

EMPLOYEE ENGAGEMENT SURVEY

Subway Extensions (Spadina/Scar.)

March 24, 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 Spadina Subway Extension and Scarborough Subway Extension departments.

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%.
- 19 surveys were completed by employees in the Spadina Subway Extension department, and 3 surveys by employees in the Scarborough Subway Extension department, for a combined response rate of 92%.

RESPONSE RATE & COST CENTRE GROUPINGS

- The response rate for employees in Subway Extensions is the same as the overall response rate for the Engineering, Construction, and Expansion group (92%).
- Cost centres comprising the Subway Extensions department are listed in the table below. Due to the small sample size for each individual cost centre, the analysis for this report was conducted at the departmental level only.

Subway Extensions (Spadina/Scar.): 92%

| Department | Cost Centre* | Count |
|-------------------------------------|--|-----------|
| Spadina Subway Extension | | 19 |
| | 089A-SSE Management | |
| | 089B-SSE Third Party Planning & Prop. | |
| | 089C-SSE Project Controls | |
| | 089D-SSE Design & Construction | |
| | 089E-SSE Systems Design & Installation | |
| | 089F-SSE Procurement | |
| Scarborough Subway Extension | | 3 |
| | 083A-Scarborough Subway Extension Management | |
| Total** | | 22 |

* 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.

** In order to include results for Scarborough Subway, they have been combined with Spadina Extension results for all analysis.

REPORTING NOTES

- **Most questions in the survey asked for level of agreement on a 1-10 scale.**
 - For these questions, responses of 7-10 are classified as “Agree”, 5-6 as “Neutral”, and 1-4 as “Disagree”. Employees selecting “N/A” or not responding to the question were excluded.
 - Other questions are reported by each response option available.
- **Some questions were not answered by enough employees to provide reliable data for some departments or employee categories.**
 - Results in the form of percentages will be suppressed throughout this report if there were fewer than 30 valid responses (indicated by *).
 - As Subway Extensions has fewer than 30 valid responses, no results in the form of percentages will be shown for this department at any point in this report.
 - In addition, Opportunity Analysis has not been conducted for this department due to the small sample size. Please see the Engineering, Construction, and Expansion group report for more details on which aspects of the employee experience are the most influential on employee engagement overall.
 - As a result of the small sample size, all results provided in this report may be volatile and should be interpreted with caution.
 - Results in the form of mean scores will be suppressed throughout this report if there were fewer than 10 valid responses (indicated by **).
- **Exact sample size may vary by employee group/department 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 or category.
 - It can be assumed that, unless otherwise stated, sample sizes include all employees who provided a valid response to the question.

HIGHLIGHTS

Overall Employee Engagement score: 7.9.

Highest

Overall, I feel safe when I'm at work

Lowest

I am satisfied with the leadership of the company

- **Subway Extensions employees are most satisfied with Safety at work and least satisfied with Your Company.**
 - Most of the highest scoring individual attributes were related to Safety as well. The three lowest scoring individual attributes were related to Your Company – referring to company leadership.
 - It should be noted that Your Company was identified as an Area to Improve for the Engineering, Construction & Expansion Group as a whole. While sample size was too small to conduct Opportunity Analysis separately for this department, the low performance scores for Your Company would indicate this could be an Area to Improve for Subway Extensions as well.

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 in Subway Extensions. Each attribute is accompanied by the overall mean score (/10) for the attribute.
- Four of the five attributes with the highest satisfaction scores are related to Safety.
- The five attributes with the lowest satisfaction scores are related to the areas of Your Company and Training & Development.

