

# EMPLOYEE ENGAGEMENT SURVEY

## Stations

March 31, 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 Stations department.

# RESPONSE RATE AND COST CENTRE GROUPINGS

- The response rate for Stations is in line with the overall response rate for Service Delivery group (25%).
- The response rate for Stations was considerably lower among union employees compared to staff.
- The table below displays the groupings created to report results for cost centres with small sample sizes.

Grouping	Cost Centre*	Count
<b>Department Head &amp; Staff</b>		<b>2**</b>
	1700-Head of Stations	
<b>Station Services</b>		<b>39</b>
	0745-Subway Janitors	
	0772-Station Services Supervision	
<b>Station Management (GSM)</b>		<b>66</b>
	1710-Bloor Danforth West Zone	
	1720-University/Spadina Zone	
	1730-Yonge Downtown Zone	
	1740-Central Zone	
	1750-Bloor Danforth East Zone	
	1760-Yonge North Zone	
	06ED-Collectors-Station Supervisors	
<b>Collectors</b>		<b>82</b>
	06EB-Collectors	
	06EC-Collectors - Administration	
	06EE-Collectors-Bloor Danforth West	
	06EF-Collectors-University/Spadina	
	06EG-Collectors-Yonge/Downtown	
	06EH-Collectors-Central	
	06EJ-Collectors-Bloor Danforth East	
	06EK-Collectors-Yonge North	
<b>Total</b>		<b>192</b>

**All Stations:  
25%**

Employee Category	Count	RR
Staff	66	81%
Union	123	18%
<b>Total</b>	<b>192</b>	<b>25%</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.

Note: The total sample includes some completed surveys where the unique access code was not returned; the cost centre, employee category, and/or employee position for these cases were not identified.

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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 \*\*).
- **Exact sample size may vary by employee department/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 (slide 6) for total sample by department and employee category.

# HIGHLIGHTS

Overall Employee Engagement score: 7.2

<b>Highest:</b>	Station Services	8.1
<b>Lowest:</b>	Collectors	6.6

<b>Highest:</b>	Staff	7.5
<b>Lowest:</b>	Union	7.0

- To increase levels of employee engagement, the TTC should focus on improving employees' satisfaction with **Working Environment** and **Your Company**:
- **Working Environment** is a key driver of Engagement and an Area to Improve for Stations.
  - Specific areas that require improvement in order to increase employees' satisfaction with their **Working Environment** include:
    - Demonstrating **concern for employees' health & well-being**; more specifically:
      - Caring about employees' mental health & emotional wellbeing (i.e., "The TTC cares about my mental health and emotional well-being").
      - Encouraging a healthy work-life balance (i.e., "The TTC encourages employees to maintain a healthy work-life balance").

# HIGHLIGHTS (CONT'D)

- **Your Company** is another key driver and Area to Improve.
- To increase satisfaction with **Your Company**, results indicate that Stations should emphasize **relationship building** between senior management employees. This means:
  - Building trust by being open and honest (i.e., “Senior Managers communicate openly and honestly with employees” and “There is a good level of trust between Senior Management and employees”).
  - Welcoming feedback (i.e., “TTC leadership welcomes all feedback, both positive and negative.
  - Valuing employees’ time
- **Confidence in TTC leadership’s decision making ability** is another Area to Improve within Your Company. This area is related to making the right decisions for the company’s future success (i.e., “I feel confident that TTC leadership is making the right decisions for the company’s future success”).
- Effective **information sharing** is another area requiring improvement for Stations. Improvements in this area should focus on:
  - Ensuring that employees feel well informed about what is happening at the TTC.
  - Making sure information and best practices are shared effectively throughout the TTC (i.e., “There is effective sharing of information across the TTC”, and “Best Practices are shared effectively across the TTC”).



# HIGHLIGHTS (CONT'D)

- **Your Job** is an area that generates relatively higher levels of satisfaction and represents the strongest driver of Employee Engagement for Stations.
- Stations should further improve satisfaction with **Your Job** by:
  - Exploring what motivates employees in their jobs.
  - Enabling employees to use their skills & abilities in their work
  - Ensuring that employees feel well informed about how to improve customer service

## Other Factors that Impact Employee Engagement

### Stress, Discrimination, Customer Abuse

- In addition to the key drivers discussed earlier, workplace stress, discrimination from other TTC employees, and customer abuse also impact levels of employee engagement. Feeling stressed at work, experiencing discrimination from fellow employees, and receiving abuse from customers all have negative impacts on engagement. Based on results for all TTC employees and for Service Delivery group employees, the negative impact on employee engagement is greatest when more of these issues are experienced together.
- As stress is a “frequent” problem for 1 in 4 Stations employees, Stations should look at establishing supports for stress management and customer abuse (particularly among Collectors, 91% of whom experienced verbal abuse from a TTC customer in the past 12 months).

# HIGHLIGHTS (CONT'D)

- High levels of discrimination or harassment are also reported among Stations employees, with almost one third of employees having experienced an incident of discrimination in the past 12 months (this rate is even higher among Collectors).
- Stations should explore options for reducing workplace stress and seek to prevent discrimination from occurring (e.g., diversity training). In addition, Stations should ensure that all employees know what supports are available to employees who experience incidents of discrimination or customer abuse, and should communicate methods for dealing with workplace stress. Stations should also seek to understand why fewer than half of those who experienced discrimination from other employees reported the incident to the TTC and why, among those who did report the incident, the majority was dissatisfied with the way it was handled.

# 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.
- Among the top five scores are attributes related to Job (2), Performance and Reward (2), and Safety (1).
- Among the five lowest scoring attributes, four were associated with the module Your Company –referring to trust between Senior Management and employees, efficiency, and effective sharing of information.

## Top 5

1. I often look for ways to make improvements in how things are done (8.0)
2. I am satisfied with my pay and benefits, given the work I do (7.7)
3. The TTC offers good job security (7.7)
4. I feel comfortable discussing safety issues at work (7.6)
5. I am not afraid to suggest new ways of doing things in my job (7.6)

## Bottom 5

1. There is effective sharing of information across the TTC (3.8)
2. There is a good level of trust between Senior Management and employees (3.9)
3. People get things done both quickly and efficiently at the TTC (4.2)
4. I have a clear, agreed, personal development plan, which I have agreed to with my manager/ supervisor (4.2)
5. Best practices are shared effectively across the TTC (4.3)

# 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 Stations, this score is 7.2.

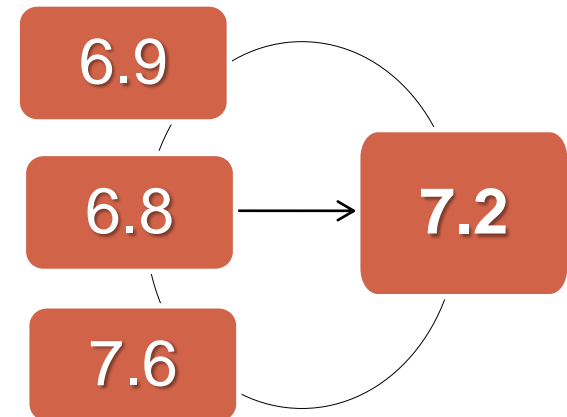
# OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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 Stations is lower than the score for all TTC employees, as well as the score for employees of the two groups consisting of more union employees, referred to in this report as “Union Groups”.
- The Employee Engagement score is highest among Station Services employees and lowest among Collectors.
- When examined by employee category, the overall Employee Engagement score is higher among staff (vs. union).

All Stations: 7.2

## Cost Centre/Grouping

Station Services

8.1

Station Management (GSM)

7.3

Collectors

6.6

## Employee Category

All TTC

7.8

Average of Union Groups

7.7

Service Delivery Group

7.4

Staff

7.5

Union

7.0

# RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

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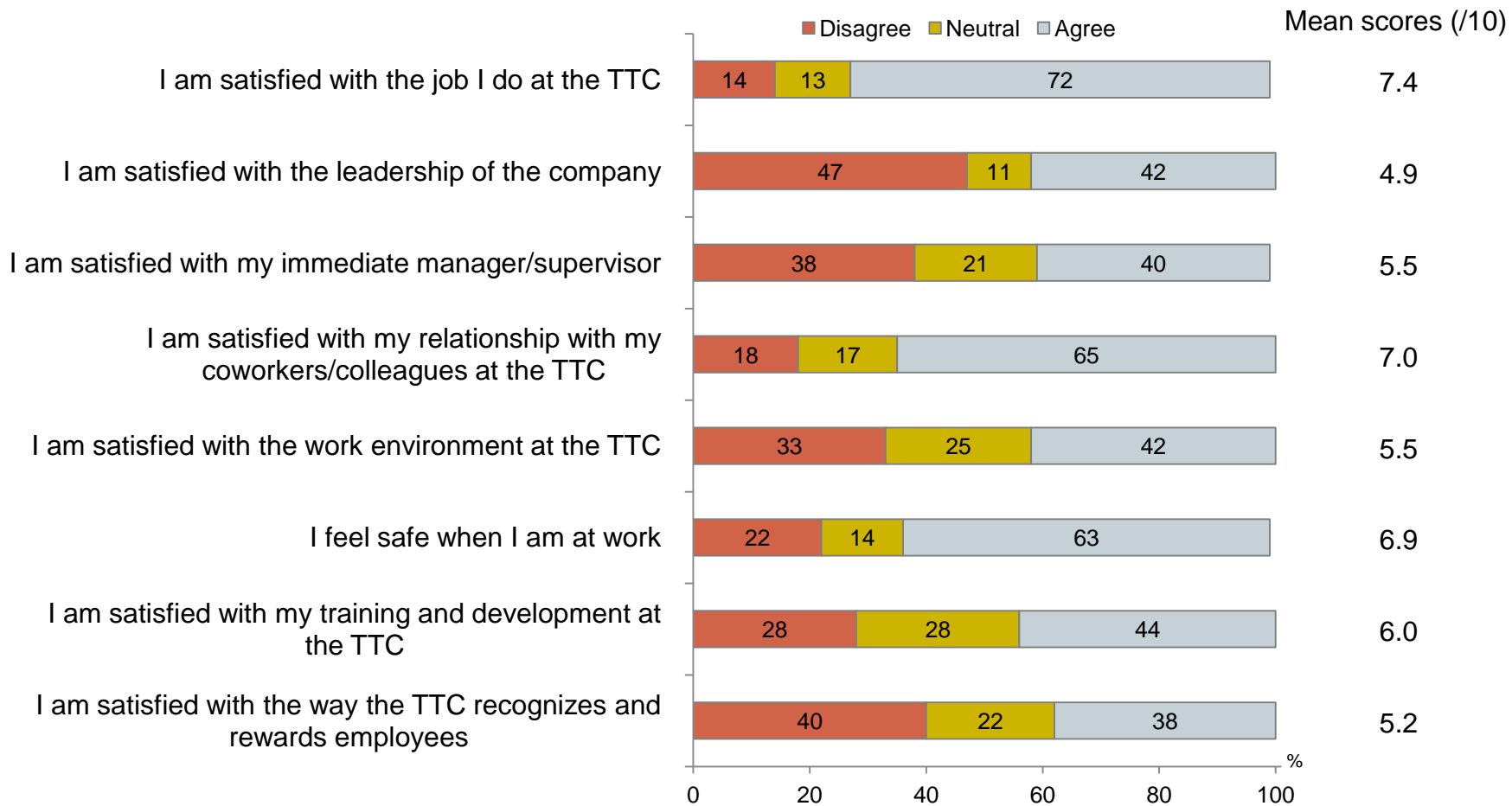




# SECTION SUMMARY

- The following measures were included in the survey in order to assess overall satisfaction with each aspect of employee satisfaction with the TTC:
  - I am satisfied with the job I do at the TTC
  - I am satisfied with the leadership of the company
  - I am satisfied with my immediate manager/supervisor
  - I am satisfied with my relationship with my coworkers/colleagues at the TTC
  - I am satisfied with the work environment at the TTC
  - I feel safe when I am at work
  - I am satisfied with my training and development at the TTC
  - I am satisfied with the way the TTC recognizes and rewards employees
- Ratings were highest for, “I am satisfied with the job I do at the TTC”. Ratings were lowest for “I am satisfied with the leadership of the company” and “I am satisfied with the way the TTC recognizes and rewards employees”. These results were generally consistent across cost centre groups, with a few exceptions:
  - For Station Services and Station Management, ratings were highest for “I feel safe when I am at work”.
  - For Collectors, “I am satisfied with the work environment at the TTC” had the second lowest satisfaction rating (replacing Performance and Reward).
- Mean scores across most measures were highest for Station Services and lowest for Collectors.

# ASPECTS OF EMPLOYEE ENGAGEMENT - STATIONS



# ASPECTS OF EMPLOYEE ENGAGEMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Stations	Station Services	Station Management	Collectors
I am satisfied with the job I do at the TTC	8.1	8.0	7.8	7.4	7.9	7.5	7.1
I am satisfied with the leadership of the company	6.4	6.1	5.7	4.9	5.9	5.4	4.1
I am satisfied with my immediate manager/supervisor	6.7	6.4	6.0	5.5	7.0	5.5	4.6
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.2	7.0	7.5	7.0	6.5
I am satisfied with the work environment at the TTC	7.0	6.8	6.4	5.5	6.7	6.1	4.3
I feel safe when I am at work	8.0	7.7	7.2	6.9	8.1	7.7	5.6
I am satisfied with my training and development at the TTC	7.0	6.9	7.0	6.0	7.1	5.6	5.8
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	5.8	5.2	5.9	5.5	4.5

Sample sizes vary by attribute.

# WHAT DRIVES EMPLOYEE ENGAGEMENT?

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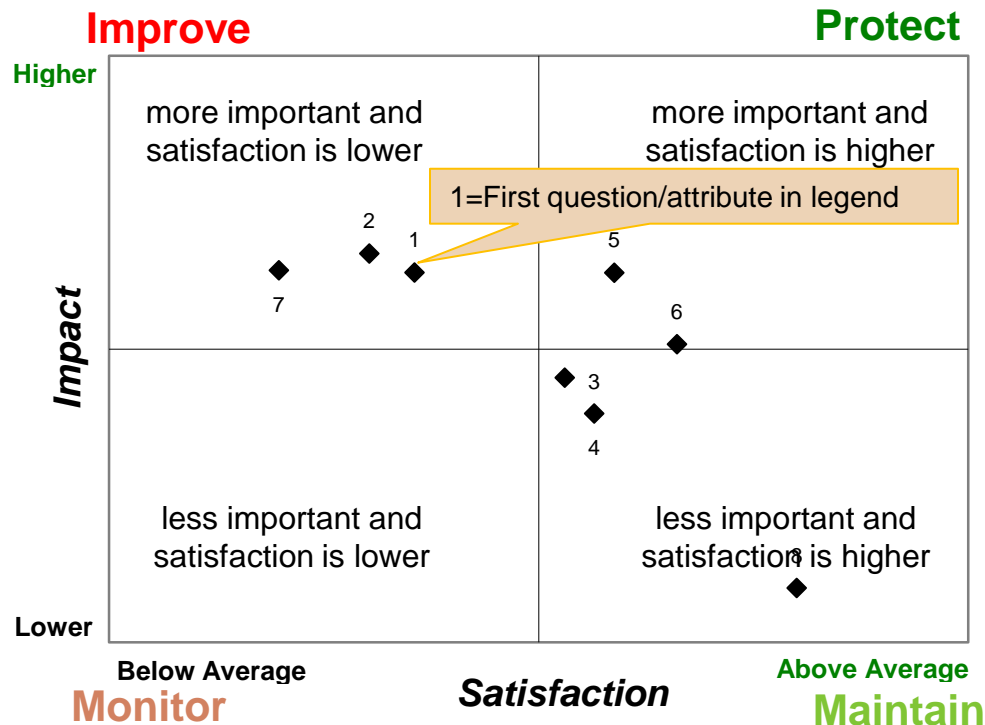


# SECTION SUMMARY

- Each aspect of the employee experience can be thought of as a lever that will generate a greater or lesser degree of 'lift' in Employee Engagement overall. To determine which aspect of the employee experience will generate the most lift in Employee Engagement, Malatest conducted correlation analysis to assess the strength of the correlation between each aspect of the employee experience and Employee Engagement overall.
- Correlation analysis identified the following aspects of the employee experience as having the strongest correlation with Employee Engagement overall: “Working Environment”, “Your Job”, and “Your Company”. Focusing your efforts on increasing employee satisfaction with these aspects of the employee experience will generate the greatest amount of lift in Employee Engagement overall.
- Conversely, the following aspects of the employee experience were identified as having the least impact (i.e., the lowest correlation) on Employee Engagement: “Training and Development”, “Safety”, and “Your Manager/Supervisor”. Focusing on increasing employee satisfaction with these aspects of the employee experience will not generate as much improvement in Employee Engagement as will increasing employees’ satisfaction with Working Environment, Your Job, and Your Company.
- “Opportunity Analysis” was then used to plot the correlation value for each aspect of the employee experience against employees’ satisfaction with that aspect of their experience. The next slide shows how to read the result of Opportunity Analysis.

# SECTION SUMMARY

- Opportunity Analysis was conducted in order to identify factors that have the most significant impact on Employee Engagement (key drivers). More specifically, each aspect of Employee Engagement (identified in the prior section of this report) was first correlated with a composite of three overall rating questions; specifically:
  - I am satisfied with the TTC 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

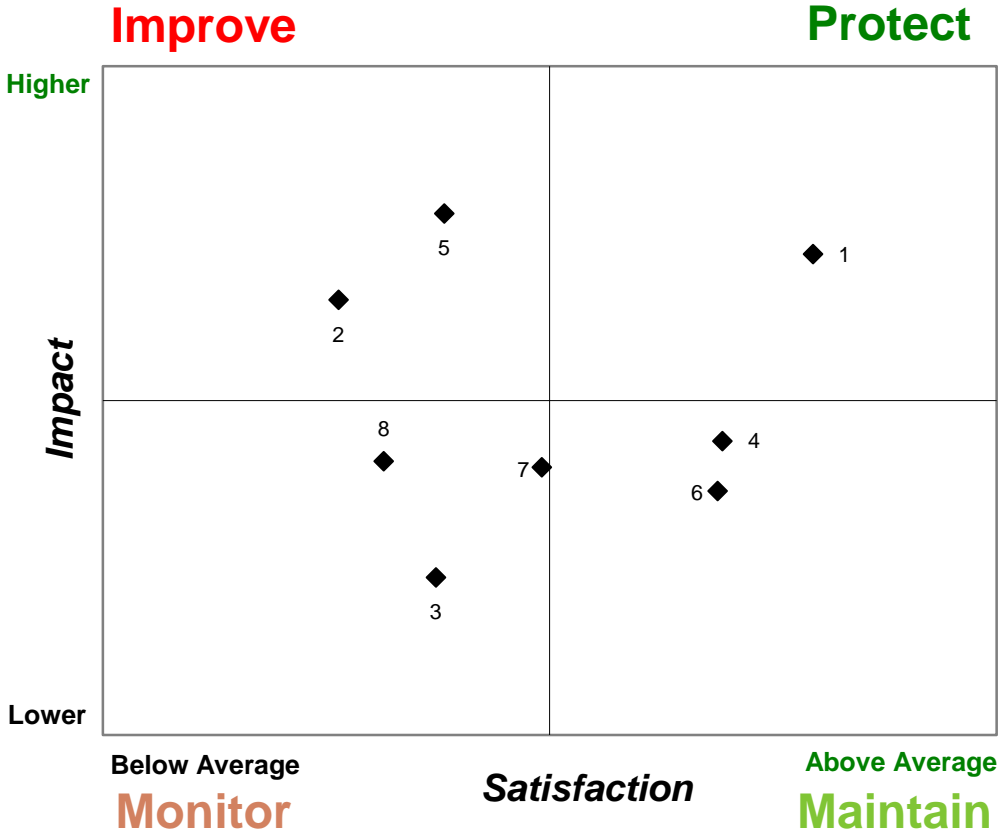
1. First question/attribute
2. Second question/attribute
3. Third question/attribute
4. Fourth question/attribute
5. Fifth question/attribute
6. Sixth question/attribute
7. Seventh question/attribute
8. Eighth question/attribute

# SECTION SUMMARY

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

# EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

## Stations



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 4.9 to 7.4.  
 Impact values range between 18% to 47%.





# OVERALL ORGANIZATIONAL VIEWS OF STATIONS

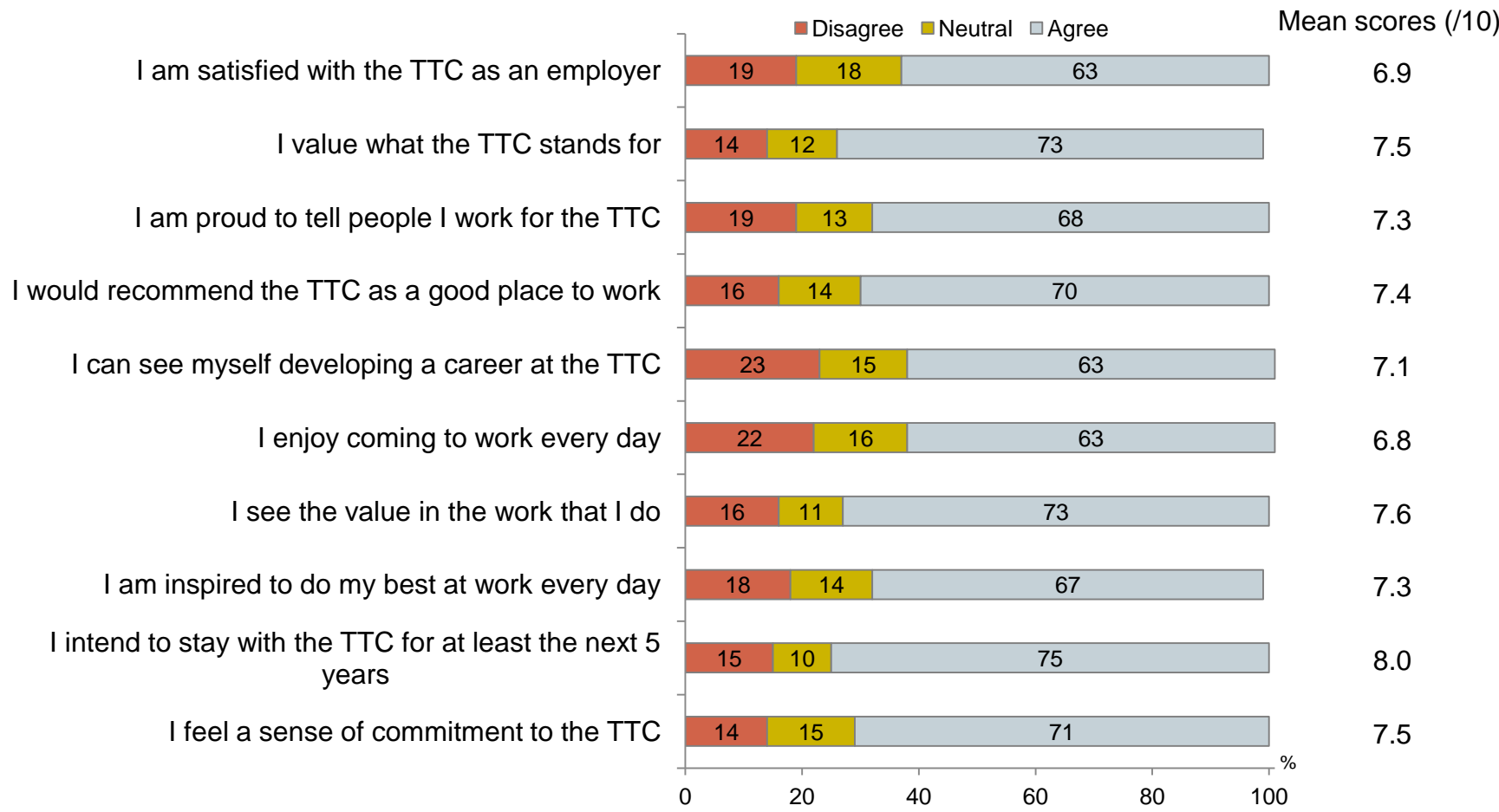
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behalf of TTC



# SECTION SUMMARY

- The following measures were included in the survey in order to assess employees' overall satisfaction with the TTC:
  - I am satisfied with the TTC as an employer
  - I value what the TTC stands for
  - I am proud to tell people I work for the TTC
  - I would recommend the TTC as a good place to work
  - I can see myself developing a career at the TTC
  - I enjoy coming to work every day
  - I see the value in the work I do
  - I am inspired to do my best at work every day
  - I intend to stay with the TTC for at least the next 5 years
  - I feel a sense of commitment to the TTC
- Ratings were highest for “I intend to stay with the TTC for at least the next 5 years”. Ratings were lowest for “I enjoy coming to work every day”. These results were generally consistent across cost centre groups, with the exception of Collectors, who gave the lowest rating to “I am satisfied with the TTC as an employer”.
- Mean scores for all measures were highest among Station Services employees and lowest among Collectors.

# OVERALL ORGANIZATIONAL VIEWS - STATIONS



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 Service Delivery Group	All Stations	Station Services	Station Management	Collectors
I am satisfied with the TTC as an employer	7.8	7.7	7.3	6.9	7.9	7.4	6.0
I value what the TTC stands for	8.2	8.1	7.7	7.5	8.1	7.8	6.9
I am proud to tell people I work for the TTC	7.9	7.8	7.6	7.3	8.4	7.3	6.6
I would recommend the TTC as a good place to work	8.0	7.9	7.6	7.4	8.4	7.6	6.7
I can see myself developing a career at the TTC	7.9	7.8	7.6	7.1	8.1	7.1	6.5
I enjoy coming to work every day	7.3	7.2	6.9	6.8	7.6	6.9	6.4
I see the value in the work that I do	8.2	8.1	7.8	7.6	8.5	7.8	7.0
I am inspired to do my best at work every day	7.8	7.7	7.5	7.3	7.7	7.1	7.3
I intend to stay with the TTC for at least the next 5 years	8.5	8.6	8.5	8.0	8.7	8.3	7.4
I feel a sense of commitment to the TTC	8.2	8.1	7.9	7.5	8.1	8.0	6.8

Sample sizes vary by attribute.

3/31/2015

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# AREA TO IMPROVE: YOUR WORKING ENVIRONMENT

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# SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as the most impactful on Employee Engagement and as an area in which Stations employees are less satisfied relative to other areas; in other words, this is an Area to Improve.
- Mean scores for most specific aspects of Working Environment were highest for Station Services and lowest for Collectors.
- Compared to unionized employees, staff were more satisfied with their Working Environment overall.
- Among the specific aspects of Working Environment, ratings were highest for, “The hours I work are reasonable”. Ratings were lowest for, “I am satisfied with my work/office space and facilities”. These results were consistent across cost centre groups, with the exception of Collectors, who were least satisfied with “The TTC encourages employees to maintain a healthy work-life balance”.
- To improve employee satisfaction with Your Working Environment, Opportunity Analysis identifies the following key Areas to Improve:
  - The TTC cares about my mental health and emotional well-being
  - The TTC encourages employees to maintain a healthy work-life balance
- In addition, the following attributes were identified as key Areas to Protect:
  - I feel that I belong at the TTC
  - The TTC is dedicated to diversity and inclusiveness

# SECTION SUMMARY

## Stress at Work

- 26% of employees indicated that they experience “frequent” stress at work, and an additional 45% experience stress at work “sometimes”.
- Reported levels of stress are highest among Collectors (32% “frequent”) and lowest among Station Management (20% “frequent”)
- The proportion of unionized employees experiencing stress frequently or sometimes was comparable to staff.

## Discrimination/Harassment

- 31% of employees indicated experiencing discrimination or harassment by another TTC employee in the past 12 months.
- Collectors were most likely to have experienced discrimination or harassment (39%); Station Management was least likely (24%).
- Results indicated that union employees are more likely to face discrimination (35%) compared to staff (24%).
- Employees most frequently reported discrimination based on Colour, Race, personal harassment, and Ethnic Origin.

# SECTION SUMMARY

## Was it Reported?

- Among those who experienced discrimination from colleagues, 46% indicated that they reported the incident; notably higher than the “All Service Delivery” group. Sample sizes were too small to reliably compare results by cost centre group or employee category, although Collectors and union employees were more likely to report the incident (52%).
- Most frequently cited reasons for not reporting the incident included assuming that nothing would be done, not wanting to cause trouble or be considered a complainer, fear of retribution, and a view that action was not warranted (incident was too minor).

## Were Employees Satisfied with How it was Handled?

- Among those who reported the incident, very few were satisfied with the manner in which the incident was handled. Collectors were even less satisfied (mean score of 2.5 out of 10) than all Stations employees (mean score of 2.9 out of 10).

## Abuse by Customers

- The overwhelming majority of Stations employees have been verbally abused by customers over the past 12 months. Collectors were most likely to have dealt with verbal abuse from customers (91%), while Stations Services were least likely (71%). The incidence of verbal abuse from customers is comparable between staff and union employees.
- 15% of employees reported that they had experienced physical abuse by customers, an experience very rare for other groups within the TTC. Incidence of physical abuse was highest among Station Management (22%) and lowest among Station Services (8%).
- Staff employees (20%) were twice as likely to experience physical abuse from customers as union employees (11%).

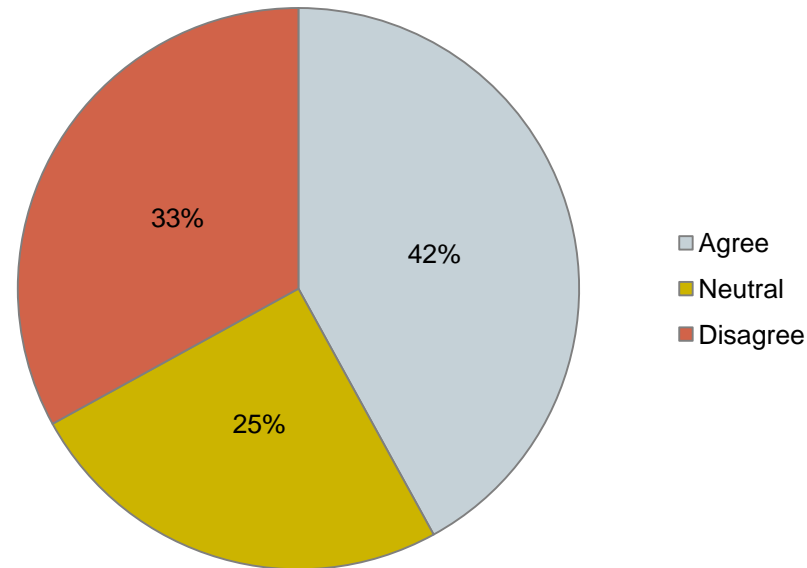


# OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - STATIONS

## Stations

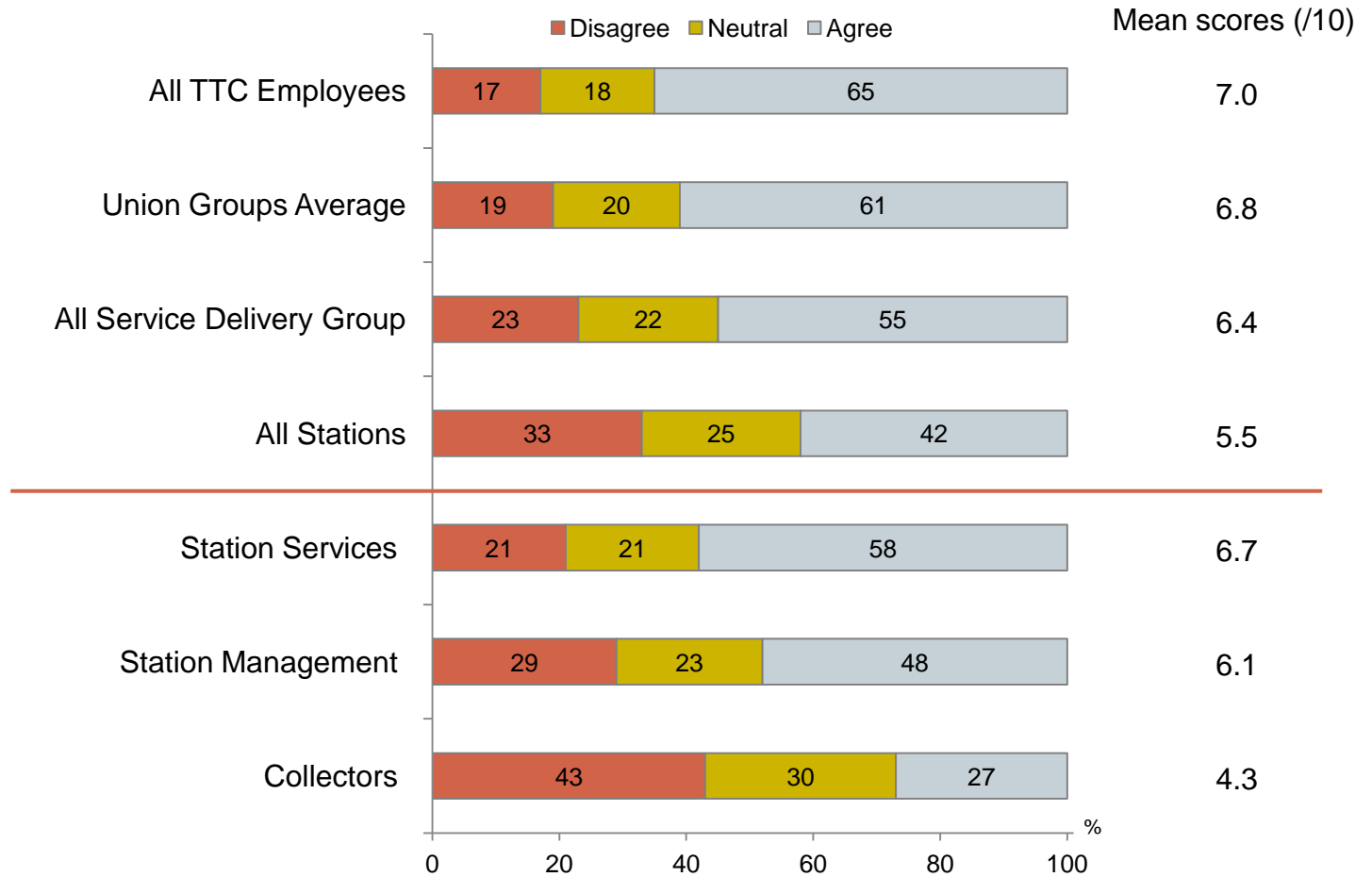
Total  
(n=187)

Mean=5.5



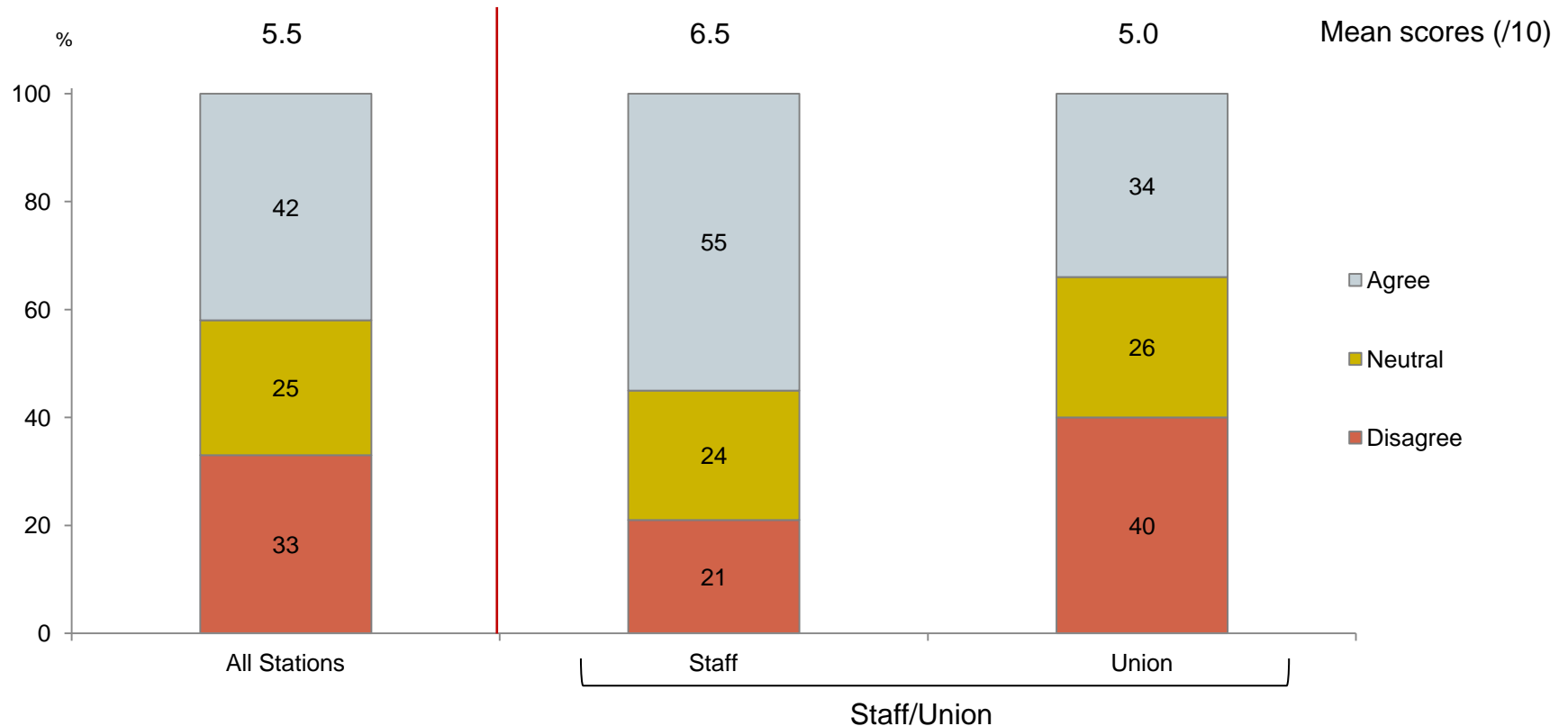
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment.  
Overall, I am satisfied with the work environment at the TTC.

