

EMPLOYEE ENGAGEMENT SURVEY

Finance

March 27, 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 Finance 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%.
- 75 surveys were completed by employees in the Finance department, for a response rate of 94%. Response rates by cost centre were not calculated. Total completion numbers by cost centre, or groupings of cost centres, are shown on the following slide.

RESPONSE RATE AND COST CENTRE GROUPINGS

- The response rate for employees in the Finance department (94%) is above the overall response rate for the Corporate Services group (85%).
- Cost centres of the Finance department that perform similar functions have been combined into the groups shown below.

All Finance: 94%

Grouping	Cost Centre*	Count
Department Head & Staff		2**
	4201-Fin. & Treasury Dpt. Head & Staff	
Payroll & Benefit Accounting		22
	4204-Payroll & Benefit Accounting	
Accounts Payable		12
	4208-Accounts Payable	
Financial Statements/Budgets		15
	4214-Financial Statements	
	4217-Budgets	
Treasury Services		9**
	4223-Treasury Services	
Capital Accounting		11
	4224-Capital Accounting	
Statistics		4**
	4232-Fare Policy & Research	
Total		75

* 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.

** The department head cost centre is too small to report and it was not considered appropriate to combine with other cost centres. Results from this cost centre will not be reported separately.

REPORTING NOTES

- **Most questions in the survey asked for level of agreement on a 1-10 scale.**
 - For these questions, responses of 7-10 are classified as “Agree”, 5-6 as “Neutral”, and 1-4 as “Disagree”. Employees selecting “N/A” or not responding to the question were excluded.
 - Other questions are reported by each response option available.
- **Some questions were not answered by enough employees to provide reliable data for some departments or employee categories.**
 - Results in the form of percentages will be suppressed throughout this report if there were fewer than 30 valid responses (indicated by *).
 - Results in the form of mean scores will be suppressed throughout this report if there were fewer than 10 valid responses (indicated by **).
 - Each of the cost centres/cost centre groupings have fewer than 30 valid responses. For this reason no percentages will be shown, and only mean scores can be provided below the departmental level. Any results provided relating to these cost centres should be interpreted with caution.
- **Exact sample size may vary by cost centre grouping, employee 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 groupings (slide 6) for total sample by cost centre grouping.

Overall Employee Engagement score: 8.2

Highest:	Capital Accounting	9.1
Lowest:	Accounts Payable	7.2

- **To increase levels of employee engagement, the Finance department should focus on improving employees' satisfaction with **Training and Development**.**
 - Specific areas that require improvement in order to increase employees' satisfaction with their Training and Development include:
 - Providing support for personal development (“I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”).
 - Demonstrating that “The way people are selected for jobs in the TTC is fair”.
 - Satisfaction with the career development opportunities available to employees (“I am satisfied with the career development opportunities available to me”).

HIGHLIGHTS (CONT'D)

- **Your Team** is an area that generates high levels of satisfaction and represents the strongest driver of employee engagement for the Finance department.
 - Overall satisfaction with Your Team can be further improved by focusing on:
 - “I feel that my opinions count in my team”
 - “All the people in my team are treated fairly”
 - “I feel supported by my fellow team members”
- **Working Environment** is also an Area to Protect for Finance. Specific ways to increase overall satisfaction with this area include:
 - Demonstrating **concern for employees’ health and well-being in the following ways:**
 - Caring about employees’ mental health & emotional wellbeing (i.e., “The TTC cares about my mental health and emotional well-being”).
 - Encouraging a healthy work-life balance (i.e., “The TTC encourages employees to maintain a healthy work-life balance”).
- **Your Job** is the third Area to Protect for the Finance department. In order to continue performing well in this area, the TTC should focus on:
 - Exploring what motivates employees (“I feel motivated in my job”).
 - Ensuring that employees utilize their skills and abilities in their work (“My work enables me to use my skills and abilities”).

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.
- Four of the top five scores are attributes related to Safety.
- Among the five lowest scoring attributes, four were associated with the module Your Company.

Top 5

1. I feel comfortable discussing safety issues at work (9.1)
2. The TTC offers good job security (8.8)
3. My manager/supervisor emphasizes safe practices while at work (8.8)
4. My manager/supervisor is well informed about safety issues (8.8)
5. The protection of workers from occupational exposure to hazards is a high priority with management (8.8)

Bottom 5

1. There is effective sharing of information across the TTC (5.5)
2. People get things done both quickly and efficiently at the TTC (5.6)
3. The way people are selected for jobs in the TTC is fair (5.6)
4. Best practices are shared effectively across the TTC (5.6)
5. If something goes wrong, people concentrate on putting it right, not blaming others (5.7)

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 Finance, this score is 8.2.

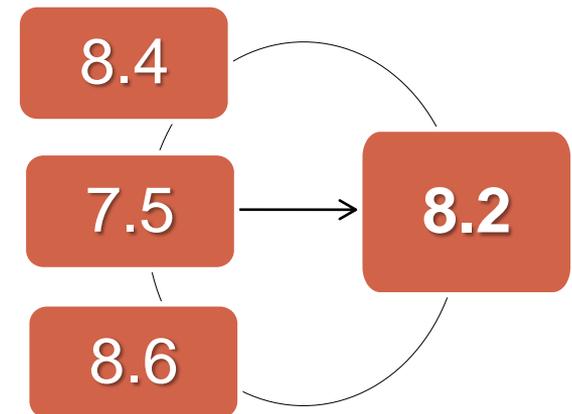
OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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 Finance department is four points higher than the score for all TTC employees, and marginally higher than the group score for Corporate services or the combined score for the four groups consisting mainly of staff employees.
- The Employee Engagement score is highest among employees in the Capital Accounting cost centre.
- Levels of engagement are lowest among employees in Accounts Payable.

All Finance: 8.2

Cost Centre/Grouping

Capital Accounting	9.1
Payroll & Benefit Accounting	8.3
Financial Statements/Budgets	8.2
Accounts Payable	7.2

Employee Category

All TTC	7.8
Staff Groups Average	8.0
Corporate Services	8.0

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

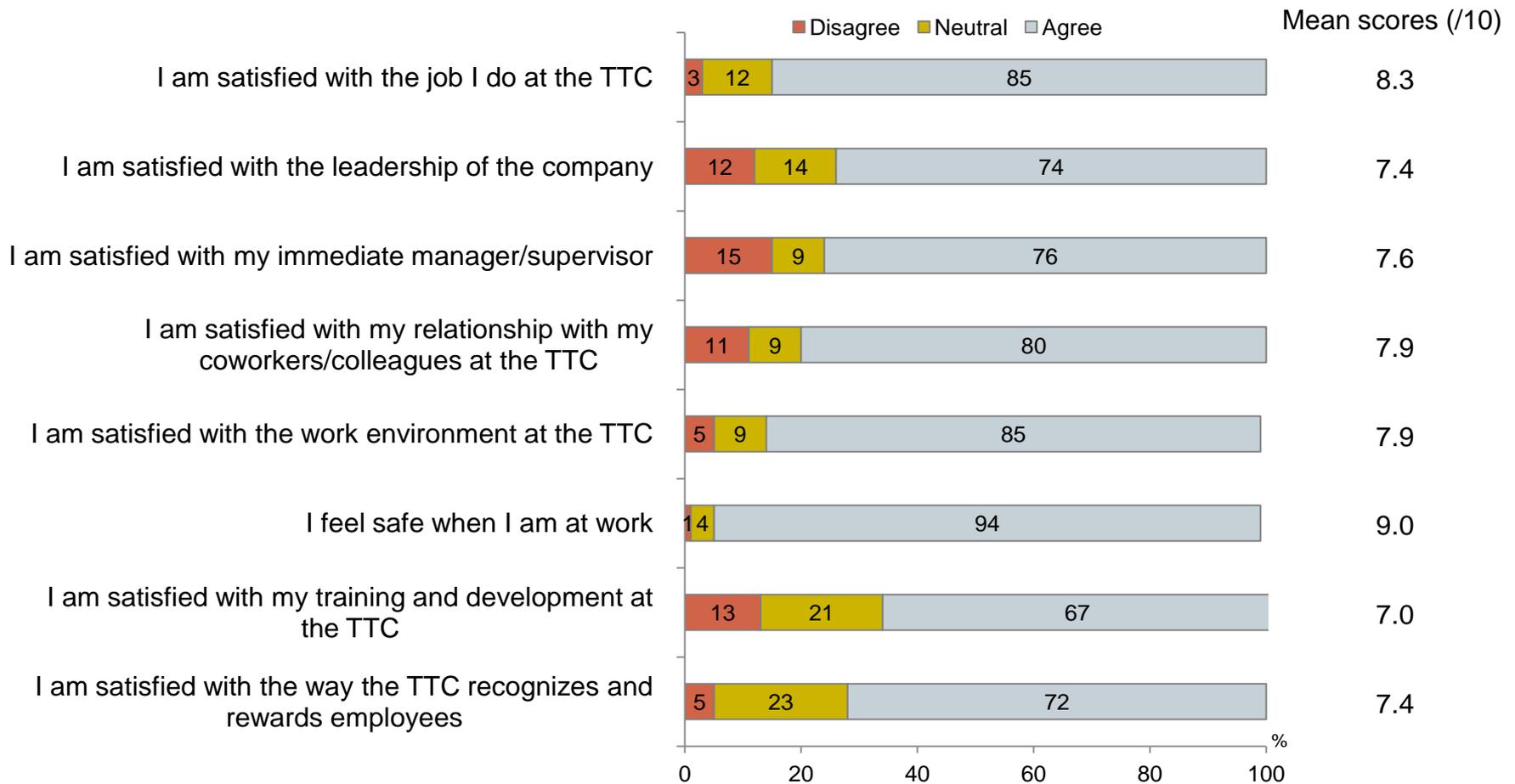
Produced by Malatest on
behalf of TTC



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
- Ratings were highest for, “I feel safe when I am at work”, followed by “I am satisfied with the job I do at the TTC”. Ratings were lowest for “I am satisfied with my training and development at the TTC”.
- While employees across cost centres were most satisfied with the same attributes, results varied for aspects with the lowest satisfaction levels:
 - “I am satisfied with my training and development at the TTC” (Payroll & Benefit Accounting and Capital Accounting)
 - “I am satisfied with my relationship with my coworkers/colleagues at the TTC” (Accounts Payable)
 - “I am satisfied with the leadership of the company” (Financial Statements/Budgets)

ASPECTS OF EMPLOYEE ENGAGEMENT - FINANCE



Sample sizes vary by attribute.

ASPECTS OF EMPLOYEE ENGAGEMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Finance	Payroll & Benefit Accounting	Accounts Payable	Financial Statements/ Budgets	Capital Accounting
I am satisfied with the job I do at the TTC	8.1	8.4	8.4	8.3	8.2	7.8	8.5	9.0
I am satisfied with the leadership of the company	6.4	7.3	7.2	7.4	7.3	6.8	7.1	8.8
I am satisfied with my immediate manager/supervisor	6.7	7.5	7.4	7.6	7.2	7.8	7.7	9.6
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.0	7.9	7.9	5.9	8.5	9.9
I am satisfied with the work environment at the TTC	7.0	7.8	7.6	7.9	8.2	7.3	7.7	8.9
I feel safe when I am at work	8.0	8.9	8.9	9.0	9.0	8.5	9.4	9.5
I am satisfied with my training and development at the TTC	7.0	7.1	7.1	7.0	6.6	7.0	7.1	8.2
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.6	7.4	7.5	7.3	7.3	8.5

Sample sizes vary by attribute.

WHAT DRIVES EMPLOYEE ENGAGEMENT?

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behalf of TTC

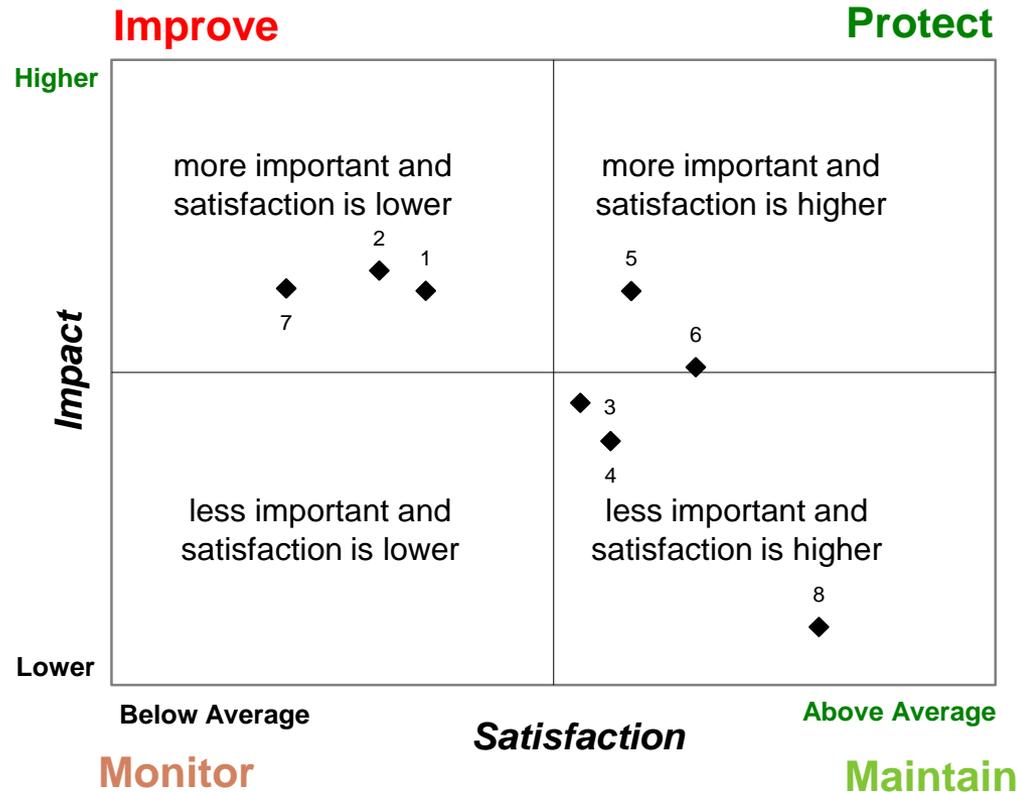


SECTION SUMMARY

- 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 Team,” “Working Environment,” “Your Job,” and “Training and Development”. 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”, “Your Company,” and “Safety”. Focusing on increasing employee satisfaction with these aspects of the employee experience will not generate as much improvement in Employee Engagement as will increasing employees’ satisfaction with Your Team, Working Environment, Your Job, and Training and Development.
- “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 results 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 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:

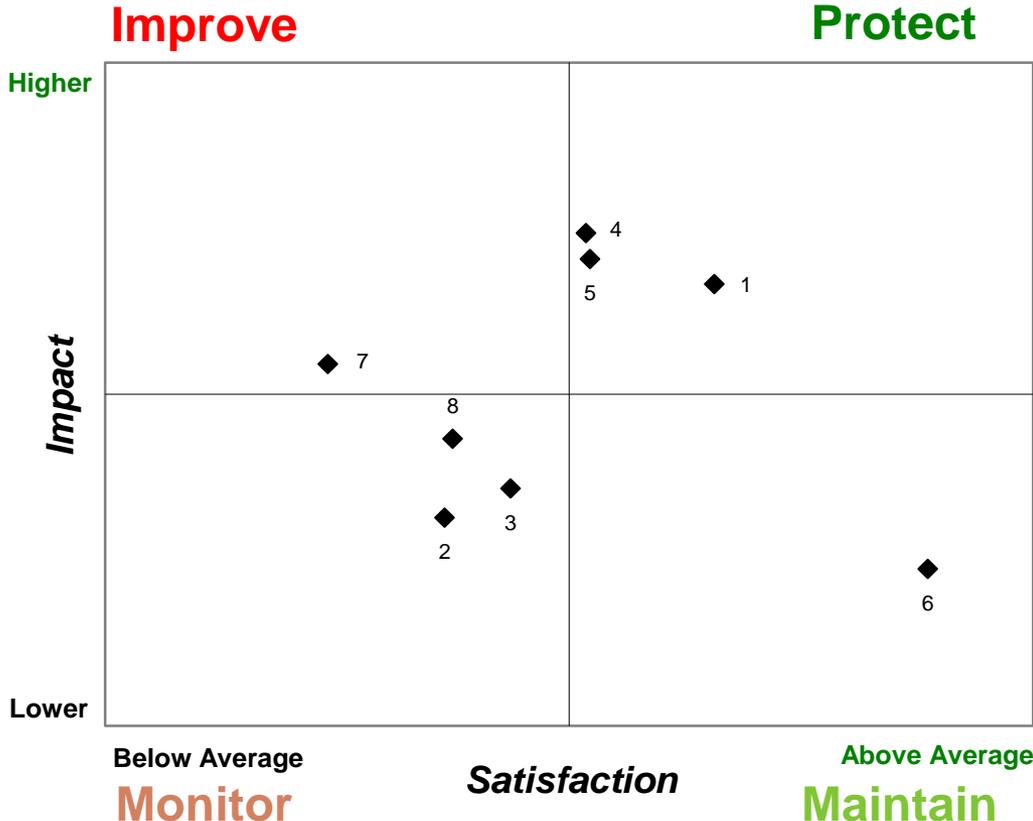
- I am satisfied with the TTC as an employer
- I enjoy coming to work every day
- I see the value in the work that I do

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):
 - Training & Development
 - Areas to Protect (high relative impact; high relative performance):
 - Team
 - Working Environment
 - Job
 - Areas to Monitor (low relative impact; low relative performance):
 - Performance/Reward
 - Manager/Supervisor
 - Company
 - Areas to Maintain (low relative impact; high relative performance):
 - Safety
- Opportunity Analysis was not conducted below the departmental level.

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

Finance



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 7.0 to 9.0.
 Impact values range between 7% to 44%.



OVERALL ORGANIZATIONAL VIEWS OF FINANCE

Produced by Malatest on
behalf of TTC

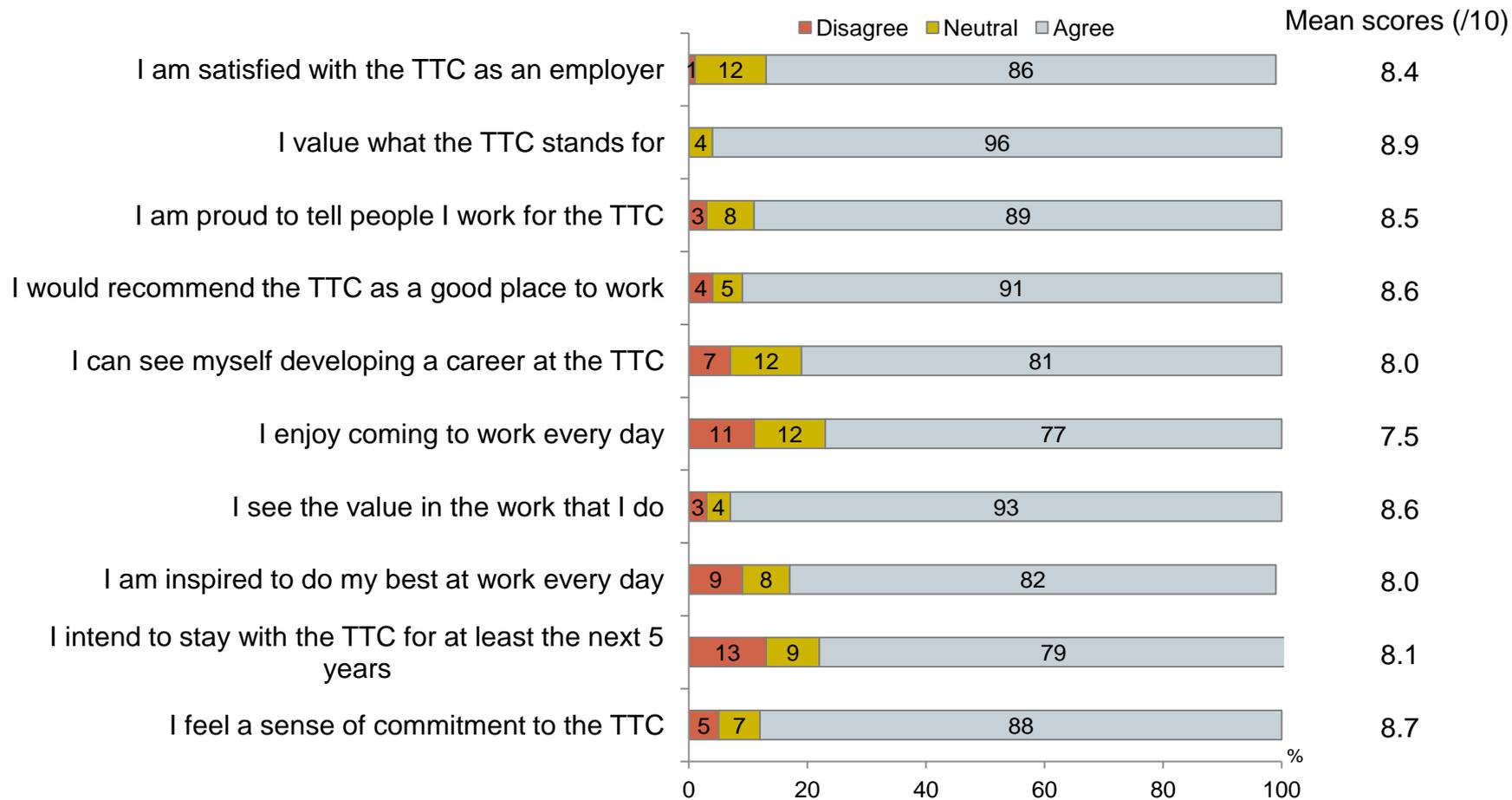


SECTION SUMMARY

- 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, ratings for most of these measures were relatively high and close together; with the exception of “I enjoy coming to work every day,” all items had a satisfaction score of 8.0 or higher.
- Mean scores across most measures were highest for Capital Accounting and lowest for Accounts Payable.
- The attribute receiving the highest rating varied at the cost centre level. However, with the exception of Capital Accounting, “I enjoy coming to work every day” had the lowest rating among all cost centre groups.

OVERALL ORGANIZATIONAL VIEWS

- FINANCE



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 Corporate Services	All Finance	Payroll & Benefit Accounting	Accounts Payable	Financial Statements/ Budgets	Capital Accounting
I am satisfied with the TTC as an employer	7.8	8.1	8.1	8.4	8.2	7.9	8.6	9.0
I value what the TTC stands for	8.2	8.6	8.6	8.9	8.9	8.5	8.8	9.3
I am proud to tell people I work for the TTC	7.9	8.2	8.2	8.5	8.4	7.9	8.3	9.1
I would recommend the TTC as a good place to work	8	8.3	8.3	8.6	9.1	7.6	8.5	9.2
I can see myself developing a career at the TTC	7.9	8.0	8.0	8.0	8.0	7.5	8.2	8.5
I enjoy coming to work every day	7.3	7.6	7.5	7.5	7.4	6.4	7.3	9.0
I see the value in the work that I do	8.2	8.4	8.4	8.6	9.2	7.2	8.5	9.2
I am inspired to do my best at work every day	7.8	8.2	8.2	8.0	8.0	7.2	8.1	8.7
I intend to stay with the TTC for at least the next 5 years	8.5	8.4	8.3	8.1	7.8	7.5	9.5	9.4
I feel a sense of commitment to the TTC	8.2	8.6	8.5	8.7	9.0	7.8	8.7	8.8

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.

AREA TO PROTECT: YOUR TEAM

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Team” as the most impactful on Employee Engagement and an area in which Finance employees are relatively satisfied, making this an Area to Protect.
- Overall satisfaction with colleagues or co-workers is highest for Capital Accounting and Financial Statements/Budget, and lowest for Accounts Payable.
- Across the specific qualities of Your Team, “My team members do quality work” received the highest rating and “I feel that workload is fairly distributed in my team” received the lowest rating at the department level.
- These results were fairly consistent across cost centres, with the exception of Accounts Payable, where TTC employees were least satisfied with “I feel supported by my fellow team members” and “I feel that my opinions count in my team”.
- To continue improving satisfaction with Your Team, Opportunity Analysis identifies the following key Areas to Improve:
 - I feel that my opinions count in my team
 - All the people in my team are treated fairly
 - I feel supported by my fellow team members
- In addition, Opportunity Analysis identifies the following key Area to Protect:
 - My team works well together

SECTION SUMMARY

Regular Team Meetings

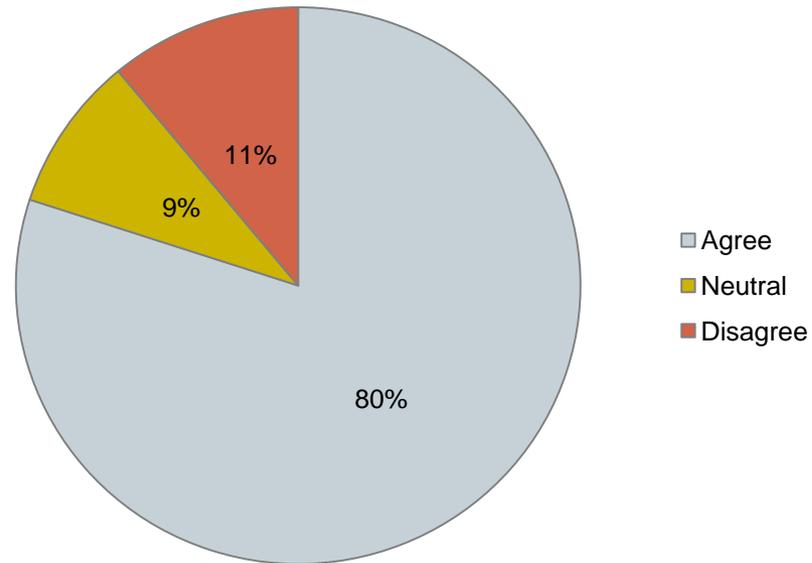
- 36% of employees in the Finance department indicated that they have regular team meetings.
- Most employees who have regular meetings agreed that they are useful (mean score of 7.7 out of 10). Usefulness or sufficiency of meetings could not be reported by cost centre due to a small sample size at this level (<10 responses).

