

EMPLOYEE ENGAGEMENT SURVEY

Customer Communications/Customer Development/Farecard Team

March 31, 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 Customer Communications, Customer Development, and Farecard Team 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%.
- 39 surveys were completed by Customer Communications employees, 3 surveys by Customer Development employees, and 3 surveys by Farecard Team employees, for a combined response rate of 96%.

RESPONSE RATE AND COST CENTRE GROUPINGS

- Customer Communications, Customer Development, and Farecard Team departments have been combined as two of these departments (Customer Development and Farecard Team) consist of fewer than 10 employees and could not otherwise have been reported. Furthermore, the Customer Communications department is also small and represents the most appropriate department to use for combining results.
- In this report, Customer Communications/Customer Development/Farecard Team may be alternatively referred to as “Customer Communications” for the sake of brevity. Any such references still indicate results from all combined departments.
- The response rate for Customer Communications/Customer Development/Farecard Team (96%) is above the response rate for the Strategy & Customer Experience group (77%).

Customer Communications/Customer Development/Farecard Team: 96%

Department	Cost Centre*	Count
Customer Communications		39**
	0310-Customer Comm. - Dpt. Head & Staff	
	0304-Customer Communications	
	0309-Fare Policy & Research	
	0313-Special Events	
	0314-Graphics-Design & Imaging Serv.	
	0315-Graphics-Printing Services	
	0316-Wayfinding & Signage	
Customer Development		3**
	5700-Customer Development	
Farecard Team		3**
	5600-Farecard	
Total		45

* 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.

** In order to include results for Customer Development and Farecard Team, they have been combined with Customer Communications results 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 *).
 - Results in the form of mean scores will be suppressed throughout this report if there were fewer than 10 valid responses (indicated by **).
 - As both Customer Development and Farecard Team departments each have fewer than 10 valid responses, and sample size is not large for Customer Communications department either, results will only be reported as a single score for all three departments combined. It should be noted that these results will be strongly influenced by results from the Customer Communications department, which has the majority of the employees in this combined grouping of departments.
 - Due to the long name of the three combined departments, “Customer Communications” may be used at times to refer to the departmental results. Scores for the other departments will still be included in results referred to in this manner.
- **Exact sample size may vary by employee group/category or by individual question**
 - In general, if the results for more than one question or more than one employee category are presented on the same slide, the sample size varies slightly by question.
 - It can be assumed that, unless otherwise stated, sample sizes include all employees who provided a valid response to the question. Refer to response rate and cost centre grouping (slide 6) for total sample by department and employee category.

Overall Employee Engagement score: 7.8

- To increase levels of employee engagement, the Customer Communications/Customer Development/Farecard Team departments should focus on improving employees' satisfaction with **Working Environment, Training and Development** and **Your Manager/Supervisor**:
 - Specific areas that require improvement in regards to **Working Environment** include demonstrating **concern for employees' health & well-being** and encouraging a healthy **work-life balance** (e.g., through greater flexibility in the adjustment of work hours/shifts if needed).
 - Specific ways to increase satisfaction with **Training and Development** include:
 - Providing support for personal development (“I am satisfied with the support I receive on my personal development” and “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”)
 - Making sure that employees are aware of the career development opportunities that are available to them (“I am satisfied with the career development opportunities available to me”)

HIGHLIGHTS (CONT'D)

- Specific ways to improve employee satisfaction with their immediate **Manager/Supervisor** include:
 - Explore management styles that are preferred among employees and that work well, with an emphasis on “people skills”. (“My manager/supervisor manages people well” and “I am satisfied with the way I am managed”).
 - Encourage managers to set an example with their leadership and be more proactive with their employees. More specifically:
 - Taking responsibility when problems arise
 - Providing employees with constructive feedback regarding the quality of work
- **Your Job** is an area that generates high levels of satisfaction and is also a key driver of employee engagement for Customer Communications*.
 - Customer Communications should continue to increase satisfaction in this area by:
 - Exploring what motivates employees.
 - Encouraging employees to use their skills & abilities.
 - Ensuring that employees have all needed equipment and tools to do their job well.
 - Giving employees more opportunities to make decisions.

* “Customer Communications” in this report refers interchangeably to “Customer Communications/Customer/Development/Farecard Team”. In all cases, this refers to the combined departments and not only to the Customer Communications department.

TOP 5 AND BOTTOM 5 SCORES

- Across the entire survey, the attributes in the boxes below received the highest and lowest satisfaction ratings from Customer Communications Employees. Each attribute is accompanied by the overall mean score (/10) for the attribute.
- Of the top five scoring attributes, three are related to safety.
- Among the five lowest scoring attributes, two were associated with the module Your Company and two were related to training and development.

Top 5

1. I often look for ways to make improvements in how things are done (9.1)
2. The TTC's management is willing to invest money and effort to improve the level of safety(8.5)
3. The protection of workers from occupational exposure to hazards is a high priority with management (8.4)
4. I feel comfortable discussing safety issues at work (8.3)
5. I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable (8.2)

Bottom 5

1. There is effective sharing of information across the TTC (5.0)
2. If something goes wrong, people concentrate on putting it right, not blaming others (5.1)
3. My manager/supervisor manages people well (5.1)
4. I have a clear, agreed, personal development plan, which I have agreed to with my manager/ supervisor (5.1)
5. The way people are selected for jobs in the TTC is fair (5.1)

OVERALL EMPLOYEE ENGAGEMENT SCORE

Produced by Malatest on
behalf of TTC



MEASURING EMPLOYEE ENGAGEMENT

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

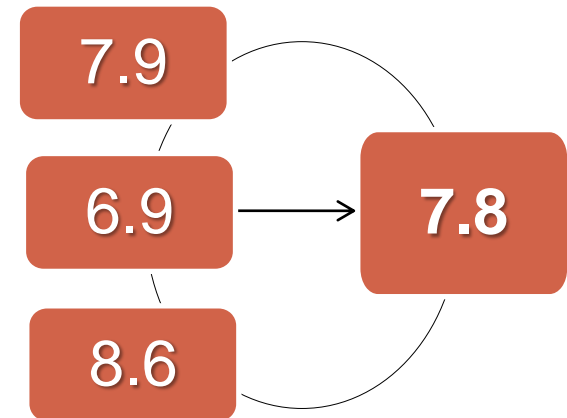
OVERALL EMPLOYEE ENGAGEMENT SCORE

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

Composite of 3 measures:

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

Mean rating



OVERALL EMPLOYEE ENGAGEMENT SCORE

- The Employee Engagement score for Customer Communications slightly higher than the score for Strategy & Customer Experience group. The department's Engagement score is on par with the score for all TTC employees, but slightly lower than the score for employees of the four groups consisting mainly of staff employees.

Customer Communications/Customer Development/Farecard Team: 7.8

Comparisons

All TTC

7.8

Staff Groups Average

8.0

Strategy & Customer Experience Group

7.5

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

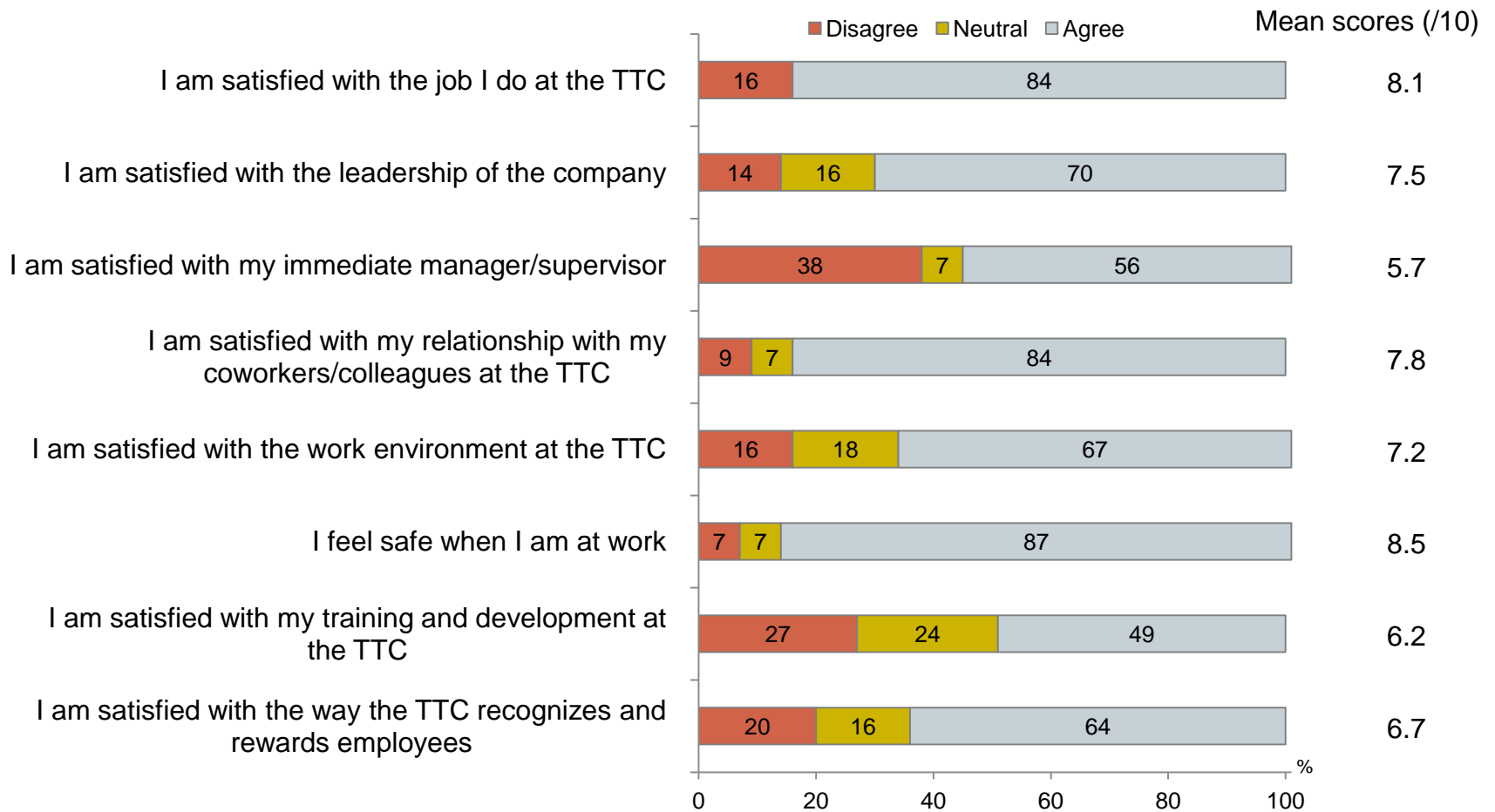
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SECTION SUMMARY

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

ASPECTS OF EMPLOYEE ENGAGEMENT - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM



Sample sizes vary by attribute.

ASPECTS OF EMPLOYEE ENGAGEMENT - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/Customer Development/Farecard Team
I am satisfied with the job I do at the TTC	8.1	8.4	8.0	8.1
I am satisfied with the leadership of the company	6.4	7.3	7.0	7.5
I am satisfied with my immediate manager/supervisor	6.7	7.5	6.6	5.7
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.1	7.8
I am satisfied with the work environment at the TTC	7.0	7.8	7.2	7.2
I feel safe when I am at work	8.0	8.9	8.6	8.5
I am satisfied with my training and development at the TTC	7.0	7.1	6.2	6.2
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.3	6.7

Sample sizes vary by attribute.

WHAT DRIVES EMPLOYEE ENGAGEMENT?

Produced by Malatest on
behalf of TTC

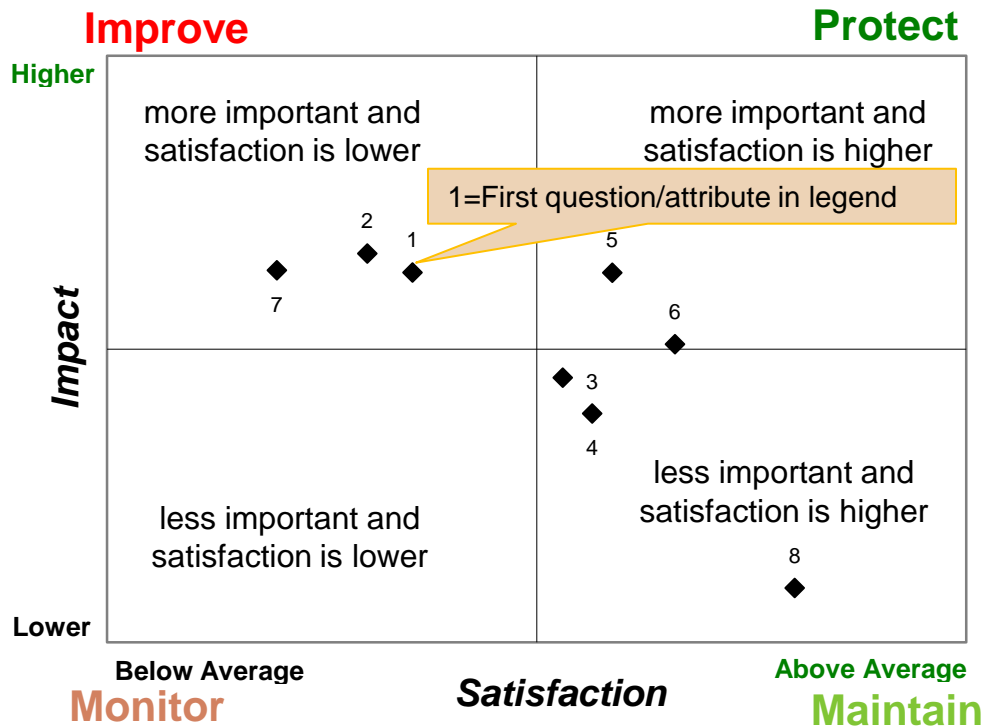


SECTION SUMMARY

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

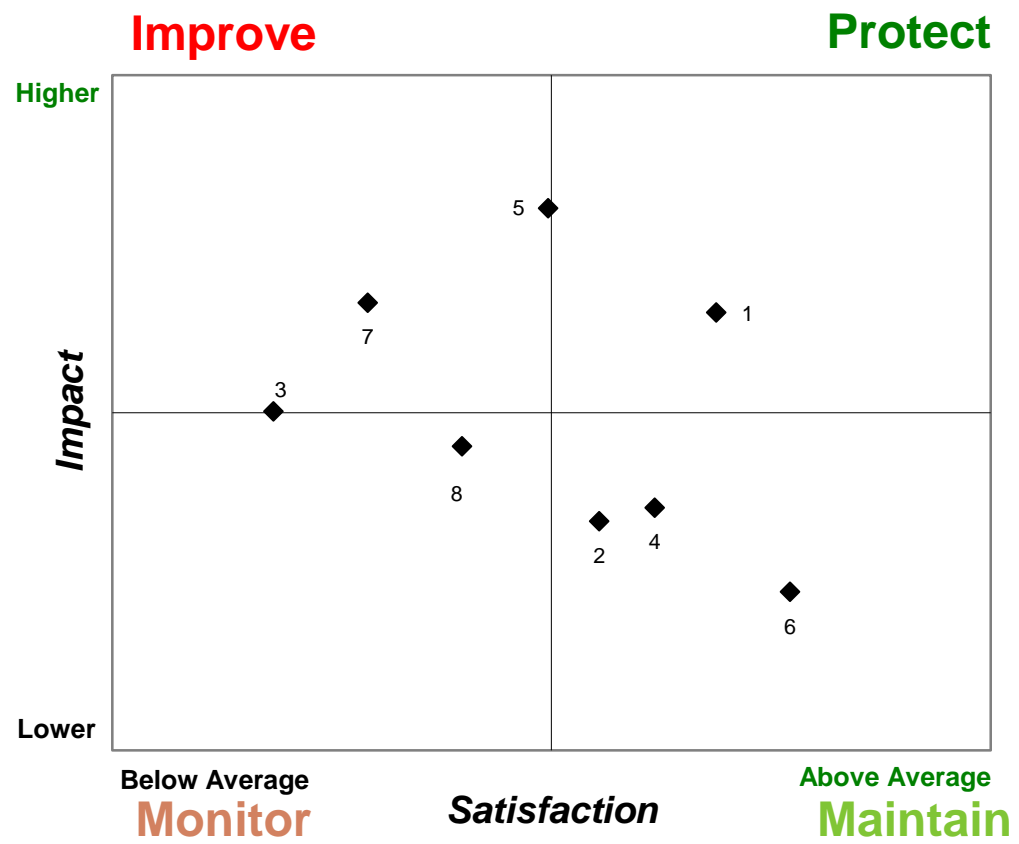
1. First question/attribute
2. Second question/attribute
3. Third question/attribute
4. Fourth question/attribute
5. Fifth question/attribute
6. Sixth question/attribute
7. Seventh question/attribute
8. Eighth question/attribute

SECTION SUMMARY

- Results of the Opportunity Analysis shown in this sub-section of the report are summarized below:
 - Areas to Improve (high relative impact; low relative performance):
 - Working Environment
 - Training & Development
 - Manager/Supervisor
 - Areas to Protect (high relative impact; high relative performance):
 - Job
 - Areas to Monitor (low relative impact; low relative performance):
 - Performance and Reward
 - Areas to Maintain (low relative impact; high relative performance):
 - Team
 - Company
 - Safety

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

Customer Communications/Customer Development/Farecard Team



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

1. I am satisfied with the job I do at the TTC
2. I am satisfied with the leadership of the company
3. I am satisfied with my immediate manager/supervisor
4. I am satisfied with my relationship with my coworkers/colleagues at the TTC
5. I am satisfied with the work environment at the TTC
6. I feel safe when I am at work
7. I am satisfied with my training and development at the TTC
8. I am satisfied with the way the TTC recognizes and rewards employees

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 5.7 to 8.5.
 Impact values range between 18% to 54%.



OVERALL ORGANIZATIONAL VIEWS OF CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM

Produced by Malatest on
behalf of TTC

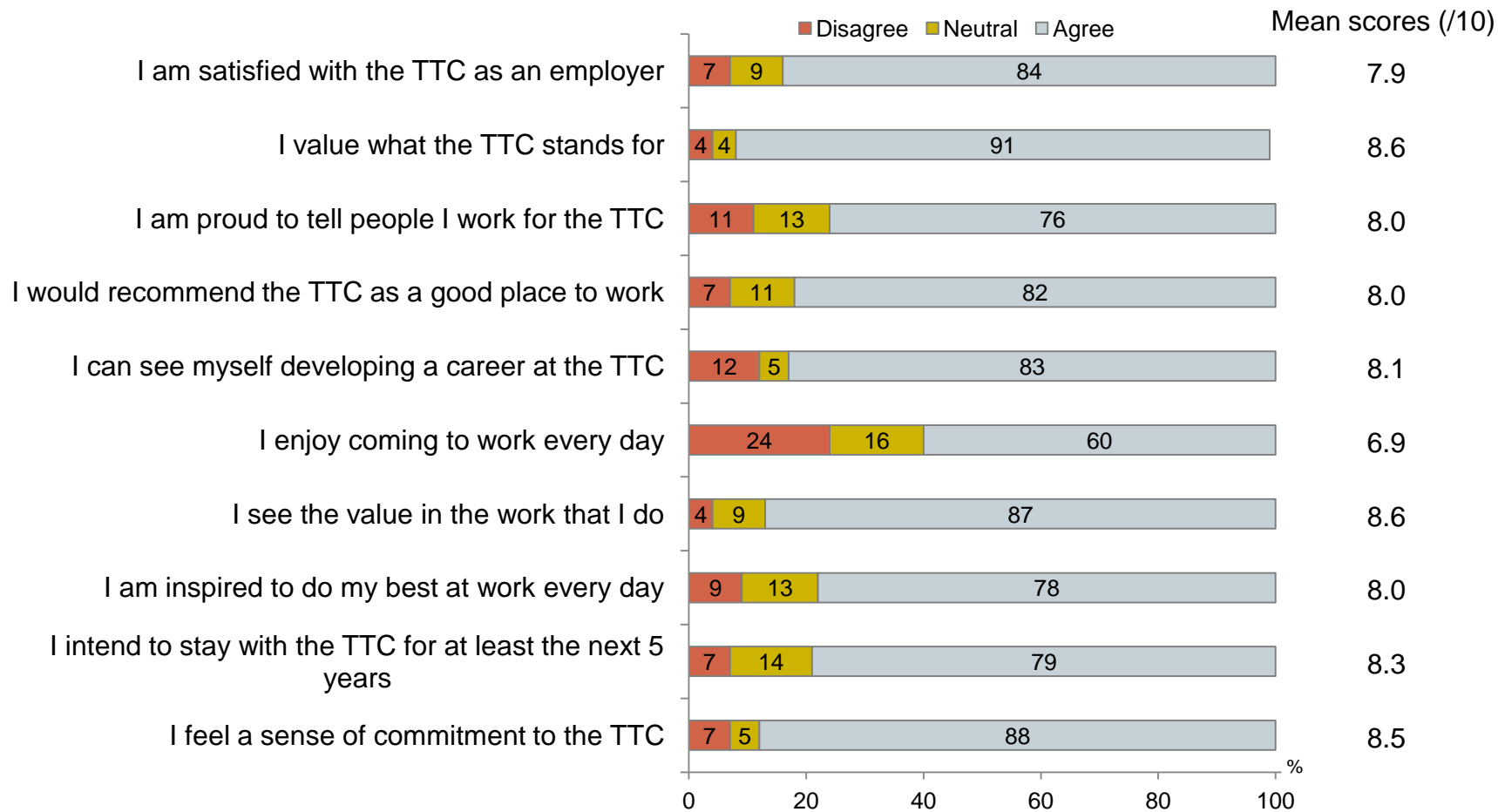


SECTION SUMMARY

- The following measures were included in the survey in order to assess employees' overall satisfaction with the TTC:
 - I am satisfied with the TTC as an employer
 - I value what the TTC stands for
 - I am proud to tell people I work for the TTC
 - I would recommend the TTC as a good place to work
 - I can see myself developing a career at the TTC
 - I enjoy coming to work every day
 - I see the value in the work I do
 - I am inspired to do my best at work every day
 - I intend to stay with the TTC for at least the next 5 years
 - I feel a sense of commitment to the TTC
- Ratings were the highest for the following measures: “I value what the TTC stands for” and “I see the value in the work that I do”. Ratings were the lowest for “I enjoy coming to work every day”.

OVERALL ORGANIZATIONAL VIEWS

- CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM



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 - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Customer Development/ Farecard Team
I am satisfied with the TTC as an employer	7.8	8.1	7.6	7.9
I value what the TTC stands for	8.2	8.6	8.3	8.6
I am proud to tell people I work for the TTC	7.9	8.2	7.7	8.0
I would recommend the TTC as a good place to work	8.0	8.3	7.9	8.0
I can see myself developing a career at the TTC	7.9	8.0	7.7	8.1
I enjoy coming to work every day	7.3	7.6	6.8	6.9
I see the value in the work that I do	8.2	8.4	8.1	8.6
I am inspired to do my best at work every day	7.8	8.2	7.9	8.0
I intend to stay with the TTC for at least the next 5 years	8.5	8.4	8.1	8.3
I feel a sense of commitment to the TTC	8.2	8.6	8.5	8.5

Sample sizes vary by attribute.

AREA TO IMPROVE: YOUR WORKING ENVIRONMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as having the most impact on Employee Engagement and as an area in which Customer Communications employees are less satisfied relative to other areas; in other words, this is an Area to Improve.
- Mean scores across most specific aspects of Working Environment were similar to the Strategy & Customer Experience group overall.
- Across the specific aspects of Working Environment, ratings were the highest for, “The hours I work are reasonable” and “The TTC is dedicated to diversity and inclusiveness”. Ratings were lowest for, “The TTC cares about my mental health and emotional well-being” and “I can adjust my work hours/shifts if needed”.
- To improve employee satisfaction with Your Working Environment, Opportunity Analysis identifies the following key Areas to Improve:
 - The TTC cares about my mental health and emotional well-being
 - The TTC encourages employees to maintain a healthy work-life balance
- In addition, “I feel that I belong at the TTC” was identified as an Area to Protect.

Stress at Work

- 33% of Customer Communications employees indicated that they experience “frequent” stress at work, and an additional 42% experience stress at work “sometimes”.
- A slightly higher proportion of employees in Customer Communications reported frequent stress than the Strategy and Customer Experience group overall.

