

EMPLOYEE ENGAGEMENT SURVEY

Rail Cars & Shops

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 Rail Cars & Shops 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%.
- 265 surveys were completed by Rail Cars & Shops employees for a response rate of 33%. Response rates differed by employee type, as shown on the following slide.

RESPONSE RATE(RR) AND EMPLOYEE CATEGORY

- The response rate for employees in the Rail Cars & Shops department (33%) is slightly below the overall response rate for the Operations group (36%).
- Staff employees responded at a much higher rate than unionized employees, as seen in the table below.
- Cost centres of the Rail Cars & Shops 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).

Rail Cars & Shops: 33%

Employee Category	Count	RR
Staff	126	93%
Union	139	21%
Total	265	33%

COST CENTRE GROUPINGS

Grouping	Cost Centre*	Count
Department Head & Staff		8**
	05P1-Rail Cars & Shops, Dpt. Head & staff	
Greenwood/McCowan Carhouse (BD/SRT)		49
	05E1-Greenwood Carhouse	
	05L1-McCowan Carhouse	
Wilson/Davisville Carhouse (YUS/S)		50
	05E4-Wilson Carhouse	
	05E2-Davisville Carhouse	
End Terminal Cleaning		18
	05E5-End Terminal Cleaning	
Greenwood Shop		75
	05F0-Greenwood Shop Mgt. & Staff	
	05F1-Electrical Repair & Overhaul	
	05F2-Vehicle Repairs & Overhaul	
	05F3-Truck & Mechanical Repairs	
	05F4-Millwrights	
	05F5-Shop Services	
	05F6-Pneumatic Repair & Overhaul	
	05F8-Workcars Maintenance & Repair	
RAMS/ECD		31
	05P2-RAMS	
	05E0-Subway Mechanics/ECD Desk	
Maintenance Engineering		20
	05P3-Maintenance Engineering	
Subway/SRT Vehicle Engineering		14
	05P4-Subway/SRT Vehicle Engineering	
Total		265

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

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

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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 centre groupings 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 **).
 - End Terminal Cleaning, Maintenance Engineering, and Subway/SRT Vehicle Engineering cost centre groupings each have fewer than 30 valid responses. For this reason no percentages will be shown for these cost centre groupings. Any results provided relating to these groupings should be interpreted with caution.
- **Exact sample size may vary by cost centre, 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 grouping slides (slides 6-7) for total sample by cost centre grouping and employee category.

HIGHLIGHTS

Overall Employee Engagement score: 8.0.

Highest: End Term. Clean. 8.8
Lowest: Subway/SRT Veh. Eng. 7.3

Highest: Staff 8.2
Lowest: Union 7.8

- **To increase levels of employee engagement, the Rail Cars & Shops department should focus on improving employees' satisfaction with **Working Environment** and **Your Company**:**
 - **Working Environment** is a key driver for Rail Cars & Shops and an Area to Improve.
 - Specific areas that require improvement in order to increase employees' satisfaction with their Working Environment include:
 - How to demonstrate **concern for employees' health & well-being**; more specifically:
 - Caring about employees' mental health & emotional wellbeing (i.e., "The TTC cares about my mental health and emotional well-being").
 - Encouraging a healthy work-life balance (i.e., "The TTC encourages employees to maintain a healthy work-life balance").
 - **Workspaces & facilities** is another Area to Improve for Rail Cars & Shops within Working Environment. Further exploration is required to identify reasons for lower levels of satisfaction with being "satisfied with my work/office space and facilities".

HIGHLIGHTS (CONT'D)

- **Your Company** is another Area to Improve for Rail Cars & Shops.
- To increase satisfaction with Your Company, results indicate that Rail Cars & Shops 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”).
- **Confidence in TTC leadership’s decision making ability** is another Area to Improve, and is the strongest driver of satisfaction with Your Company. This area is related to making the right decisions for the company’s future success (i.e., “I feel confident that TTC leadership is making the right decisions for the company’s future success”).
- Effective **information sharing and collaboration** is another area requiring improvement for Rail Cars & Shops. Improvements in this area should focus on:
 - Making sure employees are well informed about happenings in the TTC.
 - Ensuring strong collaboration with other parts of the TTC (i.e., “There is good collaboration between different parts of 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 Rail Cars & Shops.
- Rail Cars & Shops should continue to increase satisfaction with **Your Job** by:
 - Exploring what motivates employees

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.
- The top 5 scores include attributes related to Safety, Your Job, and Performance and Reward.
- Among the 5 lowest scoring attributes, all were associated with the module Your Company – referring to company leadership.

Top 5

1. The TTC offers good job security (8.6)
2. I often look for ways to make improvements in how things are done (8.4)
3. I am not afraid to suggest new ways of doing things in my job (8.4)
4. I feel comfortable discussing safety issues at work(8.3)
5. I am strongly encouraged to report unsafe working conditions (8.2)

Bottom 5

1. There is effective sharing of information across the TTC (4.8)
2. There is a good level of trust between Senior Management and employees (4.9)
3. If something goes wrong, people concentrate on putting it right, not blaming others(5.0)
4. There is good collaboration between different parts of the TTC (5.1)
5. Best practices are shared effectively across the TTC (5.1)

OVERALL EMPLOYEE ENGAGEMENT SCORE

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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 Rail Cars & Shops, this score is 8.0.

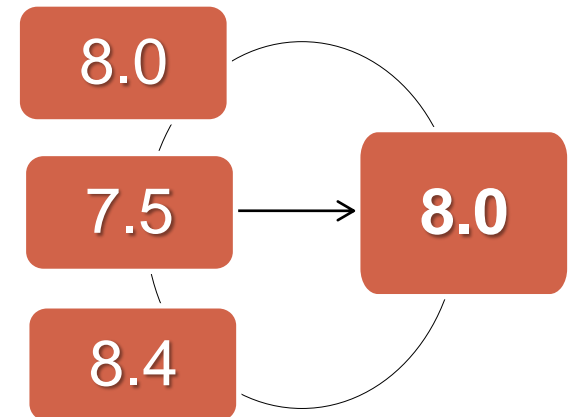
OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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 Rail Cars & Shops is equal to the score for Operations Group, which is 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 the End Terminal Cleaning cost centre, followed by Maintenance Engineering.
- Levels of engagement are the lowest among employees in Subway/SRT Vehicle Engineering.
- When examined by employee category, the overall Employee Engagement score is the highest among staff compared to unionized employees.

All Rail Cars & Shops: 8.0

Cost Centre/Grouping

End Terminal Cleaning	8.8
Maintenance Engineering	8.5
Wilson/Davisville Carhouse	8.4
Greenwood Shop	8.0
Greenwood/McCowan Carhouse	7.5
RAMS/ECD	7.5
Subway/SRT Vehicle Engineering	7.3

Employee Category

All TTC	7.8
Union Groups Average	7.7
Operations Group	8.0
Staff	8.2
Union	7.8

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

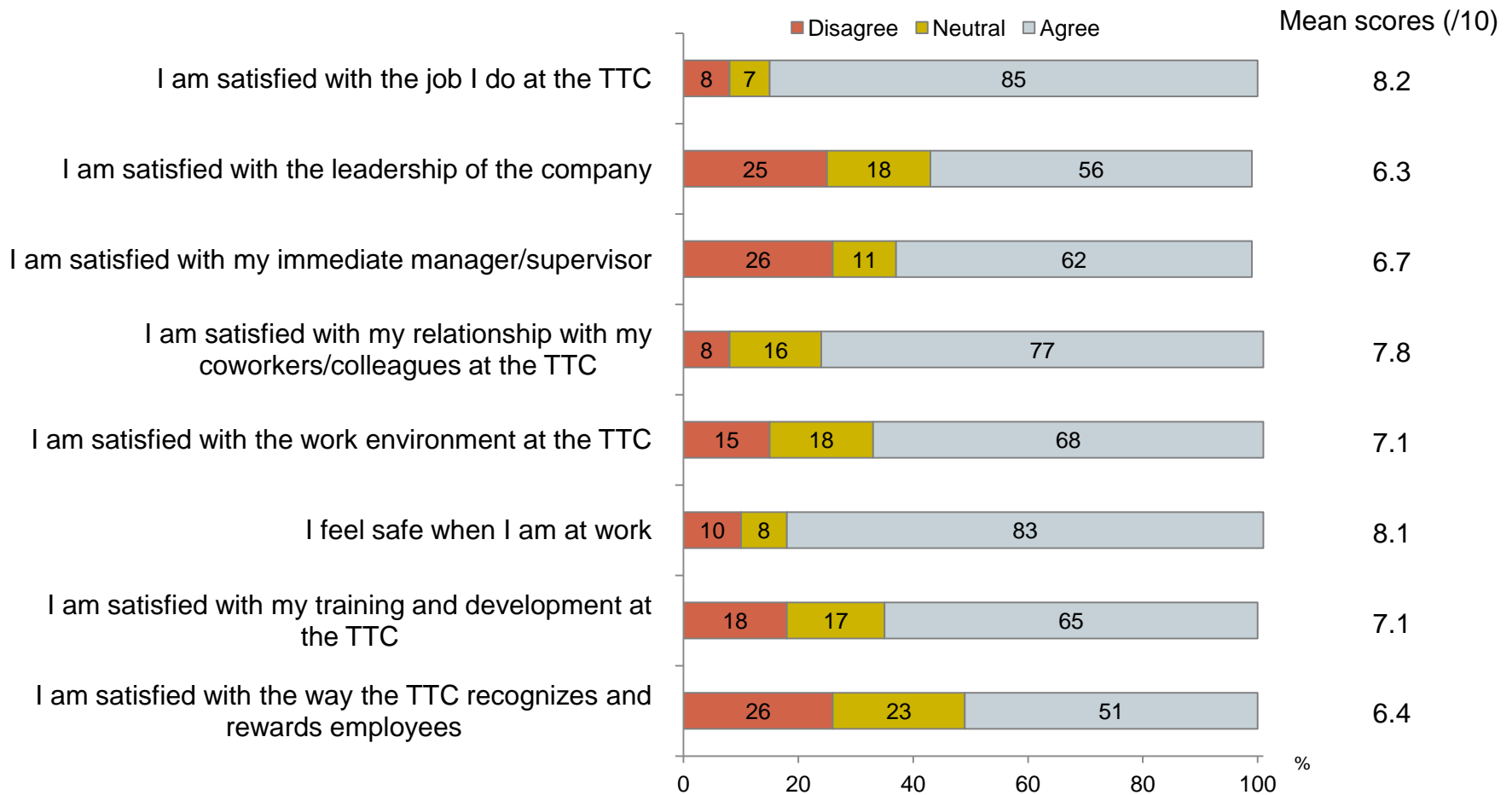
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SECTION SUMMARY

- 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 highest for, “I am satisfied with the job I do at the TTC”, “I feel safe when I am at work”, and “I am satisfied with my relationship with my coworkers/colleagues at the TTC”. Ratings were lowest for “I am satisfied with the way the TTC recognizes and rewards employees”, and “I am satisfied with the leadership of the company”. These results were consistent for most cost centre groupings, with a few exceptions. The main exception is in Subway/SRT Vehicle Engineering, where “I am satisfied with my immediate manager/supervisor” received a higher rating than satisfaction with the job they do, while, “I am satisfied with my training and development at the TTC”, received the lowest score. Also, for End Terminal Cleaning, “I am satisfied with the work environment at the TTC” received a lower score than company leadership.
- Mean scores across most measures were generally highest for End Terminal Cleaning and generally lowest for Greenwood Carhouse (& McCowan).

ASPECTS OF EMPLOYEE ENGAGEMENT - RAIL CARS & SHOPS



ASPECTS OF EMPLOYEE ENGAGEMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Rail Cars & Shops	Greenwood Carhouse (& McCowan)	Wilson Carhouse (& Davisville)	End Terminal Cleaning	Greenwood Shop	RAMS/ECD	Maintenance Engineering	Subway/SRT Vehicle Engineering
I am satisfied with the job I do at the TTC	8.1	8.0	8.2	8.2	7.7	8.6	8.8	8.2	8.3	8.3	7.4
I am satisfied with the leadership of the company	6.4	6.1	6.5	6.3	5.7	6.9	7.8	6.2	5.7	6.9	6.4
I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	6.7	6.1	6.9	7.5	6.8	5.9	6.9	7.6
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	7.8	7.5	8.3	8.4	7.2	7.5	8.8	8.1
I am satisfied with the work environment at the TTC	7.0	6.8	7.0	7.1	6.3	7.6	7.1	7.0	7.1	8.4	7.3
I feel safe when I am at work	8.0	7.7	8.1	8.1	7.3	8.4	8.4	7.9	8.3	8.4	8.7
I am satisfied with my training and development at the TTC	7.0	6.9	6.8	7.1	6.7	7.7	7.9	7.0	7.3	6.9	5.6
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	6.4	5.7	6.7	6.9	6.4	6.0	6.7	6.1

Sample sizes vary by attribute.

WHAT DRIVES EMPLOYEE ENGAGEMENT?

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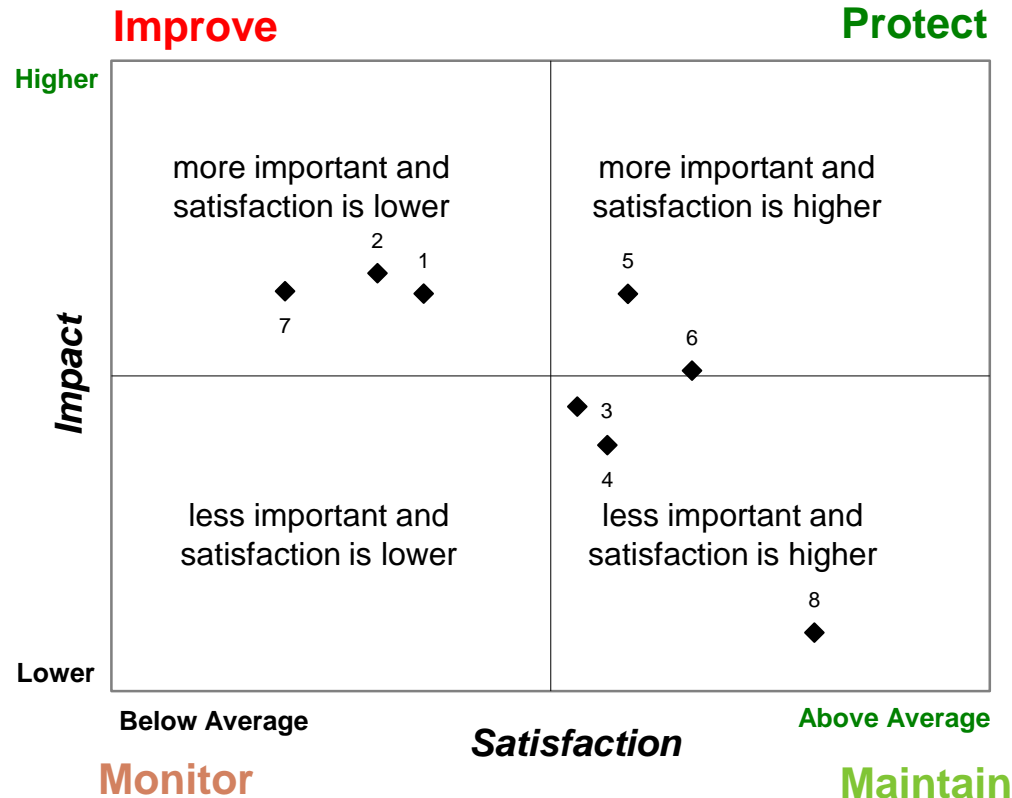


SECTION SUMMARY

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

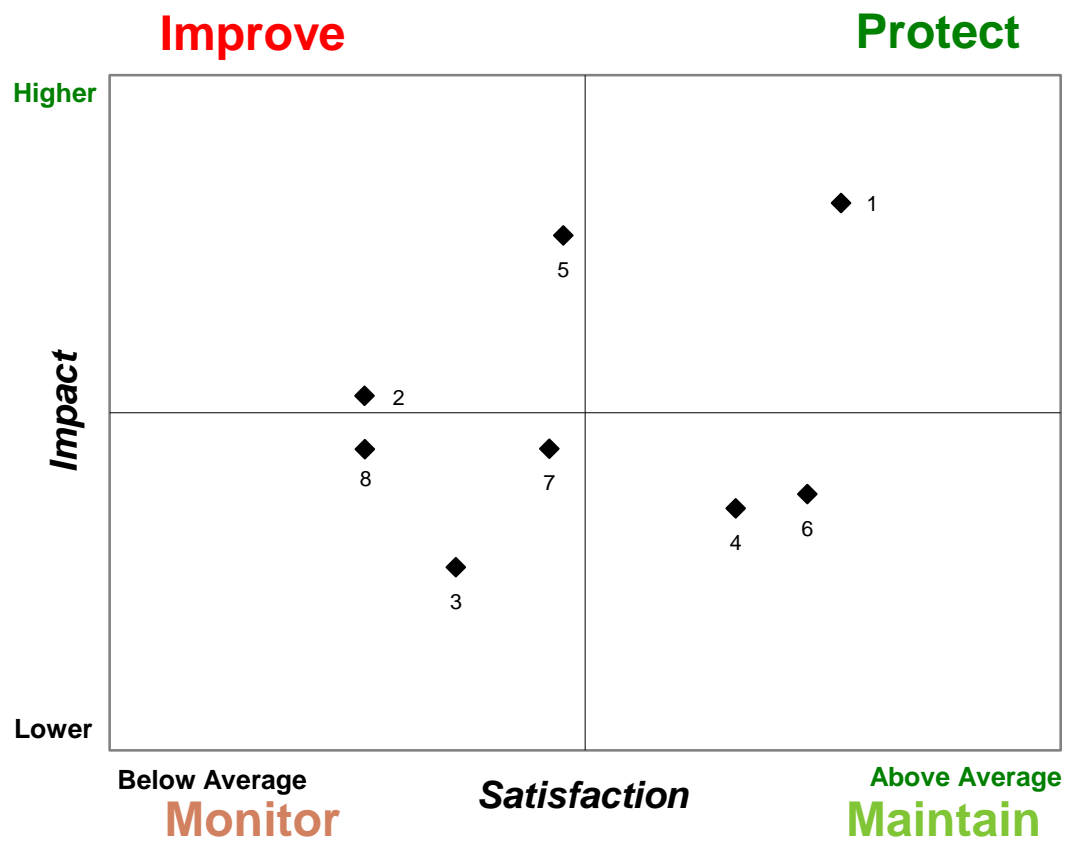
- I am satisfied with the TTC as an employer
- I enjoy coming to work every day
- I see the value in the work that I do

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):
 - Working Environment
 - Company
 - Areas to Protect (high relative impact; high relative performance):
 - Job
 - 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

Rail Cars & Shops



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

- 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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 6.3 to 8.2.
 Impact values range between 25% to 54%.



OVERALL ORGANIZATIONAL VIEWS OF RAIL CARS & SHOPS

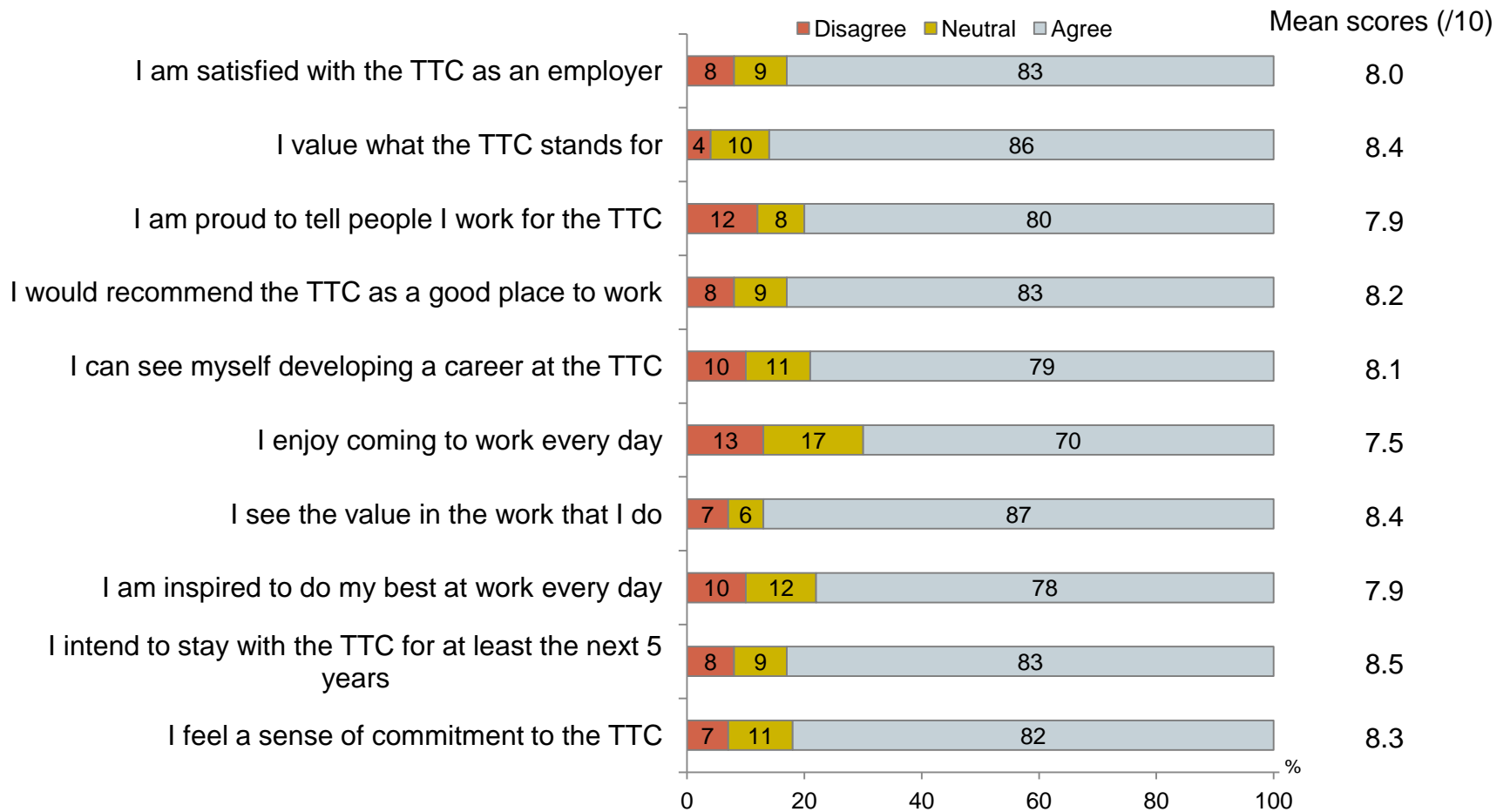
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SECTION SUMMARY

- 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 similar for many of these measures, though ratings were the lowest for “I enjoy coming to work every day”. These results were generally consistent across most cost centre/groupings, except for Subway/SRT Vehicle Engineering. For this cost centre grouping, “I can see myself developing a career at the TTC” received the score among these measures.
- Mean scores across most measures were the highest for End Terminal Cleaning, but only by a slight margin over Wilson Carhouse (& Davisville) and Maintenance Engineering. Scores were generally lowest for Subway/SRT Vehicle Engineering, Greenwood Carhouse (& McCowan), and RAMS/ECD.

OVERALL ORGANIZATIONAL VIEWS - RAIL CARS & SHOPS



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 Rail Cars & Shops	Greenwood Carhouse (& McCowan)	Wilson Carhouse (& Davisville)	End Terminal Cleaning	Greenwood Shop	RAMS/ECD	Maintenance Engineering	Subway/SRT Vehicle Engineering
I am satisfied with the TTC as an employer	7.8	7.7	8.0	8.0	7.7	8.6	8.8	8.2	7.0	8.7	7.2
I value what the TTC stands for	8.2	8.1	8.3	8.4	7.9	8.6	8.9	8.4	8.5	8.8	7.8
I am proud to tell people I work for the TTC	7.9	7.8	8.0	7.9	7.3	8.5	8.7	7.9	7.5	8.3	7.6
I would recommend the TTC as a good place to work	8.0	7.9	8.2	8.2	7.9	8.8	8.9	8.1	8.0	8.9	7.8
I can see myself developing a career at the TTC	7.9	7.8	8.0	8.1	8.0	8.6	9.1	8.3	7.0	8.3	7.0
I enjoy coming to work every day	7.3	7.2	7.5	7.5	7.0	8.1	8.4	7.5	7.0	7.8	7.4
I see the value in the work that I do	8.2	8.1	8.3	8.4	8.0	8.6	9.3	8.4	8.6	9.1	7.7
I am inspired to do my best at work every day	7.8	7.7	7.9	7.9	7.3	8.2	8.9	7.8	8.0	8.5	7.4
I intend to stay with the TTC for at least the next 5 years	8.5	8.6	8.6	8.5	8.6	8.6	9.1	8.6	8.6	8.9	7.4
I feel a sense of commitment to the TTC	8.2	8.1	8.3	8.3	7.7	8.9	9.1	8.0	8.1	8.8	8.6

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 Rail Cars & Shops employees are, for the most part, satisfied, making this an Area to Protect.
- Employee satisfaction with the job they do is generally highest for End Terminal Cleaning (with some exceptions), and lowest for Subway/SRT Vehicle Engineering, and Greenwood Carhouse (& McCowan).
- Little difference in satisfaction with Your Job is seen between staff and 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”, and “I am not afraid to suggest new ways of doing things in my job”. Ratings were the lowest for, “I have the proper equipment/tools to do my job well” and “I feel well informed about how to improve customer service.” These results were generally consistent for most cost centre groupings, with the following exceptions:
 - For End Terminal Cleaning, “In my job I feel able to put customers first” received a higher rating than not being afraid to suggest new ways of doing things.
 - For Greenwood Shop, the lowest ratings were for “I feel motivated in my job”, and “I am given the freedom to make decisions in my job”. Freedom to make decisions was also among the lowest scores for Subway/SRT Vehicle Engineering, where this attribute received a lower rating than having the proper equipment/tools.
- To maintain high levels of employee satisfaction with their job, Opportunity Analysis identifies the following key Area to Improve:
 - I feel motivated in my job

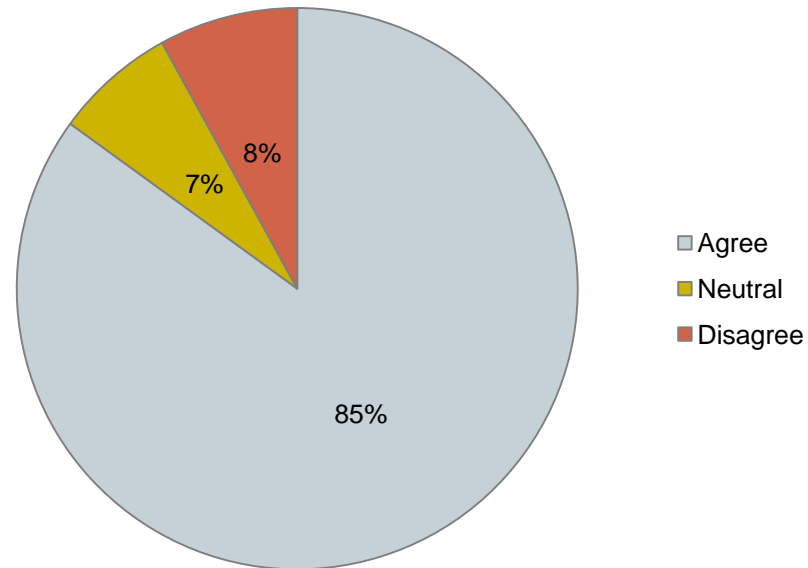
SECTION SUMMARY

- Key Areas to Protect include:
 - My work enables me to use my skills and abilities
 - In my job, I feel able to put customers first

OVERALL RATINGS OF YOUR JOB - RAIL CARS & SHOPS

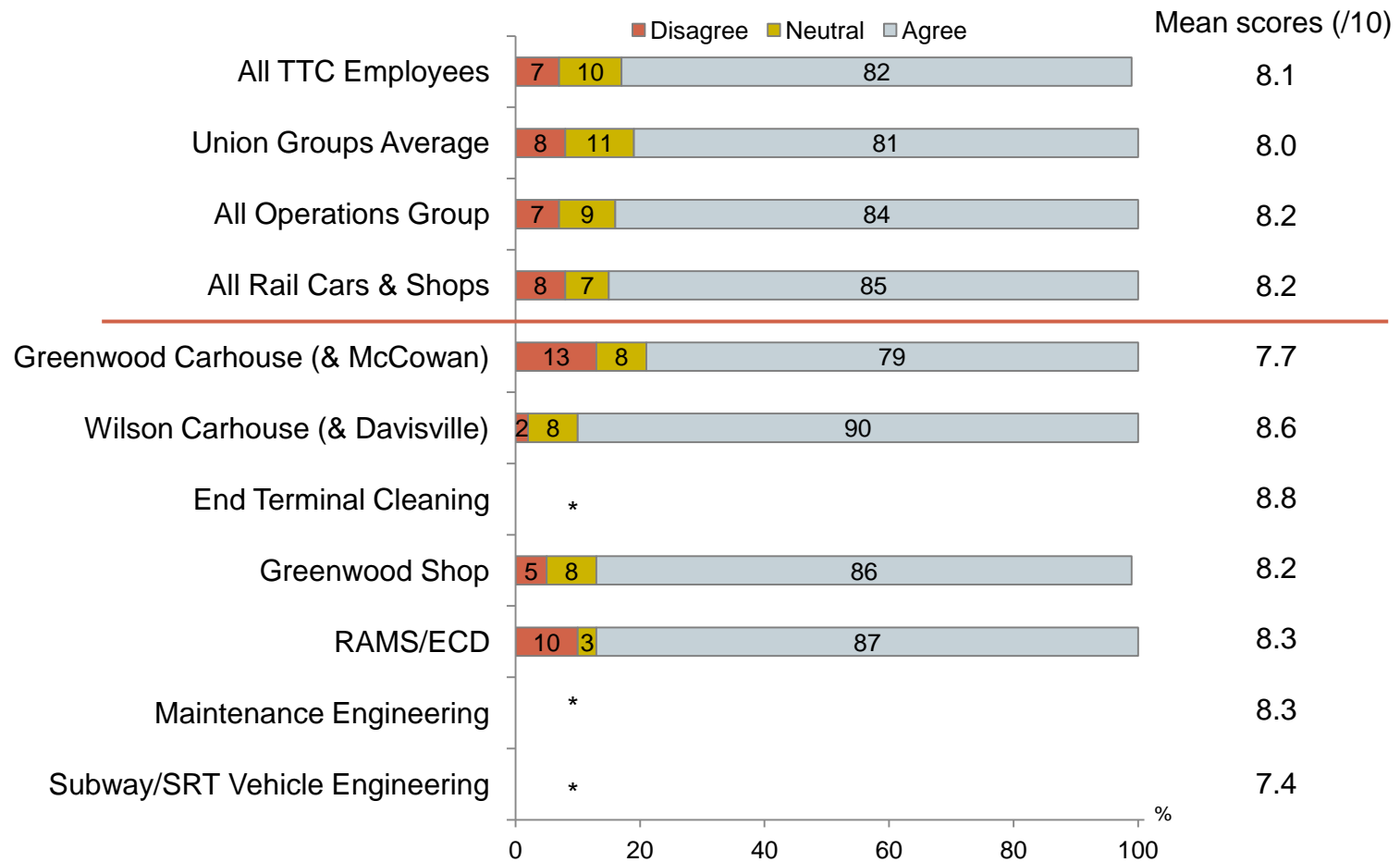
Rail Cars & Shops

Total
(n= 262)
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.

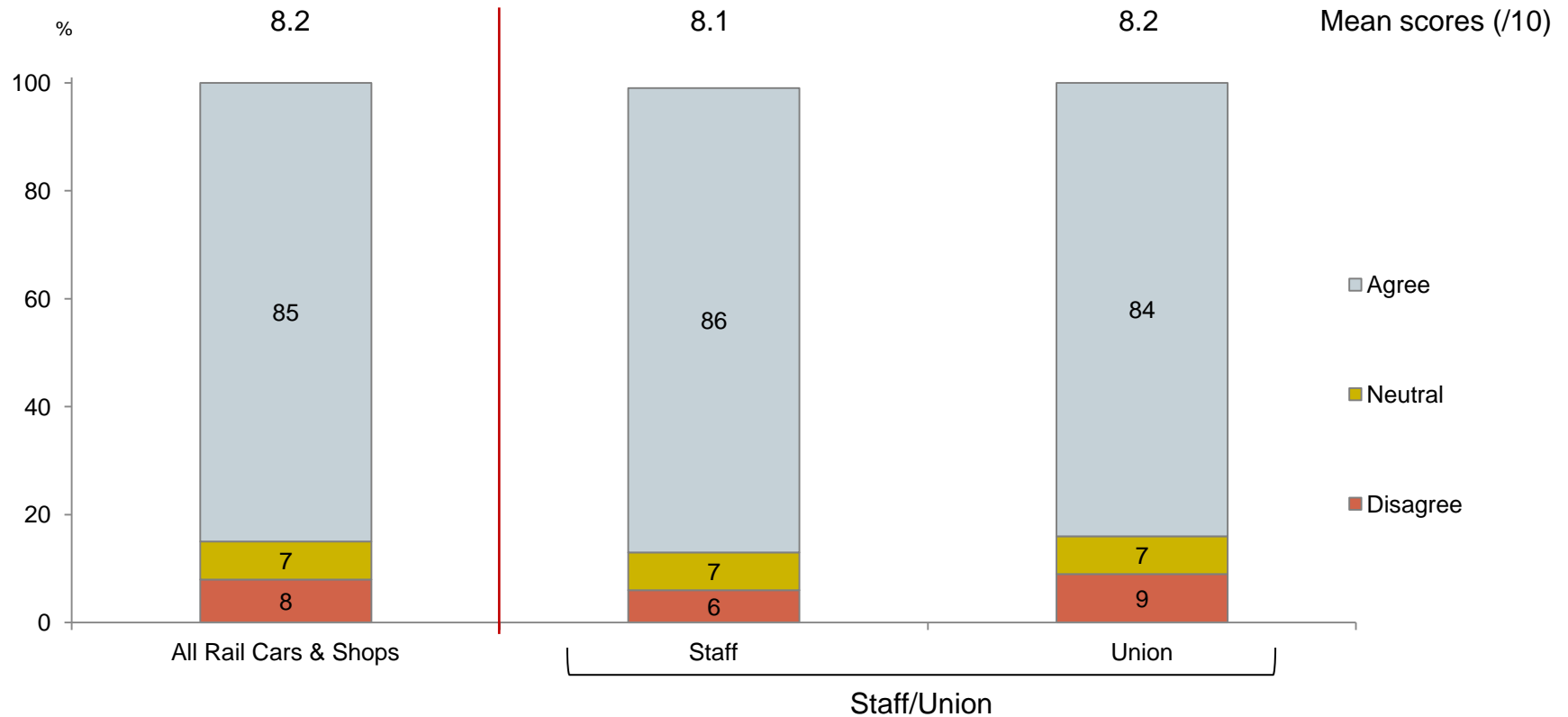
B1. How much do you agree or disagree with each of the following statements about your job ?

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

Sample sizes vary by category.

