

# EMPLOYEE ENGAGEMENT SURVEY

## Customer Service Centre

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 Service Centre department.

# METHODOLOGY

- Invitations to participate in the survey were issued to all permanent employees, both full or part time. Contract workers, temporary employees, students and co-ops were excluded from the survey, as were pensioners.
- The survey was completed online and via paper.
- Data were collected from October 27, 2014 to December 8, 2014.
- 13,242 surveys were sent directly to employees using home addresses or company email addresses provided by the TTC (2,617 via email and 10,625 paper surveys sent by regular mail).
- In most cases, email links to online survey were sent to staff employees while paper surveys were mailed to unionized employees. Employees requesting the survey in an alternate format to the one initially provided were accommodated.
- Each employee was assigned an individual access code by Malatest for the purpose of linking respondents to their correct group and department.
- This code served as login code to access the online survey and was pre-printed on return envelopes provided with mailed paper surveys.
- In total, 4,808 surveys were completed (2,447 online and 2,361 via paper) for an overall response rate of 36%.
- 45 surveys were completed by Customer Service Centre employees, for a response rate of 75%.

# RESPONSE RATE AND COST CENTRE GROUPINGS

- The response rate for employees in the Customer Service Centre (75%) is in line with the overall response rate for the Strategy & Customer Experience group (77%).
- For this department, some cost centres are represented in multiple different groupings. This allows for reporting on cost centres with a smaller sample base (i.e., fewer than 10 employees), and has also been done so that the results of some smaller cost centres can still be present in the results.

## Customer Service Centre: 75%

Grouping**	Cost Centre*	Count
<b>Customer Service</b>		<b>13</b>
	5404-Customer Service	
<b>Customer Service Centre</b>		<b>20</b>
	5401-Customer Service Centre	
<b>MDP Office/Customer Service</b>		<b>21</b>
	5402-Metropass Discount Plan Office	
	5404-Customer Service	
<b>Customer Service/Customer Service Centre Management</b>		<b>16</b>
	5403-Customer Service Centre Management	
	5404-Customer Service	
<b>All Except Management</b>		<b>42</b>
	5401-Customer Service Centre	
	5402-Metropass Discount Plan Office	
	5404-Customer Service	
	5405-Lost Articles	
<b>Total</b>		<b>45**</b>

\* Organization of cost centres and 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.

\*\* These groupings of cost centres are not mutually exclusive, but rather show different combinations of cost centres. For this reason, total sample size of all groupings will exceed the total number of completions for the department.

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# 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 cost centre groupings 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 \*\*).
  - Only one cost centre grouping, “All Except Management”, has at least 30 valid responses. As a result, percentages cannot be reliably reported for any other cost centre groupings in this department. All results pertaining to the other cost centre groupings should be interpreted with caution.
- **Exact sample size may vary by employee group/category or by individual question**
  - In general, if the results for more than one question or more than one employee category are presented on the same slide, the sample size varies slightly by question.
  - It can be assumed that, unless otherwise stated, sample sizes include all employees who provided a valid response to the question. Refer to response rate and cost centre grouping (slide 6) for total sample by cost centre grouping.
  - As some cost centres have been included in multiple groupings, the performance of particular cost centres may influence scores for more than one grouping.

Overall Employee Engagement score: 6.8.

<b>Highest:</b>	Customer Service Centre	6.7
<b>Lowest:</b>	Customer Service	5.8

- To increase levels of employee engagement, the **Customer Service Centre** should focus on improving employees' satisfaction with **Performance and Reward, Your Manager/Supervisor, Working Environment, and Training and Development**:
- **Performance & Reward** is the most influential on Employee Engagement for Customer Service Centre employees, and an Area to Improve. To increase satisfaction with this area, specific actions to take include:
  - Identifying ways to provide more meaningful **recognition** (“At the TTC, the recognition and/or rewards are meaningful” and “I am satisfied with the recognition I receive from my manager”)
  - Ensuring employees are aware of opportunities to progress (“I have the opportunity to progress within the company”)



# HIGHLIGHTS (CONT'D)

- **Your Manager/Supervisor** is another Area to Improve for Customer Service Centre.
- Specific ways to improve satisfaction with this area include:
  - Emphasize the importance of **'people skills'** to managers. (i.e., “My manager/supervisor manages people well”)
  - Encourage managers to **set an example** with their leadership. “(i.e., “My manager/supervisor leads by example”).
  - Encourage managers to actively **involve** themselves with their employees. More specifically:
    - Getting personally involved in improving the work of employees
    - Being open to receiving constructive feedback from employees
- **Working Environment** is another key driver and an Area to Improve.
- Specific areas that require improvement in order to increase employees' satisfaction with their Working Environment include:
  - How to demonstrate **concern for employees' health & well-being**; more specifically:
    - Encouraging a healthy work-life balance (i.e., “The TTC encourages employees to maintain a healthy work-life balance”).
  - **Workspaces & facilities** is another Area to Improve within Working Environment. Further exploration is required to identify reasons for lower levels of satisfaction with being “satisfied with my work/office space and facilities”.

# HIGHLIGHTS (CONT'D)

- **Training and Development** is another Area to Improve for Customer Service Centre.
- Specific ways to increase satisfaction with this area include:
  - Providing support for personal development (“I am satisfied with the support I receive on my personal development” 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”)
- **Your Company** is also a key driver and an Area to Protect for all Customer Service Centres.
- To increase satisfaction with **Your Company**, results indicate that the Customer Service Centre should emphasize **relationship building** between senior management and employees. This means:
  - Building trust by being open and honest (i.e., “Senior Managers communicate openly and honestly with employees” and “There is a good level of trust between Senior Management and employees”).
  - Valuing employees’ time.
- Encouraging a sense of personal responsibility is another area requiring improvement for this department, specifically ensuring that “People take personal responsibility for getting things done at the TTC”.

# HIGHLIGHTS (CONT'D)

- **Your Job** is an area that generates high levels of satisfaction and is also a key driver of employee engagement for the Customer Service Centre.
- The Customer Service Centre should continue to increase satisfaction with **Your Job** by:
  - Exploring what motivates employees
  - Encouraging employees to use their skills & abilities
  - Giving employees more opportunities to make decisions ('I am given the freedom to make decisions in my job').
  - Ensuring that employees know how to improve customer service
    - "I feel well informed on how to improve customer service' is an Area to Improve specifically for the Customer Service Centre, and could be a concern as their job is to provide customer service.

# HIGHLIGHTS (CONT'D)

## Other Factors that Impact Employee Engagement

### Stress, Discrimination, Customer Abuse

- In addition to the key drivers discussed earlier, workplace stress, discrimination from other TTC employees, and customer abuse also impact levels of Employee Engagement. Feeling stressed at work, experiencing discrimination from fellow employees, and receiving abuse from customers all have negative impacts on Engagement.
- Of particular importance to this department, Customer Service Centre should ensure that all employees know what supports are available to employees who experience incidents of customer abuse, as the incidence of such abuse, primarily verbal abuse, is very high for Customer Service Centre employees, likely due to the nature of the jobs in this 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 TTC Employees. Each attribute is accompanied by the overall mean score (/10) for the attribute.
- Of the top 5 scoring attributes, 3 are related to the module Your Team – referring to relations with colleagues and coworkers.
- Among the 5 lowest scoring attributes, 4 were associated with the module Your Company – referring to company leadership.

## Top 5

1. I often look for ways to make improvements in how things are done (8.2)
2. I feel comfortable discussing safety issues at work (8.0)
3. My team works well together (7.9)
4. My team members do quality work (7.9)
5. Members of my team treat each other with respect (7.9)

## Bottom 5

1. There is effective sharing of information across the TTC(3.7)
2. The way people are selected for jobs in the TTC is fair (3.9)
3. Best practices are shared effectively across the TTC (4.6)
4. People get things done both quickly and efficiently at the TTC (4.6)
5. There is good collaboration between different parts of the TTC (4.7)

# OVERALL EMPLOYEE ENGAGEMENT SCORE

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# MEASURING EMPLOYEE ENGAGEMENT

- Malatest typically uses a composite of different survey measures to define employee engagement. A composite is used rather than a single measure for the following reasons:
  - A composite because is more stable than a single variable. A single variable tends to respond more quickly to random fluctuations in the data and is more likely to show more variation over time.
  - The idea of employee engagement is complex and cannot be explained by a single measure. A composite which includes more than one measure is better able to explain the concept of employee engagement.
- Malatest typically selects three measures to include in the composite because including more than three measures can result in a composite that is very difficult to move over time (to move the composite, all measures included in the composite need to receive similarly high or low ratings). Three measures result in a composite that is stable without being immovable.
- Employee engagement can mean different things for different industries and for different organizations within the same industry. For this reason, Malatest does not pre-select the measures that will be included in the composite that represents employee engagement for a given organization. Instead, Malatest runs a series of tests to identify the ‘best’ composite for a specific organization. The best composite is the one that explains the most variance in Employee Engagement overall, and includes measures that generate the highest number of valid responses (indicating that these measures resonate with the largest proportion of TTC employees).
- Test results identified the composite including the following measures as best explaining the idea of employee engagement for the TTC: “I am satisfied with the TTC as an employer”; “I enjoy coming to work every day”; and “I see value in the work that I do”. Overall, across these three measures, the TTC’s mean Employee Engagement score is 7.8 on a 10 point scale (where “10” is the highest rating and “1” is the lowest). For Customer Service Centre, this score is 6.8.

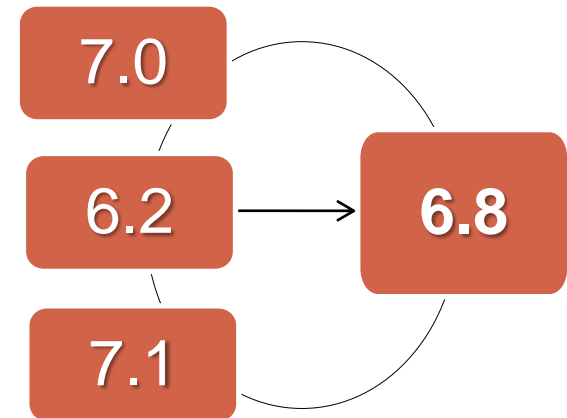
# OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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 the Customer Service Centre is lower than the score for the Strategy & Customer Experience Group, all TTC employees, as well as the score for employees of the 4 groups consisting mainly of staff employees.
- The Employee Engagement score is higher for the department overall, than for any of the specific groupings created from the cost centres within the department.
- Levels of engagement are the lowest among employees in the Customer Service cost centre. As this cost centre is also part of most of the other groupings, this may explain why no cost centre grouping has an Engagement score above the department average.

All Customer Service Centre: 6.8

## Cost Centre/Grouping

All Except Management	6.7
MDP Office/Customer Service	6.7
Customer Service Centre	6.7
Customer Service/Management	6.3
Customer Service	5.8

## Employee Category

All TTC	7.8
Staff Groups Average	8.0
Strategy & Customer Experience Group	7.5

# RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

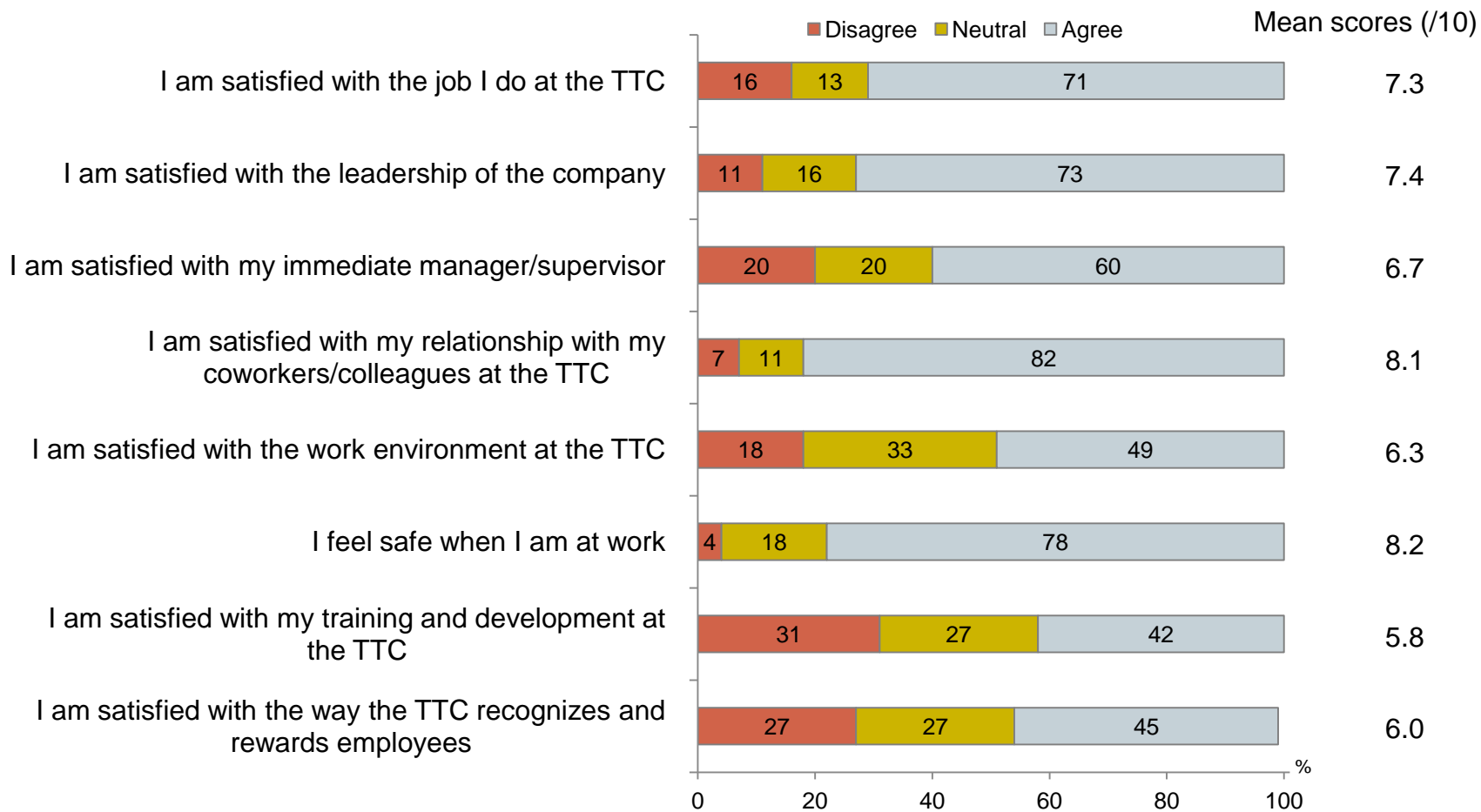
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# SECTION SUMMARY

- 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” and “I am satisfied with my relationship with my coworkers/colleagues at the TTC”. Ratings were lowest for “I am satisfied with my training and development at the TTC” and “I am satisfied with the way the TTC recognizes and rewards employees”. These results were mostly consistent across cost centre groupings, except that for Customer Service Centre, satisfaction scores for the work environment at the TTC were lower than for recognition and reward.
- Mean scores across most measures were generally highest for Customer Service Centre, and lowest for Customer Service, though there were some exceptions.

# ASPECTS OF EMPLOYEE ENGAGEMENT - CUSTOMER SERVICE CENTRE



Sample sizes vary by attribute.

# ASPECTS OF EMPLOYEE ENGAGEMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	All Customer Service Centre	Customer Service	Customer Service Centre	MDP Office/Cust. Serv.	Cust. Serv. /Cust. Serv. Ctr. Mgt.	All Except Management
I am satisfied with the job I do at the TTC	8.1	8.4	8.0	7.3	6.0	7.2	7.1	6.6	7.2
I am satisfied with the leadership of the company	6.4	7.3	7.0	7.4	6.7	7.8	7.1	7.1	7.3
I am satisfied with my immediate manager/supervisor	6.7	7.5	6.6	6.7	5.4	6.8	6.4	6.1	6.5
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.1	8.1	6.8	8.3	7.8	7.1	8.0
I am satisfied with the work environment at the TTC	7.0	7.8	7.2	6.3	6.1	6.0	6.5	6.4	6.2
I feel safe when I am at work	8.0	8.9	8.6	8.2	8.4	7.5	8.6	8.6	8.0
I am satisfied with my training and development at the TTC	7.0	7.1	6.2	5.8	4.2	6.1	5.1	4.9	5.6
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.3	6.0	4.8	6.6	5.4	5.4	5.9

Sample sizes vary by attribute.

# WHAT DRIVES EMPLOYEE ENGAGEMENT?

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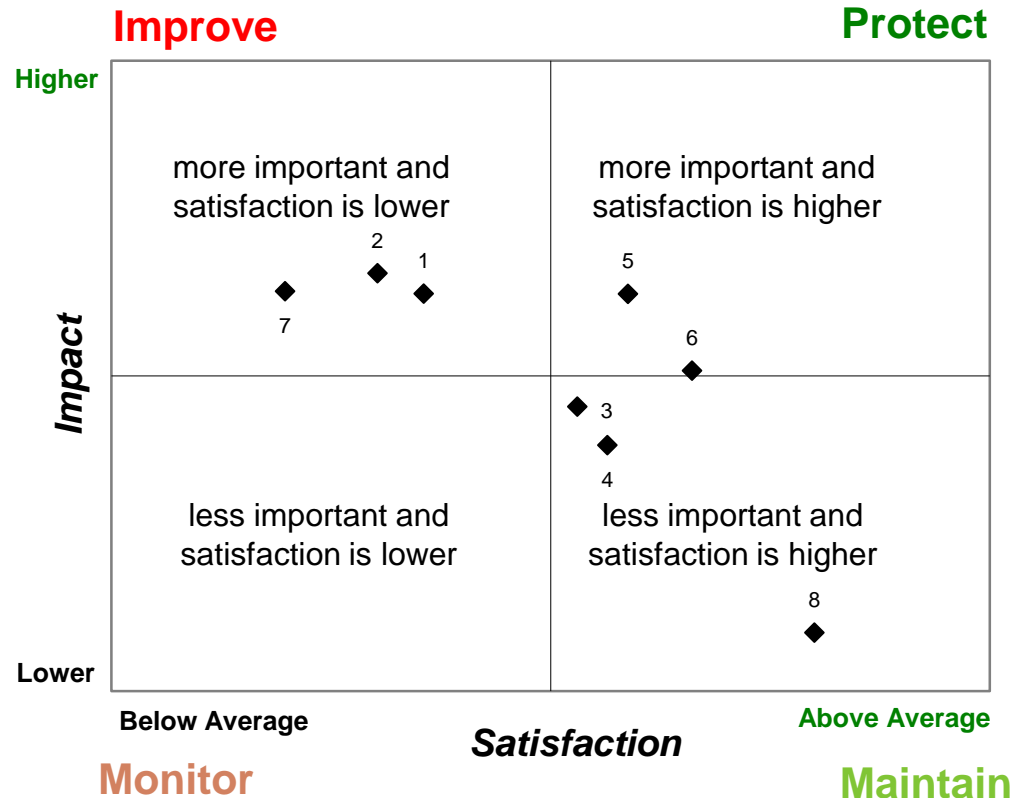


# SECTION SUMMARY

- 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: “Performance and Reward”, “Your Manager/Supervisor”, and “Your Company”. Focusing your efforts on increasing employee satisfaction with these aspects of the employee experience will generate the greatest amount of lift in Employee Engagement overall.
- Conversely, the following aspects of the employee experience were identified as having the least impact (i.e., the lowest correlation) on Employee Engagement: “Your Team”, 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 Performance and Reward, Your Manager/Supervisor, 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.

# OPPORTUNITY ANALYSIS: SAMPLE

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



Composite:

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

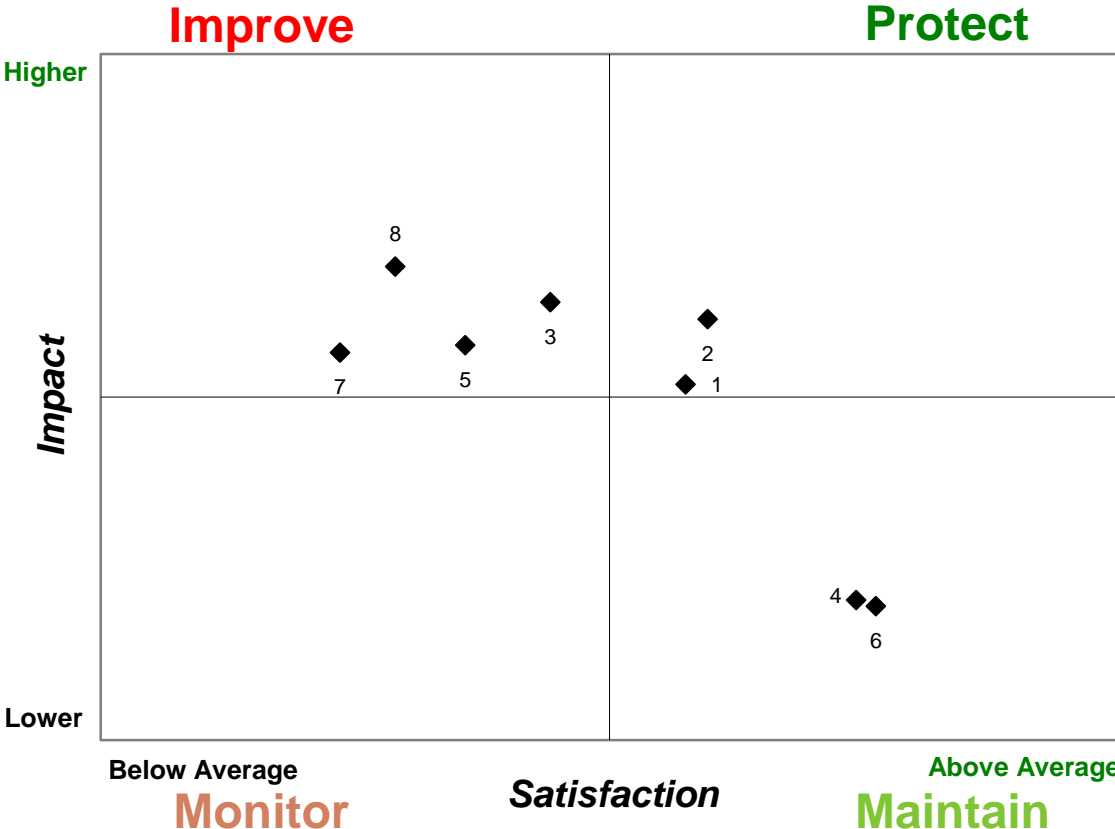


# SECTION SUMMARY

- Results of the Opportunity Analysis shown in this sub-section of the report are summarized below:
  - Areas to Improve (high relative impact; low relative performance):
    - Working Environment
    - Training & Development
    - Performance/Reward
    - Manager/Supervisor
  - Areas to Protect (high relative impact; high relative performance):
    - Job
    - Company
  - Areas to Monitor (low relative impact; low relative performance):
    - None
  - Areas to Maintain (low relative impact; high relative performance):
    - Safety
    - Team
- Opportunity Analysis was not conducted below the department level.

# EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

## Customer Service Centre



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 5.8 to 8.2.  
 Impact values range between 10% to 53%.



# OVERALL ORGANIZATIONAL VIEWS OF CUSTOMER SERVICE CENTRE

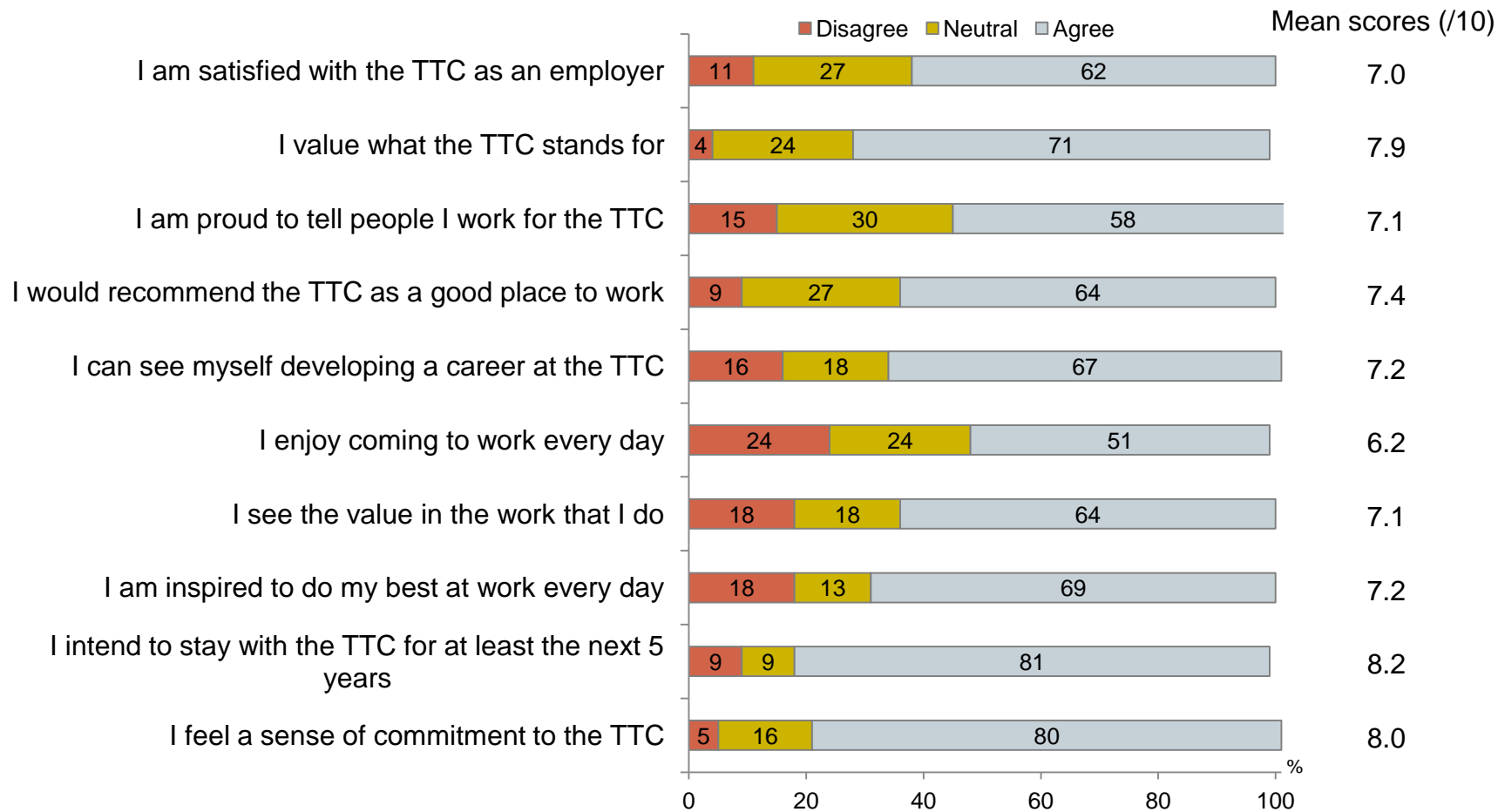
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behalf of TTC



# 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 intend to stay with the TTC for at least the next 5 years “, and “I feel a sense of commitment to the TTC”. Ratings were the lowest for “I enjoy coming to work every day”. These results were generally consistent across the cost centre groupings, with the exception of Customer Service Centre, where “I value what the TTC stands for” received the highest rating.
- Mean scores across most measures differed relatively little by cost centre grouping, though scores were generally the highest for Customer Service/Customer Service Centre Management, and generally the lowest for Customer Service.

