

EMPLOYEE ENGAGEMENT SURVEY

ATC Project

March 30, 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 ATC Project department.

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%.
- 44 surveys were completed by ATC Project employees for a response rate of 98%.

RESPONSE RATE AND COST CENTRE GROUPINGS

- The response rate for employees in the ATC Project department (98%) is much higher than the overall response rate for the Operations Group (36%).
- The ATC Project department consists of only one cost centre. For this reason, analysis for this report was conducted at the departmental level only.

ATC Project: 98%

Department	Cost Centre*	Count
ATC Project	0778-ATC Project	44

* Organization of departments reflect the organizational structure as of October 2014, when the survey was launched. Changes in organizational structure occurring since that time are not reflected.

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 questions.**
 - Results in the form of percentages will be suppressed throughout this report if there were fewer than 30 valid responses (indicated by *).
 - Results in the form of mean scores will be suppressed throughout this report if there were fewer than 10 valid responses (indicated by **).
- **Exact sample size may vary by department, employee 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 slide 6 for total sample by department .

Overall Employee Engagement score: 7.8.

- To increase levels of employee engagement, the ATC Project department should focus on improving employees' satisfaction with **Training and Development**:
- **Training & Development** is an Area to Improve for ATC Project.
- Specific ways to increase satisfaction with this area include:
 - Providing support for personal development (“I am satisfied with the support I receive on my personal development”).
 - Having an agreed personal development plan (“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”).

HIGHLIGHTS (CONT'D)

- **Your Job** is an area that generates high levels of satisfaction and represents the strongest driver of employee engagement for the ATC Project department.
- The TTC should continue to increase satisfaction with **Your Job** by:
 - Exploring what motivates employees.
 - Encouraging employees to use their skills & abilities (“My work enables me to use my skills and abilities”).
 - Giving employees more opportunities to make decisions.
 - “I am given the freedom to make decisions in my job” is an Area to Improve for ATC Project
 - Providing more information on how to improve customer service
 - “I feel well informed about how to improve customer service” is another Area to Improve for ATC Project.

HIGHLIGHTS (CONT'D)

- **Working Environment** is also a key driver for ATC Project and an Area to Protect.
- Specific areas of focus to continue to increase employees' satisfaction with their Working Environment include:
 - How to demonstrate **concern for employees' health & well-being**; more specifically:
 - Caring about employees' mental health & emotional wellbeing (i.e., "The TTC cares about my mental health and emotional well-being"). This is an Area to Improve for all departments.
 - Encouraging a healthy work-life balance (i.e., "The TTC encourages employees to maintain a healthy work-life balance"). This is an Area to Improve for all departments as well.
 - Promoting an atmosphere where employees can have a **feeling of belonging** is an Area to Improve for ATC Project. Further exploration is required to identify reasons why employees are less likely to agree that "I feel that I belong at the TTC".
- **Safety** is another area with relatively high impact on Engagement and another Area to Protect for ATC Project.
- Specific areas of focus to improve employees' satisfaction with their safety at work include:
 - Ensure that the department encourages employees to report all injuries, even minor ones (i.e. "People in my team report all injuries no matter how minor").

TOP 5 AND BOTTOM 5 SCORES

- Across the entire survey, the attributes in the boxes below received the highest and lowest satisfaction ratings from ATC Project 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, all were associated with the module Your Company – referring to company leadership.

Top 5

1. I often look for ways to make improvements in how things are done(9.0)
2. My manager/supervisor acts quickly to address safety issues(8.9)
3. I feel comfortable discussing safety issues at work (8.8)
4. My manager/supervisor is well informed about safety issues (8.8)
5. My manager/supervisor emphasizes safe practices while at work (8.8)

Bottom 5

1. People get things done both quickly and efficiently at the TTC (4.7)
2. There is effective sharing of information across the TTC (4.8)
3. If something goes wrong, people concentrate on putting it right, not blaming others (5.2)
4. Best practices are shared effectively across the TTC (5.2)
5. There is good collaboration between different parts of the TTC (5.3)

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 ATC Project, this score is 7.8.

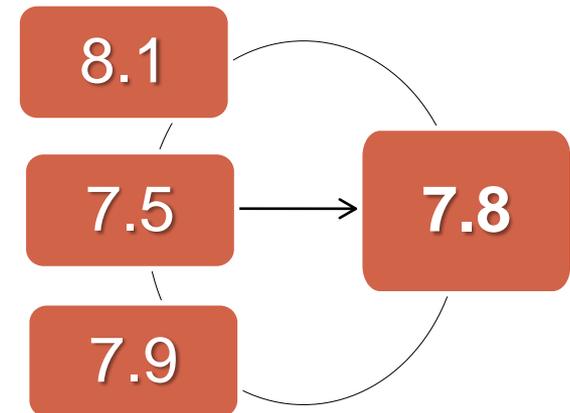
OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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 ATC Project is equal to the score for all TTC employees, and close to that for employees of the 2 groups consisting of more union employees, referred to as “Union Groups”. It is slightly lower than the Engagement score for Operations Group.

All ATC Project: 7.8

Employee Category

All TTC	7.8
Union Groups Average	7.7
Operations Group	8.0

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

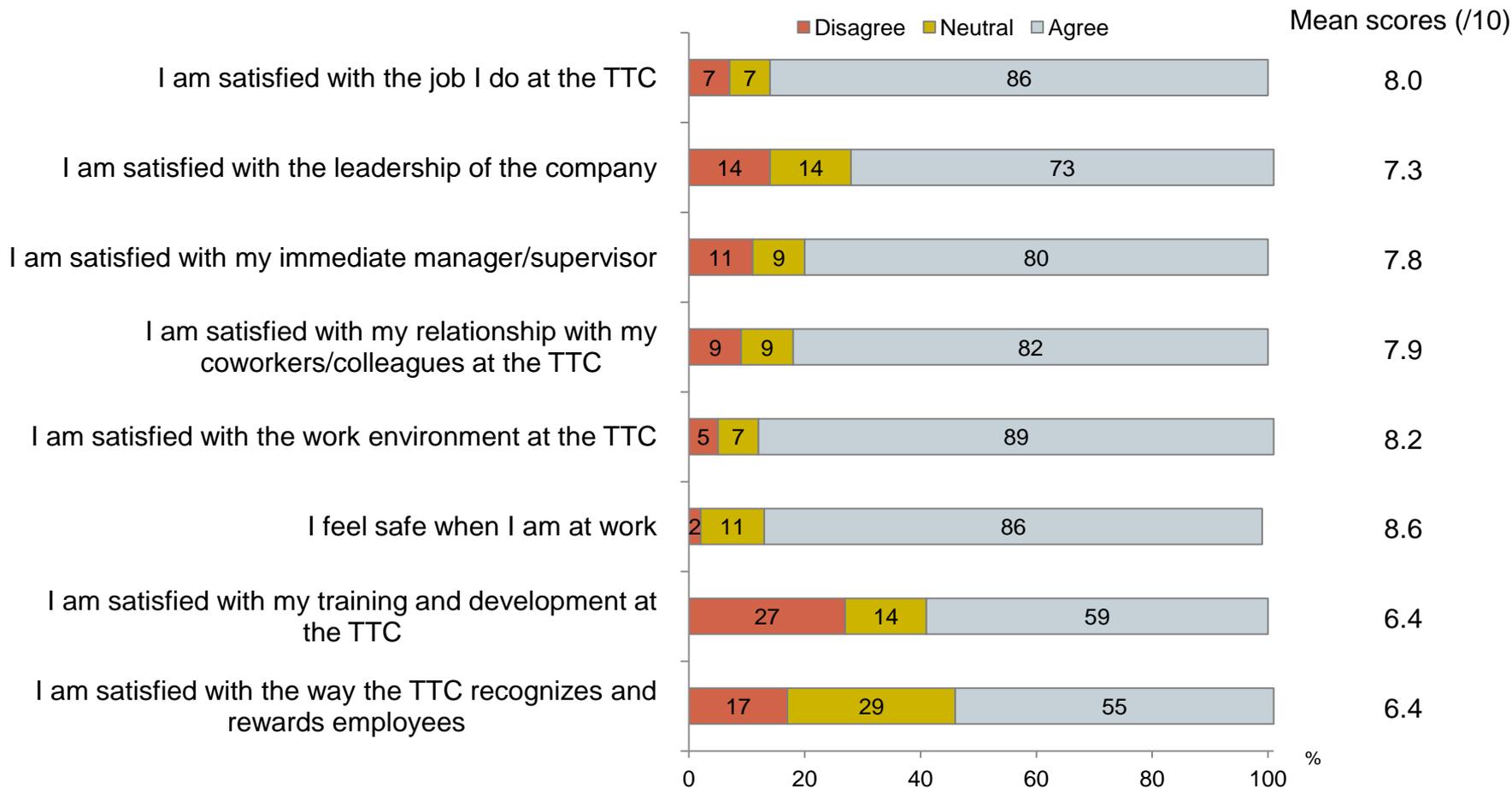
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behalf of TTC



SECTION SUMMARY

- The following measures were included in the survey in order to assess overall satisfaction with each aspect of employee satisfaction with the TTC:
 - I am satisfied with the job I do at the TTC
 - I am satisfied with the leadership of the company
 - I am satisfied with my immediate manager/supervisor
 - I am satisfied with my relationship with my coworkers/colleagues at the TTC
 - I am satisfied with the work environment at the TTC
 - I feel safe when I am at work
 - I am satisfied with my training and development at the TTC
 - I am satisfied with the way the TTC recognizes and rewards employees
- Ratings were highest for, “I feel safe when I am at work”, followed by “I am satisfied with the work environment at the TTC”. Ratings were lowest for “I am satisfied with the way the TTC recognizes and rewards employees”, and “I am satisfied with my training and development at the TTC”.
- Mean scores across most measures were higher than the Operations Group scores, with the exception of “I am satisfied with the job I do at the TTC” and “I am satisfied with my training and development at the TTC”.

ASPECTS OF EMPLOYEE ENGAGEMENT - ATC PROJECT



ASPECTS OF EMPLOYEE ENGAGEMENT - ATC PROJECT

Mean	All TTC Employees	Union Groups Average	All Operations Group	ATC Project
I am satisfied with the job I do at the TTC	8.1	8.0	8.2	8.0
I am satisfied with the leadership of the company	6.4	6.1	6.5	7.3
I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	7.8
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	7.9
I am satisfied with the work environment at the TTC	7.0	6.8	7.0	8.2
I feel safe when I am at work	8.0	7.7	8.1	8.6
I am satisfied with my training and development at the TTC	7.0	6.9	6.8	6.4
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	6.4

Sample sizes vary by attribute.

WHAT DRIVES EMPLOYEE ENGAGEMENT?

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behalf of TTC

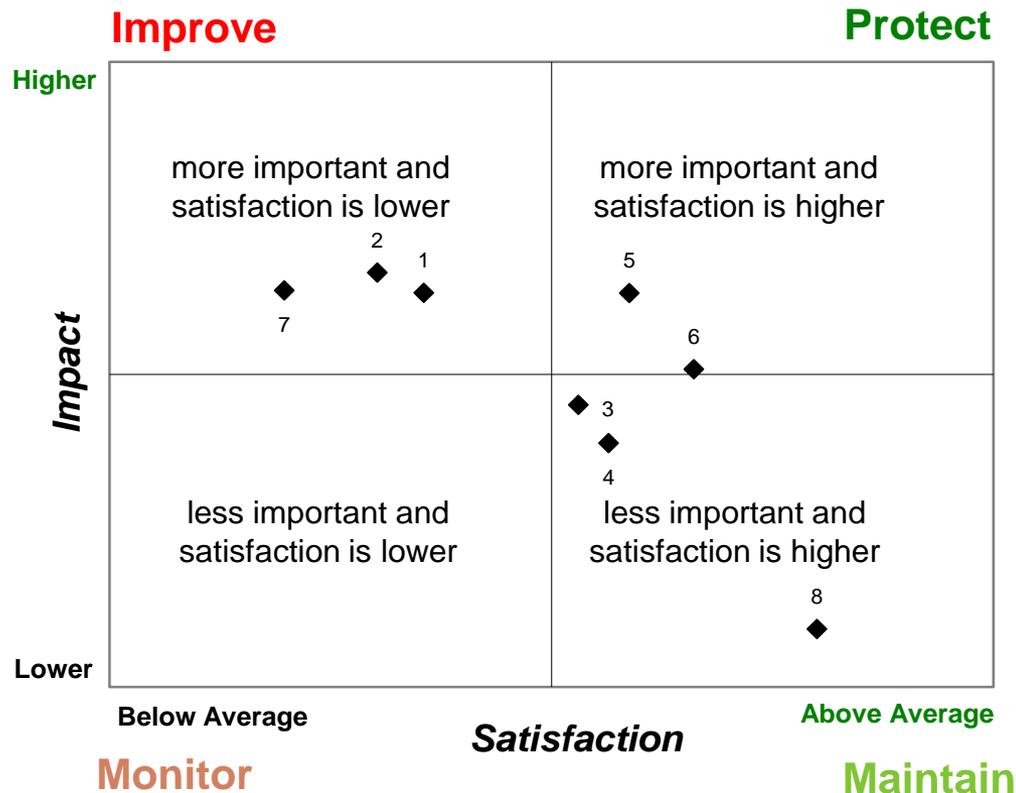


SECTION SUMMARY

- Each aspect of the employee experience can be thought of as a lever that will generate a greater or lesser degree of 'lift' in Employee Engagement overall. To determine which aspect of the employee experience will generate the most lift in Employee Engagement, Malatest conducted correlation analysis to assess the strength of the correlation between each aspect of the employee experience and Employee Engagement overall.
- Correlation analysis identified the following aspects of the employee experience as having the strongest correlation with Employee Engagement overall: “Your Job”, “Working Environment”, “Training and Development” and “Safety”. 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 “Performance and Reward”. 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, Training and Development and Safety.
- “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.

OPPORTUNITY ANALYSIS: SAMPLE

- Opportunity analysis was conducted in order to identify key drivers of employee engagement. 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:



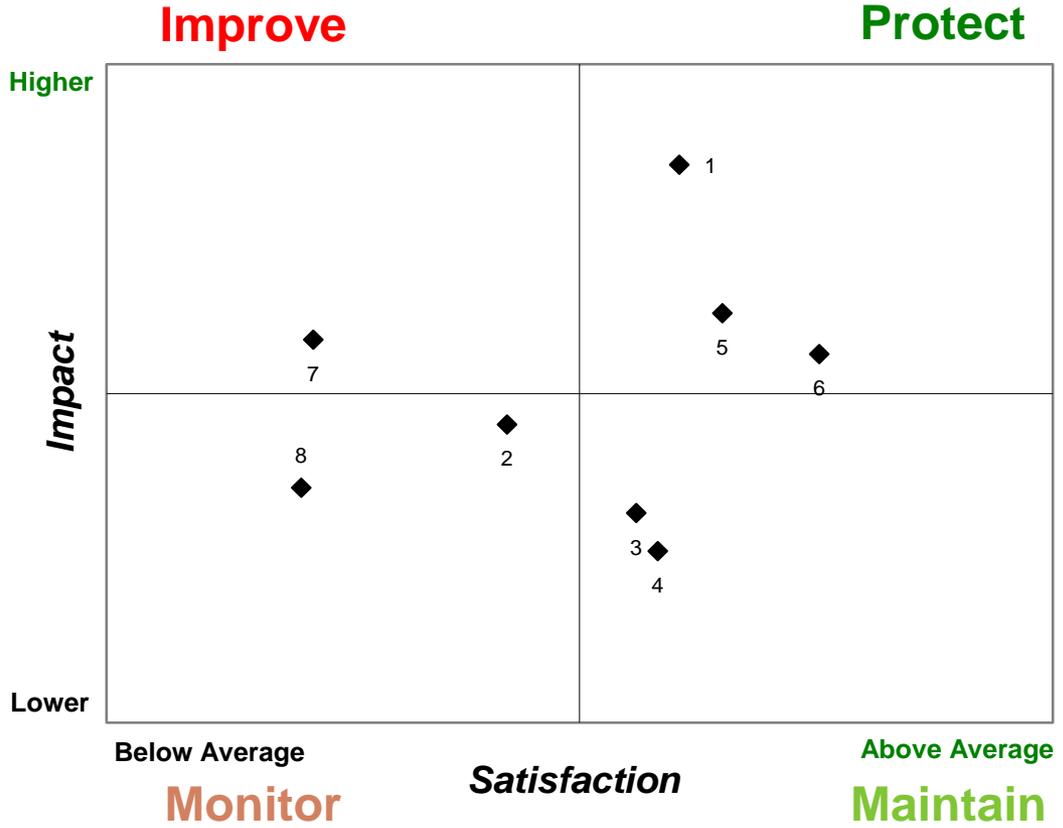
Composite:
 -I am satisfied with the TTC as an employer
 -I enjoy coming to work every day
 -I see the value in the work that I do

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):
 - Training & Development
 - Areas to Protect (high relative impact; high relative performance):
 - Job
 - Working Environment
 - Safety
 - Areas to Monitor (low relative impact; low relative performance):
 - Company
 - Performance/Reward
 - Areas to Maintain (low relative impact; high relative performance):
 - Team
 - Manager/Supervisor

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

ATC Project



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 6.4 to 8.6.
 Impact values range between 8% to 45%.

OVERALL ORGANIZATIONAL VIEWS OF ATC PROJECT

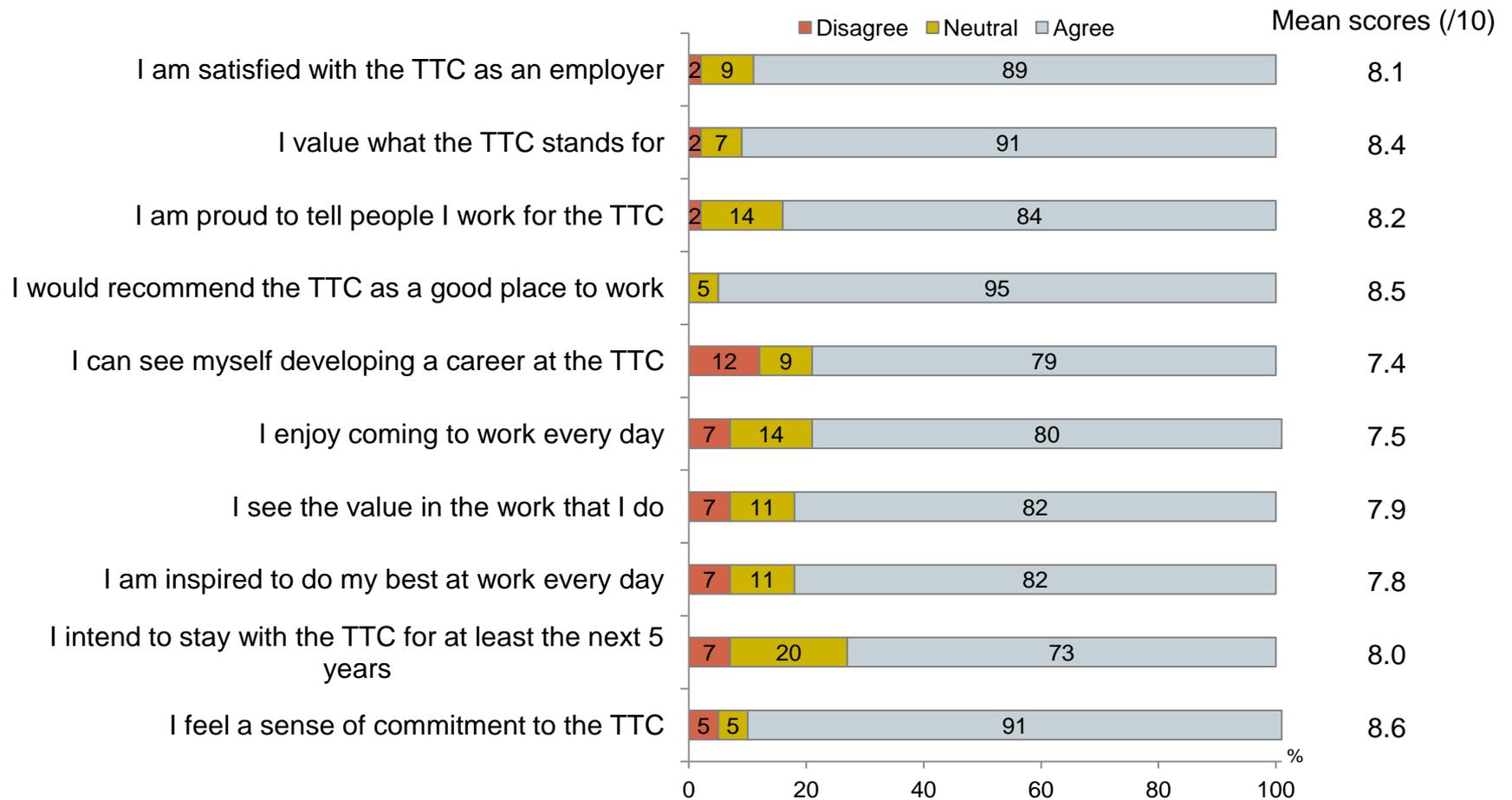
Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- The following measures were included in the survey in order to assess employees' overall satisfaction with the TTC:
 - I am satisfied with the TTC as an employer
 - I value what the TTC stands for
 - I am proud to tell people I work for the TTC
 - I would recommend the TTC as a good place to work
 - I can see myself developing a career at the TTC
 - I enjoy coming to work every day
 - I see the value in the work I do
 - I am inspired to do my best at work every day
 - I intend to stay with the TTC for at least the next 5 years
 - I feel a sense of commitment to the TTC
- Ratings were highest for the following measures: “I feel a sense of commitment to the TTC”; followed by “I would recommend the TTC as a good place to work”. Ratings were lowest for “I see myself developing a career at the TTC”, followed by “I enjoy coming to work every day”.
- Mean scores across some measures were higher than Operations Group scores, but other attributes scored lower than the group average.

OVERALL ORGANIZATIONAL VIEWS - ATC PROJECT



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

OVERALL ORGANIZATIONAL VIEWS - ATC PROJECT

Mean	All TTC Employees	Union Groups Average	All Operations Group	ATC Project
I am satisfied with the TTC as an employer	7.8	7.7	8.0	8.1
I value what the TTC stands for	8.2	8.1	8.3	8.4
I am proud to tell people I work for the TTC	7.9	7.8	8.0	8.2
I would recommend the TTC as a good place to work	8.0	7.9	8.2	8.5
I can see myself developing a career at the TTC	7.9	7.8	8.0	7.4
I enjoy coming to work every day	7.3	7.2	7.5	7.5
I see the value in the work that I do	8.2	8.1	8.3	7.9
I am inspired to do my best at work every day	7.8	7.7	7.9	7.8
I intend to stay with the TTC for at least the next 5 years	8.5	8.6	8.6	8.0
I feel a sense of commitment to the TTC	8.2	8.1	8.3	8.6

Sample sizes vary by attribute.