SECTION SUMMARY

Discrimination/Harassment

- 22% of Customer Communications employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months.
- Customer Communications/Development/Farecard employees were more likely to have experienced discrimination than the Strategy and Customer Experience group overall. Employees most frequently reported discrimination based on personal harassment, family status, marital status, or an “other” reason.

Was it Reported? Were Employees Satisfied with How it was Handled?

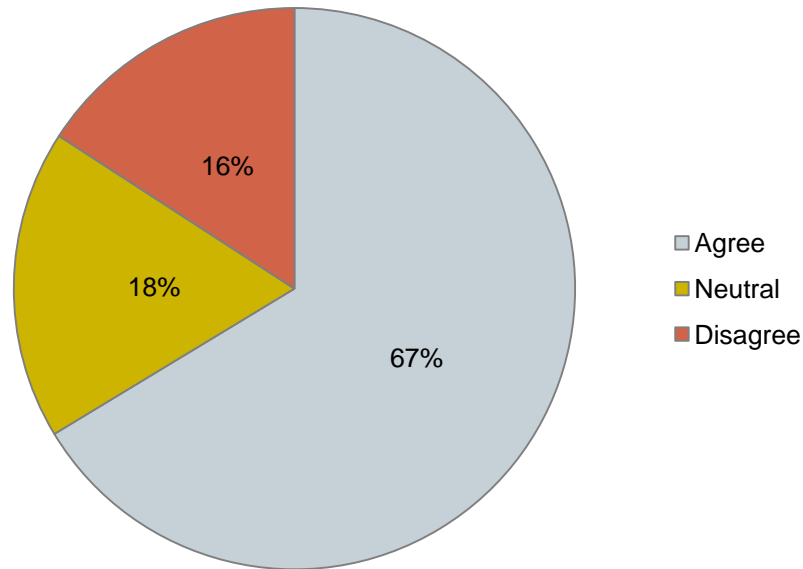
- As only a minority reported experiencing any discrimination, results cannot be reliably reported for the manner in which Customer Communications employees handled discrimination incidents.

Abuse by Customers

- 7% of Customer Communications employees reported that they had been verbally abused by customers in the past 12 months. The incidence of verbal abuse was considerably lower than the Strategy & Customer Experience group.
- No employees in this department reported that they had experienced physical abuse by customers.

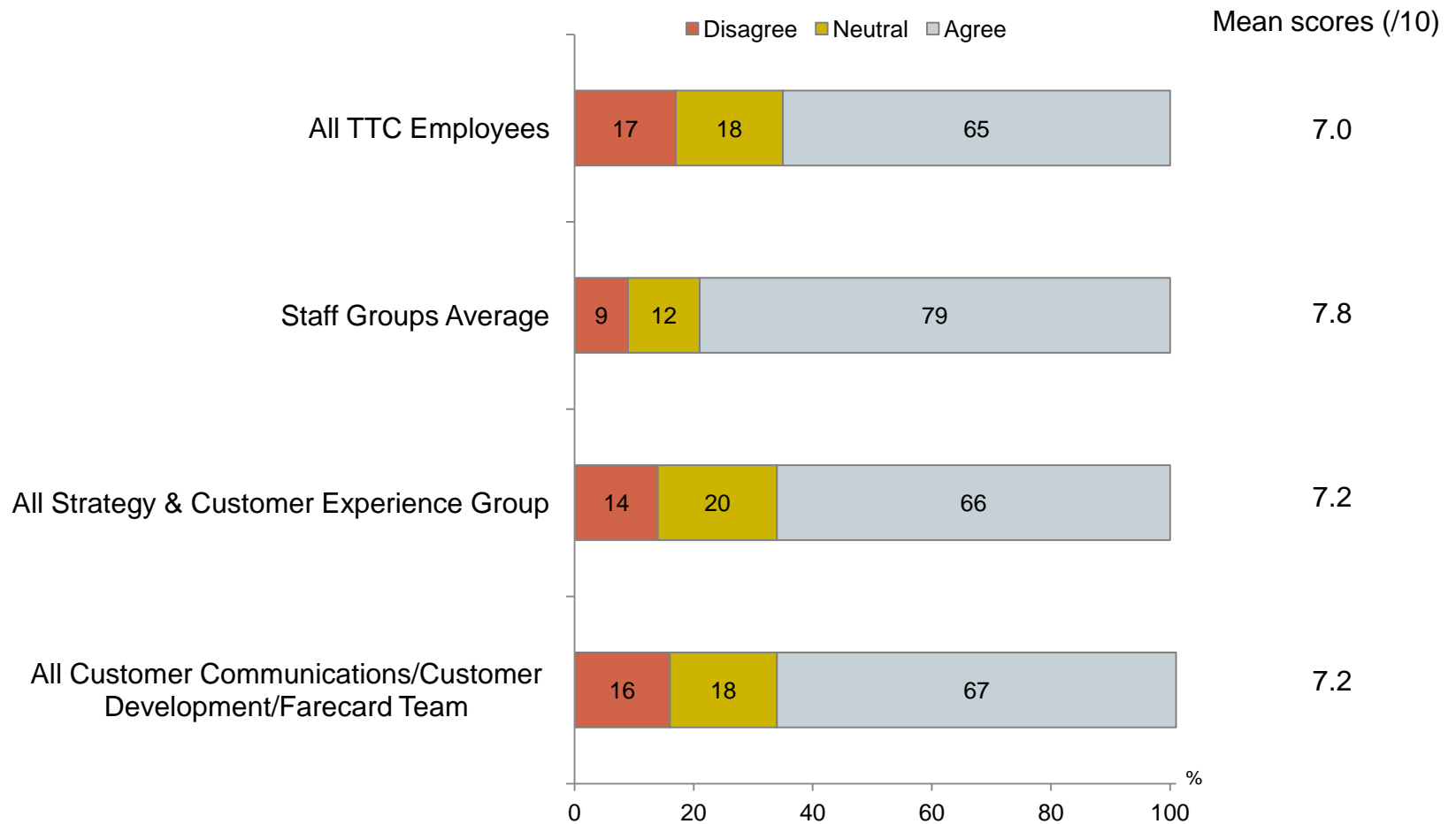
Customer Communications/Customer Development/Farecard Team

Total
(n= 45)
Mean=7.2



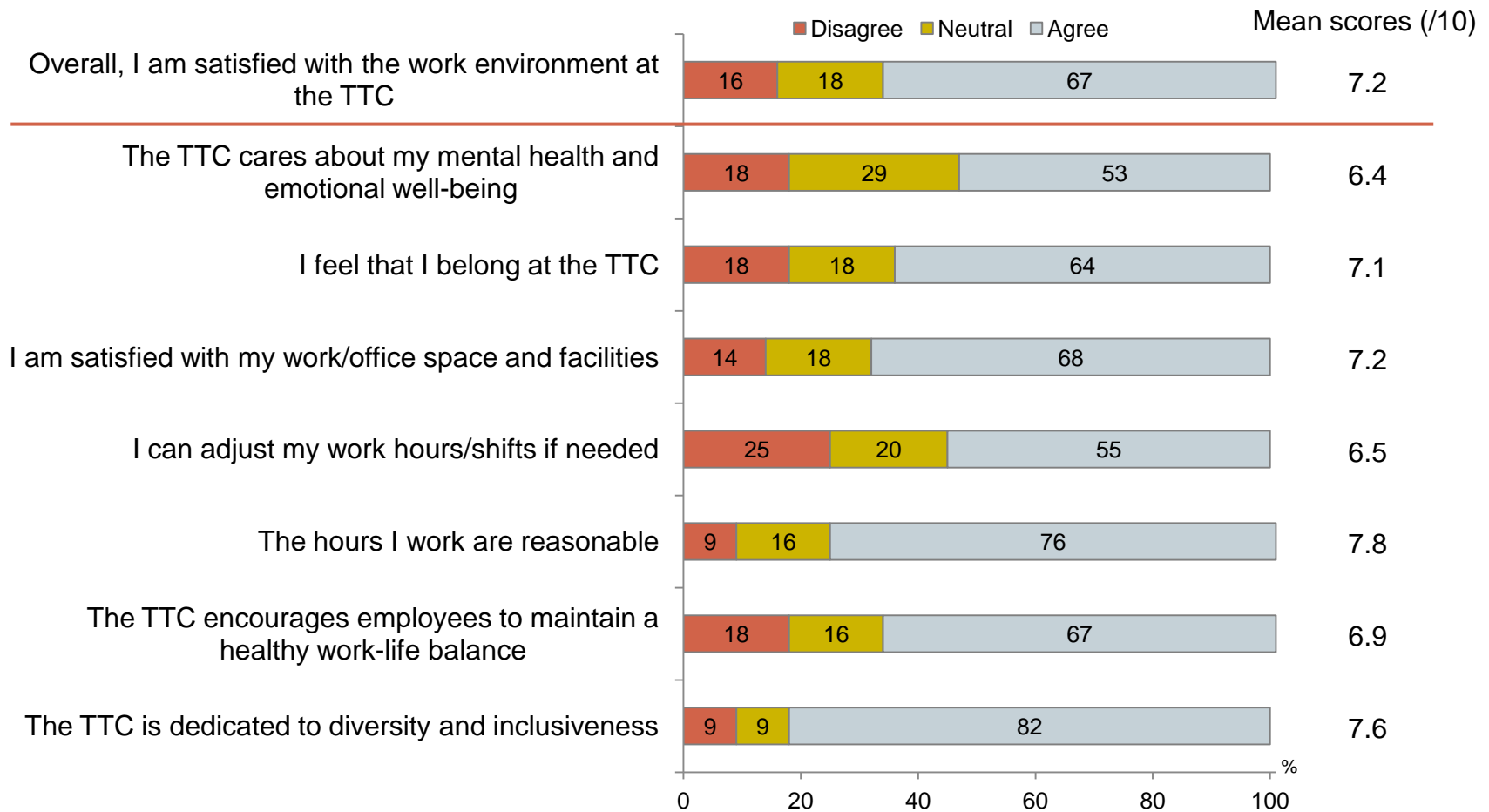
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment.
Overall, I am satisfied with the work environment at the TTC.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM



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 - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM



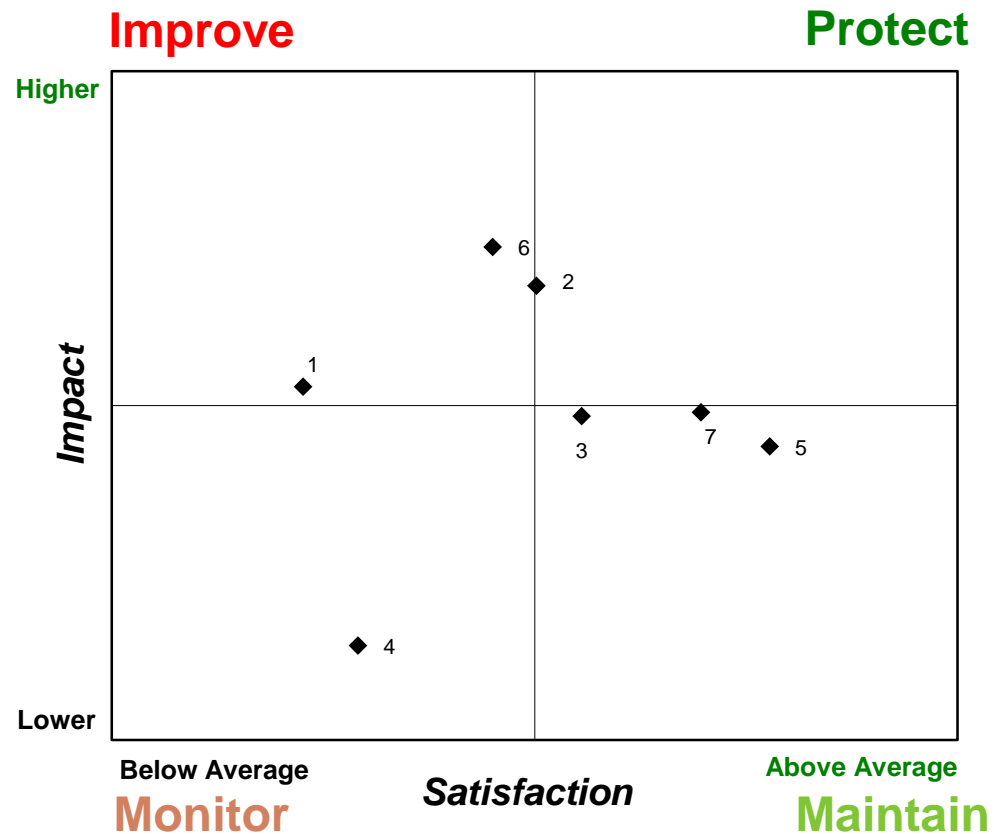
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Sample sizes vary by attribute.

YOUR WORKING ENVIRONMENT - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Customer Development/ Farecard Team
Overall, I am satisfied with the work environment at the TTC	7.0	7.8	7.2	7.2
The TTC cares about my mental health and emotional well-being	6.2	7.1	6.1	6.4
I feel that I belong at the TTC	7.4	7.8	7.0	7.1
I am satisfied with my work/office space and facilities	6.5	7.2	6.9	7.2
I can adjust my work hours/shifts if needed	6.7	7.5	7.0	6.5
The hours I work are reasonable	7.7	8.4	7.9	7.8
The TTC encourages employees to maintain a healthy work-life balance	6.3	7.4	6.6	6.9
The TTC is dedicated to diversity and inclusiveness	7.4	8.0	7.3	7.6

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

OPPORTUNITY ANALYSIS: YOUR WORKING ENVIRONMENT - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/ FARECARD TEAM

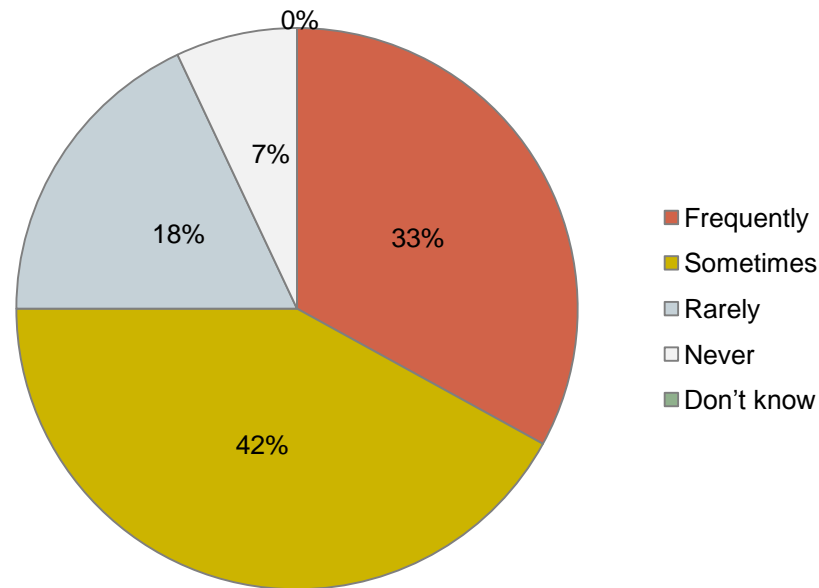


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life balance
7. The TTC is dedicated to diversity and inclusiveness

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 6.4 to 7.8.
Impact values range between 25% to 69%.

Customer Communications/Customer Development/Farecard Team

Total
(n= 45)



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

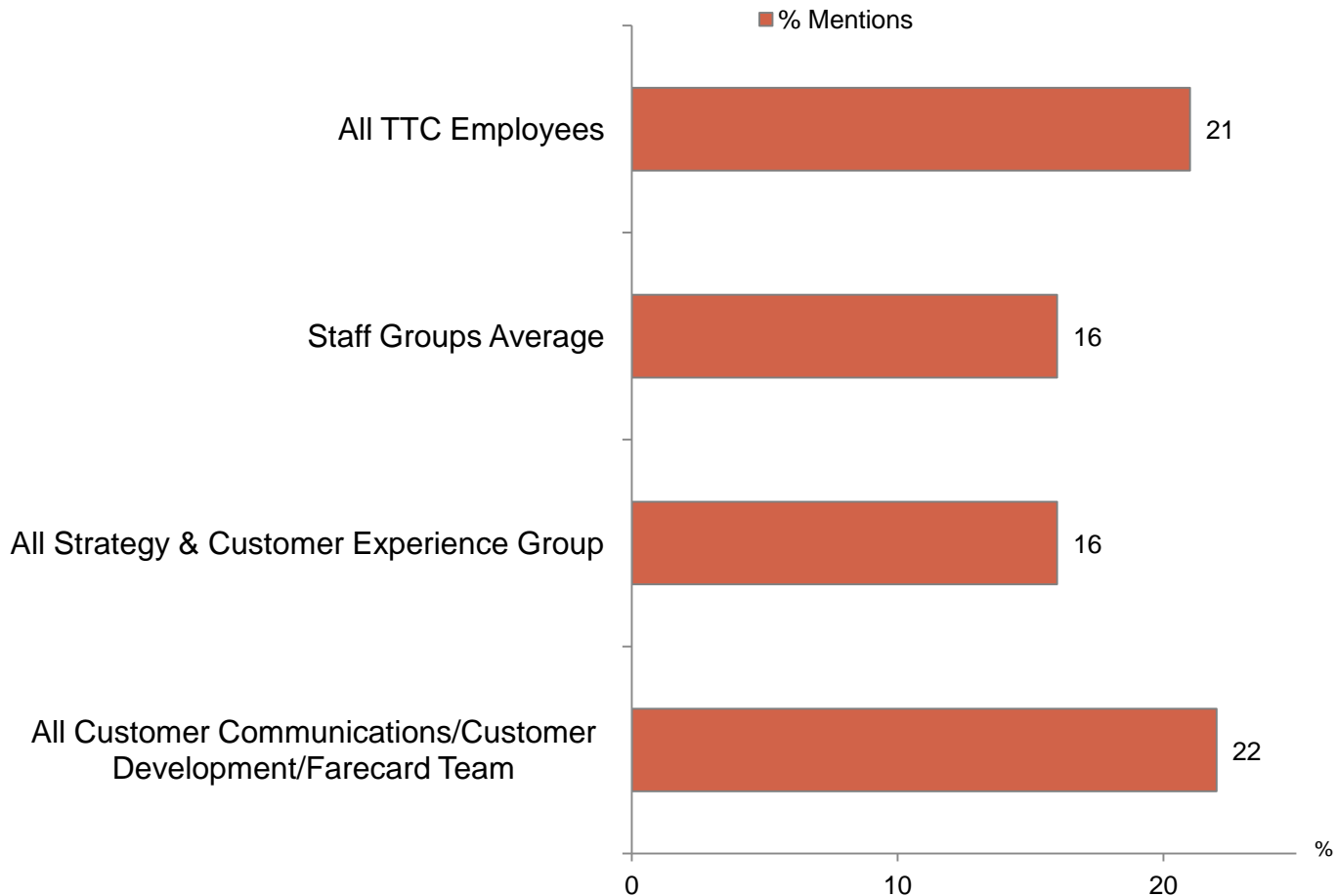
STRESS AT WORK - CUSTOMER COMMUNICATIONS/ CUSTOMER DEVELOPMENT/FARECARD TEAM



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 2-7%	Prefer not to answer range from 0-2%
--------------------------------------	--------------------------------------	--------------------------------------	--------------------------------------

% Yes	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Customer Development/ Farecard Team
Disability	3	2	2	2
Ethnic Origin	6	2	2	4
Gender (includes gender expression)	3	2	0	0
Sex (including pregnancy)	2	2	3	4
Creed	2	1	1	2
Age	5	4	1	2
Race	6	2	3	4
Colour	5	1	1	0
Sexual Orientation	2	1	1	2
Family Status	2	2	5	9
Marital Status	2	2	4	9
Ancestry	3	1	1	2
Place of Origin	4	1	2	2
Citizenship	3	1	1	2
Personal Harassment	9	7	10	18
Other	4	2	5	11

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 Customer Communications/Customer Development/Farecard Team employees provided a response to this question, no results can be shown.

Customer Communications/Customer Development/Farecard Team Total (n= 10)

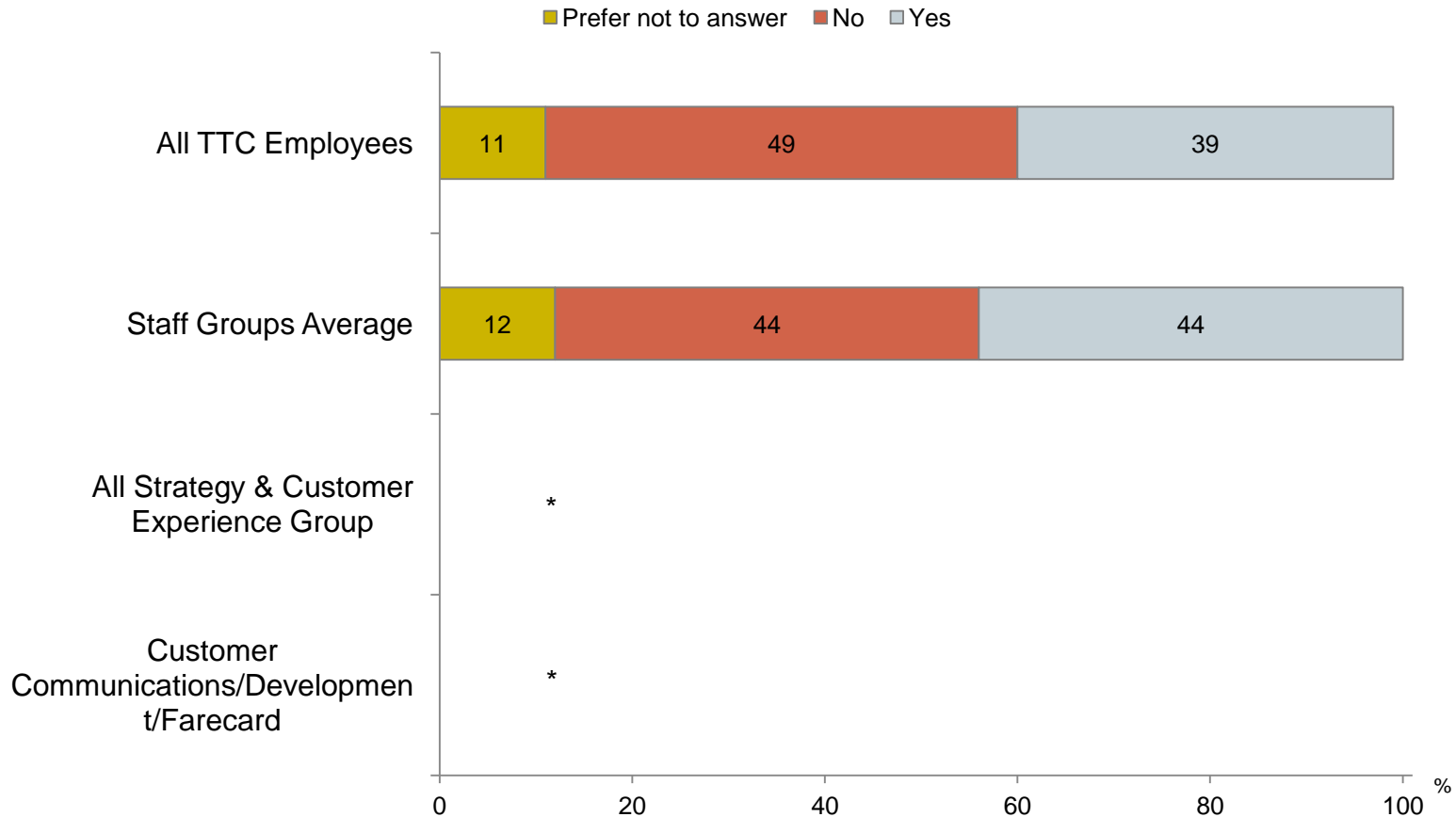
*

* Percentages suppressed due to sample size <30.

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

IS THE DISCRIMINATION REPORTED TO THE TTC?