Top 5

1. The protection of workers from occupational exposure to hazards is a high priority with management (9.1)
2. My manager/supervisor acts quickly to address safety issues (9.1)
3. The hours I work are reasonable (9.1)
4. I feel comfortable discussing safety issues at work (9.0)
5. The TTC's management is willing to invest money and effort to improve the level of safety (9.0)

Bottom 5

1. People get things done both quickly and efficiently at the TTC (5.4)
2. There is effective sharing of information across the TTC (5.6)
3. Best practices are shared effectively across the TTC (5.9)
4. I have a clear, agreed, personal development plan, which I have agreed to with my manager/ supervisor (6.0)
5. The way people are selected for jobs in the TTC is fair (6.0)

OVERALL EMPLOYEE ENGAGEMENT SCORE

Produced by Malatest on
behalf of TTC



MEASURING EMPLOYEE ENGAGEMENT

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

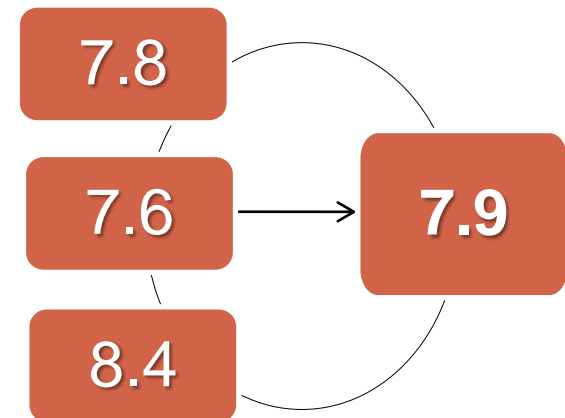
OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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



EMPLOYEE ENGAGEMENT SCORES

- The Employee Engagement score for Subway Extensions (Spadina/Scar.) is slightly lower than the score for Engineering, Construction & Expansion Group, though closer to the score for all TTC employees, as well as the score for employees of the 4 groups consisting mainly of staff employees, referred to in this report as “Staff Groups”.

| Mean | All TTC Employees | Staff Groups Average | All Engineering, Construction & Expansion | Subway Extensions (Spadina/Scar.) |
|--------------------------|-------------------|----------------------|---|--------------------------------------|
| Overall Engagement Score | 7.8 | 8.0 | 8.3 | 7.9 |

Sample sizes vary by attribute.

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

Produced by Malatest on
behalf of TTC



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
- Employees in Subway Extensions gave the highest overall rating for “I feel safe when I am at work” and the lowest overall rating for “I am satisfied with the leadership of the company”.
- Of note, satisfaction with their immediate manager/supervisor and coworkers/colleagues is higher among employees in the Subway Extensions department compared to other employees in the Engineering, Construction, and Expansion group. In contrast, satisfaction with their job is lower for Subway Extension employees than other employees in the Engineering, Construction, and Expansion group.

ASPECTS OF EMPLOYEE ENGAGEMENT - SUBWAY EXTENSIONS (SPADINA/SCAR.)

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction and Expansion Group | Subway Extensions (Spadina/Scar.) |
|---|-------------------|----------------------|--|-----------------------------------|
| I am satisfied with the job I do at the TTC | 8.1 | 8.4 | 8.4 | 7.8 |
| I am satisfied with the leadership of the company | 6.4 | 7.3 | 7.9 | 7.1 |
| I am satisfied with my immediate manager/supervisor | 6.7 | 7.5 | 8.0 | 8.3 |
| I am satisfied with my relationship with my coworkers/colleagues at the TTC | 7.6 | 8.1 | 8.5 | 8.9 |
| I am satisfied with the work environment at the TTC | 7.0 | 7.8 | 8.4 | 8.2 |
| I feel safe when I am at work | 8.0 | 8.9 | 9.2 | 9.1 |
| I am satisfied with my training and development at the TTC | 7.0 | 7.1 | 7.6 | 7.7 |
| I am satisfied with the way the TTC recognizes and rewards employees | 6.2 | 6.7 | 7.1 | 7.3 |

Sample sizes vary by attribute.

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OVERALL ORGANIZATIONAL VIEWS OF SUBWAY EXTENSIONS (SPADINA/SCAR.)

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- The following measures were included in the survey in order to assess employees' overall organizational views of 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
- The items receiving the two highest satisfaction ratings from employees in Subway Extensions were “I value what the TTC stands for,” and “I see the value in the work that I do”.
- The measures with the lowest satisfaction ratings were “I enjoy coming to work every day,” “I am inspired to do my best at work every day” and “I can see myself developing a career at the TTC”. Of note, scores across all measures are lower than the scores provided by the Engineering, Construction, and Expansion group.

