

EMPLOYEE ENGAGEMENT SURVEY

Human Resources

March 25, 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 Human Resources 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%.
- 86 surveys were completed by Human Resources department employees, for a response rate of 91%. 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 Human Resources department (93%) is above the overall response rate for the Corporate Services group (85%).
- Cost centres of the Human Resources department that perform similar functions have been combined into the groups shown below. This also allows for reporting on cost centres with a smaller sample base (i.e., fewer than 10 employees).

All Human Resources Department: 91%

Grouping	Cost Centre*	Count
Employee Relations, Compensation/Benefit Services		17
	4000-Employee Relations	
	4004-Compensation Services	
	4012-Benefit Services	
Employment Services		25
	4005-Employment Services	
Department Head & Staff		20
	4008-HR Dept. Head & Staff	
Occupational Health & Claims Management		24
	4001-Occ Health & Claims Mgmt.	
Total		86

* 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 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 employee group/category or by individual question**
 - In general, if the results for more than one question or more than one employee category are presented on the same slide, the sample size varies slightly by question.
 - It can be assumed that, unless otherwise stated, sample sizes include all employees who provided a valid response to the question. Refer to response rate and cost centre groupings (slide 6) for total sample by cost centre grouping.

Overall Employee Engagement score: 8.1.

Highest:	Dpt. Head & Staff	8.6
Lowest:	Occ. Health & Claims Mgt.	7.7

- **To increase levels of employee engagement, the TTC should focus on improving employees' satisfaction with **Working Environment** and **Training and Development**:**
 - Although **Working Environment** is technically an Area to Protect for Human Resources, satisfaction relative to other areas makes this area close to an Area to Improve.
 - Specific areas that require improvement in order to increase employees' satisfaction with their Working Environment include:
 - How to demonstrate **concern for employees' health & well-being**; more specifically:
 - 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").

HIGHLIGHTS (CONT'D)

- **Training & Development** is an Area to Improve for Human Resources. Specific ways to increase satisfaction with this area include:
 - Providing support for personal development (“I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”)
 - Making sure that employees are aware of the career development opportunities that are available to them (“I am satisfied with the career development opportunities available to me”)
- **Your Job** is an area that generates high levels of satisfaction and represents the strongest driver of employee engagement for Human Resources.
 - Human Resources should continue to increase satisfaction with **Your Job** by:
 - Exploring what motivates employees.
 - Ensuring that employees have the tools and equipment they need to do their job well.
- **Your Team** is another Area to Protect for Human Resources.
 - Human Resources should continue to increase satisfaction with **Your Team** by:
 - Exploring ways to improve morale on work teams.

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 5 scores are attributes related to safety
- Among the 5 lowest scoring attributes, four were associated with the module Your Company – referring to company leadership

Top 5

1. I feel comfortable discussing safety issues at work (9.2)
2. The protection of workers from occupational exposure to hazards is a high priority with management (8.7)
3. I am strongly encouraged to report unsafe working conditions (8.7)
4. I often look for ways to make improvements in how things are done (8.6)
5. My manager/supervisor emphasizes safe practices while at work (8.5)

Bottom 5

1. Best practices are shared effectively across the TTC (5.3)
2. There is effective sharing of information across the TTC (5.4)
3. If something goes wrong, people concentrate on putting it right, not blaming others (5.4)
4. People get things done both quickly and efficiently at the TTC (5.4)
5. The way people are selected for jobs in the TTC is fair (5.6)

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 Human Resources, this score is 8.1.

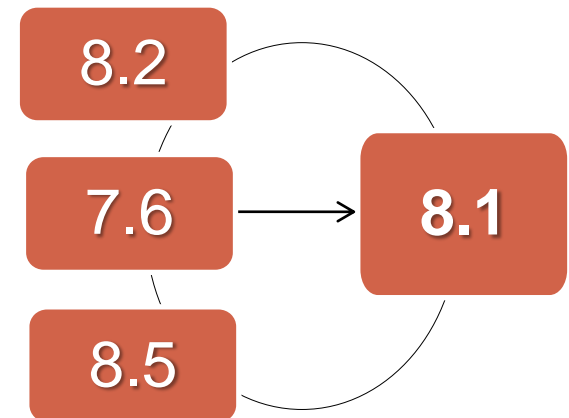
OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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 Corporate Services is slightly higher than the score for all TTC employees, but not much higher than the score for employees of the 4 groups consisting mainly of staff employees, or for the Corporate Services group.
- The Employee Engagement score is highest among employees in the HR Department Head & Staff grouping.
- Levels of engagement are lowest among employees in Occupational Health & Claims Management.

All Human Resources: 8.1

Cost Centre/Grouping

HR Department Head & Staff	8.6
Employee Relations, Compensation/Benefit	8.1
Employment Services	8.0
Occupational Health & Claims Management	7.7

Employee Category

All TTC	7.8
Average of Staff Groups	8.0
Corporate Services	8.0

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

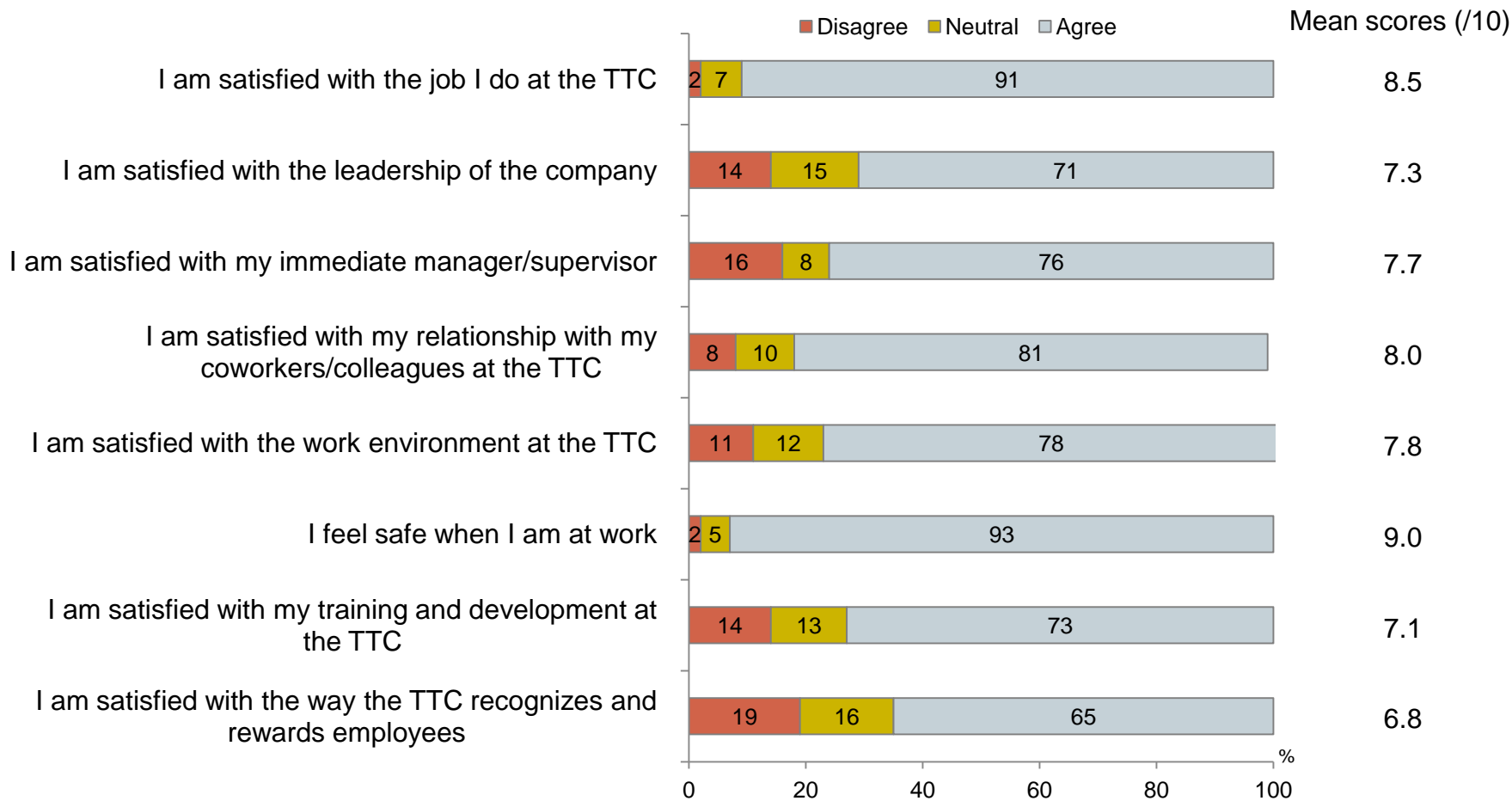
Produced by Malatest on
behalf of TTC



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 the way the TTC recognizes and rewards employees”. These results were consistent for most cost centre groupings.

ASPECTS OF EMPLOYEE ENGAGEMENT - HUMAN RESOURCES



Sample sizes vary by attribute.

ASPECTS OF EMPLOYEE ENGAGEMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Human Resources	Employee Relations, Compensation /Benefit	Employment Services	HR Dept. Head & Staff	Occ Health & Claims Mgmt.
I am satisfied with the job I do at the TTC	8.1	8.4	8.4	8.5	8.9	8.3	8.8	8.0
I am satisfied with the leadership of the company	6.4	7.3	7.2	7.3	7.9	7.4	8.4	5.8
I am satisfied with my immediate manager/supervisor	6.7	7.5	7.4	7.7	7.8	7.2	8.7	7.5
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.0	8.0	8.6	7.9	8.5	7.3
I am satisfied with the work environment at the TTC	7.0	7.8	7.6	7.8	7.5	7.8	9.0	7.0
I feel safe when I am at work	8.0	8.9	8.9	9.0	9.4	8.7	9.3	8.8
I am satisfied with my training and development at the TTC	7.0	7.1	7.1	7.1	8.1	6.8	8.2	5.8
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.6	6.8	7.1	6.7	8.2	5.4

Sample sizes vary by attribute.

WHAT DRIVES EMPLOYEE ENGAGEMENT?

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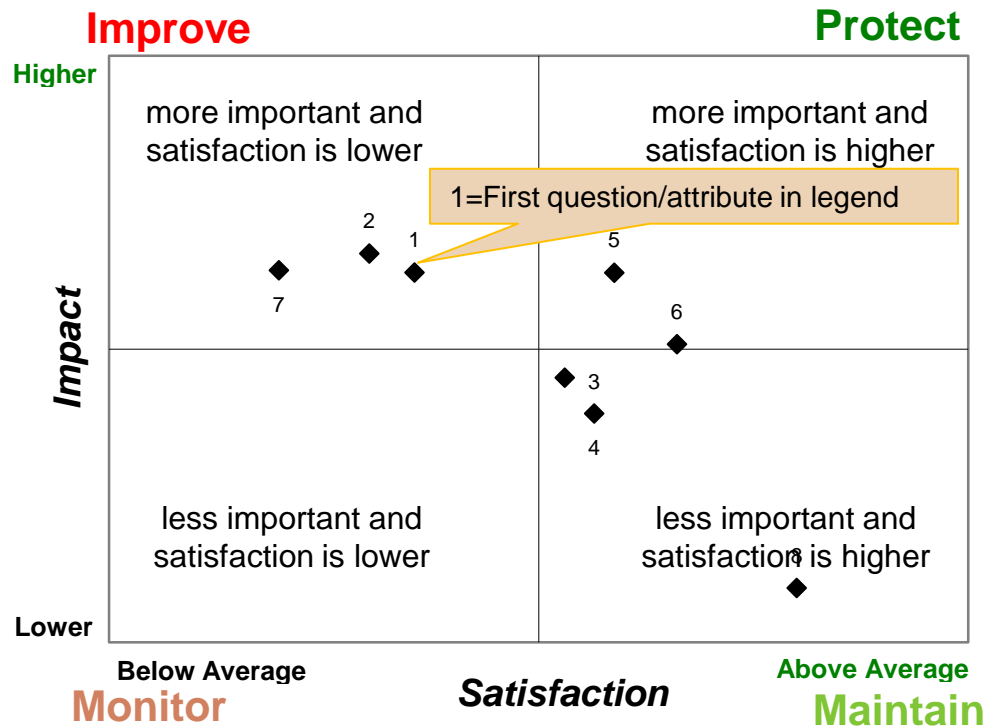


SECTION SUMMARY

- Each aspect of the employee experience can be thought of as a lever that will generate a greater or lesser degree of 'lift' in Employee Engagement overall. To determine which aspect of the employee experience will generate the most lift in Employee Engagement, Malatest conducted correlation analysis to assess the strength of the correlation between each aspect of the employee experience and Employee Engagement overall.
- Correlation analysis identified the following aspects of the employee experience as having the strongest correlation with Employee Engagement overall: “Your Job”, “Working Environment”, and “Your Team”. 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: “Safety”, “Your Manager/Supervisor”, and “Performance and Reward”. Focusing on increasing employee satisfaction with these aspects of the employee experience will not generate as much improvement in Employee Engagement as will increasing employees’ satisfaction with Your Job, Working Environment, and Your Team.
- “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 this company as an employer
 - I would recommend this company as a good place to work
 - I enjoy coming to work every day
- Results were then plotted against employees' satisfaction with each aspect of Employee Engagement agreement. The resulting quadrant chart ("Opportunity Analysis") identifies the key drivers of Employee Engagement. An example is provided below:



Composite:

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

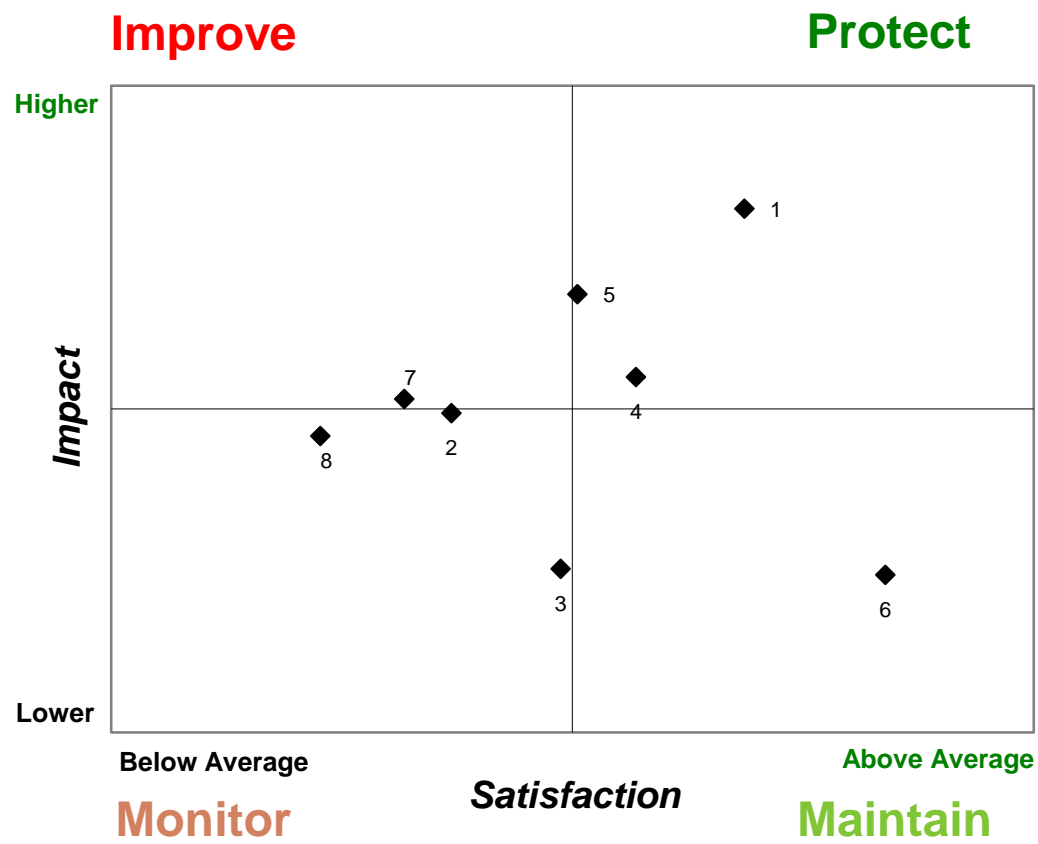
1. First question/attribute
2. Second question/attribute
3. Third question/attribute
4. Fourth question/attribute
5. Fifth question/attribute
6. Sixth question/attribute
7. Seventh question/attribute
8. Eighth question/attribute

SECTION SUMMARY

- Results of the Opportunity Analysis shown in this sub-section of the report are summarized below:
 - Areas to Improve (high relative impact; low relative performance):
 - Training & Development
 - Areas to Protect (high relative impact; high relative performance):
 - Job
 - Working Environment
 - Team
 - Areas to Monitor (low relative impact; low relative performance):
 - Company
 - Performance/Reward
 - Manager/Supervisor
 - Areas to Maintain (low relative impact; high relative performance):
 - Safety
- Opportunity Analysis was not conducted below the departmental level.

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

Human Resources



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 6.8 to 9.0.
 Impact values range between 12% to 64%.



OVERALL ORGANIZATIONAL VIEWS OF HUMAN RESOURCES

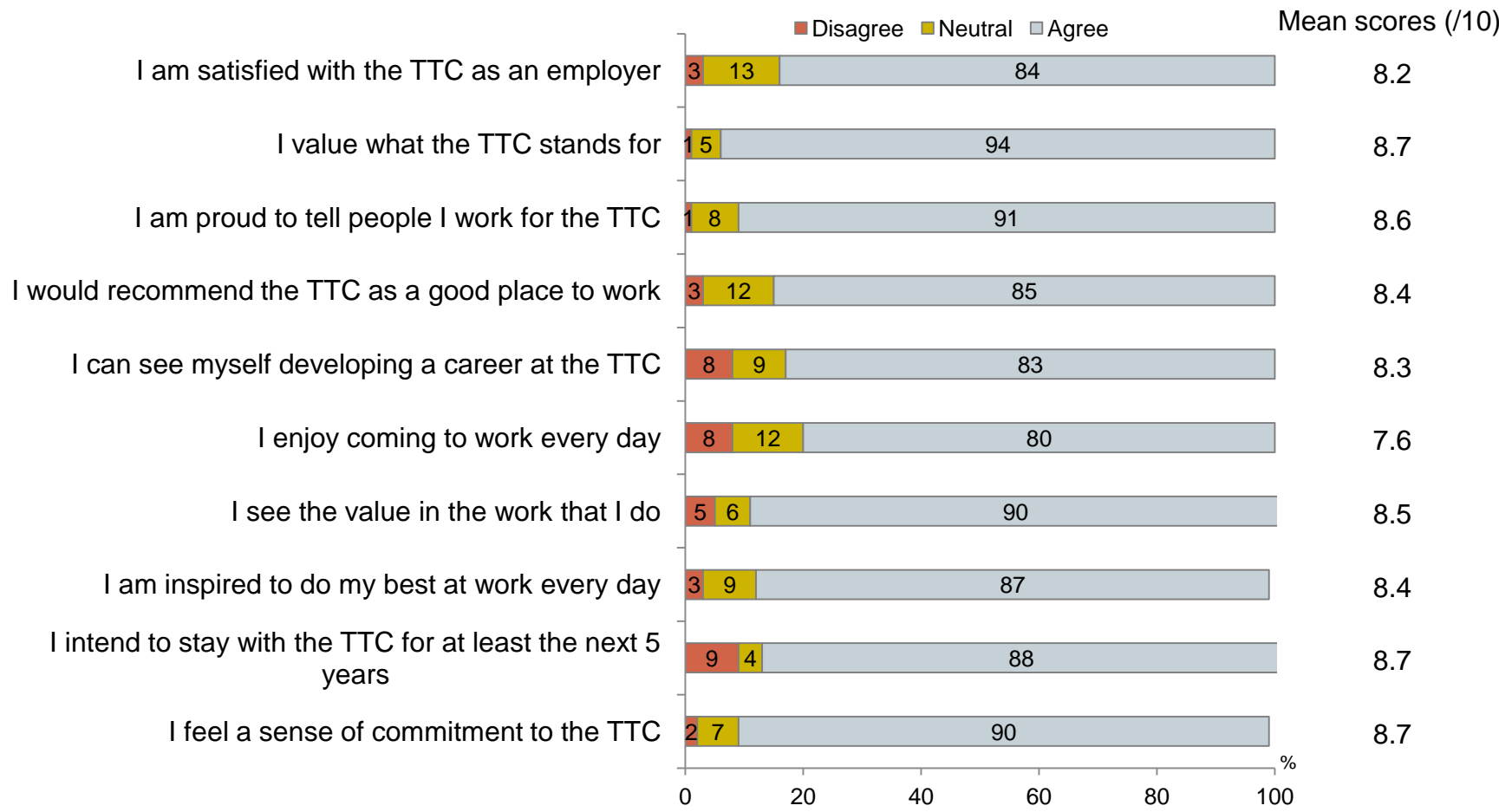
Produced by Malatest on
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SECTION SUMMARY

- The following measures were included in the survey in order to assess employees' overall satisfaction with the TTC:
 - I am satisfied with the TTC as an employer
 - I value what the TTC stands for
 - I am proud to tell people I work for the TTC
 - I would recommend the TTC as a good place to work
 - I can see myself developing a career at the TTC
 - I enjoy coming to work every day
 - I see the value in the work I do
 - I am inspired to do my best at work every day
 - I intend to stay with the TTC for at least the next 5 years
 - I feel a sense of commitment to the TTC
- Ratings for many of these measures were relatively high and close together. Ratings were lowest for “I enjoy coming to work every day”. These results were generally consistent across all cost centres.
- Mean scores across most measures were highest for Department Head & Staff and lowest for Occupational Health & Claims Management (with some exceptions).

OVERALL ORGANIZATIONAL VIEWS - HUMAN RESOURCES



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 Human Resources	Employee Relations, Compensation /Benefit	Employment Services	HR Dept. Head & Staff	Occ Health & Claims Mgmt.
I am satisfied with the TTC as an employer	7.8	8.1	8.1	8.2	8.6	7.8	8.6	7.8
I value what the TTC stands for	8.2	8.6	8.6	8.7	8.8	9.0	8.7	8.3
I am proud to tell people I work for the TTC	7.9	8.2	8.2	8.6	8.7	8.8	8.6	8.3
I would recommend the TTC as a good place to work	8.0	8.3	8.3	8.4	8.6	8.4	8.9	8.0
I can see myself developing a career at the TTC	7.9	8.0	8.0	8.3	8.8	7.8	9.3	7.6
I enjoy coming to work every day	7.3	7.6	7.5	7.6	7.6	7.6	8.2	7.2
I see the value in the work that I do	8.2	8.4	8.4	8.5	8.1	8.5	9.1	8.2
I am inspired to do my best at work every day	7.8	8.2	8.2	8.4	8.3	8.7	8.6	8.2
I intend to stay with the TTC for at least the next 5 years	8.5	8.4	8.3	8.7	8.8	8.3	8.9	8.8
I feel a sense of commitment to the TTC	8.2	8.6	8.5	8.7	8.7	8.9	9.2	8.3

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.

3/25/2015

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 is an area with which Human Resources employees are, for the most part, satisfied, making this an Area to Protect.
- Employee satisfaction with the job they do is generally highest for HR Department Head & Staff and Employee Relations, Compensation/Benefit, and lowest for Occupational Health & Claims Management and Employment Services. When looking at specific aspects of the job however, there is some variability to this.
- Across the specific aspects of the job, ratings were highest for, “I often look for ways to make improvements in how things are done”, followed by “In my job, I feel able to put customers first” and “I am not afraid to suggest new ways of doing things in my job”. Ratings were lowest for, “I have the proper equipment/tools to do my job well”. These results were consistent for most cost centres, with the exception of HR Department Head & Staff. For this cost centre, the highest ratings were for “My work enables me to use my skills and abilities” and “I am given the freedom to make decisions in my job”.
- To maintain high levels of employee satisfaction with their job, Opportunity Analysis identifies the following key Areas to Improve:
 - I feel motivated in my job
 - I have the proper equipment/tools to do my job well
- On key Area to Protect was identified: “I am not afraid to suggest new ways of doing things in my job”.

