

# EMPLOYEE ENGAGEMENT SURVEY

## Revenue Operations

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 Revenue Operations 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%.
- 63 surveys were completed by Revenue Operations employees for a response rate of 37%.

# RESPONSE RATES (RR) AND EMPLOYEE CATEGORY

- The response rate for employees in the Revenue Operations department (37%) is in line with the overall response rate for the Operations group (36%).
- Staff employees responded at a much higher rate than unionized employees, as shown in the table below.
- Response rates were not calculated below the departmental level. Sample sizes for cost centres and groupings of cost centres are shown on the following slide.

## Revenue Operations: 37%

Employee Category	Count	RR
Staff	19	79%
Union	43	29%
<b>Total†</b>	<b>62</b>	<b>37%</b>

† Total sample includes one or more completed surveys where the unique access code was not returned and the department was not identified. In one instance, a survey was returned with no access code, but the department (but not the cost centre) was identified on the survey.

# COST CENTRE GROUPINGS

Grouping	Cost Centre*	Count
<b>Department Head &amp; Staff</b>		<b>8**</b>
	4801-Revenue Operations - Dpt. Head & Staff	
	4803-Loss Prevention	
<b>Revenue Operations - Administration</b>		<b>12</b>
	4802-Revenue Operations - Administration	
<b>Fare Media Distribution - Suppliers</b>		<b>5**</b>
	4804-Fare Media Distribution Suppliers	
<b>Fare Media Distribution – External Sales</b>		<b>5**</b>
	4805-Fare Media Distribution External Sales	
<b>Revenue Processing</b>		<b>4**</b>
	4806-Revenue Processing	
<b>Revenue Collection</b>		<b>12</b>
	4807-Revenue Collection	
<b>Vending Machines</b>		<b>3**</b>
	4808-Vending Machines	
<b>RSEM</b>		<b>13</b>
	05G0-RSEM Management & Staff	
	05G1-Locks & Surface Maintenance (RSEM)	
	05G2-Subway Equipment Maintenance (RSEM)	
<b>Total</b>		<b>63†</b>

\* 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.

† Total sample includes one or more completed surveys where the unique access code was not returned and the department was not identified. In one instance, a survey was returned with no access code, but the department (but not the cost centre) was identified on the survey.

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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 departments or employee categories.**
  - Results in the form of percentages will be suppressed throughout this report if there were fewer than 30 valid responses (indicated by \*).
  - Results in the form of mean scores will be suppressed throughout this report if there were fewer than 10 valid responses (indicated by \*\*).
  - All cost centre groupings for this department have fewer than 30 valid responses. For this reason no percentages will be shown for cost centre grouping in this report. Any results provided relating to any of the cost centres should be interpreted with caution.
- **Exact sample size may vary by cost centre grouping, employee category, or by individual question**
  - In general, if the results for more than one question or more than one employee category are presented on the same slide, the sample size varies slightly by question.
  - It can be assumed that, unless otherwise stated, sample sizes include all employees who provided a valid response to the question. Refer to response rates and cost centre slides (slides 6-7) for total sample by cost centre grouping and employee category.

# HIGHLIGHTS

Overall Employee Engagement score: 7.1.

**Highest:** RSEM 8.4  
**Lowest:** Rev Ops - Admin. 6.3

**Highest:** Staff 7.2  
**Lowest:** Union 7.1

- To increase levels of employee engagement, the Revenue Operations department should focus on improving employees' satisfaction with **Working Environment** and **Training and Development**:
  - **Working Environment** is a key driver for Revenue Operations 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 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)

- **Training and Development** is another Area to Improve for Revenue Operations.
- Specific ways to increase satisfaction with this area include:
  - Having an agreed personal development plan (“I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”).
  - Providing support for personal development (“I am satisfied with the support I receive on my personal development”). While technically, this is an Area to Protect for Revenue Operations, it is close to an Area to Improve, and so it would be prudent to treat it as such.
- **Your Job** is an area that generates relatively high levels of satisfaction and represents the strongest driver of employee engagement for Revenue Operations.
- Revenue Operations should continue to increase satisfaction with **Your Job** by:
  - Exploring what motivates employees
  - Encouraging employees to use their skills & abilities
  - Giving employees more opportunities to make decisions
- **Your Team** is another Area to Protect for Revenue Operations.
- Revenue Operations should continue to increase satisfaction with **Your Team** by:
  - Exploring ways to improve employee morale
  - Ensure work teams have procedures that will ensure all are treated fairly

# 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 are attributes related to Safety, Your Job, and Performance and Reward.
- Among the 5 lowest scoring attributes, three were associated with the module Your Company – referring to company leadership. Others were associated with Training and Development and Performance and Reward.

## Top 5

1. I often look for ways to make improvements in how things are done(8.7)
2. I am not afraid to suggest new ways of doing things in my job(8.2)
3. I feel comfortable discussing safety issues at work (8.1)
4. The TTC offers good job security (7.9)
5. I am strongly encouraged to report unsafe working conditions (7.6)

## Bottom 5

1. The way people are selected for jobs in the TTC is fair (3.6)
2. Poor performance is not tolerated(3.9)
3. If something goes wrong, people concentrate on putting it right, not blaming others (3.9)
4. There is a good level of trust between Senior Management and employees (3.9)
5. There is effective sharing of information across the TTC (4.0)

# 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 Revenue Operations, this score is 7.1.

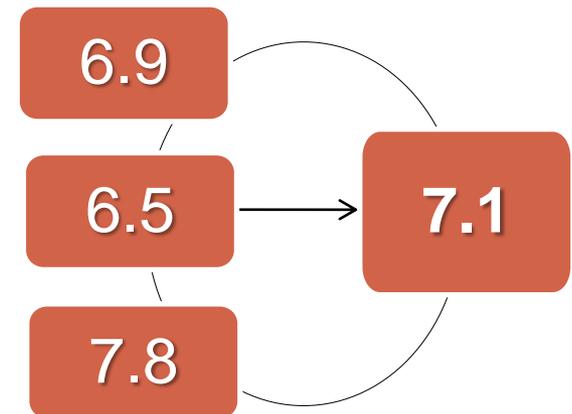
# OVERALL EMPLOYEE ENGAGEMENT SCORE

- **Within the Employee Engagement survey:**
  - Employee engagement uses a **1-10** scale.
  - The higher the score, the higher the engagement.

## Composite of 3 measures:

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

Mean rating



# OVERALL EMPLOYEE ENGAGEMENT SCORE

- The Employee Engagement score for Revenue Operations is lower than the score for Operations Group, as well as the score for all TTC employees, and 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 R.S.E.M. Cost centre grouping.
- Levels of engagement are the lowest among employees in Revenue Operations - Administration. Note however that, due to low sample size, Employee Engagement could not be calculated for several cost centre groupings.
- When examined by employee category, the overall Employee Engagement score is similar for staff and unionized employees.

All Revenue Operations: 7.1

## Cost Centre/Grouping

R.S.E.M.	8.4
Revenue Collection	6.7
Revenue Operations - Admin	6.3

## Employee Category

All TTC	7.8
Union Groups Average	7.7
Operations Group	8.0
Staff	7.2
Union	7.1

# RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

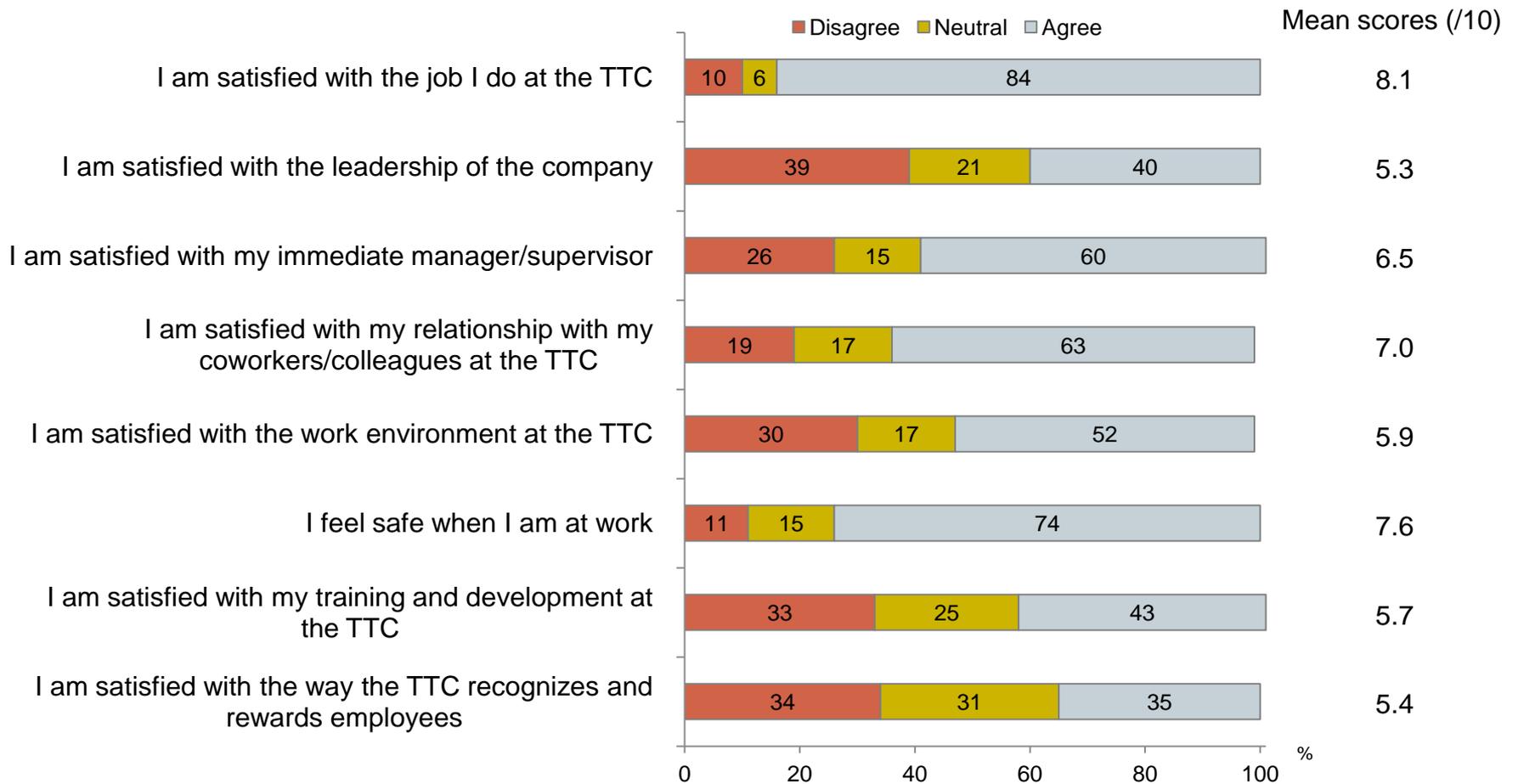
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# SECTION SUMMARY

- The following measures were included in the survey in order to assess overall satisfaction with each aspect of employee satisfaction with the TTC:
  - I am satisfied with the job I do at the TTC
  - I am satisfied with the leadership of the company
  - I am satisfied with my immediate manager/supervisor
  - I am satisfied with my relationship with my coworkers/colleagues at the TTC
  - I am satisfied with the work environment at the TTC
  - I feel safe when I am at work
  - I am satisfied with my training and development at the TTC
  - I am satisfied with the way the TTC recognizes and rewards employees
- Ratings were the highest for, “I am satisfied with the job I do at the TTC”, followed by “I feel safe when I am at work”. Ratings were the lowest for “I am satisfied with the way the TTC recognizes and rewards employees”, and “I am satisfied with the leadership of the company”. These results were consistent across cost centre groupings, with the exception of Revenue Collection, where “I am satisfied with my immediate manager/supervisor” received a higher rating than feeling safe at work.
- Mean scores across most measures were the highest for RSEM (with the exception of Your Manager/Supervisor) and generally the lowest for Revenue Operations Administration, though Revenue Collection scored lower on some measures.

# ASPECTS OF EMPLOYEE ENGAGEMENT - REVENUE OPERATIONS



# ASPECTS OF EMPLOYEE ENGAGEMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Revenue Operations	Revenue Operations - Admin	Revenue Collection	RSEM
I am satisfied with the job I do at the TTC	8.1	8.0	8.2	8.1	8.2	7.8	8.5
I am satisfied with the leadership of the company	6.4	6.1	6.5	5.3	5.0	4.7	6.3
I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	6.5	5.1	7.8	6.7
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	7.0	6.3	7.1	8.0
I am satisfied with the work environment at the TTC	7.0	6.8	7.0	5.9	4.8	5.3	7.5
I feel safe when I am at work	8.0	7.7	8.1	7.6	6.9	7.4	8.5
I am satisfied with my training and development at the TTC	7.0	6.9	6.8	5.7	5.2	5.4	6.9
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	5.4	5.1	4.3	6.3

Sample sizes vary by attribute.

# WHAT DRIVES EMPLOYEE ENGAGEMENT?

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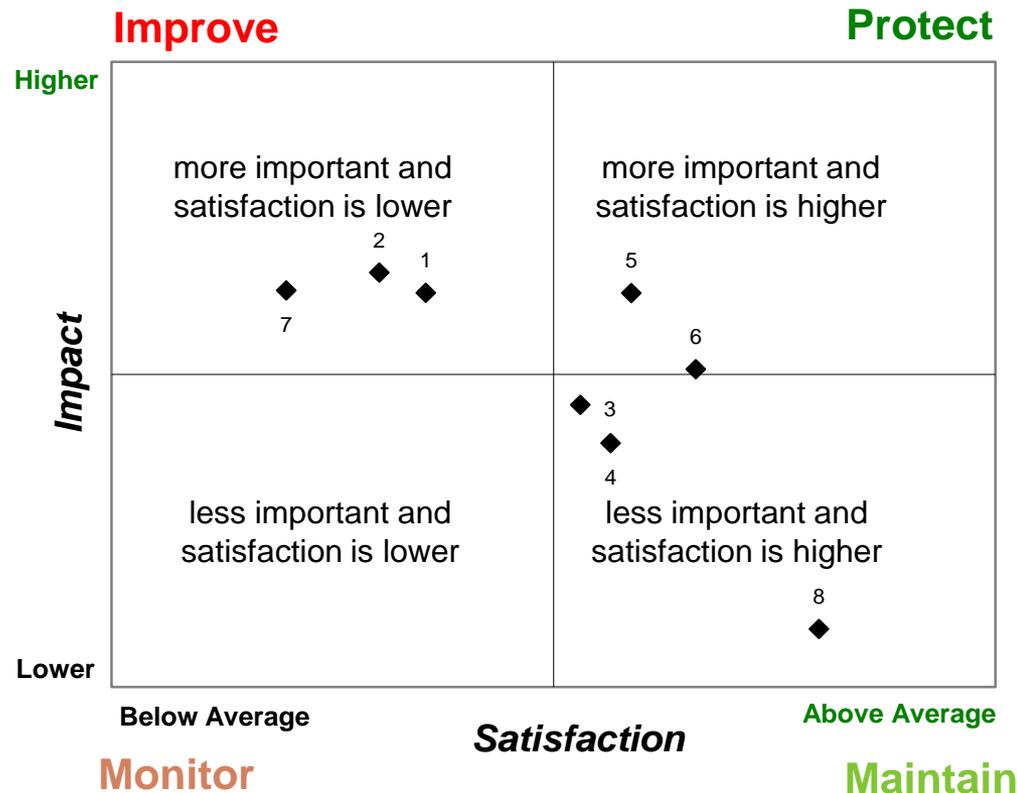


# SECTION SUMMARY

- 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”, “Training and Development”, and “Your Team”. Focusing your efforts on increasing employee satisfaction with these aspects of the employee experience will generate the greatest amount of lift in Employee Engagement overall.
- Conversely, the following aspects of the employee experience were identified as having the least impact (i.e., the lowest correlation) on Employee Engagement: “Your Company”, “Your Manager/Supervisor”, and “Performance and Reward”. Focusing on increasing employee satisfaction with these aspects of the employee experience will not generate as much improvement in Employee Engagement as will increasing employees’ satisfaction with Your Job, Working Environment, Training and Development, and Your Team.
- “Opportunity Analysis” was then used to plot the correlation value for each aspect of the employee experience against employees’ satisfaction with that aspect of their experience. The next slide shows how to read the result of Opportunity Analysis.

# 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:

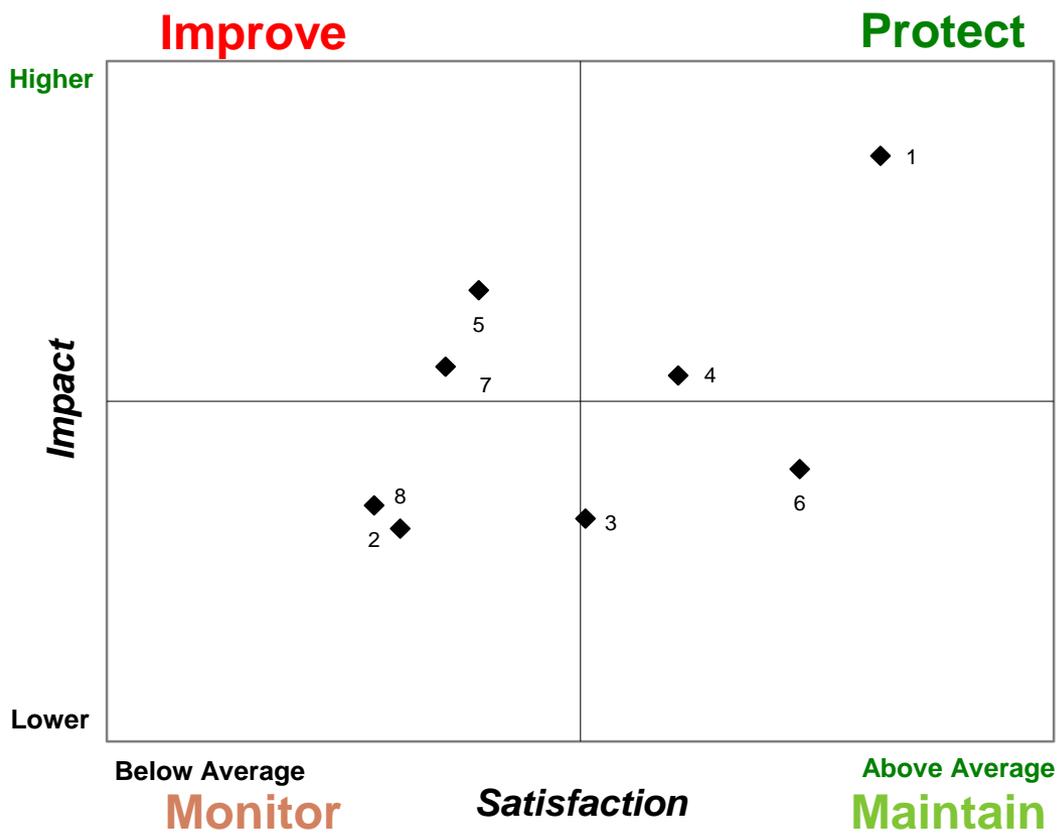
- I am satisfied with the TTC as an employer
- I enjoy coming to work every day
- I see the value in the work that I do

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

# EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

## Revenue Operations



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

1. I am satisfied with the job I do at the TTC
2. I am satisfied with the leadership of the company
3. I am satisfied with my immediate manager/supervisor
4. I am satisfied with my relationship with my coworkers/colleagues at the TTC
5. I am satisfied with the work environment at the TTC
6. I feel safe when I am at work
7. I am satisfied with my training and development at the TTC
8. I am satisfied with the way the TTC recognizes and rewards employees

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 5.3 to 8.1.  
 Impact values range between 15% to 63%.



# OVERALL ORGANIZATIONAL VIEWS OF REVENUE OPERATIONS

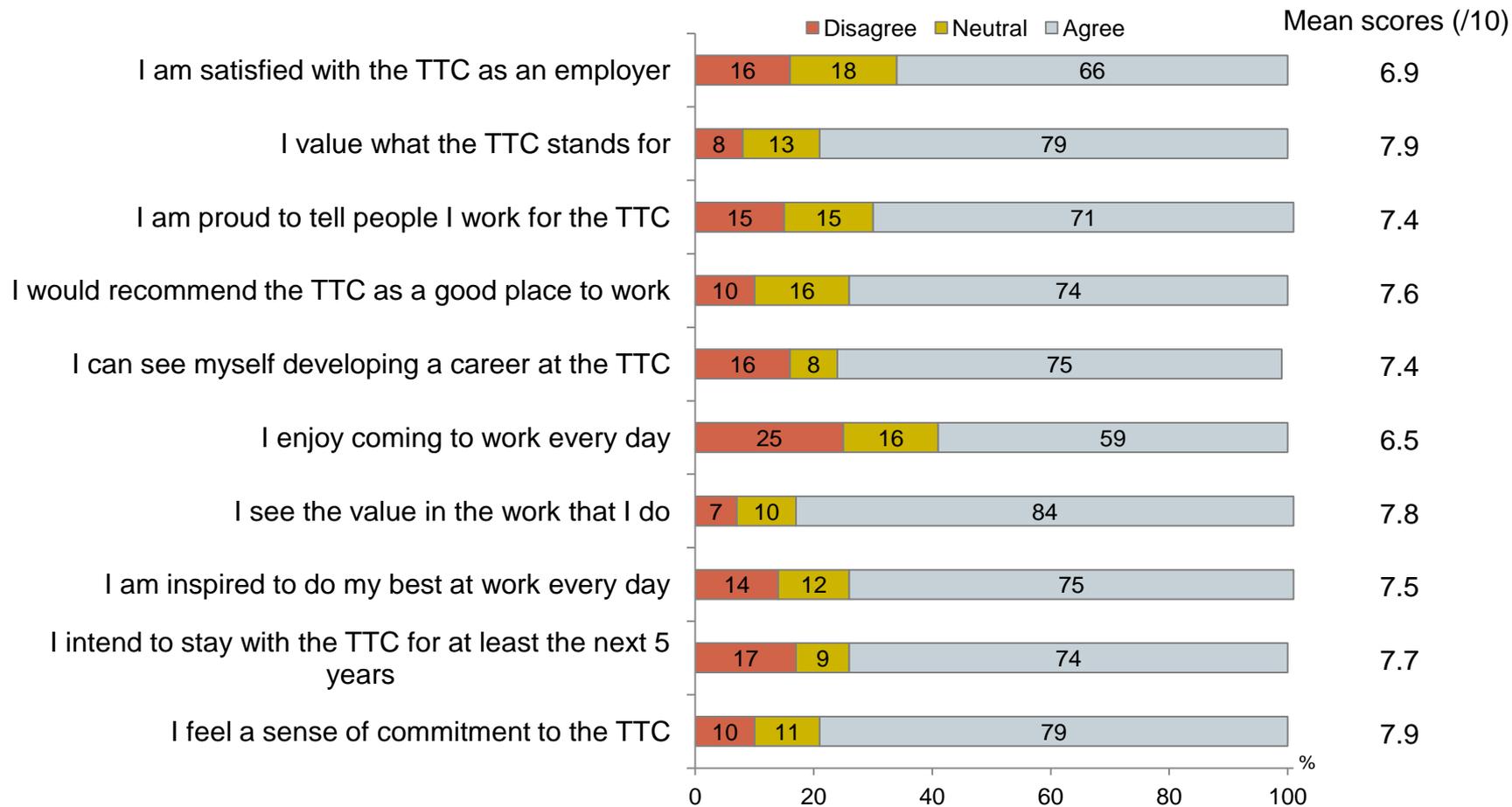
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# SECTION SUMMARY

- 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 the highest for the following measures: “I feel a sense of commitment to the TTC”; “I value what the TTC stands for”; and “I see the value in the work I do”. Ratings were the lowest for “I enjoy coming to work every day”. These results were consistent across cost centres, with only one slight exception. For RSEM, “I am inspired to do my best at work every day” received the lowest score for that grouping.
- Mean scores across most measures were generally the highest for RSEM, and the lowest for Revenue Operations Administration.

# OVERALL ORGANIZATIONAL VIEWS - REVENUE OPERATIONS



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 Revenue Operations	Revenue Operations - Admin	Revenue Collection	RSEM
I am satisfied with the TTC as an employer	7.8	7.7	8.0	6.9	6.4	6.8	8.5
I value what the TTC stands for	8.2	8.1	8.3	7.9	7.7	7.9	8.3
I am proud to tell people I work for the TTC	7.9	7.8	8.0	7.4	6.5	7.3	8.8
I would recommend the TTC as a good place to work	8.0	7.9	8.2	7.6	6.9	7.0	8.6
I can see myself developing a career at the TTC	7.9	7.8	8.0	7.4	7.2	7.2	8.3
I enjoy coming to work every day	7.3	7.2	7.5	6.5	5.4	5.8	7.9
I see the value in the work that I do	8.2	8.1	8.3	7.8	7.7	7.2	8.8
I am inspired to do my best at work every day	7.8	7.7	7.9	7.5	6.5	7.7	7.5
I intend to stay with the TTC for at least the next 5 years	8.5	8.6	8.6	7.7	7.1	7.6	8.1
I feel a sense of commitment to the TTC	8.2	8.1	8.3	7.9	7.3	7.6	8.6

Sample sizes vary by attribute.

# AREA TO PROTECT: YOUR JOB

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# SECTION SUMMARY

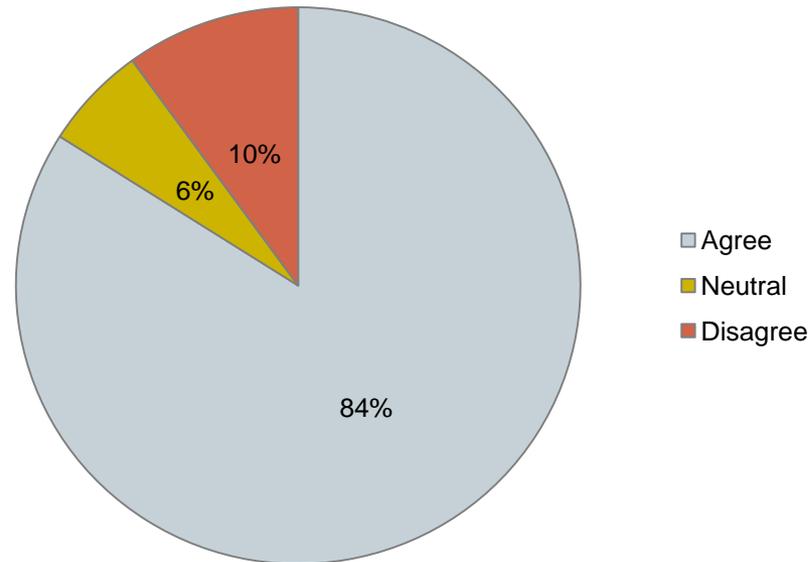
- Opportunity Analysis identifies “Your Job” as having the most impact on Employee Engagement overall and as an area with which Revenue Operations employees are, for the most part, satisfied, making this an Area to Protect.
- Mean satisfaction scores for Your Job were the highest for RSEM, and the lowest for Revenue Operations Administration and Revenue Collection. Note however that results cannot be reported for some attributes for Revenue Collection (fewer than 10 valid responses).
- Staff employees are slightly more satisfied with their job than unionized employees.
- Across the specific aspects of the job, ratings were the highest for, “I often look for ways to make improvements in how things are done”. This result was consistent across all cost centre groupings. Ratings were the lowest for, “I have the proper equipment/tools to do my job well”, though several other attributes were not rated much higher. For the lowest scores each cost centre grouping had a different attribute score lowest. For Revenue Operations Administration, it was having the proper equipment, for Revenue Collection it was “I am given the freedom to make decisions in my job”, and for RSEM, it was “I feel well informed about how to improve customer service”.
- To maintain high levels of employee satisfaction with their job, Opportunity Analysis identifies the following key Areas to Improve:
  - I feel motivated in my job
  - My work enables me to use my skills and abilities
  - I am given the freedom to make decisions in my job
- In addition, one key Area to Protect was identified:
  - I often look for ways to make improvements in how things are done

# OVERALL RATINGS OF YOUR JOB - REVENUE OPERATIONS

## Revenue Operations

**Total**  
(n= 63)

**Mean=8.1**



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

# OVERALL RATINGS OF YOUR JOB - BY COST CENTRE/GROUPING



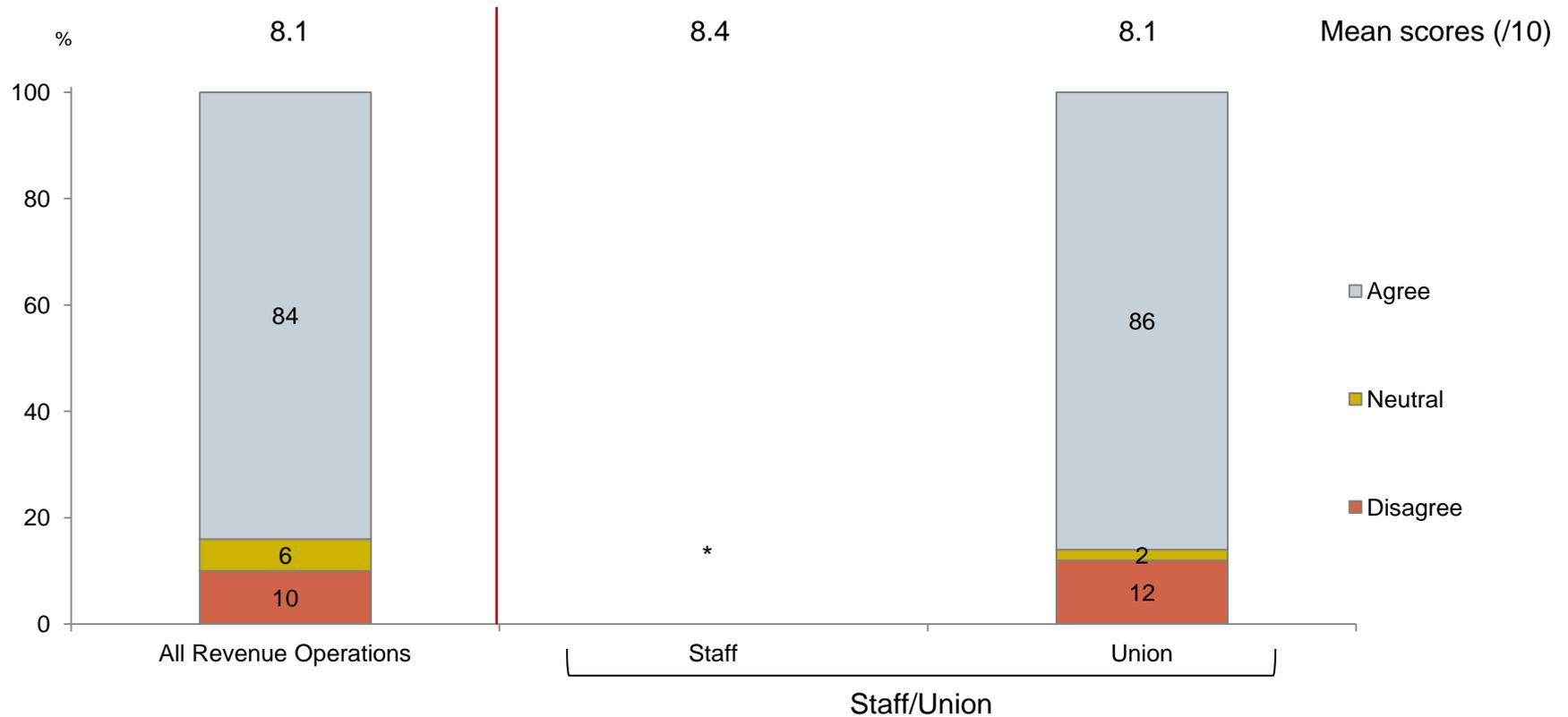
\* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

