

EMPLOYEE ENGAGEMENT SURVEY

Subway Transportation

March 30, 2015

Produced by Malatest on
behalf of TTC



TABLE OF CONTENTS

Introduction	3
Overall Engagement Score	13
Aspects of Employee Engagement	17
What Drives Engagement	21
Overall Organizational Views	26
Your Working Environment	30
Your Job	63
Your Company	71
Safety	89
Performance and Reward	98
Training and Development	106
Your Manager/Supervisor	115
Your Team	124
Final Word	141
Recommendations	143

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 Transportation 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%.
- 264 surveys were completed by Subway Transportations employees for a response rate of 32%. Response rates differed by employee type, as shown on the following slide.

RESPONSE RATES (RR) AND EMPLOYEE CATEGORY

- The response rate for employees in the Subway transportations department (32%) is below the overall response rate for the Operations group (36%).
- Staff employees responded at a higher rate than unionized employees, as shown in the table below.
- Response rates were not calculated below the departmental level. Sample sizes for cost centres and groupings of cost centres are shown on the following slide.

Subway Transportation: 32%

Employee Category	Count	RR
Staff	119	78%
Union	145	21%
Total	264	32%

COST CENTRE GROUPINGS

- Cost centres of the Subway Transportation department that perform similar functions have been combined into the groups shown below. This allows for reporting on cost centres with a smaller sample base (i.e., fewer than 10 employees).

Grouping	Cost Centre*	Count
Department Head & Staff		7**
	06AA-Subway Transportation Head & Staff	
Transit Control		77
	06DA-Transit Control Administration	
	06DD-Transit Control - Operations	
Bloor/Danforth/SRT		86
	06TC-Danforth - Administration	
	06TB-Danforth - Operators	
	06TD-Danforth - Route Supervisors	
YUS/Sheppard		94
	06YC-YUS & Sheppard Admin.	
	06YB-YUS & Sheppard Operators	
	06YD-YUS & Sheppard Route Supervisors	
Total		264

* 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.

REPORTING NOTES

- **Most questions in the survey asked for level of agreement on a 1-10 scale.**
 - For these questions, responses of 7-10 are classified as “Agree”, 5-6 as “Neutral”, and 1-4 as “Disagree”. Employees selecting “N/A” or not responding to the question were excluded.
 - Other questions are reported by each response option available.
- **Some questions were not answered by enough employees to provide reliable data for some cost centre groupings or employee categories.**
 - Results in the form of percentages will be suppressed throughout this report if there were fewer than 30 valid responses (indicated by *).
 - Results in the form of mean scores will be suppressed throughout this report if there were fewer than 10 valid responses (indicated by **).
 - Of the four cost centre groupings reported here, one has fewer than 10 valid responses (Department Head & Staff). For this reason no results will be shown for Department Head & Staff anywhere in this report.
- **Exact sample size may vary by cost centre, 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 grouping (slides 6-7) for total sample by cost centre grouping and employee category.

HIGHLIGHTS

Overall Employee Engagement score: 7.4

Highest:	Transit Control & YUS/Sheppard	7.6
Lowest:	Bloor/Danforth/SRT	6.7

Highest:	Staff	7.7
Lowest:	Union	7.1

- **To increase levels of employee engagement, the Subway Transportation department should focus on improving employees' satisfaction with **Working Environment** and **Your Company**:**
 - **Working Environment** is a the strongest driver for Subway Transportation and an Area to Improve.
 - Specific areas that require improvement in order to increase employees' satisfaction with their Working Environment include:
 - How to demonstrate **concern for employees' health & well-being**; more specifically:
 - Caring about employees' mental health & emotional wellbeing (i.e., "The TTC cares about my mental health and emotional well-being").
 - Encouraging a healthy work-life balance (i.e., "The TTC encourages employees to maintain a healthy work-life balance").
 - **Workspaces & facilities** is another Area to Improve for Subway Transportation employees. Further exploration is required to identify reasons for lower levels of satisfaction with being "satisfied with my work/office space and facilities".

