

# EMPLOYEE ENGAGEMENT SURVEY

**COO's Office/DCOO's Office/Operations Control**

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 Chief Operating Officer's (COO's) Office, Deputy Chief Operating Officer's (DCOO's) Office, and Operations Control departments.

# 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%.
- 2 surveys were completed by employees in the COO's Office, 5 surveys by employees in the DCOO's Office, and 5 surveys by employees in the Operations Control department, for a combined response rate of 100%.

# RESPONSE RATE AND COST CENTRE GROUPINGS

- The response rate for employees in the combined departments of COO's Office, DCOO's Office, and Operations Control, referred to in this report as "COO's Office/DCOO's Office/Operations Control", was a full 100%, meaning all eligible employees in the sample from these departments completed the survey, a much higher response rate than for Operations Group as a whole (36%).
- Cost centres comprising the COO's Office, DCOO's Office, and Operations Control departments are listed in the table below. Due to the small sample size for each individual cost centre and department, the analysis for this report was conducted at the combined departmental level only.

## COO's Office/DCOO's Office/Operations Control: 100%

Department	Cost Centre*	Count
<b>Chief Operating Officer's Office</b>		<b>2**</b>
	05V0-Chief Operating Officer & Staff	
<b>Deputy Chief Operating Officer's Office</b>		<b>5**</b>
	05P0-Deputy Chief Operating Officer & Staff	
<b>Operations Control</b>		<b>5**</b>
	05A0-Operations Control Department Head & Staff	
	05A1-Budgets & Cost Analysis	
<b>Total</b>		<b>12</b>

\* 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.

\*\* Each of these departments is too small to be reported separately, and results from all departments/cost centres have been combined for all analysis.

# 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 \*).
  - As COO’s Office/DCCO’s Office/Operations Control has fewer than 30 valid responses, no results in the form of percentages will be shown for the combined department at any point in this report. Also, due to the low sample size, Opportunity Analysis, which would show which aspects of Employee Engagement are the most influential, has not been conducted for this combined department. All results available in this report are in cases where mean scores can be calculated.
  - As a result of low sample size, all results provided in this report may be volatile and should be interpreted with caution.
  - 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 employee group/department 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 or category.
  - It can be assumed that, unless otherwise stated, sample sizes include all employees who provided a valid response to the question.

# HIGHLIGHTS

Overall Employee Engagement score: 8.0.

## Highest

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

## Lowest

I am satisfied with the way the TTC recognizes and rewards employees

- **COO's Office/DCOO's Office/Operations Control employees are most satisfied with their Team, and least satisfied with Performance and Reward, and Your Company.**
  - Most of the highest scoring individual attributes were related to Your Team as well. Although Performance and Reward received the lowest overall score, all 5 of the lowest scoring individual attributes were related to Your Company – referring to company leadership.
  - It should be noted that, while Performance and Reward was the lowest scoring area for COO's Office/DCOO's Office/Operations Control, overall satisfaction with Your Company scored the second lowest. Notably, Your Company was identified as an Area to Improve for the Operations Group as a whole. While sample size was too small to conduct Opportunity Analysis separately for this department, the relatively low performance scores for Your Company would indicate this could be an Area to Improve for COO's Office/DCOO's Office/Operations Control as well.

# 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 in COO's Office/DCOO's Office/Operations Control. Each attribute is accompanied by the overall mean score (/10) for the attribute.
- Four of the five attributes with the highest satisfaction scores are related to Your Team – referring to relations with colleagues and coworkers. Two other attributes, both related to Your Team had identical scores to the 5<sup>th</sup> highest scoring attribute.
- The five attributes with the lowest satisfaction scores are all related to the areas of Your Company – referring to company leadership. One other attribute, also related to Your Company, had a score identical to the 5<sup>th</sup> lowest scoring attribute.