OVERALL ORGANIZATIONAL VIEWS

- SUBWAY EXTENSIONS (SPADINA/SCAR.)

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction and Expansion Group | Subway Extensions (Spadina/Scar.) |
|---|-------------------|----------------------|--|-----------------------------------|
| I am satisfied with the TTC as an employer | 7.8 | 8.1 | 8.4 | 7.8 |
| I value what the TTC stands for | 8.2 | 8.6 | 8.8 | 8.4 |
| I am proud to tell people I work for the TTC | 7.9 | 8.2 | 8.5 | 8.0 |
| I would recommend the TTC as a good place to work | 8.0 | 8.3 | 8.6 | 8.1 |
| I can see myself developing a career at the TTC | 7.9 | 8.0 | 8.0 | 7.7 |
| I enjoy coming to work every day | 7.3 | 7.6 | 8.1 | 7.6 |
| I see the value in the work that I do | 8.2 | 8.4 | 8.5 | 8.4 |
| I am inspired to do my best at work every day | 7.8 | 8.2 | 8.3 | 7.7 |
| I intend to stay with the TTC for at least the next 5 years | 8.5 | 8.4 | 8.7 | 7.8 |
| I feel a sense of commitment to the TTC | 8.2 | 8.6 | 8.8 | 8.1 |

Sample sizes vary by attribute.

YOUR JOB

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- “Your Job” received a lower score among Subway Extensions employees (7.8) than the Engineering, Construction, and Expansion group as a whole (8.4).
- Across the specific measures comprising Your Job, the following attributes received the highest rating: “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”. In contrast, “I feel well informed about how to improve customer service” received the lowest satisfaction rating.
- The attributes receiving the lowest scores in comparison to the Engineering, Construction, and Expansion group include: “I feel well informed about how to improve customer service” (7.7 vs. 6.4) and “I often look for ways to make improvements in how things are done” (8.8 vs. 8.0).

YOUR JOB - SUBWAY EXTENSIONS (SPADINA/SCAR.)

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction and Expansion Group | Subway Extensions (Spadina/Scar.) |
|---|-------------------|----------------------|--|-----------------------------------|
| Overall, I am satisfied with the job I do at the TTC | 8.1 | 8.4 | 8.4 | 7.8 |
| I feel motivated in my job | 7.0 | 7.3 | 7.6 | 7.0 |
| My work enables me to use my skills and abilities | 7.3 | 7.7 | 7.9 | 7.7 |
| I have the proper equipment/tools to do my job well | 6.8 | 7.3 | 7.7 | 7.6 |
| I am given the freedom to make decisions in my job | 6.5 | 7.3 | 7.5 | 7.1 |
| In my job, I feel able to put customers first | 7.5 | 7.9 | 8.1 | 7.4 |
| I often look for ways to make improvements in how things are done | 8.1 | 8.6 | 8.8 | 8.0 |
| I am not afraid to suggest new ways of doing things in my job | 7.6 | 8.3 | 8.5 | 8.0 |
| I feel well informed about how to improve customer service | 6.8 | 7.6 | 7.7 | 6.4 |

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

YOUR COMPANY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- “I am satisfied with the leadership of the company” received a lower score among Subway Extensions employees (7.1) than the Engineering, Construction, and Expansion group as a whole (7.9).
- Across the specific measures comprising “Your Company”, the following attribute received the highest rating: “I am proud and passionate about the TTC”. The following attribute received the lowest satisfaction rating: “People get things done both quickly and efficiently at the TTC”.
- Scores for Subway Extensions employees were lower across all but one attribute when compared to the Engineering, Construction, and Expansion group.
- Sample sizes were too small to provide department-level results for questions regarding whether employees would speak highly of the TTC, or if their experience working for the TTC has gotten better or worse in the past 12 months.

YOUR COMPANY

- SUBWAY EXTENSIONS (SPADINA/SCAR.)