HIGHLIGHTS (CONT'D)

- **Your Company** is the next Area to Improve for Subway Transportation.
- To increase satisfaction with **Your Company**, results indicate that the TTC should emphasize **relationship building** between senior management and employees. This means:
 - Building trust by being open and honest (i.e., “Senior Managers communicate openly and honestly with employees” and “There is a good level of trust between Senior Management and employees”).
 - Welcoming feedback (i.e., “TTC leadership welcomes all feedback, both positive and negative”).
 - Addressing any issues related to **efficiency**, valuing staff’s **time**, and “taking **personal responsibility** for getting things done”.
- **Confidence in TTC leadership’s decision making ability** is another Area to Improve for Subway Transportation. This area is related to making the right decisions for the company’s future success (i.e., “I feel confident that TTC leadership is making the right decisions for the company’s future success”).
- **Information sharing across the TTC**, particularly with respect to ensuring that best practices are shared effectively.

HIGHLIGHTS (CONT'D)

- **Your Job** is an area that generates high levels of satisfaction and represents the second most influential aspect of employee engagement.
- Subway Transportation should continue to increase satisfaction with **Your Job** by:
 - Exploring what motivates employees
 - Determining how employees can best can utilize their skills and abilities in their work.
 - Addressing issues related to being able to put customers first.
- **Safety** is another area that generates high levels of satisfaction and represents a strong driver of employee engagement.
- The TTC should continue to increase satisfaction with **Safety** by exploring:
 - Practical ways to make investments in improving the level of safety.
 - Issues with prioritizing the protection of workers from occupational exposure to hazards.
 - Ways to reduce the response time for addressing safety issues (particularly with respect to managers/supervisors).

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.
- Four of the top five scores are attributes related to Performance & Reward and Training & Development.
- All five of the lowest scoring attribute are associated with the module Your Company – referring to efficiency, information sharing at the organization level, and relationship building between senior management and employees.

Top 5

1. The TTC offers good job security (8.3)
2. I feel comfortable discussing safety issues at work (7.8)
3. My on-boarding/induction experience was positive (7.8)
4. I have received the right sort of training to do my job properly (7.8)
5. I am satisfied with my pay and benefits, given the job I do (7.5)

Bottom 5

1. If something goes wrong, people concentrate on putting it right, not blaming others (3.8)
2. There is a good level of trust between Senior Management and employees (3.8)
3. There is effective sharing of information across the TTC (4.1)
4. People get things done both quickly and efficiently at the TTC (4.1)
5. Senior managers communicate openly and honestly with employees (4.2)

OVERALL EMPLOYEE ENGAGEMENT SCORE

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behalf of TTC



MEASURING EMPLOYEE ENGAGEMENT

- Malatest typically uses a composite of different survey measures to define employee engagement. A composite is used rather than a single measure for the following reasons:
 - A composite because is more stable than a single variable. A single variable tends to respond more quickly to random fluctuations in the data and is more likely to show more variation over time.
 - The idea of employee engagement is complex and cannot be explained by a single measure. A composite which includes more than one measure is better able to explain the concept of employee engagement.
- Malatest typically selects three measures to include in the composite because including more than three measures can result in a composite that is very difficult to move over time (to move the composite, all measures included in the composite need to receive similarly high or low ratings). Three measures result in a composite that is stable without being immovable.
- Employee engagement can mean different things for different industries and for different organizations within the same industry. For this reason, Malatest does not pre-select the measures that will be included in the composite that represents employee engagement for a given organization. Instead, Malatest runs a series of tests to identify the ‘best’ composite for a specific organization. The best composite is the one that explains the most variance in Employee Engagement overall, and includes measures that generate the highest number of valid responses (indicating that these measures resonate with the largest proportion of TTC employees).
- Test results identified the composite including the following measures as best explaining the idea of employee engagement for the TTC: “I am satisfied with the TTC as an employer”; “I enjoy coming to work every day”; and “I see value in the work that I do”. Overall, across these three measures, the TTC’s mean Employee Engagement score is 7.8 on a 10 point scale (where “10” is the highest rating and “1” is the lowest). For Subway Transportation, this score is 7.4.