## Top 5

1. All the people in my team are treated fairly (9.4)
2. I feel supported by my fellow team members (9.4)
3. My manager/supervisor takes responsibility when problems arise (9.3)
4. I feel that my opinions count in my team (9.3)
5. Members of my team treat each other with respect (9.2)

## Bottom 5

1. Best practices are shared effectively across the TTC(4.6)
2. People get things done both quickly and efficiently at the TTC (5.3)
3. There is effective sharing of information across the TTC (5.4)
4. People take personal responsibility for getting things done at the TTC (5.6)
5. If something goes wrong, people concentrate on putting it right, not blaming others (5.7)

# OVERALL EMPLOYEE ENGAGEMENT SCORE

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# 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 COO’s Office/DCCO’s Office/Operations Control, 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



# EMPLOYEE ENGAGEMENT SCORES

- The Employee Engagement score for COO's Office/DCCO's Office/Operations Control (sometimes using the shorthand "COO/DCCO/Ops Control", is equal to the Engagement score for Operations Group, and slightly higher than the score for all TTC employees, as well as the score for employees of the 2 groups consisting of a greater proportion of unionized employees, referred to in this report as "Union Groups".

Mean	All TTC Employees	Union Groups Average	All Operations Group	COO/DCCO/Ops Control
Overall Engagement Score	7.8	7.7	8.0	8.0

Sample sizes vary by attribute.

# RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- The following measures were included in the survey in order to assess overall satisfaction with each aspect of employee satisfaction with the TTC:
  - I am satisfied with the job I do at the TTC
  - I am satisfied with the leadership of the company
  - I am satisfied with my immediate manager/supervisor
  - I am satisfied with my relationship with my coworkers/colleagues at the TTC
  - I am satisfied with the work environment at the TTC
  - I feel safe when I am at work
  - I am satisfied with my training and development at the TTC
  - I am satisfied with the way the TTC recognizes and rewards employees
- Employees in COO/DCCOO/Ops Control gave the highest overall rating for “I am satisfied with my relationship with my coworkers/colleagues at the TTC”, followed by “I feel safe when I am at work”, and the lowest overall rating for “I am satisfied with the way the TTC recognizes and rewards employees”, followed by “I am satisfied with the leadership of the company”.
- Mean satisfaction scores on all measures is higher among COO/DCCOO/Ops Control employees, compared to the scores for the entire Operations Group.

# ASPECTS OF EMPLOYEE ENGAGEMENT - COO'S OFFICE/DCCO'S OFFICE/OPERATIONS CONTROL

Mean	All TTC Employees	Union Groups Average	All Operations Group	COO/DCCO/Ops Control
I am satisfied with the job I do at the TTC	8.1	8.0	8.2	8.6
I am satisfied with the leadership of the company	6.4	6.1	6.5	7.4
I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	8.7
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	9.3
I am satisfied with the work environment at the TTC	7.0	6.8	7.0	8.3
I feel safe when I am at work	8.0	7.7	8.1	9.1
I am satisfied with my training and development at the TTC	7.0	6.9	6.8	7.8
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	7.3

Sample sizes vary by attribute.

# OVERALL ORGANIZATIONAL VIEWS OF COO'S OFFICE/DCCOO'S OFFICE/OPERATIONS CONTROL

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- The following measures were included in the survey in order to assess employees' overall organizational views of 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
- The items receiving the highest satisfaction ratings from employees in COO/DCCOO/Ops Control were “I can see myself developing a career at the TTC”, followed by “I value what the TTC stands for”.
- The measure with the lowest satisfaction rating was “I intend to stay with the TTC for at least the next 5 years”, which was substantially lower than all other measures in this section. Satisfaction scores on this measure, as well as for “I see the value in the work I do” were rated below the Operations Group average by employees in these departments, while most of the other overall measures were above the average for the group.

# OVERALL ORGANIZATIONAL VIEWS - COO'S OFFICE/DCCOO'S OFFICE/OPERATIONS CONTROL

Mean	All TTC Employees	Union Groups Average	All Operations Group	COO/DCCOO/Ops Control
I am satisfied with the TTC as an employer	7.8	7.7	8.0	8.5
I value what the TTC stands for	8.2	8.1	8.3	8.6
I am proud to tell people I work for the TTC	7.9	7.8	8.0	8.0
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	8.8
I enjoy coming to work every day	7.3	7.2	7.5	7.8
I see the value in the work that I do	8.2	8.1	8.3	7.8
I am inspired to do my best at work every day	7.8	7.7	7.9	8.2
I intend to stay with the TTC for at least the next 5 years	8.5	8.6	8.6	5.6
I feel a sense of commitment to the TTC	8.2	8.1	8.3	8.5

Sample sizes vary by attribute.

