

EMPLOYEE ENGAGEMENT SURVEY

Plant Maintenance

March 30, 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 Plant Maintenance 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%.
- 291 surveys were completed by Plant Maintenance employees for a response rate of 42%. Response rates differed by employee type, as shown on the following slide.

EXECUTIVE SUMMARY – RESPONSE RATES

- The response rate for employees in the Plant Maintenance department (42%) is higher than the overall response rate for the Operations group (36%).
- Staff employees responded at a much higher rate than unionized employees, as shown in the table below.
- Response rates have not been calculated below the department level. Cost centres of the Plant Maintenance department that perform similar functions have been combined into the groups shown on the following slide. This also allows for reporting on cost centres with a smaller sample base (i.e., fewer than 10 employees).

Plant Maintenance: 42%

Employee Category	Count	RR
Staff	138	91%
Union	151	28%
Total*	291	42%

* Total sample includes some surveys that could not be sorted by employee category due to gaps in the sample.

COST CENTRE GROUPINGS

Grouping	Cost Centre*	Count
Building Equipment		60
	0707-Building Equipment Supervision	
	0715-Plumbers	
	0719-Repair Shop	
	0741-HVAC	
	0757-Emergency Equipment	
	0783-Fire Prevention	
	0794-Electrical Services	
Facilities		32
	0712-Carpenters	
	0713-Painters	
	0716-Miscellaneous Trades	
	0784-Facilities Supervision	
	0785-Night Shift Trades	
Elevating Devices		35
	0709-Elevating Devices Supervision	
	0718-Elevating Devices	
	0787-Escalator Overhaul	
Building Services		27
	0744-Building Services	
	0786-Building Services Supervision	
Maintenance Engineering		21
	0746-Plant Maintenance Engineering	

Grouping	Cost Centre*	Count
Communications		65
	0723-Communications	
	0727-C.I.S.	
	0747-Communications Supervision	
	0748-SCADA	
	0750-Cable Shop	
Communication Engineering		24
	0791-Communication Engineering	
Department Head & Staff (Operations Support)		27
	0740-Plant Maintenance Department Head & Staff	
Total		291

* 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.

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REPORTING NOTES

- **Most questions in the survey asked for level of agreement on a 1-10 scale.**
 - For these questions, responses of 7-10 are classified as “Agree”, 5-6 as “Neutral”, and 1-4 as “Disagree”. Employees selecting “N/A” or not responding to the question were excluded.
 - Other questions are reported by each response option available.
- **Some questions were not answered by enough employees to provide reliable data for some cost centres 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 **).
 - Several cost centre groupings have fewer than 30 valid responses. These cost centre groupings include: Building Services, Maintenance Engineering, Communications Engineering, and Department Head & Staff (Operations Support). For this reason no percentages will be shown for these cost centres/groupings. Any results provided relating to these cost centre groupings should be interpreted with caution.
- **Exact sample size may vary by grouping, employee category, or by individual question**
 - In general, if the results for more than one question or more than one employee category are presented on the same slide, the sample size varies slightly by question.
 - It can be assumed that, unless otherwise stated, sample sizes include all employees who provided a valid response to the question. Refer to response rate and cost centre grouping slides (slides 6-7) for total sample by cost centre grouping and employee category.

HIGHLIGHTS

Overall Employee Engagement score: 8.0.

Highest: Building Services 8.8
Lowest: Elevating Devices 7.2

Highest: Staff 8.4
Lowest: Union 7.7

- To increase levels of employee engagement, the Plant Maintenance department should focus on improving employees' satisfaction with **Your Company**:
 - **Your Company** is a key driver and an Area to Improve for Plant Maintenance.
 - To increase satisfaction with Your Company, results indicate that the TTC should emphasize **relationship building** between senior management and employees. This means:
 - Building trust by being open and honest (i.e., "Senior Managers communicate openly and honestly with employees" and "There is a good level of trust between Senior Management and employees").
 - Welcoming feedback (i.e., "TTC leadership welcomes all feedback, both positive and negative").
 - Effective **information sharing** is another area requiring improvement within Your Company. Improvements in this area should focus on:
 - Making sure employees are well informed about happenings in the TTC.

HIGHLIGHTS (CONT'D)

- **Your Job** is an area that generates high levels of satisfaction and represents the strongest driver of employee engagement for Plant Maintenance.
- The TTC should continue to increase satisfaction with **Your Job** by:
 - Exploring what motivates employees
 - Encouraging employees to use their skills & abilities
 - Giving employees more opportunities to make decisions
 - 'I am given the freedom to make decisions in my job' is an Area to Improve for Plant Maintenance
- **Working Environment** is another Area to Protect for Plant Maintenance.
- To continue to increase satisfaction with their Working Environment, specific areas of focus should 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 Monitor for Plant Maintenance, yet its impact is close to that of an Area to Improve. It can be considered a secondary focus for improvements.
- Specific ways to increase satisfaction with this area include:
 - Having an agreed personal development plan (“I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”).

Other Factors that Impact Employee Engagement

- The Operations Group report identified that experiencing discrimination and/or harassment has a negative impact on Employee Engagement. This is being addressed in this report, as relatively high levels of discrimination were reported by Plant Maintenance employees, and relatively fewer Plant Maintenance employees reported the incident.
- Plant Maintenance should work to address the relatively high rate of discrimination experienced and the relative reluctance to report. Of note, a noteworthy percentage of employees who did not report, indicated it was because they feared retribution, or because the incident involved a supervisor or manager.

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.
- Three 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 often look for ways to make improvements in how things are done (8.5)
2. I feel comfortable discussing safety issues at work (8.5)
3. The TTC offers good job security (8.5)
4. My manager/supervisor emphasizes safe practices while at work (8.3)
5. I am strongly encouraged to report unsafe working conditions (8.3)

Bottom 5

1. There is effective sharing of information across the TTC (5.1)
2. If something goes wrong, people concentrate on putting it right, not blaming others (5.3)
3. There is a good level of trust between Senior Management and employees (5.3)
4. I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor (5.4)
5. People get things done both quickly and efficiently at the TTC (5.5)

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 Plant Maintenance, this score is 8.0.

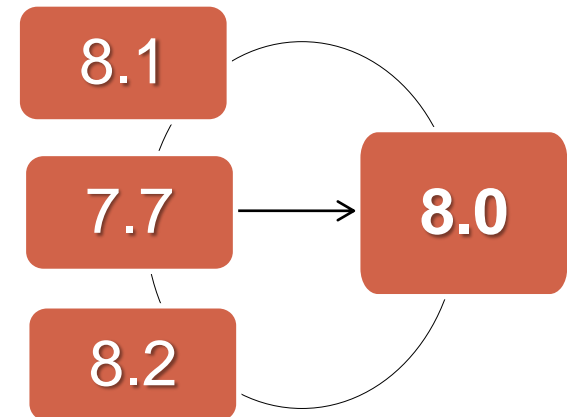
OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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 Plant Maintenance is equal to the Engagement score for Operations Group, and slightly higher than the score for all TTC employees, as well as that for employees of the 2 groups consisting of more union employees, referred to as “Union Groups”.
- The Employee Engagement score is the highest among employees in Building Services, followed by Maintenance Engineering and Department Head & Staff.
- Levels of engagement are the lowest among employees in Elevating Devices.
- When examined by employee category, the overall Employee Engagement score is the highest among staff vs. union employees.

All Plant Maintenance: 8.0

Cost Centre/Grouping

Building Services	8.8
Maintenance Engineering	8.6
Department Head & Staff	8.6
Facilities	8.2
Communication Engineering	8.1
Building Equipment	7.9
Communications	7.7
Elevating Devices	7.2

Employee Category

All TTC	7.8
Union Groups Average	7.7
Operations Group	8.0
Staff	8.4
Union	7.7

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

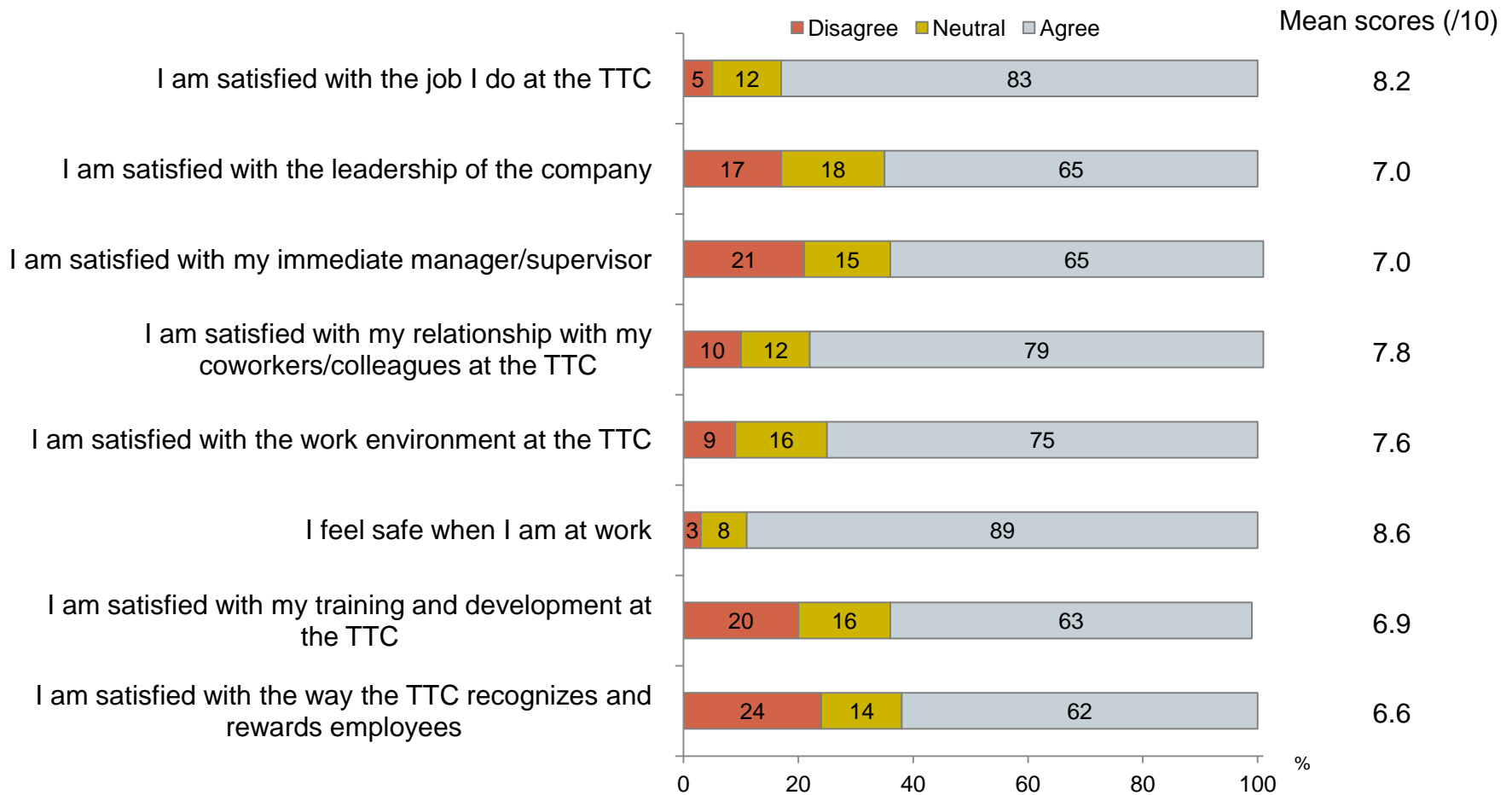
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SECTION SUMMARY

- The following measures were included in the survey in order to assess overall satisfaction with each aspect of employee satisfaction with the TTC:
 - I am satisfied with the job I do at the TTC
 - I am satisfied with the leadership of the company
 - I am satisfied with my immediate manager/supervisor
 - I am satisfied with my relationship with my coworkers/colleagues at the TTC
 - I am satisfied with the work environment at the TTC
 - I feel safe when I am at work
 - I am satisfied with my training and development at the TTC
 - I am satisfied with the way the TTC recognizes and rewards employees
- Ratings were the highest for, “I am satisfied with the job I do at the TTC” and for “I feel safe when I am at work”. Ratings were the lowest for “I am satisfied with the way the TTC recognizes and rewards employees”, followed by “I am satisfied with the leadership of the company”. These results were generally consistent across most cost centre groupings, though there was some variability, especially regarding the highest scores. For Elevating Devices, safety was not among the highest scores, while the relationship with colleagues/coworkers was. For Plant Maintenance Engineering and Communications Engineering, satisfaction with the work environment was rated higher than satisfaction with the job they do.
- Mean scores across most measures were highest for Building Services and Plant Maintenance Engineering, and generally lowest for Elevating Devices.

ASPECTS OF EMPLOYEE ENGAGEMENT - PLANT MAINTENANCE



ASPECTS OF EMPLOYEE ENGAGEMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Plant Maintenance	Building Equipment	Facilities	Elevating Devices	Building Services	Plant Maintenance Engineering	Communications	Communication Engineering	Plant Maint. Dept. Head & Staff
I am satisfied with the job I do at the TTC	8.1	8.0	8.2	8.2	8.2	8.2	7.8	9.1	8.6	8.1	7.7	8.4
I am satisfied with the leadership of the company	6.4	6.1	6.5	7.0	6.3	7.2	6.0	8.0	8.5	6.7	7.4	7.5
I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	7.0	7.2	7.1	6.0	8.4	7.7	6.2	7.4	7.3
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	7.8	7.8	7.8	7.9	7.9	8.3	7.3	8.0	8.2
I am satisfied with the work environment at the TTC	7.0	6.8	7.0	7.6	7.3	7.8	6.3	8.2	8.8	7.5	8.0	8.3
I feel safe when I am at work	8.0	7.7	8.1	8.6	8.5	8.9	7.1	9.1	9.4	8.4	9.0	8.9
I am satisfied with my training and development at the TTC	7.0	6.9	6.8	6.9	6.8	6.9	6.1	8.5	8.0	6.3	6.7	7.7
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	6.6	6.2	6.8	5.4	7.9	7.8	6.1	6.9	7.5

Sample sizes vary by attribute.

WHAT DRIVES EMPLOYEE ENGAGEMENT?

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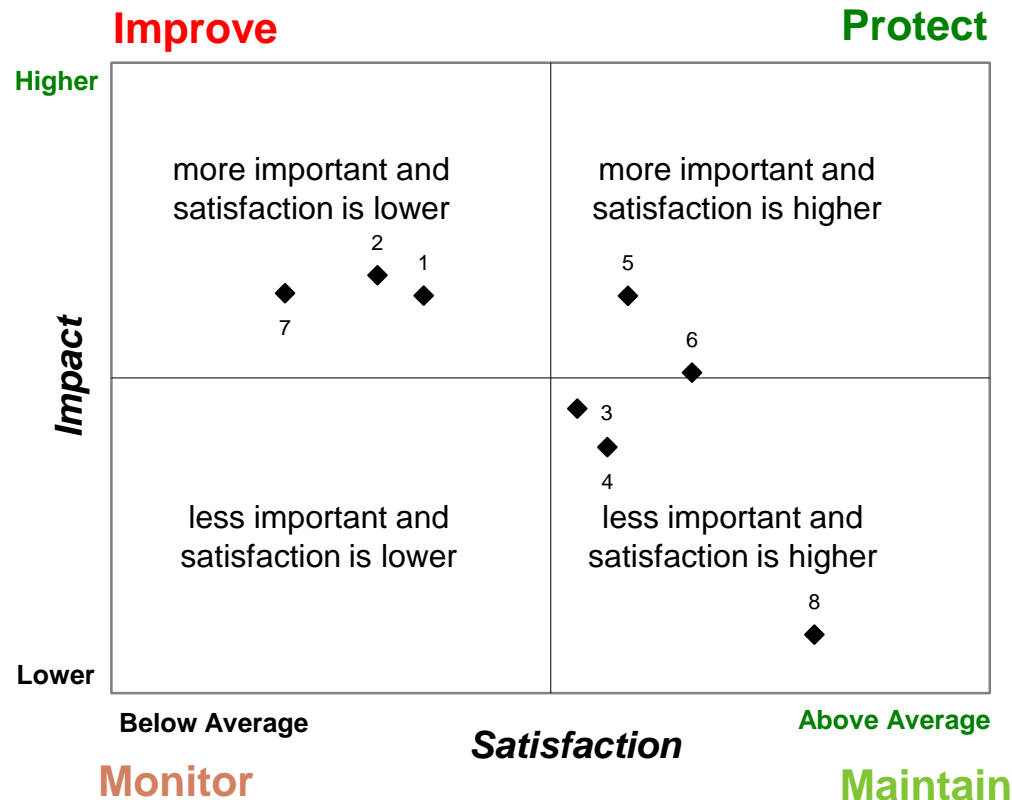


SECTION SUMMARY

- 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 Company”. Focusing your efforts on increasing employee satisfaction with these aspects of the employee experience will generate the greatest amount of lift in Employee Engagement overall.
- Conversely, the following aspects of the employee experience were identified as having the least impact (i.e., the lowest correlation) on Employee Engagement: “Your Team”, “Safety”, and “Your Manager/Supervisor”. 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 Company.
- “Opportunity Analysis” was then used to plot the correlation value for each aspect of the employee experience against employees’ satisfaction with that aspect of their experience. The next slide shows how to read the result of Opportunity Analysis.

OPPORTUNITY ANALYSIS: SAMPLE

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



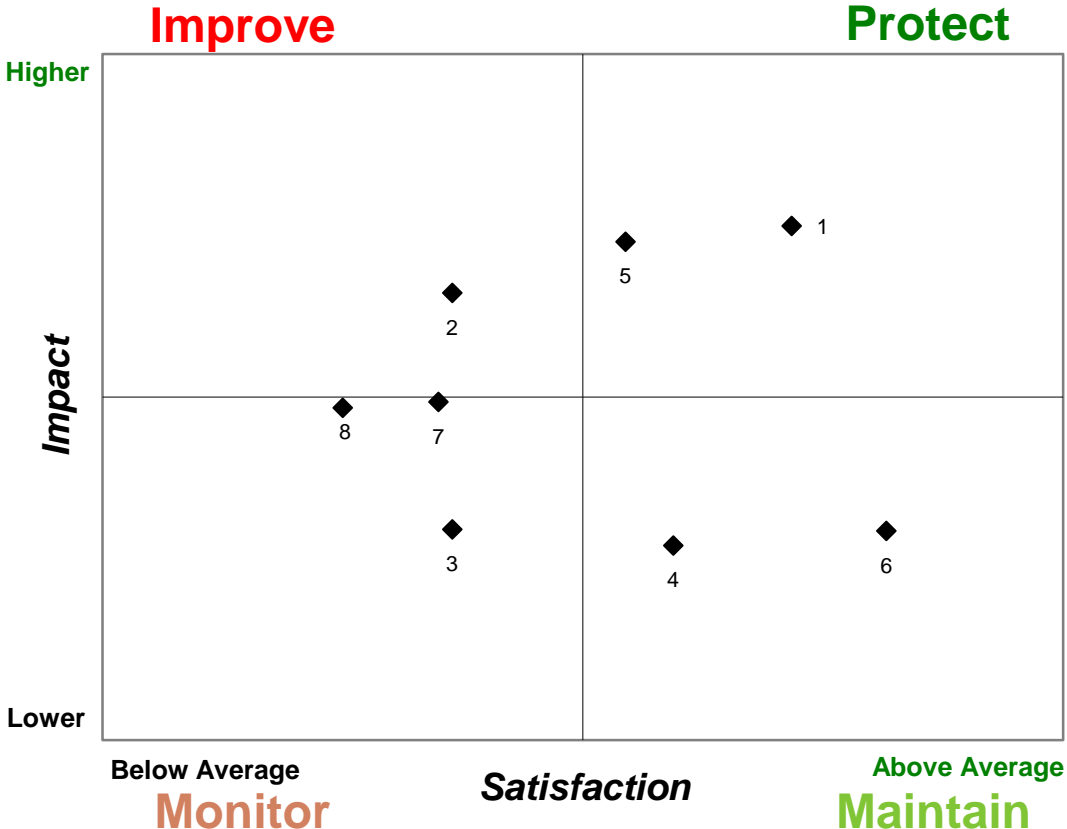
Composite:
-I am satisfied with the TTC as an employer
-I enjoy coming to work every day
-I see the value in the work that I do

SECTION SUMMARY

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

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

Plant Maintenance



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 6.6 to 8.6.
 Impact values range between 29% to 50%.



OVERALL ORGANIZATIONAL VIEWS OF PLANT MAINTENANCE

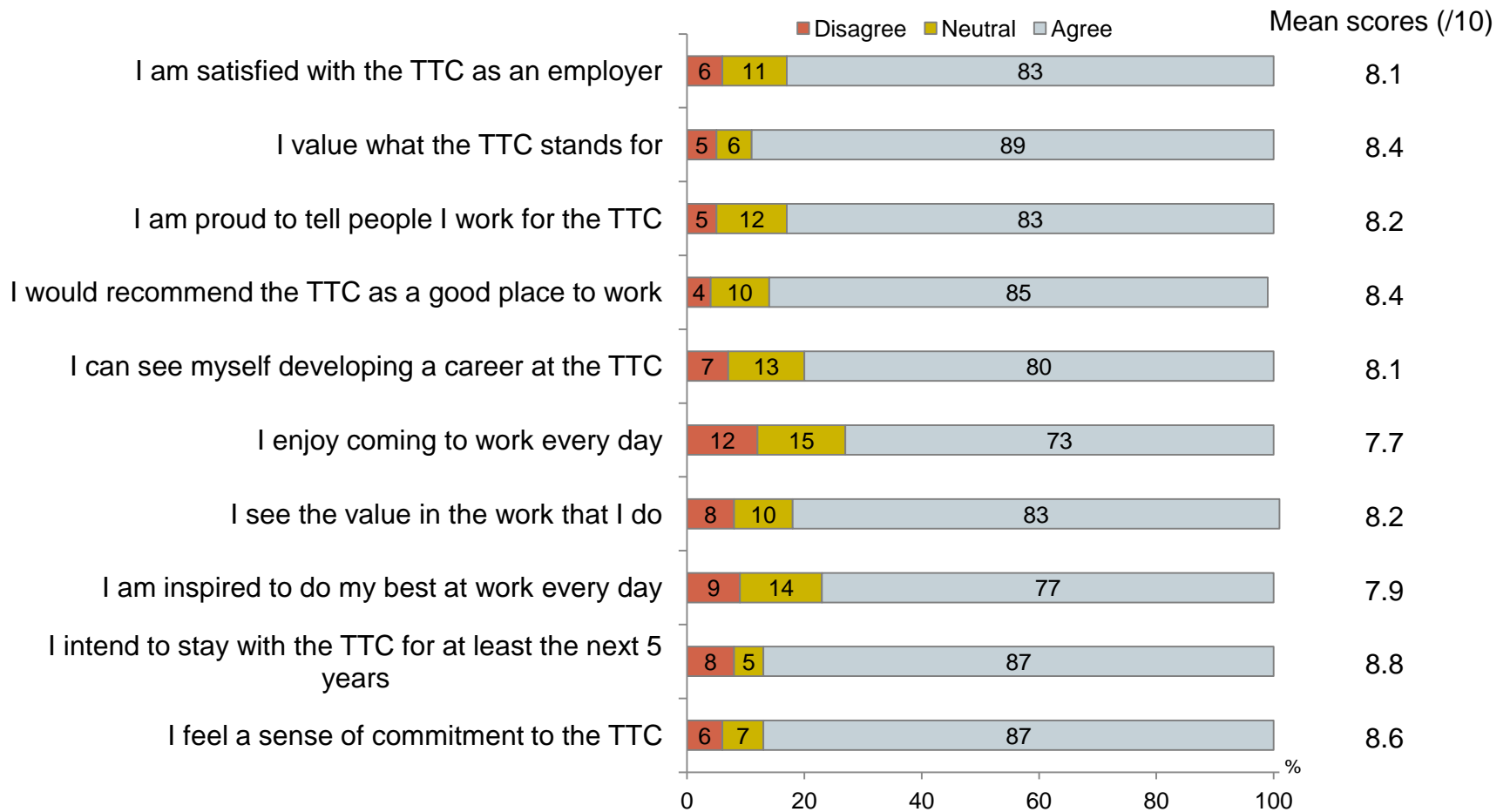
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SECTION SUMMARY

- 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 were highest for the following measures: “I intend to stay with the TTC for at least the next 5 years”. Ratings were lowest for “I enjoy coming to work every day”. These results were generally consistent across most cost centre groupings, with only a few exceptions.
 - For Communications Engineering, the highest rating was for “I value what the TTC stands for”, while “I am inspired to do my best at work every day” received the lowest rating. This was also the lowest rating for Department Head & Staff.
- Mean scores across most measures were generally the highest for Building Services, and generally the lowest for Elevating Devices.

OVERALL ORGANIZATIONAL VIEWS - PLANT MAINTENANCE



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”:

OVERALL ORGANIZATIONAL VIEWS - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Plant Maintenance	Building Equipment	Facilities	Elevating Devices	Building Services	Plant Maintenance Engineering	Communications	Communication Engineering	Plant Maint. Dept. Head & Staff
I am satisfied with the TTC as an employer	7.8	7.7	8.0	8.1	8.1	8.6	7.5	9.0	8.9	7.5	8.0	8.9
I value what the TTC stands for	8.2	8.1	8.3	8.4	8.2	8.5	7.9	8.9	9.0	8.1	9.0	9.0
I am proud to tell people I work for the TTC	7.9	7.8	8.0	8.2	8.0	8.1	8.4	9.2	8.4	8.0	8.1	8.4
I would recommend the TTC as a good place to work	8.0	7.9	8.2	8.4	8.4	8.6	7.8	9.1	8.6	8.2	8.3	8.9
I can see myself developing a career at the TTC	7.9	7.8	8.0	8.1	8.2	8.4	7.5	8.8	8.4	7.7	8.4	8.5
I enjoy coming to work every day	7.3	7.2	7.5	7.7	7.5	7.9	6.3	8.5	8.3	7.4	8.1	8.4
I see the value in the work that I do	8.2	8.1	8.3	8.2	8.2	8.1	7.9	8.8	8.5	8.2	8.3	8.4
I am inspired to do my best at work every day	7.8	7.7	7.9	7.9	7.9	8.1	7.0	9.1	8.7	7.7	7.5	8.1
I intend to stay with the TTC for at least the next 5 years	8.5	8.6	8.6	8.8	8.5	9.2	8.6	9.5	9.3	8.4	8.8	9.1
I feel a sense of commitment to the TTC	8.2	8.1	8.3	8.6	8.2	8.9	8.2	9.0	9.1	8.4	8.7	8.7

Sample sizes vary by attribute.

AREA TO PROTECT: YOUR JOB

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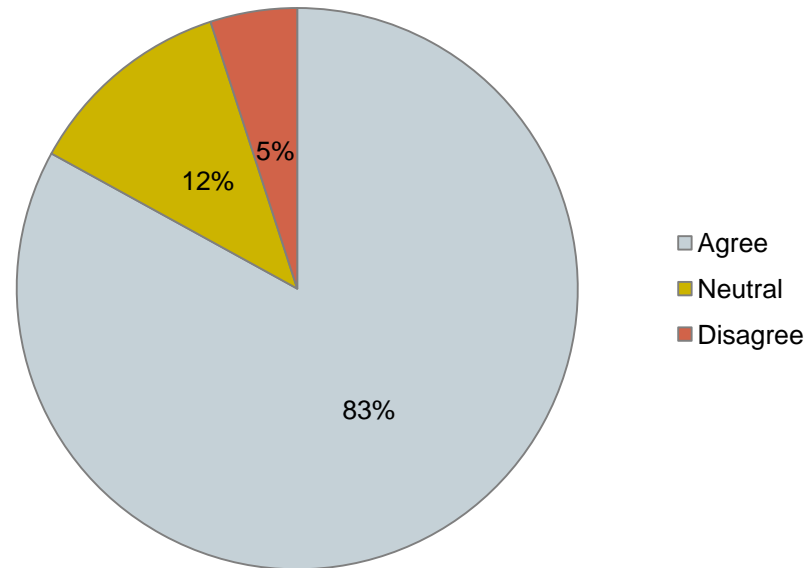
SECTION SUMMARY

- Opportunity Analysis identifies “Your Job” as having the most impact on Employee Engagement overall and as an area with which Plant Maintenance employees are, for the most part, satisfied, making this an Area to Protect.
- Mean satisfaction scores with the job they do were generally the highest for Building Services, followed by Plant Maintenance Engineering, and generally the lowest for Elevating Devices.
- Staff employees are slightly more satisfied with their job than unionized employees.
- Across the specific aspects of the job, ratings were the highest for, “I often look for ways to make improvements in how things are done”. These results were consistent across most cost centre groupings. Ratings were the lowest for, “I am given the freedom to make decisions in my job”, “I feel motivated in my job” and “I feel well informed about how to improve customer service”, with some other attributes receiving similarly low ratings. Looking at the lowest ratings across cost centre groupings, those results were variable. The three attributes mentioned above were not always the lowest rated attributes for various cost centre groupings.
- To maintain high levels of employee satisfaction with their job, Opportunity Analysis identifies the following key Areas to Improve:
 - I feel motivated in my job
 - My work enables me to use my skills and abilities
 - I am given the freedom to make decisions in my job
- In addition, one key Area to Protect was identified:
 - In my job, I feel able to put customers first

OVERALL RATINGS OF YOUR JOB - PLANT MAINTENANCE

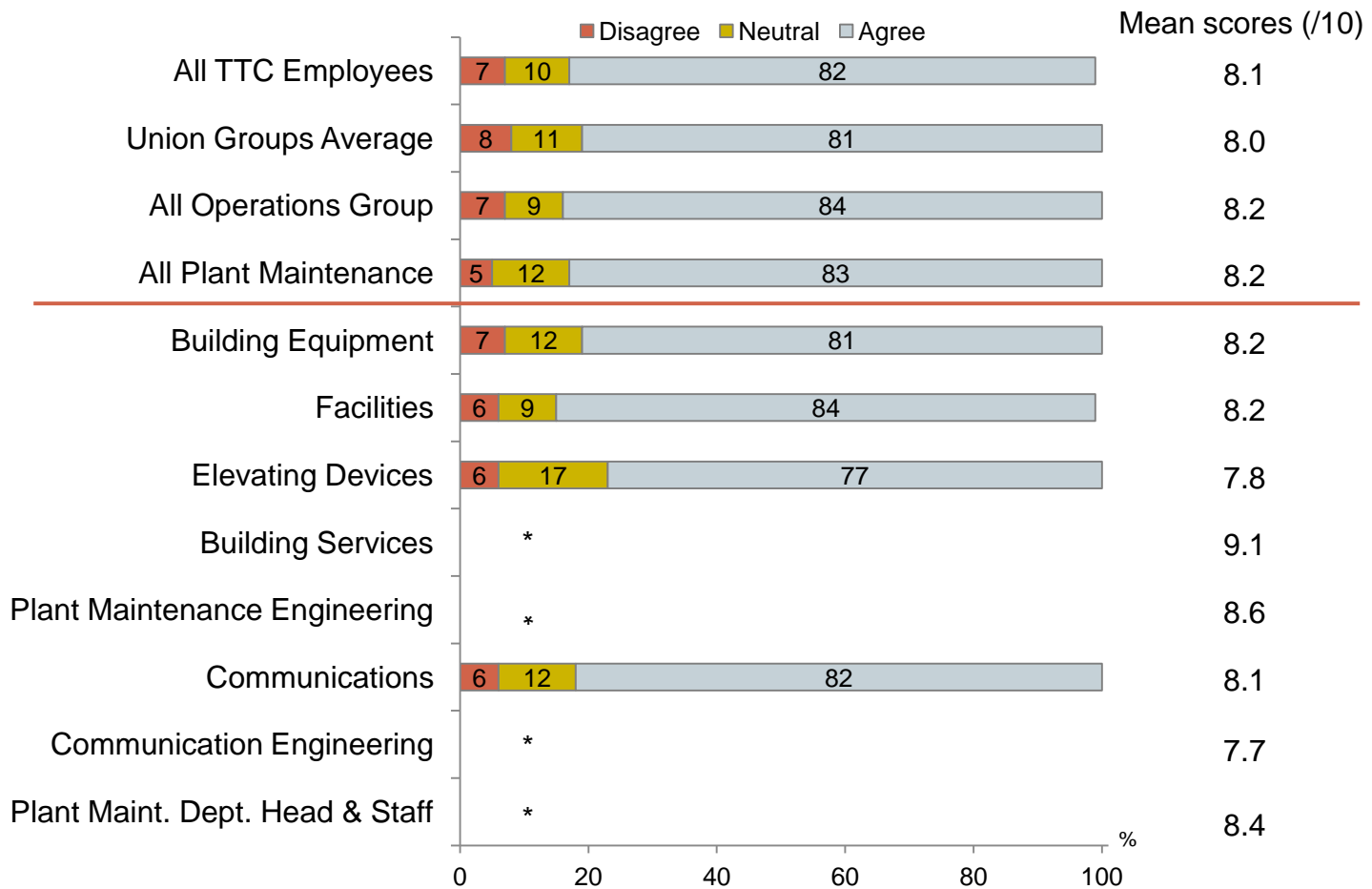
Plant Maintenance

Total
(n= 290)
Mean= 8.2



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



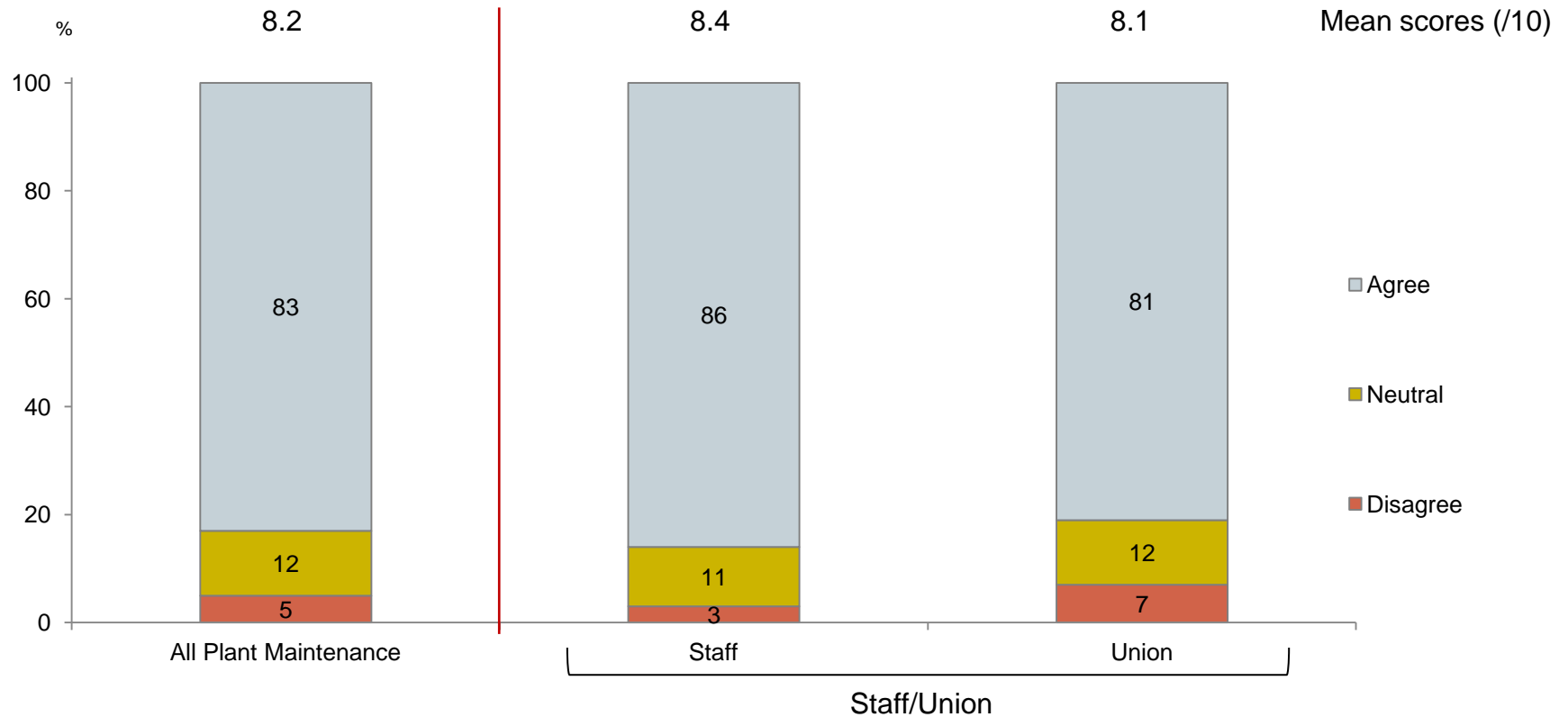
* Percentages suppressed as sample size <30.

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.