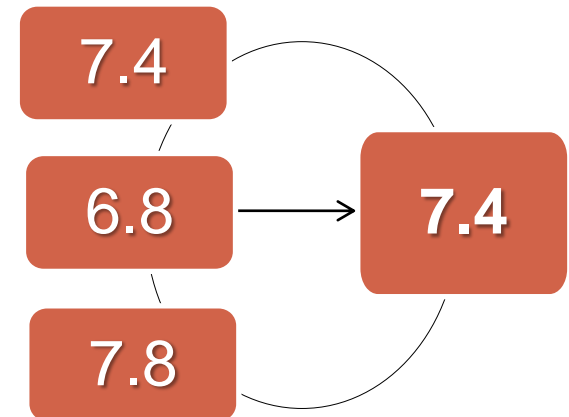
OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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 Transportation is lower than the score for Operations Group, as well as the score for all TTC employees, and the score for employees of the 2 groups consisting of more union employees, referred to as “Union Groups”.
- The Employee Engagement score is highest among employees in Transit Control and YUS/Sheppard cost centre groups.
- Levels of engagement are lower among employees in the Bloor/Danforth/SRT cost centre group.
- When examined by employee category, the overall Employee Engagement score is highest among staff (vs. union).

All Subway Transportation: 7.4

Cost Centre/Grouping

Transit Control	7.6
YUS/Sheppard	7.6
Bloor/Danforth/SRT	6.7

Employee Category

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

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

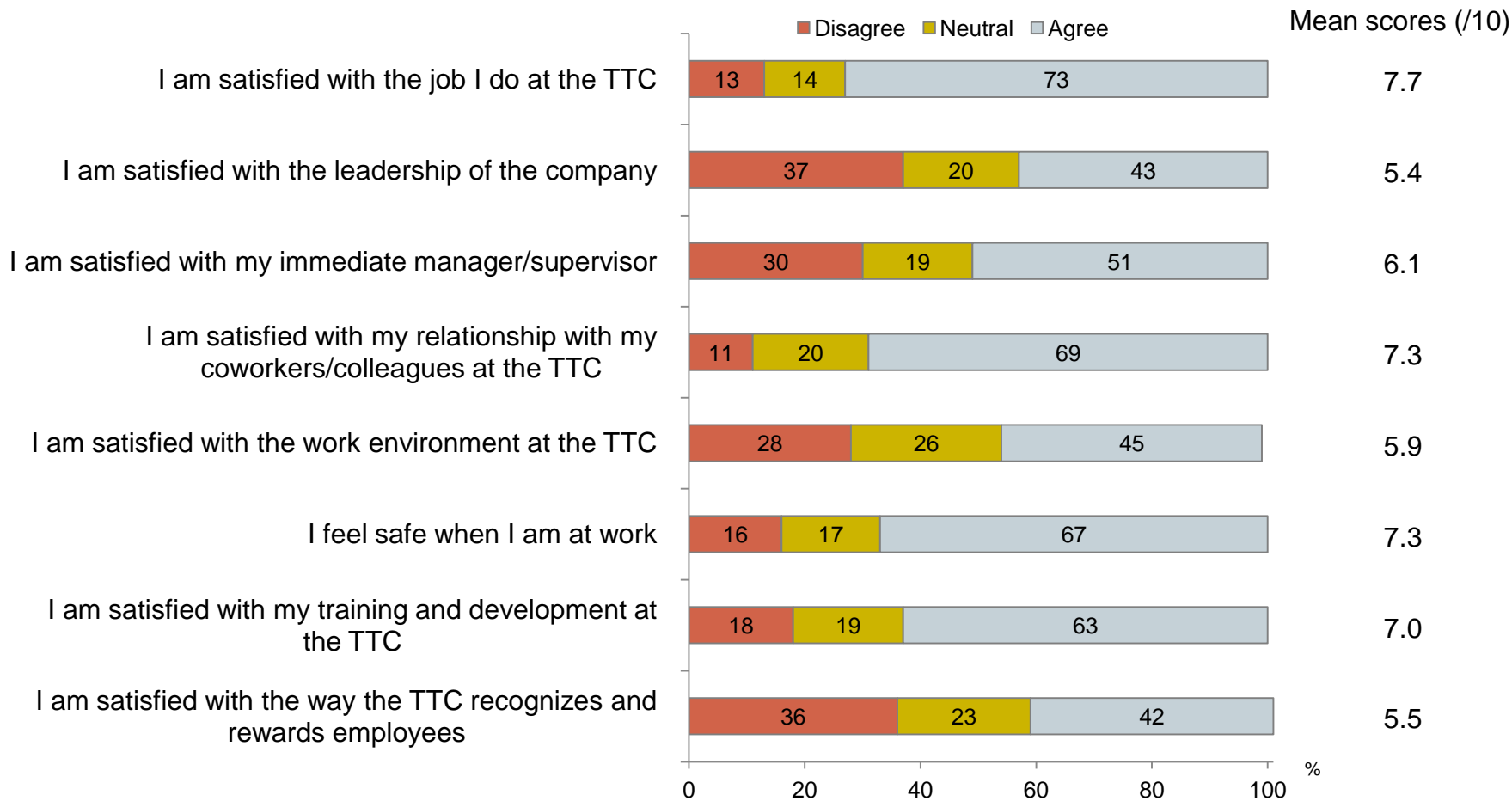
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SECTION SUMMARY