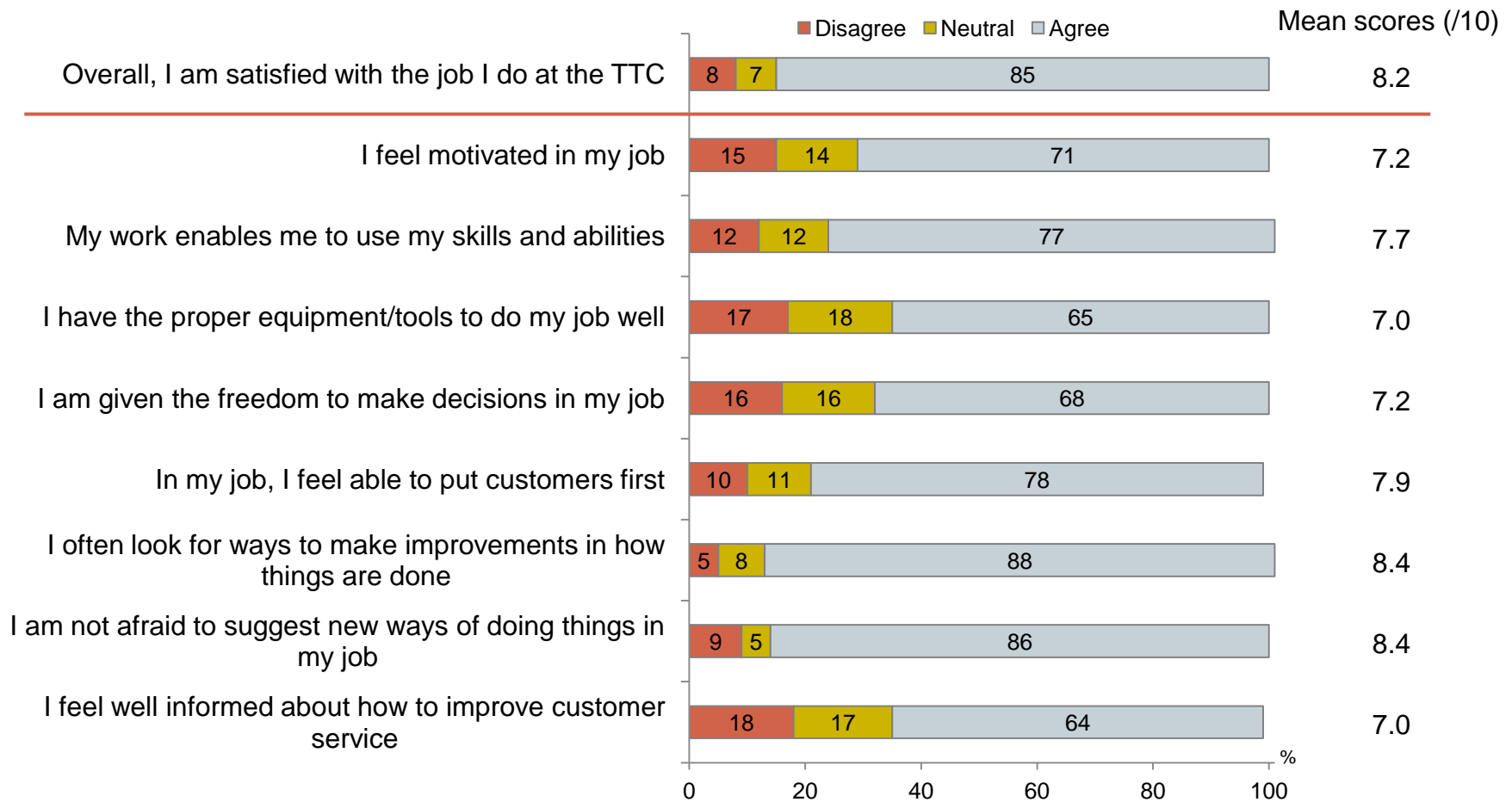
3/29/2015

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 - RAIL CARS & SHOPS



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 Rail Cars & Shops	Greenwood Carhouse (& McCowan)	Wilson Carhouse (& Davisville)	End Terminal Cleaning	Greenwood Shop	RAMS/ECD	Maintenance Engineering	Subway/SRT Vehicle Engineering
Overall, I am satisfied with the job I do at the TTC	8.1	8.0	8.2	8.2	7.7	8.6	8.8	8.2	8.3	8.3	7.4
I feel motivated in my job	7.0	6.9	7.2	7.2	6.7	7.7	8.3	7.0	7.3	7.8	7.1
My work enables me to use my skills and abilities	7.3	7.2	7.5	7.7	7.6	7.8	7.9	7.5	7.9	8.1	7.3
I have the proper equipment/tools to do my job well	6.8	6.6	7.0	7.0	6.1	7.0	7.7	7.6	6.8	7.5	6.8
I am given the freedom to make decisions in my job	6.5	6.3	6.9	7.2	7.0	7.0	8.2	7.2	7.2	7.6	6.7
In my job, I feel able to put customers first	7.5	7.3	7.6	7.9	7.5	7.9	8.7	8.1	8.5	8.3	6.8
I often look for ways to make improvements in how things are done	8.1	7.9	8.3	8.4	8.1	8.4	8.8	8.4	8.2	8.9	8.5
I am not afraid to suggest new ways of doing things in my job	7.6	7.4	8.0	8.4	7.7	8.8	8.5	8.5	8.0	8.8	8.3
I feel well informed about how to improve customer service	6.8	6.5	6.9	7.0	6.7	6.9	7.9	7.4	7.0	6.9	6.6

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 - RAIL CARS & SHOPS



- 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 7.0 to 8.4.
 Impact values range between 10% to 55%.

AREA TO IMPROVE: 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 Rail Cars & Shops employees are less satisfied relative to other areas; in other words, this is an Area to Improve.
- Mean scores across most specific aspects of Working Environment were generally the highest for Maintenance Engineering, and lowest for Greenwood Carhouse (& McCowan).
- 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” followed by “I feel I belong at the TTC”. These results were generally consistent across cost centres, with a couple exceptions. For End Terminal Cleaning, the feeling of belonging was rated higher than reasonable work hours, while for Subway/SRT Vehicle Engineering, “I can adjust my work/shift hours if needed” received a higher rating than feeling like they belong. Ratings were the lowest for, “I can adjust my work/shift hours if needed”, and “The TTC cares about my mental health and emotional well-being”. These results were variable across the cost centre groupings, with several other attributes among the lowest ratings for particular cost centre groupings.
- 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
 - I am satisfied with my work/office space and facilities
- 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
- 13% of employees indicated that they experience “frequent” stress at work, and an additional 51% experience stress at work “sometimes”.
- Employees in Greenwood Carhouse (& McCowan) and Greenwood Shop reported more frequent stress than employees in other groups, while the lowest incidence of work stress was observed for Wilson Carhouse (& Davisville). It must be noted that these three cost centre groupings are the only ones with a sufficient sample size (greater than 30) to be able to compare percentage results.
- Slight differences in levels of reported stress were observed between Staff and Union employees. This was mostly due to differences in the “sometimes” and “rarely” categories (rather than the “frequently” and “never” categories), with higher proportions of union employees reporting “rarely” experiencing stress.

SECTION SUMMARY

- Discrimination/Harassment

- 26% of Rail Cars & Shops employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months.
- Greenwood Carhouse (& McCowan) employees were most likely to have experienced discrimination (39%), followed by RAMS/ECD (32%). By contrast, Wilson Carhouse (& Davisville) employees were least likely (18%).
- Results indicated that more discrimination is experienced by Union versus Staff employees (33% vs. 18% respectively).
- Employees most frequently reported discrimination based on personal harassment, race, or ethnic origin.

- 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 39% indicated that they reported the incident. Union employees were somewhat more likely to report the incident, compared to the proportion of all Rail Cars & Shops employees. Union employees were also less likely to prefer not to answer the question.
- The most frequently cited reason for not reporting the incident was the assumption that no action would be taken. Next most common were, a fear of retribution, followed by a supervisor or manager being involved in the discrimination or harassment, and a view that action was not warranted (incident was too minor).

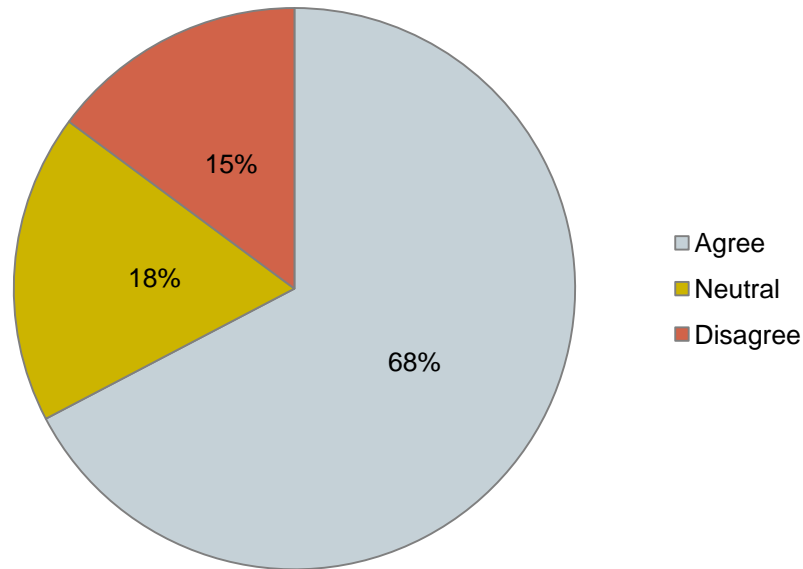
SECTION SUMMARY

- 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
- 13% of Rail Cars & Shops employees reported that they had been verbally abused by customers in the past 12 months, a lower proportion than for Operations group as a whole. The highest incidence of verbal abuse was observed for RAMS/ECD (23%) and the lowest incidence was observed for Greenwood Shop (4%).
- Union employees were only slightly more likely to report being abused than staff.
- 3% of Rail Cars & Shops employees reported that they had experienced physical abuse by customers. At this low incidence rate, meaningful comparisons cannot be made between cost centre groupings.
- Little difference was observed between staff and union employees.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - RAIL CARS & SHOPS

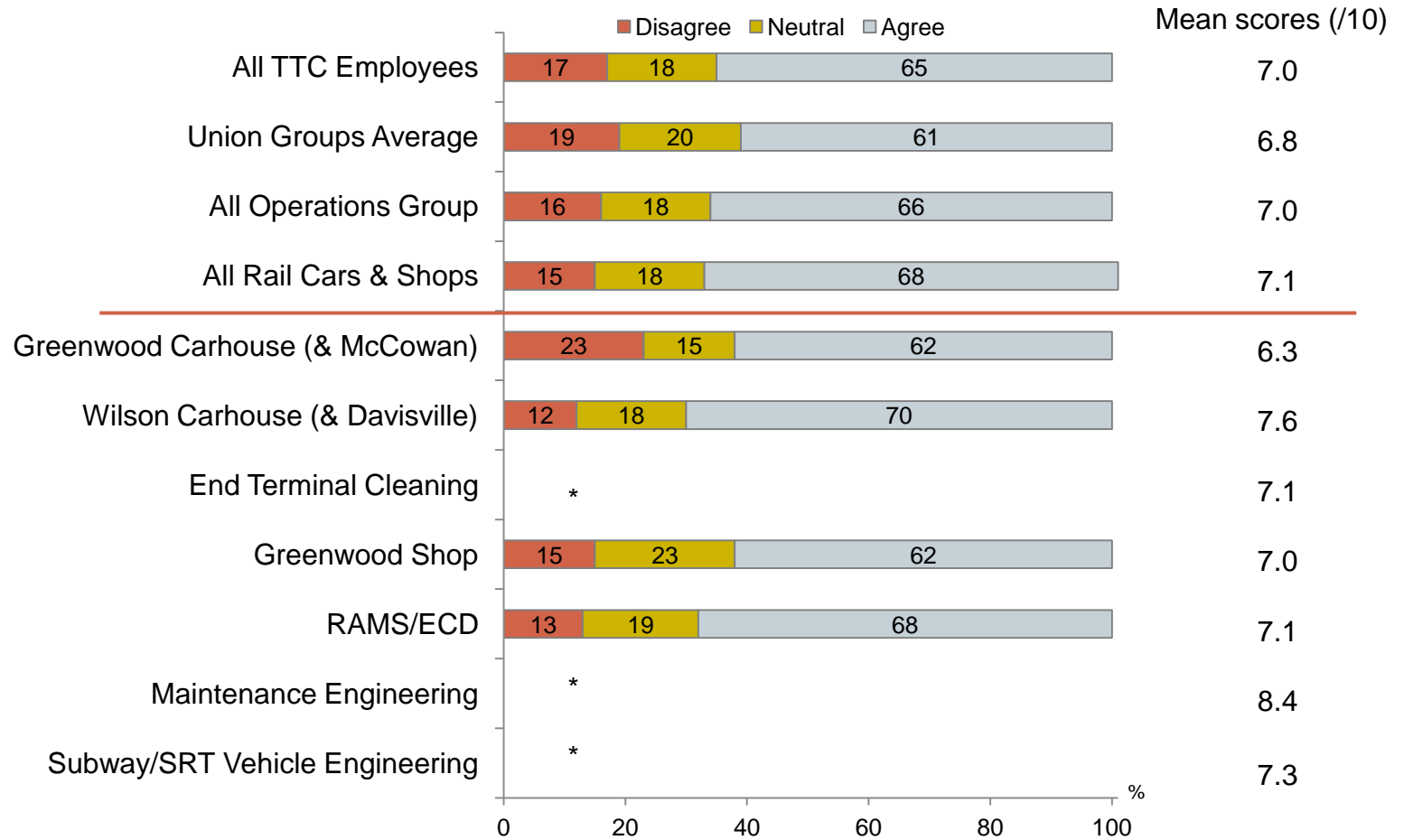
Rail Cars & Shops

Total
(n= 262)
Mean=7.1



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



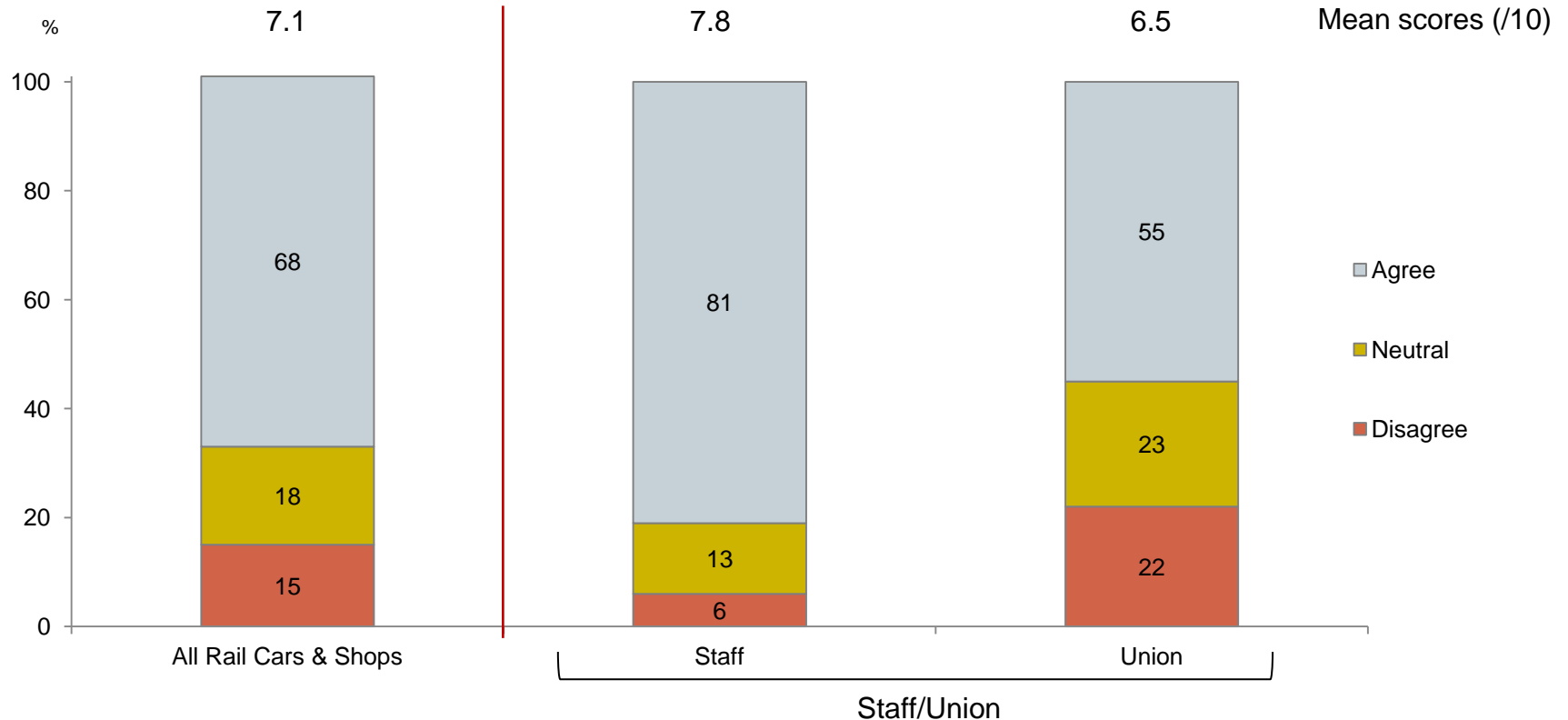
* Percentages suppressed as sample size <30.

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.

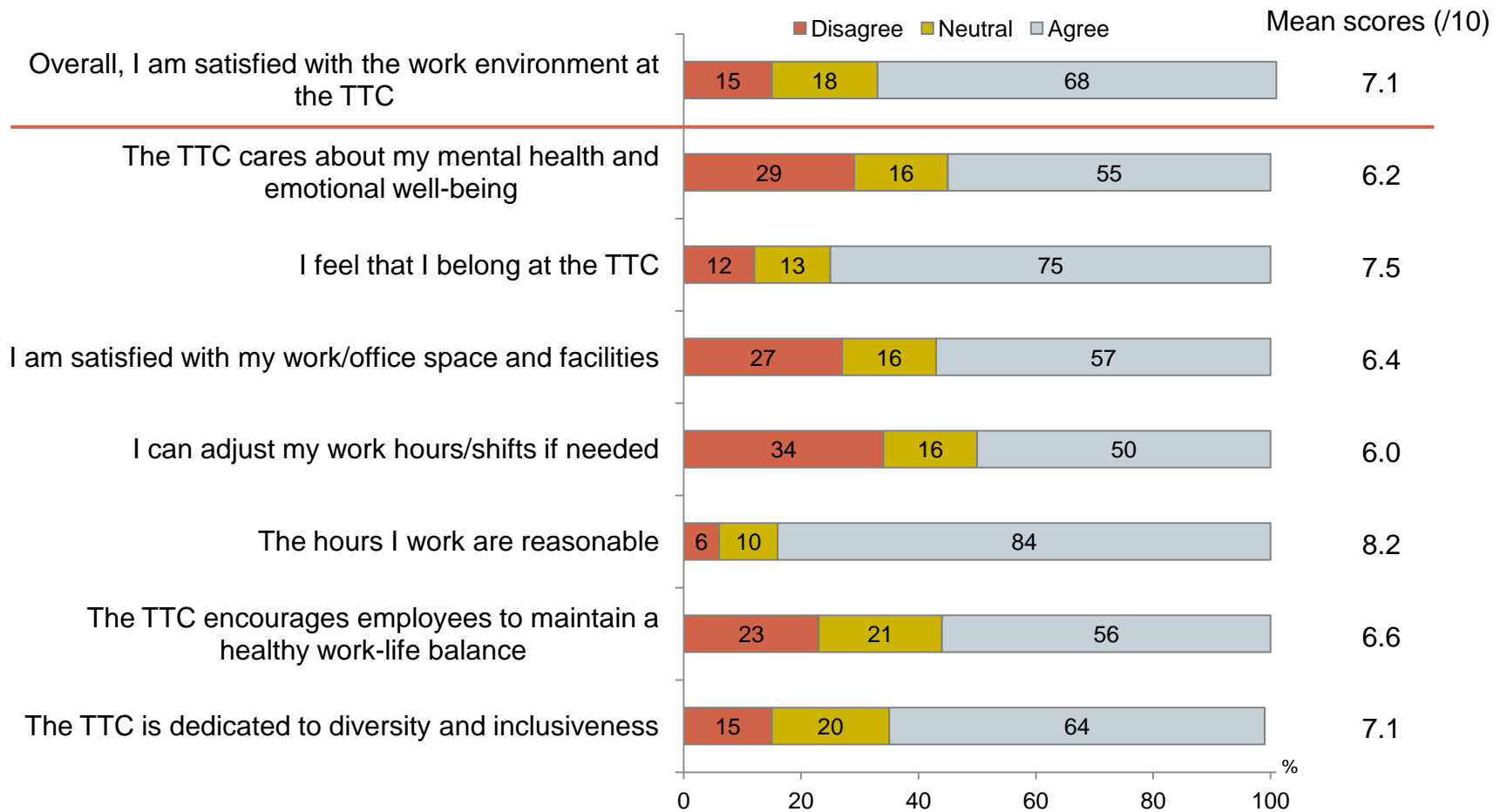
Sample sizes vary by category.

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 - RAIL CARS & SHOPS



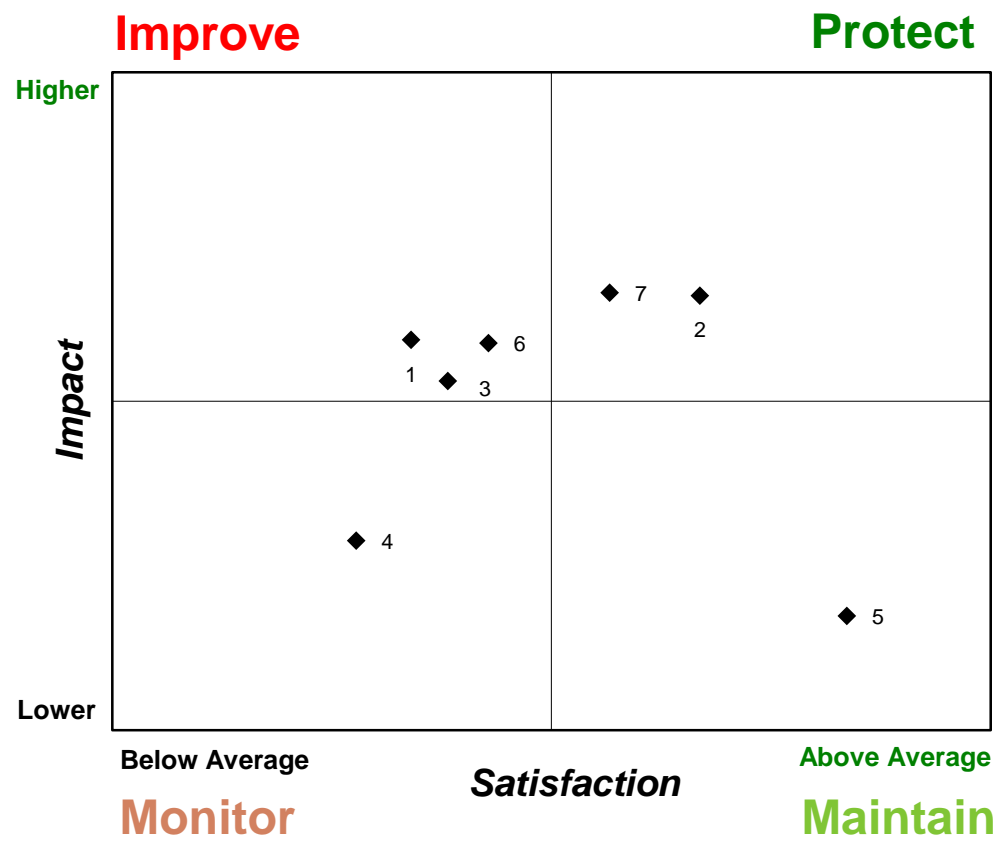
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Sample sizes vary by attribute.

YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Rail Cars & Shops	Greenwood Carhouse (& McCowan)	Wilson Carhouse (& Davisville)	End Terminal Cleaning	Greenwood Shop	RAMS/ECD	Maintenance Engineering	Subway/SRT Vehicle Engineering
Overall, I am satisfied with the work environment at the TTC	7.0	6.8	7.0	7.1	6.3	7.6	7.1	7.0	7.1	8.4	7.3
The TTC cares about my mental health and emotional well-being	6.2	5.9	6.3	6.2	5.5	6.1	6.9	6.2	6.3	7.6	6.1
I feel that I belong at the TTC	7.4	7.3	7.5	7.5	7.2	8.1	7.6	7.3	7.2	8.3	7.4
I am satisfied with my work/office space and facilities	6.5	6.3	6.5	6.4	5.7	6.9	5.6	6.6	6.3	6.9	6.4
I can adjust my work hours/shifts if needed	6.7	6.5	6.2	6.0	5.5	7.3	5.9	4.9	5.8	6.0	8.0
The hours I work are reasonable	7.7	7.4	7.6	8.2	8.0	8.6	7.1	8.2	7.9	8.9	8.6
The TTC encourages employees to maintain a healthy work-life balance	6.3	5.9	6.2	6.6	5.5	7.2	6.6	6.7	6.1	7.4	7.5
The TTC is dedicated to diversity and inclusiveness	7.4	7.2	7.2	7.1	6.3	7.6	7.1	6.9	7.4	8.2	7.2

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

OPPORTUNITY ANALYSIS: YOUR WORKING ENVIRONMENT - RAIL CARS & SHOPS

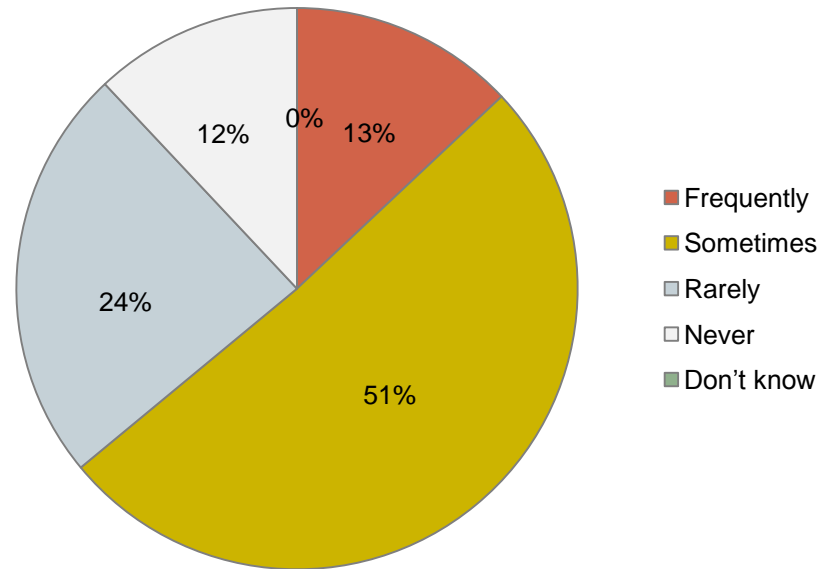


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life 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 6.0 to 8.2.
 Impact values range between 30% to 60%.

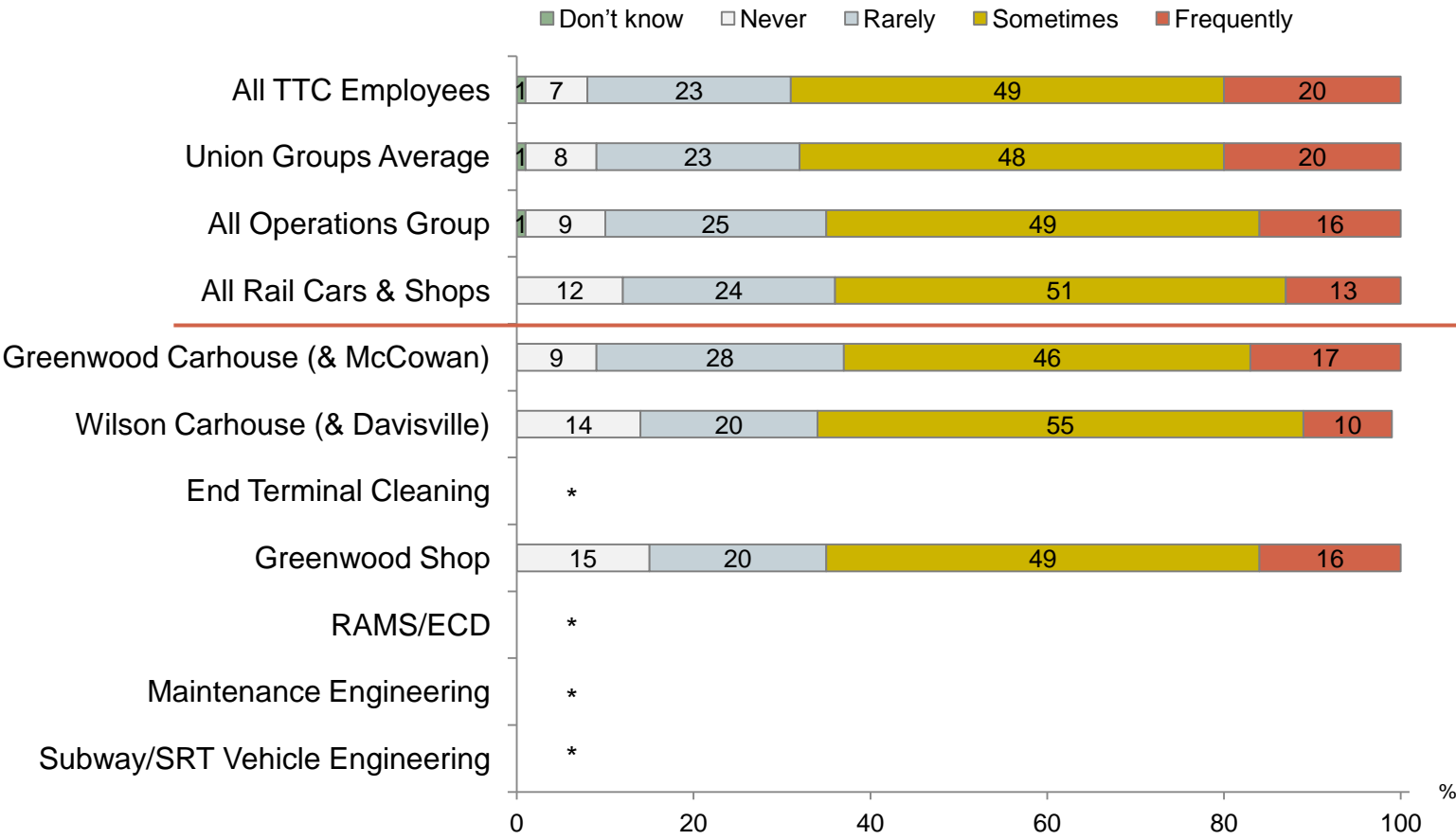
Rail Cars & Shops

Total
(n= 257)



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

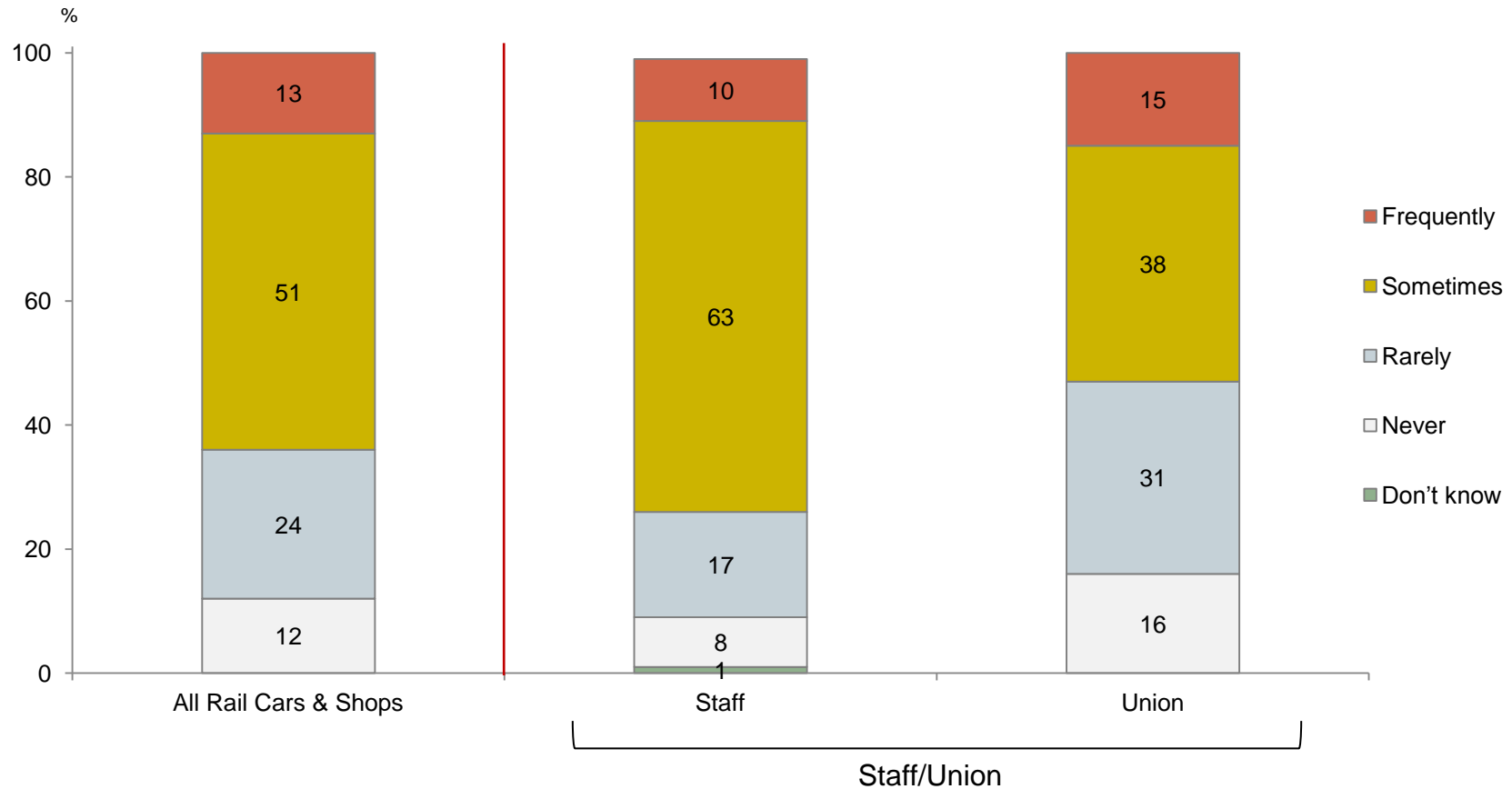
STRESS AT WORK - BY COST CENTRE/GROUPING



* 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.



