

# EMPLOYEE ENGAGEMENT SURVEY

**Engineering**

March 23, 2015

Produced by Malatest on  
behalf of TTC



# TABLE OF CONTENTS

<b>Introduction</b>	<b>3</b>
<b>Overall Engagement Score</b>	<b>11</b>
<b>Aspects of Employee Engagement</b>	<b>15</b>
<b>What Drives Engagement</b>	<b>19</b>
<b>Overall Organizational Views</b>	<b>24</b>
<b>Your Job</b>	<b>28</b>
<b>Your Working Environment</b>	<b>35</b>
<b>Your Company</b>	<b>58</b>
<b>Performance and Reward</b>	<b>73</b>
<b>Safety</b>	<b>80</b>
<b>Your Team</b>	<b>87</b>
<b>Training and Development</b>	<b>100</b>
<b>Your Manager/Supervisor</b>	<b>107</b>
<b>Final Word</b>	<b>115</b>
<b>Recommendations</b>	<b>117</b>

# INTRODUCTION

Produced by Malatest on  
behalf of TTC



# 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 Engineering department.

# METHODOLOGY

- Invitations to participate in the survey were issued to all permanent employees, both full and part time. Contract workers, temporary employees, students and co-ops were excluded from the survey, as were pensioners.
- The survey was completed online and via paper.
- Data were collected from October 27, 2014 to December 8, 2014.
- 13,242 surveys were sent directly to employees using home addresses or company email addresses provided by the TTC (2,617 via email and 10,625 paper surveys sent by regular mail).
- In most cases, email links to the online survey were sent to staff employees while paper surveys were mailed to unionized employees. Employees requesting the survey in an alternate format to the one initially provided were accommodated.
- Each employee was assigned an individual access code by Malatest for the purpose of linking respondents to their correct group and department.
- This code served as a login code to access the online survey and was pre-printed on return envelopes provided with mailed paper surveys.
- In total, 4,808 surveys were completed (2,447 online and 2,361 via paper) for an overall response rate of 36%.
- 110 surveys were completed by employees in the Engineering department, for a response rate of 90%.

# RESPONSE RATE & COST CENTRE GROUPINGS

## Engineering: 90%

Grouping	Cost Centre*	Count
<b>Design</b>		<b>86</b>
	082A-Engineering Management	
	082B-Design Management	
	082C-Design - Civil	
	082G-Desgin - Mechanical	
	082H-Design - Architectural	
	082L-Design - Structural	
	082M-Design-Geotechnical & Geoenvironmental	
	082R-Design - Elec., Power, Mech.	
	082T-Design - Property & Alignment	
	082V-LRT Operations	
	082W-LRT Systems Engineering	
	082X-LRT Engineering	
<b>Technical Support Division</b>		<b>24</b>
	088A-Technical Support Management	
	088B-Specifications	
	088C-Technical Review	
	088D-CADD System	
	088F-Standards	
<b>Total</b>		<b>110</b>

- The response rate for employees in the Engineering department (90%) is in line with the overall response rate for the Engineering, Construction, and Expansion group (92%).
- Cost centres of the Engineering department that perform similar functions have been combined into the groups shown in the left. This also allows for reporting results for cost centres with a smaller sample size (i.e., fewer than 10 employees).

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

# REPORTING NOTES

- **Most questions in the survey asked for level of agreement on a 1-10 scale.**
  - For these questions, responses of 7-10 are classified as “Agree”, 5-6 as “Neutral”, and 1-4 as “Disagree”. Employees selecting “N/A” or not responding to the question were excluded.
  - Other questions are reported by each response option available.
- **Some questions were not answered by enough employees to provide reliable data for some cost centres.**
  - 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 \*\*).
  - Due to a small sample size at the cost centre level, Opportunity Analysis is only reported at the department level.
  - As the Technical Support Division cost centre grouping consists of fewer than 30 employees, no percentages can be shown for this grouping. All results for this division will be in the form of mean scores.
  - As there are no unionized employees in this department, staff vs. union comparisons will not be shown.
- **Exact sample size may vary by cost centre or by individual question**
  - In general, if the results for more than one question or more than one cost centre are presented on the same slide, the sample size varies slightly by question.
  - It can be assumed that, unless otherwise stated, sample sizes include all employees who provided a valid response to the question. Refer to slide 6 for total sample by department and cost centre.

# HIGHLIGHTS

Overall Employee Engagement score: 8.5

<b>Highest:</b>	Design	8.6
<b>Lowest:</b>	Technical Support Division	8.2

- **To increase employee engagement in the Engineering department, the TTC should focus on improving employees' satisfaction with **Your Company** and **Performance & Reward**.**
- To increase satisfaction with Your Company, results indicate that the TTC should emphasize **relationship building** between senior management and employees, as well as with other partners. 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”).
  - Welcoming feedback (i.e., “TTC leadership welcomes all feedback, both positive and negative”).
- **Respecting external partnerships** is another Area to Improve for employees in the Engineering department. This area is related to the TTC showing respect to their partners outside the company (i.e., “There is respect between the TTC and its partners (e.g. City of Toronto, Metrolinx)”).

# HIGHLIGHTS (CONT'D)

- **Performance & Reward** is another Area to Improve for Engineering. 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”)

Ensuring that exceptional performance is recognized (“I am recognized for excellent performance”)

Ensuring employees are aware of opportunities to progress (“I have the opportunity to progress within the company”).

- **Your Job** is an area that generates high levels of satisfaction and represents the strongest driver of employee engagement. The TTC can continue increasing satisfaction with **Your Job** by:
  - Exploring what motivates employees.
  - Encouraging employees to use their skills and abilities.
  - Exploring practical ways to give employees the freedom to make decisions in their job.
- **Working Environment** is another key driver of employee engagement with strong performance scores. The TTC can continue increasing satisfaction in this area by:
  - Demonstrating concern for employees’ mental health and emotional wellbeing.
  - Taking steps to identify ways employees can have more of a sense of belonging at the TTC.
  - Discussing issues related to work/office space and facilities.

# TOP 5 AND BOTTOM 5 SCORES

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

## Top 5

- 1.** I feel comfortable discussing safety issues at work (9.3)
- 2.** My manager/supervisor acts quickly to address safety issues (9.3)
- 3.** I am strongly encouraged to report unsafe working conditions (9.3)
- 4.** My manager/supervisor emphasizes safe practices while at work (9.3)
- 5.** The protection of workers from occupational exposure to hazards is a high priority with management (9.3)

## Bottom 5

- 1.** People get things done both quickly and efficiently at the TTC (6.2)
- 2.** There is effective sharing of information across the TTC (6.3)
- 3.** There is good collaboration between different parts of the TTC (6.6)
- 4.** If something goes wrong, people concentrate on putting it right, not blaming others (6.6)
- 5.** Best practices are shared effectively across the TTC (6.8)

# 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 Engineering employees, the score is 8.5.

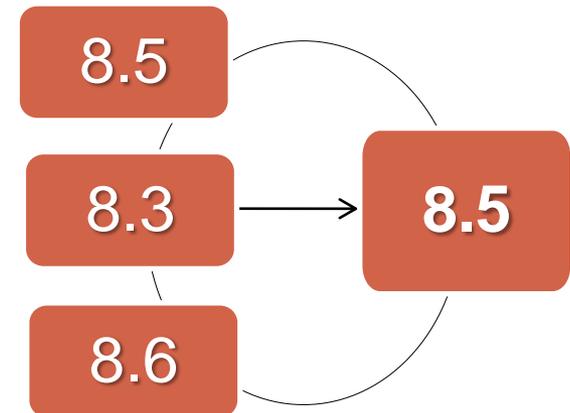
# OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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 Engineering department is higher than the score for all TTC employees, the average score for employees of the four groups consisting mainly of staff employees, and the score for the Engineering, Construction & Expansion Group, the group with the highest Engagement score in the TTC.
- Levels of engagement are slightly lower among employees in the Technical Support Division compared to employees in the Design cost centre grouping.

All Engineering: 8.5

## Cost Centre/Grouping

Design	8.6
Technical Support Division	8.2

## Employee Category

All TTC	7.8
Average of Staff Groups	8.0
Engineering, Construction & Expansion Group	8.3

# RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

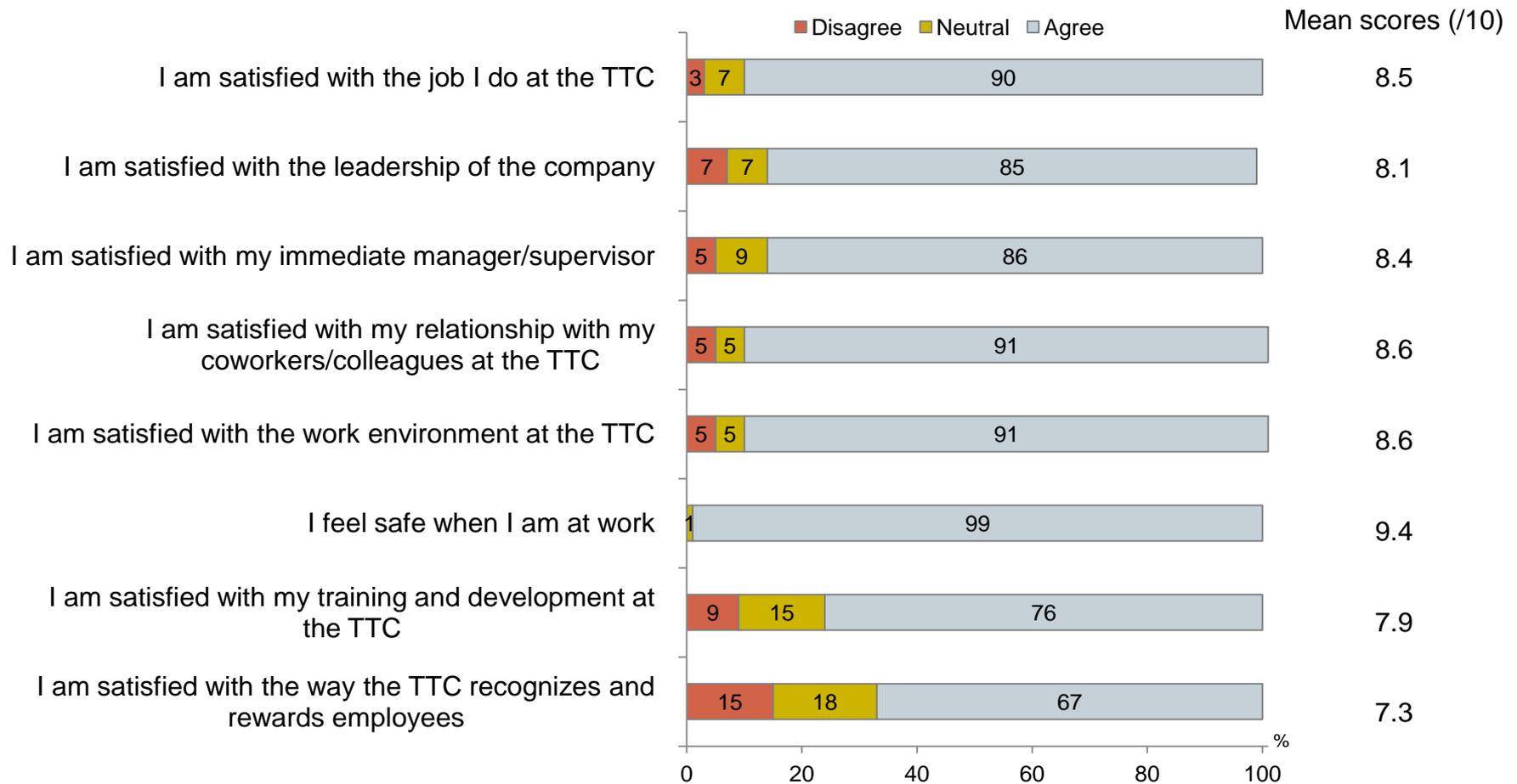
Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- The following measures were included in the survey in order to assess overall satisfaction with each aspect of employee satisfaction with the TTC:
  - I am satisfied with the job I do at the TTC
  - I am satisfied with the leadership of the company
  - I am satisfied with my immediate manager/supervisor
  - I am satisfied with my relationship with my coworkers/colleagues at the TTC
  - I am satisfied with the work environment at the TTC
  - I feel safe when I am at work
  - I am satisfied with my training and development at the TTC
  - I am satisfied with the way the TTC recognizes and rewards employees
- At the department level, ratings were highest for “I feel safe when I am at work” and lowest for “I am satisfied with the way the TTC recognizes and rewards employees”. While Safety rated highest across both cost centre groups, employees in the Technical Support Division were least satisfied with Training and Development (“I am satisfied with my training and development at the TTC”) instead of Performance and Reward.
- With the exception of Performance and Reward, mean scores for overall ratings were generally higher among the Design cost centre compared to the Technical Support Division.

# ASPECTS OF EMPLOYEE ENGAGEMENT - ENGINEERING



Sample sizes vary by attribute.  
Proportions may not sum to 100% due to rounding.

# ASPECTS OF EMPLOYEE ENGAGEMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	All Engineering	Design	Technical Support Division
I am satisfied with the job I do at the TTC	8.1	8.4	8.4	8.5	8.6	8.2
I am satisfied with the leadership of the company	6.4	7.3	7.9	8.1	8.1	8.3
I am satisfied with my immediate manager/supervisor	6.7	7.5	8.0	8.4	8.5	8.0
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.5	8.6	8.7	8.5
I am satisfied with the work environment at the TTC	7.0	7.8	8.4	8.6	8.7	8.2
I feel safe when I am at work	8.0	8.9	9.2	9.4	9.5	9.2
I am satisfied with my training and development at the TTC	7.0	7.1	7.6	7.9	7.9	7.8
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	7.1	7.3	7.1	8.2

Sample sizes vary by attribute.

# WHAT DRIVES EMPLOYEE ENGAGEMENT?

Produced by Malatest on  
behalf of TTC

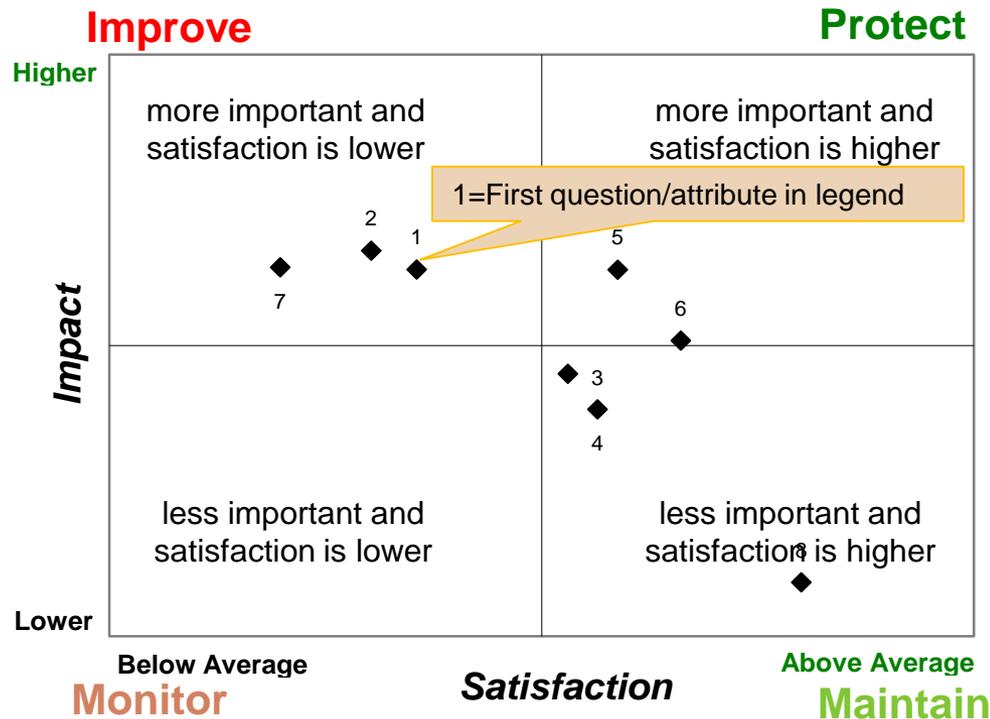


# SECTION SUMMARY

- 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: “Your Job”, “Working Environment”, “Your Company”, and “Performance and Reward”. 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 Manager/Supervisor”, “Training and Development”, “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 Your Job, Working Environment, Your Company, and Performance and Reward.
- Opportunity Analysis was then used to plot the correlation value for each aspect of the employee experience against employees’ satisfaction with that aspect of their experience. The next slide shows how to read the result of Opportunity Analysis.

# SECTION SUMMARY

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



Composite:

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

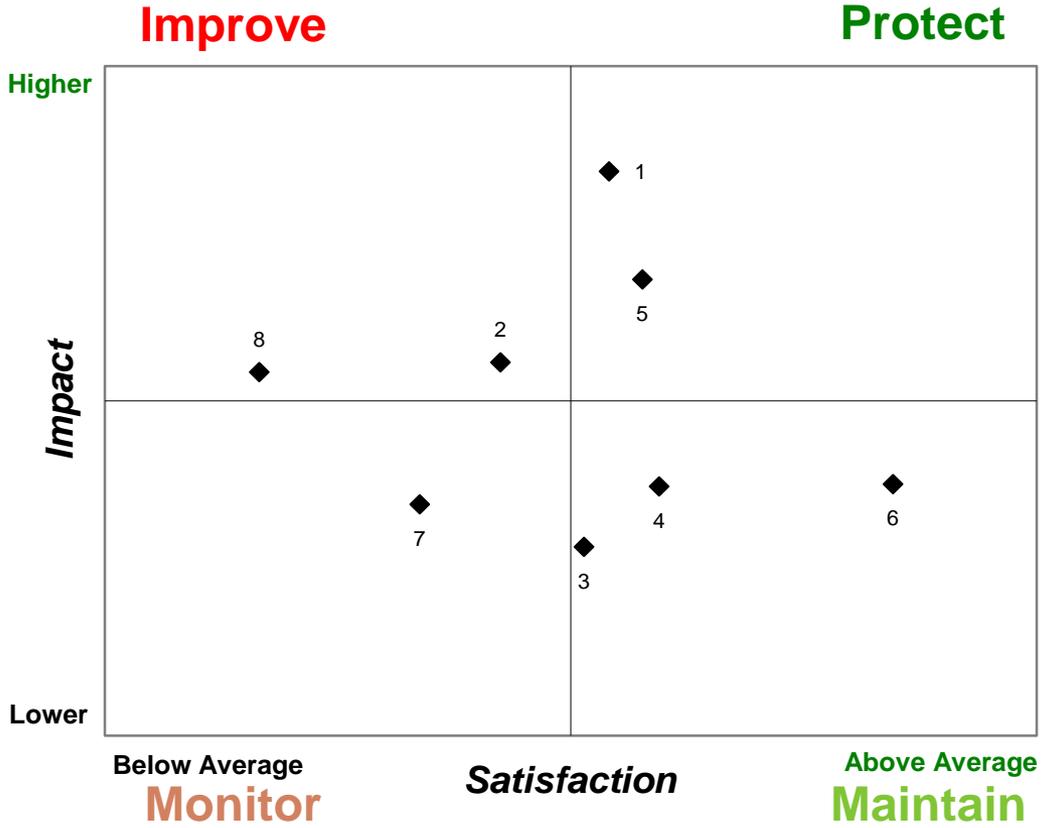
1. First question/attribute
2. Second question/attribute
3. Third question/attribute
4. Fourth question/attribute
5. Fifth question/attribute
6. Sixth question/attribute
7. Seventh question/attribute
8. Eighth question/attribute

# SECTION SUMMARY

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

# EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

## Engineering



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 7.3 to 9.4.  
 Impact values range between 24% to 66%.



# OVERALL ORGANIZATIONAL VIEWS OF ENGINEERING

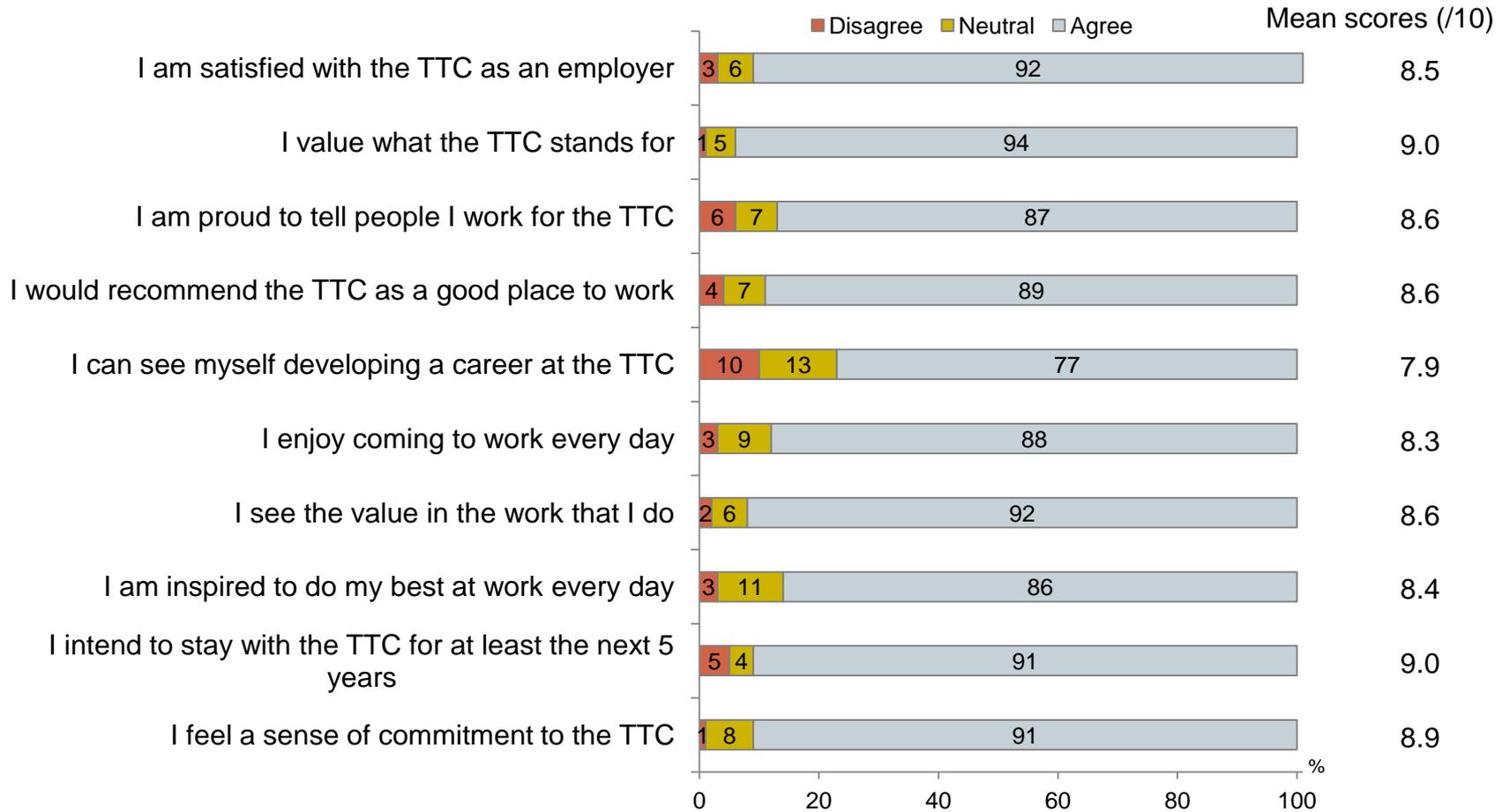
Produced by Malatest on  
behalf of TTC



# 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
- At the department level, satisfaction ratings were highest for the following measures: “I value what the TTC stands for”; and “I intend to stay with the TTC for at least the next 5 years”. Ratings were lowest for “I can see myself developing a career at the TTC”, followed by “I enjoy coming to work every day”.
- These results were generally similar for both cost centre groups, except that for Technical Support Division, “I am inspired to do my best at work every day,” received a higher rating than “I intend to stay with the TTC for at least the next 5 years”.
- Mean scores for most measures were higher among employees in the Design cost centre group compared to the Technical Support Division, with a few exceptions.

# OVERALL ORGANIZATIONAL VIEWS - ENGINEERING



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 Engineering Construction and Expansion Group	All Engineering	Design	Technical Support Division
I am satisfied with the TTC as an employer	7.8	8.1	8.4	8.5	8.6	8.3
I value what the TTC stands for	8.2	8.6	8.8	9.0	9.0	8.7
I am proud to tell people I work for the TTC	7.9	8.2	8.5	8.6	8.7	8.0
I would recommend the TTC as a good place to work	8.0	8.3	8.6	8.6	8.7	8.1
I can see myself developing a career at the TTC	7.9	8.0	8.0	7.9	7.9	8.0
I enjoy coming to work every day	7.3	7.6	8.1	8.3	8.4	8.0
I see the value in the work that I do	8.2	8.4	8.5	8.6	8.7	8.3
I am inspired to do my best at work every day	7.8	8.2	8.3	8.4	8.4	8.6
I intend to stay with the TTC for at least the next 5 years	8.5	8.4	8.7	9.0	9.2	8.4
I feel a sense of commitment to the TTC	8.2	8.6	8.8	8.9	9.0	8.5

\*\* Mean scores suppressed due to sample size <10.  
Sample sizes vary by attribute.

# AREA TO PROTECT: YOUR JOB

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

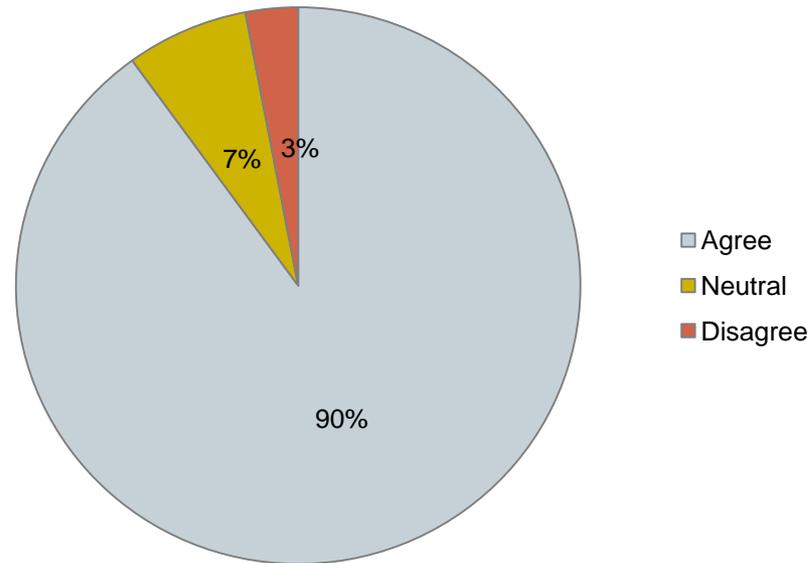
- Opportunity Analysis identifies “Your Job” as having the most impact on Employee Engagement overall and as an area with which Engineering employees are, for the most part, satisfied, making this an Area to Protect.
- Satisfaction with most aspects of Your Job was slightly higher among employees in the Design cost centre grouping compared to those working in the Technical Support Division, with a few exceptions.
- With respect to the specific measures comprising Your Job, the attribute with the strongest satisfaction score at the departmental level was “I often look for ways to make improvements in how things are done”. The lowest satisfaction scores were seen for “I am given the freedom to make decisions in my job” and “I feel motivated in my job”.
- These results were consistent across both cost centre groups.
- To continue to improve current high levels of overall satisfaction with this key driver of Employee Engagement, Opportunity Analysis identifies the following Areas to Improve for the Engineering department:
  - I feel motivated in my job.
  - My work enables me to use my skills and abilities.
  - I am given the freedom to make decisions in my job.
- In addition, Opportunity Analysis identified one key Area to Protect:
  - In my job, I feel able to put customers first.