AREA TO PROTECT: YOUR JOB

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

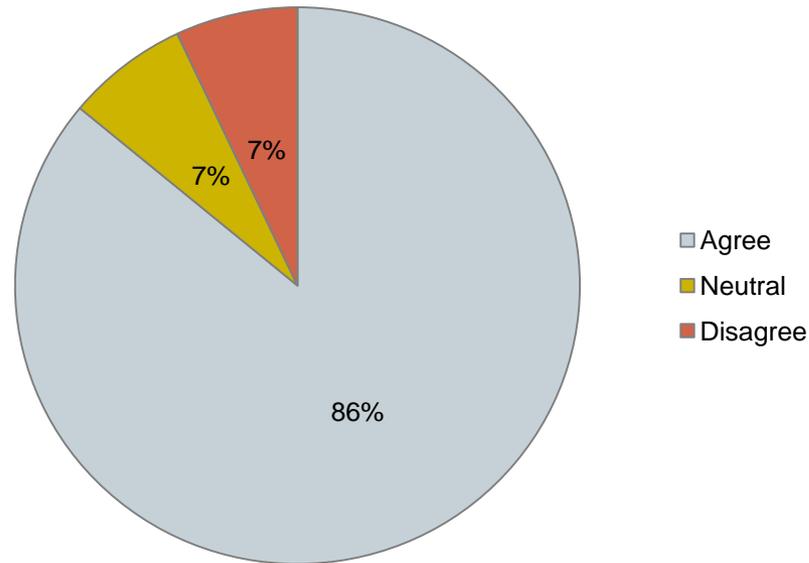
- Opportunity Analysis identifies “Your Job” as having the most impact on Employee Engagement overall and as an area with which ATC Project employees are, for the most part, satisfied, making this an Area to Protect.
- Employee satisfaction with some aspects of Your Job is slightly lower than the Operations Group average, although mean satisfaction scores for a few of the aspects are higher. Notably, “I often look for ways to make improvements in how things are done”, “I have the proper equipment/tools to do my job well”, and “I am given the freedom to make decisions in my job” received scores higher than the Operations Group average.
- 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 feel motivated in my job”.
- 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
 - I am given the freedom to make decisions in my job
 - My work enables me to use my skills and abilities
 - I feel well informed about how to improve customer service

OVERALL RATINGS OF YOUR JOB - ATC PROJECT

ATC Project

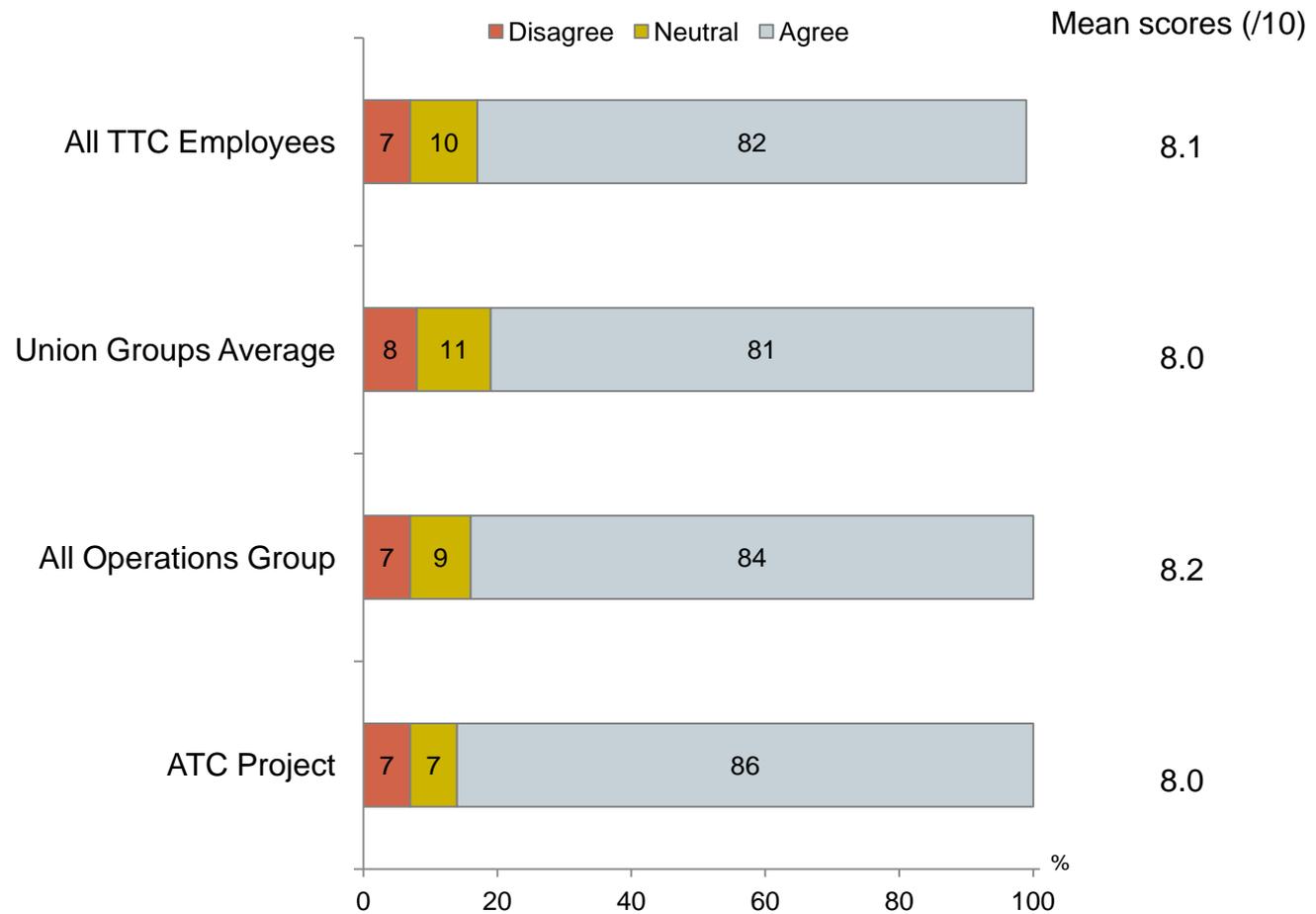
Total
(n= 44)

Mean=8.0



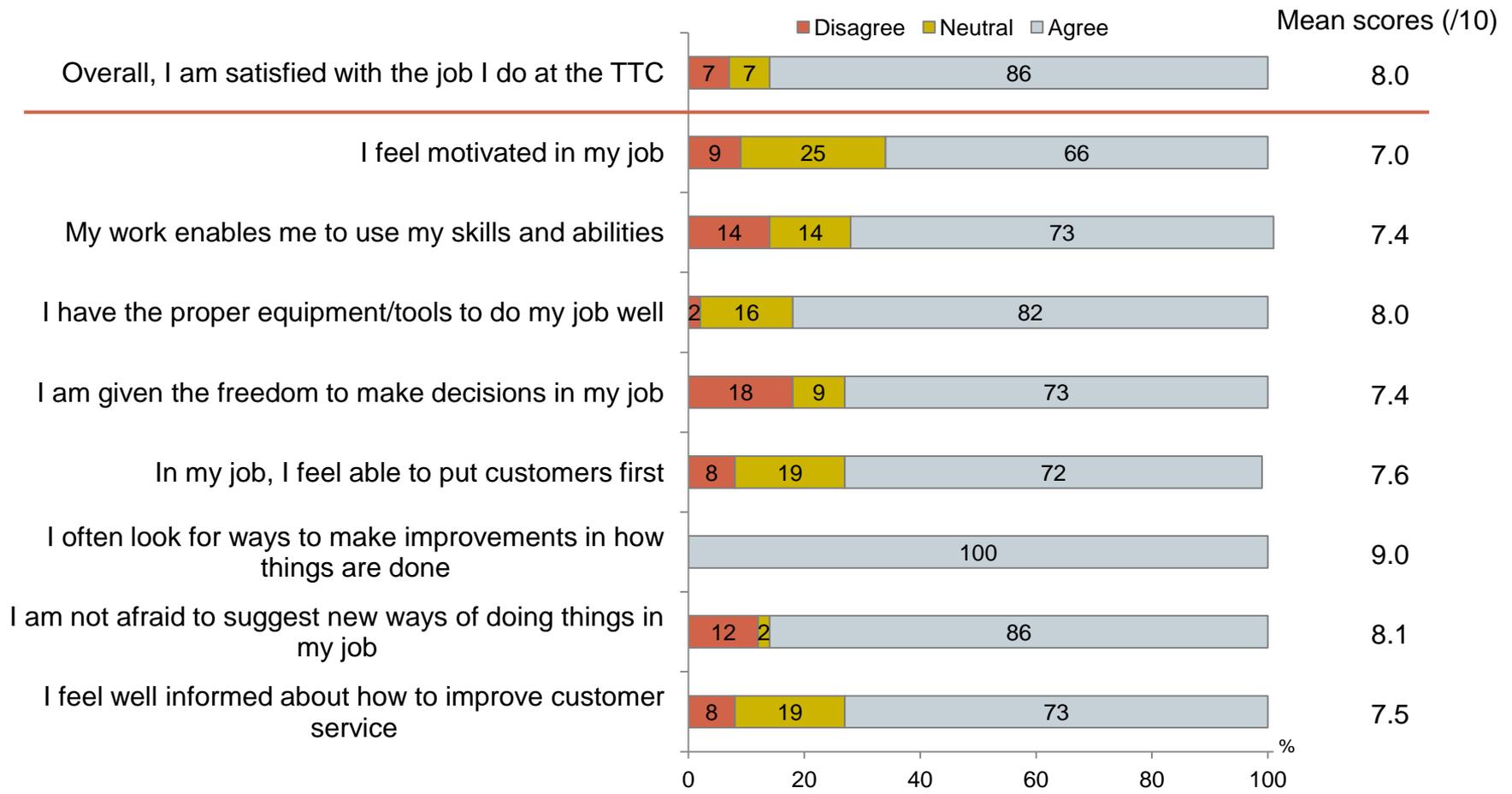
B1. How much do you agree or disagree with each of the following statements about your job ?
Overall, I am satisfied with the job I do at the TTC.

OVERALL RATINGS OF YOUR JOB - ATC PROJECT



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

YOUR JOB - ATC PROJECT



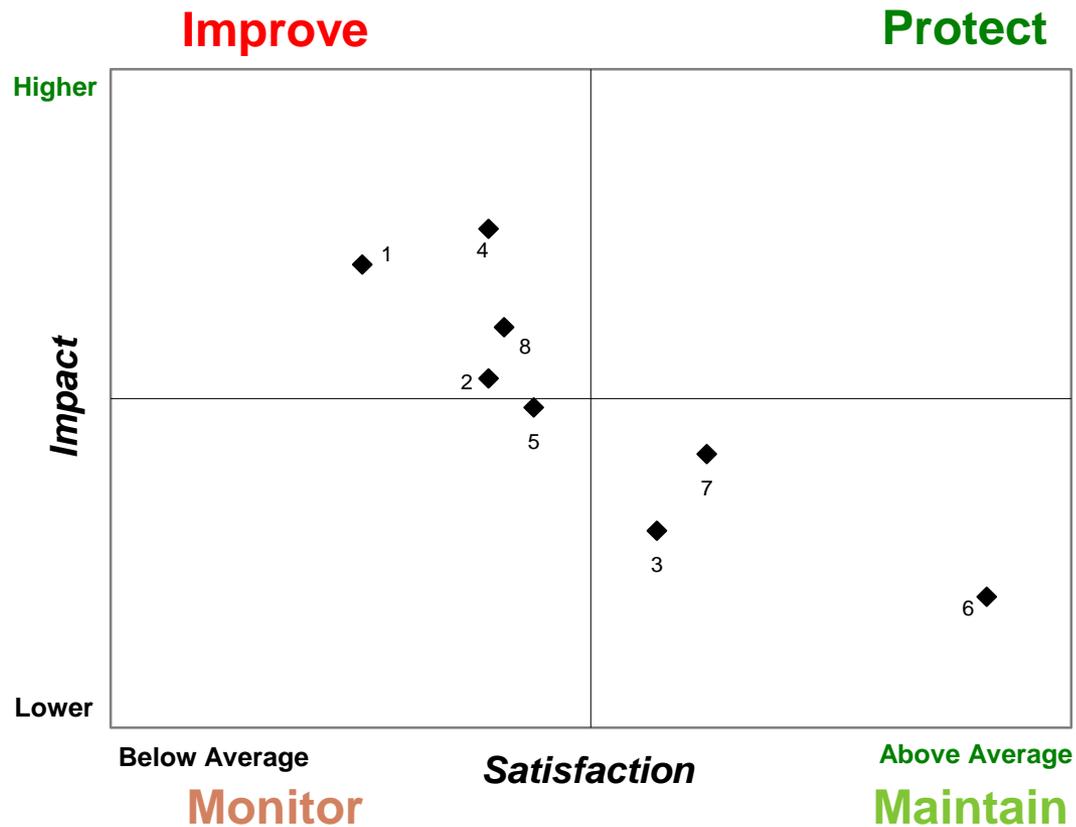
B1. How much do you agree or disagree with each of the following statements about your job?
Sample sizes vary by attribute.

YOUR JOB - ATC PROJECT

Mean	All TTC Employees	Union Groups Average	All Operations Group	ATC Project
Overall, I am satisfied with the job I do at the TTC	8.1	8.0	8.2	8.0
I feel motivated in my job	7.0	6.9	7.2	7.0
My work enables me to use my skills and abilities	7.3	7.2	7.5	7.4
I have the proper equipment/tools to do my job well	6.8	6.6	7.0	8.0
I am given the freedom to make decisions in my job	6.5	6.3	6.9	7.4
In my job, I feel able to put customers first	7.5	7.3	7.6	7.6
I often look for ways to make improvements in how things are done	8.1	7.9	8.3	9.0
I am not afraid to suggest new ways of doing things in my job	7.6	7.4	8.0	8.1
I feel well informed about how to improve customer service	6.8	6.5	6.9	7.5

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 - ATC PROJECT



- 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 7.0 to 9.0.
 Impact values range between 6% to 55%.

AREA TO PROTECT: 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 ATC Project employees are satisfied relative to other areas; in other words, this is an Area to Protect.
- Mean scores for Working Environment were higher than the Operations Group average for ATC Project employees.
- Across the specific aspects of Working Environment, ratings were highest for, “The hours I work are reasonable” and “I can adjust my work/shift hours if needed”. Ratings were lowest for, “The TTC cares about my mental health and emotional well-being”, followed by “The TTC encourages employees to maintain a healthy work-life balance.”
- To improve employee satisfaction with Your Working Environment, Opportunity Analysis identifies the following key Areas to Improve:
 - The TTC cares about my mental health and emotional well-being
 - The TTC encourages employees to maintain a healthy work-life balance
 - I feel I belong at the TTC
- In addition to these improvements, the following area is identified as a key Area to Protect:
 - The TTC is dedicated to diversity and inclusiveness

SECTION SUMMARY

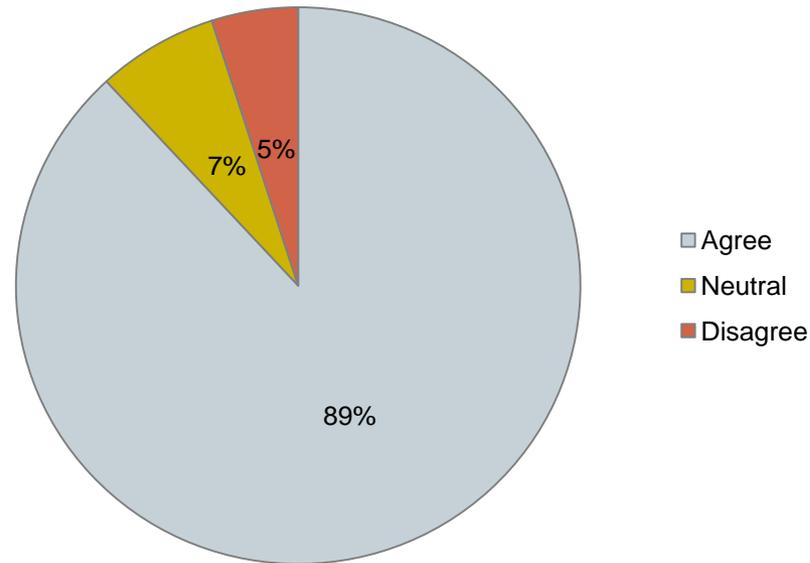
- Stress at Work
- 23% of employees indicated that they experience “frequent” stress at work, and an additional 50% experience stress at work “sometimes”, a somewhat higher rate than for all of Operations Group.
- Discrimination/Harassment
- 23% of Operations group employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months.
- This incidence rate is roughly in line with the Operations Group average, though still slightly higher than the rate among all TTC employees.
- Employees most frequently reported discrimination based on personal harassment, followed by discrimination based on age, marital status, and place of origin.
- Was it Reported?
- As only a minority reported experiencing any discrimination, results cannot be reliably reported for this department.
- Abuse by Customers
- 16% of ATC Project employees reported that they had been verbally abused by customers in the past 12 months. This is a lower proportion than for Operations Group as a whole.
- No ATC Project employees reported experiencing physical abuse from customers.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - ATC PROJECT

ATC Project

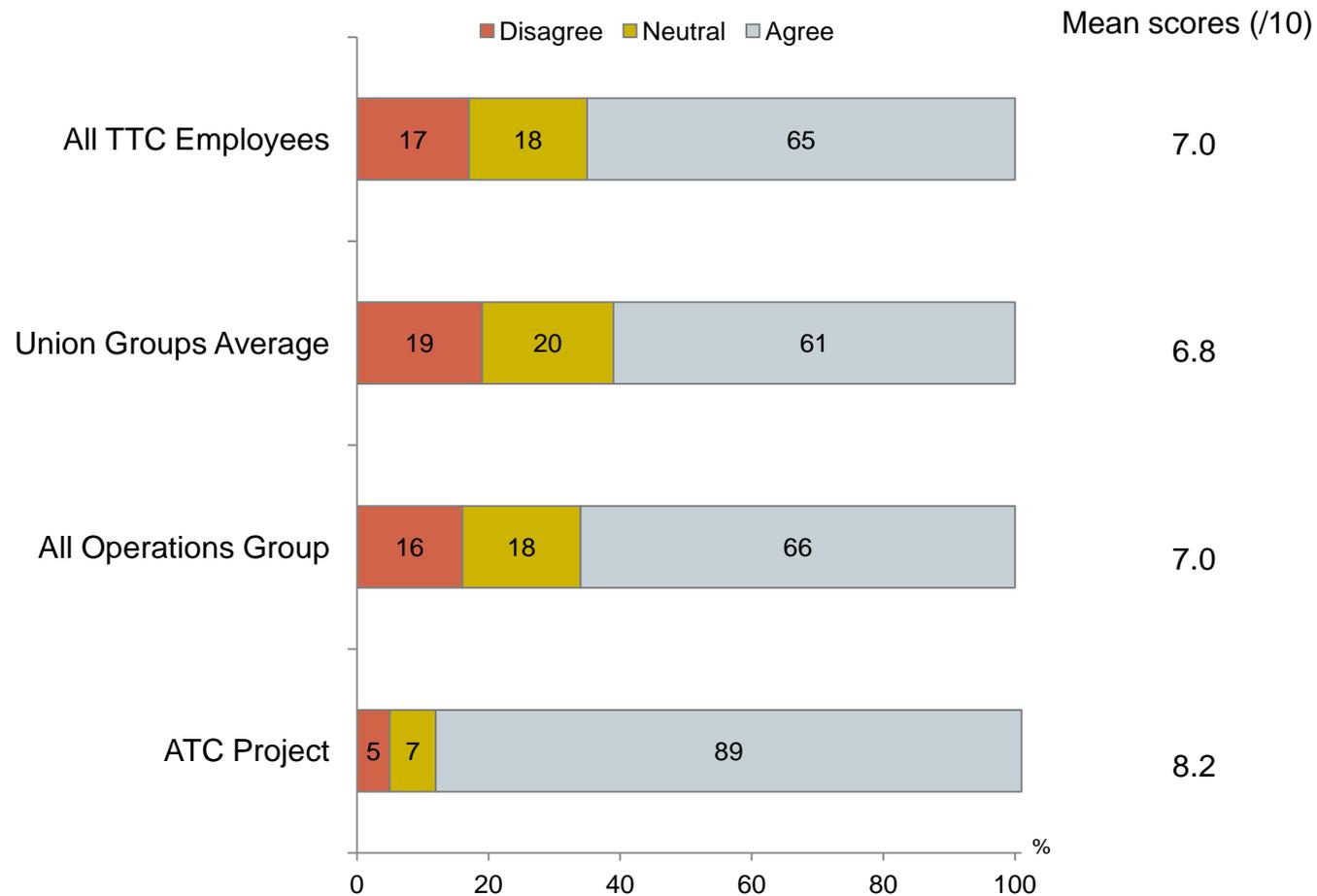
Total
(n= 44)

Mean= 8.2



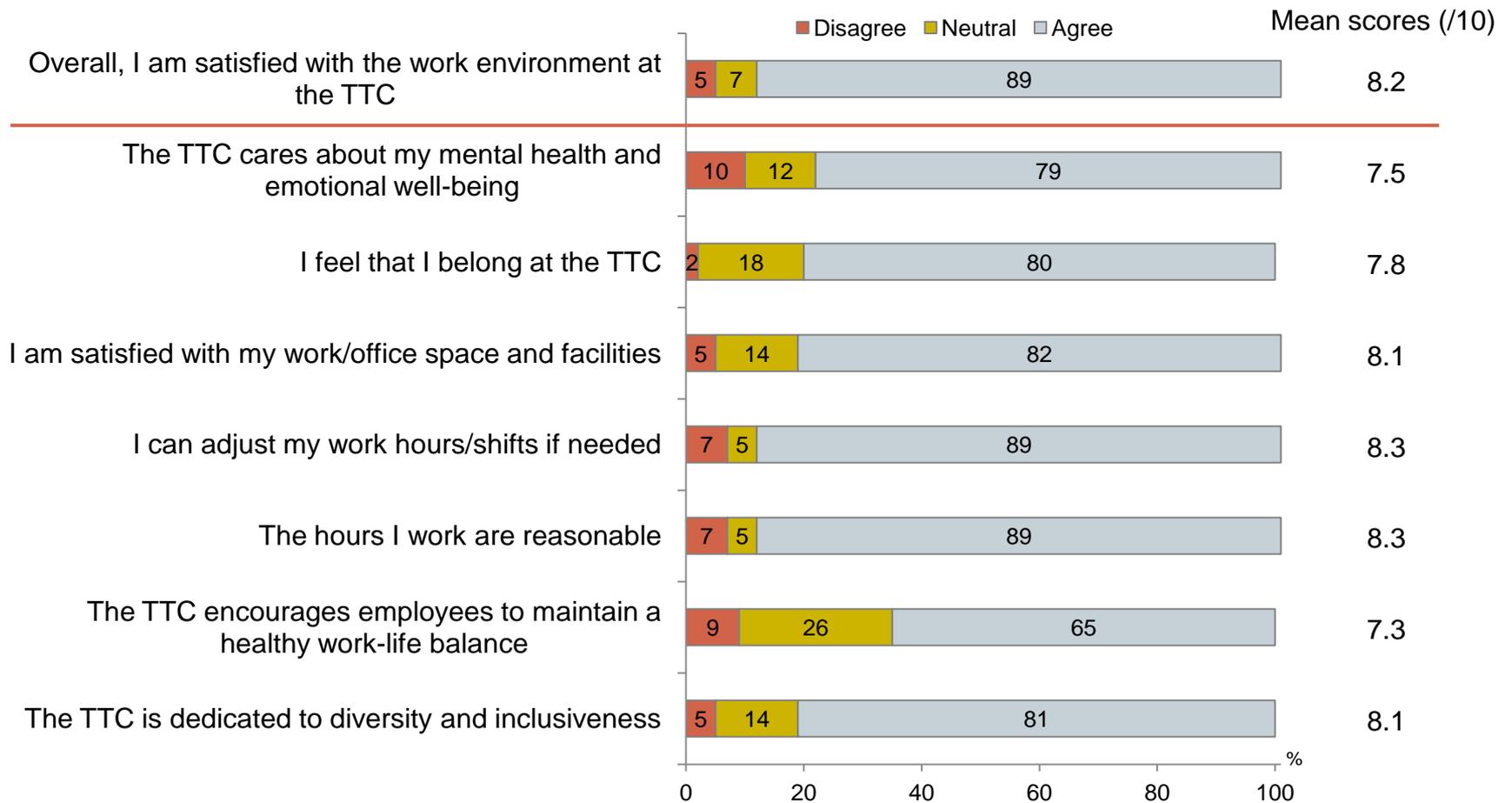
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Overall, I am satisfied with the work environment at the TTC.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - ATC PROJECT



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 - ATC PROJECT



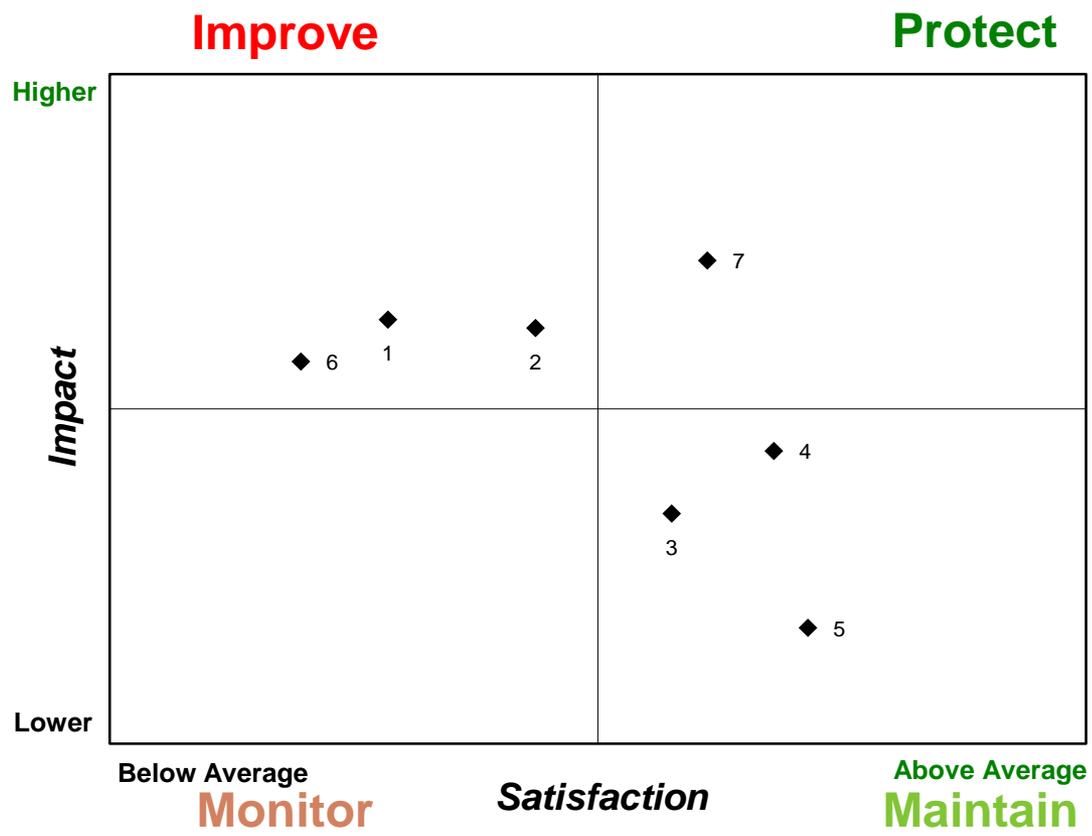
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Sample sizes vary by attribute.

YOUR WORKING ENVIRONMENT - ATC PROJECT

Mean	All TTC Employees	Union Groups Average	All Operations Group	ATC Project
Overall, I am satisfied with the work environment at the TTC	7.0	6.8	7.0	8.2
The TTC cares about my mental health and emotional well-being	6.2	5.9	6.3	7.5
I feel that I belong at the TTC	7.4	7.3	7.5	7.8
I am satisfied with my work/office space and facilities	6.5	6.3	6.5	8.1
I can adjust my work hours/shifts if needed	6.7	6.5	6.2	8.3
The hours I work are reasonable	7.7	7.4	7.6	8.3
The TTC encourages employees to maintain a healthy work-life balance	6.3	5.9	6.2	7.3
The TTC is dedicated to diversity and inclusiveness	7.4	7.2	7.2	8.1

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 - ATC PROJECT

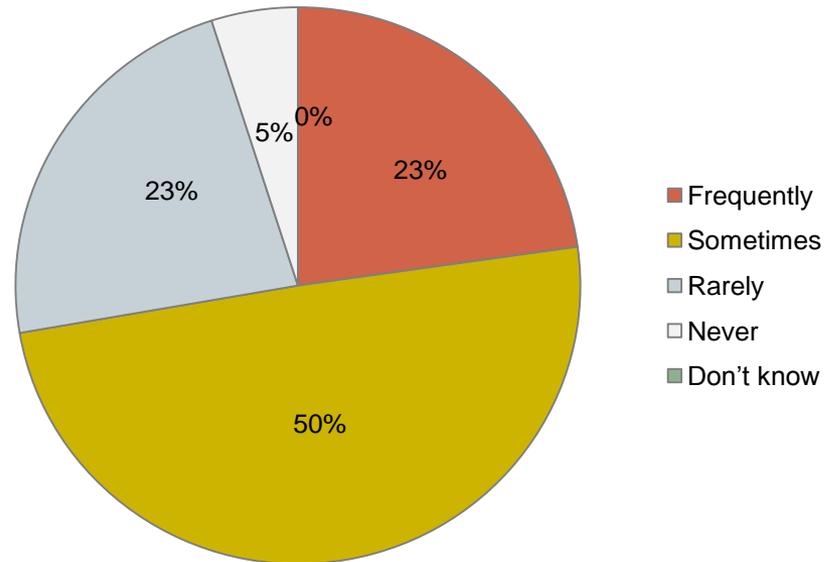


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life 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 7.3 to 8.4.
 Impact values range between 12% to 69%.