# OVERALL RATINGS OF YOUR JOB - BY EMPLOYEE POSITION



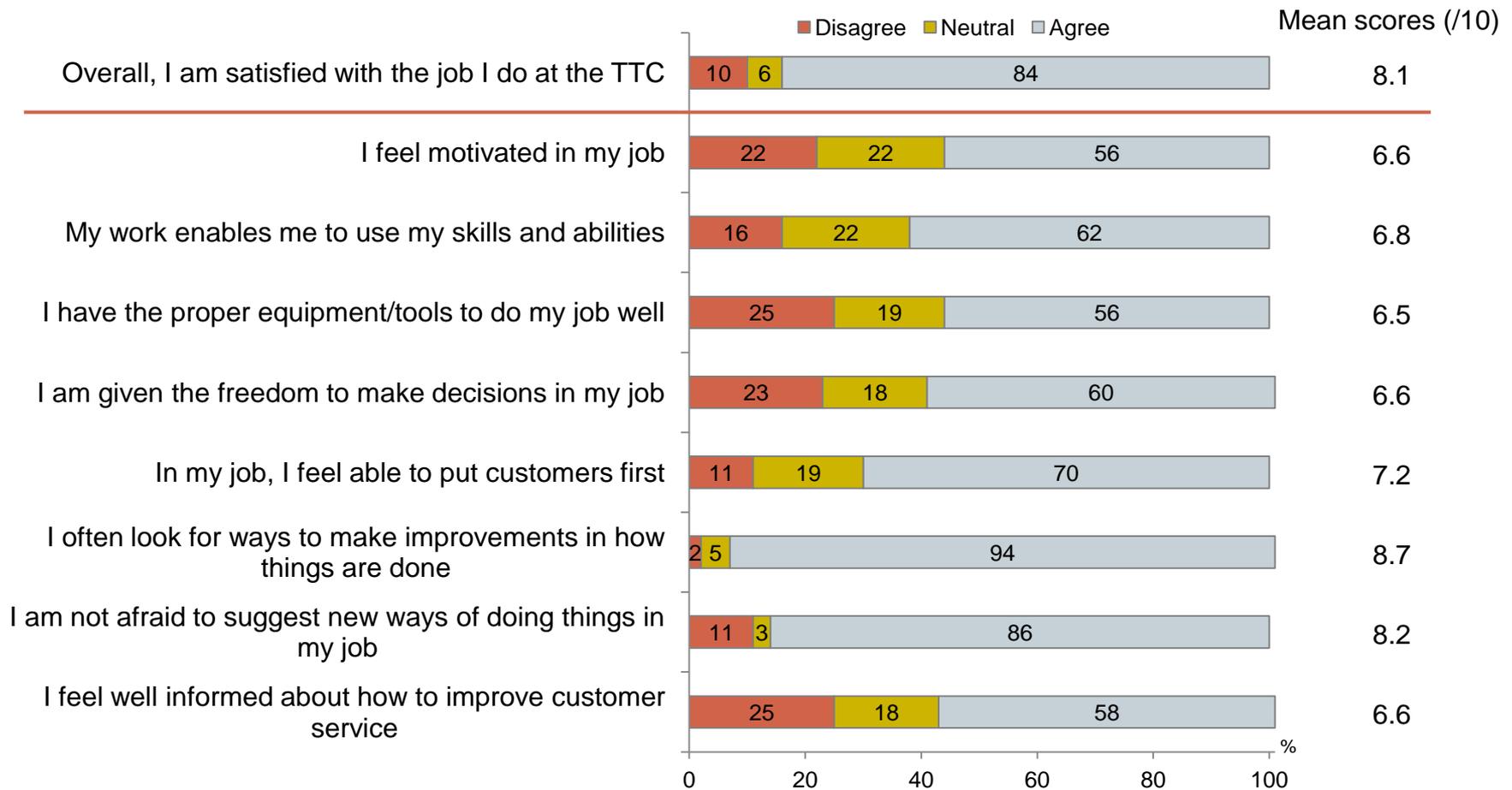
\* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

# YOUR JOB - REVENUE OPERATIONS



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

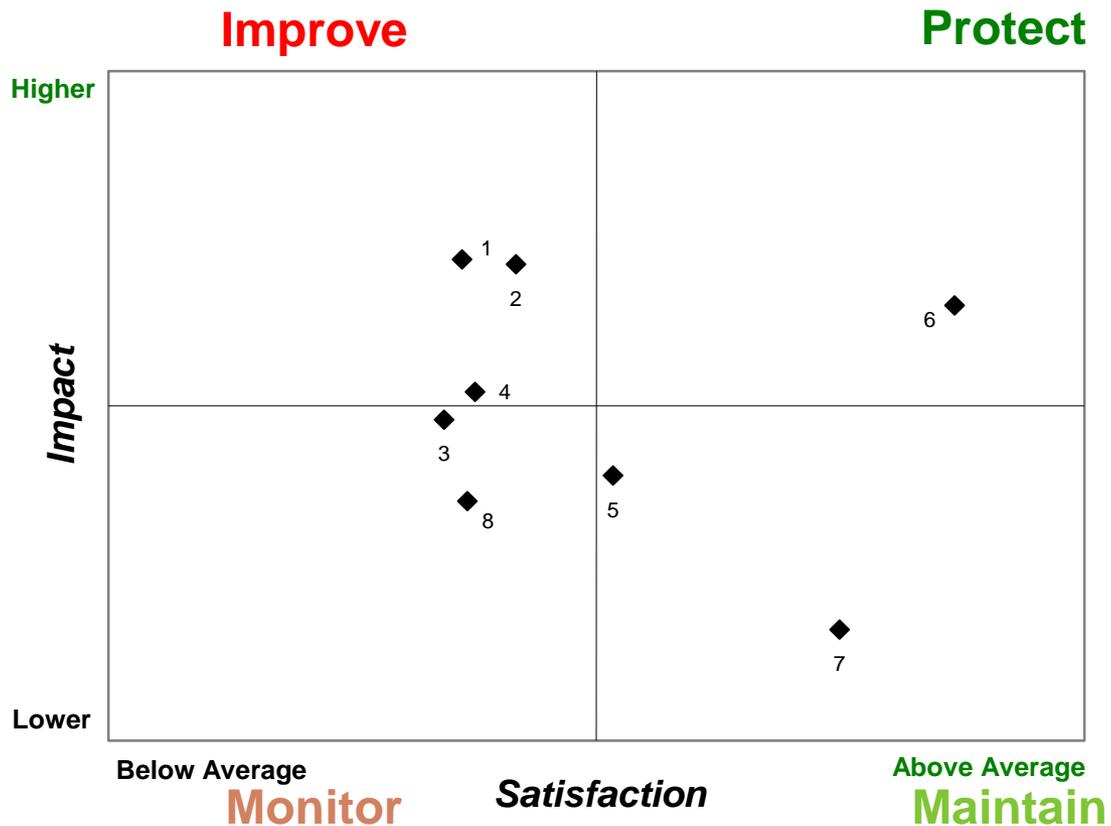
Mean	All TTC Employees	Union Groups Average	All Operations Group	All Revenue Operations	Revenue Operations - Admin	Revenue Collection	RSEM
Overall, I am satisfied with the job I do at the TTC	8.1	8.0	8.2	8.1	8.2	7.8	8.5
I feel motivated in my job	7.0	6.9	7.2	6.6	5.6	6.3	7.3
My work enables me to use my skills and abilities	7.3	7.2	7.5	6.8	6.0	6.3	7.6
I have the proper equipment/tools to do my job well	6.8	6.6	7.0	6.5	5.4	6.8	8.0
I am given the freedom to make decisions in my job	6.5	6.3	6.9	6.6	6.6	6.2	7.7
In my job, I feel able to put customers first	7.5	7.3	7.6	7.2	7.5	**	8.2
I often look for ways to make improvements in how things are done	8.1	7.9	8.3	8.7	8.8	8.5	9.2
I am not afraid to suggest new ways of doing things in my job	7.6	7.4	8.0	8.2	8.4	8.3	8.8
I feel well informed about how to improve customer service	6.8	6.5	6.9	6.6	5.5	**	7.0

\*\* Mean score suppressed as sample size <10.

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

3/30/2015

# OPPORTUNITY ANALYSIS: YOUR JOB - REVENUE OPERATIONS



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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 6.5 to 8.7.  
 Impact values range between 13% to 45%.



# 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 Revenue Operations 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 the highest for RSEM, and the lowest for Revenue Operations Administration and Revenue Collection.
- 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”. Ratings were the lowest for, “I am satisfied with my work/office space and facilities”, “The TTC cares about my mental health and emotional well-being” and “The TTC encourages employees to maintain a healthy work-life balance.” These results were generally consistent for most cost centre groupings, with one main exception. For RSEM and Revenue Collection, “I can adjust my work hours/shifts if needed” was rated lower than satisfaction with work space. Satisfaction with work spaces was rated much lower by Revenue Operations Administration.
- 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
- 25% of employees indicated that they experience “frequent” stress at work, and an additional 42% experience stress at work “sometimes”. This is the highest proportion of employees reporting “frequent” stress within Operations Group.
- As no cost centre grouping has at least 30 employees, no comparisons among cost centres can be made.
- Union employees reported less “frequent” stress when compared to the department average (there are not sufficient staff employees to report percentages).
  
- Discrimination/Harassment
- 30% of Revenue Operations employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months, the highest rate within Operations Group.
- Sample size is not sufficient to report incidence rates by cost centre grouping.
- While percentage results cannot be reported for staff employees union employees do not differ from the full department in the proportion reporting an experience of discrimination.
- Employees most frequently reported discrimination based on personal harassment and ethnic origin, followed by discrimination based on race, or colour.

# SECTION SUMMARY

- Was it Reported?
- As only a minority reported experiencing any discrimination results cannot be reliably reported for this department.
- Were Employees Satisfied with How it was Handled?
- Among those who reported the incident, satisfaction scores regarding the manner in which the incident was handled were very low.
  
- Abuse by Customers
- 38% of Revenue Operations employees reported that they had been verbally abused by customers in the past 12 months. This was the highest such incidence among the departments within Operations Group.
- Union employees reported being abused in greater proportions than for the department as a whole.
- 7% of employees reported that they had experienced physical abuse by customers.
- 10% of union employees reported experiencing physical abuse, compared to 7% for the entire department.

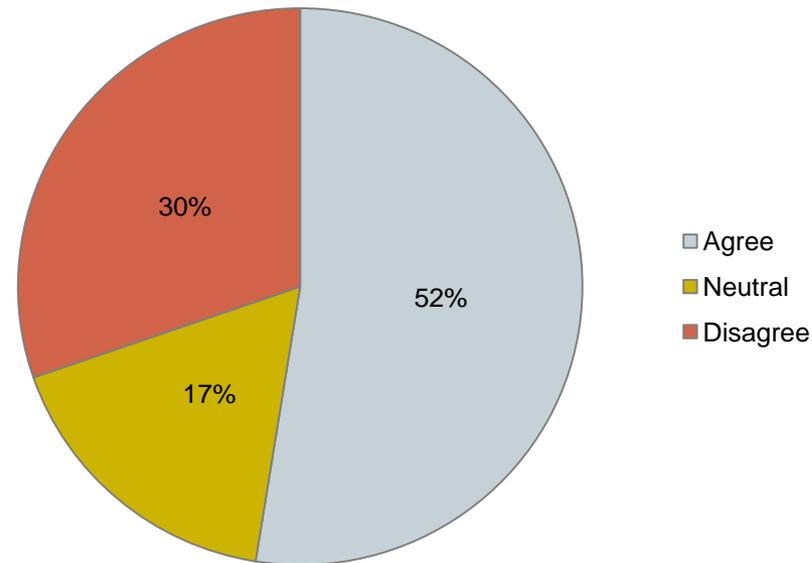
# OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - REVENUE OPERATIONS

## Revenue Operations

**Total**

(n= 63)

**Mean= 5.9**



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

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



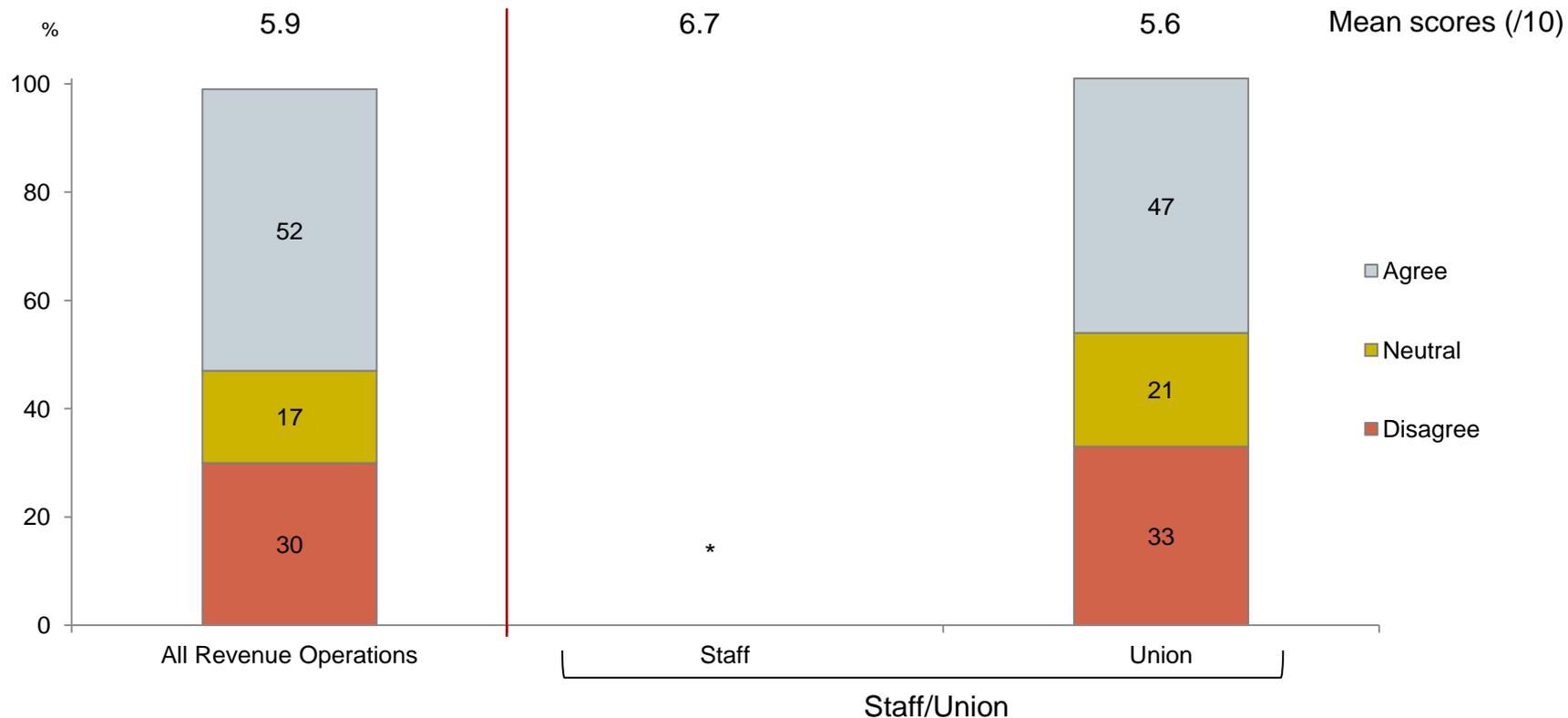
\* Percentages suppressed as sample size <30.

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

Overall, I am satisfied with the work environment at the TTC.

Sample sizes vary by category.

# OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY EMPLOYEE POSITION



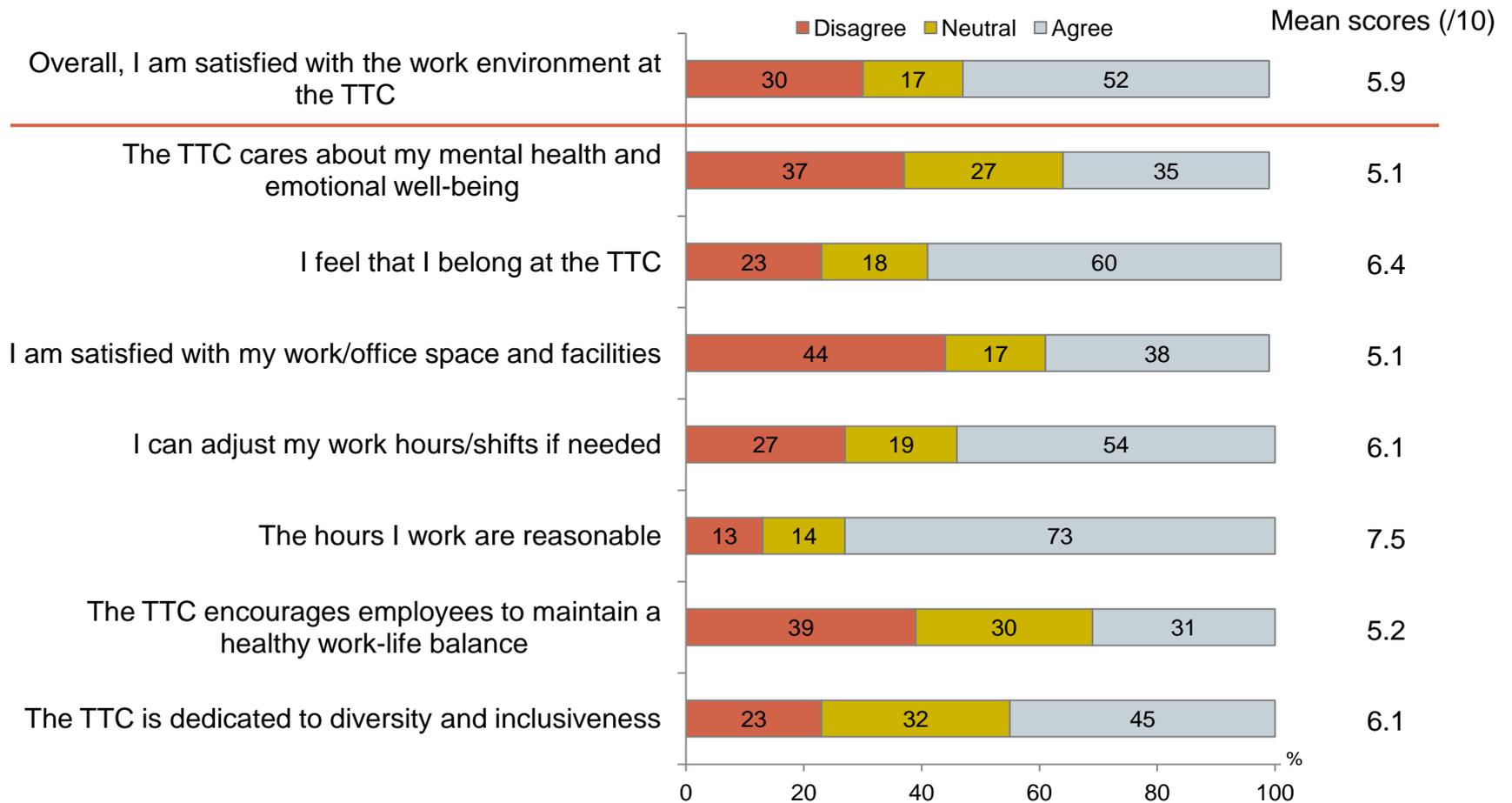
\* Percentages suppressed as sample size <30.

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

Overall, I am satisfied with the work environment at the TTC.

Sample sizes vary by category.

# YOUR WORKING ENVIRONMENT - REVENUE OPERATIONS



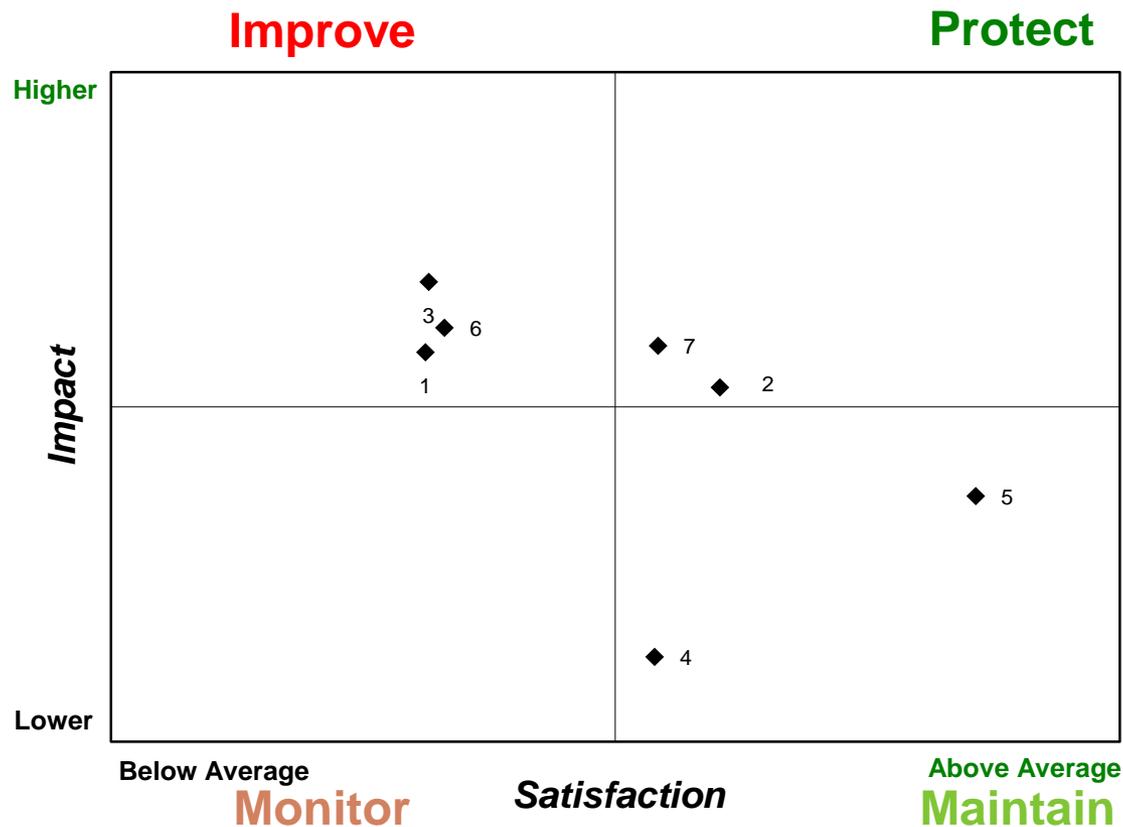
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Sample sizes vary by attribute.

# YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Revenue Operations	Revenue Operations - Admin	Revenue Collection	RSEM
Overall, I am satisfied with the work environment at the TTC	7.0	6.8	7.0	5.9	4.8	5.3	7.5
The TTC cares about my mental health and emotional well-being	6.2	5.9	6.3	5.1	4.3	4.3	5.8
I feel that I belong at the TTC	7.4	7.3	7.5	6.4	6.2	6.1	7.0
I am satisfied with my work/office space and facilities	6.5	6.3	6.5	5.1	3.9	5.2	6.5
I can adjust my work hours/shifts if needed	6.7	6.5	6.2	6.1	6.2	5.0	6.1
The hours I work are reasonable	7.7	7.4	7.6	7.5	7.3	7.7	7.8
The TTC encourages employees to maintain a healthy work-life balance	6.3	5.9	6.2	5.2	4.7	4.2	6.0
The TTC is dedicated to diversity and inclusiveness	7.4	7.2	7.2	6.1	5.4	5.4	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 - REVENUE OPERATIONS

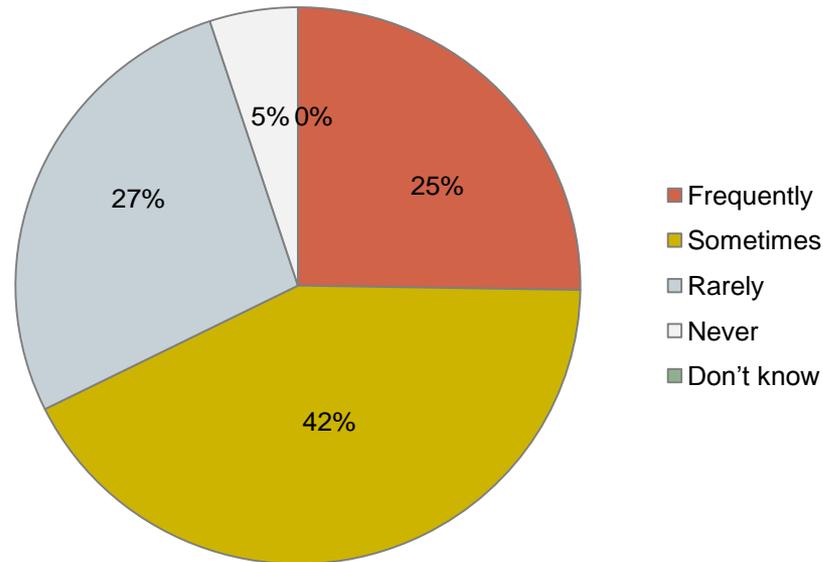


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life 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 5.1 to 7.5.  
 Impact values range between 1% to 63%.

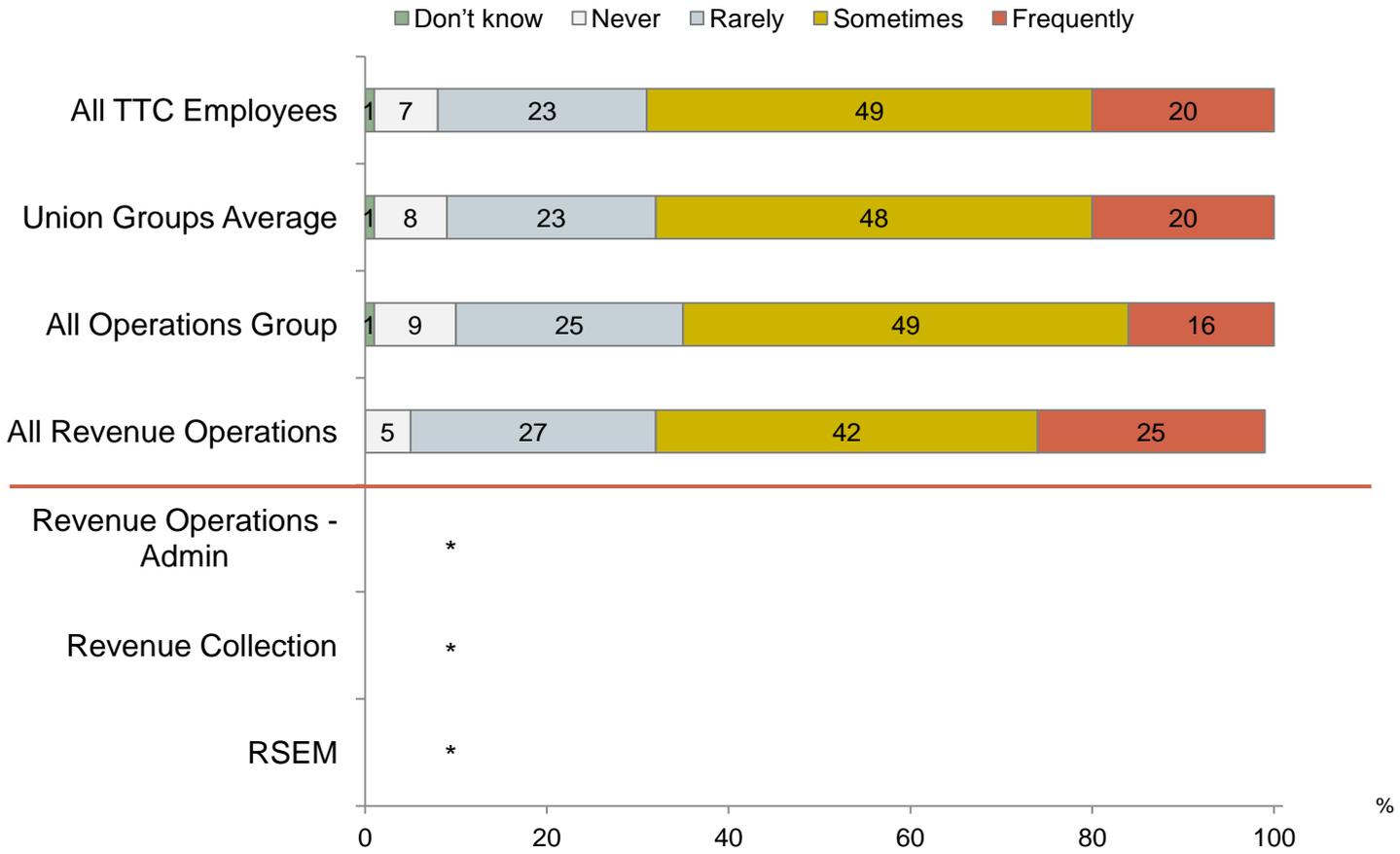
## Revenue Operations

Total  
(n= 59)



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

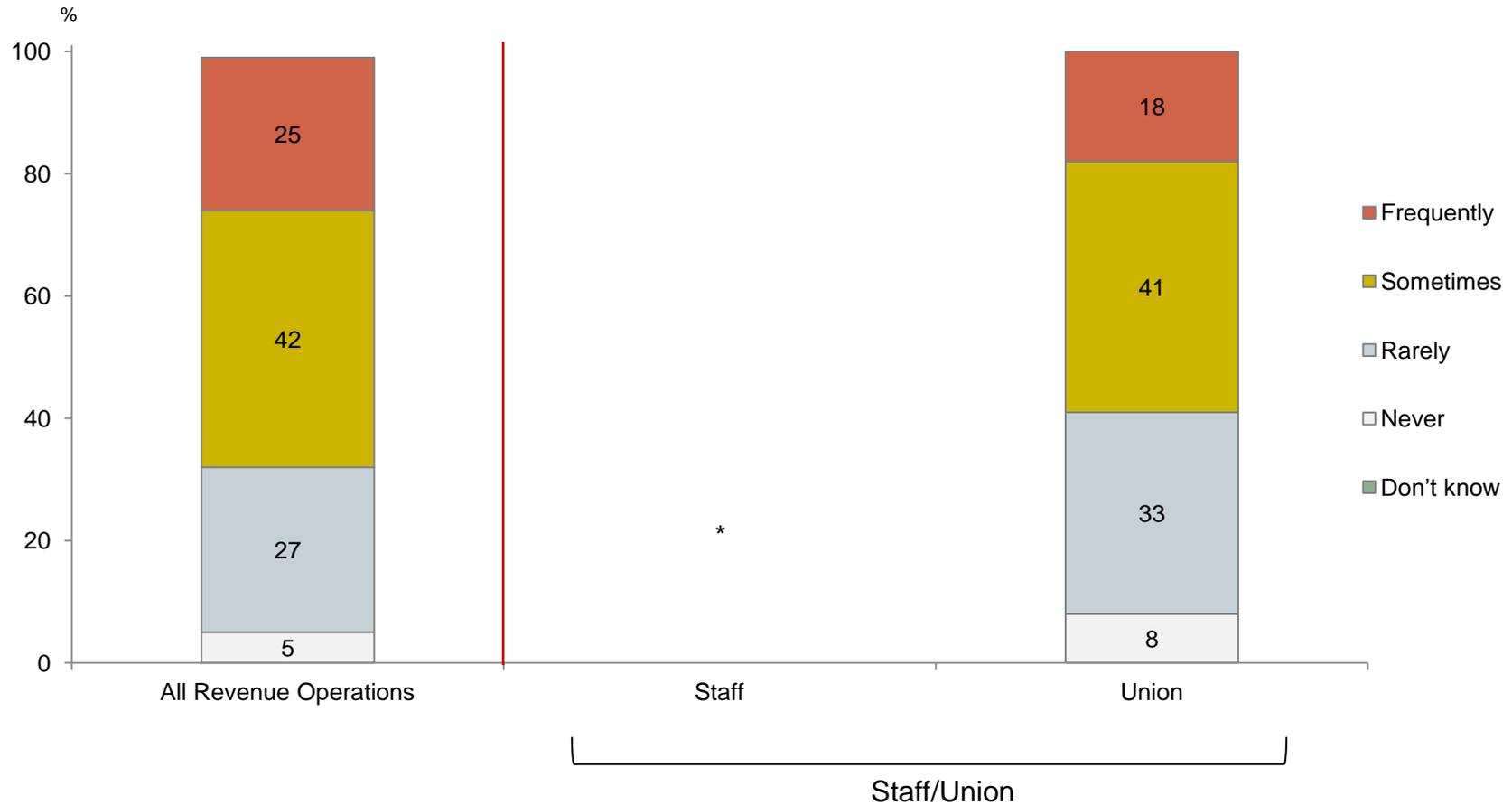
# STRESS AT WORK - BY COST CENTRE/GROUPING



\* 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.