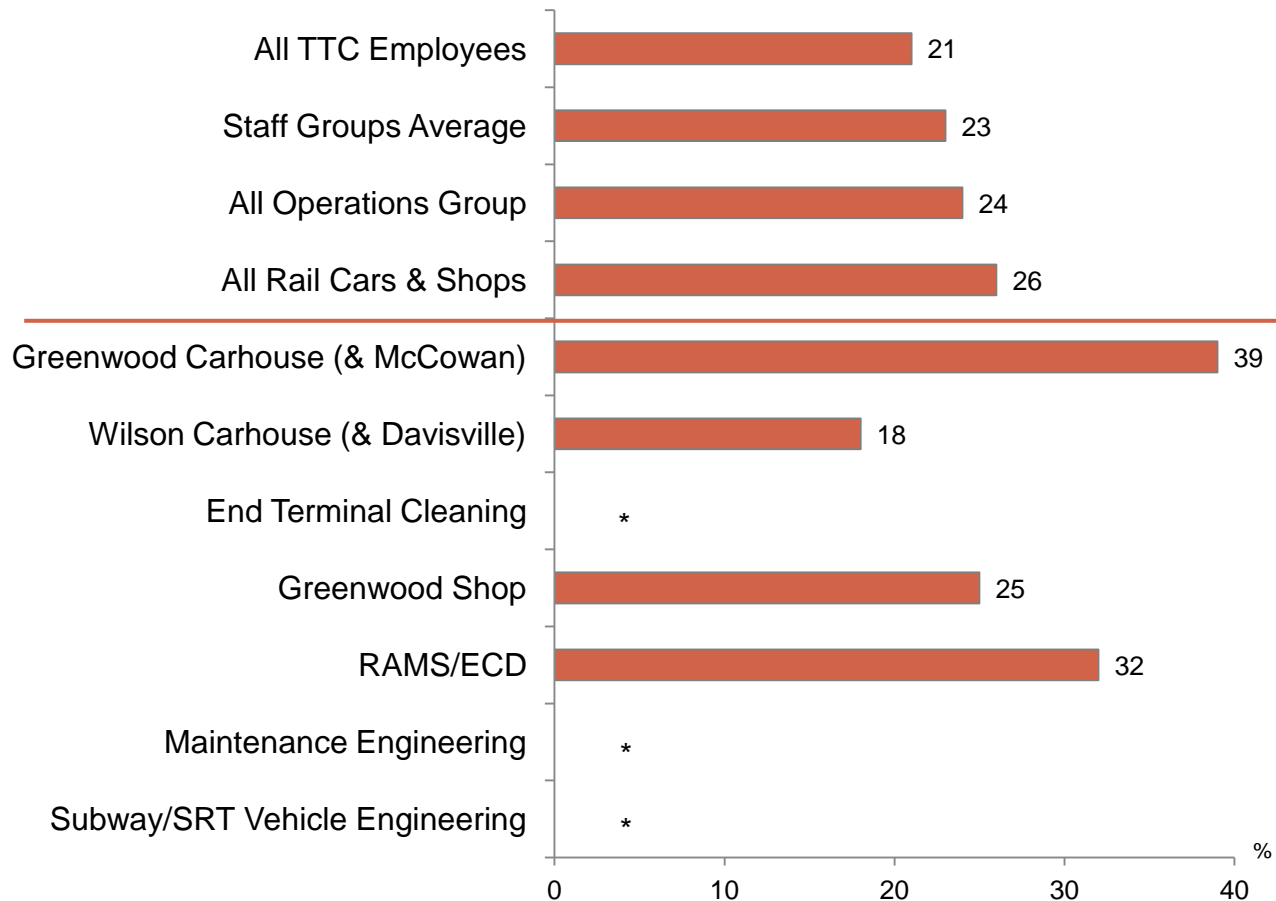
STRESS AT WORK - BY EMPLOYEE POSITION



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

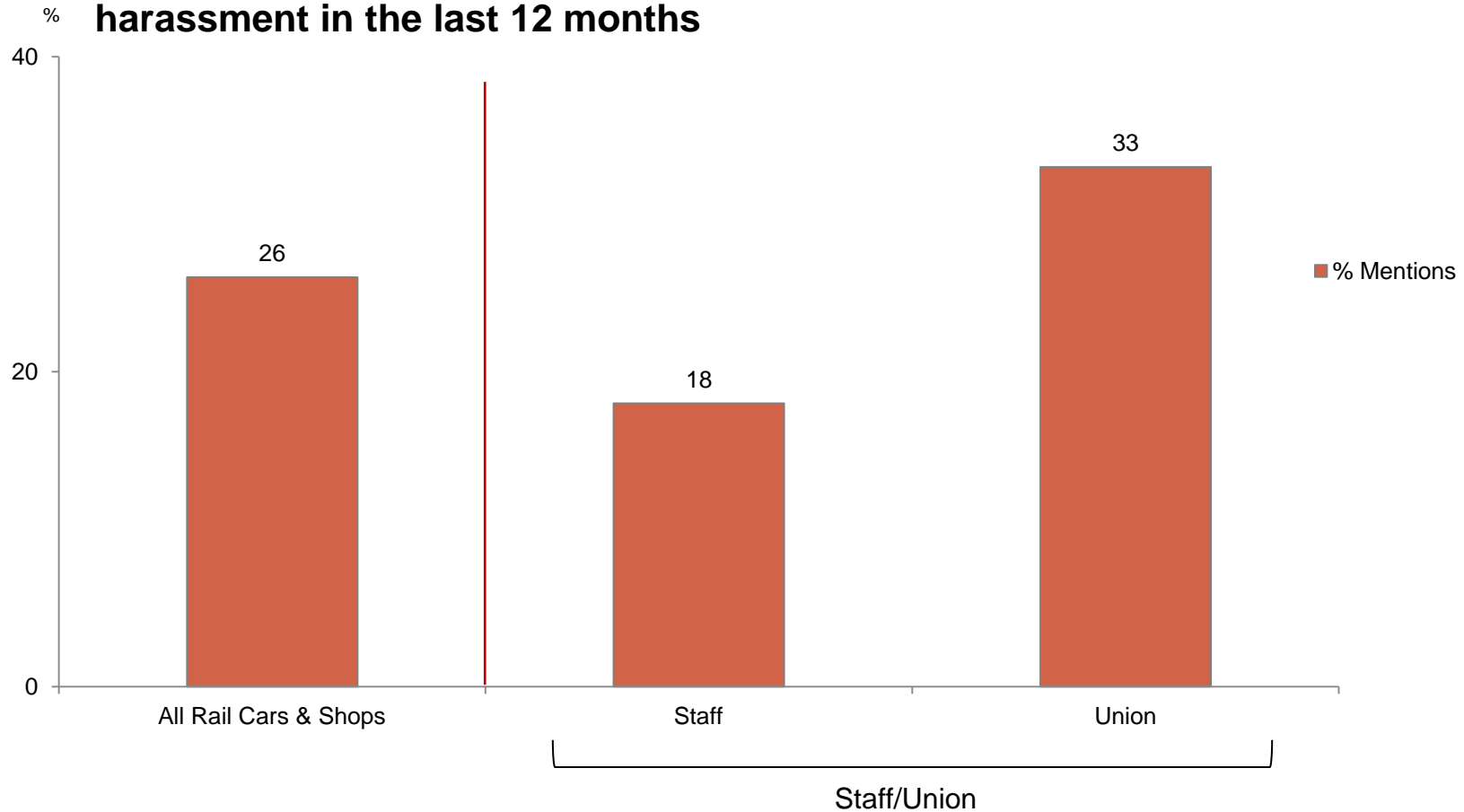


* Percentages suppressed as sample size <30.

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 2-4%	Prefer not to answer range from 0-2%	Prefer not to answer range from 0-4%	Prefer not to answer range from 3-8%	Prefer not to answer range from 3-7%
% Yes	All TTC Employees	Union Groups Average	All Operations Group	All Rail Cars & Shops	Greenwood Carhouse (& McCowan)	Wilson Carhouse (& Davisville)	Greenwood Shop	RAMS/ECD
Disability	3	3	4	3	6	6	3	3
Ethnic Origin	6	7	8	10	21	4	10	*
Gender (includes gender expression)	3	3	3	2	6	4	1	*
Sex (including pregnancy)	2	2	2	1	2	0	0	*
Creed	2	3	3	5	15	4	0	*
Age	5	5	5	5	8	6	3	*
Race	6	7	7	11	27	4	11	*
Colour	5	6	6	7	15	2	7	*
Sexual Orientation	2	2	2	3	8	4	3	*
Family Status	2	2	2	3	8	2	1	*
Marital Status	2	2	2	3	8	2	4	*
Ancestry	3	3	4	5	10	0	5	*
Place of Origin	4	5	5	6	6	2	7	*
Citizenship	3	3	3	5	8	4	4	*
Personal Harassment	9	10	11	11	20	7	13	13
Other	4	4	4	4	8	0	4	6

* Percentages suppressed due to sample size <30.

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

Sample sizes vary by attribute.

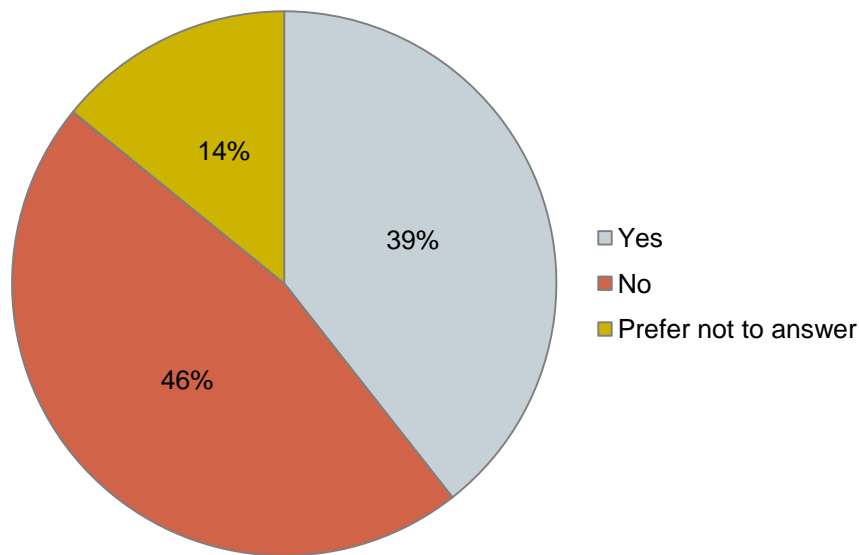
End Terminal Cleaning, Maintenance Engineering, Subway/SRT Vehicle Engineering are not shown as these cost centre groupings are too small to report percentages (n<30).

DID YOU REPORT DISCRIMINATION TO THE TTC?

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

Rail Cars & Shops

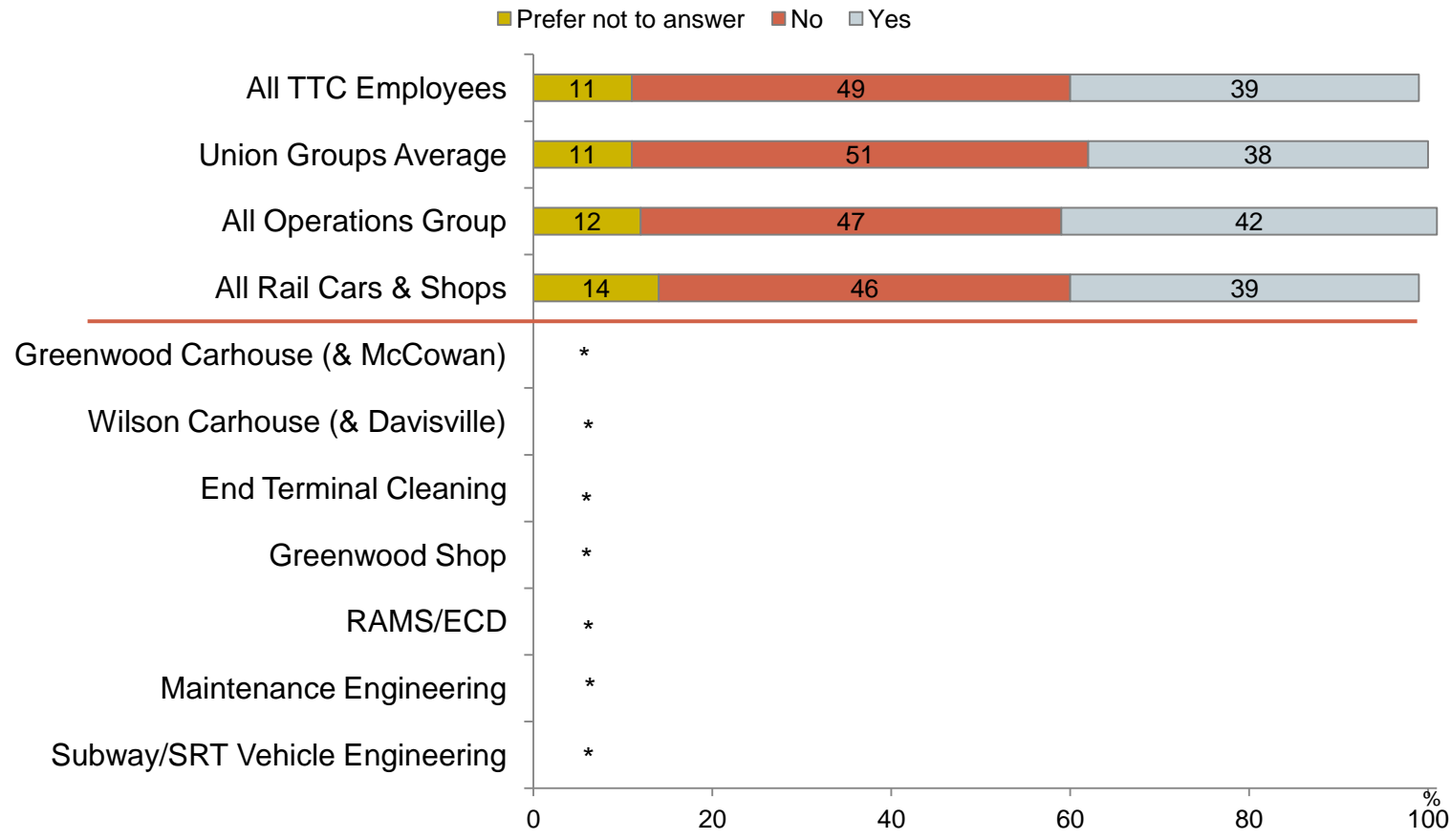
Total
(n= 71)



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



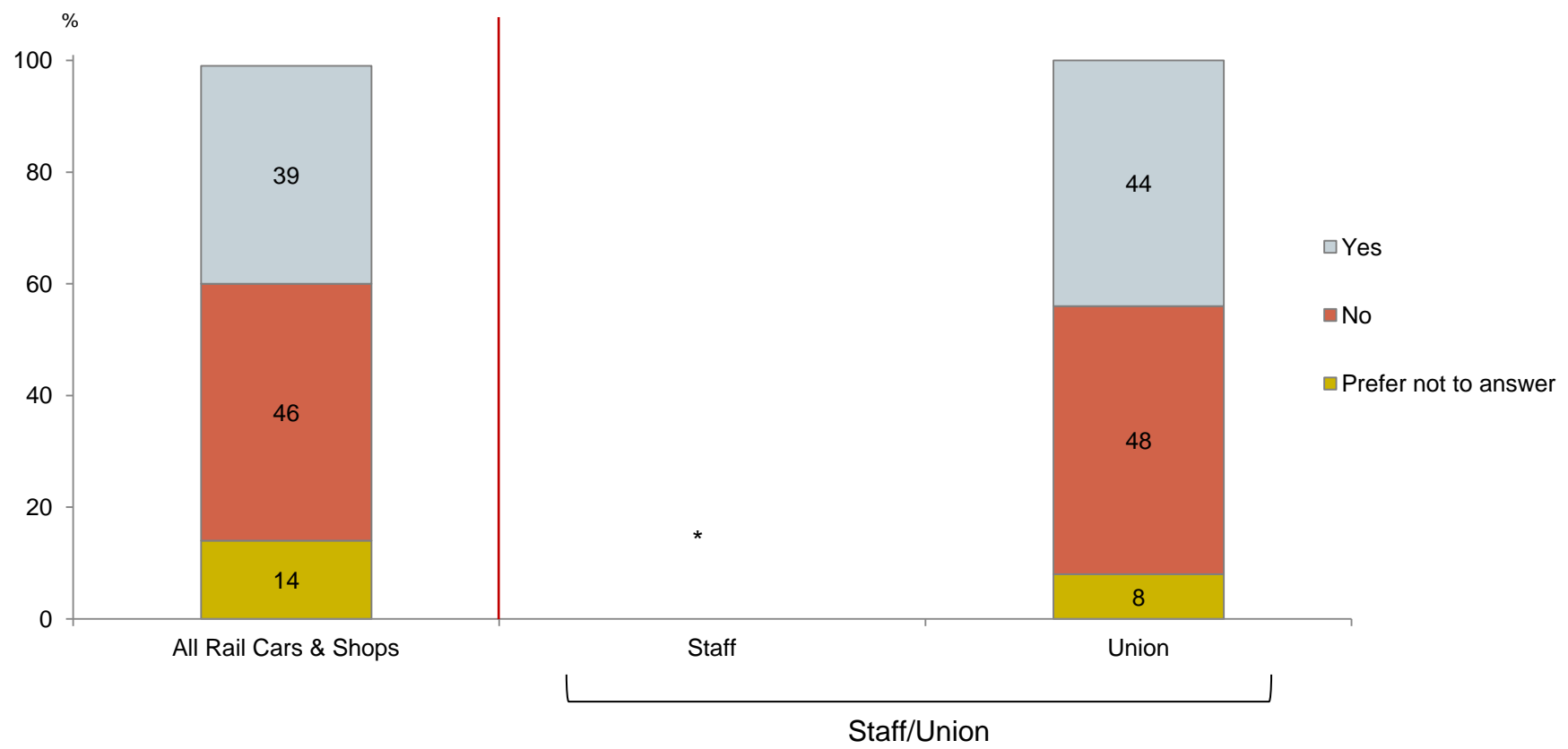
* Percentages suppressed due to sample size <30.

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

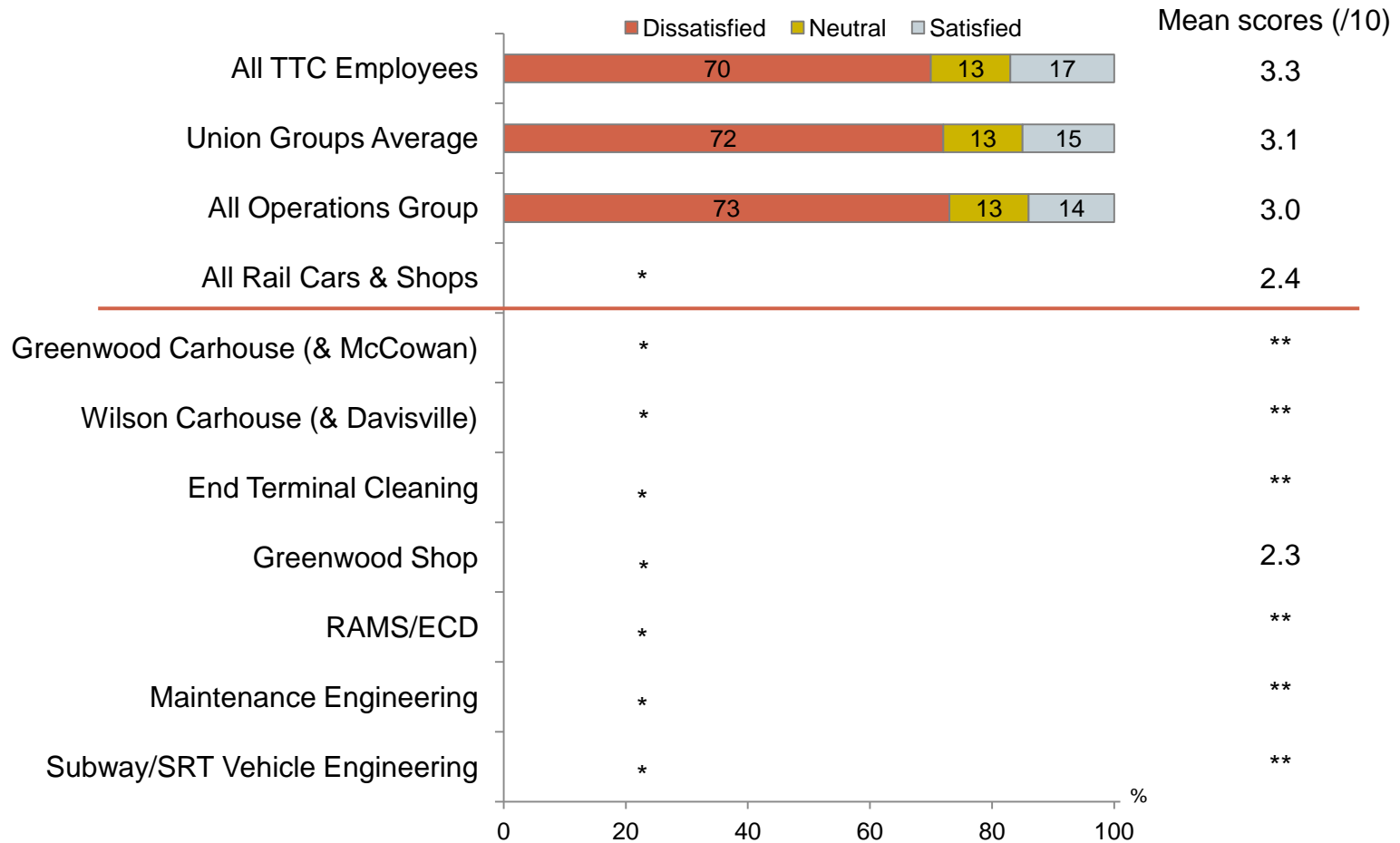


* Percentages suppressed due to sample size <30.

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.

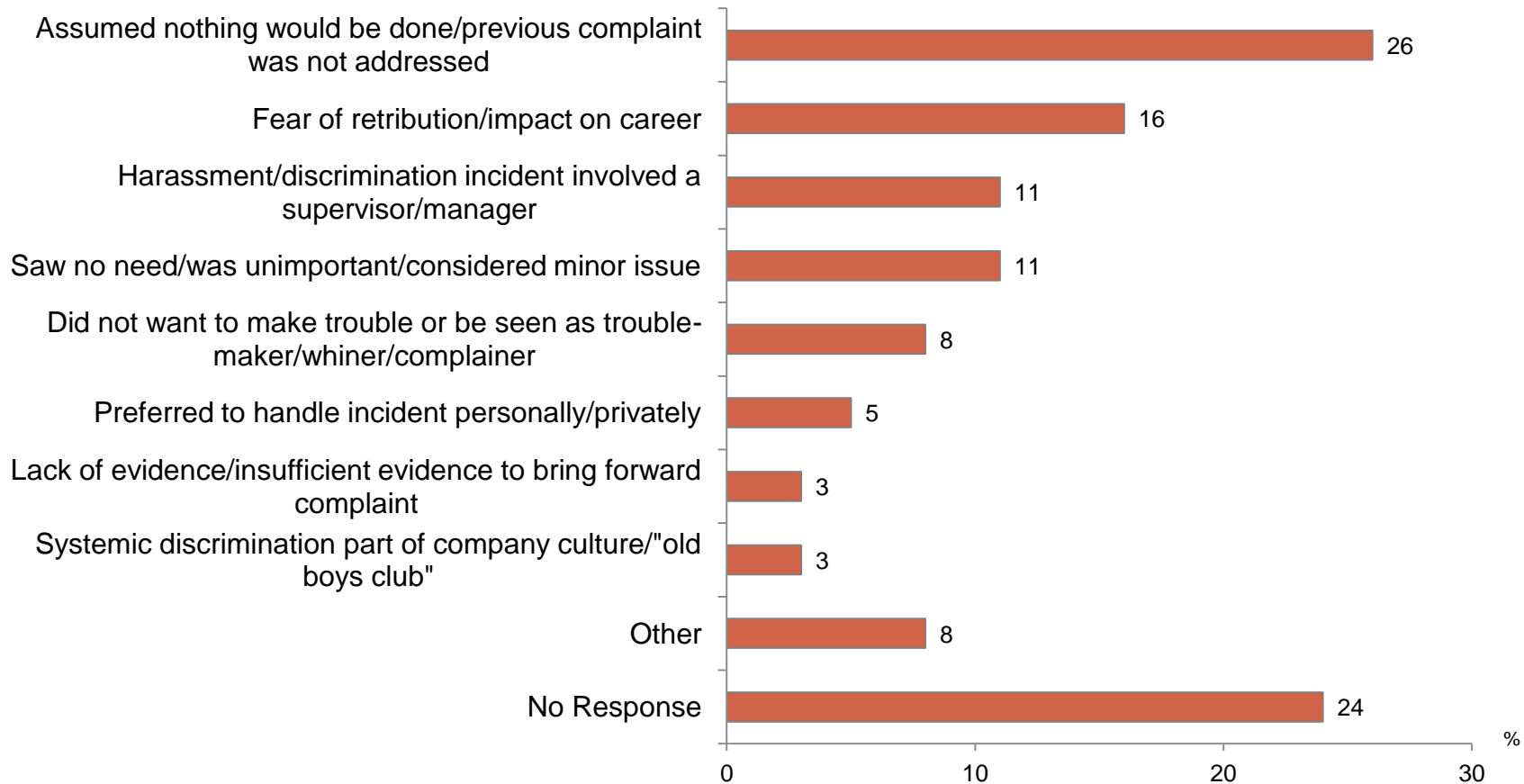
** Mean score suppressed as sample size <10.

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

Rail Cars & Shops (n= 38)

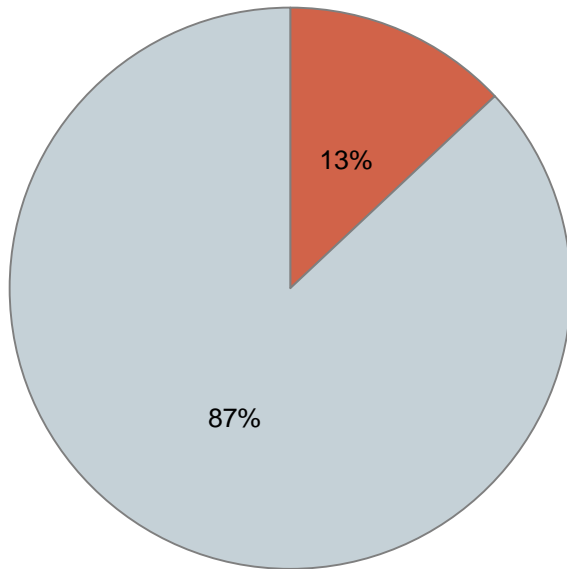


F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?
Percentages may total more than 100% as some respondents identified multiple reasons.

ABUSE FROM CUSTOMERS

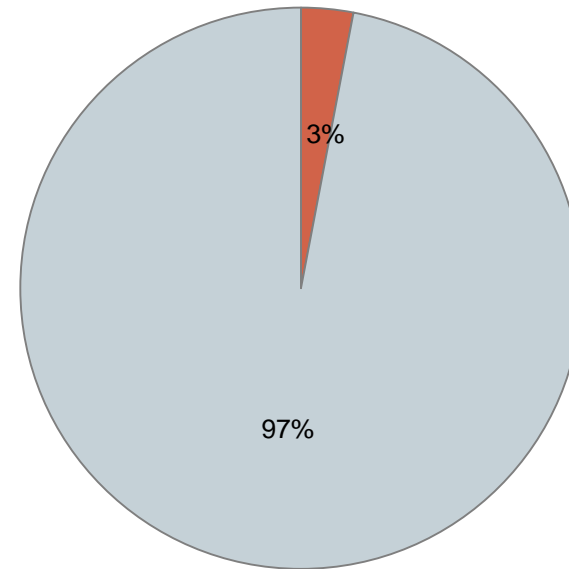
Rail Cars & Shops

Verbally Abused
(n= 250)



■ Yes
■ No

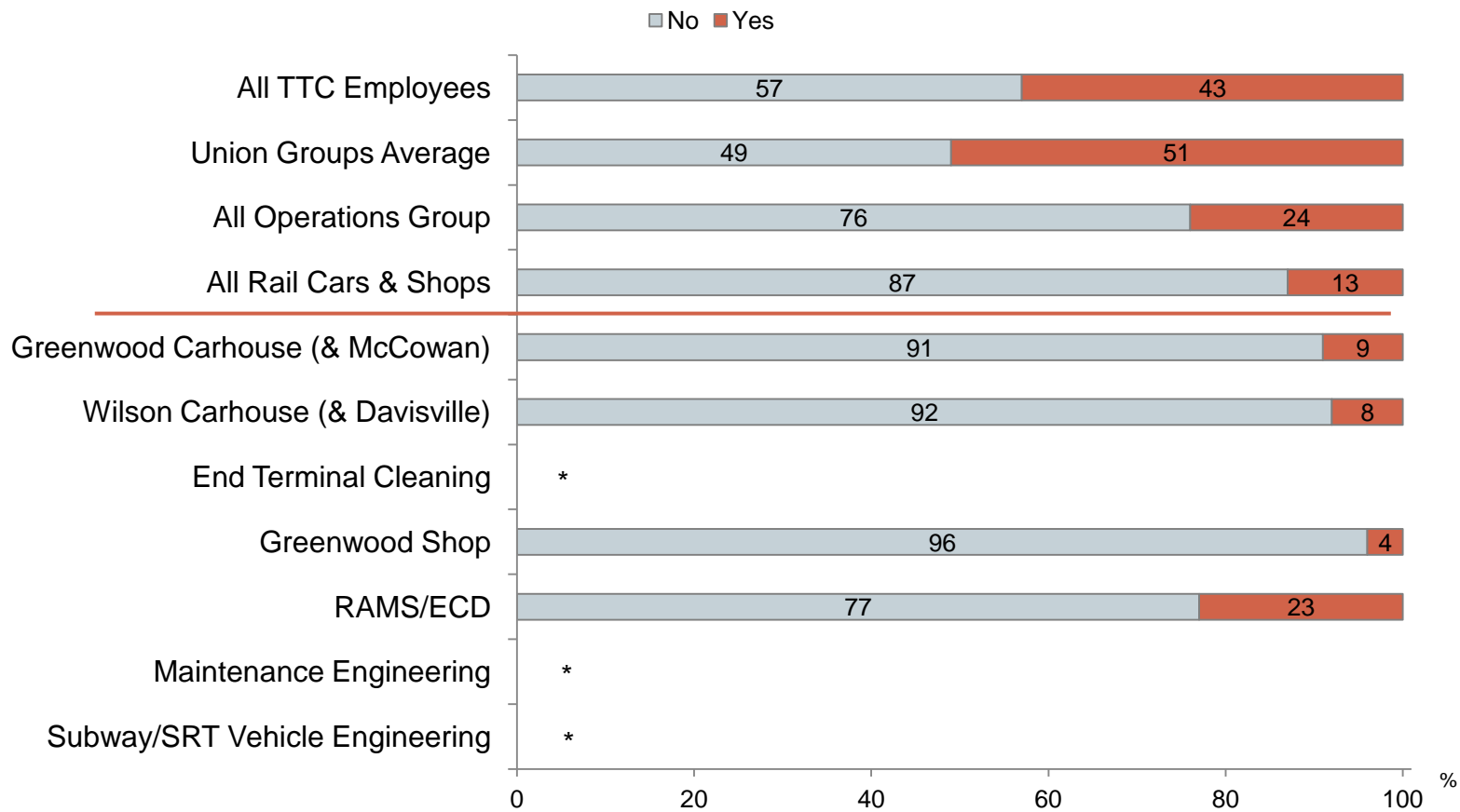
Physically Abused
(n= 244)



■ Yes
■ No

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

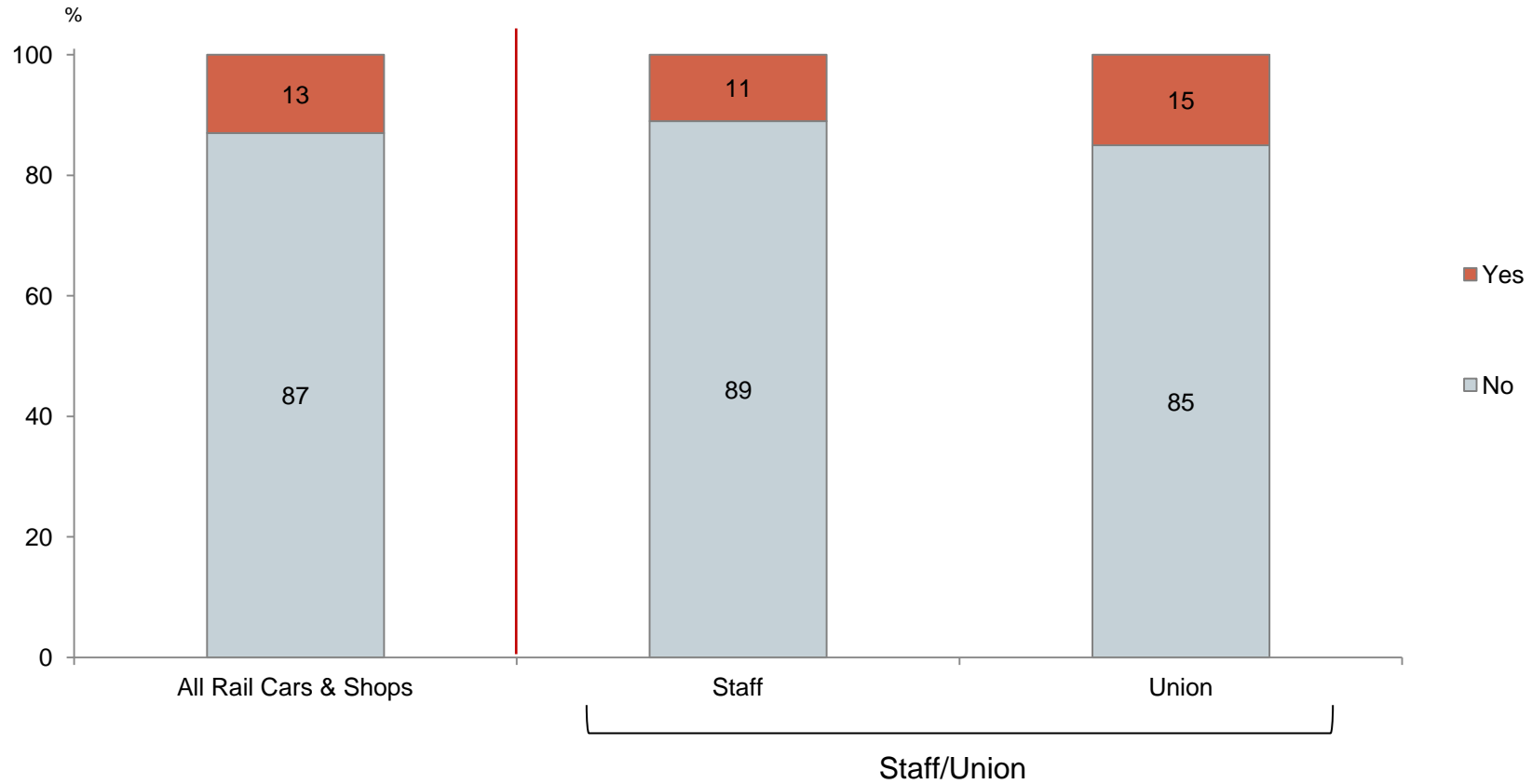
VERBAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.

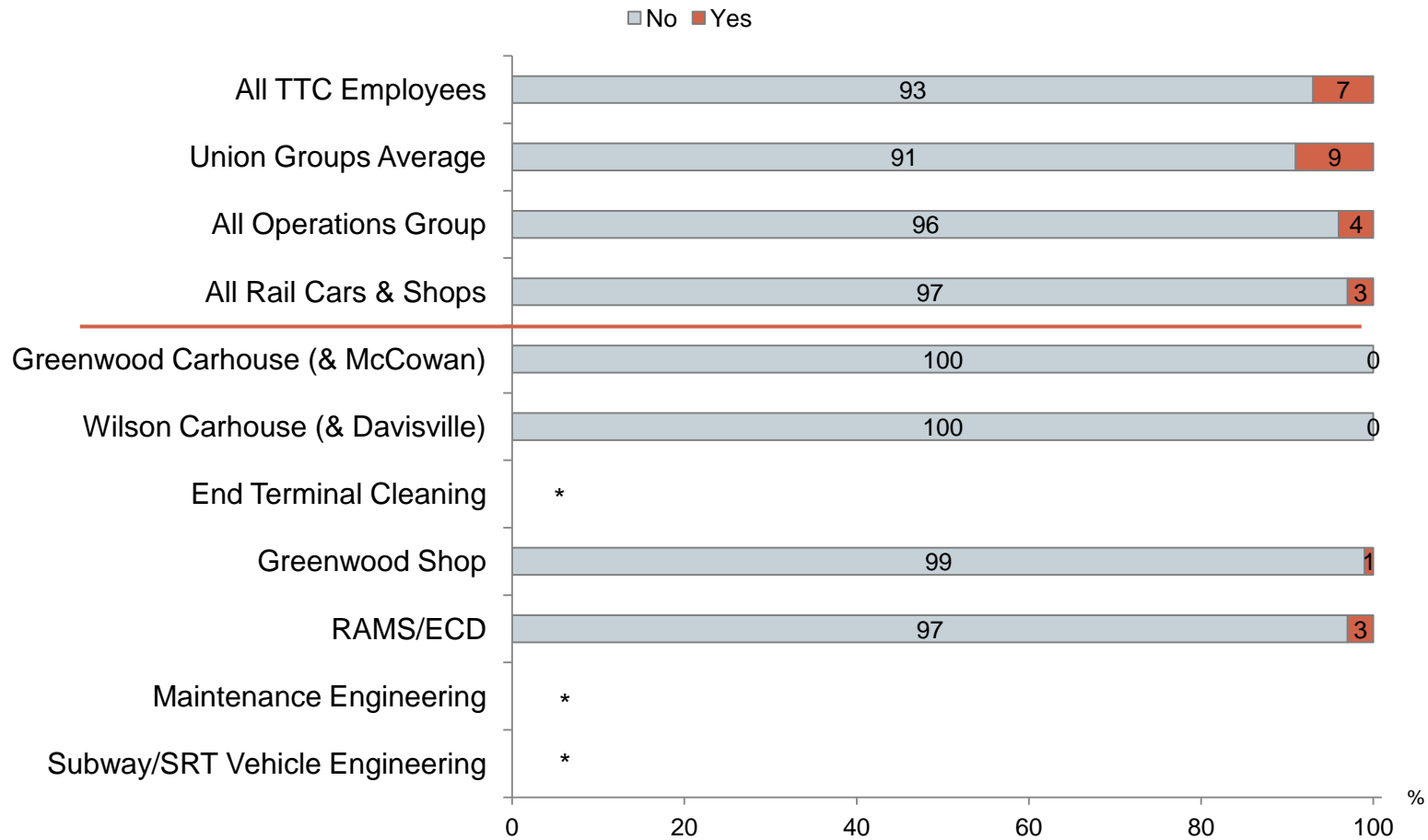
F7. In the past 12 months, have you been verbally abused by customers?
Sample sizes vary by category.