- The following measures were included in the survey in order to assess overall satisfaction with each aspect of employee satisfaction with the TTC:
 - I am satisfied with the job I do at the TTC
 - I am satisfied with the leadership of the company
 - I am satisfied with my immediate manager/supervisor
 - I am satisfied with my relationship with my coworkers/colleagues at the TTC
 - I am satisfied with the work environment at the TTC
 - I feel safe when I am at work
 - I am satisfied with my training and development at the TTC
 - I am satisfied with the way the TTC recognizes and rewards employees
- Ratings were highest for, “I am satisfied with the job I do at the TTC,” followed by “I feel safe when I am at work,” and “I am satisfied with my relationship with my coworkers/colleagues at the TTC”. Ratings were lowest for “I am satisfied with the way the TTC recognizes and rewards employees”, and “I am satisfied with the leadership of the company”. These results were consistent for most cost centre groupings, with one exception:
 - For Bloor/Danforth/SRT and YUS/Sheppard, “I am satisfied with my training and development at the TTC” was rated higher than feeling safe at work.
- Mean scores across most measures were generally higher among employees in Transit Control and YUS/Sheppard compared to Bloor/Danforth/SRT.

ASPECTS OF EMPLOYEE ENGAGEMENT - SUBWAY TRANSPORTATION



ASPECTS OF EMPLOYEE ENGAGEMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Subway Transportation	Transit Control	Danforth	YUS & Sheppard
I am satisfied with the job I do at the TTC	8.1	8.0	8.2	7.7	8.0	7.2	7.8
I am satisfied with the leadership of the company	6.4	6.1	6.5	5.4	5.9	4.5	5.6
I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	6.1	6.4	5.8	6.0
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	7.3	7.0	7.3	7.4
I am satisfied with the work environment at the TTC	7.0	6.8	7.0	5.9	6.0	5.1	6.3
I feel safe when I am at work	8.0	7.7	8.1	7.3	8.6	5.9	7.2
I am satisfied with my training and development at the TTC	7.0	6.9	6.8	7.0	6.6	6.7	7.5
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	5.5	5.8	4.8	5.8

Sample sizes vary by attribute.

WHAT DRIVES EMPLOYEE ENGAGEMENT?

