

# EMPLOYEE ENGAGEMENT SURVEY

## Capital Programming

March 23, 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 Capital Programming department.

# METHODOLOGY

- Invitations to participate in the survey were issued to all permanent employees, both full and 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 the 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 a 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%.
- 56 surveys were completed by employees in the Capital Programming department, for a response rate of 95%.

# RESPONSE RATE & COST CENTRE GROUPINGS

- The response rate for employees in the Capital Programming department (95%) is slightly higher than the overall response rate for the Engineering, Construction, and Expansion group (92%).
- Cost centres comprising the Capital Programming department are listed in the table below. Due to the small sample size for each individual cost centre (many  $n < 10$ ), the analysis for this report was conducted at the departmental level only.

## Capital Programming: 95%

Department	Cost Centre*	Count
<b>Capital Programming</b>		<b>56</b>
	081A-Capital Programming Mgmt.	
	081B-Risk Analysis & Quality Assurance	
	081D-Budgets & Cost Control	
	081E-Estimating	
	081F-Safety & Security Support	
	081H-Office Services/Document Control	
	081L-Workforce & Payroll	
	081S-Scheduling	
<b>Total</b>		<b>56</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.

# 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.**
  - 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 \*\*).
  - As sample size for each cost centre was small, results are not provided below the departmental level.
  - As there are no unionized employees in this department, staff vs. union comparisons will not be shown.
- **Exact sample size may vary by cost centre or by individual question**
  - In general, if the results for more than one question or more than one cost centre 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: 8.3

- **To increase employee engagement in the Capital Programming department, the TTC should focus on improving employees' satisfaction with **Your Company**.** This can be achieved by placing greater emphasis on **information sharing and collaboration** across the TTC and **relationship building** between senior management and employees. More specifically, Capital Programming should do this by:
  - Building trust by being open and honest (i.e., “Senior Managers communicate openly and honestly with employees” and “There is a good level of trust between Senior Management and employees”).
  - Looking for opportunities to collaborate across departments/groups (“There is good collaboration between different parts of the TTC”).
  - Ensuring that employees feel they are kept informed (“I feel sufficiently well informed about what is happening in the TTC”).
- **Your Job** is an area that generates high levels of satisfaction and represents the strongest driver of employee engagement. The TTC can continue increasing satisfaction with **Your Job** by:
  - Exploring what motivates employees.
  - Encouraging employees to use their skills and abilities.
  - Ensuring that employees are well informed about how to improve customer service.

# HIGHLIGHTS (CONT'D)

- **Working Environment** is another key driver of employee engagement with strong performance scores. The TTC can continue to improve the already high level of satisfaction in this area by demonstrating:
  - Concern for employees' mental health and emotional wellbeing.
- **Your Manager/Supervisor** is an aspect of the employee experience with relatively low satisfaction levels, and a slightly lower impact on employee engagement overall than Your Company (i.e., in close proximity to becoming an Area to Improve). As such, the TTC should closely monitor this aspect in future waves, and it can be considered a secondary Area to Improve. Improvements can be achieved through emphasis on **management style** and **constructive feedback**, specifically by:
  - Ensuring a manager's methods of management are satisfactory to the affected employees ("I am satisfied with the way I am managed", "My manager/supervisor leads by example", and "My manager/supervisor manages people well").
  - Ensuring managers remain involved with employees through giving and receiving constructive feedback ("My manager/supervisor is personally involved in improving the quality of my work", "I receive constructive feedback about my performance from my manager/supervisor", and "My manager/supervisor is open to constructive feedback from staff and others").

# TOP 5 AND BOTTOM 5 SCORES

- Across the entire survey, the attributes below received the highest and lowest satisfaction ratings from TTC employees in the Capital Programming department. Each attribute is accompanied by the corresponding mean score (/10).
- All five of the highest rated attributes are related to safety.
- Four of the five lowest scoring attributes are associated with the module Your Company – relating to information sharing, collaboration, and efficiency.

## Top 5

1. My manager/supervisor is well informed about safety issues (9.2)
2. The protection of workers from occupational exposure to hazards is a high priority with management (9.2)
3. I am strongly encouraged to report unsafe working conditions (9.2)
4. My manager/supervisor acts quickly to address safety issues (9.2)
5. My manager/supervisor emphasizes safe practices while at work (9.1)

## Bottom 5

1. People get things done both quickly and efficiently at the TTC (6.1)
2. There is effective sharing of information across the TTC (6.3)
3. The way people are selected for jobs in the TTC is fair (6.4)
4. Best practices are shared effectively across the TTC (6.4)
5. There is good collaboration between different parts of the TTC (6.5)

# 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 Capital Programming employees, the score is 8.3.

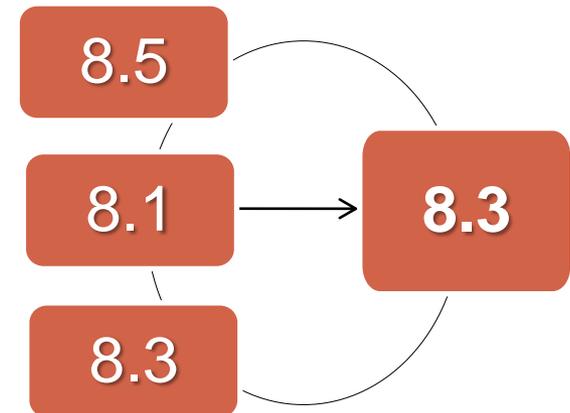
# OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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 the Capital Programming department is higher than the score for all TTC employees, as well as the average score for employees of the four groups consisting mainly of staff employees. It matches the Engagement score for the full Engineering, Construction & Expansion Group.

Capital Programming: 8.3

## Employee Category

All TTC

7.8

Average of Staff Groups

8.0

Engineering, Construction &  
Expansion Group

8.3

# RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

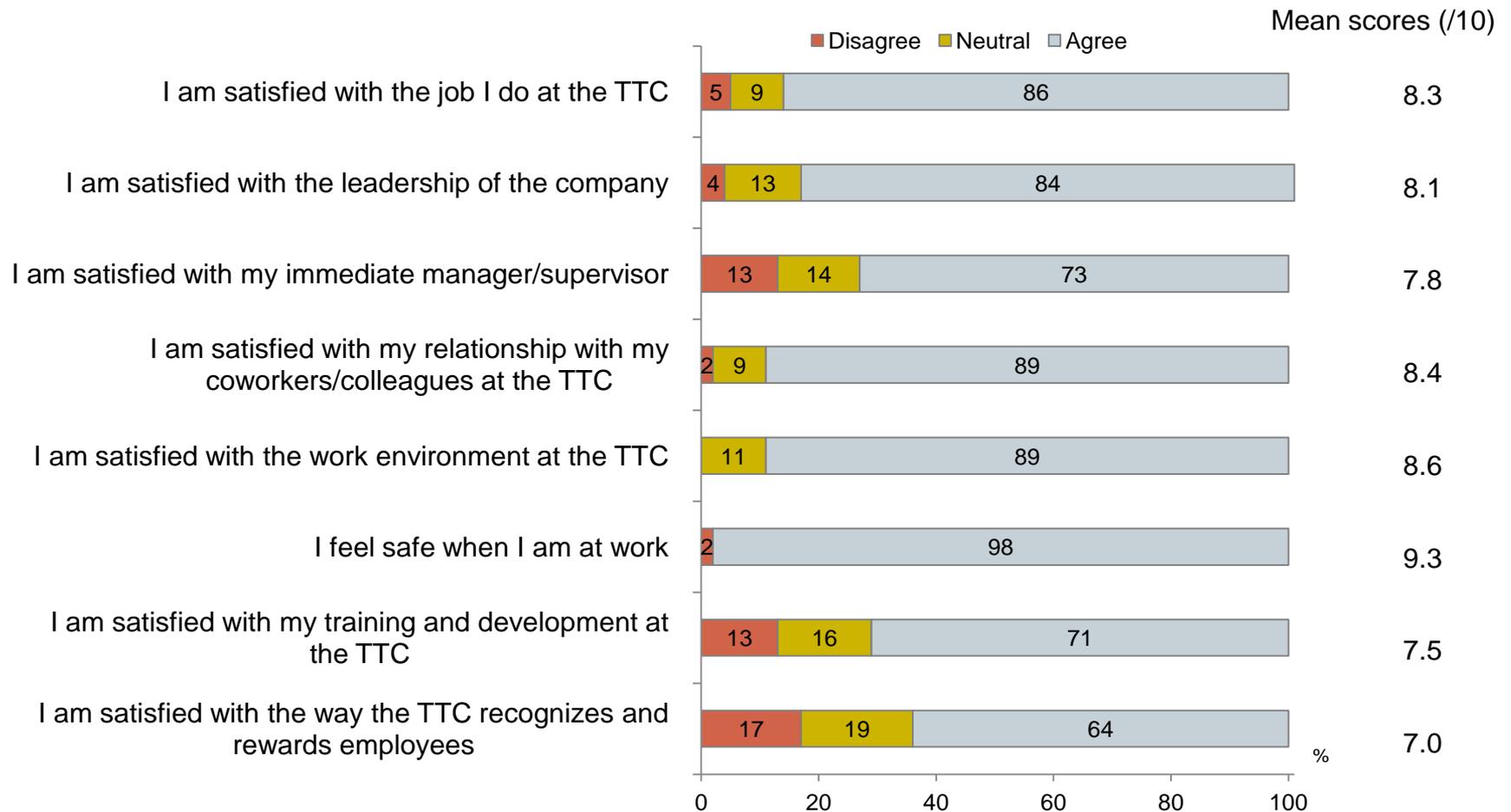
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# SECTION SUMMARY

- The following measures were included in the survey in order to assess overall satisfaction with each aspect of employee satisfaction with the TTC:
  - I am satisfied with the job I do at the TTC
  - I am satisfied with the leadership of the company
  - I am satisfied with my immediate manager/supervisor
  - I am satisfied with my relationship with my coworkers/colleagues at the TTC
  - I am satisfied with the work environment at the TTC
  - I feel safe when I am at work
  - I am satisfied with my training and development at the TTC
  - I am satisfied with the way the TTC recognizes and rewards employees
- In the Capital Programming department, ratings were highest for “I feel safe when I am at work” (mean score of 9.3 out of 10). Ratings were lowest for “I am satisfied with the way the TTC recognizes and rewards employees” (mean score of 7.0 out of 10).
- These results were consistent with the Engineering, Construction, and Expansion group, as well as the combined results of four groups mainly consisting of staff employees.

# ASPECTS OF EMPLOYEE ENGAGEMENT - CAPITAL PROGRAMMING



Sample sizes vary by attribute.

# ASPECTS OF EMPLOYEE ENGAGEMENT - CAPITAL PROGRAMMING

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming
I am satisfied with the job I do at the TTC	8.1	8.4	8.4	8.3
I am satisfied with the leadership of the company	6.4	7.3	7.9	8.1
I am satisfied with my immediate manager/supervisor	6.7	7.5	8.0	7.8
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.5	8.4
I am satisfied with the work environment at the TTC	7.0	7.8	8.4	8.6
I feel safe when I am at work	8.0	8.9	9.2	9.3
I am satisfied with my training and development at the TTC	7.0	7.1	7.6	7.5
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	7.1	7.0

Sample sizes vary by attribute.

# WHAT DRIVES EMPLOYEE ENGAGEMENT?

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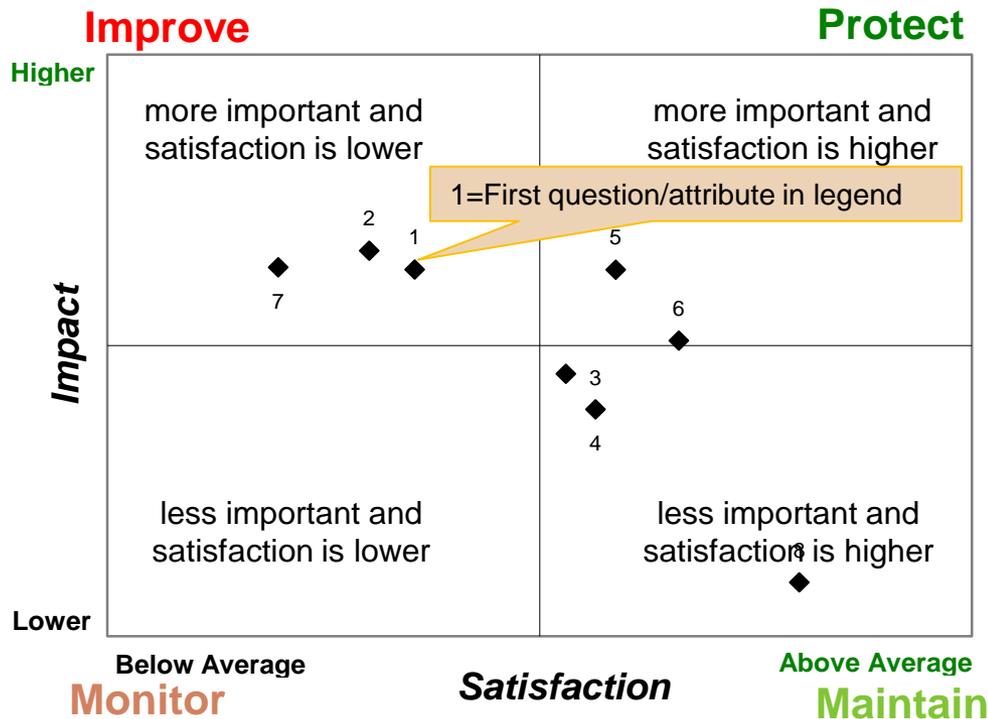


# SECTION SUMMARY

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

# SECTION SUMMARY

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



Composite:

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

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

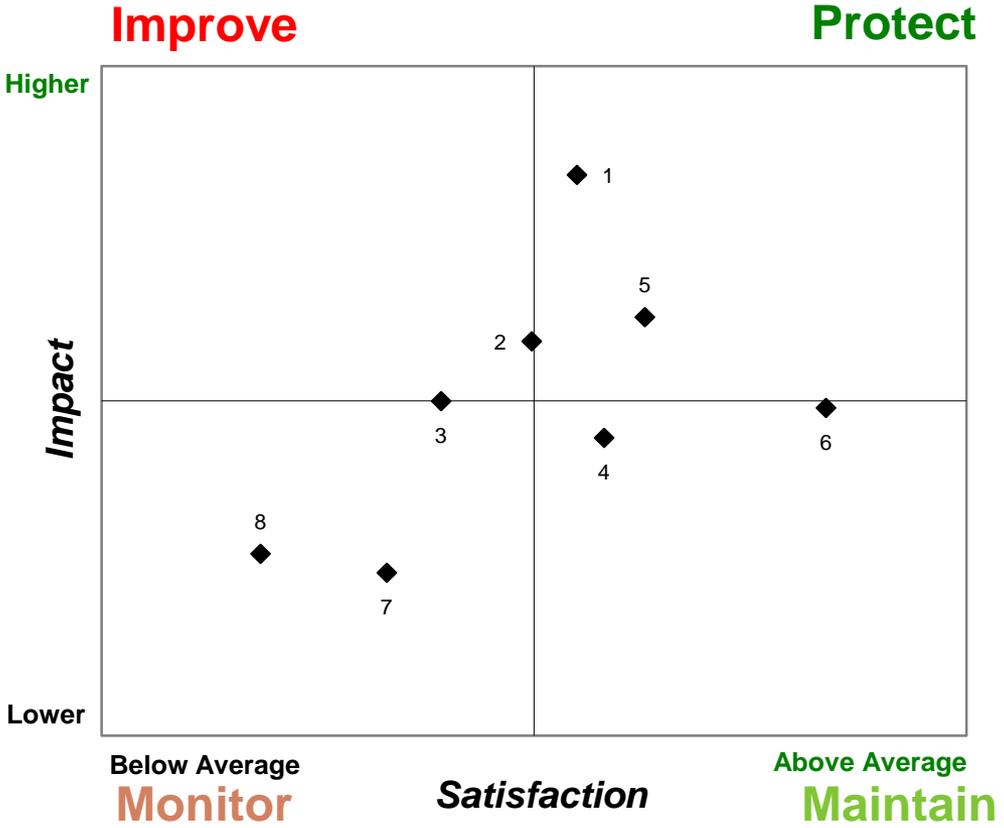
# SECTION SUMMARY

- Results of the Opportunity Analysis in this sub-section of the report (for the Capital Programming department) are summarized below:
  - Areas to Improve (high relative impact; low relative performance):
    - Company
  - Areas to Protect (high relative impact; high relative performance):
    - Job
    - Working Environment
  - Area to Monitor (low relative impact; low relative performance):
    - Manger/Supervisor\*
    - Performance and Reward
    - Training and Development
  - Areas to Maintain (low relative impact; high relative performance):
    - Safety
    - Team

\*Note: Manager/Supervisor is in very close proximity to the Area to Improve quadrant.

# EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

## Capital Programming



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

- 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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 7.0 to 9.3.  
 Impact values range between 22% to 66%.

# OVERALL ORGANIZATIONAL VIEWS OF CAPITAL PROGRAMMING

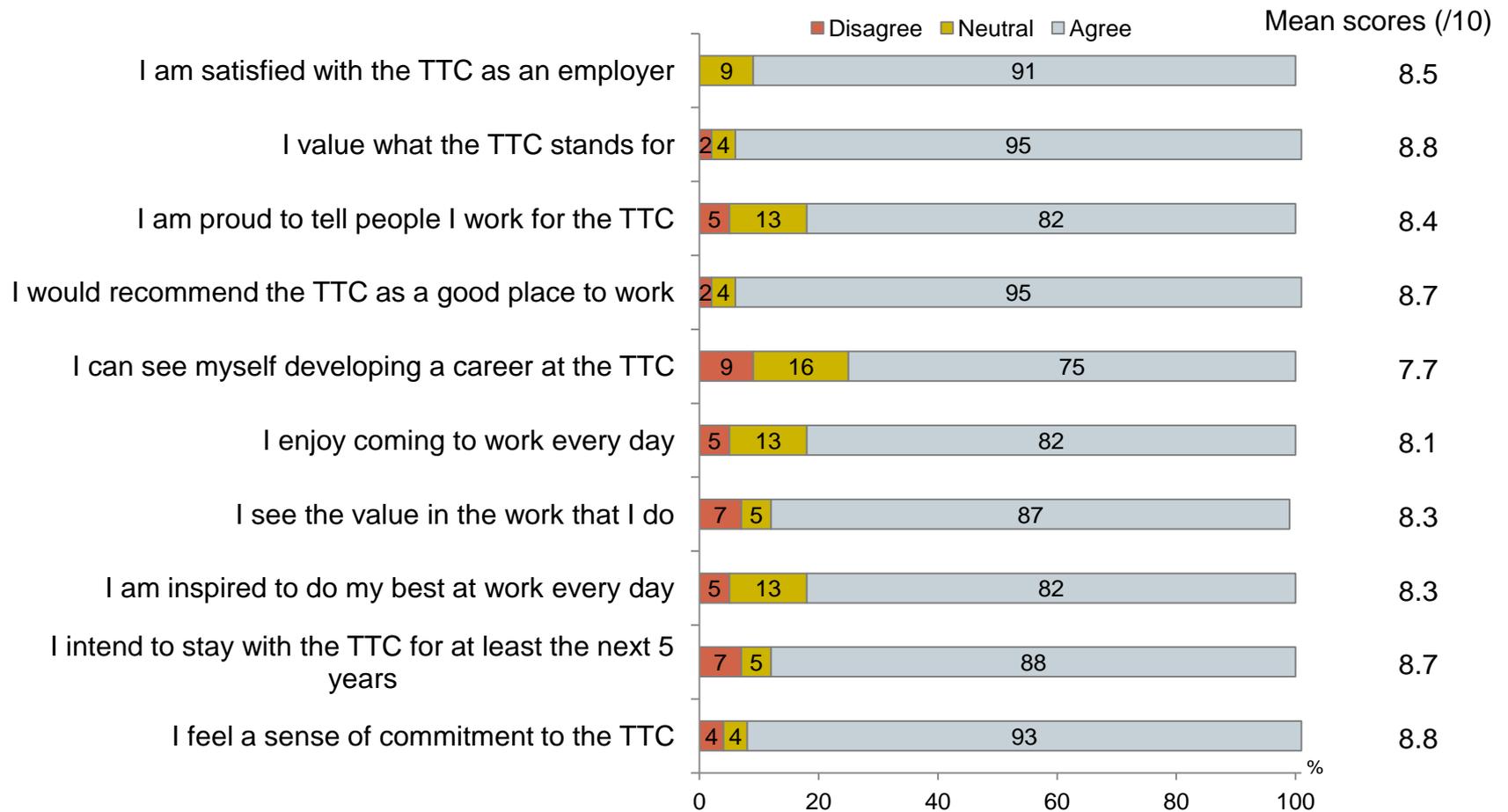
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# SECTION SUMMARY

- The following measures were included in the survey in order to assess employees' overall satisfaction with the TTC:
  - I am satisfied with the TTC as an employer
  - I value what the TTC stands for
  - I am proud to tell people I work for the TTC
  - I would recommend the TTC as a good place to work
  - I can see myself developing a career at the TTC
  - I enjoy coming to work every day
  - I see the value in the work I do
  - I am inspired to do my best at work every day
  - I intend to stay with the TTC for at least the next 5 years
  - I feel a sense of commitment to the TTC
- For employees in the Capital Programming department, satisfaction ratings were highest for the following measures: "I value what the TTC stands for" and "I feel a sense of commitment to the TTC" (mean scores of 8.8 out of 10). Ratings were lowest for "I can see myself developing a career at the TTC" (mean score of 7.7 out of 10). These results were consistent with the Engineering, Construction, and Expansion group overall.

# OVERALL ORGANIZATIONAL VIEWS - CAPITAL PROGRAMMING



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

Sample sizes vary by attribute.

# OVERALL ORGANIZATIONAL VIEWS - CAPITAL PROGRAMMING

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming
I am satisfied with the TTC as an employer	7.8	8.1	8.4	8.5
I value what the TTC stands for	8.2	8.6	8.8	8.8
I am proud to tell people I work for the TTC	7.9	8.2	8.5	8.4
I would recommend the TTC as a good place to work	8.0	8.3	8.6	8.7
I can see myself developing a career at the TTC	7.9	8.0	8.0	7.7
I enjoy coming to work every day	7.3	7.6	8.1	8.1
I see the value in the work that I do	8.2	8.4	8.5	8.3
I am inspired to do my best at work every day	7.8	8.2	8.3	8.3
I intend to stay with the TTC for at least the next 5 years	8.5	8.4	8.7	8.7
I feel a sense of commitment to the TTC	8.2	8.6	8.8	8.8

Sample sizes vary by attribute.