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



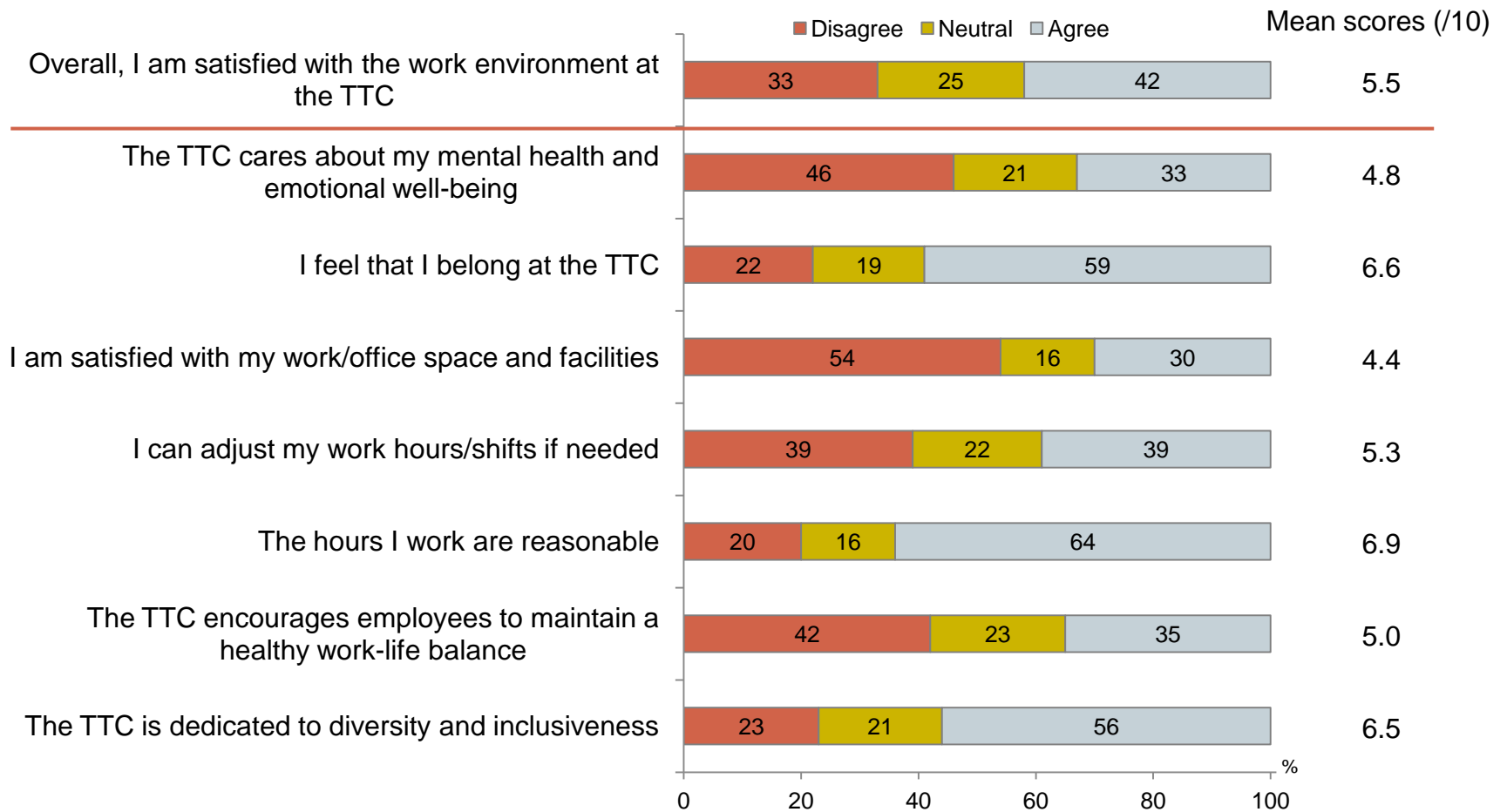
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment.  
 Overall, I am satisfied with the work environment at the TTC.  
 Sample sizes vary by category.

# OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY EMPLOYEE POSITION



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

# YOUR WORKING ENVIRONMENT - STATIONS



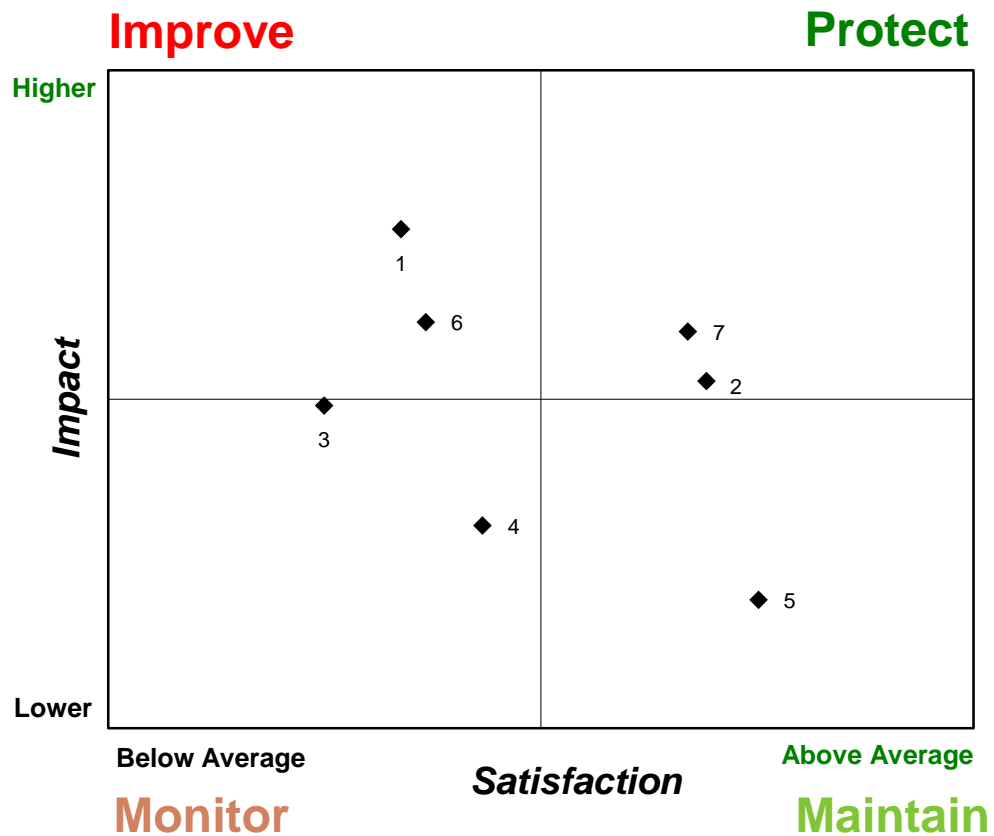
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Sample sizes vary by attribute.

# YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Stations	Station Services	Station Management	Collectors
Overall, I am satisfied with the work environment at the TTC	7.0	6.8	6.4	5.5	6.7	6.1	4.3
The TTC cares about my mental health and emotional well-being	6.2	5.9	5.4	4.8	6.1	5.6	3.6
I feel that I belong at the TTC	7.4	7.3	7.0	6.6	7.5	7.2	5.6
I am satisfied with my work/office space and facilities	6.5	6.3	6.0	4.4	5.6	4.1	4.1
I can adjust my work hours/shifts if needed	6.7	6.5	6.8	5.3	6.7	5.9	4.2
The hours I work are reasonable	7.7	7.4	7.2	6.9	8.4	7.4	5.6
The TTC encourages employees to maintain a healthy work-life balance	6.3	5.9	5.6	5.0	6.5	5.5	3.7
The TTC is dedicated to diversity and inclusiveness	7.4	7.2	7.1	6.5	7.3	7.1	5.5

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 - STATIONS

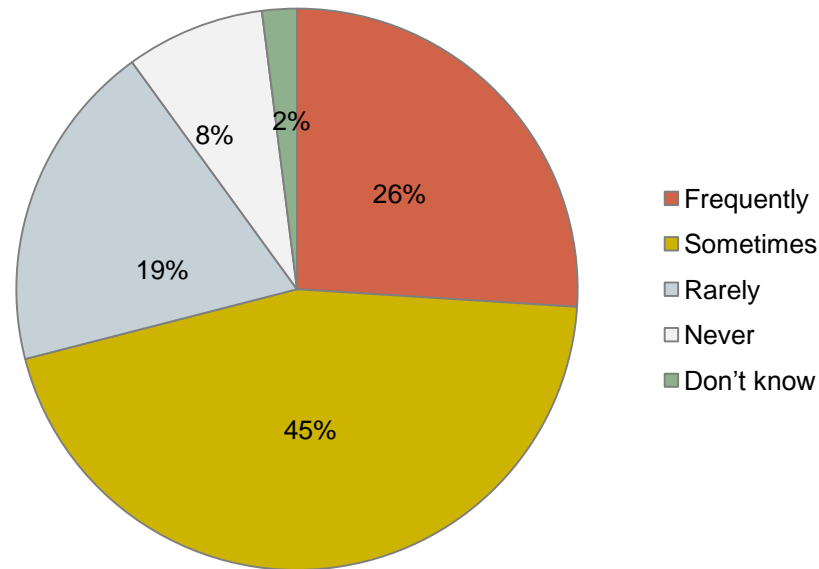


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life 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 4.4 to 6.9.  
 Impact values range between 22% to 64%.

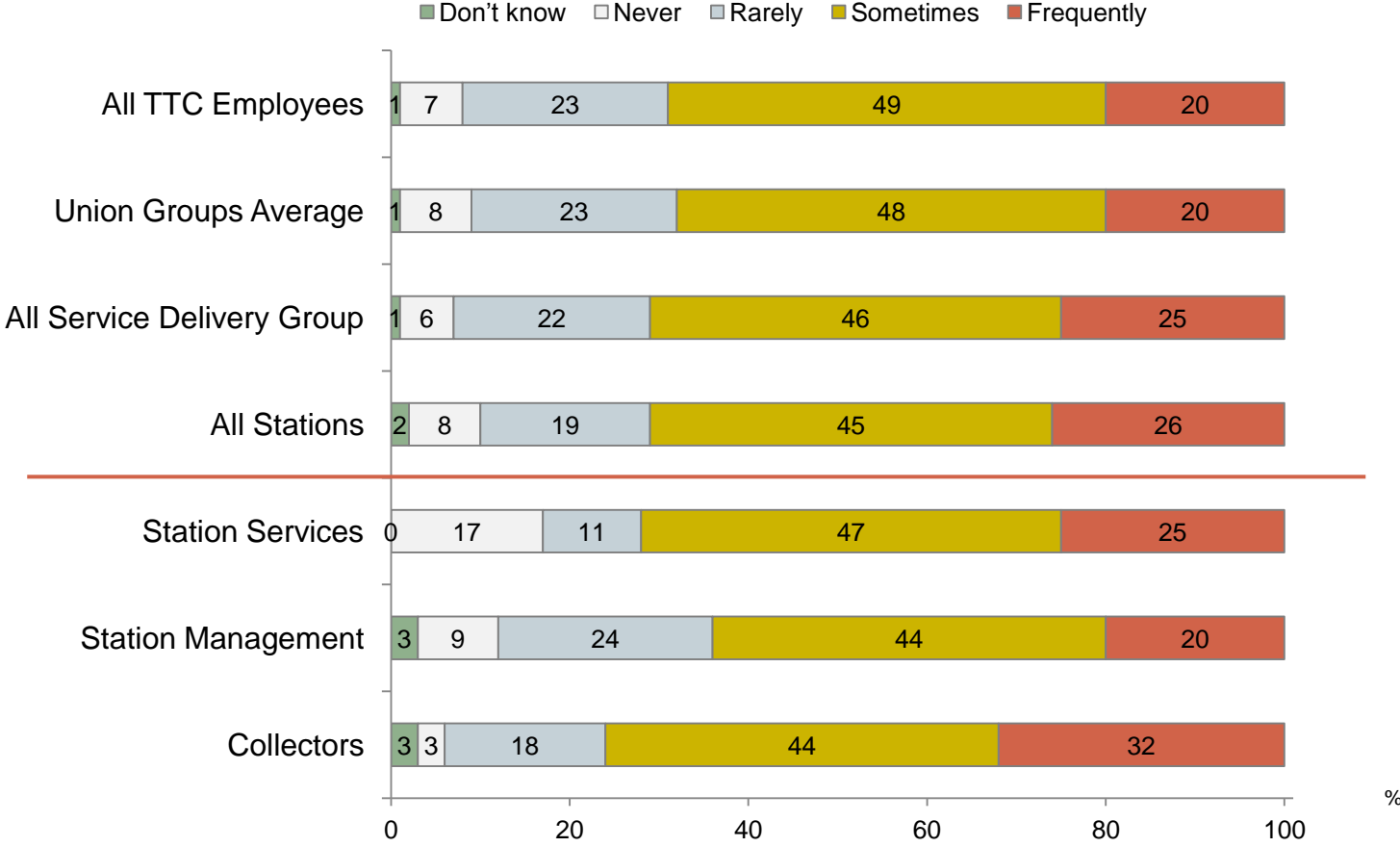
## Stations

Total  
(n=183)



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

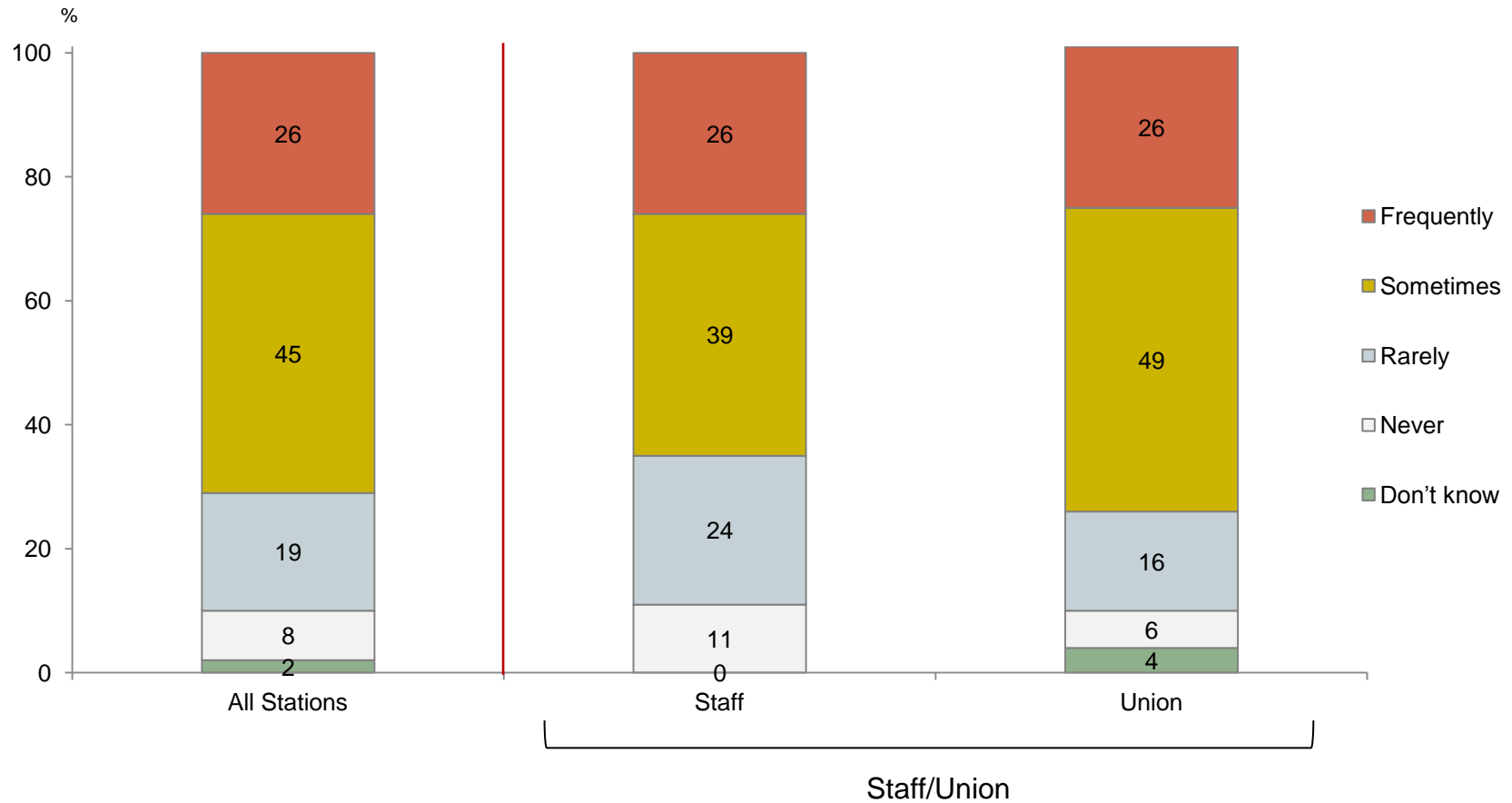


F2. Is stress at work a problem for you? 1 Frequently; 2 Sometimes; 3 Rarely; 4 Never; 5 Don't know. Sample sizes vary by category.





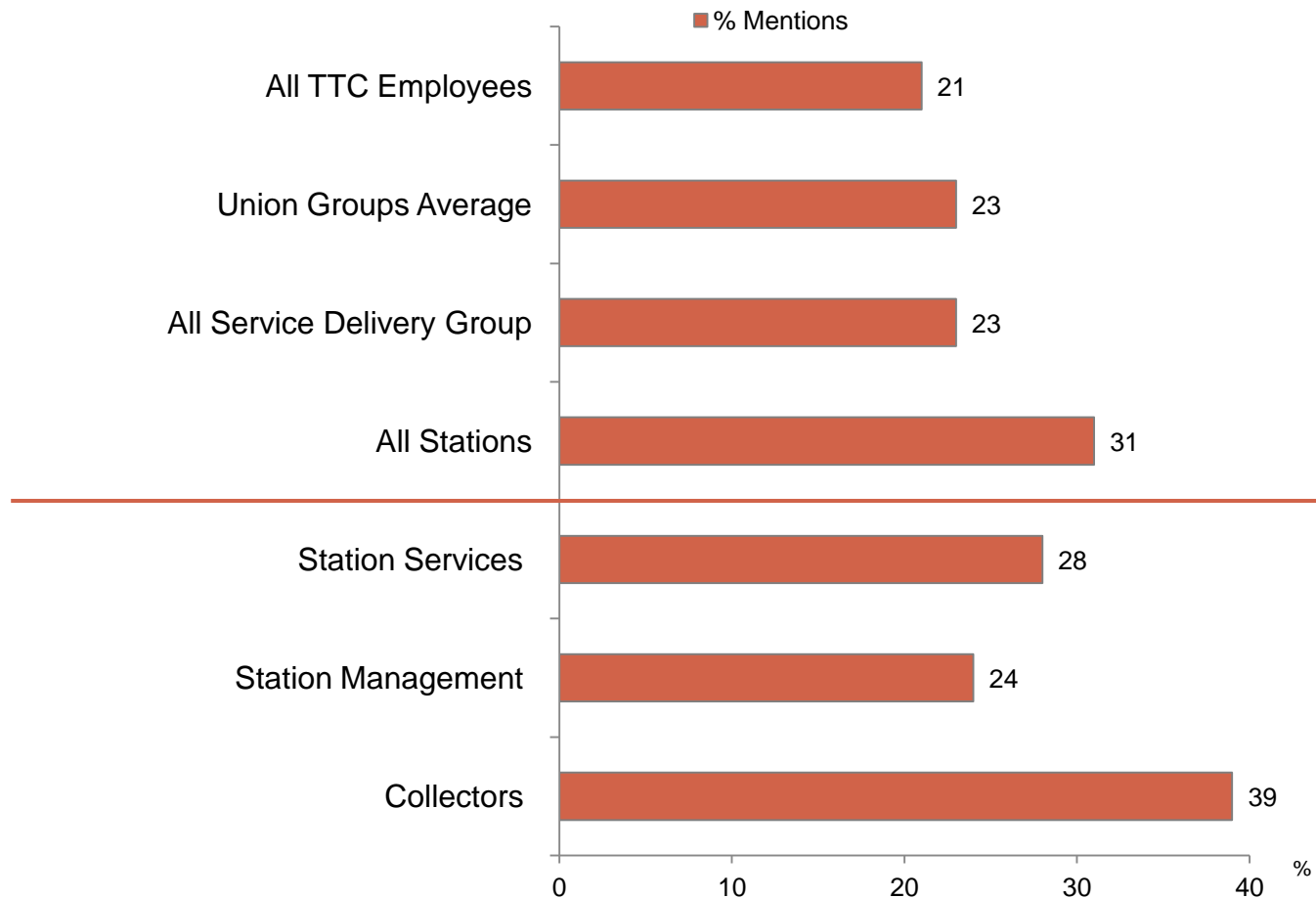
# STRESS AT WORK - BY EMPLOYEE POSITION



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

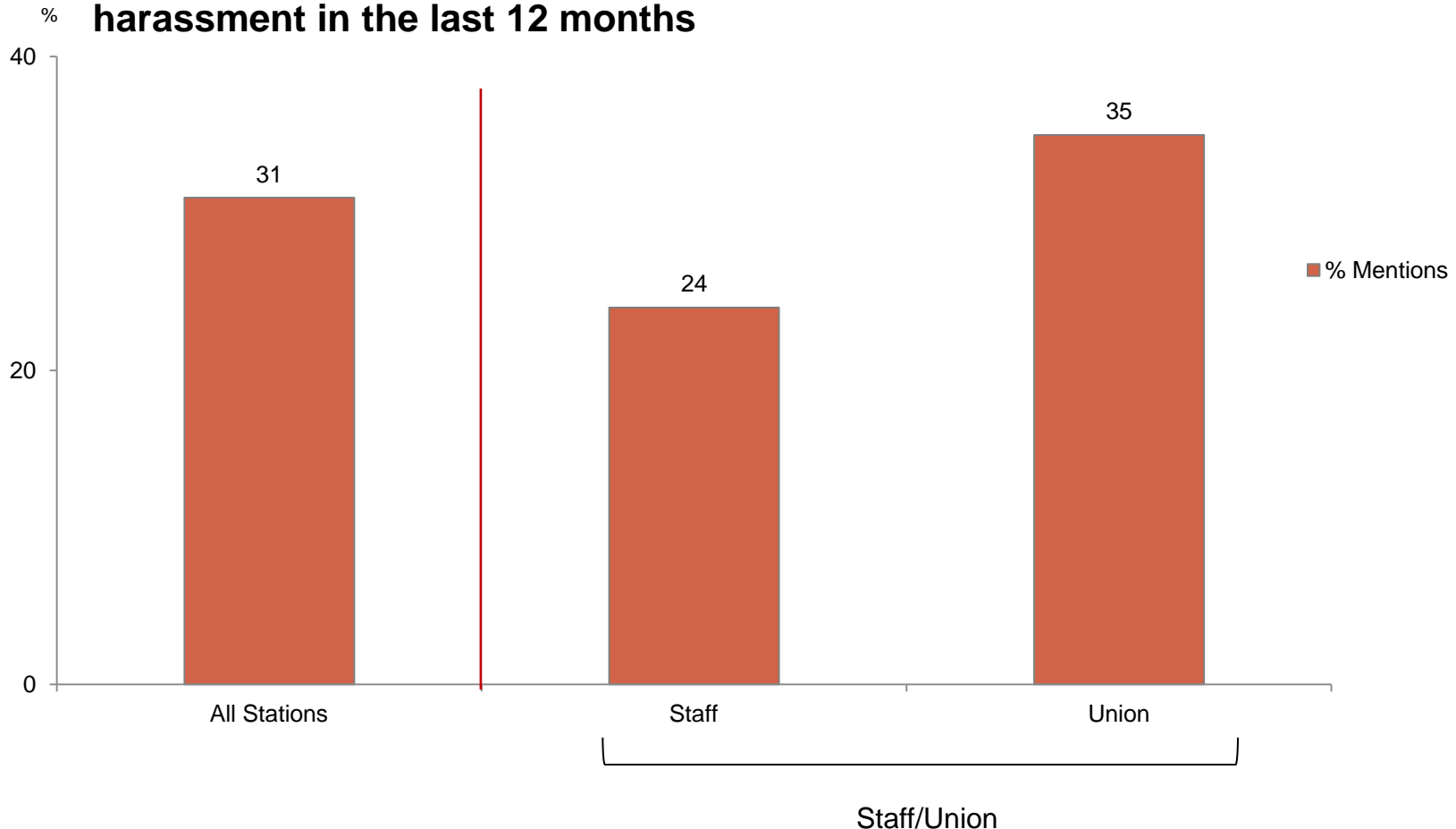
**% of TTC Employees that experienced at least one form of Discrimination or harassment in the last 12 months**



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

# EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT - BY EMPLOYEE POSITION

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



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

# DISCRIMINATION OR HARASSMENT EXPERIENCED

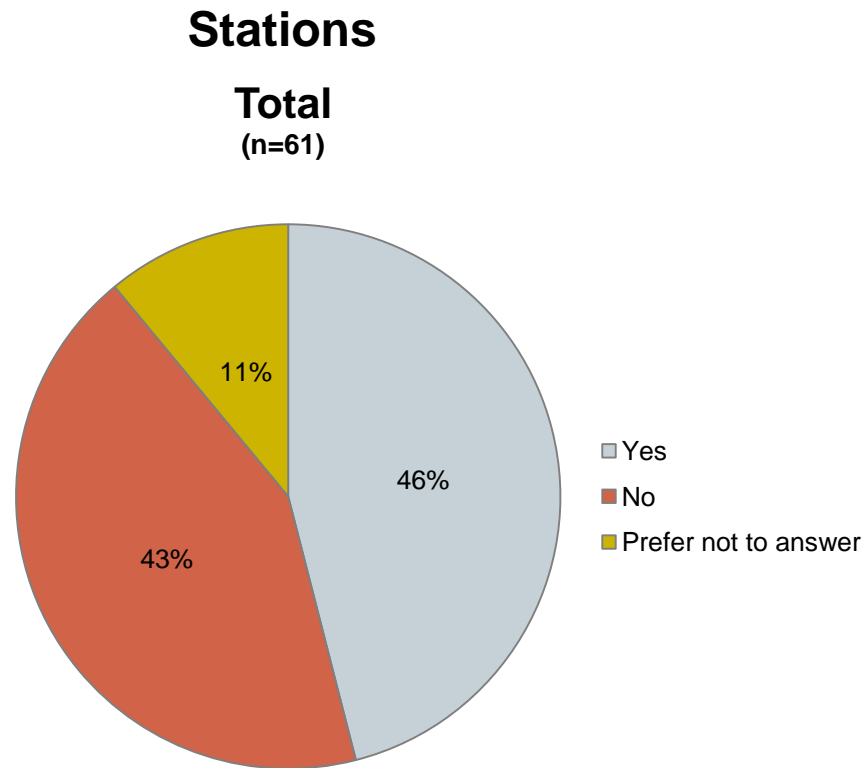
% Yes	Prefer not to answer range from 2-3%		Prefer not to answer range from 2-4%		Prefer not to answer range from 2-5%		Prefer not to answer range from 0-3%		Prefer not to answer range from 5-9%	
	All TTC Employees	Union Groups Average	All Service Delivery Group	All Stations	Station Services	Station Management	Collectors			
Disability	3	3	3	7	8	3	10			
Ethnic Origin	6	7	7	9	10	5	10			
Gender (includes gender expression)	3	3	4	6	11	8	4			
Sex (including pregnancy)	2	2	2	4	8	3	4			
Creed	2	3	2	4	3	3	5			
Age	5	5	5	6	3	8	6			
Race	6	7	7	10	11	6	13			
Colour	5	6	6	10	15	5	10			
Sexual Orientation	2	2	2	3	8	0	3			
Family Status	2	2	2	3	3	2	4			
Marital Status	2	2	2	4	8	2	4			
Ancestry	3	3	3	6	8	3	9			
Place of Origin	4	5	4	6	5	5	8			
Citizenship	3	3	3	4	5	2	5			
Personal Harassment	9	10	8	10	13	5	13			
Other	4	4	4	8	3	6	12			

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.

3/31/2015

# IS THE DISCRIMINATION REPORTED TO THE TTC?

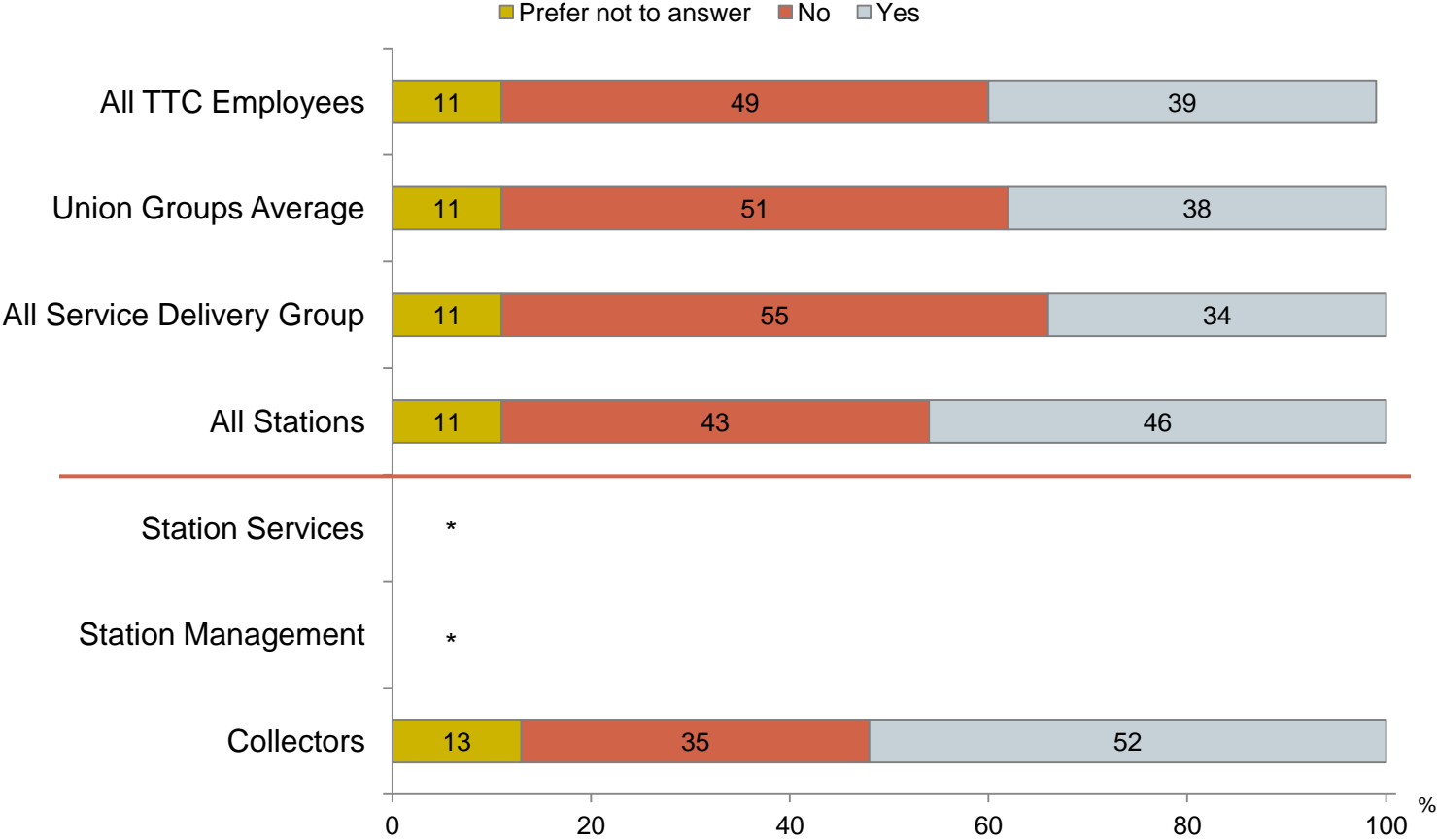
Among employees who have experienced at least one form of discrimination or harassment in the past 12 months



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

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

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



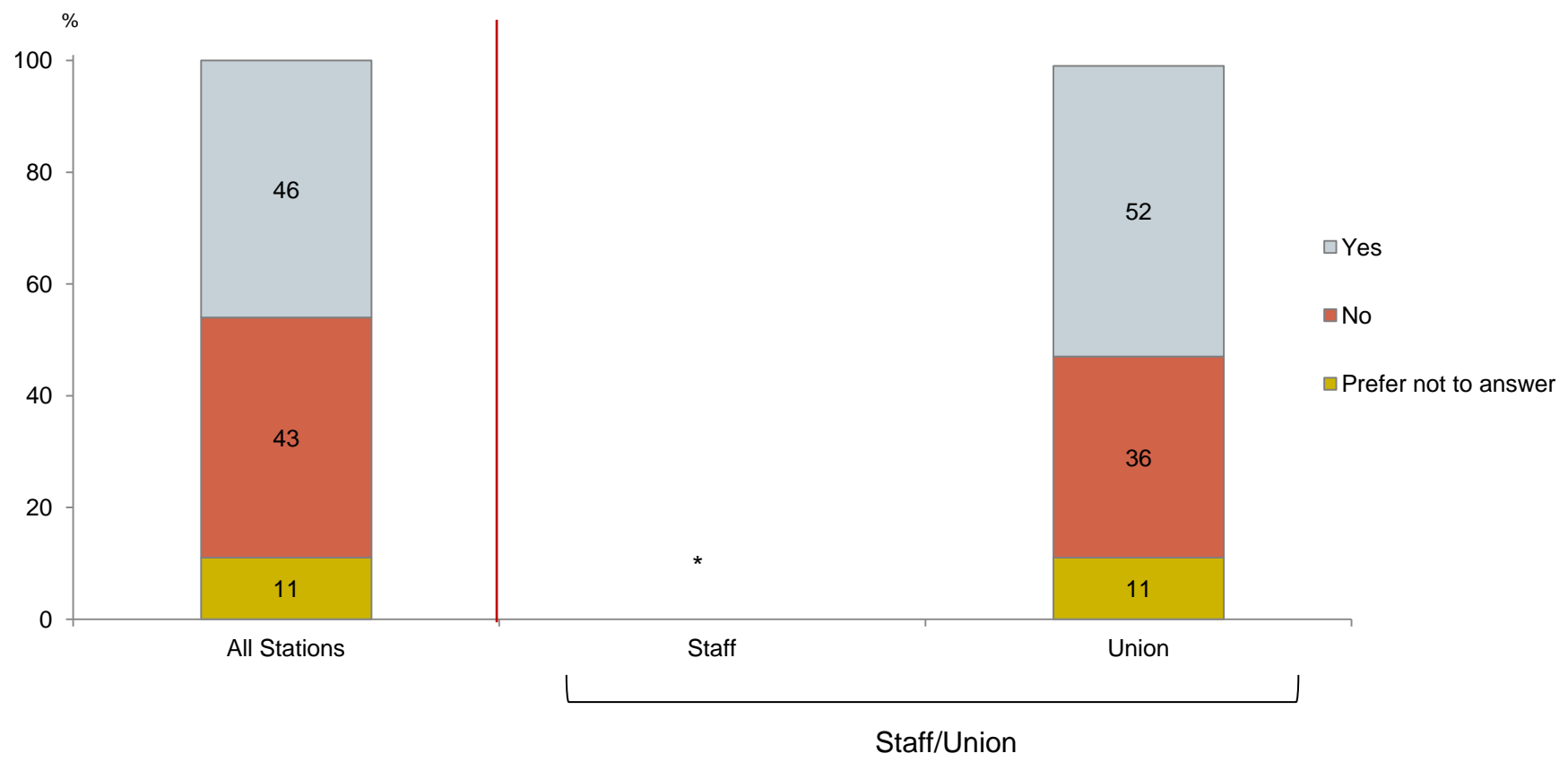
\* Percentages suppressed due to sample size <30.