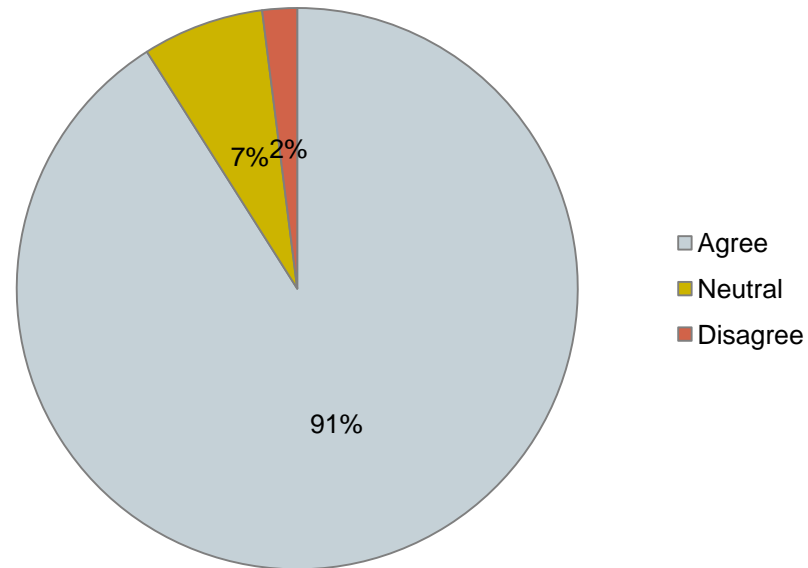
OVERALL RATINGS OF YOUR JOB - HUMAN RESOURCES

Human Resources

Total

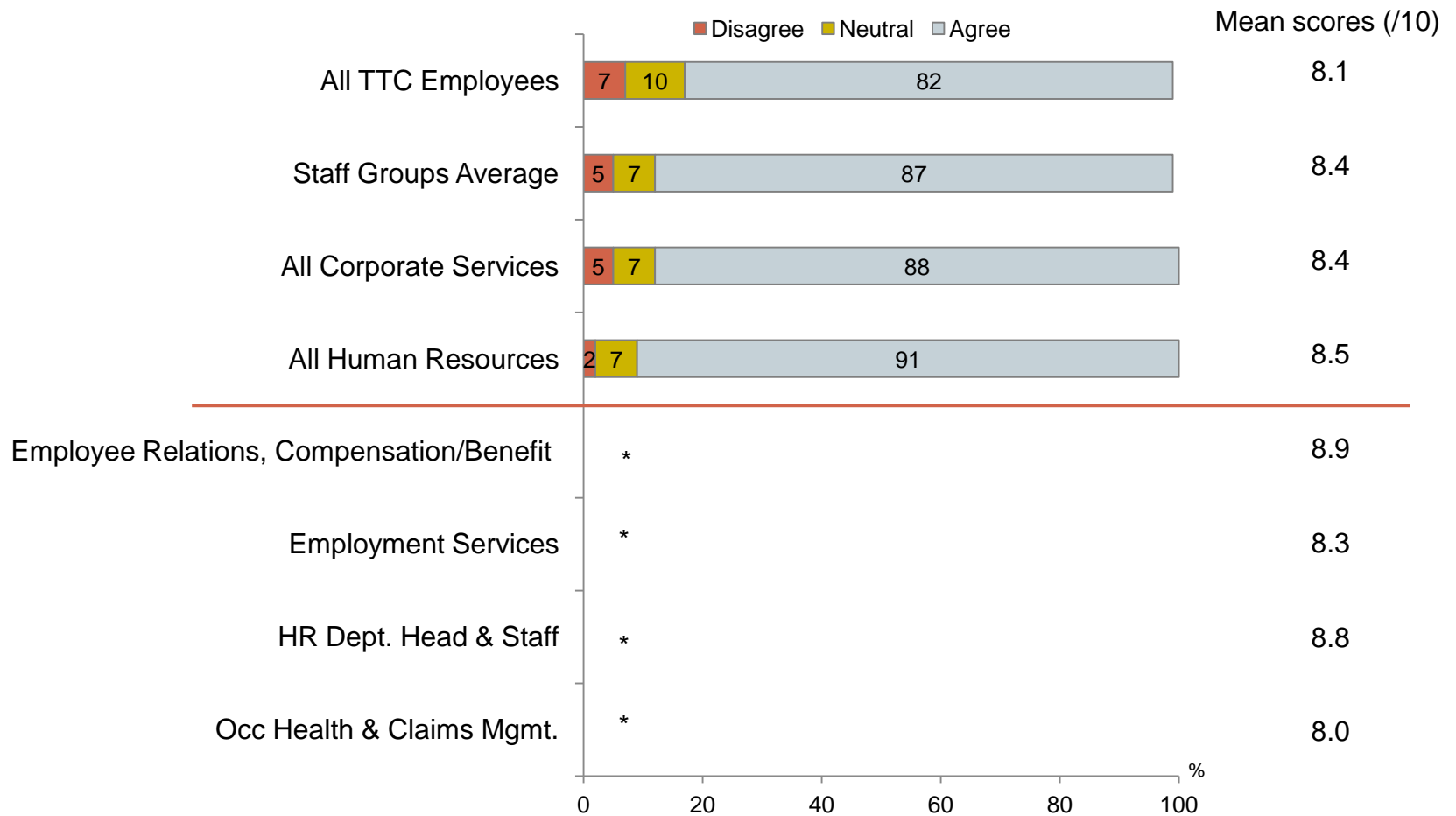
(n= 85)

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



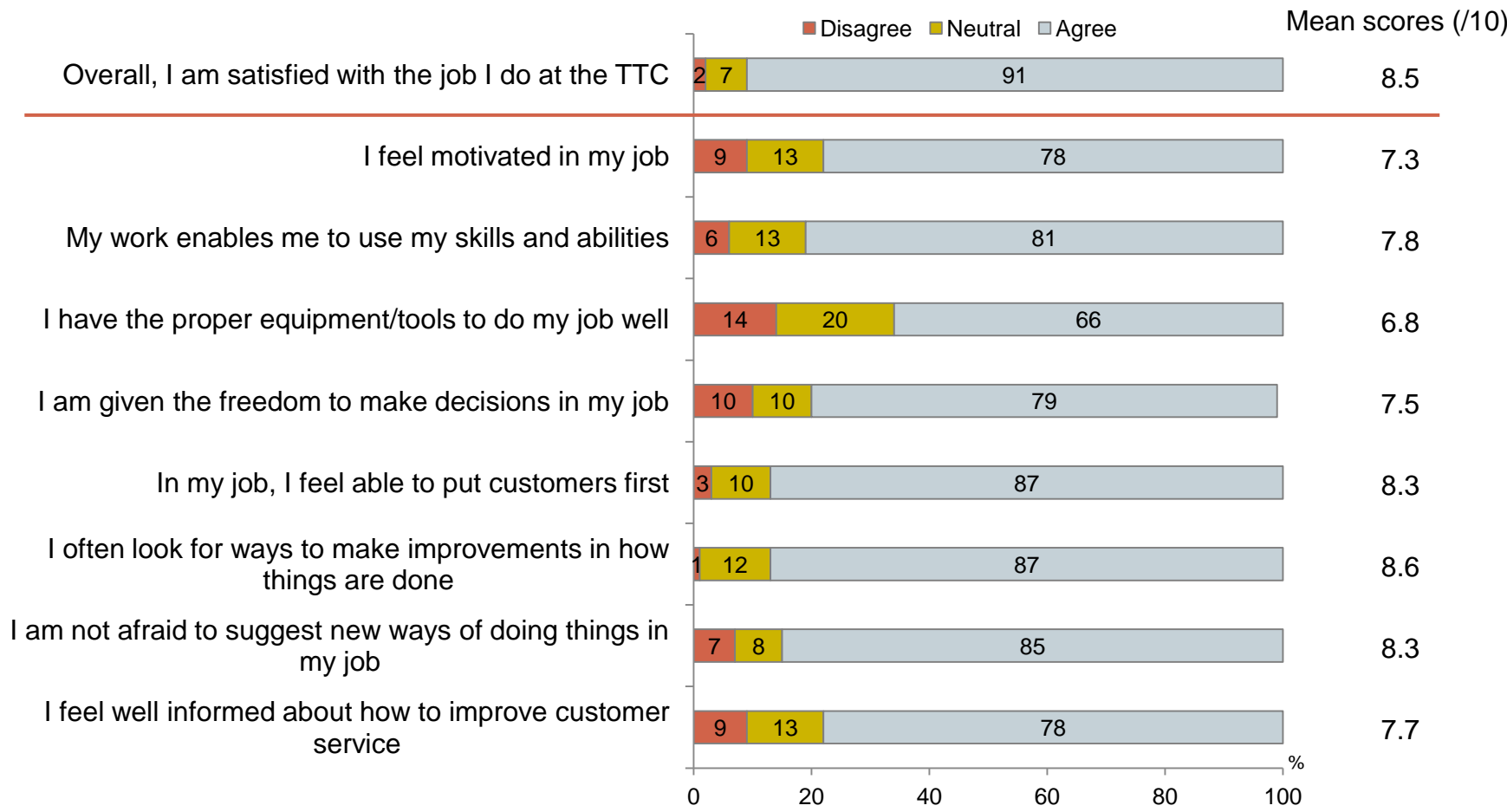
* Percentages suppressed as sample size <30.

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 - HUMAN RESOURCES



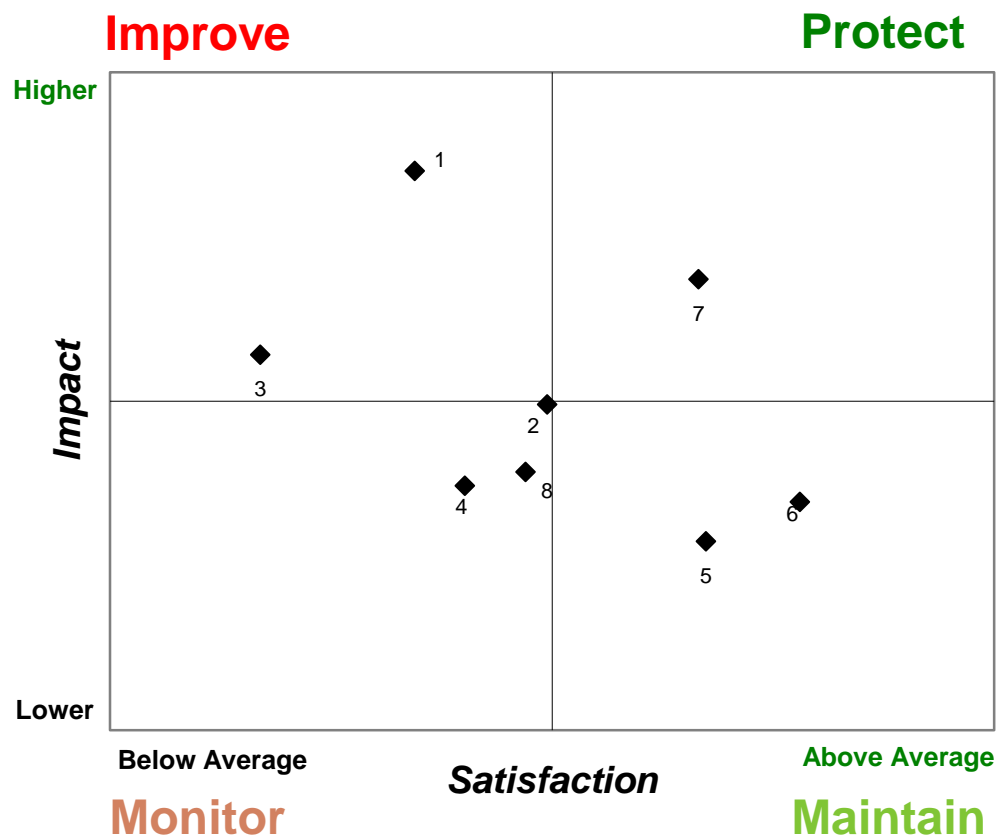
B1. How much do you agree or disagree with each of the following statements about your job?
Sample sizes vary by attribute.

YOUR JOB - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Human Resources	Employee Relations, Compensation/ Benefit	Employment Services	HR Dept. Head & Staff	Occ Health & Claims Mgmt.
Overall, I am satisfied with the job I do at the TTC	8.1	8.4	8.4	8.5	8.9	8.3	8.8	8.0
I feel motivated in my job	7.0	7.3	7.4	7.3	7.6	7.2	8.1	6.7
My work enables me to use my skills and abilities	7.3	7.7	7.7	7.8	8.3	7.2	8.6	7.4
I have the proper equipment/tools to do my job well	6.8	7.3	7.2	6.8	6.9	6.6	7.5	6.6
I am given the freedom to make decisions in my job	6.5	7.3	7.3	7.5	6.9	7.1	8.6	7.4
In my job, I feel able to put customers first	7.5	7.9	7.9	8.3	8.3	8.4	8.1	8.4
I often look for ways to make improvements in how things are done	8.1	8.6	8.5	8.6	8.8	8.5	8.4	8.8
I am not afraid to suggest new ways of doing things in my job	7.6	8.3	8.2	8.3	8.5	7.9	8.8	8.1
I feel well informed about how to improve customer service	6.8	7.6	7.7	7.7	7.7	7.7	8.1	7.4

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 - HUMAN RESOURCES



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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 6.8 to 8.6.
 Impact values range between 7% to 55%.

AREA TO PROTECT: YOUR WORKING ENVIRONMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as second most impactful on Employee Engagement and as an area in which Human Resources employees are satisfied relative to other areas; in other words, this is another Area to Protect.
- Mean scores across most specific aspects of Working Environment were highest for HR Department Head & Staff, and lowest for Occupational Health & Claims Management.
- Across the specific aspects of Working Environment, ratings were highest for, “I can adjust my work hours/shifts if needed” and “The hours I work are reasonable”. Ratings were lowest for “I am satisfied with my work/office space and facilities” followed by “The TTC cares about my mental health and emotional well-being”. These results were consistent for most cost centres, though there is some variability.
- To improve employee satisfaction with Your Working Environment, Opportunity Analysis identifies the following key Areas to Improve:
 - The TTC cares about my mental health and emotional well-being
 - The TTC encourages employees to maintain a healthy work-life balance
- In addition 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

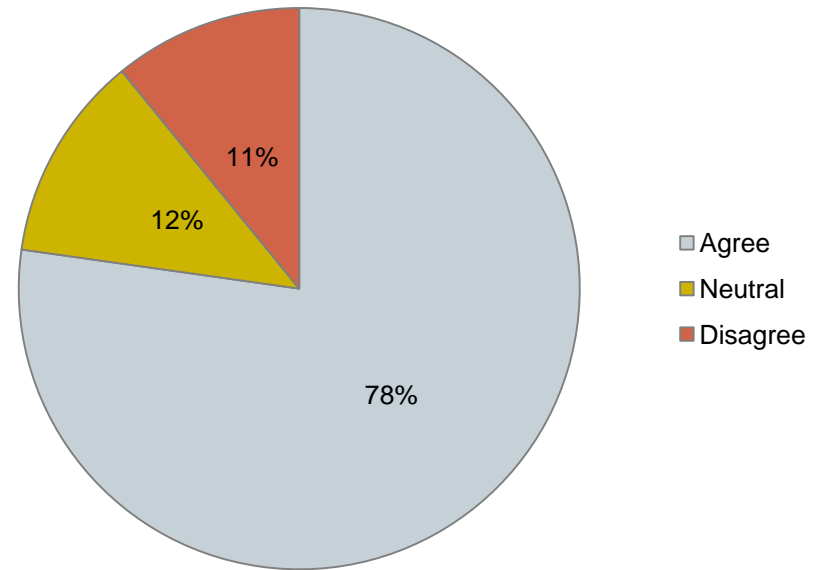
- Stress at Work
- 27% of Human Resources employees indicated that they experience “frequent” stress at work, and an additional 55% experience stress at work “sometimes”.
- Discrimination/Harassment
- 17% of Human Resources employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months.
- Employees most frequently reported discrimination based on personal harassment, followed by discrimination based on age or family status.
- Was it Reported?
- As only a minority reported experiencing any discrimination results cannot be reliably reported for this department.
- Were Employees Satisfied with How it was Handled?
- Among those who reported the incident, satisfaction scores relating to the manner in which the incident was handled were very low.
- Abuse by Customers
- 29% of Human Resources 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 - HUMAN RESOURCES

Human Resources

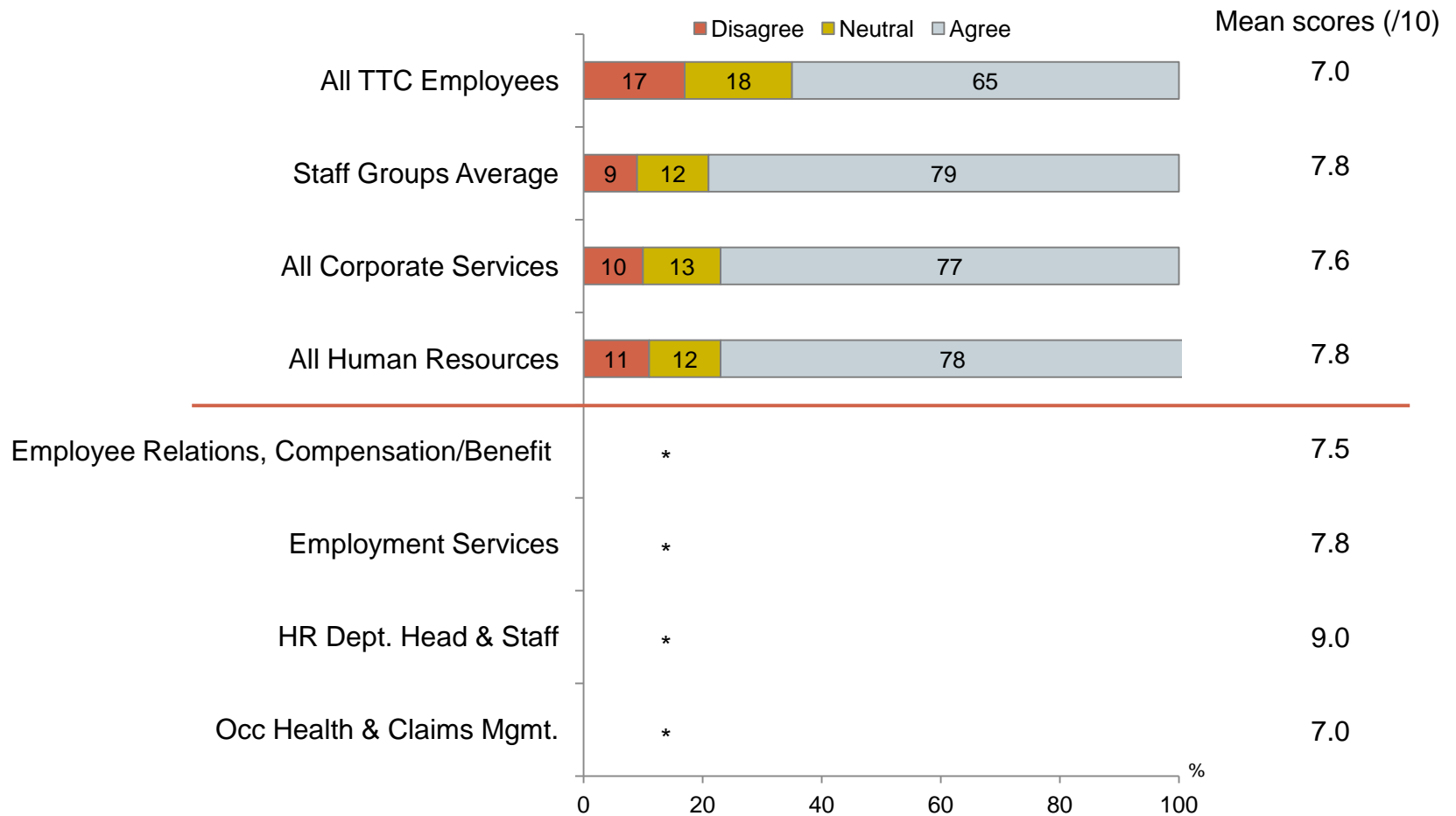
Total
(n= 85)

Mean=7.8



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



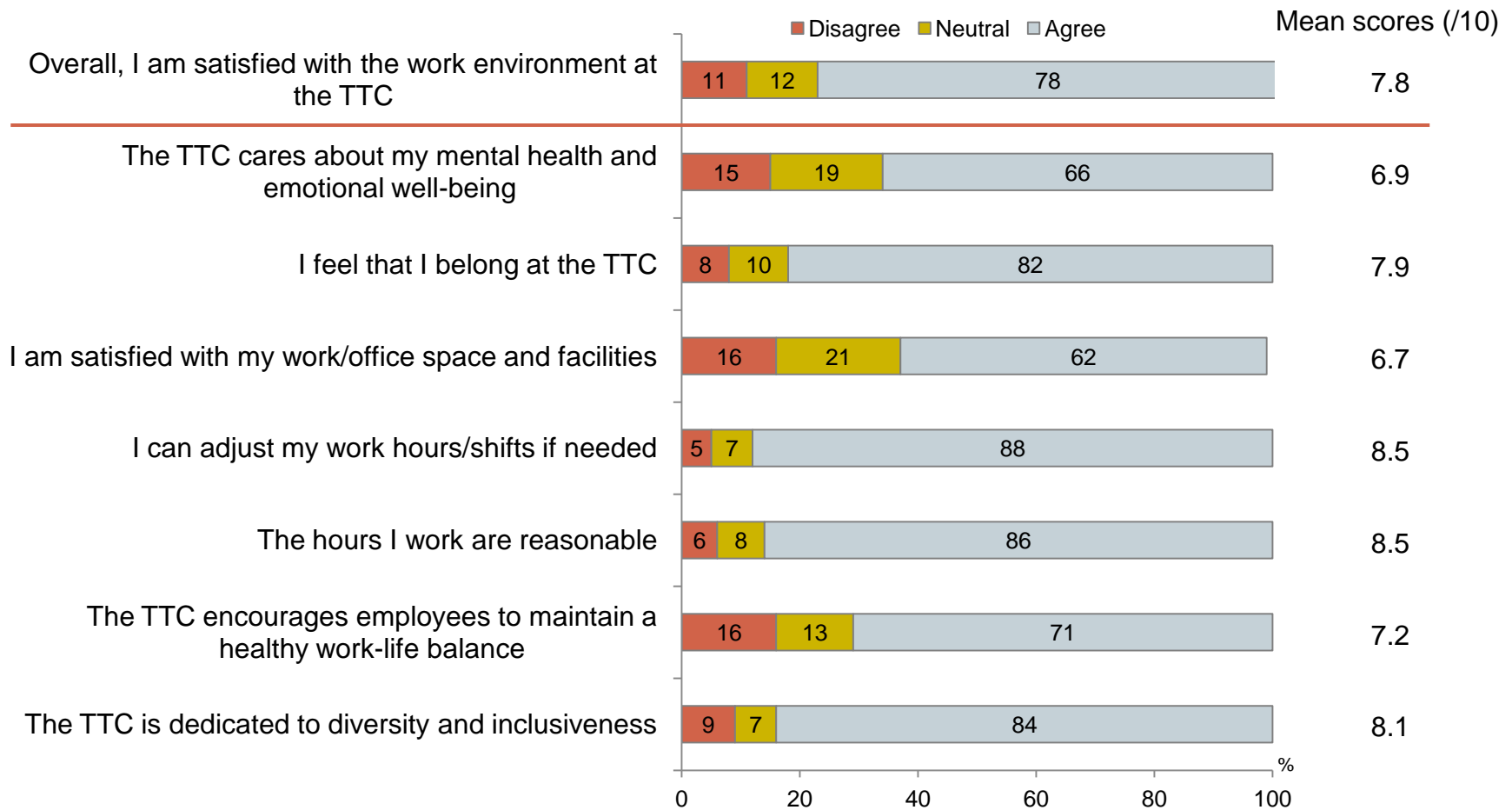
* Percentages suppressed as sample size <30.

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 - HUMAN RESOURCES



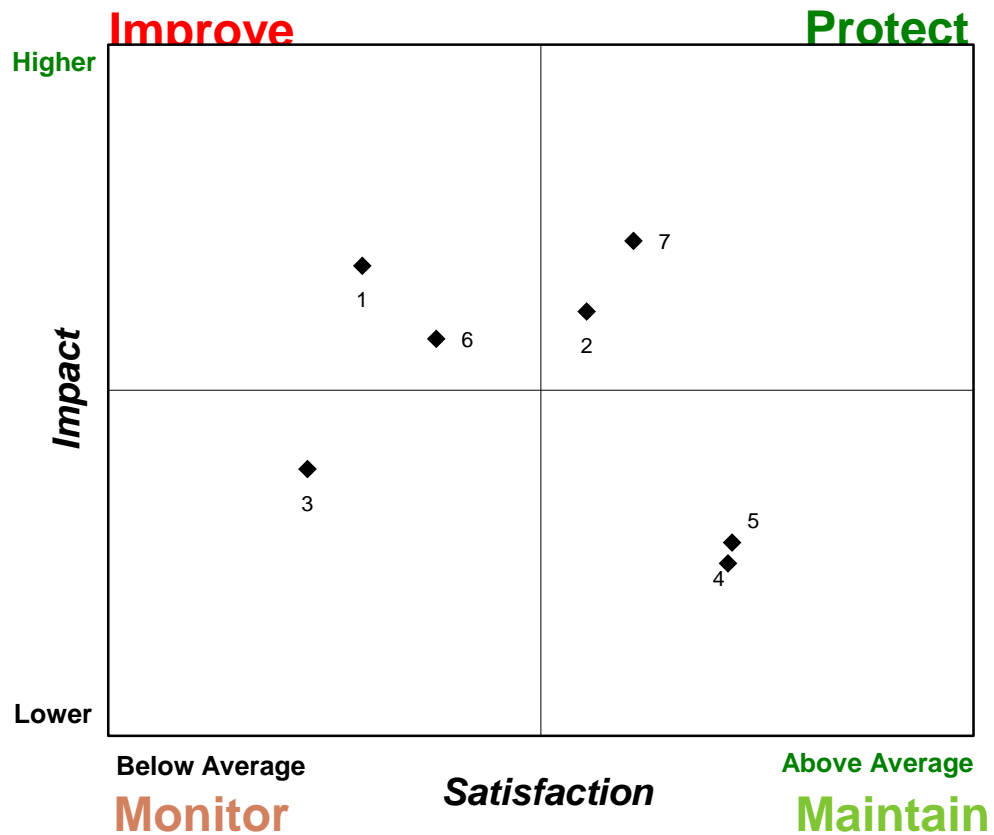
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Sample sizes vary by attribute.

YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Human Resources	Employee Relations, Compensation/ Benefit	Employment Services	HR Dept. & Staff	Head Occ Health & Claims Mgmt.
Overall, I am satisfied with the work environment at the TTC	7.0	7.8	7.6	7.8	7.5	7.8	9.0	7.0
The TTC cares about my mental health and emotional well-being	6.2	7.1	7.0	6.9	7.4	7.0	8.3	5.4
I feel that I belong at the TTC	7.4	7.8	7.8	7.9	8.1	8.1	8.8	6.7
I am satisfied with my work/office space and facilities	6.5	7.2	6.9	6.7	6.9	6.4	7.8	5.9
I can adjust my work hours/shifts if needed	6.7	7.5	7.2	8.5	8.7	7.9	9.4	8.2
The hours I work are reasonable	7.7	8.4	8.3	8.5	8.4	8.4	9.1	8.3
The TTC encourages employees to maintain a healthy work-life balance	6.3	7.4	7.2	7.2	7.1	7.4	8.1	6.5
The TTC is dedicated to diversity and inclusiveness	7.4	8.0	7.9	8.1	8.5	8.0	9.0	7.2

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

OPPORTUNITY ANALYSIS: YOUR WORKING ENVIRONMENT - HUMAN RESOURCES

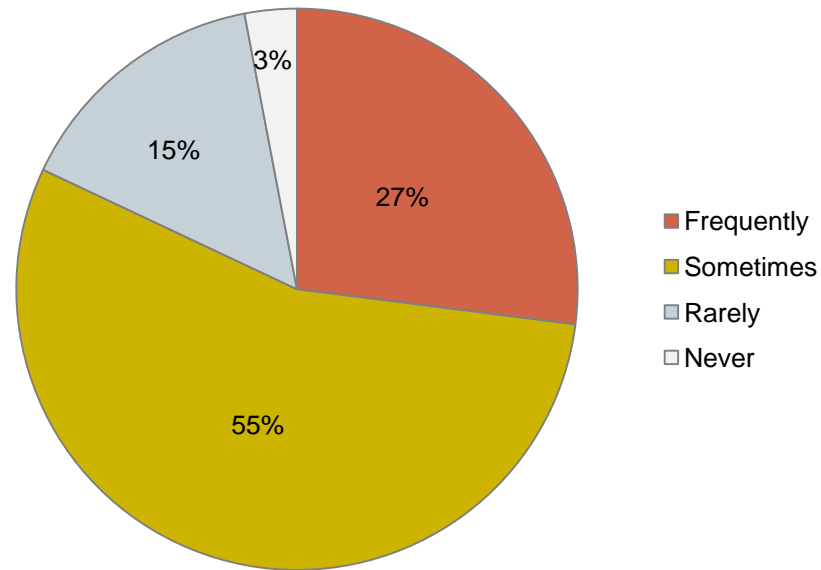


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 6.7 to 8.5.
 Impact values range between 22% to 61%.

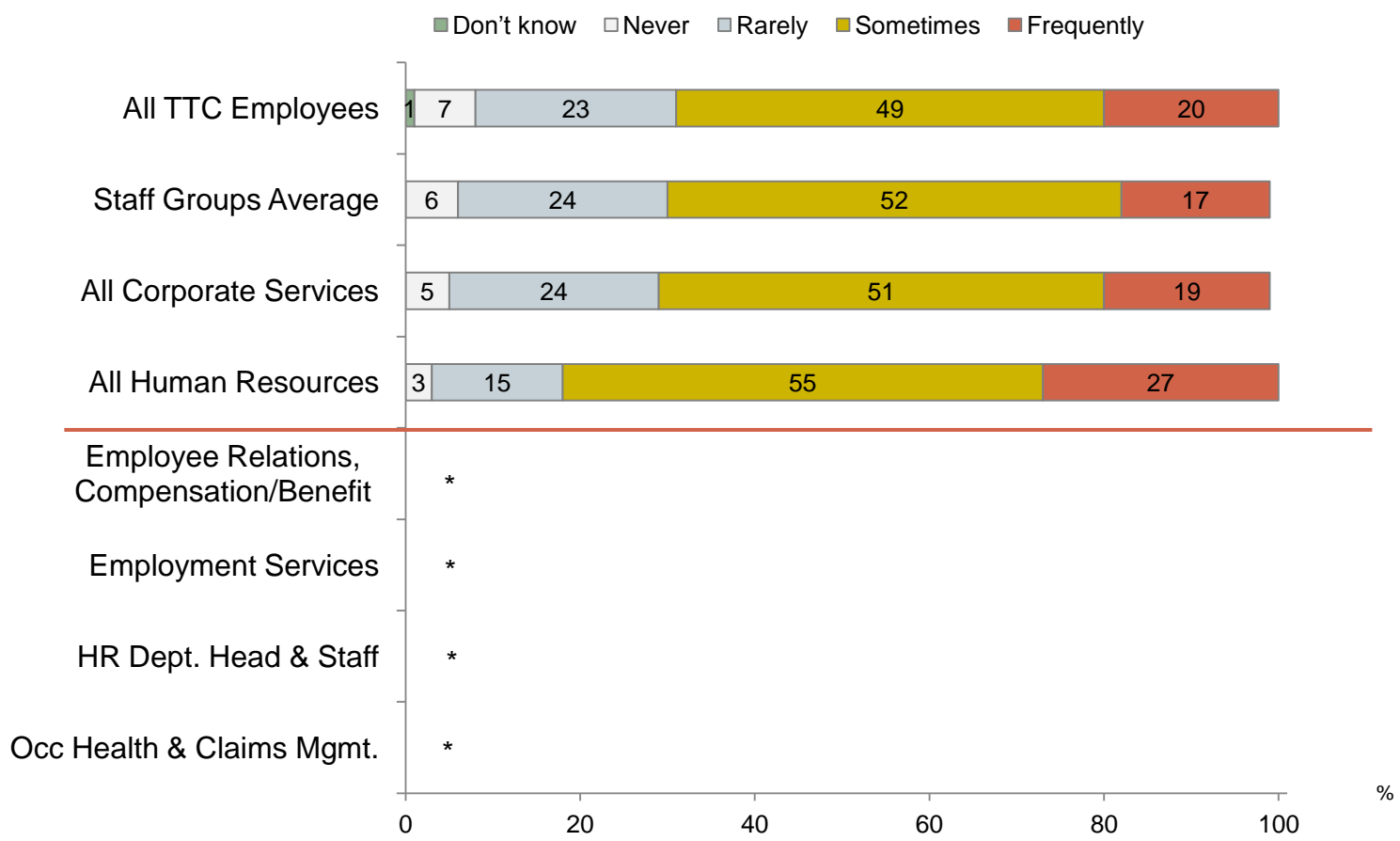
Human Resources

Total
(n= 86)



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

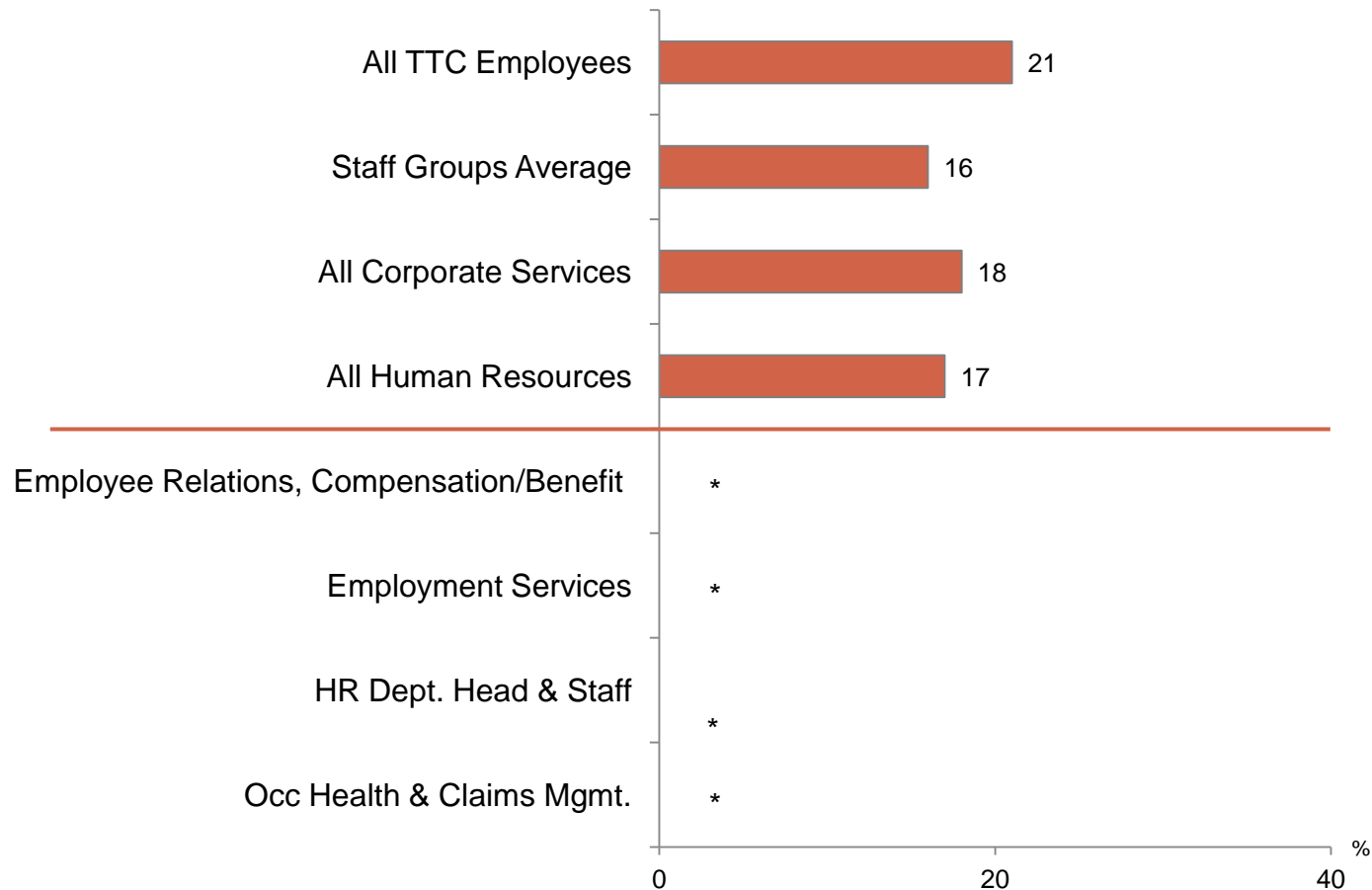


* Percentages suppressed as sample size <30.
 F2. Is stress at work a problem for you? 1 Frequently; 2 Sometimes; 3 Rarely; 4 Never; 5 Don't know.
 Sample sizes vary by category.



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 1-2%	Prefer not to answer range from 0-1%	Prefer not to answer range from 0-2%
--------------------------------------	--------------------------------------	--------------------------------------	--------------------------------------

% Yes	All TTC Employees	Staff Groups Average	All Corporate Services	All Human Resources
Disability	3	2	2	1
Ethnic Origin	6	2	2	1
Gender (includes gender expression)	3	2	2	3
Sex (including pregnancy)	2	2	3	1
Creed	2	1	1	0
Age	5	4	4	6
Race	6	2	2	1
Colour	5	1	1	1
Sexual Orientation	2	1	1	0
Family Status	2	2	2	5
Marital Status	2	2	1	2
Ancestry	3	1	2	0
Place of Origin	4	1	1	1
Citizenship	3	1	1	0
Personal Harassment	9	7	8	7
Other	4	2	2	1

Sample sizes vary by attribute.

Cost centre/groupings are not shown as no cost centre /grouping is large enough 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 Human Resources department employees provided a response to this question, no results can be shown.

Human Resources

Total
(n= 15)

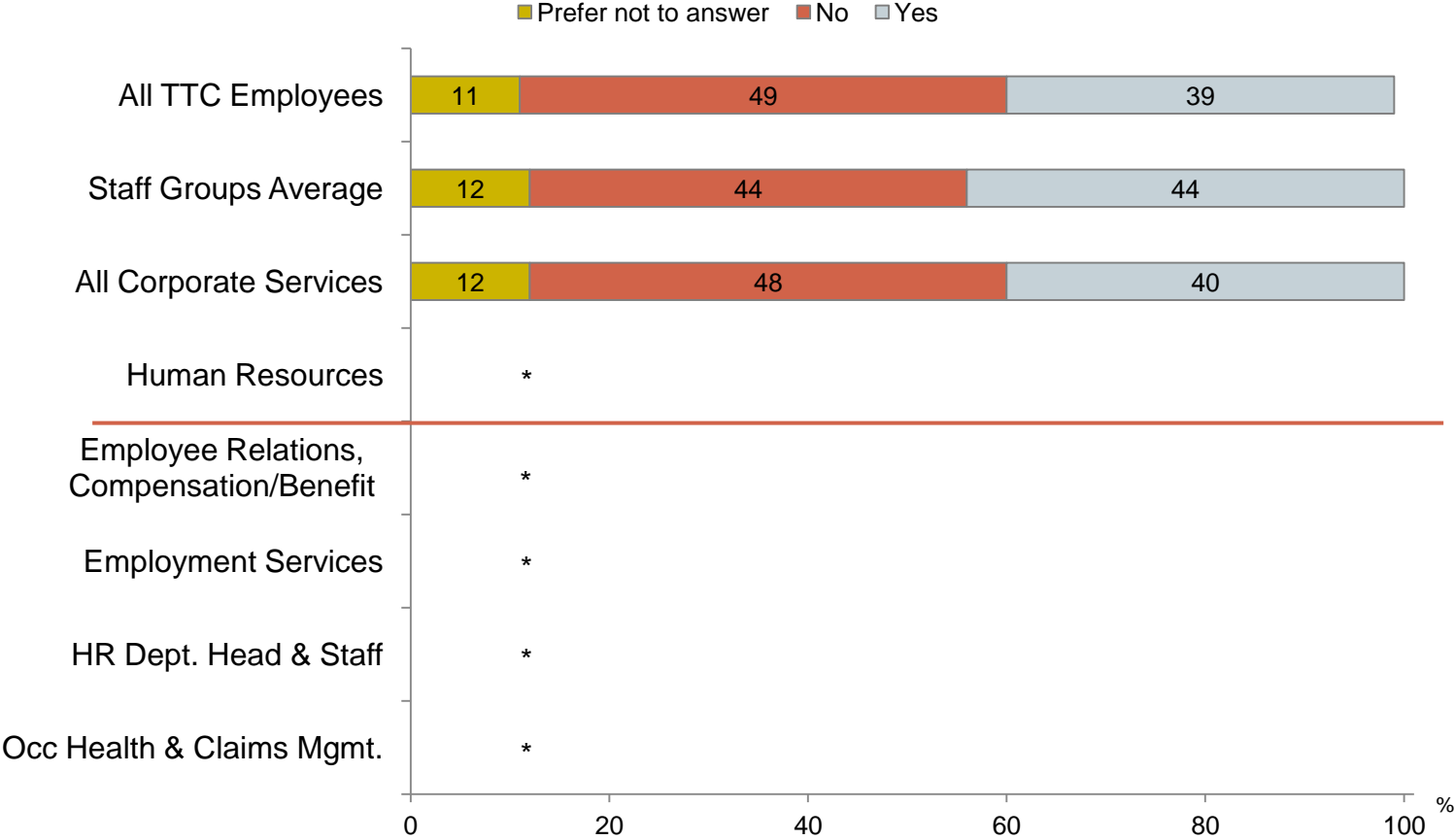
*

* 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



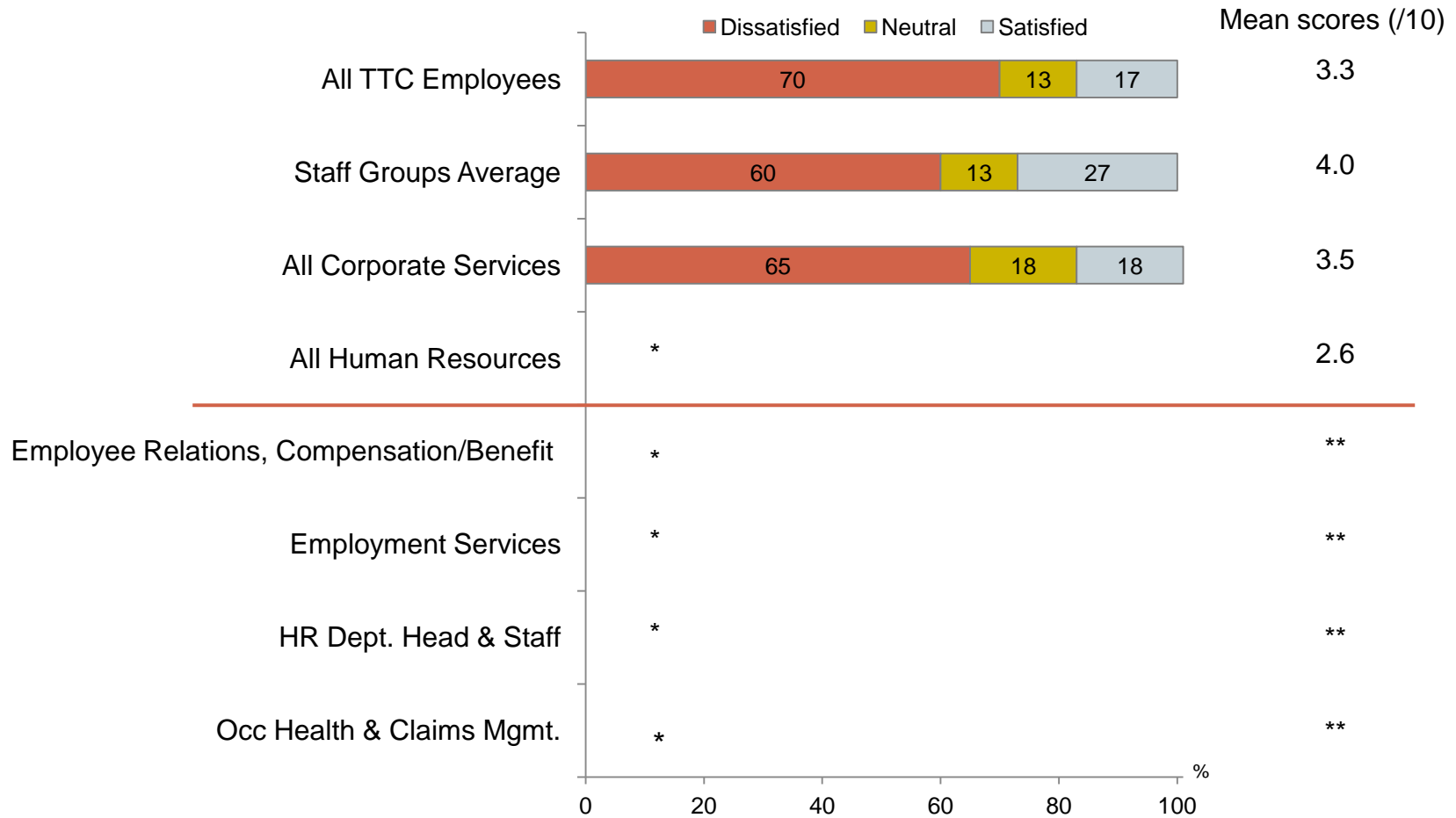
* Percentages suppressed due to sample size <30.

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 as sample size <30.

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

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

REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident

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

Human Resources

Total
(n= 7)

*

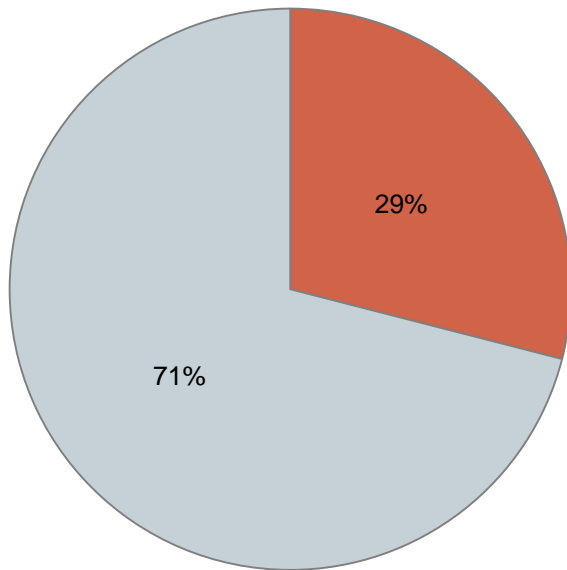
* Percentages suppressed due to sample size <30.

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

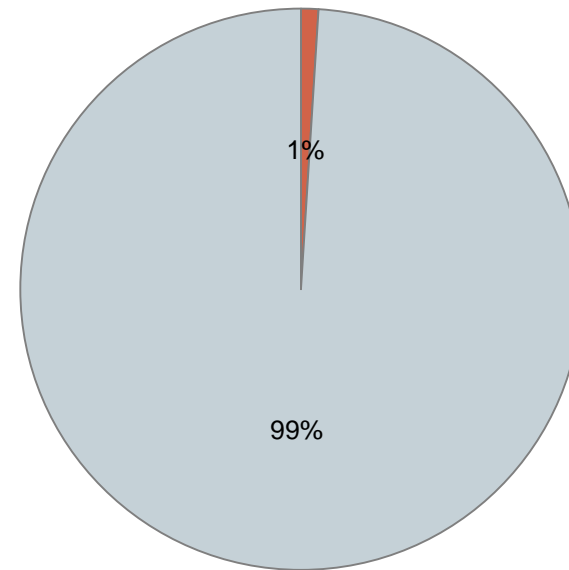
Human Resources

Verbally Abused
(n= 86)



■ Yes
■ No

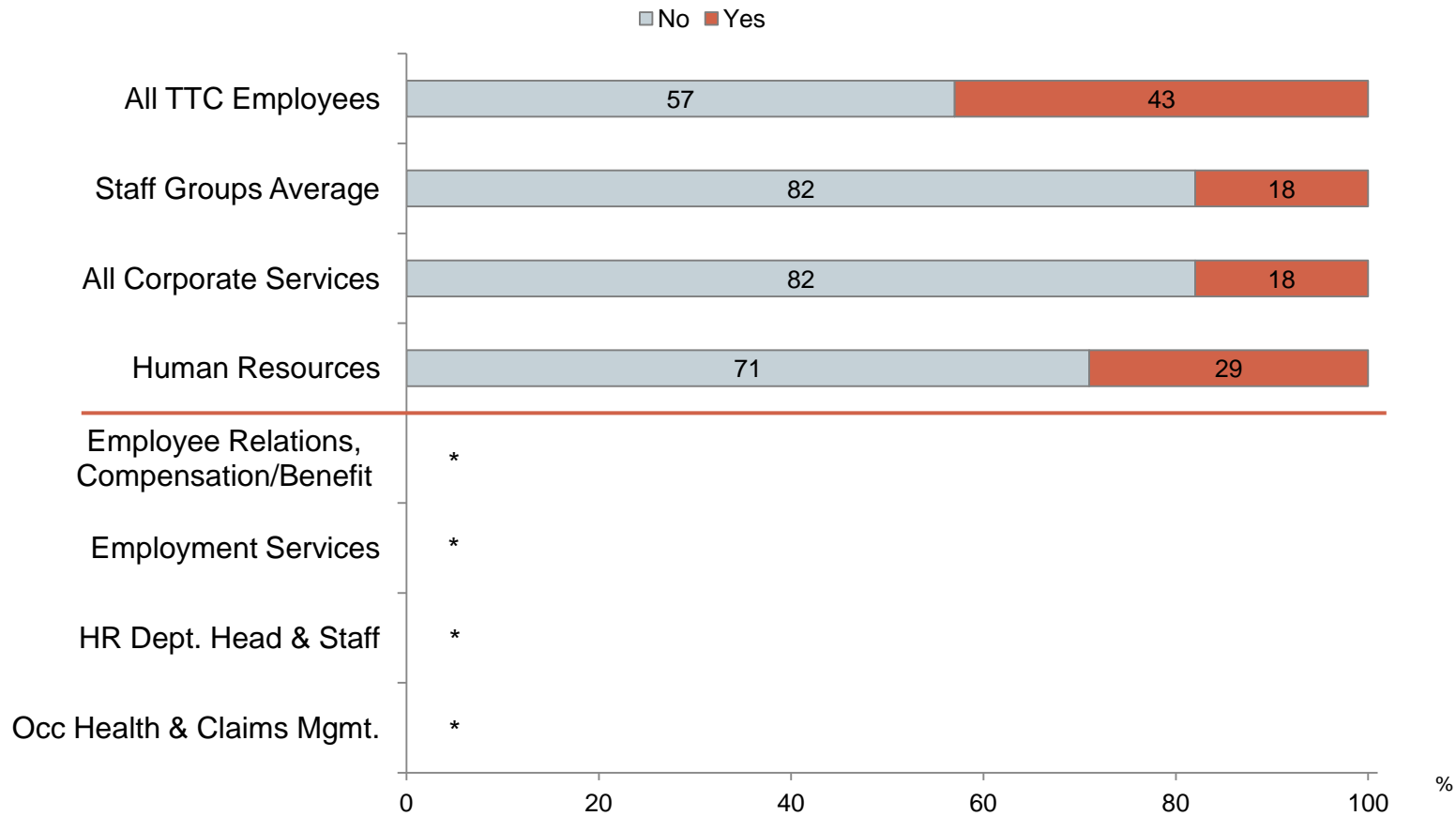
Physically Abused
(n= 86)



■ 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



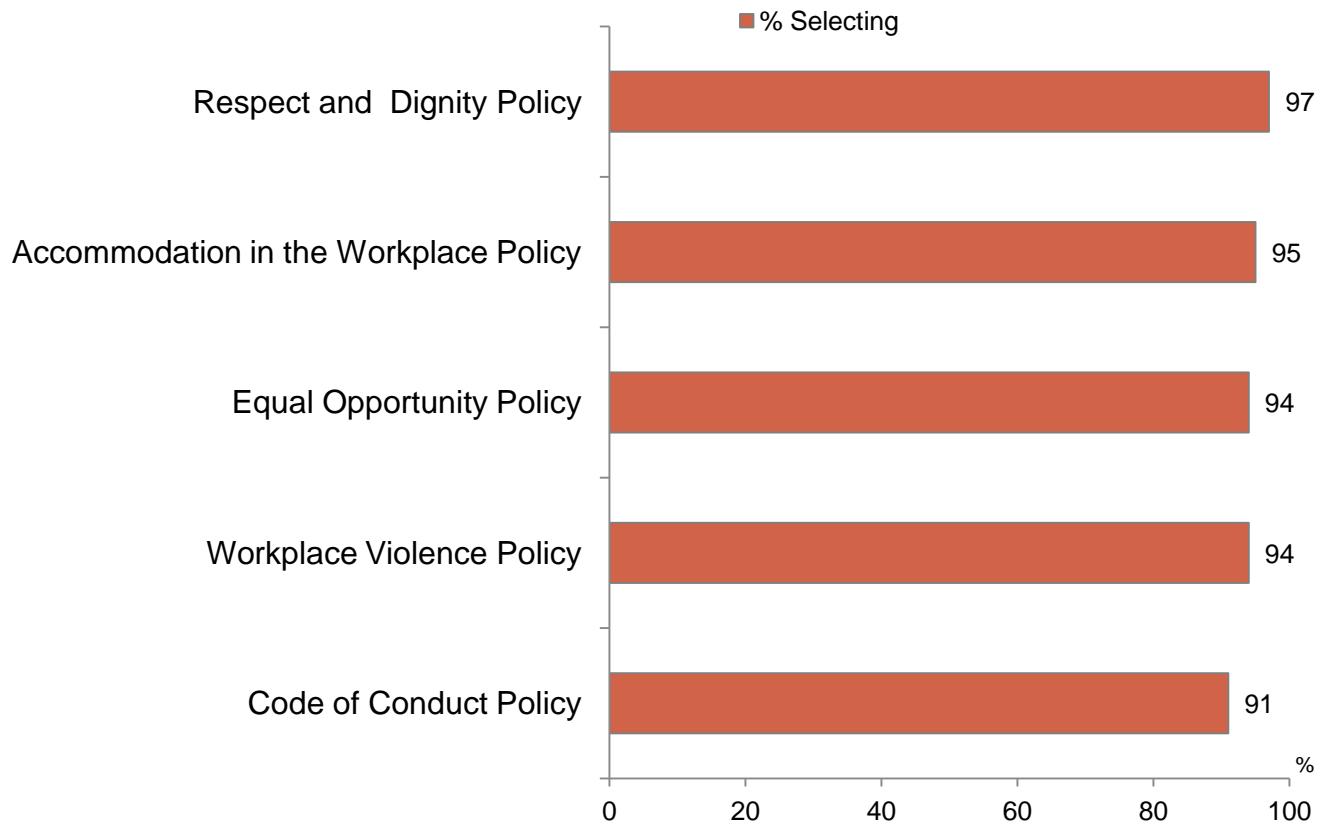
* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

FAMILIARITY WITH TTC POLICIES - HUMAN RESOURCES

- 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 over 90% of Human Resources employees. The least familiar of these was the Code of Conduct Policy.