OVERALL RATINGS OF YOUR TEAM - FINANCE

Finance

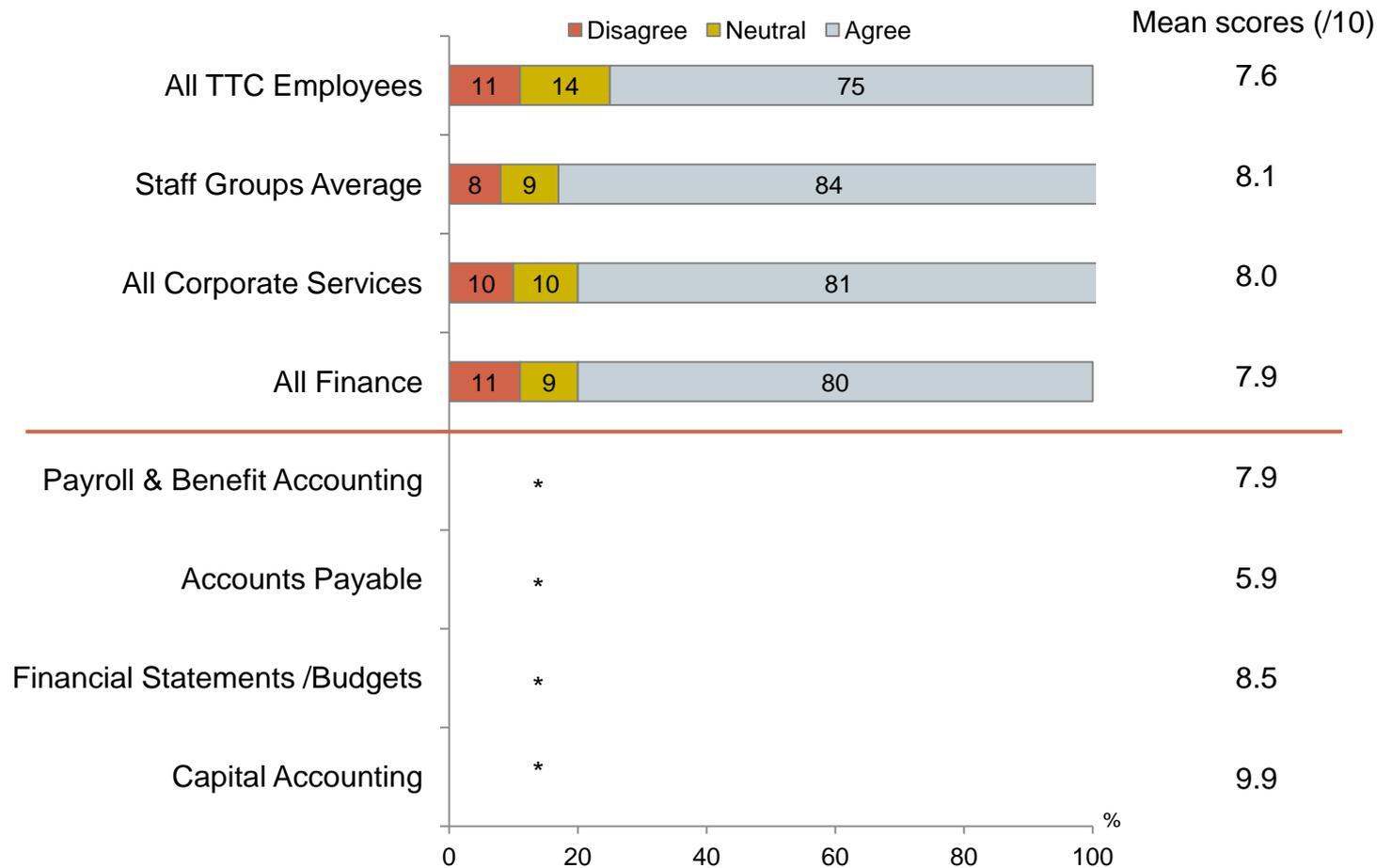
Total
(n= 75)

Mean=7.9



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



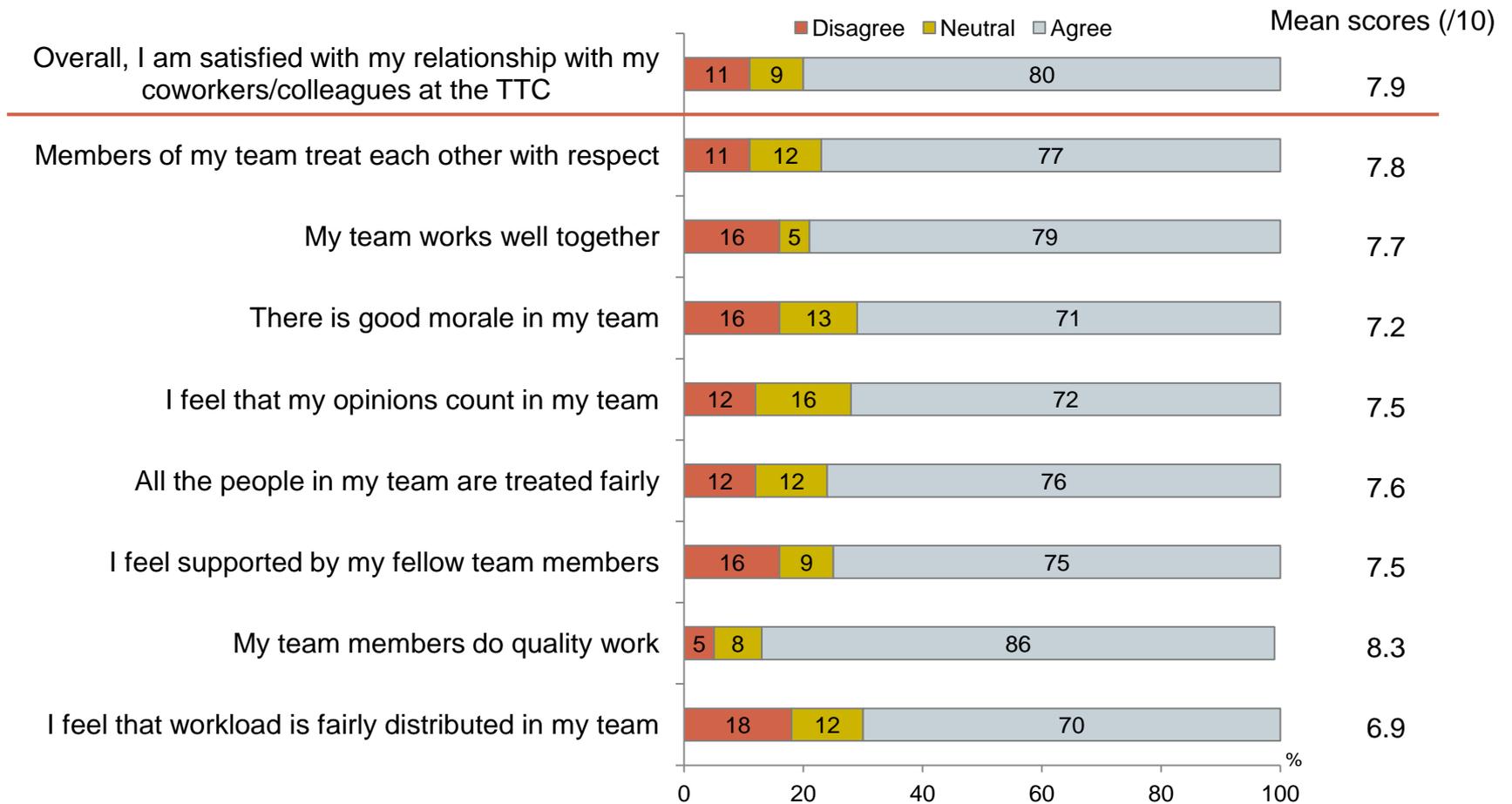
* Percentages suppressed as sample size <30.

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 - FINANCE



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

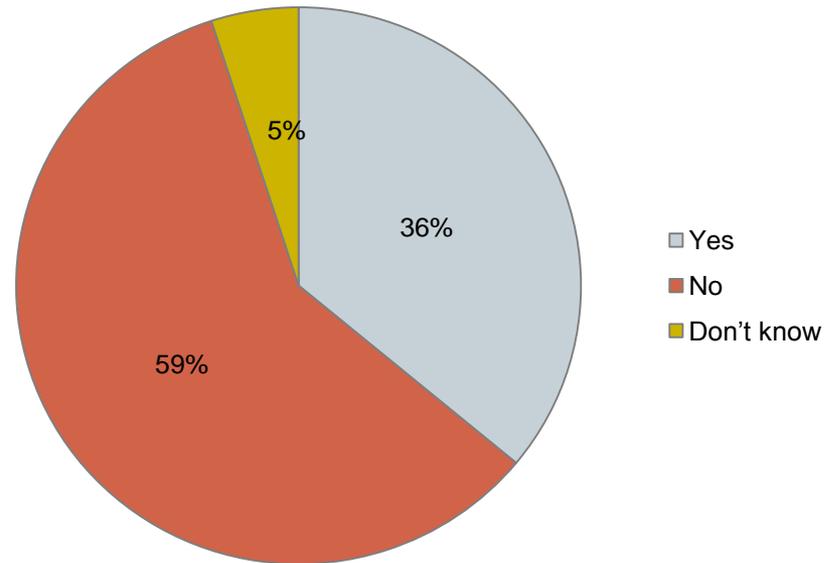
Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Finance	Payroll & Benefit Accounting	Accounts Payable	Financial Statement s/Budgets	Capital Accounting
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.0	7.9	7.9	5.9	8.5	9.9
Members of my team treat each other with respect	7.4	8.0	7.8	7.8	7.3	6.0	8.8	9.9
My team works well together	7.3	7.9	7.8	7.7	7.5	5.4	8.5	9.9
There is good morale in my team	6.5	7.3	7.1	7.2	7.0	5.3	7.8	9.5
I feel that my opinions count in my team	7.0	7.9	7.7	7.5	7.4	5.0	8.3	9.7
All the people in my team are treated fairly	6.7	7.5	7.3	7.6	7.0	5.8	8.5	9.8
I feel supported by my fellow team members	7.2	7.9	7.7	7.5	7.2	5.0	8.8	9.8
My team members do quality work	7.5	8.1	8.0	8.3	8.2	7.2	8.4	9.6
I feel that workload is fairly distributed in my team	6.5	7.0	6.8	6.9	7.0	5.3	7.1	9.3

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

HOLDING REGULAR TEAM MEETINGS

Finance

Total
(n= 75)

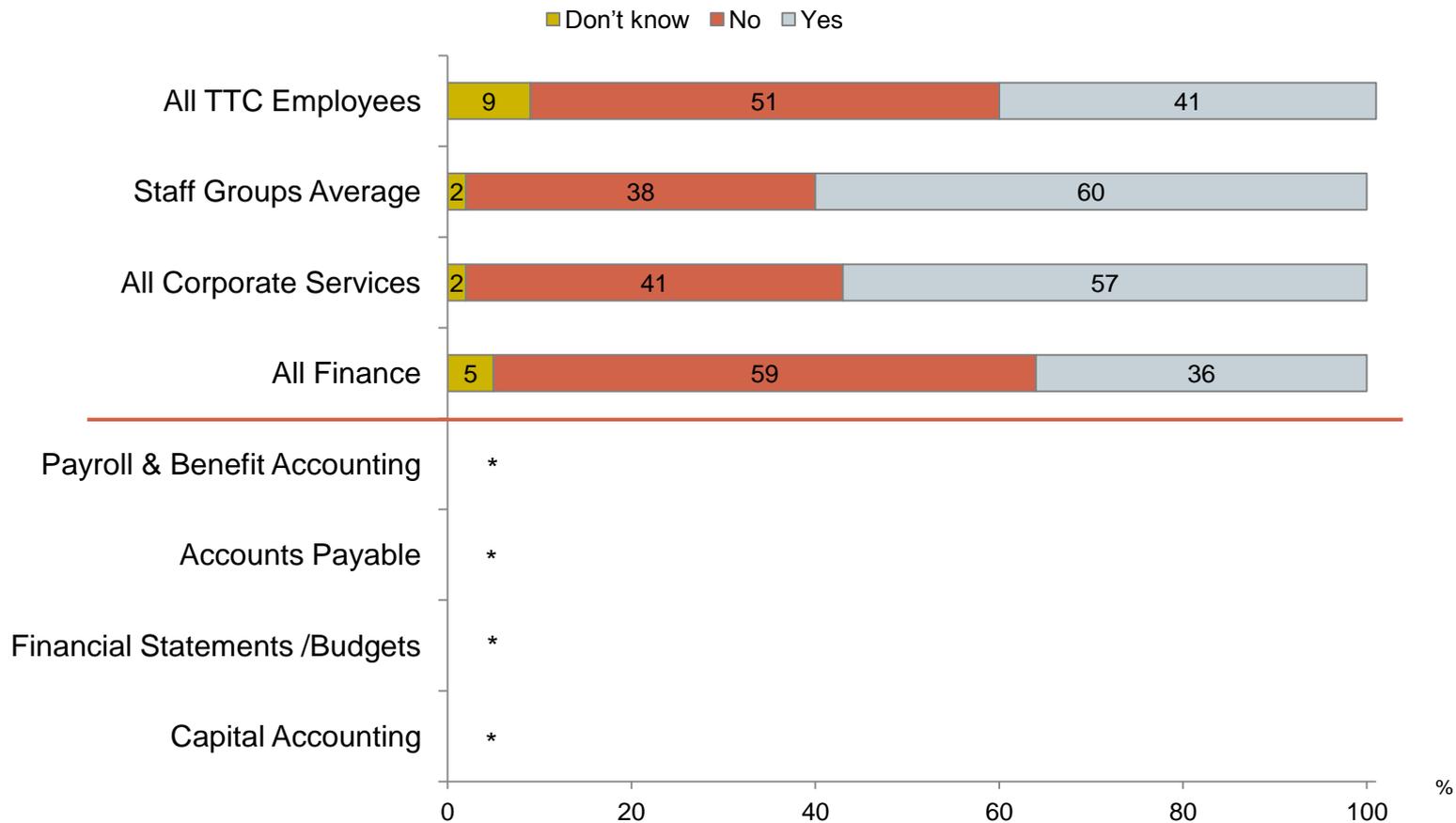


E2. Does your team hold regular team meetings?

3/29/2015

35

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 Finance department employees provided a response to this question, no results can be shown.

Finance

Total
(n= 27)

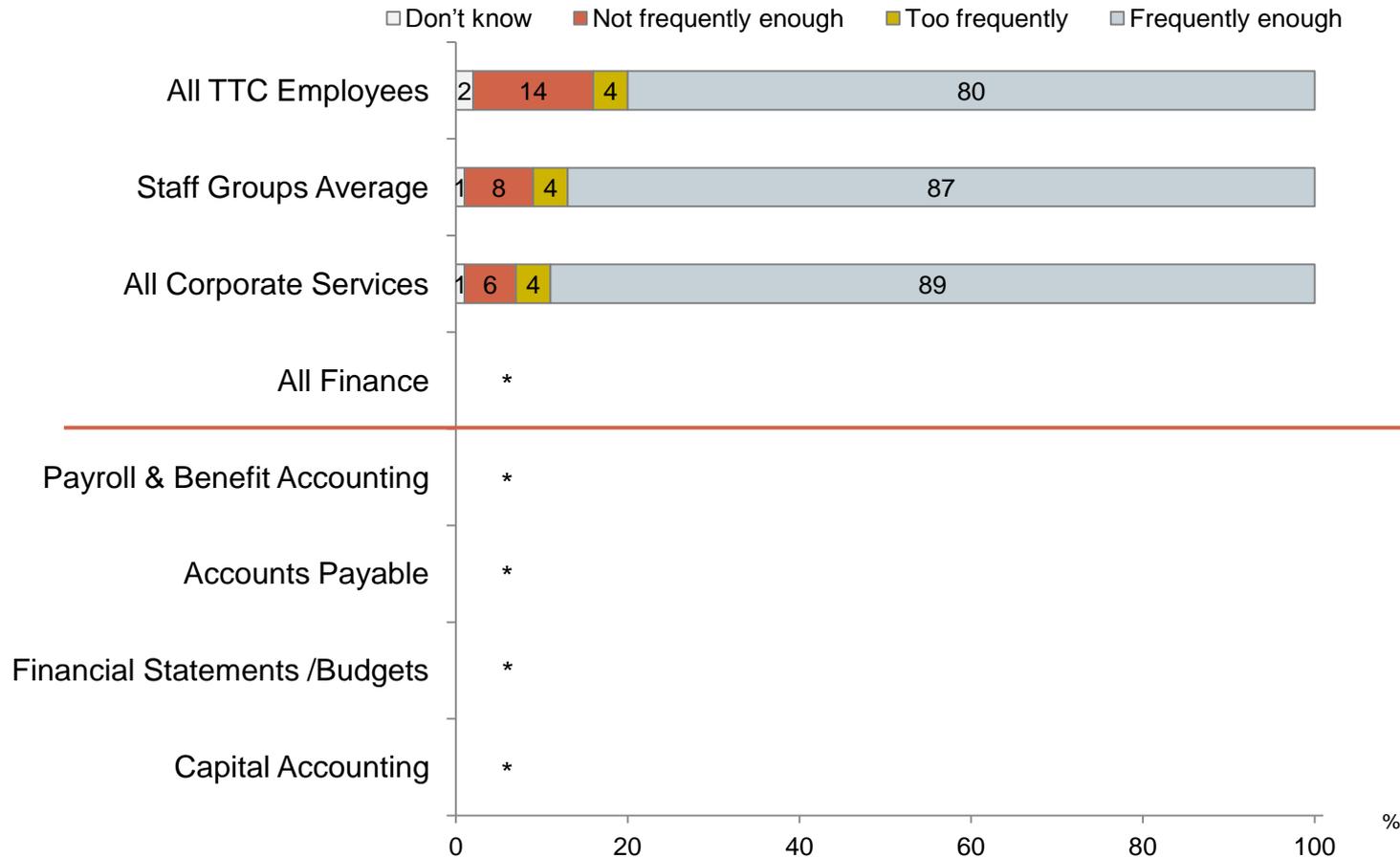
*

* 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.

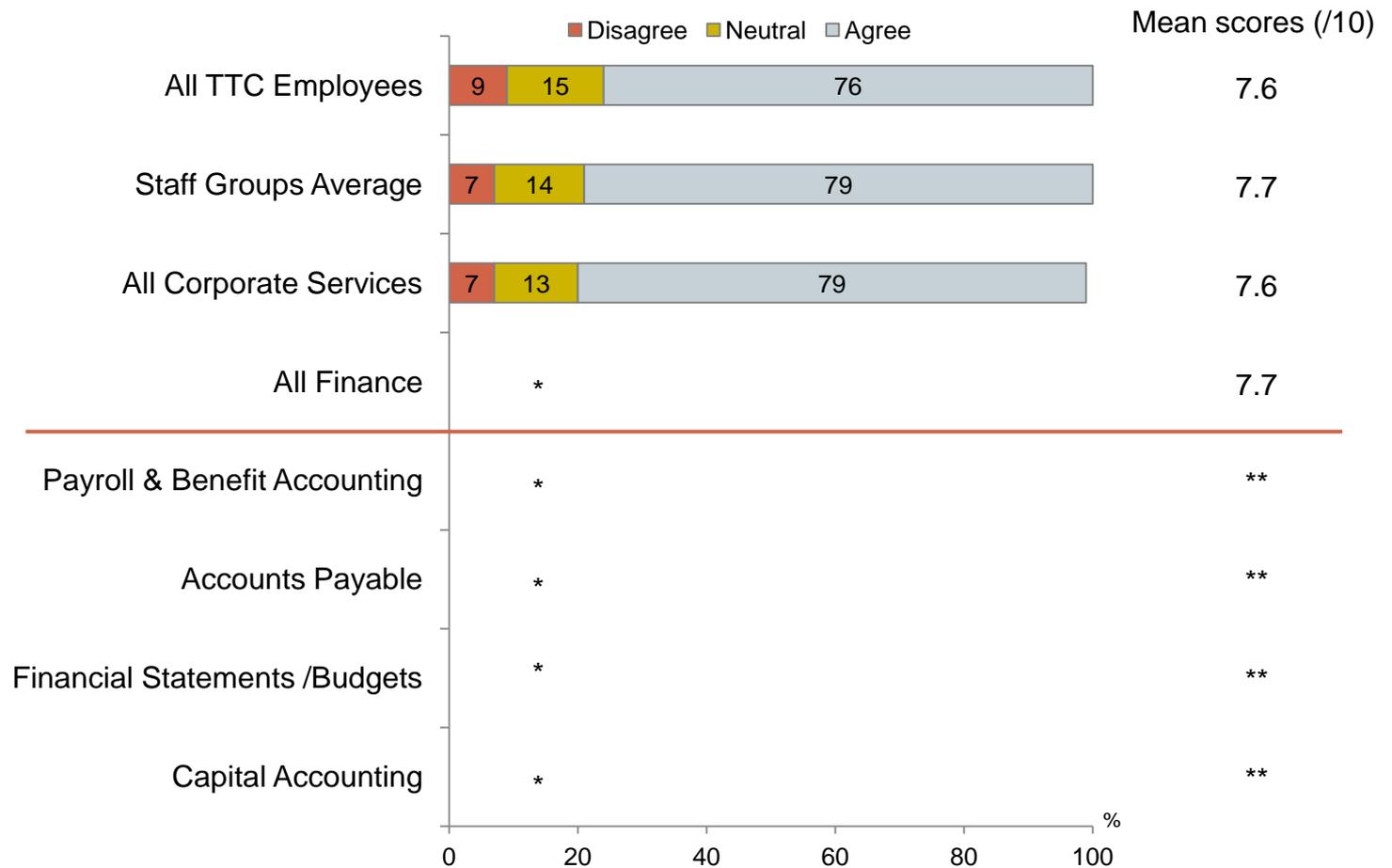
E3. Do you feel team meetings occur...? 1 Too frequently; 2 Frequently enough; 3 Not frequently enough; 4 Don't know.
Sample sizes vary by category.

3/29/2015

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USEFULNESS OF TEAM MEETINGS

Among employees who have regular team meetings



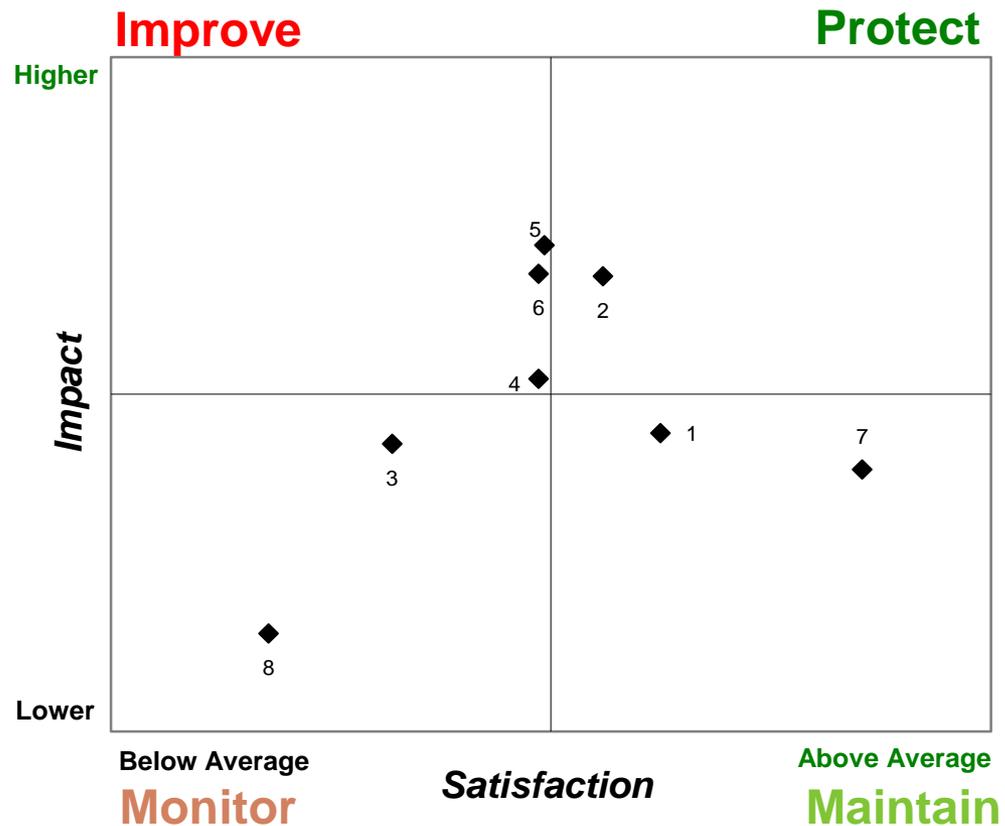
* Percentages suppressed as sample size <30.

**Mean scores suppressed as sample size <10.

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

OPPORTUNITY ANALYSIS: YOUR TEAM

- FINANCE



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 6.9 to 8.3.
 Impact values range between 47% to 76%.