# OVERALL RATINGS OF YOUR JOB - ENGINEERING

## Engineering

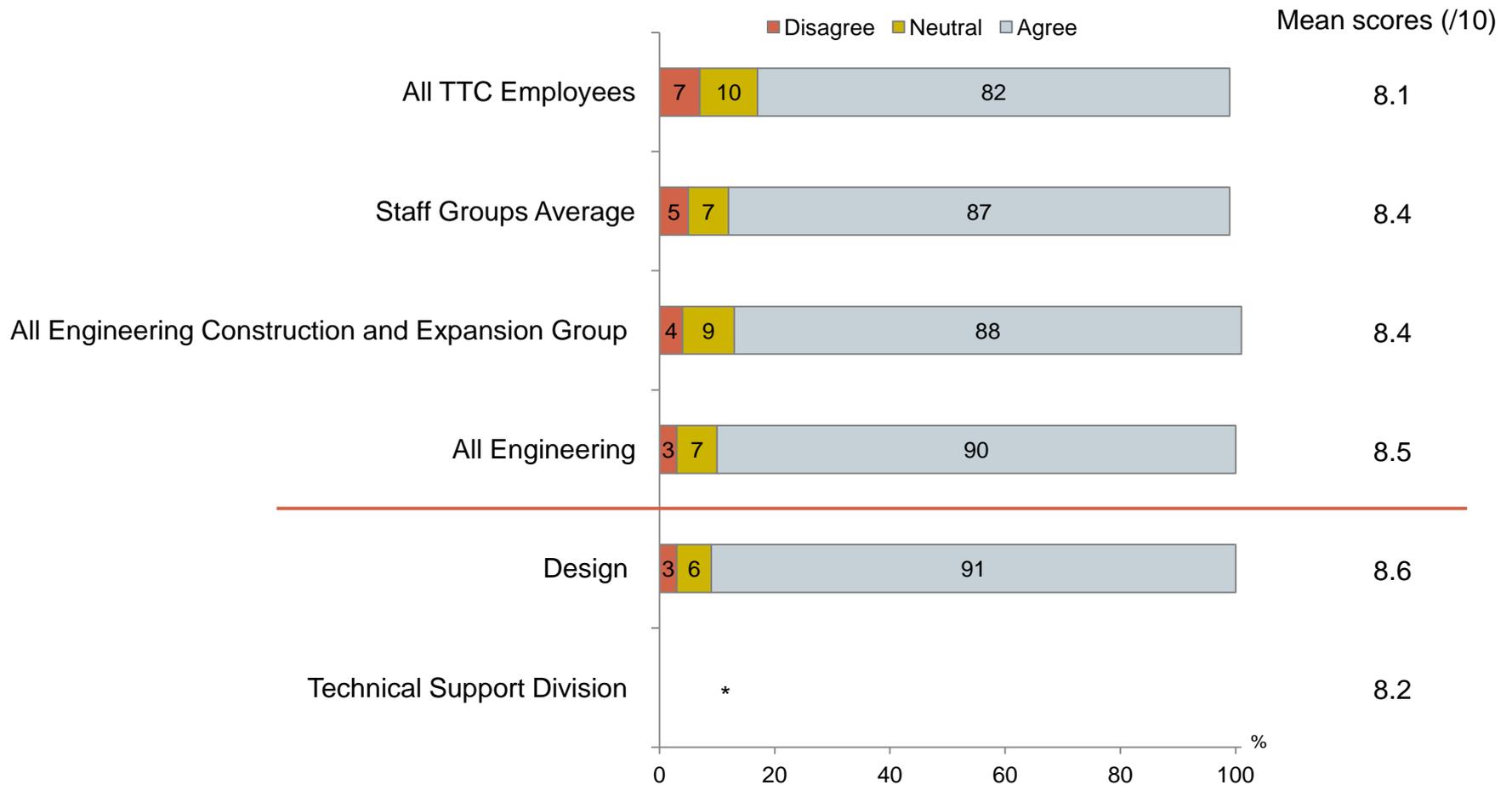
Total  
(n= 110)

Mean=8.5



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



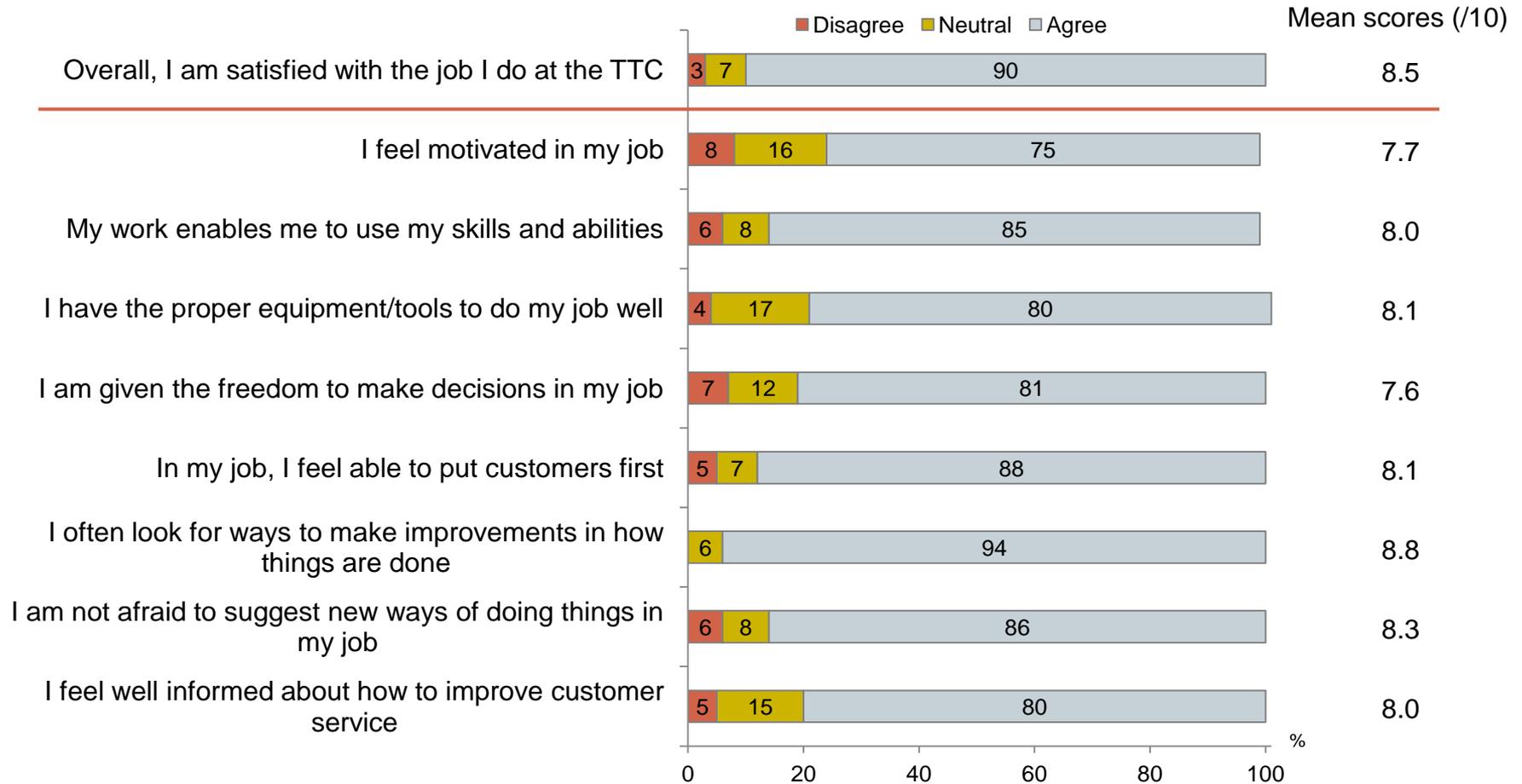
\* Percentages suppressed due to sample size <30.

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

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

Sample sizes vary by category.

# YOUR JOB - ENGINEERING



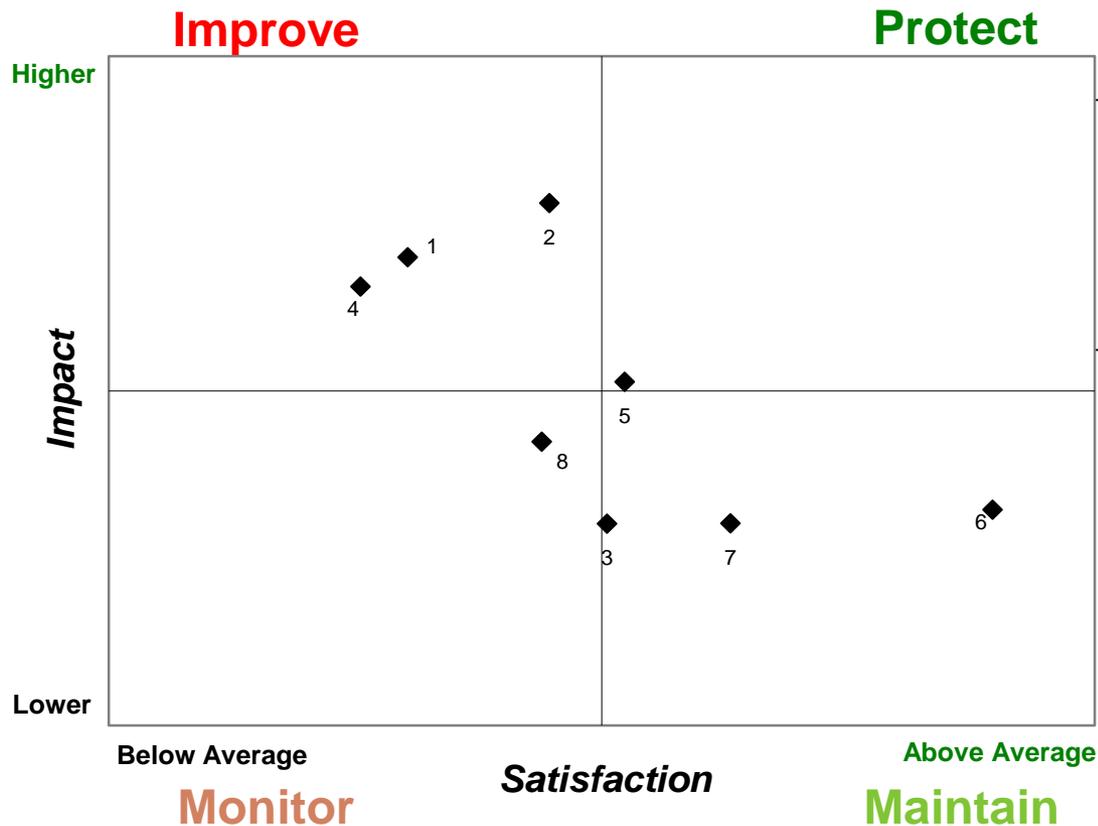
B1. How much do you agree or disagree with each of the following statements about your job?  
Sample sizes vary by attribute.

# YOUR JOB - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	All Engineering	Design	Technical Support Division
Overall, I am satisfied with the job I do at the TTC	8.1	8.4	8.4	8.5	8.6	8.2
I feel motivated in my job	7.0	7.3	7.6	7.7	7.8	7.4
My work enables me to use my skills and abilities	7.3	7.7	7.9	8.0	8.0	8.1
I have the proper equipment/tools to do my job well	6.8	7.3	7.7	8.1	8.2	7.8
I am given the freedom to make decisions in my job	6.5	7.3	7.5	7.6	7.7	7.5
In my job, I feel able to put customers first	7.5	7.9	8.1	8.1	8.3	7.7
I often look for ways to make improvements in how things are done	8.1	8.6	8.8	8.8	8.8	8.8
I am not afraid to suggest new ways of doing things in my job	7.6	8.3	8.5	8.3	8.3	8.4
I feel well informed about how to improve customer service	6.8	7.6	7.7	8.0	8.1	7.6

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 - ENGINEERING



1. I feel motivated in my job
2. My work enables me to use my skills and abilities
3. I have the proper equipment/tools to do my job well
4. I am given the freedom to make decisions in my job
5. In my job, I feel able to put customers first
6. I often look for ways to make improvements in how things are done
7. I am not afraid to suggest new ways of doing things in my job
8. I feel well informed about how to improve customer service

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 7.6 to 8.8.  
 Impact values range between 18% to 79%.

# AREA TO PROTECT: YOUR WORKING ENVIRONMENT

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as the second most impactful on Employee Engagement. This aspect of the employee experience is an area where Engineering employees were more satisfied, making it an Area to Protect.
- Satisfaction with Working Environment was generally slightly higher for employees in the Design cost centre compared to the Technical Support Division.
- At the department level, satisfaction with specific attributes of Working Environment was highest for “The hours I work are reasonable”. Ratings were lowest for “The TTC cares about my mental health and emotional well-being”. These results were consistent for both cost centres, with the exception of “I am satisfied with my work/office space and facilities,” which also had the lowest mean score for the Technical Support Division.
- To continue improving current levels of employee satisfaction with Working Environment, Opportunity Analysis identified the following Areas to Improve:
  - The TTC cares about my mental health and emotional well-being.
  - I feel that I belong at the TTC.
  - I am satisfied with my work/office space and facilities.
- In addition, the following attribute was identified as an Area to Protect:
  - The TTC encourages employees to maintain a healthy work-life balance.

# SECTION SUMMARY

## Stress at Work

- Only 3% of Engineering employees indicated that they “frequently” experience stress as a problem at work, with an additional 56% reporting that stress is “sometimes” a problem. The incidence of stress in the workplace among employees in the Design cost centre is comparable to the Engineering department overall.

## Discrimination/Harassment

- 12% of Engineering employees indicated that they experienced discrimination or harassment by another TTC employee in the past 12 months. A marginally higher proportion of employees in the Design cost centre group (13%) indicated experiencing discrimination or harassment compared to the department overall.
- Employees in the Engineering department most frequently indicated experiencing discrimination based on personal harassment. Discrimination based on other characteristics were rarely reported.
- As few Engineering employees reported discrimination or harassment, analysis of the manner of dealing with the incident could not be conducted.

## Abuse by Customers

- Only 3% of employees in the Engineering department indicated being verbally abused by TTC customers in the past 12 months.
- No Engineering department employees indicated being physically abused by customers in the past 12 months.

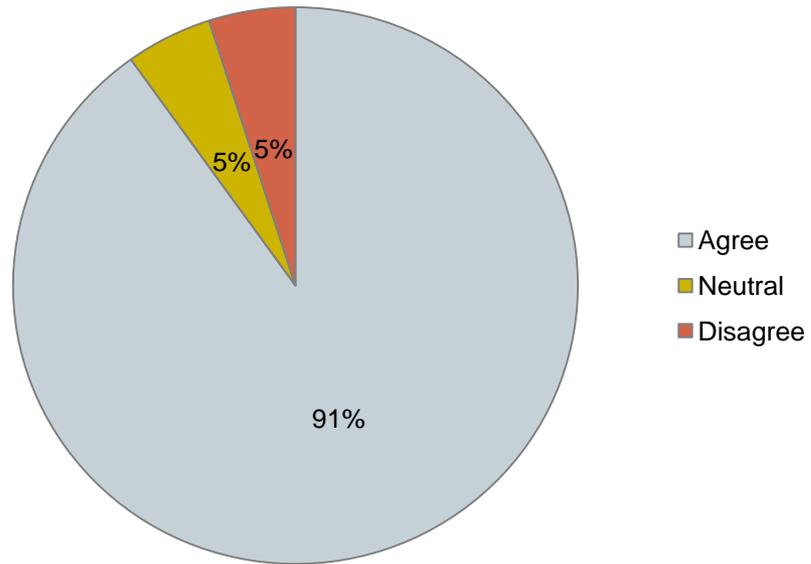
Note: Due to small sample size (<30 responses), comparisons between different cost centre groups could not be conducted.

# OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - ENGINEERING

## Engineering

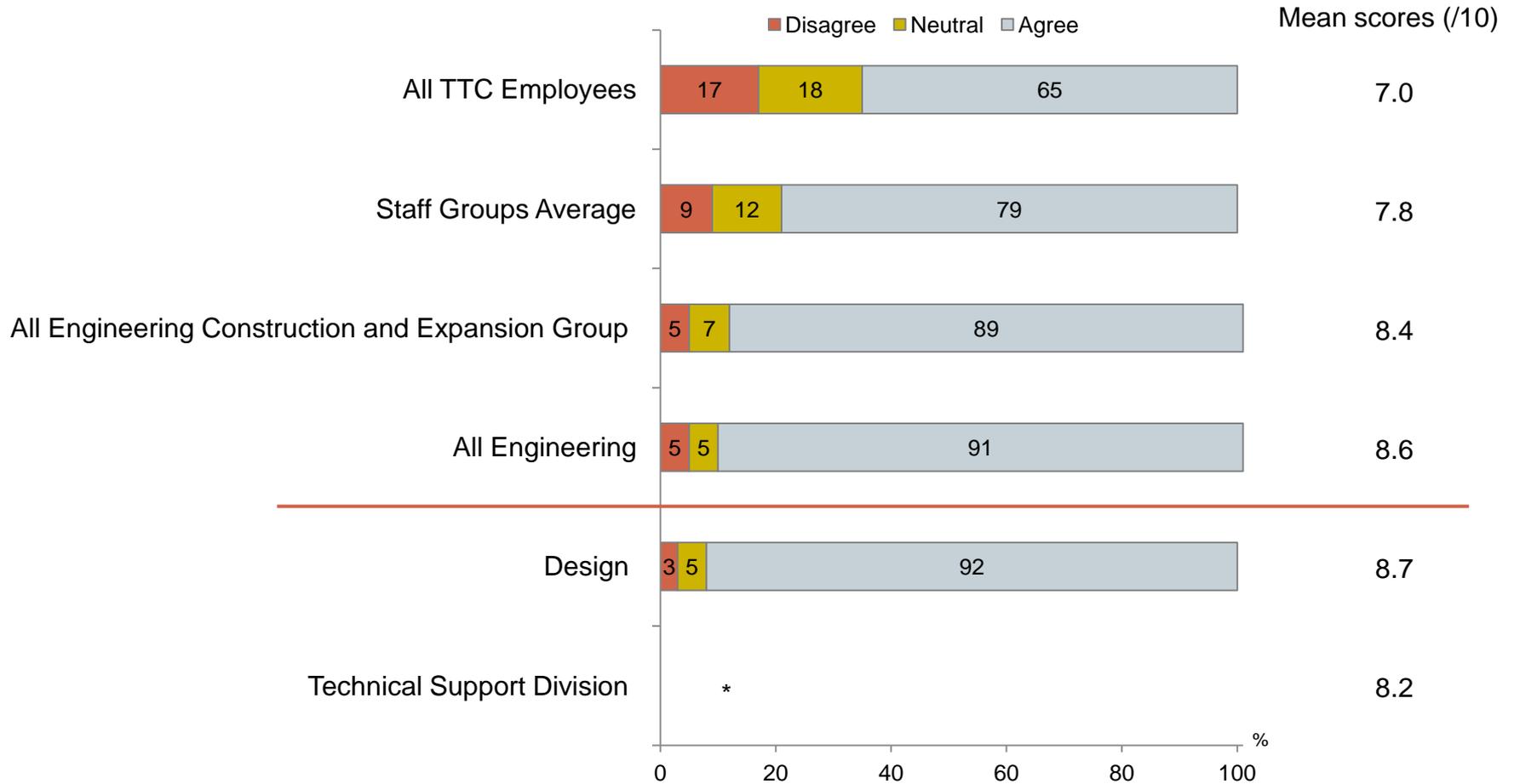
Total  
(n= 110)

Mean=8.6



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

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



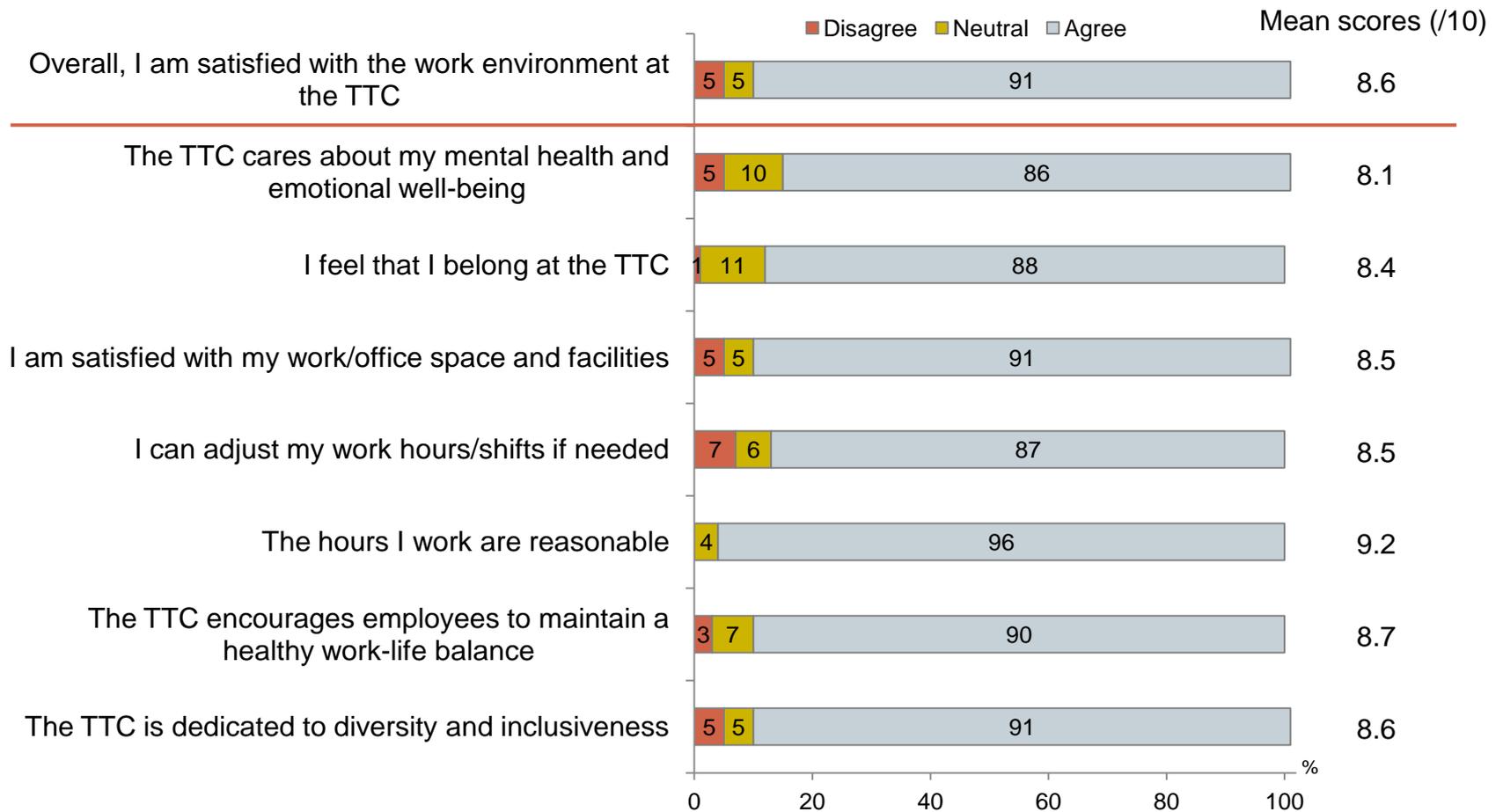
\* Percentages suppressed due to sample size <30.

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 - ENGINEERING



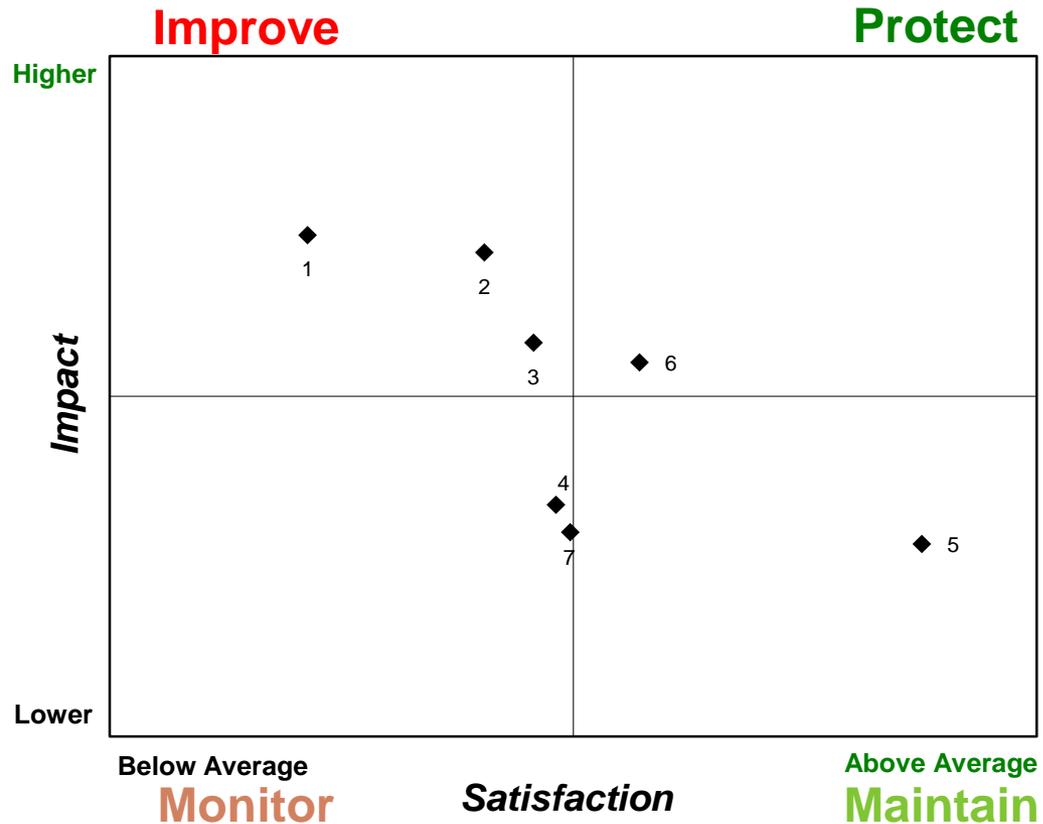
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Sample sizes vary by attribute.

# YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	All Engineering	Design	Technical Support Division
Overall, I am satisfied with the work environment at the TTC	7.0	7.8	8.4	8.6	8.7	8.2
The TTC cares about my mental health and emotional well-being	6.2	7.1	7.7	8.1	8.1	8.1
I feel that I belong at the TTC	7.4	7.8	8.3	8.4	8.5	8.3
I am satisfied with my work/office space and facilities	6.5	7.2	8.1	8.5	8.6	8.1
I can adjust my work hours/shifts if needed	6.7	7.5	8.1	8.5	8.6	8.3
The hours I work are reasonable	7.7	8.4	8.8	9.2	9.2	9.0
The TTC encourages employees to maintain a healthy work-life balance	6.3	7.4	8.1	8.7	8.7	8.6
The TTC is dedicated to diversity and inclusiveness	7.4	8.0	8.4	8.6	8.6	8.5

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

# OPPORTUNITY ANALYSIS: YOUR WORKING ENVIRONMENT - ENGINEERING

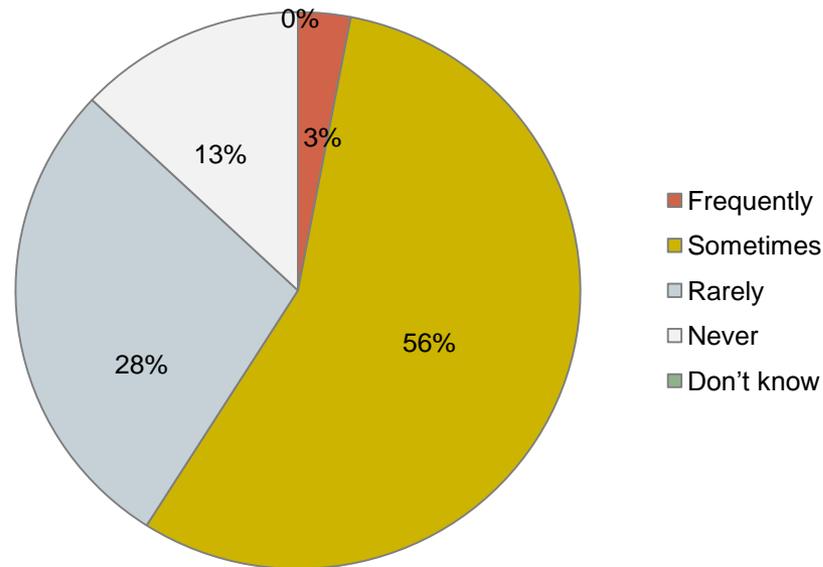


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life 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 8.1 to 9.2.  
 Impact values range between 36% to 59%.

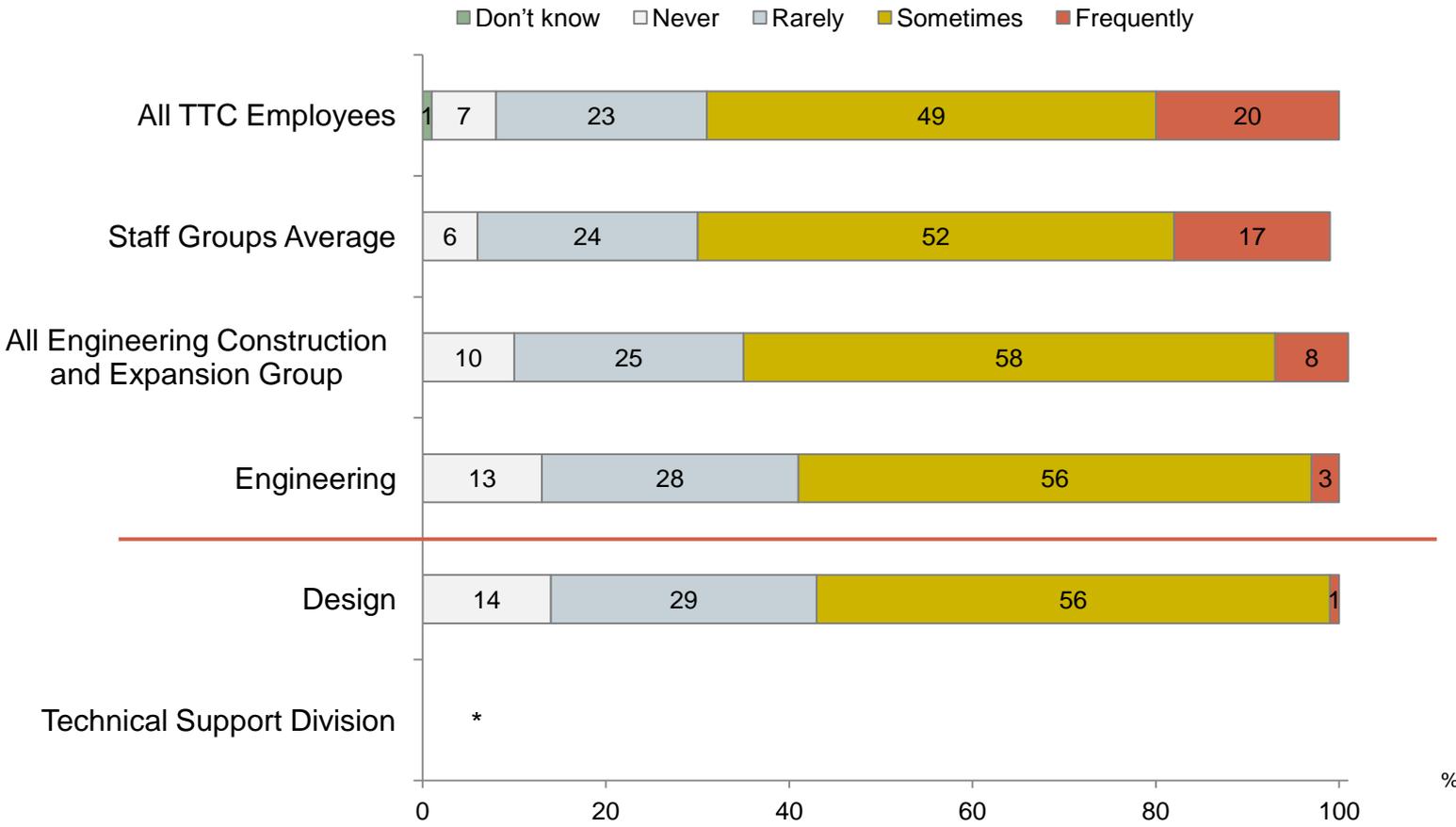
## Engineering

Total  
(n= 110)



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

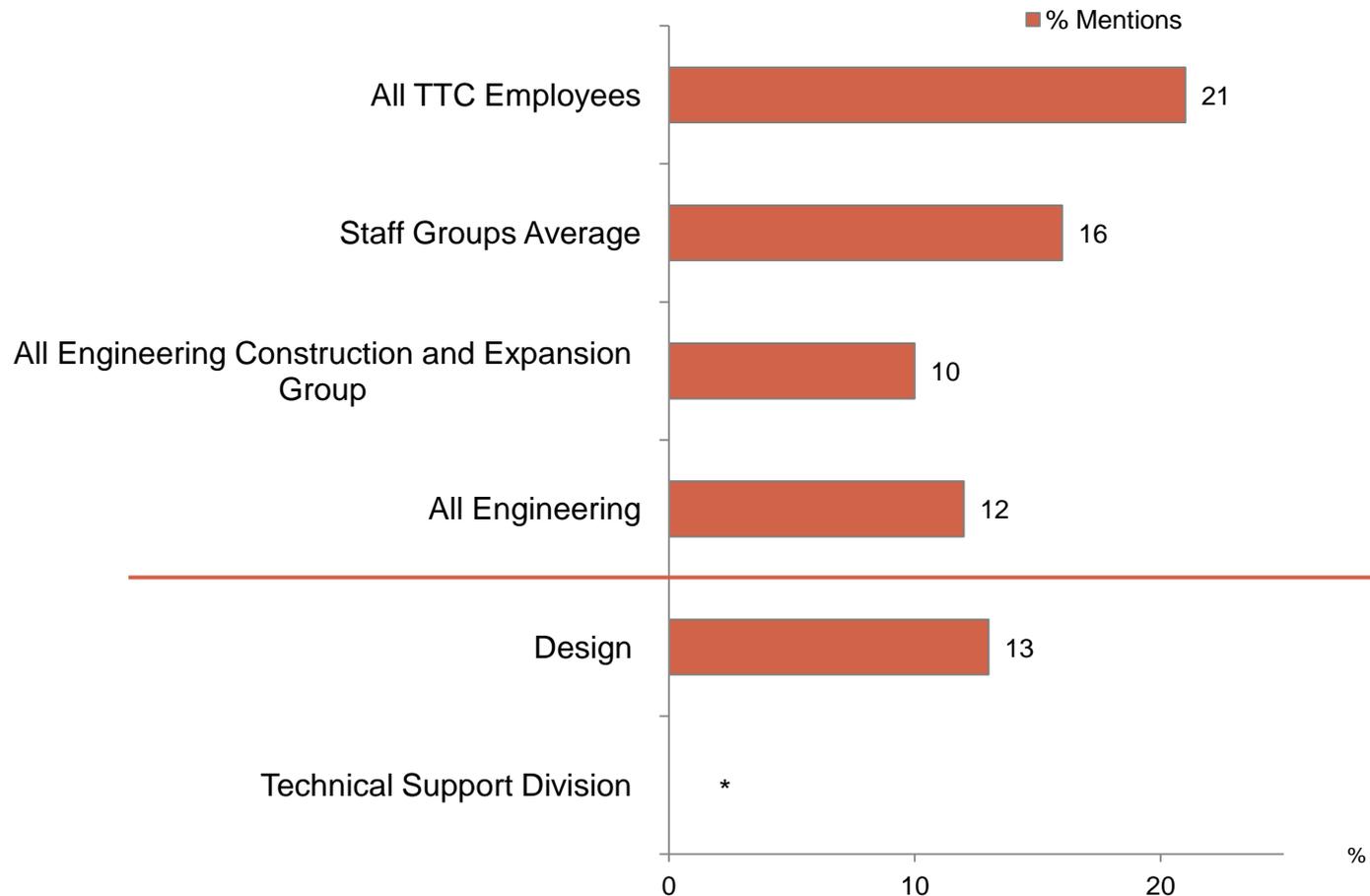


\* Percentages suppressed as sample size <30.  
 F2. Is stress at work a problem for you? 1 Frequently; 2 Sometimes; 3 Rarely; 4 Never; 5 Don't know.  
 Sample sizes vary by category.



# 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.

# DISCRIMINATION OR HARASSMENT EXPERIENCED

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

Technical Support Division is not shown as the cost centre grouping is too small to report percentages (n<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 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 Engineering employees provided a response to this question, no results can be shown.

## Engineering

**Total**  
(n= 12)

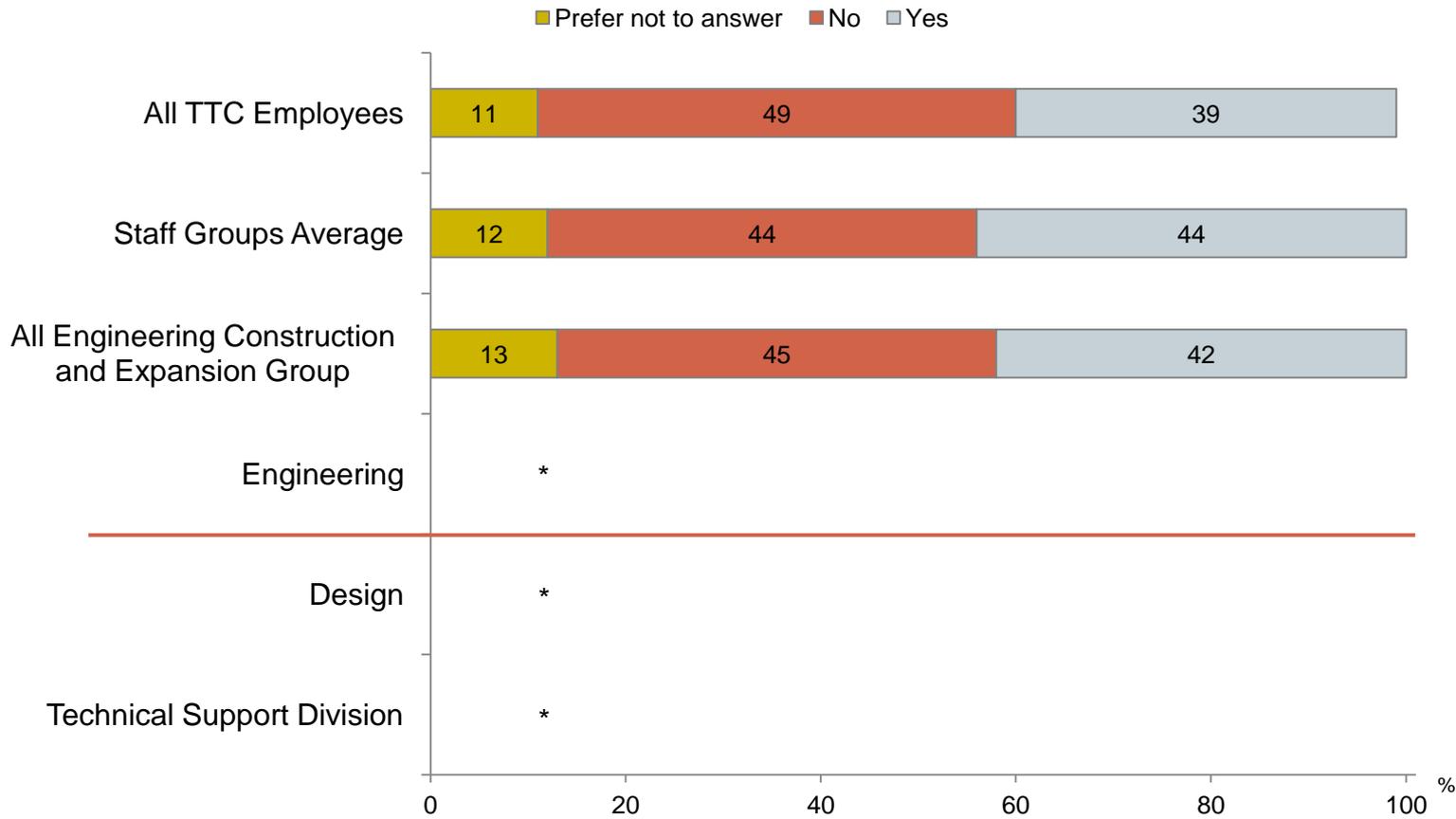
\*

\* Percentages suppressed due to sample size <30.

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

# IS THE DISCRIMINATION REPORTED TO THE TTC? - BY COST CENTRE/GROUPING

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



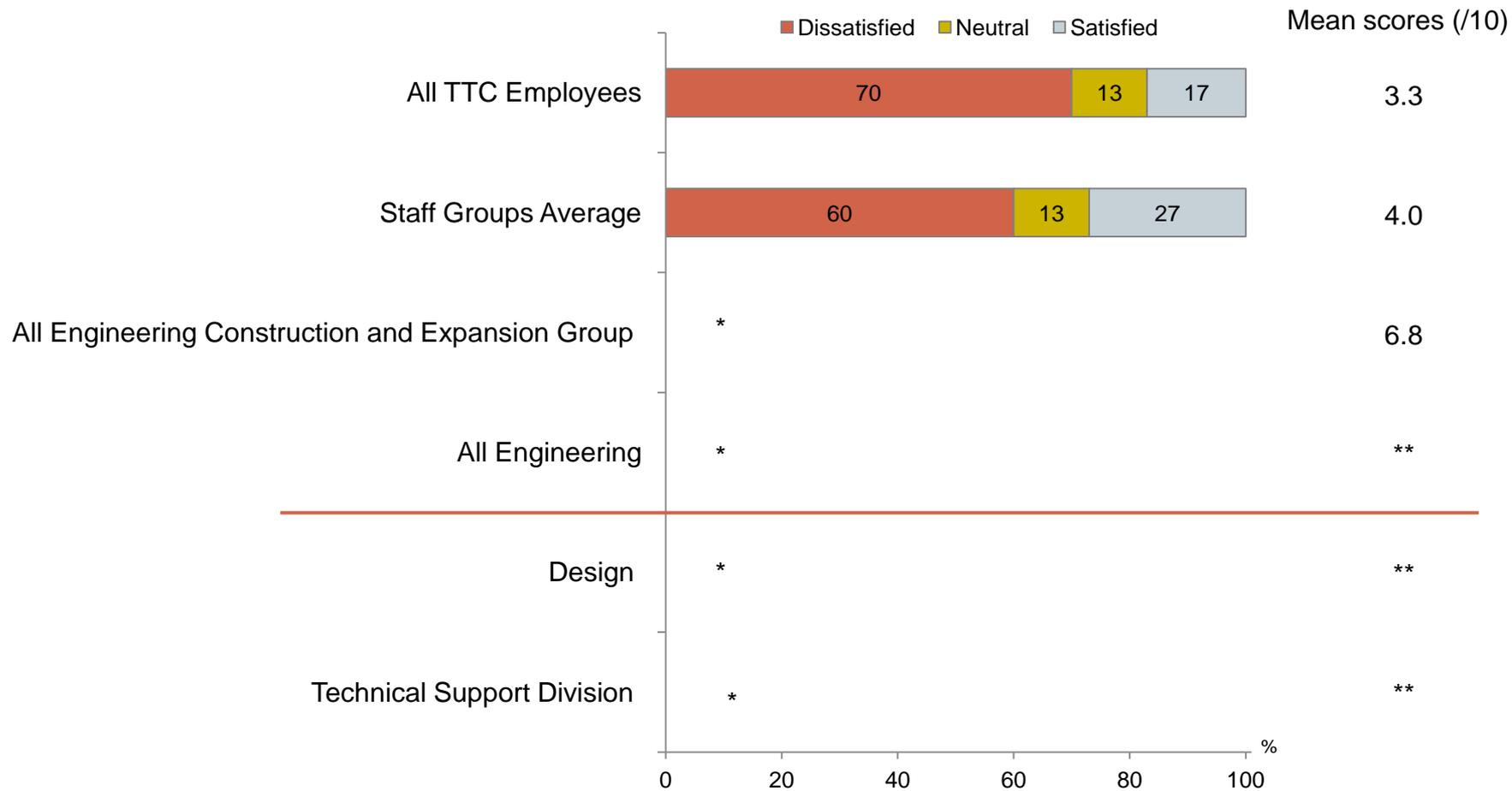
\* Percentages suppressed due to sample size <30.

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



# SATISFACTION WITH THE WAY THE INCIDENT WAS HANDLED

Among those who reported the incident



\* Percentages suppressed due to sample size <30.

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

F5. How satisfied were you with the way the matter was handled?

Sample sizes vary by category.

# REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident

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

## Engineering

(n= 8)

\*

\* Percentages suppressed due to sample size <30.

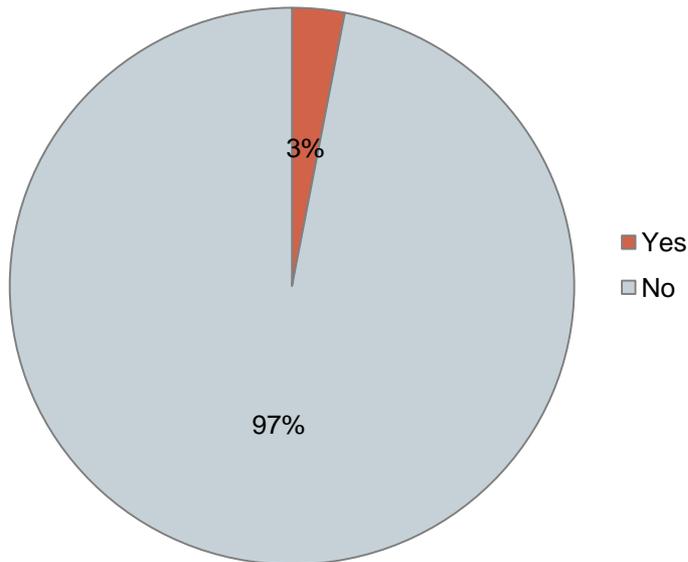
F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?

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

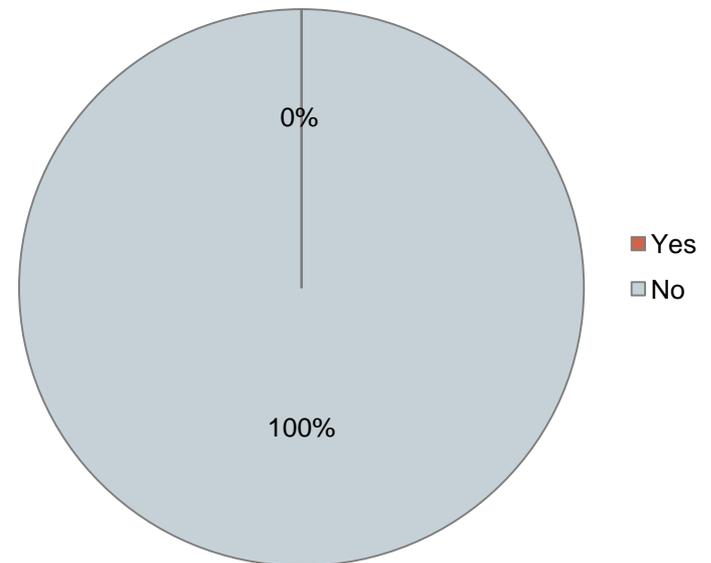
# ABUSE FROM CUSTOMERS

## Engineering

**Verbally Abused**  
(n= 110)

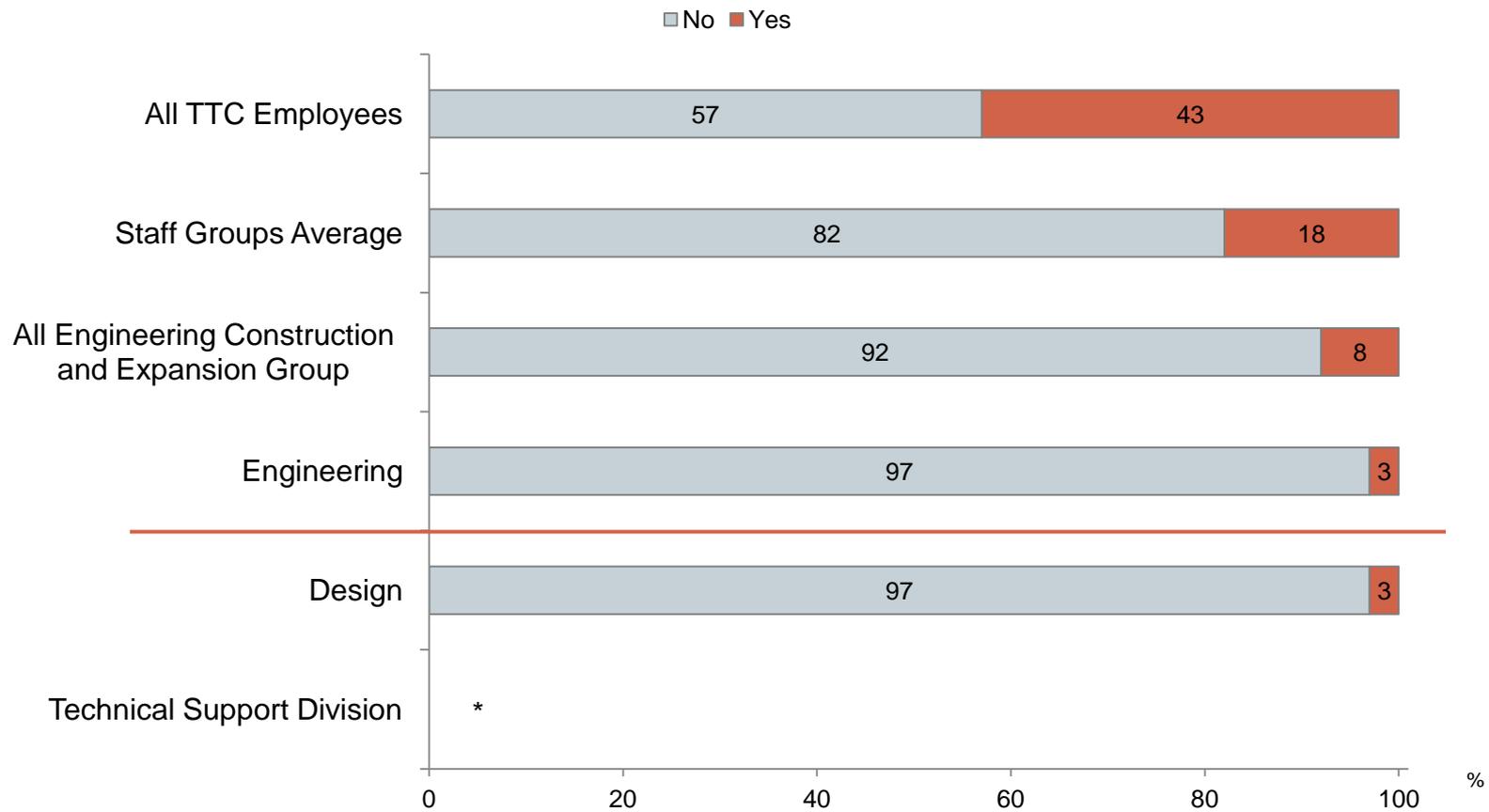


**Physically Abused**  
(n= 110)



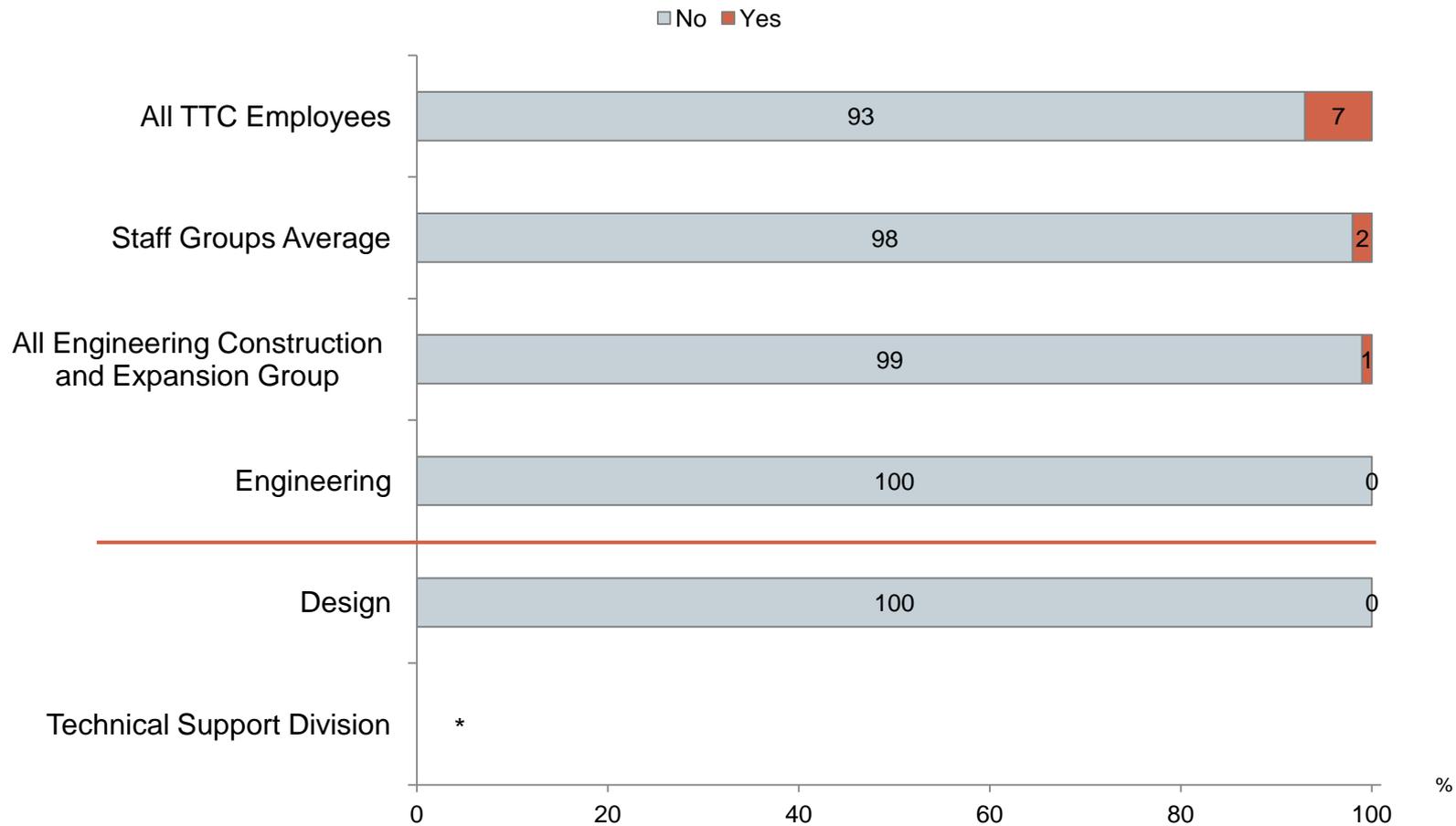
F7. In the past 12 months, have you been verbally abused by customers?  
F8. In the past 12 months, have you been physically abused by customers?

