

# EMPLOYEE ENGAGEMENT SURVEY

## Strategy & Service Planning

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 Strategy & Service Planning Department.

# METHODOLOGY

- Invitations to participate in the survey were issued to all permanent employees, both full or part time. Contract workers, temporary employees, students and co-ops were excluded from the survey, as were pensioners.
- The survey was completed online and via paper.
- Data were collected from October 27, 2014 to December 8, 2014.
- 13,242 surveys were sent directly to employees using home addresses or company email addresses provided by the TTC (2,617 via email and 10,625 paper surveys sent by regular mail).
- In most cases, email links to online survey were sent to staff employees while paper surveys were mailed to unionized employees. Employees requesting the survey in an alternate format to the one initially provided were accommodated.
- Each employee was assigned an individual access code by Malatest for the purpose of linking respondents to their correct group and department.
- This code served as login code to access the online survey and was pre-printed on return envelopes provided with mailed paper surveys.
- In total, 4,808 surveys were completed (2,447 online and 2,361 via paper) for an overall response rate of 36%.
- 53 surveys were completed by Strategy & Service Planning employees, for a response rate of 67%. Response rates differed by employee type, as shown on the following slide.

# RESPONSE RATES (RR) AND EMPLOYEE CATEGORY

- The response rate for employees in the Strategy & Service Planning department (67%) is lower than the overall response rate for the Strategy & Customer Experience group (77%).
- Staff employees responded at a much higher rate than unionized employees, as shown in the table below. In fact, only 3 unionized employees in this department completed the survey.

## Strategy & Service Planning: 67%

| Employee Category | Count     | RR         |
|-------------------|-----------|------------|
| Staff             | 50        | 91%        |
| Union             | 3         | 13%        |
| <b>Total</b>      | <b>53</b> | <b>67%</b> |

# COST CENTRE GROUPINGS

- Response rates were not calculated below the departmental level. Sample sizes for cost centres and groupings of cost centres are shown in the table below. Grouping of cost centres also allows for reporting on cost centres with a smaller sample base (i.e., fewer than 10 employees).

| Grouping  | Cost Centre*                           | Count      |
|---|--|------------|
| <b>Scheduling &amp; Crewing</b>                 |  | <b>18</b>  |
|   | 1101-Scheduling & Crewing              |            |
| <b>Data Collection</b>                          |  | <b>3**</b> |
|   | 1102-Data Collection                   |            |
| <b>Data Analysis</b>                            |  | <b>10</b>  |
|   | 1104-Data Analysis                     |            |
| <b>Service Planning/Administration</b>          |  | <b>15</b>  |
|   | 1108-Service Planning                  |            |
|   | 1100-Administrative Services           |            |
|   | 1103-Strat. & Serv. Plan. Head & Staff |            |
| <b>Operations Planning/Stops Administration</b> |  | <b>7**</b> |
|   | 1105-Operations Planning               |            |
|   | 1106-Stops Administration              |            |
| <b>Total</b>                                    |  | <b>53</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.

\*\* These cost centre and/or grouping is too small to report and it was not considered appropriate to combine with other cost centres. Results from this grouping will not be reported separately.

# REPORTING NOTES

- **Most questions in the survey asked for level of agreement on a 1-10 scale.**
  - For these questions, responses of 7-10 are classified as “Agree”, 5-6 as “Neutral”, and 1-4 as “Disagree”. Employees selecting “N/A” or not responding to the question were excluded.
  - Other questions are reported by each response option available.
- **Some questions were not answered by enough employees to provide reliable data for some cost centre groupings or employee categories.**
  - Results in the form of percentages will be suppressed throughout this report if there were fewer than 30 valid responses (indicated by \*).
  - Results in the form of mean scores will be suppressed throughout this report if there were fewer than 10 valid responses (indicated by \*\*).
  - All cost centre groupings for this department have fewer than 30 valid responses. For this reason no percentages will be shown for cost centre grouping in this report. Any results provided relating to any of the cost centres should be interpreted with caution. In addition, two cost centre groupings, Data Collection and Operations Planning/Stops Administration, have fewer than 10 valid response. For this reason, no results will be reported separately for these two groupings.
  - As only 3 union employees from this department completed the survey, comparisons between staff and union employees will not be provided.
- **Exact sample size may vary by cost centre, employee group/category or by individual question**
  - In general, if the results for more than one question or more than one employee category are presented on the same slide, the sample size varies slightly by question.
  - It can be assumed that, unless otherwise stated, sample sizes include all employees who provided a valid response to the question. Refer to response rates and cost centre groupings (slides 6-7) for total sample by cost centre grouping and employee category.

Overall Employee Engagement score: 7.9.

|                 |                    |     |
|-----------------|--------------------|-----|
| <b>Highest:</b> | Serv. Plan. /Admin | 8.2 |
| <b>Lowest:</b>  | Data Analysis      | 7.0 |

- **To increase levels of employee engagement, the Strategy & Service Planning department should focus on improving employees' satisfaction with Performance and Reward:**
- **Performance and Reward** is a key driver of Employee Engagement and an Area to Improve for Strategy & Service Planning.
  - Specific areas that require improvement in order to increase employees' satisfaction with **Performance and Reward**:
    - Identifying ways to provide more meaningful recognition (“At the TTC, the recognition and/or rewards are meaningful” and “I am recognized for excellent performance”)
    - Ensuring employees are aware of opportunities to progress (“I have the opportunity to progress within the company”)
- **Your Job** is an area that generates high levels of satisfaction and is also a key driver of employee engagement.
  - Strategy & Service Planning should continue to increase satisfaction with **Your Job** by:
    - Exploring what motivates employees (“I feel motivated in my job”)

# HIGHLIGHTS (CONT'D)

- **Safety** is also an area that generates high levels of satisfaction and is also a key driver.
  - Strategy & Service Planning should continue to increase satisfaction with **Safety** by:
    - Protecting workers from occupational exposure to hazards
    - Investing money and effort to improve safety levels
- Another area with high levels of satisfaction and impact is **Work Environment**.
  - To continue to increase satisfaction with **Work Environment**, Strategy & Service Planning should:
    - Demonstrate **concern for employees' health & well-being**; more specifically:
      - Caring about employees' mental health & emotional wellbeing (i.e., "The TTC cares about my mental health and emotional well-being").
      - Encouraging a healthy work-life balance (i.e., "The TTC encourages employees to maintain a healthy work-life balance").
    - Ensure a feeling of belonging among employees
    - Ensure awareness of dedication to diversity and inclusiveness

# 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.
- Of the top 5 scoring attributes, 2 are related to safety, and 2 are related to Your Job.
- Among the 5 lowest scoring attributes, all 5 were associated with the module Your Company – referring to company leadership.

## Top 5

1.

I am not afraid to suggest new ways of doing things in my job (8.8)

2.

The hours I work are reasonable (8.8)

3.

I feel comfortable discussing safety issues at work (8.8)

4.

I often look for ways to make improvements in how things are done (8.8)

5.

My manager/supervisor acts quickly to address safety issues (8.7)

## Bottom 5

1.

There is effective sharing of information across the TTC (4.2)

2.

Best practices are shared effectively across the TTC (4.8)

3.

There is good collaboration between different parts of the TTC (5.0)

4.

People get things done both quickly and efficiently at the TTC (5.0)

5.

There is a good level of trust between Senior Management and employees (5.0)

# OVERALL EMPLOYEE ENGAGEMENT SCORE

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# MEASURING EMPLOYEE ENGAGEMENT

- Malatest typically uses a composite of different survey measures to define employee engagement. A composite is used rather than a single measure for the following reasons:
  - A composite because is more stable than a single variable. A single variable tends to respond more quickly to random fluctuations in the data and is more likely to show more variation over time.
  - The idea of employee engagement is complex and cannot be explained by a single measure. A composite which includes more than one measure is better able to explain the concept of employee engagement.
- Malatest typically selects three measures to include in the composite because including more than three measures can result in a composite that is very difficult to move over time (to move the composite, all measures included in the composite need to receive similarly high or low ratings). Three measures result in a composite that is stable without being immovable.
- Employee engagement can mean different things for different industries and for different organizations within the same industry. For this reason, Malatest does not pre-select the measures that will be included in the composite that represents employee engagement for a given organization. Instead, Malatest runs a series of tests to identify the ‘best’ composite for a specific organization. The best composite is the one that explains the most variance in Employee Engagement overall, and includes measures that generate the highest number of valid responses (indicating that these measures resonate with the largest proportion of TTC employees).
- Test results identified the composite including the following measures as best explaining the idea of employee engagement for the TTC: “I am satisfied with the TTC as an employer”; “I enjoy coming to work every day”; and “I see value in the work that I do”. Overall, across these three measures, the TTC’s mean Employee Engagement score is 7.8 on a 10 point scale (where “10” is the highest rating and “1” is the lowest). For Strategy & Service Planning, this score is 7.9.

# 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 Strategy & Service Planning is slightly higher than the score for Strategy & Customer Experience group, and is in line with the score for all TTC employees, as well as the score for employees of the 4 groups consisting mainly of staff employees.
- The Employee Engagement score is highest among employees in the Service Planning/Administration cost centre.
- Levels of engagement are lowest among employees in the Data Analysis cost centre.
- Engagement scores for Data Collection and Operations Planning/Stops Admin cannot be reported as sample sizes are too low (n<10).

All Strategy & Service Planning: 7.9

## Cost Centre/Grouping

|                                 |     |
|---------------------------------|-----|
| Service Planning/Administration | 8.2 |
| Scheduling & Crewing            | 8.1 |
| Data Analysis                   | 7.0 |
| Data Collection                 | **  |
| Operations Planning/Stops Admin | **  |

## Employee Category

|                                      |     |
|--------------------------------------|-----|
| All TTC                              | 7.8 |
| Staff Groups Average                 | 8.0 |
| Strategy & Customer Experience Group | 7.5 |
| Staff                                | 7.9 |
| Union                                | **  |

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

# RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

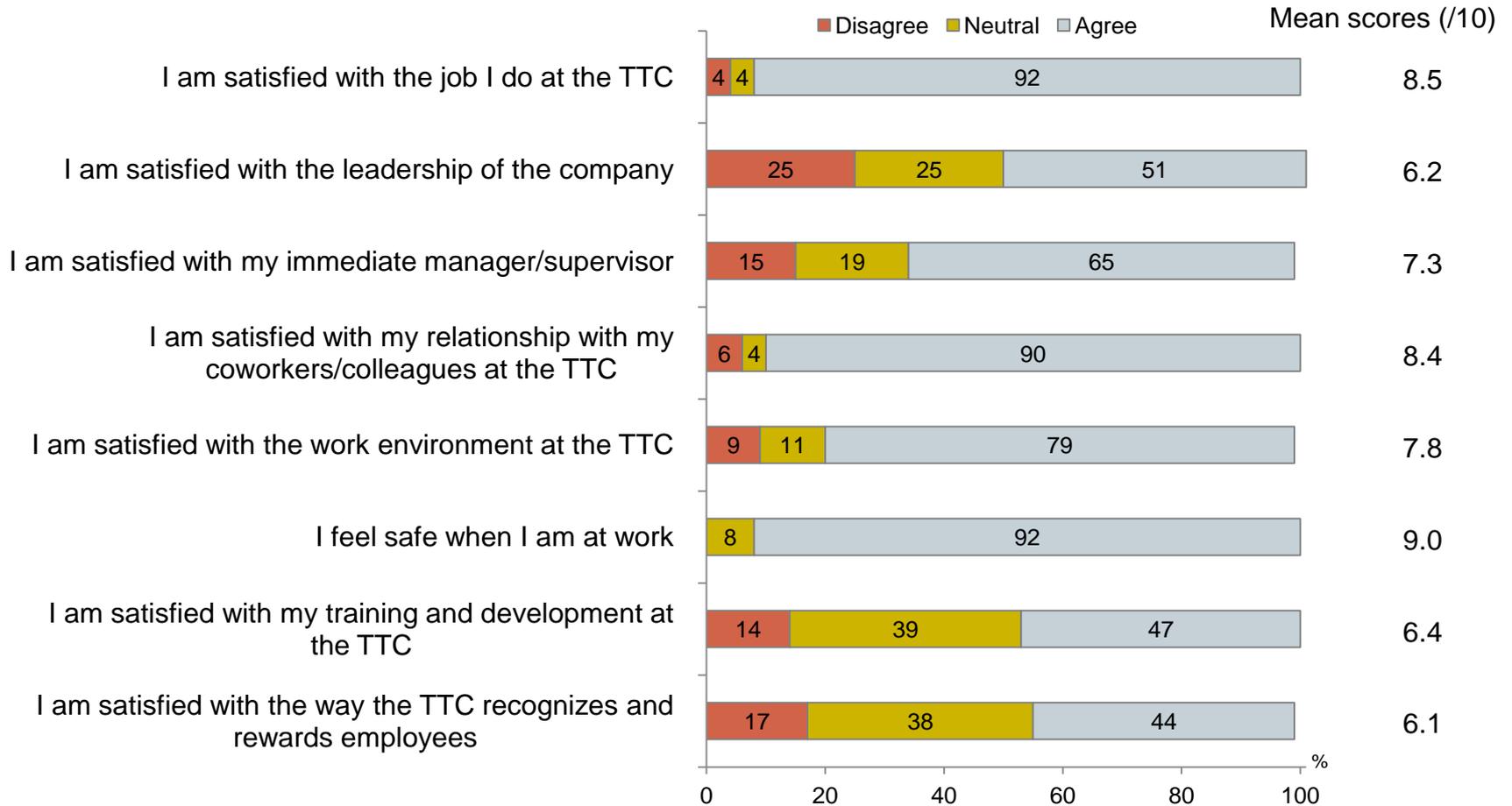
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# SECTION SUMMARY

- 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 feel safe when I am at work”. Rating were lowest for “I am satisfied with the way the TTC recognizes and rewards employees”. These results were mostly consistent across cost centres, except that for Data Analysis, satisfaction scores for training and development were lower than for recognition and rewards while for Scheduling & Crewing, scores were lower for satisfaction with leadership than for recognition and rewards.
- Mean scores across most measures were generally highest for Service Planning/Admin, while none of the cost centre groupings were consistently the lowest on most measures.

# ASPECTS OF EMPLOYEE ENGAGEMENT - STRATEGY & SERVICE PLANNING



Sample sizes vary by attribute.

# ASPECTS OF EMPLOYEE ENGAGEMENT - BY COST CENTRE/GROUPING

| Mean  | All TTC Employees | Staff Groups Average | All Strategy & Customer Experience Group | All Strategy & Service Planning | Scheduling & Crewing | Data Collection | Data Analysis | Service Planning/ Admin | Operations Planning/Stops Admin |
|---|-------------------|----------------------|--|---------------------------------|----------------------|-----------------|---------------|-------------------------|---------------------------------|
| I am satisfied with the job I do at the TTC                                 | 8.1               | 8.4                  | 8.0                                      | 8.5                             | 9.1                  | **              | 7.8           | 8.1                     | **                              |
| I am satisfied with the leadership of the company                           | 6.4               | 7.3                  | 7.0                                      | 6.2                             | 5.6                  | **              | 6.0           | 7.2                     | **                              |
| I am satisfied with my immediate manager/supervisor                         | 6.7               | 7.5                  | 6.6                                      | 7.3                             | 7.6                  | **              | 7.6           | 7.0                     | **                              |
| I am satisfied with my relationship with my coworkers/colleagues at the TTC | 7.6               | 8.1                  | 8.1                                      | 8.4                             | 8.4                  | **              | 8.3           | 8.7                     | **                              |
| I am satisfied with the work environment at the TTC                         | 7.0               | 7.8                  | 7.2                                      | 7.8                             | 7.6                  | **              | 7.5           | 8.0                     | **                              |
| I feel safe when I am at work   | 8.0               | 8.9                  | 8.6                                      | 9.0                             | 9.2                  | **              | 8.7           | 9.2                     | **                              |
| I am satisfied with my training and development at the TTC                  | 7.0               | 7.1                  | 6.2                                      | 6.4                             | 5.8                  | **              | 6.0           | 6.8                     | **                              |
| I am satisfied with the way the TTC recognizes and rewards employees        | 6.2               | 6.7                  | 6.3                                      | 6.1                             | 6.0                  | **              | 6.3           | 5.7                     | **                              |

\*\* Mean score suppressed as sample size <10.  
Sample sizes vary by attribute.

# WHAT DRIVES EMPLOYEE ENGAGEMENT?

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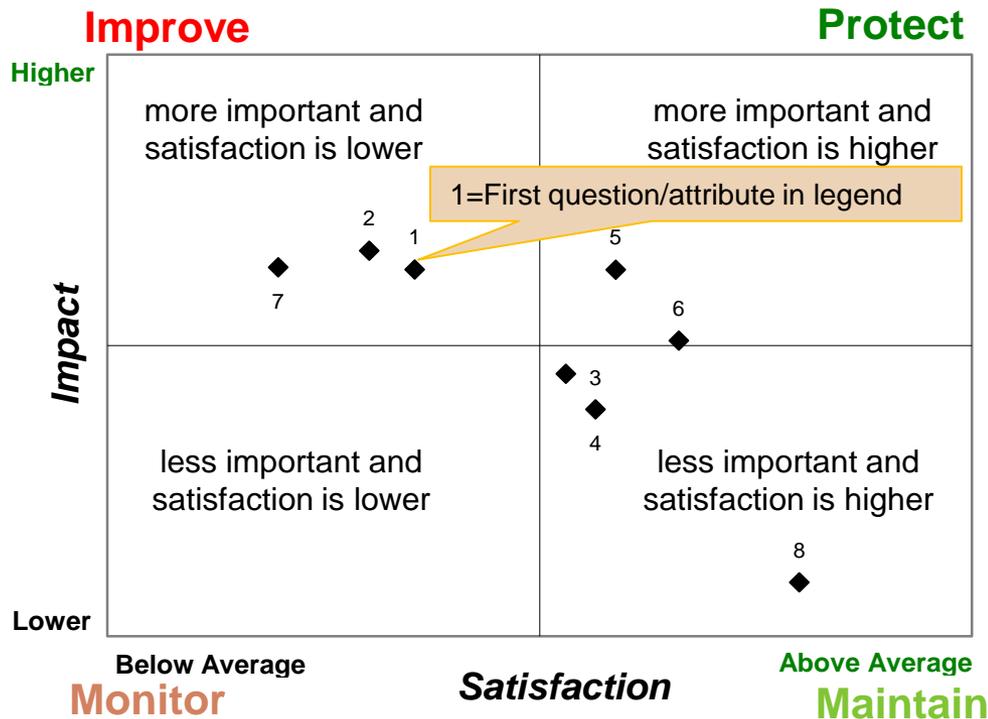


# SECTION SUMMARY

- Each aspect of the employee experience can be thought of as a lever that will generate a greater or lesser degree of 'lift' in Employee Engagement overall. To determine which aspect of the employee experience will generate the most lift in Employee Engagement, Malatest conducted correlation analysis to assess the strength of the correlation between each aspect of the employee experience and Employee Engagement overall.
- Correlation analysis identified the following aspects of the employee experience as having the strongest correlation with Employee Engagement overall: “Your Job”, “Safety”, “Working Environment”, and “Performance and Reward”. Focusing your efforts on increasing employee satisfaction with these aspects of the employee experience will generate the greatest amount of lift in Employee Engagement overall.
- Conversely, the following aspects of the employee experience were identified as having the least impact (i.e., the lowest correlation) on Employee Engagement: “Your Manager/Supervisor” and “Your Team”. Focusing on increasing employee satisfaction with these aspects of the employee experience will not generate as much improvement in Employee Engagement as will increasing employees’ satisfaction with Your Job, Safety, Working Environment and Performance and Reward.
- “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 this company as an employer
  - I enjoy coming to work every day
  - I see the value in the work that I do
- Results were then plotted against employees' satisfaction with each aspect of Employee Engagement agreement. The resulting quadrant chart ("Opportunity Analysis") identifies the key drivers of Employee Engagement. An example is provided below:



Composite:

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

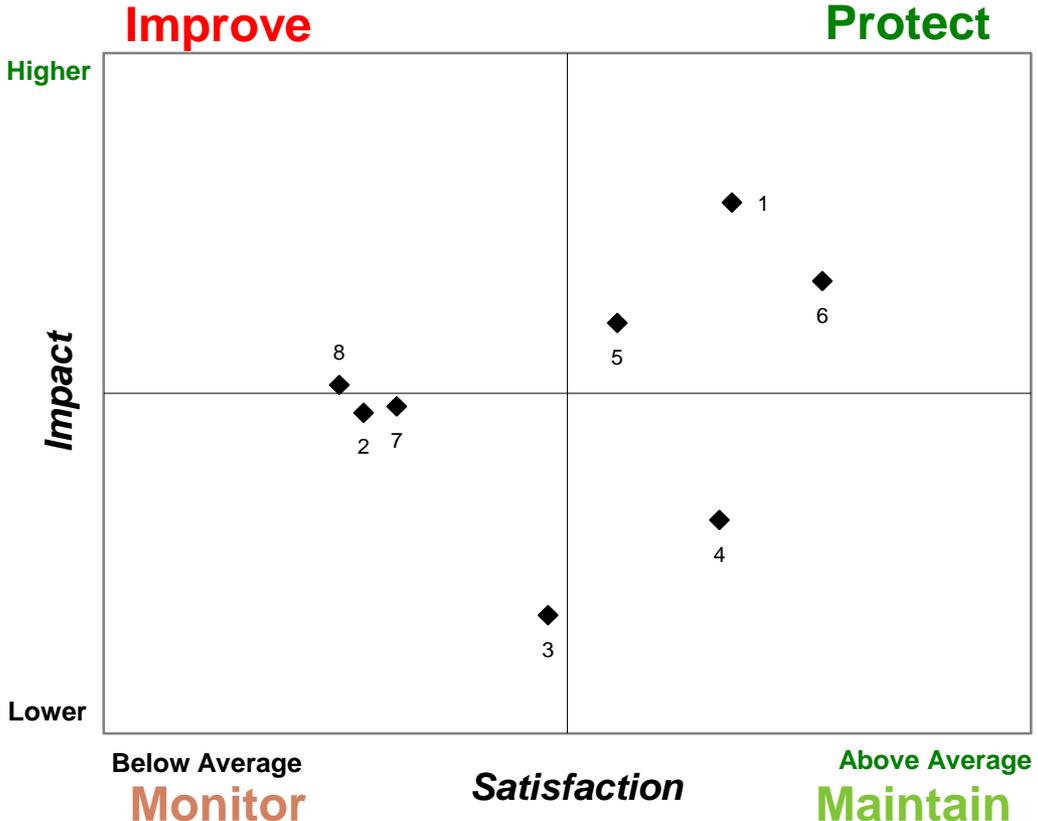
1. First question/attribute
2. Second question/attribute
3. Third question/attribute
4. Fourth question/attribute
5. Fifth question/attribute
6. Sixth question/attribute
7. Seventh question/attribute
8. Eighth question/attribute

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

# EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

## Strategy & Service Planning



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

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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 6.1 to 9.0.  
 Impact values range between 5% to 59%.



# OVERALL ORGANIZATIONAL VIEWS OF STRATEGY & SERVICE PLANNING

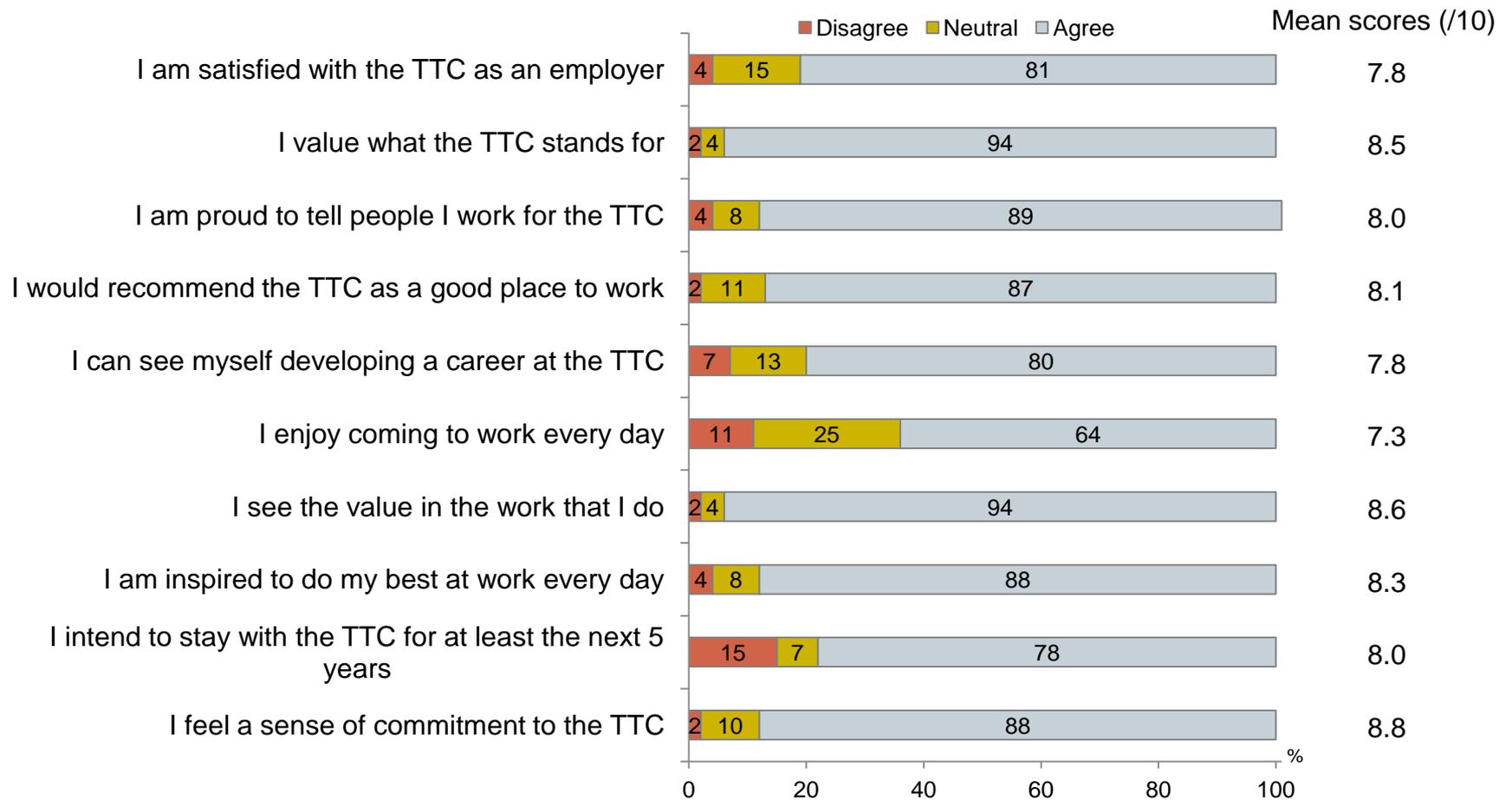
Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- The following measures were included in the survey in order to assess employees' overall satisfaction with the TTC:
  - I am satisfied with the TTC as an employer
  - I value what the TTC stands for
  - I am proud to tell people I work for the TTC
  - I would recommend the TTC as a good place to work
  - I can see myself developing a career at the TTC
  - I enjoy coming to work every day
  - I see the value in the work I do
  - I am inspired to do my best at work every day
  - I intend to stay with the TTC for at least the next 5 years
  - I feel a sense of commitment to the TTC
- Ratings were the highest for the following measures: “I feel a sense of commitment to the TTC”, “I see value in the work that I do” and “I value what the TTC stands for”. Ratings were the lowest for “I enjoy coming to work every day”. These results were mostly consistent across cost centres, except that for Data Analysis, satisfaction scores for intending to stay with the TTC for at least the next 5 years were lower than for enjoying coming into work every day.
- Mean scores across most measures were generally the highest for Service Planning/Admin, and generally the lowest for Data Analysis (with some exceptions).

# OVERALL ORGANIZATIONAL VIEWS - STRATEGY & SERVICE PLANNING



A1. Based on any impression you have, how much would you agree or disagree with each of the following statements where “1” means “Strongly Disagree” and “10” means “Strongly Agree”:  
Sample sizes vary by attribute.