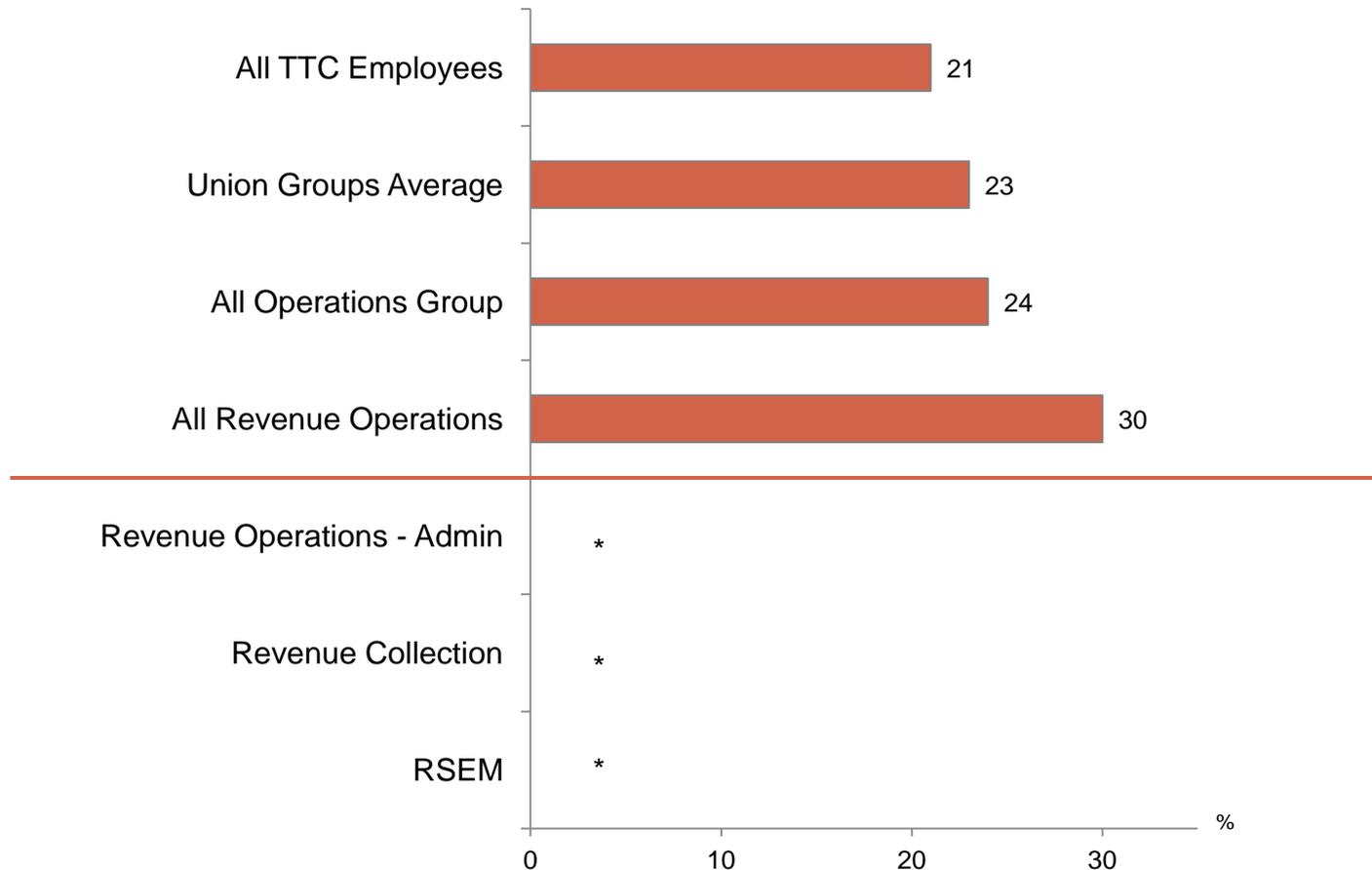
# STRESS AT WORK - BY EMPLOYEE POSITION



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**



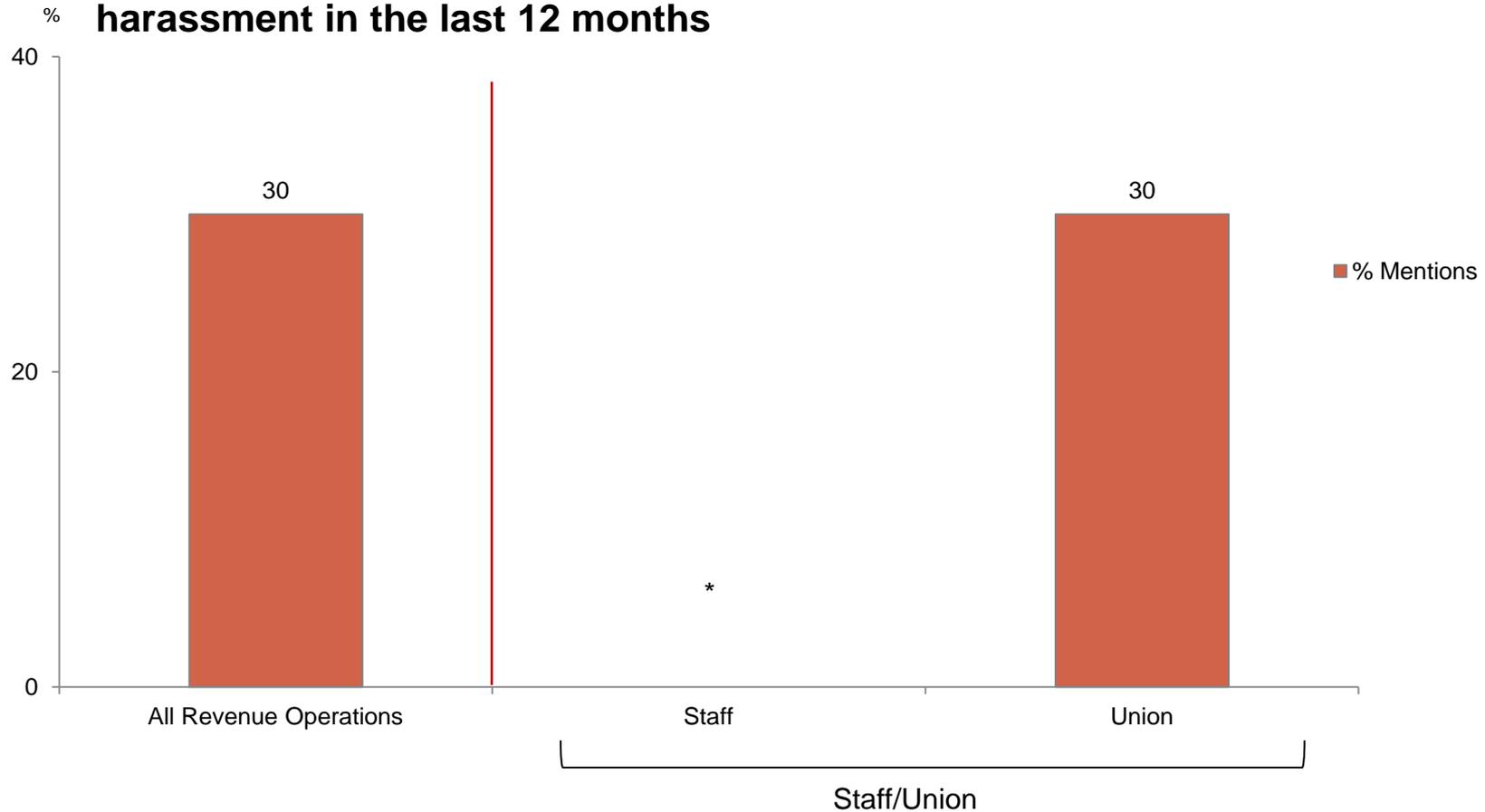
\* Percentages suppressed as sample size <30.

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**



\* 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.

# 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 3-5%
% Yes	All TTC Employees	Union Groups Average	All Operations Group	All Revenue Operations
Disability	3	3	4	8
Ethnic Origin	6	7	8	11
Gender (includes gender expression)	3	3	3	5
Sex (including pregnancy)	2	2	2	5
Creed	2	3	3	3
Age	5	5	5	7
Race	6	7	7	10
Colour	5	6	6	10
Sexual Orientation	2	2	2	2
Family Status	2	2	2	0
Marital Status	2	2	2	5
Ancestry	3	3	4	5
Place of Origin	4	5	5	8
Citizenship	3	3	3	8
Personal Harassment	9	10	11	12
Other	4	4	4	5

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

Sample sizes vary by attribute.

Revenue Operations – Admin, Revenue Collection and RSEM are not shown as these combined departments 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

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

## Revenue Operations (n= 19)

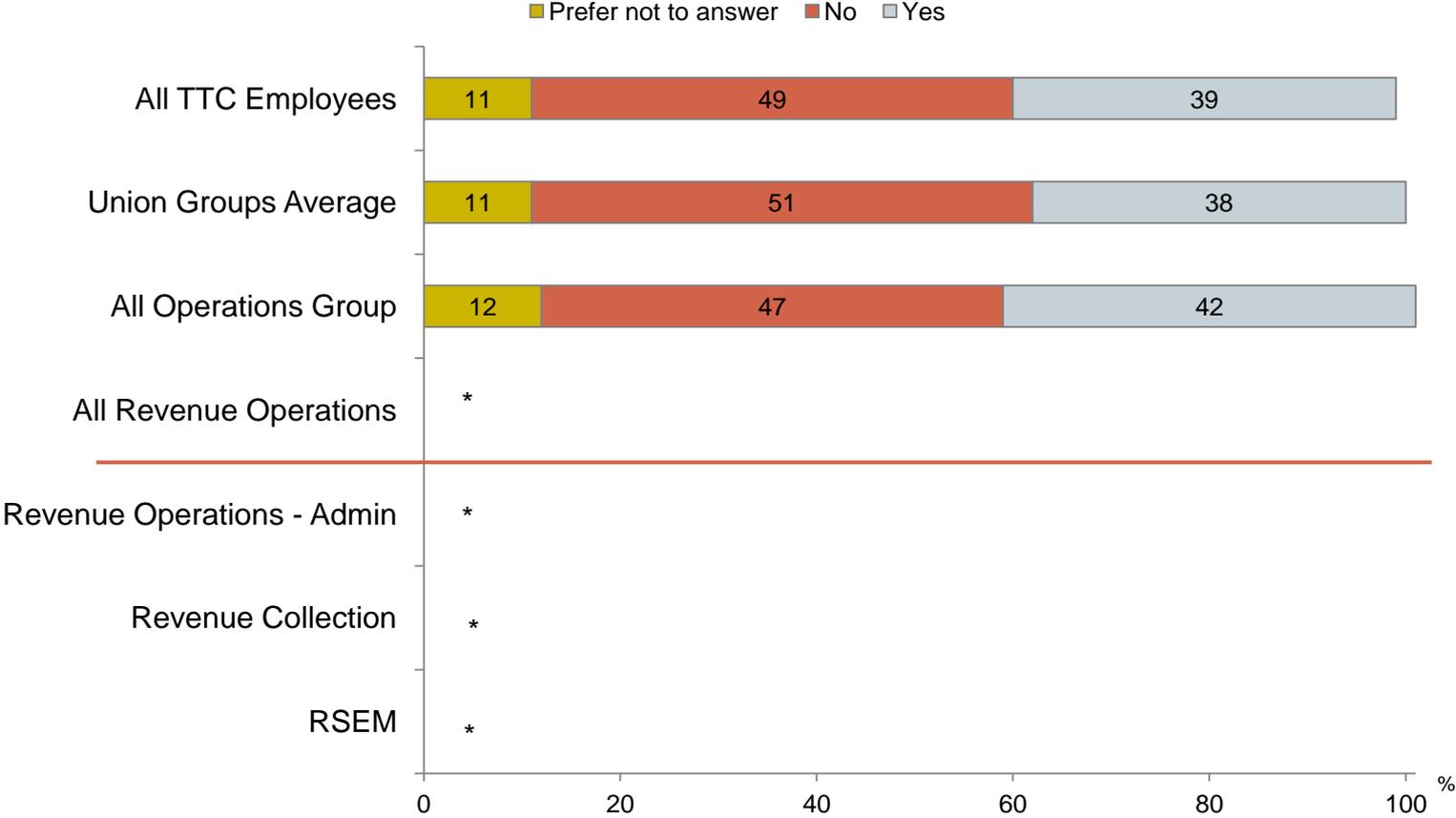
\*

\* Percentages suppressed as sample size <30.

F4. Did you bring the matter to the attention of your supervisor, manager, other senior TTC employee, or TTC's Human Rights?

# IS THE DISCRIMINATION REPORTED TO THE TTC? - BY COST CENTRE/GROUPING

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



\* Percentages suppressed due to sample size <30.

F4. Did you bring the matter to the attention of your supervisor, manager, other senior TTC employee, or TTC's Human Rights?  
Sample sizes vary by category.



# SATISFACTION WITH THE WAY THE INCIDENT WAS HANDLED

Among those who reported the incident



\* Percentages suppressed as sample size <30.

\*\* Mean score suppressed as sample size <10.

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

# REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident

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

## Revenue Operations (n= 12)

\*

%

\* Percentages suppressed as sample size <30.

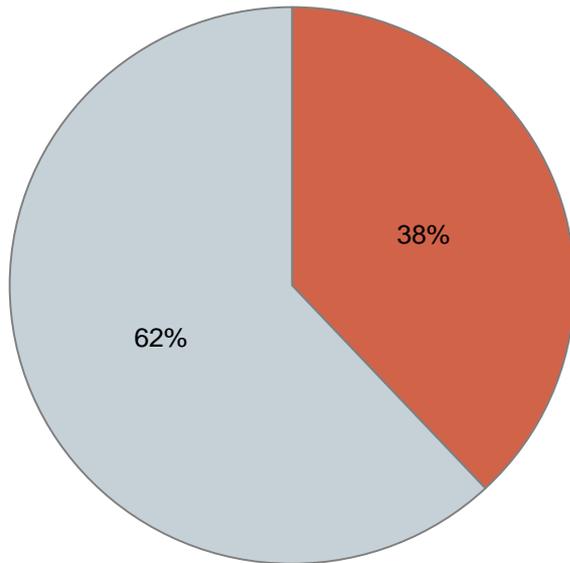
F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?

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

# ABUSE FROM CUSTOMERS

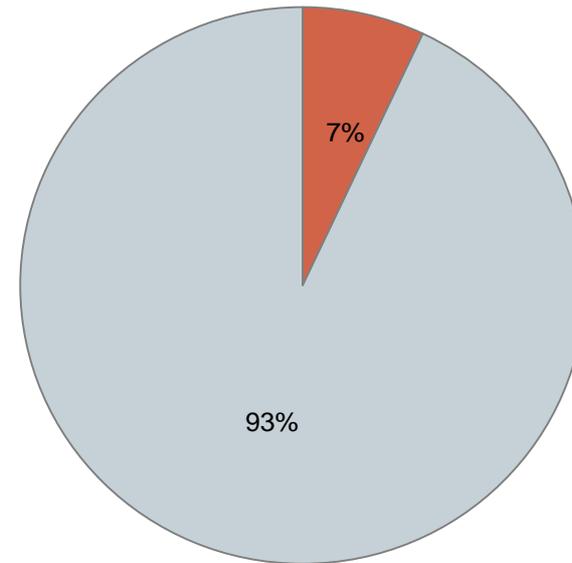
## Revenue Operations

**Verbally Abused**  
(n= 60)



■ Yes  
■ No

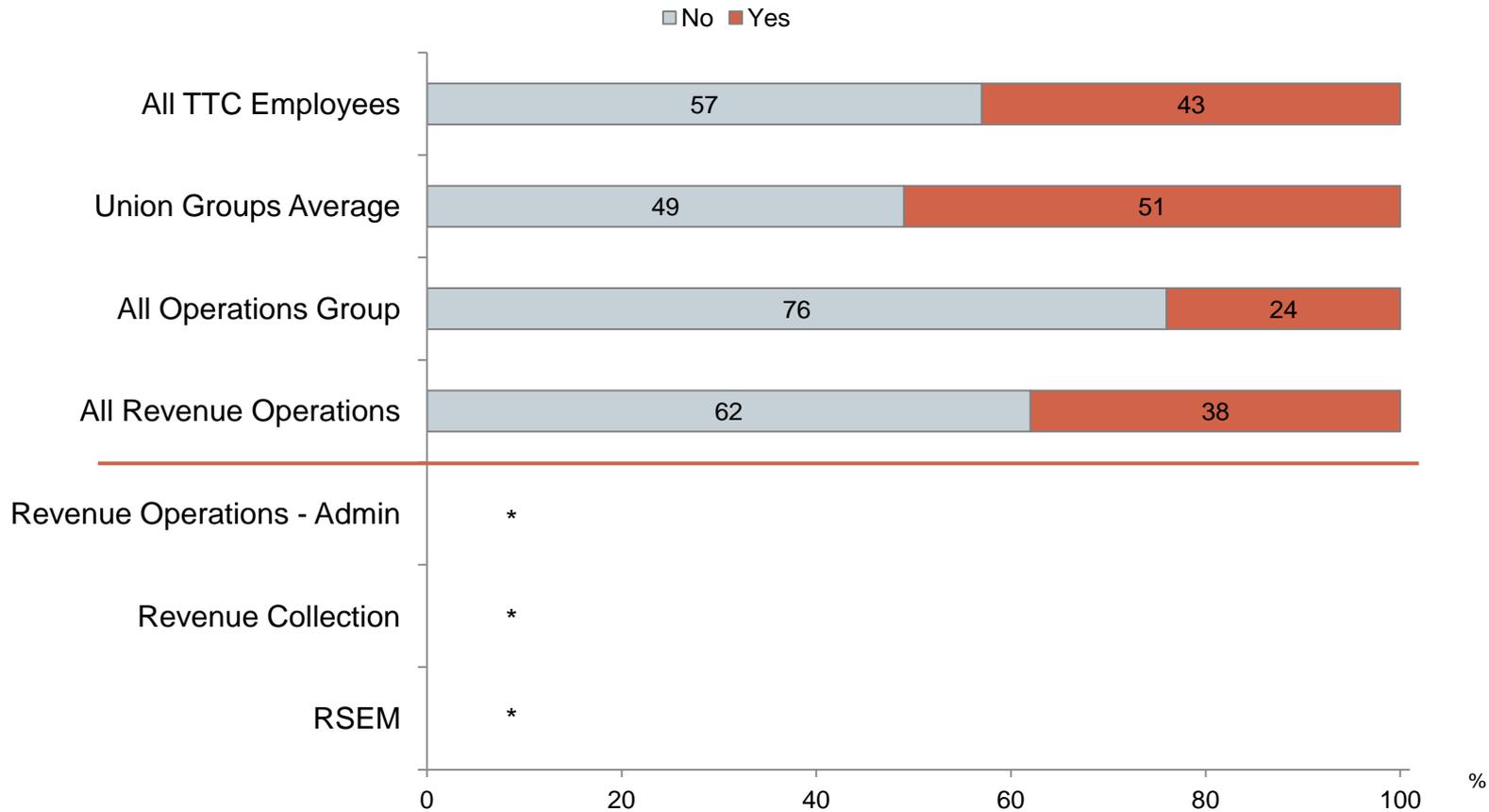
**Physically Abused**  
(n= 61)



■ 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?

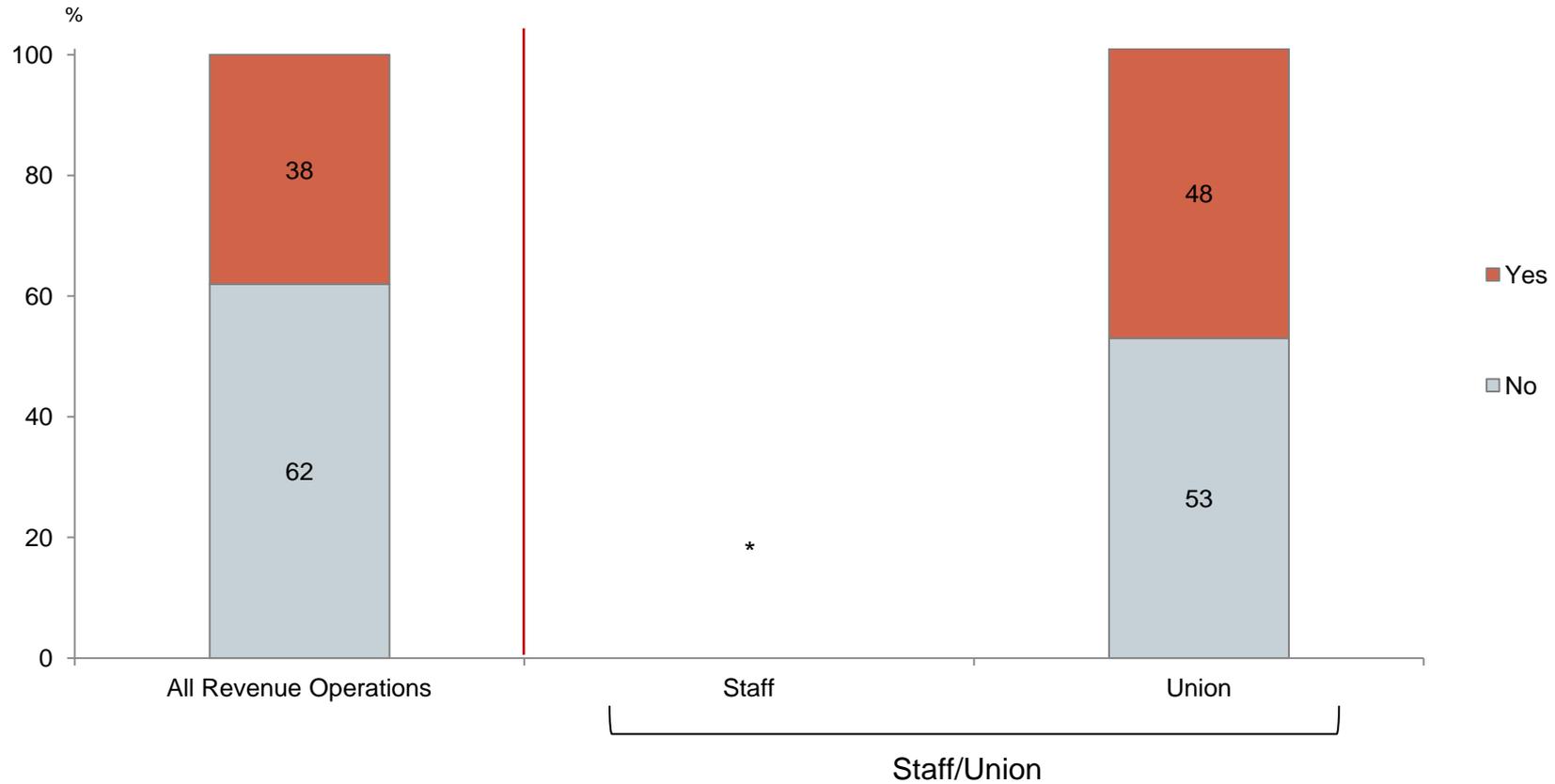
# VERBAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING



\* Percentages suppressed as sample size <30.

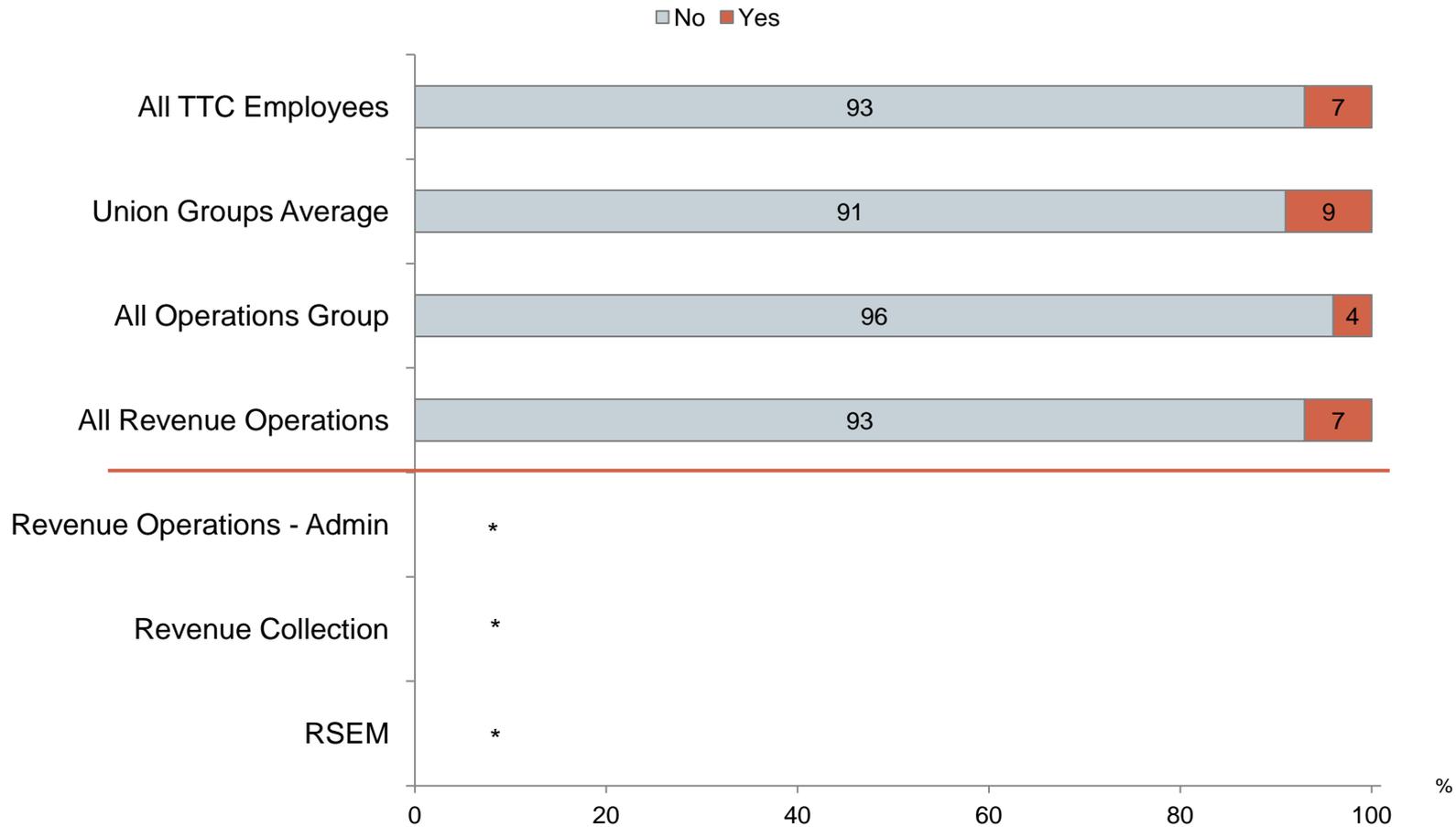
F7. In the past 12 months, have you been verbally abused by customers?  
Sample sizes vary by category.

# VERBAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



\* Percentages suppressed as sample size <30.  
 F7. In the past 12 months, have you been verbally abused by customers?  
 Sample sizes vary by category.

# PHYSICAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING

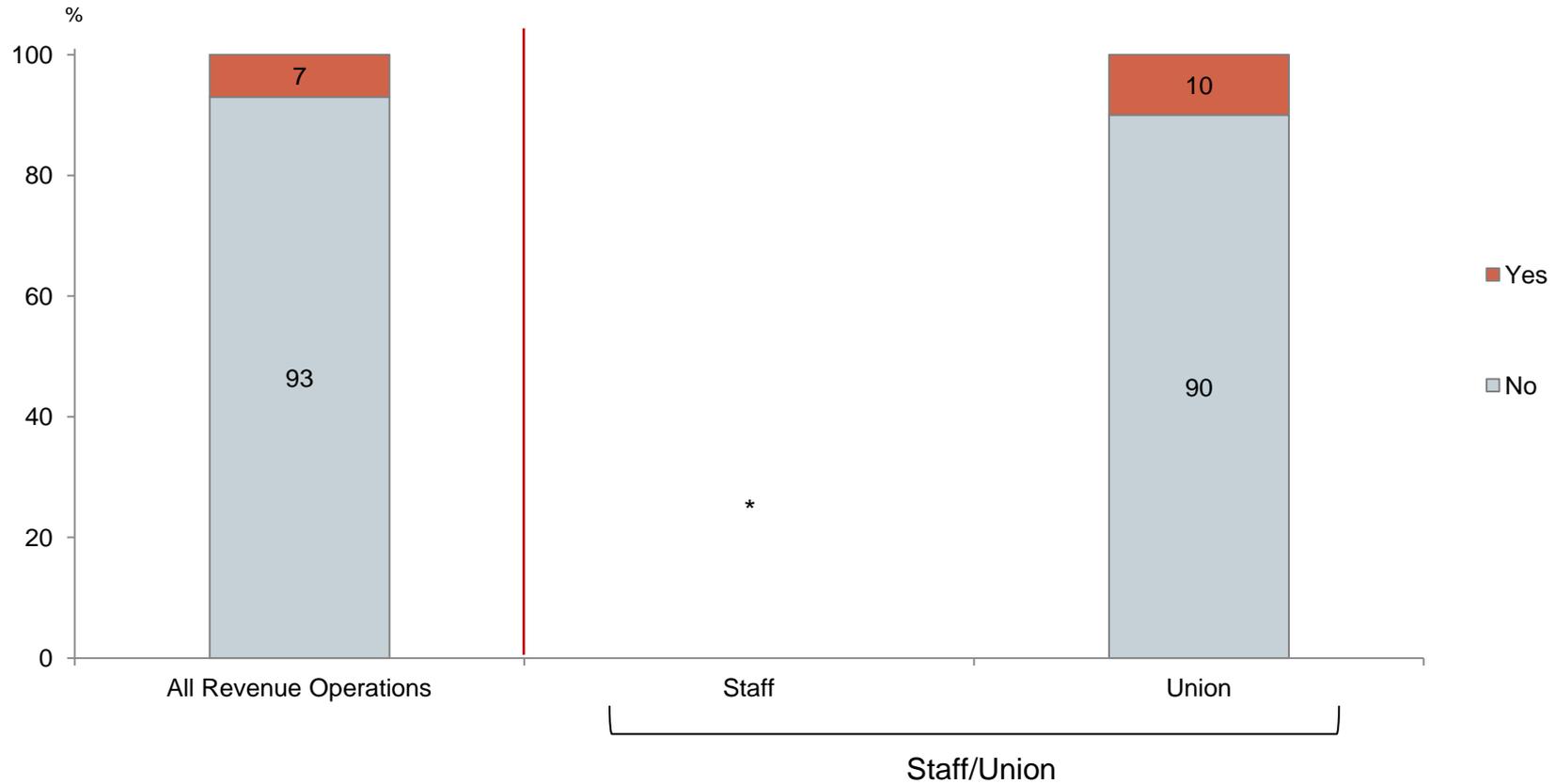


\* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

# PHYSICAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION

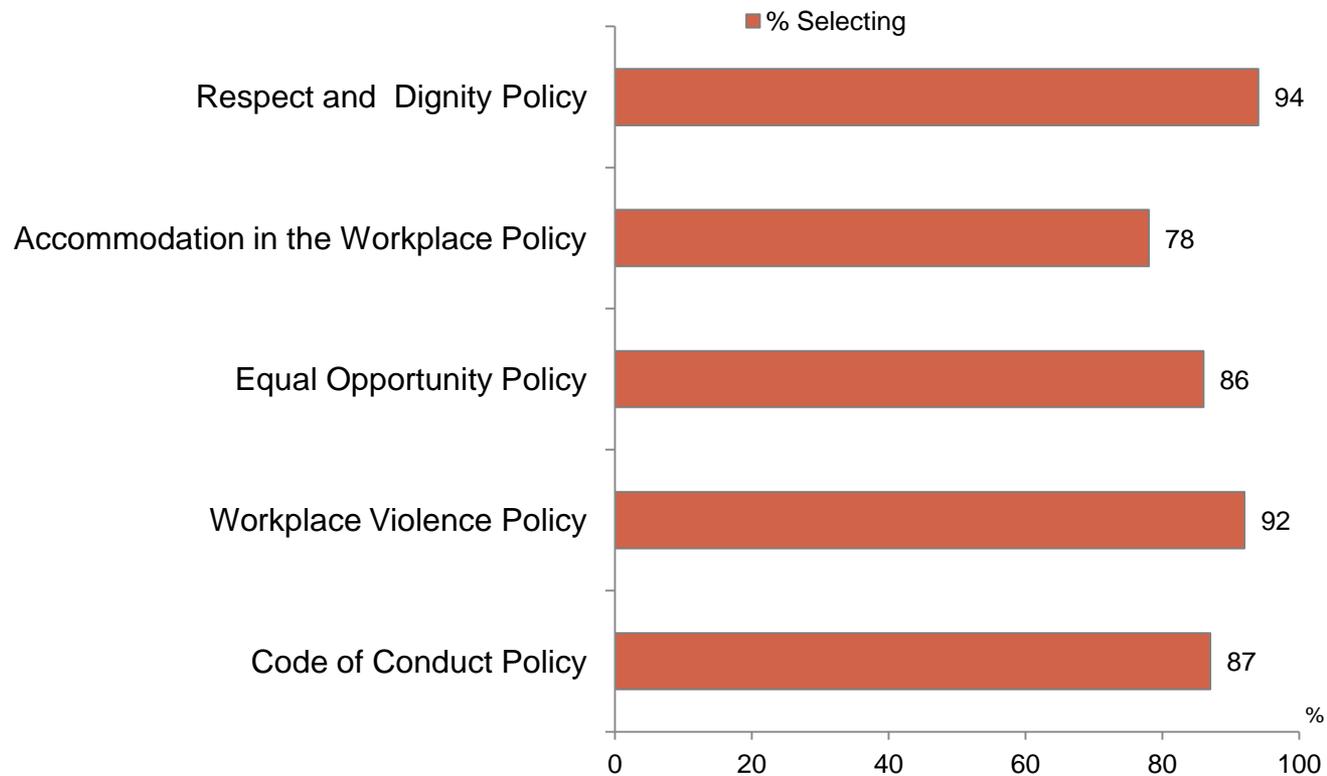


\* Percentages suppressed as sample size <30.  
F8. In the past 12 months, have you been physically abused by customers?  
Sample sizes vary by category.

# FAMILIARITY WITH TTC POLICIES

## - REVENUE OPERATIONS

- 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.



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 Revenue Operations
Respect and Dignity Policy	92	90	92	94
Accommodation in the Workplace Policy	76	72	76	78
Equal Opportunity Policy	81	79	81	86
Workplace Violence Policy	87	85	87	92
Code of Conduct Policy	82	79	79	87

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

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

# FAMILIARITY WITH TTC POLICIES - BY EMPLOYEE POSITION

% Selecting	All Revenue Operations	Staff	Union
Respect and Dignity Policy	94	*	91
Accommodation in the Workplace Policy	78	*	70
Equal Opportunity Policy	86	*	79
Workplace Violence Policy	92	*	88
Code of Conduct Policy	87	*	84

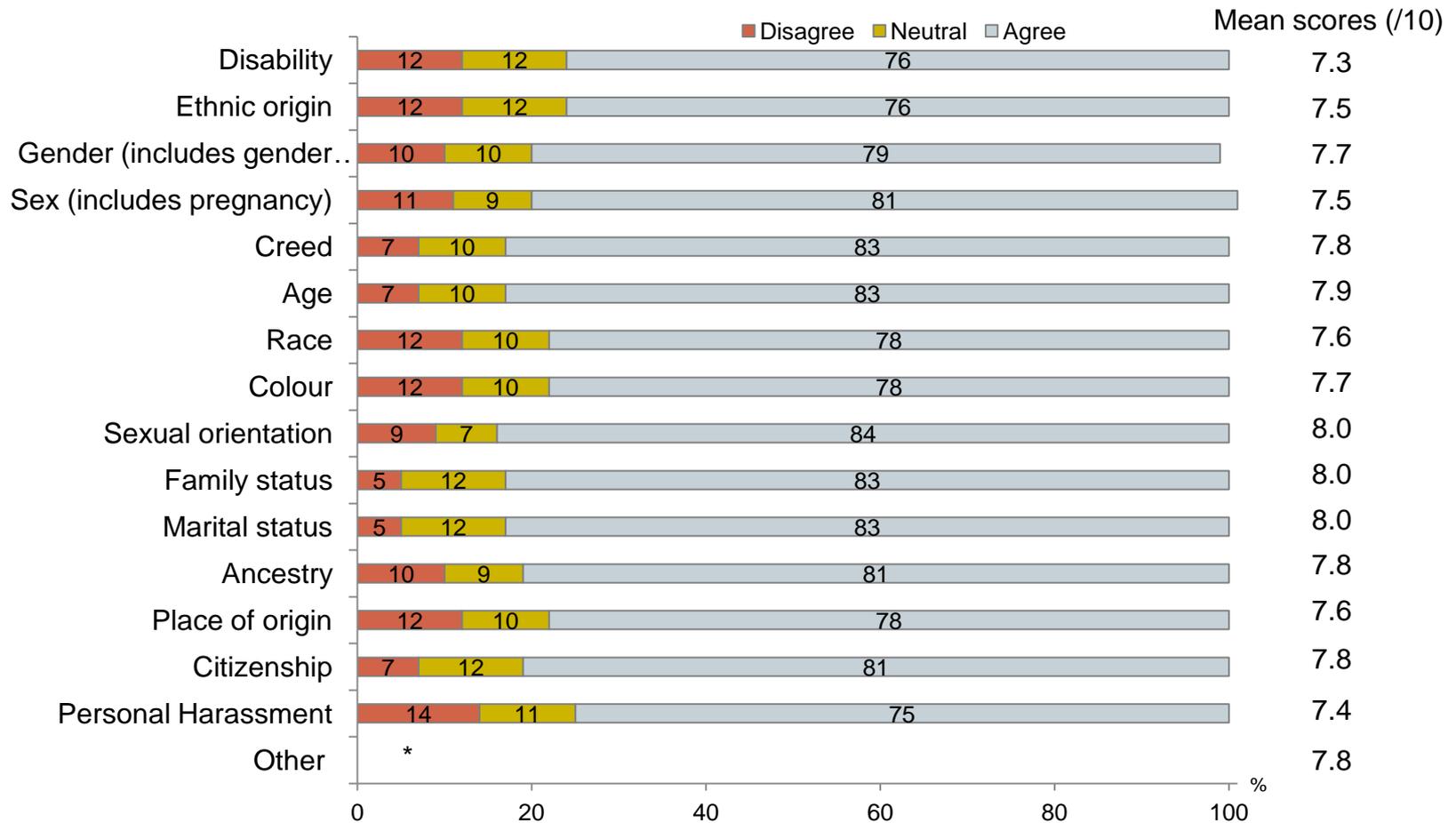
Staff/Union

\* Percentages suppressed as sample size <30.

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

# EFFECTIVENESS OF TTC PRACTICES

## - REVENUE OPERATIONS



\* Percentages suppressed as sample size <30.

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 Revenue Operations	Revenue Operations - Admin	Revenue Collection	RSEM
Disability	8.3	8.2	8.2	7.3	7.7	7.1	7.9
Ethnic Origin	8.3	8.3	8.2	7.5	7.7	7.7	7.7
Gender (includes gender expression)	8.5	8.4	8.4	7.7	8.4	7.7	7.8
Sex (including pregnancy)	8.5	8.5	8.4	7.5	7.8	7.6	7.5
Creed	8.5	8.4	8.4	7.8	7.8	7.5	8.2
Age	8.4	8.4	8.3	7.9	8.3	7.7	8.0
Race	8.4	8.3	8.2	7.6	7.6	7.8	7.8
Colour	8.4	8.3	8.2	7.7	7.7	7.4	8.0
Sexual Orientation	8.6	8.5	8.5	8.0	8.5	7.8	8.2
Family Status	8.6	8.5	8.5	8.0	8.1	7.6	8.5
Marital Status	8.6	8.6	8.5	8.0	8.1	7.6	8.5
Ancestry	8.6	8.5	8.4	7.8	7.8	7.6	7.9
Place of Origin	8.5	8.4	8.3	7.6	7.8	7.4	7.9
Citizenship	8.6	8.5	8.5	7.8	8.0	7.4	8.2
Personal Harassment	8.2	8.1	8.0	7.4	7.9	5.8	7.9
Other	8.2	8.2	8.0	7.8	**	**	**

\*\* 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 Revenue Operations	Staff	Union
Disability	7.3	7.9	7.1
Ethnic Origin	7.5	8.8	6.9
Gender (includes gender expression)	7.7	8.8	7.2
Sex (including pregnancy)	7.5	8.4	7.3
Creed	7.8	8.9	7.3
Age	7.9	8.6	7.7
Race	7.6	8.9	7.1
Colour	7.7	9.1	7.1
Sexual Orientation	8.0	9.2	7.4
Family Status	8.0	9.2	7.4
Marital Status	8.0	9.2	7.4
Ancestry	7.8	9.0	7.2
Place of Origin	7.6	9.0	6.9
Citizenship	7.8	9.0	7.3
Personal Harassment	7.4	8.5	6.8
Other	7.8	**	8.0

Staff/Union

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

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

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

Sample sizes vary by attribute.

# AREA TO IMPROVE: TRAINING AND DEVELOPMENT

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Opportunity Analysis identifies “Training and Development” as the third most impactful on Employee Engagement and as an area in which Revenue Operations employees are relatively less satisfied, making this an Area to Improve.
- Employee satisfaction with their training and development is the highest for RSEM, and generally lowest for Revenue Operations Administration. When compared to other departments in the group, however, scores across all of Revenue Operations are relatively low for Training and Development.
- Satisfaction with Training and Development is slightly higher for staff compared to union employees.
- Across the specific aspects of Training and Development, ratings were the highest for, “My on-boarding/induction experience was positive”, and “I have received the right sort of training to do my job properly”. Ratings were lowest for, “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor” and “The way people are selected for jobs in the TTC is fair.” These results were consistent for most cost centres, with some small exceptions.
  - For RSEM, “I am satisfied with the career development opportunities available to me” received a higher rating than the on-boarding experience.
  - For Revenue Collection, scores cannot be reported either for the on-boarding experience or for having an agreed development plan (n<10).
- To improve employee satisfaction with Training and Development, Opportunity Analysis identifies the following key area on which to focus improvements:
  - I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor

# SECTION SUMMARY

- In addition to these improvements, the following areas are key Areas to Protect:
  - I am satisfied with the career development opportunities available to me
  - The TTC provides ongoing training opportunities so I can develop my skills
  - I am satisfied with the support I receive on my personal development

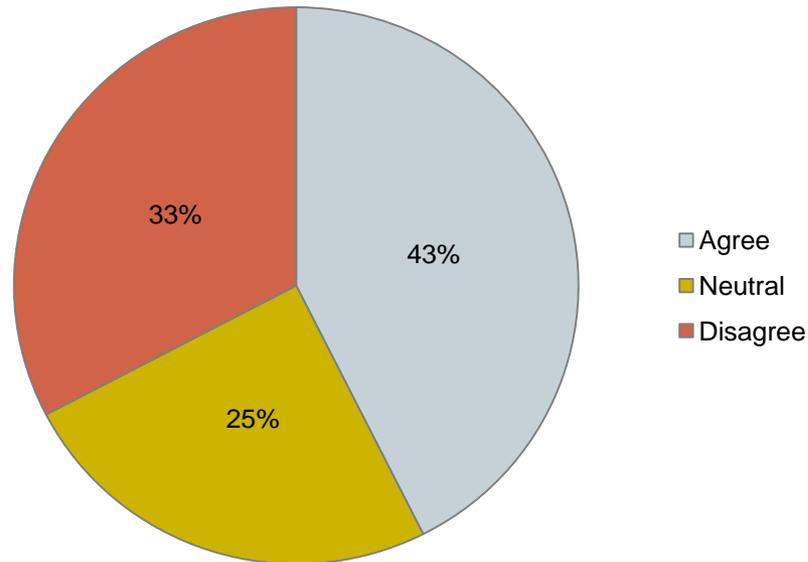
# OVERALL RATINGS OF TRAINING AND DEVELOPMENT - REVENUE OPERATIONS

## Revenue Operations

**Total**

(n= 61)

**Mean= 5.7**



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



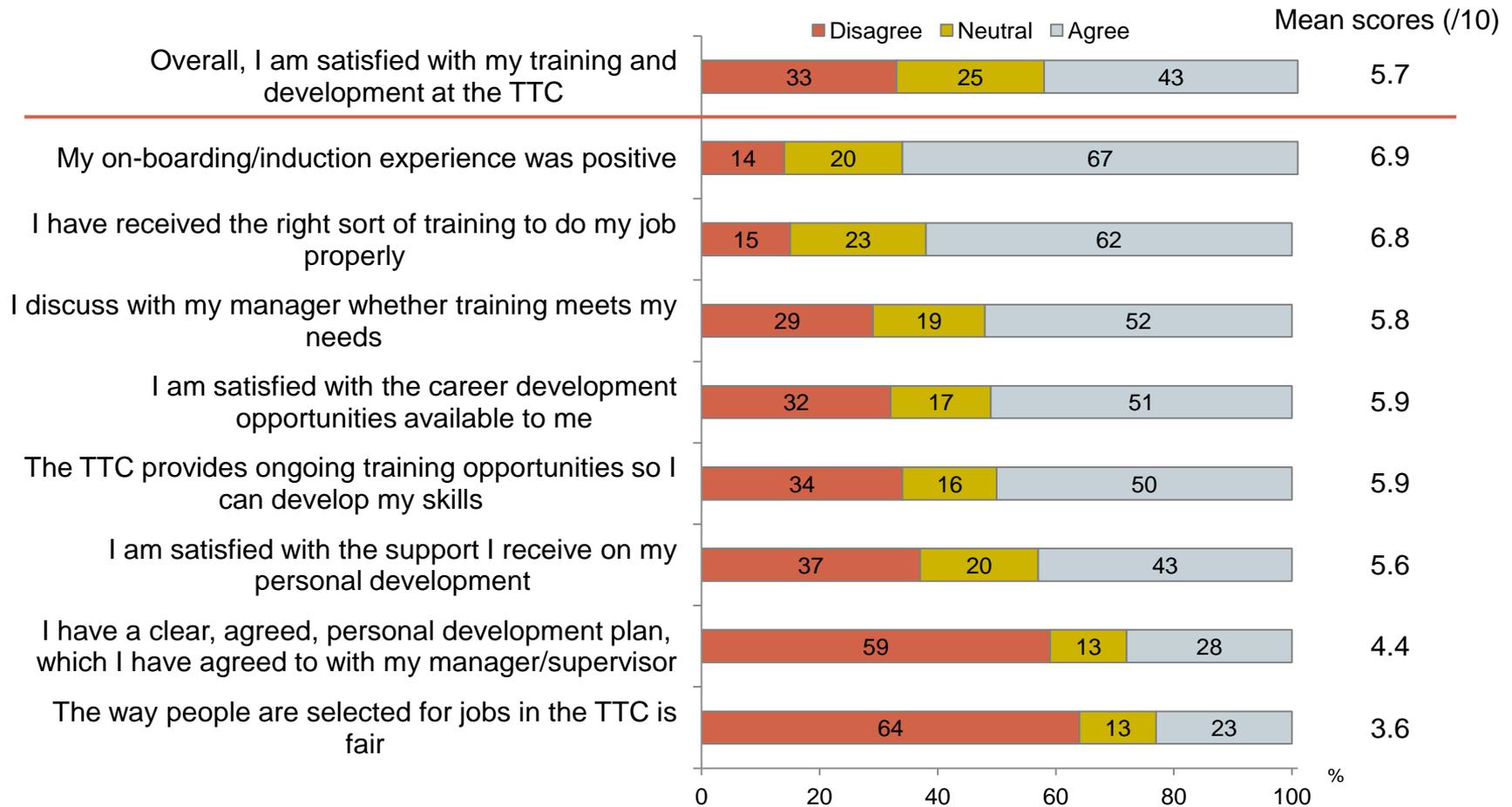
\* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

# TRAINING AND DEVELOPMENT - REVENUE OPERATIONS



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.

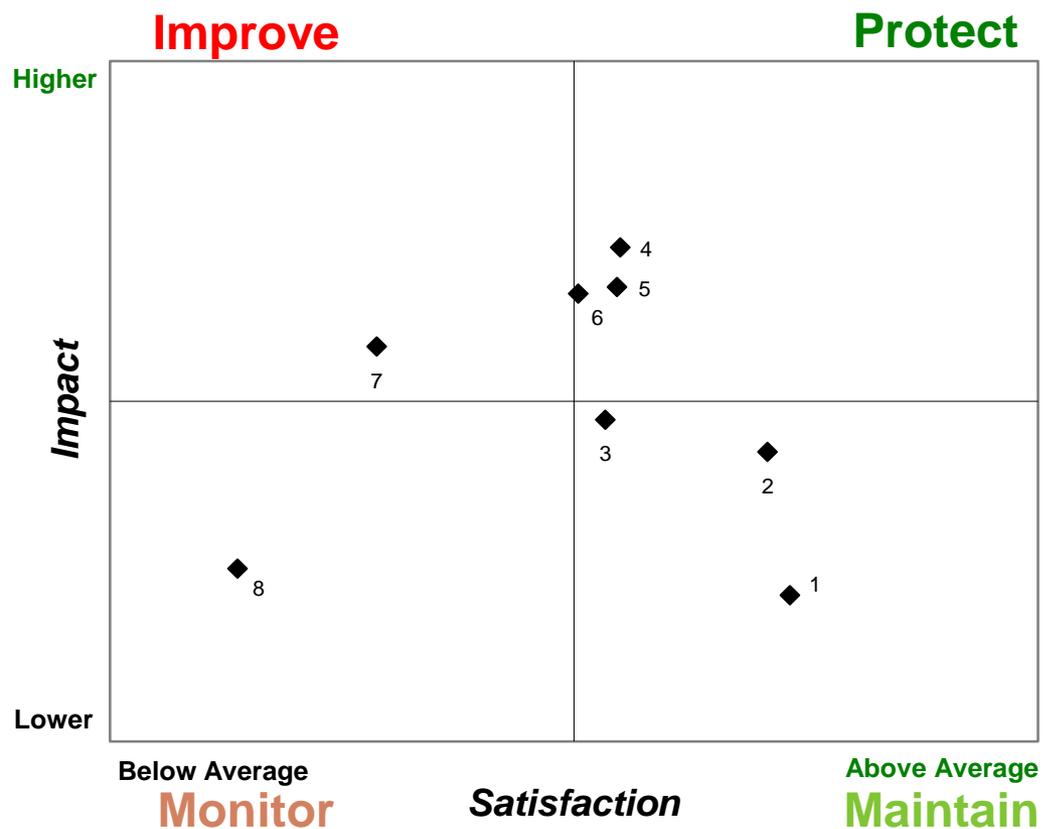
# TRAINING AND DEVELOPMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Revenue Operations	Revenue Operations - Admin	Revenue Collection	RSEM
Overall, I am satisfied with my training and development at the TTC	7.0	6.9	6.8	5.7	5.2	5.4	6.9
My on-boarding/induction experience was positive	7.9	7.9	7.7	6.9	7.5	**	6.9
I have received the right sort of training to do my job properly	7.6	7.6	7.4	6.8	7.1	7.1	7.5
I discuss with my manager whether training meets my needs	6.7	6.4	6.7	5.8	5.8	5.0	7.0
I am satisfied with the career development opportunities available to me	6.9	6.9	7.0	5.9	5.3	5.3	7.3
The TTC provides ongoing training opportunities so I can develop my skills	7.0	6.8	7.0	5.9	4.7	5.5	6.7
I am satisfied with the support I receive on my personal development	6.5	6.2	6.5	5.6	4.8	5.1	6.5
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	5.2	5.4	4.4	3.3	**	5.9
The way people are selected for jobs in the TTC is fair	5.6	5.5	5.3	3.6	2.9	2.7	4.0

\*\* Mean score suppressed as sample size <10.

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

# OPPORTUNITY ANALYSIS: TRAINING AND DEVELOPMENT - REVENUE OPERATIONS



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 3.6 to 6.9.  
 Impact values range between 34% to 69%.

# AREA TO PROTECT: YOUR TEAM

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Opportunity Analysis still identifies “Your Team” as the fourth most impactful on Employee Engagement and is an area in which Revenue Operations employees are relatively satisfied, making this an Area to Protect.
- Employee satisfaction with their colleagues or co-workers is the highest for RSEM, and the lowest for Revenue Operations Administration.
- Staff are slightly more satisfied with their colleagues or co-workers than union employees.
- Across the specific qualities of Your Team, ratings were the highest for, “My team members do quality work”. Ratings were the lowest for, “There is good morale on my team” and “I feel that workload is fairly distributed on my team.” These results were consistent for most cost centre groupings, except that “Members of my team treat each other with respect” was rated lower than fair distribution of workload for Revenue Collection. In fact, for this cost centre, fair distribution of workload was among the highest scores.
- To continue to improve current satisfaction with Your Team, Opportunity Analysis identifies the following key Areas to Improve:
  - There is good morale in my team
  - All the people in my team are treated fairly
- Opportunity Analysis also identifies the following key Areas to Protect:
  - 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

- 44% of Revenue Operations employees indicate they have regular team meetings
- Due to low sample size, comparisons by cost centre groupings cannot be reported.
- Lower proportions of union employees indicated they meet regularly compared to the Revenue Operations department as a whole.
- There were not sufficient Revenue Operations employees indicating that they have regular meetings to report results of whether they find the meetings sufficiently frequent.
- Among Revenue Operations employees who have regular meetings, the mean score given for the usefulness of those meetings was lower than the average for the Operations group as a whole.
- Staff employees rated meetings as slightly more useful than union employees.

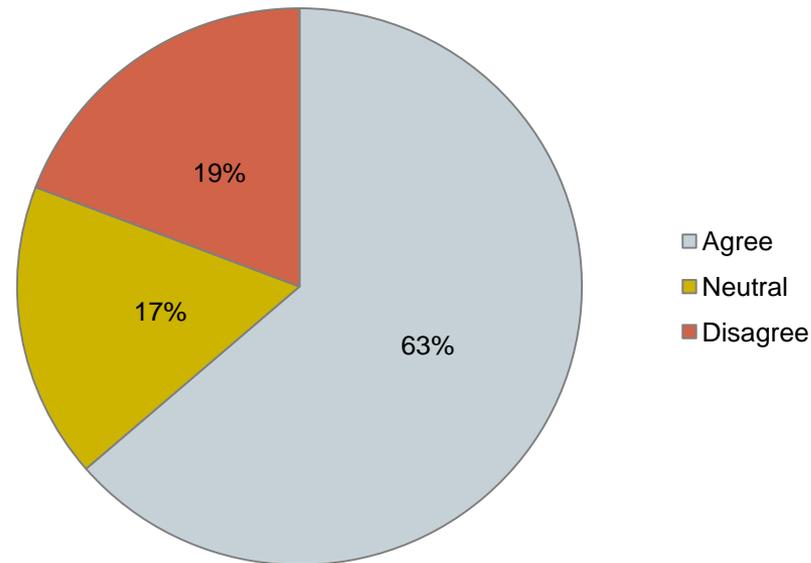
# OVERALL RATINGS OF YOUR TEAM - REVENUE OPERATIONS

## Revenue Operations

**Total**

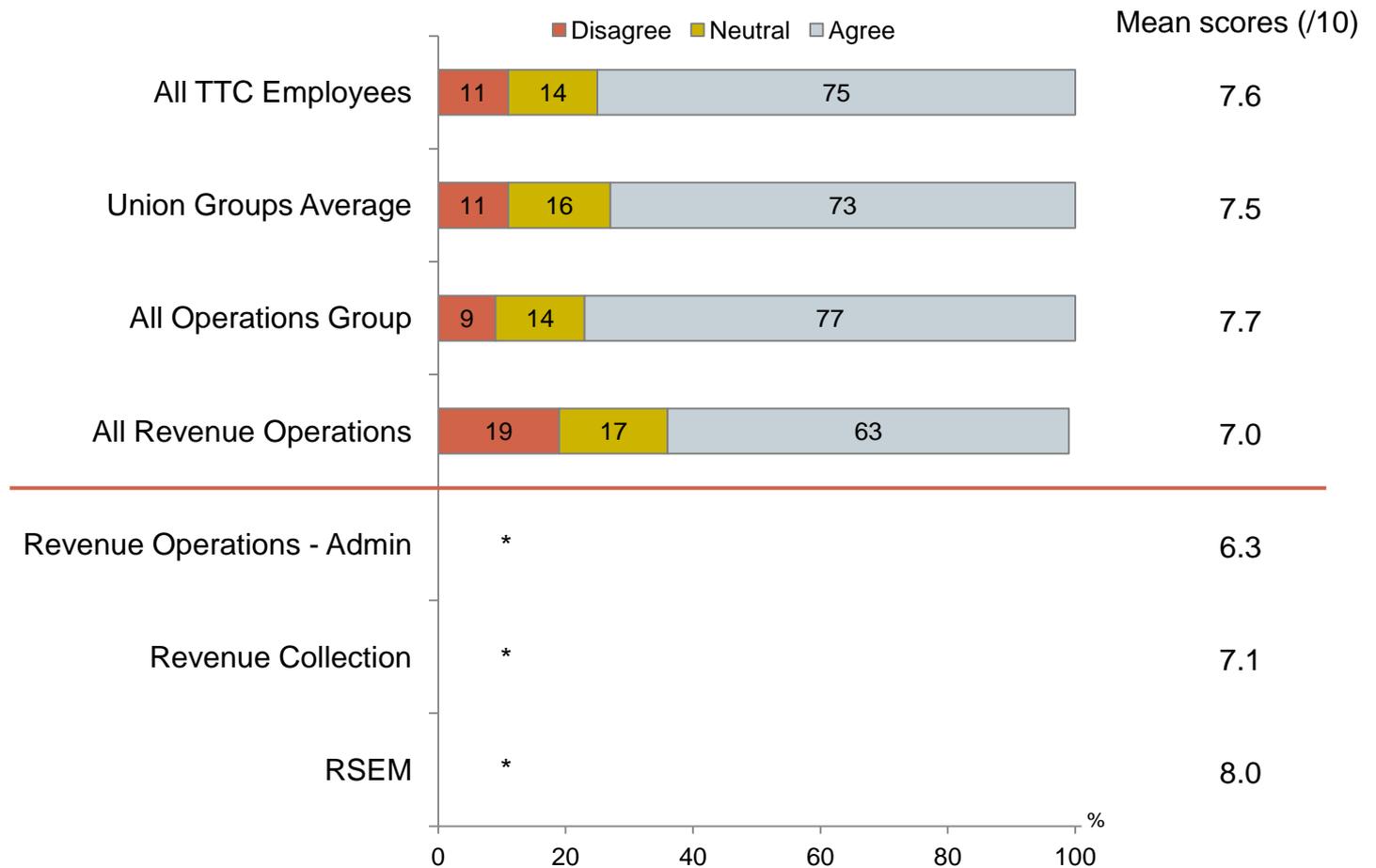
(n= 63)

**Mean=7.0**



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

# OVERALL RATINGS OF YOUR TEAM - BY COST CENTRE/GROUPING



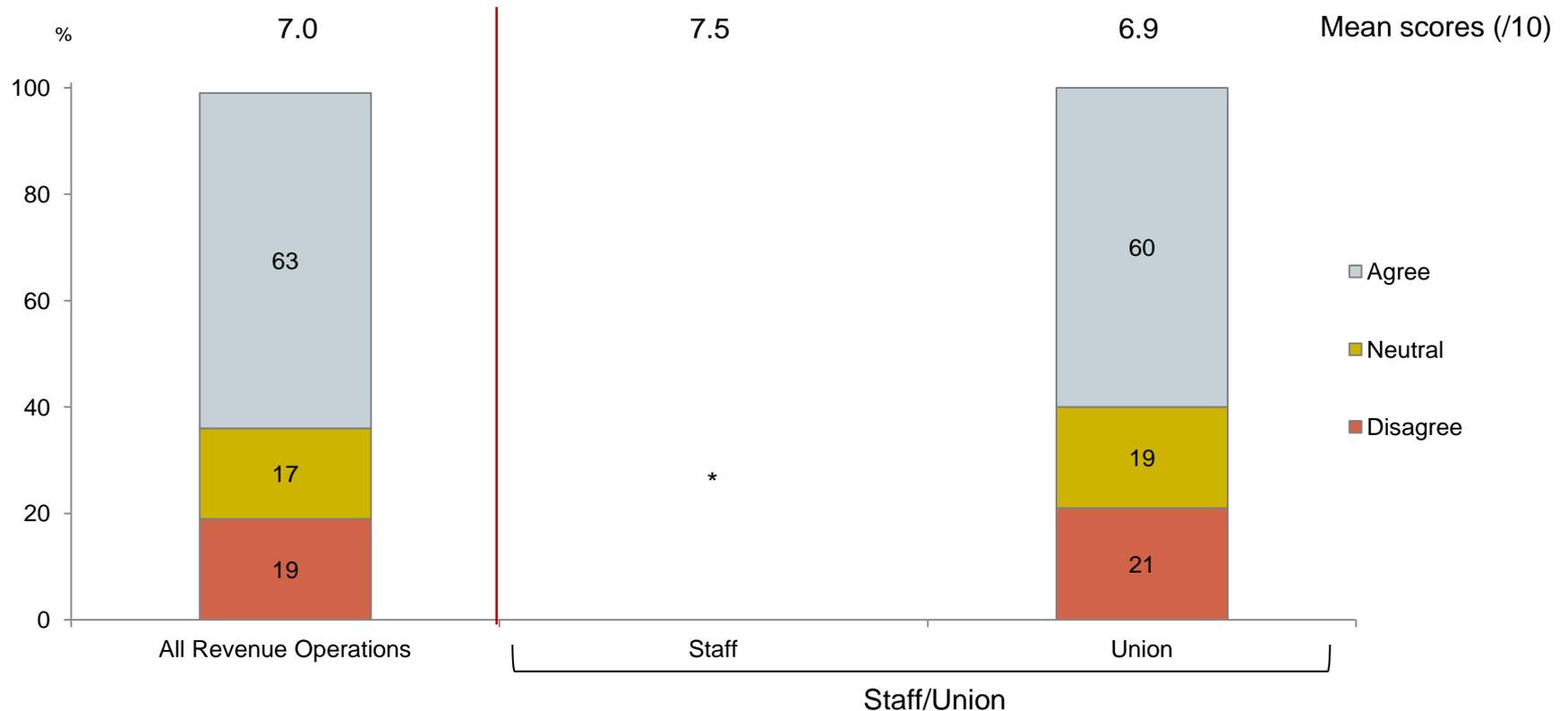
\* Percentages suppressed as sample size <30.