# AREA TO PROTECT: YOUR JOB

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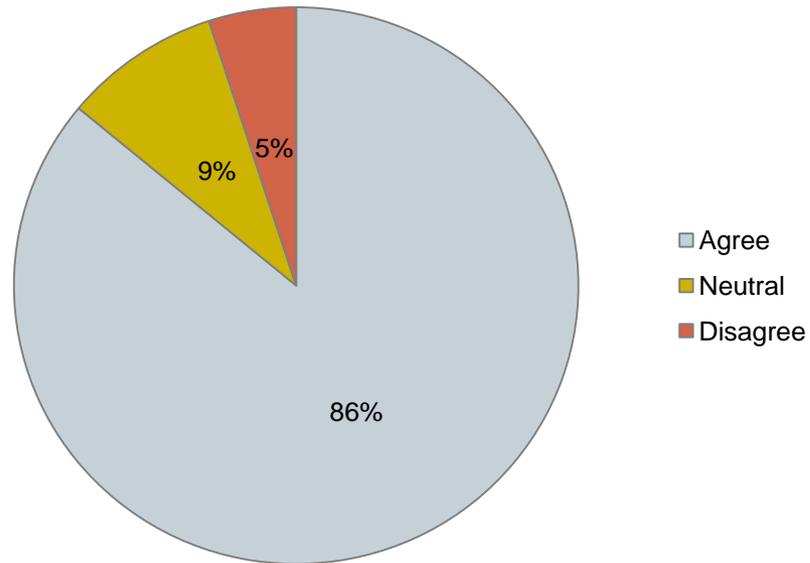
# SECTION SUMMARY

- Opportunity Analysis identifies “Your Job” as having the most impact on Employee Engagement overall and as an area with which Capital Programming employees are, for the most part, satisfied, making this an Area to Protect.
- Similar to the Engineering, Construction, and Expansion group, overall satisfaction in this aspect of the employee experience for Capital Programming employees was slightly higher than all TTC employees.
- Among the specific measures comprising Your Job, the attributes with the strongest satisfaction score in this department were “I often look for ways to make improvements in how things are done” and “I am not afraid to suggest new ways of doing things in my job”. The lowest satisfaction score was seen for “I feel motivated in my job”.
- These results differed slightly from the Engineering Construction and Expansion Group overall, which had “I am given the freedom to make decisions in my job” as the attribute with the lowest level of satisfaction.
- In order to continue improving the high levels of overall satisfaction seen with this key driver of employee engagement, Opportunity Analysis identifies the following Areas to Improve:
  - I feel motivated in my job
  - My work enables me to use my skills and abilities
  - I feel well informed about how to improve customer service
- In addition, Opportunity Analysis identifies the following Areas to Protect:
  - In my job, I feel able to put customers first
  - I am not afraid to suggest new ways of doing things in my job

# OVERALL RATINGS OF YOUR JOB - CAPITAL PROGRAMMING

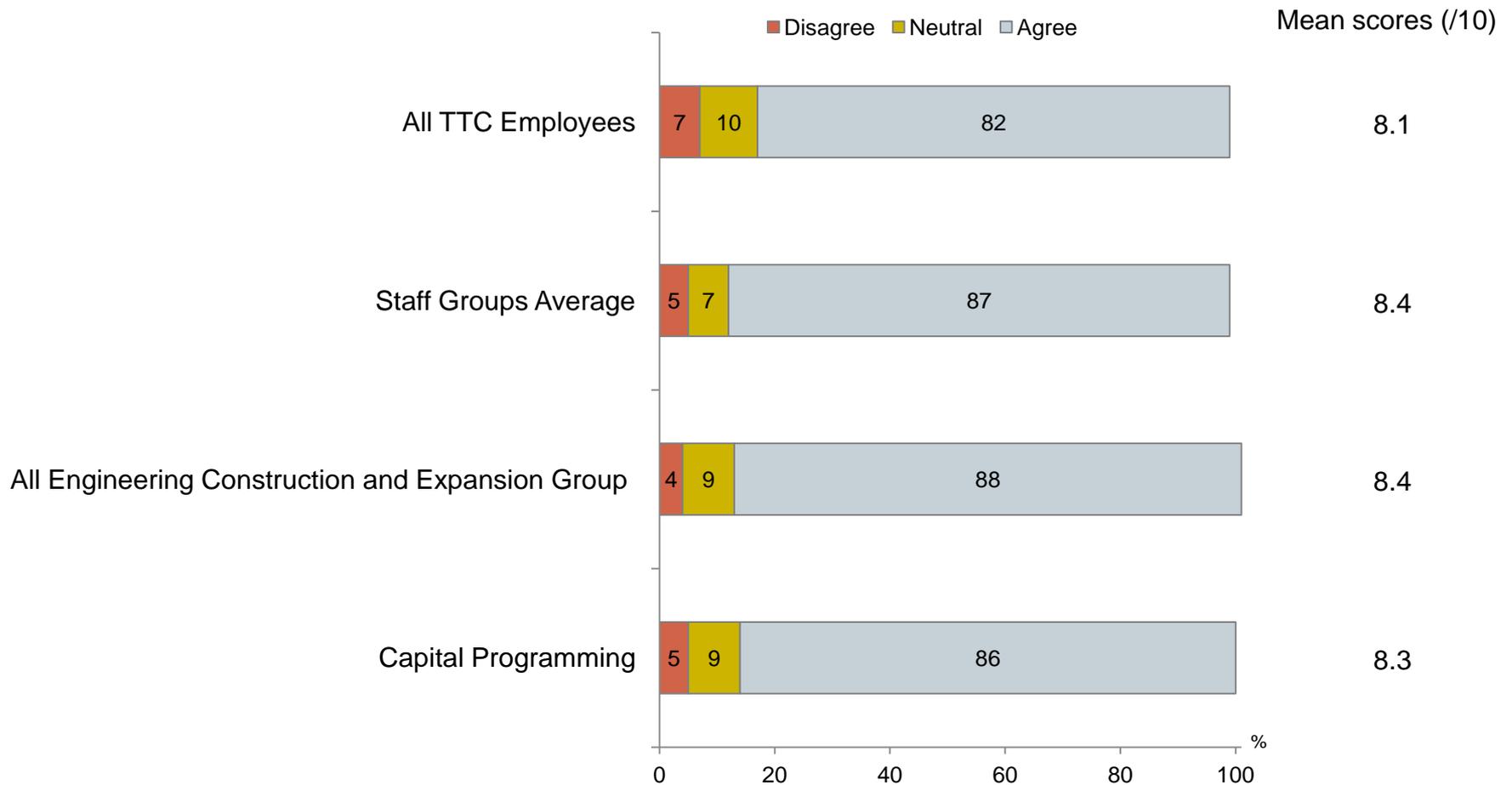
## Capital Programming

**Total**  
(n= 56)  
**Mean= 8.3**



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 - CAPITAL PROGRAMMING



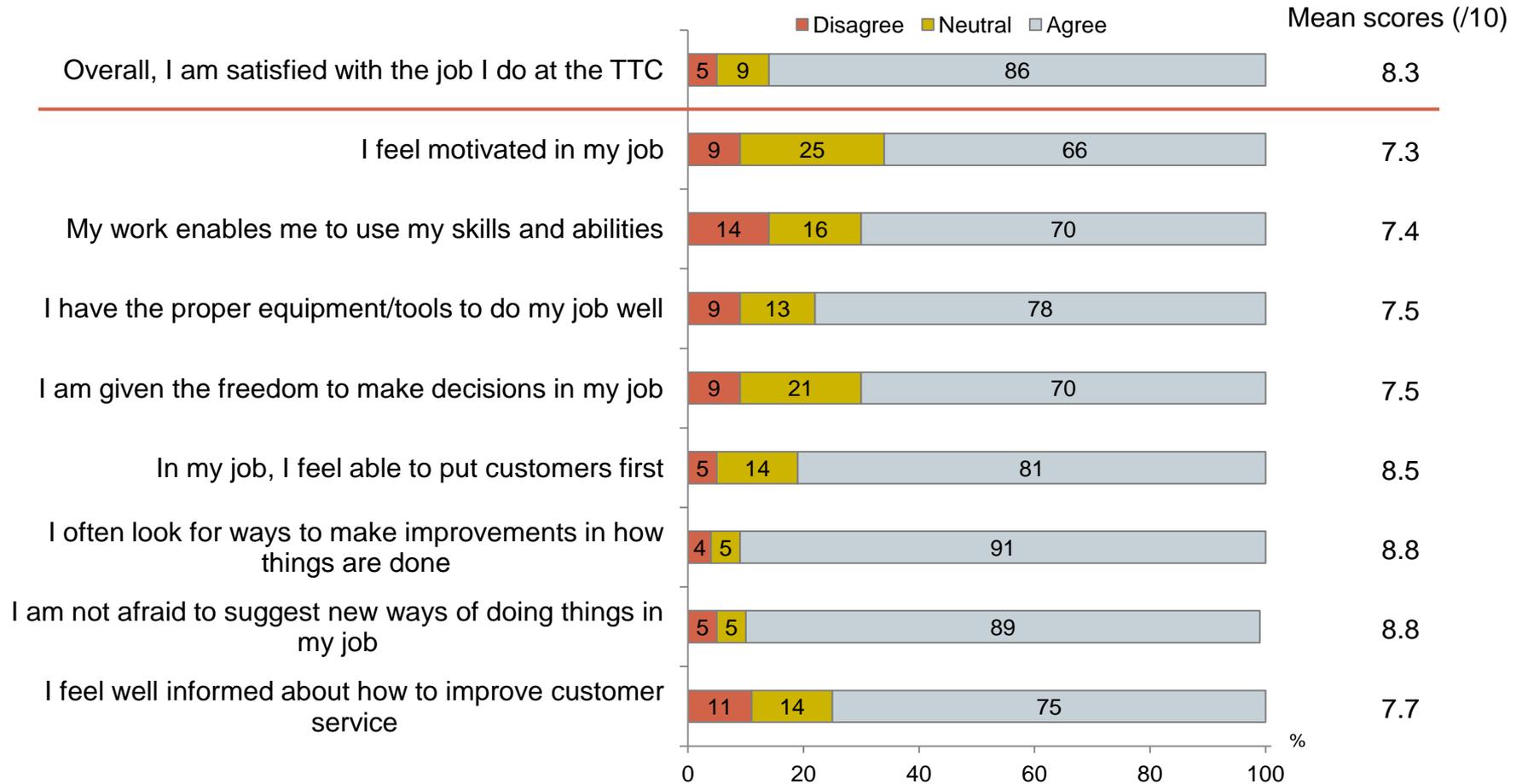
\* Percentages suppressed due to sample size <30.

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

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

Sample sizes vary by category.

# YOUR JOB - CAPITAL PROGRAMMING



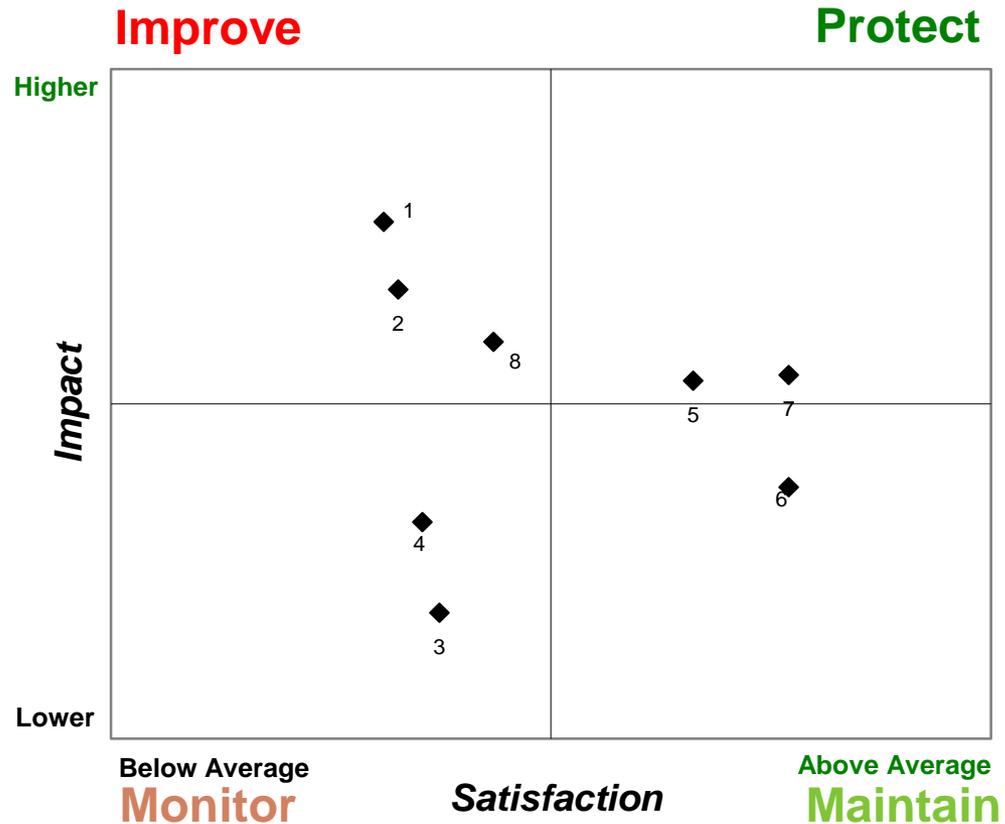
B1. How much do you agree or disagree with each of the following statements about your job?  
Sample sizes vary by attribute.

# YOUR JOB - CAPITAL PROGRAMMING

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming
Overall, I am satisfied with the job I do at the TTC	8.1	8.4	8.4	8.3
I feel motivated in my job	7.0	7.3	7.6	7.3
My work enables me to use my skills and abilities	7.3	7.7	7.9	7.4
I have the proper equipment/tools to do my job well	6.8	7.3	7.7	7.5
I am given the freedom to make decisions in my job	6.5	7.3	7.5	7.5
In my job, I feel able to put customers first	7.5	7.9	8.1	8.5
I often look for ways to make improvements in how things are done	8.1	8.6	8.8	8.8
I am not afraid to suggest new ways of doing things in my job	7.6	8.3	8.5	8.8
I feel well informed about how to improve customer service	6.8	7.6	7.7	7.7

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 - CAPITAL PROGRAMMING



- 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 7.3 to 8.8.  
 Impact values range between 10% to 54%.

# AREA TO PROTECT: YOUR WORKING ENVIRONMENT

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behalf of TTC



# SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as the second most impactful on Employee Engagement. This key driver also had stronger satisfaction scores relative to other aspects of the employee experience, making it an Area to Protect.
- Satisfaction scores for all but one attribute in Working Environment were slightly higher for the Capital Programming department compared to the Engineering, Construction, and Expansion group overall.
- Among the specific measures comprising Working Environment, satisfaction levels were highest for “The hours I work are reasonable”. Satisfaction levels were lowest for “The TTC cares about my mental health and emotional well-being”. These results were consistent with the Engineering, Construction, and Expansion group as well as the combined results for Staff groups.
- In order to leverage the strong overall satisfaction with Working Environment, Opportunity Analysis indicates the following key areas of focus for Capital Programming:
  - The TTC cares about my mental health and emotional well-being (Area to Improve).
  - The TTC is dedicated to diversity and inclusiveness (Area to Protect).

## Stress at Work

- Only 4% of Capital Programming employees indicated that they “frequently” experience stress as a problem at work, with an additional 47% reporting that stress is “sometimes” a problem. The incidence of stress in the workplace is lower for Capital Programming compared to the Engineering, Construction, and Expansion group overall.

# SECTION SUMMARY

## Discrimination/Harassment

- 5% of Capital Programming employees indicated that they experienced discrimination or harassment by another TTC employee in the past 12 months. The incidence of discrimination or harassment in this department is lower than the Engineering, Construction, and Expansion group overall (10%) and substantially lower than all TTC employees (21%).
- 2% of employees in Capital Programming indicated experiencing discrimination based on creed, personal harassment, and “other” bases. No discrimination based on any of the other categories was reported.

## Abuse by Customers

- There were no employees working in Capital Programming who indicated being verbally or physically abused by customers in the past 12 months.

## TTC Policies and Practices

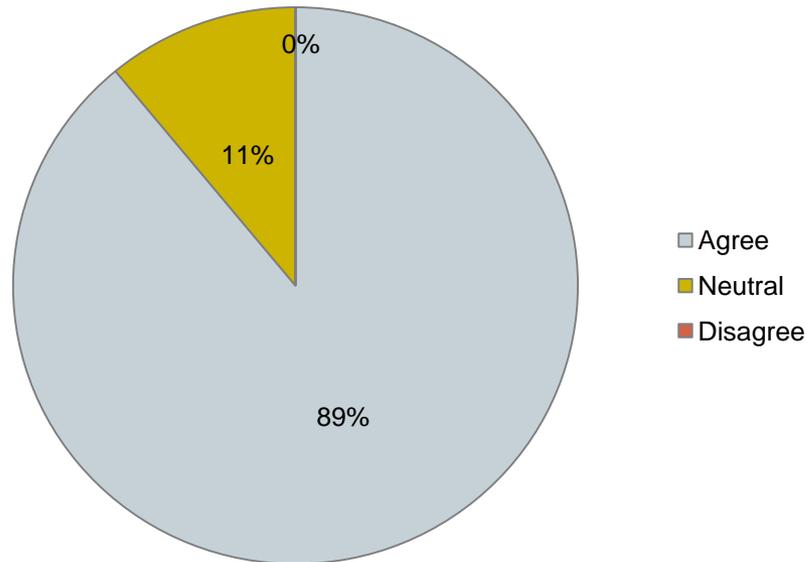
- The overwhelming majority of employees in Capital Programming (>80%) reported being familiar with the TTC’s policies regarding respect and dignity, accommodation in the workplace, equal opportunity, workplace violence, and code of conduct.
- Across the board, employees in this department also gave strong ratings for the effectiveness of TTC practices with regards to discrimination/harassment.

# OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - CAPITAL PROGRAMMING

## Capital Programming

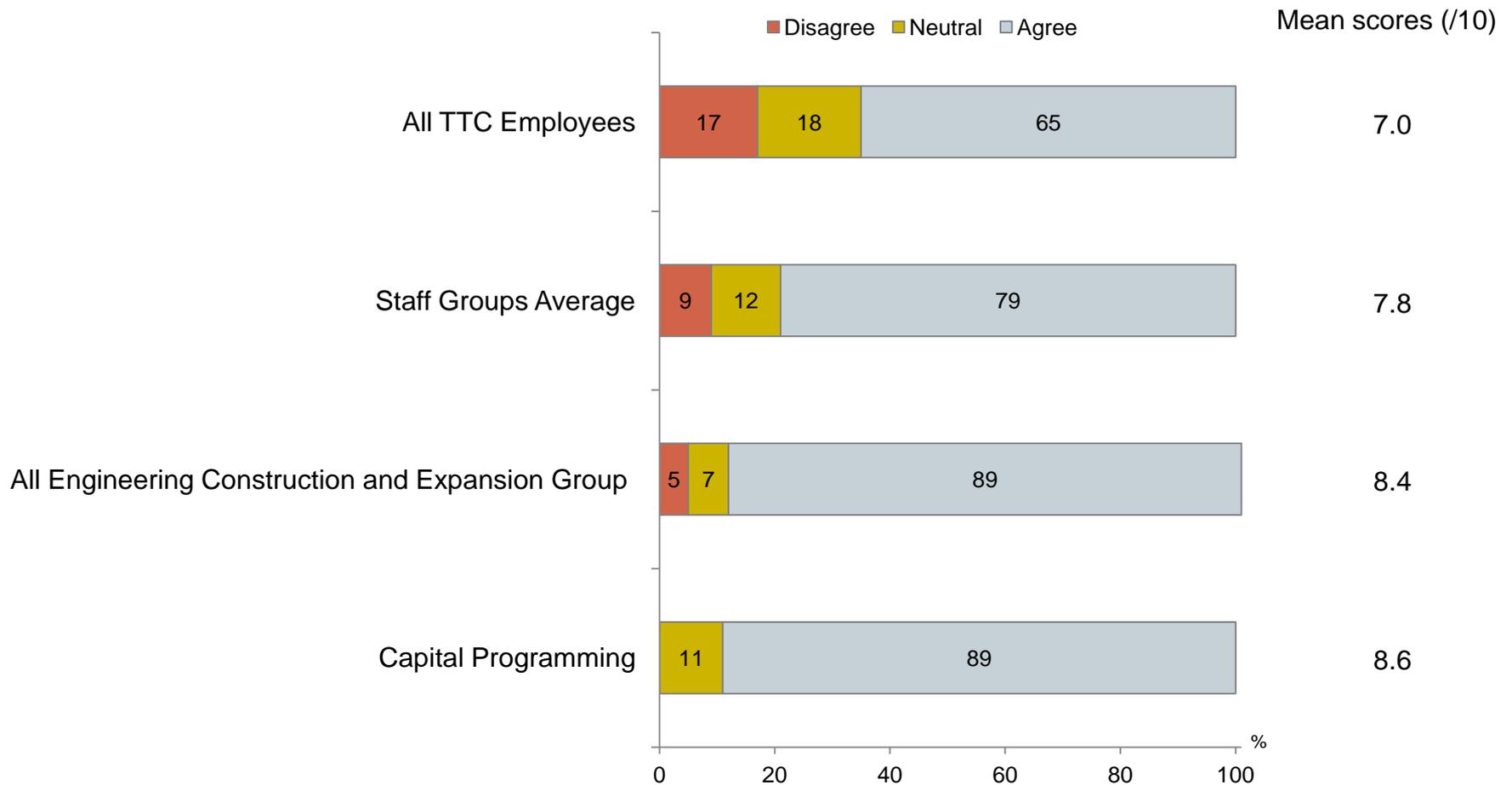
Total  
(n= 56)

Mean=8.6



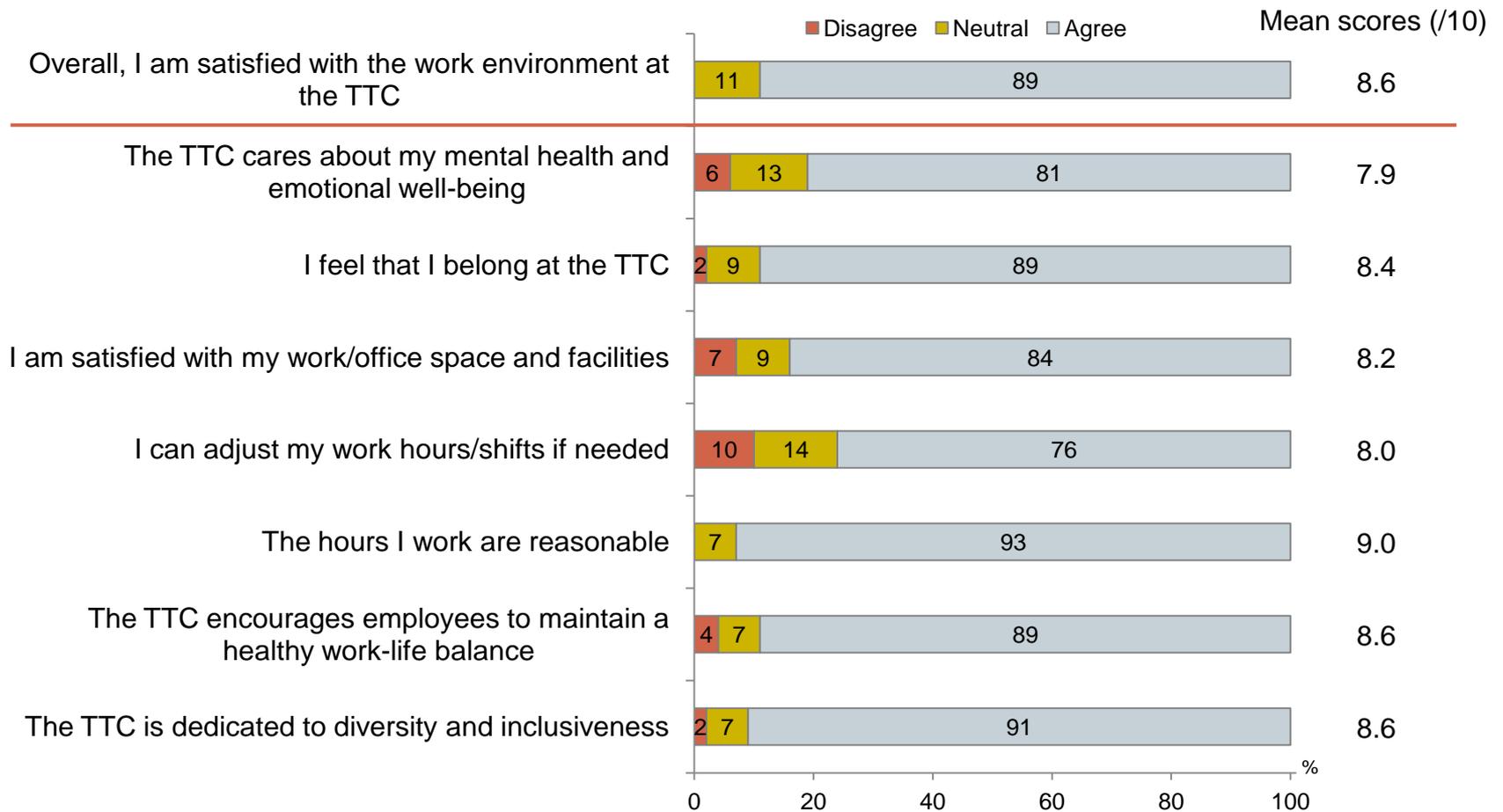
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment.  
Overall, I am satisfied with the work environment at the TTC.

# OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - CAPITAL PROGRAMMING



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 - CAPITAL PROGRAMMING



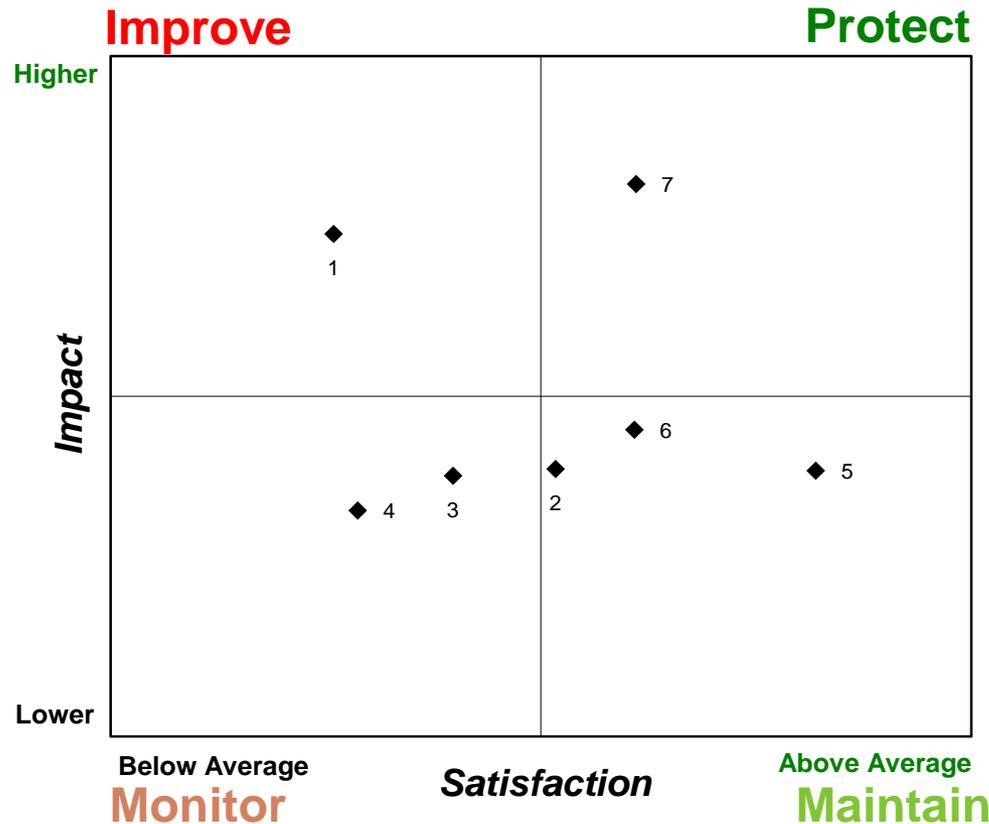
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Sample sizes vary by attribute.

# YOUR WORKING ENVIRONMENT - CAPITAL PROGRAMMING

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming
Overall, I am satisfied with the work environment at the TTC	7.0	7.8	8.4	8.6
The TTC cares about my mental health and emotional well-being	6.2	7.1	7.7	7.9
I feel that I belong at the TTC	7.4	7.8	8.3	8.4
I am satisfied with my work/office space and facilities	6.5	7.2	8.1	8.2
I can adjust my work hours/shifts if needed	6.7	7.5	8.1	8.0
The hours I work are reasonable	7.7	8.4	8.8	9.0
The TTC encourages employees to maintain a healthy work-life balance	6.3	7.4	8.1	8.6
The TTC is dedicated to diversity and inclusiveness	7.4	8.0	8.4	8.6

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 - CAPITAL PROGRAMMING

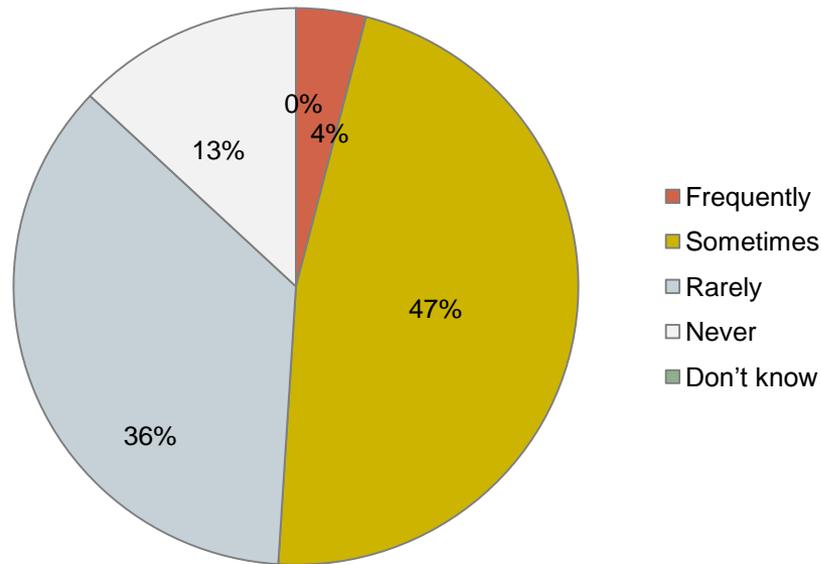


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life 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 7.9 to 9.0.  
 Impact values range between 31% to 72%.