# 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



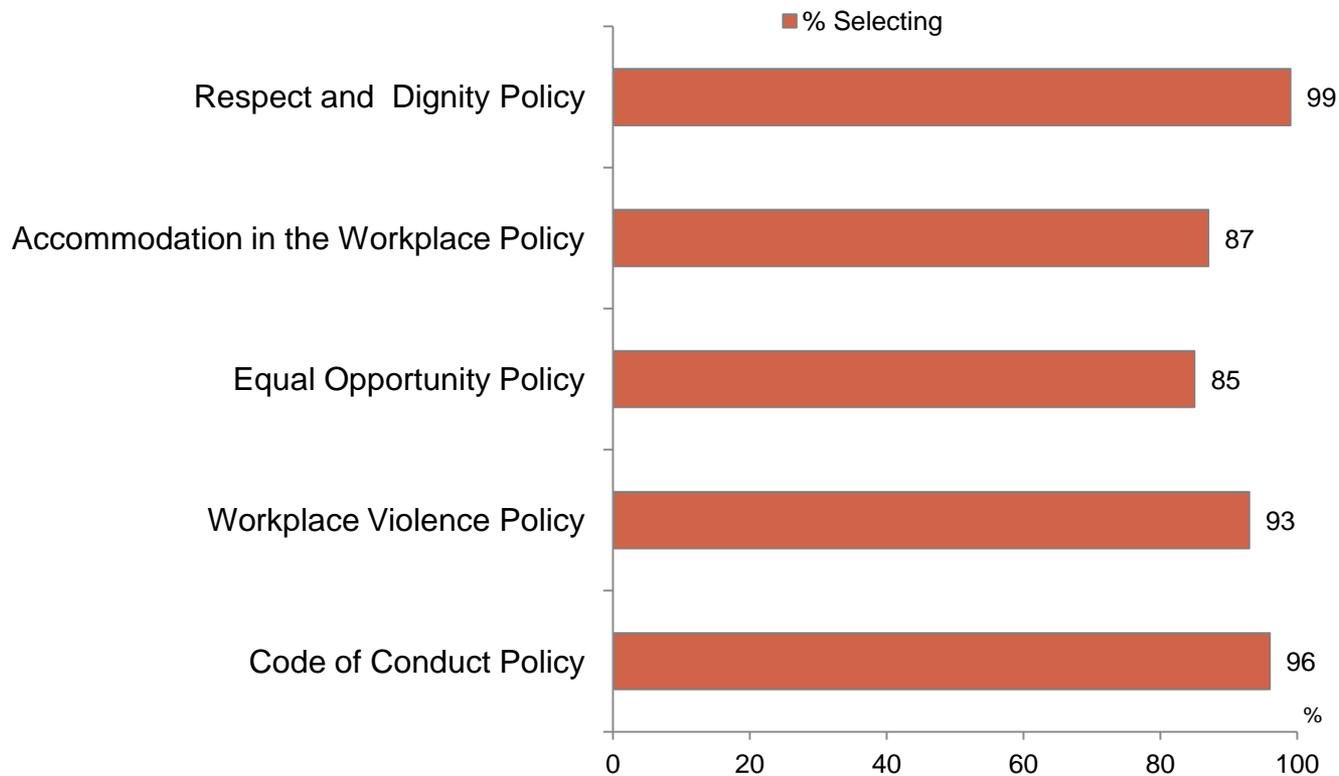
\* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

# FAMILIARITY WITH TTC POLICIES - ENGINEERING

- 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, or the Equal Opportunity Policy.



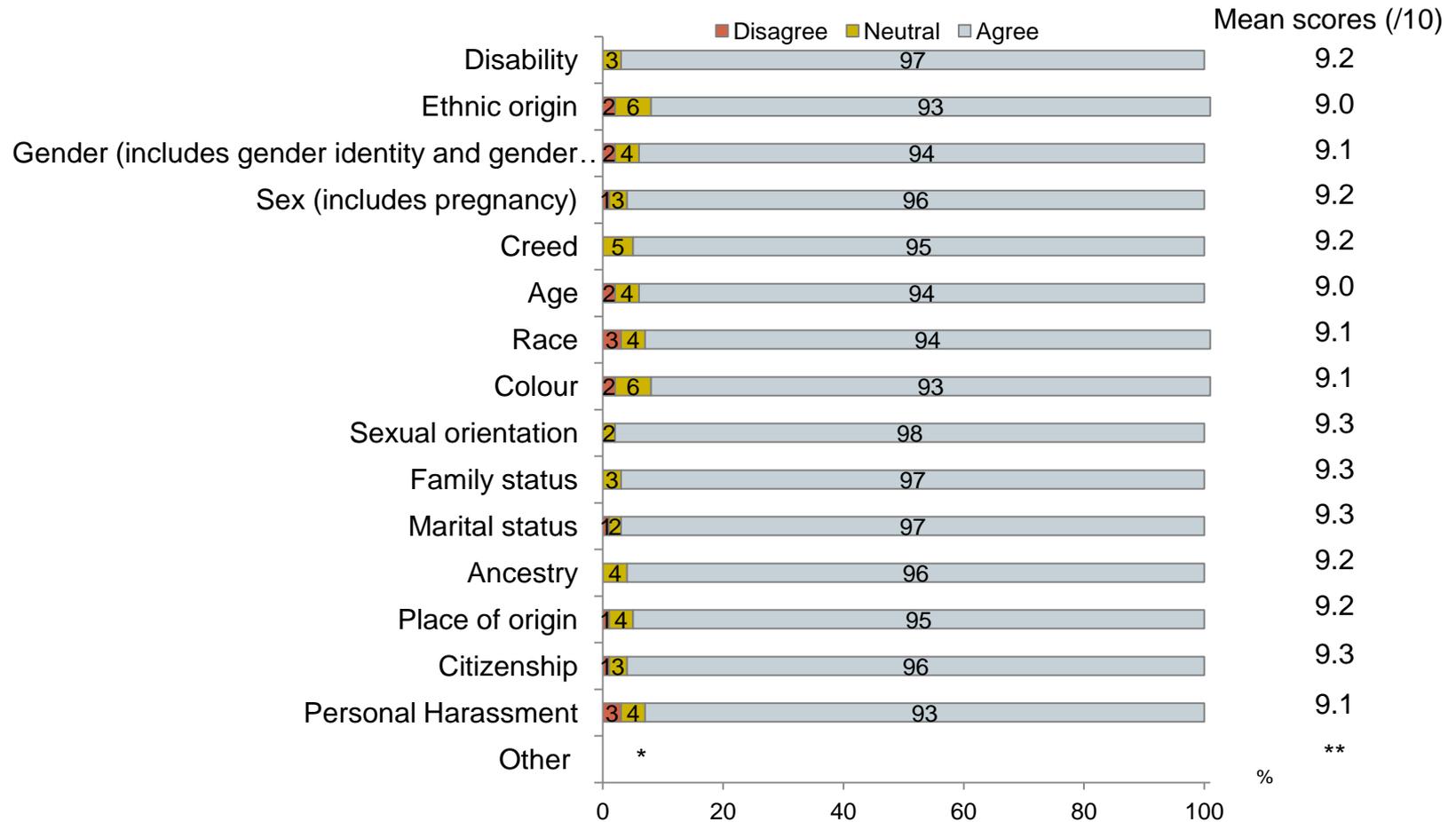
F9. Are you familiar with the following TTC policies (select all that apply)?

# FAMILIARITY WITH TTC POLICIES - BY DEPARTMENT

% Selecting	All TTC Employees	Staff Groups Average	All Engineering Construction & Expansion	Engineering	Design
Respect and Dignity Policy	92	97	98	99	99
Accommodation in the Workplace Policy	76	87	88	87	86
Equal Opportunity Policy	81	88	87	85	81
Workplace Violence Policy	87	92	93	93	92
Code of Conduct Policy	82	92	96	96	95

F9. Are you familiar with the following TTC policies (select all that apply)?  
 Technical Support Division is not shown as this grouping is too small to report percentages (n<30).

# EFFECTIVENESS OF TTC PRACTICES - ENGINEERING



\* Percentages suppressed due to sample size <30.

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

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

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

Sample sizes vary by attribute.

# EFFECTIVENESS OF TTC PRACTICES - BY DEPARTMENT

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	Engineering	Design	Technical Support Division
Disability	8.3	8.7	8.9	9.2	9.1	9.3
Ethnic Origin	8.3	8.6	8.7	9.0	9.0	9.2
Gender (includes gender expression)	8.5	8.7	8.8	9.1	9.1	9.3
Sex (including pregnancy)	8.5	8.7	8.9	9.2	9.2	9.3
Creed	8.5	8.8	8.9	9.2	9.2	9.2
Age	8.4	8.6	8.7	9.0	9.0	9.0
Race	8.4	8.7	8.8	9.1	9.1	9.1
Colour	8.4	8.7	8.8	9.1	9.1	9.1
Sexual Orientation	8.6	8.8	9.0	9.3	9.3	9.3
Family Status	8.6	8.8	9.0	9.3	9.3	9.2
Marital Status	8.6	8.9	9.0	9.3	9.3	9.0
Ancestry	8.6	8.8	9.0	9.2	9.2	9.2
Place of Origin	8.5	8.8	8.8	9.2	9.2	9.2
Citizenship	8.6	8.9	9.0	9.3	9.2	9.3
Personal Harassment	8.2	8.6	8.9	9.1	9.2	8.6
Other	8.2	8.2	8.2	**	**	**

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

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

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

Sample sizes vary by attribute.

AREA TO IMPROVE: YOUR COMPANY

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Opportunity Analysis identifies “Your Company” as third most impactful on overall employee engagement and is an area where Engineering employees are relatively less satisfied compared to other aspects of the employee experience; in other words, this is an Area to Improve.
- Satisfaction scores for the majority of attributes in Your Company were higher for employees in the Design cost centre compared to the Technical Support Division, with the notable exception of overall satisfaction with company leadership, which was rated slightly higher by the Technical Support Division.
- At the department level, satisfaction with specific attributes of Your Company was highest for “I am proud and passionate about the TTC” and “The TTC puts customers first”. The attribute with the lowest mean score was “People get things done both quickly and efficiently at the TTC”. This was slightly different for the Technical Support Division, where employees gave the highest rating to “In my job role, I feel I can directly contribute to the vision to be ‘A transit system that makes Toronto proud’” and the lowest rating to “There is good collaboration between different parts of the TTC”.
- To increase overall satisfaction with Your Company, Opportunity Analysis identifies the following Areas to Improve, primarily related to trust, communication, and relationship building:
  - There is a good level of trust between Senior Management and employees.
  - Senior Managers communicate openly and honestly with employees.
  - TTC leadership welcomes all feedback, both positive and negative.
  - There is respect between the TTC and its partners (e.g., the City of Toronto, Metrolinx).

# SECTION SUMMARY

- In addition to these Areas to Improve, a number of attributes within Your Company were identified as Areas to Protect:
  - I feel confident that TTC leadership is making the right decisions for the company's future success.
  - The TTC values its staff's time.
  - 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'.
  - The TTC actively supports equal opportunities for all employees.
  - The TTC puts customers first.

# SECTION SUMMARY

## Speaking Highly of the TTC

- The majority of Engineering employees (63%) indicated that would “always” speak highly of the TTC, with almost all the remainder indicating that they would “sometimes” speak highly of the TTC. This result is similar for employees in the Design cost centre grouping.

## Change in Experience Working for the TTC

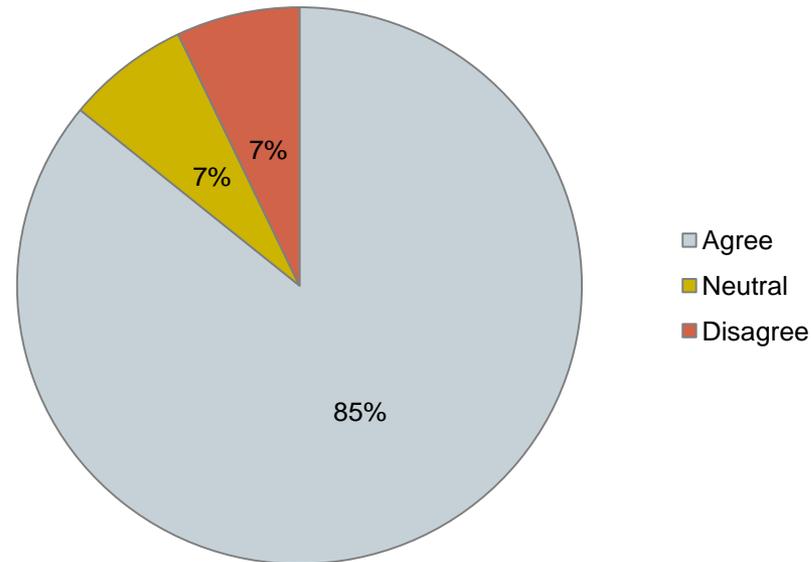
- In the Engineering department, 34% of employees feel that working for the TTC has improved over the past 12 months, compared to only 1% who feel that it has gotten worse. Employees in the Design cost centre group were slightly less likely to feel that working for the TTC has gotten better (28%).
- Employees who indicated that working for the TTC has gotten better in the past 12 months most often mentioned the vision and leadership of senior management, and improvements in communications, followed by the arrival of new managers or coworkers, and improvements in individual employee work situations (i.e., improvements in pay, position, etc.).
- There were not sufficient Engineering employees indicating that working for the TTC has gotten worse to report the most common reasons for that impression.

# OVERALL RATINGS OF YOUR COMPANY - ENGINEERING

## Engineering

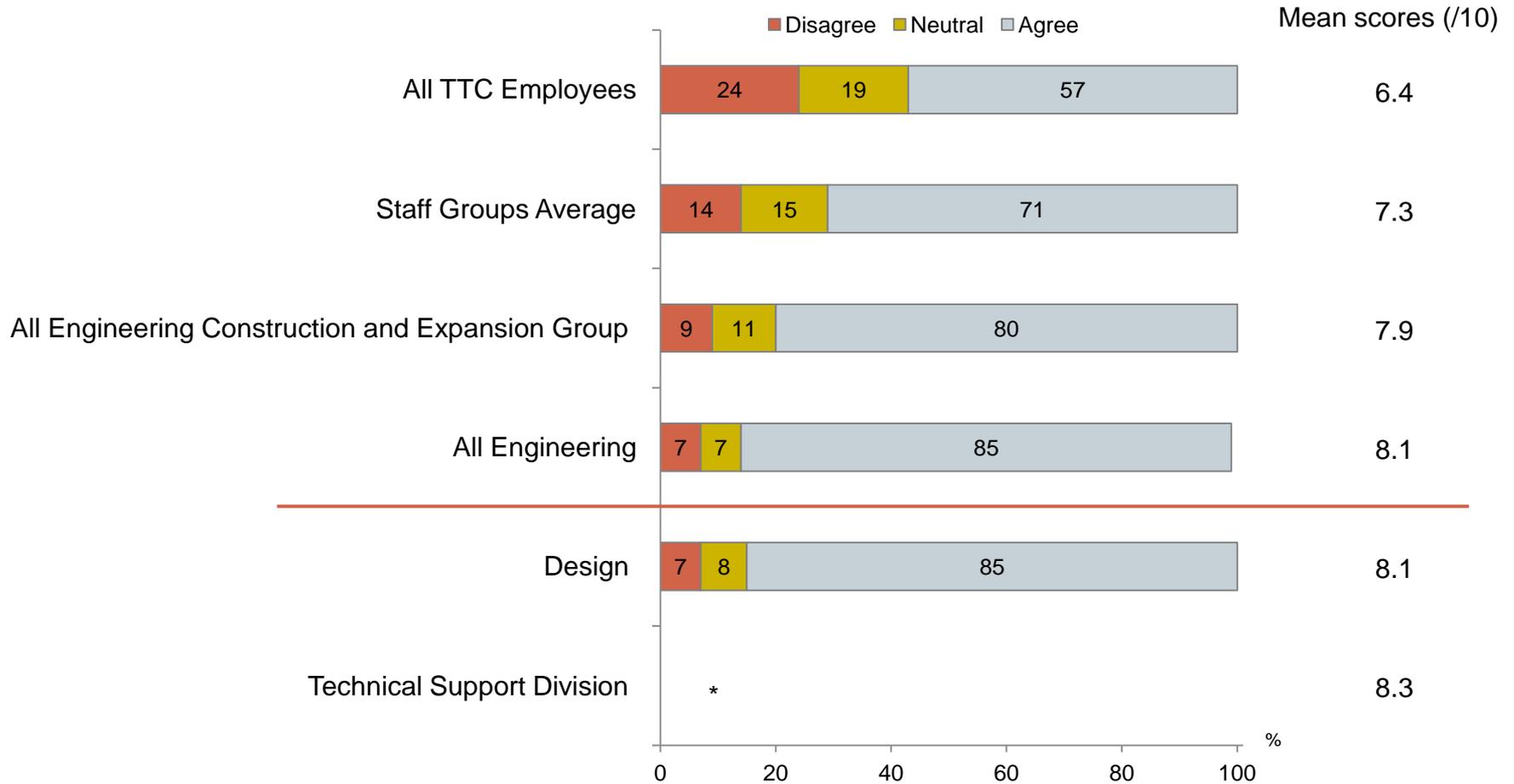
**Total**  
(n= 110)

**Mean=8.1**



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

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



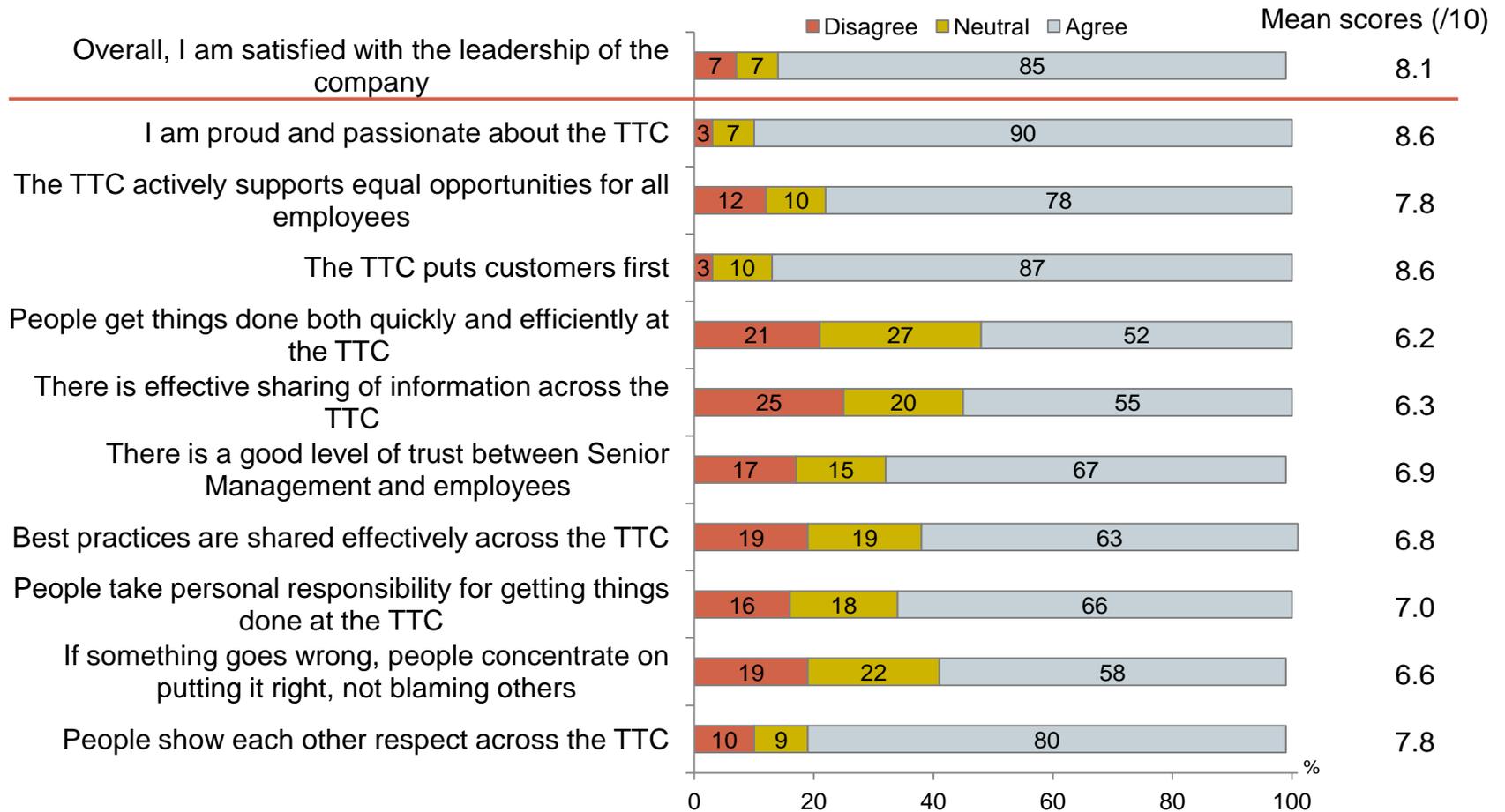
\* Percentages suppressed due to sample size <30.

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.

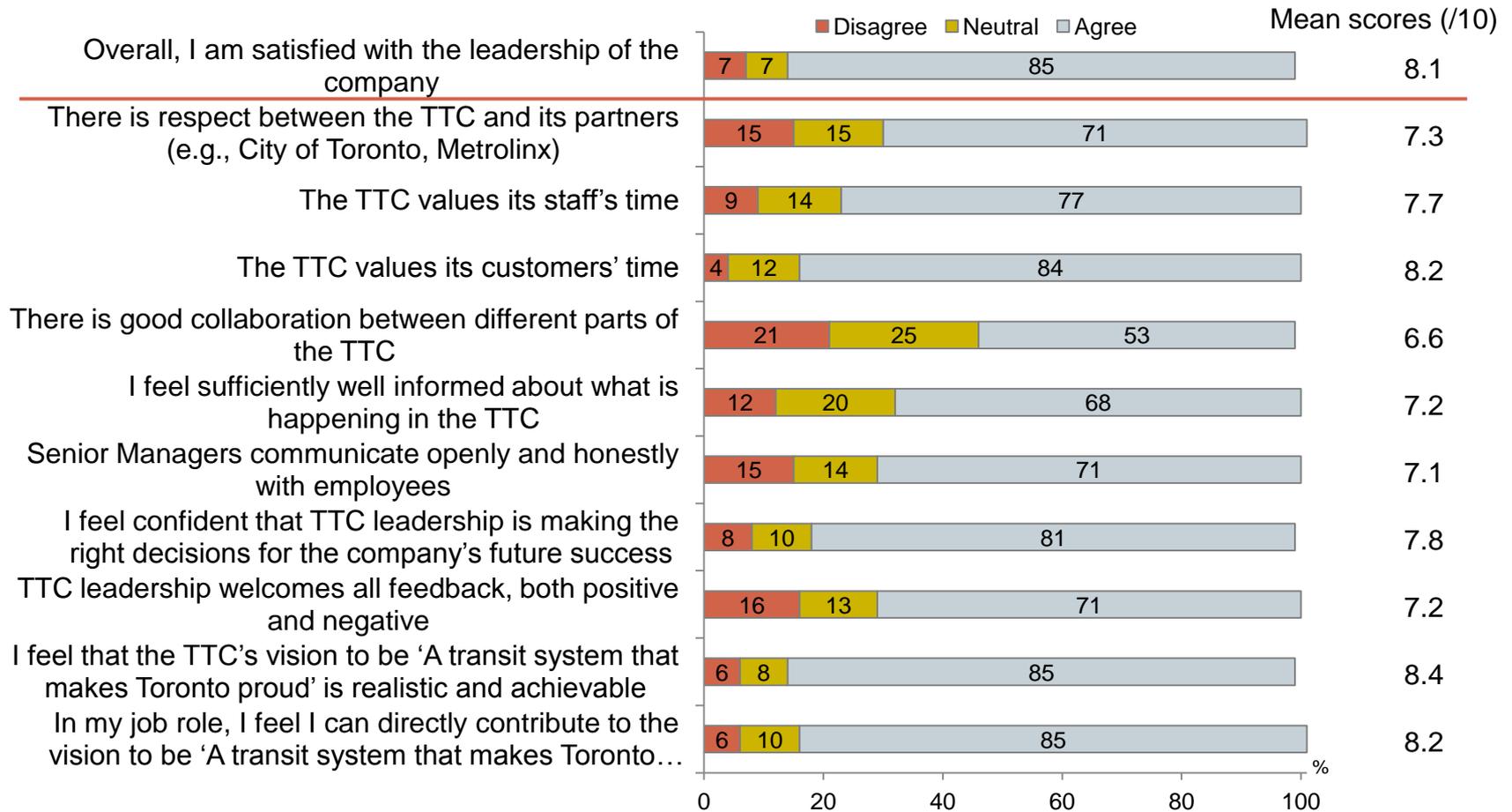
Sample sizes vary by category.