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behalf of TTC

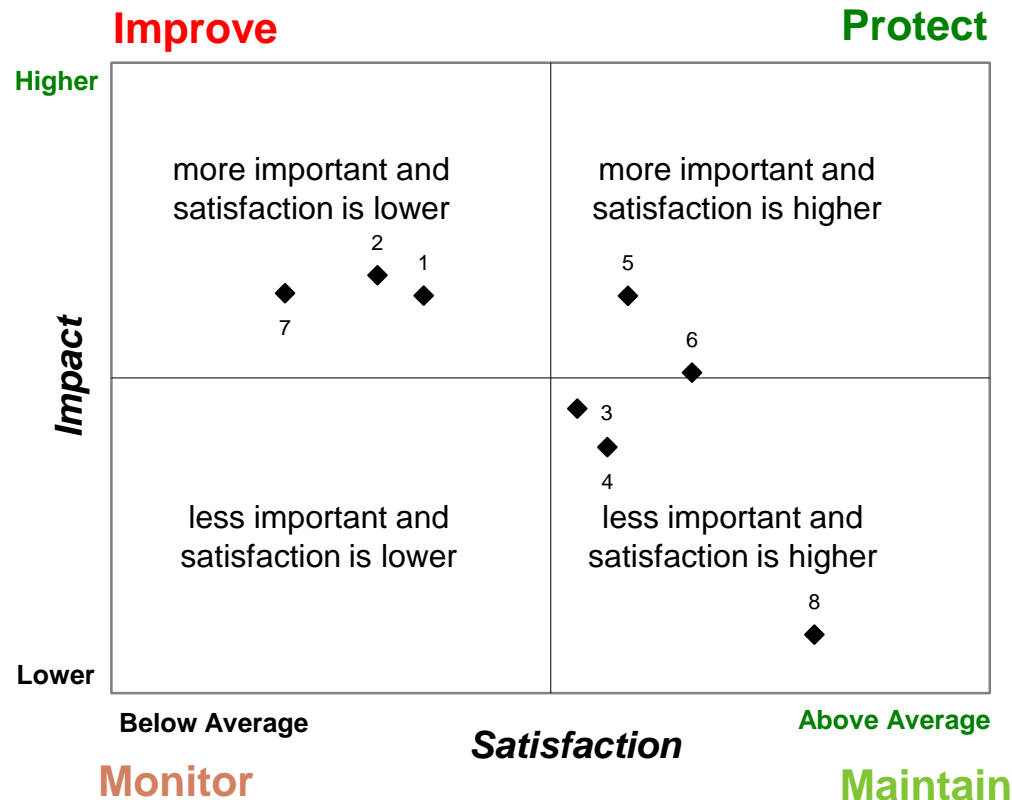


SECTION SUMMARY

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



Composite:

