

# EMPLOYEE ENGAGEMENT SURVEY

## Subway Infrastructure

March 30, 2015

Produced by Malatest on  
behalf of TTC



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# INTRODUCTION

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# OBJECTIVES

- The primary objective of this research is to increase levels of employee engagement within the TTC. This includes identifying specific aspects of the employee experience that require improvement in order to increase employee engagement moving forward.
- As this is the first year the TTC is conducting this research, objectives also include establishing a baseline of employee engagement to facilitate comparisons over time and across employee groups.
- This research will identify key drivers of employee engagement across the following eight aspects of the employee experience:

- 1. Job**
- 2. Company**
- 3. Manager/Supervisor**
- 4. Team**
- 5. Working Environment**
- 6. Safety**
- 7. Training and Development**
- 8. Performance and Reward**

- Additionally, this report examines these objectives as they relate specifically to the Subway Infrastructure 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%.
- 390 surveys were completed by Subway Infrastructure department employees for a response rate of 44%. The response rates differed by employee category, as shown on the following slide.

# RESPONSE RATES (RR) AND EMPLOYEE CATEGORY

- The response rate for employees in the Subway Infrastructure department (44%) is slightly higher than the overall response rate for the Operations group (36%).
- Staff employees responded at a much higher rate than unionized employees, as seen in the table below.
- Cost centres of the Subway Infrastructure department that perform similar functions have been combined into the groups shown on the following slide. This also allows for reporting on cost centres with a smaller sample base (i.e., fewer than 10 employees).

## Subway Infrastructure: 44%

Employee Category	Count	RR
Staff	214	90%
Union	173	27%
<b>Total†</b>	<b>390</b>	<b>44%</b>

† Total sample includes one or more completed surveys where the unique access code was not returned and the department was not identified.

# COST CENTRE GROUPINGS

Grouping	Cost Centre*	Count
<b>Department Head &amp; Staff</b>		<b>8**</b>
	0731-Rail Infrastructure Department Head & Staff	
<b>Electrical Engineering</b>		<b>31</b>
	0720-Electrical Engineering	
<b>Signals and Train Control</b>		<b>22</b>
	0759-Signals & Train Control	
<b>Track/Structure Maintenance Engineering</b>		<b>28</b>
	0730-Track/Structure Maintenance Engineering	
<b>Procedures and Control</b>		<b>7**</b>
	0779-Procedures & Control	
<b>Electrical</b>		<b>85</b>
	0738-Electrical Supervision	
	0726-Subway Wiring & Service	
	0722-Substations	
<b>Signals</b>		<b>83</b>
	0739-Signals Supervision	
	0725-Signal Maintenance	
	0760-Relay Shop	
<b>Structure</b>		<b>62</b>
	0777-Structure Maintenance Supervision	
	0733-Structure Maintenance	
	0714-Asbestos	
<b>Subway Track</b>		<b>63</b>
	0705-Subway Track Supervision	
	0736-Subway Track Maintenance	
<b>Total†</b>		<b>390</b>

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

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

† Total sample includes one or more completed surveys where the unique access code was not returned and the department was not identified.

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# REPORTING NOTES

- **Most questions in the survey asked for level of agreement on a 1-10 scale.**
  - For these questions, responses of 7-10 are classified as “Agree”, 5-6 as “Neutral”, and 1-4 as “Disagree”. Employees selecting “N/A” or not responding to the question were excluded.
  - Other questions are reported by each response option available.
- **Some questions were not answered by enough employees to provide reliable data for some departments or employee categories.**
  - Results in the form of percentages will be suppressed throughout this report if there were fewer than 30 valid responses (indicated by \*).
  - Results in the form of mean scores will be suppressed throughout this report if there were fewer than 10 valid responses (indicated by \*\*).
  - Department Head & Staff, Signals and Train Control, and Procedures and Control each had fewer than 30 valid responses. For this reason no percentages will be shown for these cost centre groupings. Any results provided relating to these groupings should be interpreted with caution.
  - Further to this, Department Head & Staff, and Procedures and Control each had fewer than 10 valid responses. For this reason no results will be shown for these cost centre groupings.
- **Exact sample size may vary by grouping, employee category, or by individual question**
  - In general, if the results for more than one question or more than one employee category are presented on the same slide, the sample size varies slightly by question.
  - It can be assumed that, unless otherwise stated, sample sizes include all employees who provided a valid response to the question. Refer to response rates and cost centre groupings (slides 6-7) for total sample by cost centre grouping and employee category.



# HIGHLIGHTS

Subway Infrastructure Engagement score: 8.2.

**Highest:** Track/Structure Maint. Engng. 8.6  
**Lowest:** Signals & Train Control 7.7

**Highest:** Staff 8.3  
**Lowest:** Union 8.0

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

# HIGHLIGHTS (CONT'D)

- **Your Job** is an area that generates high levels of satisfaction and represents the strongest driver of employee engagement.
- The TTC should continue to increase satisfaction with **Your Job** by:
  - Exploring what motivates employees
  - Encouraging employees to use their skills & abilities
  - Giving employees more opportunities to make decisions

## Other Factors that Impact Employee Engagement

### Discrimination

- The TTC should explore options to seek to prevent discrimination from occurring (e.g., diversity training). In addition, the TTC should ensure that all employees know what supports are available to employees who experience incidents of discrimination or harassment.
- The TTC should seek to understand why less than 40% of Subway Infrastructure Group employees who experienced discrimination from other employees reported the incident to the TTC and why, among those who did report the incident, the majority was dissatisfied with the way it was handled.

# TOP 5 AND BOTTOM 5 SCORES

- Across the entire survey, the attributes in the boxes below received the highest and lowest satisfaction ratings from TTC Employees. Each attribute is accompanied by the overall mean score (/10) for the attribute.
- The top 5 scores are attributes distributed across multiple different survey modules..
- Among the 5 lowest scoring attributes, four were associated with the module Your Company – referring to company leadership.

## Top 5

1. I often look for ways to make improvements in how things are done (8.6)
2. The TTC offers good job security (8.5)
3. I feel comfortable discussing safety issues at work (8.5)
4. The TTC puts customers first (8.4)
5. I am not afraid to suggest new ways of doing things in my job (8.3)

## Bottom 5

1. There is a good level of trust between Senior Management and employees (5.4)
2. There is effective sharing of information across the TTC(5.5)
3. If something goes wrong, people concentrate on putting it right, not blaming others (5.5)
4. The way people are selected for jobs in the TTC is fair (5.6)
5. There is good collaboration between different parts of the TTC (5.6)

# 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 Subway Infrastructure, this score is 8.2.

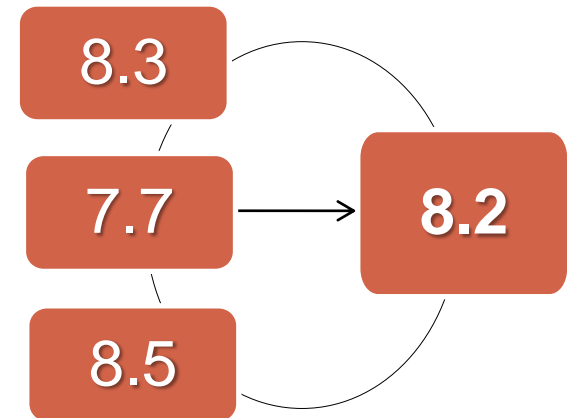
# OVERALL EMPLOYEE ENGAGEMENT SCORE

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

## Composite of 3 measures:

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

Mean rating



# OVERALL EMPLOYEE ENGAGEMENT SCORE

- The Employee Engagement score for Subway infrastructure is slightly higher than the score for Operations Group, as well as that for all TTC employees, and for employees of the 2 groups consisting of more union employees, referred to as “Union Groups”.
- The Employee Engagement score is the highest among employees in Track/Structure Maintenance Engineering and Electrical Engineering departments.
- Levels of engagement are the lowest among employees in Signals & Train Control.
- When examined by employee category, the overall Employee Engagement score is the highest among staff (rather than union) employees.

All Subway Infrastructure: 8.2

## Cost Centre/Grouping

Track/Structure Maint. Engng.	8.6
Electrical Engineering	8.4
Electrical	8.2
Subway Track	8.2
Structure	8.1
Signals	8.0
Signals & Train Control	7.7
Rail Infrast. Dept. Head & Staff	**
Procedures & Control	**

## Employee Category

All TTC	7.8
Union Groups Average	7.7
Operations Group	8.0
Staff	8.3
Union	8.0

\* Engagement score suppressed as sample size <10.

# RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

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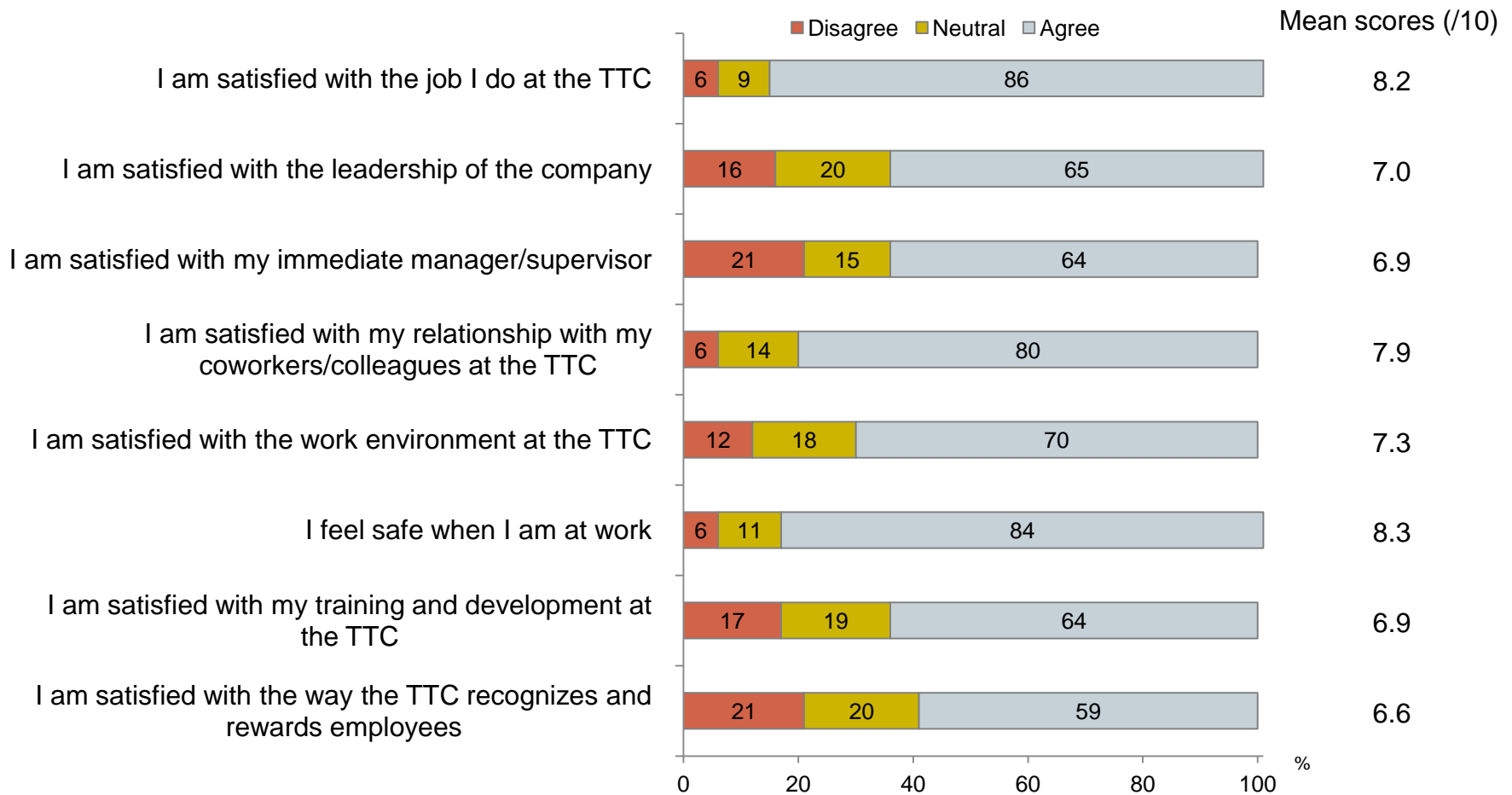




# SECTION SUMMARY

- 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 the highest for, “I feel safe when I am at work” and for “I am satisfied with the job I do at the TTC”.
  - These results are quite variable across cost centre groupings.
- Ratings were the lowest for “I am satisfied with the way the TTC recognizes and rewards employees”, followed by “I am satisfied with the leadership of the company”, “I am satisfied with my immediate manager/supervisor” and “I am satisfied with my training and development at the TTC”.
  - While these results are mostly consistent across cost centre groupings, satisfaction with a manager/supervisor is quite variable. For Electrical Engineering, and Signals & Train Control, it is the highest rated attribute, with very high scores. It is a mid-range attribute for others, and for Electrical, and Signals, it is the lowest rated attribute.

# ASPECTS OF EMPLOYEE ENGAGEMENT - SUBWAY INFRASTRUCTURE



# ASPECTS OF EMPLOYEE ENGAGEMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Goups Average	All Operations Group	All Subway Infrastructure	Rail Infrast. Dept. Head & Staff	Electrical Engineering	Signals & Train Control	Track/Structure Maint. Engng.	Procedures & Control	Electrical	Signals	Structure	Subway Track
I am satisfied with the job I do at the TTC	8.1	8.0	8.2	8.2	**	8.3	8.0	8.5	**	8.4	7.8	8.4	8.4
I am satisfied with the leadership of the company	6.4	6.1	6.5	7.0	**	7.8	7.2	7.4	**	6.9	6.3	7.3	6.7
I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	6.9	**	9.1	8.1	7.4	**	6.5	5.3	7.0	7.5
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	7.9	**	8.4	8.4	8.1	**	8.0	7.5	8.0	7.6
I am satisfied with the work environment at the TTC	7.0	6.8	7.0	7.3	**	8.2	7.5	8.6	**	7.1	6.5	7.1	7.5
I feel safe when I am at work	8.0	7.7	8.1	8.3	**	9.1	9.0	8.8	**	8.3	7.8	8.1	7.9
I am satisfied with my training and development at the TTC	7.0	6.9	6.8	6.9	**	7.2	6.5	7.9	**	7.3	5.8	7.3	7.2
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	6.6	**	7.2	6.0	7.3	**	6.7	6.2	6.6	6.5

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

# WHAT DRIVES EMPLOYEE ENGAGEMENT?

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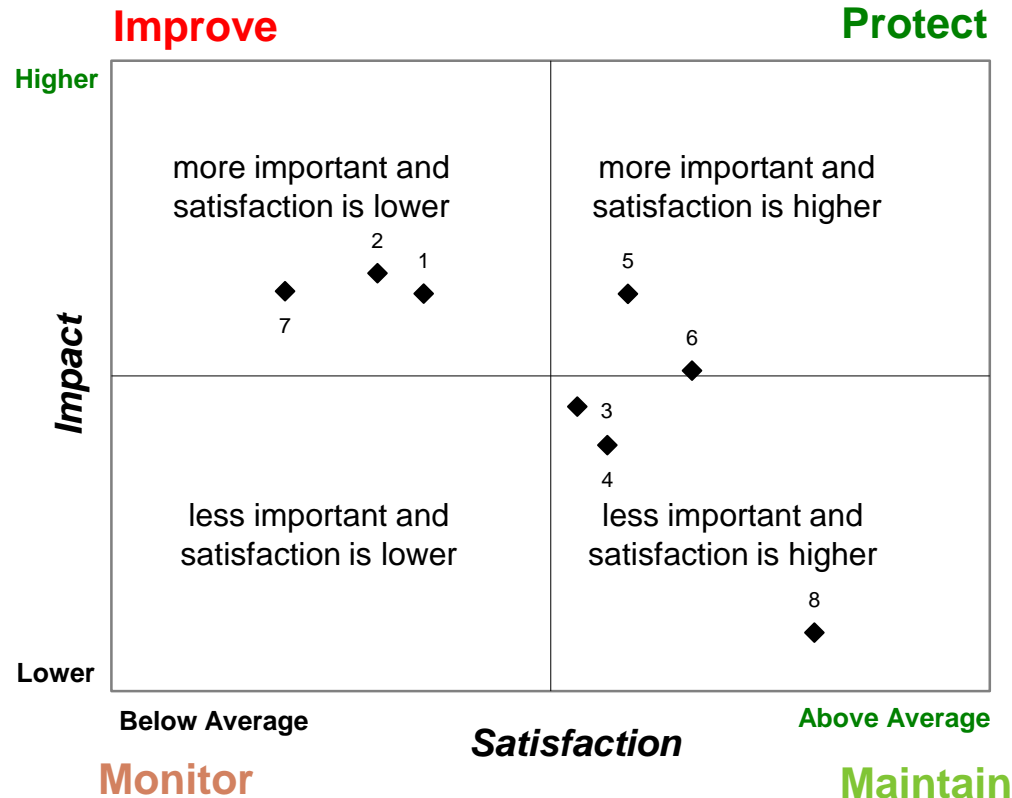


# SECTION SUMMARY

- 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” and “Working Environment”. 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 “Safety”. Focusing on increasing employee satisfaction with these aspects of the employee experience will not generate as much improvement in Employee Engagement as will increasing employees’ satisfaction with Your Job and Working Environment.
- “Opportunity Analysis” was then used to plot the correlation value for each aspect of the employee experience against employees’ satisfaction with that aspect of their experience. The next slide shows how to read the result of Opportunity Analysis.

# OPPORTUNITY ANALYSIS: SAMPLE

- Opportunity analysis was conducted in order to identify key drivers of employee engagement. More specifically, each aspect of employee engagement (identified in the prior section of this report) was first correlated with a composite of three overall rating questions; specifically:
  - I am satisfied with this company as an employer
  - I enjoy coming to work every day
  - I see the value in the work that I do
- Results were then plotted against employees' satisfaction with each aspect of employee engagement agreement. The resulting quadrant chart ("Opportunity Analysis") identifies the key drivers of employee engagement. An example is provided below:



Composite:

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

# SECTION SUMMARY

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

# EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

## Subway Infrastructure



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

- I am satisfied with the job I do at the TTC
- I am satisfied with the leadership of the company
- I am satisfied with my immediate manager/supervisor
- I am satisfied with my relationship with my coworkers/colleagues at the TTC
- I am satisfied with the work environment at the TTC
- I feel safe when I am at work
- I am satisfied with my training and development at the TTC
- I am satisfied with the way the TTC recognizes and rewards employees

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 6.6 to 8.3.  
 Impact values range between 26% to 58%.





# OVERALL ORGANIZATIONAL VIEWS OF SUBWAY INFRASTRUCTURE

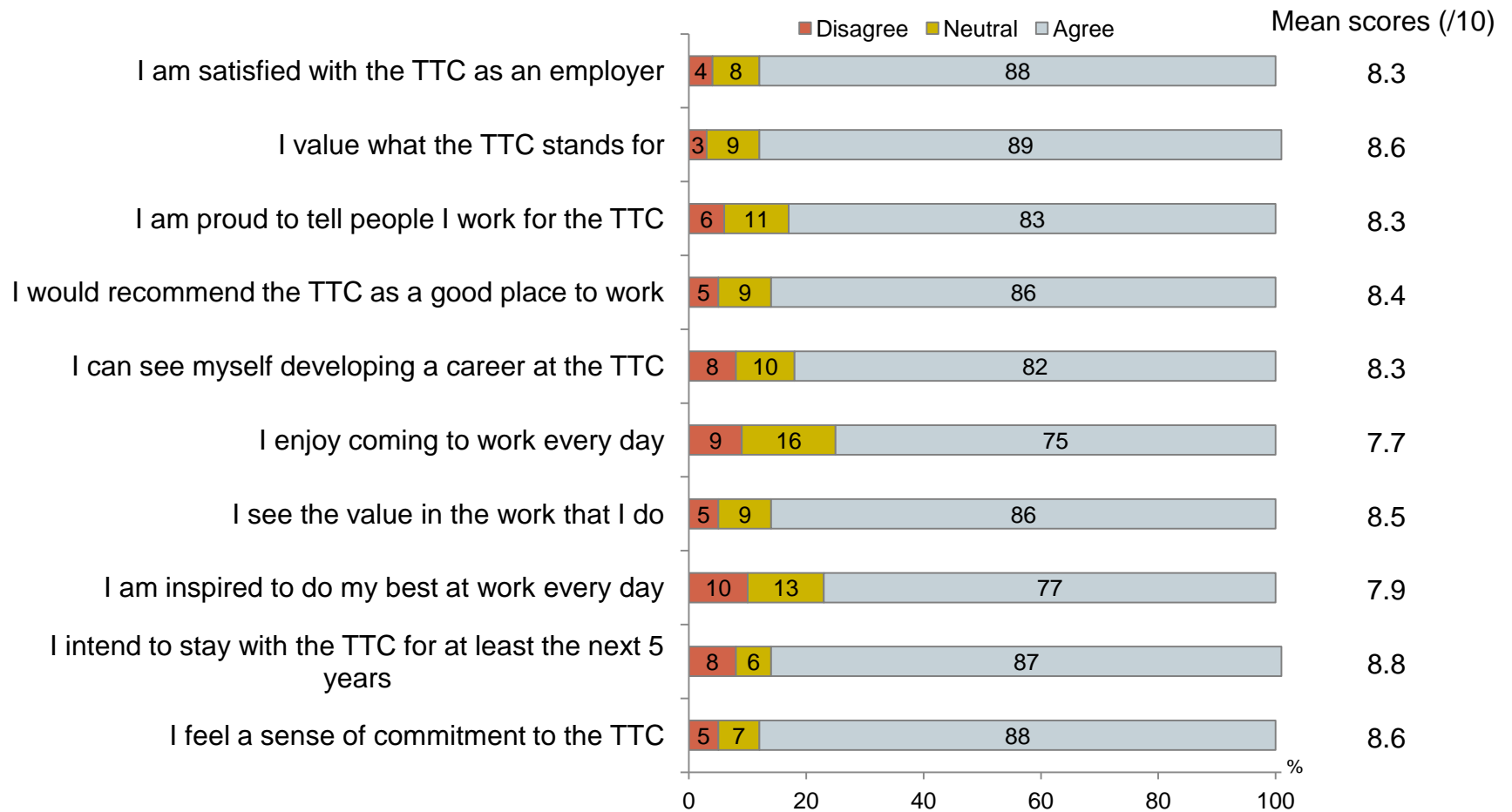
Produced by Malatest on  
behalf of TTC



# 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 intend to stay with the TTC for at least the next 5 years”, “I feel a sense of commitment to the TTC” and “I value what the TTC stands for”.
  - While these results are mostly consistent across cost centres, there is some variability, with only two of the three mentioned being among the top 3 rated attributes for a particular cost centre grouping.
- Ratings were the lowest for “I enjoy coming to work every day” and “I am inspired to do my best at work every day”. These were mostly consistent, except that for Electrical Engineering, a sense of commitment to the TTC was actually the lowest rated attribute. There were a few other variations in a few cost centre groupings.

# OVERALL ORGANIZATIONAL VIEWS - SUBWAY INFRASTRUCTURE



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

# OVERALL ORGANIZATIONAL VIEWS - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Subway Infrastructure	Rail Infrast. Dept. Head & Staff	Electrical Engineering	Signals & Train Control	Track/Structure Maint. Engng.	Procedures & Control	Electrical	Signals	Structure	Subway Track
I am satisfied with the TTC as an employer	7.8	7.7	8.0	8.3	**	8.5	7.9	8.3	**	8.4	8.3	8.3	8.3
I value what the TTC stands for	8.2	8.1	8.3	8.6	**	8.8	8.1	8.9	**	8.9	8.6	8.5	8.3
I am proud to tell people I work for the TTC	7.9	7.8	8.0	8.3	**	8.5	7.4	8.5	**	8.5	8.0	8.5	8.5
I would recommend the TTC as a good place to work	8.0	7.9	8.2	8.4	**	8.5	8.0	8.6	**	8.7	8.2	8.5	8.4
I can see myself developing a career at the TTC	7.9	7.8	8.0	8.3	**	8.3	7.7	8.6	**	8.5	8.0	8.3	8.5
I enjoy coming to work every day	7.3	7.2	7.5	7.7	**	8.4	7.6	8.5	**	7.7	7.5	7.4	7.7
I see the value in the work that I do	8.2	8.1	8.3	8.5	**	8.5	7.8	9.1	**	8.5	8.3	8.4	8.8
I am inspired to do my best at work every day	7.8	7.7	7.9	7.9	**	8.3	7.2	8.5	**	7.7	7.4	8.1	8.3
I intend to stay with the TTC for at least the next 5 years	8.5	8.6	8.6	8.8	**	8.6	8.7	9.2	**	8.4	8.5	9.1	9.0
I feel a sense of commitment to the TTC	8.2	8.1	8.3	8.6	**	8.1	8.2	9.2	**	8.8	8.3	8.7	8.9

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

# AREA TO PROTECT: YOUR JOB

Produced by Malatest on  
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# SECTION SUMMARY

- Opportunity Analysis identifies “Your Job” as having the most impact on Employee Engagement overall and as an area with which Subway Infrastructure employees are, for the most part, satisfied, making this an Area to Protect.
- Mean satisfaction scores for Your Job are very similar for most cost centre groupings, though Signals generally scored lowest.
- Staff employees are slightly more satisfied with their job than unionized employees.
- Across the specific aspects of the job, ratings were the highest for, “I often look for ways to make improvements in how things are done”. Ratings were the lowest for, “I am given the freedom to make decisions in my job”, “I feel motivated in my job”, and “I feel well informed about how to improve customer service.” These are generally consistent across cost centre groupings, with the exception of Subway Track, where “I have the proper equipment/tools to do my job well” is rated lower than feeling motivated or being free to make decisions.
- To maintain high levels of employee satisfaction with their job, Opportunity Analysis identifies the following key Areas to Improve:
  - I feel motivated in my job
  - My work enables me to use my skills and abilities
  - I am given the freedom to make decisions in my job
- One key Area to Protect is: “In my job, I feel able to put customers first.”

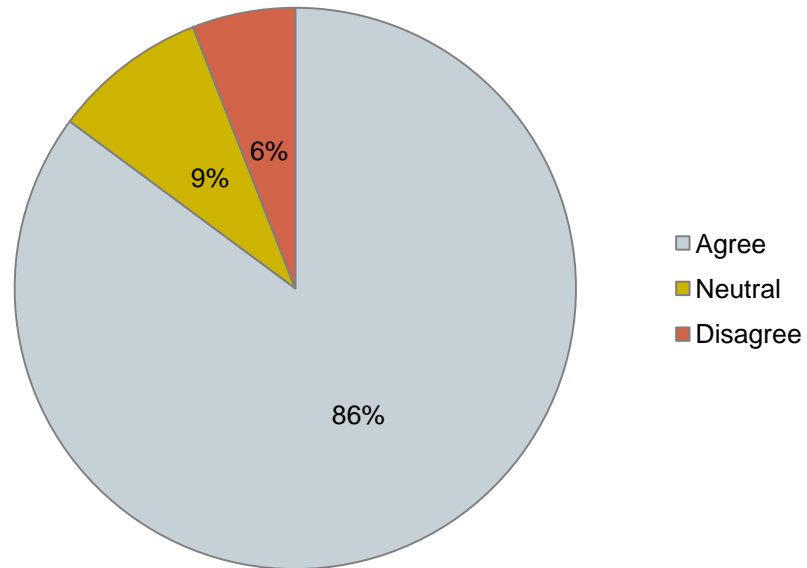
# OVERALL RATINGS OF YOUR JOB - SUBWAY INFRASTRUCTURE

## Subway Infrastructure

**Total**

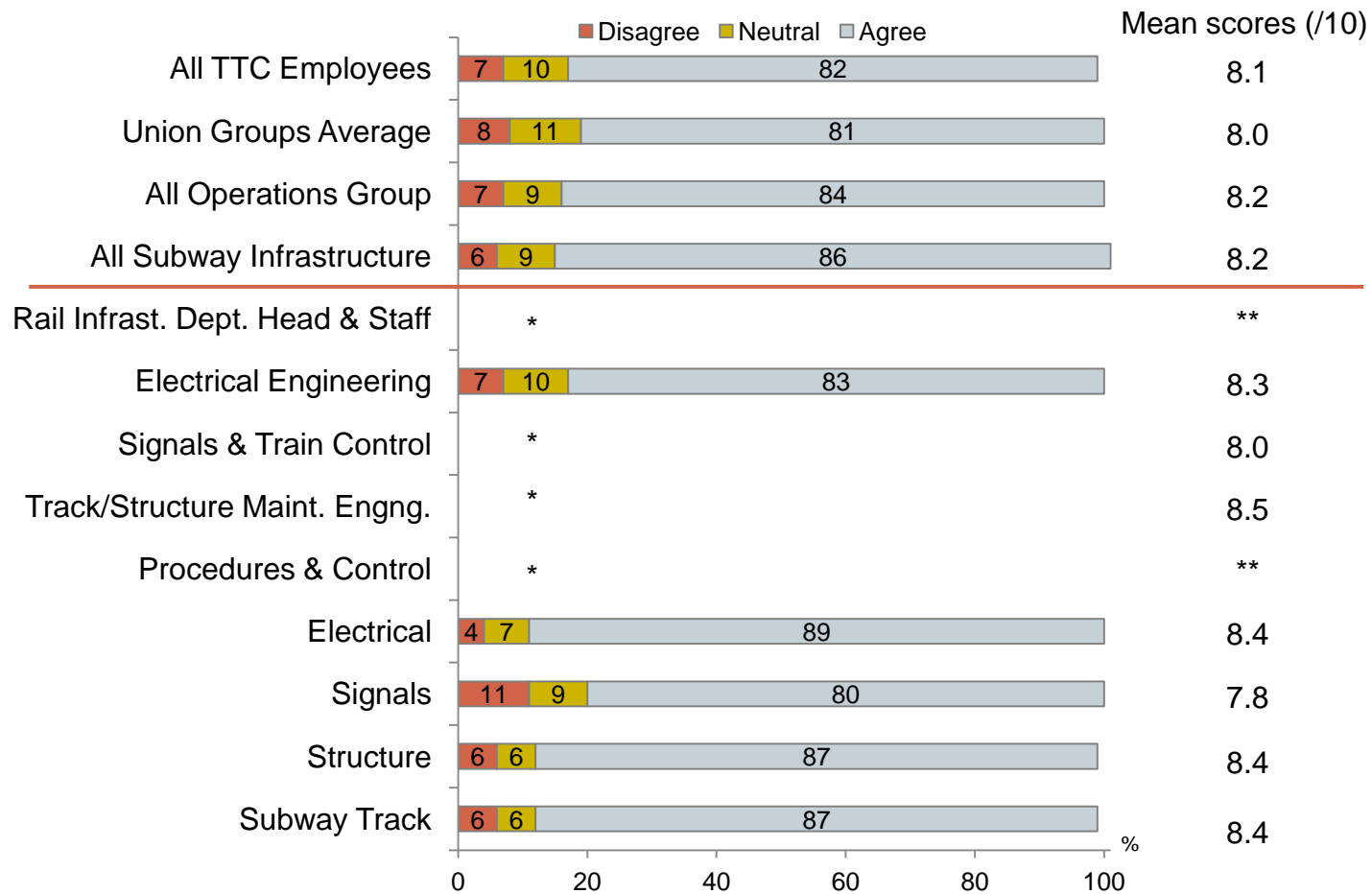
(n= 387)

**Mean=8.2**



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

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



\* Percentages suppressed as sample size <30.

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

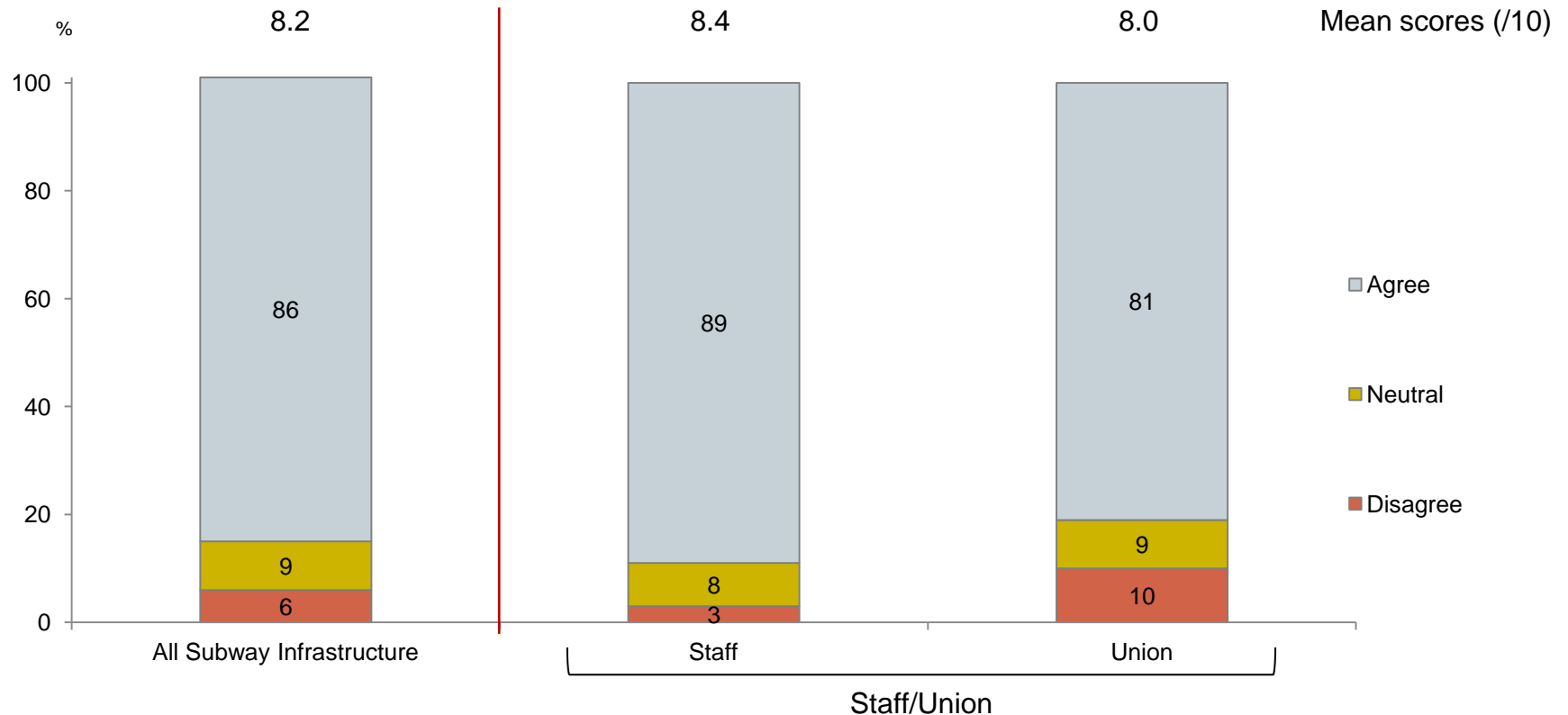
B1. How much do you agree or disagree with each of the following statements about your job ?

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

Sample sizes vary by category.