# YOUR JOB

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- “Your Job” received generally higher scores from COO/DCCO/Ops Control employees, compared to Operations group as a whole.
- Across the specific measures comprising Your Job, the following attributes received the highest rating: “I am not afraid to suggest new ways of doing things in my job”, followed by “I often look for ways to make improvements in how things are done”. In contrast, “I have the proper equipment/tools to do my job well”, and “My work enables me to use my skills and abilities” received the lowest satisfaction ratings.
- The attributes receiving the lowest scores in comparison to the Engineering, Construction, and Expansion group include: “I feel well informed about how to improve customer service” (7.7 vs. 6.4) and “I often look for ways to make improvements in how things are done” ( 8.8 vs. 8.0).

# YOUR JOB - COO'S OFFICE/DCOO'S OFFICE/OPERATIONS CONTROL

Mean	All TTC Employees	Union Groups Average	All Operations Group	COO/DCOO/Ops Control
Overall, I am satisfied with the job I do at the TTC	8.1	8.0	8.2	8.6
I feel motivated in my job	7.0	6.9	7.2	7.9
My work enables me to use my skills and abilities	7.3	7.2	7.5	7.7
I have the proper equipment/tools to do my job well	6.8	6.6	7.0	7.6
I am given the freedom to make decisions in my job	6.5	6.3	6.9	7.9
In my job, I feel able to put customers first	7.5	7.3	7.6	**
I often look for ways to make improvements in how things are done	8.1	7.9	8.3	8.7
I am not afraid to suggest new ways of doing things in my job	7.6	7.4	8.0	9.0
I feel well informed about how to improve customer service	6.8	6.5	6.9	8.4

\*\* Mean score suppressed as sample size <10.

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

Sample sizes vary by attribute.

3/29/2015

YOUR COMPANY

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Compared to Operations Group, COO/DCCO/Ops Control employees are generally more satisfied with “Your Company”, although some specific attributes were lower than the Group average.
- Across the specific aspects of Your Company, satisfaction ratings are the highest for, “The TTC puts customers first”, followed by “The TTC actively supports equal opportunities for all employees”. Ratings were the lowest for, “Best practices are shared effectively across the TTC”, followed by “Things get done both quickly and efficiently at the TTC”, and “There is effective sharing of information effectively across the TTC.”
- Sample size was too small to provide department-level results for questions asking about whether employees would speak highly of the TTC, or if the experience working for the TTC has gotten better or worse in the past 12 months.

# YOUR COMPANY - COO'S OFFICE/DCOO'S OFFICE/OPERATIONS CONTROL

Mean	All TTC Employees	Union Groups Average	All Operations Group	COO/DCOO/ Ops Control
Overall, I am satisfied with the leadership of the company	6.4	6.1	6.5	7.4
I am proud and passionate about the TTC	7.6	7.4	7.7	7.5
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.2	8.1
The TTC puts customers first	7.8	7.7	8.0	8.4
People get things done both quickly and efficiently at the TTC	5.1	5.0	5.3	5.3
There is effective sharing of information across the TTC	4.9	4.7	4.9	5.4
There is a good level of trust between Senior Management and employees	4.9	4.6	4.9	5.7
Best practices are shared effectively across the TTC	5.3	5.1	5.3	4.6
People take personal responsibility for getting things done at the TTC	5.6	5.3	5.6	5.6
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	4.8	5.0	5.7
People show each other respect across the TTC	6.1	5.9	6.1	6.1
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.0	6.2	5.9
The TTC values its staff's time	6.0	5.8	6.1	7.3
The TTC values its customers' time	7.1	7.0	7.4	7.5
There is good collaboration between different parts of the TTC	5.3	5.1	5.3	5.8
I feel sufficiently well informed about what is happening in the TTC	5.7	5.4	5.8	7.1
Senior Managers communicate openly and honestly with employees	5.3	5.0	5.3	6.8
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	5.7	6.0	7.2
TTC leadership welcomes all feedback, both positive and negative	6.0	5.8	6.1	7.6
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	7.3

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

# SPEAKING HIGHLY OF THE TTC

- As fewer than 30 COO/DCCO/Ops Control employees provided a response to this question, no results can be shown.

