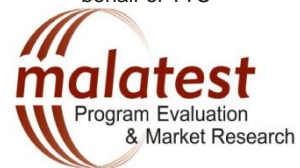


# EMPLOYEE ENGAGEMENT SURVEY

## Pensions

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 Pensions 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%.
- 12 surveys were completed by Pensions employees, for a response rate of 86%.

# RESPONSE RATE AND COST CENTRE GROUPINGS

- The response rate for Pensions (86%) is in line with the overall response rate for Corporate Services group (85%).
- Since this department only consists of a single cost centre, no grouping of cost centres was required.

**Pensions: 86%**

Department	Cost Centre*	Count
Pensions	4406-Pension Fund Society Dpt. Head & Staff	12

\* 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 \*).
  - As Pensions has fewer than 30 valid responses, no results in the form of percentages will be shown for the department at any point in this report. Also, due to the low sample size, Opportunity Analysis, which would show which aspects of Employee Engagement are the most influential, has not been conducted for this department. All results available in this report are in cases where mean scores can be calculated.
  - As a result of low sample size, all results provided in this report may be volatile and should be interpreted with caution.
  - Results in the form of mean scores will be suppressed throughout this report if there were fewer than 10 valid responses (indicated by \*\*).
- **Exact sample size may vary by employee group/department 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 or category.
  - It can be assumed that, unless otherwise stated, sample sizes include all employees who provided a valid response to the question.

Overall Employee Engagement score: 8.1.

## Highest

Overall, I feel safe when I'm at work

## Lowest

I am satisfied with the way the TTC recognizes and rewards employees

- **Pensions employees are most satisfied with Safety at work and least satisfied with Performance and Reward.**
  - Most of the highest scoring individual attributes were related to Safety as well. Although Performance and Reward was the lowest scoring area, three of the 5 lowest scores related to Your Company – referred to company leadership.
  - It should be noted that, while Performance and Reward was the lowest scoring area for Pensions, several attributes related to Your Company were among the lowest individual scores, and the overall satisfaction with company leadership was below the average mean scores of all the overall questions that typically make up Opportunity Analysis. Meanwhile, Your Company was identified as an Area to Improve for the Corporate Services Group as a whole. While sample size was too small to conduct Opportunity Analysis separately for this department, the relatively low performance scores for Your Company would indicate this could be an Area to Improve for Pensions as well.



# 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.
- All of the top 5 scores are attributes related to Safety. Two other attributes were tied with the 5<sup>th</sup> highest attribute, including one more related to Safety.
- Among the 5 lowest scoring attributes, two were associated with the module Performance and Reward, and three were associated with the module Your Company – referring to company leadership. Note that another attribute, “At the TTC the recognition and/or rewards are meaningful” received a score (6.3) identical to the 5<sup>th</sup> lowest attribute.

## Top 5

1. I feel comfortable discussing safety issues at work (9.4)
2. My manager/supervisor acts quickly to address safety issues (9.3)
3. My manager/supervisor emphasizes safe practices while at work (9.3)
4. The protection of workers from occupational exposure to hazards is a high (9.3)
5. I am strongly encouraged to report unsafe working conditions (9.2)

## Bottom 5

1. I am recognized for excellent performance (5.8)
2. I am satisfied with the recognition I receive from my manager (5.9)
3. People get things done both quickly and efficiently at the TTC (6.2)
4. Best practices are shared effectively across the TTC (6.2)
5. There is a good level of trust between Senior Management and employees (6.3)

# 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 Pensions, this score is 8.1.

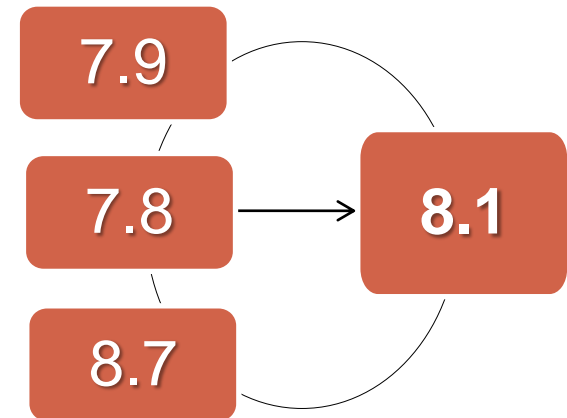
# OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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



# EMPLOYEE ENGAGEMENT SCORES

- The Employee Engagement score for Pensions is close to the score for Corporate Services Group, as well as the score for employees of the 4 groups consisting mainly of staff employees, referred to in this report as “Staff Groups”. It is slightly higher than the Engagement score for all TTC employees.

