

EMPLOYEE ENGAGEMENT SURVEY

Corporate Services

March 16, 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 Corporate Services 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%.
- 706 surveys were completed (mostly online) by Corporate Services employees, for a response rate of 85%. Response rates differed by department and employee type, as shown on the following slide.

RESPONSE RATES (RR)

- The highest response rate was observed for Legal (100%) and the lowest response rate was observed for Materials & Procurement (61%).
- The response rate was lower for unionized employees (41%) than for staff (93%). All unionized employees within Corporate Services belong to the Materials & Procurement department.
- Commission Services and Human Rights departments have been combined as both departments consist of fewer than 10 employees and could not otherwise have been reported.

Corporate Services: 85%

Department	Count	RR
Commission Services/Human Rights	14	82%
Finance	75	94%
Human Resources	86	91%
IT Services	198	96%
Legal	61	100%
Materials & Procurement	133	61%
Pensions	12	86%
Training & Development	127	89%
Total	706	85%

Employee Category	Count	RR
Staff	651	93%
Union	55	41%
Manager (Leadership Group)	42	100%
Non-manager	664	84%

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 **).
 - Commission Services/Human Rights and Pensions departments each have fewer than 30 valid responses. For this reason no percentages or Opportunity Analysis will be shown. Any results provided relating to these departments should be interpreted with caution.
- **Exact sample size may vary by 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: 8.0.

Highest: Finance 8.2
Lowest: M & P 7.4

Highest: Staff 8.0
Lowest: Union 7.7

Highest: Mgr 8.5
Lowest: Non-Mgr 8.0

- To increase levels of employee engagement, the TTC should focus on improving employees' satisfaction with **Working Environment** and **Your Company**:
 - **Working Environment** is a key driver for all departments and an Area to Improve (or close to one) for most.
 - Specific areas that require improvement in order to increase employees' satisfaction with their Working Environment include:
 - How to demonstrate **concern for employees' health & well-being**; more specifically:
 - Caring about employees' mental health & emotional wellbeing (i.e., "The TTC cares about my mental health and emotional well-being"). This is an Area to Improve for all departments.
 - Encouraging a healthy work-life balance (i.e., "The TTC encourages employees to maintain a healthy work-life balance"). This is an Area to Improve for all groups except Finance, and IT Services. In the case of IT Services, it is an Area to Protect.

HIGHLIGHTS (CONT'D)

- **Your Company** is an Area to Improve for three departments in Corporate Services: IT Services, Materials & Procurement, and Training & Development.
- To increase satisfaction with Your Company, results indicate that the TTC should emphasize **relationship building** between senior management and employees. This means:
 - Building trust by being open and honest (i.e., “Senior Managers communicate openly and honestly with employees” and “There is a good level of trust between Senior Management and employees”).
 - Welcoming feedback (i.e., “TTC leadership welcomes all feedback, both positive and negative”).
 - Valuing employees’ time.
- **Confidence in TTC leadership’s decision making ability** is an Area to Improve for Materials & Procurement alone – but it is the strongest driver of satisfaction with Your Company for this department. This area is related to making the right decisions for the company’s future success (i.e., “I feel confident that TTC leadership is making the right decisions for the company’s future success”). This is an Area to Protect for other departments.

HIGHLIGHTS (CONT'D)

- **Your Job** is an area that generates high levels of satisfaction and represents the strongest driver of employee engagement for several departments and is a key driver for nearly all (except Materials & Procurement).
- 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 Finance, IT Services, and Materials & Procurement.
 - Giving employees more opportunities to make decisions
 - 'I am given the freedom to make decisions in my job' is an Area to Improve for IT Services, and Training & Development
 - Ensuring that employees know how to improve customer service (IT Services and Legal only)
 - "I feel well informed on how to improve customer service" is an Area to Improve only for the IT Services and Legal. It is also an Area to Protect for Finance.

HIGHLIGHTS (CONT'D)

Additional Areas of Focus: Department Specific

- **Training & Development** is an additional Area to Improve for Finance, Human Resources, and Legal. Specific ways to increase satisfaction with this area include:
 - Providing support for personal development (“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 additional Area to Improve for Materials & Procurement. To increase satisfaction with this area, specific actions to take include:
 - Identifying ways to provide more meaningful recognition (“At the TTC, the recognition and/or rewards are meaningful”)
 - Ensuring that sufficient recognition is received when merited (“I am recognized for excellent performance”, “I am satisfied with the recognition I receive from my manager”).
 - Ensuring that employees’ are aware of opportunities to progress within the company (“I have the opportunity to progress within the company”). While this is an Area to Improve for most departments in Corporate Services, it is less influential for Materials & Procurement.

HIGHLIGHTS (CONT'D)

- **Your Manager/Supervisor** is an additional Area to Improve for Legal. To increase satisfaction with this area, specific actions to take include:
 - Ensuring managers convey information effectively (“My manager/supervisor keeps me well informed about issues which affect me”, “My manager/supervisor tells me why decisions have been made”)
 - Ensuring managers effectively work with their employees (“My manager/supervisor manages people well”).

Other Factors that Impact Employee Engagement

Stress, Discrimination, Customer Abuse

- In addition to the key drivers discussed earlier, workplace stress, discrimination from other TTC employees, and customer abuse also impact levels of employee engagement. Feeling stressed at work, experiencing discrimination from fellow employees, and receiving abuse from customers all have negative impacts on engagement. The negative impact on employee engagement is greatest when more of these issues are experienced together.

HIGHLIGHTS (CONT'D)

- The TTC should explore options for reducing workplace stress and seek to prevent discrimination from occurring (e.g., diversity training). In addition, the TTC should ensure that all employees know what supports are available to employees who experience incidents of discrimination or customer abuse, and should communicate methods for dealing with workplace stress. The TTC should also seek to understand why fewer than half of those who experienced discrimination from other employees reported the incident to the TTC and why, among those who did report the incident, the majority was dissatisfied with the way it was handled.

Team Meetings

- Having regular team meetings has a positive impact on employee engagement. Employees who meet regularly have higher engagement levels than those who do not have regular team meetings. However, among employees who have regular team meetings but do not see them as useful, levels of engagement are lower than among employees who do not having regular team meetings at all.

TOP 5 AND BOTTOM 5 SCORES

- Across the entire survey, the attributes in the boxes below received the highest and lowest satisfaction ratings from TTC Employees. Each attribute is accompanied by the overall mean score (/10) for the attribute.
- Four of the top 5 scores are attributes related to safety
- Among the 5 lowest scoring attributes, four were associated with the module Your Company – referring to company leadership

Top 5

1.

I feel comfortable discussing safety issues at work (8.9)

2.

I am strongly encouraged to report unsafe working conditions (8.7)

3.

My manager/supervisor is well informed about safety issues (8.6)

4.

My manager/supervisor emphasizes safe practices while at work (8.6)

5.

I often look for ways to make improvements in how things are done (8.5)

Bottom 5

1.

If something goes wrong, people concentrate on putting it right, not blaming others (5.5)

2.

There is effective sharing of information across the TTC (5.5)

3.

People get things done both quickly and efficiently at the TTC (5.5)

4.

The way people are selected for jobs in the TTC is fair (5.6)

5.

Best practices are shared effectively across the TTC (5.6)

OVERALL EMPLOYEE ENGAGEMENT SCORE

Produced by Malatest on
behalf of TTC



MEASURING EMPLOYEE ENGAGEMENT

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

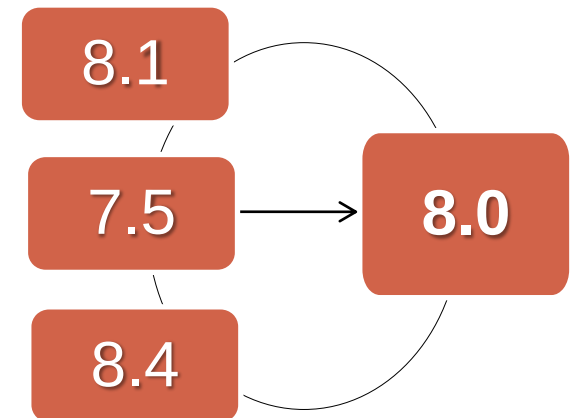
OVERALL EMPLOYEE ENGAGEMENT SCORE

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

Composite of 3 measures:

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

Mean rating



OVERALL EMPLOYEE ENGAGEMENT SCORE

- The Employee Engagement score for Corporate Services is slightly higher than the score for all TTC employees, but the same as that for employees of the 4 groups consisting mainly of staff employees, referred to in this report as “Staff Groups”.
- The Employee Engagement score is highest among employees in the Finance department, though scores for many departments are very close to this engagement score.
- Levels of engagement are lowest among employees in Materials & Procurement.
- When examined by employee category, the overall Employee Engagement score is highest among staff (vs. union) and managers (vs. non-managers).

All Corporate Services: 8.0

Department

Finance	8.2
Human Resources	8.1
IT Services	8.1
Training and Development	8.1
Pensions	8.1
Commission Services/Human Rights	8.0
Legal	7.9
Materials & Procurement	7.6

Employee Category

All TTC	7.8
Average of Staff Groups	8.0
Staff	8.0
Union	7.7
Manager	8.5
Non-Manager	8.0

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

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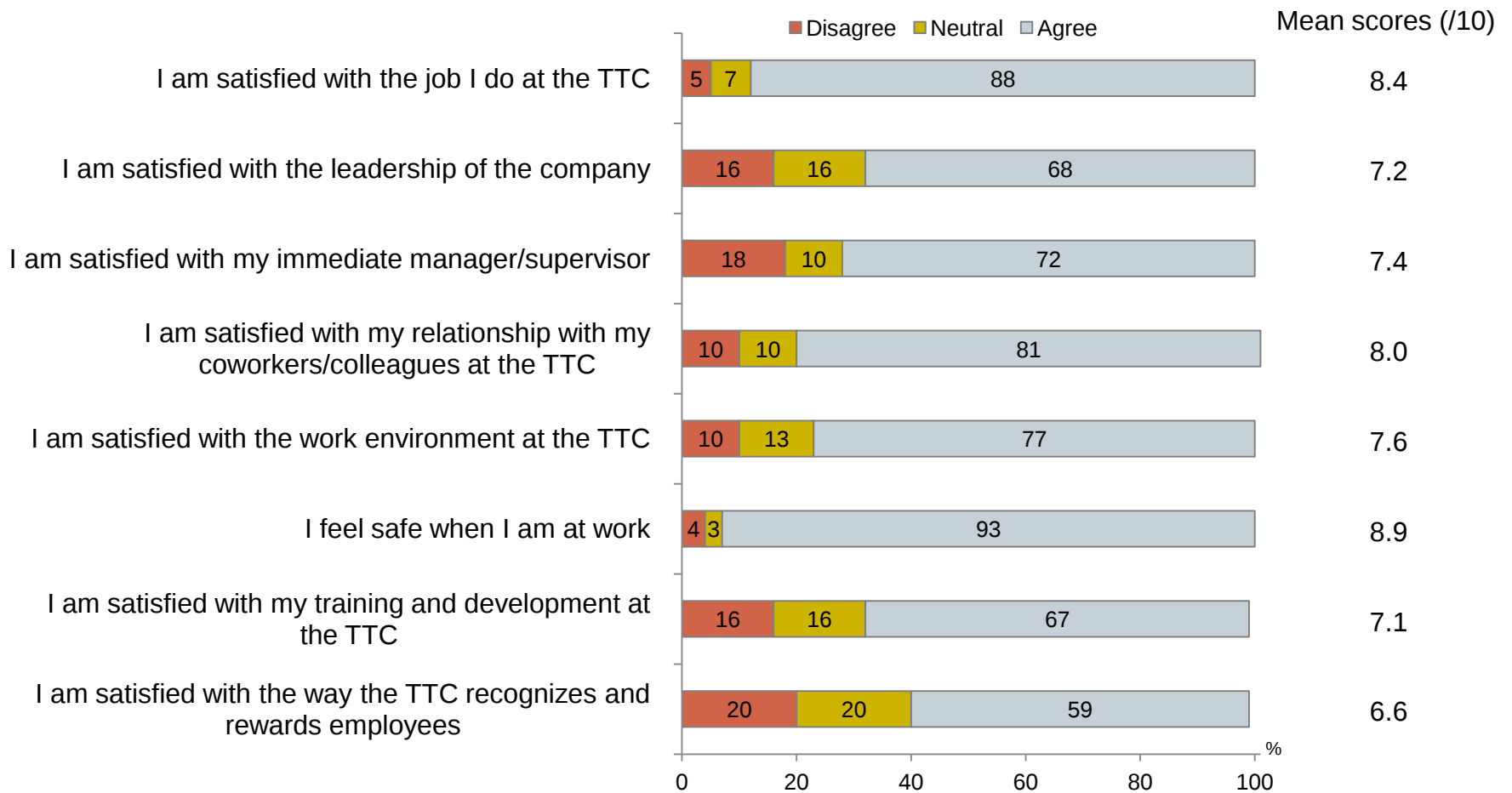


SECTION SUMMARY

- The following measures were included in the survey in order to assess overall satisfaction with each aspect of employee satisfaction with the TTC:
 - I am satisfied with the job I do at the TTC
 - I am satisfied with the leadership of the company
 - I am satisfied with my immediate manager/supervisor
 - I am satisfied with my relationship with my coworkers/colleagues at the TTC
 - I am satisfied with the work environment at the TTC
 - I feel safe when I am at work
 - I am satisfied with my training and development at the TTC
 - I am satisfied with the way the TTC recognizes and rewards employees
- Ratings were highest for, “I am satisfied with the job I do at the TTC” and for “I feel safe when I am at work”. Ratings were lowest for “I am satisfied with the way the TTC recognizes and rewards employees”. These results were consistent for most departments, with the exception of Commission Services/Human Rights, and Finance. For these departments, satisfaction scores for Training and Development were lower than for Performance and Reward. Meanwhile, the Training & Development department gave higher satisfaction scores to the job they do at the TTC than to Safety.

ASPECTS OF EMPLOYEE ENGAGEMENT

- CORPORATE SERVICES



Sample sizes vary by attribute.

ASPECTS OF EMPLOYEE ENGAGEMENT

- BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	Commission Serv./Human Rights	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Pensions	Training & Development
I am satisfied with the job I do at the TTC	8.1	8.4	8.4	7.9	8.3	8.5	8.4	8.5	8.3	8.7	8.6
I am satisfied with the leadership of the company	6.4	7.3	7.2	7.2	7.4	7.3	7.6	7.3	6.5	8.0	6.8
I am satisfied with my immediate manager/supervisor	6.7	7.5	7.4	6.8	7.6	7.7	7.7	7.2	7.2	7.5	7.0
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.0	9.5	7.9	8.0	8.4	8.0	7.8	8.6	7.3
I am satisfied with the work environment at the TTC	7.0	7.8	7.6	8.3	7.8	7.8	8.0	7.1	7.2	8.4	7.1
I feel safe when I am at work	8.0	8.9	8.9	9.5	9.0	9.0	9.1	8.5	8.6	9.6	8.4
I am satisfied with my training and development at the TTC	7.0	7.1	7.1	5.9	7.0	7.1	7.1	7.1	7.3	7.4	6.9
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.6	6.3	7.4	6.8	6.8	6.6	6.4	6.7	5.8

Sample sizes vary by attribute.

WHAT DRIVES EMPLOYEE ENGAGEMENT?

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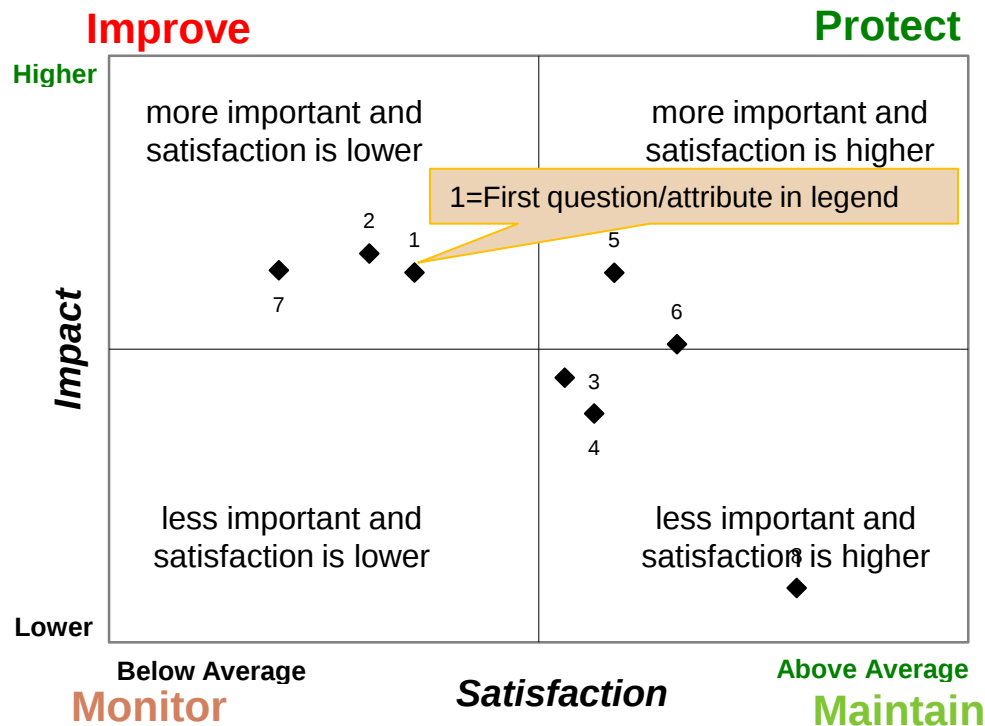


SECTION SUMMARY

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

SECTION SUMMARY

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



Composite:

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

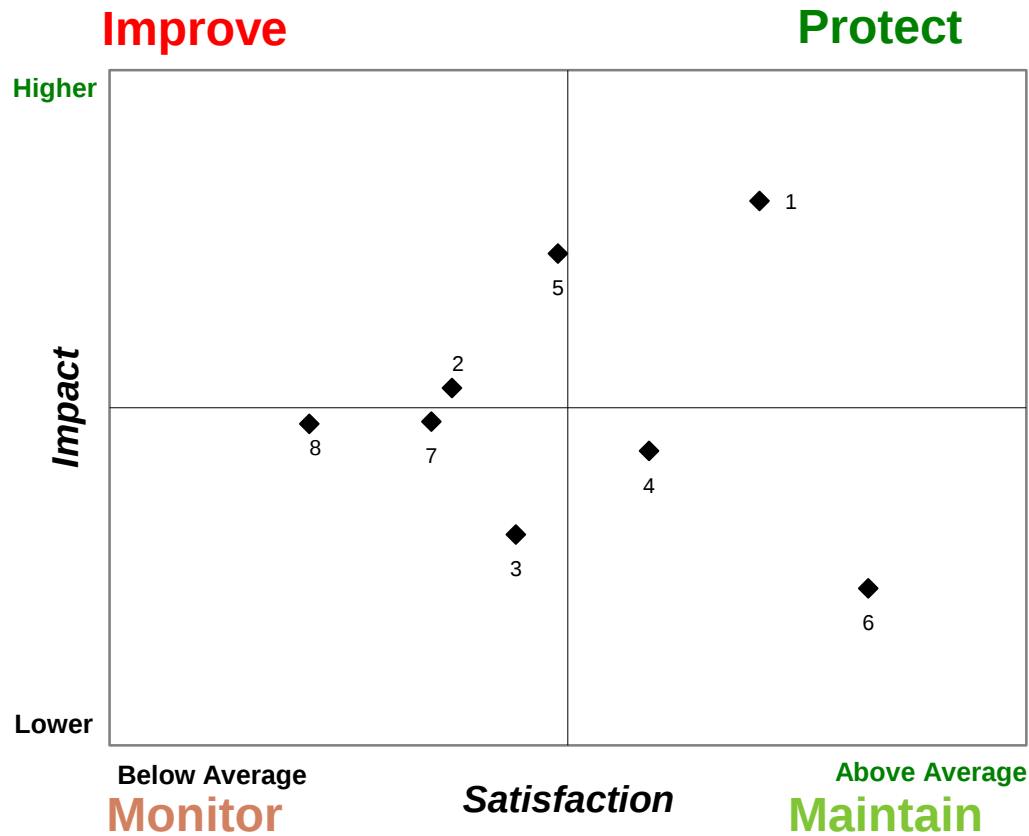
1. First question/attribute
2. Second question/attribute
3. Third question/attribute
4. Fourth question/attribute
5. Fifth question/attribute
6. Sixth question/attribute
7. Seventh question/attribute
8. Eighth question/attribute

SECTION SUMMARY

- Results of the Opportunity Analysis shown in this sub-section of the report are summarized below:
 - Areas to Improve (high relative impact; low relative performance):
 - Working Environment
 - Company
 - Areas to Protect (high relative impact; high relative performance):
 - Job
 - Areas to Monitor (low relative impact; low relative performance):
 - Performance/Reward
 - Training & Development
 - Manager/Supervisor
 - Areas to Maintain (low relative impact; high relative performance):
 - Safety
 - Team
- Results of this analysis are similar for most departments with a few exceptions:
 - Working Environment is an Area to Protect, though close to an Area to Improve, for Finance, Human Resources, and IT Services.
 - Your Job is not a key driver for Materials & Procurement
 - In addition, Your Company is only a key driver of Employee Engagement for IT Services, Materials & Procurement, and Training & Development.
 - Training and Development is an Area to Improve for Finance, Human Resources, and Legal.
 - Your Team, Your Manager/Supervisor, and Performance & Reward are key drivers for one or two departments.
- Opportunity Analysis was not conducted for departments with fewer than 30 valid survey responses. For this reason, this analysis was not conducted for Commission Services/Human Rights, or for Pensions.

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

Corporate Services



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 6.6 to 8.9.
Impact values range between 20% to 50%.

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Corporate Services	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Training & Development
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

🔒 Close proximity to Area to Improve

Sample sizes vary by attribute.

Commission Services/Human Rights and Pensions are not shown as these departments are too small to conduct opportunity analysis

OVERALL ORGANIZATIONAL VIEWS OF CORPORATE SERVICES

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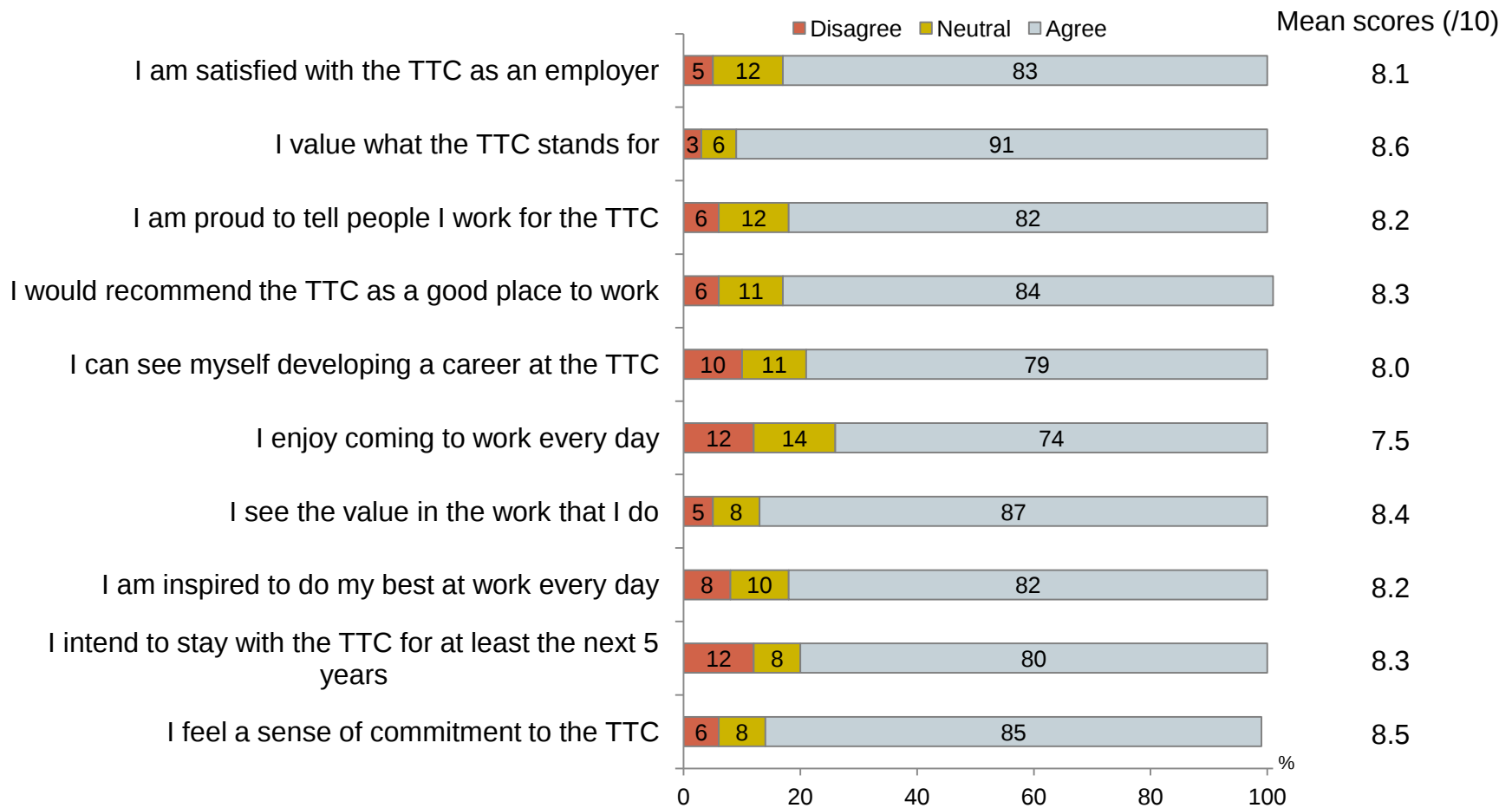


SECTION SUMMARY

- 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 value what the TTC stands for"; and "I feel a sense of commitment to the TTC". Ratings were lowest for "I enjoy coming to work every day". These results were generally consistent across all departments.
- Mean scores across most measures were highest for Finance and Human Resources and lowest for Commission Services/Human Rights and Materials & Procurement (with some exceptions).

OVERALL ORGANIZATIONAL VIEWS

- CORPORATE SERVICES



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 Corporate Services	Commission/ Human Rights	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Pensions	Training & Development
I am satisfied with the TTC as an employer	7.8	8.1	8.1	8.0	8.4	8.2	8.1	7.8	8.0	7.9	8.0
I value what the TTC stands for	8.2	8.6	8.6	8.6	8.9	8.7	8.7	8.1	8.5	8.1	8.6
I am proud to tell people I work for the TTC	7.9	8.2	8.2	8.3	8.5	8.6	8.3	7.9	7.9	8.3	8.1
I would recommend the TTC as a good place to work	8.0	8.3	8.3	8.6	8.6	8.4	8.3	8.0	8.1	7.4	8.3
I can see myself developing a career at the TTC	7.9	8.0	8.0	7.2	8.0	8.3	7.8	7.9	7.9	8.0	8.3
I enjoy coming to work every day	7.3	7.6	7.5	7.9	7.5	7.6	7.8	7.5	6.8	7.8	7.8
I see the value in the work that I do	8.2	8.4	8.4	8.2	8.6	8.5	8.3	8.3	8.2	8.7	8.6
I am inspired to do my best at work every day	7.8	8.2	8.2	7.6	8.0	8.4	8.1	8.3	7.8	8.8	8.4
I intend to stay with the TTC for at least the next 5 years	8.5	8.4	8.3	7.2	8.1	8.7	8.7	8.2	8.0	7.7	7.9
I feel a sense of commitment to the TTC	8.2	8.6	8.5	7.7	8.7	8.7	8.6	8.5	8.2	8.5	8.7

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.

AREA TO PROTECT: YOUR JOB

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

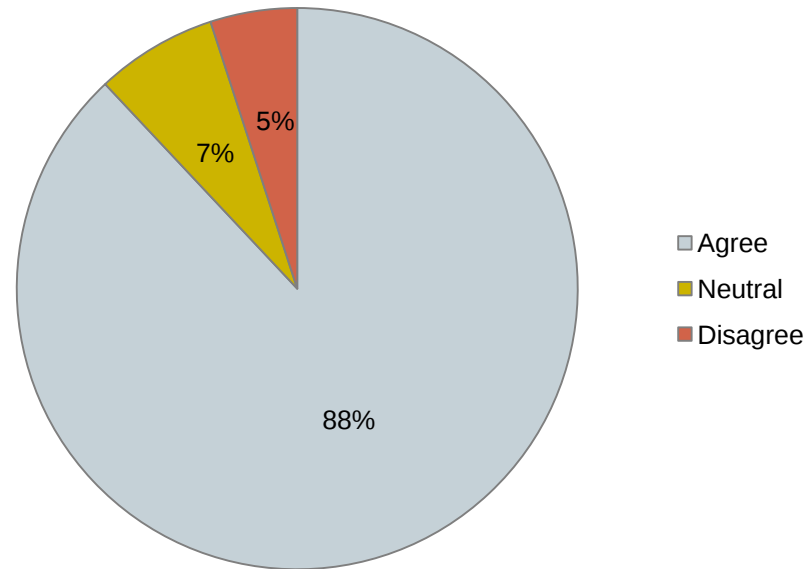
- Opportunity Analysis identifies “Your Job” as having the most impact on Employee Engagement overall and is an area with which Corporate Services employees are, for the most part, satisfied, making this an Area to Protect.
- Employee satisfaction with the job they do is relatively consistent across departments, although mean satisfaction scores were generally highest for Pensions, and lowest for Commission Services/Human Rights and Materials & Procurement. It should be noted however, that sample sizes for Pensions and Commission Services/Human rights are small and results may not be reliable or stable over time.
- There was little difference in satisfaction between staff and union employees, while managers are slightly more satisfied than other employees.
- Across the specific aspects of the job, ratings were highest for, “I often look for ways to make improvements in how things are done”. Ratings were lowest for, “I have the proper equipment/tools to do my job well”, “I am given the freedom to make decisions in my job”, and “I feel motivated in my job.” These results were consistent for most departments.
- To maintain high levels of employee satisfaction with their job, Opportunity Analysis identifies the following key Areas to Improve:
 - I feel motivated in my job
 - My work enables me to use my skills and abilities
- On key Area to Protect was identified: “In my job, I feel able to put customers first”.
- These major areas are consistent across most departments, though using skills and abilities is not a key driver for Human Resources and is an Area to Protect for two other departments. Almost all attributes are key drivers for at least one or two departments.