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

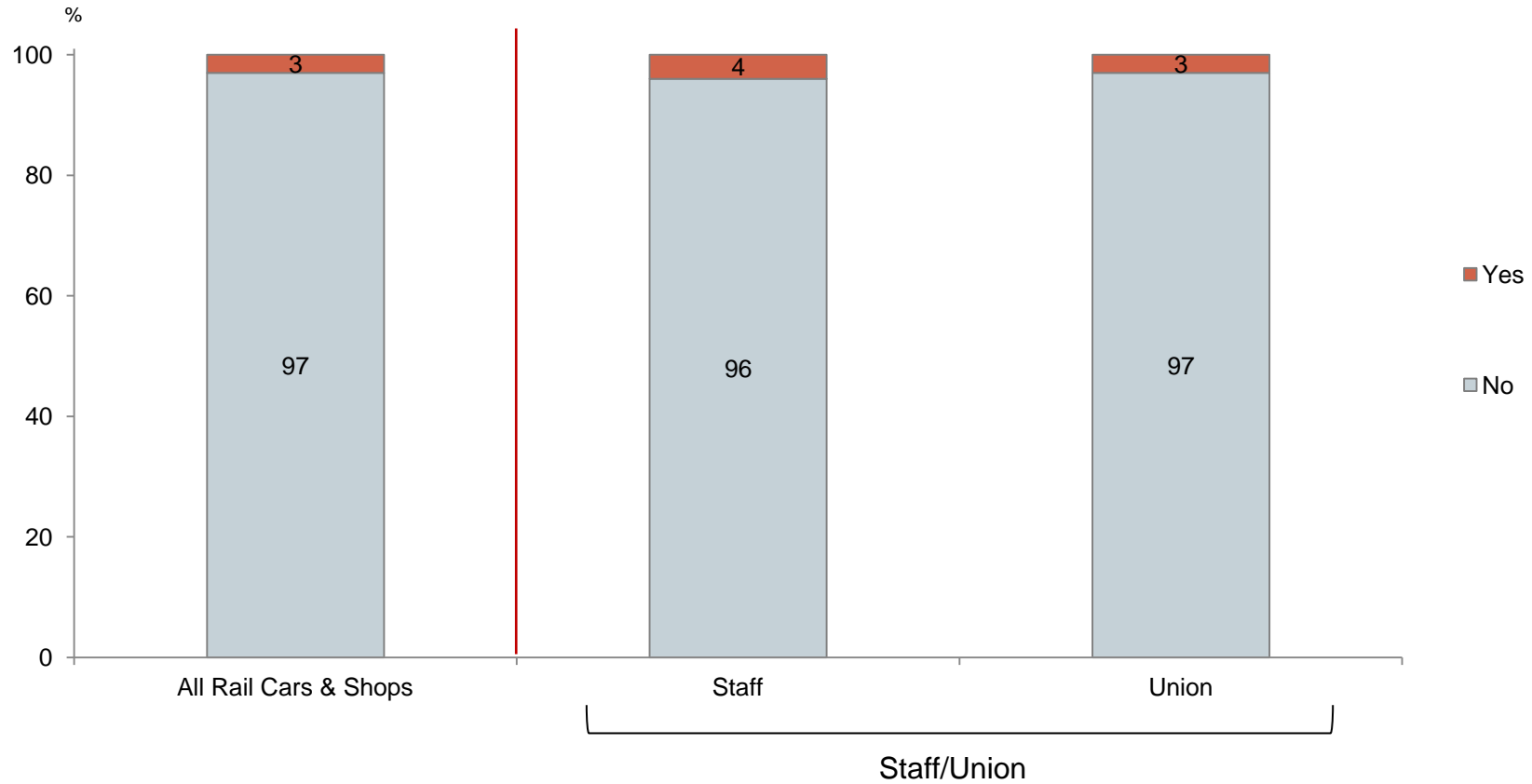


* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

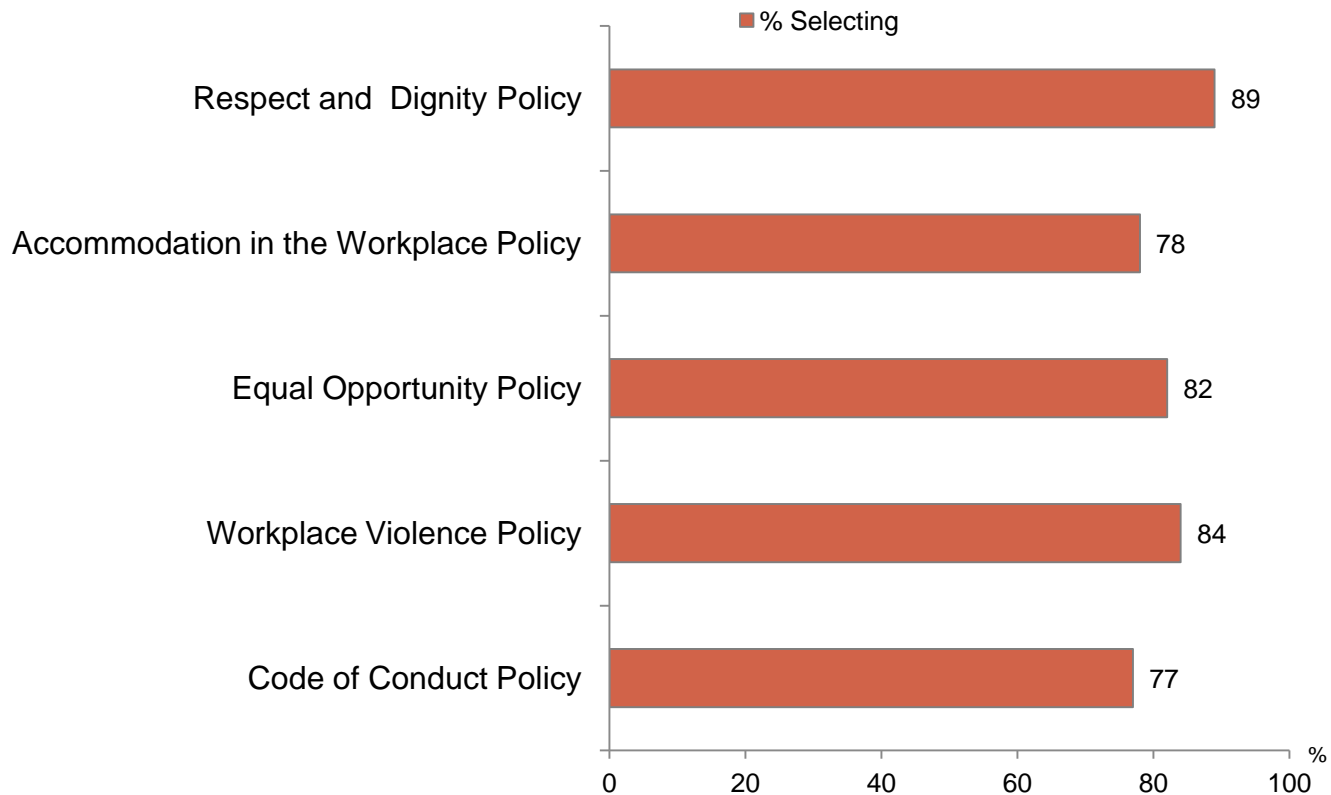
PHYSICAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



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

FAMILIARITY WITH TTC POLICIES - RAIL CARS & SHOPS

- 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 Rail Cars & Shops	Greenwood Carhouse (& McCowan)	Wilson Carhouse (& Davisville)	Greenwood Shop	RAMS/ECD
Respect and Dignity Policy	92	90	92	89	90	86	81	94
Accommodation in the Workplace Policy	76	72	76	78	69	82	65	87
Equal Opportunity Policy	81	79	81	82	71	86	77	94
Workplace Violence Policy	87	85	87	84	84	80	81	90
Code of Conduct Policy	82	79	79	77	78	72	71	81

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

End Terminal Cleaning, Maintenance Engineering, Subway/SRT Vehicle Engineering are not shown as these cost centre groupings are too small to report percentages (n<30).

3/29/2015

67

FAMILIARITY WITH TTC POLICIES - BY EMPLOYEE POSITION

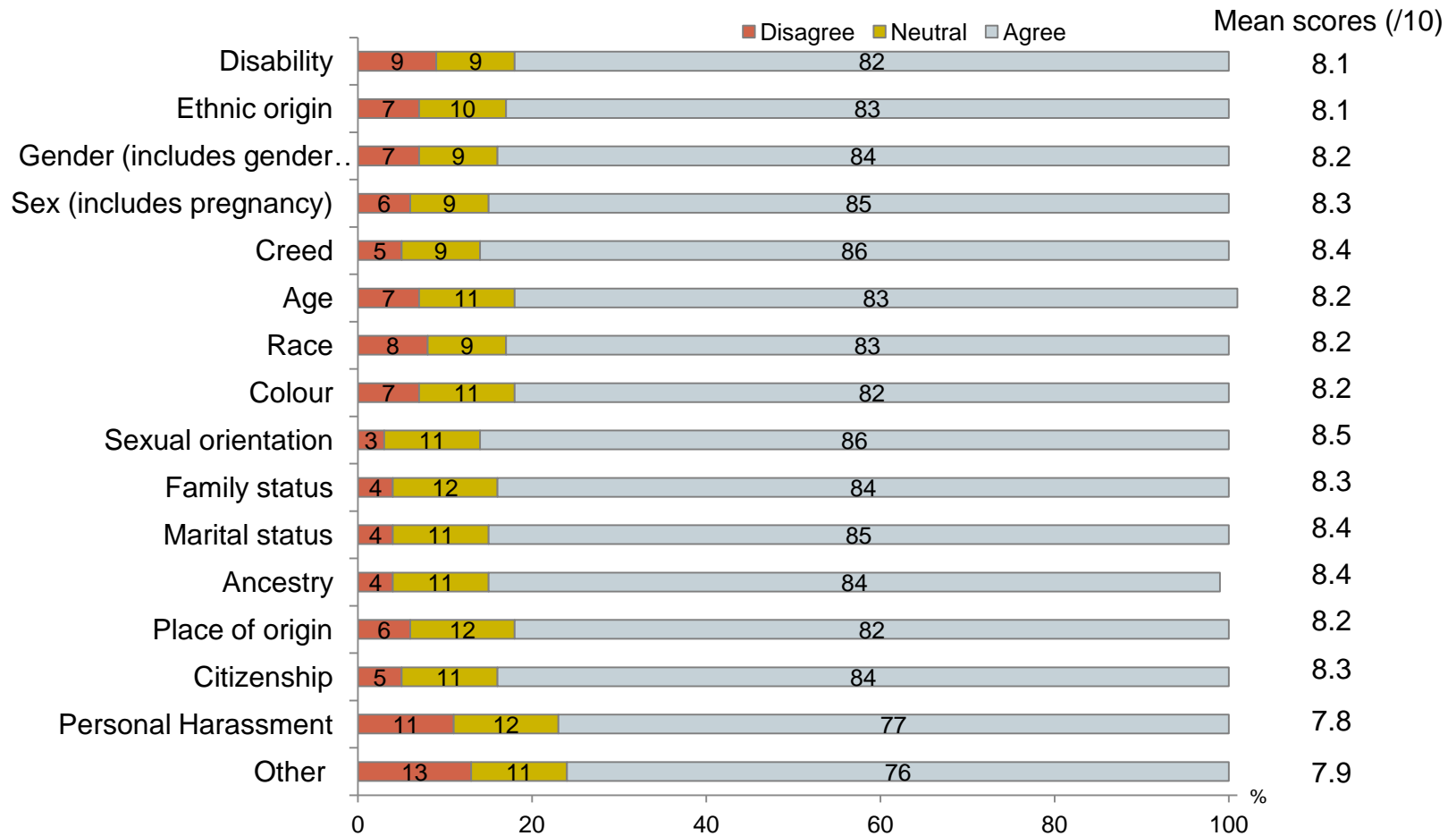
% Selecting	All Rail Cars & Shops	Staff	Union
Respect and Dignity Policy	89	98	81
Accommodation in the Workplace Policy	78	98	61
Equal Opportunity Policy	82	95	70
Workplace Violence Policy	84	97	73
Code of Conduct Policy	77	91	64

Staff/Union

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

EFFECTIVENESS OF TTC PRACTICES

- RAIL CARS & SHOPS



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 Rail Cars & Shops	Greenwood Carhouse (& McCowan)	Wilson Carhouse (& Davisville)	End Terminal Cleaning	Greenwood Shop	RAMS/ECD	Maintenance Engineering	Subway/SRT Vehicle Engineering
Disability	8.3	8.2	8.2	8.1	7.7	8.1	8.3	8.1	8.2	8.3	8.5
Ethnic Origin	8.3	8.3	8.2	8.1	7.9	8.0	8.1	8.4	8.1	8.5	7.4
Gender (includes gender expression)	8.5	8.4	8.4	8.2	8.0	8.1	8.5	8.4	8.2	8.6	7.5
Sex (including pregnancy)	8.5	8.5	8.4	8.3	8.1	8.3	8.5	8.4	8.4	8.5	7.8
Creed	8.5	8.4	8.4	8.4	7.8	8.5	8.5	8.6	8.3	8.6	8.1
Age	8.4	8.4	8.3	8.2	7.8	8.4	8.6	8.6	7.9	8.1	7.6
Race	8.4	8.3	8.2	8.2	7.5	8.1	8.4	8.4	8.3	8.6	7.9
Colour	8.4	8.3	8.2	8.2	7.7	8.1	8.4	8.3	8.2	8.7	7.7
Sexual Orientation	8.6	8.5	8.5	8.5	8.2	8.6	8.6	8.5	8.5	8.4	8.9
Family Status	8.6	8.5	8.5	8.3	7.8	8.6	8.6	8.4	8.4	8.6	8.1
Marital Status	8.6	8.6	8.5	8.4	7.9	8.6	8.4	8.5	8.4	8.7	8.1
Ancestry	8.6	8.5	8.4	8.4	7.7	8.5	8.4	8.6	8.4	8.6	8.1
Place of Origin	8.5	8.4	8.3	8.2	7.7	8.3	8.3	8.5	8.1	8.6	8.1
Citizenship	8.6	8.5	8.5	8.3	7.7	8.4	8.4	8.6	8.3	8.6	7.9
Personal Harassment	8.2	8.1	8.0	7.8	7.4	8.0	8.2	7.8	7.6	8.5	8.4
Other	8.2	8.2	8.0	7.9	6.8	9.0	**	8.7	6.5	**	**

** 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 Rail Cars & Shops	Staff	Union
Disability	8.1	8.7	7.4
Ethnic Origin	8.1	8.6	7.6
Gender (includes gender expression)	8.2	8.5	7.9
Sex (including pregnancy)	8.3	8.7	7.9
Creed	8.4	8.8	7.9
Age	8.2	8.5	7.9
Race	8.2	8.8	7.6
Colour	8.2	8.7	7.6
Sexual Orientation	8.5	8.9	8.1
Family Status	8.3	8.8	7.9
Marital Status	8.4	8.9	7.9
Ancestry	8.4	8.8	7.9
Place of Origin	8.2	8.7	7.7
Citizenship	8.3	8.8	7.9
Personal Harassment	7.8	8.7	7.0
Other	7.9	8.9	7.7

Staff/Union

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 Rail Cars & Shops employees are relatively less satisfied, making this an Area to Improve.
- Mean satisfaction ratings across most specific aspects of Your Company are generally the highest for End Terminal Cleaning, and the lowest for Greenwood Carhouse (& McCowan), RAMS/ECD, and Subway/SRT Vehicle Engineering.
- Satisfaction scores are significantly 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”, 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”, and “There is effective sharing of information across the TTC”. These results are quite variable from one cost centre grouping to another, with many different attributes among the highest or lowest ratings for any particular cost centre grouping.
- 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
 - I feel confident that TTC leadership is making the right decisions for the company’s future success
 - TTC leadership welcomes all feedback, both positive and negative
 - There is good collaboration between different parts of the TTC

SECTION SUMMARY

- In addition to these Areas to Improve, the following were identified as key Areas to Protect:
 - The TTC values its staff's time
 - I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable
 - I am proud and passionate about the TTC
 - The TTC actively supports equal opportunities for all employees
- Speaking Highly of the TTC
- Almost half of Rail Cars & Shops 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.
- Wilson Carhouse (& Davisville) employees are most likely to “always” speak highly of the TTC, while Greenwood Carhouse (& McCowan), and RAMS/ECD employees were least likely.
- Staff have higher proportions of employees indicating that they would “always” speak highly of the TTC compared to unionized employees.

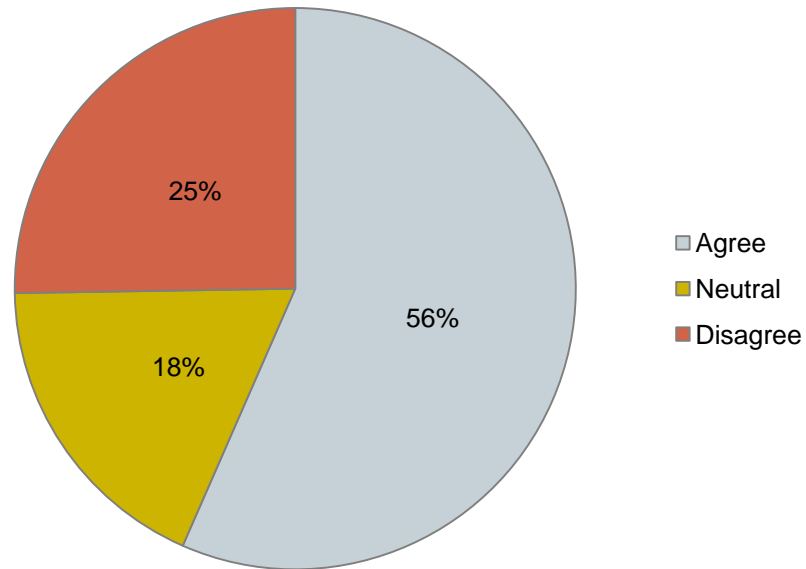
SECTION SUMMARY

- Change in Experience Working for the TTC
- 30% feel that working for the TTC has improved over the past 12 months, compared to 23% who feel it has gotten worse.
- Employees in RAMS/ECD were most likely to express that working for the TTC has improved over the past 12 months (42%), while Greenwood Shop was least likely to feel this way (22%).
- Employees in Greenwood Carhouse (& McCowan) (43%) were more likely to report that working for the TTC has gotten worse in the past twelve months compared to employees in RAMS/ECD (19%), Greenwood Shop (21%), and Wilson Carhouse (& Davisville) (22%).
- Staff were more likely to express that working for the TTC has improved over the past 12 months (39%) compared to unionized employees (22%), and were much less likely to feel that that working for the TTC has gotten worse compared to unionized employees (13% 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 vision and leadership of senior management, and improvements in individual work situations (position, pay, hours, etc.), followed by the arrival of new managers or coworkers, and improved communications.
- Among those indicating that working for the TTC has gotten worse, main reasons related to inexperienced and/or unqualified managers, a lack of accountability, a lack of fairness in hiring practices, and issues relating to high turnover, staff shortages or unqualified personnel.

OVERALL RATINGS OF YOUR COMPANY - RAIL CARS & SHOPS

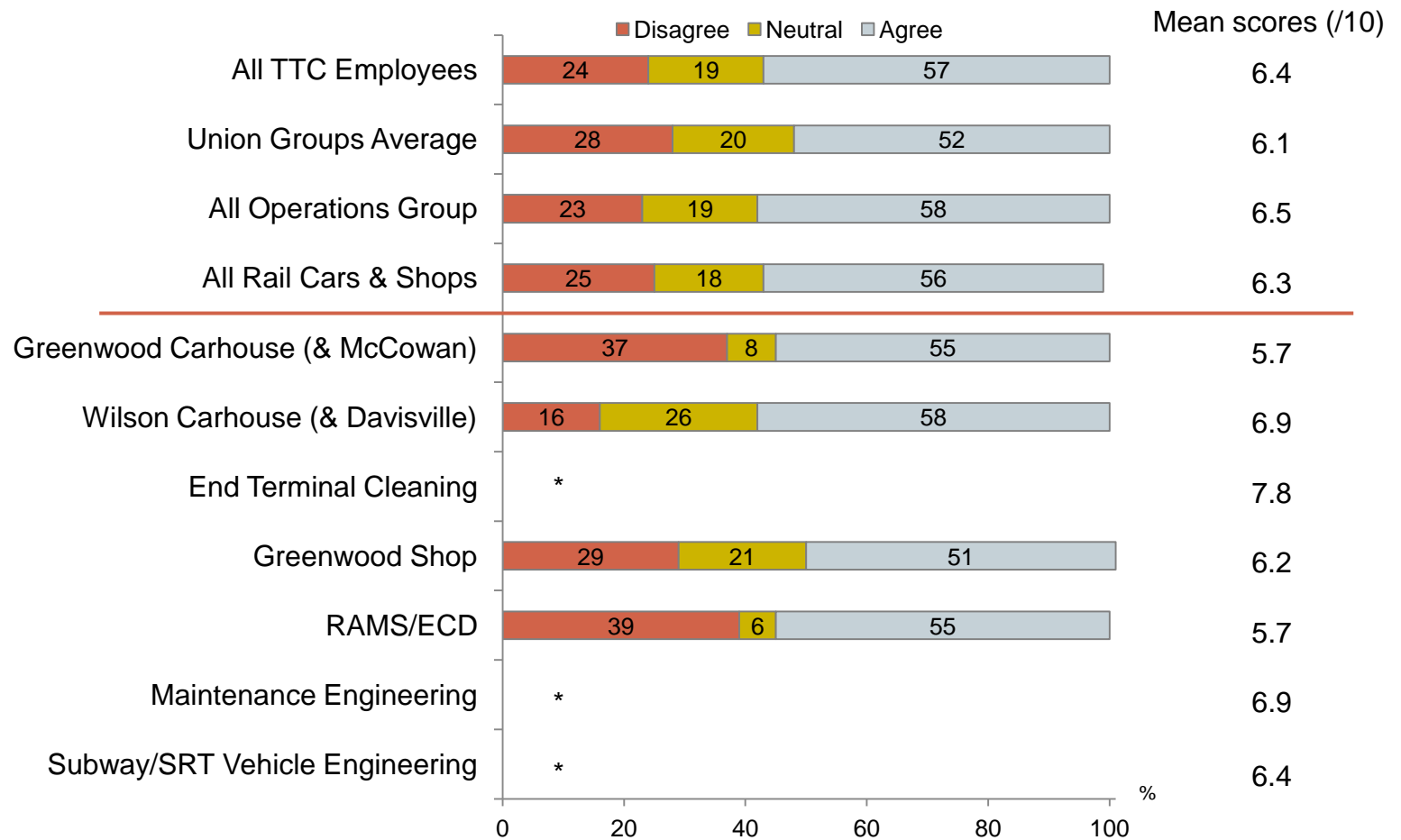
Rail Cars & Shops

Total
(n= 263)
Mean=6.3



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

OVERALL RATINGS OF YOUR COMPANY - BY COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.

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

Overall, I am satisfied with the leadership of the company

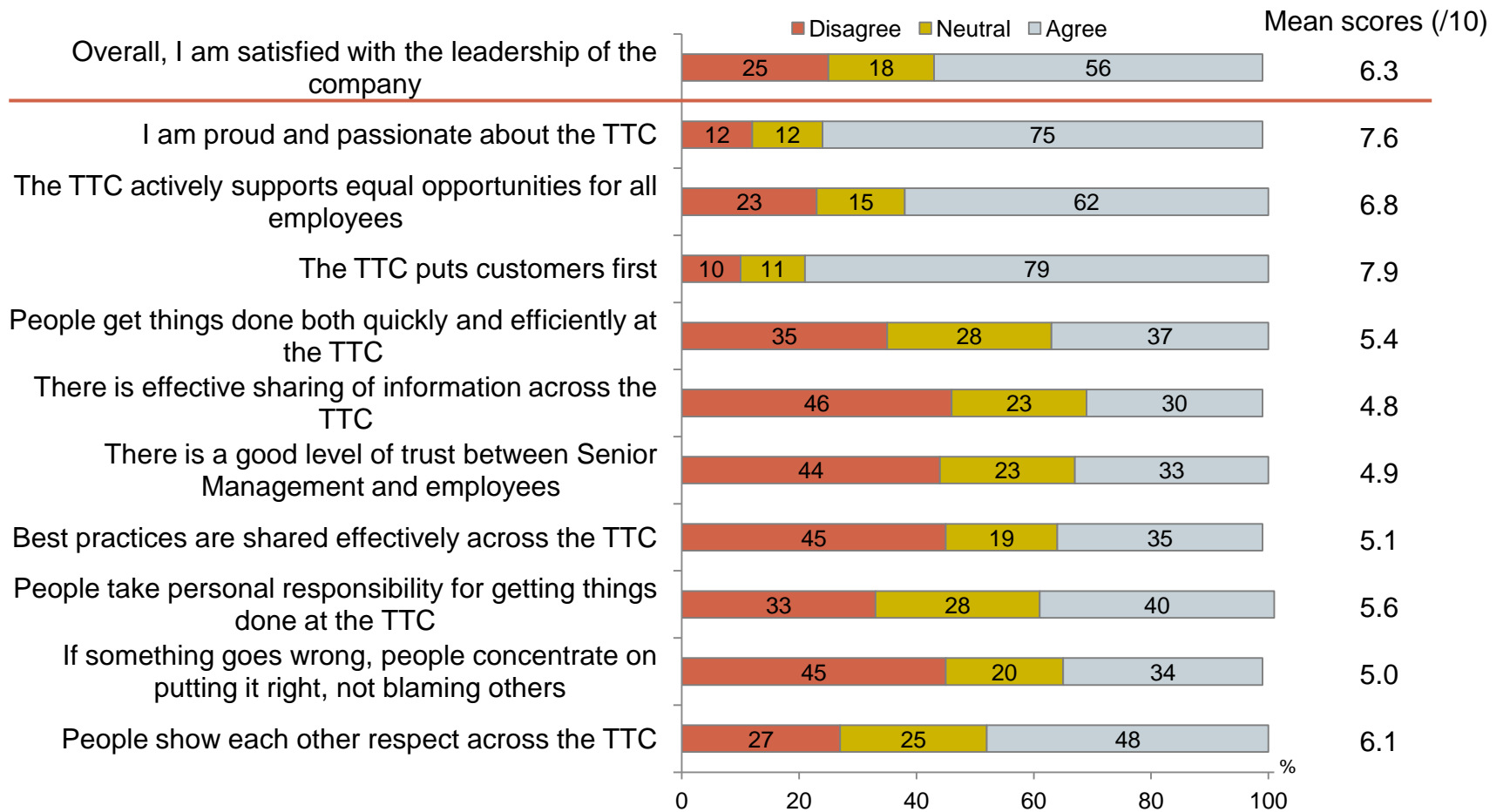
Sample sizes vary by category.

OVERALL RATINGS OF YOUR COMPANY - BY EMPLOYEE POSITION



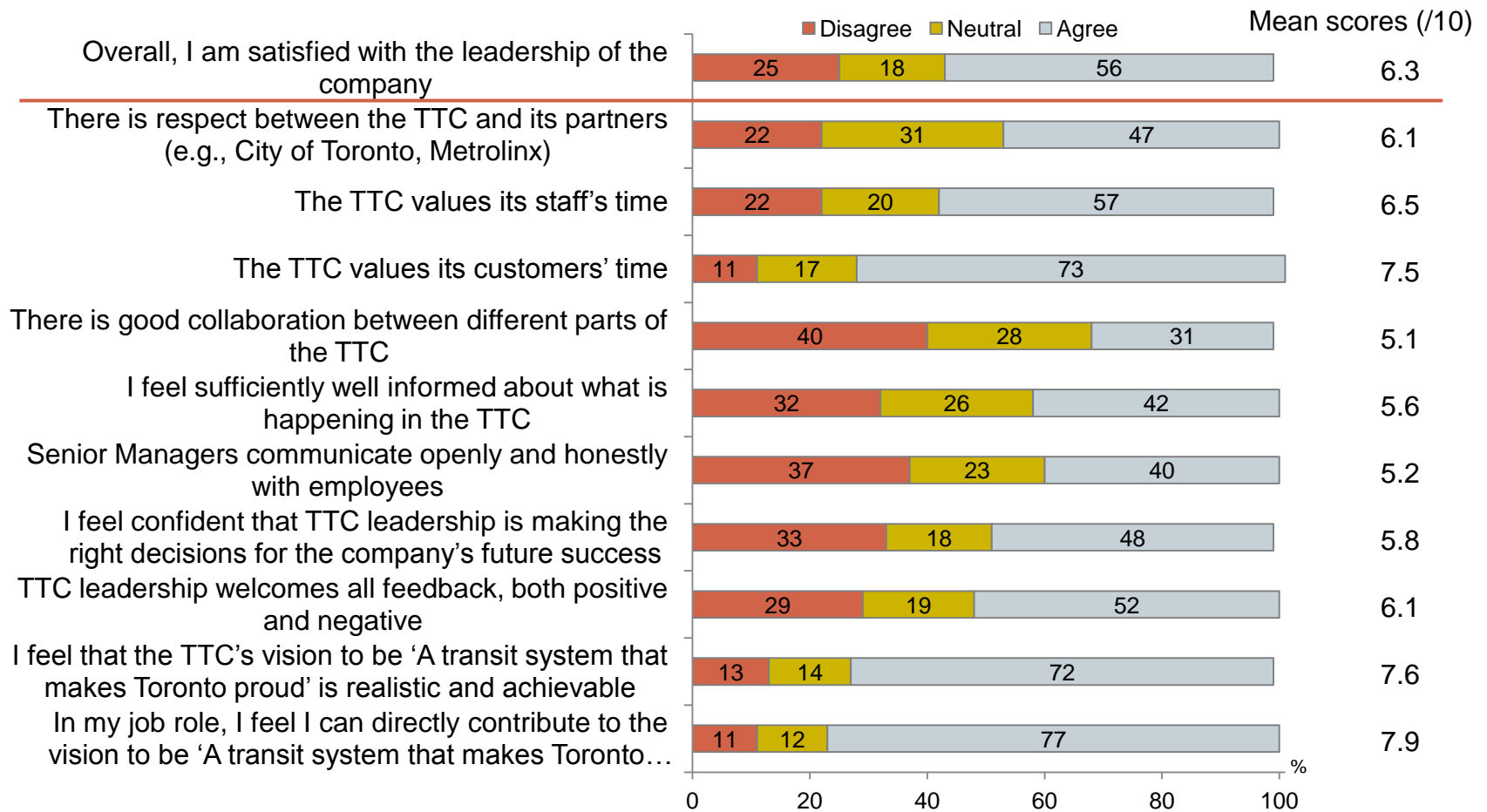
C1. Please indicate the extent to which you agree or disagree with each of the following statements:
Overall, I am satisfied with the leadership of the company
Sample sizes vary by category.

YOUR COMPANY - RAIL CARS & SHOPS



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

YOUR COMPANY - RAIL CARS & SHOPS (CONT'D)



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

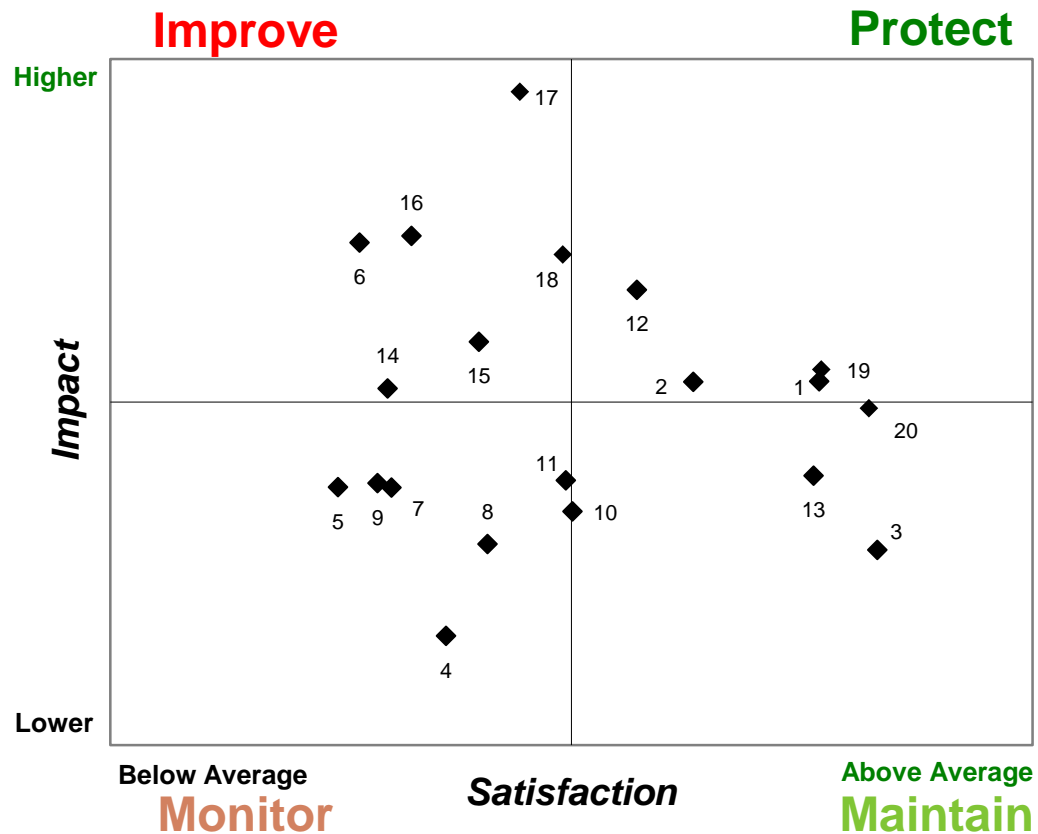
YOUR COMPANY - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Rail Cars & Shops	Greenwood Carhouse (& McCowan)	Wilson Carhouse (& Davisville)	End Terminal Cleaning	Greenwood Shop	RAMS/ECD	Maintenance Engineering	Subway/SRT Vehicle Engineering
Overall, I am satisfied with the leadership of the company	6.4	6.1	6.5	6.3	5.7	6.9	7.8	6.2	5.7	6.9	6.4
I am proud and passionate about the TTC	7.6	7.4	7.7	7.6	6.9	8.0	8.3	7.5	7.5	8.0	7.7
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.2	6.8	6.7	7.2	7.8	6.4	7.1	7.5	5.9
The TTC puts customers first	7.8	7.7	8.0	7.9	7.8	8.1	8.3	8.2	7.8	7.8	6.7
People get things done both quickly and efficiently at the TTC	5.1	5.0	5.3	5.4	5.5	5.7	6.8	5.7	4.3	4.6	4.3
There is effective sharing of information across the TTC	4.9	4.7	4.9	4.8	4.8	4.5	6.3	5.1	4.2	4.5	4.1
There is a good level of trust between Senior Management and employees	4.9	4.6	4.9	4.9	4.4	5.0	6.3	5.0	4.5	5.4	4.6
Best practices are shared effectively across the TTC	5.3	5.1	5.3	5.1	4.7	5.3	6.6	5.1	4.6	5.4	5.1
People take personal responsibility for getting things done at the TTC	5.6	5.3	5.6	5.6	5.3	5.5	6.5	6.0	5.3	5.8	4.9
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	4.8	5.0	5.0	4.5	4.9	6.2	5.4	4.2	5.5	4.4
People show each other respect across the TTC	6.1	5.9	6.1	6.1	5.5	6.1	6.6	6.4	6.5	6.5	5.3
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.0	6.2	6.1	5.8	5.8	6.9	6.2	6.3	5.9	5.5
The TTC values its staff's time	6.0	5.8	6.1	6.5	5.7	6.8	6.7	6.7	6.7	7.0	6.1
The TTC values its customers' time	7.1	7.0	7.4	7.5	7.5	7.8	8.2	7.2	7.8	7.8	6.8
There is good collaboration between different parts of the TTC	5.3	5.1	5.3	5.1	4.7	5.3	5.8	5.4	4.5	4.9	4.3
I feel sufficiently well informed about what is happening in the TTC	5.7	5.4	5.8	5.6	5.3	5.7	6.7	5.5	5.3	5.9	5.3
Senior Managers communicate openly and honestly with employees	5.3	5.0	5.3	5.2	4.9	5.1	6.7	5.3	4.3	5.9	5.1
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	5.7	6.0	5.8	5.2	6.2	6.9	5.7	5.5	6.2	6.1
TTC leadership welcomes all feedback, both positive and negative	6.0	5.8	6.1	6.1	5.4	6.3	7.2	6.4	5.5	6.3	5.8
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	7.6	6.7	8.0	8.5	7.7	7.7	7.3	7.4
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	7.6	7.8	7.9	7.1	8.3	9.2	7.5	8.4	8.0	7.8

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

3/29/2015

OPPORTUNITY ANALYSIS: YOUR COMPANY - RAIL CARS & SHOPS

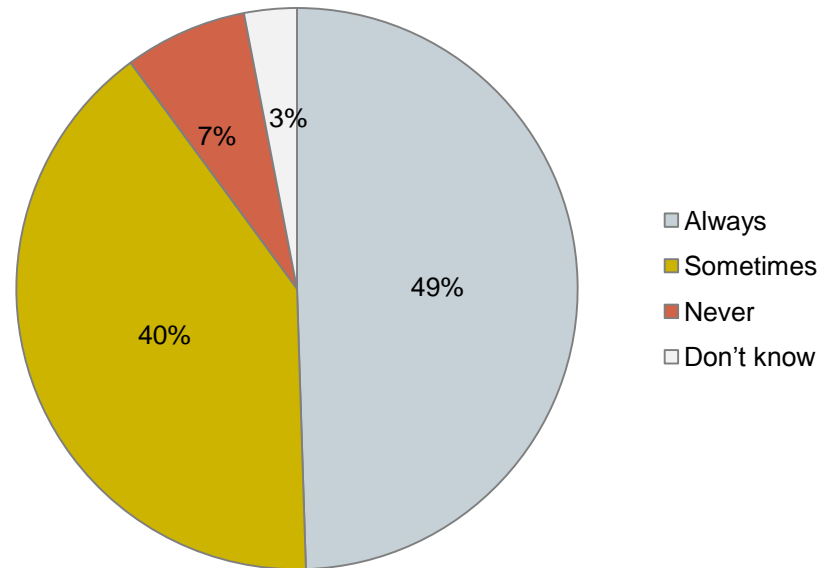


1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. There is effective sharing of information across the TTC
6. There is a good level of trust 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 4.8 to 7.9.
Impact values range between 25% to 66%.