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 and as an area in which Finance employees are satisfied relative to other areas; in other words, this is another Area to Protect.
- Overall satisfaction with Working Environment is the strongest among employees in Capital Accounting and Payroll & Benefit Accounting, and the weakest among employees in Accounts Payable.
- Across the specific aspects of Working Environment, ratings were the highest for, “I can adjust my work hours/shifts if needed,” “The hours I work are reasonable,” and “The TTC is dedicated to diversity and inclusiveness”. Ratings were lowest for “The TTC cares about my mental health and emotional well-being”. These results varied by cost centre (e.g., employees in both Capital Accounting and Financial Statements/Budgets gave the lowest rating to “I am satisfied with my work/office space and facilities”).
- To further improve employee satisfaction with Your Working Environment, Opportunity Analysis identifies the following key Areas to Improve:
 - The TTC cares about my mental health and emotional well-being
 - The TTC encourages employees to maintain a healthy work-life balance
- In addition 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

- 23% of Finance employees indicated that they experience stress on a “frequent” basis, with an additional 57% indicating that they experience stress “sometimes”.

Discrimination/Harassment

- 7% of Finance employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months.
- Employees most frequently reported discrimination based on personal harassment or an “other” reason.

Was it Reported?

- As only a minority reported experiencing any discrimination, results cannot be reliably reported for this department.

Abuse by Customers

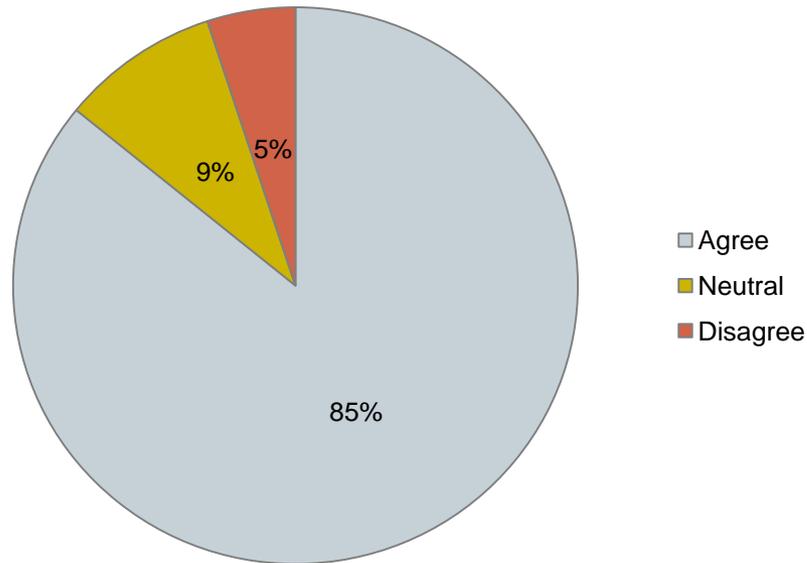
- 8% of Finance employees reported that they had been verbally abused by customers in the past 12 months.
- 1% of employees reported that they had experienced physical abuse by customers.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - FINANCE

Finance

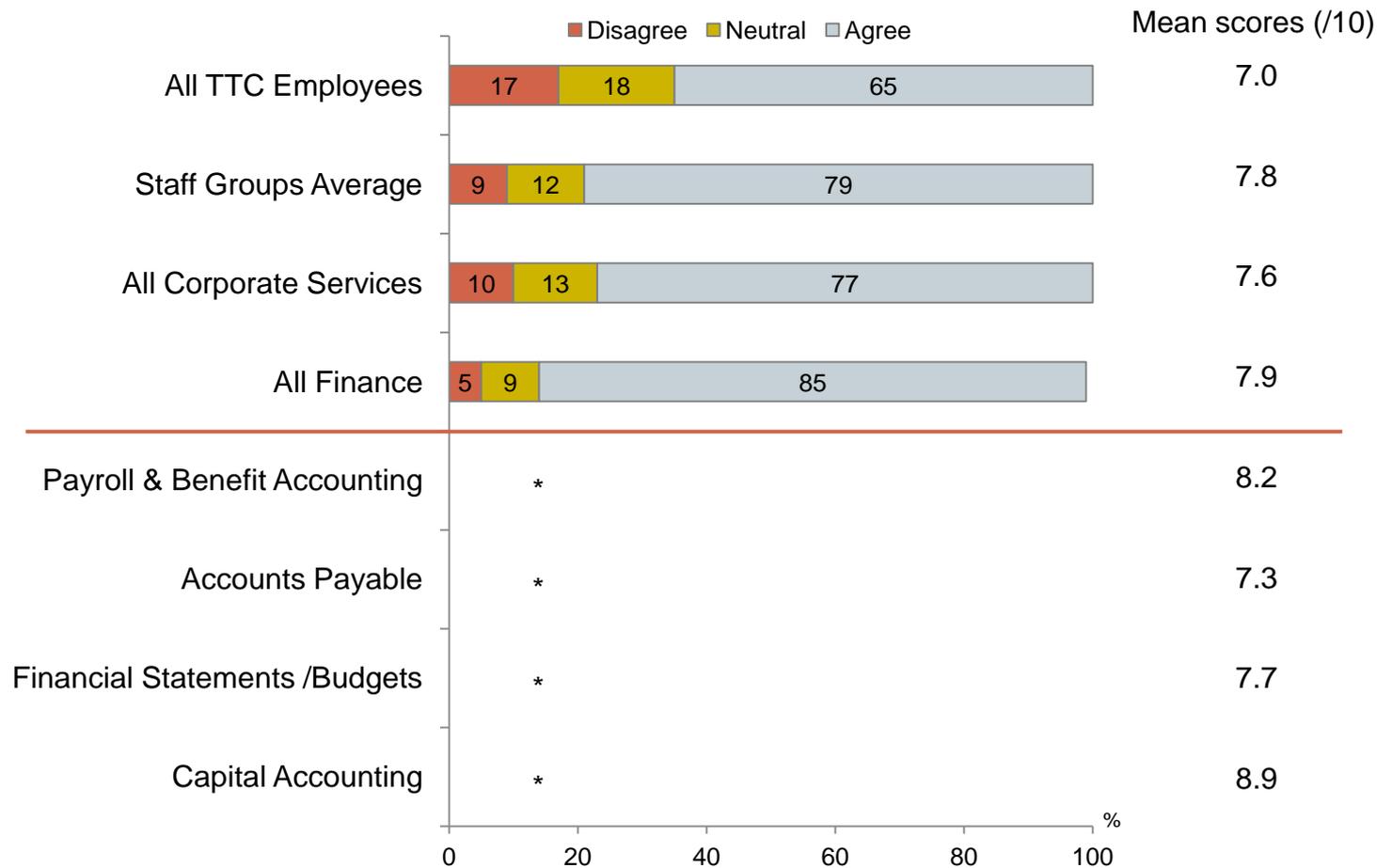
Total
(n= 75)

Mean=7.9



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



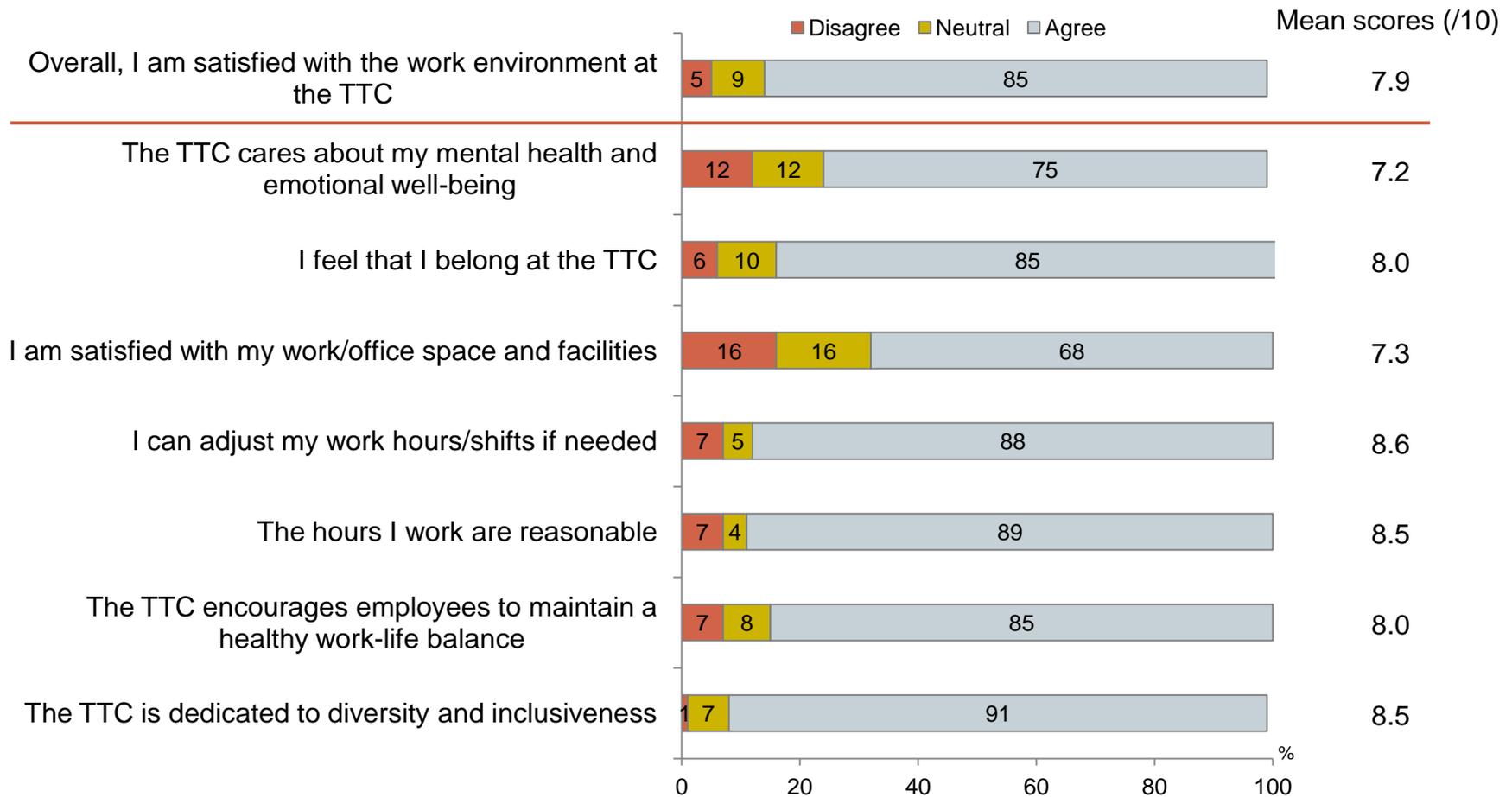
* Percentages suppressed as sample size <30.

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 - FINANCE



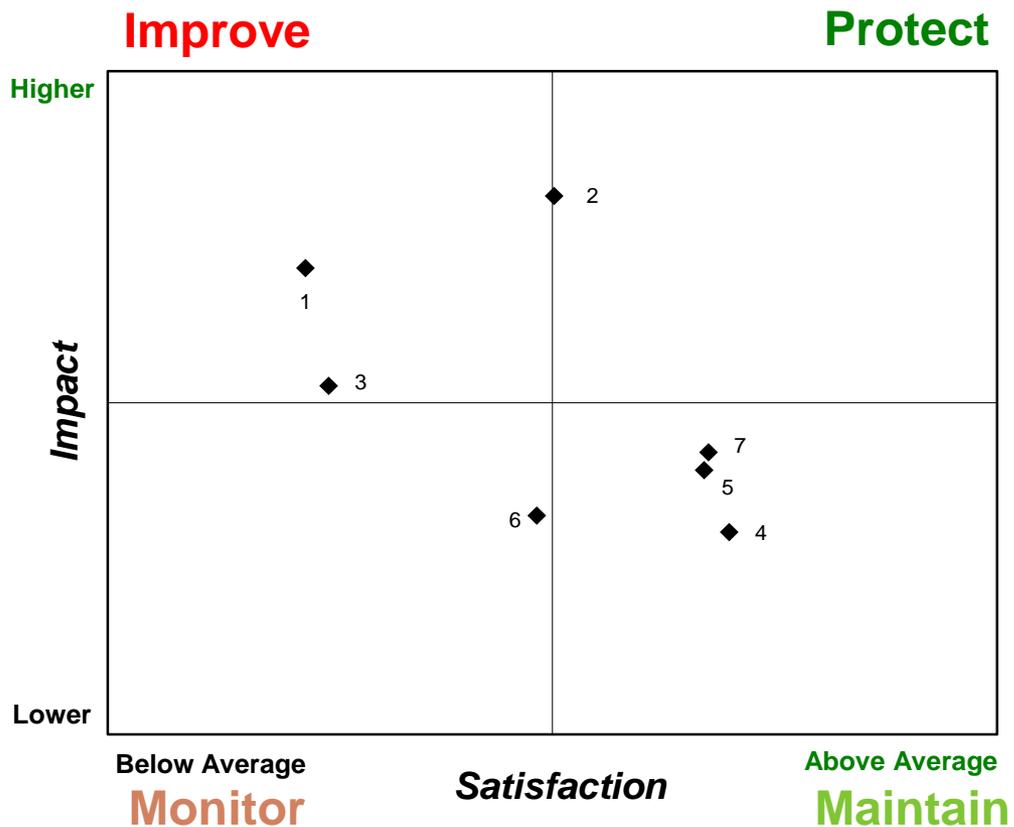
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Sample sizes vary by attribute.

YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Finance	Payroll & Benefit Accounting	Accounts Payable	Financial Statements/Budgets	Capital Accounting
Overall, I am satisfied with the work environment at the TTC	7.0	7.8	7.6	7.9	8.2	7.3	7.7	8.9
The TTC cares about my mental health and emotional well-being	6.2	7.1	7.0	7.2	7.3	5.5	7.4	8.8
I feel that I belong at the TTC	7.4	7.8	7.8	8.0	8.2	6.7	7.8	9.5
I am satisfied with my work/office space and facilities	6.5	7.2	6.9	7.3	8.8	5.6	6.9	8.0
I can adjust my work hours/shifts if needed	6.7	7.5	7.2	8.6	9.4	7.7	7.7	9.4
The hours I work are reasonable	7.7	8.4	8.3	8.5	8.5	8.9	7.7	9.2
The TTC encourages employees to maintain a healthy work-life balance	6.3	7.4	7.2	8.0	8.0	7.5	7.2	9.3
The TTC is dedicated to diversity and inclusiveness	7.4	8.0	7.9	8.5	8.6	7.9	8.6	9.4

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 - FINANCE

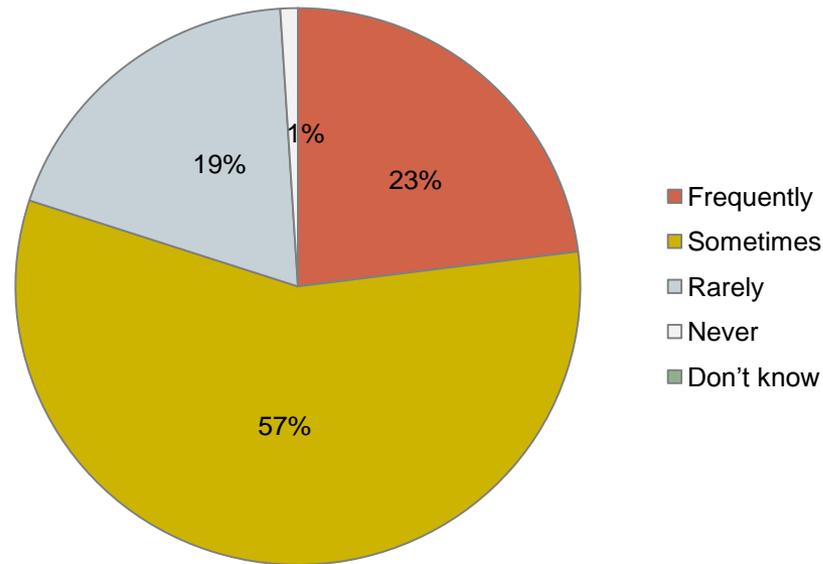


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 7.2 to 8.6.
 Impact values range between 6% to 58%.

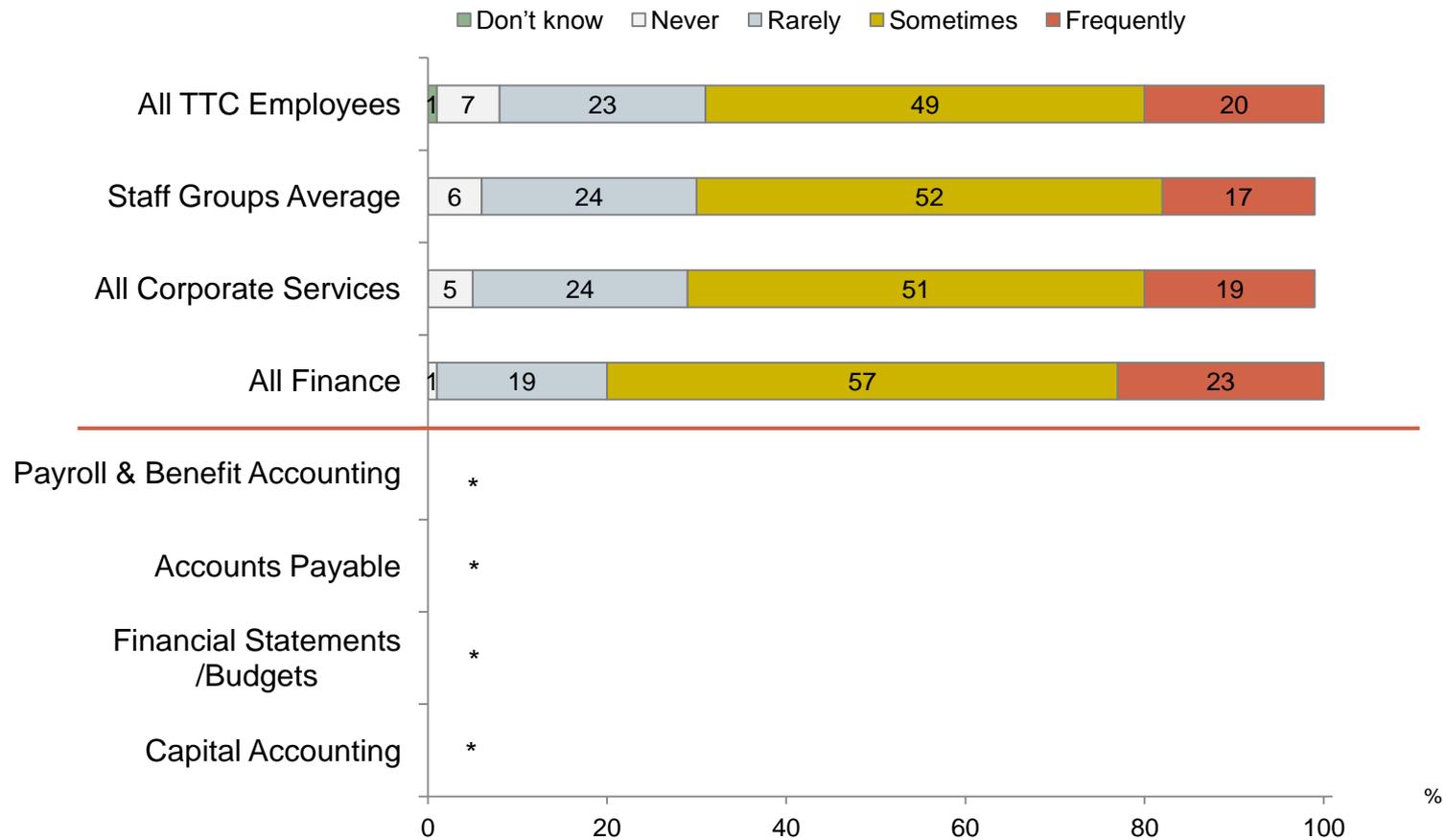
Finance

Total
(n= 75)



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



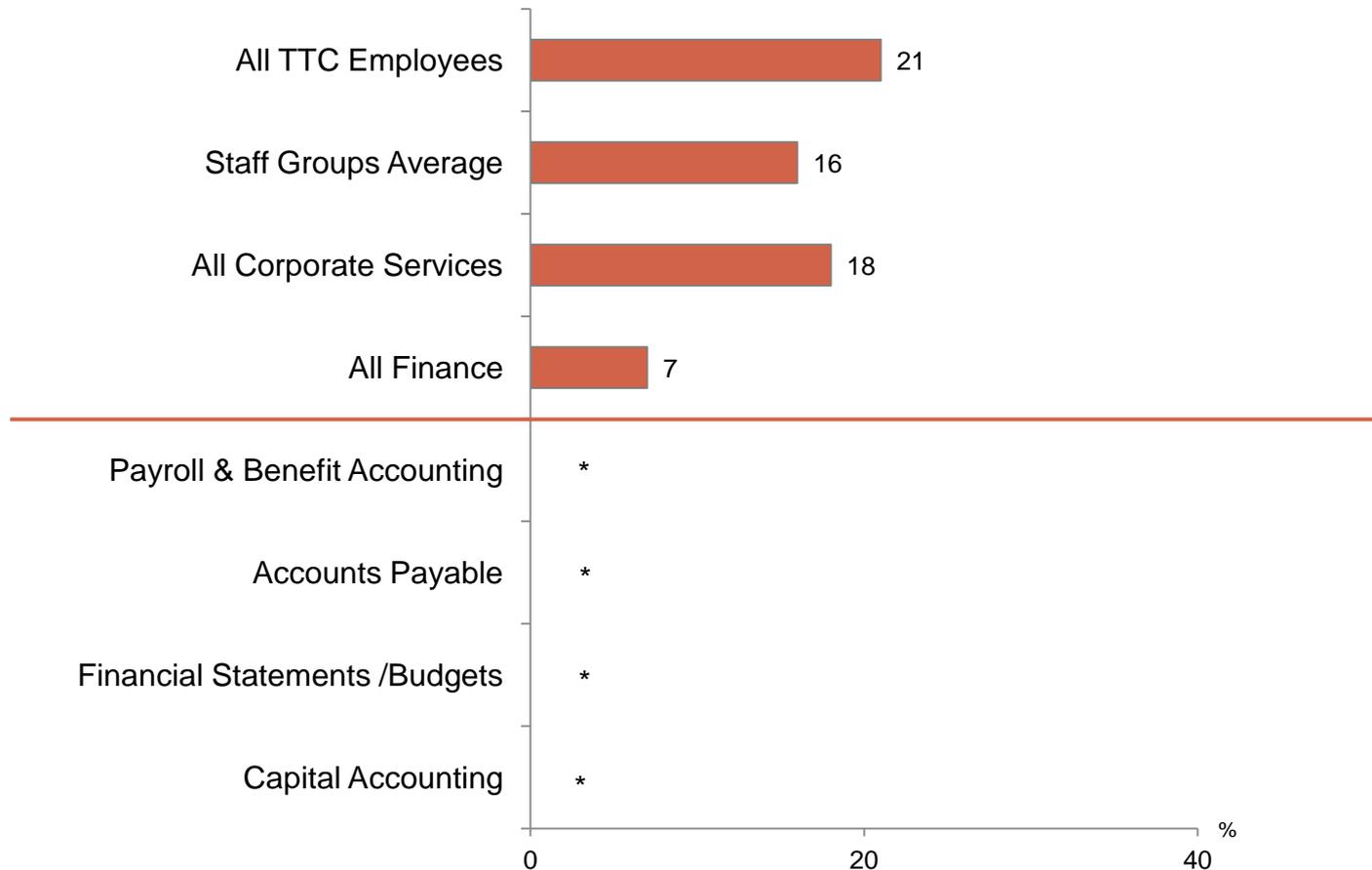
* Percentages suppressed as sample size <30.

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 as sample size <30.

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

DISCRIMINATION OR HARASSMENT EXPERIENCED

	Prefer not to answer range from 1-3%	Prefer not to answer range from 1-3%	Prefer not to answer range from 0-2%	Prefer not to answer range from 0-1%
% Yes	All TTC Employees	Staff Groups Average	All Corporate Services	All Finance
Disability	3	2	2	0
Ethnic Origin	6	2	2	0
Gender (includes gender expression)	3	2	2	1
Sex (including pregnancy)	2	2	3	0
Creed	2	1	1	0
Age	5	4	4	0
Race	6	2	2	0
Colour	5	1	1	0
Sexual Orientation	2	1	1	0
Family Status	2	2	2	0
Marital Status	2	2	1	0
Ancestry	3	1	2	1
Place of Origin	4	1	1	0
Citizenship	3	1	1	0
Personal Harassment	9	7	8	3
Other	4	2	2	4

Sample sizes vary by attribute.

No cost centre groupings are shown as each of these 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 Finance department employees provided a response to this question, no results can be shown.