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



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

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

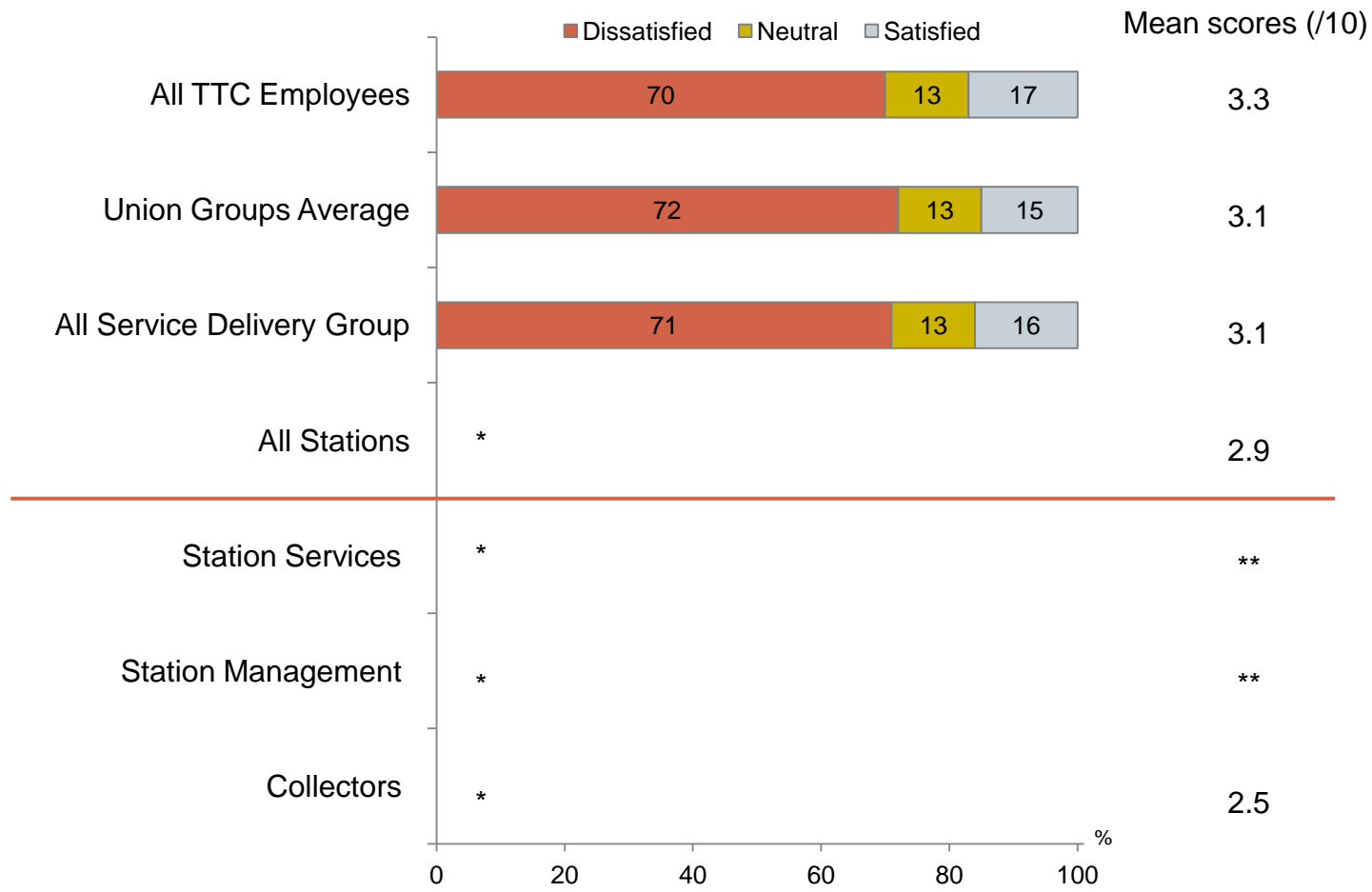


\* Percentages suppressed due to sample size <30.

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

# SATISFACTION WITH THE WAY THE INCIDENT WAS HANDLED

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

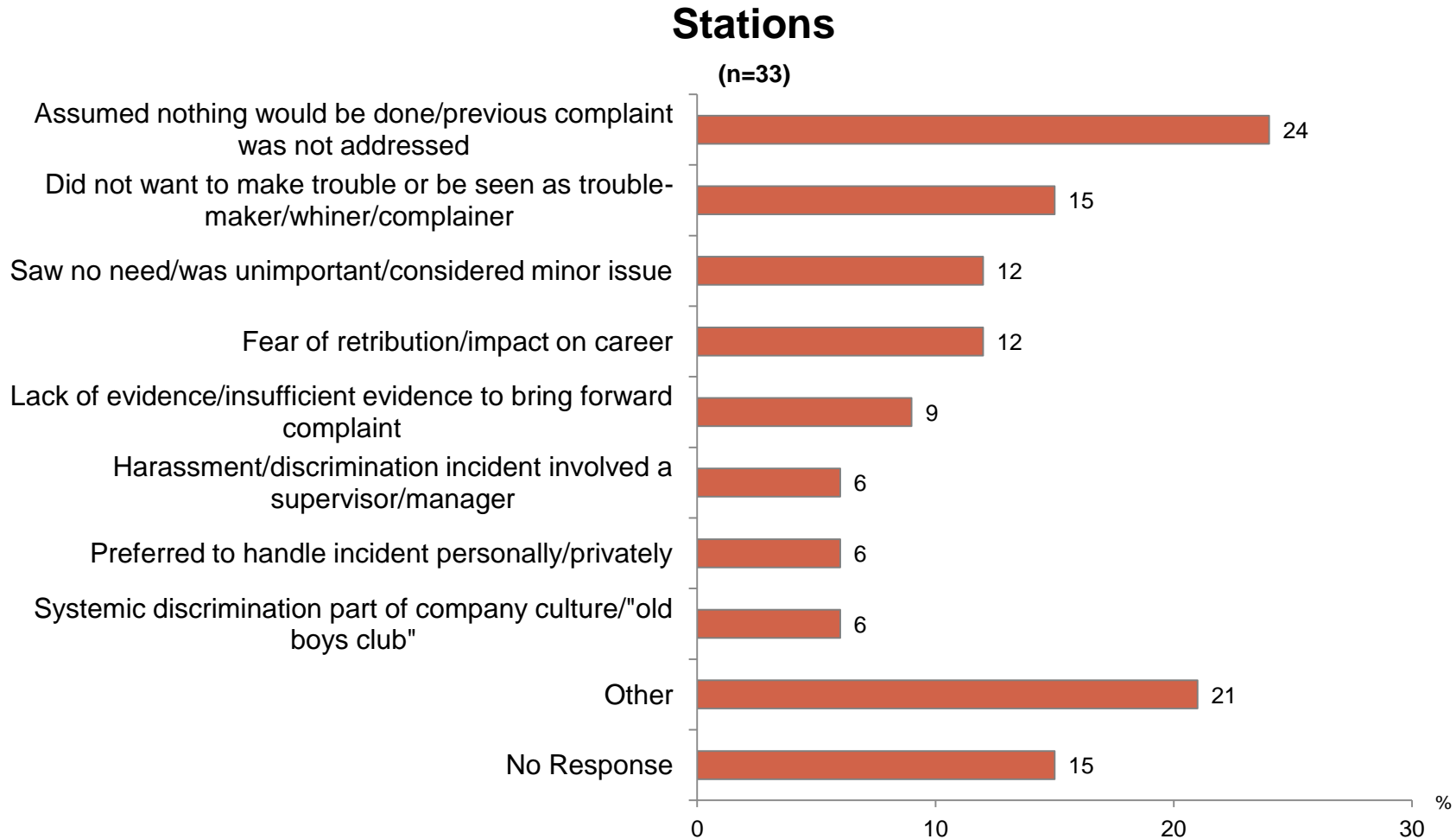


\* Percentages suppressed due to sample size <30.  
 \*\* Mean score suppressed due to sample size <10.  
 F5. How satisfied were you with the way the matter was handled?  
 Sample sizes vary by category.



# REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident

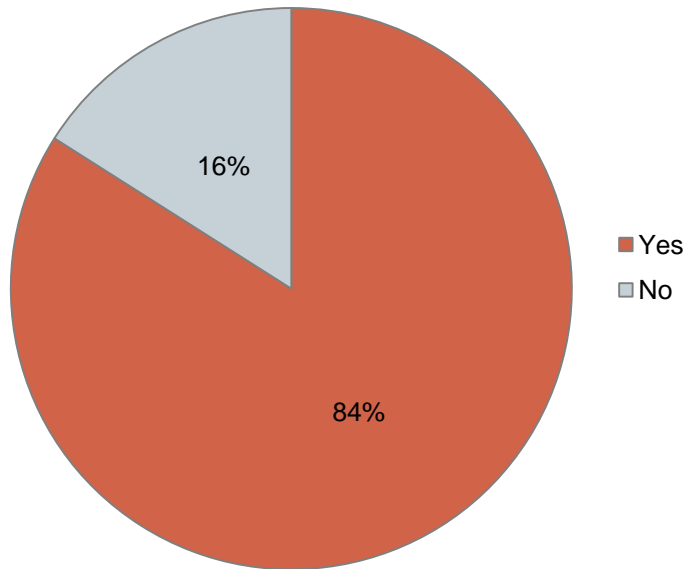


F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?  
Percentages may total more than 100% as some respondents identified multiple reasons.

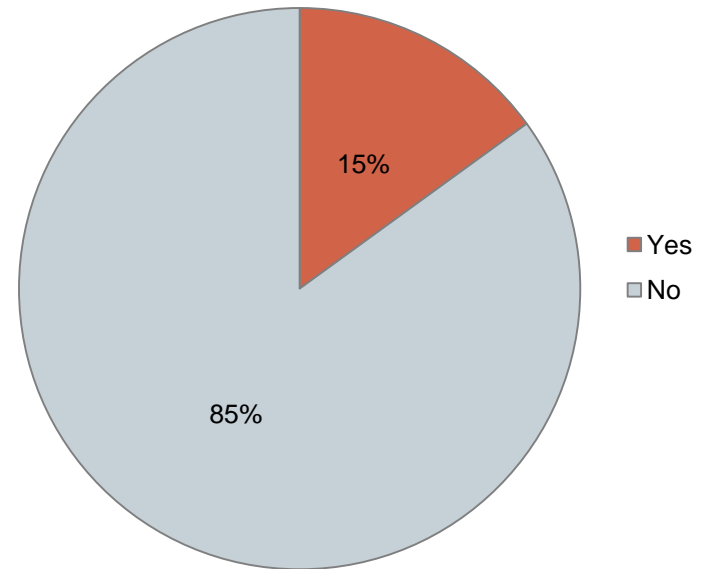
# ABUSE FROM CUSTOMERS

## Stations

**Verbally Abused**  
(n=186)

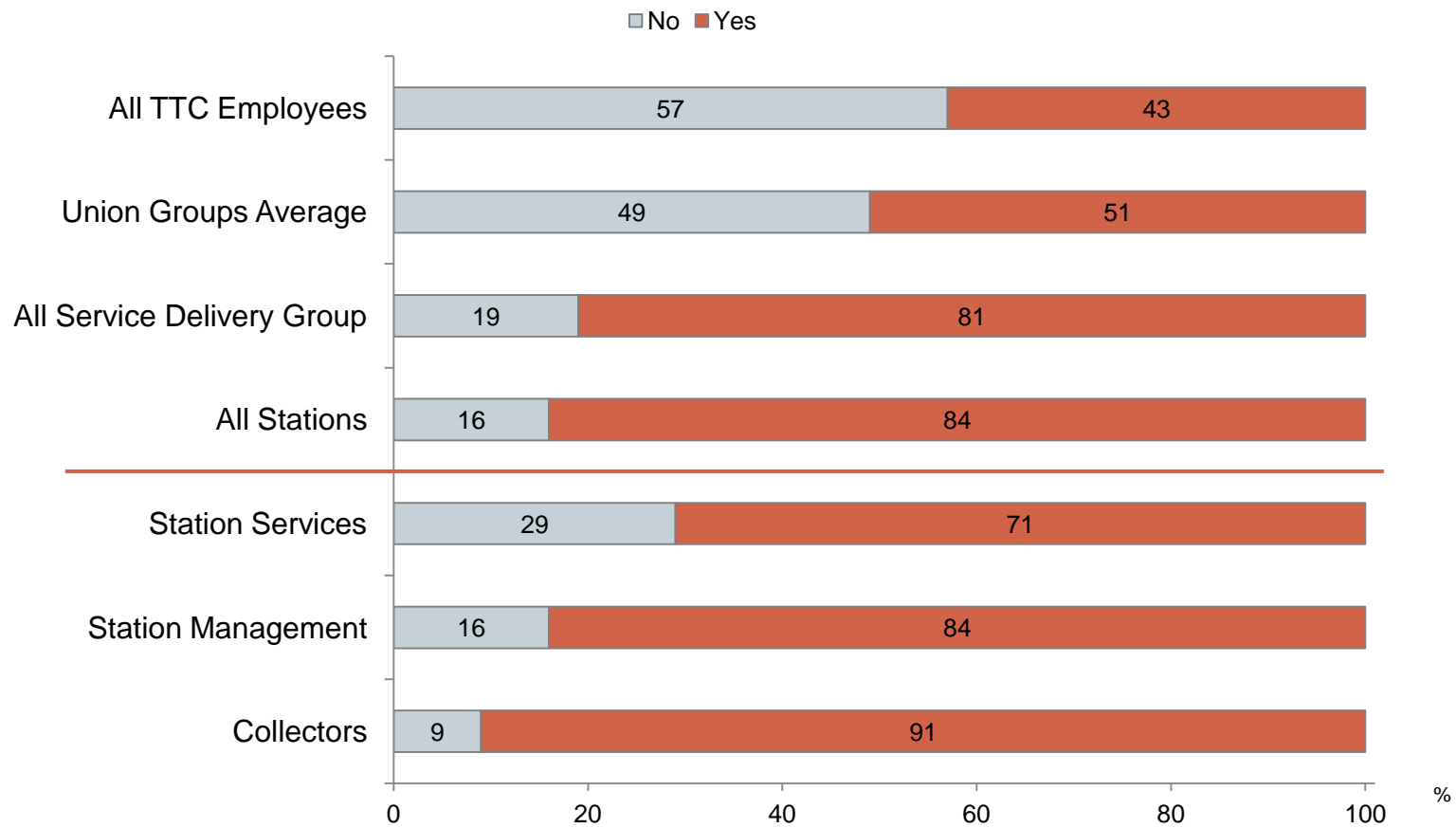


**Physically Abused**  
(n=182)



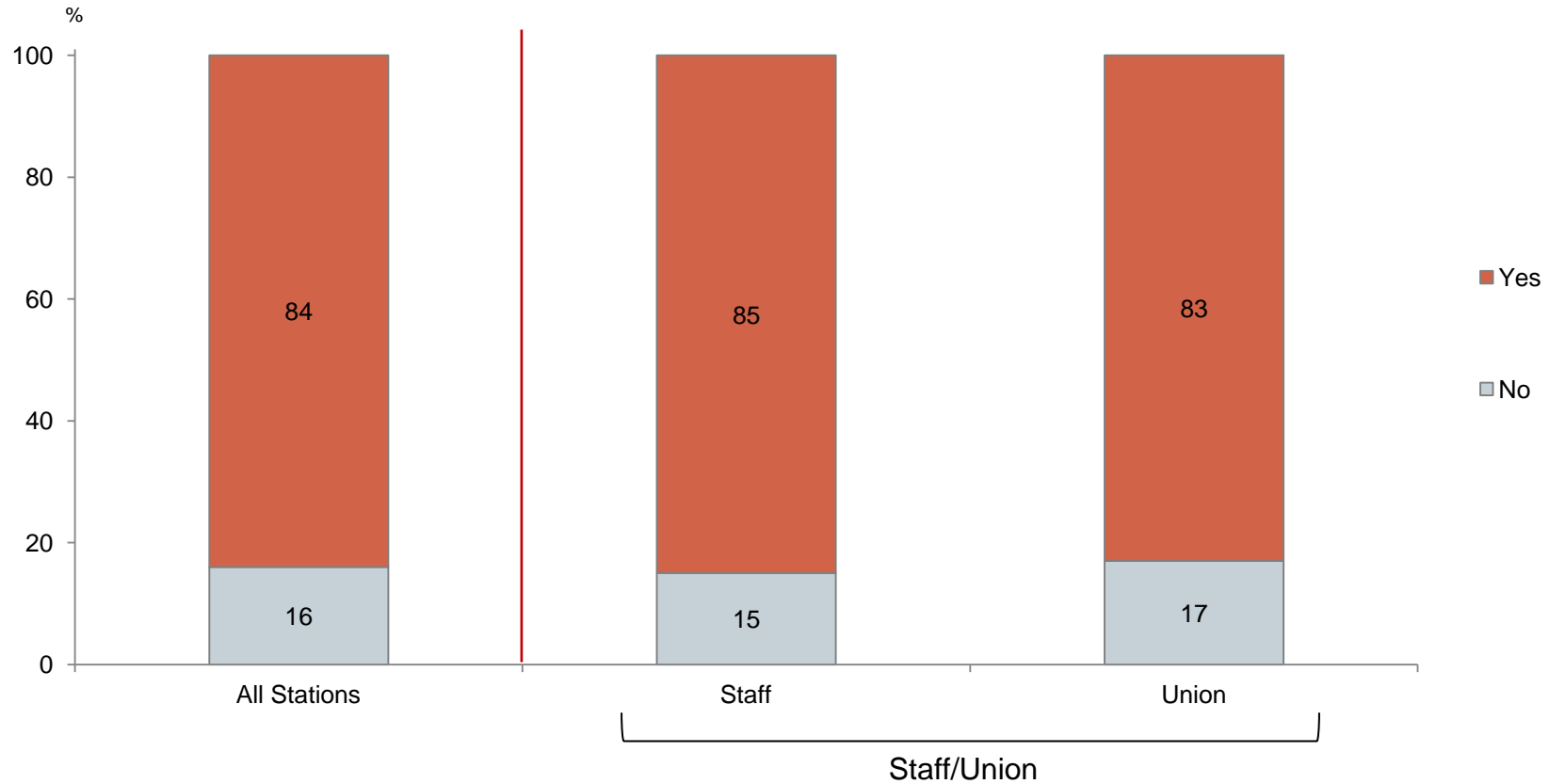
F7. In the past 12 months, have you been verbally abused by customers?  
F8. In the past 12 months, have you been physically abused by customers?

# VERBAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING



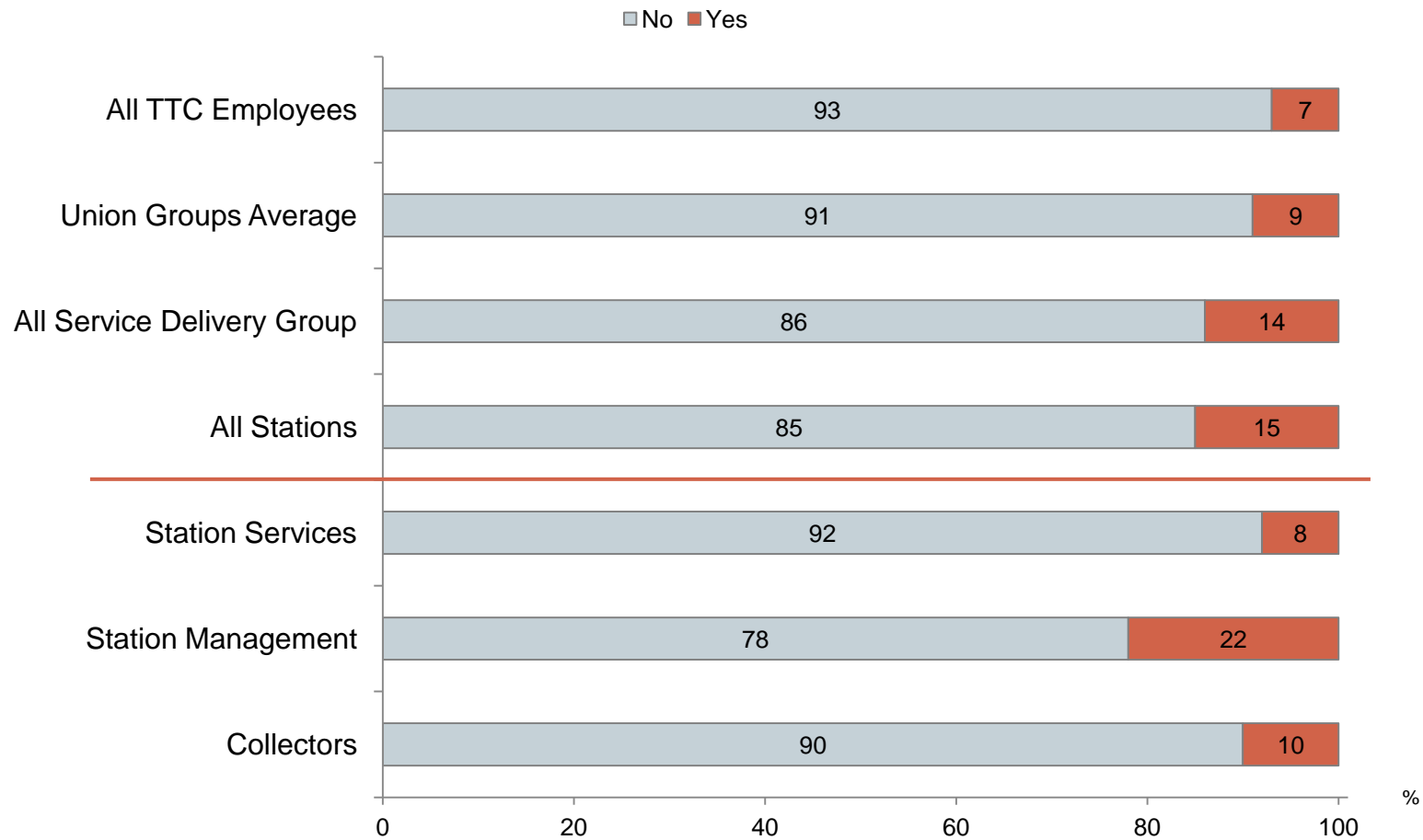
F7. In the past 12 months, have you been verbally abused by customers?  
Sample sizes vary by category.

# VERBAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



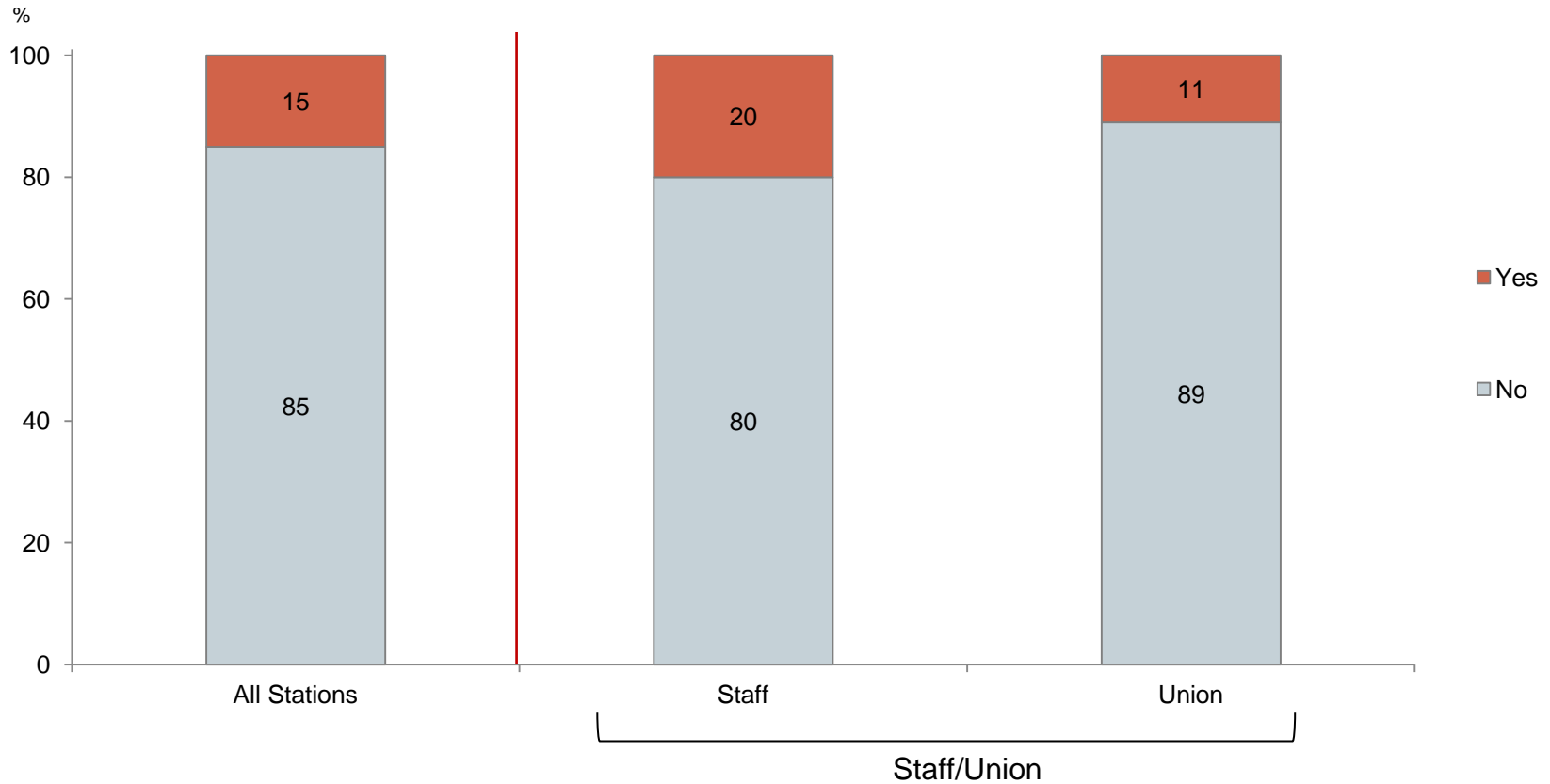
F7. In the past 12 months, have you been verbally abused by customers?  
Sample sizes vary by category.

# PHYSICAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING



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

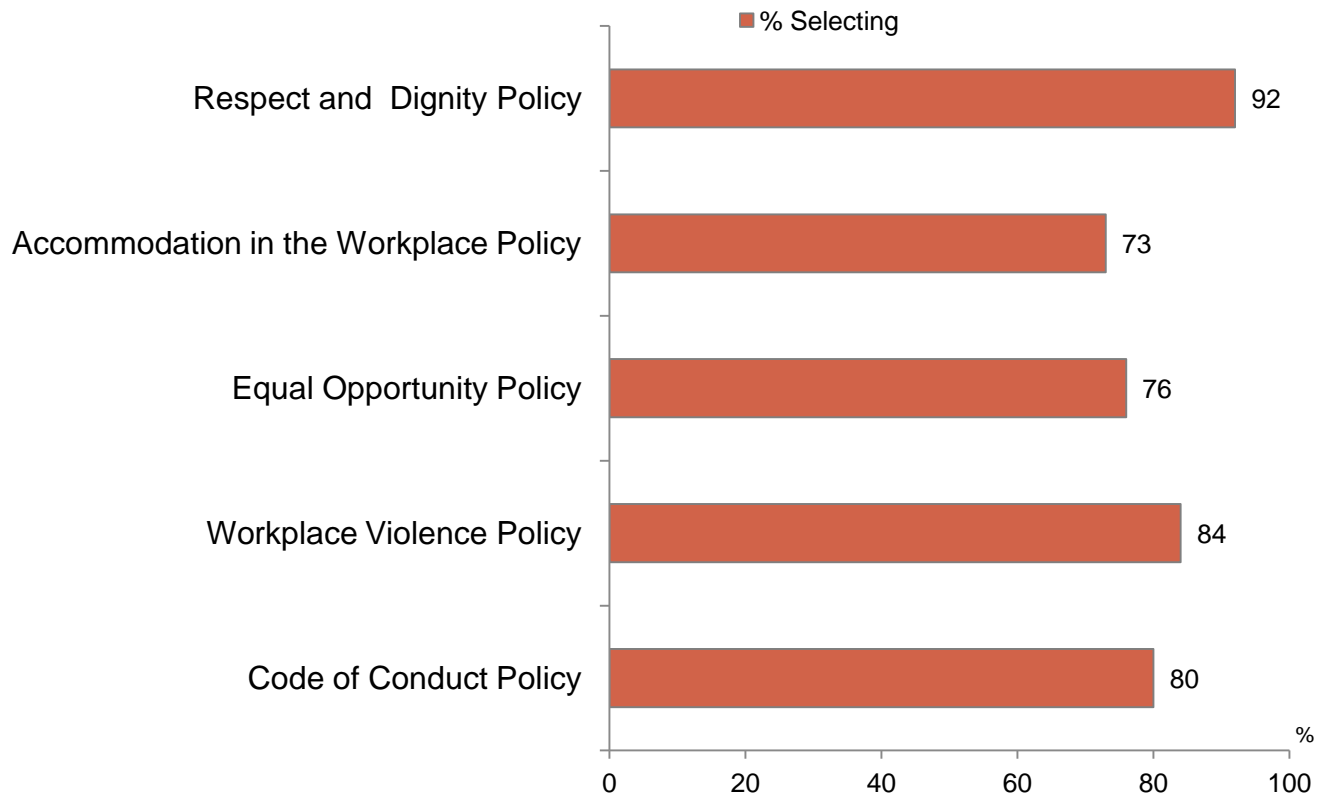
# PHYSICAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



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

# FAMILIARITY WITH TTC POLICIES - STATIONS

- 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
- A majority of employees are familiar with all policies, though there are more who are not familiar with the Accommodation in the Workplace Policy, and the Equal Opportunity 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 Service Delivery Group	Stations	Station Services	Station Management	Collectors
Respect and Dignity Policy	92	90	88	92	85	97	91
Accommodation in the Workplace Policy	76	72	69	73	77	86	60
Equal Opportunity Policy	81	79	76	76	72	86	69
Workplace Violence Policy	87	85	83	84	85	91	78
Code of Conduct Policy	82	79	79	80	74	92	75

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



# FAMILIARITY WITH TTC POLICIES - BY EMPLOYEE POSITION

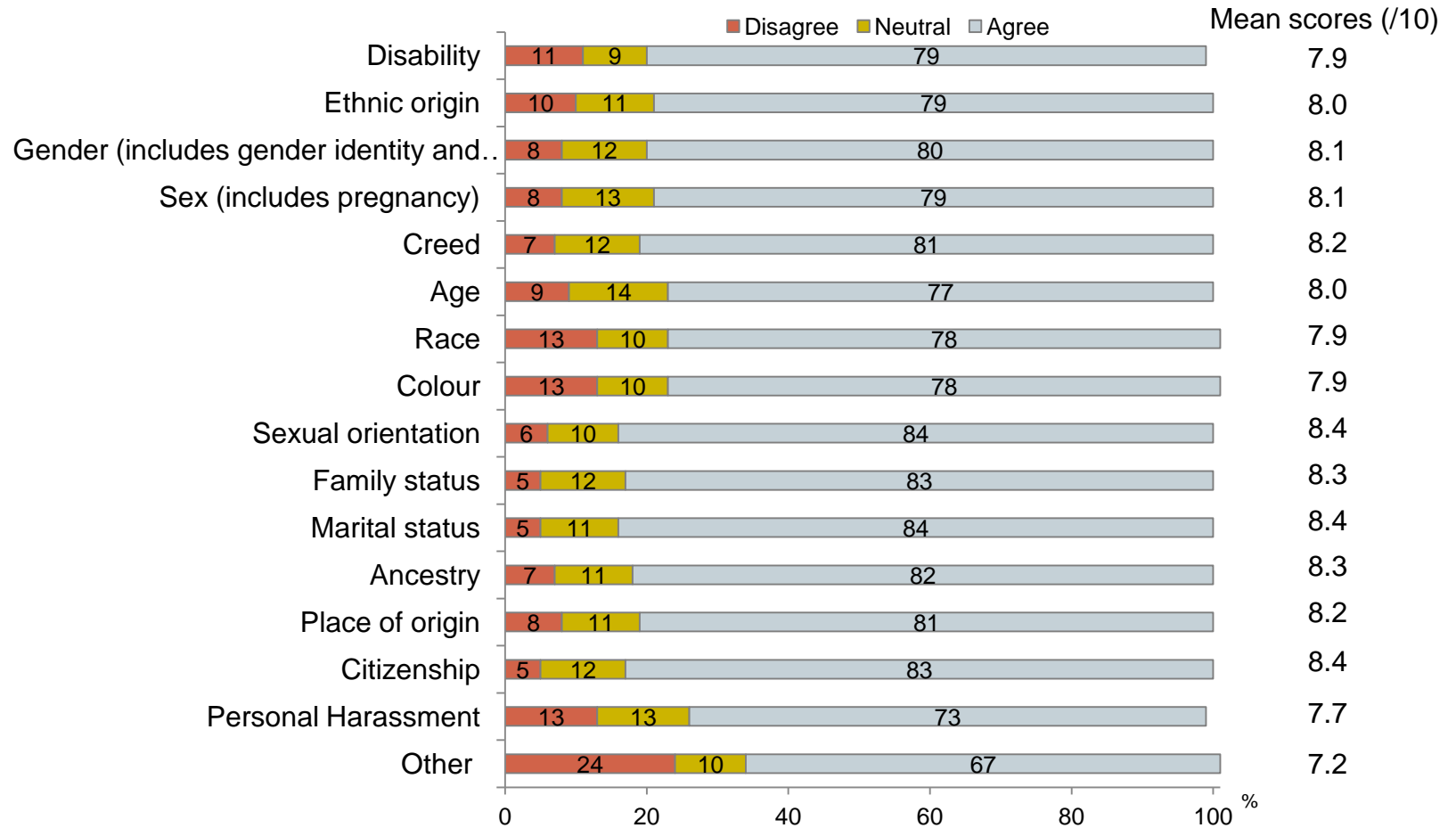
% Selecting	All Stations	Staff	Union
Respect and Dignity Policy	92	100	88
Accommodation in the Workplace Policy	73	97	59
Equal Opportunity Policy	76	92	66
Workplace Violence Policy	84	100	75
Code of Conduct Policy	80	99	71

Staff/Union

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

# EFFECTIVENESS OF TTC PRACTICES

## - STATIONS



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 Service Delivery Group	Stations	Station Services	Station Management	Collectors
Disability	8.3	8.2	8.2	7.9	7.8	8.4	7.4
Ethnic Origin	8.3	8.3	8.3	8.0	7.9	8.5	7.6
Gender (includes gender expression)	8.5	8.4	8.5	8.1	7.8	8.4	7.8
Sex (including pregnancy)	8.5	8.5	8.5	8.1	8.1	8.2	8.0
Creed	8.5	8.4	8.5	8.2	8.2	8.4	8.0
Age	8.4	8.4	8.4	8.0	8.0	8.0	7.9
Race	8.4	8.3	8.3	7.9	7.7	8.2	7.7
Colour	8.4	8.3	8.3	7.9	7.8	8.2	7.6
Sexual Orientation	8.6	8.5	8.6	8.4	8.6	8.5	8.2
Family Status	8.6	8.5	8.5	8.3	8.6	8.3	8.2
Marital Status	8.6	8.6	8.6	8.4	8.5	8.5	8.4
Ancestry	8.6	8.5	8.5	8.3	8.3	8.4	8.3
Place of Origin	8.5	8.4	8.5	8.2	8.5	8.3	7.9
Citizenship	8.6	8.5	8.6	8.4	8.6	8.5	8.2
Personal Harassment	8.2	8.1	8.2	7.7	7.4	8.2	7.2
Other	8.2	8.2	8.3	7.2	**	**	7.1

\*\* 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 Stations	Staff	Union
Disability	7.9	8.5	7.5
Ethnic Origin	8.0	8.6	7.6
Gender (includes gender expression)	8.1	8.5	7.8
Sex (including pregnancy)	8.1	8.5	7.9
Creed	8.2	8.6	7.9
Age	8.0	7.9	8.0
Race	7.9	8.4	7.6
Colour	7.9	8.4	7.6
Sexual Orientation	8.4	8.7	8.2
Family Status	8.3	8.5	8.2
Marital Status	8.4	8.7	8.3
Ancestry	8.3	8.5	8.2
Place of Origin	8.2	8.5	8.0
Citizenship	8.4	8.7	8.2
Personal Harassment	7.7	8.5	7.2
Other	7.2	**	7.2

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 PROTECT: YOUR JOB

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

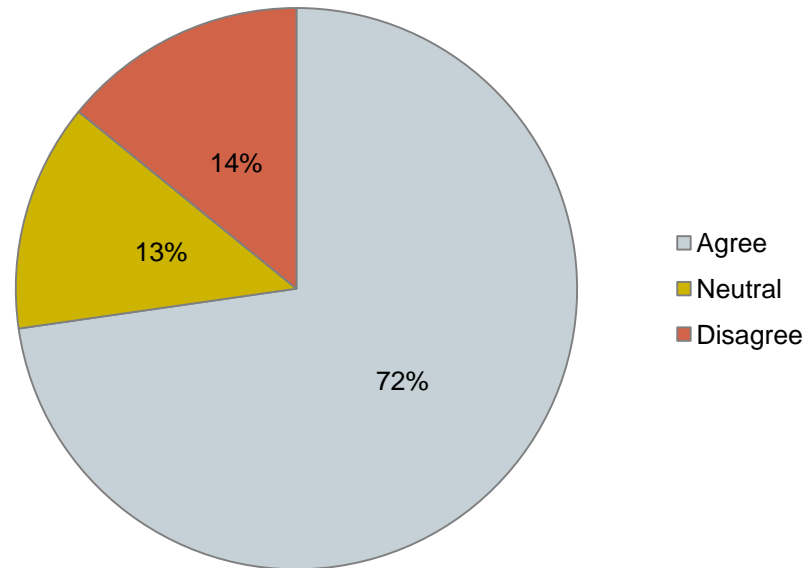
- Opportunity Analysis identifies “Your Job” as having being the second most impactful on Employee Engagement overall and as an area with which Stations employees are, for the most part, satisfied, making this an Area to Protect.
- Employee satisfaction with the job they do is generally highest for Stations Services and lowest for Collectors.
- Overall satisfaction ratings for this module were higher among staff compared to unionized employees.
- Among the specific aspects of the job, ratings were highest for, “I often look for ways to make improvements in how things are done”. Ratings were lowest for, “I have the proper equipment/tools to do my job well”. These results were consistent across cost centre groups, though Station Services and Collectors were least satisfied with “I am given the freedom to make decisions in my job”.
- To further improve current levels of employee satisfaction with their job, Opportunity Analysis identifies the following key Areas to Improve for Stations employees:
  - I feel motivated in my job
  - My work enables me to use my skills and abilities
  - I feel well informed about how to improve customer service
- In addition, “In my job, I feel able to put customers first” was identified as a key Area to Protect.