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	Pensions
Overall Engagement Score	7.8	8.0	8.0	8.1

Sample sizes vary by attribute.

# 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. Ratings were lowest for “I am satisfied with the way the TTC recognizes and rewards employees”, followed by “I am satisfied with my training and development at the TTC” and “I am satisfied with my immediate manager/supervisor”.

# ASPECTS OF EMPLOYEE ENGAGEMENT - PENSIONS

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	Pensions
I am satisfied with the job I do at the TTC	8.1	8.4	8.4	8.7
I am satisfied with the leadership of the company	6.4	7.3	7.2	8.0
I am satisfied with my immediate manager/supervisor	6.7	7.5	7.4	7.5
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.0	8.6
I am satisfied with the work environment at the TTC	7.0	7.8	7.6	8.4
I feel safe when I am at work	8.0	8.9	8.9	9.6
I am satisfied with my training and development at the TTC	7.0	7.1	7.1	7.4
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.6	6.7

Sample sizes vary by attribute.



# OVERALL ORGANIZATIONAL VIEWS OF PENSIONS

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

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

# OVERALL ORGANIZATIONAL VIEWS

## - PENSIONS

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	Pensions
I am satisfied with the TTC as an employer	7.8	8.1	8.1	7.9
I value what the TTC stands for	8.2	8.6	8.6	8.1
I am proud to tell people I work for the TTC	7.9	8.2	8.2	8.3
I would recommend the TTC as a good place to work	8.0	8.3	8.3	7.4
I can see myself developing a career at the TTC	7.9	8.0	8.0	8.0
I enjoy coming to work every day	7.3	7.6	7.5	7.8
I see the value in the work that I do	8.2	8.4	8.4	8.7
I am inspired to do my best at work every day	7.8	8.2	8.2	8.8
I intend to stay with the TTC for at least the next 5 years	8.5	8.4	8.3	7.7
I feel a sense of commitment to the TTC	8.2	8.6	8.5	8.5

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.

# YOUR JOB

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- For Pensions employees, satisfaction with “Your Job” is higher than the group average for Corporate Services across all attributes.
- Across the specific aspects of “Your Job”, ratings were highest for, “I often look for ways to make improvements in how things are done”, followed by “I am not afraid to suggest new ways of doing things in my job” and “My work enables me to use my skills and abilities”. Ratings were lowest for “I am given the freedom to make decisions in my job”, followed by “I have the proper equipment/tools to do my job well”, and “I feel motivated in my job.”

# YOUR JOB - PENSIONS

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	Pensions
Overall, I am satisfied with the job I do at the TTC	8.1	8.4	8.4	8.7
I feel motivated in my job	7.0	7.3	7.4	7.9
My work enables me to use my skills and abilities	7.3	7.7	7.7	9.0
I have the proper equipment/tools to do my job well	6.8	7.3	7.2	7.9
I am given the freedom to make decisions in my job	6.5	7.3	7.3	7.7
In my job, I feel able to put customers first	7.5	7.9	7.9	8.7
I often look for ways to make improvements in how things are done	8.1	8.6	8.5	9.2
I am not afraid to suggest new ways of doing things in my job	7.6	8.3	8.2	9.1
I feel well informed about how to improve customer service	6.8	7.6	7.7	8.6

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

YOUR COMPANY

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Compared to Corporate Services Group, Pensions employees are generally more satisfied with “Your Company”, the module related to satisfaction with company leadership.
- Across the specific aspects of Your Company, satisfaction ratings are highest for, “I feel that the TTC’s vision to be ‘A transit system that makes Toronto proud’ is realistic and achievable”, followed by “The TTC puts customers first” and “I am proud and passionate about the TTC”. Ratings were lowest for, “Best practices are shared effectively across the TTC” and “Things get done both quickly and efficiently at the TTC”, followed by “There is a good level of trust between Senior Management and employees”.
- Sample size was too small to provide department-level results for questions asking about whether employees would speak highly of the TTC, or if the experience working for the TTC has gotten better or worse in the past 12 months.