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction and Expansion Group | Subway Extensions (Spadina/Scar.) |
|--|-------------------|----------------------|--|-----------------------------------|
| Overall, I am satisfied with the leadership of the company | 6.4 | 7.3 | 7.9 | 7.1 |
| I am proud and passionate about the TTC | 7.6 | 8.1 | 8.4 | 8.1 |
| The TTC actively supports equal opportunities for all employees | 7.2 | 7.2 | 7.6 | 7.4 |
| The TTC puts customers first | 7.8 | 8.0 | 8.4 | 7.7 |
| People get things done both quickly and efficiently at the TTC | 5.1 | 5.5 | 5.9 | 5.4 |
| There is effective sharing of information across the TTC | 4.9 | 5.4 | 6.0 | 5.6 |
| There is a good level of trust between Senior Management and employees | 4.9 | 5.8 | 6.6 | 6.1 |
| Best practices are shared effectively across the TTC | 5.3 | 5.7 | 6.3 | 5.9 |
| People take personal responsibility for getting things done at the TTC | 5.6 | 6.2 | 6.9 | 6.7 |
| If something goes wrong, people concentrate on putting it right, not blaming others | 5.0 | 5.7 | 6.5 | 6.7 |
| People show each other respect across the TTC | 6.1 | 6.7 | 7.5 | 7.2 |
| There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx) | 6.2 | 6.7 | 7.1 | 6.5 |
| The TTC values its staff's time | 6.0 | 6.8 | 7.4 | 7.0 |
| The TTC values its customers' time | 7.1 | 7.6 | 7.9 | 7.4 |
| There is good collaboration between different parts of the TTC | 5.3 | 5.8 | 6.3 | 6.0 |
| I feel sufficiently well informed about what is happening in the TTC | 5.7 | 6.7 | 7.1 | 7.0 |
| Senior Managers communicate openly and honestly with employees | 5.3 | 6.2 | 6.7 | 6.4 |
| I feel confident that TTC leadership is making the right decisions for the company's future success | 6.1 | 7.1 | 7.6 | 7.2 |
| TTC leadership welcomes all feedback, both positive and negative | 6.0 | 6.7 | 7.1 | 6.7 |
| I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable | 7.4 | 8.1 | 8.3 | 7.9 |
| 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 | 8.2 | 7.5 |

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

3/24/2015

SPEAKING HIGHLY OF THE TTC

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

Subway Extensions (Spadina/Scar.)

Total
(n= 21)

*

* 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.

CHANGE IN EXPERIENCE WORKING FOR THE TTC

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

Subway Extensions (Spadina/Scar.)

Total
(n= 21)

*

* Percentages suppressed due to 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.

YOUR MANAGER/SUPERVISOR

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- “Your Manager/Supervisor” received a higher score among Subway Extensions employees (8.3) than the Engineering, Construction, and Expansion group as a whole (8.0).
- Across the specific measures comprising Your Manager/Supervisor, the following attribute received the highest rating: “I have confidence in my manager’s/supervisor’s skills and abilities”. In contrast, “I receive regular feedback about my performance from my manager/supervisor” received the lowest rating.
- The ratings provided by Subway Extensions employees across the attributes associated with “Your Manager/Supervisor” are generally comparable with the ratings provided by other Engineering, Construction, and Expansion group employees.

YOUR MANAGER/SUPERVISOR - SUBWAY EXTENSIONS (SPADINA/SCAR.)