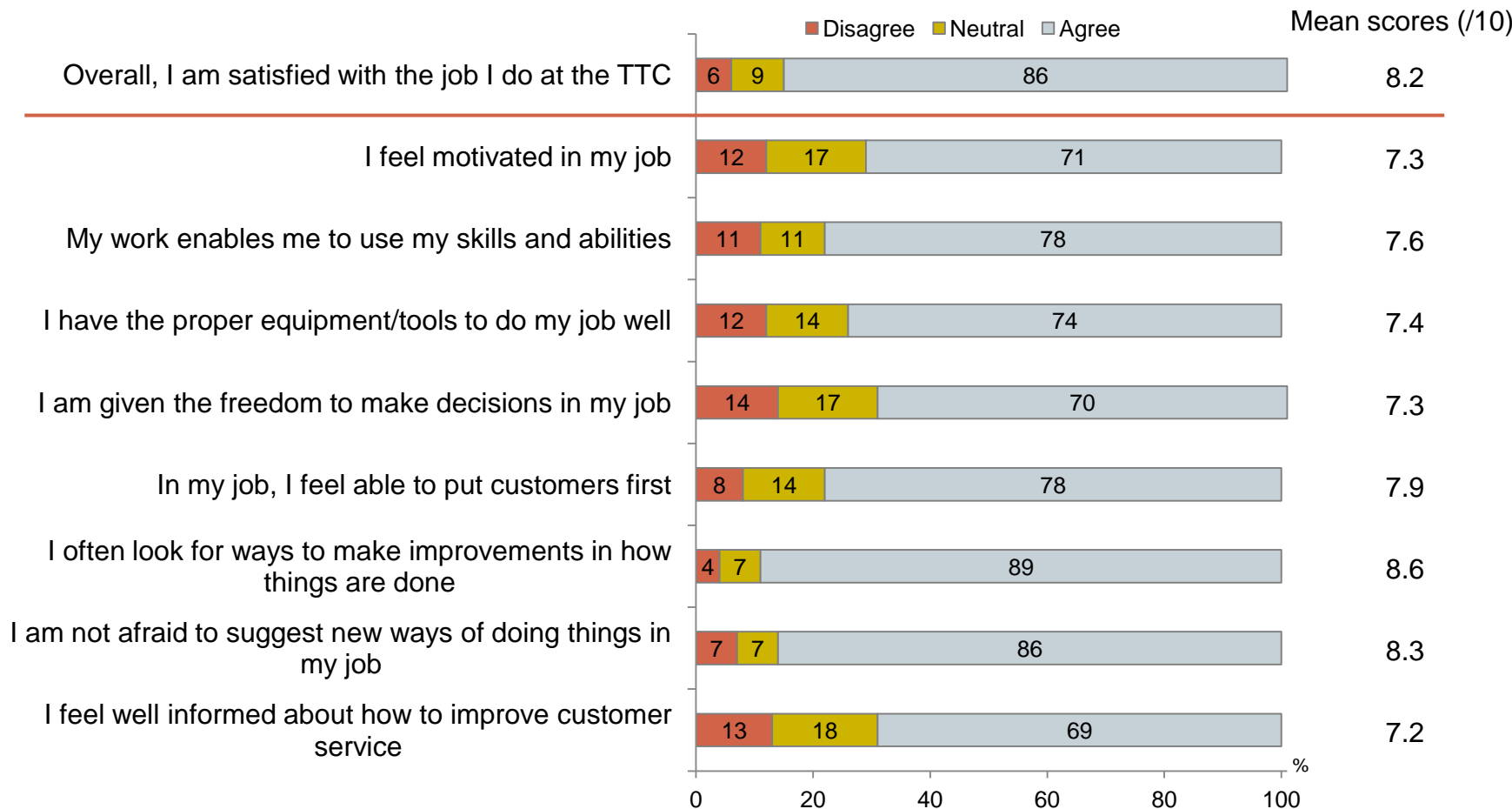


# OVERALL RATINGS OF YOUR JOB - BY EMPLOYEE POSITION



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

# YOUR JOB - SUBWAY INFRASTRUCTURE



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 Operations Group	All Subway Infrastructure	Rail Infrast. Dept. Head & Staff	Electrical Engineering	Signals & Train Control	Track/Structure Maint. Engng.	Procedures & Control	Electrical	Signals	Structure	Subway Track
Overall, I am satisfied with the job I do at the TTC	8.1	8.0	8.2	8.2	**	8.3	8.0	8.5	**	8.4	7.8	8.4	8.4
I feel motivated in my job	7.0	6.9	7.2	7.3	**	7.6	6.8	7.6	**	7.4	7.0	7.3	7.7
My work enables me to use my skills and abilities	7.3	7.2	7.5	7.6	**	7.9	7.4	7.6	**	7.9	7.3	7.5	7.8
I have the proper equipment/tools to do my job well	6.8	6.6	7.0	7.4	**	7.3	7.4	7.7	**	7.9	7.1	7.9	7.0
I am given the freedom to make decisions in my job	6.5	6.3	6.9	7.3	**	7.6	7.1	7.6	**	7.6	6.4	7.3	7.9
In my job, I feel able to put customers first	7.5	7.3	7.6	7.9	**	8.0	7.9	8.5	**	8.3	7.4	8.5	7.4
I often look for ways to make improvements in how things are done	8.1	7.9	8.3	8.6	**	8.7	8.5	8.8	**	8.9	8.0	8.8	8.4
I am not afraid to suggest new ways of doing things in my job	7.6	7.4	8.0	8.3	**	8.2	8.5	8.6	**	8.2	8.1	8.4	8.6
I feel well informed about how to improve customer service	6.8	6.5	6.9	7.2	**	7.5	7.3	7.7	**	7.4	6.8	7.5	6.9

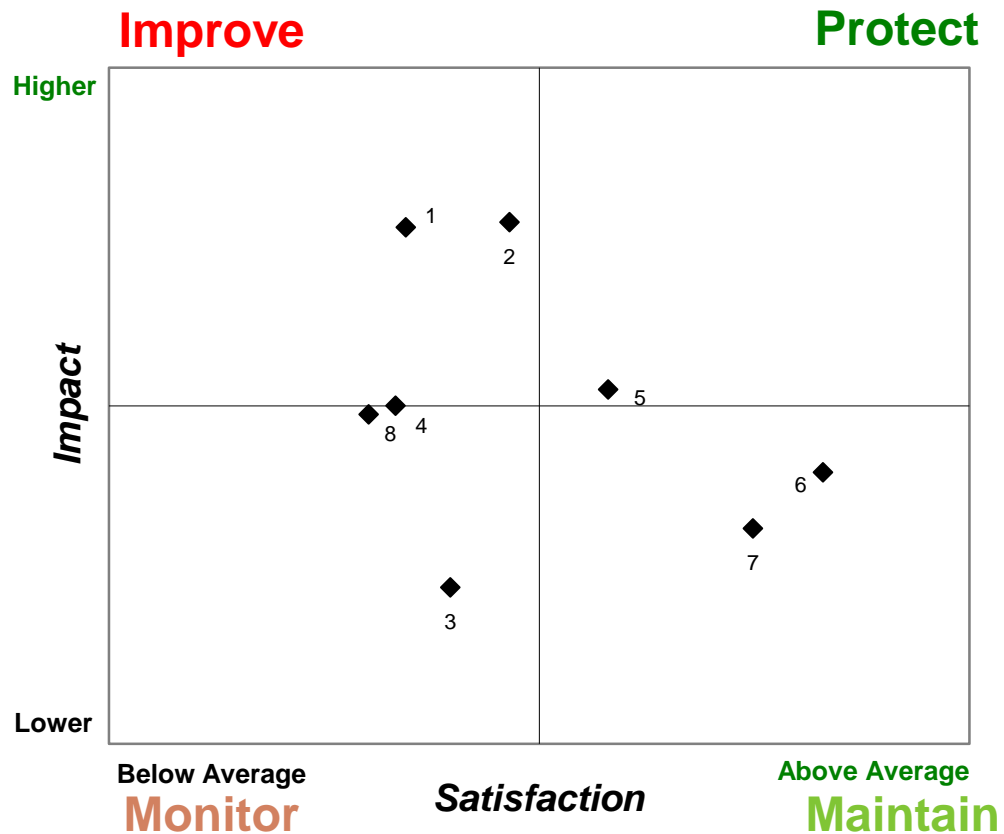
\*\* Mean score suppressed as sample size <10.

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

Sample sizes vary by attribute.

3/30/2015

# OPPORTUNITY ANALYSIS: YOUR JOB - SUBWAY INFRASTRUCTURE



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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 7.2 to 8.6.  
 Impact values range between 20% to 50%.

# AREA TO IMPROVE: YOUR WORKING ENVIRONMENT

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as the second most impactful on Employee Engagement and is an area in which Subway Infrastructure employees are less satisfied relative to other areas; in other words, this is an Area to Improve.
- Mean scores across most specific aspects of Working Environment were the highest for Track/Structure Maintenance Engineering, and Electrical Engineering, and the lowest for Signals.
- Staff are significantly more satisfied with their Working Environment than unionized employees.
- Across the specific aspects of Working Environment, ratings were the highest for, “The hours I work are reasonable”. This was consistent across most cost centre groupings, with the exception of Electrical, and Signals, where “I feel that I belong at the TTC” received the highest rating.
- Ratings were the lowest for, “I can adjust my work/shift hours if needed”, “The TTC encourages employees to maintain a healthy work-life balance”, and “The TTC cares about my mental health and emotional well-being.” While generally consistent across cost centres, “I am satisfied with my work/office space and facilities” was among the lowest ratings for several cost centre groupings. For a few cost centres, particularly Electrical Engineering and Track/Structure Maintenance Engineering, adjusting work hours was not among the lowest scores.
- To improve employee satisfaction with Your Working Environment, Opportunity Analysis identifies the following key Areas to Improve:
  - The TTC cares about my mental health and emotional well-being
  - The TTC encourages employees to maintain a healthy work-life balance
- The Key Area to Protect is: “The TTC is dedicated to diversity and inclusiveness.”

# SECTION SUMMARY

## Stress at Work

- 14% of Subway Infrastructure employees indicated that they experience “frequent” stress at work, and an additional 53% experience stress at work “sometimes”.
- Employees in Signals reported more frequent stress than employees in other groups, followed by employees in the Electrical and Subway track. The lowest incidence of work stress was observed for Electrical Engineering.
- Staff reported more slightly more stress (69% frequently or sometimes) compared to union (63%).

## Discrimination/Harassment

- 22% of Subway Infrastructure employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months.
- Among cost centre groupings, Signals employees had the highest proportion reporting that they experienced discrimination (28%), while Electrical, Structure, and Subway Track reported the lowest incidence (19% each).
- Results indicated that more discrimination is experienced by union (28%) versus staff (16%) employees.
- Employees most frequently reported discrimination based on personal harassment, followed by discrimination based on ethnic origin or race.

# SECTION SUMMARY

## Was it Reported?

- As only a minority reported experiencing any discrimination results cannot be reliably reported for any Subway Infrastructure cost centres. Among those who experienced discrimination from colleagues, just over a third (39%) indicated that they reported the incident. Staff (35%) were less likely to report discrimination than those that were union (42%) employees. Staff employees were also much more likely to decline answering the question than were union employees (29% vs. 13% respectively).
- Most frequently cited reasons for not reporting the incident were assuming that no action would be taken or that a previous complaint was not addressed, a fear of retribution, and a view that action was not warranted (incident was too minor).

## Were Employees Satisfied with How it was Handled?

- Among those who reported the incident, a minority (14%) were satisfied with the manner in which the incident was handled.
- While most cost centres did not have sufficient numbers of employees reporting the incident to report mean scores, Signals and Electrical each had at least 10 employees reporting an incident and, of those two cost centre groupings, both had very low satisfaction scores, but the score for Signals was slightly higher than for Electrical.



# SECTION SUMMARY

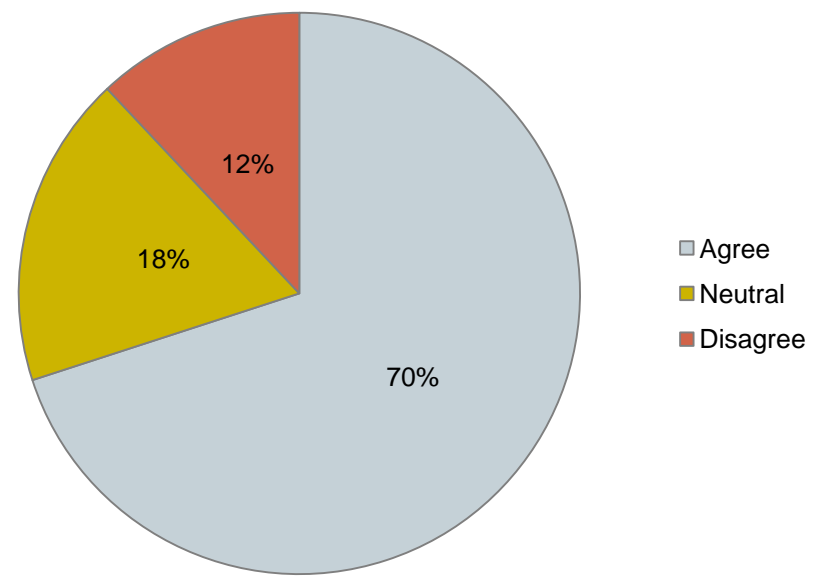
## Abuse by Customers

- 16% of Subway Infrastructure employees reported that they had been verbally abused by customers in the past 12 months. The highest incidence of verbal abuse was observed for Subway Track (24%), followed by Signals (20%) and Electrical (19%). The lowest incidence was observed for Electrical Engineering (6%).
- Union employees (25%) were much more likely to report being abused than staff (9%).
- 1% of employees reported that they had experienced physical abuse by customers.
- No union employees reported being physically abused by customers, compared to 2% of staff employees.

# OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - SUBWAY INFRASTRUCTURE

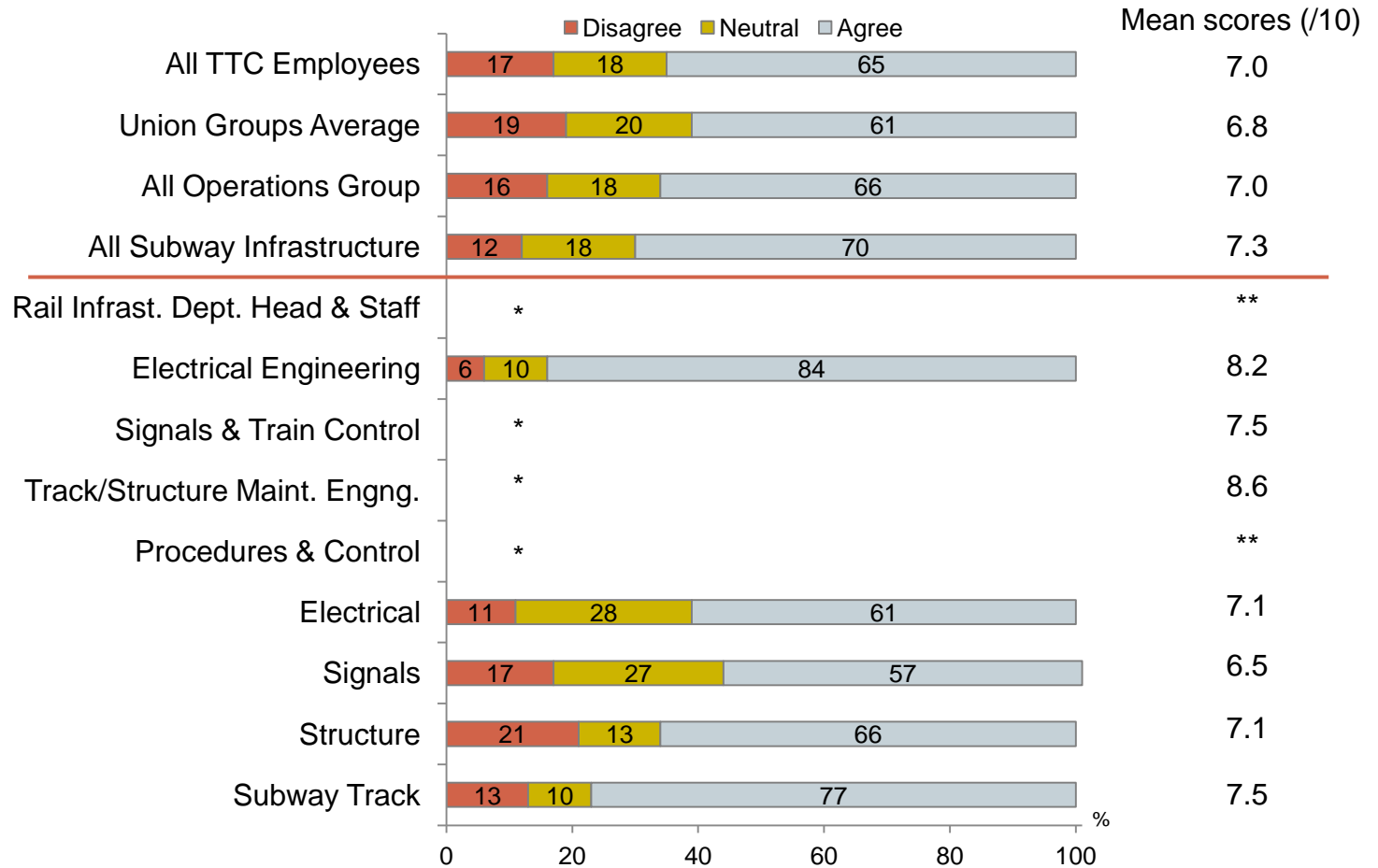
## Subway Infrastructure

**Total**  
(n= 388)  
**Mean=7.3**



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

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



\* Percentages suppressed as sample size <30.

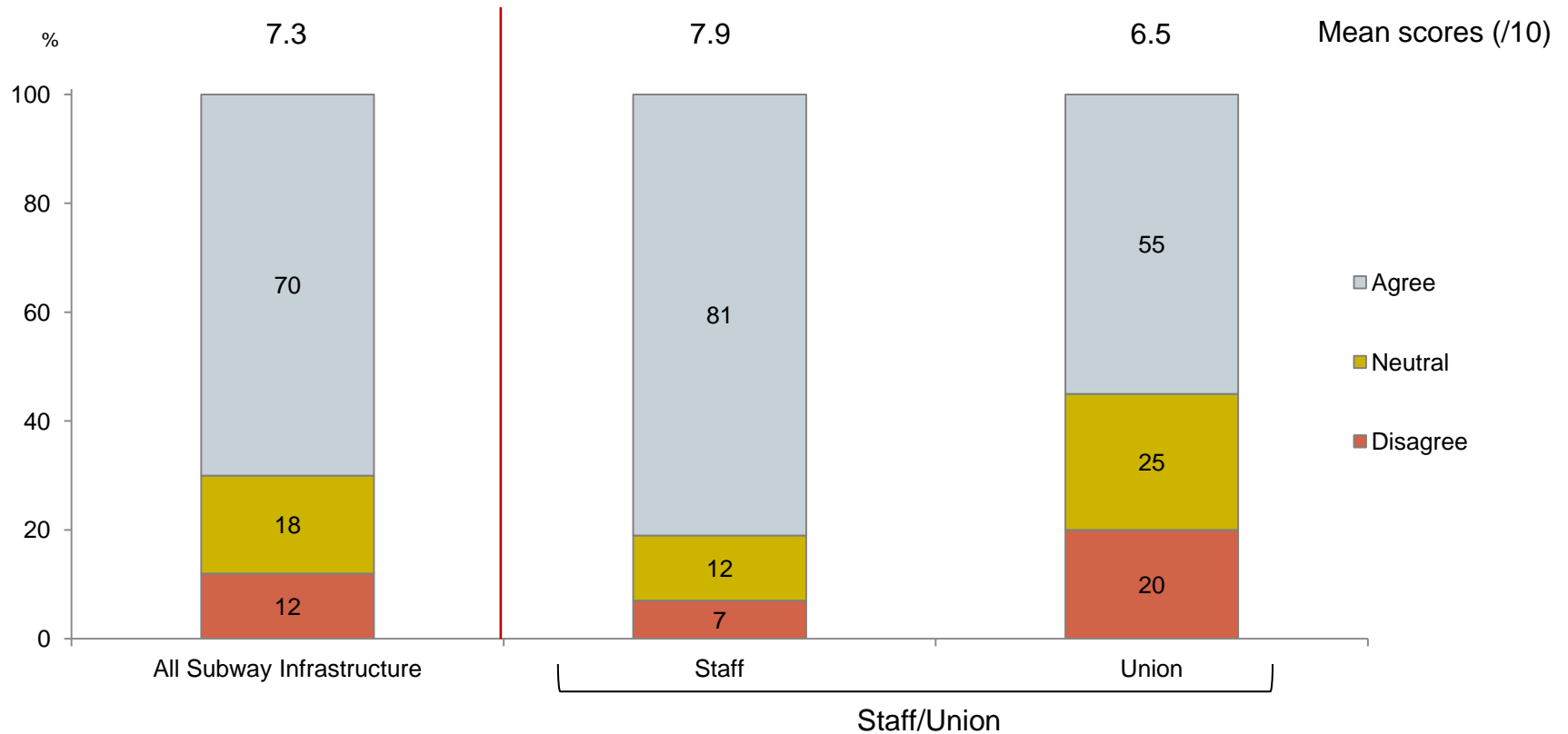
\*\* Mean score suppressed as sample size <10.

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.

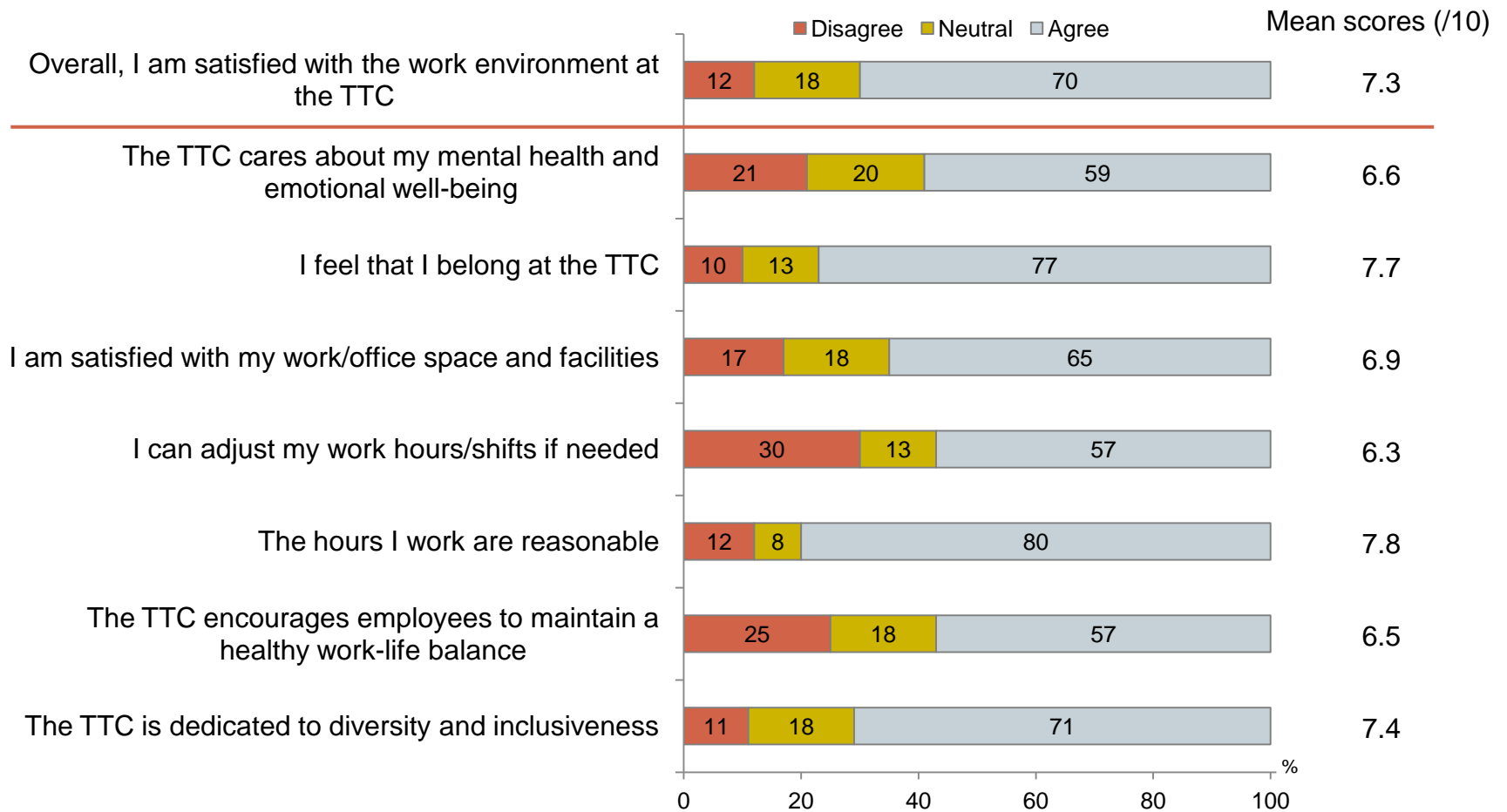
Sample sizes vary by category.

# OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY EMPLOYEE POSITION



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

# YOUR WORKING ENVIRONMENT - SUBWAY INFRASTRUCTURE



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

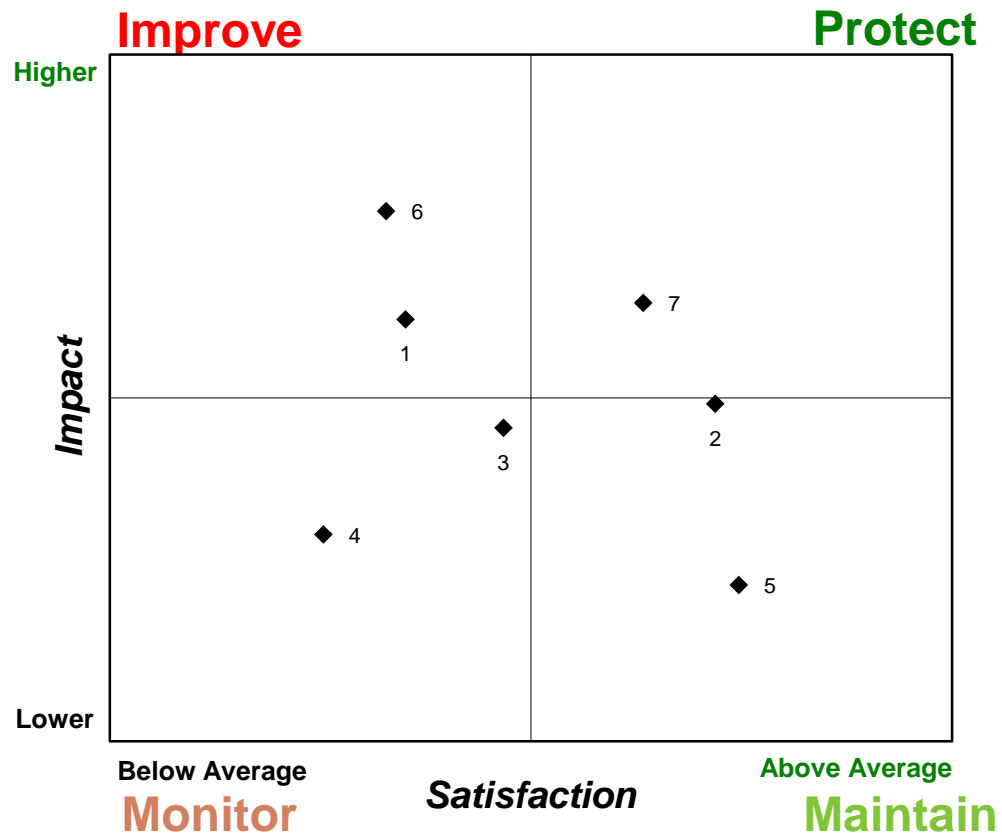
# YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Subway Infrastructure	Rail Infrast. Dept. Head & Staff	Electrical Engineering	Signals & Train Control	Track/Structure Maint. Engng.	Procedures & Control	Electrical	Signals	Structure	Subway Track
Overall, I am satisfied with the work environment at the TTC	7.0	6.8	7.0	7.3	**	8.2	7.5	8.6	**	7.1	6.5	7.1	7.5
The TTC cares about my mental health and emotional well-being	6.2	5.9	6.3	6.6	**	7.7	6.7	7.6	**	6.4	6.1	6.7	6.5
I feel that I belong at the TTC	7.4	7.3	7.5	7.7	**	8.2	7.6	8.1	**	7.6	7.2	7.7	8.1
I am satisfied with my work/office space and facilities	6.5	6.3	6.5	6.9	**	7.1	7.5	7.9	**	7.4	6.3	6.5	6.7
I can adjust my work hours/shifts if needed	6.7	6.5	6.2	6.3	**	8.3	7.5	8.6	**	5.6	4.9	5.6	6.8
The hours I work are reasonable	7.7	7.4	7.6	7.8	**	9.3	8.6	8.8	**	7.4	6.7	7.8	8.1
The TTC encourages employees to maintain a healthy work-life balance	6.3	5.9	6.2	6.5	**	8.2	7.7	8.3	**	5.9	5.2	6.4	6.8
The TTC is dedicated to diversity and inclusiveness	7.4	7.2	7.2	7.4	**	8.9	7.9	8.4	**	7.3	6.8	7.3	7.1

\*\* Mean score suppressed due to 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 - SUBWAY INFRASTRUCTURE

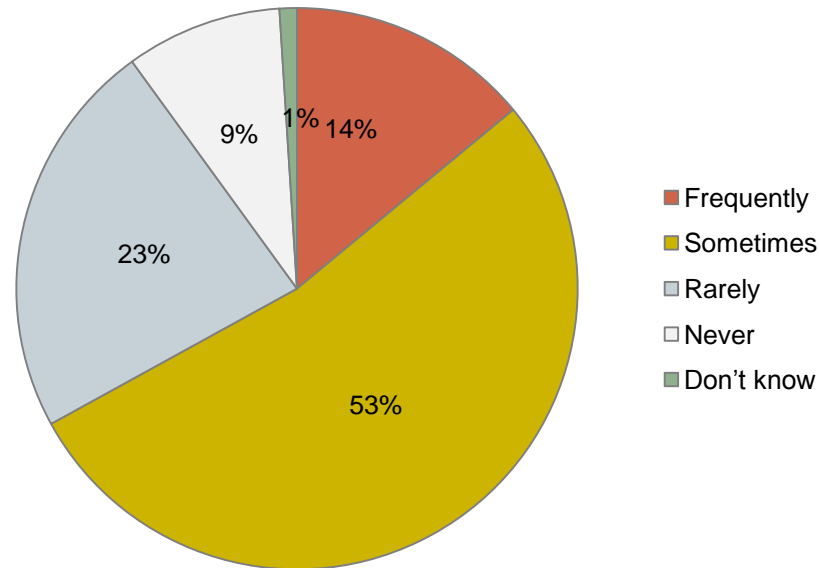


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life 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 6.3 to 7.8.  
 Impact values range between 32% to 57%.