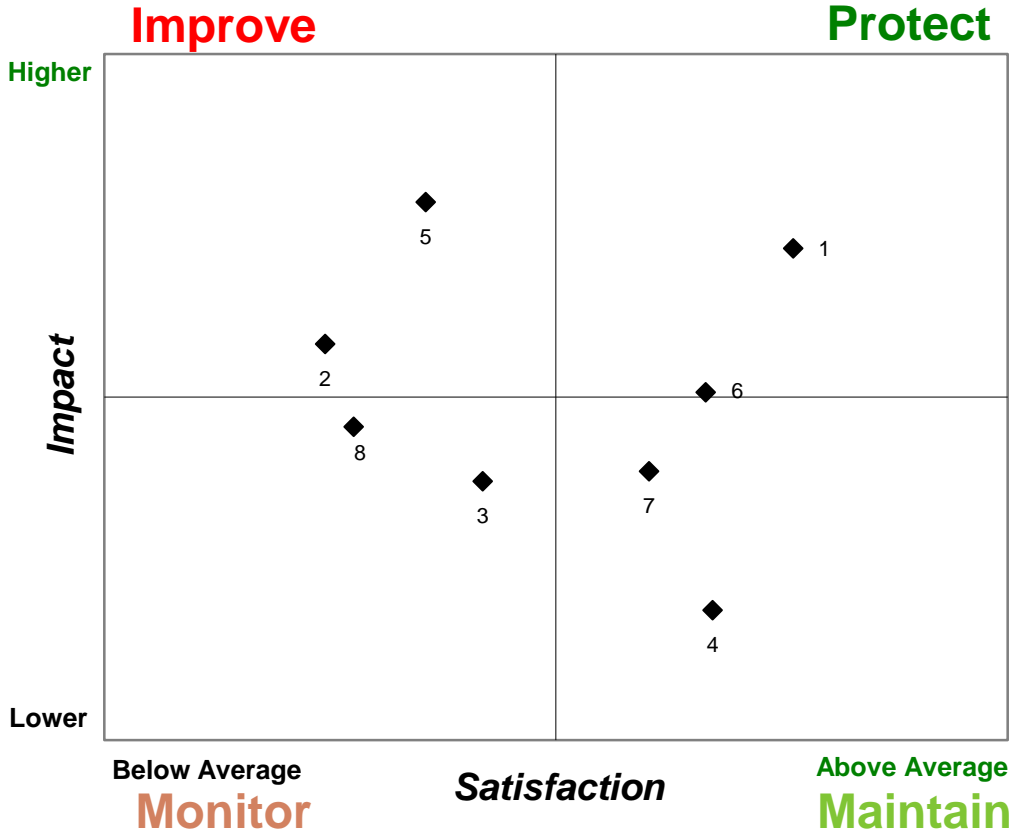
- I am satisfied with the TTC as an employer
- I enjoy coming to work every day
- I see the value in the work that I do

SECTION SUMMARY

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

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

Subway Transportation



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 5.3 to 7.7.
 Impact values range between 17% to 56%.