## COO's Office/DCCO's Office/Operations Control

**Total**  
(n= 12)

\*

\* Percentages suppressed as sample size <30.

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

# CHANGE IN EXPERIENCE WORKING FOR THE TTC

- As fewer than 30 COO/DCOO/Ops Control employees provided a response to this question, no results can be shown.

## COO's Office/DCOO's Office/Operations Control

**Total**  
(n= 12)

\*

\* 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.

# YOUR MANAGER/SUPERVISOR

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- For COO/DCOO/Ops Control employees, satisfaction with “Your Manager/Supervisor” is substantially higher than it is for Operations Group overall.
- Across the specific qualities of “Your Manager/Supervisor”, ratings were the highest for, “My manager/supervisor takes responsibility when problems arise”, and “My manager/supervisor treats me fairly”. Ratings were the lowest for, “My manager/supervisor is personally involved in improving the quality of my work”, followed by “I receive constructive feedback about my performance from my manager/supervisor”, and “I receive regular feedback about my performance from my manager/supervisor”.

# YOUR MANAGER/SUPERVISOR - COO'S OFFICE/DCOO'S OFFICE/OPERATIONS CONTROL

Mean	All TTC Employees	Union Groups Average	All Operations Group	COO/DCOO/ Ops Control
Overall, I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	8.7
I am satisfied with the way I am managed	6.6	6.4	6.7	8.1
My manager/supervisor actively discourages prejudice	7.4	7.2	7.3	8.7
My manager/supervisor treats me fairly	7.3	7.2	7.4	9.2
My manager/supervisor takes responsibility when problems arise	6.9	6.7	7.0	9.3
I have confidence in my manager's/supervisor's skills and abilities	6.9	6.6	6.9	8.6
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	6.2	6.7	8.8
My manager/supervisor leads by example	6.5	6.2	6.6	8.8
I get help and support from my manager/supervisor when I need it	7.1	6.8	7.1	9.1
My manager/supervisor keeps me well informed about issues which affect me	6.6	6.3	6.8	9.1
My manager/supervisor tells me why decisions have been made	6.2	5.8	6.3	8.5
My manager/supervisor is personally involved in improving the quality of my work	6.1	5.8	6.3	7.8
My manager/supervisor manages people well	6.3	6.1	6.4	8.3
I receive regular feedback about my performance from my manager/supervisor	5.7	5.3	6.1	8.0
I receive constructive feedback about my performance from my manager/supervisor	5.8	5.3	6.1	7.9
My manager/supervisor is open to constructive feedback from staff and others	6.1	5.8	6.4	8.5

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 TEAM

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Compared to Operations Group, COO/DCCO/Ops Control employees are substantially more satisfied with “Your Team”, giving a high overall score for overall satisfaction with the relationship with their colleagues and coworkers, as well as for the various specific qualities of Your Team.
- Across the specific qualities of Your Team, ratings were the highest for, “All the people in my team are treated fairly”, and “I feel supported by my fellow team members”. Ratings were the lowest for, “I feel that workload is fairly distributed on my team”.

## Regular Team Meetings

- For COO/DCCO/Ops Control, sample size is too small to provide percentages, so the percentage of employees in these departments who have regular team meetings can not be reported. Similarly, opinions on whether these meetings are frequent enough cannot be reported.
- Despite this, a mean score can be calculated for the usefulness of team meetings. Among employees who did have regular team meetings, COO/DCCO/Ops Control employees scored them as more useful than the average mean scores for Operations Group, the two Union Groups, or the TTC as a whole.