## Subway Infrastructure

Total  
(n= 383)



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



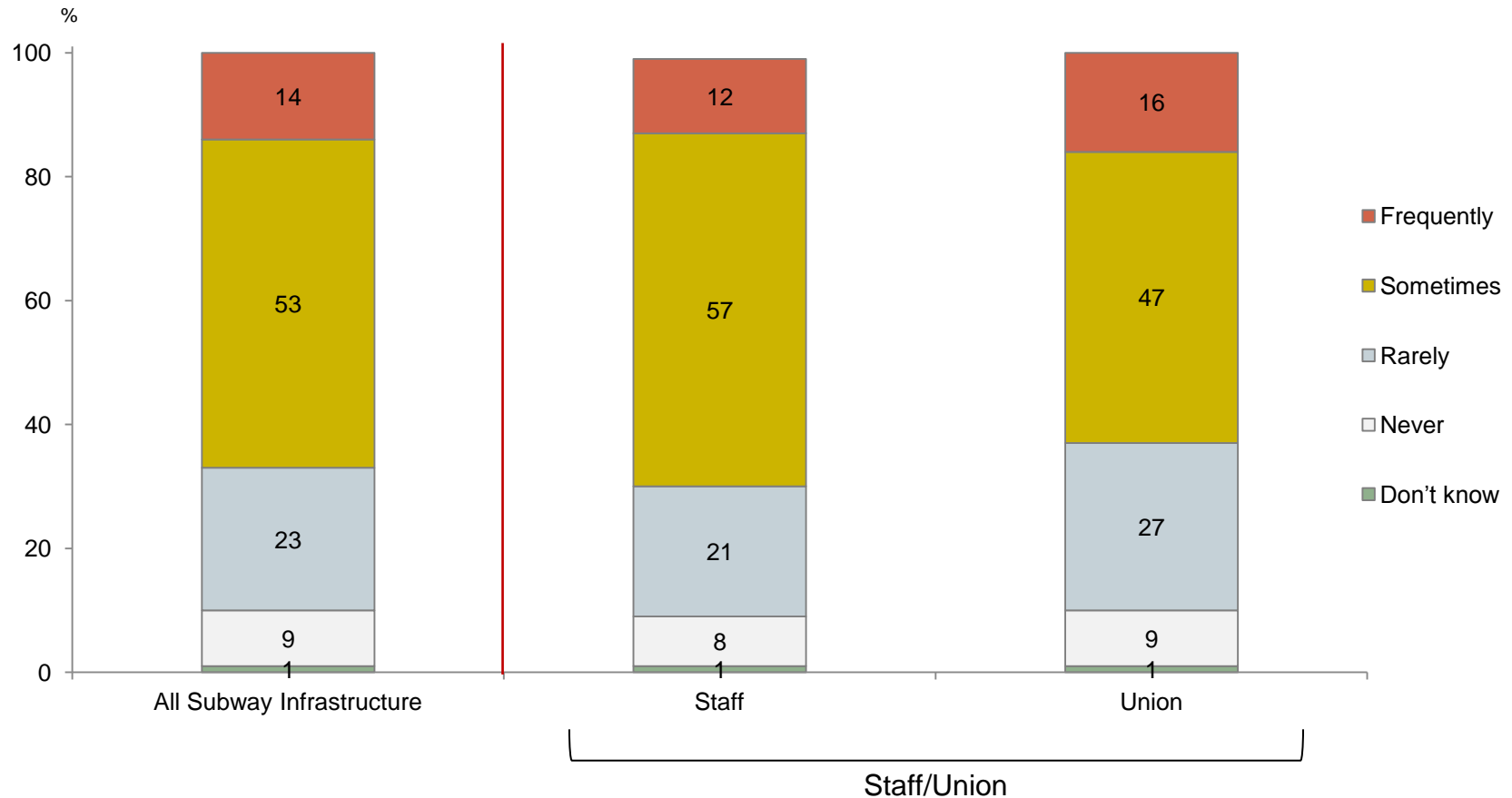
# STRESS AT WORK - BY COST CENTRE/GROUPING



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



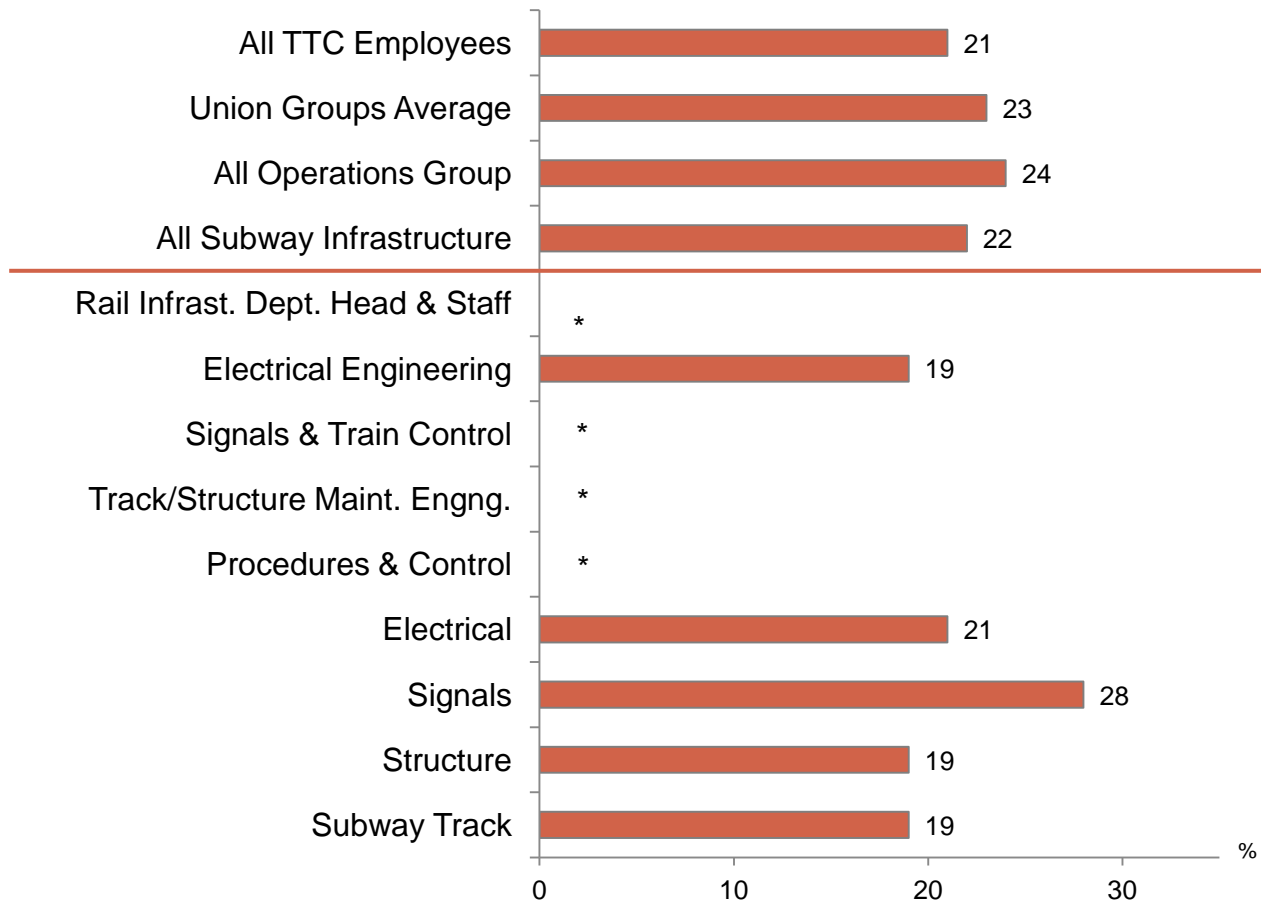
# STRESS AT WORK - BY EMPLOYEE POSITION



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

# EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT

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

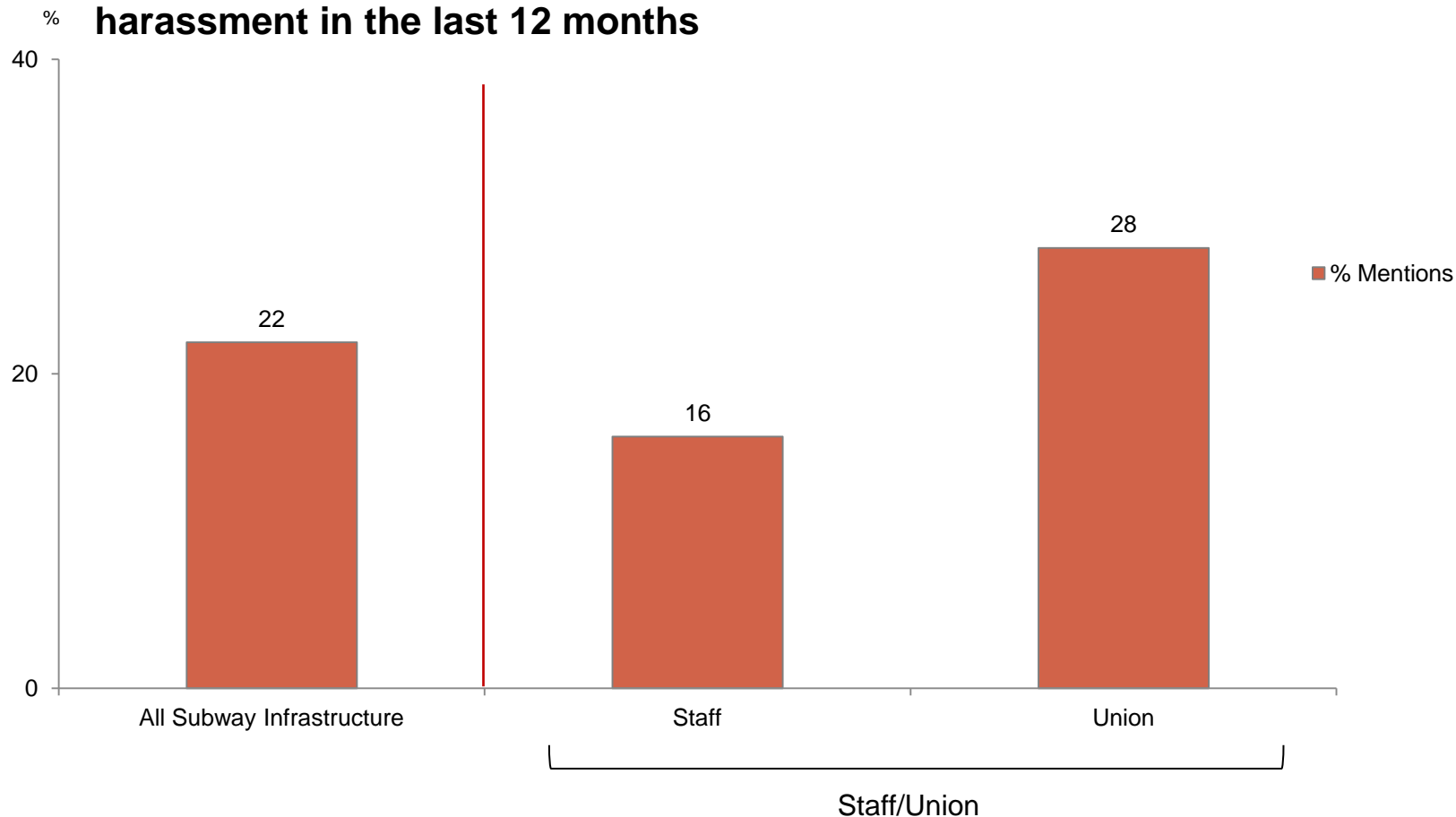


\* Percentages suppressed as sample size <30.

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

# EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT - BY EMPLOYEE POSITION

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



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

# DISCRIMINATION OR HARASSMENT EXPERIENCED

Prefer not to answer range from 2-3%	Prefer not to answer range from 2-4%	Prefer not to answer range from 2-4%	Prefer not to answer range from 1-5%	Prefer not to answer range from 0-6%	Prefer not to answer range from 2-5%	Prefer not to answer range from 1-6%	Prefer not to answer range from 2-6%	Prefer not to answer range from 2-8%
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% Yes	All TTC Employees	Union Groups Average	All Operations Group	All Subway Infrastructure	Electrical Engineering	Electrical	Signals	Structure	Subway Track
Disability	3	3	4	3	0	2	5	2	6
Ethnic Origin	6	7	8	7	0	6	14	5	10
Gender (includes gender expression)	3	3	3	3	3	1	1	5	2
Sex (including pregnancy)	2	2	2	1	3	0	1	0	2
Creed	2	3	3	2	0	4	2	3	2
Age	5	5	5	4	6	2	5	2	6
Race	6	7	7	6	0	2	13	5	8
Colour	5	6	6	5	0	2	11	2	6
Sexual Orientation	2	2	2	1	0	0	0	2	3
Family Status	2	2	2	1	0	0	1	2	3
Marital Status	2	2	2	1	0	1	1	3	2
Ancestry	3	3	4	3	0	4	6	3	2
Place of Origin	4	5	5	5	0	6	11	2	3
Citizenship	3	3	3	3	0	1	7	3	3
Personal Harassment	9	10	11	12	6	10	14	13	11
Other	4	4	4	5	3	5	6	6	5

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

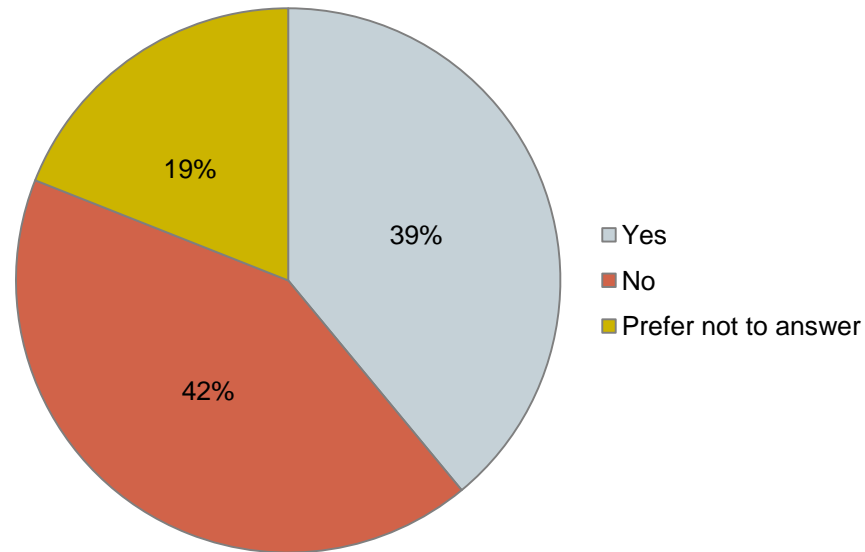
Sample sizes vary by attribute.

Rail Infrast. Dept. Head & Staff, Signals & Train Control, Track/Structure Maint. Engng, and Procedures & Control, are not shown as these cost centre groupings are too small to report percentages (n<30).

# DID YOU REPORT DISCRIMINATION TO THE TTC?

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

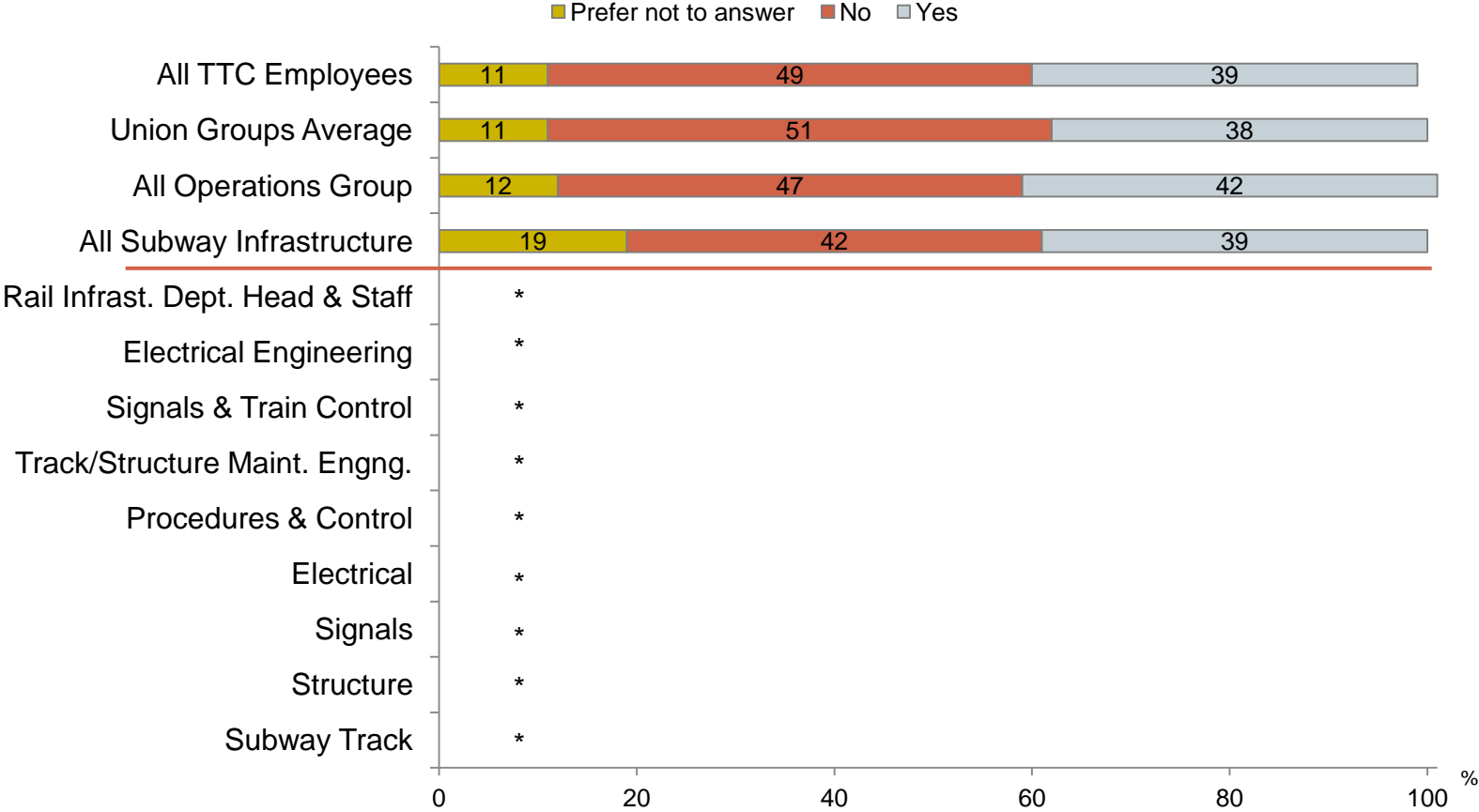
**Subway Infrastructure  
Total  
(n= 84)**



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

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

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



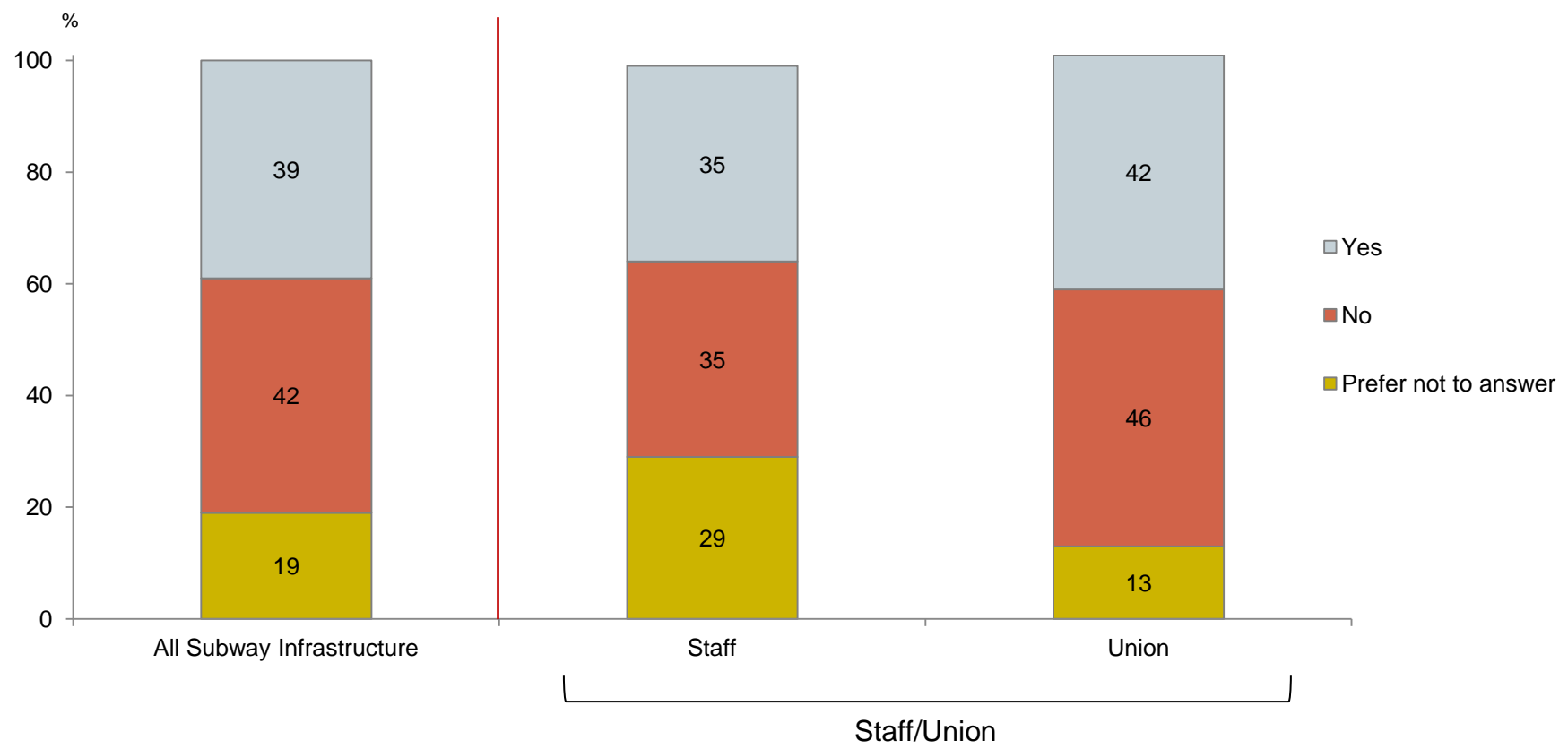
\* Percentages suppressed due to sample size <30.

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



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

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



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



# SATISFACTION WITH THE WAY THE INCIDENT WAS HANDLED

Among those who reported the incident



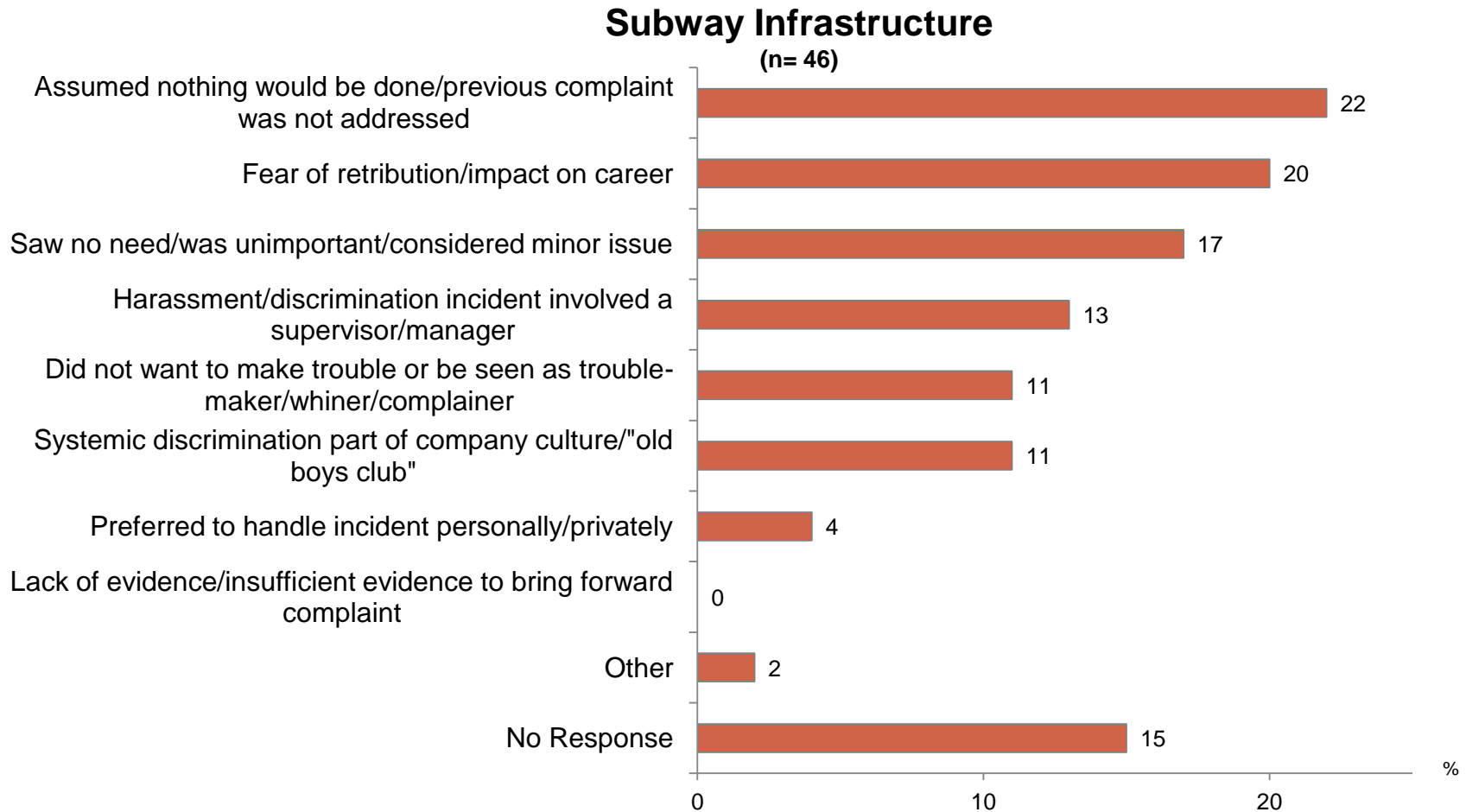
\* Percentages suppressed as sample size <30.

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

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

# REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident

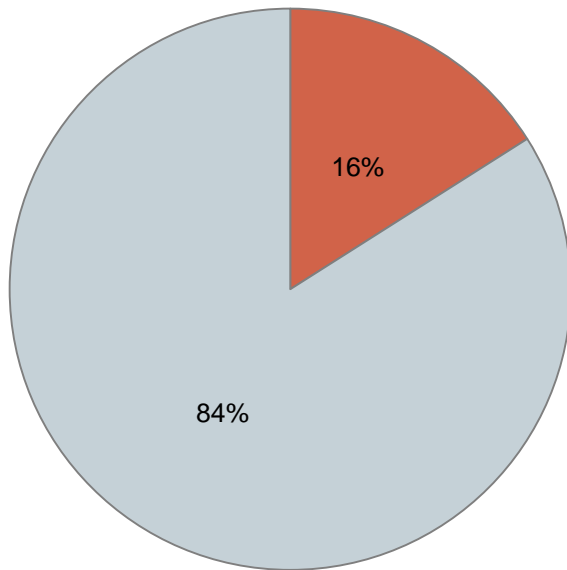


F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?  
Percentages may total more than 100% as some respondents identified multiple reasons.

# ABUSE FROM CUSTOMERS

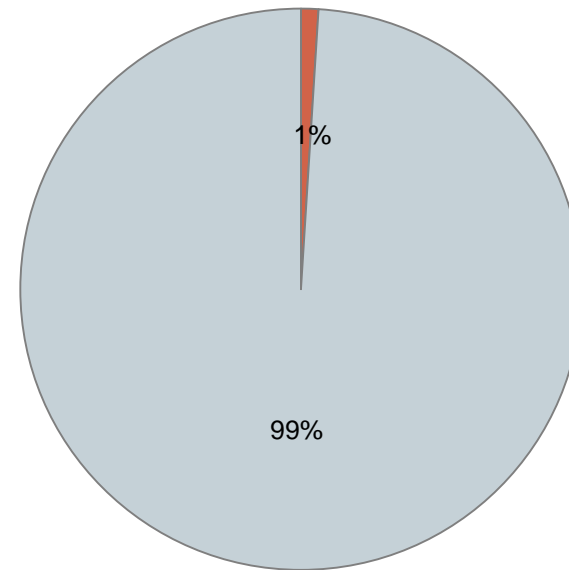
## Subway Infrastructure

**Verbally Abused**  
(n= 386)



■ Yes  
■ No

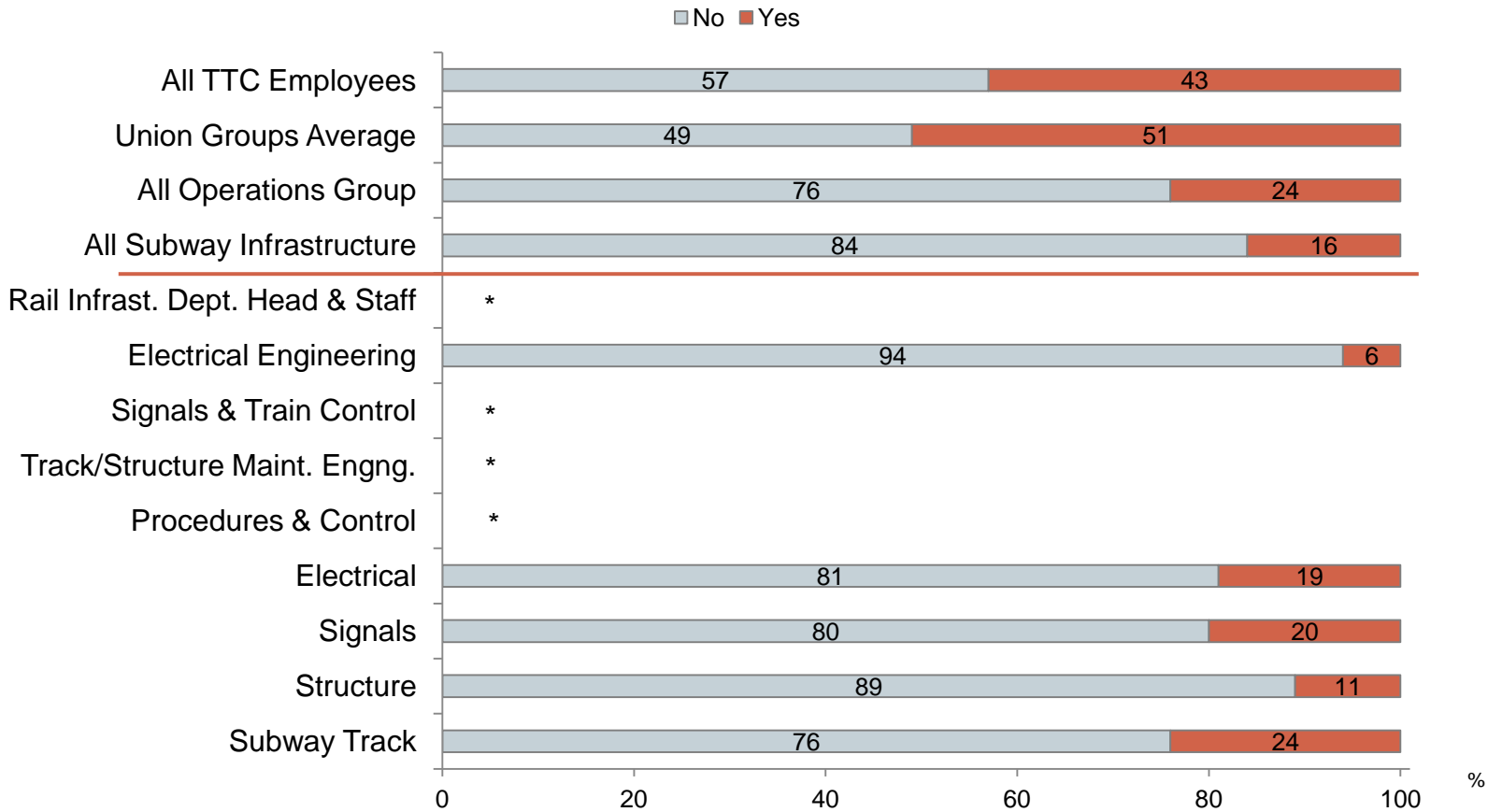
**Physically Abused**  
(n= 380)



■ Yes  
■ No

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

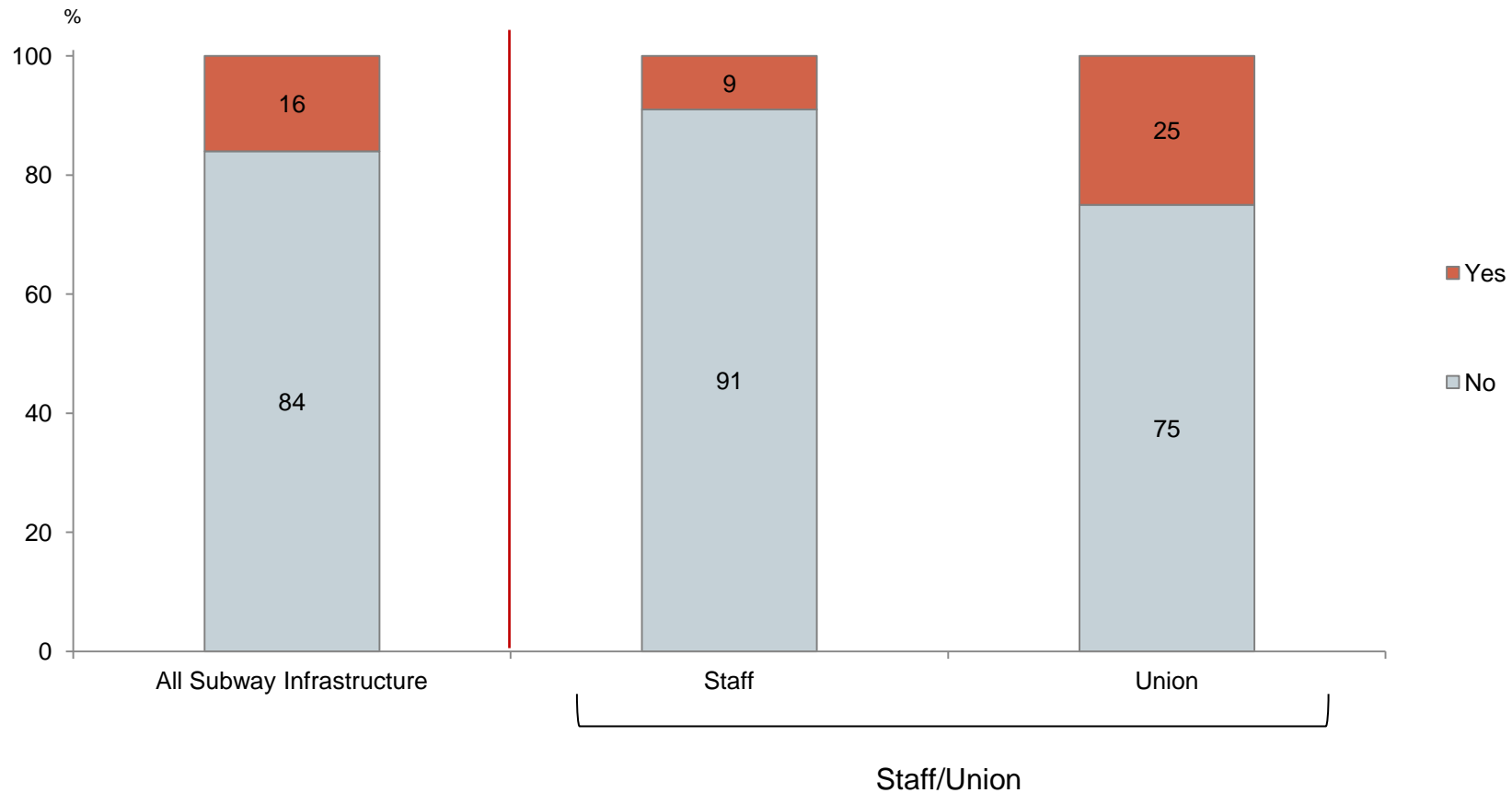
# VERBAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING



\* Percentages suppressed as sample size <30.