# OVERALL RATINGS OF YOUR JOB - STATIONS

## Stations

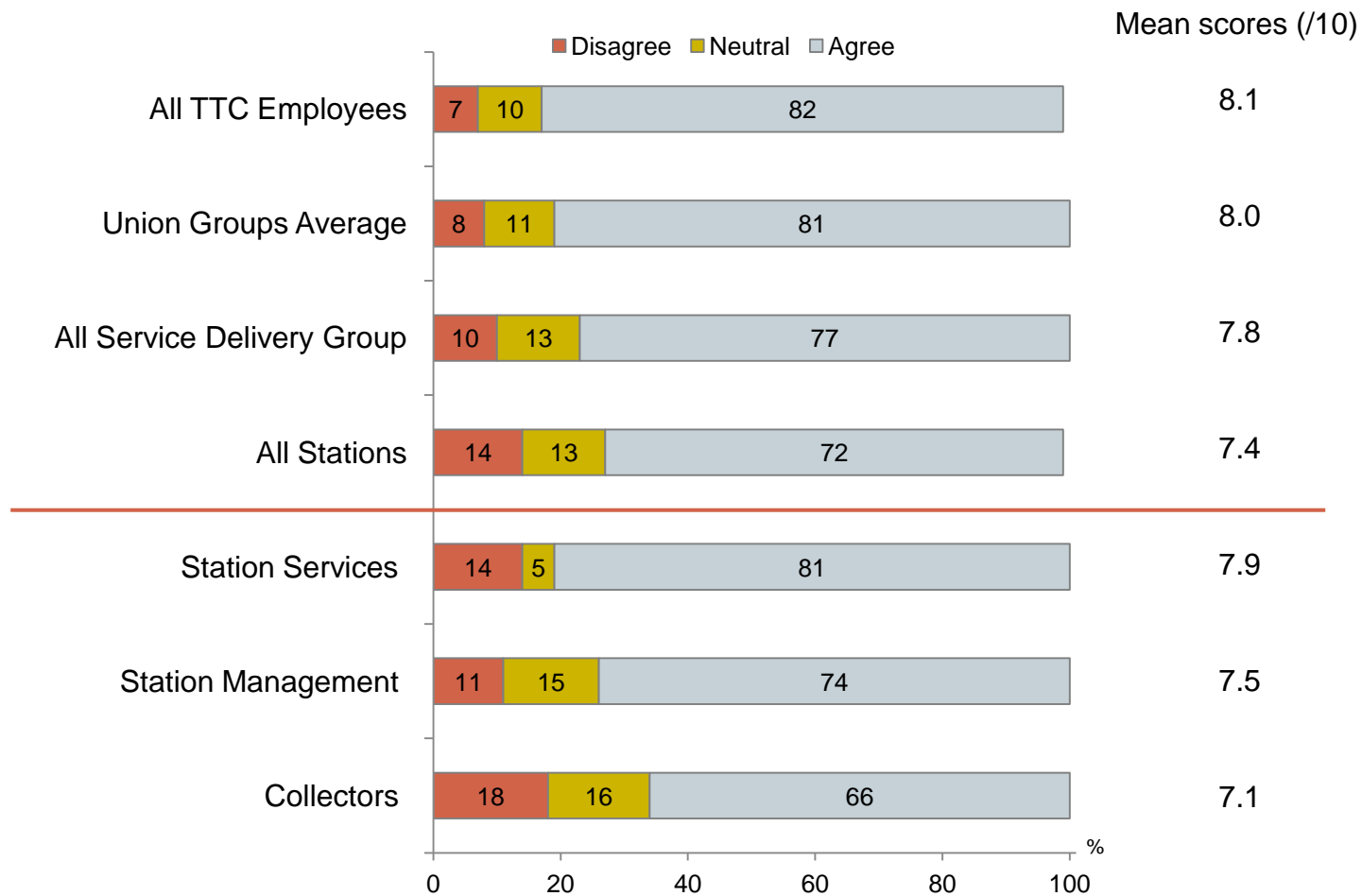
Total  
(n= 187)

Mean=7.4



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



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

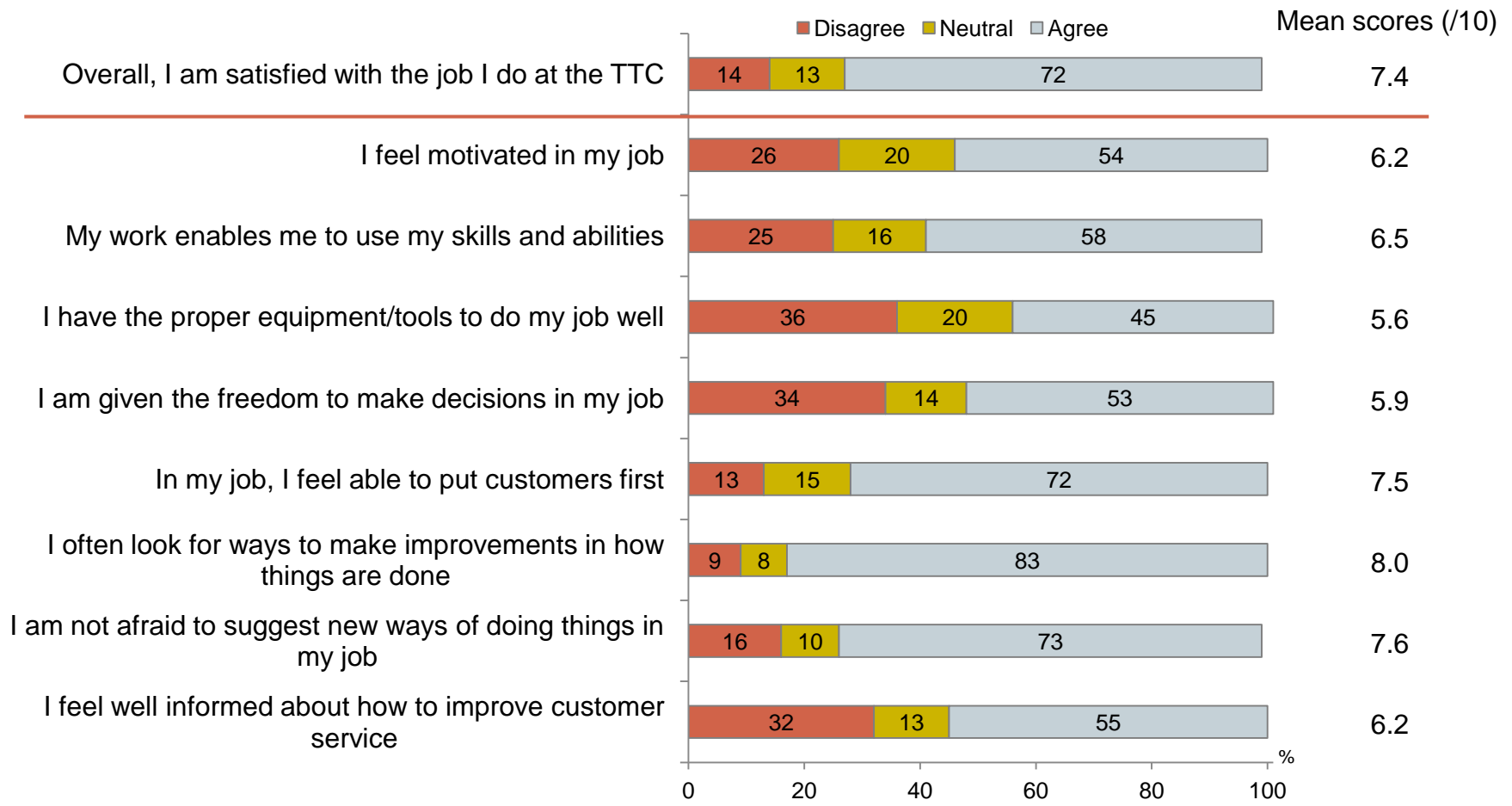


# OVERALL RATINGS OF YOUR JOB - BY EMPLOYEE POSITION



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

# YOUR JOB - STATIONS



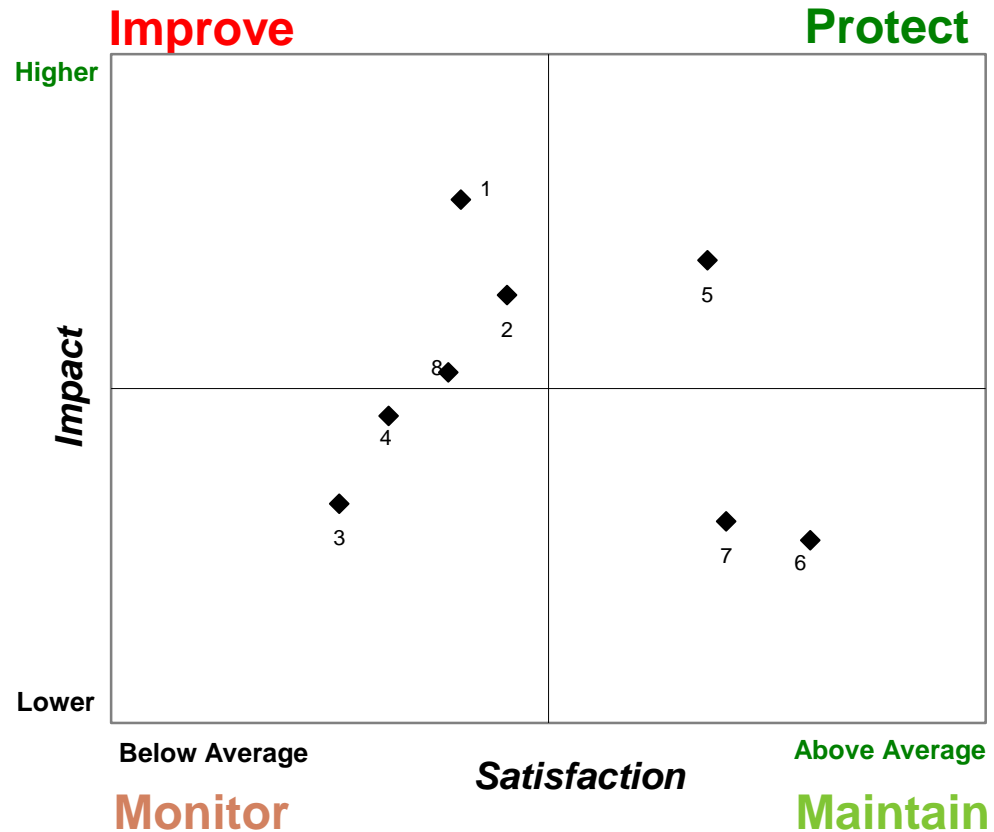
B1. How much do you agree or disagree with each of the following statements about your job?  
Sample sizes vary by attribute.

# YOUR JOB - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Stations	Station Services	Station Management	Collectors
Overall, I am satisfied with the job I do at the TTC	8.1	8.0	7.8	7.4	7.9	7.5	7.1
I feel motivated in my job	7.0	6.9	6.6	6.2	7.5	6.3	5.6
My work enables me to use my skills and abilities	7.3	7.2	6.8	6.5	7.7	6.8	5.6
I have the proper equipment/tools to do my job well	6.8	6.6	6.1	5.6	7.1	5.3	5.1
I am given the freedom to make decisions in my job	6.5	6.3	5.5	5.9	7.0	6.7	4.7
In my job, I feel able to put customers first	7.5	7.3	7.0	7.5	8.0	7.8	6.9
I often look for ways to make improvements in how things are done	8.1	7.9	7.4	8.0	8.5	8.4	7.4
I am not afraid to suggest new ways of doing things in my job	7.6	7.4	6.7	7.6	7.8	8.3	6.8
I feel well informed about how to improve customer service	6.8	6.5	6.1	6.2	7.6	6.5	5.1

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

# OPPORTUNITY ANALYSIS: YOUR JOB - STATIONS



- 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 5.6 to 8.0.  
 Impact values range between 18% to 42%.

AREA TO IMPROVE: YOUR COMPANY

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Opportunity Analysis identifies “Your Company” as another key drive of Employee Engagement and as an area in which Stations employees are relatively less satisfied, making this an Area to Improve.
- Mean satisfaction ratings across most specific aspects of Your Company were generally higher for Station Services and lower for Collectors.
- Overall satisfaction ratings for this module were notably higher among staff compared to unionized employees.
- Among the specific aspects of Your Company, satisfaction ratings are highest for, “The TTC puts customers first” and “In my job role, I feel I can directly contribute to the vision to be ‘A transit system that makes Toronto proud’”. Ratings were lowest for “There is effective sharing of information across the TTC”. These results were fairly consistent across cost centre groups, with the following exceptions:
  - For Station Services, “There is good collaboration between different parts of the TTC” was the lowest rated attribute.
  - For Collectors, “There is a good level of trust between Senior Management and employees” was the lowest rated attribute.

# SECTION SUMMARY

- To improve employee satisfaction with Your Company, Opportunity Analysis identifies several influential Areas to Improve, primarily related to relationship building with Senior Management, information sharing, and confidence in TTC leadership:
  - There is effective sharing of information across the TTC
  - There is a good level of trust between Senior Management and employees
  - Best practices are shared effectively across the TTC
  - The TTC values its staff's time
  - 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

## Speaking Highly of the TTC

- 40% of Stations employees indicated that they would “always” speak highly of the TTC, while most of the remainder indicated that they would “sometimes” speak highly of the TTC.
- Employees in Station Services (50%) and Station Management (48%) were more likely to “always” speak highly of the TTC compared to Collectors (27%).
- A higher proportion of staff indicated that they would “always” speak highly of the TTC compared to unionized employees.

# SECTION SUMMARY

## Change in Experience Working for the TTC

- 26% of Stations employees feel that working for the TTC has improved over the past 12 months, compared to 43% who feel it has gotten worse.
- Employees in Station Management were most likely to report a change in their experience working for the TTC in the past twelve months, for better or worse (36% reported improvement and 45% reported decline). Collectors were least likely to feel that their experience improved (15%) and most likely to feel it has gotten worse (47%).
- Staff employees were more likely to indicate that working for the TTC has gotten better, compared to unionized employees (58% vs. 30%, respectively), while union employees were more likely indicate that things have stayed the same (33% vs. 15% seen in staff).
- Among employees who indicated that working for the TTC has gotten better in the past 12 months, the main reasons traced to improvements to TTC facilities, followed by greater focus on customer service, improvements in personal work situations (e.g. better position, pay/benefits, hours, etc.), and general statements that things have improved.
- Among those indicating that working for the TTC has gotten worse, main reasons related to inexperienced and/or unqualified managers and a lack of accountability, followed by a lack of leadership from Senior Management, worsening bureaucracy/red tape, lack of fairness in hiring or treatment of employees, and worsening of personal work situations.

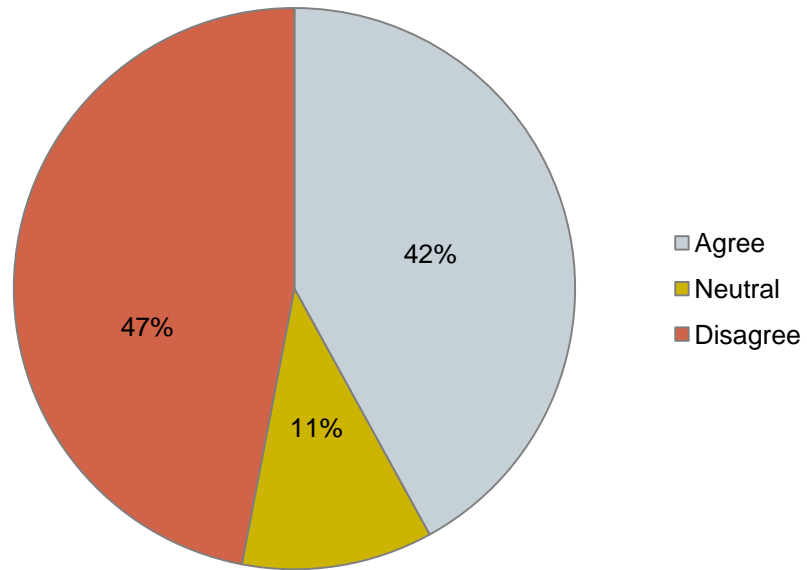


# OVERALL RATINGS OF YOUR COMPANY - STATIONS

## Stations

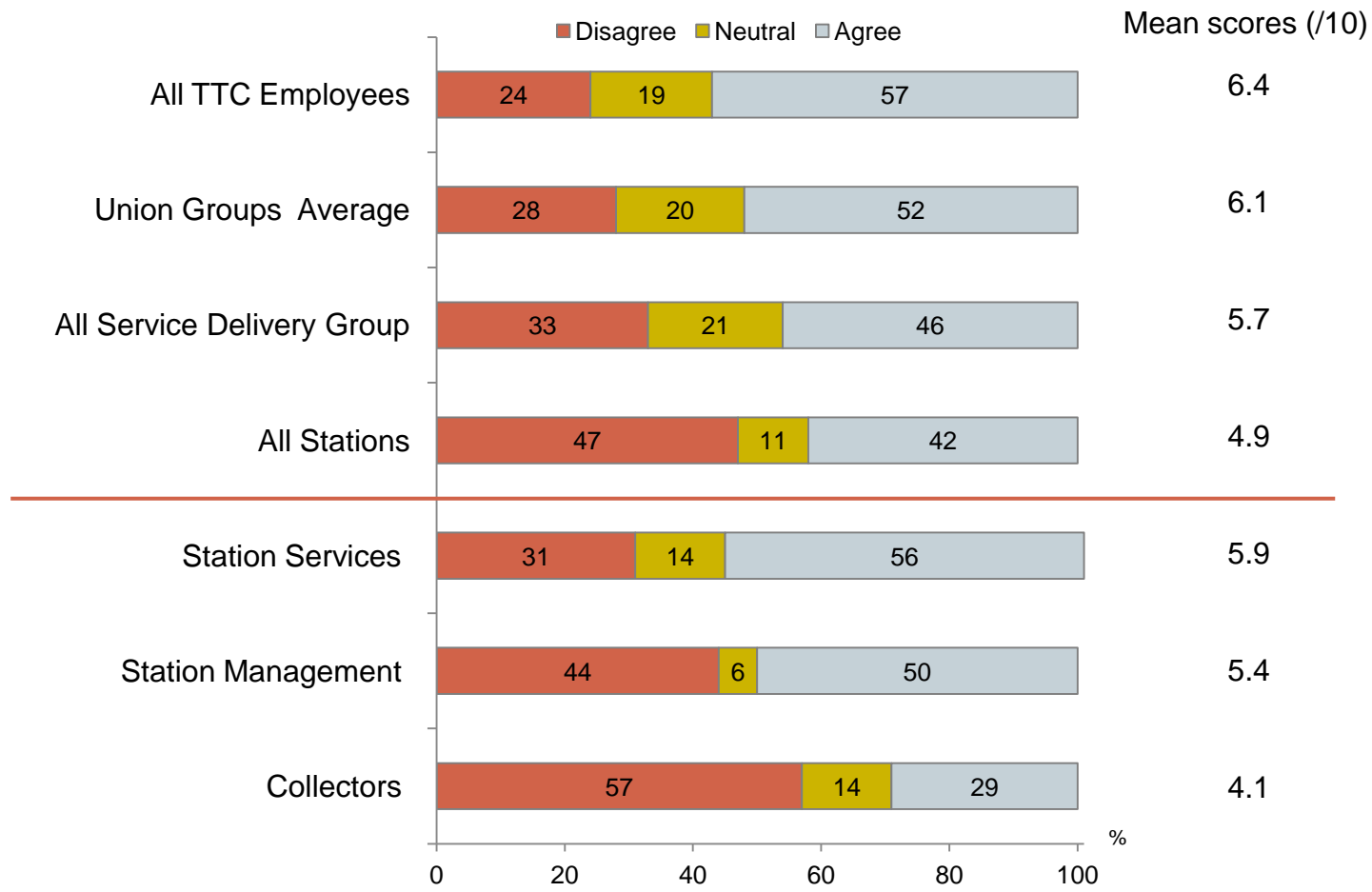
**Total**  
(n= 186)

**Mean=4.9**



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



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 due to sample size <30.

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

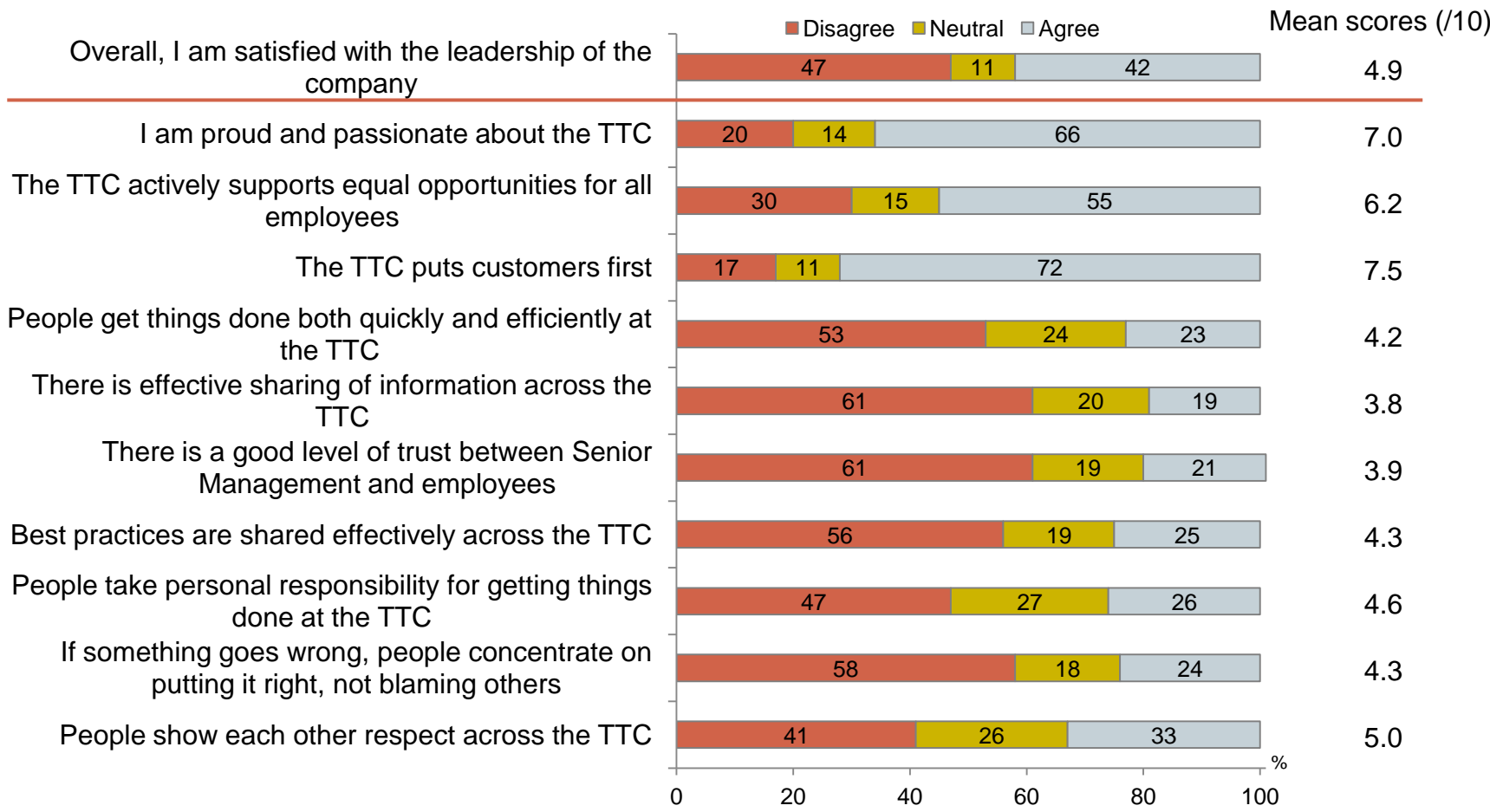
Overall, I am satisfied with the leadership of the company.

Sample sizes vary by category.

3/31/2015

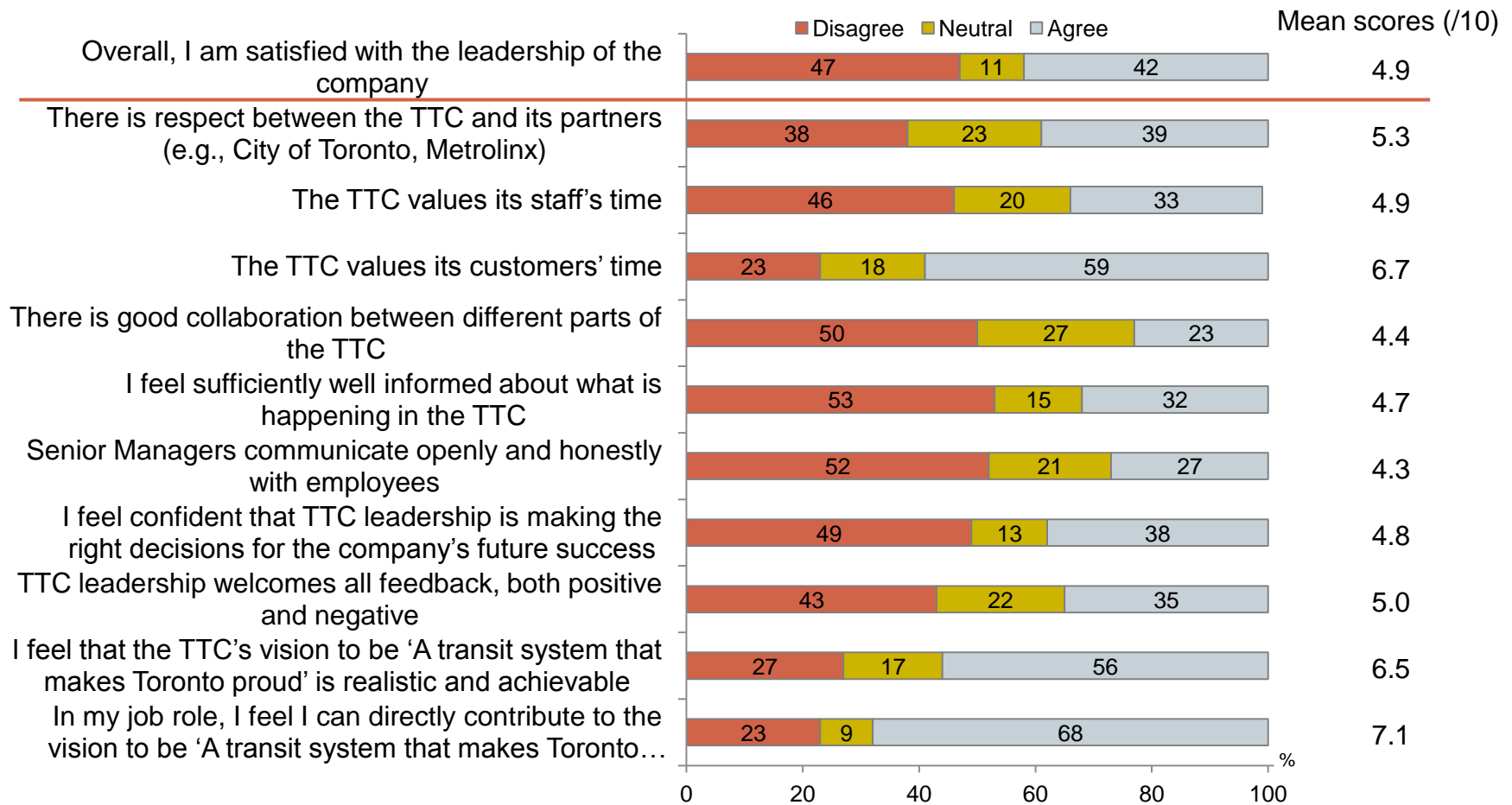
75

# YOUR COMPANY - STATIONS



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

# YOUR COMPANY - STATIONS (CONT'D)



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

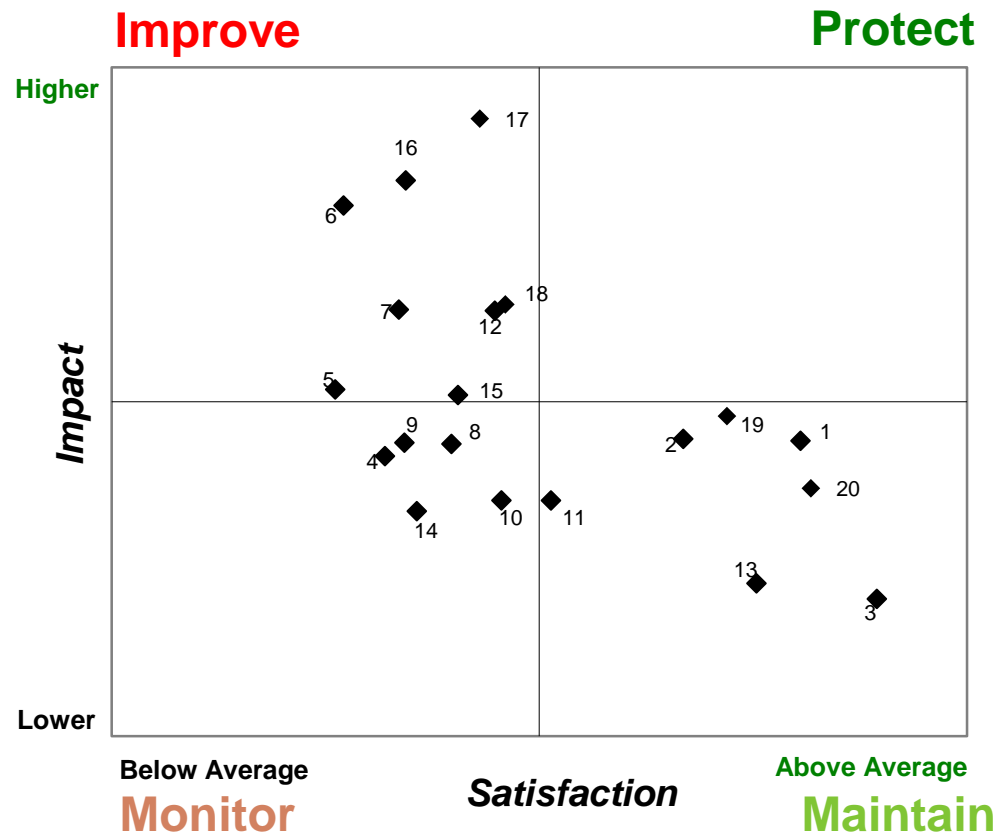
# YOUR COMPANY - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Stations	Station Services	Station Management	Collectors
Overall, I am satisfied with the leadership of the company	6.4	6.1	5.7	4.9	5.9	5.4	4.1
I am proud and passionate about the TTC	7.6	7.4	7.1	7.0	7.8	7.5	6.0
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.3	6.2	6.8	5.9	6.0
The TTC puts customers first	7.8	7.7	7.3	7.5	8.1	7.6	7.1
People get things done both quickly and efficiently at the TTC	5.1	5.0	4.7	4.2	5.5	3.9	3.7
There is effective sharing of information across the TTC	4.9	4.7	4.5	3.8	5.3	3.6	3.2
There is a good level of trust between Senior Management and employees	4.9	4.6	4.2	3.9	5.4	4.0	3.0
Best practices are shared effectively across the TTC	5.3	5.1	4.9	4.3	5.5	4.3	3.6
People take personal responsibility for getting things done at the TTC	5.6	5.3	5.0	4.6	5.7	4.8	3.8
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	4.8	4.6	4.3	5.7	4.4	3.5
People show each other respect across the TTC	6.1	5.9	5.7	5.0	5.7	4.8	4.6
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.0	5.9	5.3	6.1	5.7	4.7
The TTC values its staff's time	6.0	5.8	5.4	4.9	6.2	5.3	3.9
The TTC values its customers' time	7.1	7.0	6.5	6.7	7.6	6.8	6.1
There is good collaboration between different parts of the TTC	5.3	5.1	5.0	4.4	5.0	4.1	4.3
I feel sufficiently well informed about what is happening in the TTC	5.7	5.4	5.0	4.7	5.8	4.9	3.8
Senior Managers communicate openly and honestly with employees	5.3	5.0	4.7	4.3	5.7	4.4	3.4
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	5.7	5.4	4.8	6.0	5.2	3.8
TTC leadership welcomes all feedback, both positive and negative	6.0	5.8	5.4	5.0	6.5	5.1	4.1
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	7.2	6.8	6.5	7.4	7.3	5.3
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	7.4	7.1	8.2	7.5	6.1

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

3/31/2015

# OPPORTUNITY ANALYSIS: YOUR COMPANY - STATIONS



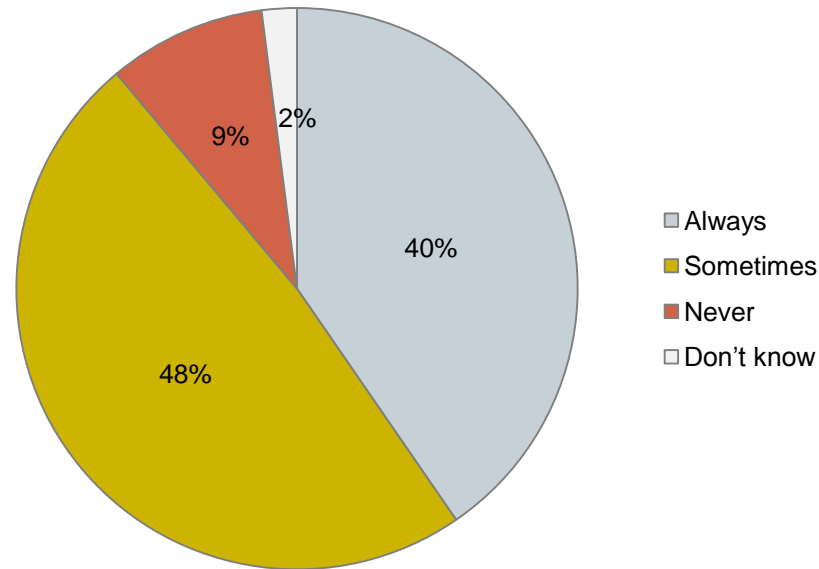
1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. There is effective sharing of information across the TTC
6. There is a good level of trust 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 3.8 to 7.5.  
 Impact values range between 18% to 73%.