# OVERALL ORGANIZATIONAL VIEWS - CUSTOMER SERVICE CENTRE



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

# OVERALL ORGANIZATIONAL VIEWS - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	All Customer Service Centre	Customer Service	Customer Service Centre	MDP Office/Cust. Serv.	Cust. Serv./Cust. Serv. Ctr. Mgt.	All Except Management
I am satisfied with the TTC as an employer	7.8	8.1	7.6	7.0	6.8	6.8	7.1	7.1	6.9
I value what the TTC stands for	8.2	8.6	8.3	7.9	7.3	8.4	7.4	7.6	7.8
I am proud to tell people I work for the TTC	7.9	8.2	7.7	7.1	7.7	6.9	7.2	7.8	7.0
I would recommend the TTC as a good place to work	8.0	8.3	7.9	7.4	8.0	7.1	7.8	8.1	7.4
I can see myself developing a career at the TTC	7.9	8.0	7.7	7.2	7.2	7.2	7.1	7.4	7.1
I enjoy coming to work every day	7.3	7.6	6.8	6.2	5.2	5.9	6.2	5.9	6.0
I see the value in the work that I do	8.2	8.4	8.1	7.1	5.4	7.4	6.7	6.0	7.0
I am inspired to do my best at work every day	7.8	8.2	7.9	7.2	6.3	6.7	7.5	6.8	7.1
I intend to stay with the TTC for at least the next 5 years	8.5	8.4	8.1	8.2	8.3	8.2	8.1	8.6	8.1
I feel a sense of commitment to the TTC	8.2	8.6	8.5	8.0	7.8	8.0	7.9	8.2	7.9

Sample sizes vary by attribute.

# AREA TO IMPROVE: PERFORMANCE AND REWARD

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# SECTION SUMMARY

- Opportunity Analysis identifies “Performance and Reward” as the most impactful on Employee Engagement and as an area in which Customer Service Centre employees are relatively less satisfied. In other words, this is an Area to Improve.
- Employee satisfaction with the way the TTC recognizes and rewards employees is generally highest for Customer Service Centre, and generally lowest for Customer Service.
- Across the specific aspects of Performance and Reward, ratings were highest for, “The TTC offers good job security”. Ratings were lowest for, “At the TTC, the recognition and rewards are meaningful”, and “I have the opportunity to progress within the company”. These results were consistent across cost centre groupings.
- To improve employee satisfaction with Performance and Reward, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - At the TTC, the recognition and / or rewards are meaningful
  - I have the opportunity to progress within the company
  - I am satisfied with the recognition I receive from my manager
- In addition to these improvements, the following area is a key Area to Protect.
  - I am recognized for excellent performance



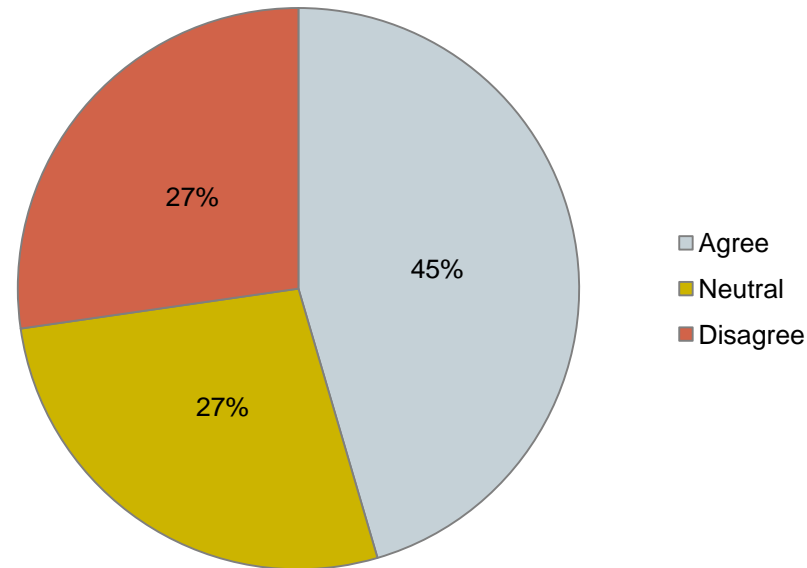
# OVERALL RATINGS OF PERFORMANCE AND REWARD - CUSTOMER SERVICE CENTRE

## Customer Service Centre

**Total**

(n= 44)

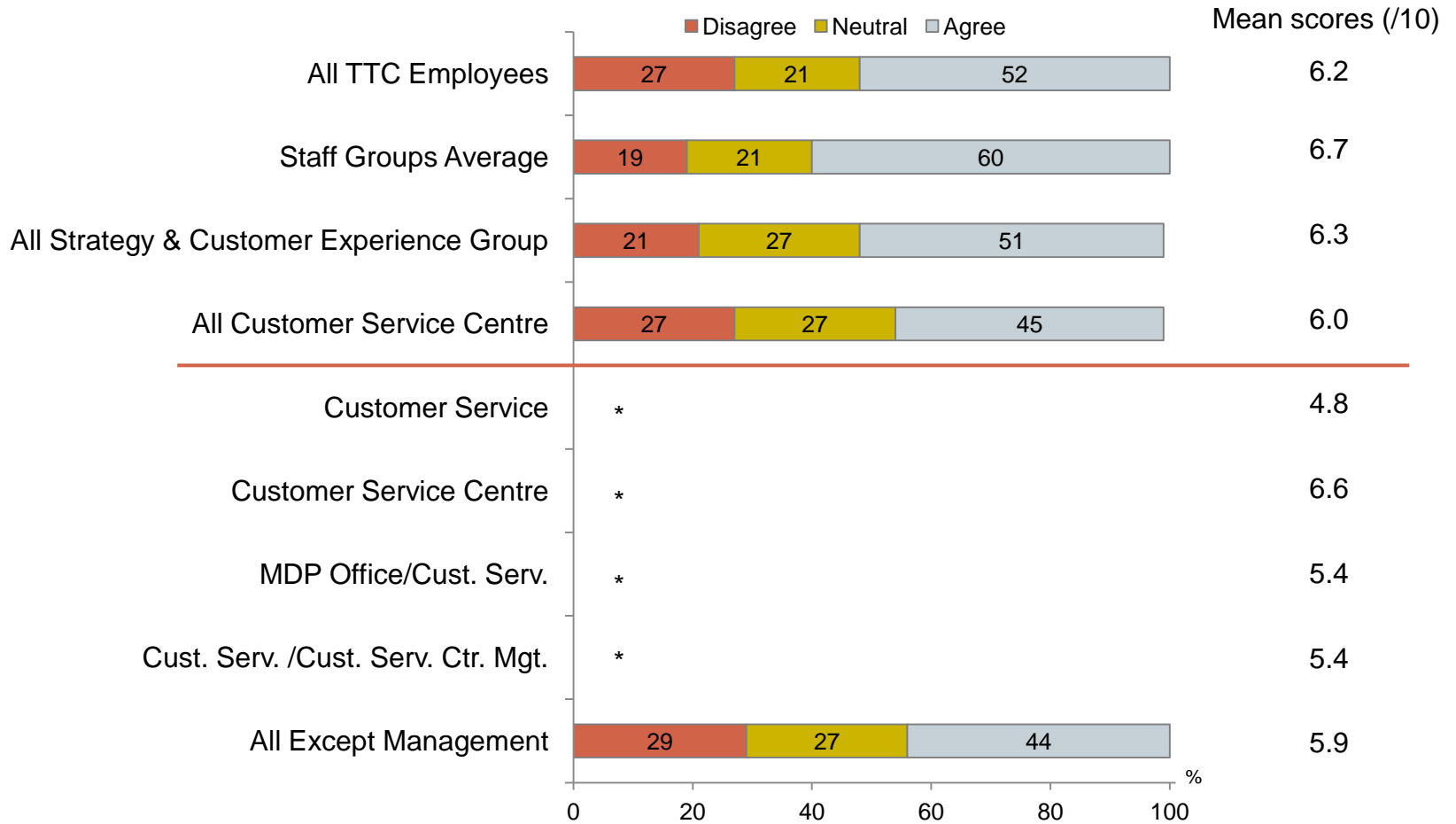
**Mean=6.0**



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 - BY COST CENTRE/GROUPING



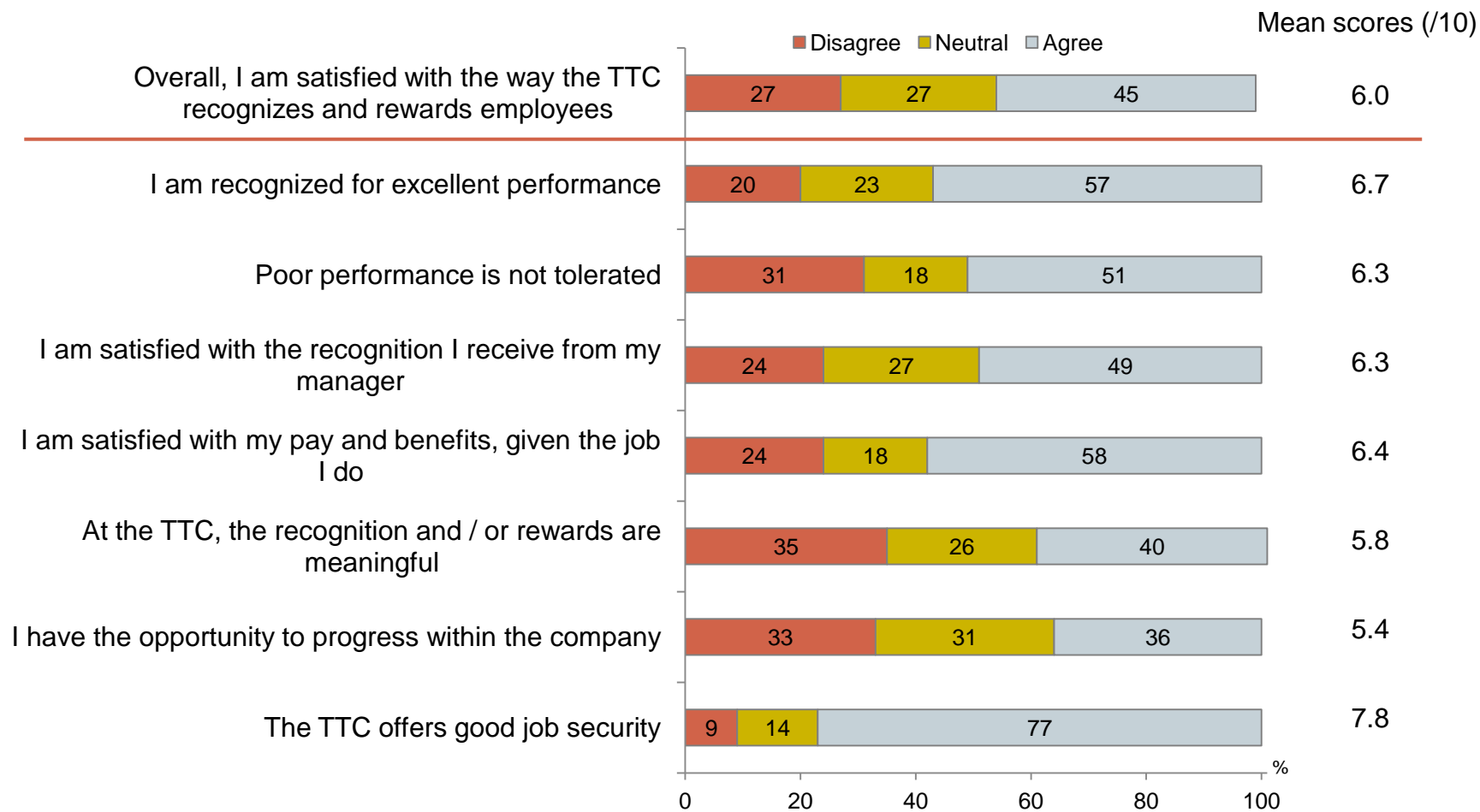
\* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

# PERFORMANCE AND REWARD - CUSTOMER SERVICE CENTRE



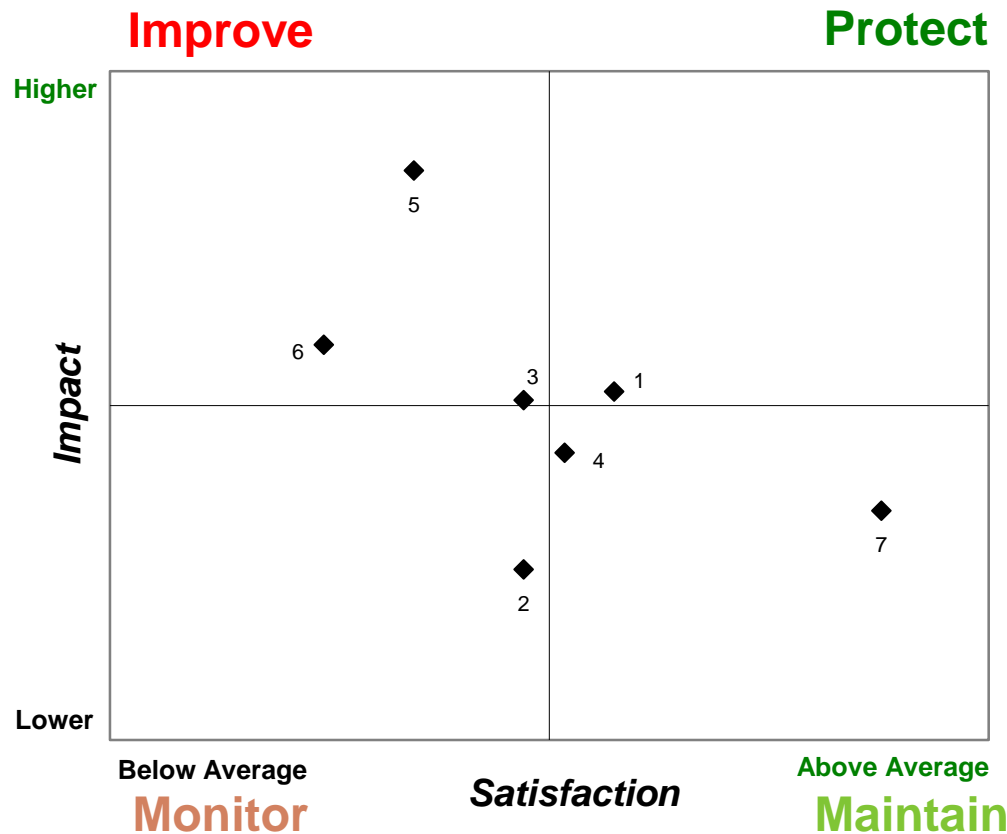
I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.  
Sample sizes vary by attribute.

# PERFORMANCE AND REWARD - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	All Customer Service Centre	Customer Service	Customer Service Centre	MDP Office/Cust. Serv.	Cust. Serv. /Cust. Serv. Ctr. Mgt.	All Except Management
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.3	6.0	4.8	6.6	5.4	5.4	5.9
I am recognized for excellent performance	5.9	6.7	6.5	6.7	6.8	6.5	6.8	7.1	6.5
Poor performance is not tolerated	5.9	6.2	5.9	6.3	5.5	6.6	6.0	5.9	6.2
I am satisfied with the recognition I receive from my manager	6.0	6.9	6.2	6.3	5.3	6.5	5.9	5.9	6.1
I am satisfied with my pay and benefits, given the job I do	7.7	7.4	6.8	6.4	5.5	6.5	6.2	5.8	6.4
At the TTC, the recognition and / or rewards are meaningful	5.9	6.3	5.8	5.8	4.9	6.1	5.4	5.5	5.7
I have the opportunity to progress within the company	6.9	6.6	5.7	5.4	4.2	5.9	4.8	4.9	5.2
The TTC offers good job security	8.3	8.4	8.1	7.8	7.7	7.8	7.6	8.0	7.7

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 SERVICE CENTRE



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 5.4 to 7.8.  
 Impact values range between 19% to 86%.

# AREA TO IMPROVE: YOUR MANAGER/SUPERVISOR

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Opportunity Analysis identifies “Your Manager/Supervisor” as the second most impactful on Employee Engagement and is an area in which Customer Service Centre employees are relatively less satisfied, making this an Area to Improve.
- Employee satisfaction with their immediate manager or supervisor is the highest for Customer Service Centre, and the lowest for Customer Service.
- Across the specific qualities of Your Manager/Supervisor, ratings were fairly close together, but the highest for, “My manager/supervisor actively discourages prejudice”, and the lowest for, “I am satisfied with the way I am managed”. These results were generally consistent, with a few exceptions. For Customer Service and Customer Service/Customer Service Centre Management, “I get help and support from my manager/supervisor when I need it” received the highest score in those groupings. For Customer Service Centre, the lowest rating was for “My manager/supervisor tells me why decisions have been made”.
- To improve employee satisfaction with their manager/supervisor, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - My manager/supervisor manages people well
  - My manager/supervisor leads by example
  - My manager/supervisor is personally involved in improving the quality of my work
  - My manager/supervisor is open to constructive feedback from staff and others

# SECTION SUMMARY

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



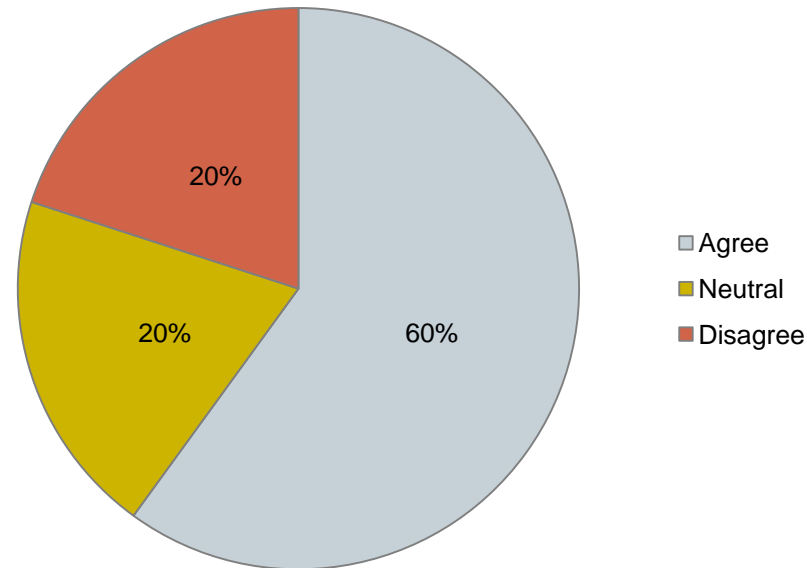
# OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - CUSTOMER SERVICE CENTRE

## Customer Service Centre

**Total**

(n= 45)

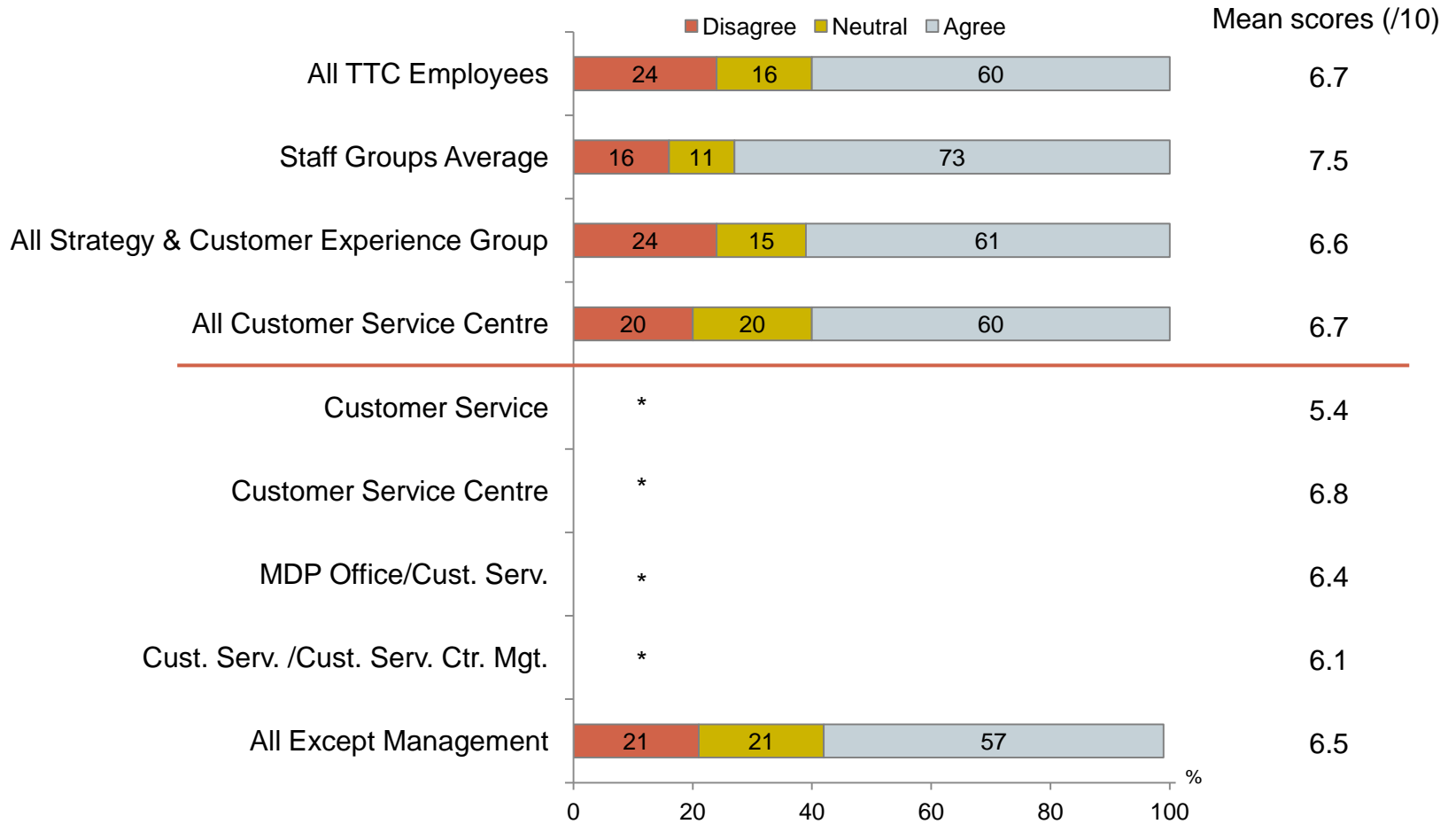
**Mean=6.7**



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 - BY COST CENTRE/GROUPING



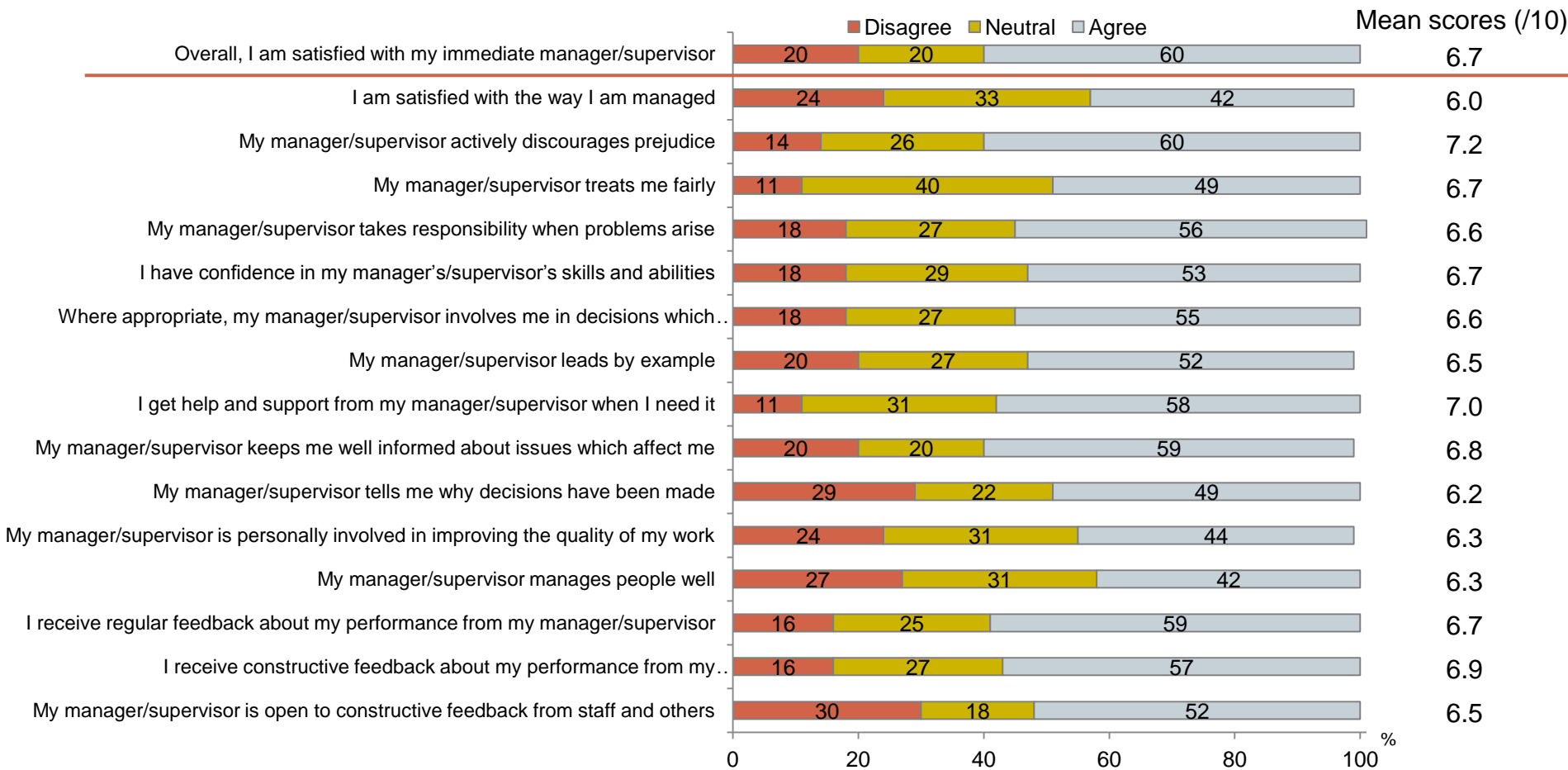
\* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

# YOUR MANAGER/SUPERVISOR - CUSTOMER SERVICE CENTRE



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

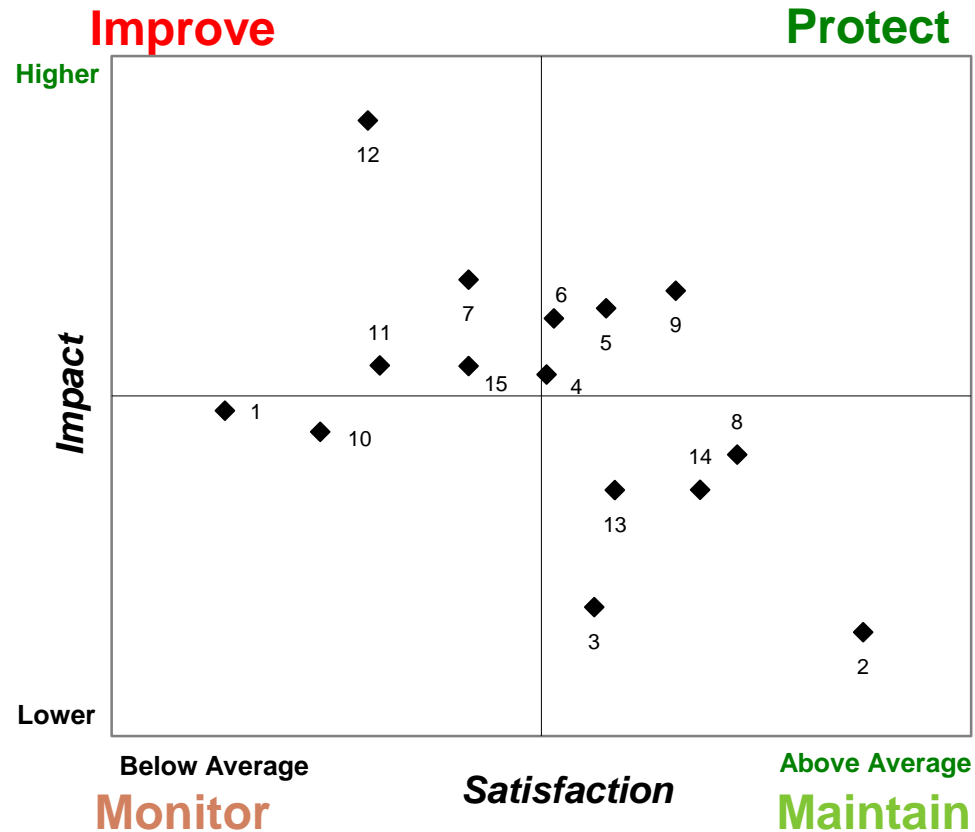
Sample sizes vary by attribute.