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

# VERBAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



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

# PHYSICAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING

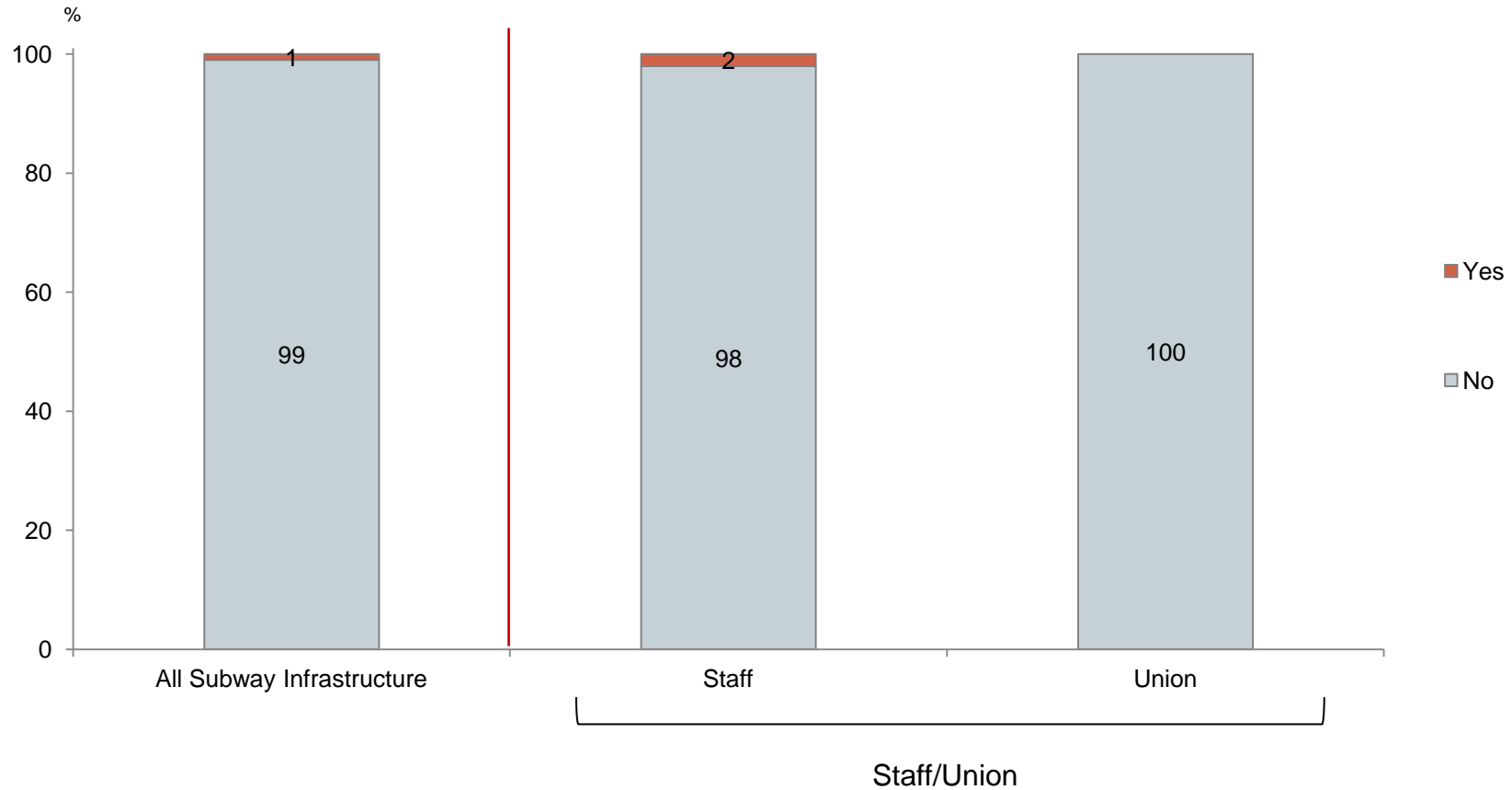


\* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

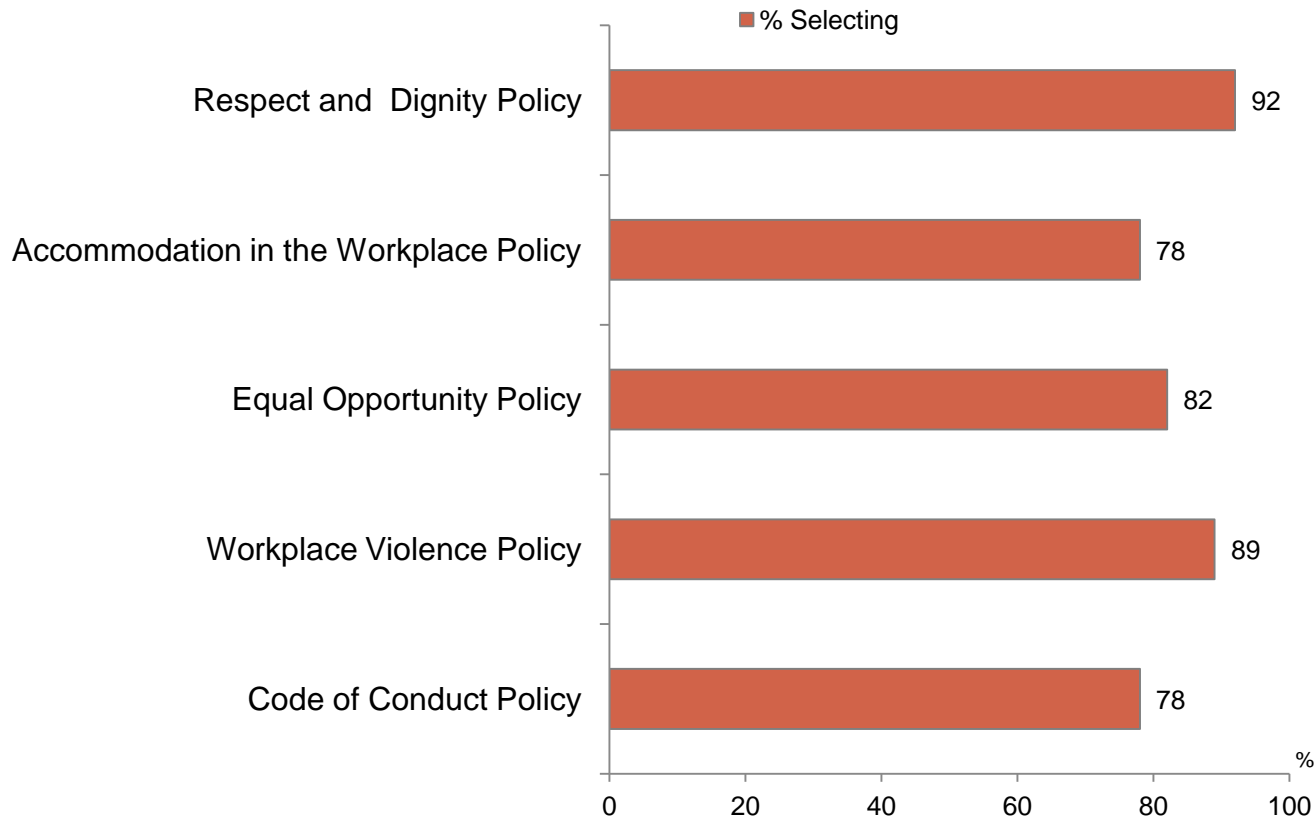
# PHYSICAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



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

# FAMILIARITY WITH TTC POLICIES - SUBWAY INFRASTRUCTURE

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



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



# FAMILIARITY WITH TTC POLICIES - BY COST CENTRE/GROUPING

% Selecting	All TTC Employees	Union Groups Average	All Operations Group	All Subway Infrastructure	Electrical Engineering	Electrical	Signals	Structure	Subway Track
Respect and Dignity Policy	92	90	92	92	87	96	89	94	92
Accommodation in the Workplace Policy	76	72	76	78	71	73	81	71	84
Equal Opportunity Policy	81	79	81	82	81	84	84	71	86
Workplace Violence Policy	87	85	87	89	81	91	86	92	89
Code of Conduct Policy	82	79	79	78	74	87	67	74	81

\* Mean score suppressed due to sample size <30

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

Department Head & Staff, Track/Structure Maint. Engineering, Signals & Train Control, and Procedures & Control are not shown as these cost centre groupings are too small to report percentages (n<30).

# FAMILIARITY WITH TTC POLICIES - BY EMPLOYEE POSITION

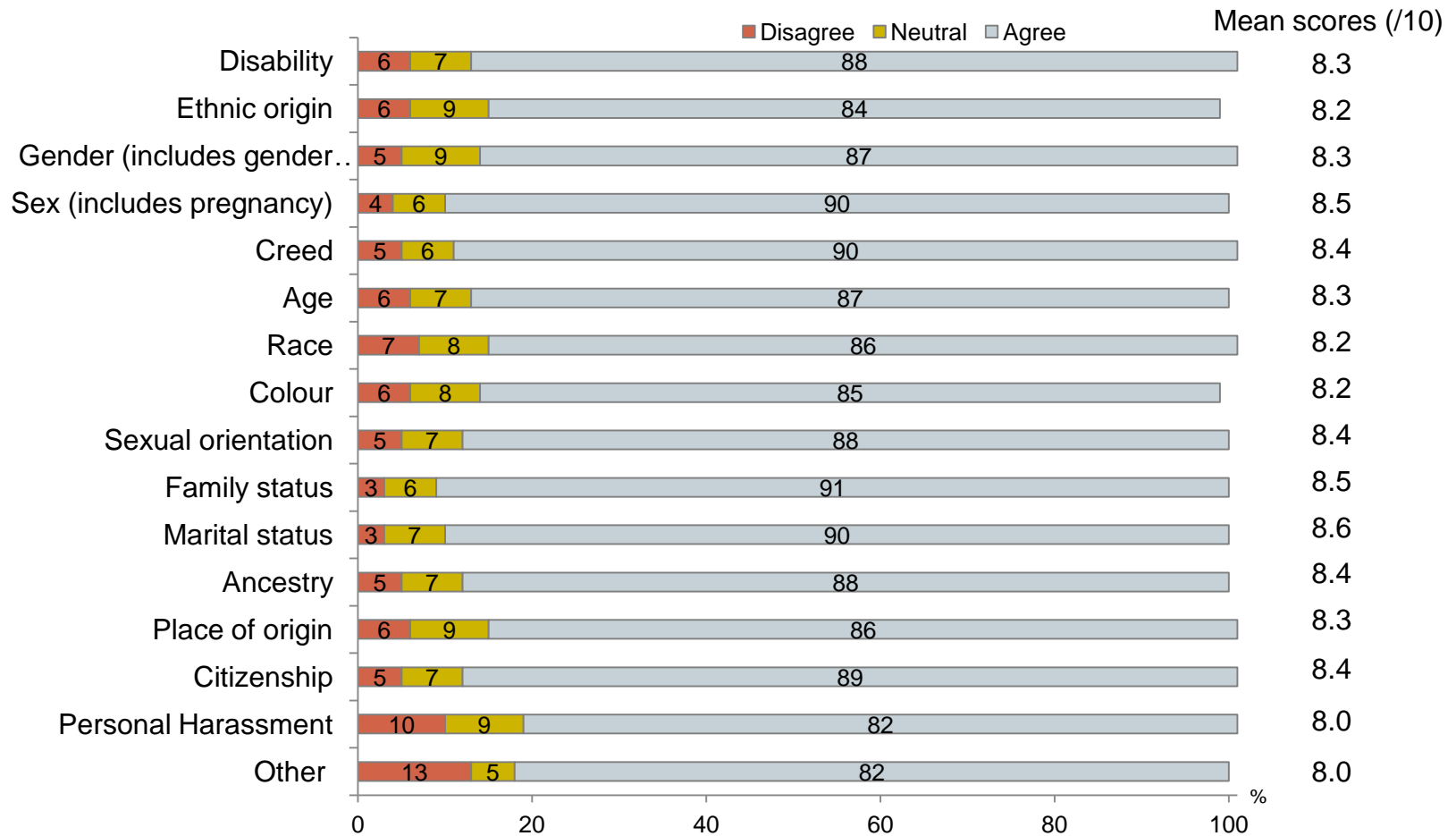
% Selecting	All Subway Infrastructure	Staff	Union
Respect and Dignity Policy	92	94	90
Accommodation in the Workplace Policy	78	89	66
Equal Opportunity Policy	82	85	79
Workplace Violence Policy	89	94	82
Code of Conduct Policy	78	84	71

Staff/Union

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

# EFFECTIVENESS OF TTC PRACTICES

## - SUBWAY INFRASTRUCTURE



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

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

Sample sizes vary by attribute.

# EFFECTIVENESS OF TTC PRACTICES - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Subway Infrastructure	Rail Infrast. Dept. Head & Staff	Electrical Engineering	Signals & Train Control	Track/Structure Maint. Engng.	Procedures & Control	Electrical	Signals	Structure	Subway Track
Disability	8.3	8.2	8.2	8.3	**	9.1	8.5	9.1	**	8.1	7.9	8.5	8.1
Ethnic Origin	8.3	8.3	8.2	8.2	**	9.1	8.5	8.8	**	8.0	7.5	8.7	8.0
Gender (includes gender expression)	8.5	8.4	8.4	8.3	**	9.4	8.6	9.0	**	8.1	7.9	8.7	8.0
Sex (including pregnancy)	8.5	8.5	8.4	8.5	**	9.5	8.5	9.1	**	8.4	7.9	8.8	8.3
Creed	8.5	8.4	8.4	8.4	**	9.5	8.7	9.1	**	8.4	7.7	8.8	8.4
Age	8.4	8.4	8.3	8.3	**	9.1	8.6	8.9	**	8.1	7.6	8.6	8.3
Race	8.4	8.3	8.2	8.2	**	9.0	8.6	8.8	**	8.0	7.6	8.5	8.0
Colour	8.4	8.3	8.2	8.2	**	9.1	8.6	8.9	**	8.0	7.6	8.6	8.2
Sexual Orientation	8.6	8.5	8.5	8.4	**	9.5	8.7	9.1	**	8.3	7.7	8.7	8.0
Family Status	8.6	8.5	8.5	8.5	**	9.4	8.8	9.1	**	8.5	8.0	8.8	8.2
Marital Status	8.6	8.6	8.5	8.6	**	9.5	8.8	9.1	**	8.5	8.0	8.8	8.4
Ancestry	8.6	8.5	8.4	8.4	**	9.4	8.8	8.9	**	8.3	7.7	8.6	8.4
Place of Origin	8.5	8.4	8.3	8.3	**	9.4	8.6	8.7	**	8.1	7.6	8.6	8.2
Citizenship	8.6	8.5	8.5	8.4	**	9.3	8.7	9.0	**	8.4	7.8	8.6	8.3
Personal Harassment	8.2	8.1	8.0	8.0	**	9.1	8.9	9.0	**	7.9	7.3	8.2	7.8
Other	8.2	8.2	8.0	8.0	**	**	**	**	**	**	**	**	**

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

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

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

Sample sizes vary by attribute.

# EFFECTIVENESS OF TTC PRACTICES - BY EMPLOYEE POSITION

Mean	All Subway Infrastructure	Staff	Union
Disability	8.3	8.8	7.7
Ethnic Origin	8.2	8.7	7.6
Gender (includes gender expression)	8.3	8.8	7.8
Sex (including pregnancy)	8.5	8.8	8.0
Creed	8.4	8.8	7.9
Age	8.3	8.7	7.9
Race	8.2	8.6	7.7
Colour	8.2	8.6	7.8
Sexual Orientation	8.4	8.7	8.0
Family Status	8.5	8.8	8.1
Marital Status	8.6	8.9	8.2
Ancestry	8.4	8.8	7.9
Place of Origin	8.3	8.6	7.9
Citizenship	8.4	8.8	7.9
Personal Harassment	8.0	8.6	7.3
Other	8.0	7.6	8.0

Staff/Union

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

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

Sample sizes vary by attribute.

# AREA TO 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 Subway Infrastructure employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their training and development is the highest for Electrical and Structure, and lowest for Signals.
- Satisfaction with Training and Development is higher for staff compared to union employees.
- Across the specific aspects of Training and Development, ratings were the highest for, “My on-boarding/induction experience was positive”, followed by “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” and “The way people are selected for jobs in the TTC is fair.” These results are mostly consistent across cost centre groupings with a few exceptions. For Signals, “The TTC provides ongoing training opportunities so I can develop my skills” received a higher rating than having the right sort of training. For Electrical Engineering, “I am satisfied with the support I receive on my personal development” received a lower rating than fairness in job selection.
- To improve employee satisfaction with Training and Development, Opportunity Analysis identifies the following key area on which to focus improvements:
  - I am satisfied with the support I receive on my personal development
  - I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor

# SECTION SUMMARY

- In addition to these improvements, the following areas are key Areas to Protect:
  - I have received the right sort of training to do my job properly
  - I am satisfied with the career development opportunities available to me
  - The TTC provides ongoing training opportunities so I can develop my skills



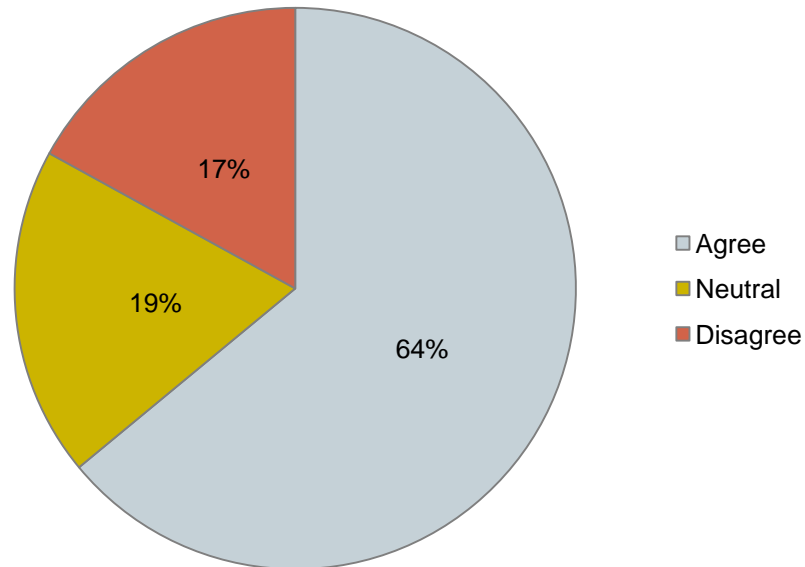
# OVERALL RATINGS OF TRAINING AND DEVELOPMENT - SUBWAY INFRASTRUCTURE

## Subway Infrastructure

**Total**

(n= 385)

**Mean=6.9**



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

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



\* Percentages suppressed as sample size <30.

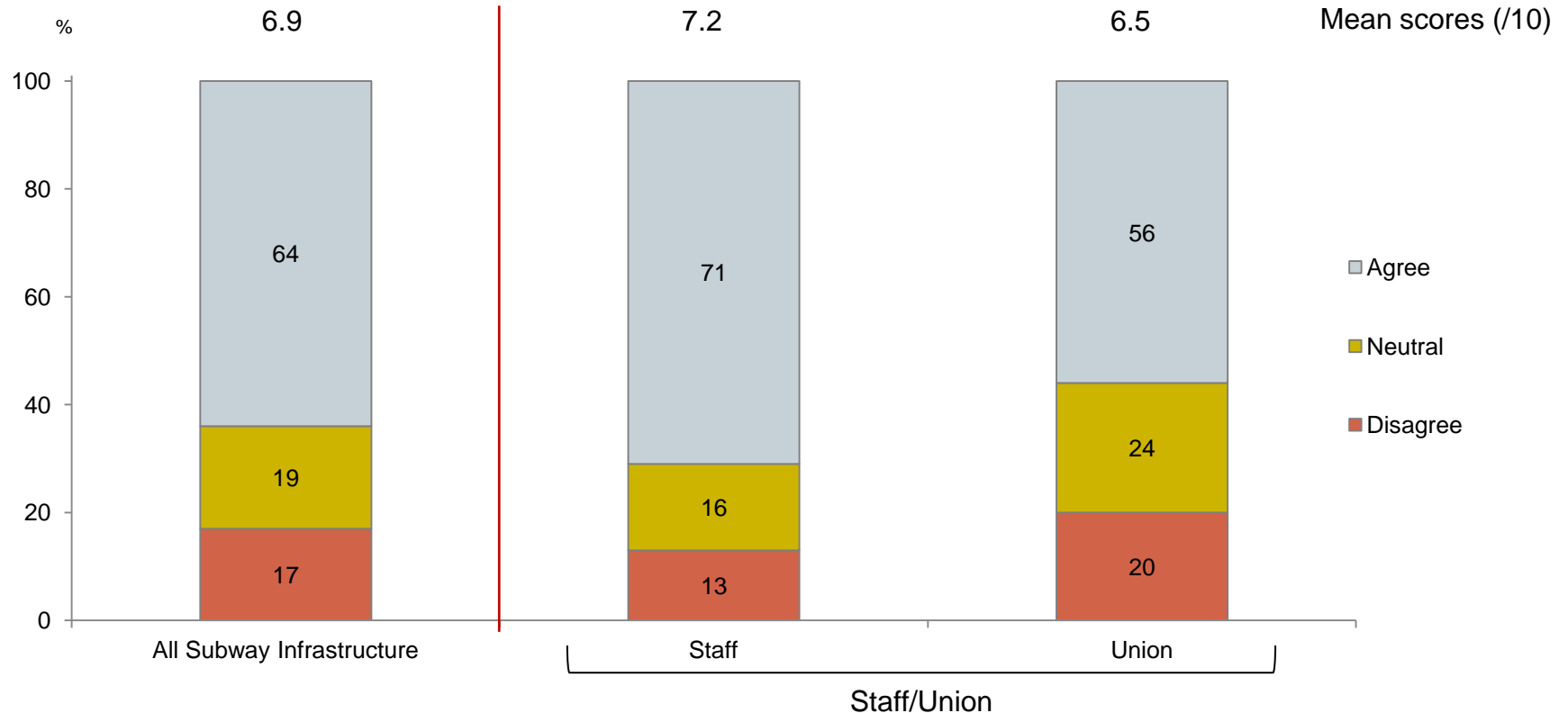
\*\* Mean score suppressed as sample size <10.

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.

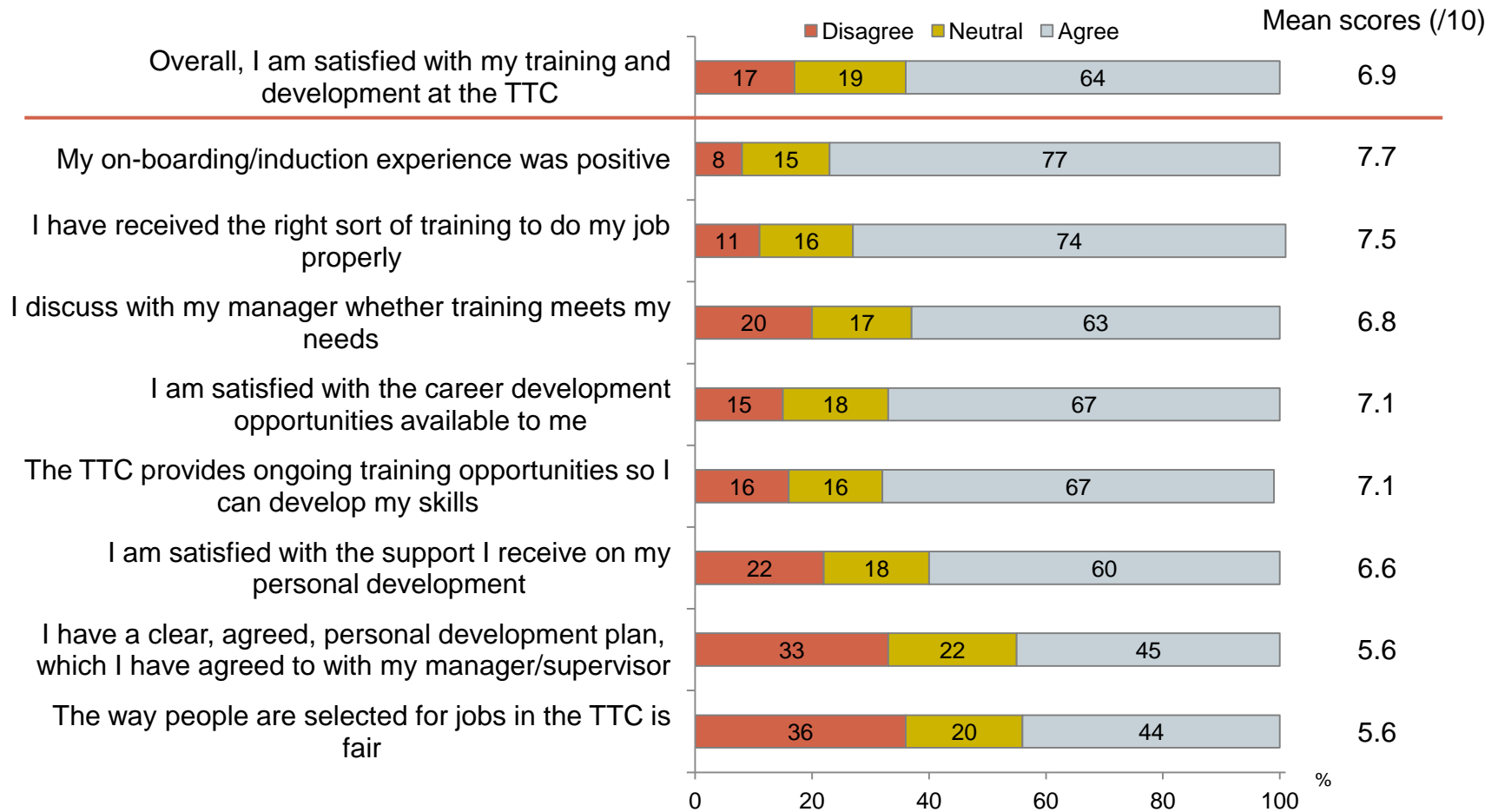
Sample sizes vary by category.

# OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY EMPLOYEE POSITION



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

# TRAINING AND DEVELOPMENT - SUBWAY INFRASTRUCTURE



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

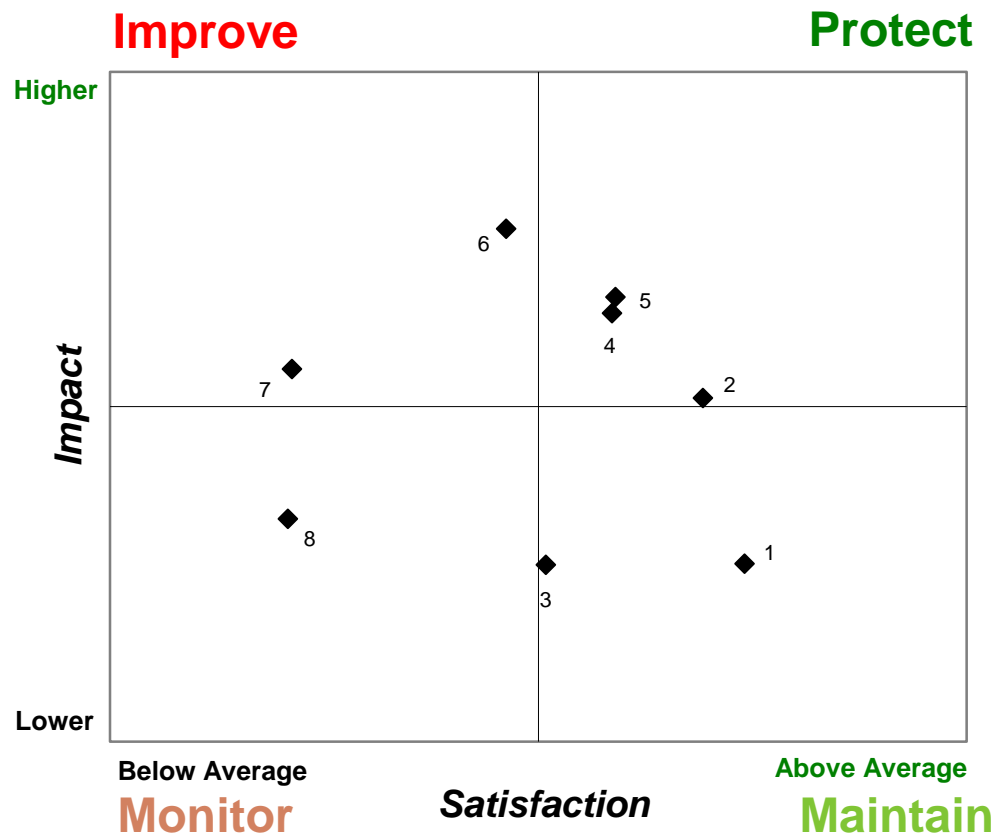
# TRAINING AND DEVELOPMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Subway Infrastructure	Rail Infrastr. Dept. Head & Staff	Electrical Engineering	Signals & Train Control	Track/Structure Maint. Engng.	Procedures & Control	Electrical	Signals	Structure	Subway Track
Overall, I am satisfied with my training and development at the TTC	7.0	6.9	6.8	6.9	**	7.2	6.5	7.9	**	7.3	5.8	7.3	7.2
My on-boarding/induction experience was positive	7.9	7.9	7.7	7.7	**	7.8	7.9	8.8	**	8.0	6.9	7.8	7.8
I have received the right sort of training to do my job properly	7.6	7.6	7.4	7.5	**	7.9	7.2	8.5	**	7.8	6.3	8.2	7.7
I discuss with my manager whether training meets my needs	6.7	6.4	6.7	6.8	**	7.7	7.3	7.8	**	6.6	6.1	7.1	6.3
I am satisfied with the career development opportunities available to me	6.9	6.9	7.0	7.1	**	7.2	6.4	7.7	**	7.3	6.4	7.4	7.2
The TTC provides ongoing training opportunities so I can develop my skills	7.0	6.8	7.0	7.1	**	7.1	6.6	8.1	**	7.3	6.5	7.3	7.0
I am satisfied with the support I receive on my personal development	6.5	6.2	6.5	6.6	**	6.5	6.3	7.4	**	6.8	5.8	7.1	6.7
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	5.2	5.4	5.6	**	6.5	5.6	7.1	**	5.3	5.1	5.7	5.5
The way people are selected for jobs in the TTC is fair	5.6	5.5	5.3	5.6	**	7.0	5.3	6.2	**	5.4	5.4	5.4	5.5

\*\* 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 - SUBWAY INFRASTRUCTURE



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 5.6 to 7.7.  
 Impact values range between 35% to 72%.

AREA TO MONITOR: YOUR COMPANY

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Your Company” as having a moderate impact on Employee Engagement and as an area in which Subway Infrastructure employees are relatively less satisfied, making this an Area to Monitor.
- Overall satisfaction ratings were the highest for Electrical Engineering, and Structure, and the lowest for Signals.
- Satisfaction scores are significantly higher among staff compared to unionized employees.
- Across the specific aspects of Your Company, satisfaction ratings are the highest for, “The TTC puts customers first”. Ratings was the lowest for, “There is a good level of trust between senior management and employees”. These results are somewhat variable, particularly regarding the lowest ratings. For Electrical Engineering, Signals & Train Control, and Track/Structure Maintenance Engineering, level of trust receives a much higher rating than other groupings, with different attributes ranking lower. Also, for Electrical Engineering, “I am proud and passionate about the TTC” and “I feel that the TTC’s vision to be ‘A transit system that makes Toronto proud’ is realistic and achievable” are the highest ratings.
- To improve employee satisfaction with Your Company, Opportunity Analysis identifies several influential Areas to Improve, primarily related to trust and communication:
  - There is effective sharing of information across the TTC
  - There is a good level of trust between Senior Management and employees
  - There is good collaboration between different parts of the TTC
  - I feel sufficiently well informed about what is happening in the TTC
  - Senior Managers communicate openly and honestly with employees



# SECTION SUMMARY

- In addition to these Areas to Improve, three areas were identified as a key Areas to Protect:
  - The TTC values its staff's time
  - I feel confident that TTC leadership is making the right decisions for the company's future success
  - TTC leadership welcomes all feedback, both positive and negative
- Speaking Highly of the TTC
- Almost half of Subway Infrastructure employees indicated that would “always” speak highly of the TTC, while most of the remainder indicated that they would “sometimes” speak highly of the TTC.
- Electrical Engineering, and Electrical are most likely to “always” speak highly of the TTC, while Signals was least likely.
- Staff had higher proportions of employees indicating that they would “always” speak highly of the TTC compared to unionized employees.

# SECTION SUMMARY

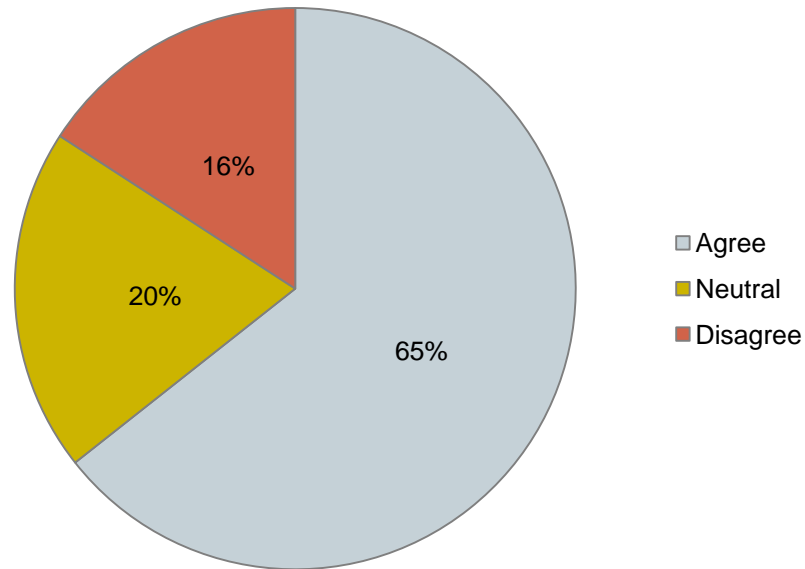
## Change in Experience Working for the TTC

- 37% feel that working for the TTC has improved over the past 12 months, compared to 19% who feel it has gotten worse.
- Employees in Electrical Engineering were most likely to express that working for the TTC has improved over the past 12 months (58%), while Signals was least likely to feel this way (30%).
- Employees in Electrical (30%) were more likely to report that working for the TTC has gotten worse in the past twelve months compared to employees in Structure (15%) and Subway Track (15%).
- Staff were more likely to express that working for the TTC has improved over the past 12 months (43%) compared to unionized employees (28%), and were more than half as likely to feel that that working for the TTC has gotten worse compared to unionized employees (11% vs. 28% respectively).
- Among employees who indicated that working for the TTC has gotten better in the past 12 months, the main reason provided was the vision and leadership of senior management, followed by improved communications, and the arrival of new managers and/or co-workers.
- Among those indicating that working for the TTC has gotten worse, main reasons related to a worsening individual work situation (individual position, pay/benefits, hours, etc.), inexperienced and/or unqualified managers, a lack of accountability, and decline in morale and general working environment.

# OVERALL RATINGS OF YOUR COMPANY - SUBWAY INFRASTRUCTURE

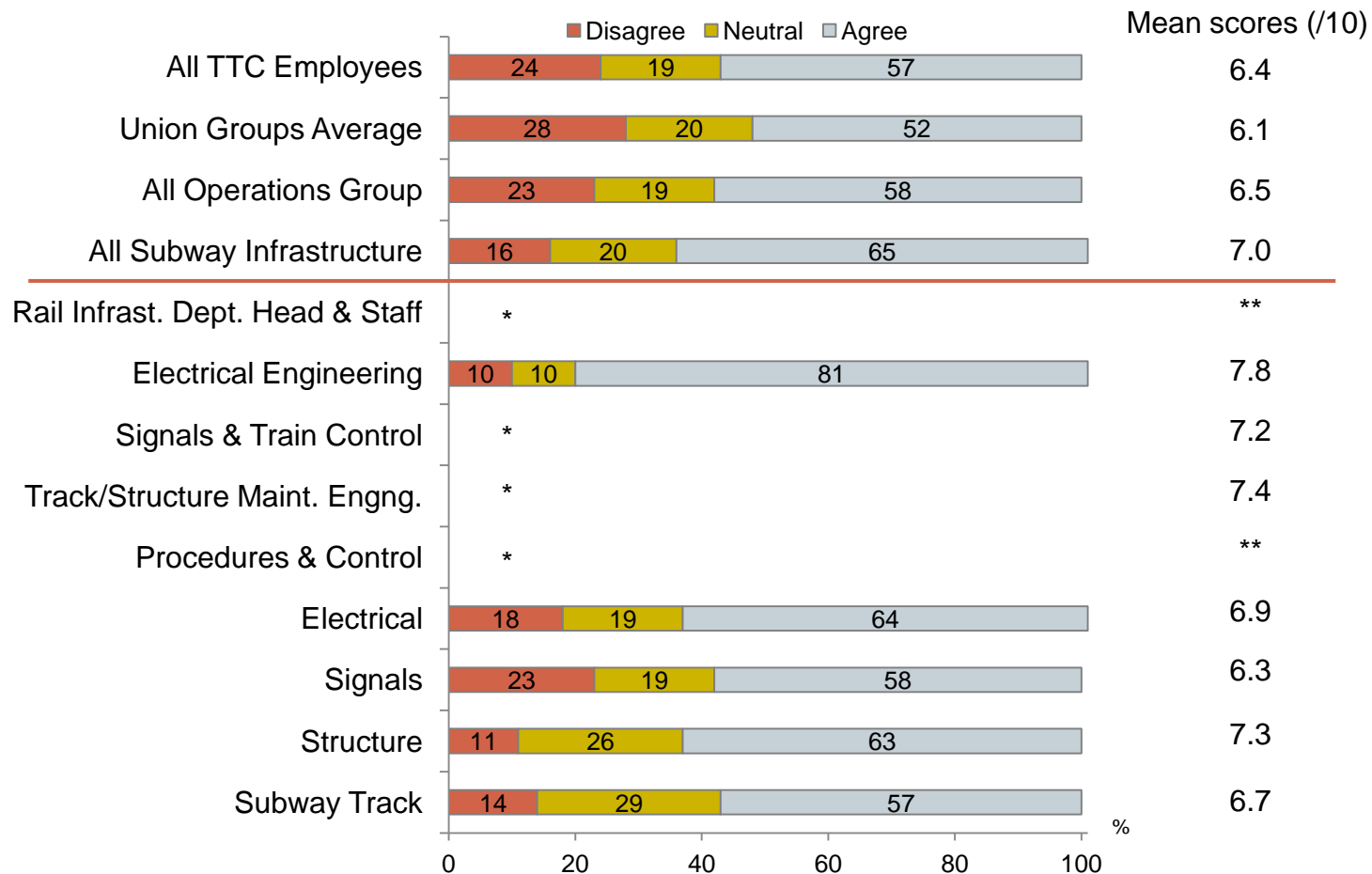
## Subway Infrastructure

**Total**  
(n= 387)  
**Mean=7.0**



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

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



\* Percentages suppressed as sample size <30.