OVERALL RATINGS OF YOUR JOB - CORPORATE SERVICES

Corporate Services

Total
(n= 699)

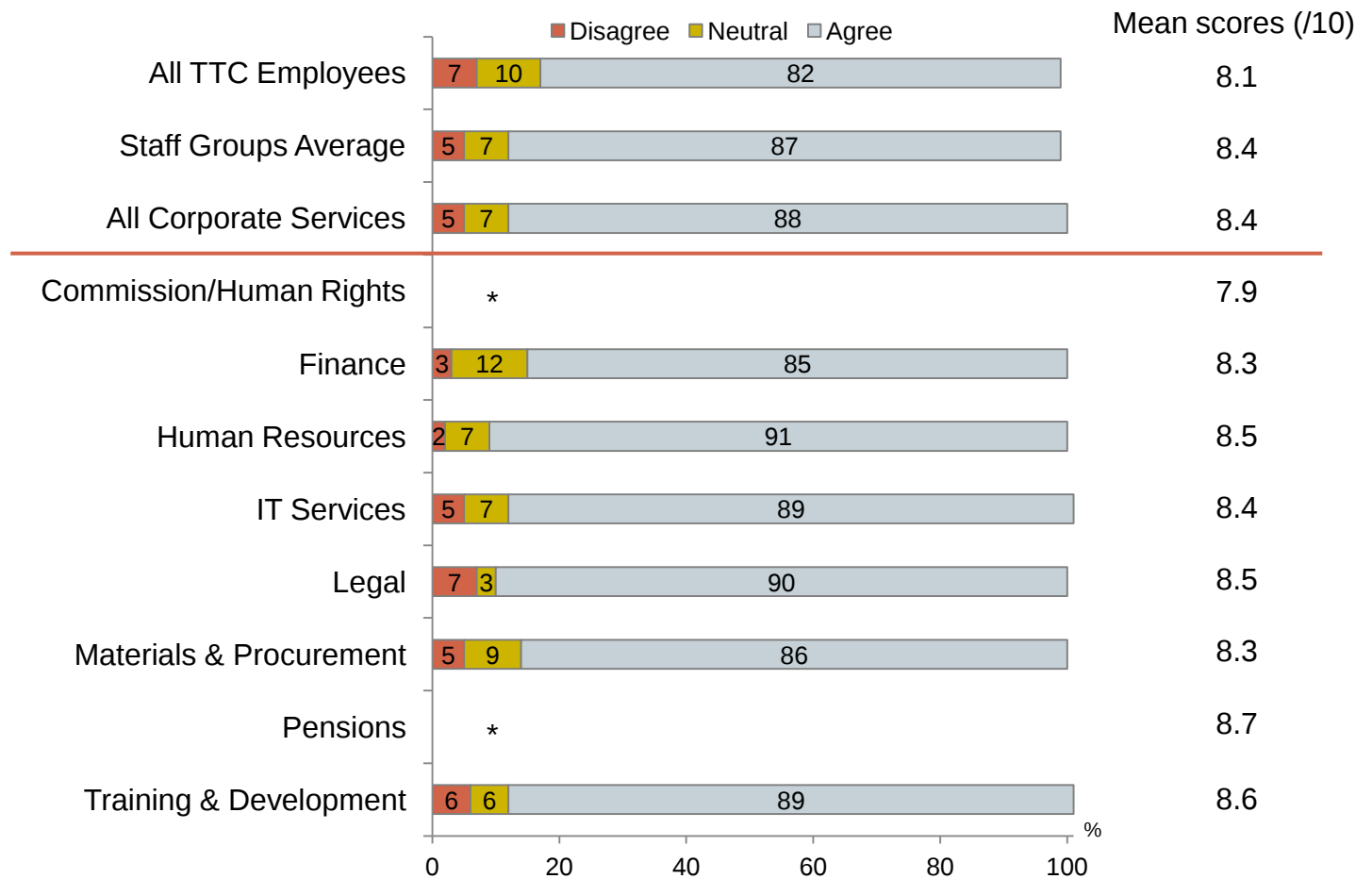
Mean=8.4



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

OVERALL RATINGS OF YOUR JOB

- BY DEPARTMENT



* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

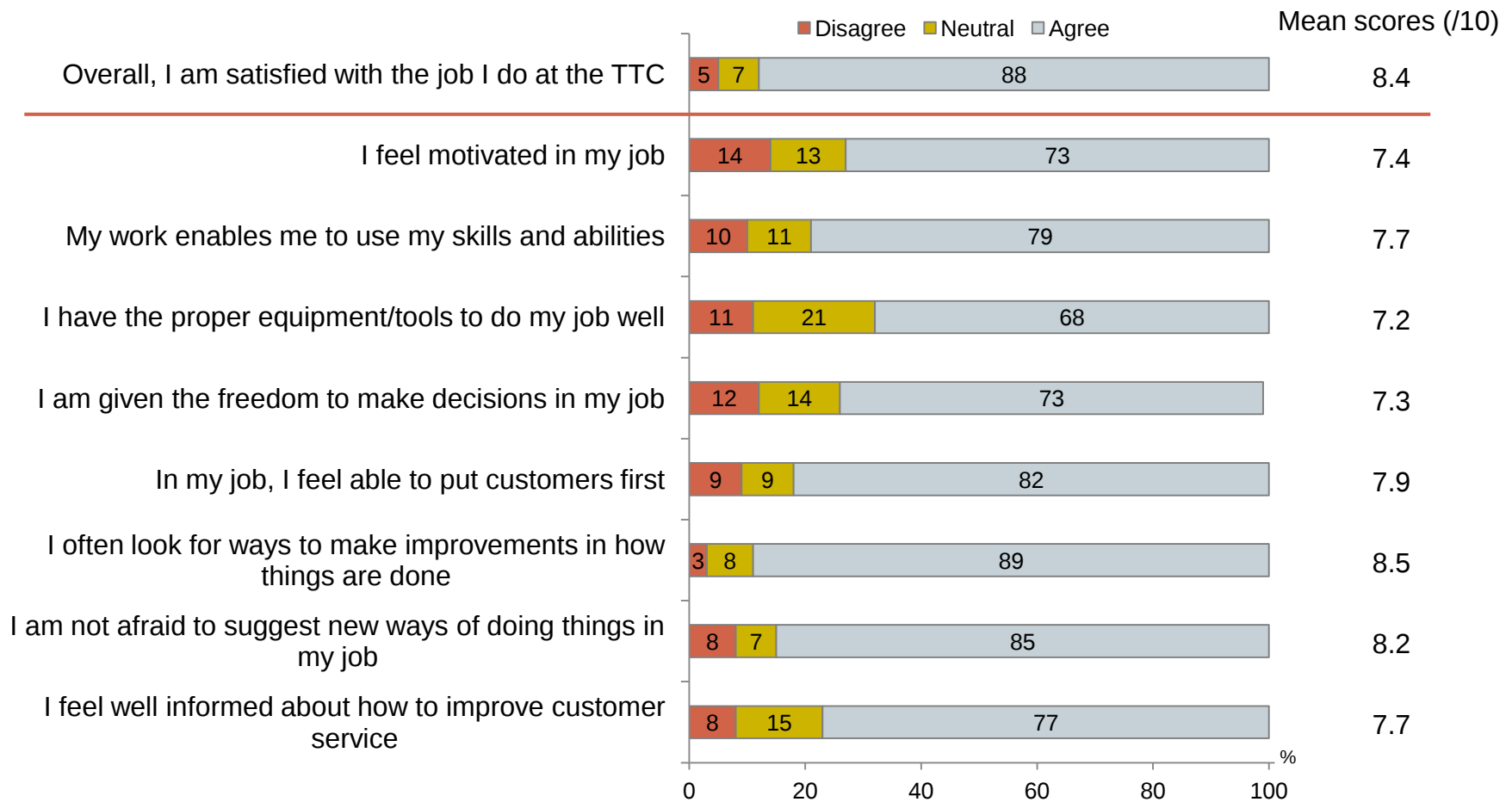
OVERALL RATINGS OF YOUR JOB - BY EMPLOYEE POSITION



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

3/24/2015

YOUR JOB - CORPORATE SERVICES



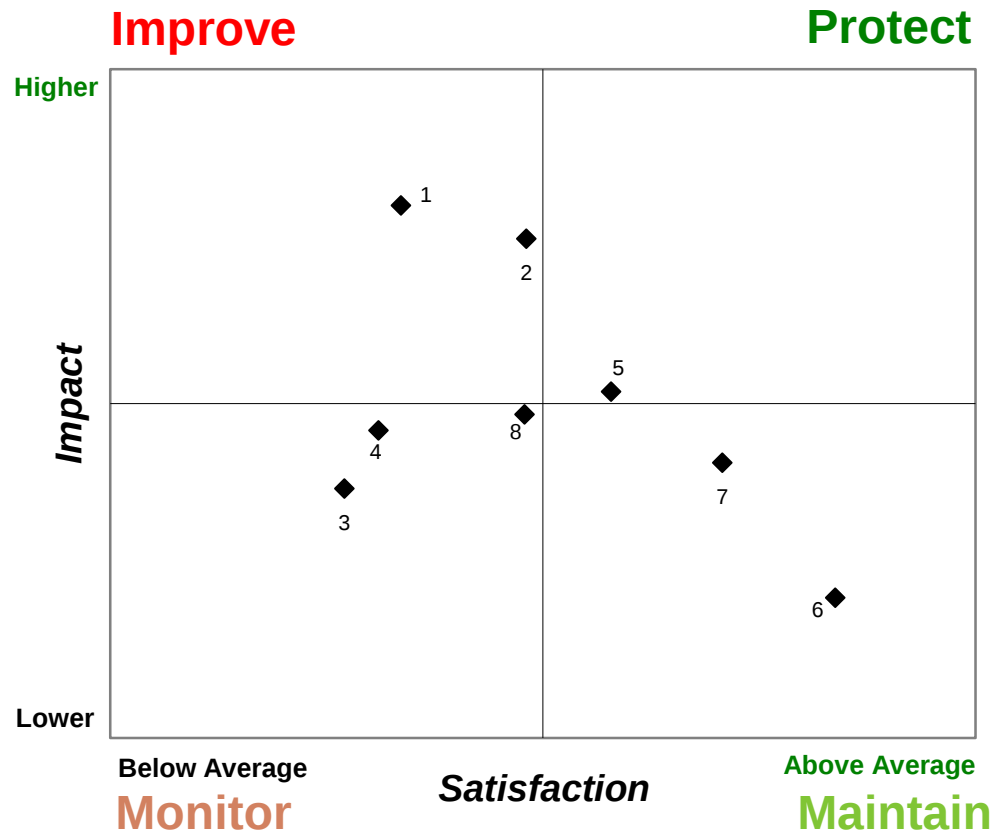
B1. How much do you agree or disagree with each of the following statements about your job?
Sample sizes vary by attribute.

YOUR JOB - BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	Comm. Serv./Human Rights	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Pensions	Training & Development
Overall, I am satisfied with the job I do at the TTC	8.1	8.4	8.4	7.9	8.3	8.5	8.4	8.5	8.3	8.7	8.6
I feel motivated in my job	7.0	7.3	7.4	7.1	7.5	7.3	7.5	7.5	6.8	7.9	7.5
My work enables me to use my skills and abilities	7.3	7.7	7.7	7.6	7.4	7.8	7.7	7.8	7.4	9.0	7.9
I have the proper equipment/tools to do my job well	6.8	7.3	7.2	7.1	7.9	6.8	7.4	6.9	7.6	7.9	6.4
I am given the freedom to make decisions in my job	6.5	7.3	7.3	6.9	7.1	7.5	7.3	7.6	7.3	7.7	7.0
In my job, I feel able to put customers first	7.5	7.9	7.9	7.5	8.0	8.3	8.0	7.5	7.8	8.7	7.9
I often look for ways to make improvements in how things are done	8.1	8.6	8.5	8.2	8.5	8.6	8.7	8.0	8.4	9.2	8.7
I am not afraid to suggest new ways of doing things in my job	7.6	8.3	8.2	7.9	8.5	8.3	8.2	8.1	8.0	9.1	8.3
I feel well informed about how to improve customer service	6.8	7.6	7.7	7.9	8.2	7.7	7.8	7.5	7.4	8.6	7.6

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 - CORPORATE SERVICES



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 7.2 to 8.5.
Impact values range between 21% to 47%.

OPPORTUNITY ANALYSIS: YOUR JOB SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Corporate Services	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Training & Development
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.

Commission Services/Human Rights and Pensions are not shown as these departments are too small to conduct Opportunity Analysis.

AREA TO IMPROVE: YOUR WORKING ENVIRONMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as second most impactful on Employee Engagement and as an area in which TTC 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 Pensions (with some exceptions), and lowest for Training & Development and Legal.
- Staff are somewhat more satisfied with their Working Environment than unionized employees, and managers are also more satisfied than other employees.
- Across the specific aspects of Working Environment, ratings were highest for, “The hours I work are reasonable”. Ratings were lowest for “I am satisfied with my work/office space and facilities” followed by “The TTC cares about my mental health and emotional well-being”. These results were consistent for most departments, with the exception of satisfaction with work spaces, which is a relatively high score for some departments, particularly Commission Services/Human Rights.
- To improve employee satisfaction with Your Working Environment, Opportunity Analysis identifies the following key Areas to Improve:
 - The TTC cares about my mental health and emotional well-being
 - The TTC encourages employees to maintain a healthy work-life balance
- This is generally consistent for most departments, although satisfaction with work spaces is influential for Finance and Materials & Procurement. Meanwhile maintaining a work-life balance is less influential for Finance and is an Area to Protect for IT Services.
- 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

SECTION SUMMARY

- These areas are also consistent across most groups, with a few exceptions. The feeling of belonging is not a key driver for Legal, while dedication to diversity is less influential for Finance and IT Services.
- Stress at Work
- 19% of employees indicated that they experience “frequent” stress at work, and an additional 51% experience stress at work “sometimes”.
- Employees in the Materials & Procurement department reported more frequent stress than employees in other departments, followed by employees in Human Resources. Lowest incidence of work stress was observed for Training & Development and IT Services.
- Slight differences in levels of reported stress were observed between Staff and Union employees. This was mostly due to differences in the “sometimes” and “rarely” categories (rather than the “frequently” and “never” categories).
- Managers reported more frequent stress than non-managers.

SECTION SUMMARY

- Discrimination/Harassment
- 18% of employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months.
- Training & Development and Materials & Procurement employees were more likely to have experienced discrimination. By contrast, Finance employees were least likely (7%).
- Results indicated that more discrimination is experienced by Union versus Staff employees, and managers reported experiencing less discrimination than other employees.
- Employees most frequently reported discrimination based on personal harassment, followed by discrimination based on age.
- Was it Reported?
- As only a minority reported experiencing any discrimination results cannot be reliably reported at the department level, with very few exceptions. Among those who experienced discrimination from colleagues, fewer than half indicated that they reported the incident.
- Most frequently cited reasons for not reporting the incident were a view that action was not warranted (incident was too minor), followed by an assumption that no action would be taken.
- Were Employees Satisfied with How it was Handled?
- Among those who reported the incident, only a minority were satisfied with the manner in which the incident was handled.

SECTION SUMMARY

- Abuse by Customers
- Only 18% of employees reported that they had been verbally abused by customers in the past 12 months. Incidence of this abuse varies greatly by department. The highest incidence of verbal abuse was observed for Legal (43%), followed by Training & Development (36%), and Human Resources (29%). For other departments (among those large enough to report results), each department had fewer than 10% of employees reporting experiencing verbal abuse. The lowest incidence was observed for IT Services.
- Staff employees were somewhat more likely to report being abused than union employees, and managers were less likely to report that they had been verbally abused than non-managers.
- 2% of employees reported that they had experienced physical abuse by customers. Incidence of physical abuse was highest for employees in Training & Development (6%). Incidence in other groups was too low to draw meaningful comparisons.
- No differences in experiencing physical abuse were found between union and staff employees and no managers reported being physically abused by customers.

SECTION SUMMARY

- Impact on Employee Engagement
- Employees who reported that they experience stress “frequently” or “sometimes” have lower engagement scores than employees who indicated that they are “rarely” or “never” stressed at work.
- Similarly, employees who experience discrimination or harassment from other TTC employees, and employees who experience customer abuse are less engaged than employees who have not had these experiences.
- Abuse, verbal or physical, also has an impact, though for Corporate Services, almost all instances are of verbal abuse.
- The negative impact on Employee Engagement is most significant for employees who have experienced all three: work stress, discrimination and customer abuse.

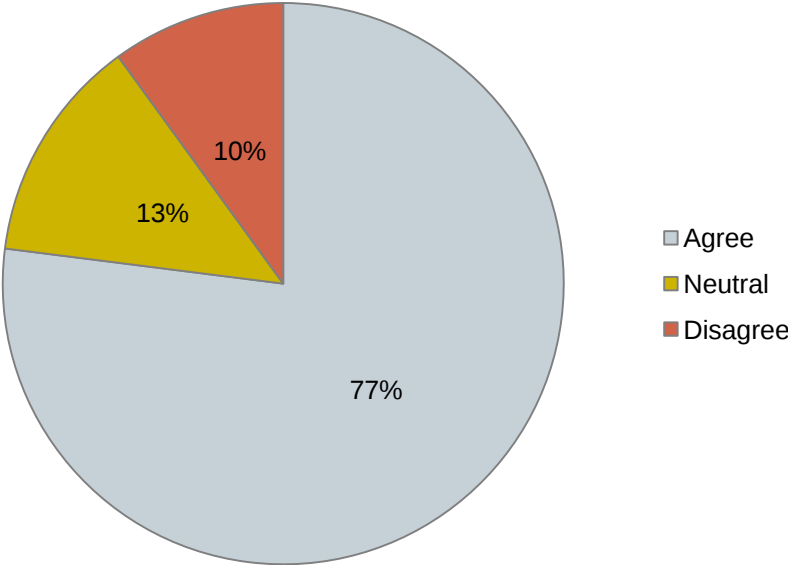
OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - CORPORATE SERVICES

Corporate Services

Total

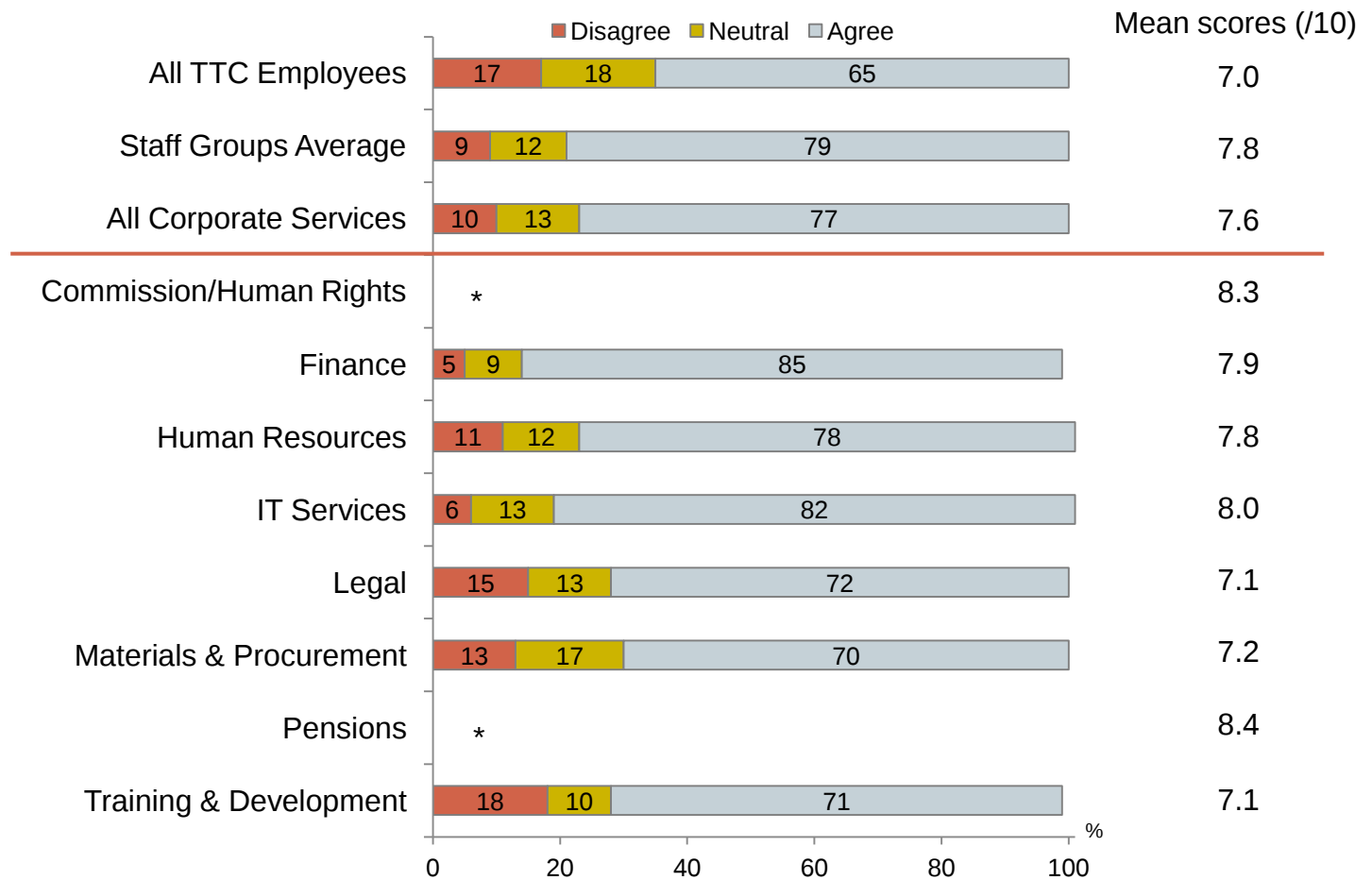
(n= 701)

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

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY DEPARTMENT



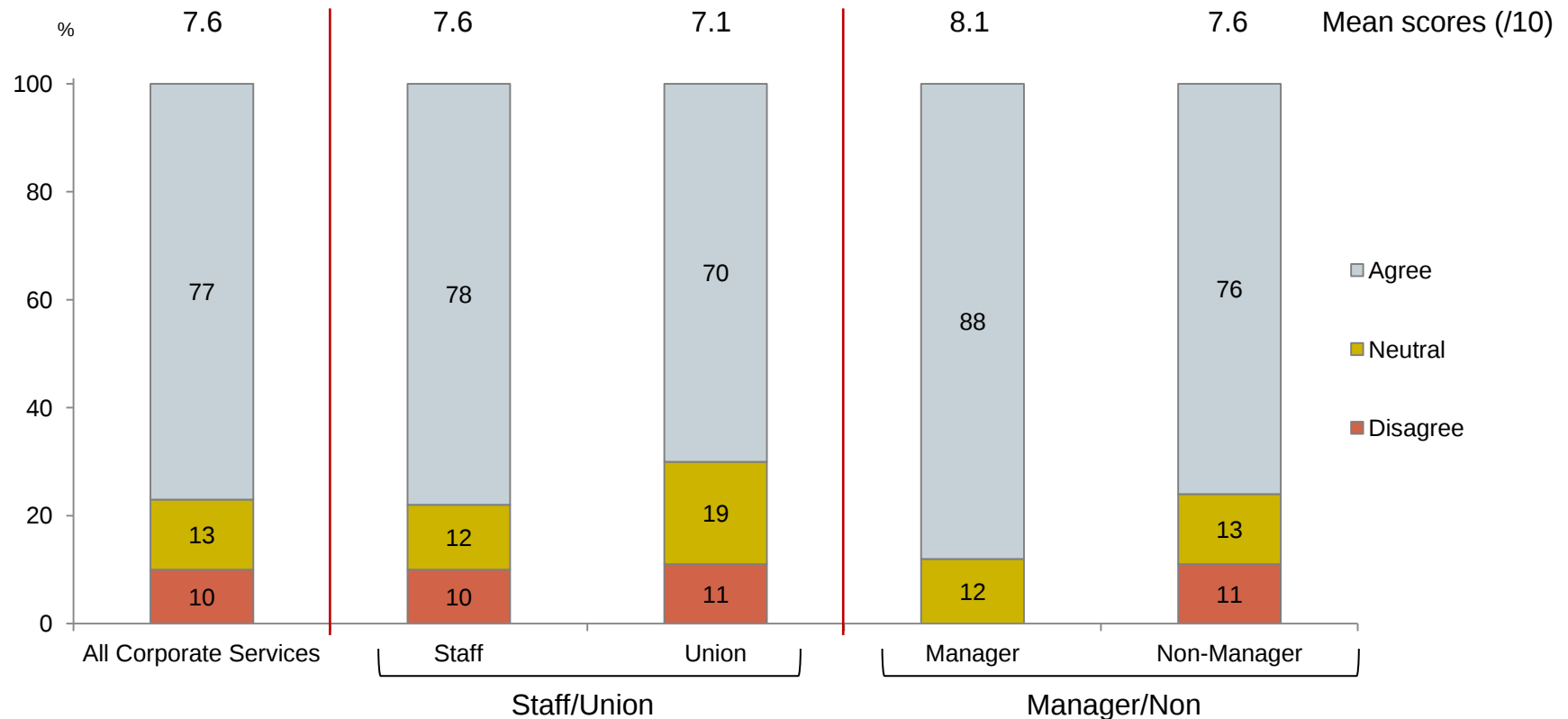
* Percentages suppressed as sample size <30.

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

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

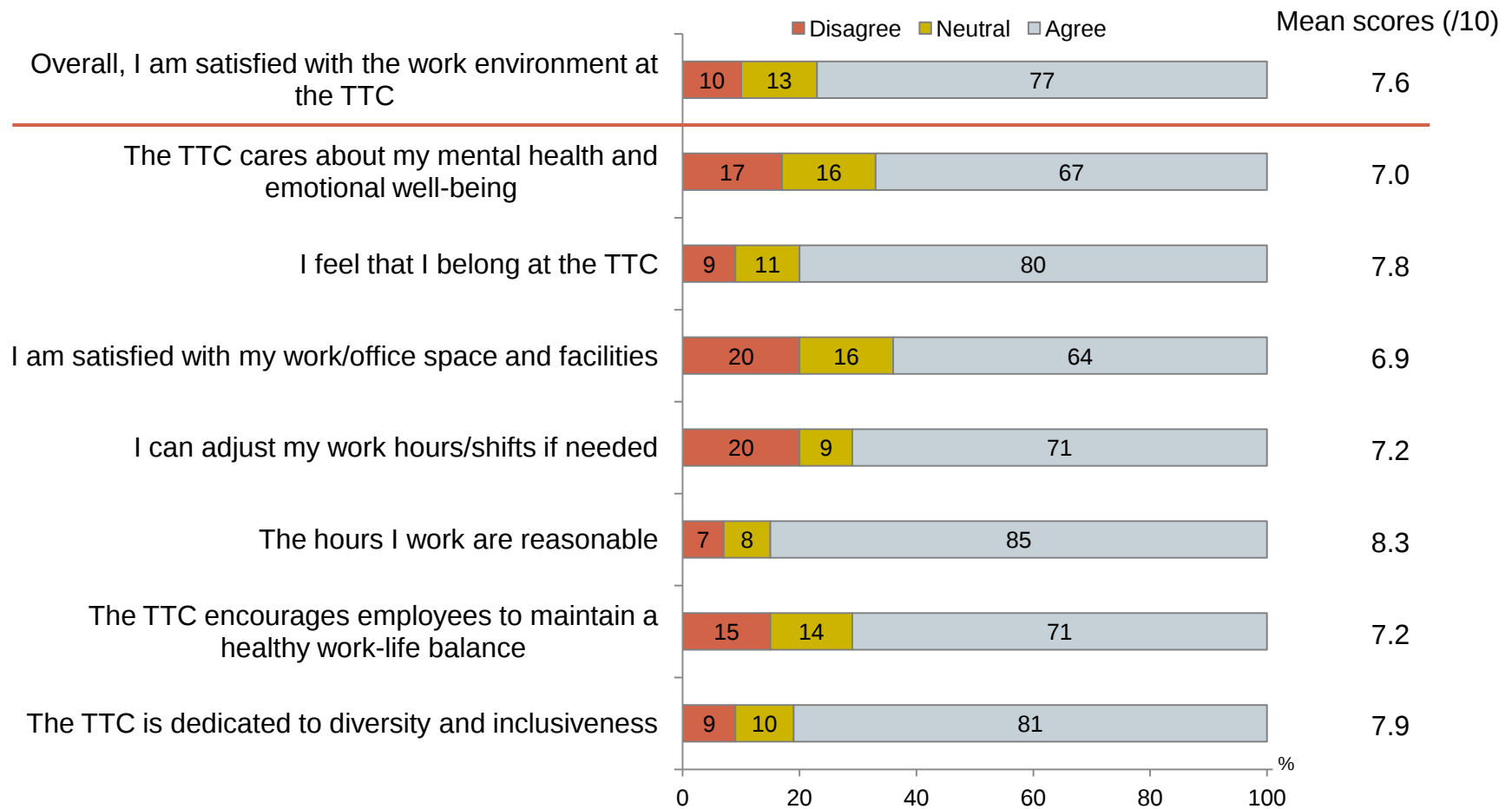
Sample sizes vary by category.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY EMPLOYEE POSITION



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

YOUR WORKING ENVIRONMENT - CORPORATE SERVICES



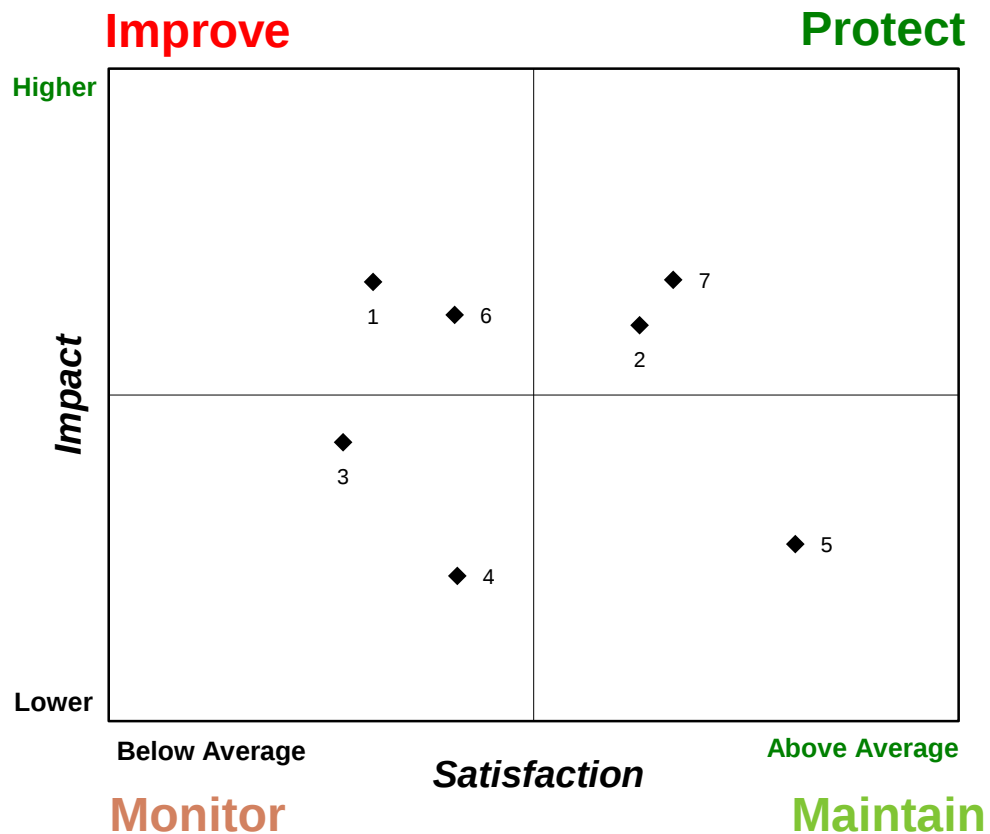
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Sample sizes vary by attribute.