# YOUR COMPANY - PENSIONS

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

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

# SPEAKING HIGHLY OF THE TTC

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

## Pensions

**Total**  
(n= 12)

\*

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

# CHANGE IN EXPERIENCE WORKING FOR THE TTC

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

## Pensions

**Total**  
(n= 12)

\*

\*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.

# YOUR MANAGER/SUPERVISOR

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- For Pensions employees, satisfaction with “Your Manager/Supervisor” is not far from the average for Corporate Services Group, though in general mean scores trended slightly above that average.
- Across the specific qualities of “Your Manager/Supervisor”, ratings were highest for, “I have confidence in my manager/supervisor’s skills and abilities” and “I get help and support from my manager/supervisor when I need it”. Ratings were lowest for, “I get regular feedback about my performance from my manager/supervisor”, followed by “My manager/supervisor is open to constructive feedback from staff and others”, and “I receive constructive feedback about my performance from my manager/supervisor”.

# YOUR MANAGER/SUPERVISOR - PENSIONS

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

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 TEAM

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Compared to Corporate Services Group, Pensions employees are relatively satisfied with “Your Team”, giving a high overall score for overall satisfaction with the relationship with their colleagues and coworkers.
- Across the specific qualities of Your Team, ratings were highest for, “My team members do quality work”, with three other attributes receiving only slightly lower scores. Ratings were lowest for, “All of the people in my team are treated fairly”.

## Regular Team Meetings

- For the Pensions department, sample size is too small to provide percentages, so the percentage of employees in these departments who have regular team meetings can not be reported. Similarly, opinions on whether these meetings are frequent enough cannot be reported.
- Despite this, a mean score can be calculated for the usefulness of team meetings. Among employees who did have regular team meetings, Pensions employees scored them as more useful, compared to the average mean scores for Corporate Services, or the TTC as a whole.