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

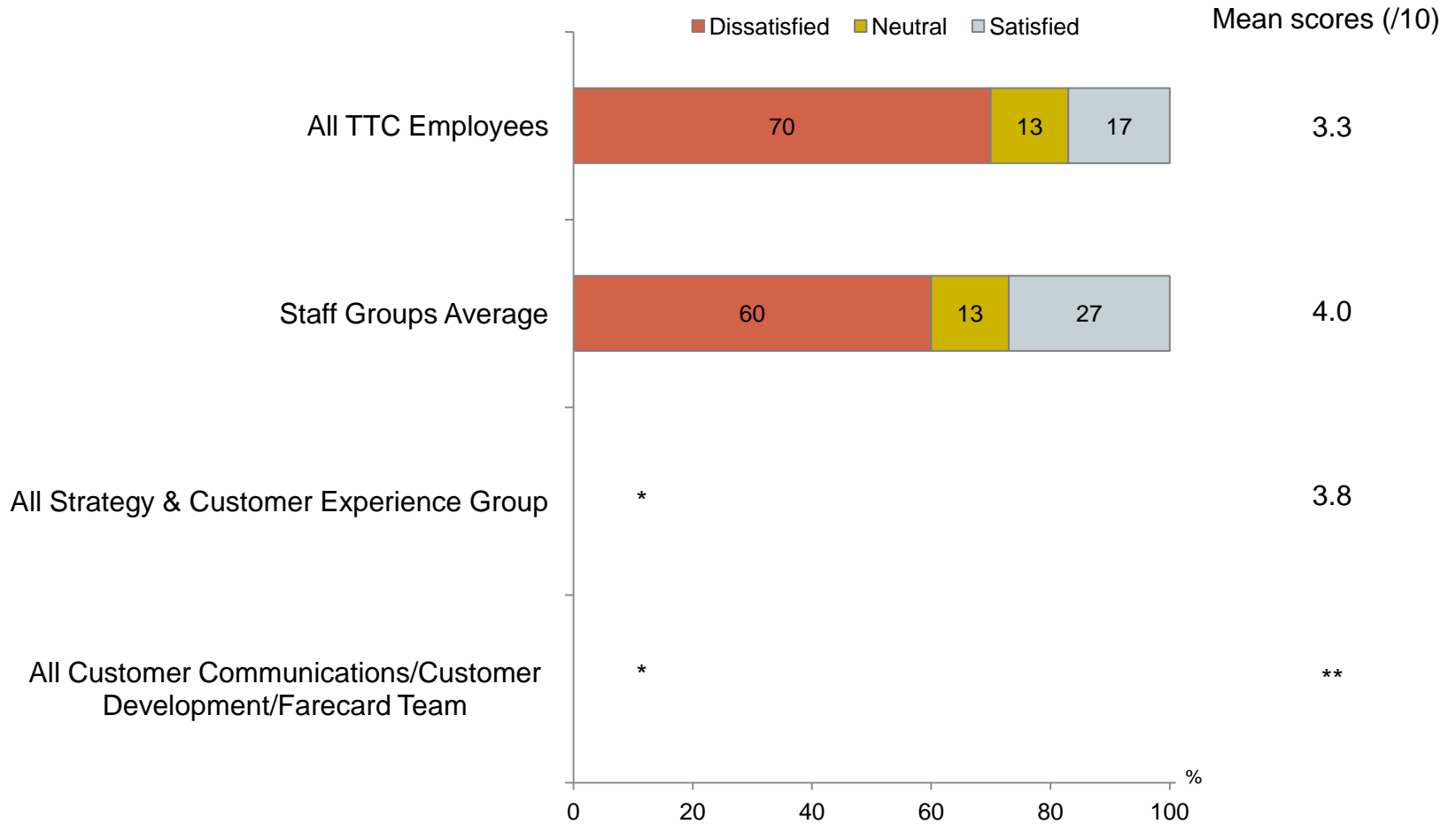


* Percentages suppressed due to sample size <30.

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 score suppressed due to sample size <10.

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

REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident

- As fewer than 30 Customer Communications/Customer Development/Farecard Team employees provided a response to this question, no results can be shown.

Customer Communications/Customer Development/Farecard Team (n= 2)

*

* Percentages suppressed due to sample size <30.

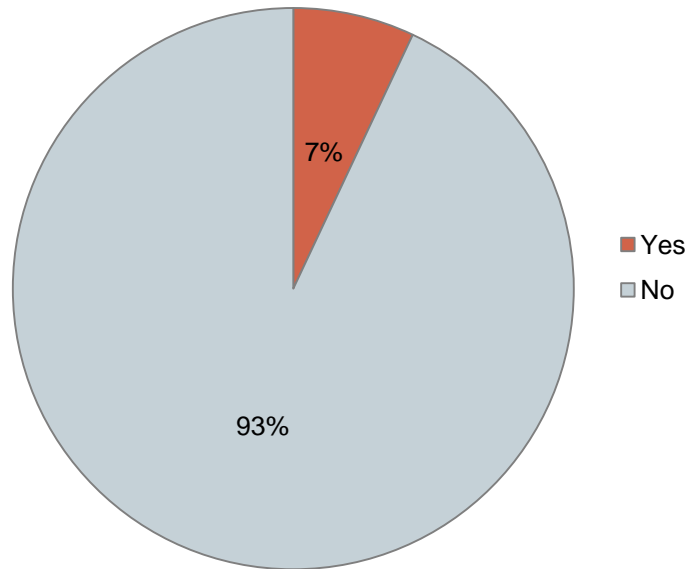
F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?

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

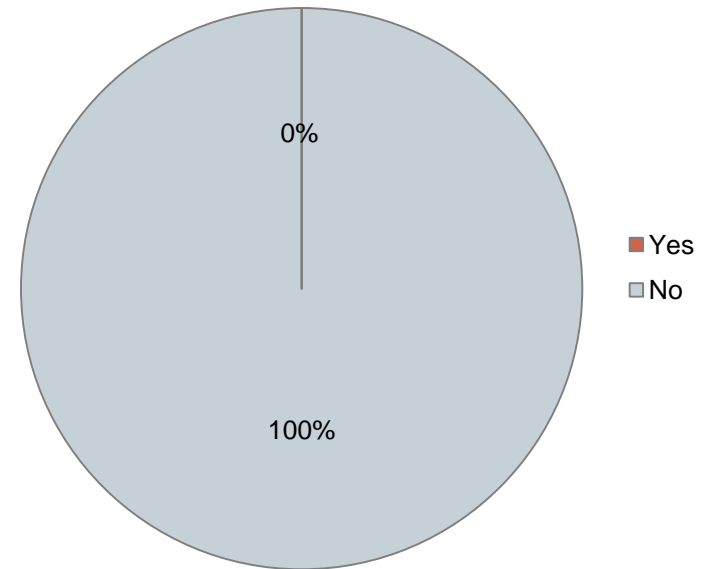
ABUSE FROM CUSTOMERS

Customer Communications/Customer Development/Farecard Team

Verbally Abused
(n= 45)

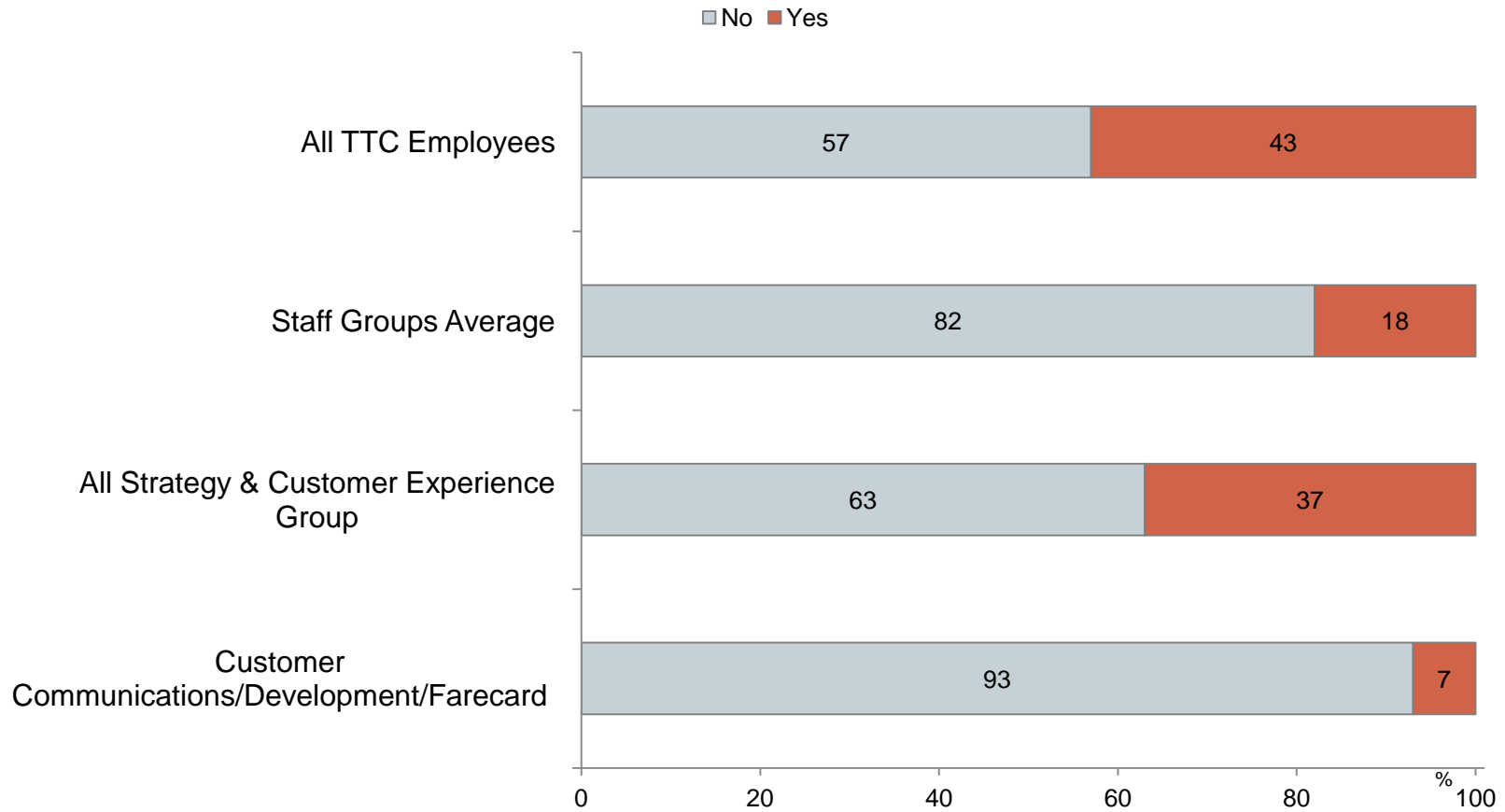


Physically Abused
(n= 45)



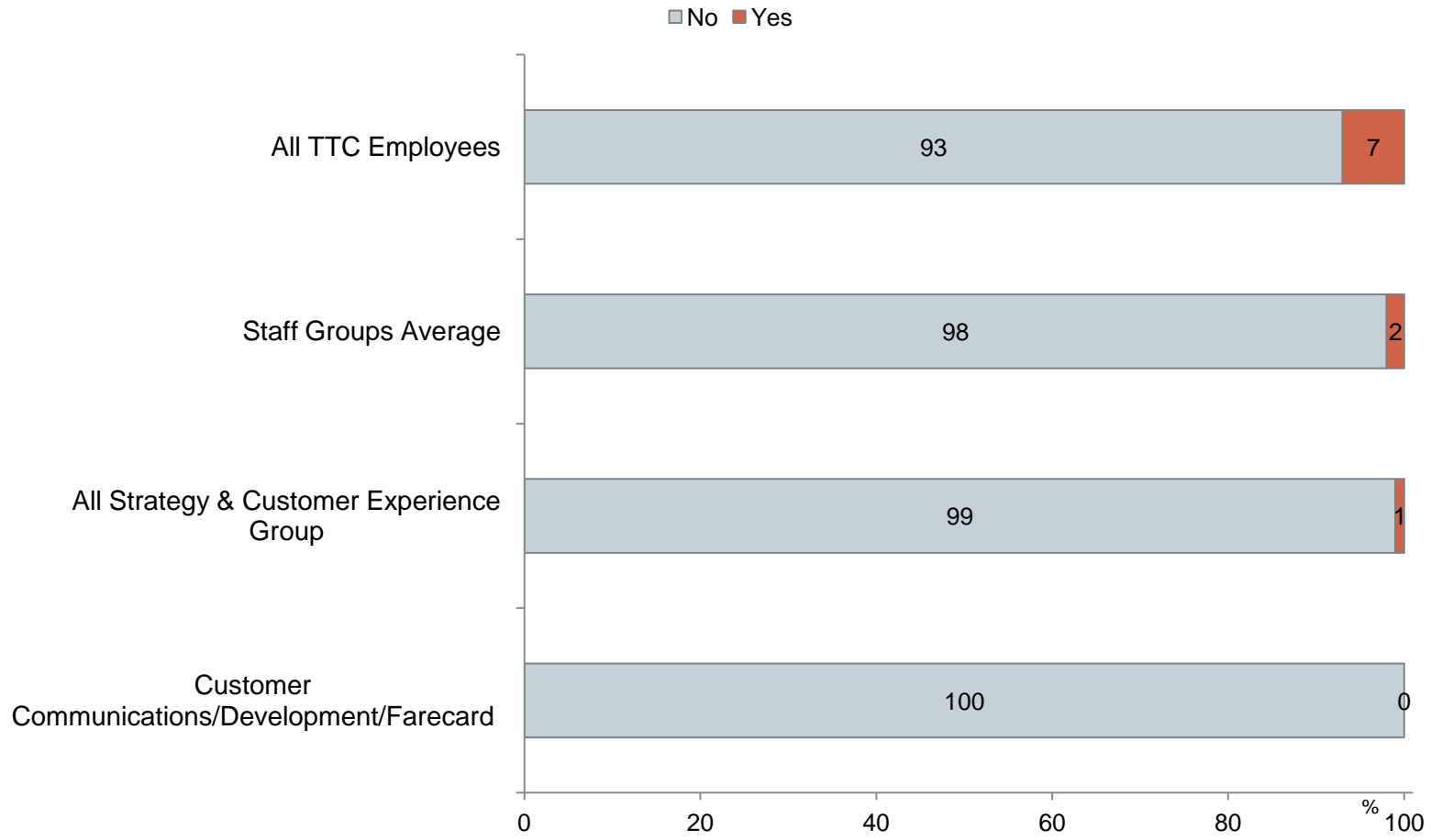
F7. In the past 12 months, have you been verbally abused by customers?
F8. In the past 12 months, have you been physically abused by customers?

VERBAL ABUSE FROM CUSTOMERS – CUSTOMER COMMUNICATIONS /CUSTOMER DEVELOPMENT/ FARECARD TEAM



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

PHYSICAL ABUSE FROM CUSTOMERS - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM



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

FAMILIARITY WITH TTC POLICIES - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM



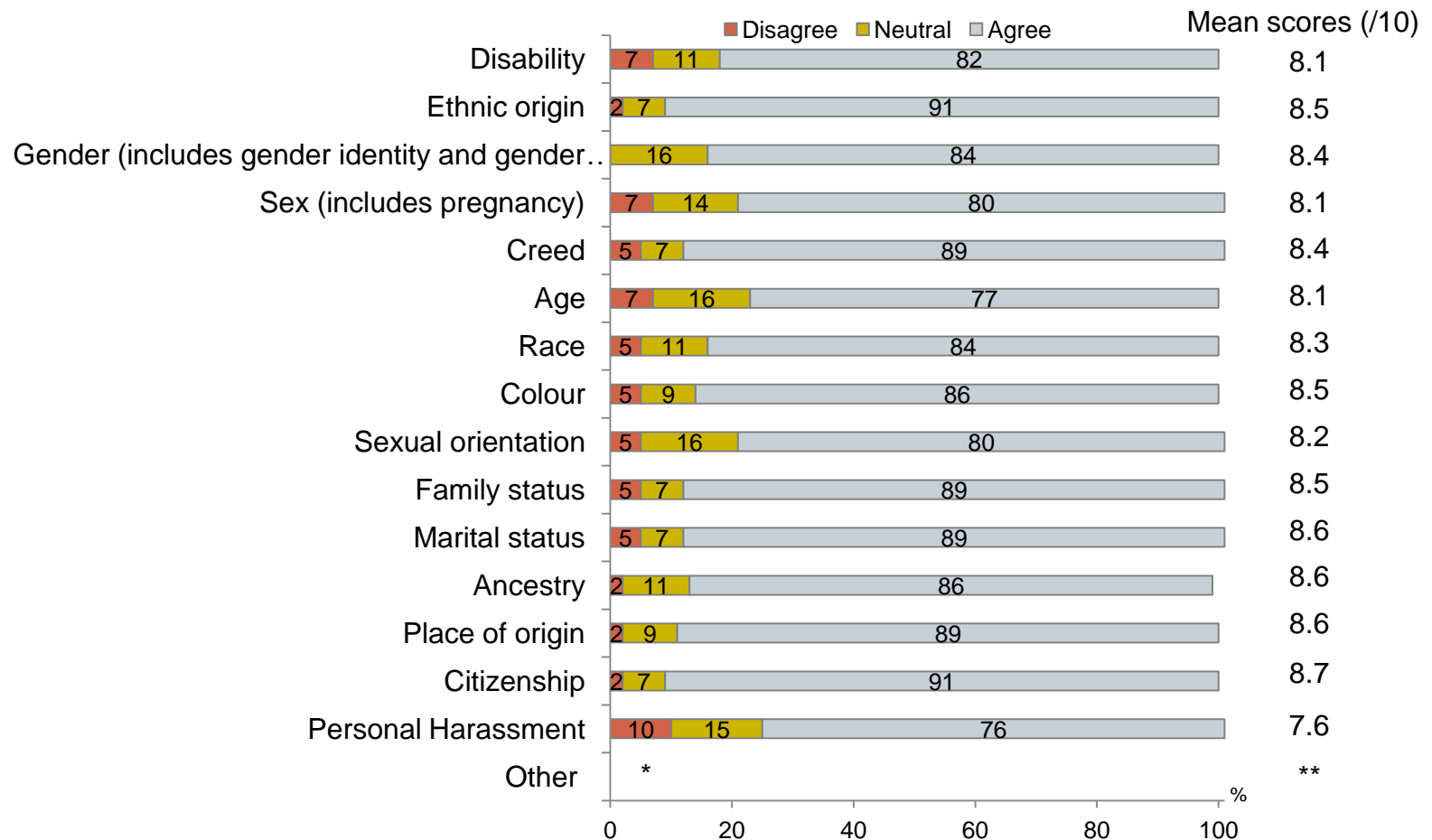
F9. Are you familiar with the following TTC policies (select all that apply)?

FAMILIARITY WITH TTC POLICIES

% Selecting	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard
Respect and Dignity Policy	92	97	96	100
Accommodation in the Workplace Policy	76	87	83	87
Equal Opportunity Policy	81	88	86	87
Workplace Violence Policy	87	92	88	93
Code of Conduct Policy	82	92	86	91

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

EFFECTIVENESS OF TTC PRACTICES - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM



* Percentages suppressed due to sample size <30.

** 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.

EFFECTIVENESS OF TTC PRACTICES

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Development/ Farecard
Disability	8.3	8.7	8.2	8.1
Ethnic Origin	8.3	8.6	8.3	8.5
Gender (includes gender expression)	8.5	8.7	8.2	8.4
Sex (including pregnancy)	8.5	8.7	8.2	8.1
Creed	8.5	8.8	8.5	8.4
Age	8.4	8.6	8.3	8.1
Race	8.4	8.7	8.2	8.3
Colour	8.4	8.7	8.2	8.5
Sexual Orientation	8.6	8.8	8.4	8.2
Family Status	8.6	8.8	8.4	8.5
Marital Status	8.6	8.9	8.5	8.6
Ancestry	8.6	8.8	8.6	8.6
Place of Origin	8.5	8.8	8.5	8.6
Citizenship	8.6	8.9	8.5	8.7
Personal Harassment	8.2	8.6	8.2	7.6
Other	8.2	8.2	7.7	**

** 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: TRAINING AND DEVELOPMENT

Produced by Malatest on
behalf of TTC



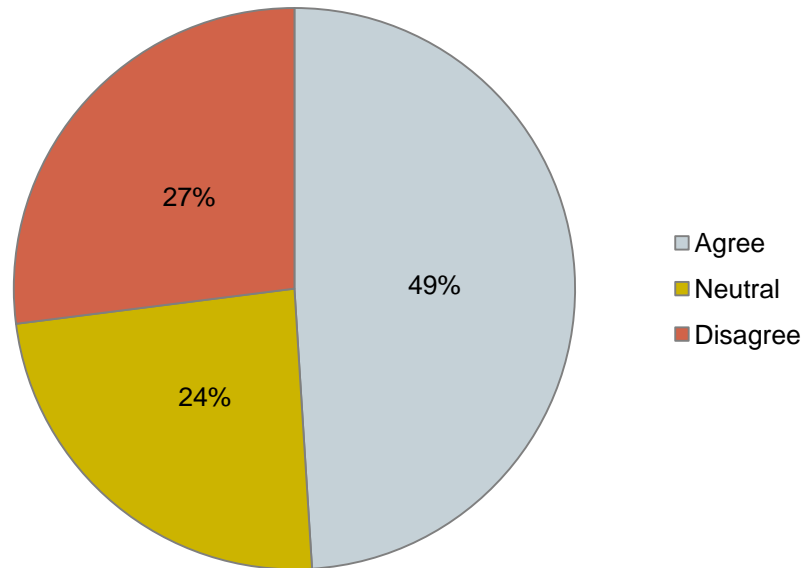
SECTION SUMMARY

- Opportunity Analysis identifies “Training and Development” as the second most impactful on Employee Engagement and as an area in which Customer Communications employees are relatively less satisfied, making this another Area to Improve.
- There is little difference between satisfaction scores among employees in this department and scores for all Strategy & Customer Experience group employees.
- Across the specific aspects of Training and Development, ratings were the highest for, “My onboarding/induction experience was positive”. Ratings were the lowest for “The way people are selected for jobs in the TTC is fair” and “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”.
- To improve employee satisfaction with Training and Development, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - I am satisfied with the support I receive on my personal development.
 - I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor.
 - I am satisfied with the career development opportunities available to me.
- In addition to these improvements, “The TTC provides ongoing training opportunities so I can develop my skills” is a key Area to Protect.