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction and Expansion Group | Subway Extensions (Spadina/Scar.) |
|---|-------------------|----------------------|--|-----------------------------------|
| Overall, I am satisfied with my immediate manager/supervisor | 6.7 | 7.5 | 8.0 | 8.3 |
| I am satisfied with the way I am managed | 6.6 | 7.3 | 7.7 | 7.8 |
| My manager/supervisor actively discourages prejudice | 7.4 | 7.9 | 8.2 | 8.0 |
| My manager/supervisor treats me fairly | 7.3 | 7.9 | 8.4 | 8.3 |
| My manager/supervisor takes responsibility when problems arise | 6.9 | 7.6 | 8.3 | 8.3 |
| I have confidence in my manager's/supervisor's skills and abilities | 6.9 | 7.7 | 8.2 | 8.5 |
| Where appropriate, my manager/supervisor involves me in decisions which affect me | 6.5 | 7.6 | 8.1 | 8.3 |
| My manager/supervisor leads by example | 6.5 | 7.3 | 8.0 | 8.1 |
| I get help and support from my manager/supervisor when I need it | 7.1 | 7.8 | 8.3 | 8.3 |
| My manager/supervisor keeps me well informed about issues which affect me | 6.6 | 7.6 | 8.0 | 8.1 |
| My manager/supervisor tells me why decisions have been made | 6.2 | 7.3 | 7.8 | 7.7 |
| My manager/supervisor is personally involved in improving the quality of my work | 6.1 | 7.0 | 7.5 | 7.6 |
| My manager/supervisor manages people well | 6.3 | 7.0 | 7.7 | 8.0 |
| I receive regular feedback about my performance from my manager/supervisor | 5.7 | 7.0 | 7.3 | 7.2 |
| I receive constructive feedback about my performance from my manager/supervisor | 5.8 | 7.1 | 7.5 | 7.6 |
| My manager/supervisor is open to constructive feedback from staff and others | 6.1 | 7.1 | 7.7 | 7.5 |

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

YOUR TEAM

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- For Subway Extensions employees, overall satisfaction with “Your Team” is higher than the group average for Engineering, Construction, and Expansion.
- Across the specific measures comprising Your Team, the following attribute received the highest rating: “I feel supported by my fellow team members”.
- Scores for all attributes are notably higher than the scores for the Engineering, Construction, and Expansion group as a whole.

Regular Team Meetings

- The sample size for Subway Extensions was too small to report on the proportion of employees who recalled having regular team meetings and their opinions on the appropriate frequency of team meetings. The mean score provided by Subway Extensions employees for the usefulness of team meetings was slightly higher than the score provided by other Engineering, Construction, and Expansion group employees.

YOUR TEAM

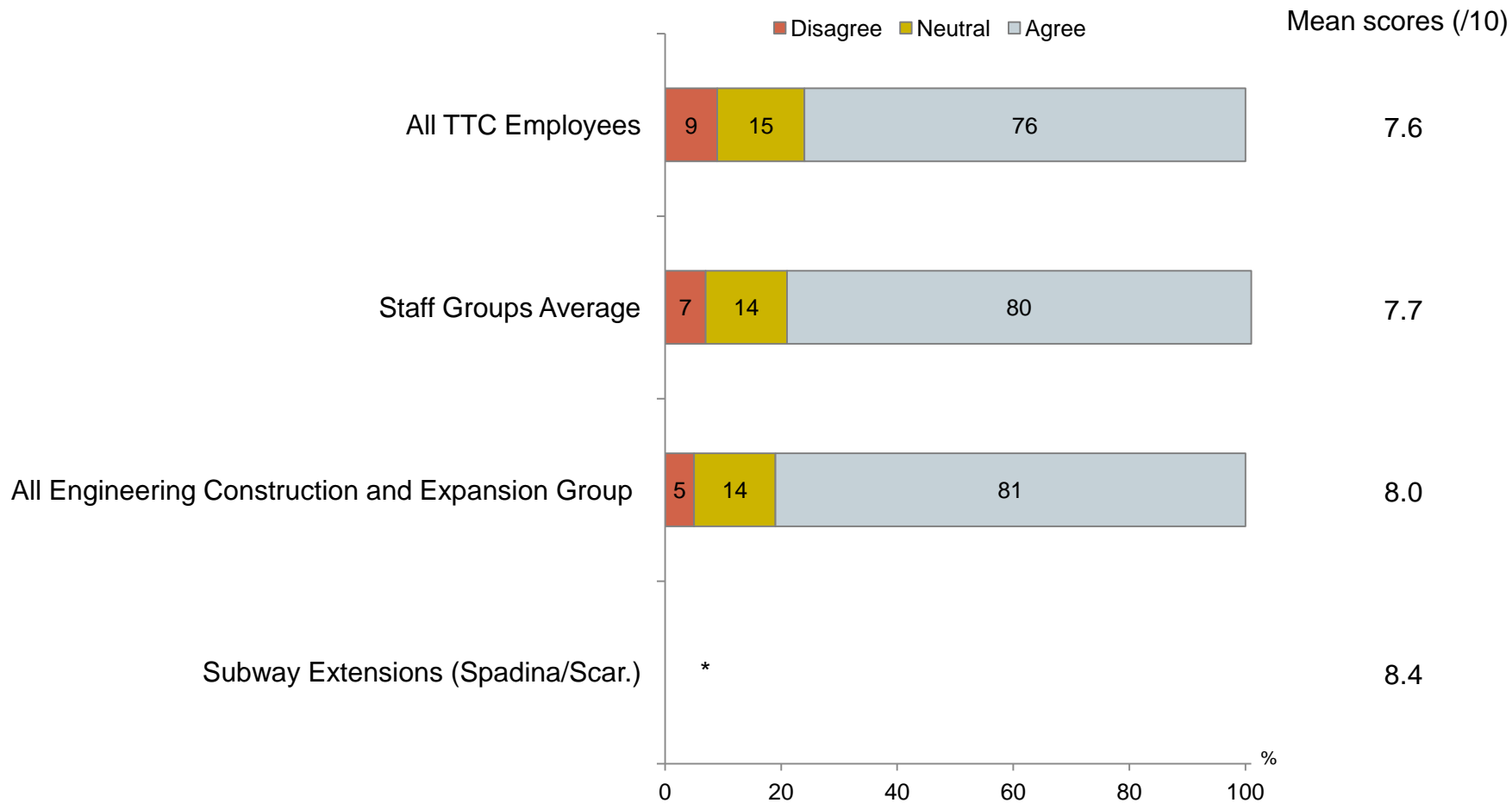
- SUBWAY EXTENSIONS (SPADINA/SCAR.)