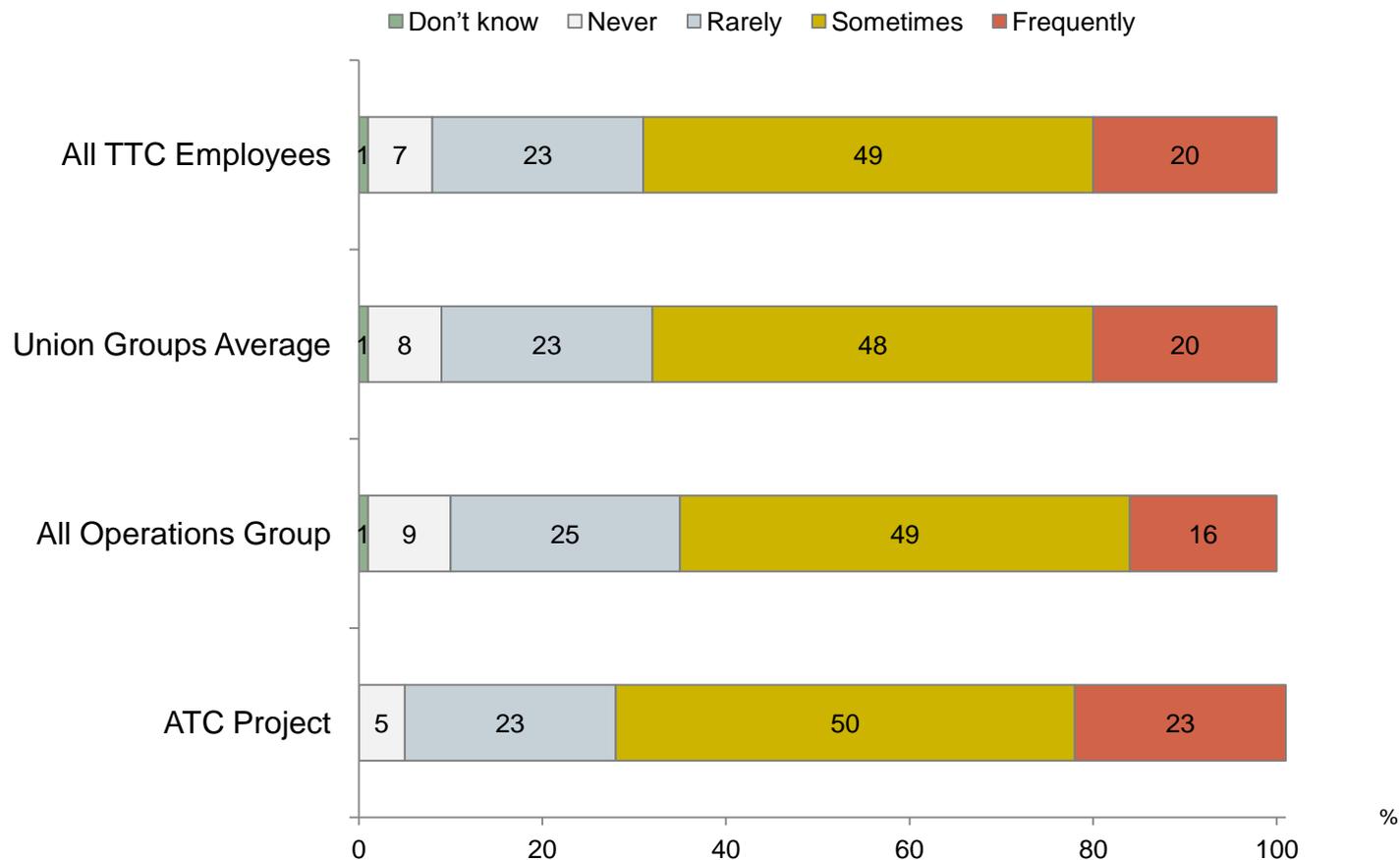
ATC Project

Total
(n= 44)



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

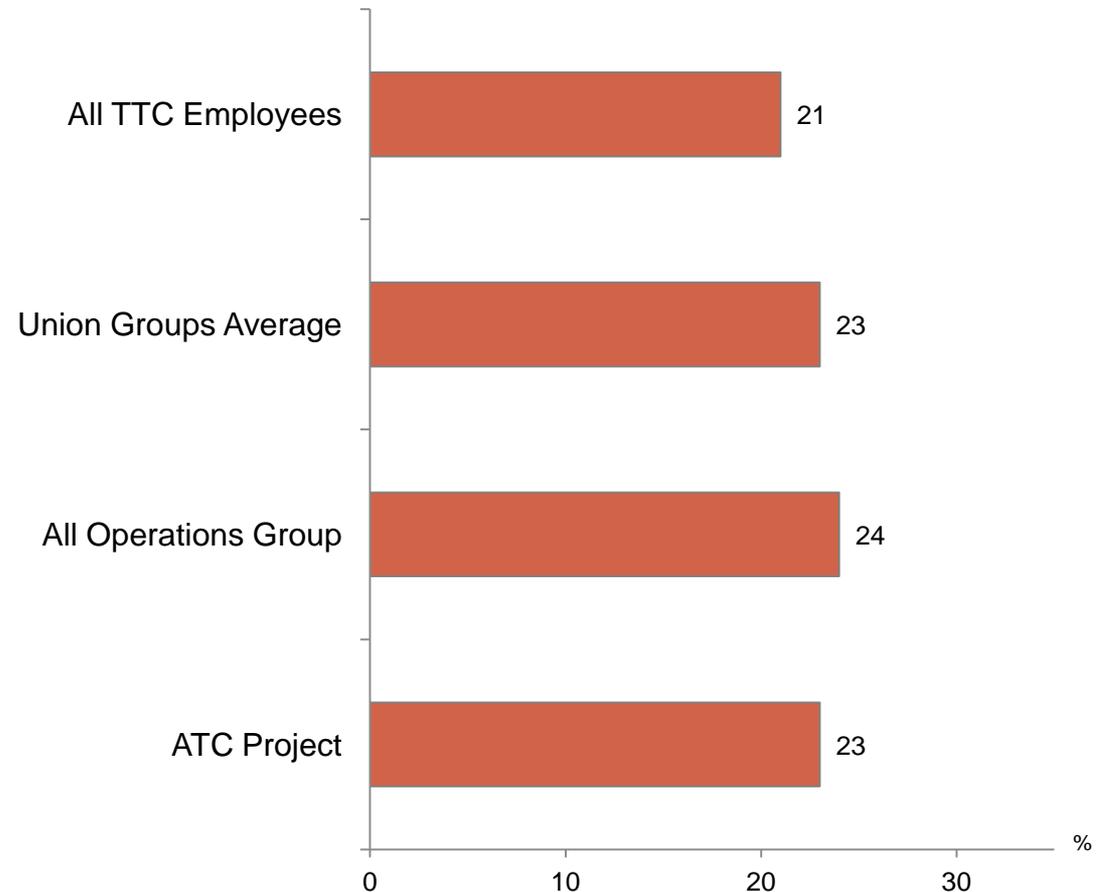
STRESS AT WORK - ATC PROJECT



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

EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT

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



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

DISCRIMINATION OR HARASSMENT EXPERIENCED

Prefer not to answer range from 2-3%	Prefer not to answer range from 2-4%	Prefer not to answer range from 2-4%	0% Prefer not to answer
--------------------------------------	--------------------------------------	--------------------------------------	-------------------------

% Yes	All TTC Employees	Union Groups Average	All Operations Group	ATC Project
Disability	3	3	4	0
Ethnic Origin	6	7	8	2
Gender (includes gender expression)	3	3	3	2
Sex (including pregnancy)	2	2	2	2
Creed	2	3	3	0
Age	5	5	5	5
Race	6	7	7	2
Colour	5	6	6	2
Sexual Orientation	2	2	2	0
Family Status	2	2	2	2
Marital Status	2	2	2	5
Ancestry	3	3	4	0
Place of Origin	4	5	5	5
Citizenship	3	3	3	2
Personal Harassment	9	10	11	11
Other	4	4	4	0

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

DID YOU REPORT DISCRIMINATION TO THE TTC?

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

- As fewer than 30 ATC Project employees provided a response to this question, no results can be shown.

ATC Project

Total
(n= 10)

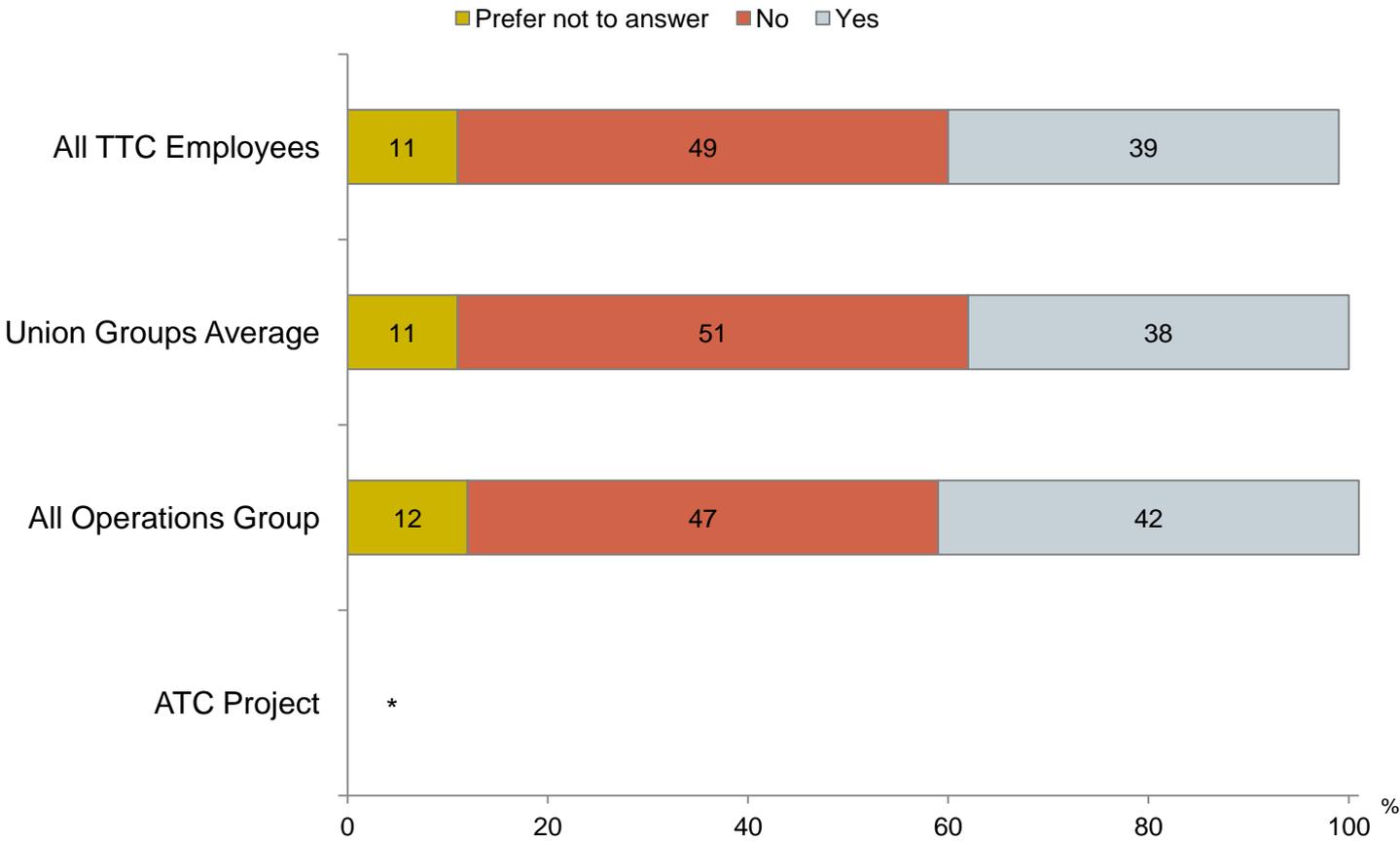
*

* Percentages suppressed due to sample size <30.

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

IS THE DISCRIMINATION REPORTED TO THE TTC? - ATC PROJECT

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



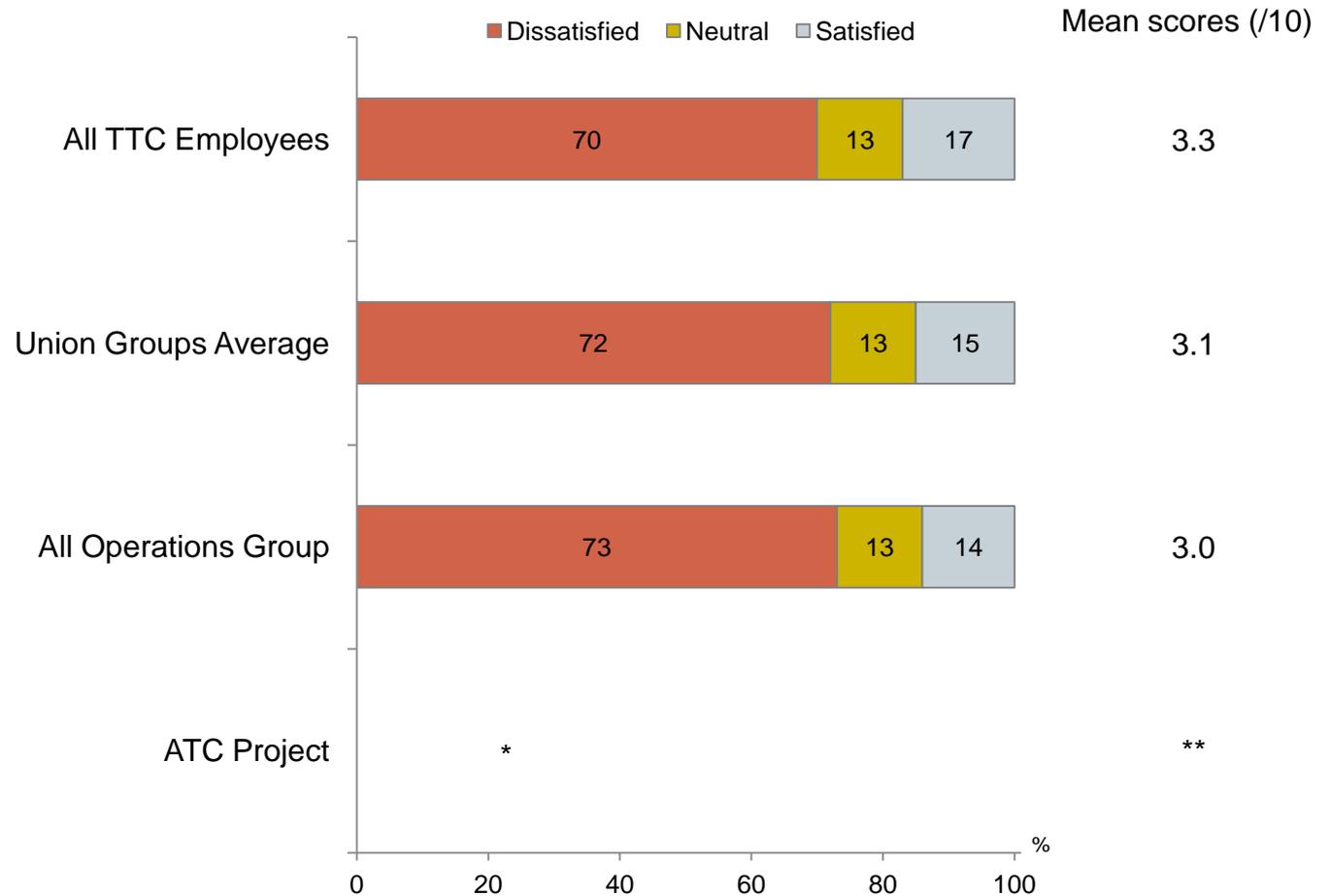
* Percentages suppressed due to sample size <30.

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 as sample size <10.

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

3/29/2015

50

REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident

- As fewer than 30 ATC Project employees provided a response to this question, no results can be shown.

ATC Project

(n= 2)

*

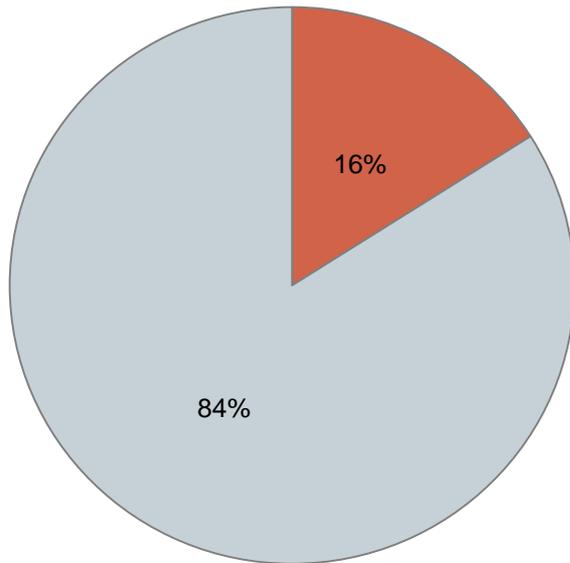
* Percentages suppressed as sample size <30.

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

ABUSE FROM CUSTOMERS

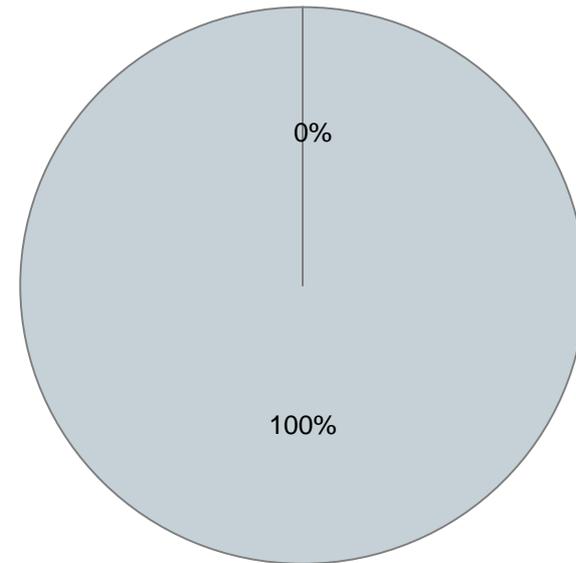
ATC Project

Verbally Abused
(n= 44)



■ Yes
■ No

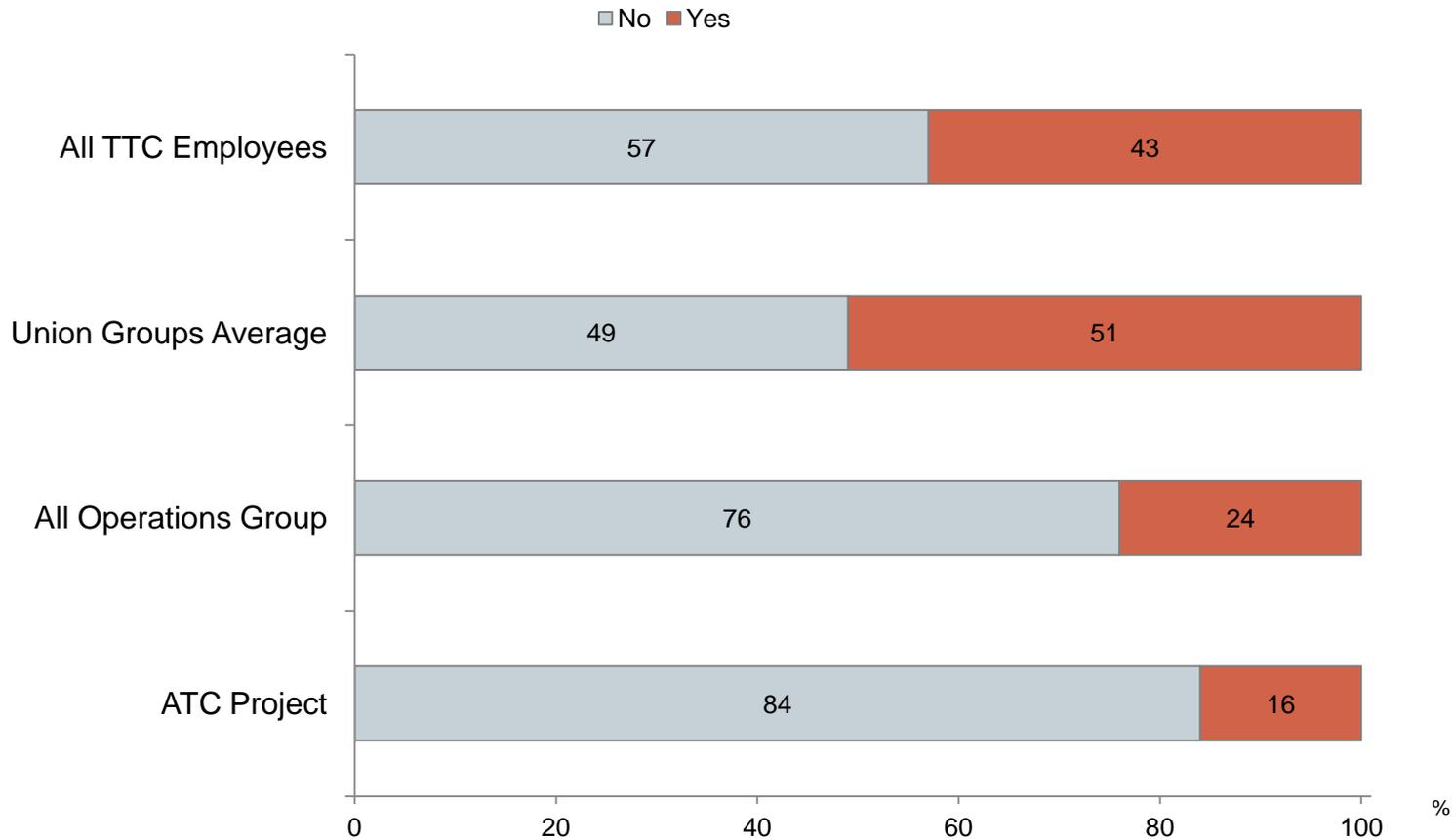
Physically Abused
(n= 44)



■ Yes
■ No

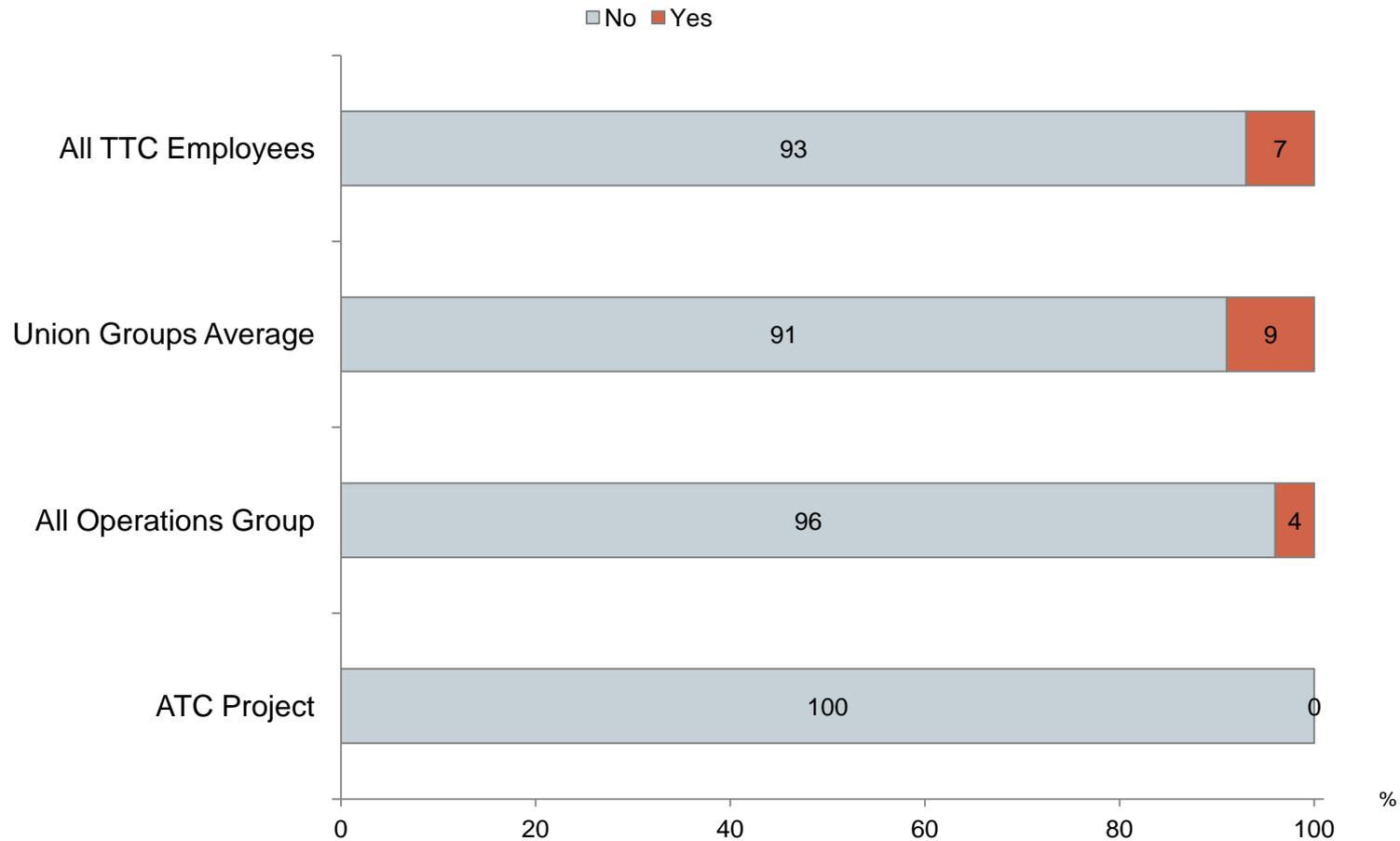
F7. In the past 12 months, have you been verbally abused by customers?
F8. In the past 12 months, have you been physically abused by customers?