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



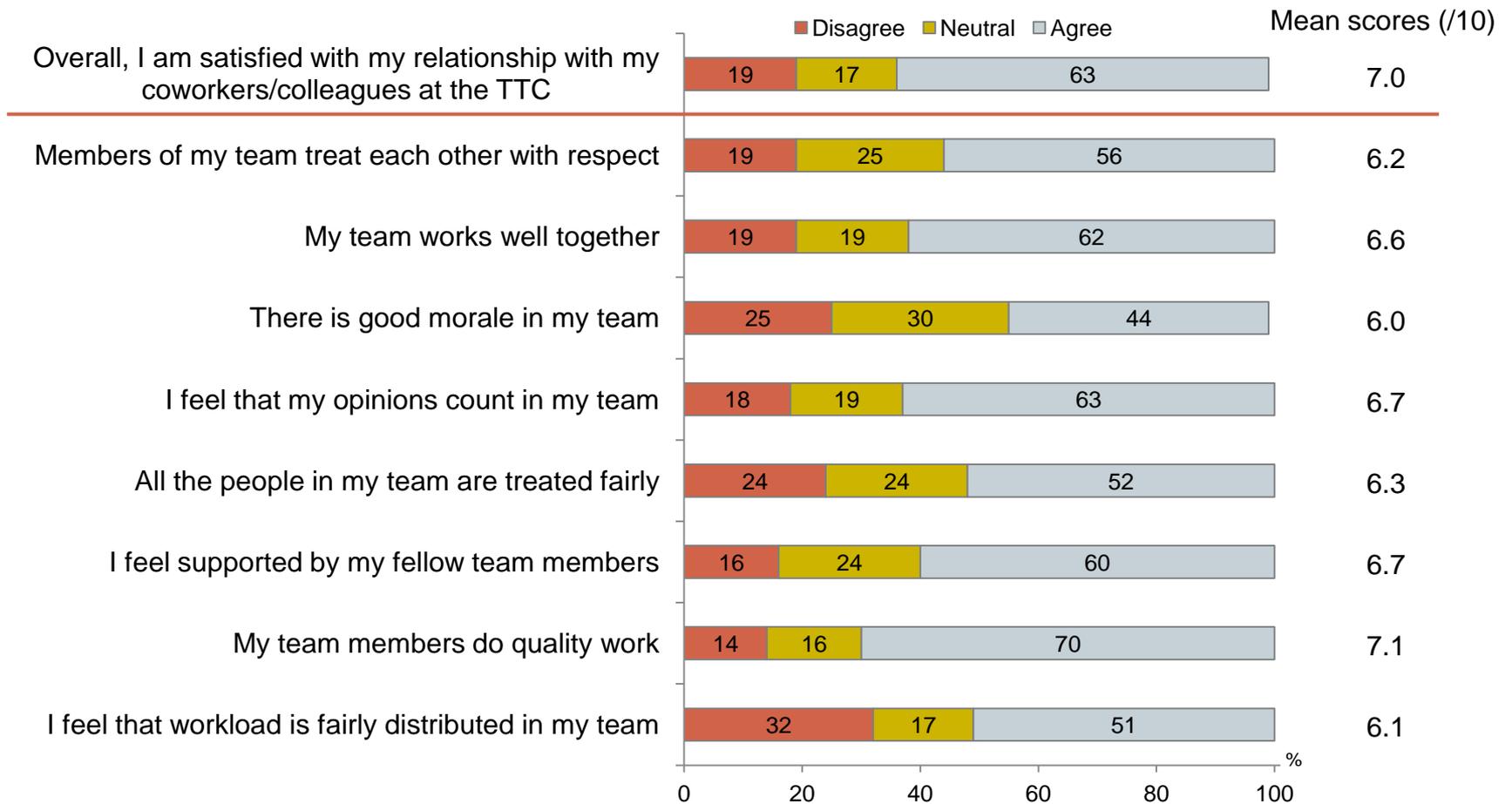
\* Percentages suppressed as sample size <30.

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

Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC.

Sample sizes vary by category.

# YOUR TEAM - REVENUE OPERATIONS



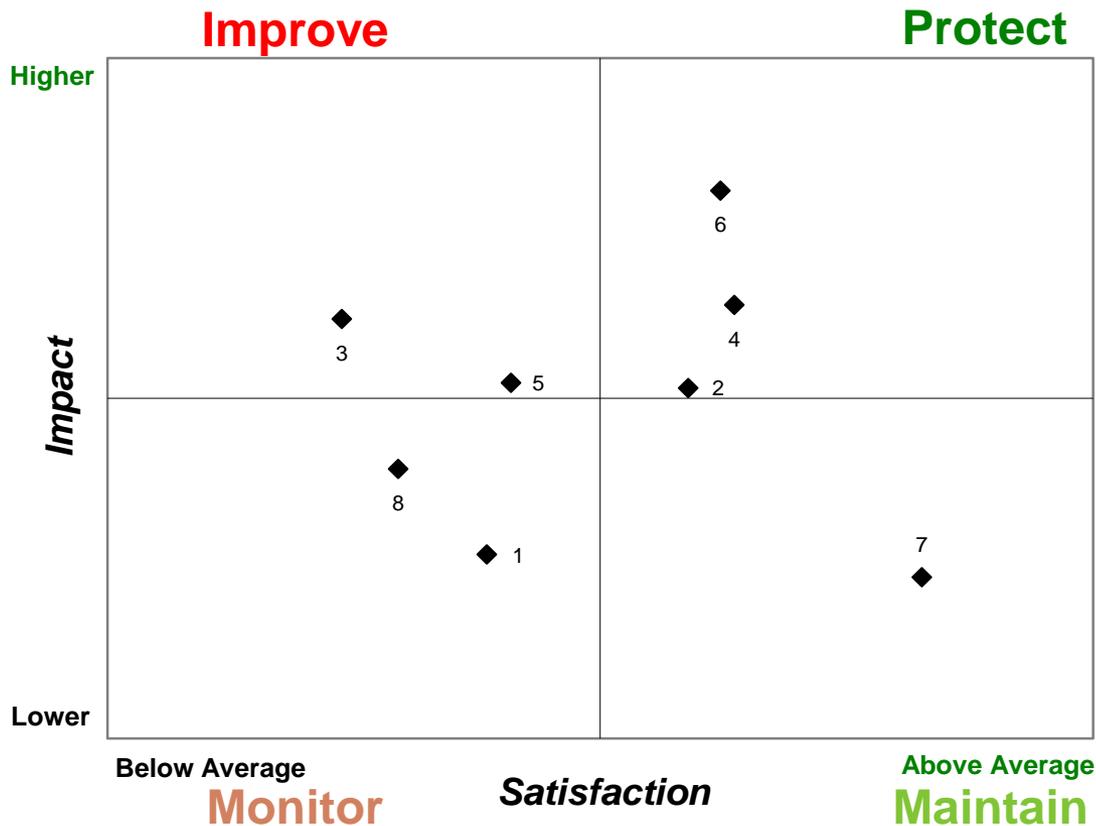
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC. Sample sizes vary by attribute.

# YOUR TEAM - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Revenue Operations	Revenue Operations - Admin	Revenue Collection	RSEM
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	7.0	6.3	7.1	8.0
Members of my team treat each other with respect	7.4	7.2	7.4	6.2	5.7	6.2	7.2
My team works well together	7.3	7.0	7.5	6.6	5.9	6.4	7.8
There is good morale in my team	6.5	6.2	6.7	6.0	5.3	5.8	6.4
I feel that my opinions count in my team	7.0	6.7	7.3	6.7	6.3	7.2	7.5
All the people in my team are treated fairly	6.7	6.5	6.9	6.3	5.5	6.6	7.5
I feel supported by my fellow team members	7.2	7.0	7.4	6.7	5.7	7.3	7.7
My team members do quality work	7.5	7.3	7.7	7.1	6.3	7.3	7.8
I feel that workload is fairly distributed in my team	6.5	6.3	6.6	6.1	5.3	7.3	6.3

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

# OPPORTUNITY ANALYSIS: YOUR TEAM - REVENUE OPERATIONS

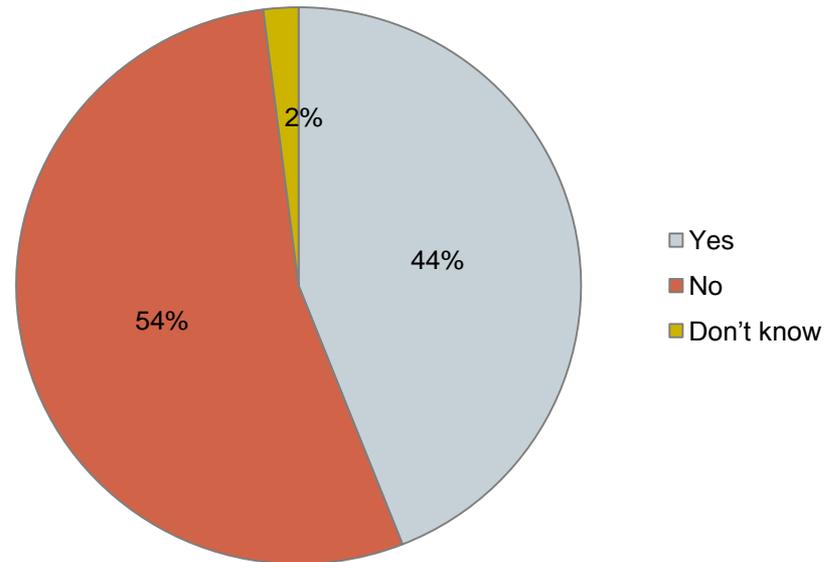


1. Members of my team treat each other with respect
2. My team works well together
3. There is good morale in my team
4. I feel that my opinions count in my team
5. All the people in my team are treated fairly
6. I feel supported by my fellow team members
7. My team members do quality work
8. I feel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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 5.9 to 7.1.  
 Impact values range between 41% to 68%.

## Revenue Operations

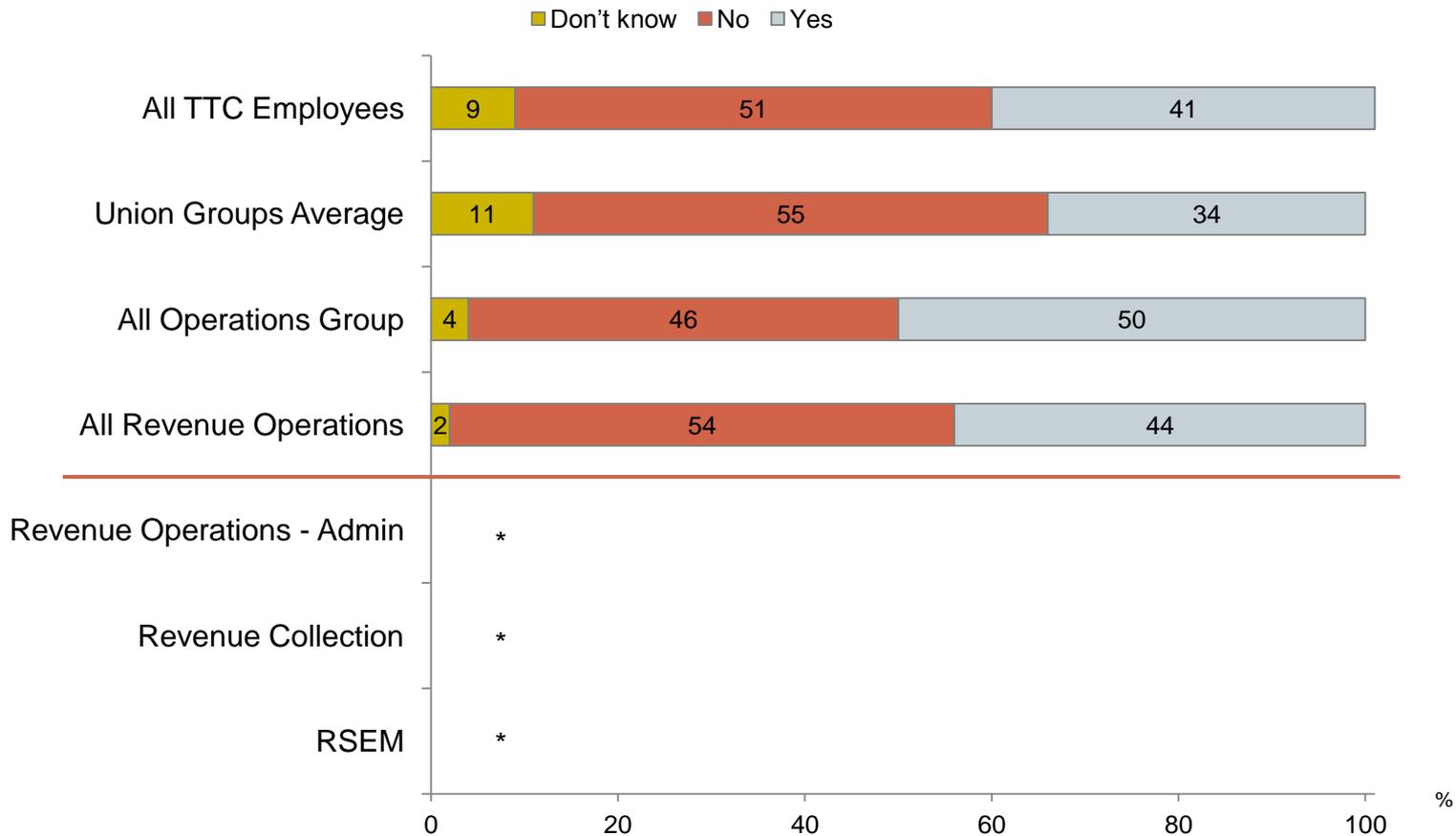
Total  
(n= 61)



E2. Does your team hold regular team meetings?

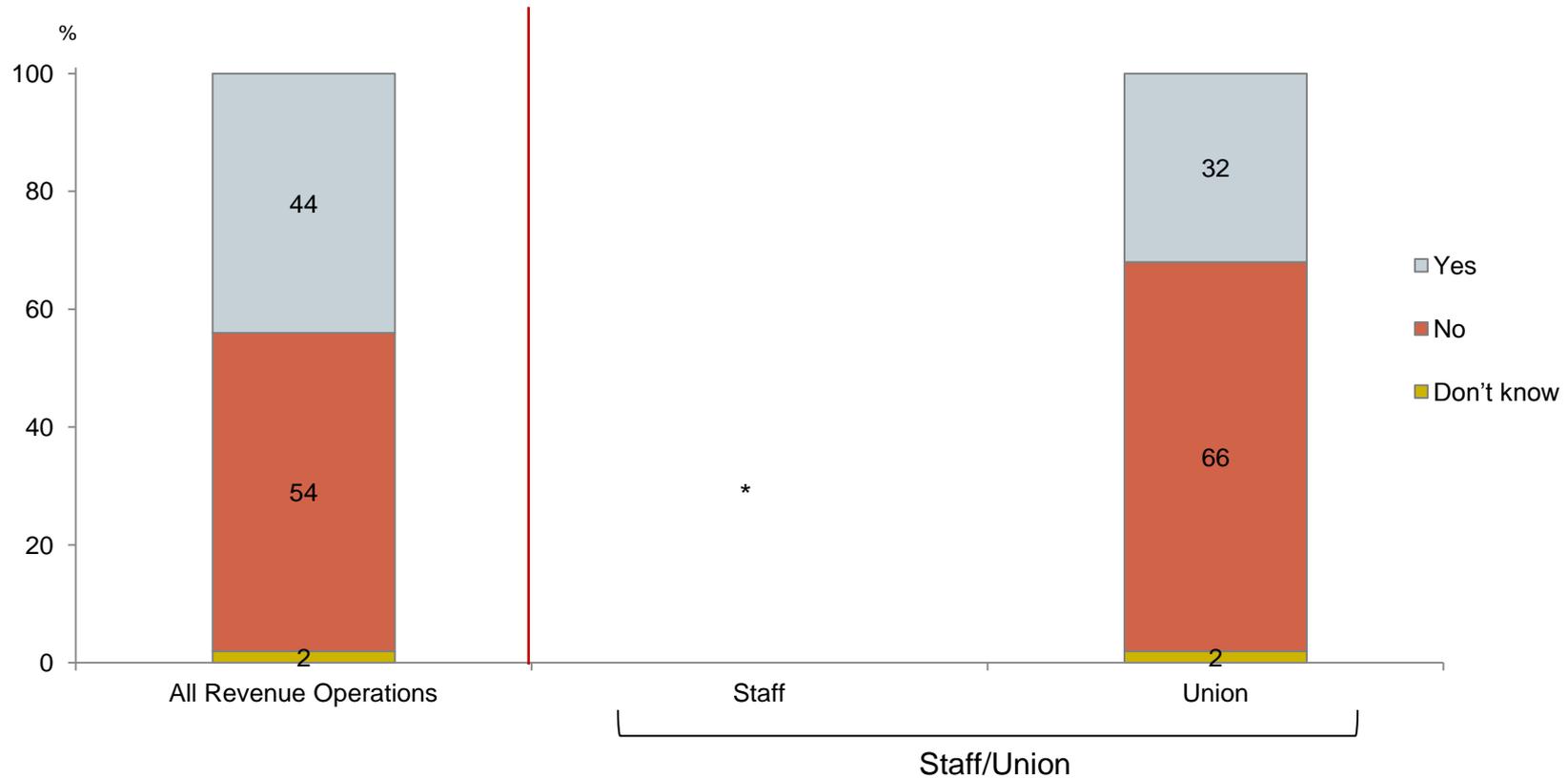
3/30/2015

# 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



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

# SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

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

## Revenue Operations

**Total**  
(n= 26)

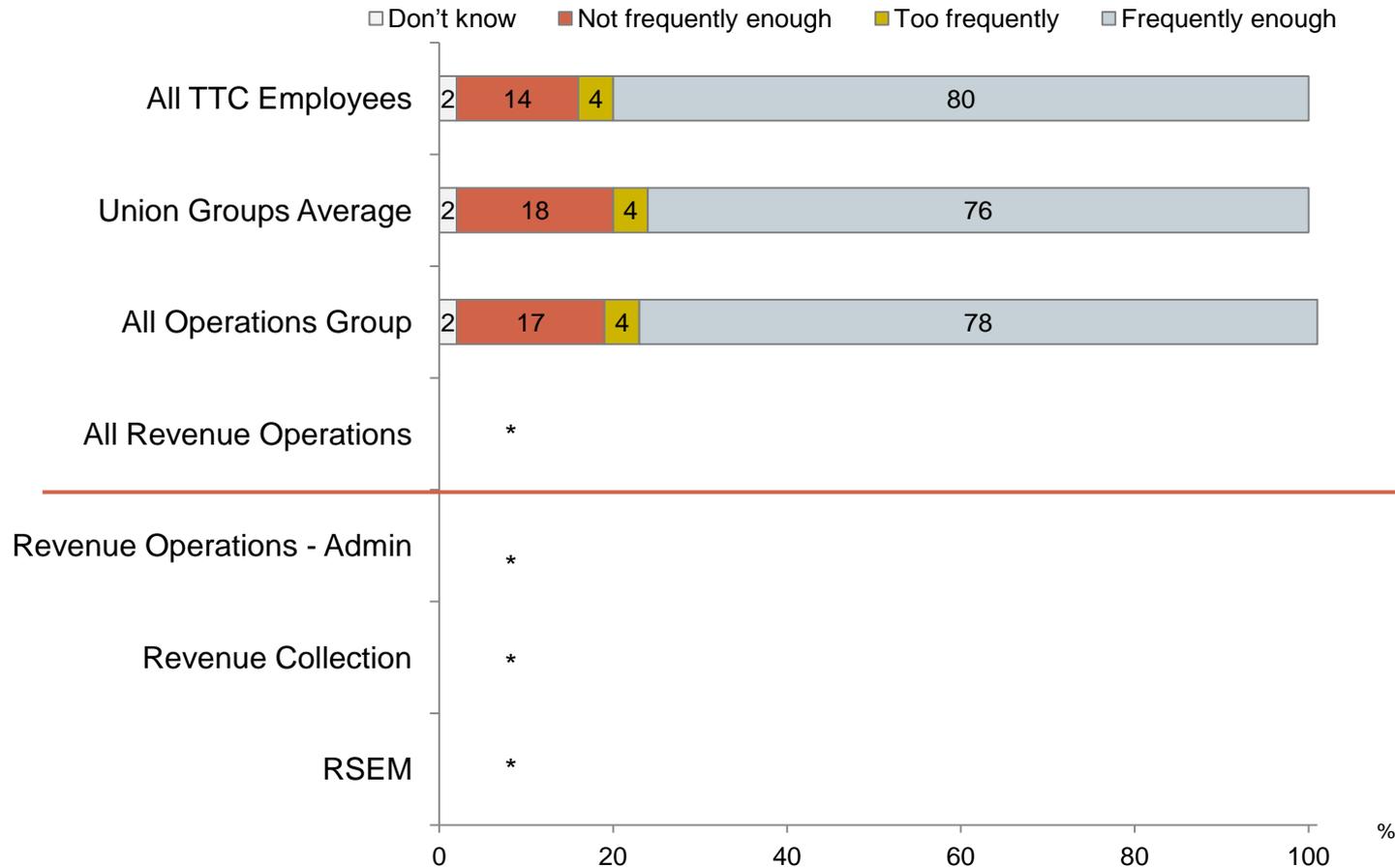
\*

\* Percentages suppressed as sample size <30.

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

# SUFFICIENT AMOUNT OF TEAM MEETINGS - BY COST CENTRE/GROUPING

Among employees who have regular team meetings



\* Percentages suppressed as sample size <30.

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

# USEFULNESS OF TEAM MEETINGS

Among employees who have regular team meetings



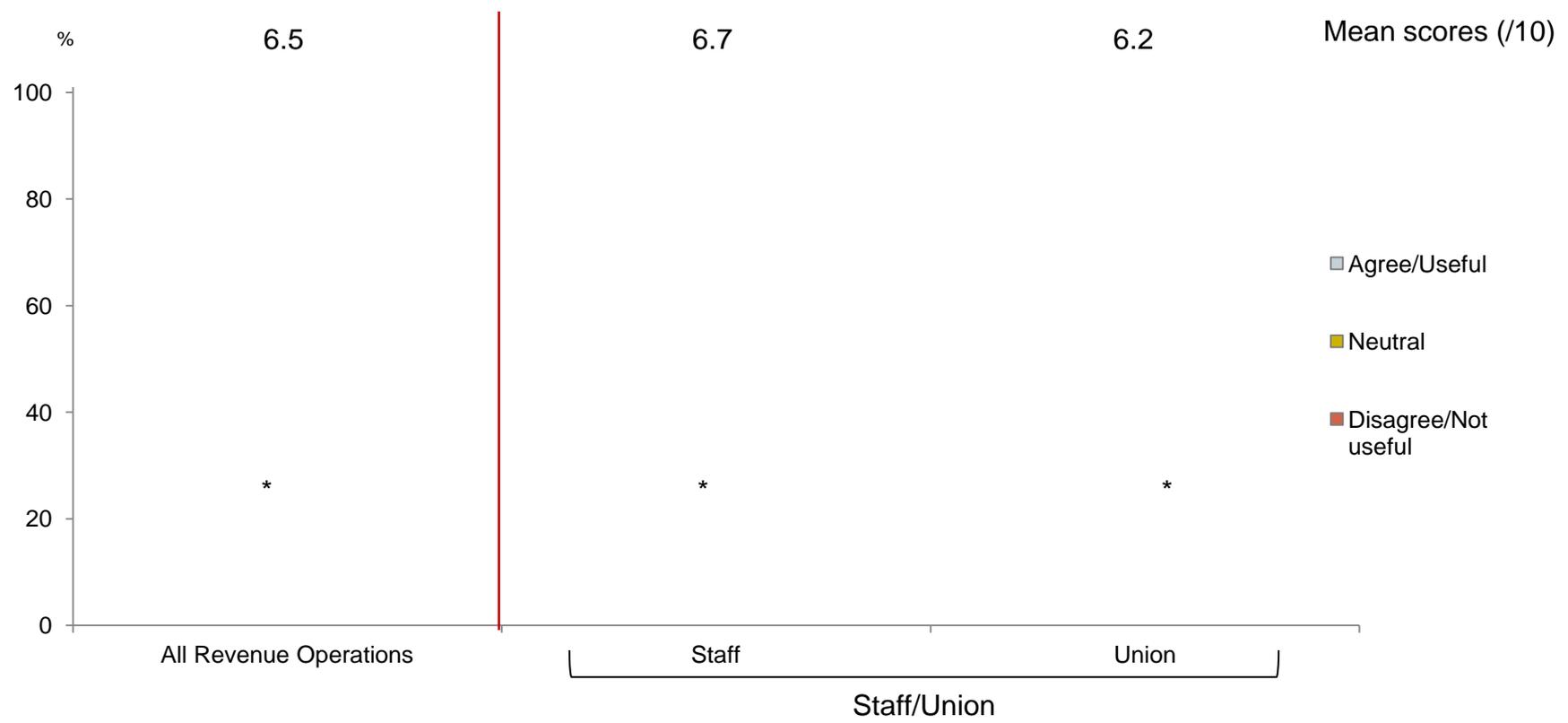
\* Percentages suppressed as sample size <30.

\*\* 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



\* Percentages suppressed as sample size <30.  
E4. How much do you agree or disagree that your team meetings are useful?  
Sample sizes vary by category.