# OVERALL ORGANIZATIONAL VIEWS - BY COST CENTRE/GROUPING

| Mean  | All TTC Employees | Staff Groups Average | All Strategy & Customer Experience Group | All Strategy & Service Planning | Scheduling & Crewing | Data Collection | Data Analysis | Service Planning/ Admin | Operations Planning/Stops Admin |
|---|-------------------|----------------------|--|---------------------------------|----------------------|-----------------|---------------|-------------------------|---------------------------------|
| I am satisfied with the TTC as an employer                  | 7.8               | 8.1                  | 7.6                                      | 7.8                             | 7.8                  | **              | 6.8           | 7.9                     | **                              |
| I value what the TTC stands for                             | 8.2               | 8.6                  | 8.3                                      | 8.5                             | 7.9                  | **              | 8.7           | 8.7                     | **                              |
| I am proud to tell people I work for the TTC                | 7.9               | 8.2                  | 7.7                                      | 8.0                             | 8.0                  | **              | 7.7           | 8.1                     | **                              |
| I would recommend the TTC as a good place to work           | 8.0               | 8.3                  | 7.9                                      | 8.1                             | 8.0                  | **              | 7.0           | 8.3                     | **                              |
| I can see myself developing a career at the TTC             | 7.9               | 8.0                  | 7.7                                      | 7.8                             | 7.4                  | **              | **            | 8.8                     | **                              |
| I enjoy coming to work every day                            | 7.3               | 7.6                  | 6.8                                      | 7.3                             | 6.9                  | **              | 6.6           | 7.8                     | **                              |
| I see the value in the work that I do                       | 8.2               | 8.4                  | 8.1                                      | 8.6                             | 9.1                  | **              | 7.7           | 8.8                     | **                              |
| I am inspired to do my best at work every day               | 7.8               | 8.2                  | 7.9                                      | 8.3                             | 8.7                  | **              | 7.6           | 8.5                     | **                              |
| I intend to stay with the TTC for at least the next 5 years | 8.5               | 8.4                  | 8.1                                      | 8.0                             | 8.4                  | **              | 6.2           | 8.2                     | **                              |
| I feel a sense of commitment to the TTC                     | 8.2               | 8.6                  | 8.5                                      | 8.8                             | 8.9                  | **              | **            | 8.8                     | **                              |

\*\* Mean score suppressed as sample size <10.  
Sample sizes vary by attribute.

# AREA TO PROTECT: YOUR JOB

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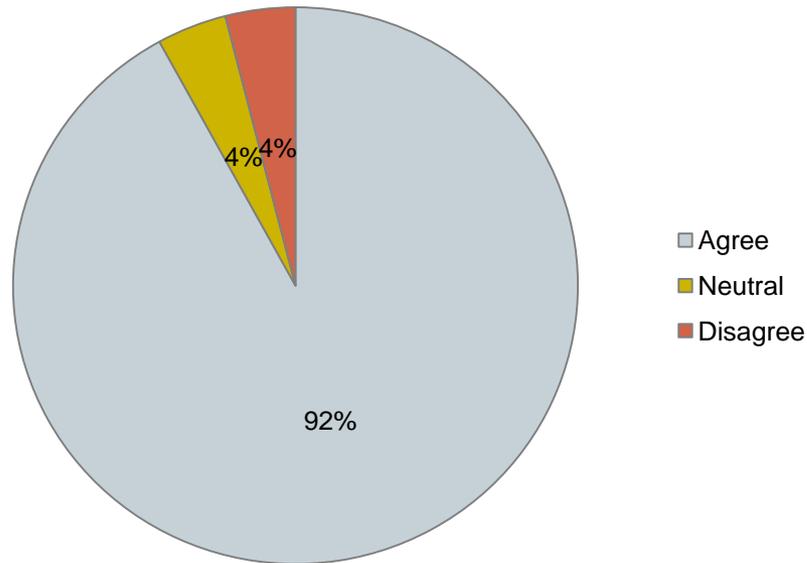
# SECTION SUMMARY

- Opportunity Analysis identifies “Your Job” as being the most impactful on Employee Engagement overall and as an area with which Strategy & Service Planning employees are, for the most part, satisfied, making this an Area to Protect.
- Employee satisfaction with the job they do is generally the highest Scheduling & Crewing, and the lowest for Data Analysis, with some exceptions.
- Across the specific aspects of the job, ratings were the highest for, “I am not afraid to suggest new ways of doing things in my job” and “I often look for ways to make improvements in how things are done”. Ratings were the lowest for, “I have the proper equipment/tools to do my job well” and “I feel well informed about how to improve customer service”. These results were mostly consistent across the cost centres, except that for Data Analysis, satisfaction scores for job motivation were lower than for proper equipment and being informed about ways to improve customer service.
- To maintain high levels of employee satisfaction with their job, Opportunity Analysis identifies the following key Area to Improve:
  - I feel motivated in my job
- In addition to these Areas to Improve, the following areas were identified as key Areas to Protect:
  - I am not afraid to suggest new ways of doing things in my job
  - I often look for ways to make improvements in how things are done

# OVERALL RATINGS OF YOUR JOB - STRATEGY & SERVICE PLANNING

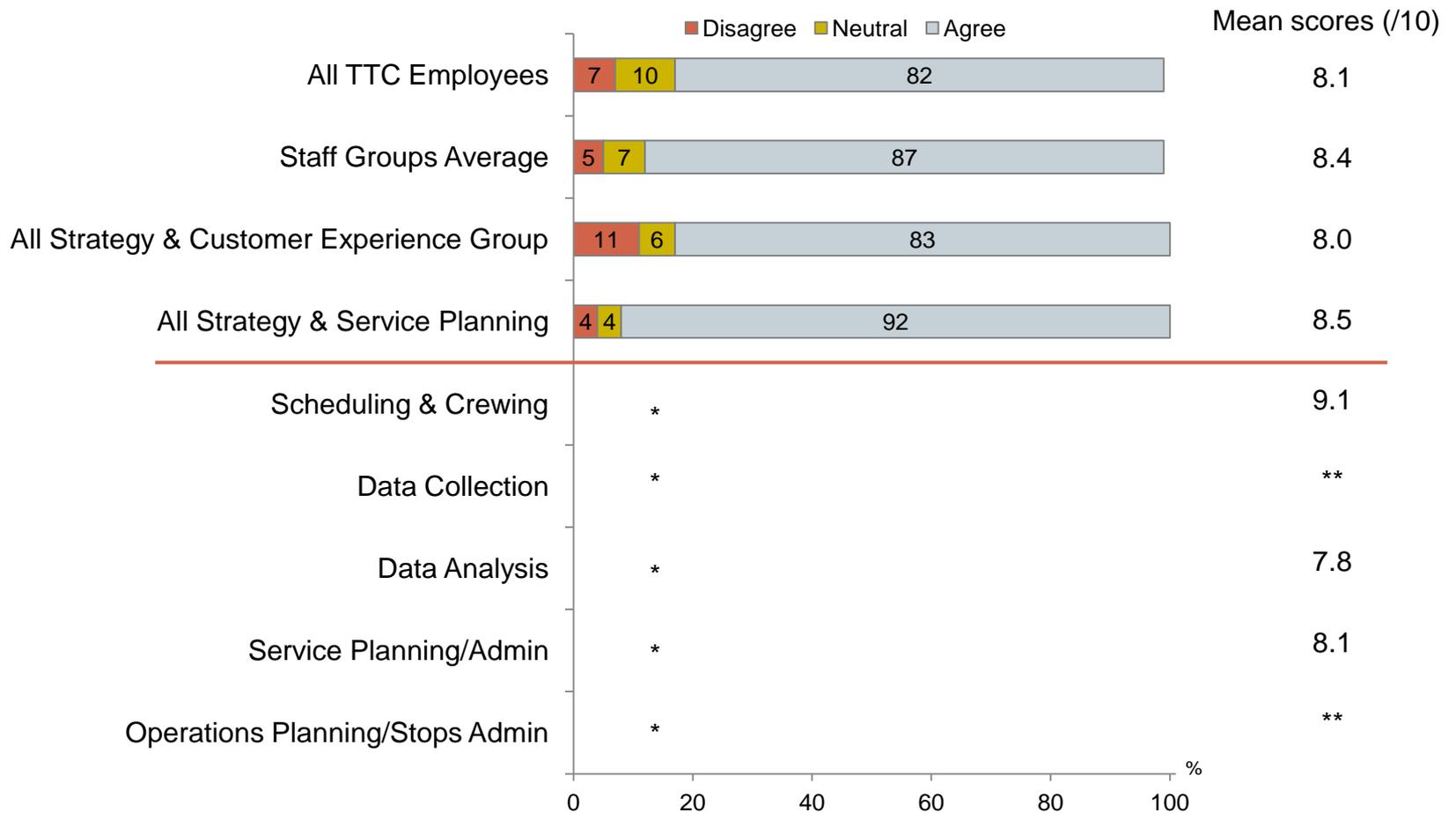
## Strategy & Service Planning

**Total**  
(n= 52)  
**Mean=8.5**



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

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



\* Percentages suppressed due to sample size <30.

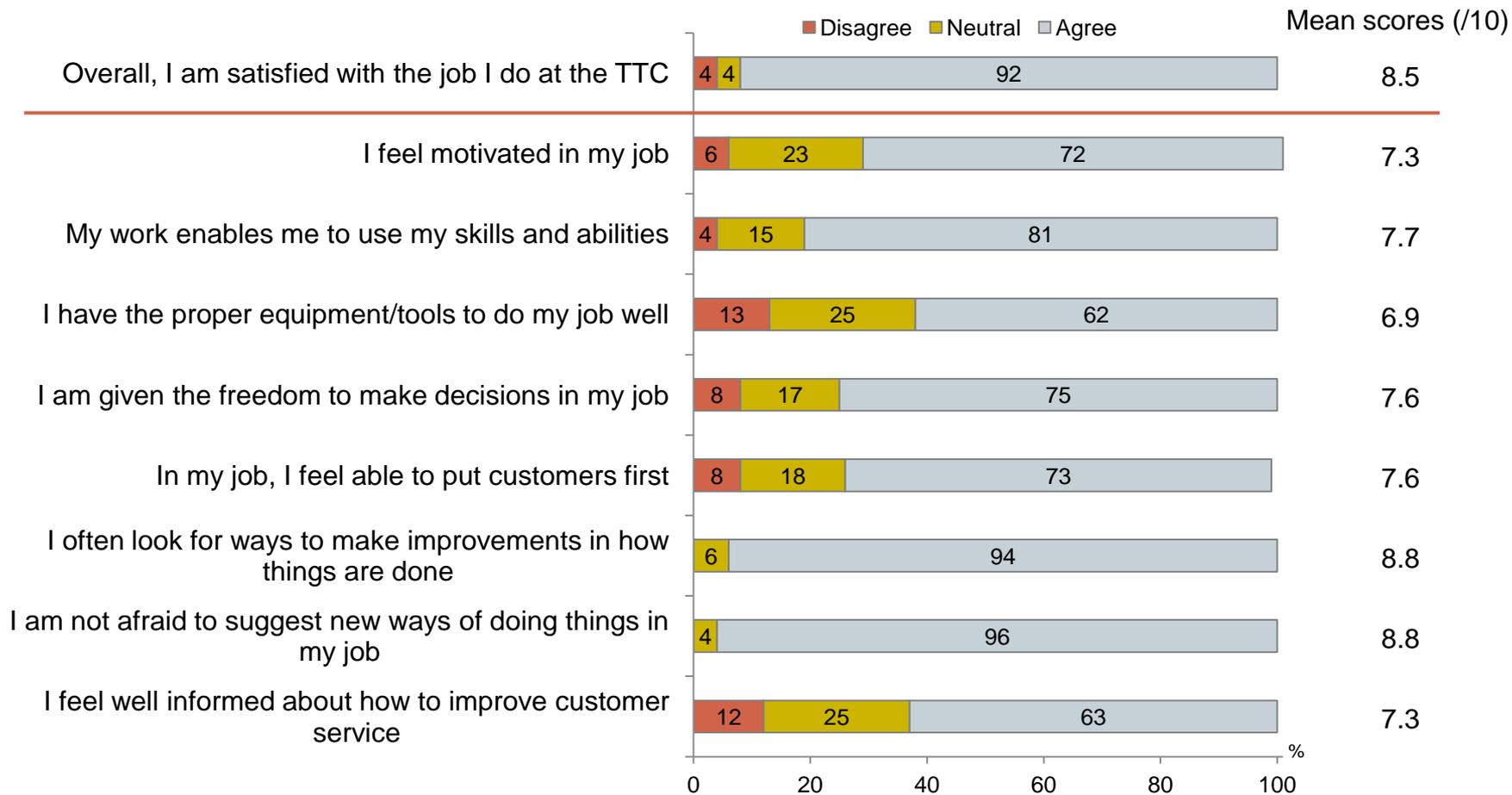
\*\* Mean score suppressed as sample size <10.

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 - STRATEGY & SERVICE PLANNING



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 | Staff Groups Average | All Strategy & Customer Experience Group | All Strategy & Service Planning | Scheduling & Crewing | Data Collection | Data Analysis | Service Planning/ Admin | Operations Planning/Stops Admin |
|---|-------------------|----------------------|--|---------------------------------|----------------------|-----------------|---------------|-------------------------|---------------------------------|
| Overall, I am satisfied with the job I do at the TTC              | 8.1               | 8.4                  | 8.0                                      | 8.5                             | 9.1                  | **              | 7.8           | 8.1                     | **                              |
| I feel motivated in my job  | 7.0               | 7.3                  | 6.8                                      | 7.3                             | 7.5                  | **              | 6.4           | 7.1                     | **                              |
| My work enables me to use my skills and abilities                 | 7.3               | 7.7                  | 7.1                                      | 7.7                             | 8.2                  | **              | 7.0           | 7.6                     | **                              |
| I have the proper equipment/tools to do my job well               | 6.8               | 7.3                  | 6.6                                      | 6.9                             | 7.4                  | **              | 7.4           | 6.0                     | **                              |
| I am given the freedom to make decisions in my job                | 6.5               | 7.3                  | 6.9                                      | 7.6                             | 7.4                  | **              | 7.9           | 7.5                     | **                              |
| In my job, I feel able to put customers first                     | 7.5               | 7.9                  | 7.7                                      | 7.6                             | 7.1                  | **              | **            | 8.5                     | **                              |
| I often look for ways to make improvements in how things are done | 8.1               | 8.6                  | 8.7                                      | 8.8                             | 8.9                  | **              | 8.3           | 8.9                     | **                              |
| I am not afraid to suggest new ways of doing things in my job     | 7.6               | 8.3                  | 8.3                                      | 8.8                             | 9.0                  | **              | 8.8           | 8.5                     | **                              |
| I feel well informed about how to improve customer service        | 6.8               | 7.6                  | 7.0                                      | 7.3                             | 6.9                  | **              | 7.3           | 7.9                     | **                              |

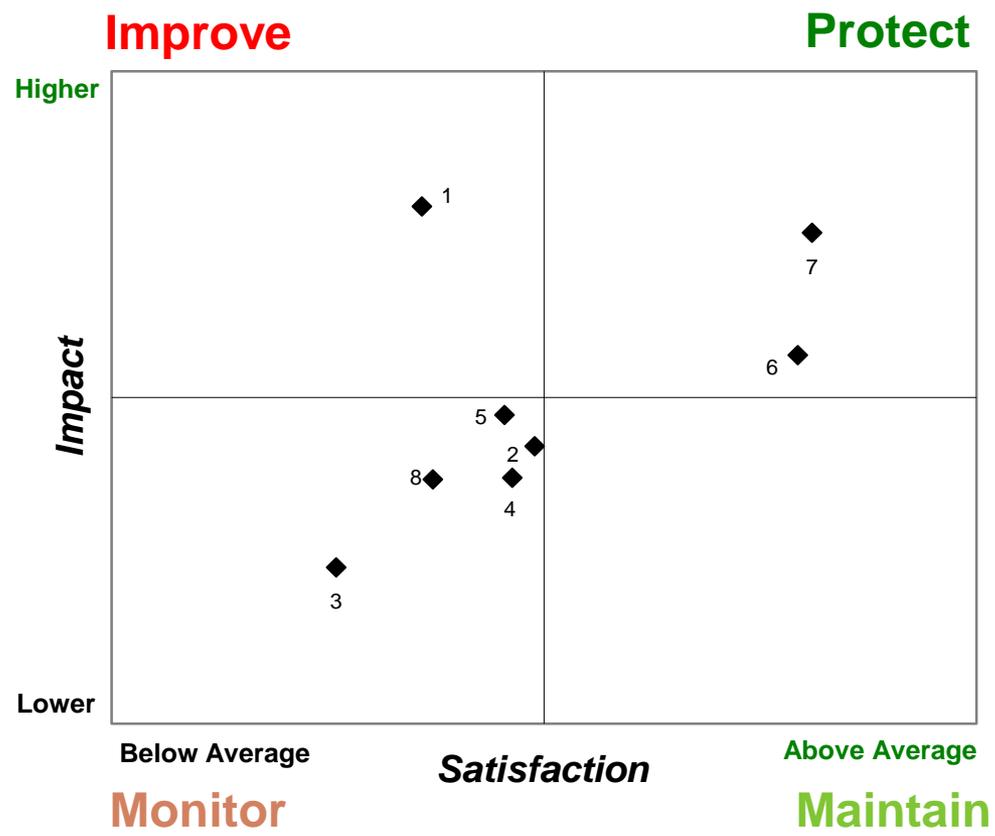
\*\* Mean score suppressed as sample size <10.

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

Sample sizes vary by attribute.

3/31/2015

# OPPORTUNITY ANALYSIS: YOUR JOB - STRATEGY & SERVICE PLANNING



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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 6.9 to 8.8.  
 Impact values range between 19% to 44%.

AREA TO PROTECT: SAFETY

Produced by Malatest on  
behalf of TTC



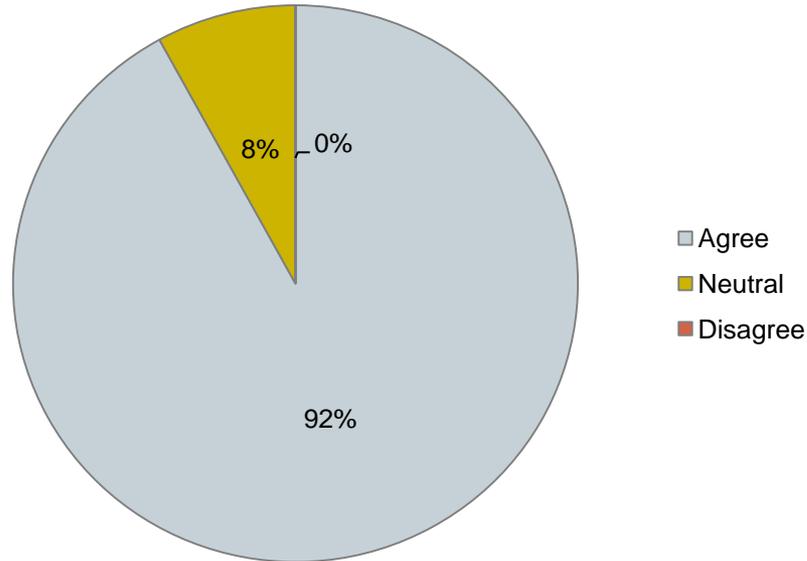
# SECTION SUMMARY

- Opportunity Analysis identifies “Safety” as the second most impactful on Employee Engagement and as an area in which Strategy & Service Planning employees are relatively satisfied, making this an Area to Protect.
- Employee satisfaction across the specific aspects of Safety is generally the highest for the Service Planning/Admin cost centre and the lowest for Data Analysis cost centre, though there are some exceptions to this.
- Across the specific aspects of Safety, ratings were relatively close together, though the highest for, “I feel comfortable discussing safety issues at work” and “My manager/supervisor acts quickly to address safety issues” Ratings were the lowest for, “People on my team report all injuries, no matter how minor”. These results were somewhat variable across cost centre groupings.
- To maintain high levels of 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
  - The TTC’s management is willing to invest money and effort to improve the level of safety
- In addition to these improvements, the following areas were identified as key Areas to Protect:
  - I feel comfortable discussing safety issues at work
  - My manager/supervisor acts quickly to address safety issues
  - I am strongly encouraged to report unsafe working conditions

# OVERALL RATINGS OF SAFETY - STRATEGY & SERVICE PLANNING

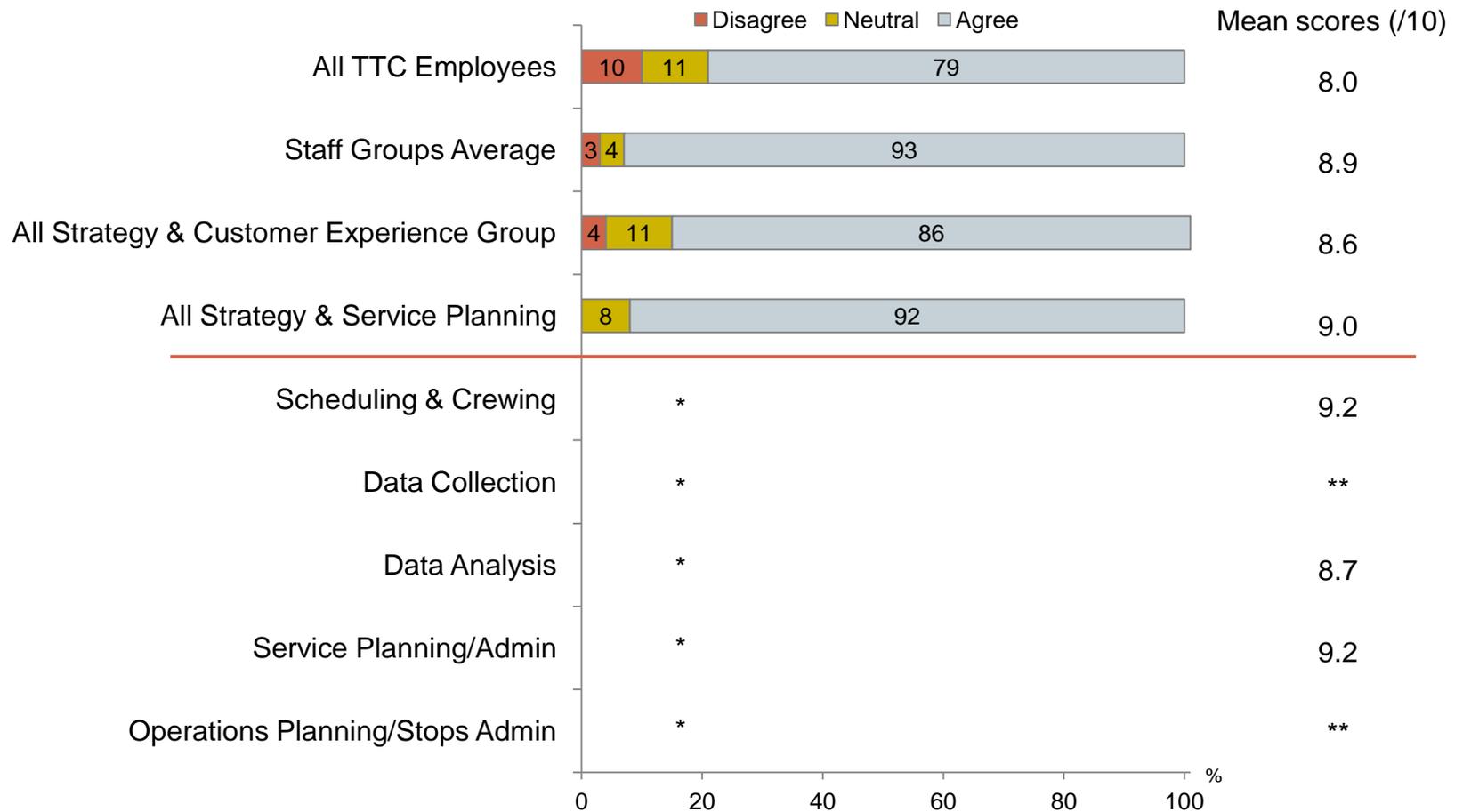
## Strategy & Service Planning

**Total**  
(n= 51)  
**Mean=9.0**



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

# OVERALL RATINGS OF SAFETY - BY COST CENTRE/GROUPING



\* Percentages suppressed due to sample size <30.

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

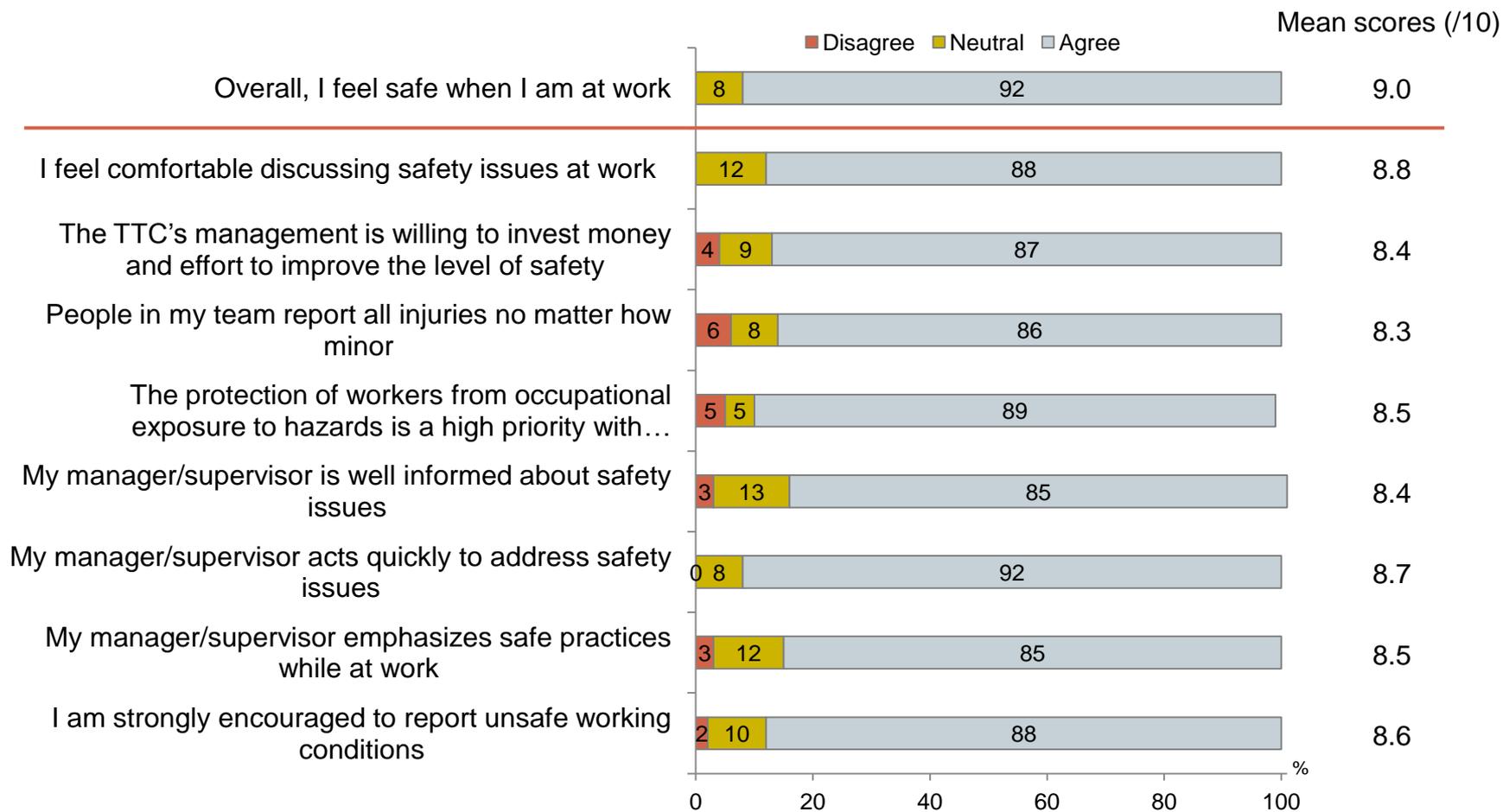
G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety.