VERBAL ABUSE FROM CUSTOMERS - ATC PROJECT



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

PHYSICAL ABUSE FROM CUSTOMERS - ATC PROJECT

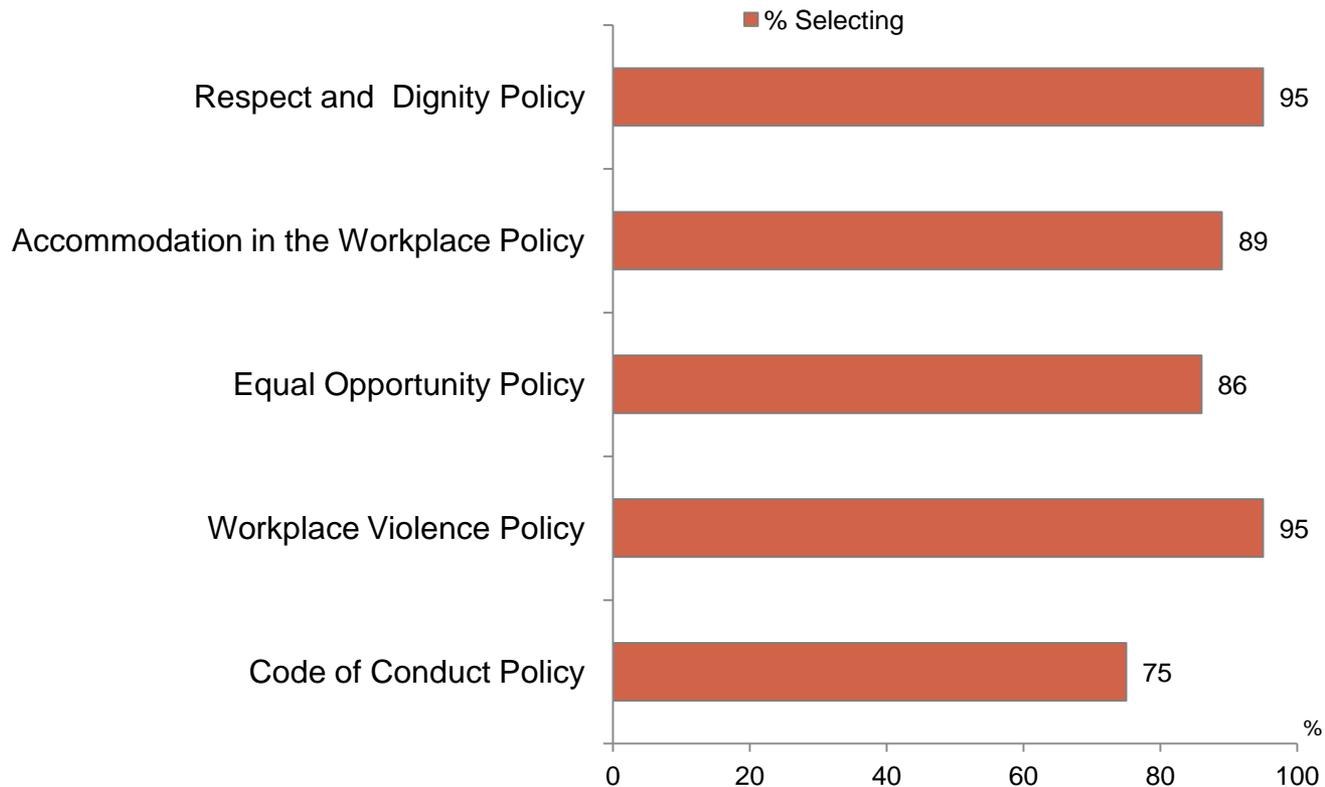


F8. In the past 12 months, have you been physically abused by customers?
Sample sizes vary by category.

FAMILIARITY WITH TTC POLICIES

- ATC PROJECT

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



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

FAMILIARITY WITH TTC POLICIES - ATC PROJECT

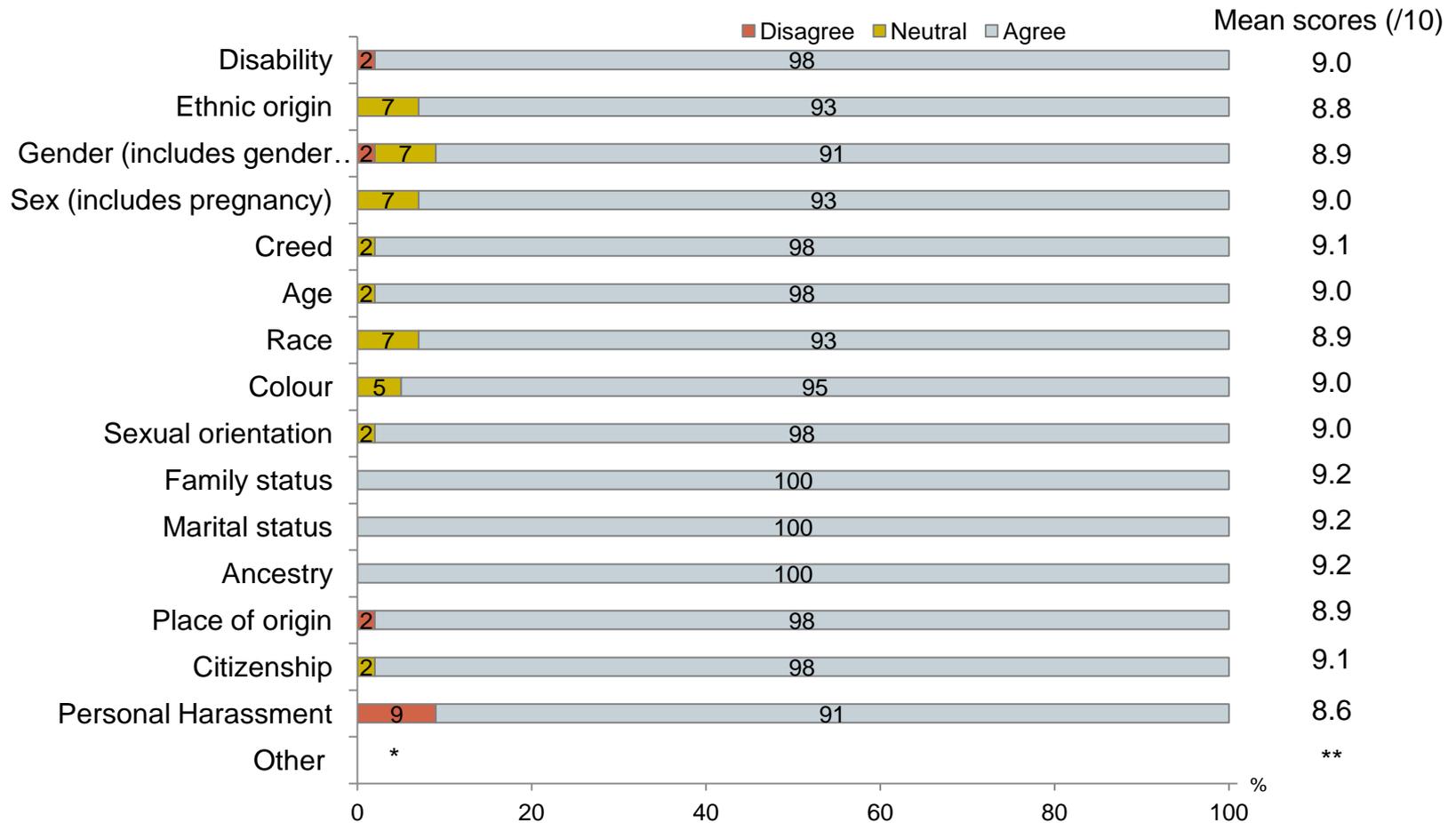
% Selecting	All TTC Employees	Union Groups Average	All Operations Group	ATC Project
Respect and Dignity Policy	92	90	92	95
Accommodation in the Workplace Policy	76	72	76	89
Equal Opportunity Policy	81	79	81	86
Workplace Violence Policy	87	85	87	95
Code of Conduct Policy	82	79	79	75

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

EFFECTIVENESS OF TTC PRACTICES

- ATC PROJECT

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



* Percentages suppressed as sample size <30.

** 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

- ATC PROJECT

Mean	All TTC Employees	Union Groups Average	All Operations	ATC Project
Disability	8.3	8.2	8.2	9.0
Ethnic Origin	8.3	8.3	8.2	8.8
Gender (includes gender expression)	8.5	8.4	8.4	8.9
Sex (including pregnancy)	8.5	8.5	8.4	9.0
Creed	8.5	8.4	8.4	9.1
Age	8.4	8.4	8.3	9.0
Race	8.4	8.3	8.2	8.9
Colour	8.4	8.3	8.2	9.0
Sexual Orientation	8.6	8.5	8.5	9.0
Family Status	8.6	8.5	8.5	9.2
Marital Status	8.6	8.6	8.5	9.2
Ancestry	8.6	8.5	8.4	9.2
Place of Origin	8.5	8.4	8.3	8.9
Citizenship	8.6	8.5	8.5	9.1
Personal Harassment	8.2	8.1	8.0	8.6
Other	8.2	8.2	8.0	**

** Mean score suppressed as sample size <10.

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

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

Sample sizes vary by attribute.

AREA TO IMPROVE: TRAINING AND DEVELOPMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

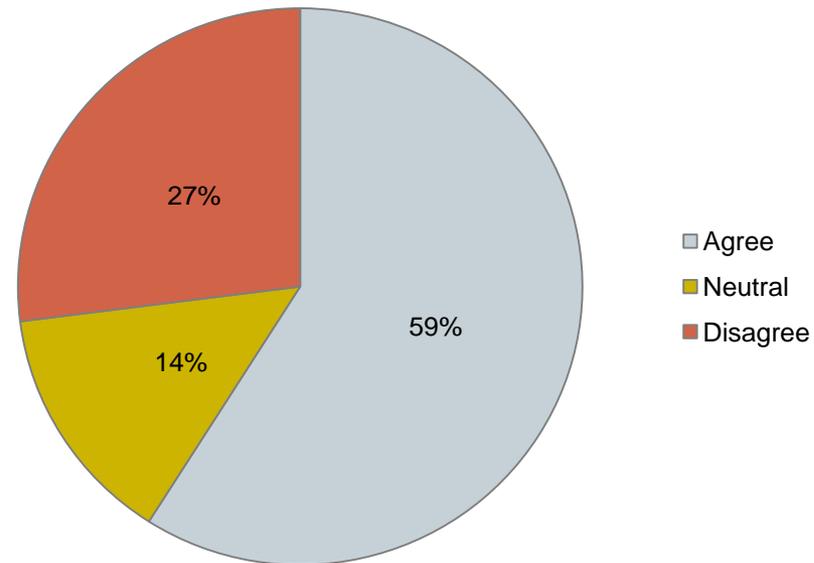
- Opportunity Analysis identifies “Training and Development” as third most impactful on Employee Engagement and as an area in which ATC Project employees are relatively less satisfied; in other words, this is an Area to Improve.
- Employee satisfaction with most aspects of their training and development is slightly lower for ATC Project employees than for Operations Group as a whole, though some specific attributes receive higher scores from ATC Project employees.
- Across the specific aspects of Training and Development, ratings were highest for, “I discuss with my manager whether training meets my needs”, “My on-boarding/induction experience was positive”, and “I have received the right sort of training to do my job properly”. Ratings were lowest for, “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”.
- To improve employee satisfaction with Training and Development, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - I am satisfied with the support I receive on my personal development
 - I 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
- In addition to these improvements, the following is a key Area to Protect:
 - The TTC provides ongoing training opportunities so I can develop my skills

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - ATC PROJECT

ATC Project

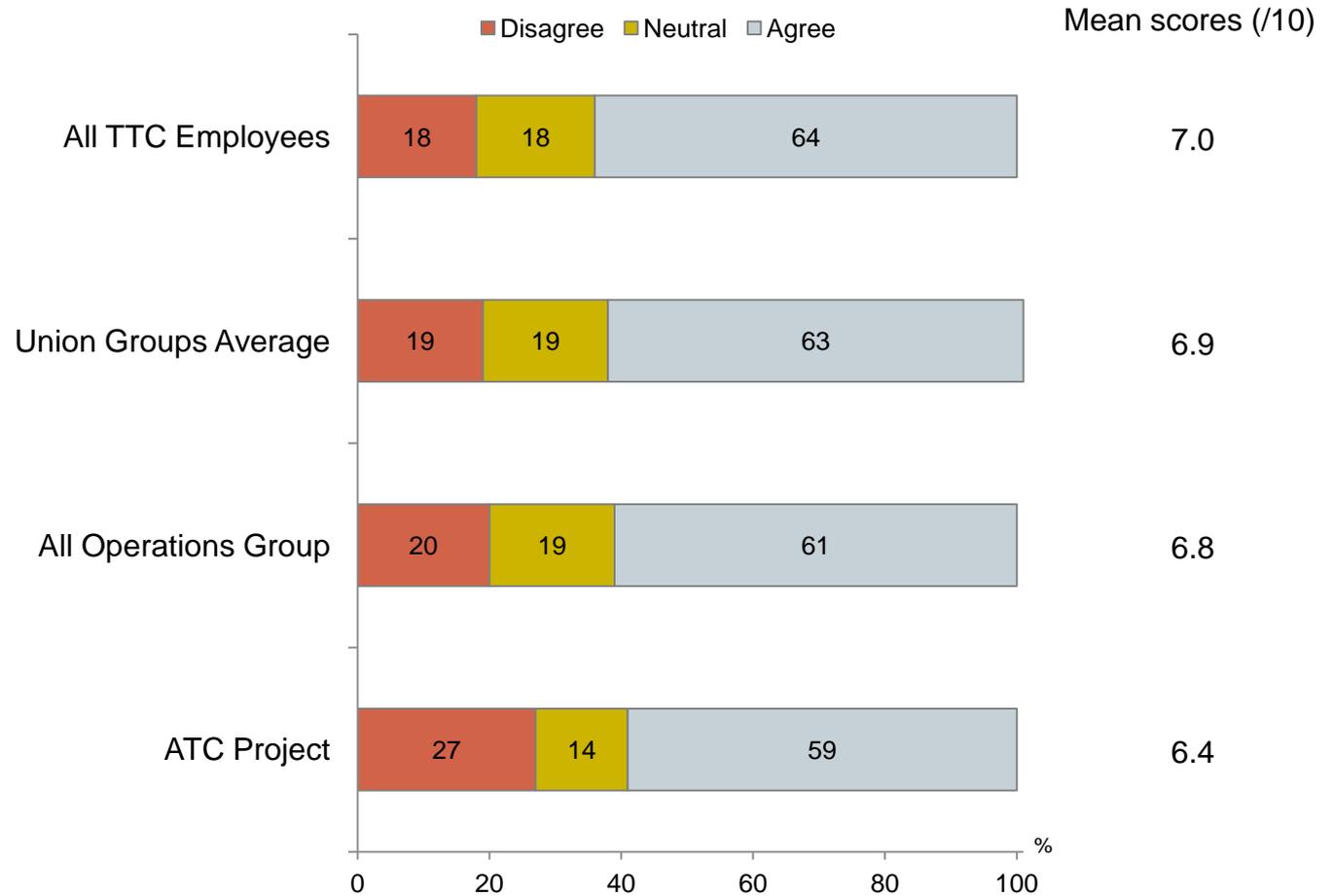
Total
(n= 44)

Mean= 6.4



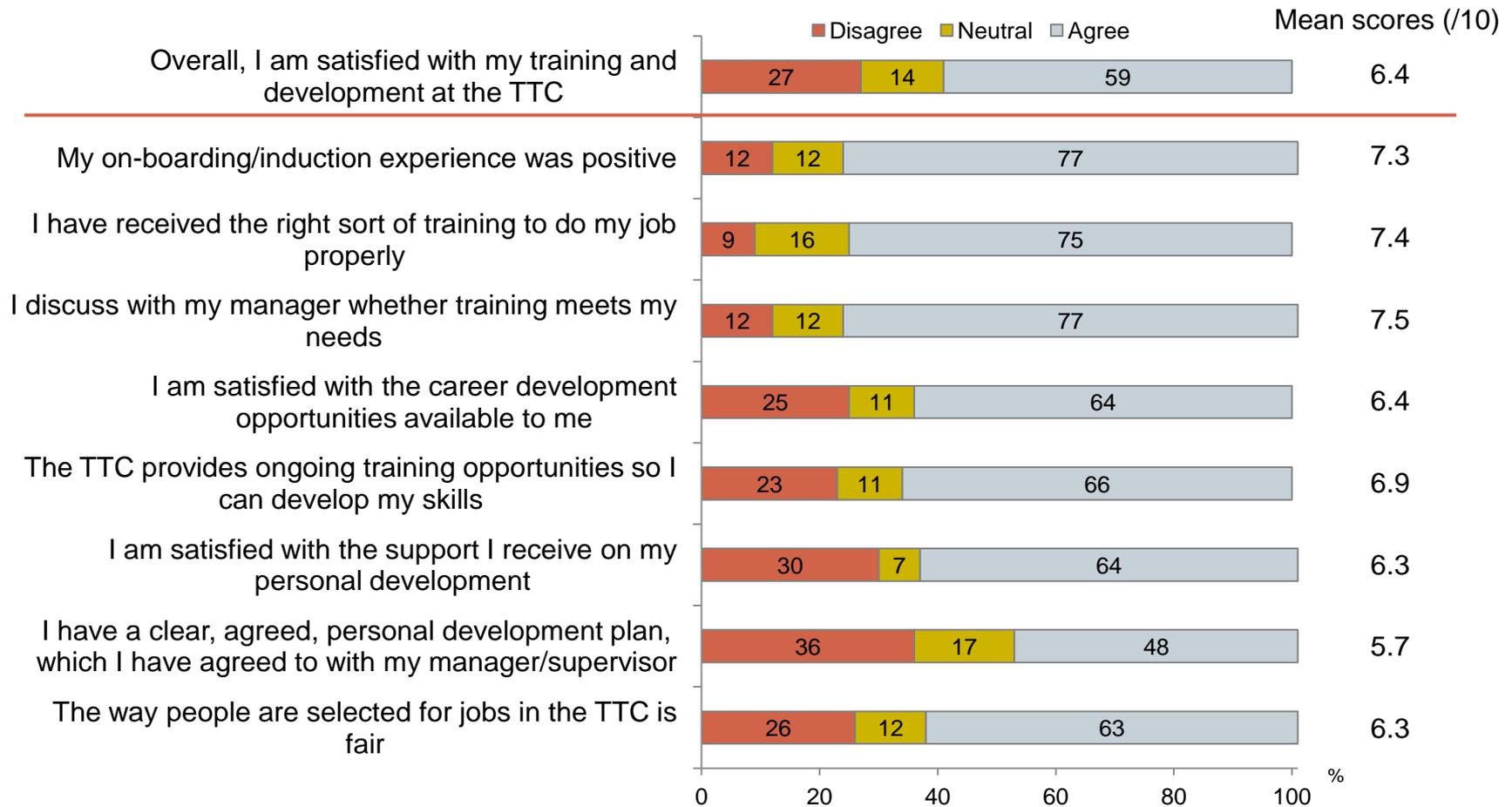
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.
Overall, I am satisfied with my training and development at the TTC.

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - ATC PROJECT



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 - ATC PROJECT



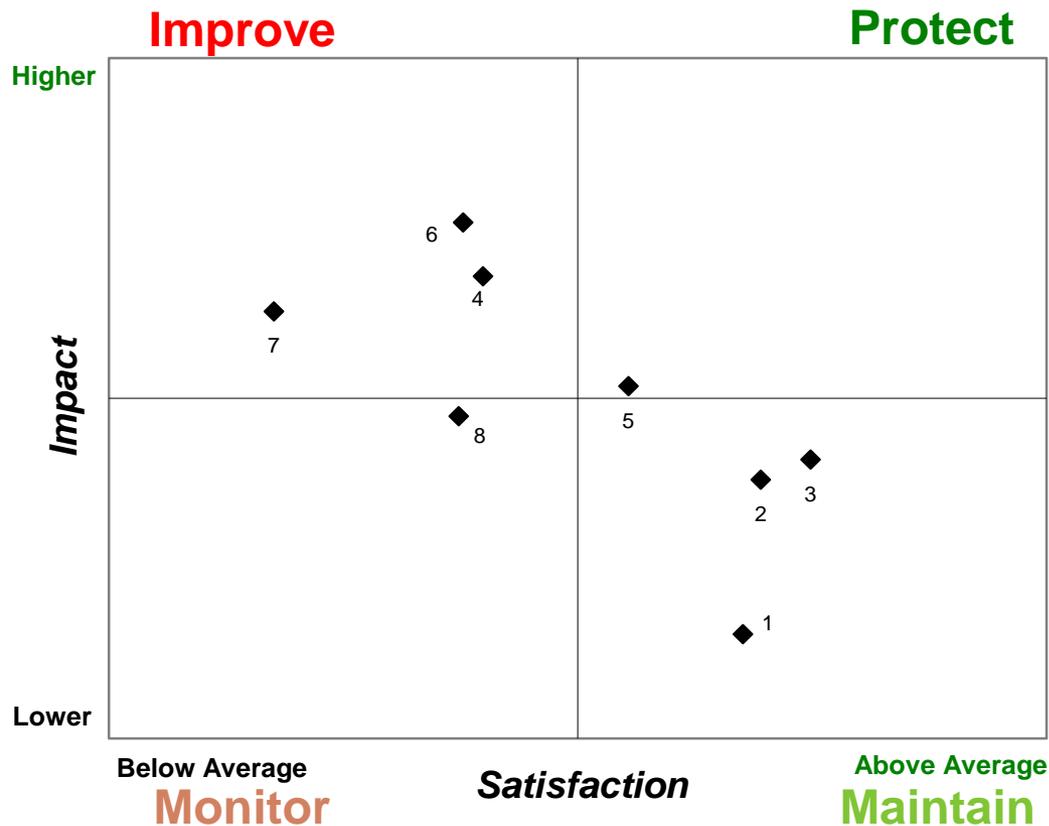
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.
Sample sizes vary by attribute.

TRAINING AND DEVELOPMENT - ATC PROJECT

Mean	All TTC Employees	Union Groups Average	All Operations Group	ATC Project
Overall, I am satisfied with my training and development at the TTC	7.0	6.9	6.8	6.4
My on-boarding/induction experience was positive	7.9	7.9	7.7	7.3
I have received the right sort of training to do my job properly	7.6	7.6	7.4	7.4
I discuss with my manager whether training meets my needs	6.7	6.4	6.7	7.5
I am satisfied with the career development opportunities available to me	6.9	6.9	7.0	6.4
The TTC provides ongoing training opportunities so I can develop my skills	7.0	6.8	7.0	6.9
I am satisfied with the support I receive on my personal development	6.5	6.2	6.5	6.3
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	5.2	5.4	5.7
The way people are selected for jobs in the TTC is fair	5.6	5.5	5.3	6.3

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

OPPORTUNITY ANALYSIS: TRAINING AND DEVELOPMENT - ATC PROJECT



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 5.7 to 7.5.
 Impact values range between 20% to 71%.