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction and Expansion Group | Subway Extensions (Spadina/Scar.) |
|--|-------------------|----------------------|--|-----------------------------------|
| Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC | 7.6 | 8.1 | 8.5 | 8.9 |
| Members of my team treat each other with respect | 7.4 | 8.0 | 8.4 | 8.6 |
| My team works well together | 7.3 | 7.9 | 8.3 | 8.8 |
| There is good morale in my team | 6.5 | 7.3 | 7.9 | 8.2 |
| I feel that my opinions count in my team | 7.0 | 7.9 | 8.2 | 8.7 |
| All the people in my team are treated fairly | 6.7 | 7.5 | 8.2 | 8.7 |
| I feel supported by my fellow team members | 7.2 | 7.9 | 8.3 | 8.9 |
| My team members do quality work | 7.5 | 8.1 | 8.3 | 8.6 |
| I feel that workload is fairly distributed in my team | 6.5 | 7.0 | 7.6 | 8.2 |

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.

USEFULNESS OF TEAM MEETINGS

Among employees who have regular team meetings



* Percentages suppressed due to sample size <30.

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

YOUR WORKING ENVIRONMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- For employees in Subway Extensions, overall satisfaction with “Your Working Environment” is lower than the group average for Engineering, Construction, and Expansion.
- Across the specific measures comprising Your Working Environment, the following attribute received the highest ratings: “The hours I work are reasonable” and “I am satisfied with my work/office space and facilities”.

Stress, Discrimination and Customer Abuse

- Sample size for Subway Extensions was too low to provide the percentages of employees reporting stress at work, discrimination from another TTC employee, or verbal and/or physical abuse by customers.

Familiarity and effectiveness of TTC policies

- While sample size was again too low to provide the percentages of employees who are familiar with various TTC policies, mean scores can be provided for the effectiveness of these policies in ensuring everyone at the TTC is treated fairly. Across most attributes, Subway Extensions employees consider these policies to be slightly less effective than other Engineering, Construction, and Expansion group employees.

YOUR WORKING ENVIRONMENT - SUBWAY EXTENSIONS (SPADINA/SCAR.)