Overall, I feel safe when I am at work.

Sample sizes vary by category.

# SAFETY

## - STRATEGY & SERVICE PLANNING



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

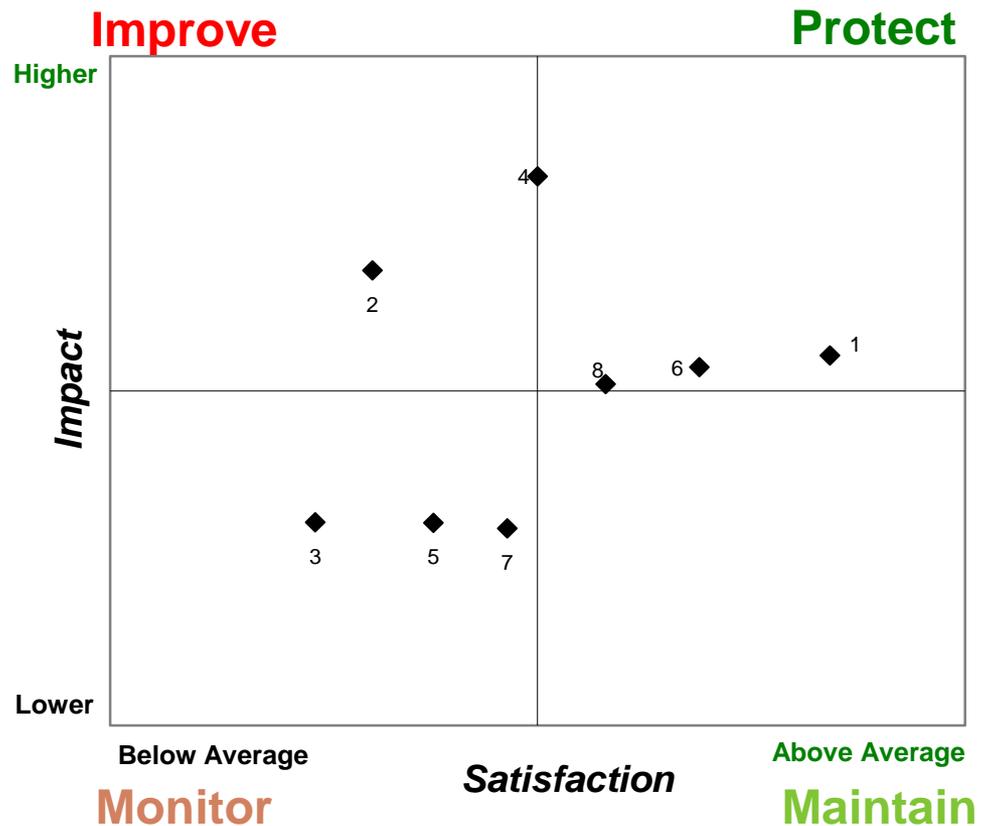
## - BY COST CENTRE/GROUPING

| Mean   | All TTC Employees | Staff Groups Average | All Strategy & Customer Experience Group | All Strategy & Service Planning | Scheduling & Crewing | Data Collection | Data Analysis | Service Planning/ Admin | Operations Planning/Stops Admin |
|--|-------------------|----------------------|--|---------------------------------|----------------------|-----------------|---------------|-------------------------|---------------------------------|
| Overall, I feel safe when I am at work   | 8.0               | 8.9                  | 8.6                                      | 9.0                             | 9.2                  | **              | 8.7           | 9.2                     | **                              |
| I feel comfortable discussing safety issues at work  | 8.3               | 8.9                  | 8.4                                      | 8.8                             | 8.9                  | **              | 8.5           | 8.9                     | **                              |
| The TTC's management is willing to invest money and effort to improve the level of safety          | 7.4               | 8.5                  | 8.3                                      | 8.4                             | 8.5                  | **              | 8.4           | 8.5                     | **                              |
| People in my team report all injuries no matter how minor  | 7.1               | 8.1                  | 7.8                                      | 8.3                             | 9.2                  | **              | **            | 8.4                     | **                              |
| The protection of workers from occupational exposure to hazards is a high priority with management | 7.6               | 8.6                  | 8.3                                      | 8.5                             | 8.5                  | **              | 8.0           | 8.8                     | **                              |
| My manager/supervisor is well informed about safety issues   | 8.0               | 8.7                  | 8.0                                      | 8.4                             | 8.6                  | **              | 8.4           | 8.3                     | **                              |
| My manager/supervisor acts quickly to address safety issues  | 7.6               | 8.6                  | 8.0                                      | 8.7                             | 8.8                  | **              | 8.4           | 8.6                     | **                              |
| My manager/supervisor emphasizes safe practices while at work                                      | 7.9               | 8.7                  | 7.9                                      | 8.5                             | 8.4                  | **              | **            | 8.3                     | **                              |
| I am strongly encouraged to report unsafe working conditions                                       | 8.0               | 8.7                  | 8.0                                      | 8.6                             | 8.8                  | **              | 8.3           | 8.9                     | **                              |

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

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 - STRATEGY & SERVICE PLANNING



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 8.3 to 8.8.  
 Impact values range between 32% to 87%.

# AREA TO PROTECT: YOUR WORKING ENVIRONMENT

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as the third most impactful on Employee Engagement and as an area in which Strategy & Service Planning employees are relatively satisfied, making this an Area to Protect.
- Mean scores across most specific aspects of Working Environment were generally the highest for the Strategy Planning/Admin cost centre, and the lowest for the Scheduling & Crewing cost centre, though there are some exceptions to this.
- Across the specific aspects of Working Environment, ratings were the highest for, “The hours I work are reasonable” and “I can adjust my work hours/shifts if needed” Ratings were the lowest for “The TTC cares about my mental health and emotional well-being”. These results were generally consistent across cost centre groupings.
- To improve employee satisfaction with Your Working Environment, Opportunity Analysis identifies the following key Areas to Improve:
  - I feel that I belong at the TTC
  - The TTC is dedicated to diversity and inclusiveness
  - The TTC encourages employees to maintain a healthy work-life balance
  - The TTC cares about my mental health and emotional well-being.
- Stress at Work
- 19% of Strategy & Service Planning employees indicated that they experience “frequent” stress at work, and an additional 60% experience stress at work “sometimes”. As all cost centre groupings have fewer than 30 responses, no comparisons of percentages can be made.

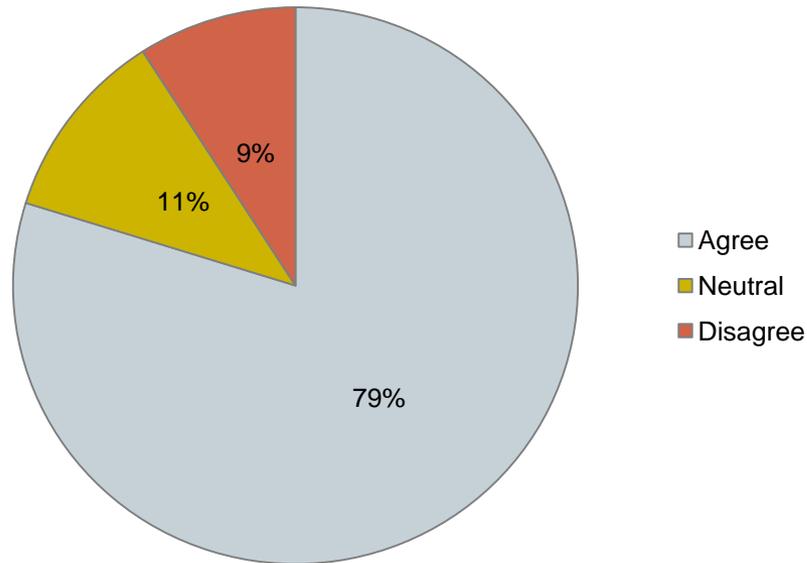
# SECTION SUMMARY

- Discrimination/Harassment
- 11% of Strategy & Service Planning employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months, below the average for the Strategy & Customer Experience group.
- Despite this low proportion of employees reporting having experienced discrimination or harassment, it must be noted that an unusually high percentage of employees in this department declined to answer whether they have experienced discrimination, ranging from 6% to 15%, depending on the specific form of discrimination involved. For almost all forms of discrimination, fewer than 6% reported experiencing the form of discrimination, but at least that proportion declined to answer. Comparing this to results for all TTC, only 2-3% declined to answer these questions.
- Employees most frequently reported discrimination based on personal harassment, followed by marital status, family status and sex (including pregnancy).
- Was it Reported?
- As only a minority of Strategy & Service Planning employees reported experiencing discrimination, no results can be reported regarding the way employees handled these experiences.
- Abuse by Customers
- 19% of Strategy & Service Planning employees reported that they had been verbally abused by customers in the past 12 months.
- Only 2% of employees reported that they had experienced physical abuse by customers.

# OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - STRATEGY & SERVICE PLANNING

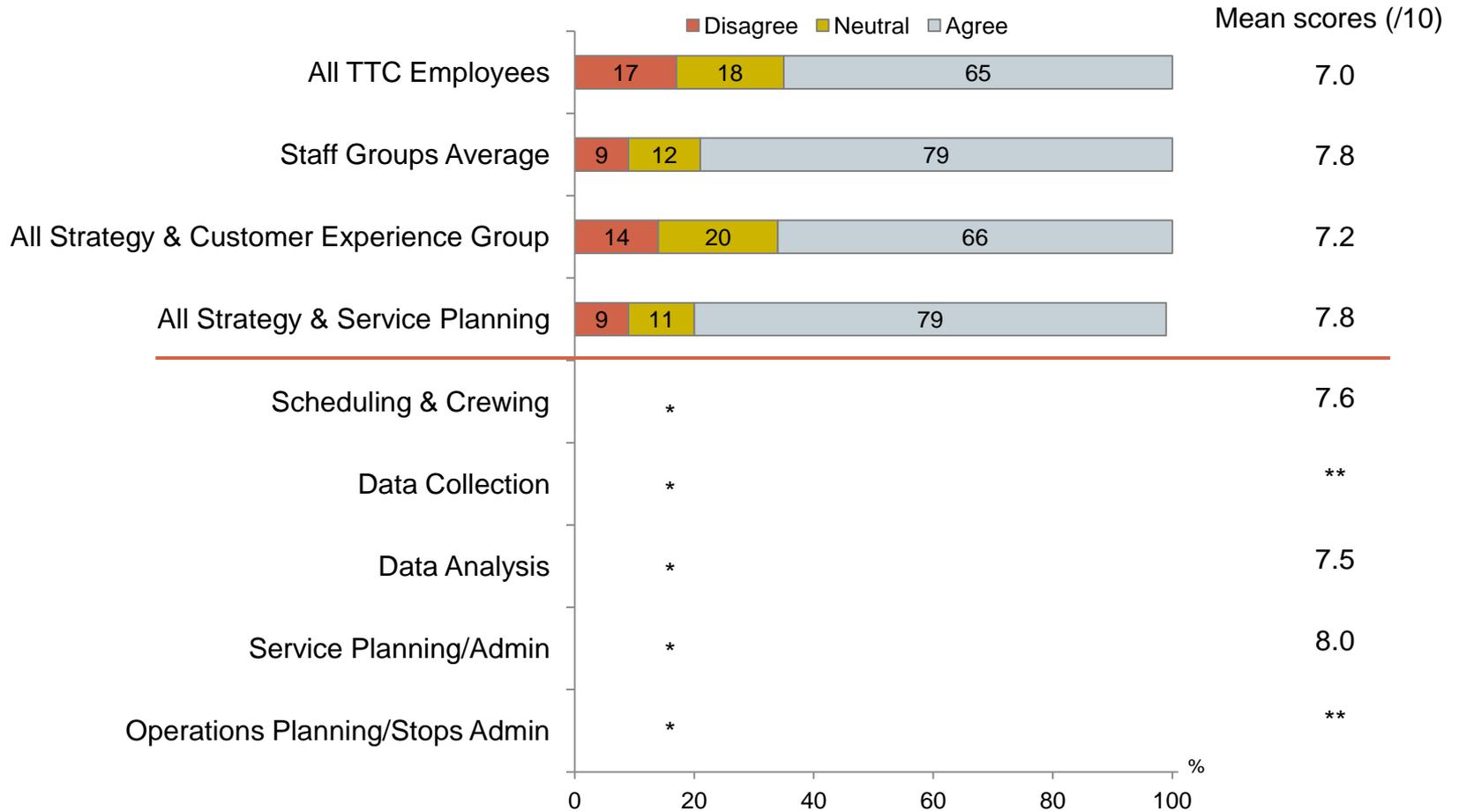
## Strategy & Service Planning

**Total**  
(n= 53)  
**Mean=7.8**



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

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



\* Percentages suppressed due to sample size <30.

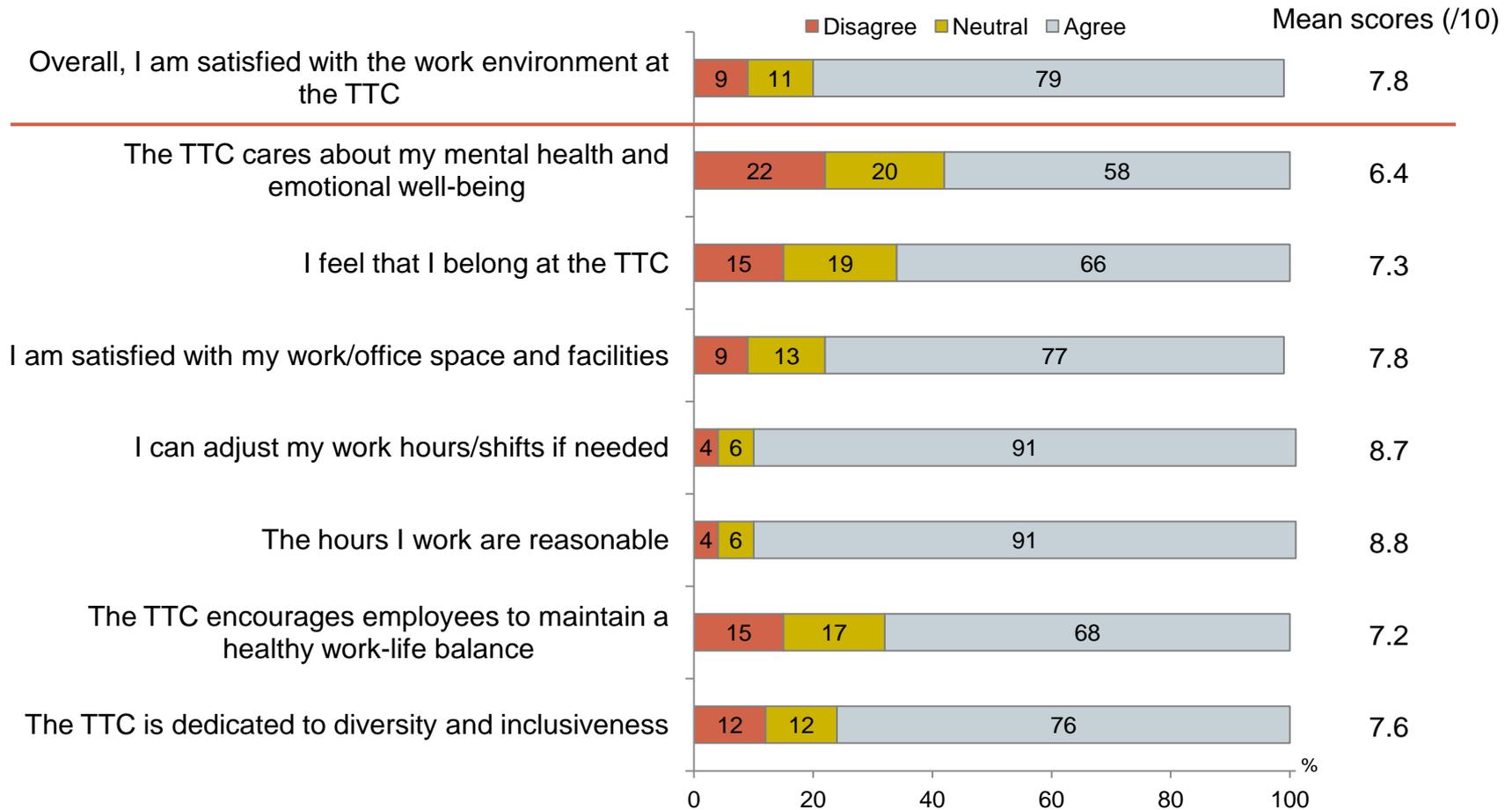
\*\* Mean score suppressed as sample size <10.

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 - STRATEGY & SERVICE PLANNING



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.

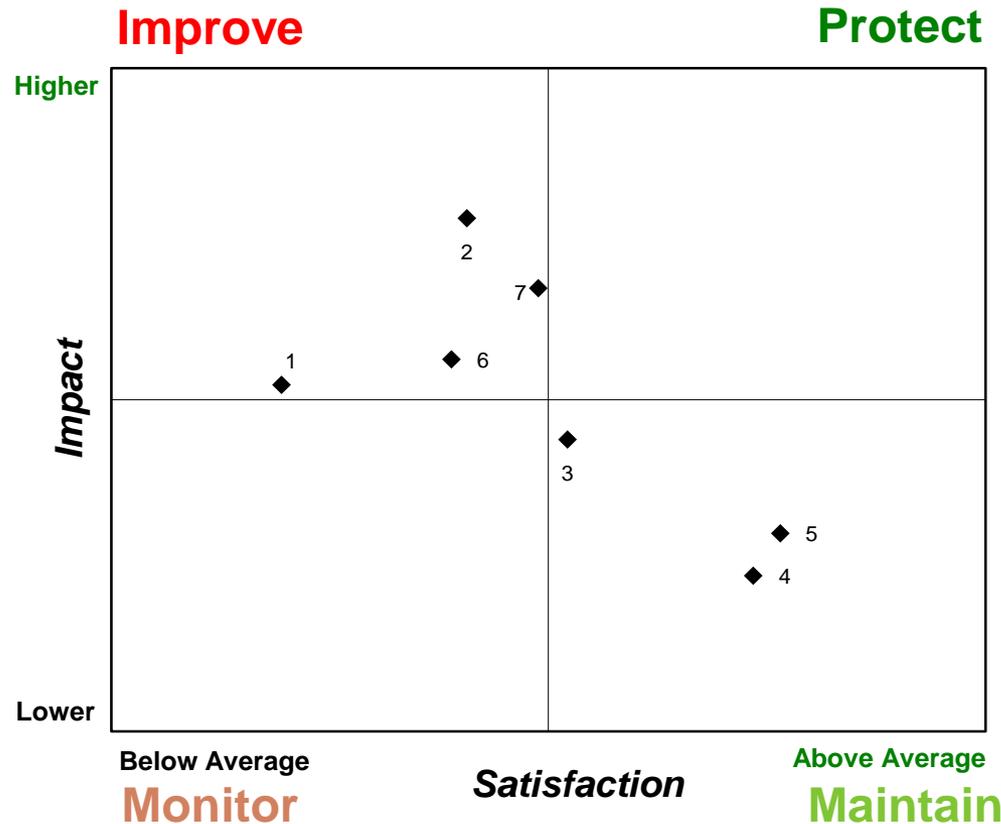
# YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING

| Mean   | All TTC Employees | Staff Groups Average | All Strategy & Customer Experience Group | All Strategy & Service Planning | Scheduling & Crewing | Data Collection | Data Analysis | Service Planning/ Admin | Operations Planning/Stops Admin |
|--|-------------------|----------------------|--|---------------------------------|----------------------|-----------------|---------------|-------------------------|---------------------------------|
| Overall, I am satisfied with the work environment at the TTC         | 7.0               | 7.8                  | 7.2                                      | 7.8                             | 7.6                  | **              | 7.5           | 8.0                     | **                              |
| The TTC cares about my mental health and emotional well-being        | 6.2               | 7.1                  | 6.1                                      | 6.4                             | 5.5                  | **              | 6.8           | 7.1                     | **                              |
| I feel that I belong at the TTC                                      | 7.4               | 7.8                  | 7.0                                      | 7.3                             | 6.3                  | **              | 7.3           | 7.8                     | **                              |
| I am satisfied with my work/office space and facilities              | 6.5               | 7.2                  | 6.9                                      | 7.8                             | 8.0                  | **              | 7.9           | 7.1                     | **                              |
| I can adjust my work hours/shifts if needed                          | 6.7               | 7.5                  | 7.0                                      | 8.7                             | 9.2                  | **              | 8.5           | 8.9                     | **                              |
| The hours I work are reasonable                                      | 7.7               | 8.4                  | 7.9                                      | 8.8                             | 9.2                  | **              | 8.8           | 8.5                     | **                              |
| The TTC encourages employees to maintain a healthy work-life balance | 6.3               | 7.4                  | 6.6                                      | 7.2                             | 6.7                  | **              | 7.1           | 7.6                     | **                              |
| The TTC is dedicated to diversity and inclusiveness                  | 7.4               | 8.0                  | 7.3                                      | 7.6                             | 7.0                  | **              | 7.4           | 8.1                     | **                              |

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

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 - STRATEGY & SERVICE PLANNING

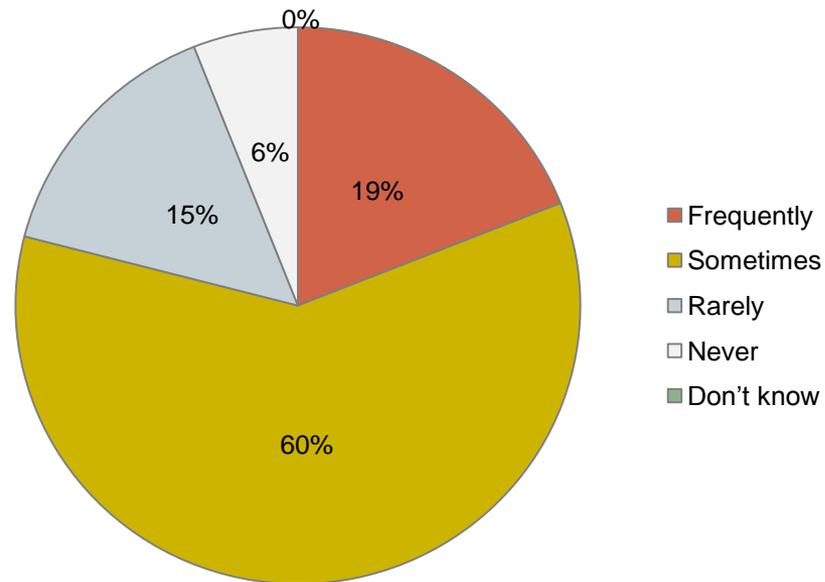


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life balance
7. The TTC is dedicated to diversity and inclusiveness

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 6.4 to 8.8.  
 Impact values range between 12% to 61%.

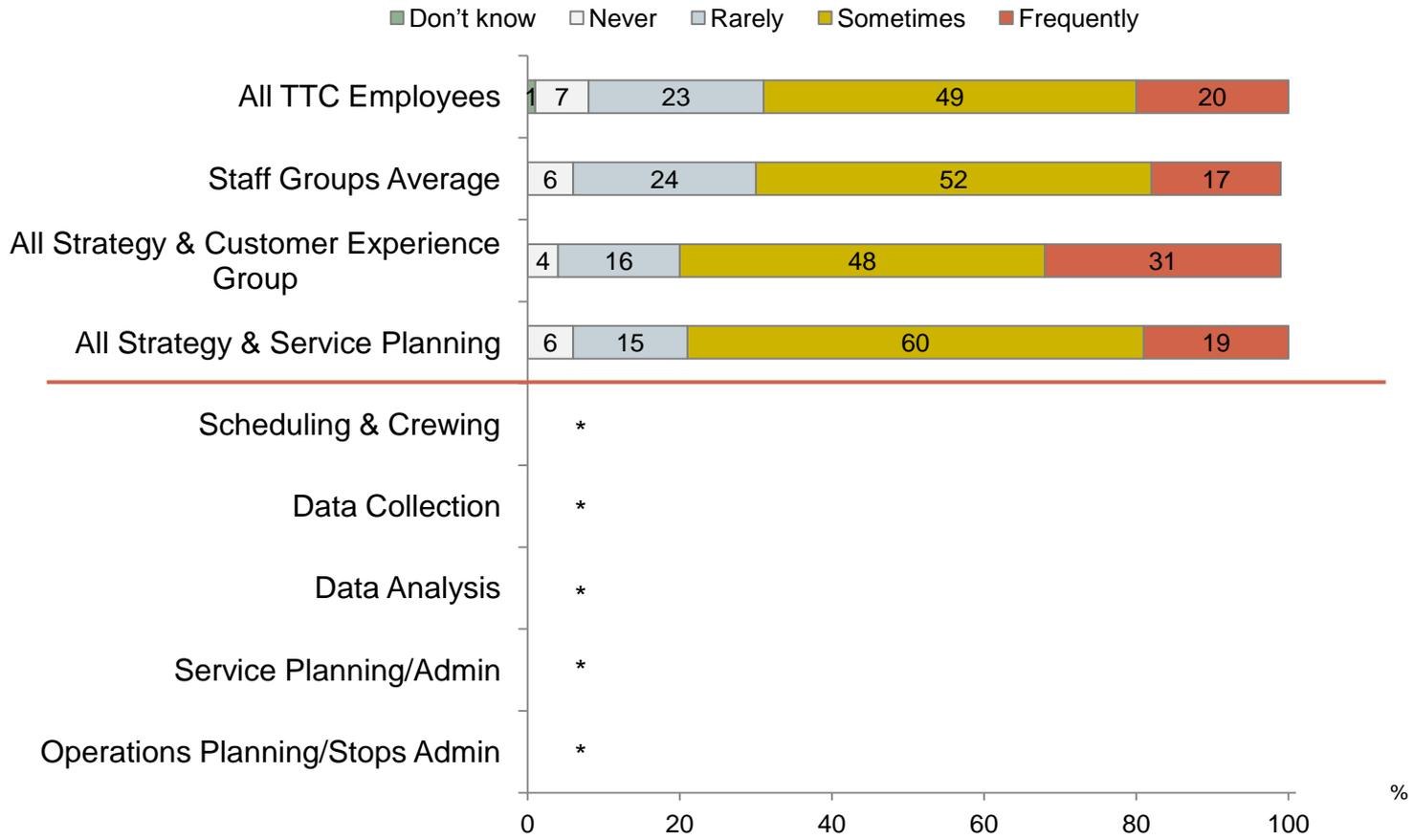
## Strategy & Service Planning

Total  
(n= 53)



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

# STRESS AT WORK - BY COST CENTRE/GROUPING

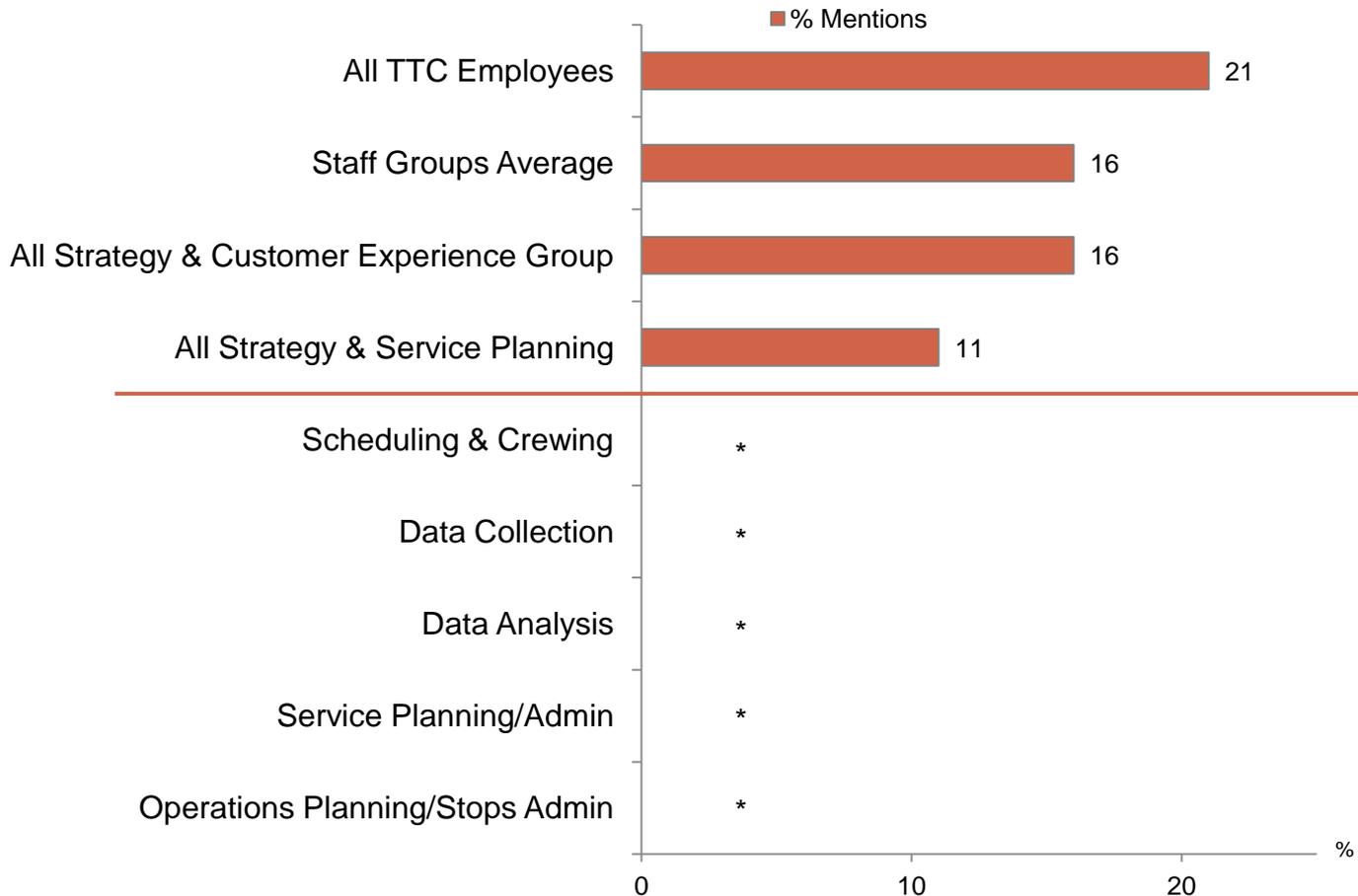


\* Percentages suppressed due to sample size <30.  
 F2. Is stress at work a problem for you? 1 Frequently; 2 Sometimes; 3 Rarely; 4 Never; 5 Don't know.  
 Sample sizes vary by category.



# EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT

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



\* Percentages suppressed due to sample size <30.

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

# DISCRIMINATION OR HARASSMENT EXPERIENCED

|   |   |   |  |
|---|---|---|--|
| Prefer not to answer<br>range from 2-3% | Prefer not to answer<br>range from 1-3% | Prefer not to answer<br>range from 2-7% | Prefer not to answer<br>range from 6-15% |
|---|---|---|--|

| % Yes                               | All TTC Employees | Staff Groups<br>Average | All Strategy &<br>Customer<br>Experience Group | All Strategy &<br>Service Planning |
|-------------------------------------|-------------------|-------------------------|--|------------------------------------|
| Disability                          | 3                 | 2                       | 2  | 0                                  |
| Ethnic Origin                       | 6                 | 2                       | 2  | 0                                  |
| Gender (includes gender expression) | 3                 | 2                       | 0  | 0                                  |
| Sex (including pregnancy)           | 2                 | 2                       | 3  | 4                                  |
| Creed                               | 2                 | 1                       | 1  | 2                                  |
| Age                                 | 5                 | 4                       | 1  | 0                                  |
| Race                                | 6                 | 2                       | 3  | 2                                  |
| Colour                              | 5                 | 1                       | 1  | 2                                  |
| Sexual Orientation                  | 2                 | 1                       | 1  | 0                                  |
| Family Status                       | 2                 | 2                       | 5  | 4                                  |
| Marital Status                      | 2                 | 2                       | 4  | 4                                  |
| Ancestry                            | 3                 | 1                       | 1  | 0                                  |
| Place of Origin                     | 4                 | 1                       | 2  | 2                                  |
| Citizenship                         | 3                 | 1                       | 1  | 2                                  |
| Personal Harassment                 | 9                 | 7                       | 10   | 9                                  |
| Other                               | 4                 | 2                       | 5  | 2                                  |

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.

Scheduling & Crewing, Data Collection, Data Analysis, Service Planning/Admin and Operations Planning/Stops Admin are not shown as these cost centres/groupings are too small to report percentages (n<30).

# 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

- As fewer than 30 Strategy & Service Planning employees provided a response to this question, no results can be shown.

## Strategy & Service Planning

**Total**  
(n= 6)

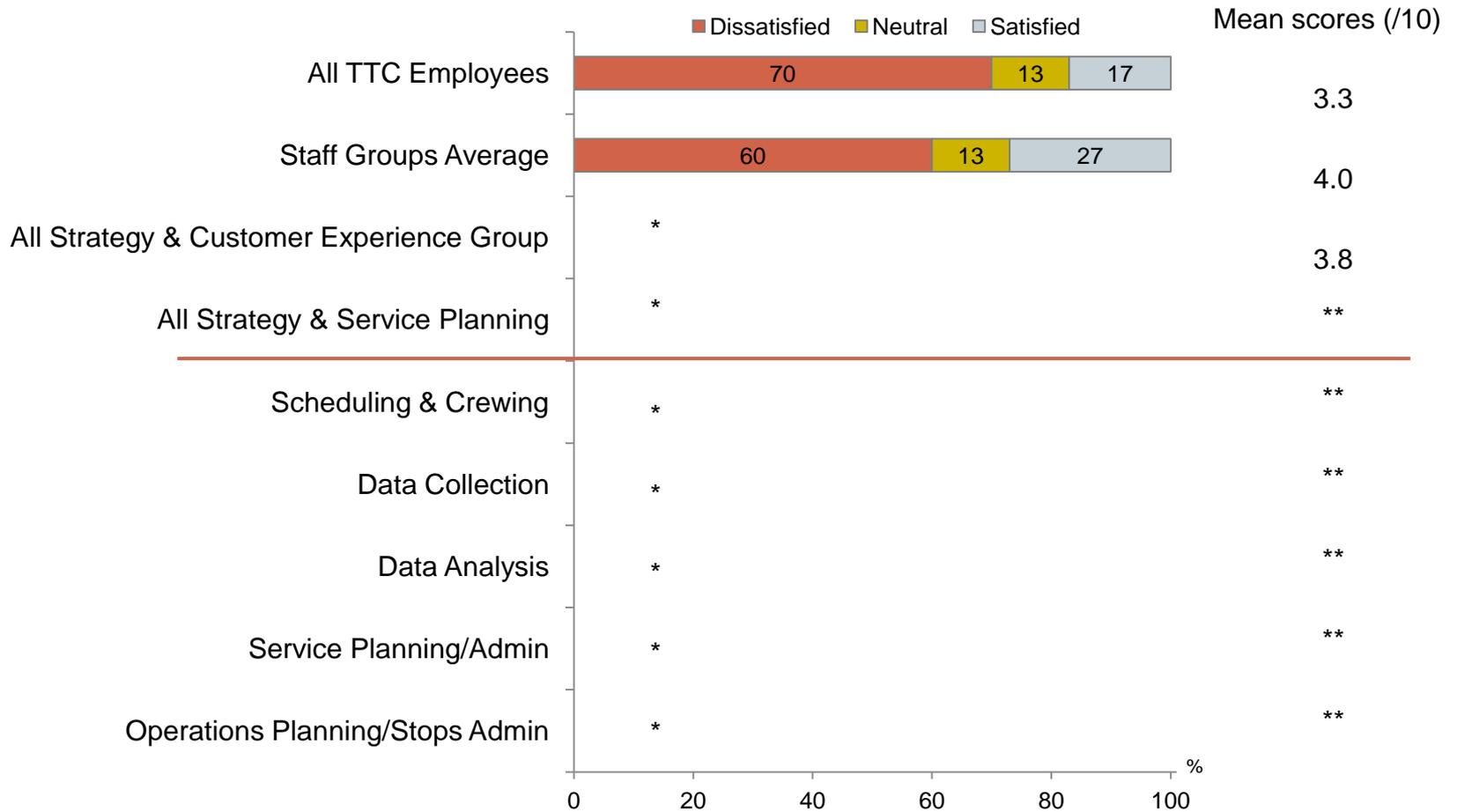
\*

\* 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?

# SATISFACTION WITH THE WAY THE INCIDENT WAS HANDLED

Among those who reported the incident



\* 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

- As fewer than 30 Strategy & Service Planning employees provided a response to this question, no results can be shown.

## Strategy & Service Planning

(n= 0)

\*

\* Percentages suppressed due to sample size <30.

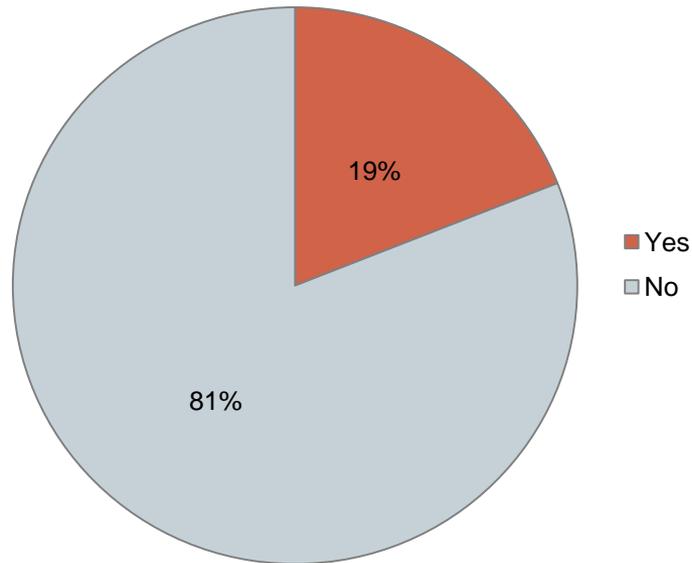
F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?

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

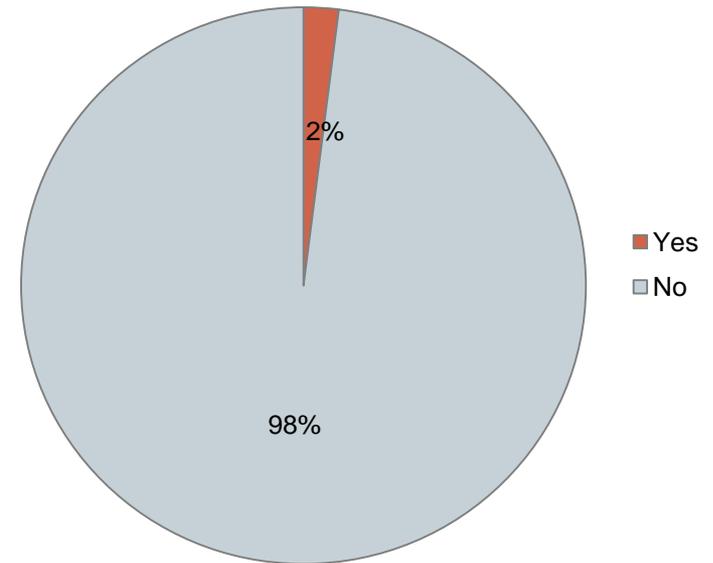
# ABUSE FROM CUSTOMERS

## Strategy & Service Planning

**Verbally Abused**  
(n= 53)

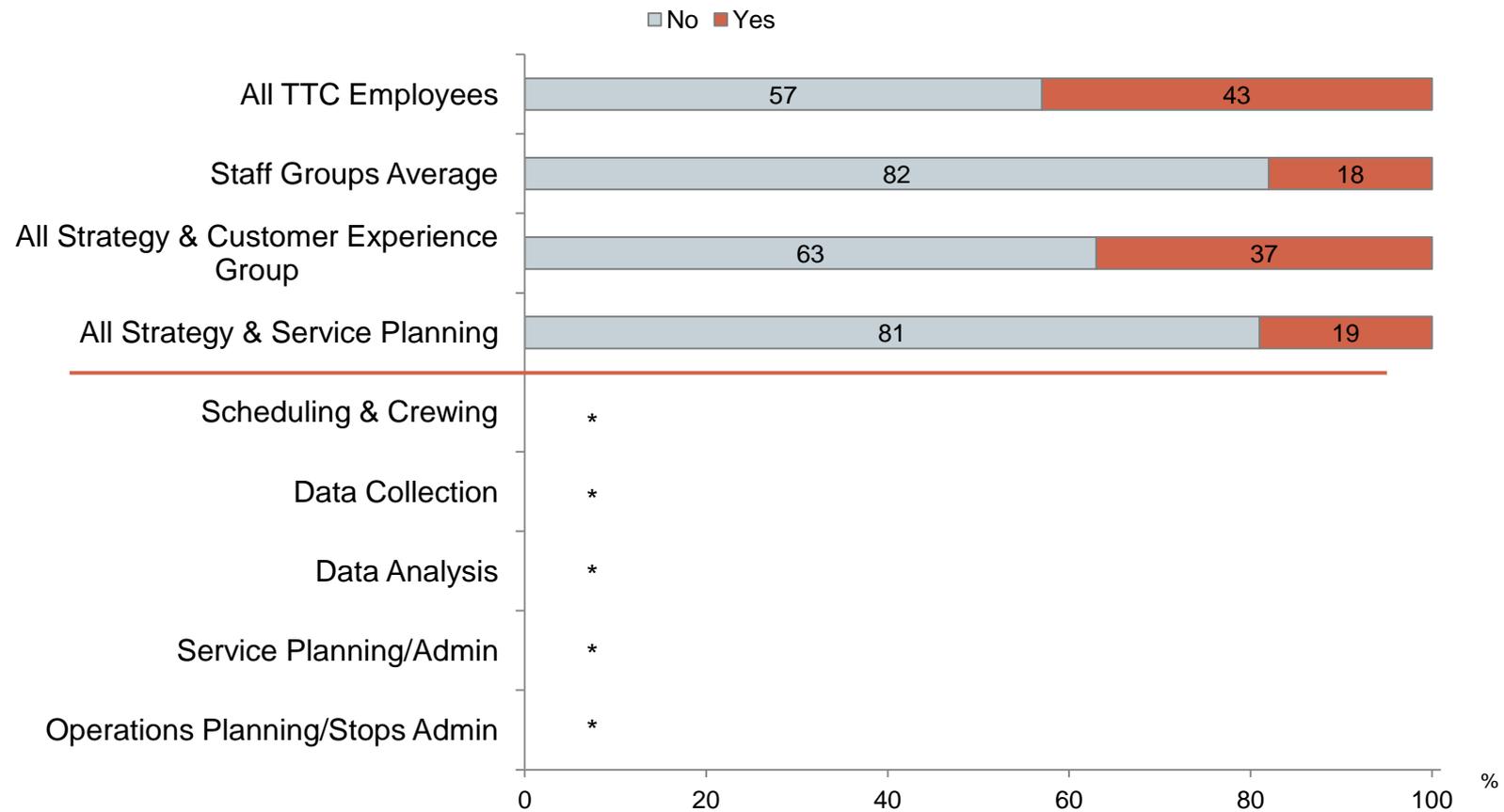


**Physically Abused**  
(n= 53)



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

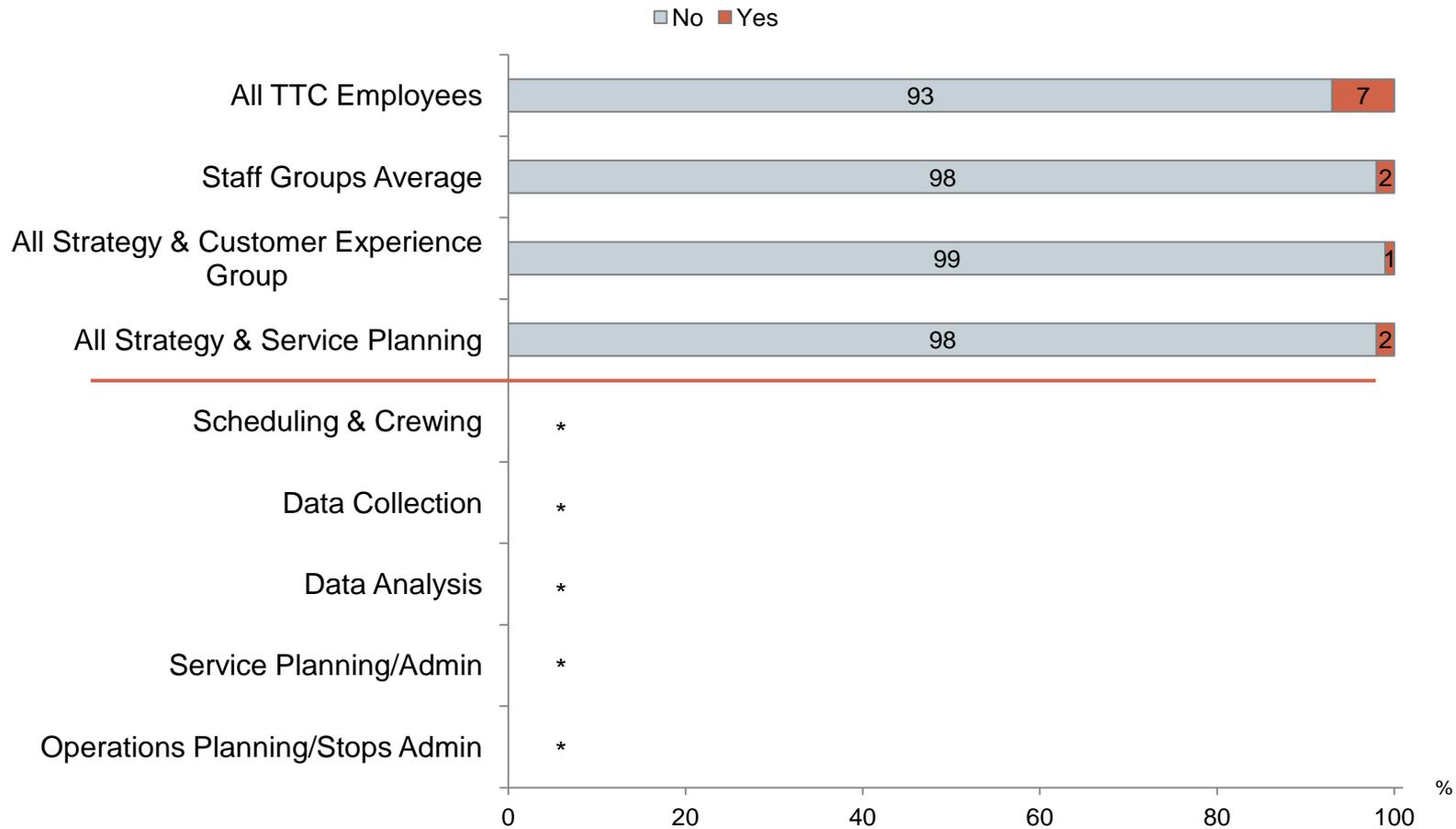
# VERBAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING



\* Percentages suppressed as sample size <30.

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

# PHYSICAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING

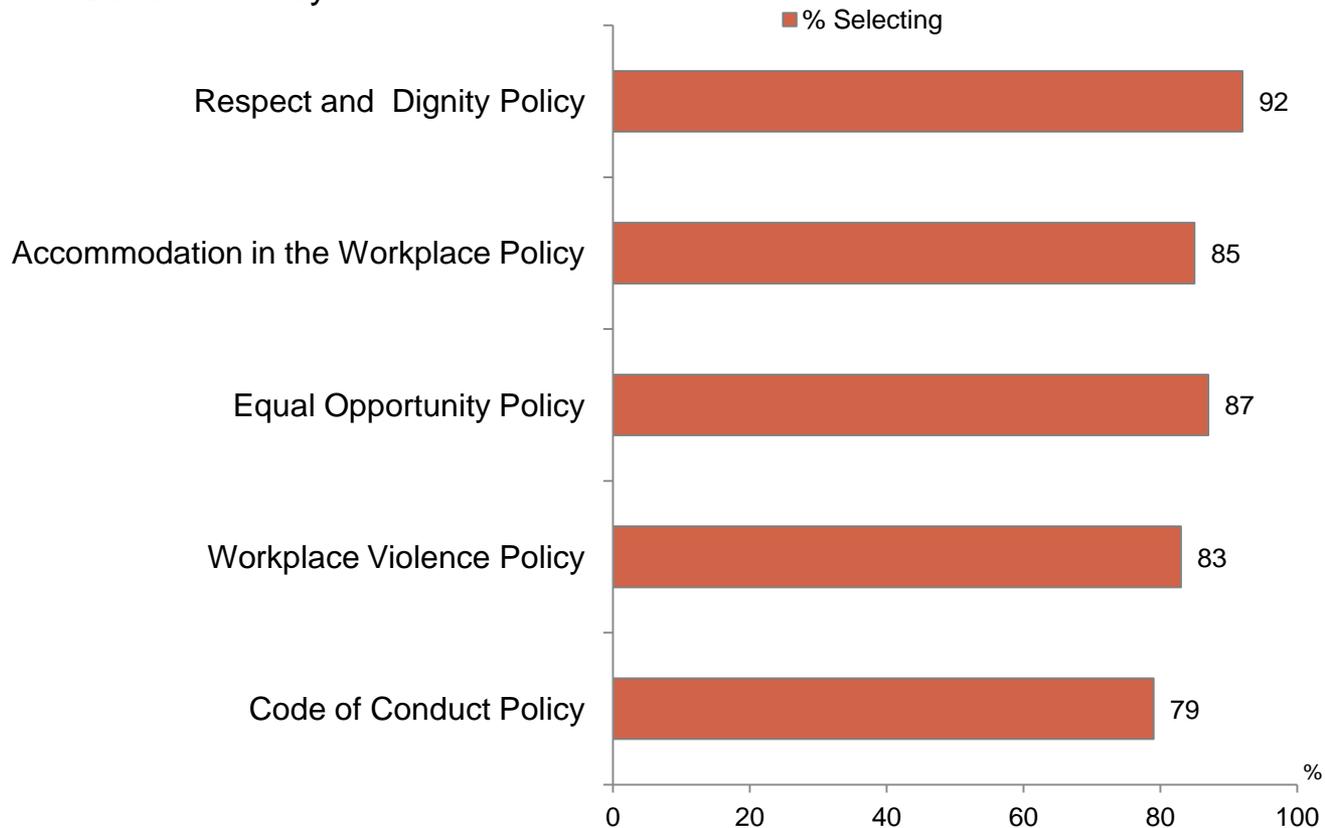


\* Percentages suppressed as sample size <30.  
F8. In the past 12 months, have you been physically abused by customers?  
Sample sizes vary by category.

# FAMILIARITY WITH TTC POLICIES

## - STRATEGY & SERVICE PLANNING

- Employees were asked if they were familiar with the various TTC policies related to equality. They were to select every policy with which they were familiar.
- Most employees are familiar with all policies, though there are more who are not familiar with the Code of Conduct Policy.



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

# FAMILIARITY WITH TTC POLICIES - BY COST CENTRE/GROUPING

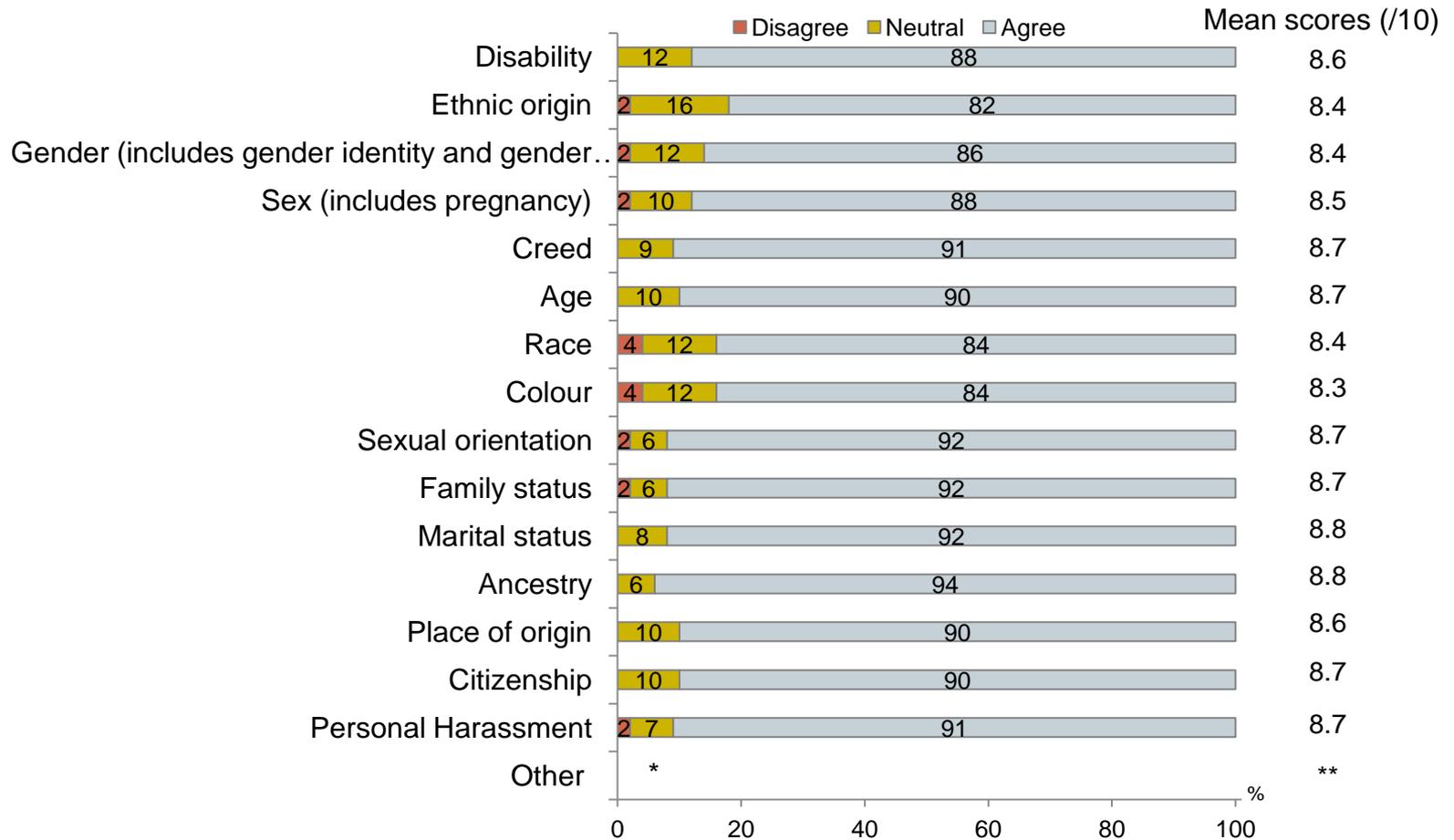
| % Selecting                           | All TTC Employees | Staff Groups Average | All Strategy & Customer Experience Group | All Strategy & Service Planning |
|---------------------------------------|-------------------|----------------------|--|---------------------------------|
| Respect and Dignity Policy            | 92                | 97                   | 96                                       | 92                              |
| Accommodation in the Workplace Policy | 76                | 87                   | 83                                       | 85                              |
| Equal Opportunity Policy              | 81                | 88                   | 86                                       | 87                              |
| Workplace Violence Policy             | 87                | 92                   | 88                                       | 83                              |
| Code of Conduct Policy                | 82                | 92                   | 86                                       | 79                              |

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

Scheduling & Crewing, Data Collection, Data Analysis, Service Planning/Admin and Operations Planning/Stops Admin are not shown as these cost centres/groupings are too small to report percentages (n<30).