AREA TO PROTECT: SAFETY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

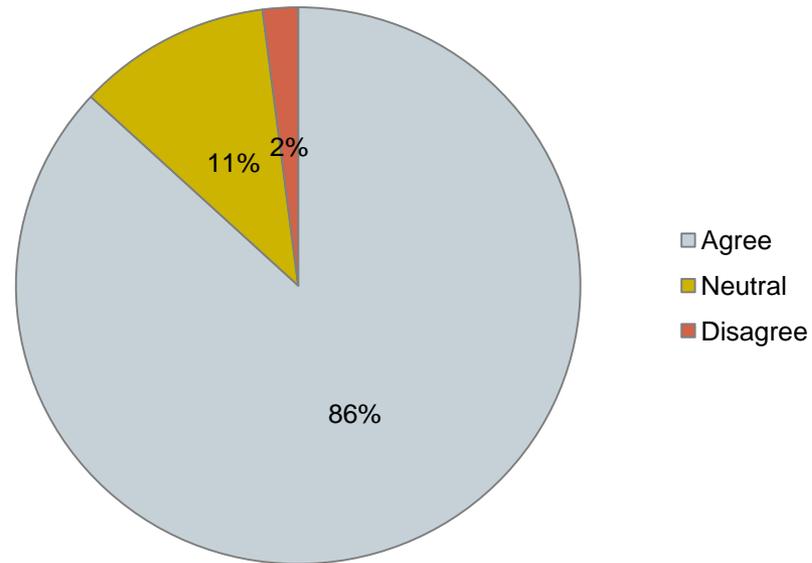
- Opportunity Analysis identifies “Safety” as the fourth most impactful aspect of the employee experience on Employee Engagement and as an area in which ATC Project employees are relatively satisfied, making this an Area to Protect.
- Employee satisfaction with their safety at work is higher than the Operations Group average.
- Across the specific aspects of Safety, ratings were very higher and almost all attributes scored very close together. The only exception to this was for, “People on my team report all injuries, no matter how minor”, which received the lowest ratings.
- To further improve employee satisfaction with Safety, Opportunity Analysis identifies the following key Area to Improve:
 - People in my team report all injuries no matter how minor
- Opportunity Analysis also identifies the following key Areas to Protect:
 - The protection of workers from occupational exposure to hazards is a high priority with management
 - My manager/supervisor is well informed about safety issues

OVERALL RATINGS OF SAFETY - ATC PROJECT

ATC Project

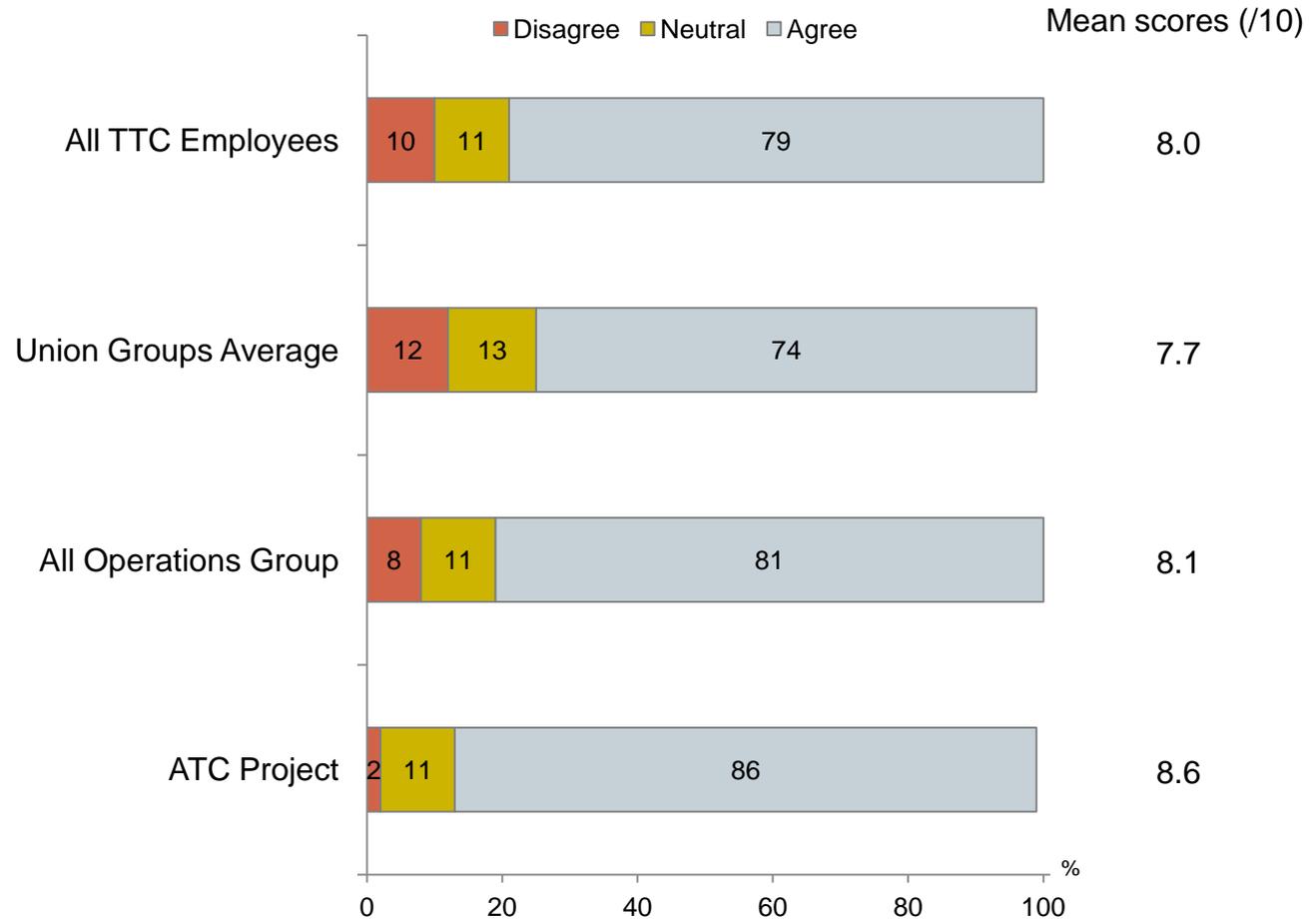
Total
(n= 44)

Mean= 8.6



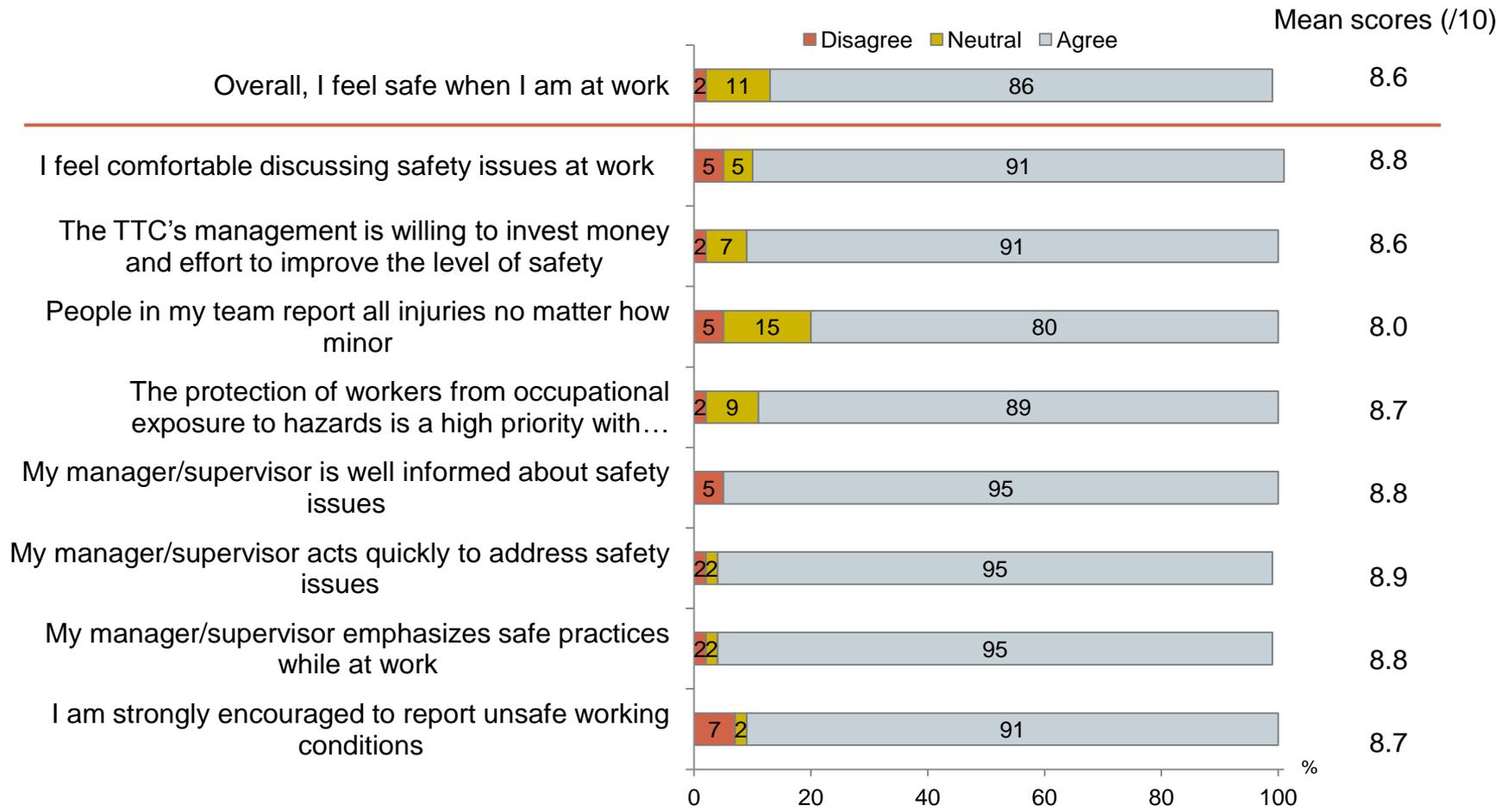
G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety.
Overall, I feel safe when I am at work.

OVERALL RATINGS OF SAFETY - ATC PROJECT



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 - ATC PROJECT



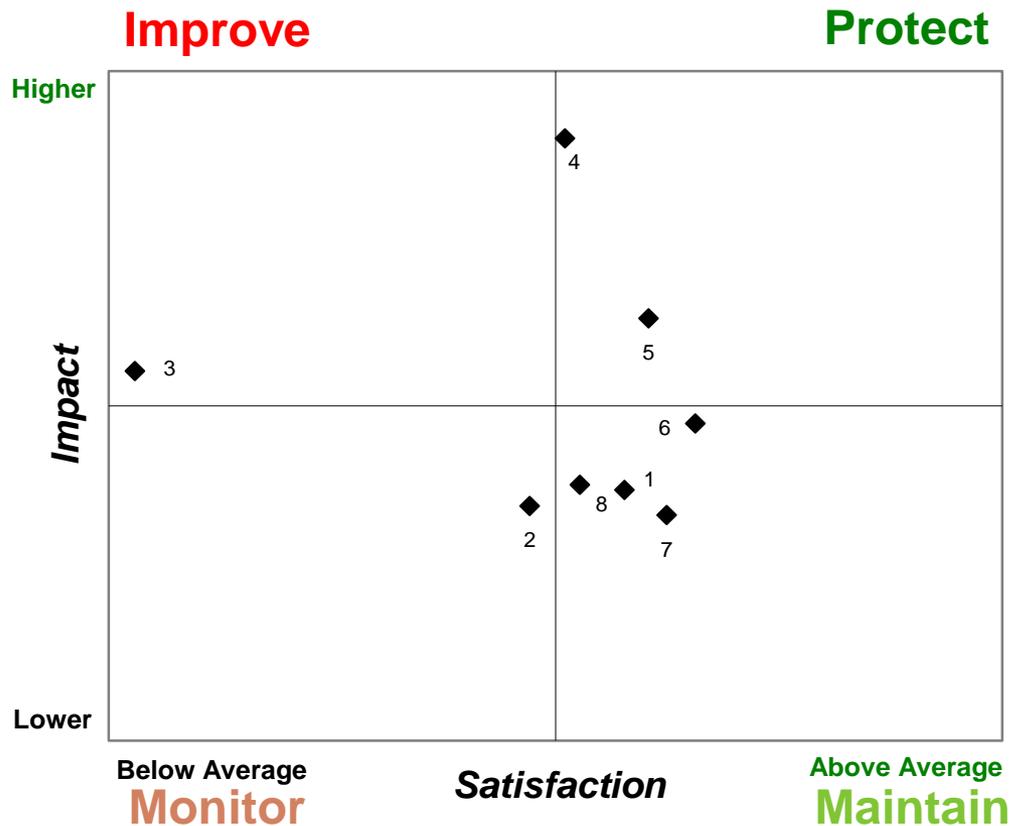
G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety. Sample sizes vary by attribute.

SAFETY - ATC PROJECT

Mean	All TTC Employees	Union Groups Average	All Operations Group	ATC Project
Overall, I feel safe when I am at work	8.0	7.7	8.1	8.6
I feel comfortable discussing safety issues at work	8.3	8.0	8.3	8.8
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	7.1	7.6	8.6
People in my team report all injuries no matter how minor	7.1	6.8	7.2	8.0
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	7.2	7.6	8.7
My manager/supervisor is well informed about safety issues	8.0	7.7	8.0	8.8
My manager/supervisor acts quickly to address safety issues	7.6	7.3	7.6	8.9
My manager/supervisor emphasizes safe practices while at work	7.9	7.7	8.0	8.8
I am strongly encouraged to report unsafe working conditions	8.0	7.8	8.2	8.7

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 - ATC PROJECT



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 8.0 to 8.9.
 Impact values range between 74% to 50%.

AREA TO MONITOR: YOUR COMPANY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Your Company” as having a moderate impact on Employee Engagement and as an area in which ATC Project employees are relatively less satisfied, making this an Area to Monitor.
- Mean satisfaction ratings across most specific aspects of Your Company are generally higher than the Operations Group average for ATC Project employees.
- 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”, and “There is effective sharing of information across the TTC”.
- To improve employee satisfaction with Your Company, Opportunity Analysis identifies the following key Areas to Improve:
 - There is a good level of trust between Senior Management and employees
 - Senior Managers communicate openly and honestly with employees
- In addition to these Areas to Improve, several areas were identified as key Areas to Protect:
 - I feel confident that TTC leadership is making the right decisions for the company’s future success
 - TTC leadership welcomes all feedback, both positive and negative
 - I feel that the TTC’s vision to be ‘A transit system that makes Toronto proud’ is realistic and achievable
 - The TTC puts customers first
 - The TTC actively supports equal opportunities for all employees

SECTION SUMMARY

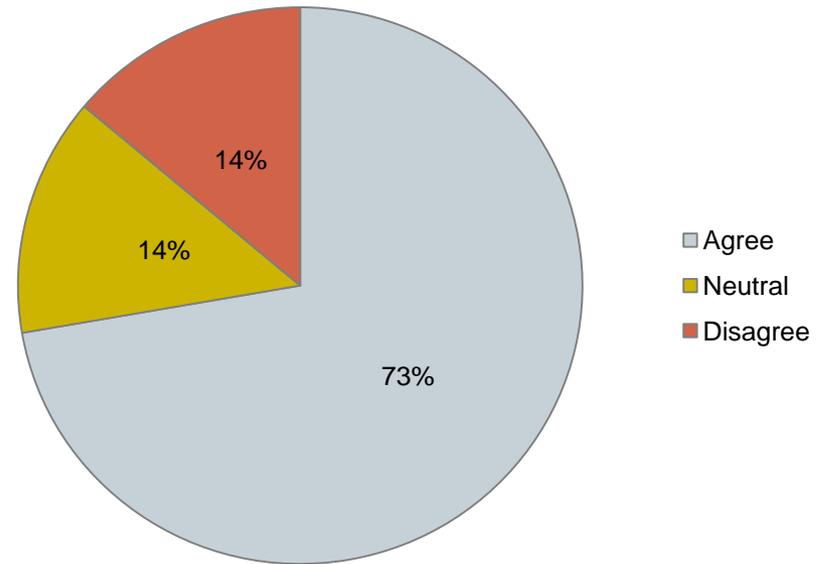
- Speaking Highly of the TTC
- Just over half of ATC Project employees (52%) indicated that would “always” speak highly of the TTC, while most of the remainder indicated that they would “sometimes” speak highly of the TTC. 0% indicated they would “never” speak highly of the TTC.
- Change in Experience Working for the TTC
- 30% of ATC Project employees feel that working for the TTC has improved over the past 12 months, compared to 20% who feel it has gotten worse. This is generally in line with Operations Group as a whole.
- Due to the small size of this department, there were not sufficient employees indicating that working for the TTC had gotten better, gotten worse, or stayed the same to report the most common reasons for their impressions.

OVERALL RATINGS OF YOUR COMPANY - ATC PROJECT

ATC Project

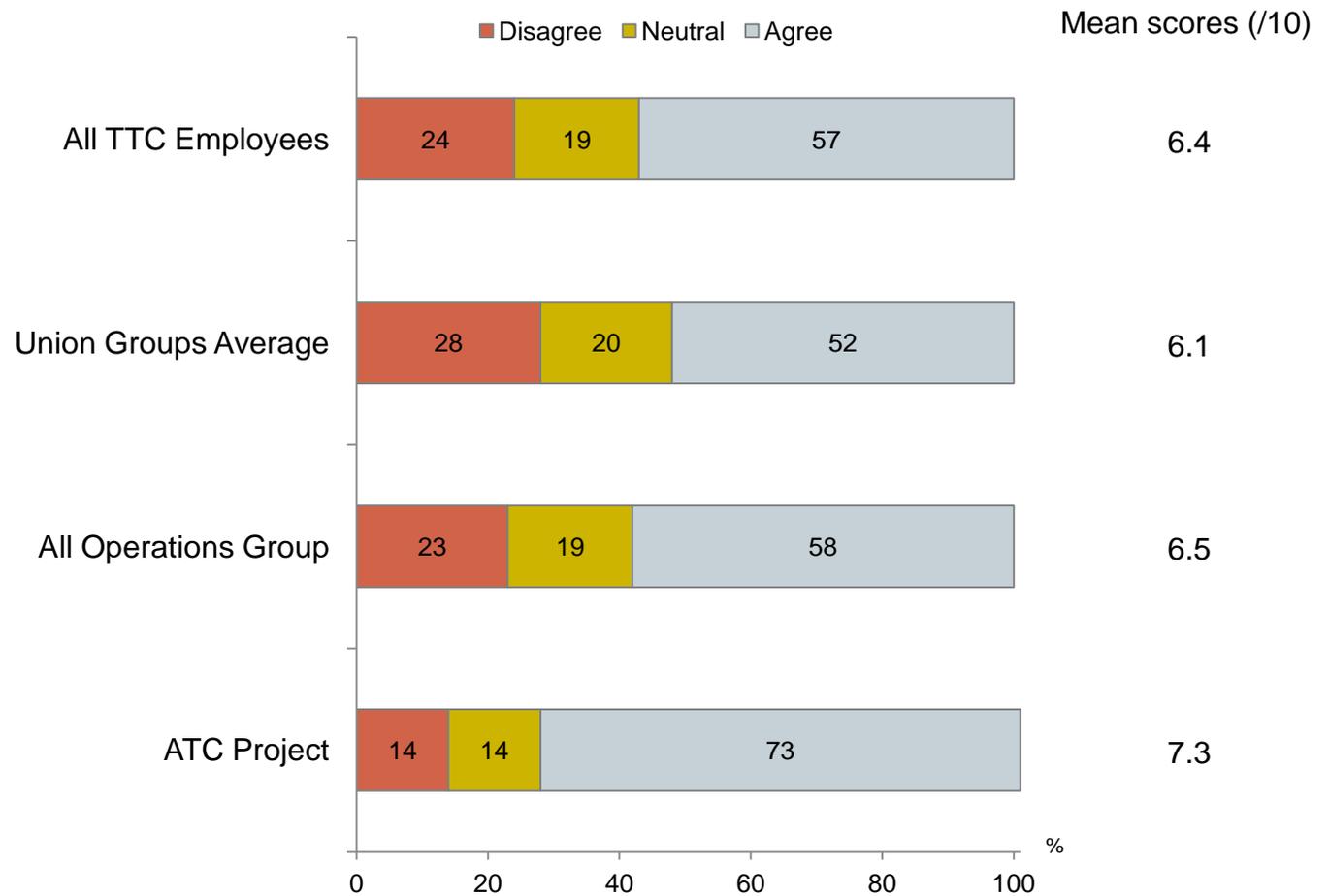
Total
(n= 44)

Mean= 7.3



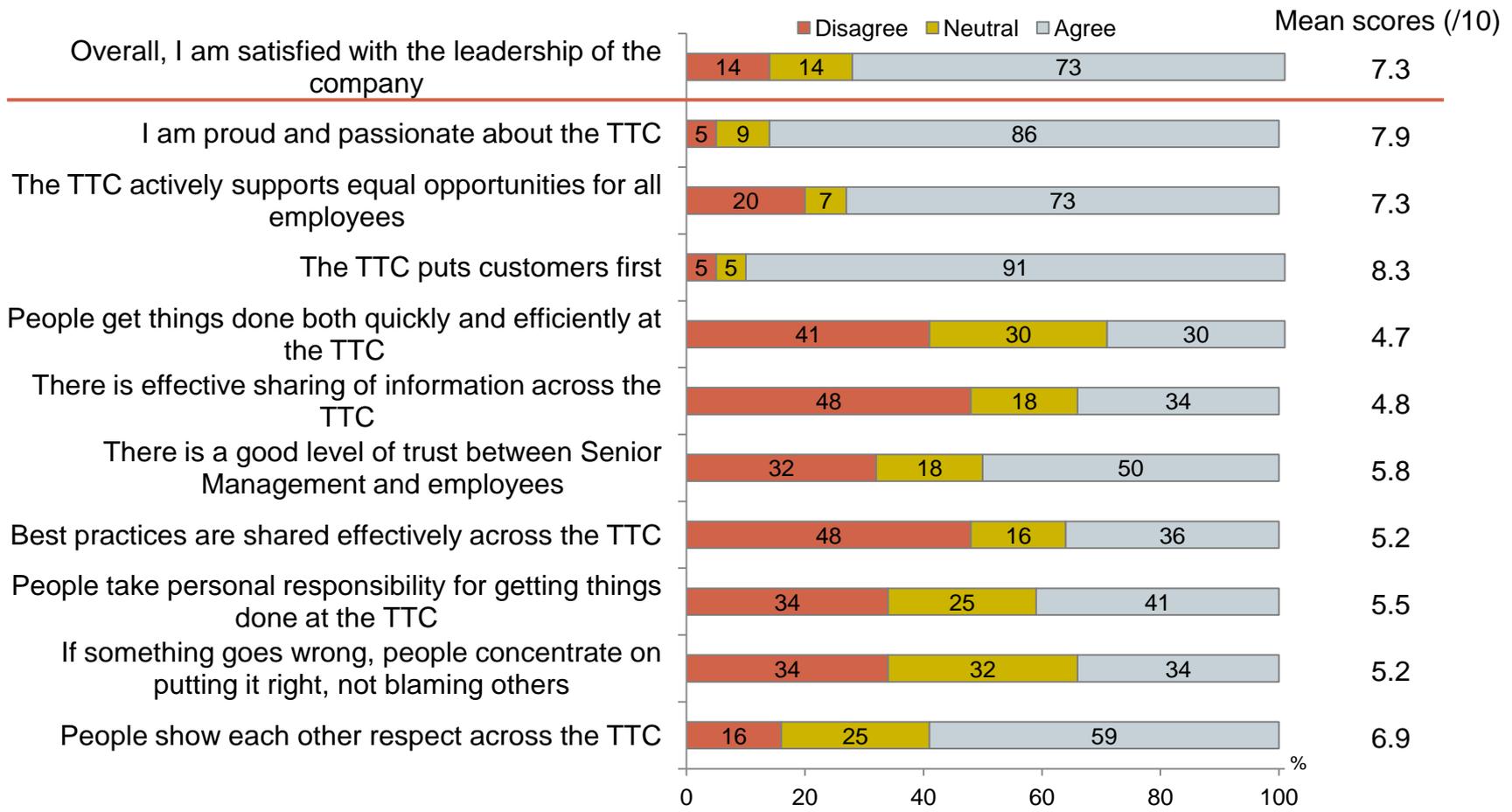
C1. Please indicate the extent to which you agree or disagree with each of the following statements:
Overall, I am satisfied with the leadership of the company

OVERALL RATINGS OF YOUR COMPANY - ATC PROJECT



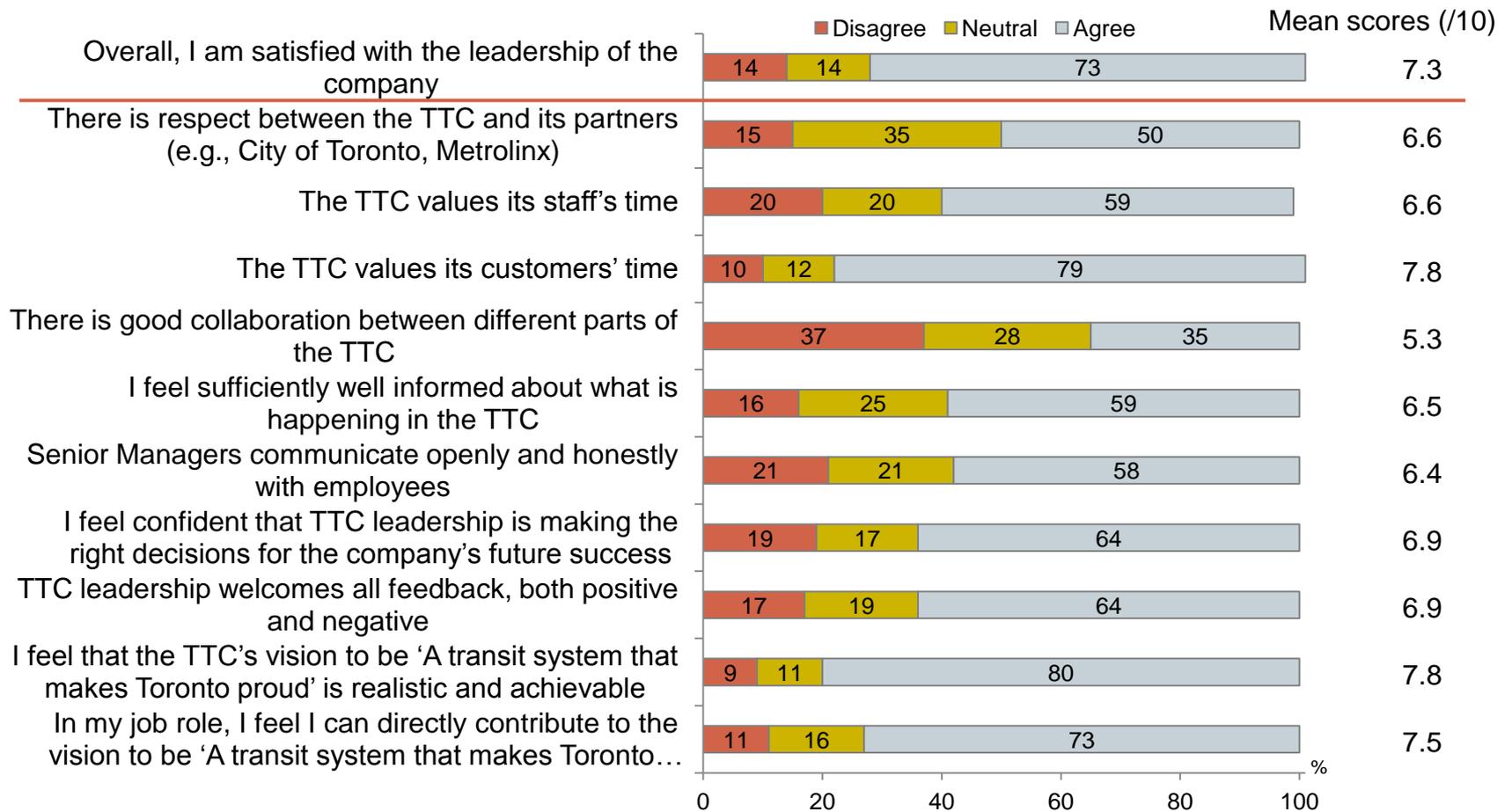
C1. Please indicate the extent to which you agree or disagree with each of the following statements:
 Overall, I am satisfied with the leadership of the company
 Sample sizes vary by category.