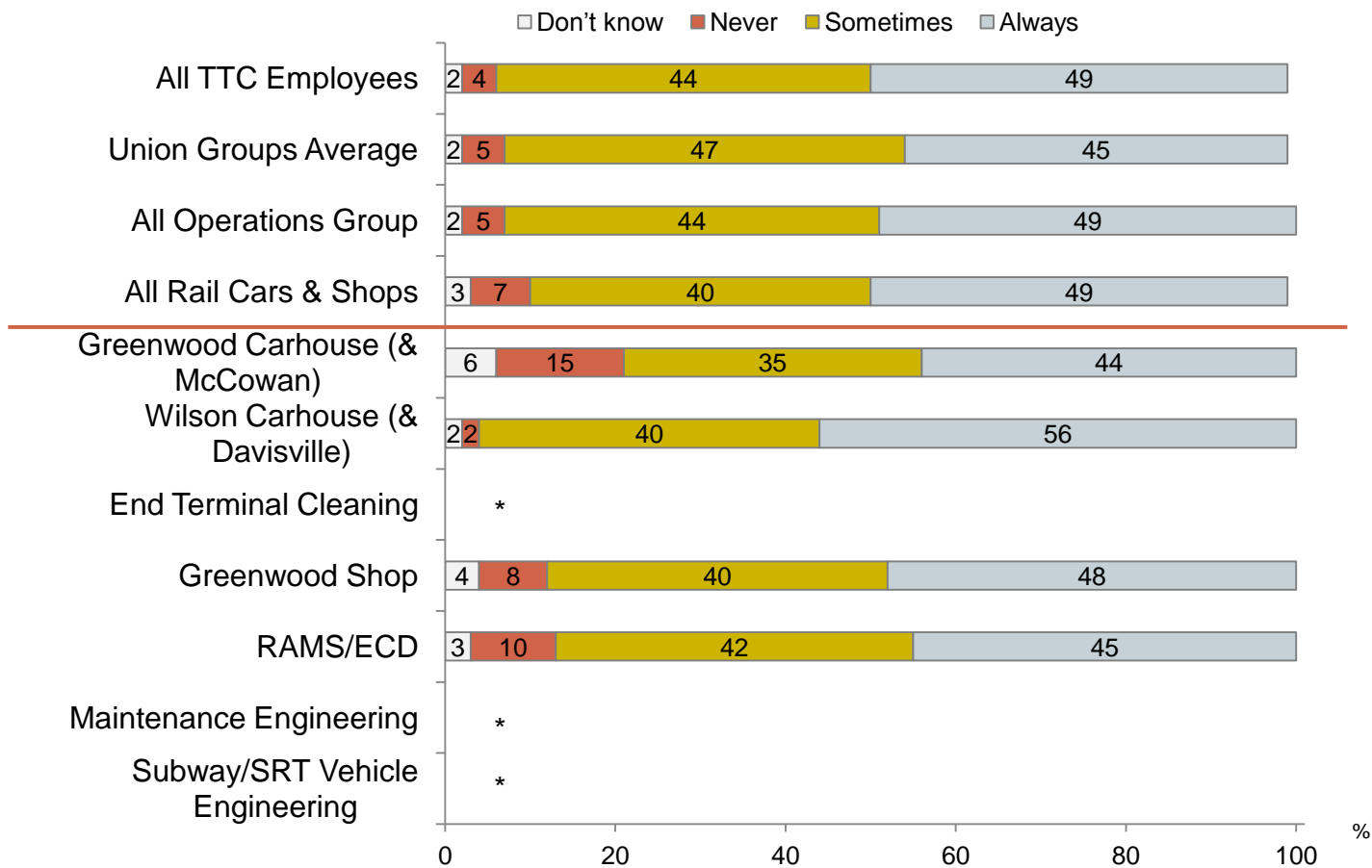
Rail Cars & Shops

Total
(n= 261)



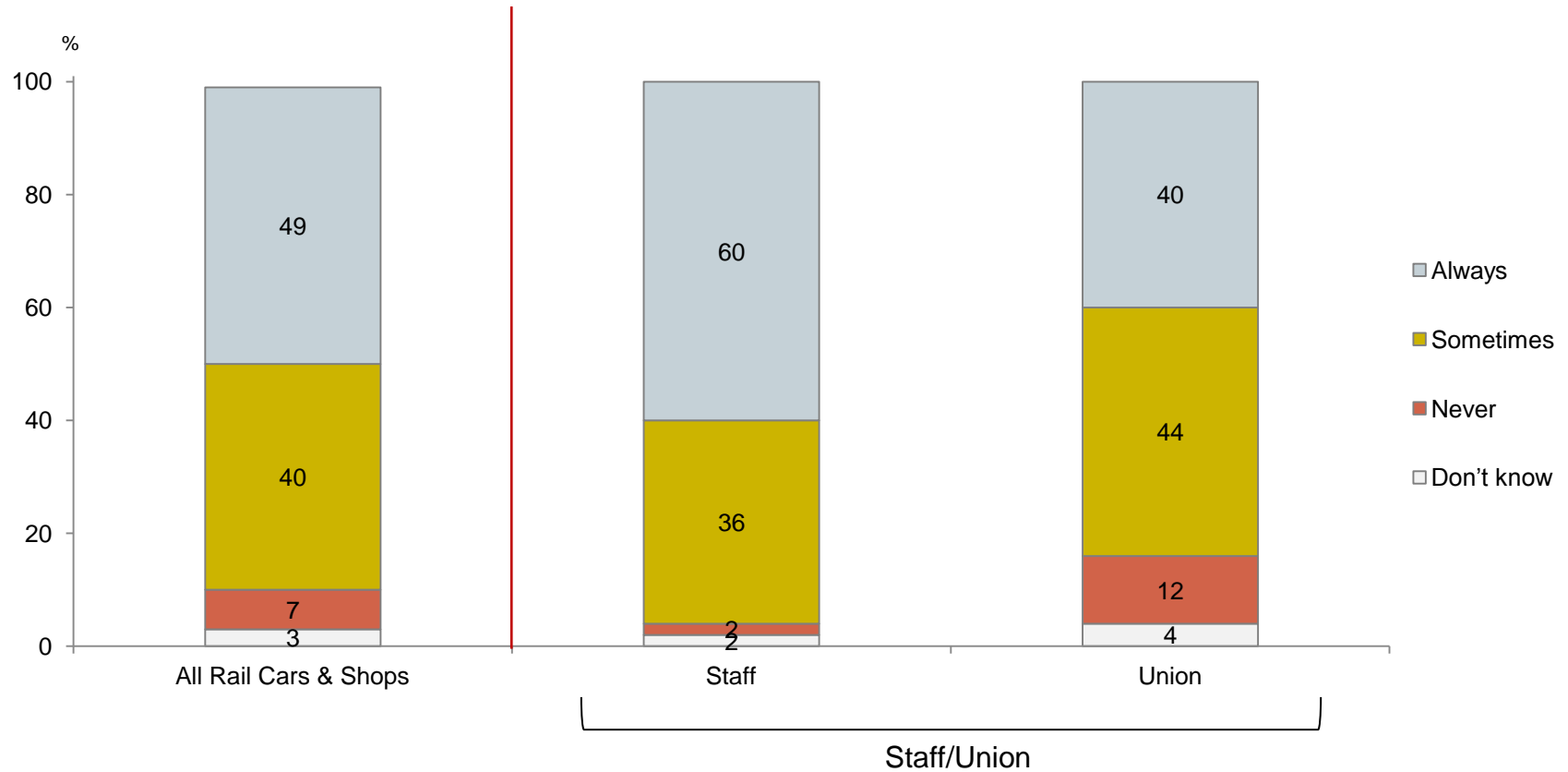
C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.

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.

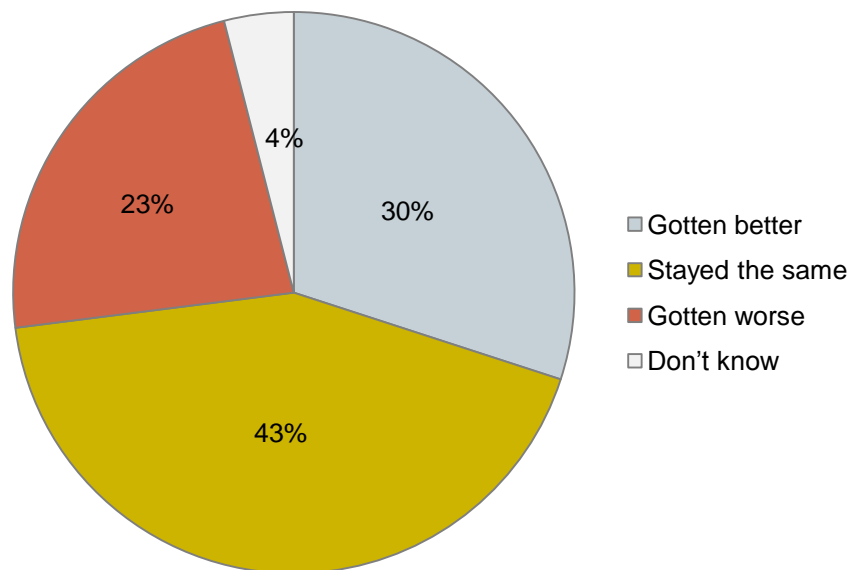
SPEAKING HIGHLY OF THE TTC - BY EMPLOYEE POSITION



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

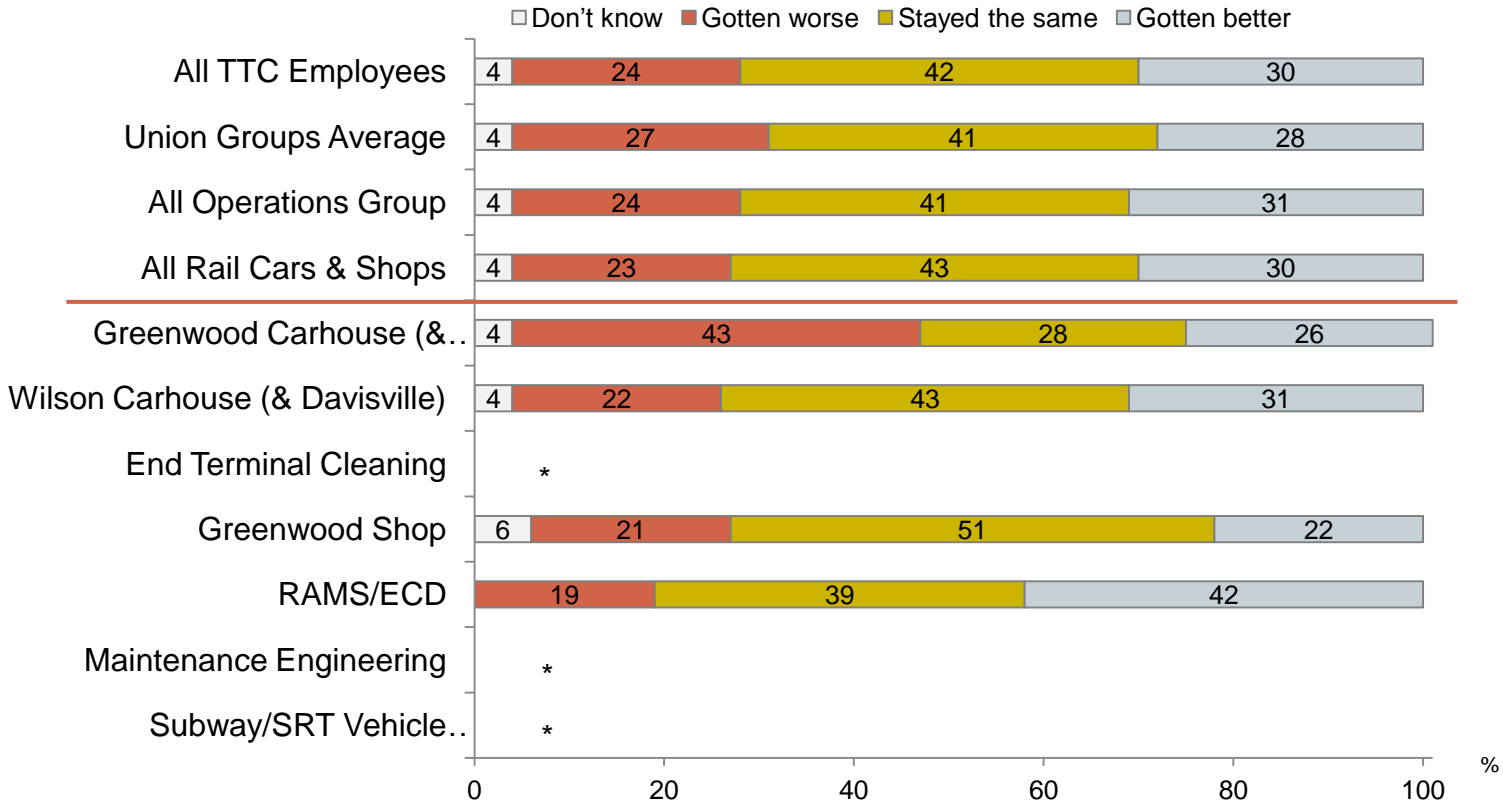
Rail Cars & Shops

Total
(n= 257)



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

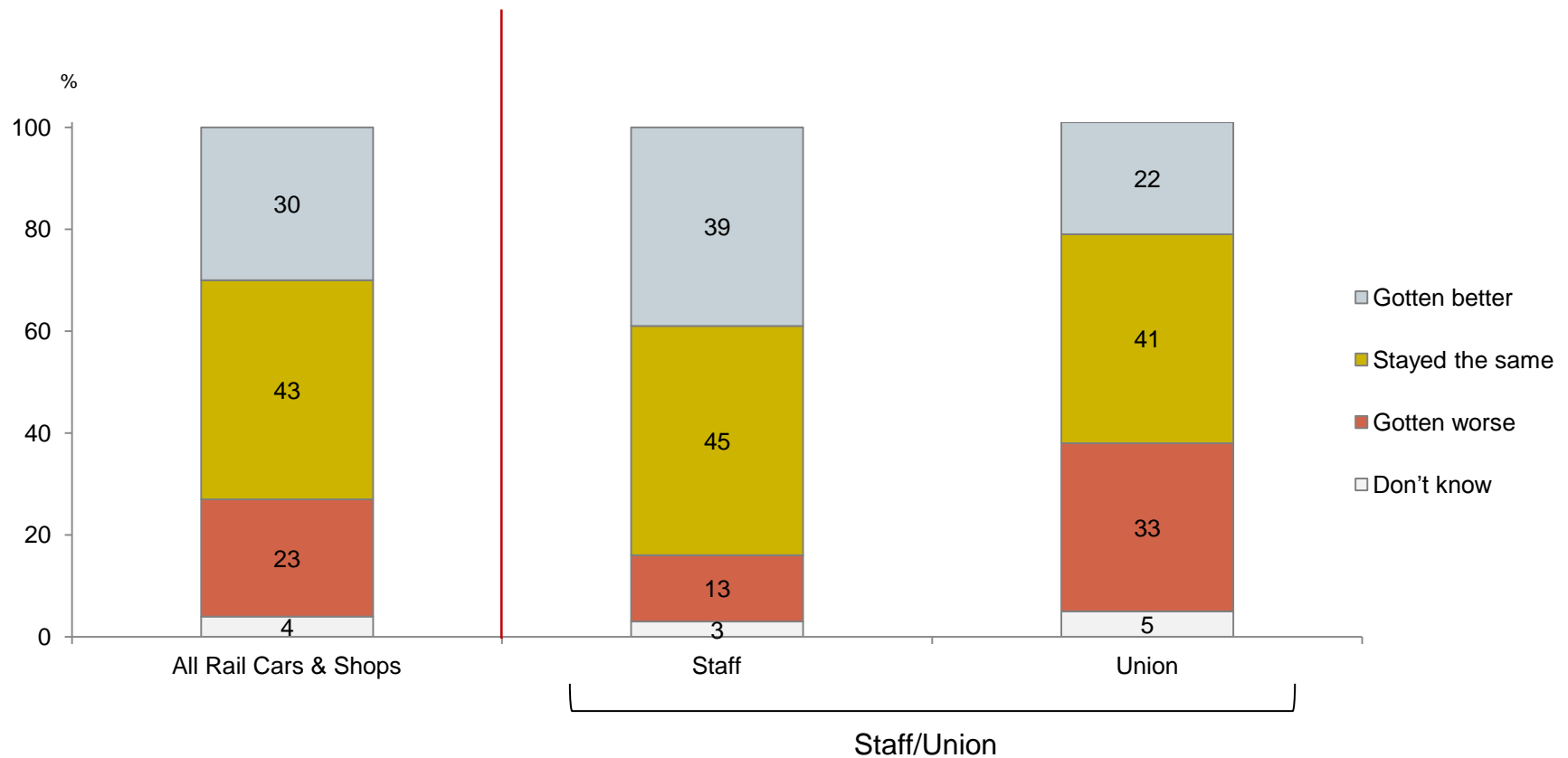


* Percentages suppressed as sample size <30.

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.

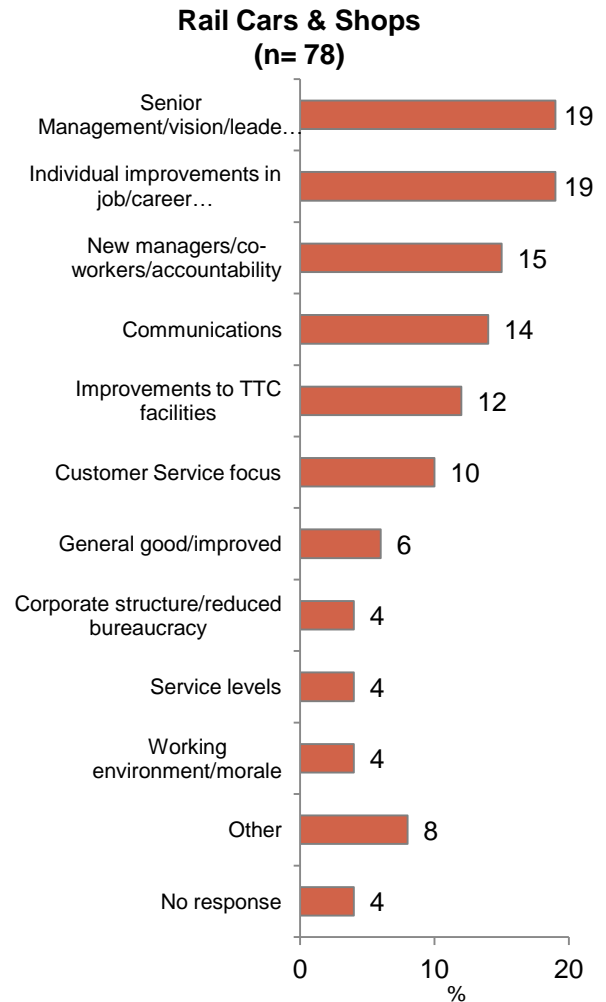
CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY EMPLOYEE POSITION



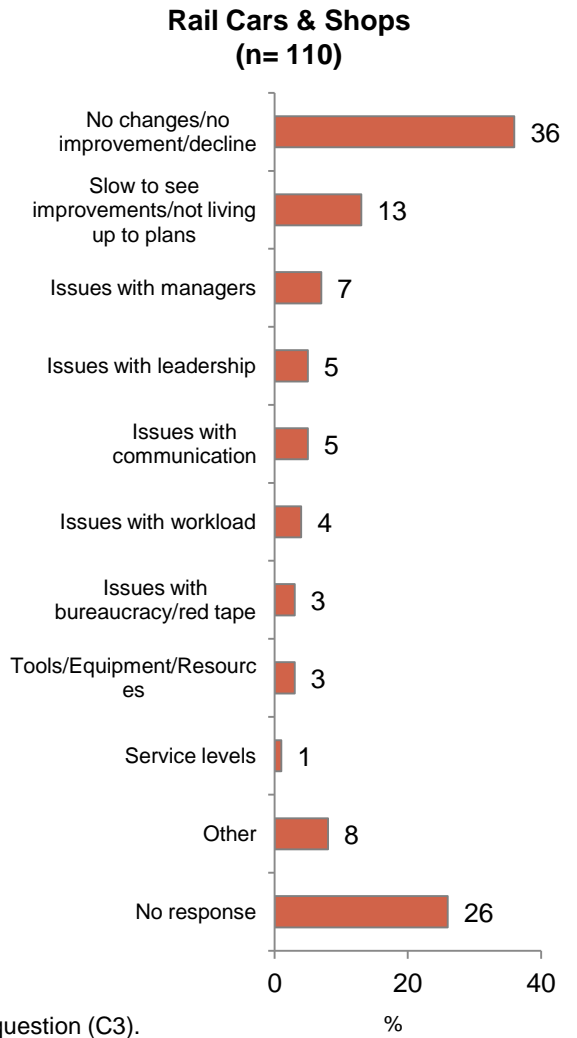
C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know. Sample sizes vary by category.

REASONS INDICATED FOR CHANGE IN EXPERIENCE

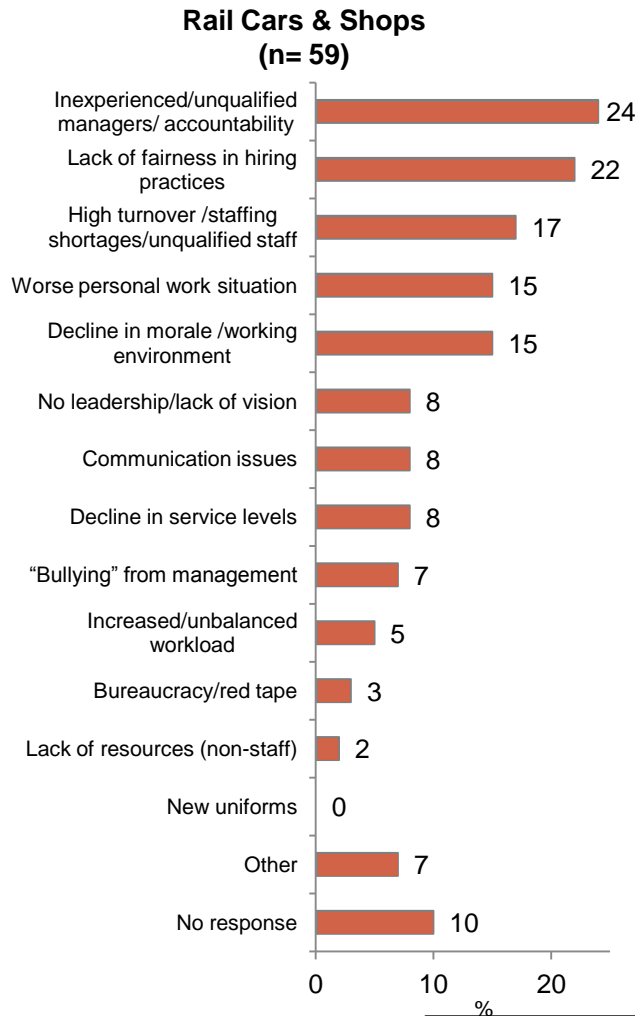
Employees indicating TTC has Gotten better



Employees indicating TTC has Stayed the same



Employees indicating TTC has Gotten worse



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



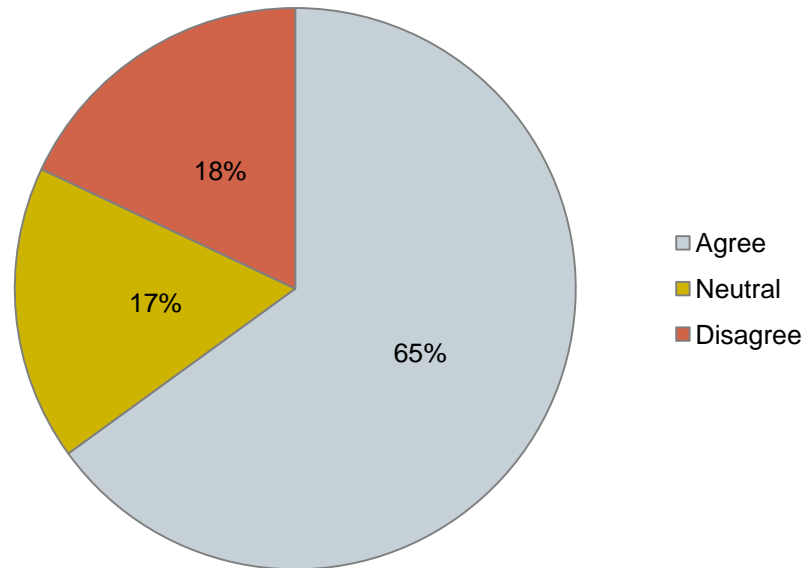
SECTION SUMMARY

- 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 Rail Cars & Shops employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their training and development is highest for End Terminal Cleaning, and Wilson Carhouse (& Davisville), and generally lowest for Subway/SRT Vehicle Engineering, and Greenwood Carhouse (& McCowan).
- Satisfaction with Training and Development is similar for both staff and union employees.
- Across the specific aspects of Training and Development, ratings were the highest for, “My onboarding/induction experience was positive”. Ratings were lowest for, “The way people are selected for jobs in the TTC is fair”, followed by “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”. These results were generally consistent for most cost centre groupings, with the exception of End Terminal Cleaning. For this cost centre, the highest ratings were for “I am satisfied with the career development opportunities available to me”, and “The TTC provides ongoing training opportunities so I can develop my skills”.
- To improve employee satisfaction with Training and Development, although Opportunity Analysis does not identify any clear Areas to Improve, the following key areas are identified as Areas to Protect and, since scores in this area are generally low, improvements should focus on these areas:
 - I am satisfied with the support I receive on my personal development
 - I am satisfied with the career development opportunities available to me
 - The TTC provides ongoing training opportunities so I can develop my skills

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - RAIL CARS & SHOPS

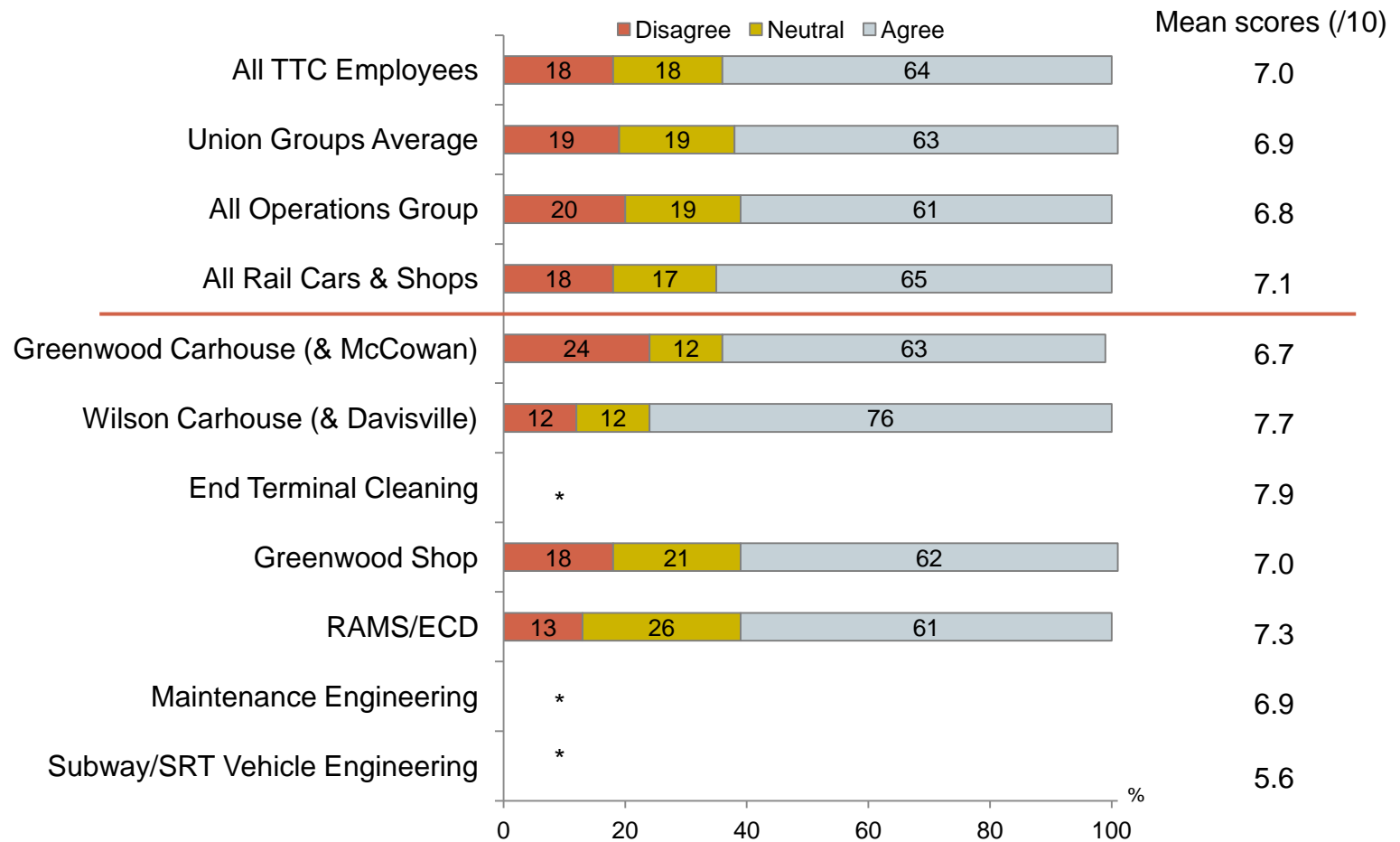
Rail Cars & Shops

Total
(n= 263)
Mean=7.1



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

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



* Percentages suppressed as sample size <30.

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

Overall, I am satisfied with my training and development at the TTC.

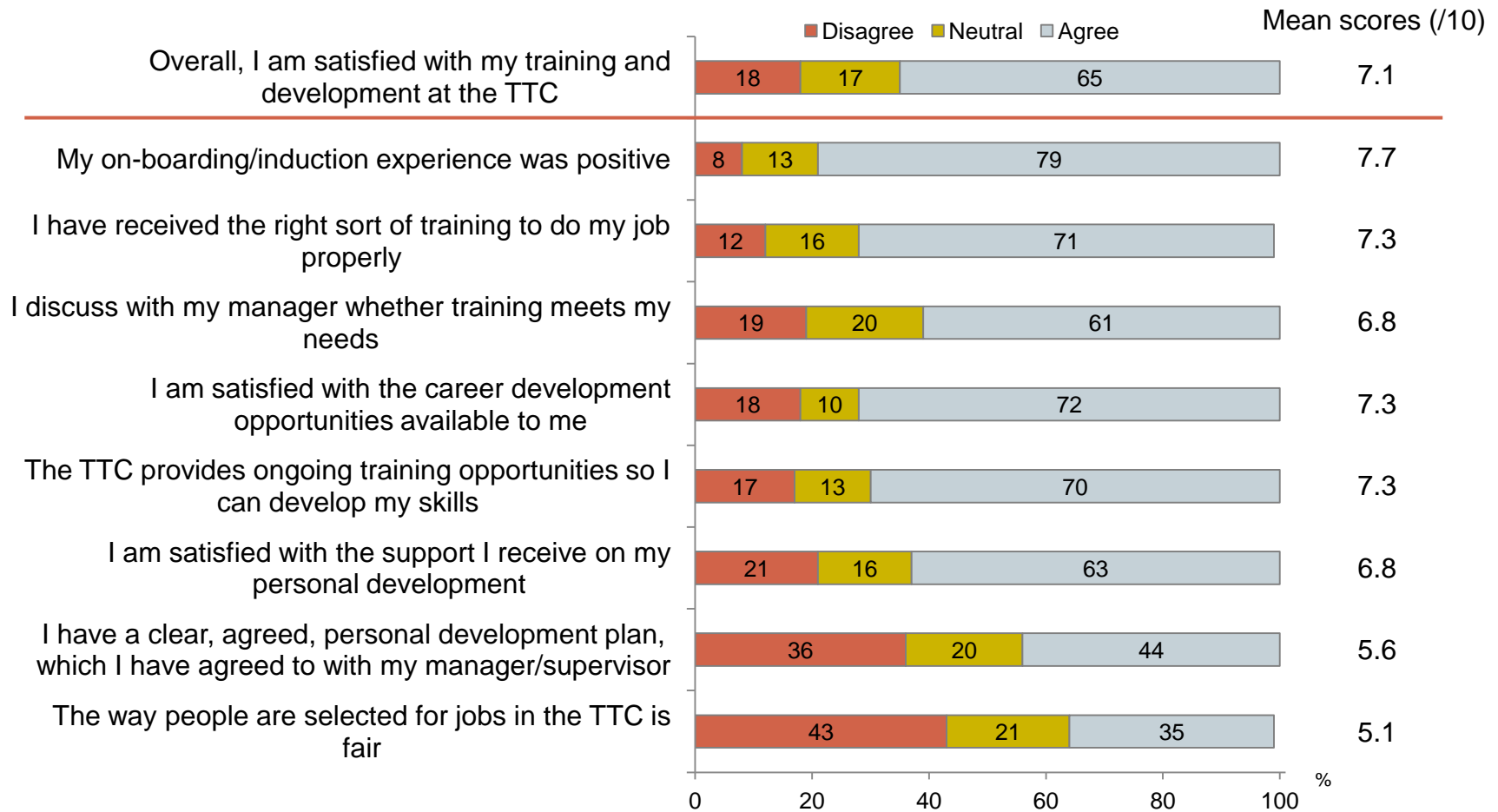
Sample sizes vary by category.