# EFFECTIVENESS OF TTC PRACTICES

## - STRATEGY & SERVICE PLANNING



\* Percentages suppressed due to sample size <30.

\*\* 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 COST CENTRE/GROUPING

| Mean                                | All TTC Employees | Staff Groups Average | All Strategy & Customer Experience Group | All Strategy & Service Planning | Scheduling & Crewing | Data Collection | Data Analysis | Service Planning/ Admin | Operations Planning/Stops Admin |
|-------------------------------------|-------------------|----------------------|--|---------------------------------|----------------------|-----------------|---------------|-------------------------|---------------------------------|
| Disability                          | 8.3               | 8.7                  | 8.2                                      | 8.6                             | 8.6                  | **              | 8.9           | 8.3                     | **                              |
| Ethnic Origin                       | 8.3               | 8.6                  | 8.3                                      | 8.4                             | 8.3                  | **              | 8.9           | 8.1                     | **                              |
| Gender (includes gender expression) | 8.5               | 8.7                  | 8.2                                      | 8.4                             | 8.1                  | **              | 9.0           | 8.1                     | **                              |
| Sex (including pregnancy)           | 8.5               | 8.7                  | 8.2                                      | 8.5                             | 8.4                  | **              | 8.6           | 8.4                     | **                              |
| Creed                               | 8.5               | 8.8                  | 8.5                                      | 8.7                             | 8.7                  | **              | 9.0           | 8.5                     | **                              |
| Age                                 | 8.4               | 8.6                  | 8.3                                      | 8.7                             | 8.8                  | **              | 8.4           | 8.5                     | **                              |
| Race                                | 8.4               | 8.7                  | 8.2                                      | 8.4                             | 8.3                  | **              | 8.9           | 8.1                     | **                              |
| Colour                              | 8.4               | 8.7                  | 8.2                                      | 8.3                             | 8.1                  | **              | 8.9           | 8.1                     | **                              |
| Sexual Orientation                  | 8.6               | 8.8                  | 8.4                                      | 8.7                             | 8.3                  | **              | **            | 8.5                     | **                              |
| Family Status                       | 8.6               | 8.8                  | 8.4                                      | 8.7                             | 8.6                  | **              | 9.0           | 8.5                     | **                              |
| Marital Status                      | 8.6               | 8.9                  | 8.5                                      | 8.8                             | 8.8                  | **              | 9.1           | 8.5                     | **                              |
| Ancestry                            | 8.6               | 8.8                  | 8.6                                      | 8.8                             | 8.8                  | **              | **            | 8.5                     | **                              |
| Place of Origin                     | 8.5               | 8.8                  | 8.5                                      | 8.6                             | 8.4                  | **              | **            | 8.3                     | **                              |
| Citizenship                         | 8.6               | 8.9                  | 8.5                                      | 8.7                             | 8.4                  | **              | 9.0           | 8.6                     | **                              |
| Personal Harassment                 | 8.2               | 8.6                  | 8.2                                      | 8.7                             | 8.8                  | **              | 8.6           | 8.5                     | **                              |
| Other                               | 8.2               | 8.2                  | 7.7                                      | **                              | **                   | **              | **            | **                      | **                              |

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

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

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

Sample sizes vary by attribute.

# AREA TO IMPROVE: PERFORMANCE AND REWARD

Produced by Malatest on  
behalf of TTC



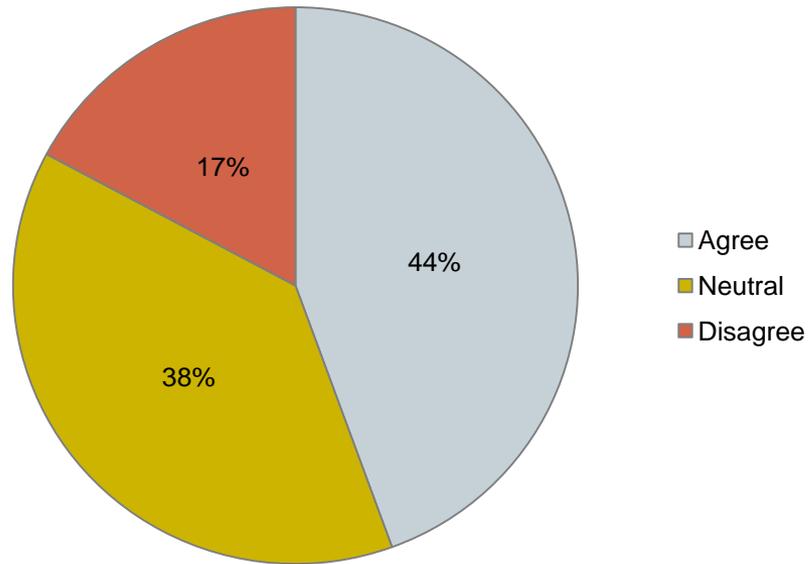
# SECTION SUMMARY

- Opportunity Analysis identifies “Performance and Reward” as the fourth most impactful on Employee Engagement and as an area in which Strategy & Service Planning employees are relatively less satisfied, making it an Area to Improve.
- Employee satisfaction with the way the TTC recognizes and rewards employees is generally the highest for the Data Analysis cost centre, and generally the lowest for the Scheduling & Crewing cost centre.
- Across the specific aspects of Performance and Reward, ratings were the highest for, “The TTC offers good job security”, followed by “I am satisfied with my pay and benefits, given the job I do”. Ratings were the lowest for, “Poor performance is not tolerated”, “I have the opportunity to progress within the company”, and “At the TTC, the recognition and / or rewards are meaningful”. These results were mostly consistent across cost centre groupings.
- To improve employee satisfaction with Performance and Reward, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - I am recognized for excellent performance
  - At the TTC, the recognition and / or rewards are meaningful
  - I have the opportunity to progress within the company
- In addition to these improvements, the following area is a key Area to Protect:
  - I am satisfied with the recognition I receive from my manager

# OVERALL RATINGS OF PERFORMANCE AND REWARD - STRATEGY & SERVICE PLANNING

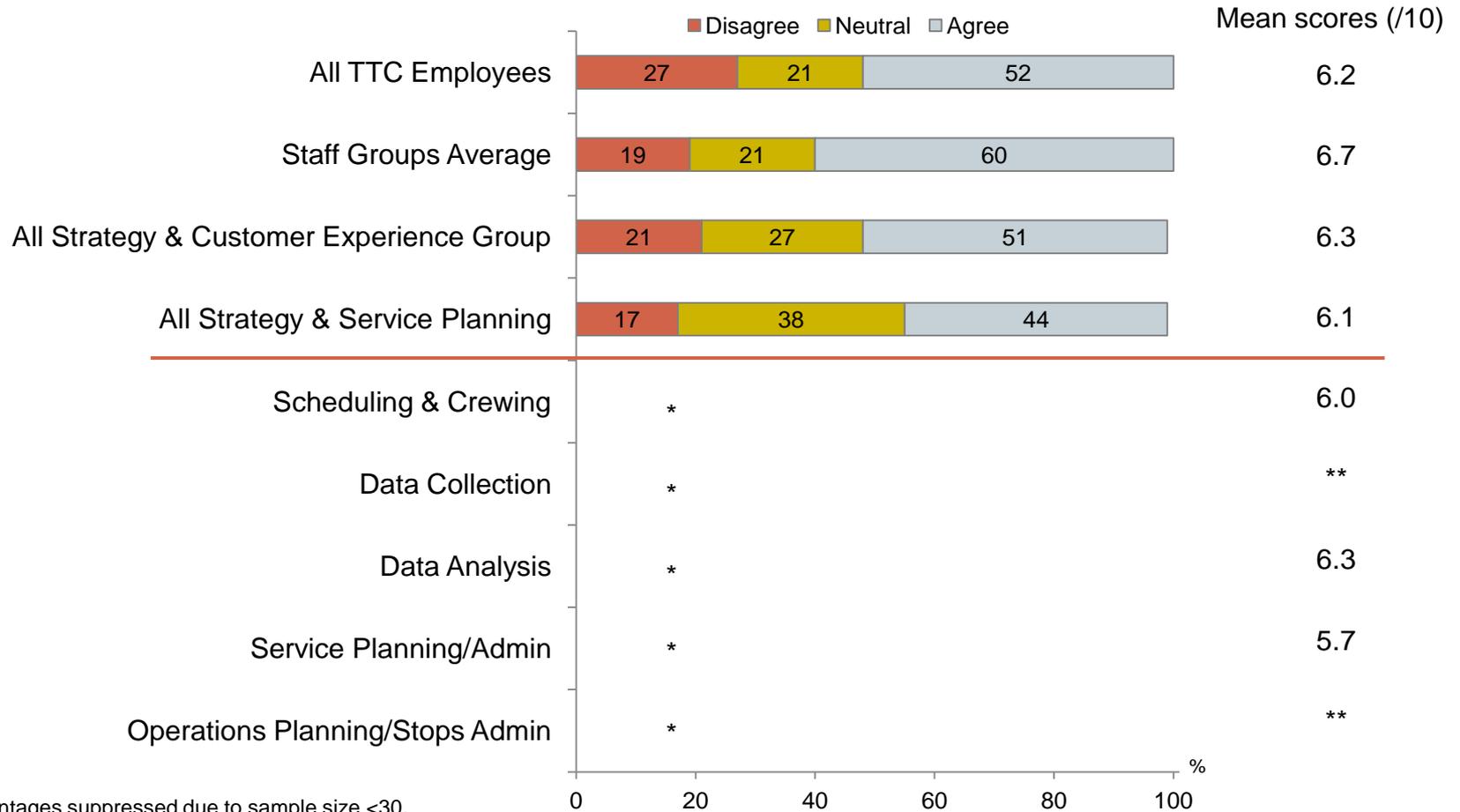
## Strategy & Service Planning

**Total**  
(n= 52)  
**Mean=6.1**



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

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



\* Percentages suppressed due to sample size <30.

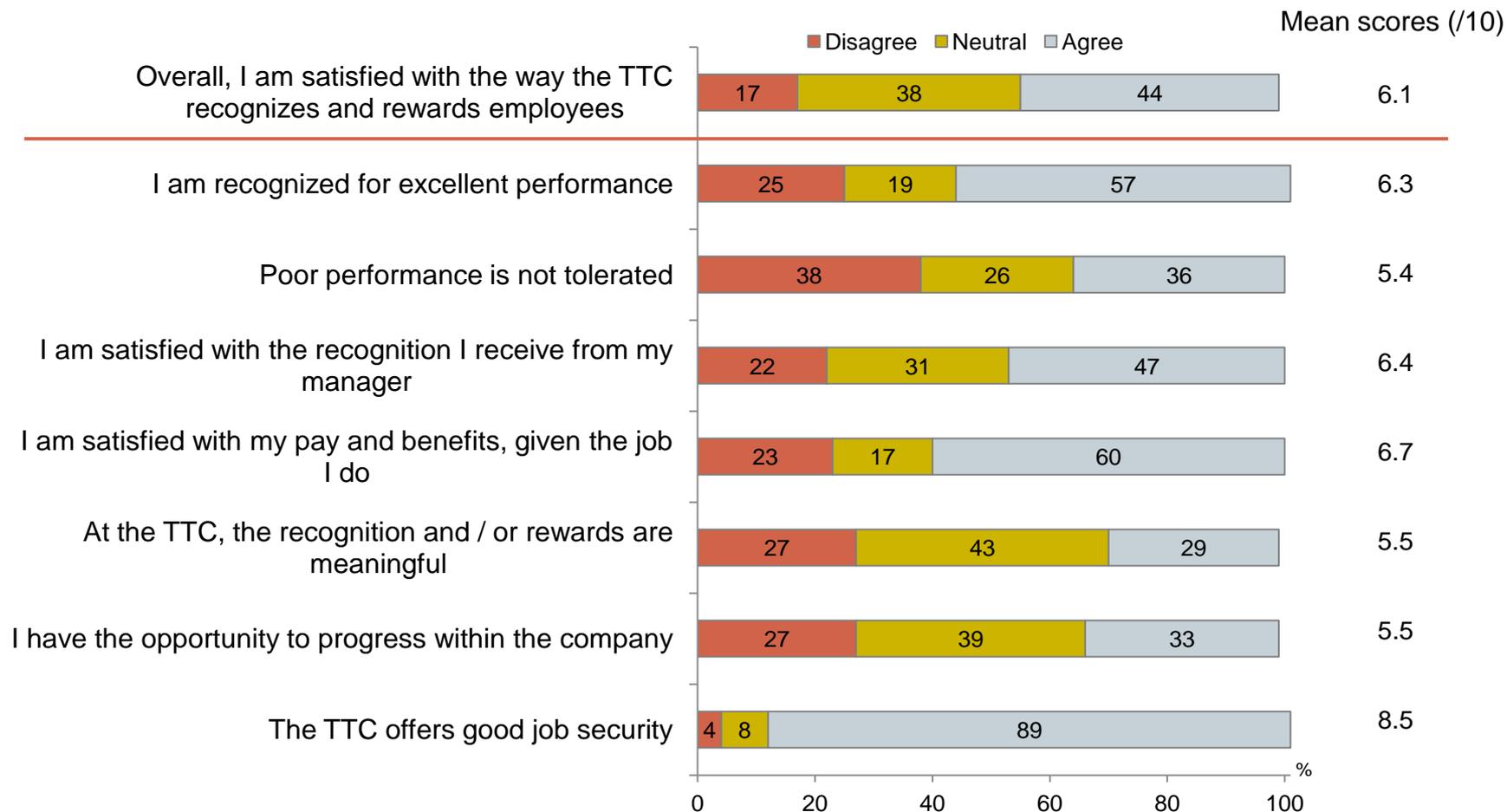
\*\* Mean score suppressed as sample size <10.

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 - STRATEGY & SERVICE PLANNING



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

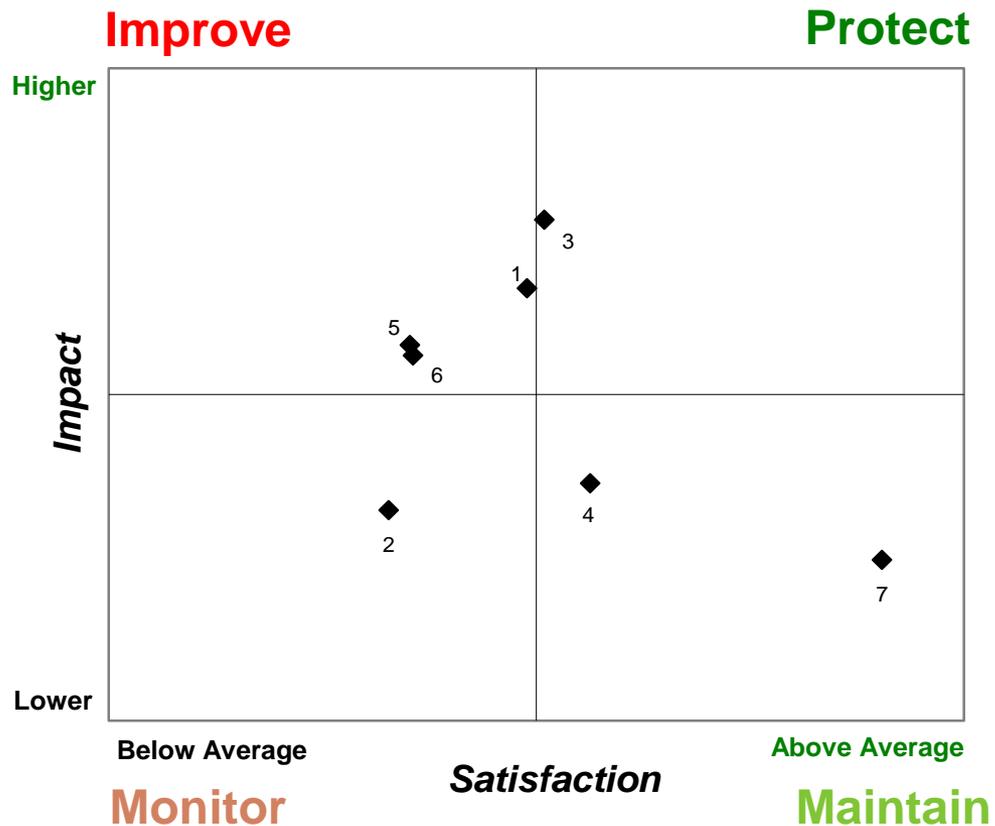
| Mean  | All TTC Employees | Staff Groups Average | All Strategy & Customer Experience Group | All Strategy & Service Planning | Scheduling & Crewing | Data Collection | Data Analysis | Service Planning/ Admin | Operations Planning/ Stops Admin |
|---|-------------------|----------------------|--|---------------------------------|----------------------|-----------------|---------------|-------------------------|----------------------------------|
| Overall, I am satisfied with the way the TTC recognizes and rewards employees | 6.2               | 6.7                  | 6.3                                      | 6.1                             | 6.0                  | **              | 6.3           | 5.7                     | **                               |
| I am recognized for excellent performance                                     | 5.9               | 6.7                  | 6.5                                      | 6.3                             | 5.4                  | **              | 7.4           | 6.5                     | **                               |
| Poor performance is not tolerated   | 5.9               | 6.2                  | 5.9                                      | 5.4                             | 5.3                  | **              | 6.2           | 5.3                     | **                               |
| I am satisfied with the recognition I receive from my manager                 | 6.0               | 6.9                  | 6.2                                      | 6.4                             | 5.4                  | **              | 7.4           | 6.8                     | **                               |
| I am satisfied with my pay and benefits, given the job I do                   | 7.7               | 7.4                  | 6.8                                      | 6.7                             | 6.4                  | **              | 6.8           | 6.9                     | **                               |
| At the TTC, the recognition and / or rewards are meaningful                   | 5.9               | 6.3                  | 5.8                                      | 5.5                             | 5.4                  | **              | 5.4           | 5.4                     | **                               |
| I have the opportunity to progress within the company                         | 6.9               | 6.6                  | 5.7                                      | 5.5                             | 5.1                  | **              | 5.7           | 5.9                     | **                               |
| The TTC offers good job security  | 8.3               | 8.4                  | 8.1                                      | 8.5                             | 9.2                  | **              | 7.6           | 8.5                     | **                               |

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

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

Sample sizes vary by attribute.

# OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - STRATEGY & SERVICE PLANNING



1. I am recognized for excellent performance
2. Poor performance is not tolerated
3. I am satisfied with the recognition I receive from my manager
4. I am satisfied with my pay and benefits, given the job I do
5. At the TTC, the recognition and / or rewards are meaningful
6. I have the opportunity to progress within the company
7. The TTC offers good job security

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 5.4 to 8.5.  
 Impact values range between 17% to 62%.

# AREA TO MONITOR: TRAINING AND DEVELOPMENT

Produced by Malatest on  
behalf of TTC



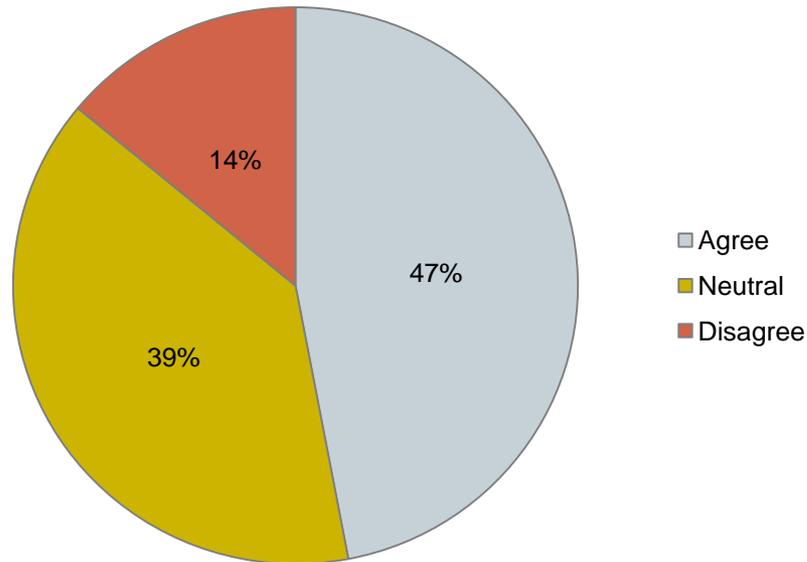
# SECTION SUMMARY

- 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 Strategy & Service Planning employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their training and development is generally the highest for the Service Planning/Admin cost centre grouping and the lowest for Data Analysis cost centre, though there are some exceptions to this.
- Across the specific aspects of Training and Development, ratings were the highest for “I have received the right sort of training to do my job properly”. Ratings were the lowest for “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”. These results were mostly consistent across cost centres.
- To improve employee satisfaction with Training and Development, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor
  - I am satisfied with the career development opportunities available to me
- In addition to these improvements, the following areas are key Areas to Protect:
  - The TTC provides ongoing training opportunities so I can develop my skills
  - I am satisfied with the support I receive on my personal development

# OVERALL RATINGS OF TRAINING AND DEVELOPMENT - STRATEGY & SERVICE PLANNING

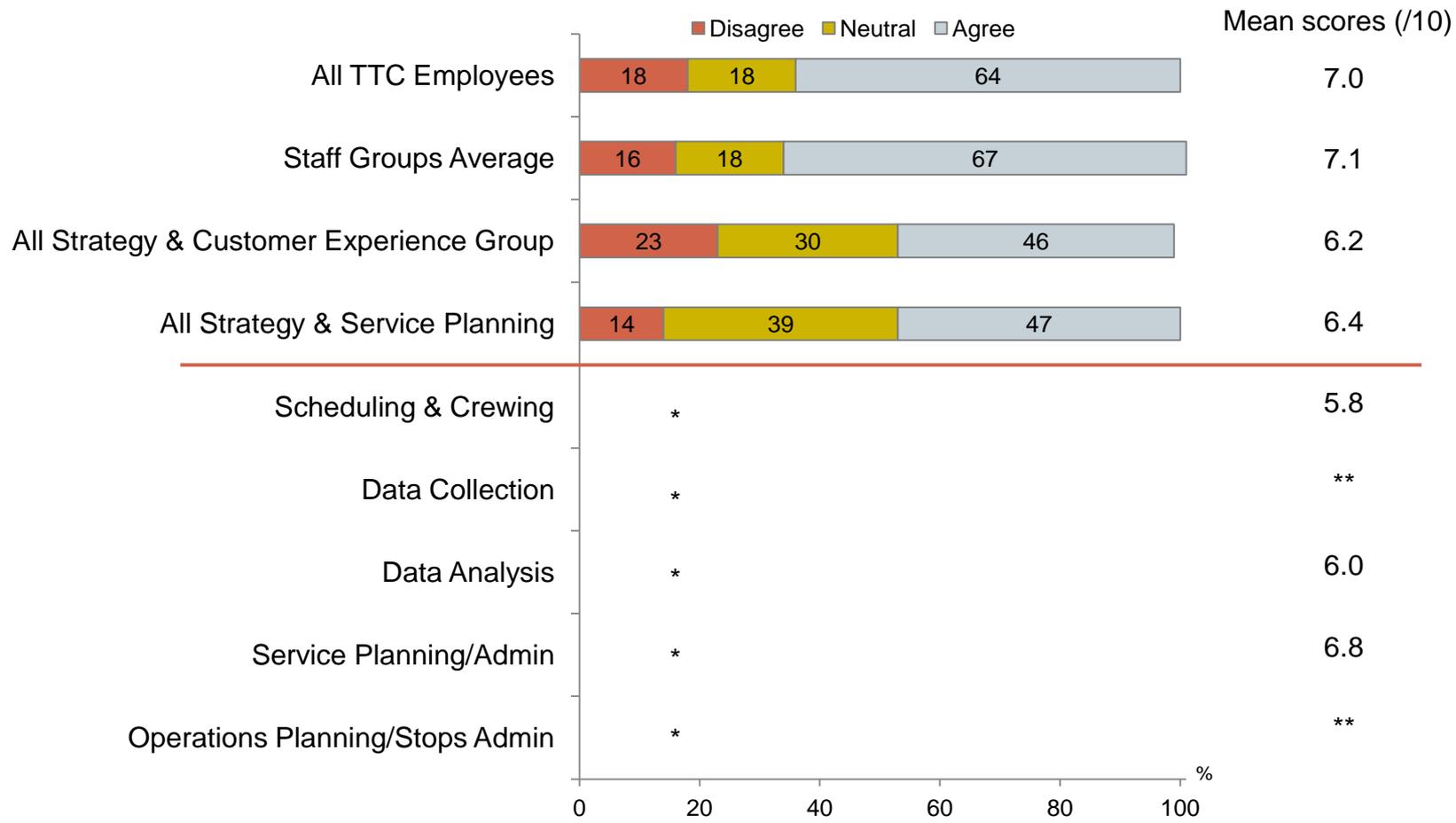
## Strategy & Service Planning

**Total**  
(n= 51)  
**Mean=6.4**



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

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



\* Percentages suppressed due to sample size <30.

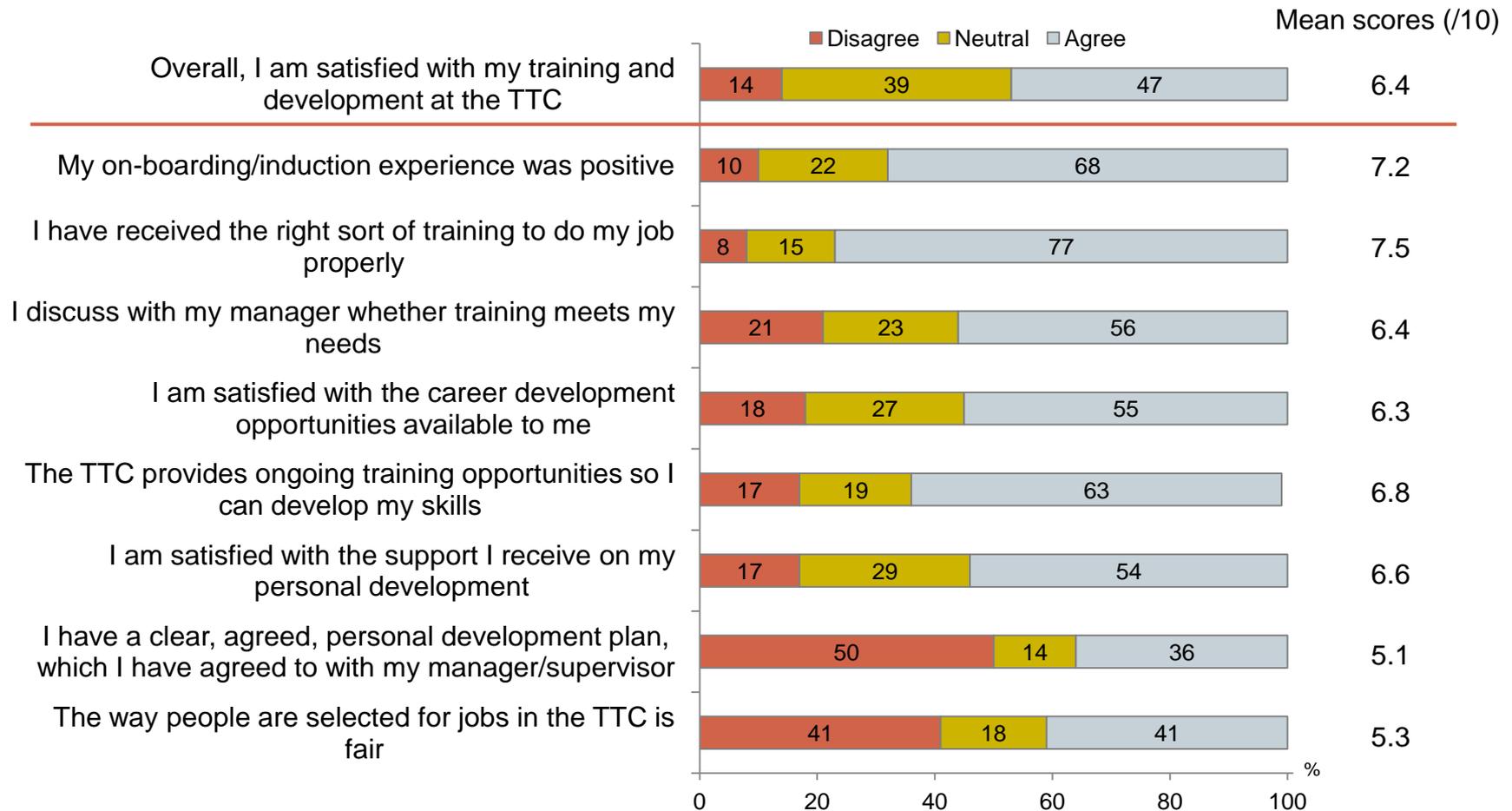
\*\* Mean score suppressed as sample size <10.