YOUR COMPANY - ATC PROJECT



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

YOUR COMPANY - ATC PROJECT (CONT'D)



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

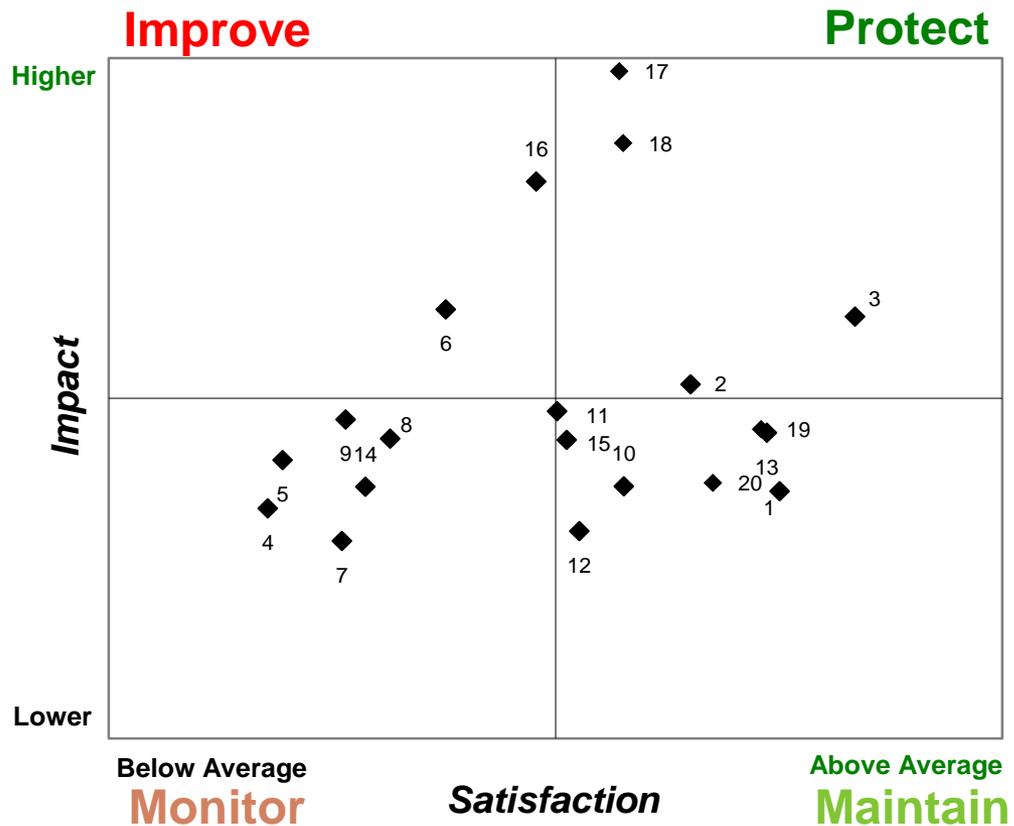
YOUR COMPANY - ATC PROJECT

Mean	All TTC Employees	Union Groups Average	All Operations Group	ATC Project
Overall, I am satisfied with the leadership of the company	6.4	6.1	6.5	7.3
I am proud and passionate about the TTC	7.6	7.4	7.7	7.9
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.2	7.3
The TTC puts customers first	7.8	7.7	8.0	8.3
People get things done both quickly and efficiently at the TTC	5.1	5.0	5.3	4.7
There is effective sharing of information across the TTC	4.9	4.7	4.9	4.8
There is a good level of trust between Senior Management and employees	4.9	4.6	4.9	5.8
Best practices are shared effectively across the TTC	5.3	5.1	5.3	5.2
People take personal responsibility for getting things done at the TTC	5.6	5.3	5.6	5.5
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	4.8	5.0	5.2
People show each other respect across the TTC	6.1	5.9	6.1	6.9
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.0	6.2	6.6
The TTC values its staff's time	6.0	5.8	6.1	6.6
The TTC values its customers' time	7.1	7.0	7.4	7.8
There is good collaboration between different parts of the TTC	5.3	5.1	5.3	5.3
I feel sufficiently well informed about what is happening in the TTC	5.7	5.4	5.8	6.5
Senior Managers communicate openly and honestly with employees	5.3	5.0	5.3	6.4
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	5.7	6.0	6.9
TTC leadership welcomes all feedback, both positive and negative	6.0	5.8	6.1	6.9
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	7.2	7.6	7.8
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	7.6	7.8	7.5

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

3/29/2015

OPPORTUNITY ANALYSIS: YOUR COMPANY - ATC PROJECT

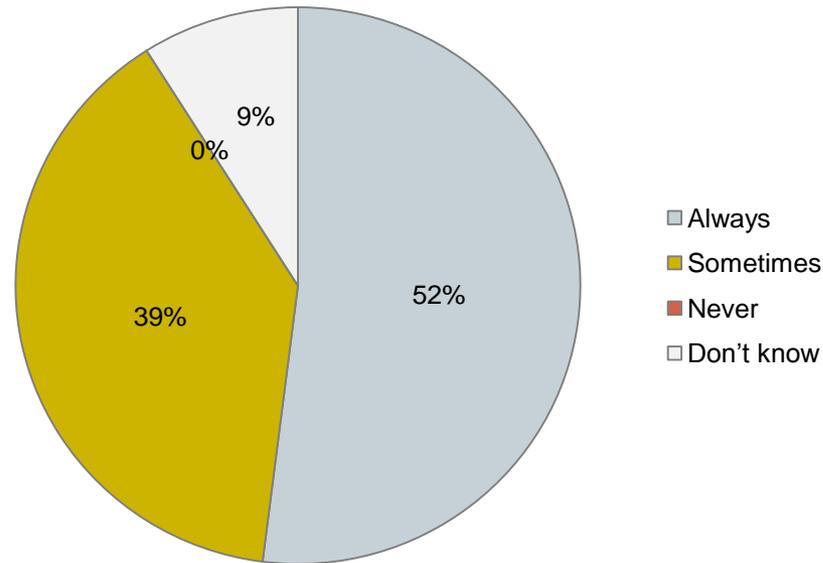


1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. There is effective sharing of information across the TTC
6. There is a good level of trust between Senior Management and employees
7. Best practices are shared effectively across the TTC
8. People take personal responsibility for getting things done at the TTC
9. If something goes wrong, people concentrate on putting it right, not blaming others
10. People show each other respect across the TTC
11. There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)
12. The TTC values its staff's time
13. The TTC values its customers' time
14. There is good collaboration between different parts of the TTC
15. I feel sufficiently well informed about what is happening in the TTC
16. Senior Managers communicate openly and honestly with employees
17. I feel confident that TTC leadership is making the right decisions for the company's future success
18. TTC leadership welcomes all feedback, both positive and negative
19. I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable
20. In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 4.7 to 8.2.
Impact values range between 1% to 75%.

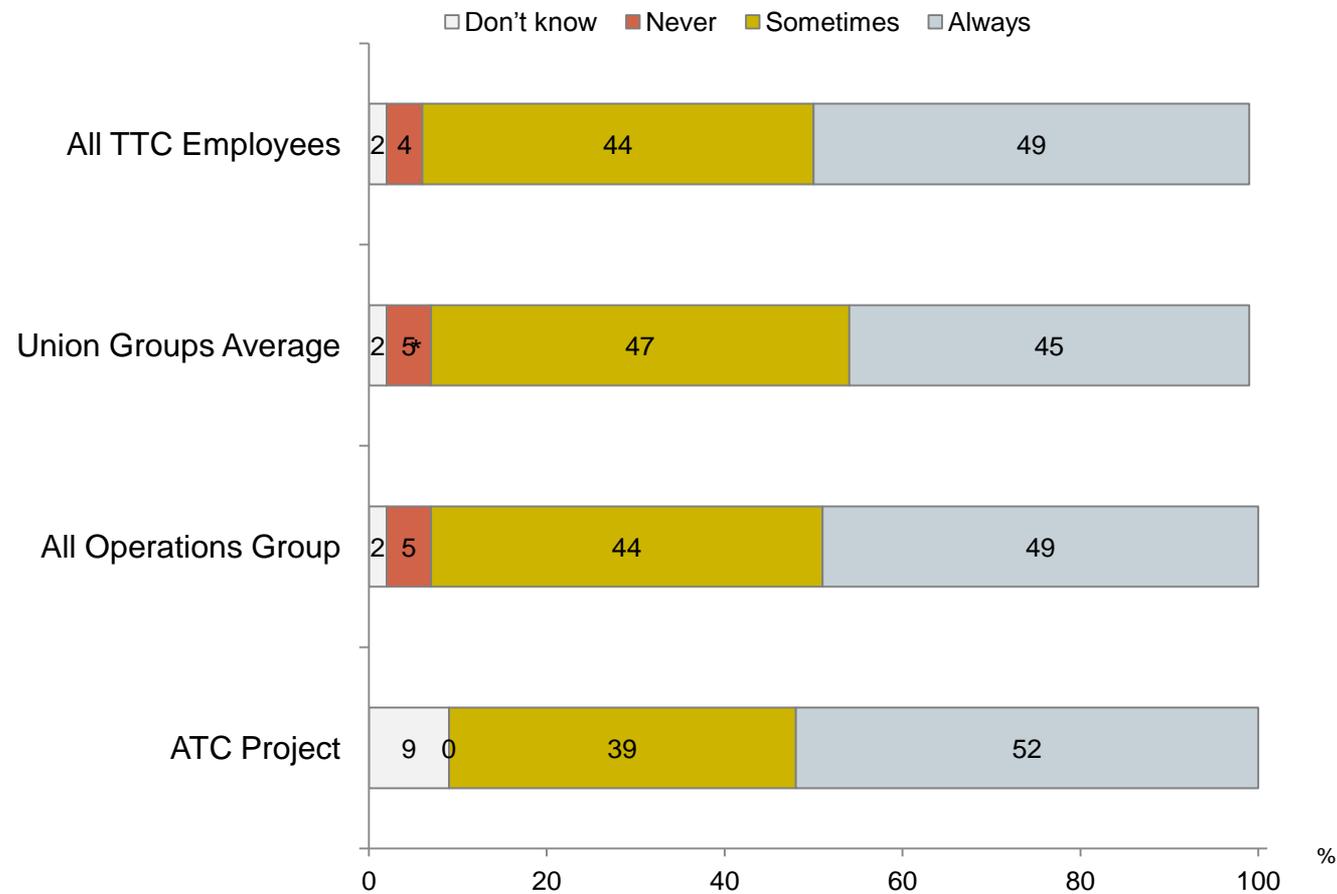
ATC Project

Total
(n= 44)



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

SPEAKING HIGHLY OF THE TTC - ATC PROJECT

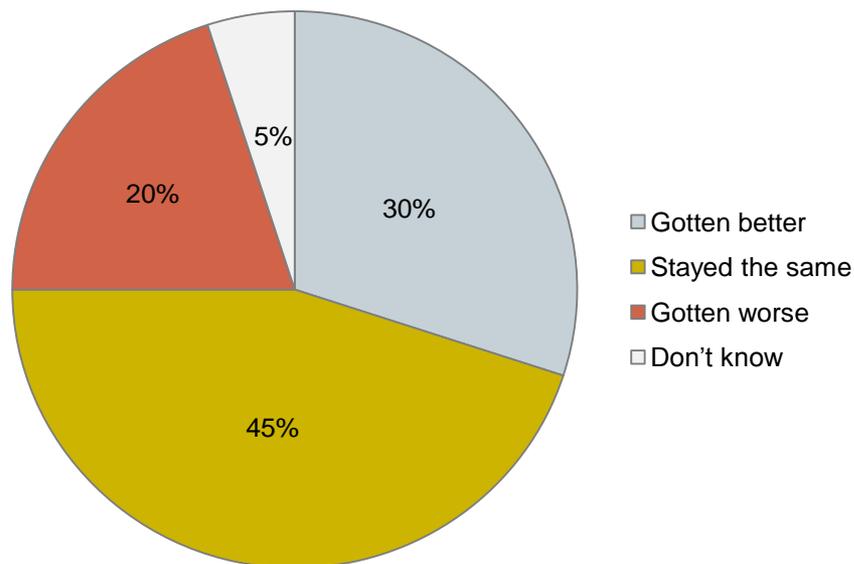


C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.
Sample sizes vary by category.

CHANGE IN EXPERIENCE WORKING FOR THE TTC

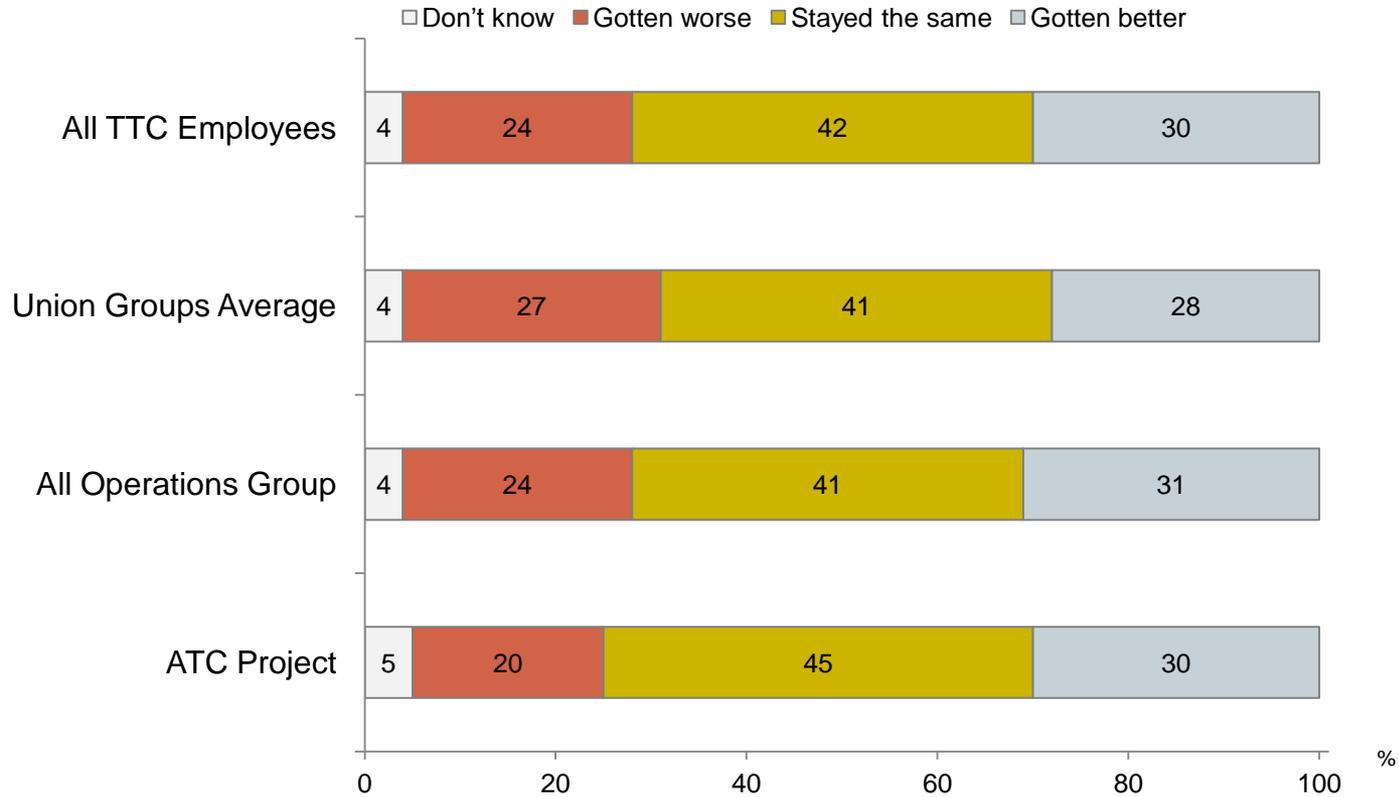
ATC Project

Total
(n= 44)



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 - ATC PROJECT



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

ATC Project
(n= 13)

*

Employees indicating TTC has Stayed the same

ATC Project
(n= 20)

*

Employees indicating TTC has Gotten worse

ATC Project
(n= 9)

*

* Percentages suppressed as sample size <30.

C4. Please explain the answer you gave to the previous question (C3).

AREA TO MONITOR: PERFORMANCE AND REWARD

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

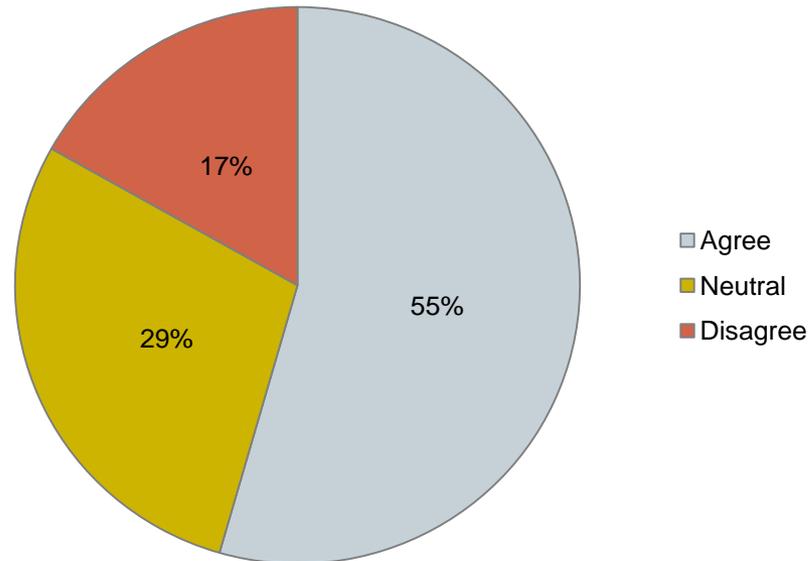
- Although “Performance and Reward” is not the most influential aspect of the employee experience, Opportunity Analysis still identifies it as having a moderate impact on Employee Engagement and as an area in which ATC Project employees are relatively less satisfied. In other words, it is an Area to Monitor.
- Employee satisfaction with the way the TTC recognizes and rewards employees is higher than the Operations Group average for some specific attributes, while other attributes are closer to the Group average.
- 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”, and “At the TTC, the recognition and rewards are meaningful”.
- 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 have the opportunity to progress within the company
- In addition to these improvements, the following are identified as key Areas to Protect:
 - I am recognized for excellent performance
 - I am satisfied with the recognition I receive from my manager
 - I am satisfied with my pay and benefits, given the job I do

OVERALL RATINGS OF PERFORMANCE AND REWARD - ATC PROJECT

ATC Project

Total
(n= 42)

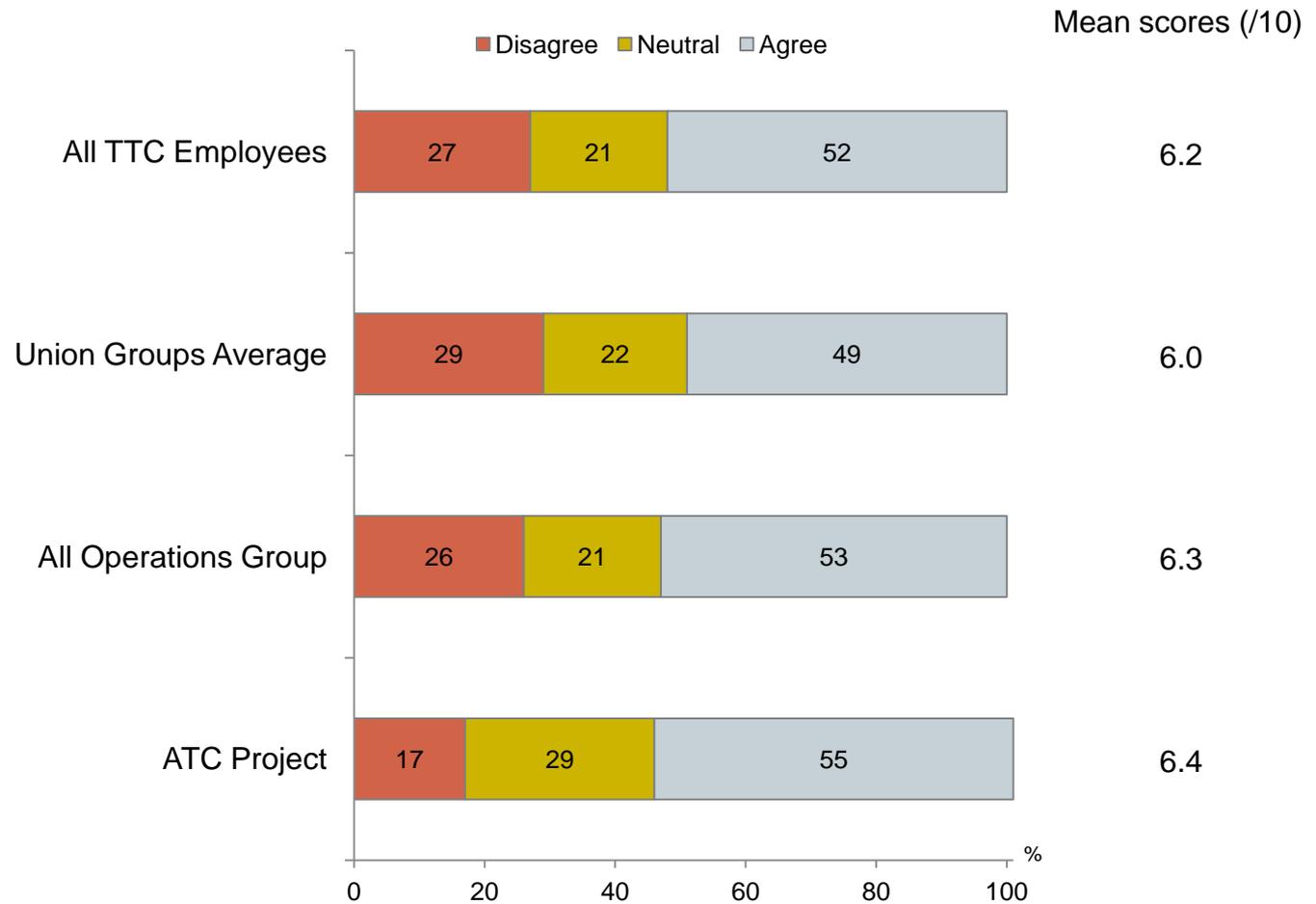
Mean= 6.4



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 - ATC PROJECT

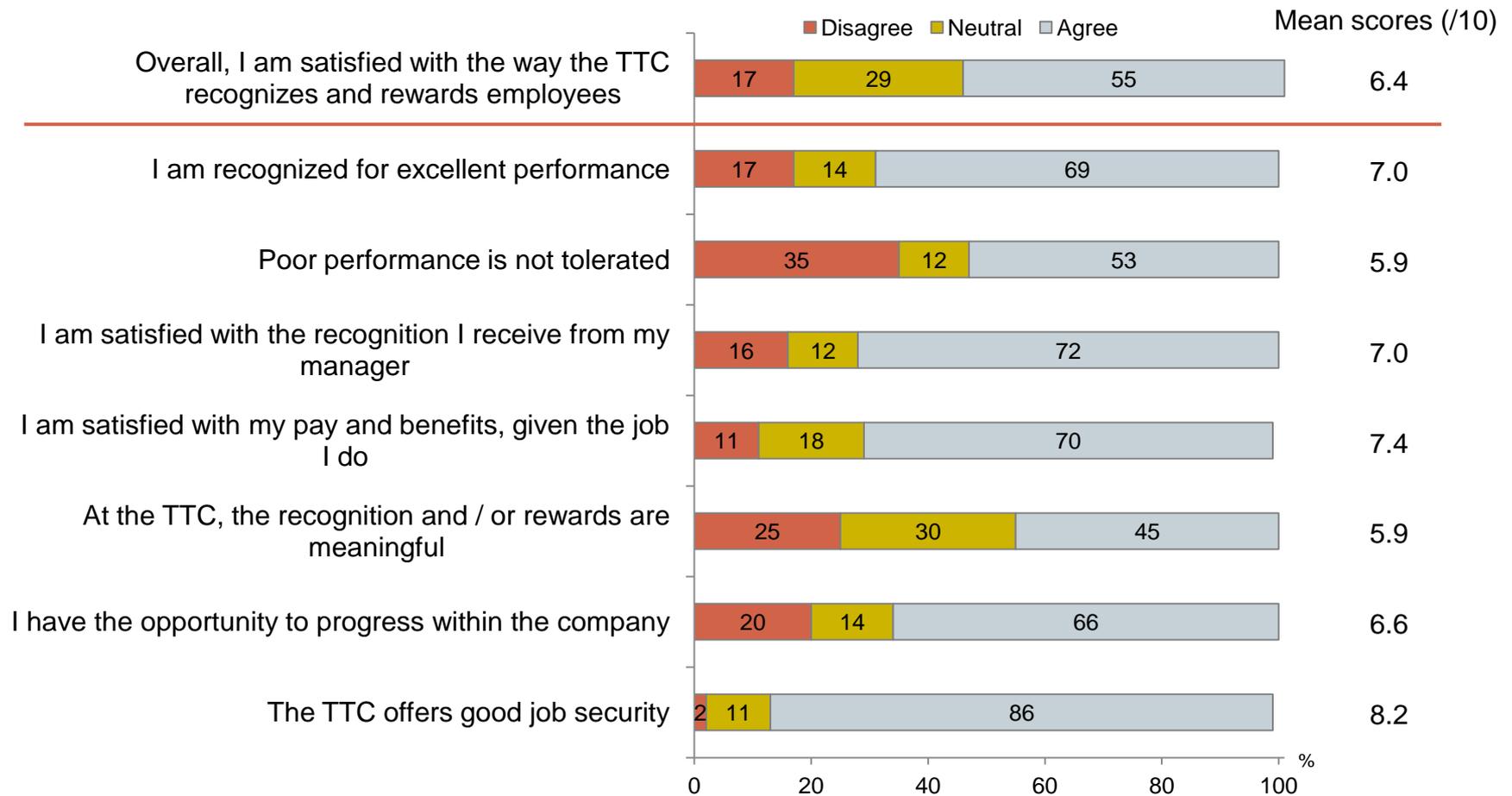


I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.