# YOUR COMPANY - ENGINEERING



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

# YOUR COMPANY - ENGINEERING (CONT'D)



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

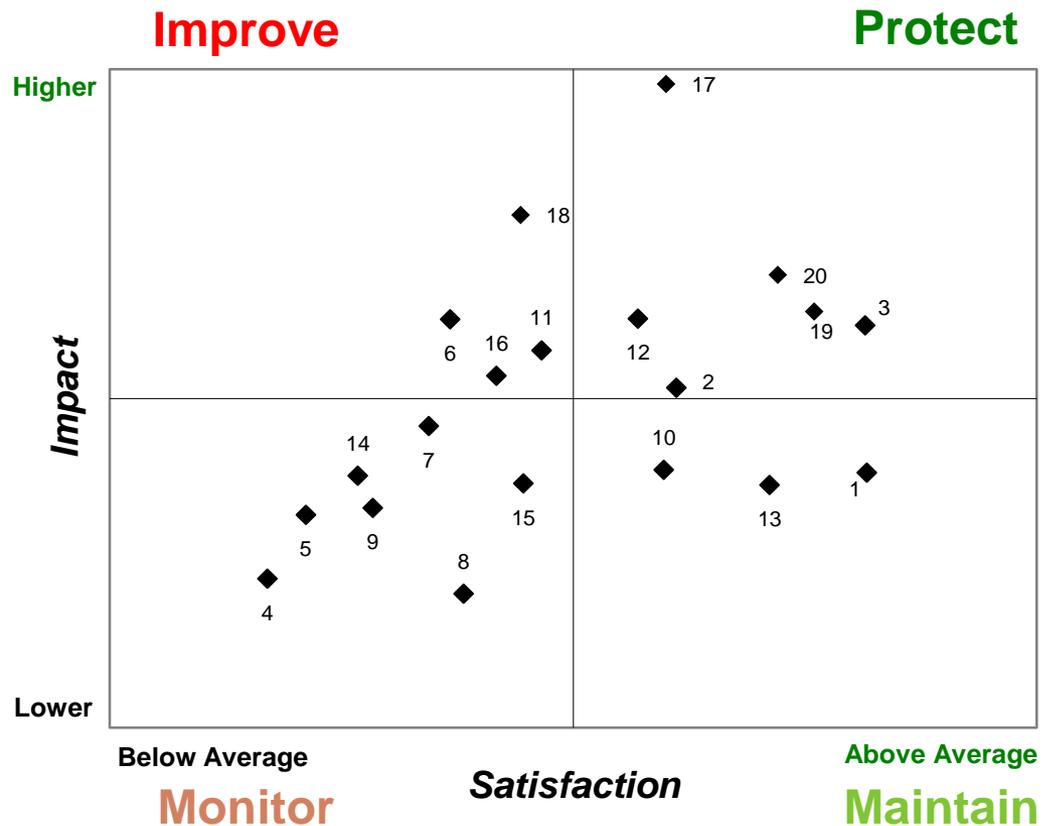
# YOUR COMPANY - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	All Engineering	Design	Technical Support Division
Overall, I am satisfied with the leadership of the company	6.4	7.3	7.9	8.1	8.1	8.3
I am proud and passionate about the TTC	7.6	8.1	8.4	8.6	8.7	8.2
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.6	7.8	7.9	7.7
The TTC puts customers first	7.8	8.0	8.4	8.6	8.7	8.2
People get things done both quickly and efficiently at the TTC	5.1	5.5	5.9	6.2	6.3	5.8
There is effective sharing of information across the TTC	4.9	5.4	6.0	6.3	6.5	6.0
There is a good level of trust between Senior Management and employees	4.9	5.8	6.6	6.9	7.1	6.3
Best practices are shared effectively across the TTC	5.3	5.7	6.3	6.8	7.0	6.3
People take personal responsibility for getting things done at the TTC	5.6	6.2	6.9	7.0	7.2	6.3
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	5.7	6.5	6.6	6.9	5.8
People show each other respect across the TTC	6.1	6.7	7.5	7.8	7.9	7.2
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.7	7.1	7.3	7.4	6.9
The TTC values its staff's time	6.0	6.8	7.4	7.7	7.8	7.1
The TTC values its customers' time	7.1	7.6	7.9	8.2	8.4	7.6
There is good collaboration between different parts of the TTC	5.3	5.8	6.3	6.6	6.8	5.7
I feel sufficiently well informed about what is happening in the TTC	5.7	6.7	7.1	7.2	7.3	6.9
Senior Managers communicate openly and honestly with employees	5.3	6.2	6.7	7.1	7.2	6.8
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	7.1	7.6	7.8	7.7	8.2
TTC leadership welcomes all feedback, both positive and negative	6.0	6.7	7.1	7.2	7.1	7.6
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	8.1	8.3	8.4	8.4	8.3
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	7.9	8.2	8.2	8.2	8.4

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

3/23/2015

# OPPORTUNITY ANALYSIS: YOUR COMPANY - ENGINEERING



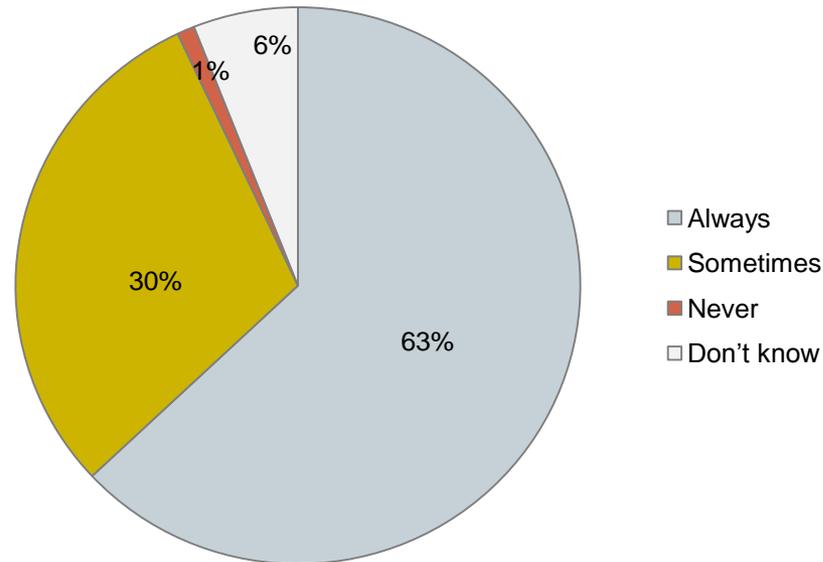
1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. There is effective sharing of information across the TTC
6. There is a good level of trust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

Analysis conducted using Pearson's Correlation Coefficient.  
Performance values are mean scores and range between 6.2 to 8.6.  
Impact values range between 27% to 77%.

# SPEAKING HIGHLY OF THE TTC

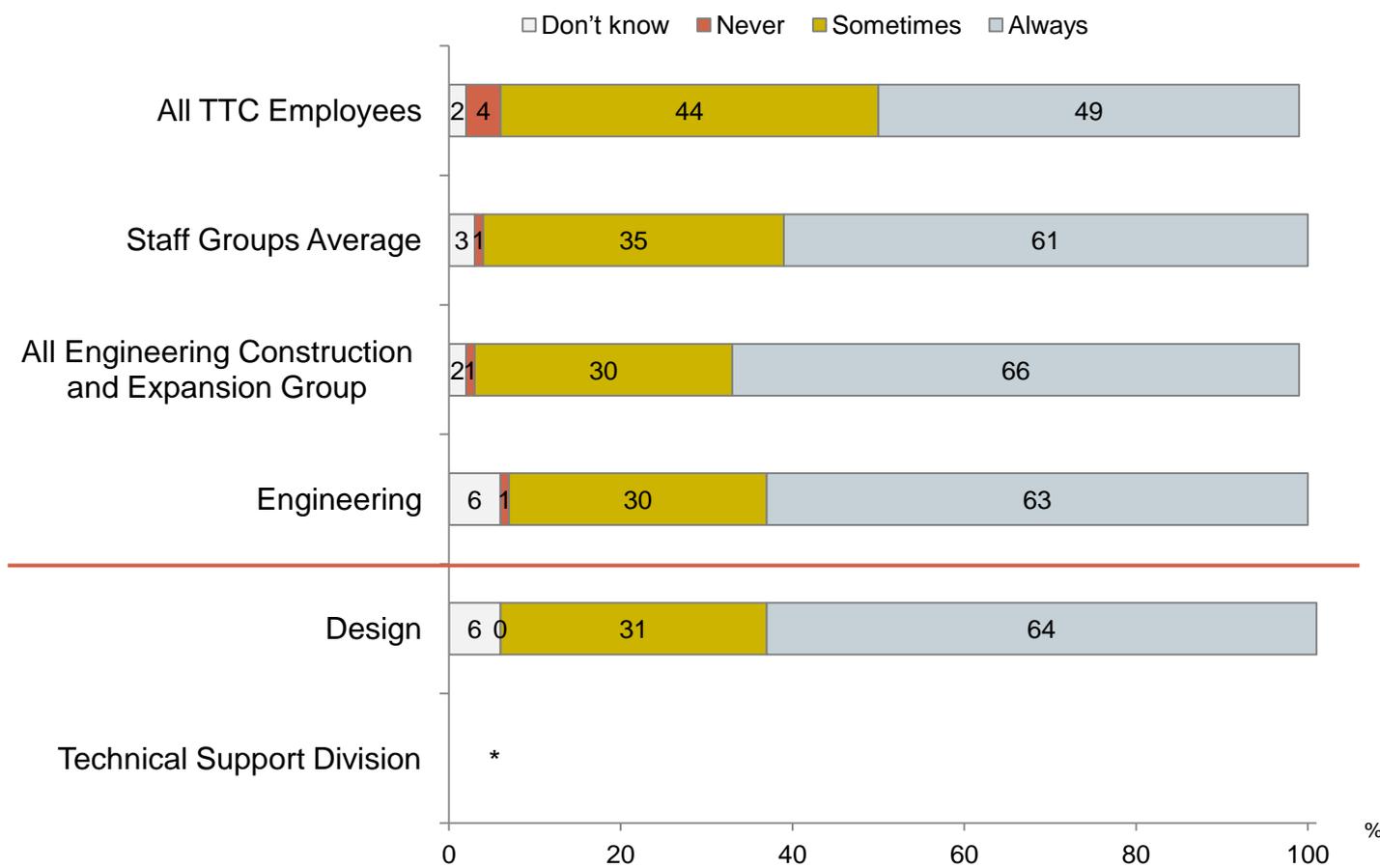
## Engineering

Total  
(n= 109)



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

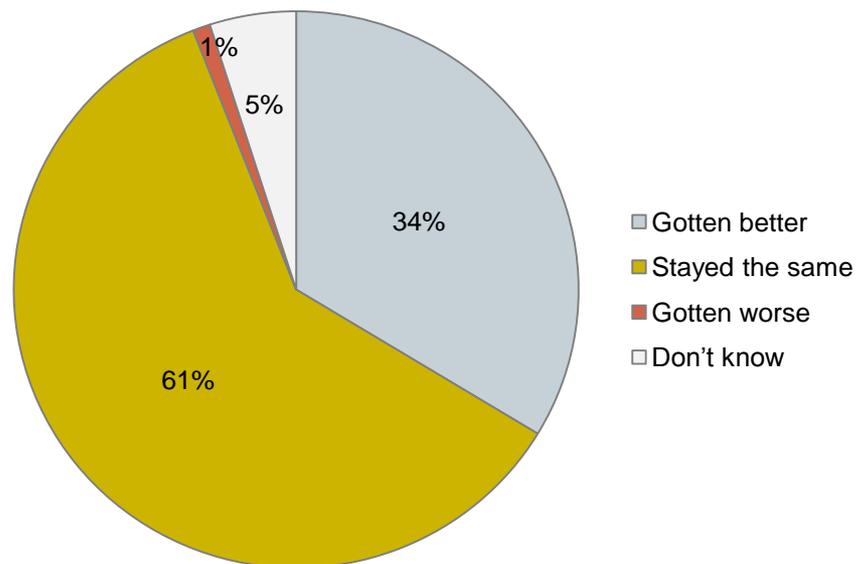


\* Percentages suppressed as sample size <30.  
 C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.  
 Sample sizes vary by category.

# CHANGE IN EXPERIENCE WORKING FOR THE TTC

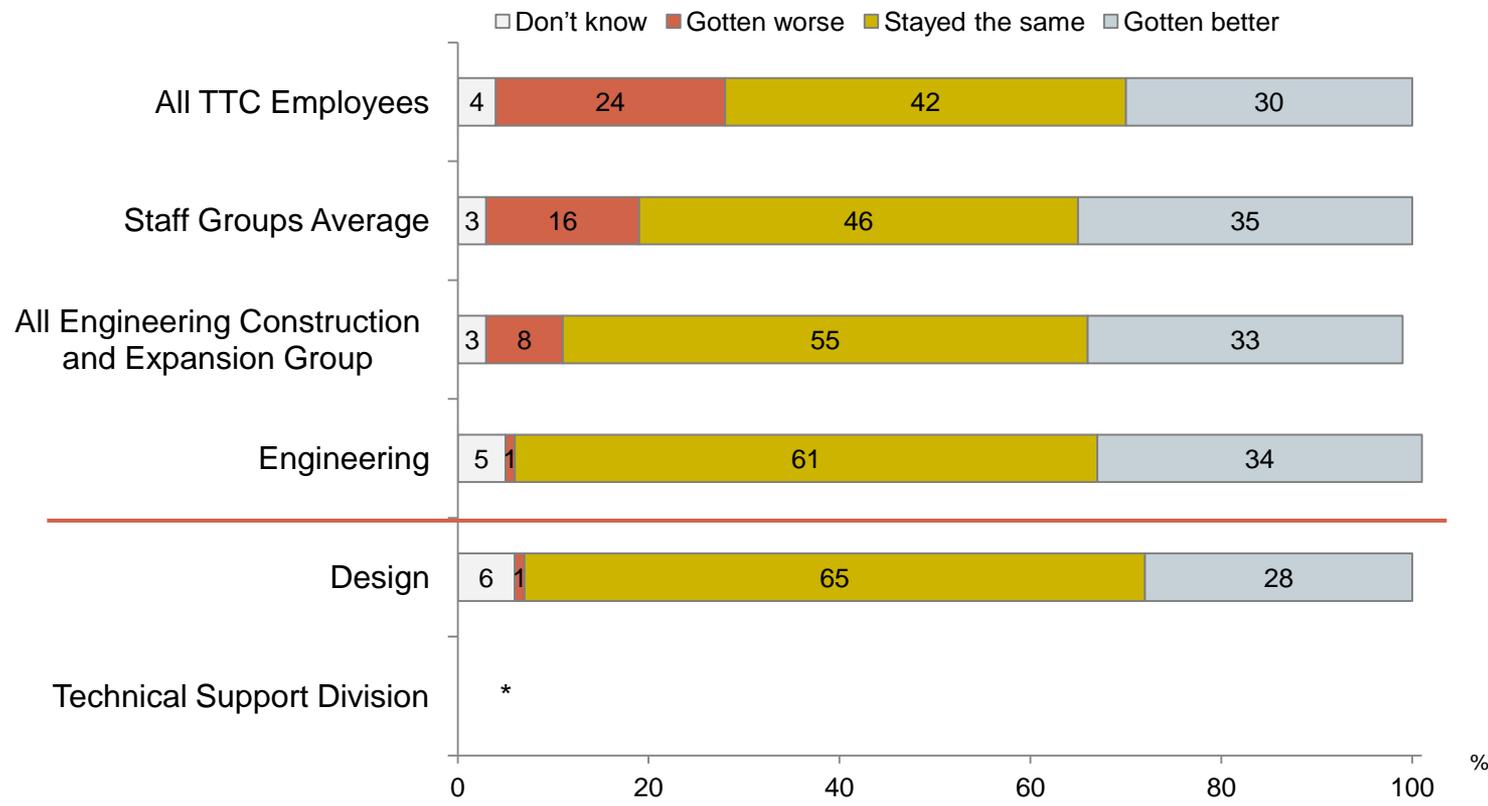
## Engineering

Total  
(n= 109)



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.

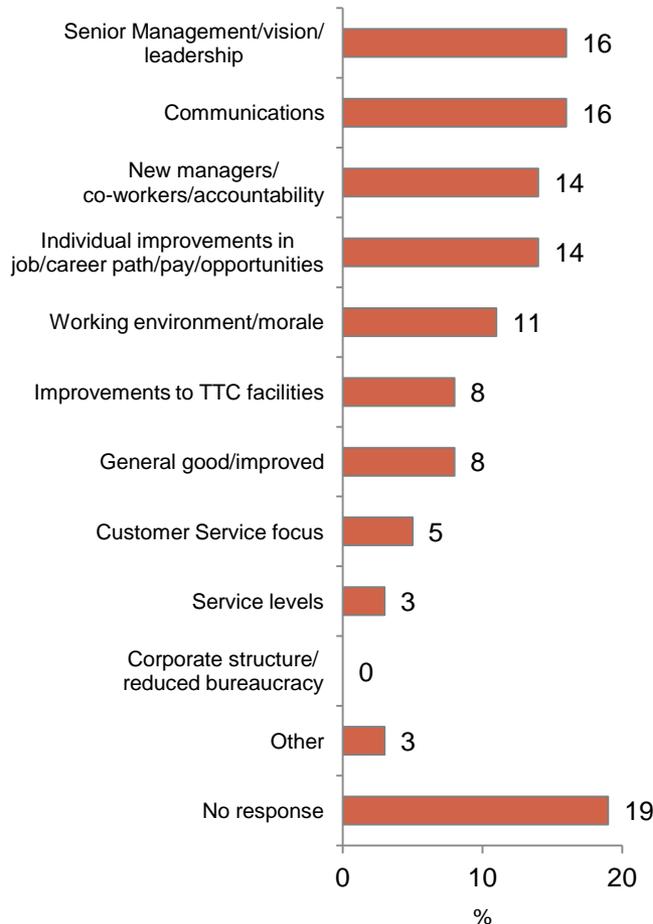
C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.

Sample sizes vary by category.

# REASONS INDICATED FOR CHANGE IN EXPERIENCE - ENGINEERING

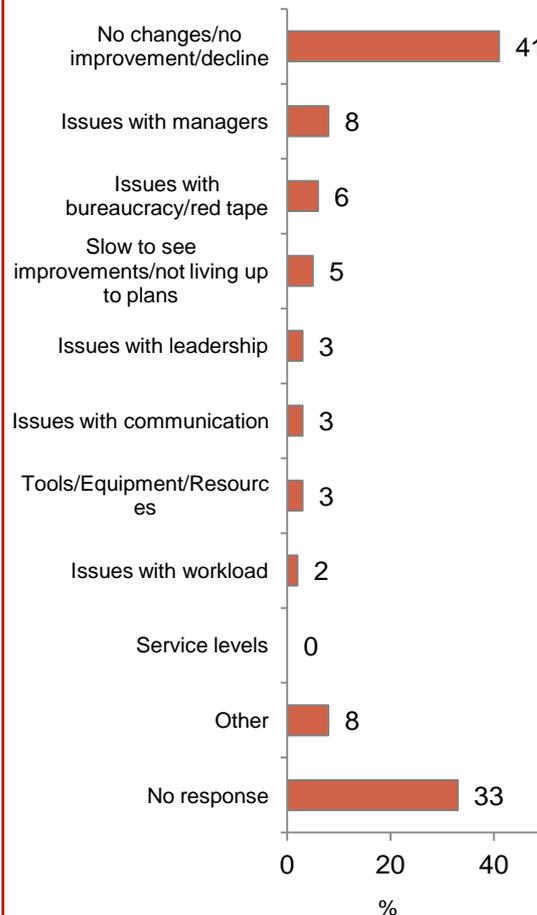
## Employees indicating TTC has Gotten better

Engineering  
(n= 37)



## Employees indicating TTC has Stayed the same

Engineering  
(n= 66)



## Employees indicating TTC has Gotten worse

Engineering  
(n= 1)

\*

\* 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.

# AREA TO IMPROVE: PERFORMANCE AND REWARD

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

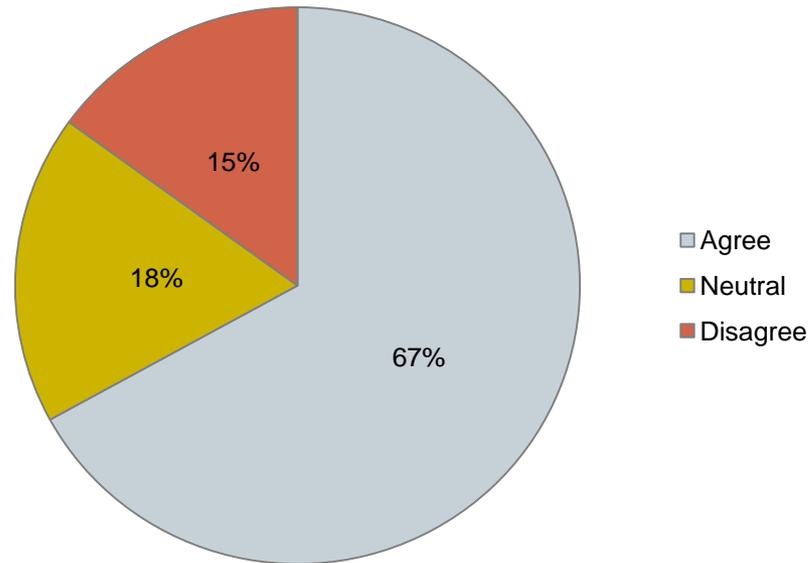
- Opportunity Analysis identifies “Performance and Reward” as third most impactful to the employee experience and another Area to Improve; an influential aspect of the employee experience in which Engineering employees were relatively less satisfied.
- Mean satisfaction scores for the majority of attributes in Performance and Reward were higher for employees in the Technical Support Division compared to those in the Design cost centre.
- Among the specific attributes of Performance and Reward, satisfaction levels were strongest for “The TTC offers good job security”. Ratings were lowest for “I have the opportunity to progress within the company”. These results were consistent for both cost centre groups, with the following exception:
  - “I have the opportunity to progress within the company” was replaced by “Poor performance is not tolerated” for the lowest mean score among employees in the Technical Support Division.
- To improve employee satisfaction with Performance and Reward, Opportunity Analysis identifies the following key Areas to Improve:
  - I am recognized for excellent performance
  - At the TTC, the recognition and / or rewards are meaningful
  - I have the opportunity to progress within the company
- In addition, Opportunity Analysis also identified the following key Area to Protect:
  - I am satisfied with the recognition I receive from my manager

# OVERALL RATINGS OF PERFORMANCE AND REWARD - ENGINEERING

## Engineering

**Total**  
(n= 106)

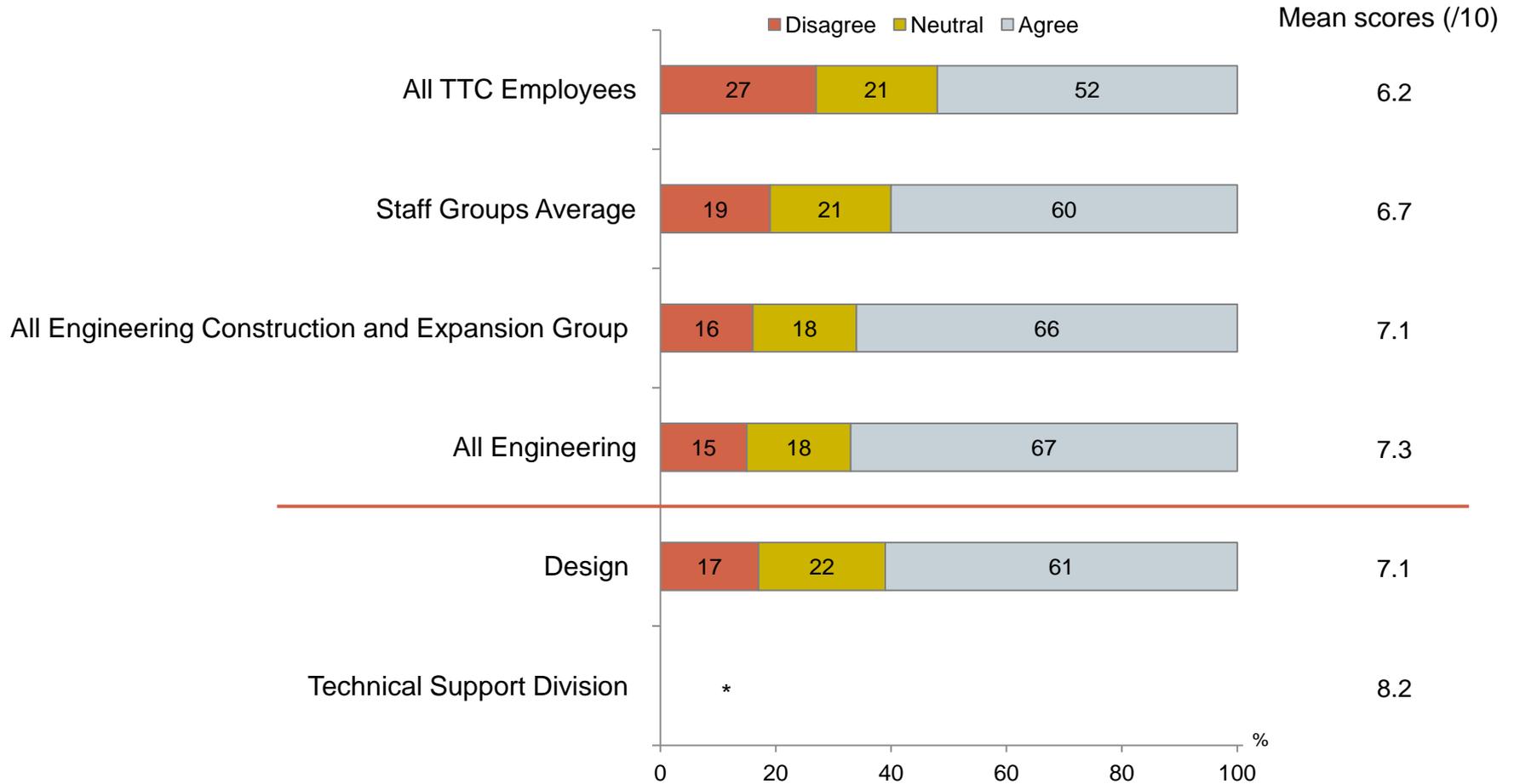
**Mean=7.3**



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



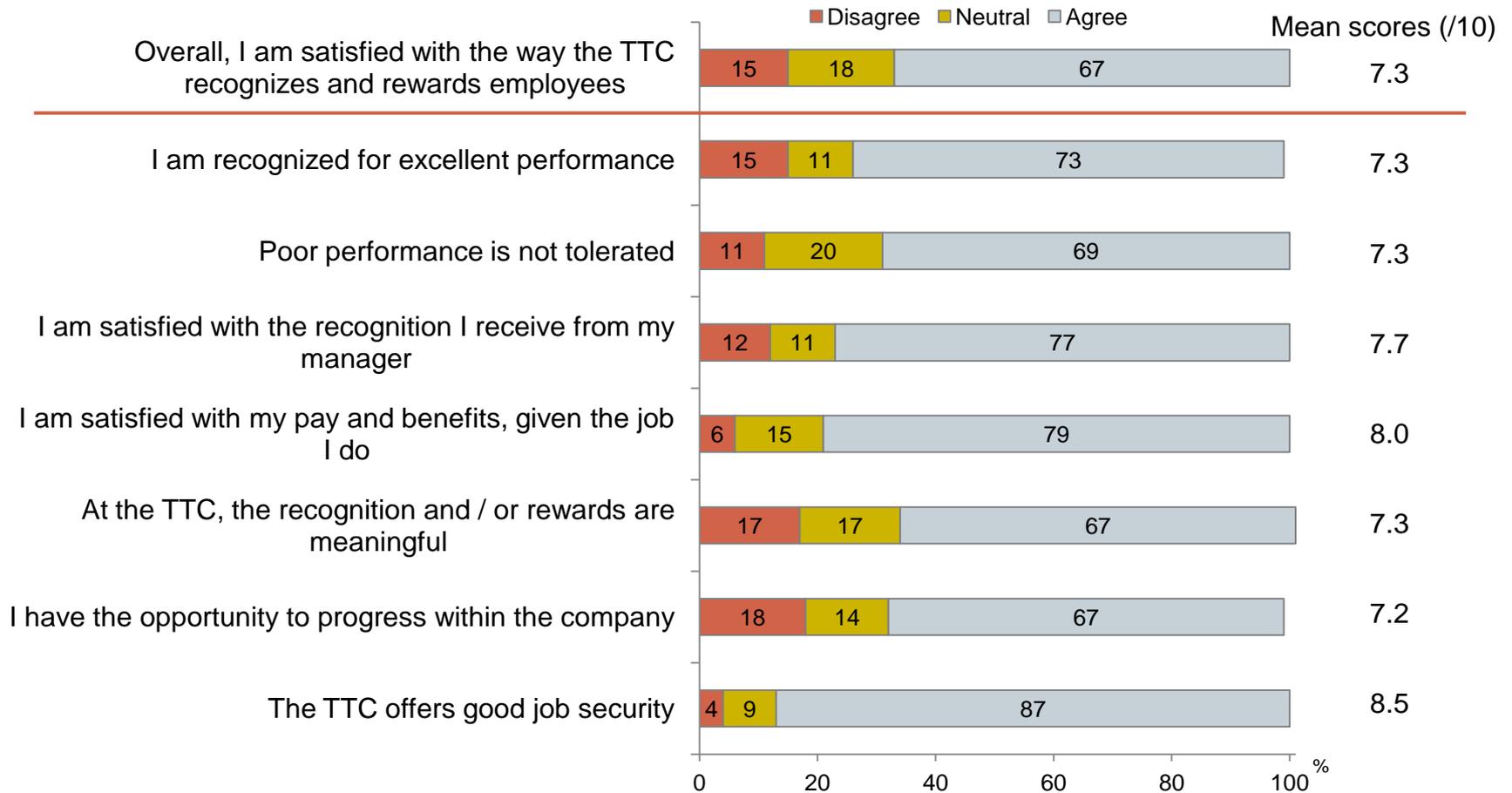
\* Percentages suppressed due to sample size <30.