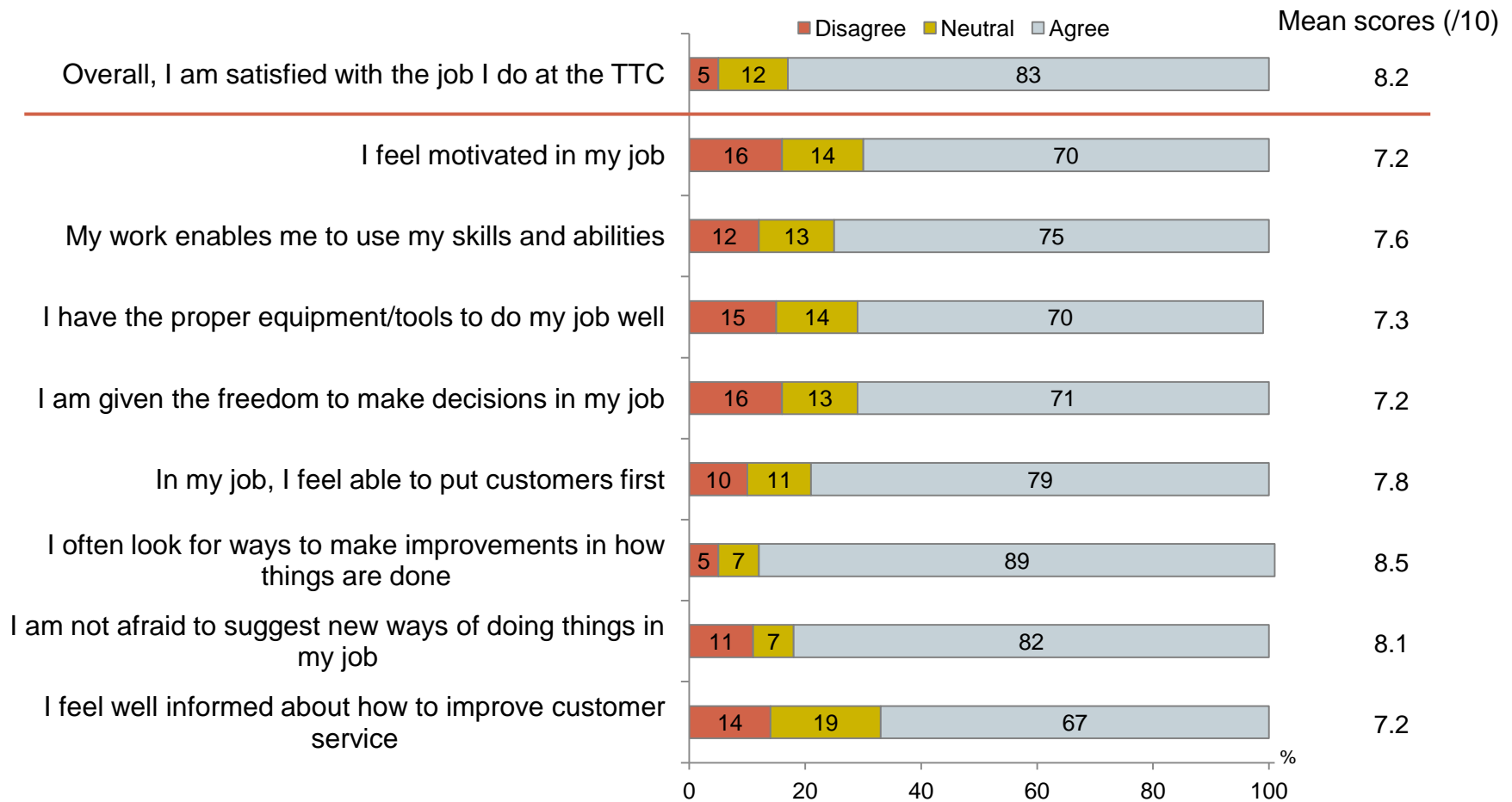
Sample sizes vary by category.

OVERALL RATINGS OF YOUR JOB - BY EMPLOYEE POSITION



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 - PLANT MAINTENANCE



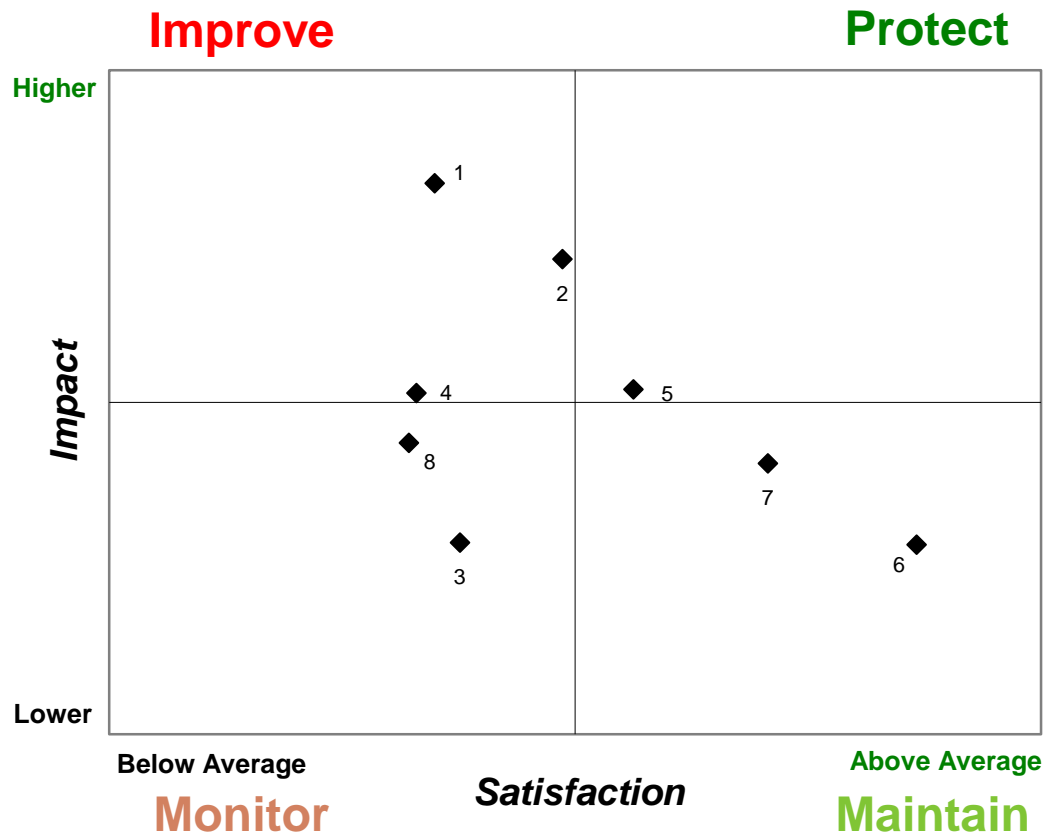
B1. How much do you agree or disagree with each of the following statements about your job?
Sample sizes vary by attribute.

YOUR JOB - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Plant Maintenance	Building Equipment	Facilities	Elevating Devices	Building Services	Plant Maintenance Engineering	Communications	Communication Engineering	Plant Maint. Dept. Head & Staff
Overall, I am satisfied with the job I do at the TTC	8.1	8.0	8.2	8.2	8.2	8.2	7.8	9.1	8.6	8.1	7.7	8.4
I feel motivated in my job	7.0	6.9	7.2	7.2	7.1	7.5	6.3	8.4	8.0	7.0	7.2	7.6
My work enables me to use my skills and abilities	7.3	7.2	7.5	7.6	7.8	7.5	6.4	8.1	8.4	7.4	7.3	8.2
I have the proper equipment/tools to do my job well	6.8	6.6	7.0	7.3	7.5	7.3	5.6	8.2	8.0	7.8	6.8	7.2
I am given the freedom to make decisions in my job	6.5	6.3	6.9	7.2	7.7	7.3	5.0	8.5	7.8	6.9	7.4	7.6
In my job, I feel able to put customers first	7.5	7.3	7.6	7.8	7.9	8.3	6.3	8.4	7.9	7.7	8.0	8.1
I often look for ways to make improvements in how things are done	8.1	7.9	8.3	8.5	8.6	8.5	7.1	9.0	9.1	8.3	9.2	9.1
I am not afraid to suggest new ways of doing things in my job	7.6	7.4	8.0	8.1	8.6	7.8	6.6	8.6	9.0	8.0	8.7	8.2
I feel well informed about how to improve customer service	6.8	6.5	6.9	7.2	6.9	6.6	5.9	8.4	7.6	7.3	8.0	7.6

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

OPPORTUNITY ANALYSIS: YOUR JOB - PLANT MAINTENANCE



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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 7.2 to 8.5.
 Impact values range between 19% to 56%.

AREA TO PROTECT: YOUR WORKING ENVIRONMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as the second most impactful on Employee Engagement and as an area in which Plant Maintenance employees are satisfied relative to other areas; in other words, this is an Area to Protect.
- Mean scores across most specific aspects of Working Environment were generally the highest for Plant Maintenance Engineering, and the lowest for Elevating Devices.
- Staff are significantly more satisfied with their Working Environment than unionized employees.
- Across the specific aspects of Working Environment, ratings were the highest for, “The hours I work are reasonable” and “I feel I belong at the TTC”. Ratings were the lowest for, “I can adjust my work/shift hours if needed”. While these results were generally consistent for many cost centre groupings, there was also a fair amount of variability among several cost centre groupings. For some cost centres, “The TTC is dedicated to diversity and inclusiveness” received a relatively high ratings. While it was a lower score for most, satisfaction with adjust work hours was among the highest rated attributes for Communication Engineering.
- 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

- 16% of Plant Maintenance employees indicated that they experience “frequent” stress at work, and an additional 47% experience stress at work “sometimes”.
- Employees in Elevating Devices reported more frequent stress than employees in other cost centre groupings, followed by employees in Communications. The lowest incidence of work stress was observed for Facilities cost centre grouping. Note that this comparison only includes those cost centre groupings large enough to report percentage scores (more than 30 completed surveys).
- Slight differences in levels of reported stress were observed between Staff and Union employees, with staff somewhat more likely to report stress “frequently” or sometimes”, compared to union employees.

- Discrimination/Harassment

- 23% of Plant Maintenance employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months.
- Communications employees were most likely to have experienced discrimination (34%), followed by Facilities employees (31%). By contrast, Building Equipment employees were least likely (17%).
- Results indicated that more discrimination is experienced by Union versus Staff employees.
- Employees most frequently reported discrimination based on personal harassment, followed by discrimination based on age, race, ethnic origin, or colour.

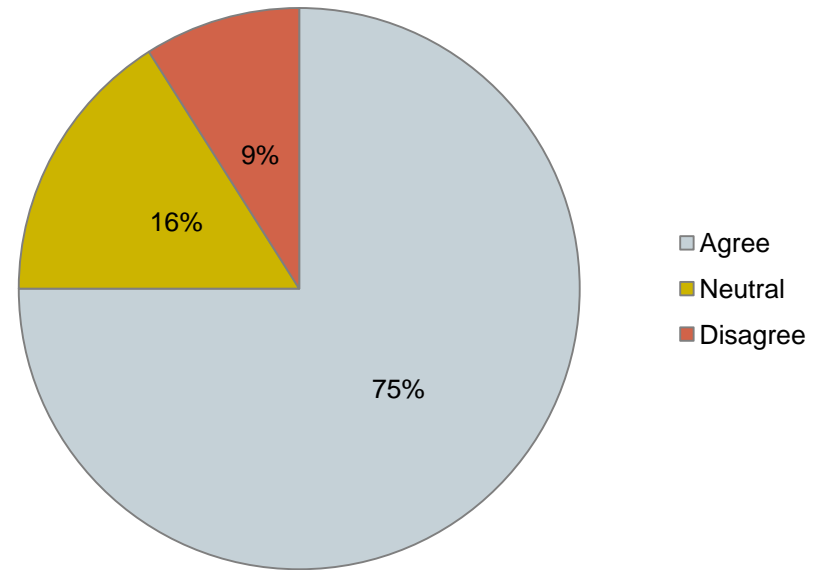
SECTION SUMMARY

- Was it Reported?
- As only a minority reported experiencing any discrimination results cannot be reliably reported for any cost centre groupings, or for staff employees. Among those who experienced discrimination from colleagues, only 36% indicated that they reported the incident. The proportion of union employees reporting the incident did not differ greatly from the proportion of all Plant Maintenance employees.
- Most frequently cited reasons for not reporting the incident were a fear of retribution, having a supervisor or manager involved in the discrimination/harassment incident, and assuming that no action would be taken.
- Were Employees Satisfied with How it was Handled?
- Among those few who reported the incident, satisfaction scores relating to manner in which the incident was handled were very low.
- Abuse by Customers
- More than one fourth of Plant Maintenance employees (26%) reported that they had been verbally abused by customers in the past 12 months. The highest incidence of verbal abuse was observed for Elevating Devices (73%), followed by Facilities (47%) and the lowest incidence was observed for Communications (20%). Union employees were much more likely to report being abused than staff.
- 4% of employees reported that they had experienced physical abuse by customers. Incidence of physical abuse was highest for employees in Elevating Devices (12%). Incidence was lowest for Communications (3%).
- A higher proportion of union employees reported being physically abused (6%), compared to staff employees (2%).

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - PLANT MAINTENANCE

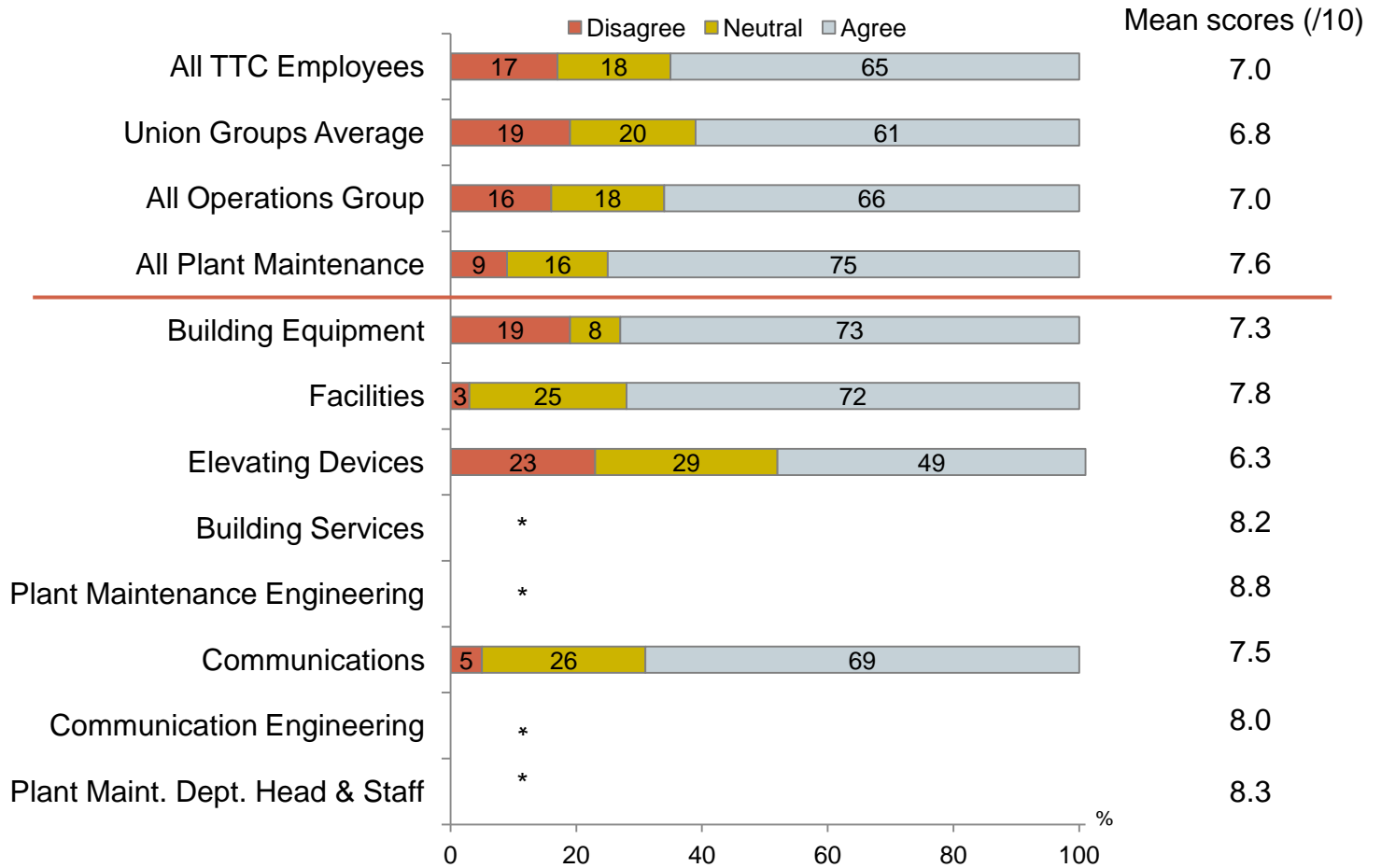
Plant Maintenance

Total
(n= 288)
Mean= 7.6



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

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



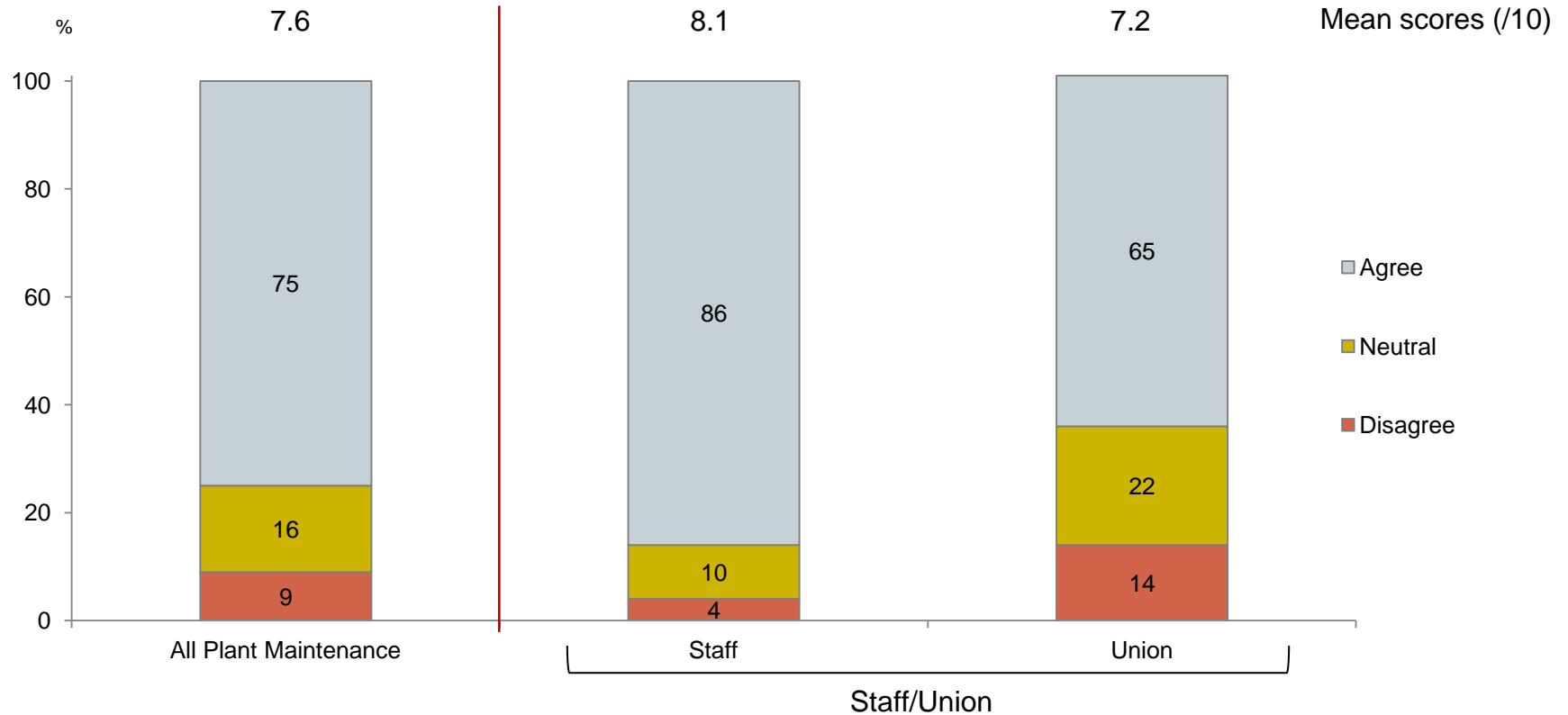
* Percentages suppressed as sample size <30.

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.

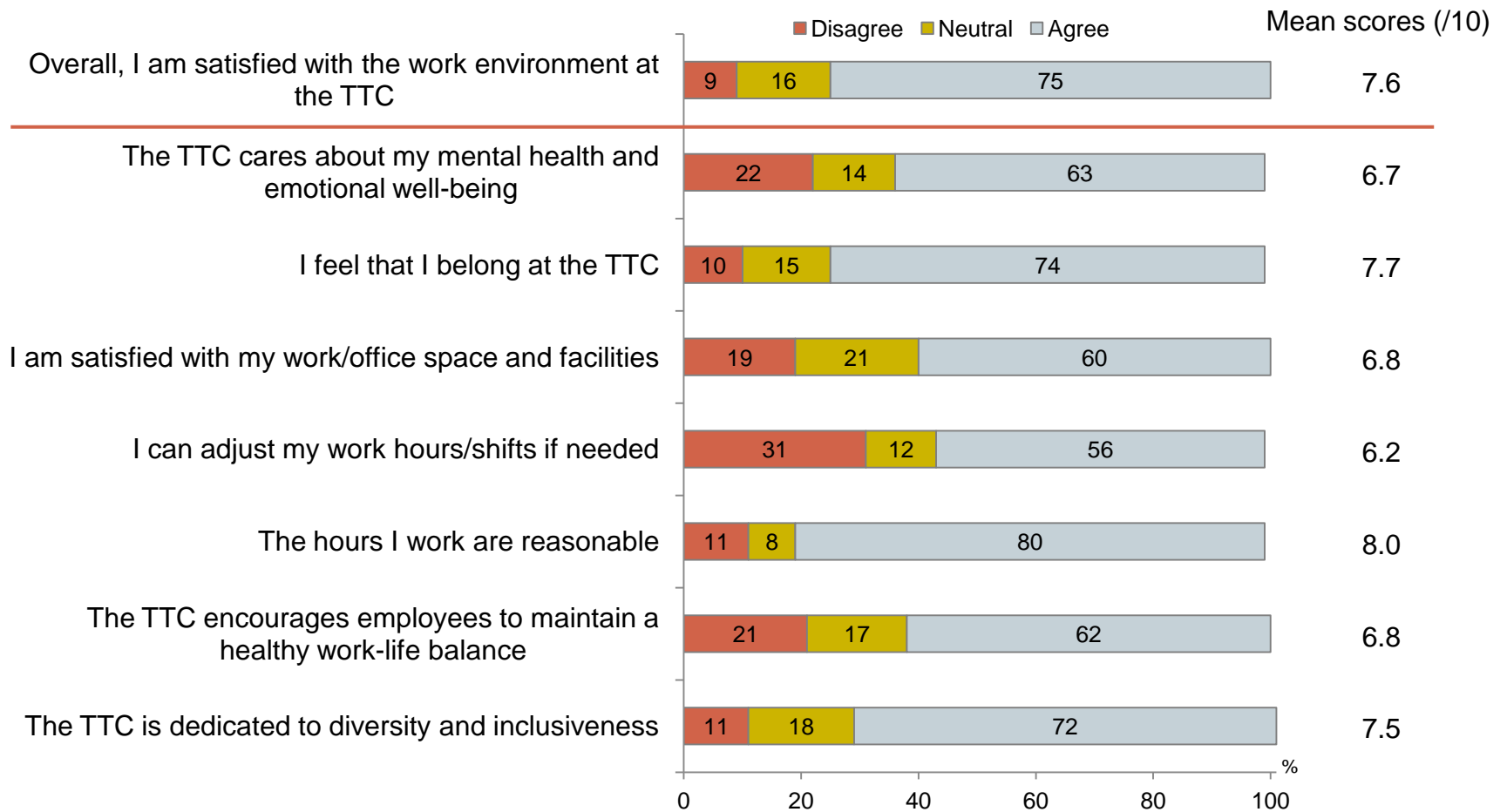
Sample sizes vary by category.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY EMPLOYEE POSITION



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 - PLANT MAINTENANCE



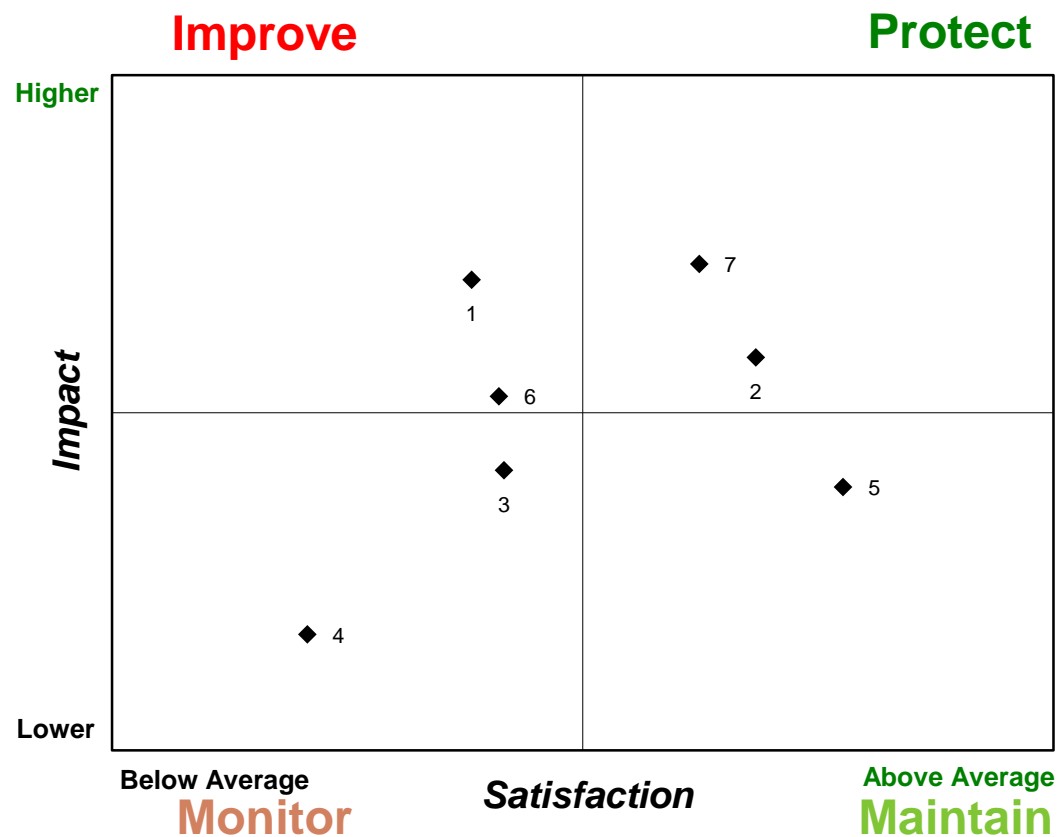
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Sample sizes vary by attribute.

YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Plant Maintenance	Building Equipment	Facilities	Elevating Devices	Building Services	Plant Maintenance Engineering	Communications	Communication Engineering	Plant Maint. Dept. Head & Staff
Overall, I am satisfied with the work environment at the TTC	7.0	6.8	7.0	7.6	7.3	7.8	6.3	8.2	8.8	7.5	8.0	8.3
The TTC cares about my mental health and emotional well-being	6.2	5.9	6.3	6.7	6.3	7.5	5.3	7.6	7.7	6.3	7.5	7.5
I feel that I belong at the TTC	7.4	7.3	7.5	7.7	7.3	7.9	7.5	8.5	8.3	7.3	8.0	8.0
I am satisfied with my work/office space and facilities	6.5	6.3	6.5	6.8	6.6	7.0	4.9	7.2	8.4	6.8	7.7	7.7
I can adjust my work hours/shifts if needed	6.7	6.5	6.2	6.2	5.4	5.8	3.7	7.5	8.1	5.8	8.3	7.9
The hours I work are reasonable	7.7	7.4	7.6	8.0	8.1	8.1	6.4	8.8	9.1	7.6	8.6	8.5
The TTC encourages employees to maintain a healthy work-life balance	6.3	5.9	6.2	6.8	6.4	7.2	5.3	7.9	8.3	6.2	7.7	7.9
The TTC is dedicated to diversity and inclusiveness	7.4	7.2	7.2	7.5	7.2	7.5	7.2	8.0	8.7	7.2	7.5	7.7

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

OPPORTUNITY ANALYSIS: YOUR WORKING ENVIRONMENT - PLANT MAINTENANCE

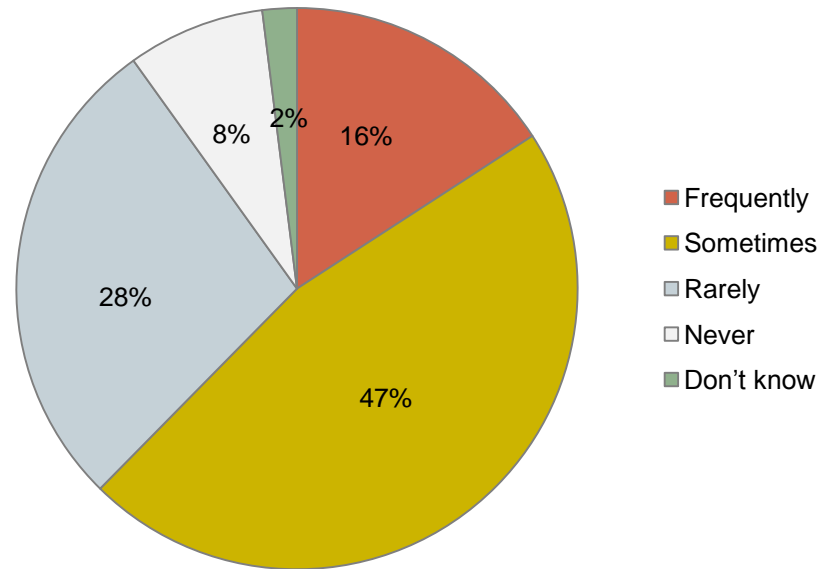


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life 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 6.2 to 8.0.
 Impact values range between 38% to 55%.

Plant Maintenance

Total
(n= 290)



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

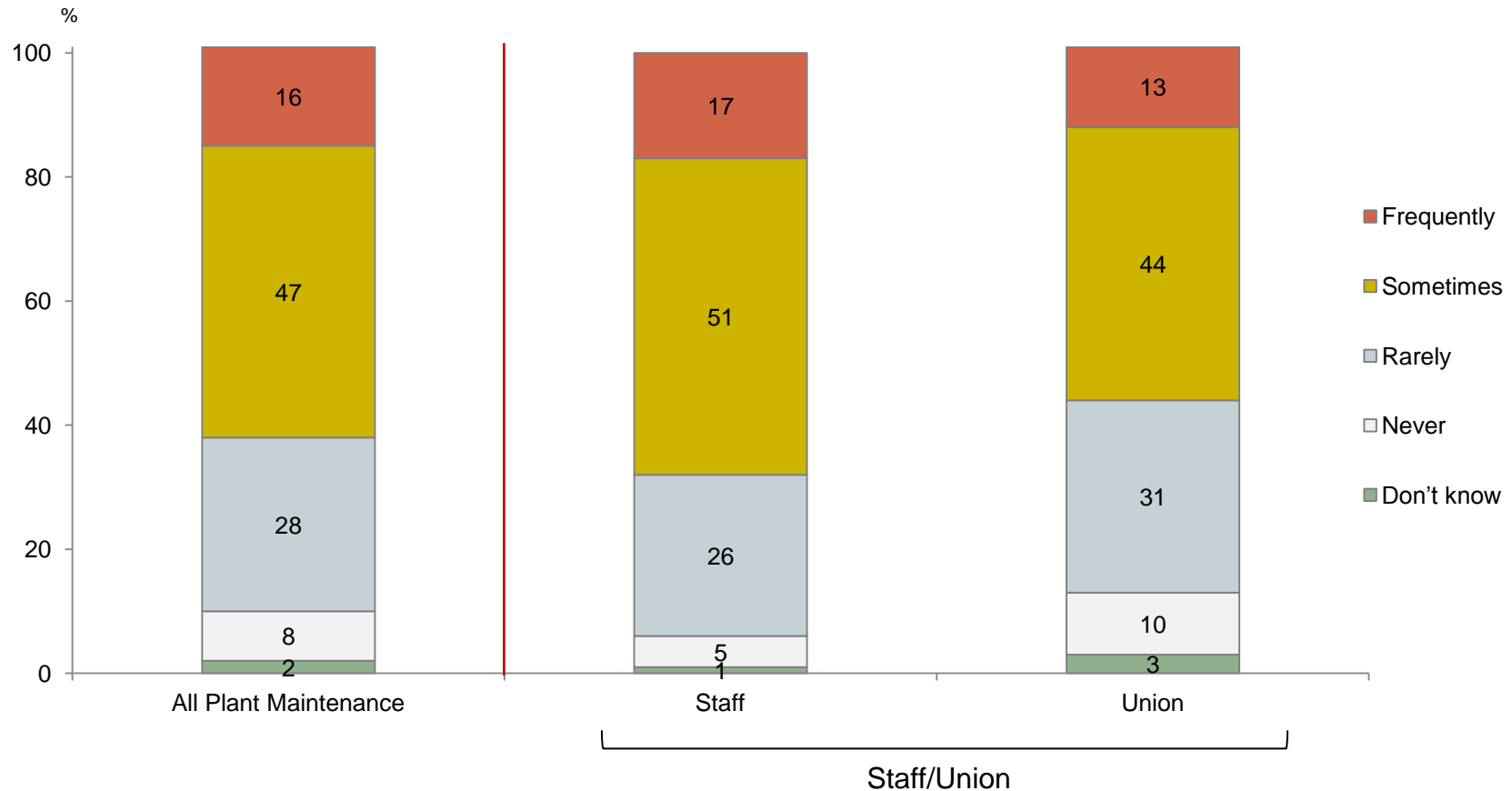
STRESS AT WORK - BY COST CENTRE/GROUPING



* 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.