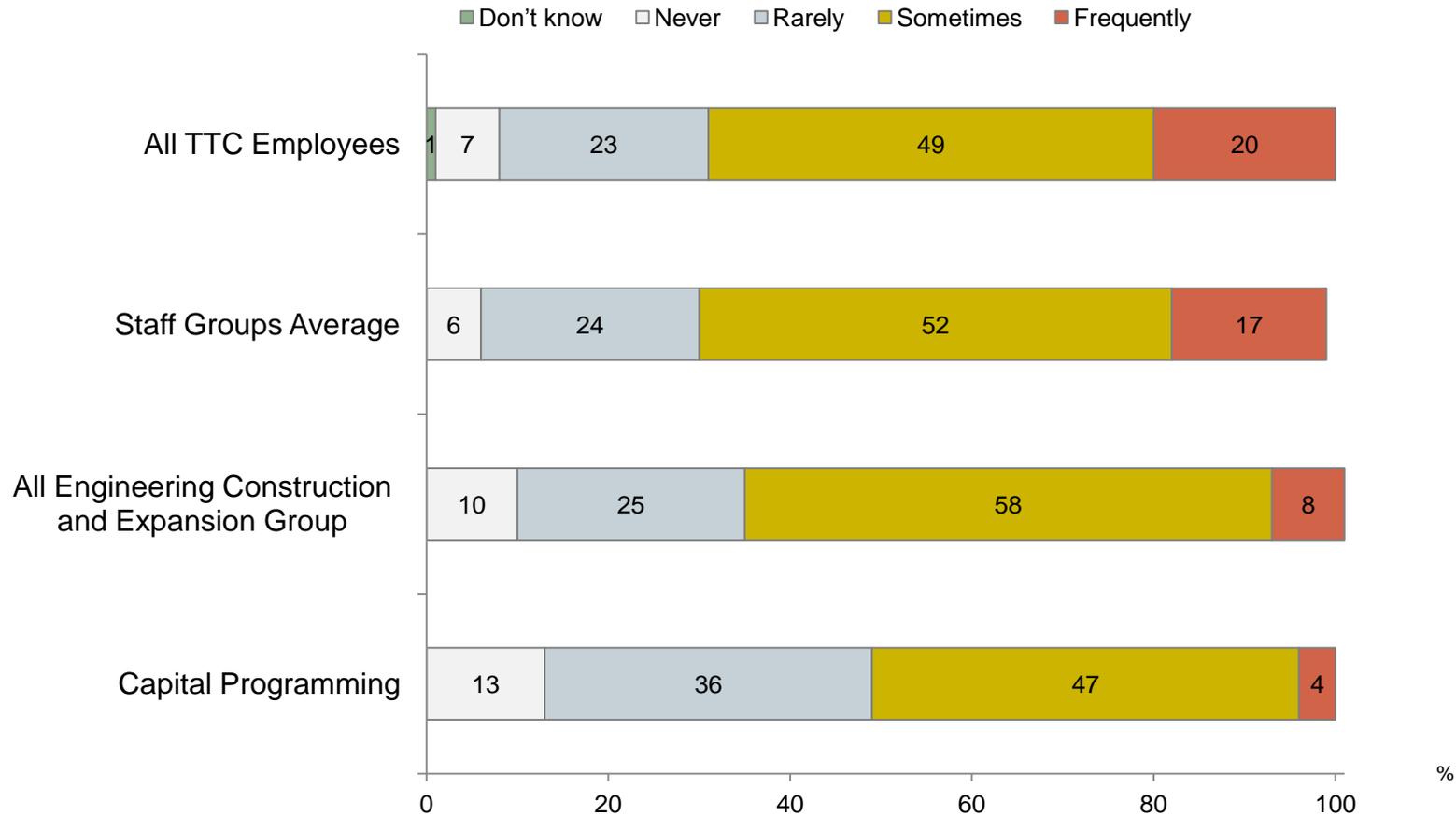
## Capital Programming

Total  
(n= 55)



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

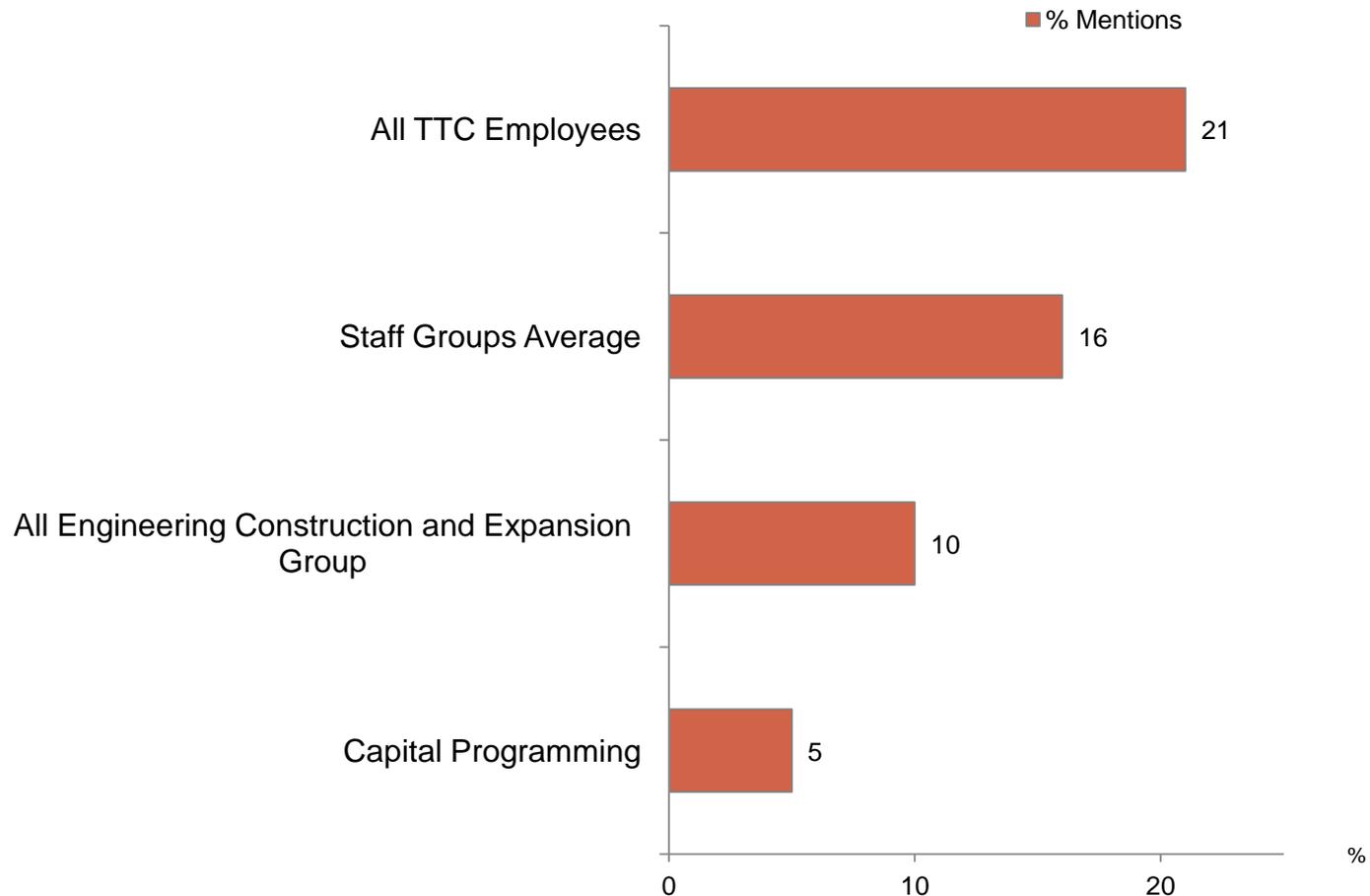
# STRESS AT WORK - BY GROUPING



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 1-3%	Prefer not to answer range from 1-3%	Prefer not to answer range from 0-2%
% Yes	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming
Disability	3	2	<1	0
Ethnic Origin	6	2	3	0
Gender (includes gender expression)	3	2	1	0
Sex (including pregnancy)	2	2	0	0
Creed	2	1	2	2
Age	5	4	3	0
Race	6	2	2	0
Colour	5	1	1	0
Sexual Orientation	2	1	<1	0
Family Status	2	2	<1	0
Marital Status	2	2	1	0
Ancestry	3	1	<1	0
Place of Origin	4	1	2	0
Citizenship	3	1	0	0
Personal Harassment	9	7	4	2
Other	4	2	2	2

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

# IS THE DISCRIMINATION REPORTED TO THE TTC?

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

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

## Capital Programming

**Total**  
(n= 4)

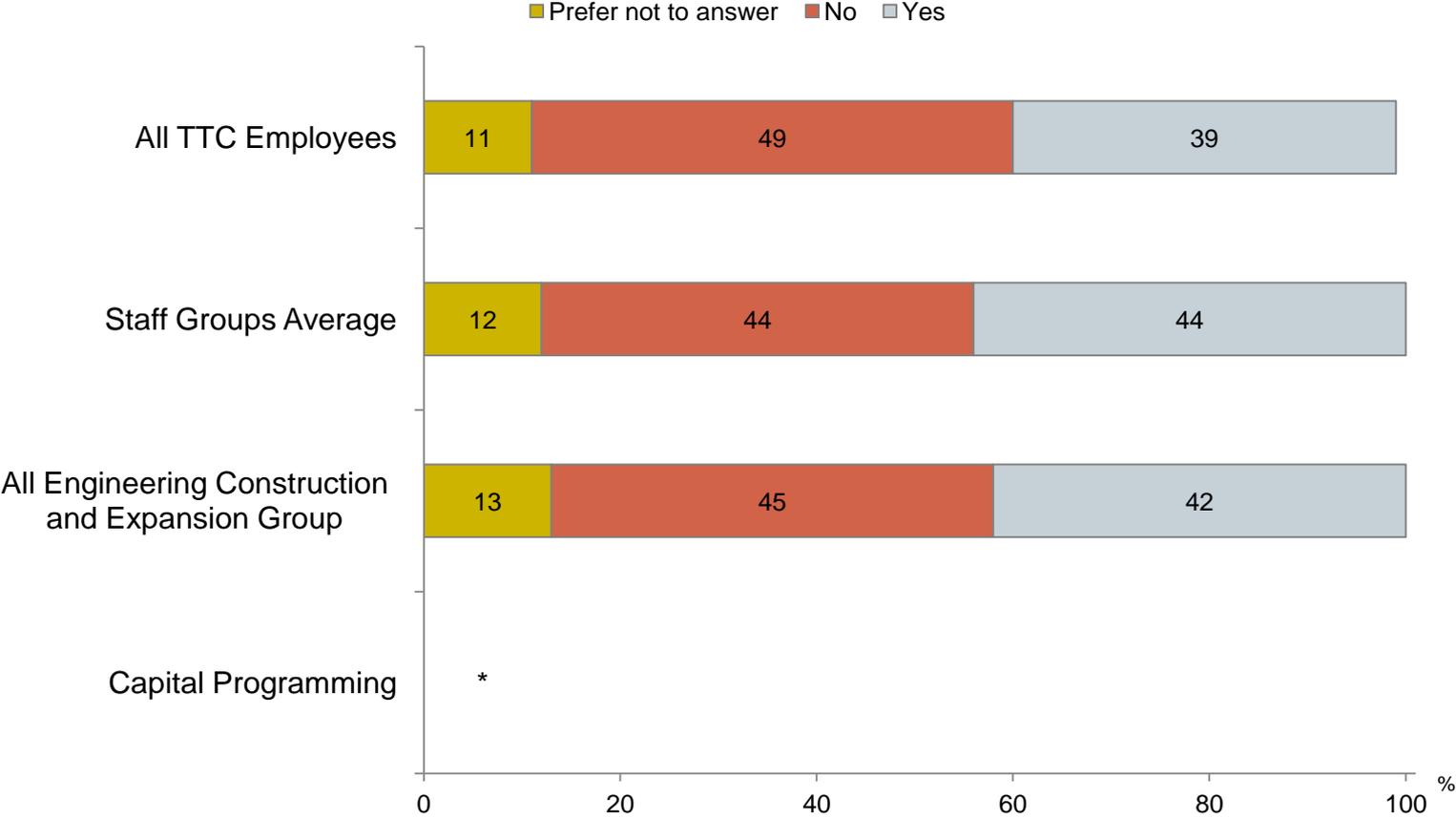
\*

\* 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? - BY GROUPING

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



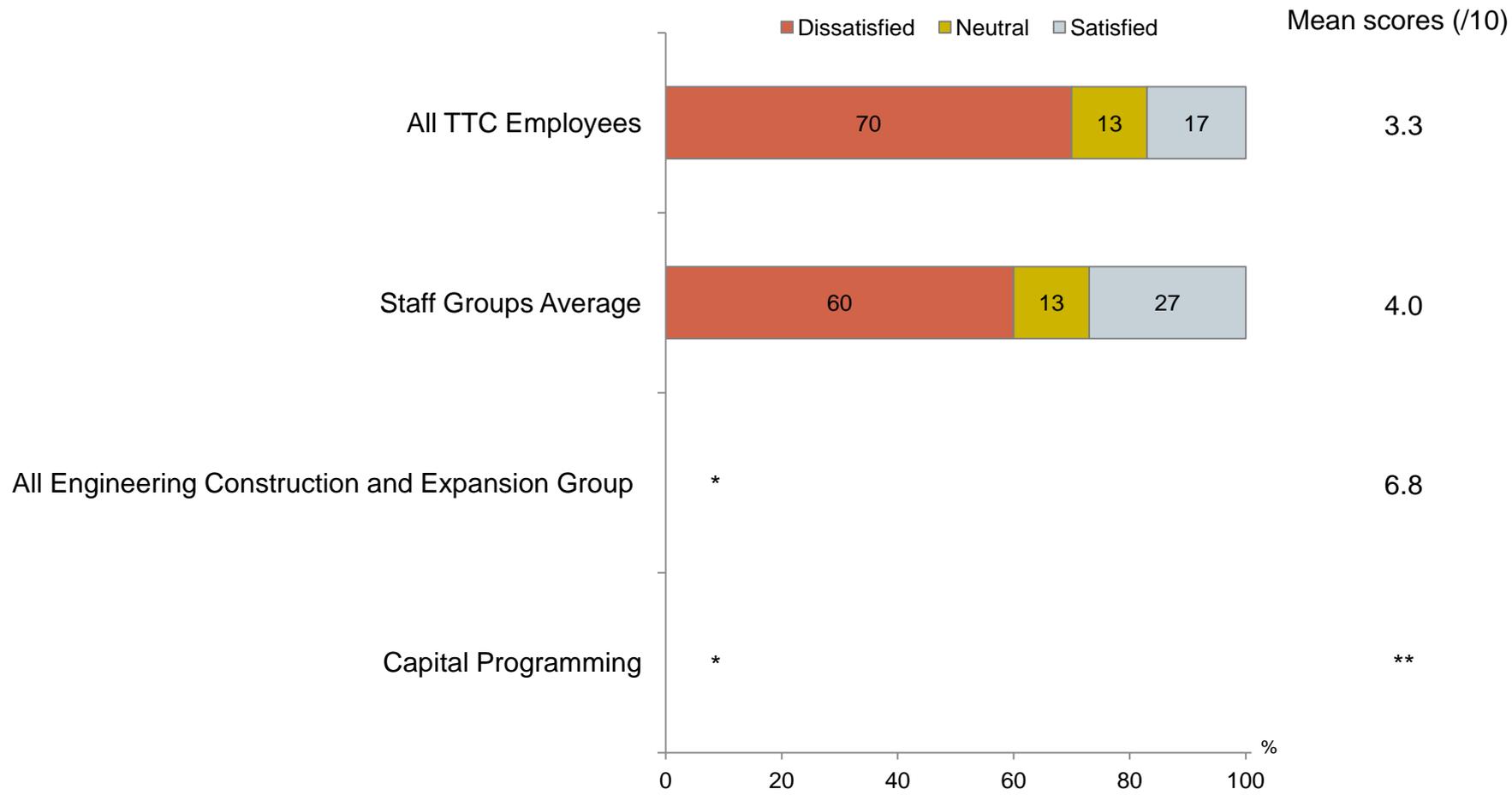
\* Percentages suppressed due to sample size <30.

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 due to sample size <30.

\*\* Mean scores suppressed due to sample size <10.

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

# REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident

- As no Capital Programming employees provided a response to this question, no results can be shown.

## Capital Programming

(n= 0)

\*

\* Percentages suppressed due to sample size <30.

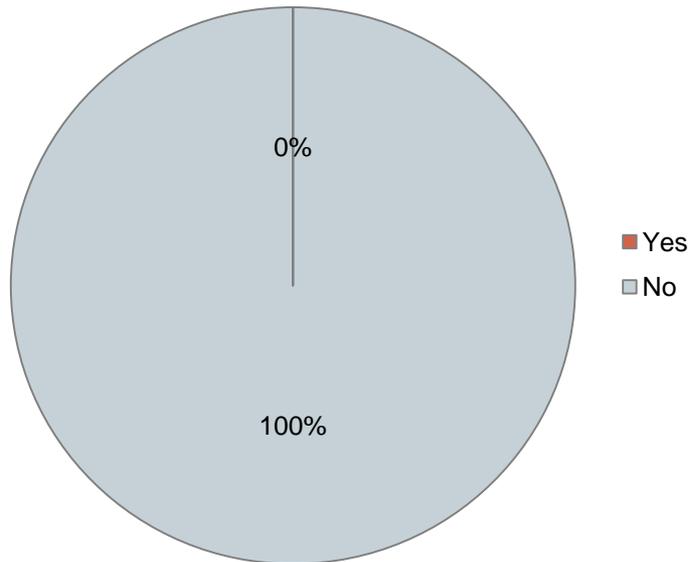
F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?

Percentages may total more than 100% as some respondents identified multiple reasons.

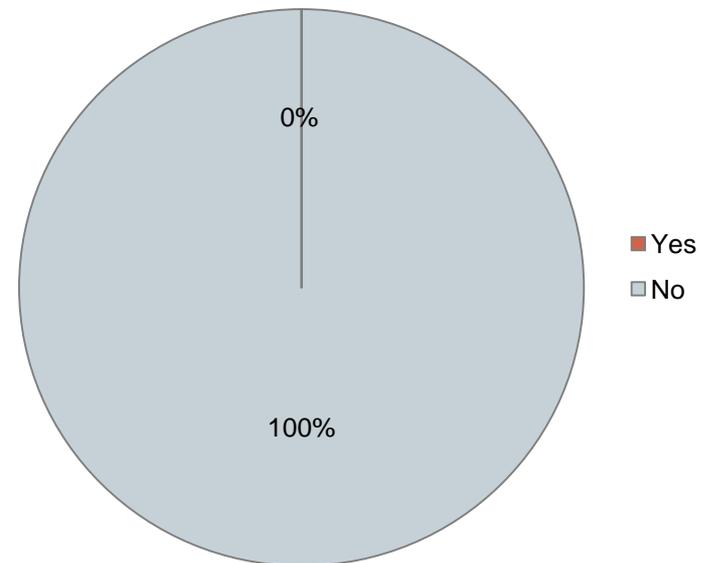
# ABUSE FROM CUSTOMERS

## Capital Programming

**Verbally Abused**  
(n= 55)

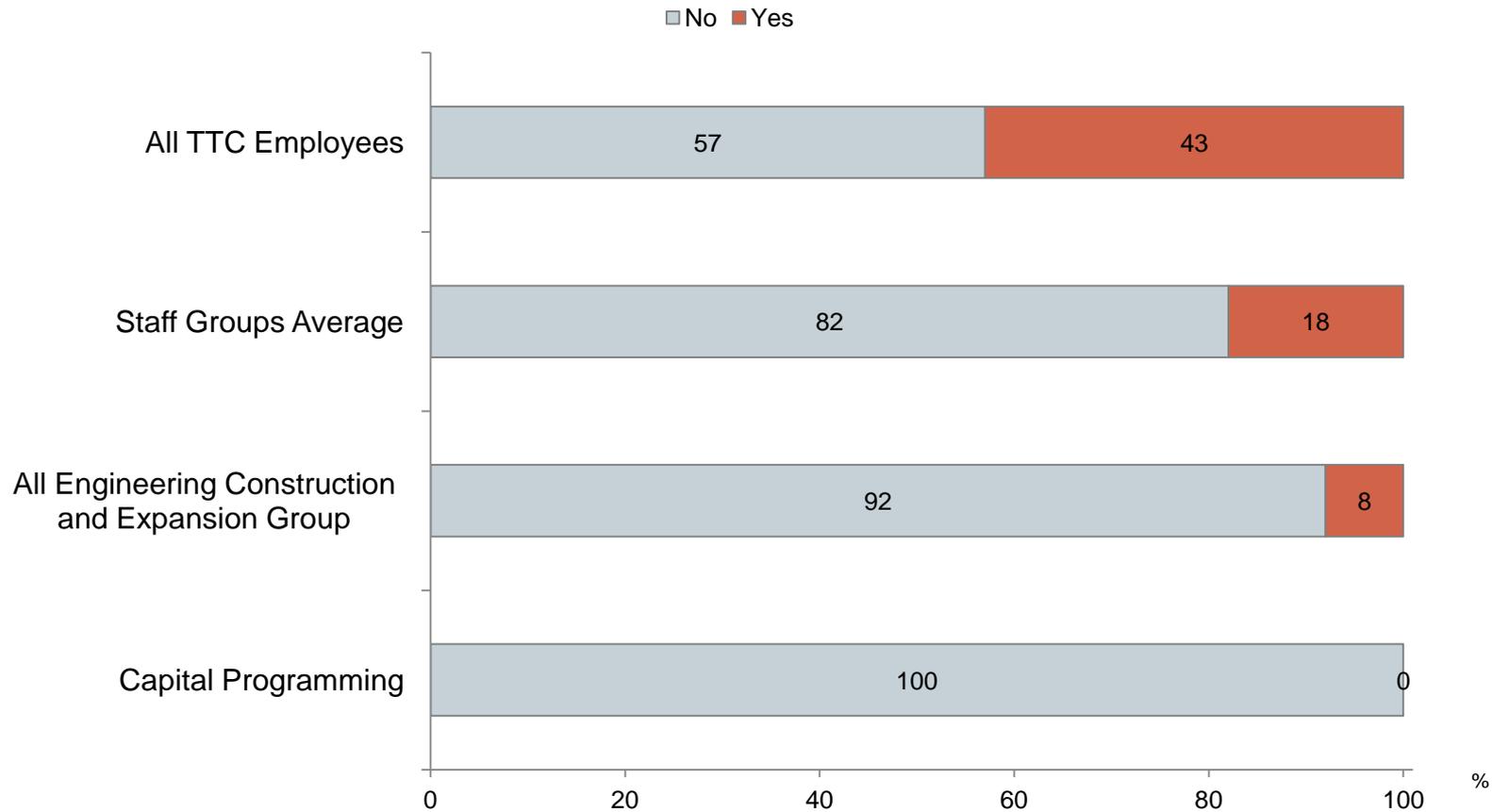


**Physically Abused**  
(n= 55)



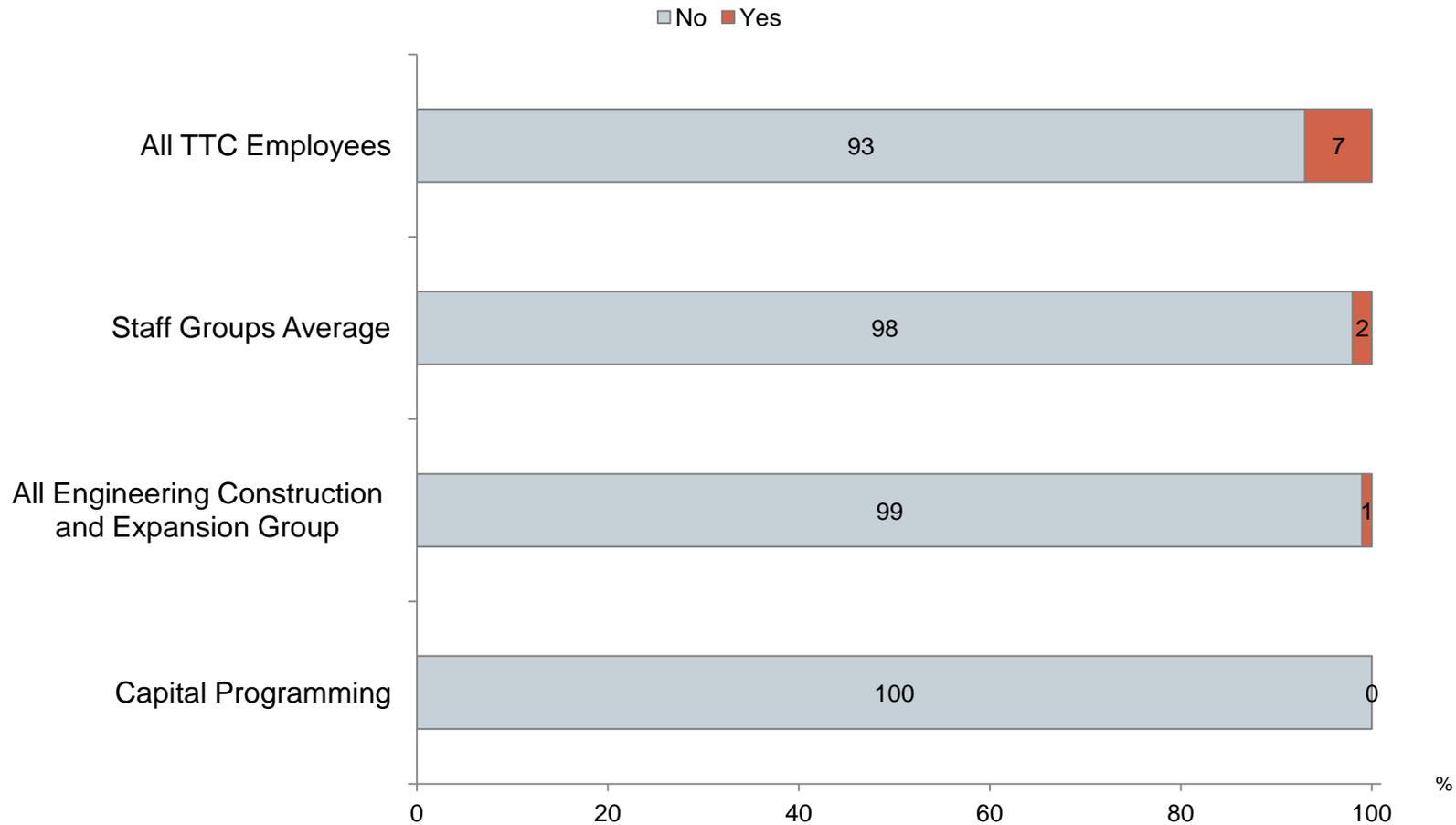
F7. In the past 12 months, have you been verbally abused by customers?  
F8. In the past 12 months, have you been physically abused by customers?