# YOUR MANAGER/SUPERVISOR - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	All Customer Service Centre	Customer Service	Customer Service Centre	MDP Office/Cust. Serv.	Cust. Serv. /Cust. Serv. Ctr. Mgt.	All Except Management
Overall, I am satisfied with my immediate manager/supervisor	6.7	7.5	6.6	6.7	5.4	6.8	6.4	6.1	6.5
I am satisfied with the way I am managed	6.6	7.3	6.3	6.0	4.5	6.1	5.7	5.3	5.8
My manager/supervisor actively discourages prejudice	7.4	7.9	7.3	7.2	5.7	7.4	6.8	6.3	7.1
My manager/supervisor treats me fairly	7.3	7.9	7.1	6.7	5.6	6.8	6.4	6.1	6.6
My manager/supervisor takes responsibility when problems arise	6.9	7.6	6.8	6.6	5.2	6.9	6.2	5.8	6.5
I have confidence in my manager's/supervisor's skills and abilities	6.9	7.7	7.0	6.7	5.3	6.7	6.6	5.9	6.6
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	7.6	6.8	6.6	5.1	6.6	6.4	5.7	6.5
My manager/supervisor leads by example	6.5	7.3	6.5	6.5	4.8	6.6	6.1	5.6	6.3
I get help and support from my manager/supervisor when I need it	7.1	7.8	7.1	7.0	6.0	6.9	6.8	6.5	6.8
My manager/supervisor keeps me well informed about issues which affect me	6.6	7.6	6.9	6.8	5.7	6.7	6.8	6.4	6.7
My manager/supervisor tells me why decisions have been made	6.2	7.3	6.6	6.2	5.2	5.8	6.3	5.9	6.0
My manager/supervisor is personally involved in improving the quality of my work	6.1	7.0	6.4	6.3	4.7	6.4	6.0	5.4	6.1
My manager/supervisor manages people well	6.3	7.0	6.0	6.3	4.7	6.5	5.8	5.5	6.1
I receive regular feedback about my performance from my manager/supervisor	5.7	7.0	6.4	6.7	5.2	7.2	6.3	5.8	6.6
I receive constructive feedback about my performance from my manager/supervisor	5.8	7.1	6.4	6.9	5.7	7.2	6.6	6.2	6.8
My manager/supervisor is open to constructive feedback from staff and others	6.1	7.1	6.4	6.5	4.9	6.7	6.0	5.7	6.3

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 SERVICE CENTRE



1. I am satisfied with the way I am managed
2. My manager/supervisor actively discourages prejudice
3. My manager/supervisor treats me fairly
4. My manager/supervisor takes responsibility when problems arise
5. I have confidence in my manager's/supervisor's skills and abilities
6. Where appropriate, my manager/supervisor involves me in decisions which affect me
7. My manager/supervisor leads by example
8. I get help and support from my manager/supervisor when I need it
9. My manager/supervisor keeps me well informed about issues which affect me
10. My manager/supervisor tells me why decisions have been made
11. My manager/supervisor is personally involved in improving the quality of my work
12. My manager/supervisor manages people well
13. I receive regular feedback about my performance from my manager/supervisor
14. I receive constructive feedback about my performance from my manager/supervisor
15. My manager/supervisor is open to constructive feedback from staff and others

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 6.0 to 7.2.  
 Impact values range between 54% to 92%.

AREA TO PROTECT: YOUR COMPANY

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Opportunity Analysis identifies “Your Company” as the third most impactful on Employee Engagement and is an area in which Customer Service Centre employees are relatively satisfied; in other words, this is an Area to Protect.
- Mean satisfaction ratings across most specific aspects of Your Company are variable, but generally the highest for Customer Service Centre, and MDP Office/Customer Service, and the lowest for Customer Service, although Customer Service Centre also received the lowest ratings for a number of attributes, as well as the highest ratings for others.
- Across the specific aspects of Your Company, satisfaction ratings are highest for “I feel that the TTC’s vision to be ‘A transit system that makes Toronto proud’ is realistic and achievable”, “The TTC puts customers first”, and “In my job role, I feel I can directly contribute to the vision to be ‘A transit system that makes Toronto proud’”. Ratings were lowest for, “There is effective sharing of information across the TTC.” While results were consistent across cost centre groups regarding the lowest ratings, there was substantial variability in which attributes received the highest ratings.
- To improve employee satisfaction with Your Company, Opportunity Analysis identifies several influential Areas to Improve, primarily related to trust and communication:
  - There is a good level of trust between Senior Management and employees
  - The TTC values its staff’s time
  - Senior Managers communicate openly and honestly with employees
  - People take personal responsibility for getting things done at the TTC

# SECTION SUMMARY

- In addition to these Areas to Improve, the following areas were identified as key Areas to Protect:
  - I feel confident that TTC leadership is making the right decisions for the company's future success
  - TTC leadership welcomes all feedback, both positive and negative
  - I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable
  - In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'
- Speaking Highly of the TTC
- 40% of Customer Service Centre employees indicated that would "always" speak highly of the TTC, while most of the remainder indicated that they would "sometimes" speak highly of the TTC.



# SECTION SUMMARY

- Change in Experience Working for the TTC
- 29% of Customer Service Centre employees feel that working for the TTC has improved over the past 12 months, compared to 36% who feel it has gotten worse.
- Employees in the “All Except Management” cost centre grouping are slightly less likely to express that working for the TTC has improved over the past 12 months (24%), compared to the entire department. They were also slightly more likely (38%) to report that working for the TTC has gotten worse in the past twelve months compared to the entire department.
- As there were not sufficient Customer Service Centre employees who indicated that working for the TTC has gotten better, gotten worse, or stayed the same, in the past 12 months, the main reasons for those impressions cannot be reported.

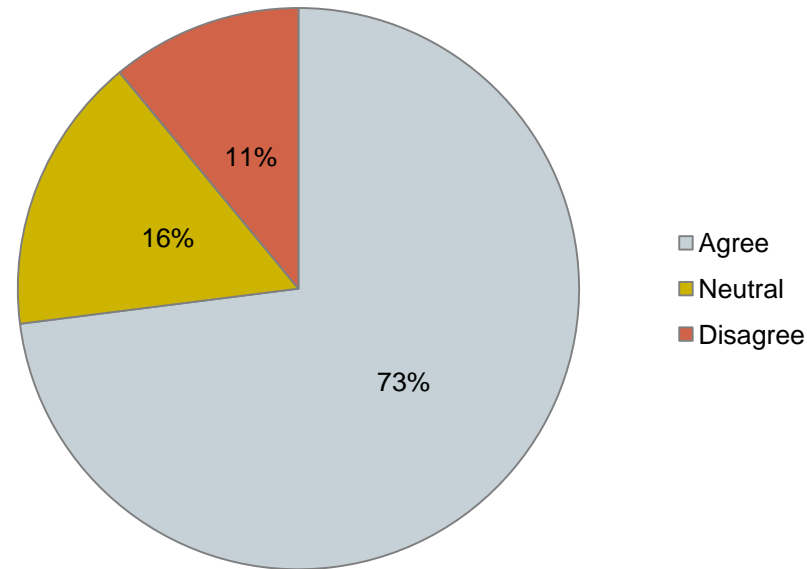
# OVERALL RATINGS OF YOUR COMPANY - CUSTOMER SERVICE CENTRE

## Customer Service Centre

**Total**

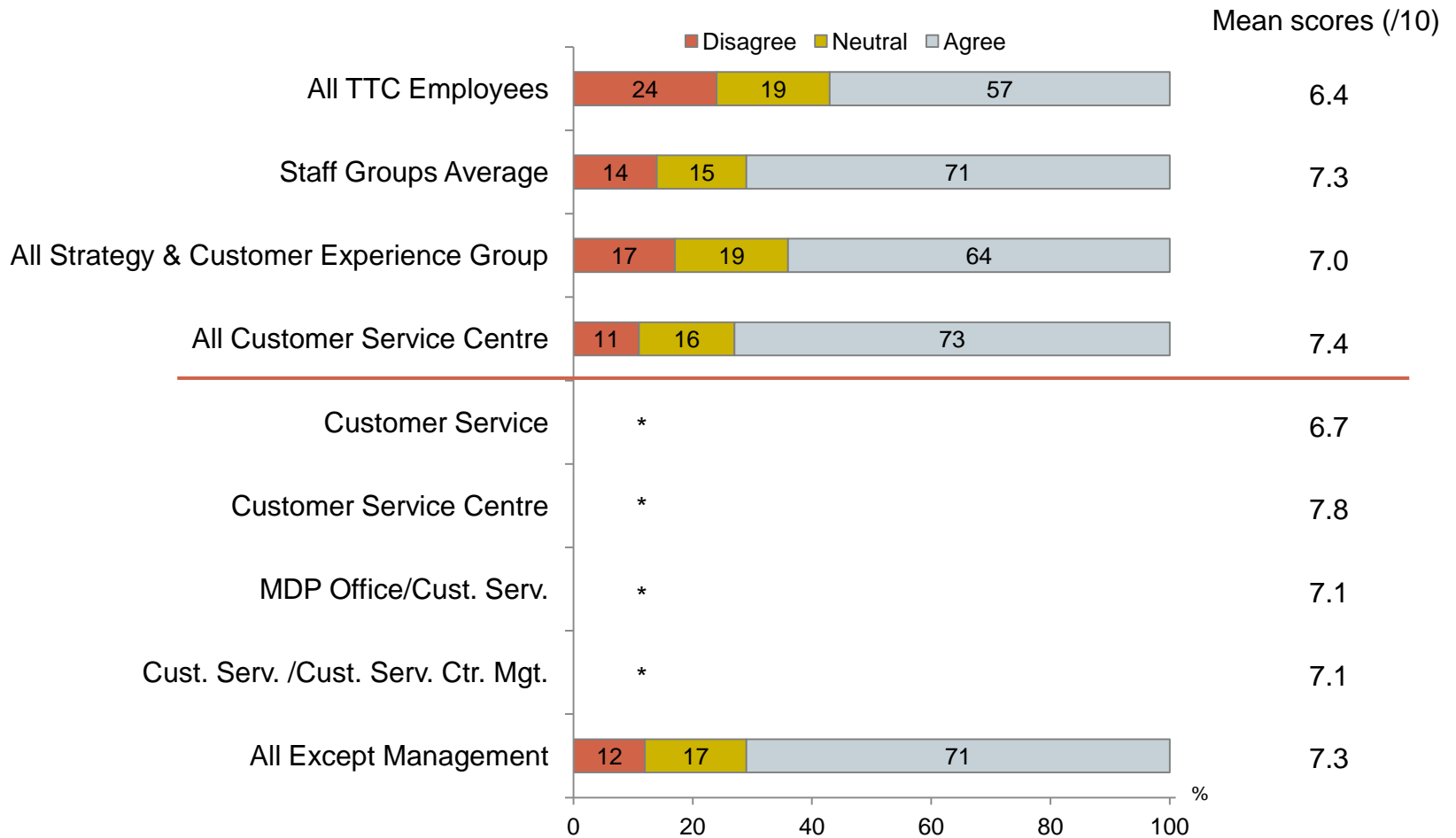
(n= 44)

**Mean=7.4**



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

# OVERALL RATINGS OF YOUR COMPANY - BY COST CENTRE/GROUPING



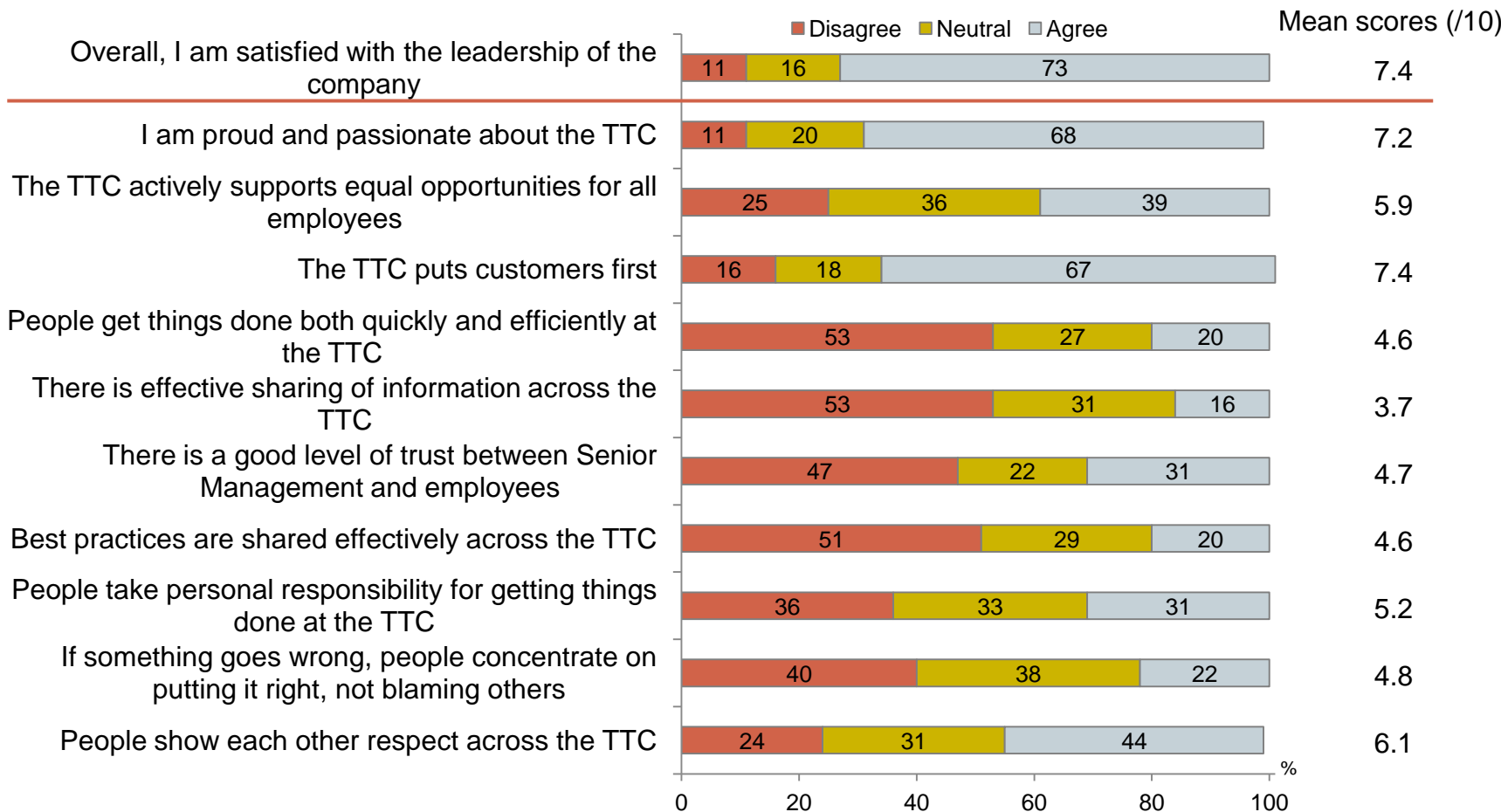
\* Percentages suppressed as sample size <30.

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

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

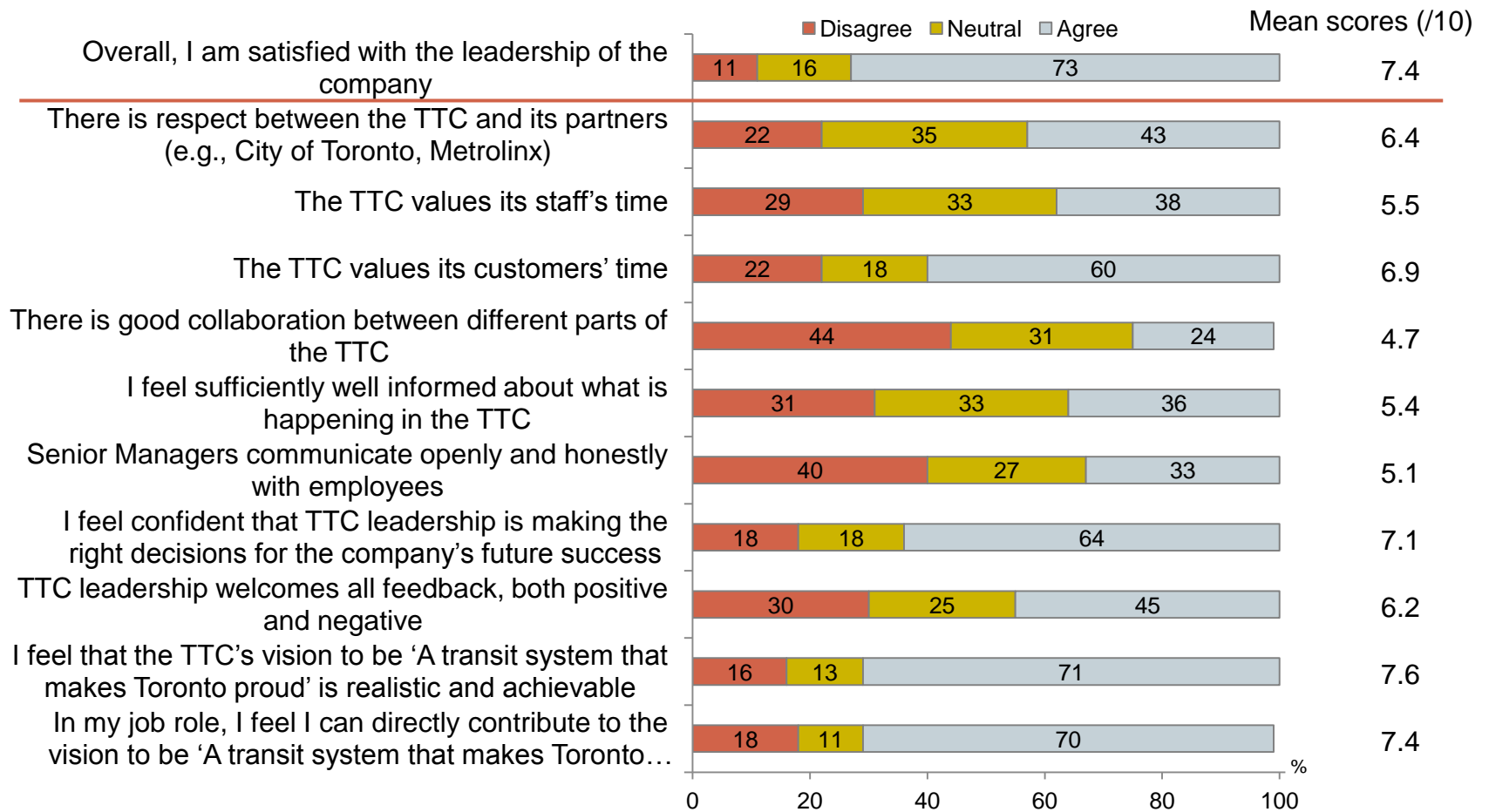
Sample sizes vary by category.

# YOUR COMPANY - CUSTOMER SERVICE CENTRE



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 SERVICE CENTRE (CONT'D)



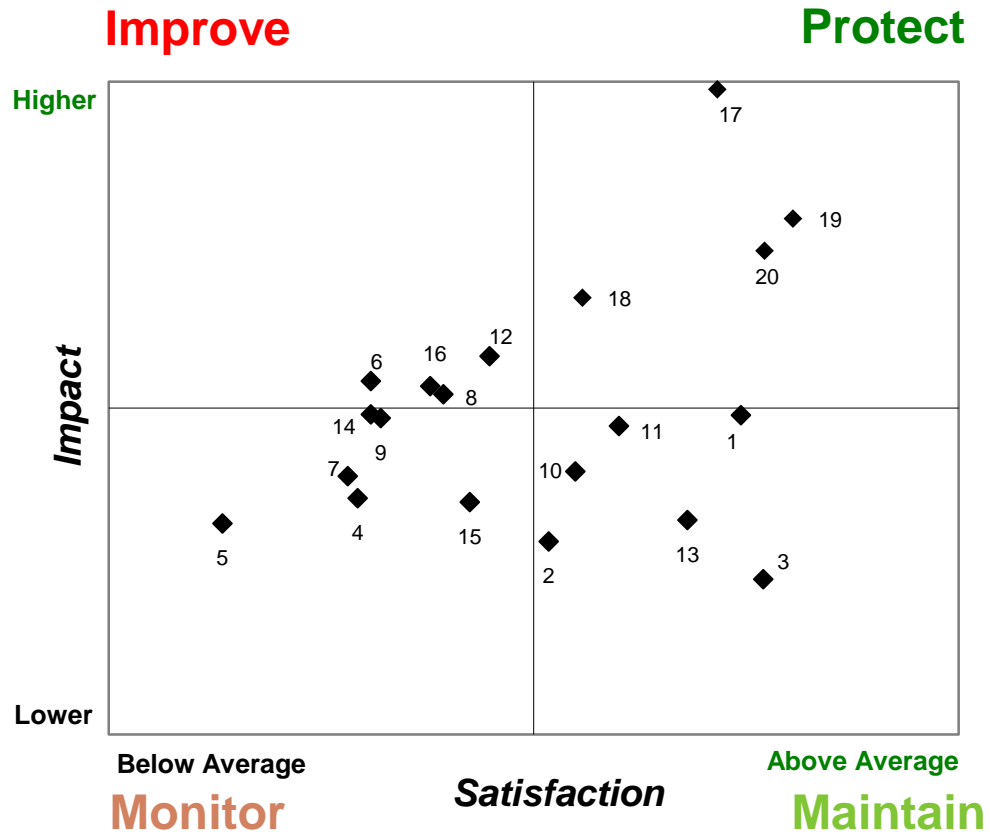
C1. Please indicate the extent to which you agree or disagree with each of the following statements:  
Sample sizes vary by attribute.