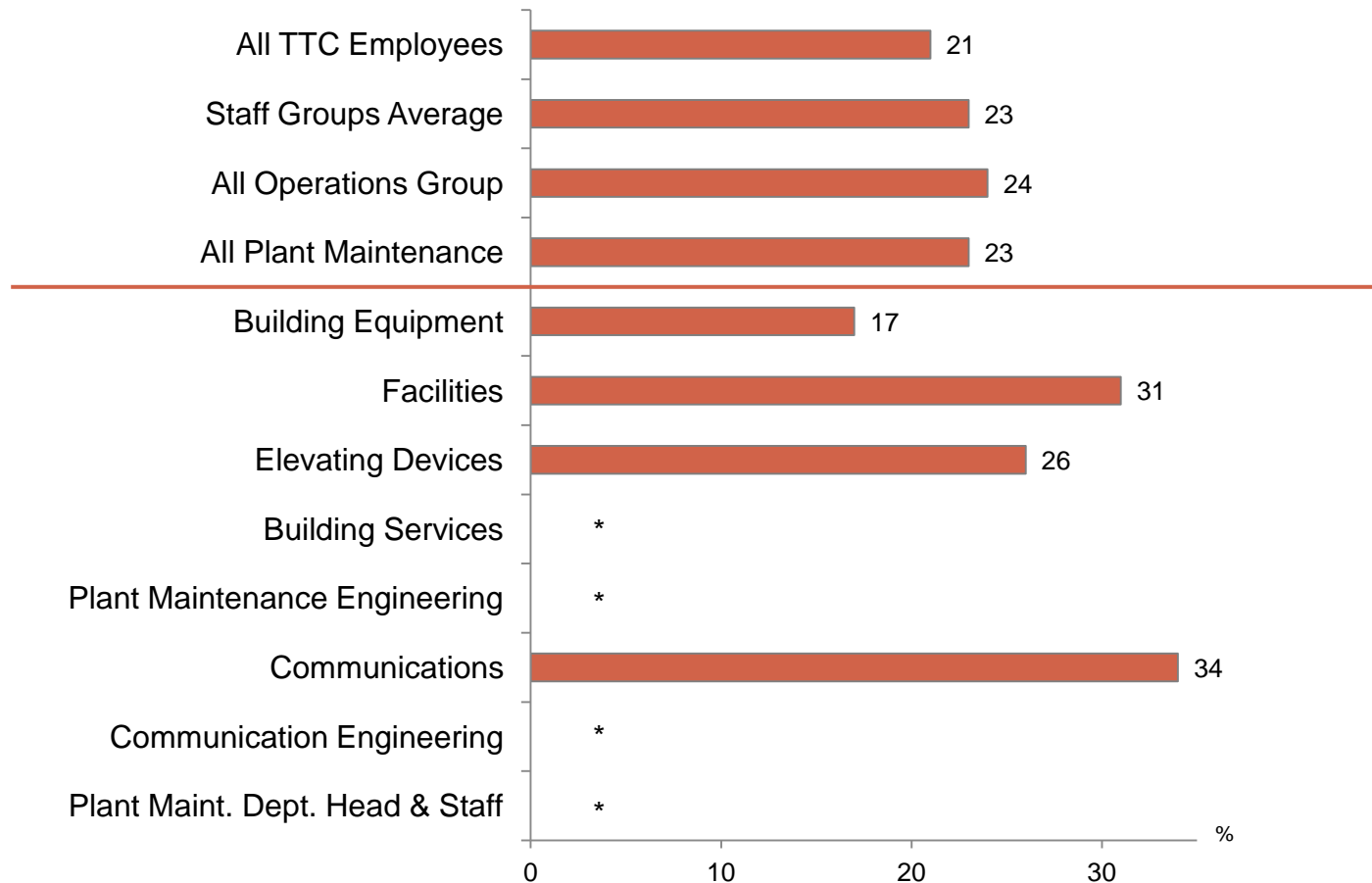
STRESS AT WORK - BY EMPLOYEE POSITION



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



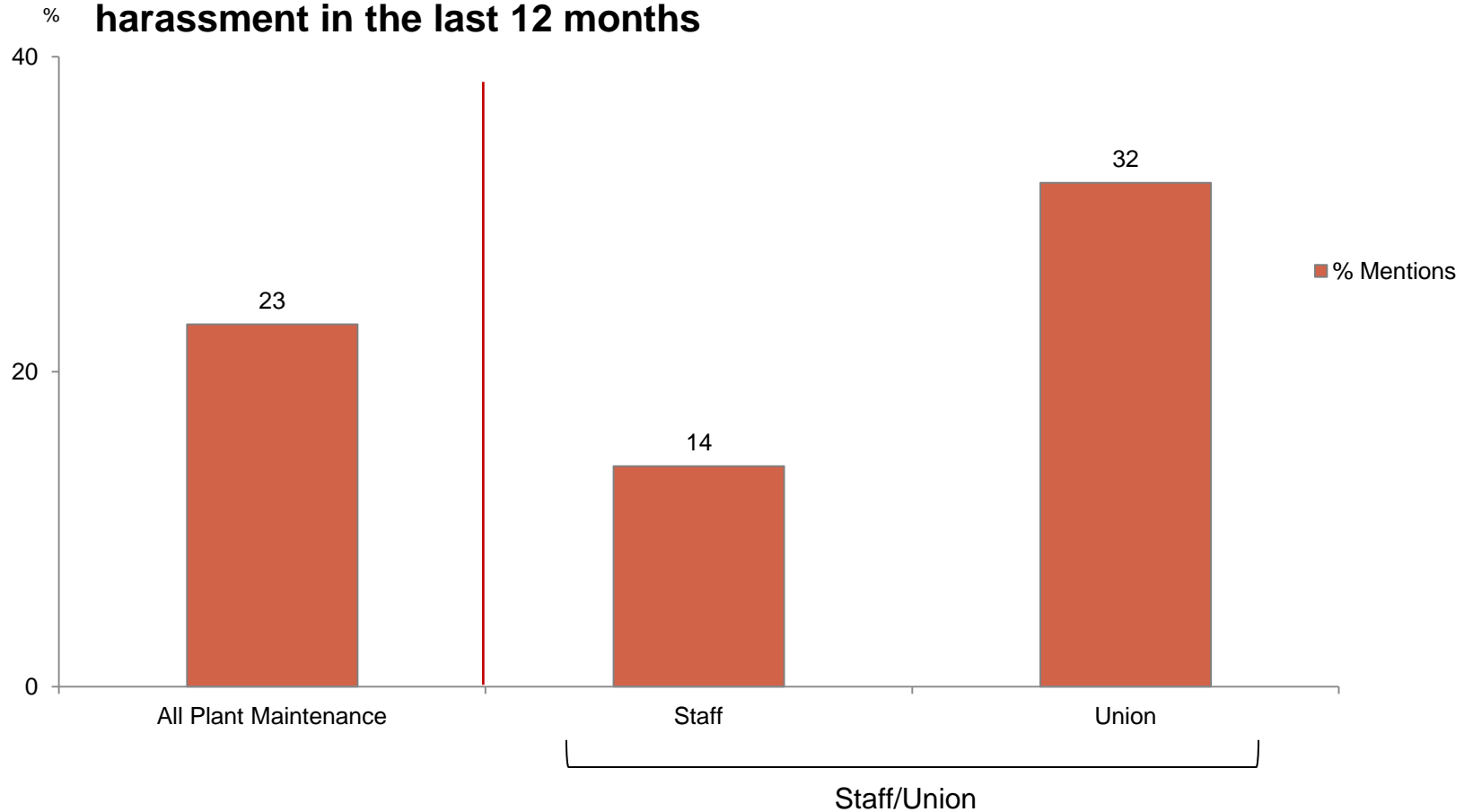
* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT - BY EMPLOYEE POSITION

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



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

DISCRIMINATION OR HARASSMENT EXPERIENCED

Prefer not to answer range from 2-3%	Prefer not to answer range from 2-4%	Prefer not to answer range from 2-4%	Prefer not to answer range from 2-5%	Prefer not to answer range from 2-9%	Prefer not to answer range from 3-10%	Prefer not to answer range from 0-3%	Prefer not to answer range from 0-5%
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% Yes	All TTC Employees	Union Groups Average	All Operations Group	All Plant Maintenance	Building Equipment	Facilities	Elevating Devices	Communications
Disability	3	3	4	5	10	0	6	6
Ethnic Origin	6	7	8	6	3	0	0	16
Gender (includes gender expression)	3	3	3	2	3	0	3	2
Sex (including pregnancy)	2	2	2	1	0	0	0	0
Creed	2	3	3	4	2	3	0	8
Age	5	5	5	7	7	13	9	9
Race	6	7	7	7	3	3	3	16
Colour	5	6	6	6	3	0	6	14
Sexual Orientation	2	2	2	2	2	0	3	2
Family Status	2	2	2	1	0	0	3	3
Marital Status	2	2	2	2	2	0	0	5
Ancestry	3	3	4	3	3	3	0	5
Place of Origin	4	5	5	5	2	0	3	9
Citizenship	3	3	3	3	3	6	3	3
Personal Harassment	9	10	11	13	9	13	3	20
Other	4	4	4	3	0	6	9	5

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

Sample sizes vary by attribute.

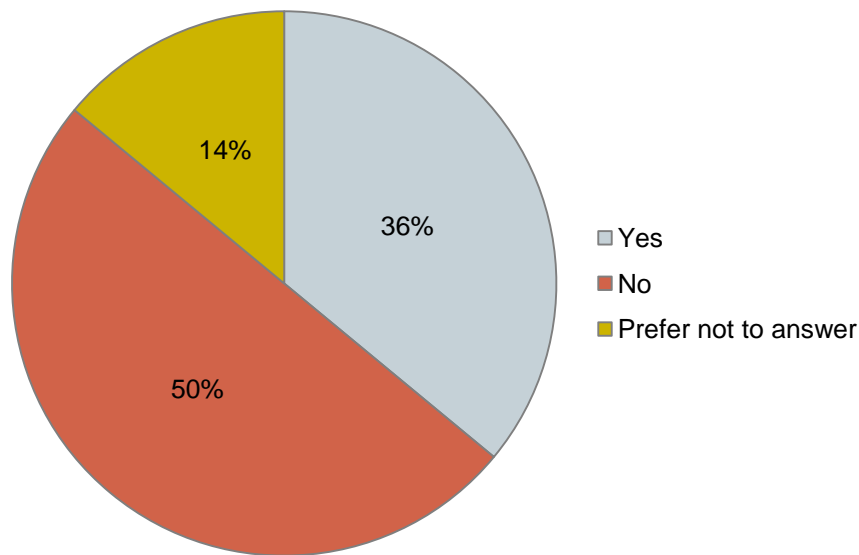
Building Services, Plant Maintenance Engineering, Communication Engineering and Plant Maint. Dept. Head & Staff are not shown as these departments are too small to report percentages (n<30).

DID YOU REPORT DISCRIMINATION TO THE TTC?

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

Plant Maintenance

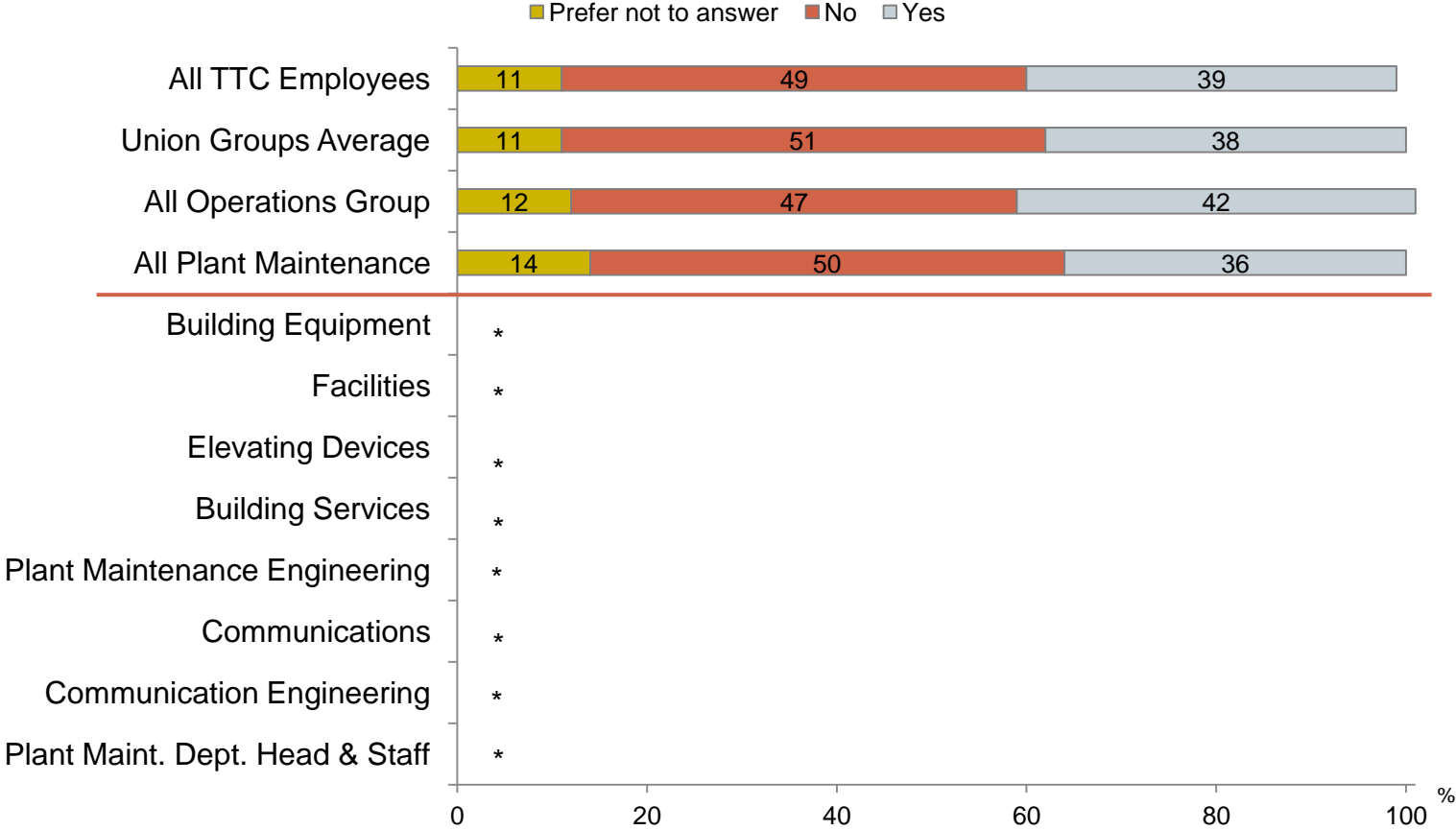
Total
(n= 66)



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



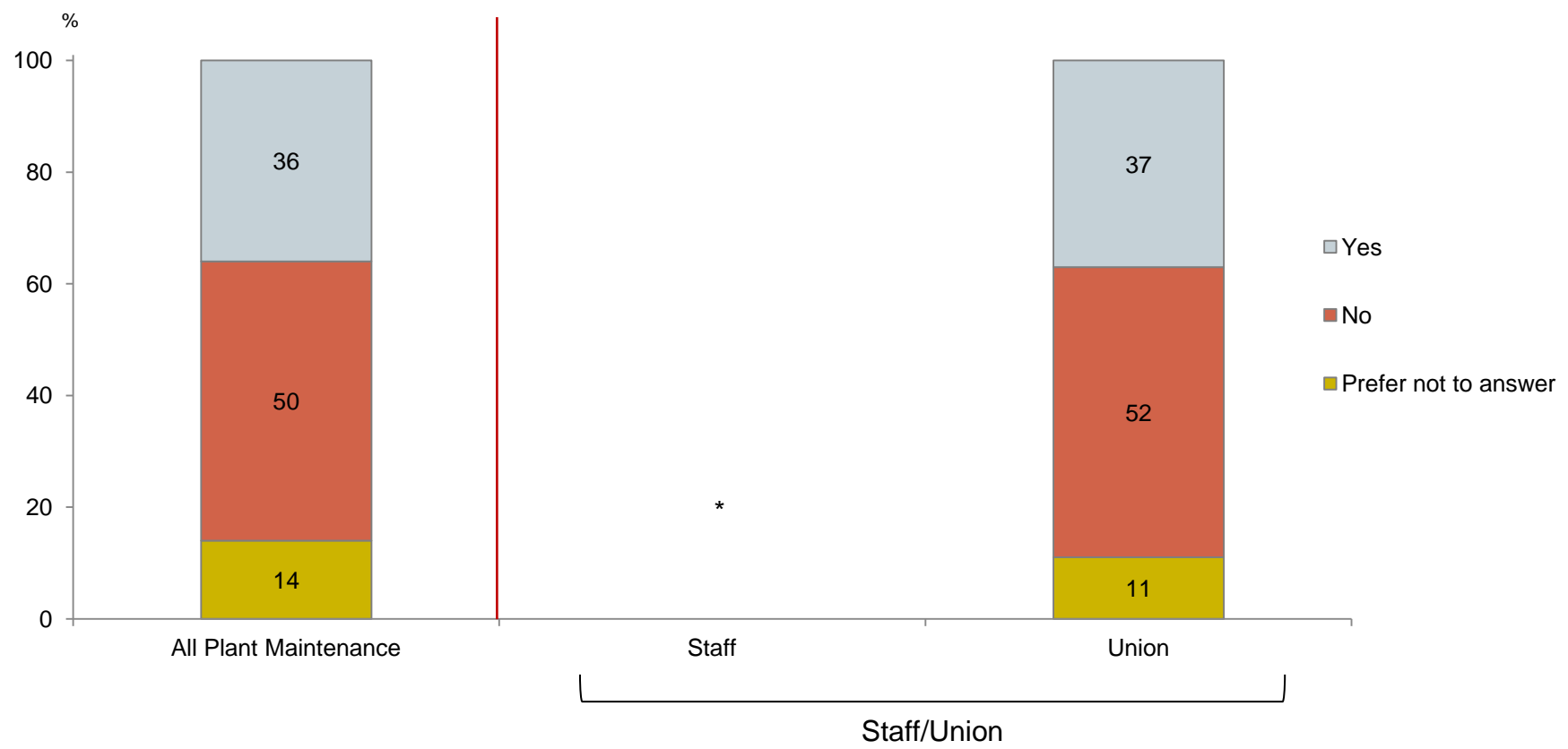
* Percentages suppressed due to sample size <30.

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.



IS THE DISCRIMINATION REPORTED TO THE TTC? - BY EMPLOYEE POSITION

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

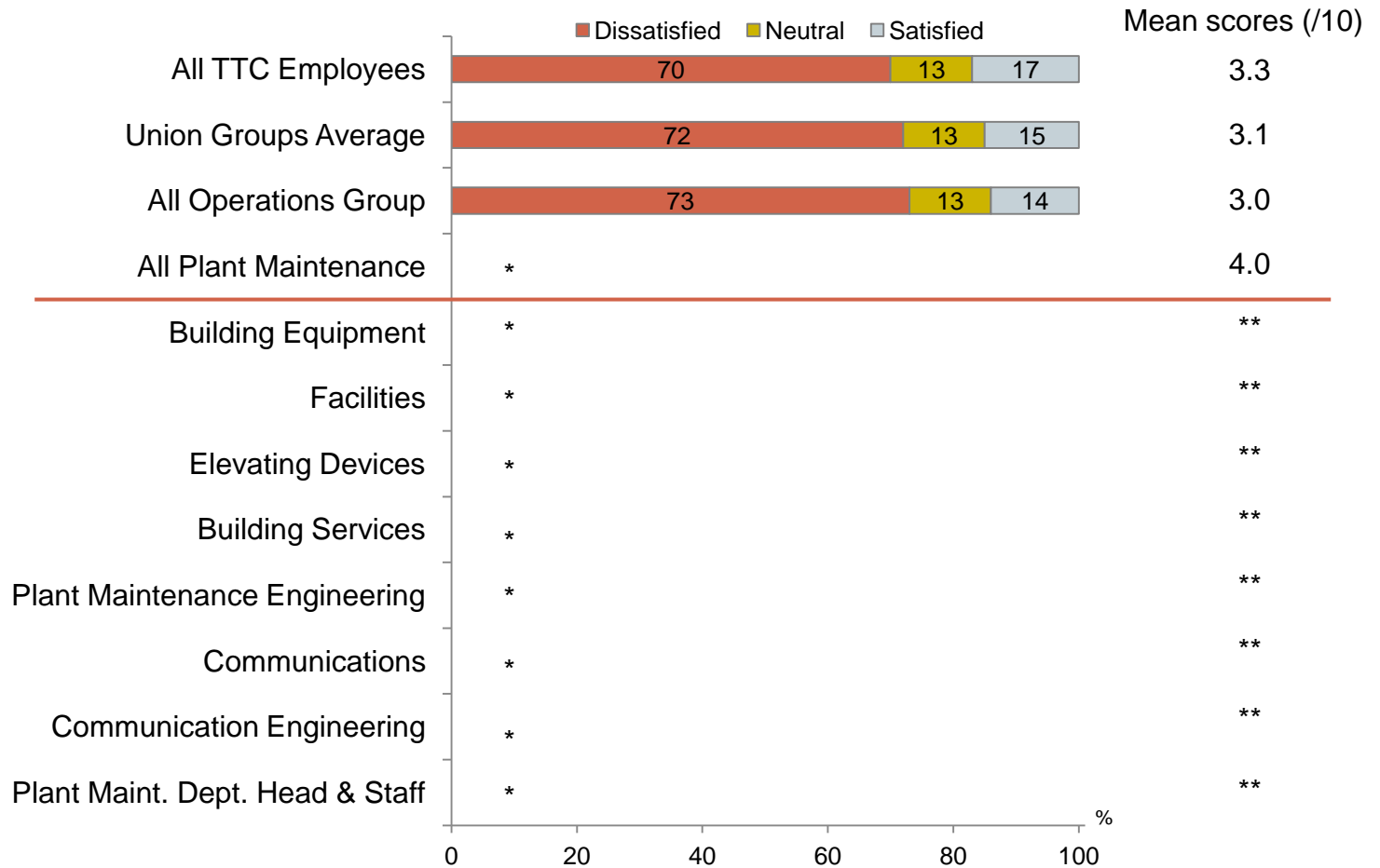


* Percentages suppressed due to sample size <30.

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



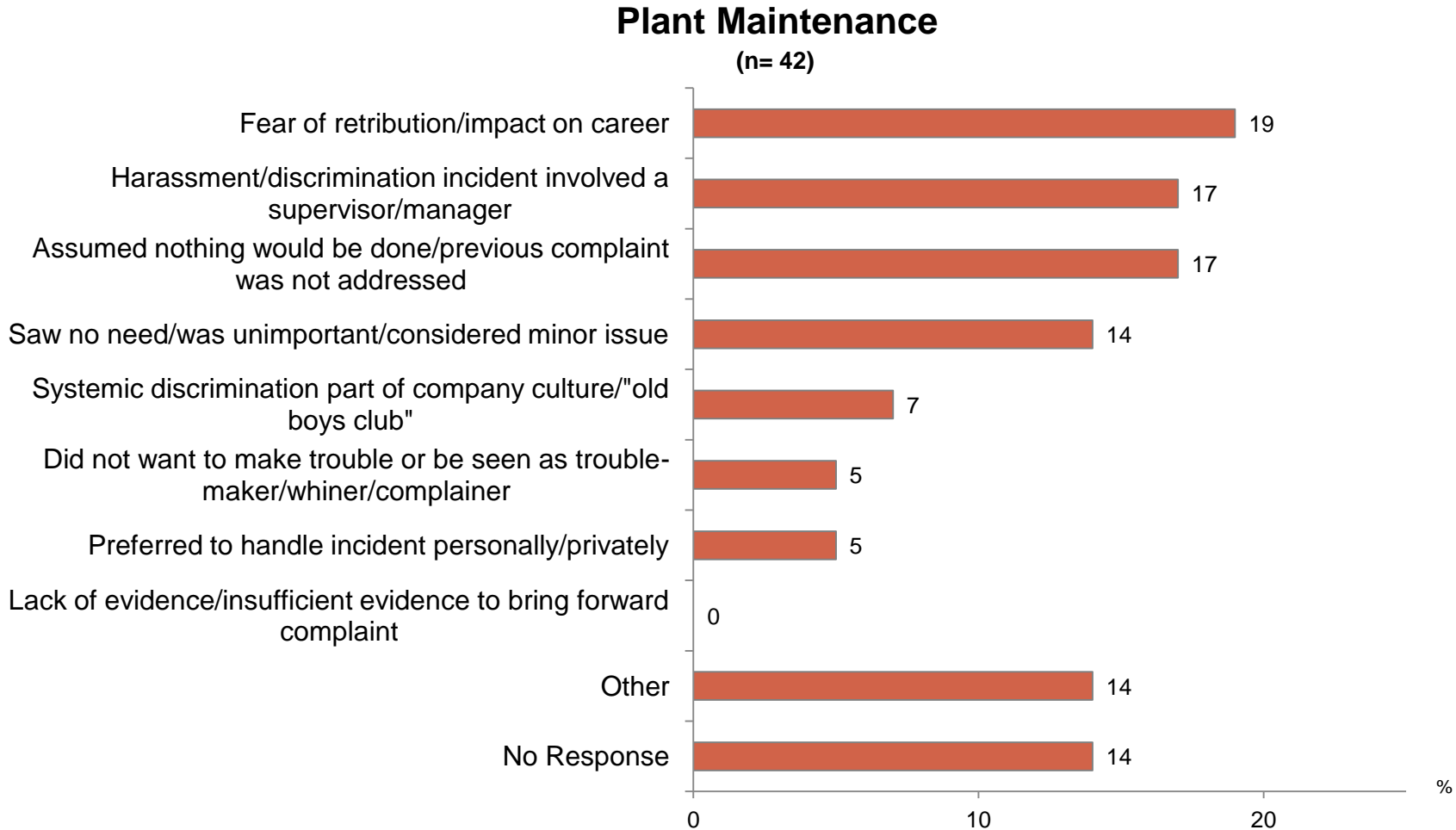
* Percentages suppressed as sample size <30.

** Mean score suppressed as sample size <10.

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

REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident

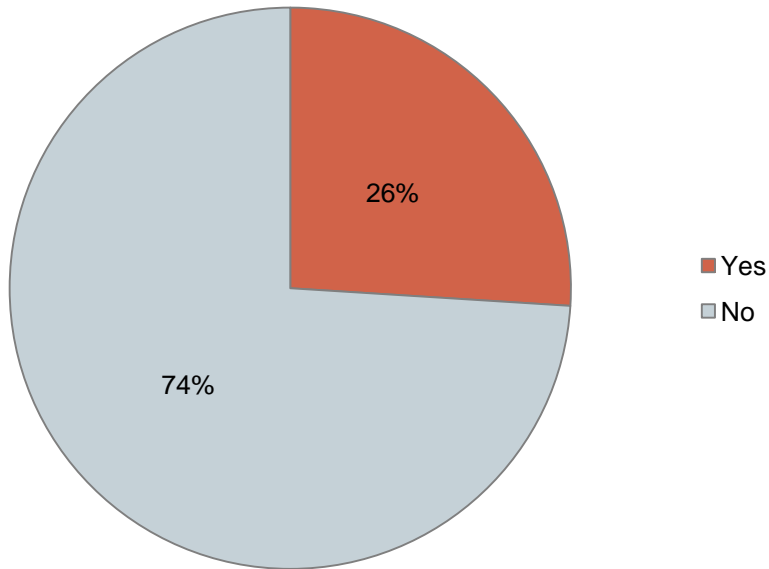


F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?
Percentages may total more than 100% as some respondents identified multiple reasons.

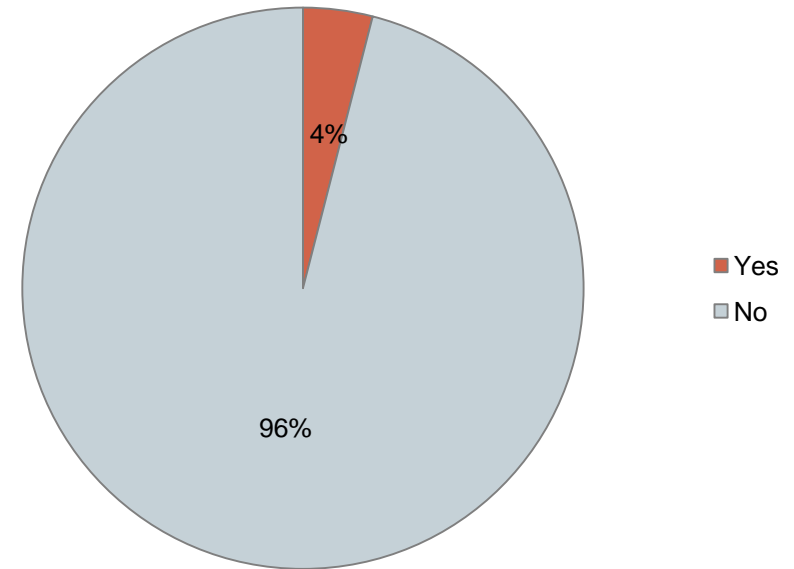
ABUSE FROM CUSTOMERS

Plant Maintenance

Verbally Abused
(n= 283)

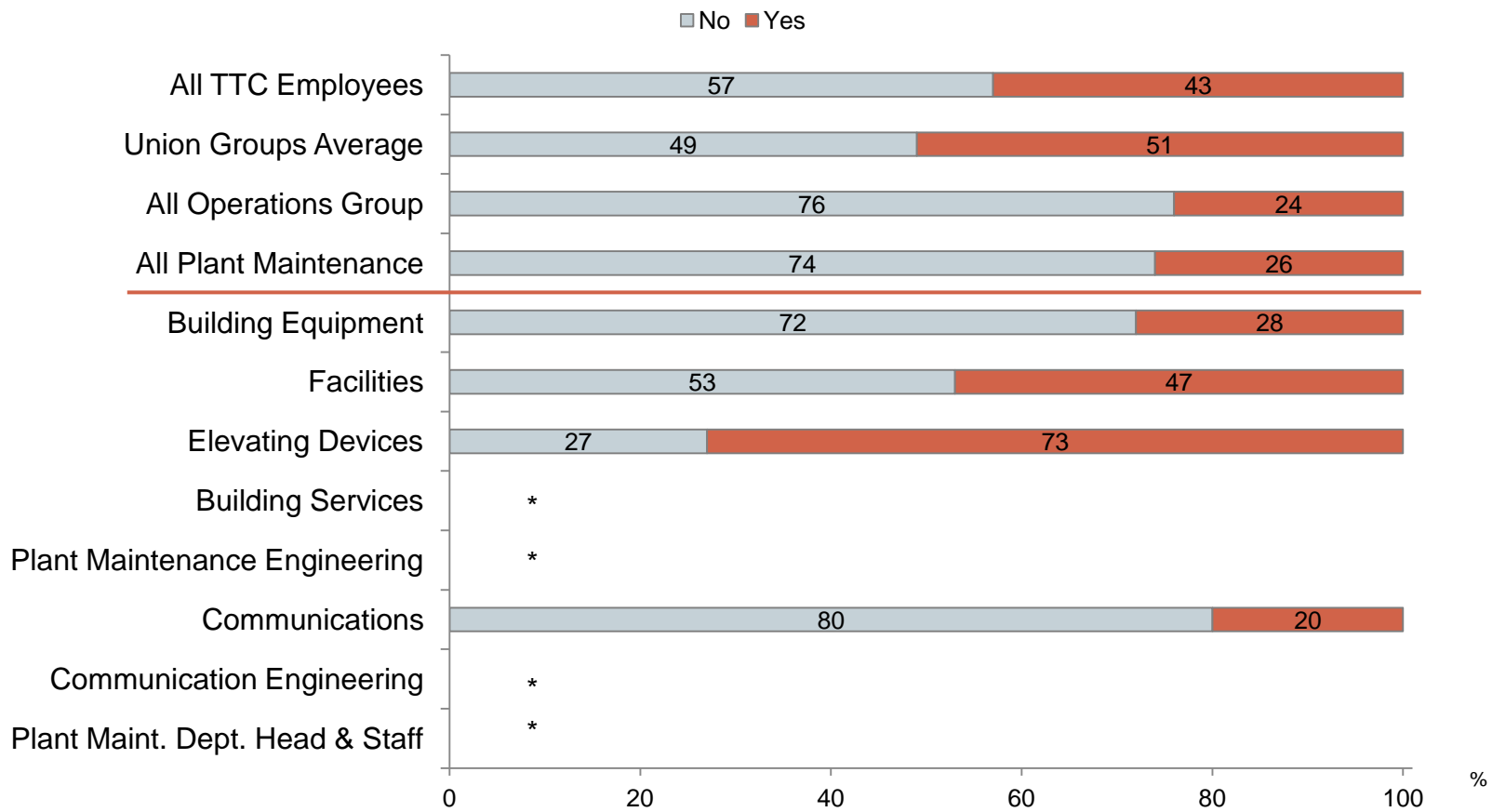


Physically Abused
(n= 278)



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?

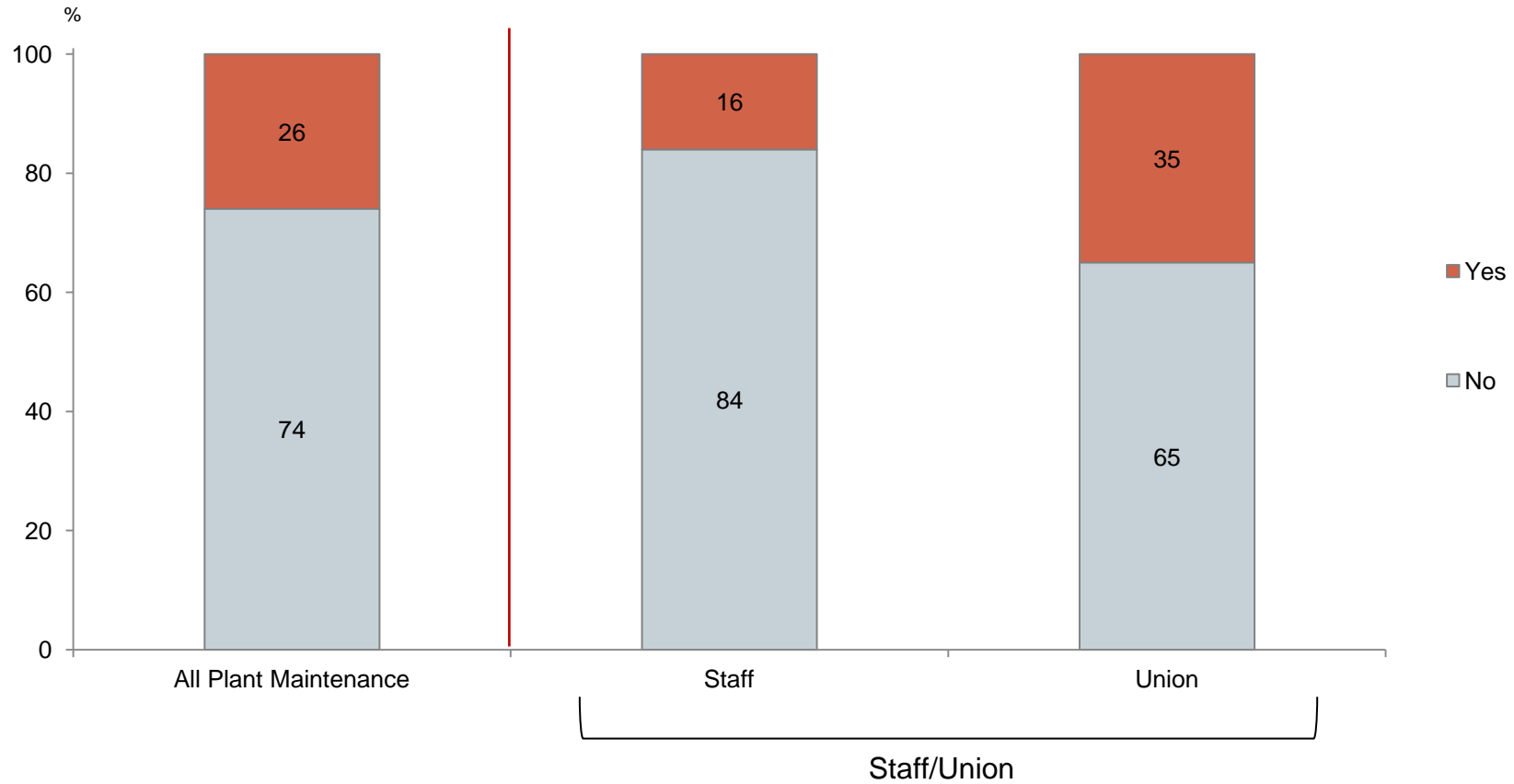
VERBAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.

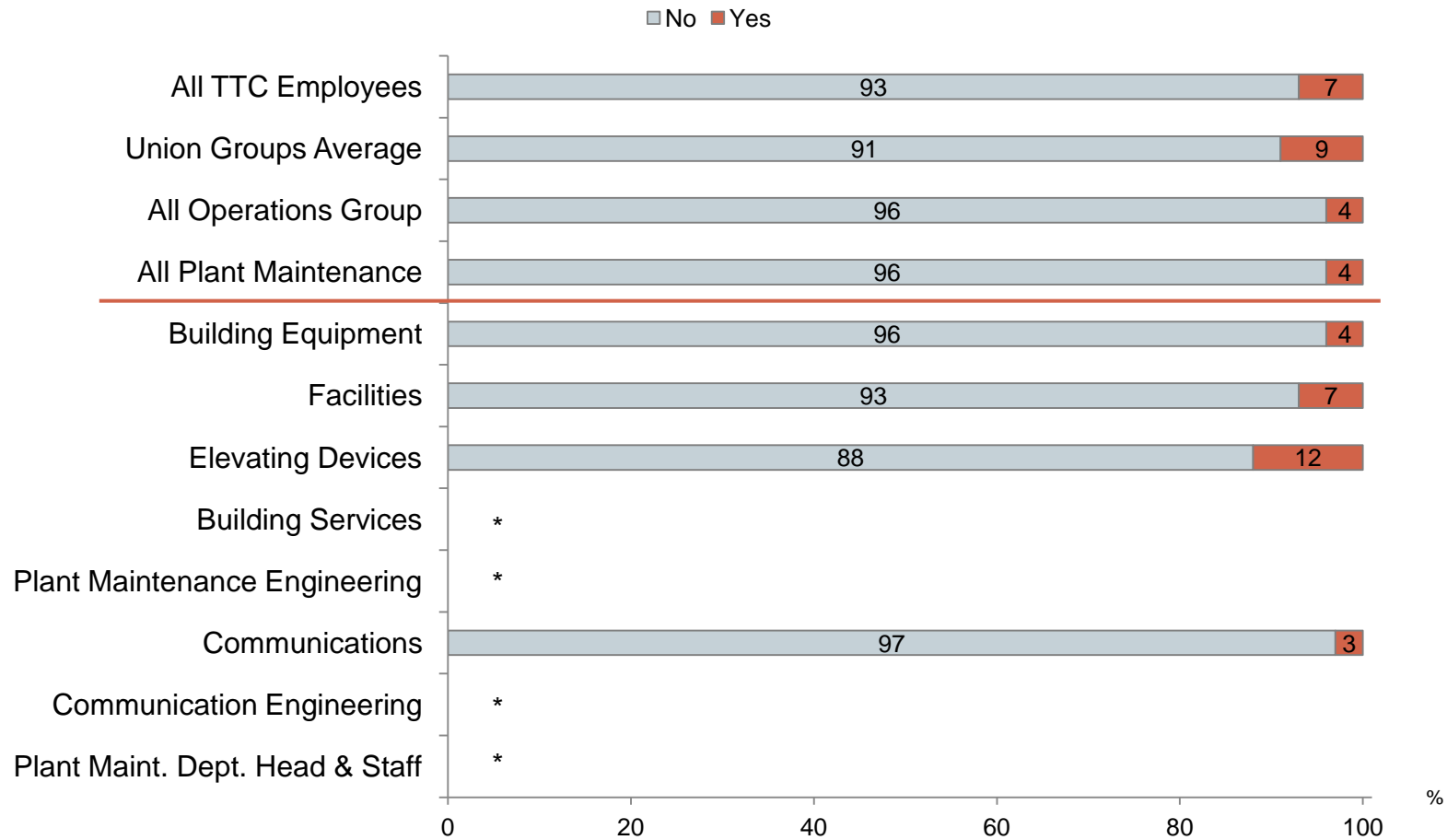
F7. In the past 12 months, have you been verbally abused by customers?
Sample sizes vary by category.

VERBAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



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

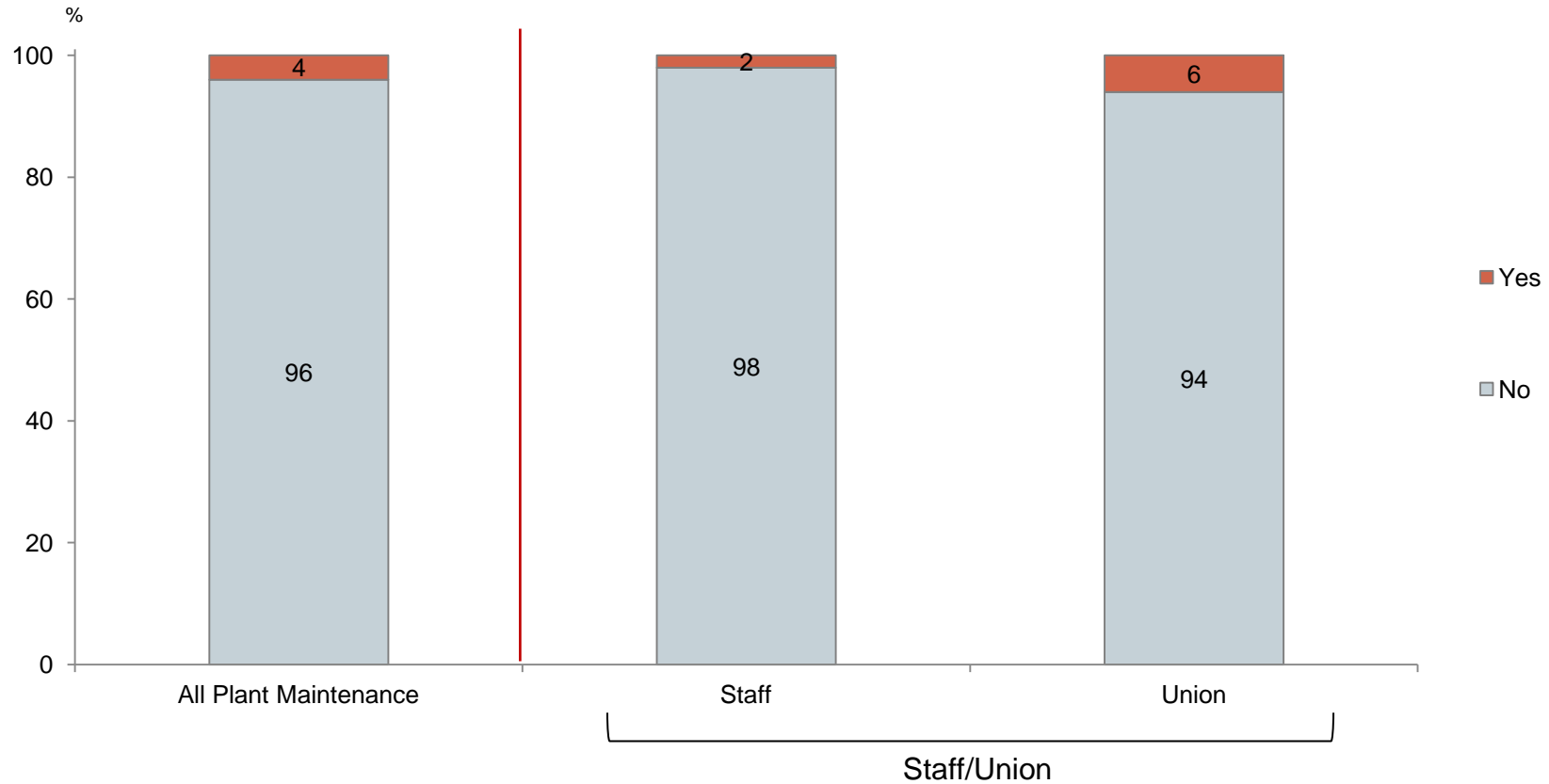


* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

PHYSICAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION

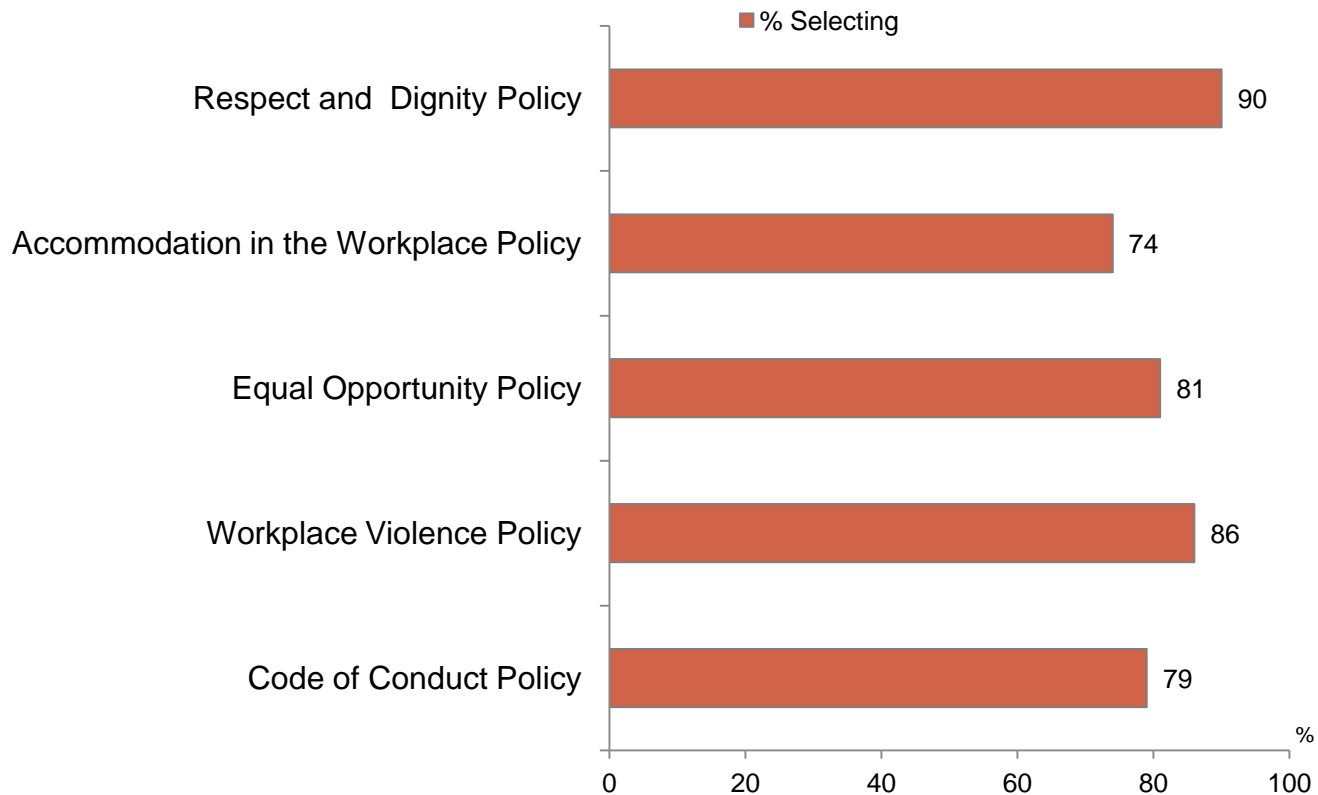


F8. In the past 12 months, have you been physically abused by customers?
Sample sizes vary by category.

FAMILIARITY WITH TTC POLICIES

- PLANT MAINTENANCE

- Employees were asked if they were familiar with the various TTC policies related to equality. They were to select every policy with which they were familiar
- Most employees are familiar with all policies, though there are more who are not familiar with the Accommodation in the Workplace Policy, and 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	Union Groups Average	All Operations Group	All Plant Maintenance	Building Equipment	Facilities	Elevating Devices	Communications
Respect and Dignity Policy	92	90	92	90	85	91	88	92
Accommodation in the Workplace Policy	76	72	76	74	75	72	65	75
Equal Opportunity Policy	81	79	81	81	78	84	74	89
Workplace Violence Policy	87	85	87	86	90	78	82	91
Code of Conduct Policy	82	79	79	79	72	72	85	85

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

Building Services, Plant Maintenance Engineering, Communication Engineering and Plant Maint. Dept. Head & Staff are not shown as these cost centre groupings are too small to report percentages (n<30).

FAMILIARITY WITH TTC POLICIES - BY EMPLOYEE POSITION

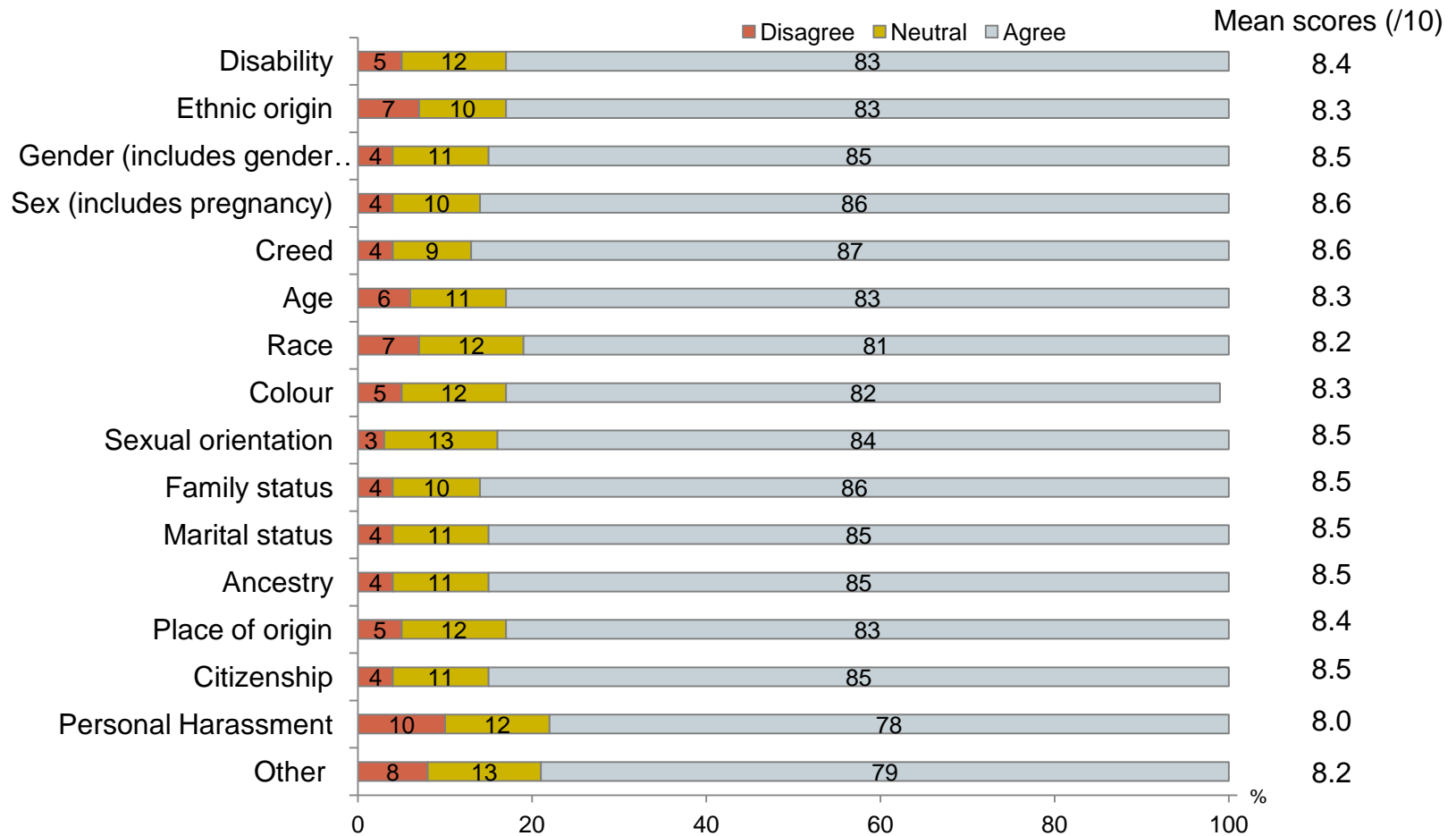
% Selecting	All Plant Maintenance	Staff	Union
Respect and Dignity Policy	90	96	84
Accommodation in the Workplace Policy	74	86	64
Equal Opportunity Policy	81	90	74
Workplace Violence Policy	86	93	79
Code of Conduct Policy	79	88	71

Staff/Union

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

EFFECTIVENESS OF TTC PRACTICES

- PLANT MAINTENANCE



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	Union Groups Average	All Operations Group	All Plant Maintenance	Building Equipment	Facilities	Elevating Devices	Building Services	Plant Maintenance Engineering	Communications	Communication Engineering	Plant Maint. Dept. Head & Staff
Disability	8.3	8.2	8.2	8.4	7.9	8.9	8.1	8.7	9.1	7.9	8.8	8.9
Ethnic Origin	8.3	8.3	8.2	8.3	7.8	8.8	8.3	8.8	9.1	7.8	7.9	8.6
Gender (includes gender expression)	8.5	8.4	8.4	8.5	8.0	8.8	8.3	8.9	9.1	8.3	8.8	8.7
Sex (including pregnancy)	8.5	8.5	8.4	8.6	8.3	9.0	8.3	8.7	9.1	8.2	8.7	9.0
Creed	8.5	8.4	8.4	8.6	8.3	8.9	8.6	8.8	9.3	8.1	8.5	8.9
Age	8.4	8.4	8.3	8.3	7.9	8.8	7.8	8.6	9.0	8.1	8.8	8.7
Race	8.4	8.3	8.2	8.2	7.8	8.4	8.2	8.7	9.1	7.9	8.1	8.8
Colour	8.4	8.3	8.2	8.3	7.9	8.6	8.2	9.0	9.1	8.0	8.3	8.8
Sexual Orientation	8.6	8.5	8.5	8.5	8.0	8.8	8.3	9.2	9.1	8.1	8.5	8.7
Family Status	8.6	8.5	8.5	8.5	8.2	8.7	8.4	9.2	9.1	8.2	8.4	8.9
Marital Status	8.6	8.6	8.5	8.5	8.2	8.8	8.3	9.2	9.2	8.2	8.7	8.9
Ancestry	8.6	8.5	8.4	8.5	8.0	8.9	8.4	9.1	9.2	8.2	8.8	8.9
Place of Origin	8.5	8.4	8.3	8.4	8.0	8.9	8.2	8.8	9.1	8.1	8.0	8.8
Citizenship	8.6	8.5	8.5	8.5	8.1	8.8	8.3	8.8	9.1	8.2	8.8	9.0
Personal Harassment	8.2	8.1	8.0	8.0	7.6	8.9	7.7	8.2	8.7	7.6	7.8	8.7
Other	8.2	8.2	8.0	8.2	8.2	7.7	**	9.0	**	**	**	**

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

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

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

Sample sizes vary by attribute.

EFFECTIVENESS OF TTC PRACTICES - BY EMPLOYEE POSITION

Mean	All Plant Maintenance	Staff	Union
Disability	8.4	8.9	7.9
Ethnic Origin	8.3	8.7	7.8
Gender (includes gender expression)	8.5	9.0	8.1
Sex (including pregnancy)	8.6	9.0	8.2
Creed	8.6	9.0	8.1
Age	8.3	8.9	7.8
Race	8.2	8.8	7.7
Colour	8.3	8.8	7.9
Sexual Orientation	8.5	8.9	8.0
Family Status	8.5	9.0	8.1
Marital Status	8.5	9.0	8.1
Ancestry	8.5	9.0	8.0
Place of Origin	8.4	8.8	7.9
Citizenship	8.5	9.0	8.0
Personal Harassment	8.0	8.6	7.5
Other	8.2	**	8.0

Staff/Union

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

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

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

Sample sizes vary by attribute.

AREA TO IMPROVE: YOUR COMPANY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Company” as the third most impactful on Employee Engagement and as an area in which Plant Maintenance employees are relatively less satisfied. In other words, this is an Area to Improve.
- Mean satisfaction ratings across most specific aspects of Your Company are generally the highest for Plant Maintenance Engineering, and Building Services, and the lowest for Elevating Devices and Building Equipment.
- Satisfaction scores are somewhat higher among staff compared to unionized employees.
- Across the specific aspects of Your Company, satisfaction ratings are the highest for, “The TTC puts customers first”, “I am proud and passionate about the TTC”, “I feel that the TTC’s vision to be ‘A transit system that makes Toronto proud’ is realistic and achievable”, and “In my job role, I feel I can directly contribute to the vision to be ‘A transit system that makes Toronto proud’”. Ratings were the lowest for, “There is a good level of trust between senior management and employees”, “There is effective sharing of information across the TTC”, and “If something goes wrong, people concentrate on putting it right, not blaming others”. These are somewhat consistent across the cost centre groupings, except that, for some groupings, some other attributes are either among the highest or lowest ratings.
 - For some cost centres, “The TTC actively supports equal opportunities for all employees”, or “The TTC values its customers’ time” were among the highest ratings
 - For some cost centres “People get things done both quickly and efficiently at the TTC”, or “Best practices are shared effectively across the TTC” are among the lowest ratings.

SECTION SUMMARY

- 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
 - I feel sufficiently well informed about what is happening in the TTC
 - Senior Managers communicate openly and honestly with employees
 - TTC leadership welcomes all feedback, both positive and negative
- In addition to these Areas to Improve, several areas were identified as key Areas to Protect:
 - I feel confident that TTC leadership is making the right decisions for the company's future success
 - I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable
 - The TTC values its staff's time
 - There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)
- Speaking Highly of the TTC
- A majority (56%) of Plant Maintenance 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.
- Building Equipment, and Facilities employees were most likely to “always” speak highly of the TTC, while Communications employees were least likely.
- Staff have higher proportions of employees indicating that they would “always” speak highly of the TTC compared to unionized employees.

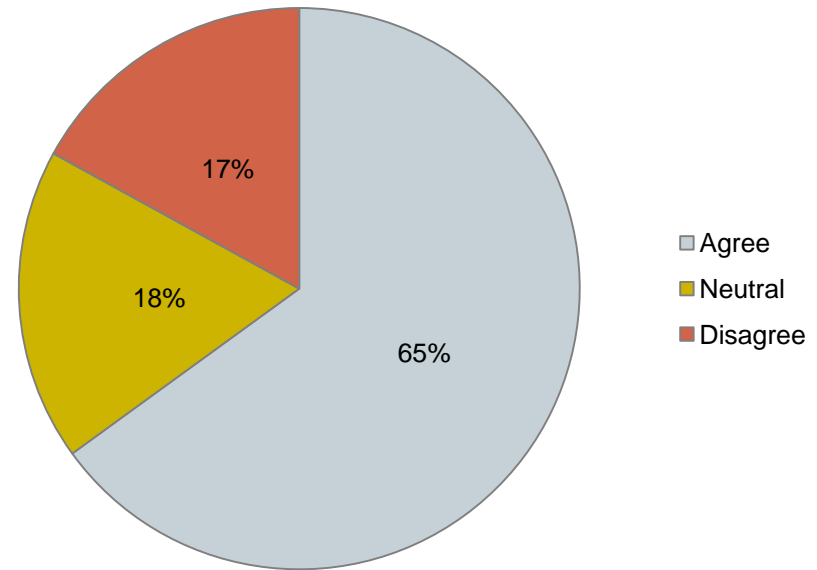
SECTION SUMMARY

- Change in Experience Working for the TTC
- 35% feel that working for the TTC has improved over the past 12 months, compared to 23% who feel it has gotten worse.
- Employees in Facilities were most likely to express that working for the TTC has improved over the past 12 months (38%), followed by Building Equipment (32%), and Communications (30%), while Elevating Devices employees were least likely to feel this way (14%).
- Employees in Communications (41%), and Elevating Devices (37%) were more likely to report that working for the TTC has gotten worse in the past twelve months compared to employees in Facilities (9%).
- Staff were more likely to express that working for the TTC has improved over the past 12 months (43%) compared to unionized employees (27%), and were much less likely to feel that that working for the TTC has gotten worse compared to unionized employees (12% vs. 33% respectively).
- Among employees who indicated that working for the TTC has gotten better in the past 12 months, the main reasons traced to the arrival of new managers or coworkers, followed by the vision and leadership of senior management, and improvements in communications.
- Among those indicating that working for the TTC has gotten worse, the main reason related to a worsening individual work situation (including individual employee's position, pay/benefits, hours, etc.), followed by inexperienced and/or unqualified managers, a lack of accountability, and a lack of fairness in hiring practices.

OVERALL RATINGS OF YOUR COMPANY - PLANT MAINTENANCE

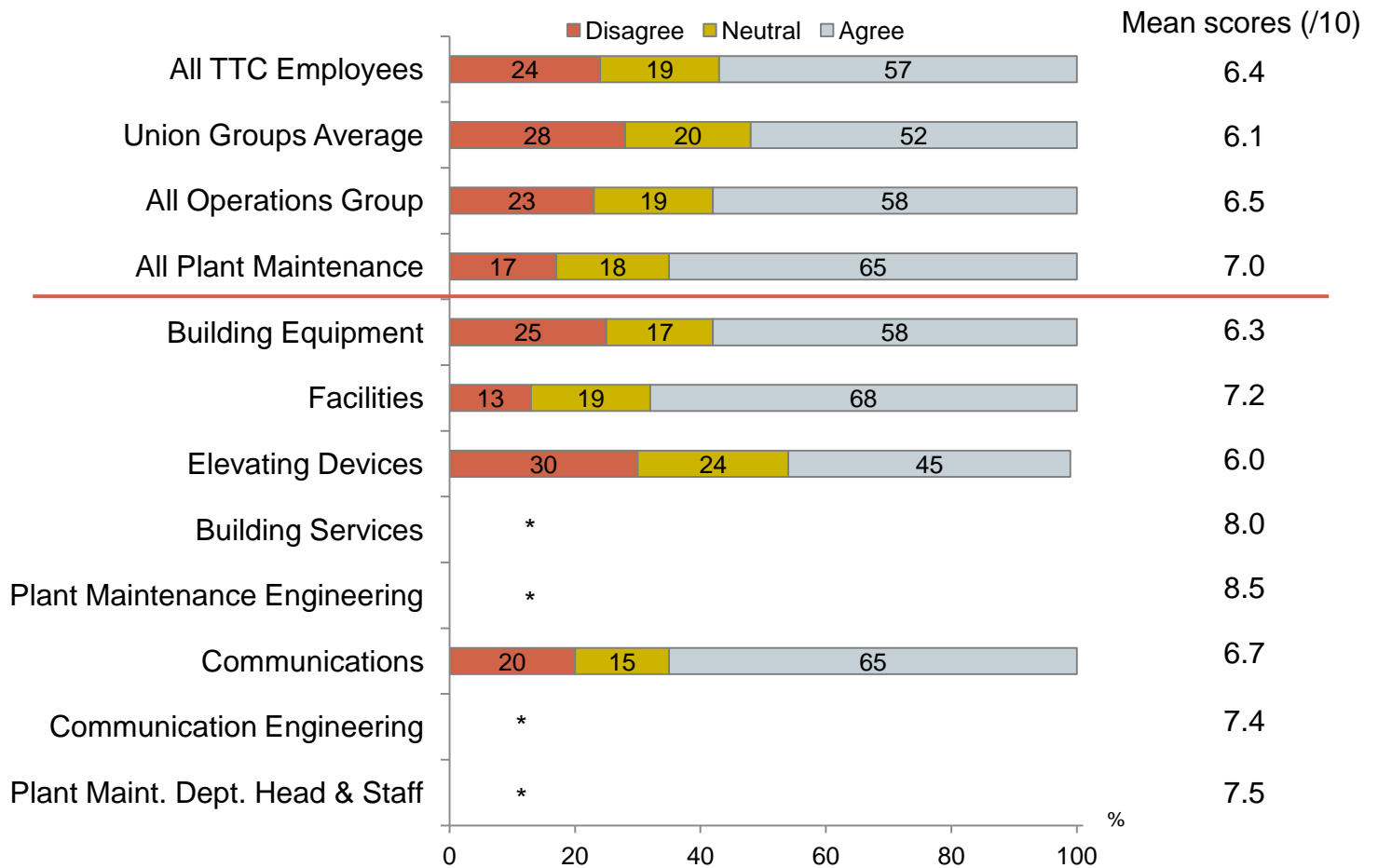
Plant Maintenance

Total
(n= 286)
Mean= 7.0



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



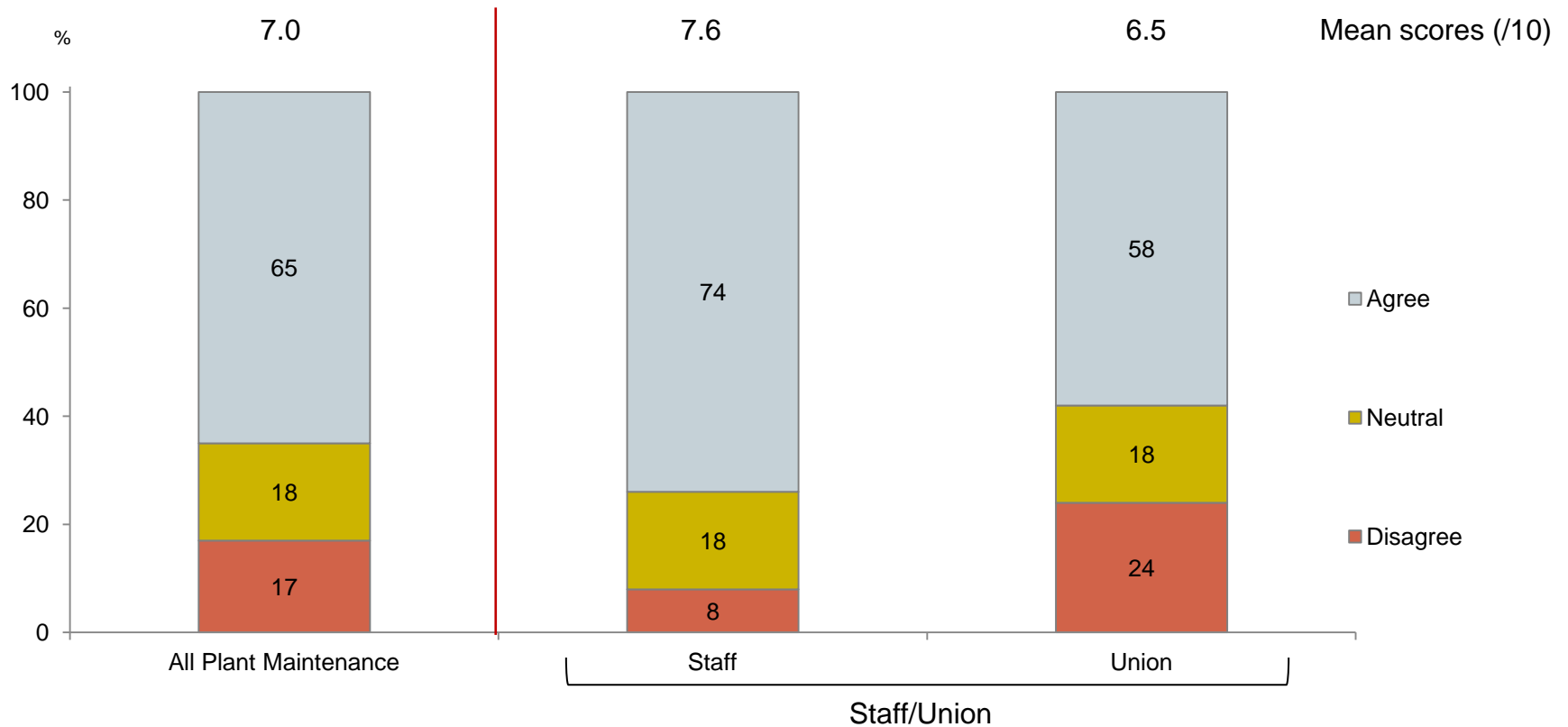
* Percentages suppressed as sample size <30.

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.

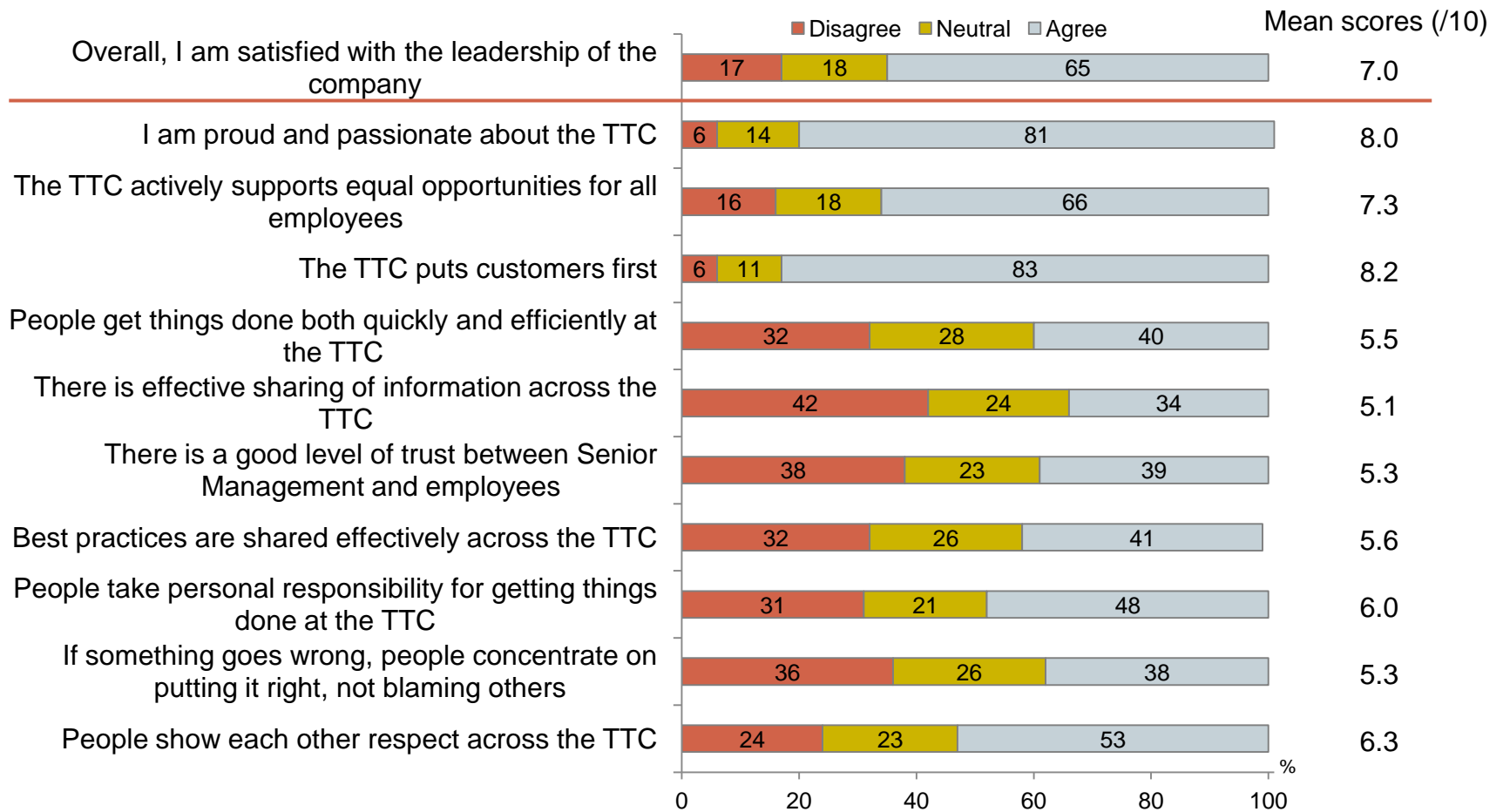
Sample sizes vary by category.

OVERALL RATINGS OF YOUR COMPANY - BY EMPLOYEE POSITION



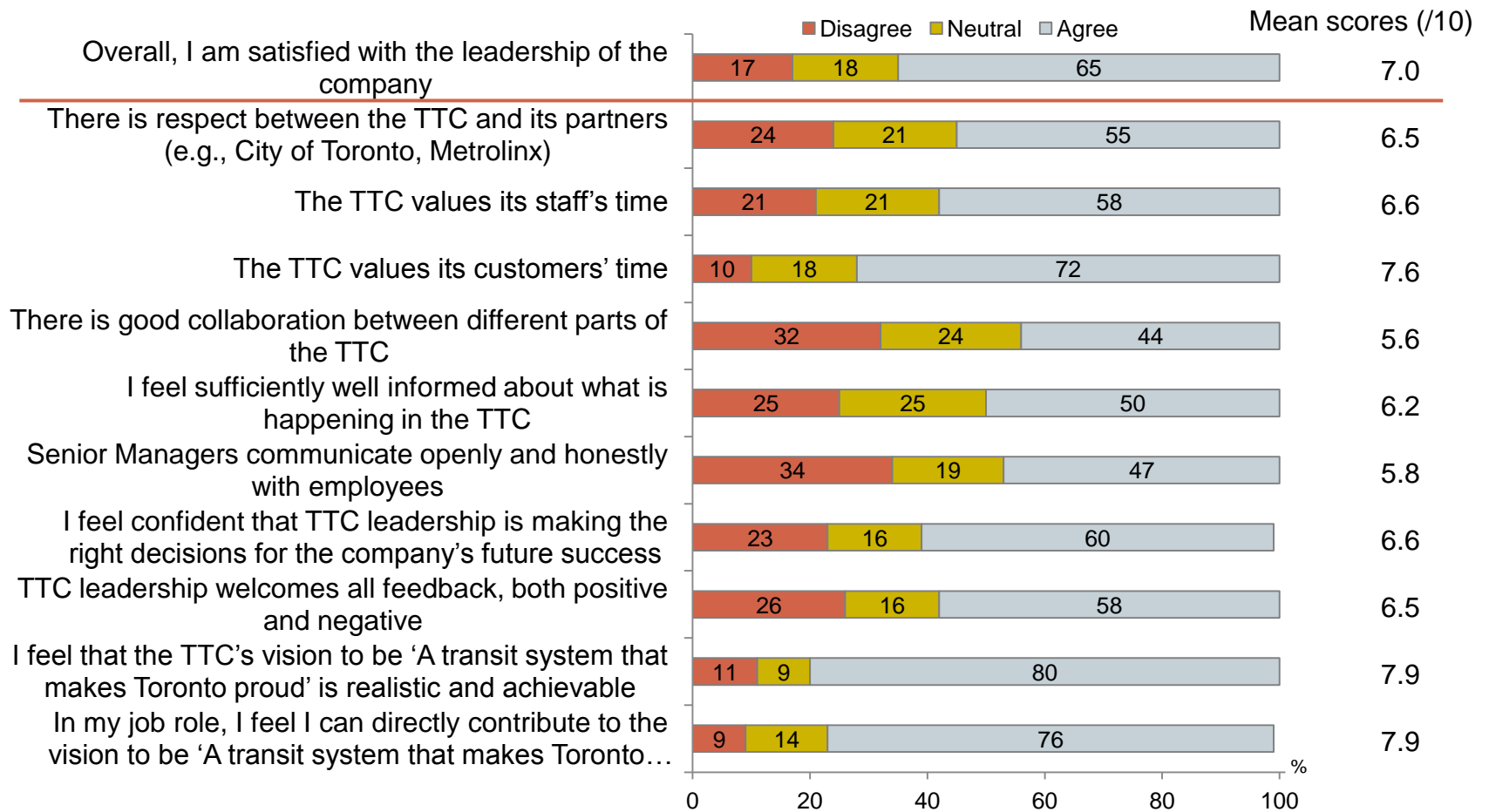
C1. Please indicate the extent to which you agree or disagree with each of the following statements:
Overall, I am satisfied with the leadership of the company.
Sample sizes vary by category.