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

Sample sizes vary by category.

PERFORMANCE AND REWARD - ATC PROJECT



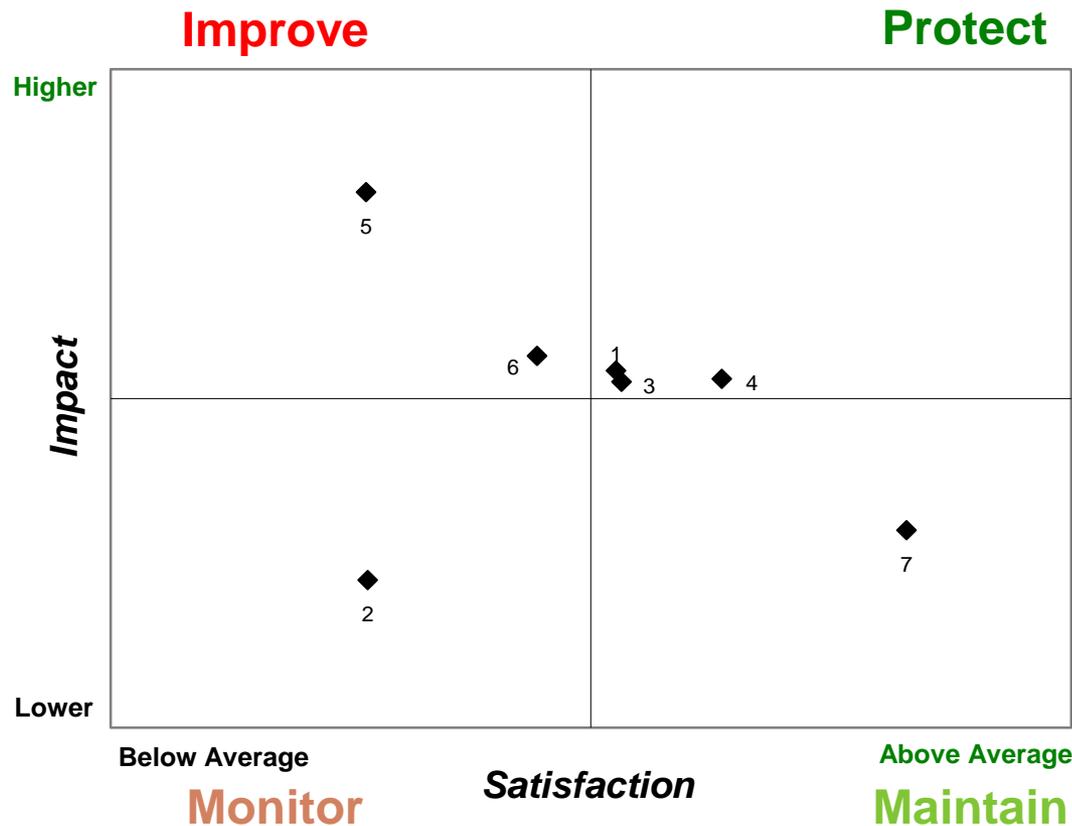
I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.
Sample sizes vary by attribute.

PERFORMANCE AND REWARD - ATC PROJECT

Mean	All TTC Employees	Union Groups Average	All Operations Group	ATC Project
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	6.4
I am recognized for excellent performance	5.9	5.6	5.9	7.0
Poor performance is not tolerated	5.9	5.8	5.6	5.9
I am satisfied with the recognition I receive from my manager	6.0	5.8	6.2	7.0
I am satisfied with my pay and benefits, given the job I do	7.7	7.8	7.7	7.4
At the TTC, the recognition and / or rewards are meaningful	5.9	5.8	6.0	5.9
I have the opportunity to progress within the company	6.9	6.9	6.9	6.6
The TTC offers good job security	8.3	8.3	8.4	8.2

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 - ATC PROJECT



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 8.2.
 Impact values range between 6% to 76%.

AREA TO MAINTAIN: 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 ATC Project employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their immediate manager or supervisor is higher for ATC Project department compared to the Operations Group average.
- Across the specific qualities of Your Manager/Supervisor, ratings were highest for, “My manager/supervisor treats me fairly”, and “I get help and support from my manager/supervisor when I need it”. Ratings were lowest for, “I receive regular feedback about my performance from my manager/supervisor” and “I receive constructive feedback about my performance from my manager/supervisor”.
- To improve employee satisfaction with Your Manager/Supervisor, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - I am satisfied with the way I am managed
 - My manager/supervisor manages people well
 - My manager/supervisor is personally involved in improving the quality of my work

SECTION SUMMARY

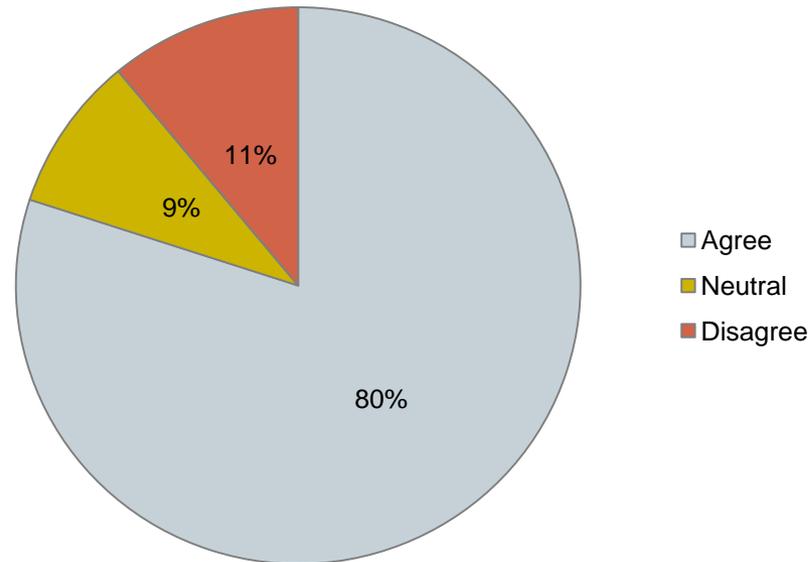
- In addition to these improvements, the following areas are key Areas to Protect:
 - My manager/supervisor leads by example
 - I get help and support from my manager/supervisor when I need it
 - My manager/supervisor takes responsibility when problems arise
 - I have confidence in my manager's/supervisor's skills and abilities
 - Where appropriate, my manager/supervisor involves me in decisions which affect me
 - My manager/supervisor keeps me well informed about issues which affect me
 - My manager/supervisor treats me fairly

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - ATC PROJECT

ATC Project

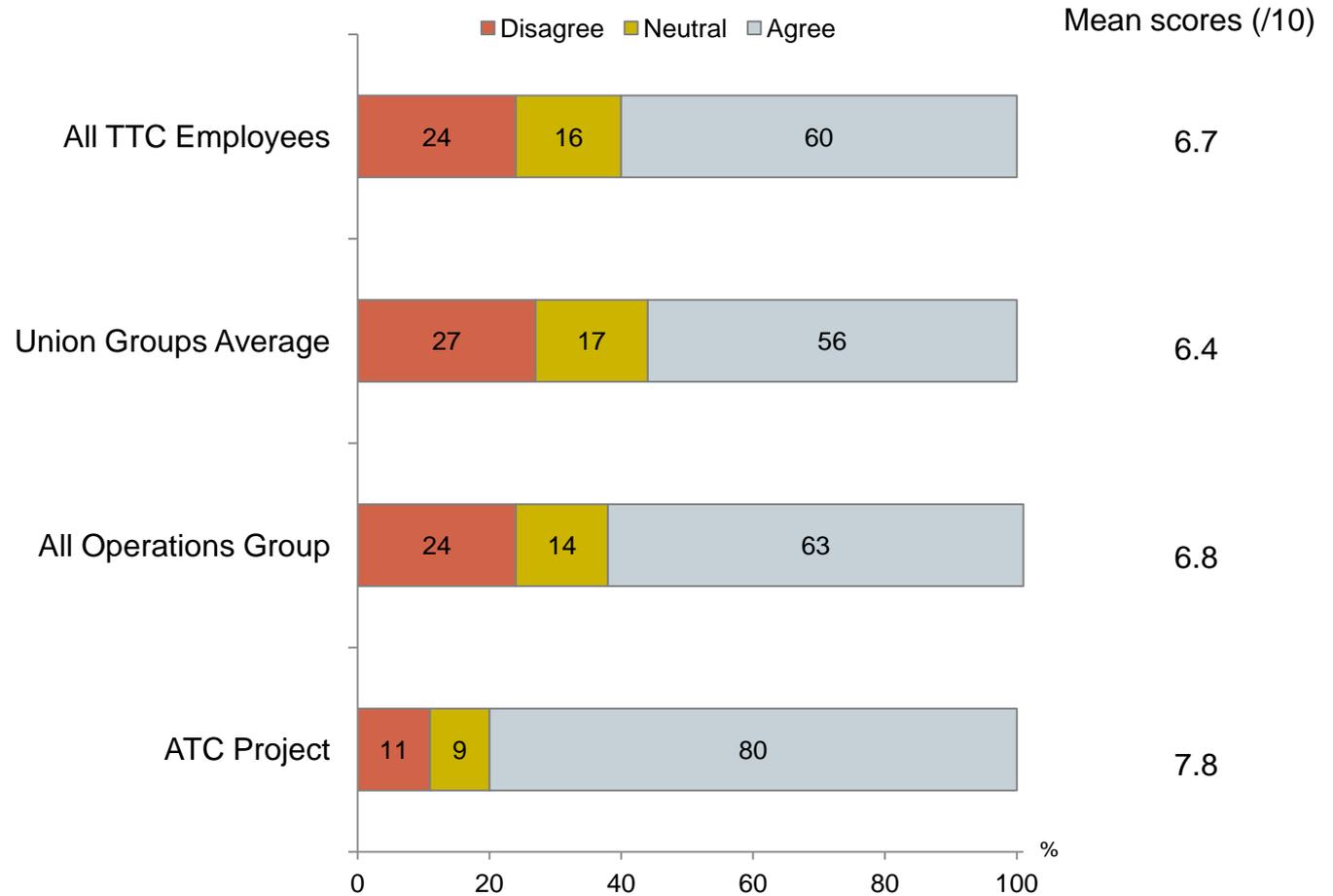
Total
(n= 44)

Mean= 7.8



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 - ATC PROJECT

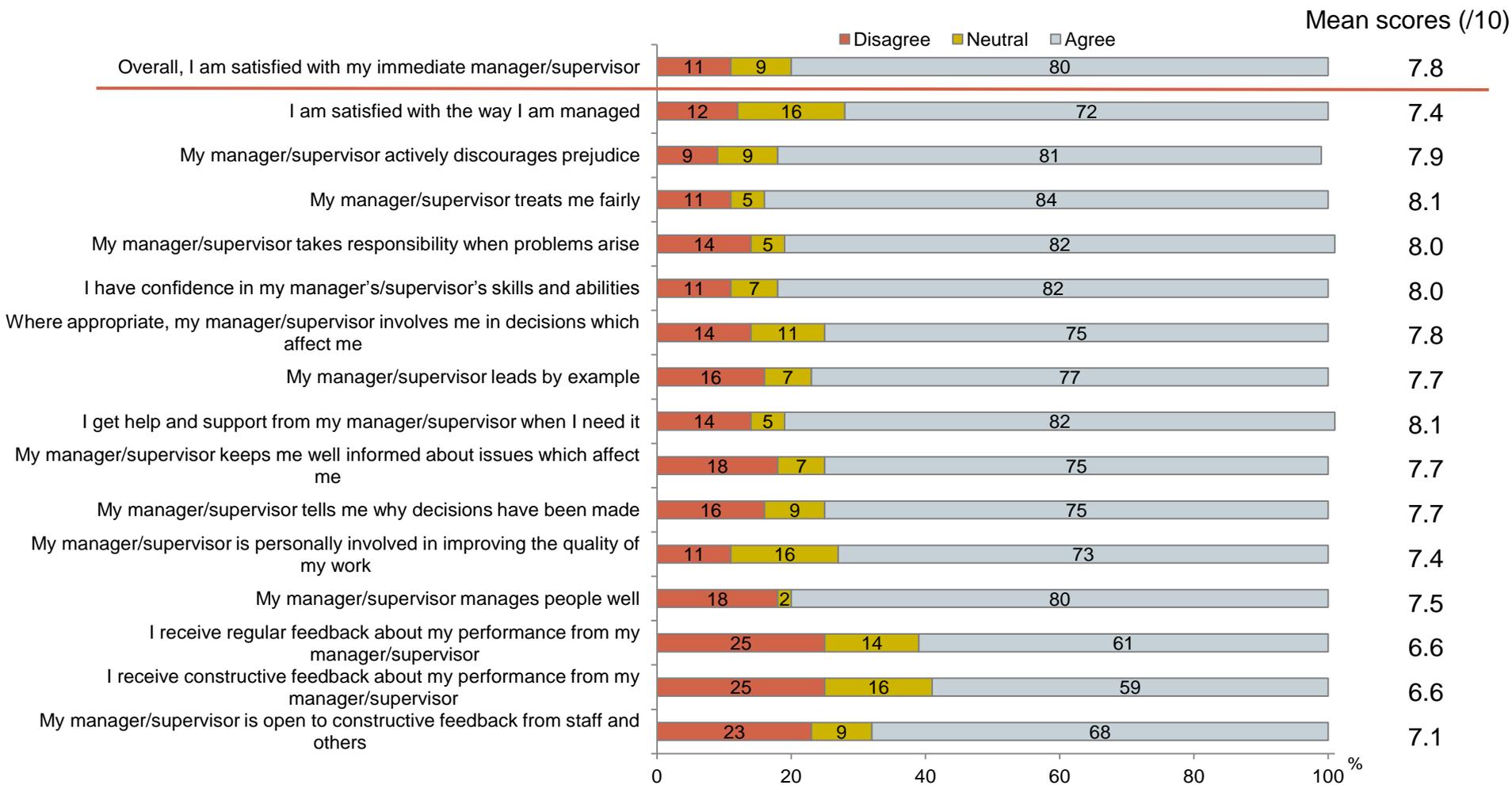


D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

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

Sample sizes vary by category.

YOUR MANAGER/SUPERVISOR - ATC PROJECT



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.

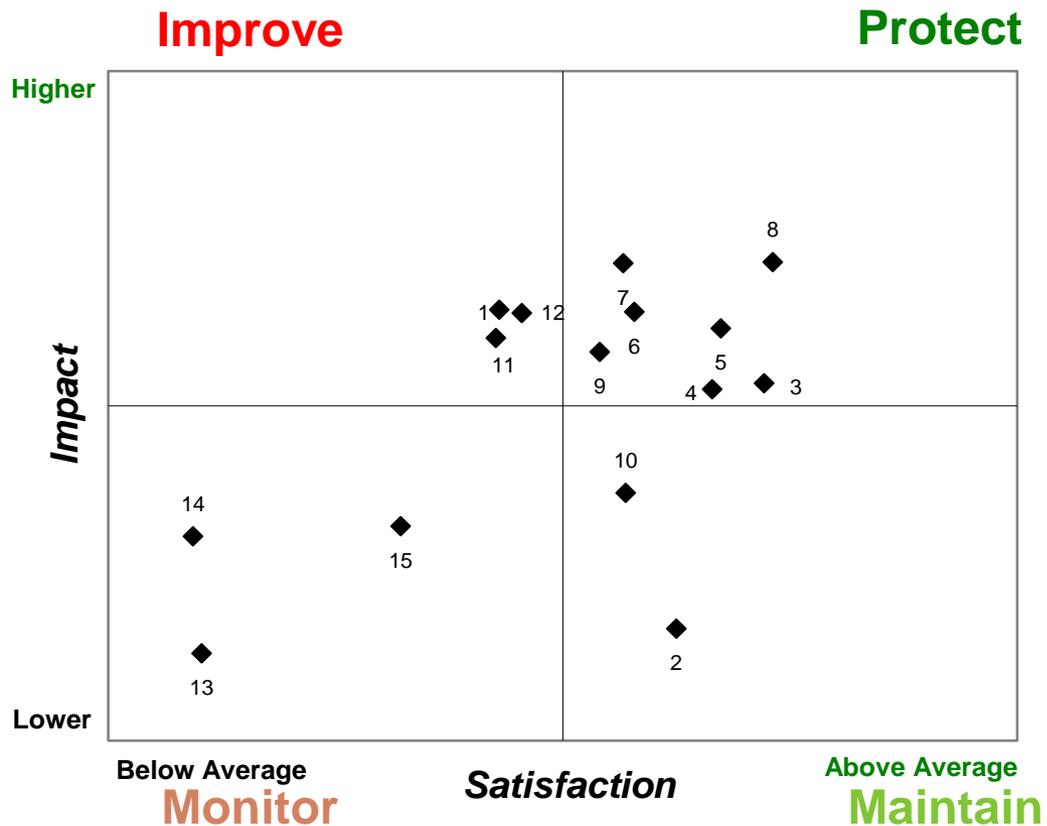
Sample sizes vary by attribute.

YOUR MANAGER/SUPERVISOR - ATC PROJECT

Mean	All TTC Employees	Union Groups Average	All Operations Group	ATC Project
Overall, I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	7.8
I am satisfied with the way I am managed	6.6	6.4	6.7	7.4
My manager/supervisor actively discourages prejudice	7.4	7.2	7.3	7.9
My manager/supervisor treats me fairly	7.3	7.2	7.4	8.1
My manager/supervisor takes responsibility when problems arise	6.9	6.7	7.0	8.0
I have confidence in my manager's/supervisor's skills and abilities	6.9	6.6	6.9	8.0
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	6.2	6.7	7.8
My manager/supervisor leads by example	6.5	6.2	6.6	7.7
I get help and support from my manager/supervisor when I need it	7.1	6.8	7.1	8.1
My manager/supervisor keeps me well informed about issues which affect me	6.6	6.3	6.8	7.7
My manager/supervisor tells me why decisions have been made	6.2	5.8	6.3	7.7
My manager/supervisor is personally involved in improving the quality of my work	6.1	5.8	6.3	7.4
My manager/supervisor manages people well	6.3	6.1	6.4	7.5
I receive regular feedback about my performance from my manager/supervisor	5.7	5.3	6.1	6.6
I receive constructive feedback about my performance from my manager/supervisor	5.8	5.3	6.1	6.6
My manager/supervisor is open to constructive feedback from staff and others	6.1	5.8	6.4	7.1

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- ATC PROJECT



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 7.0 to 8.1.
 Impact values range between 63% to 91%.

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 ATC Project employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their colleagues or co-workers is generally higher for ATC Project than for Operations Group as a whole.
- Across the specific qualities of Your Team, ratings were highest for, “My team members do quality work”, followed by Members of my team treat each other with respect”. Ratings were lowest for, “There is good morale on my team” and “I feel that workload is fairly distributed on my team.”
- To continue to improve employee satisfaction with Your Team, Opportunity Analysis identifies the following key Area to Improve:
 - I feel that workload is fairly distributed on my team
- To maintain employee satisfaction with Your Team, Opportunity Analysis also identifies the following key Areas to Protect:
 - Members of my team treat each other with respect
 - My team works well together
 - My team members do quality work

SECTION SUMMARY

Regular Team Meetings

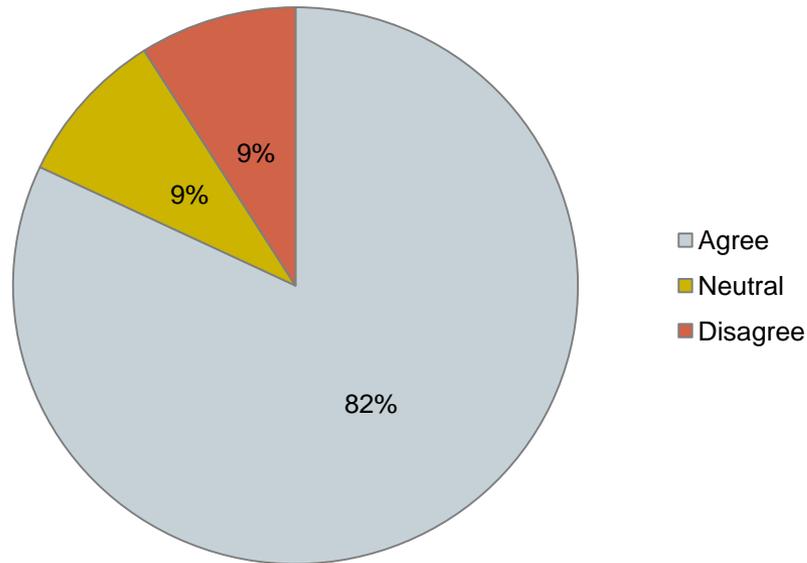
- 93% of ATC Project employees indicate they have regular team meetings, the highest proportion reported for Operations Group, and a much higher proportion than for the entire Operations Group (50%).
- Among employees who have regular meetings, most (78%) indicated they were held frequently enough, a proportion in line with the rest of Operations Group.
- Most ATC Project employees who have regular meetings agree they are useful. Usefulness of meetings was scored higher by ATC Project employees, when compared to the entire Operations Group.

OVERALL RATINGS OF YOUR TEAM - ATC PROJECT

ATC Project

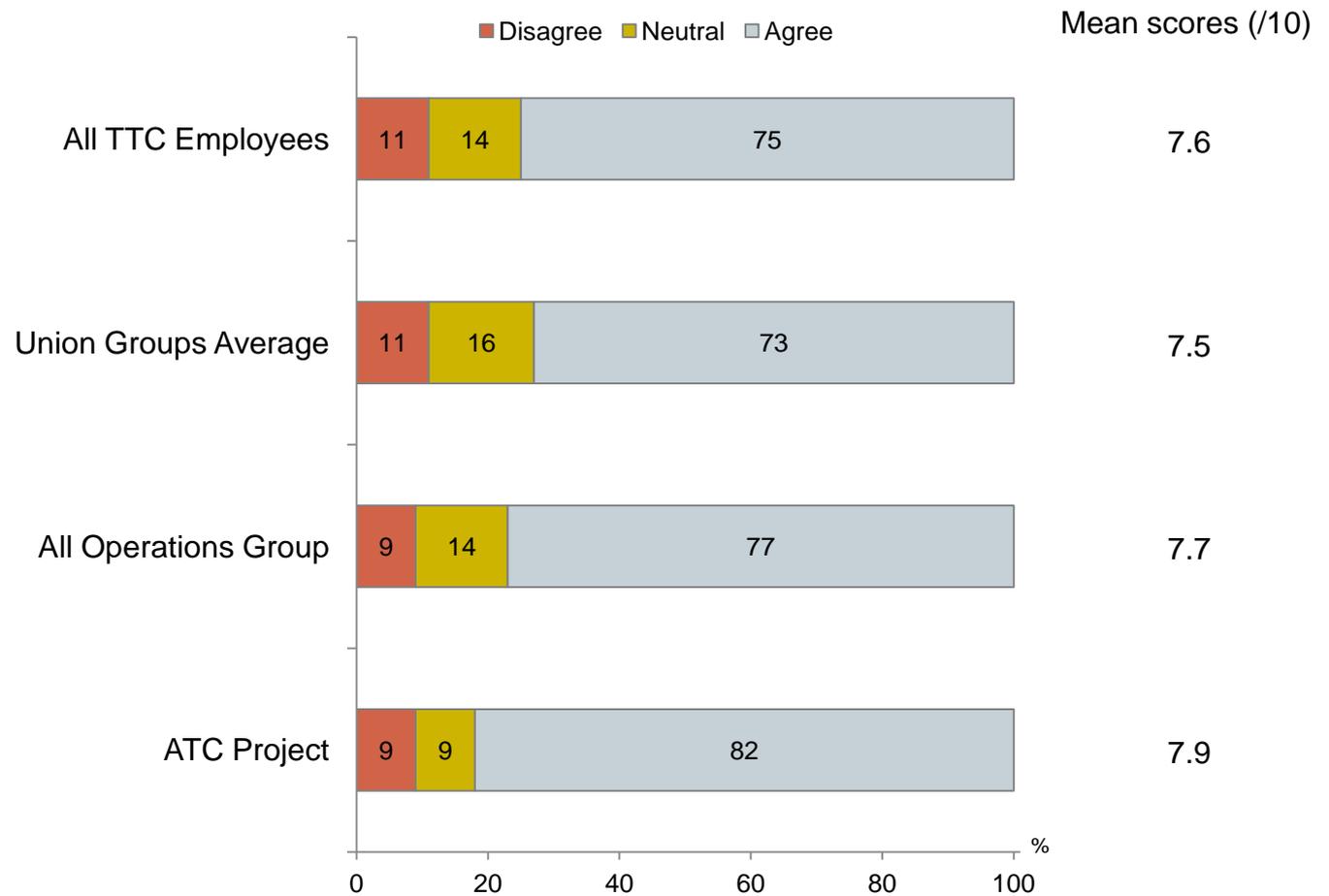
Total
(n= 44)

Mean= 7.9



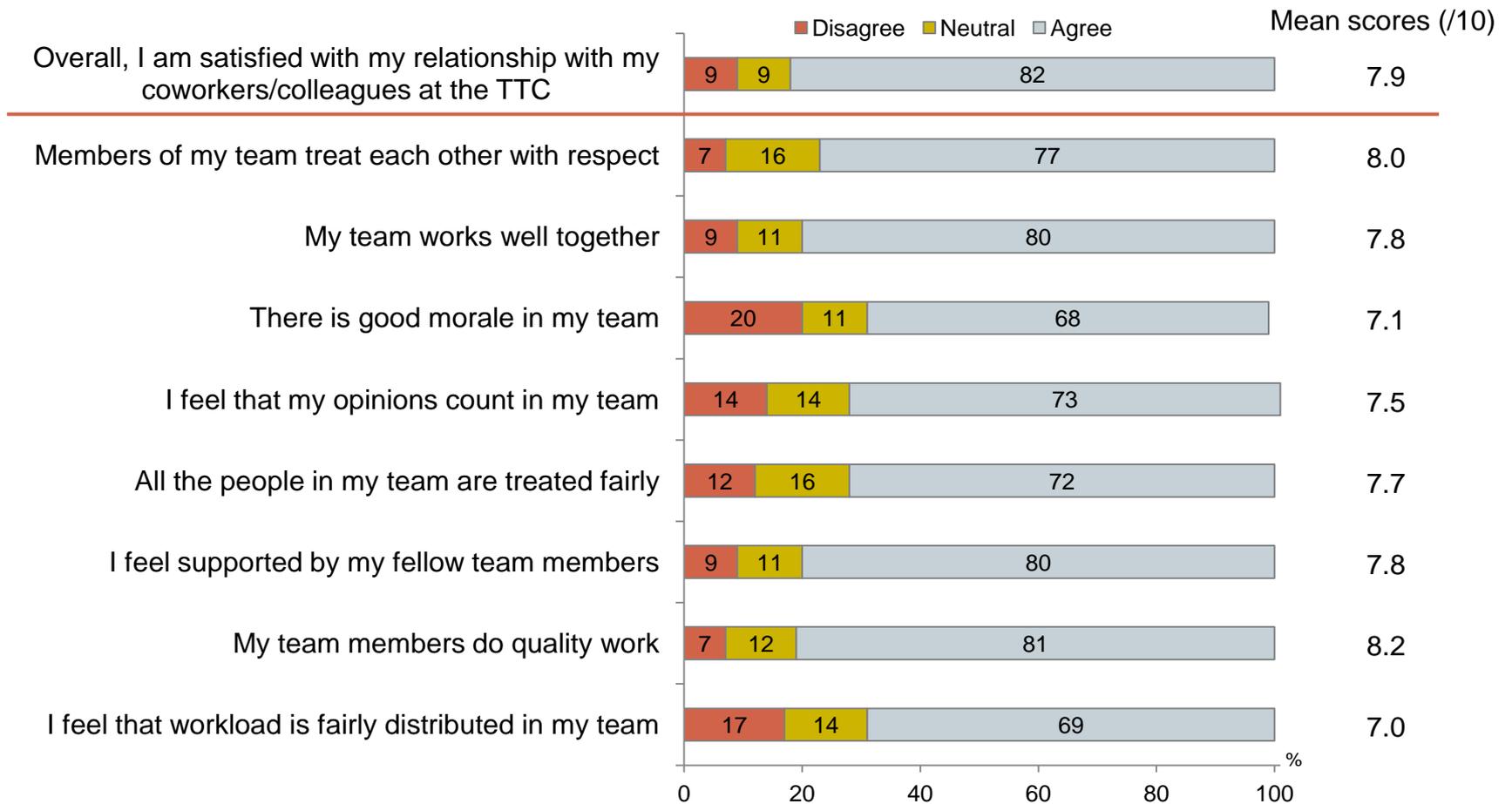
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC.