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

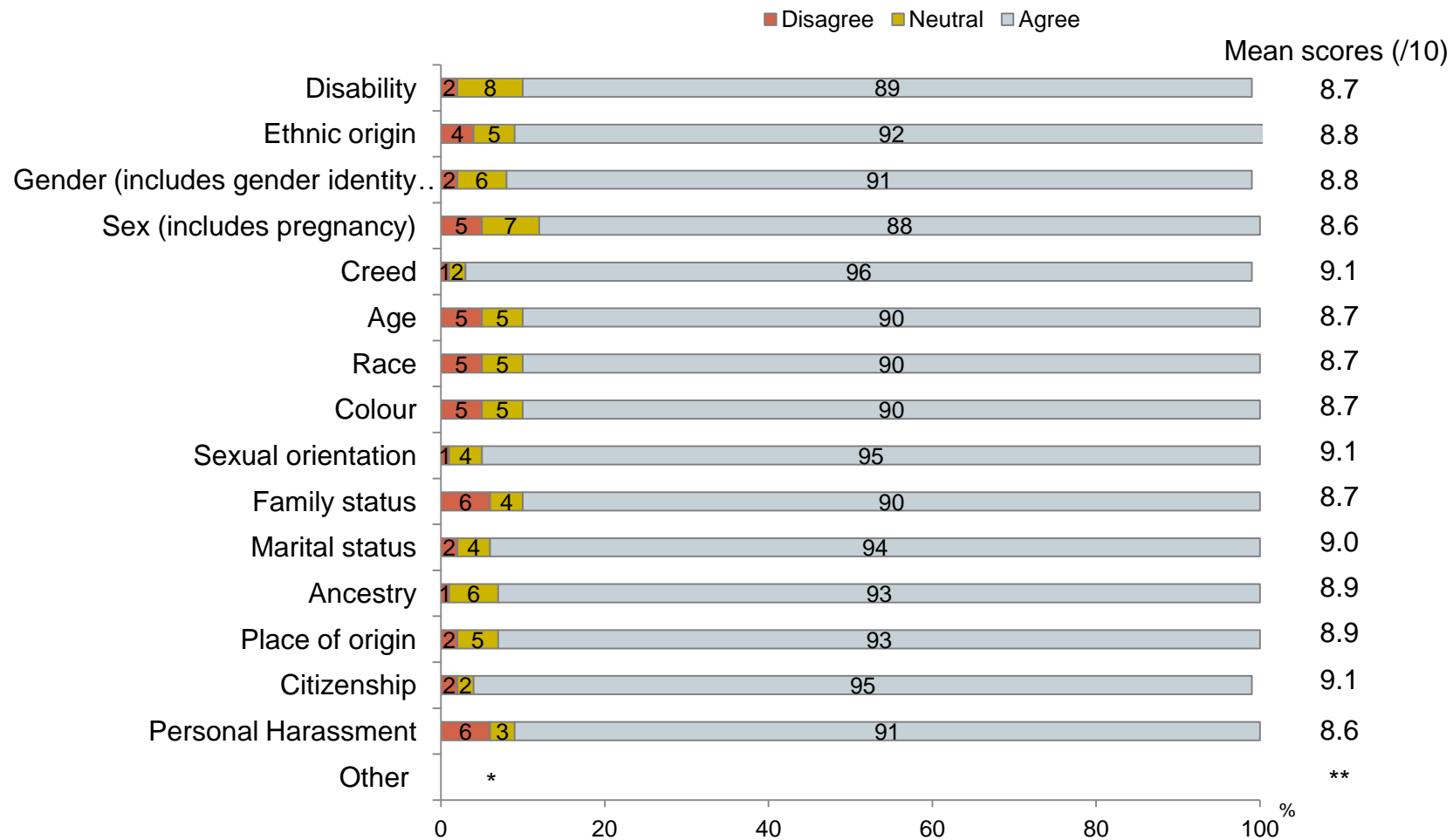
FAMILIARITY WITH TTC POLICIES - BY COST CENTRE/GROUPING

% Selecting	All TTC Employees	Staff Groups Average	All Corporate Services	Human Resources
Respect and Dignity Policy	92	97	96	97
Accommodation in the Workplace Policy	76	87	88	95
Equal Opportunity Policy	81	88	89	94
Workplace Violence Policy	87	92	92	94
Code of Conduct Policy	82	92	91	91

F9. Are you familiar with the following TTC policies (select all that apply)?
No cost centre groupings are shown as these groupings are too small to report percentages (n<30).

EFFECTIVENESS OF TTC PRACTICES

- HUMAN RESOURCES



* Percentages suppressed as sample size <30.

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

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

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

Sample sizes vary by attribute.

EFFECTIVENESS OF TTC PRACTICES - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	Human Resources	Employee Relations, Compensation/ Benefit	Employment Services	HR Dept. Head & Staff	Occ Health & Claims Mgmt.
Disability	8.3	8.7	8.7	8.7	8.5	8.9	8.9	8.3
Ethnic Origin	8.3	8.6	8.7	8.8	8.9	8.8	9.0	8.5
Gender (includes gender expression)	8.5	8.7	8.7	8.8	8.7	9.1	8.7	8.6
Sex (including pregnancy)	8.5	8.7	8.7	8.6	8.5	8.8	8.7	8.5
Creed	8.5	8.8	8.8	9.1	9.2	9.5	8.9	8.8
Age	8.4	8.6	8.6	8.7	8.6	8.8	8.9	8.5
Race	8.4	8.7	8.7	8.7	9.1	8.5	8.9	8.5
Colour	8.4	8.7	8.7	8.7	9.1	8.5	8.9	8.5
Sexual Orientation	8.6	8.8	8.8	9.1	9.2	9.5	8.9	8.8
Family Status	8.6	8.8	8.8	8.7	9.1	8.6	8.9	8.3
Marital Status	8.6	8.9	8.9	9.0	9.1	9.3	8.9	8.8
Ancestry	8.6	8.8	8.8	8.9	9.0	9.3	8.9	8.5
Place of Origin	8.5	8.8	8.8	8.9	9.0	9.1	8.9	8.5
Citizenship	8.6	8.9	8.9	9.1	9.1	9.5	8.9	8.8
Personal Harassment	8.2	8.6	8.5	8.6	8.2	9.4	8.8	8.0
Other	8.2	8.2	8.3	**	**	**	**	**

** 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 TEAM

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis still identifies “Your Team” as the third most impactful on Employee Engagement and is an area in which Human Resources employees are relatively satisfied, making this an Area to Protect.
- Employee satisfaction with their colleagues or co-workers is highest for Employee Relations, Compensation/Benefit, and HR Department Head & Staff, and lowest for Occupational Health & Claims Management.
- Across the specific qualities of Your Team, no one score stands out as uniformly higher than the rest, with more than half of the attributes close to the highest score. Ratings were lowest for, “I feel that workload is fairly distributed on my team”, followed by “All the people on my team are treated fairly”. These results were mostly consistent across cost centres, though for Occupational Health & Claims Management, fair treatment was scored lower than distribution of workload. Also, for Employment Services, “There is good morale on my team” received a lower score than fair treatment.
- To continue to improve employee satisfaction with Your Team, Opportunity Analysis identifies the following key Area to Improve:
 - There is good morale on my team
- In addition, Opportunity Analysis identifies the following key Areas to Protect:
 - Members of my team treat each other with respect
 - My team works well together
 - I feel supported by my fellow team members

SECTION SUMMARY

Regular Team Meetings

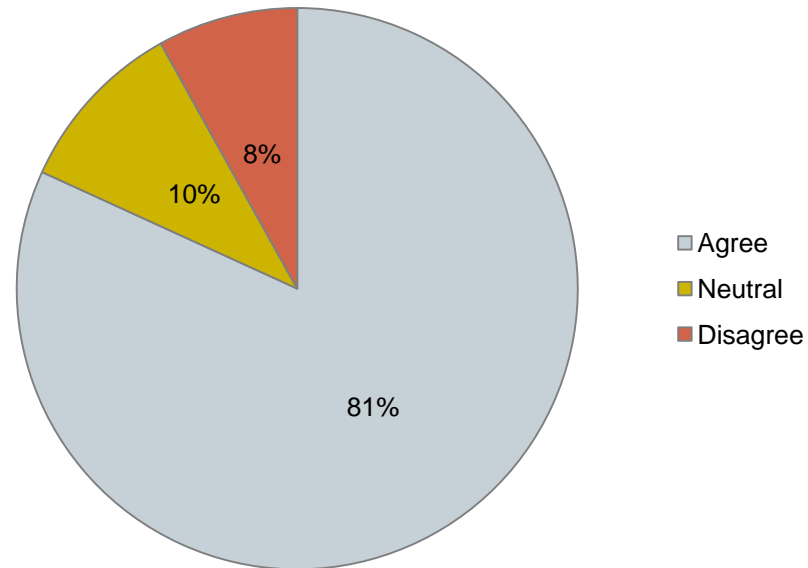
- 73% of employees indicate they have regular team meetings
- Among employees who have regular meetings, most (84%) indicated they were held frequently enough.
- Most employees who have regular meetings agree they are useful. Usefulness of meetings was scored highest by Occupational Health & Claims Management and lowest by Employment Services.

OVERALL RATINGS OF YOUR TEAM - HUMAN RESOURCES

Human Resources

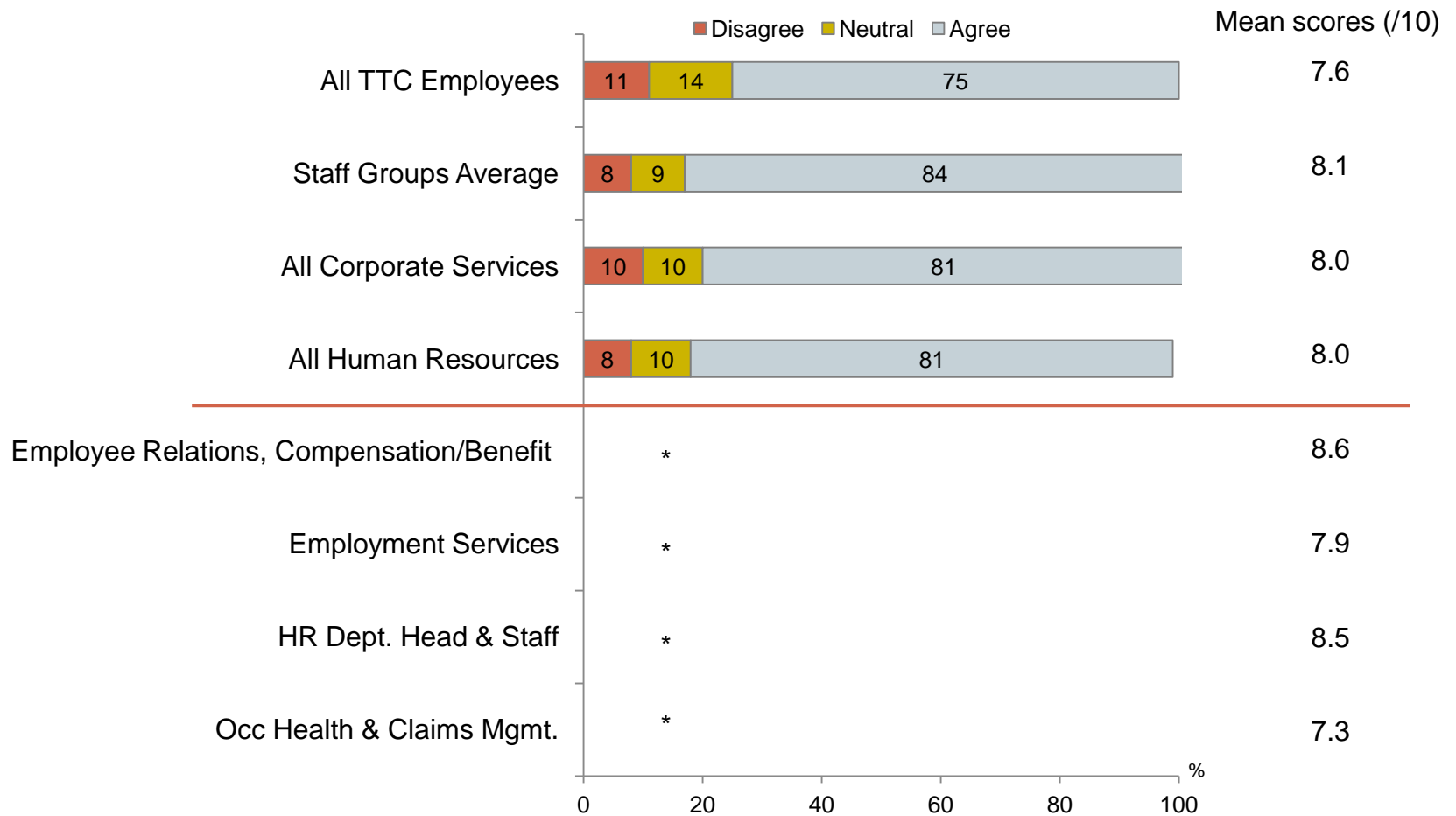
Total
(n= 86)

Mean=8.0



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



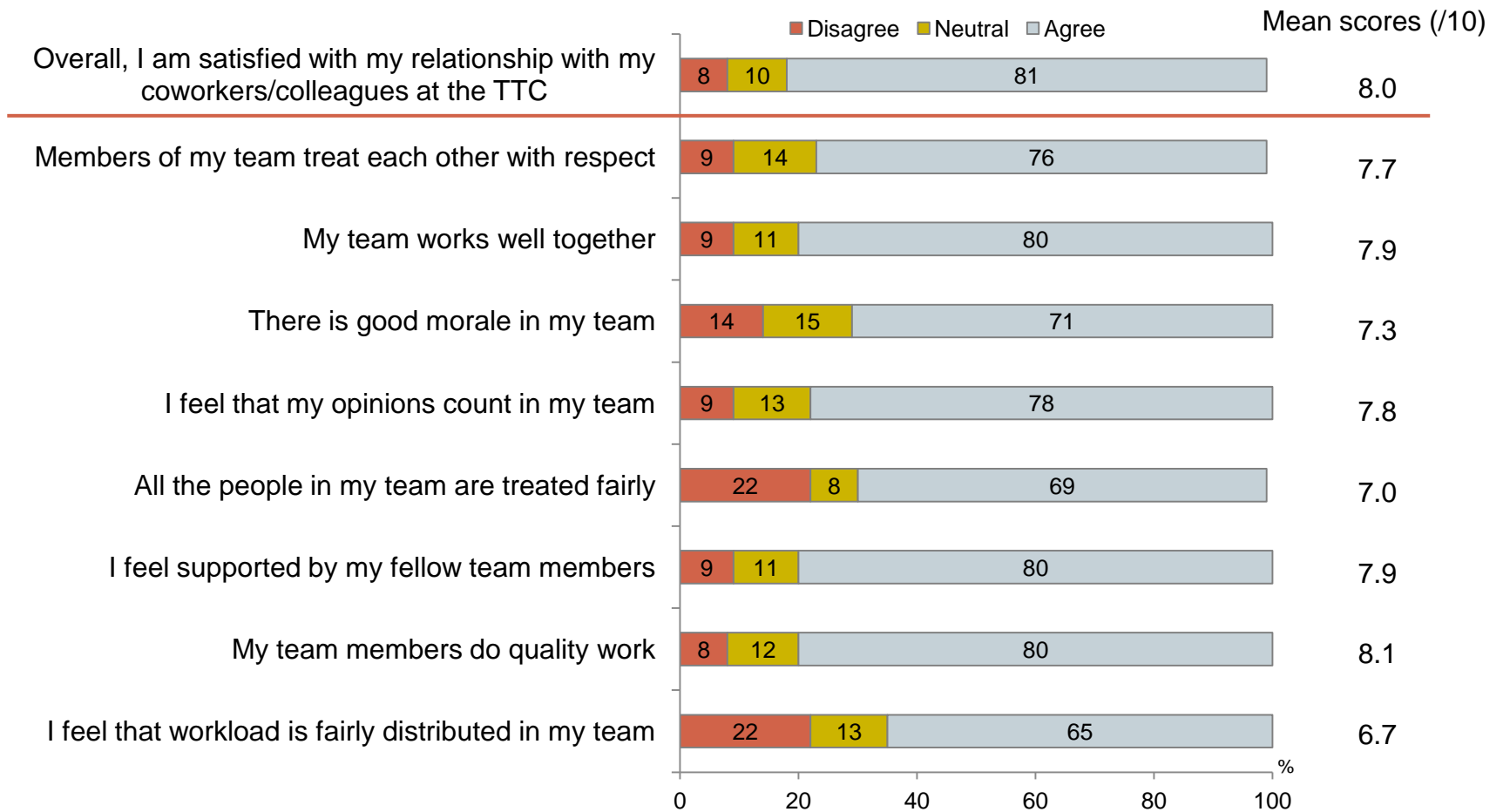
* Percentages suppressed as sample size <30.

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 - HUMAN RESOURCES



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.

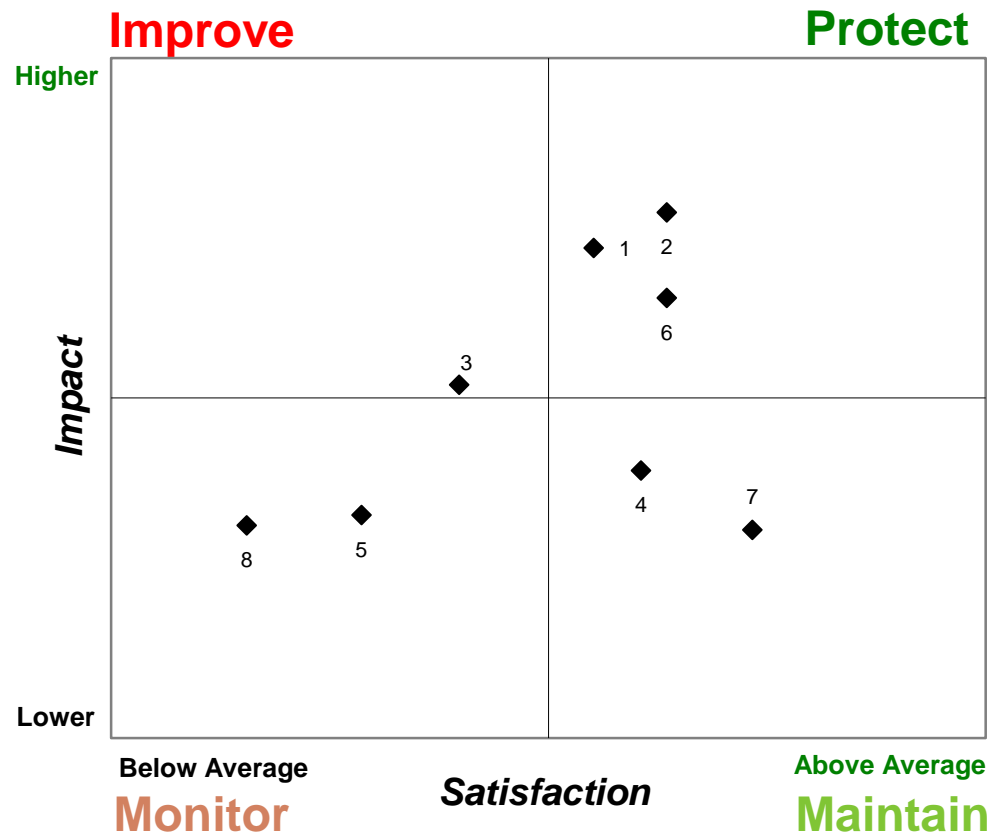
YOUR TEAM - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Human Resources	Employee Relations, Compensation/ Benefit	Employment Services	HR Dept. Head & Staff	Occ Health & Claims Mgmt.
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.0	8.0	8.6	7.9	8.5	7.3
Members of my team treat each other with respect	7.4	8.0	7.8	7.7	7.9	7.6	8.6	6.8
My team works well together	7.3	7.9	7.8	7.9	8.5	7.8	8.5	7.0
There is good morale in my team	6.5	7.3	7.1	7.3	8.2	6.9	8.3	6.3
I feel that my opinions count in my team	7.0	7.9	7.7	7.8	9.1	7.8	8.6	6.3
All the people in my team are treated fairly	6.7	7.5	7.3	7.0	7.9	7.2	8.3	5.2
I feel supported by my fellow team members	7.2	7.9	7.7	7.9	8.8	7.8	8.3	6.9
My team members do quality work	7.5	8.1	8.0	8.1	8.6	7.9	8.6	7.5
I feel that workload is fairly distributed in my team	6.5	7.0	6.8	6.7	7.9	6.3	7.6	5.5

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

- HUMAN RESOURCES



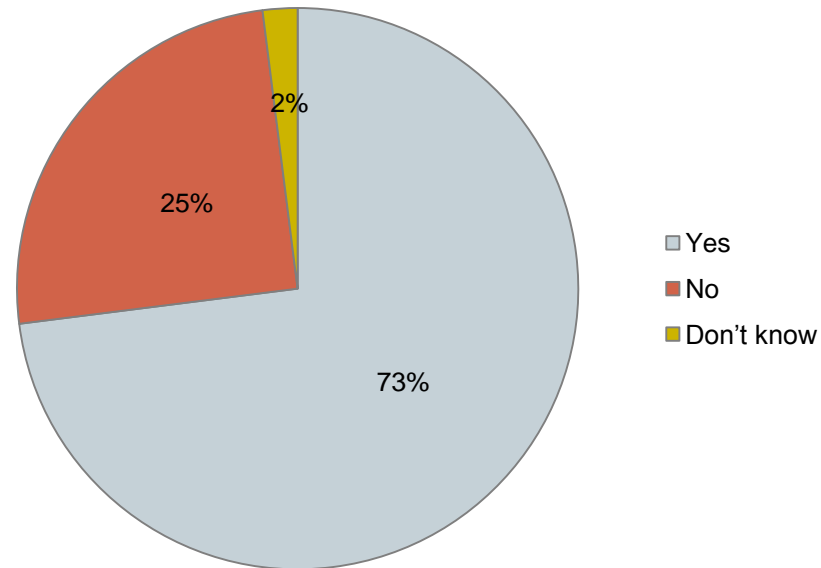
1. Members of my team treat each other with respect
2. My team works well together
3. There is good morale in my team
4. I feel that my opinions count in my team
5. All the people in my team are treated fairly
6. I feel supported by my fellow team members
7. My team members do quality work
8. I feel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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 6.7 to 8.1.
 Impact values range between 52% to 76%.