YOUR WORKING ENVIRONMENT - BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	Commission Serv./Human Rights	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Pensions	Training & Development
Overall, I am satisfied with the work environment at the TTC	7.0	7.8	7.6	8.3	7.9	7.8	8.0	7.1	7.2	8.4	7.1
The TTC cares about my mental health and emotional well-being	6.2	7.1	7.0	7.5	7.2	6.9	7.5	6.5	6.7	6.8	6.3
I feel that I belong at the TTC	7.4	7.8	7.8	8.1	8.0	7.9	8.0	7.3	7.7	8.3	7.5
I am satisfied with my work/office space and facilities	6.5	7.2	6.9	8.9	7.3	6.7	7.2	6.8	7.2	7.8	5.6
I can adjust my work hours/shifts if needed	6.7	7.5	7.2	5.1	8.6	8.5	7.9	6.2	6.7	7.6	5.6
The hours I work are reasonable	7.7	8.4	8.3	8.5	8.5	8.5	8.6	7.6	8.0	8.5	8.2
The TTC encourages employees to maintain a healthy work-life balance	6.3	7.4	7.2	7.1	8.0	7.2	7.9	6.3	6.9	7.9	6.3
The TTC is dedicated to diversity and inclusiveness	7.4	8.0	7.9	7.8	8.5	8.1	8.2	6.9	7.6	8.6	7.7

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

OPPORTUNITY ANALYSIS: YOUR WORKING ENVIRONMENT - CORPORATE SERVICES



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 6.9 to 8.3.
Impact values range between 24% to 56%.

OPPORTUNITY ANALYSIS: YOUR WORKING ENVIRONMENT - SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Corporate Services	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Training & Development
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

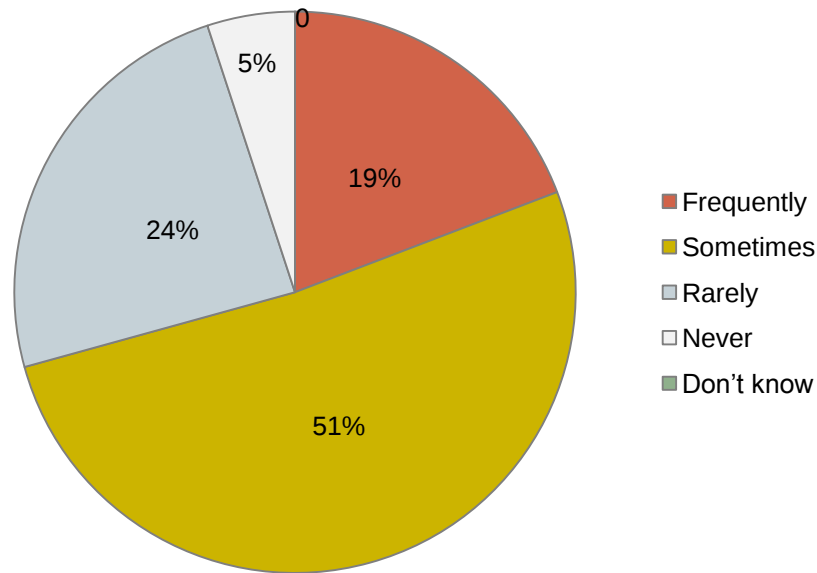
↑ Represents Area to Improve

Sample sizes vary by attribute.

Commission Services/Human Rights are not shown as these departments are too small to conduct Opportunity Analysis.

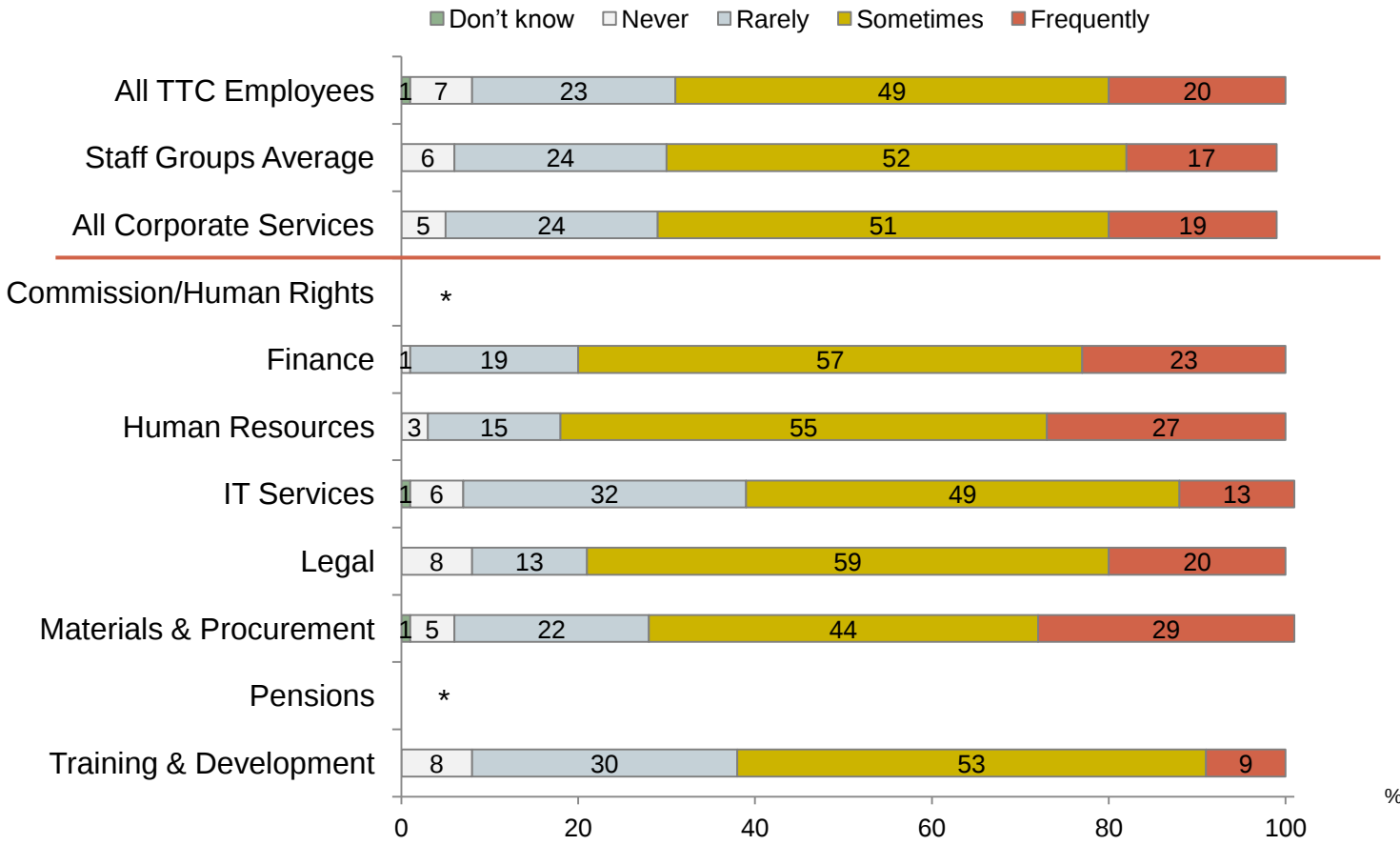
Corporate Services

Total
(n= 704)



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

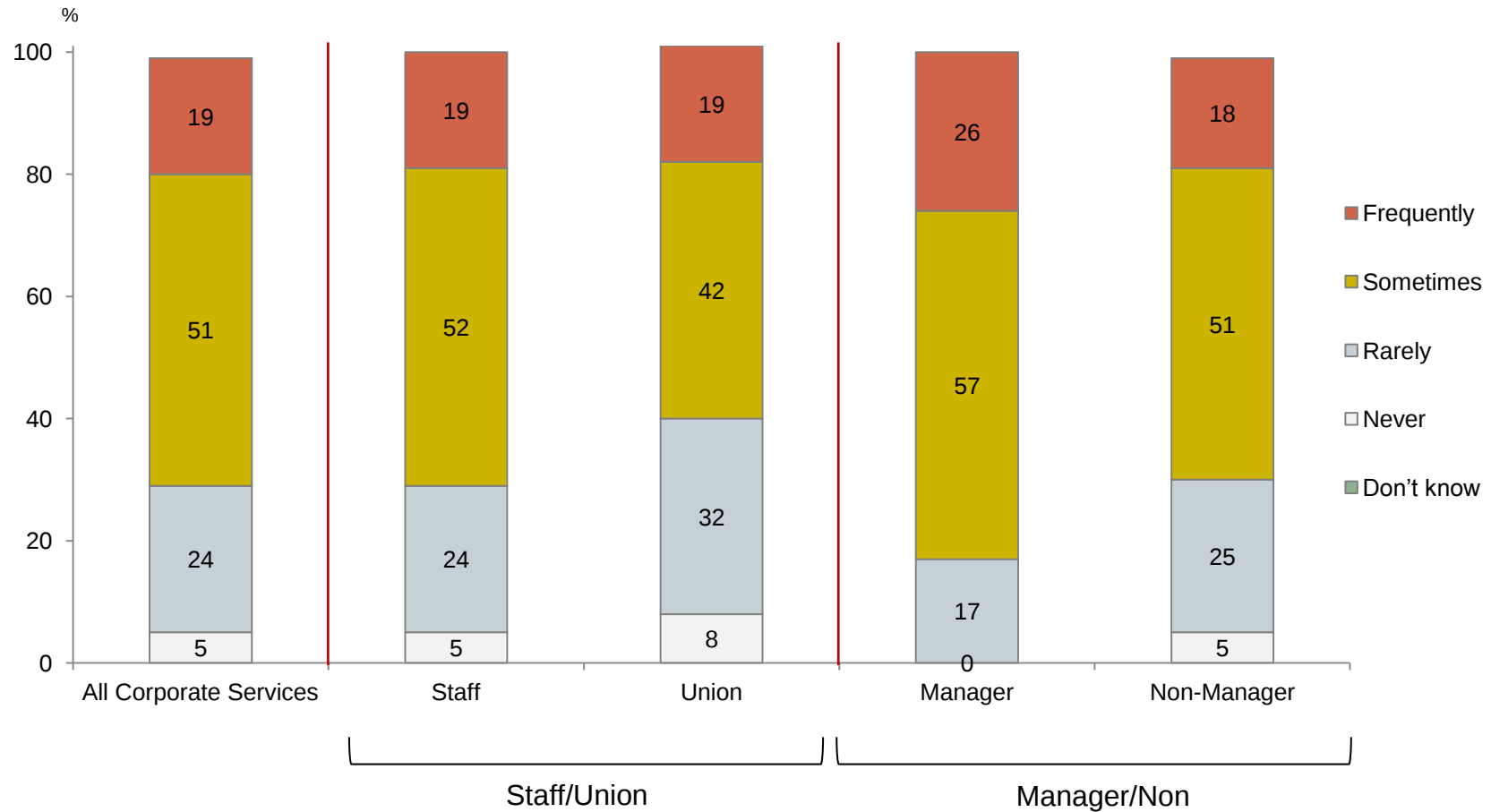
STRESS AT WORK - BY DEPARTMENT



* Percentages suppressed as sample size <30.
F2. Is stress at work a problem for you? 1 Frequently; 2 Sometimes; 3 Rarely; 4 Never; 5 Don't know.
Sample sizes vary by category.

STRESS AT WORK

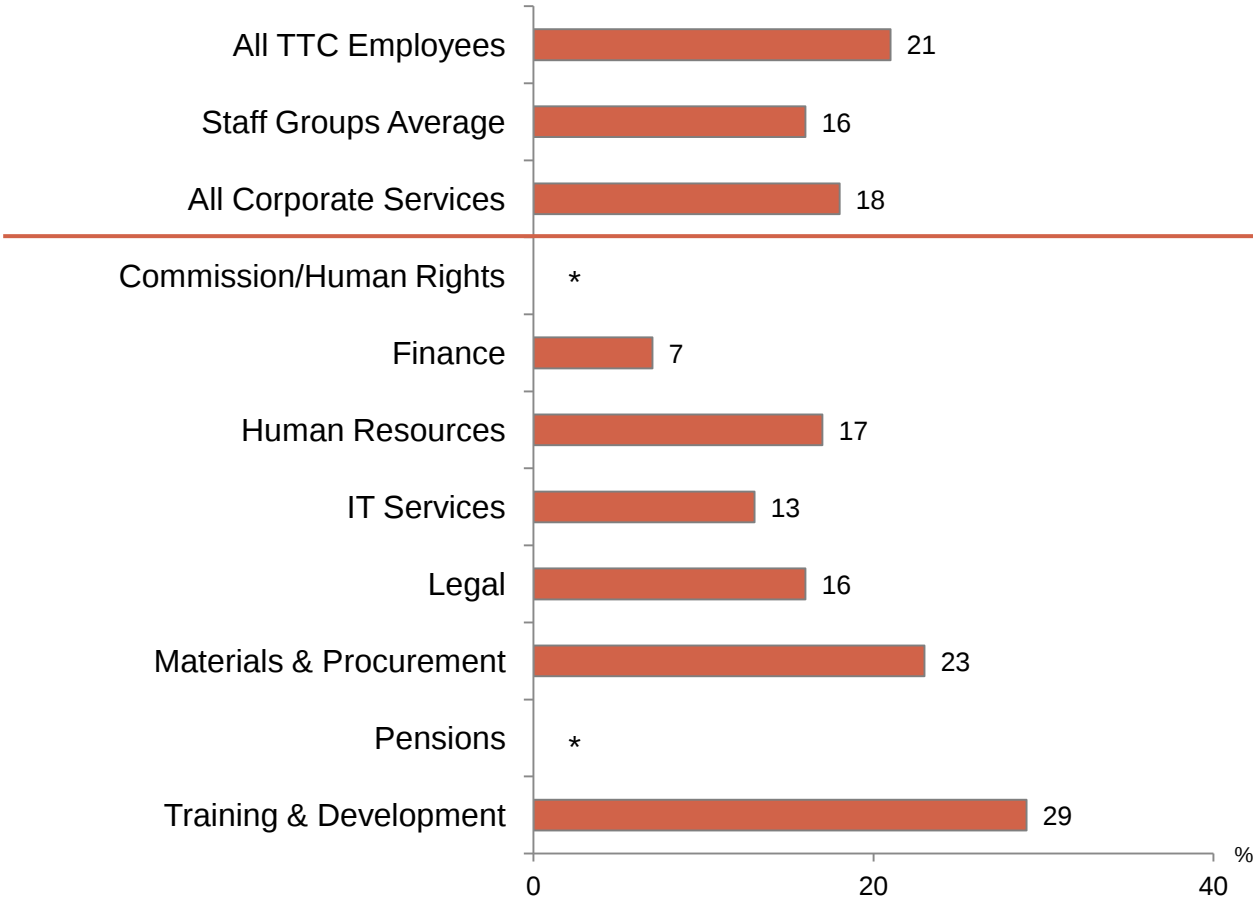
- BY EMPLOYEE POSITION



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

EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT

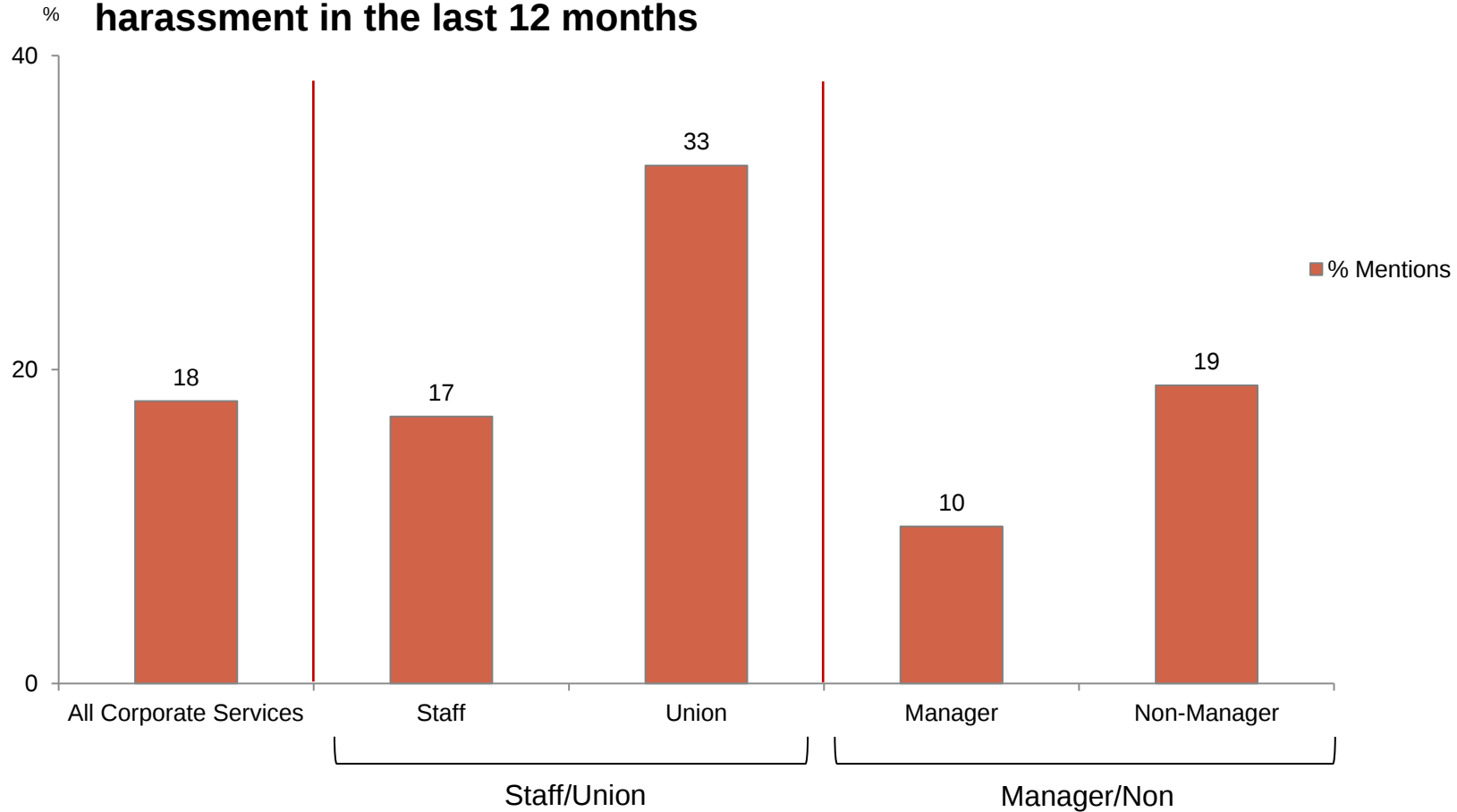
% of TTC Employees that experienced at least one form of Discrimination or harassment in the last 12 months



* Percentages suppressed as sample size <30.
F3. In the last 12 months, have you experienced any discrimination or harassment by other TTC employees on the basis of:

EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT - BY EMPLOYEE POSITION

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



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

DISCRIMINATION OR HARASSMENT EXPERIENCED

	Prefer not to answer range from 2-3%	Prefer not to answer range from 1-3%	Prefer not to answer range from 1-2%	Prefer not to answer range from 0-1%	Prefer not to answer range from 0-2%	Prefer not to answer range from 1-5%	Prefer not to answer range from 0-3%	Prefer not to answer range from 0-2%	Prefer not to answer range from 2-3%
% Yes	All TTC Employees	Staff Groups Average	All Corporate Services	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Training & Development
Disability	3	2	2	0	1	1	2	5	5
Ethnic Origin	6	2	2	0	1	3	2	5	2
Gender (includes gender expression)	3	2	2	1	3	2	5	2	3
Sex (including pregnancy)	2	2	3	0	1	2	8	3	3
Creed	2	1	1	0	0	2	0	2	2
Age	5	4	4	0	6	3	3	5	9
Race	6	2	2	0	1	4	0	5	2
Colour	5	1	1	0	1	2	0	2	2
Sexual Orientation	2	1	1	0	0	1	0	1	2
Family Status	2	2	2	0	5	1	7	1	3
Marital Status	2	2	1	0	2	1	3	1	3
Ancestry	3	1	2	1	0	2	0	3	2
Place of Origin	4	1	1	0	1	2	2	2	0
Citizenship	3	1	1	0	0	2	0	2	0
Personal Harassment	9	7	8	3	7	5	3	13	16
Other	4	2	2	4	1	3	0	4	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.

Commission Services/Human Rights and Pensions are not shown as these departments are too small to report percentages (n<30).

3/24/2015

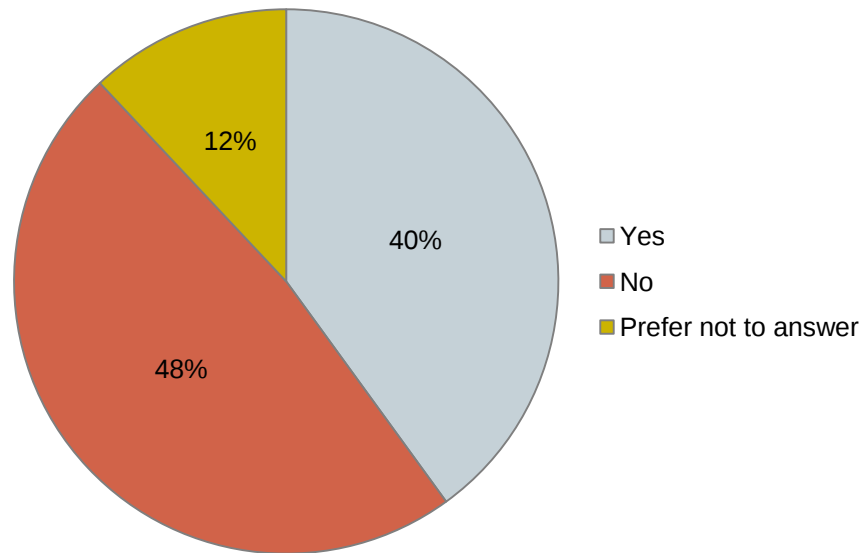
60

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

Corporate Services

Total
(n= 126)



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

IS THE DISCRIMINATION REPORTED TO THE TTC? - BY DEPARTMENT

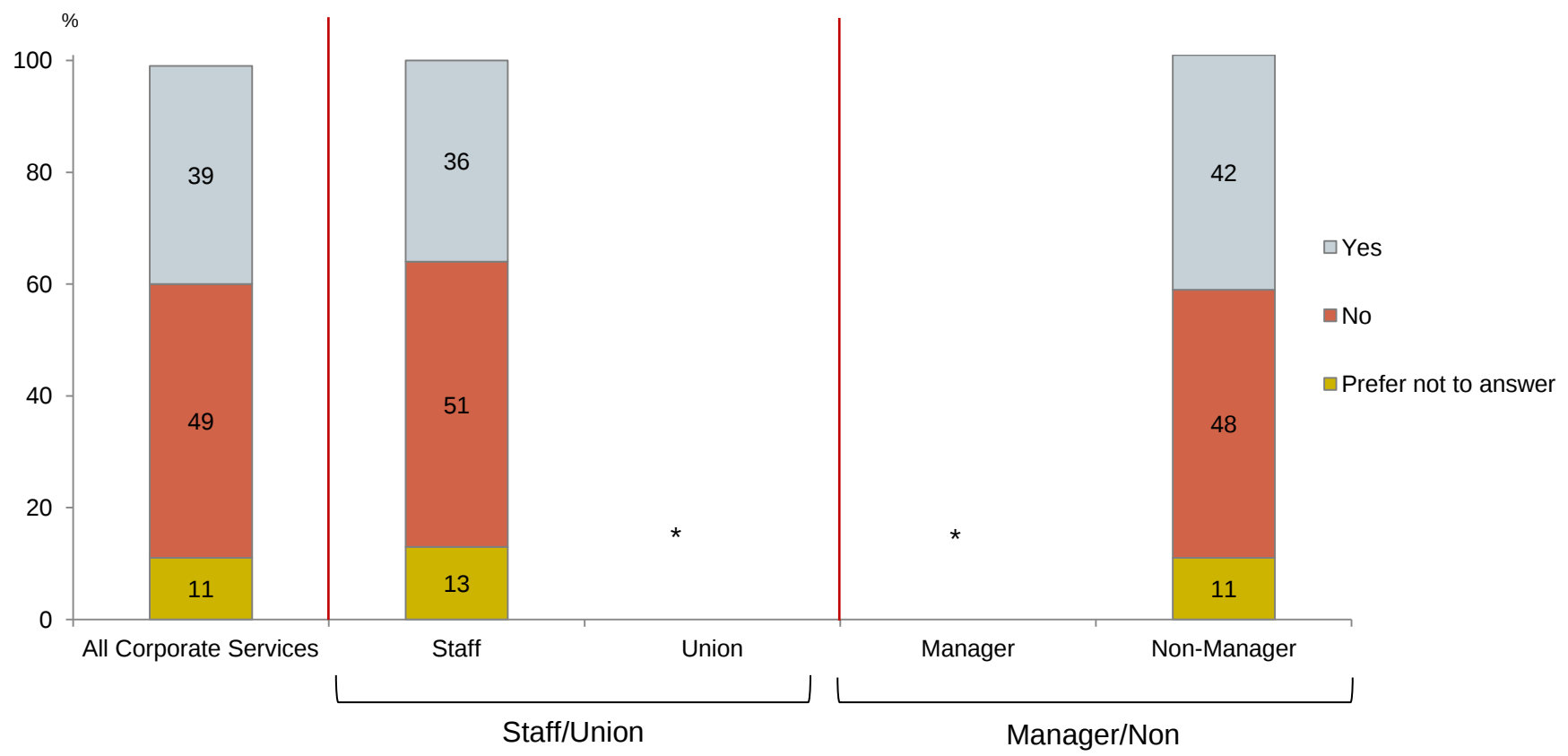
Among employees who have experienced at least one form of discrimination or harassment in the past 12 months



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

IS THE DISCRIMINATION REPORTED TO THE TTC? - BY EMPLOYEE POSITION

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



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

SATISFACTION WITH THE WAY THE INCIDENT WAS HANDLED

Among those who reported the incident



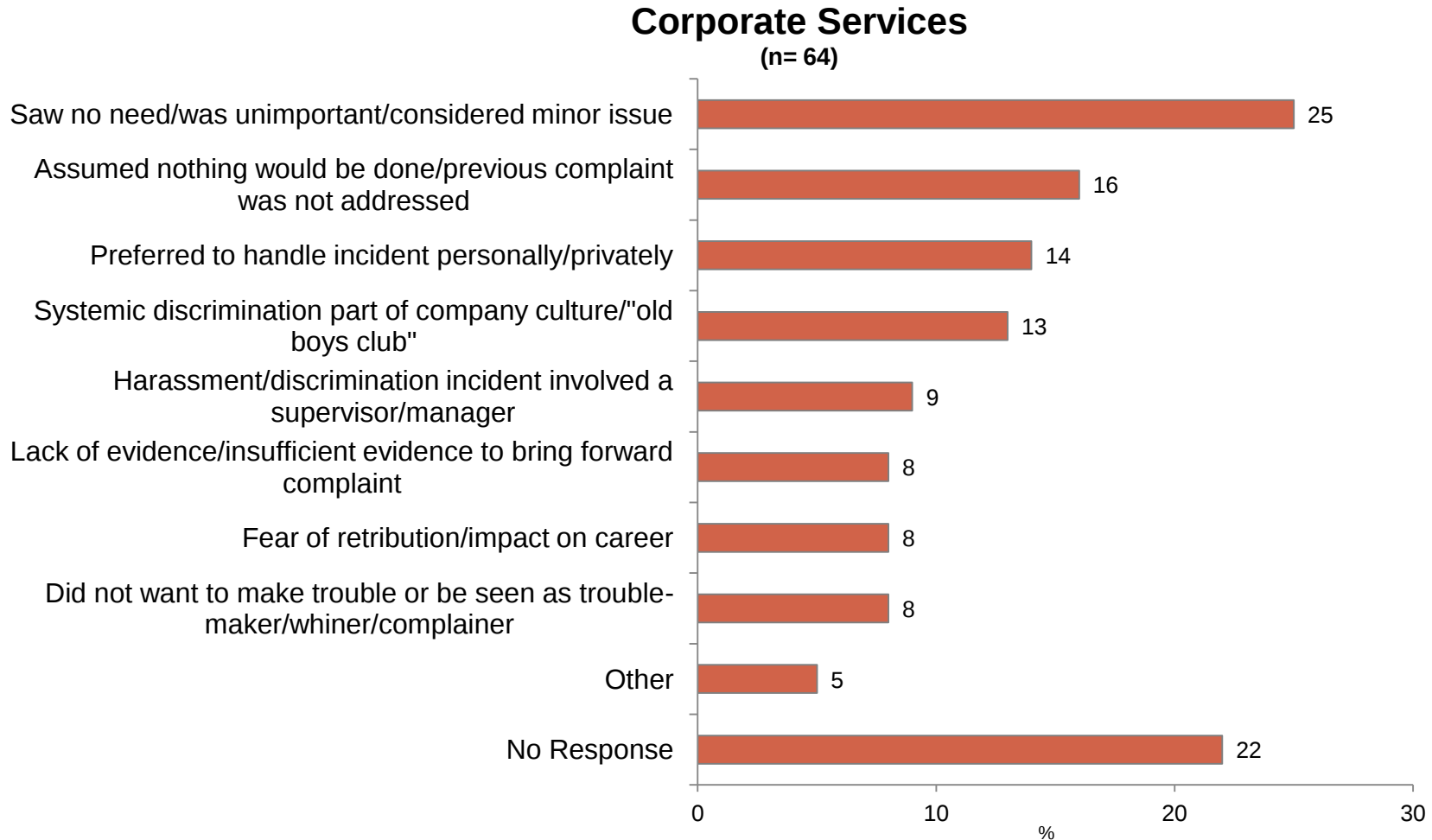
* Percentages suppressed as sample size <30.

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

F5. How satisfied were you with the way the matter was handled?
Sample sizes vary by category.

REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident

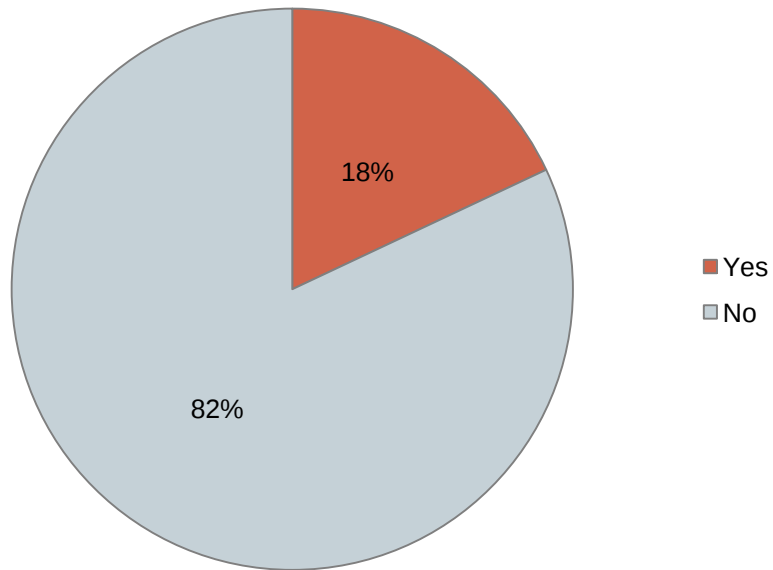


F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?
Percentages may total more than 100% as some respondents identified multiple reasons.