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

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

Sample sizes vary by category.

# TRAINING AND DEVELOPMENT - STRATEGY & SERVICE PLANNING



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.

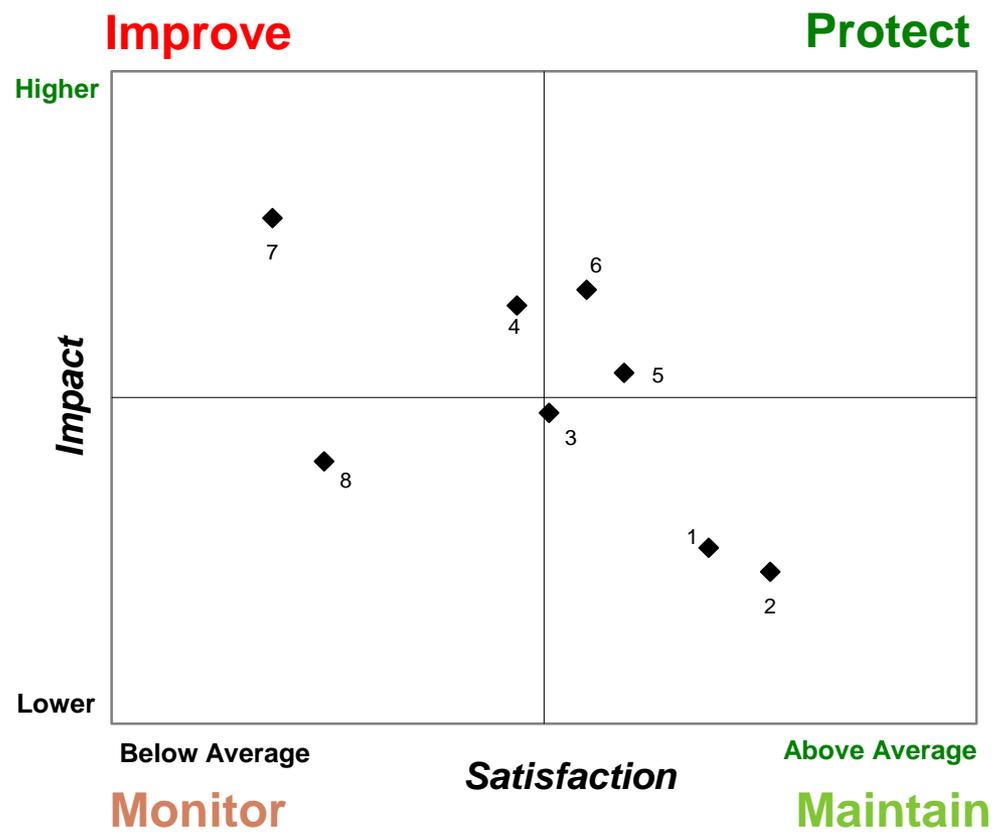
# TRAINING AND DEVELOPMENT - BY COST CENTRE/GROUPING

| Mean   | All TTC Employees | Staff Groups Average | All Strategy & Customer Experience Group | All Strategy & Service Planning | Scheduling & Crewing | Data Collection | Data Analysis | Service Planning/ Admin | Operations Planning/ Stops Admin |
|--|-------------------|----------------------|--|---------------------------------|----------------------|-----------------|---------------|-------------------------|----------------------------------|
| Overall, I am satisfied with my training and development at the TTC                                  | 7.0               | 7.1                  | 6.2                                      | 6.4                             | 5.8                  | **              | 6.0           | 6.8                     | **                               |
| My on-boarding/induction experience was positive   | 7.9               | 7.9                  | 7.3                                      | 7.2                             | 6.8                  | **              | **            | 8.0                     | **                               |
| I have received the right sort of training to do my job properly                                     | 7.6               | 7.7                  | 7.3                                      | 7.5                             | 7.6                  | **              | 6.8           | 7.8                     | **                               |
| I discuss with my manager whether training meets my needs  | 6.7               | 7.5                  | 6.6                                      | 6.4                             | 6.3                  | **              | 6.4           | 7.0                     | **                               |
| I am satisfied with the career development opportunities available to me                             | 6.9               | 6.9                  | 6.0                                      | 6.3                             | 6.0                  | **              | 5.8           | 6.9                     | **                               |
| The TTC provides ongoing training opportunities so I can develop my skills                           | 7.0               | 7.5                  | 6.6                                      | 6.8                             | 6.1                  | **              | 6.5           | 7.3                     | **                               |
| I am satisfied with the support I receive on my personal development                                 | 6.5               | 7.1                  | 6.1                                      | 6.6                             | 6.1                  | **              | 6.1           | 7.5                     | **                               |
| I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor | 5.5               | 6.3                  | 5.0                                      | 5.1                             | 4.7                  | **              | **            | 5.4                     | **                               |
| The way people are selected for jobs in the TTC is fair  | 5.6               | 5.7                  | 4.8                                      | 5.3                             | 4.2                  | **              | 4.8           | 6.3                     | **                               |

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

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

# OPPORTUNITY ANALYSIS: TRAINING AND DEVELOPMENT - STRATEGY & SERVICE PLANNING



1. My on-boarding/induction experience was positive
2. I have received the right sort of training to do my job properly
3. I discuss with my manager whether training meets my needs
4. I am satisfied with the career development opportunities available to me
5. The TTC provides ongoing training opportunities so I can develop my skills
6. I am satisfied with the support I receive on my personal development
7. I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor
8. The way people are selected for jobs in the TTC is fair

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 5.1 to 7.5.  
 Impact values range between 44% to 77%.

AREA TO MONITOR: YOUR COMPANY

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Your Company” as having a moderate impact on Employee Engagement and is an area in which Strategy & Service Planning employees are relatively less satisfied; in other words, this is an Area to Monitor.
- Mean satisfaction ratings across most specific aspects of Your Company are generally the highest for the Service Planning/Admin cost centre grouping, and the lowest for the Scheduling & Crewing cost centre.
- Across the specific aspects of Your Company, satisfaction ratings are the highest for, “I am proud and passionate about the TTC”. Ratings were the lowest for, “There is effective sharing of information across the TTC.” These results are generally consistent across cost centres.
- To improve employee satisfaction with Your Company, Opportunity Analysis identifies several influential Areas to Improve, primarily related to trust and communication:
  - I feel confident that TTC leadership is making the right decisions for the company’s future success
  - Senior Managers communicate openly and honestly with employee
  - TTC leadership welcomes all feedback, both positive and negative
  - There is a good level of trust between Senior Management and employees
  - There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)

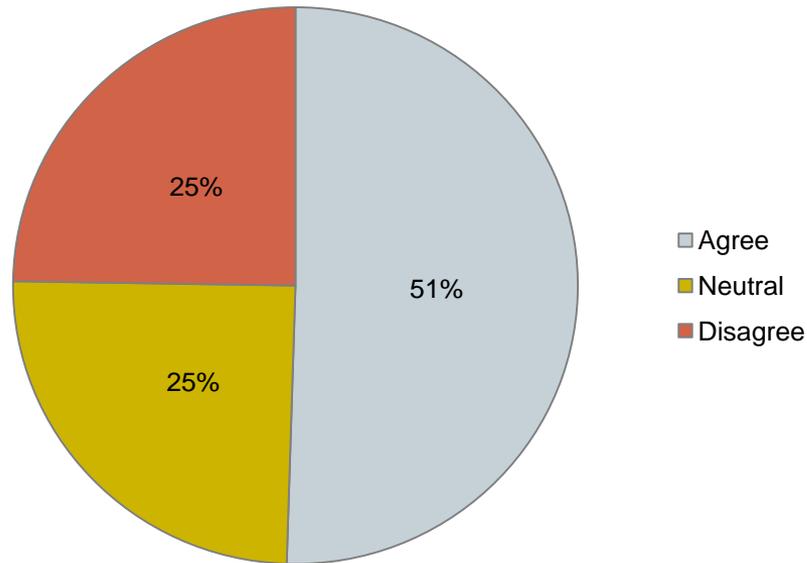
# SECTION SUMMARY

- In addition to these Areas to Improve, the following areas were identified as key Areas to Protect:
  - The TTC values its staff's time
  - The TTC values its customers' time
  - The TTC puts customers first
- Speaking Highly of the TTC
- Almost half (48%) of Strategy & Service Planning 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.
- Change in Experience Working for the TTC
- 21% of Strategy & Service Planning employees feel that working for the TTC has improved over the past 12 months, compared to 25% who feel it has gotten worse.
- There were not sufficient numbers of Strategy & Service Planning employees indicating that working for the TTC has either gotten better, gotten worse, or stayed the same to report the main reasons for these impressions.

# OVERALL RATINGS OF YOUR COMPANY - STRATEGY & SERVICE PLANNING

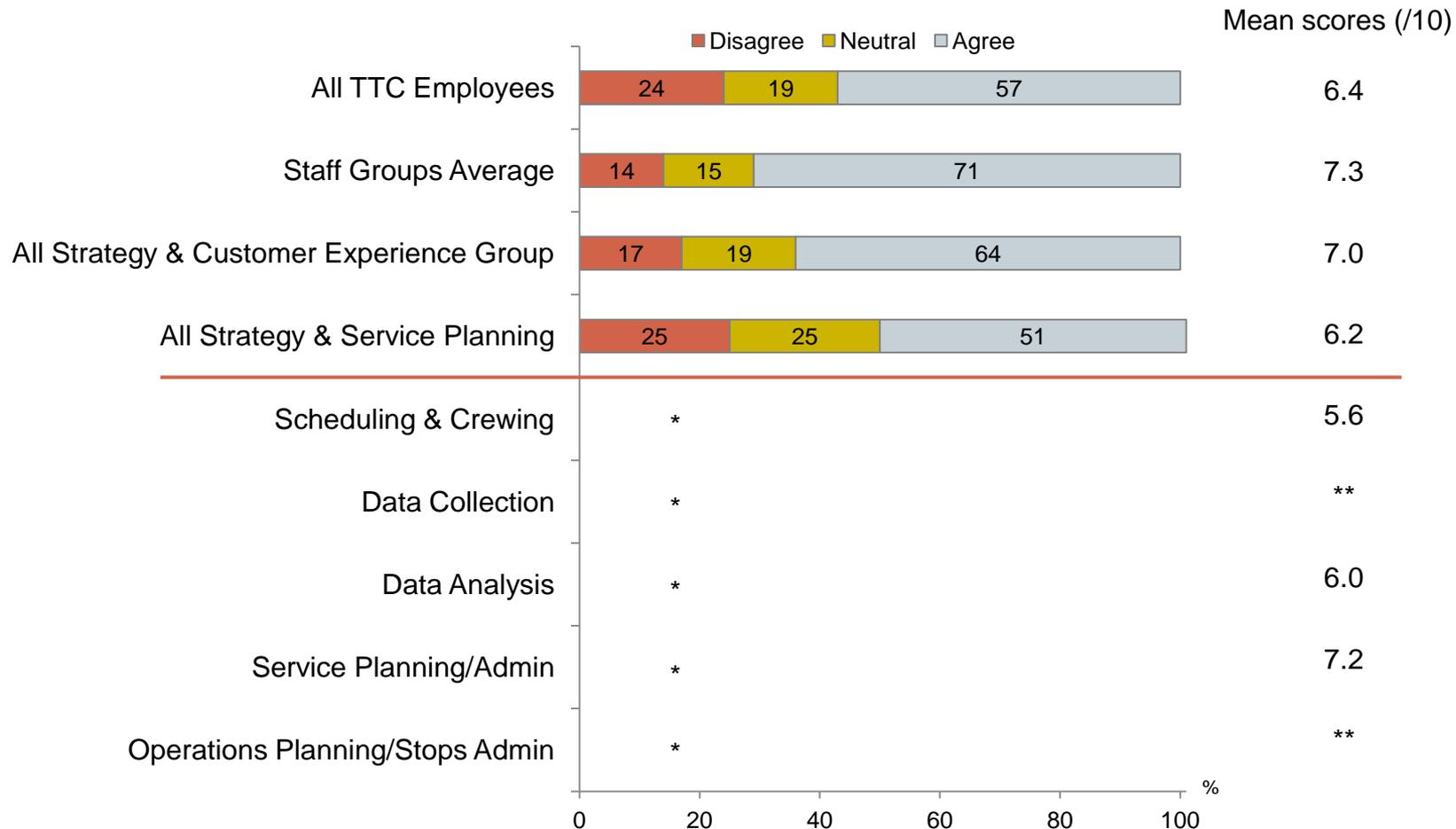
## Strategy & Service Planning

**Total**  
(n= 53)  
**Mean=6.2**



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

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



\* Percentages suppressed due to sample size <30.

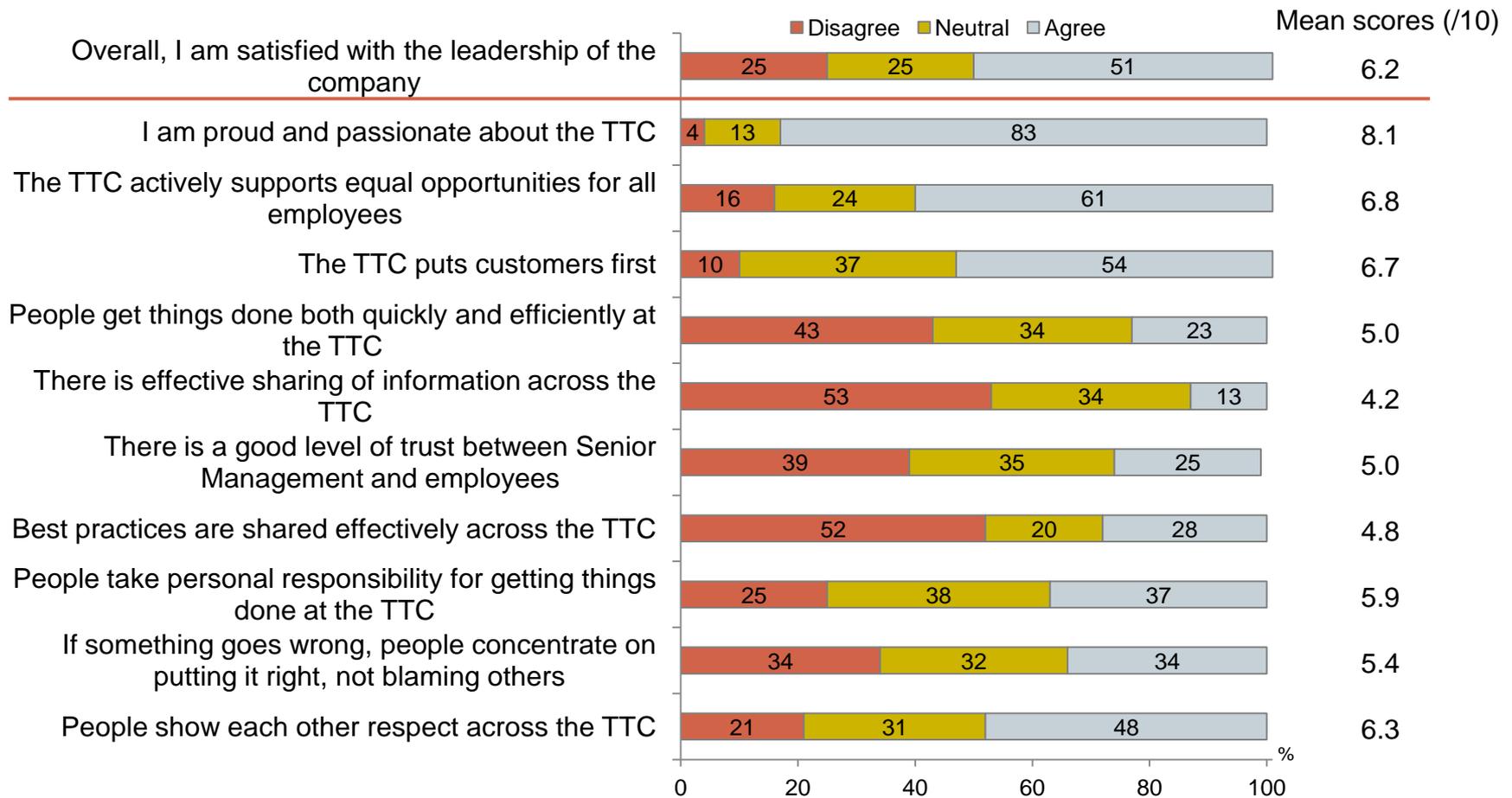
\*\* Mean score suppressed as sample size <10.

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

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

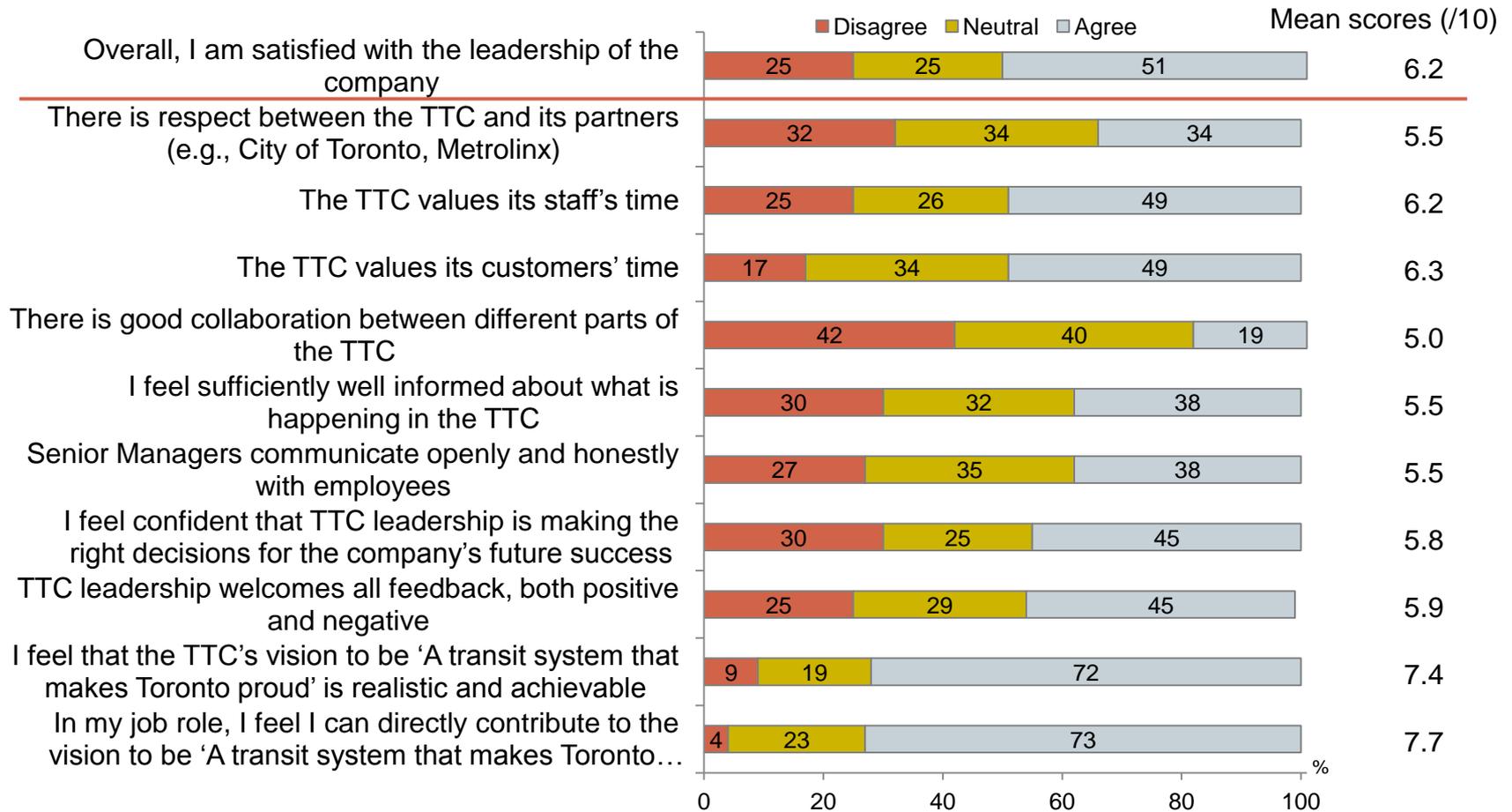
Sample sizes vary by category.

# YOUR COMPANY - STRATEGY & SERVICE PLANNING



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

# YOUR COMPANY - STRATEGY & SERVICE PLANNING (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

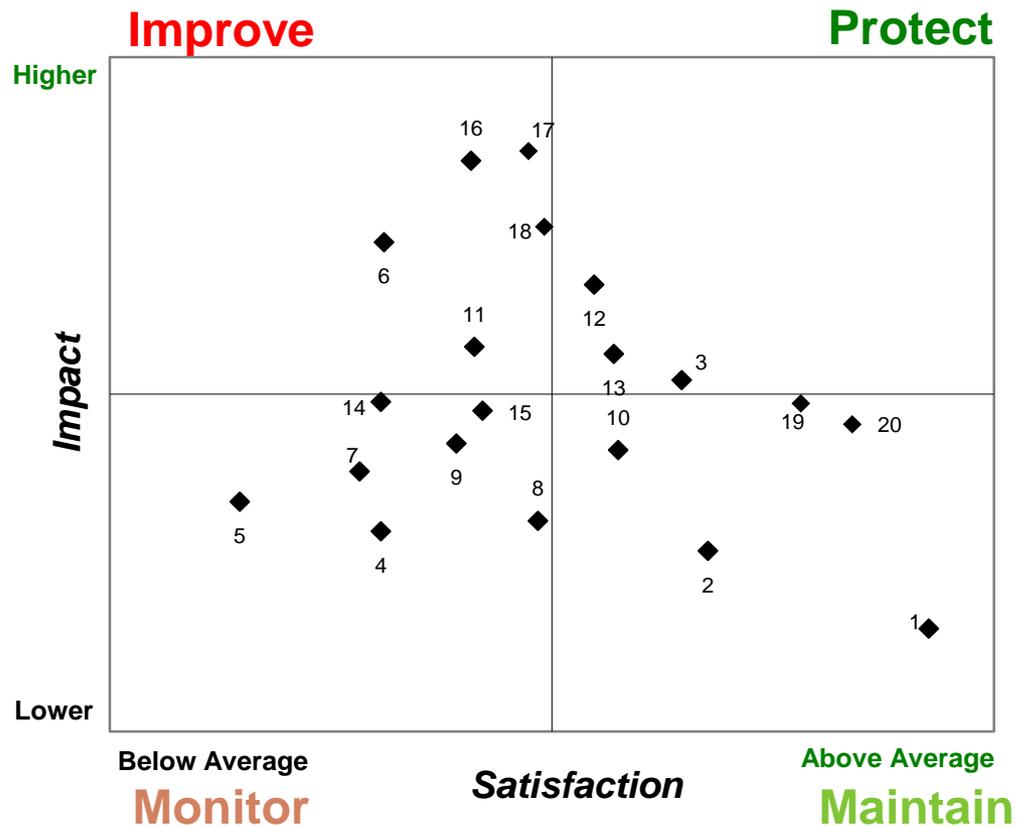
| Mean   | All TTC Employees | Staff Groups Average | All Strategy & Customer Experience Group | All Strategy & Service Planning | Scheduling & Crewing | Data Collection | Data Analysis | Service Planning/ Admin | Operations Planning/ Stops Admin |
|--|-------------------|----------------------|--|---------------------------------|----------------------|-----------------|---------------|-------------------------|----------------------------------|
| Overall, I am satisfied with the leadership of the company   | 6.4               | 7.3                  | 7.0                                      | 6.2                             | 5.6                  | **              | 6.0           | 7.2                     | **                               |
| I am proud and passionate about the TTC  | 7.6               | 8.1                  | 7.8                                      | 8.1                             | 8.0                  | **              | 7.2           | 8.5                     | **                               |
| The TTC actively supports equal opportunities for all employees  | 7.2               | 7.2                  | 6.6                                      | 6.8                             | 5.9                  | **              | 6.5           | 7.6                     | **                               |
| The TTC puts customers first   | 7.8               | 8.0                  | 7.3                                      | 6.7                             | 6.7                  | **              | **            | 6.5                     | **                               |
| People get things done both quickly and efficiently at the TTC   | 5.1               | 5.5                  | 5.0                                      | 5.0                             | 5.6                  | **              | 5.2           | 4.1                     | **                               |
| There is effective sharing of information across the TTC   | 4.9               | 5.4                  | 4.3                                      | 4.2                             | 4.3                  | **              | 4.1           | 3.9                     | **                               |
| There is a good level of trust between Senior Management and employees   | 4.9               | 5.8                  | 5.1                                      | 5.0                             | 4.6                  | **              | 5.1           | 5.6                     | **                               |
| Best practices are shared effectively across the TTC   | 5.3               | 5.7                  | 5.0                                      | 4.8                             | 4.9                  | **              | 5.0           | 4.7                     | **                               |
| People take personal responsibility for getting things done at the TTC   | 5.6               | 6.2                  | 5.7                                      | 5.9                             | 6.0                  | **              | 6.4           | 5.7                     | **                               |
| If something goes wrong, people concentrate on putting it right, not blaming others                              | 5.0               | 5.7                  | 5.1                                      | 5.4                             | 5.7                  | **              | 5.0           | 5.3                     | **                               |
| People show each other respect across the TTC  | 6.1               | 6.7                  | 6.3                                      | 6.3                             | 6.0                  | **              | 6.6           | 6.5                     | **                               |
| There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)                             | 6.2               | 6.7                  | 6.1                                      | 5.5                             | 6.0                  | **              | **            | 5.6                     | **                               |
| The TTC values its staff's time  | 6.0               | 6.8                  | 6.0                                      | 6.2                             | 5.4                  | **              | 6.4           | 6.7                     | **                               |
| The TTC values its customers' time   | 7.1               | 7.6                  | 6.9                                      | 6.3                             | 6.5                  | **              | 6.9           | 5.9                     | **                               |
| There is good collaboration between different parts of the TTC   | 5.3               | 5.8                  | 5.2                                      | 5.0                             | 5.3                  | **              | 4.7           | 4.5                     | **                               |
| I feel sufficiently well informed about what is happening in the TTC   | 5.7               | 6.7                  | 5.8                                      | 5.5                             | 5.3                  | **              | 6.0           | 5.7                     | **                               |
| Senior Managers communicate openly and honestly with employees   | 5.3               | 6.2                  | 5.7                                      | 5.5                             | 4.8                  | **              | 5.9           | 6.2                     | **                               |
| I feel confident that TTC leadership is making the right decisions for the company's future success              | 6.1               | 7.1                  | 6.7                                      | 5.8                             | 4.9                  | **              | 5.8           | 6.9                     | **                               |
| TTC leadership welcomes all feedback, both positive and negative   | 6.0               | 6.7                  | 6.4                                      | 5.9                             | 5.4                  | **              | 5.8           | 6.5                     | **                               |
| I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable       | 7.4               | 8.1                  | 7.7                                      | 7.4                             | 7.1                  | **              | 8.0           | 7.4                     | **                               |
| In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud' | 7.7               | 7.9                  | 7.6                                      | 7.7                             | 7.8                  | **              | 7.0           | 8.1                     | **                               |

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

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

3/31/2015

# OPPORTUNITY ANALYSIS: YOUR COMPANY - STRATEGY & SERVICE PLANNING

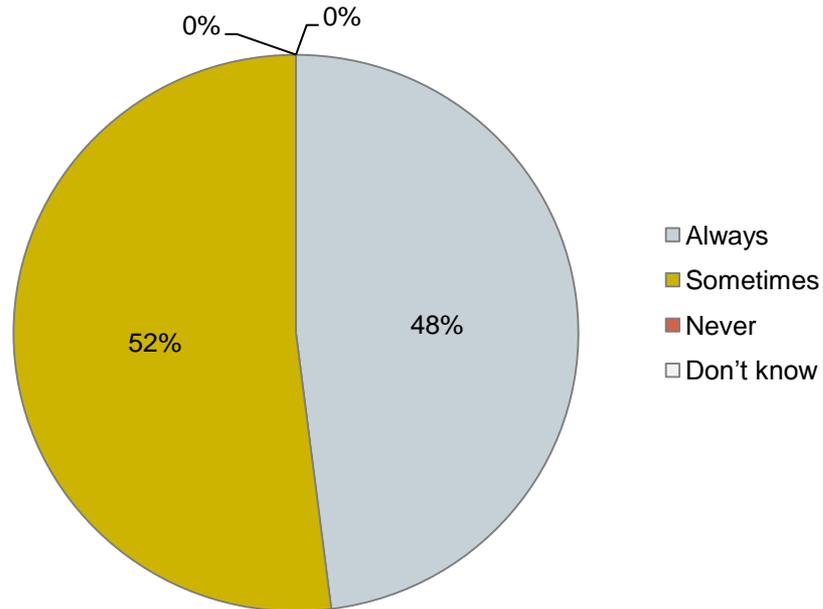


1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. There is effective sharing of information across the TTC
6. There is a good level of trust between Senior Management and employees
7. Best practices are shared effectively across the TTC
8. People take personal responsibility for getting things done at the TTC
9. If something goes wrong, people concentrate on putting it right, not blaming others
10. People show each other respect across the TTC
11. There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)
12. The TTC values its staff's time
13. The TTC values its customers' time
14. There is good collaboration between different parts of the TTC
15. I feel sufficiently well informed about what is happening in the TTC
16. Senior Managers communicate openly and honestly with employees
17. I feel confident that TTC leadership is making the right decisions for the company's future success
18. TTC leadership welcomes all feedback, both positive and negative
19. I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable
20. In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'

Analysis conducted using Pearson's Correlation Coefficient.  
Performance values are mean scores and range between 4.2 to 8.1.  
Impact values range between 7% to 83%.