AREA TO 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 Revenue Operations employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their safety at work is highest for RSEM, and lowest for Revenue Operations Administration.
- Staff employees feel substantially safer at work than union employees.
- Across the specific aspects of Safety, ratings were highest for, “I feel comfortable discussing safety issues at work”. Ratings were 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”. These results were mostly consistent across cost centres, with the exception of RSEM, where “The protection of workers from occupational exposure to hazards is a high priority with management” received a lower rating than the TTC’s willingness to invest money and effort.
- 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

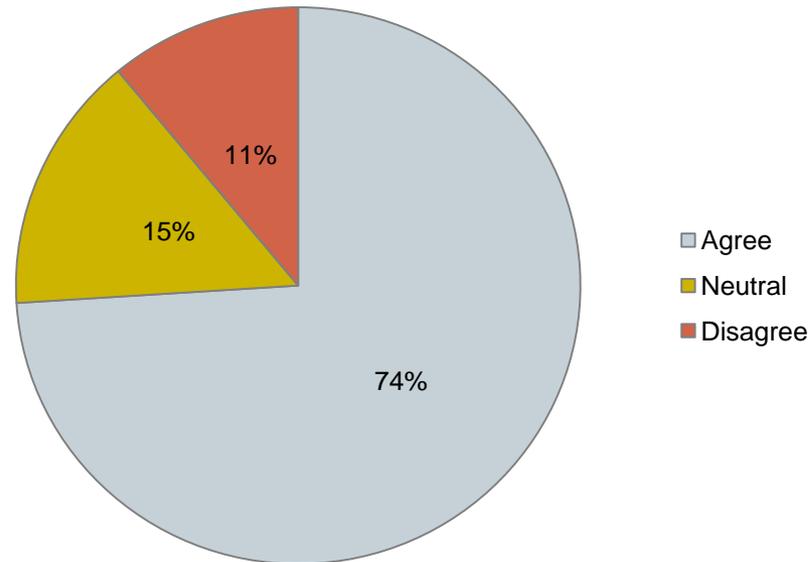
- In addition to these improvements, the following areas are key Areas to Protect:
  - My manager/supervisor emphasizes safe practices while at work
  - My manager/supervisor is well informed about safety issues
  - I am strongly encouraged to report unsafe working conditions

# OVERALL RATINGS OF SAFETY - REVENUE OPERATIONS

## Revenue Operations

**Total**  
(n= 62)

**Mean= 7.6**



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

# OVERALL RATINGS OF SAFETY - BY COST CENTRE/GROUPING



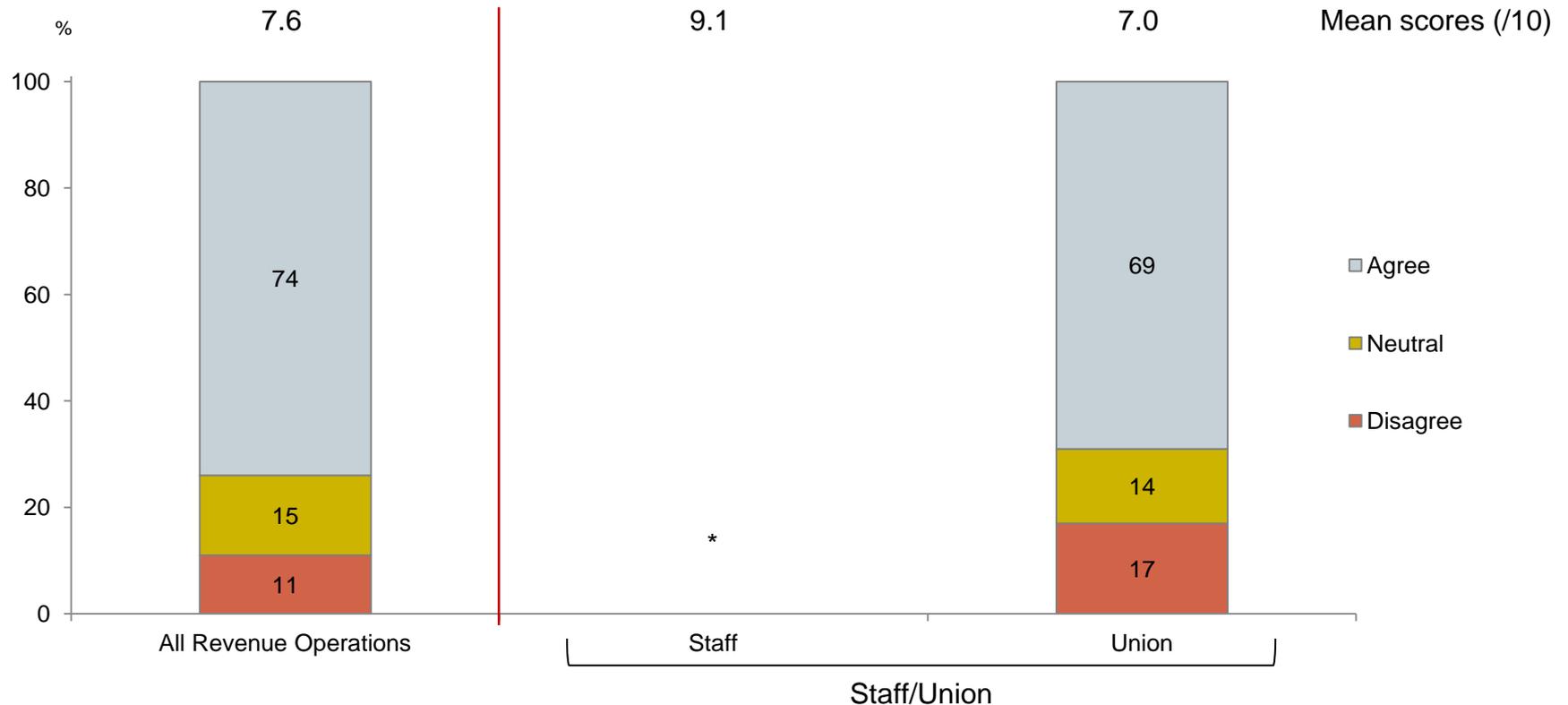
\* Percentages suppressed as sample size <30.

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

Overall, I feel safe when I am at work.

Sample sizes vary by category.

# OVERALL RATINGS OF SAFETY - BY EMPLOYEE POSITION



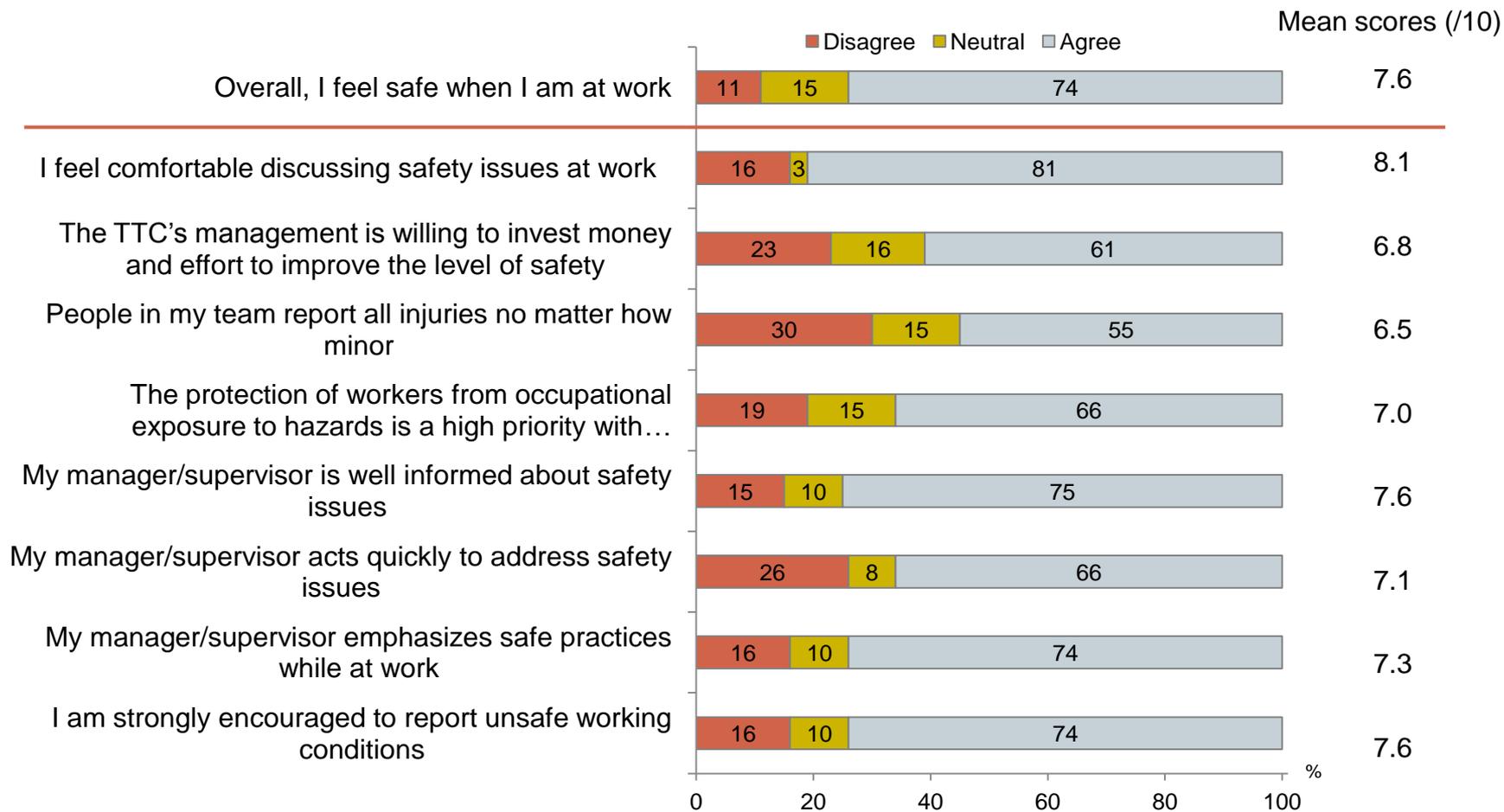
\* Percentages suppressed as sample size <30.

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

Overall, I feel safe when I am at work.

Sample sizes vary by category.

# SAFETY - REVENUE OPERATIONS



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 Revenue Operations	Revenue Operations - Admin	Revenue Collection	RSEM
Overall, I feel safe when I am at work	8.0	7.7	8.1	7.6	6.9	7.4	8.5
I feel comfortable discussing safety issues at work	8.3	8.0	8.3	8.1	7.0	7.9	9.5
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	7.1	7.6	6.8	6.0	6.0	8.3
People in my team report all injuries no matter how minor	7.1	6.8	7.2	6.5	6.2	6.0	6.4
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	7.2	7.6	7.0	5.8	6.8	7.4
My manager/supervisor is well informed about safety issues	8.0	7.7	8.0	7.6	6.4	7.8	7.9
My manager/supervisor acts quickly to address safety issues	7.6	7.3	7.6	7.1	5.4	7.4	7.8
My manager/supervisor emphasizes safe practices while at work	7.9	7.7	8.0	7.3	6.3	7.5	8.1
I am strongly encouraged to report unsafe working conditions	8.0	7.8	8.2	7.6	5.9	7.8	8.8

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

# OPPORTUNITY ANALYSIS: SAFETY - REVENUE OPERATIONS



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 6.5 to 8.1.  
 Impact values range between 41% to 66%.

# AREA TO MONITOR: PERFORMANCE AND REWARD

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

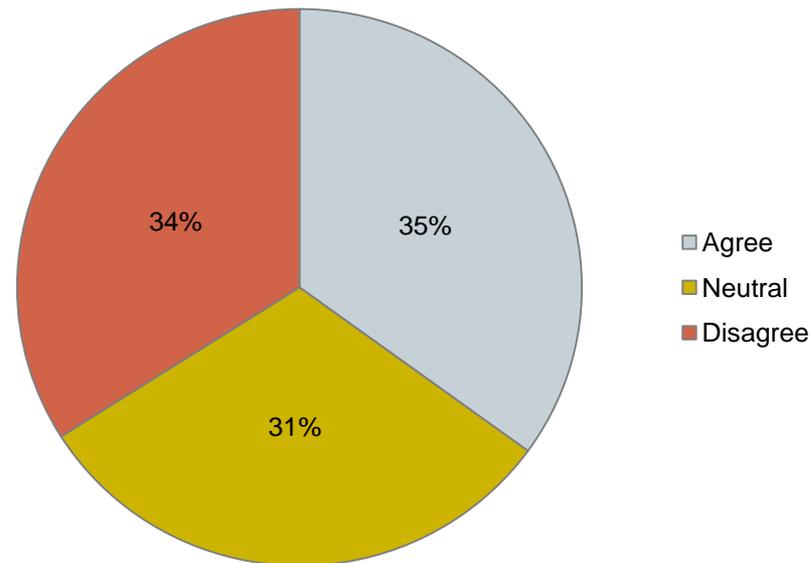
- Although “Performance and Reward” is not the most influential aspect of the employee experience, Opportunity Analysis still identifies it as having a moderate impact on Employee Engagement and as an area in which Revenue Operations employees are relatively less satisfied. In other words, it is an Area to Monitor.
- Employee satisfaction with the way the TTC recognizes and rewards employees is generally the highest for RSEM, and generally the lowest for Revenue Collection (with some exceptions).
- 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”, and “I am satisfied with my pay and benefits, given the job I do”. Ratings were the lowest for, “Poor performance is not tolerated”, followed by “I am recognized for excellent performance”. These results were generally consistent for most cost centres, with the exception of Revenue Collection. For this grouping, “At the TTC, the recognition and/or rewards are meaningful” received a lower rating than recognition for excellent performance.
- 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
- 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 - REVENUE OPERATIONS

## Revenue Operations

**Total**  
(n= 62)

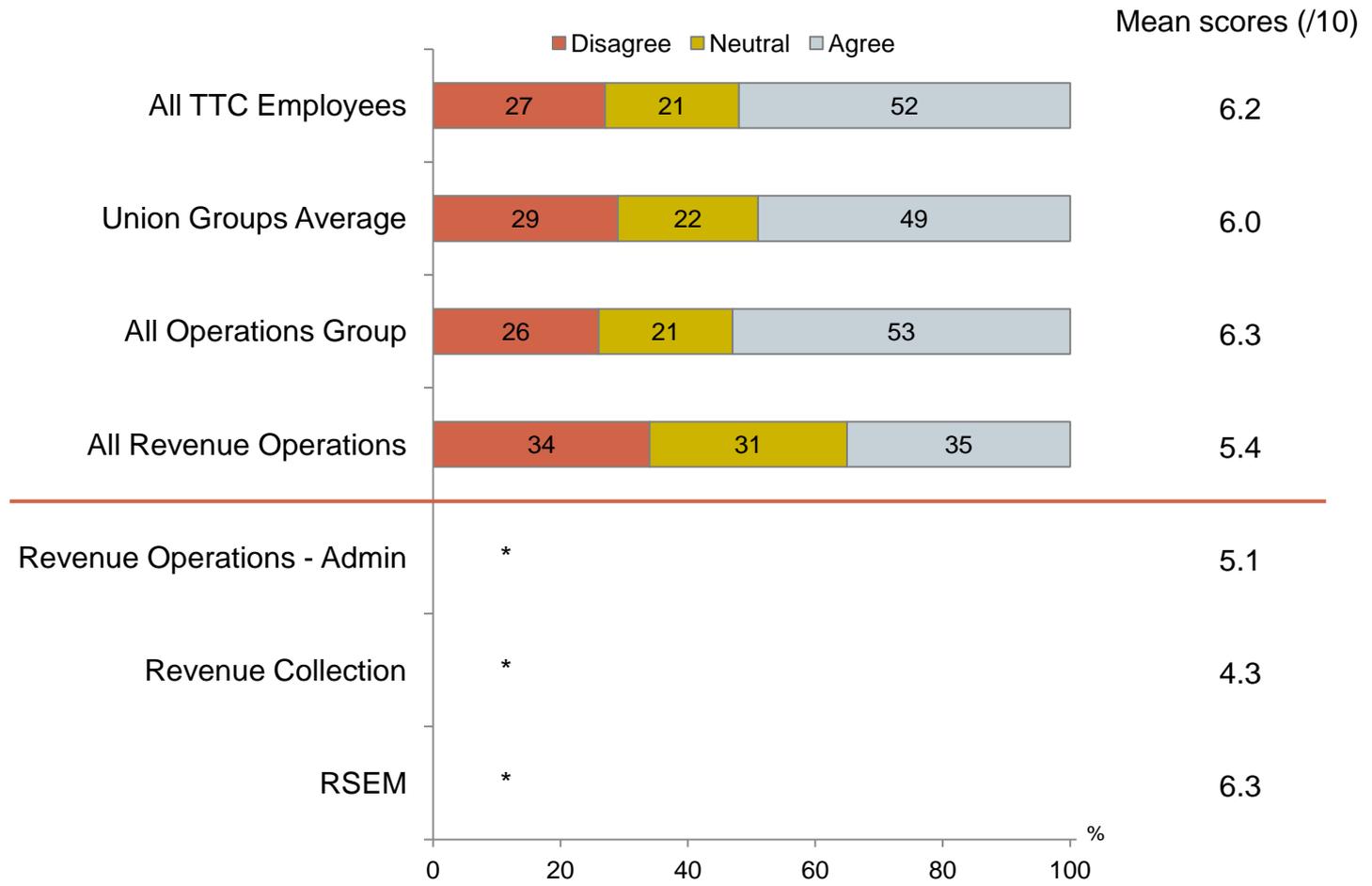
**Mean= 5.4**



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



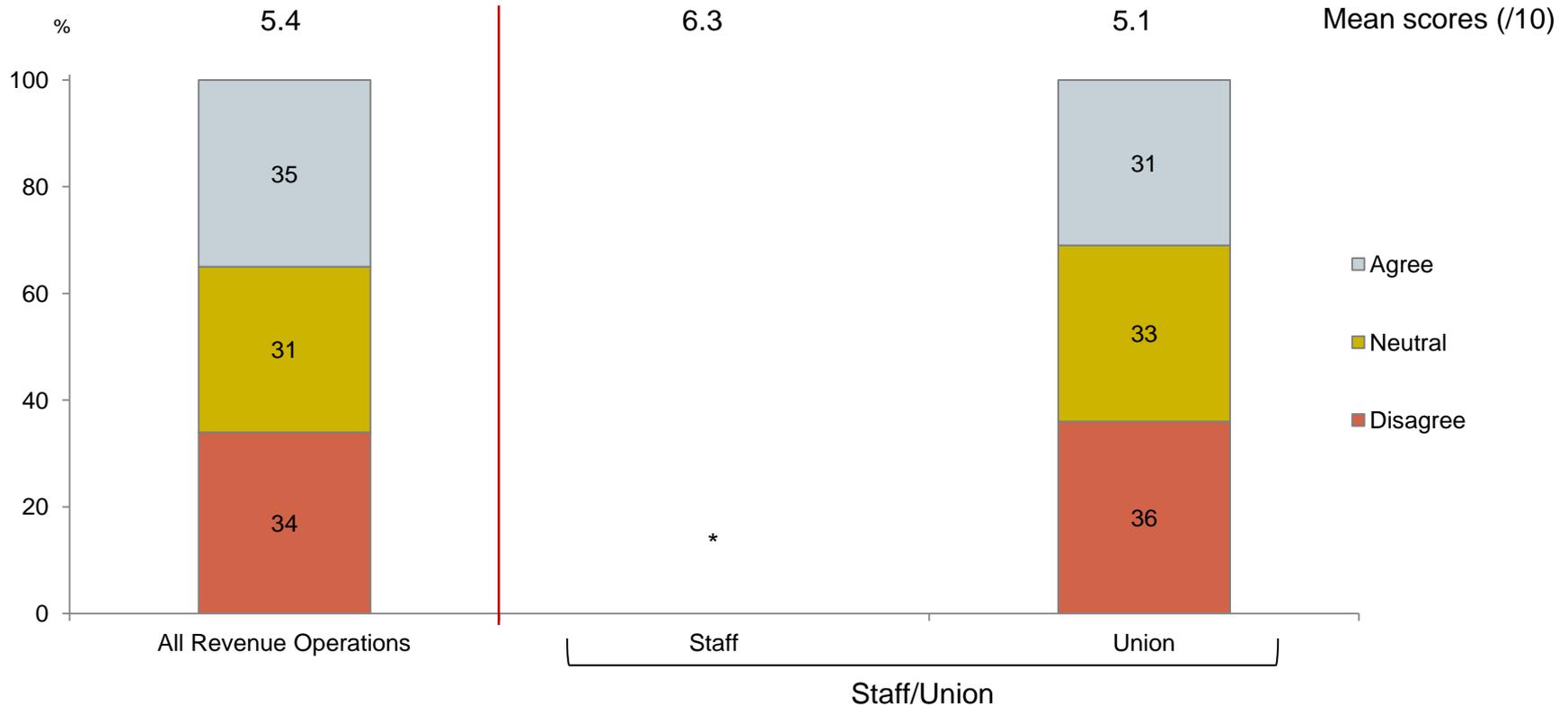
\* Percentages suppressed as sample size <30.

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



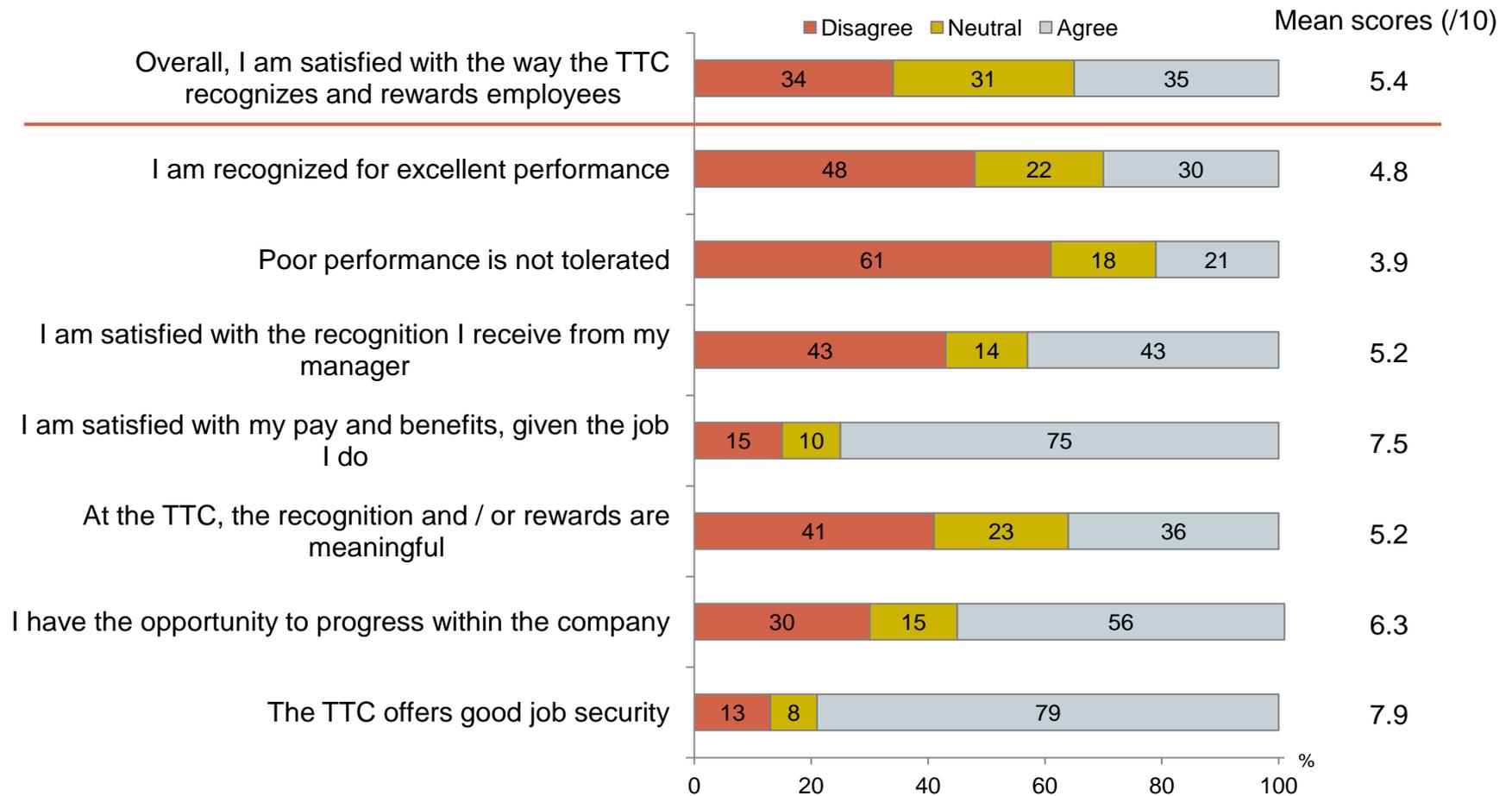
\* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

# PERFORMANCE AND REWARD - REVENUE OPERATIONS



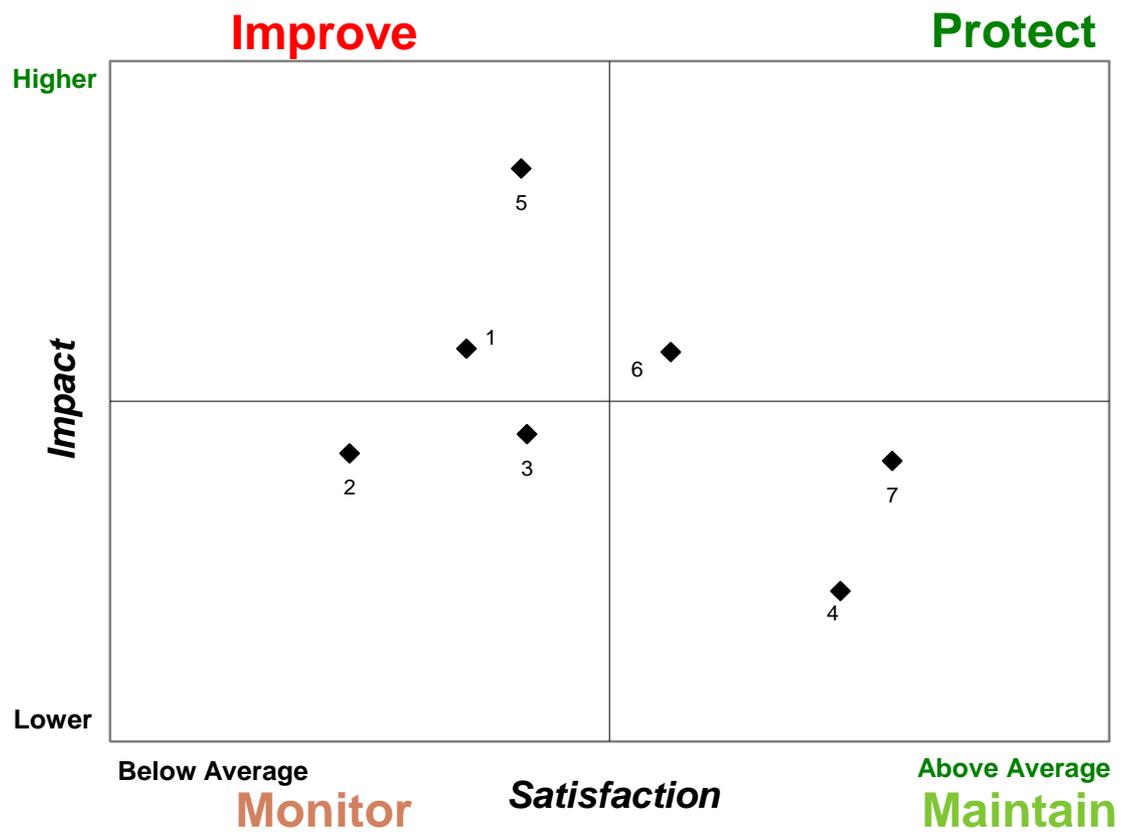
I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.  
Sample sizes vary by attribute.

# PERFORMANCE AND REWARD - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Revenue Operations	Revenue Operations - Admin	Revenue Collection	RSEM
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	5.4	5.1	4.3	6.3
I am recognized for excellent performance	5.9	5.6	5.9	4.8	3.0	5.2	5.5
Poor performance is not tolerated	5.9	5.8	5.6	3.9	2.6	2.4	4.2
I am satisfied with the recognition I receive from my manager	6.0	5.8	6.2	5.2	4.1	6.1	5.9
I am satisfied with my pay and benefits, given the job I do	7.7	7.8	7.7	7.5	8.5	5.3	8.3
At the TTC, the recognition and / or rewards are meaningful	5.9	5.8	6.0	5.2	6.3	3.8	6.4
I have the opportunity to progress within the company	6.9	6.9	6.9	6.3	5.9	4.9	7.2
The TTC offers good job security	8.3	8.3	8.4	7.9	7.9	7.2	8.7

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 - REVENUE OPERATIONS



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 3.9 to 7.9.  
 Impact values range between 14% to 63%.

# AREA TO MONITOR: YOUR MANAGER/SUPERVISOR

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Your Manager/Supervisor” as having a moderate impact on Employee Engagement and is an area in which Revenue Operations employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their immediate manager or supervisor is the highest for Revenue Collection, and the lowest for Revenue Operations Administration.
- There is a large difference in satisfaction between staff and union employees in this area, with staff giving a higher satisfaction score for their immediate manager or supervisor.
- Across the specific qualities of Your Manager/Supervisor, ratings were the highest for, “My manager/supervisor treats me fairly”, and “My manager/supervisor actively discourages prejudice”. These results were mostly consistent except that, for Revenue Collection, “I get help and support from my manager/supervisor when I need it” received the highest rating. Ratings were the lowest for, “I receive regular feedback about my performance from my manager/supervisor”, “I receive constructive feedback about my performance from my manager/supervisor”, and “My manager/supervisor tells me why decisions have been made”. These results were rather variable across cost centre groupings.
  - “My manager/supervisor leads by example” received the lowest rating from RSEM employees.
  - For Revenue Operations Administration, “My manager/supervisor is open to constructive feedback from staff and others” received the lowest score.