HOLDING REGULAR TEAM MEETINGS

Human Resources

Total
(n= 85)

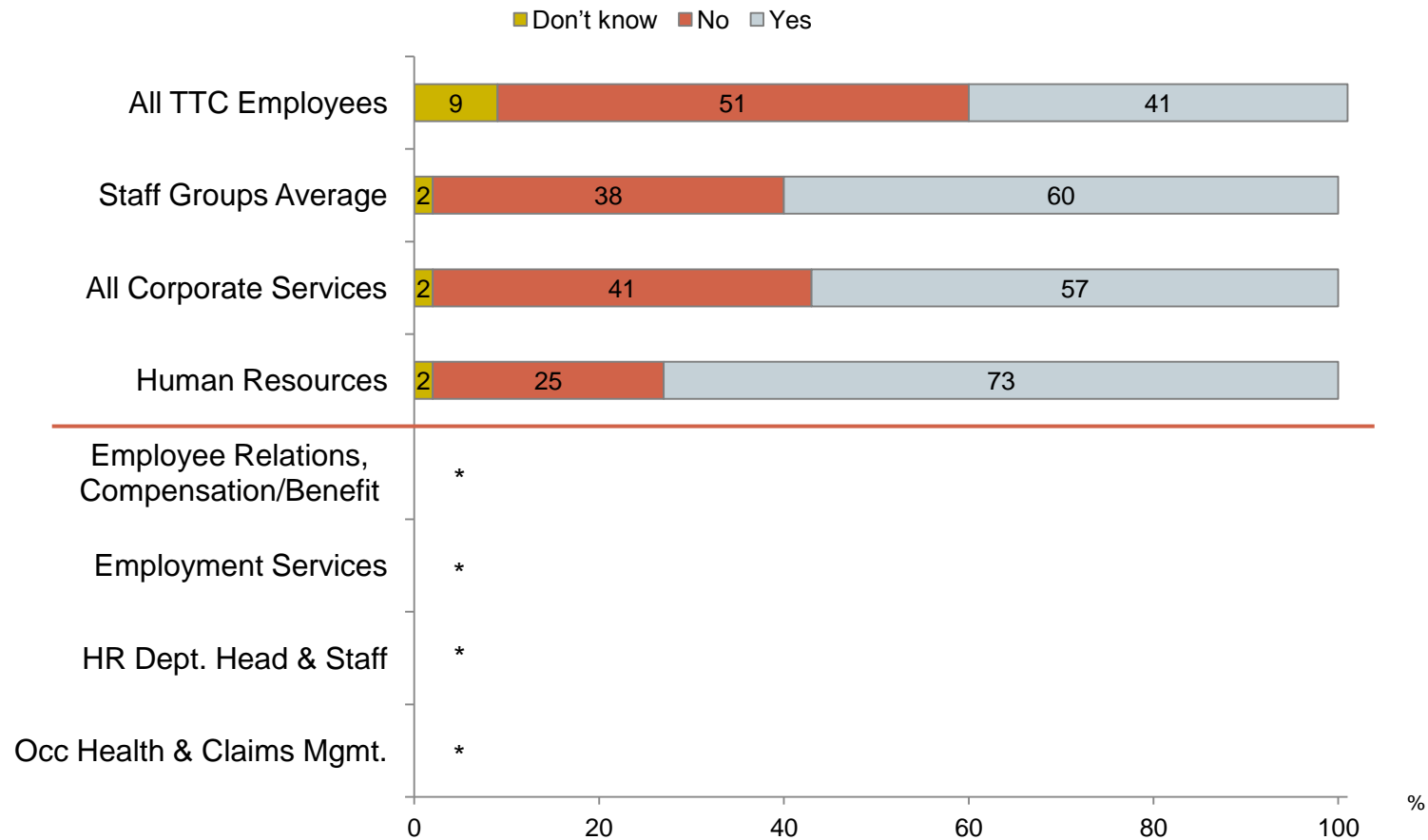


E2. Does your team hold regular team meetings?

3/25/2015

66

REGULAR TEAM MEETINGS - BY COST CENTRE/GROUPING



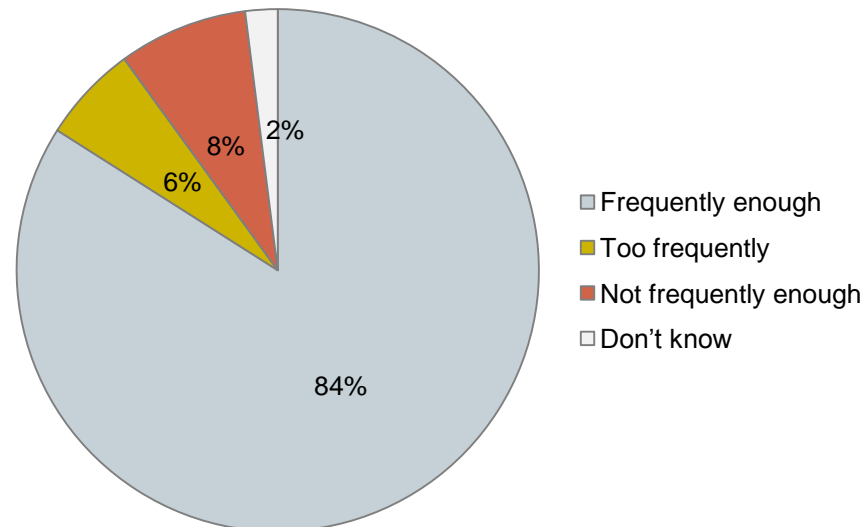
* Percentages suppressed as sample size <30.
E2. Does your team hold regular team meetings?
Sample sizes vary by category.

SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

Human Resources

Total
(n= 62)



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



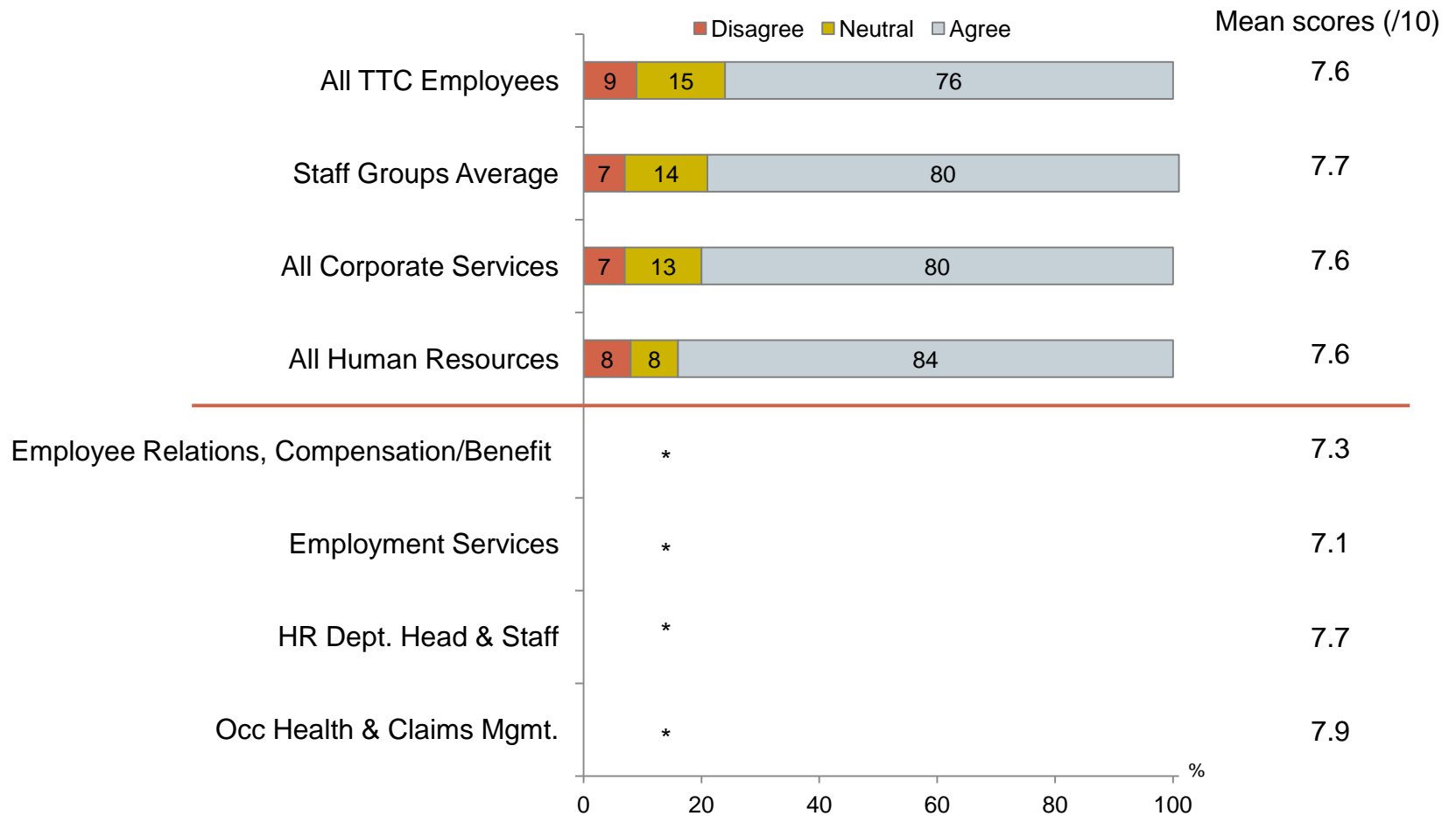
* Percentages suppressed as sample size <30.

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.

3/25/2015

USEFULNESS OF TEAM MEETINGS

Among employees who have regular team meetings



* Percentages suppressed as sample size <30.

E4. How much do you agree or disagree that your team meetings are useful?

Sample sizes vary by category.

AREA TO IMPROVE: TRAINING AND DEVELOPMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Training and Development” as fourth most impactful on Employee Engagement and as an area in which Human Resources employees are relatively less satisfied, making this an Area to Improve.
- Employee satisfaction with their training and development is generally highest for HR Department Head & Staff and Employee Relations, Compensation/Benefit, and lowest for Occupational Health & Claims Management.
- Across the specific aspects of Training and Development, ratings were highest for, “My on-boarding/induction experience was positive”. Ratings were 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”. These results were consistent for most cost centres, at least in relation to which aspects were rated the lowest. There was some variability in terms of which aspects were scored highest. For Employee Relations, Compensation/Benefit and for Occupational Health & Claims Management, “I discuss with my manager whether training meets my needs” scored highest.
- To improve employee satisfaction with Training and Development, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - I am satisfied with the career development opportunities available to me
 - I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor
- In addition to these improvements, the following areas are key Areas to Protect:
 - The TTC provides ongoing training opportunities so I can develop my skills
 - I am satisfied with the support I receive on my personal development

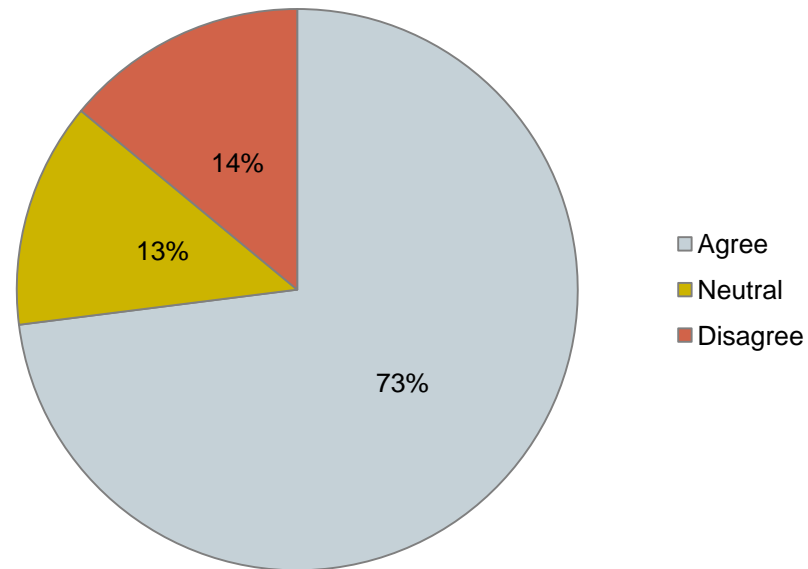
OVERALL RATINGS OF TRAINING AND DEVELOPMENT - HUMAN RESOURCES

Human Resources

Total

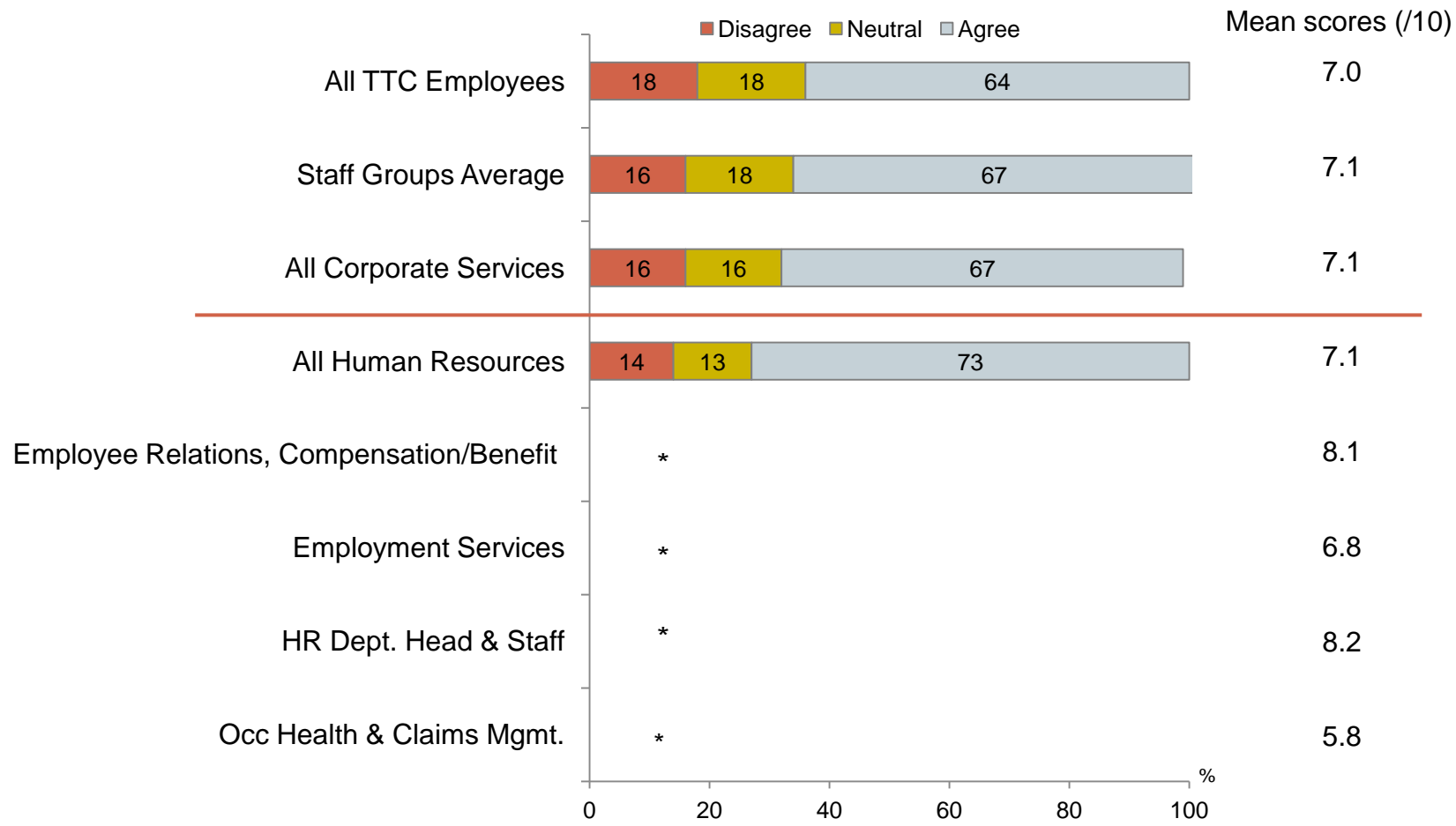
(n= 73)

Mean=7.1



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

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



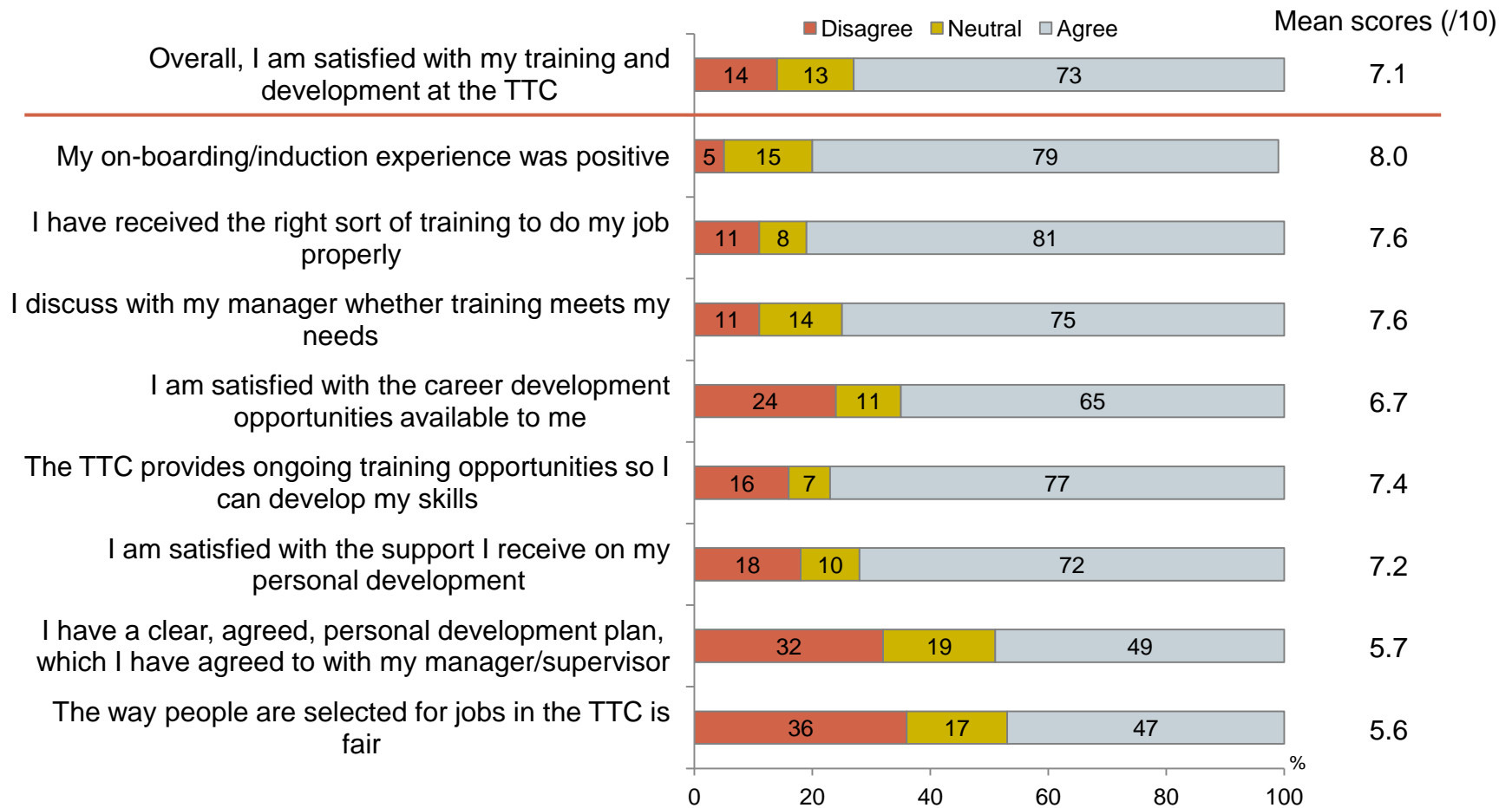
* Percentages suppressed as sample size <30.

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 - HUMAN RESOURCES



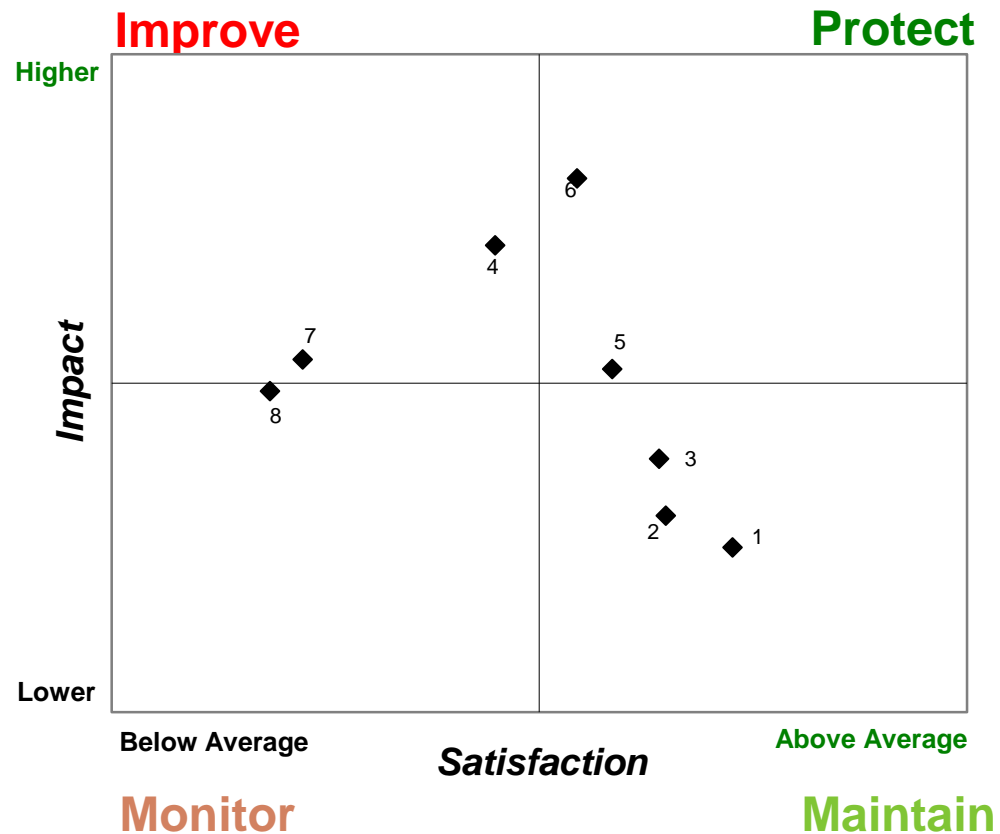
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.
Sample sizes vary by attribute.

TRAINING AND DEVELOPMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Human Resources	Employee Relations, Compensation/ Benefit	Employment Services	HR Dept. Head & Staff	Occ Health & Claims Mgmt.
Overall, I am satisfied with my training and development at the TTC	7.0	7.1	7.1	7.1	8.1	6.8	8.2	5.8
My on-boarding/induction experience was positive	7.9	7.9	7.9	8.0	7.7	8.7	8.8	6.9
I have received the right sort of training to do my job properly	7.6	7.7	7.6	7.6	7.2	7.6	8.5	7.3
I discuss with my manager whether training meets my needs	6.7	7.5	7.4	7.6	8.2	6.8	8.2	7.4
I am satisfied with the career development opportunities available to me	6.9	6.9	6.9	6.7	7.7	6.1	8.3	5.5
The TTC provides ongoing training opportunities so I can develop my skills	7.0	7.5	7.5	7.4	8.1	7.0	8.1	6.6
I am satisfied with the support I receive on my personal development	6.5	7.1	7.0	7.2	7.9	6.4	8.6	6.2
I have a clear, agreed, personal development plan, agreed to with my manager/supervisor	5.5	6.3	6.2	5.7	6.6	4.7	6.5	5.4
The way people are selected for jobs in the TTC is fair	5.6	5.7	5.6	5.6	6.2	6.1	6.3	3.9

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 - HUMAN RESOURCES



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 8.0.
 Impact values range between 24% to 80%.

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 Human Resources employees are relatively less satisfied. In other words, this is an Area to Monitor.
- Mean satisfaction ratings across most specific aspects of Your Company are generally highest for HR Department Head and Staff, though Employment Services or Employee Relations, Compensation/Benefit score higher for several attributes. In general, Occupational Health & Claims Management has the lowest ratings.
- Across the specific aspects of Your Company, satisfaction ratings are highest for, “The TTC puts customers first” and “I feel that the TTC’s vision to be ‘A transit system that makes Toronto proud’ is realistic and achievable”. Ratings were lowest for, “Best practices are shared effectively across the TTC”, “People get things done both quickly and efficiently at the TTC”, “If something goes wrong, people concentrate on putting it right, not blaming others” and “There is effective sharing of information across the TTC.” These are mostly consistent across cost centres, though for “I feel proud and passionate about the TTC” is scored higher than putting customers first for Employee Relations and Employment Services, while “In my job role, I feel I can directly contribute to the vision to be ‘A transit system that makes Toronto proud’” is among the highest scores for Employment Services and the Department Head & Staff.
- To improve employee satisfaction with Your Company, Opportunity Analysis identifies several influential Areas to Improve, primarily related to trust and communication:
 - There is a good level of trust between Senior Management and employees
 - The TTC values its staff’s time
 - Senior Managers communicate openly and honestly with employees
 - People show each other respect across the TTC
 - There is good collaboration between different parts of the TTC

SECTION SUMMARY

- In addition to these Areas to Improve, the following were identified as key Areas to Protect:
 - I feel confident that TTC leadership is making the right decisions for the company's future success
 - TTC leadership welcomes all feedback, both positive and negative
 - The TTC actively supports equal opportunities for all employees
 - There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)
 - I feel sufficiently well informed about what is happening in the TTC
 - I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable
 - In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'
- Speaking Highly of the TTC
- A majority (60%) of Human Resources employees indicated that would "always" speak highly of the TTC, while most of the remainder indicated that they would "sometimes" speak highly of the TTC.