# YOUR COMPANY - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	All Customer Service Centre	Customer Service	Customer Service Centre	MDP Office/Cust. Serv.	Cust. Serv. /Cust. Serv. Ctr. Mgt.	All Except Management
Overall, I am satisfied with the leadership of the company	6.4	7.3	7.0	7.4	6.7	7.8	7.1	7.1	7.3
I am proud and passionate about the TTC	7.6	8.1	7.8	7.2	7.5	7.0	7.4	7.8	7.1
The TTC actively supports equal opportunities for all employees	7.2	7.2	6.6	5.9	5.5	6.2	5.5	6.0	5.8
The TTC puts customers first	7.8	8.0	7.3	7.4	7.4	7.2	7.8	7.3	7.4
People get things done both quickly and efficiently at the TTC	5.1	5.5	5.0	4.6	4.5	4.6	4.9	4.5	4.6
There is effective sharing of information across the TTC	4.9	5.4	4.3	3.7	4.2	2.9	4.4	4.3	3.6
There is a good level of trust between Senior Management and employees	4.9	5.8	5.1	4.7	4.3	4.5	4.8	4.7	4.6
Best practices are shared effectively across the TTC	5.3	5.7	5.0	4.6	4.3	4.3	4.8	4.6	4.5
People take personal responsibility for getting things done at the TTC	5.6	6.2	5.7	5.2	4.8	5.3	5.4	4.8	5.3
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	5.7	5.1	4.8	4.9	4.6	5.2	4.9	4.8
People show each other respect across the TTC	6.1	6.7	6.3	6.1	6.1	6.2	6.1	6.2	6.1
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.7	6.1	6.4	6.7	6.3	6.5	6.7	6.4
The TTC values its staff's time	6.0	6.8	6.0	5.5	4.2	6.2	4.9	4.7	5.5
The TTC values its customers' time	7.1	7.6	6.9	6.9	6.5	7.0	6.9	6.6	6.9
There is good collaboration between different parts of the TTC	5.3	5.8	5.2	4.7	4.5	4.5	5.0	4.7	4.7
I feel sufficiently well informed about what is happening in the TTC	5.7	6.7	5.8	5.4	5.5	5.1	5.5	5.8	5.3
Senior Managers communicate openly and honestly with employees	5.3	6.2	5.7	5.1	4.3	5.1	4.9	4.9	5.0
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	7.1	6.7	7.1	6.4	7.4	6.8	6.8	7.0
TTC leadership welcomes all feedback, both positive and negative	6.0	6.7	6.4	6.2	5.8	6.0	6.1	6.3	6.0
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	7.6	6.7	8.0	7.1	7.3	7.4
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	7.6	7.4	6.2	7.4	7.2	6.9	7.2

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 SERVICE CENTRE

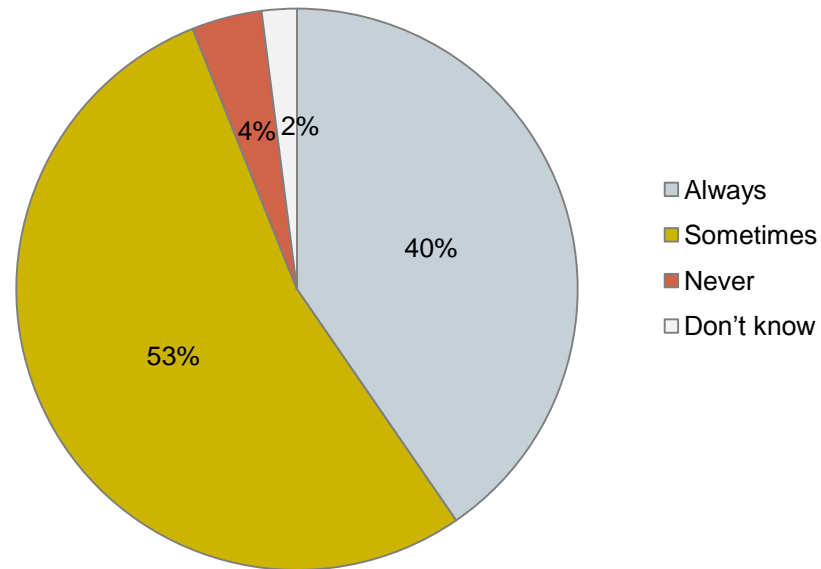


1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. There is effective sharing of information across the TTC
6. **There is a good level of trust 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 3.7 to 7.6.  
Impact values range between 17% to 82%.

## Customer Service Centre

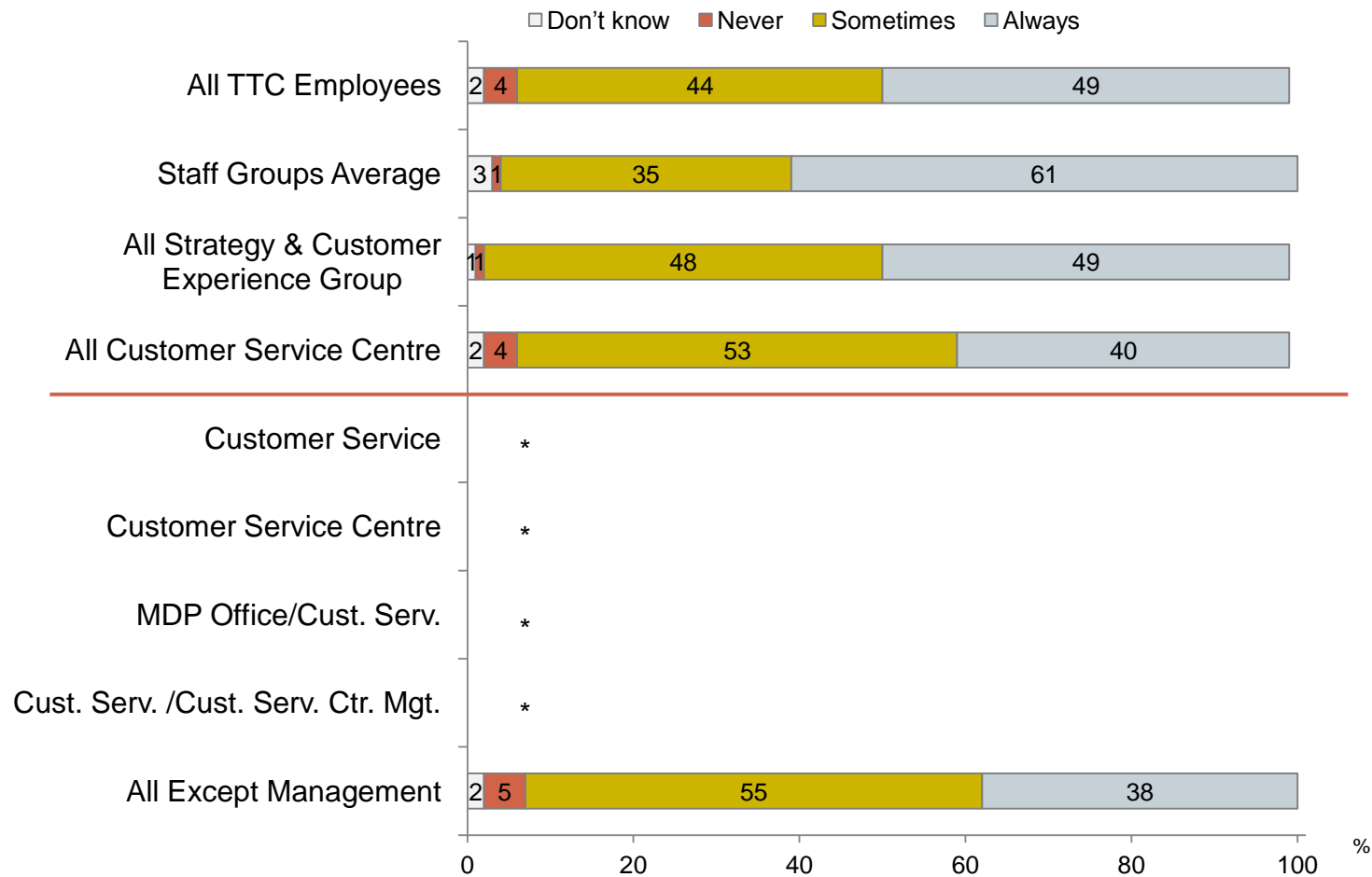
Total  
(n= 45)



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



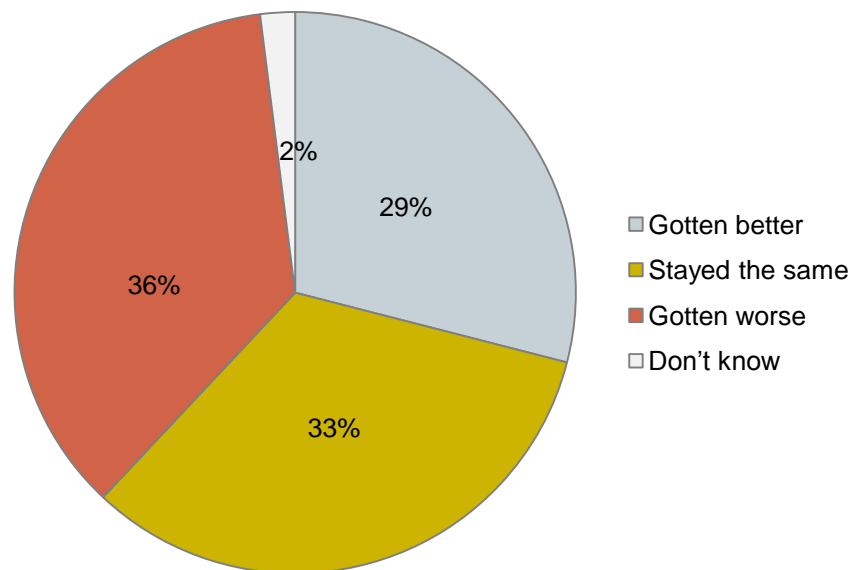
# SPEAKING HIGHLY OF THE TTC - BY COST CENTRE/GROUPING



\* Percentages suppressed as sample size <30.  
 C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.  
 Sample sizes vary by category.

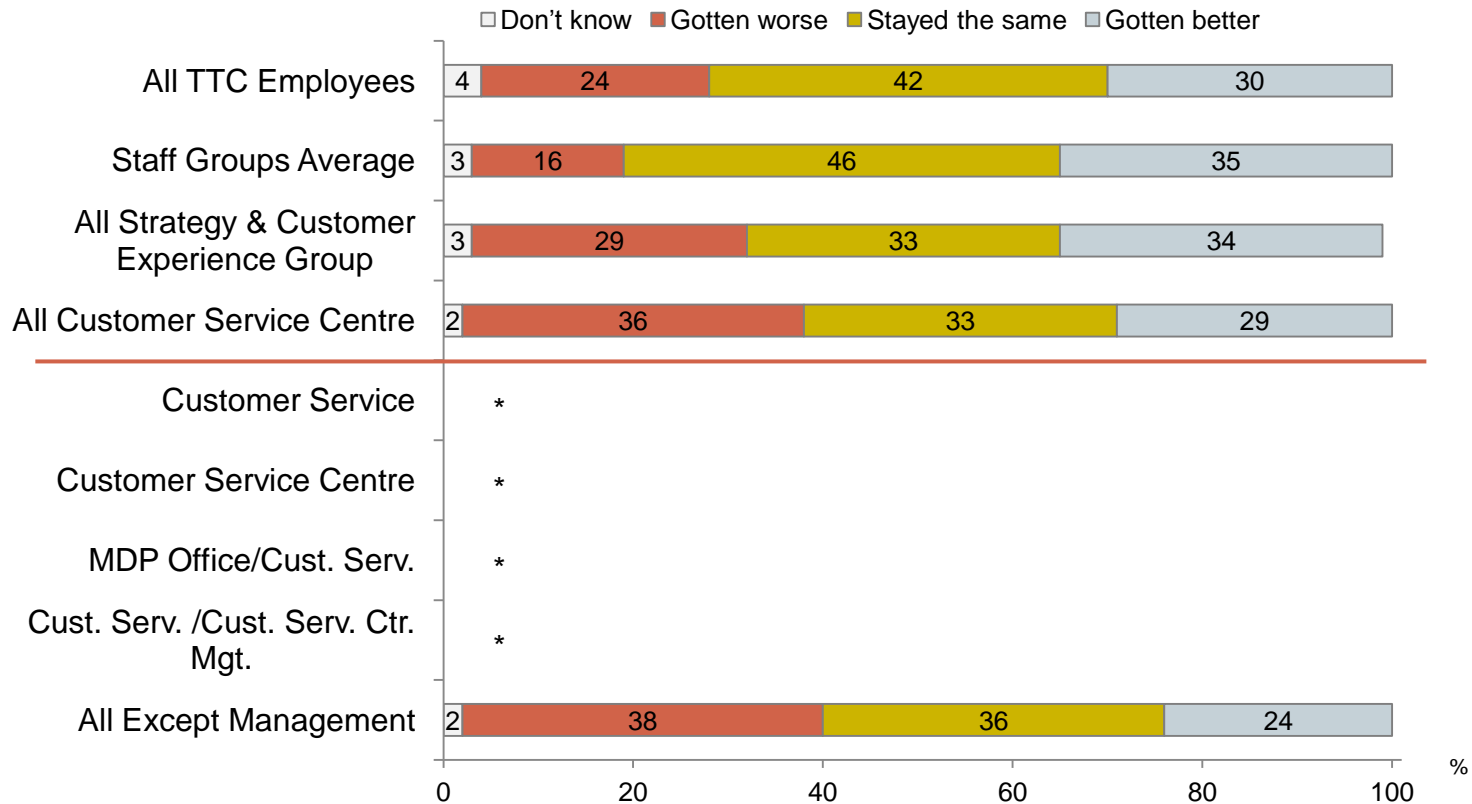
## Customer Service Centre

**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 - BY COST CENTRE/GROUPING



\* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

# REASONS INDICATED FOR CHANGE IN EXPERIENCE

## Employees indicating TTC has Gotten better

Customer Service Centre  
(n= 13)

\*

## Employees indicating TTC has Stayed the same

Customer Service Centre  
(n= 15)

\*

## Employees indicating TTC has Gotten worse

Customer Service Centre  
(n= 16)

\*

\* Percentages suppressed as 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 IMPROVE: YOUR WORKING ENVIRONMENT

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as having the fourth most impact on Employee Engagement and as an area in which Customer Service Centre employees are less satisfied relative to other areas; in other words, this is another Area to Improve.
- Mean scores across most specific aspects of Working Environment were generally the highest for Customer Service Centre, even though this cost centre grouping gave the lowest rating for overall satisfaction with Working Environment. Scores were generally lowest for Customer Service. It should be noted however, that the highest and lowest scores are still very close together.
- Across the specific aspects of Working Environment, ratings were highest for, “The hours I work are reasonable”, “The TTC is committed to diversity and inclusiveness”, and “I feel that I belong at the TTC”. All other attributes received substantially lower ratings that differed very little from each other.
  - A notable exception to this was Customer Service, where the highest score was for “I am satisfied with my work/office space and facilities”, while working reasonable hours received a relatively lower rating. As this cost centre makes up a large portion of two other groupings (MDP Office/Customer Service, and Customer Service/Cust. Serv. Centre Management) this variation is reflected in those groupings as well.
- To improve employee satisfaction with Your Working Environment, Opportunity Analysis identifies the following key Areas to Improve:
  - The TTC encourages employees to maintain a healthy work-life balance
  - I am satisfied with my work/office space and facilities
- In addition to these improvements, the following are identified as key Areas to Protect:
  - I feel I belong at the TTC
  - The TTC is dedicated to diversity and inclusiveness

# SECTION SUMMARY

- Stress at Work
- 45% of Customer Service Centre employees indicated that they experience “frequent” stress at work, and an additional 41% experience stress at work “sometimes”. This is more frequent than for the Strategy & Customer Experience Group as a whole, which is itself the group indicating the most stress across all groups in the TTC. No Customer Service Centre employees indicated they “never” experience stress at work.
- Removing management employees from the totals (All Except Management) does not change the proportions of employees experiencing the various level of stress..
- Discrimination/Harassment
- 16% of Customer Service Centre employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months.
- Cost centre groupings, with the exception of All Except Management, are too small to report percentage-based results.
- Employees most frequently reported discrimination based on personal harassment, or disability.
- Was it Reported?
- As only a minority reported experiencing any discrimination, results cannot be reliably reported for the manner in which Customer Service Centre employees handled discrimination incidents.

# SECTION SUMMARY

- Abuse by Customers
- 89% of Customer Service Centre employees reported that they had been verbally abused by customers in the past 12 months. This is likely due to the nature of the work involved in this department. Sample sizes are too small to provide comparisons between cost centre groupings.
- Only 2% of Customer Service Centre employees reported that they had experienced physical abuse by customers.
- Impact on Employee Engagement
- At the group level, Strategy & Customer Experience employees who experience customer abuse are less engaged than employees who have not had these experiences. As Customer Service Centre employees reported much higher rates of experiencing abuse, primarily verbal, than other departments in the group, that finding at the group level is particularly applicable to this department, even though this analysis was not conducted at the department level, due to the small sample size of many TTC departments.



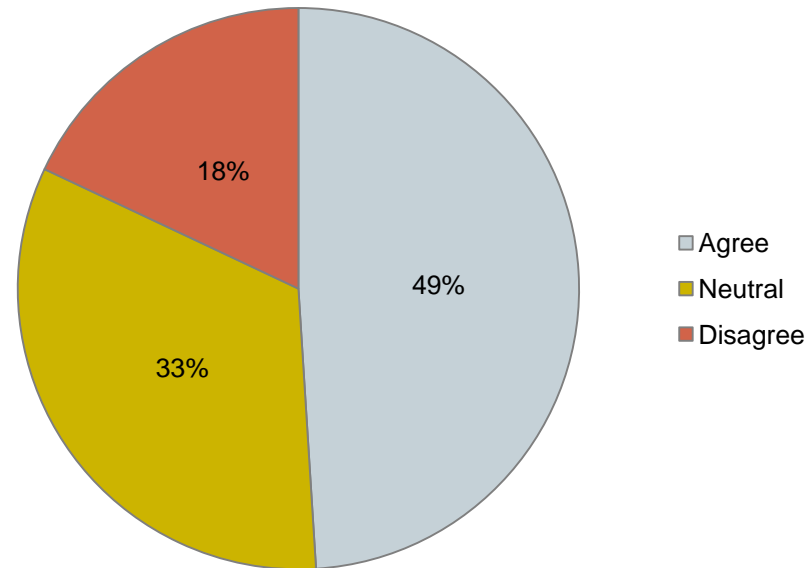
# OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - CUSTOMER SERVICE CENTRE

## Customer Service Centre

**Total**

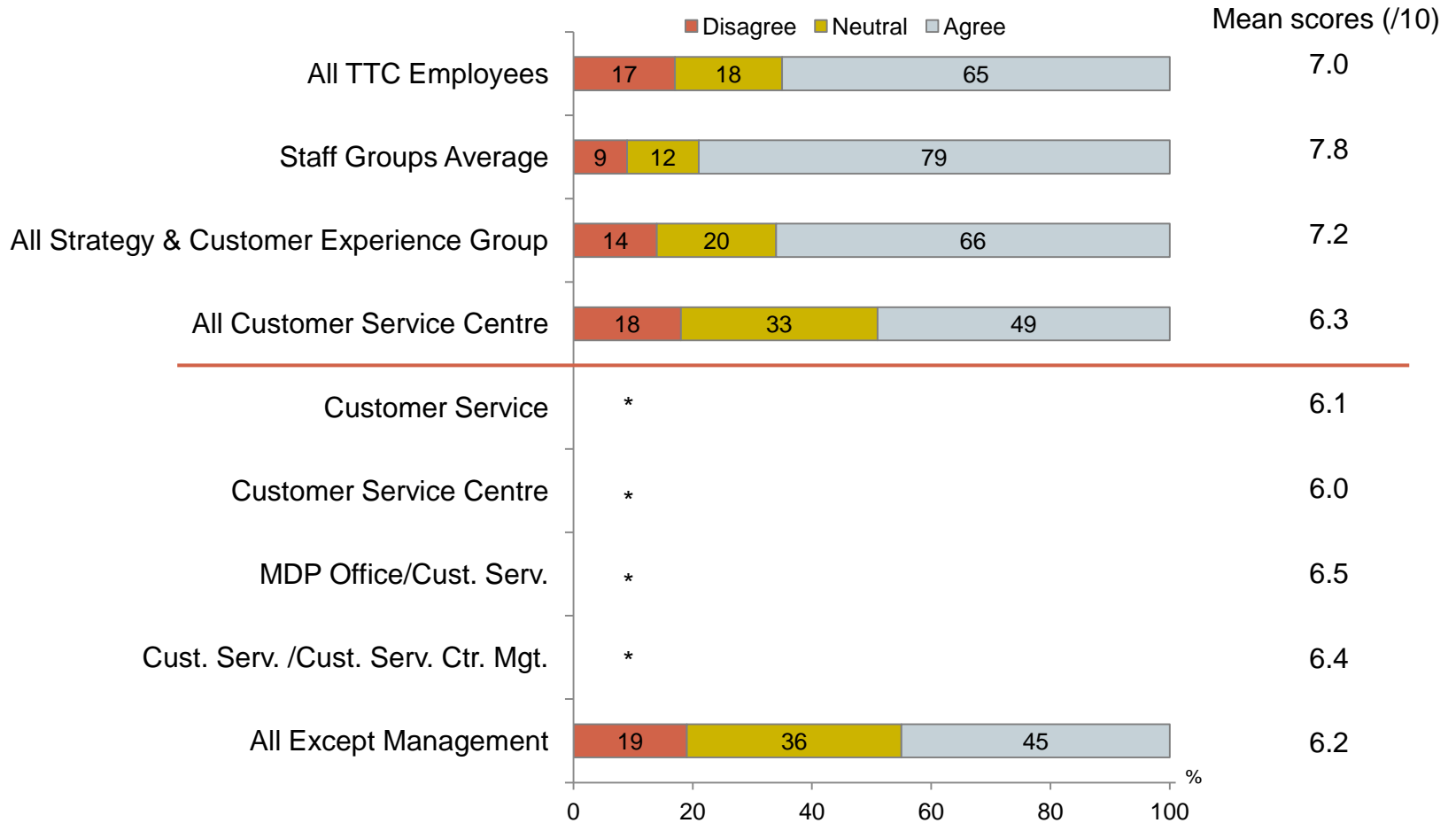
(n= 45)

**Mean=6.3**



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

# OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING



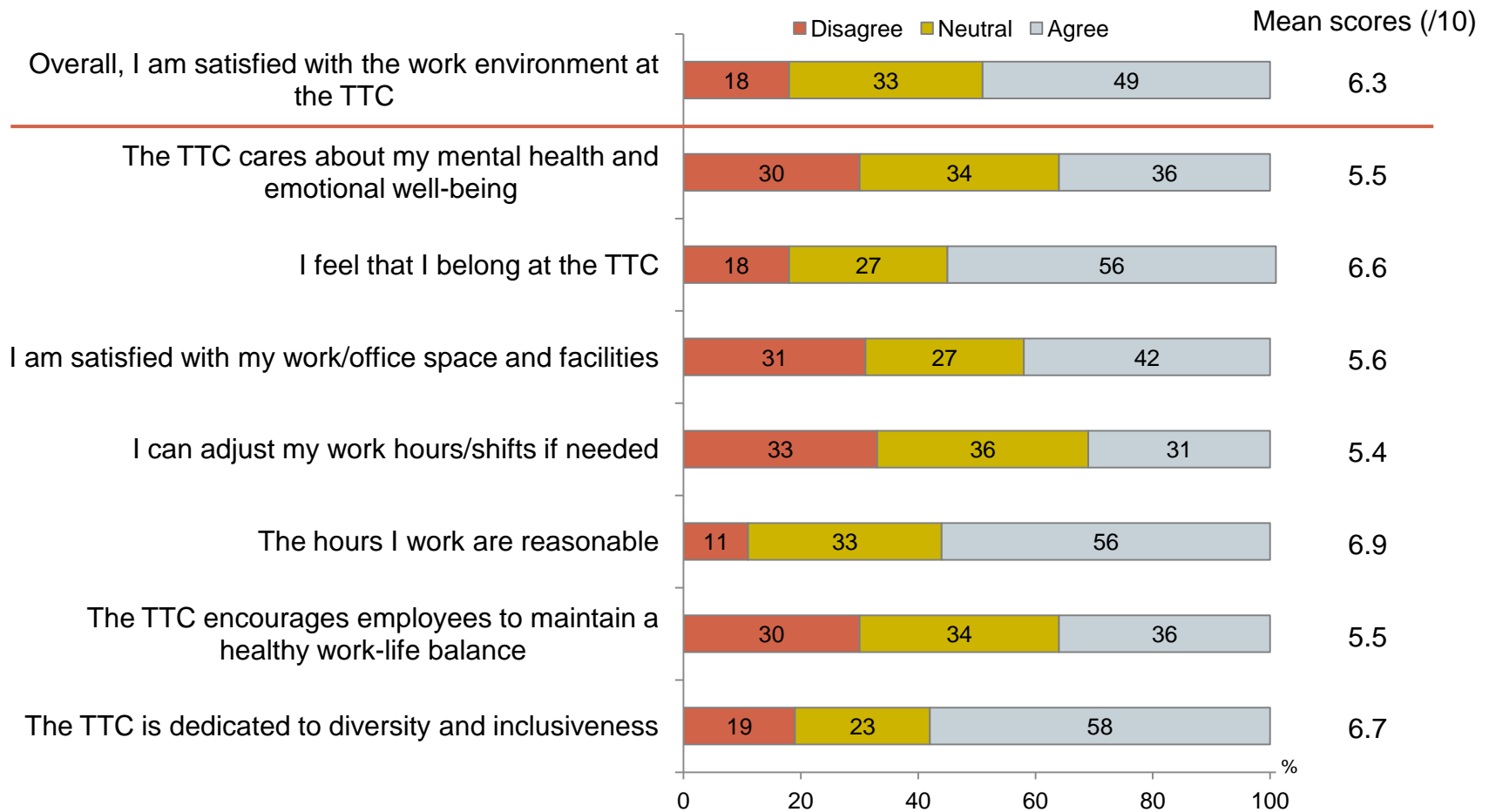
\* Percentages suppressed due to sample size <30.

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

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

Sample sizes vary by category.

# YOUR WORKING ENVIRONMENT - CUSTOMER SERVICE CENTRE



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

# YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	All Customer Service Centre	Customer Service	Customer Service Centre	MDP Office/Cust. Serv.	Cust. Serv. /Cust. Serv. Ctr. Mgt.	All Except Management
Overall, I am satisfied with the work environment at the TTC	7.0	7.8	7.2	6.3	6.1	6.0	6.5	6.4	6.2
The TTC cares about my mental health and emotional well-being	6.2	7.1	6.1	5.5	3.8	6.0	5.1	4.1	5.5
I feel that I belong at the TTC	7.4	7.8	7.0	6.6	5.8	6.7	6.3	6.3	6.5
I am satisfied with my work/office space and facilities	6.5	7.2	6.9	5.6	5.9	5.5	5.8	6.0	5.5
I can adjust my work hours/shifts if needed	6.7	7.5	7.0	5.4	5.3	5.6	5.4	5.3	5.4
The hours I work are reasonable	7.7	8.4	7.9	6.9	5.1	8.0	5.8	5.6	6.8
The TTC encourages employees to maintain a healthy work-life balance	6.3	7.4	6.6	5.5	3.5	6.0	4.9	4.2	5.4
The TTC is dedicated to diversity and inclusiveness	7.4	8.0	7.3	6.7	5.8	7.1	6.2	6.2	6.7

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

# OPPORTUNITY ANALYSIS: YOUR WORKING ENVIRONMENT - CUSTOMER SERVICE CENTRE

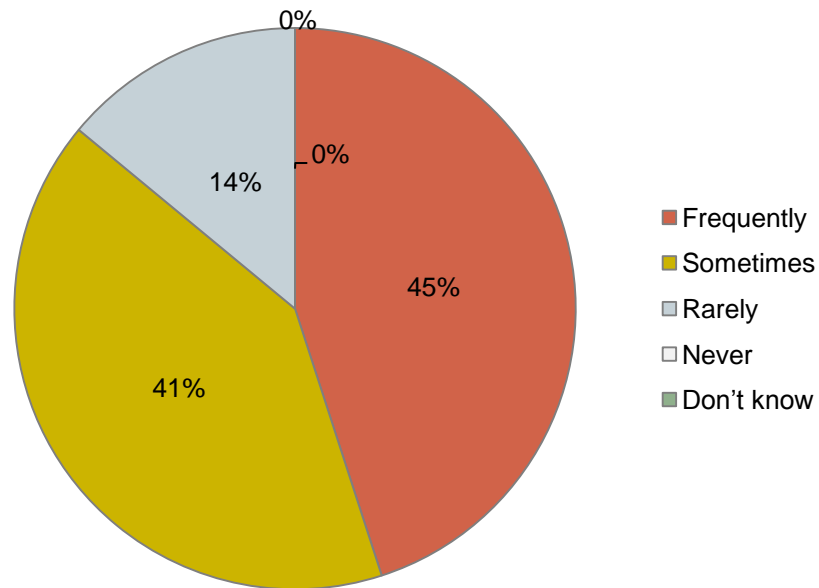


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life 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 5.4 to 6.9.  
 Impact values range between 9% to 48%.