YOUR COMPANY - PLANT MAINTENANCE



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

YOUR COMPANY - PLANT MAINTENANCE (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	Union Groups Average	All Operations Group	All Plant Maintenance	Building Equipment	Facilities	Elevating Devices	Building Services	Plant Maintenance Engineering	Communications	Communication Engineering	Plant Maint. Dept. Head & Staff
Overall, I am satisfied with the leadership of the company	6.4	6.1	6.5	7.0	6.3	7.2	6.0	8.0	8.5	6.7	7.4	7.5
I am proud and passionate about the TTC	7.6	7.4	7.7	8.0	7.8	8.0	7.7	8.7	8.6	7.6	8.0	8.3
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.2	7.3	7.4	7.1	6.2	7.8	8.5	7.4	6.3	7.6
The TTC puts customers first	7.8	7.7	8.0	8.2	7.7	8.6	7.9	9.4	8.7	7.9	8.0	8.0
People get things done both quickly and efficiently at the TTC	5.1	5.0	5.3	5.5	5.3	5.9	4.9	6.7	6.0	6.0	4.1	5.3
There is effective sharing of information across the TTC	4.9	4.7	4.9	5.1	4.5	4.6	4.5	7.0	6.2	5.1	4.2	5.4
There is a good level of trust between Senior Management and employees	4.9	4.6	4.9	5.3	4.7	5.0	3.7	7.1	7.0	5.1	6.0	6.1
Best practices are shared effectively across the TTC	5.3	5.1	5.3	5.6	5.3	5.0	4.8	7.5	6.7	5.5	5.4	5.9
People take personal responsibility for getting things done at the TTC	5.6	5.3	5.6	6.0	5.7	5.7	5.3	7.0	6.9	6.5	5.3	6.0
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	4.8	5.0	5.3	4.4	5.3	4.6	6.7	6.1	5.6	5.0	6.1
People show each other respect across the TTC	6.1	5.9	6.1	6.3	5.7	6.2	5.9	7.0	7.6	6.2	6.3	7.2
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.0	6.2	6.5	6.0	6.3	6.1	7.3	7.5	6.2	6.8	7.4
The TTC values its staff's time	6.0	5.8	6.1	6.6	6.0	6.6	5.2	8.1	8.1	6.4	7.0	7.3
The TTC values its customers' time	7.1	7.0	7.4	7.6	7.1	8.1	7.4	8.6	8.2	7.1	8.2	7.9
There is good collaboration between different parts of the TTC	5.3	5.1	5.3	5.6	5.1	5.2	5.2	7.5	6.2	5.7	5.1	5.9
I feel sufficiently well informed about what is happening in the TTC	5.7	5.4	5.8	6.2	5.4	5.9	5.6	7.6	7.5	5.9	6.9	6.9
Senior Managers communicate openly and honestly with employees	5.3	5.0	5.3	5.8	5.4	5.2	4.4	7.6	7.2	5.5	6.1	6.7
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	5.7	6.0	6.6	5.7	6.4	5.8	7.8	8.0	6.3	7.3	7.4
TTC leadership welcomes all feedback, both positive and negative	6.0	5.8	6.1	6.5	5.8	6.1	5.7	7.7	7.7	6.2	7.2	7.0
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	7.2	7.6	7.9	7.2	8.5	8.1	8.8	8.3	7.4	7.9	8.0
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	7.6	7.8	7.9	7.3	8.5	7.2	9.0	8.3	7.6	8.8	7.4

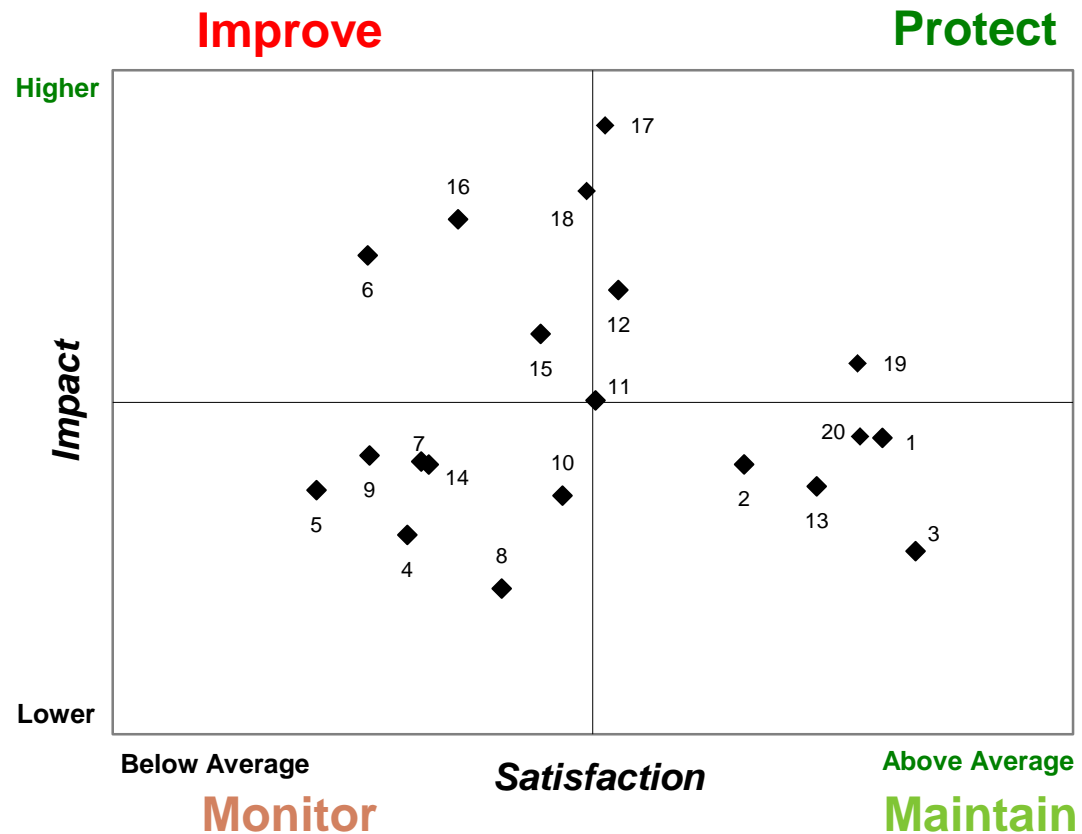
C1. Please indicate the extent to which you agree or disagree with each of the following statements:

Sample sizes vary by attribute.

3/30/2015

OPPORTUNITY ANALYSIS: YOUR COMPANY

- PLANT MAINTENANCE

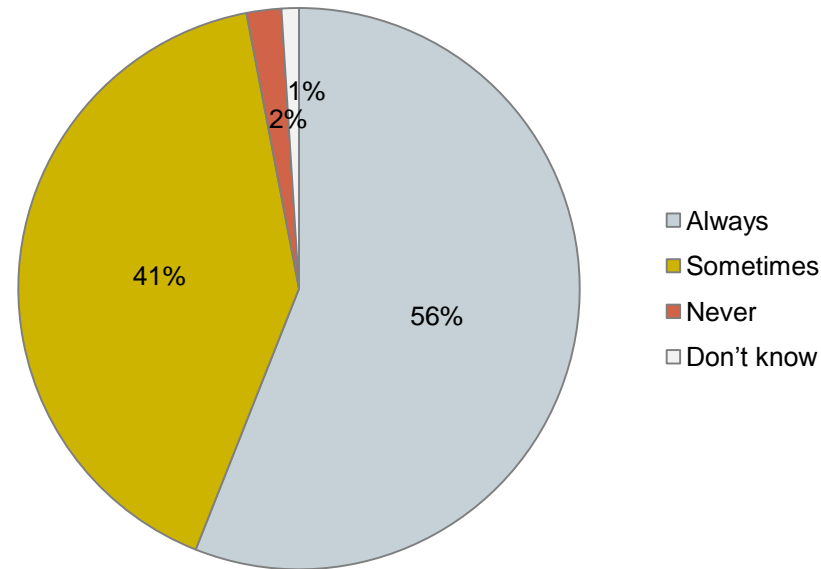


1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. There is effective sharing of information across the TTC
6. **There is a good level of trust 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 5.1 to 8.2.
 Impact values range between 28% to 73%.

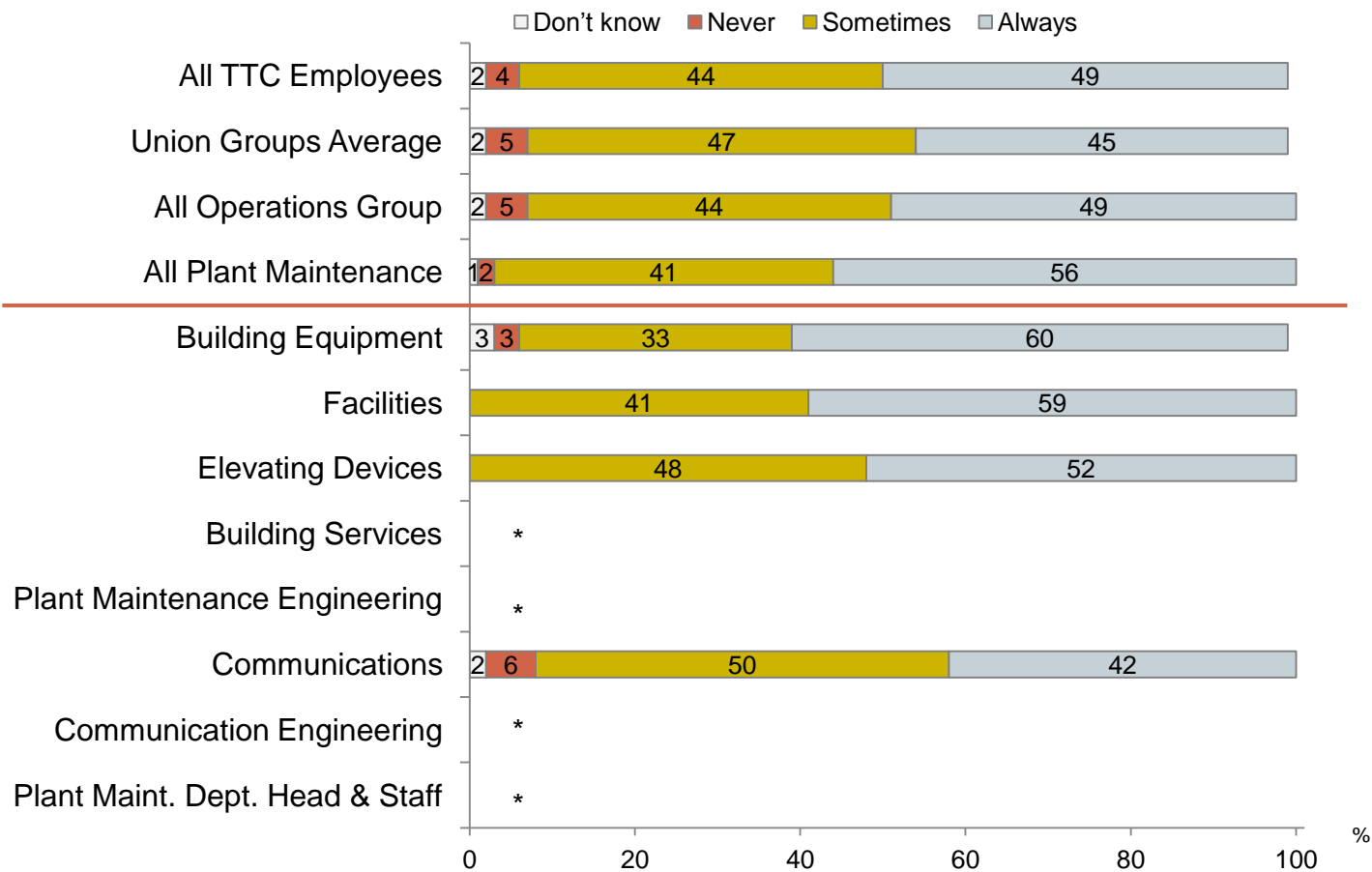
Plant Maintenance

Total
(n= 285)



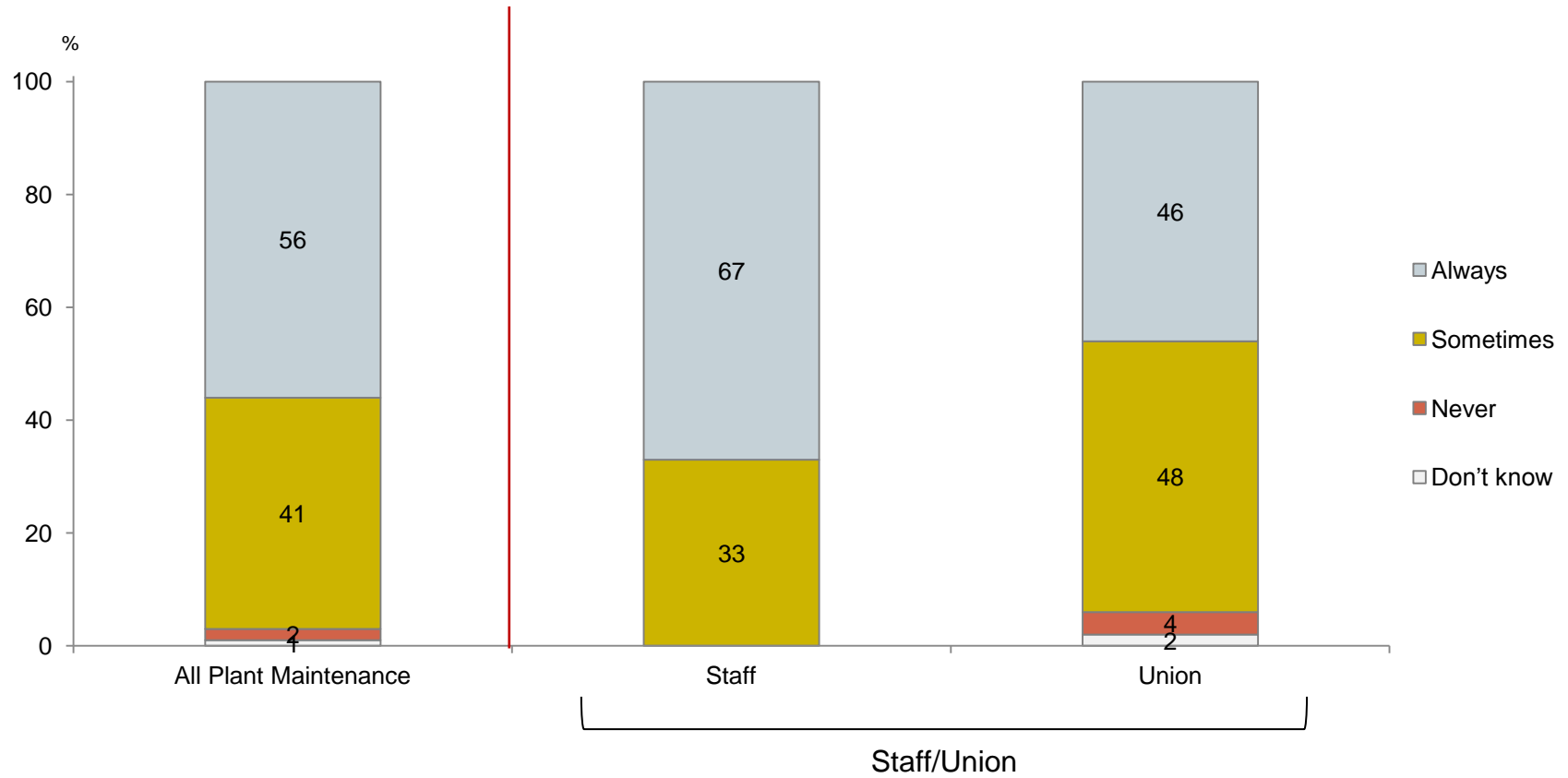
C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.

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.

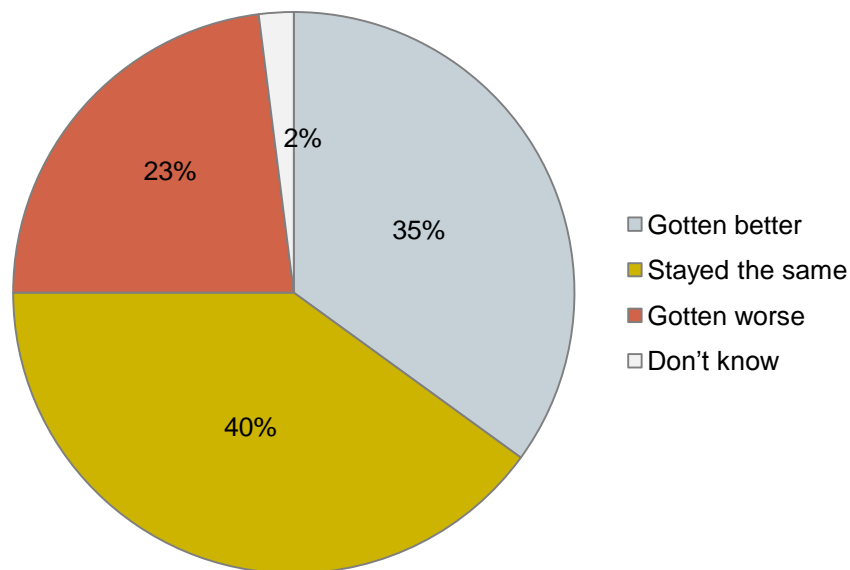
SPEAKING HIGHLY OF THE TTC - BY EMPLOYEE POSITION



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

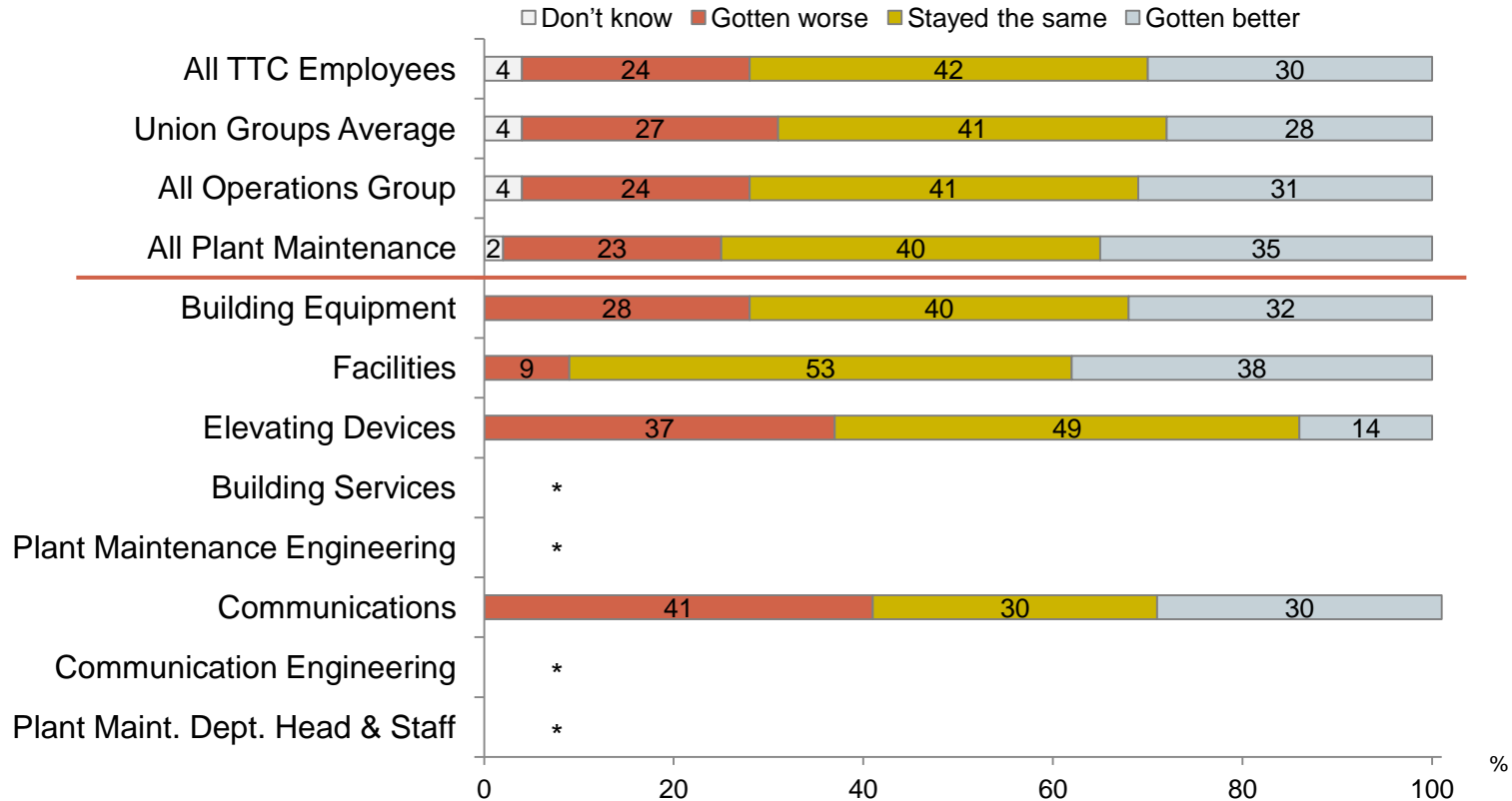
Plant Maintenance

Total
(n= 288)



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

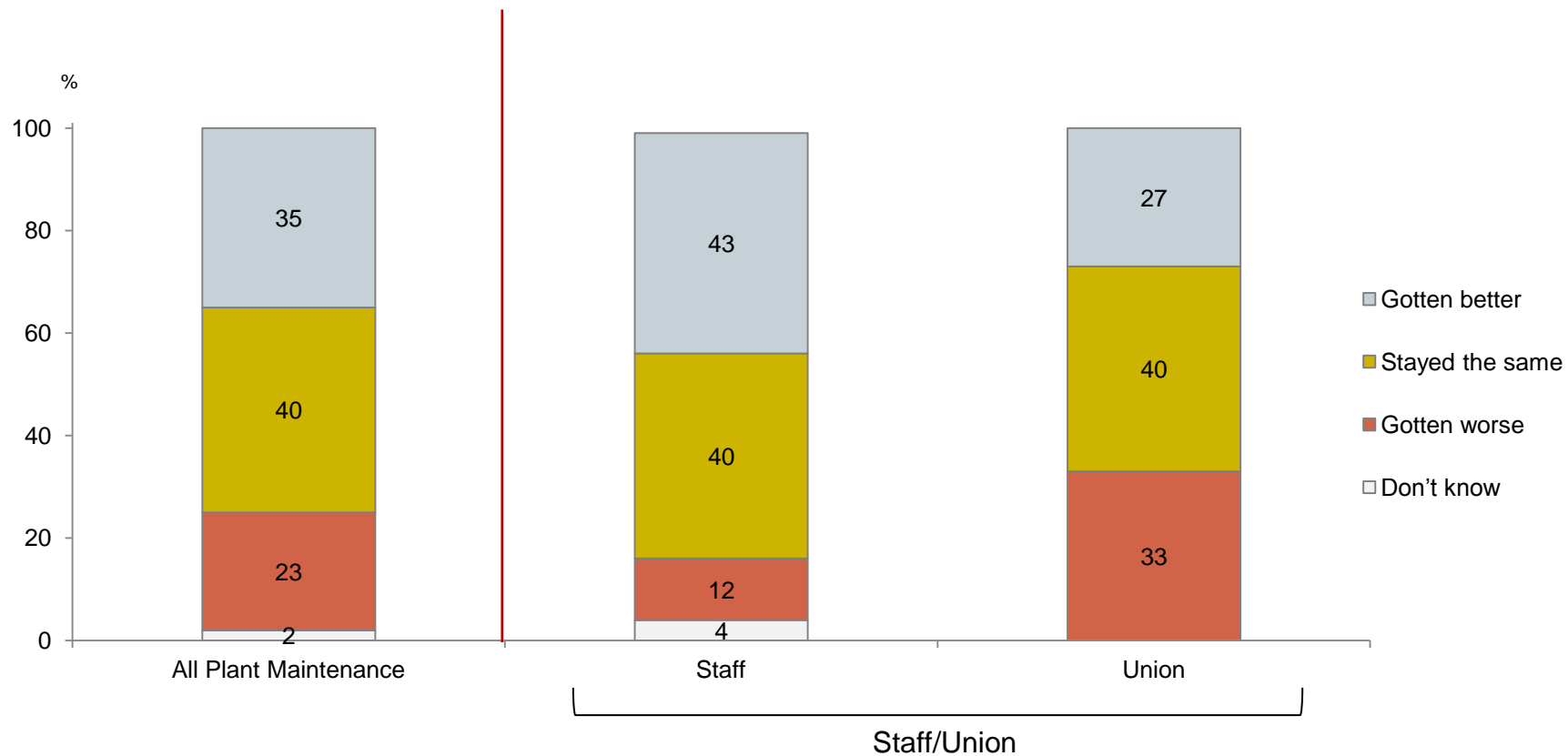


* Percentages suppressed as sample size <30.

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.

CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY EMPLOYEE POSITION

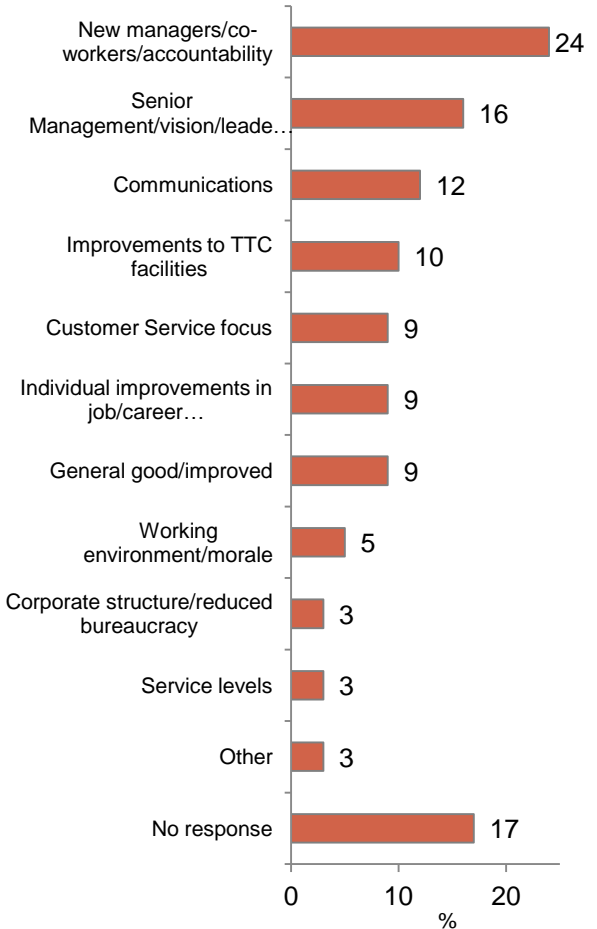


C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.
Sample sizes vary by category.

REASONS INDICATED FOR CHANGE IN EXPERIENCE

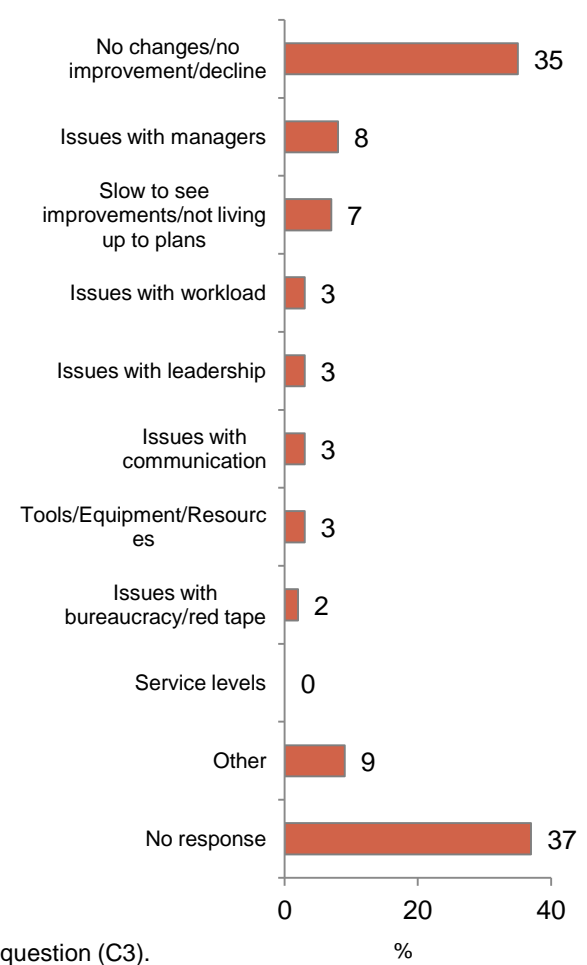
Employees indicating TTC has Gotten better

Plant Maintenance (n= 100)



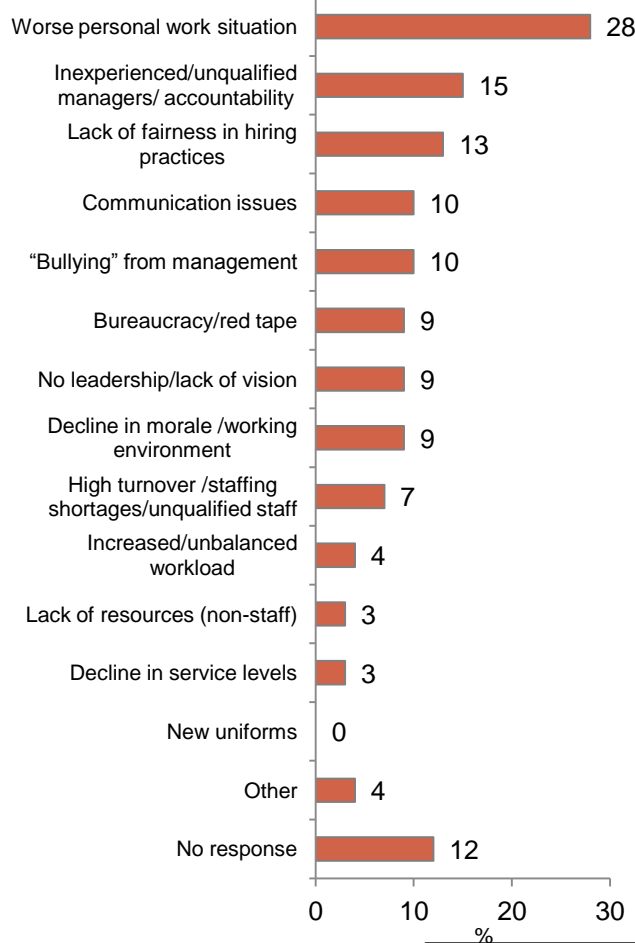
Employees indicating TTC has Stayed the same

Plant Maintenance (n= 115)



Employees indicating TTC has Gotten worse

Plant Maintenance (n= 67)



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: TRAINING AND DEVELOPMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

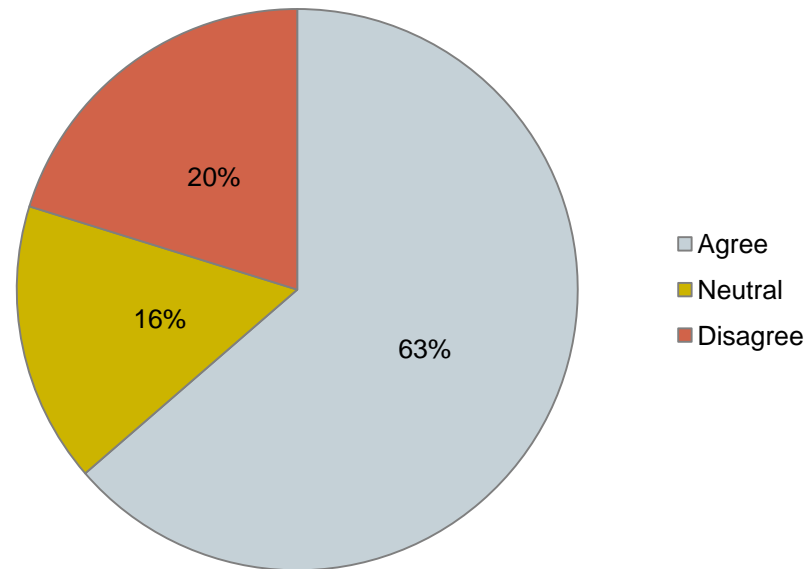
- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Training and Development” as having a moderate impact on Employee Engagement and as an area in which Operations employees are relatively less satisfied, making this an Area to Monitor. Note however that the specific impact score for Training and Development is close to the point at which it becomes an Area to Improve.
- Employee satisfaction with their training and development is the highest for Building Services, followed by Plant Maintenance Engineering, and generally the lowest for Elevating Devices, followed by Communications.
- Satisfaction with Training and Development is higher for staff compared to union employees.
- Across the specific aspects of Training and Development, ratings were the highest for, “My on-boarding/induction experience was positive”, and “I have received the right sort of training to do my job properly”. Ratings were the lowest for, “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor” and “The way people are selected for jobs in the TTC is fair.” These results were consistent for most cost centre groupings (with a few slight exceptions).
- To improve employee satisfaction with Training and Development, Opportunity Analysis identifies the following key area on which to focus improvements:
 - I am satisfied with the support I receive on my personal development
- In addition to these improvements, the following areas are key Areas to Protect:
 - I am satisfied with the career development opportunities available to me
 - The TTC provides ongoing training opportunities so I can develop my skills
 - I have received the right sort of training to do my job properly

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - PLANT MAINTENANCE

Plant Maintenance

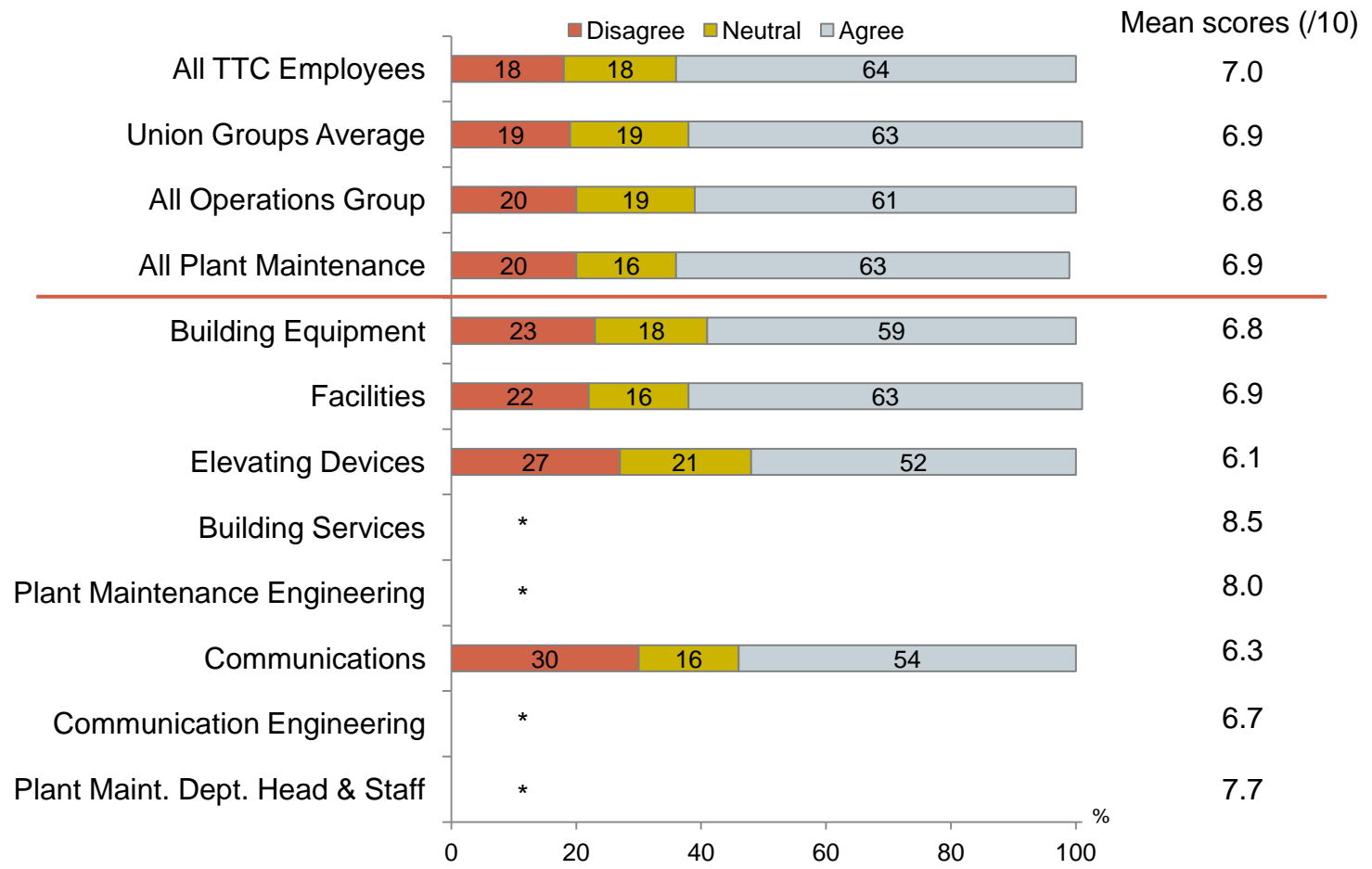
Total
(n= 279)

Mean= 6.9



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

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



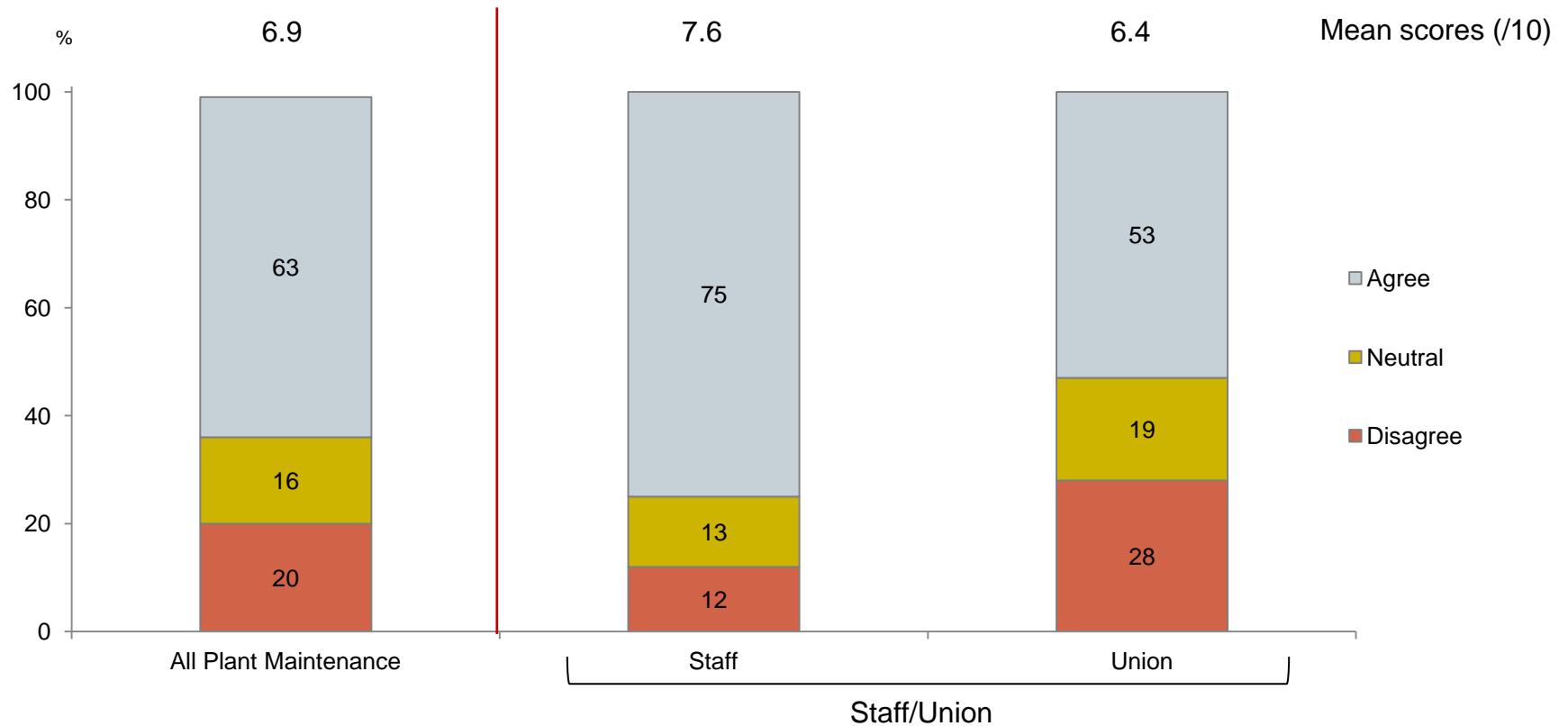
* Percentages suppressed as sample size <30.