# VERBAL ABUSE FROM CUSTOMERS - BY GROUPING



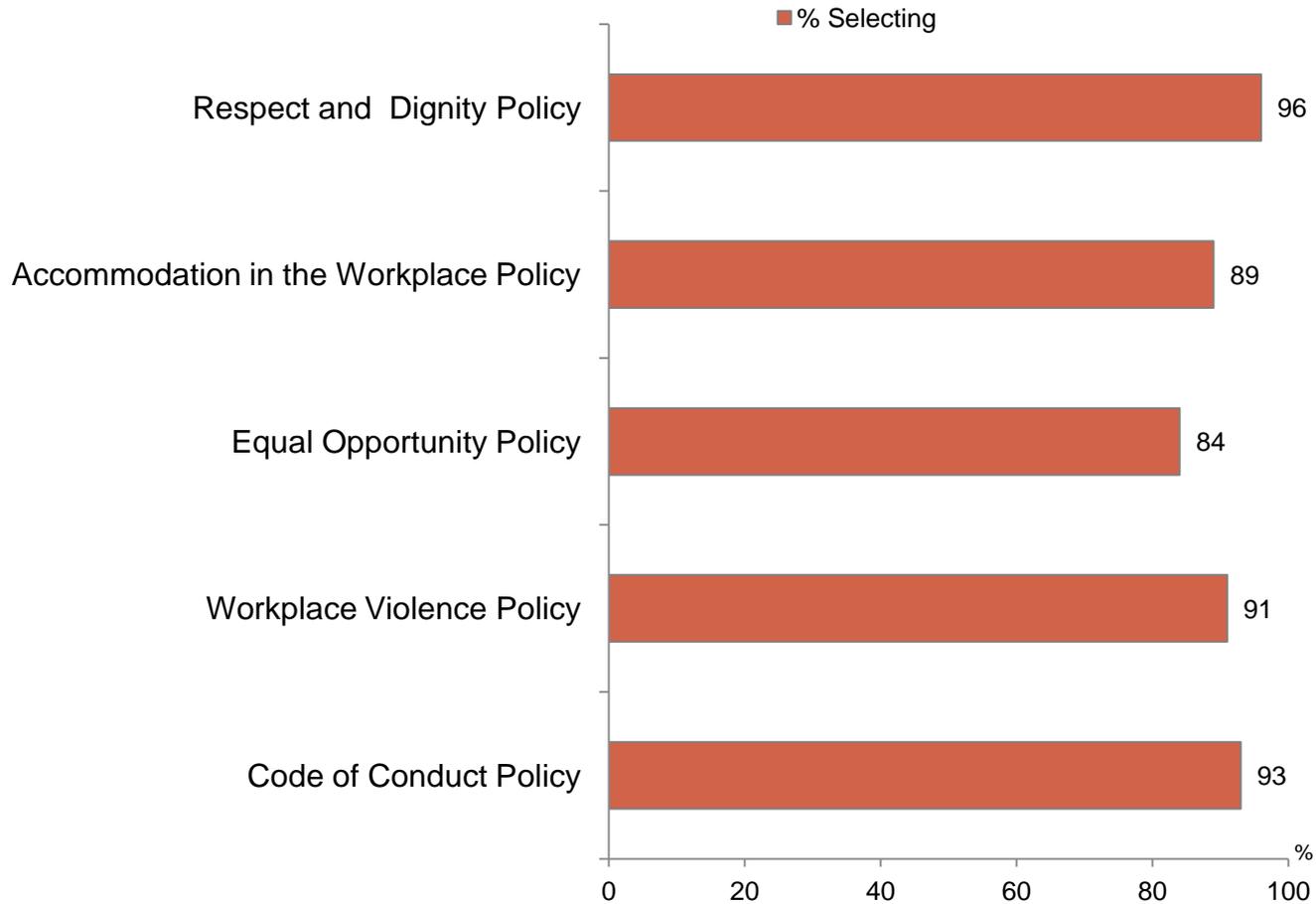
F7. In the past 12 months, have you been verbally abused by customers?  
Sample sizes vary by category.

# PHYSICAL ABUSE FROM CUSTOMERS - BY GROUPING



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

# FAMILIARITY WITH TTC POLICIES - CAPITAL PROGRAMMING



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

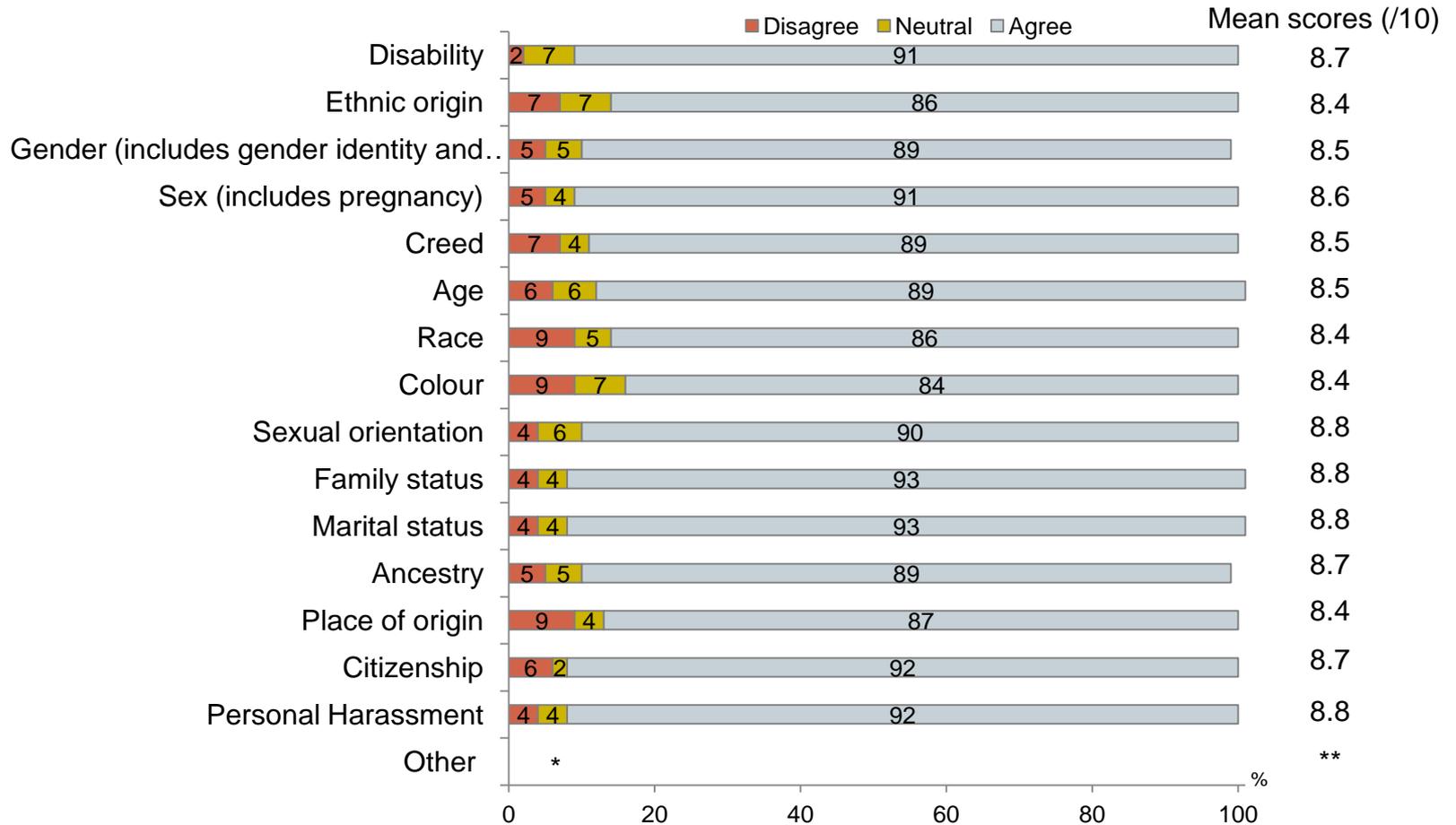
# FAMILIARITY WITH TTC POLICIES - BY GROUPING

% Selecting	All TTC Employees	Staff Groups Average	All Engineering Construction & Expansion	Capital Programming
Respect and Dignity Policy	92	97	98	96
Accommodation in the Workplace Policy	76	87	88	89
Equal Opportunity Policy	81	88	87	84
Workplace Violence Policy	87	92	93	91
Code of Conduct Policy	82	92	96	93

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

# EFFECTIVENESS OF TTC PRACTICES

## - CAPITAL PROGRAMMING



\* Percentages suppressed due to sample size <30.

\*\* Mean scores suppressed due to sample size <10.

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

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

Sample sizes vary by attribute.

# EFFECTIVENESS OF TTC PRACTICES - BY GROUPING

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming
Disability	8.3	8.7	8.9	8.7
Ethnic Origin	8.3	8.6	8.7	8.4
Gender (includes gender expression)	8.5	8.7	8.8	8.5
Sex (including pregnancy)	8.5	8.7	8.9	8.6
Creed	8.5	8.8	8.9	8.5
Age	8.4	8.6	8.7	8.5
Race	8.4	8.7	8.8	8.4
Colour	8.4	8.7	8.8	8.4
Sexual Orientation	8.6	8.8	9.0	8.8
Family Status	8.6	8.8	9.0	8.8
Marital Status	8.6	8.9	9.0	8.8
Ancestry	8.6	8.8	9.0	8.7
Place of Origin	8.5	8.8	8.8	8.4
Citizenship	8.6	8.9	9.0	8.7
Personal Harassment	8.2	8.6	8.9	8.8
Other	8.2	8.2	8.2	**

\*\* 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.

AREA TO IMPROVE: YOUR COMPANY

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Opportunity Analysis identifies “Your Company” as an Area to Improve for the Capital Programming department. Your Company is third most impactful on overall employee engagement and exhibits lower satisfaction levels compared to other aspects of the employee experience.
- Satisfaction scores for the majority of attributes in Your Company were slightly higher for the Capital Programming department compared to the Engineering, Construction, and Expansion group overall.
- Among the specific measures comprising Your Company, the strongest satisfaction score was seen for “The TTC puts customers first”. The attribute with the lowest satisfaction score was “People get things done both quickly and efficiently at the TTC”. These results were consistent with the Engineering, Construction, and Expansion group.
- To increase overall satisfaction with Your Company, Opportunity Analysis identifies the following Areas of Improvement for Capital Programming, primarily related to relationship building between employees and their senior managers, communication, and collaboration across the company:
  - There is a good level of trust between Senior Management and employees.
  - Senior Managers communicate openly and honestly with employees.
  - There is good collaboration between different parts of the TTC.
  - I feel sufficiently well informed about what is happening in the TTC.

# SECTION SUMMARY

- In addition to these Areas to Improve, a number of attributes within Your Company were identified as Areas to Protect. These areas are primarily related to leadership, vision, equal opportunity, and valuing staff's time:
  - 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.
  - The TTC values its staff's time.
  - The TTC values its customers' time.
  - I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable.

## Speaking Highly of the TTC

- The majority of Capital Programming employees (70%) indicated that would "always" speak highly of the TTC, while the remaining 30% indicated that they would "sometimes" speak highly of the TTC. This result is similar for all employees in the Engineering, Construction, and Expansion group.

# SECTION SUMMARY

## Change in Experience Working for the TTC

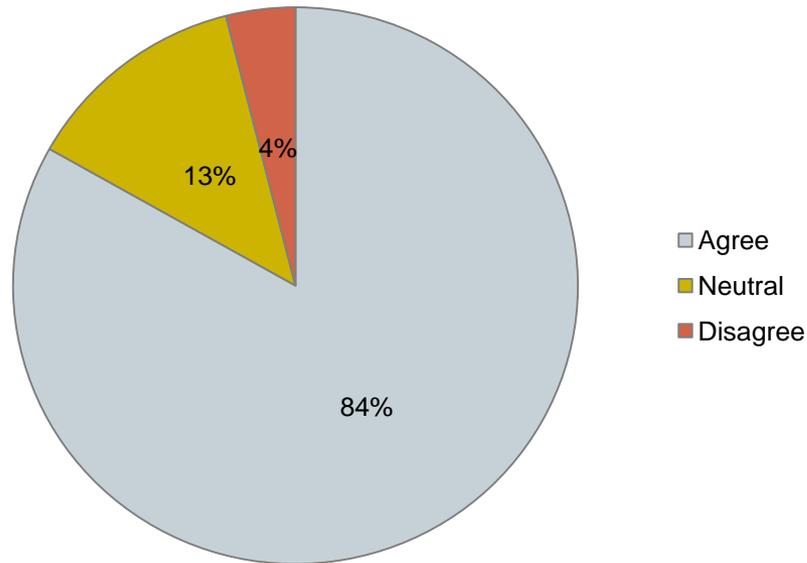
- In the Capital Programming department, 32% of employees feel that working for the TTC has improved over the past 12 months, compared to only 4% who feel that it has gotten worse. Compared to the Engineering, Construction, and Expansion group overall, employees in this department were slightly less likely to feel that working for the TTC has gotten worse.
- There were not sufficient Capital Programming employees who indicated that working for the TTC has gotten better or worse to report the most common reasons for that impression.
- Since more employees felt the experience has stayed the same (59%), these results can be reported. The most common reason given was that nothing has changed – indicating neither improvements nor declines. Some employees felt that things had stayed the same because improvements are slow in coming or plans are not being realized.

# OVERALL RATINGS OF YOUR COMPANY - CAPITAL PROGRAMMING

## Capital Programming

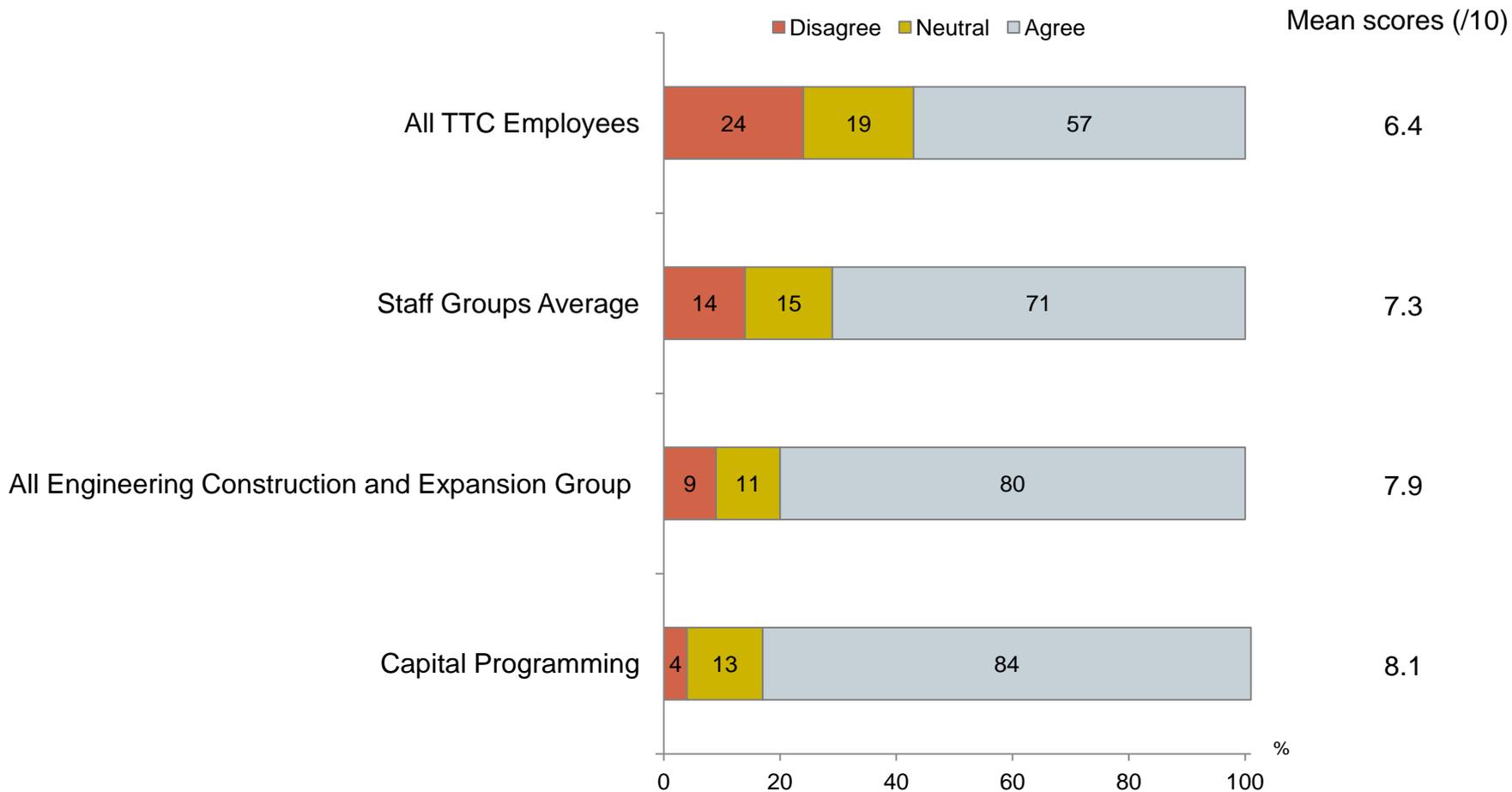
Total  
(n= 56)

Mean= 8.1



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 - CAPITAL PROGRAMMING



\* Percentages suppressed due to sample size <30.

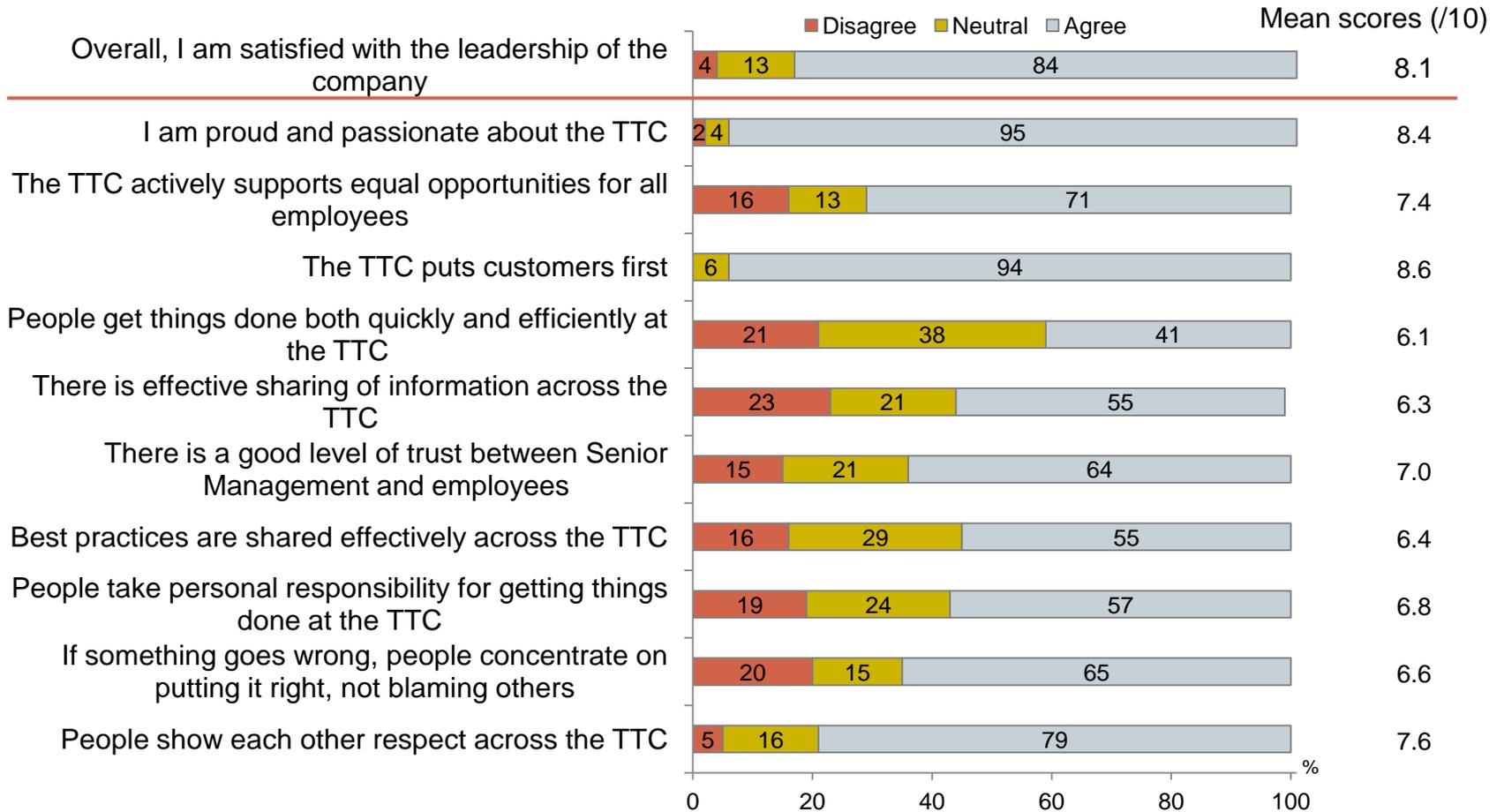
\*\* Mean scores suppressed due to sample size <10.

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.

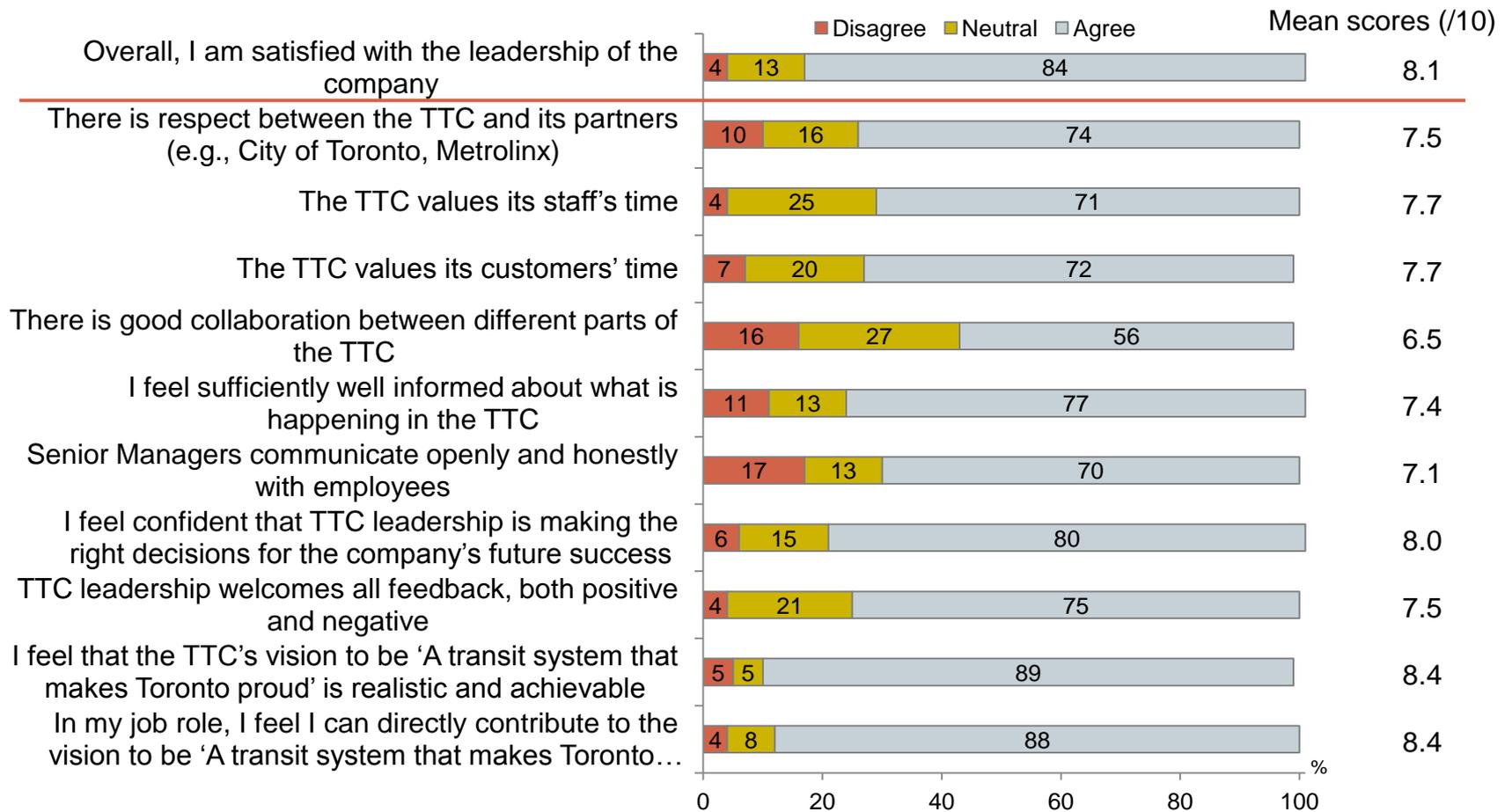
Sample sizes vary by category.