Finance

Total
(n= 5)

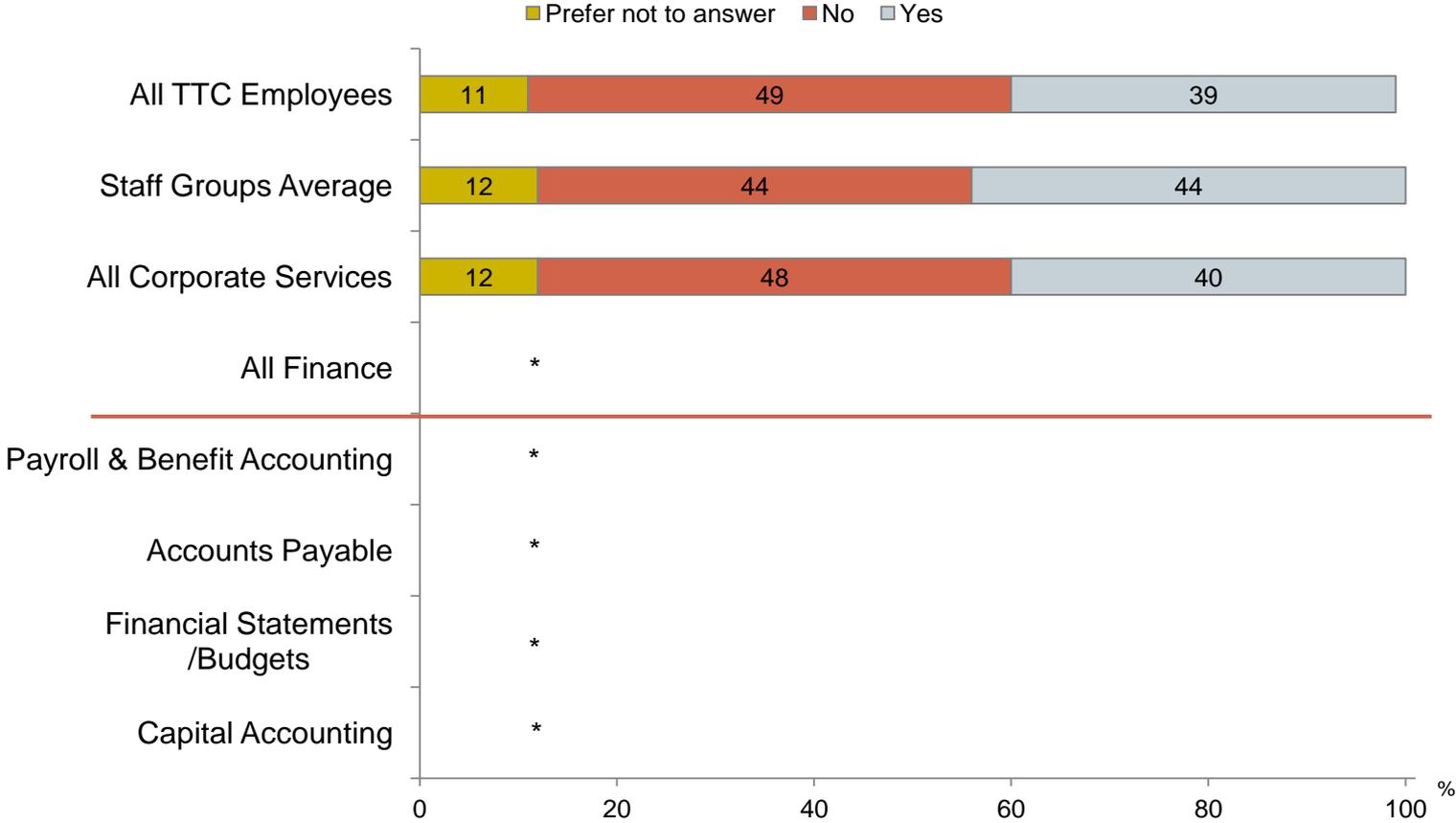
*

*Percentages suppressed due to small sample size (n<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



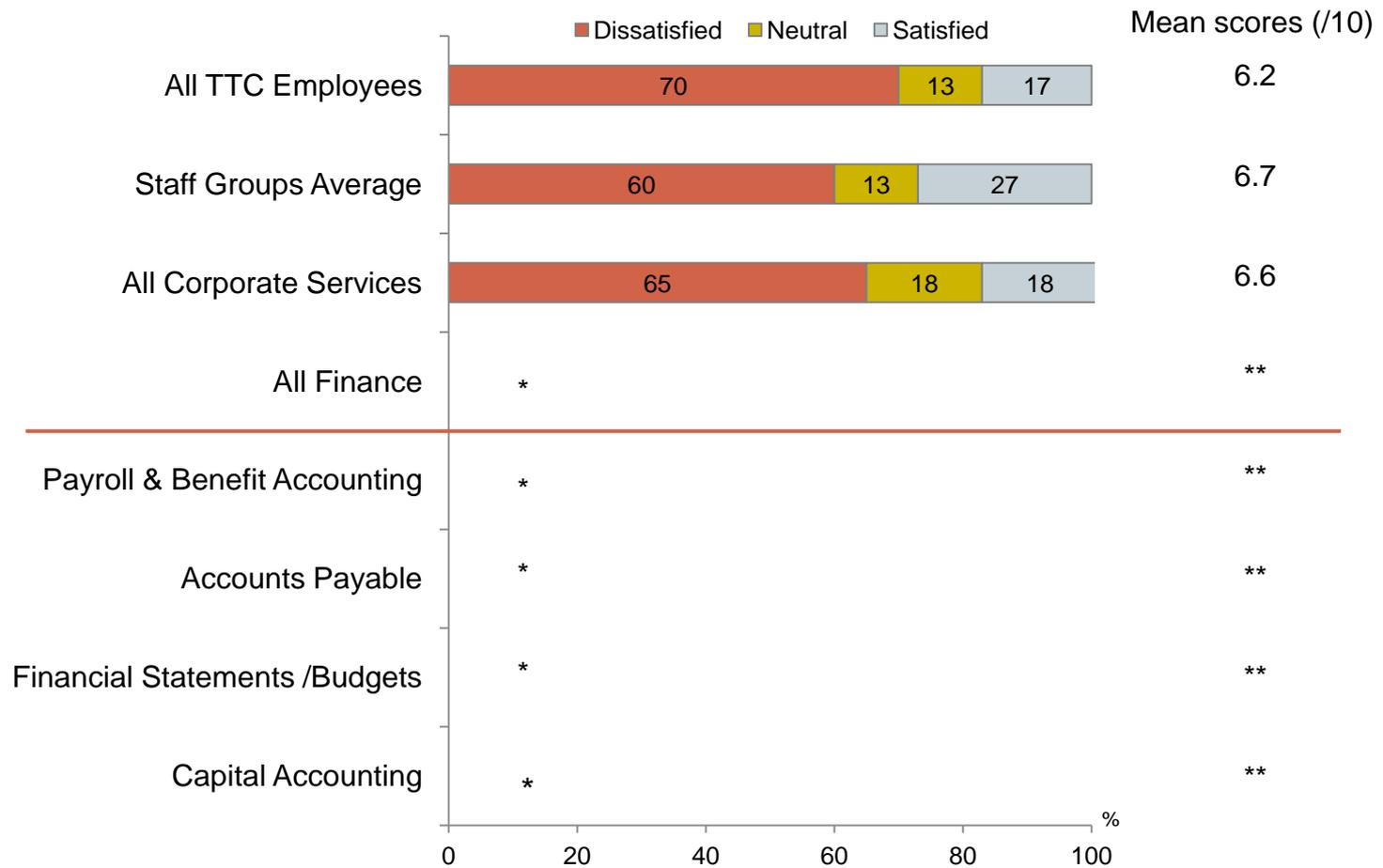
* Percentages suppressed due to sample size <30.

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 as sample size <30.

** Mean scores suppressed as 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 Finance department employees provided a response to this question, no results can be shown.

Finance

Total
(n= 2)

*

* Percentages suppressed due to small sample size (n<30).

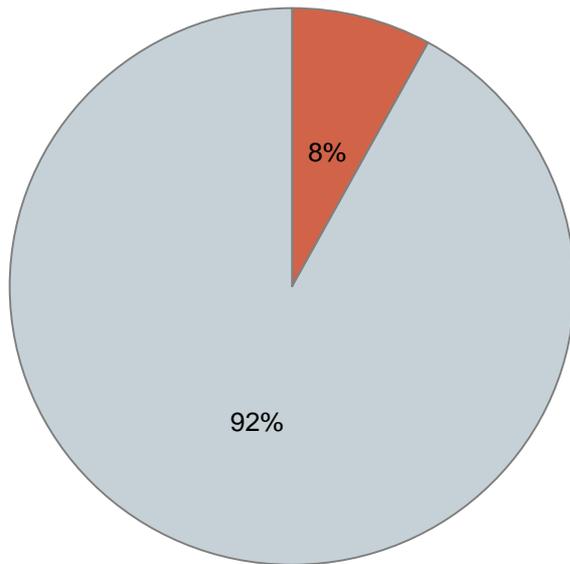
F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?

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

ABUSE FROM CUSTOMERS

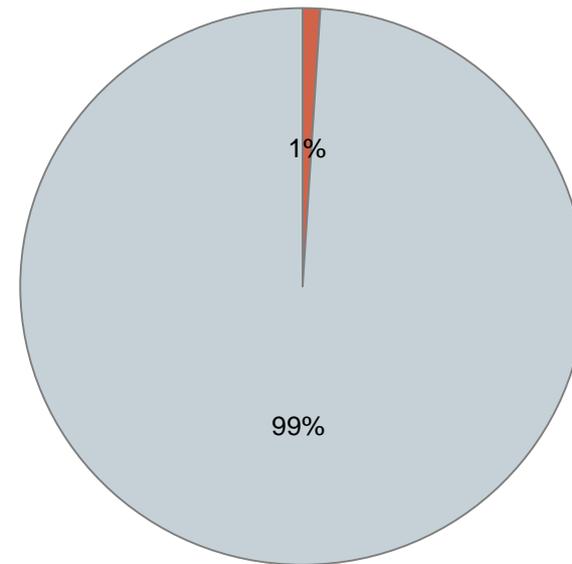
Finance

Verbally Abused
(n= 75)



■ Yes
■ No

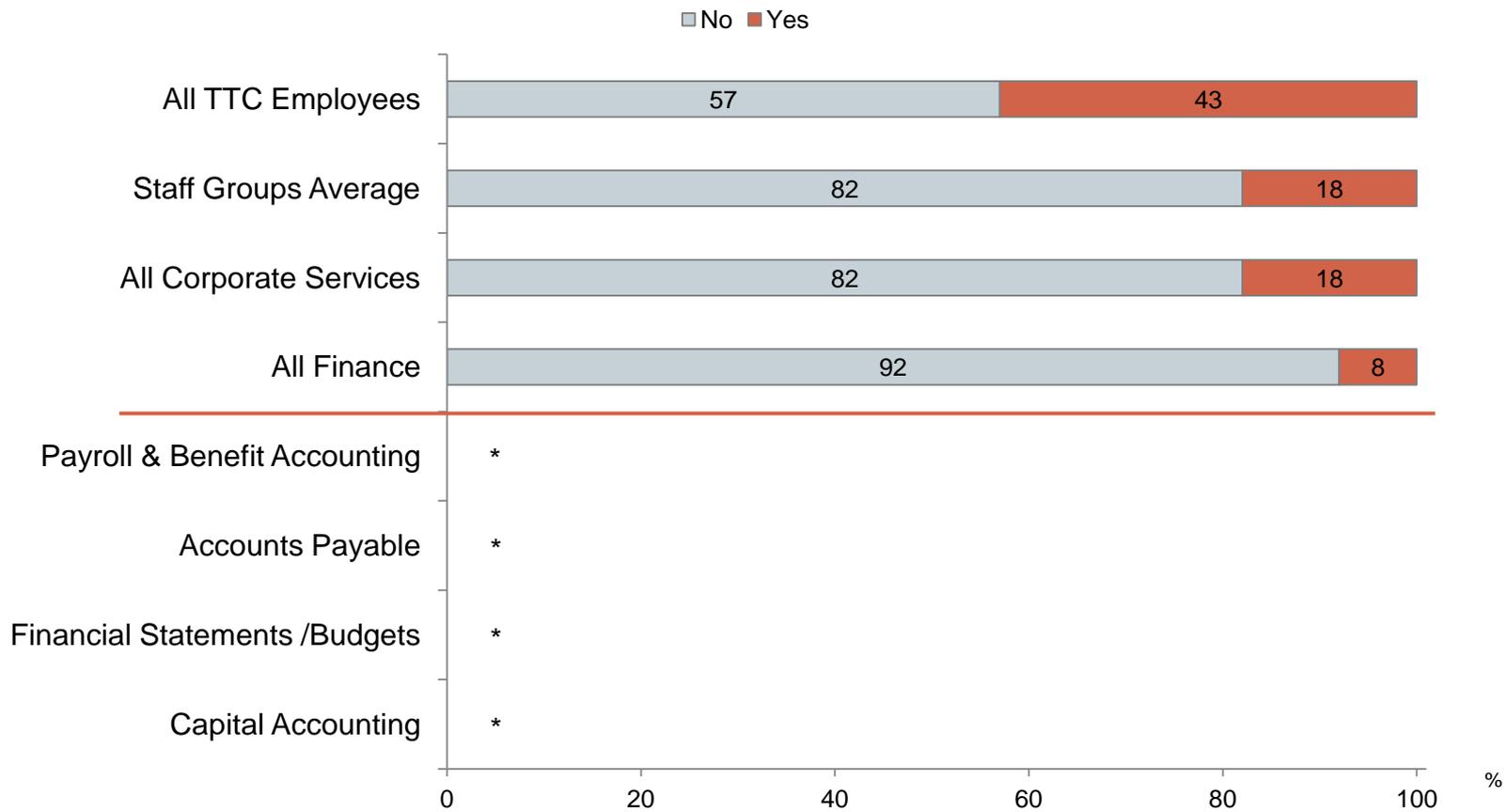
Physically Abused
(n= 75)



■ Yes
■ No

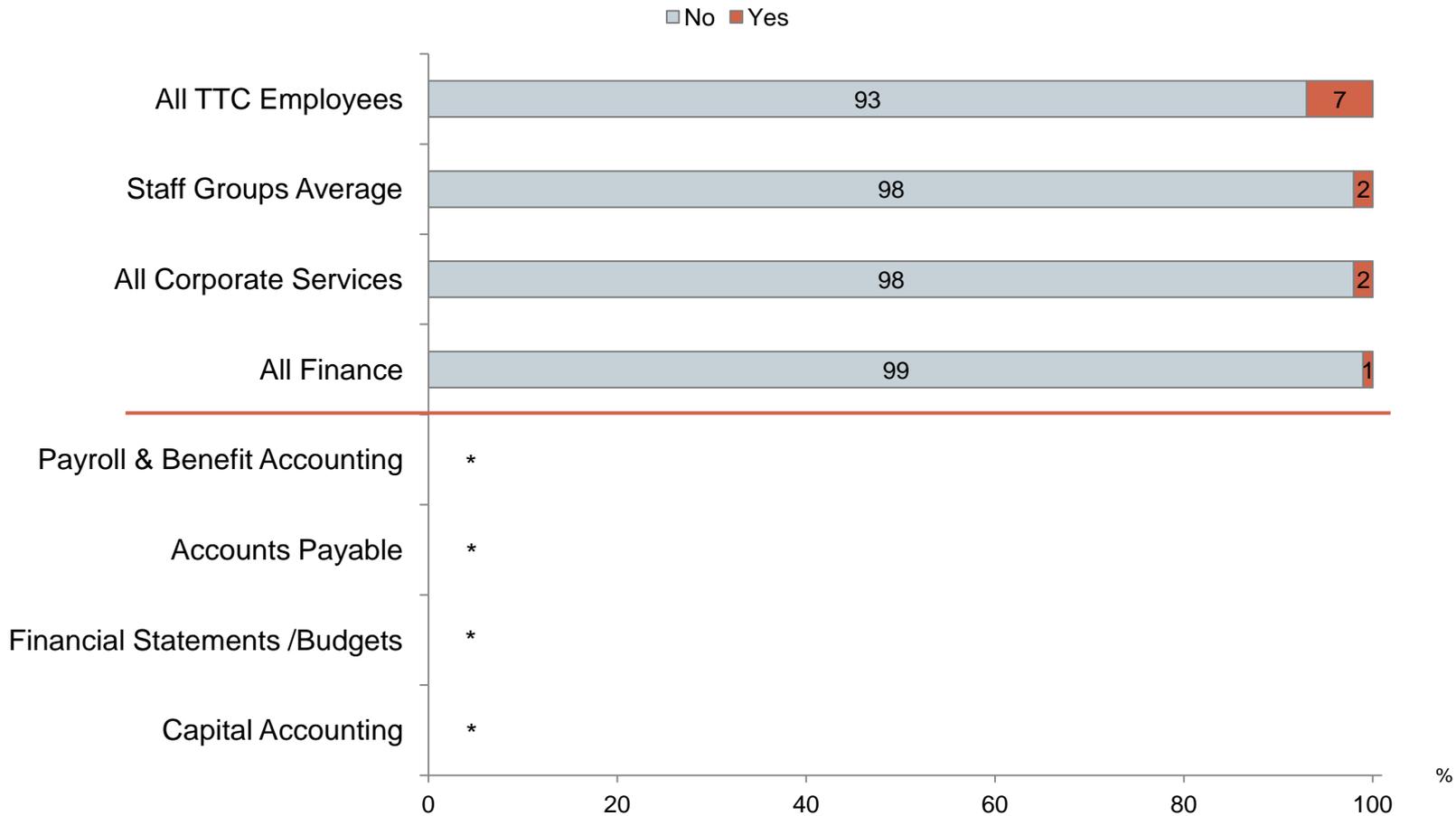
F7. In the past 12 months, have you been verbally abused by customers?
F8. In the past 12 months, have you been physically abused by customers?

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.

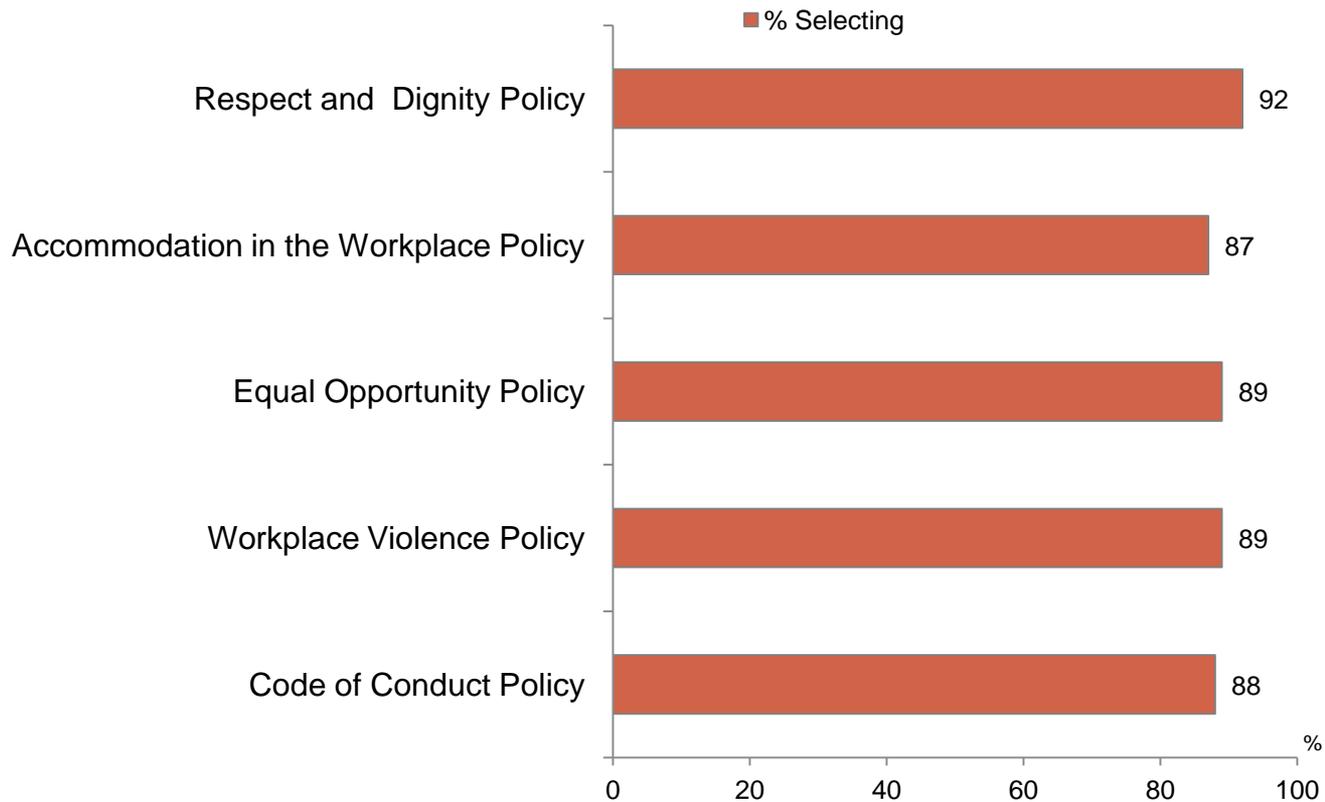
F8. In the past 12 months, have you been physically abused by customers?

Sample sizes vary by category.

FAMILIARITY WITH TTC POLICIES

- FINANCE

- 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
- Each of the policies was familiar to most Finance employees.



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

FAMILIARITY WITH TTC POLICIES - BY COST CENTRE/GROUPING

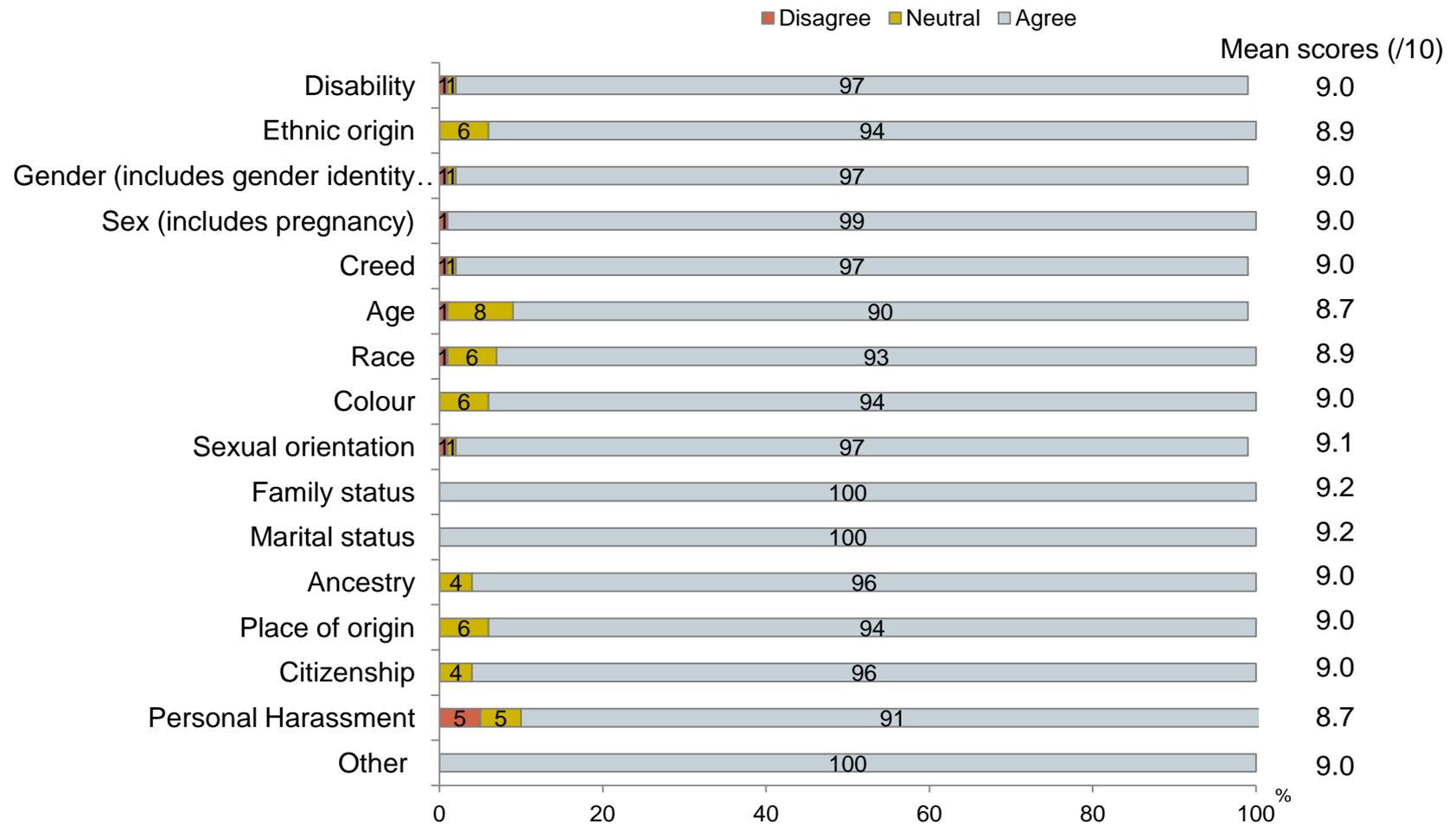
% Selecting	All TTC Employees	Staff Groups Average	All Corporate Services	All Finance
Respect and Dignity Policy	92	97	96	92
Accommodation in the Workplace Policy	76	87	88	87
Equal Opportunity Policy	81	88	89	89
Workplace Violence Policy	87	92	92	89
Code of Conduct Policy	82	92	91	88

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

No cost centre groupings are shown as each of these groupings are too small to report percentages (n<30).