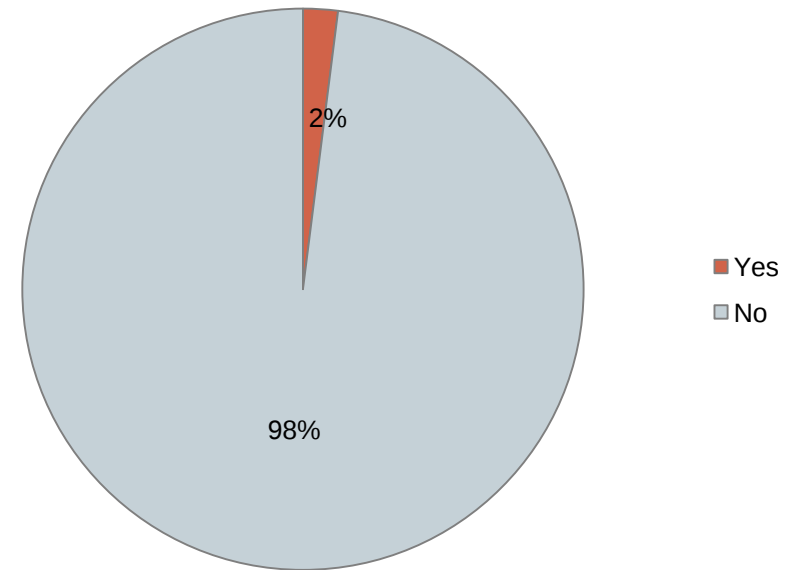
ABUSE FROM CUSTOMERS

Corporate Services

Verbally Abused
(n= 702)

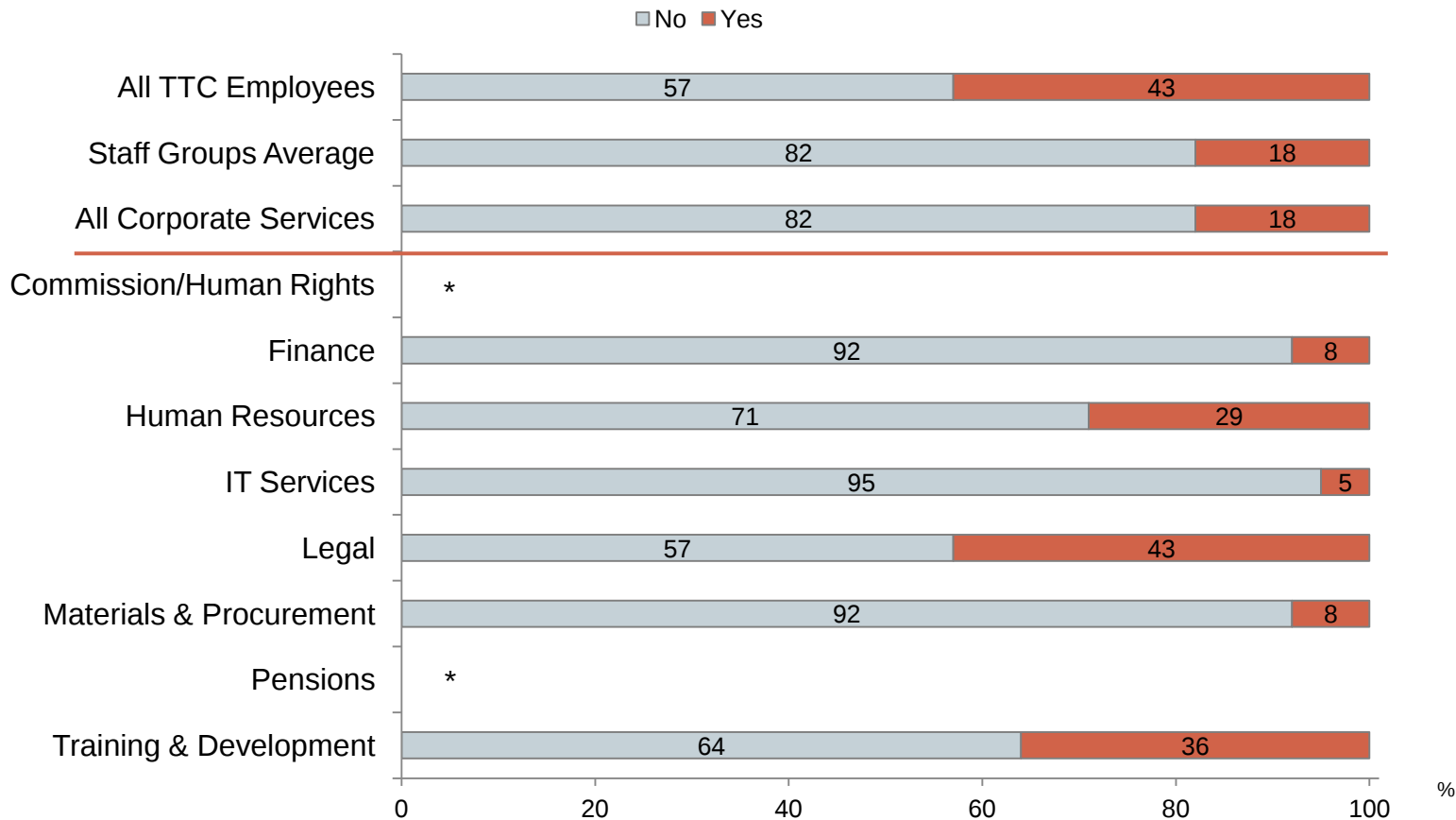


Physically Abused
(n= 700)



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

VERBAL ABUSE FROM CUSTOMERS - BY DEPARTMENT



* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

VERBAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



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

PHYSICAL ABUSE FROM CUSTOMERS - BY DEPARTMENT



* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

PHYSICAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



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

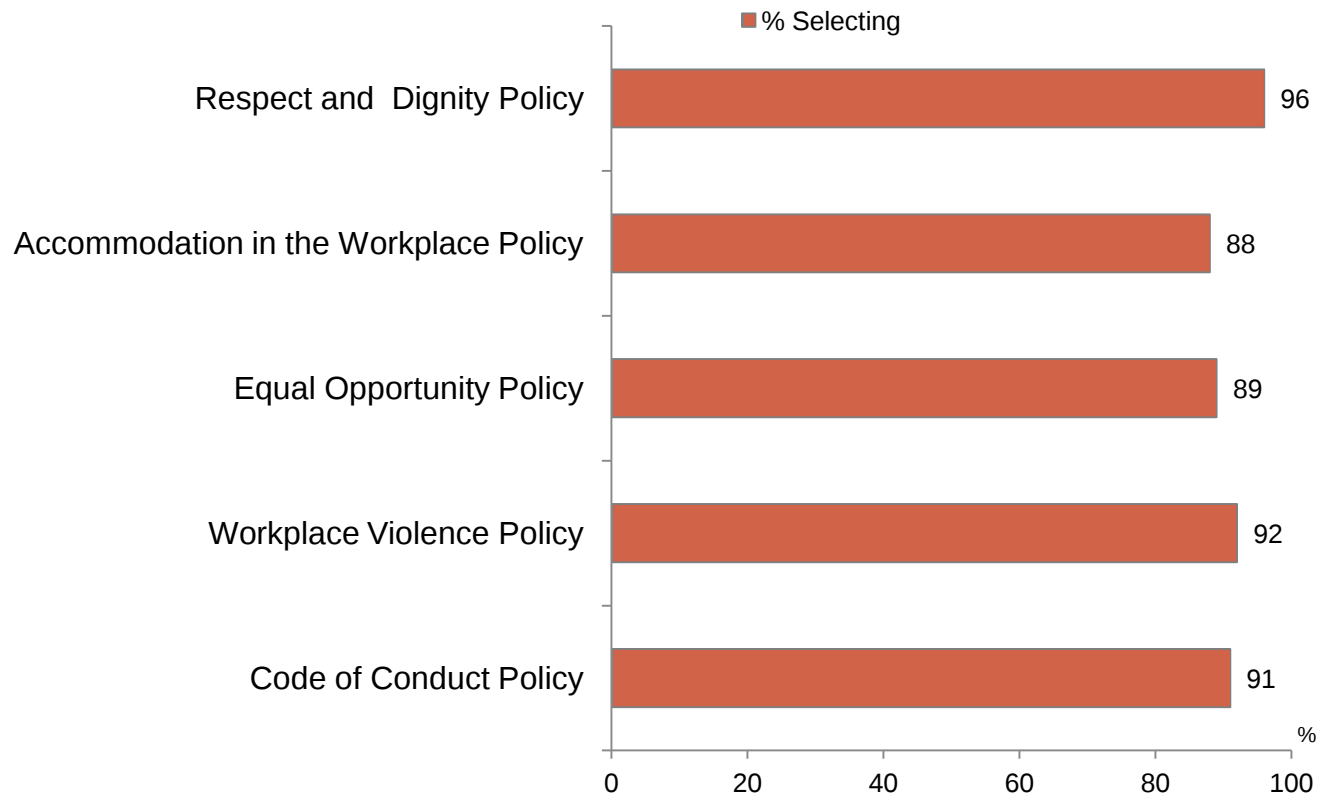
IMPACT OF STRESS, DISCRIMINATION, ABUSE ON EMPLOYEE ENGAGEMENT



FAMILIARITY WITH TTC POLICIES

- CORPORATE SERVICES

- 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, with the most employees indicating they were familiar with the Respect and Dignity 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 Corporate Services	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Training & Development
Respect and Dignity Policy	92	97	96	92	97	97	98	92	100
Accommodation in the Workplace Policy	76	87	88	87	95	85	89	77	94
Equal Opportunity Policy	81	88	89	89	94	86	84	86	93
Workplace Violence Policy	87	92	92	89	94	87	93	93	98
Code of Conduct Policy	82	92	91	88	91	92	92	86	97

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

Commission Services/Human Rights and Pensions are not shown as these departments are too small to report percentages (n<30).

FAMILIARITY WITH TTC POLICIES

- BY EMPLOYEE POSITION

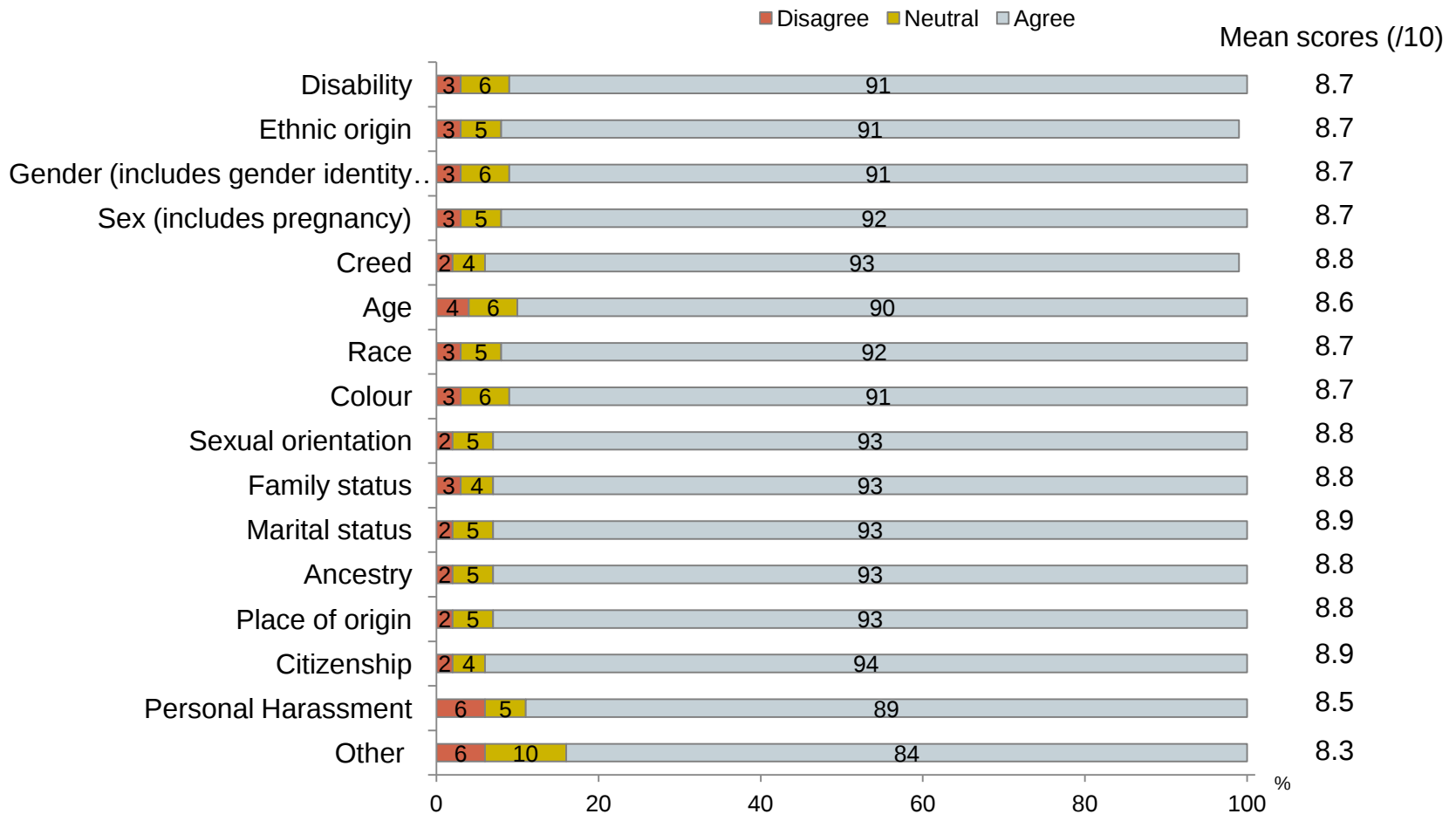
% Selecting	All Corporate Services	Staff	Union	Manager	Non-Manager
Respect and Dignity Policy	96	97	85	100	96
Accommodation in the Workplace Policy	88	89	71	100	87
Equal Opportunity Policy	89	89	80	100	88
Workplace Violence Policy	92	93	87	100	92
Code of Conduct Policy	91	93	73	100	91
		Staff/Union		Manager/Non	

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

EFFECTIVENESS OF TTC PRACTICES

- CORPORATE SERVICES

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



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

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

Sample sizes vary by attribute.

EFFECTIVENESS OF TTC PRACTICES

- BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	Commission/Human Rights	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Pensions	Training & Development
Disability	8.3	8.7	8.7	8.5	9.0	8.7	9.0	8.0	8.4	8.8	8.7
Ethnic Origin	8.3	8.6	8.7	9.1	8.9	8.8	8.9	8.0	8.4	8.3	8.7
Gender (includes gender expression)	8.5	8.7	8.7	9.2	9.0	8.8	8.9	8.1	8.5	8.4	8.8
Sex (including pregnancy)	8.5	8.7	8.7	9.1	9.0	8.6	9.1	7.8	8.5	8.1	8.8
Creed	8.5	8.8	8.8	9.0	9.0	9.1	9.0	8.1	8.5	8.7	8.8
Age	8.4	8.6	8.6	9.1	8.7	8.7	8.9	7.9	8.3	8.7	8.6
Race	8.4	8.7	8.7	9.1	8.9	8.7	8.9	8.0	8.5	8.6	8.8
Colour	8.4	8.7	8.7	9.1	9.0	8.7	8.9	8.0	8.5	8.3	8.8
Sexual Orientation	8.6	8.8	8.8	9.1	9.1	9.1	9.1	8.2	8.5	8.4	8.7
Family Status	8.6	8.8	8.8	8.7	9.2	8.7	9.1	8.1	8.4	8.7	8.9
Marital Status	8.6	8.9	8.9	9.5	9.2	9.0	9.1	8.2	8.6	8.7	8.9
Ancestry	8.6	8.8	8.8	9.1	9.0	8.9	9.0	8.3	8.6	8.7	8.9
Place of Origin	8.5	8.8	8.8	9.1	9.0	8.9	9.0	8.2	8.5	8.7	9.0
Citizenship	8.6	8.9	8.9	9.1	9.0	9.1	9.1	8.3	8.5	8.7	8.9
Personal Harassment	8.2	8.6	8.5	9.0	8.7	8.6	8.9	7.9	8.1	8.1	8.3
Other	8.2	8.2	8.3	**	9.0	**	8.5	**	7.9	**	8.1

** 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 Corporate Services	Staff	Union	Manager	Non-Manager
Disability	8.7	8.8	7.5	9.2	8.7
Ethnic Origin	8.7	8.7	7.7	9.1	8.6
Gender (includes gender expression)	8.7	8.8	8.0	9.2	8.7
Sex (including pregnancy)	8.7	8.8	8.1	8.9	8.7
Creed	8.8	8.9	7.8	9.3	8.8
Age	8.6	8.6	7.9	9.2	8.6
Race	8.7	8.8	7.8	9.1	8.7
Colour	8.7	8.8	7.7	9.2	8.7
Sexual Orientation	8.8	8.9	8.0	9.3	8.8
Family Status	8.8	8.8	8.0	9.3	8.7
Marital Status	8.9	9.0	8.1	9.3	8.9
Ancestry	8.8	8.9	7.9	9.1	8.8
Place of Origin	8.8	8.9	7.8	9.2	8.8
Citizenship	8.9	9.0	7.8	9.3	8.8
Personal Harassment	8.5	8.6	7.2	9.0	8.5
Other	8.3	8.6	7.5	**	8.4
		Staff/Union		Manager/Non	

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

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

Sample sizes vary by attribute.

AREA TO IMPROVE: YOUR COMPANY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Company” as third most impactful on Employee Engagement and as an area in which Corporate Services employees are relatively less satisfied, making this an Area to Improve.
- Your Company is particularly impactful for three departments: IT Services, Materials & Procurement, and Training & Development, where it is an Area to Improve for all three departments.
- Mean satisfaction ratings across most specific aspects of Your Company are generally highest for Pensions and IT Services, and lowest for Training & Development.
- Satisfaction scores are significantly higher among staff compared to unionized employees, and somewhat higher among managers compared to non-managers.
- Across the specific aspects of Your Company, satisfaction ratings are highest for, “The TTC puts customers first”. Ratings were lowest for, “People get things done both quickly and efficiently at the TTC”, “If something goes wrong, people concentrate on putting it right, not blaming others” and “There is effective sharing of information across the TTC.” There are a few differences among departments. For some departments, the level of trust between senior management and employees is among the lowest scores and ratings are not always among the lowest for getting things done quickly and efficiently.
- 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
 - TTC leadership welcomes all feedback, both positive and negative

SECTION SUMMARY

- This is generally consistent across all departments, although welcoming feedback is an Area to Protect for Finance and Human Resources. In addition, valuing staff time is an Area to Protect for Finance, IT Services and Legal, while trust level is less influential for Legal.
- Effective sharing of best practices was an issue for a few departments, specifically Finance, IT Services, and Legal. A few other attributes were influential for only one or two departments.
- In addition to these Areas to Improve, one area was identified as a key Area to Protect:
 - I feel confident that TTC leadership is making the right decisions for the company's future success
- This result was consistent across most departments, with the exception of Materials & Procurement, where this was an Area to Improve.
- In addition, several departments identified being well informed about what is happening as an Area to Protect (Human Resources, IT Services, Legal, Materials & Procurement). Agreeing that the TTC vision is realistic and achievable was influential for Human Resources, Materials & Procurement, and Training & Development.
- Speaking Highly of the TTC
- A majority (60%) of Corporate Services 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.
- Training & Development is most likely to “always” speak highly of the TTC, followed by IT Services, while Materials & Procurement is least likely.
- Staff and managers have higher proportions of employees indicating that they would “always” speak highly of the TTC compared to unionized employees and non-managers.

SECTION SUMMARY

- Change in Experience Working for the TTC
- 35% feel that working for the TTC has improved over the past 12 months, compared to 16% who feel it has gotten worse.
- Employees in the IT Services department were most likely to express that working for the TTC has improved over the past 12 months (47%), while Finance was least likely to feel this way (25%).
- Employees in Materials & Procurement department (26%), and Training & Development (22%) were more likely to report that working for the TTC has gotten worse in the past twelve months compared to employees in Legal (7%), and IT Services (10%).
- Staff were more likely to express that working for the TTC has improved over the past 12 months (36%) compared to unionized employees (23%), and were also less likely to feel that that working for the TTC has gotten worse compared to unionized employees (16% vs. 23% respectively).
- Among employees who indicated that working for the TTC has gotten better in the past 12 months, the main reasons traced to the arrival of new managers or coworkers, followed by the vision and leadership of senior management, improvements in communication, and increased focus on customer service.
- Among those indicating that working for the TTC has gotten worse, main reasons related to inexperienced and/or unqualified managers, a lack of accountability, a lack of vision or direction from leadership, and an increased or more unbalanced workload.

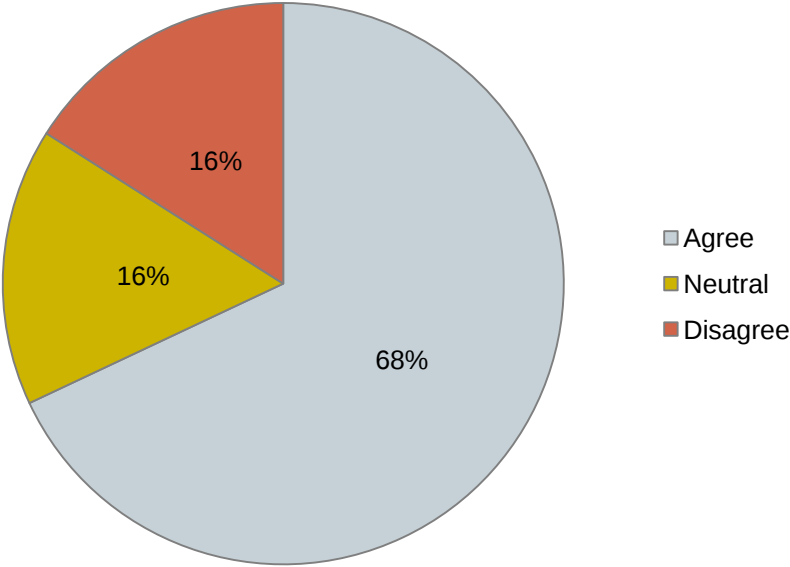
OVERALL RATINGS OF YOUR COMPANY - CORPORATE SERVICES

Corporate Services

Total

(n= 696)

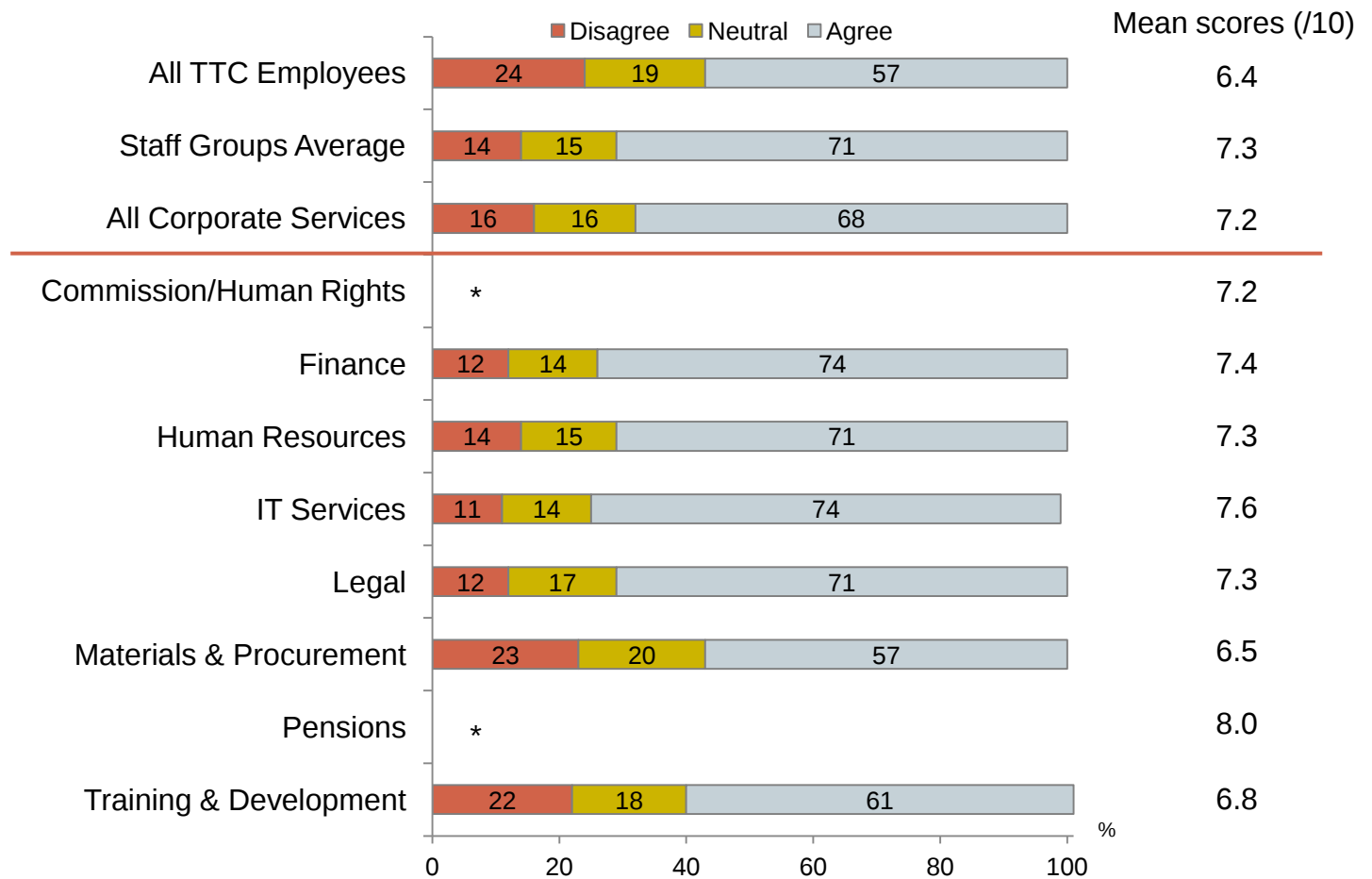
Mean=7.2



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

OVERALL RATINGS OF YOUR COMPANY

- BY DEPARTMENT



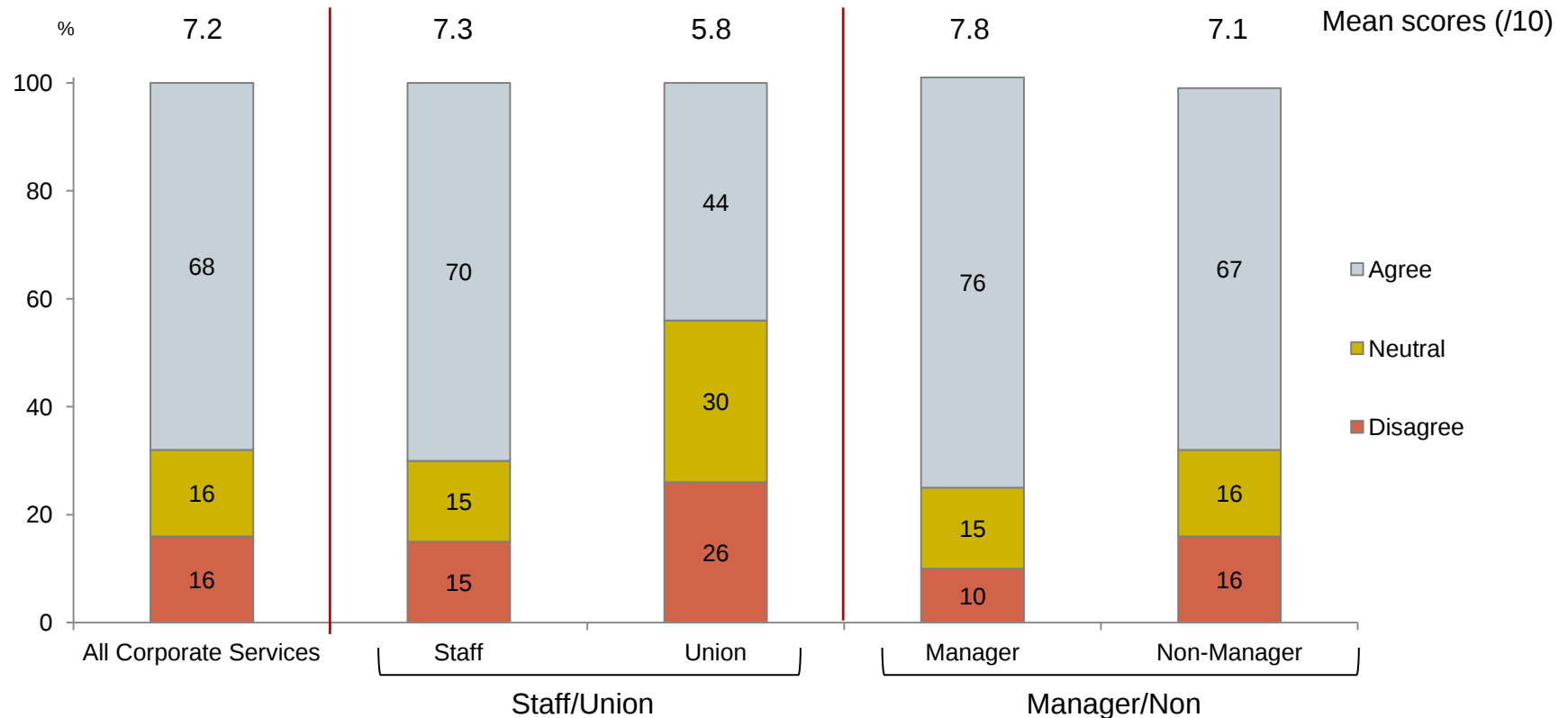
* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

OVERALL RATINGS OF YOUR COMPANY - BY EMPLOYEE POSITION

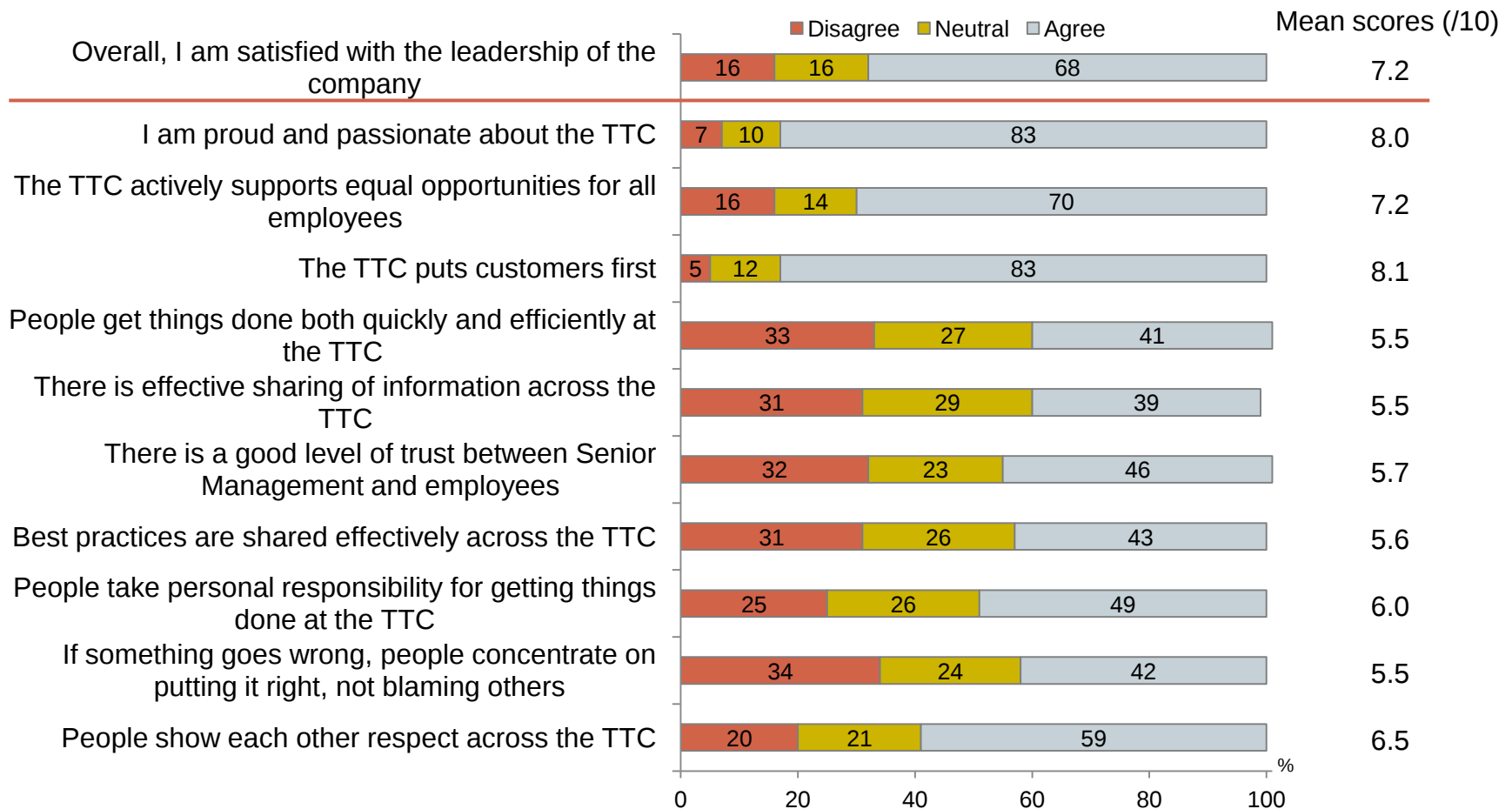


C1. Please indicate the extent to which you agree or disagree with each of the following statements:
Overall, I am satisfied with the leadership of the company.
Sample sizes vary by category.