# YOUR COMPANY - CAPITAL PROGRAMMING



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

# YOUR COMPANY - CAPITAL PROGRAMMING (CONT'D)



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

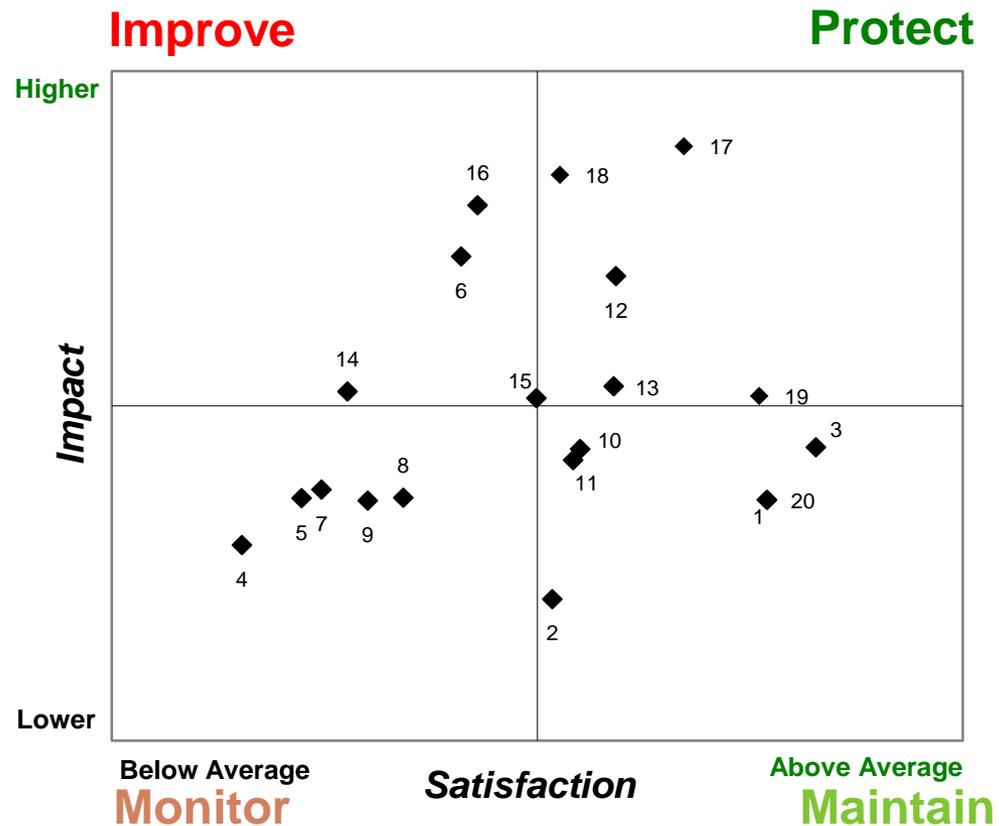
# YOUR COMPANY - CAPITAL PROGRAMMING

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming
Overall, I am satisfied with the leadership of the company	6.4	7.3	7.9	8.1
I am proud and passionate about the TTC	7.6	8.1	8.4	8.4
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.6	7.4
The TTC puts customers first	7.8	8.0	8.4	8.6
People get things done both quickly and efficiently at the TTC	5.1	5.5	5.9	6.1
There is effective sharing of information across the TTC	4.9	5.4	6.0	6.3
There is a good level of trust between Senior Management and employees	4.9	5.8	6.6	7.0
Best practices are shared effectively across the TTC	5.3	5.7	6.3	6.4
People take personal responsibility for getting things done at the TTC	5.6	6.2	6.9	6.8
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	5.7	6.5	6.6
People show each other respect across the TTC	6.1	6.7	7.5	7.6
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.7	7.1	7.5
The TTC values its staff's time	6.0	6.8	7.4	7.7
The TTC values its customers' time	7.1	7.6	7.9	7.7
There is good collaboration between different parts of the TTC	5.3	5.8	6.3	6.5
I feel sufficiently well informed about what is happening in the TTC	5.7	6.7	7.1	7.4
Senior Managers communicate openly and honestly with employees	5.3	6.2	6.7	7.1
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	7.1	7.6	8.0
TTC leadership welcomes all feedback, both positive and negative	6.0	6.7	7.1	7.5
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	8.1	8.3	8.4
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	7.9	8.2	8.4

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

3/23/2015

# OPPORTUNITY ANALYSIS: YOUR COMPANY - CAPITAL PROGRAMMING

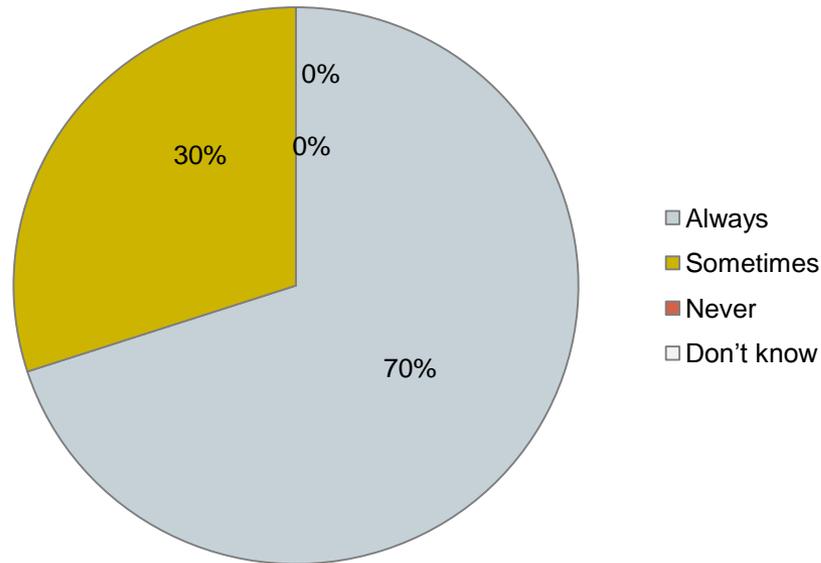


1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. There is effective sharing of information across the TTC
6. **There is a good level of trust 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 6.1 to 8.6.  
Impact values range between 21% to 72%.

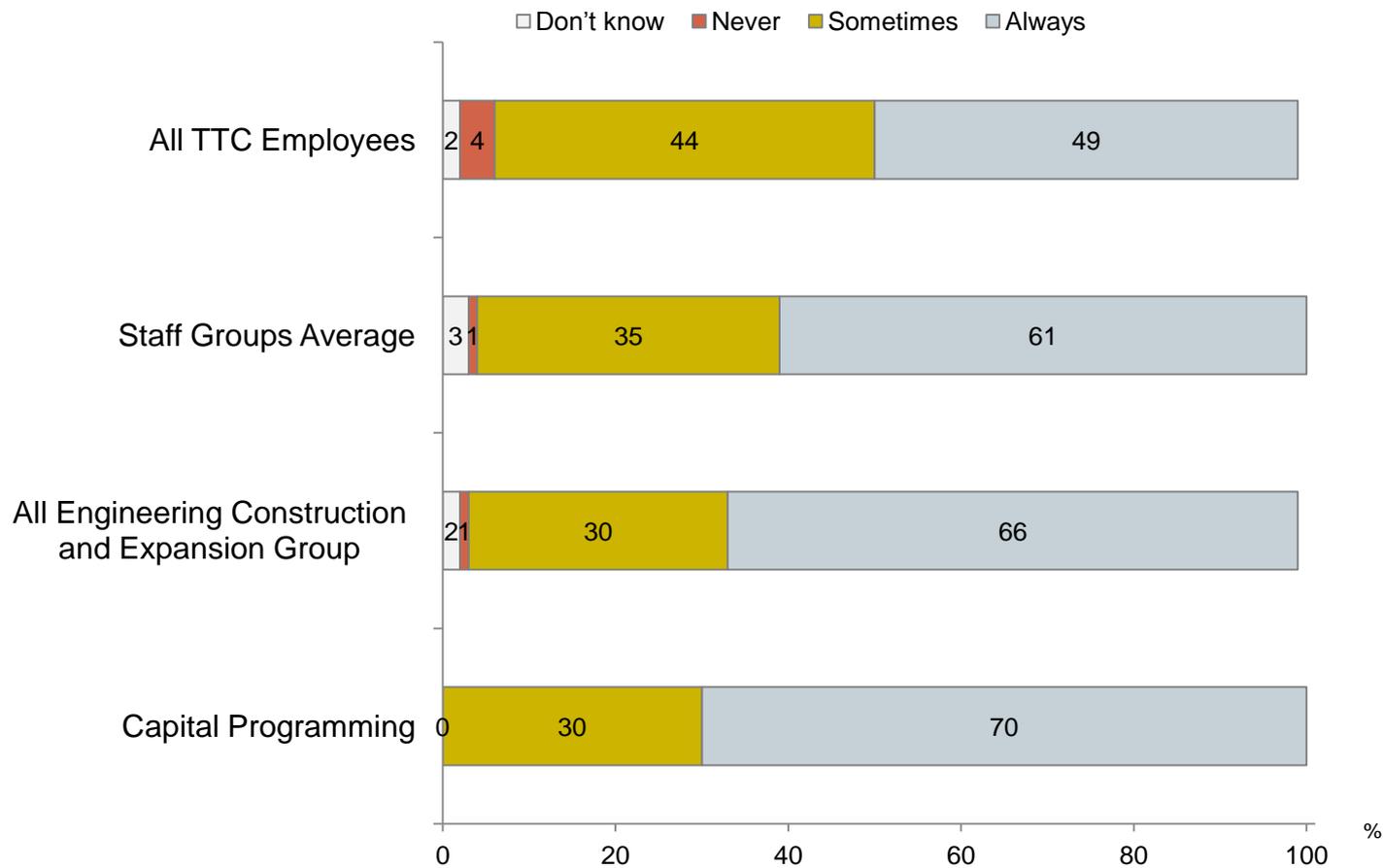
## Capital Programming

Total  
(n= 56)



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

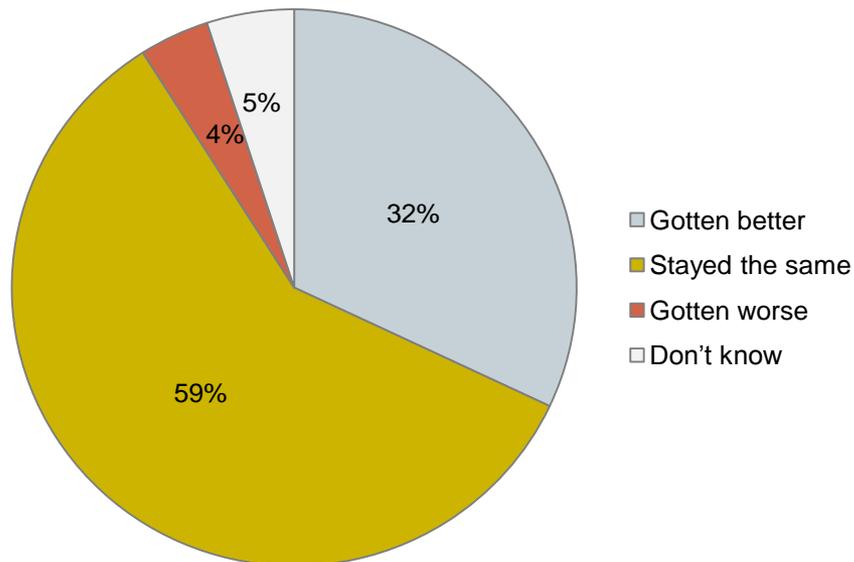
# SPEAKING HIGHLY OF THE TTC - BY GROUPING



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

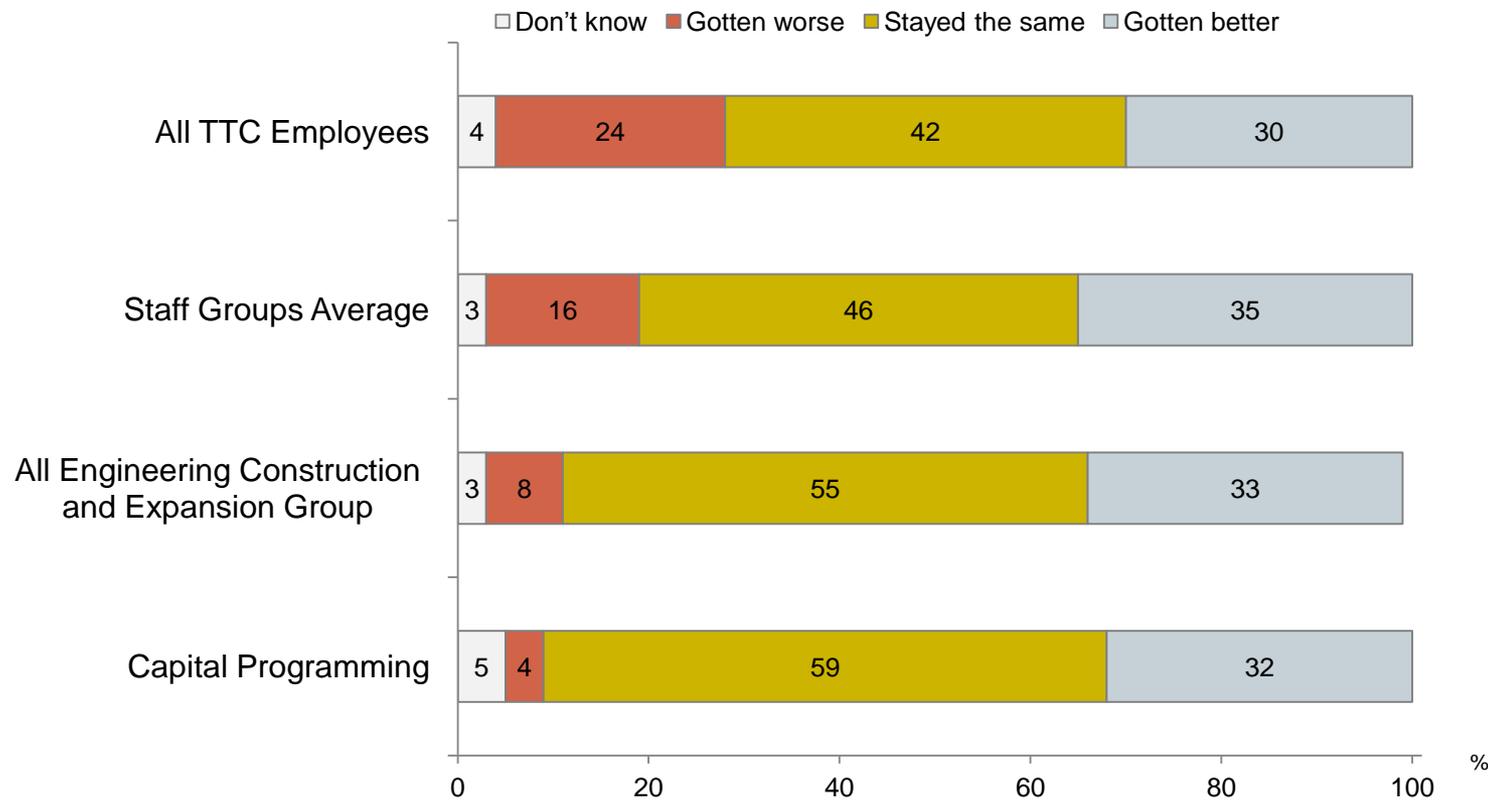
## Capital Programming

Total  
(n= 56)



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

# CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY GROUPING



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 – CAPITAL PROGRAMMING

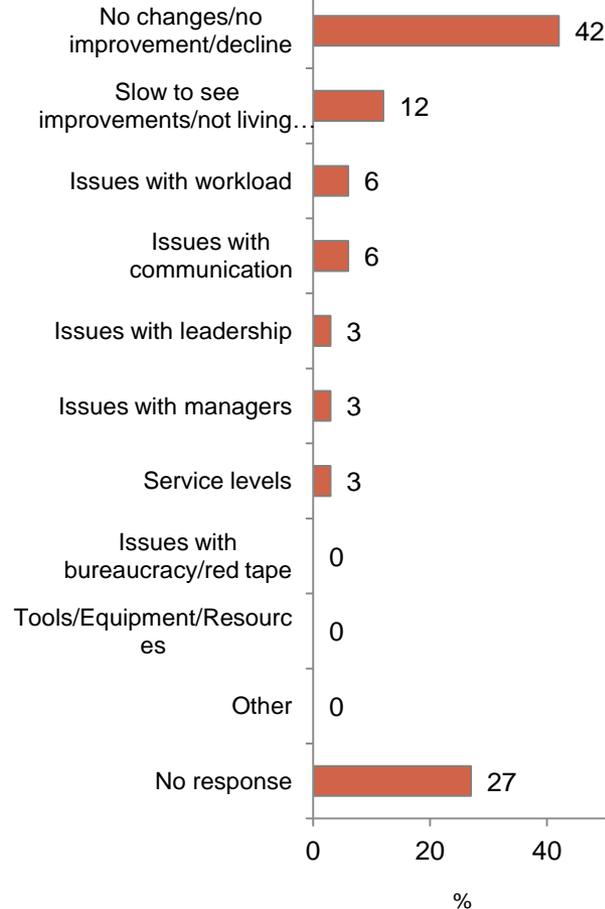
## Employees indicating TTC has Gotten better

Capital Programming  
(n= 18)

\*

## Employees indicating TTC has Stayed the same

Capital Programming  
(n= 33)



## Employees indicating TTC has Gotten worse

Capital Programming  
(n= 2)

\*

\* Percentages suppressed due to sample size <30.

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

Percentages may total more than 100% as some respondents identified multiple reasons.

3/23/2015

# AREA TO MONITOR: YOUR MANAGER/SUPERVISOR

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Although less influential than “Your Job”, “Working Environment”, and “Your Company”, Opportunity Analysis identifies “Your Manager/Supervisor” as an area that has a moderate impact on overall employee engagement, but lower satisfaction scores compared to other aspects; in other words, an Area to Monitor. It should be noted that the impact score of Your Manager/Supervisor is very close to the dividing line between an Area to Improve and an Area to Monitor. As there is only one Area to Improve for Capital Programming, this could also be considered a secondary Area to Improve.
- Mean satisfaction ratings for all attributes in Your Manager/Supervisor were slightly lower for employees in Capital Programming compared to the Engineering, Construction, & Expansion Group overall.
- Among the specific measures comprising Your Manager/Supervisor, Capital Programming employees gave the highest rating for “My manager/supervisor treats me fairly”. The lowest satisfaction ratings were seen for “I receive regular feedback about my performance from my manager/supervisor”. These results were consistent with the Engineering, Construction, & Expansion group overall.
- To increase overall satisfaction with Your Manager/Supervisor, Opportunity Analysis identifies the following key Areas to Improve for Capital Programming, primarily related to managers’ leadership and communication:
  - I am satisfied with the way I am managed
  - My manager/supervisor leads by example
  - My manager/supervisor is personally involved in improving the quality of my work
  - My manager/supervisor manages people well
  - I receive constructive feedback about my performance from my manager/supervisor
  - My manager/supervisor is open to constructive feedback from staff and others

# SECTION SUMMARY

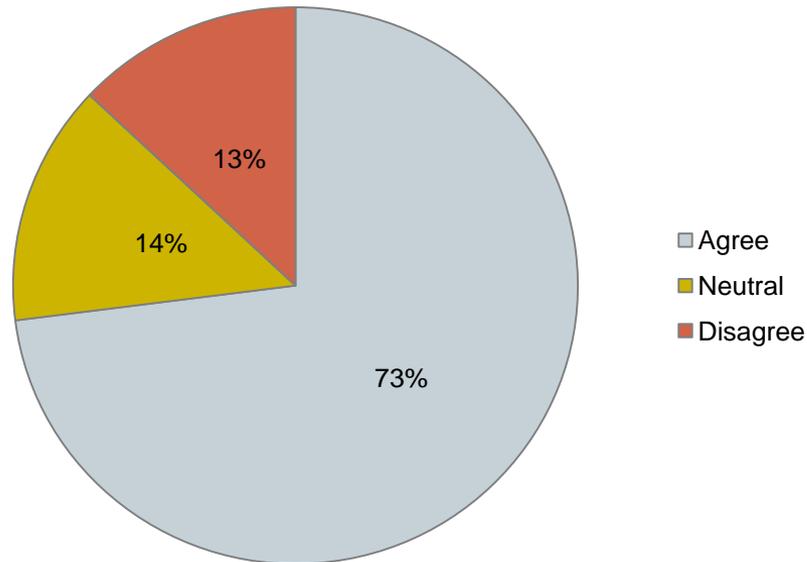
- In addition to these improvements, the following attributes were identified as key Areas to Protect within Your Manager/Supervisor:
  - I have confidence in my manager's/supervisor's skills and abilities.
  - My manager/supervisor keeps me well informed about issues which affect me.

# OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - CAPITAL PROGRAMMING

## Capital Programming

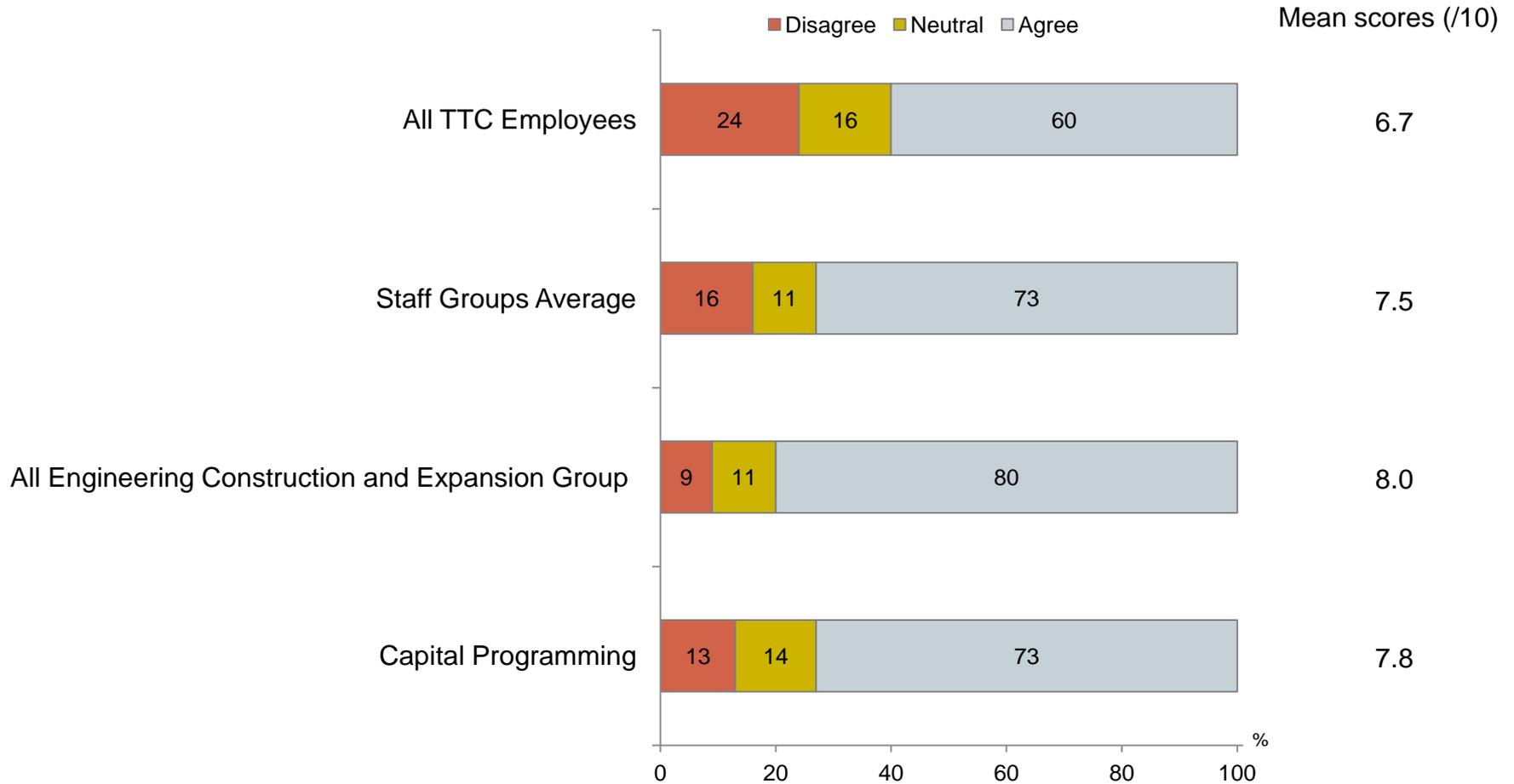
Total  
(n= 56)

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 - CAPITAL PROGRAMMING



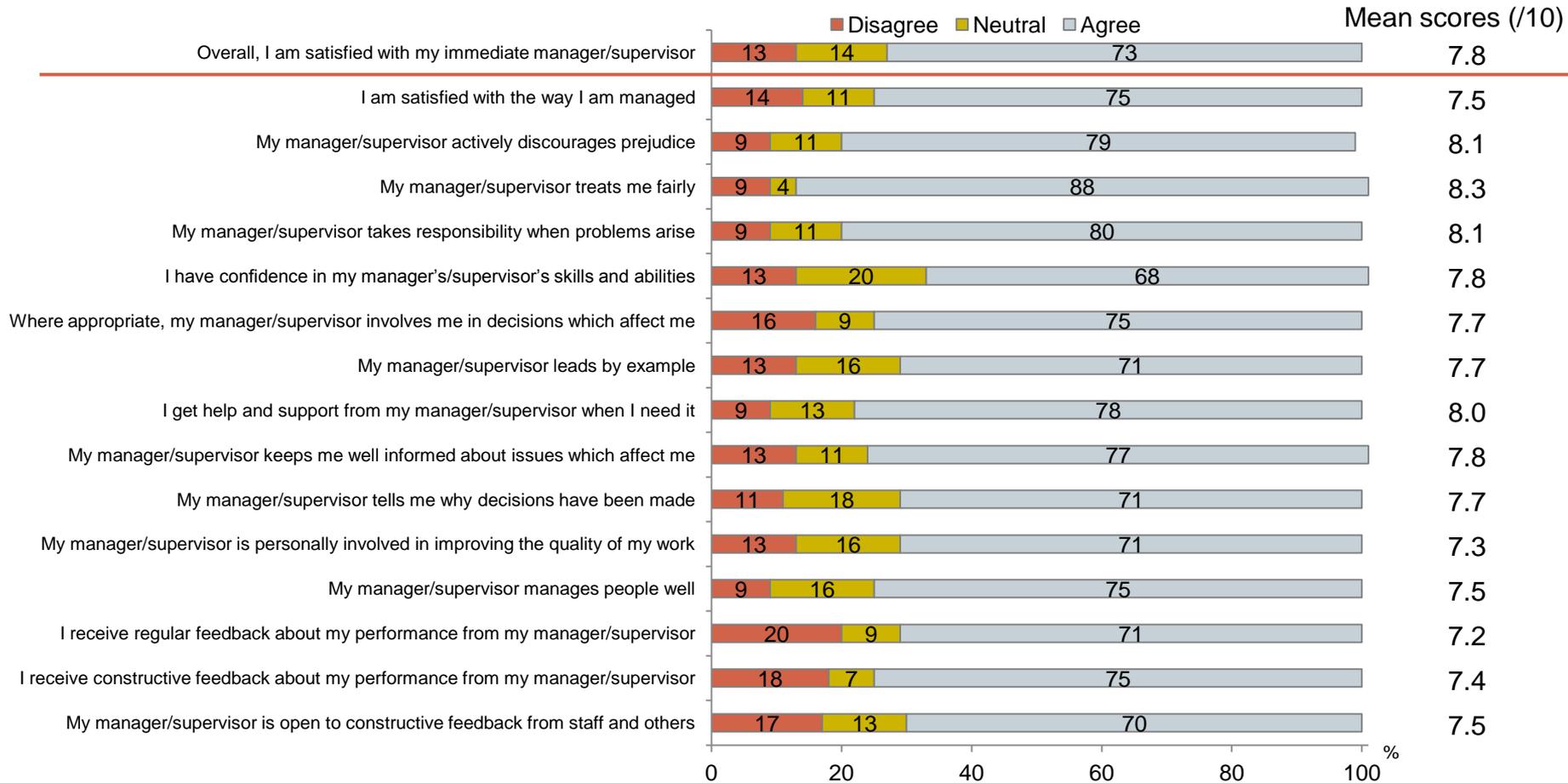
\* Percentages suppressed due to sample size <30.