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.

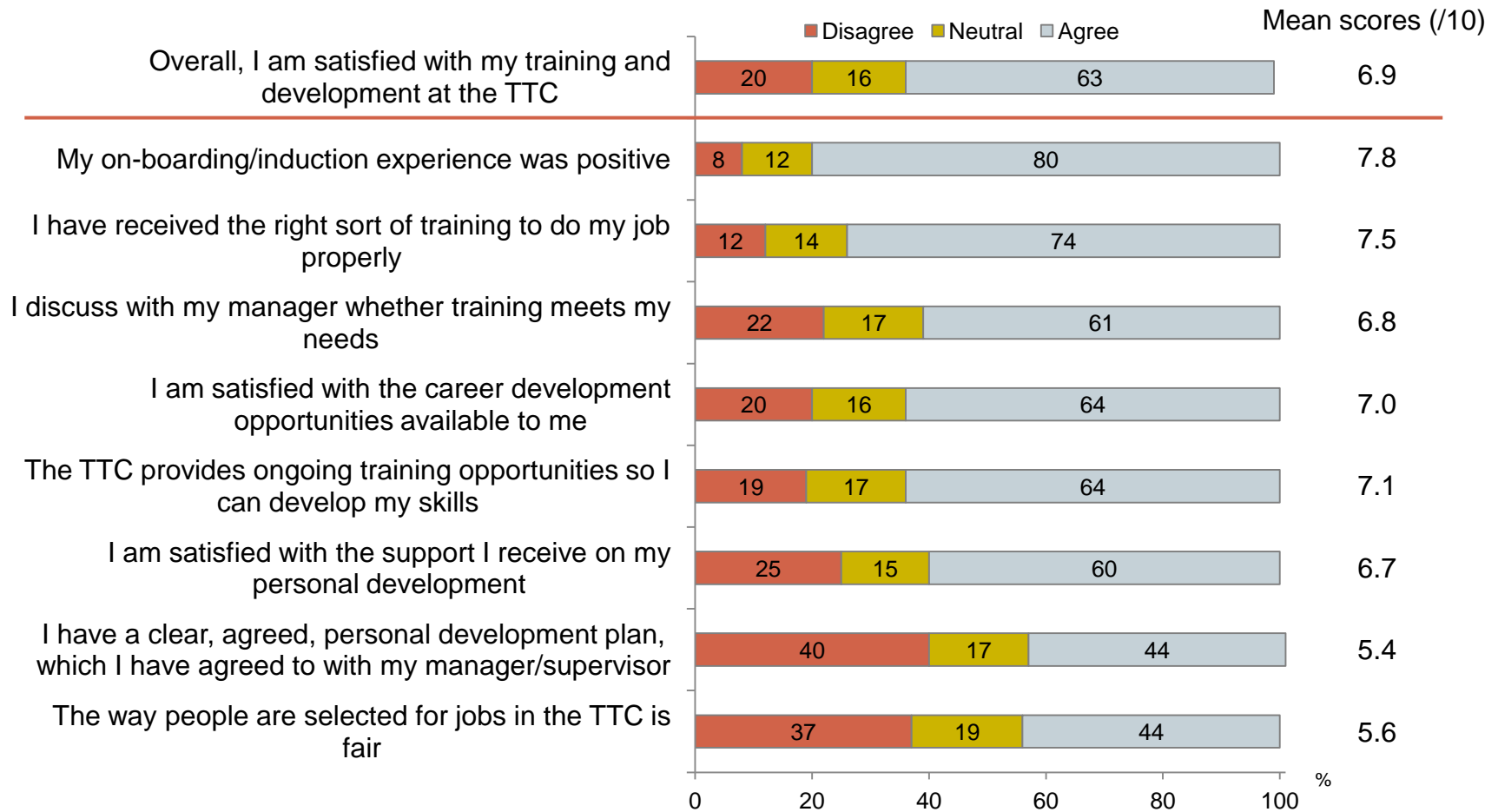
Sample sizes vary by category.

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY EMPLOYEE POSITION



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 - PLANT MAINTENANCE



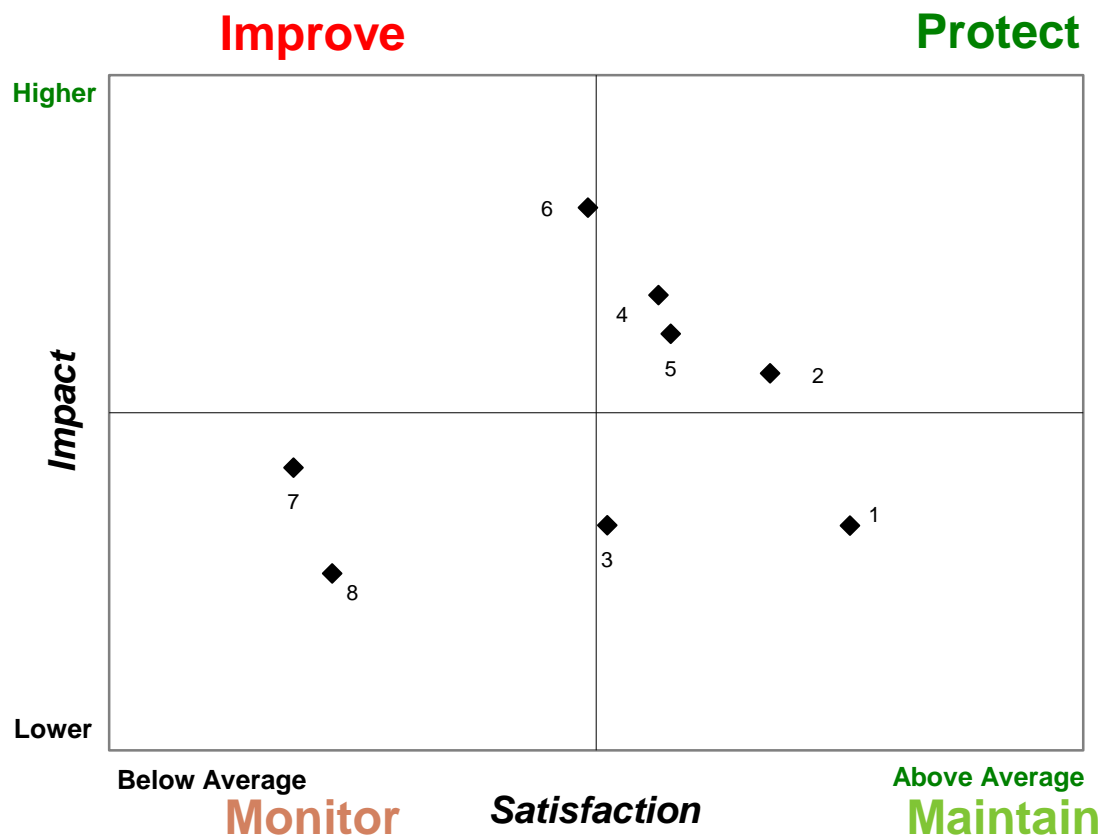
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.
Sample sizes vary by attribute.

TRAINING AND DEVELOPMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Plant Maintenance	Building Equipment	Facilities	Elevating Devices	Building Services	Plant Maintenance Engineering	Communications	Communication Engineering	Plant Maint. Dept. Head & Staff
Overall, I am satisfied with my training and development at the TTC	7.0	6.9	6.8	6.9	6.8	6.9	6.1	8.5	8.0	6.3	6.7	7.7
My on-boarding/induction experience was positive	7.9	7.9	7.7	7.8	7.8	8.0	7.3	8.5	8.2	7.5	7.8	8.2
I have received the right sort of training to do my job properly	7.6	7.6	7.4	7.5	7.6	7.7	6.7	8.8	8.6	6.6	7.6	8.1
I discuss with my manager whether training meets my needs	6.7	6.4	6.7	6.8	6.7	6.6	4.9	8.5	6.9	6.7	7.3	7.8
I am satisfied with the career development opportunities available to me	6.9	6.9	7.0	7.0	6.6	7.1	6.6	8.5	7.9	6.6	6.8	7.5
The TTC provides ongoing training opportunities so I can develop my skills	7.0	6.8	7.0	7.1	6.5	7.4	6.9	8.3	8.3	6.3	7.1	7.9
I am satisfied with the support I receive on my personal development	6.5	6.2	6.5	6.7	6.3	6.8	5.7	8.3	7.8	6.2	6.6	7.6
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	5.2	5.4	5.4	5.3	4.8	4.5	7.7	5.6	5.4	5.4	5.3
The way people are selected for jobs in the TTC is fair	5.6	5.5	5.3	5.6	5.0	4.7	4.7	7.2	6.6	5.7	5.4	6.4

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 - PLANT MAINTENANCE



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 5.4 to 7.8.
 Impact values range between 45% to 74%.

AREA TO MONITOR: PERFORMANCE AND REWARD

Produced by Malatest on
behalf of TTC



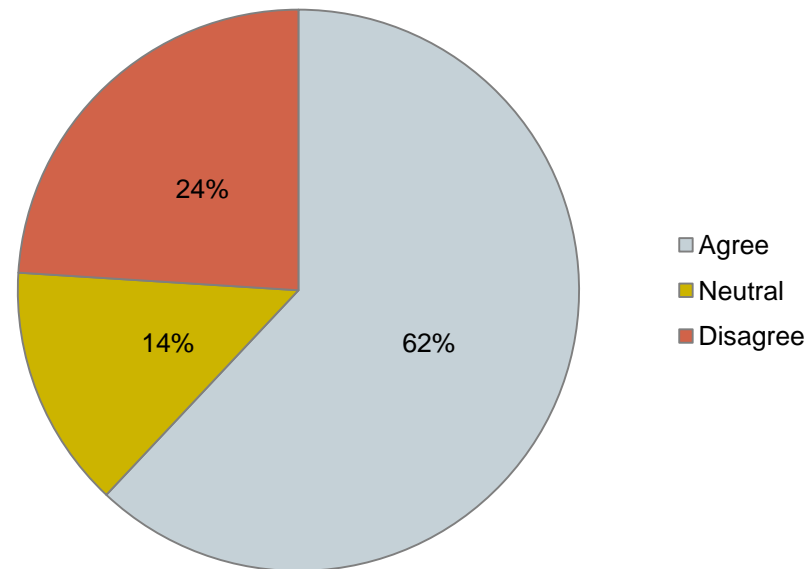
SECTION SUMMARY

- 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 Plant Maintenance employees are relatively less satisfied. In other words, it is an Area to Monitor.
- Employee satisfaction with the way the TTC recognizes and rewards employees is the highest for Building Services, and generally the lowest for Elevating Devices.
- Staff are significantly more satisfied with recognition and reward than union employees.
- Across the specific aspects of Performance and Reward, ratings were the highest for, “The TTC offers good job security”, followed by “I am satisfied with my pay and benefits, given the job I do”. Ratings were the lowest for, “Poor performance is not tolerated”, “At the TTC, the recognition and rewards are meaningful”, and “I am recognized for excellent performance”. These results were generally consistent for most cost centre groupings, with some slight exceptions.
- 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
- In addition to these improvements, the following area is a key Area to Protect:
 - I have the opportunity to progress within the company

OVERALL RATINGS OF PERFORMANCE AND REWARD - PLANT MAINTENANCE

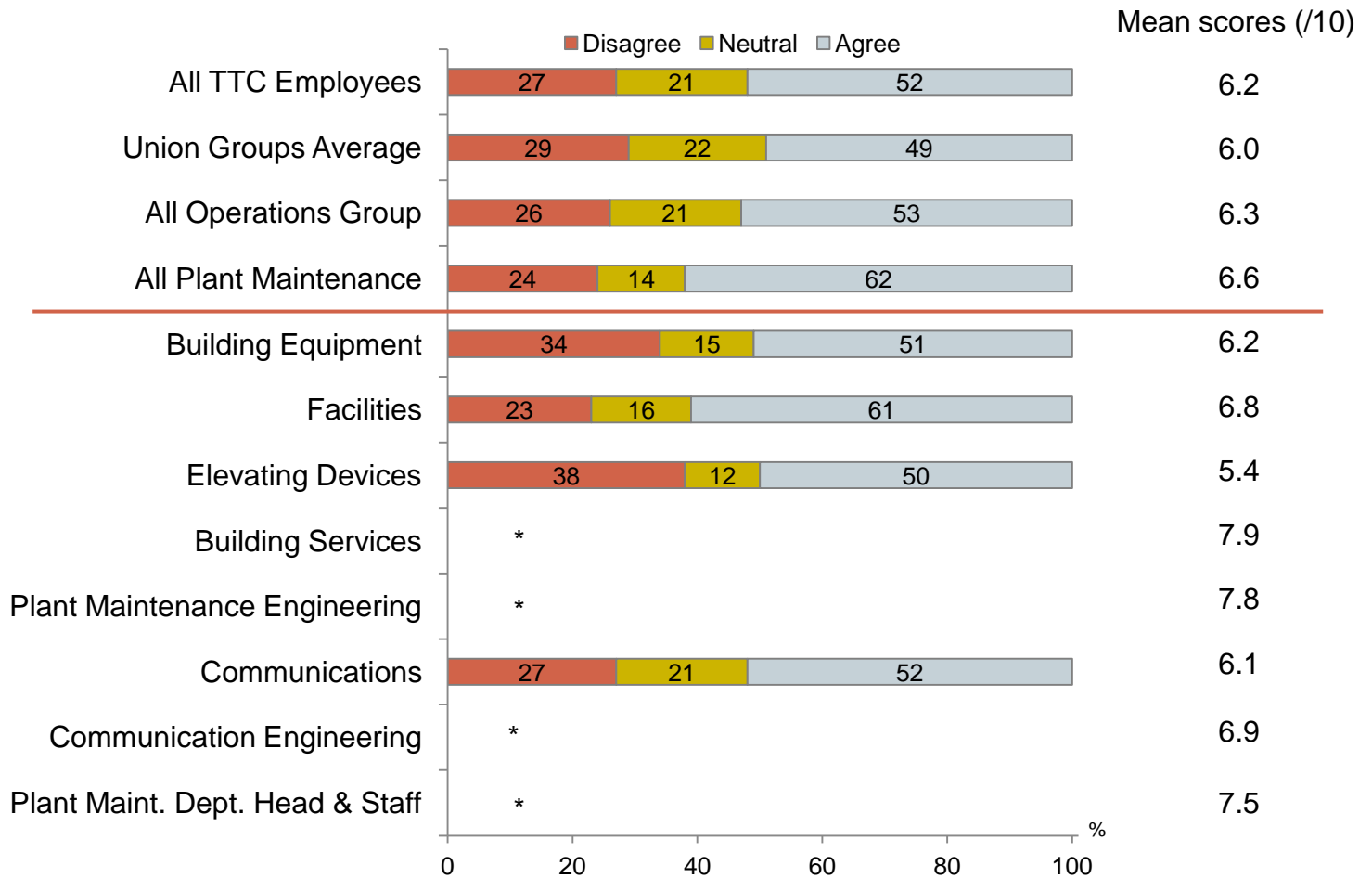
Plant Maintenance

Total
(n= 278)
Mean= 6.6



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



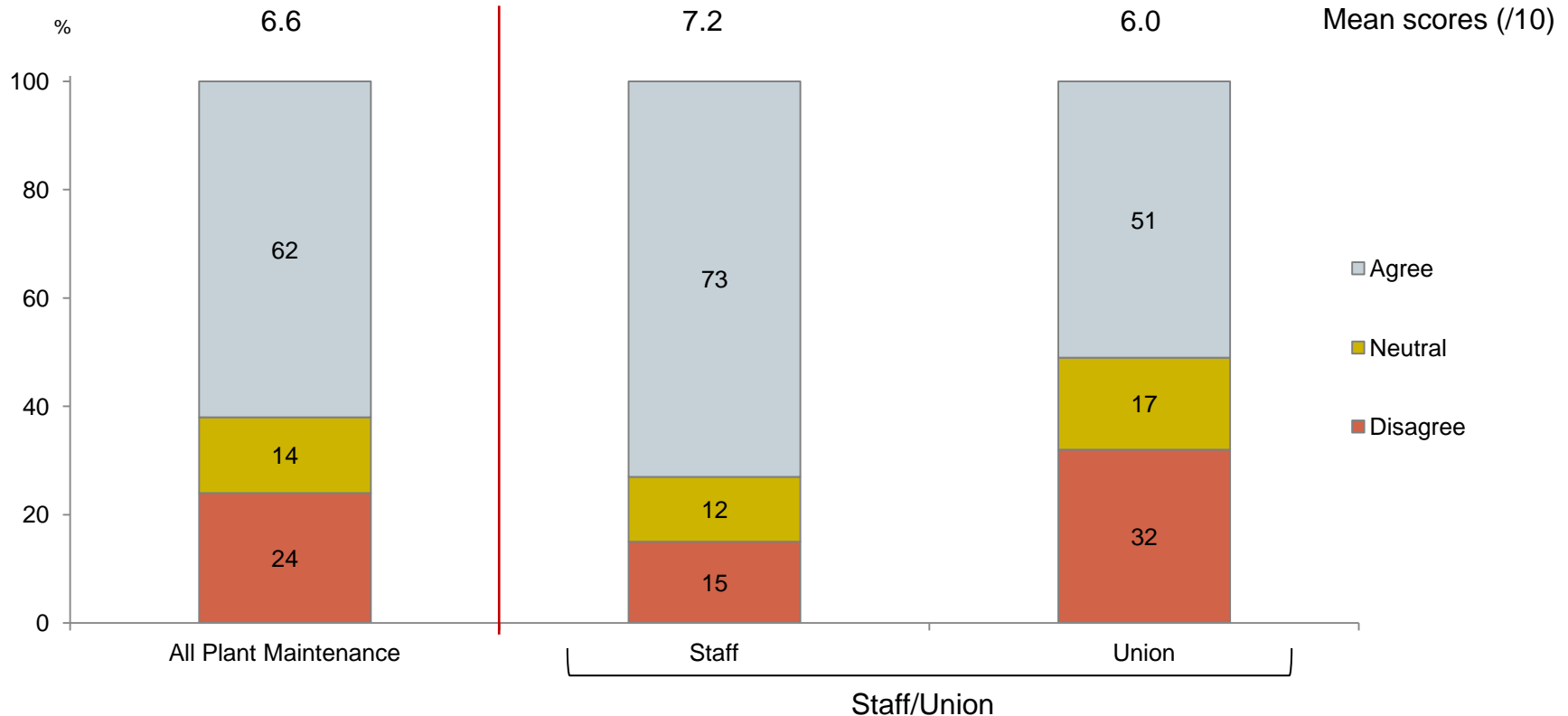
* Percentages suppressed as sample size <30.

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.

OVERALL RATINGS OF PERFORMANCE AND REWARD - BY EMPLOYEE POSITION

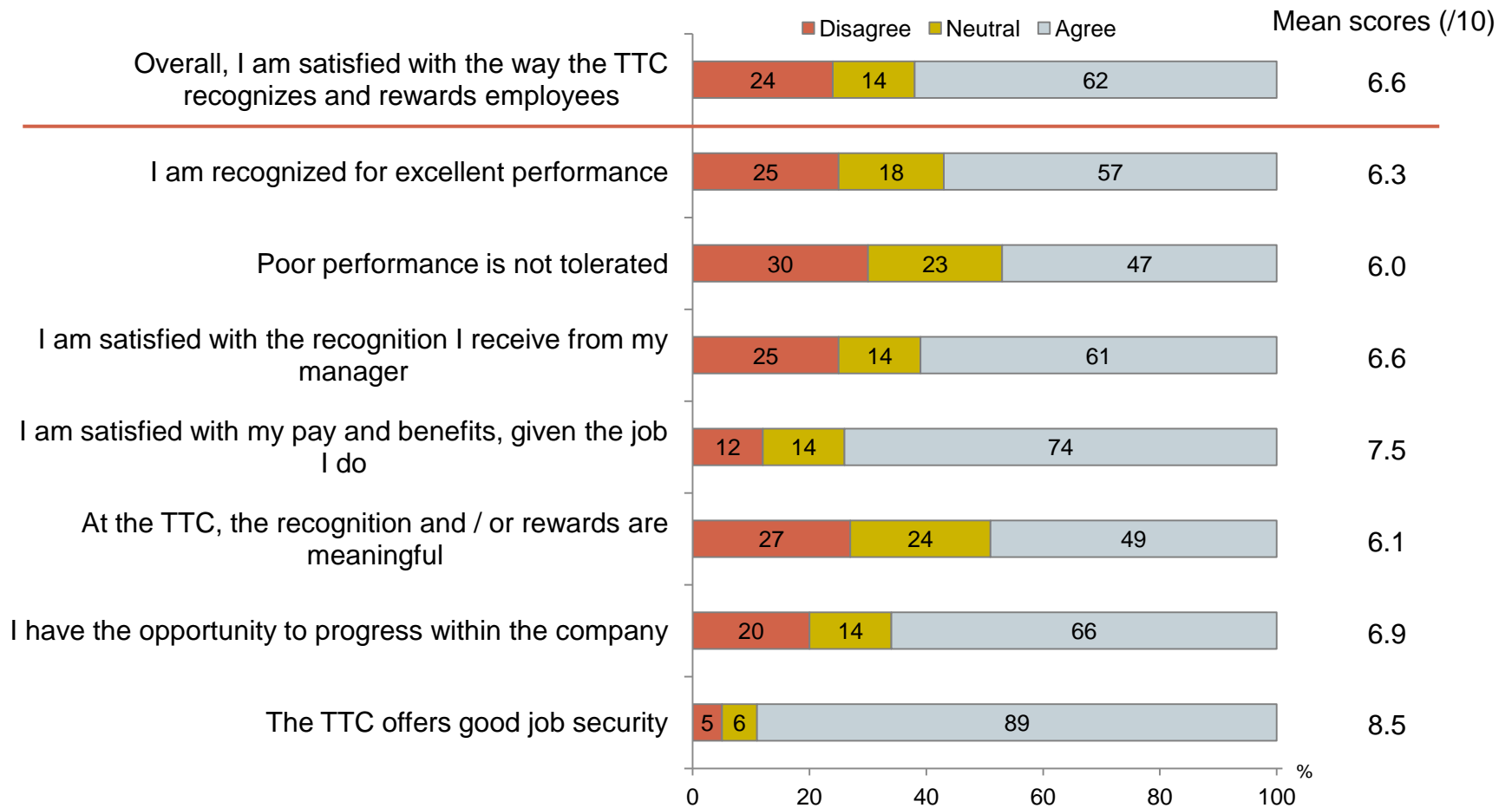


I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.

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

Sample sizes vary by category.

PERFORMANCE AND REWARD - PLANT MAINTENANCE



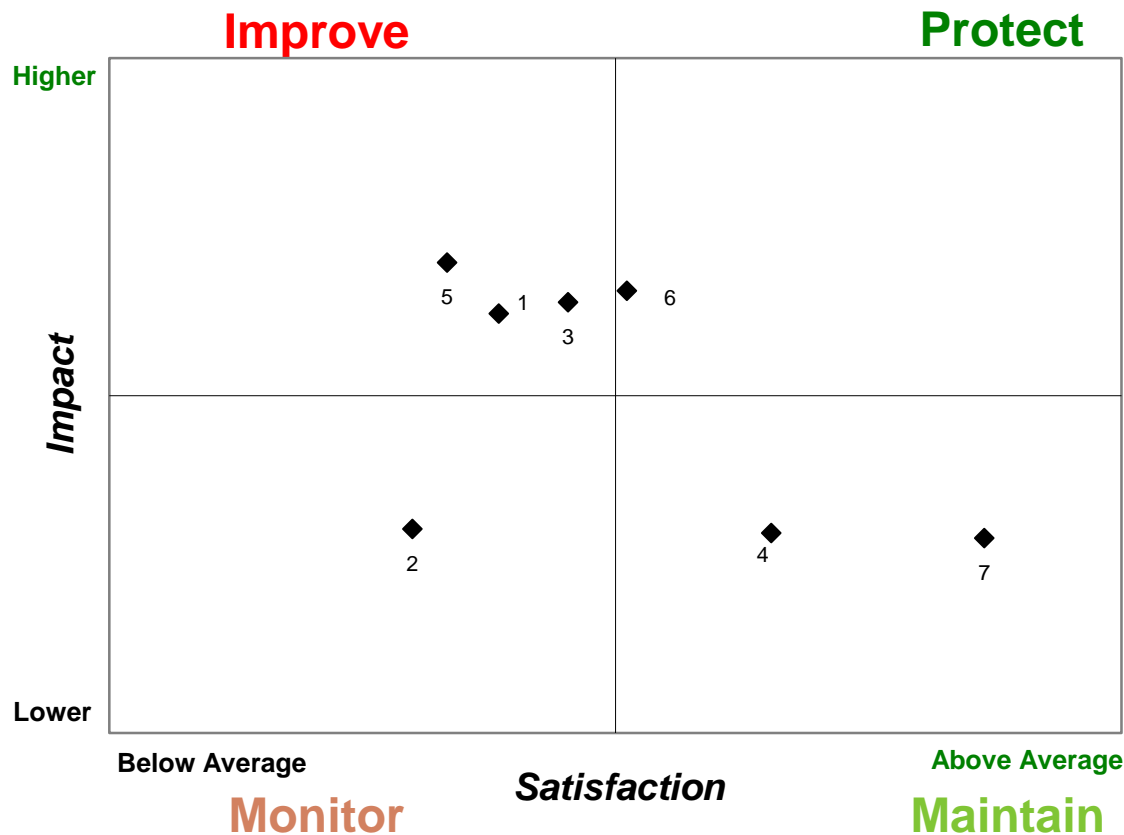
I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.
Sample sizes vary by attribute.

PERFORMANCE AND REWARD - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Plant Maintenance	Building Equipment	Facilities	Elevating Devices	Building Services	Plant Maintenance Engineering	Communications	Communication Engineering	Plant Maint. Dept. Head & Staff
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	6.6	6.2	6.8	5.4	7.9	7.8	6.1	6.9	7.5
I am recognized for excellent performance	5.9	5.6	5.9	6.3	6.1	6.2	5.3	7.9	6.7	6.3	5.8	7.3
Poor performance is not tolerated	5.9	5.8	5.6	6.0	6.0	4.8	5.5	8.3	6.7	5.8	5.4	6.1
I am satisfied with the recognition I receive from my manager	6.0	5.8	6.2	6.6	6.5	6.8	5.5	8.3	7.7	6.0	6.7	7.3
I am satisfied with my pay and benefits, given the job I do	7.7	7.8	7.7	7.5	6.9	7.7	6.7	8.9	8.5	7.9	7.3	7.4
At the TTC, the recognition and / or rewards are meaningful	5.9	5.8	6.0	6.1	5.7	6.7	4.5	7.8	7.6	5.8	6.0	6.6
I have the opportunity to progress within the company	6.9	6.9	6.9	6.9	6.6	6.6	6.1	8.1	7.8	6.8	6.8	7.5
The TTC offers good job security	8.3	8.3	8.4	8.5	8.4	8.3	8.4	9.2	8.5	8.2	8.6	9.0

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

OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - PLANT MAINTENANCE



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 6.0 to 8.5.
 Impact values range between 27% to 63%.

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 Plant Maintenance employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their immediate manager or supervisor is the highest for Building Services, and the lowest for Elevating Devices, followed by Communications.
- Staff employees indicated they were more satisfied with their immediate manager or supervisor, compared to union employees.
- Across the specific qualities of Your Manager/Supervisor, ratings were the highest for, “My manager/supervisor treats me fairly”, “My manager/supervisor actively discourages prejudice”, and “I get help and support from my manager/supervisor when I need it”. Ratings were the lowest for, “I receive regular feedback about my performance from my manager/supervisor” and “I receive constructive feedback about my performance from my manager/supervisor”, though several other attributes had satisfaction scores near the level of these two qualities. These results were generally consistent for most cost centre groupings, though there is some variability among cost centre groupings regarding the highest ratings.

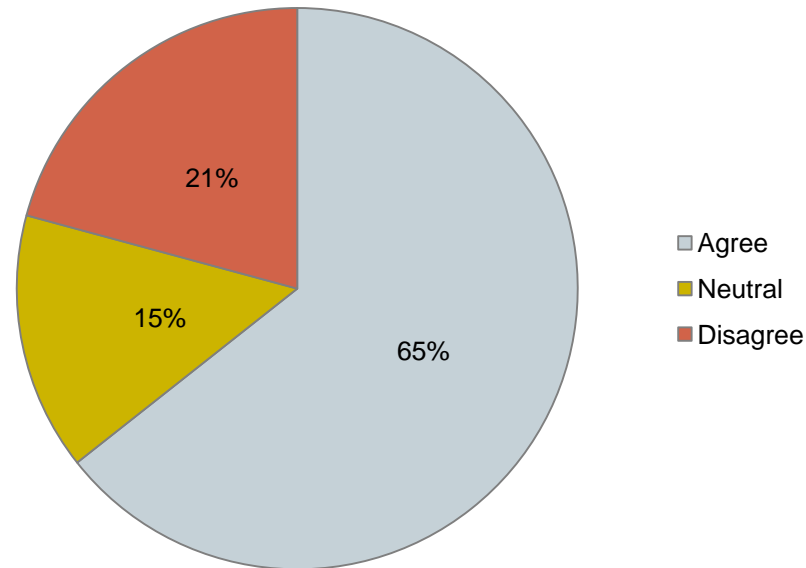
SECTION SUMMARY

- To improve employee satisfaction with Your Manager/Supervisor, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - I am satisfied with the way I am managed
 - My manager/supervisor leads by example
 - My manager/supervisor manages people well
 - My manager/supervisor is open to constructive feedback from staff and others
 - My manager/supervisor is personally involved in improving the quality of my work
 - I receive constructive feedback about my performance from my manager/supervisor
- In addition to these improvements, the following areas are key Areas to Protect:
 - My manager/supervisor takes responsibility when problems arise
 - I have confidence in my manager's/supervisor's skills and abilities
 - Where appropriate, my manager/supervisor involves me in decisions which affect me

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - PLANT MAINTENANCE

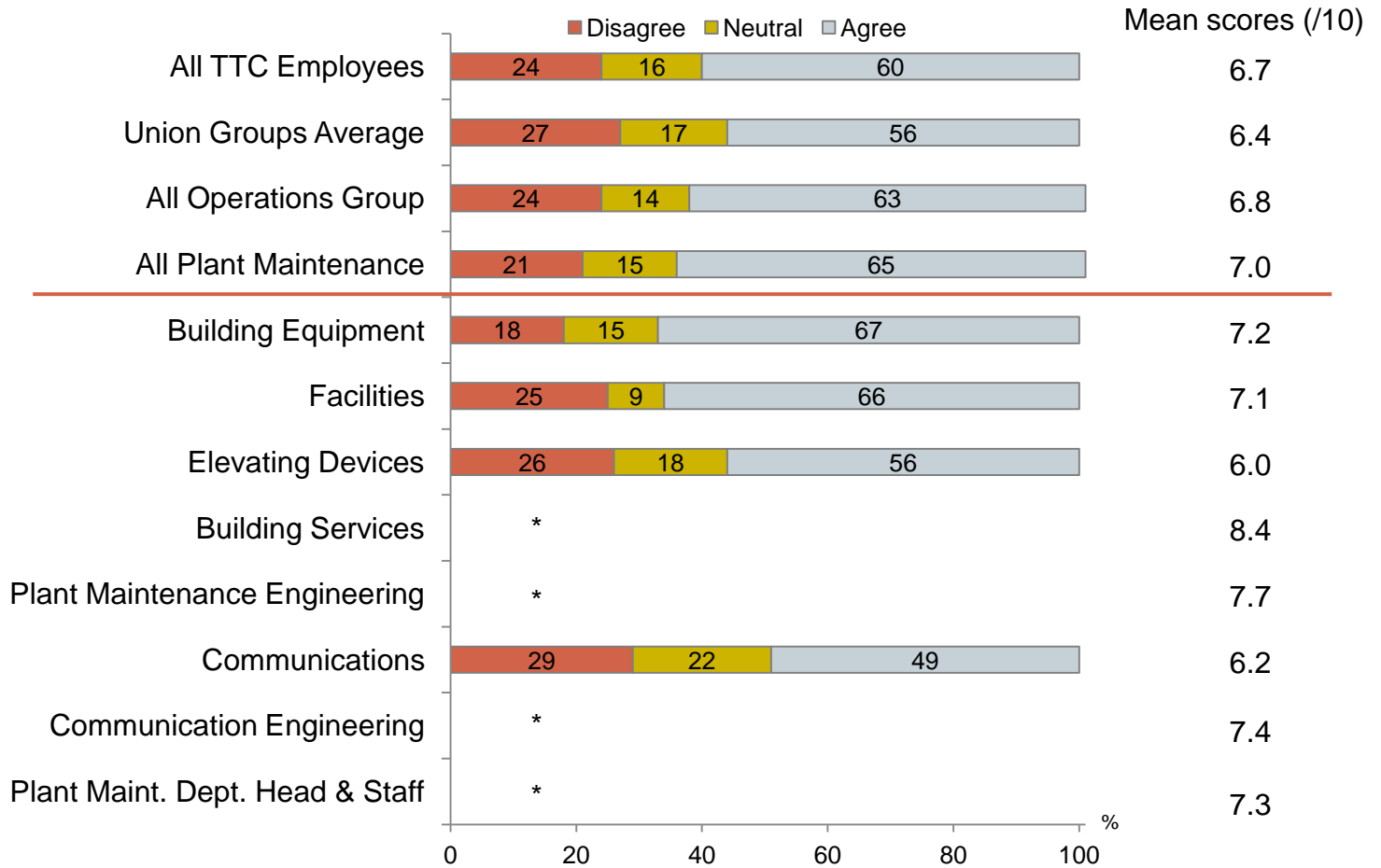
Plant Maintenance

Total
(n= 286)
Mean= 7.0



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



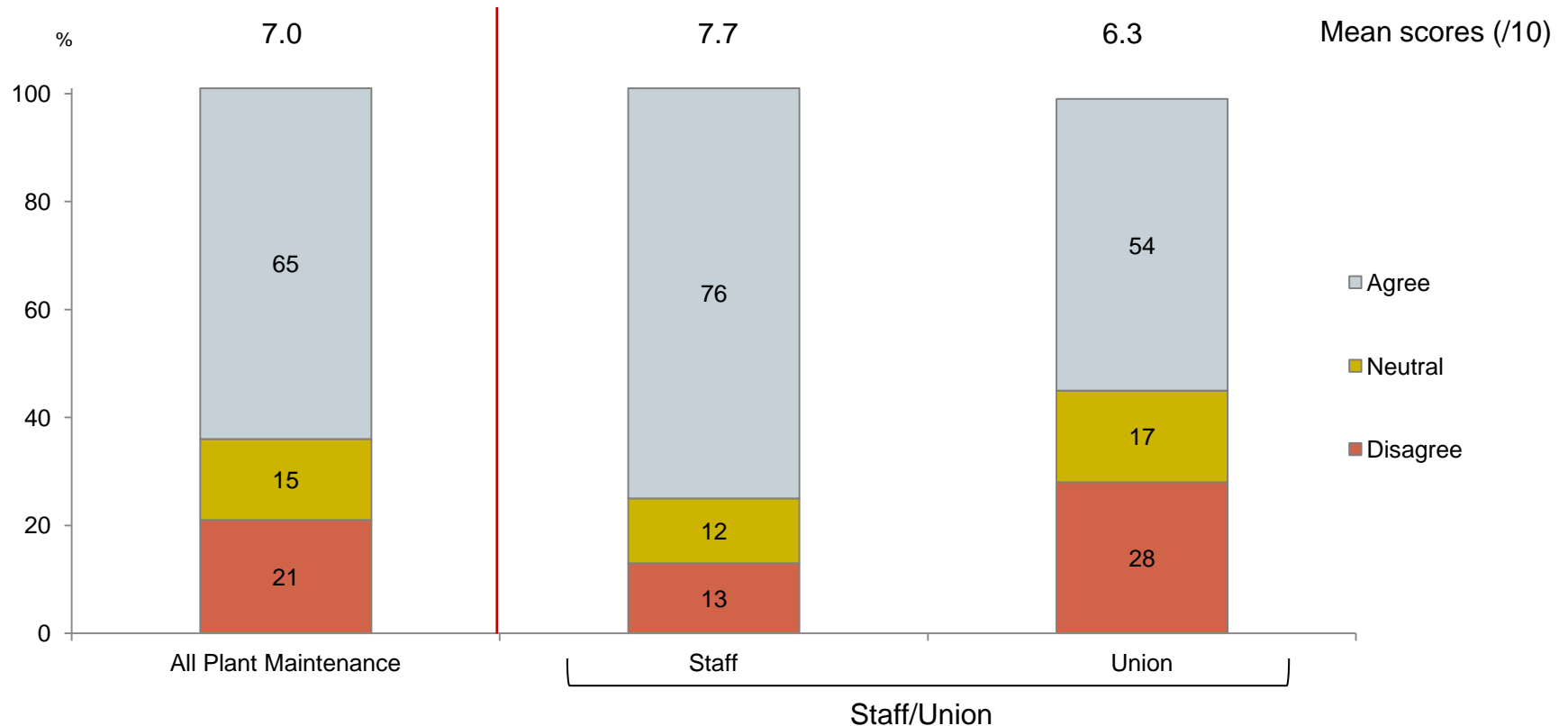
* Percentages suppressed as sample size <30.