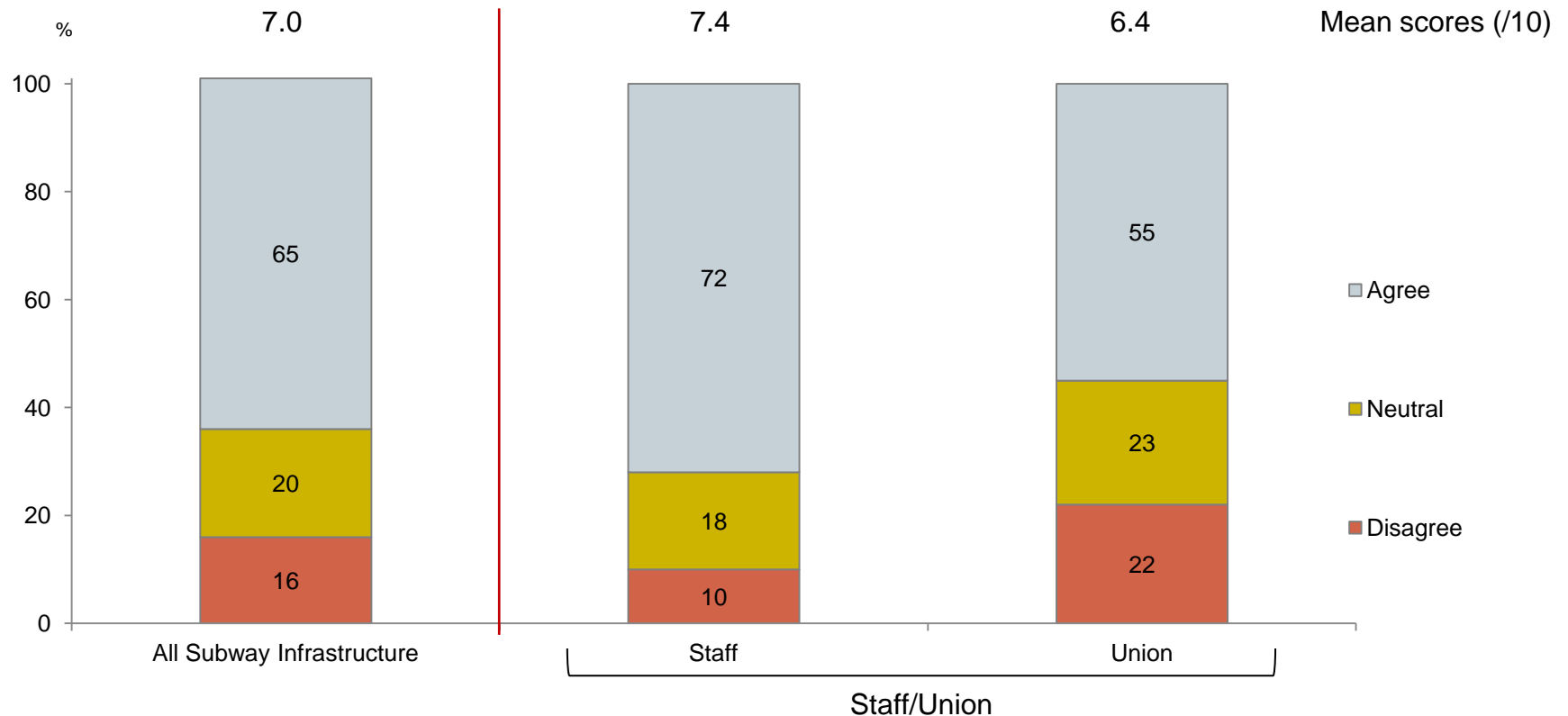
\*\* Mean score suppressed as sample size <10.

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

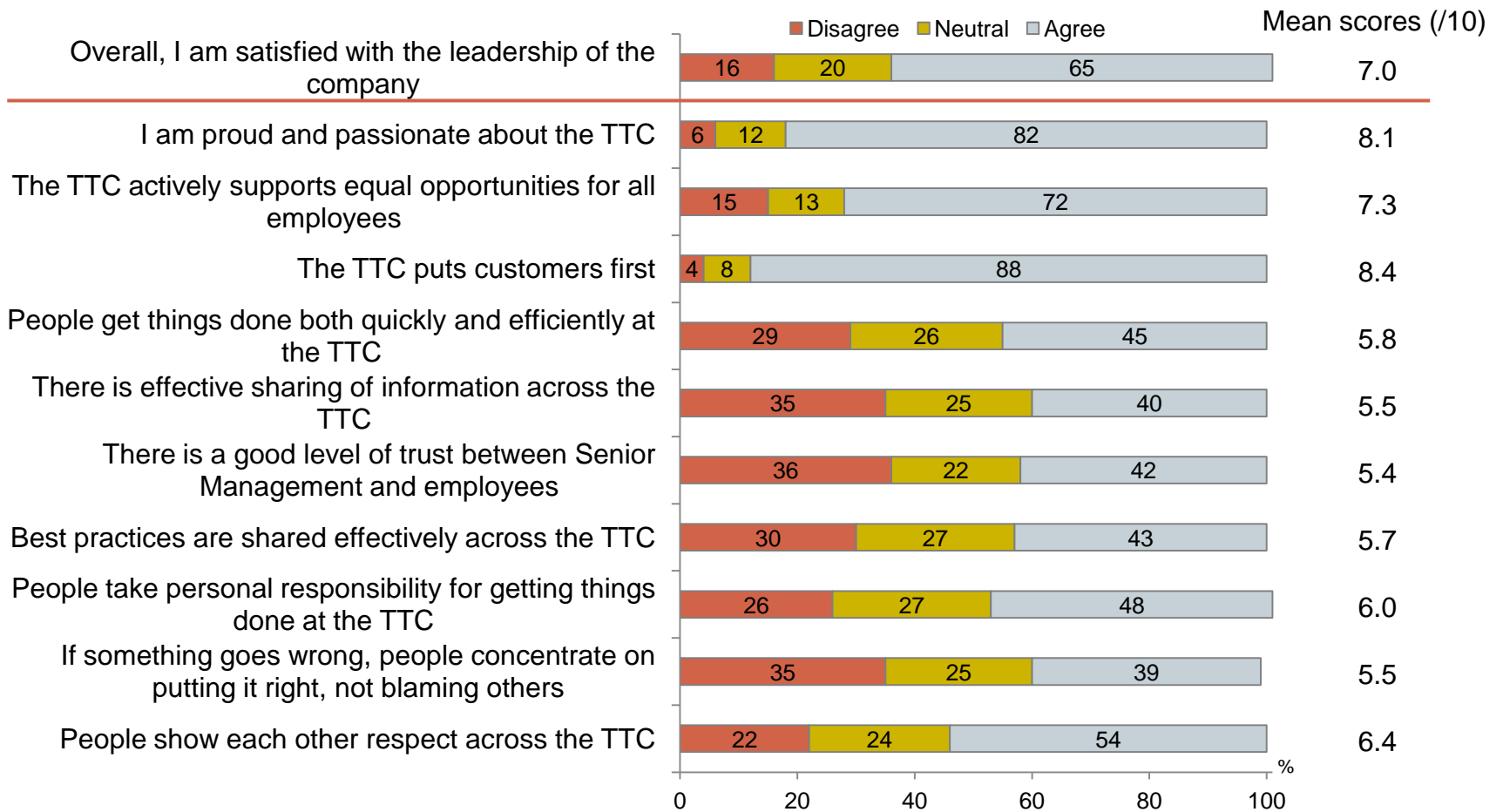
Sample sizes vary by category.

# OVERALL RATINGS OF YOUR COMPANY - BY EMPLOYEE POSITION



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

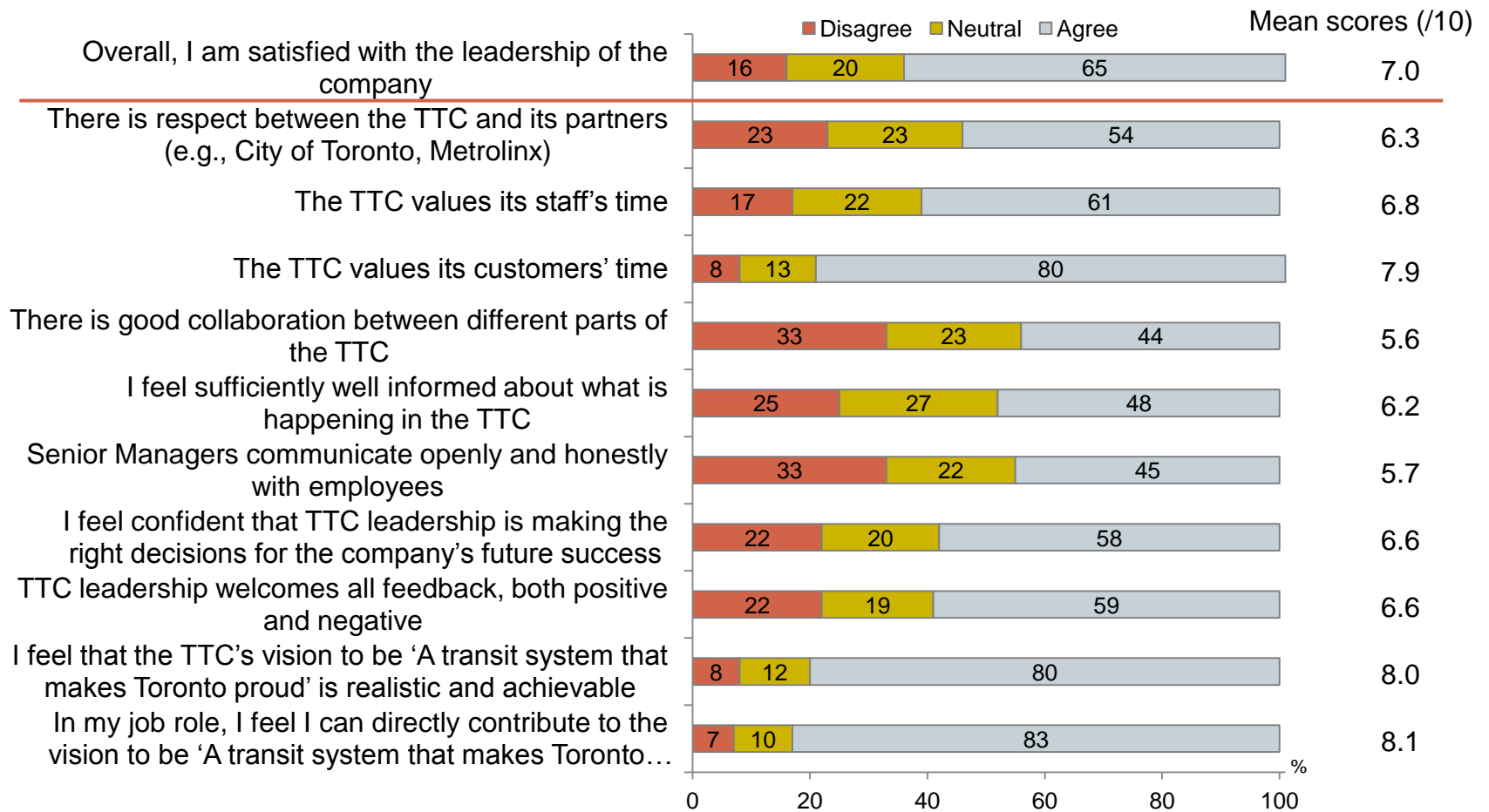
# YOUR COMPANY - SUBWAY INFRASTRUCTURE



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

# YOUR COMPANY

## - SUBWAY INFRASTRUCTURE (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 Operations Group	All Subway Infrastructure	Rail Infrast. Dept. Head & Staff	Electrical Engineering	Signals & Train Control	Track/Structure Maint. Engng.	Procedures & Control	Electrical	Signals	Structure	Subway Track
Overall, I am satisfied with the leadership of the company	6.4	6.1	6.5	7.0	**	7.8	7.2	7.4	**	6.9	6.3	7.3	6.7
I am proud and passionate about the TTC	7.6	7.4	7.7	8.1	**	8.5	7.2	8.3	**	8.4	8.0	8.0	8.0
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.2	7.3	**	8.0	6.8	7.7	**	7.4	7.5	7.1	7.4
The TTC puts customers first	7.8	7.7	8.0	8.4	**	8.1	7.8	8.6	**	8.6	8.2	8.8	8.5
People get things done both quickly and efficiently at the TTC	5.1	5.0	5.3	5.8	**	6.0	5.1	5.8	**	6.4	5.6	5.8	5.6
There is effective sharing of information across the TTC	4.9	4.7	4.9	5.5	**	6.4	4.9	6.5	**	5.8	5.2	5.3	4.9
There is a good level of trust between Senior Management and employees	4.9	4.6	4.9	5.4	**	7.2	6.4	6.9	**	4.9	4.7	4.9	5.7
Best practices are shared effectively across the TTC	5.3	5.1	5.3	5.7	**	6.5	5.3	6.5	**	6.3	5.2	5.6	5.4
People take personal responsibility for getting things done at the TTC	5.6	5.3	5.6	6.0	**	6.6	5.9	6.8	**	6.4	5.5	5.9	5.9
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	4.8	5.0	5.5	**	6.3	5.9	7.0	**	5.8	4.5	5.4	5.3
People show each other respect across the TTC	6.1	5.9	6.1	6.4	**	7.7	7.0	7.7	**	6.6	6.1	6.0	5.8
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.0	6.2	6.3	**	7.5	7.3	7.2	**	6.5	5.5	6.5	5.6
The TTC values its staff's time	6.0	5.8	6.1	6.8	**	7.6	7.0	7.4	**	6.8	6.1	6.9	6.7
The TTC values its customers' time	7.1	7.0	7.4	7.9	**	8.0	7.5	7.9	**	8.4	7.5	8.2	7.6
There is good collaboration between different parts of the TTC	5.3	5.1	5.3	5.6	**	6.4	5.0	6.3	**	6.2	5.2	5.6	5.2
I feel sufficiently well informed about what is happening in the TTC	5.7	5.4	5.8	6.2	**	6.7	5.5	7.4	**	6.6	5.8	5.9	5.6
Senior Managers communicate openly and honestly with employees	5.3	5.0	5.3	5.7	**	6.8	6.1	7.1	**	5.4	5.3	5.4	5.4
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	5.7	6.0	6.6	**	7.1	7.2	7.5	**	6.7	6.1	6.9	6.0
TTC leadership welcomes all feedback, both positive and negative	6.0	5.8	6.1	6.6	**	7.3	7.0	7.5	**	6.3	6.4	6.7	6.3
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	7.2	7.6	8.0	**	8.5	7.3	7.8	**	8.2	7.6	8.3	7.7
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	7.6	7.8	8.1	**	8.2	8.2	8.2	**	8.4	7.8	8.5	7.8

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

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

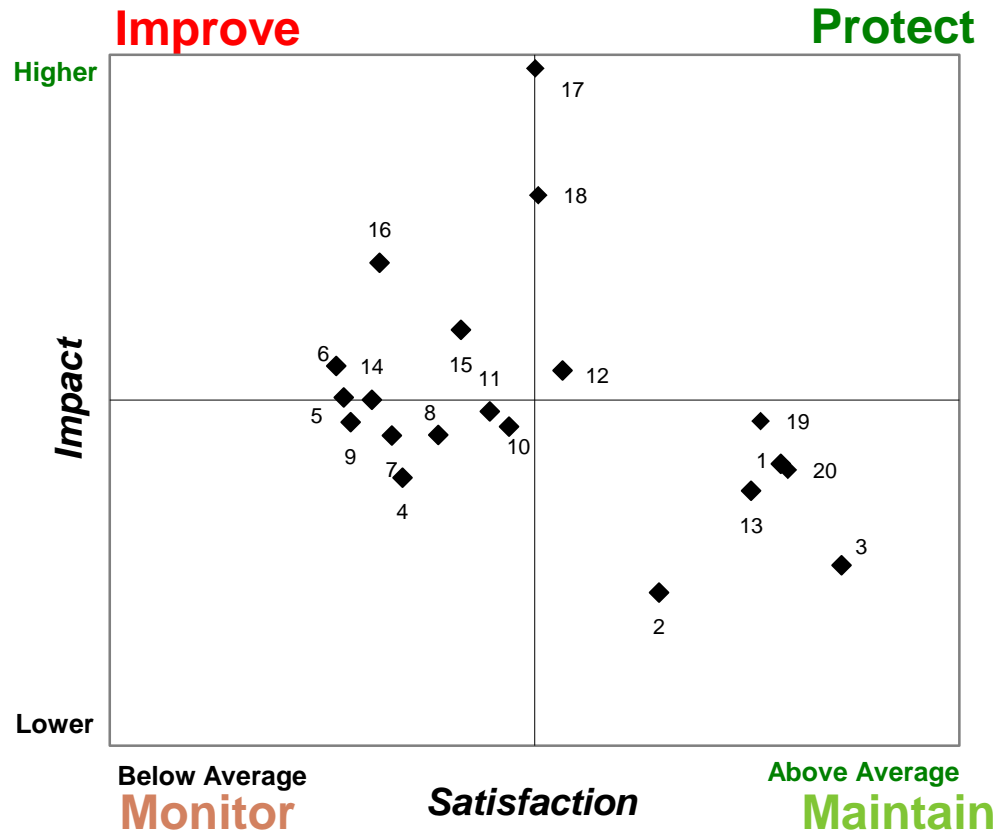
Sample sizes vary by attribute.

3/30/2015



# OPPORTUNITY ANALYSIS: YOUR COMPANY

## - SUBWAY INFRASTRUCTURE

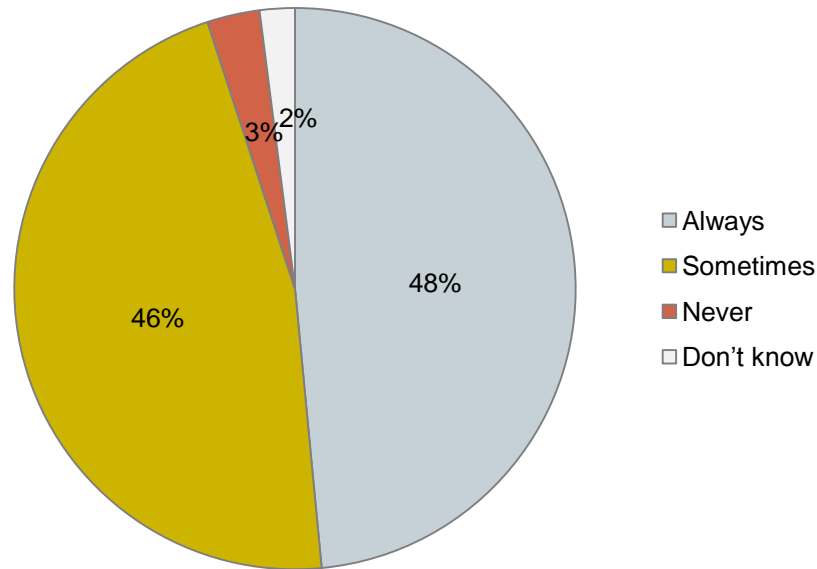


1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. There is effective sharing of information across the TTC
6. There is a good level of trust 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 5.4 to 8.4.  
 Impact values range between 22% to 68%.

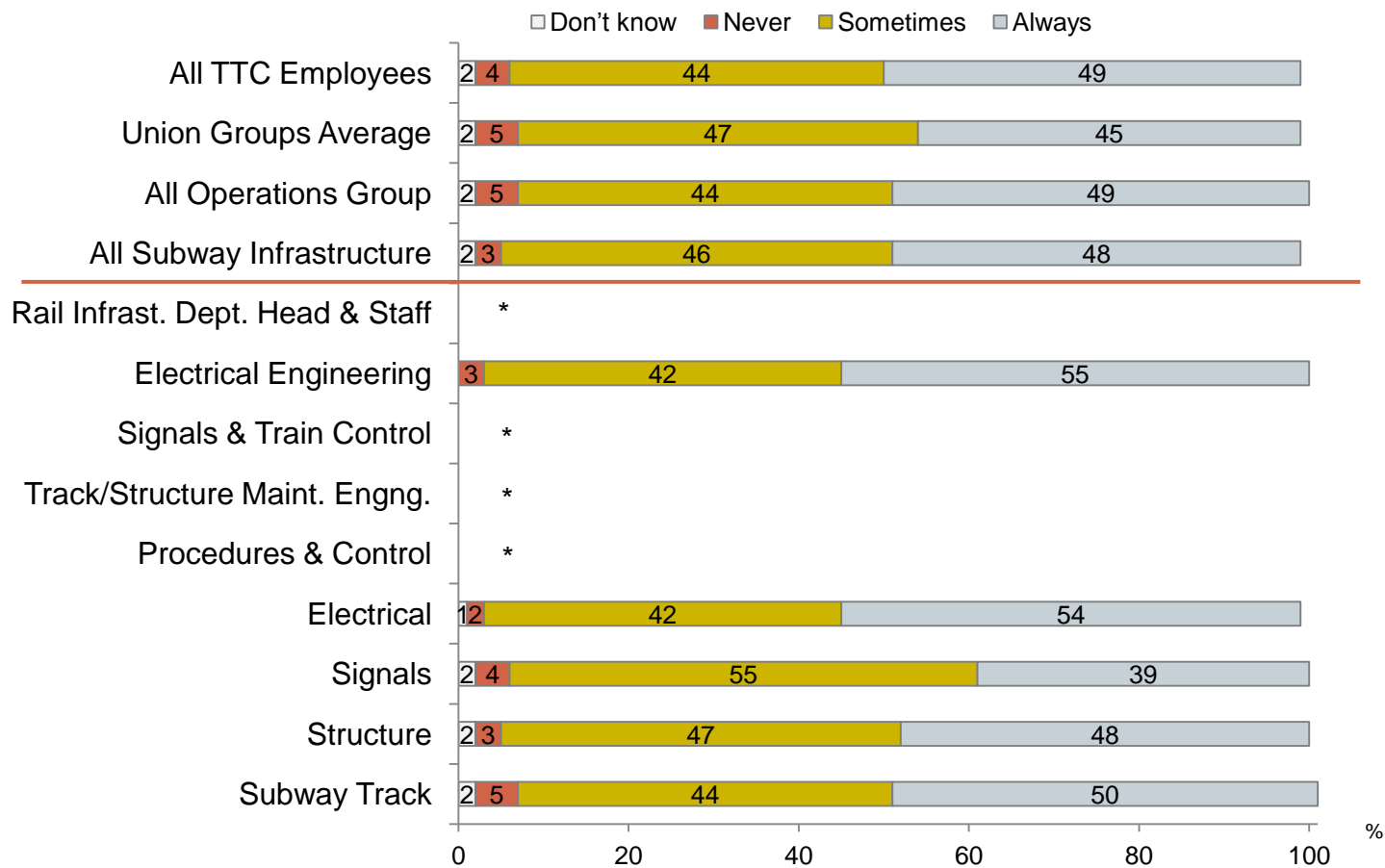
## Subway Infrastructure

Total  
(n= 388)



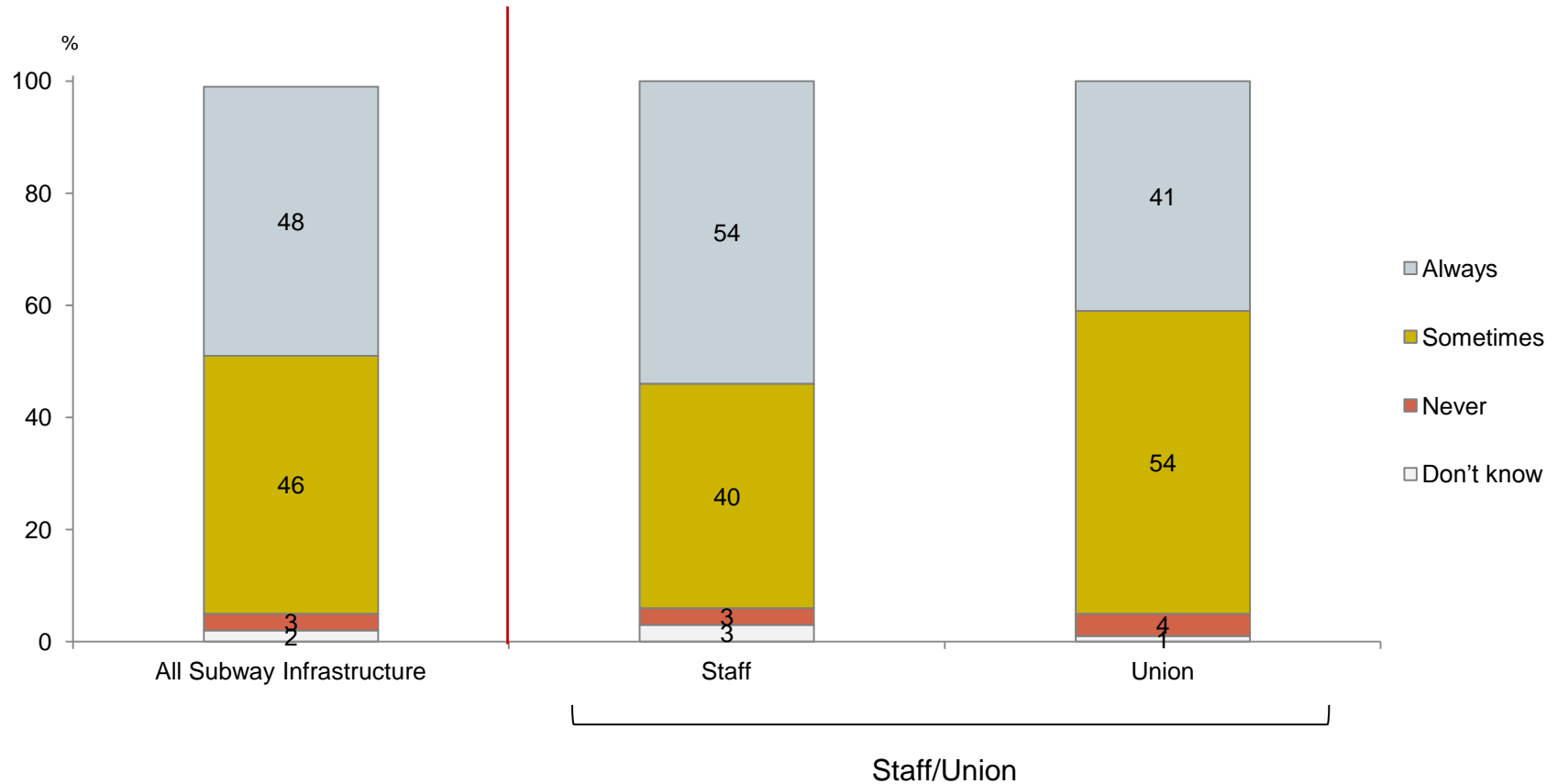
C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.

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



\* Percentages suppressed as sample size <30.  
 C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.  
 Sample sizes vary by category.

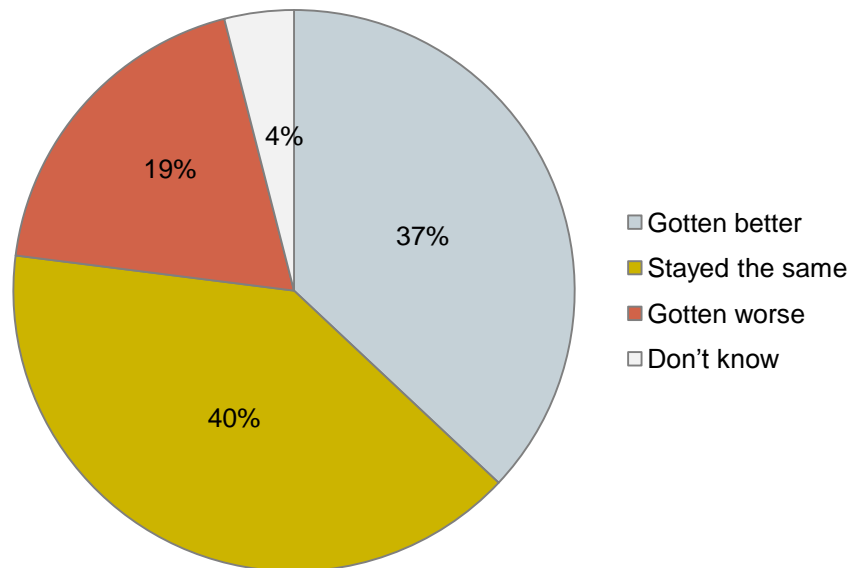
# SPEAKING HIGHLY OF THE TTC - BY EMPLOYEE POSITION



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

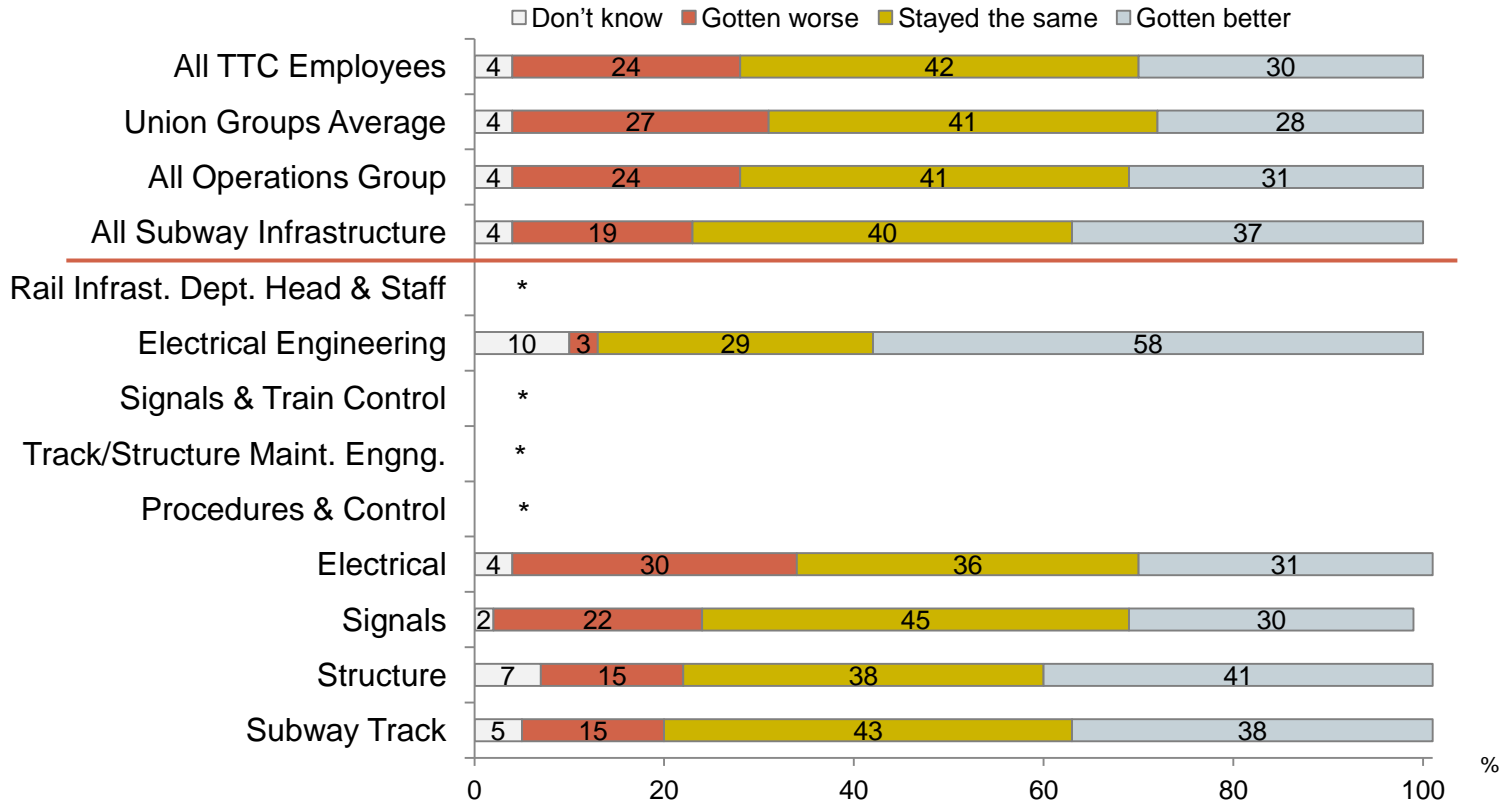
## Subway Infrastructure

Total  
(n= 385)



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

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

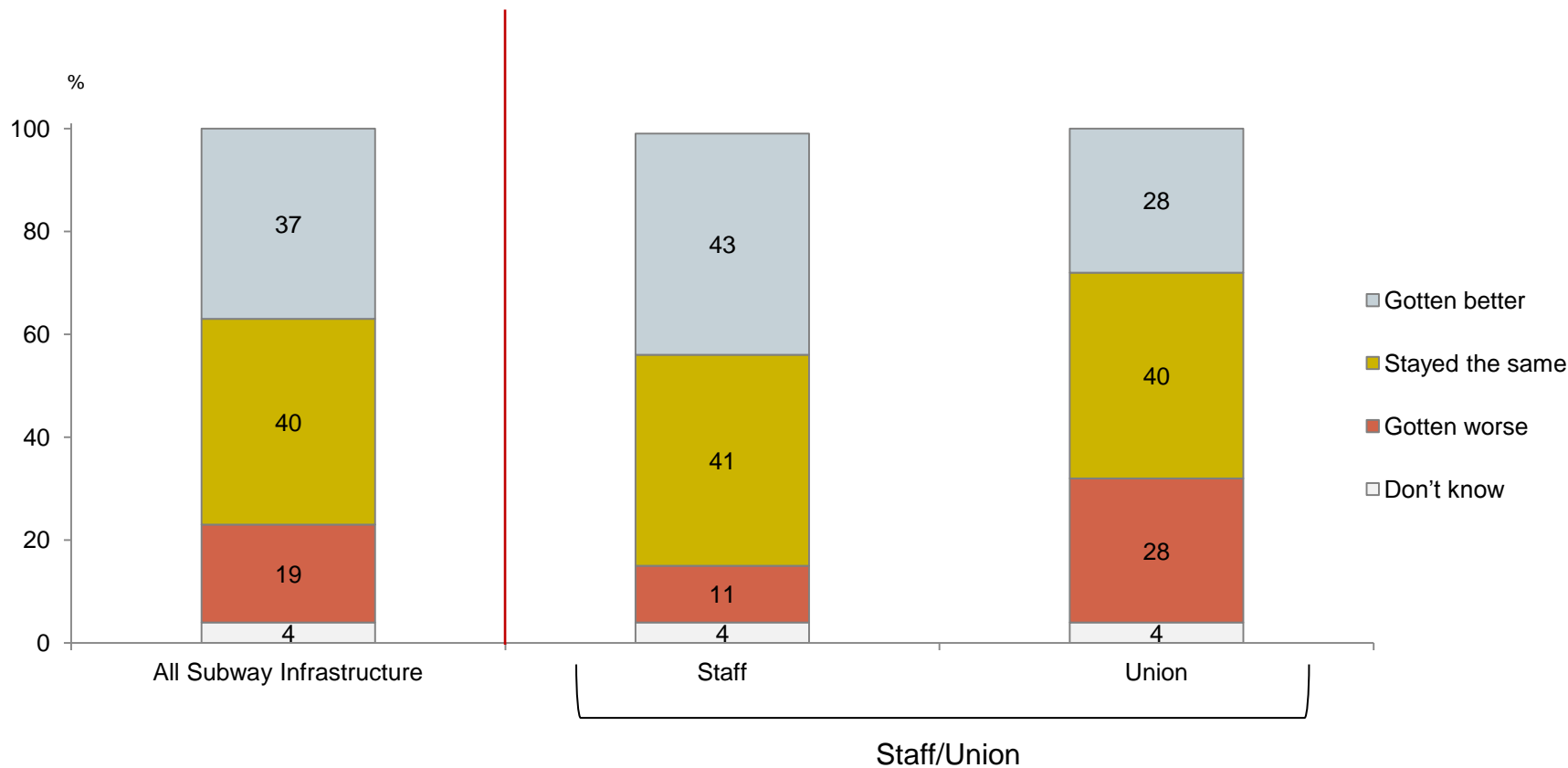


\* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

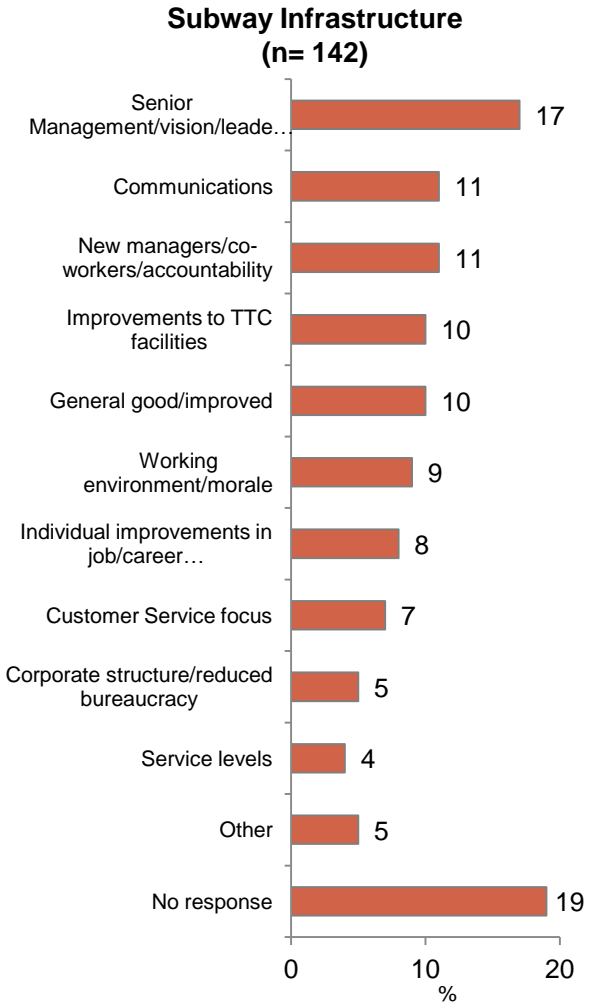
# CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY EMPLOYEE POSITION



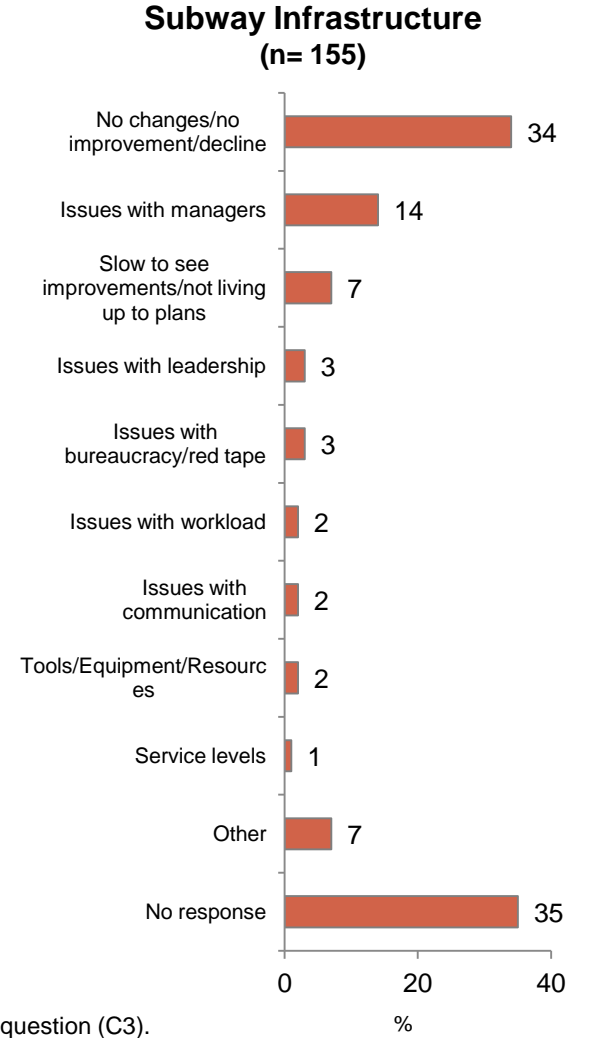
C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know. Sample sizes vary by category.