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

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

Sample sizes vary by category.

# PERFORMANCE AND REWARD - ENGINEERING



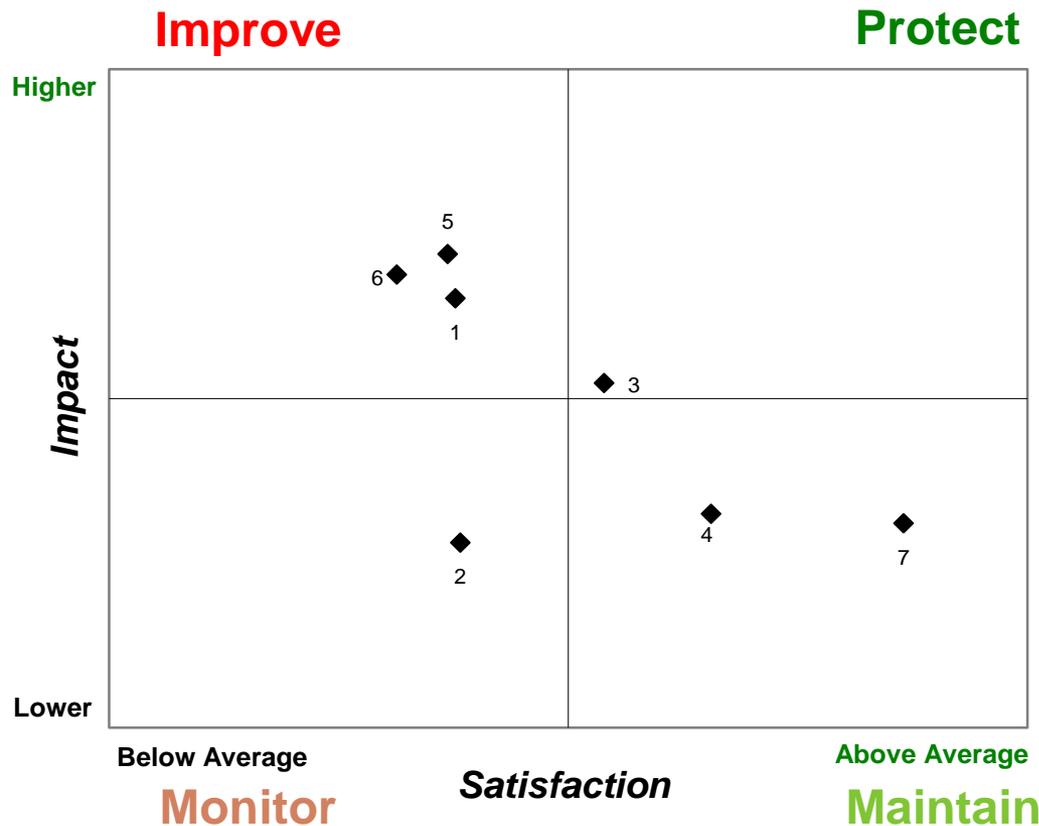
I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.  
Sample sizes vary by attribute.

# PERFORMANCE AND REWARD - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	All Engineering	Design	Technical Support Division
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	7.1	7.3	7.1	8.2
I am recognized for excellent performance	5.9	6.7	7.0	7.3	7.2	7.7
Poor performance is not tolerated	5.9	6.2	6.9	7.3	7.4	7.2
I am satisfied with the recognition I receive from my manager	6.0	6.9	7.4	7.7	7.7	7.7
I am satisfied with my pay and benefits, given the job I do	7.7	7.4	7.7	8.0	7.8	8.5
At the TTC, the recognition and / or rewards are meaningful	5.9	6.3	6.8	7.3	7.1	7.9
I have the opportunity to progress within the company	6.9	6.6	7.1	7.2	7.1	7.5
The TTC offers good job security	8.3	8.4	8.3	8.5	8.3	9.0

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.  
Sample sizes vary by attribute.

# OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - ENGINEERING



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 7.2 to 8.5.  
 Impact values range between 32% to 70%.

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 is an area in which Engineering employees are relatively satisfied, making this an Area to Maintain.
- Mean satisfaction scores for the majority of attributes in Safety were very strong (nearly all attributes had a mean score of 9 out of 10 or higher), both at the departmental and cost centre level, with some of those attributes trending slightly higher for the Design cost centre grouping.
- Most attributes received very similar satisfaction scores, though “People in my team report all injuries no matter how minor” received a slightly lower satisfaction score than the other areas. This result was also consistent across cost centre groups.
- To maintain overall employee satisfaction with Safety in the Engineering department, Opportunity Analysis indicates that the majority of attributes are Areas to Protect. These attributes are:
  - I feel comfortable discussing safety issues at work
  - The protection of workers from occupational exposure to hazards is a high priority with management
  - 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

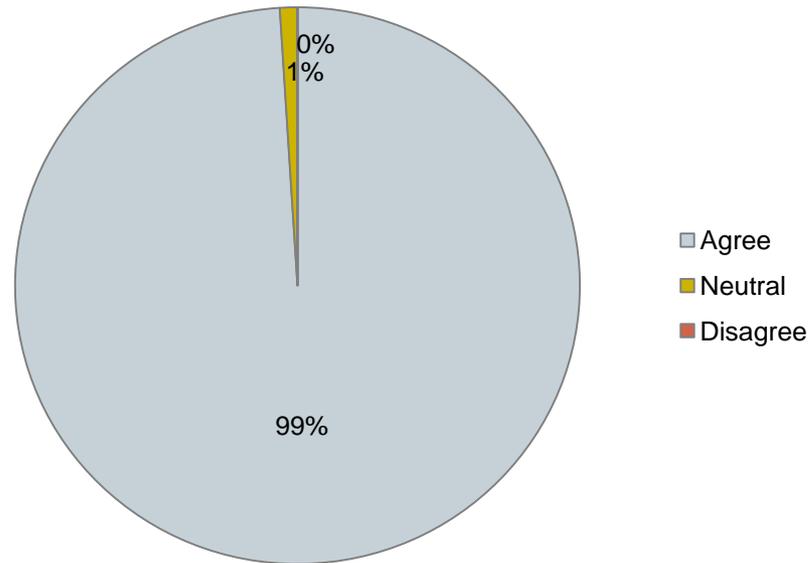
# OVERALL RATINGS OF SAFETY - ENGINEERING

## Engineering

**Total**

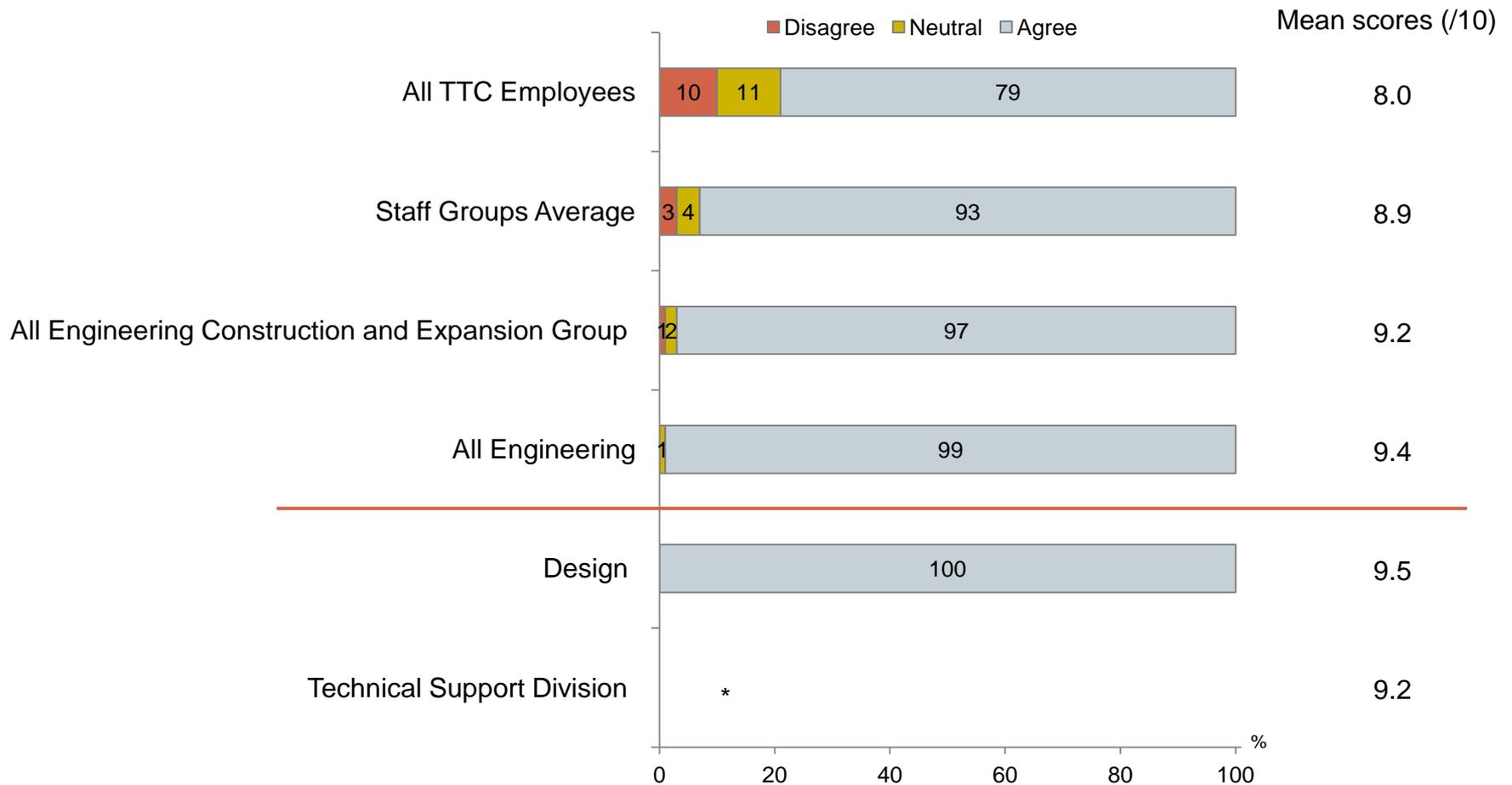
(n= 110)

**Mean=9.4**



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.

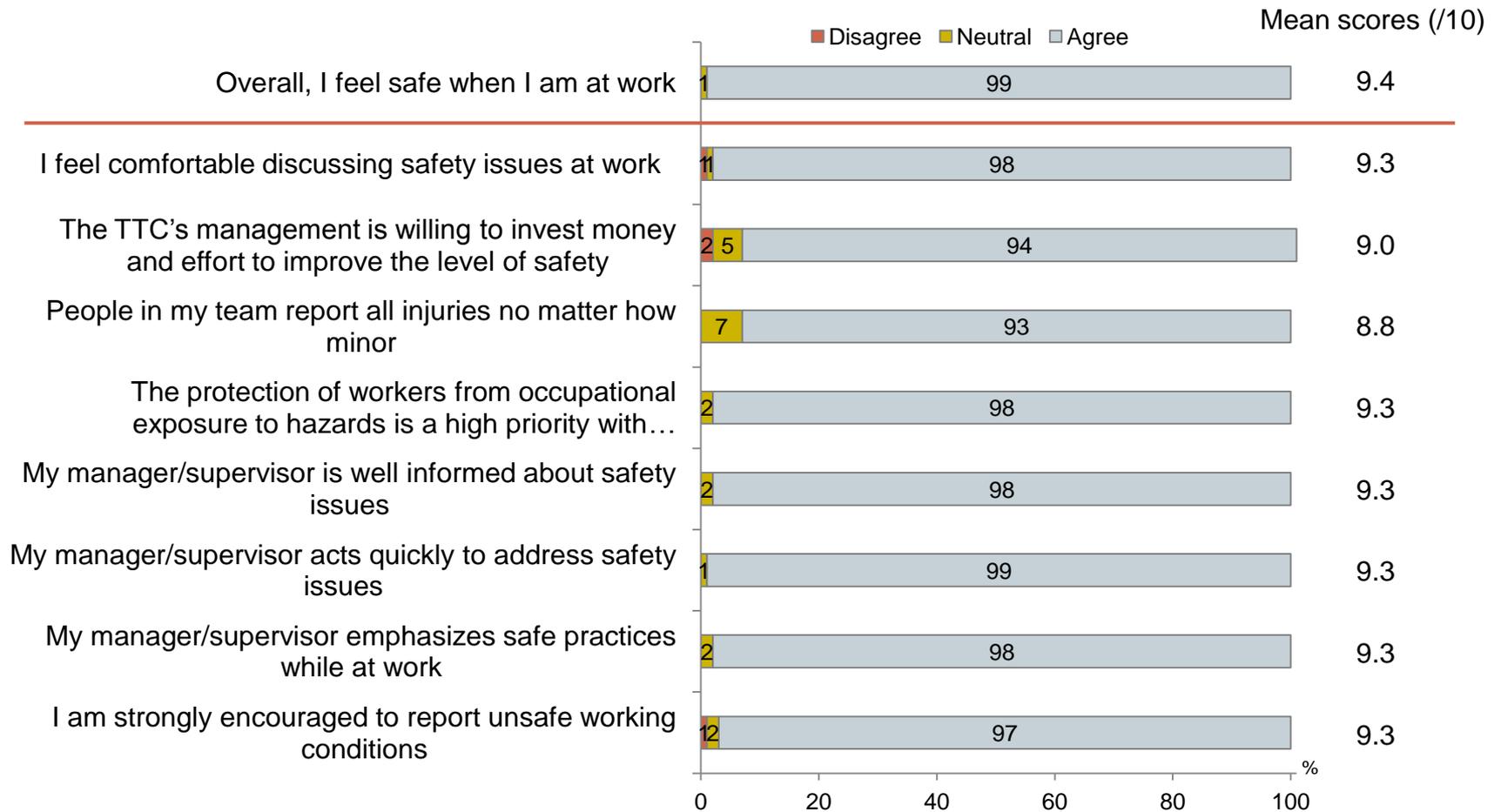
# OVERALL RATINGS OF SAFETY - BY COST CENTRE/GROUPING



\* Percentages suppressed due to 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 - ENGINEERING



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.

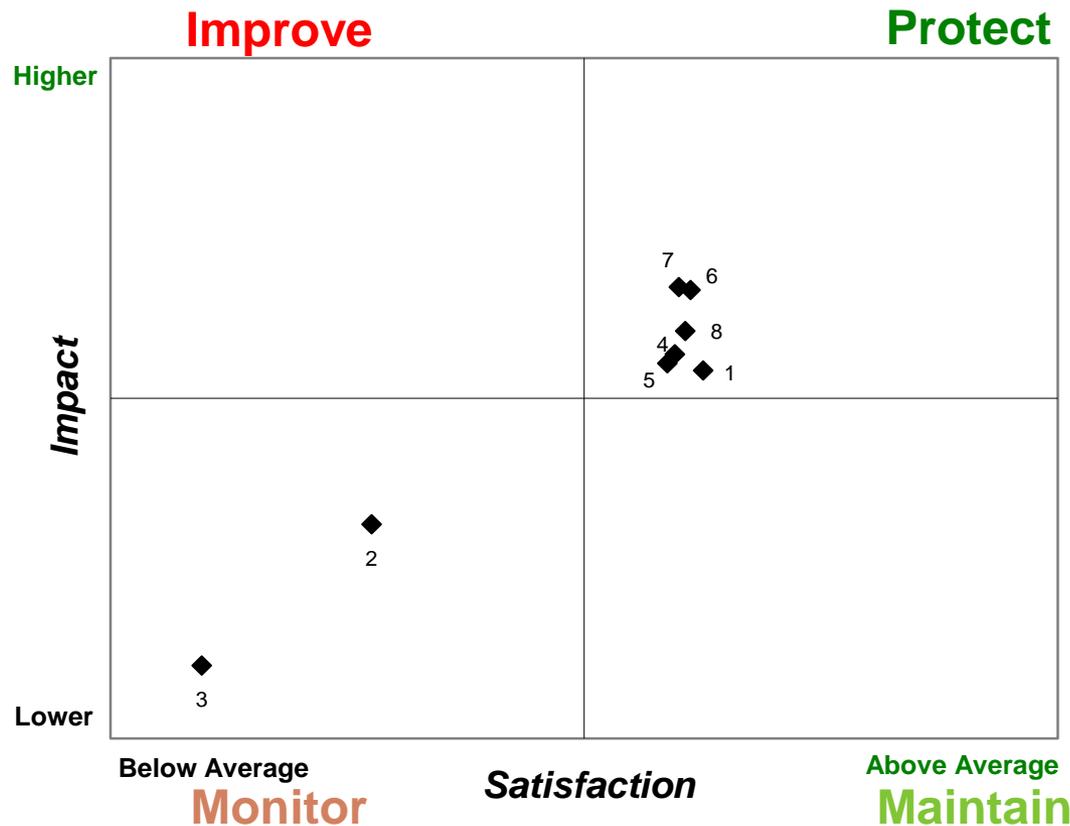
# SAFETY

## - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	All Engineering	Design	Technical Support Division
Overall, I feel safe when I am at work	8.0	8.9	9.2	9.4	9.5	9.2
I feel comfortable discussing safety issues at work	8.3	8.9	9.2	9.3	9.4	9.1
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	8.5	8.9	9.0	9.0	8.8
People in my team report all injuries no matter how minor	7.1	8.1	8.6	8.8	8.8	8.7
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	8.6	9.1	9.3	9.3	9.2
My manager/supervisor is well informed about safety issues	8.0	8.7	9.1	9.3	9.3	9.3
My manager/supervisor acts quickly to address safety issues	7.6	8.6	9.1	9.3	9.3	9.3
My manager/supervisor emphasizes safe practices while at work	7.9	8.7	9.0	9.3	9.3	9.2
I am strongly encouraged to report unsafe working conditions	8.0	8.7	9.1	9.3	9.4	9.0

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 - ENGINEERING



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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 8.8 to 9.3.  
 Impact values range between 29% to 79%.

# 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 Engineering employees are relatively satisfied, making this an Area to Maintain.
- Mean satisfaction scores for the majority of attributes in Your Team were strong (nearly all attributes had a mean score of 8 out of 10 or higher), both at the departmental and cost centre level. Employees in the Design cost centre group were slightly more satisfied with the majority of Your Team attributes compared to those working in the Technical Support Division.
- Among the specific attributes of Your Team, mean satisfaction ratings at the department level were very close together. Ratings were highest for “Members of my team treat each other with respect” and “My team members do quality work”. Mean scores were lowest for “I feel that workload is fairly distributed in my team”. There is some variability between the two cost centre groupings. For instance, the highest and lowest rated attributes in the Technical Support Division were “I feel supported by my fellow team members” and “There is good morale in my team,” respectively. It should be noted however, that the differences between all attributes for both cost centre groupings, and the entire department, are quite small.
- To continue improving satisfaction with Your Team, Opportunity Analysis identifies the following key Areas of Improve:
  - There is good morale on my team
  - I feel supported by my fellow team members

# SECTION SUMMARY

- In addition to these improvements, Opportunity Analysis identifies the following key Areas to Protect:
  - Members of my team treat each other with respect
  - My team works well together
  - My team members do quality work
  - All the people in my team are treated fairly

## Regular Team Meetings

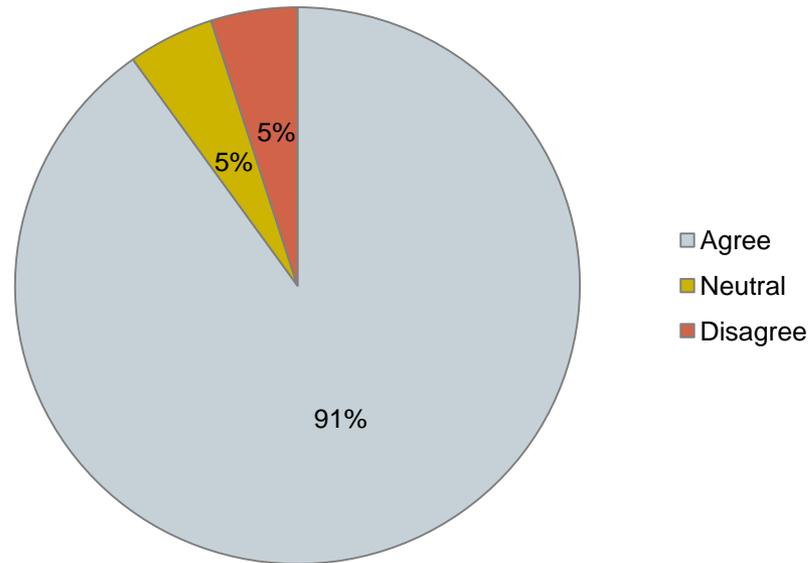
- 79% of Engineering employees indicate they have regular team meetings. Employees in the Design cost centre grouping indicated similar proportions.
- The vast majority of Engineering employees who have regular team meetings indicated that they are held “frequently enough” (86%).
- The vast majority of Engineering employees who have regular team meetings also indicated that these meetings were useful (86%). Technical Support Division employees rated the usefulness of team meetings as more useful than Design employees.

# OVERALL RATINGS OF YOUR TEAM - ENGINEERING

## Engineering

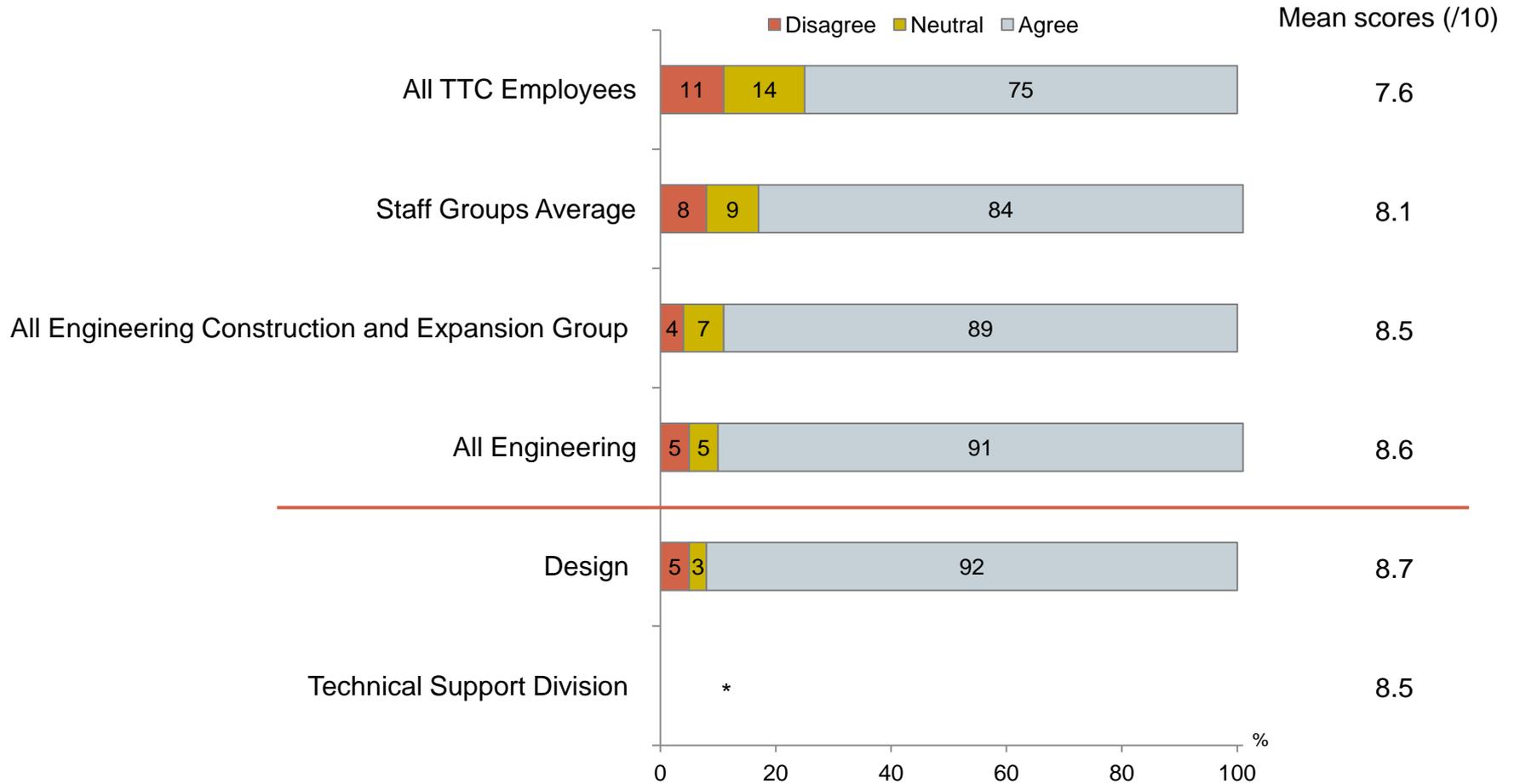
**Total**  
(n= 110)

**Mean=8.6**



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

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



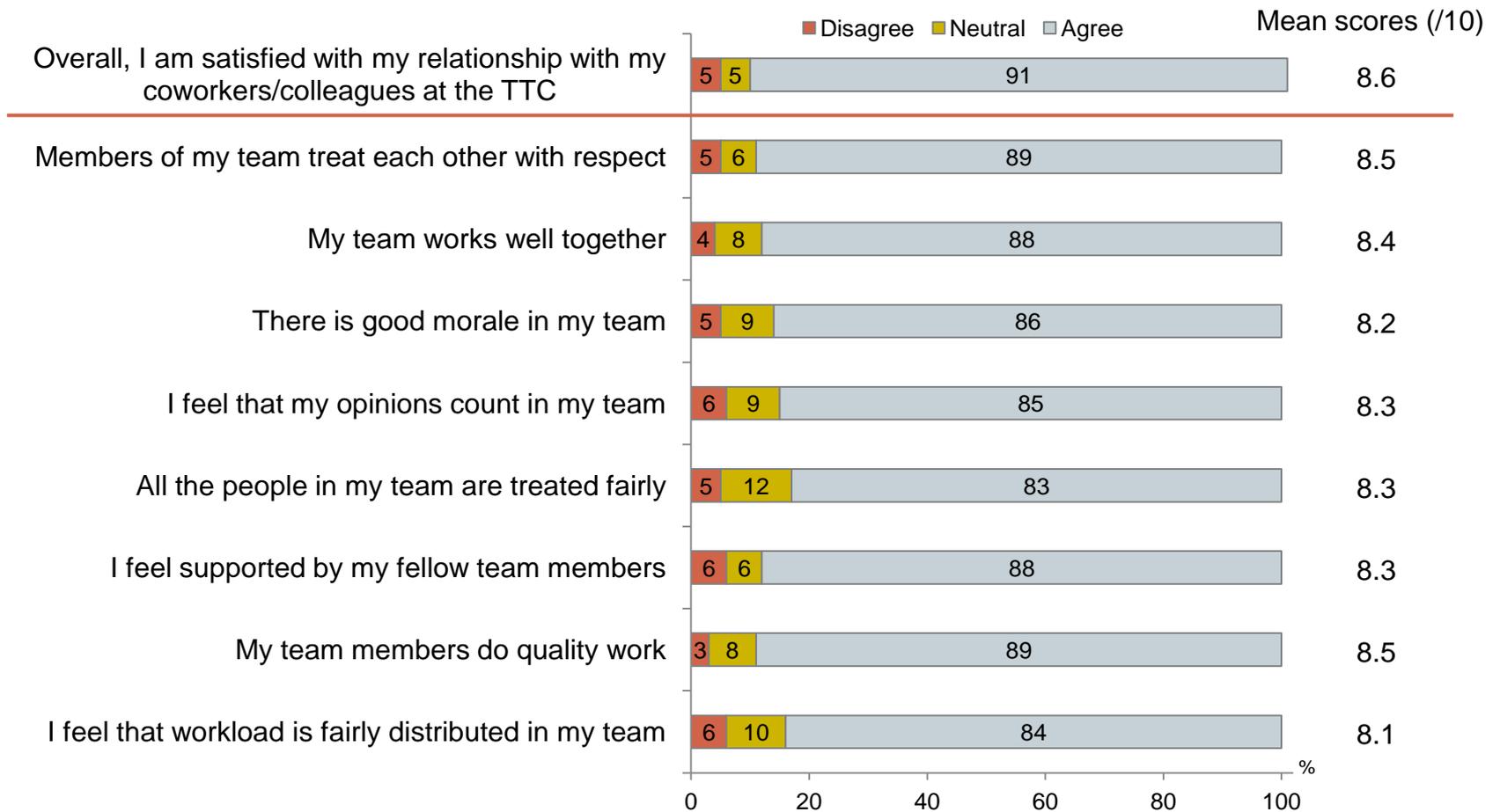
\* Percentages suppressed due to sample size <30.