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 - RAIL CARS & SHOPS



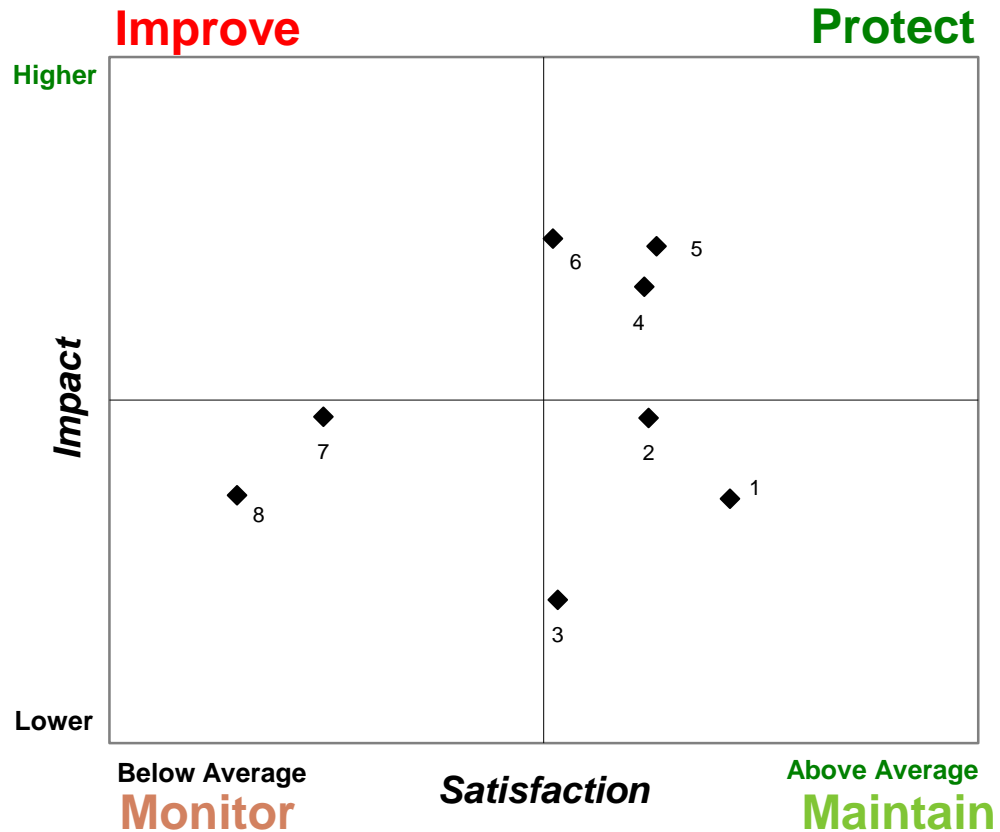
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.
Sample sizes vary by attribute.

TRAINING AND DEVELOPMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Rail Cars & Shops	Greenwood Carhouse (& McCowan)	Wilson Carhouse (& Davisville)	End Terminal Cleaning	Greenwood Shop	RAMS/ECD	Maintenance Engineering	Subway/SRT Vehicle Engineering
Overall, I am satisfied with my training and development at the TTC	7.0	6.9	6.8	7.1	6.7	7.7	7.9	7.0	7.3	6.9	5.6
My on-boarding/induction experience was positive	7.9	7.9	7.7	7.7	7.4	7.9	7.9	7.9	7.7	7.7	7.5
I have received the right sort of training to do my job properly	7.6	7.6	7.4	7.3	6.6	7.9	7.6	7.4	7.3	7.6	6.8
I discuss with my manager whether training meets my needs	6.7	6.4	6.7	6.8	6.1	7.0	7.8	6.9	7.4	6.6	6.5
I am satisfied with the career development opportunities available to me	6.9	6.9	7.0	7.3	6.8	7.9	8.4	7.5	6.5	7.5	6.1
The TTC provides ongoing training opportunities so I can develop my skills	7.0	6.8	7.0	7.3	7.0	8.0	8.4	7.5	6.7	7.5	5.8
I am satisfied with the support I receive on my personal development	6.5	6.2	6.5	6.8	6.3	7.4	7.1	7.0	6.1	7.4	5.8
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	5.2	5.4	5.6	5.6	6.0	6.3	5.2	5.4	5.4	5.7
The way people are selected for jobs in the TTC is fair	5.6	5.5	5.3	5.1	5.1	5.2	5.7	5.3	4.8	4.8	5.2

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 - RAIL CARS & SHOPS



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 5.1 to 7.7.
 Impact values range between 27% to 63%.

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 Rail Cars & Shops 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 generally highest for End Terminal Cleaning, and generally lowest for Greenwood Carhouse (& McCowan) and RAMS/ECD.
- Staff are somewhat 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”. These results were generally consistent for most cost centre groupings, with the exception of End Terminal Cleaning, where “I have the opportunity to progress within the company”, was rated higher than pay and benefits. Ratings were the lowest for, “Poor performance is not tolerated”, followed by “I am recognized for excellent performance”. These results were somewhat more variable across cost centre groupings, particularly for Maintenance Engineering and Subway/SRT Vehicle Engineering, where “At the TTC, the recognition and/or rewards are meaningful” was rated the lowest.
- 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

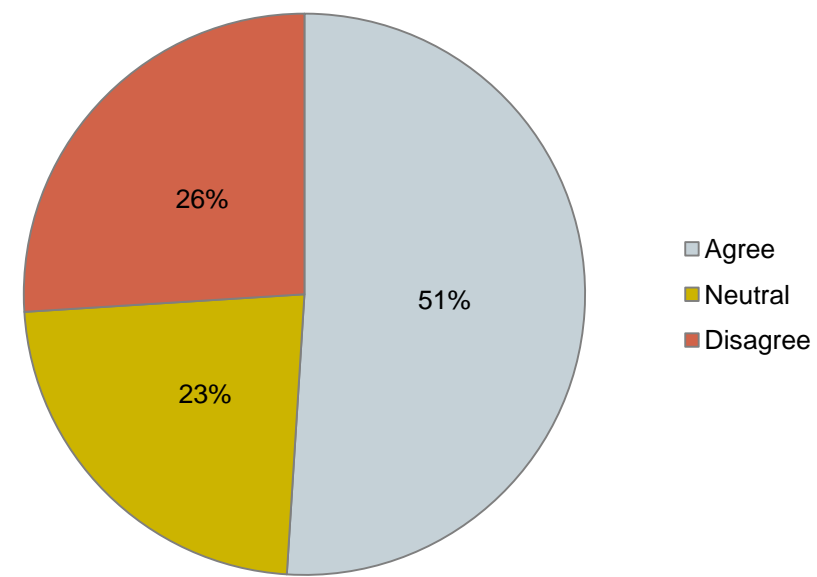
SECTION SUMMARY

- 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 - RAIL CARS & SHOPS

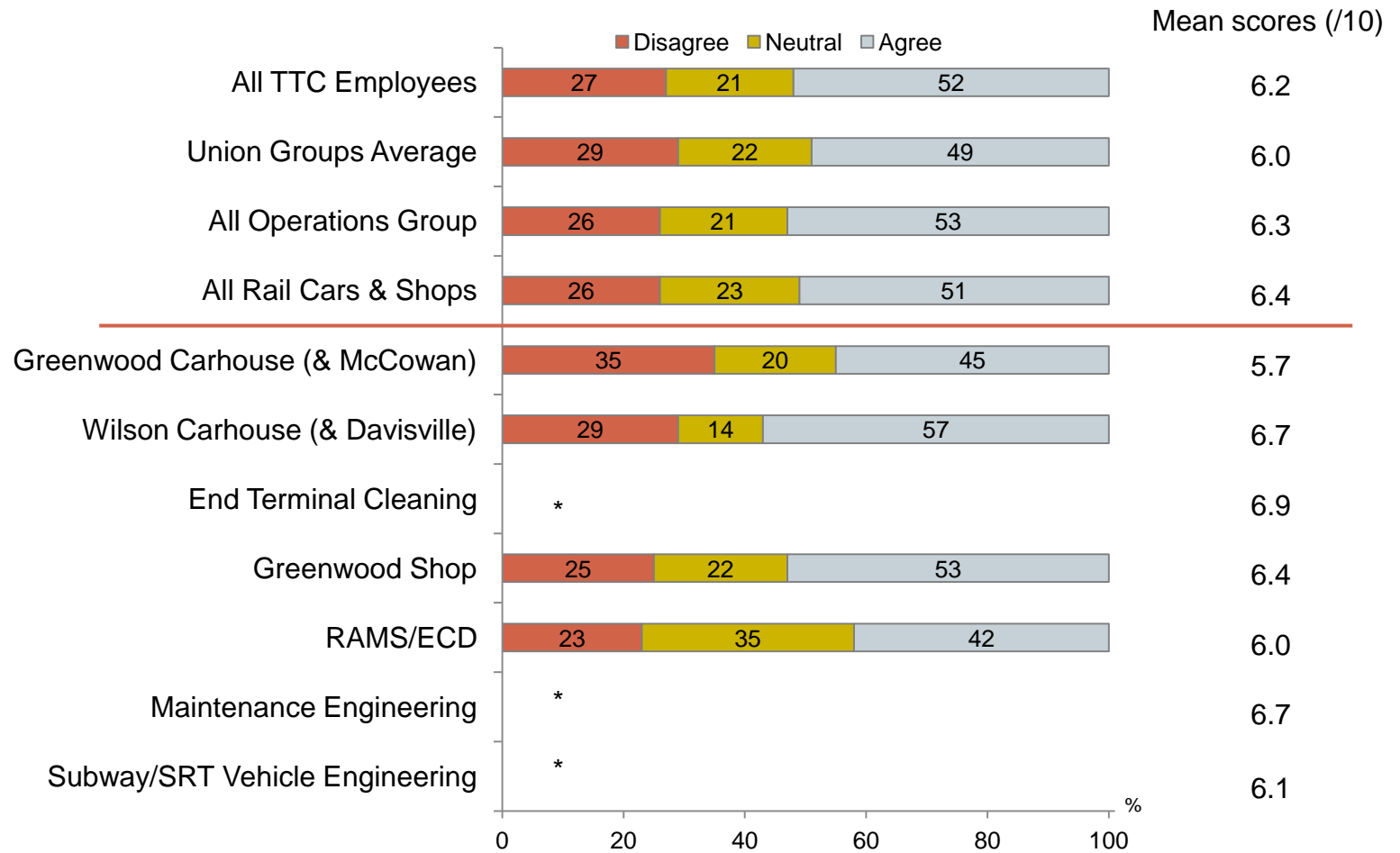
Rail Cars & Shops

Total
(n= 262)
Mean=6.4



I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.
Overall, I am satisfied with the way the TTC recognizes and rewards employees.

OVERALL RATINGS OF PERFORMANCE AND REWARD - BY COST CENTRE/GROUPING



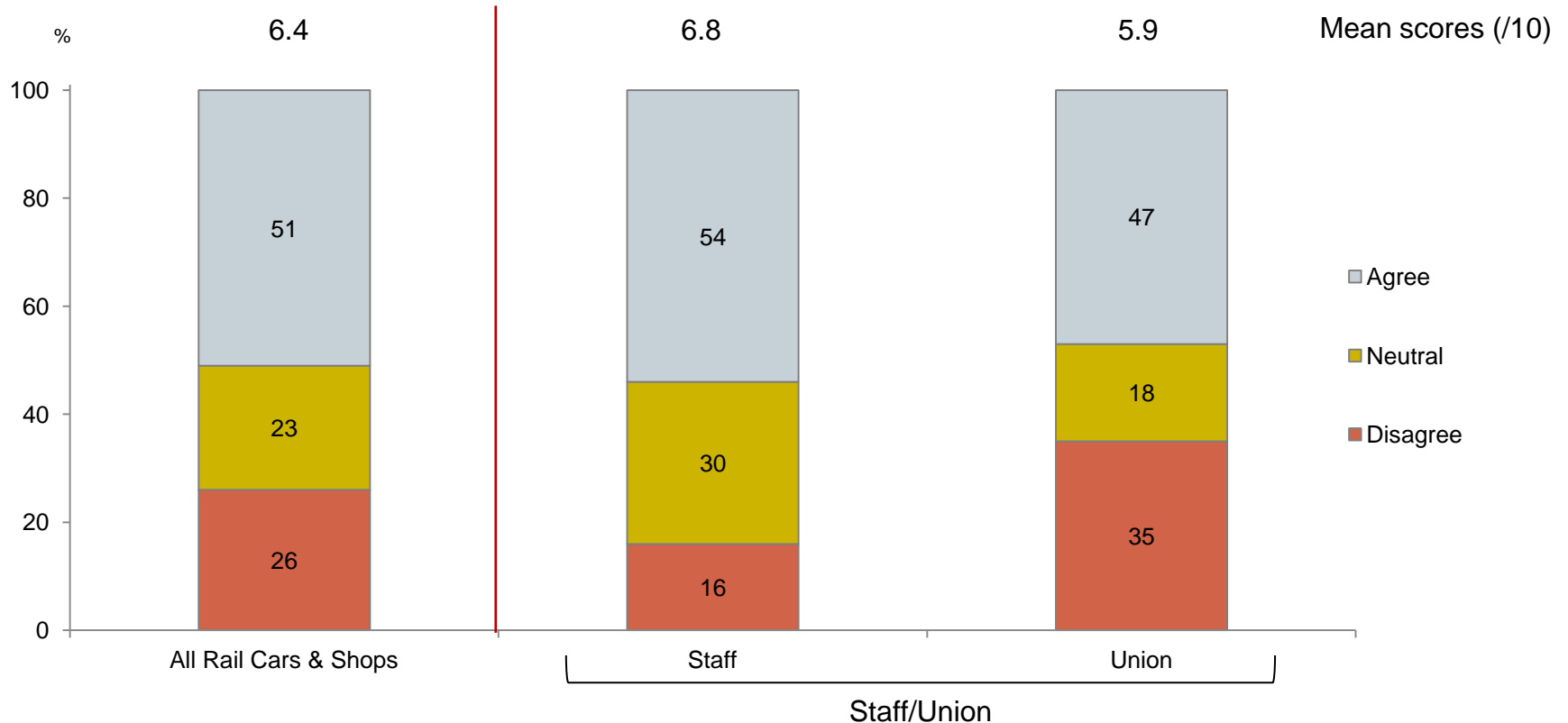
* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

OVERALL RATINGS OF PERFORMANCE AND REWARD - BY EMPLOYEE POSITION

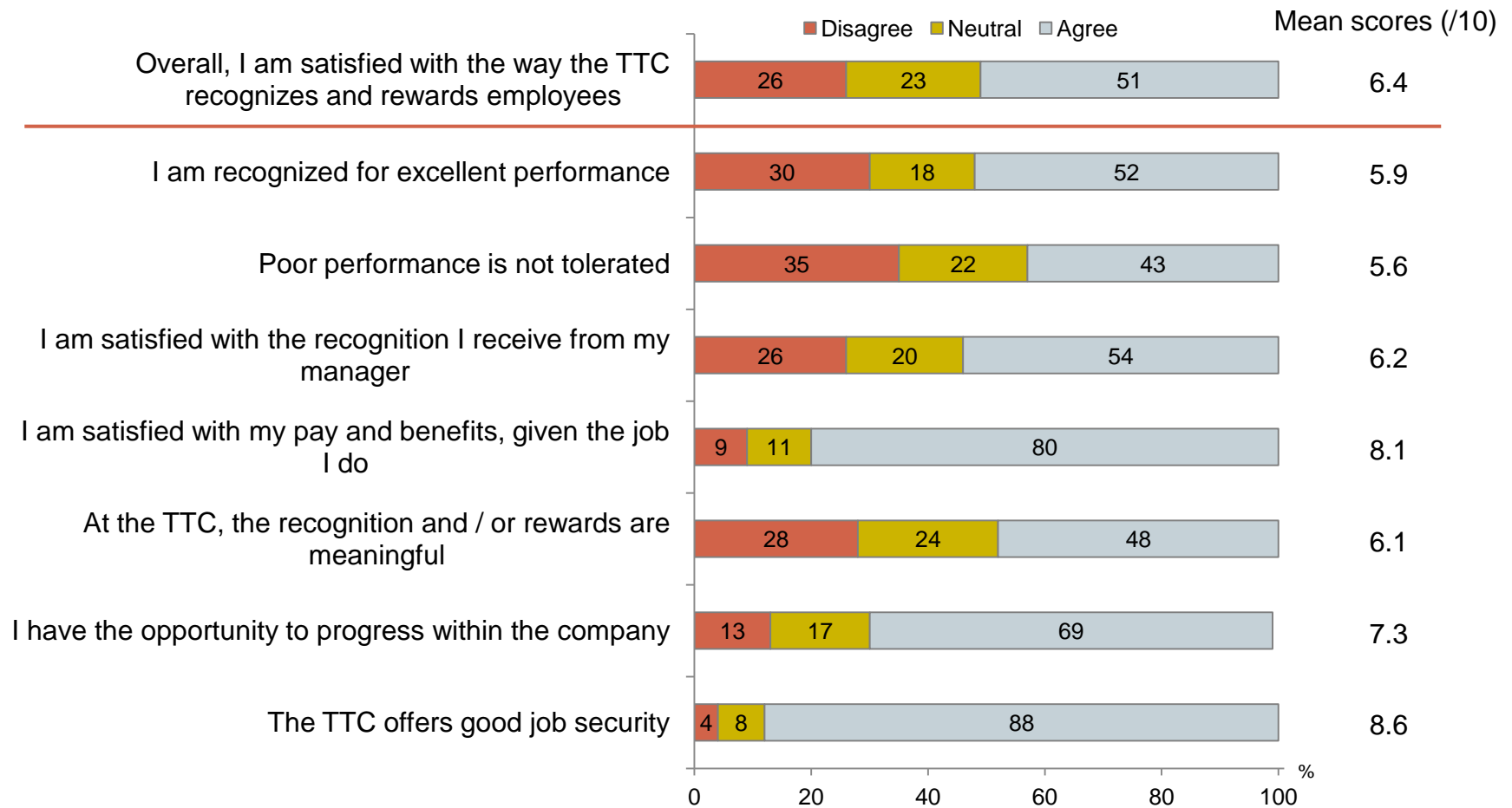


I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.

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

Sample sizes vary by category.

PERFORMANCE AND REWARD - RAIL CARS & SHOPS



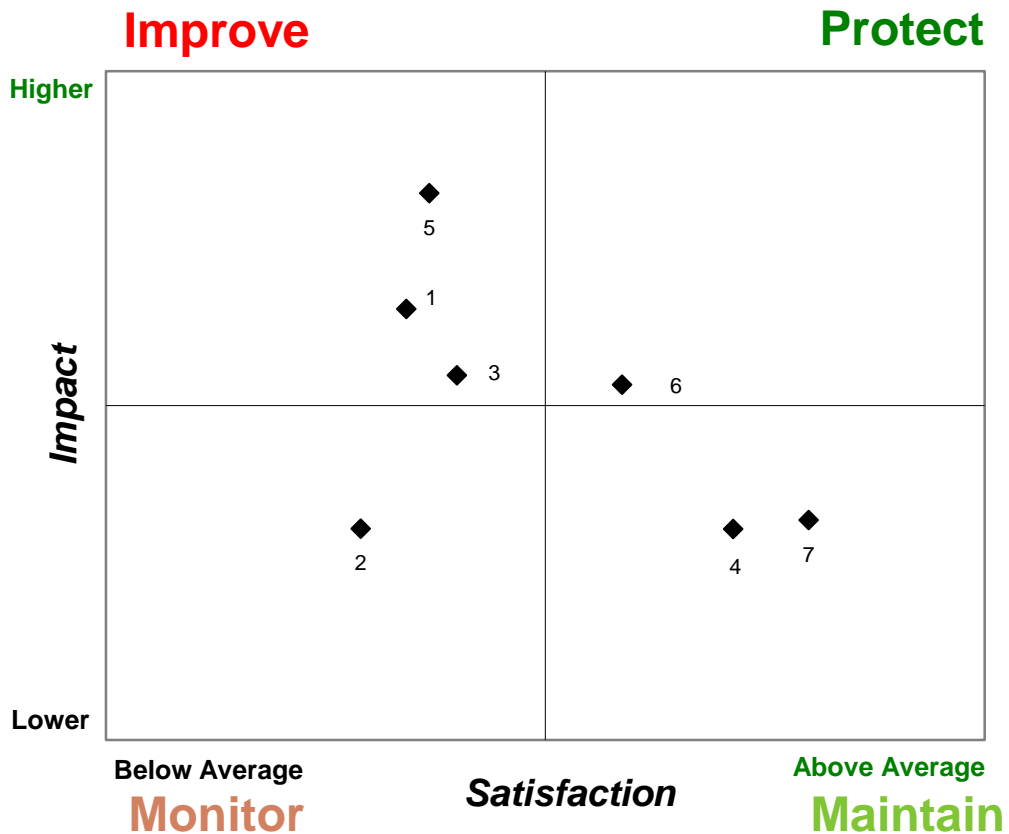
I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.
Sample sizes vary by attribute.

PERFORMANCE AND REWARD - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Rail Cars & Shops	Greenwood Carhouse (& McCowan)	Wilson Carhouse (& Davisville)	End Terminal Cleaning	Greenwood Shop	RAMS/ECD	Maintenance Engineering	Subway/SRT Vehicle Engineering
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	6.4	5.7	6.7	6.9	6.4	6.0	6.7	6.1
I am recognized for excellent performance	5.9	5.6	5.9	5.9	5.7	6.3	6.2	5.6	5.4	6.6	6.2
Poor performance is not tolerated	5.9	5.8	5.6	5.6	5.2	6.5	6.1	4.6	5.7	6.3	6.7
I am satisfied with the recognition I receive from my manager	6.0	5.8	6.2	6.2	5.9	6.4	7.1	6.1	5.9	6.8	6.7
I am satisfied with my pay and benefits, given the job I do	7.7	7.8	7.7	8.1	8.2	8.3	8.3	8.4	7.4	8.1	6.7
At the TTC, the recognition and / or rewards are meaningful	5.9	5.8	6.0	6.1	5.4	6.6	7.2	6.1	5.8	5.5	5.8
I have the opportunity to progress within the company	6.9	6.9	6.9	7.3	7.4	7.8	8.5	7.3	6.4	7.6	6.1
The TTC offers good job security	8.3	8.3	8.4	8.6	8.4	8.7	9.1	8.6	8.2	8.9	8.4

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

OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - RAIL CARS & SHOPS



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 5.6 to 8.6.
 Impact values range between 21% to 60%.

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 Rail Cars & Shops employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their safety at work is generally the highest for Maintenance Engineering and End Terminal Cleaning, followed by Subway/SRT Vehicle Engineering, and the lowest for Greenwood Carhouse (& McCowan).
- Staff employees feel substantially safer at work than union employees.
- Across the specific aspects of Safety, ratings were the highest for, “I feel comfortable discussing safety issues at work”. Ratings were the lowest for, “People on my team report all injuries, no matter how minor”, and “The TTC’s management is willing to invest money and effort to improve the level of safety”. As all attributes received similar satisfaction scores, there is considerable variability across cost centre groupings, particularly regarding the highest ratings.
- 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
 - The TTC’s management is willing to invest money and effort to improve the level of safety

SECTION SUMMARY

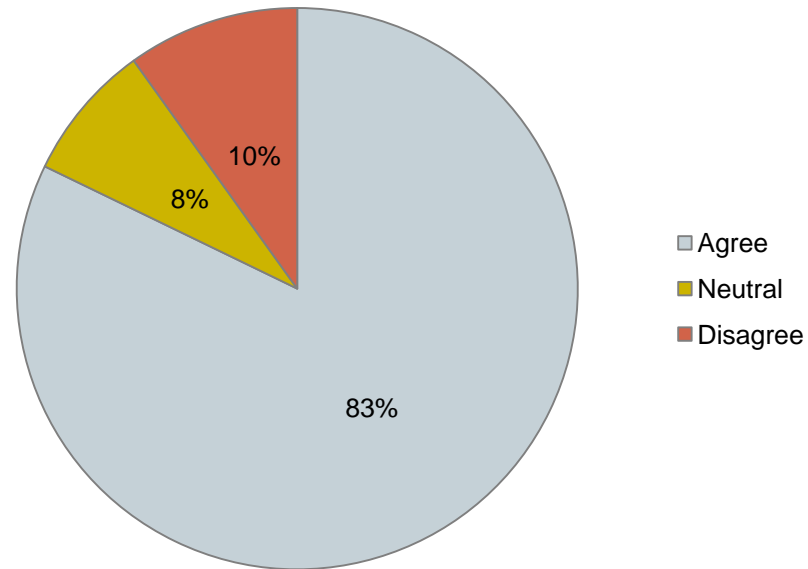
- In addition to these improvements, the following areas are key Areas to Protect:
 - My manager/supervisor emphasizes safe practices while at work
 - I am strongly encouraged to report unsafe working conditions

OVERALL RATINGS OF SAFETY - RAIL CARS & SHOPS

Rail Cars & Shops

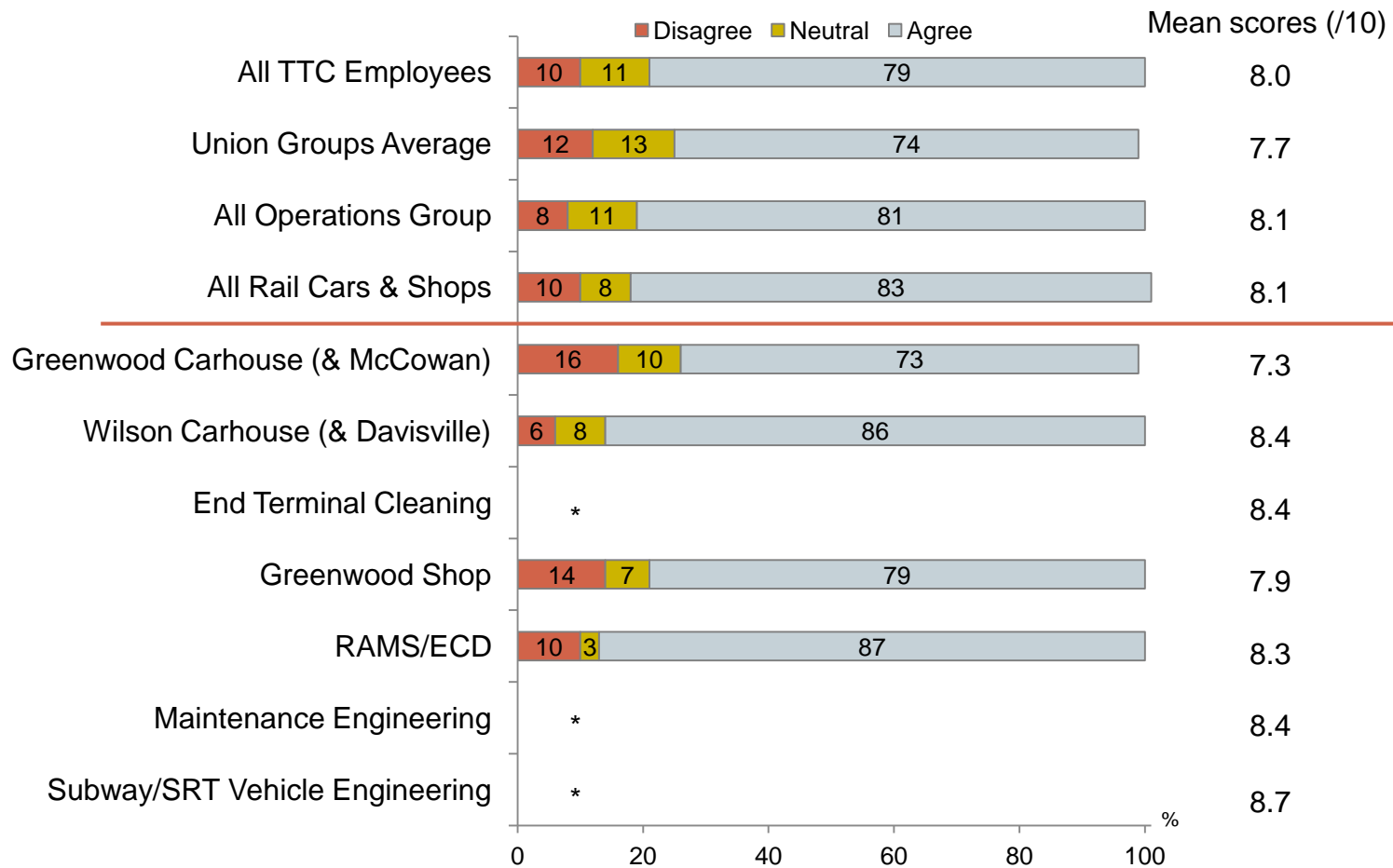
Total
(n= 262)

Mean=8.1



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



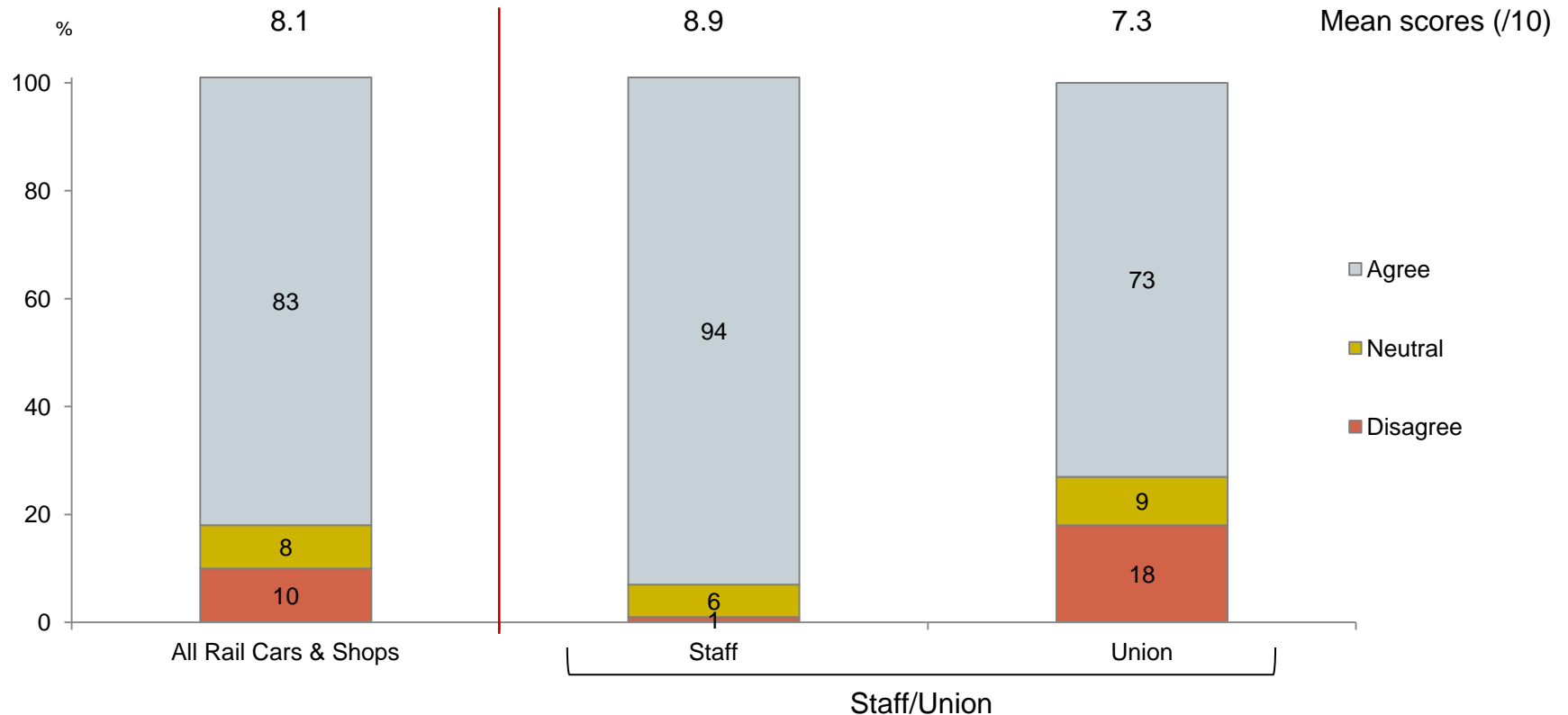
* Percentages suppressed as sample size <30.

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.

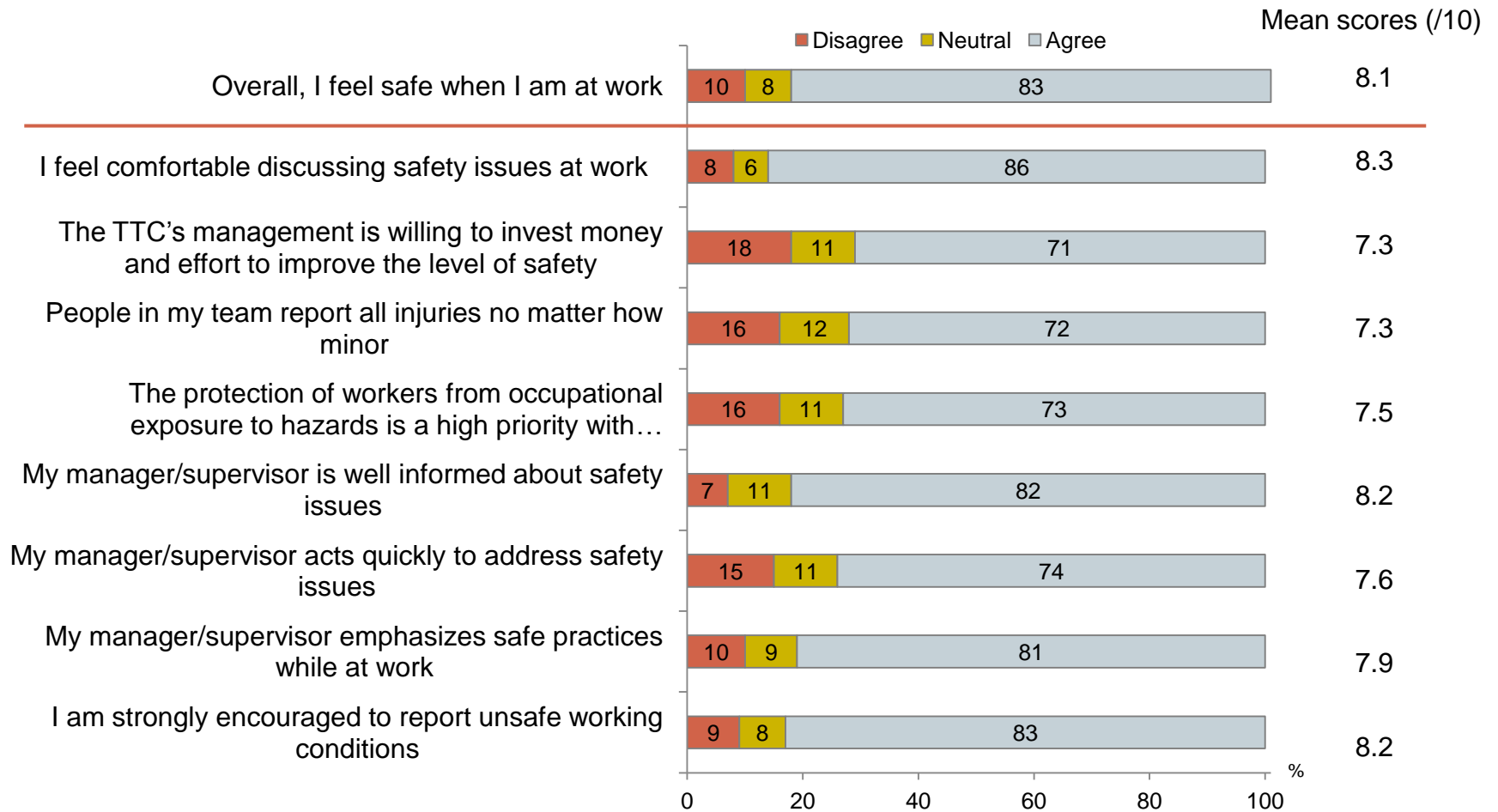
OVERALL RATINGS OF SAFETY - BY EMPLOYEE POSITION



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

- RAIL CARS & SHOPS



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.