# REASONS INDICATED FOR CHANGE IN EXPERIENCE

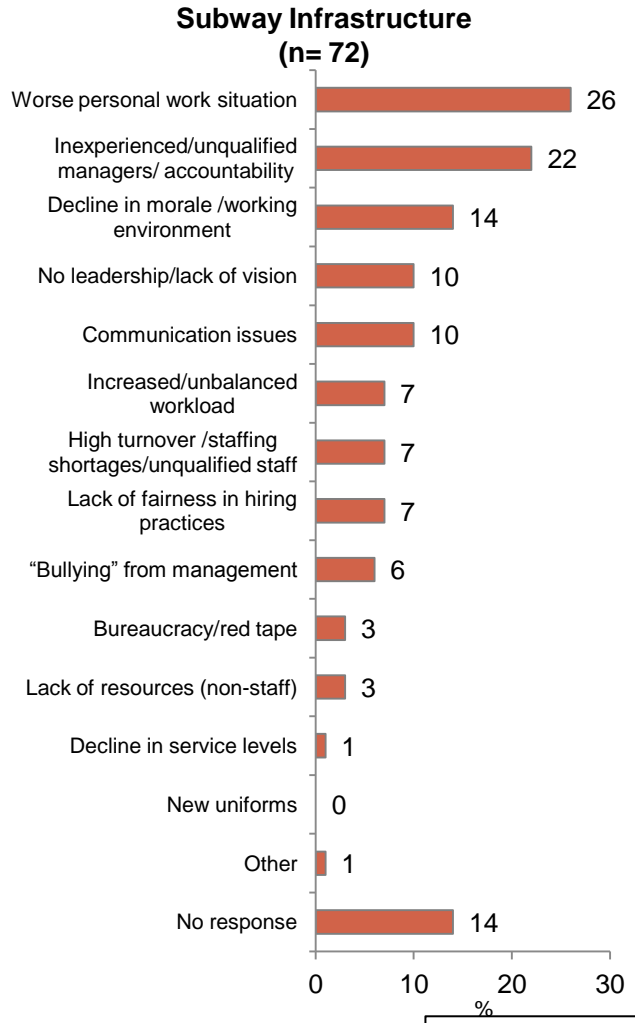
## Employees indicating TTC has Gotten better



## Employees indicating TTC has Stayed the same



## Employees indicating TTC has Gotten worse



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



# AREA TO MONITOR: PERFORMANCE AND REWARD

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

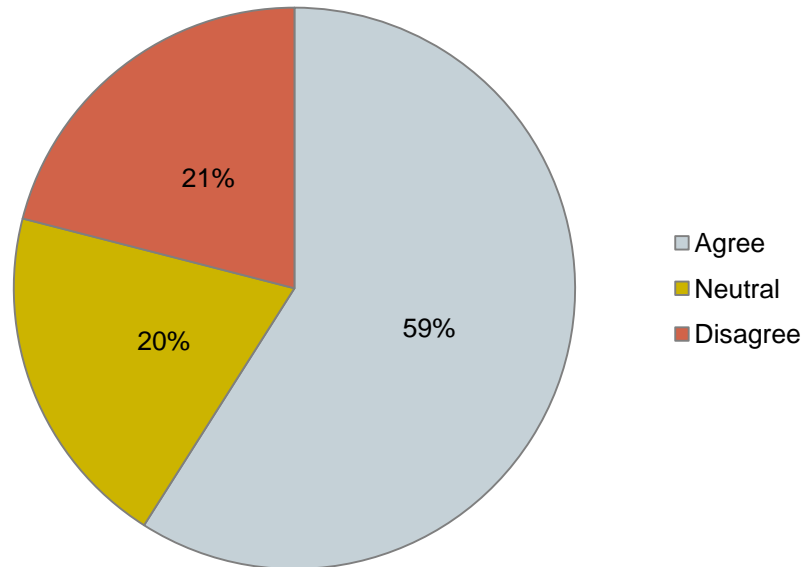
- Although “Performance and Reward” is not the most influential aspect of the employee experience, Opportunity Analysis still identifies it as having a moderate impact on Employee Engagement and as an area in which Subway Infrastructure employees are relatively less satisfied. In other words, it is an Area to Monitor.
- Employee satisfaction with the way the TTC recognizes and rewards employees is highest for Electrical Engineering, and lowest for Signals.
- Staff are more satisfied with recognition and reward than union employees.
- Across the specific aspects of Performance and Reward, ratings were the highest for, “The TTC offers good job security”, followed by “I am satisfied with my pay and benefits, given the job I do”. Ratings were the lowest for, “Poor performance is not tolerated”, “At the TTC, the recognition and rewards are meaningful”, and “I am recognized for excellent performance”. These results are mostly consistent across cost centres, except for Track/Structure Maintenance Engineering, and Electrical, where “I am satisfied with the recognition I receive from my manager” received a lower rating than meaningful recognition/rewards.
- To improve employee satisfaction with Performance and Reward, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - At the TTC, the recognition and / or rewards are meaningful
  - I am recognized for excellent performance
  - I am satisfied with the recognition I receive from my manager
- In addition to these improvements, the following area is a key Area to Protect:
  - I have the opportunity to progress within the company

# OVERALL RATINGS OF PERFORMANCE AND REWARD - SUBWAY INFRASTRUCTURE

## Subway Infrastructure

**Total**  
(n= 388)

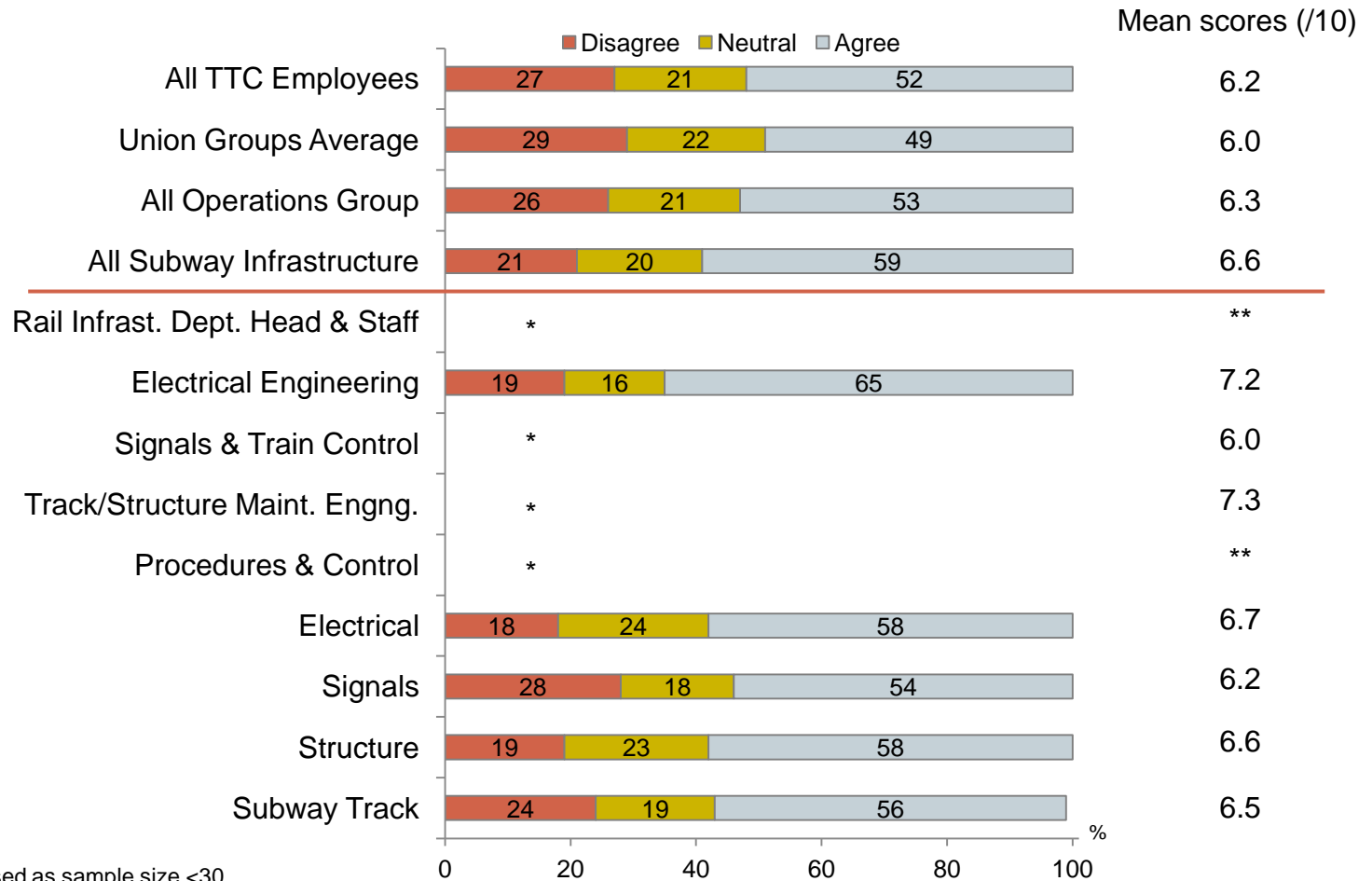
**Mean=6.6**



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

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

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



\* Percentages suppressed as sample size <30.

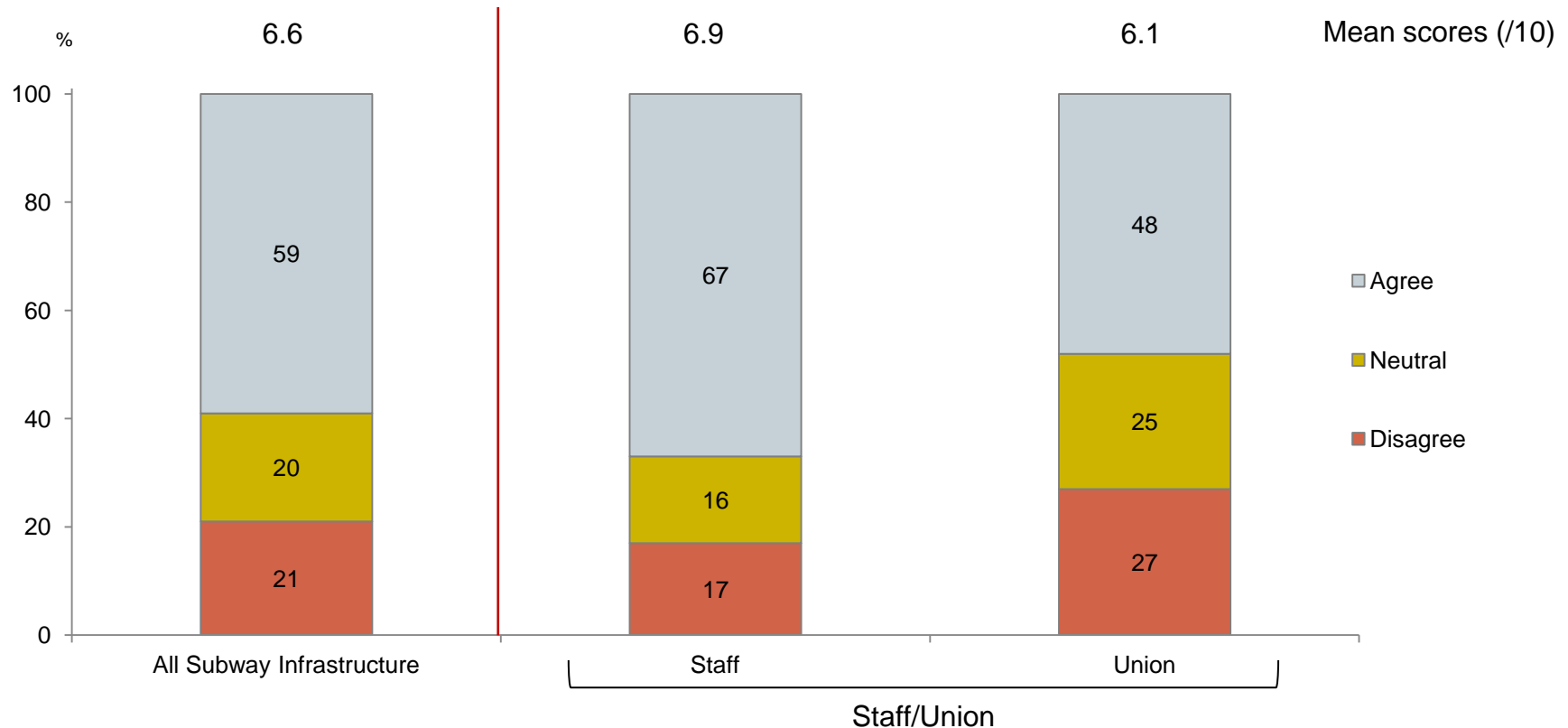
\*\* Mean score suppressed as sample size <10.

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.

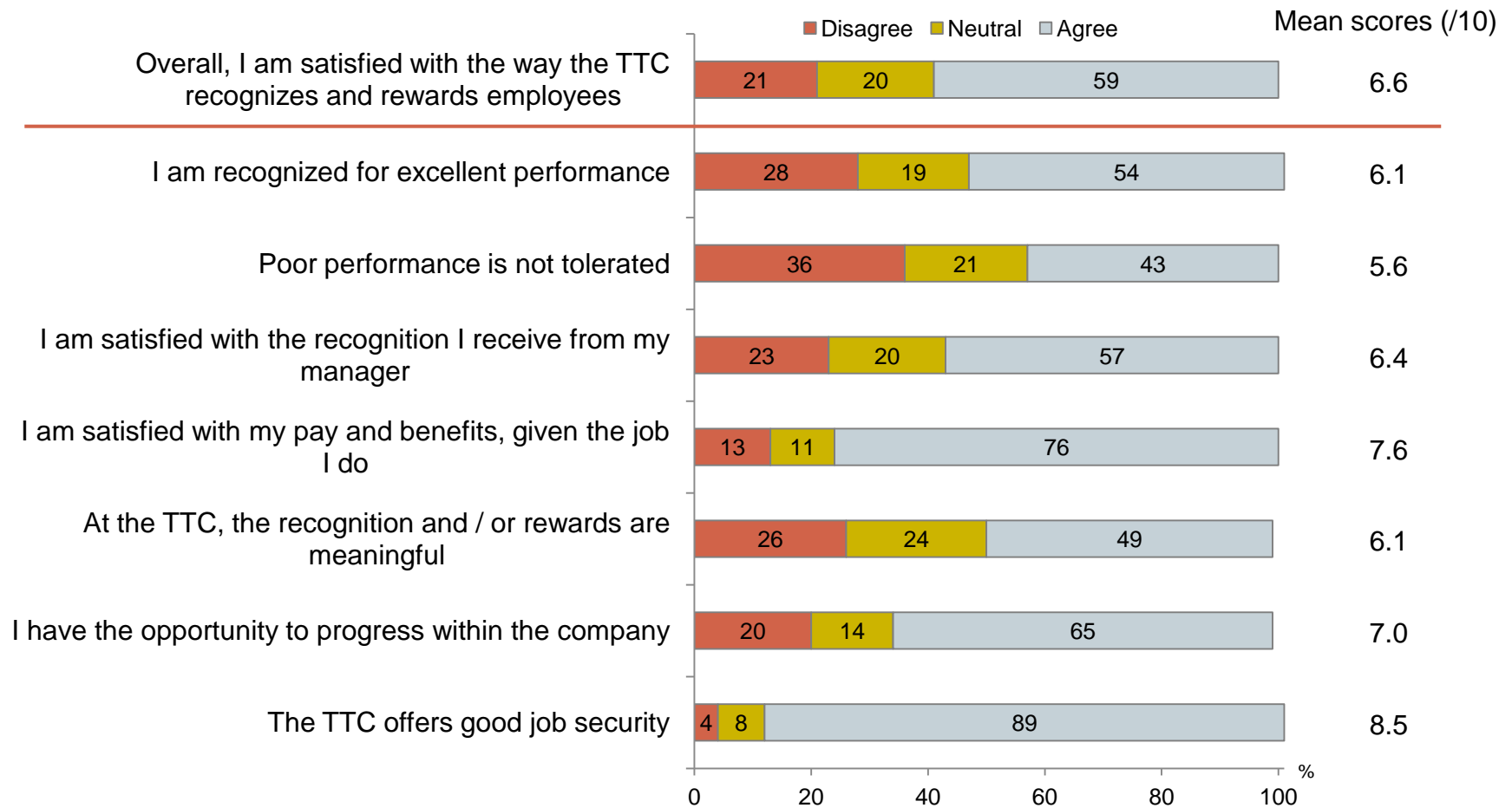
Sample sizes vary by category.

# OVERALL RATINGS OF PERFORMANCE AND REWARD - BY EMPLOYEE POSITION



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

# PERFORMANCE AND REWARD - SUBWAY INFRASTRUCTURE



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

# PERFORMANCE AND REWARD - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Subway Infrastructure	Rail Infrast. Dept. Head & Staff	Electrical Engineering	Signals & Train Control	Track/Structure Maint. Engng.	Procedures & Control	Electrical	Signals	Structure	Subway Track
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	6.6	**	7.2	6.0	7.3	**	6.7	6.2	6.6	6.5
I am recognized for excellent performance	5.9	5.6	5.9	6.1	**	7.0	6.0	6.4	**	6.0	5.4	6.3	6.4
Poor performance is not tolerated	5.9	5.8	5.6	5.6	**	6.0	5.6	6.4	**	5.7	5.4	5.5	5.5
I am satisfied with the recognition I receive from my manager	6.0	5.8	6.2	6.4	**	7.6	6.9	6.6	**	6.2	5.5	6.6	6.9
I am satisfied with my pay and benefits, given the job I do	7.7	7.8	7.7	7.6	**	8.0	7.1	7.6	**	7.4	7.1	8.2	8.1
At the TTC, the recognition and / or rewards are meaningful	5.9	5.8	6.0	6.1	**	6.4	5.5	6.9	**	6.3	5.6	6.4	6.0
I have the opportunity to progress within the company	6.9	6.9	6.9	7.0	**	7.1	6.3	7.0	**	7.1	7.0	7.0	7.1
The TTC offers good job security	8.3	8.3	8.4	8.5	**	8.7	8.1	8.9	**	8.9	8.4	8.3	8.4

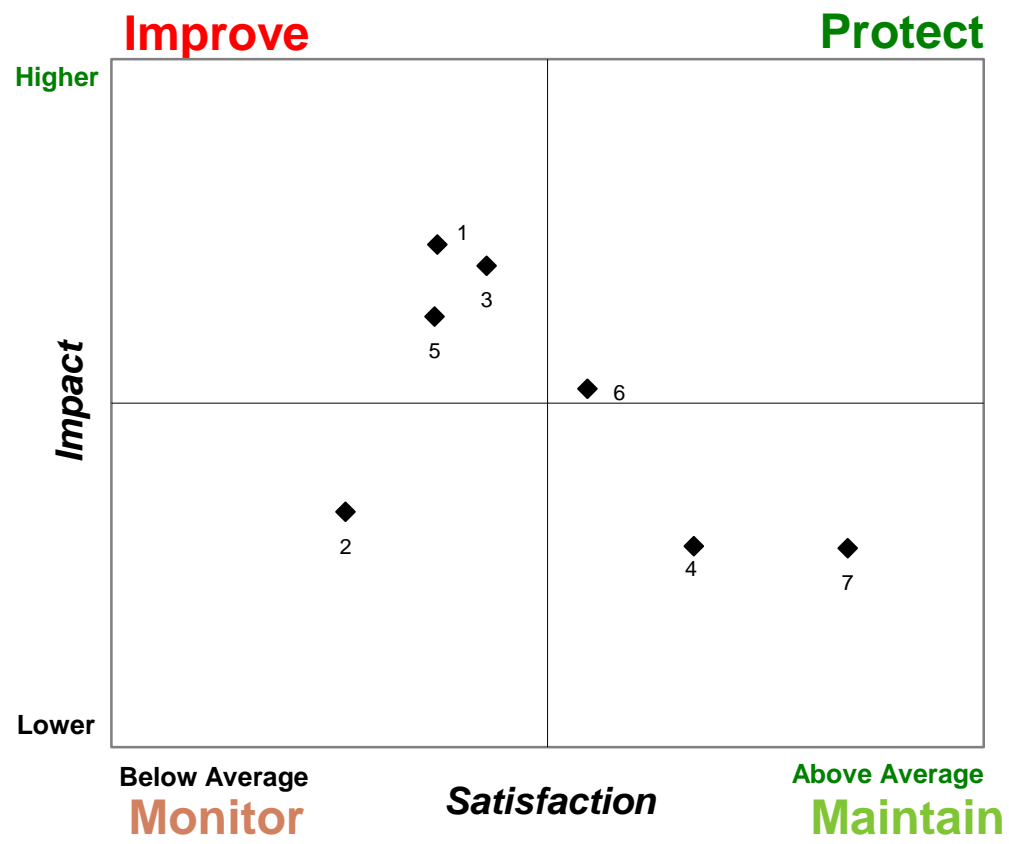
\*\* Mean score suppressed as sample size <10.

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.  
Sample sizes vary by attribute.

3/30/2015

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# OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - SUBWAY INFRASTRUCTURE



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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 5.6 to 8.5.  
 Impact values range between 22% to 52%.



# 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 Subway Infrastructure employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their colleagues or co-workers is the highest for Electrical Engineering and Signals & Train Control.
- Staff are slightly more satisfied with their colleagues or co-workers than union employees.
- Across the specific qualities of Your Team, ratings were the highest for, “My team members do quality work”. These results are variable across cost centre groupings, since many attributes have similar high ratings. 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 mostly consistent across cost centre groupings.
- To maintain employee satisfaction with Your Team, Opportunity Analysis identifies the following key Areas to Protect:
  - Members of my team treat each other with respect
  - My team works well together
  - I feel that my opinions count in my team
  - I feel supported by my fellow team members

# SECTION SUMMARY

## Regular Team Meetings

- 63% of Subway Infrastructure employees indicate they have regular team meetings.
- Electrical Engineering had a much higher proportion of employees (87%) to report meeting regularly than any other cost centre grouping, while Structure had the lowest proportion of employees indicating they have regular meetings (53%).
- Somewhat higher proportions of staff (67%) indicated they meet regularly compared to union employees (58%).
- Among employees who have regular meetings, most indicated they were held frequently enough (82%). This was most likely to be the case for Electrical (85%). A lower proportion of Structure employees (74%) indicated the meetings were frequent enough.
- Roughly the same percentage of staff (83%) and union (81%) indicated that meetings were held frequently enough.
- Most employees who have regular meetings agree they are useful. Usefulness of meetings was scored highest by Electrical Engineering. Subway Track employees scored meetings as least useful. Slightly more staff (83%) and union (77%) indicated that meetings were useful.

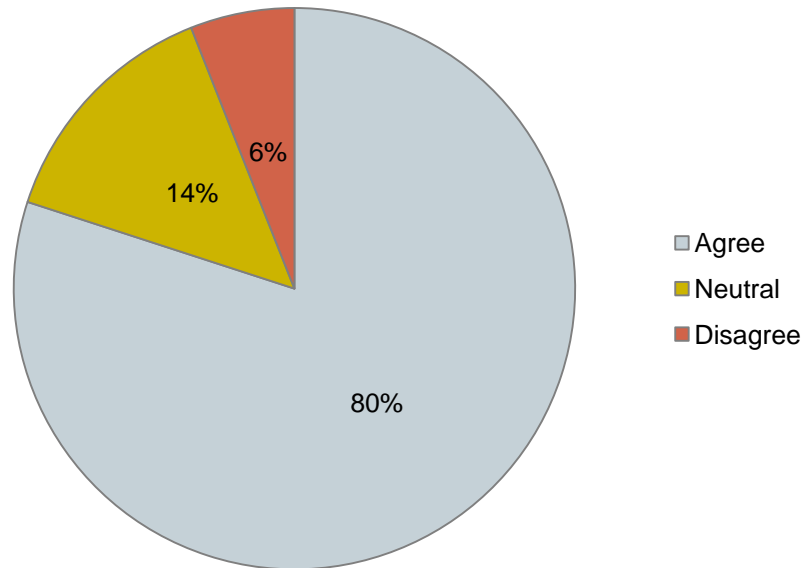
# OVERALL RATINGS OF YOUR TEAM - SUBWAY INFRASTRUCTURE

## Subway Infrastructure

**Total**

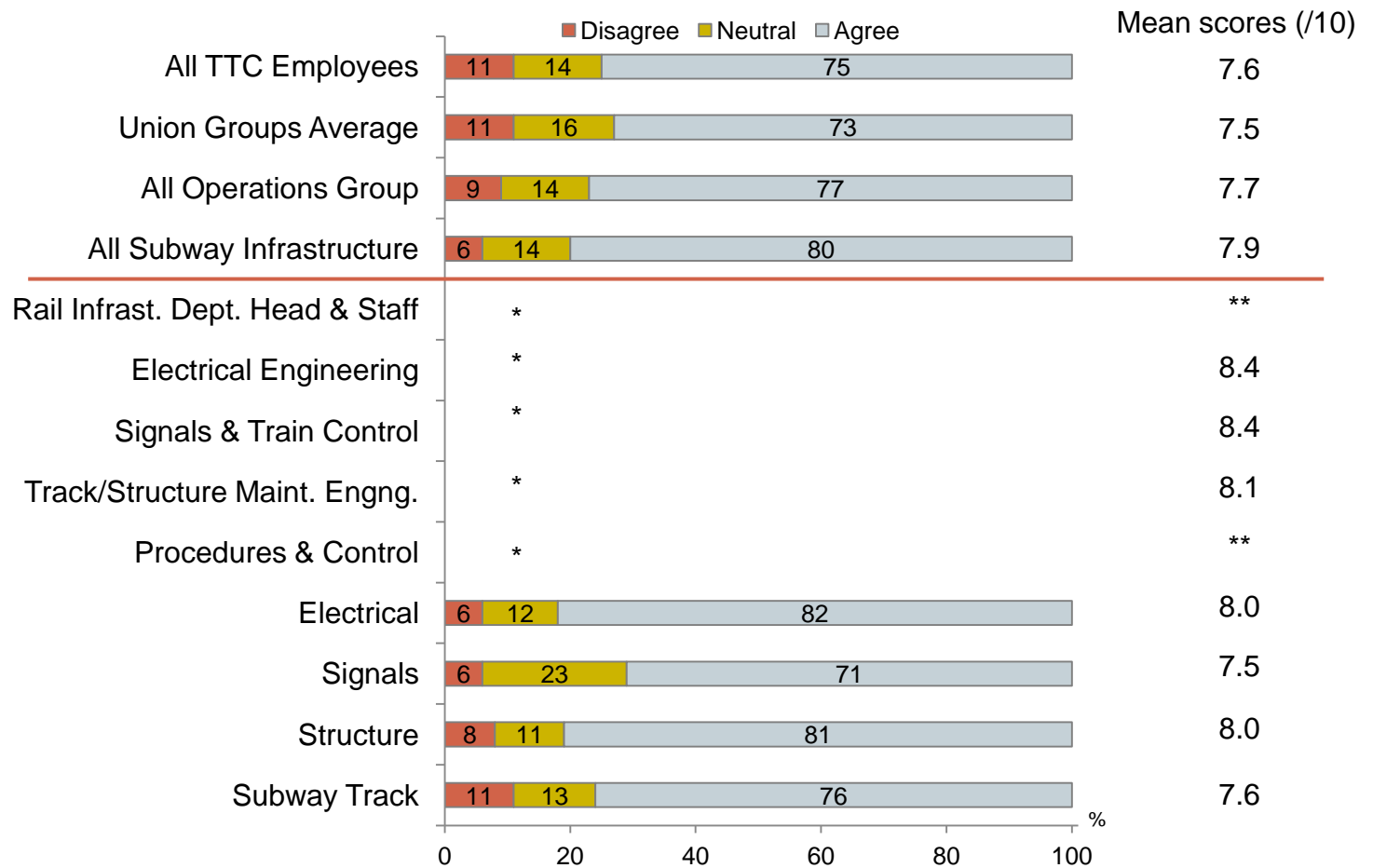
(n= 387)

**Mean=7.9**



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

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



\* Percentages suppressed as sample size <30.

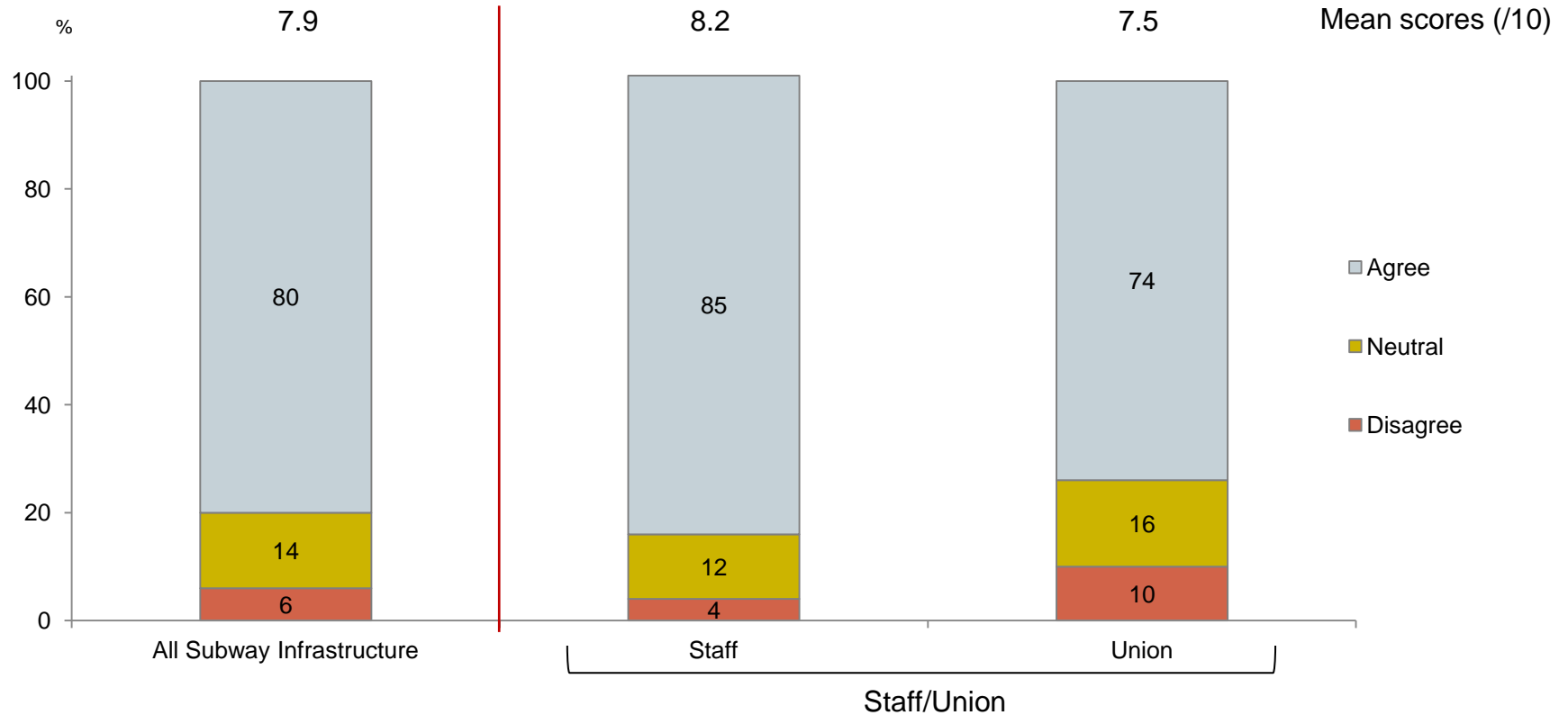
\*\* Mean score suppressed as sample size <10.