# SPEAKING HIGHLY OF THE TTC

## Stations

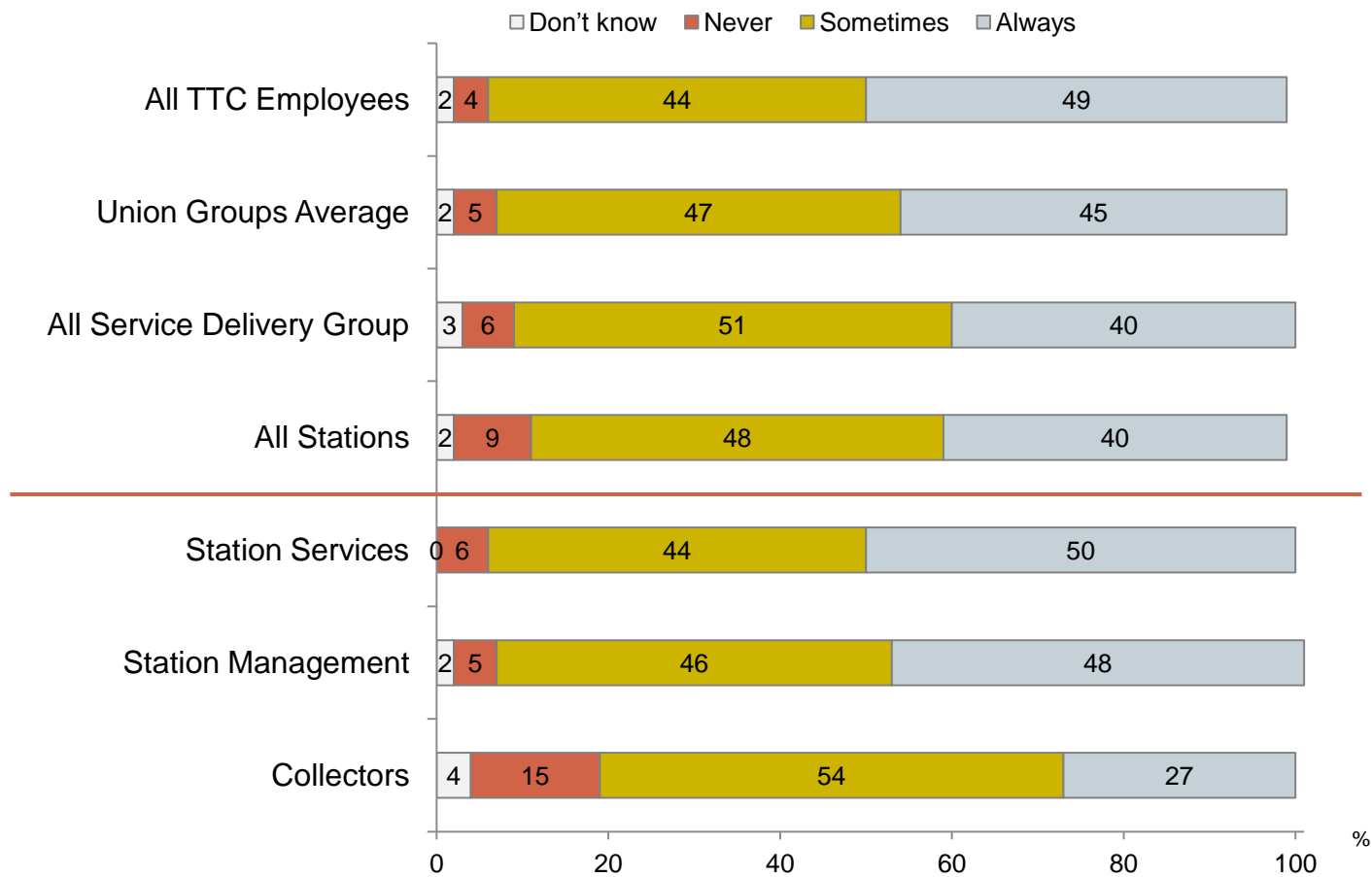
Total  
(n= 184)



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

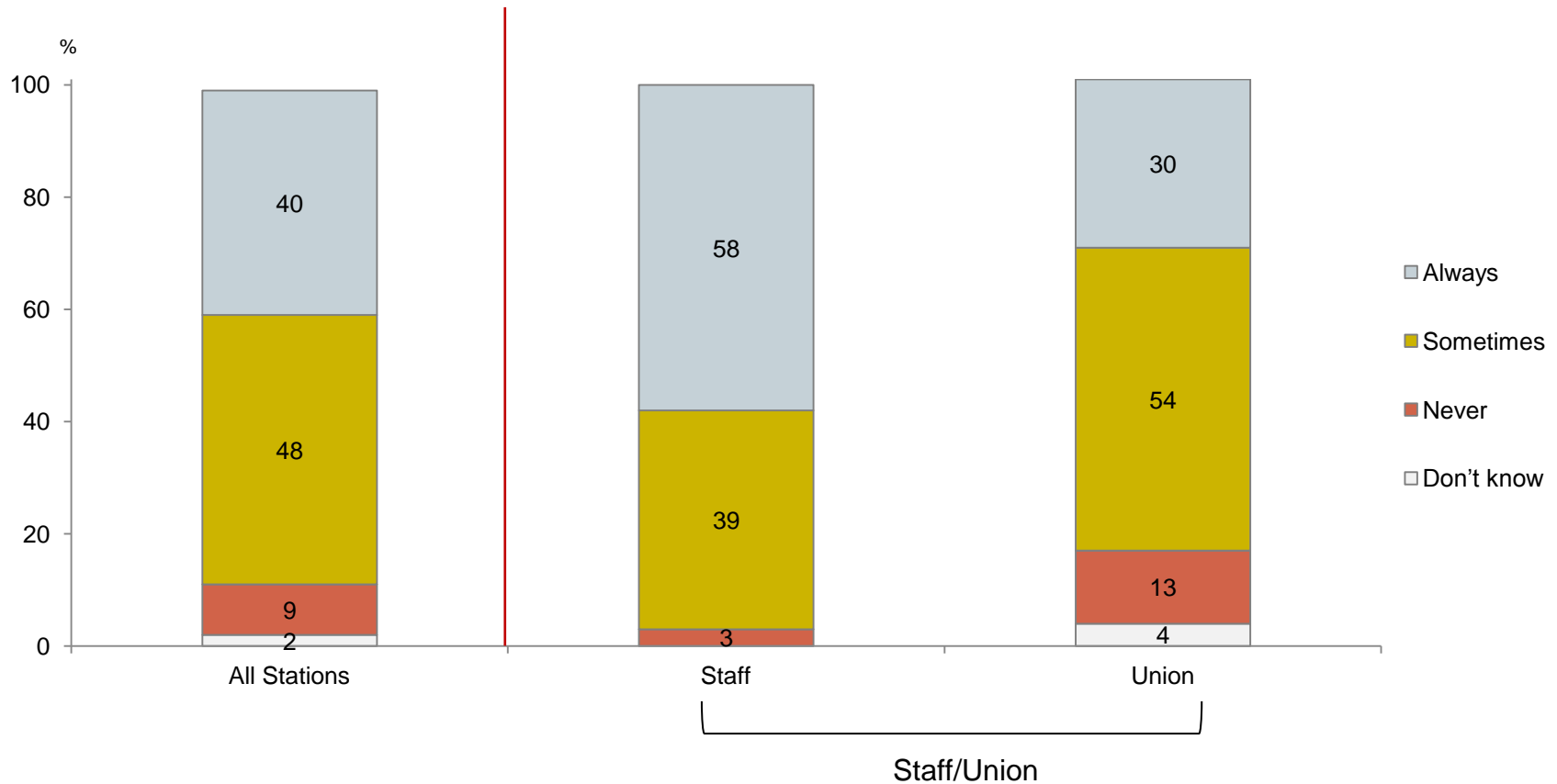


# SPEAKING HIGHLY OF THE TTC - BY COST CENTRE/GROUPING



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

# SPEAKING HIGHLY OF THE TTC - BY EMPLOYEE POSITION

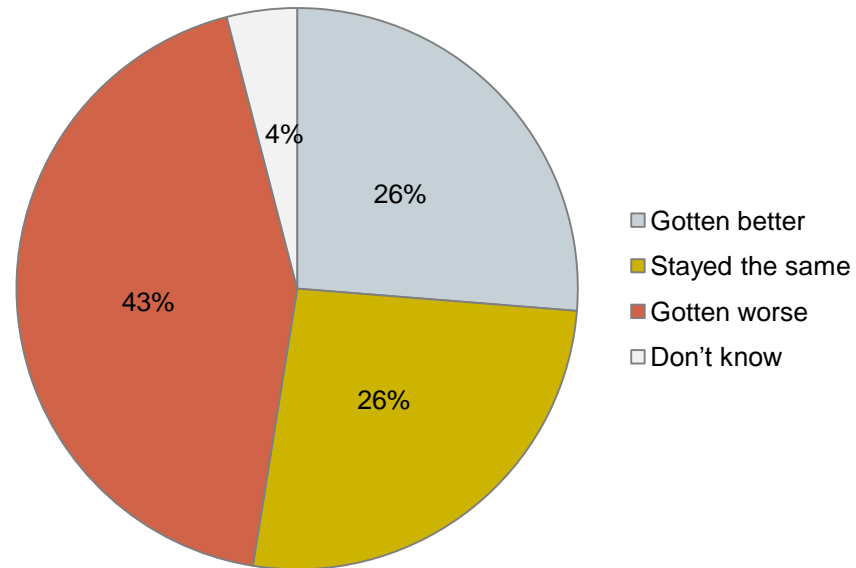


C2. I would speak highly of the TTC....: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.  
Sample sizes vary by category.

# CHANGE IN EXPERIENCE WORKING FOR THE TTC

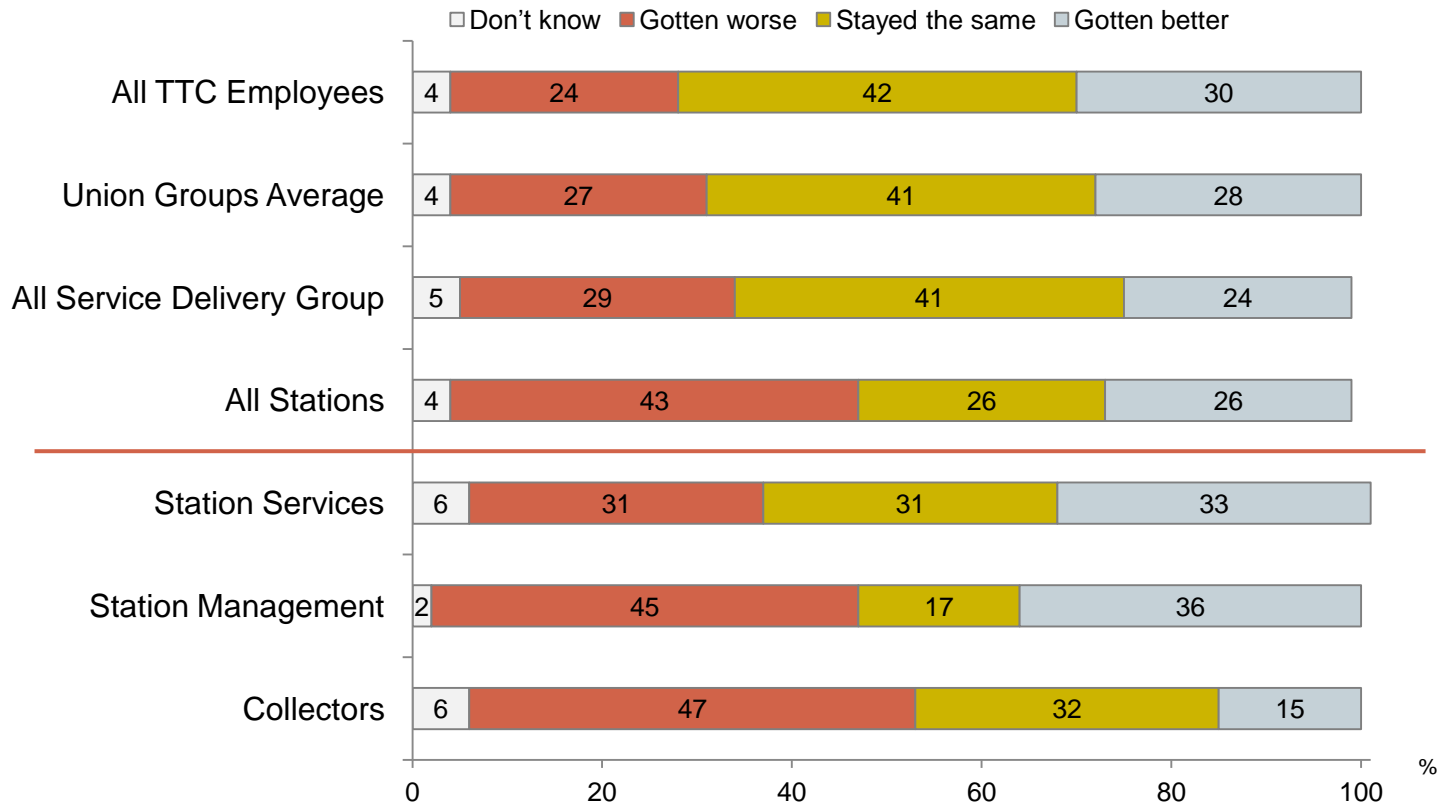
## Stations

Total  
(n= 186)



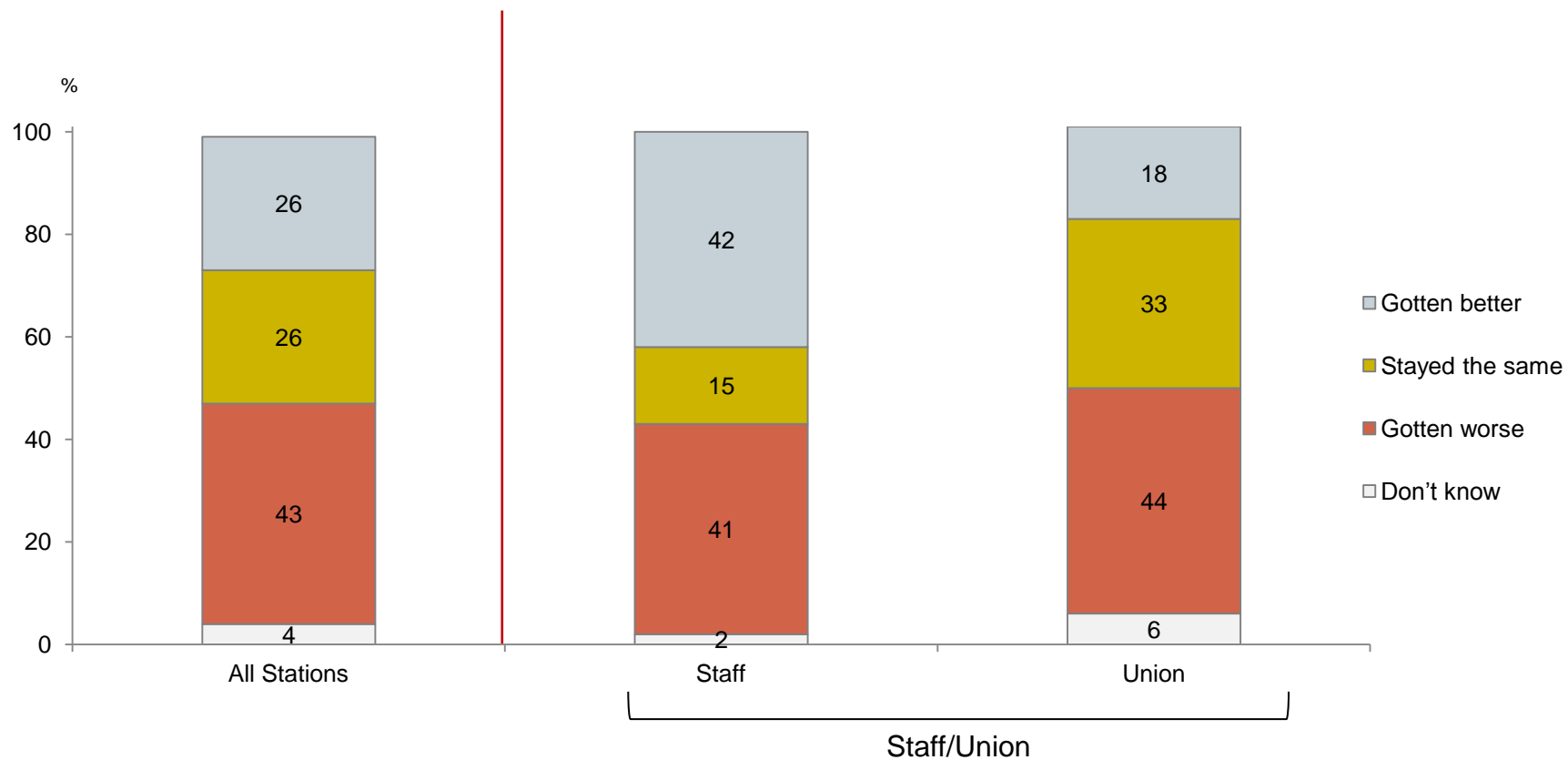
C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.

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



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

# CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY EMPLOYEE POSITION

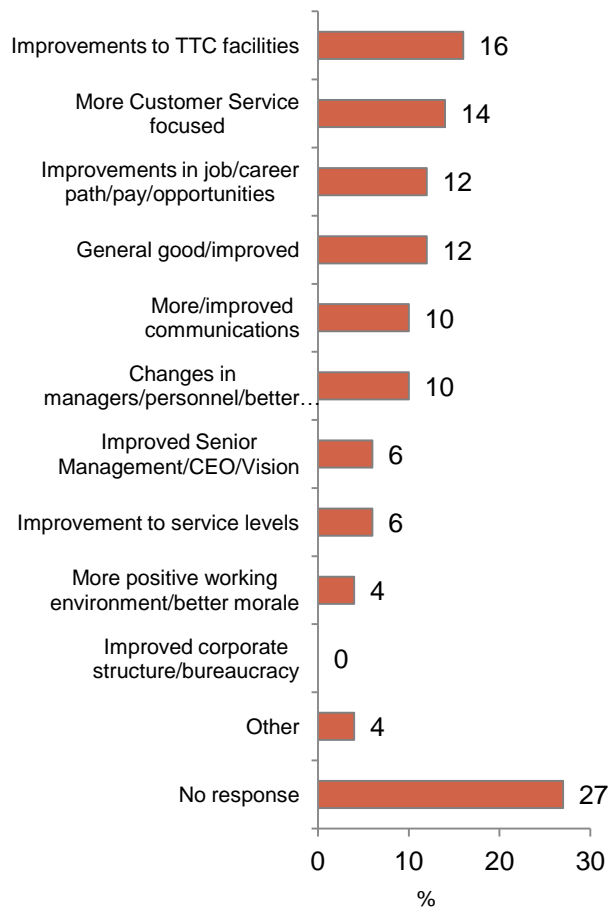


C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.  
Sample sizes vary by category.

# REASONS INDICATED FOR CHANGE IN EXPERIENCE

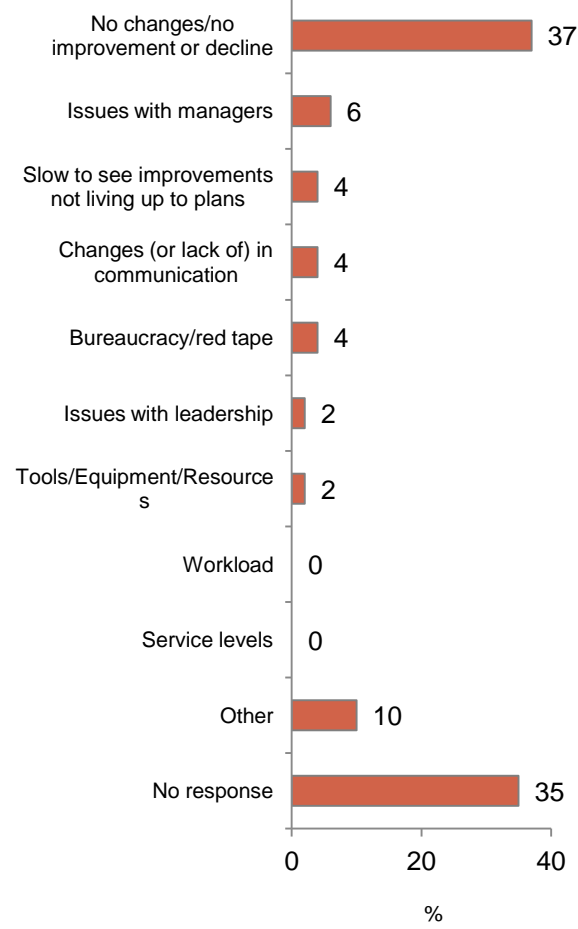
## Employees indicating TTC has Gotten better

Stations  
(n=49)



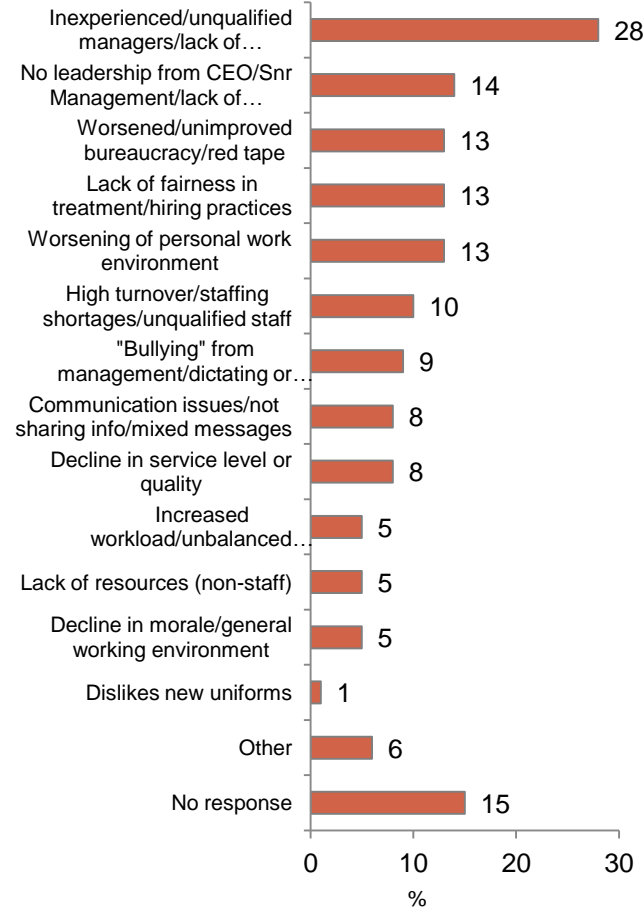
## Employees indicating TTC has Stayed the same

Stations  
(n=49)



## Employees indicating TTC has Gotten worse

Stations  
(n=80)



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

# AREA TO MAINTAIN: YOUR TEAM

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Your Team” as having a moderate impact on Employee Engagement and is an area in which Stations employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their colleagues or co-workers is highest for Station Services (overall rating of 7.5/10) and lowest for Collectors (overall rating of 6.5/10).
- Staff are more satisfied with their Team than union employees.
- Among the specific qualities of Your Team, ratings were highest for, “My team members do quality work,” followed by “Members of my team treat each other with respect”. Ratings were lowest for, “There is good morale on my team” and “All the people in my team are treated fairly”. These results were consistent across cost centre groups, with the following exceptions:
  - For Station Services, “I feel that workload is fairly distributed in my team” was the lowest rated attribute.
  - For Collectors, “I feel that my opinions count in my team” was the second lowest rated attribute.
- To maintain employee satisfaction with Your Team, Opportunity Analysis identifies the following key Areas to Protect:
  - Members of my team treat each other with respect
  - My team works well together
  - I feel supported by my fellow team members
  - My team members do quality work



# SECTION SUMMARY

## Regular Team Meetings

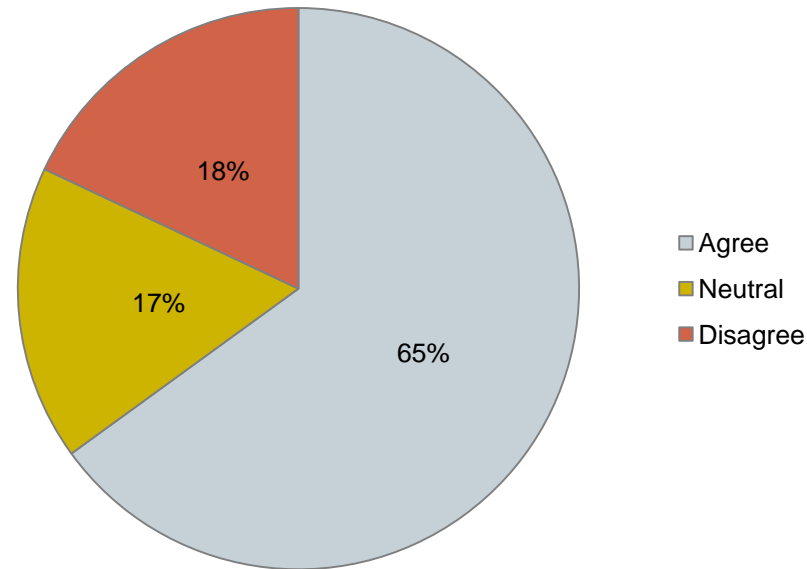
- 37% of Stations employees indicate they have regular team meetings. A further 10% indicated they “don’t know” if they have regular team meetings.
- These proportions vary greatly by group; only 3% of Collectors indicated that they attend regular team meetings, compared to 78% of Station Services.
- Nearly three times as many staff (62%) indicated they meet regularly compared to union employees (22%).
- Among employees who have regular team meetings, the majority indicated that they were held frequently enough (73%). However, the proportion of Stations employees who indicated that these meetings were useful (mean score of 6.5/10) is notably lower than that of All Service Delivery (mean score of 7.4/10).

# OVERALL RATINGS OF YOUR TEAM - STATIONS

## Stations

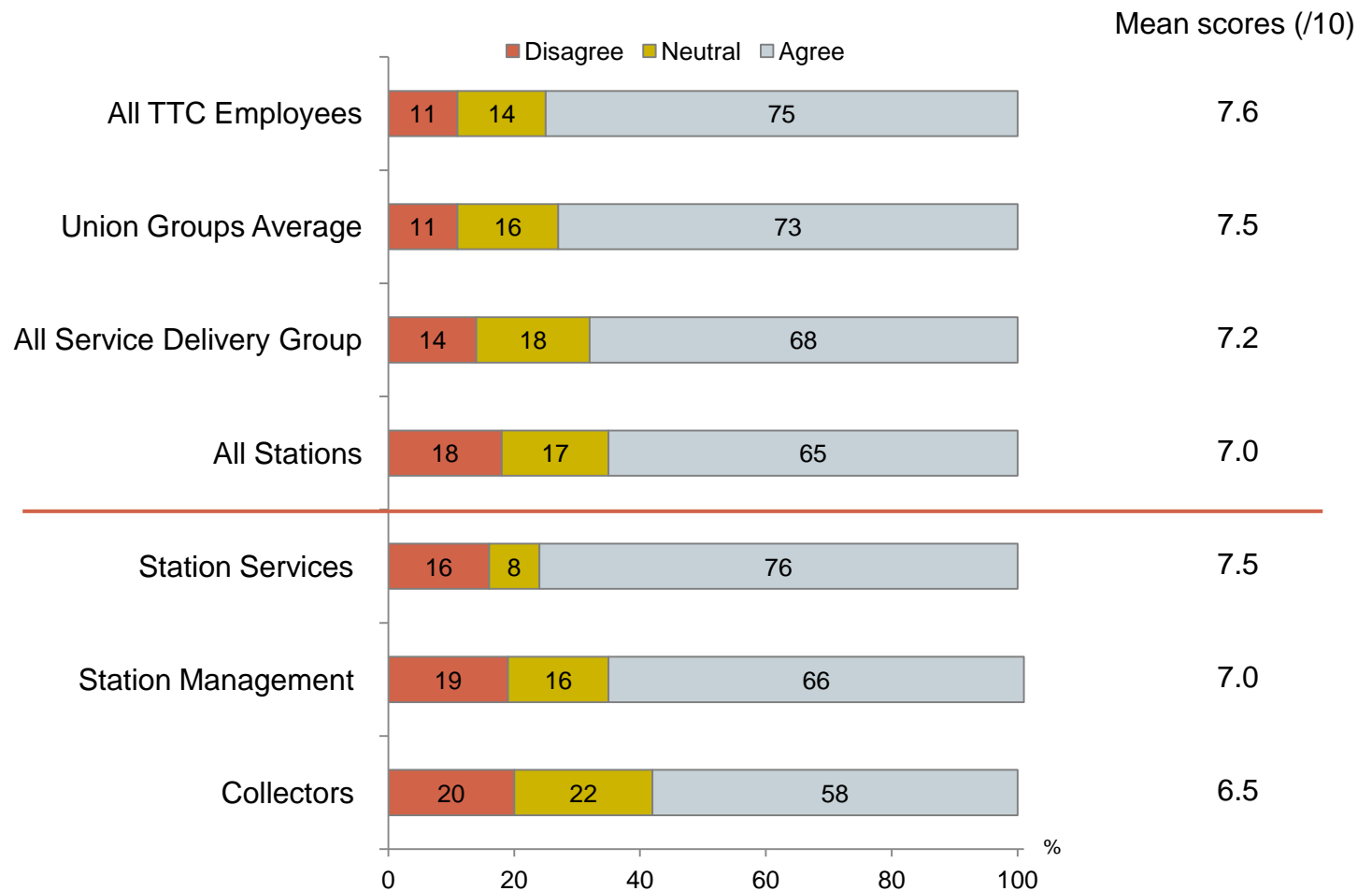
**Total**  
(n= 181)

**Mean=7.0**



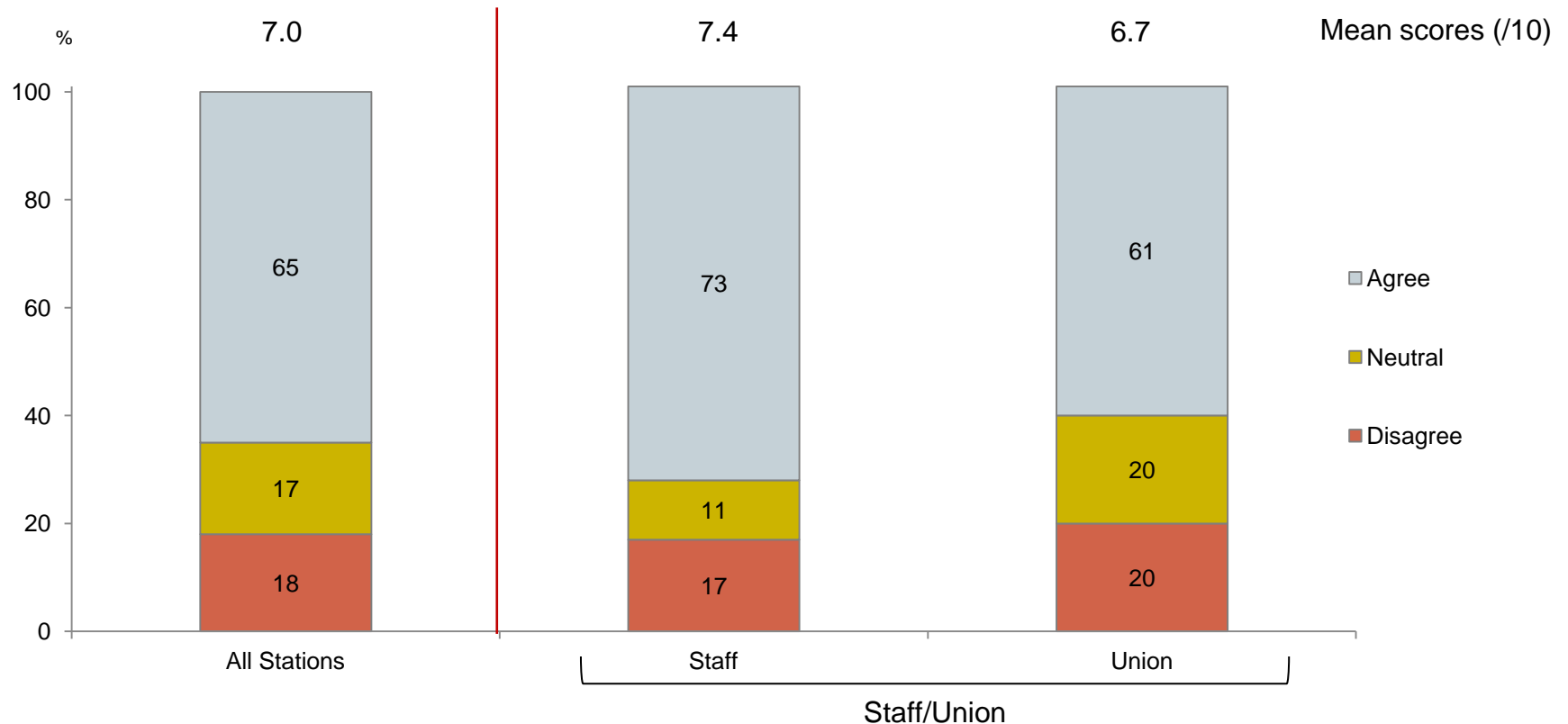
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.  
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC.