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

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

Sample sizes vary by category.

# YOUR MANAGER/SUPERVISOR - CAPITAL PROGRAMMING



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.

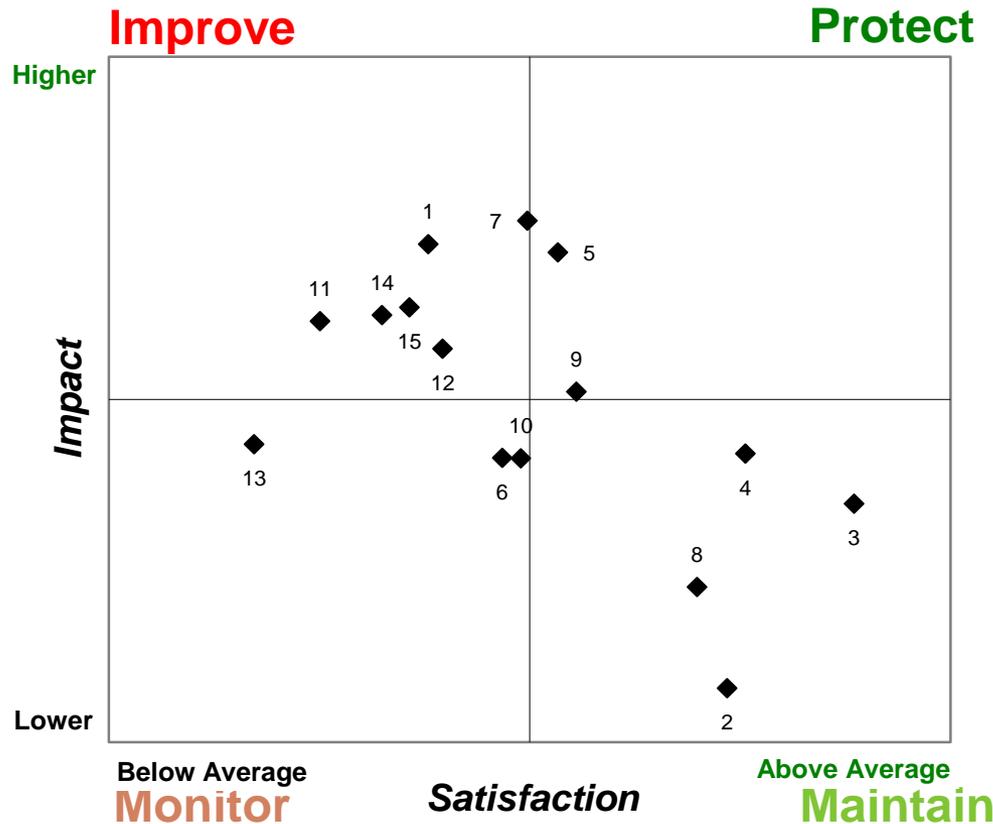
Sample sizes vary by attribute.

# YOUR MANAGER/SUPERVISOR - CAPITAL PROGRAMMING

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming
Overall, I am satisfied with my immediate manager/supervisor	6.7	7.5	8.0	7.8
I am satisfied with the way I am managed	6.6	7.3	7.7	7.5
My manager/supervisor actively discourages prejudice	7.4	7.9	8.2	8.1
My manager/supervisor treats me fairly	7.3	7.9	8.4	8.3
My manager/supervisor takes responsibility when problems arise	6.9	7.6	8.3	8.1
I have confidence in my manager's/supervisor's skills and abilities	6.9	7.7	8.2	7.8
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	7.6	8.1	7.7
My manager/supervisor leads by example	6.5	7.3	8.0	7.7
I get help and support from my manager/supervisor when I need it	7.1	7.8	8.3	8.0
My manager/supervisor keeps me well informed about issues which affect me	6.6	7.6	8.0	7.8
My manager/supervisor tells me why decisions have been made	6.2	7.3	7.8	7.7
My manager/supervisor is personally involved in improving the quality of my work	6.1	7.0	7.5	7.3
My manager/supervisor manages people well	6.3	7.0	7.7	7.5
I receive regular feedback about my performance from my manager/supervisor	5.7	7.0	7.3	7.2
I receive constructive feedback about my performance from my manager/supervisor	5.8	7.1	7.5	7.4
My manager/supervisor is open to constructive feedback from staff and others	6.1	7.1	7.7	7.5

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.

# OPPORTUNITY ANALYSIS: YOUR MANAGER/ SUPERVISOR - CAPITAL PROGRAMMING



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 7.2 to 8.3  
Impact values range between 60% to 88%.

AREA TO MAINTAIN: SAFETY

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Safety” as having a moderate impact on Employee Engagement and as an area in which Capital Programming employees are relatively satisfied, making this an Area to Maintain.
- Satisfaction ratings for all attributes in Safety were very strong (all but one item had a mean score of 9 out of 10 or higher), and slightly higher than the Engineering, Construction and Expansion group overall.
- Among the specific measures comprising Safety, Capital Programming employees gave the highest rating for “My manager/supervisor is well informed about safety issues”. The lowest satisfaction rating was seen for “People in my team report all injuries no matter how minor”. These results were consistent with the Engineering, Construction, and Expansion group overall, with the exception of “My manager/supervisor is well informed about safety issues,” which was replaced by “I feel comfortable discussing safety issues at work” as the top performing attribute.
- To maintain overall employee satisfaction with Safety in the Capital Programming department, Opportunity Analysis suggests the following key areas of focus:
  - The TTC’s management is willing to invest money and effort to improve the level of safety (Area to Improve).
  - My manager/supervisor is well informed about safety issues (Area to Protect).
  - My manager/supervisor acts quickly to address safety issues (Area to Protect).
  - My manager/supervisor emphasizes safe practices while at work (Area to Protect).
  - I am strongly encouraged to report unsafe working conditions (Area to Protect).

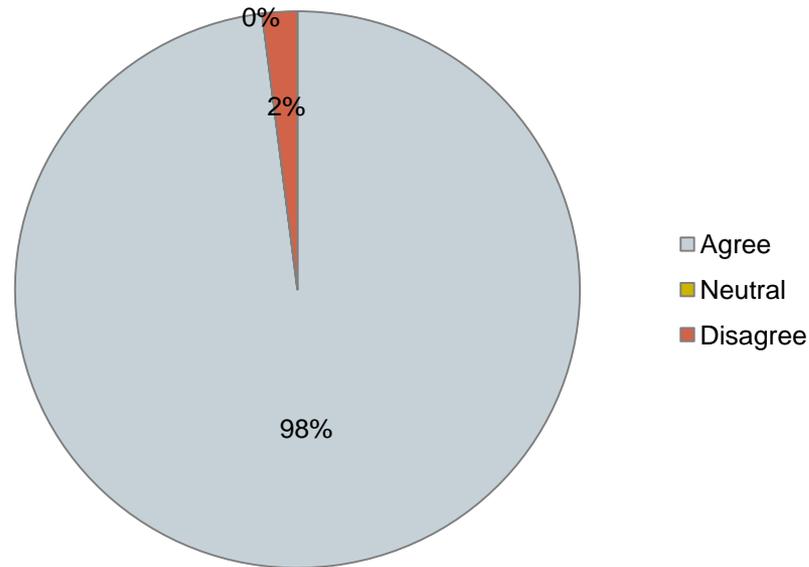
# OVERALL RATINGS OF SAFETY - CAPITAL PROGRAMMING

## Capital Programming

Total

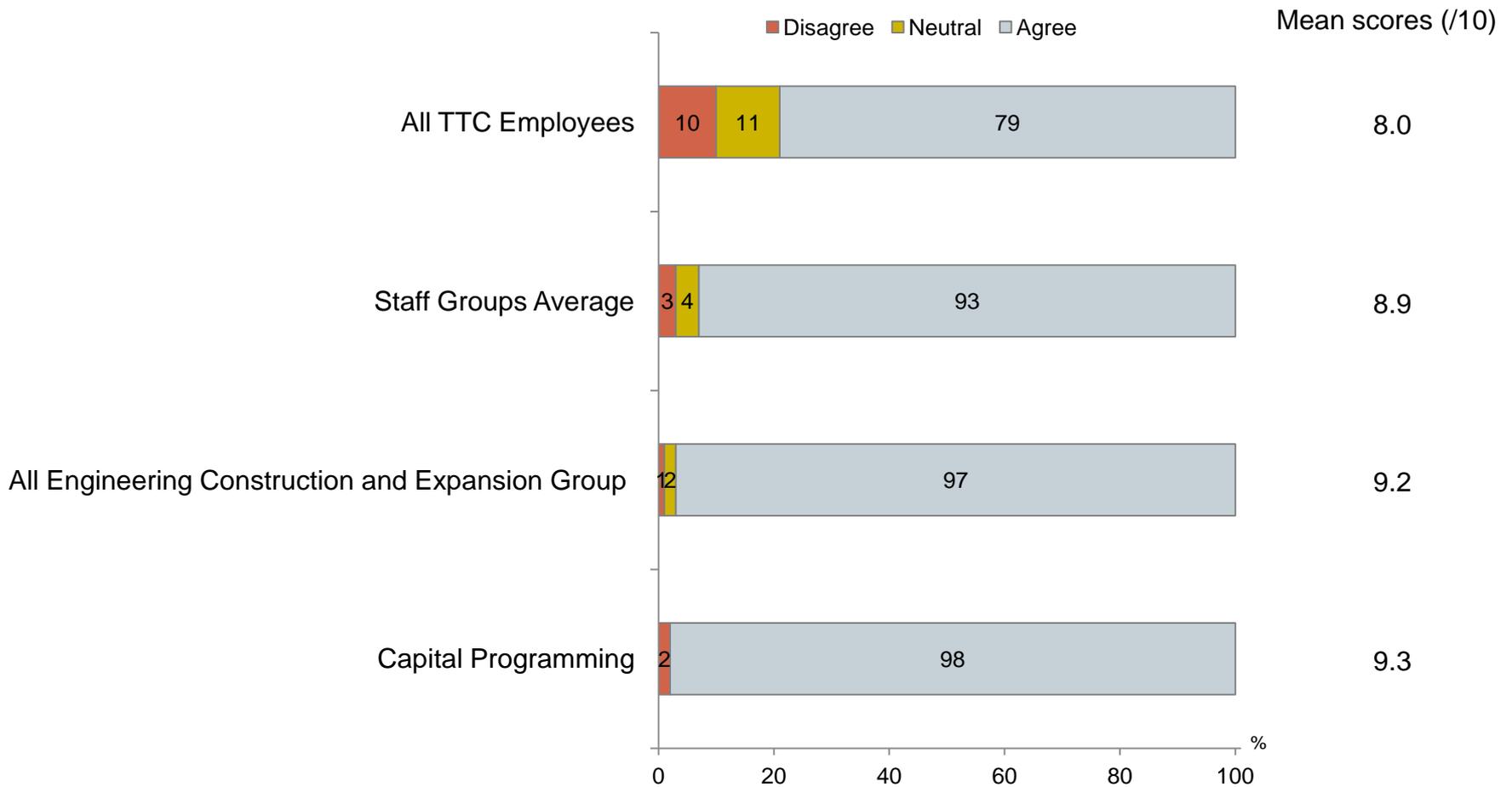
(n= 56)

Mean= 9.3



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

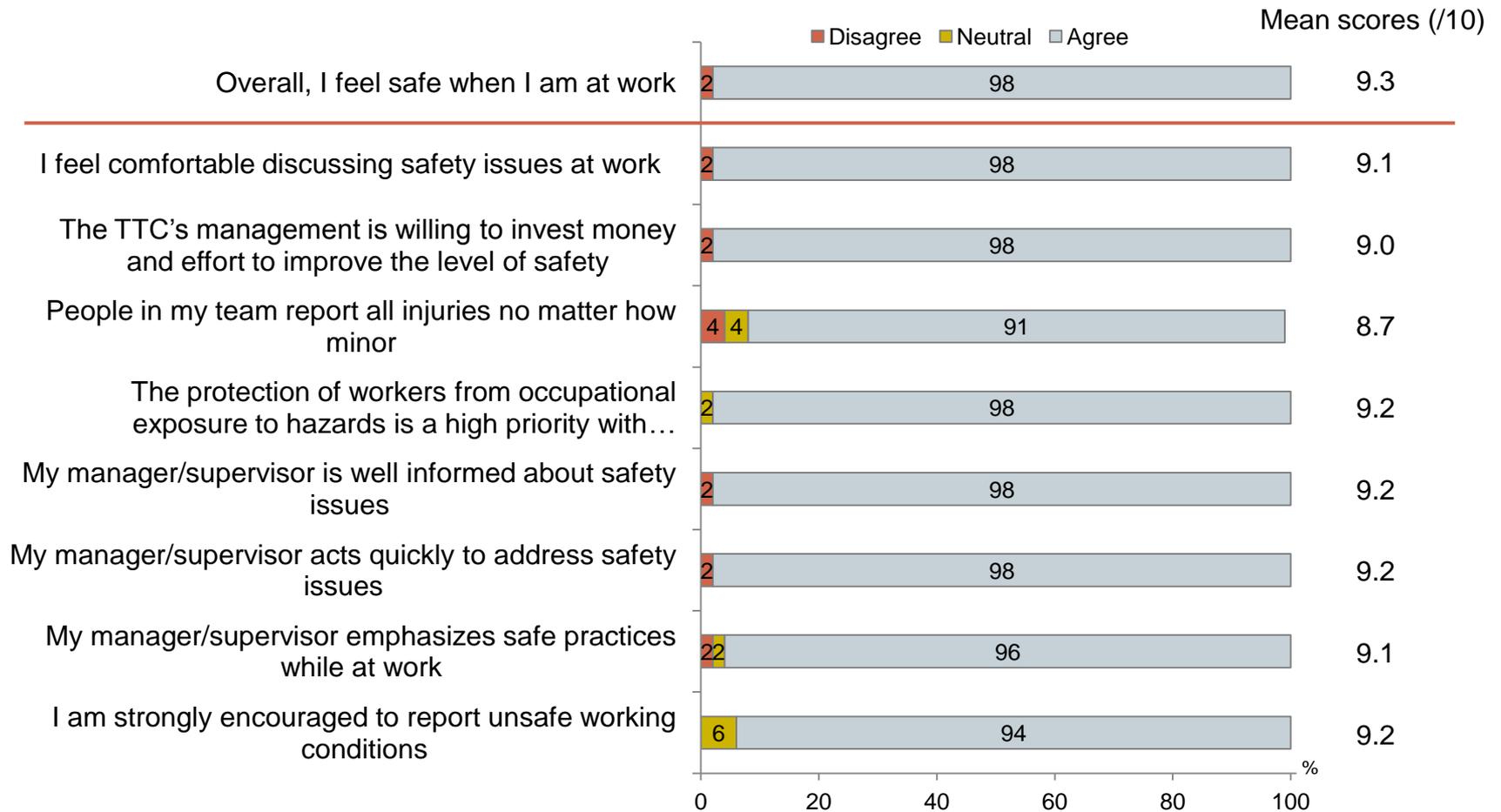
# OVERALL RATINGS OF SAFETY - CAPITAL PROGRAMMING



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

## - CAPITAL PROGRAMMING



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.

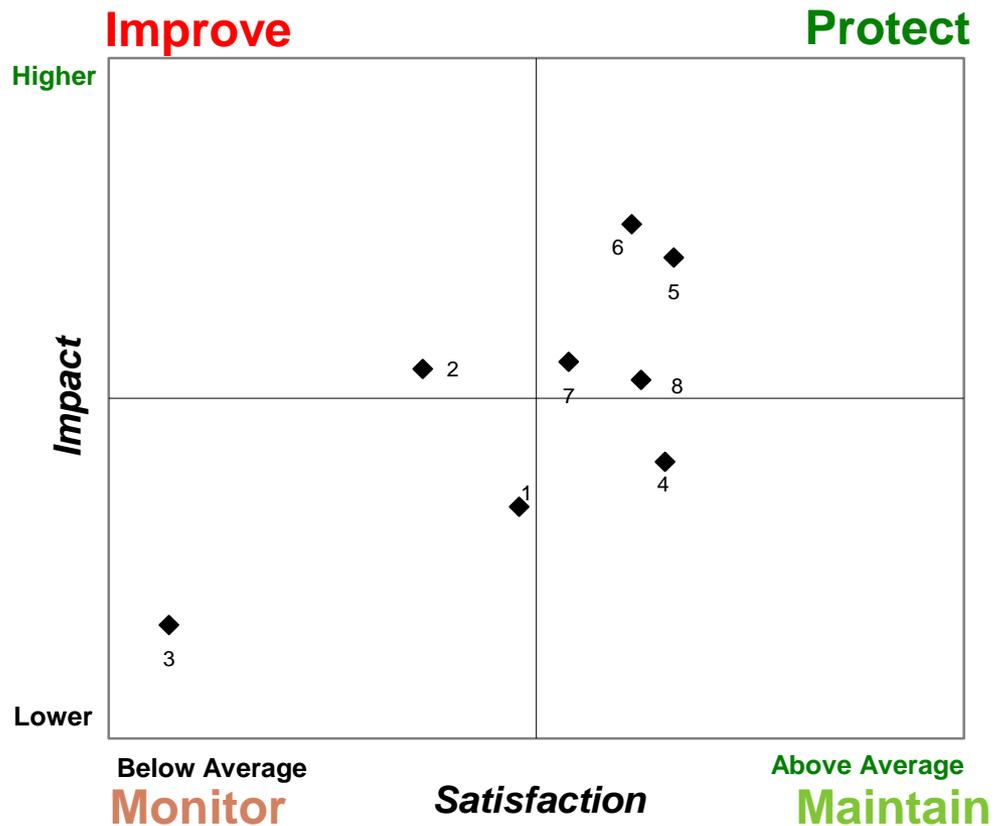
# SAFETY

## - CAPITAL PROGRAMMING

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming
Overall, I feel safe when I am at work	8.0	8.9	9.2	9.3
I feel comfortable discussing safety issues at work	8.3	8.9	9.2	9.1
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	8.5	8.9	9.0
People in my team report all injuries no matter how minor	7.1	8.1	8.6	8.7
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	8.6	9.1	9.2
My manager/supervisor is well informed about safety issues	8.0	8.7	9.1	9.2
My manager/supervisor acts quickly to address safety issues	7.6	8.6	9.1	9.2
My manager/supervisor emphasizes safe practices while at work	7.9	8.7	9.0	9.1
I am strongly encouraged to report unsafe working conditions	8.0	8.7	9.1	9.2

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 - CAPITAL PROGRAMMING



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 8.7 to 9.2.  
 Impact values range between 65% to 90%.

# 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 Capital Programming employees are relatively satisfied, making this an Area to Maintain.
- Mean satisfaction ratings for all attributes in Your Team were slightly lower for employees in Capital Programming compared to the Engineering, Construction, and Expansion group overall.
- Among the specific measures comprising Your Team, mean satisfaction ratings for the Capital Programming department were highest for “Members of my team treat each other with respect”. Mean scores were lowest for “I feel that workload is fairly distributed in my team”. These results were reflected in the EC&E group overall.
- To maintain the strong satisfaction levels for Your Team, Opportunity Analysis identifies the following key Area to Improve:
  - There is good morale in my team.
- In addition, Opportunity Analysis identifies the following key Areas to Protect:
  - My team works well together.
  - I feel that my opinions count in my team.
  - I feel supported by my fellow team members.

# SECTION SUMMARY

## Regular Team Meetings

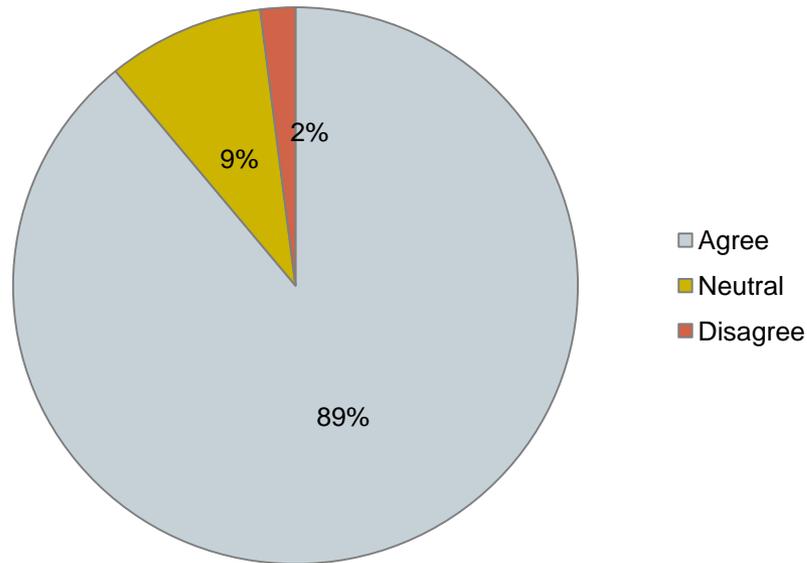
- A majority (57%) of Capital Programming employees reported attending regular team meetings, a notably lower proportion of employees compared to the EC&E group overall.
- Among employees who indicated having regular team meetings, the overwhelming majority felt that their team meetings were held “frequently enough” (91%). Along similar lines, the vast majority also indicated that these meetings were useful (81%). These results are generally similar to results seen for the EC&E Group overall.