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.

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BY EMPLOYEE POSITION

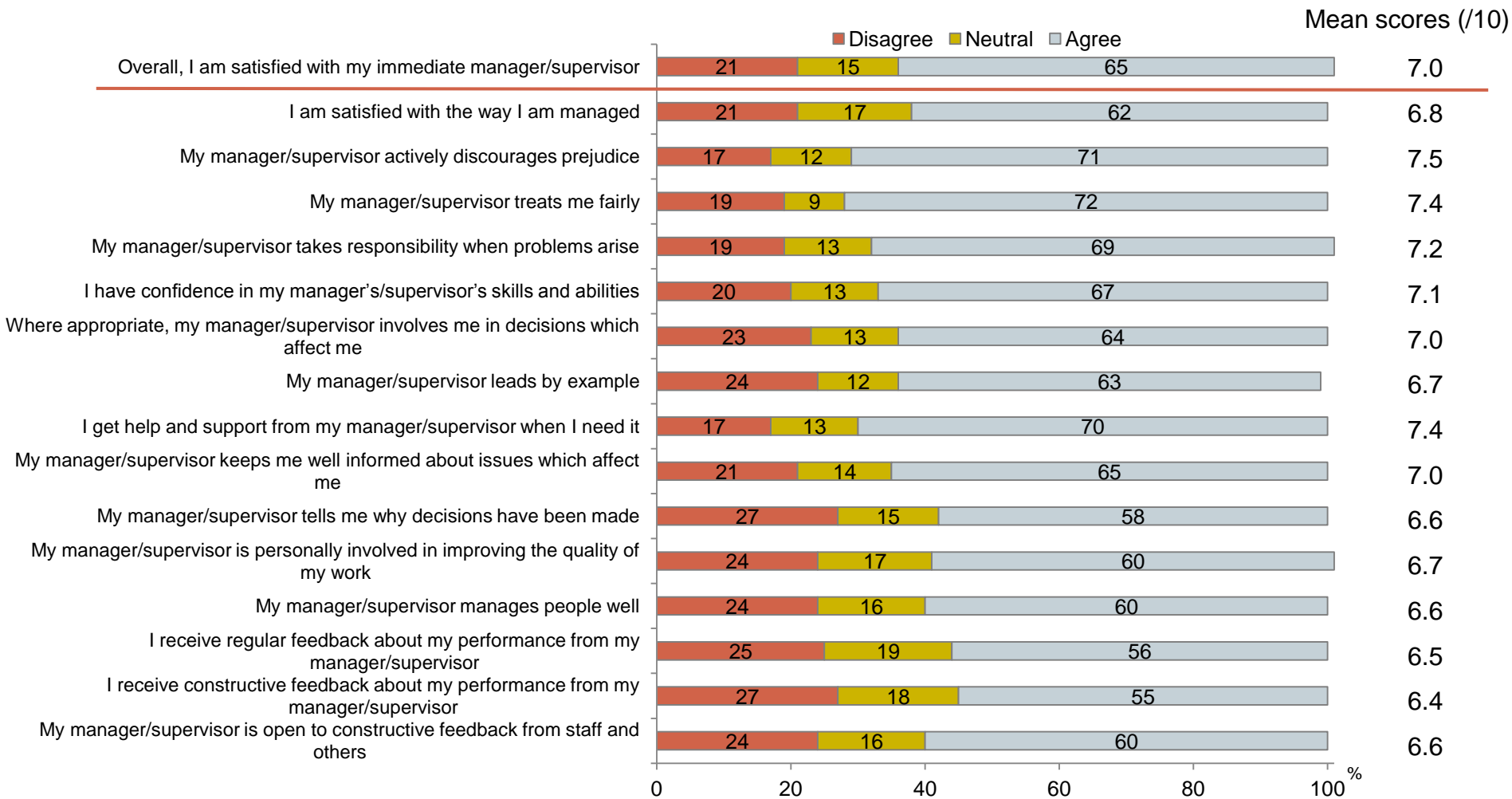


D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

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

Sample sizes vary by category.

YOUR MANAGER/SUPERVISOR - PLANT MAINTENANCE



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.

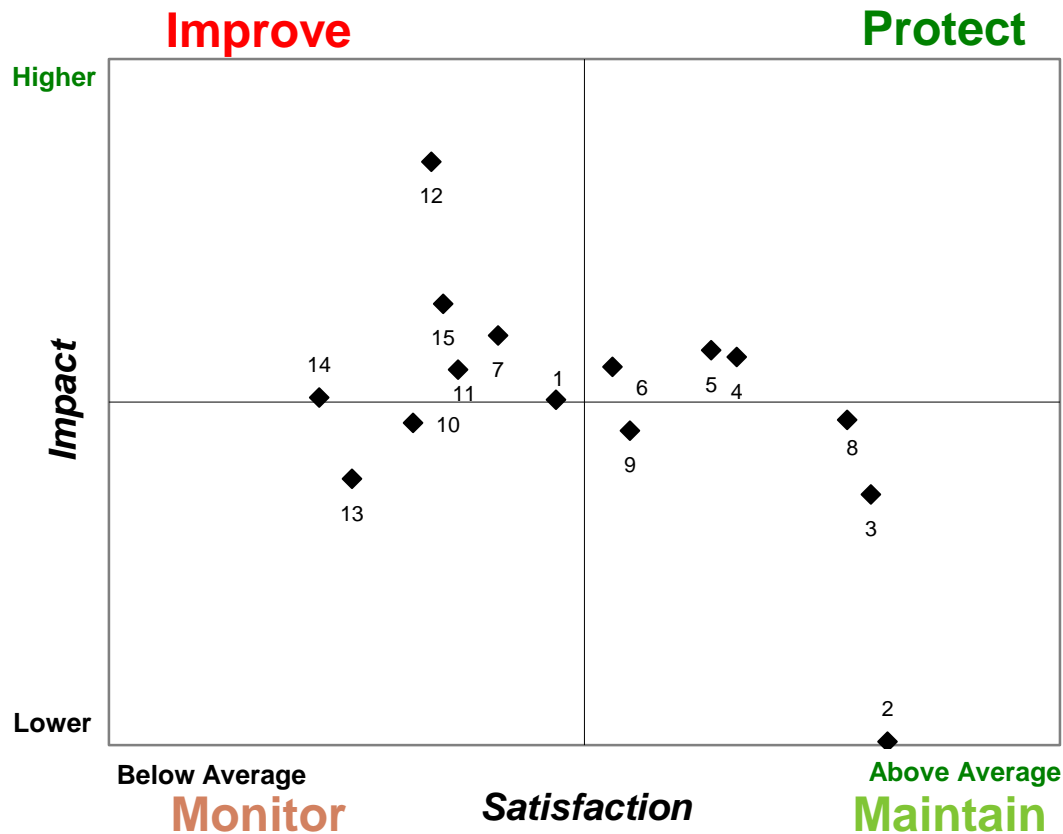
YOUR MANAGER/SUPERVISOR - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Plant Maintenance	Building Equipment	Facilities	Elevating Devices	Building Services	Plant Maintenance Engineering	Communications	Communication Engineering	Plant Maint. Dept. Head & Staff
Overall, I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	7.0	7.2	7.1	6.0	8.4	7.7	6.2	7.4	7.3
I am satisfied with the way I am managed	6.6	6.4	6.7	6.8	6.6	7.3	5.5	8.5	7.5	6.4	7.1	7.3
My manager/supervisor actively discourages prejudice	7.4	7.2	7.3	7.5	7.4	8.4	6.8	8.1	8.0	6.9	7.1	7.9
My manager/supervisor treats me fairly	7.3	7.2	7.4	7.4	7.4	7.8	6.6	8.6	8.0	6.9	7.1	8.1
My manager/supervisor takes responsibility when problems arise	6.9	6.7	7.0	7.2	7.1	7.7	5.8	8.6	7.5	6.6	7.5	8.0
I have confidence in my manager's/supervisor's skills and abilities	6.9	6.6	6.9	7.1	7.1	7.5	6.0	8.4	7.5	6.5	8.0	7.4
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	6.2	6.7	7.0	7.0	7.6	5.4	8.7	7.6	5.9	7.6	7.8
My manager/supervisor leads by example	6.5	6.2	6.6	6.7	6.4	7.0	5.3	8.4	7.4	6.2	7.7	7.3
I get help and support from my manager/supervisor when I need it	7.1	6.8	7.1	7.4	7.6	7.5	6.2	8.7	7.8	6.8	7.9	7.7
My manager/supervisor keeps me well informed about issues which affect me	6.6	6.3	6.8	7.0	7.1	7.1	5.8	8.9	7.7	6.0	7.7	7.4
My manager/supervisor tells me why decisions have been made	6.2	5.8	6.3	6.6	6.5	6.9	5.1	8.5	7.4	5.7	7.4	7.2
My manager/supervisor is personally involved in improving the quality of my work	6.1	5.8	6.3	6.7	6.7	6.8	5.4	8.8	7.2	5.8	7.4	7.1
My manager/supervisor manages people well	6.3	6.1	6.4	6.6	6.6	7.2	5.4	8.4	7.1	5.8	7.0	7.0
I receive regular feedback about my performance from my manager/supervisor	5.7	5.3	6.1	6.5	6.3	6.8	5.2	8.3	6.6	5.8	7.1	7.1
I receive constructive feedback about my performance from my manager/supervisor	5.8	5.3	6.1	6.4	6.3	6.8	4.9	8.3	6.6	5.6	7.2	7.1
My manager/supervisor is open to constructive feedback from staff and others	6.1	5.8	6.4	6.6	6.8	6.6	4.7	8.5	7.2	6.0	7.6	7.1

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- PLANT MAINTENANCE



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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 6.4 to 7.5.
Impact values range between 58% to 85%.

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 Plant Maintenance employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their safety at work is generally the highest for Plant Maintenance Engineering, and Building Services, and the lowest for Elevating Devices.
- Staff employees feel substantially safer at work than union employees.
- Across the specific aspects of Safety, ratings were highest for, “I feel comfortable discussing safety issues at work”, although almost every other attribute received similar scores not much lower than this highest rating. Ratings were the lowest for, “People on my team report all injuries, no matter how minor”. These results for the highest ratings were variable among cost centre groupings, while reporting all injuries was consistently the lowest score for most cost centre groupings.
- To further improve employee satisfaction with Safety, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - The protection of workers from occupational exposure to hazards is a high priority with management
 - My manager/supervisor acts quickly to address safety issues

SECTION SUMMARY

- In addition to these improvements, the following areas are key Areas to Protect:
 - My manager/supervisor emphasizes safe practices while at work
 - My manager/supervisor is well informed about safety issues
 - The TTC's management is willing to invest money and effort to improve the level of safety
 - I am strongly encouraged to report unsafe working conditions

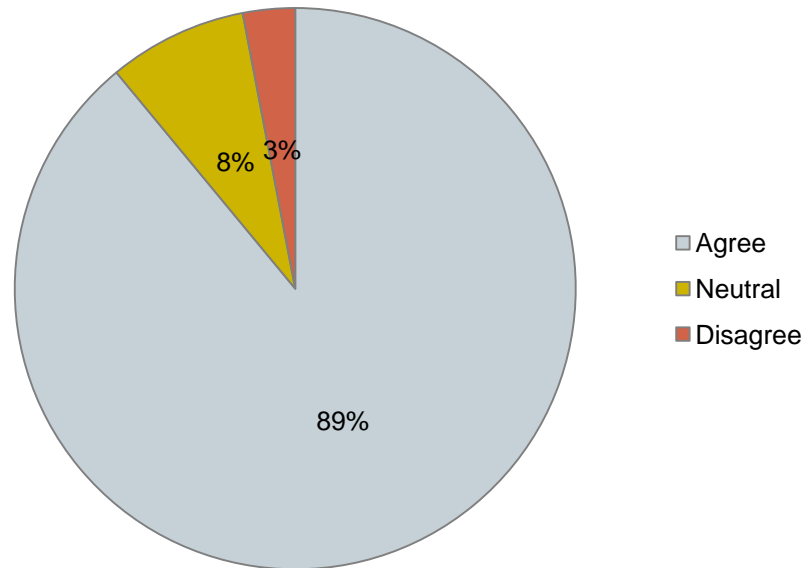
OVERALL RATINGS OF SAFETY - PLANT MAINTENANCE

Plant Maintenance

Total

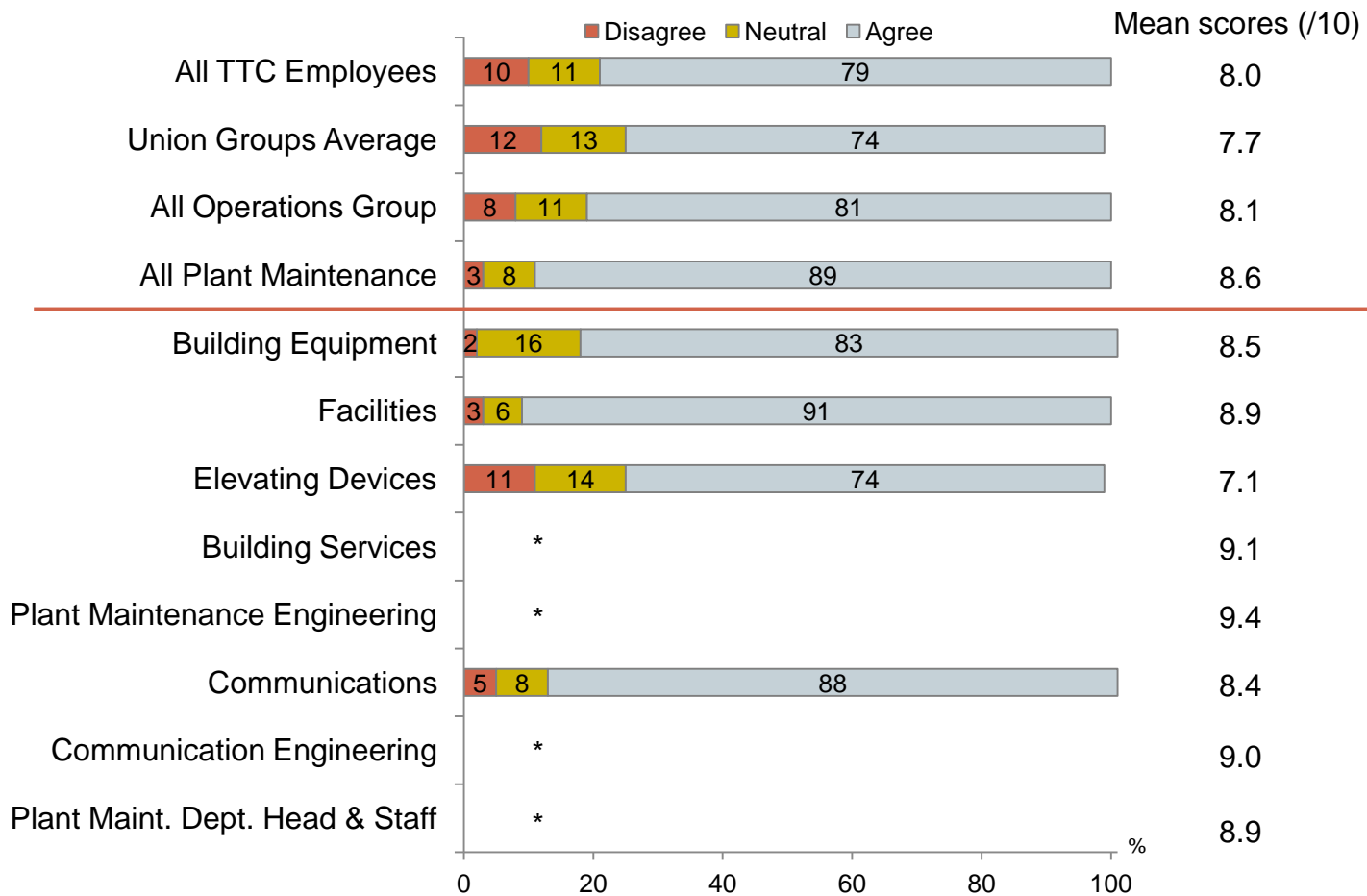
(n= 288)

Mean= 8.6



G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety.
Overall, I feel safe when I am at work.

OVERALL RATINGS OF SAFETY - BY COST CENTRE/GROUPING



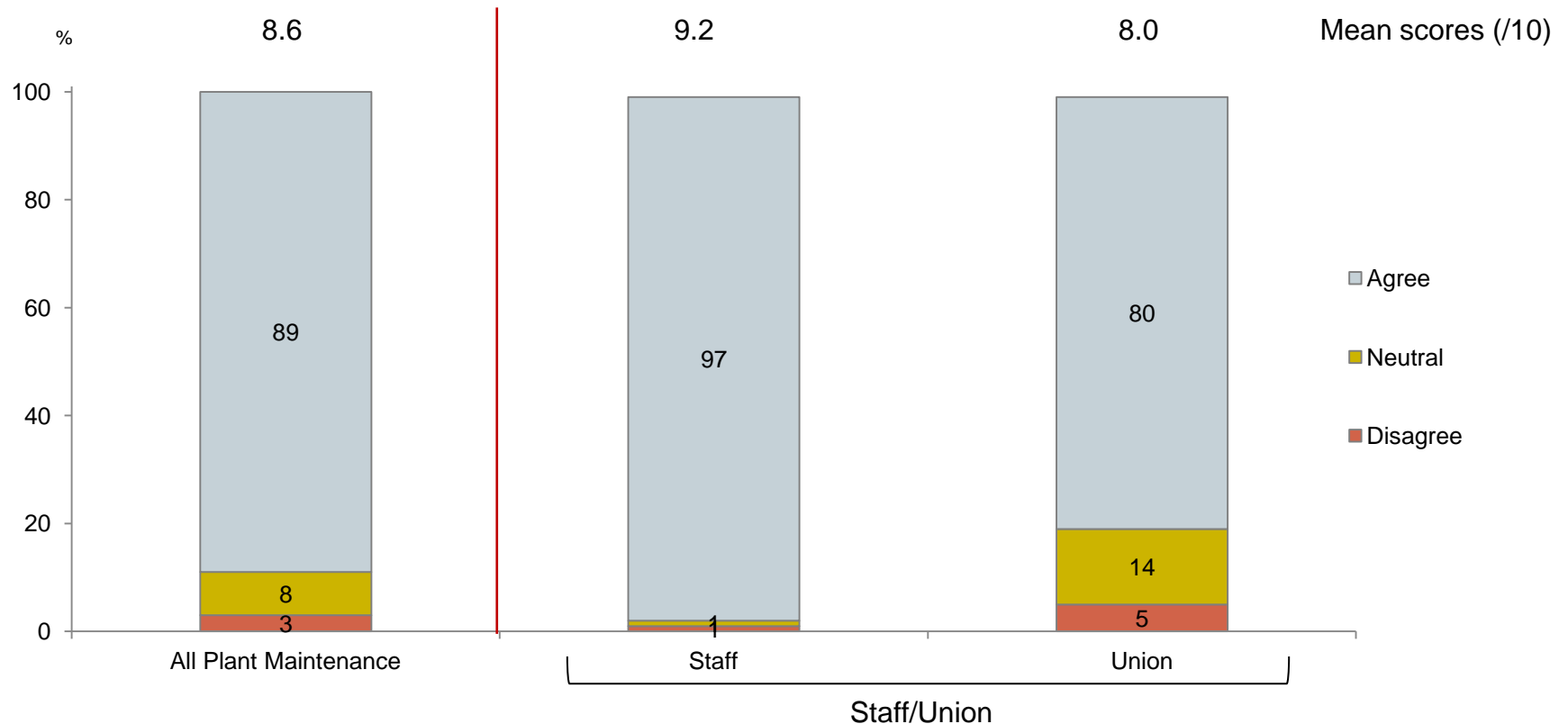
* Percentages suppressed as sample size <30.

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.

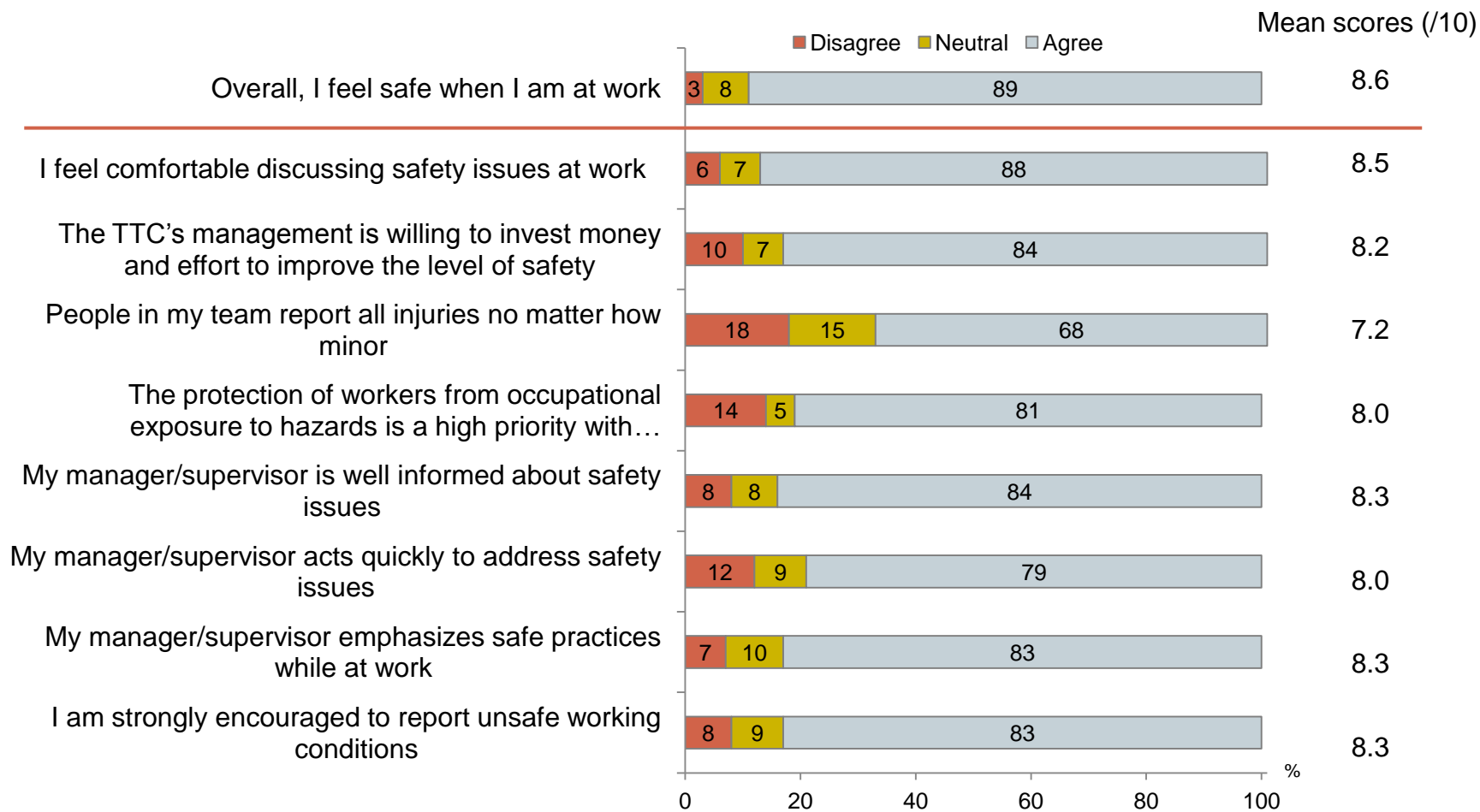
Sample sizes vary by category.

OVERALL RATINGS OF SAFETY - BY EMPLOYEE POSITION



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 - PLANT MAINTENANCE



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.

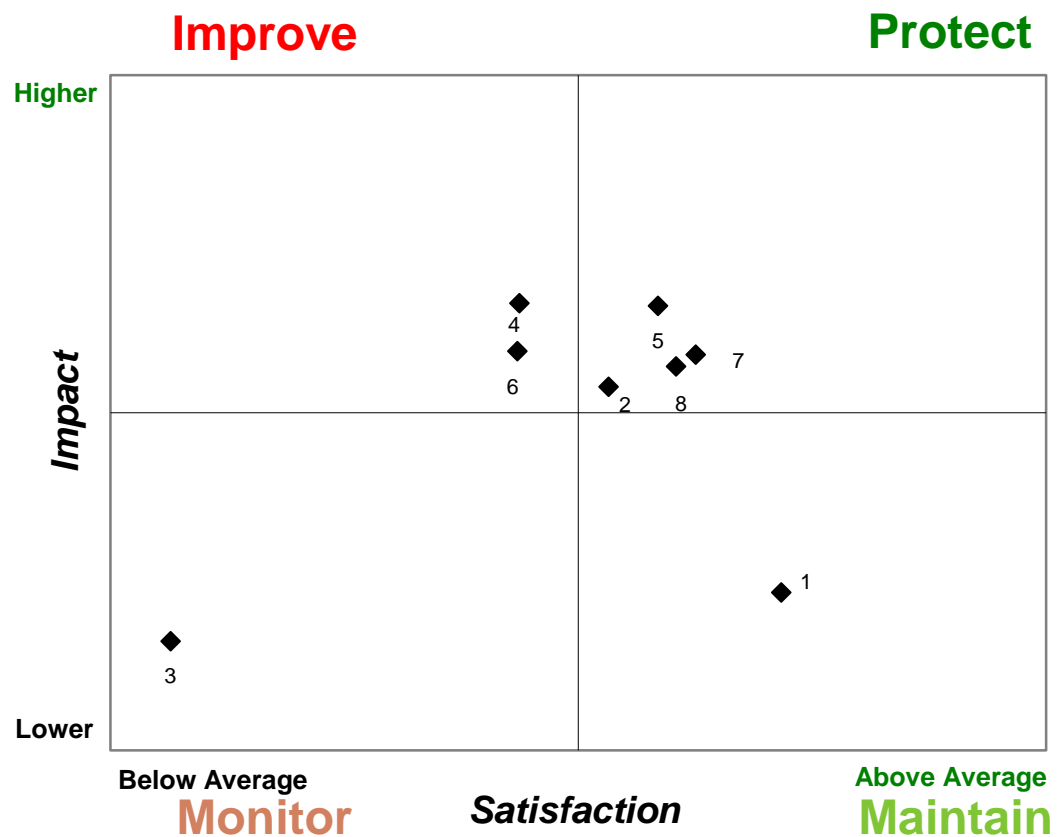
SAFETY

- BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Plant Maintenance	Building Equipment	Facilities	Elevating Devices	Building Services	Plant Maintenance Engineering	Communications	Communication Engineering	Plant Maint. Dept. Head & Staff
Overall, I feel safe when I am at work	8.0	7.7	8.1	8.6	8.5	8.9	7.1	9.1	9.4	8.4	9.0	8.9
I feel comfortable discussing safety issues at work	8.3	8.0	8.3	8.5	8.3	8.5	7.3	9.3	9.0	8.4	9.3	9.0
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	7.1	7.6	8.2	7.9	8.6	6.4	8.7	9.2	8.0	8.8	9.0
People in my team report all injuries no matter how minor	7.1	6.8	7.2	7.2	7.0	7.4	5.2	8.3	8.7	7.2	8.4	8.0
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	7.2	7.6	8.0	7.6	8.4	5.7	9.0	9.2	7.7	9.1	8.9
My manager/supervisor is well informed about safety issues	8.0	7.7	8.0	8.3	8.1	8.8	6.7	9.2	9.1	8.0	8.8	8.8
My manager/supervisor acts quickly to address safety issues	7.6	7.3	7.6	8.0	7.5	8.7	6.2	9.3	8.8	7.9	8.3	8.6
My manager/supervisor emphasizes safe practices while at work	7.9	7.7	8.0	8.3	7.9	8.8	7.6	9.3	9.1	8.2	8.4	8.7
I am strongly encouraged to report unsafe working conditions	8.0	7.8	8.2	8.3	8.2	8.3	6.8	9.3	9.1	8.2	8.8	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 - PLANT MAINTENANCE



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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 7.2 to 8.5.
 Impact values range between 45% to 65%.

AREA TO MAINTAIN: YOUR TEAM

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Your Team” as having a moderate impact on Employee Engagement and is an area in which Plant Maintenance employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their colleagues/coworkers is rather consistent across cost centre groupings, though mean scores across most attributes of Your Team trend a little higher for Department Head & Staff, and generally lower for Communications.
- Staff are slightly more satisfied with their colleagues or co-workers than union employees.
- Across the specific qualities of Your Team, ratings were the highest for, “My team members do quality work”. Across the cost centre groupings, there is some variability.
 - “Member of my team treat each other with respect” was the highest rated attribute for Plant Maintenance Engineering and Department Head & Staff, while “My team works well together” received the highest rating for Facilities and Building Services. “I feel that my opinions count in my team” was the highest rated attribute for Communication Engineering.
- Ratings were the lowest for “I feel that workload is fairly distributed on my team.” These results were consistent for most cost centre groupings.

SECTION SUMMARY

- To maintain employee satisfaction with Your Team, 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 that my opinions count in my team
 - I feel supported by my fellow team members
 - My team members do quality work

Regular Team Meetings

- 64% of Plant Maintenance employees indicate they have regular team meetings, a higher proportion than the Operations group average.
- Elevating Devices had the highest proportion of employees (79%) to report meeting regularly, while Building Equipment had the lowest proportion of employees indicating they have regular meetings (55%).
- Slightly higher proportions of union employees indicated they meet regularly compared to staff employees.

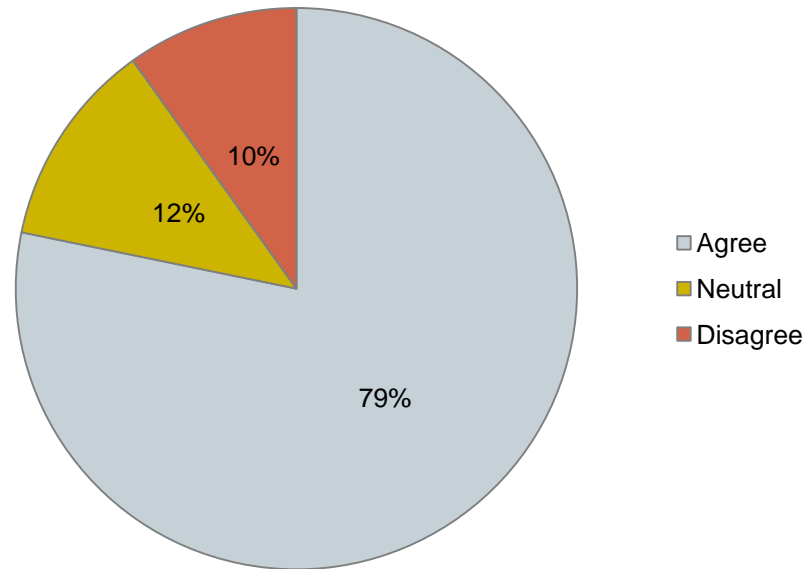
SECTION SUMMARY

- Among employees who have regular meetings, most indicated they were held frequently enough. Only two cost centre groupings had enough employees reporting meeting regularly to provide results. A slightly higher proportion of Building Equipment employees indicated that meetings were frequent enough, compared to Communications employees.
- A higher proportion of staff indicated meetings are frequent enough compared to union employees.
- Most employees who have regular meetings agree they are useful. Usefulness of meetings was scored highest by Building Services, followed by Department Head & Staff. Building Equipment employees scored meetings as least useful, followed by Elevating Devices employees. Staff indicated meetings were somewhat more useful than union employees.

OVERALL RATINGS OF YOUR TEAM - PLANT MAINTENANCE

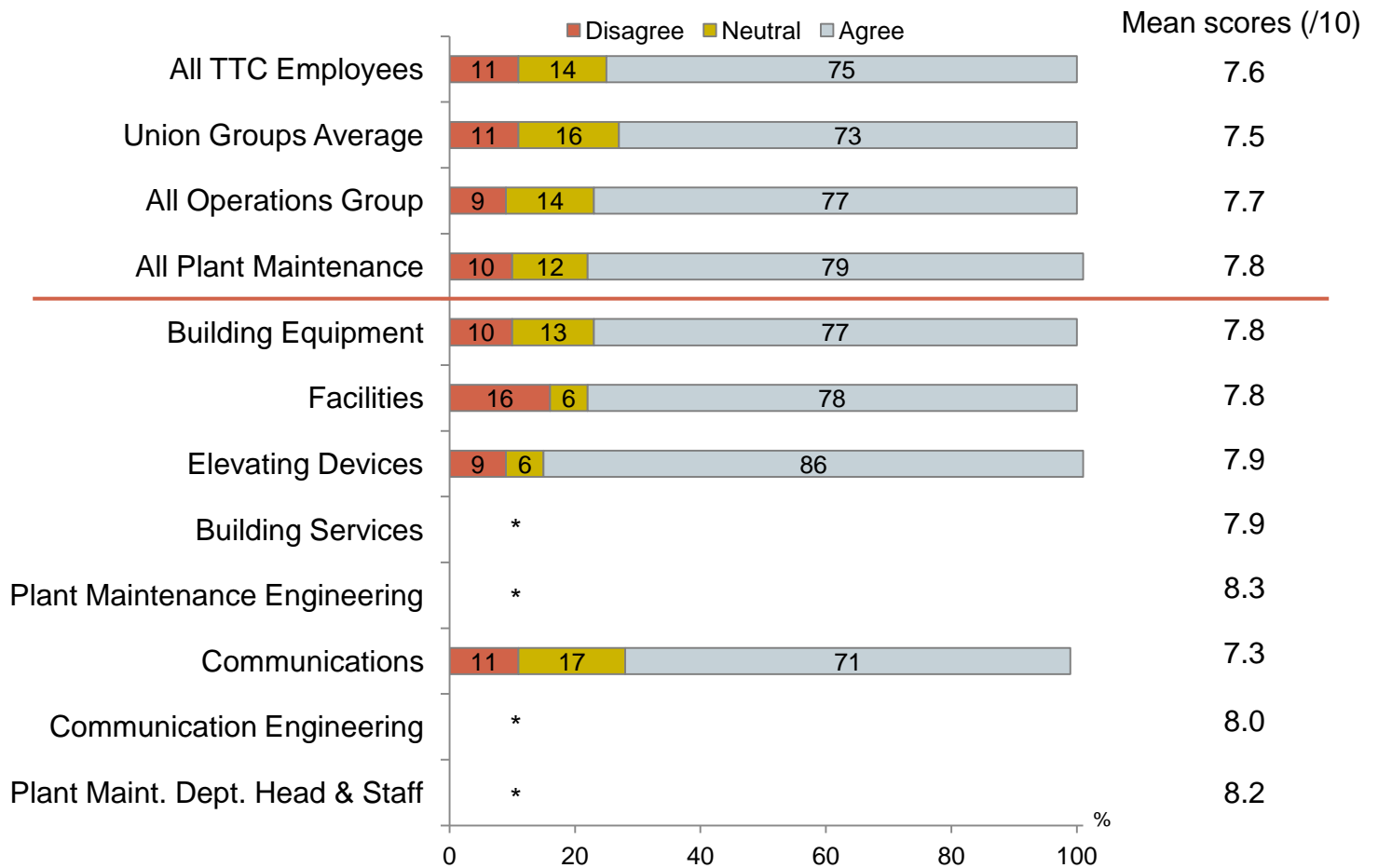
Plant Maintenance

Total
(n= 289)
Mean= 7.8



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.