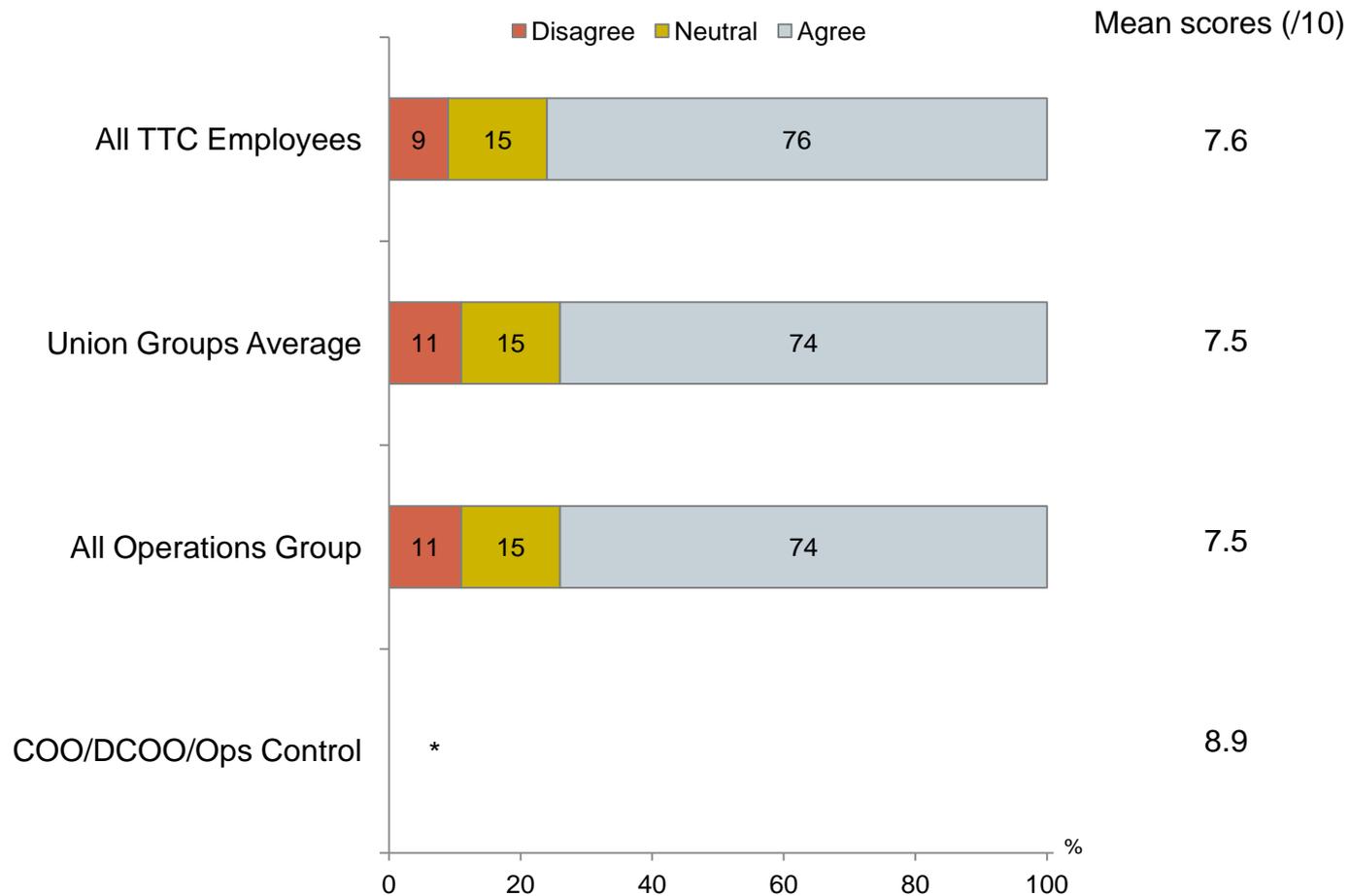
# YOUR TEAM - COO'S OFFICE/DCOO'S OFFICE/OPERATIONS CONTROL

Mean	All TTC Employees	Union Groups Average	All Operations Group	COO/DCOO/Ops Control
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	9.3
Members of my team treat each other with respect	7.4	7.2	7.4	9.2
My team works well together	7.3	7.0	7.5	9.2
There is good morale in my team	6.5	6.2	6.7	9.2
I feel that my opinions count in my team	7.0	6.7	7.3	9.3
All the people in my team are treated fairly	6.7	6.5	6.9	9.4
I feel supported by my fellow team members	7.2	7.0	7.4	9.4
My team members do quality work	7.5	7.3	7.7	9.1
I feel that workload is fairly distributed in my team	6.5	6.3	6.6	8.6

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..