EFFECTIVENESS OF TTC PRACTICES

- FINANCE



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 Corporate Services	All Finance	Payroll & Benefit Accounting	Accounts Payable	Financial Statements/Budgets	Capital Accounting
Disability	8.3	8.7	8.7	9.0	9.1	8.5	8.8	9.6
Ethnic Origin	8.3	8.6	8.7	8.9	8.9	8.4	8.9	9.6
Gender (includes gender expression)	8.5	8.7	8.7	9.0	8.7	8.4	9.2	9.6
Sex (including pregnancy)	8.5	8.7	8.7	9.0	9.1	8.5	8.8	9.6
Creed	8.5	8.8	8.8	9.0	9.2	8.5	8.6	9.6
Age	8.4	8.6	8.6	8.7	8.7	7.9	8.0	9.6
Race	8.4	8.7	8.7	8.9	8.6	8.5	8.9	9.6
Colour	8.4	8.7	8.7	9.0	9.0	8.5	8.9	9.6
Sexual Orientation	8.6	8.8	8.8	9.1	8.9	8.6	9.0	9.7
Family Status	8.6	8.8	8.8	9.2	9.2	8.5	9.4	9.6
Marital Status	8.6	8.9	8.9	9.2	9.2	8.5	9.4	9.6
Ancestry	8.6	8.8	8.8	9.0	8.8	8.6	9.0	9.6
Place of Origin	8.5	8.8	8.8	9.0	8.9	8.7	8.9	9.6
Citizenship	8.6	8.9	8.9	9.0	8.8	8.7	9.1	9.6
Personal Harassment	8.2	8.6	8.5	8.7	8.6	8.4	8.5	9.7
Other	8.2	8.2	8.3	9.0	**	**	**	**

** 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 PROTECT: YOUR JOB

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

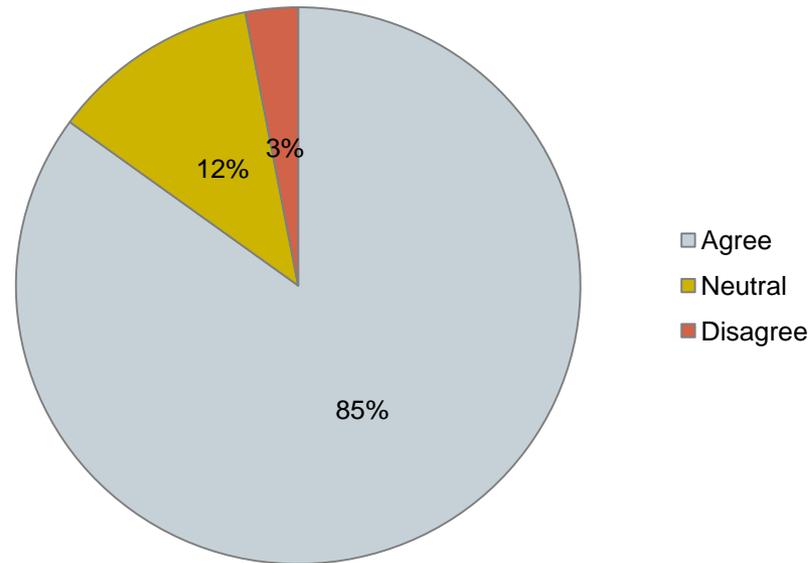
- Opportunity Analysis places “Your Job” as being the third most impactful on Employee Engagement overall and is an area with which Finance employees are, for the most part, satisfied, making this another Area to Protect.
- Overall employee satisfaction with the job they do is generally the highest for Capital Accounting and Financial Statements/Budgets. Similar to other areas, Accounts Payable was the least satisfied with this aspect of the employee experience.
- Across the specific aspects of the job, ratings were highest for, “I often look for ways to make improvements in how things are done” and “I am not afraid to suggest new ways of doing things in my job”. Ratings were lowest for, “I am given the freedom to make decisions in my job”. These results were fairly consistent for most cost centres, with the exception of Payroll & Benefit Accounting. For this cost centre, the lowest rating was for “My work enables me to use my skills and abilities”.
- To maintain high levels of employee satisfaction with their job, Opportunity Analysis identifies the following key Areas to Improve:
 - I feel motivated in my job
 - My work enables me to use my skills and abilities
- In addition, the following key Areas to Protect were identified:
 - I have the proper equipment/tools to do my job well
 - In my job, I feel able to put customers first
 - I feel well informed about how to improve customer service

OVERALL RATINGS OF YOUR JOB - FINANCE

Finance

Total
(n= 74)

Mean=8.3



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

OVERALL RATINGS OF YOUR JOB - BY COST CENTRE/GROUPING



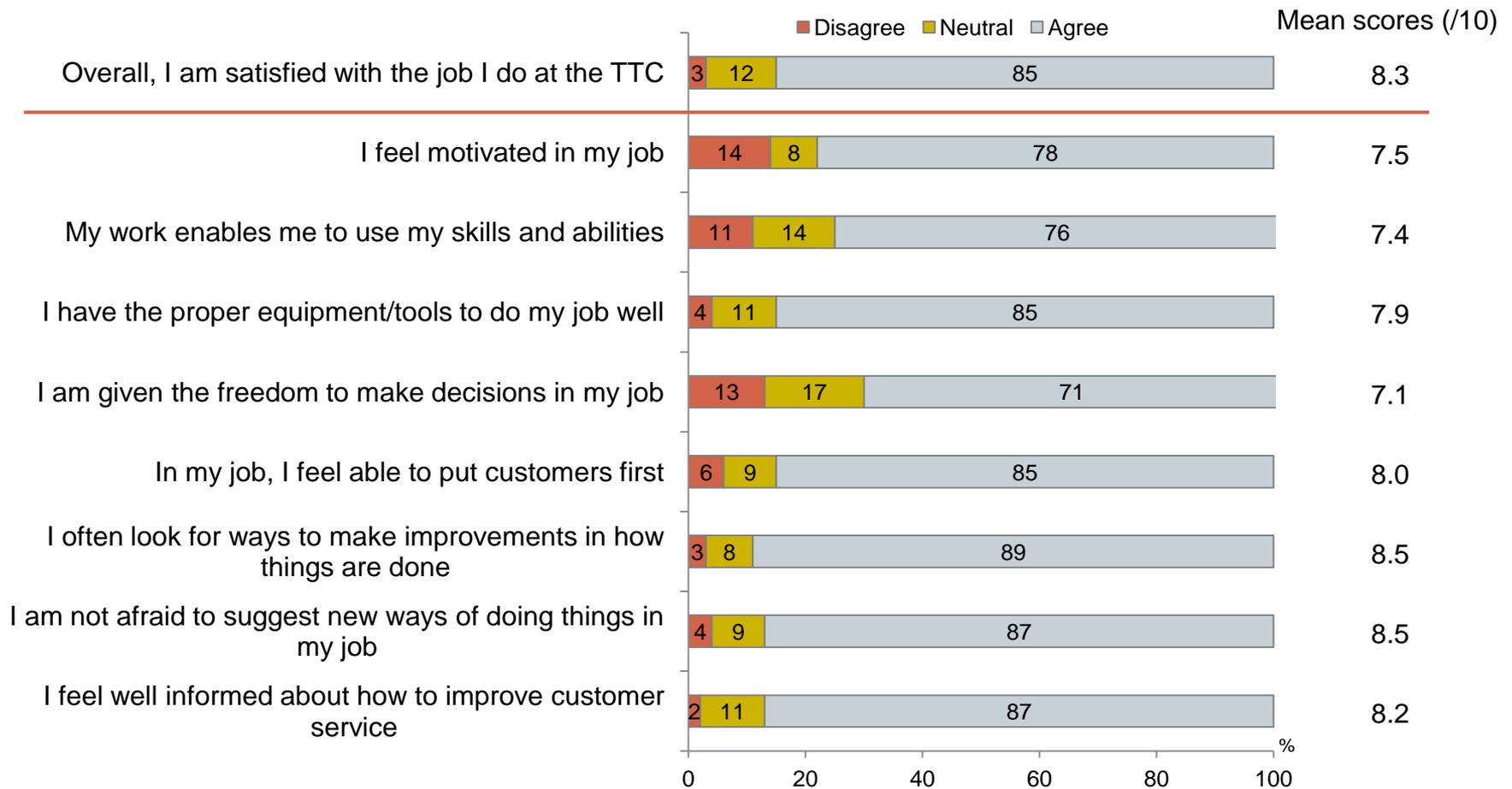
* Percentages suppressed as sample size <30.

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.

YOUR JOB - FINANCE



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

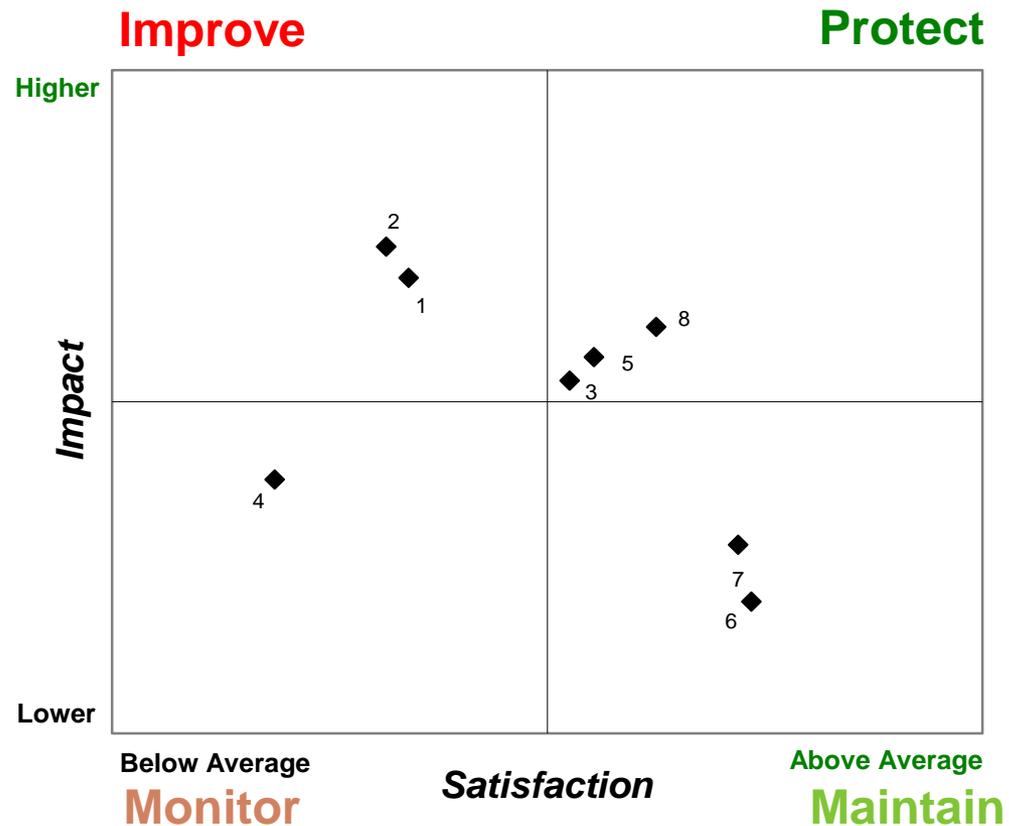
Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Finance	Payroll & Benefit Accounting	Accounts Payable	Financial Statements/Budgets	Capital Accounting
Overall, I am satisfied with the job I do at the TTC	8.1	8.4	8.4	8.3	8.2	7.8	8.5	9.0
I feel motivated in my job	7.0	7.3	7.4	7.5	7.3	6.4	7.5	8.5
My work enables me to use my skills and abilities	7.3	7.7	7.7	7.4	6.8	6.4	7.5	8.4
I have the proper equipment/tools to do my job well	6.8	7.3	7.2	7.9	7.8	7.4	7.5	9.2
I am given the freedom to make decisions in my job	6.5	7.3	7.3	7.1	7.5	5.5	6.7	8.0
In my job, I feel able to put customers first	7.5	7.9	7.9	8.0	8.3	7.5	7.4	**
I often look for ways to make improvements in how things are done	8.1	8.6	8.5	8.5	8.9	6.8	8.9	8.7
I am not afraid to suggest new ways of doing things in my job	7.6	8.3	8.2	8.5	8.5	7.8	9.0	9.0
I feel well informed about how to improve customer service	6.8	7.6	7.7	8.2	8.2	7.5	8.1	**

**Mean score suppressed due to small sample size (<10).

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

Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: YOUR JOB - FINANCE



- 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 7.1 to 8.5.
 Impact values range between 9% to 43%.

AREA TO IMPROVE: TRAINING AND DEVELOPMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

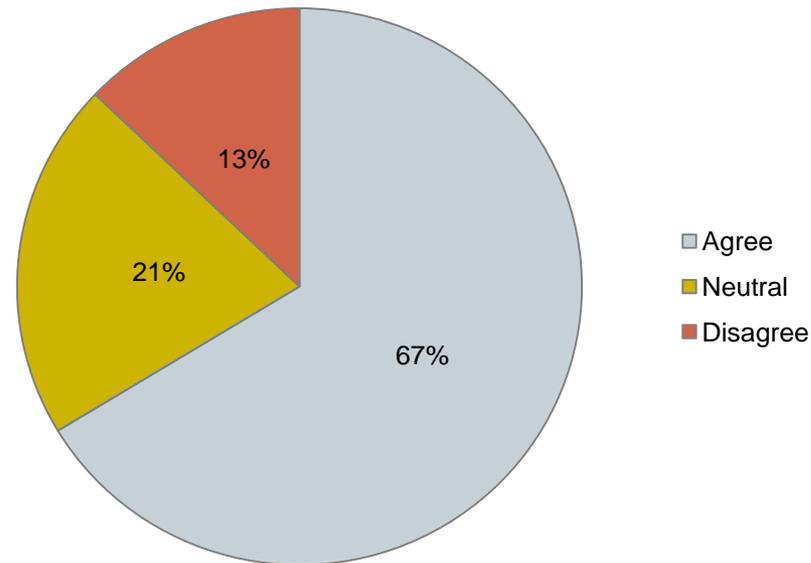
- Opportunity Analysis identifies “Training and Development” as the fourth most impactful on Employee Engagement and as an area in which Finance employees are relatively less satisfied, making this an Area to Improve.
- Overall satisfaction with training and development is generally the highest among employees in Capital Accounting, and the lowest among employees in Payroll & Benefit Accounting and Accounts Payable.
- Across the specific aspects of Training and Development, ratings were the highest for, “The TTC provides ongoing training opportunities so I can develop my skills,” followed by “My on-boarding/induction experience was positive”. Ratings were the lowest for, “The way people are selected for jobs in the TTC is fair”, and “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”.
- Results were generally consistent across cost centres for the lowest rated attributes. There was some variability in terms of which aspects were scored highest.
- To improve employee satisfaction with Training and Development, Opportunity Analysis identifies the following key area of focus:
 - I am satisfied with the career development opportunities available to me
 - I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor
 - The way people are selected for jobs in the TTC is fair
- In addition, the following areas were identified as key Areas to Protect:
 - I am satisfied with the support I receive on my personal development

OVERALL RATINGS OF TRAINING AND DEVELOPMENT – FINANCE

Finance

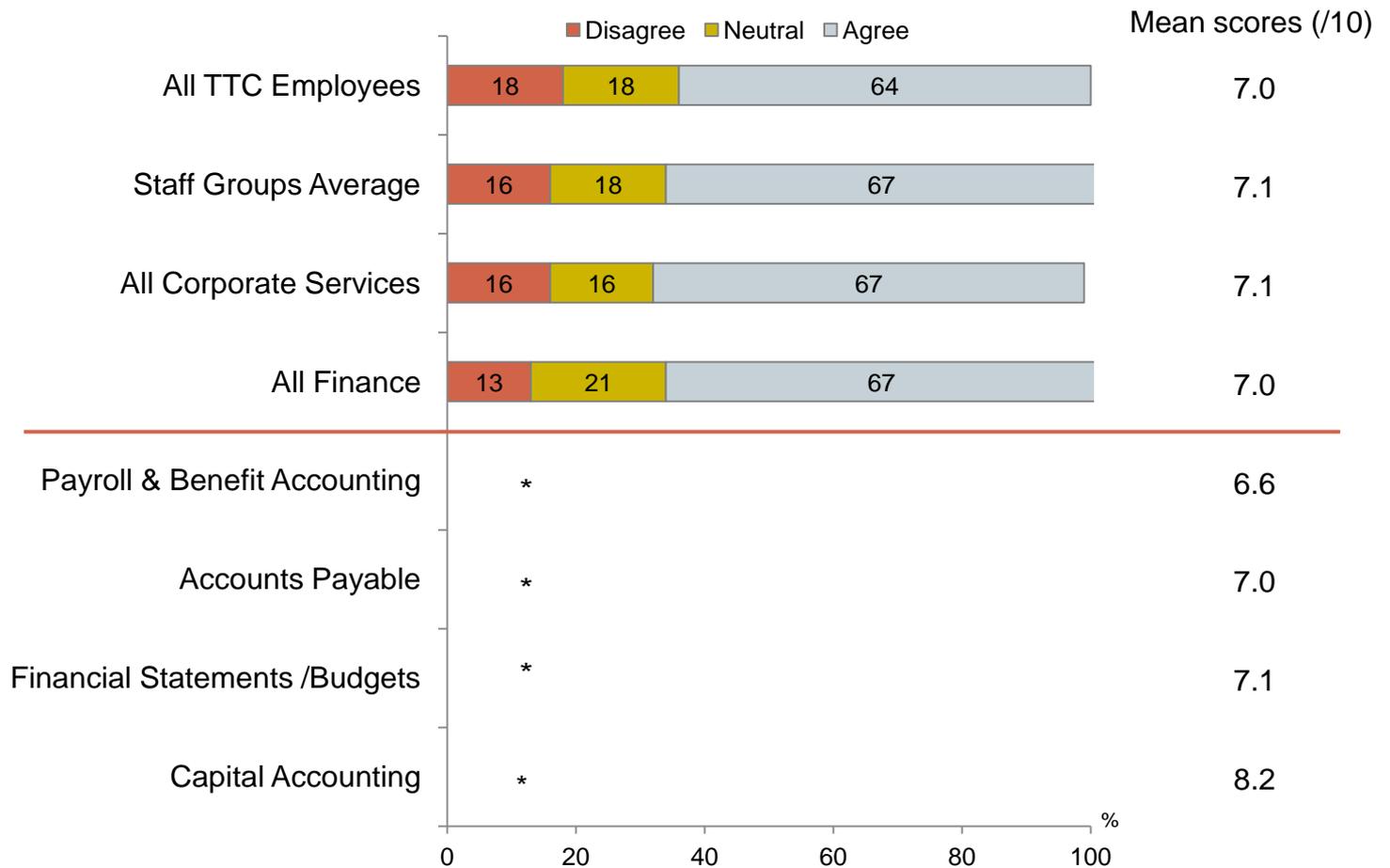
Total
(n= 72)

Mean=7.0



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



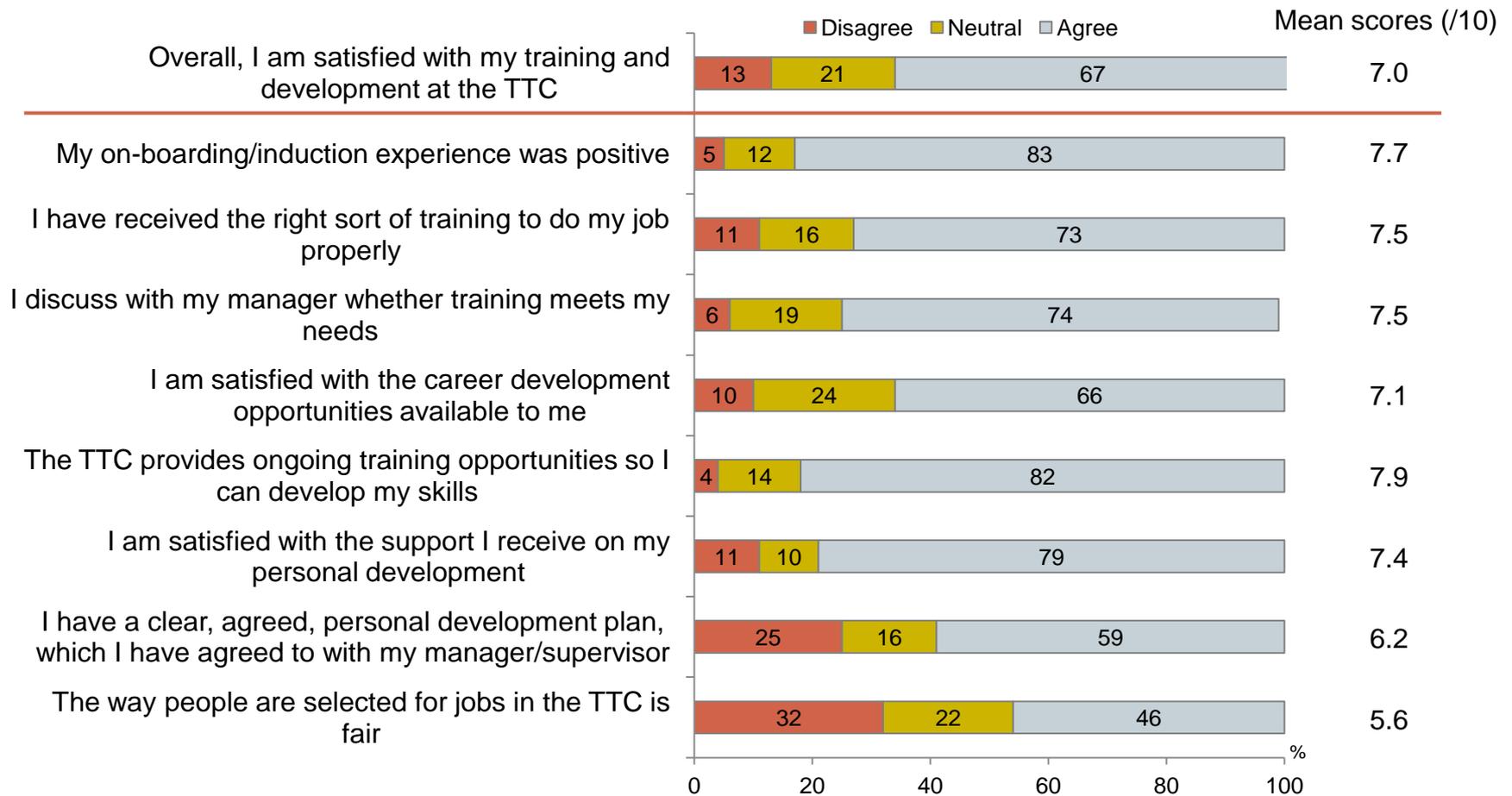
* Percentages suppressed as sample size <30.

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 - FINANCE



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

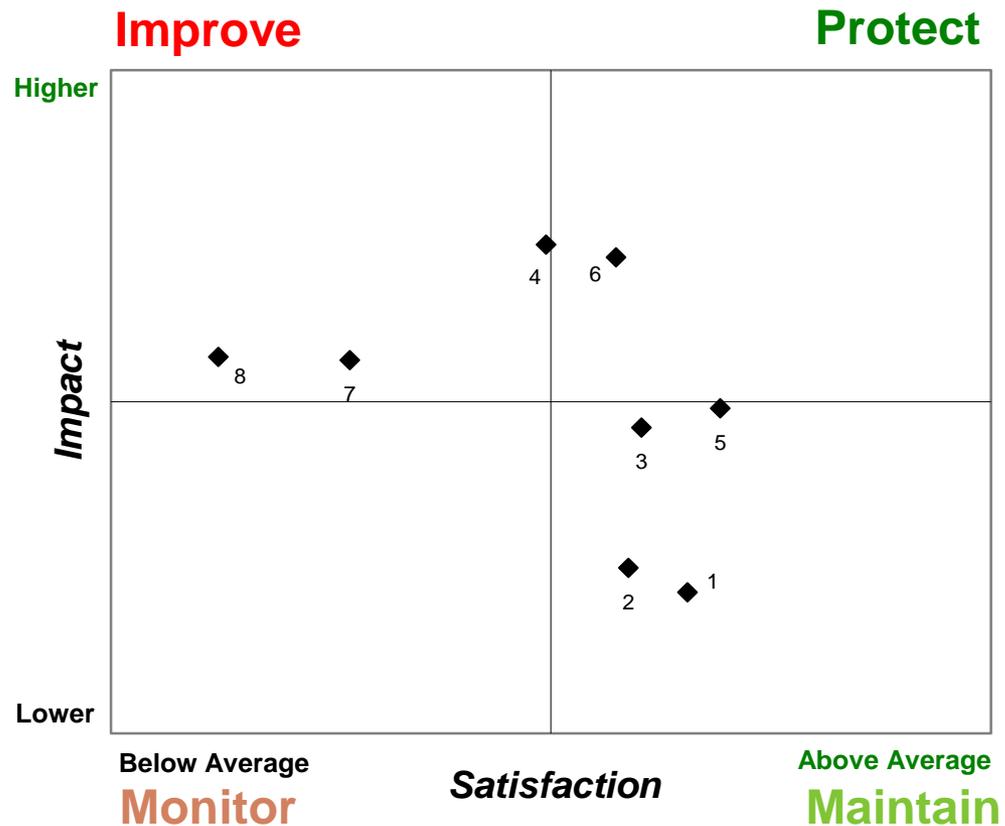
Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Finance	Payroll & Benefit Accounting	Accounts Payable	Financial Statements/ Budgets	Capital Accounting
Overall, I am satisfied with my training and development at the TTC	7.0	7.1	7.1	7.0	6.6	7.0	7.1	8.2
My on-boarding/induction experience was positive	7.9	7.9	7.9	7.7	8.1	6.7	7.7	**
I have received the right sort of training to do my job properly	7.6	7.7	7.6	7.5	8.0	5.8	7.6	8.6
I discuss with my manager whether training meets my needs	6.7	7.5	7.4	7.5	7.9	6.7	7.8	8.5
I am satisfied with the career development opportunities available to me	6.9	6.9	6.9	7.1	6.9	7.0	7.1	8.0
The TTC provides ongoing training opportunities so I can develop my skills	7.0	7.5	7.5	7.9	8.3	8.1	7.3	8.5
I am satisfied with the support I receive on my personal development	6.5	7.1	7.0	7.4	6.7	7.7	7.7	8.5
I have a clear, agreed, personal development plan, agreed to with my manager/supervisor	5.5	6.3	6.2	6.2	6.1	6.3	6.0	7.7
The way people are selected for jobs in the TTC is fair	5.6	5.7	5.6	5.6	4.4	5.2	6.3	7.7

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

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

Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: TRAINING AND DEVELOPMENT – FINANCE



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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 5.6 to 7.9.
 Impact values range between 30% to 71%.