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction and Expansion Group | Subway Extensions (Spadina/Scar.) |
|--|-------------------|----------------------|--|-----------------------------------|
| Overall, I am satisfied with the work environment at the TTC | 7.0 | 7.8 | 8.4 | 8.2 |
| The TTC cares about my mental health and emotional well-being | 6.2 | 7.1 | 7.7 | 7.6 |
| I feel that I belong at the TTC | 7.4 | 7.8 | 8.3 | 8.1 |
| I am satisfied with my work/office space and facilities | 6.5 | 7.2 | 8.1 | 8.7 |
| I can adjust my work hours/shifts if needed | 6.7 | 7.5 | 8.1 | 7.9 |
| The hours I work are reasonable | 7.7 | 8.4 | 8.8 | 9.1 |
| The TTC encourages employees to maintain a healthy work-life balance | 6.3 | 7.4 | 8.1 | 7.3 |
| The TTC is dedicated to diversity and inclusiveness | 7.4 | 8.0 | 8.4 | 8.1 |

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.

EFFECTIVENESS OF TTC PRACTICES

- SUBWAY EXTENSIONS (SPADINA/SCAR.)

| Mean | All TTC Employees | Staff Groups Average | All Engineering, Construction & Expansion | Subway Extensions (Spadina/Scar.) |
|-------------------------------------|-------------------|----------------------|---|-----------------------------------|
| Disability | 8.3 | 8.7 | 8.9 | 8.5 |
| Ethnic Origin | 8.3 | 8.6 | 8.7 | 8.3 |
| Gender (includes gender expression) | 8.5 | 8.7 | 8.8 | 8.5 |
| Sex (including pregnancy) | 8.5 | 8.7 | 8.9 | 8.7 |
| Creed | 8.5 | 8.8 | 8.9 | 8.8 |
| Age | 8.4 | 8.6 | 8.7 | 8.3 |
| Race | 8.4 | 8.7 | 8.8 | 8.7 |
| Colour | 8.4 | 8.7 | 8.8 | 8.6 |
| Sexual Orientation | 8.6 | 8.8 | 9.0 | 8.9 |
| Family Status | 8.6 | 8.8 | 9.0 | 8.9 |
| Marital Status | 8.6 | 8.9 | 9.0 | 8.9 |
| Ancestry | 8.6 | 8.8 | 9.0 | 8.8 |
| Place of Origin | 8.5 | 8.8 | 8.8 | 8.6 |
| Citizenship | 8.6 | 8.9 | 9.0 | 8.8 |
| Personal Harassment | 8.2 | 8.6 | 8.9 | 8.5 |
| Other | 8.2 | 8.2 | 8.2 | ** |

** Mean scores 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.

SAFETY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- For employees in Subway Extensions, the overall satisfaction rating for “Safety” is comparable to the rating for the Engineering, Construction, and Expansion group as a whole.
- Across the specific measures comprising Safety, the following attributes received the highest ratings: “The protection of workers from occupational exposure to hazards is a high priority with management” and “My manager/supervisor acts quickly to address safety issues”.
- Across most attributes, scores provided by Subway Extensions employees are comparable to the scores for the Engineering, Construction, and Expansion group as a whole.

SAFETY

- SUBWAY EXTENSIONS (SPADINA/SCAR.)

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction and Expansion Group | Subway Extensions (Spadina/Scar.) |
|--|-------------------|----------------------|--|-----------------------------------|
| Overall, I feel safe when I am at work | 8.0 | 8.9 | 9.2 | 9.1 |
| I feel comfortable discussing safety issues at work | 8.3 | 8.9 | 9.2 | 9.0 |
| The TTC's management is willing to invest money and effort to improve the level of safety | 7.4 | 8.5 | 8.9 | 9.0 |
| People in my team report all injuries no matter how minor | 7.1 | 8.1 | 8.6 | 8.6 |
| The protection of workers from occupational exposure to hazards is a high priority with management | 7.6 | 8.6 | 9.1 | 9.1 |
| My manager/supervisor is well informed about safety issues | 8.0 | 8.7 | 9.1 | 9.0 |
| My manager/supervisor acts quickly to address safety issues | 7.6 | 8.6 | 9.1 | 9.1 |
| My manager/supervisor emphasizes safe practices while at work | 7.9 | 8.7 | 9.0 | 8.4 |
| I am strongly encouraged to report unsafe working conditions | 8.0 | 8.7 | 9.1 | 8.8 |

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

TRAINING AND DEVELOPMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- For Subway Extensions employees, overall satisfaction with “Training and Development” was comparable to the group average for Engineering, Construction, and Expansion.
- Across the specific measures comprising Training and Development, the following attribute received the highest rating: “I have received the right sort of training to do my job properly”. In contrast, “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor” and “The way people are selected for jobs in the TTC is fair” received the lowest satisfaction ratings.