SECTION SUMMARY

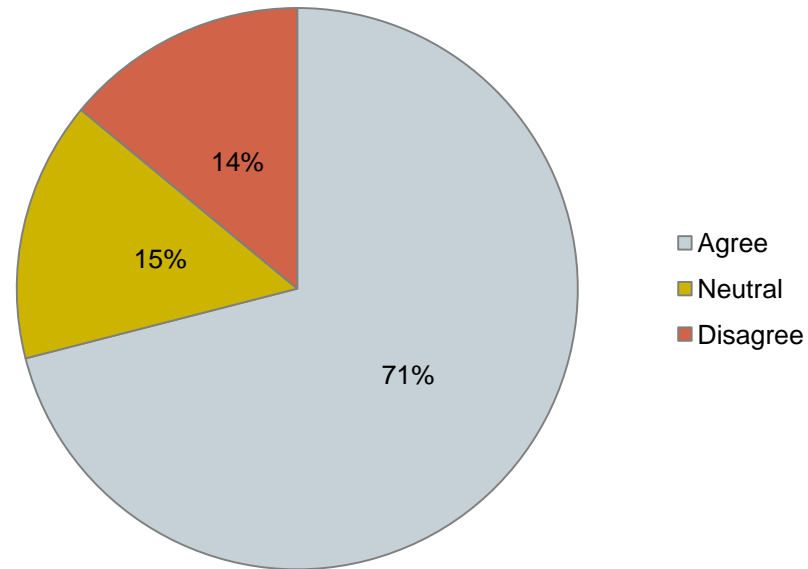
- Change in Experience Working for the TTC
- 36% feel that working for the TTC has improved over the past 12 months, compared to 19% who feel it has gotten worse.
- Among employees who indicated that working for the TTC has gotten better in the past 12 months, the main reasons, identified by over 40% of this group of employees, traced to the arrival of new managers or coworkers and/or better accountability. The next most common reasons were followed by the vision and leadership of senior management, increased focus on customer service, and an improved corporate structure/reduced bureaucracy.
- There were not sufficient Human Resources employees indicating that working for the TTC has gotten worse to identify the main reasons for this impression.

OVERALL RATINGS OF YOUR COMPANY - HUMAN RESOURCES

Human Resources

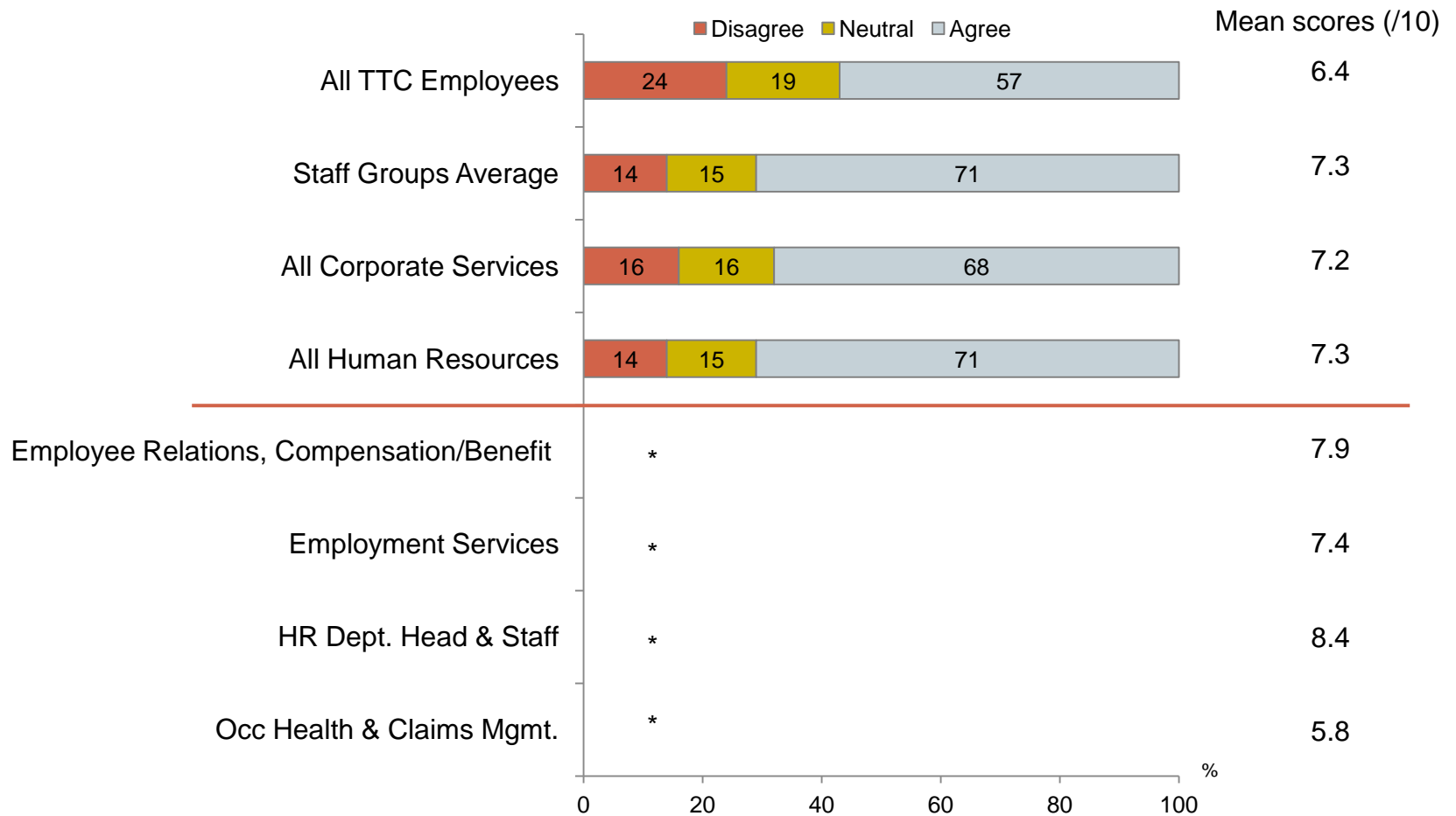
Total
(n= 86)

Mean=7.3



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



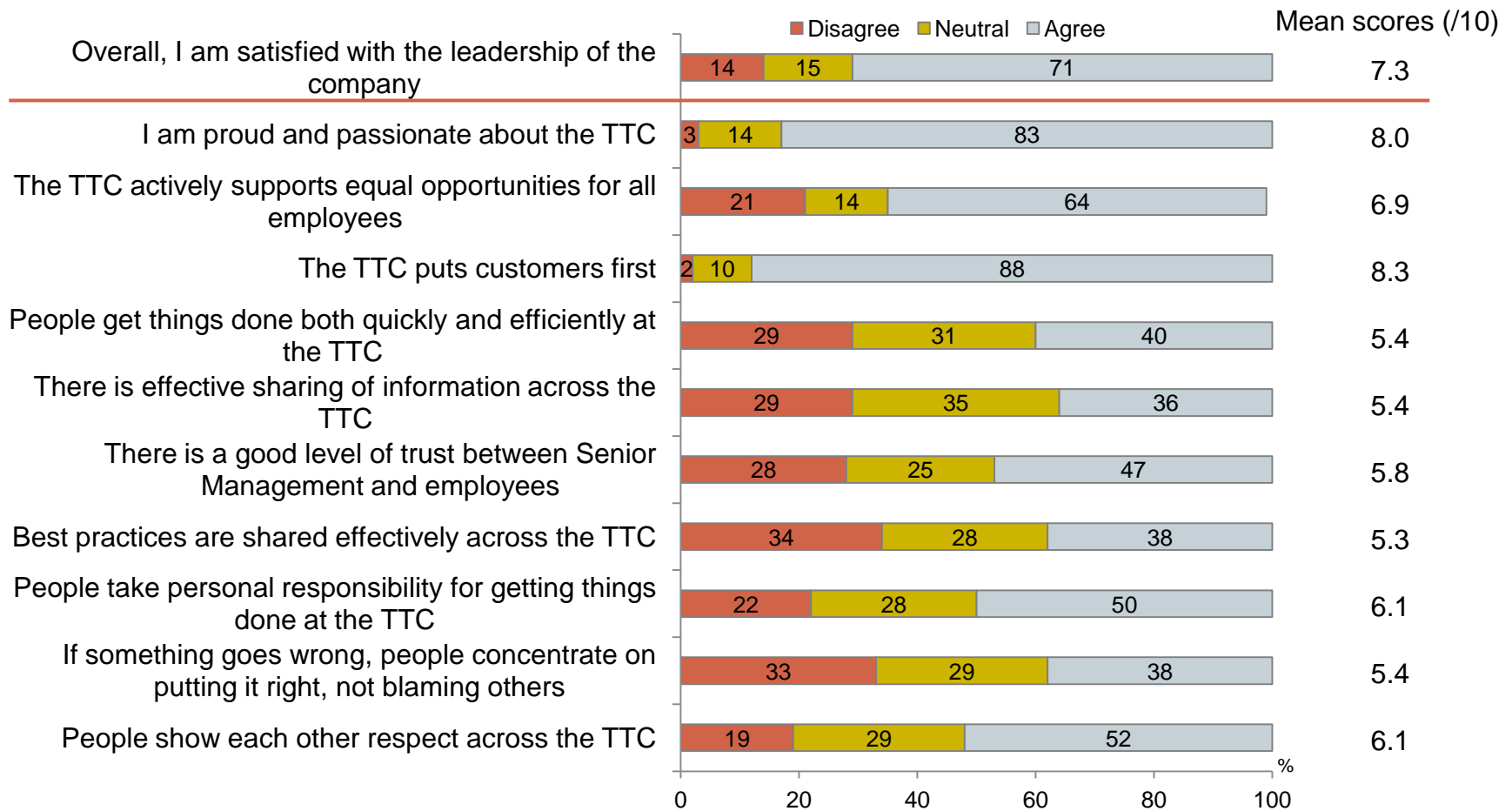
* Percentages suppressed as sample size <30.

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

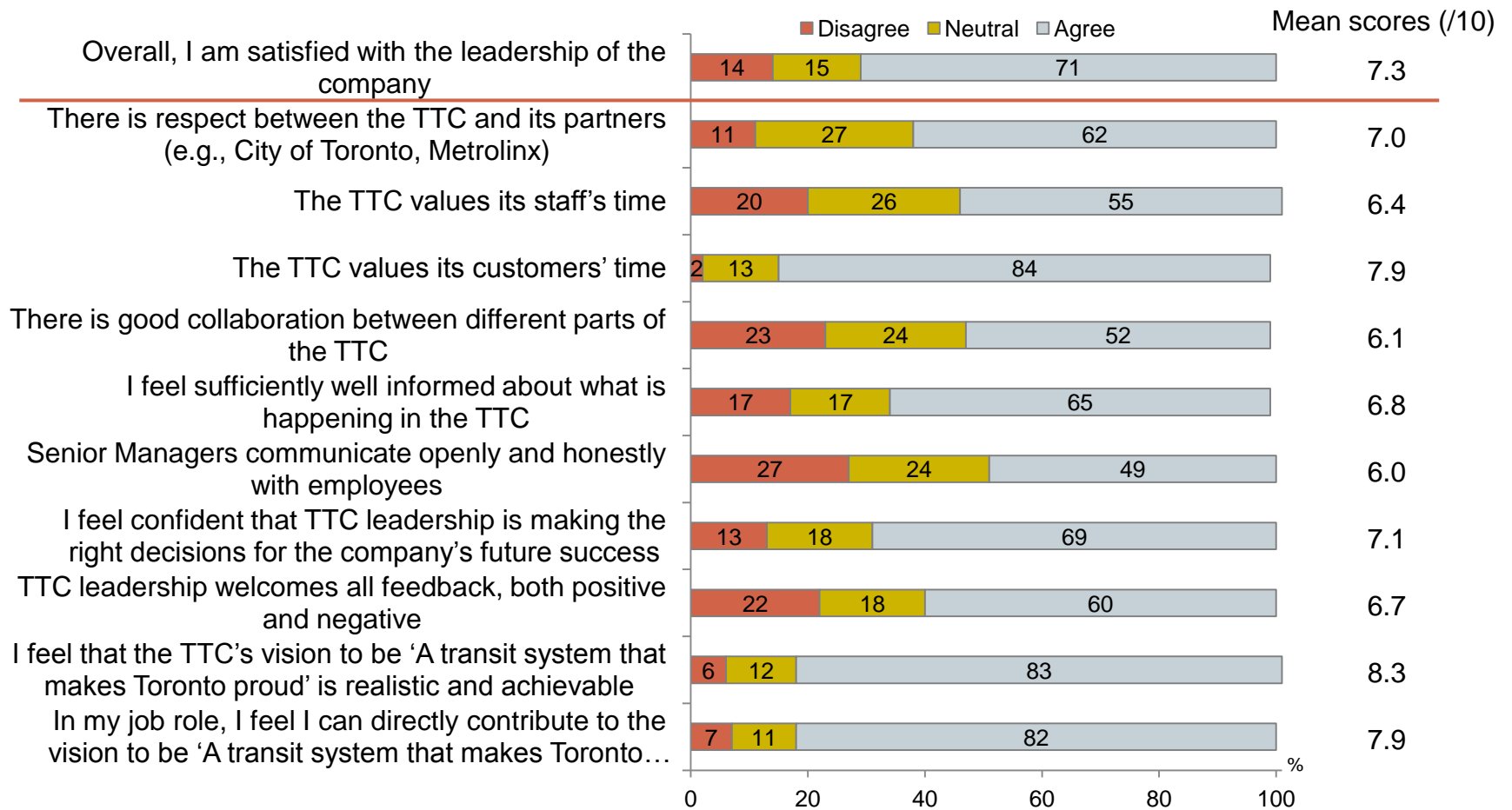
Sample sizes vary by category.

YOUR COMPANY - HUMAN RESOURCES



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

YOUR COMPANY - HUMAN RESOURCES (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

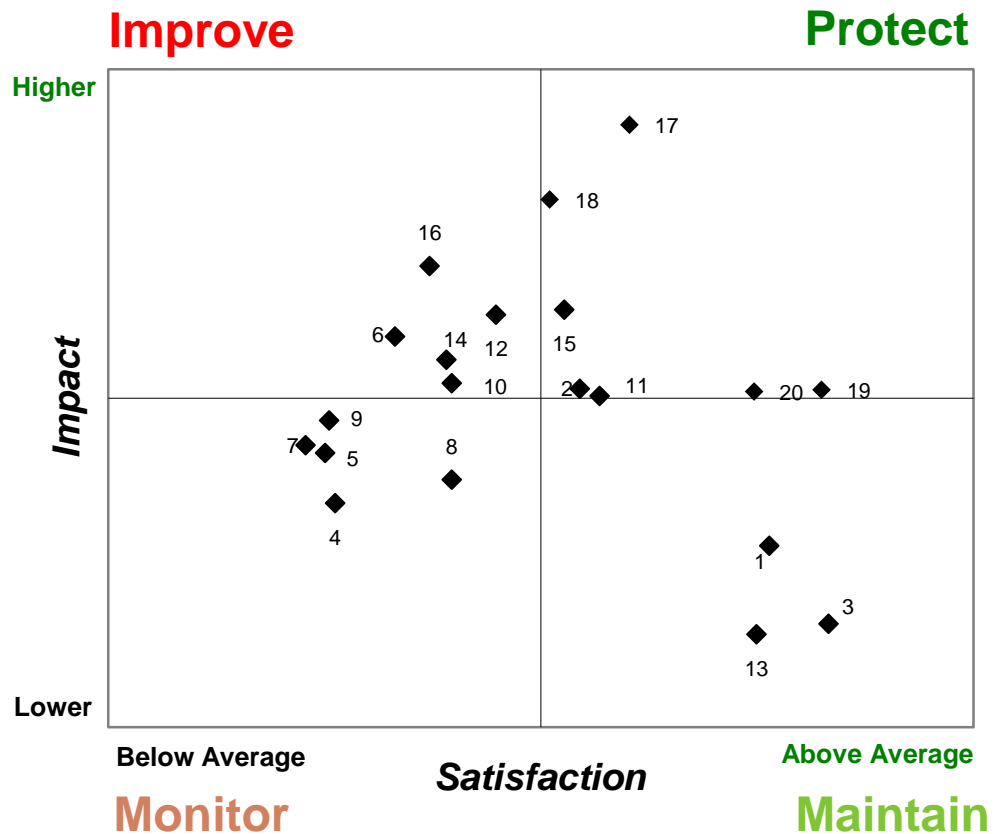
Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Human Resources	Employee Relations, Compensation/ Benefit	Employment Services	HR Dept. Head & Staff	Occ Health & Claims Mgmt.
Overall, I am satisfied with the leadership of the company	6.4	7.3	7.2	7.3	7.9	7.4	8.4	5.8
I am proud and passionate about the TTC	7.6	8.1	8.0	8.0	8.0	8.4	7.9	7.5
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.2	6.9	7.1	7.2	8.0	5.5
The TTC puts customers first	7.8	8.0	8.1	8.3	7.9	8.4	8.2	8.6
People get things done both quickly and efficiently at the TTC	5.1	5.5	5.5	5.4	5.2	5.7	5.3	5.4
There is effective sharing of information across the TTC	4.9	5.4	5.5	5.4	4.6	5.4	6.0	5.3
There is a good level of trust between Senior Management and employees	4.9	5.8	5.7	5.8	5.8	5.7	6.5	5.4
Best practices are shared effectively across the TTC	5.3	5.7	5.6	5.3	4.8	5.6	5.1	5.4
People take personal responsibility for getting things done at the TTC	5.6	6.2	6.0	6.1	6.7	6.4	5.7	5.8
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	5.7	5.5	5.4	5.4	5.8	5.5	5.0
People show each other respect across the TTC	6.1	6.7	6.5	6.1	6.2	6.6	6.3	5.5
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.7	6.6	7.0	7.8	7.7	6.3	6.5
The TTC values its staff's time	6.0	6.8	6.6	6.4	6.8	6.7	7.0	5.3
The TTC values its customers' time	7.1	7.6	7.6	7.9	8.4	7.9	7.6	7.7
There is good collaboration between different parts of the TTC	5.3	5.8	5.7	6.1	5.8	6.6	6.4	5.5
I feel sufficiently well informed about what is happening in the TTC	5.7	6.7	6.7	6.8	6.8	6.8	7.6	6.1
Senior Managers communicate openly and honestly with employees	5.3	6.2	6.0	6.0	6.5	5.8	6.7	5.3
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	7.1	6.9	7.1	7.6	7.2	8.2	5.9
TTC leadership welcomes all feedback, both positive and negative	6.0	6.7	6.6	6.7	7.3	6.8	7.6	5.5
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	8.1	8.0	8.3	8.4	8.8	8.2	7.6
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	7.9	7.5	8.6	8.2	7.2

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

3/25/2015

OPPORTUNITY ANALYSIS: YOUR COMPANY

- HUMAN RESOURCES

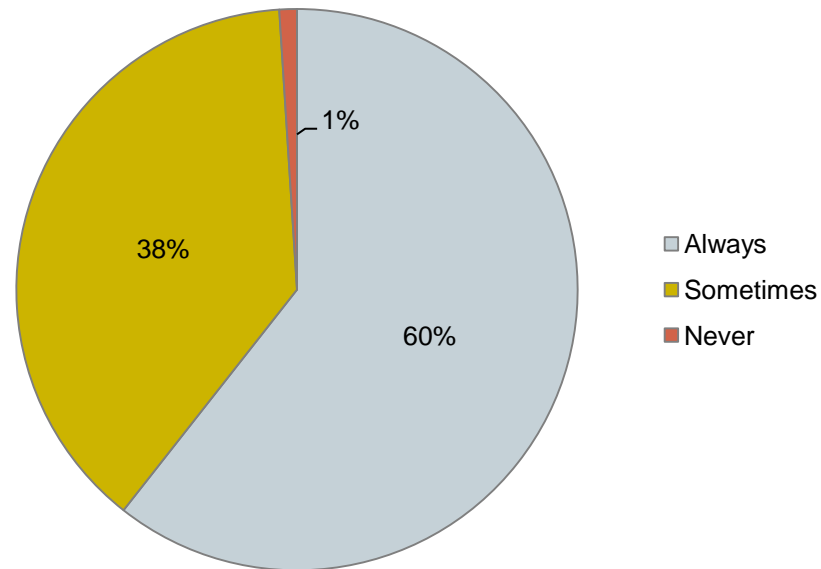


1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. There is effective sharing of information across the TTC
6. There is a good level of trust 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 5.3 to 8.3.
 Impact values range between 4% to 70%.

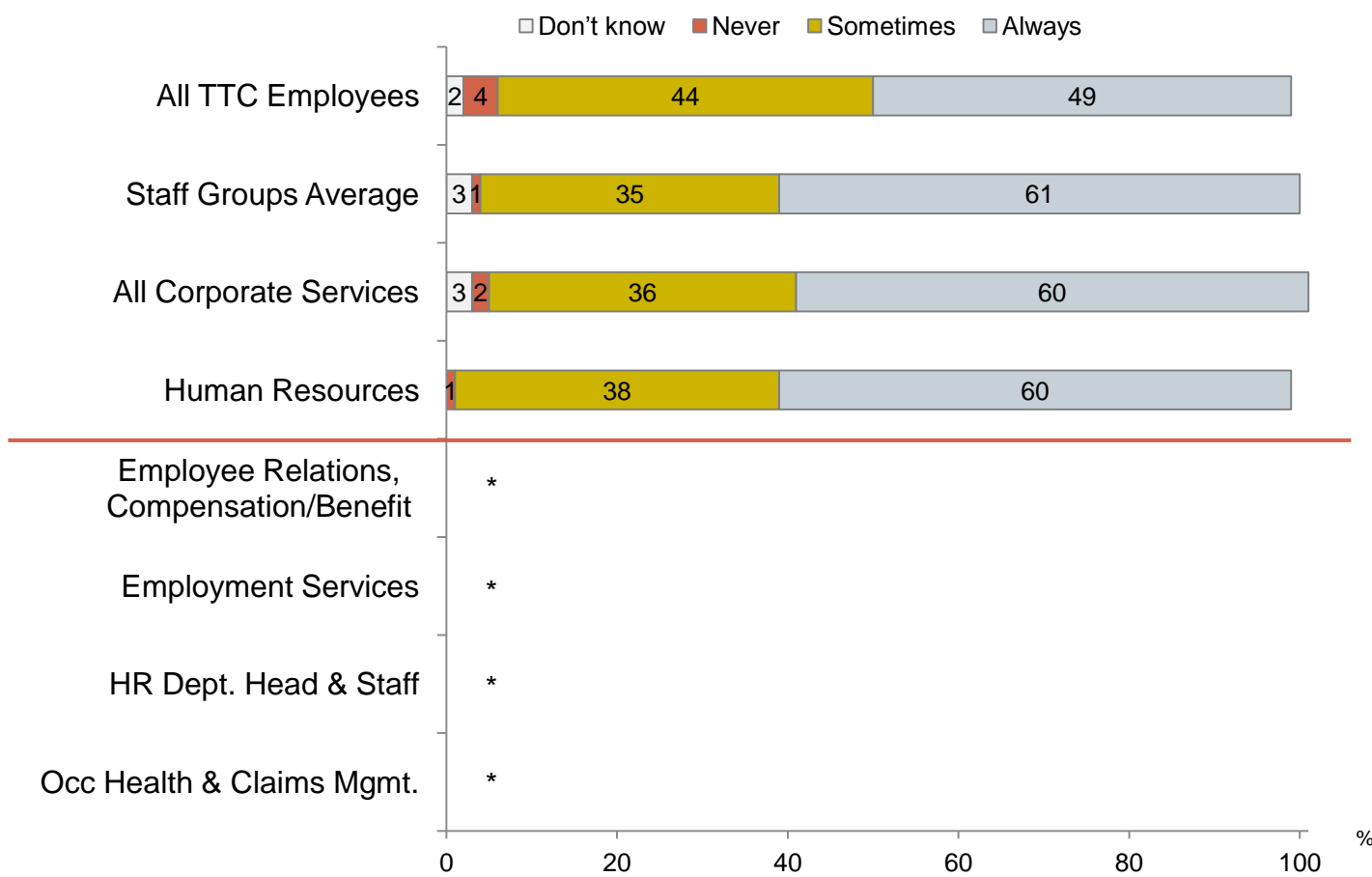
Human Resources

Total
(n= 86)



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

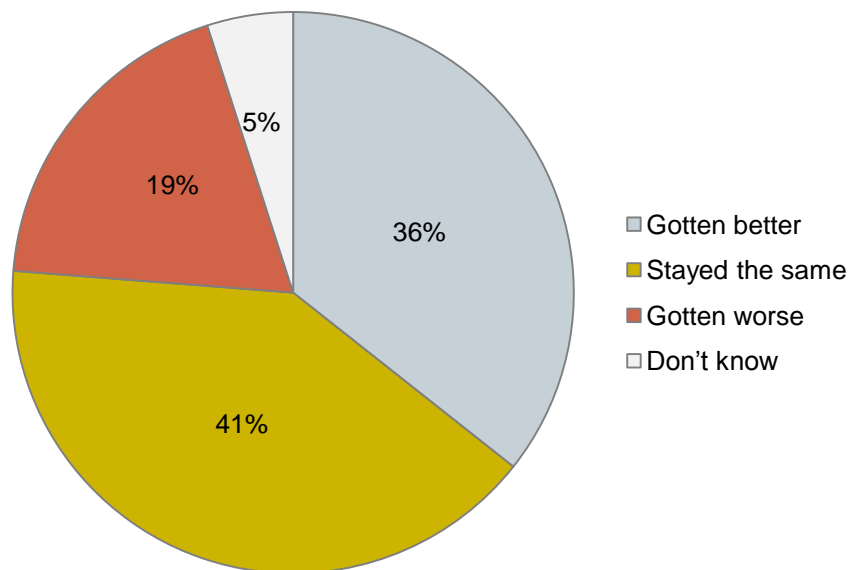
SPEAKING HIGHLY OF THE TTC - BY COST CENTRE/GROUPING



* 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.