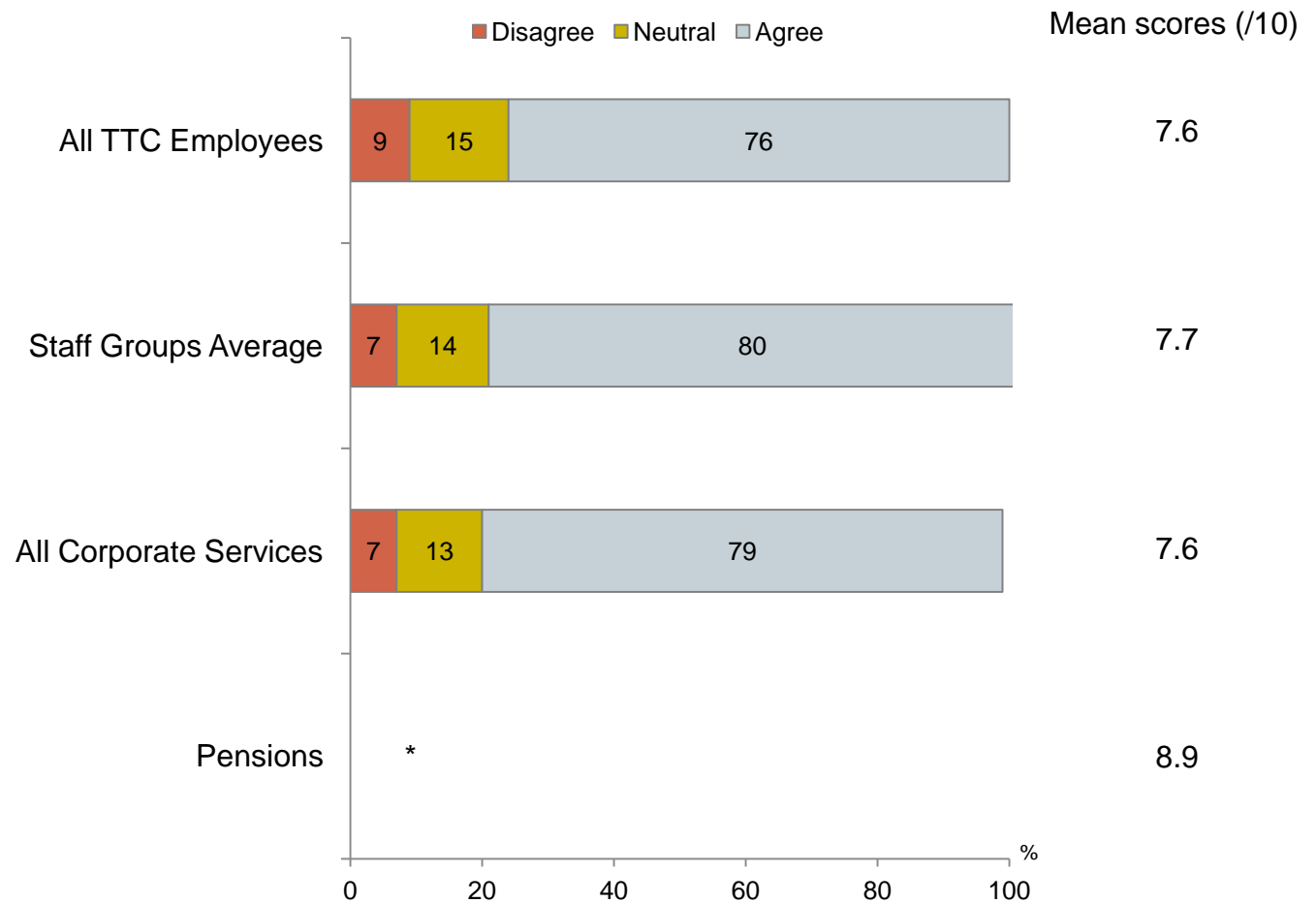
# YOUR TEAM - PENSIONS

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	Pensions
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.0	8.6
Members of my team treat each other with respect	7.4	8.0	7.8	8.4
My team works well together	7.3	7.9	7.8	8.7
There is good morale in my team	6.5	7.3	7.1	8.3
I feel that my opinions count in my team	7.0	7.9	7.7	8.7
All the people in my team are treated fairly	6.7	7.5	7.3	8.0
I feel supported by my fellow team members	7.2	7.9	7.7	8.5
My team members do quality work	7.5	8.1	8.0	8.8
I feel that workload is fairly distributed in my team	6.5	7.0	6.8	8.7

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

# 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.

# YOUR WORKING ENVIRONMENT

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Compared to Corporate Services Group, Pensions employees rated “Working Environment” higher overall and across most aspects of Working Environment.
- Across the specific aspects of Working Environment, ratings were highest for, “The TTC is dedicated to diversity and inclusiveness”, followed by “The hours I work are reasonable”. Ratings were lowest for “The TTC cares about my mental health and emotional well-being”.
- Stress, Discrimination and Customer Abuse
- Sample size for Pensions was too low to provide the percentages of employees reporting stress at work, discrimination from another TTC employee, or verbal and/or physical abuse by customers.
- Familiarity and effectiveness of TTC policies
- While sample size was again too low to provide the percentages of employees who are familiar with various TTC policies, mean scores can be provided regarding the effectiveness of these policies in ensuring everyone at the TTC is treated fairly. Across most attributes, Pensions employees rated these measures at close to or, in some cases, slightly below the average score for Corporate Services Group.

# YOUR WORKING ENVIRONMENT - PENSIONS

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	Pensions
Overall, I am satisfied with the work environment at the TTC	7.0	7.8	7.6	8.4
The TTC cares about my mental health and emotional well-being	6.2	7.1	7.0	6.8
I feel that I belong at the TTC	7.4	7.8	7.8	8.3
I am satisfied with my work/office space and facilities	6.5	7.2	6.9	7.8
I can adjust my work hours/shifts if needed	6.7	7.5	7.2	7.6
The hours I work are reasonable	7.7	8.4	8.3	8.5
The TTC encourages employees to maintain a healthy work-life balance	6.3	7.4	7.2	7.9
The TTC is dedicated to diversity and inclusiveness	7.4	8.0	7.9	8.6

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

# EFFECTIVENESS OF TTC PRACTICES - PENSIONS

Mean	All TTC Employees	Staff Groups Average	Corporate Services	Pensions
Disability	8.3	8.7	8.7	8.8
Ethnic Origin	8.3	8.6	8.7	8.3
Gender (includes gender expression)	8.5	8.7	8.7	8.4
Sex (including pregnancy)	8.5	8.7	8.7	8.1
Creed	8.5	8.8	8.8	8.7
Age	8.4	8.6	8.6	8.7
Race	8.4	8.7	8.7	8.6
Colour	8.4	8.7	8.7	8.3
Sexual Orientation	8.6	8.8	8.8	8.4
Family Status	8.6	8.8	8.8	8.7
Marital Status	8.6	8.9	8.9	8.7
Ancestry	8.6	8.8	8.8	8.7
Place of Origin	8.5	8.8	8.8	8.7
Citizenship	8.6	9.0	8.9	8.7
Personal Harassment	8.2	8.6	8.5	8.1
Other	8.2	8.2	8.3	-

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.