# SECTION SUMMARY

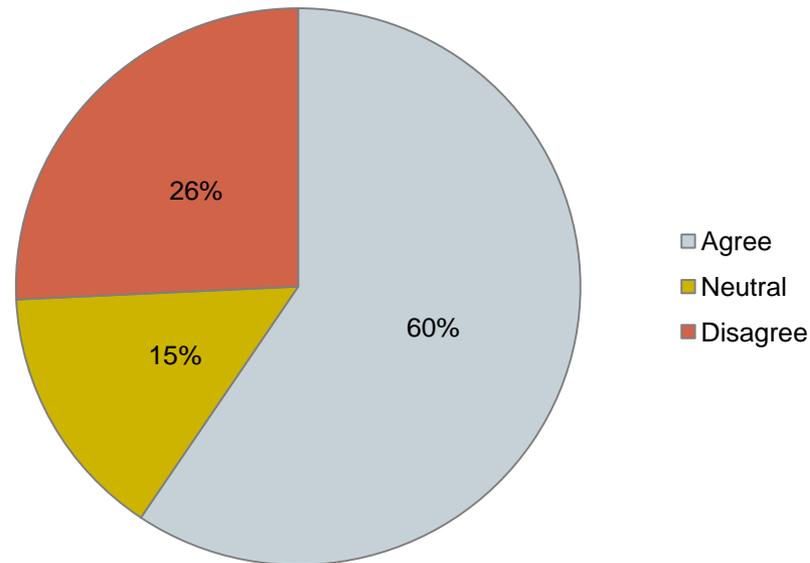
- To improve employee satisfaction with Your Manager/Supervisor, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - I have confidence in my manager's/supervisor's skills and abilities
  - My manager/supervisor leads by example
  - My manager/supervisor manages people well
  - My manager/supervisor is open to constructive feedback from staff and others
- In addition to these improvements, the following areas are key Areas to Protect:
  - My manager/supervisor takes responsibility when problems arise
  - 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 - REVENUE OPERATIONS

## Revenue Operations

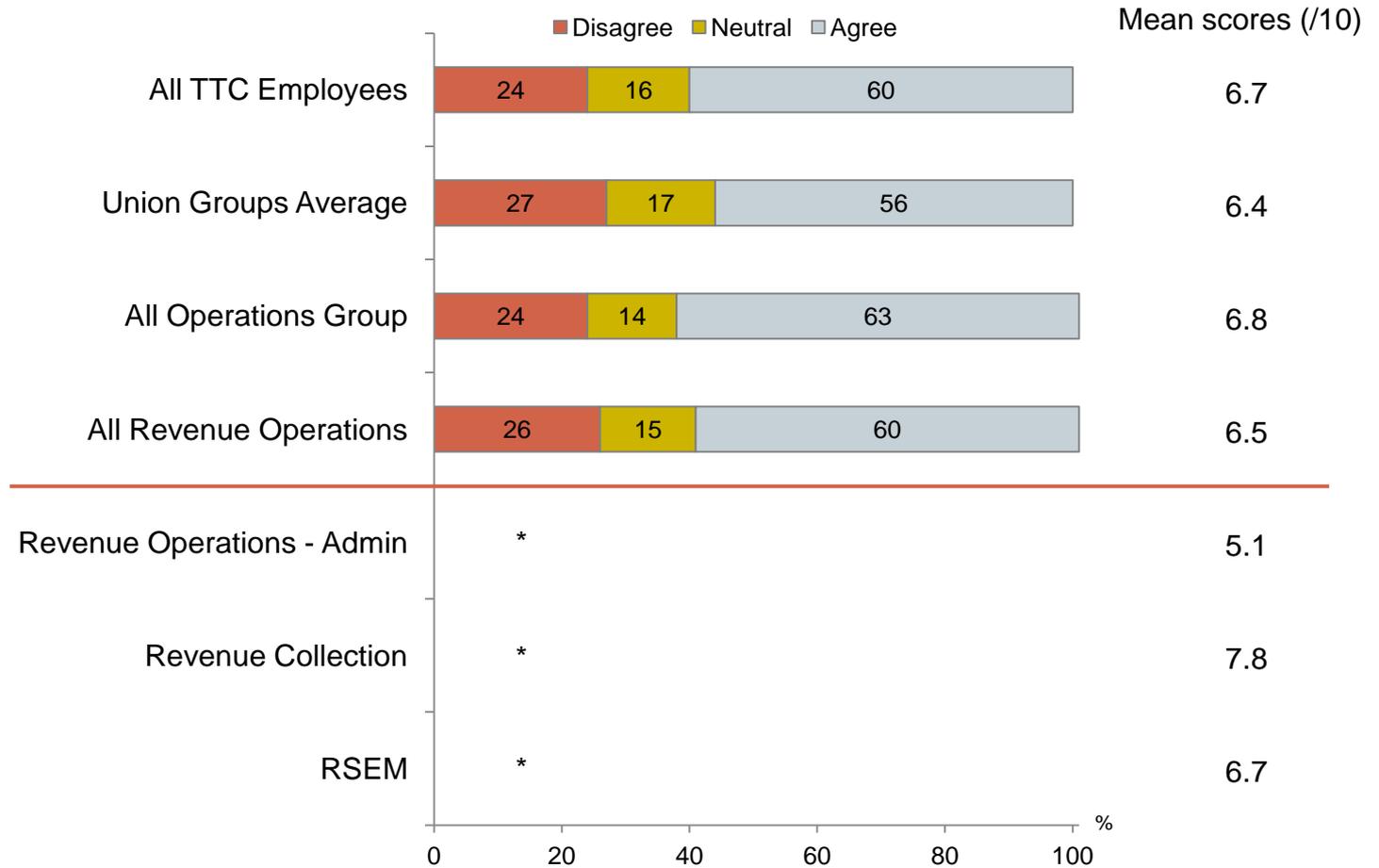
**Total**  
(n= 62)

**Mean= 6.5**



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



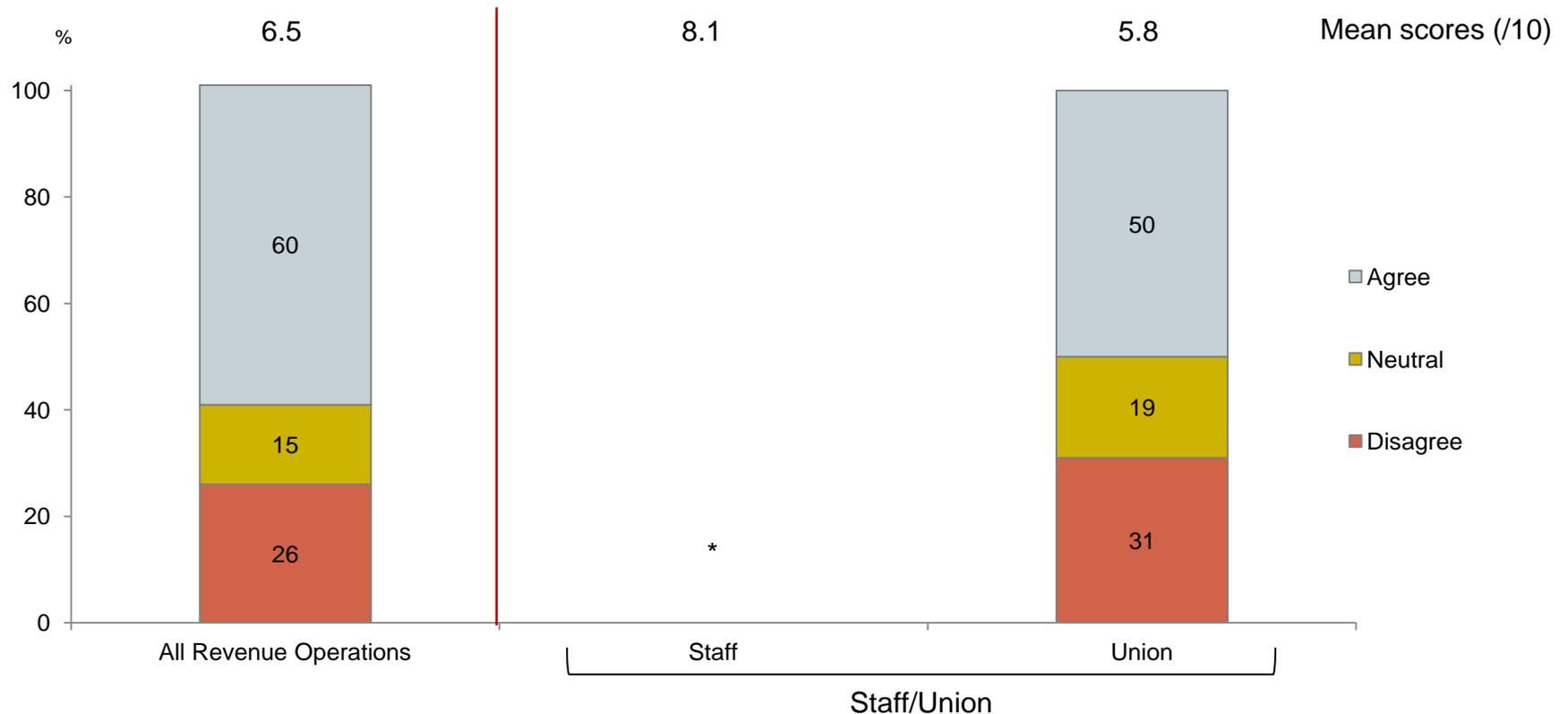
\* Percentages suppressed as sample size <30.

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



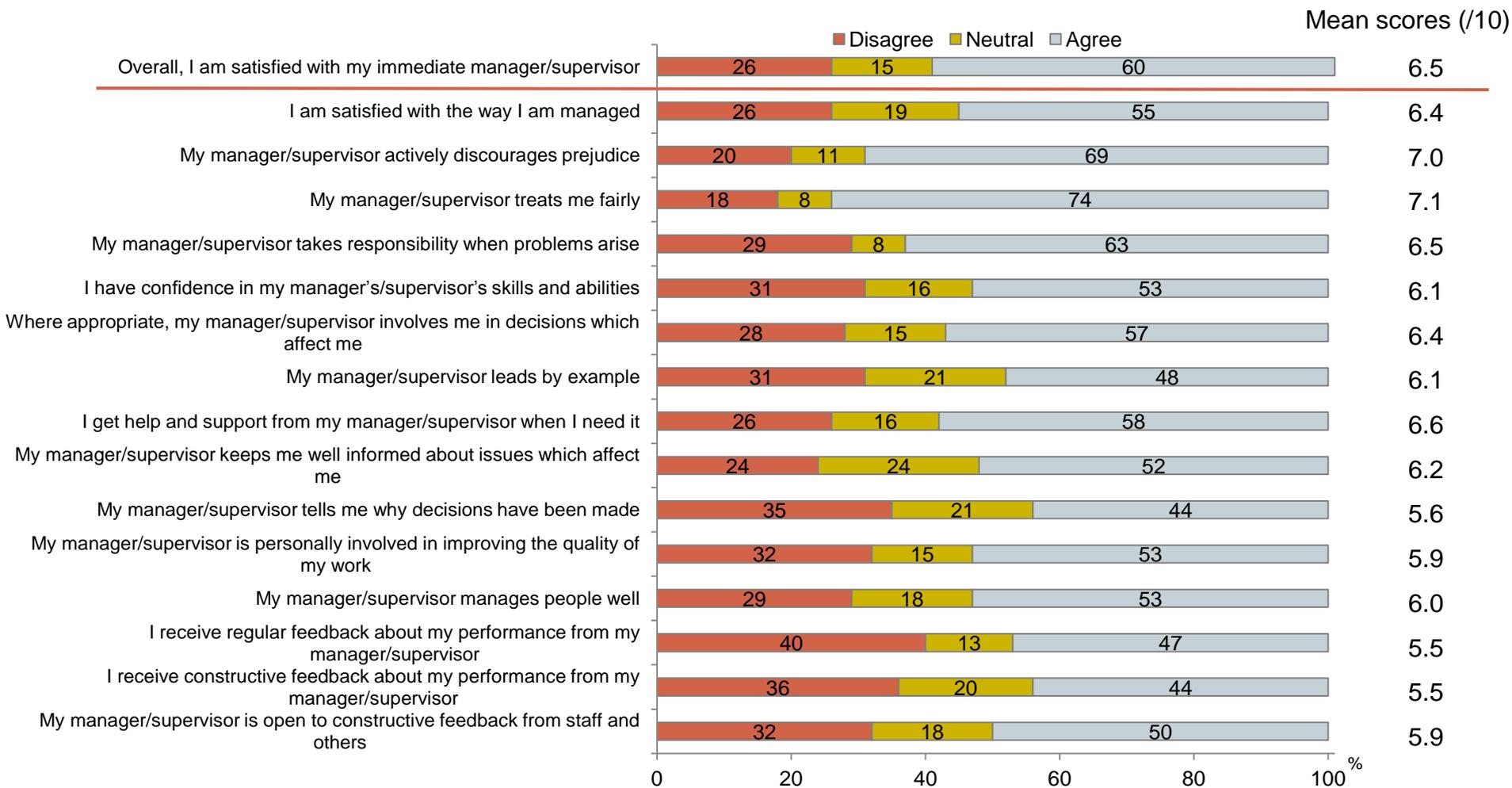
\* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

# YOUR MANAGER/SUPERVISOR - REVENUE OPERATIONS



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.

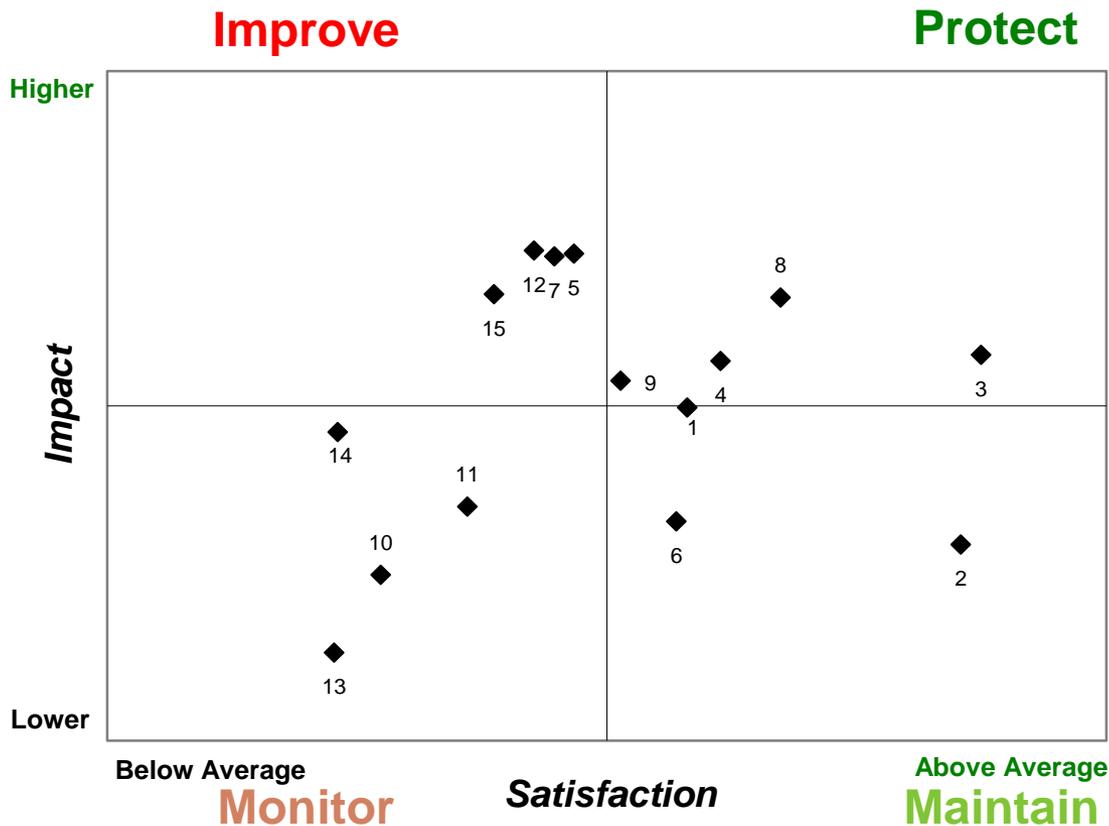
Sample sizes vary by attribute.

# YOUR MANAGER/SUPERVISOR - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Revenue Operations	Revenue Operations - Admin	Revenue Collection	RSEM
Overall, I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	6.5	5.1	7.8	6.7
I am satisfied with the way I am managed	6.6	6.4	6.7	6.4	5.6	7.6	6.9
My manager/supervisor actively discourages prejudice	7.4	7.2	7.3	7.0	7.0	7.6	7.0
My manager/supervisor treats me fairly	7.3	7.2	7.4	7.1	6.5	7.8	7.8
My manager/supervisor takes responsibility when problems arise	6.9	6.7	7.0	6.5	5.3	7.8	6.6
I have confidence in my manager's/supervisor's skills and abilities	6.9	6.6	6.9	6.1	5.1	7.1	5.9
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	6.2	6.7	6.4	5.7	6.4	7.0
My manager/supervisor leads by example	6.5	6.2	6.6	6.1	5.2	7.5	5.2
I get help and support from my manager/supervisor when I need it	7.1	6.8	7.1	6.6	5.4	8.1	6.8
My manager/supervisor keeps me well informed about issues which affect me	6.6	6.3	6.8	6.2	5.6	7.3	6.5
My manager/supervisor tells me why decisions have been made	6.2	5.8	6.3	5.6	5.3	5.9	5.7
My manager/supervisor is personally involved in improving the quality of my work	6.1	5.8	6.3	5.9	5.3	6.6	6.3
My manager/supervisor manages people well	6.3	6.1	6.4	6.0	5.1	7.1	6.2
I receive regular feedback about my performance from my manager/supervisor	5.7	5.3	6.1	5.5	5.3	6.3	6.1
I receive constructive feedback about my performance from my manager/supervisor	5.8	5.3	6.1	5.5	5.2	6.3	5.9
My manager/supervisor is open to constructive feedback from staff and others	6.1	5.8	6.4	5.9	4.7	7.3	6.6

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

# OPPORTUNITY ANALYSIS: YOUR MANAGER/ SUPERVISOR- REVENUE OPERATIONS



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 5.5 to 7.1.  
Impact values range between 58% to 85%.

AREA TO MONITOR: YOUR COMPANY

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Your Company” as having a moderate impact on Employee Engagement and as an area in which Revenue Operations employees are relatively less satisfied, making this an Area to Monitor.
- Mean satisfaction ratings across most specific aspects of Your Company are generally the highest for RSEM, and generally the lowest for Revenue Collection.
- 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”. Ratings were the lowest for several attributes, including “There is a good level of trust between senior management and employees”, “There is effective sharing of information across the TTC”, and “If something goes wrong, people concentrate on putting it right, not blaming others”. These are rather variable across the cost centre groupings, though putting customers first received the highest rating from all cost centre groupings.
- To improve employee satisfaction with Your Company, Opportunity Analysis identifies several influential Areas to Improve, primarily related to trust and communication:
  - There is a good level of trust between Senior Management and employees
  - Best practices are shared effectively across the TTC
  - 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

# SECTION SUMMARY

- In addition to these Areas to Improve, one area was identified as a key Area to Protect:
  - I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable
- Speaking Highly of the TTC
- Only 27% of Revenue Operations employees indicated that would “always” speak highly of the TTC, although a further 65% indicated that they would “sometimes” speak highly of the TTC.
- Sample sizes are too small to allow comparisons between cost centre groupings.
- Union employees had similar proportions of employees indicating that they would “always” speak highly of the TTC compared to the full Revenue Operations department.
- Change in Experience Working for the TTC
- Only 13% of Revenue Operations employees feel that working for the TTC has improved over the past 12 months, compared to 43% who feel it has gotten worse. By comparison, the full Operations Group showed 31% of employees feeling that working for the TTC has improved vs. 24% feeling it has gotten worse.
- Sample sizes are too small to allow comparisons between cost centre groupings.
- Union employees were less likely to express that working for the TTC has improved over the past 12 months (7%) compared to the entire department (13%), and were more likely to feel that that working for the TTC has gotten worse compared to the department totals (53% vs. 43% respectively).
- There were not sufficient employees indicating that working for the TTC has either gotten better, gotten worse, or stayed the same, to report the main reasons given for those impressions.

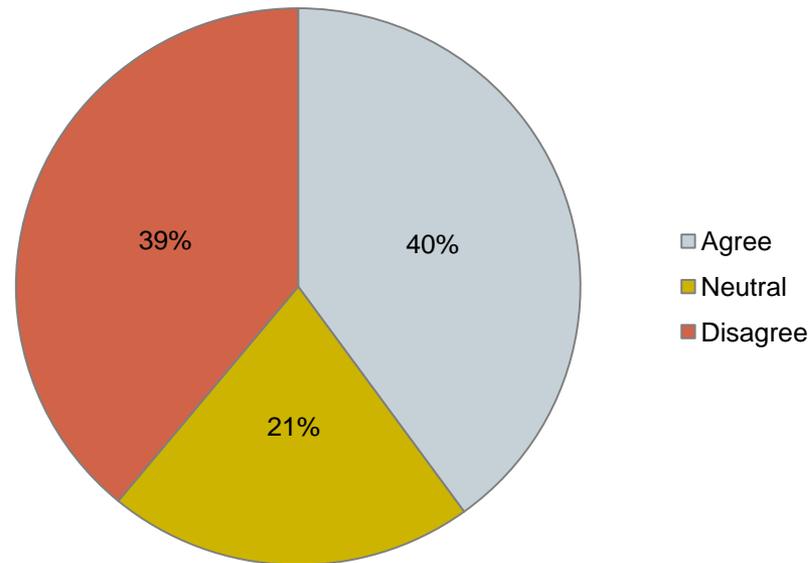
# OVERALL RATINGS OF YOUR COMPANY - REVENUE OPERATIONS

## Revenue Operations

**Total**

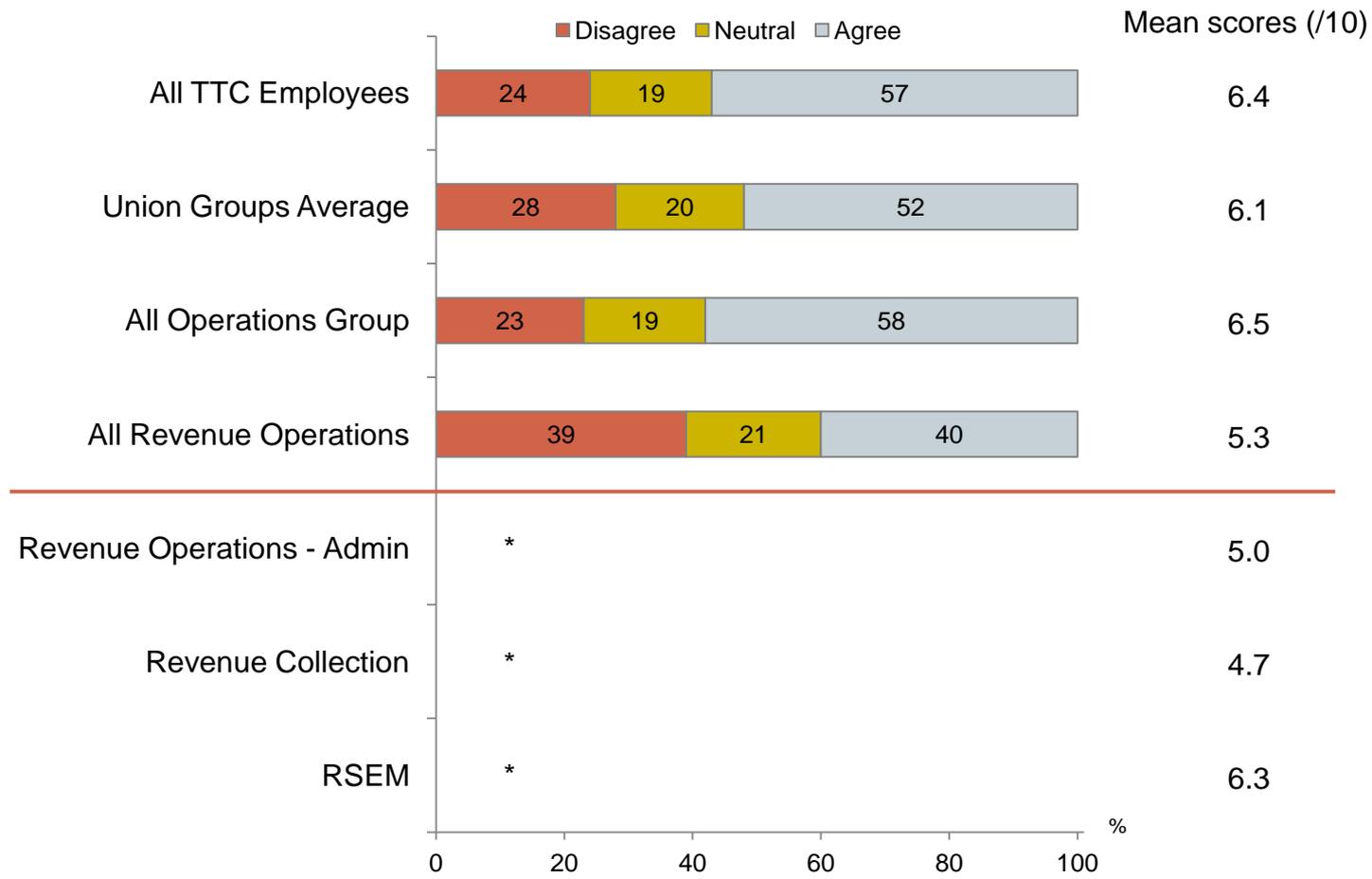
(n= 62)

**Mean=5.3**



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



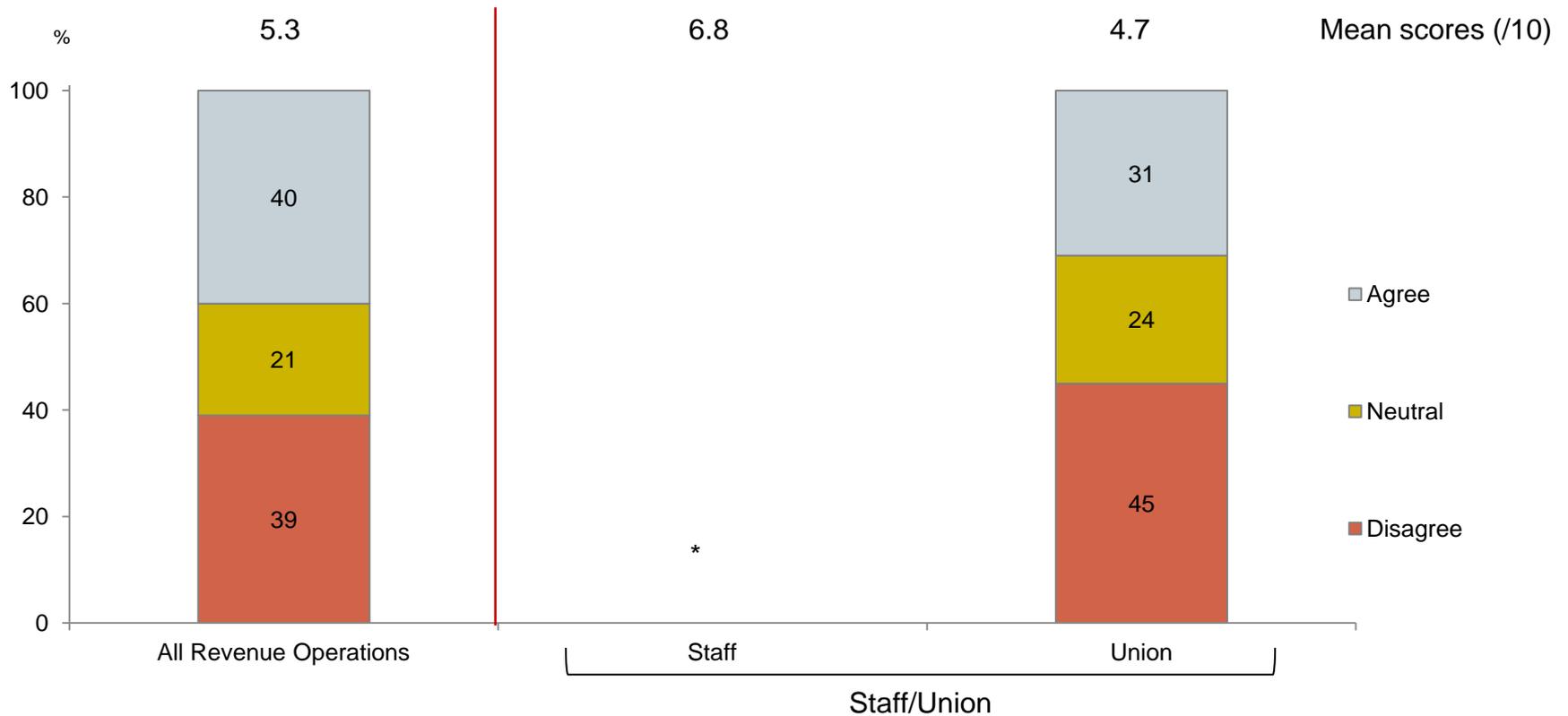
\* Percentages suppressed as sample size <30.

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



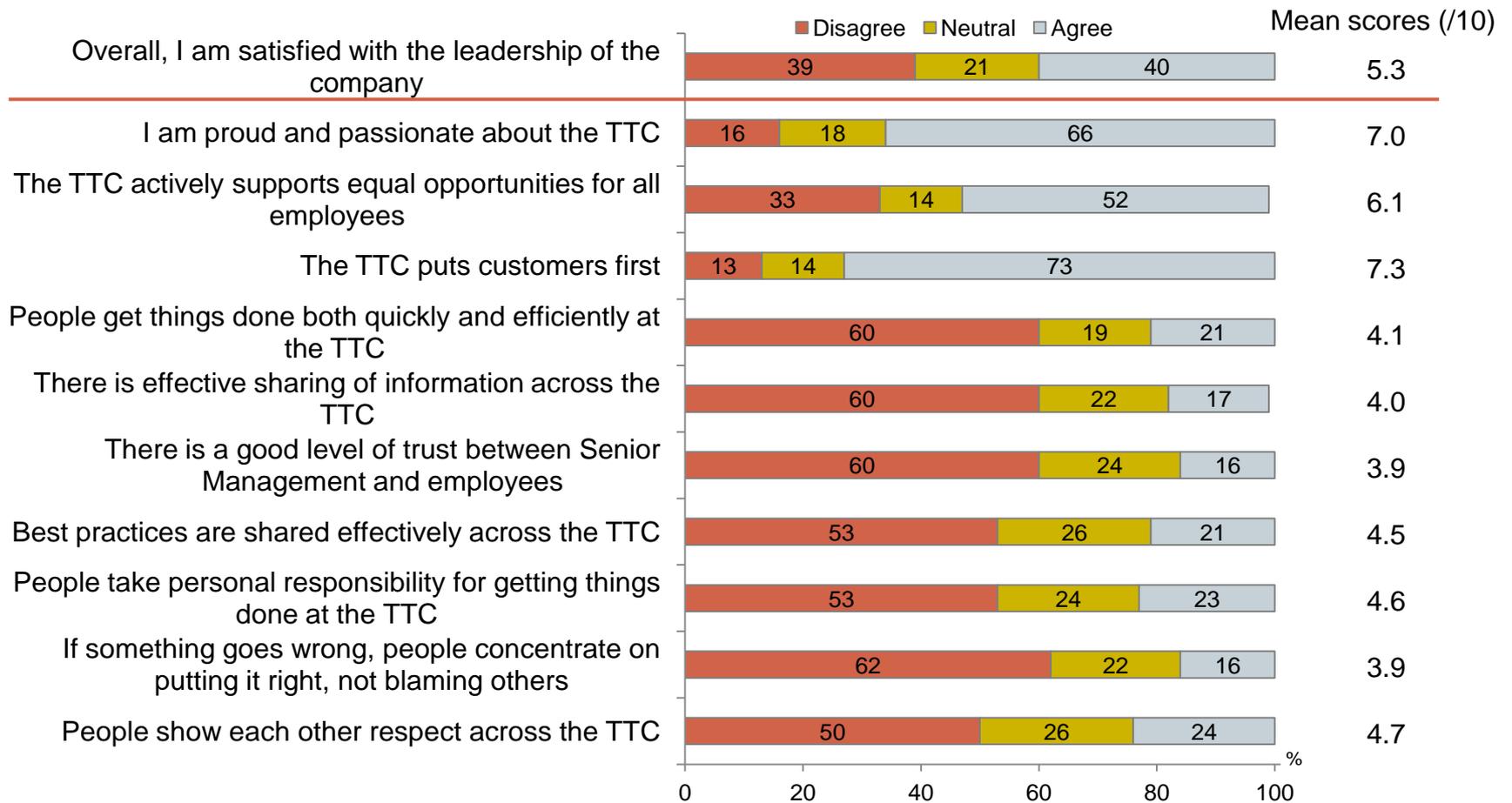
\* Percentages suppressed as sample size <30.

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

Overall, I am satisfied with the leadership of the company

Sample sizes vary by category.