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/ FARECARD TEAM

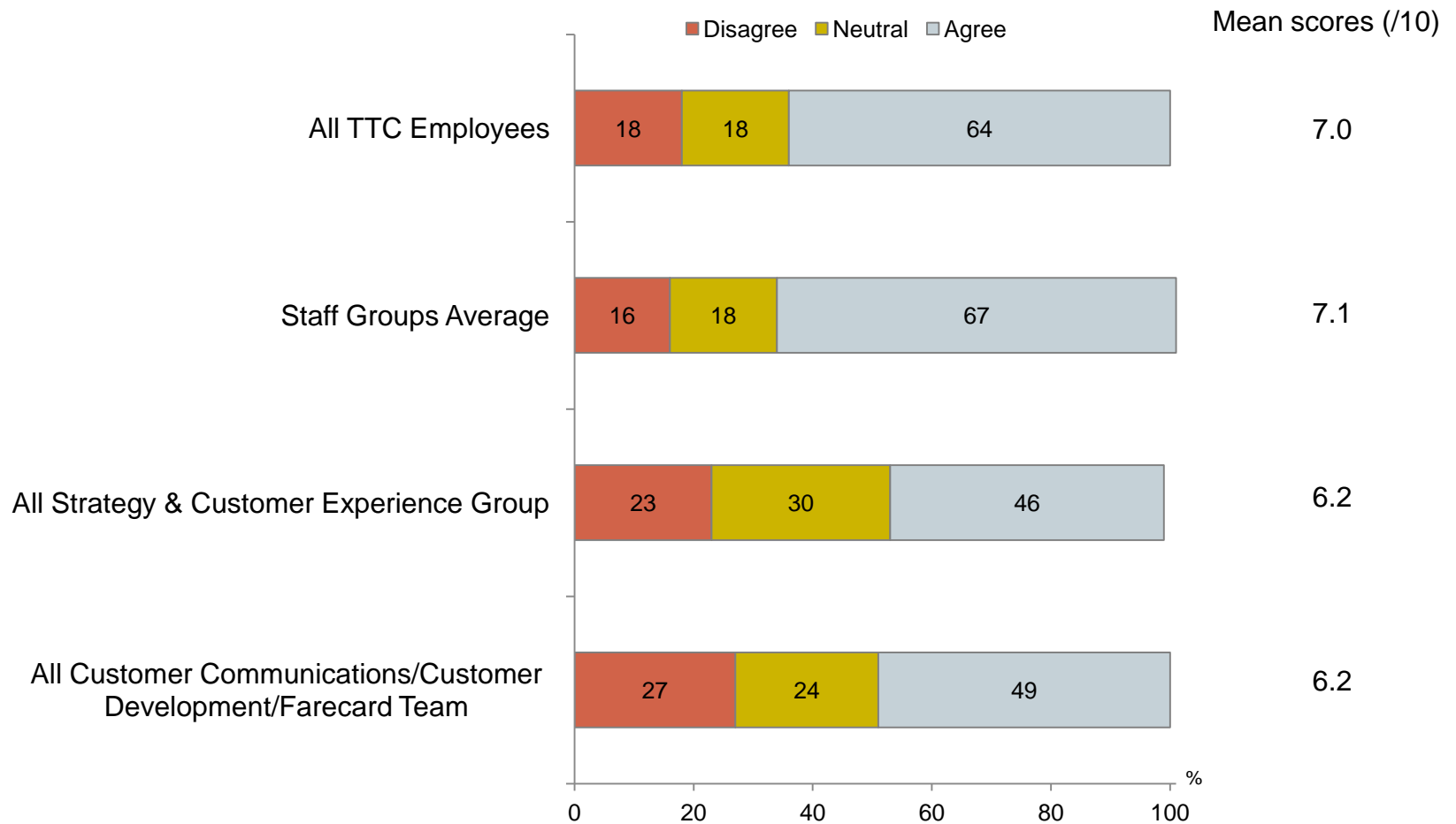
Customer Communications/Customer Development/Farecard Team

Total
(n= 45)
Mean=6.2



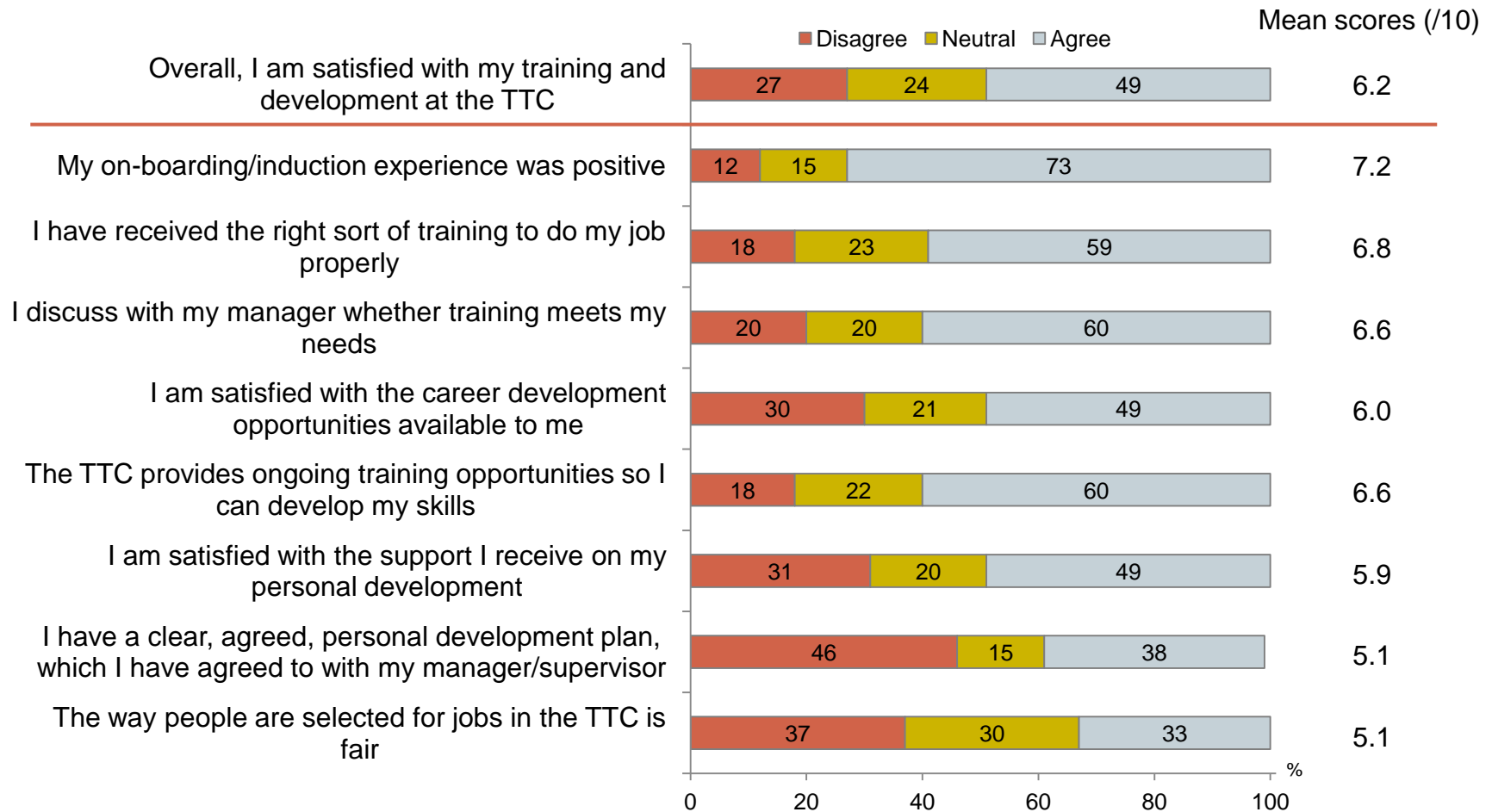
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.
Overall, I am satisfied with my training and development at the TTC.

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/ FARECARD TEAM



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 - CUSTOMER COMMUNICATIONS /CUSTOMER DEVELOPMENT/FARECARD TEAM



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- CUSTOMER COMMUNICATIONS /CUSTOMER DEVELOPMENT/FARECARD TEAM

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Customer Development/ Farecard Team
Overall, I am satisfied with my training and development at the TTC	7.0	7.1	6.2	6.2
My on-boarding/induction experience was positive	7.9	7.9	7.3	7.2
I have received the right sort of training to do my job properly	7.6	7.7	7.3	6.8
I discuss with my manager whether training meets my needs	6.7	7.5	6.6	6.6
I am satisfied with the career development opportunities available to me	6.9	6.9	6.0	6.0
The TTC provides ongoing training opportunities so I can develop my skills	7.0	7.5	6.6	6.6
I am satisfied with the support I receive on my personal development	6.5	7.1	6.1	5.9
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	6.3	5.0	5.1
The way people are selected for jobs in the TTC is fair	5.6	5.7	4.8	5.1

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

OPPORTUNITY ANALYSIS: TRAINING AND DEVELOPMENT - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM



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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 5.1 to 7.2.
 Impact values range between 40% to 77%.

AREA TO PROTECT: YOUR JOB

Produced by Malatest on
behalf of TTC



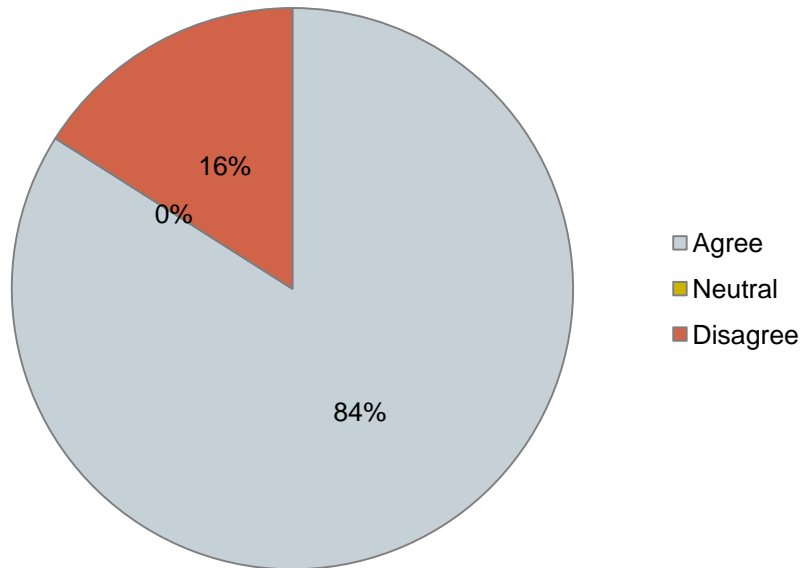
SECTION SUMMARY

- Opportunity Analysis identifies “Your Job” as the third most impactful on Employee Engagement overall and as an area with which Customer Communications employees are, for the most part, satisfied, making this an Area to Protect.
- Satisfaction with the job they do is slightly higher among employees in this department compared to the Strategy & Customer Experience group.
- Across the specific aspects of the job, ratings were highest for, “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”. Ratings were lowest for, “I feel motivated in my job” and “I am given the freedom to make decisions in my job”.
- To maintain high levels of employee satisfaction with their job, Opportunity Analysis identifies the following key Areas to Improve:
 - I feel motivated in my job
 - My work enables me to use my skills and abilities
 - I have the proper equipment/tools to do my job well
 - I am given the freedom to make decisions in my job
- In addition, “I am not afraid to suggest new ways of doing things in my job” was identified as an Area to Protect.

OVERALL RATINGS OF YOUR JOB - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM

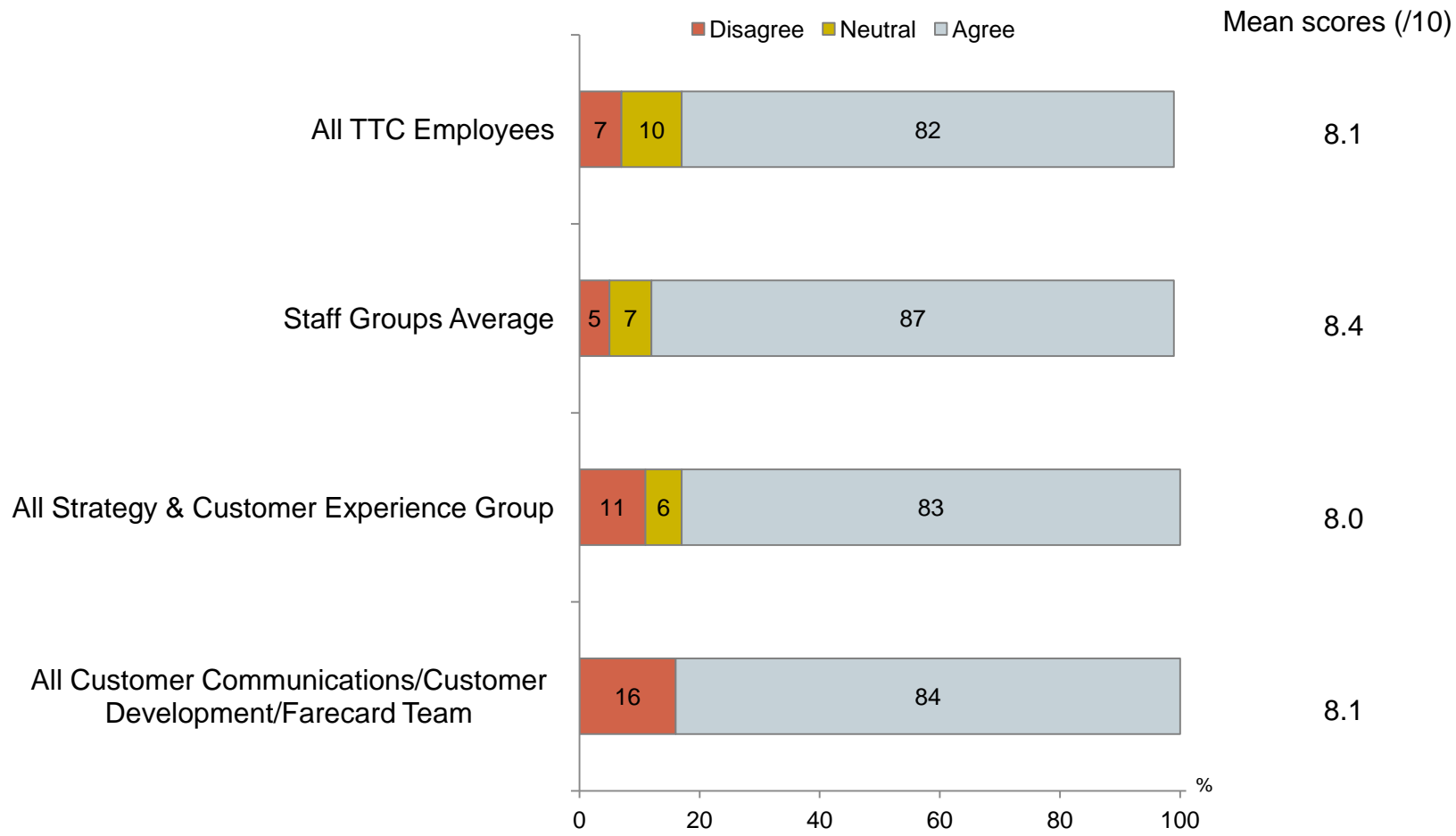
Customer Communications/Customer Development/Farecard Team

Total
(n= 45)
Mean=8.1



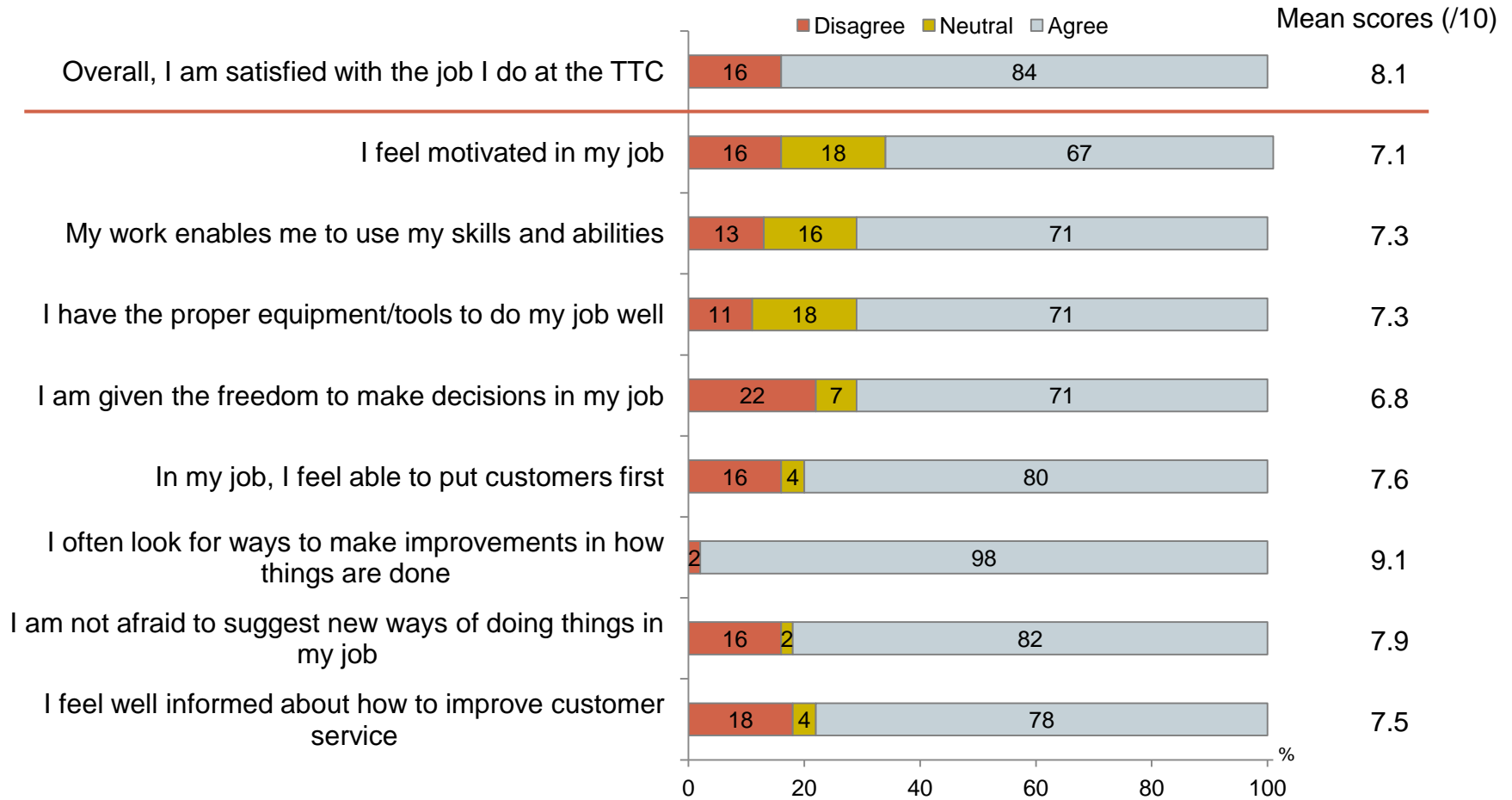
B1. How much do you agree or disagree with each of the following statements about your job ?
Overall, I am satisfied with the job I do at the TTC.

OVERALL RATINGS OF YOUR JOB - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM



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 - CUSTOMER COMMUNICATIONS/ CUSTOMER DEVELOPMENT/FARECARD TEAM



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

YOUR JOB - CUSTOMER COMMUNICATIONS/ CUSTOMER DEVELOPMENT/FARECARD TEAM

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Customer Development/ Farecard Team
Overall, I am satisfied with the job I do at the TTC	8.1	8.4	8.0	8.1
I feel motivated in my job	7.0	7.3	6.8	7.1
My work enables me to use my skills and abilities	7.3	7.7	7.1	7.3
I have the proper equipment/tools to do my job well	6.8	7.3	6.6	7.3
I am given the freedom to make decisions in my job	6.5	7.3	6.9	6.8
In my job, I feel able to put customers first	7.5	7.9	7.7	7.6
I often look for ways to make improvements in how things are done	8.1	8.6	8.7	9.1
I am not afraid to suggest new ways of doing things in my job	7.6	8.3	8.3	7.9
I feel well informed about how to improve customer service	6.8	7.6	7.0	7.5

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

OPPORTUNITY ANALYSIS: YOUR JOB - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM



- 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 6.8 to 9.1.
 Impact values range between 7% to 71%.

AREA TO IMPROVE: YOUR MANAGER/SUPERVISOR

Produced by Malatest on
behalf of TTC



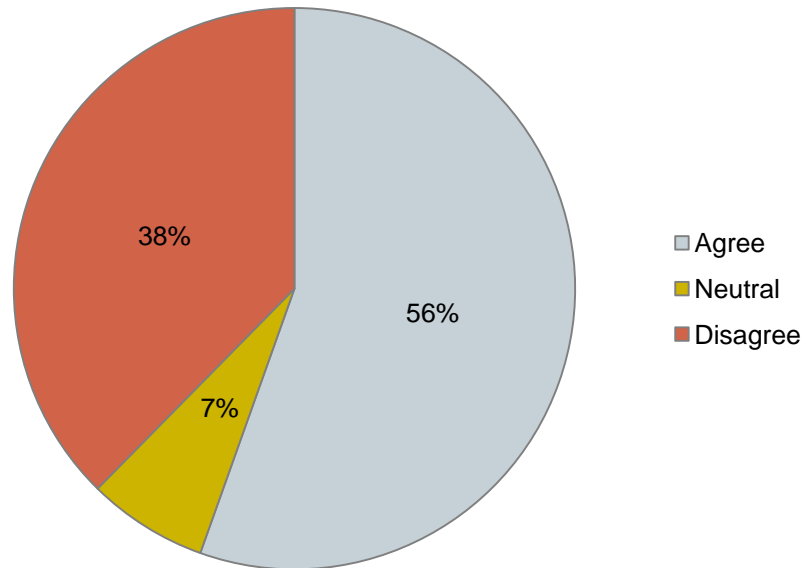
SECTION SUMMARY

- Opportunity Analysis identifies “Your Manager/Supervisor” as also being a strong driver of Employee Engagement and is an area in which Customer Communications employees are relatively less satisfied, making this an Area to Improve.
- Satisfaction scores for all measures in this module were weaker than the Strategy & Customer Experience group scores.
- Across the specific qualities of Your Manager/Supervisor, ratings were the highest for, “My manager/supervisor actively discourages prejudice,” followed by “I have confidence in my manager’s/supervisor’s skills and abilities,” and “My manager/supervisor keeps me well informed about issues which affect me”. Ratings were the lowest for, “My manager/supervisor manages people well,” and “My manager/supervisor is open to constructive feedback from staff and others”.
- To improve employee satisfaction with their manager/supervisor, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - I am satisfied with the way I am managed
 - My manager/supervisor takes responsibility when problems arise
 - My manager/supervisor leads by example
 - My manager/supervisor manages people well
 - I receive constructive feedback about my performance from my manager/supervisor
- In addition, the following were identified as key Areas to Protect:
 - I receive constructive feedback about my performance from my manager/supervisor
 - I get help and support from my manager/supervisor when I need it

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/ FARECARD TEAM

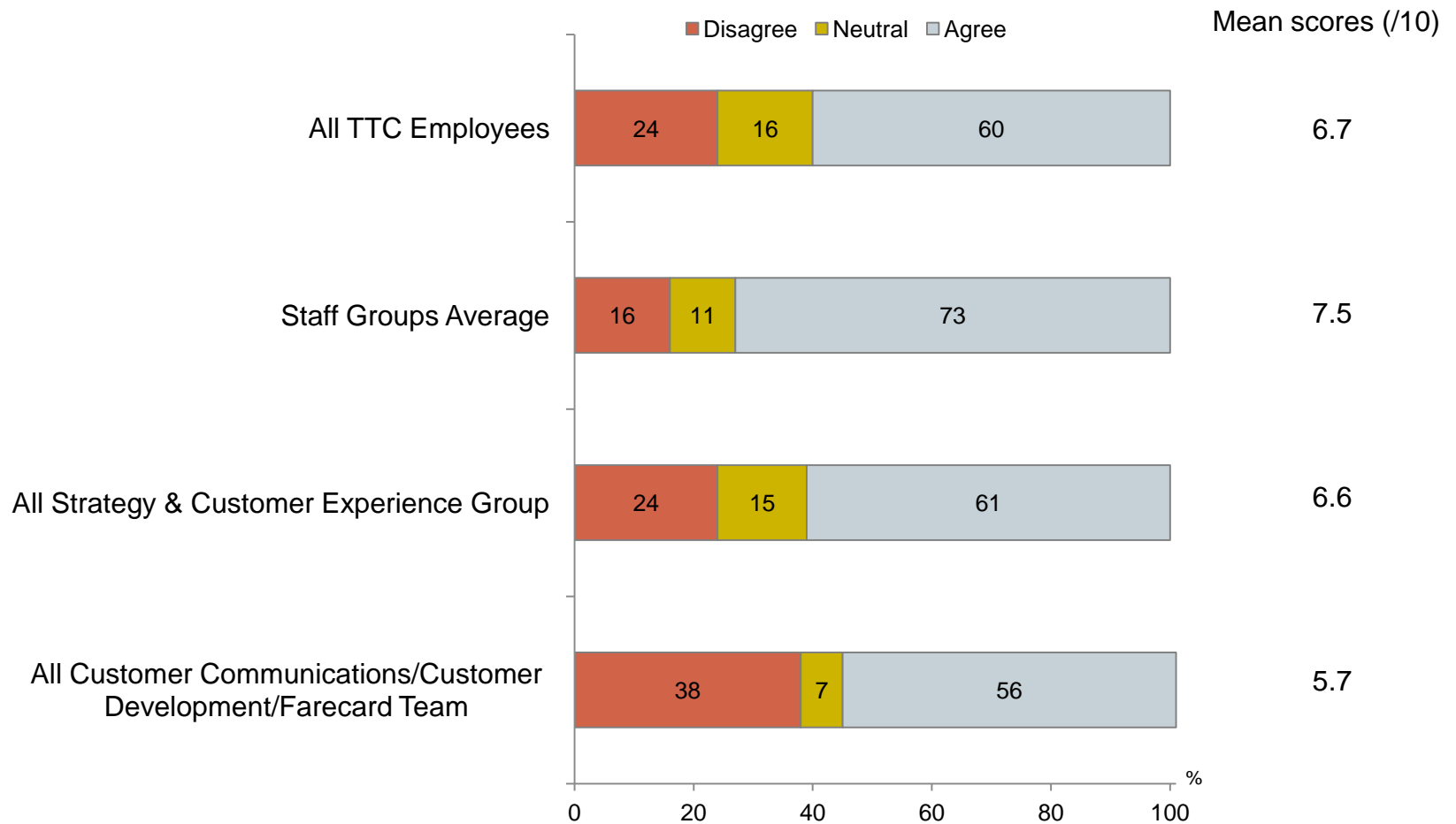
Customer Communications/Customer Development/Farecard Team

