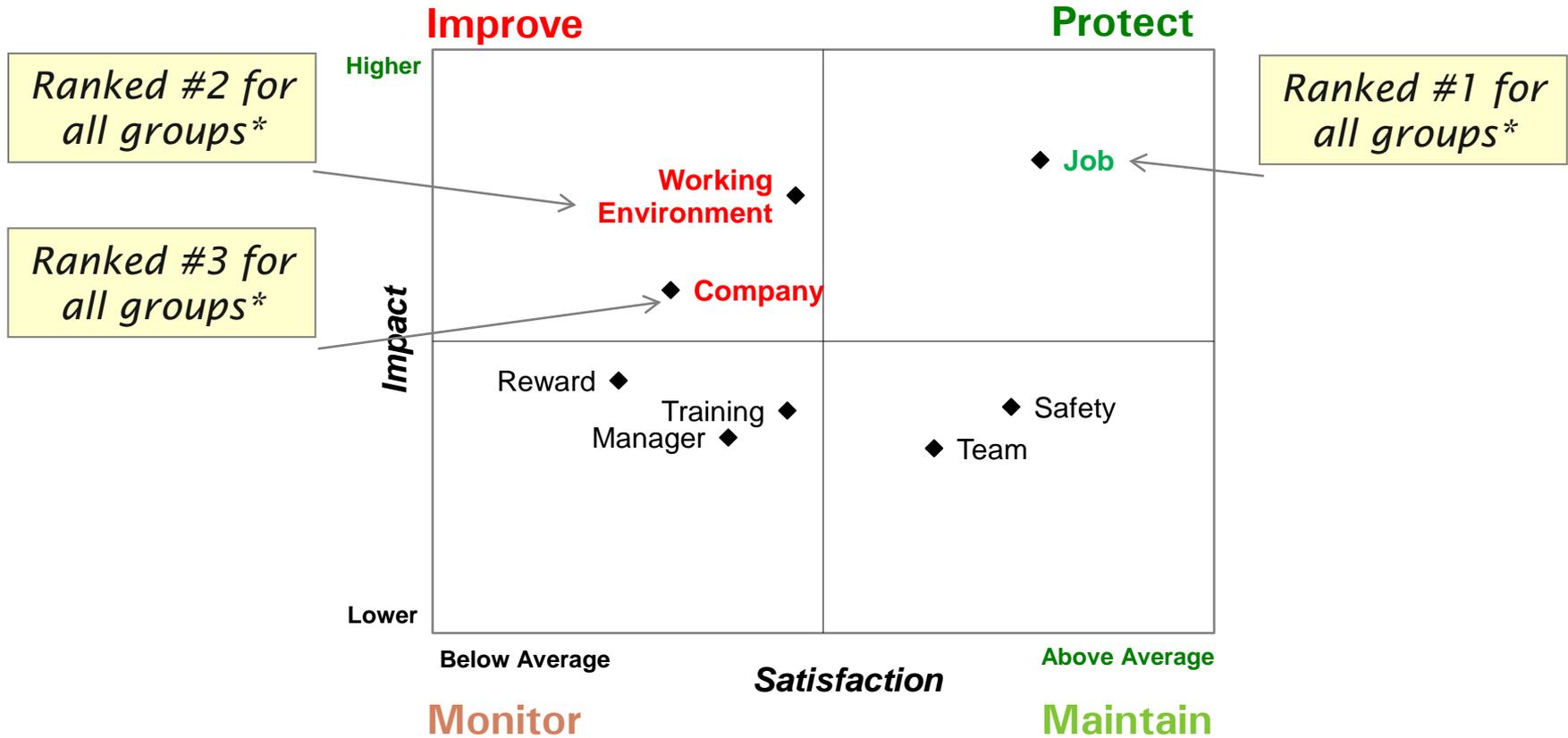
Employee Engagement Opportunity Analysis
Group Summary

	All TTC Employees	CEO's Office	Corporate Services	Engineering Construction & Expansion	Operations	Service Delivery	Strategy & Customer Experience
Job	🔒 1	🔒 1	🔒 1	🔒 1	🔒 1	🔒 1	🔒 2
Company	↑3	↑3	↑3	↑3	↑3	↑3	
Manager/Supervisor							
Team							
Working Environment	↑2	🔴 2	↑2	🟢 2	↑2	↑2	↑1
Safety							
Training & Development							↑3
Performance & Recognition		↑4					↑4

🔒 Area to protect

↑ Area to improve

🔒 Close proximity to area to improve

1,2,3,4: superscripts indicate relative impact (i.e. rank) of key drivers.

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KEY ACTION AREAS

Key Action Areas
Group Summary

	Strategy & Customer Experience (S&CE)	CEO's Office (CEO)	Corporate Services (CS)	Operations (Ops)	Service Delivery (SD)	Engineering Construction & Expansion (EC&E)
Working Environment	Showing concern for employees' health & well-being (All except S&CE) Improving workspaces and facilities (All except CS)					
Company		Building relationships between Senior Management & employees (All) TTC leadership's decision making ability (Ops & SD) Effective information sharing (Ops & SD) and collaboration (SD)				
Performance & Reward	Meaningful recognition Opportunities to progress					
Training & Development	Personal & career development					
Job	Focus on motivation (All except SD) Continue to build on employees' existing skills and abilities (CS, EC&E, S&CE) Ensure employees have freedom to make decisions (CEO, EC&E, S&CE) and can always put customers first (CEO)					

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HIGHLIGHTS AND RECOMMENDATIONS

Highlights

- Overall Employee Engagement score: 7.8.

Highest: EC&E 8.3	**Highest:** Staff 8.0	**Highest:** Mgr 8.2
Lowest: Service Delivery 7.4	**Lowest:** Union 7.5	**Lowest:** Non-Mgr 7.8

- To increase levels of engagement, focus on improving satisfaction with:
  - **Working Environment**; specifically:
    - Showing concern for employees' health & well-being
    - Improving workspaces and facilities
  - **Company**; specifically:
    - Building relationships between Senior Management and employees
    - Building confidence in TTC leadership's decision making ability (Operations & Service Delivery)
    - Ensuring that employees feel well-informed (Operations & Service Delivery) and collaborating with other parts of TTC (Service Delivery)

Highlights (cont)

- **Performance & Reward** (*Strategy & Customer Experience, CEO's Office)*:
  - Providing meaningful recognition
  - Providing opportunities to progress

- **Training & Development** (*Strategy & Customer Experience)*:
  - Supporting personal development
  - Providing career development opportunities

- Continue to increase satisfaction with **Your Job** by:
  - Exploring what motivates employees
  - Encouraging employees to use their skills & abilities
  - Giving employees more opportunities to make decisions
  - Identifying barriers to putting customers first (CEO's Office)

Recommendations: All Employees

- Conduct discussion sessions with employees to explore:

  - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing

  - Ways to **improve relationships** between Senior Management and employees, focusing on:

    - Open and honest communication

    - Building trust

    - Welcoming all feedback, both positive and negative

    - *Demonstrating that employees' time is valued*

Recommendations: Group Specific

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

> **Operations and Service Delivery**

- Issues related to perceptions of **TTC leadership** making the right decisions for the company's future success

- How to improve dissemination of **information** regarding what is happening at the TTC

- How to increase **collaboration** with other parts of the TTC (Service Delivery)

Recommendations: Group Specific (cont)

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

Strategy & Customer Experience

- Issues related to **personal development** (plan)
- Issues related to **career development & opportunities to progress**
- Types of recognition/rewards that would be **meaningful**

CEO's Office

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

Thank you

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