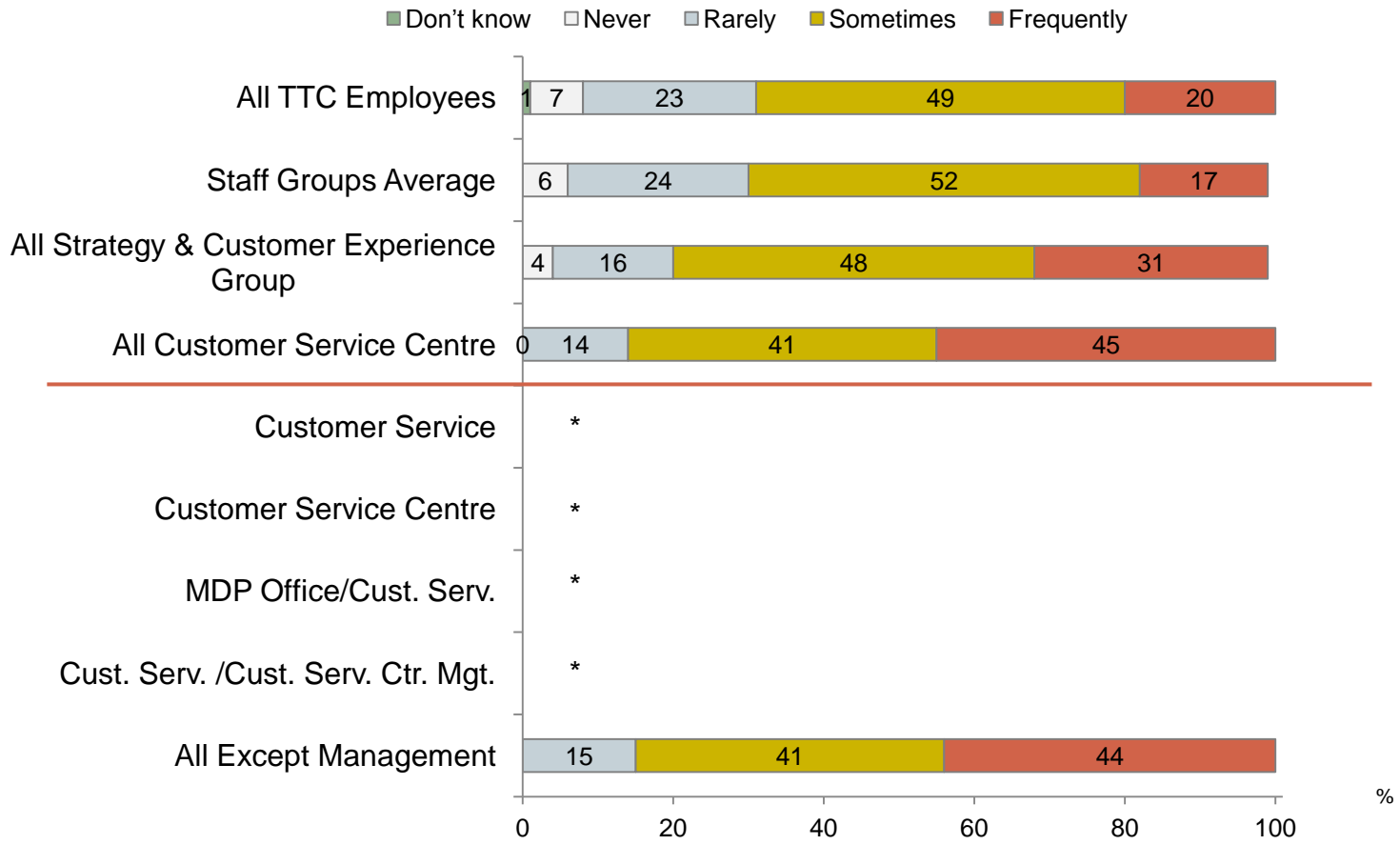
## Customer Service Centre

Total  
(n= 44)



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

# STRESS AT WORK - BY COST CENTRE/GROUPING

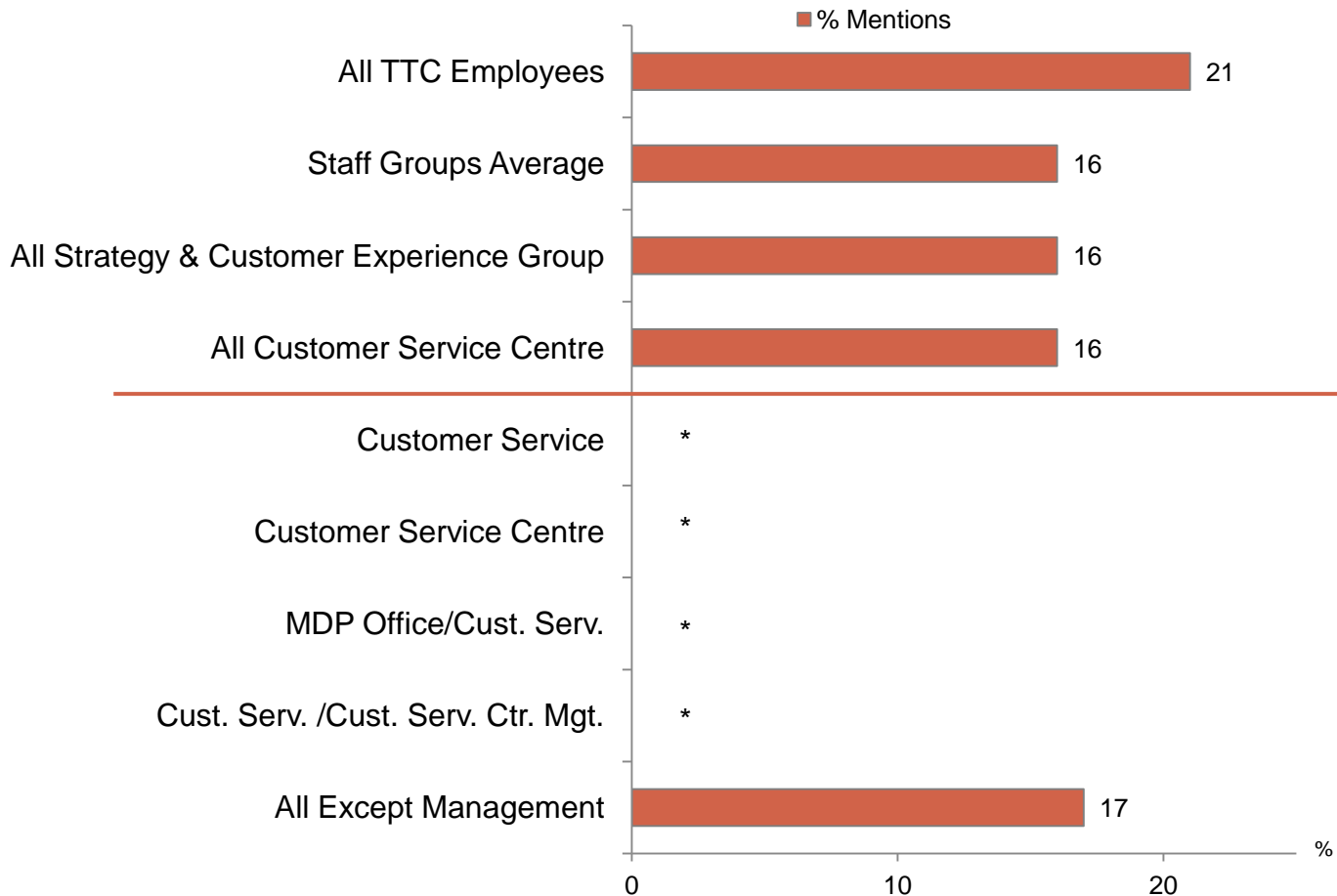


\* Percentages suppressed due to sample size <30.  
 F2. Is stress at work a problem for you? 1 Frequently; 2 Sometimes; 3 Rarely; 4 Never; 5 Don't know.  
 Sample sizes vary by category.



# EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT

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



\* Percentages suppressed due to sample size <30.

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.

3/31/2015



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

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

No cost centre groupings are shown except for All Except Management, as all other cost centre groupings are too small to report percentages (n<30).

# 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 Service Centre employees provided a response to this question, no results can be shown.

**Customer Service Centre  
Total  
(n= 7)**

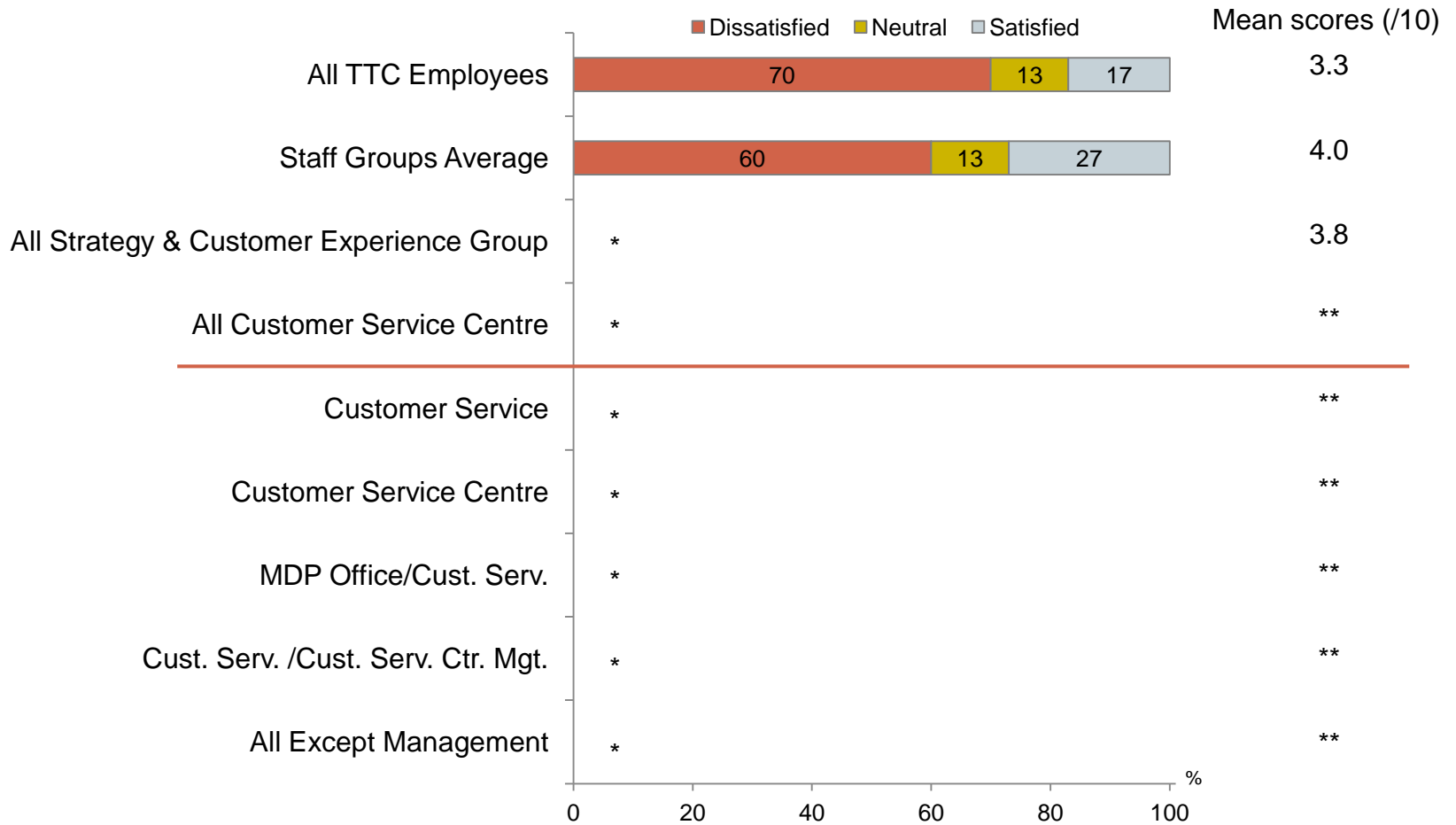
\*

\* 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?

# 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 Service Centre employees provided a response to this question, no results can be shown.

## Customer Service Centre (n= 3)

\*

\* Percentages suppressed due to sample size <30.

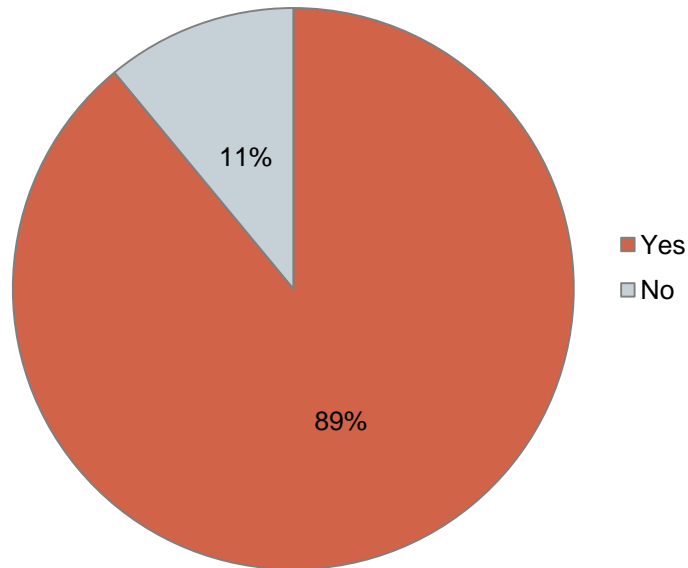
F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?

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

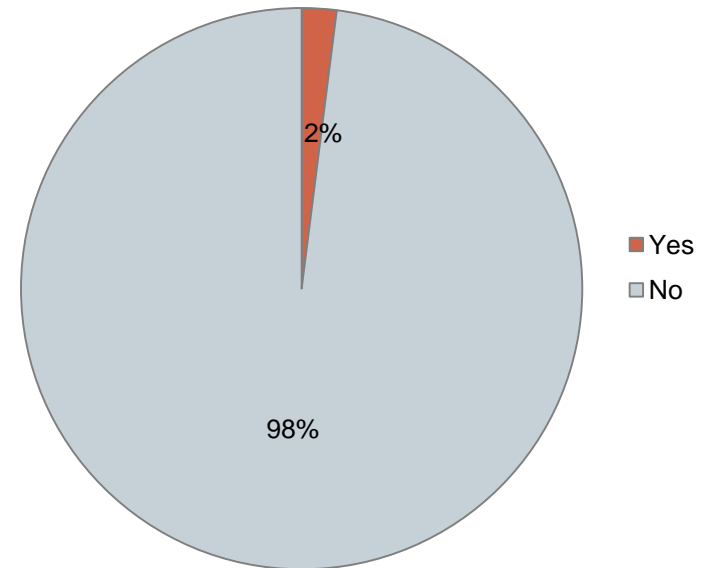
# ABUSE FROM CUSTOMERS

## Customer Service Centre

**Verbally Abused**  
(n= 45)

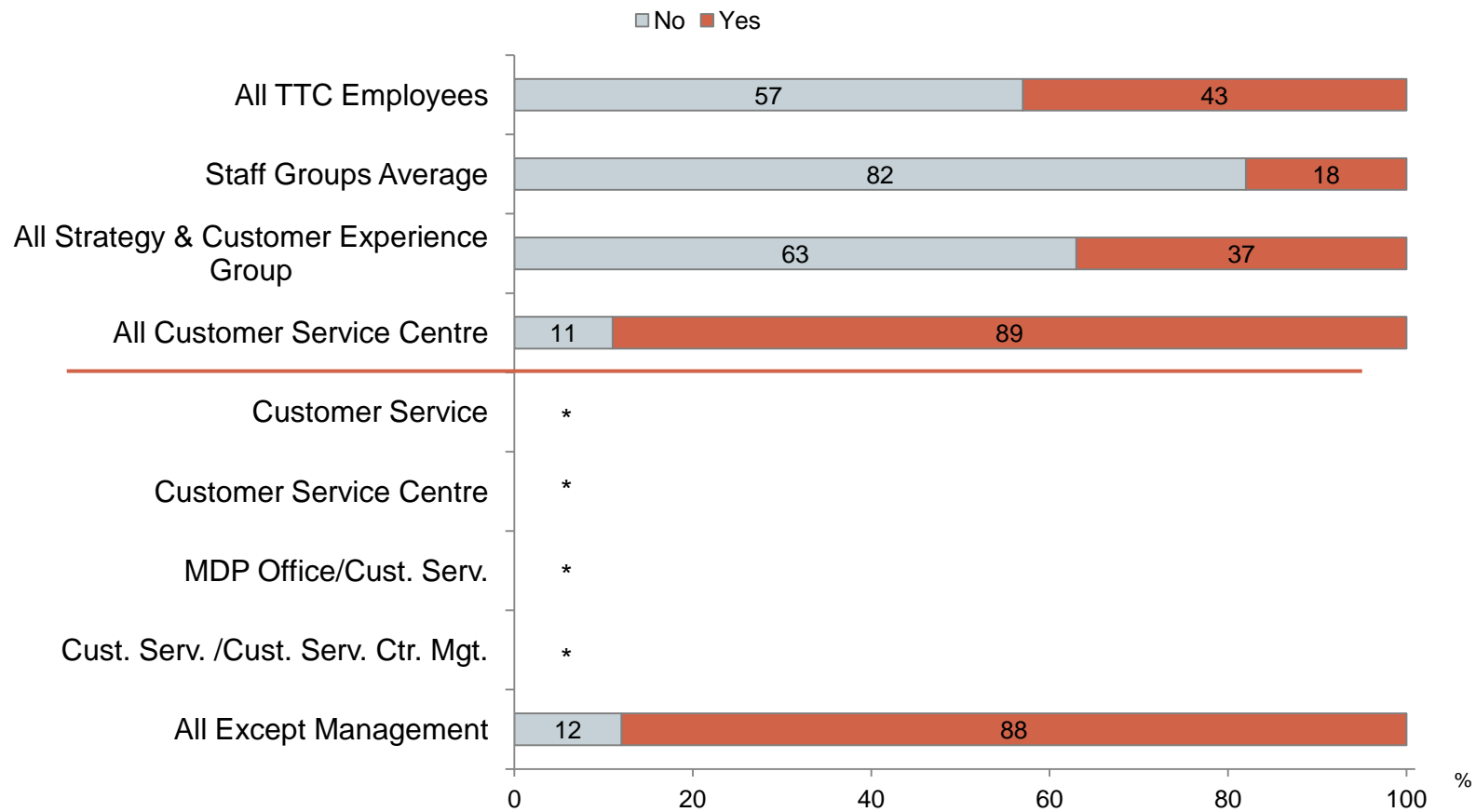


**Physically Abused**  
(n= 44)



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?

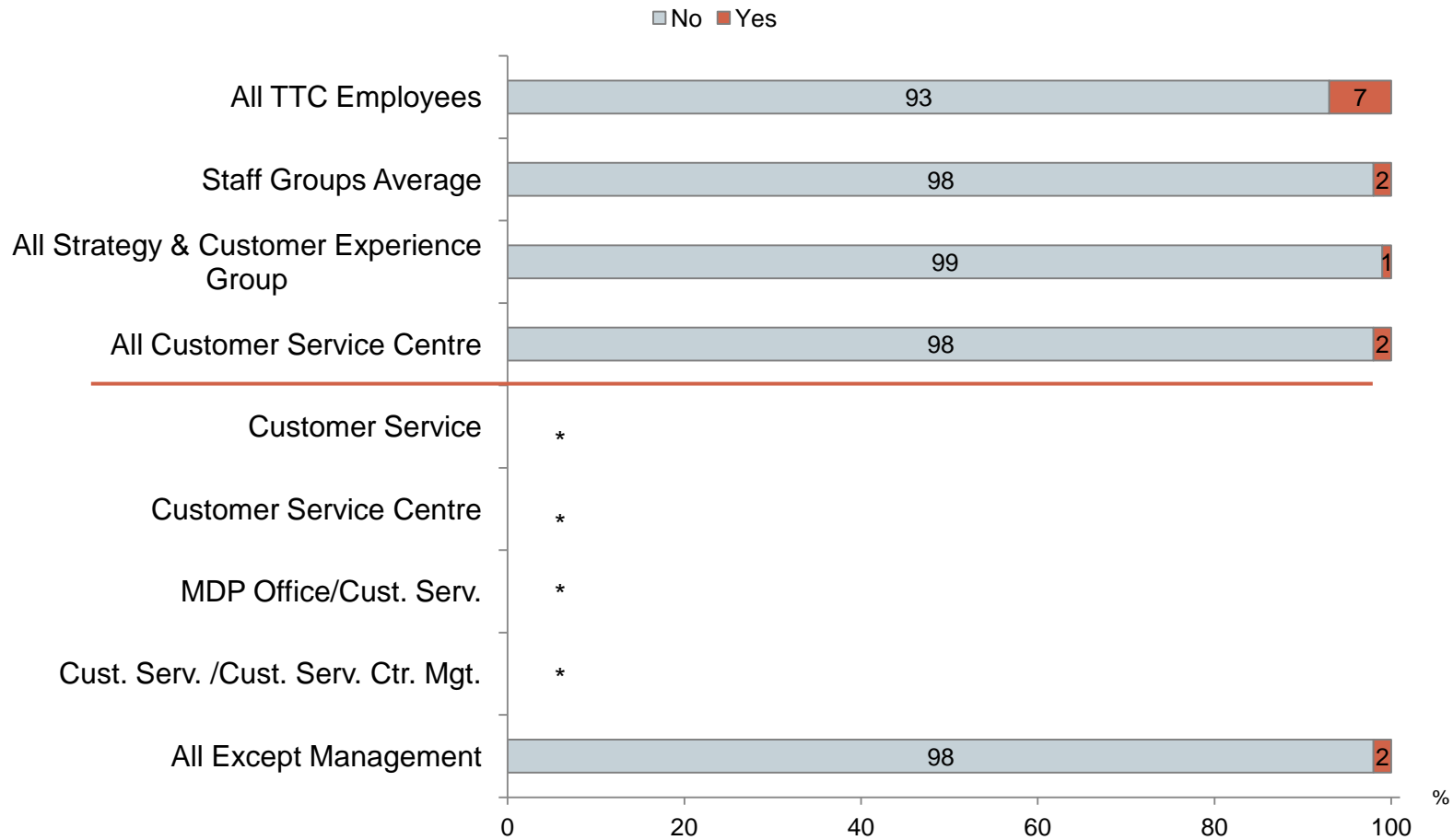
# VERBAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING



\* Percentages suppressed as sample size <30.

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

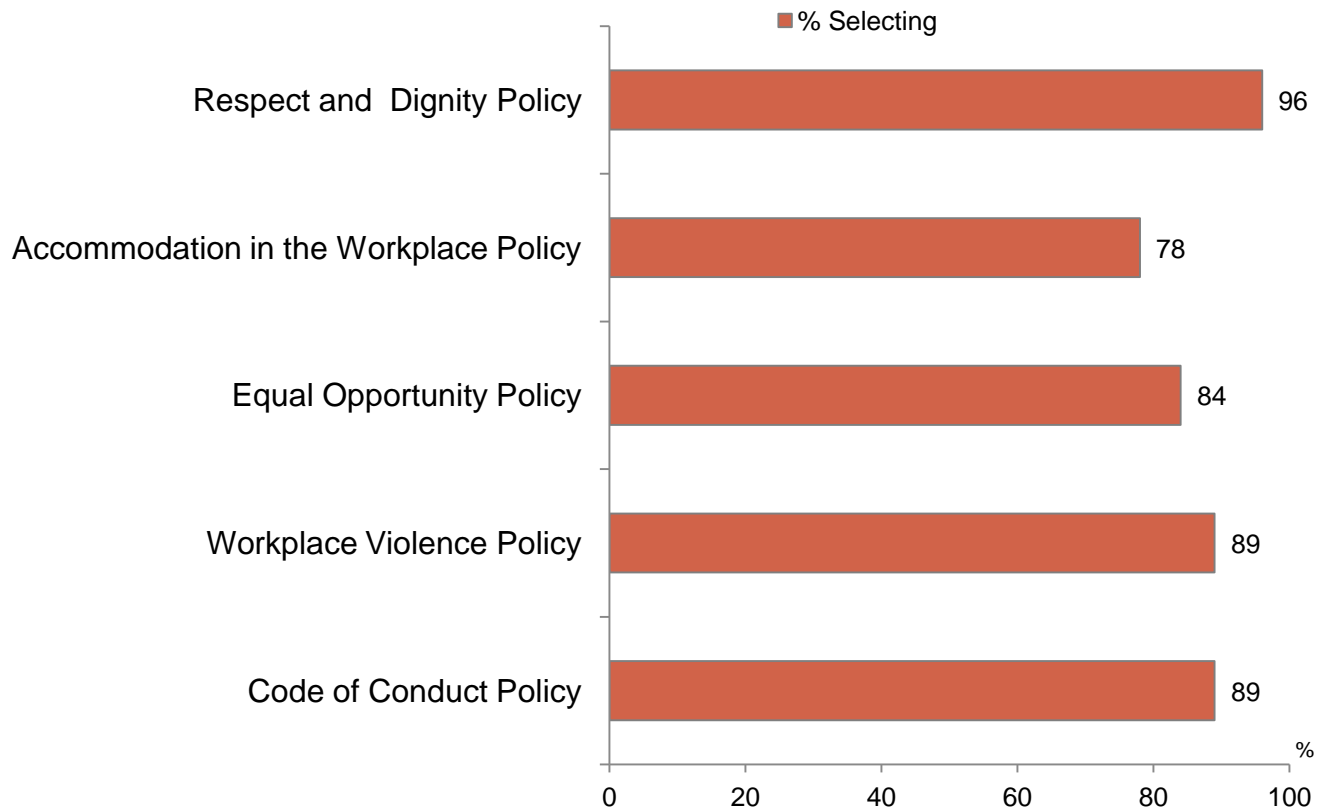
# PHYSICAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING



\* Percentages suppressed as sample size <30.  
F8. In the past 12 months, have you been physically abused by customers?  
Sample sizes vary by category.