Total
(n= 45)
Mean=5.7



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 - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/ FARECARD TEAM

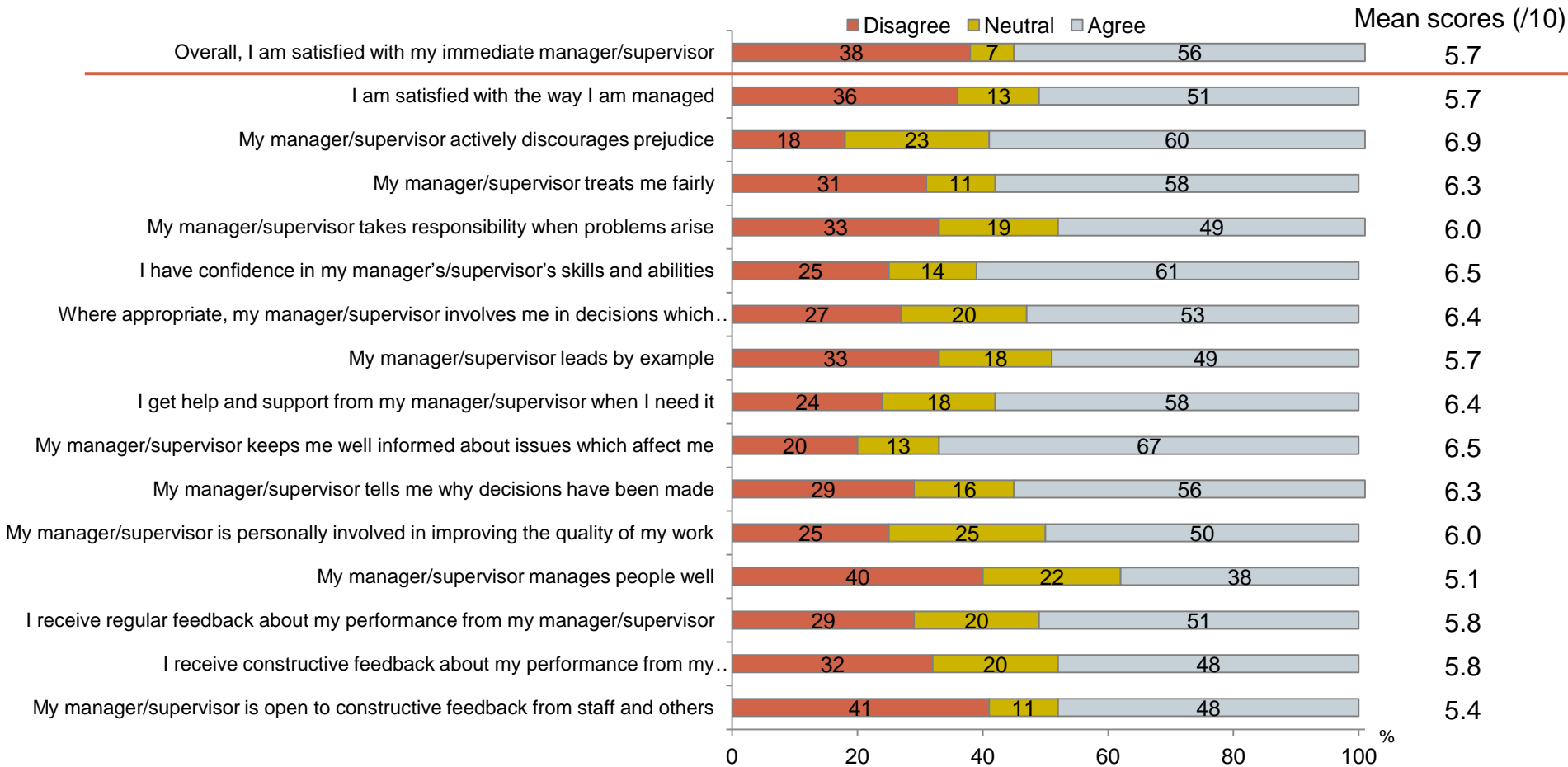


D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

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

Sample sizes vary by category.

YOUR MANAGER/SUPERVISOR - CUSTOMER COMMUNICATIONS /CUSTOMER DEVELOPMENT/FARECARD TEAM



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.

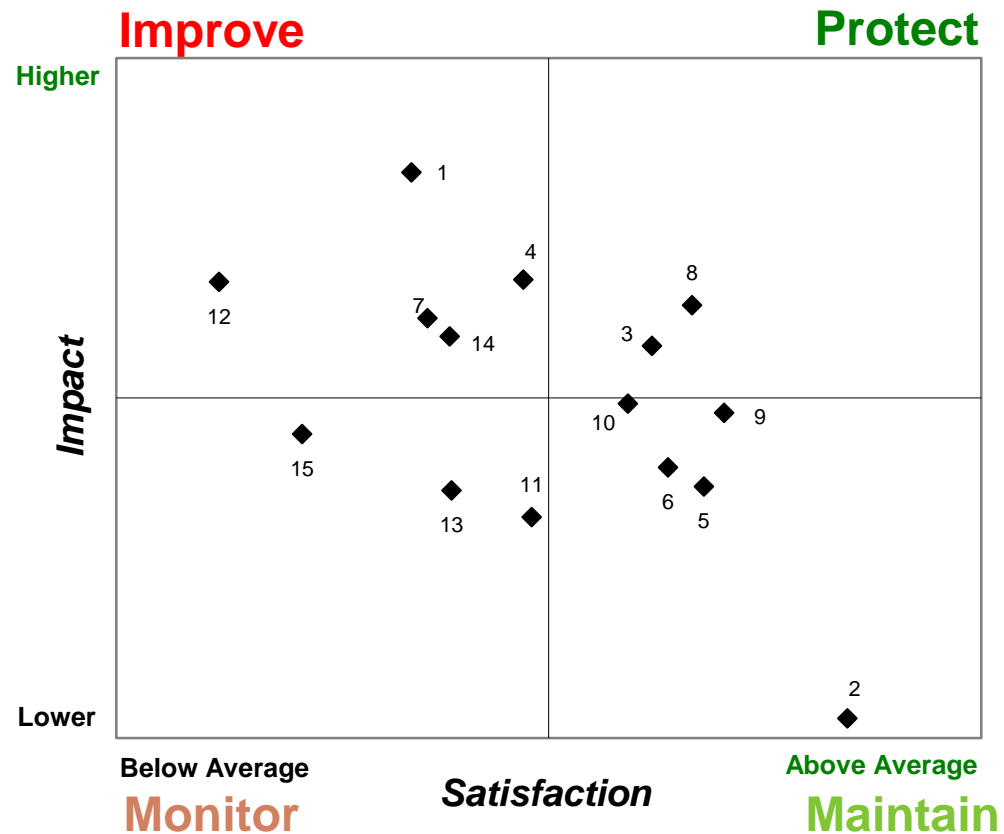
YOUR MANAGER/SUPERVISOR - CUSTOMER COMMUNICATIONS /CUSTOMER DEVELOPMENT/FARECARD TEAM

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Customer Development/ Farecard Team
Overall, I am satisfied with my immediate manager/supervisor	6.7	7.5	6.6	5.7
I am satisfied with the way I am managed	6.6	7.3	6.3	5.7
My manager/supervisor actively discourages prejudice	7.4	7.9	7.3	6.9
My manager/supervisor treats me fairly	7.3	7.9	7.1	6.3
My manager/supervisor takes responsibility when problems arise	6.9	7.6	6.8	6.0
I have confidence in my manager's/supervisor's skills and abilities	6.9	7.7	7.0	6.5
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	7.6	6.8	6.4
My manager/supervisor leads by example	6.5	7.3	6.5	5.7
I get help and support from my manager/supervisor when I need it	7.1	7.8	7.1	6.4
My manager/supervisor keeps me well informed about issues which affect me	6.6	7.6	6.9	6.5
My manager/supervisor tells me why decisions have been made	6.2	7.3	6.6	6.3
My manager/supervisor is personally involved in improving the quality of my work	6.1	7.0	6.4	6.0
My manager/supervisor manages people well	6.3	7.0	6.0	5.1
I receive regular feedback about my performance from my manager/supervisor	5.7	7.0	6.4	5.8
I receive constructive feedback about my performance from my manager/supervisor	5.8	7.1	6.4	5.8
My manager/supervisor is open to constructive feedback from staff and others	6.1	7.1	6.4	5.4

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

OPPORTUNITY ANALYSIS: YOUR MANAGER/ SUPERVISOR

- CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/ FARECARD TEAM



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 5.1 to 6.9.
 Impact values range between 53% to 95%.

AREA TO IMPROVE: PERFORMANCE AND REWARD

Produced by Malatest on
behalf of TTC

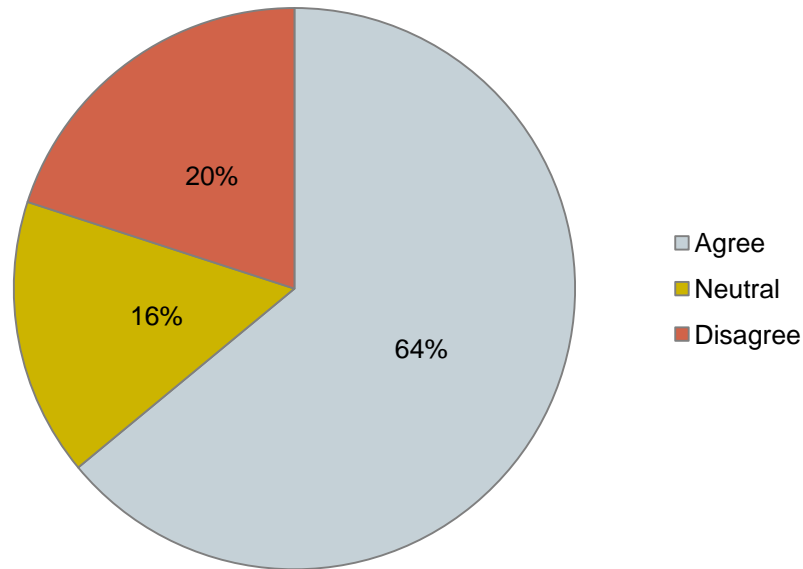


SECTION SUMMARY

- While “Performance and Reward” is not among the most influential aspects of the employee experience, “Opportunity Analysis” still identifies it as an area with moderate impact and in which Customer Communications employees are relatively less satisfied, making it an Area to Monitor.
- Employee satisfaction with the way the TTC recognizes and rewards employees is generally higher for Customer Communications department compared to the group level scores for Strategy & Customer Experience group.
- Across the specific aspects of Performance and Reward, ratings were the highest for, “The TTC offers good job security”, followed by “I am satisfied with my pay and benefits, given the job I do”. Ratings were the lowest for, “I have the opportunity to progress within the company” and “I am satisfied with the recognition I receive from my manager”.
- To improve employee satisfaction with Performance and Reward, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - I am satisfied with the recognition I receive from my manager.
 - At the TTC, the recognition and / or rewards are meaningful.
 - I have the opportunity to progress within the company.

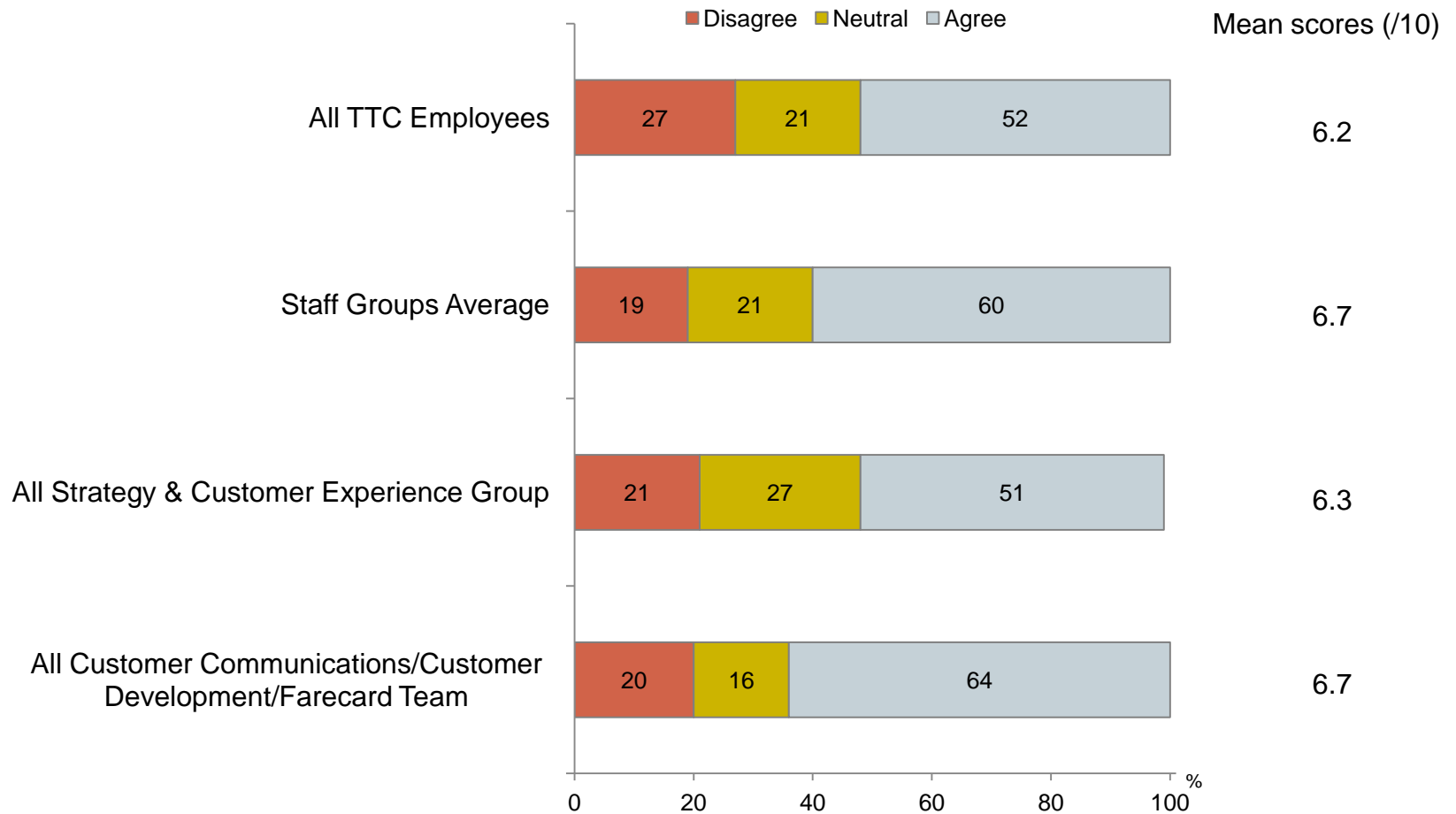
Customer Communications/Customer Development/Farecard Team

Total
(n= 45)
Mean=6.7



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 - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/ FARECARD TEAM

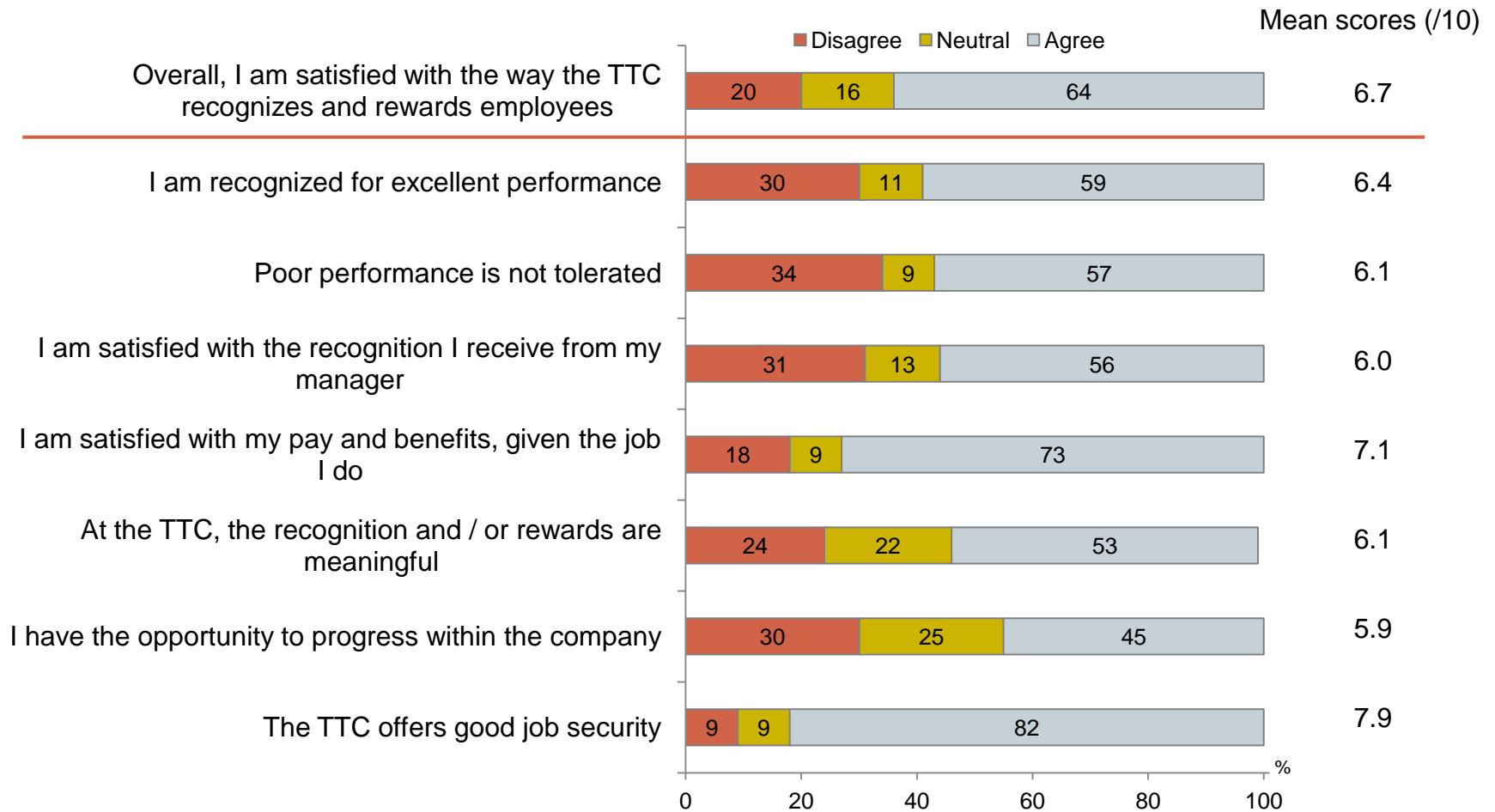


I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.

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

Sample sizes vary by category.

PERFORMANCE AND REWARD - CUSTOMER COMMUNICATIONS /CUSTOMER DEVELOPMENT/FARECARD TEAM



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.

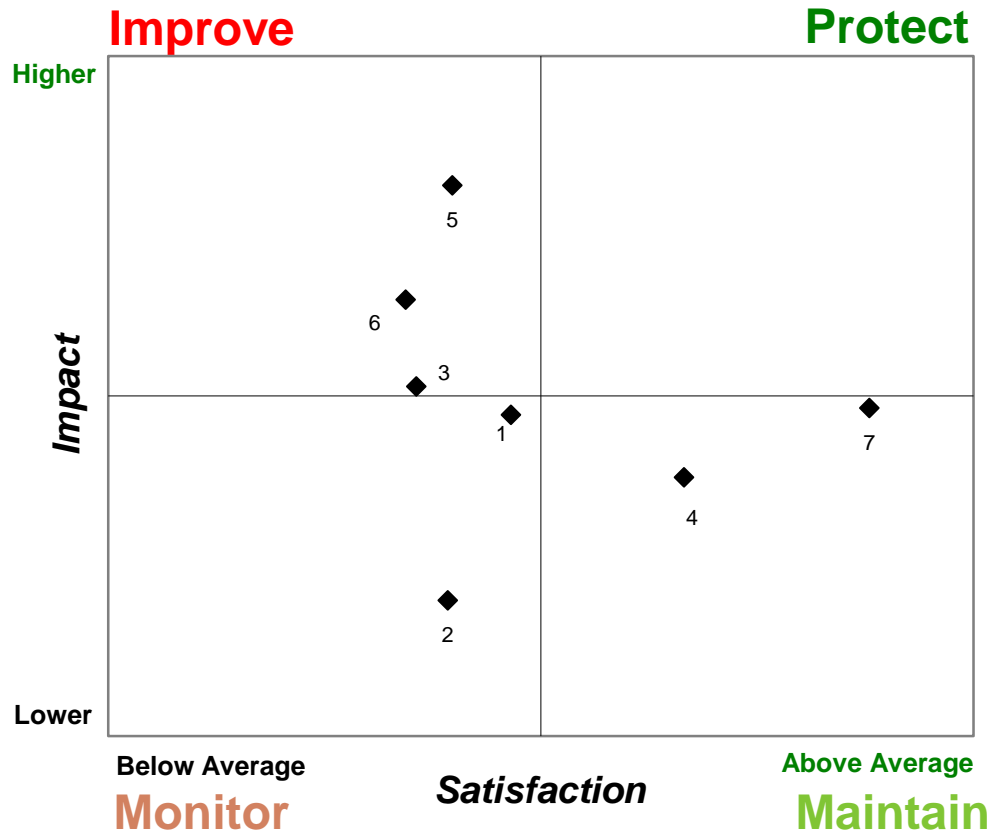
PERFORMANCE AND REWARD - CUSTOMER COMMUNICATIONS /CUSTOMER DEVELOPMENT/FARECARD TEAM

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Customer Development/ Farecard Team
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.3	6.7
I am recognized for excellent performance	5.9	6.7	6.5	6.4
Poor performance is not tolerated	5.9	6.2	5.9	6.1
I am satisfied with the recognition I receive from my manager	6.0	6.9	6.2	6.0
I am satisfied with my pay and benefits, given the job I do	7.7	7.4	6.8	7.1
At the TTC, the recognition and / or rewards are meaningful	5.9	6.3	5.8	6.1
I have the opportunity to progress within the company	6.9	6.6	5.7	5.9
The TTC offers good job security	8.3	8.4	8.1	7.9

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

- CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM



1. I am recognized for excellent performance
2. Poor performance is not tolerated
3. I am satisfied with the recognition I receive from my manager
4. I am satisfied with my pay and benefits, given the job I do
5. At the TTC, the recognition and / or rewards are meaningful
6. I have the opportunity to progress within the company
7. The TTC offers good job security

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 5.9 to 7.9.
 Impact values range between 5% to 80%.

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 Customer Communications employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their colleagues or co-workers is lower among the Customer Communications department compared to the Strategy & Customer Experience group overall.
- Across the specific qualities of Your Team, ratings were the highest for, “My team members do quality work”. Ratings were the lowest for, “There is good morale on my team”.
- To maintain employee satisfaction with Your Team, Opportunity Analysis identifies the following key Areas to Protect:
 - I feel supported by my fellow team members.
 - My team members do quality work.
 - I feel that my opinions count in my team.
 - Members of my team treat each other with respect.
 - My team works well together.