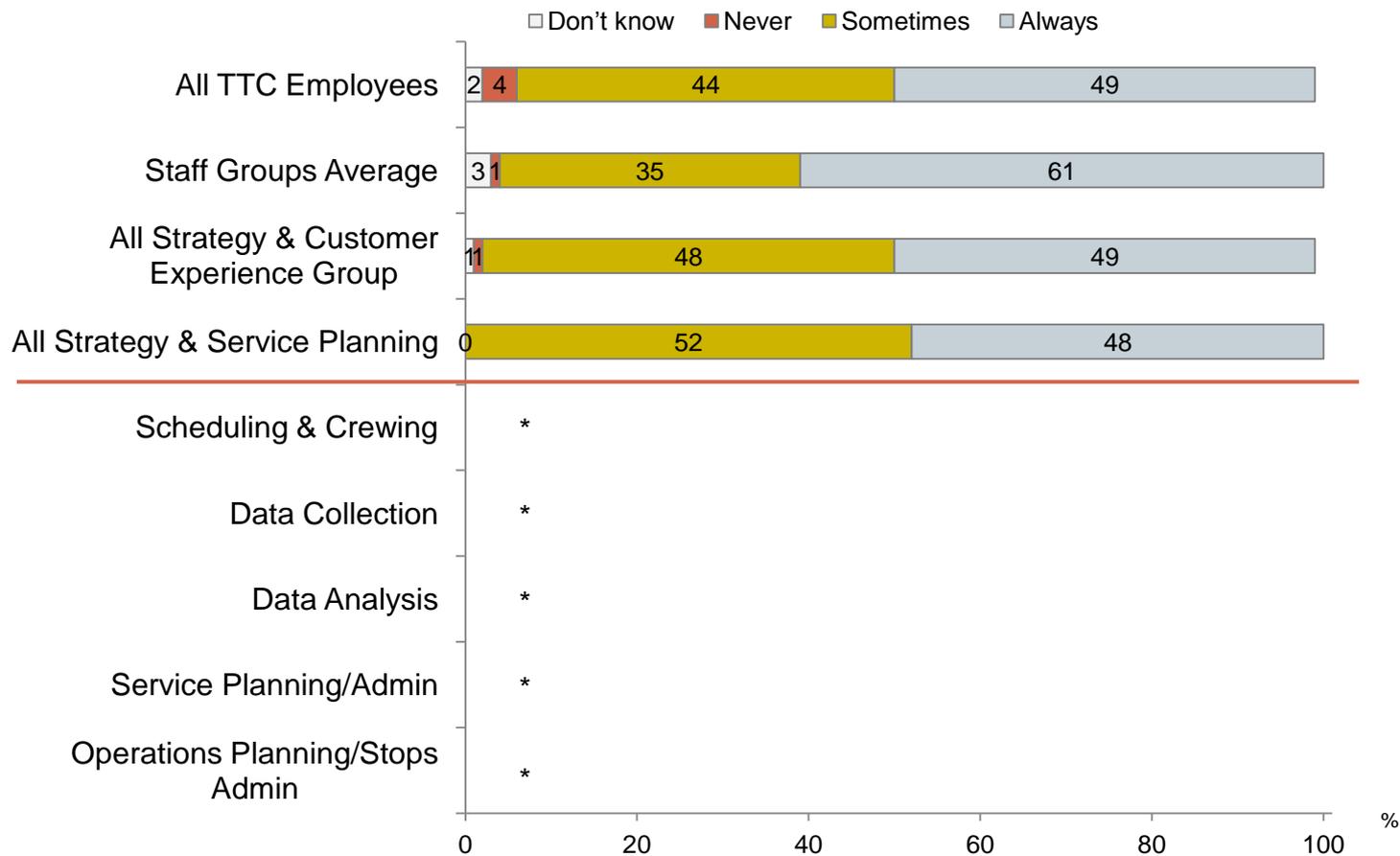
## Strategy & Service Planning

Total  
(n= 52)



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

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



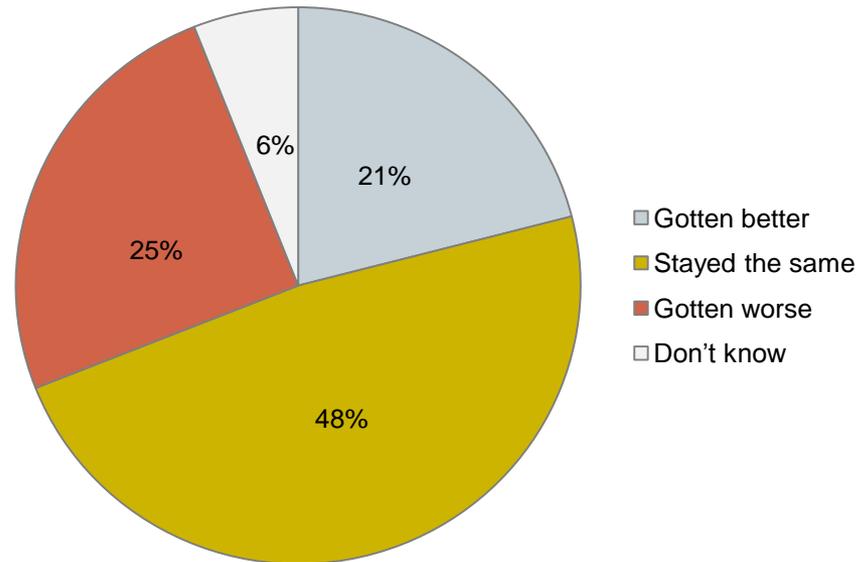
\* Percentages suppressed due to sample size <30.

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

Sample sizes vary by category.

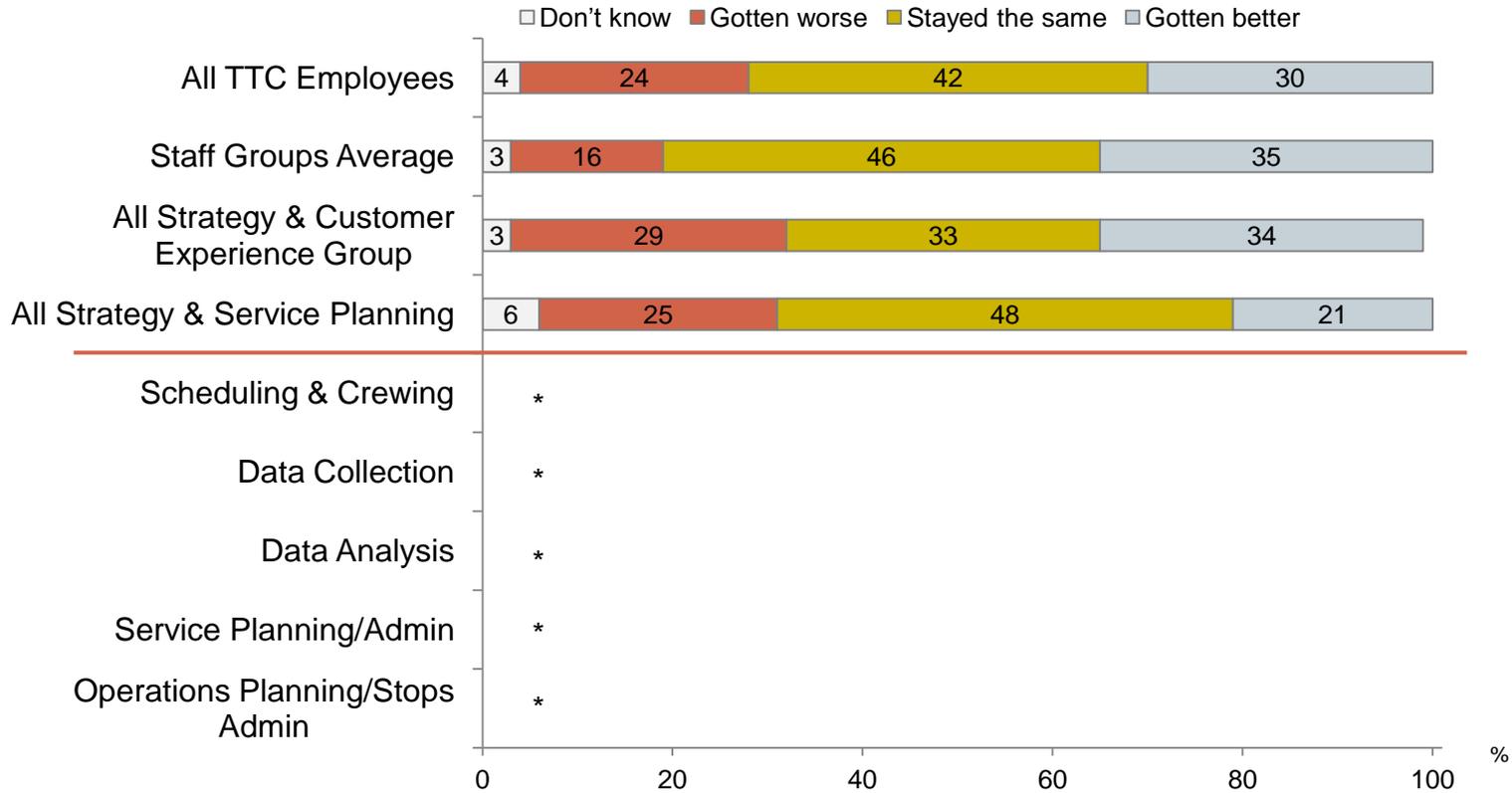
## Strategy & Service Planning

Total  
(n= 52)



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

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



\* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

# REASONS INDICATED FOR CHANGE IN EXPERIENCE

## Employees indicating TTC has Gotten better

Strategy & Service Planning  
(n= 11)

\*

## Employees indicating TTC has Stayed the same

Strategy & Service Planning  
(n= 25)

\*

## Employees indicating TTC has Gotten worse

Strategy & Service Planning  
(n= 13)

\*

\* Percentages suppressed due to sample size <30.  
C4. Please explain the answer you gave to the previous question (C3).  
Percentages may total more than 100% as some respondents identified multiple reasons.

3/31/2015

# 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 Strategy & Service Planning employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their colleagues or co-workers is the highest for the Service Planning/Admin cost centre grouping, and the lowest for the Scheduling & Crewing cost centre, with some exceptions.
- Across the specific qualities of Your Team, ratings were the highest for, “My team members do quality work”. Ratings were the lowest for, “There is good morale on my team” and “I feel that workload is fairly distributed on my team.” These results were generally consistent across cost centres/groupings.
- To maintain employee satisfaction with Your Team, Opportunity Analysis identifies the following key Areas to Protect:
  - My team works well together
  - I feel supported by my fellow team members
  - My team members do quality work

## Regular Team Meetings

- Only 29% of Strategy & Service Planning employees indicate they have regular team meetings
- There were not sufficient Strategy & Service Planning employees who have regular meetings, to report on how frequent they perceived meetings to be.
- Strategy & Service Planning employees who have regular meetings rated usefulness of these meetings as slightly more useful compared to the Strategy & Customer Experience group overall.

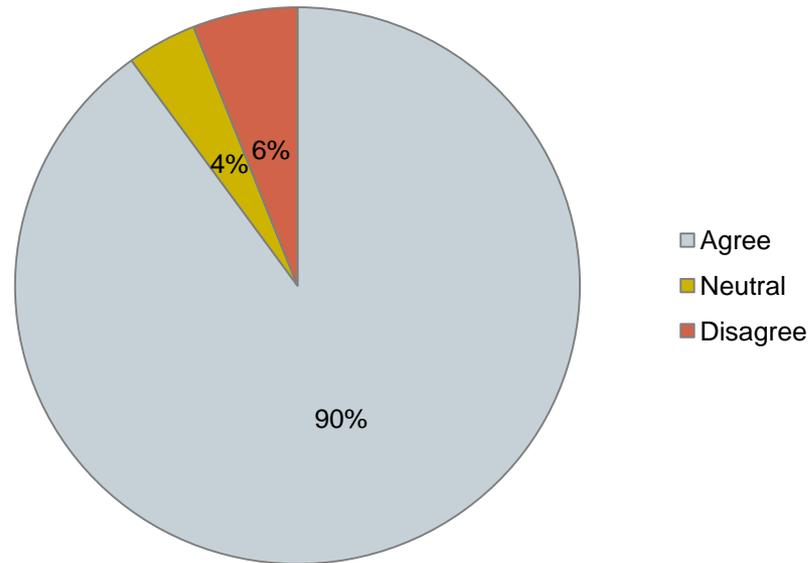
# OVERALL RATINGS OF YOUR TEAM - STRATEGY & SERVICE PLANNING

## Strategy & Service Planning

Total

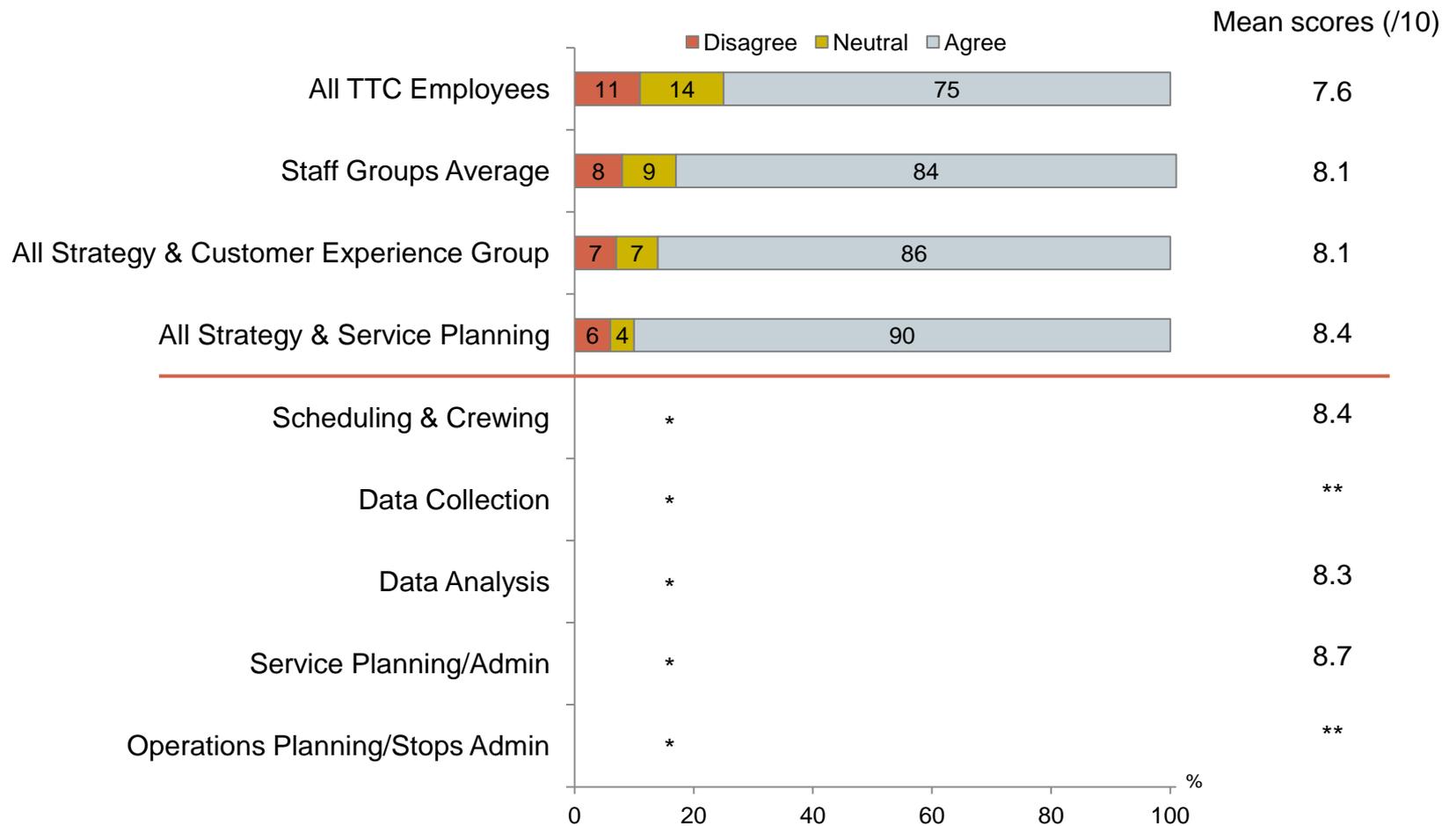
(n= 52)

Mean=8.4



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

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



\* Percentages suppressed due to sample size <30.

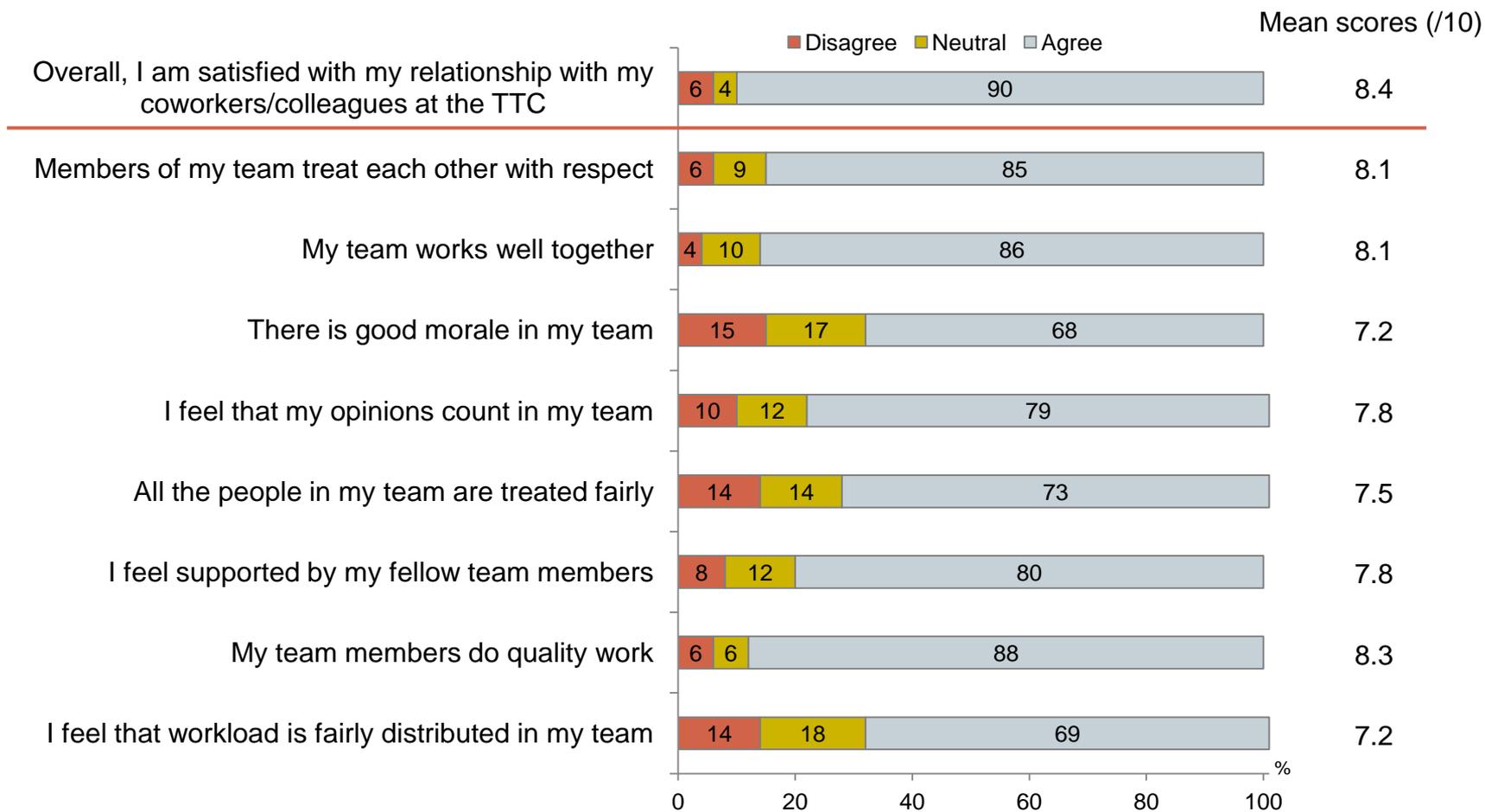
\*\* Mean score suppressed as sample size <10.

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 - STRATEGY & SERVICE PLANNING



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

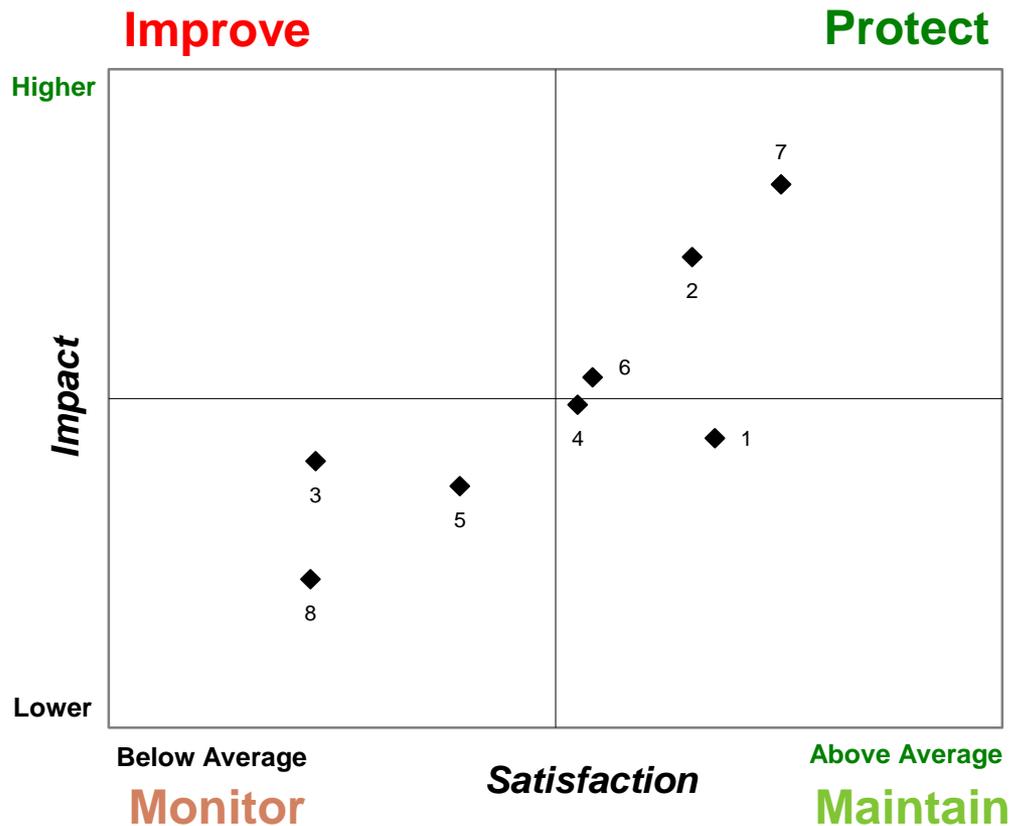
| Mean   | All TTC Employees | Staff Groups Average | All Strategy & Customer Experience Group | All Strategy & Service Planning | Scheduling & Crewing | Data Collection | Data Analysis | Service Planning/ Admin | Operations Planning/Stops Admin |
|--|-------------------|----------------------|--|---------------------------------|----------------------|-----------------|---------------|-------------------------|---------------------------------|
| Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC | 7.6               | 8.1                  | 8.1                                      | 8.4                             | 8.4                  | **              | 8.3           | 8.7                     | **                              |
| Members of my team treat each other with respect                                     | 7.4               | 8.0                  | 7.9                                      | 8.1                             | 8.2                  | **              | 8.5           | 8.3                     | **                              |
| My team works well together  | 7.3               | 7.9                  | 7.8                                      | 8.1                             | 8.1                  | **              | 8.2           | 8.4                     | **                              |
| There is good morale in my team  | 6.5               | 7.3                  | 6.6                                      | 7.2                             | 6.9                  | **              | 7.0           | 8.3                     | **                              |
| I feel that my opinions count in my team   | 7.0               | 7.9                  | 7.6                                      | 7.8                             | 7.5                  | **              | 7.7           | 8.4                     | **                              |
| All the people in my team are treated fairly   | 6.7               | 7.5                  | 6.9                                      | 7.5                             | 6.8                  | **              | 8.2           | 8.3                     | **                              |
| I feel supported by my fellow team members   | 7.2               | 7.9                  | 7.6                                      | 7.8                             | 7.6                  | **              | 7.8           | 8.2                     | **                              |
| My team members do quality work  | 7.5               | 8.1                  | 8.1                                      | 8.3                             | 8.1                  | **              | 8.7           | 8.6                     | **                              |
| I feel that workload is fairly distributed in my team                                | 6.5               | 7.0                  | 6.9                                      | 7.2                             | 6.5                  | **              | **            | 7.9                     | **                              |

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

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

## - STRATEGY & SERVICE PLANNING

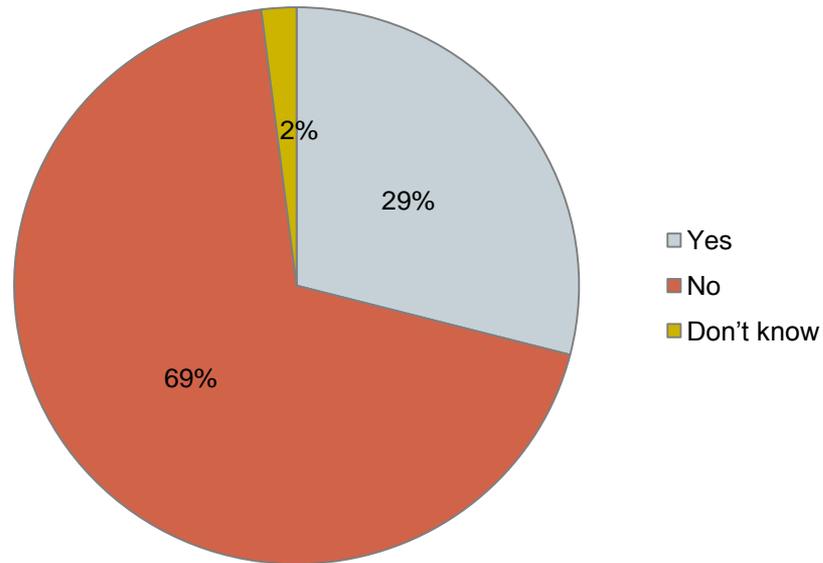


1. Members of my team treat each other with respect
2. My team works well together
3. There is good morale in my team
4. I feel that my opinions count in my team
5. All the people in my team are treated fairly
6. I feel supported by my fellow team members
7. My team members do quality work
8. I feel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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 7.2 to 8.3.  
 Impact values range between 32% to 71%.