# FAMILIARITY WITH TTC POLICIES - CUSTOMER SERVICE CENTRE

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



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



# FAMILIARITY WITH TTC POLICIES - BY COST CENTRE/GROUPING

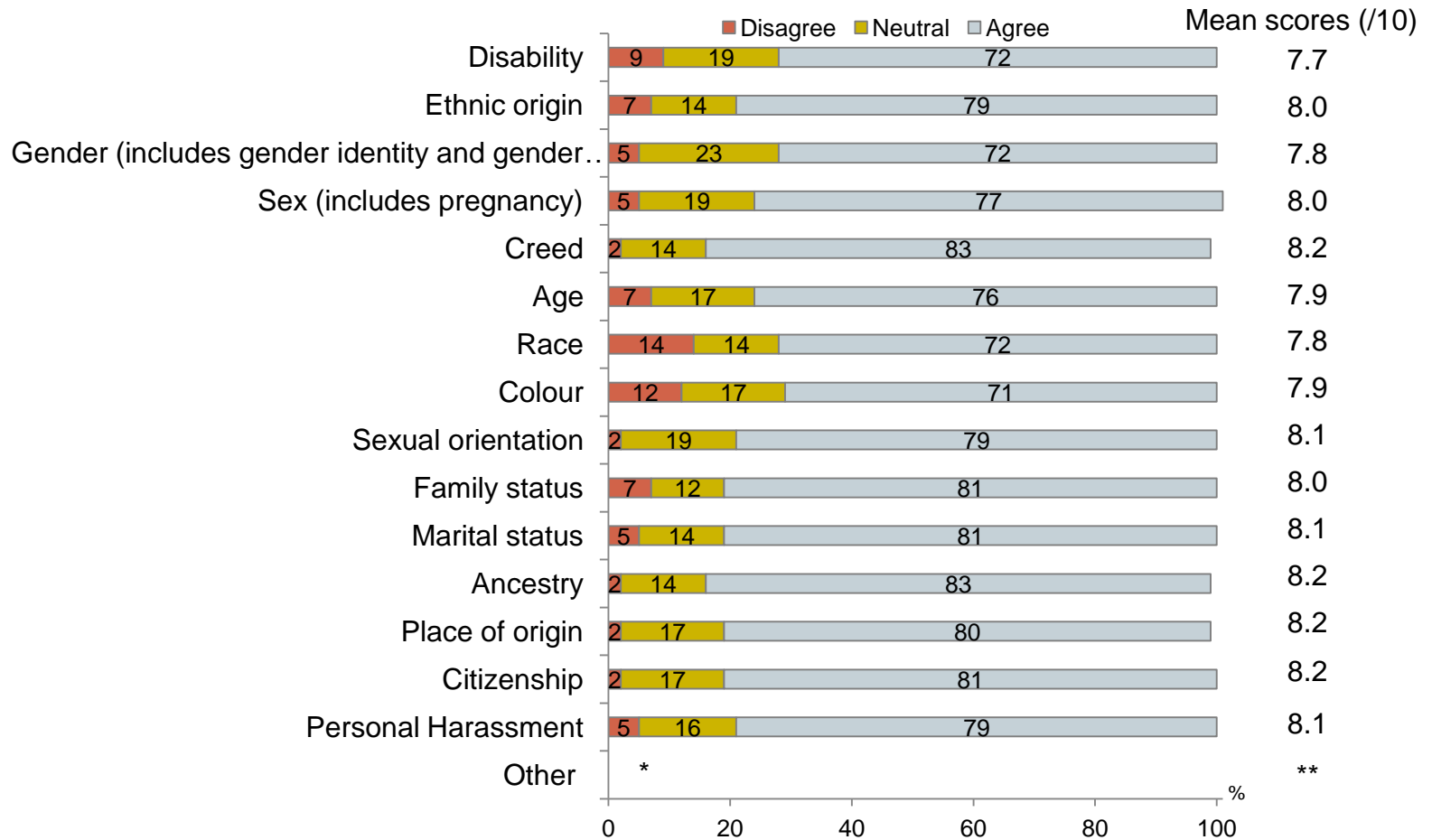
% Selecting	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	All Customer Service Centre	All Except Management
Respect and Dignity Policy	92	97	96	96	95
Accommodation in the Workplace Policy	76	87	83	78	76
Equal Opportunity Policy	81	88	86	84	83
Workplace Violence Policy	87	92	88	89	88
Code of Conduct Policy	82	92	86	89	88

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

No cost centre groupings are shown except for All Except Management, as all other cost centre groupings are too small to report percentages (n<30).

# EFFECTIVENESS OF TTC PRACTICES

## - CUSTOMER SERVICE CENTRE



\* Percentages suppressed due to sample size <30.

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

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

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

Sample sizes vary by attribute.

# EFFECTIVENESS OF TTC PRACTICES - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	All Customer Service Centre	Customer Service	Customer Service Centre	MDP Office/Cust. Serv.	Cust. Serv. /Cust. Serv. Ctr. Mgt.	All Except Management
Disability	8.3	8.7	8.2	7.7	7.5	7.8	7.4	7.9	7.6
Ethnic Origin	8.3	8.6	8.3	8.0	8.4	7.8	8.0	8.6	7.9
Gender (includes gender expression)	8.5	8.7	8.2	7.8	7.9	7.6	7.8	8.2	7.7
Sex (including pregnancy)	8.5	8.7	8.2	8.0	8.4	7.7	8.1	8.5	7.9
Creed	8.5	8.8	8.5	8.2	9.0	7.9	8.4	9.1	8.1
Age	8.4	8.6	8.3	7.9	8.4	7.7	7.9	8.5	7.8
Race	8.4	8.7	8.2	7.8	8.4	7.8	7.7	8.6	7.7
Colour	8.4	8.7	8.2	7.9	9.0	7.6	8.0	9.1	7.7
Sexual Orientation	8.6	8.8	8.4	8.1	9.0	7.8	8.4	9.1	8.1
Family Status	8.6	8.8	8.4	8.0	8.4	7.8	8.1	8.6	7.9
Marital Status	8.6	8.9	8.5	8.1	8.4	8.0	8.1	8.6	8.0
Ancestry	8.6	8.8	8.6	8.2	9.0	8.0	8.4	9.1	8.2
Place of Origin	8.5	8.8	8.5	8.2	9.0	7.9	8.4	9.1	8.1
Citizenship	8.6	8.9	8.5	8.2	9.0	7.8	8.4	9.1	8.1
Personal Harassment	8.2	8.6	8.2	8.1	8.4	7.9	8.1	8.6	8.0
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 fifth most impactful on Employee Engagement and as an area in which Customer Service Centre employees are relatively less satisfied, making this another Area to Improve.
- Employee satisfaction with their training and development is the highest for Customer Service Centre, and the lowest for Customer Service.
- Across the specific aspects of Training and Development, ratings were the highest for, “My onboarding/induction experience was positive”, and “I have received the right sort of training to do my job properly”. Ratings were the lowest for, “The way people are selected for jobs in the TTC is fair”, followed by “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”. These results were consistent for all cost centre groupings.
- 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.

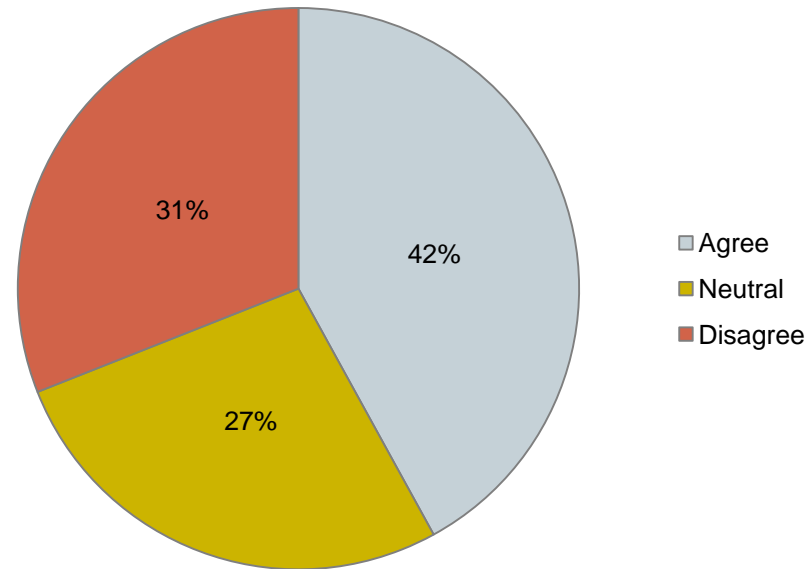
# OVERALL RATINGS OF TRAINING AND DEVELOPMENT - CUSTOMER SERVICE CENTRE

## Customer Service Centre

Total

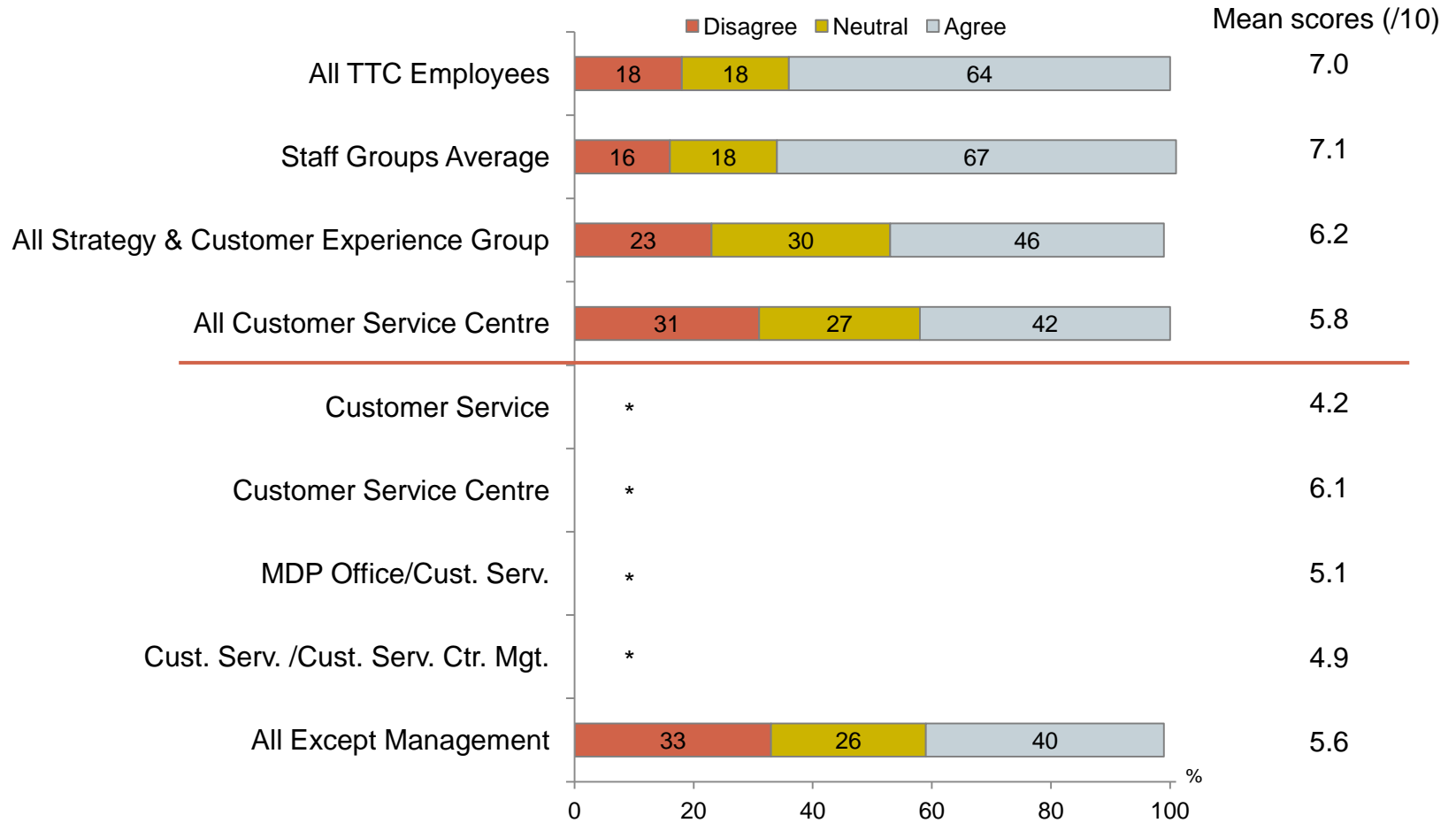
(n= 45)

Mean=5.8



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

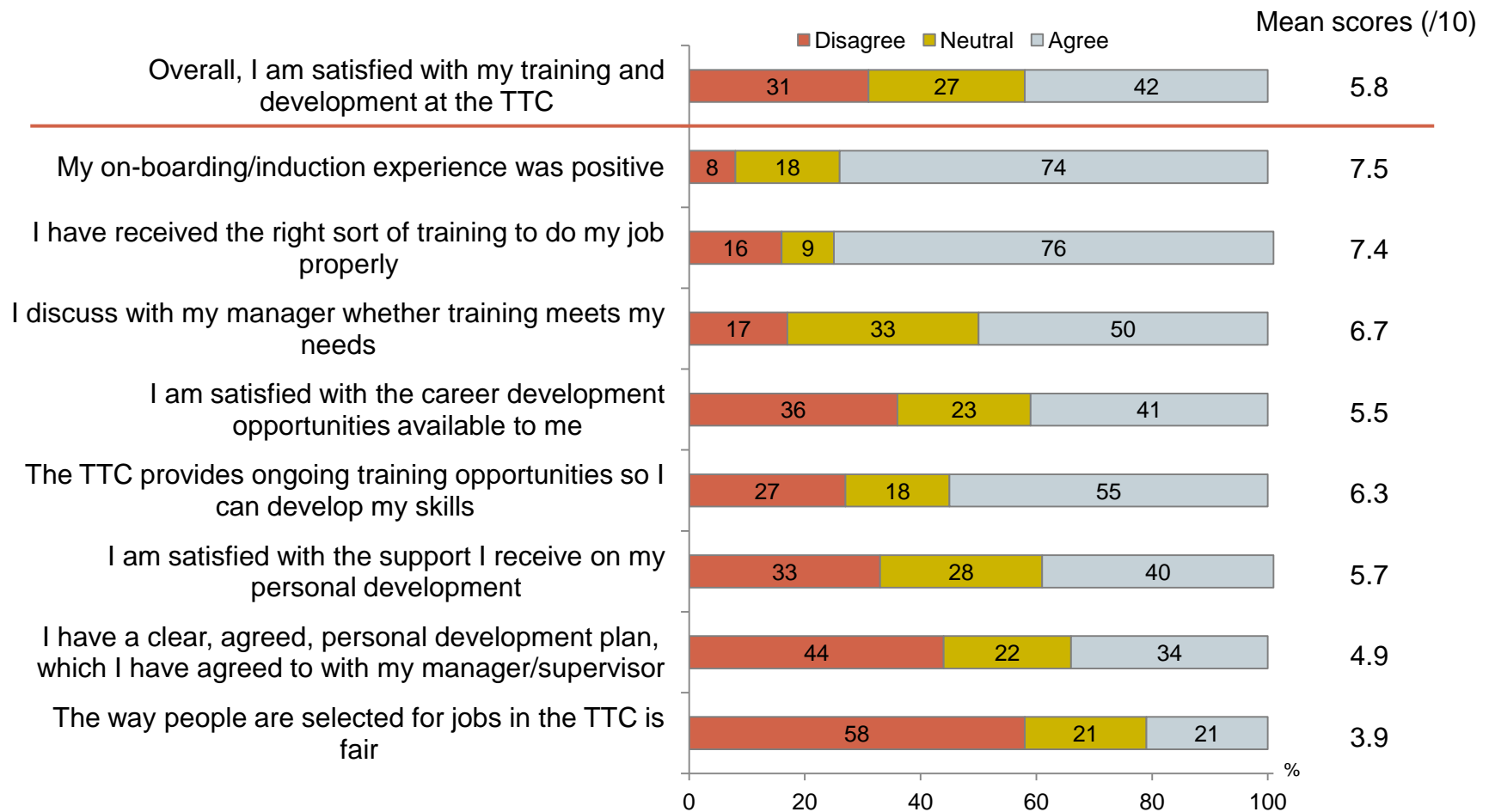
# OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY COST CENTRE/GROUPING



\* Percentages suppressed as sample size <30.

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

# TRAINING AND DEVELOPMENT - CUSTOMER SERVICE CENTRE



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

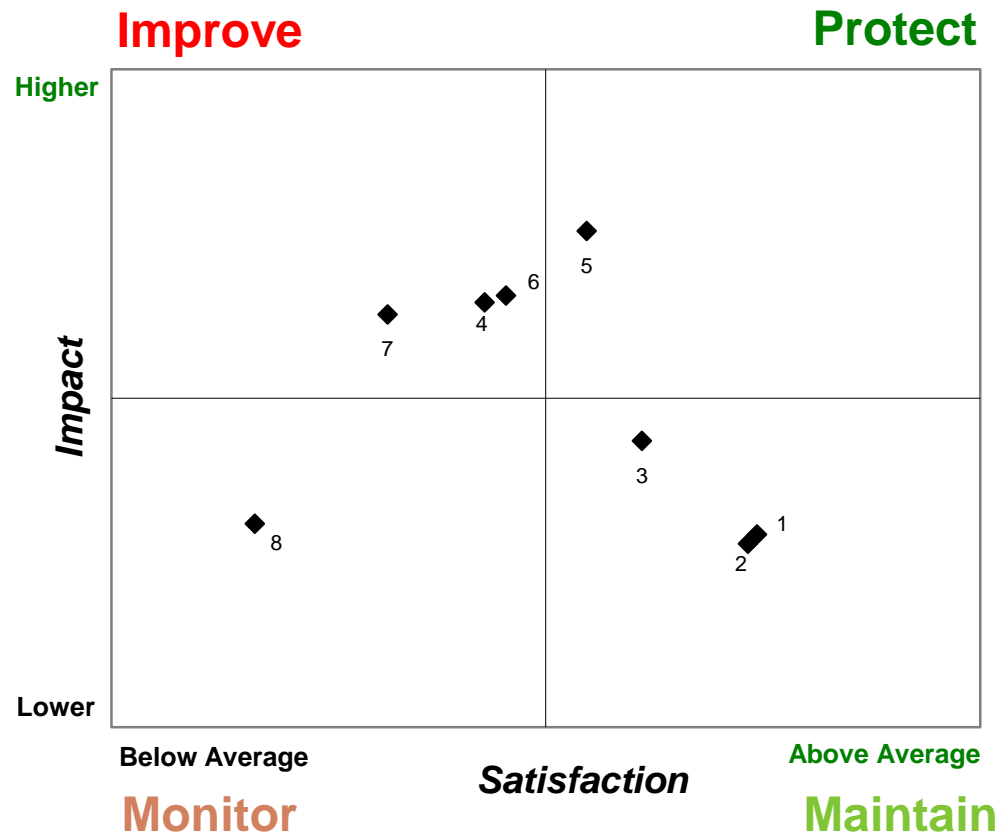


# TRAINING AND DEVELOPMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	All Customer Service Centre	Customer Service	Customer Service Centre	MDP Office/Cust. Serv.	Cust. Serv. /Cust. Serv. Ctr. Mgt.	All Except Management
Overall, I am satisfied with my training and development at the TTC	7.0	7.1	6.2	5.8	4.2	6.1	5.1	4.9	5.6
My on-boarding/induction experience was positive	7.9	7.9	7.3	7.5	6.0	8.0	7.1	6.5	7.4
I have received the right sort of training to do my job properly	7.6	7.7	7.3	7.4	5.8	8.1	6.6	6.4	7.3
I discuss with my manager whether training meets my needs	6.7	7.5	6.6	6.7	5.4	7.1	6.2	5.9	6.5
I am satisfied with the career development opportunities available to me	6.9	6.9	6.0	5.5	3.6	6.1	4.7	4.5	5.4
The TTC provides ongoing training opportunities so I can develop my skills	7.0	7.5	6.6	6.3	4.6	6.9	5.4	5.3	6.1
I am satisfied with the support I receive on my personal development	6.5	7.1	6.1	5.7	4.2	5.5	5.6	4.9	5.5
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	6.3	5.0	4.9	3.3	4.9	4.5	4.1	4.7
The way people are selected for jobs in the TTC is fair	5.6	5.7	4.8	3.9	2.8	4.4	3.2	3.5	3.7

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 SERVICE CENTRE



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 3.9 to 7.5.  
 Impact values range between 35% to 81%.

# AREA TO PROTECT: YOUR JOB

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Opportunity Analysis identifies “Your Job” as the sixth most impactful on Employee Engagement overall and as an area with which Customer Service Centre employees are, for the most part, satisfied, making this an Area to Protect.
- Employee satisfaction with the job they do is generally the highest for MDP Office/Customer Service, and the lowest for Customer Service Centre and Customer Service Centre, although Customer Service Centre had the highest satisfaction with the job they do overall.
- Across the specific aspects of the job, ratings were the highest for, “I often look for ways to make improvements in how things are done”. Ratings were the lowest for, “I have the proper equipment/tools to do my job well”, and “I feel motivated in my job”. These results were mostly consistent across the cost centre groupings, except that, for Customer Service, “I feel well informed about how to improve customer service” received a lower rating than having the proper equipment/tools.
- To maintain high levels of employee satisfaction with their job, Opportunity Analysis identifies the following key Areas to Improve:
  - My work enables me to use my skills and abilities
  - I feel motivated in my job
  - I am given the freedom to make decisions in my job
  - I feel well informed about how to improve customer service

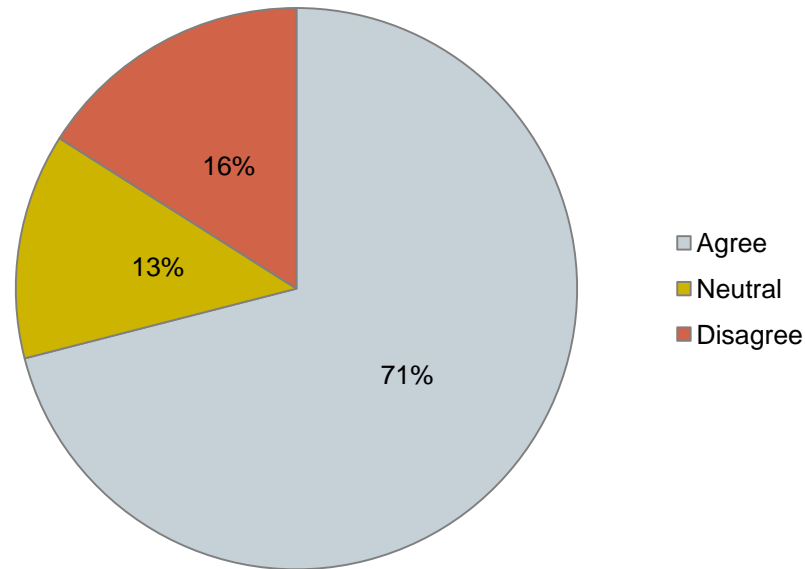
# OVERALL RATINGS OF YOUR JOB - CUSTOMER SERVICE CENTRE

## Customer Service Centre

**Total**

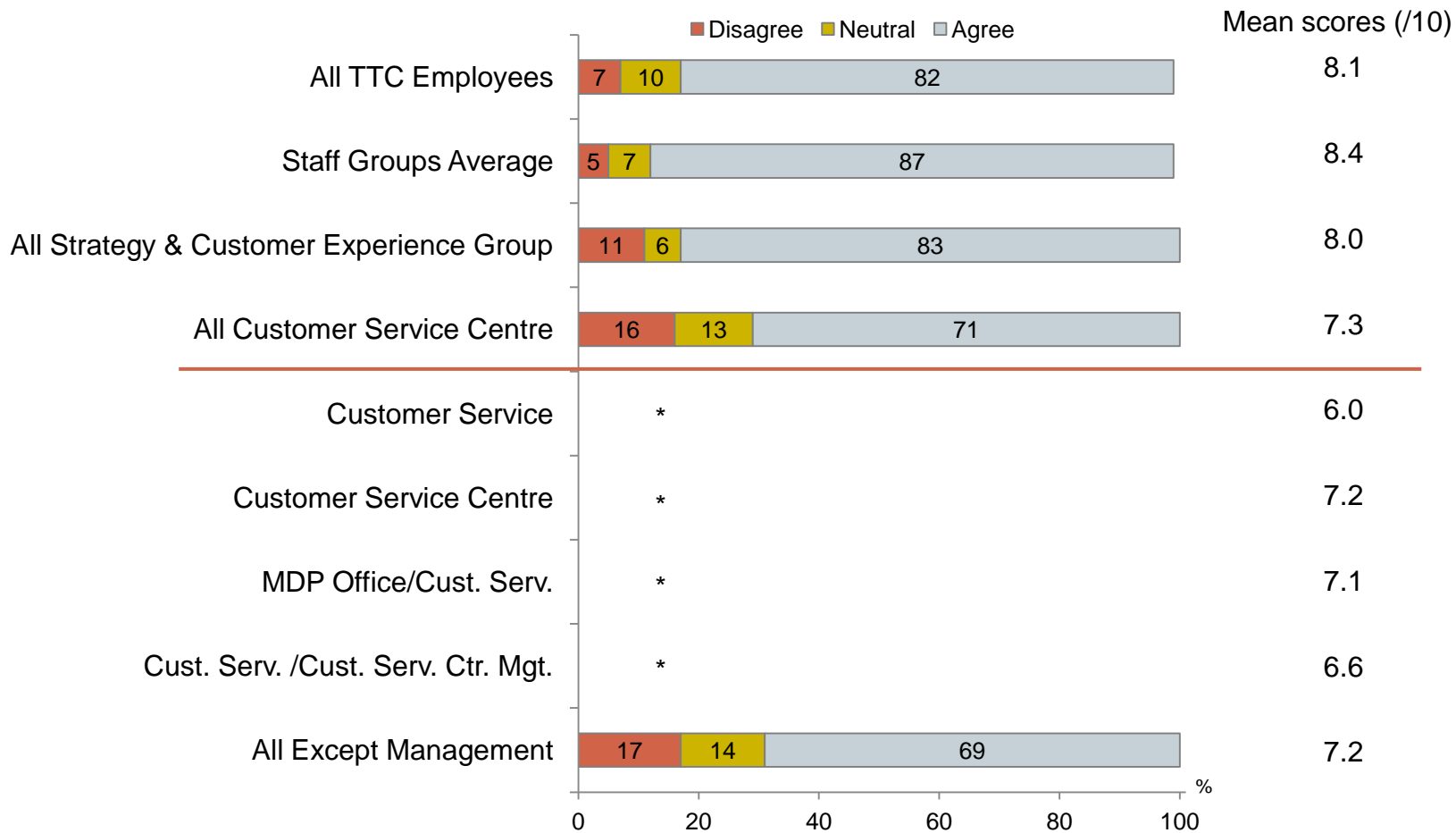
(n= 45)

**Mean=7.3**



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 - BY COST CENTRE/GROUPING



\* Percentages suppressed as sample size <30.