TRAINING AND DEVELOPMENT - SUBWAY EXTENSIONS (SPADINA/SCAR.)

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction and Expansion Group | Subway Extensions (Spadina/Scar.) |
|--|-------------------|----------------------|--|-----------------------------------|
| Overall, I am satisfied with my training and development at the TTC | 7.0 | 7.1 | 7.6 | 7.7 |
| My on-boarding/induction experience was positive | 7.9 | 7.9 | 8.2 | 7.7 |
| I have received the right sort of training to do my job properly | 7.6 | 7.7 | 8.1 | 8.2 |
| I discuss with my manager whether training meets my needs | 6.7 | 7.5 | 7.9 | 7.4 |
| I am satisfied with the career development opportunities available to me | 6.9 | 6.9 | 7.4 | 7.8 |
| The TTC provides ongoing training opportunities so I can develop my skills | 7.0 | 7.5 | 7.8 | 8.1 |
| I am satisfied with the support I receive on my personal development | 6.5 | 7.1 | 7.5 | 7.1 |
| I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor | 5.5 | 6.3 | 7.0 | 6.0 |
| The way people are selected for jobs in the TTC is fair | 5.6 | 5.7 | 6.5 | 6.0 |

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

PERFORMANCE AND REWARD

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- For Subway Extensions employees, overall satisfaction with “Performance and Reward” is marginally higher than the group average for Engineering, Construction, and Expansion.
- Across the specific measures comprising Performance and Reward, the following attribute received the highest rating: “I am satisfied with the recognition I receive from my manager”. In contrast, “Poor performance is not tolerated” received the lowest satisfaction rating.
- Across most attributes, scores provided by Subway Extensions employees are comparable to the scores for the Engineering, Construction, and Expansion group as a whole.

PERFORMANCE AND REWARD - SUBWAY EXTENSIONS (SPADINA/SCAR.)

| Mean | All TTC Employees | Staff Groups Average | All Engineering Construction and Expansion Group | Subway Extensions (Spadina/Scar.) |
|---|-------------------|----------------------|--|-----------------------------------|
| Overall, I am satisfied with the way the TTC recognizes and rewards employees | 6.2 | 6.7 | 7.1 | 7.3 |
| I am recognized for excellent performance | 5.9 | 6.7 | 7.0 | 7.1 |
| Poor performance is not tolerated | 5.9 | 6.2 | 6.9 | 6.6 |
| I am satisfied with the recognition I receive from my manager | 6.0 | 6.9 | 7.4 | 7.4 |
| I am satisfied with my pay and benefits, given the job I do | 7.7 | 7.4 | 7.7 | 7.3 |
| At the TTC, the recognition and / or rewards are meaningful | 5.9 | 6.3 | 6.8 | 6.8 |
| I have the opportunity to progress within the company | 6.9 | 6.6 | 7.1 | 7.1 |
| The TTC offers good job security | 8.3 | 8.4 | 8.3 | 8.0 |

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

FINAL WORD

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behalf of TTC



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

Subway Extensions (Spadina/Scar.) (n= 22)

*

%

* Percentages suppressed due to sample size <30.

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

Produced by Malatest on
behalf of TTC



RECOMMENDATIONS: SUBWAY EXTENSIONS (SPADINA/SCAR.)

- As sample size was too small to conduct Opportunity Analysis for this department, the following recommendations are based on results for the Engineering, Construction & Expansion Group.
- Conduct discussion sessions with employees to explore:
 - Ways to **improve relationships** between Senior Management and employees, focusing on:
 - Open and honest communication
 - Building trust
 - Welcoming all feedback, both positive and negative
 - Ways the TTC can better **show respect** to its external partners, such as the City of Toronto, or Metrolinx
 - What **motivates** employees in their jobs
 - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing

Thank you

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behalf of TTC