3/24/2015

YOUR COMPANY

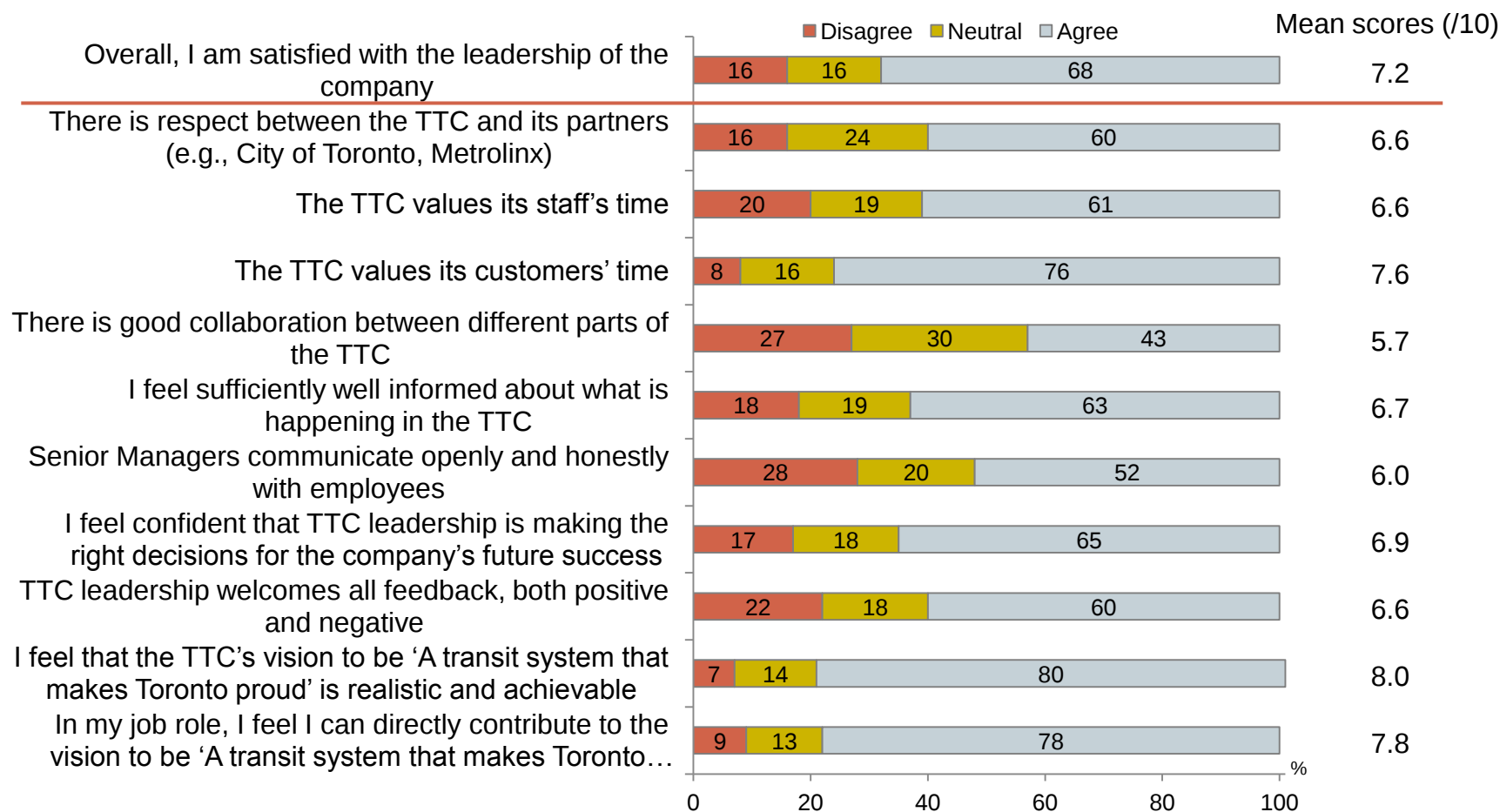
- CORPORATE SERVICES



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

YOUR COMPANY

- CORPORATE SERVICES (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 Corporate Services	Commission Serv./Human Rights	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Pensions	Training & Development
Overall, I am satisfied with the leadership of the company	6.4	7.3	7.2	7.2	7.4	7.3	7.6	7.3	6.5	8.0	6.8
I am proud and passionate about the TTC	7.6	8.1	8.0	7.4	8.1	8.0	8.2	7.7	7.8	8.1	8.3
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.2	6.2	6.9	6.9	7.6	7.1	7.2	7.6	7.3
The TTC puts customers first	7.8	8.0	8.1	7.4	8.4	8.3	8.2	7.6	8.1	8.2	7.7
People get things done both quickly and efficiently at the TTC	5.1	5.5	5.5	5.4	5.6	5.4	5.9	5.4	5.4	6.2	5.0
There is effective sharing of information across the TTC	4.9	5.4	5.5	5.9	5.5	5.4	6.1	5.7	5.5	6.5	4.4
There is a good level of trust between Senior Management and employees	4.9	5.8	5.7	5.0	5.8	5.8	6.4	5.8	5.1	6.3	4.7
Best practices are shared effectively across the TTC	5.3	5.7	5.6	5.0	5.6	5.3	6.3	6.0	5.6	6.2	4.7
People take personal responsibility for getting things done at the TTC	5.6	6.2	6.0	5.1	6.1	6.1	6.5	5.9	6.1	6.4	5.3
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	5.7	5.5	4.8	5.7	5.4	6.3	5.5	4.9	6.6	4.7
People show each other respect across the TTC	6.1	6.7	6.5	5.8	6.7	6.1	7.2	6.3	6.3	7.5	6.1
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.7	6.6	6.0	7.4	7.0	7.2	6.5	6.1	**	5.8
The TTC values its staff's time	6.0	6.8	6.6	6.6	7.2	6.4	7.2	6.6	6.1	6.8	5.9
The TTC values its customers' time	7.1	7.6	7.6	7.8	8.0	7.9	7.8	7.0	7.7	7.1	7.0
There is good collaboration between different parts of the TTC	5.3	5.8	5.7	5.4	5.9	6.1	6.3	6.2	5.5	6.5	4.5
I feel sufficiently well informed about what is happening in the TTC	5.7	6.7	6.7	6.9	7.1	6.8	7.2	6.8	6.6	7.3	5.6
Senior Managers communicate openly and honestly with employees	5.3	6.2	6.0	5.4	5.9	6.0	6.9	6.2	5.5	6.6	5.2
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	7.1	6.9	7.4	7.4	7.1	7.5	7.1	6.1	7.4	6.1
TTC leadership welcomes all feedback, both positive and negative	6.0	6.7	6.6	7.0	6.9	6.7	7.1	6.5	6.2	7.1	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	8.0	8.2	8.0	8.3	8.4	7.4	7.8	7.4	8.1
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	7.8	7.8	7.3	7.9	7.9	7.1	7.5	7.8	8.3

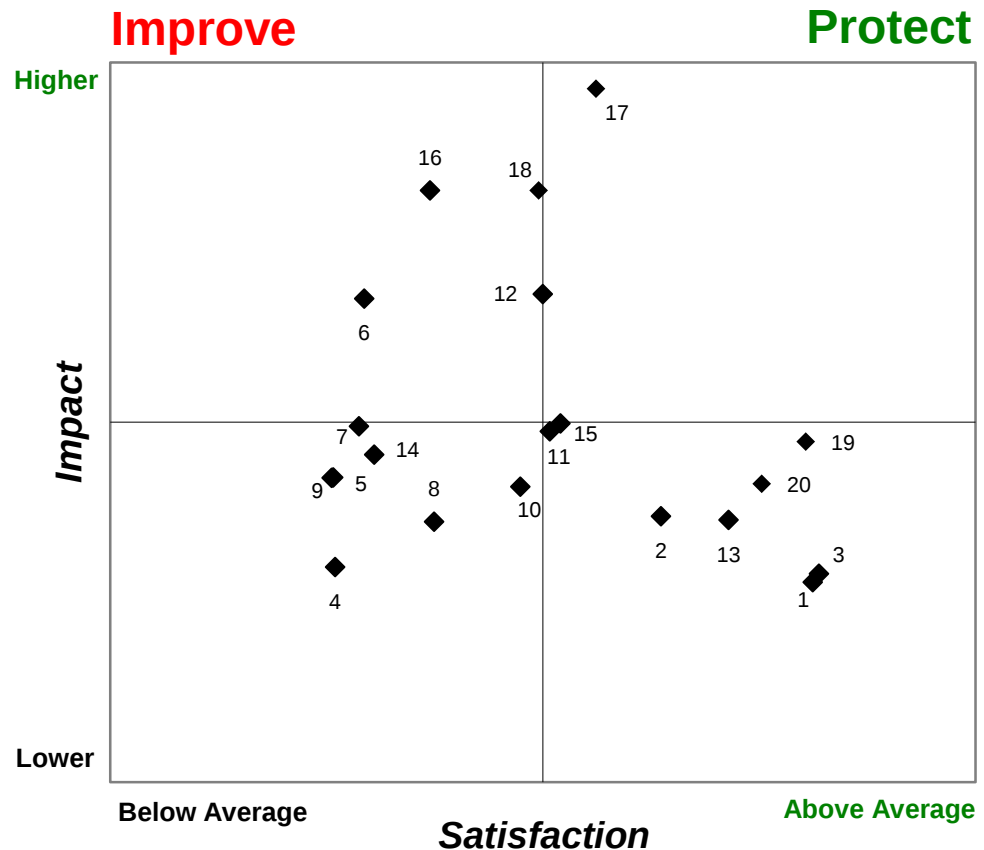
** Mean score suppressed due to sample size <10.

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

Sample sizes vary by attribute.

3/24/2015

OPPORTUNITY ANALYSIS: YOUR COMPANY - CORPORATE SERVICES



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 5.5 to 8.1.
Impact values range between 24% to 68%.

OPPORTUNITY ANALYSIS: YOUR COMPANY

SUMMARY BY DEPARTMENT

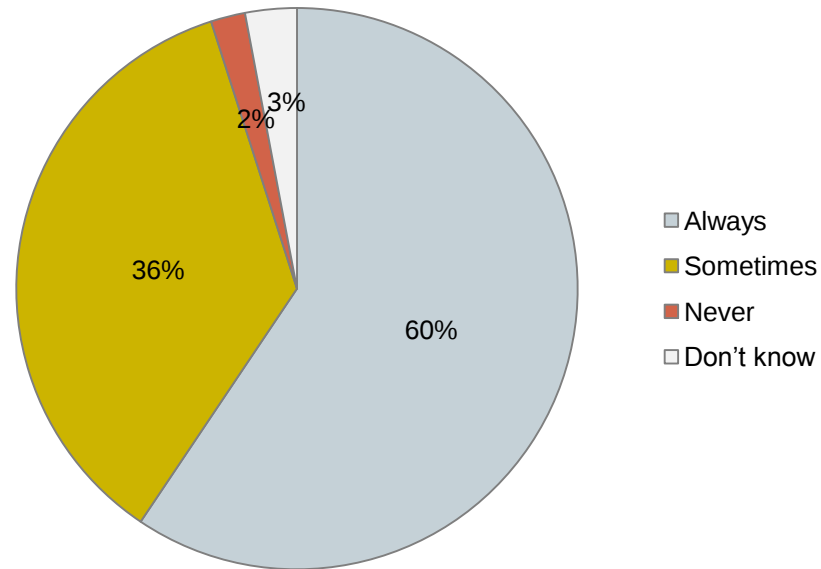
Key Drivers by Department	All Corporate Services	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Training & Development
I am proud and passionate about the TTC							
The TTC actively supports equal opportunities for all employees			🔒			🔒	
The TTC puts customers first							
People 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.
 Commission Services/Human Rights and Pensions are not shown as these departments are too small to conduct Opportunity Analysis.

Corporate Services

Total
(n= 704)



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

SPEAKING HIGHLY OF THE TTC

- BY DEPARTMENT



* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

SPEAKING HIGHLY OF THE TTC - BY EMPLOYEE POSITION

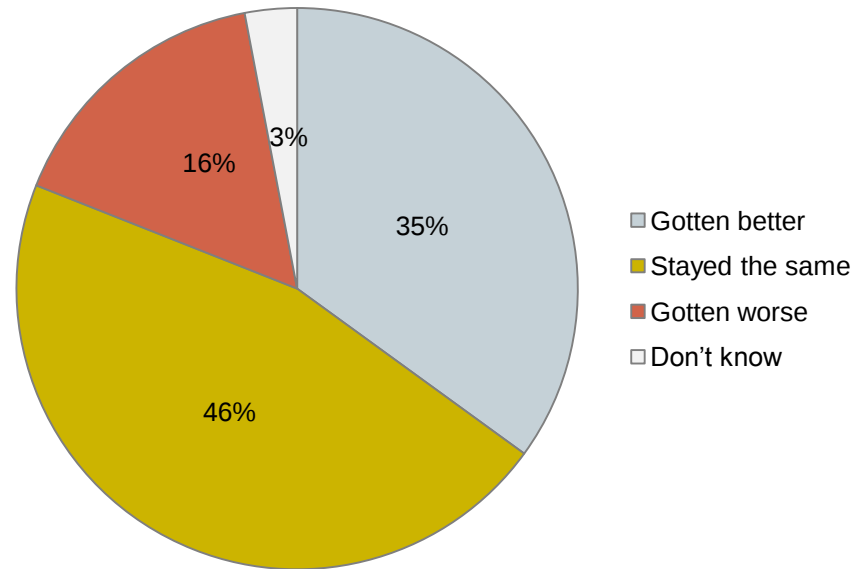


C2. I would speak highly of the TTC....: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.
Sample sizes vary by category.

CHANGE IN EXPERIENCE WORKING FOR THE TTC

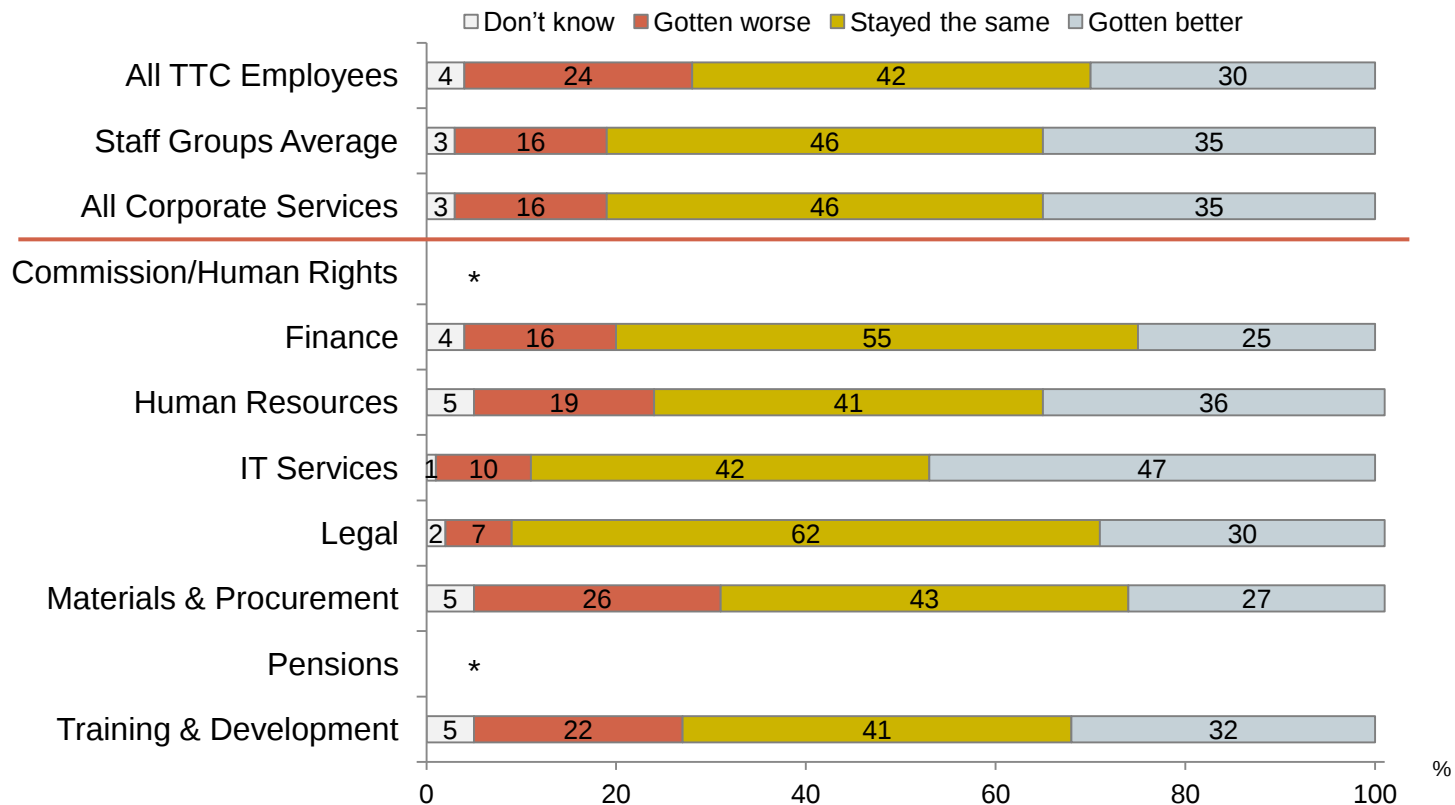
Corporate Services

Total
(n= 704)



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

CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY DEPARTMENT



* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY EMPLOYEE POSITION

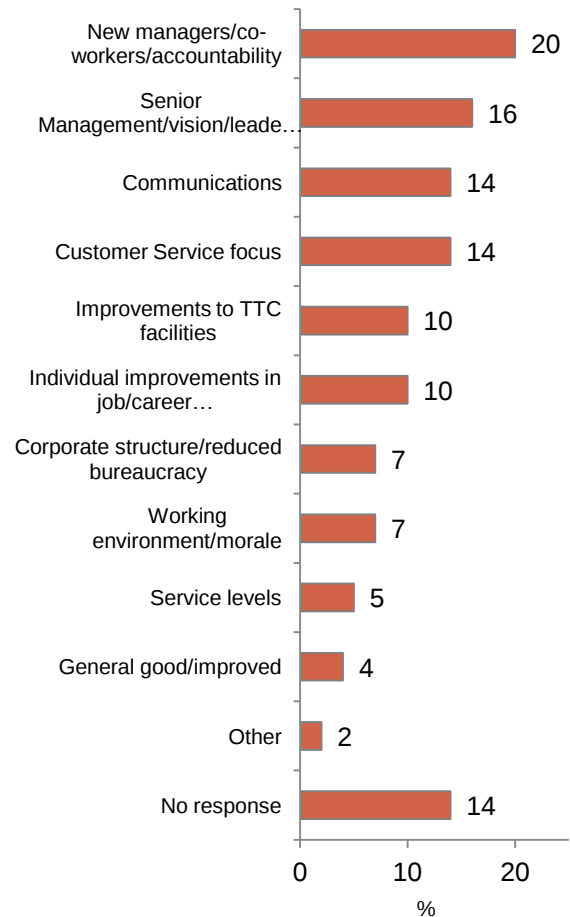


C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.
Sample sizes vary by category.

REASONS INDICATED FOR CHANGE IN EXPERIENCE

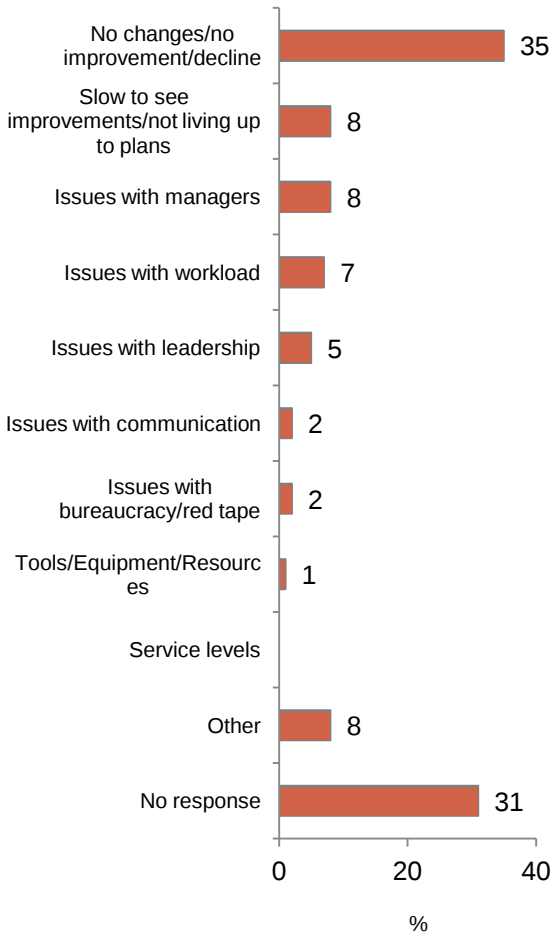
Employees indicating TTC has Gotten better

Corporate Services
(n= 246)



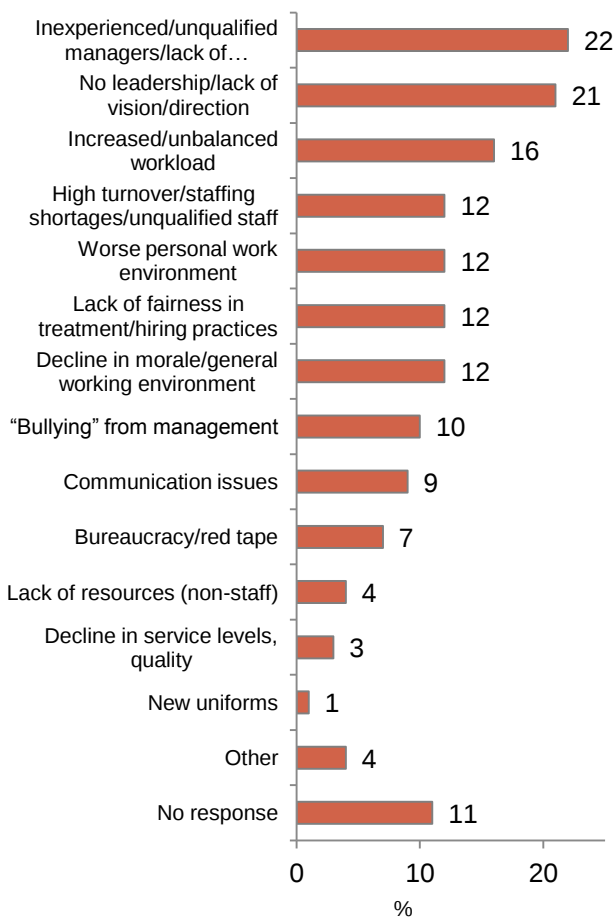
Employees indicating TTC has Stayed the same

Corporate Services
(n= 322)



Employees indicating TTC has Gotten worse

Corporate Services
(n= 113)



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: TRAINING AND DEVELOPMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Training and Development” as having a moderate impact on Employee Engagement and as an area in which Corporate Services employees are relatively less satisfied, making this an Area to Monitor.
- While not a key driver of Employee Engagement across Corporate Services as a whole, Training and Development is particularly influential for Finance, Human Resources, and Legal, where, in each department, this is an Area to Improve.
- Employee satisfaction with their training and development is highest for Pensions, and lowest for Commission Services/Human Rights
- Satisfaction with training and development is similar for both Staff and Union employees. Managers are substantially more satisfied than other employees.
- Across the specific aspects of Training and Development, ratings were highest for, “My on-boarding/induction experience was positive”. Ratings were lowest for, “The way people are selected for jobs in the TTC is fair”, followed by “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”. These results were consistent for most departments, though having ongoing training opportunities was rated higher by Finance, Materials & Procurement, and Pensions.
- 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 career development opportunities available to me
 - I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor

SECTION SUMMARY

- This is generally consistent across all groups, except that the agreed development plan is not a key driver for Legal or Training & Development. Also, satisfaction with career opportunities is an Area to Protect for Materials & Procurement.
- In addition, fairness of selection for jobs is an Area to Improve for Finance, and Materials & Procurement. This is of particular note, since Training & Development is more influential for the Finance department.
- In addition to these improvements, the following areas are key Areas to Protect:
 - The TTC provides ongoing training opportunities so I can develop my skills
 - I am satisfied with the support I receive on my personal development
- This is consistent as well, with a few exceptions. Having training opportunities is less influential for Finance and Materials & Procurement. For satisfaction with career development support, this is an Area to Improve for IT Services and Training & Development.

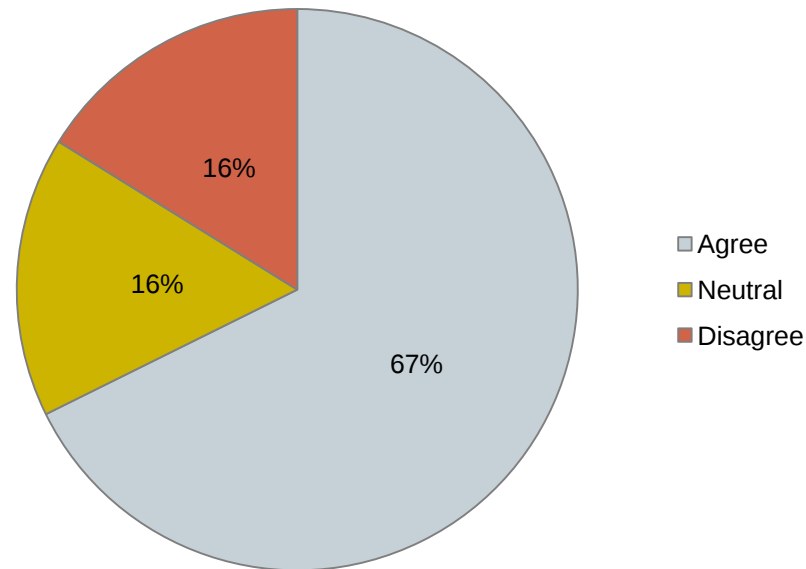
OVERALL RATINGS OF TRAINING AND DEVELOPMENT - CORPORATE SERVICES

Corporate Services

Total

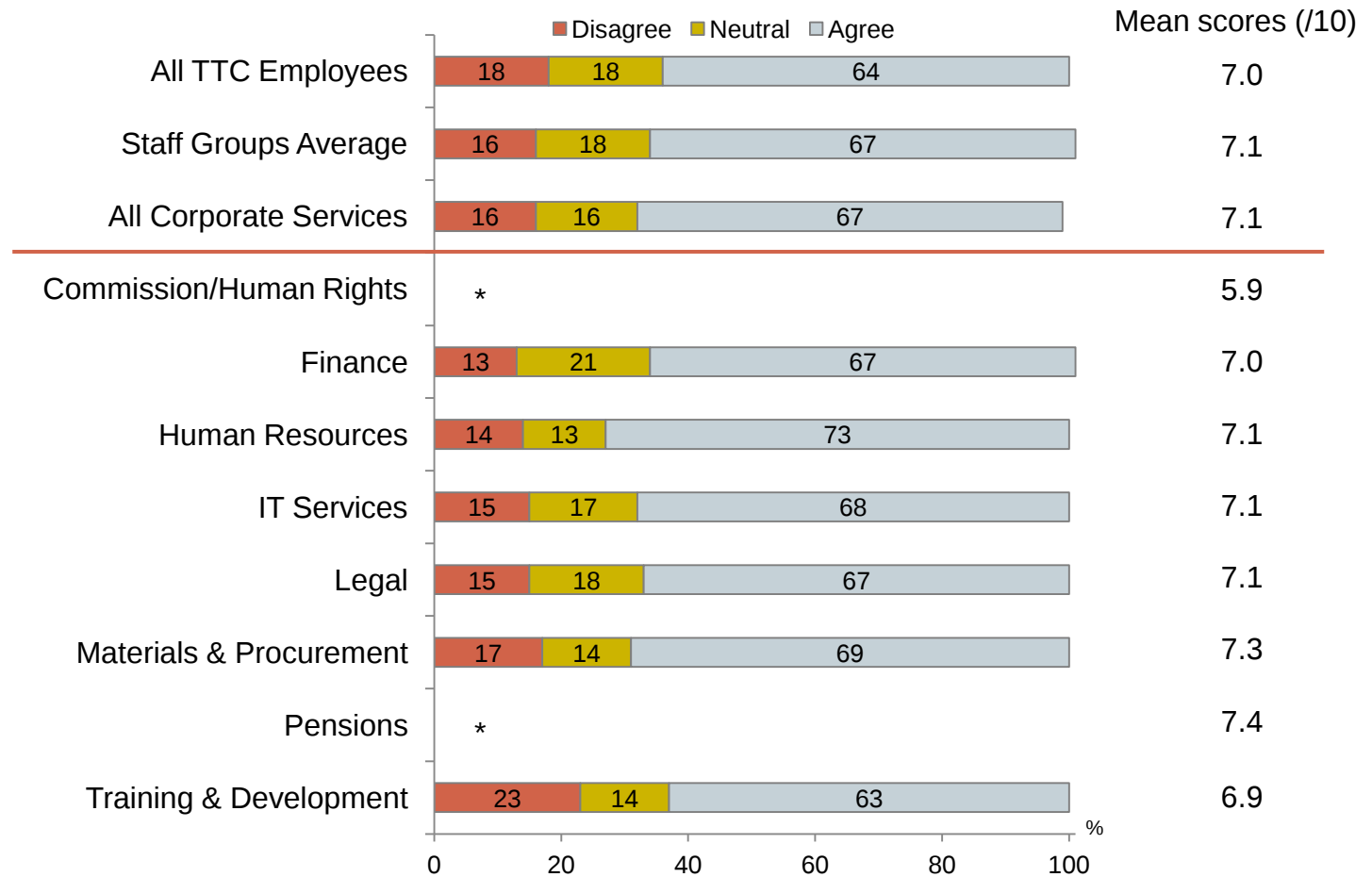
(n= 700)

Mean=7.1



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

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY DEPARTMENT



* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

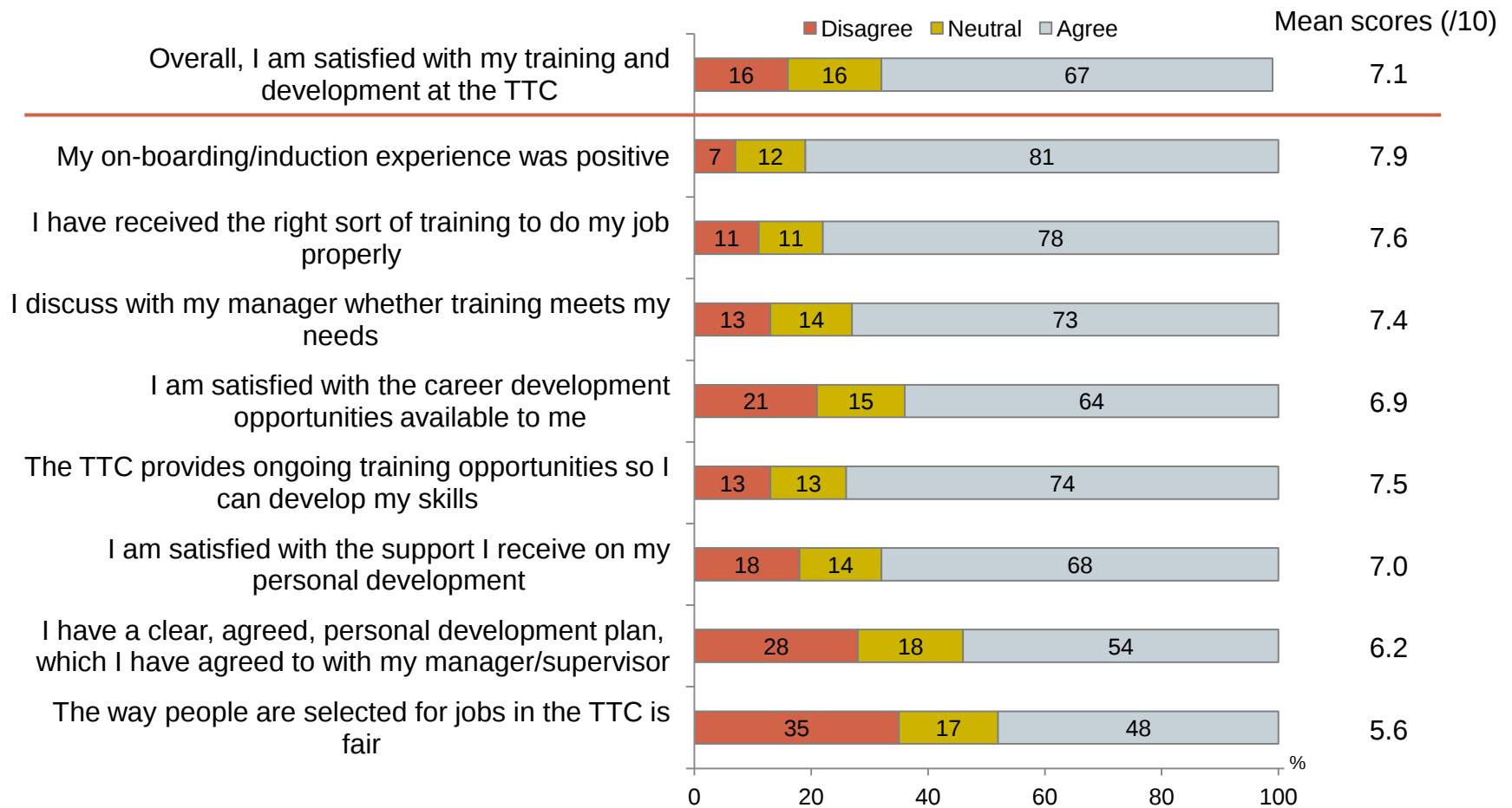
OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY EMPLOYEE POSITION



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

TRAINING AND DEVELOPMENT

- CORPORATE SERVICES



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.