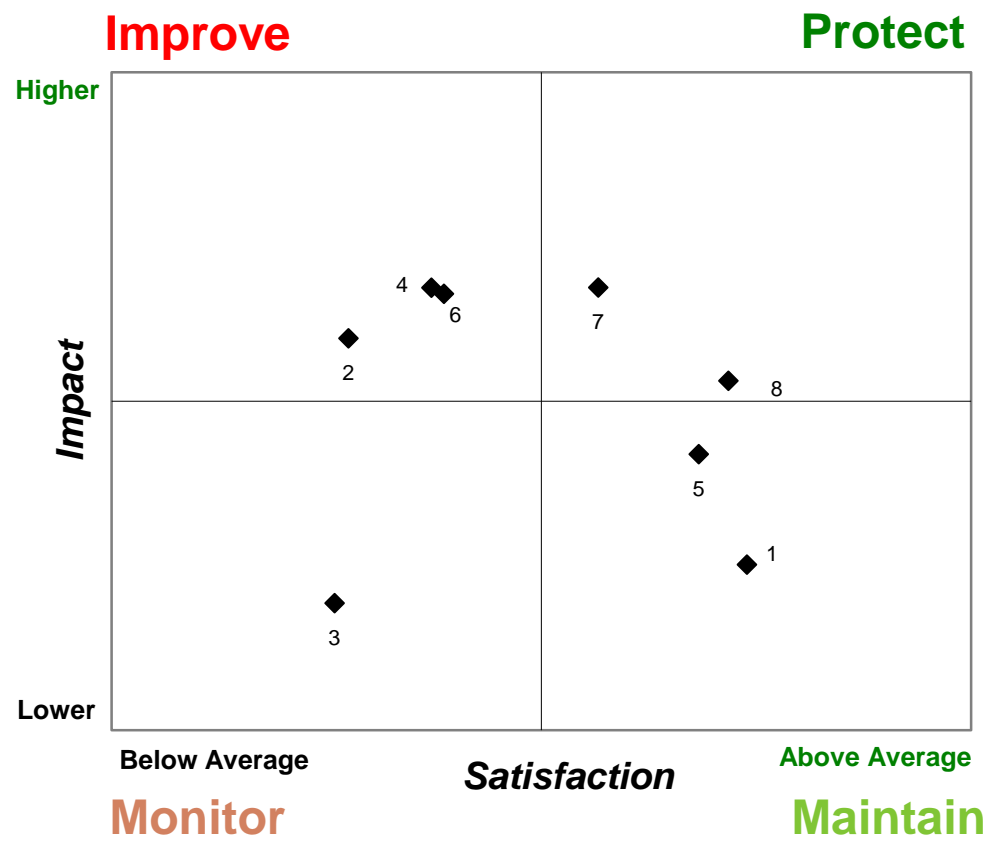
SAFETY

- BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Rail Cars & Shops	Greenwood Carhouse (& McCowan)	Wilson Carhouse (& Davisville)	End Terminal Cleaning	Greenwood Shop	RAMS/ECD	Maintenance Engineering	Subway/SRT Vehicle Engineering
Overall, I feel safe when I am at work	8.0	7.7	8.1	8.1	7.3	8.4	8.4	7.9	8.3	8.4	8.7
I feel comfortable discussing safety issues at work	8.3	8.0	8.3	8.3	7.8	8.0	8.3	8.6	8.1	8.9	8.3
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	7.1	7.6	7.3	6.4	7.4	8.1	7.4	7.0	8.5	7.6
People in my team report all injuries no matter how minor	7.1	6.8	7.2	7.3	6.4	7.1	8.1	7.4	7.6	7.9	7.8
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	7.2	7.6	7.5	6.7	7.7	8.5	7.4	7.2	8.6	8.3
My manager/supervisor is well informed about safety issues	8.0	7.7	8.0	8.2	7.8	8.1	9.2	8.0	8.2	8.4	8.5
My manager/supervisor acts quickly to address safety issues	7.6	7.3	7.6	7.6	6.7	7.3	8.7	7.6	7.1	8.7	9.0
My manager/supervisor emphasizes safe practices while at work	7.9	7.7	8.0	7.9	7.1	8.2	9.1	7.8	7.5	8.7	8.9
I am strongly encouraged to report unsafe working conditions	8.0	7.8	8.2	8.2	7.3	8.4	9.1	8.4	8.2	8.6	8.7

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 - RAIL CARS & SHOPS



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 7.3 to 8.3.
 Impact values range between 29% to 60%.

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 Rail Cars & Shops employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their colleagues or co-workers is the highest for Maintenance Engineering, and generally the lowest for Greenwood Shop, followed by Greenwood Carhouse (& McCowan), and RAMS/ECD.
- Staff are somewhat more satisfied with their colleagues or co-workers than union employees.
- Across the specific qualities of Your Team, ratings for most attributes were relatively close together, though ratings were the lowest for, “There is good morale on my team” and “I feel that workload is fairly distributed on my team”, and “All the people on my team are treated fairly” These results were mostly consistent across cost centre groupings, except that for Maintenance Engineering, good team morale was not among the lowest ratings.
- 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

SECTION SUMMARY

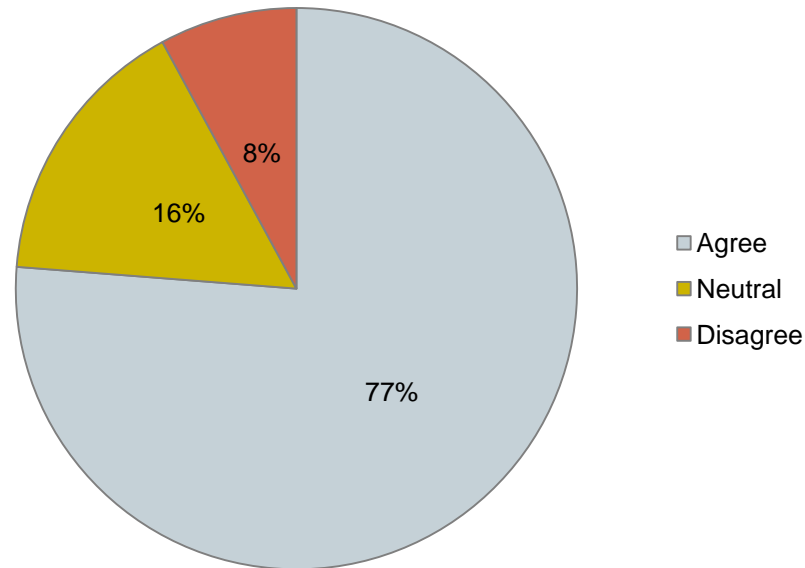
Regular Team Meetings

- 41% of Rail Cars & Shops employees indicate they have regular team meetings.
- These proportions are largely consistent across cost centre groupings (among those large enough to compare percentages). Greenwood Carhouse (& McCowan) had the highest proportion of employees (45%) to report meeting regularly, followed by Wilson Carhouse (& Davisville) (44%), while Greenwood Shop had the lowest proportion of employees indicating they have regular meetings (34%).
- Somewhat higher proportions of staff indicated they meet regularly compared to union employees (46% vs. 37% respectively).
- Among employees who have regular meetings, three quarters indicated they were held frequently enough. Sample sizes were not sufficient to compare any cost centre groupings.
- A much 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 the highest by Greenwood Shop, followed by Wilson Carhouse (& Davisville). RAMS/ECD employees scored meetings as least useful. A greater proportion of staff compared to union employees indicated meetings are useful.

OVERALL RATINGS OF YOUR TEAM - RAIL CARS & SHOPS

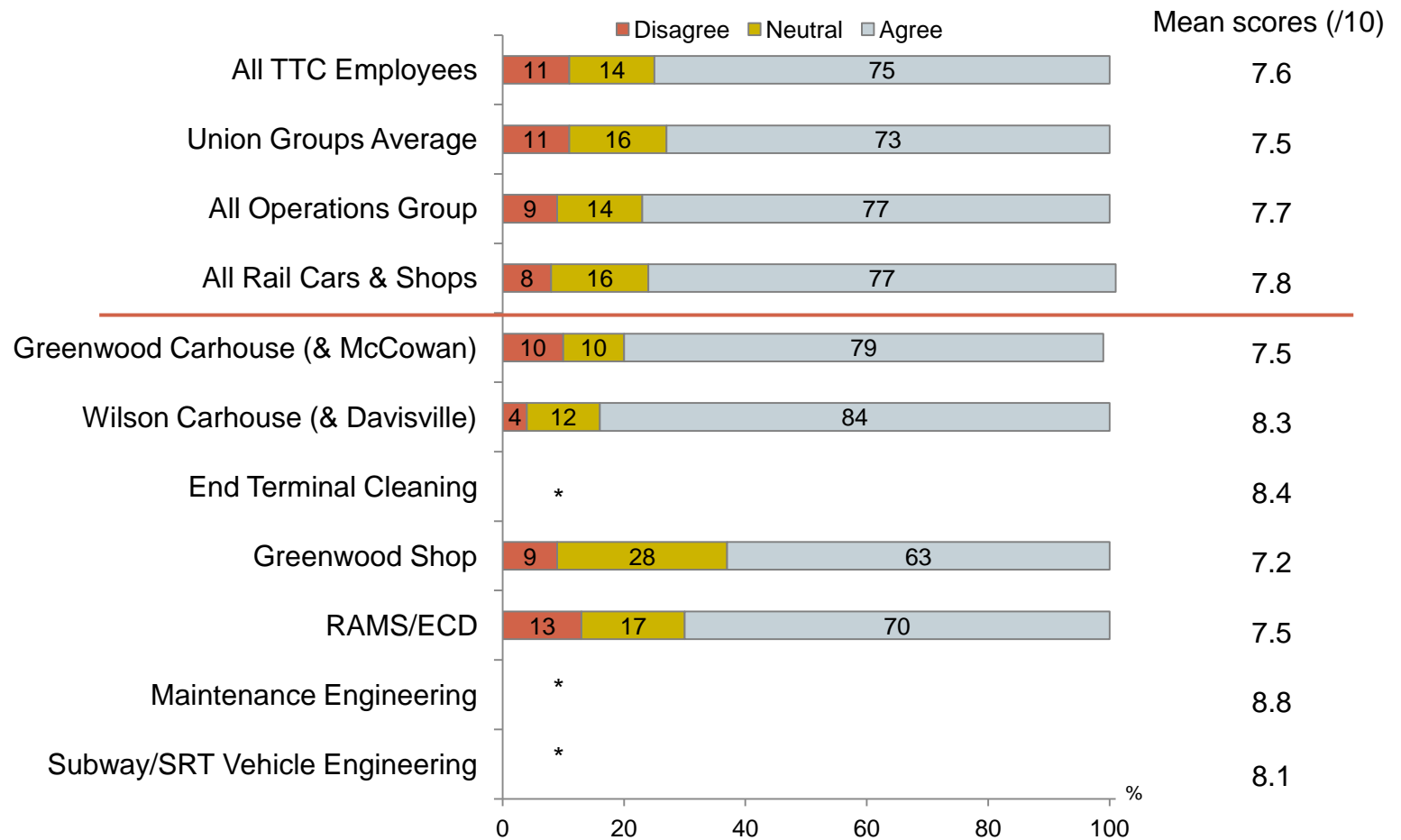
Rail Cars & Shops

Total
(n= 261)
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.

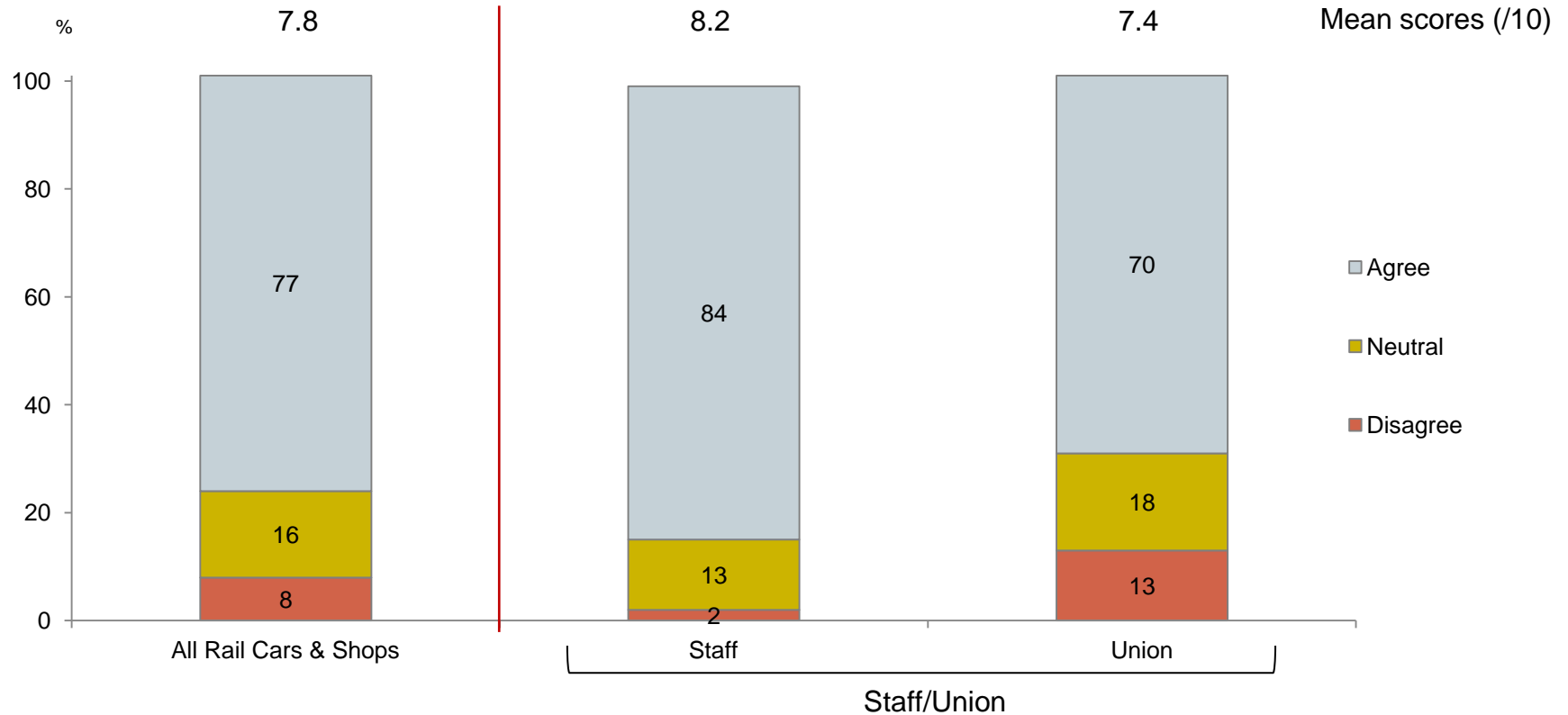
OVERALL RATINGS OF YOUR TEAM - BY COST CENTRE/GROUPING



* Percentages suppressed as sample size <30.

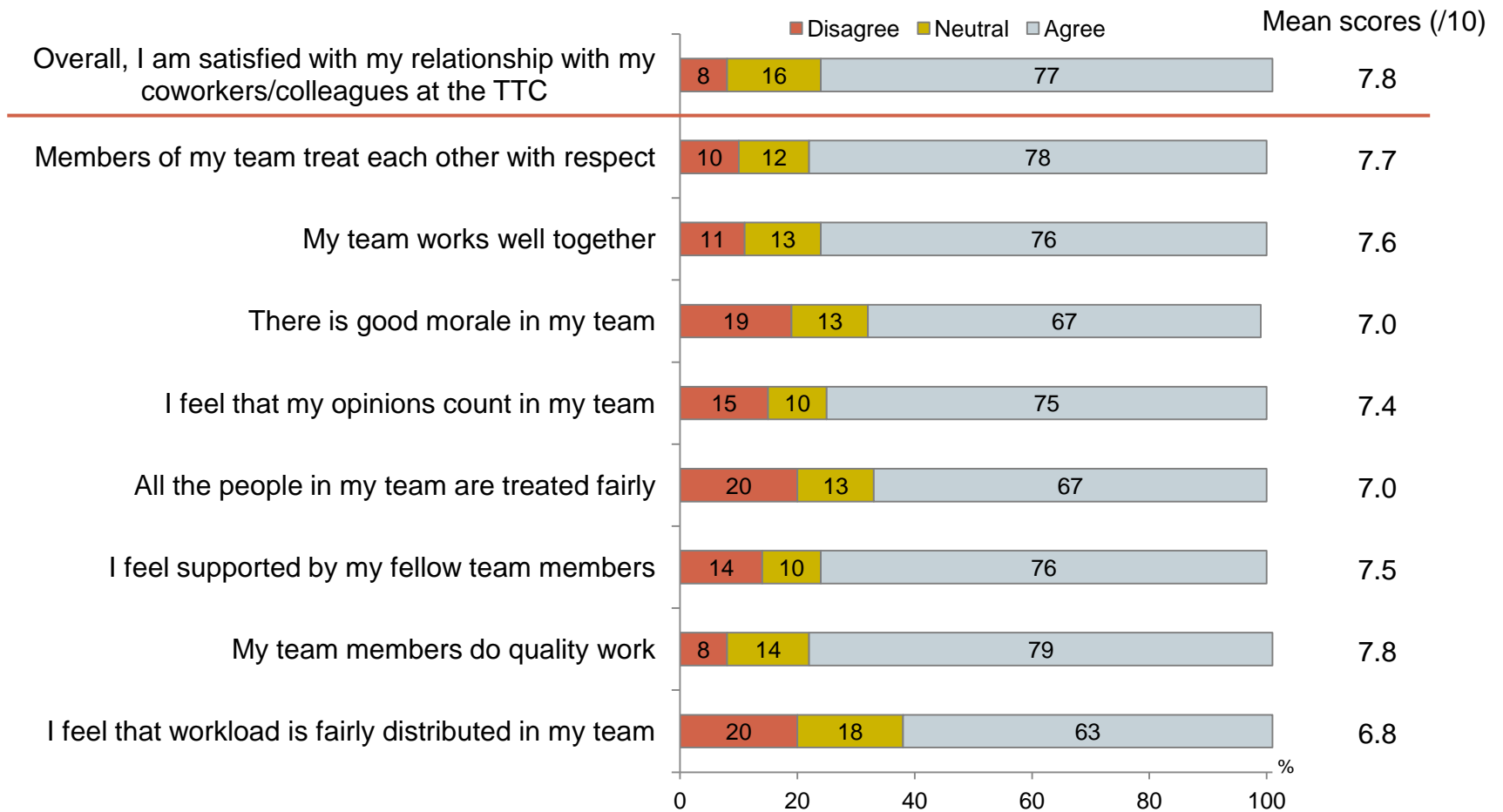
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC.
Sample sizes vary by category.

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 - RAIL CARS & SHOPS



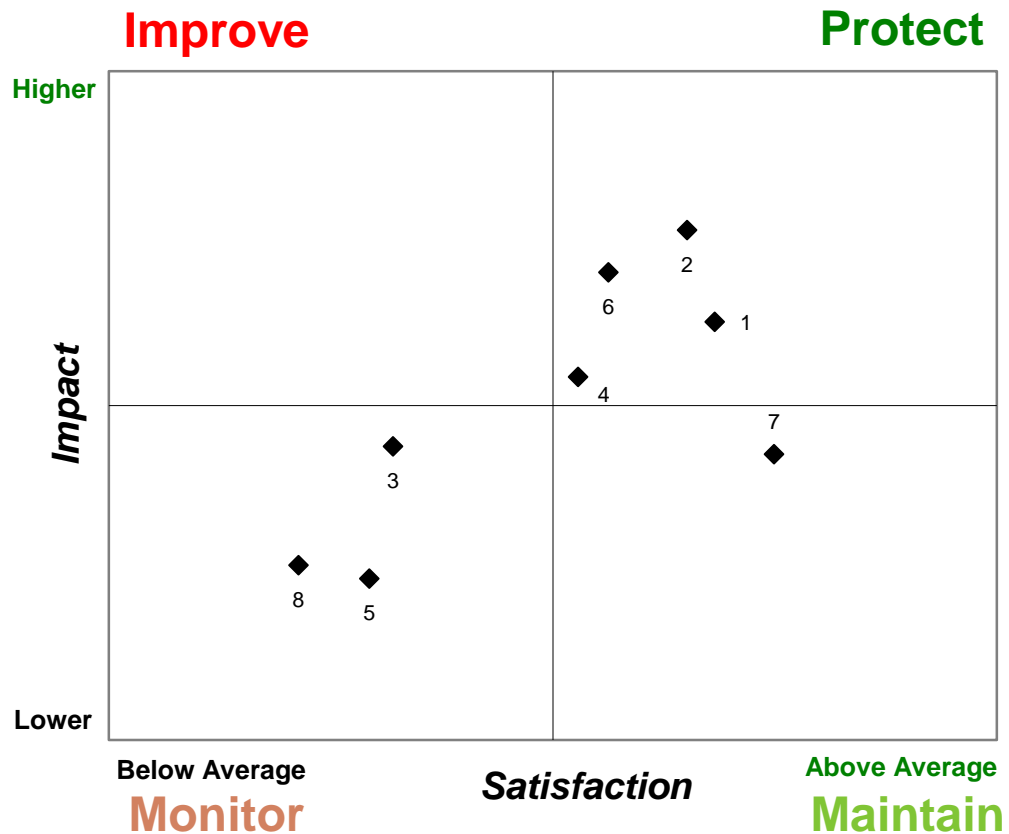
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC. Sample sizes vary by attribute.

YOUR TEAM - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Rail Cars & Shops	Greenwood Carhouse (& McCowan)	Wilson Carhouse (& Davisville)	End Terminal Cleaning	Greenwood Shop	RAMS/ECD	Maintenance Engineering	Subway/SRT Vehicle Engineering
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	7.8	7.5	8.3	8.4	7.2	7.5	8.8	8.1
Members of my team treat each other with respect	7.4	7.2	7.4	7.7	7.4	7.9	7.4	7.2	7.9	8.8	8.2
My team works well together	7.3	7.0	7.5	7.6	7.3	7.9	7.9	7.2	7.7	8.3	8.1
There is good morale in my team	6.5	6.2	6.7	7.0	6.5	7.2	7.7	6.5	6.7	8.4	7.9
I feel that my opinions count in my team	7.0	6.7	7.3	7.4	6.8	7.7	7.8	7.2	7.4	8.0	8.1
All the people in my team are treated fairly	6.7	6.5	6.9	7.0	6.9	7.1	7.3	6.5	6.5	8.1	7.9
I feel supported by my fellow team members	7.2	7.0	7.4	7.5	7.5	7.7	8.2	6.8	7.1	8.2	8.5
My team members do quality work	7.5	7.3	7.7	7.8	7.4	8.1	8.2	7.5	7.6	8.7	8.6
I feel that workload is fairly distributed in my team	6.5	6.3	6.6	6.8	6.2	7.3	7.7	6.2	6.6	7.9	7.4

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 - RAIL CARS & SHOPS

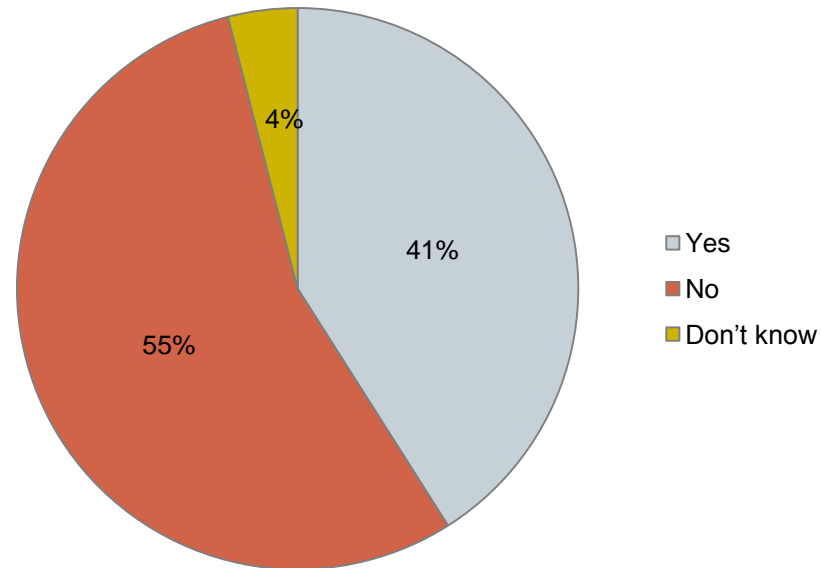


1. Members of my team treat each other with respect
2. My team works well together
3. There is good morale in my team
4. I feel that my opinions count in my team
5. All the people in my team are treated fairly
6. I feel supported by my fellow team members
7. My team members do quality work
8. I feel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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 6.8 to 7.8.
 Impact values range between 48% to 67%.

Rail Cars & Shops

Total
(n= 252)

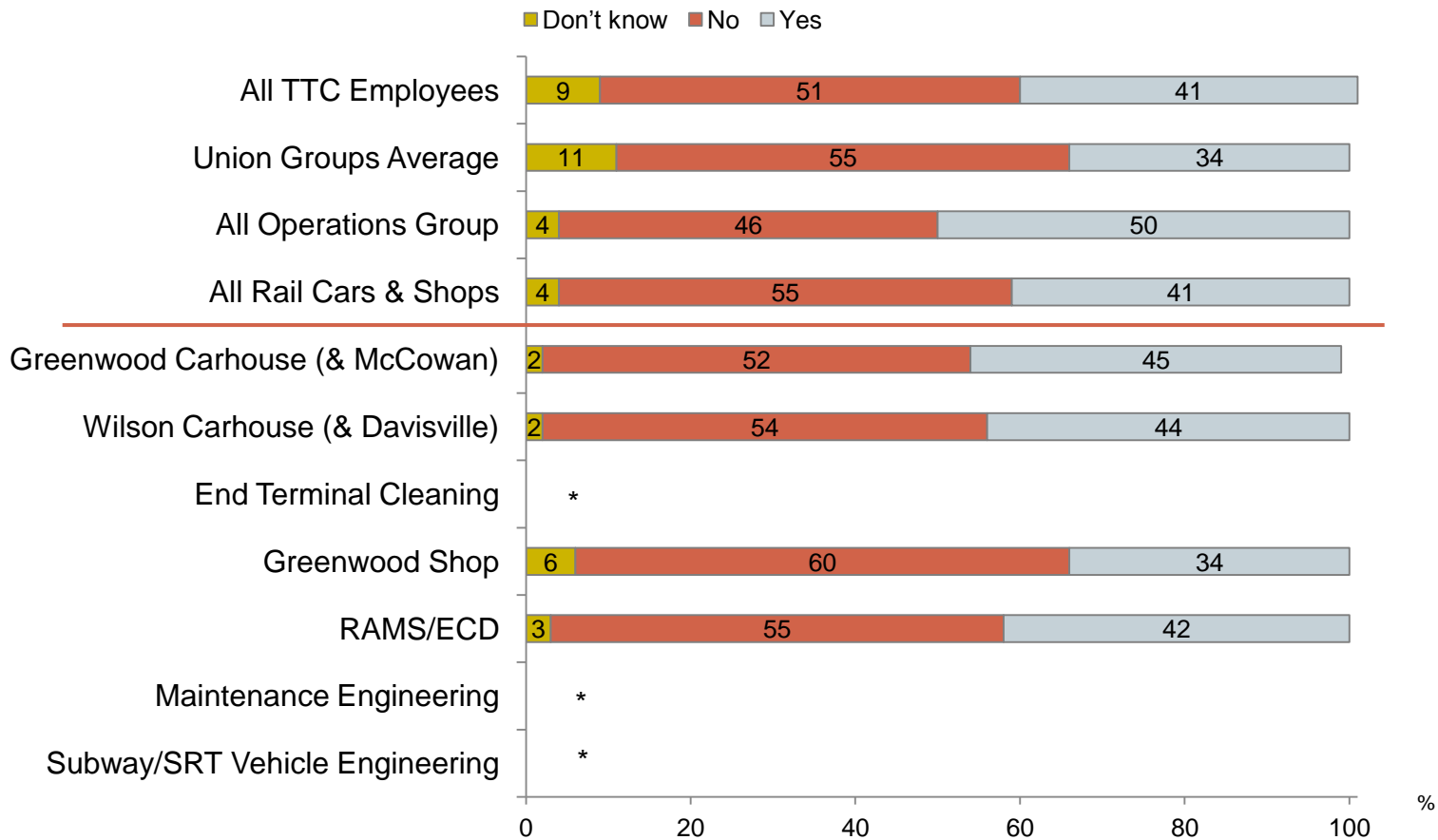


E2. Does your team hold regular team meetings?

3/29/2015

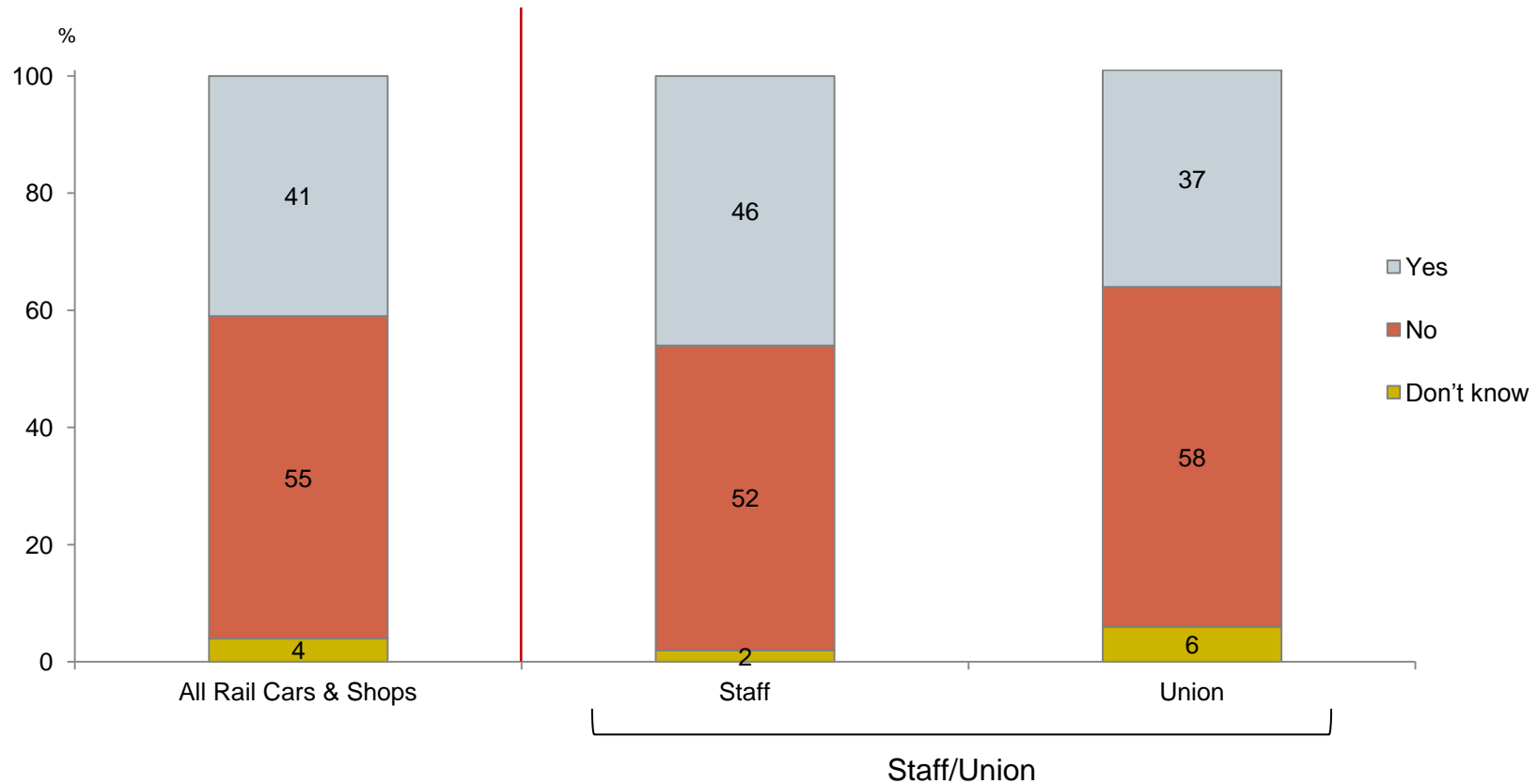
125

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



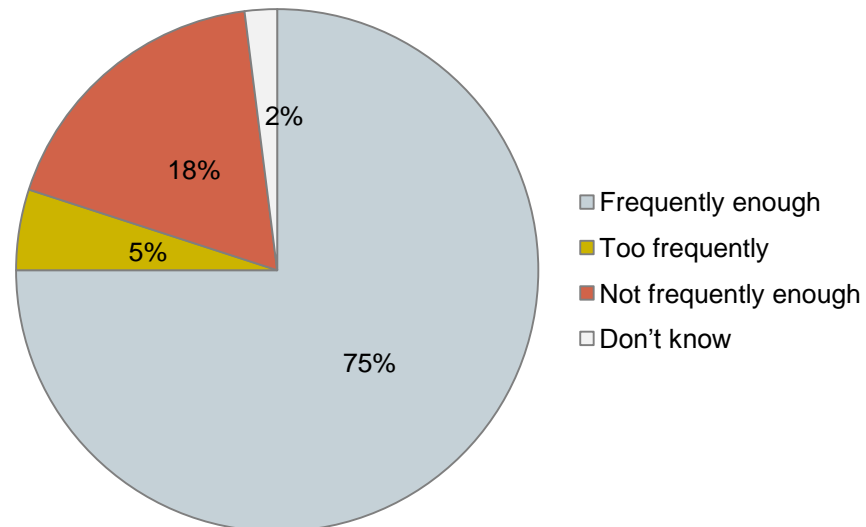
E2. Does your team hold regular team meetings?
Sample sizes vary by category.

SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

Rail Cars & Shops

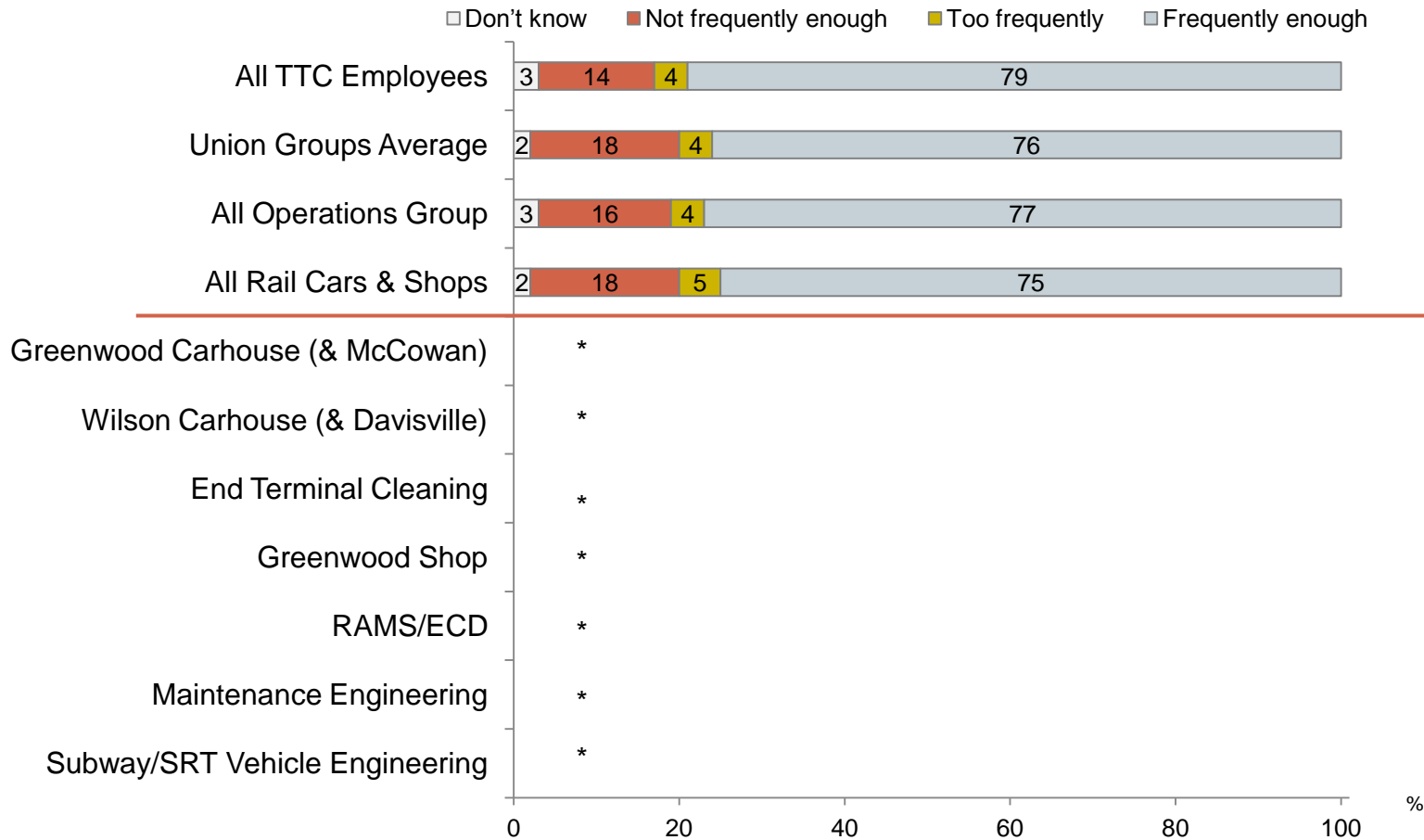
Total
(n= 100)



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

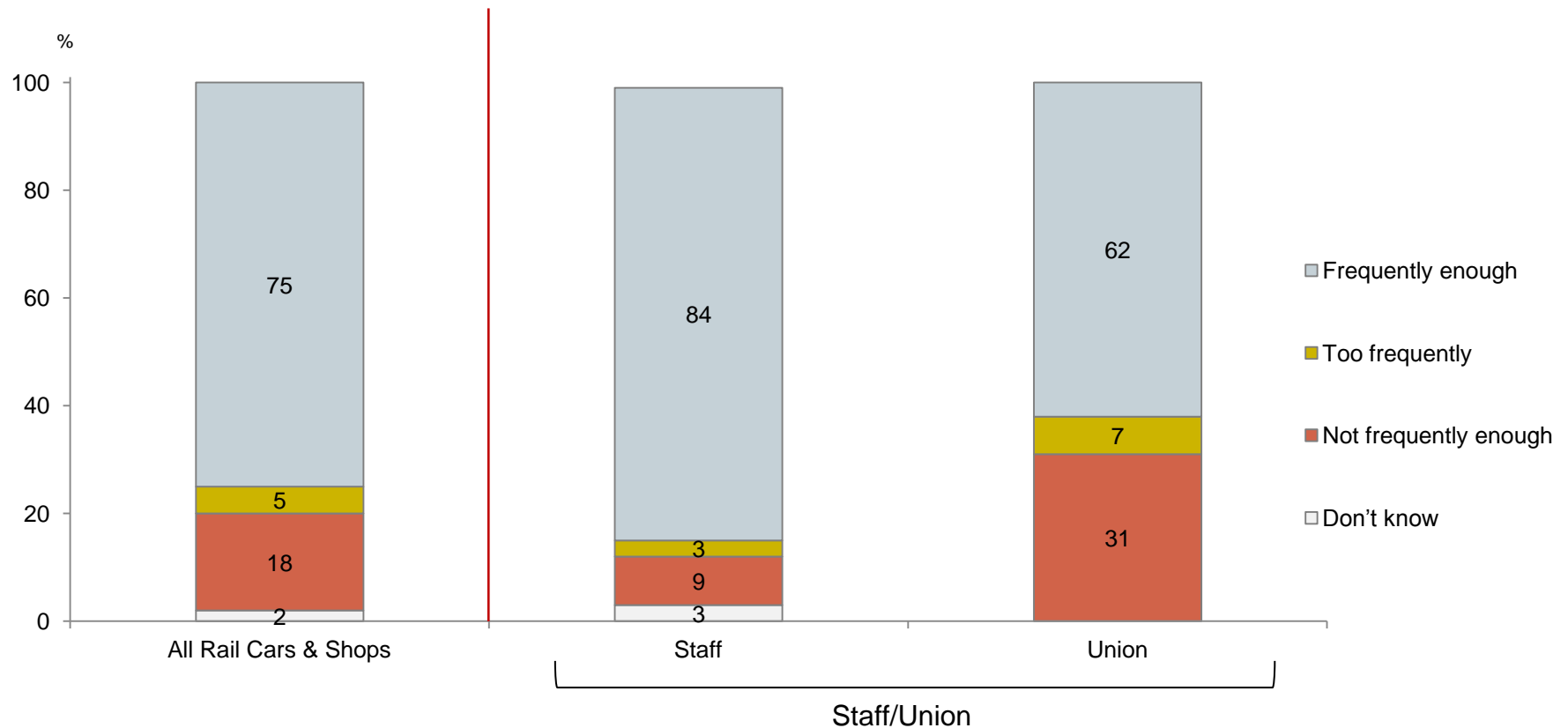


* Percentages suppressed as sample size <30.

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

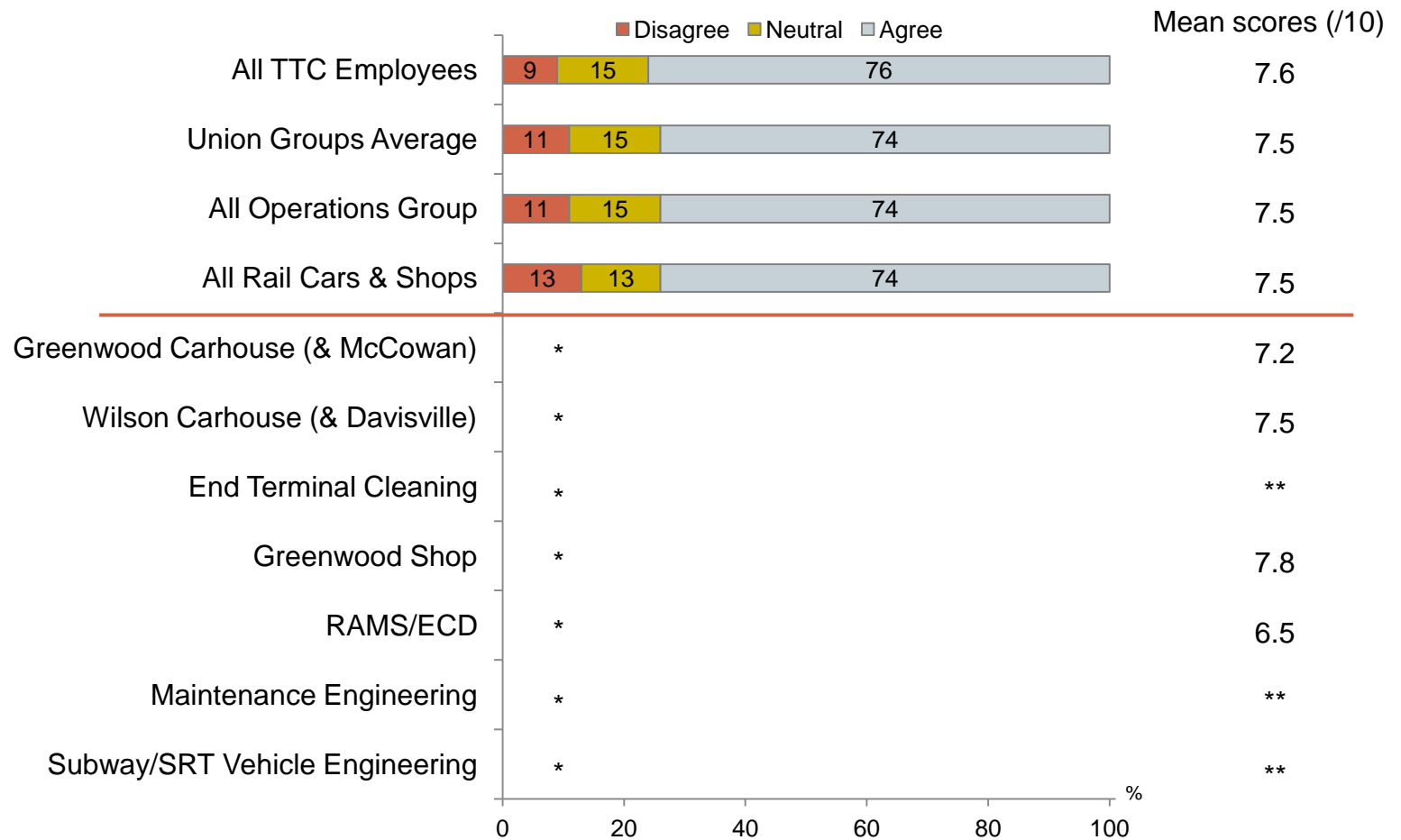
Among employees who have regular team meetings



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



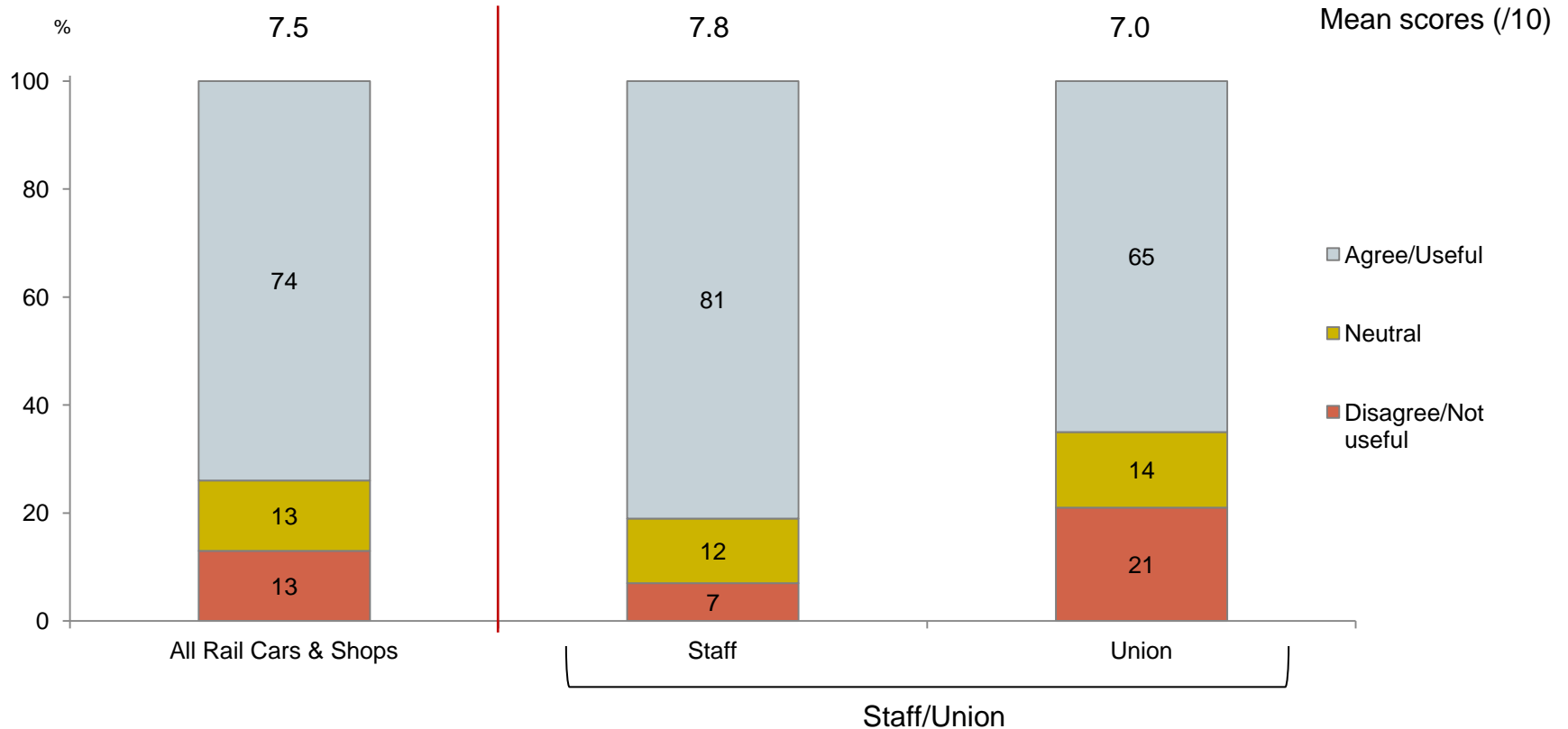
* Percentages suppressed as sample size <30.

** Mean score suppressed as sample size <10.

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.

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 Rail Cars & Shops employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their immediate manager or supervisor is the highest for End Terminal Cleaning and Subway/SRT Vehicle Engineering, and the lowest for RAMS/ECD, and Greenwood Carhouse (& McCowan).
- There is a substantial difference in satisfaction between staff and union employees in this area, with many more staff indicating they are satisfied with their immediate manager or supervisor.
- 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 “My manager/supervisor takes responsibility when problems arise”. 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.” These results were consistent for most cost centre groupings, with the exception of Subway/SRT Vehicle Engineering.
 - For this grouping, the highest rating was for “I have confidence in my manager’s/supervisor’s skills and abilities”. Unlike the other groupings, actively discouraging prejudice was actually among the lowest ratings, rather than the highest. Also receiving a low rating was “My manager/supervisor tells me why decisions have been made”. This was also the lowest rating for RAMS/ECD.

SECTION SUMMARY

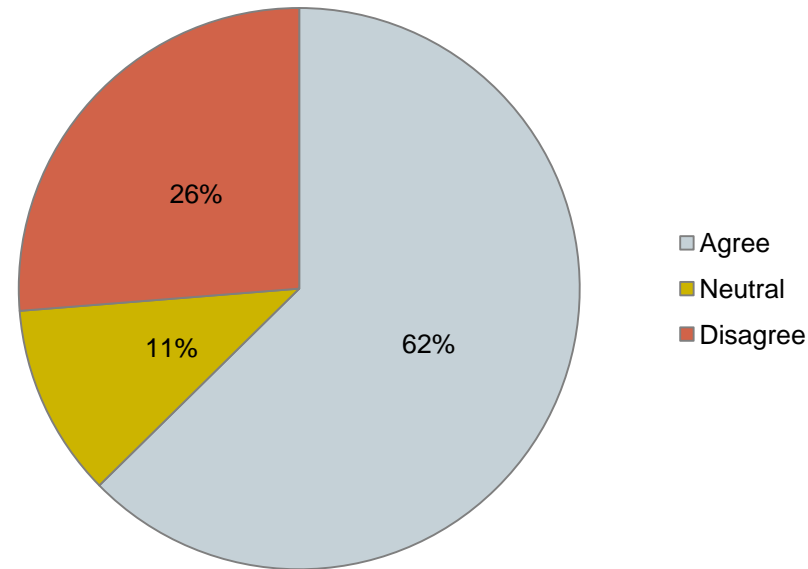
- To improve employee satisfaction with Your Manager/Supervisor, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - My manager/supervisor leads by example
 - My manager/supervisor manages people well
 - My manager/supervisor is open to constructive feedback from staff and others
 - My manager/supervisor is personally involved in improving the quality of my work
- In addition to these improvements, the following areas are key Areas to Protect:
 - I have confidence in my manager's/supervisor's skills and abilities
 - I get help and support from my manager/supervisor when I need it
 - My manager/supervisor treats me fairly
 - My manager/supervisor keeps me well informed about issues which affect me

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - RAIL CARS & SHOPS

Rail Cars & Shops

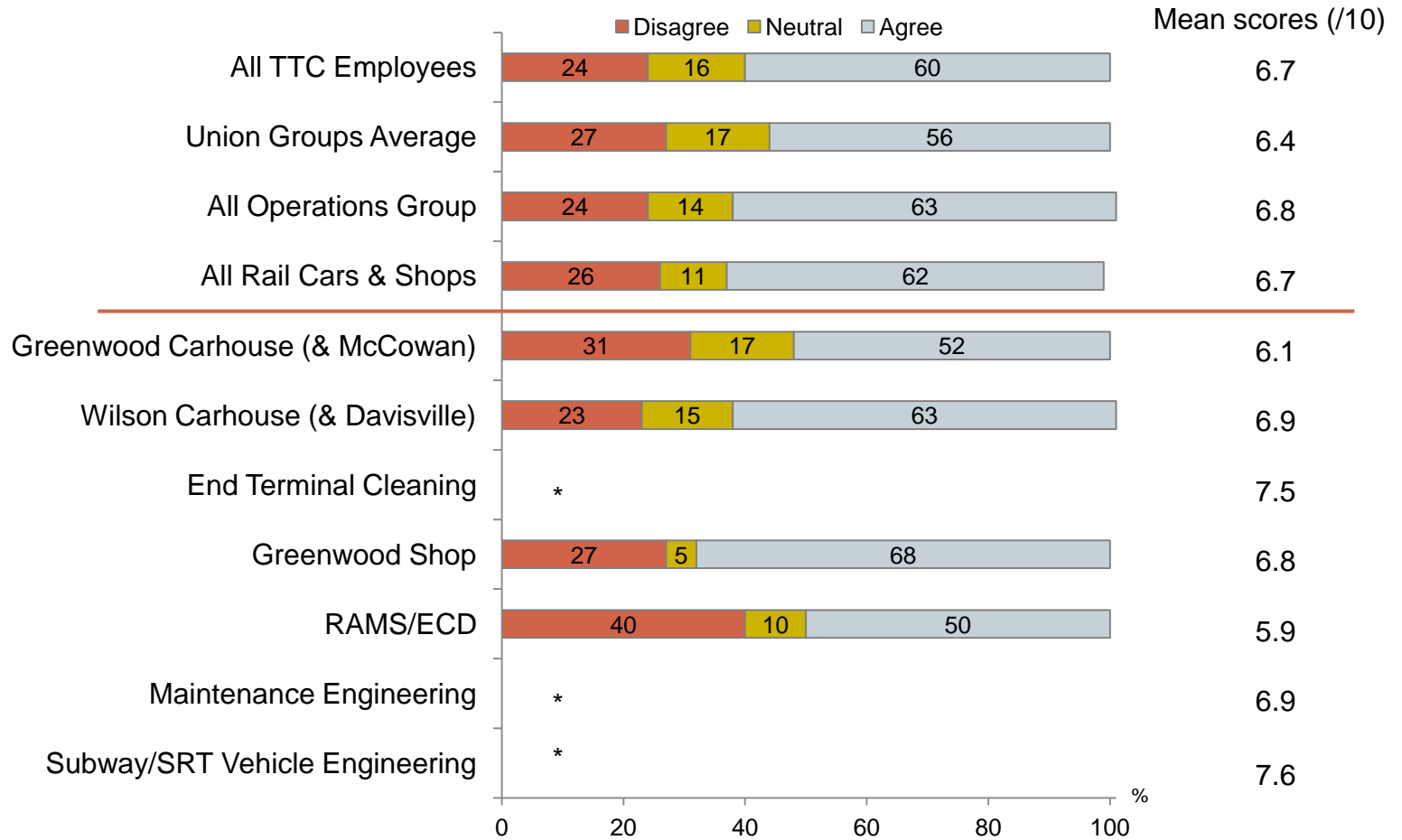
Total
(n= 261)

Mean=6.7



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

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



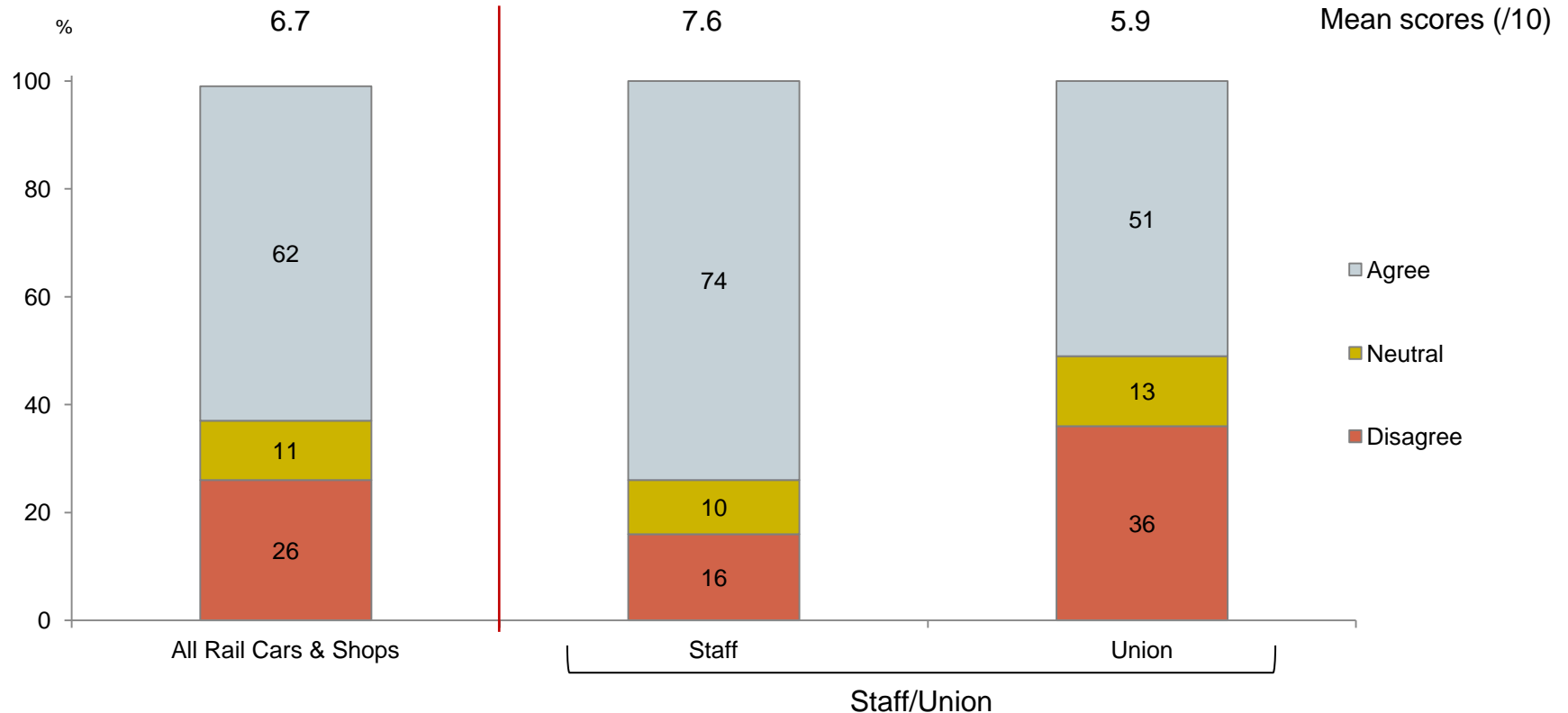
* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BY EMPLOYEE POSITION

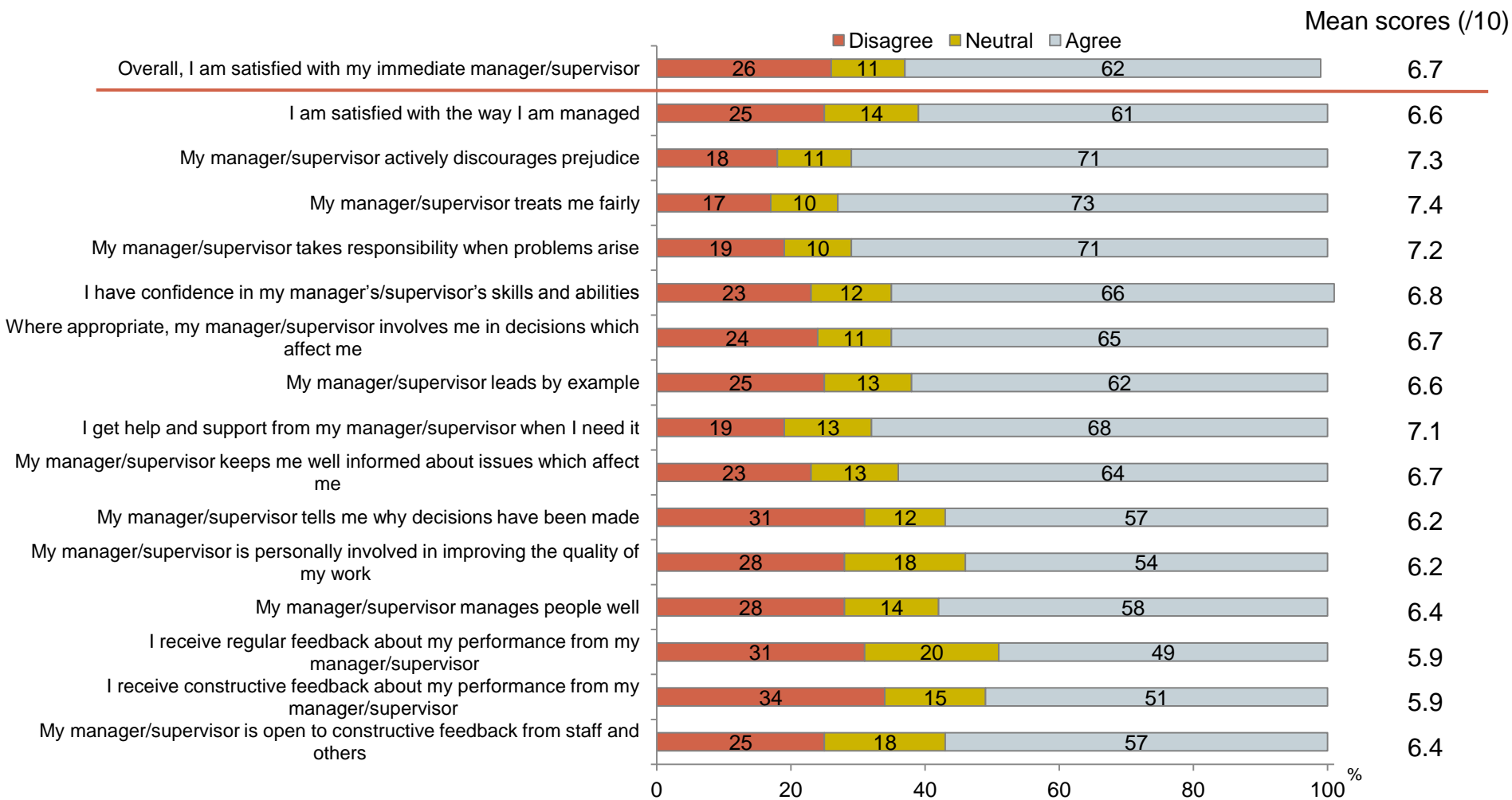


D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

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

Sample sizes vary by category.

YOUR MANAGER/SUPERVISOR - RAIL CARS & SHOPS



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.

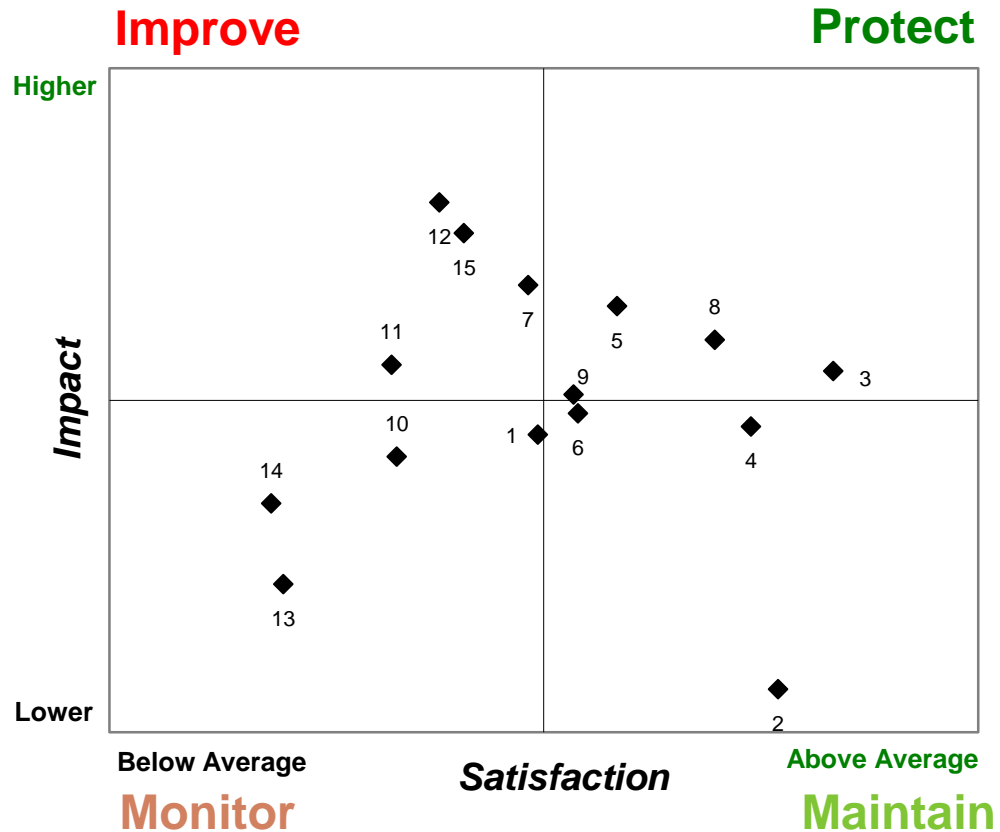
Sample sizes vary by attribute.

YOUR MANAGER/SUPERVISOR - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Rail Cars & Shops	Greenwood Carhouse (& McCowan)	Wilson Carhouse (& Davisville)	End Terminal Cleaning	Greenwood Shop	RAMS/ECD	Maintenance Engineering	Subway/SRT Vehicle Engineering
Overall, I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	6.7	6.1	6.9	7.5	6.8	5.9	6.9	7.6
I am satisfied with the way I am managed	6.6	6.4	6.7	6.6	5.7	6.9	7.1	6.8	6.1	7.0	7.2
My manager/supervisor actively discourages prejudice	7.4	7.2	7.3	7.3	6.8	7.4	8.2	7.1	7.5	7.3	6.9
My manager/supervisor treats me fairly	7.3	7.2	7.4	7.4	6.7	7.7	8.2	7.4	7.0	7.6	7.7
My manager/supervisor takes responsibility when problems arise	6.9	6.7	7.0	7.2	6.1	7.3	8.3	7.3	6.9	7.7	7.6
I have confidence in my manager's/supervisor's skills and abilities	6.9	6.6	6.9	6.8	6.0	6.9	7.7	6.8	6.5	7.1	8.1
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	6.2	6.7	6.7	6.0	6.6	7.6	7.0	5.7	7.4	7.5
My manager/supervisor leads by example	6.5	6.2	6.6	6.6	5.8	6.7	7.4	6.7	6.1	7.0	7.4
I get help and support from my manager/supervisor when I need it	7.1	6.8	7.1	7.1	6.1	7.1	8.2	7.3	6.7	7.4	7.9
My manager/supervisor keeps me well informed about issues which affect me	6.6	6.3	6.8	6.7	6.2	6.4	7.4	6.9	6.4	7.2	7.1
My manager/supervisor tells me why decisions have been made	6.2	5.8	6.3	6.2	5.6	6.3	7.1	6.7	5.1	6.2	6.9
My manager/supervisor is personally involved in improving the quality of my work	6.1	5.8	6.3	6.2	5.6	6.1	7.4	6.3	5.5	6.9	7.4
My manager/supervisor manages people well	6.3	6.1	6.4	6.4	5.8	6.6	7.2	6.3	5.7	6.4	6.9
I receive regular feedback about my performance from my manager/supervisor	5.7	5.3	6.1	5.9	5.2	6.1	6.3	6.2	5.2	6.5	7.0
I receive constructive feedback about my performance from my manager/supervisor	5.8	5.3	6.1	5.9	5.0	5.7	6.8	6.3	5.3	6.4	7.2
My manager/supervisor is open to constructive feedback from staff and others	6.1	5.8	6.4	6.4	6.0	6.4	7.1	6.7	5.6	6.5	7.3

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- RAIL CARS & SHOPS



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 5.9 to 7.4.
Impact values range between 53% to 84%.



FINAL WORD

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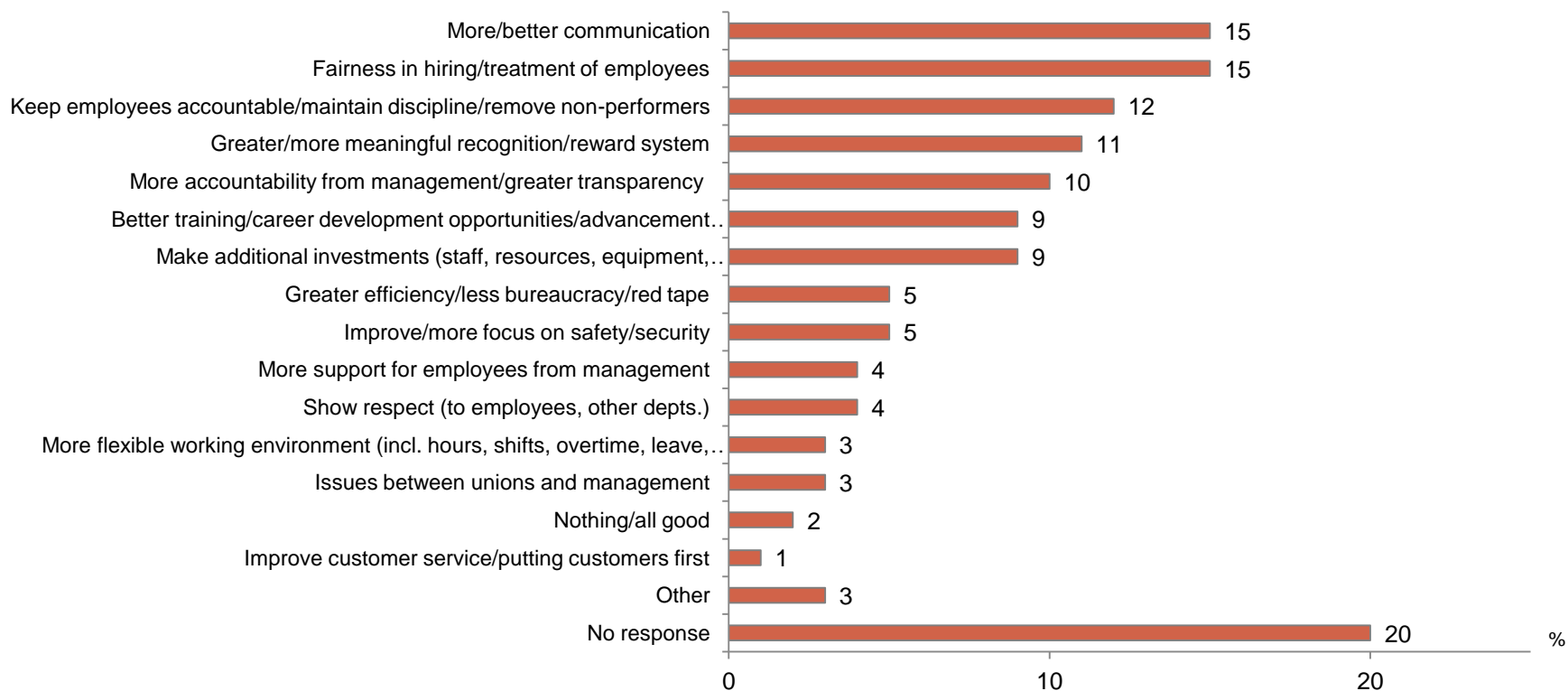


FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improved to increase satisfaction
- Several different areas were identified, among them more fairness in hiring and treatment of employees, better communication, keeping employees disciplined and accountable, and more meaningful recognition/rewards.

Rail Cars & Shops

(n= 265)



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

RECOMMENDATIONS

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RECOMMENDATIONS: RAIL CARS & SHOPS

- Conduct discussion sessions with employees to explore:
 - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing
 - Reasons for lack of satisfaction with **work spaces and facilities**
 - Ways to **improve relationships** between Senior Management and employees, focusing on:
 - Open and honest communication
 - Building trust
 - Welcoming all feedback, both positive and negative
 - Issues related to perceptions of **TTC leadership** making the right decisions for the company's future success
 - Ways to keep employees **well informed**
 - Practical ways to promote better **collaboration** between different parts of the TTC
 - What **motivates** employees in their jobs

Thank you

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