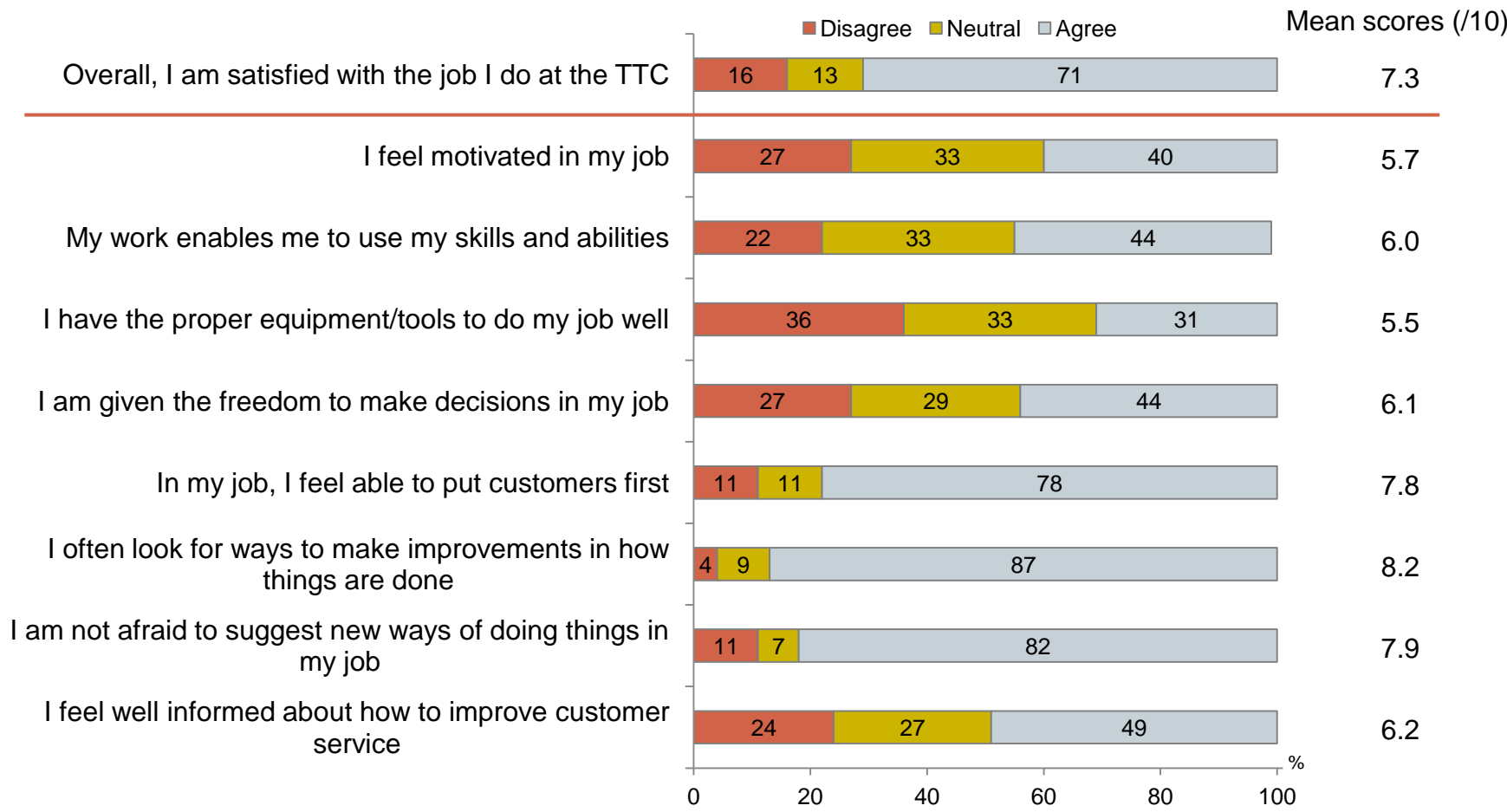
B1. How much do you agree or disagree with each of the following statements about your job ?

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

Sample sizes vary by category.

3/31/2015

# YOUR JOB - CUSTOMER SERVICE CENTRE



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

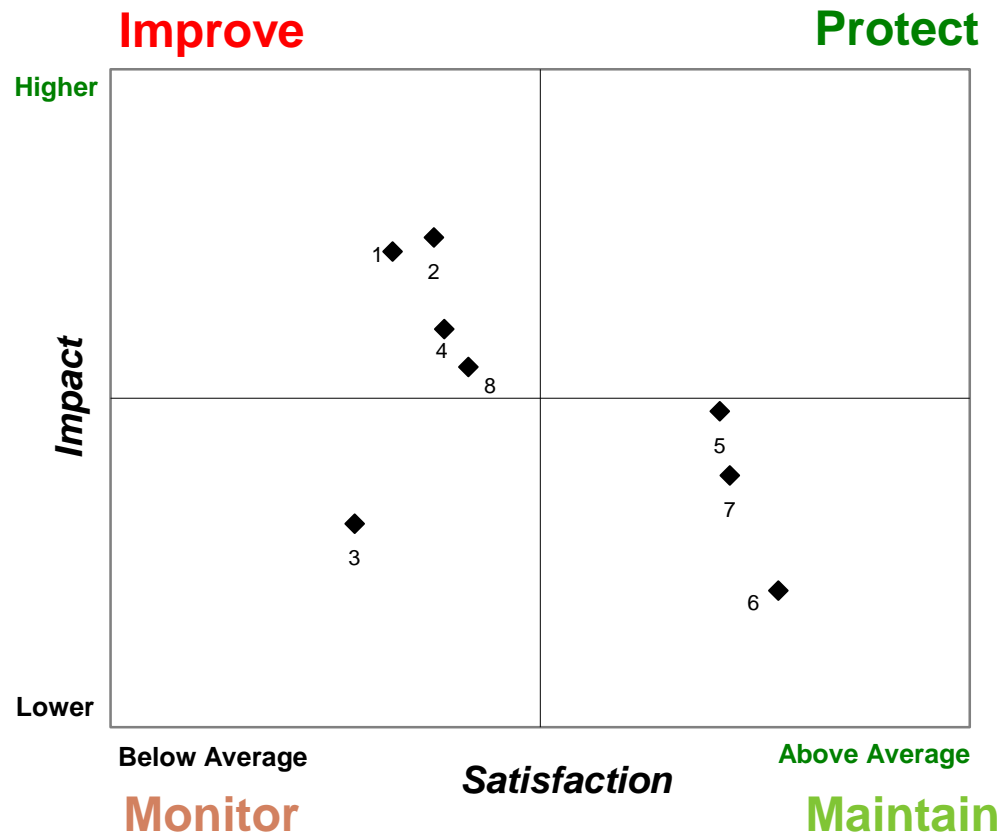
# YOUR JOB - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	All Customer Service Centre	Customer Service	Customer Service Centre	MDP Office/Cust. Serv.	Cust. Serv./Cust. Serv. Ctr. Mgt.	All Except Management
Overall, I am satisfied with the job I do at the TTC	8.1	8.4	8.0	7.3	6.0	7.2	7.1	6.6	7.2
I feel motivated in my job	7.0	7.3	6.8	5.7	4.8	5.1	6.1	5.4	5.6
My work enables me to use my skills and abilities	7.3	7.7	7.1	6.0	5.6	5.4	6.3	6.0	5.9
I have the proper equipment/tools to do my job well	6.8	7.3	6.6	5.5	5.5	4.5	6.3	5.6	5.5
I am given the freedom to make decisions in my job	6.5	7.3	6.9	6.1	5.5	5.5	6.2	6.2	5.9
In my job, I feel able to put customers first	7.5	7.9	7.7	7.8	7.4	7.4	8.2	7.7	7.8
I often look for ways to make improvements in how things are done	8.1	8.6	8.7	8.2	8.6	7.6	8.7	8.7	8.2
I am not afraid to suggest new ways of doing things in my job	7.6	8.3	8.3	7.9	8.0	7.2	8.5	8.2	7.8
I feel well informed about how to improve customer service	6.8	7.6	7.0	6.2	5.3	5.4	6.6	6.0	6.0

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 SERVICE CENTRE



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 5.5 to 8.2.  
Impact values range between 9% to 45%.

# 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 Service Centre employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their colleagues or co-workers is the highest for Customer Service Centre, followed by MDP Office/Customer Service, and the lowest for Customer Service.
- Across the specific qualities of Your Team, ratings were the highest for, “My team members do quality work”, “Members of my team treat each other with respect”, and “My team works well together”. Ratings were the lowest for, “There is good morale on my team”. These results were generally consistent across cost centre groupings.
- To continue to increase current satisfaction with Your Team, Opportunity Analysis identifies the following key Area to Improve:
  - I feel that workload is fairly distributed in my team
- To maintain employee satisfaction with Your Team, Opportunity Analysis also identifies the following key Areas to Protect:
  - Members of my team treat each other with respect
  - My team works well together
  - I feel supported by my fellow team members
  - My team members do quality work

# SECTION SUMMARY

## Regular Team Meetings

- Only 24% of Customer Service Centre employees indicate they have regular team meetings, a proportion lower than the Strategy & Customer Experience group as a whole.
- The cost centre grouping All Except Management had a lower proportion of employees indicating they meet regularly (19%), when compared to the entire department, with management included.
- There were not sufficient Customer Service Centre employees that reported regular meetings to report results of whether they felt meetings were held frequently enough.
- Among those few employees who have regular meetings, they gave a high rating to the usefulness of those meetings.

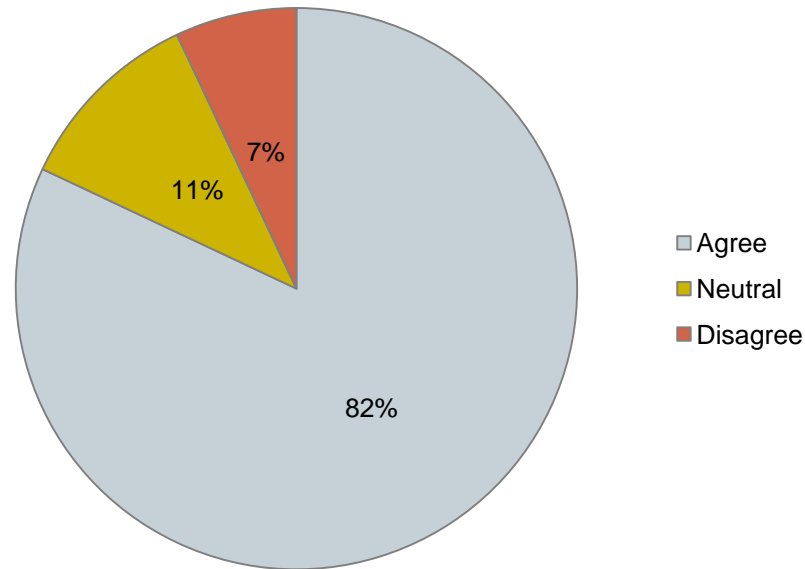
# OVERALL RATINGS OF YOUR TEAM - CUSTOMER SERVICE CENTRE

## Customer Service Centre

**Total**

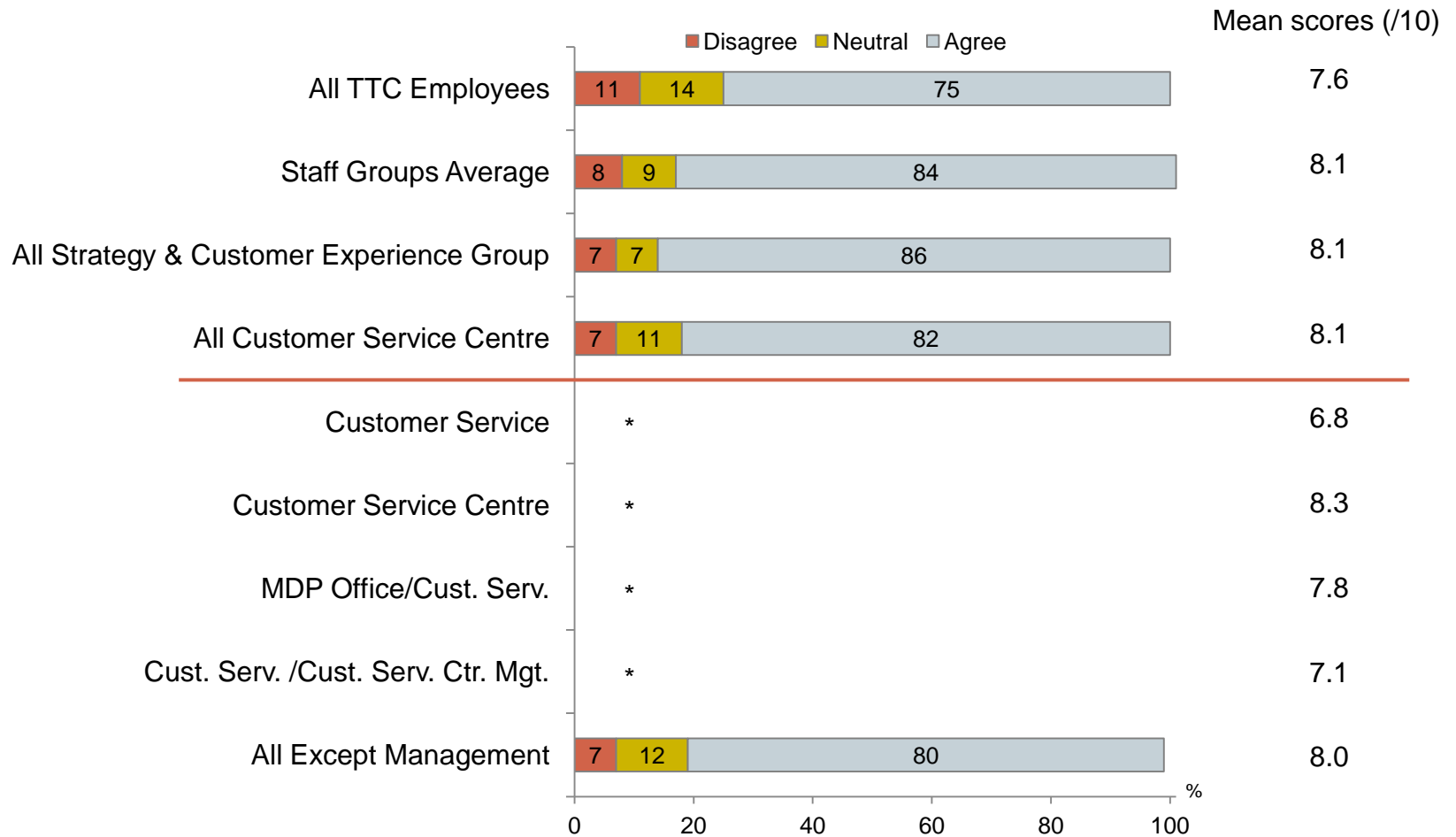
(n= 44)

**Mean=8.1**



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

# OVERALL RATINGS OF YOUR TEAM - BY COST CENTRE/GROUPING



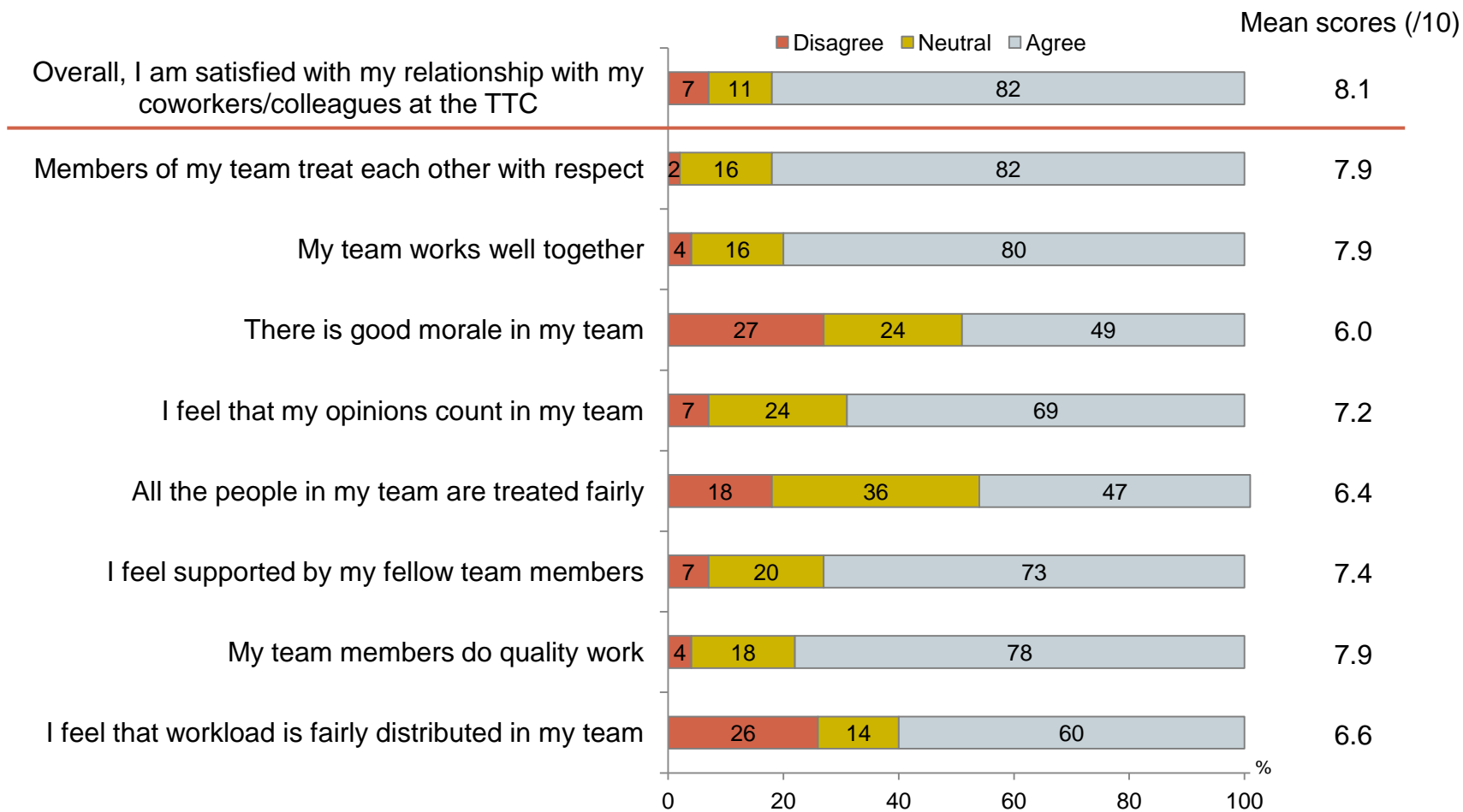
\* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

# YOUR TEAM - CUSTOMER SERVICE CENTRE



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

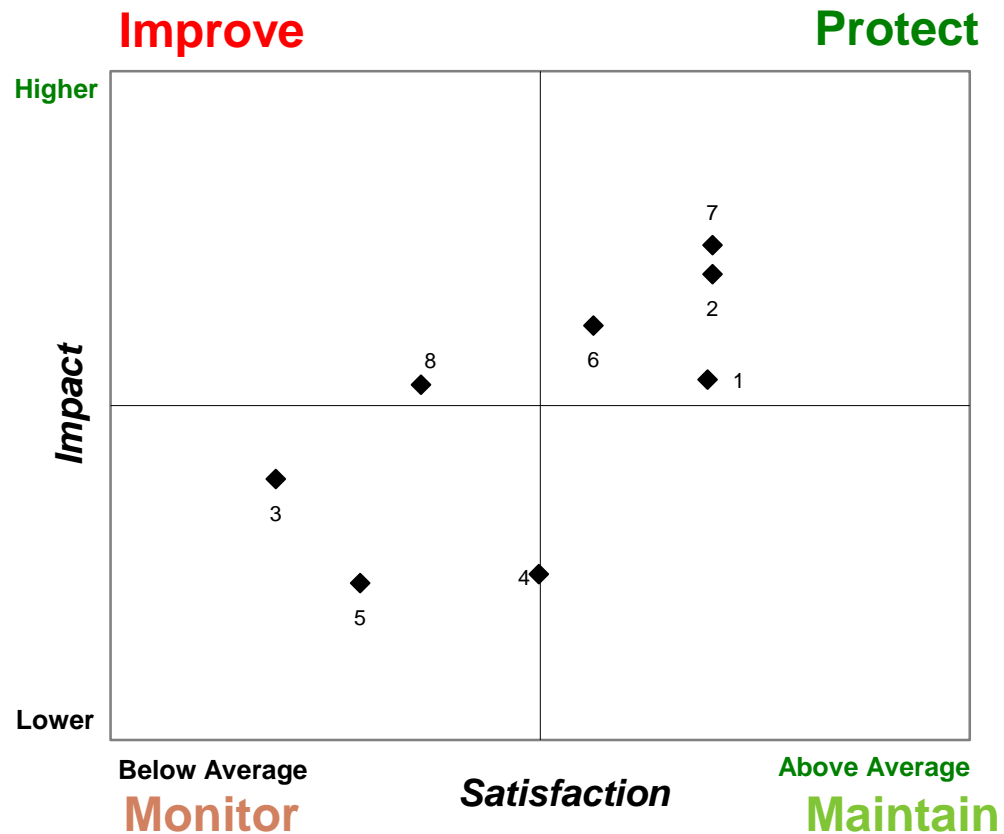
# YOUR TEAM - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	All Customer Service Centre	Customer Service	Customer Service Centre	MDP Office/Cust. Serv.	Cust. Serv. /Cust. Serv. Ctr. Mgt.	All Except Management
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.1	8.1	6.8	8.3	7.8	7.1	8.0
Members of my team treat each other with respect	7.4	8.0	7.9	7.9	7.5	8.0	7.8	7.6	7.9
My team works well together	7.3	7.9	7.8	7.9	7.6	7.8	8.1	7.6	8.0
There is good morale in my team	6.5	7.3	6.6	6.0	4.6	5.7	6.0	5.0	5.9
I feel that my opinions count in my team	7.0	7.9	7.6	7.2	6.2	7.0	7.0	6.7	7.0
All the people in my team are treated fairly	6.7	7.5	6.9	6.4	4.9	6.3	6.1	5.6	6.2
I feel supported by my fellow team members	7.2	7.9	7.6	7.4	6.5	7.4	7.3	6.8	7.4
My team members do quality work	7.5	8.1	8.1	7.9	7.4	8.0	7.9	7.5	7.9
I feel that workload is fairly distributed in my team	6.5	7.0	6.9	6.6	5.1	7.3	6.0	5.5	6.6

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



# OPPORTUNITY ANALYSIS: YOUR TEAM - CUSTOMER SERVICE CENTRE

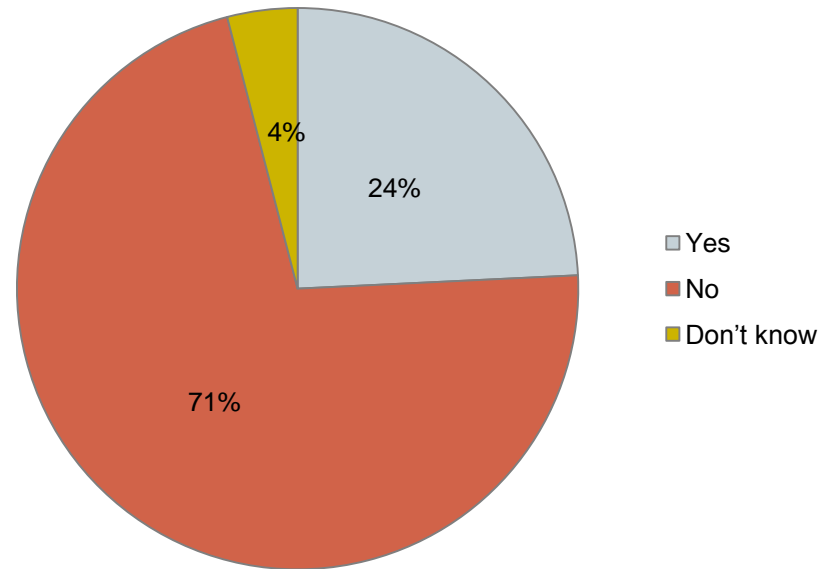


- 1. Members of my team treat each other with respect
- 2. My team works well together
- 3. There is good morale in my team
- 4. I feel that my opinions count in my team
- 5. All the people in my team are treated fairly
- 6. I feel supported by my fellow team members
- 7. My team members do quality work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

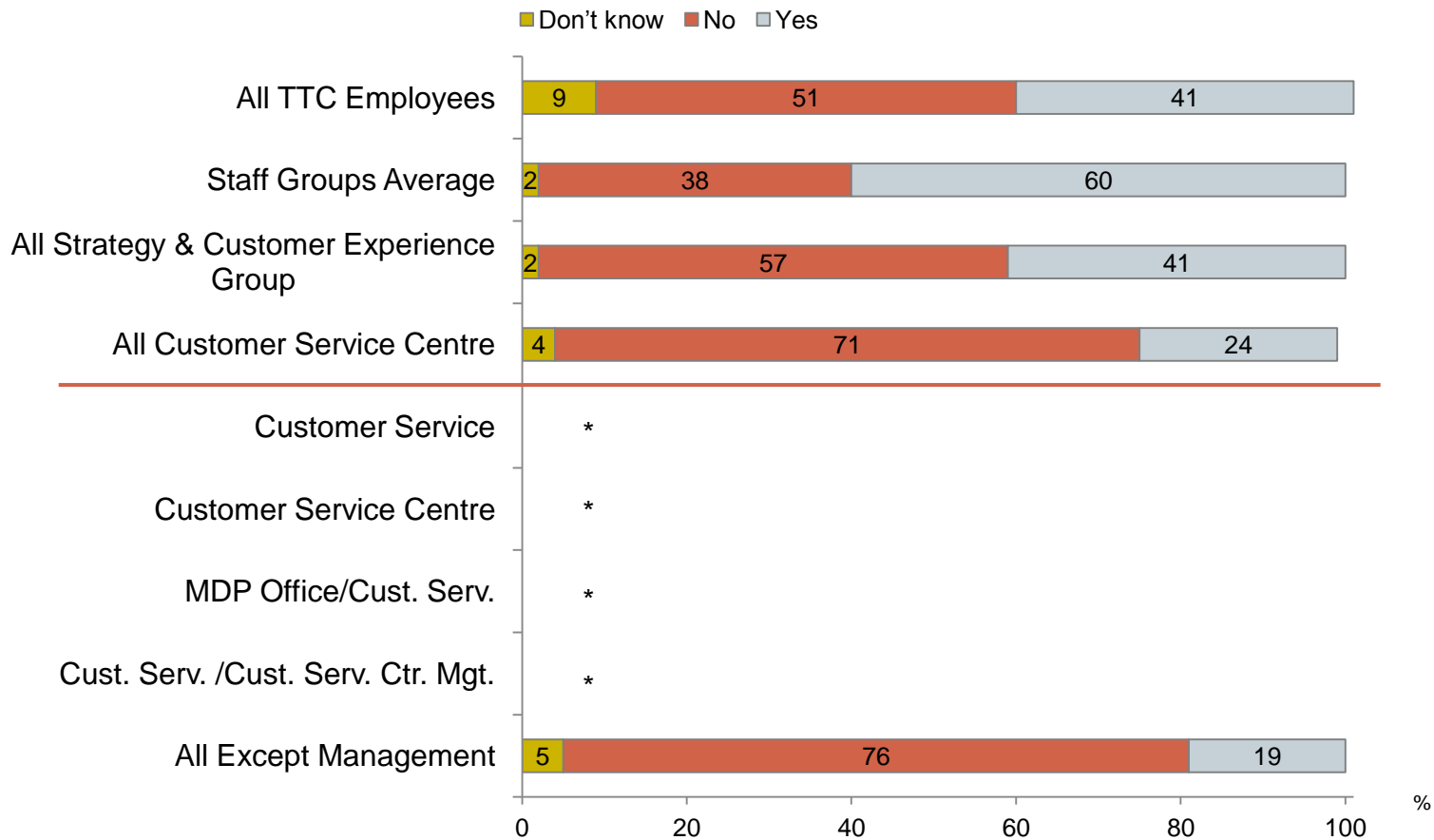
Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 6.0 to 7.9.  
 Impact values range between 20% to 48%.