OVERALL RATINGS OF YOUR TEAM - ATC PROJECT



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 - ATC PROJECT



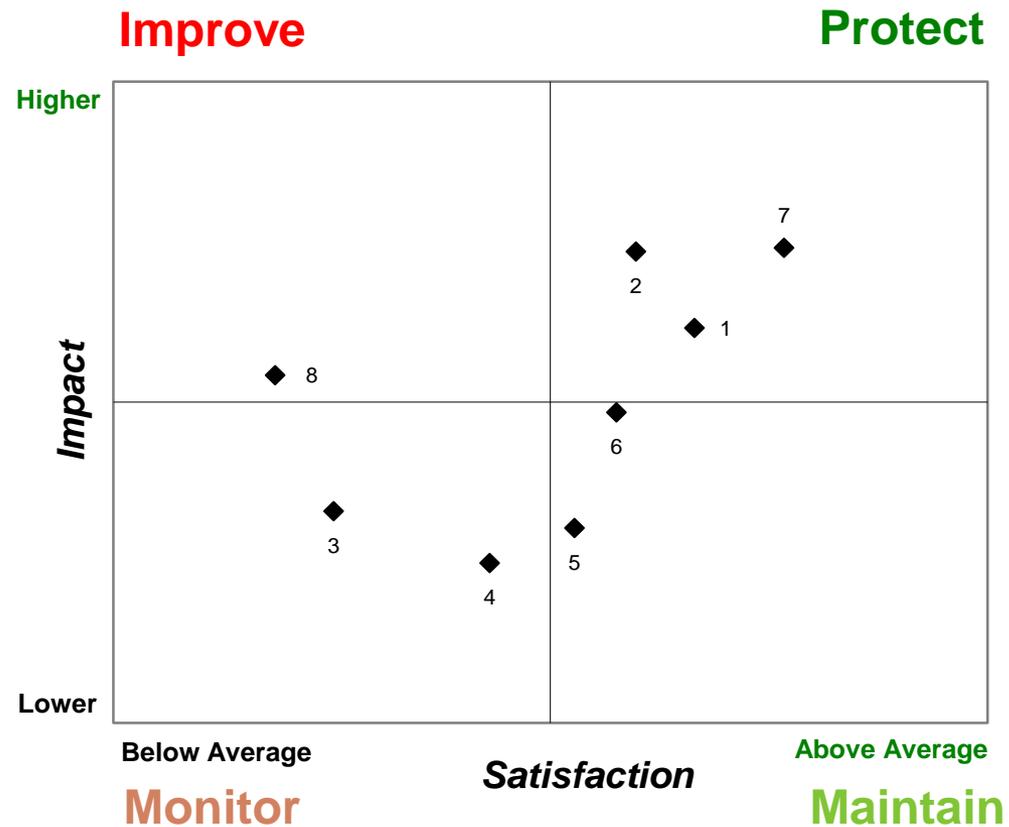
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC. Sample sizes vary by attribute.

YOUR TEAM - ATC PROJECT

Mean	All TTC Employees	Union Groups Average	All Operations Group	ATC Project
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	7.9
Members of my team treat each other with respect	7.4	7.2	7.4	8.0
My team works well together	7.3	7.0	7.5	7.8
There is good morale in my team	6.5	6.2	6.7	7.1
I feel that my opinions count in my team	7.0	6.7	7.3	7.5
All the people in my team are treated fairly	6.7	6.5	6.9	7.7
I feel supported by my fellow team members	7.2	7.0	7.4	7.8
My team members do quality work	7.5	7.3	7.7	8.2
I feel that workload is fairly distributed in my team	6.5	6.3	6.6	7.0

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 - ATC PROJECT

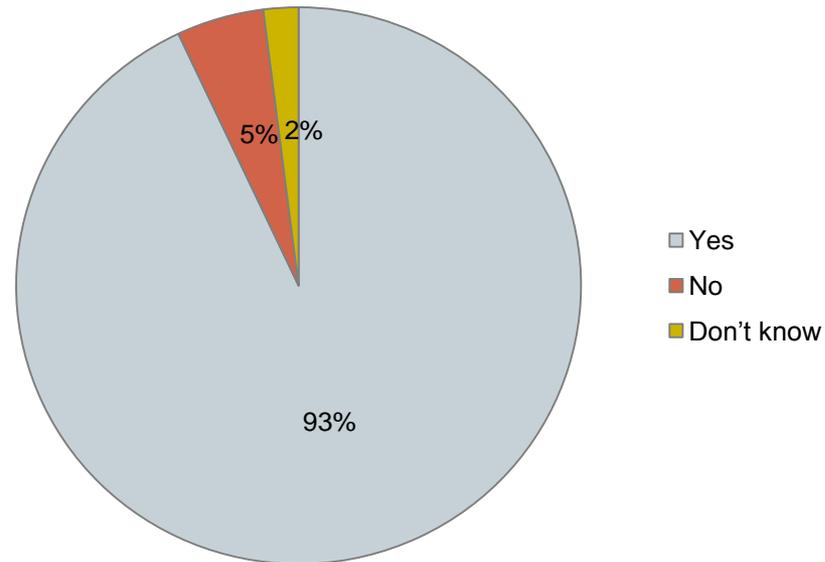


1. Members of my team treat each other with respect
2. My team works well together
3. There is good morale in my team
4. I feel that my opinions count in my team
5. All the people in my team are treated fairly
6. I feel supported by my fellow team members
7. My team members do quality work
8. I feel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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 7.0 to 8.2.
 Impact values range between 49% to 70%.

ATC Project

Total
(n= 44)

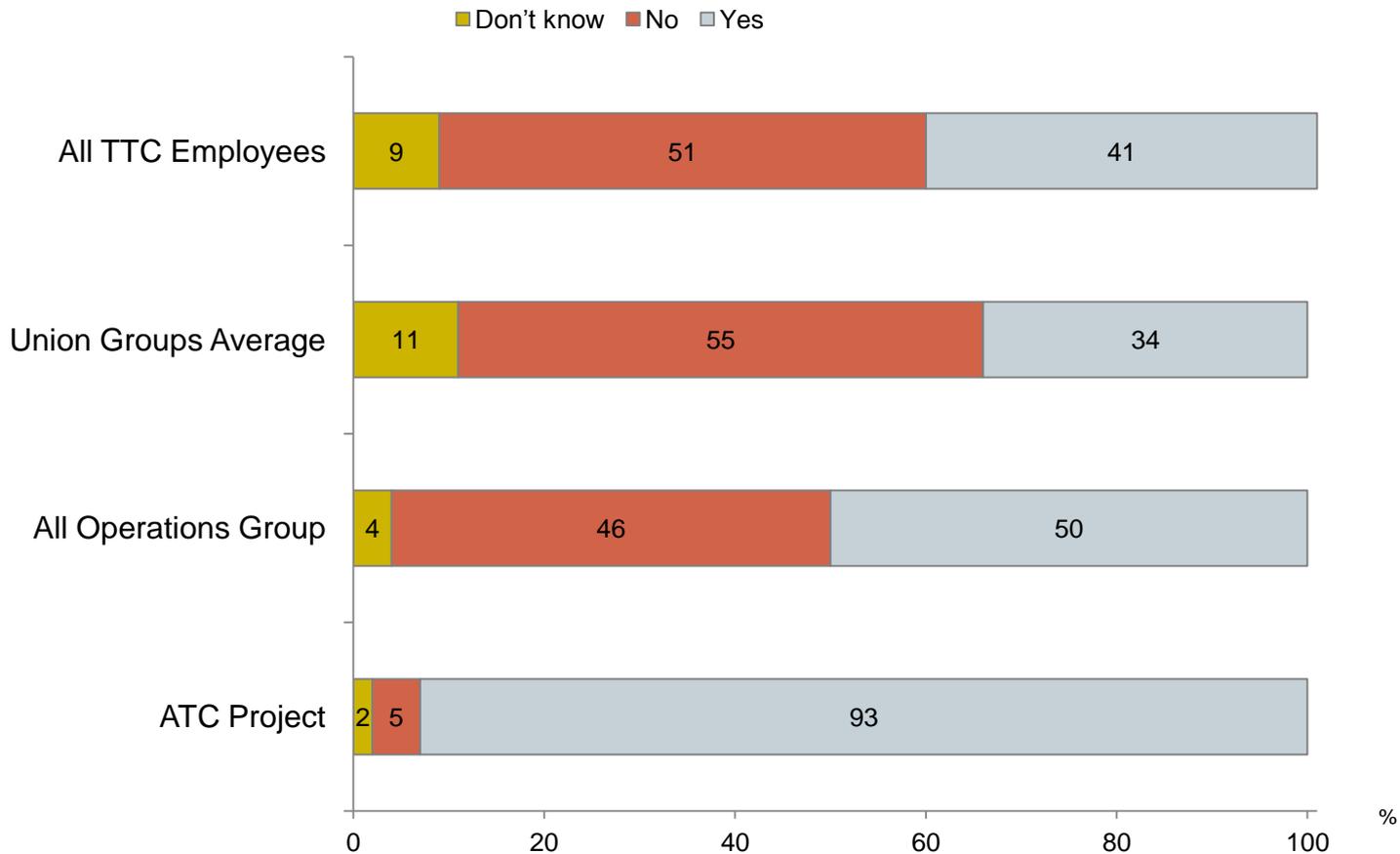


E2. Does your team hold regular team meetings?

3/29/2015

110

REGULAR TEAM MEETINGS - ATC PROJECT



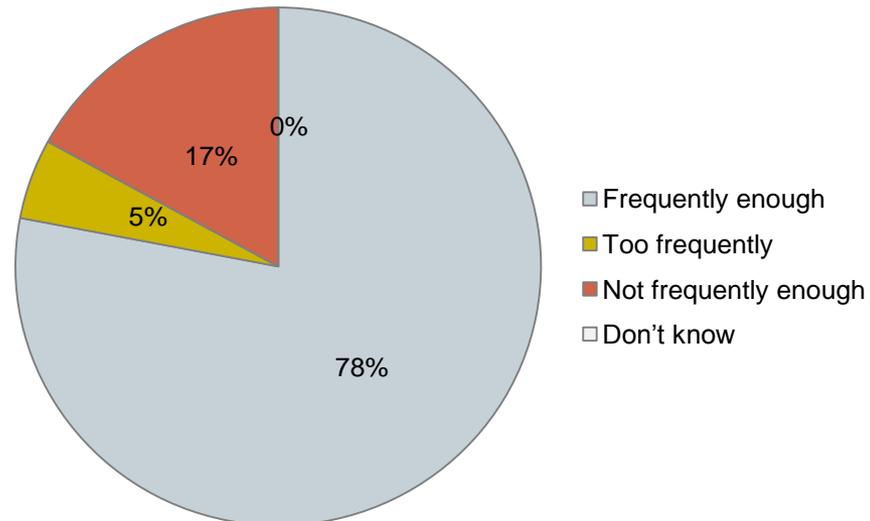
E2. Does your team hold regular team meetings?
Sample sizes vary by category.

SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

ATC Project

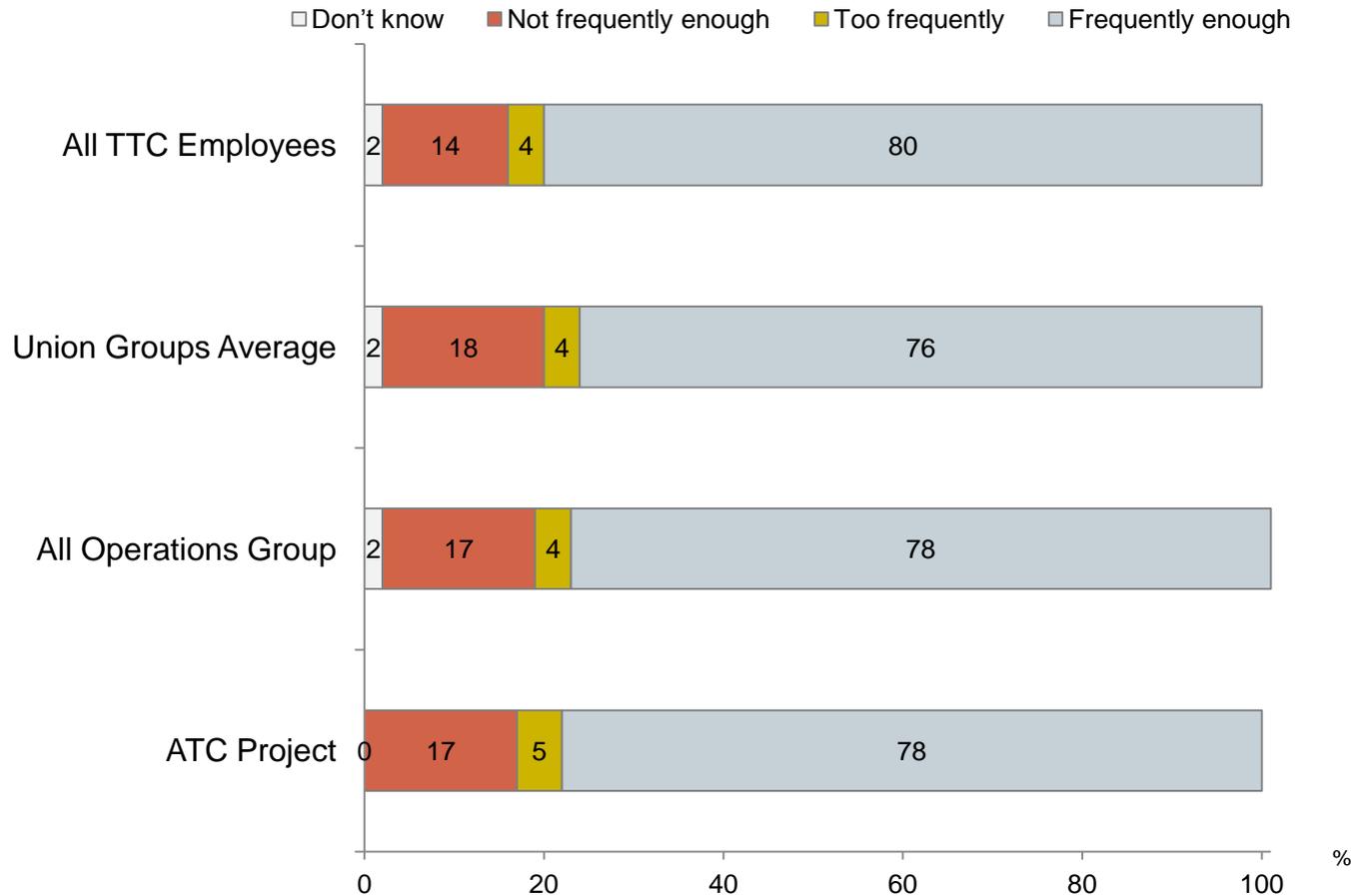
Total
(n= 41)



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 - ATC PROJECT

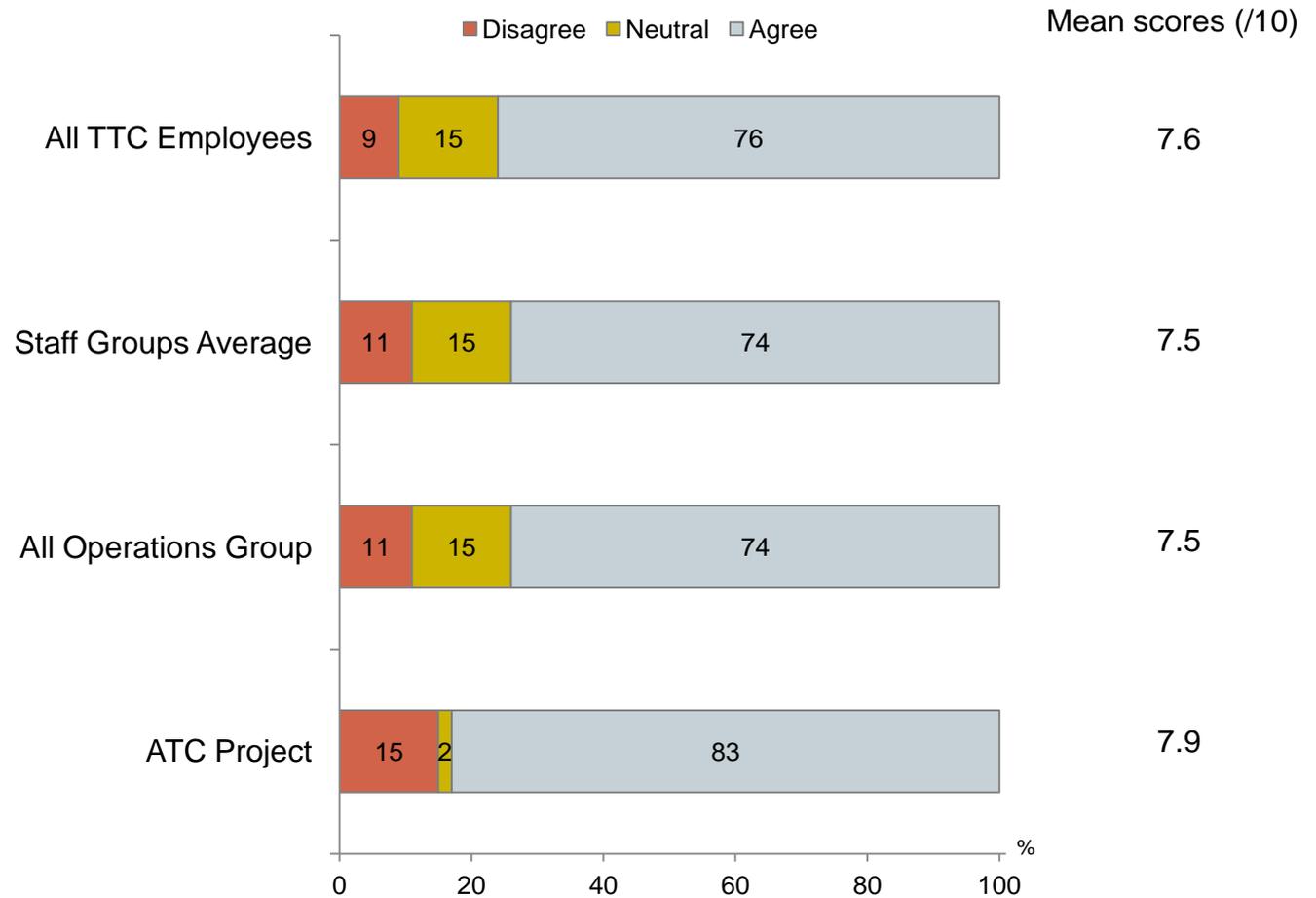
Among employees who have regular team meetings



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



E4. How much do you agree or disagree that your team meetings are useful?
Sample sizes vary by category.

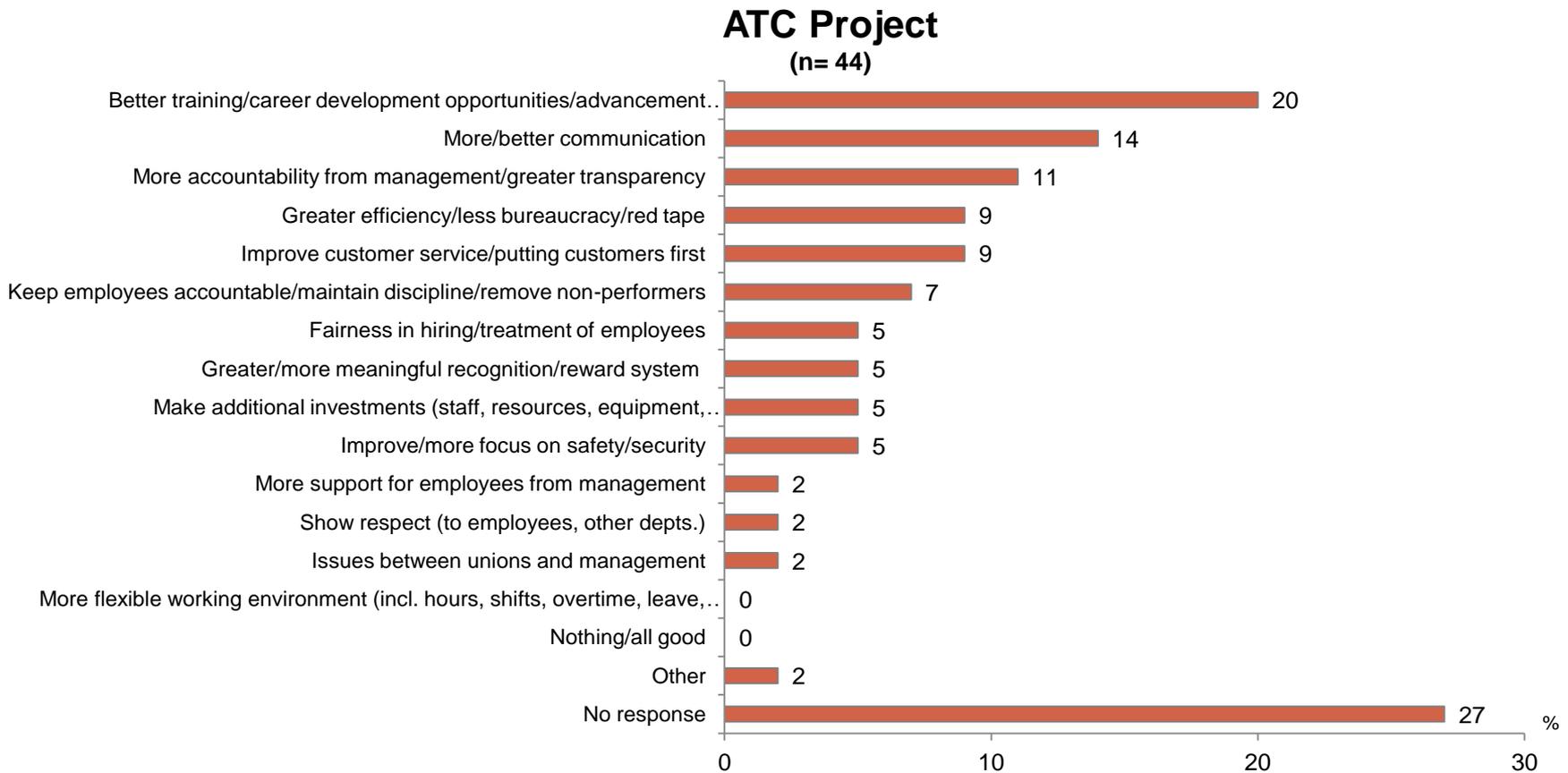
FINAL WORD

Produced by Malatest on
behalf of TTC



FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improved to increase satisfaction
- Several different areas were identified, among them better training/advancement opportunities, better communication, more accountability from management and greater transparency.



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.

RECOMMENDATIONS

Produced by Malatest on
behalf of TTC



RECOMMENDATIONS: ATC PROJECT

- Conduct discussion sessions with employees to explore:
 - Practical ways the ATC Project department can better support employees' **personal development**, including:
 - Receiving support from a manager/supervisor
 - Creating agreed personal development plans, agreed to between employees and managers
 - The opportunities available to employees for **career development**
 - What **motivates** employees in their jobs
 - Ways in which employees can use more of their **skills and abilities** and can have more freedom to **make decisions**
 - Ways employees can become better informed about how to improve customer service
 - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing
 - Ways by which employees can feel a greater sense of **belonging** at the TTC
 - Practical ways the TTC can encourage employees to **report all injuries** that occur