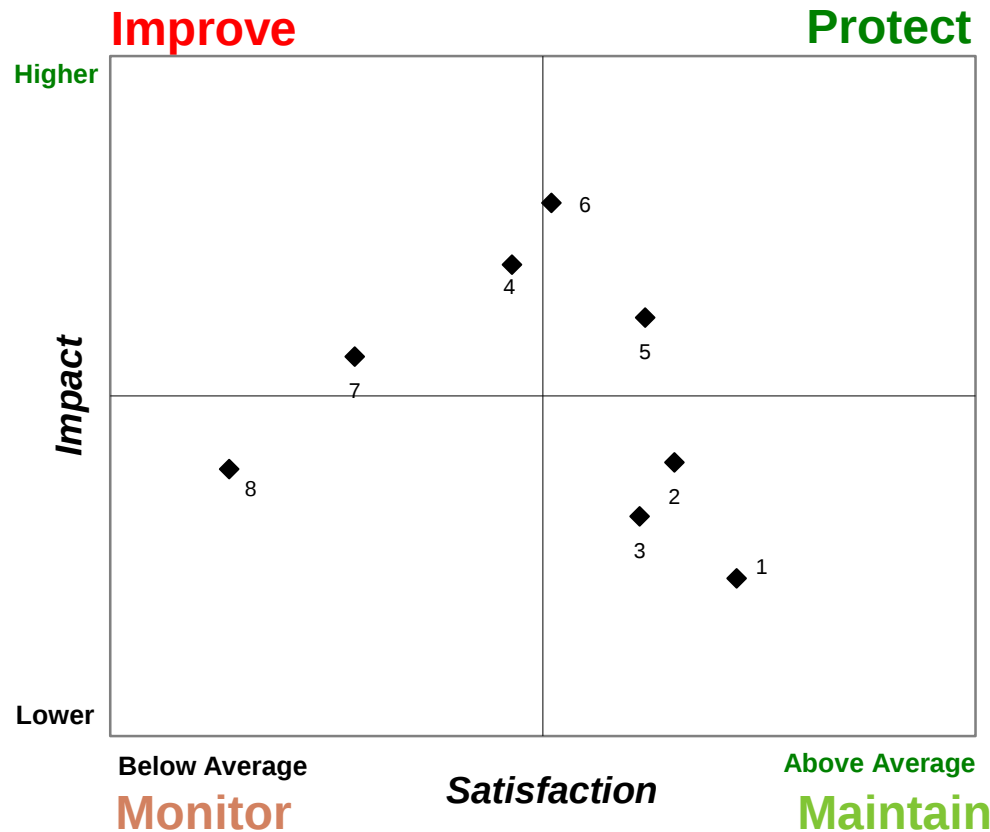
TRAINING AND DEVELOPMENT

- BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	Commission Serv./Human Rights	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Pensions	Training & Development
Overall, I am satisfied with my training and development at the TTC	7.0	7.1	7.1	5.9	7.0	7.1	7.1	7.1	7.3	7.4	6.9
My on-boarding/induction experience was positive	7.9	7.9	7.9	8.1	7.7	8.0	8.0	7.7	7.5	7.4	8.1
I have received the right sort of training to do my job properly	7.6	7.7	7.6	7.8	7.5	7.6	7.5	7.6	7.6	7.9	7.7
I discuss with my manager whether training meets my needs	6.7	7.5	7.4	7.6	7.5	7.6	7.7	7.2	6.9	7.7	7.5
I am satisfied with the career development opportunities available to me	6.9	6.9	6.9	5.4	7.1	6.7	7.0	6.3	7.2	7.8	6.7
The TTC provides ongoing training opportunities so I can develop my skills	7.0	7.5	7.5	6.4	7.9	7.4	7.3	7.2	8.0	8.2	7.1
I am satisfied with the support I receive on my personal development	6.5	7.1	7.0	6.1	7.4	7.2	7.1	7.1	7.3	6.7	6.6
I have a clear, agreed, personal development plan, agreed to with my manager/supervisor	5.5	6.3	6.2	4.5	6.2	5.7	6.4	6.3	6.7	6.9	5.6
The way people are selected for jobs in the TTC is fair	5.6	5.7	5.6	5.0	5.6	5.6	6.0	5.2	5.5	6.6	5.2

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.
Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: TRAINING AND DEVELOPMENT - CORPORATE SERVICES



1. My on-boarding/induction experience was positive
2. I have received the right sort of training to do my job properly
3. I discuss with my manager whether training meets my needs
4. I am satisfied with the career development opportunities available to me
5. The TTC provides ongoing training opportunities so I can develop my skills
6. I am satisfied with the support I receive on my personal development
7. I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor
8. The way people are selected for jobs in the TTC is fair

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 5.6 to 7.9.
 Impact values range between 30% to 77%.

OPPORTUNITY ANALYSIS: TRAINING AND DEVELOPMENT - SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Corporate Services	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Training & Development
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.

Commission Services/Human Rights and Pensions are not shown as these departments are too small to conduct Opportunity Analysis.

AREA TO MONITOR: PERFORMANCE AND REWARD

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Although “Performance and Reward” is not the most influential aspect of the employee experience, Opportunity Analysis still identifies it as having a moderate impact on Employee Engagement and as an area in which Corporate Services employees are relatively less satisfied. In other words, it is an Area to Monitor.
- While not a key driver of Employee Engagement across Corporate Services as a whole, Performance and Reward is particularly influential for Materials & Procurement, where this is an Area to Improve.
- Employee satisfaction with the way the TTC recognizes and rewards employees is highest for Finance, and generally lowest for Training & Development.
- Staff and union employees have similar satisfaction levels regarding Performance and Reward, while managers are more satisfied than other employees
- Across the specific aspects of Performance and Reward, ratings were highest for, “The TTC offers good job security”, followed by “I am satisfied with my pay and benefits, given the job I do”. Ratings were lowest for, “Poor performance is not tolerated”, followed by “At the TTC, the recognition and rewards are meaningful”. These results were consistent for most departments.
- To improve employee satisfaction with Performance and Reward, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - At the TTC, the recognition and / or rewards are meaningful
 - I am recognized for excellent performance
 - I am satisfied with the recognition I receive from my manager
 - I have the opportunity to progress within the company

SECTION SUMMARY

- This is generally consistent across all departments. Two of these areas however, recognition for performance and recognition from a manager, are less influential for Finance and Legal. Also, having the opportunity to progress is less influential for Materials & Procurement, and is an Area to Protect for Training & Development.

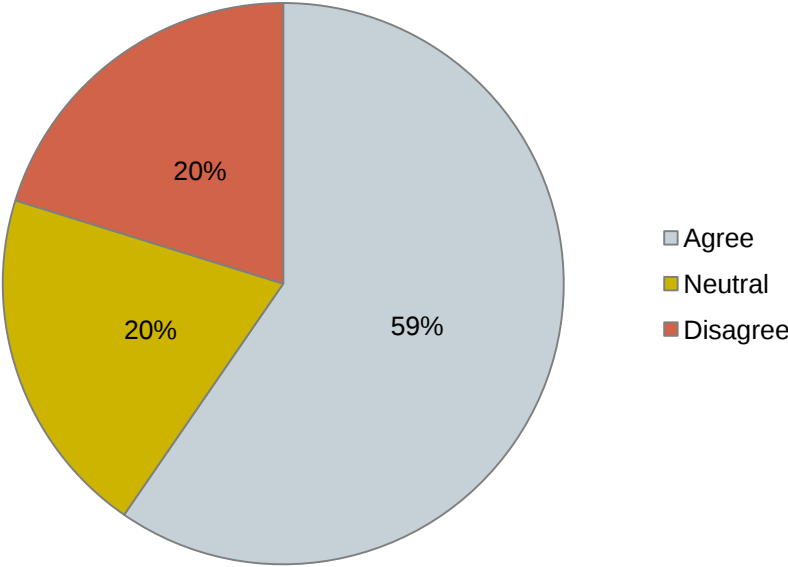
OVERALL RATINGS OF PERFORMANCE AND REWARD - CORPORATE SERVICES

Corporate Services

Total

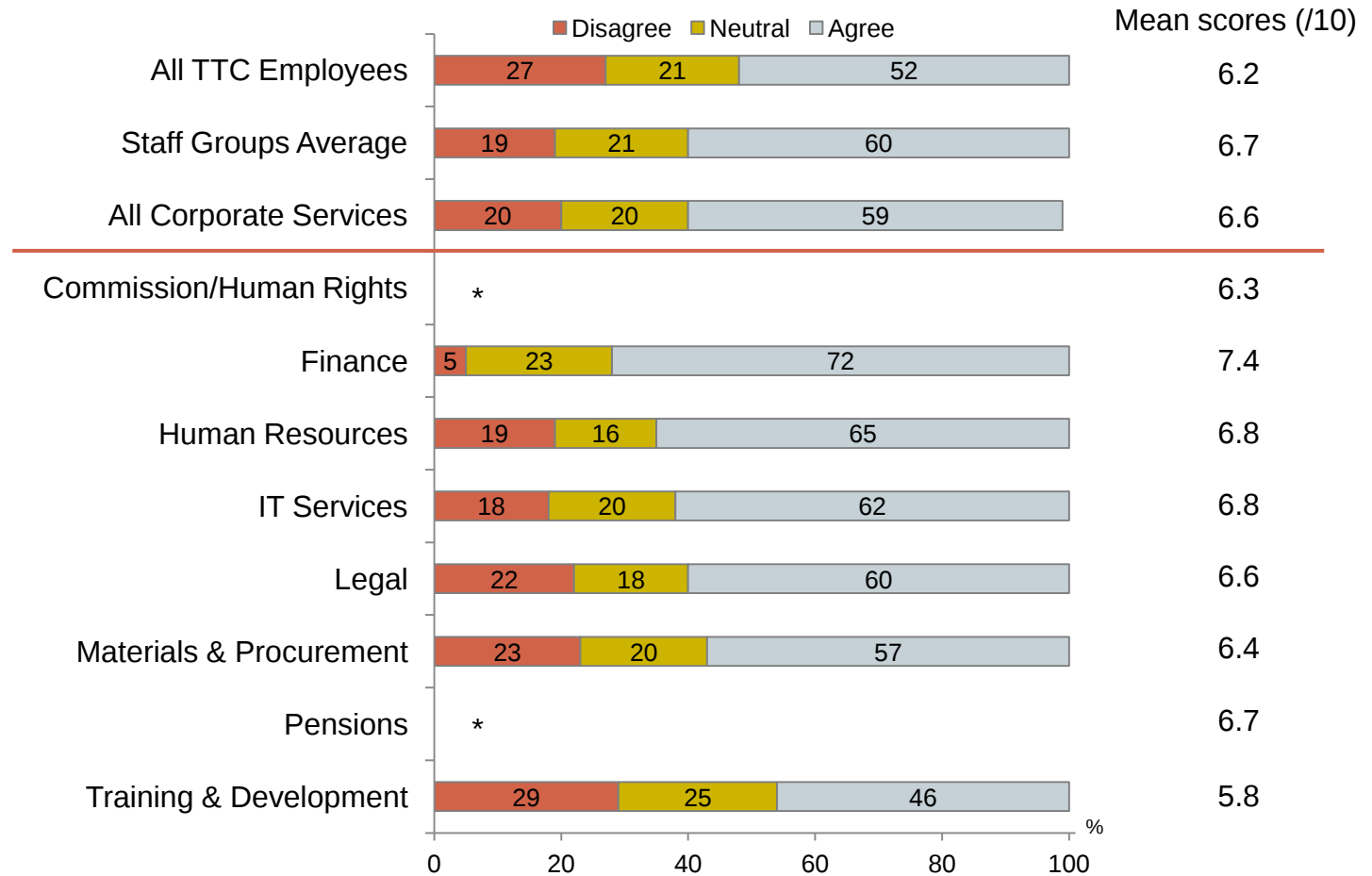
(n= 696)

Mean=6.6



I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.
Overall, I am satisfied with the way the TTC recognizes and rewards employees.

OVERALL RATINGS OF PERFORMANCE AND REWARD - BY DEPARTMENT



* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

OVERALL RATINGS OF PERFORMANCE AND REWARD - BY EMPLOYEE POSITION



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

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

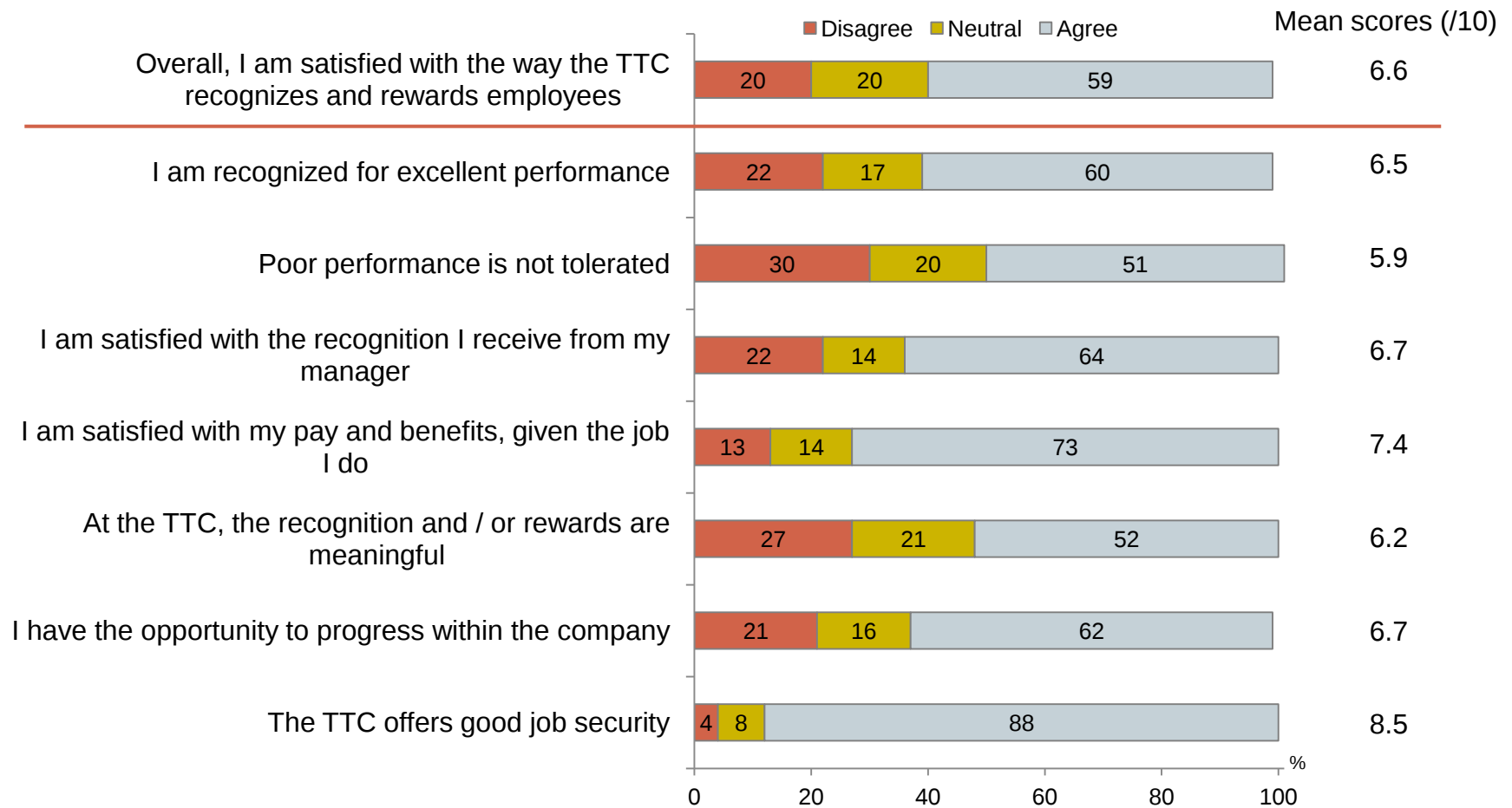
Sample sizes vary by category.

3/24/2015

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PERFORMANCE AND REWARD

- CORPORATE SERVICES



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.

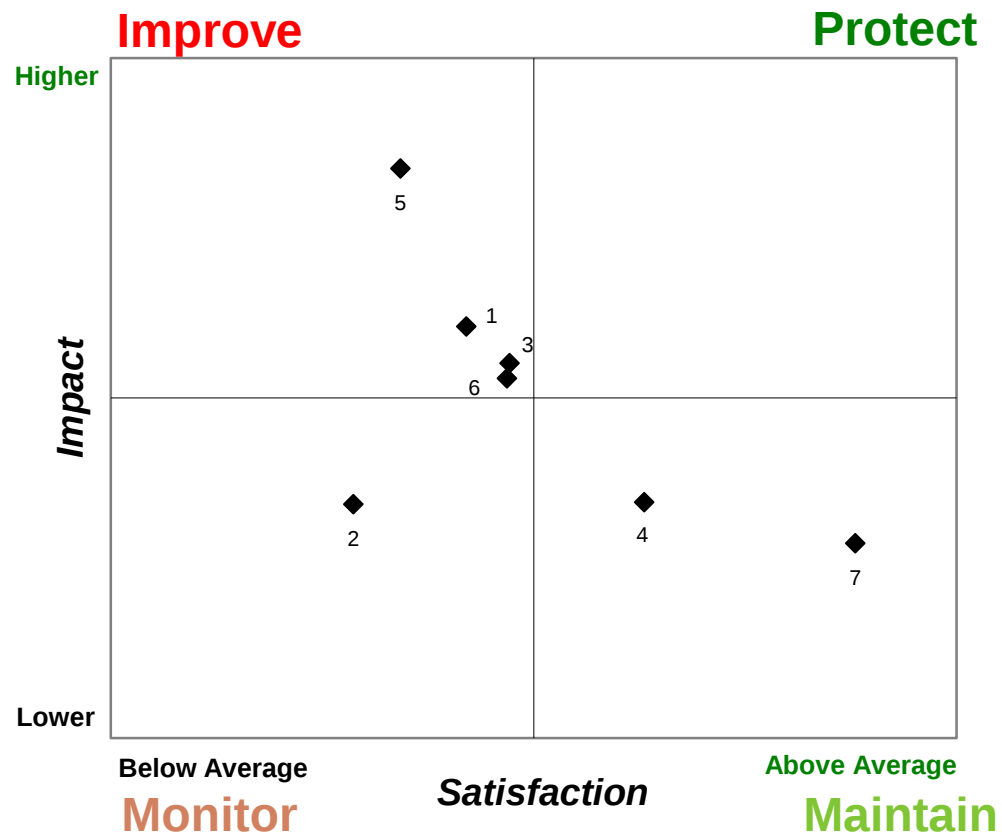
PERFORMANCE AND REWARD

- BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	Commission Serv./Human Rights	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Pensions	Training & Development
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.6	6.3	7.4	6.8	6.8	6.6	6.4	6.7	5.8
I am recognized for excellent performance	5.9	6.7	6.5	6.4	7.2	6.8	6.8	6.9	6.4	5.8	5.6
Poor performance is not tolerated	5.9	6.2	5.9	6.9	6.1	6.2	6.0	5.7	6.4	7.2	5.1
I am satisfied with the recognition I receive from my manager	6.0	6.9	6.7	6.4	7.4	7.0	7.0	7.0	6.6	5.9	5.8
I am satisfied with my pay and benefits, given the job I do	7.7	7.4	7.4	8.1	7.6	8.1	7.8	6.6	7.5	7.8	6.4
At the TTC, the recognition and / or rewards are meaningful	5.9	6.3	6.2	6.1	6.8	6.3	6.3	6.0	6.3	6.3	5.6
I have the opportunity to progress within the company	6.9	6.6	6.7	4.8	6.8	6.5	6.9	5.7	7.0	7.5	6.8
The TTC offers good job security	8.3	8.4	8.5	8.2	8.8	8.5	8.6	8.3	8.2	8.6	8.4

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 - CORPORATE SERVICES



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 5.9 to 8.5.
Impact values range between 24% to 66%.

OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Corporate Services	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Training & Development
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.

Commission Services/Human Rights and Pensions are not shown as these departments are too small to conduct Opportunity Analysis.

AREA TO MAINTAIN: YOUR TEAM

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Your Team” as having a moderate impact on Employee Engagement and is an area in which Corporate Services employees are relatively satisfied, making this an Area to Maintain.
- For two departments, Finance and Human Resources, Your Team is more influential, and is an Area to Protect.
- Employee satisfaction with their colleagues or co-workers is highest for Commission Services/Human Rights, followed by Pensions and IT Services, and lowest for Training & Development.
- Staff are slightly more satisfied with their colleagues or co-workers than union employees. The difference is somewhat more evident between managers and non-managers, with managers more satisfied with their co-workers.
- Across the specific qualities of Your Team, ratings were highest for, “My team members do quality work”. Ratings were lowest for, “I feel that workload is fairly distributed on my team”, followed by “There is good morale on my team”. These results were consistent for most departments, though for some treating each other with respect or working well together scored the highest.
- To maintain employee satisfaction with Your Team, Opportunity Analysis identifies the following key Areas to Protect:
 - Members of my team treat each other with respect
 - My team works well together
 - I feel that my opinions count in my team
 - I feel supported by my fellow team members
 - My team members do quality work

SECTION SUMMARY

- While these are generally consistent across most departments, there are some exceptions. Finance, where Your Team is an Area to Protect, has a few Areas to Improve, including:
 - 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
- Furthermore, treating each other with respect and doing quality work, Areas to Protect for the group as whole, are less influential for Finance.
- For Human Resources, “There is good morale in my team” is an Area to Improve, while team members doing quality work is less influential than for other departments.

Regular Team Meetings

- 57% of employees indicate they have regular team meetings
- These proportions vary greatly by department. IT Services had the highest proportion of employees (77%) to report meeting regularly, followed by Human Resources (73%), while Training & Development had the lowest proportion of employees indicating they have regular meetings (24%).
- Higher proportions of staff indicated they meet regularly compared to union employees. Managers are also more likely to have regular team meetings than non-managers.
- Among employees who have regular meetings, most indicated they were held frequently enough. This was most likely to be the case for Materials & Procurement, followed by IT Services. A lower proportion of Training & Development employees indicated the meetings were frequent enough. It should be noted that not all departments could be compared due to low sample size.

SECTION SUMMARY

- Few differences were observed between managers and non-managers, and there was insufficient sample to compare staff and union results. The only difference was that a small percentage of non-managers indicated that meetings were too frequent, where no managers indicated this was the case.
- Most employees who have regular meetings agree they are useful. There is not a large variation by group, though usefulness of meetings was scored highest by Pensions and lowest by Commission Services/Human Rights. Though sample sizes are small, there are some differences by employee category, union employees rating meetings as more useful than staff and managers seeing meetings are more useful than non-managers.

Impact on Engagement

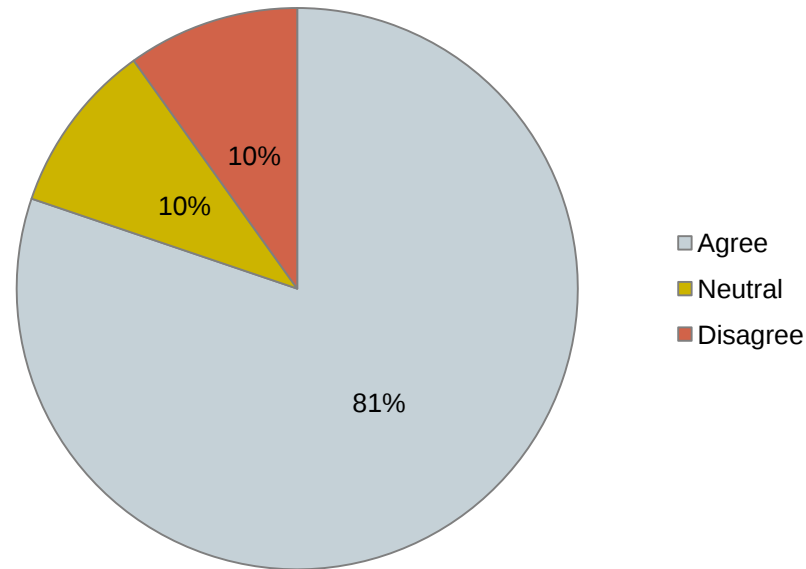
- Employees who have regular team meetings have higher engagement scores than employees who do not.
- This gap is similar for those who also believe the meetings are held frequently enough, and is higher still if they also consider the meetings useful. Employees who indicate meetings are too frequent (though these employees are few in number) are less engaged than employees who do not have meetings.
- Employees who do not consider the meetings useful, not only have lower engagement scores than employees who do consider them useful, the engagement is even lower than for employees who do not have regular meetings, or who feel they are too frequent.

OVERALL RATINGS OF YOUR TEAM - CORPORATE SERVICES

Corporate Services

Total
(n= 698)

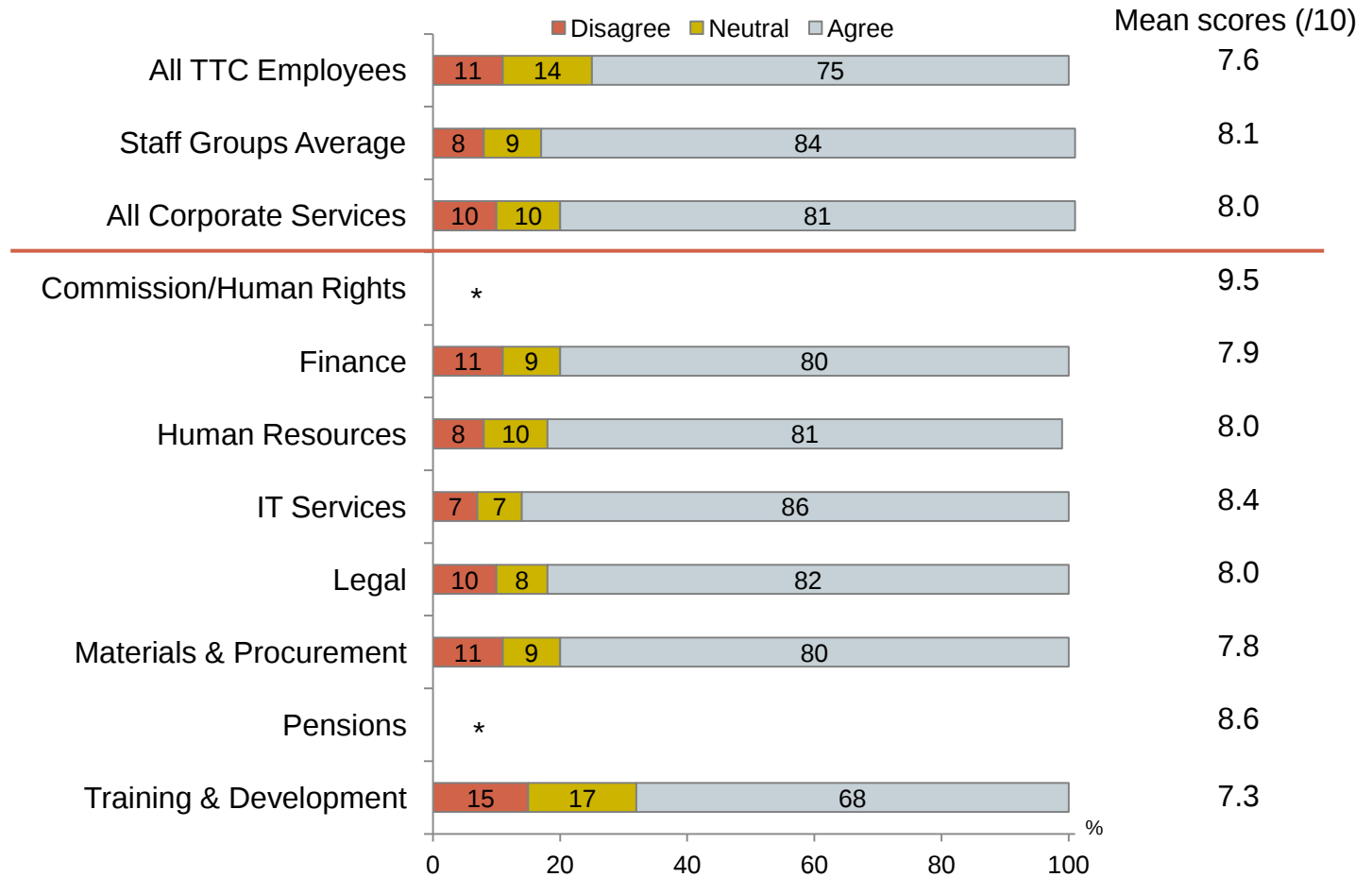
Mean=8.0



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

OVERALL RATINGS OF YOUR TEAM

- BY DEPARTMENT



* Percentages suppressed as sample size <30.