AREA TO MONITOR: PERFORMANCE AND REWARD

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

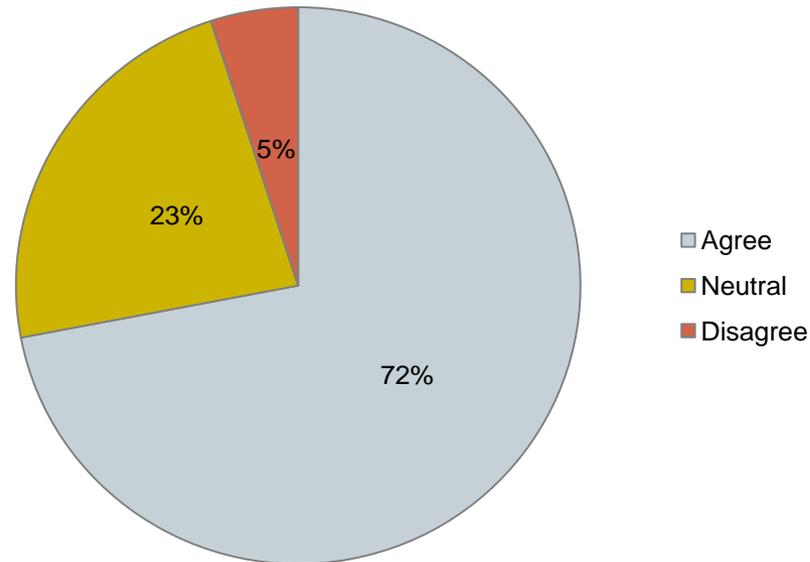
- Although “Performance and Reward” is not the most influential aspect of the employee experience, Opportunity Analysis still identifies it as having a moderate impact on Employee Engagement and as an area in which Finance employees are relatively less satisfied, making this an Area to Monitor.
- Overall satisfaction with the way the TTC recognizes and rewards employees is the highest for Capital Accounting, followed by Payroll & Benefit Accounting. Employee satisfaction in this area is the lowest for Accounts Payable and Financial Statements/Budgets.
- Across the specific aspects of Performance and Reward, ratings were the highest for, “The TTC offers good job security”, followed by “I am satisfied with my pay and benefits, given the job I do”. Ratings were lowest for “Poor performance is not tolerated”.
- These results were generally consistent across cost centres, with the exception of Accounts Payable, where the mean score for “At the TTC, the recognition and / or rewards are meaningful” was notably lower than other cost centres.
- 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

OVERALL RATINGS OF PERFORMANCE AND REWARD - FINANCE

Finance

Total
(n= 74)

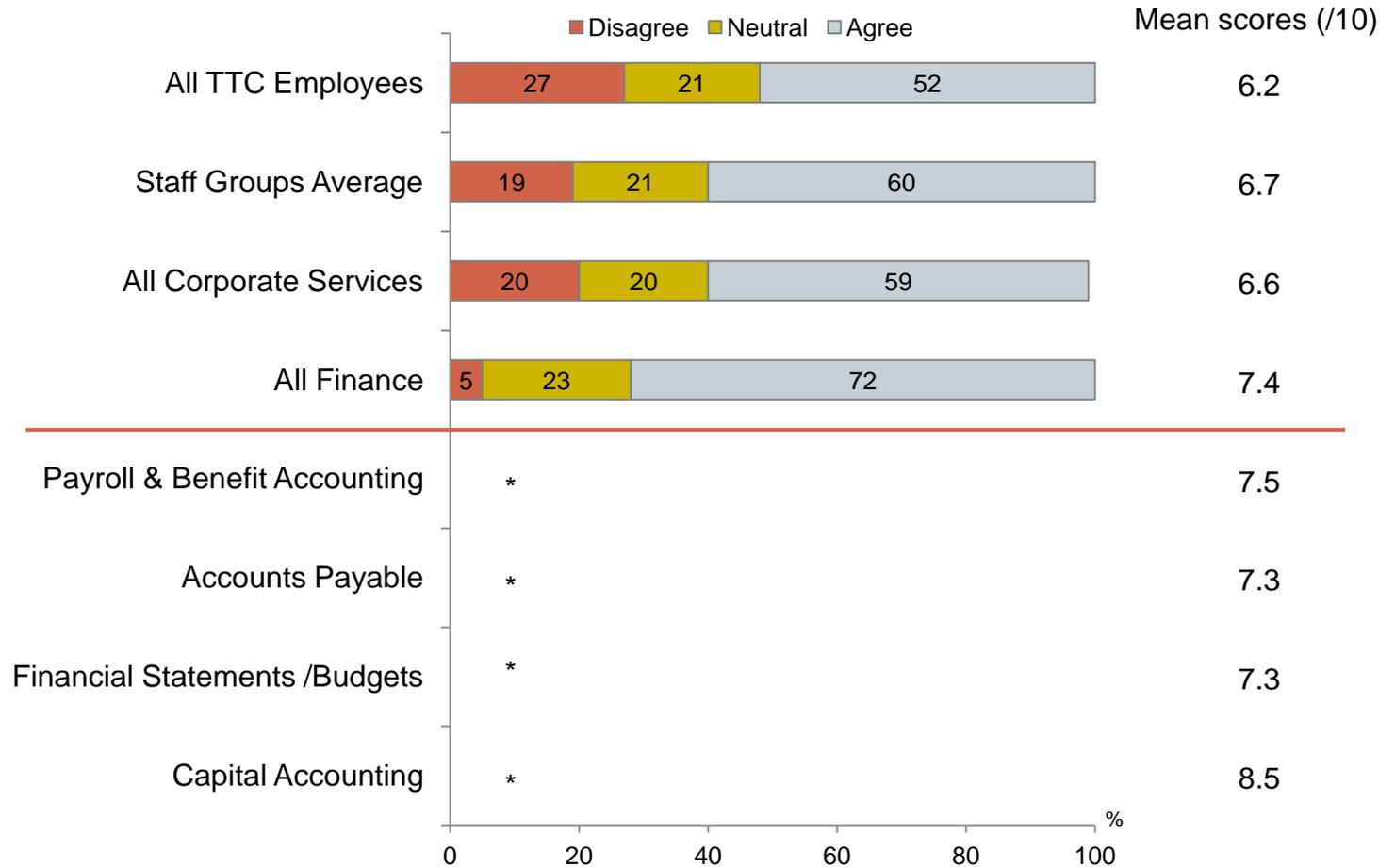
Mean=7.4



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



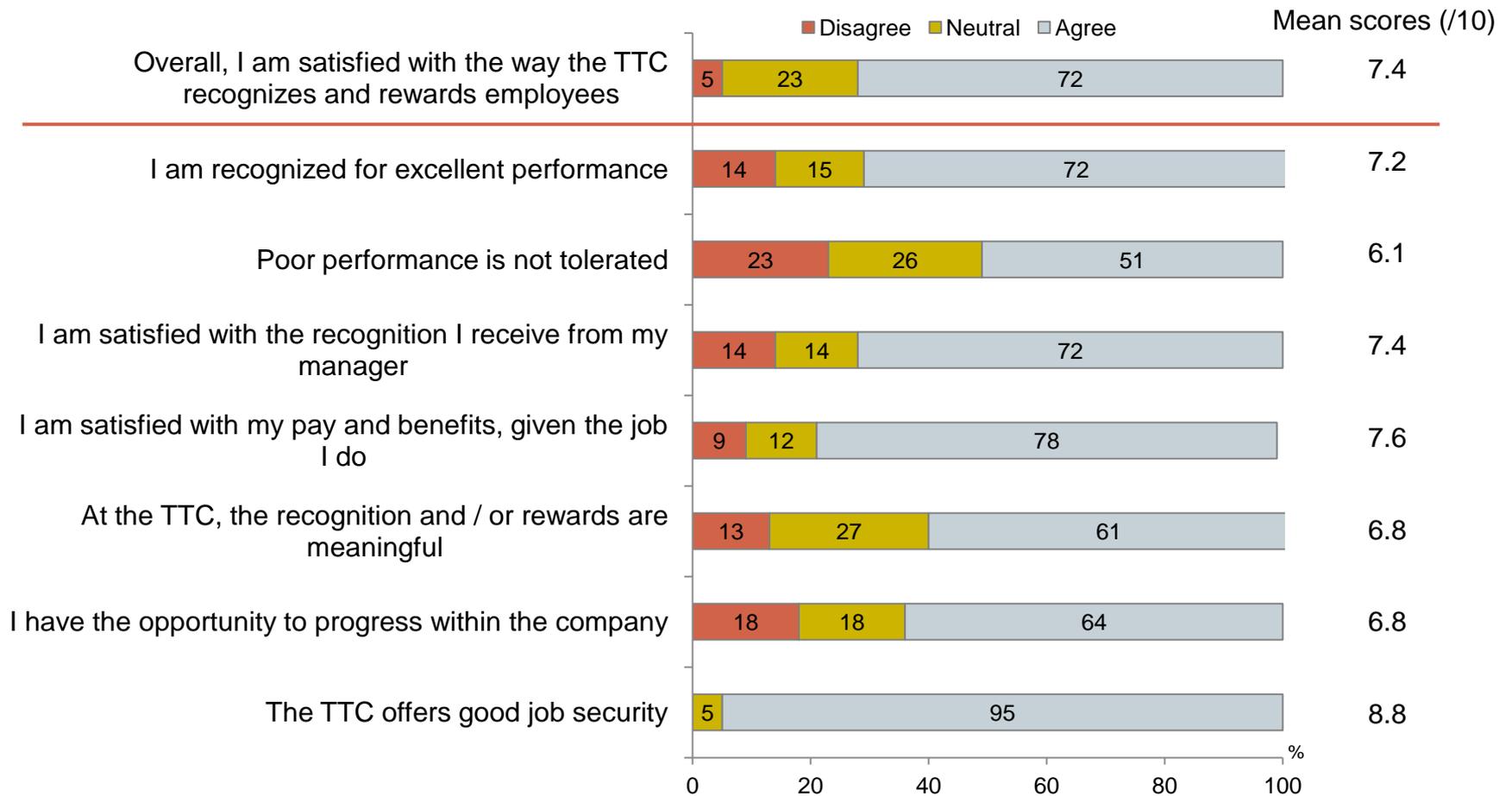
* Percentages suppressed as sample size <30.

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 - FINANCE



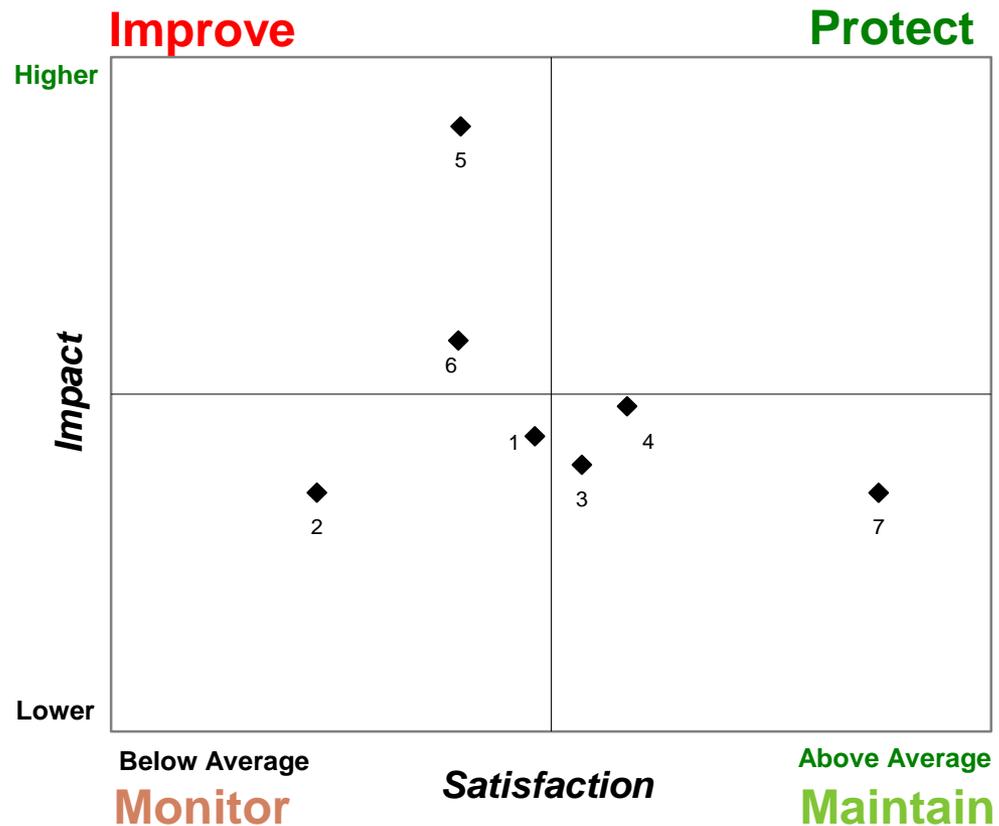
I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.
Sample sizes vary by attribute.

PERFORMANCE AND REWARD - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Finance	Payroll & Benefit Accounting	Accounts Payable	Financial Statements/ Budgets	Capital Accounting
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.6	7.4	7.5	7.3	7.3	8.5
I am recognized for excellent performance	5.9	6.7	6.5	7.2	6.9	6.5	7.4	9.1
Poor performance is not tolerated	5.9	6.2	5.9	6.1	6.0	5.8	5.8	7.8
I am satisfied with the recognition I receive from my manager	6.0	6.9	6.7	7.4	7.4	6.5	7.9	9.2
I am satisfied with my pay and benefits, given the job I do	7.7	7.4	7.4	7.6	8.3	6.1	7.3	8.5
At the TTC, the recognition and / or rewards are meaningful	5.9	6.3	6.2	6.8	7.0	6.9	6.1	8.4
I have the opportunity to progress within the company	6.9	6.6	6.7	6.8	6.6	6.3	7.1	8.1
The TTC offers good job security	8.3	8.4	8.5	8.8	9.0	8.1	8.8	9.3

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 - FINANCE



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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 6.1 to 8.8.
 Impact values range between 18% to 51%.

AREA TO MONITOR: YOUR MANAGER/SUPERVISOR

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

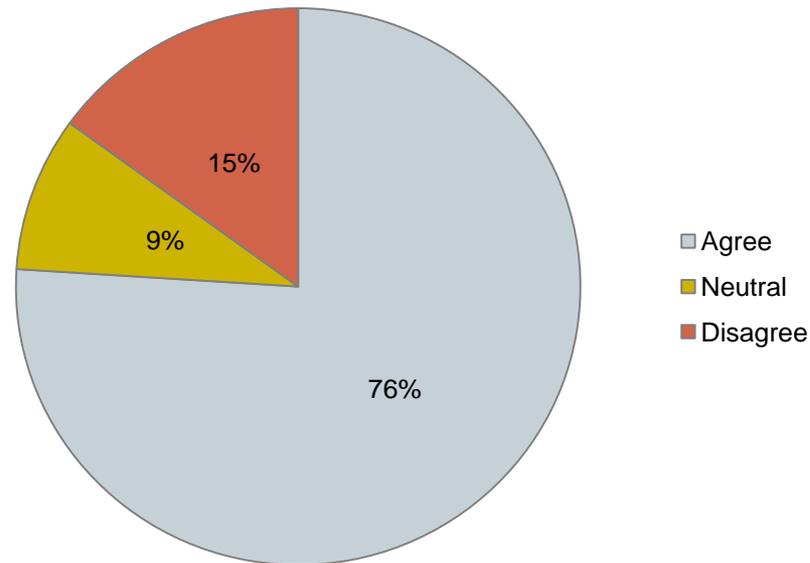
- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Your Manager/Supervisor” as having a moderate impact on Employee Engagement and is an area in which Finance employees are relatively less satisfied, making this an Area to Monitor.
- Overall satisfaction with their immediate manager or supervisor is generally highest for Capital Accounting employees, and lowest for Payroll & Benefit Accounting.
- Across the specific qualities of Your Manager/Supervisor, ratings were highest for, “I get help and support from my manager/supervisor when I need it,” followed by “My manager/supervisor actively discourages prejudice,” and “I have confidence in my manager’s/supervisor’s skills and abilities”. Ratings were lowest for, “My manager/supervisor manages people well”. These results were somewhat variable by cost centre, with a few exceptions.
- To improve employee satisfaction with Your Manager/Supervisor, Opportunity Analysis identifies several key areas of focus, primarily relating to management style and leadership. These Areas to Improve include:
 - My manager/supervisor manages people well
 - My manager/supervisor leads by example
 - My manager/supervisor tells me why decisions have been made
 - I receive constructive feedback about my performance from my manager/supervisor
- Of note, “My manager/supervisor treats me fairly” was identified as an Area to Protect.

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - FINANCE

Finance

Total
(n= 75)

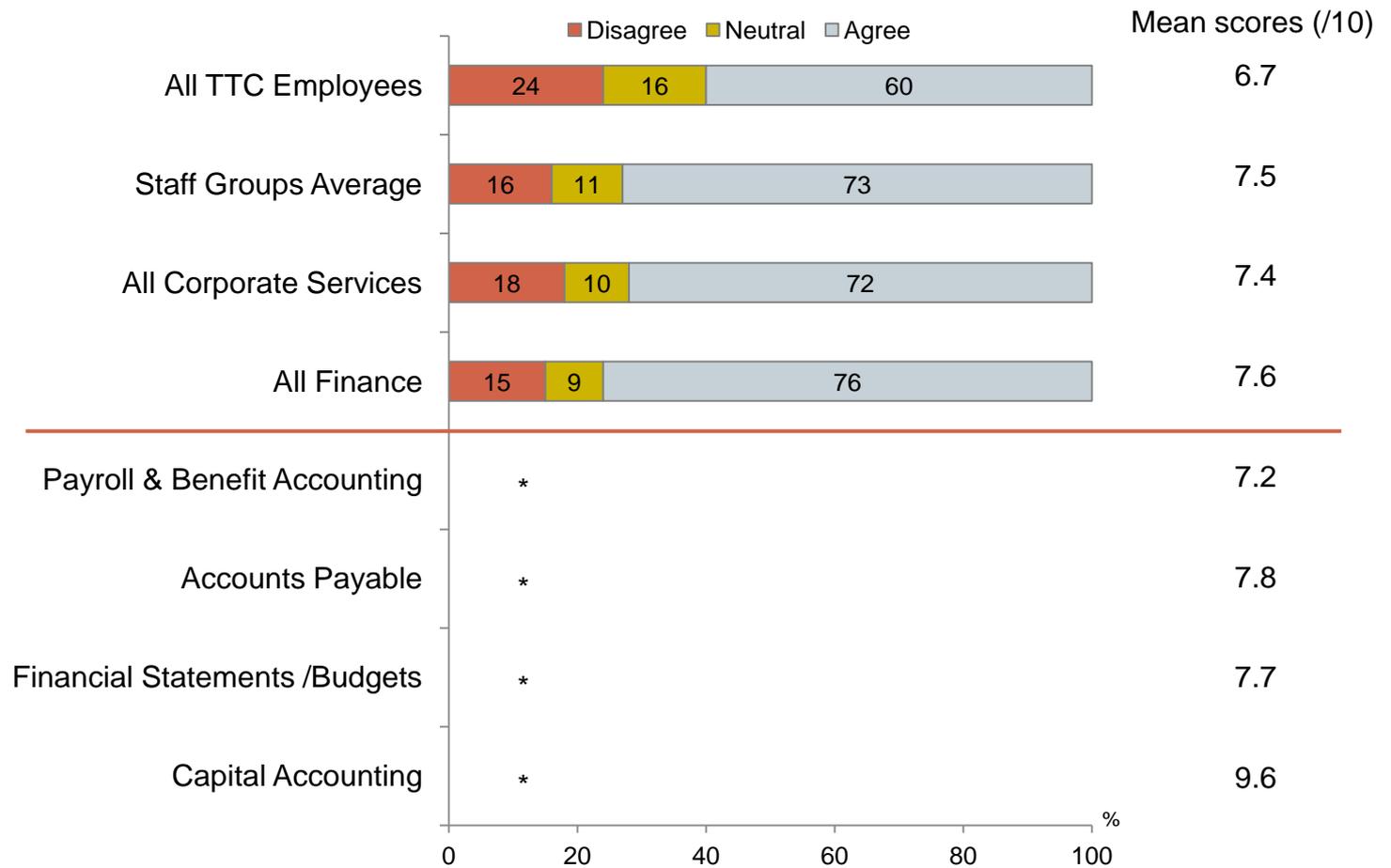
Mean=7.6



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



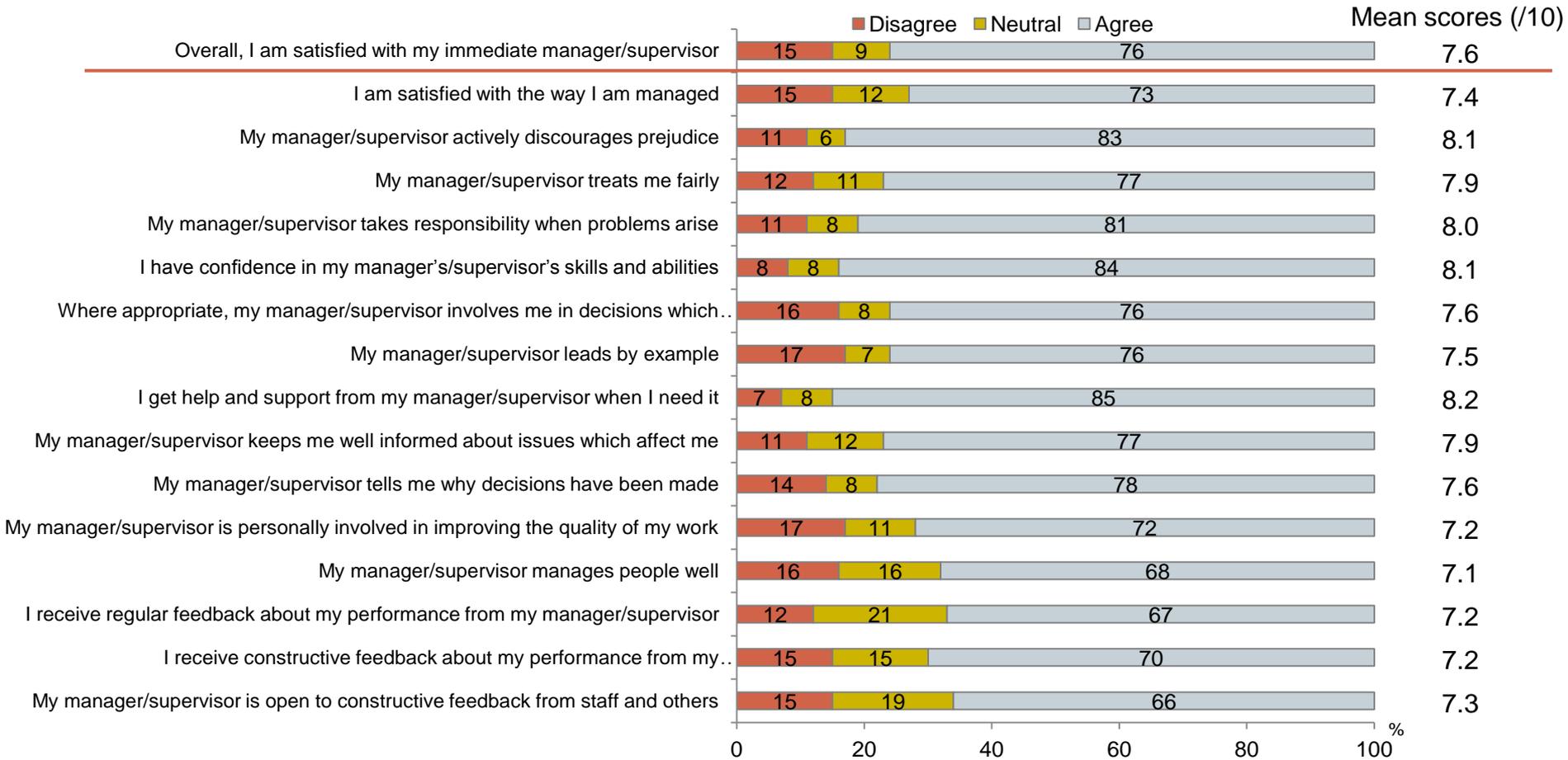
* Percentages suppressed as sample size <30.

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 - FINANCE



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.