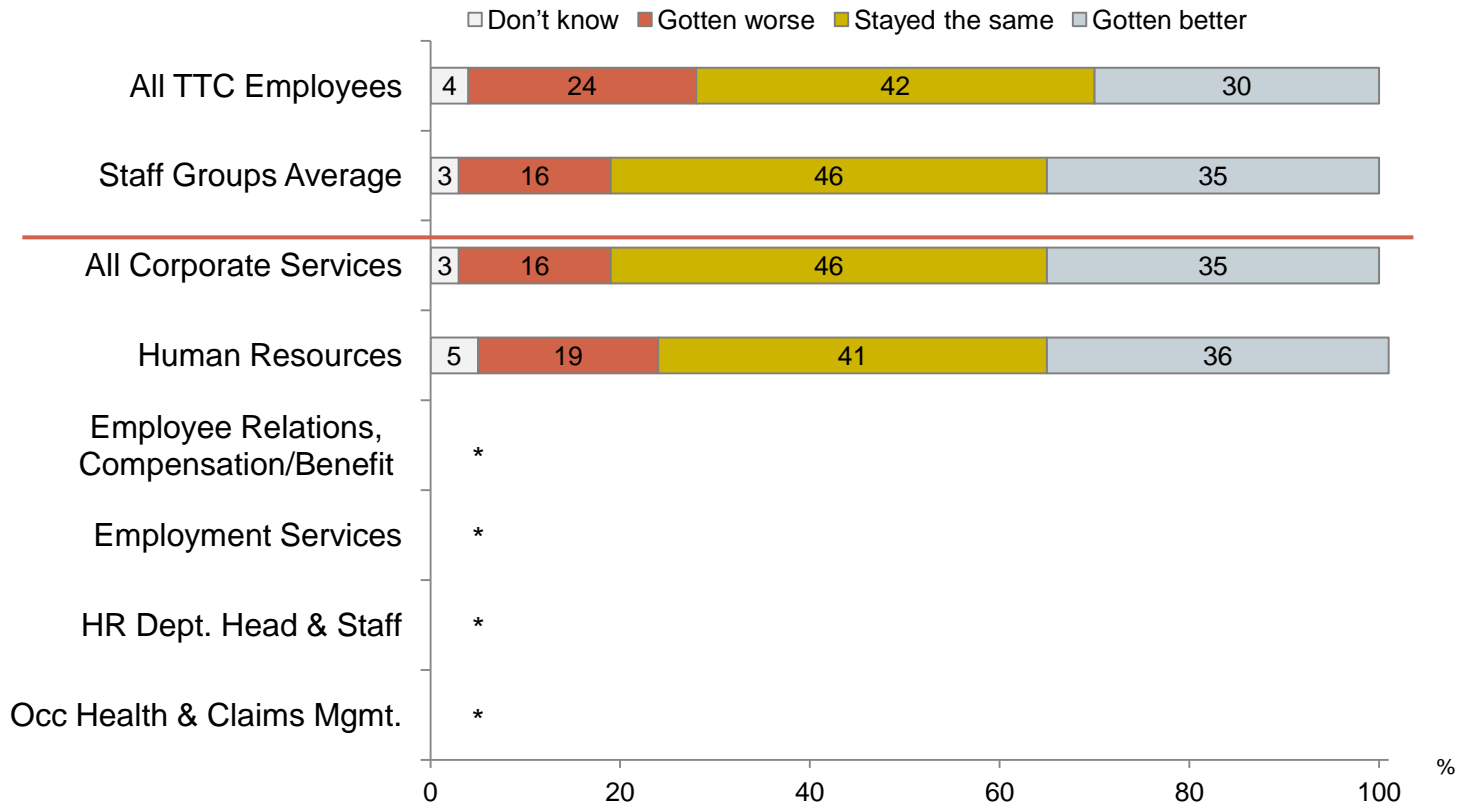
Human Resources

Total
(n= 86)



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

CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.

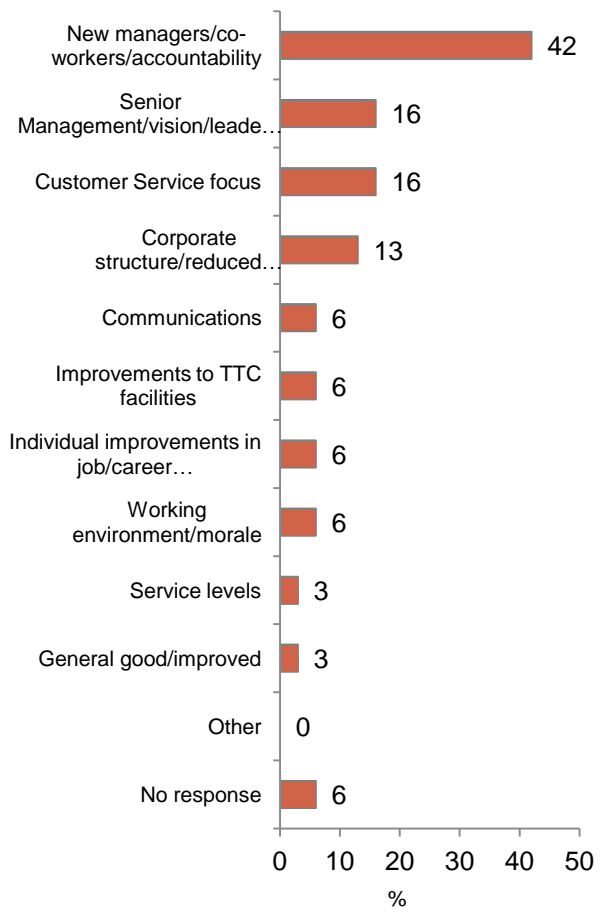
C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.

Sample sizes vary by category.

REASONS INDICATED FOR CHANGE IN EXPERIENCE

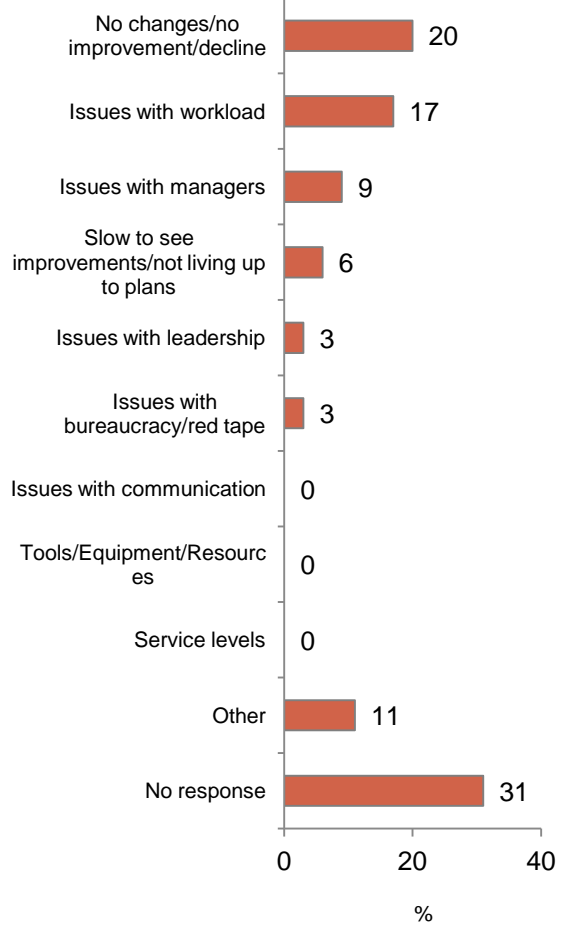
Employees indicating TTC has Gotten better

Human Resources (n= 31)



Employees indicating TTC has Stayed the same

Human Resources (n= 35)



Employees indicating TTC has Gotten worse

Human Resources (n= 16)

*

* Percentages suppressed as sample size <30.
 C4. Please explain the answer you gave to the previous question (C3).
 Percentages may total more than 100% as some respondents identified multiple reasons.

AREA TO MONITOR: PERFORMANCE AND REWARD

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

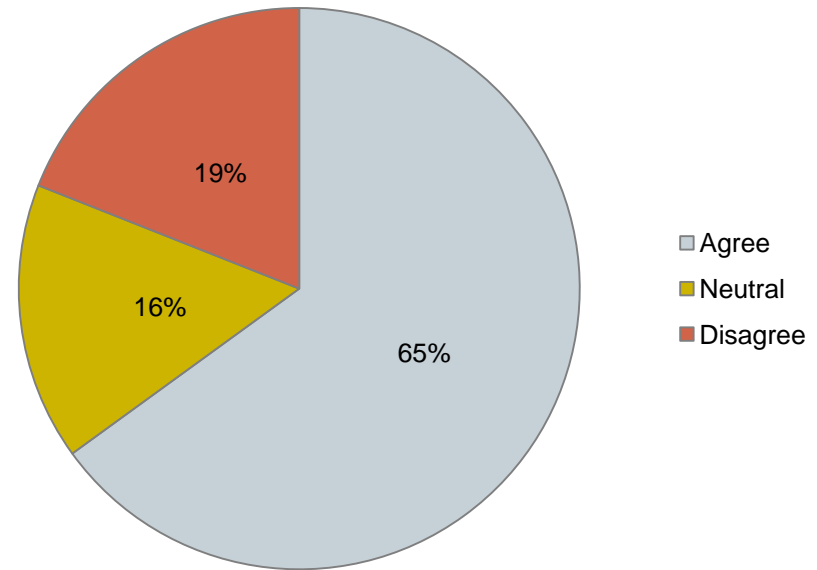
- Although “Performance and Reward” is not the most influential aspect of the employee experience, Opportunity Analysis still identifies it as having a moderate impact on Employee Engagement and as an area in which Human Resources employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with the way the TTC recognizes and rewards employees is highest for HR Department Head & Staff, followed by Employee Relations, Compensation/Benefit, and lowest for Occupational Health & Claims Management.
- Across the specific aspects of Performance and Reward, ratings were 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”, and “At the TTC, the recognition and rewards are meaningful”. These results were somewhat variable across the cost centres. Although the highest scores were generally consistent, pay and benefits was rated higher than job security for Employee Relations, Compensation/Benefit. For Employment Services and Occupational Health & Claims Management, “I have the opportunity to progress within the company” received the lowest ratings. Additionally for Employment Services, recognition for excellent performance also scored lower than either intolerance for poor performance or meaningful recognition.
- 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 am recognized for excellent performance
 - I am satisfied with the recognition I receive from my manager
 - I have the opportunity to progress within the company

OVERALL RATINGS OF PERFORMANCE AND REWARD - HUMAN RESOURCES

Human Resources

Total
(n= 84)

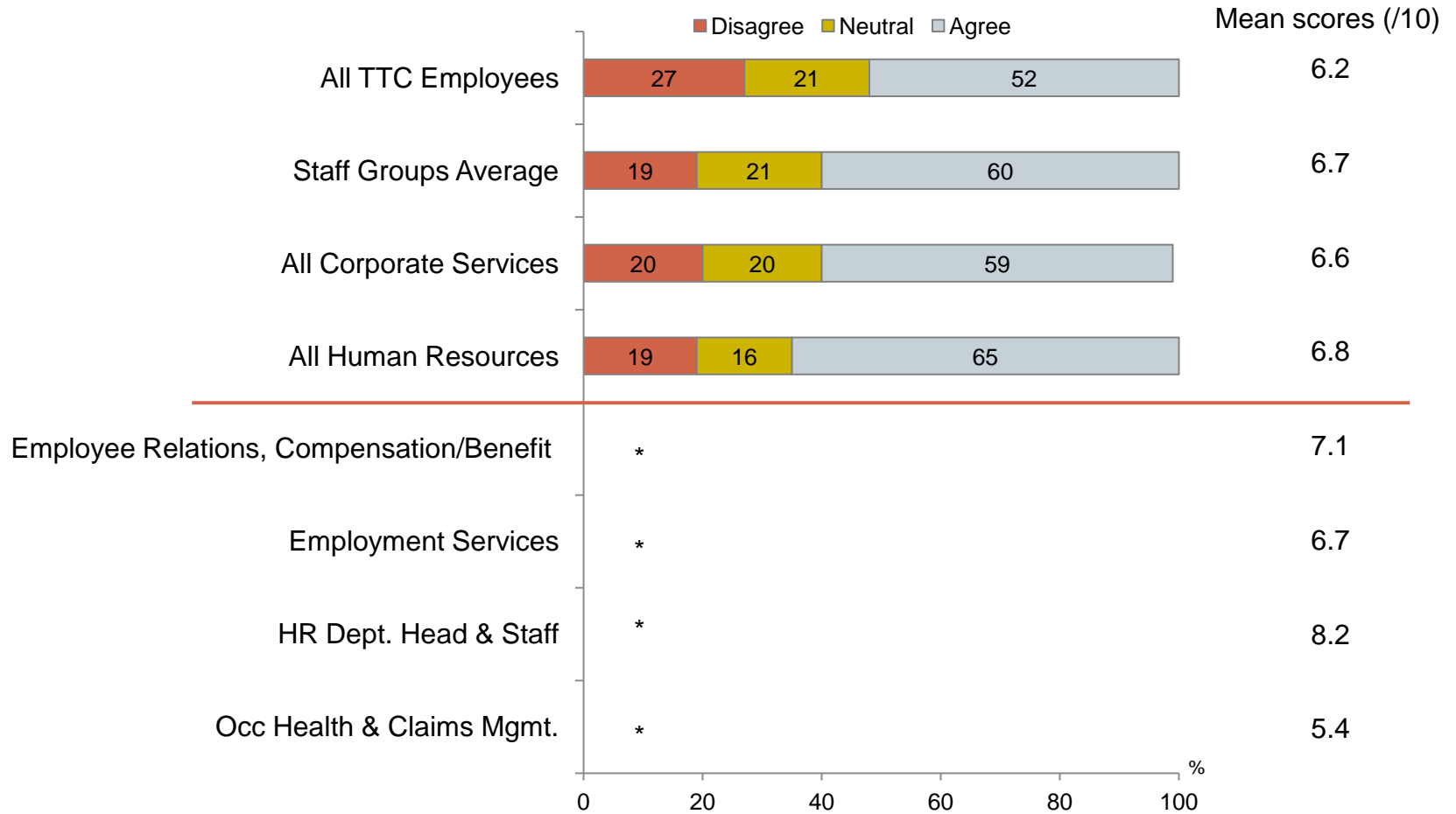
Mean=6.8



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



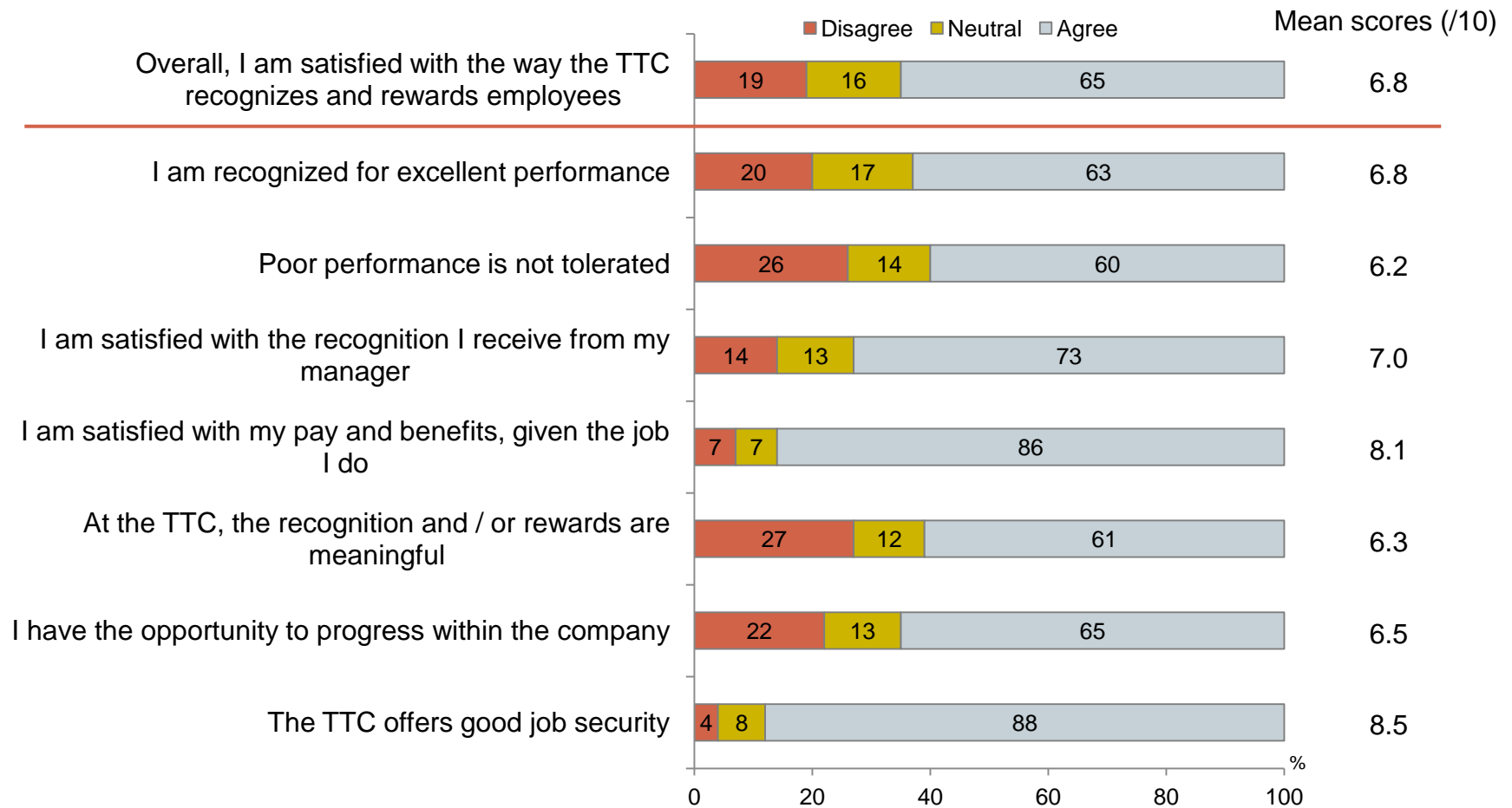
* Percentages suppressed as sample size <30.

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 - HUMAN RESOURCES



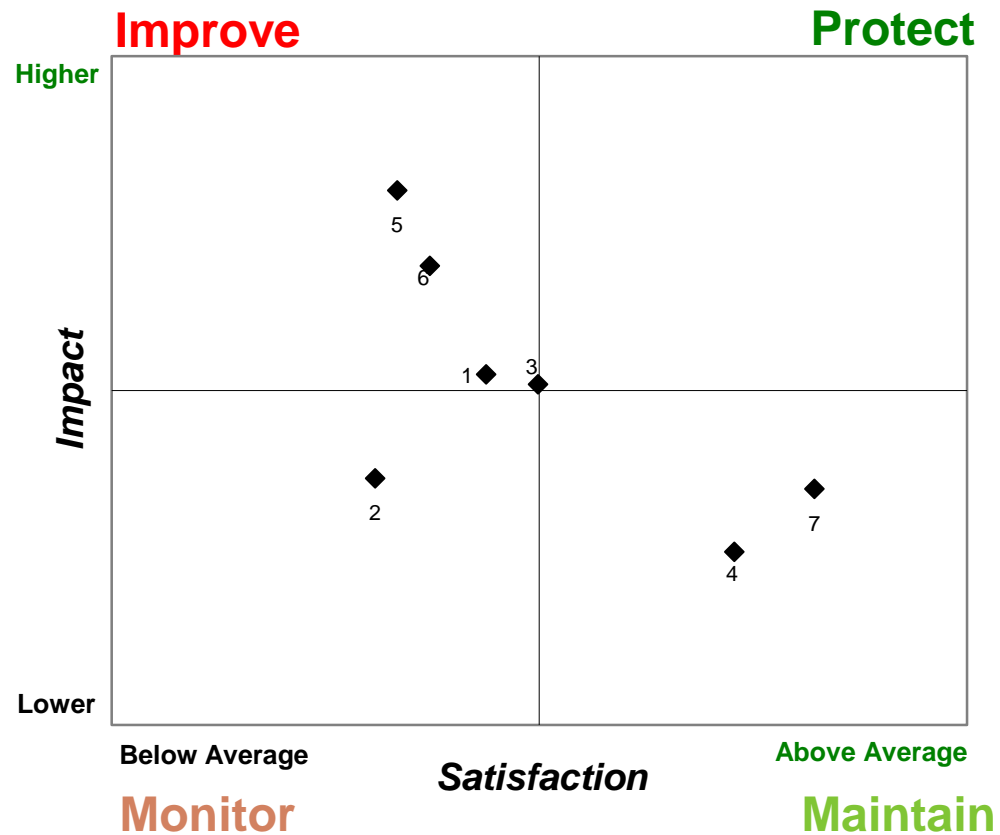
I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.
Sample sizes vary by attribute.

PERFORMANCE AND REWARD - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Human Resources	Employee Relations, Compensation/ Benefit	Employment Services	HR Dept. Head & Staff	Occ Health & Claims Mgmt.
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.6	6.8	7.1	6.7	8.2	5.4
I am recognized for excellent performance	5.9	6.7	6.5	6.8	7.4	6.1	8.4	5.6
Poor performance is not tolerated	5.9	6.2	5.9	6.2	6.2	6.3	6.7	5.6
I am satisfied with the recognition I receive from my manager	6.0	6.9	6.7	7.0	7.4	6.6	8.4	6.2
I am satisfied with my pay and benefits, given the job I do	7.7	7.4	7.4	8.1	9.4	7.5	9.2	6.9
At the TTC, the recognition and / or rewards are meaningful	5.9	6.3	6.2	6.3	6.1	6.2	7.6	5.5
I have the opportunity to progress within the company	6.9	6.6	6.7	6.5	7.2	6.0	8.5	4.8
The TTC offers good job security	8.3	8.4	8.5	8.5	8.8	8.9	9.4	7.2

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 - HUMAN RESOURCES



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 8.5.
 Impact values range between 27% to 77%.