# OVERALL RATINGS OF YOUR TEAM - CAPITAL PROGRAMMING

## Capital Programming

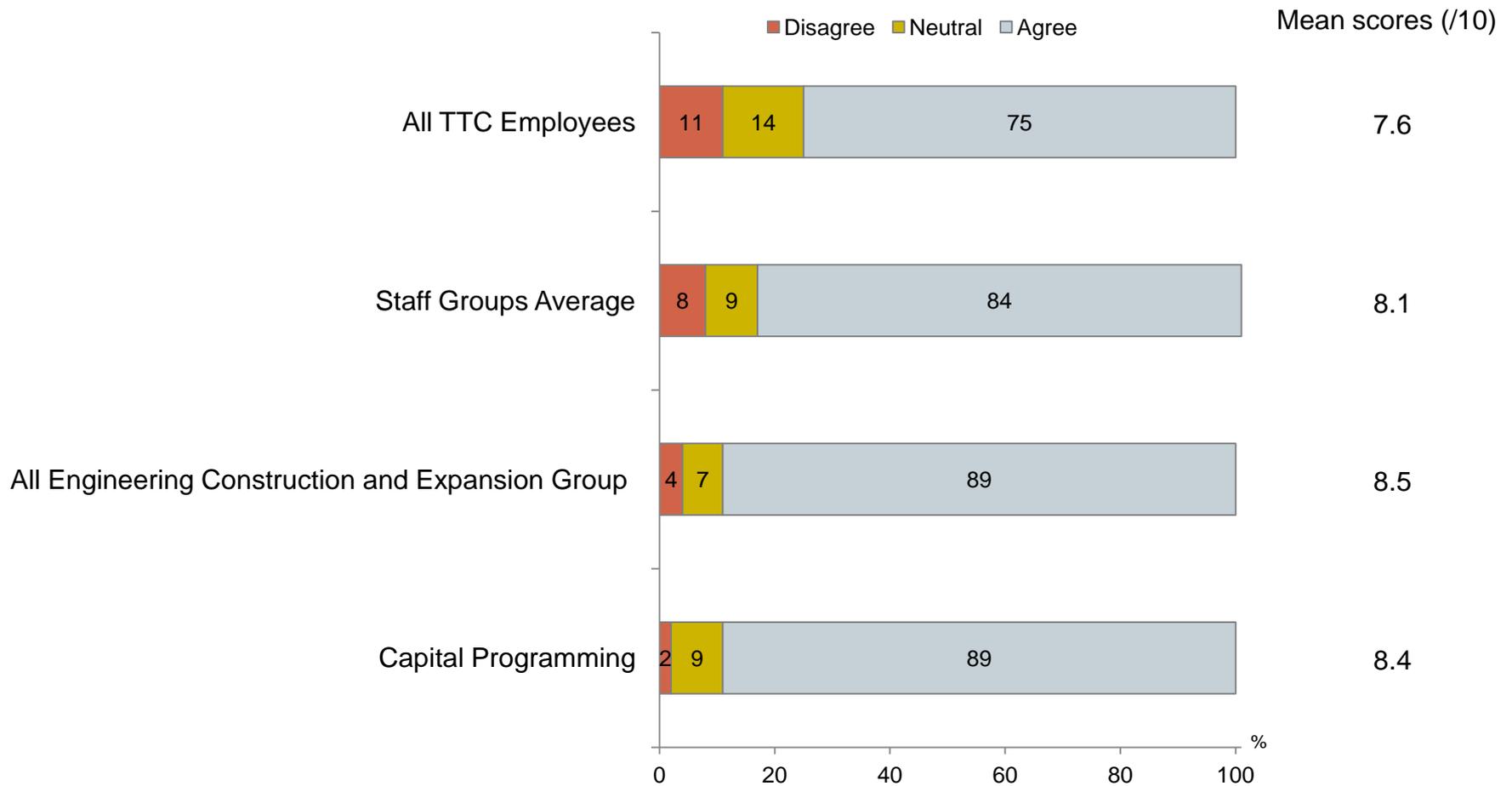
Total  
(n= 56)

Mean=8.4



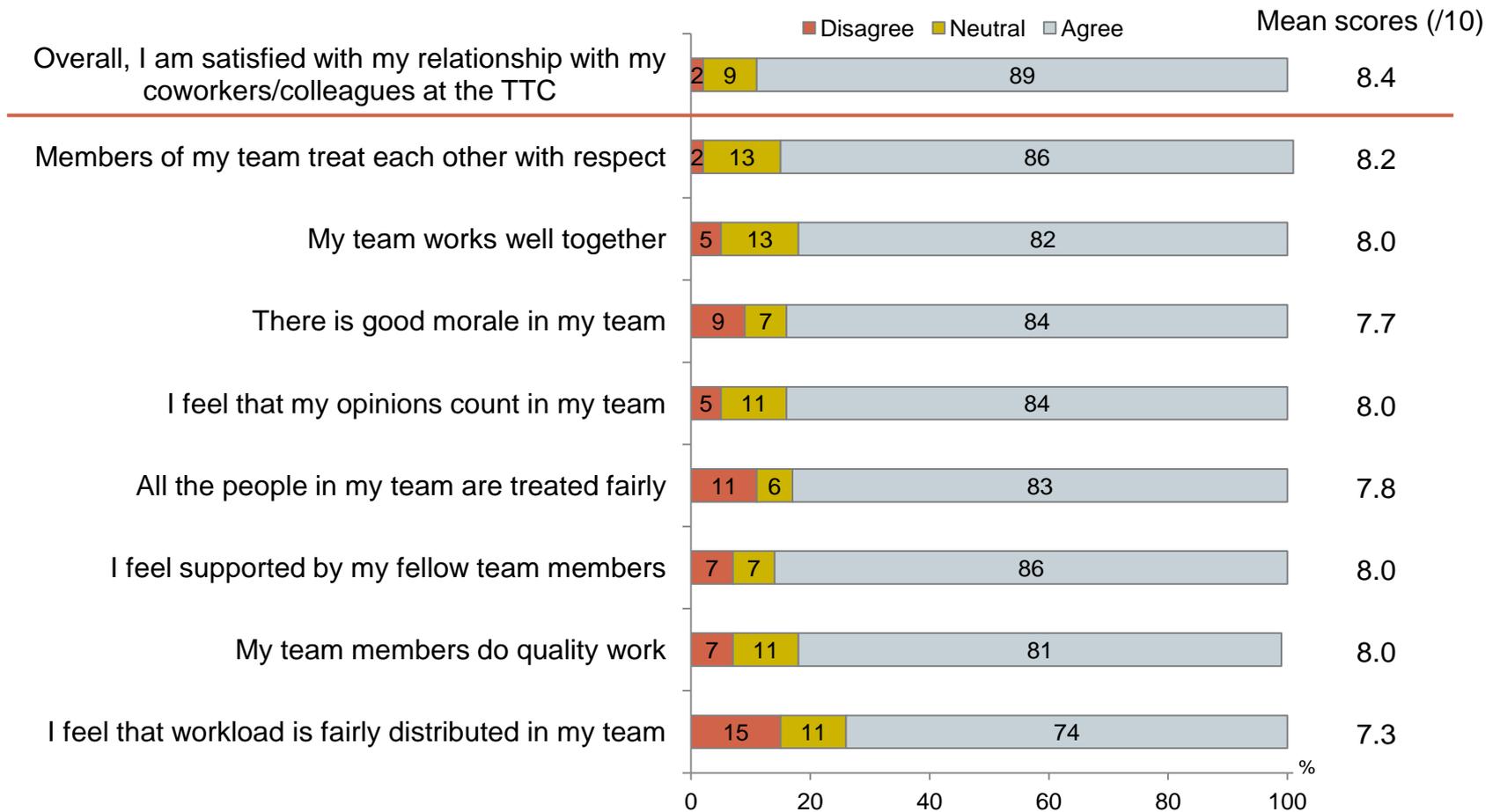
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.  
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC.

# OVERALL RATINGS OF YOUR TEAM - CAPITAL PROGRAMMING



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 - CAPITAL PROGRAMMING



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.

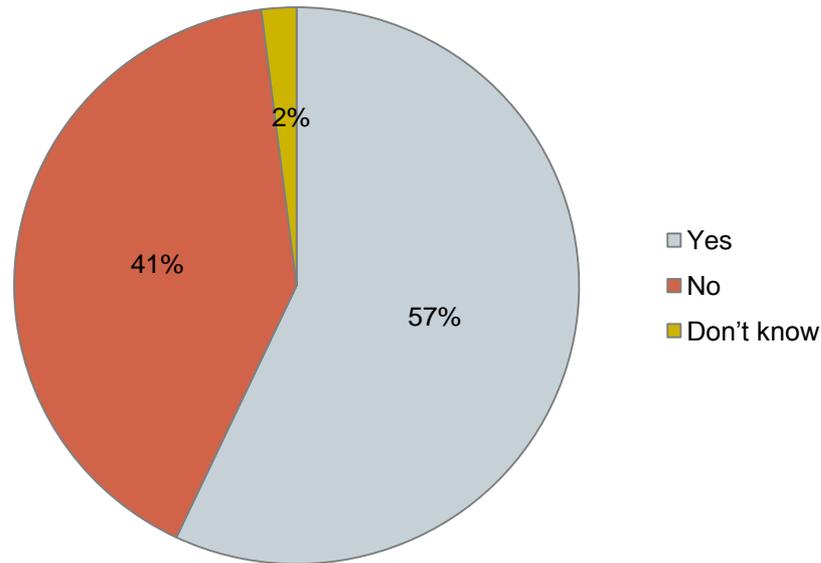
# YOUR TEAM - CAPITAL PROGRAMMING

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.5	8.4
Members of my team treat each other with respect	7.4	8.0	8.4	8.2
My team works well together	7.3	7.9	8.3	8.0
There is good morale in my team	6.5	7.3	7.9	7.7
I feel that my opinions count in my team	7.0	7.9	8.2	8.0
All the people in my team are treated fairly	6.7	7.5	8.2	7.8
I feel supported by my fellow team members	7.2	7.9	8.3	8.0
My team members do quality work	7.5	8.1	8.3	8.0
I feel that workload is fairly distributed in my team	6.5	7.0	7.6	7.3

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.

## Capital Programming

Total  
(n= 56)

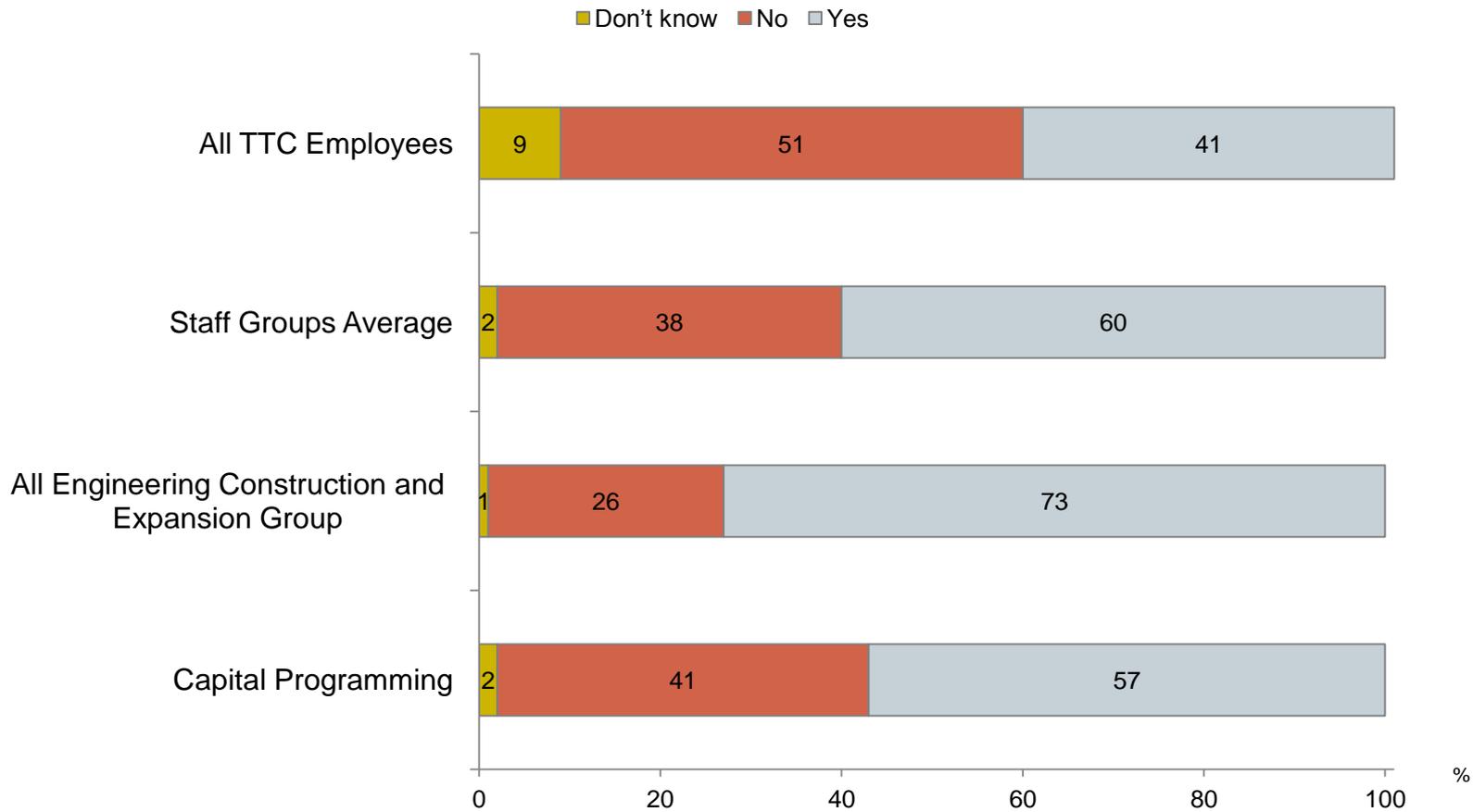


E2. Does your team hold regular team meetings?

3/23/2015

95

# REGULAR TEAM MEETINGS - BY GROUPING



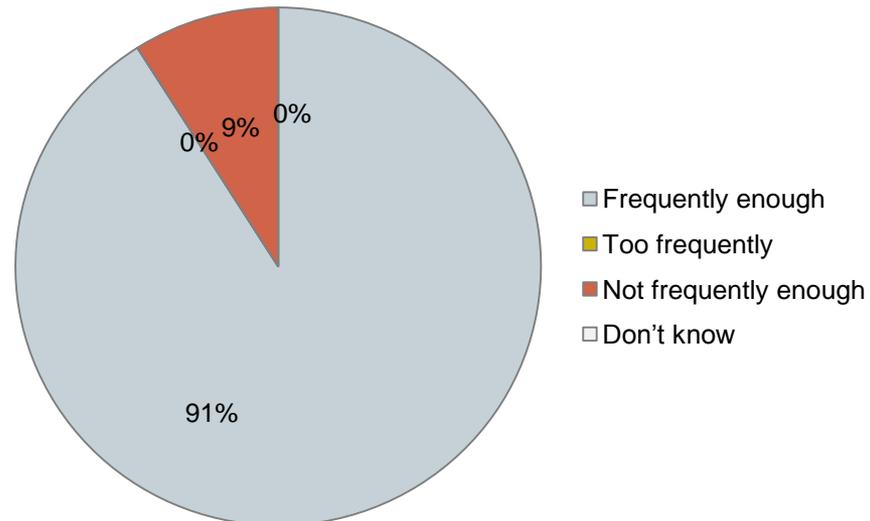
E2. Does your team hold regular team meetings?  
Sample sizes vary by category.

# SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

## Capital Programming

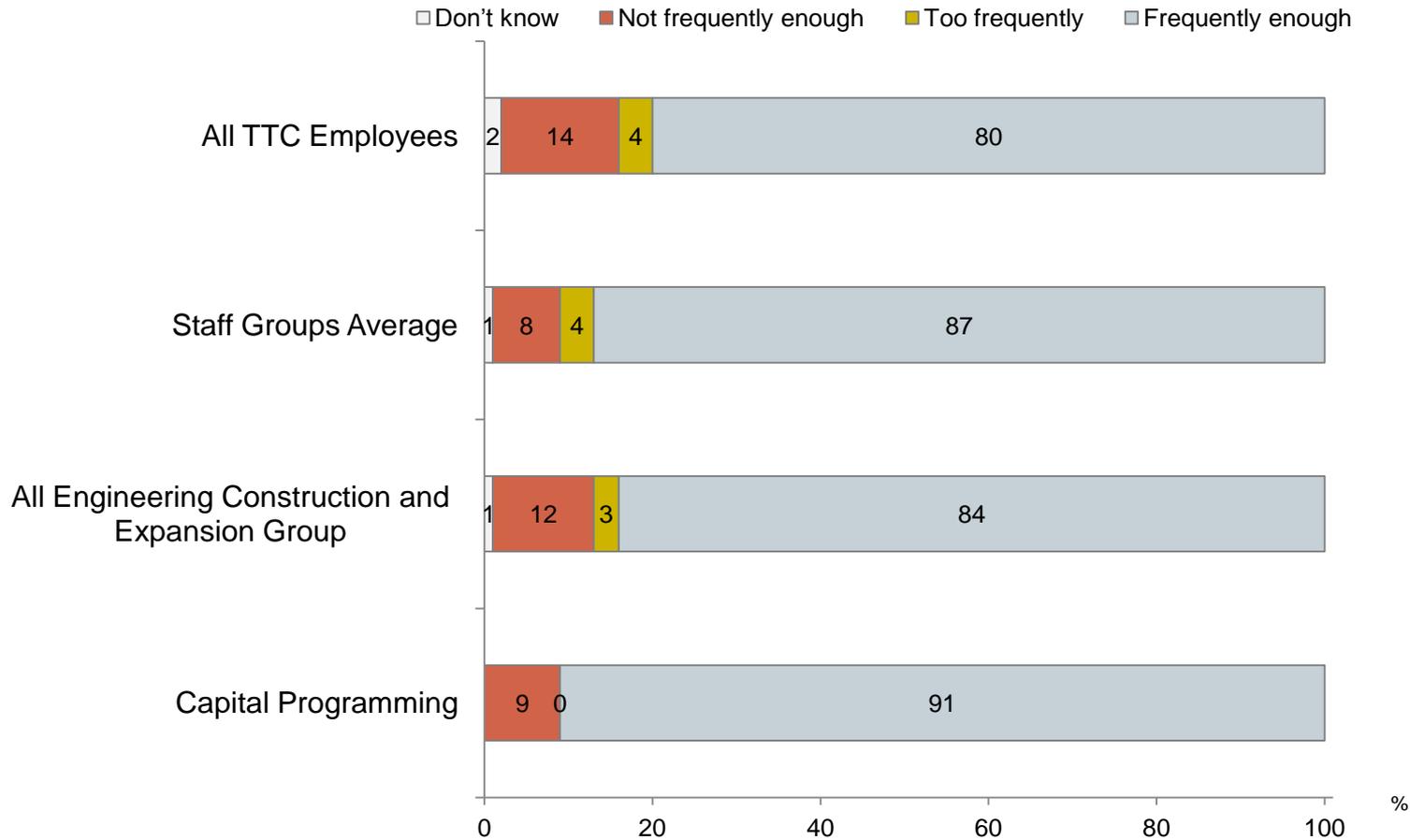
Total  
(n= 32)



E3. Do you feel team meetings occur...? 1 Too frequently; 2 Frequently enough; 3 Not frequently enough; 4 Don't know.

# SUFFICIENT AMOUNT OF TEAM MEETINGS - BY GROUPING

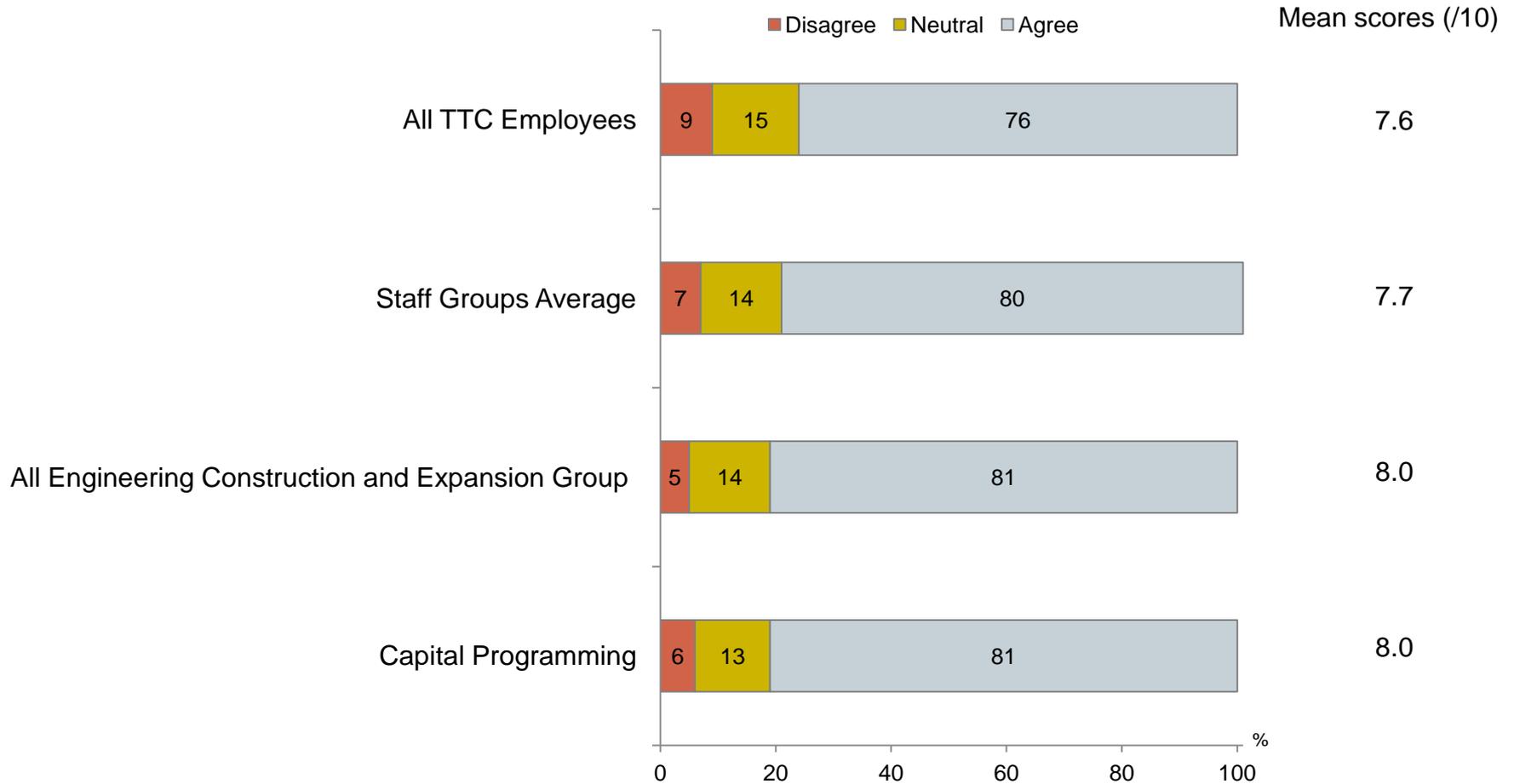
Among employees who have regular team meetings



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.

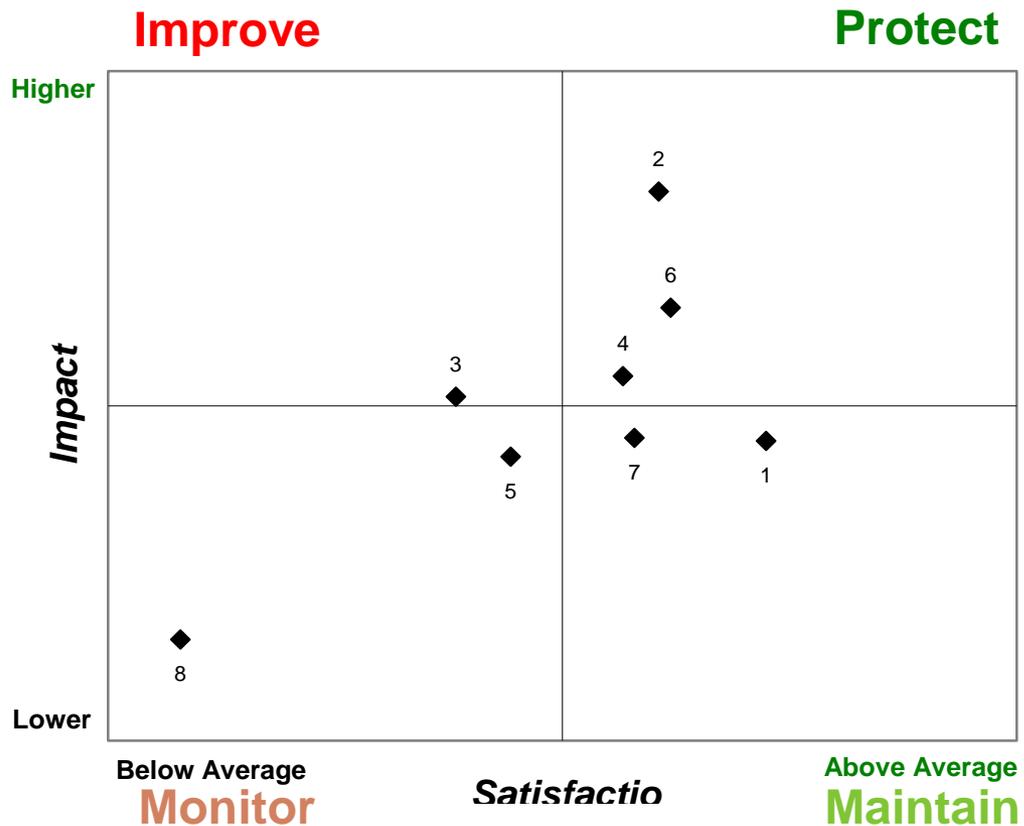
# USEFULNESS OF TEAM MEETINGS

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.

# OPPORTUNITY ANALYSIS: YOUR TEAM - CAPITAL PROGRAMMING



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 7.3 to 8.2.  
 Impact values range between 48% to 73%.

# AREA TO MONITOR: PERFORMANCE AND REWARD

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

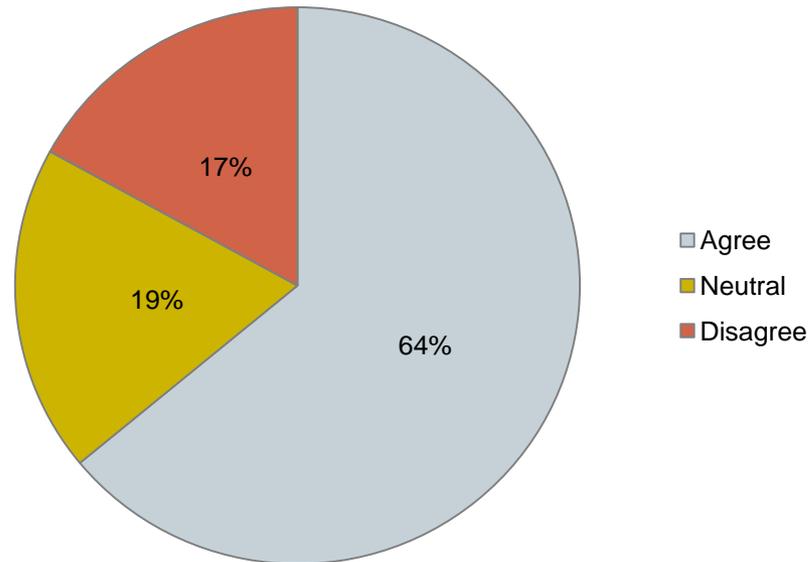
- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Performance and Reward” as having a moderate impact on Employee Engagement and is an area in which Capital Programming employees are relatively less satisfied, making this an Area to Monitor.
- Mean satisfaction scores for the majority of attributes in Performance and Reward for employees in the Capital Programming department were similar to the scores for the Engineering, Construction and Expansion group overall.
- Among the specific measures comprising Performance and Reward, the mean satisfaction rating in Capital Programming was highest for “The TTC offers good job security”. The lowest satisfaction rating was seen for “I have the opportunity to progress within the company”, followed by “At the TTC, the recognition and/or rewards are meaningful. These results were reflected in the EC&E group overall.
- To increase employee satisfaction with Performance and Reward, Opportunity Analysis identifies the following key Areas to Improve:
  - I am recognized for excellent performance.
  - At the TTC, the recognition and / or rewards are meaningful.
  - I have the opportunity to progress within the company.