# SAFETY

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Employee satisfaction with “Safety” is very high for Pensions and receives satisfaction rates higher than the Corporate Services Group average.
- Across the specific aspects of Safety, while most scores are close together, ratings were highest for, “I feel comfortable discussing safety issues at work”. Ratings were lowest for, “The TTC’s management is willing to invest money and effort to improve the level of safety”.



# SAFETY - PENSIONS

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	Pensions
Overall, I feel safe when I am at work	8.0	8.9	8.9	9.6
I feel comfortable discussing safety issues at work	8.3	8.9	8.9	9.4
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
People in my team report all injuries no matter how minor	7.1	8.1	7.9	8.9
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	8.6	8.5	9.3
My manager/supervisor is well informed about safety issues	8.0	8.7	8.6	9.2
My manager/supervisor acts quickly to address safety issues	7.6	8.6	8.5	9.3
My manager/supervisor emphasizes safe practices while at work	7.9	8.7	8.6	9.3
I am strongly encouraged to report unsafe working conditions	8.0	8.7	8.7	9.2

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

# TRAINING AND DEVELOPMENT

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Employee satisfaction with “Training and Development” is generally slightly higher than the Corporate Services Group average for Pensions employees.
- Across the specific aspects of Training and Development, ratings were highest for, “The TTC provides ongoing training opportunities so I can develop my skills”. Ratings were lowest for, “I am satisfied with the support I receive on my personal development”, followed by “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”.

# TRAINING AND DEVELOPMENT - PENSIONS

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	Pensions
Overall, I am satisfied with my training and development at the TTC	7.0	7.1	7.1	7.4
My on-boarding/induction experience was positive	7.9	7.9	7.9	7.4
I have received the right sort of training to do my job properly	7.6	7.7	7.6	7.9
I discuss with my manager whether training meets my needs	6.7	7.5	7.4	7.7
I am satisfied with the career development opportunities available to me	6.9	6.9	6.9	7.8
The TTC provides ongoing training opportunities so I can develop my skills	7.0	7.5	7.5	8.2
I am satisfied with the support I receive on my personal development	6.5	7.1	7.0	6.7
I have a clear, agreed, personal development plan, agreed to with my manager/supervisor	5.5	6.3	6.2	6.9
The way people are selected for jobs in the TTC is fair	5.6	5.7	5.6	6.6

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.

# PERFORMANCE AND REWARD

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Compared to the Corporate Services Group, Pensions employees generally rated satisfaction with “Performance and Reward” close to the group average, with some aspects of Performance and Reward scoring above the average, and some scoring lower.
- 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, “I am recognized for excellent performance”, followed by “I am satisfied with the recognition I receive from my manager”.

# PERFORMANCE AND REWARD - PENSIONS

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	Pensions
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.6	6.7
I am recognized for excellent performance	5.9	6.7	6.5	5.8
Poor performance is not tolerated	5.9	6.2	5.9	7.2
I am satisfied with the recognition I receive from my manager	6.0	6.9	6.7	5.9
I am satisfied with my pay and benefits, given the job I do	7.7	7.4	7.4	7.8
At the TTC, the recognition and / or rewards are meaningful	5.9	6.3	6.2	6.3
I have the opportunity to progress within the company	6.9	6.6	6.7	7.5
The TTC offers good job security	8.3	8.4	8.5	8.6

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.

# FINAL WORD

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

## **Pensions** (n= 12)

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: PENSIONS

- As sample size was too small to conduct Opportunity Analysis for this department, the following recommendations are based on results for the Corporate Services Group.
- Conduct discussion sessions with employees to explore:
  - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing
  - Ways to **improve relationships** between Senior Management and employees, focusing on:
    - Open and honest communication
    - Building trust
    - Welcoming all feedback, both positive and negative
    - Demonstrating that employees' time is valued

# Thank you

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