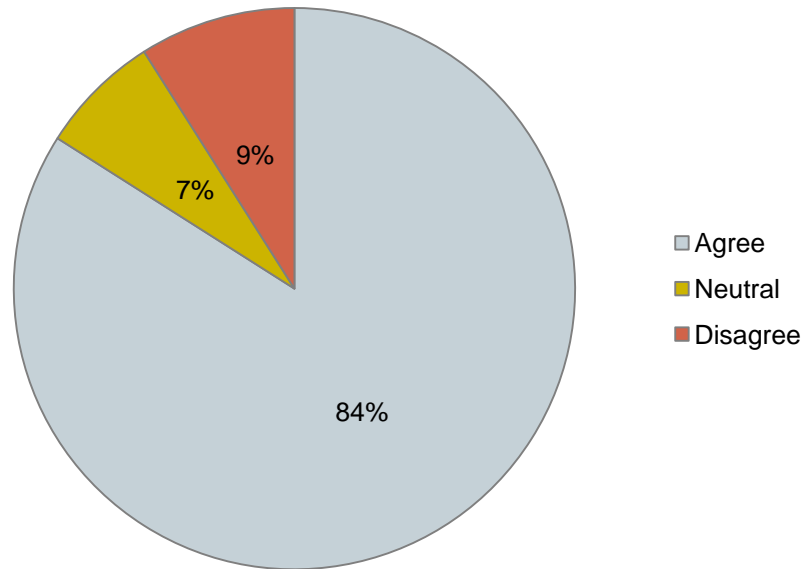
SECTION SUMMARY

Regular Team Meetings

- The majority of Customer Communications employees recalled holding regular team meetings (71%). This is notably higher than the incidence of regular team meetings for all employees in the Strategy & Customer Experience group.
- Among employees who have regular meetings, most indicated they were held frequently enough (84%); only 9% indicated that their meetings were not held frequently enough.
- Most employees who have regular meetings agreed they are useful (mean score of 7.3 out of 10). However, employees at Customer Communications were less likely to feel that their team meetings were helpful when compared to the combined score for all Strategy & Customer Experience employees.

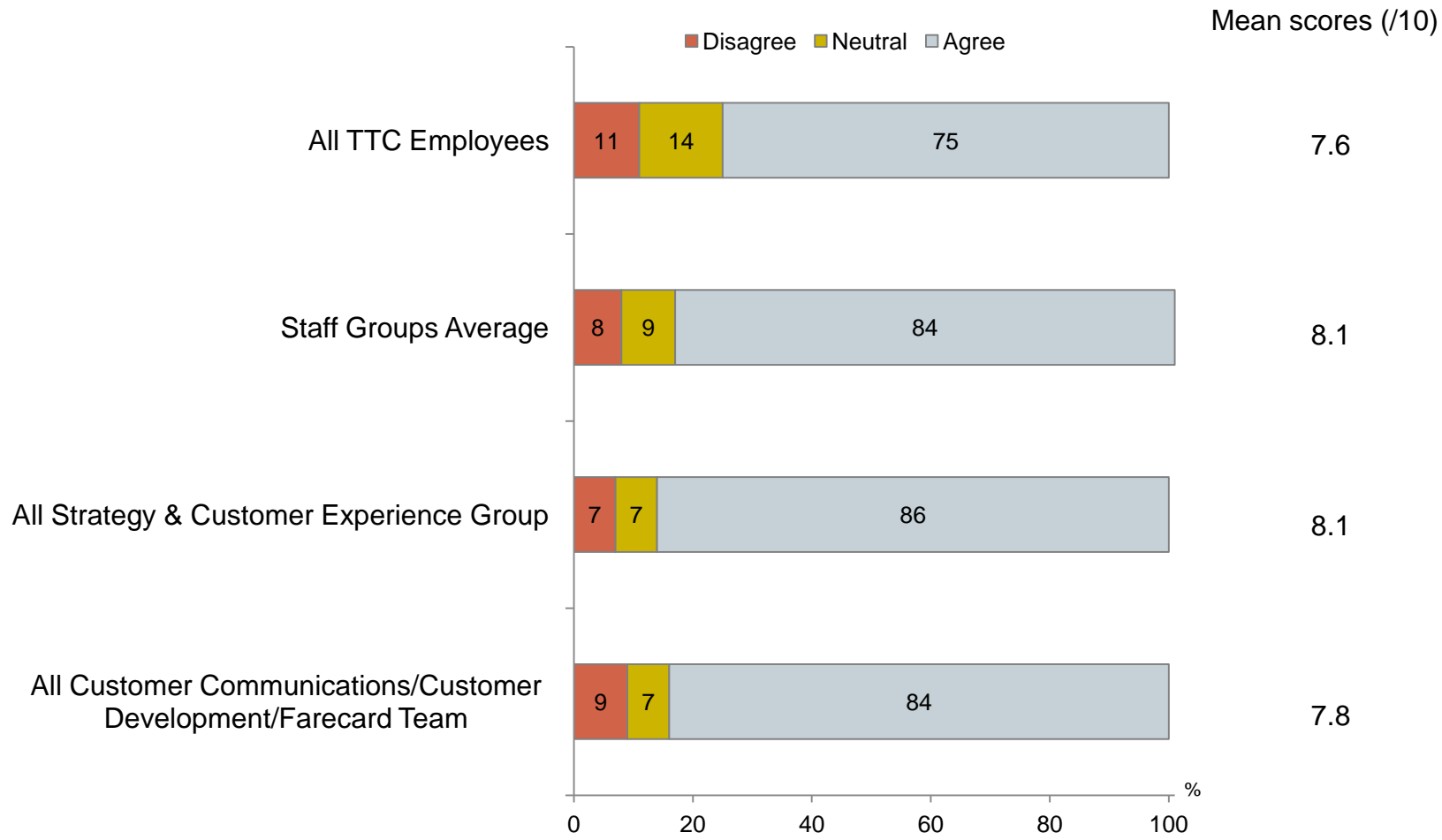
Customer Communications/Customer Development/Farecard Team

Total
(n= 45)
Mean=7.8



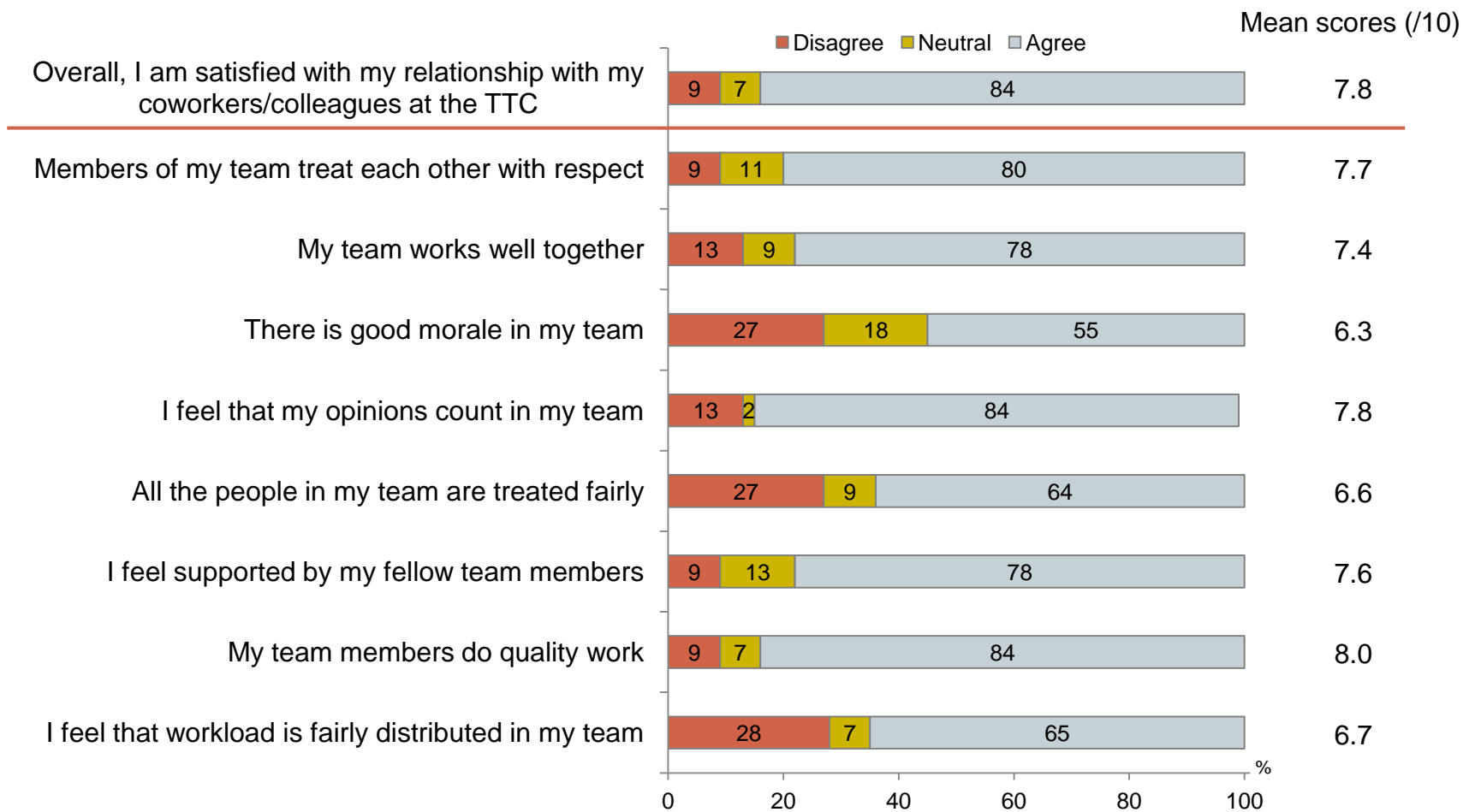
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC.

OVERALL RATINGS OF YOUR TEAM - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM



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 - CUSTOMER COMMUNICATIONS/ CUSTOMER DEVELOPMENT/FARECARD TEAM



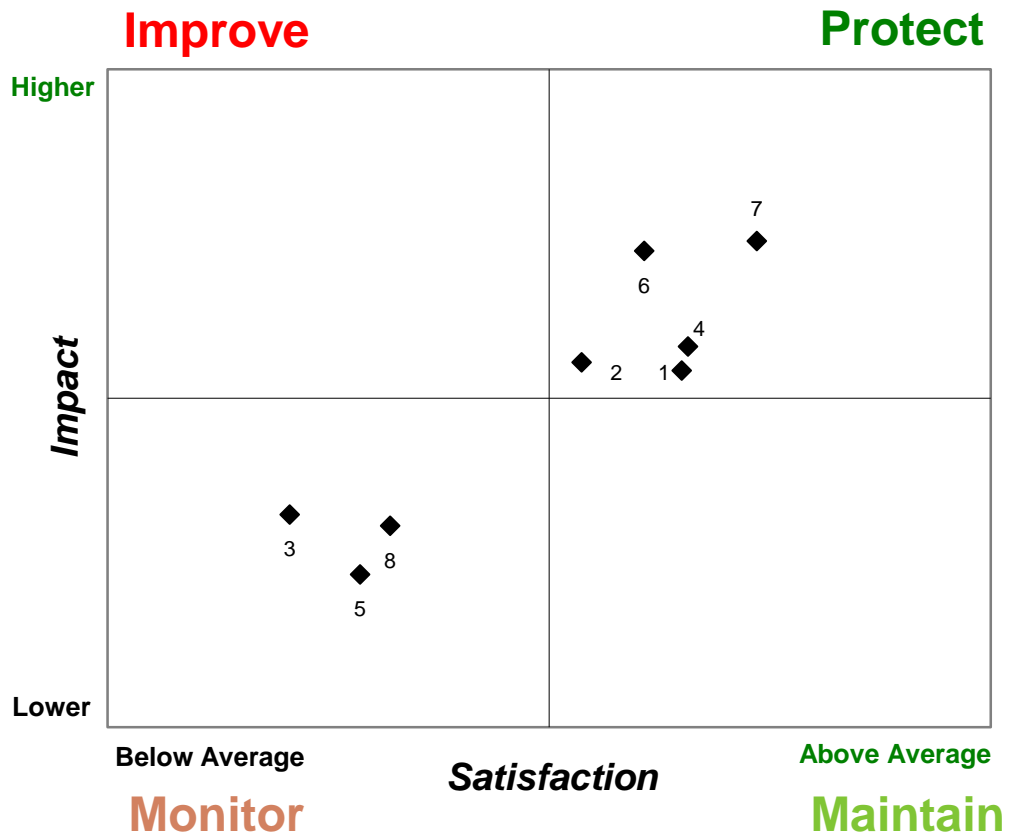
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC. Sample sizes vary by attribute.

YOUR TEAM - CUSTOMER COMMUNICATIONS/ CUSTOMER DEVELOPMENT/FARECARD TEAM

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Customer Development/ Farecard Team
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.1	7.8
Members of my team treat each other with respect	7.4	8.0	7.9	7.7
My team works well together	7.3	7.9	7.8	7.4
There is good morale in my team	6.5	7.3	6.6	6.3
I feel that my opinions count in my team	7.0	7.9	7.6	7.8
All the people in my team are treated fairly	6.7	7.5	6.9	6.6
I feel supported by my fellow team members	7.2	7.9	7.6	7.6
My team members do quality work	7.5	8.1	8.1	8.0
I feel that workload is fairly distributed in my team	6.5	7.0	6.9	6.7

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

OPPORTUNITY ANALYSIS: YOUR TEAM - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM

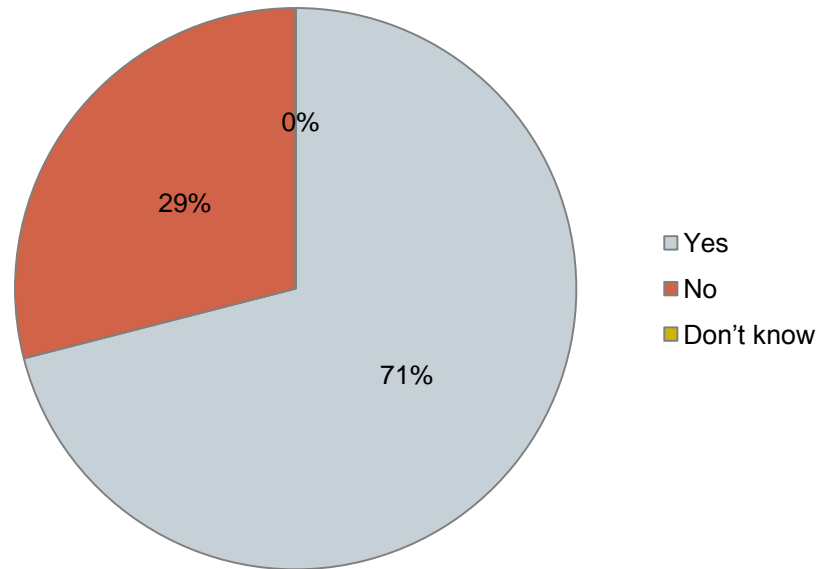


1. Members of my team treat each other with respect
2. My team works well together
3. There is good morale in my team
4. I feel that my opinions count in my team
5. All the people in my team are treated fairly
6. I feel supported by my fellow team members
7. My team members do quality work
8. I feel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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 6.3 to 8.0.
 Impact values range between 25% to 88%.

Customer Communications/Customer Development/Farecard Team

Total
(n= 45)

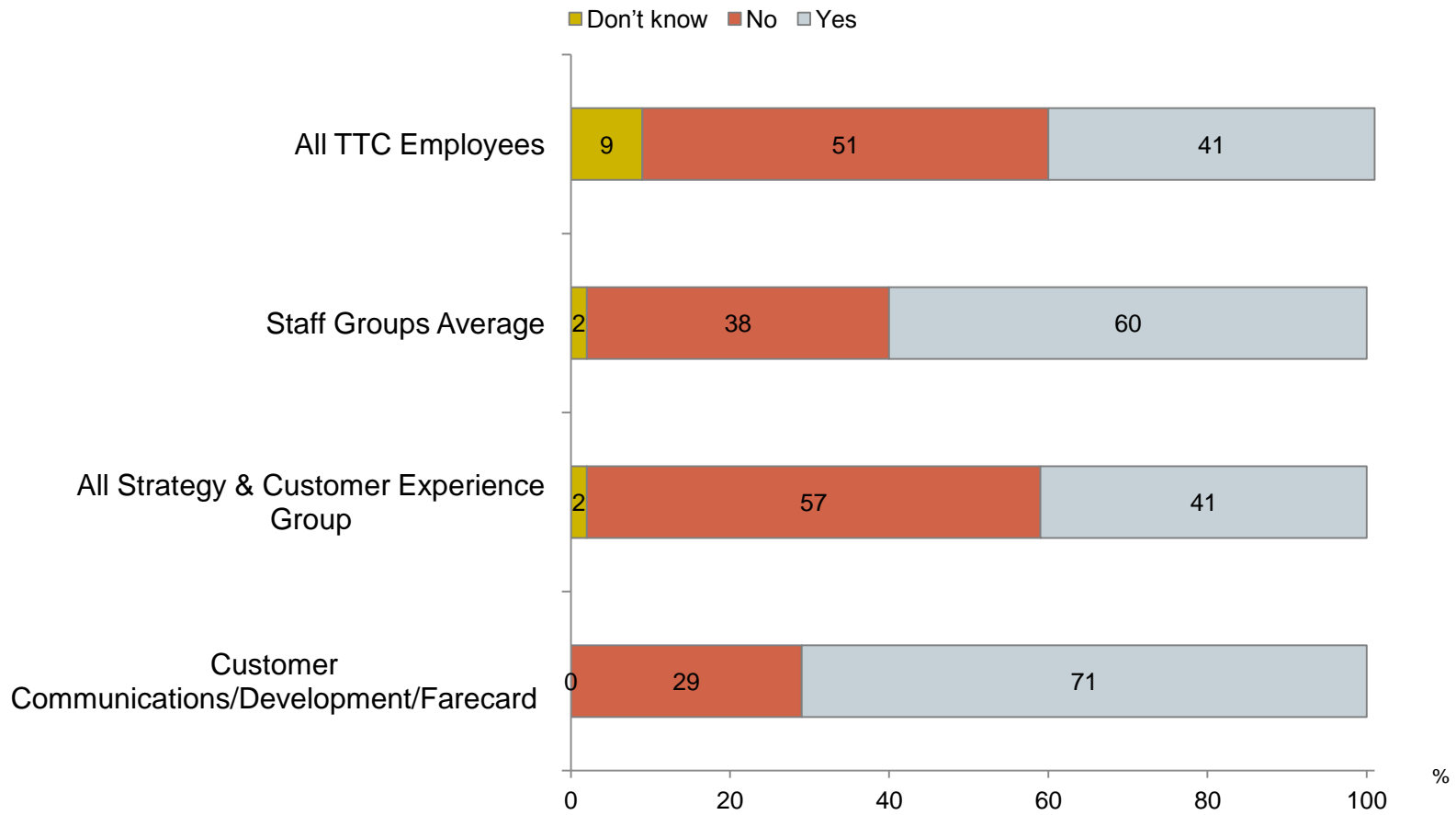


E2. Does your team hold regular team meetings?

3/31/2015

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REGULAR TEAM MEETINGS - CUSTOMER COMMUNICATIONS/ CUSTOMER DEVELOPMENT/ FARECARD TEAM

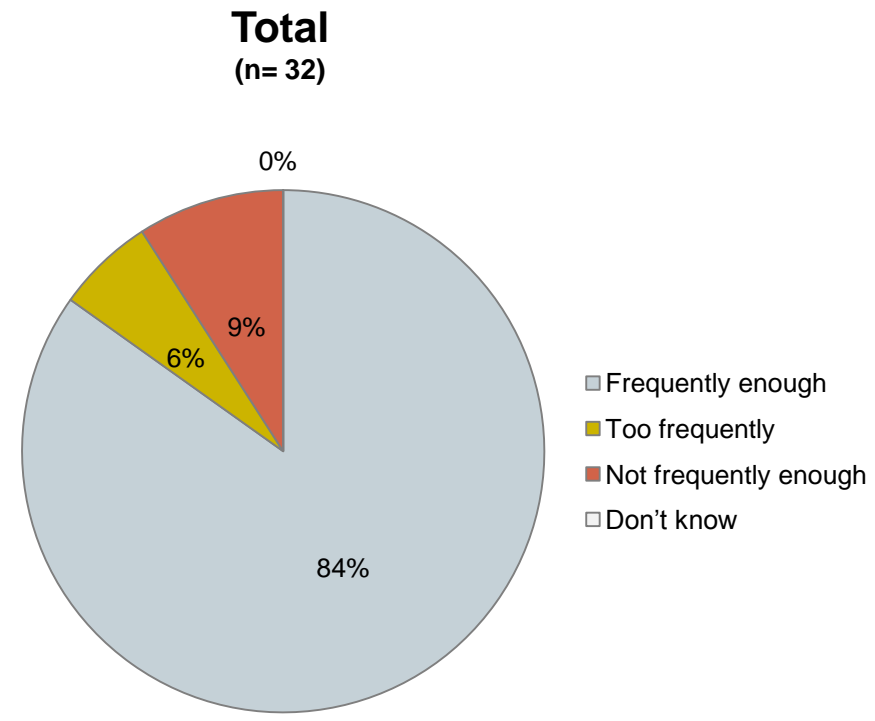


E2. Does your team hold regular team meetings?
Sample sizes vary by category.

SUFFICIENT AMOUNT OF TEAM MEETINGS - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM

Among employees who have regular team meetings

Customer Communications/Customer Development/Farecard Team



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

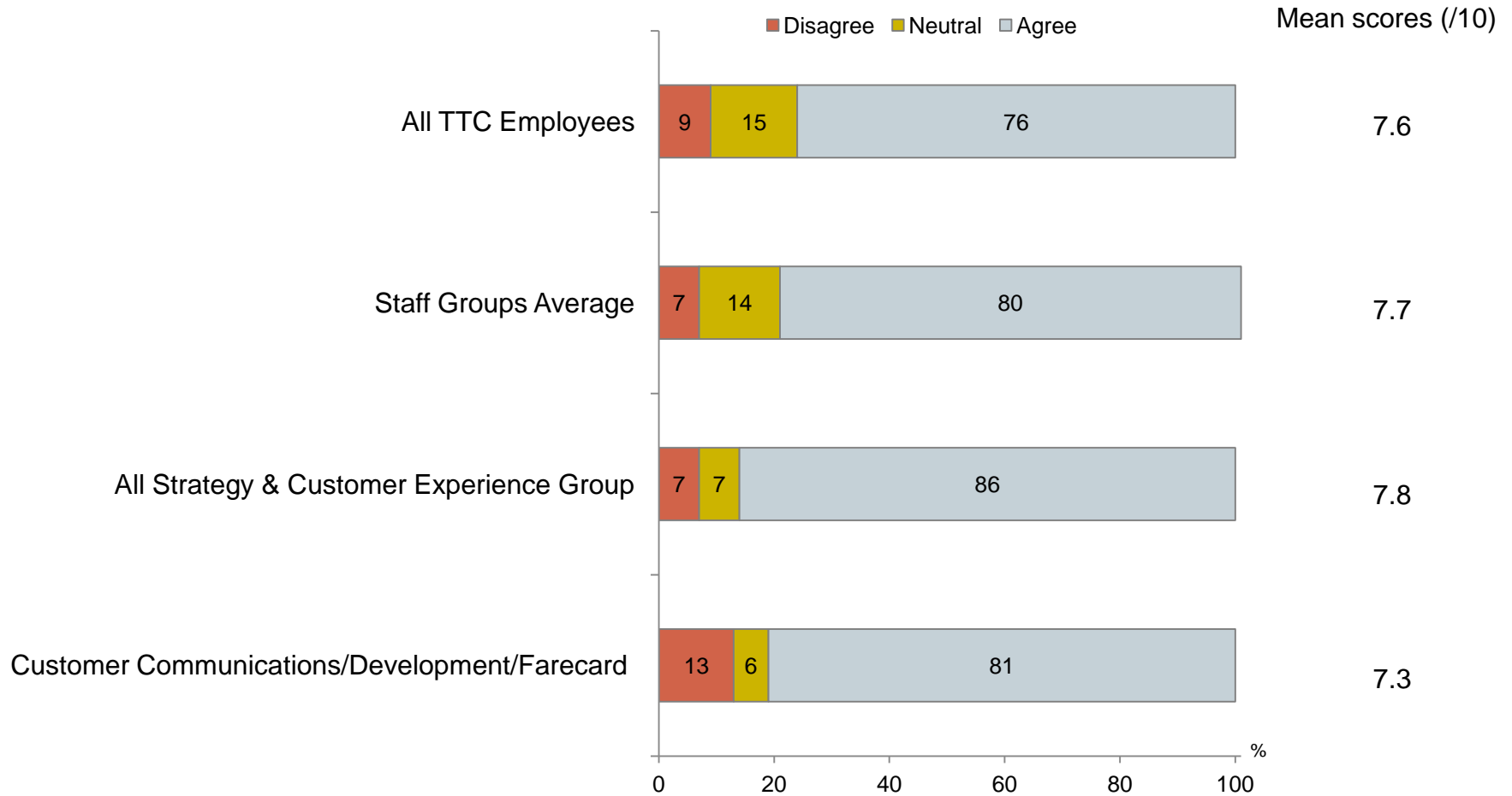
Among employees who have regular team meetings



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?