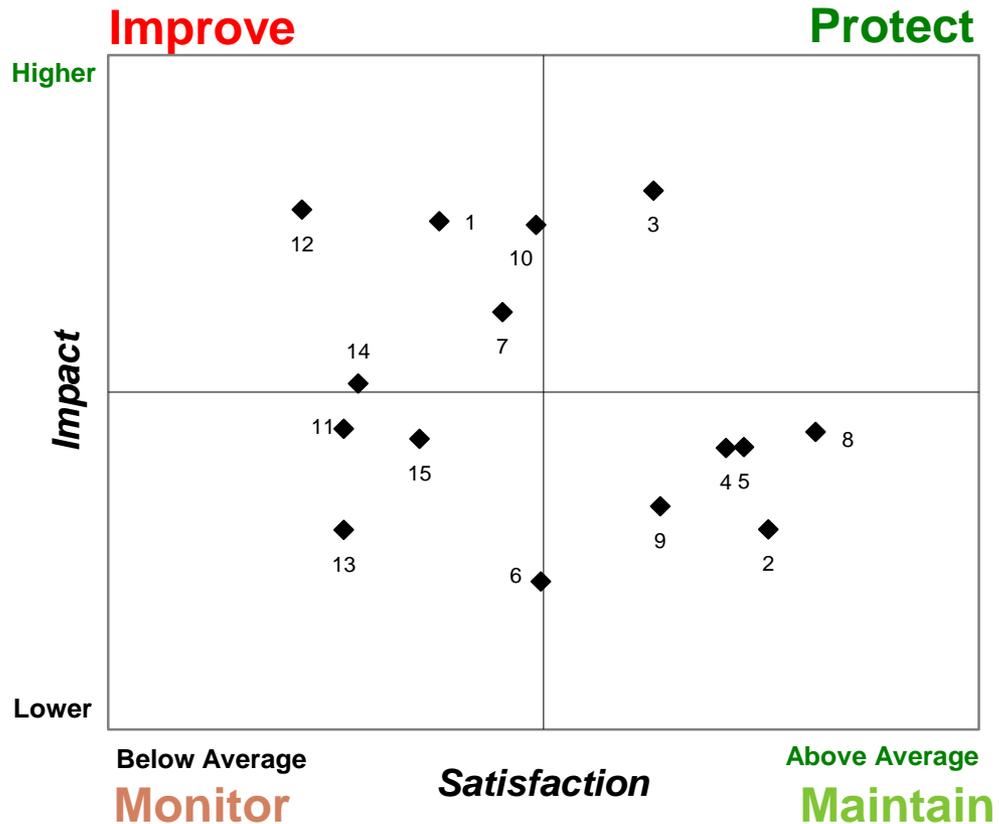
YOUR MANAGER/SUPERVISOR - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Finance	Payroll & Benefit Accounting	Accounts Payable	Financial Statements/Budgets	Capital Accounting
Overall, I am satisfied with my immediate manager/supervisor	6.7	7.5	7.4	7.6	7.2	7.8	7.7	9.6
I am satisfied with the way I am managed	6.6	7.3	7.2	7.4	7.0	6.8	7.5	9.6
My manager/supervisor actively discourages prejudice	7.4	7.9	7.9	8.1	7.3	7.5	9.0	9.9
My manager/supervisor treats me fairly	7.3	7.9	7.8	7.9	7.3	7.6	8.3	9.9
My manager/supervisor takes responsibility when problems arise	6.9	7.6	7.5	8.0	7.8	7.8	8.4	9.7
I have confidence in my manager's/supervisor's skills and abilities	6.9	7.7	7.6	8.1	7.7	7.4	8.7	9.7
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	7.6	7.5	7.6	7.2	6.5	8.5	9.7
My manager/supervisor leads by example	6.5	7.3	7.3	7.5	6.7	7.0	8.5	9.7
I get help and support from my manager/supervisor when I need it	7.1	7.8	7.8	8.2	7.8	8.2	8.9	9.7
My manager/supervisor keeps me well informed about issues which affect me	6.6	7.6	7.5	7.9	7.0	7.8	8.6	9.7
My manager/supervisor tells me why decisions have been made	6.2	7.3	7.2	7.6	6.8	8.0	8.1	9.6
My manager/supervisor is personally involved in improving the quality of my work	6.1	7.0	7.0	7.2	6.5	7.1	7.4	9.4
My manager/supervisor manages people well	6.3	7.0	6.9	7.1	6.4	7.3	7.3	9.5
I receive regular feedback about my performance from my manager/supervisor	5.7	7.0	6.9	7.2	6.9	6.4	7.2	9.5
I receive constructive feedback about my performance from my manager/supervisor	5.8	7.1	7.0	7.2	6.8	6.8	7.5	9.5
My manager/supervisor is open to constructive feedback from staff and others	6.1	7.1	7.0	7.3	6.5	7.5	7.2	9.6

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- FINANCE



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 7.1 to 8.2.
Impact values range between 55% to 82%.

AREA TO MONITOR: YOUR COMPANY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Your Company” as having a moderate impact on Employee Engagement and as an area in which Finance employees are relatively less satisfied. In other words, this is an Area to Monitor.
- Overall satisfaction scores for Your Company is the strongest among employees in Capital Accounting and weakest among employees in Accounts Payable.
- Across the specific aspects of Your Company, ratings are highest for, “The TTC puts customers first” and “I am proud and passionate about the TTC”. Ratings were the lowest for, “There is effective sharing of information across the TTC”, “People get things done both quickly and efficiently at the TTC,” and “Best practices are shared effectively across the TTC”. These results varied by cost centre, although “The TTC puts customers first” was the highest rated attribute for all cost centres.
- 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
 - Best practices are shared effectively across the TTC
 - There is good collaboration between different parts of the TTC
 - Senior Managers communicate openly and honestly with employees
 - People take personal responsibility for getting things done at the TTC
- In addition to these Areas to Improve, the following were identified as key Areas to Protect:
 - The TTC values its staff’s time
 - The TTC values its customers’ time
 - I feel confident that TTC leadership is making the right decisions for the company’s future success
 - TTC leadership welcomes all feedback, both positive and negative

SECTION SUMMARY

Speaking Highly of the TTC

- A majority (59%) of Finance employees indicated that would “always” speak highly of the TTC, while the remaining employees indicated that they would “sometimes” speak highly of the TTC.

Change in Experience Working for the TTC

- 1 in 4 employees at this department felt that working for the TTC has improved over the past 12 months; approximately 1 in 6 indicated that their experience has gotten worse.
- The number of employees indicating that working for the TTC has better or gotten worse was insufficient (fewer than 30 responses) to identify the main reasons for their impressions.
- Among employees who indicated that working for the TTC has stayed the same, the main reason indicated was that they noticed no change, neither any improvement or decline. Issues related to managers, leadership, or the slow progress of changes were occasionally cited as well.

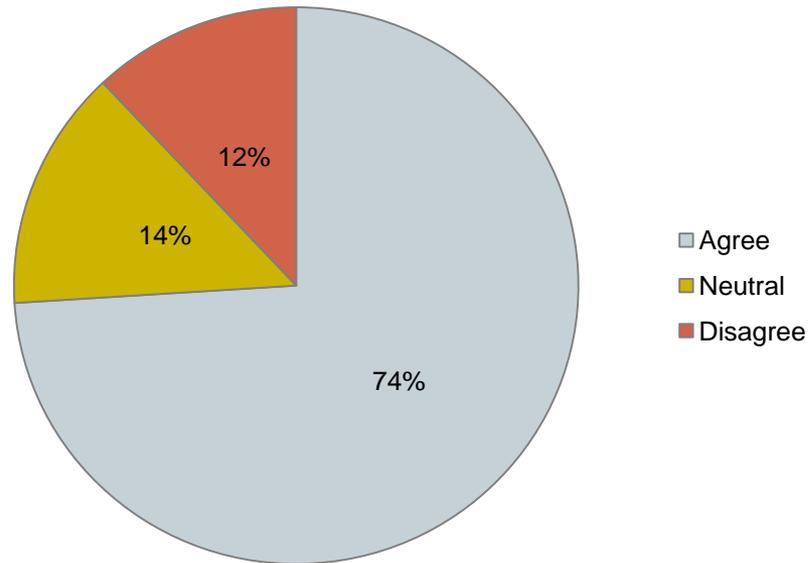
OVERALL RATINGS OF YOUR COMPANY - FINANCE

Finance

Total

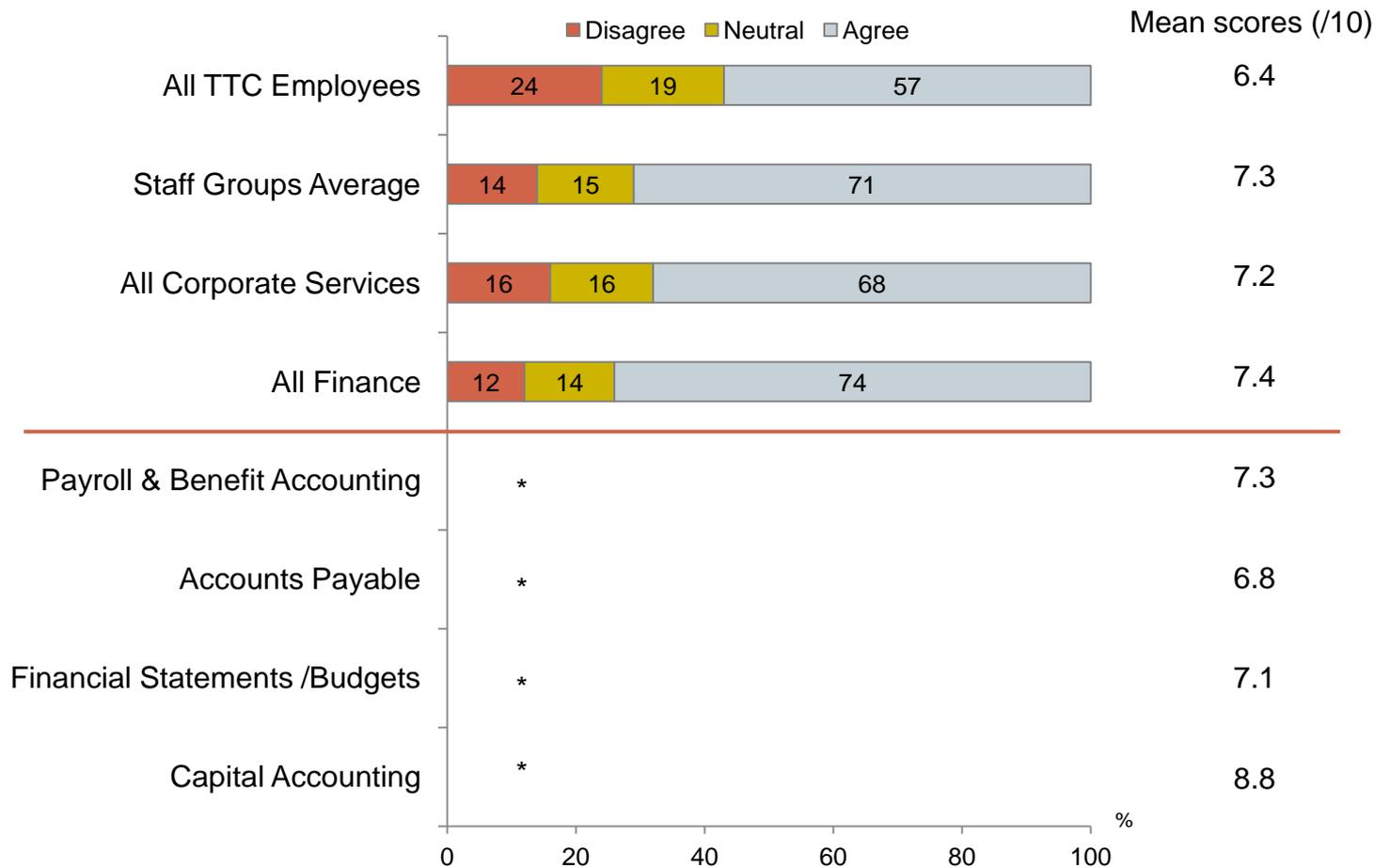
(n= 74)

Mean=7.4



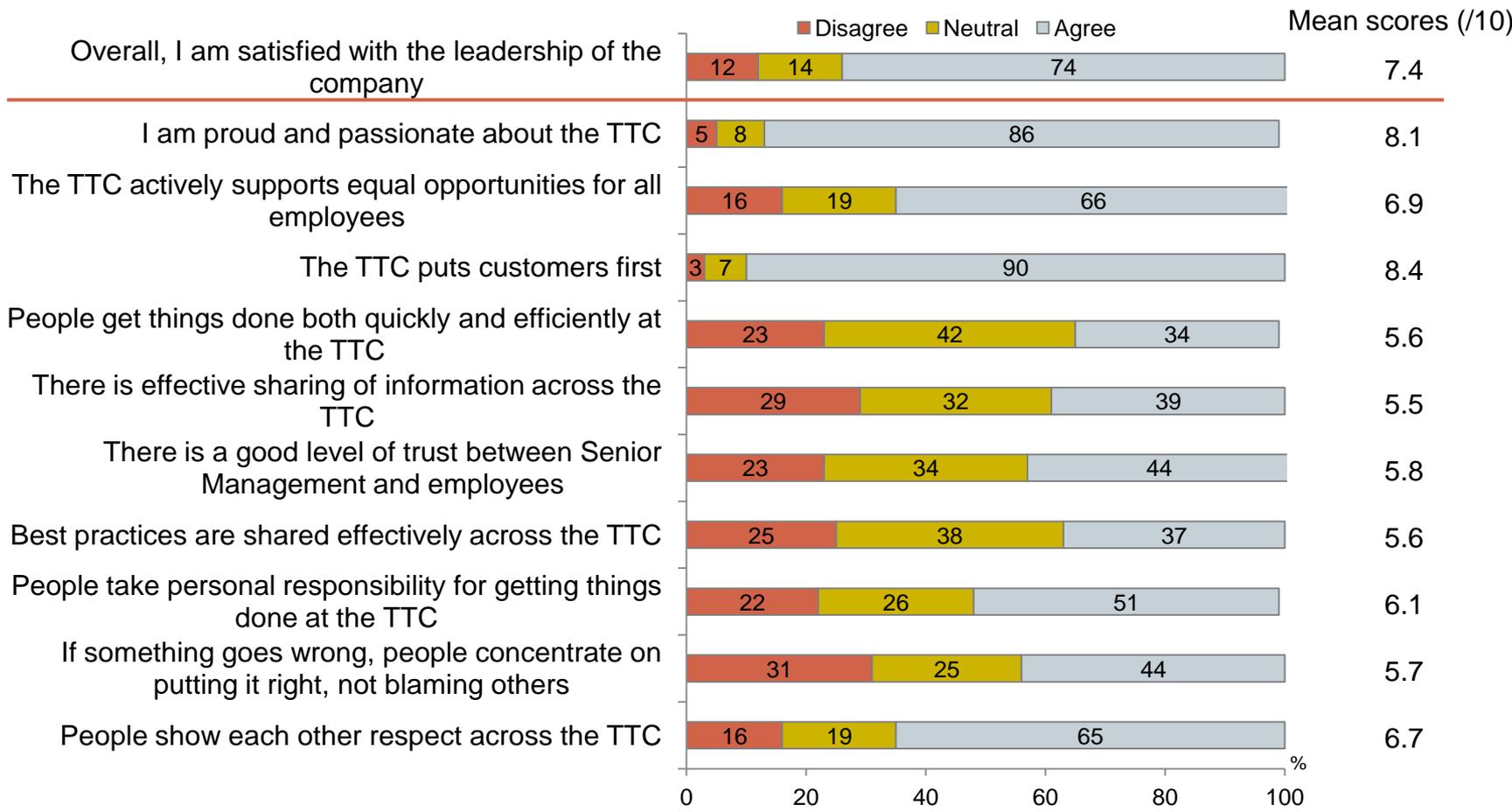
C1. Please indicate the extent to which you agree or disagree with each of the following statements:
Overall, I am satisfied with the leadership of the company

OVERALL RATINGS OF YOUR COMPANY - BY COST CENTRE/GROUPING



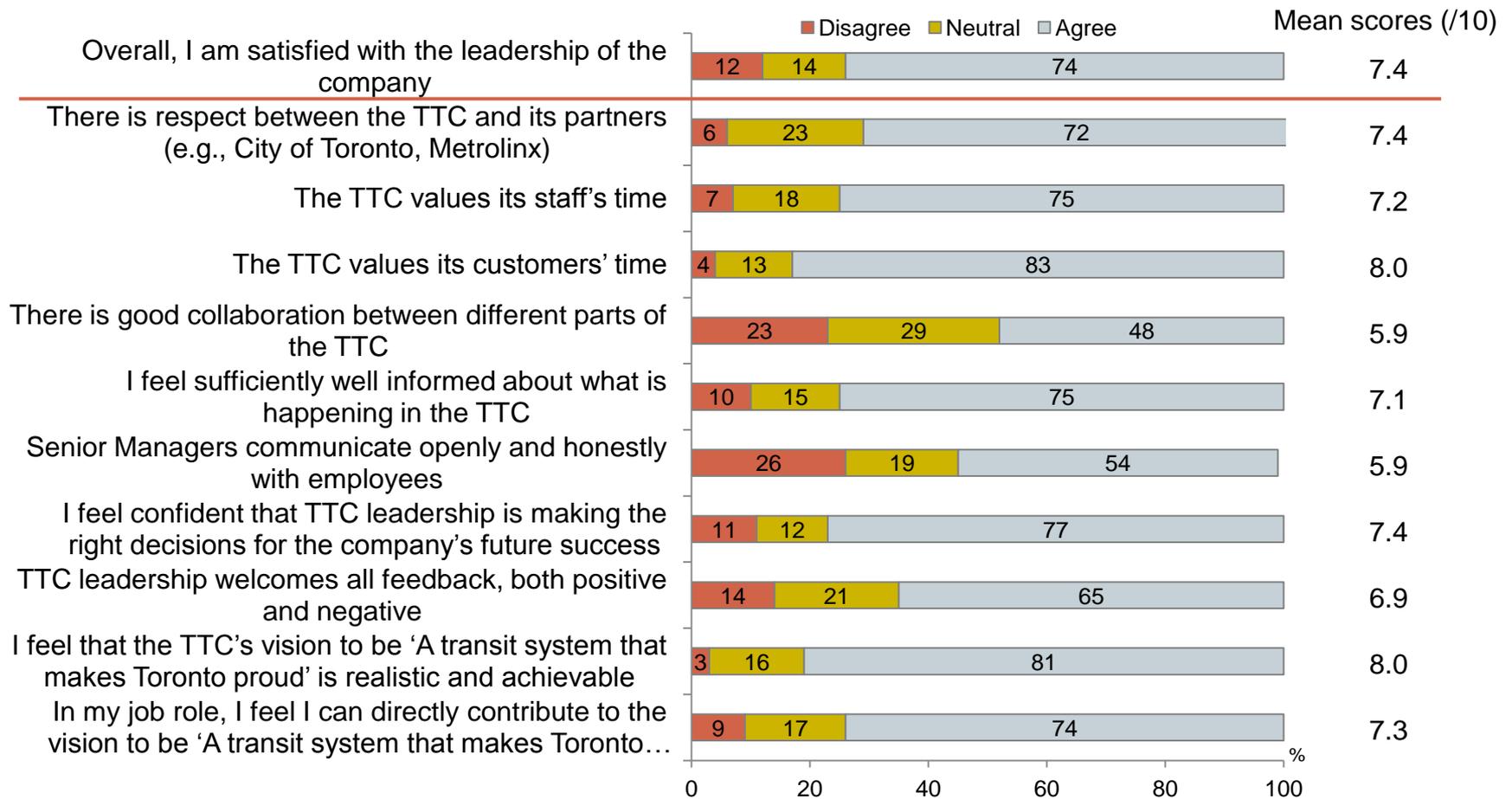
* Percentages suppressed as sample size <30.
 C1. Please indicate the extent to which you agree or disagree with each of the following statements:
 Overall, I am satisfied with the leadership of the company
 Sample sizes vary by category.

YOUR COMPANY - FINANCE



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

YOUR COMPANY - FINANCE(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 Corporate Services	All Finance	Payroll & Benefit Accounting	Accounts Payable	Financial Statements/Budgets	Capital Accounting
Overall, I am satisfied with the leadership of the company	6.4	7.3	7.2	7.4	7.3	6.8	7.1	8.8
I am proud and passionate about the TTC	7.6	8.1	8.0	8.1	8.4	6.8	7.8	9
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.2	6.9	6.6	6.3	7.0	8.2
The TTC puts customers first	7.8	8.0	8.1	8.4	8.4	8.3	8.5	9.2
People get things done both quickly and efficiently at the TTC	5.1	5.5	5.5	5.6	5.4	5.3	5.9	6.6
There is effective sharing of information across the TTC	4.9	5.4	5.5	5.5	5.0	5.3	5.5	7.1
There is a good level of trust between Senior Management and employees	4.9	5.8	5.7	5.8	4.9	5.1	6.1	8.2
Best practices are shared effectively across the TTC	5.3	5.7	5.6	5.6	5.4	5.3	5.6	7.2
People take personal responsibility for getting things done at the TTC	5.6	6.2	6.0	6.1	6.1	4.8	6.8	6.9
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	5.7	5.5	5.7	5.2	5.4	6.3	7.0
People show each other respect across the TTC	6.1	6.7	6.5	6.7	6.6	5.8	7.1	8.2
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.7	6.6	7.4	7.5	7.1	7.3	**
The TTC values its staff's time	6.0	6.8	6.6	7.2	6.7	6.4	7.2	8.6
The TTC values its customers' time	7.1	7.6	7.6	8.0	7.6	7.6	8.1	9.0
There is good collaboration between different parts of the TTC	5.3	5.8	5.7	5.9	5.5	5.3	6.1	7.1
I feel sufficiently well informed about what is happening in the TTC	5.7	6.7	6.7	7.1	6.6	6.8	7.3	8.1
Senior Managers communicate openly and honestly with employees	5.3	6.2	6.0	5.9	4.8	5.1	6.1	8.5
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	7.1	6.9	7.4	7.5	6.7	7.5	8.8
TTC leadership welcomes all feedback, both positive and negative	6.0	6.7	6.6	6.9	5.7	7.2	7.1	9.0
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	8.1	8.0	8.0	8.7	6.7	8.4	8.6
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	7.8	7.3	8.1	6.0	7.3	**

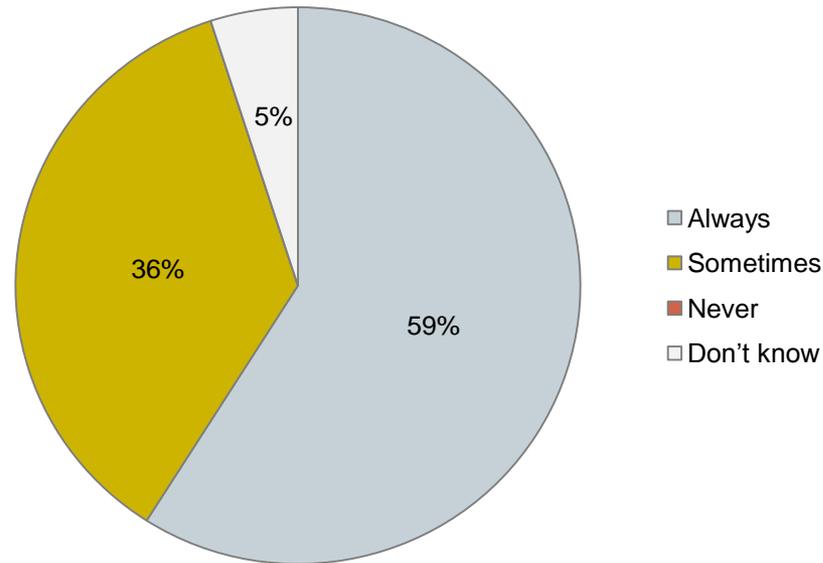
**Mean score suppressed due to small sample size (<10)

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

3/29/2015

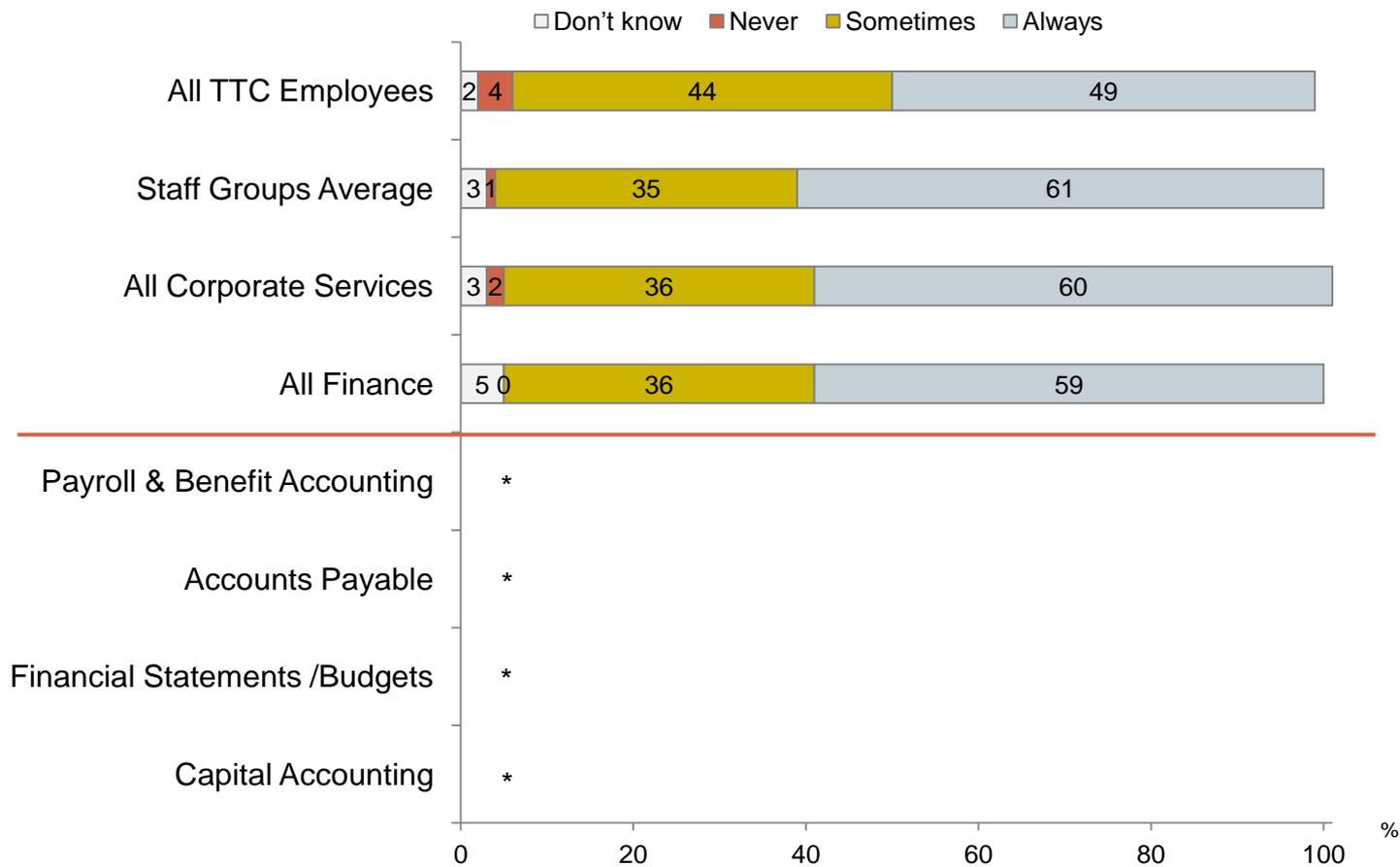
Finance

Total
(n= 75)



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

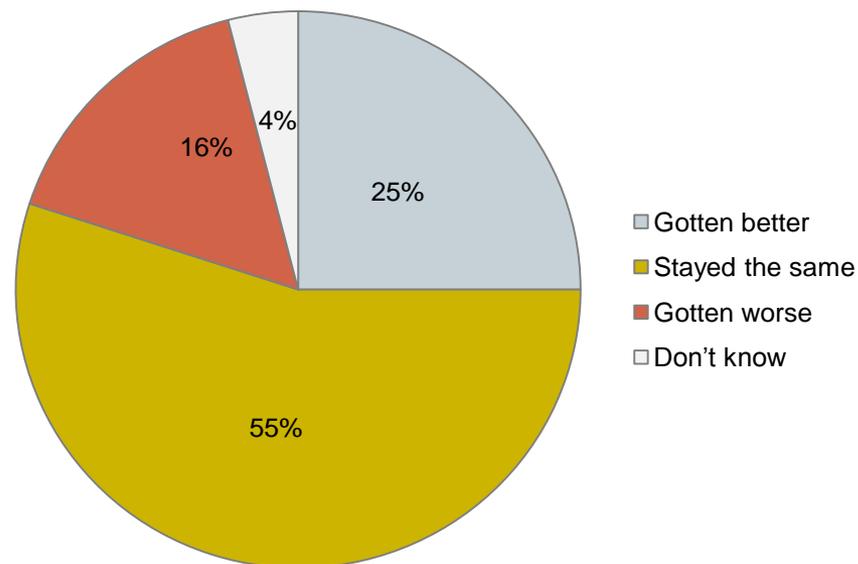


* Percentages suppressed as sample size <30.
 C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.
 Sample sizes vary by category.