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



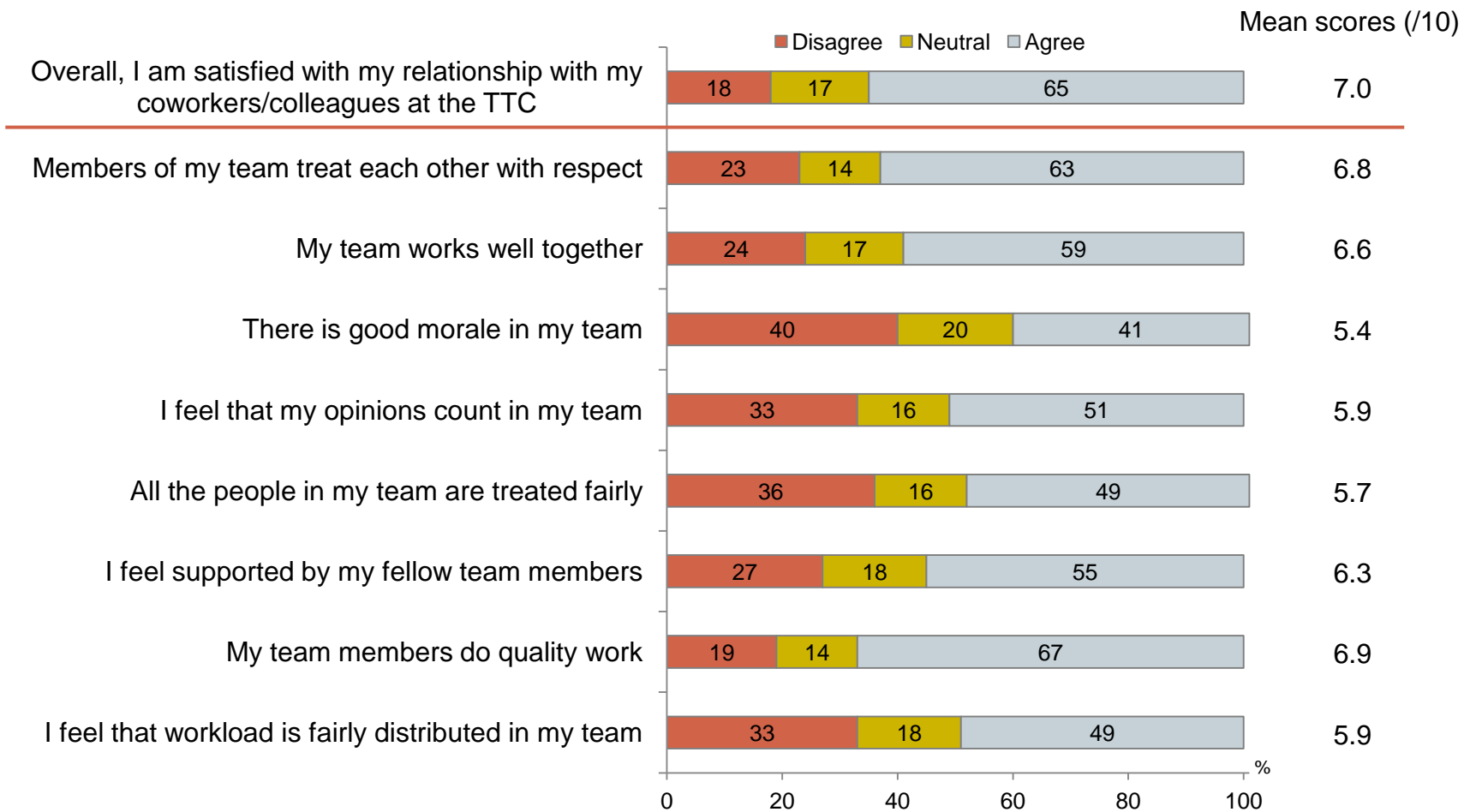
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.  
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC.  
Sample sizes vary by category.

# OVERALL RATINGS OF YOUR TEAM - BY EMPLOYEE POSITION



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

# YOUR TEAM - STATIONS



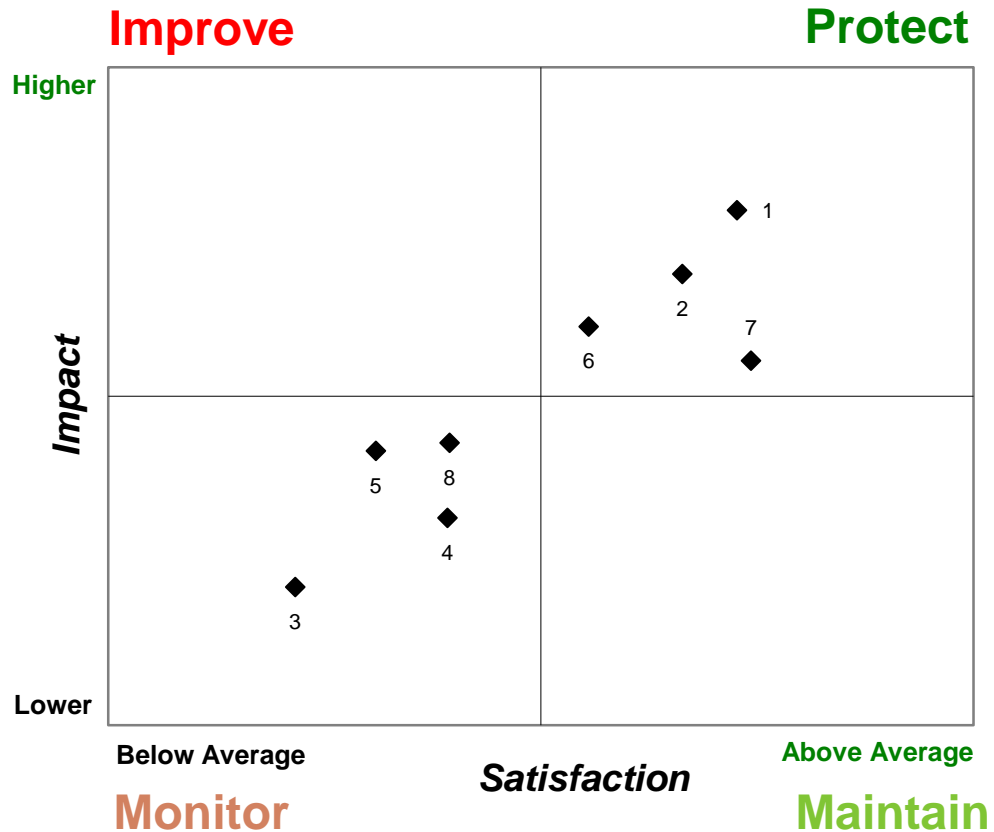
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC. Sample sizes vary by attribute.

# YOUR TEAM - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Stations	Station Services	Station Management	Collectors
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.2	7.0	7.5	7.0	6.5
Members of my team treat each other with respect	7.4	7.2	6.9	6.8	7.9	7.2	6.0
My team works well together	7.3	7.0	6.5	6.6	7.8	6.8	5.9
There is good morale in my team	6.5	6.2	5.7	5.4	7.3	5.5	4.3
I feel that my opinions count in my team	7.0	6.7	5.9	5.9	7.5	6.5	4.4
All the people in my team are treated fairly	6.7	6.5	6.0	5.7	7.0	5.7	4.9
I feel supported by my fellow team members	7.2	7.0	6.5	6.3	7.1	6.6	5.6
My team members do quality work	7.5	7.3	6.7	6.9	7.9	6.8	6.3
I feel that workload is fairly distributed in my team	6.5	6.3	5.9	5.9	6.8	5.9	5.4

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

# OPPORTUNITY ANALYSIS: YOUR TEAM - STATIONS



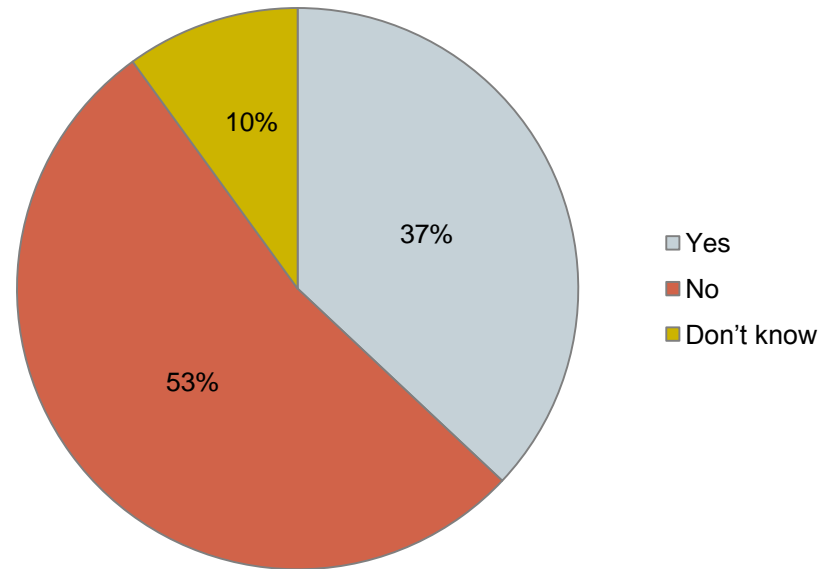
1. Members of my team treat each other with respect
2. My team works well together
3. There is good morale in my team
4. I feel that my opinions count in my team
5. All the people in my team are treated fairly
6. I feel supported by my fellow team members
7. My team members do quality work
8. I feel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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 5.4 to 6.9.  
 Impact values range between 38% to 63%.

# REGULAR TEAM MEETINGS

## Stations

Total  
(n= 177)



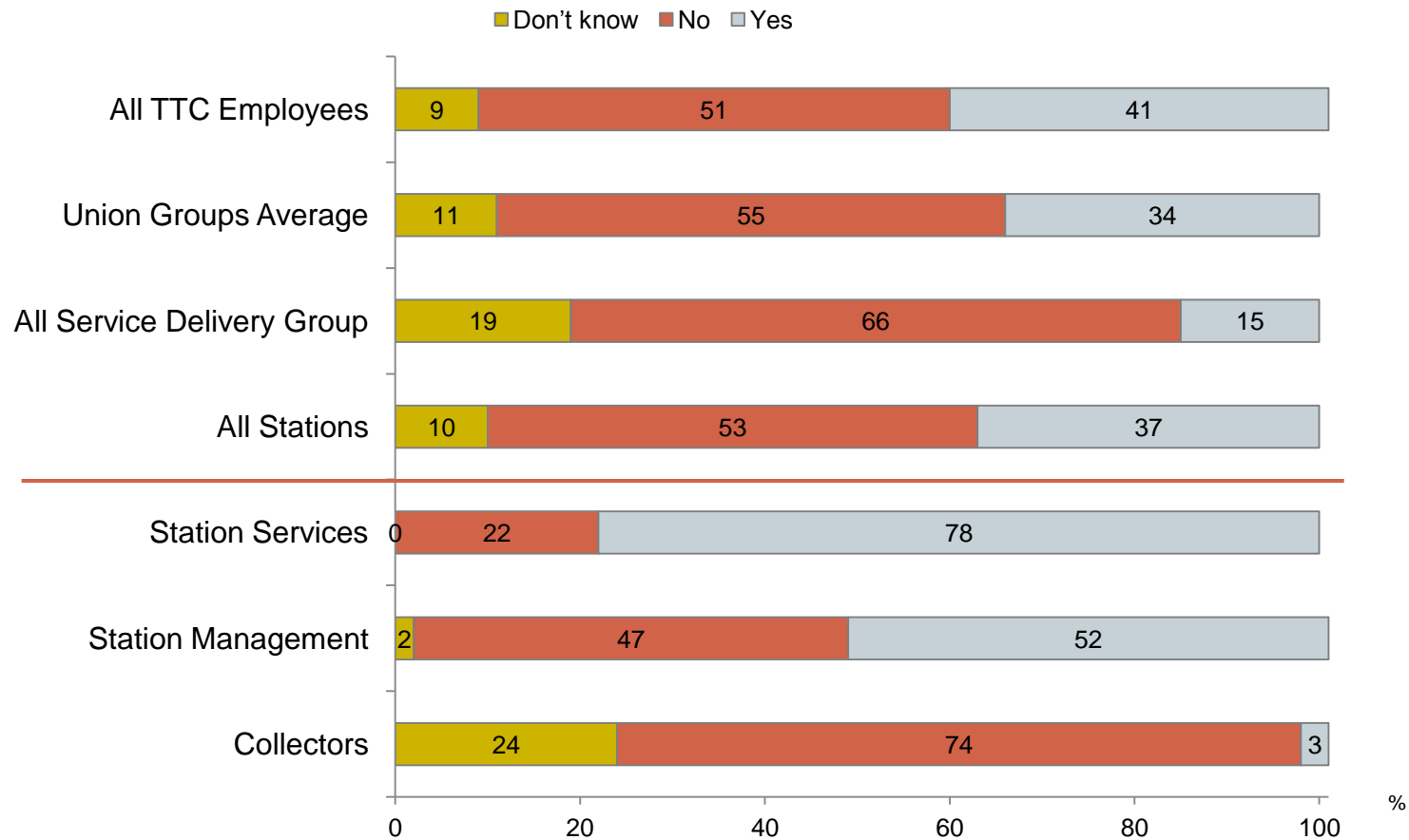
E2. Does your team hold regular team meetings?

3/31/2015

96

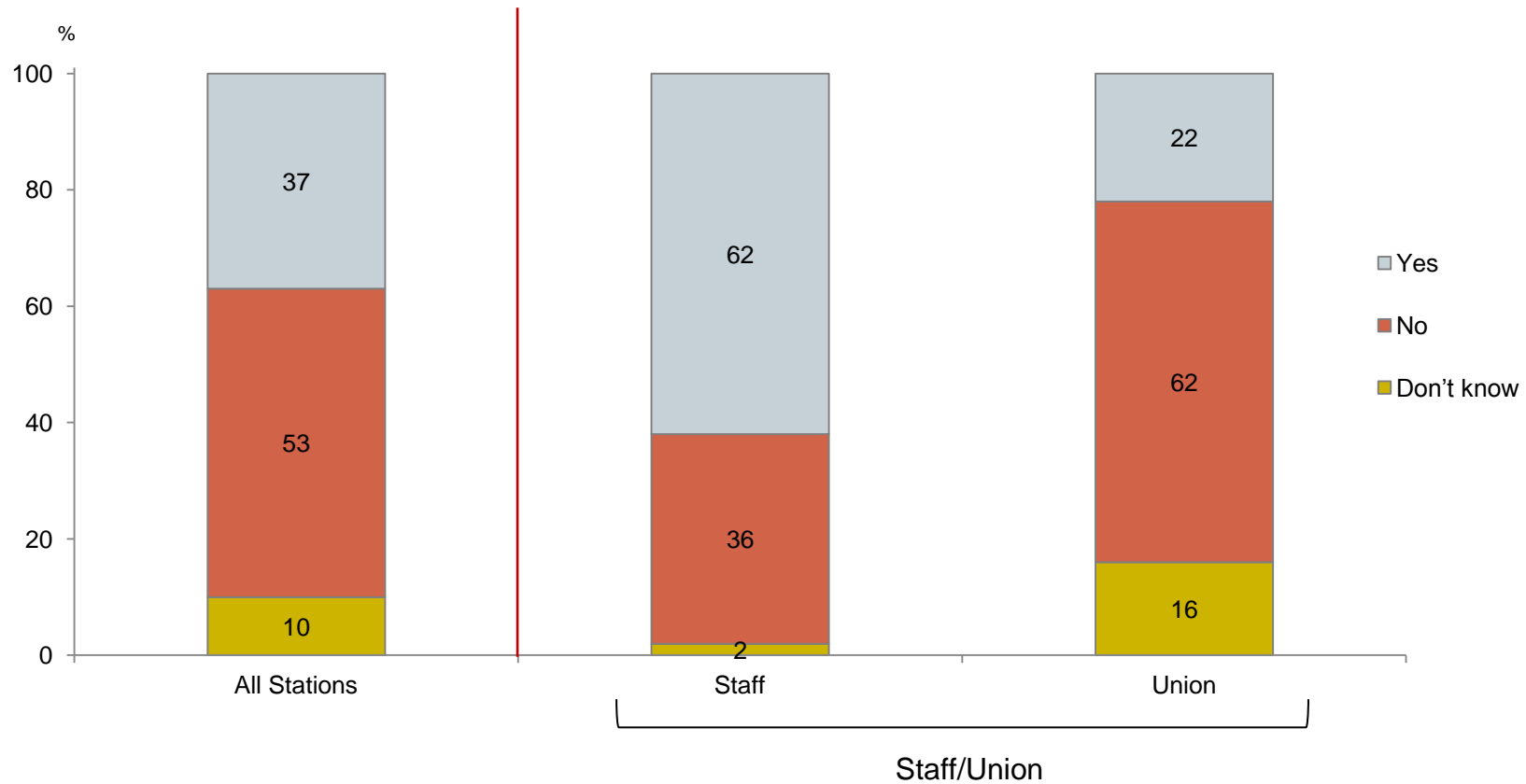


# REGULAR TEAM MEETINGS - BY COST CENTRE/GROUPING



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

# REGULAR TEAM MEETINGS - BY EMPLOYEE POSITION



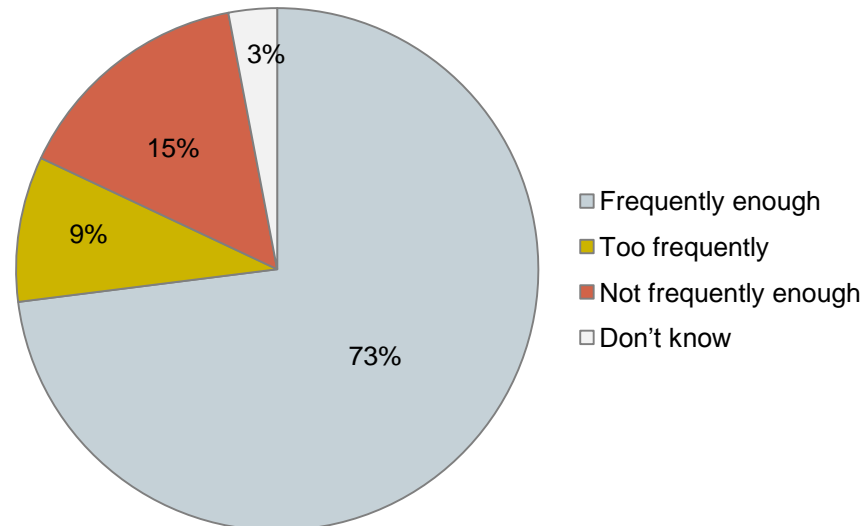
E2. Does your team hold regular team meetings?  
Sample sizes vary by category.

# SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

## Stations

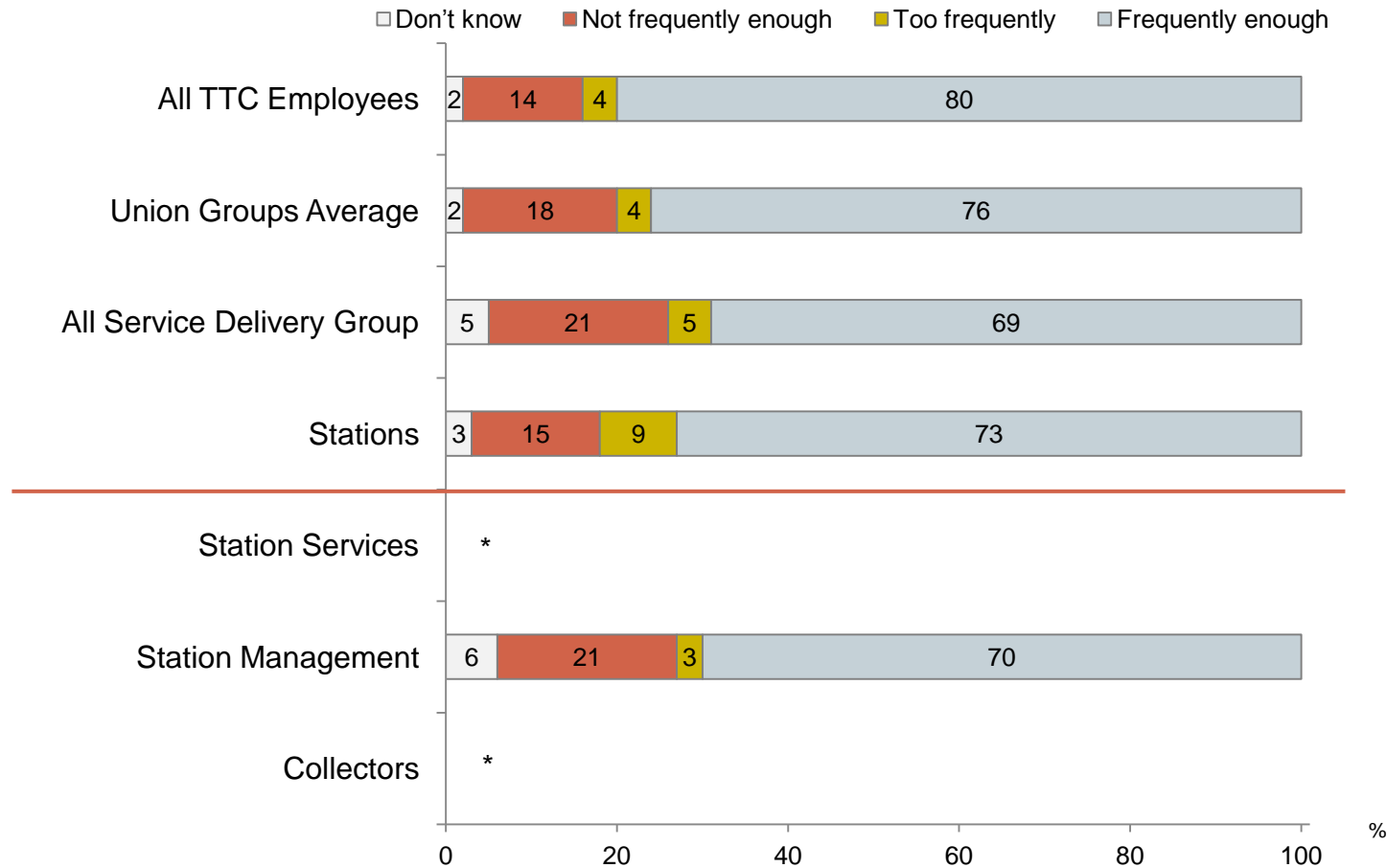
Total  
(n=66)



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

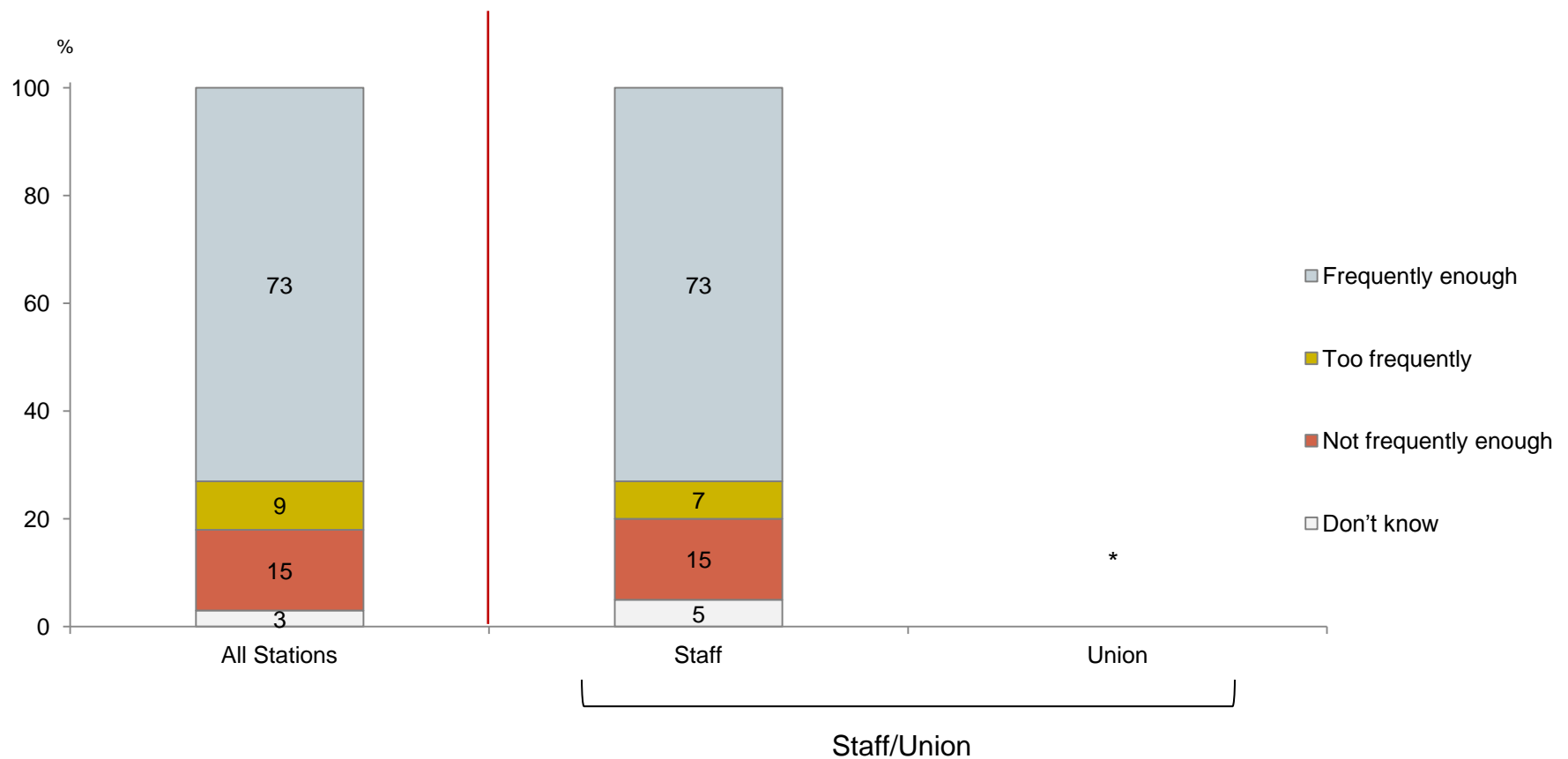


\* Percentages suppressed due to sample size <30.

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

# SUFFICIENT AMOUNT OF TEAM MEETINGS - BY EMPLOYEE POSITION

Among employees who have regular team meetings



\* Percentages suppressed due to 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



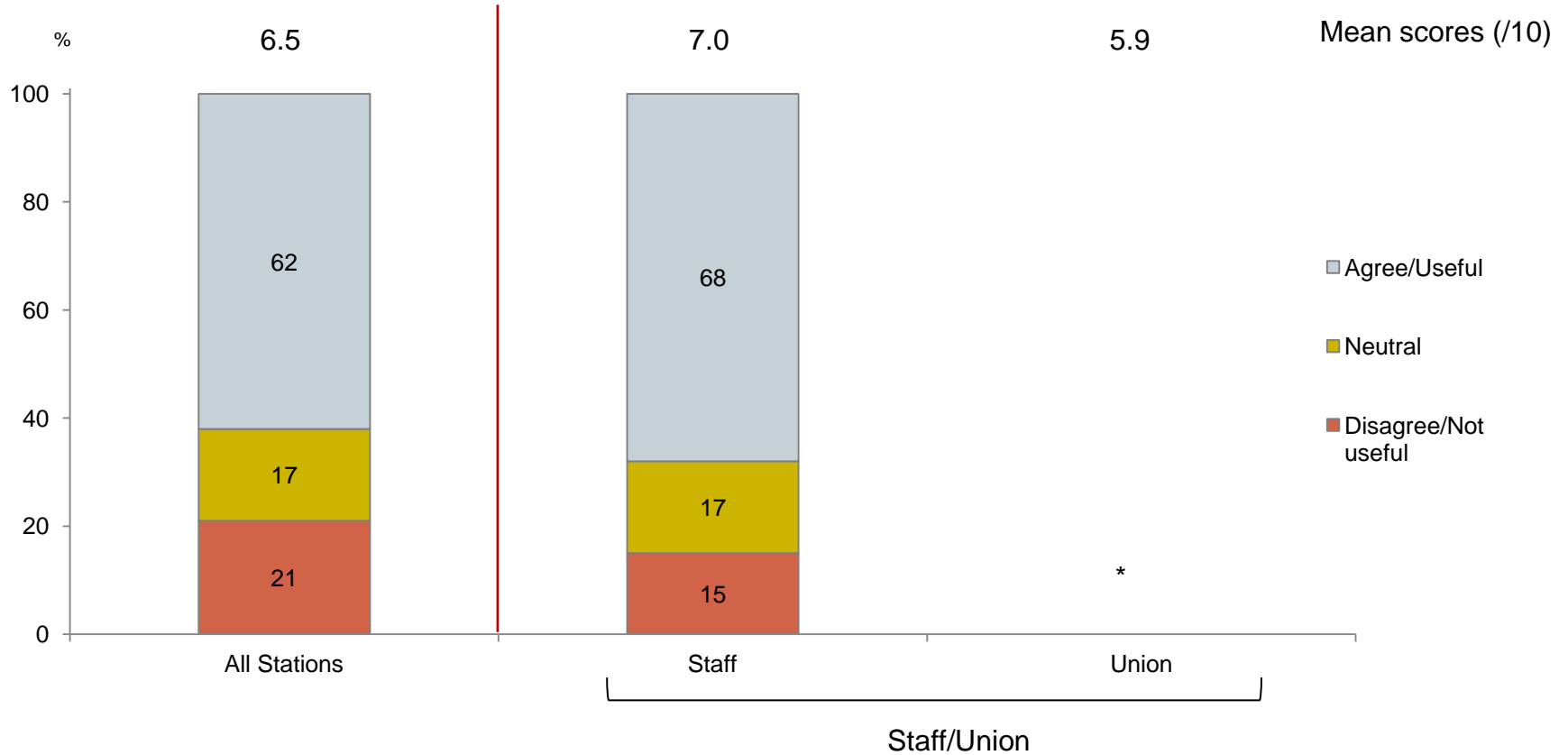
\* Percentages suppressed due to sample size <30.

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

# AREA TO MONITOR: PERFORMANCE AND REWARD

Produced by Malatest on  
behalf of TTC





# SECTION SUMMARY

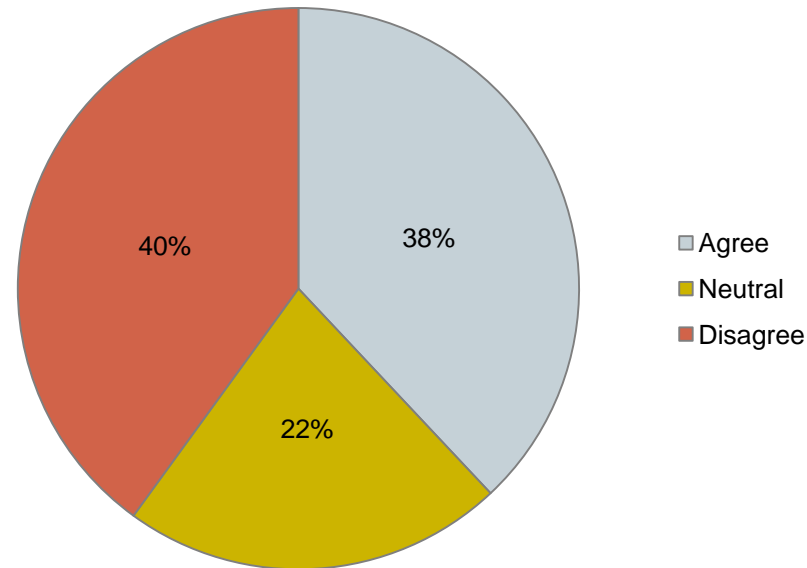
- Although “Performance and Reward” is not the most influential aspect of the employee experience, Opportunity Analysis still identifies it as having a moderate impact on Employee Engagement and as an area in which Stations employees are relatively less satisfied. In other words, it is an Area to Monitor.
- Similar to other aspects of the employee experience, employees in the Station Services cost centre group gave the highest overall satisfaction rating for Performance and Reward, while Collectors gave the lowest rating.
- Staff are considerably more satisfied with recognition and reward than union employees.
- Among the specific aspects of Performance and Reward, ratings were highest for, “The I am satisfied with my pay and benefits, given the job I do”. Ratings were lowest for “I am recognized for excellent performance”. These results were variable across cost centre groups, particularly with respect to the attribute receiving the lowest satisfaction rating (“At the TTC, the recognition and / or rewards are meaningful” for Station Services, “Poor performance is not tolerated” for Station Management, and additionally “I am satisfied with the recognition I receive from my manager” for Collectors).
- To improve employee satisfaction with Performance and Reward, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - At the TTC, the recognition and / or rewards are meaningful
  - I am recognized for excellent performance
  - I am satisfied with the recognition I receive from my manager
- In addition, “I have the opportunity to progress within the company” was identified as an Area to Protect.