AREA TO MAINTAIN: YOUR COMPANY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Your Company” as having a moderate impact on Employee Engagement and is an area in which Customer Communications employees are relatively satisfied; in other words, this is an Area to Maintain.
- Mean satisfaction ratings across most specific aspects of Your Company are generally higher for Customer Communications employees than the Strategy & Customer Experience group level ratings.
- Across the specific aspects of Your Company, satisfaction ratings are the highest for, “I feel that the TTC’s vision to be ‘A transit system that makes Toronto proud’ is realistic and achievable,” “I am proud and passionate about the TTC,” and “The TTC puts customers first”. Ratings were the lowest for, “There is effective sharing of information across the TTC” and “If something goes wrong, people concentrate on putting it right, not blaming others”.
- To improve employee satisfaction with Your Company, Opportunity Analysis identifies several influential Areas to Improve:
 - Senior Managers communicate openly and honestly with employees
 - There is a good level of trust between Senior Management and employees
- In addition, the following areas were identified as Areas to Protect:
 - The TTC puts customers first
 - I feel confident that TTC leadership is making the right decisions for the company’s future success
 - TTC leadership welcomes all feedback, both positive and negative
 - I feel that the TTC’s vision to be ‘A transit system that makes Toronto proud’ is realistic and achievable

SECTION SUMMARY

Speaking Highly of the TTC

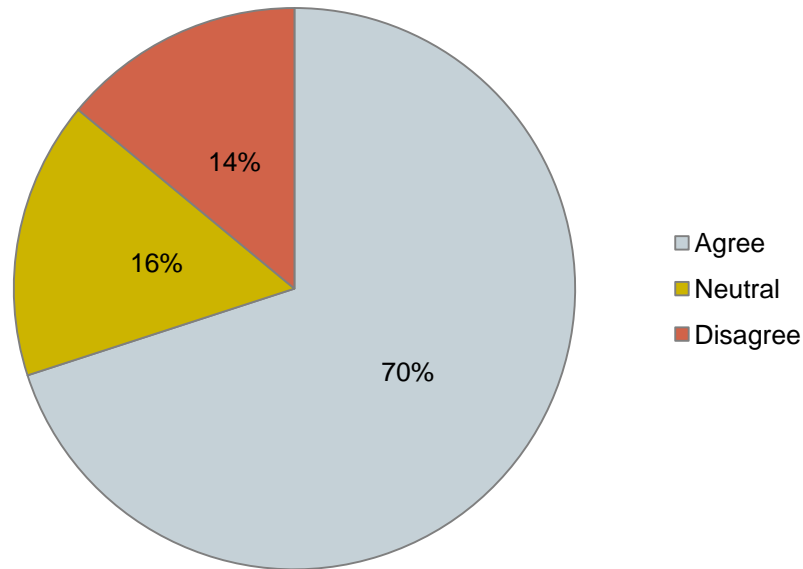
- More than half of Customer Communications employees indicated that would “always” speak highly of the TTC, while the remainder indicated that they would “sometimes” speak highly of the TTC.
- Of note, Customer Communications employees are more likely to “always” speak highly of the TTC compared to all employees in the Strategy & Customer Experience group.

Change in Experience Working for the TTC

- 53% of Customer Communications employees indicated that working for the TTC has improved over the past 12 months, considerably higher than the sentiments of all employees in the Strategy & Customer Experience group.
- 29% of Customer Communications employees indicated that working for the TTC has gotten worse over the past 12 months.
- Due to a small sample size in this department, specific reasons for changes in employees’ experience working for the TTC cannot be reported reliably.

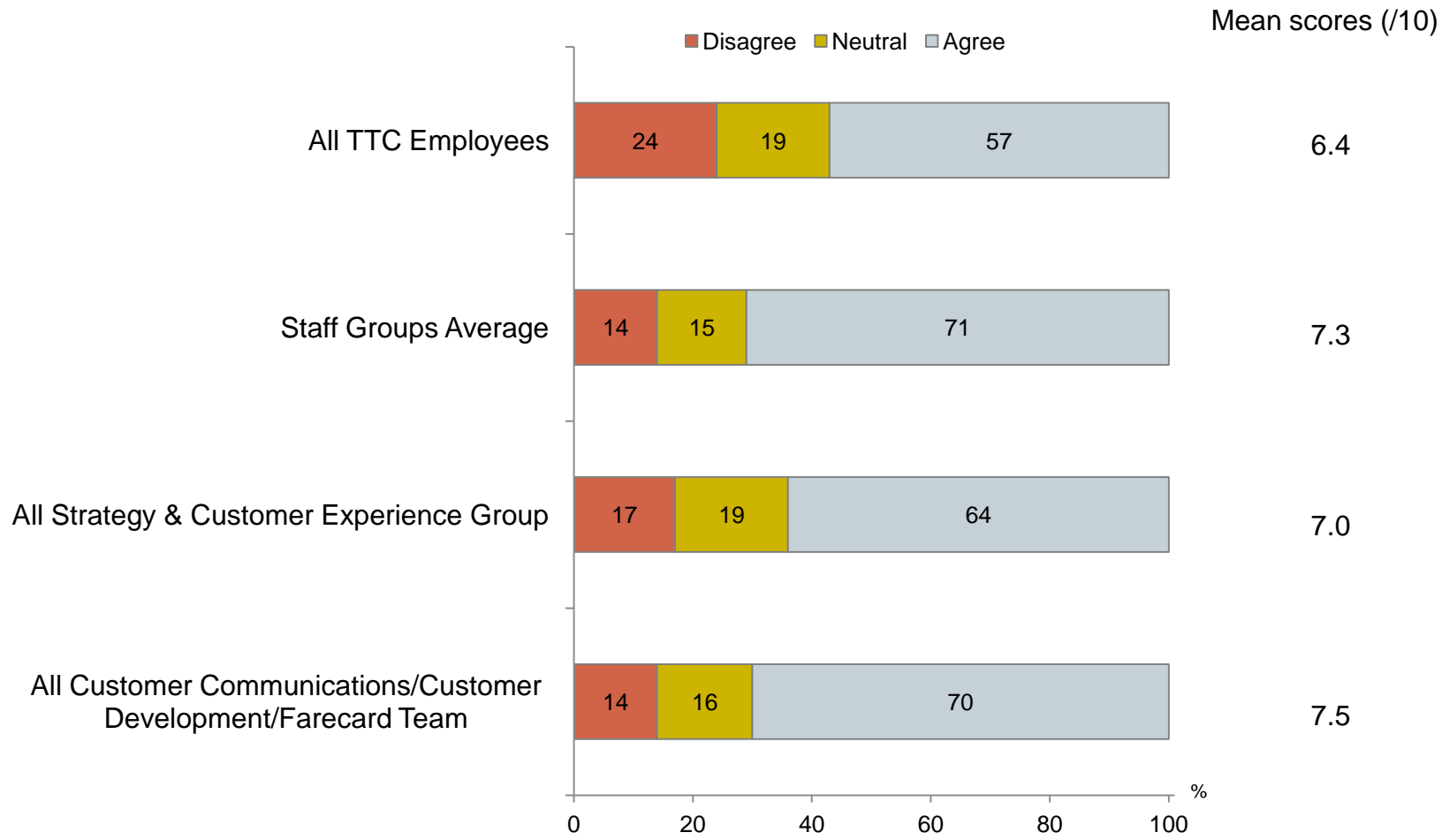
Customer Communications/Customer Development/Farecard Team

Total
(n= 44)
Mean=7.5



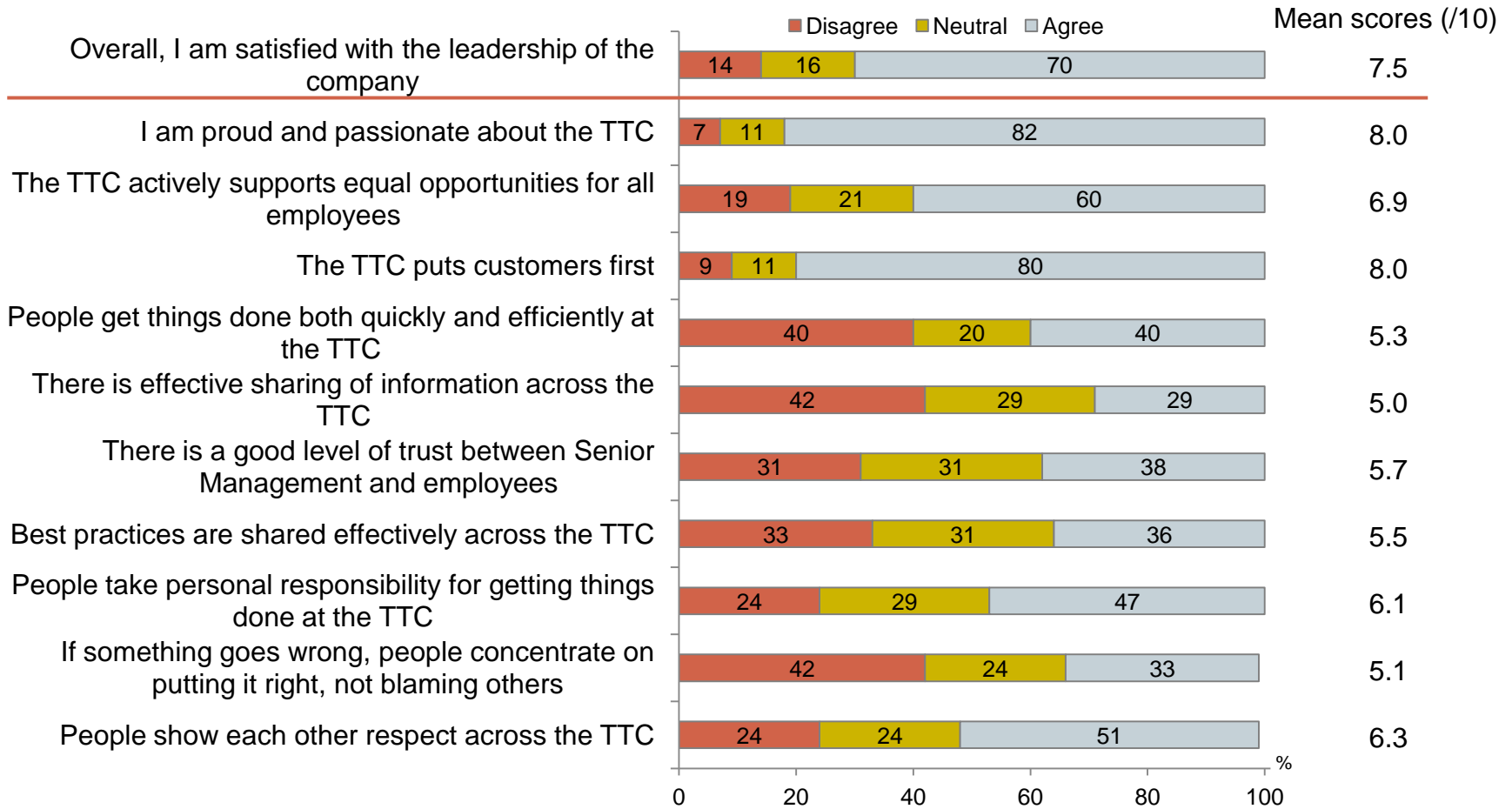
C1. Please indicate the extent to which you agree or disagree with each of the following statements:
Overall, I am satisfied with the leadership of the company.

OVERALL RATINGS OF YOUR COMPANY - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM



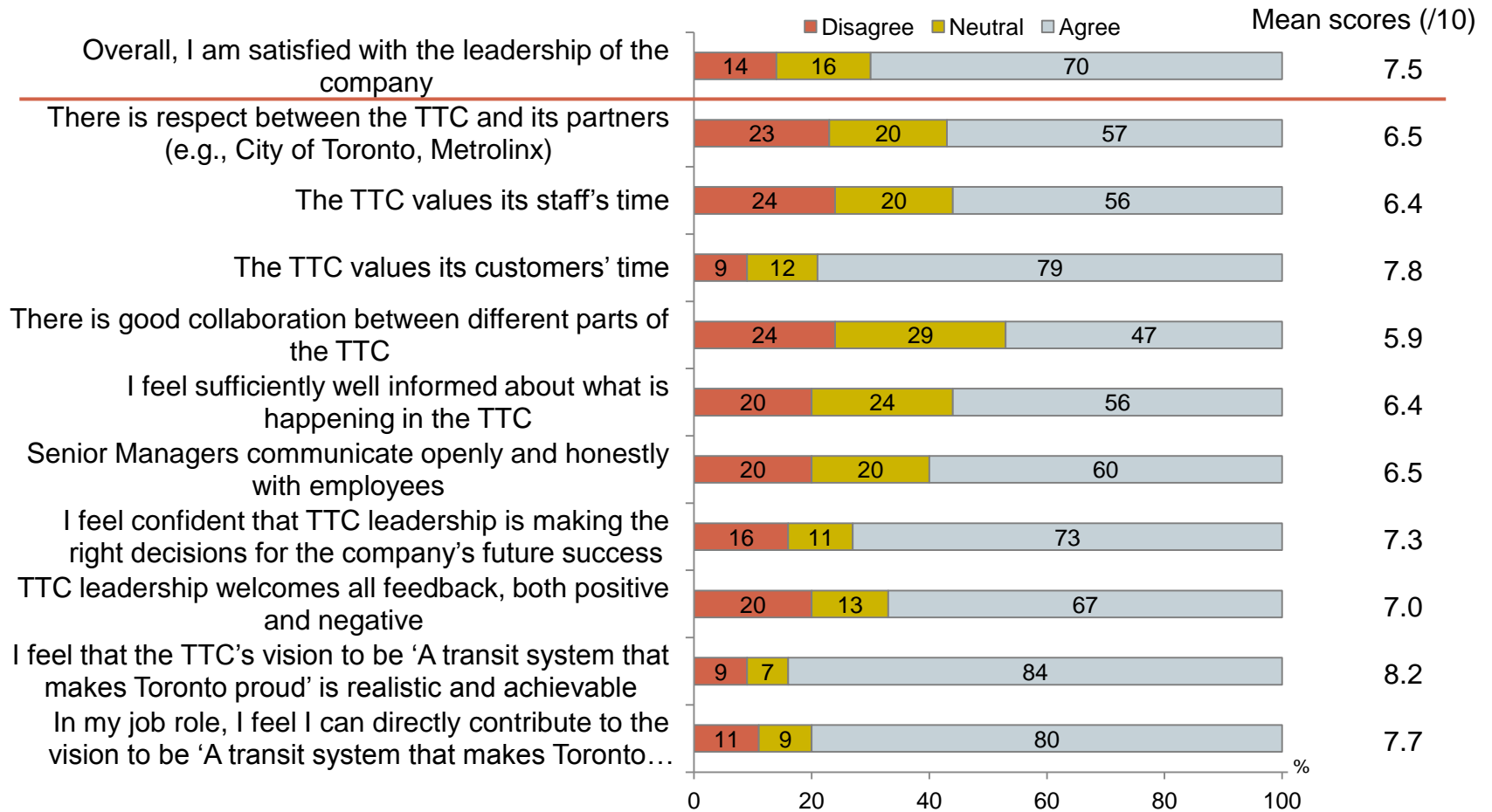
C1. Please indicate the extent to which you agree or disagree with each of the following statements:
 Overall, I am satisfied with the leadership of the company.
 Sample sizes vary by category.

YOUR COMPANY - CUSTOMER COMMUNICATIONS/ CUSTOMER DEVELOPMENT/FARECARD TEAM



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

YOUR COMPANY - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM (CONT'D)



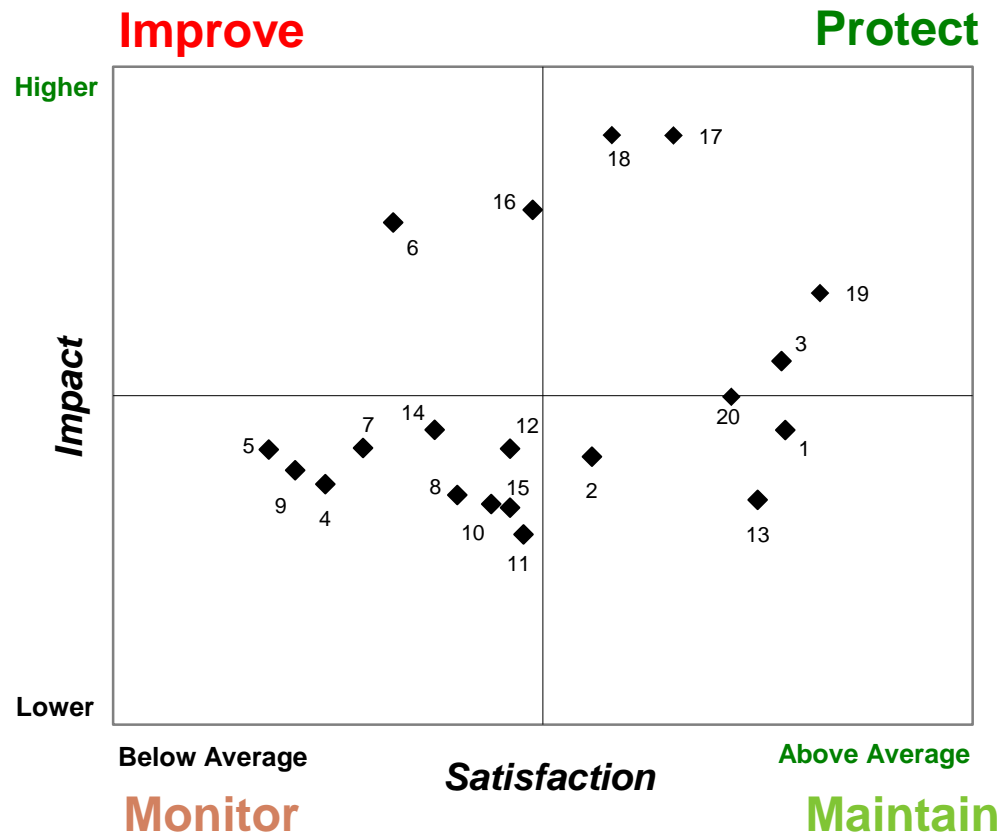
C1. Please indicate the extent to which you agree or disagree with each of the following statements:
Sample sizes vary by attribute.

YOUR COMPANY - CUSTOMER COMMUNICATIONS/ CUSTOMER DEVELOPMENT/FARECARD TEAM

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/ Customer Development/ Farecard Team
Overall, I am satisfied with the leadership of the company	6.4	7.3	7.0	7.5
I am proud and passionate about the TTC	7.6	8.1	7.8	8.0
The TTC actively supports equal opportunities for all employees	7.2	7.2	6.6	6.9
The TTC puts customers first	7.8	8.0	7.3	8.0
People get things done both quickly and efficiently at the TTC	5.1	5.5	5.0	5.3
There is effective sharing of information across the TTC	4.9	5.4	4.3	5.0
There is a good level of trust between Senior Management and employees	4.9	5.8	5.1	5.7
Best practices are shared effectively across the TTC	5.3	5.7	5.0	5.5
People take personal responsibility for getting things done at the TTC	5.6	6.2	5.7	6.1
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	5.7	5.1	5.1
People show each other respect across the TTC	6.1	6.7	6.3	6.3
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.7	6.1	6.5
The TTC values its staff's time	6.0	6.8	6.0	6.4
The TTC values its customers' time	7.1	7.6	6.9	7.8
There is good collaboration between different parts of the TTC	5.3	5.8	5.2	5.9
I feel sufficiently well informed about what is happening in the TTC	5.7	6.7	5.8	6.4
Senior Managers communicate openly and honestly with employees	5.3	6.2	5.7	6.5
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	7.1	6.7	7.3
TTC leadership welcomes all feedback, both positive and negative	6.0	6.7	6.4	7.0
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	8.1	7.7	8.2
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	7.9	7.6	7.7

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

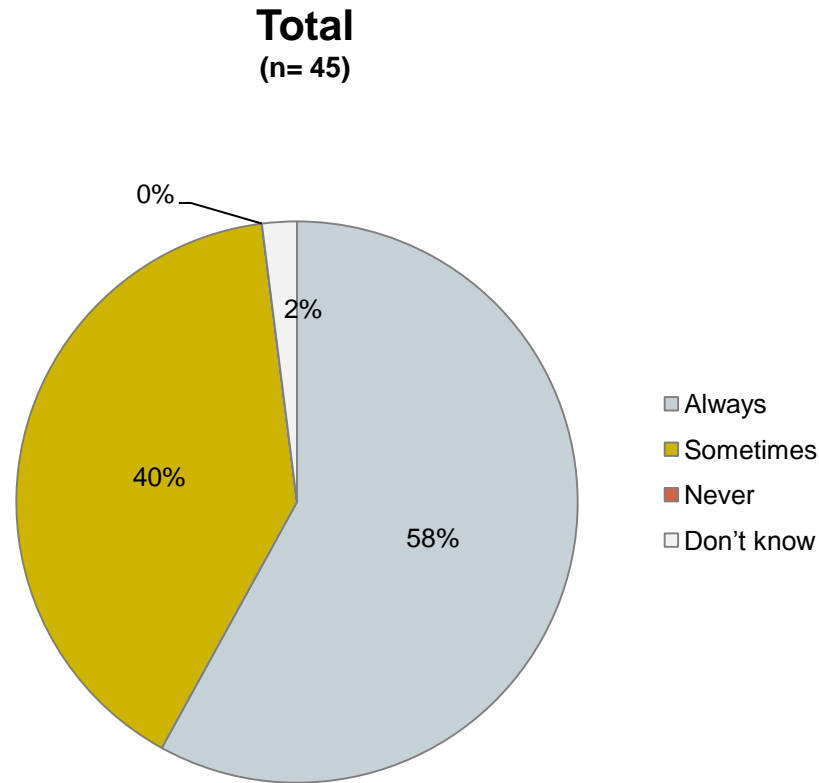
OPPORTUNITY ANALYSIS: YOUR COMPANY- CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM



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

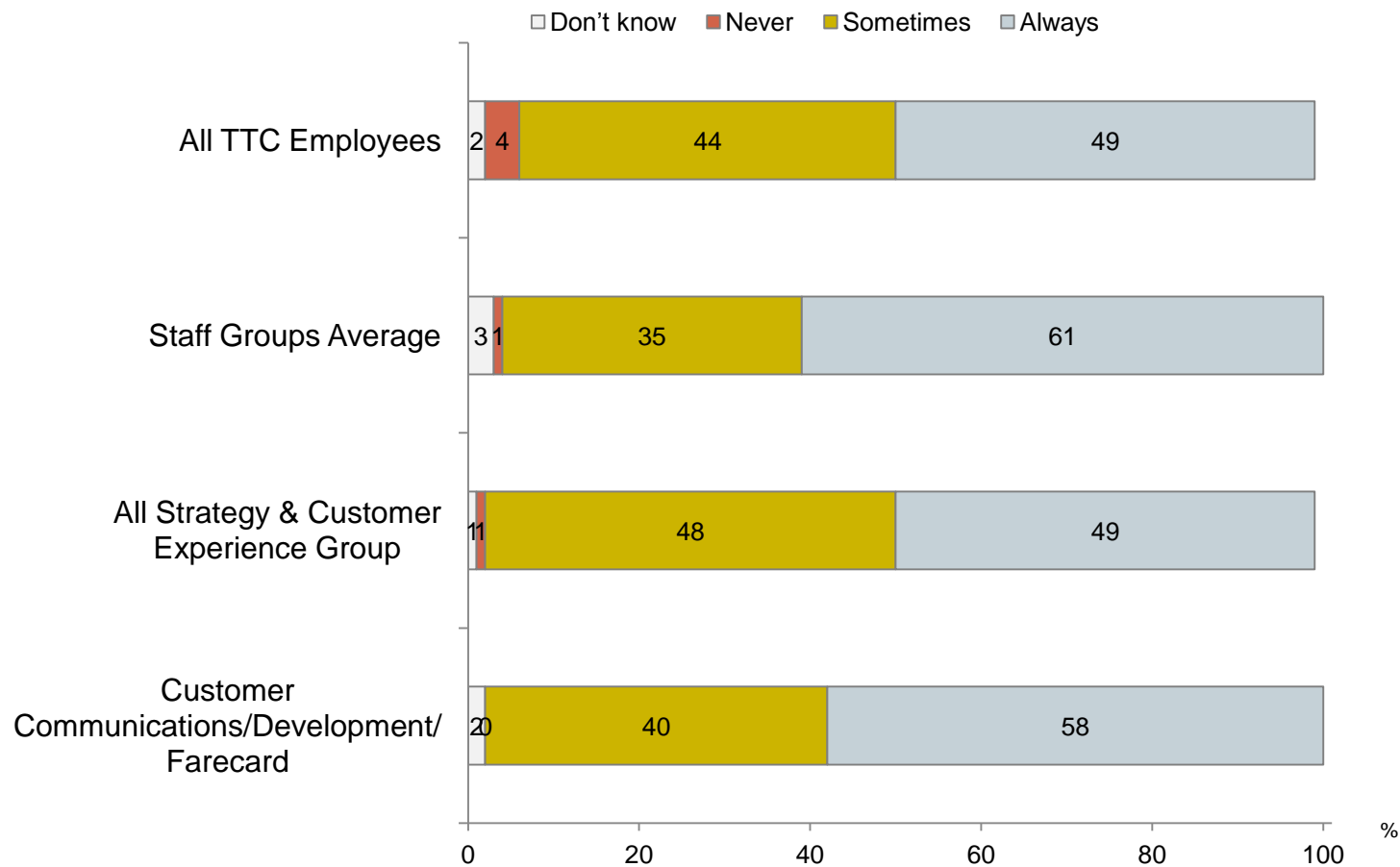
Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 5.0 to 8.2.
 Impact values range between 10% to 80%.

