

# MODERNIZING THE TTC



This document has been prepared for all 12,000 employees of the TTC. Please keep it handy and refer to it from time to time, as it lays out the organization's goals in achieving excellence, including the TTC's vision and mission statements, an editorial by CEO Andy Byford, what "key performance indicators" are, and how the TTC intends to meet its targets with the help of each of us. The new organizational structure and executive team is also included here. As well, this document has been uploaded to [thecoupler.ca](http://thecoupler.ca) and the TTC's newly-designed intranet site.

## OUR VISION

A transit system that makes Toronto proud.

## OUR MISSION

To provide a reliable, efficient and integrated bus, streetcar and subway network that draws its high standards of customer care from our rich traditions of safety, service and courtesy.

## OUR CHALLENGE

To keep Toronto moving as we transform public transit and modernize the TTC.

## OUR CORE VALUE

Valuing time. For most, public transit represents the fastest and most cost-effective way to move around Toronto. At the TTC, this means valuing both the quality and quantity of time our customers spend with us. Valuing time lies at the heart of everything we do and everything we measure – it's a strong and deep-seated principle that will guide us forward.

## OUR BEHAVIOUR

Our behavior supports our core value to help us in valuing time by ensuring speed and clarity, and by helping us work more effectively. These behaviours will be critical in transforming how we do business.

**BE ACTIVE** Step up, don't wait for others. Make things happen, make things better and find solutions to problems.

**BE ACCOUNTABLE** Take personal responsibility for your actions. Don't make excuses about why something isn't possible.

**BE FAIR AND CONSISTENT** Be open and honest about your decisions. Consider other viewpoints and needs. Respecting others is a critical part of how we do business at the TTC.

**BE DIRECT** Communicate clearly and honestly. Complete tasks as quickly as possible.

**BE COLLABORATIVE** Share your knowledge with others outside your team. Respect other people's qualities and viewpoints and make the most of them.

## MEET THE EXECUTIVE



Left to Right

**JOHN O'GRADY**

Head of Safety

**SAMEH GHALY**

Chief Capital Officer

**JIM TEEPLE**

Deputy Chief Operating Officer

**DAVE DIXON**

Chief Operating Officer

**VINCE RODO**

Chief Financial & Administration Officer

**CHRIS UPFOLD**

Chief Customer Officer

**GEMMA PIEMONTESE**

Head of Human Resources

**ANDY BYFORD**

Chief Executive Officer

**BRAD ROSS**

Executive Director, Corporate Communications

## MESSAGE FROM THE CEO

The Toronto Transit Commission has a long, rich and impressive history. Since 1921, the TTC has grown and expanded to be North America's third largest transit system. As employees, we should be proud of what we do, day in and day out, delivering a critical service like public transit to the more than 500 million riders that use the TTC each year. We want our customers to also be proud of the TTC. After all, they own it.

This document spells out our plan for modernizing the TTC and re-establishing that pride. It starts with a vision and mission statement.

We'll often hear organizations talk about their 'vision' and 'mission.' As you'll see in this document, and as you'll hear on the *TTCast* that will be on our newly-designed intranet and thecoupler.ca website, the TTC's vision is a simple, yet important statement: 'A transit system that makes Toronto proud.' And with that, our mission statement reads, 'To provide a reliable, efficient and integrated bus, streetcar and subway network that draws its high standards of customer care from our rich traditions of safety, service and courtesy.'

My job, as Chief Executive Officer, is to ensure that we have clear direction going forward and that everyone at the TTC knows what we need to do to succeed. We are putting the customer at the centre of everything we do and we will completely modernize the TTC over the next five years so that our performance and reputation is transformed. For the TTC to excel, each of us needs to do our job to the very best of our abilities. We are, in the end, one team.

I recognize that, to succeed, we need to take our employees with

us and to treat you as valued colleagues and individuals. As such, my approach, and that of the

Executive Team, is to manage the TTC in such a way as to ensure each of you is heard, that each of you has an opportunity to advance, that development opportunities are never overlooked, and that we all excel at doing the right things – for the people of Toronto, for the TTC, and, ultimately, for ourselves.

The management structure, as outlined in the organizational chart at the back of this document, has changed. The new structure is purposely designed to make us wholly customer-focused. We must measure our performance, as you'll see here, and hold ourselves accountable when our service falls below customer expectations. This is what modern organizations do so that is what the TTC will do. Roles will change, and so will responsibilities. But it all starts with getting the basics of our service right, and also recognizing and rewarding a job well done. Professionalism and attention to detail in all that we do will play a large part in our transformation of the TTC.

None of this is going to happen overnight, of course; it will take time. But we are on the right path for success. With your continued efforts, we will modernize the TTC, while not losing that rich history that will, once again, make Toronto proud.



















Andy Byford  
Chief Executive Officer  
Toronto Transit Commission  
May 7, 2012



## DAILY CUSTOMER SERVICE REPORT

We all need to know how our company is doing. The Daily Customer Service Report, which is posted daily at various locations across the property (and on the TTC Intranet) is designed to raise employee awareness of the TTC's performance.