## Strategy & Service Planning

Total  
(n= 52)

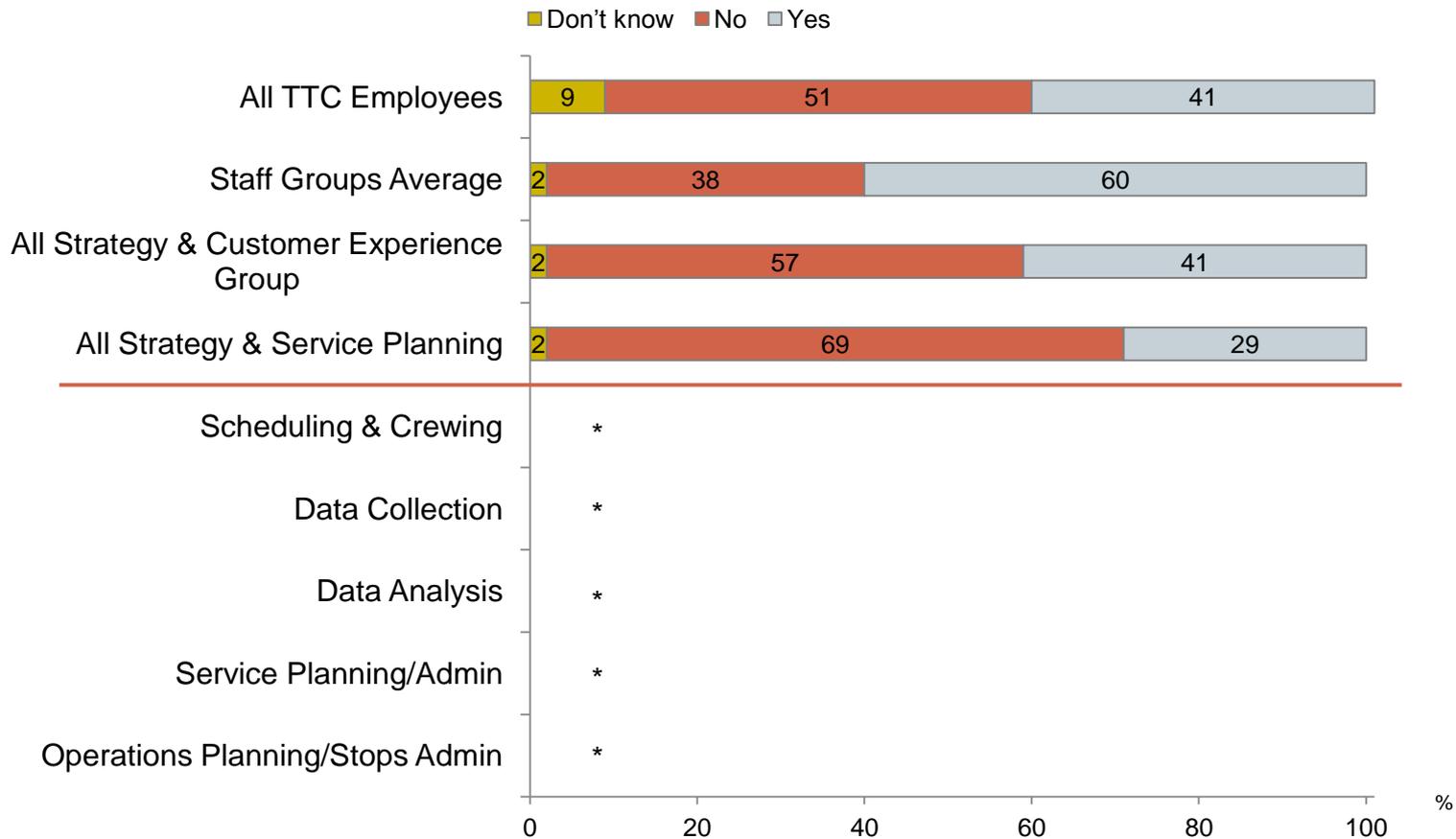


E2. Does your team hold regular team meetings?

3/31/2015

100

# REGULAR TEAM MEETINGS - BY COST CENTRE/GROUPING



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

# SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

- As fewer than 30 Strategy & Service Planning employees provided a response to this question, no results can be shown.

## Strategy & Service Planning

**Total**  
(n= 15)

\*

\* 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.

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

Among employees who have regular team meetings

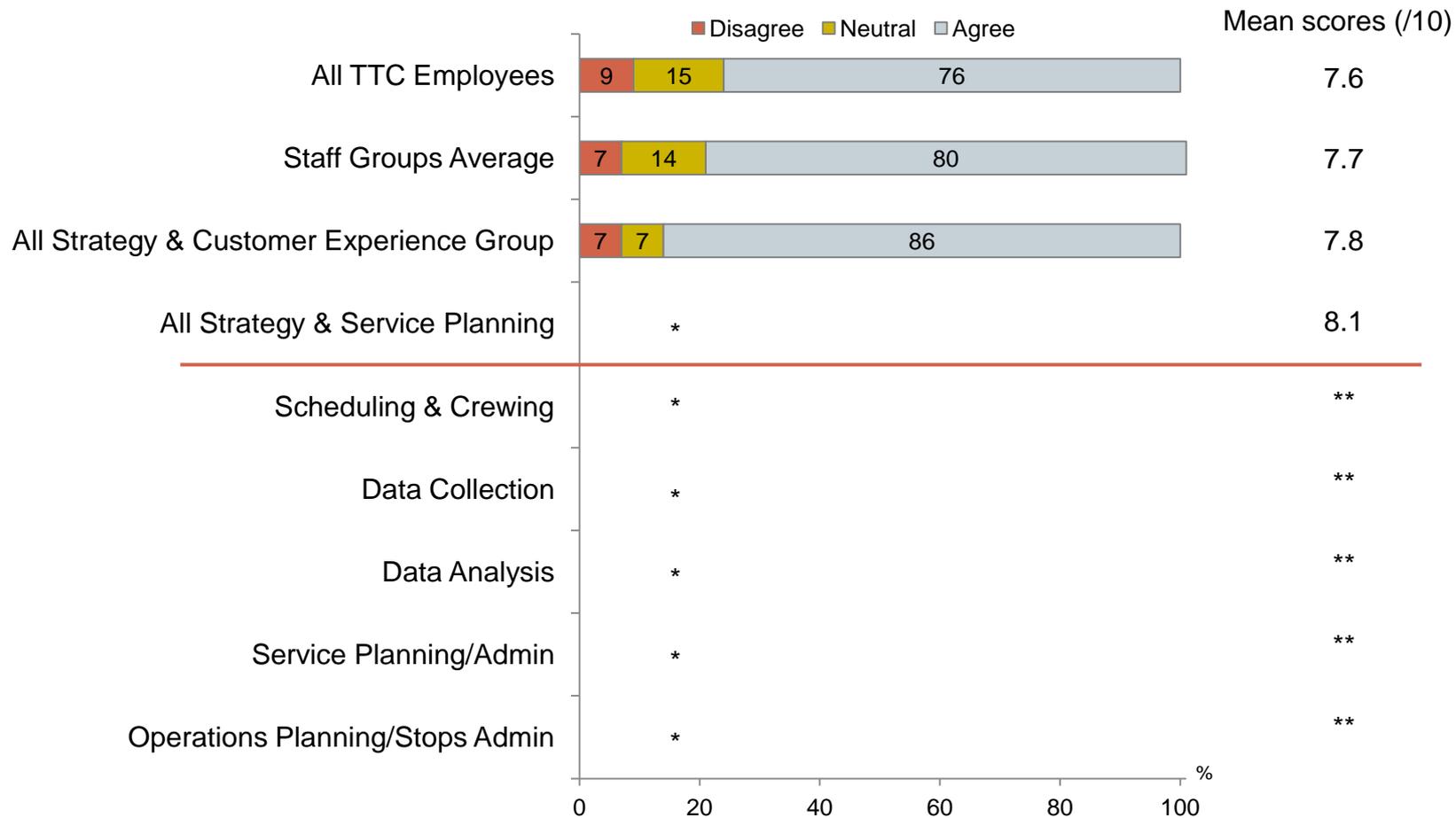


\* Percentages suppressed as sample size <30.

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

# USEFULNESS OF TEAM MEETINGS

Among employees who have regular team meetings



\* Percentages suppressed due to sample size <30.

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

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

# 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 Strategy & Service Planning employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their immediate manager or supervisor is the highest for the Data Analysis cost centre, and the lowest for the Service/Planning Admin cost centre, with some exceptions.
- Across the specific qualities of Your Manager/Supervisor, ratings were the highest for “My manager/supervisor treats me fairly”, and “I get help and support from my manager/supervisor when I need it”. Ratings were the lowest for, “My manager/supervisor manages people well”, “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 somewhat consistent, though there were several exceptions.
  - For Service Planning/Admin, “My manager/supervisor actively discourages prejudice” received a higher rating than being treated fairly. For Scheduling & Crewing, on the other hand, discouraging prejudice received one of the lowest ratings, along with “My manager/supervisor leads by example”.

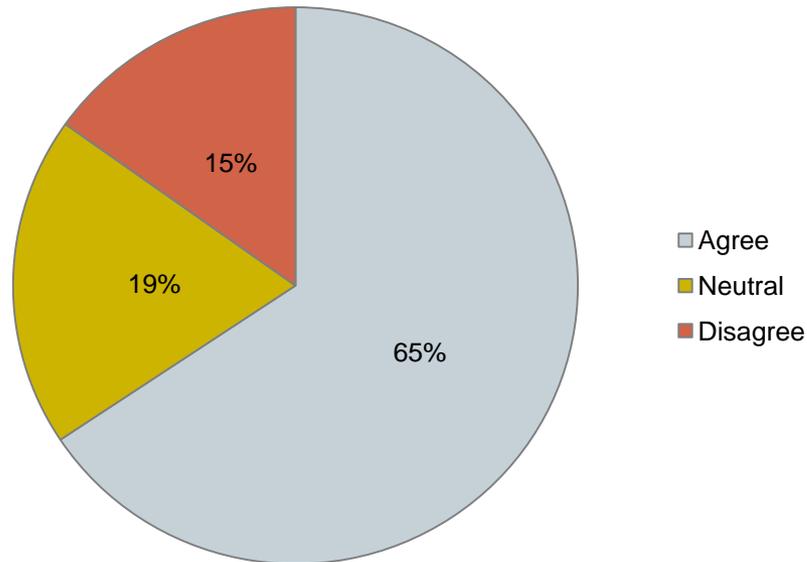
# SECTION SUMMARY

- To improve employee satisfaction with their manager/supervisor, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - My manager/supervisor is personally involved in improving the quality of my work
  - I receive constructive feedback about my performance from my manager/supervisor
  - My manager/supervisor tells me why decisions have been made
  - My manager/supervisor manages people well
  - I receive regular feedback about my performance from my manager/supervisor
  - My manager/supervisor leads by example
- In addition to these improvements, the following areas are key Areas to Protect:
  - My manager/supervisor is open to constructive feedback from staff and others
  - I get help and support from my manager/supervisor when I need it
  - I have confidence in my manager's/supervisor's skills and abilities
  - My manager/supervisor keeps me well informed about issues which affect me
  - My manager/supervisor takes responsibility when problems arise

# OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - STRATEGY & SERVICE PLANNING

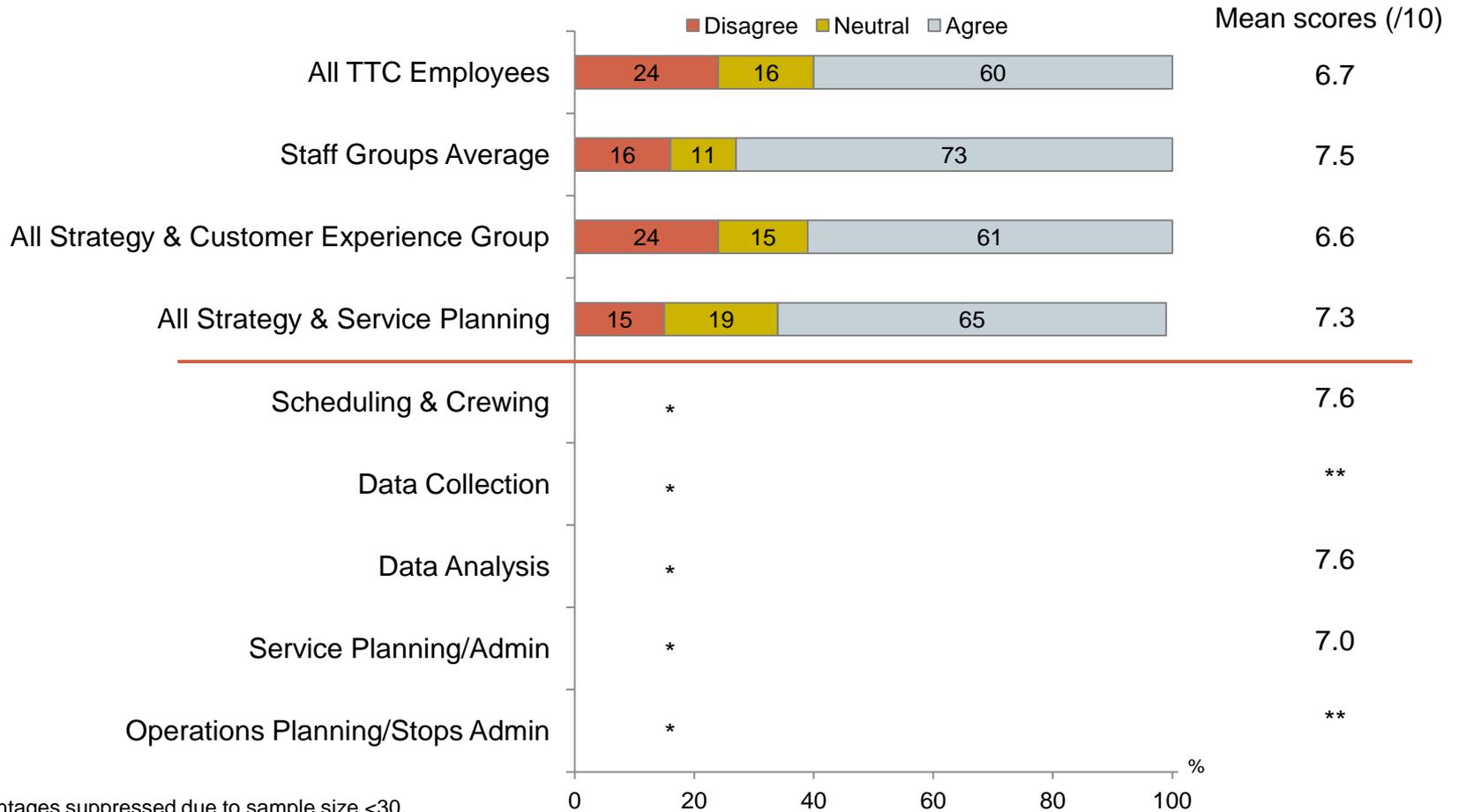
## Strategy & Service Planning

**Total**  
(n= 52)  
**Mean=7.3**



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

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



\* Percentages suppressed due to sample size <30.

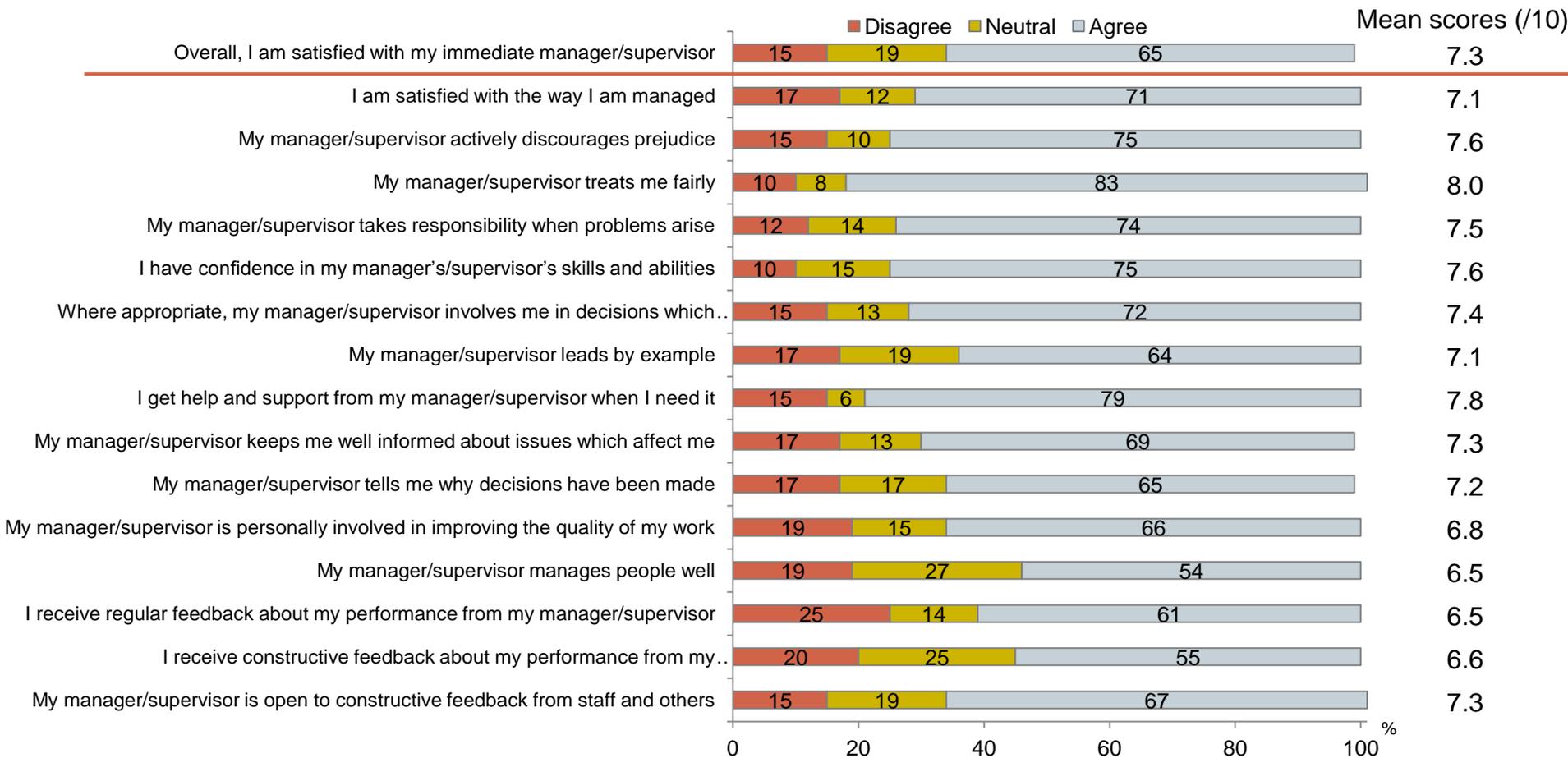
\*\* Mean score suppressed as sample size <10.

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.

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

Sample sizes vary by category.

# YOUR MANAGER/SUPERVISOR - STRATEGY & SERVICE PLANNING



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 | Staff Groups Average | All Strategy & Customer Experience Group | All Strategy & Service Planning | Scheduling & Crewing | Data Collection | Data Analysis | Service Planning/ Admin | Operations Planning/Stops Admin |
|---|-------------------|----------------------|--|---------------------------------|----------------------|-----------------|---------------|-------------------------|---------------------------------|
| Overall, I am satisfied with my immediate manager/supervisor                      | 6.7               | 7.5                  | 6.6                                      | 7.3                             | 7.6                  | **              | 7.6           | 7.0                     | **                              |
| I am satisfied with the way I am managed  | 6.6               | 7.3                  | 6.3                                      | 7.1                             | 7.1                  | **              | 8.0           | 6.7                     | **                              |
| My manager/supervisor actively discourages prejudice                              | 7.4               | 7.9                  | 7.3                                      | 7.6                             | 6.5                  | **              | **            | 7.4                     | **                              |
| My manager/supervisor treats me fairly  | 7.3               | 7.9                  | 7.1                                      | 8.0                             | 8.1                  | **              | 8.7           | 7.2                     | **                              |
| My manager/supervisor takes responsibility when problems arise                    | 6.9               | 7.6                  | 6.8                                      | 7.5                             | 7.1                  | **              | 8.0           | 7.7                     | **                              |
| I have confidence in my manager's/supervisor's skills and abilities               | 6.9               | 7.7                  | 7.0                                      | 7.6                             | 7.5                  | **              | 8.2           | 7.3                     | **                              |
| Where appropriate, my manager/supervisor involves me in decisions which affect me | 6.5               | 7.6                  | 6.8                                      | 7.4                             | 6.6                  | **              | 8.2           | 7.0                     | **                              |
| My manager/supervisor leads by example  | 6.5               | 7.3                  | 6.5                                      | 7.1                             | 6.5                  | **              | 8.0           | 7.3                     | **                              |
| I get help and support from my manager/supervisor when I need it                  | 7.1               | 7.8                  | 7.1                                      | 7.8                             | 7.9                  | **              | 8.7           | 7.6                     | **                              |
| My manager/supervisor keeps me well informed about issues which affect me         | 6.6               | 7.6                  | 6.9                                      | 7.3                             | 7.6                  | **              | 7.7           | 7.0                     | **                              |
| My manager/supervisor tells me why decisions have been made                       | 6.2               | 7.3                  | 6.6                                      | 7.2                             | 7.4                  | **              | 7.2           | 7.1                     | **                              |
| My manager/supervisor is personally involved in improving the quality of my work  | 6.1               | 7.0                  | 6.4                                      | 6.8                             | 6.9                  | **              | 7.2           | 6.7                     | **                              |
| My manager/supervisor manages people well   | 6.3               | 7.0                  | 6.0                                      | 6.5                             | 6.1                  | **              | 6.5           | 6.7                     | **                              |
| I receive regular feedback about my performance from my manager/supervisor        | 5.7               | 7.0                  | 6.4                                      | 6.5                             | 6.8                  | **              | 7.1           | 6.1                     | **                              |
| I receive constructive feedback about my performance from my manager/supervisor   | 5.8               | 7.1                  | 6.4                                      | 6.6                             | 6.6                  | **              | 7.3           | 6.4                     | **                              |
| My manager/supervisor is open to constructive feedback from staff and others      | 6.1               | 7.1                  | 6.4                                      | 7.3                             | 6.9                  | **              | 8.0           | 7.2                     | **                              |

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

# OPPORTUNITY ANALYSIS: YOUR MANAGER/ SUPERVISOR - STRATEGY & SERVICE PLANNING



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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 6.5 to 8.0.  
 Impact values range between 35% to 80%.

# FINAL WORD

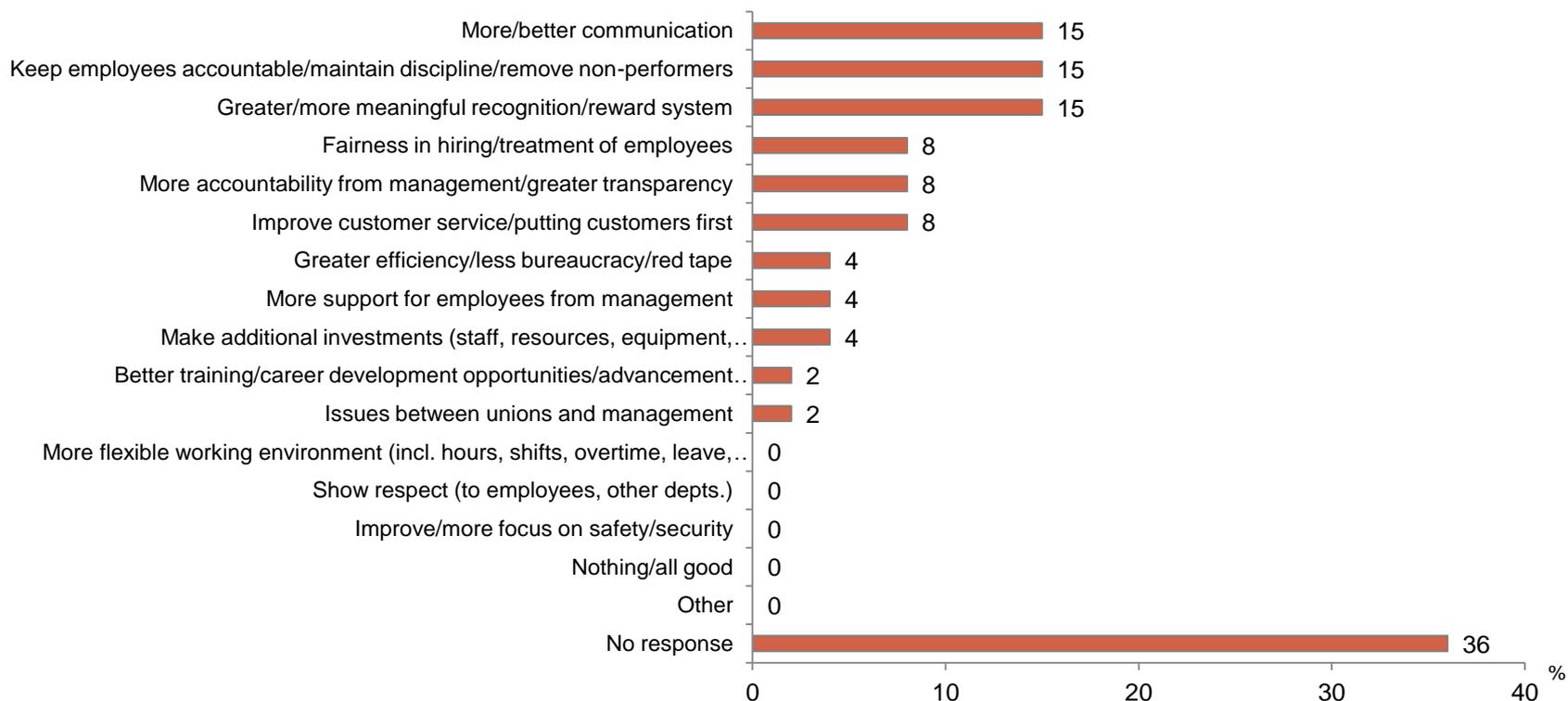
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# FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improved to increase satisfaction.
- Several different areas were identified, among them better communication, keeping employees disciplined and accountable, and more meaningful recognition/rewards. Notably, over one third (36%) of Strategy & Service Planning employees did not provide a response.

## Strategy & Service Planning (n= 53)



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: STRATEGY & SERVICE PLANNING

- Conduct discussion sessions with employees to explore:
  - Types of recognition/rewards that would be **meaningful**
  - The types and variety of **career development options** and **opportunities to progress** available to employees.
  - What motivates employees in their jobs
  - Practical ways management can show that they are willing to **invest to improve safety** and that **protection of workers from hazards** is a high priority
  - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional well-being
  - How employees can feel more like they **belong** at the TTC
  - Reasons employees feel the TTC is not demonstrating sufficient dedication to **diversity and inclusiveness**
  - Solutions to help mitigate employees' reluctance to report discrimination or harassment, and methods employees believe should be employed when these incidents are reported

# Thank you

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