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.

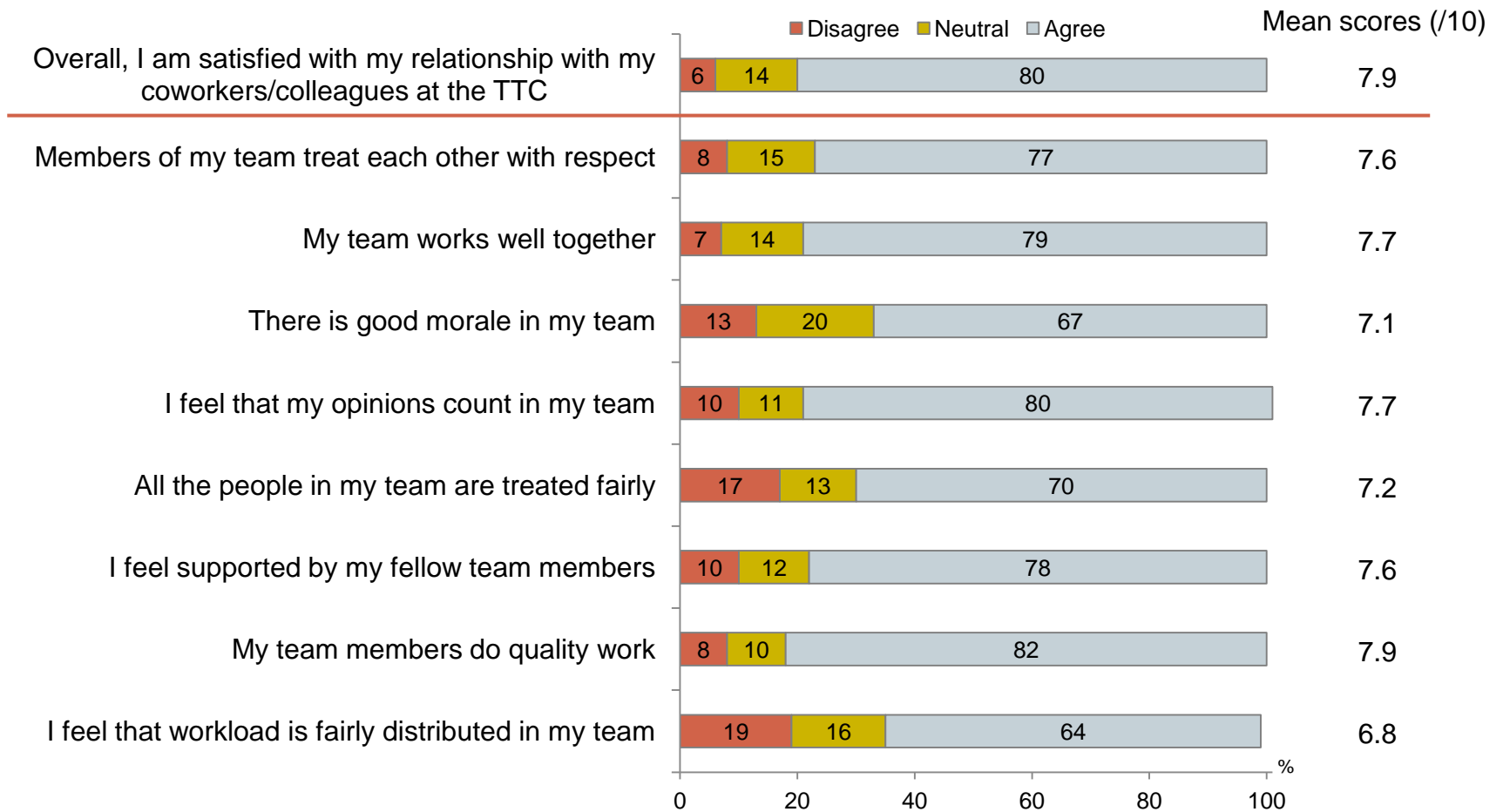
Sample sizes vary by category.

# OVERALL RATINGS OF YOUR TEAM - BY EMPLOYEE POSITION



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

# YOUR TEAM - SUBWAY INFRASTRUCTURE



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

# YOUR TEAM - BY COST CENTRE/GROUPING

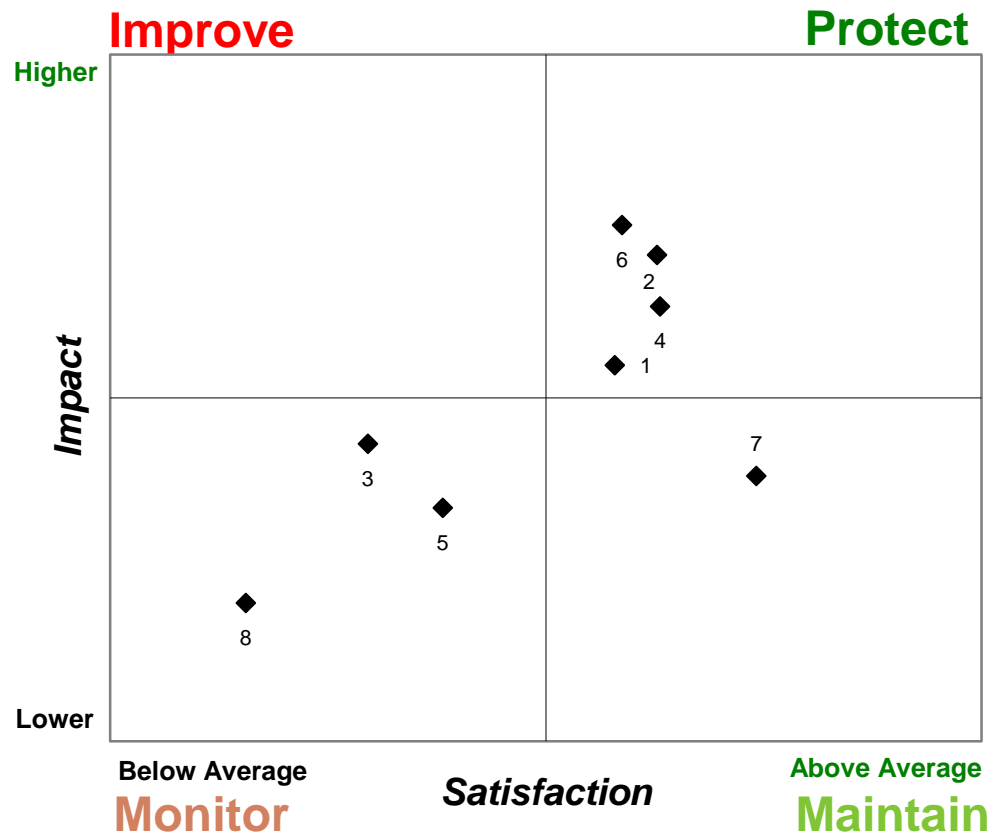
Mean	All TTC Employees	Union Groups Average	All Operations Group	All Subway Infrastructure	Rail Infrast. Dept. Head & Staff	Electrical Engineering	Signals & Train Control	Track/Structure Maint. Engng.	Procedures & Control	Electrical	Signals	Structure	Subway Track
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	7.9	**	8.4	8.4	8.1	**	8.0	7.5	8.0	7.6
Members of my team treat each other with respect	7.4	7.2	7.4	7.6	**	8.9	8.4	8.3	**	7.5	7.2	7.3	7.2
My team works well together	7.3	7.0	7.5	7.7	**	8.8	8.5	8.2	**	7.6	7.3	7.4	7.5
There is good morale in my team	6.5	6.2	6.7	7.1	**	8.6	7.7	7.4	**	6.7	6.8	7.1	7.1
I feel that my opinions count in my team	7.0	6.7	7.3	7.7	**	8.6	8.3	8.0	**	7.5	7.3	7.7	7.6
All the people in my team are treated fairly	6.7	6.5	6.9	7.2	**	8.2	7.8	7.6	**	6.8	6.8	7.3	7.4
I feel supported by my fellow team members	7.2	7.0	7.4	7.6	**	8.5	8.2	8.0	**	7.5	7.3	7.5	7.6
My team members do quality work	7.5	7.3	7.7	7.9	**	8.5	8.4	8.0	**	8.1	7.2	7.9	7.8
I feel that workload is fairly distributed in my team	6.5	6.3	6.6	6.8	**	7.5	7.0	6.2	**	6.8	6.6	7.3	6.8

\*\* Mean score suppressed due to 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 - SUBWAY INFRASTRUCTURE

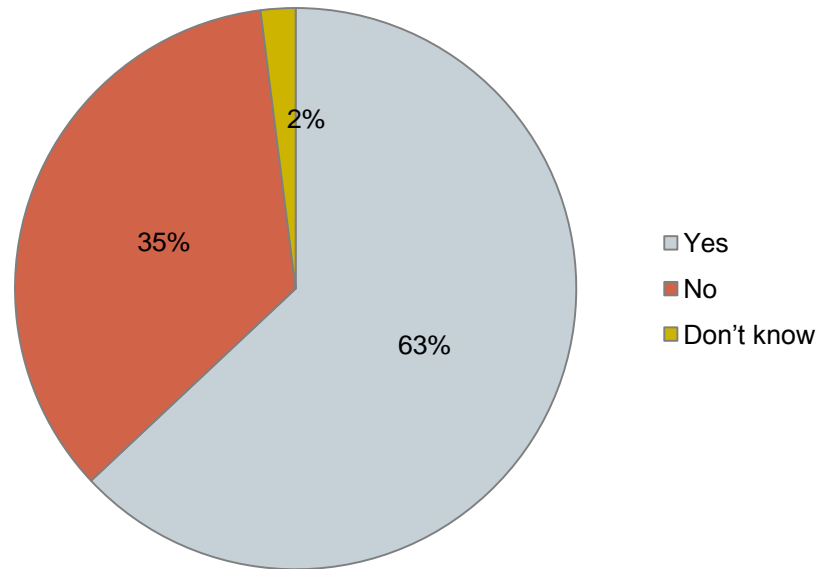


1. Members of my team treat each other with respect
2. My team works well together
3. There is good morale in my team
4. I feel that my opinions count in my team
5. All the people in my team are treated fairly
6. I feel supported by my fellow team members
7. My team members do quality work
8. I feel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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 6.8 to 7.9.  
 Impact values range between 45% to 66%.

## Subway Infrastructure

Total  
(n= 384)



E2. Does your team hold regular team meetings?

3/30/2015

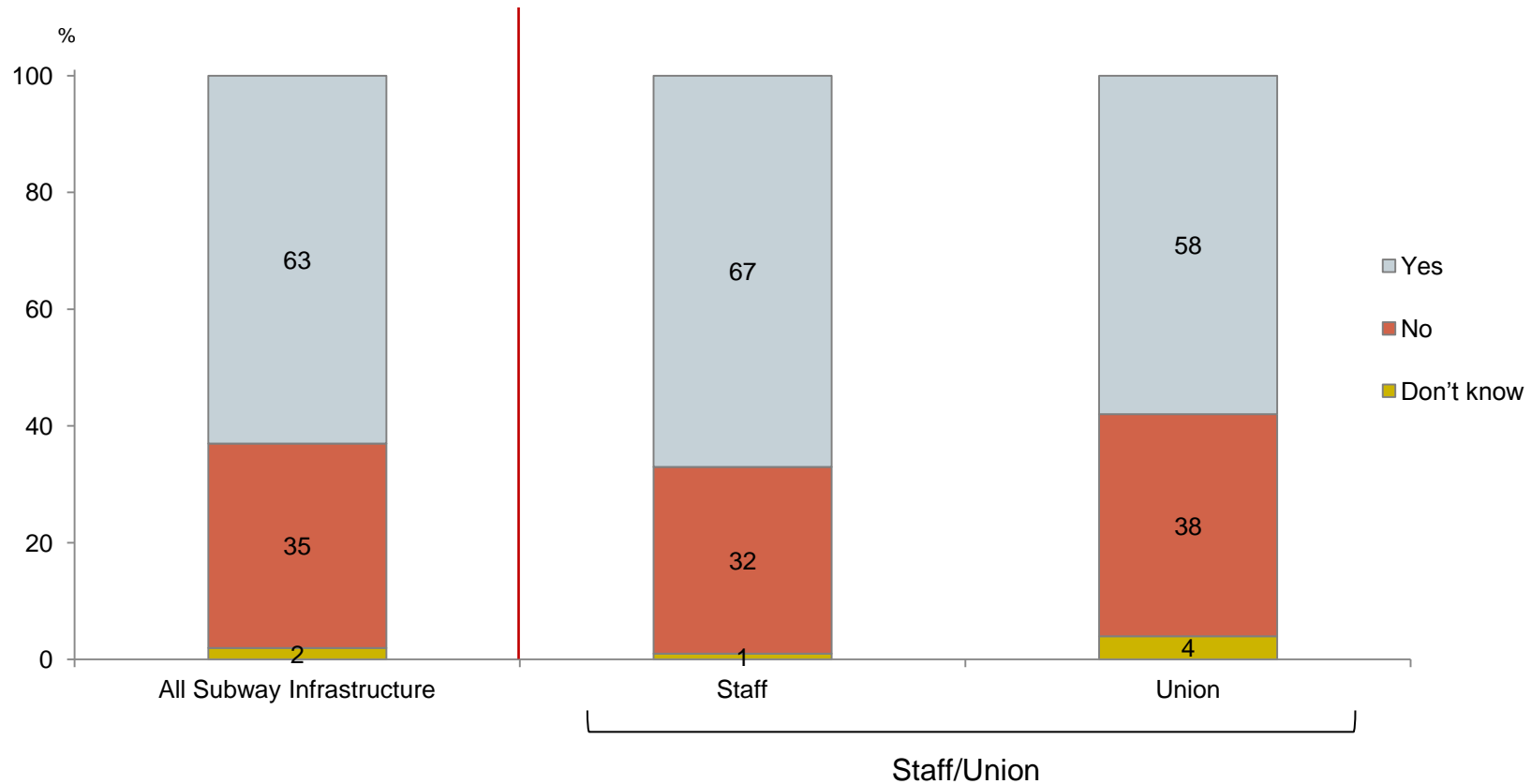
114

# REGULAR TEAM MEETINGS - BY COST CENTRE/GROUPING



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

# REGULAR TEAM MEETINGS - BY EMPLOYEE POSITION



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

3/30/2015

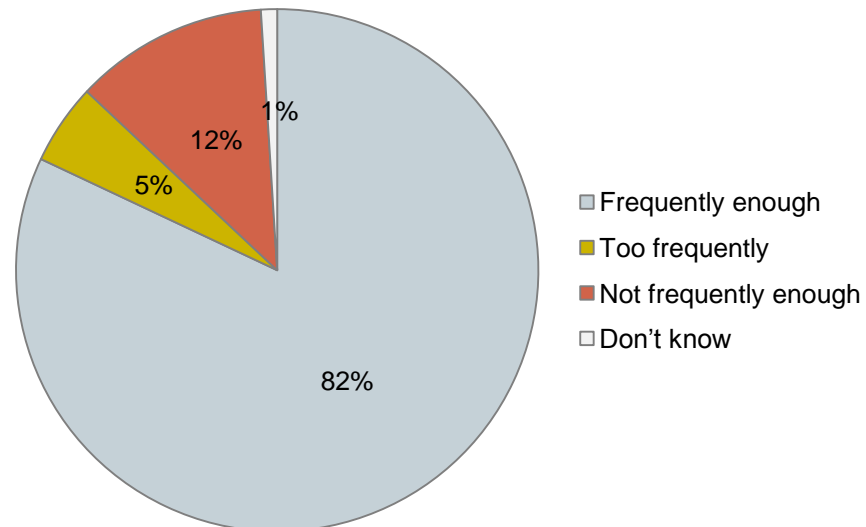
116

# SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

## Subway Infrastructure

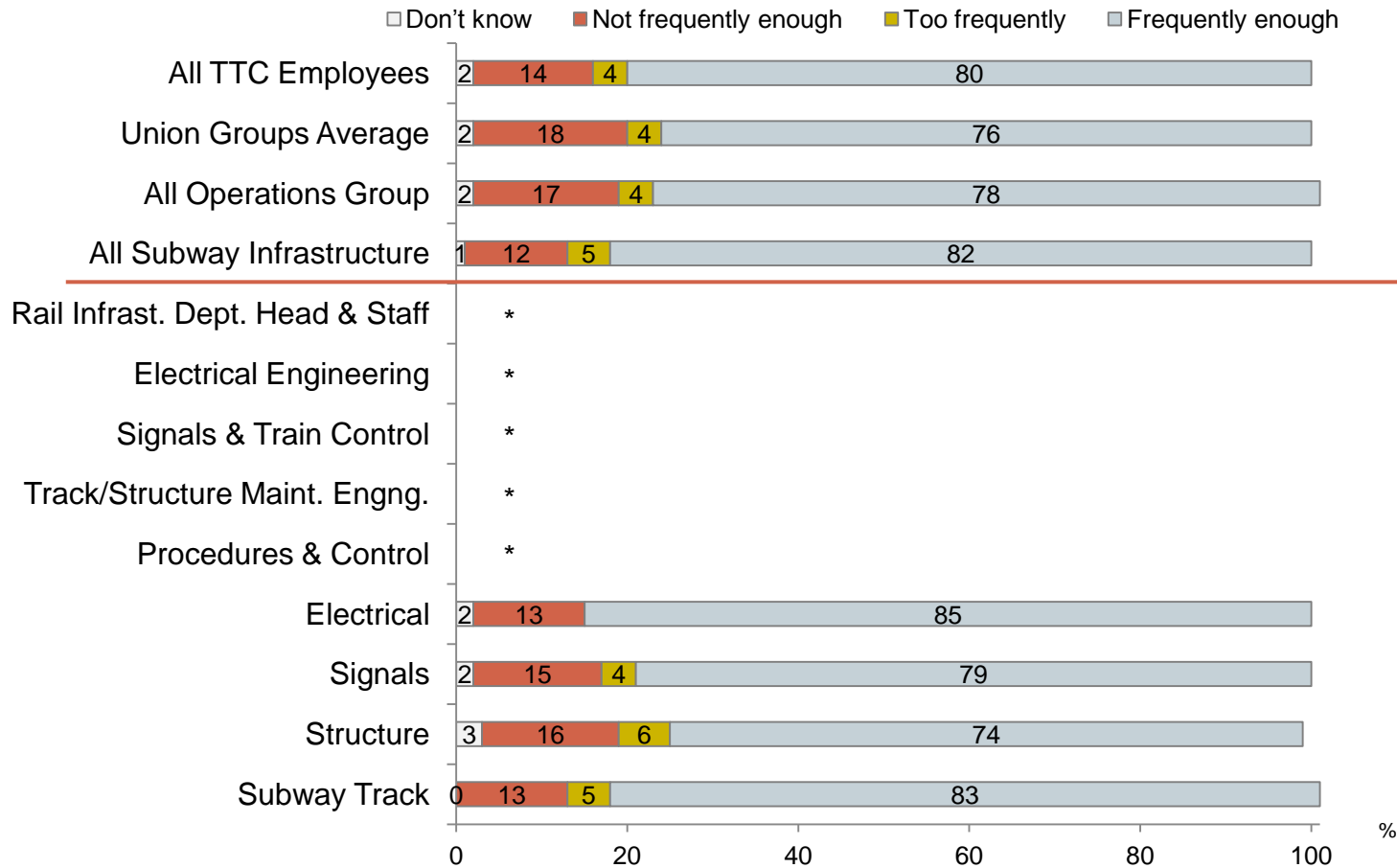
Total  
(n= 239)



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

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

Among employees who have regular team meetings



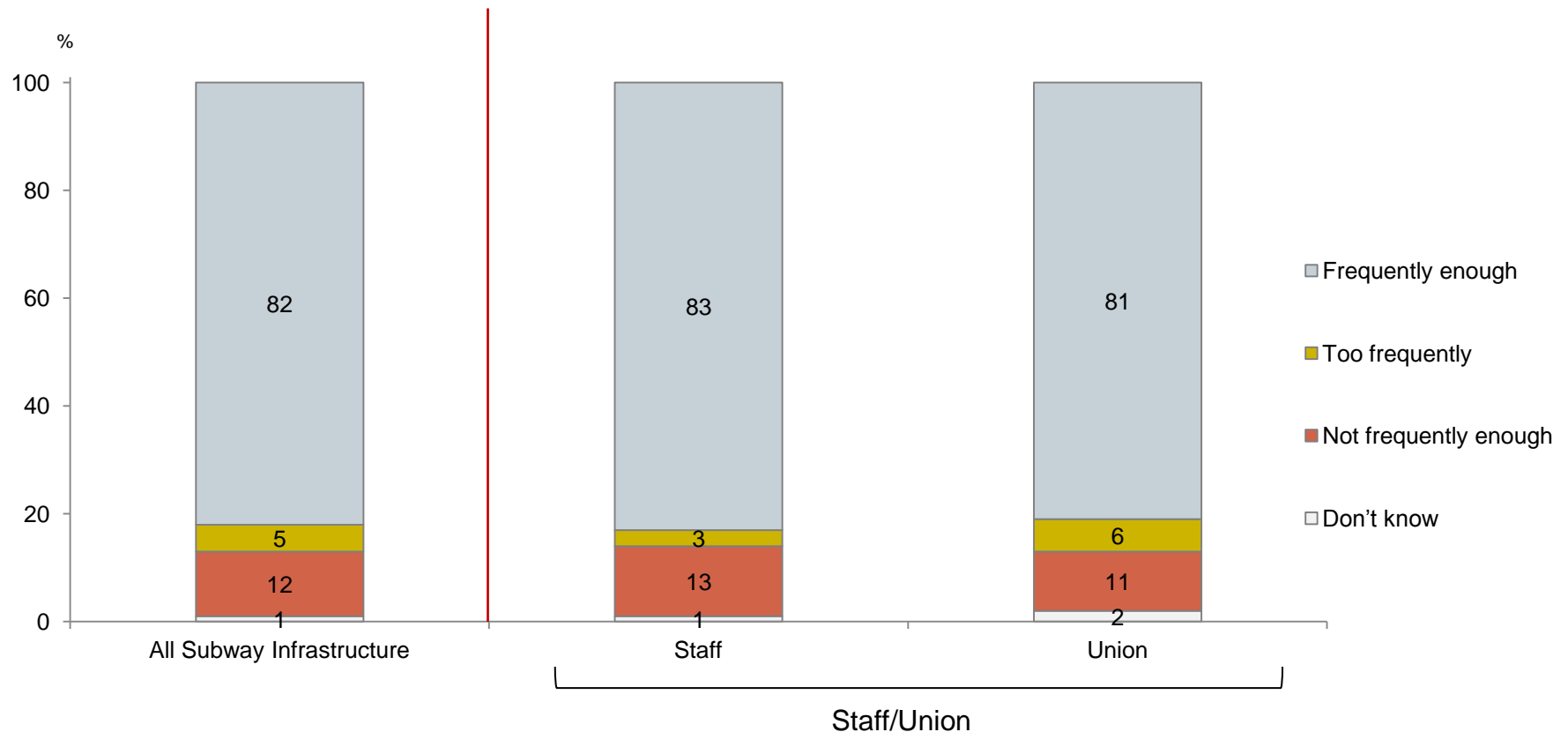
\* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

# SUFFICIENT AMOUNT OF TEAM MEETINGS - BY EMPLOYEE POSITION

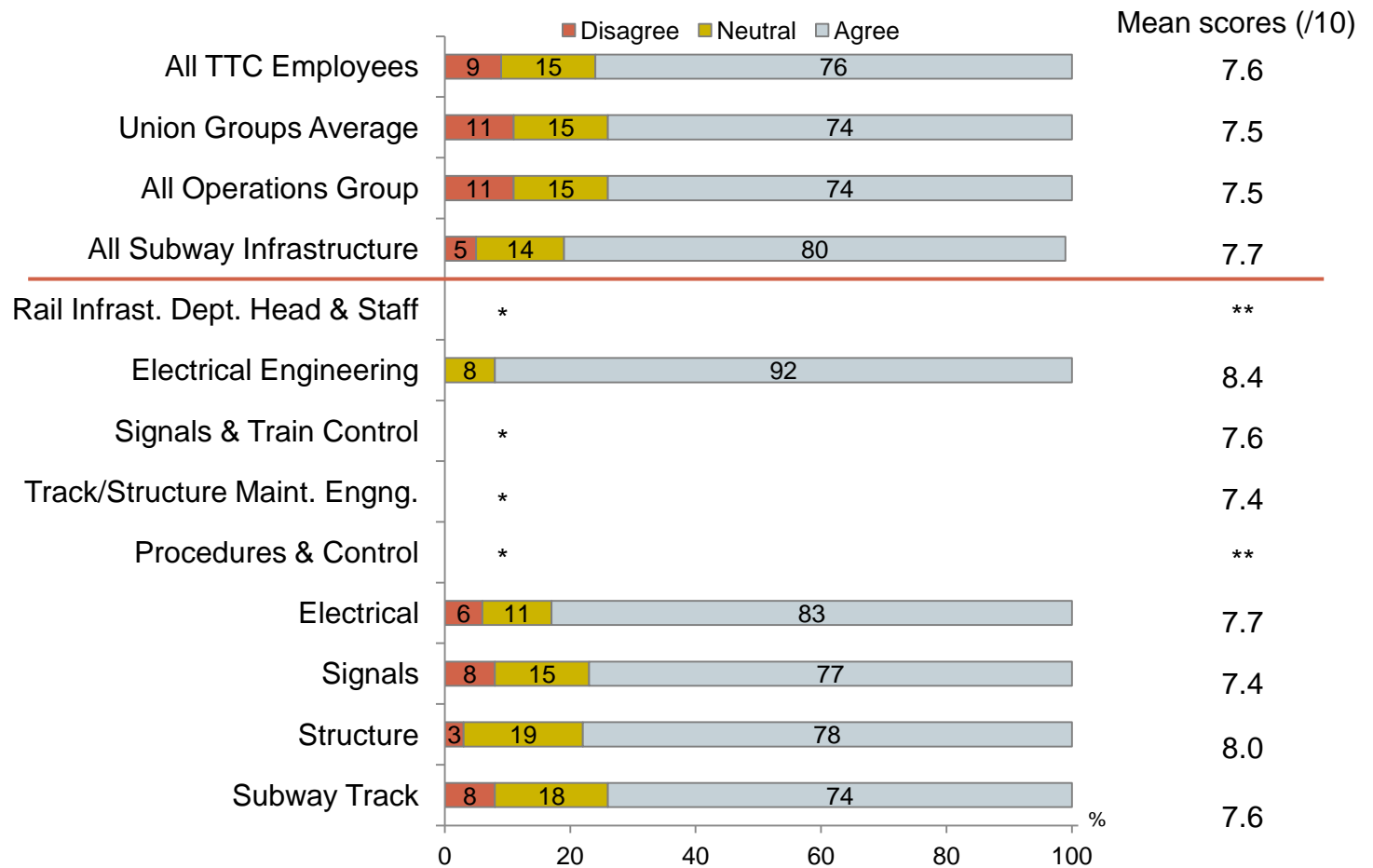
Among employees who have regular team meetings



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

# USEFULNESS OF TEAM MEETINGS

Among employees who have regular team meetings



\* Percentages suppressed as sample size <30.

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

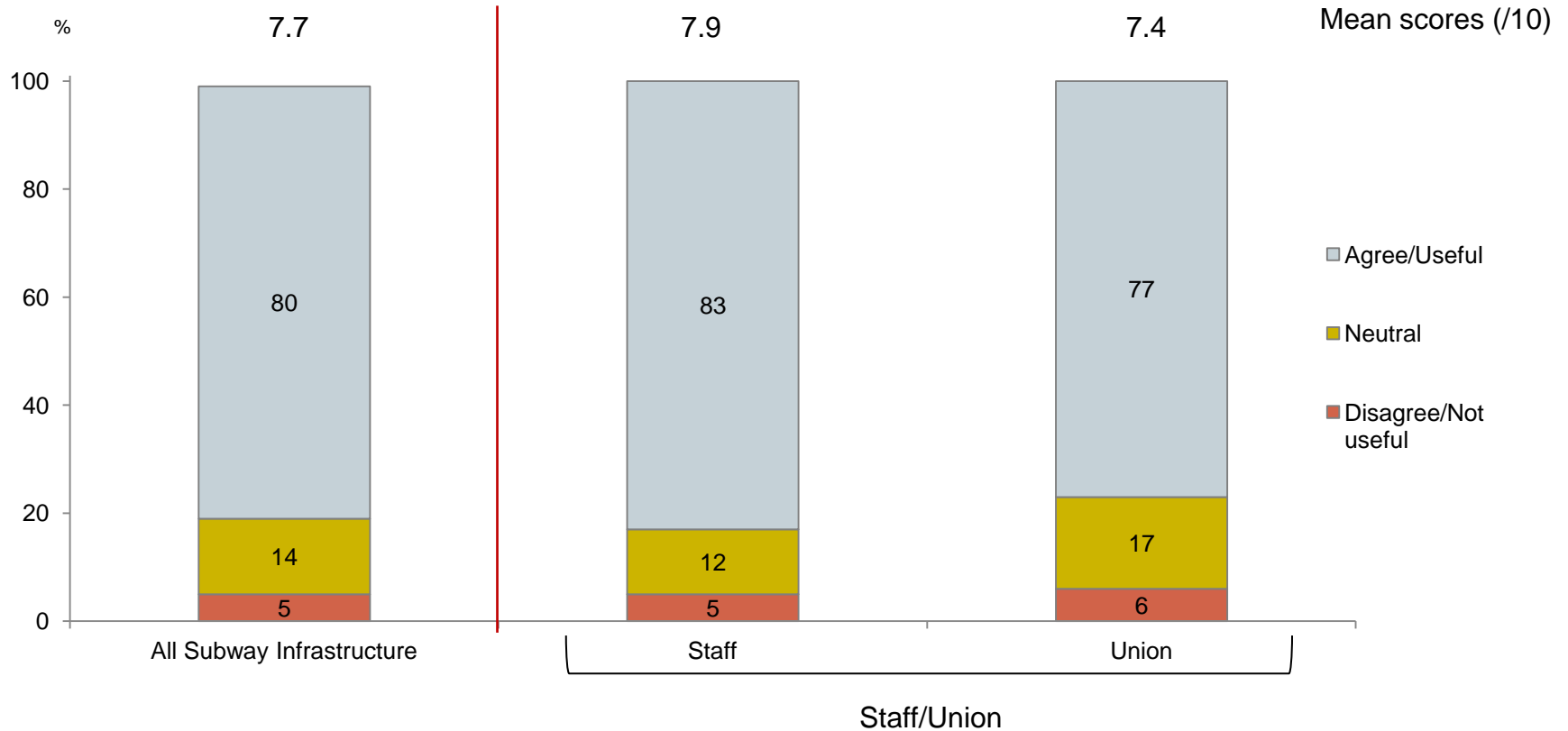
E4. How much do you agree or disagree that your team meetings are useful?

Sample sizes vary by category.