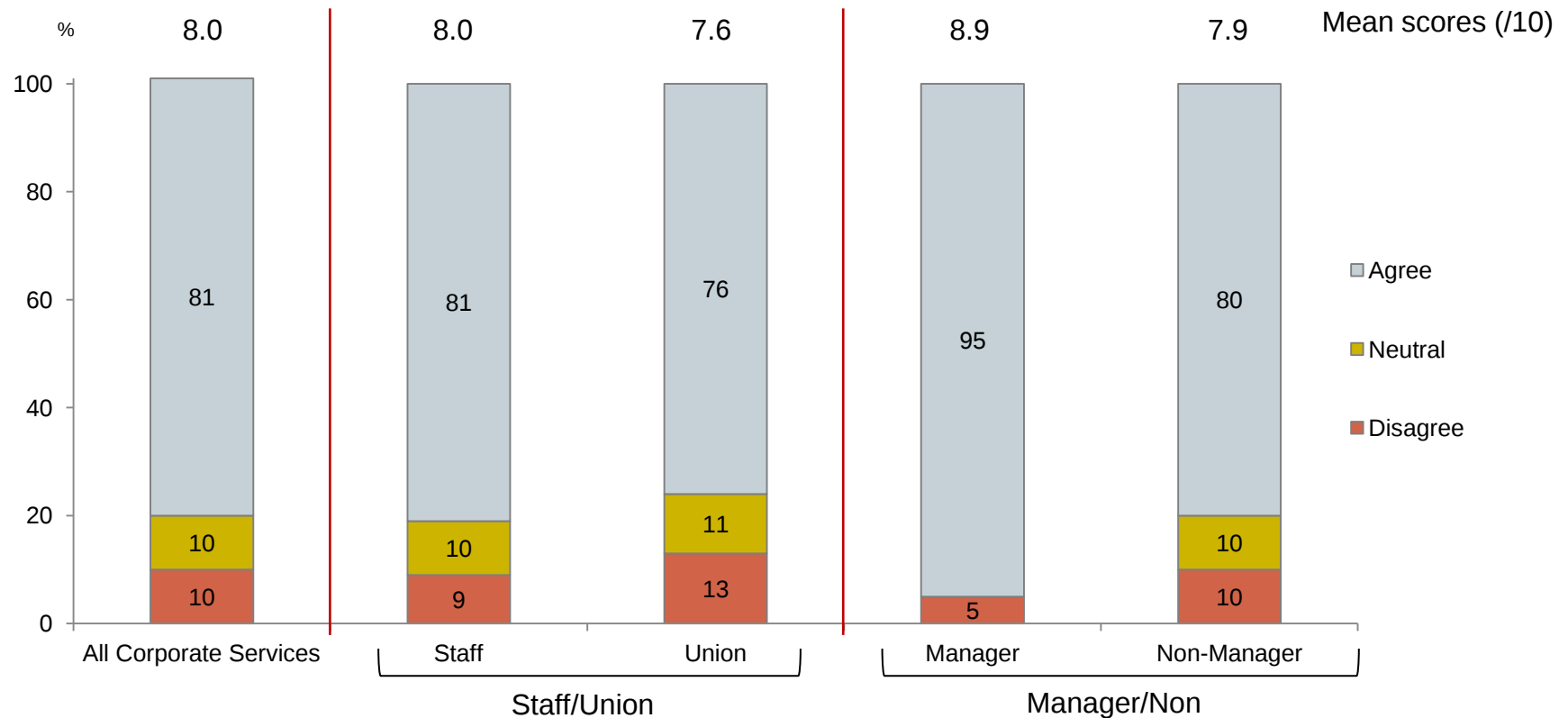
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.

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

Sample sizes vary by category.

OVERALL RATINGS OF YOUR TEAM

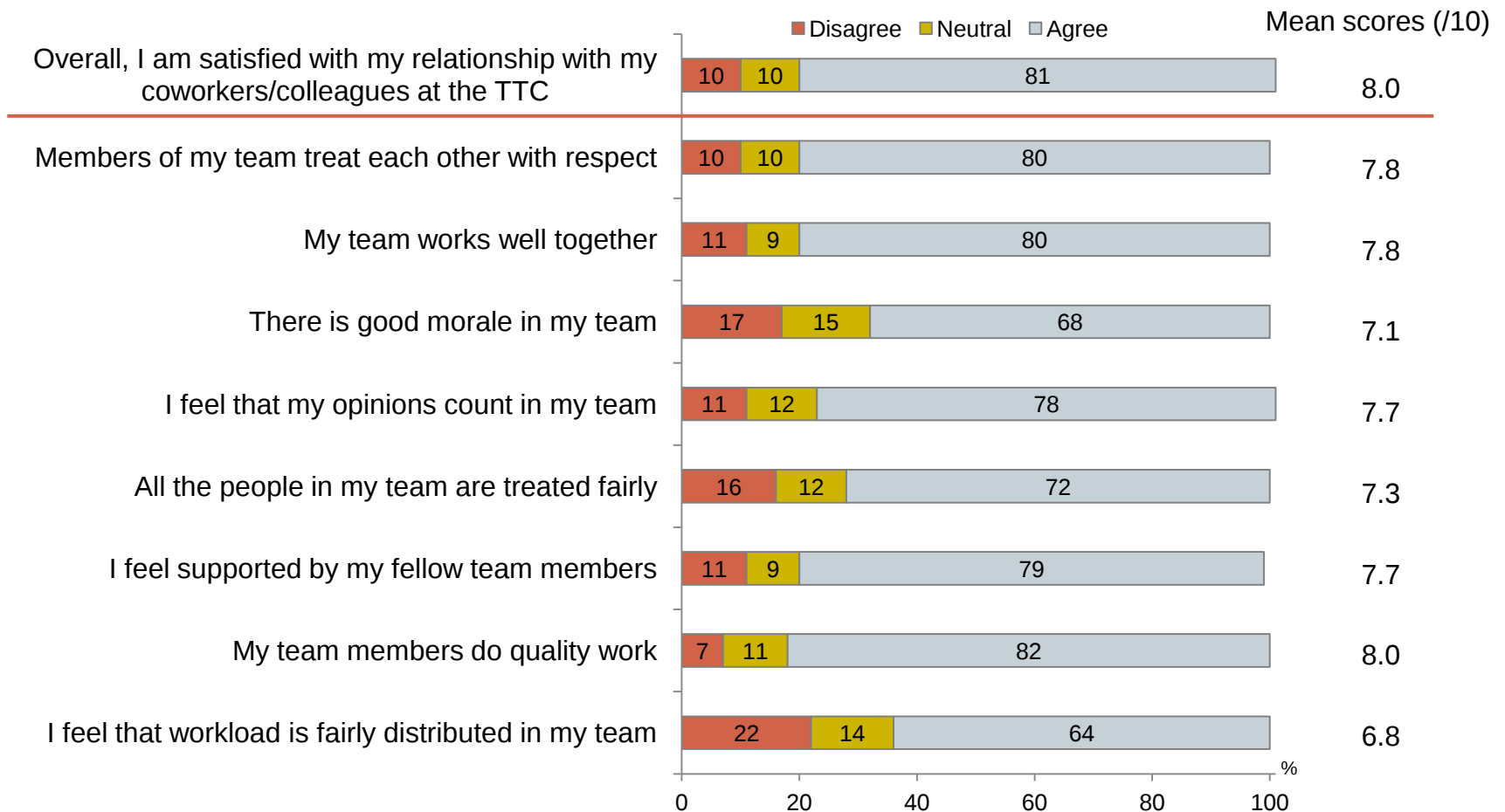
- BY EMPLOYEE POSITION



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

YOUR TEAM

- CORPORATE SERVICES



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 Corporate Services	Commission Serv./Human Rights	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Pensions	Training & Development
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.0	9.5	7.9	8.0	8.4	8.0	7.8	8.6	7.3
Members of my team treat each other with respect	7.4	8.0	7.8	9.2	7.8	7.7	8.5	7.8	7.7	8.4	6.9
My team works well together	7.3	7.9	7.8	8.9	7.7	7.9	8.3	7.8	7.6	8.7	7.1
There is good morale in my team	6.5	7.3	7.1	8.4	7.2	7.3	7.8	7.1	6.6	8.3	6.1
I feel that my opinions count in my team	7.0	7.9	7.7	9.1	7.5	7.8	8.3	7.3	7.5	8.7	7.1
All the people in my team are treated fairly	6.7	7.5	7.3	8.2	7.6	7.0	8.1	7.0	7.1	8.0	6.4
I feel supported by my fellow team members	7.2	7.9	7.7	8.9	7.5	7.9	8.3	7.5	7.4	8.5	7.2
My team members do quality work	7.5	8.1	8.0	8.9	8.3	8.1	8.4	7.8	7.6	8.8	7.4
I feel that workload is fairly distributed in my team	6.5	7.0	6.8	6.7	6.9	6.7	7.3	6.5	6.4	8.7	6.0

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

OPPORTUNITY ANALYSIS: YOUR TEAM

- CORPORATE SERVICES



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 6.8 to 8.0.
Impact values range between 49% to 76%.

OPPORTUNITY ANALYSIS: YOUR TEAM SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Corporate Services	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Training & Development
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

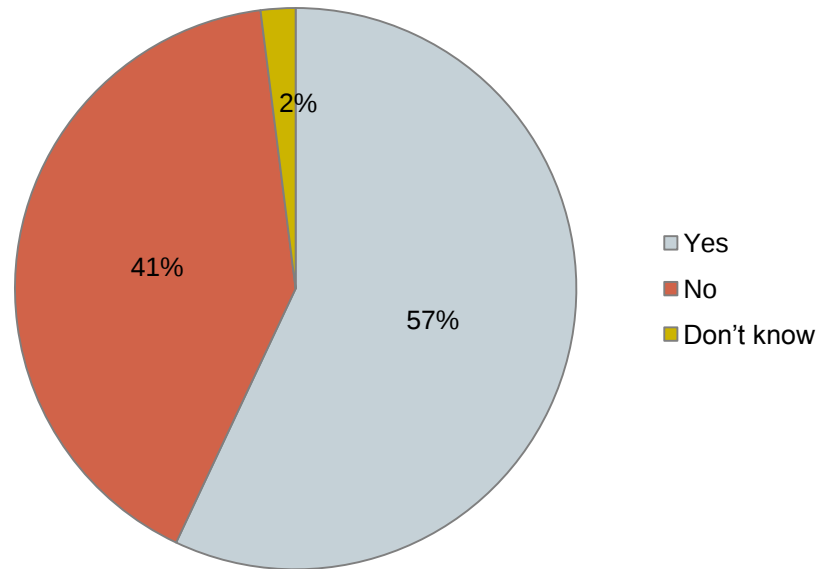
Sample sizes vary by attribute.

Commission Services/Human Rights are not shown as these departments are too small to conduct Opportunity Analysis.

HOLDING REGULAR TEAM MEETINGS

Corporate Services

Total
(n= 702)



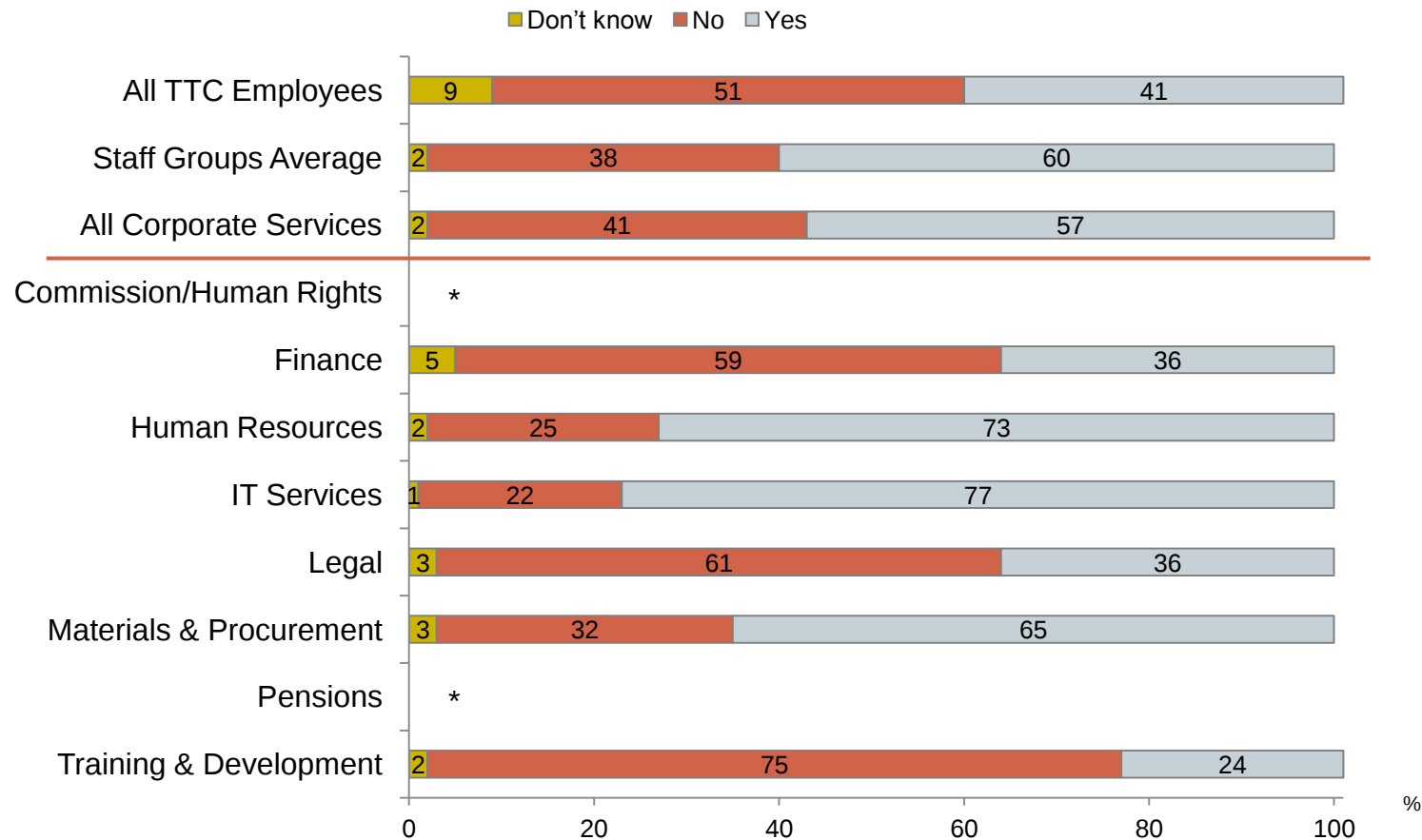
E2. Does your team hold regular team meetings?

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REGULAR TEAM MEETINGS

- BY DEPARTMENT



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

REGULAR TEAM MEETINGS

- BY EMPLOYEE POSITION



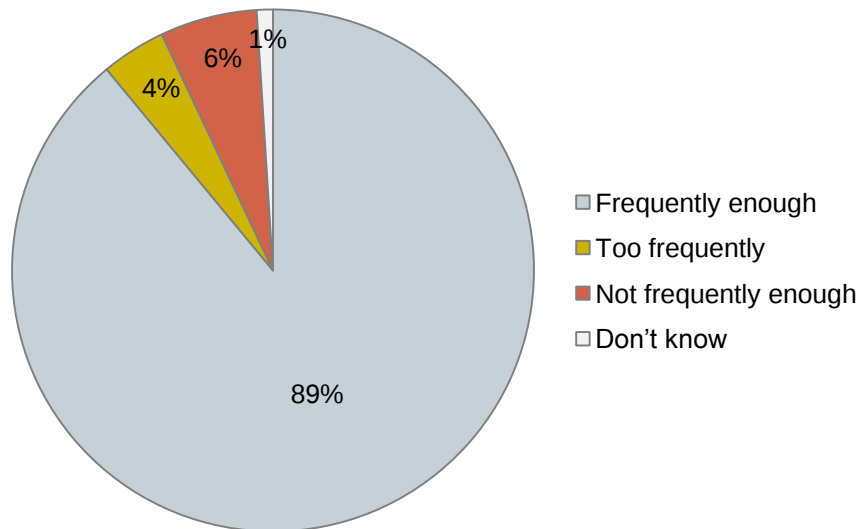
E2. Does your team hold regular team meetings?
Sample sizes vary by category.

SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

Corporate Services

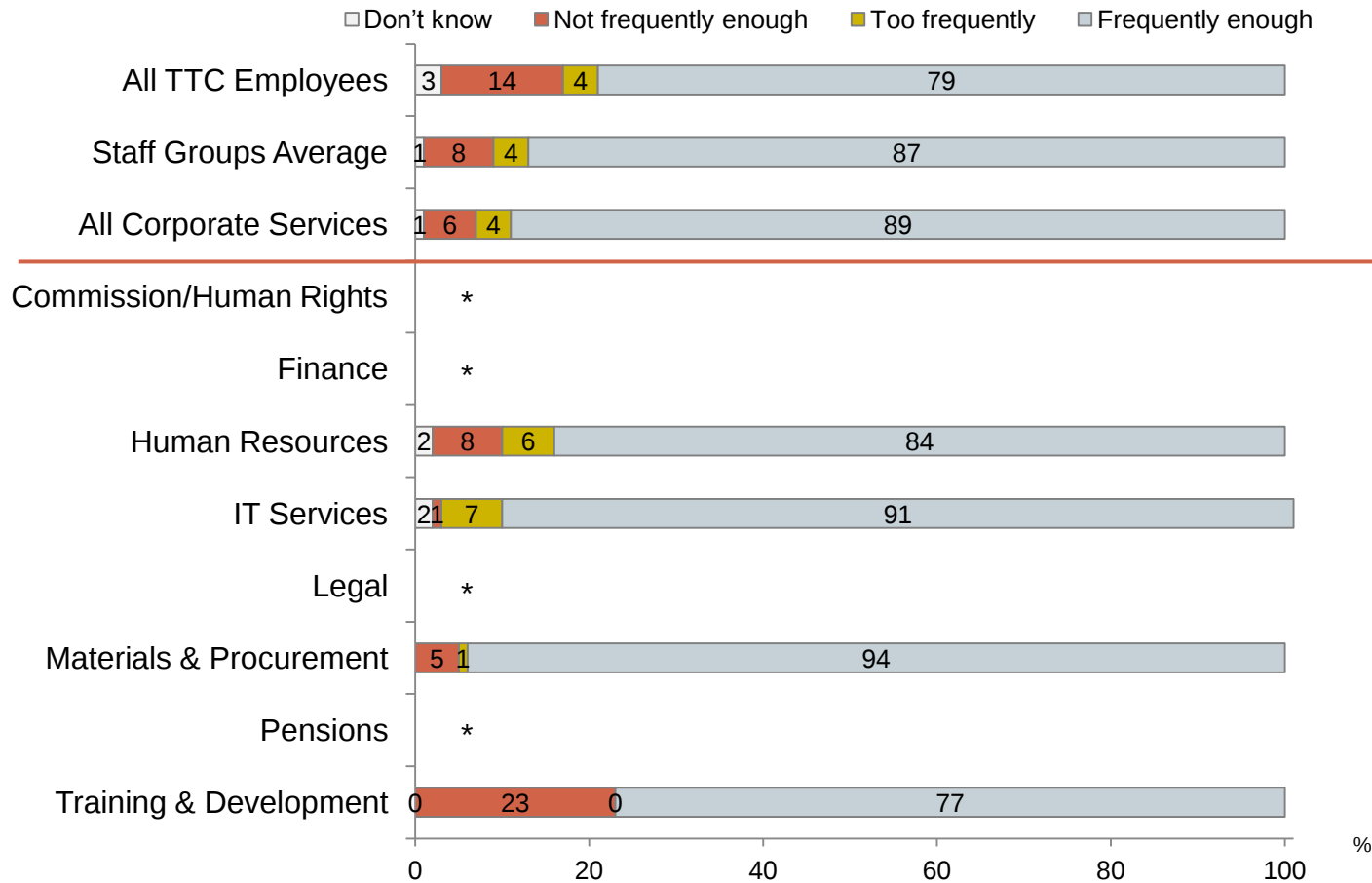
Total
(n= 398)



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



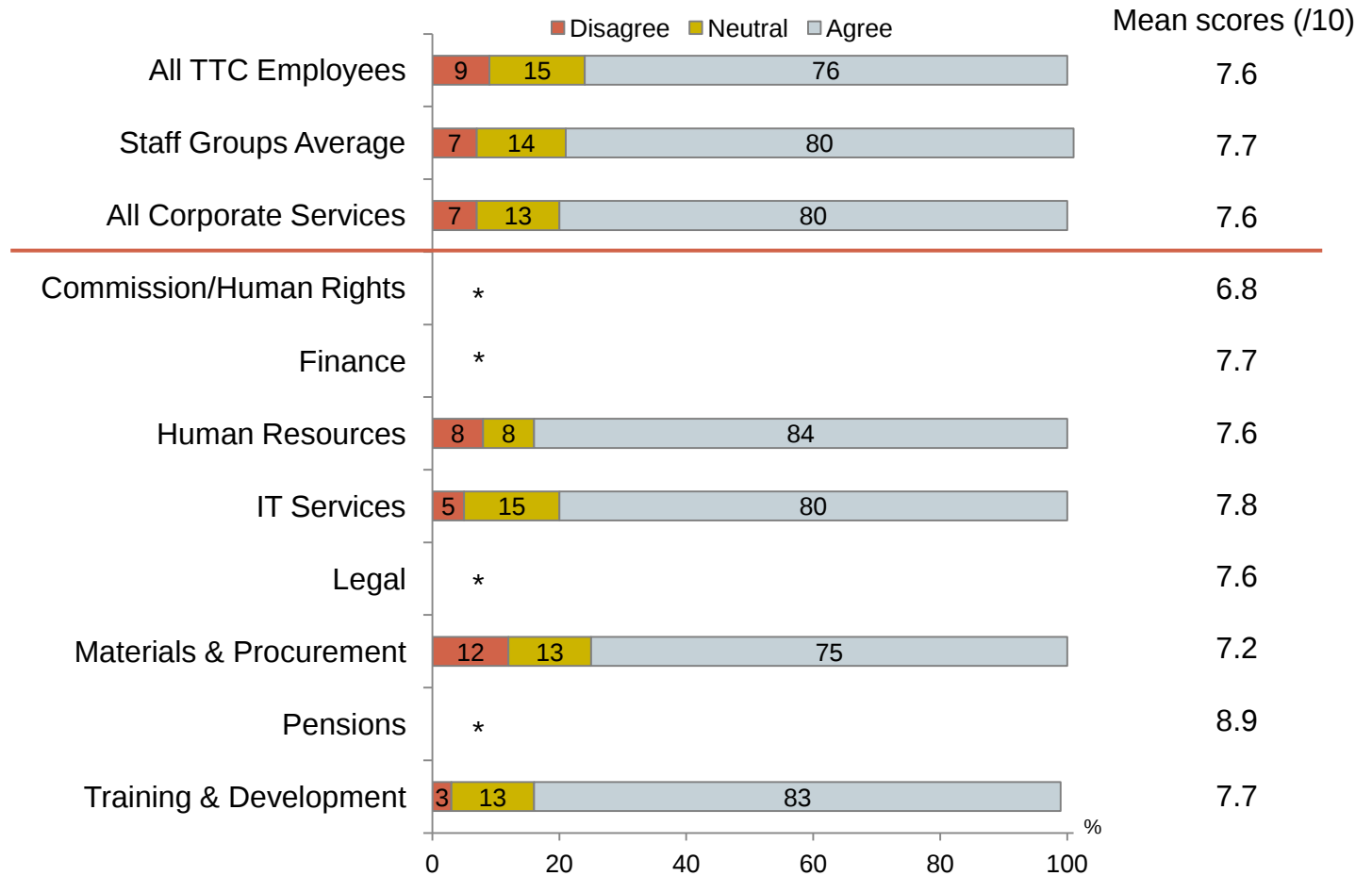
* Percentages suppressed as sample size <30.

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.

USEFULNESS OF TEAM MEETINGS

Among employees who have regular team meetings



* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

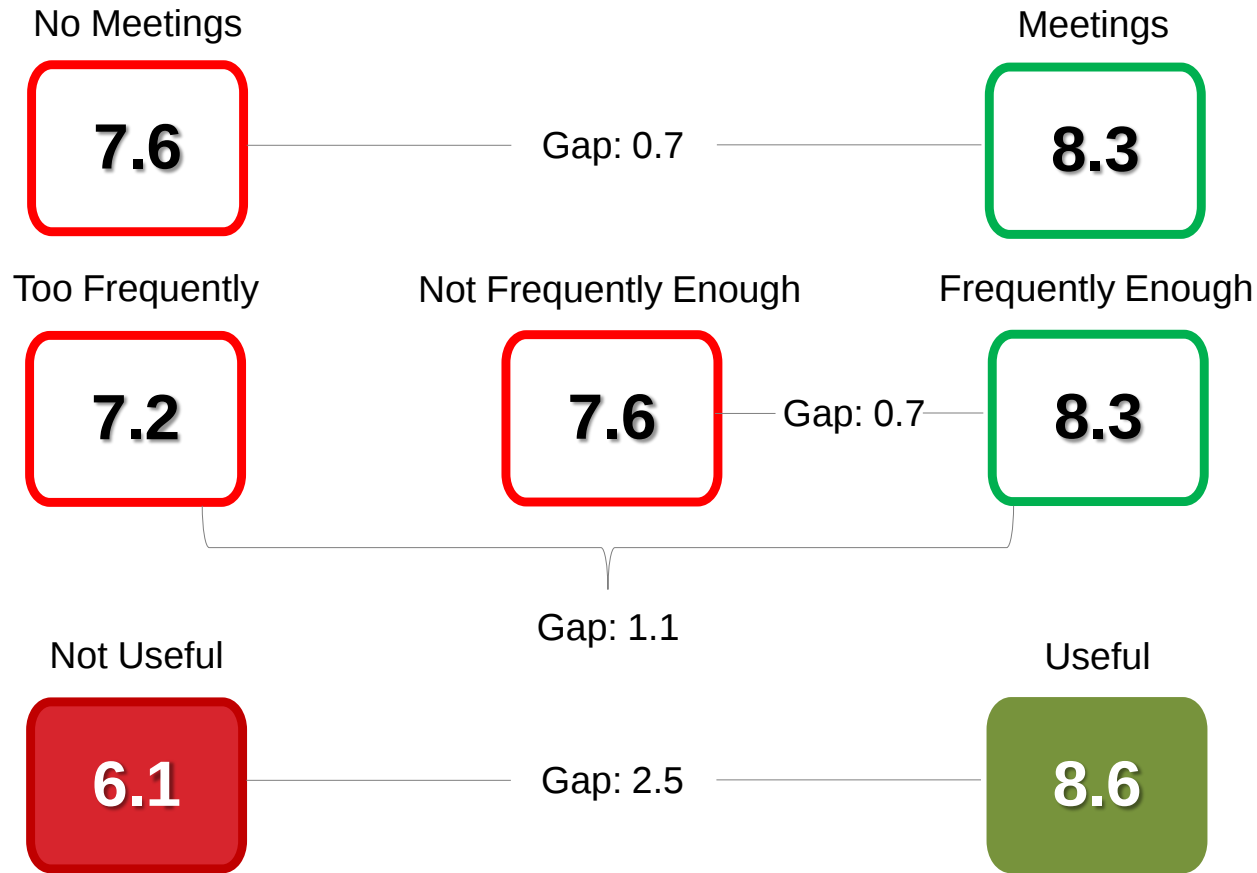
USEFULNESS OF TEAM MEETINGS - BY EMPLOYEE POSITION

Among employees who have regular team meetings



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

IMPACT OF TEAM MEETINGS ON EMPLOYEE ENGAGEMENT



AREA TO MONITOR: YOUR MANAGER/SUPERVISOR

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Your Manager/Supervisor” as having a moderate impact on Employee Engagement and is an area in which Corporate Services employees are relatively less satisfied, making this an Area to Monitor.
- While not a key driver of Employee Engagement across Corporate Services as a whole, Your Manager/Supervisor is more influential for Legal, where this is an Area to Improve.
- Employee satisfaction with their immediate manager or supervisor is relatively consistent across most departments, though scores for Commission Services/Human Rights and Training & Development generally trend somewhat lower than other departments.
- There is little difference in satisfaction between staff and union employees in this area, and only a slight difference between managers and non-managers, with managers slightly more satisfied with their immediate supervisor.
- Across the specific qualities of Your Manager/Supervisor, ratings were highest for, “My manager/supervisor actively discourages prejudice”, “I get help and support from my manager/supervisor when I need it”, and “My manager/supervisor treats me fairly”. Ratings were lowest for, “My manager/supervisor manages people well”, and “I receive regular feedback about my performance from my manager/supervisor”, along with several other measures mainly relating to feedback and involvement which had similar scores. These results were consistent for most departments.

SECTION SUMMARY

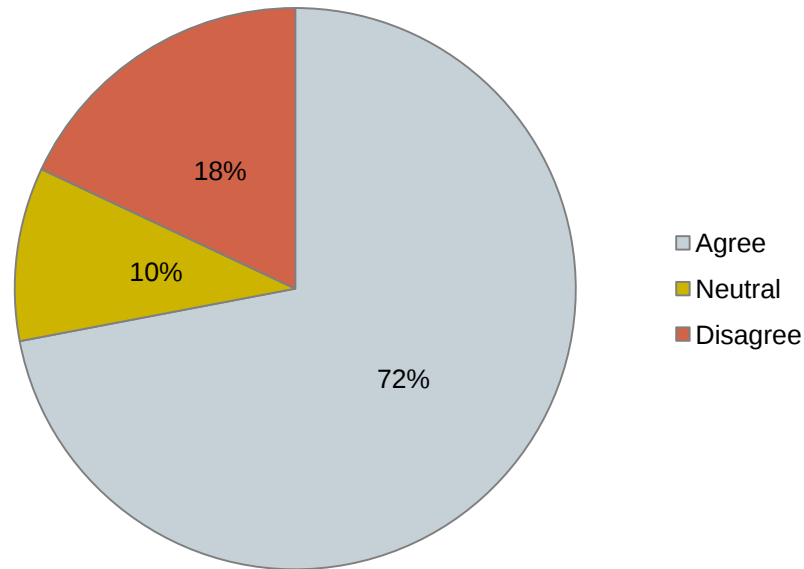
- To improve employee satisfaction with their manager/supervisor, Opportunity Analysis identifies several key areas on which to focus improvements, mostly relating to management style and involvement. The most influential such Areas to Improve include:
 - My manager/supervisor leads by example
 - My manager/supervisor manages people well
 - My manager/supervisor is open to constructive feedback from staff and others
- These are generally consistent across all departments, though leading by example is an Area to Protect for Human Resources and for Legal, while openness to feedback is less influential for Finance and for Legal.
- In addition to these improvements, the following areas are key Areas to Protect:
 - My manager/supervisor treats me fairly
 - My manager/supervisor takes responsibility when problems arise
 - I have confidence in my manager's/supervisor's skills and abilities
 - I get help and support from my manager/supervisor when I need it
- There are additional key drivers of satisfaction with the manager/supervisor beyond what is mentioned, some of which apply only to certain departments.