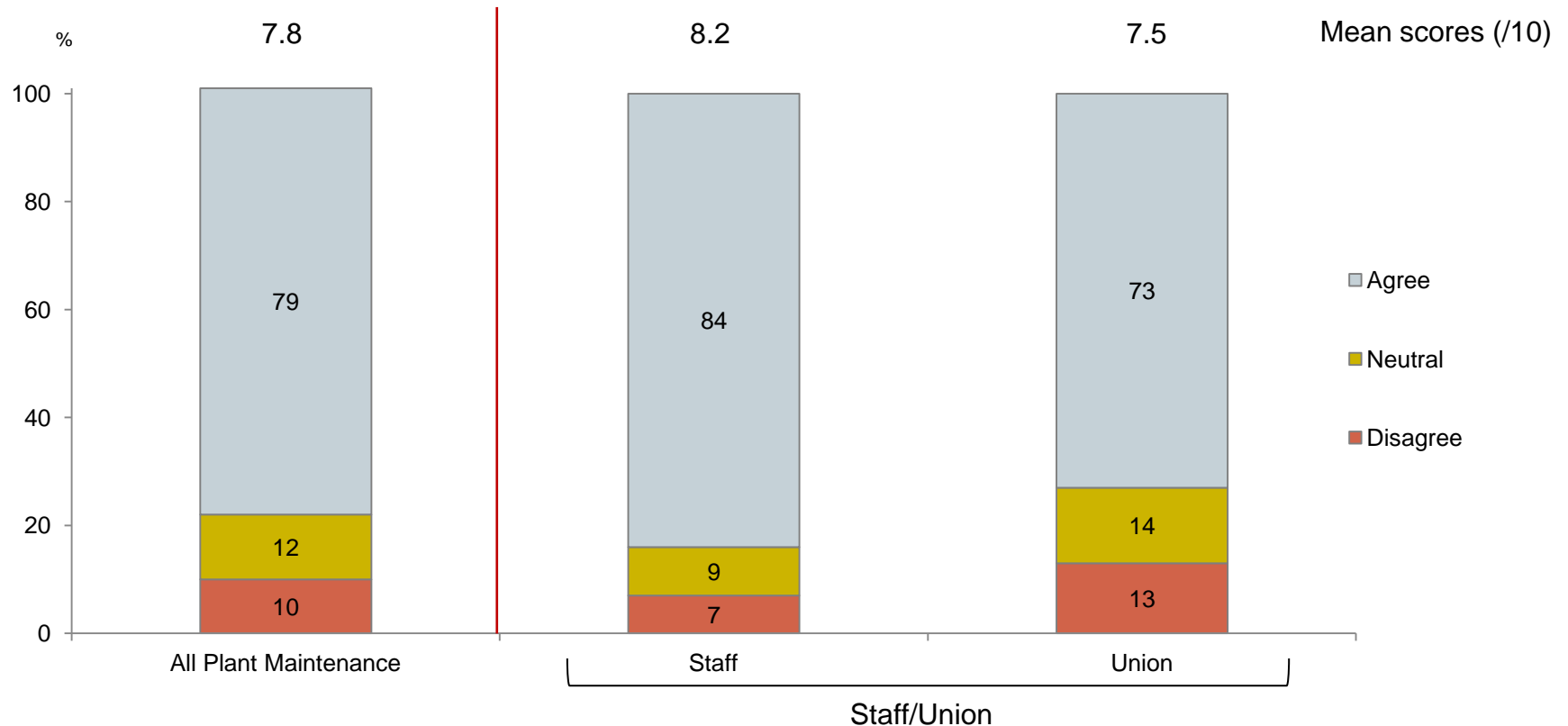
OVERALL RATINGS OF YOUR TEAM - BY COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.

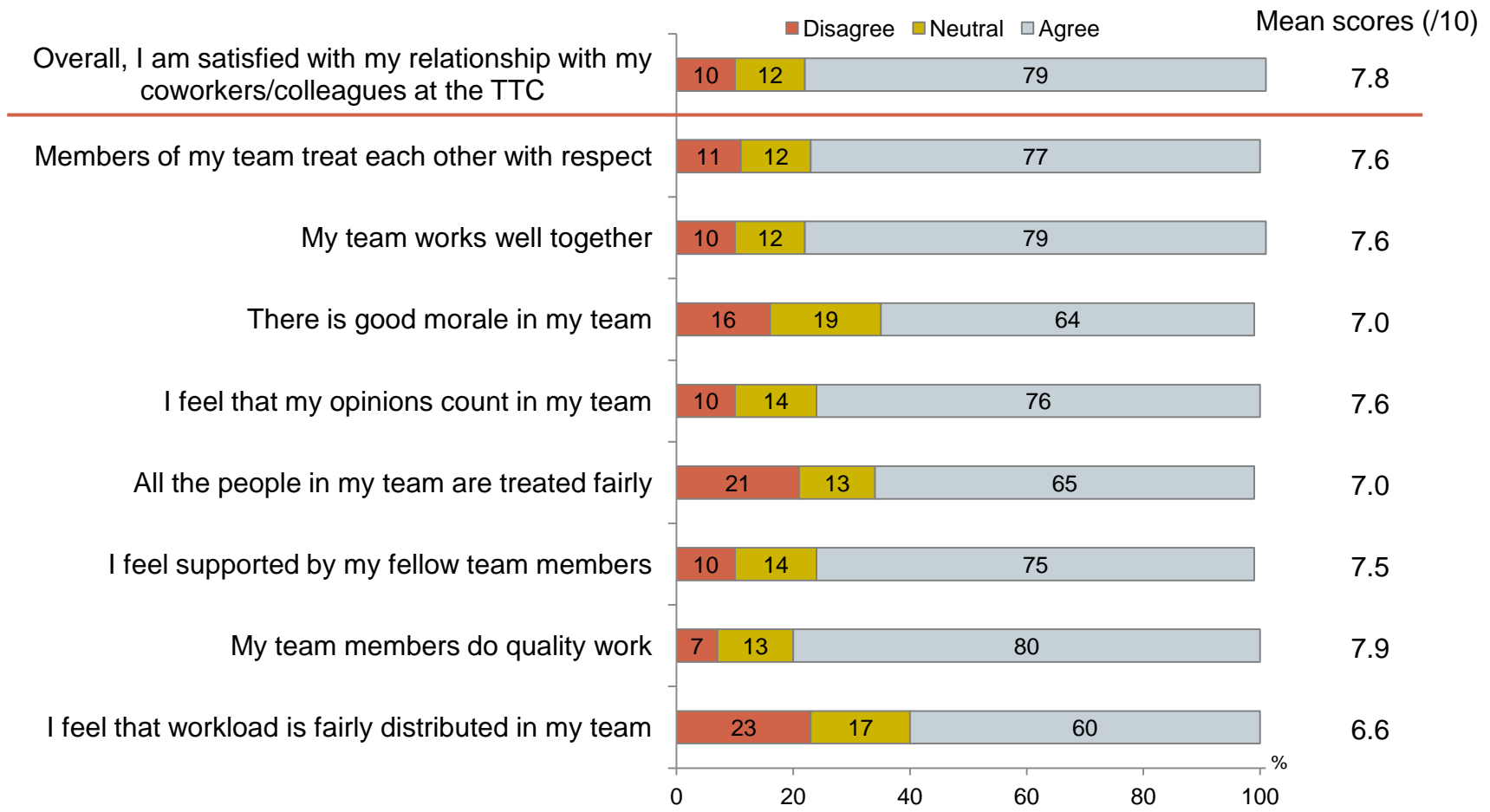
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC.
Sample sizes vary by category.

OVERALL RATINGS OF YOUR TEAM - BY EMPLOYEE POSITION



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 - PLANT MAINTENANCE



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.

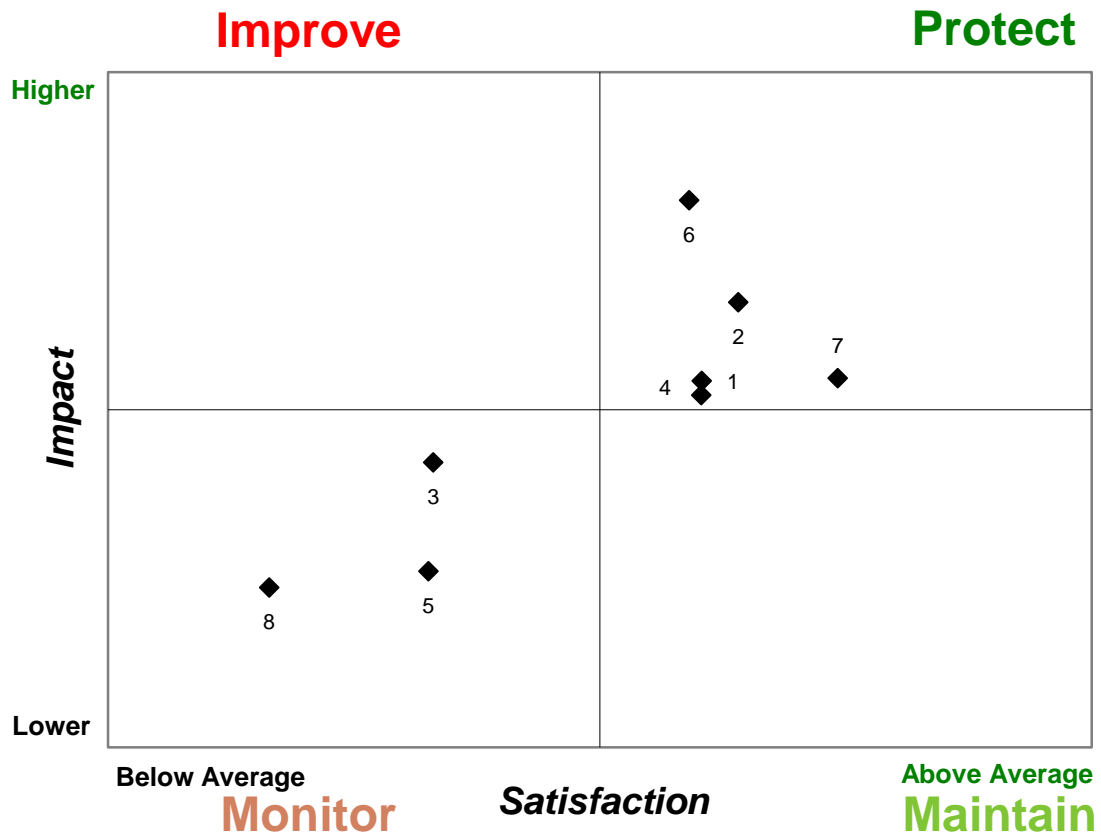
YOUR TEAM - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Plant Maintenance	Building Equipment	Facilities	Elevating Devices	Building Services	Plant Maintenance Engineering	Communications	Communication Engineering	Plant Maint. Dept. Head & Staff
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	7.8	7.8	7.8	7.9	7.9	8.3	7.3	8.0	8.2
Members of my team treat each other with respect	7.4	7.2	7.4	7.6	7.2	7.2	7.9	8.0	8.1	7.2	7.5	8.4
My team works well together	7.3	7.0	7.5	7.6	7.4	7.6	8.0	8.1	7.7	7.4	7.5	8.1
There is good morale in my team	6.5	6.2	6.7	7.0	7.1	7.0	7.0	7.6	7.1	6.4	7.1	7.3
I feel that my opinions count in my team	7.0	6.7	7.3	7.6	7.4	7.6	7.5	7.9	7.5	7.2	8.0	8.2
All the people in my team are treated fairly	6.7	6.5	6.9	7.0	6.8	7.2	6.3	7.6	7.4	6.6	7.0	7.9
I feel supported by my fellow team members	7.2	7.0	7.4	7.5	7.4	7.7	7.5	7.6	8.0	7.1	7.5	8.1
My team members do quality work	7.5	7.3	7.7	7.9	7.9	8.0	7.8	7.8	7.9	7.7	7.8	8.1
I feel that workload is fairly distributed in my team	6.5	6.3	6.6	6.6	6.6	6.6	5.9	7.5	6.8	6.4	6.7	7.0

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. Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: YOUR TEAM

- PLANT MAINTENANCE

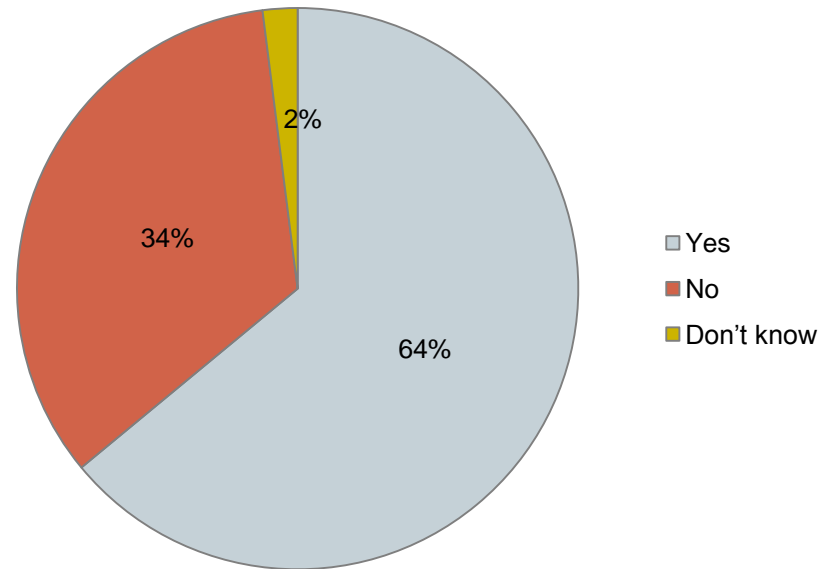


1. Members of my team treat each other with respect
2. My team works well together
3. There is good morale in my team
4. I feel that my opinions count in my team
5. All the people in my team are treated fairly
6. I feel supported by my fellow team members
7. My team members do quality work
8. I feel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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 6.6 to 7.9.
 Impact values range between 46% to 77%.

Plant Maintenance

Total
(n= 281)

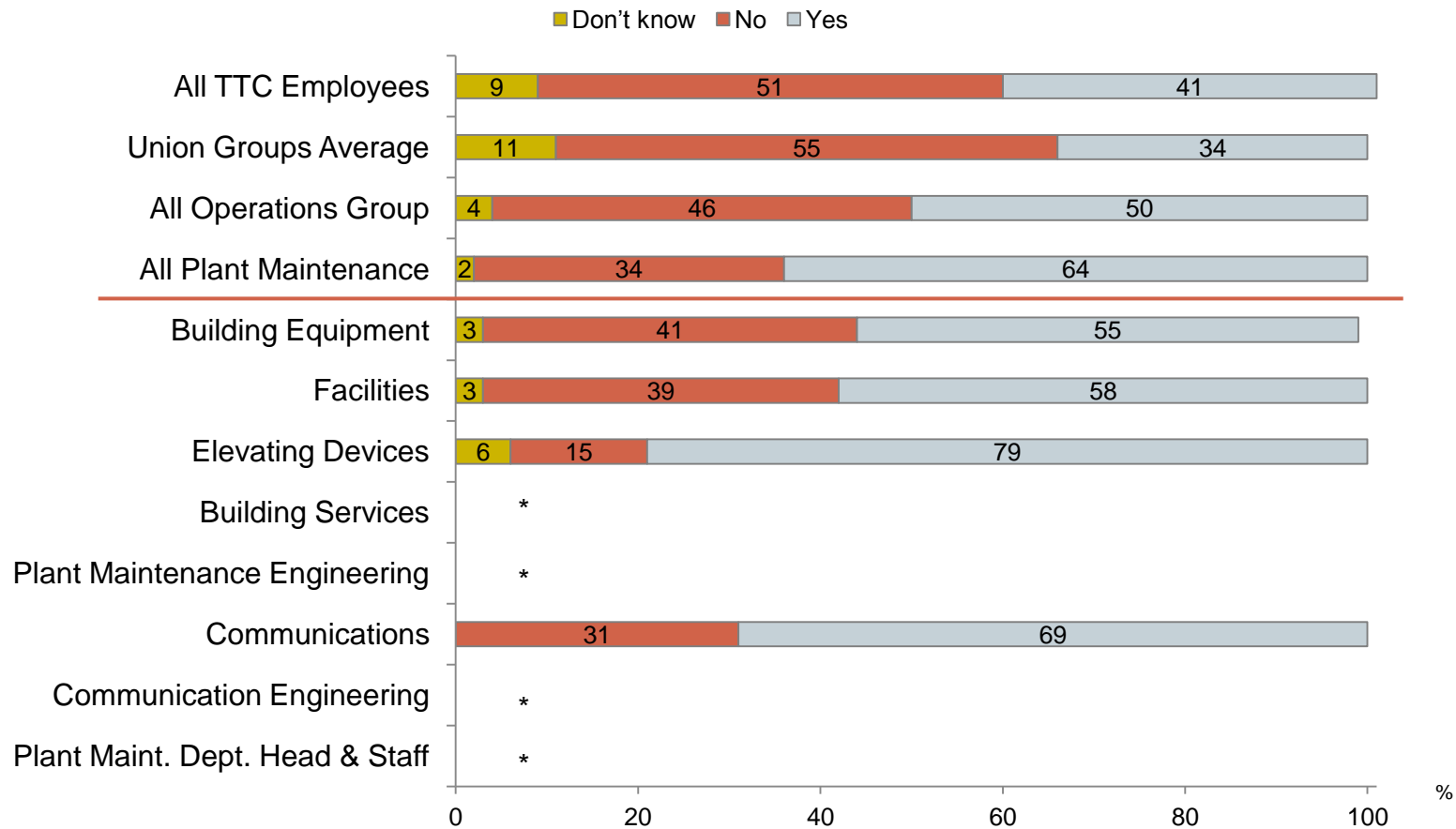


E2. Does your team hold regular team meetings?

3/30/2015

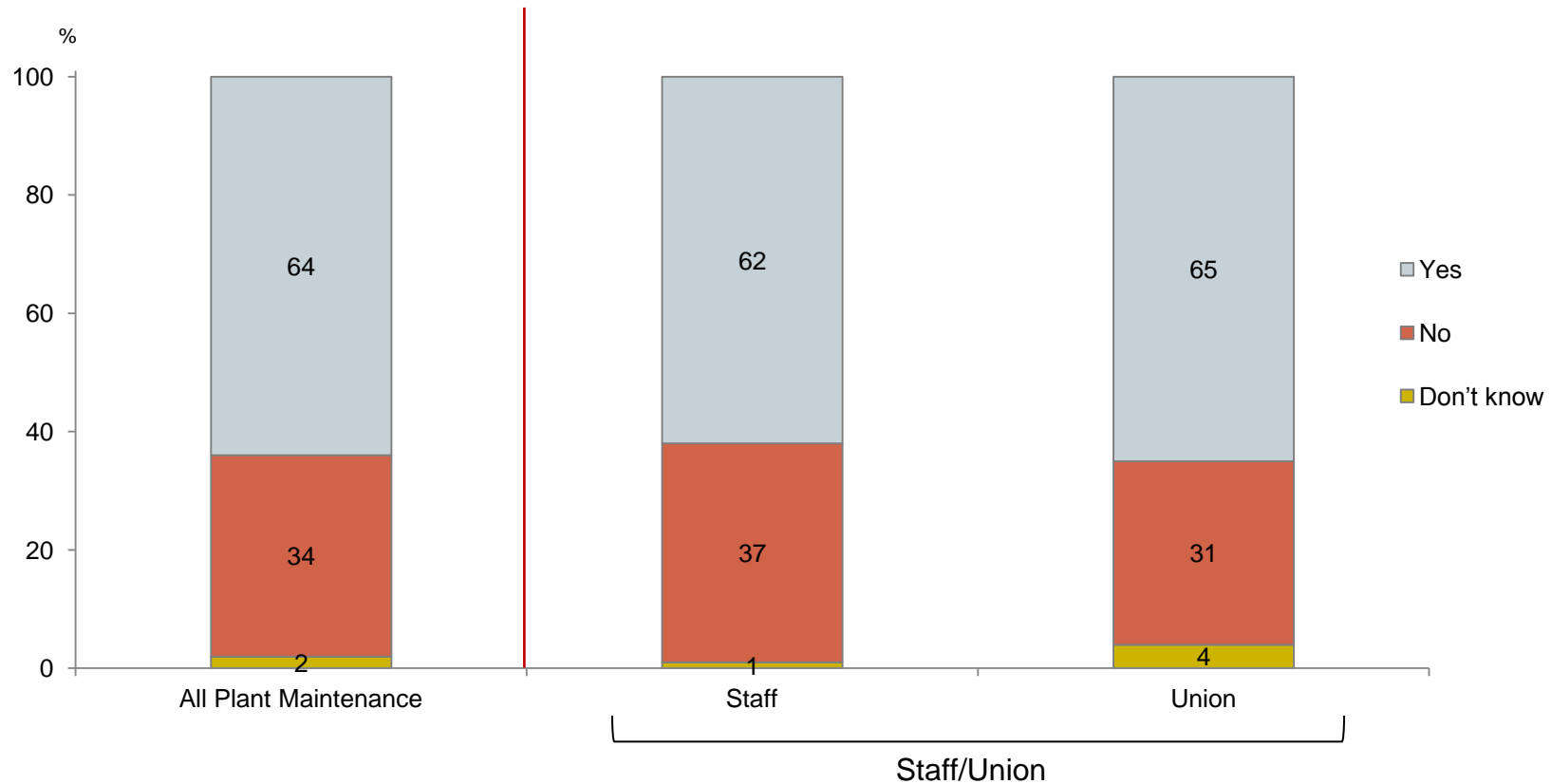
132

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.

REGULAR TEAM MEETINGS - BY EMPLOYEE POSITION



E2. Does your team hold regular team meetings?
Sample sizes vary by category.

3/30/2015

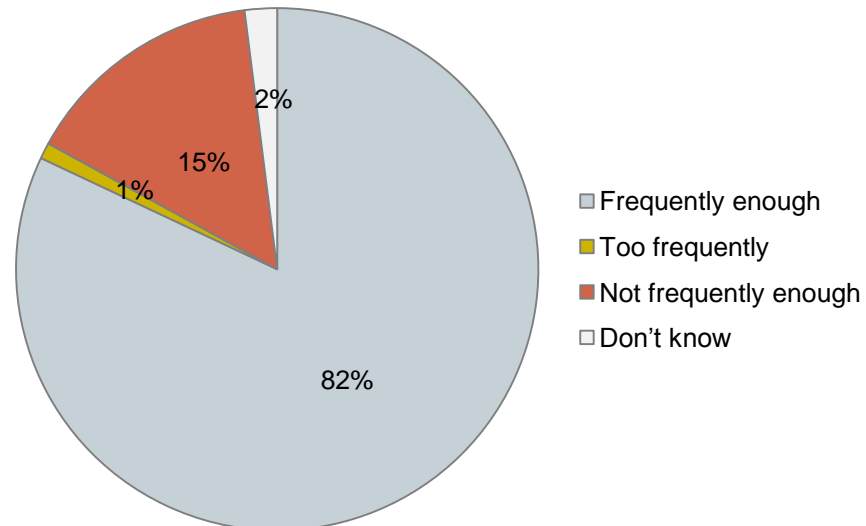
134

SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

Plant Maintenance

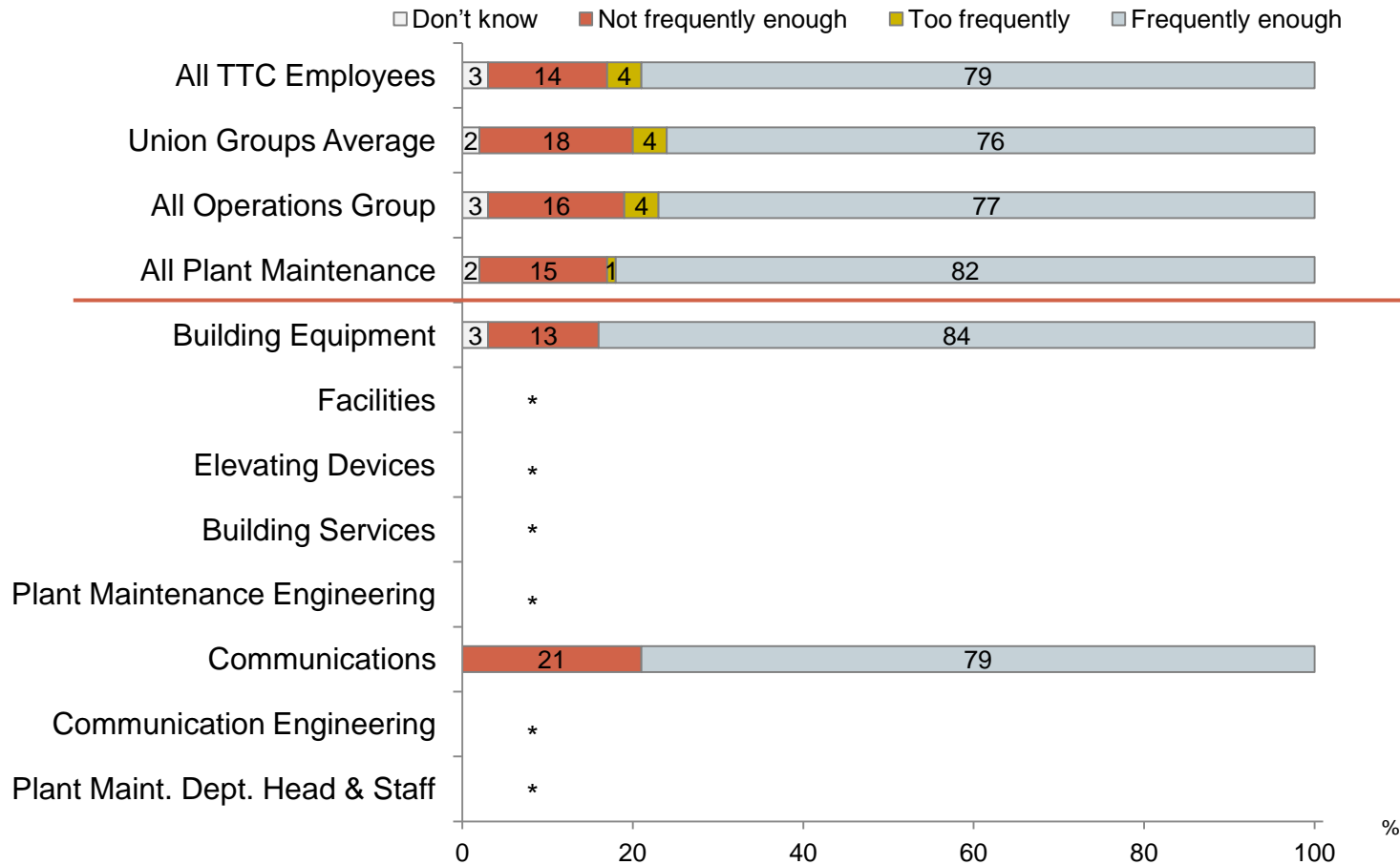
Total
(n= 177)



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



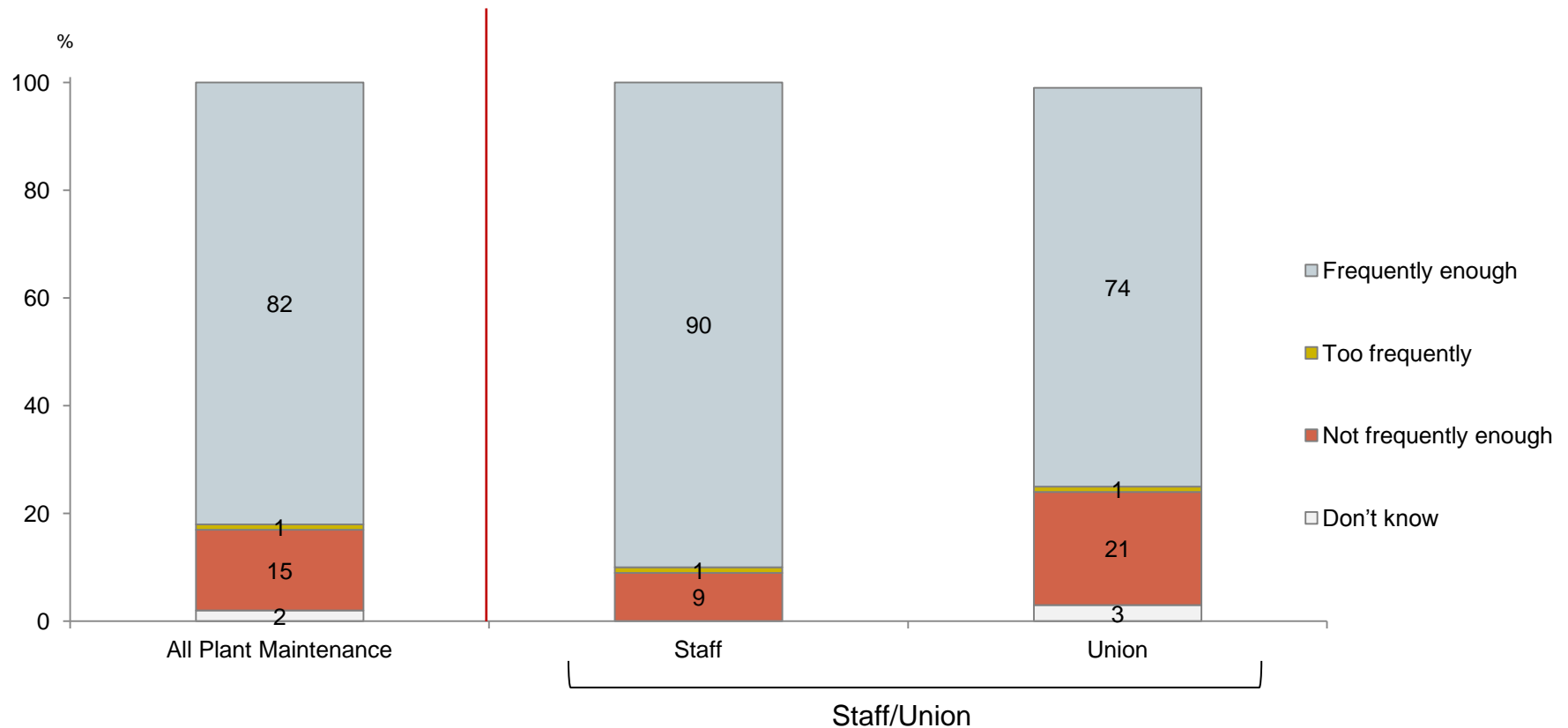
* Percentages suppressed as sample size <30.

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.

SUFFICIENT AMOUNT OF TEAM MEETINGS - BY EMPLOYEE POSITION

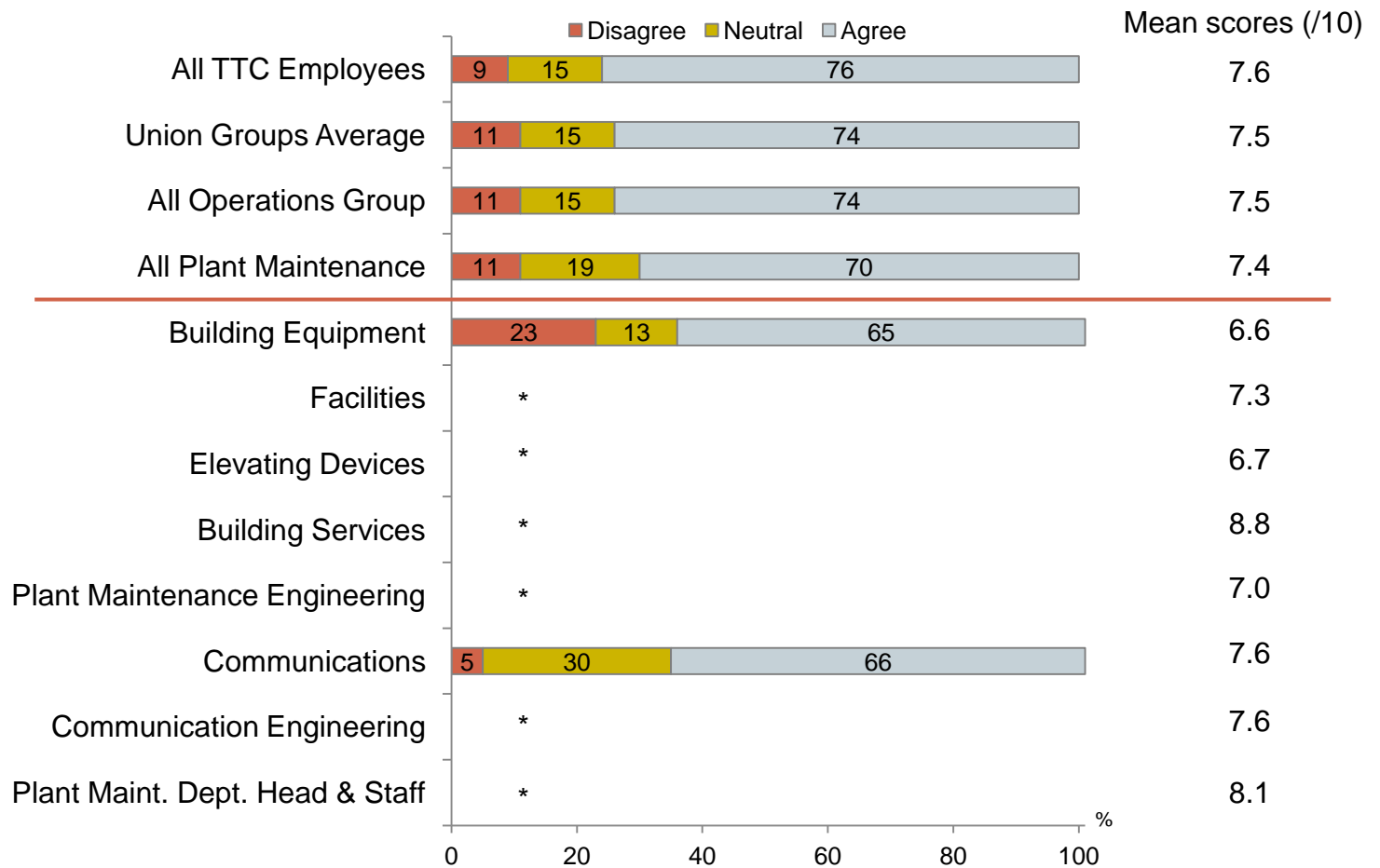
Among employees who have regular team meetings



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

USEFULNESS OF TEAM MEETINGS

Among employees who have regular team meetings



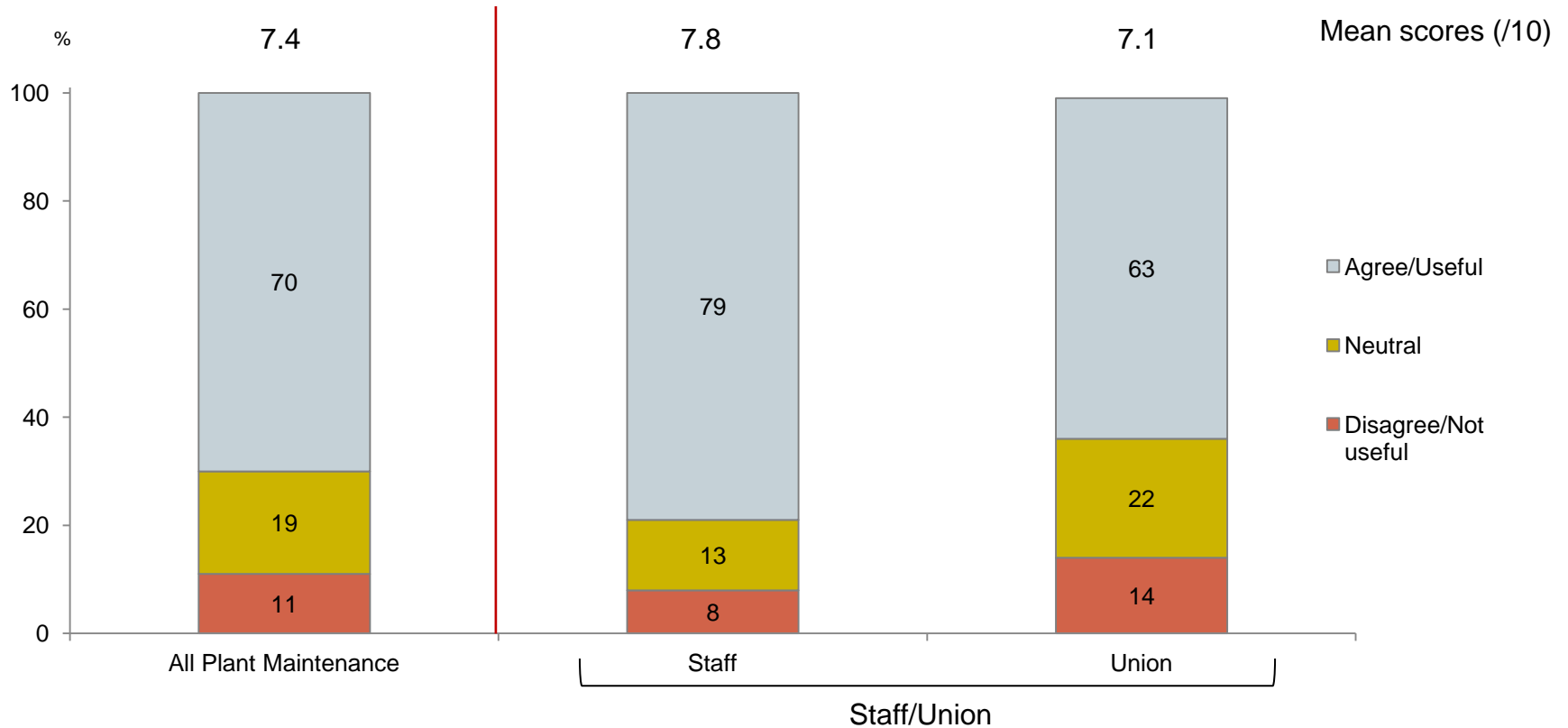
* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

USEFULNESS OF TEAM MEETINGS - BY EMPLOYEE POSITION

Among employees who have regular team meetings



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

FINAL WORD

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FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improved to increase satisfaction
- Several different areas were identified, among them better training/advancement opportunities, more fairness in hiring and treatment of employees, more meaningful recognition/rewards, and more accountability and transparency from management.

Plant Maintenance

(n= 291)



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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behalf of TTC



RECOMMENDATIONS: PLANT MAINTENANCE

- Conduct discussion sessions with employees to explore:
 - Ways to **improve relationships** between Senior Management and employees, focusing on:
 - Open and honest communication
 - Building trust
 - Welcoming all feedback, both positive and negative
 - Ways to keep employees **well informed**
 - What **motivates** employees in their jobs
 - Encouraging employees to use their **skills & abilities**
 - Practical ways to give employees the **freedom to make decisions** in their job.
 - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing
 - Issues related to **personal development** (plan)
 - Methods for reducing incidents of discrimination from other employees (e.g., interest in diversity training)
 - Solutions to help mitigate employees' reluctance to report discrimination or harassment, and methods employees believe should be employed when these incidents are reported

Thank you

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behalf of TTC