## Customer Service Centre

Total  
(n= 45)



# REGULAR TEAM MEETINGS - BY COST CENTRE/GROUPING



\* Percentages suppressed as sample size <30.  
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

- As fewer than 30 Customer Service Centre employees provided a response to this question, no results can be shown.

## Customer Service Centre

**Total**  
(n= 11)

\*

\* Percentages suppressed as sample size <30.

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

# SUFFICIENT AMOUNT OF TEAM MEETINGS - BY COST CENTRE/GROUPING

Among employees who have regular team meetings



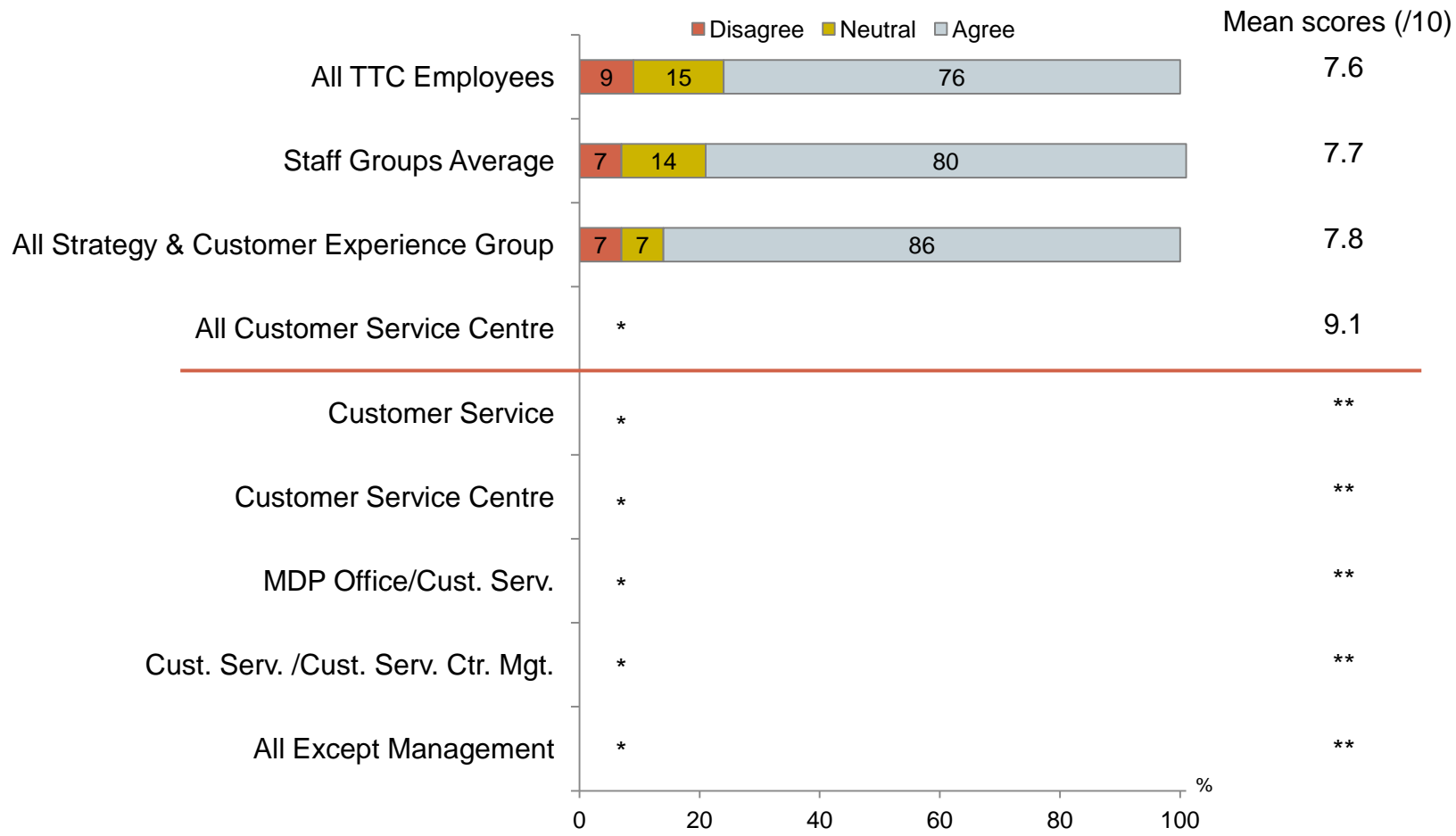
\* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

# USEFULNESS OF TEAM MEETINGS

Among employees who have regular team meetings



\* Percentages suppressed due to sample size <30.  
 \*\* Mean score suppressed due to sample size <10.  
 E4. How much do you agree or disagree that your team meetings are useful?



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 Service Centre employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their safety at work is the highest for MDP Office/Customer Service, and Customer Service/Customer Service Centre Management, and generally the lowest for Customer Service Centre.
- Across the specific aspects of Safety, almost all ratings were very close together, though the highest for, “I feel comfortable discussing safety issues at work”. Ratings were the lowest for, “People on my team report all injuries, no matter how minor”. These results varied from one cost centre grouping to another.
- To further improve employee satisfaction with Safety, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - My manager/supervisor acts quickly to address safety issues
  - People in my team report all injuries no matter how minor
- In addition to these improvements, one area is identified as a key Area to Protect:
  - The protection of workers from occupational exposure to hazards is a high priority with management



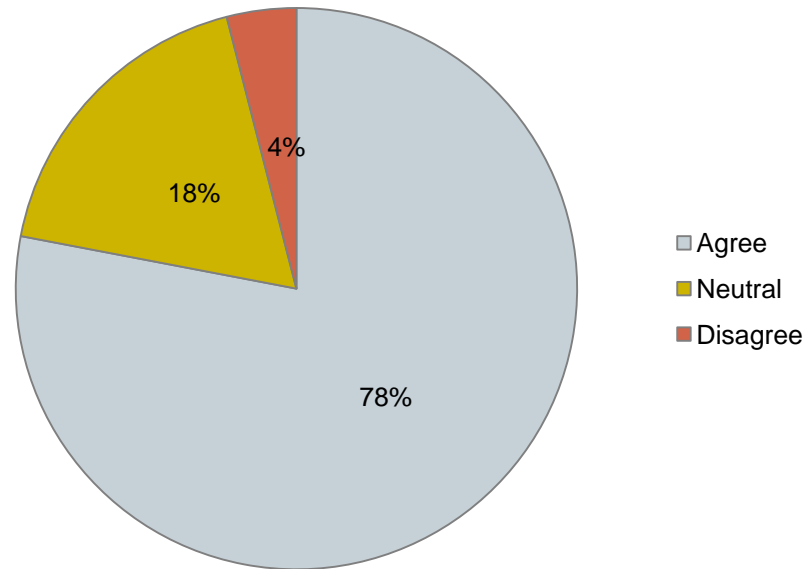
# OVERALL RATINGS OF SAFETY - CUSTOMER SERVICE CENTRE

## Customer Service Centre

Total

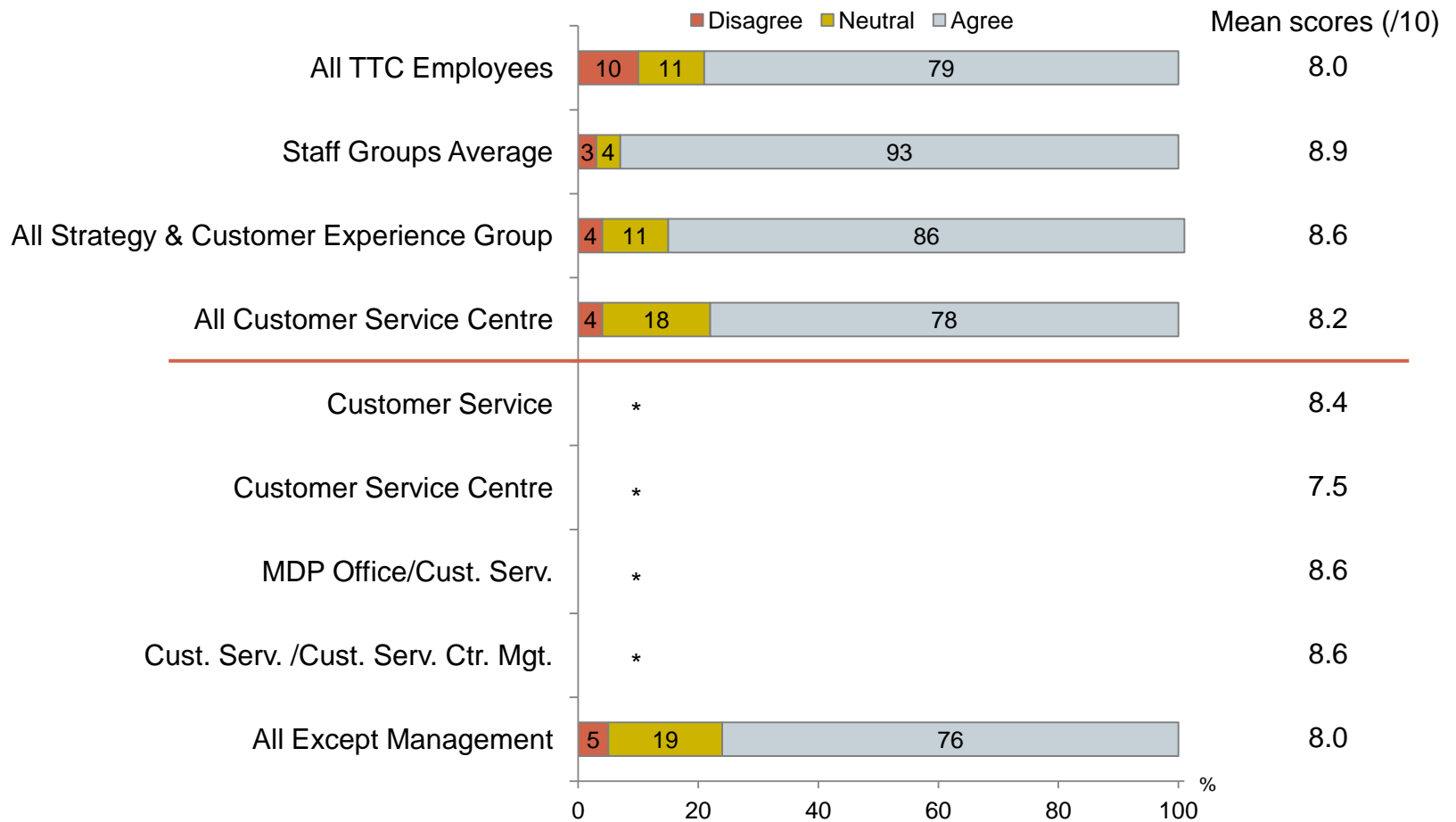
(n= 45)

Mean=8.2



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.  
Overall, I feel safe when I am at work.

# OVERALL RATINGS OF SAFETY - BY COST CENTRE/GROUPING



\* Percentages suppressed as sample size <30.

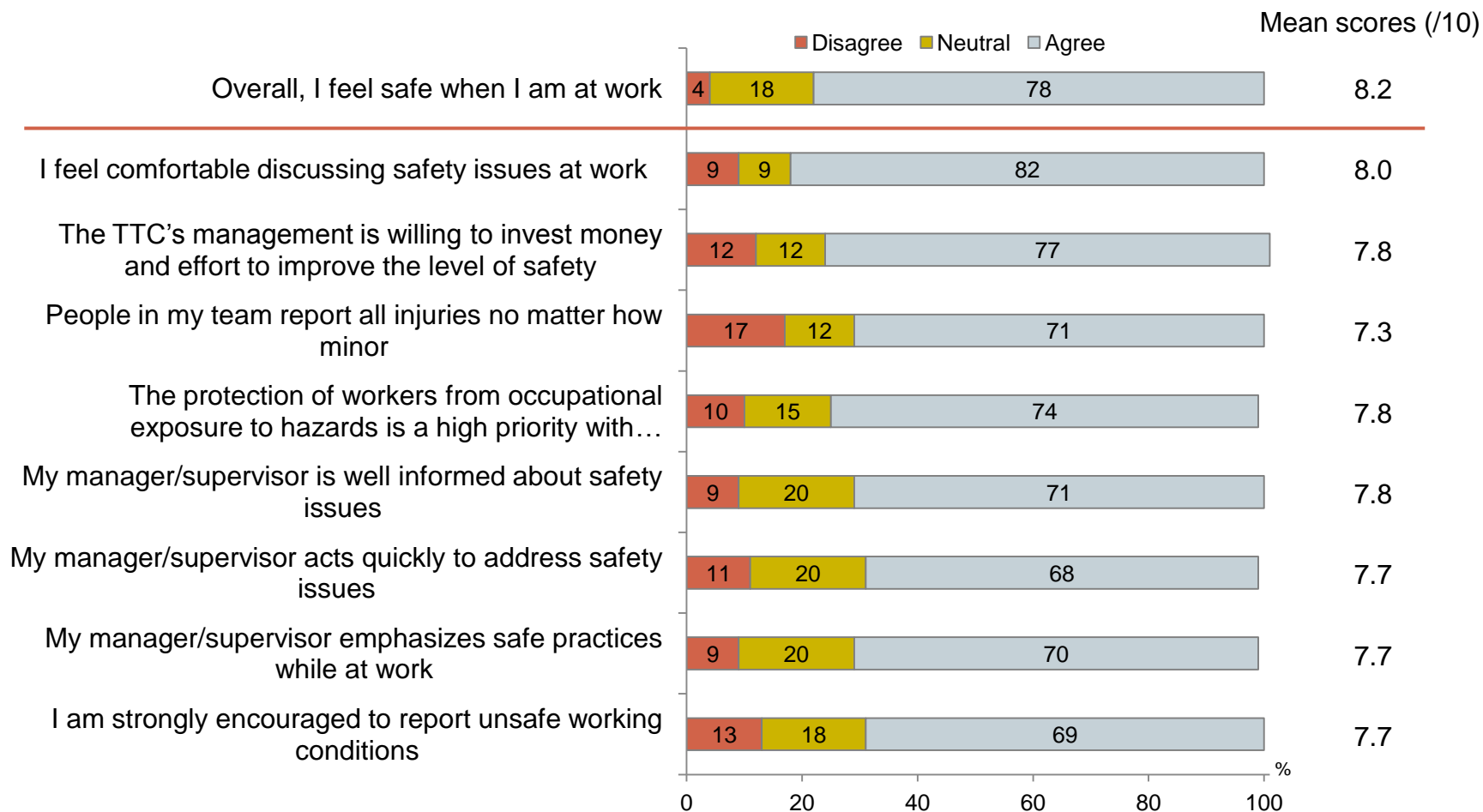
G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety,

Overall, I feel safe when I am at work.

Sample sizes vary by category.

# SAFETY

## - CUSTOMER SERVICE CENTRE



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

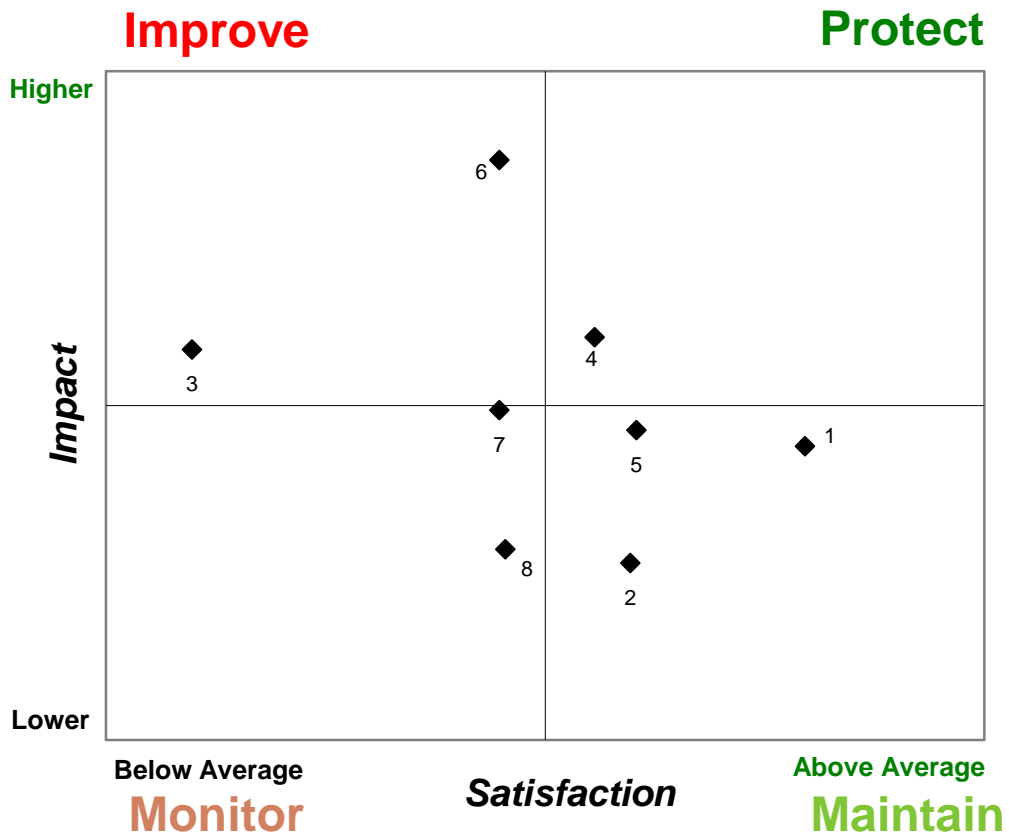
# SAFETY

## - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Strategy & Customer Experience Group	All Customer Service Centre	Customer Service	Customer Service Centre	MDP Office/Cust. Serv.	Cust. Serv. /Cust. Serv. Ctr. Mgt.	All Except Management
Overall, I feel safe when I am at work	8.0	8.9	8.6	8.2	8.4	7.5	8.6	8.6	8.0
I feel comfortable discussing safety issues at work	8.3	8.9	8.4	8.0	7.7	7.7	8.1	8.1	7.9
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	8.5	8.3	7.8	8.3	7.4	8.3	8.5	7.7
People in my team report all injuries no matter how minor	7.1	8.1	7.8	7.3	7.5	6.6	7.9	7.9	7.2
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	8.6	8.3	7.8	8.2	7.0	8.4	8.5	7.6
My manager/supervisor is well informed about safety issues	8.0	8.7	8.0	7.8	7.7	7.4	8.2	8.0	7.7
My manager/supervisor acts quickly to address safety issues	7.6	8.6	8.0	7.7	7.7	7.0	8.3	8.1	7.5
My manager/supervisor emphasizes safe practices while at work	7.9	8.7	7.9	7.7	7.1	7.4	7.9	7.5	7.6
I am strongly encouraged to report unsafe working conditions	8.0	8.7	8.0	7.7	7.2	7.3	7.9	7.6	7.6

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

# OPPORTUNITY ANALYSIS: SAFETY - CUSTOMER SERVICE CENTRE



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 7.3 to 8.0.  
 Impact values range between 30% to 59%.

# FINAL WORD

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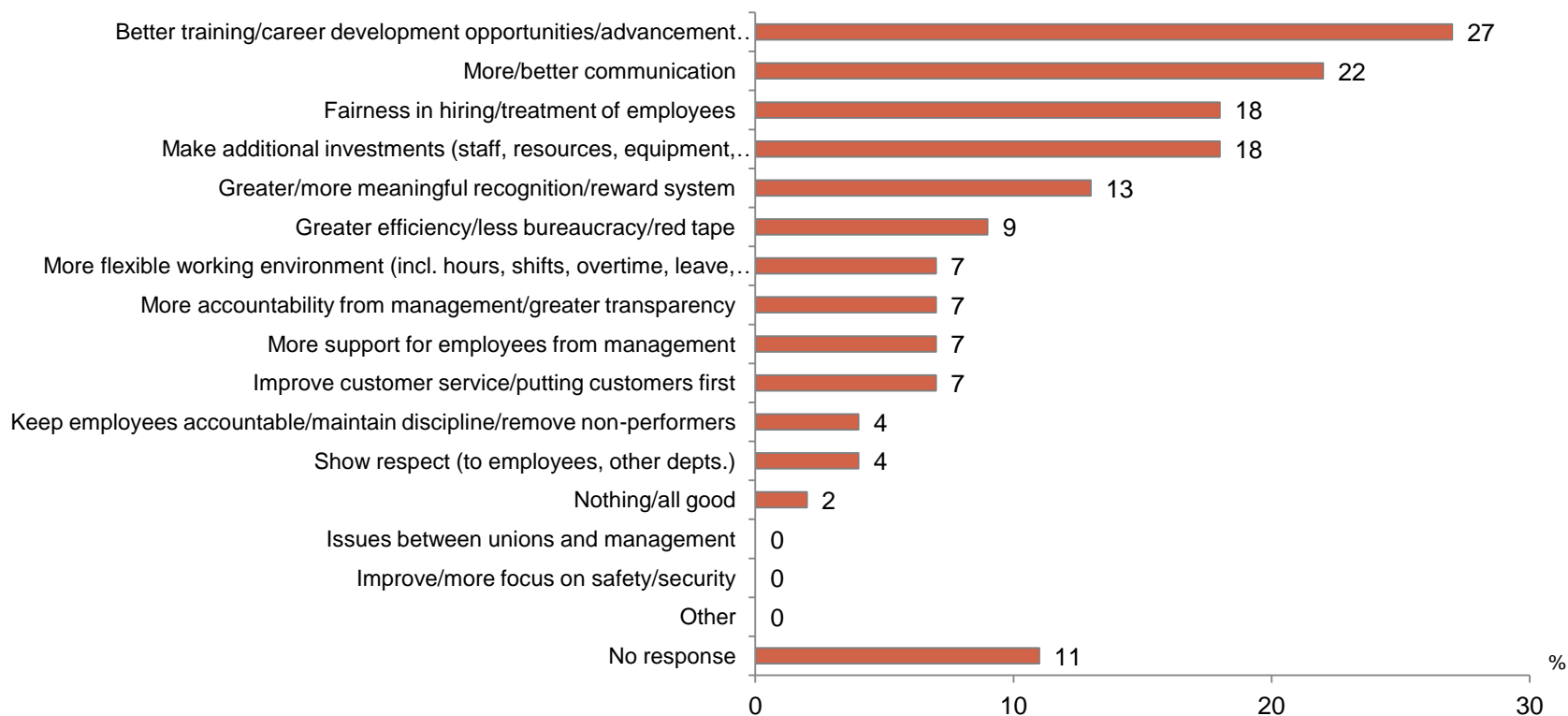


# FINAL WORD

- 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 training/advancement opportunities, followed by better communication, more fairness in hiring and treatment of employees, and making more investments (resources, staff, equipment, etc.).

## Customer Service Centre

(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

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# RECOMMENDATIONS: CUSTOMER SERVICE CENTRE

- Conduct discussion sessions with employees to explore:
  - Types of recognition/rewards that would be **meaningful**
  - The types and variety of **career development options** and **opportunities to progress** available to employees.
  - Issues related to perceptions of **managers' 'people skills'**
  - How managers can best **lead by example**
  - Issues related to the level of **involvement** from managers, specifically
    - Becoming personally involved in improving the quality of work
    - Openness to receiving constructive feedback from employees
  - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional well-being, particularly by encouraging a healthy work-life balance.
  - Reasons for lack of satisfaction with **work spaces and facilities**
  - Practical ways Customer Service Centre can **provide support** for employees' personal development, including the development of agreed **personal development plans**.

# RECOMMENDATIONS: CUSTOMER SERVICE CENTRE (CONT'D)

- Additional areas to explore in discussion sessions with employees:
  - Ways to **improve relationships** between Senior Management and employees, focusing on:
    - Open and honest communication
    - Building trust
    - Welcoming all feedback, both positive and negative
    - Demonstrating that employees' time is valued
  - Ways to encourage people to take **personal responsibility** for getting things done
  - What **motivates** employees in their jobs
  - Encouraging employees to use their **skills & abilities**
  - Giving employees more opportunities to **make decisions**
  - Ensuring that employees know how to **improve customer service**
  - The types of supports that would be most effective for employees who experience abuse from customers

# Thank you

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behalf of TTC