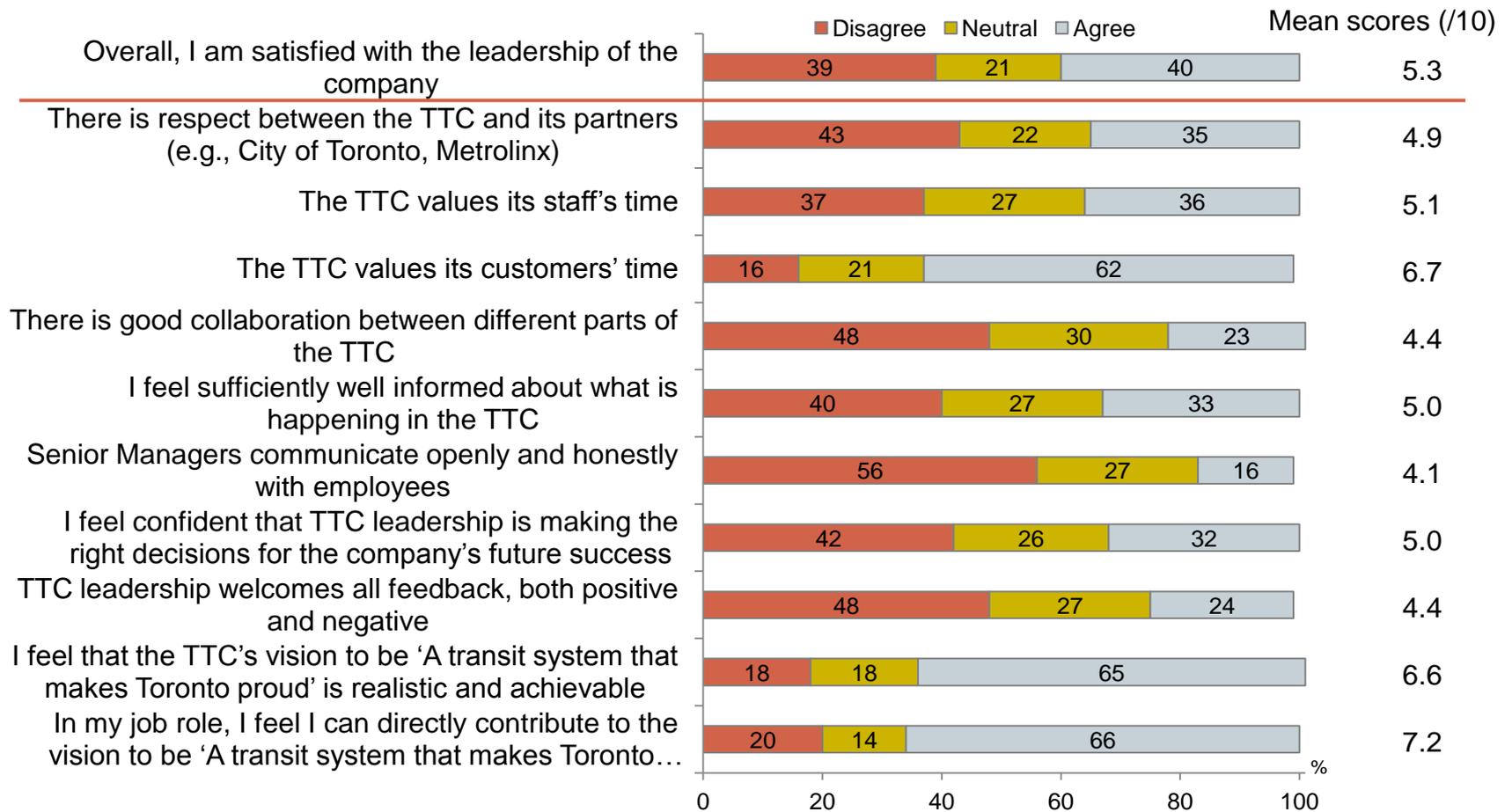
# YOUR COMPANY - REVENUE OPERATIONS



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

# YOUR COMPANY

## - REVENUE OPERATIONS (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

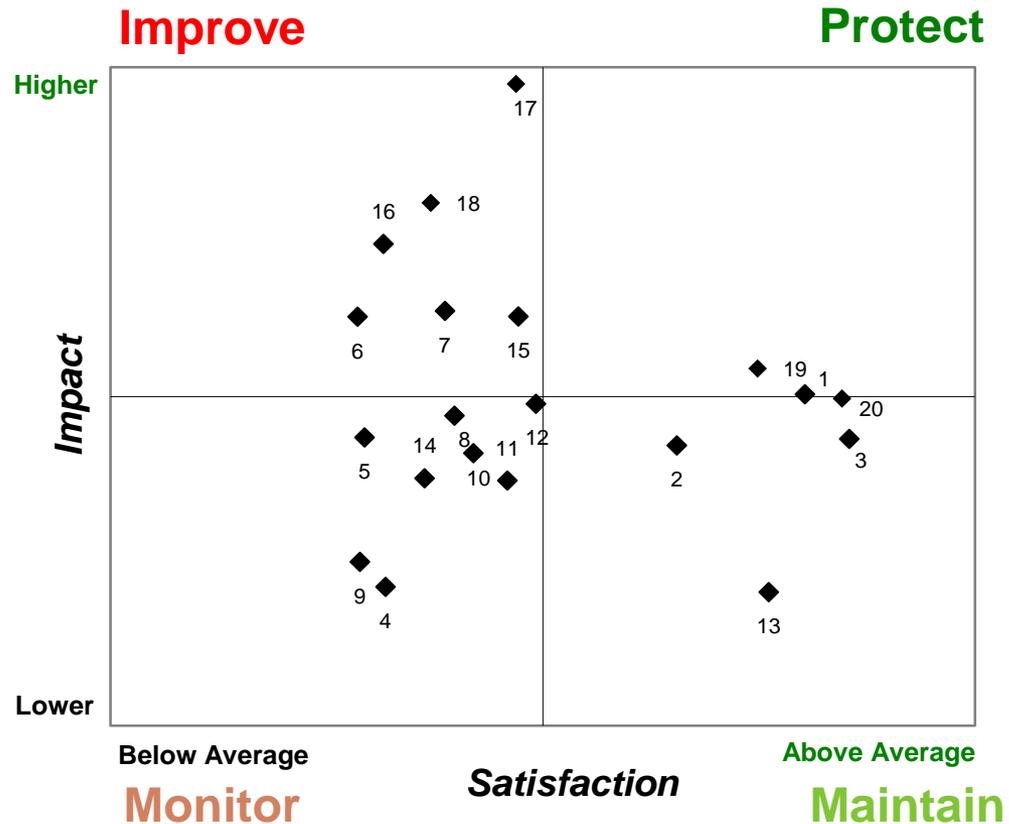
Mean	All TTC Employees	Union Groups Average	All Operations Group	All Revenue Operations	Revenue Operations - Admin	Revenue Collection	RSEM
Overall, I am satisfied with the leadership of the company	6.4	6.1	6.5	5.3	5.0	4.7	6.3
I am proud and passionate about the TTC	7.6	7.4	7.7	7.0	7.3	5.8	7.5
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.2	6.1	6.0	5.4	6.4
The TTC puts customers first	7.8	7.7	8.0	7.3	7.3	7.1	8.3
People get things done both quickly and efficiently at the TTC	5.1	5.0	5.3	4.1	3.8	3.6	5.0
There is effective sharing of information across the TTC	4.9	4.7	4.9	4.0	3.6	4.5	4.8
There is a good level of trust between Senior Management and employees	4.9	4.6	4.9	3.9	3.9	4.0	4.5
Best practices are shared effectively across the TTC	5.3	5.1	5.3	4.5	4.7	4.3	6.2
People take personal responsibility for getting things done at the TTC	5.6	5.3	5.6	4.6	4.0	3.6	6.3
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	4.8	5.0	3.9	3.3	3.2	5.2
People show each other respect across the TTC	6.1	5.9	6.1	4.7	4.1	4.3	6.6
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.0	6.2	4.9	**	4.4	**
The TTC values its staff's time	6.0	5.8	6.1	5.1	5.5	4.5	6.2
The TTC values its customers' time	7.1	7.0	7.4	6.7	7.5	6.4	7.8
There is good collaboration between different parts of the TTC	5.3	5.1	5.3	4.4	5.0	3.9	5.7
I feel sufficiently well informed about what is happening in the TTC	5.7	5.4	5.8	5.0	4.6	4.8	6.2
Senior Managers communicate openly and honestly with employees	5.3	5.0	5.3	4.1	4.3	3.5	4.6
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	5.7	6.0	5.0	4.6	4.4	5.9
TTC leadership welcomes all feedback, both positive and negative	6.0	5.8	6.1	4.4	4.2	3.7	5.2
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	6.6	6.7	5.3	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	7.2	7.2	**	7.7

\*\* Mean score suppressed as sample size <10.

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

Sample sizes vary by attribute.

# OPPORTUNITY ANALYSIS: YOUR COMPANY - REVENUE OPERATIONS

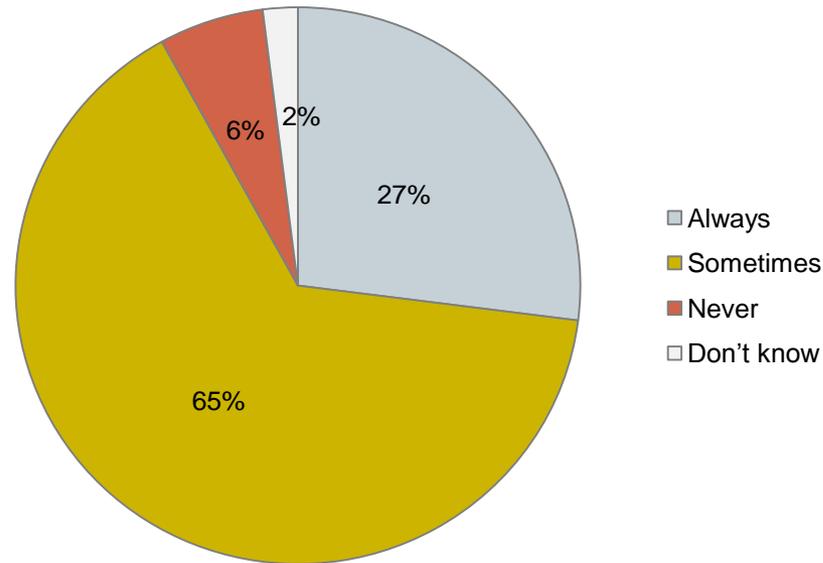


1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. There is effective sharing of information across the TTC
6. There is a good level of trust 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 3.9 to 7.3.  
Impact values range between 12% to 67%.

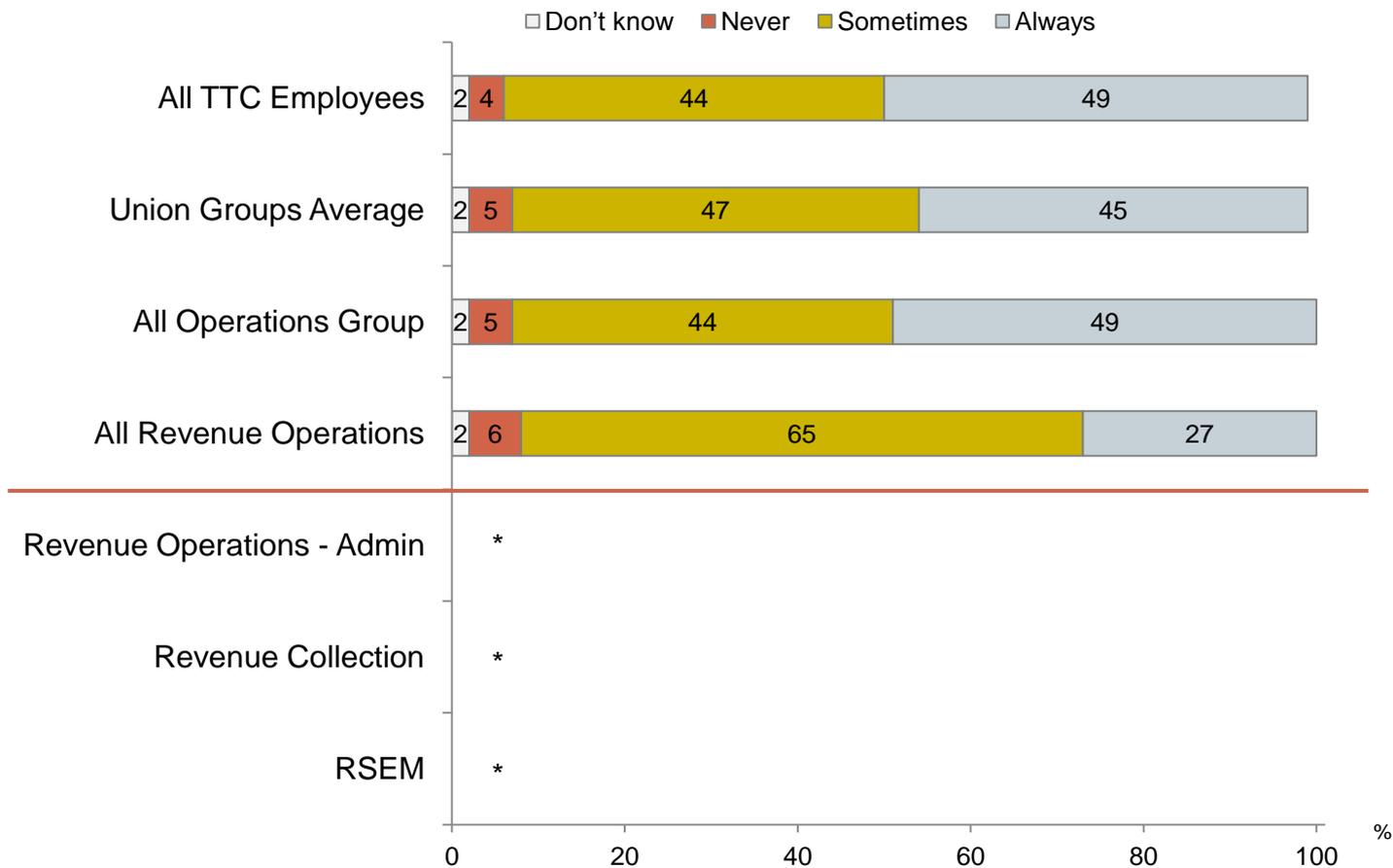
## Revenue Operations

Total  
(n= 63)



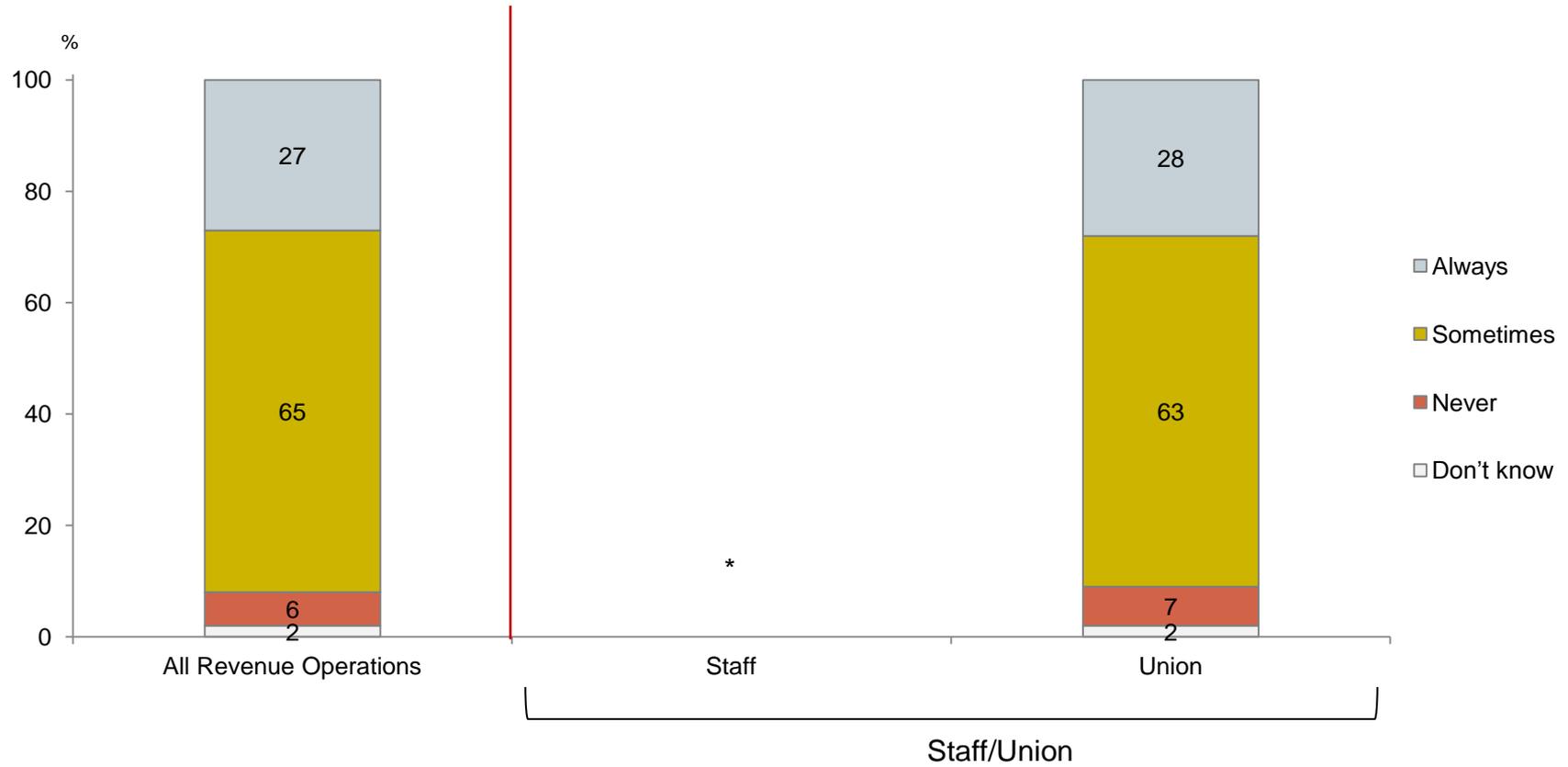
C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.

# 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.

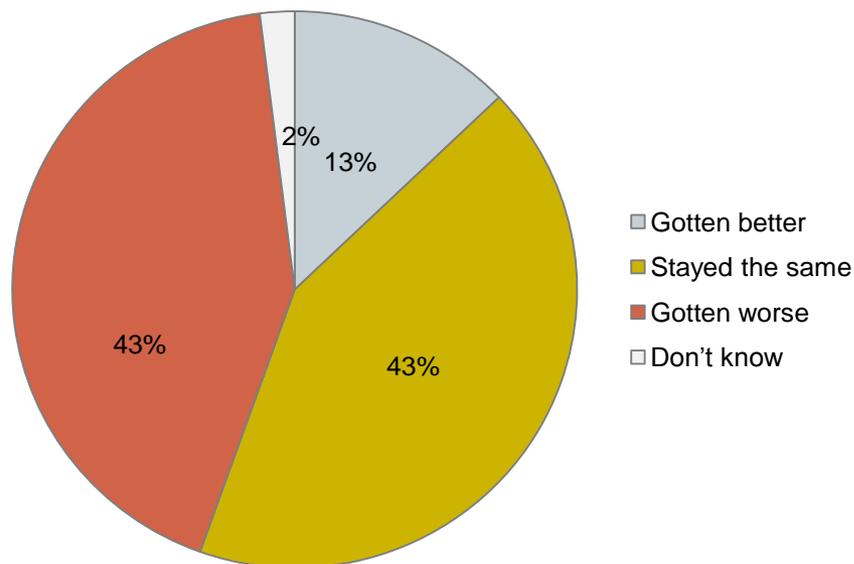
# SPEAKING HIGHLY OF THE TTC - BY EMPLOYEE POSITION



\* 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.

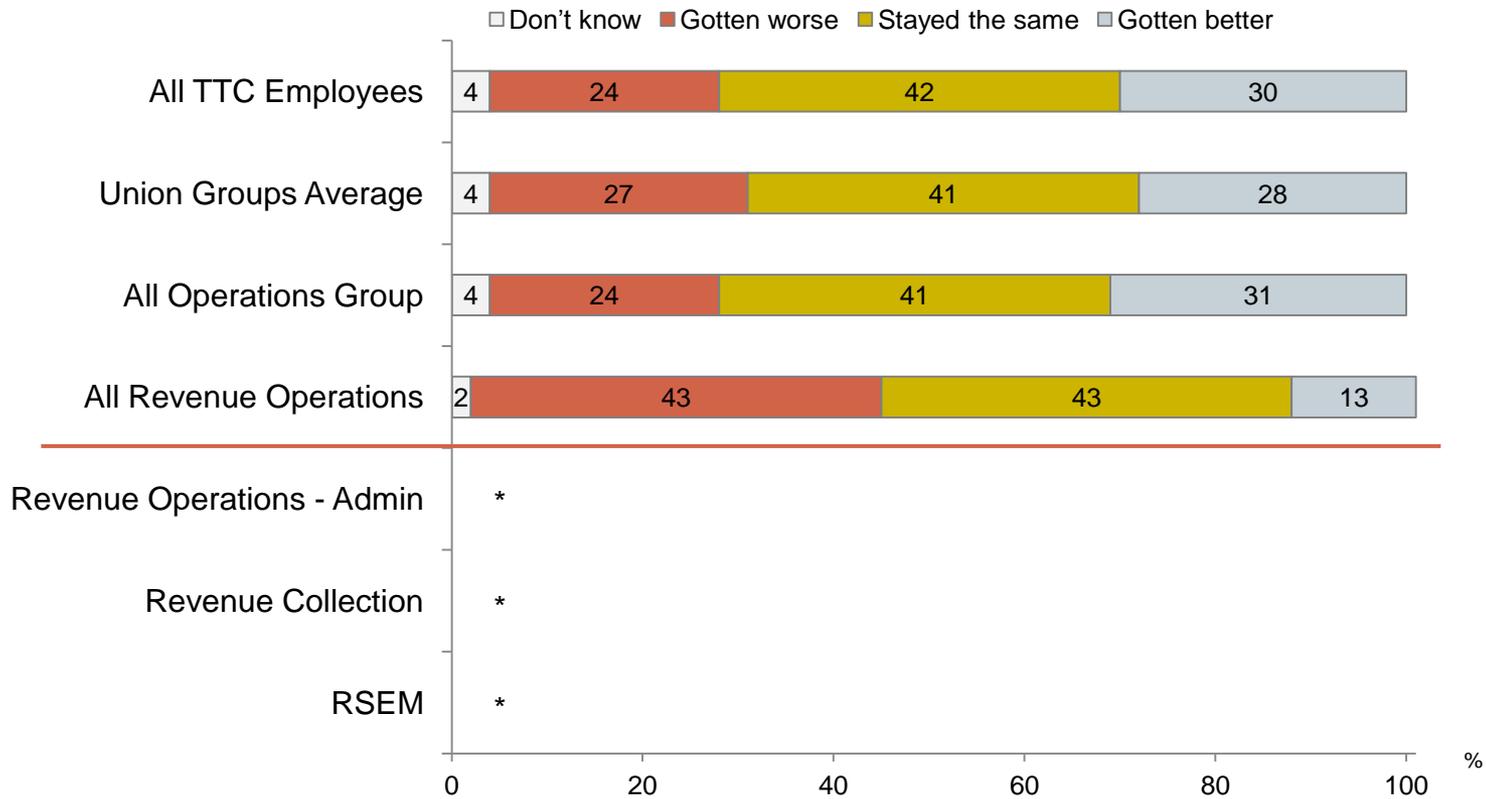
## Revenue Operations

Total  
(n= 63)



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

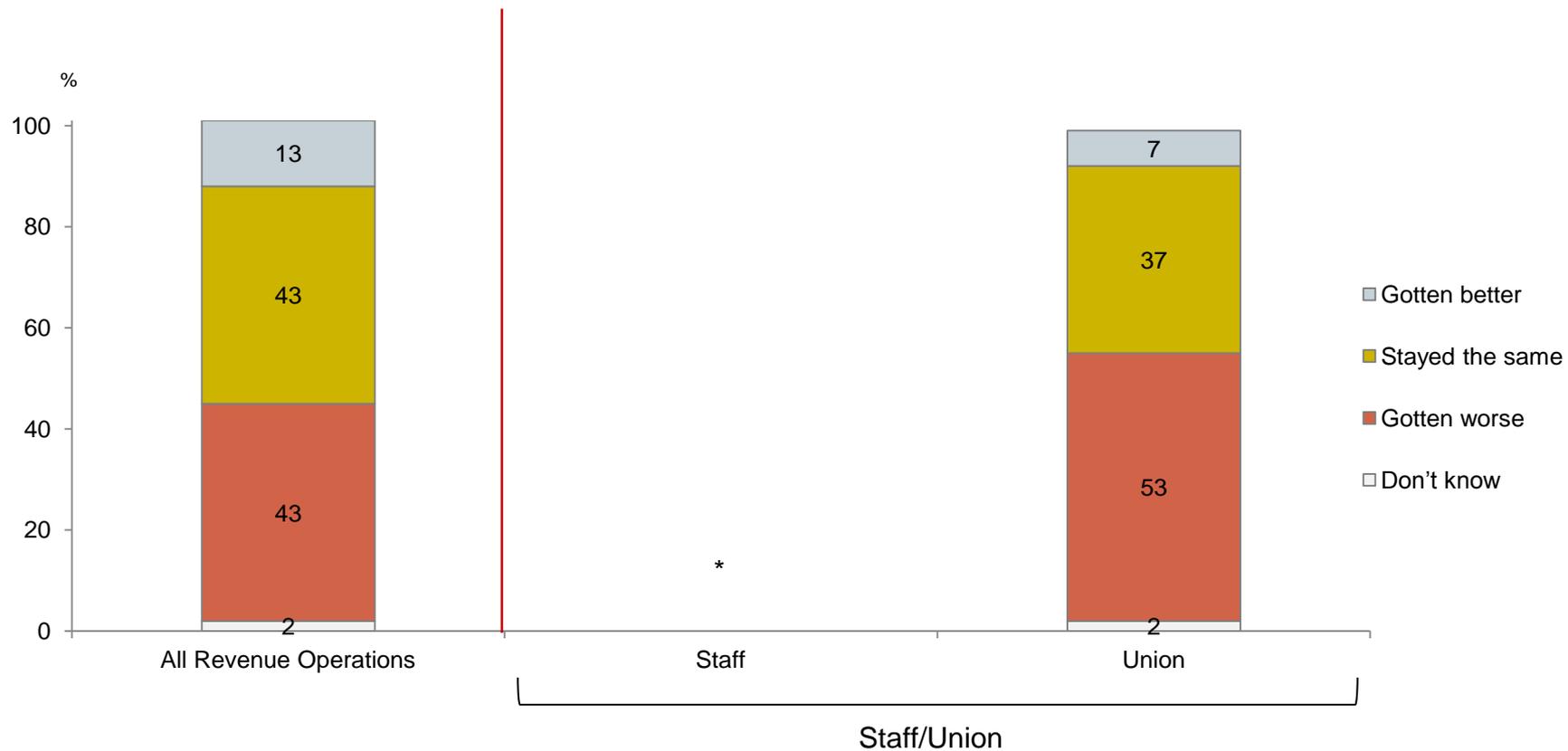


\* Percentages suppressed as sample size <30.

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



\* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

# REASONS INDICATED FOR CHANGE IN EXPERIENCE

## Employees indicating TTC has Gotten better

Revenue Operations  
(n= 8)

\*

## Employees indicating TTC has Stayed the same

Revenue Operations  
(n= 27)

\*

## Employees indicating TTC has Gotten worse

Revenue Operations  
(n= 27)

\*

\* Percentages suppressed as sample size <30.

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

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

3/30/2015

# FINAL WORD

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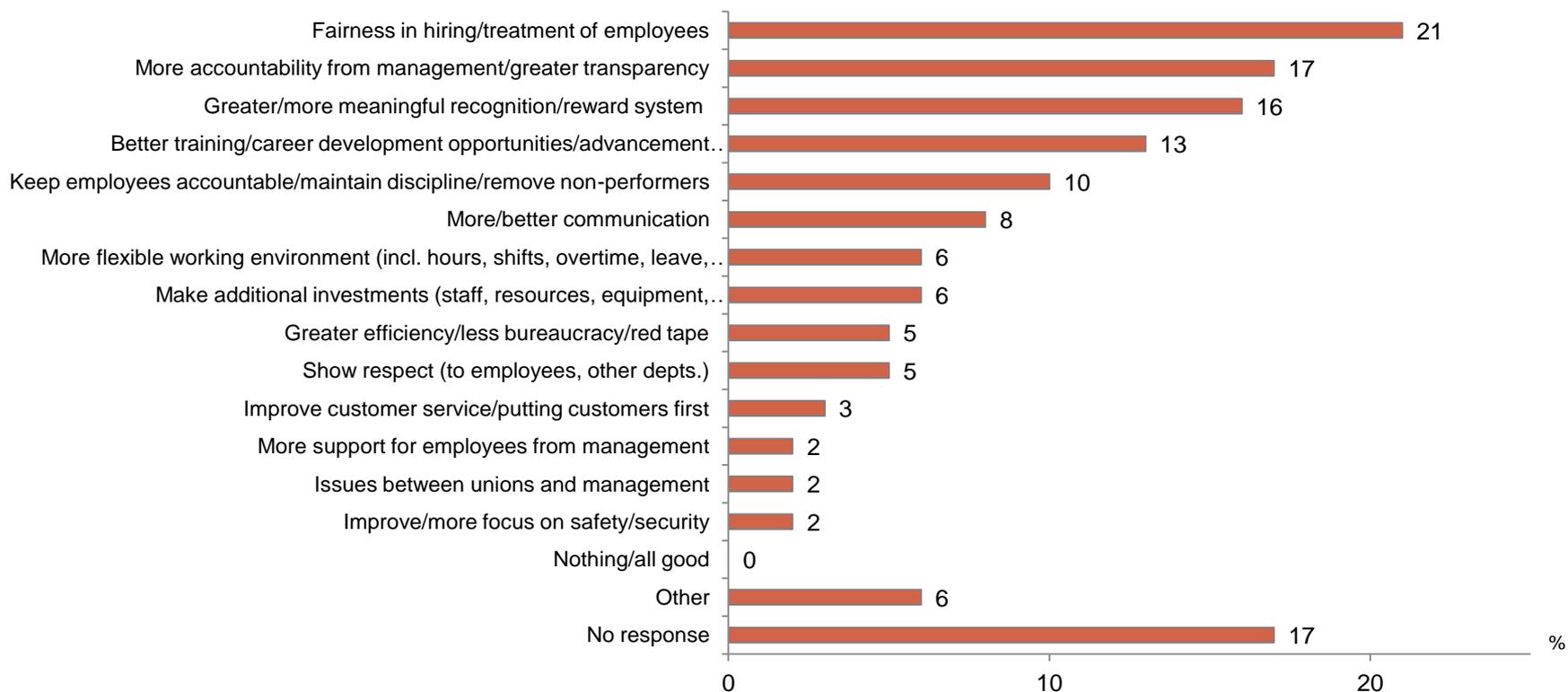


# FINAL WORD

- 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, more accountability and transparency from management, and more meaningful recognition/rewards.

## Revenue Operations

(n= 63)



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: ALL OPERATIONS GROUP

- 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**
  - Issues related to **personal development** (plan)
  - What **motivates** employees in their job
  - Practical ways to give employees the **freedom to make decisions** in their job.
  - Encouraging employees to use their **skills & abilities**
  - Practical ways to improve employee **morale** on work teams
  - Solutions to ensuring **fair treatment** on work teams

# Thank you

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behalf of TTC