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 - ENGINEERING



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.

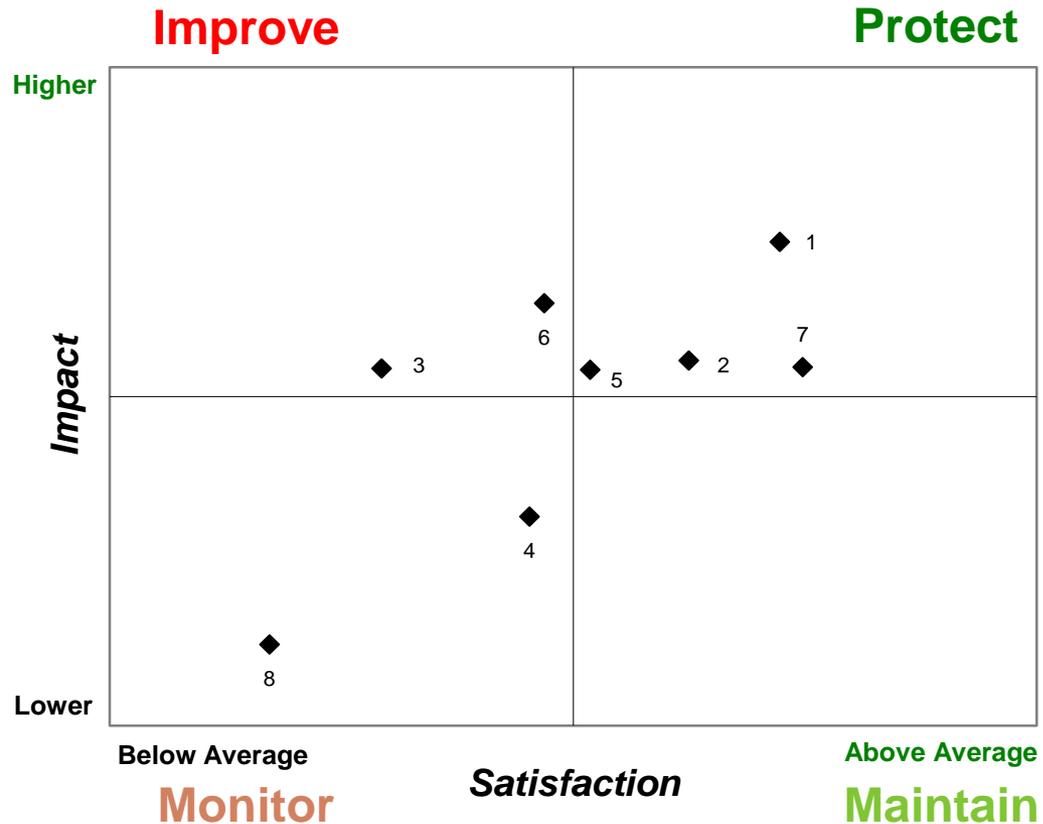
# YOUR TEAM - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	All Engineering	Design	Technical Support Division
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.5	8.6	8.7	8.5
Members of my team treat each other with respect	7.4	8.0	8.4	8.5	8.5	8.3
My team works well together	7.3	7.9	8.3	8.4	8.5	8.1
There is good morale in my team	6.5	7.3	7.9	8.2	8.2	7.9
I feel that my opinions count in my team	7.0	7.9	8.2	8.3	8.3	8.3
All the people in my team are treated fairly	6.7	7.5	8.2	8.3	8.3	8.3
I feel supported by my fellow team members	7.2	7.9	8.3	8.3	8.3	8.5
My team members do quality work	7.5	8.1	8.3	8.5	8.6	8.2
I feel that workload is fairly distributed in my team	6.5	7.0	7.6	8.1	8.0	8.2

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

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 - ENGINEERING



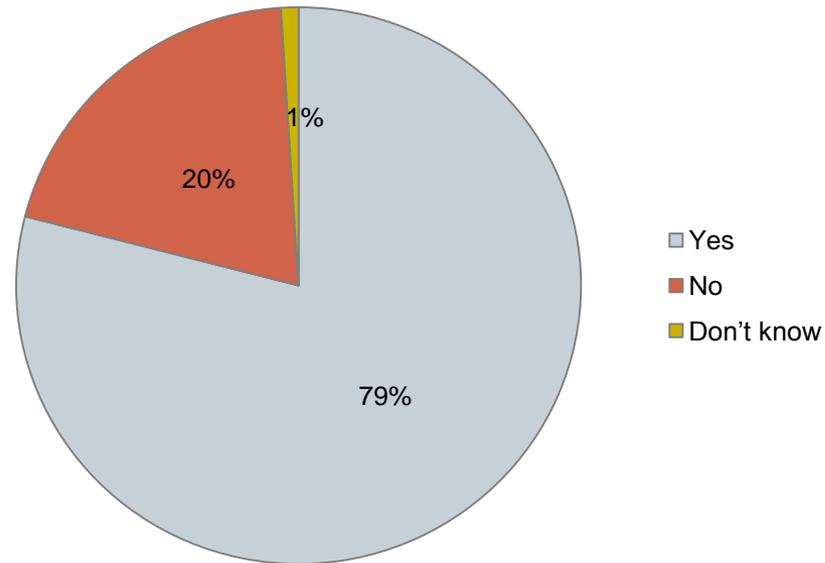
1. Members of my team treat each other with respect
2. My team works well together
3. There is good morale in my team
4. I feel that my opinions count in my team
5. All the people in my team are treated fairly
6. I feel supported by my fellow team members
7. My team members do quality work
8. I feel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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 8.1 to 8.5.  
 Impact values range between 44% to 81%.

# REGULAR TEAM MEETINGS

## Engineering

Total  
(n= 109)

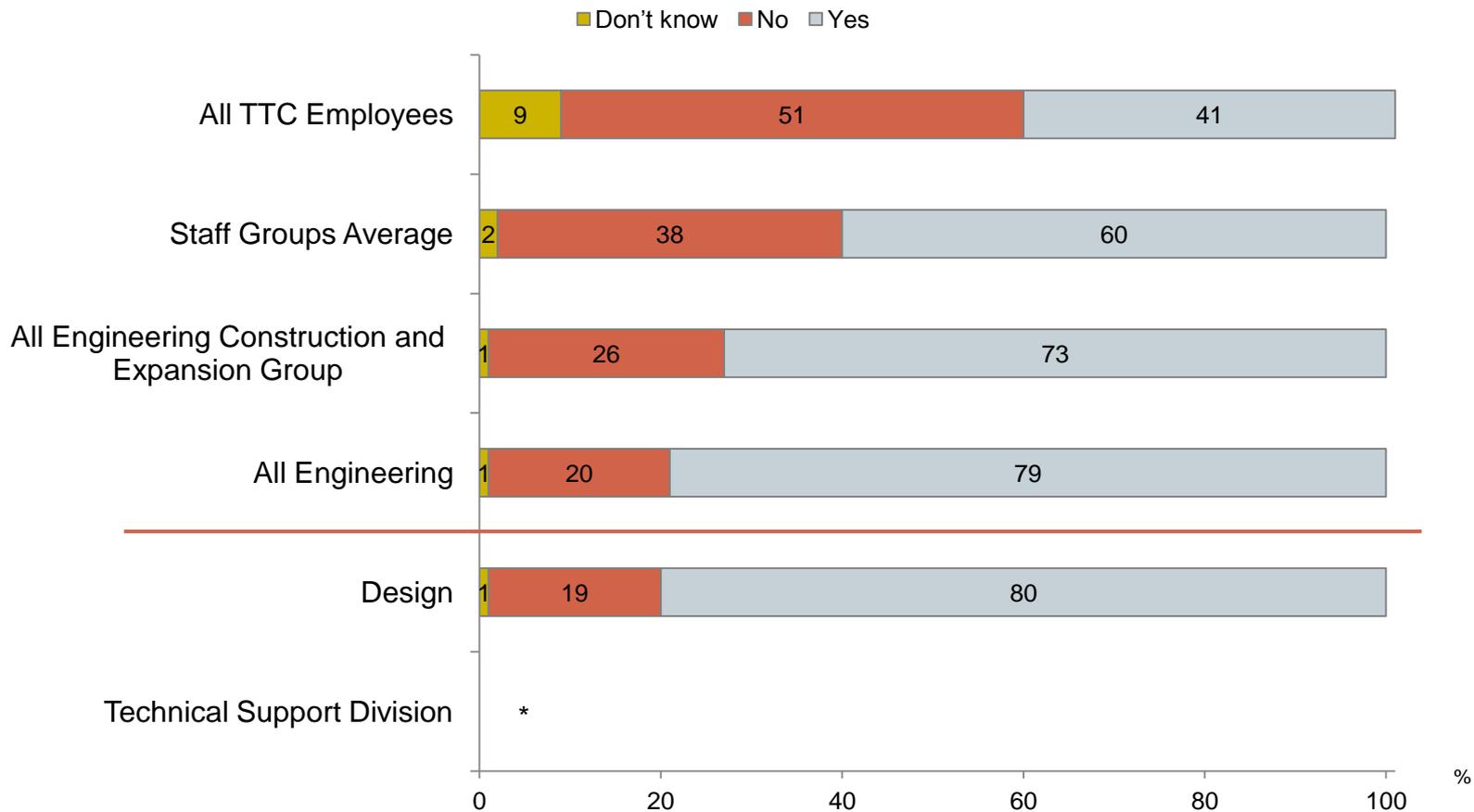


E2. Does your team hold regular team meetings?

3/23/2015

95

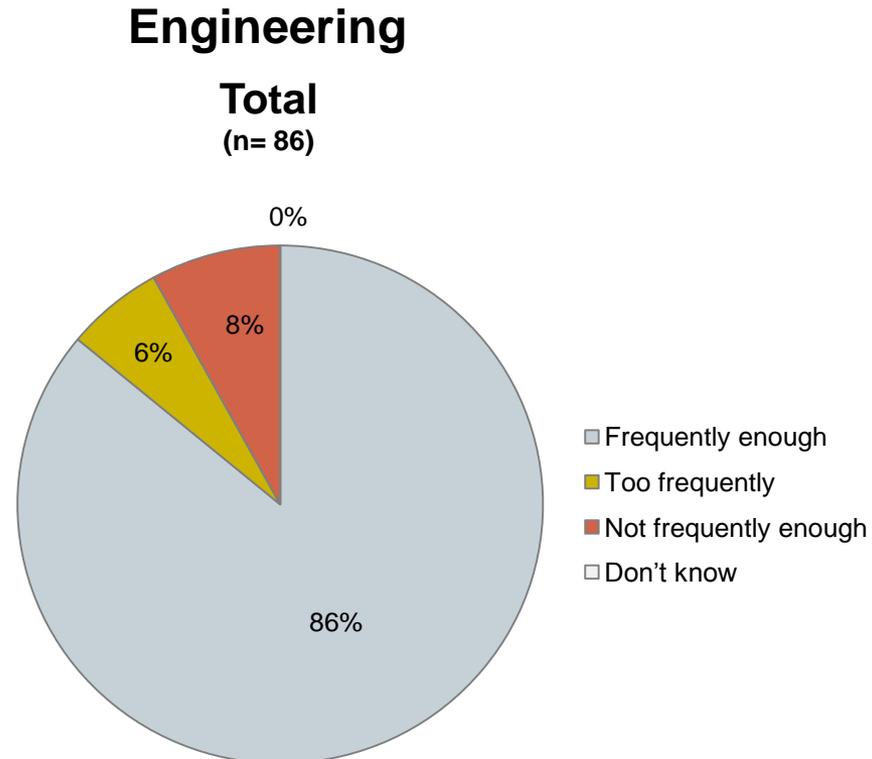
# REGULAR TEAM MEETINGS - BY COST CENTRE/GROUPING



\* Percentages suppressed as sample size <30.  
E2. Does your team hold regular team meetings?  
Sample sizes vary by category.

# SUFFICIENT AMOUNT OF TEAM MEETINGS?

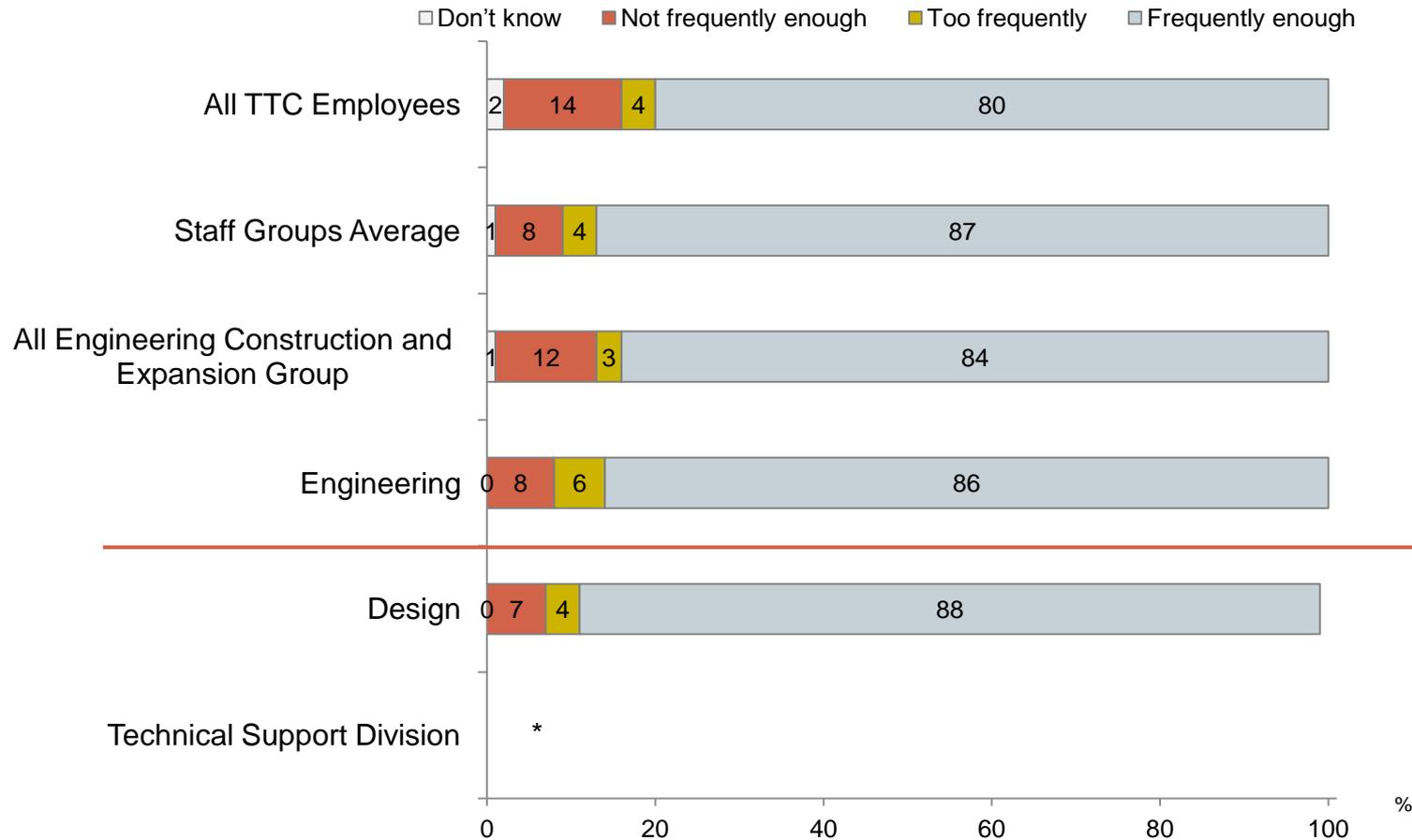
Among employees who have regular team meetings



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

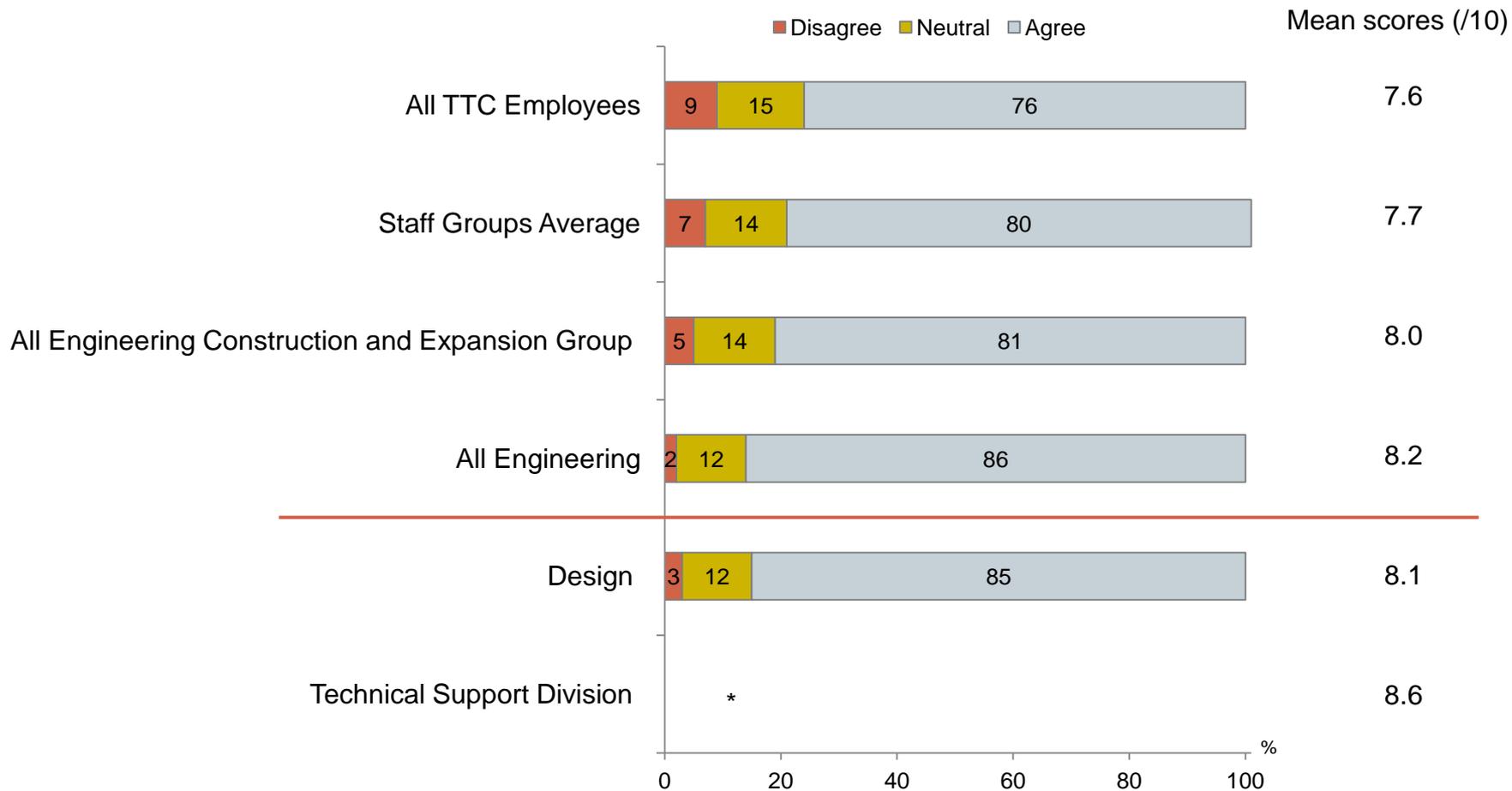


\* Percentages suppressed as sample size <30.

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

# AREA TO MONITOR: TRAINING AND DEVELOPMENT

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

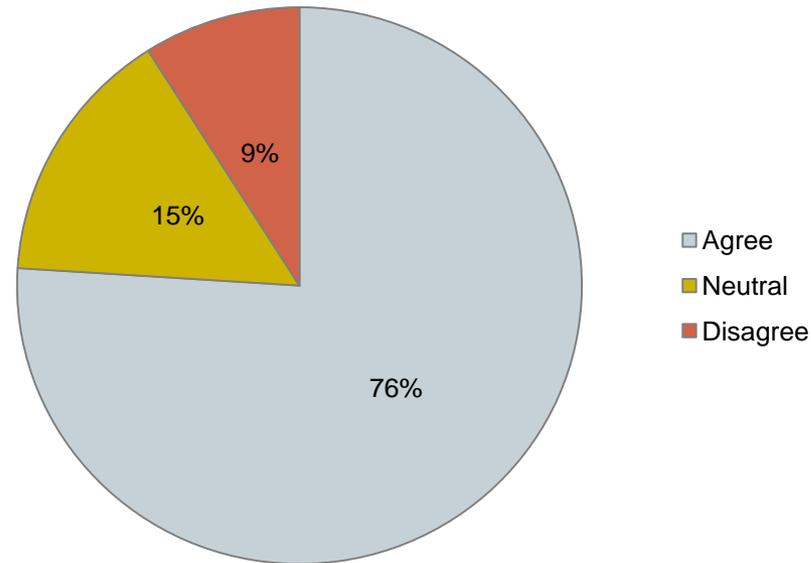
- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Training and Development” as having a moderate impact on Employee Engagement and as an area in which Engineering employees are relatively less satisfied, making this an Area to Monitor.
- Mean satisfaction scores for the majority of attributes in Training and Development were marginally stronger for employees working in the Design cost centre compared to those working in the Technical Support Division.
- Among the specific attributes in Training and Development, ratings were highest for “I have received the right sort of training to do my job properly”. Ratings were 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 between the two cost centres, with the following exception:
  - “I have received the right sort of training to do my job properly” was replaced by “My on-boarding/induction experience was positive” as the strongest performing attribute for the Technical Support Division.
- To improve overall satisfaction with Training and Development, Opportunity Analysis identifies the following key Areas to Improve:
  - I am satisfied with the career development opportunities available to me
  - 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
- Opportunity Analysis also identified the following Area to Protect: “The TTC provides ongoing training opportunities so I can develop my skills”.

# OVERALL RATINGS OF TRAINING AND DEVELOPMENT - ENGINEERING

## Engineering

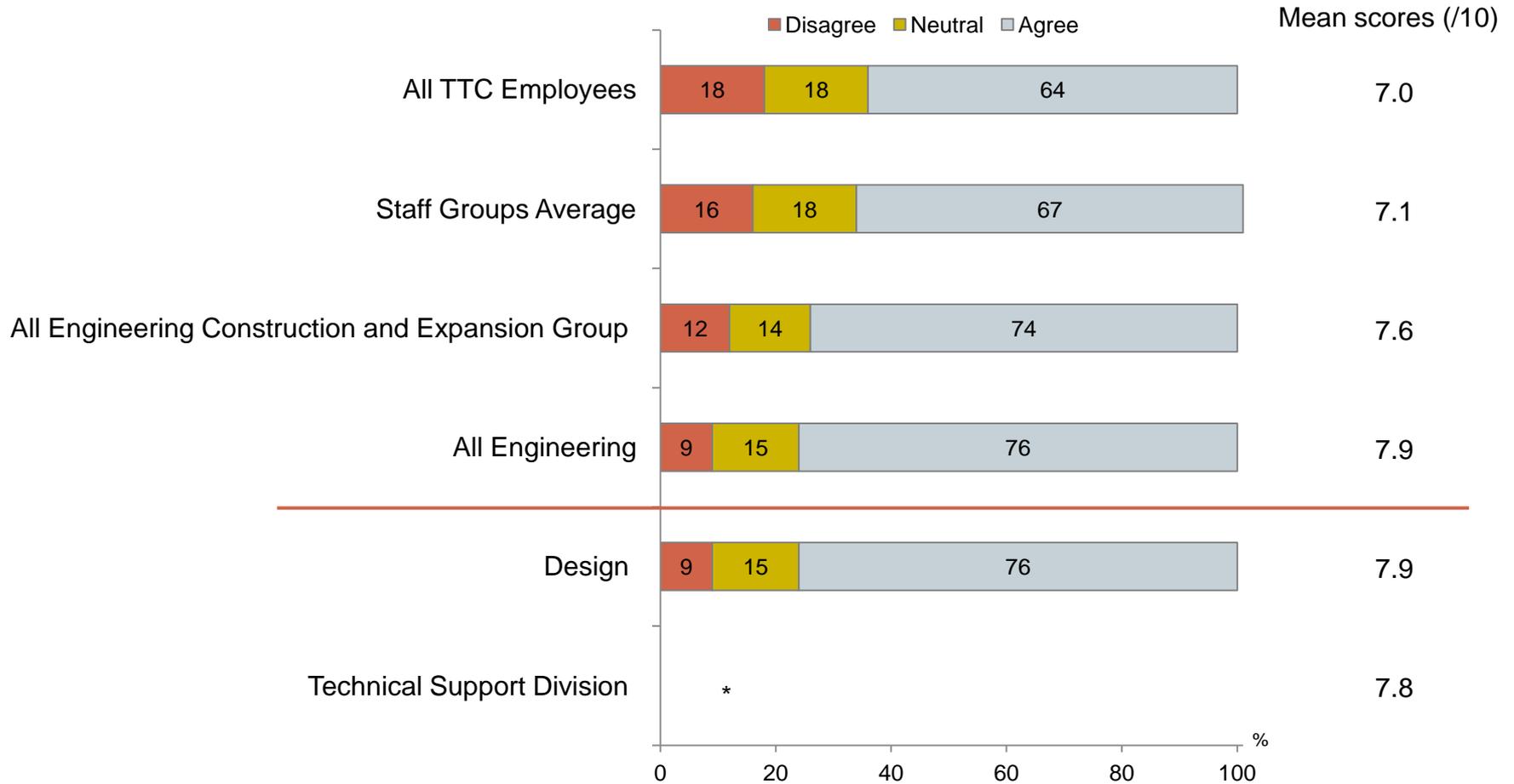
**Total**  
(n= 110)

**Mean=7.9**



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



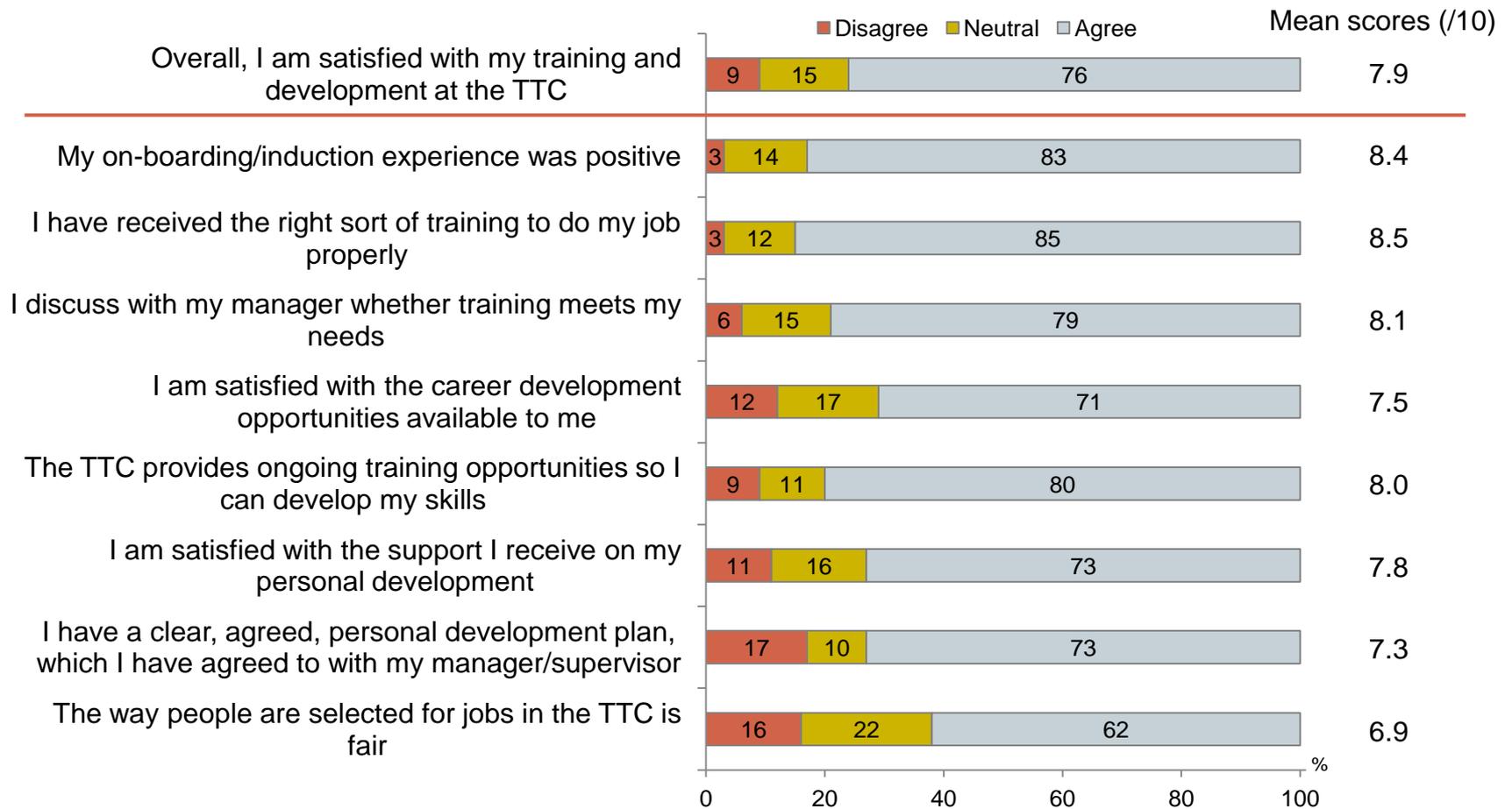
\* Percentages suppressed due to sample size <30.