# 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.

# YOUR WORKING ENVIRONMENT

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Compared to Operations Group, COO/DCCOO/Ops Control employees rated “Working Environment” higher overall and across all aspects of Working Environment.
- Across the specific aspects of Working Environment, ratings were the highest for “The hours I work are reasonable”, followed by “I am satisfied with my work/office space and facilities”. Ratings were the lowest for “The TTC is dedicated to diversity and inclusiveness”, “The TTC encourages employees to maintain a healthy work-life balance”, and “The TTC cares about my mental health and emotional well-being”.
- Stress, Discrimination and Customer Abuse
- Sample size for COO/DCCOO/Ops Control was too low to provide the percentages of employees reporting stress at work, discrimination from another TTC employee, or verbal and/or physical abuse by customers.
- Familiarity and effectiveness of TTC policies
- While sample size was again too low to provide the percentages of employees who are familiar with various TTC policies, mean scores can be provided regarding the effectiveness of these policies in ensuring everyone at the TTC is treated fairly. Across most attributes, COO/DCCOO/Ops Control employees scored these measures equal to or slightly higher than the average score for Operations Group.

# YOUR WORKING ENVIRONMENT - COO'S OFFICE/DCCO'S OFFICE/OPERATIONS CONTROL

Mean	All TTC Employees	Union Groups Average	All Operations Group	COO/DCCO/ Ops Control
Overall, I am satisfied with the work environment at the TTC	7.0	6.8	7.0	8.3
The TTC cares about my mental health and emotional well-being	6.2	5.9	6.3	7.6
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	8.4
I can adjust my work hours/shifts if needed	6.7	6.5	6.2	8.0
The hours I work are reasonable	7.7	7.4	7.6	8.6
The TTC encourages employees to maintain a healthy work-life balance	6.3	5.9	6.2	7.5
The TTC is dedicated to diversity and inclusiveness	7.4	7.2	7.2	7.5

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.

# EFFECTIVENESS OF TTC PRACTICES - COO'S OFFICE/DCCO'S OFFICE/OPERATIONS CONTROL

Mean	All TTC Employees	Union Groups Average	All Operations Group	COO/DCCO/Ops Control
Disability	8.3	8.2	8.2	8.7
Ethnic Origin	8.3	8.3	8.2	8.2
Gender (includes gender expression)	8.5	8.4	8.4	8.4
Sex (including pregnancy)	8.5	8.5	8.4	8.4
Creed	8.5	8.4	8.4	8.7
Age	8.4	8.4	8.3	8.4
Race	8.4	8.3	8.2	8.3
Colour	8.4	8.3	8.2	8.3
Sexual Orientation	8.6	8.5	8.5	8.6
Family Status	8.6	8.5	8.5	8.8
Marital Status	8.6	8.6	8.5	8.8
Ancestry	8.6	8.5	8.4	8.7
Place of Origin	8.5	8.4	8.3	8.6
Citizenship	8.6	8.5	8.5	8.8
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.

# SAFETY

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Employee satisfaction with “Safety” is relatively high for COO/DCCO/Ops Control and, across most measures, rates somewhat higher than the Operations Group average.
- Across the specific aspects of Safety, while most scores are close together, ratings were the highest for, “I feel comfortable discussing safety issues at work”. Ratings were the lowest for, “The TTC’s management is willing to invest money and effort to improve the level of safety”, and “The protection of workers from occupational exposure to hazards is a high priority with management”.