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - CORPORATE SERVICES

Corporate Services

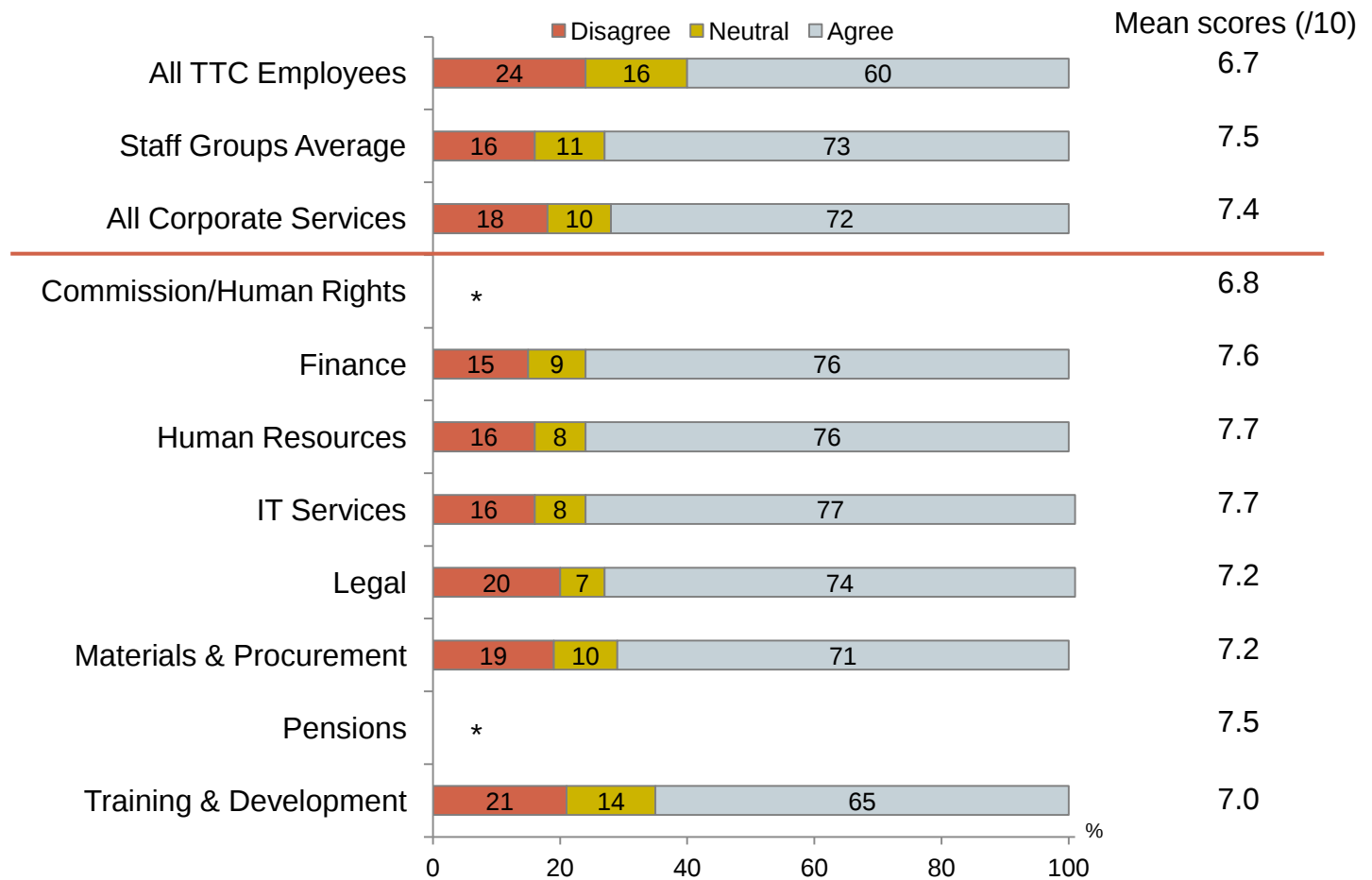
Total
(n= 701)

Mean=7.4



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

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BY DEPARTMENT



* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BY EMPLOYEE POSITION



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

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

Sample sizes vary by category.

YOUR MANAGER/SUPERVISOR - CORPORATE SERVICES



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.

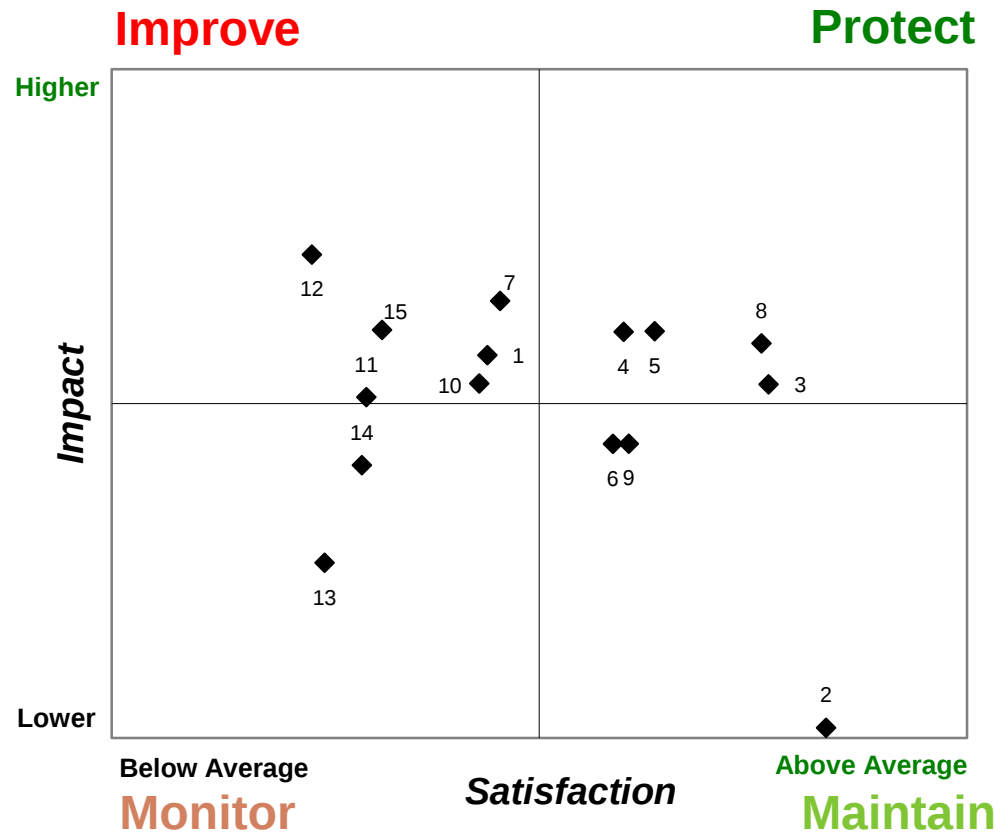
Sample sizes vary by attribute.

YOUR MANAGER/SUPERVISOR - BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	Commission Serv./Human Rights	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Pensions	Training & Development
Overall, I am satisfied with my immediate manager/supervisor	6.7	7.5	7.4	6.8	7.6	7.7	7.7	7.2	7.2	7.5	7.0
I am satisfied with the way I am managed	6.6	7.3	7.2	6.9	7.4	7.6	7.5	7.1	6.9	7.2	6.9
My manager/supervisor actively discourages prejudice	7.4	7.9	7.9	8.1	8.1	8.4	7.8	7.2	8.1	7.3	7.8
My manager/supervisor treats me fairly	7.3	7.9	7.8	7.6	7.9	8.0	8.0	7.3	7.7	7.8	7.6
My manager/supervisor takes responsibility when problems arise	6.9	7.6	7.5	6.9	8.0	7.8	7.7	7.3	7.1	7.8	7.2
I have confidence in my manager's/supervisor's skills and abilities	6.9	7.7	7.6	6.9	8.1	8.1	7.6	7.5	7.3	8.7	7.1
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	7.6	7.5	6.4	7.6	7.9	7.8	7.1	7.3	8.3	6.9
My manager/supervisor leads by example	6.5	7.3	7.3	6.4	7.5	7.8	7.4	7.1	7.0	8.0	6.9
I get help and support from my manager/supervisor when I need it	7.1	7.8	7.8	7.5	8.2	8.1	8.0	7.4	7.5	8.7	7.4
My manager/supervisor keeps me well informed about issues which affect me	6.6	7.6	7.5	6.6	7.9	7.8	7.7	6.8	7.4	8.0	7.2
My manager/supervisor tells me why decisions have been made	6.2	7.3	7.2	6.7	7.6	7.5	7.5	6.9	7.0	7.8	6.7
My manager/supervisor is personally involved in improving the quality of my work	6.1	7.0	7.0	6.2	7.2	7.5	7.3	6.5	6.9	7.3	6.5
My manager/supervisor manages people well	6.3	7.0	6.9	6.1	7.1	7.2	7.2	6.8	6.6	7.1	6.4
I receive regular feedback about my performance from my manager/supervisor	5.7	7.0	6.9	7.1	7.2	7.1	7.2	6.6	7.0	6.7	6.2
I receive constructive feedback about my performance from my manager/supervisor	5.8	7.1	7.0	6.9	7.2	7.2	7.3	6.8	7.1	6.9	6.2
My manager/supervisor is open to constructive feedback from staff and others	6.1	7.1	7.0	5.8	7.3	7.1	7.4	6.7	6.8	6.8	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.
Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: YOUR MANAGER/ SUPERVISOR- CORPORATE SERVICES



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 6.9 to 7.9.
Impact values range between 51% to 87%.

OPPORTUNITY ANALYSIS: YOUR MANAGER/ SUPERVISOR - SUMMARY BY DEPARTMENT

Key Drivers by Department	All Corporate Services	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Training & Development
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.

Commission Services/Human Rights and Pensions are not shown as these departments are too small to conduct Opportunity Analysis.

AREA TO MAINTAIN: SAFETY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Safety” as having a moderate impact on Employee Engagement and as an area in which Corporate Services employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their safety at work is very high for most departments, though generally highest for Pensions, and lowest for Training & Development.
- Staff employees feel substantially safer at work than union employees, and the same is true for managers, compared to non-managers.
- Across the specific aspects of Safety, ratings were highest for, “I feel comfortable discussing safety issues at work”. Ratings were lowest for, “People on my team report all injuries, no matter how minor” followed by “The TTC’s management is willing to invest money and effort to improve the level of safety.” These results were consistent for most departments.
- To further improve employee satisfaction with Safety, Opportunity Analysis identifies the following key area on which to focus improvements:
 - The protection of workers from occupational exposure to hazards is a high priority with management
- While an influential area for most departments (except Finance), this is an Area to Improve only for Materials & Procurement, and for Training & Development, while for other departments (Human Resources, IT Services, and Legal) it is an Area to Protect.

SECTION SUMMARY

- In addition to these improvements, the following areas are key Areas to Protect:
 - I feel comfortable discussing safety issues at work
 - 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
- Specific departments have different sets of key drivers of satisfaction with Safety, with no one attribute influential for every department. Also many attributes may be Areas to Improve for one department, but an Area to Protect for another. It should be noted that most scores related to Safety are quite high and close together, which can lead to volatile results from Opportunity Analysis. It is also worth noting that Safety is less influential on Employee Engagement than any of the other attributes discussed in this report, and is not a key driver of satisfaction for any department within Corporate Services.

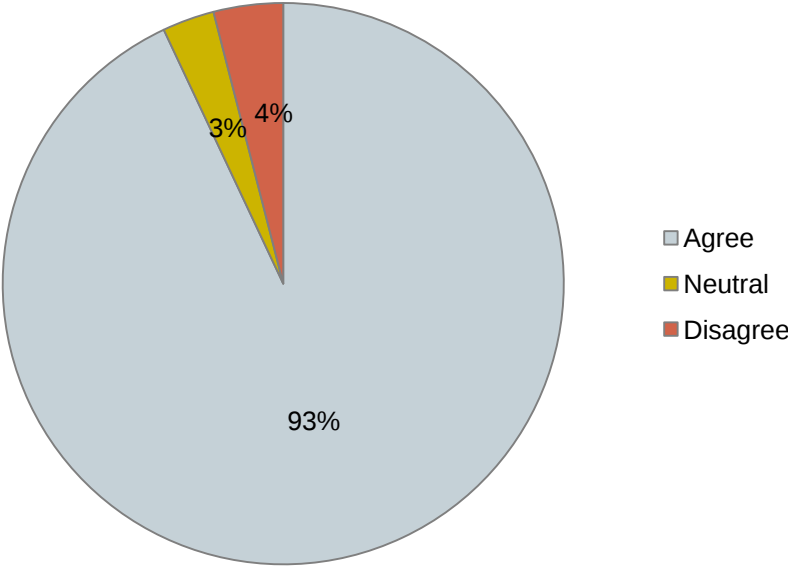
OVERALL RATINGS OF SAFETY - CORPORATE SERVICES

Corporate Services

Total

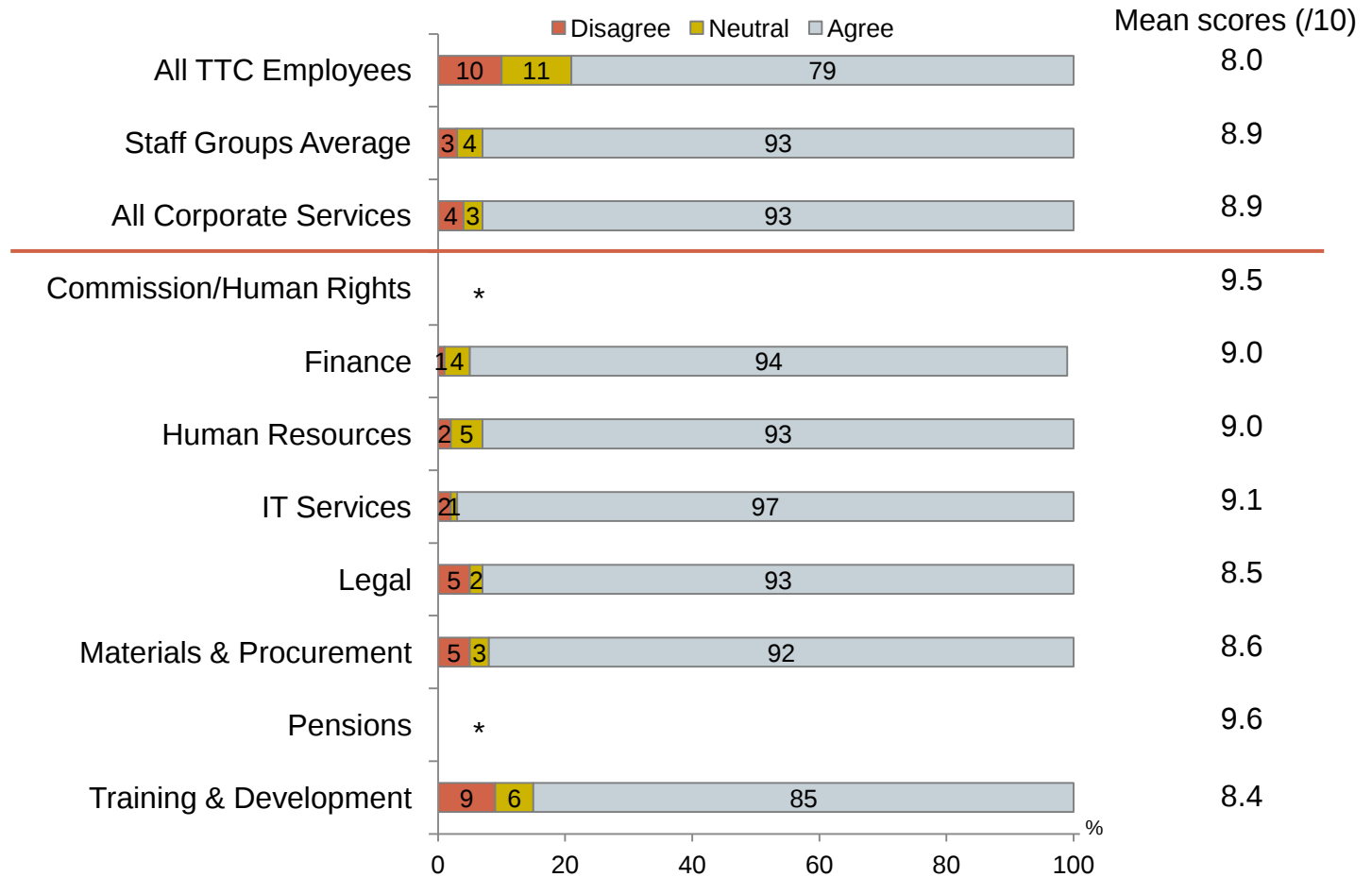
(n= 694)

Mean=8.9



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

OVERALL RATINGS OF SAFETY - BY DEPARTMENT



* Percentages suppressed as sample size <30.

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

Overall, I feel safe when I am at work.

Sample sizes vary by category.

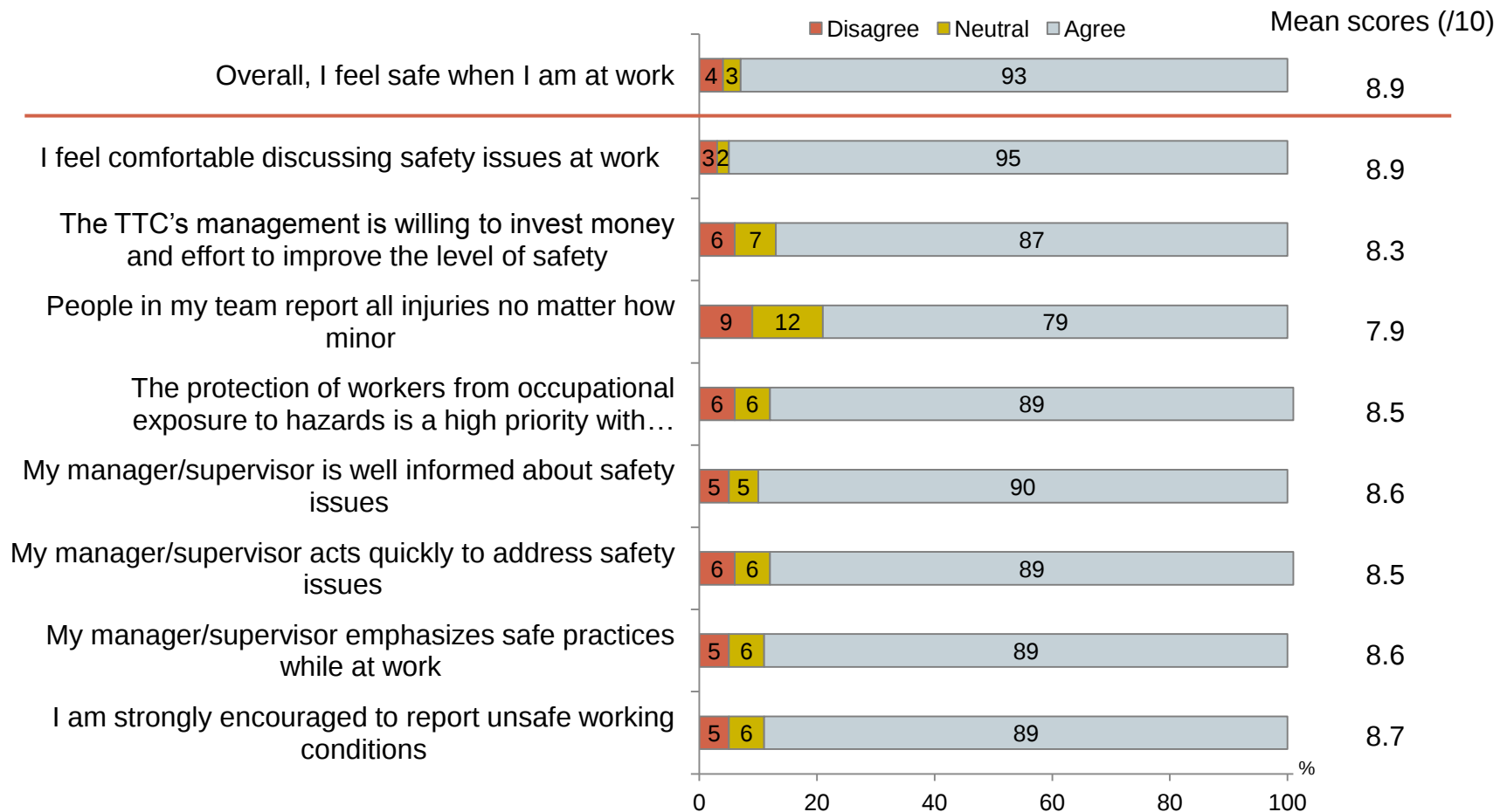
OVERALL RATINGS OF SAFETY - BY EMPLOYEE POSITION



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

SAFETY

- CORPORATE SERVICES



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.

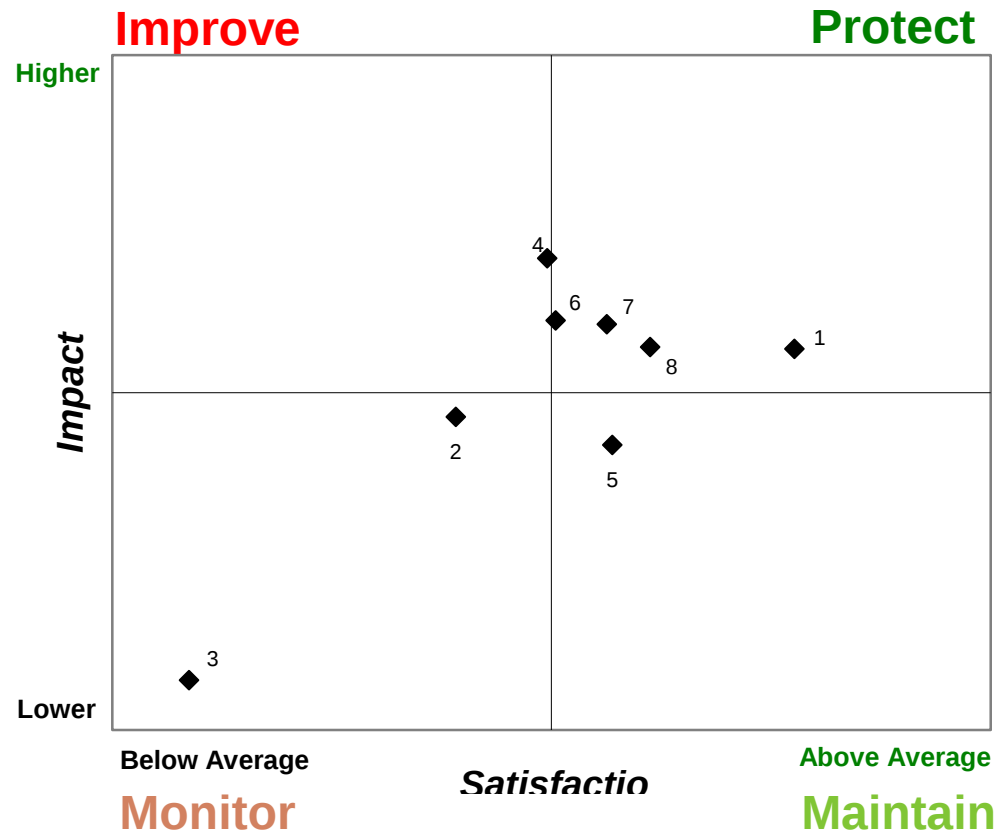
SAFETY

- BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	Commission Serv./Human Rights	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Pensions	Training & Development
Overall, I feel safe when I am at work	8.0	8.9	8.9	9.5	9.0	9.0	9.1	8.5	8.6	9.6	8.4
I feel comfortable discussing safety issues at work	8.3	8.9	8.9	9.4	9.1	9.2	9.1	8.4	8.9	9.4	8.6
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	8.5	8.3	8.4	8.6	8.5	8.8	7.8	8.2	8.6	7.7
People in my team report all injuries no matter how minor	7.1	8.1	7.9	8.5	8.0	8.3	8.3	7.5	7.9	8.9	6.9
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	8.6	8.5	8.6	8.8	8.7	8.9	8.0	8.4	9.3	7.8
My manager/supervisor is well informed about safety issues	8.0	8.7	8.6	8.8	8.8	8.5	8.7	8.1	8.8	9.2	8.3
My manager/supervisor acts quickly to address safety issues	7.6	8.6	8.5	8.2	8.7	8.5	8.7	8.1	8.7	9.3	8.0
My manager/supervisor emphasizes safe practices while at work	7.9	8.7	8.6	8.8	8.8	8.5	8.8	8.1	8.8	9.3	8.2
I am strongly encouraged to report unsafe working conditions	8.0	8.7	8.7	8.8	8.7	8.7	9.0	8.0	8.8	9.2	8.3

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 - CORPORATE SERVICES



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 7.9 to 8.9.
Impact values range between 37% to 61%.

OPPORTUNITY ANALYSIS: SAFETY

SUMMARY BY DEPARTMENT

Key Drivers

Key Drivers by Department	All Corporate Services	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Training & Development
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

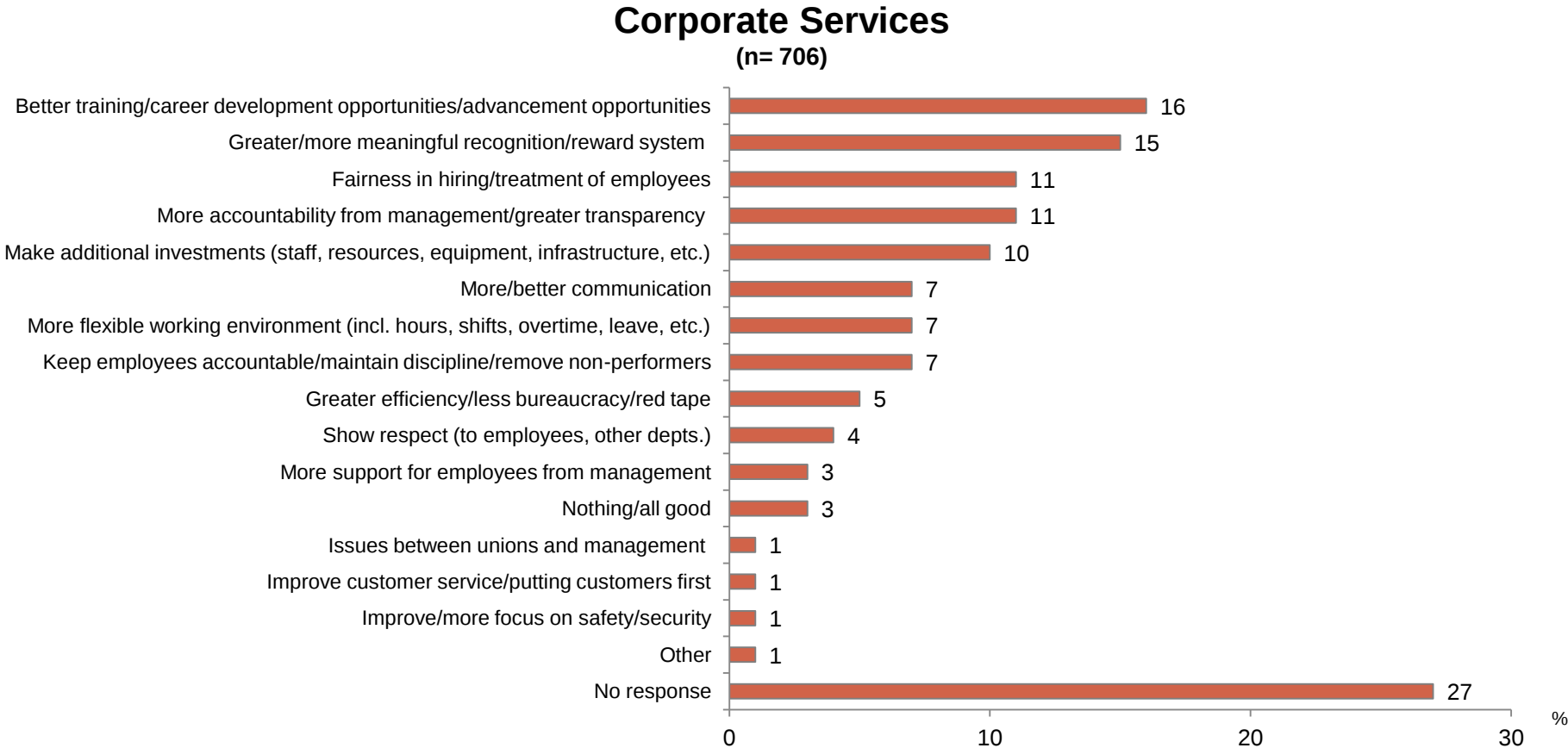
Sample sizes vary by attribute.

Commission Services/Human Rights and Pensions are not shown as these departments are too small to conduct Opportunity Analysis.

FINAL WORD

FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improved to increase satisfaction.
- The most frequently identified areas include: better training/opportunities for advancement, followed by more meaningful recognition/rewards.



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

SUMMARY OF AREAS TO IMPROVE

- BY DEPARTMENT

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

	Finance	Human Resources	IT Services	Legal	Materials & Procurement	Training & Development
Your Working Environment	1	1,2	1	1,2	1,2	1,2
Your Company	3	3	3	3	3,4	3
Training and Development	5,6	5,6	5,6	6	5	6
Performance and Reward	7,9	7,8,9	7,8,9	7,9	7,8	7,8
Your Manager/Supervisor	10,11	10,11	10,11	10,11	10	10,11
Your Job	12,13	12,14	12,13,14	12,15	12,13	12,15

- 1 Concern for employees' health and well-being

2 Encouraging healthy work-life balance

3 Relationship building

4 Confidence in leadership decisions

5 Agreed development plan

6 Career development opportunities

7 More meaningful recognition

8 Ensuring recognition is received

9 Opportunities to progress

10 Managing people well

11 Managers communicating effectively

12 Explore what motivates employees

13 Ensure employees can use skills and abilities

14 Freedom to make decisions

15 Knowledge for improving customer service
- Working Environment

Your Company

Training and Development

Performance and Reward

Your Manager/Supervisor

Your Job

Area to Improve for department

Area to Protect for department

RECOMMENDATIONS: ALL CORPORATE SERVICES

- 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
 - 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:

Materials & Procurement

- Issues related to perceptions of **TTC leadership** making the right decisions for the company's future success
- Types of recognition/rewards that would be **meaningful**
- How to improve ensure performance is recognized, and how managers can provide **sufficient recognition**

Legal

- Issues related to **personal development** (plan)
- Issues related to **career development & opportunities to progress**
- Issues related to **management skills of immediate manager(s)**
- Ways in which managers can keep employees **better informed**

RECOMMENDATIONS: DEPARTMENT SPECIFIC

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

Finance and Human Resources

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

Thank you

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behalf of TTC