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 Human Resources employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their immediate manager or supervisor is generally highest for HR Department Head & Staff, followed by Employee Relations, Compensation/Benefit, and lowest for Employment Services and Occupational Health & Claims Management.
- Across the specific qualities of Your Manager/Supervisor, ratings were highest for, “My manager/supervisor actively discourages prejudice”. Ratings were lowest for, “My manager/supervisor manages people well”, “I receive regular feedback about my performance from my manager/supervisor”, “I receive constructive feedback about my performance from my manager/supervisor”, and “My manager/supervisor is open to constructive feedback from staff and others”. These results were consistent for most cost centre grouping, with a few exceptions.
- To improve employee satisfaction with Your Manager/Supervisor, Opportunity Analysis identifies several key areas on which to focus improvements, mostly relating to management style and involvement. These Areas to Improve include:
 - My manager/supervisor manages people well
 - I am satisfied with the way I am managed
 - My manager/supervisor tells me why decisions have been made
 - My manager/supervisor is personally involved in improving the quality of my work
 - My manager/supervisor is open to constructive feedback from staff and others

SECTION SUMMARY

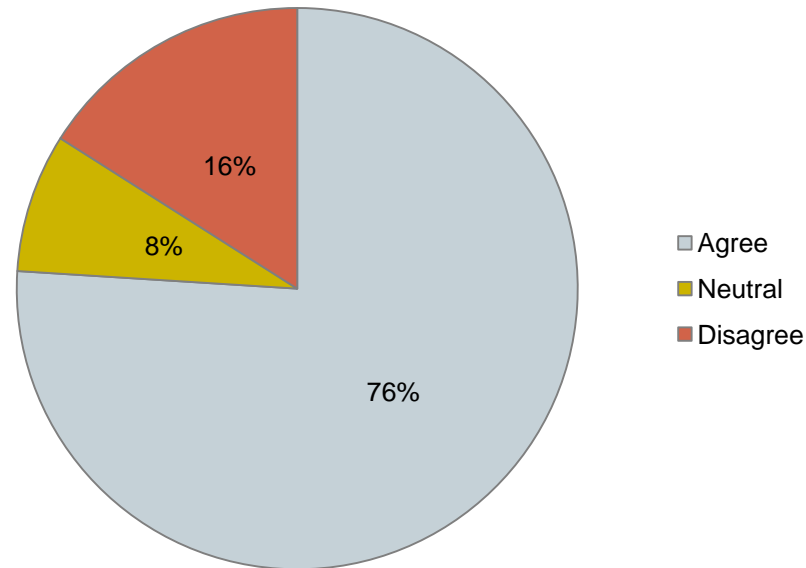
- In addition to these improvements, the following areas are key Areas to Protect:
 - My manager/supervisor leads by example
 - My manager/supervisor treats me fairly
 - My manager/supervisor takes responsibility when problems arise
 - I have confidence in my manager's/supervisor's skills and abilities
 - I get help and support from my manager/supervisor when I need it
 - My manager/supervisor keeps me well informed about issues which affect me

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - HUMAN RESOURCES

Human Resources

Total
(n= 86)

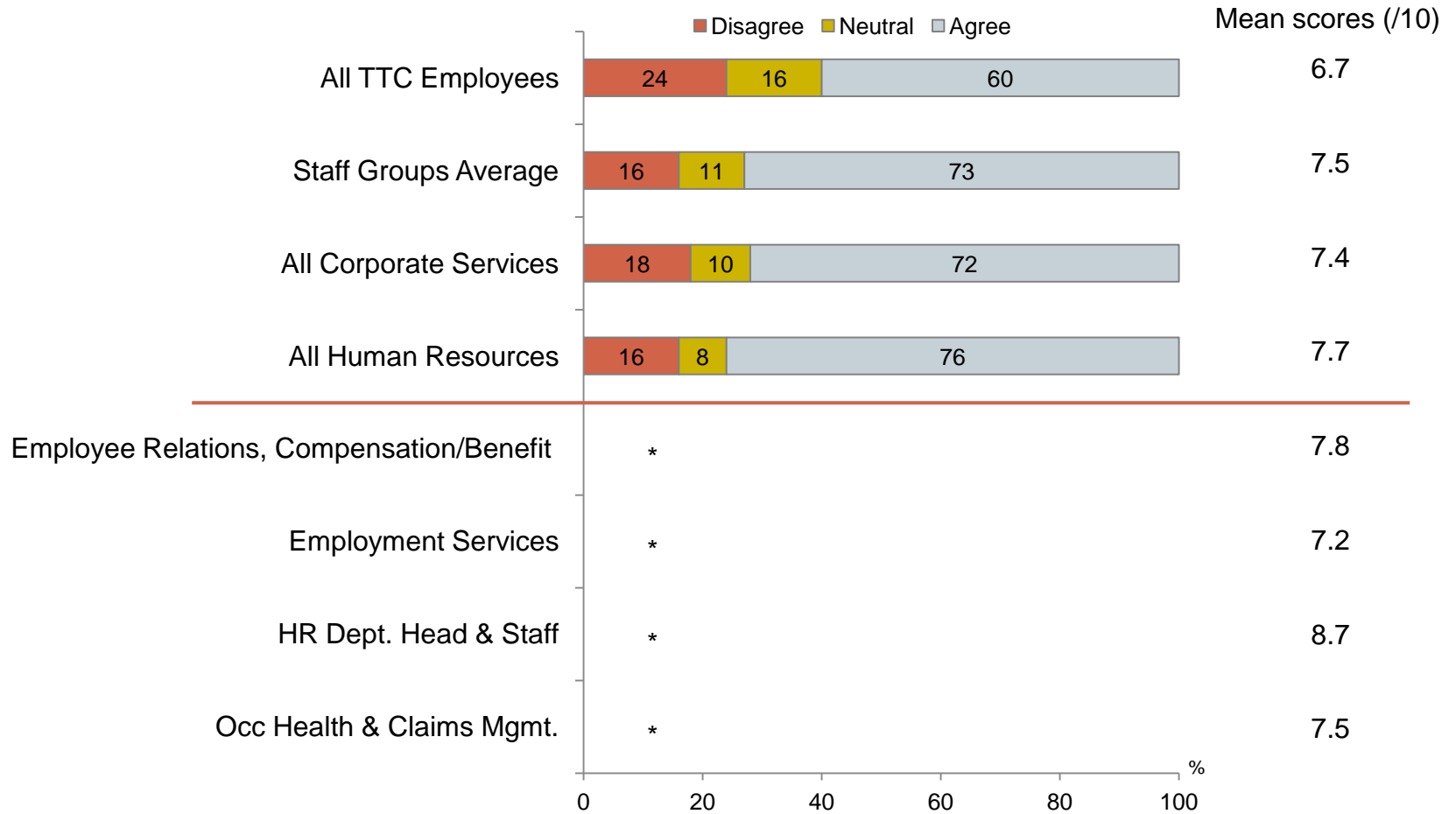
Mean=7.7



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

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

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



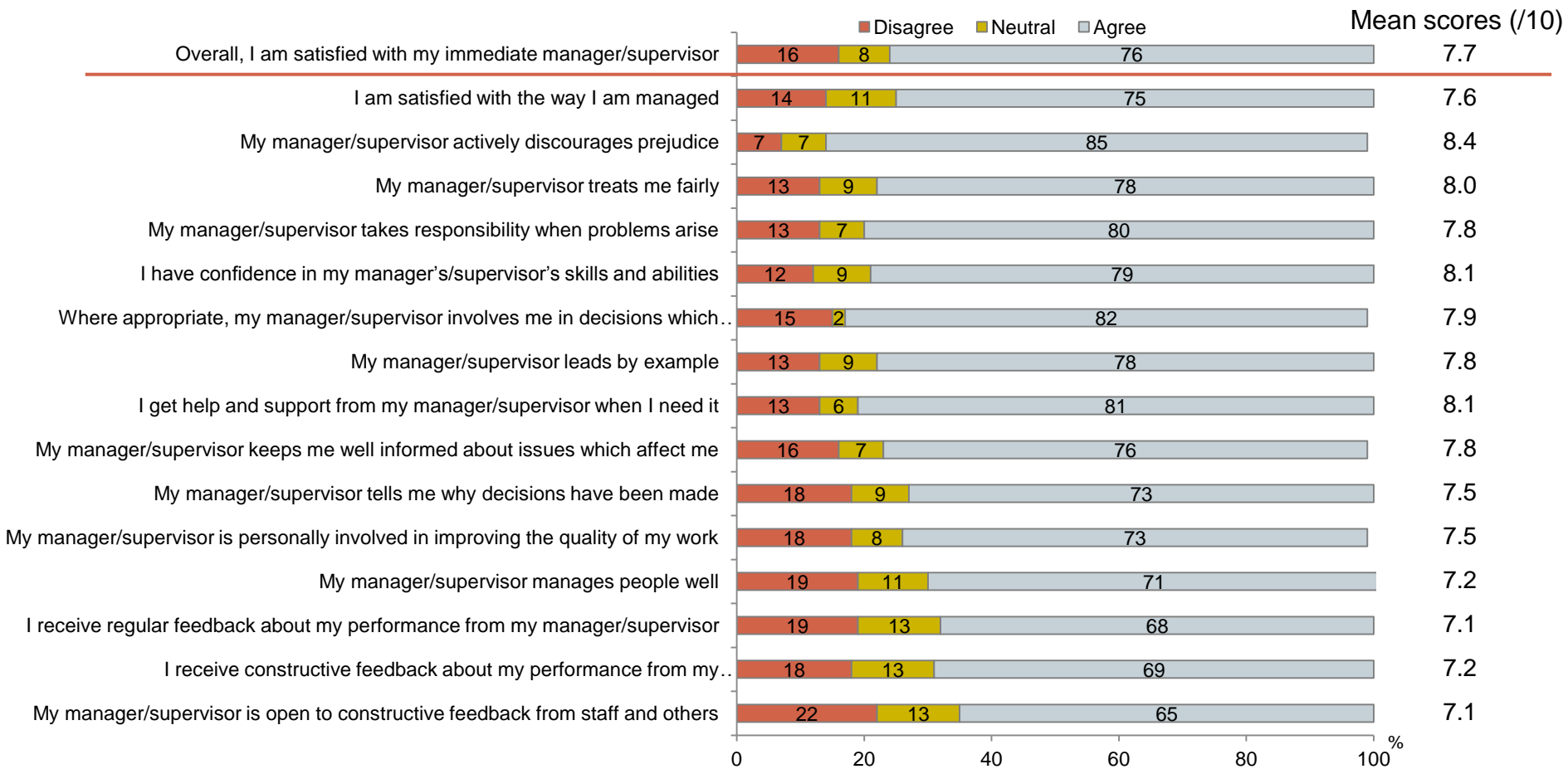
* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

YOUR MANAGER/SUPERVISOR - HUMAN RESOURCES



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.

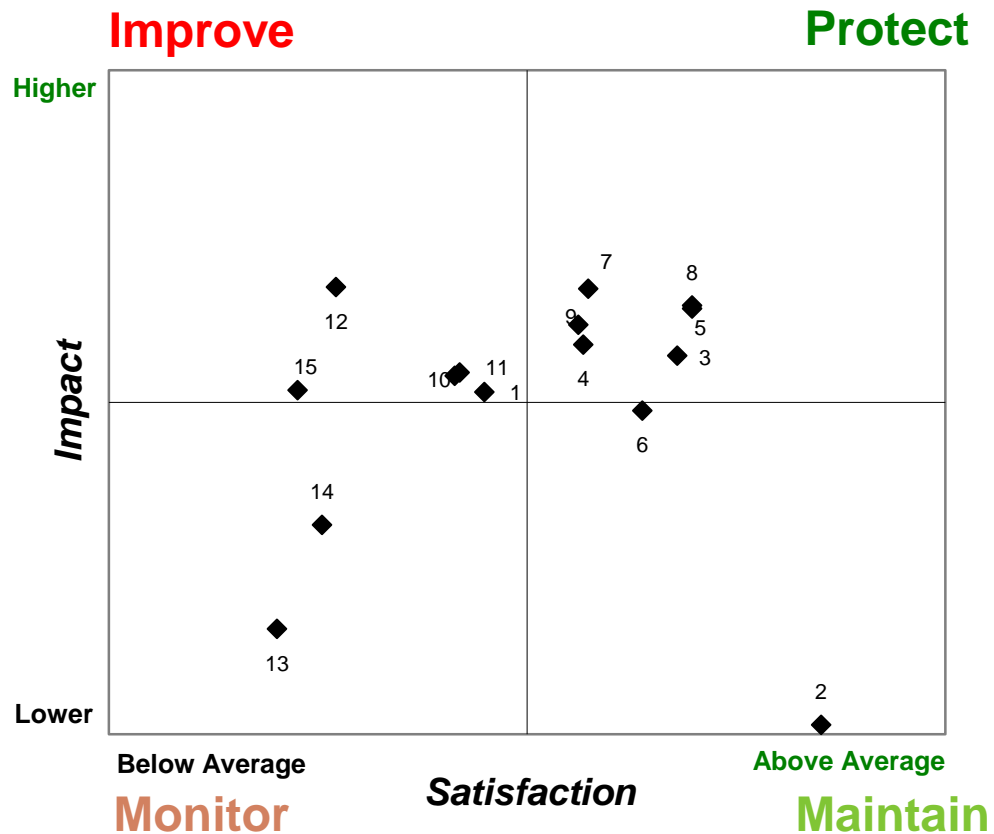
Sample sizes vary by attribute.

YOUR MANAGER/SUPERVISOR - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Human Resources	Employee Relations, Compensation/Benefit	Employment Services	HR Dept. Head & Staff	Occ Health & Claims Mgmt.
Overall, I am satisfied with my immediate manager/supervisor	6.7	7.5	7.4	7.7	7.8	7.2	8.7	7.5
I am satisfied with the way I am managed	6.6	7.3	7.2	7.6	7.4	6.9	8.5	7.6
My manager/supervisor actively discourages prejudice	7.4	7.9	7.9	8.4	8.5	9.1	8.6	7.5
My manager/supervisor treats me fairly	7.3	7.9	7.8	8.0	8.3	7.9	8.7	7.5
My manager/supervisor takes responsibility when problems arise	6.9	7.6	7.5	7.8	8.0	7.4	8.6	7.5
I have confidence in my manager's/supervisor's skills and abilities	6.9	7.7	7.6	8.1	8.3	7.8	8.7	7.6
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	7.6	7.5	7.9	8.1	7.7	8.6	7.5
My manager/supervisor leads by example	6.5	7.3	7.3	7.8	7.9	7.5	8.6	7.5
I get help and support from my manager/supervisor when I need it	7.1	7.8	7.8	8.1	8.0	7.6	8.8	7.9
My manager/supervisor keeps me well informed about issues which affect me	6.6	7.6	7.5	7.8	8.2	7.1	8.6	7.5
My manager/supervisor tells me why decisions have been made	6.2	7.3	7.2	7.5	7.9	7.1	8.4	6.8
My manager/supervisor is personally involved in improving the quality of my work	6.1	7.0	7.0	7.5	8.0	6.7	8.6	7.0
My manager/supervisor manages people well	6.3	7.0	6.9	7.2	7.1	6.6	8.2	7.1
I receive regular feedback about my performance from my manager/supervisor	5.7	7.0	6.9	7.1	7.6	5.8	8.6	6.7
I receive constructive feedback about my performance from my manager/supervisor	5.8	7.1	7.0	7.2	7.8	5.8	8.3	7.1
My manager/supervisor is open to constructive feedback from staff and others	6.1	7.1	7.0	7.1	7.3	6.5	8.3	6.6

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- HUMAN RESOURCES



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 8.4.
 Impact values range between 46% to 91%.

AREA TO MAINTAIN: SAFETY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

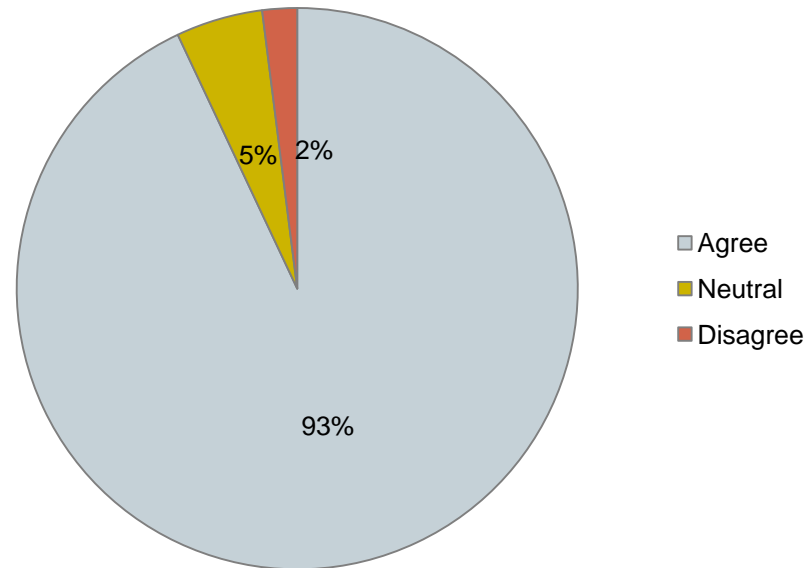
- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Safety” as having a moderate impact on Employee Engagement and as an area in which Human Resources employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their safety at work is very high for most departments, though generally highest for HR Department Head & Staff, and Employee Relations, Compensation/Benefit, and lowest for Occupational Health & Claims Management and Employment Services.
- Across the specific aspects of Safety, ratings were 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 consistent for most cost centres, except that, for Employee Relations, Compensation/Benefit and Employment Services, reporting all injuries, while it remained among the lower scores, was not the lowest for either grouping.
- To further improve employee satisfaction with Safety, Opportunity Analysis identifies the following key area on which to focus improvements:
 - My manager/supervisor is well informed about safety issues
 - My manager/supervisor acts quickly to address safety issues
 - My manager/supervisor emphasizes safe practices while at work
- In addition to these improvements, the following areas are key Areas to Protect:
 - The protection of workers from occupational exposure to hazards is a high priority with management
 - I am strongly encouraged to report unsafe working conditions

OVERALL RATINGS OF SAFETY - HUMAN RESOURCES

Human Resources

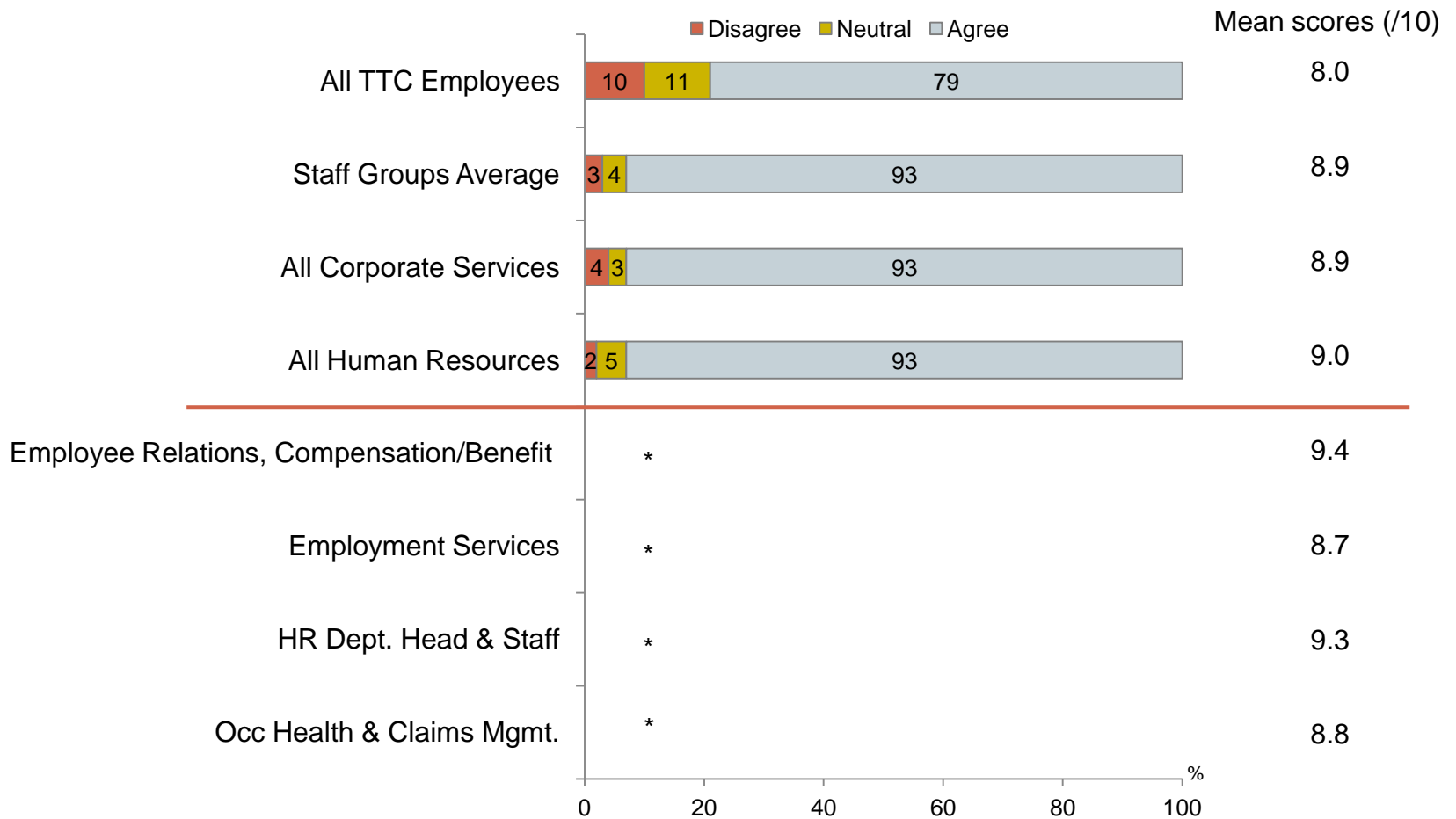
Total
(n= 81)

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



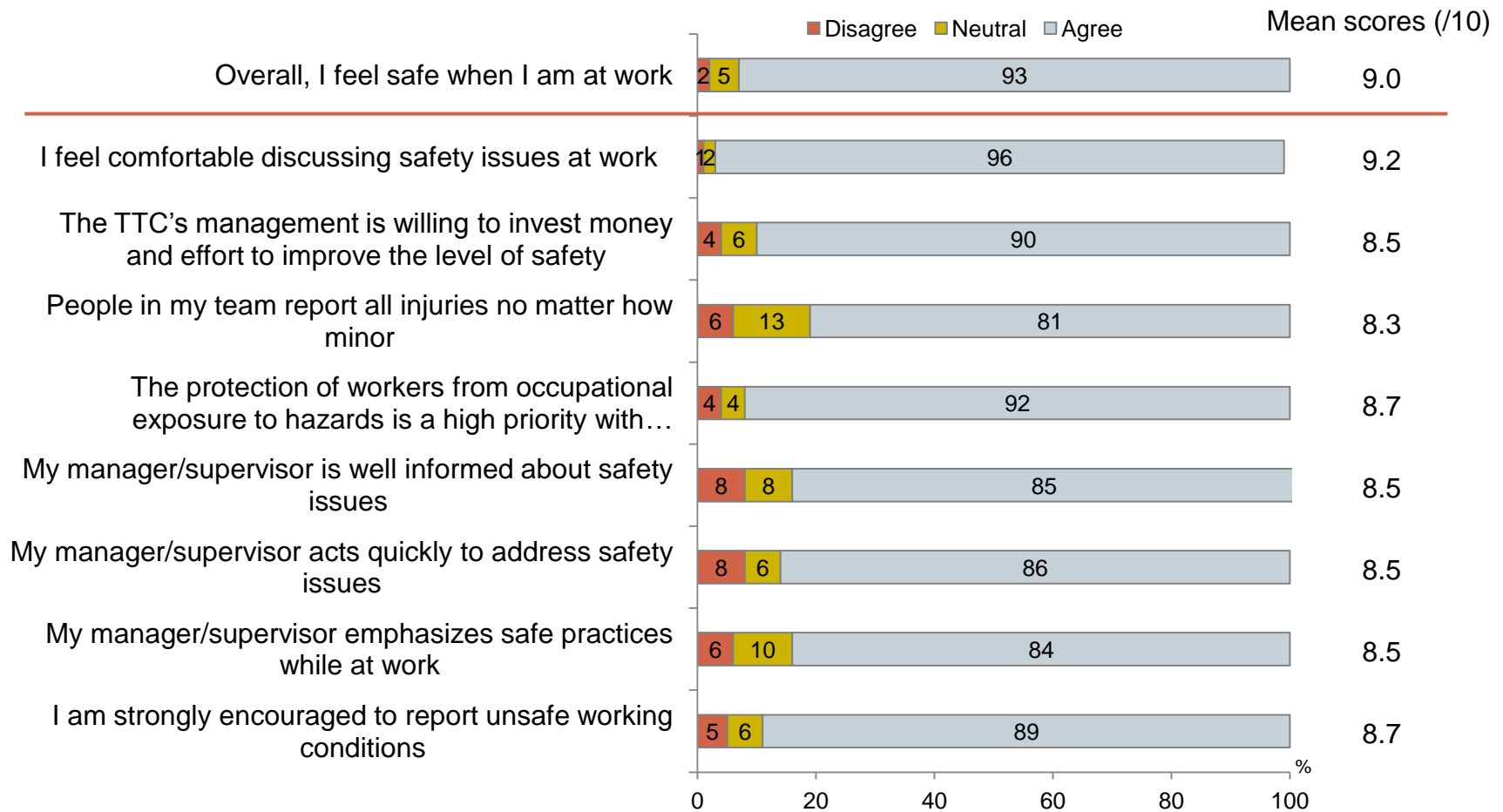
* Percentages suppressed as sample size <30.

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 - HUMAN RESOURCES



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 Human Resources	Employee Relations, Compensation/ Benefit	Employment Services	HR Dept. Head & Staff	Occ Health & Claims Mgmt.
Overall, I feel safe when I am at work	8.0	8.9	8.9	9.0	9.4	8.7	9.3	8.8
I feel comfortable discussing safety issues at work	8.3	8.9	8.9	9.2	9.2	9.3	9.4	9.0
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	8.5	8.3	8.5	8.7	8.4	8.8	8.2
People in my team report all injuries no matter how minor	7.1	8.1	7.9	8.3	8.9	8.1	8.5	8.0
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	8.6	8.5	8.7	9.1	8.4	8.8	8.5
My manager/supervisor is well informed about safety issues	8.0	8.7	8.6	8.5	8.8	8.0	9.1	8.1
My manager/supervisor acts quickly to address safety issues	7.6	8.6	8.5	8.5	9.0	8.3	8.6	8.2
My manager/supervisor emphasizes safe practices while at work	7.9	8.7	8.6	8.5	8.7	8.3	8.7	8.5
I am strongly encouraged to report unsafe working conditions	8.0	8.7	8.7	8.7	8.9	8.1	9.0	8.8

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 - HUMAN RESOURCES



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 8.3 to 9.2.
 Impact values range between 15% to 69%.

FINAL WORD

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behalf of TTC



FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improved to increase satisfaction.
- The most frequently identified area was better training/opportunities for advancement. Other areas included: more fairness in hiring and treatment of employees, and more accountability and transparency from management.



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

RECOMMENDATIONS

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RECOMMENDATIONS: HUMAN RESOURCES

- Conduct discussion sessions with employees to explore:
 - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing
 - Issues related to support of **personal development** through use of personal development plans
 - Issues related to **career development opportunities**
 - Ways to increase **employee motivation**
 - Practical ways to ensure that employees have the **tools and equipment** they need to do their job well
 - Issues related to **morale** on work teams

Thank you

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