# SAFETY - COO'S OFFICE/DCOO'S OFFICE/OPERATIONS CONTROL

Mean	All TTC Employees	Union Groups Average	All Operations Group	COO/DCOO/ Ops Control
Overall, I feel safe when I am at work	8.0	7.7	8.1	9.1
I feel comfortable discussing safety issues at work	8.3	8.0	8.3	9.0
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	7.1	7.6	8.5
People in my team report all injuries no matter how minor	7.1	6.8	7.2	**
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	7.2	7.6	8.5
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	8.8
My manager/supervisor emphasizes safe practices while at work	7.9	7.7	8.0	8.6
I am strongly encouraged to report unsafe working conditions	8.0	7.8	8.2	8.9

\*\* Mean score suppressed as sample size <10.

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

Sample sizes vary by attribute.

# TRAINING AND DEVELOPMENT

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Employee satisfaction with “Training and Development” is generally higher than the Operations Group average for COO/DCCO/Ops Control employees. Across the specific qualities of Training and Development, one aspect, “I have received the right sort of training to do my job properly”, was rated below the group average by COO/DCCO/Ops Control employees.
- Across the specific aspects of Training and Development, ratings were the highest for, “The TTC provides ongoing training opportunities so I can develop my skills”. Ratings were the lowest for “The way people are selected for jobs in the TTC is fair”. It should be noted however, that three of the questions in this section were not answered by sufficient employees to provide any results (fewer than 10 valid responses to the question).

# TRAINING AND DEVELOPMENT - COO'S OFFICE/DCCO'S OFFICE/OPERATIONS CONTROL

Mean	All TTC Employees	Union Groups Average	All Operations Group	COO/DCCO/Ops Control
Overall, I am satisfied with my training and development at the TTC	7.0	6.9	6.8	7.8
My on-boarding/induction experience was positive	7.9	7.9	7.7	**
I have received the right sort of training to do my job properly	7.6	7.6	7.4	7.2
I discuss with my manager whether training meets my needs	6.7	6.4	6.7	**
I am satisfied with the career development opportunities available to me	6.9	6.9	7.0	7.5
The TTC provides ongoing training opportunities so I can develop my skills	7.0	6.8	7.0	8.0
I am satisfied with the support I receive on my personal development	6.5	6.2	6.5	7.7
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	5.2	5.4	**
The way people are selected for jobs in the TTC is fair	5.6	5.5	5.3	6.7

\*\* Mean score suppressed as sample size <10.

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

# PERFORMANCE AND REWARD

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Compared to the Operations Group average, COO/DCCO/Ops Control employees generally rated satisfaction with “Performance and Reward” somewhat higher than that group average.
- Across the specific aspects of Performance and Reward, ratings were the highest for “I am satisfied with my pay and benefits, given the job I do”, followed by “The TTC offers good job security”. Ratings were the lowest for, “At the TTC, the recognition and/or rewards are meaningful”, followed by “Poor performance is not tolerated”.

# PERFORMANCE AND REWARD - COO'S OFFICE/DCCOO'S OFFICE/OPERATIONS CONTROL

Mean	All TTC Employees	Union Groups Average	All Operations Group	COO/DCCOO/Ops Control
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	7.3
I am recognized for excellent performance	5.9	5.6	5.9	7.5
Poor performance is not tolerated	5.9	5.8	5.6	6.8
I am satisfied with the recognition I receive from my manager	6.0	5.8	6.2	7.6
I am satisfied with my pay and benefits, given the job I do	7.7	7.8	7.7	8.7
At the TTC, the recognition and / or rewards are meaningful	5.9	5.8	6.0	6.5
I have the opportunity to progress within the company	6.9	6.9	6.9	7.3
The TTC offers good job security	8.3	8.3	8.4	8.5

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

# FINAL WORD

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# FINAL WORD

- As fewer than 30 COO/DCOO/Ops Control employees provided a response to this question, no results can be shown.

## COO's Office/DCOO's Office/Ops Control (n= 12)

\*

\* Percentages suppressed as sample size <30.

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

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# RECOMMENDATIONS: COO'S OFFICE/DCOO'S OFFICE/ OPERATIONS CONTROL

- As sample size was too small to conduct Opportunity Analysis for this department, the following recommendations are based on results for the Operations Group.
- 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
  - Issues related to perceptions of **TTC leadership** making the right decisions for the company's future success
  - Ways to keep employees **well informed**

# Thank you

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