# USEFULNESS OF TEAM MEETINGS - BY EMPLOYEE POSITION

Among employees who have regular team meetings



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

AREA TO MAINTAIN: SAFETY

Produced by Malatest on  
behalf of TTC



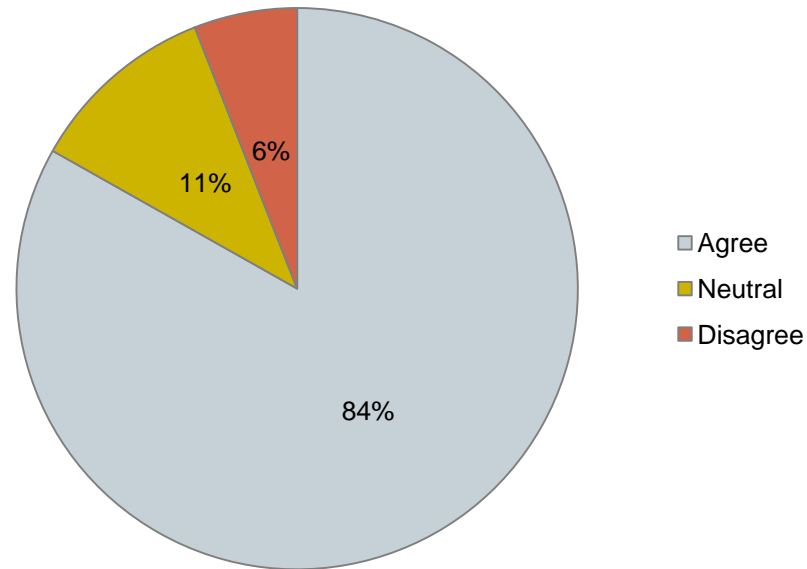
# SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Safety” as having a moderate impact on Employee Engagement and as an area in which Subway Infrastructure employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their safety at work is the highest for Electrical Engineering, and the lowest for Signals.
- Staff employees feel substantially safer at work than union employees.
- Across the specific aspects of Safety, ratings were the highest for, “I feel comfortable discussing safety issues at work”. Ratings were the lowest for, “People on my team report all injuries, no matter how minor”. With many of the scores for these attributes very close together, there is considerable variability in these results across the cost centre groupings.
- To further improve employee satisfaction with Safety, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - The protection of workers from occupational exposure to hazards is a high priority with management
  - My manager/supervisor acts quickly to address safety issues
- In addition to these improvements, the following areas are key Areas to Protect:
  - My manager/supervisor emphasizes safe practices while at work
  - My manager/supervisor is well informed about safety issues
  - I am strongly encouraged to report unsafe working conditions

# OVERALL RATINGS OF SAFETY - SUBWAY INFRASTRUCTURE

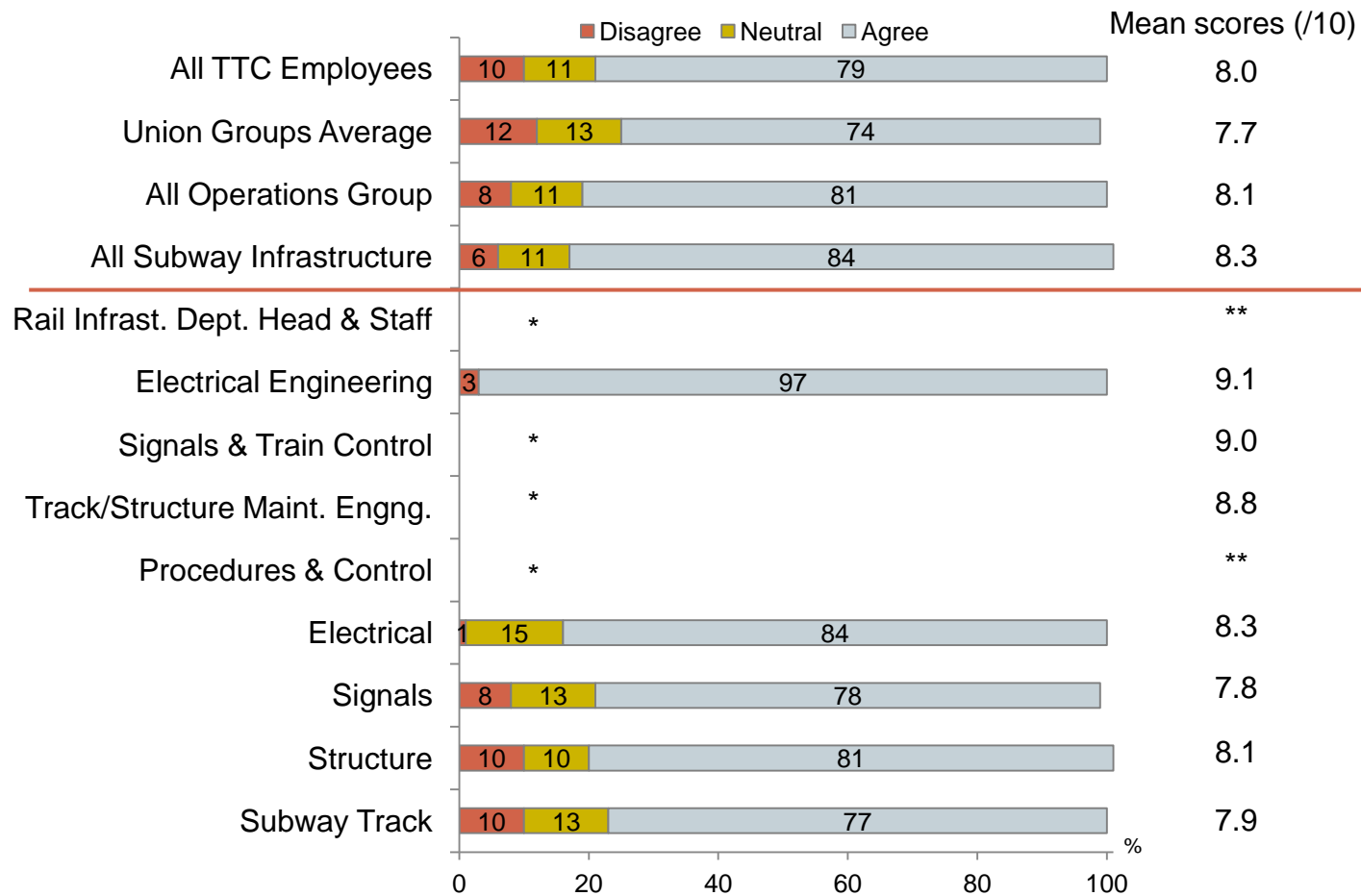
## Subway Infrastructure

**Total**  
(n= 389)  
**Mean=8.3**



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

# OVERALL RATINGS OF SAFETY - BY COST CENTRE/GROUPING



\* Percentages suppressed as sample size <30.

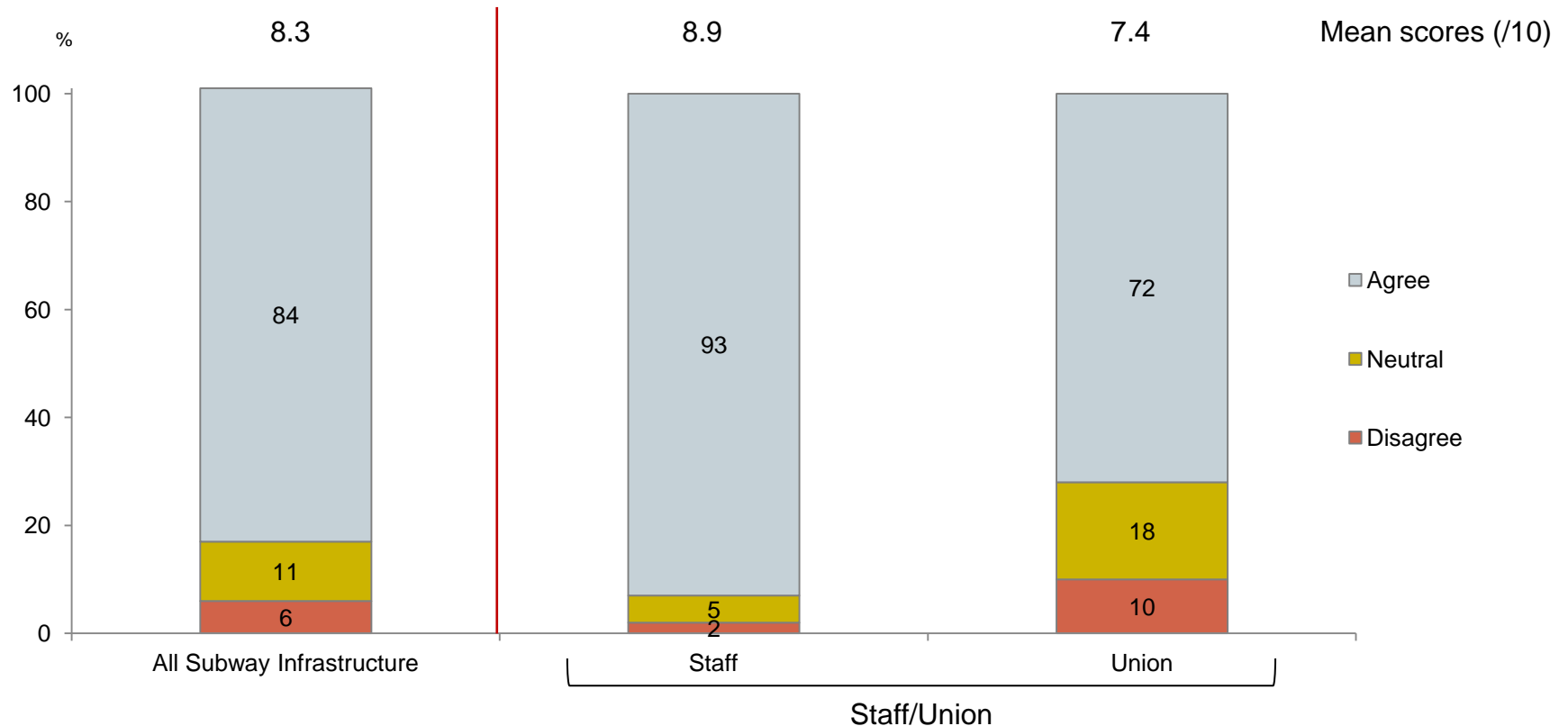
\*\* Mean score suppressed as sample size <10.

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.

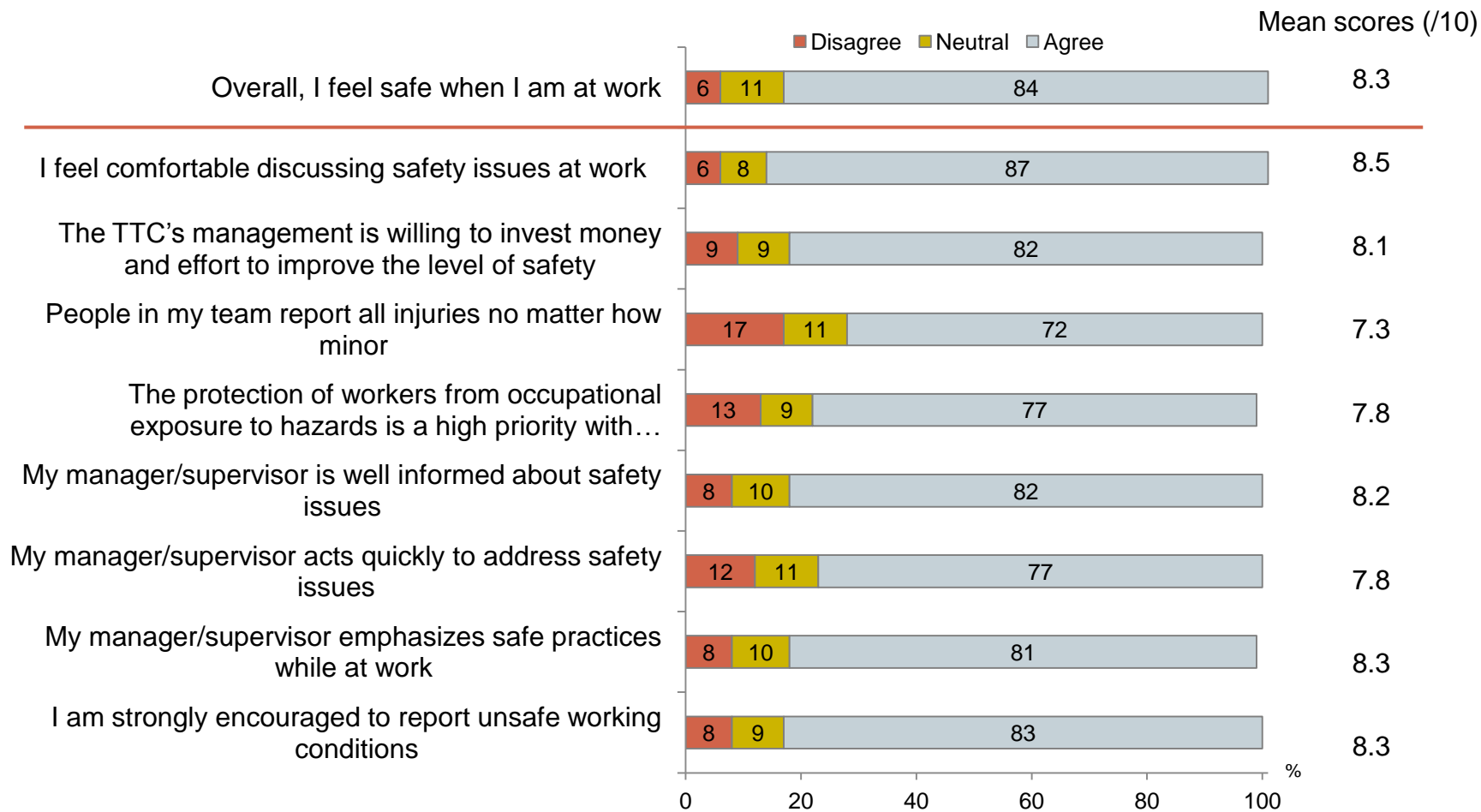
# OVERALL RATINGS OF SAFETY - BY EMPLOYEE POSITION



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

# SAFETY

## - SUBWAY INFRASTRUCTURE



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

# SAFETY

## - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Subway Infrastructure	Rail Infrast. Dept. Head & Staff	Electrical Engineering	Signals & Train Control	Track/Structure Maint. Engng.	Procedures & Control	Electrical	Signals	Structure	Subway Track
Overall, I feel safe when I am at work	8.0	7.7	8.1	8.3	**	9.1	9.0	8.8	**	8.3	7.8	8.1	7.9
I feel comfortable discussing safety issues at work	8.3	8.0	8.3	8.5	**	9.0	9.0	8.8	**	8.3	8.3	8.0	8.6
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	7.1	7.6	8.1	**	8.3	8.7	8.7	**	8.2	7.4	8.2	7.9
People in my team report all injuries no matter how minor	7.1	6.8	7.2	7.3	**	8.4	8.3	8.1	**	7.2	6.7	7.3	6.8
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	7.2	7.6	7.8	**	8.7	8.7	8.6	**	7.8	7.3	7.7	7.2
My manager/supervisor is well informed about safety issues	8.0	7.7	8.0	8.2	**	9.2	9.1	8.8	**	8.2	7.4	8.2	8.0
My manager/supervisor acts quickly to address safety issues	7.6	7.3	7.6	7.8	**	9.3	9.0	8.8	**	7.7	6.7	7.5	7.8
My manager/supervisor emphasizes safe practices while at work	7.9	7.7	8.0	8.3	**	9.5	9.2	8.8	**	8.4	7.4	7.9	8.2
I am strongly encouraged to report unsafe working conditions	8.0	7.8	8.2	8.3	**	9.2	9.0	8.8	**	8.3	7.8	8.0	8.2

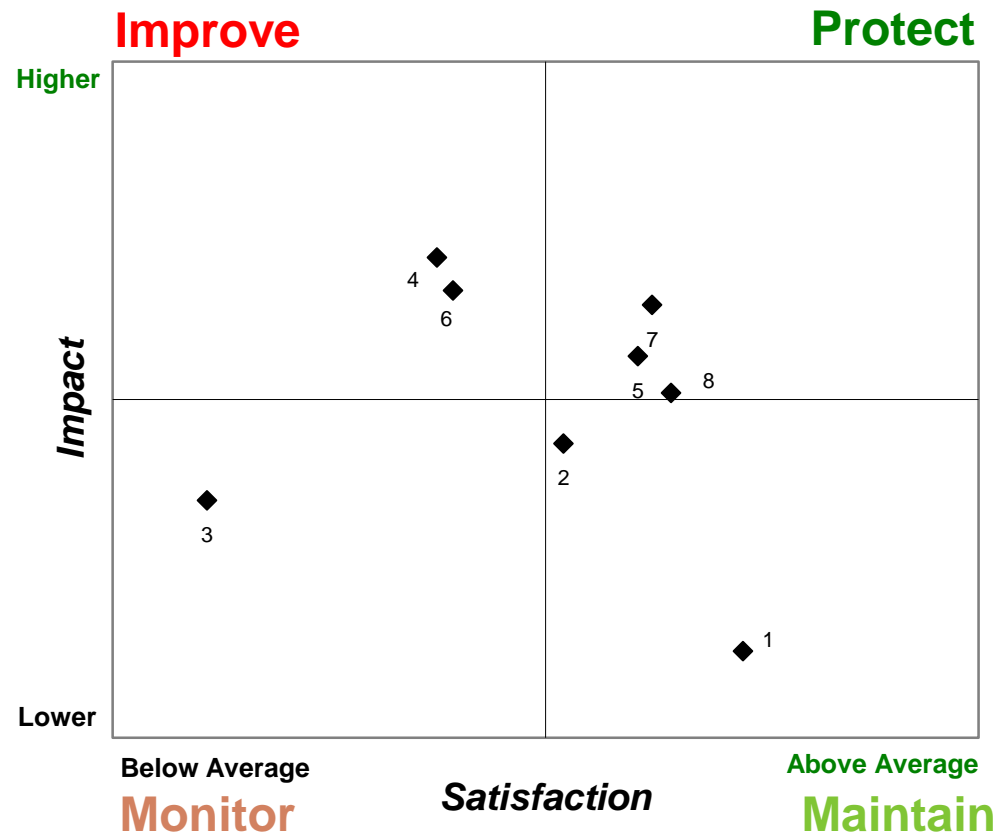
\*\* Mean score suppressed as sample size <10.

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 - SUBWAY INFRASTRUCTURE



1. I feel comfortable discussing safety issues at work
2. The TTC's management is willing to invest money and effort to improve the level of safety
3. People in my team report all injuries no matter how minor
4. **The protection of workers from occupational exposure to hazards is a high priority with management**
5. **My manager/supervisor is well informed about safety issues**
6. **My manager/supervisor acts quickly to address safety issues**
7. **My manager/supervisor emphasizes safe practices while at work**
8. **I am strongly encouraged to report unsafe working conditions**

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 7.3 to 8.5.  
 Impact values range between 35% to 56%.

# 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 Subway Infrastructure employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their immediate manager or supervisor is the highest for Electrical Engineering, and the lowest for Signals.
- There is a large difference in satisfaction between staff and union employees in this area, with many more staff indicating they are satisfied with their immediate manager or supervisor.
- Across the specific qualities of Your Manager/Supervisor, ratings were the highest for, “My manager/supervisor treats me fairly”, and “I get help and support from my manager/supervisor when I need it”, along with three other attributes with similar scores. Ratings were the lowest for, “I receive regular feedback about my performance from my manager/supervisor” and “I receive constructive feedback about my performance from my manager/supervisor”, with at least four other attributes receiving very similar scores. As a result of having so many attributes with similar scores, the highest and lowest scores across cost centre groupings show considerable variation.

# SECTION SUMMARY

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

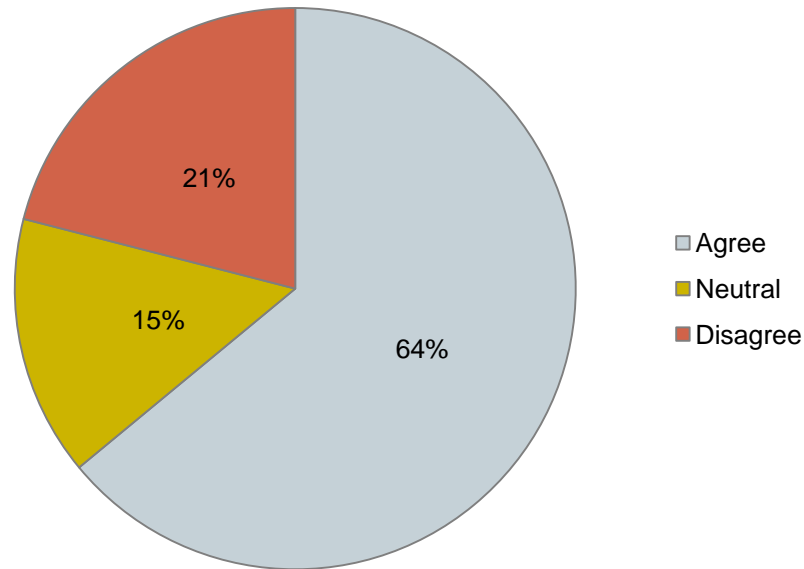
# OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - SUBWAY INFRASTRUCTURE

## Subway Infrastructure

**Total**

(n= 387)

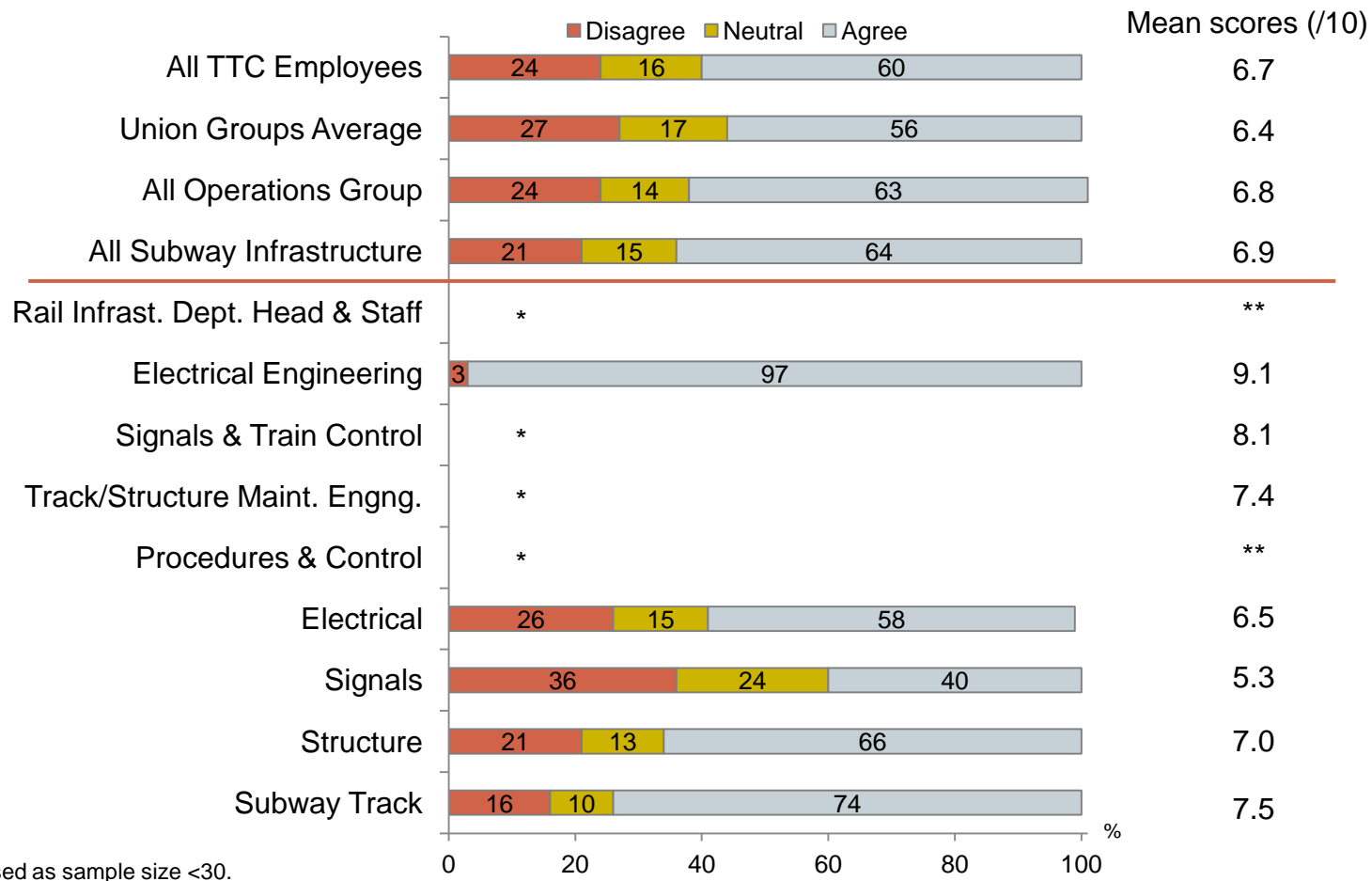
**Mean=6.9**



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

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

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



\* Percentages suppressed as sample size <30.

\*\* 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.

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

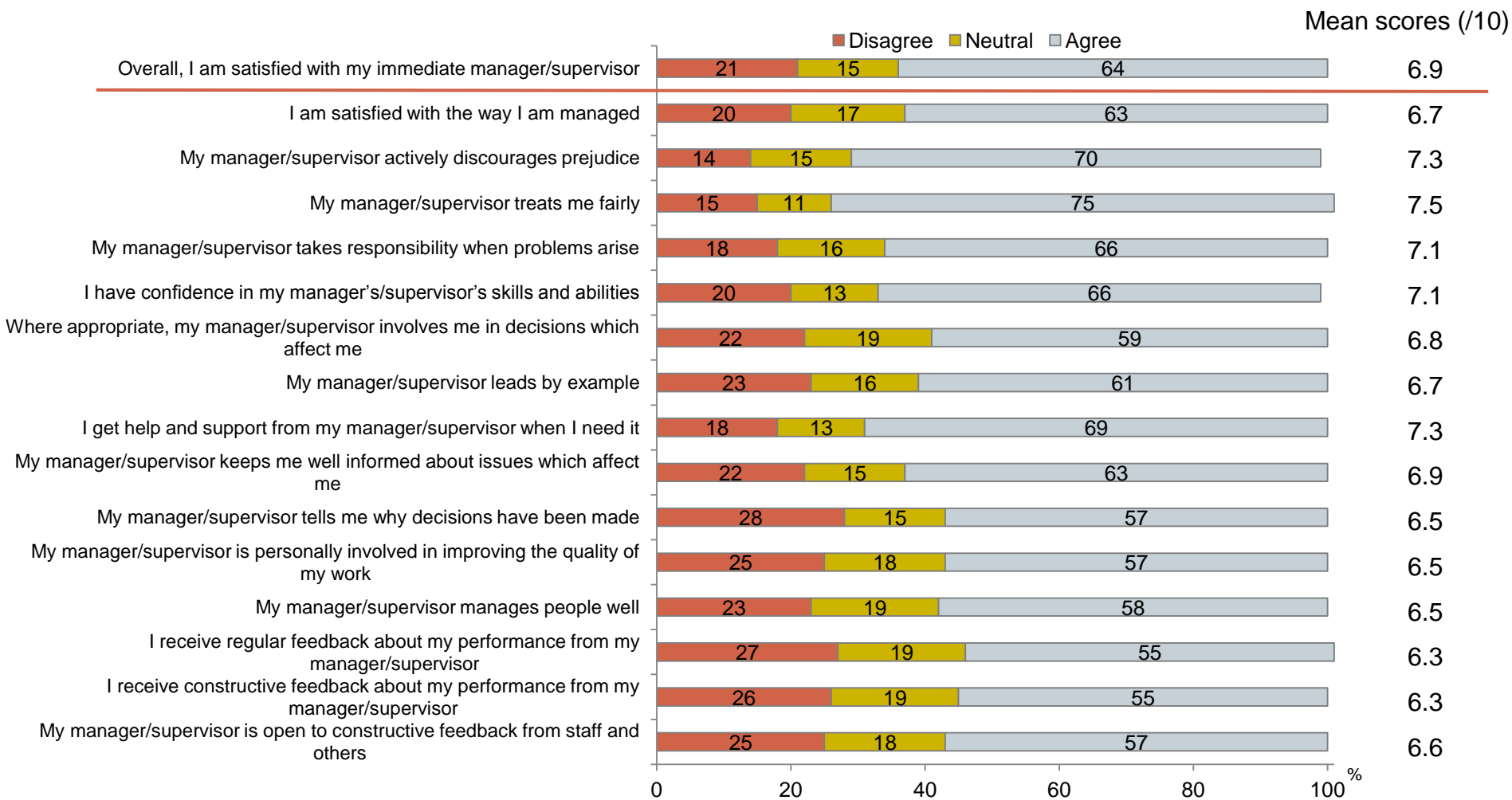


D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

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

Sample sizes vary by category.

# YOUR MANAGER/SUPERVISOR - SUBWAY INFRASTRUCTURE



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

Sample sizes vary by attribute.



# YOUR MANAGER/SUPERVISOR - BY COST CENTRE/GROUPING

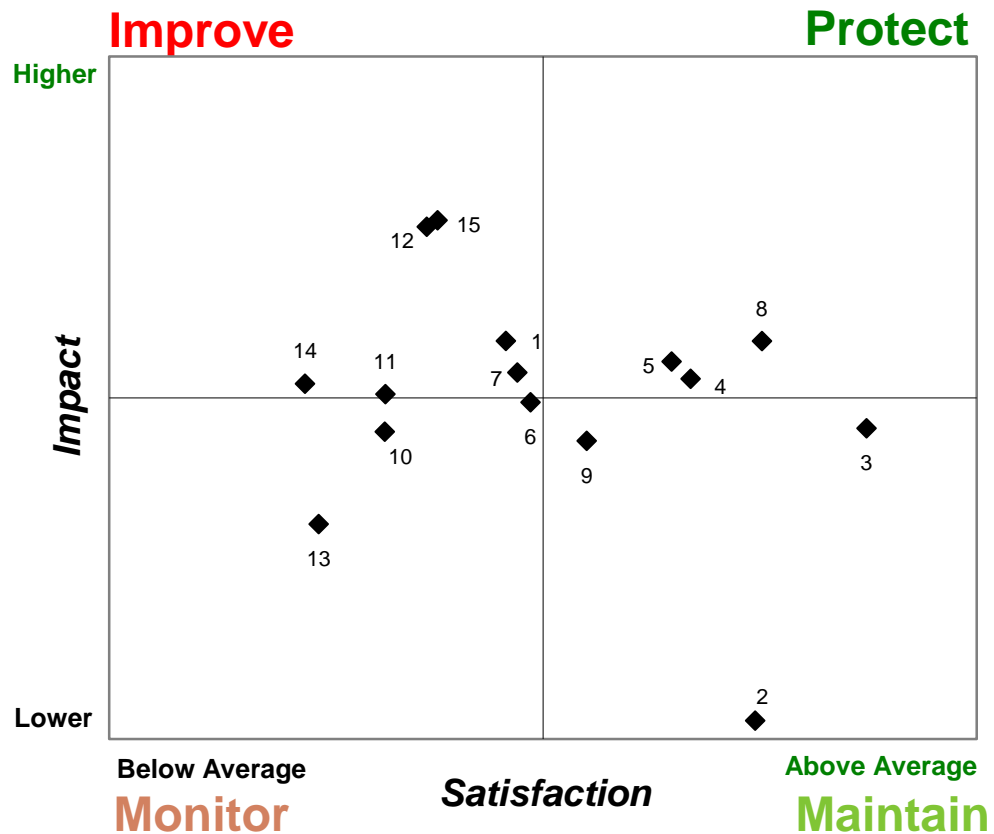
Mean	All TTC Employees	Union Groups Average	All Operations Group	All Subway Infrastructure	Rail Infrast. Dept. Head & Staff	Electrical Engineering	Signals & Train Control	Track/Structure Maint. Engng.	Procedures & Control	Electrical	Signals	Structure	Subway Track
Overall, I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	6.9	**	9.1	8.1	7.4	**	6.5	5.3	7.0	7.5
I am satisfied with the way I am managed	6.6	6.4	6.7	6.7	**	8.6	7.8	6.9	**	6.6	5.3	6.7	7.2
My manager/supervisor actively discourages prejudice	7.4	7.2	7.3	7.3	**	8.7	8.1	7.5	**	7.2	6.2	6.9	7.8
My manager/supervisor treats me fairly	7.3	7.2	7.4	7.5	**	9.0	8.3	8.3	**	7.1	6.3	7.5	8.1
My manager/supervisor takes responsibility when problems arise	6.9	6.7	7.0	7.1	**	8.9	8.3	7.8	**	6.6	5.8	7.3	7.6
I have confidence in my manager's/supervisor's skills and abilities	6.9	6.6	6.9	7.1	**	9.1	8.5	7.3	**	6.8	5.7	7.2	7.3
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	6.2	6.7	6.8	**	8.8	7.9	7.5	**	6.4	5.1	6.8	7.5
My manager/supervisor leads by example	6.5	6.2	6.6	6.7	**	9.0	8.3	7.2	**	6.3	5.2	6.9	7.0
I get help and support from my manager/supervisor when I need it	7.1	6.8	7.1	7.3	**	9.0	8.4	8.0	**	7.0	6.0	7.3	7.7
My manager/supervisor keeps me well informed about issues which affect me	6.6	6.3	6.8	6.9	**	8.9	7.7	7.6	**	6.7	5.4	6.8	7.5
My manager/supervisor tells me why decisions have been made	6.2	5.8	6.3	6.5	**	8.6	7.5	7.4	**	6.0	5.0	6.4	6.9
My manager/supervisor is personally involved in improving the quality of my work	6.1	5.8	6.3	6.5	**	8.3	7.1	7.2	**	6.1	5.2	6.6	6.8
My manager/supervisor manages people well	6.3	6.1	6.4	6.5	**	8.9	7.8	6.8	**	6.3	4.7	6.6	7.3
I receive regular feedback about my performance from my manager/supervisor	5.7	5.3	6.1	6.3	**	8.3	7.3	6.3	**	6.4	4.7	6.3	6.8
I receive constructive feedback about my performance from my manager/supervisor	5.8	5.3	6.1	6.3	**	8.2	7.1	6.5	**	6.3	4.6	6.4	6.7
My manager/supervisor is open to constructive feedback from staff and others	6.1	5.8	6.4	6.6	**	8.6	8.1	7.0	**	6.4	4.9	6.3	7.3

\*\* Mean score suppressed due to 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- SUBWAY INFRASTRUCTURE



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 6.1 to 7.4.  
Impact values range between 53% to 83%.

# FINAL WORD

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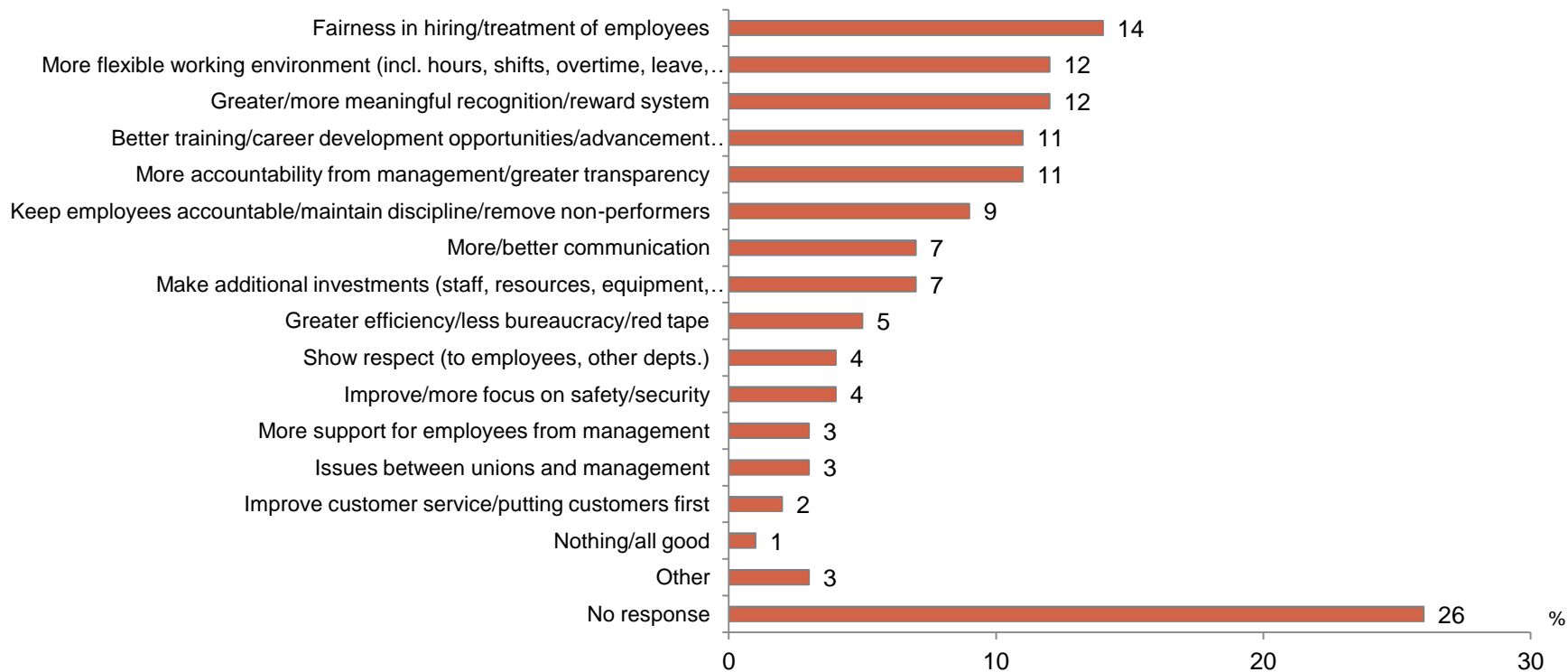


# FINAL WORD

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

## Subway Infrastructure

(n= 389)



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

# RECOMMENDATIONS

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# RECOMMENDATIONS: ALL SUBWAY INFRASTRUCTURE

- Conduct discussion sessions with employees to explore:
  - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing as well as ways that employees can be encouraged to maintain a healthy work-life balance
  - What **motivates** employees in their jobs
  - Ways that employees can make better use of their **skills and abilities**
  - Ways in which employees can be given more freedom to **make decisions**
  - Methods for reducing incidents of discrimination from other employees (e.g., interest in diversity training)
  - 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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behalf of TTC