# OVERALL RATINGS OF PERFORMANCE AND REWARD - STATIONS

## Stations

Total  
(n=185)

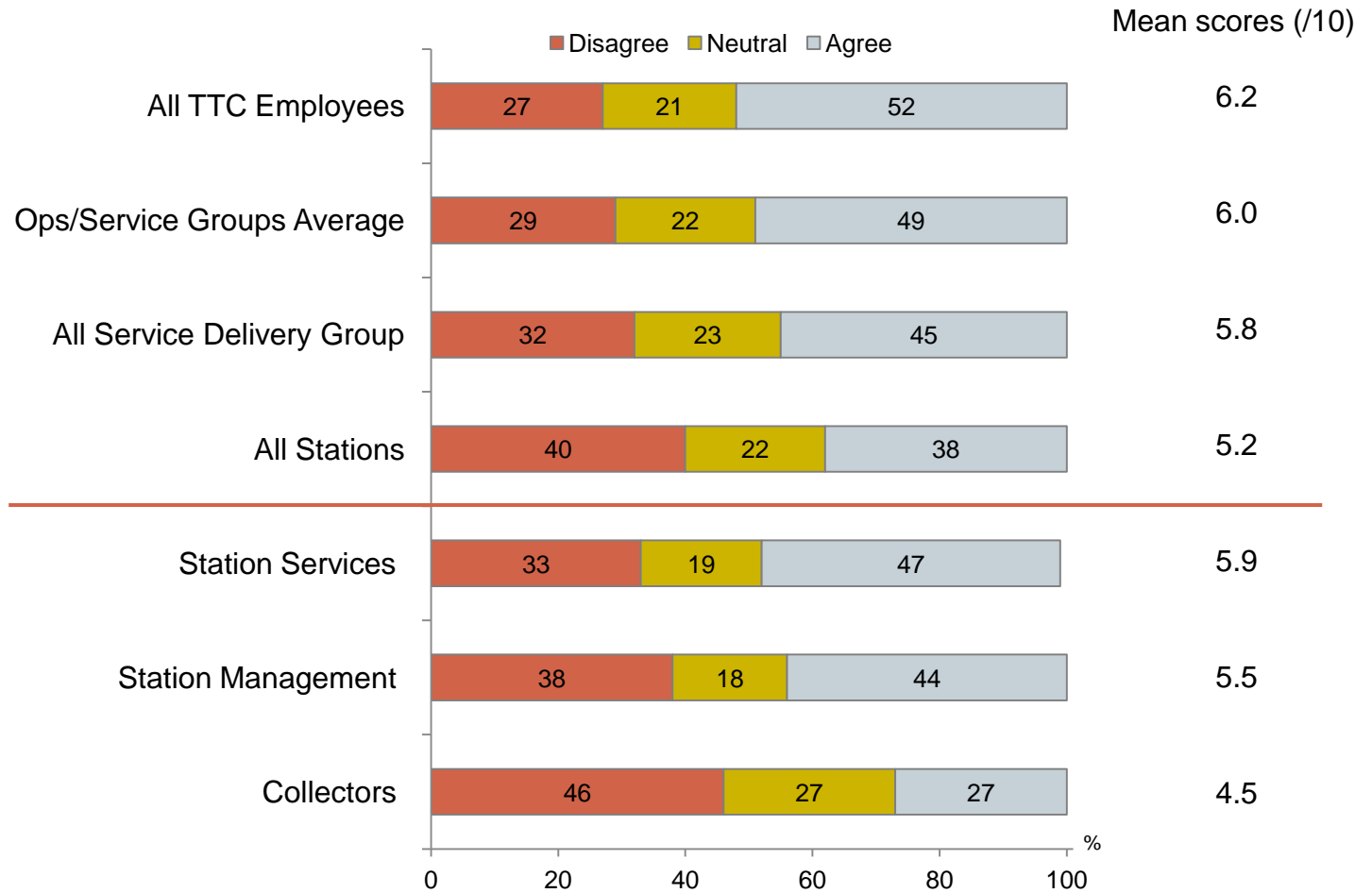
Mean=5.2



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

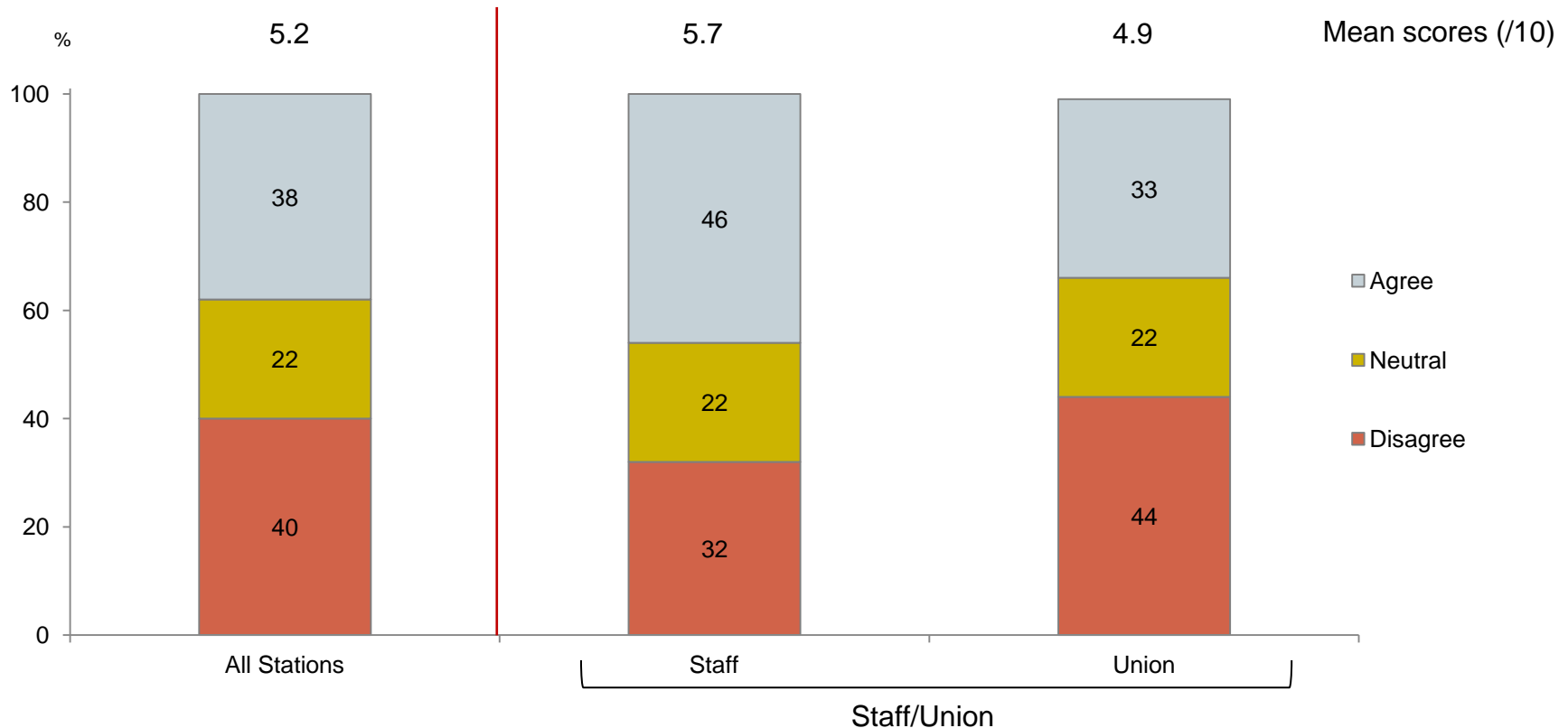


I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.

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

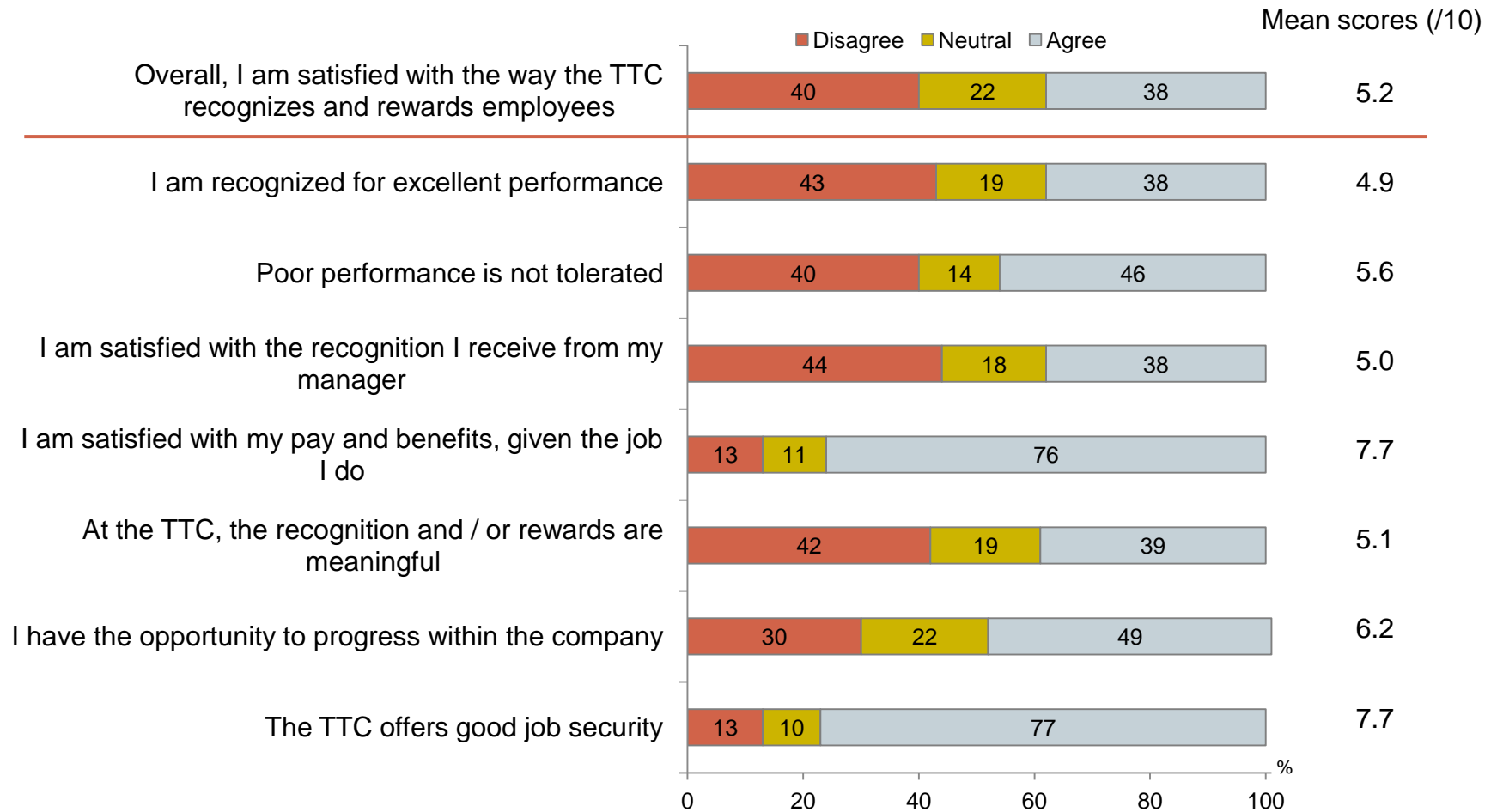
Sample sizes vary by category.

# OVERALL RATINGS OF PERFORMANCE AND REWARD - BY EMPLOYEE POSITION



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

# PERFORMANCE AND REWARD - STATIONS



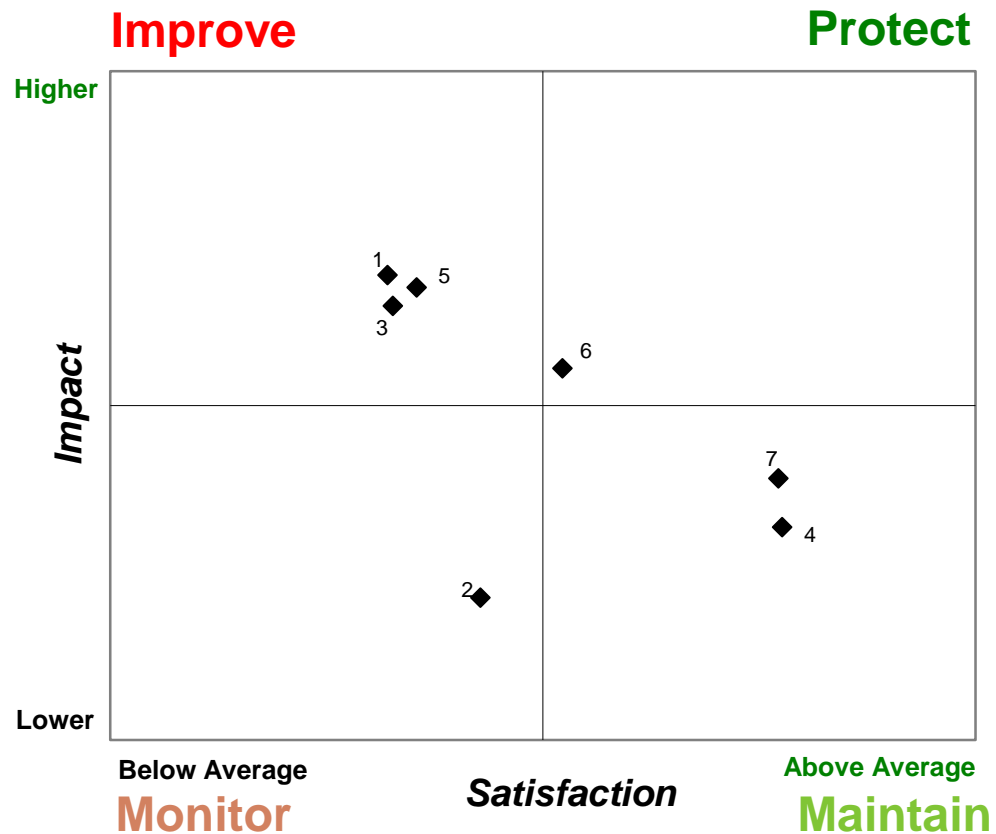
I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.  
Sample sizes vary by attribute.

# PERFORMANCE AND REWARD - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Stations	Station Services	Station Management	Collectors
Overall, I am satisfied with the way the TTC recognizes and rewards employees.	6.2	6.0	5.8	5.2	5.9	5.5	4.5
I am recognized for excellent performance	5.9	5.6	5.2	4.9	6.6	4.8	4.1
Poor performance is not tolerated	5.9	5.8	6.1	5.6	7.6	4.6	5.4
I am satisfied with the recognition I receive from my manager	6.0	5.8	5.2	5.0	6.4	5.1	4.1
I am satisfied with my pay and benefits, given the job I do	7.7	7.8	7.8	7.7	8.2	8.5	7.1
At the TTC, the recognition and / or rewards are meaningful	5.9	5.8	5.5	5.1	6.0	5.2	4.6
I have the opportunity to progress within the company	6.9	6.9	7.0	6.2	7.2	6.2	5.6
The TTC offers good job security	8.3	8.3	8.2	7.7	7.6	8.5	7.1

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 - STATIONS



- 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 4.9 to 7.7.  
 Impact values range between 55% to 61%.

# AREA TO MONITOR: TRAINING AND DEVELOPMENT

Produced by Malatest on  
behalf of TTC





# SECTION SUMMARY

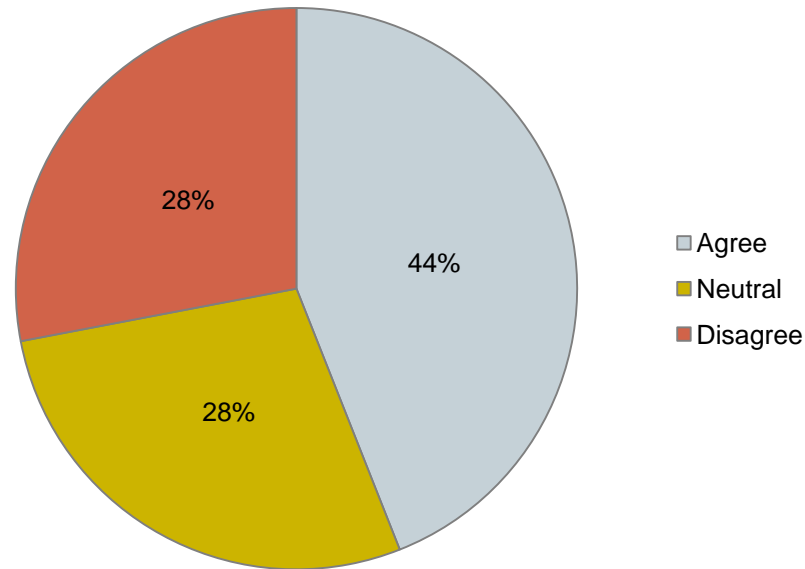
- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Training and Development” as having a moderate impact on Employee Engagement and as an area in which Stations employees are relatively less satisfied, making this an Area to Monitor.
- Overall employee satisfaction with their training and development is highest for Station Services and lowest for Station Management.
- Little difference in overall satisfaction with training and development was seen between staff and union employees.
- Among the specific aspects of Training and Development, ratings were highest for, “My on-boarding/induction experience was positive”. 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 across all cost centre groups.
- To improve employee satisfaction with Training and Development, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - I am satisfied with the support I receive on my personal development
  - I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor
- In addition to these improvements, the following areas are key Areas to Protect:
  - I am satisfied with the career development opportunities available to me
  - The TTC provides ongoing training opportunities so I can develop my skills

# OVERALL RATINGS OF TRAINING AND DEVELOPMENT - STATIONS

## Stations

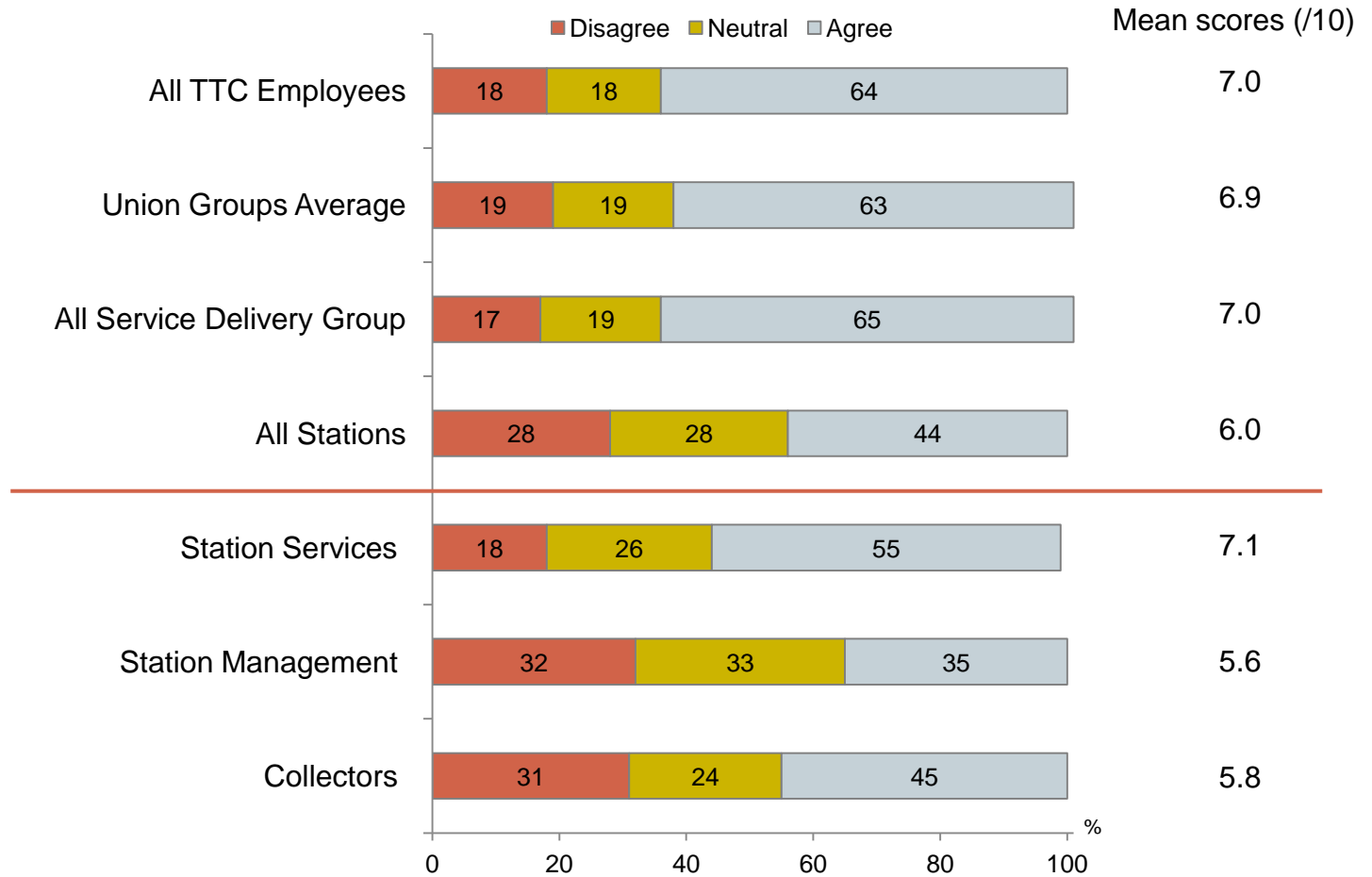
Total  
(n=187)

Mean=6.0



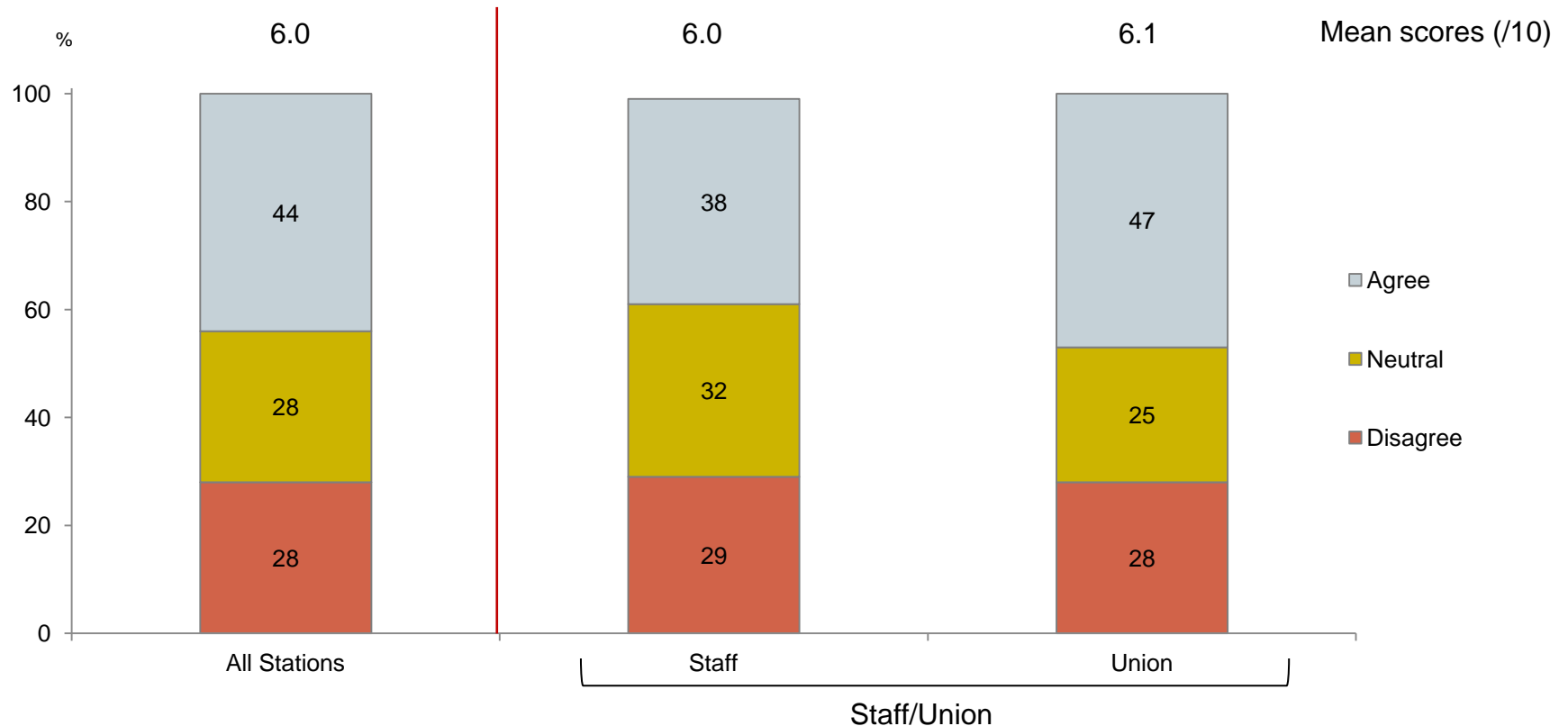
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.  
Overall, I am satisfied with my training and development at the TTC.

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



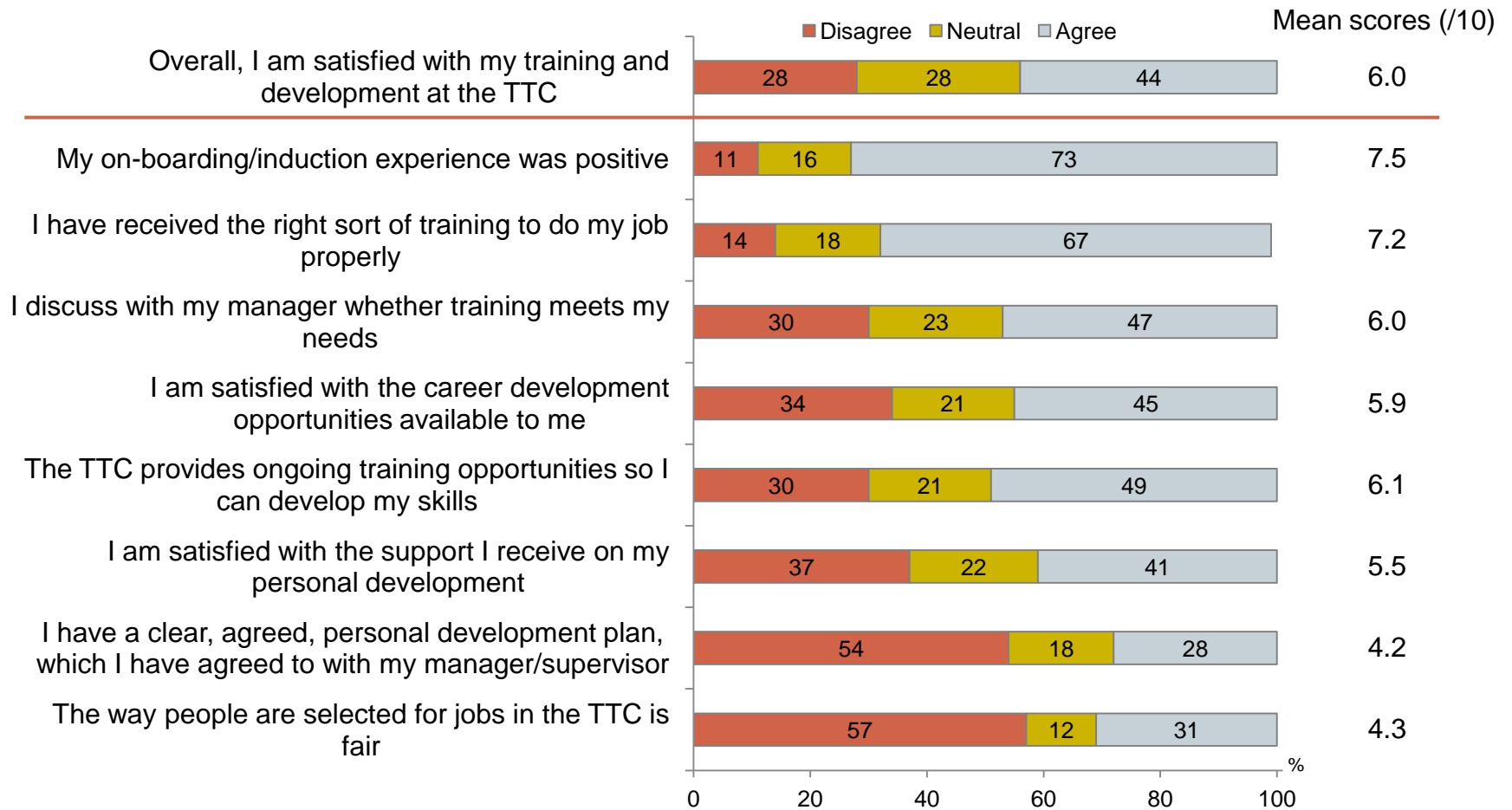
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.  
Overall, I am satisfied with my training and development at the TTC.  
Sample sizes vary by category.

# OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY EMPLOYEE POSITION



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

# TRAINING AND DEVELOPMENT - STATIONS



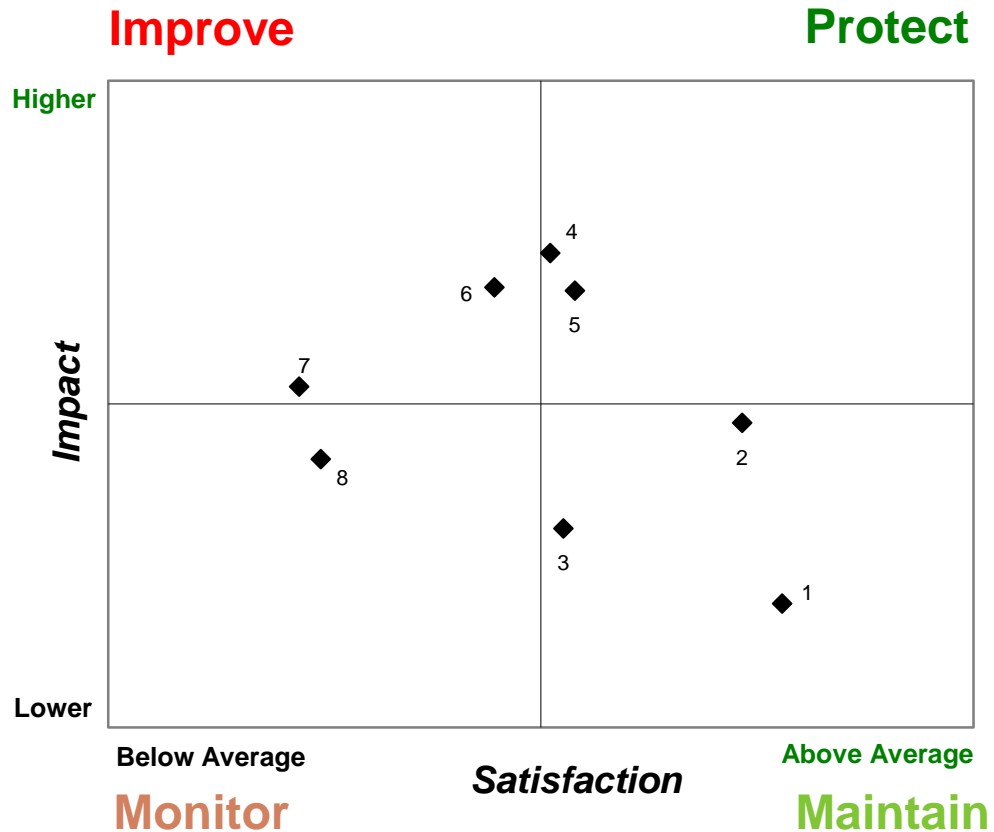
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.  
Sample sizes vary by attribute.

# TRAINING AND DEVELOPMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Stations	Station Services	Station Management	Collectors
Overall, I am satisfied with my training and development at the TTC	7.0	6.9	7.0	6.0	7.1	5.6	5.8
My on-boarding/induction experience was positive	7.9	7.9	8.0	7.5	7.9	7.4	7.4
I have received the right sort of training to do my job properly	7.6	7.6	7.9	7.2	7.8	6.8	7.2
I discuss with my manager whether training meets my needs	6.7	6.4	6.1	6.0	7.6	6.0	5.2
I am satisfied with the career development opportunities available to me	6.9	6.9	6.9	5.9	6.8	5.7	5.6
The TTC provides ongoing training opportunities so I can develop my skills	7.0	6.8	6.5	6.1	7.1	6.2	5.4
I am satisfied with the support I receive on my personal development	6.5	6.2	6.0	5.5	7.0	5.7	4.6
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	5.2	4.9	4.2	5.6	4.0	3.5
The way people are selected for jobs in the TTC is fair	5.6	5.5	5.9	4.3	4.9	4.1	4.2

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

# OPPORTUNITY ANALYSIS: TRAINING AND DEVELOPMENT - STATIONS



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 4.2 to 7.5.  
 Impact values range between 26% to 58%.

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 Stations employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their safety at work is highest for Station Services, followed by Station Management, and lowest for Collectors.
- Overall, staff employees feel substantially safer at work than union employees (difference in mean satisfaction score of 2.3/10).
- Among the specific aspects of Safety, ratings were highest for, “I feel comfortable discussing safety issues at work”. Ratings were lowest for “The protection of workers from occupational exposure to hazards is a high priority with management” and “The TTC’s management is willing to invest money and effort to improve the level of safety.” These results showed slight variations by cost centre group:
  - For Station Services, the lowest satisfaction rating was given to “People in my team report all injuries no matter how minor”.
  - For Station Management, “My manager/supervisor emphasizes safe practices while at work” received a lower rating than willingness to invest money and effort.
  - For Collectors, “People in my team report all injuries no matter how minor” was also among the lowest satisfaction ratings.

# SECTION SUMMARY

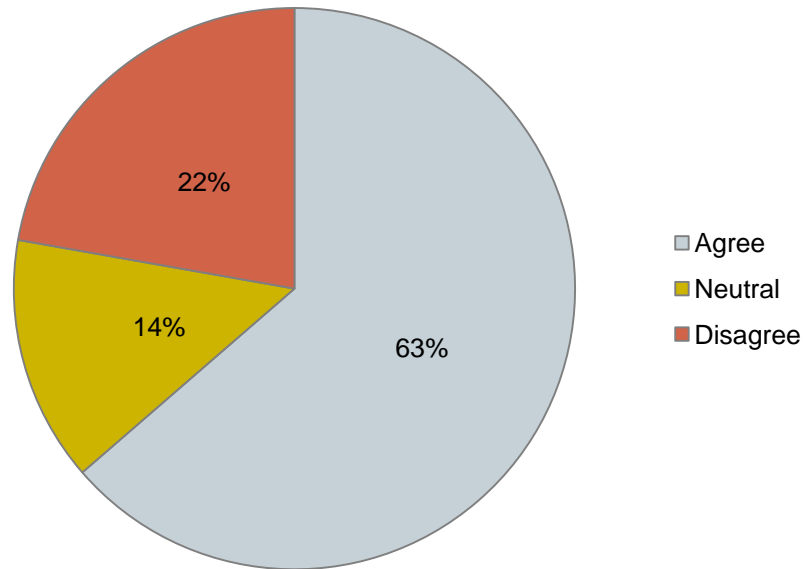
- To further improve employee satisfaction with Safety, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - The protection of workers from occupational exposure to hazards is a high priority with management
  - My manager/supervisor acts quickly to address safety issues
  - The TTC's management is willing to invest money and effort to improve the level of safety
- In addition, "My manager/supervisor is well informed about safety issues" was identified as key Area to Protect.