DAILY CUSTOMER SERVICE REPORT REPORT FOR TUESDAY MARCH 19, 2012				
MODE:	OUR OBJECTIVE:	OUR TARGET:	ACTUAL:	HOW WE DID:
 YUS	DELIVER A PUNCTUAL SUBWAY SERVICE <sup>(1)</sup>	96%	96%	
 BD	DELIVER A PUNCTUAL SUBWAY SERVICE <sup>(1)</sup>	96%	99%	
 SHEPPARD	DELIVER A PUNCTUAL SUBWAY SERVICE <sup>(1)</sup>	96%	99%	
 SRT	DELIVER A RELIABLE RAPID TRANSIT SERVICE <sup>(2)</sup>	80%	86%	
 BUS	DELIVER A RELIABLE HEADWAY <sup>(3)</sup>	65%	68%	
 STREETCAR	DELIVER A RELIABLE HEADWAY <sup>(3)</sup>	70%	72%	
 ELEVATOR	PROVIDE EASY ACCESS TO OUR CUSTOMERS <sup>(3)</sup>	97%	99%	
 ESCALATOR	PROVIDE EASY ACCESS TO OUR CUSTOMERS <sup>(3)</sup>	97%	98%	
Legend	(1) % of service within 3 minutes of scheduled headway (2) % of scheduled trips operated (3) % of devices available			

### GETTING THE BASICS RIGHT

- Some basic practices are just not good enough.
- Back to basics is about doing what we do, day-in-day-out, but better than the day before.
- It's about excelling at those things we know we have to get right to make the system run smoothly and in line with customers' expectations.
- It's about professionalism, attention to detail and believing that every second counts.



## 25 KEY PERFORMANCE INDICATORS

Among the tools and targets that will help in the drive to modernize the TTC is the Key Performance Indicator (KPI). It's a 25-point scorecard that measures critical items, such as punctuality, reliability, financials, and safety and security. The KPI tool also includes a Customer Satisfaction Survey/Mystery Shopper Survey and is valuable for measuring what customers are saying and feeling about the TTC.

This scorecard will be included in the new-look and easier-to-read CEO Report to the Commission. It will show at-a-glance the performance status of each of the 25 targets and how they are trending.

Key Performance Indicator	Description
<b>CSS</b>	Customer Satisfaction Survey
Customer #s	Linked Customer Trips
<b>Punctual Subway</b>	
Yonge-University-Spadina	On Schedule +/-3 Minutes
Bloor-Danforth	On Schedule +/-3 Minutes
Sheppard	On Schedule +/-3 Minutes
<b>Reliability</b>	
Scarborough Rapid Transit	Scheduled Vehicle Trips Operated
Bus	Headway +/-3 Minutes
Streetcar	Headway +/-3 Minutes
<b>Financials</b>	
Revenue	Actual vs. Budget
Operating Expenditure	Actual vs. Budget
Capital Expenditure	Actual vs. Budget (Year to Date)
<b>Safety and Security</b>	
Lost Time Injury	Injury Rate / 100 Employees
Customer Injuries	Injuries / Million Unlinked Trips
Behavioural Safety Index	Safety-Focused Behaviour
Offences Against Customers	Serious Offences
Offences Against Staff	Operator Physical Assaults
<b>People</b>	
Attendance	Employee Absence
Front-Line Vacancies	Number of Vacancies
<b>Device Availability</b>	
Elevators	% Elevators Available
Escalators	% Escalators Available
Fare Purchase Opportunity	PVM Reliability
<b>Mystery Shopping and Audits</b>	
Station Cleanliness	Cleanliness Audit Score
Vehicle Cleanliness	Cleanliness Audit Score
Information Mystery Shopper Survey	Customer Announcements Score
Staff Helpfulness Mystery Shopper Survey	Welcoming Staff Score

## 10 THINGS TO THINK ABOUT

From introducing state-of-the-art Toronto Rockets to retiring the McBrien Building's overhead projector, here is CEO Andy Byford's Top 10 list for modernizing the TTC.

- 1. Identify the vision, determine the philosophy.**  
"Our vision: We want a transit system that makes Toronto proud. Our philosophy: Customer first, safety before production. Good safety performance is good customer service. We will be open and transparent in the way we run this business."
- 2. Develop a master plan, targets and tools to track progress.**  
"You've got to have a plan and be able to track that plan. We have developed 25 high-level key performance indicators that measure key areas, such as customer satisfaction, performance and financials."
- 3. Get the right people into the key jobs in a revitalized structure.**  
"The right people in key jobs with the right skill-set throughout the organization. Many roles will change and new skills will be needed."
- 4. Hold everyone accountable for their parts of the process.**  
"We need to hold people accountable, right down to the frontlines. It's about empowering employees and taking personal responsibility."
- 5. Delight the customer with quick wins.**  
"We've done quite a bit of this already with end-of-line cleans and refurbished washrooms. There are lot of things that we can, and should, fix right now to improve the customers' experience."
- 6. Re-engage the staff.**  
"I want staff to feel engaged, informed and involved. We are one team with one plan. We can't have a new-look, dynamic company if staff aren't with us."
- 7. Re-engineer processes, systems and equipment.**  
"We need to modernize the equipment we use. We need to kill bureaucracy, cut out duplication and overhaul our processes and systems."
- 8. Visible, effective management.**  
"Good management is key to our efforts to modernize the TTC. Our ability to deliver and get things done is an indication of our credibility."
- 9. Rebuild stakeholder confidence.**  
"For a variety of reasons, we're not always well-regarded. We must rebuild our reputation."
- 10. Get the basics right, all day, every day.**  
"This one's critical. Immediate action required. We have to get our basics right, day in and day out. It's about professionalism and attention to detail."

# TTC ORGANIZATIONAL CHART