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 - ENGINEERING



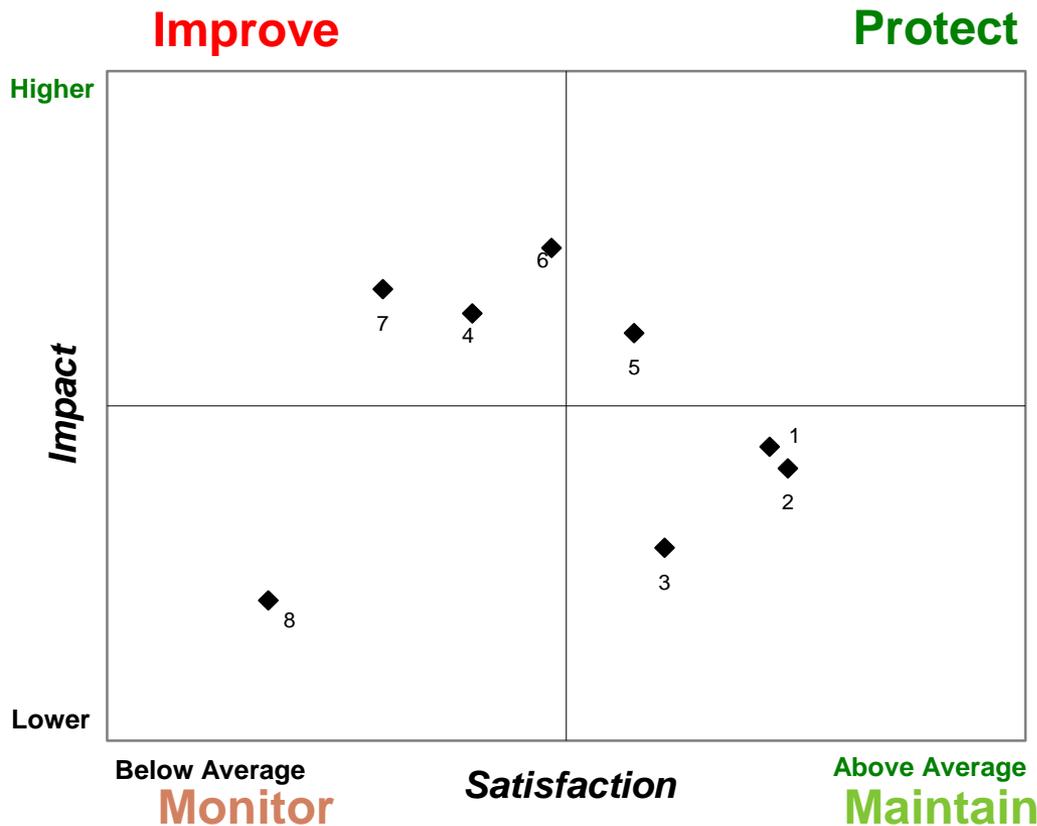
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.  
Sample sizes vary by attribute.

# TRAINING AND DEVELOPMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	All Engineering	Design	Technical Support Division
Overall, I am satisfied with my training and development at the TTC	7.0	7.1	7.6	7.9	7.9	7.8
My on-boarding/induction experience was positive	7.9	7.9	8.2	8.4	8.4	8.3
I have received the right sort of training to do my job properly	7.6	7.7	8.1	8.5	8.6	8.1
I discuss with my manager whether training meets my needs	6.7	7.5	7.9	8.1	8.1	8.0
I am satisfied with the career development opportunities available to me	6.9	6.9	7.4	7.5	7.5	7.7
The TTC provides ongoing training opportunities so I can develop my skills	7.0	7.5	7.8	8.0	8.0	8.2
I am satisfied with the support I receive on my personal development	6.5	7.1	7.5	7.8	7.8	7.7
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	6.3	7.0	7.3	7.3	7.2
The way people are selected for jobs in the TTC is fair	5.6	5.7	6.5	6.9	7.0	6.9

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 - ENGINEERING



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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 6.9 to 8.5.  
 Impact values range between 40% to 87%.

# AREA TO MAINTAIN: YOUR MANAGER/SUPERVISOR

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- While among the least influential aspects of the employee experience, Opportunity Analysis still identifies “Your Manager/Supervisor” as having a moderate impact on Employee Engagement and is an area in which Engineering employees are relatively satisfied, making this an Area to Maintain.
- Mean satisfaction scores for the majority of attributes in Your Manager/Supervisor as slightly higher among employees in the Design cost centre compared to those in the Technical Support Division.
- Among the specific attributes of Your Manager/Supervisor, Engineering employees gave highest rating for “I get help and support from my manager/supervisor when I need it” and “My manager/supervisor takes responsibility when problems arise”. The lowest satisfaction rating was seen for “My manager/supervisor is personally involved in improving the quality of my work”. These results were reflected in both cost centre groups, with the following exception:
  - For the Technical Support Division, “My manager/supervisor actively discourages prejudice” received the highest satisfaction rating, though scores for getting help and support and taking responsibility received similar scores.
- To improve overall satisfaction with Your Manager/Supervisor, Opportunity Analysis identifies the following key Areas to Improve:
  - I am satisfied with the way I am managed
  - My manager/supervisor manages people well
- Additional areas to protect within this aspect include attributes related to managers/supervisors’ leadership, communication, and treatment of employees (see slide 113).

# SECTION SUMMARY

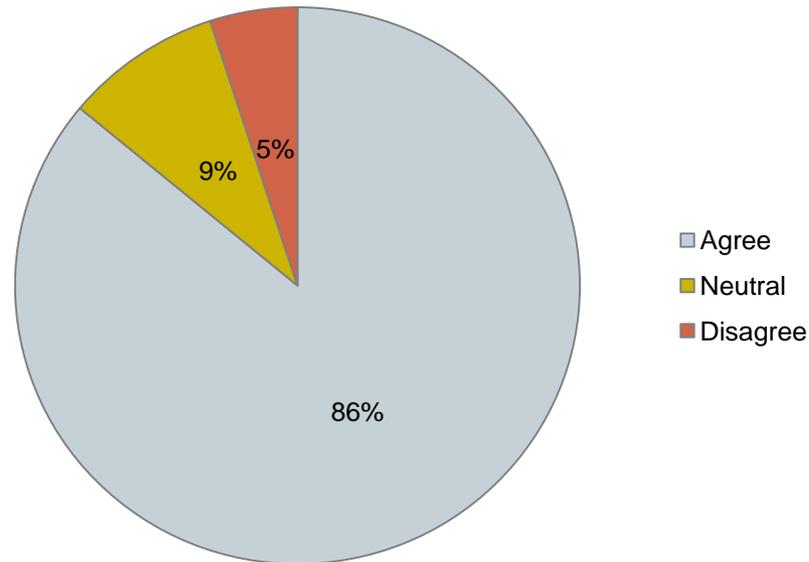
- Opportunity Analysis also identified several Areas to Protect for Your Manager/Supervisor related to managers/supervisors' leadership, communication, and treatment of employees:
  - My manager/supervisor actively discourages prejudice
  - My manager/supervisor treats me fairly
  - My manager/supervisor 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 leads by example
  - I get help and support from my manager/supervisor when I need it

# OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - ENGINEERING

## Engineering

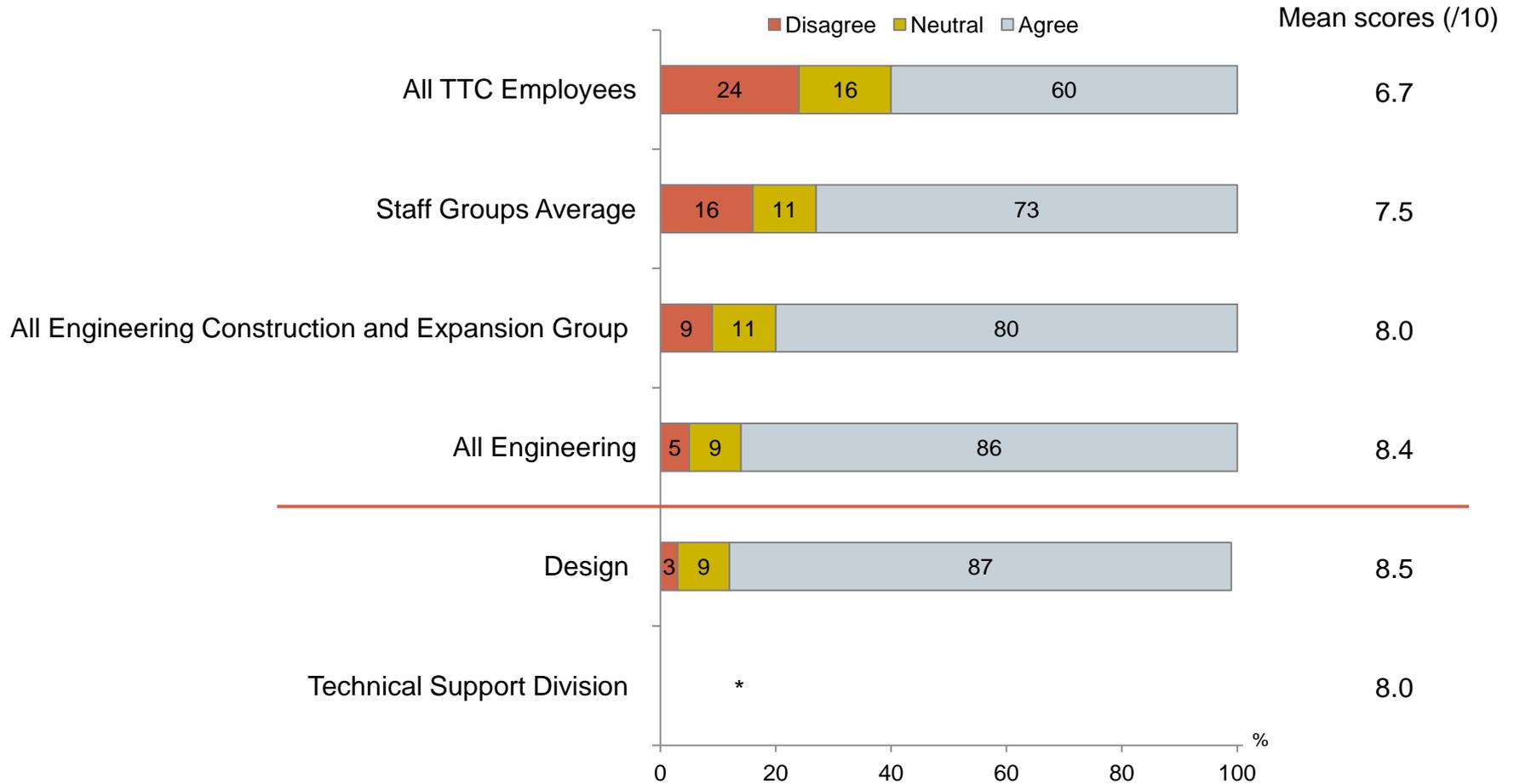
**Total**  
(n= 110)

**Mean=8.4**



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

# OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BY COST CENTRE/GROUPING



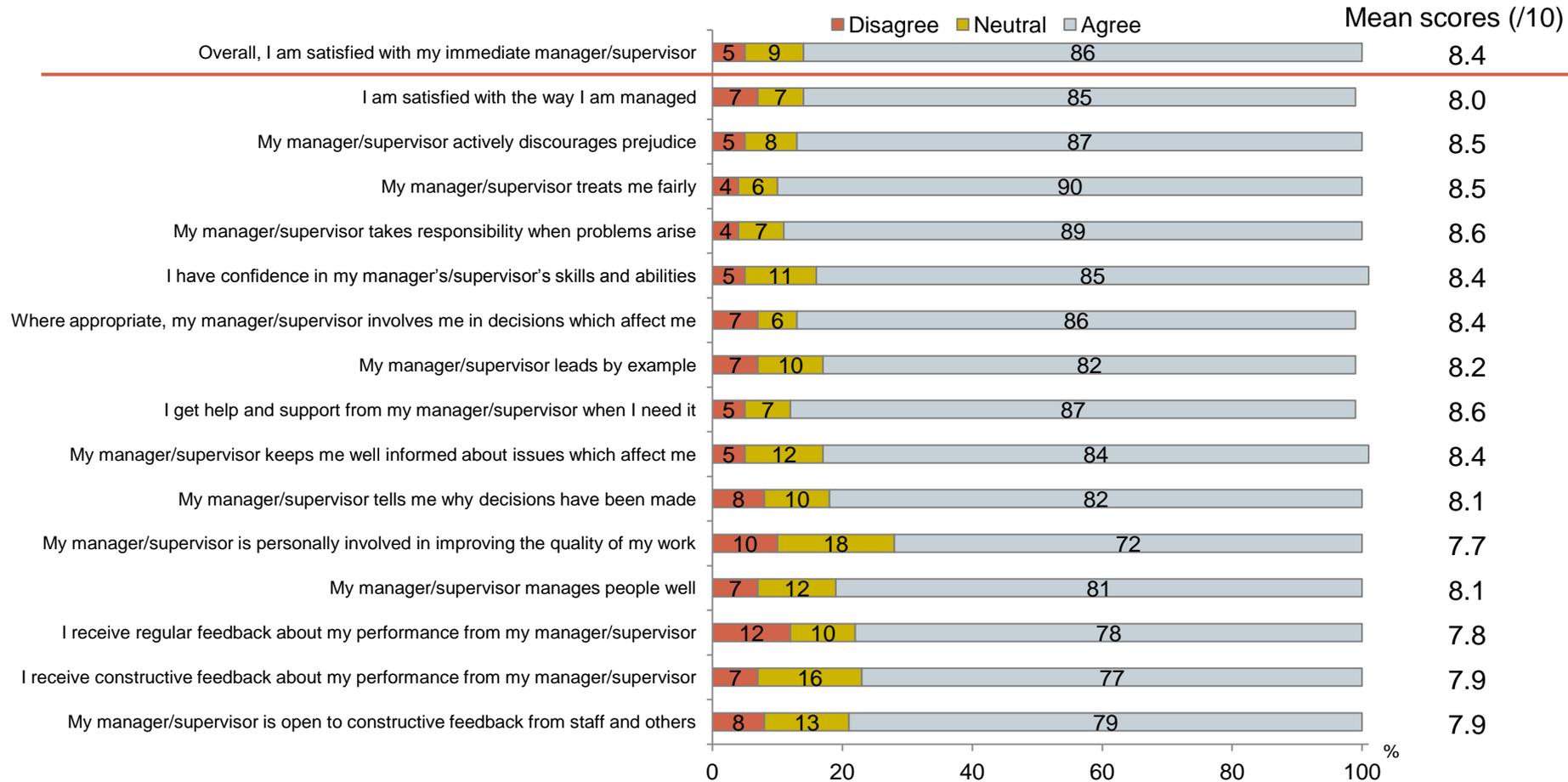
\* Percentages suppressed due to sample size <30.

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

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

Sample sizes vary by category.

# YOUR MANAGER/SUPERVISOR - ENGINEERING



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

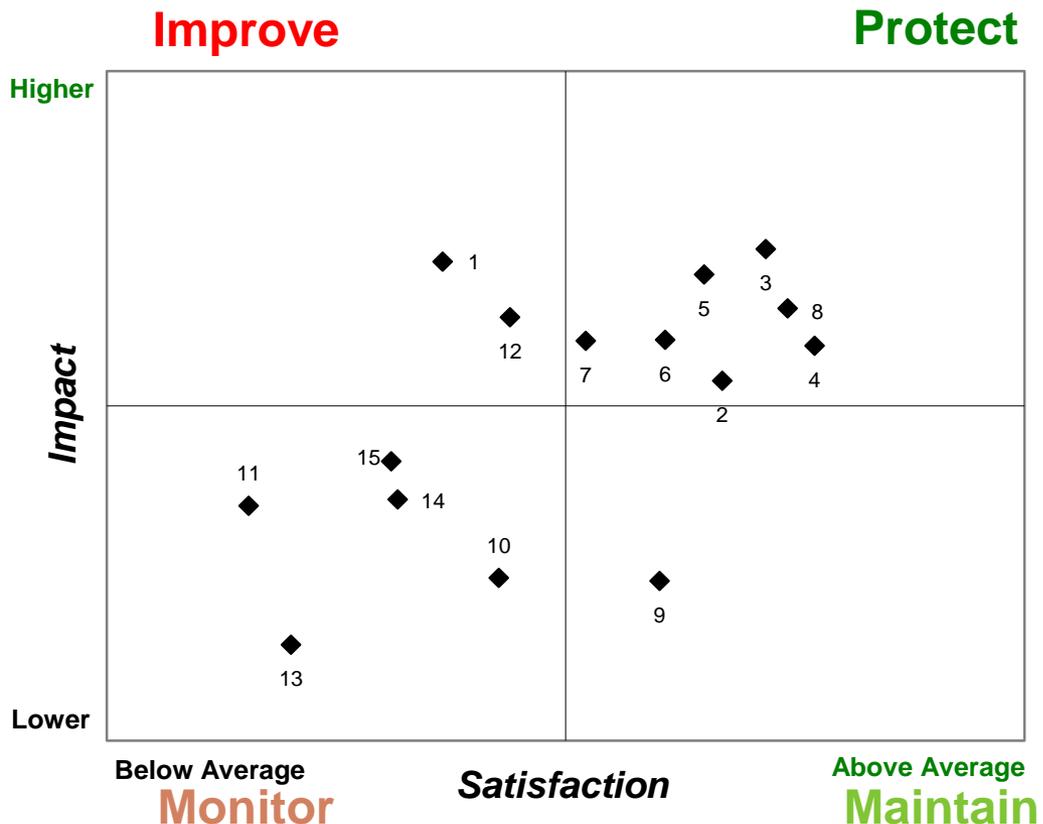
Mean	All TTC Employees	Staff Groups Average	All Engineering Construction and Expansion Group	All Engineering	Design	Technical Support Division
Overall, I am satisfied with my immediate manager/supervisor	6.7	7.5	8.0	8.4	8.5	8.0
I am satisfied with the way I am managed	6.6	7.3	7.7	8.0	8.2	7.5
My manager/supervisor actively discourages prejudice	7.4	7.9	8.2	8.5	8.6	8.1
My manager/supervisor treats me fairly	7.3	7.9	8.4	8.5	8.7	8.0
My manager/supervisor takes responsibility when problems arise	6.9	7.6	8.3	8.6	8.8	8.0
I have confidence in my manager's/supervisor's skills and abilities	6.9	7.7	8.2	8.4	8.6	7.9
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	7.6	8.1	8.4	8.5	8.0
My manager/supervisor leads by example	6.5	7.3	8.0	8.2	8.4	7.8
I get help and support from my manager/supervisor when I need it	7.1	7.8	8.3	8.6	8.7	8.0
My manager/supervisor keeps me well informed about issues which affect me	6.6	7.6	8.0	8.4	8.5	8.0
My manager/supervisor tells me why decisions have been made	6.2	7.3	7.8	8.1	8.2	7.7
My manager/supervisor is personally involved in improving the quality of my work	6.1	7.0	7.5	7.7	7.9	6.9
My manager/supervisor manages people well	6.3	7.0	7.7	8.1	8.3	7.5
I receive regular feedback about my performance from my manager/supervisor	5.7	7.0	7.3	7.8	8.0	7.0
I receive constructive feedback about my performance from my manager/supervisor	5.8	7.1	7.5	7.9	8.2	7.0
My manager/supervisor is open to constructive feedback from staff and others	6.1	7.1	7.7	7.9	8.0	7.7

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

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 - ENGINEERING



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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 7.7 to 8.6.  
 Impact values range between 45% to 83%.

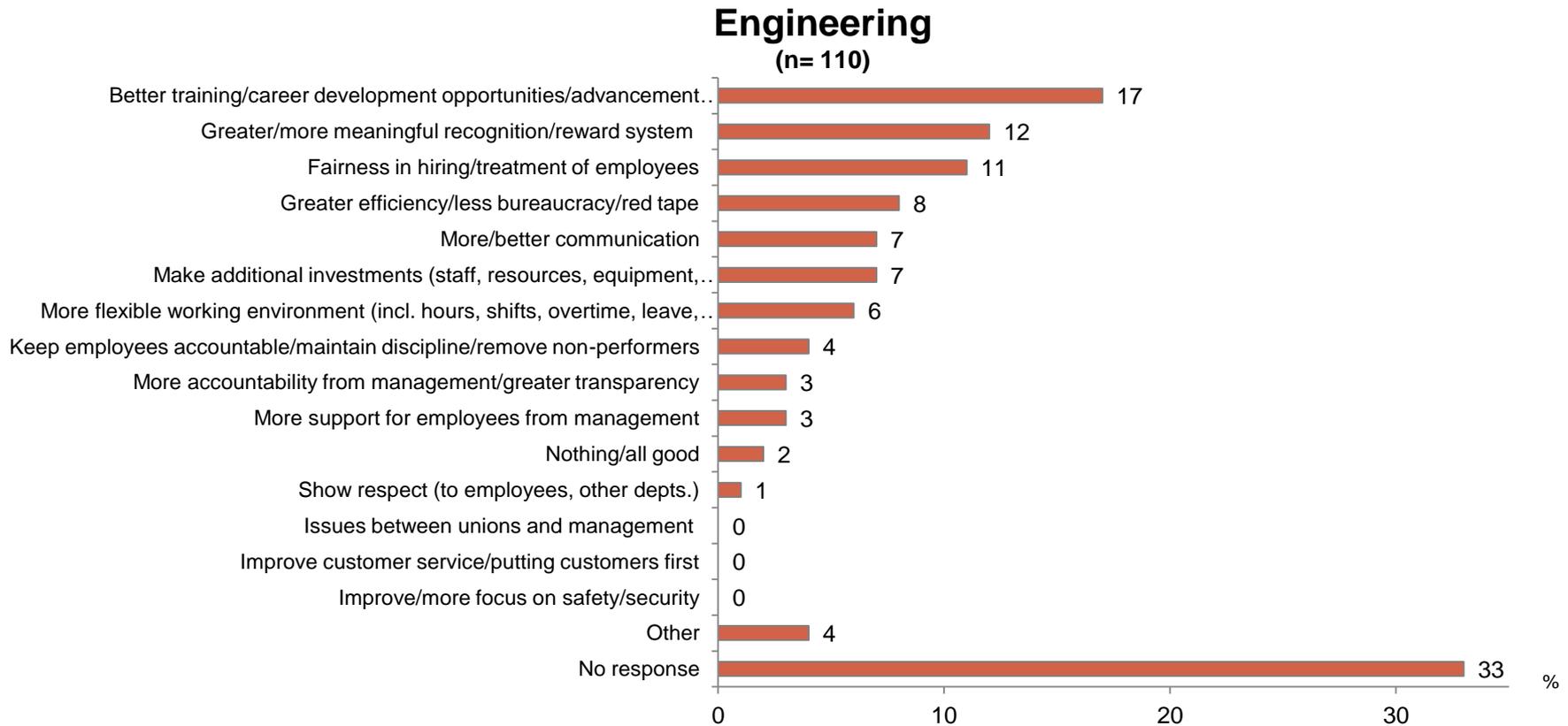
# FINAL WORD

Produced by Malatest on  
behalf of TTC



# FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improved to increase satisfaction
- The mostly commonly identified areas included, better training/advancement opportunities, more meaningful recognition/rewards, and more fairness in hiring and treatment of employees. However, one third of Engineering employees did not provide a response.



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

# HIGHLIGHTS AND RECOMMENDATIONS

Produced by Malatest on  
behalf of TTC



# RECOMMENDATIONS: ENGINEERING

- Conduct discussion sessions with employees to explore:
  - Ways to **improve relationships** between Senior Management and employees, focusing on:
    - Open and honest communication
    - Building trust
    - Welcoming all feedback, both positive and negative
  - Ways the TTC can better **show respect** to its external partners, such as the City of Toronto, or Metrolinx
  - Types of recognition/rewards that would be **meaningful**
  - Issues related to properly **recognizing excellent performance**
  - Issues related to **opportunities to progress** within the company
  - What **motivates** employees in their jobs
  - Encouraging employees to **use their skills and abilities**.
  - Practical ways to give employees the **freedom to make decisions** in their job.
  - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing

# Thank you

Produced by Malatest on  
behalf of TTC