# OVERALL RATINGS OF SAFETY - STATIONS

## Stations

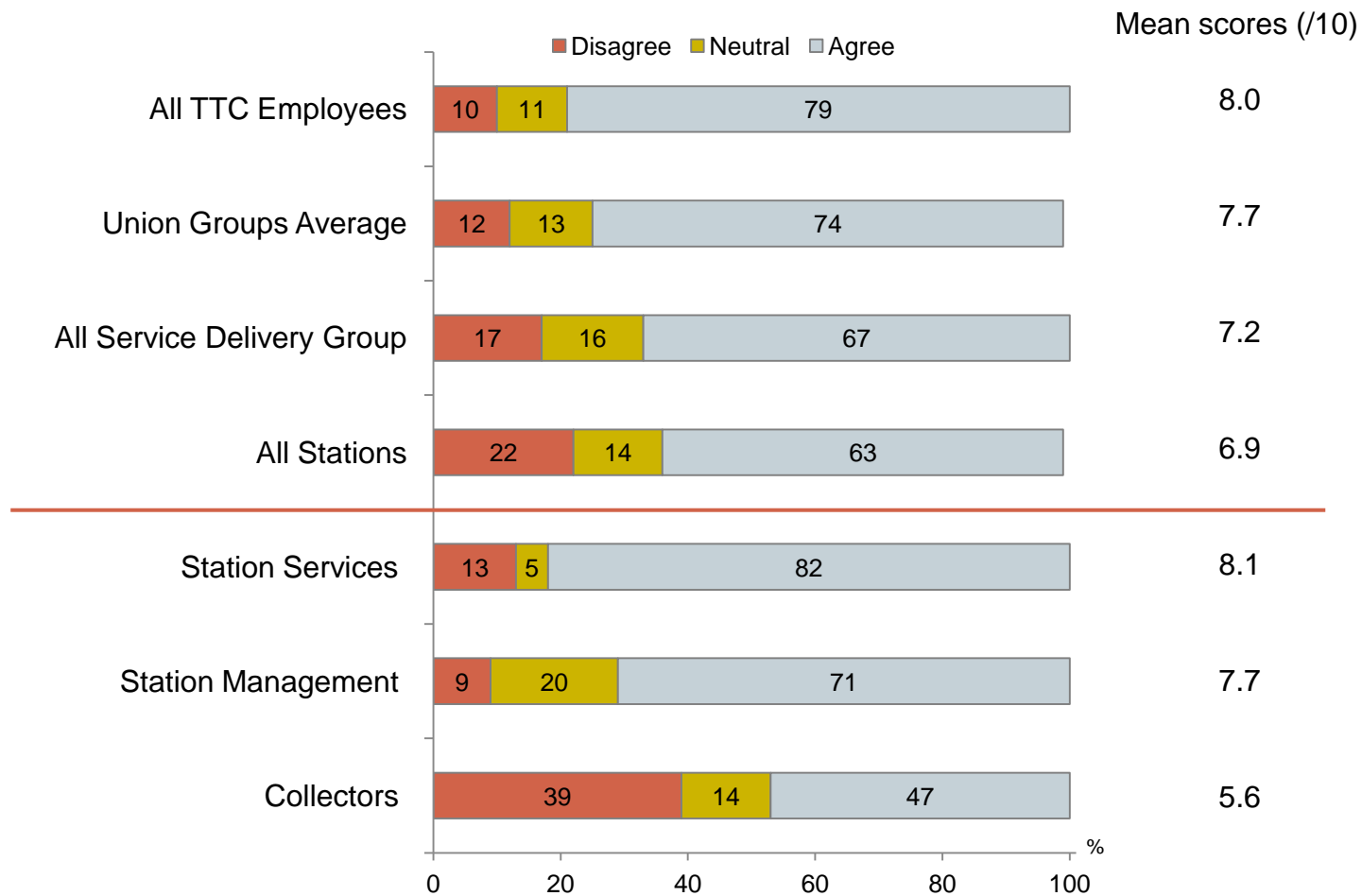
Total  
(n=188)

Mean=6.9



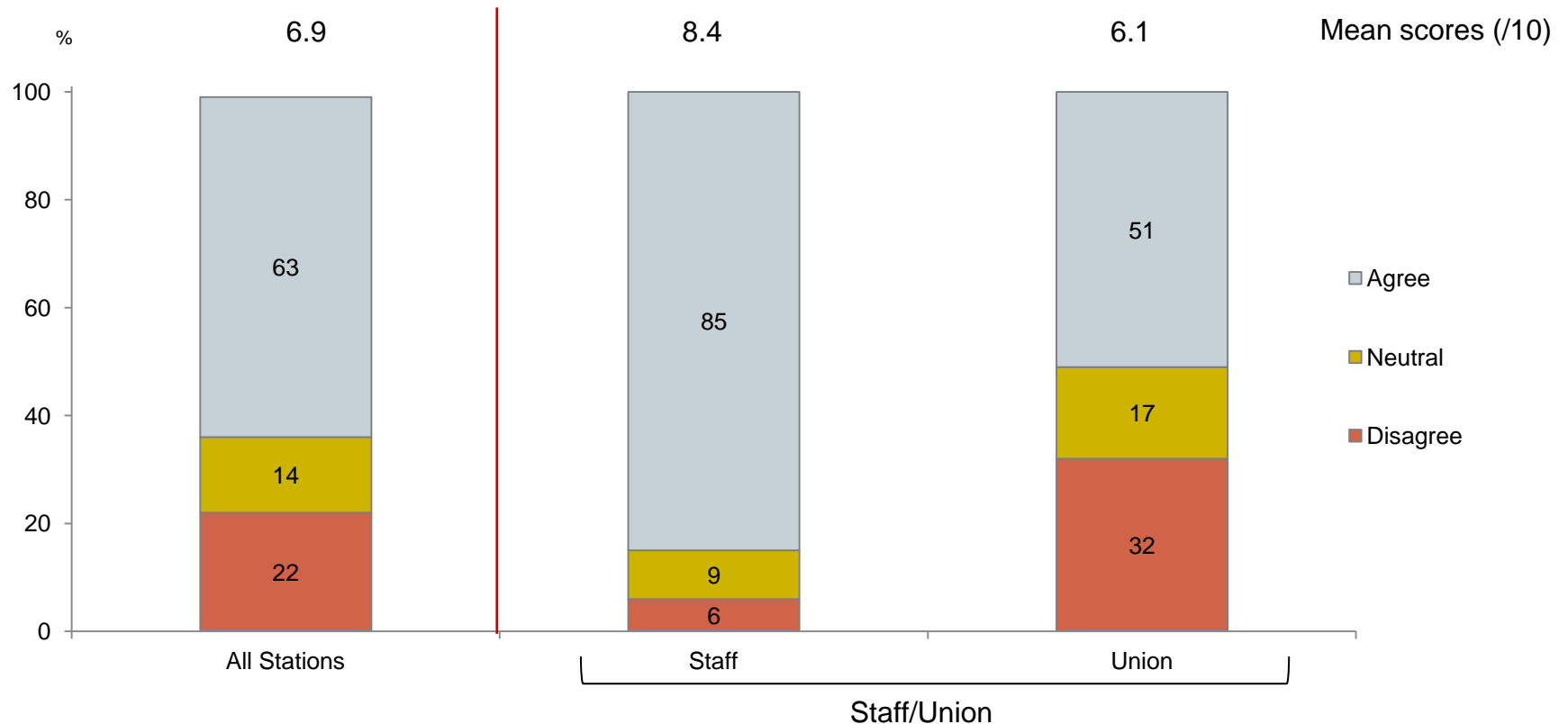
G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety.  
Overall, I feel safe when I am at work.

# OVERALL RATINGS OF SAFETY - BY COST CENTRE/GROUPING



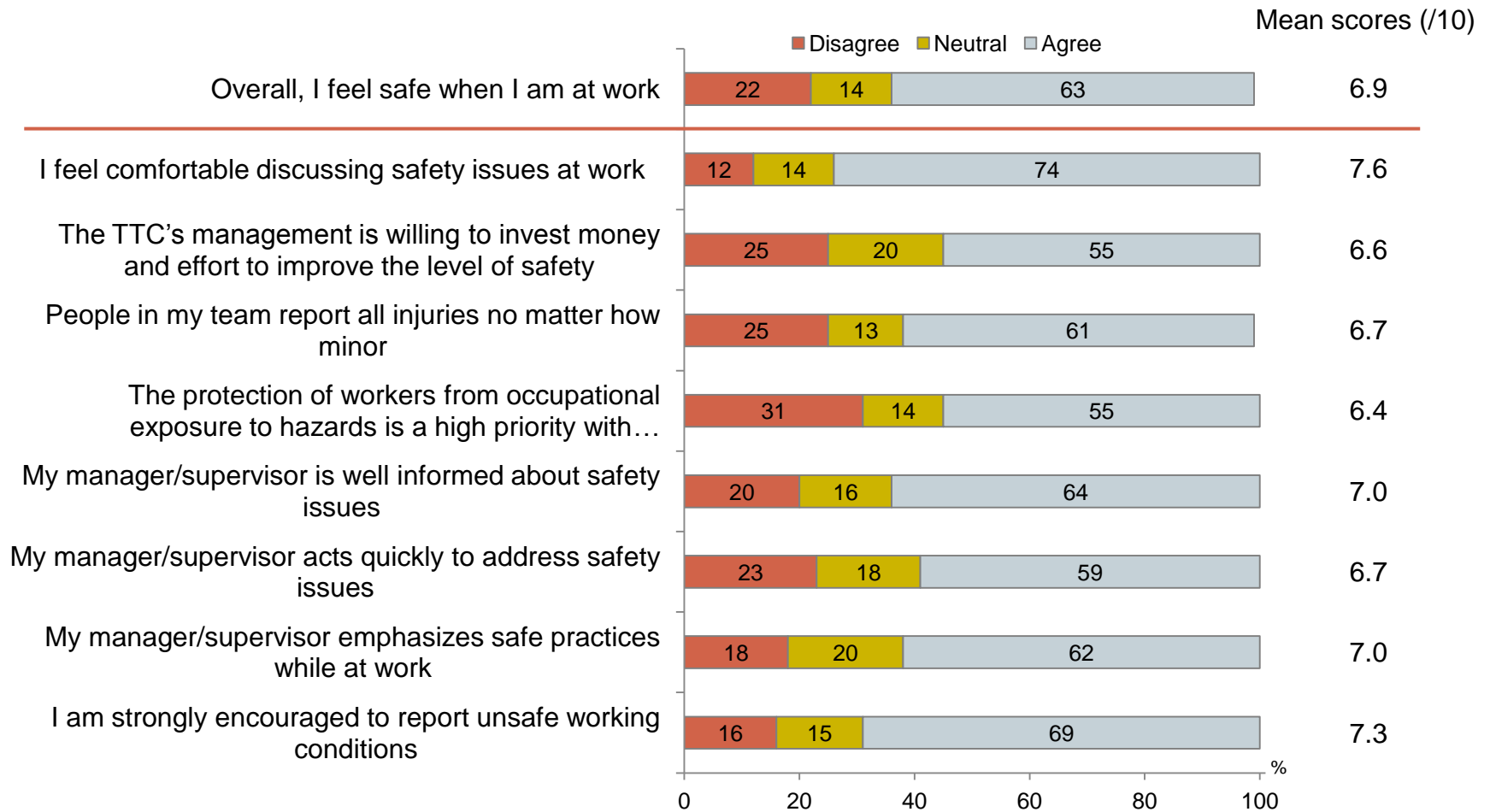
G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety, Overall, I feel safe when I am at work.  
Sample sizes vary by category.

# OVERALL RATINGS OF SAFETY - BY EMPLOYEE POSITION



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

# SAFETY - STATIONS



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.

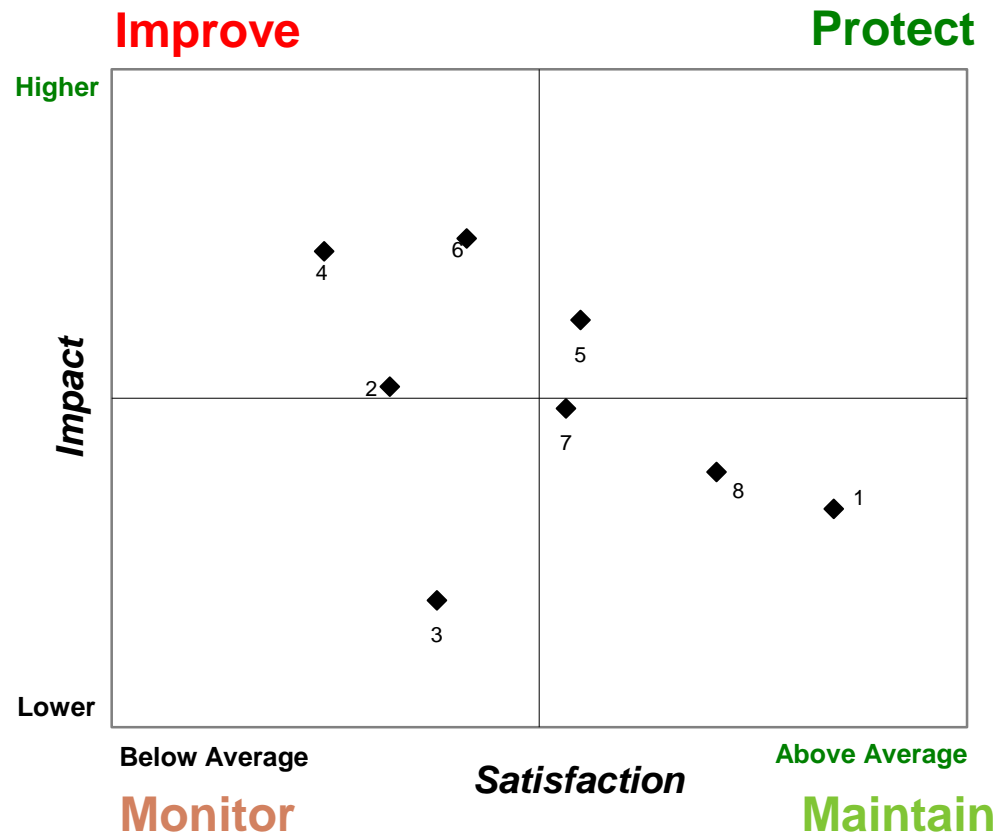
# SAFETY

## - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Stations	Station Services	Station Management	Collectors
Overall, I feel safe when I am at work	8.0	7.7	7.2	6.9	8.1	7.7	5.6
I feel comfortable discussing safety issues at work	8.3	8.0	7.7	7.6	8.6	8.3	6.6
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	7.1	6.5	6.6	7.7	7.5	5.2
People in my team report all injuries no matter how minor	7.1	6.8	6.3	6.7	7.5	7.5	5.2
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	7.2	6.8	6.4	7.7	7.1	5.2
My manager/supervisor is well informed about safety issues	8.0	7.7	7.3	7.0	8.3	7.4	5.9
My manager/supervisor acts quickly to address safety issues	7.6	7.3	6.9	6.7	8.0	7.3	5.4
My manager/supervisor emphasizes safe practices while at work	7.9	7.7	7.3	7.0	8.3	7.1	6.2
I am strongly encouraged to report unsafe working conditions	8.0	7.8	7.4	7.3	8.6	7.9	6.2

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

# OPPORTUNITY ANALYSIS: SAFETY - STATIONS



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 6.4 to 7.6.  
 Impact values range between 39% to 67%.



# 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 Stations employees are relatively less satisfied, making this an Area to Monitor.
- Overall employee satisfaction with their immediate manager or supervisor is highest for Station Services and lowest for Collectors, representing a 2.4 point difference in mean scores.
- Staff employees are considerably more satisfied in this aspect of the employee experience compared to unionized employees.
- Among the specific qualities of Your Manager/Supervisor, ratings were highest for “My manager/supervisor actively discourages prejudice” and “My manager/supervisor treats me fairly”. Ratings were lowest for “My manager/supervisor tells me why decisions have been made,” followed by “I receive regular feedback about my performance from my manager/supervisor” and “I receive constructive feedback about my performance from my manager/supervisor.” These results were generally consistent across all cost centre groups, with the following exception:
- For Stations Services, “My manager/supervisor is open to constructive feedback from staff and others” was among the lowest rated attributes instead of “I receive regular feedback about my performance from my manager/supervisor”. In addition, “My manager/supervisor actively discourages prejudice” was not among the highest rated attributes for this cost centre group.

# SECTION SUMMARY

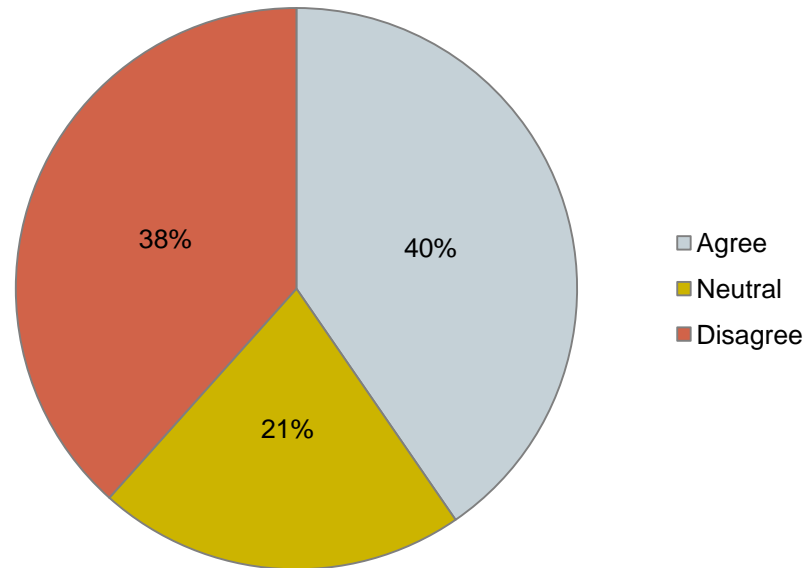
- To improve employee satisfaction with their manager or supervisor, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - My manager/supervisor leads by example
  - My manager/supervisor manages people well
  - I receive constructive feedback about my performance from my manager/supervisor
  - 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:
  - I am satisfied with the way I am managed
  - My manager/supervisor treats me fairly
  - I have confidence in my manager's/supervisor's skills and abilities
  - I get help and support from my manager/supervisor when I need it

# OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - STATIONS

## Stations

Total  
(n=183)

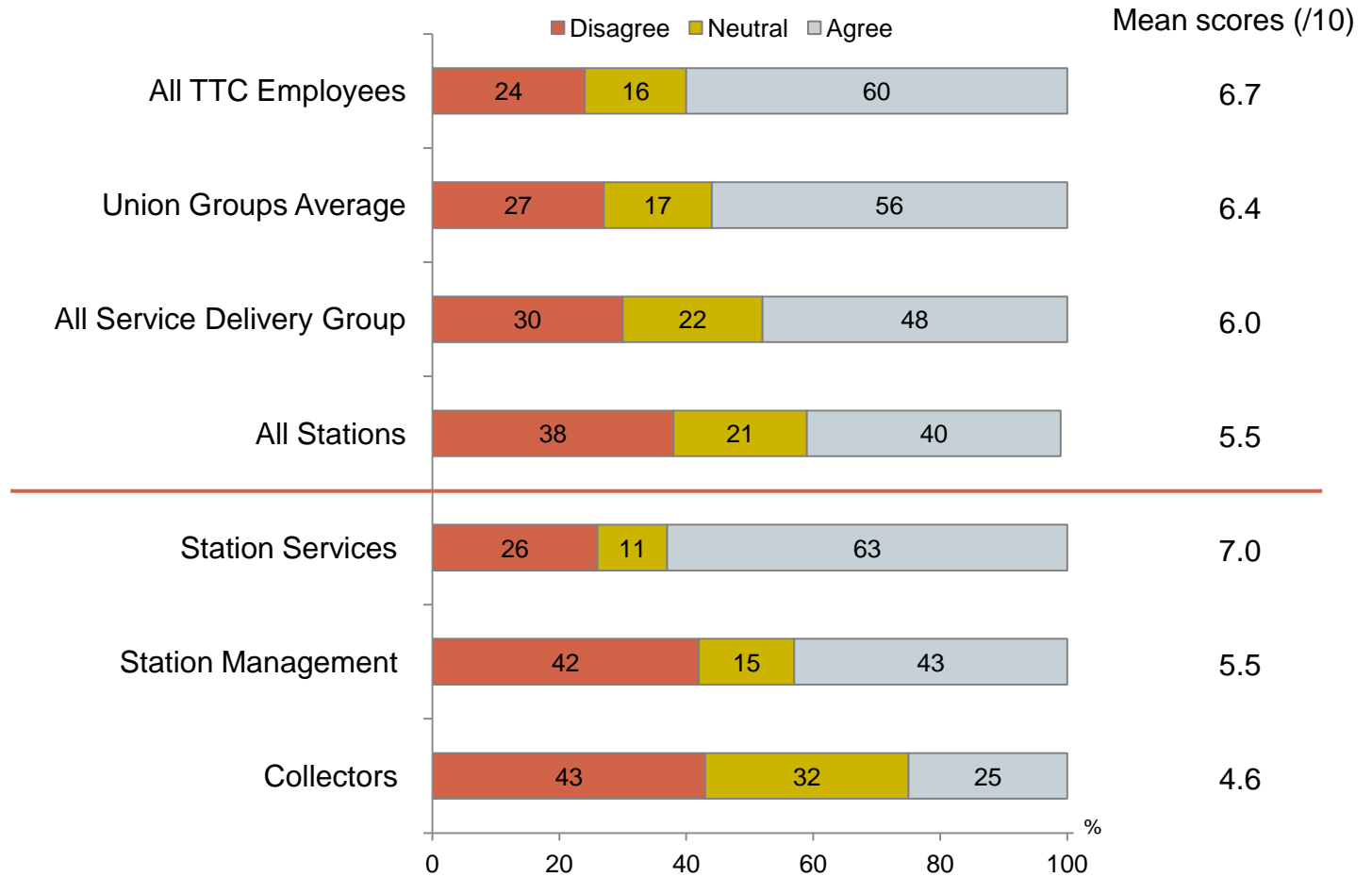
Mean=5.5



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.

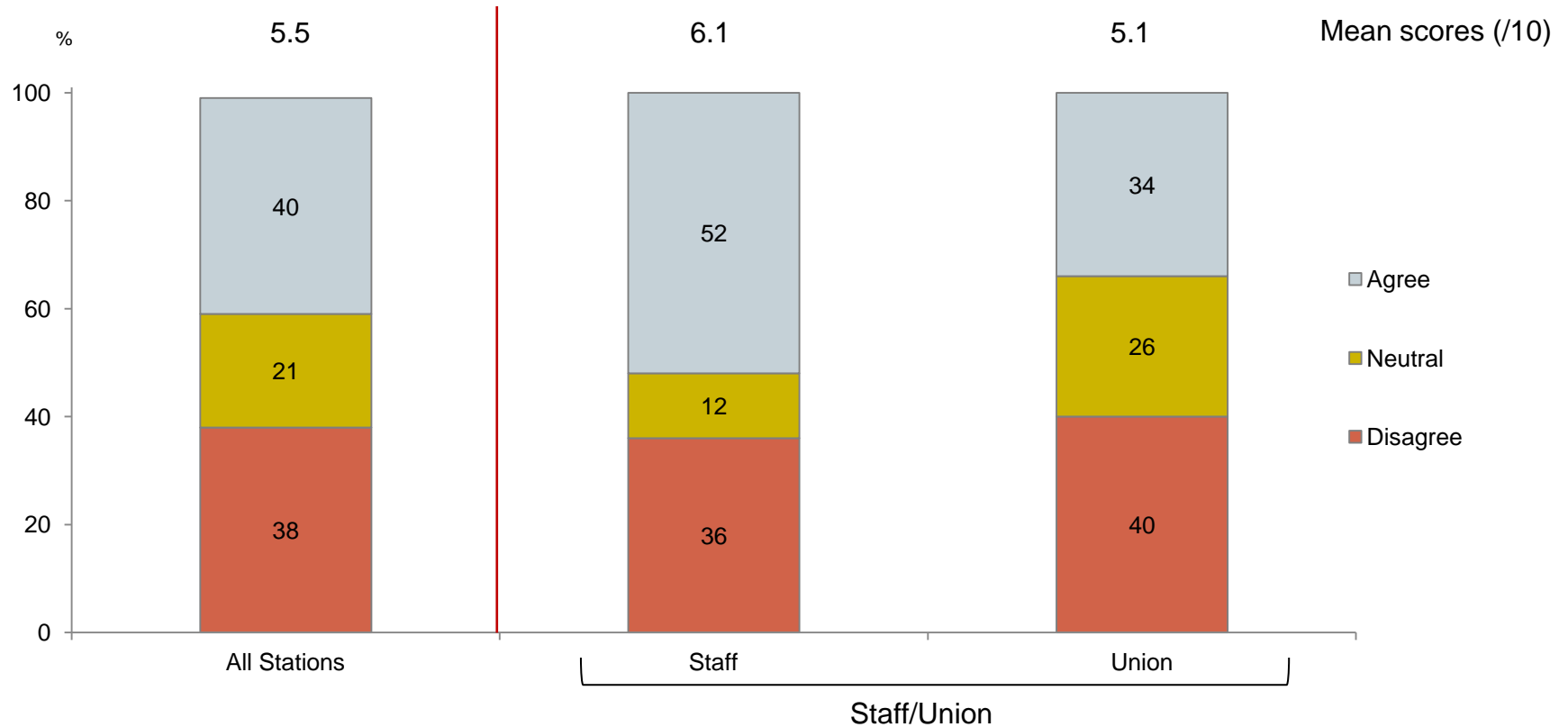
# OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BY COST CENTRE/GROUPING



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.

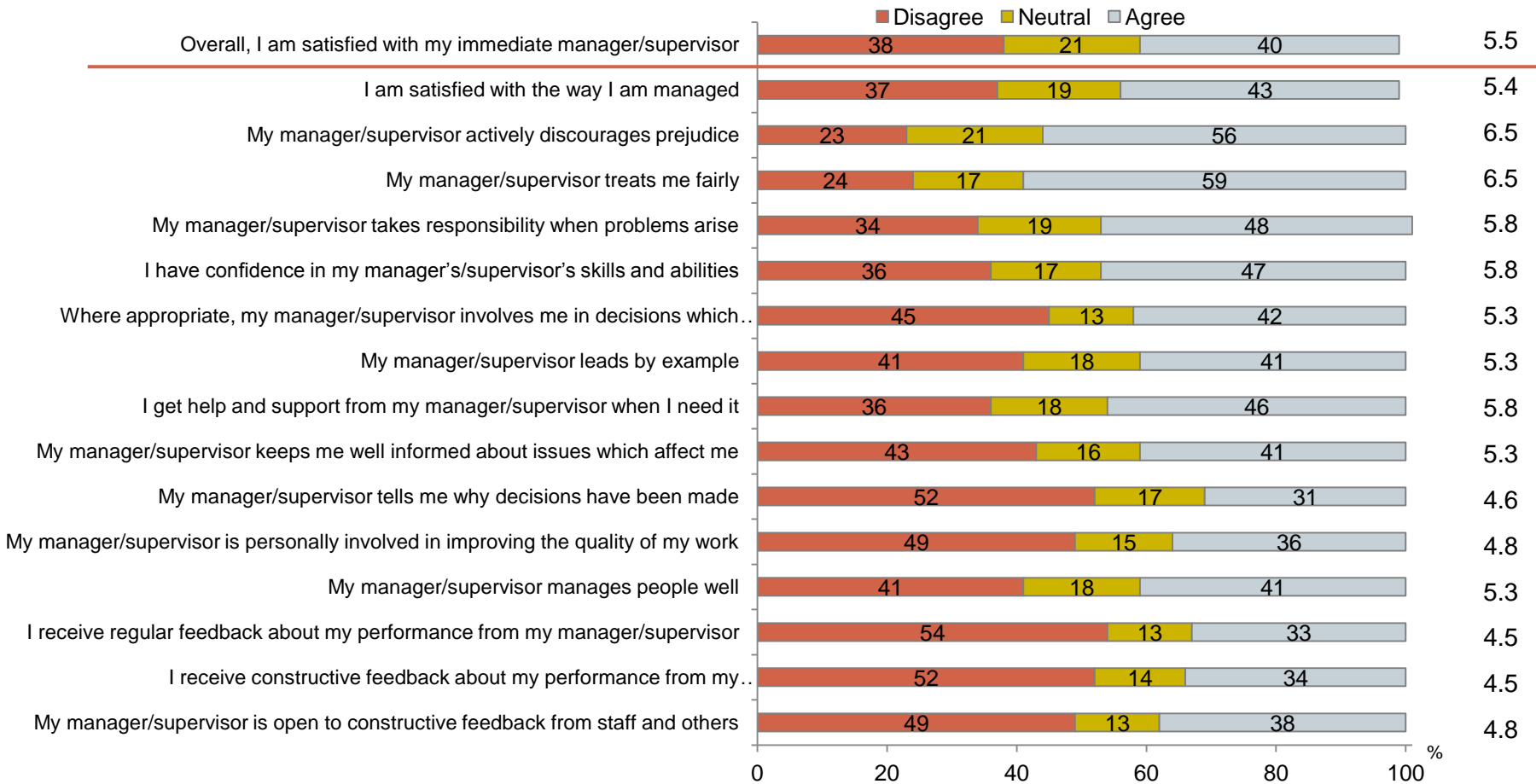
# OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BY EMPLOYEE POSITION



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

# YOUR MANAGER/SUPERVISOR - STATIONS

Mean scores (/10)



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.

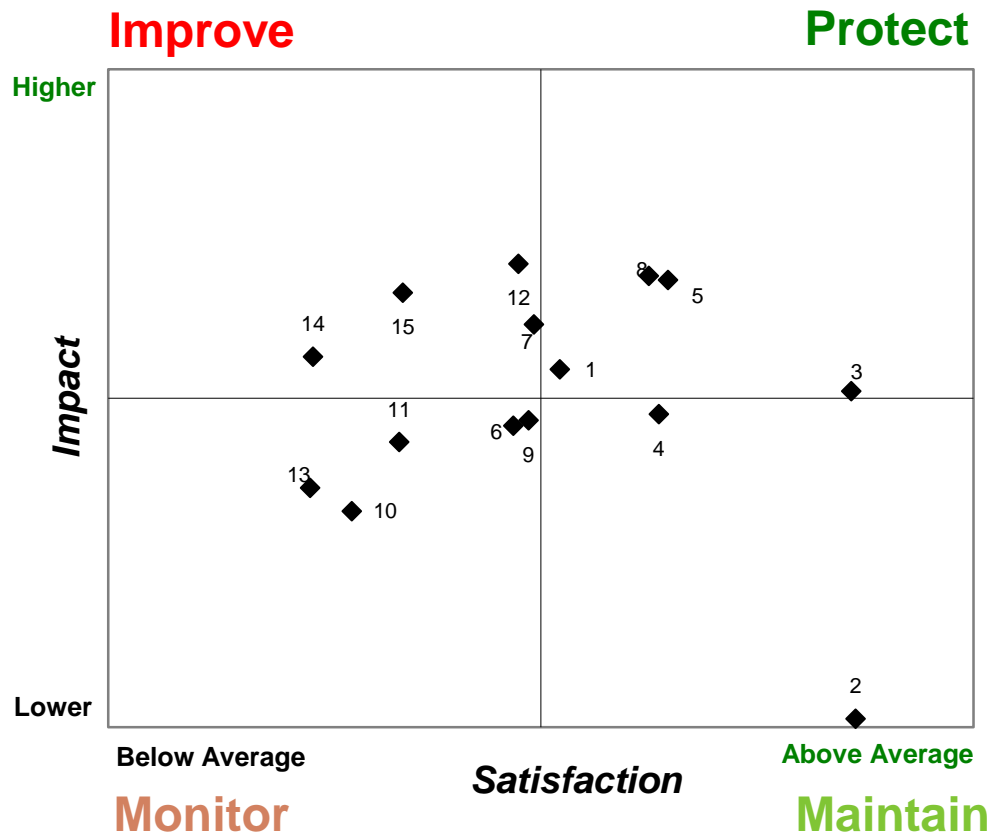
# YOUR MANAGER/SUPERVISOR - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Stations	Station Services	Station Management	Collectors
Overall, I am satisfied with my immediate manager/supervisor	6.7	6.4	6.0	5.5	7.0	5.5	4.6
I am satisfied with the way I am managed	6.6	6.4	6.0	5.4	6.9	5.3	4.7
My manager/supervisor actively discourages prejudice	7.4	7.2	7.1	6.5	7.3	7.0	5.5
My manager/supervisor treats me fairly	7.3	7.2	6.9	6.5	7.9	6.9	5.5
My manager/supervisor takes responsibility when problems arise	6.9	6.7	6.3	5.8	7.3	6.0	4.9
I have confidence in my manager's/supervisor's skills and abilities	6.9	6.6	6.3	5.8	7.5	5.8	4.9
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	6.2	5.5	5.3	6.8	5.5	4.1
My manager/supervisor leads by example	6.5	6.2	5.7	5.3	6.8	5.5	4.3
I get help and support from my manager/supervisor when I need it	7.1	6.8	6.4	5.8	7.3	6.1	4.7
My manager/supervisor keeps me well informed about issues which affect me	6.6	6.3	5.7	5.3	6.8	5.2	4.6
My manager/supervisor tells me why decisions have been made	6.2	5.8	5.3	4.6	6.4	4.7	3.6
My manager/supervisor is personally involved in improving the quality of my work	6.1	5.8	5.2	4.8	6.5	5.1	3.7
My manager/supervisor manages people well	6.3	6.1	5.8	5.3	6.8	5.2	4.6
I receive regular feedback about my performance from my manager/supervisor	5.7	5.3	4.4	4.5	6.9	4.7	2.9
I receive constructive feedback about my performance from my manager/supervisor	5.8	5.3	4.5	4.5	6.3	4.9	3.1
My manager/supervisor is open to constructive feedback from staff and others	6.1	5.8	5.1	4.8	6.4	5.2	3.7

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



# OPPORTUNITY ANALYSIS: YOUR MANAGER/ SUPERVISOR - STATIONS



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 4.5 to 6.5.  
Impact values range between 49% to 78%.

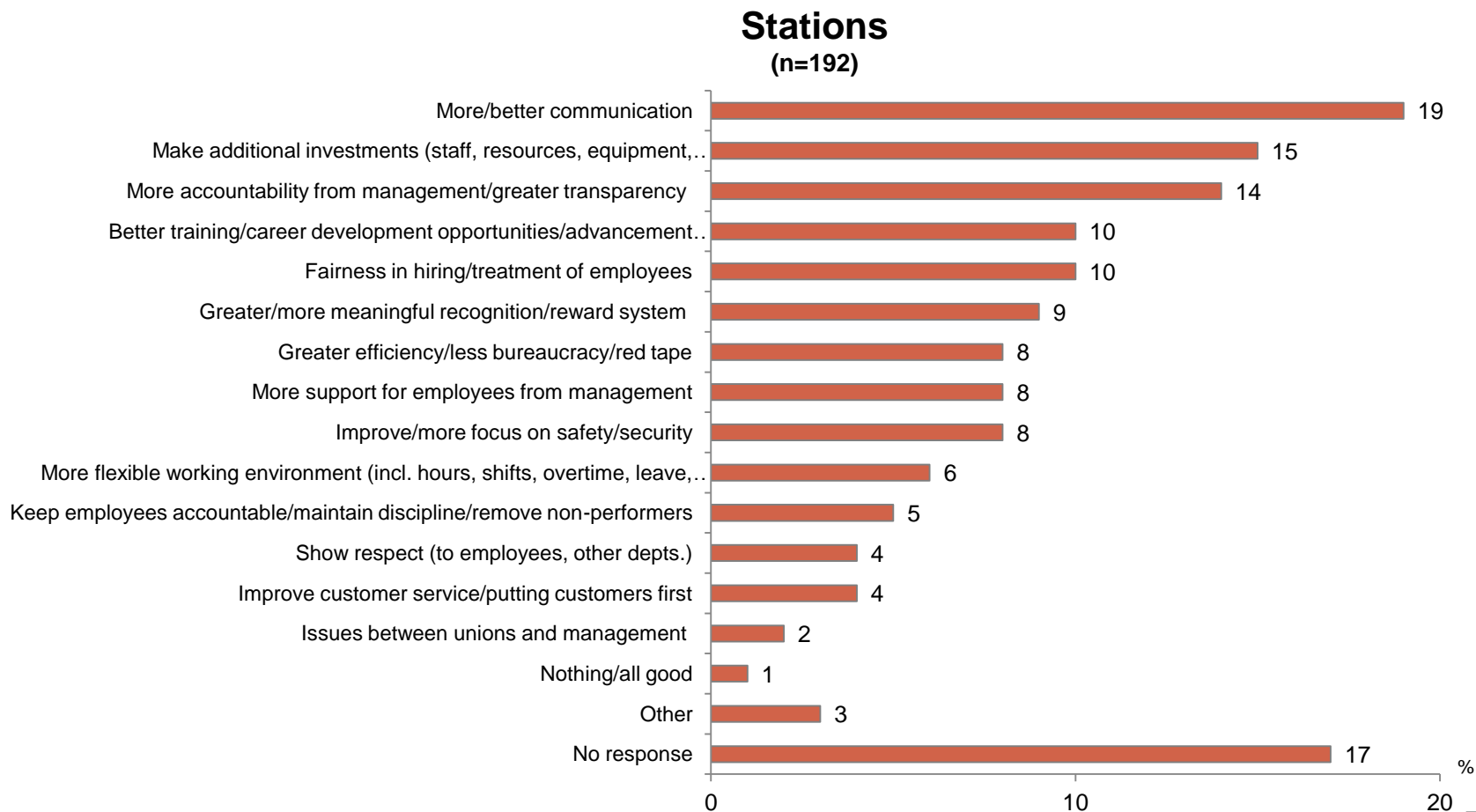
# FINAL WORD

Produced by Malatest on  
behalf of TTC



# FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improved to increase satisfaction
- The most frequently identified areas were, improved communication, additional investments, and more accountability from management/greater transparency. Better training/career development opportunities and fairness in hiring/treatment of employees were also frequently noted.



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: STATIONS

- Conduct discussion sessions with employees to explore:
  - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing.
  - Ways to **improve relationships** between Senior Management and employees, including:
    - building trust
    - open and honest communication
    - welcoming both positive and negative feedback
    - demonstrating that employees' time is valued
  - Steps needed to assure employees that **TTC leadership is making the right decisions** to ensure future success.
  - Ways to improve **information sharing** across the TTC, focusing on:
    - Effective sharing of best practices, especially as the Employee Engagement score for this department was lower than all TTC employees.
    - Ensuring that employees feel sufficiently well informed about happenings at the TTC (possibly through regular team meetings).

# RECOMMENDATIONS: STATIONS (CONT'D)

- Additional areas to explore in discussion sessions with employees:
  - What **motivates** employees in their jobs
  - Encouraging employees to use their **skills & abilities**
  - Ensuring that employees know how to **improve customer service**
  - The types of supports that would be most effective for employees who experience abuse from customers (especially Collectors).
  - Methods for not only reducing incidents of discrimination from other employees (e.g., interest in diversity training), but better handling of reports of such incidents.
  - The main causes of workplace stress and effective ways of reducing it.

# Thank you

Produced by Malatest on  
behalf of TTC