Customer Communications/Customer Development/Farecard Team



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

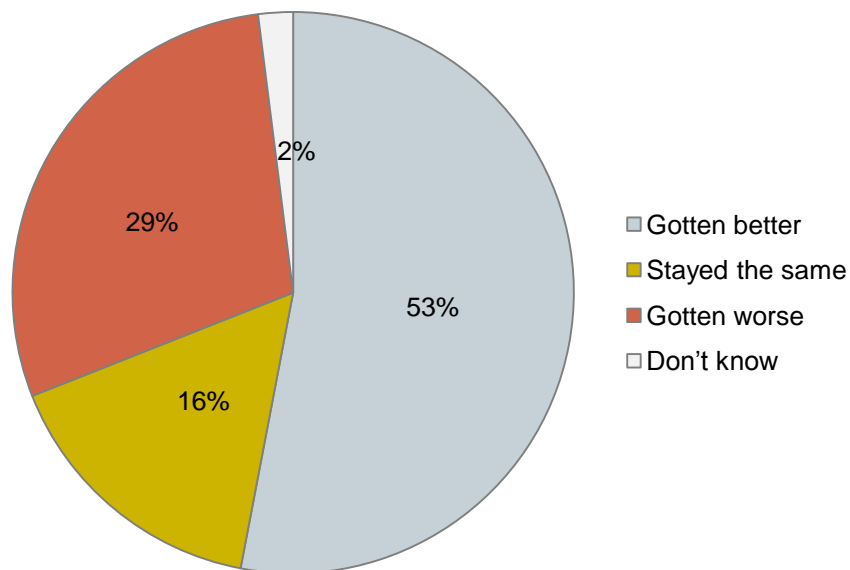
SPEAKING HIGHLY OF THE TTC - CUSTOMER COMMUNICATIONS /CUSTOMER DEVELOPMENT/FARECARD TEAM



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

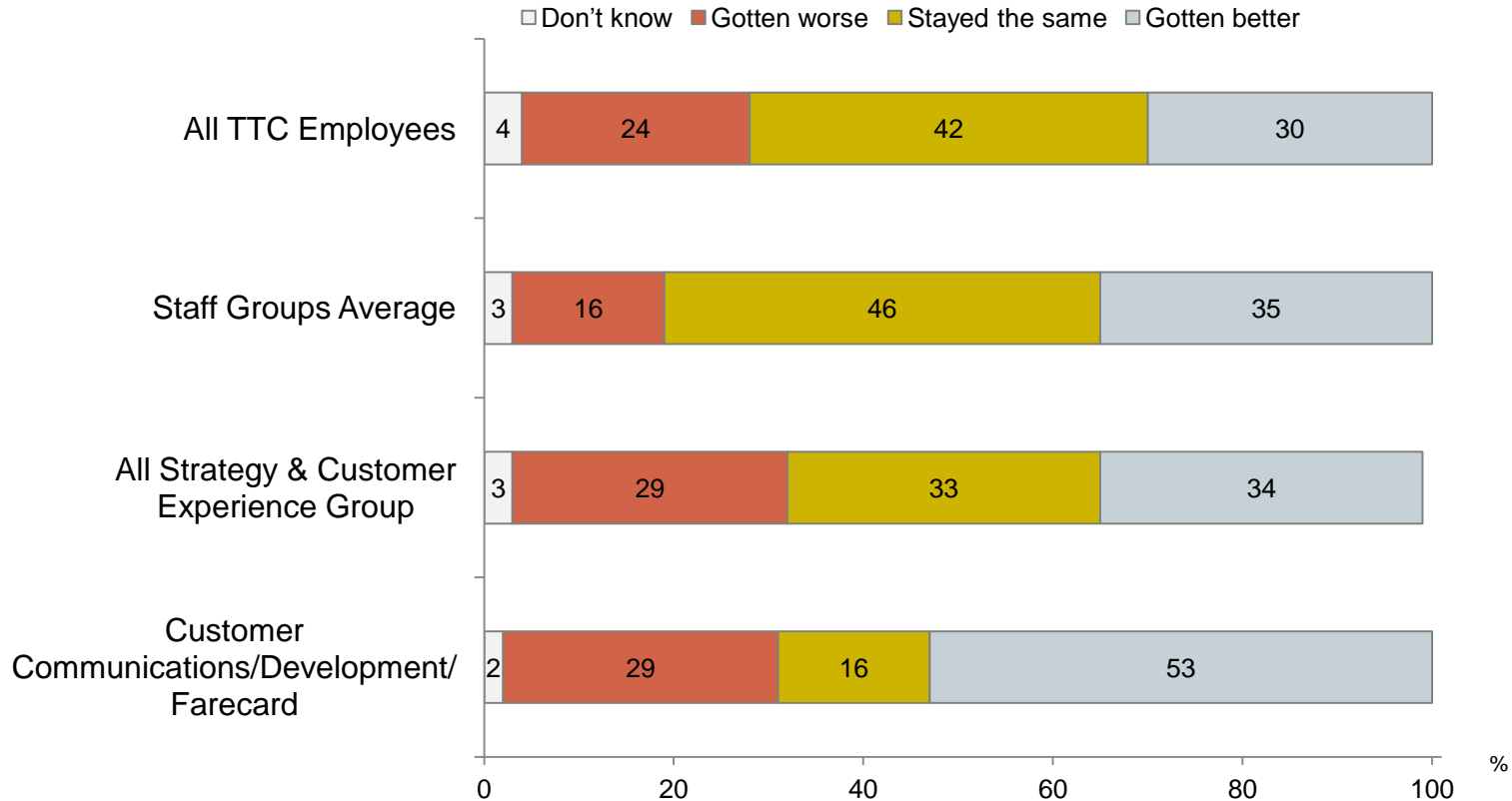
Customer Communications/Customer Development/Farecard Team

Total
(n= 45)



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 - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM



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

REASONS INDICATED FOR CHANGE IN EXPERIENCE

Employees indicating TTC has
Gotten better

Employees indicating TTC has
Stayed the same

Employees indicating TTC has
Gotten worse

Customer Communications/Customer Development/Farecard Team

(n= 24)

(n= 7)

(n= 13)

*

*

*

* 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.

3/31/2015

AREA TO MAINTAIN: SAFETY

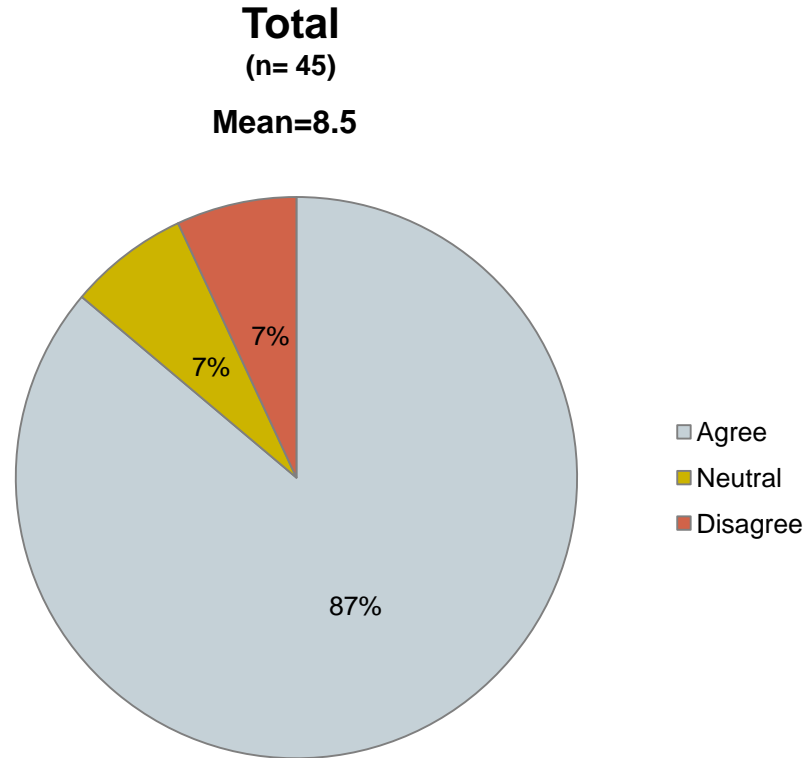
Produced by Malatest on
behalf of TTC



SECTION SUMMARY

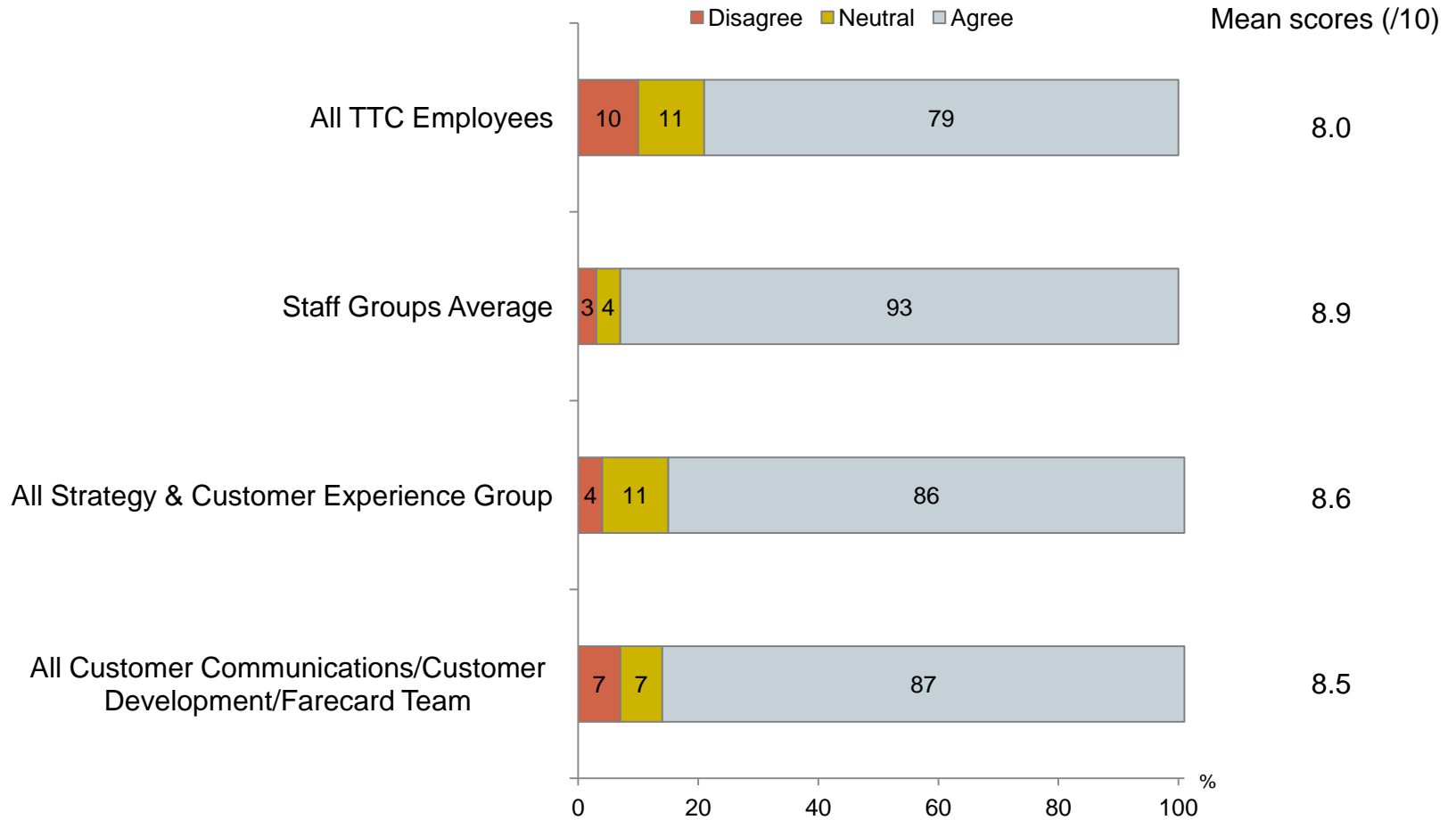
- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Safety” as having a moderate impact on Employee Engagement and as an area in which Customer Communications employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their safety at work is slightly lower for Customer Communications compared to the Strategy & Customer Experience group overall.
- Across the specific aspects of Safety, ratings were relatively close together, though the highest 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”. Ratings were the lowest for, “My manager/supervisor emphasizes safe practices while at work”.
- To further improve employee satisfaction with Safety, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - My manager/supervisor is well informed about safety issues
 - My manager/supervisor acts quickly to address safety issues
 - My manager/supervisor emphasizes safe practices while at work
 - I am strongly encouraged to report unsafe working conditions
- In addition, “The protection of workers from occupational exposure to hazards is a high priority with management” was identified as an Area to Protect.

Customer Communications/Customer Development/Farecard Team



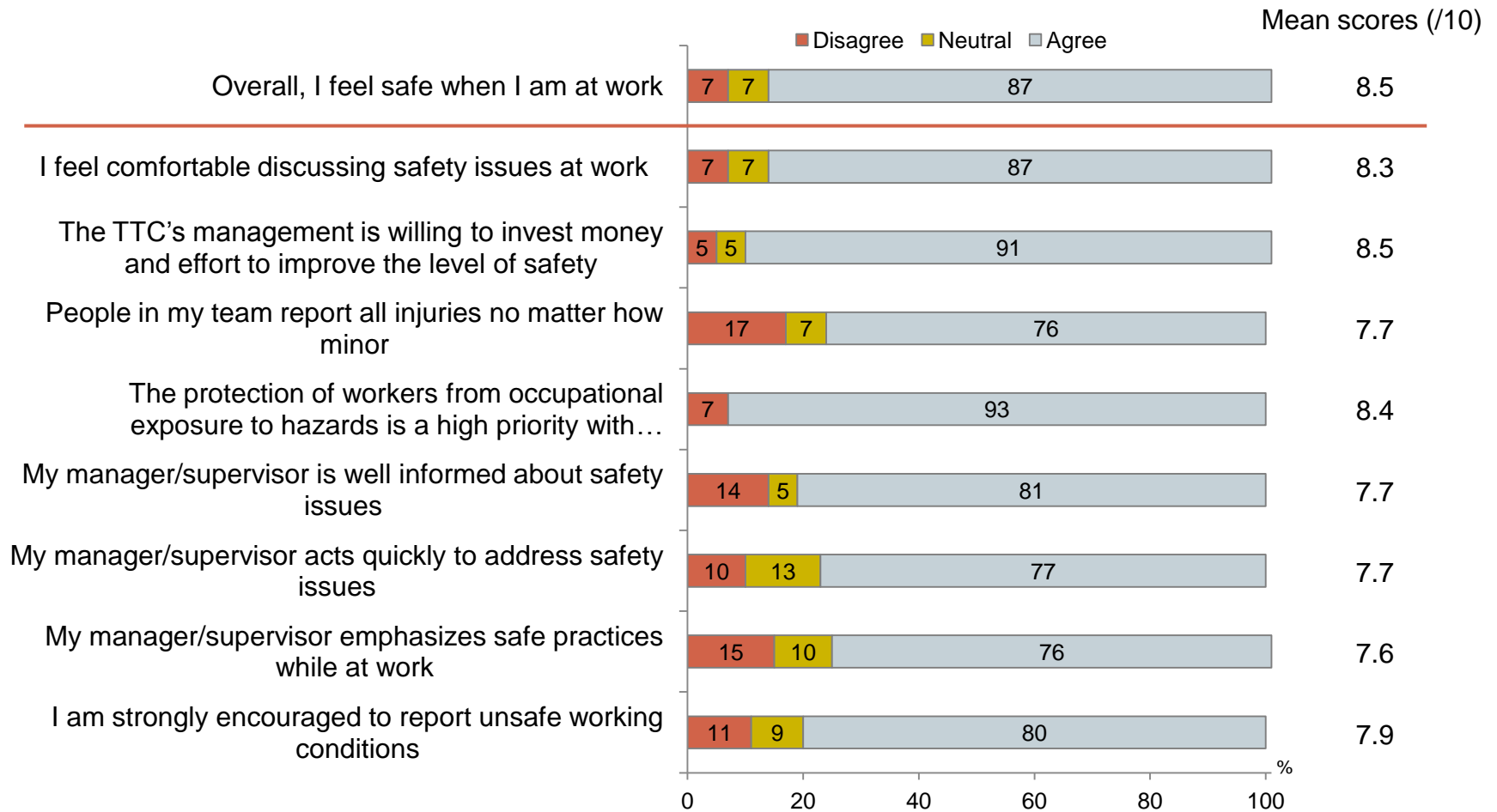
G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety.
Overall, I feel safe when I am at work.

OVERALL RATINGS OF SAFETY - CUSTOMER COMMUNICATIONS /CUSTOMER DEVELOPMENT/FARECARD TEAM



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- CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM



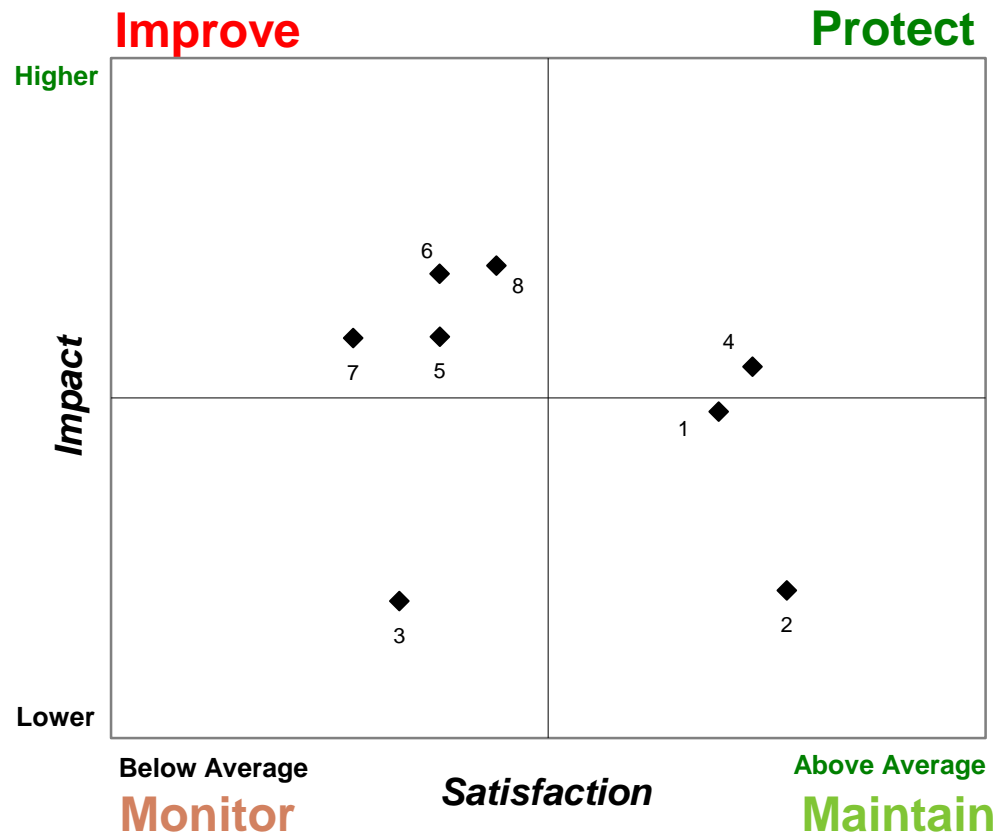
G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety. Sample sizes vary by attribute.

SAFETY - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	Customer Communications/Customer Development/Farecard Team
Overall, I feel safe when I am at work	8.0	8.9	8.6	8.5
I feel comfortable discussing safety issues at work	8.3	8.9	8.4	8.3
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	8.5	8.3	8.5
People in my team report all injuries no matter how minor	7.1	8.1	7.8	7.7
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	8.6	8.3	8.4
My manager/supervisor is well informed about safety issues	8.0	8.7	8.0	7.7
My manager/supervisor acts quickly to address safety issues	7.6	8.6	8.0	7.7
My manager/supervisor emphasizes safe practices while at work	7.9	8.7	7.9	7.6
I am strongly encouraged to report unsafe working conditions	8.0	8.7	8.0	7.9

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

OPPORTUNITY ANALYSIS: SAFETY - CUSTOMER COMMUNICATIONS/CUSTOMER DEVELOPMENT/FARECARD TEAM



1. I feel comfortable discussing safety issues at work
2. The TTC's management is willing to invest money and effort to improve the level of safety
3. People in my team report all injuries no matter how minor
4. The protection of workers from occupational exposure to hazards is a high priority with management
5. My manager/supervisor is well informed about safety issues
6. My manager/supervisor acts quickly to address safety issues
7. My manager/supervisor emphasizes safe practices while at work
8. I am strongly encouraged to report unsafe working conditions

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 7.6 to 8.5.
 Impact values range between 40% to 80%.

FINAL WORD

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FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improved to increase satisfaction.
- Several different areas were identified, among them better communication, better training/advancement opportunities, and showing more respect to employees and to other departments.

Customer Communications/Customer Development/Farecard Team

(n= 45)



J1. What would you most like to see improved to increase your satisfaction as a TTC employee?
 Percentages may total more than 100% as respondents may have identified multiple areas to improve.

RECOMMENDATIONS

Produced by Malatest on
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RECOMMENDATIONS: CUSTOMER COMMUNICATIONS /CUSTOMER DEVELOPMENT/FARECARD TEAM

- Conduct discussion sessions with employees to explore:
 - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional well-being and encouraging a healthy **work-life balance**.
 - Practical ways to **provide support** for employees' personal development, including the development of agreed **personal development plans**.
 - The types and variety of **career development options** available to employees.
 - Management styles that are preferred among employees and that work well, with an emphasis on mitigating any issues with "people skills".
 - How managers can best **lead by example**.
 - Issues related to the level of involvement from managers, specifically in regards to:
 - Taking responsibility when problems arise.
 - Providing employees with constructive feedback regarding the quality of work.
- Additionally, Customer Communications should consider leveraging the strong satisfaction levels in "Your Job" by:
 - Exploring what **motivates** employees.
 - Encouraging employees to use their **skills & abilities**.
 - Ensuring that employees have all needed **equipment and tools** to do their job well.
 - Determining practical ways to give employees more **opportunities to make decisions**.

Thank you

Produced by Malatest on
behalf of TTC