# OVERALL RATINGS OF PERFORMANCE AND REWARD - CAPITAL PROGRAMMING

## Capital Programming

Total  
(n= 53)

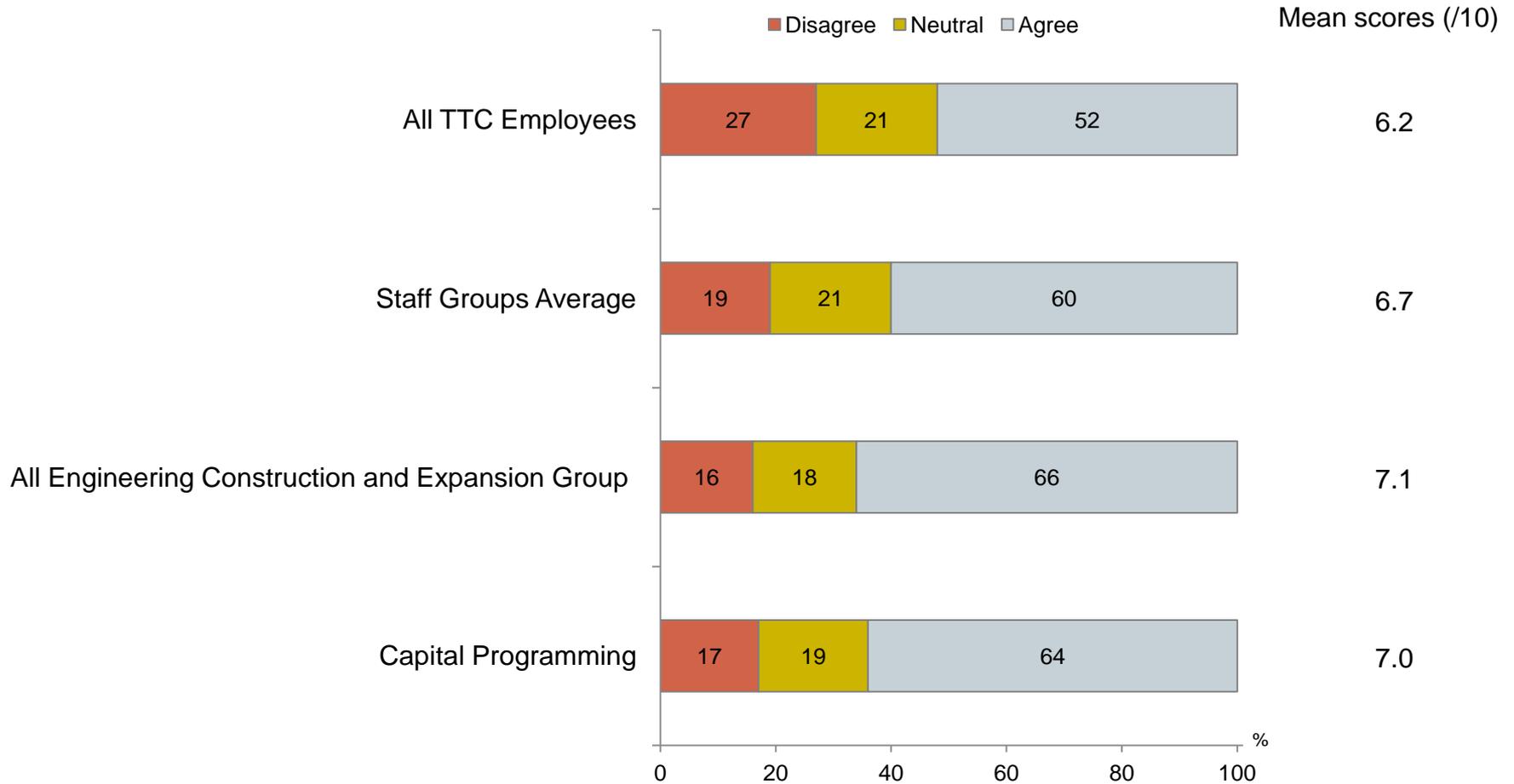
Mean=7.0



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 - CAPITAL PROGRAMMING



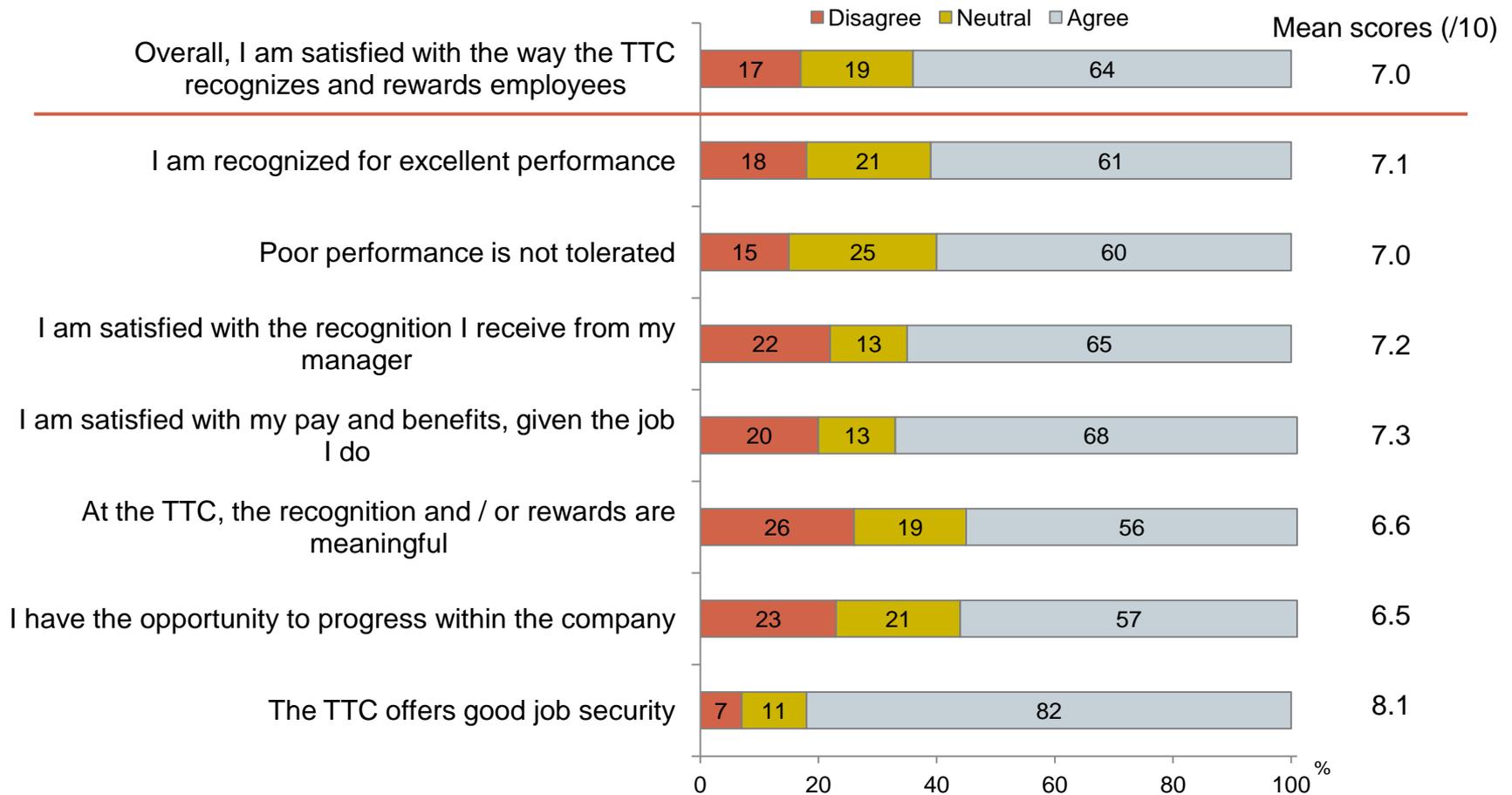
\* Percentages suppressed due to sample size <30.

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

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

Sample sizes vary by category.

# PERFORMANCE AND REWARD - CAPITAL PROGRAMMING



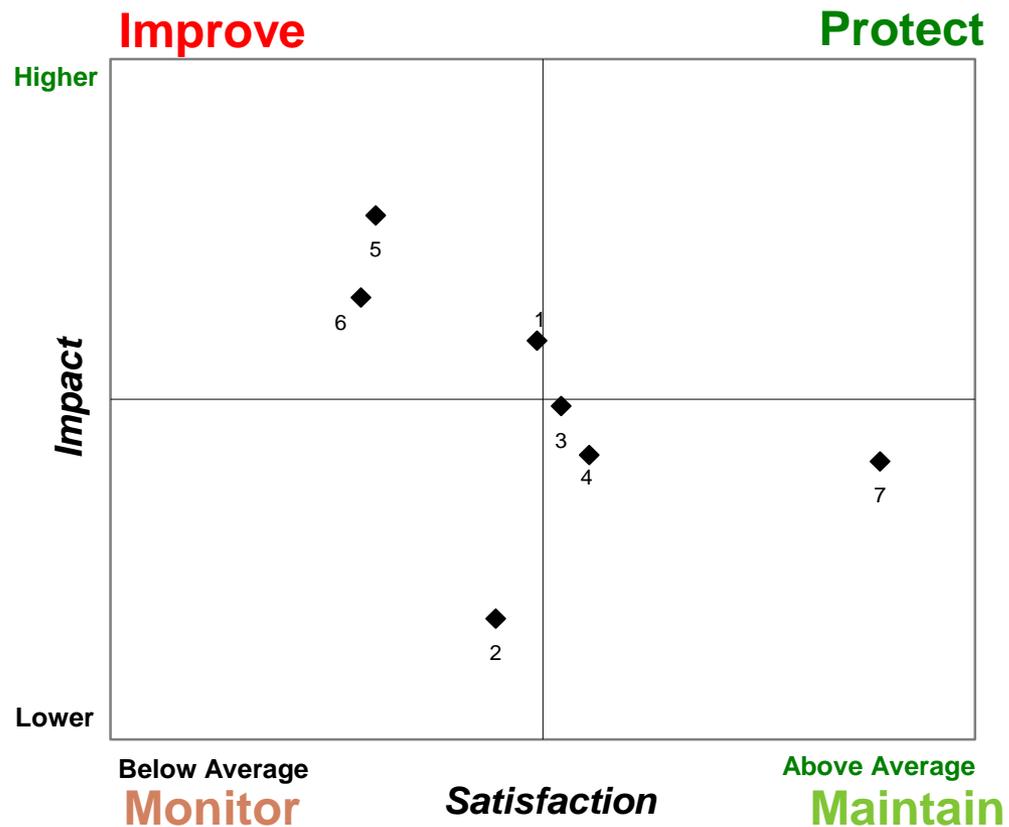
I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.  
Sample sizes vary by attribute.

# PERFORMANCE AND REWARD - CAPITAL PROGRAMMING

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	7.1	7.0
I am recognized for excellent performance	5.9	6.7	7.0	7.1
Poor performance is not tolerated	5.9	6.2	6.9	7.0
I am satisfied with the recognition I receive from my manager	6.0	6.9	7.4	7.2
I am satisfied with my pay and benefits, given the job I do	7.7	7.4	7.7	7.3
At the TTC, the recognition and / or rewards are meaningful	5.9	6.3	6.8	6.6
I have the opportunity to progress within the company	6.9	6.6	7.1	6.5
The TTC offers good job security	8.3	8.4	8.3	8.1

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 - CAPITAL PROGRAMMING



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 6.5 to 8.1.  
 Impact values range between 12% to 85%.

# AREA TO MONITOR: TRAINING AND DEVELOPMENT

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Training and Development” as having a moderate impact on Employee Engagement and is an area in which Capital Programming employees are relatively less satisfied, making this an Area to Monitor.
- Mean satisfaction scores for the majority of attributes in Training and Development were marginally stronger for Capital Programming employees compared to the Engineering, Construction, and Expansion group overall.
- Among the specific measures comprising Training and Development, satisfaction ratings were highest for “My on-boarding/induction experience was positive”. Satisfaction ratings were lowest for “The way people are selected for jobs in the TTC is fair”. These results were consistent with the EC&E group overall.
- To increase overall satisfaction with Training and Development, Opportunity Analysis identifies the following key Areas to Improve:
  - I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor
  - The way people are selected for jobs in the TTC is fair
  - I am satisfied with the career development opportunities available to me
- In addition to these improvements, Opportunity Analysis identifies the following key Areas to Protect:
  - The TTC provides ongoing training opportunities so I can develop my skills
  - I am satisfied with the support I receive on my personal development

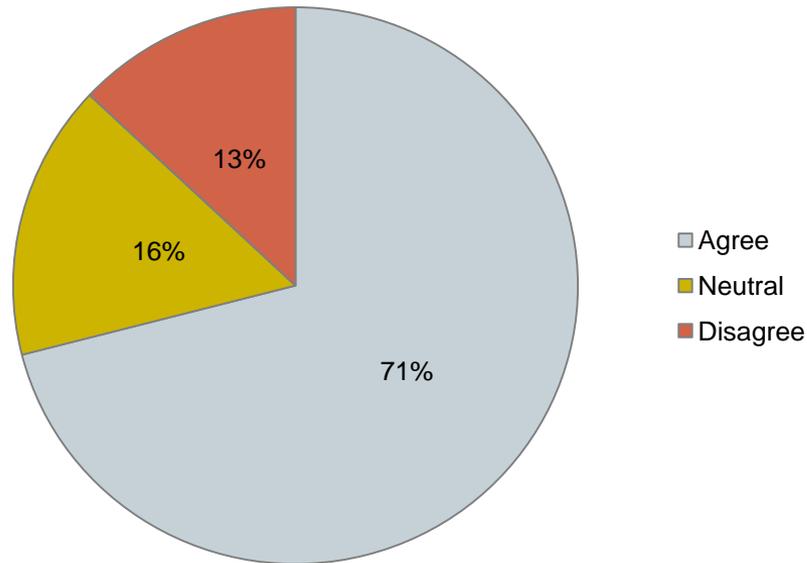
# OVERALL RATINGS OF TRAINING AND DEVELOPMENT - CAPITAL PROGRAMMING

## Capital Programming

Total

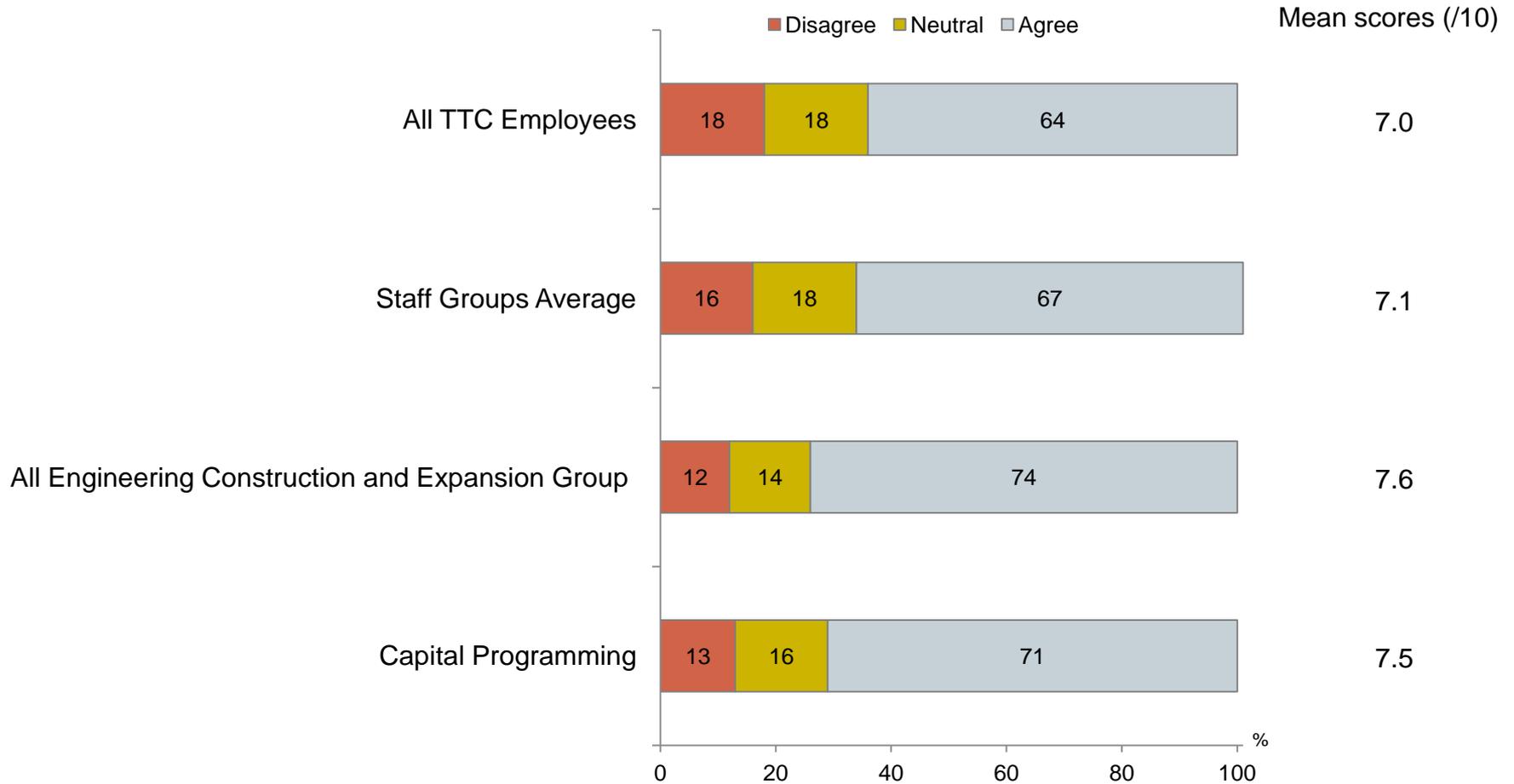
(n= 56)

Mean= 7.5



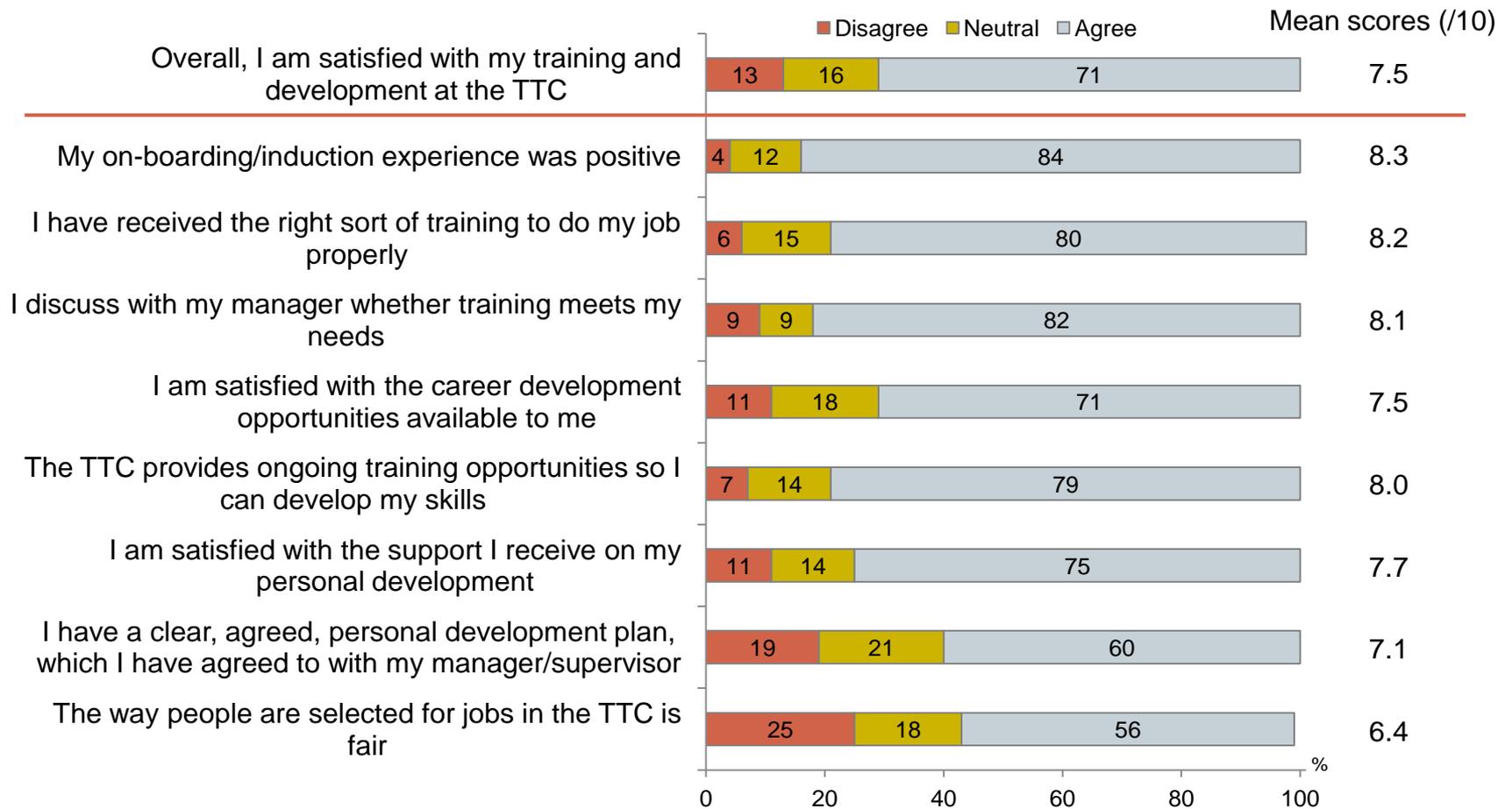
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.  
Overall, I am satisfied with my training and development at the TTC.

# OVERALL RATINGS OF TRAINING AND DEVELOPMENT - CAPITAL PROGRAMMING



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 - CAPITAL PROGRAMMING



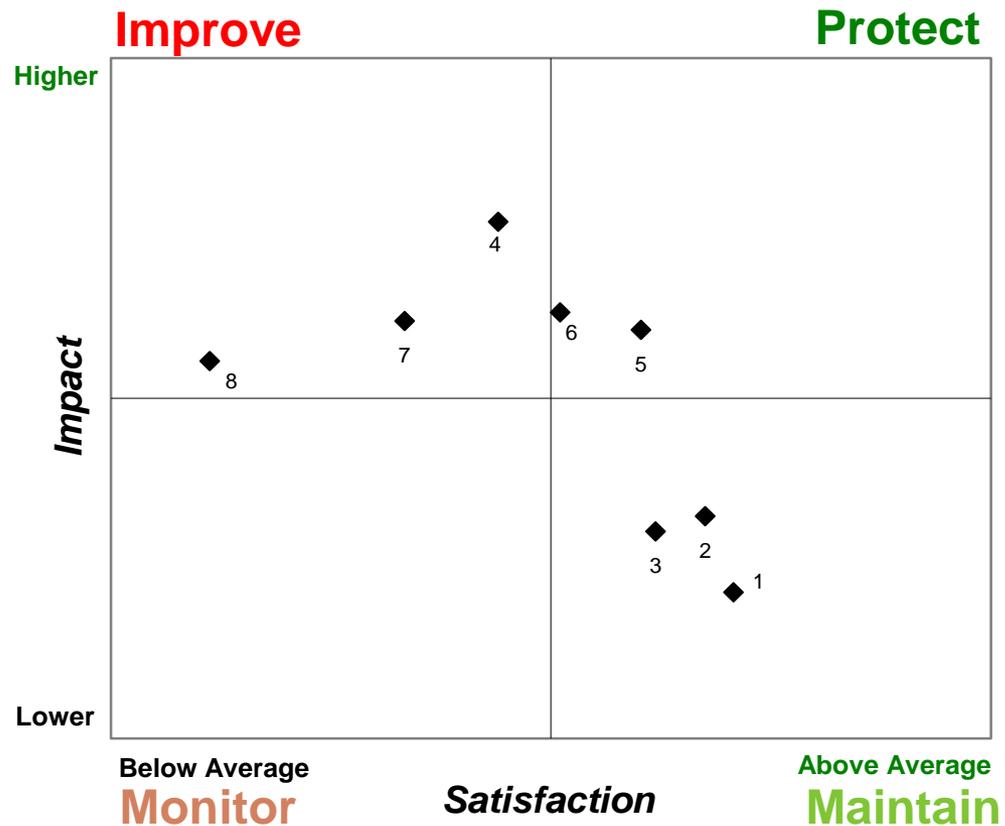
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.  
Sample sizes vary by attribute.

# TRAINING AND DEVELOPMENT - CAPITAL PROGRAMMING

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Capital Programming
Overall, I am satisfied with my training and development at the TTC	7.0	7.1	7.6	7.5
My on-boarding/induction experience was positive	7.9	7.9	8.2	8.3
I have received the right sort of training to do my job properly	7.6	7.7	8.1	8.2
I discuss with my manager whether training meets my needs	6.7	7.5	7.9	8.1
I am satisfied with the career development opportunities available to me	6.9	6.9	7.4	7.5
The TTC provides ongoing training opportunities so I can develop my skills	7.0	7.5	7.8	8.0
I am satisfied with the support I receive on my personal development	6.5	7.1	7.5	7.7
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	6.3	7.0	7.1
The way people are selected for jobs in the TTC is fair	5.6	5.7	6.5	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.  
Sample sizes vary by attribute.

# OPPORTUNITY ANALYSIS: TRAINING AND DEVELOPMENT - CAPITAL PROGRAMMING



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 6.4 to 8.3.  
 Impact values range between 34% to 83%.

# FINAL WORD

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behalf of TTC



# FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improved to increase satisfaction
- The mostly commonly identified area was better training/advancement opportunities. Other areas included more meaningful recognition/rewards, followed by better communication, and less bureaucracy/red tape. However, nearly 40% of Capital Programming employees did not provide a response.



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: CAPITAL PROGRAMMING

- Conduct discussion sessions with employees to explore:
  - Ways to **improve relationships** between Senior Management and employees, focusing on:
    - Open and honest communication
    - Building trust
  - Ways the TTC can better increase **collaboration** with other parts of the TTC
  - Ways to improve dissemination of **information** regarding what is happening at the TTC
  - What **motivates** employees in their jobs
  - Ways in which employees are better able to use their **skills and abilities**
  - How employees could become better informed regarding improving **customer service**
  - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing

# RECOMMENDATIONS: CAPITAL PROGRAMMING (CONT'D)

- Secondary areas to explore in discussion sessions:
  - Practical suggestions for managers/supervisors in relation to developing an improved **management style** (the way they manage people, leading by example)
  - Ways in which managers can become **more involved** in improving employees' work
  - How managers/supervisors can provide and receive more **constructive feedback**

# Thank you

Produced by Malatest on  
behalf of TTC