CHANGE IN EXPERIENCE WORKING FOR THE TTC

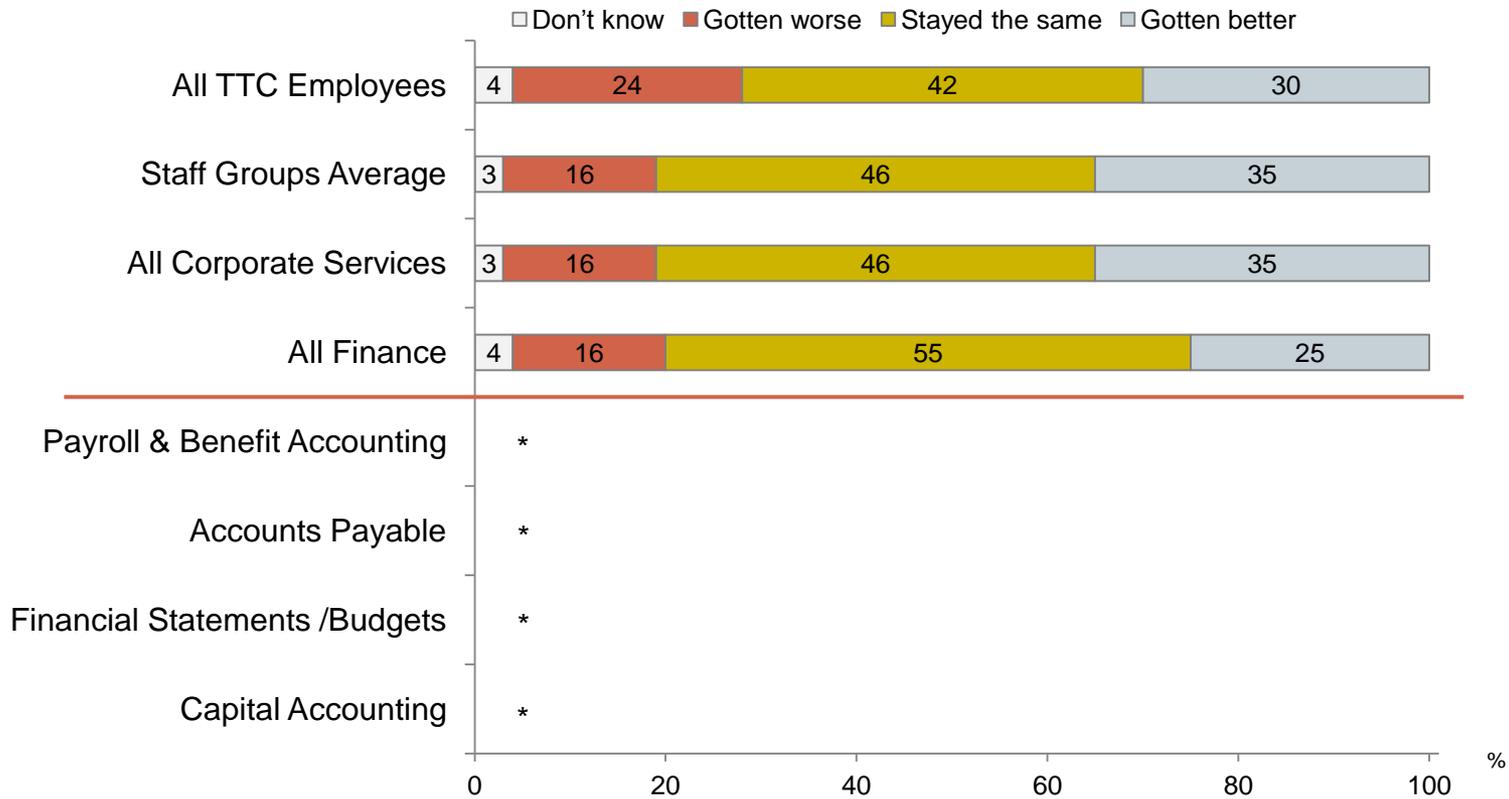
Finance

Total
(n= 75)



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

- FINANCE

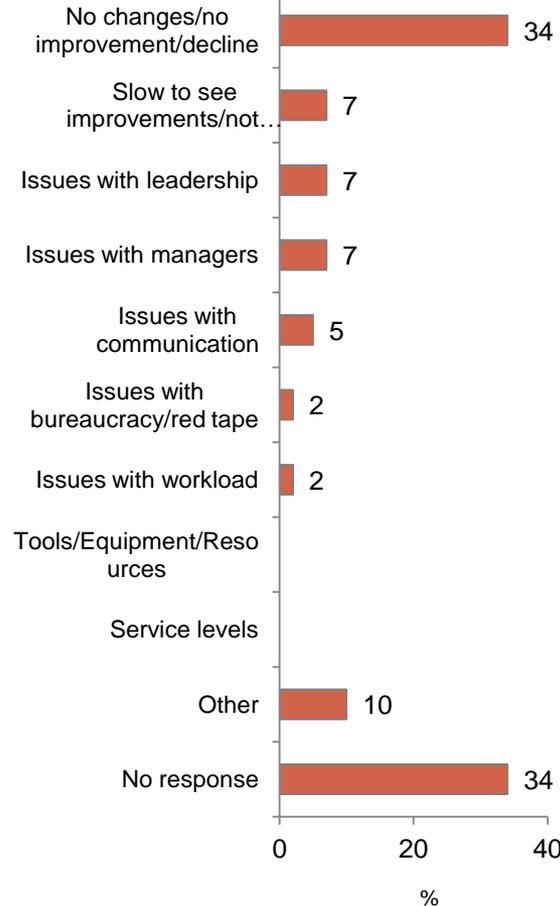
Employees indicating TTC has Gotten better

Finance
(n= 19)

*

Employees indicating TTC has Stayed the same

Finance
(n= 41)



Employees indicating TTC has Gotten worse

Finance
(n= 12)

*

* Percentages suppressed as sample size <30.

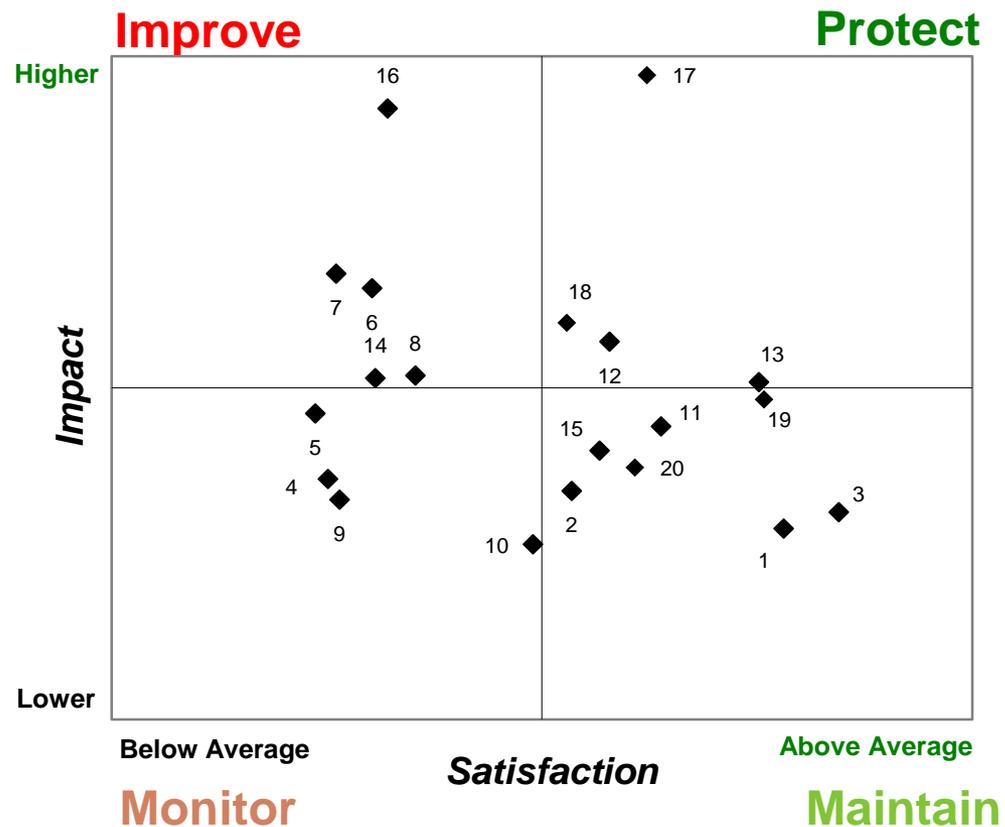
C4. Please explain the answer you gave to the previous question (C3).

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

3/29/2015

OPPORTUNITY ANALYSIS: YOUR COMPANY

- FINANCE



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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 5.5 to 8.4.
 Impact values range between 9% to 64%.

AREA TO MAINTAIN: SAFETY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

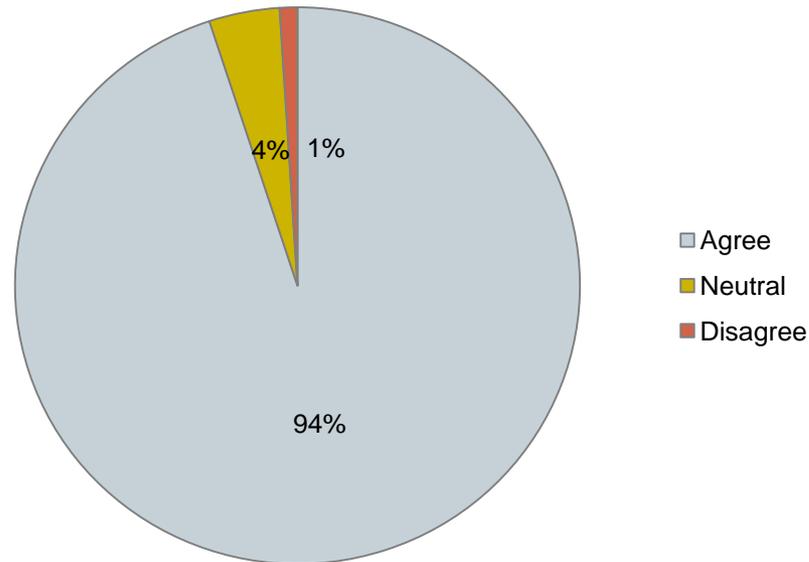
- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Safety” as having a moderate impact on Employee Engagement and as an area in which Finance employees are relatively satisfied, making this an Area to Maintain.
- Overall satisfaction for safety at work was the strong at the department level and within cost centres (mean ratings of 8.5 out of 10 or higher).
- Across the specific aspects of Safety, ratings were the highest for, “I feel comfortable discussing safety issues at work”. Ratings were lowest for, “People on my team report all injuries, no matter how minor”. These results were somewhat variable by cost centre, although “People in my team report all injuries no matter how minor” was the lowest rated attribute for both Accounts Payable and Financial Statements/Budgets, and “I feel comfortable discussing safety issues at work” was the highest rated attribute for both Capital Accounting and Financial Statements/Budget.
- To further improve employee satisfaction with Safety, Opportunity Analysis identifies the following areas as key Areas to Protect:
 - 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 - FINANCE

Finance

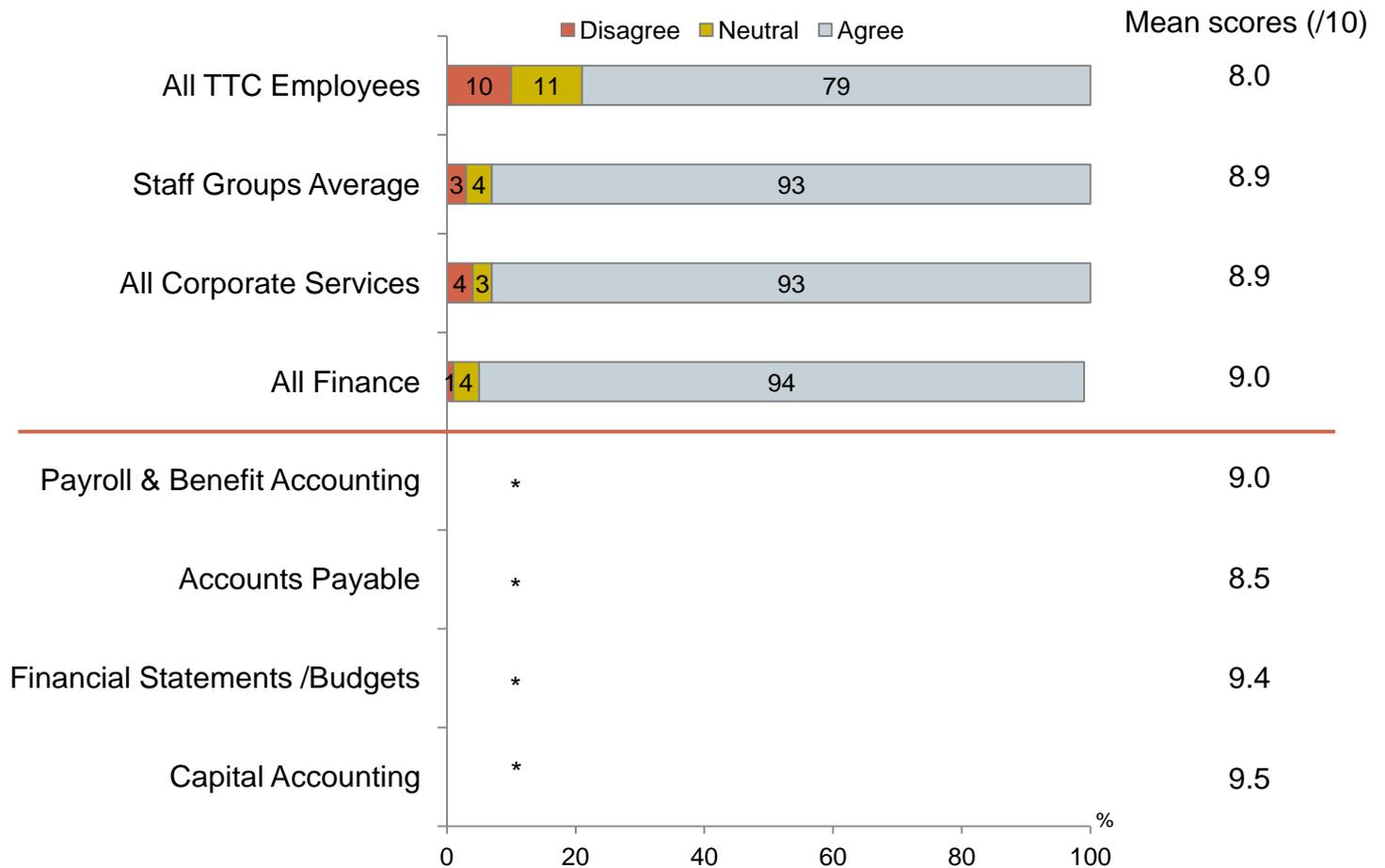
Total
(n= 72)

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

OVERALL RATINGS OF SAFETY - BY COST CENTRE/GROUPING



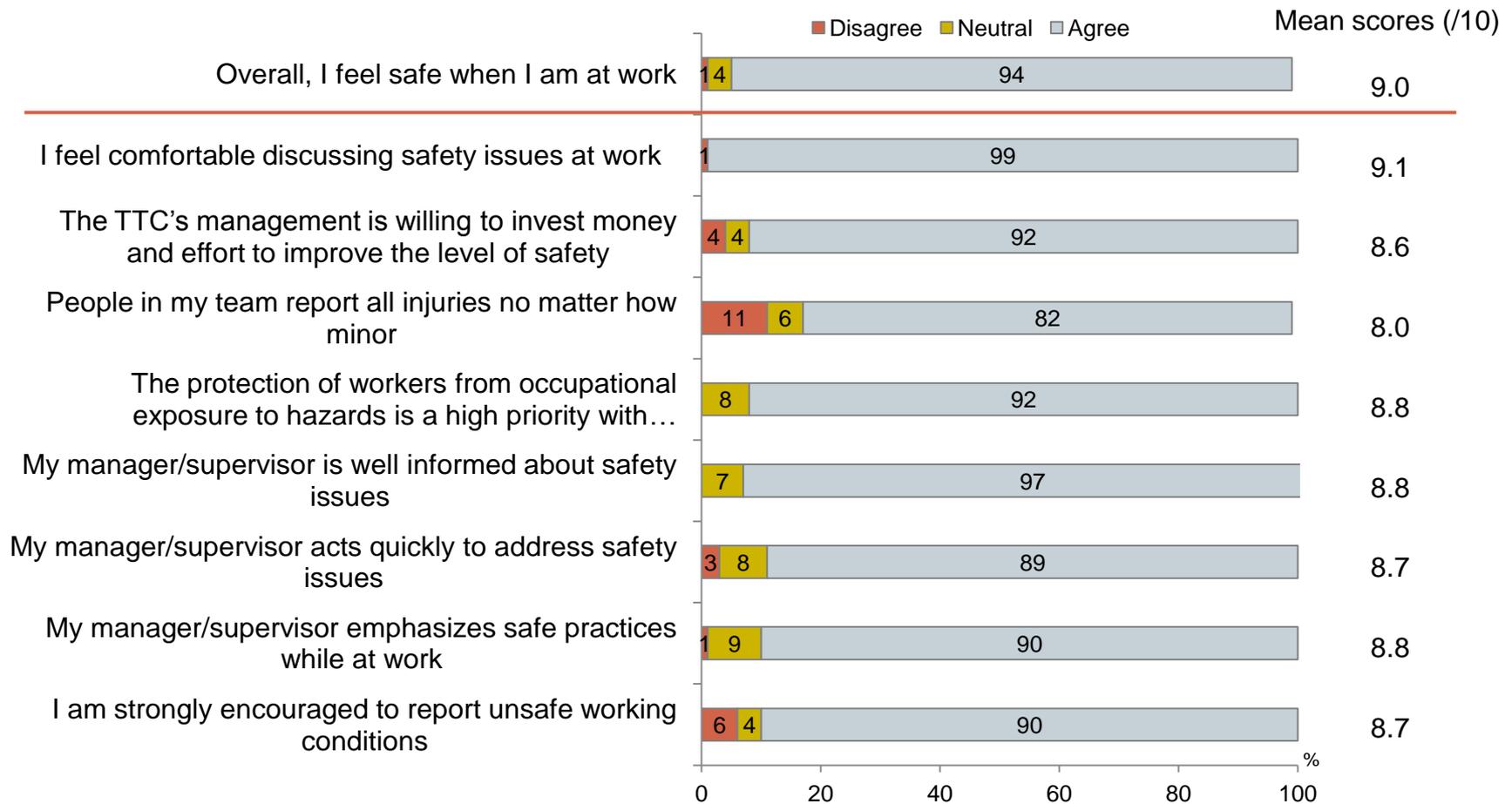
* Percentages suppressed as sample size <30.

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 - FINANCE



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

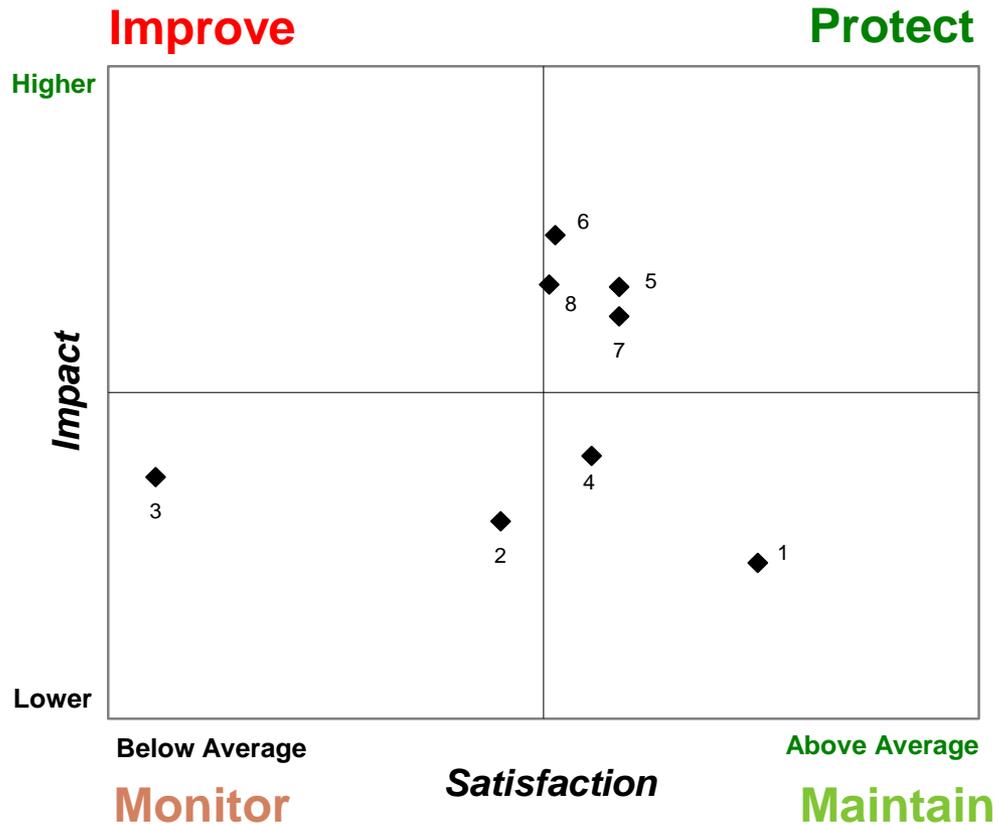
- BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Finance	Payroll & Benefit Accounting	Accounts Payable	Financial Statements/Budgets	Capital Accounting
Overall, I feel safe when I am at work	8.0	8.9	8.9	9.0	9.0	8.5	9.4	9.5
I feel comfortable discussing safety issues at work	8.3	8.9	8.9	9.1	9.1	7.9	9.3	9.8
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	8.5	8.3	8.6	8.3	8.2	8.6	9.5
People in my team report all injuries no matter how minor	7.1	8.1	7.9	8.0	8.4	6.2	7.9	**
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	8.6	8.5	8.8	8.4	8.0	9.1	9.5
My manager/supervisor is well informed about safety issues	8.0	8.7	8.6	8.8	9.0	8.2	9.1	9.6
My manager/supervisor acts quickly to address safety issues	7.6	8.6	8.5	8.7	8.8	8.4	8.4	9.6
My manager/supervisor emphasizes safe practices while at work	7.9	8.7	8.6	8.8	9.2	8.3	8.9	9.6
I am strongly encouraged to report unsafe working conditions	8.0	8.7	8.7	8.7	8.9	8.3	8.4	9.6

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

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

OPPORTUNITY ANALYSIS: SAFETY - FINANCE



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 8.0 to 9.0.
 Impact values range between 14% to 77%.

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.
- The most frequently identified area was making additional investments. Other areas included: more fairness in hiring and treatment of employees, and more accountability and transparency from management. Notably, nearly 30% did not provide a response.

Finance (n= 75)



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.

3/29/2015

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RECOMMENDATIONS

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RECOMMENDATIONS: FINANCE

- Conduct discussion sessions with employees to explore the following Areas to Improve within Training and Development:
 - Issues related to support of **personal development** through use of personal development plans.
 - Issues related to **career development opportunities**.
 - Practical ways of demonstrating **fairness** in selecting candidates for jobs at the TTC (“The way people are selected for jobs in the TTC is fair”).
- Continue to improve satisfaction levels in key Areas to Protect by focusing on:
 - **Your Team** – ensuring that employees are treated fairly, feel supported by their fellow team members, and that their opinions count.
 - **Working Environment** –Demonstrating concern for employees’ mental health/emotional well-being, and encouraging a healthy work-life balance.
 - **Your Job** – Exploring what motivates employees and enabling employees to use their skills and abilities in their work.

Thank you

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