OVERALL ORGANIZATIONAL VIEWS OF SUBWAY TRANSPORTATION

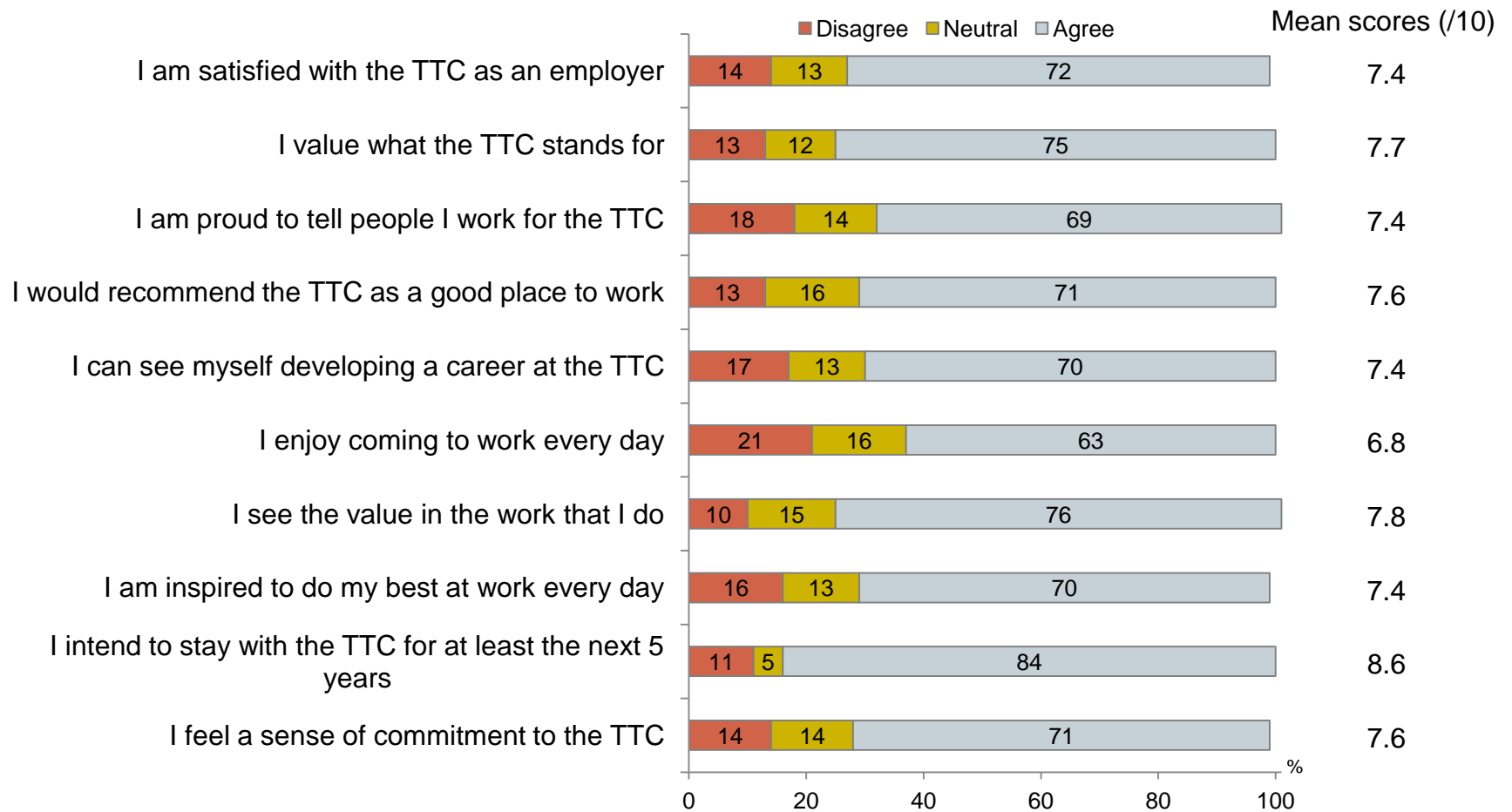
Produced by Malatest on
behalf of TTC



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 highest for the following measures: “I intend to stay with the TTC for at least the next 5 years”. Ratings were lowest for “I enjoy coming to work every day”. These results consistent across all three cost centres.
- Mean scores for most measures were generally higher among employees in Transit Control and lower among those working in Bloor/Danforth/SRT.

OVERALL ORGANIZATIONAL VIEWS - SUBWAY TRANSPORTATION



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

Sample sizes vary by attribute.

AREA TO IMPROVE: YOUR WORKING ENVIRONMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as the strongest driver of Employee Engagement and as an area in which Subway Transportation employees are less satisfied relative to other areas; in other words, this is an Area to Improve.
- Overall satisfaction as well as mean scores for specific aspects of Working Environment were generally the highest for YUS/Sheppard and the lowest for Bloor/Danforth/SRT.
- Across the specific aspects of Working Environment, ratings were the highest for, “I feel that I belong at the TTC”. Ratings were the lowest for, “The TTC encourages employees to maintain a healthy work-life balance.” These results were consistent across cost centres.
- 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
 - I am satisfied with my work/office space and facilities
 - The TTC encourages employees to maintain a healthy work-life balance
- In addition, the following key Areas to Protect were identified:
 - I feel that I belong at the TTC
 - The TTC is dedicated to diversity and inclusiveness

SECTION SUMMARY

Stress at Work

- 19% of employees indicated that they experience “frequent” stress at work, and an additional 47% experience stress at work “sometimes”. These results were consistent among both staff and unionized employees.
- Employees in Transit Control were marginally more likely to indicate that they experienced stress on a “frequent” basis compared to employees in other cost centres. A higher proportion of YUS/Sheppard employees indicated that they “never” experienced stress as a problem at work.

Discrimination/Harassment

- 26% of Subway Transportation employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months.
- Employees in the Bloor/Danforth/SRT cost centre were most likely to have experienced discrimination (31%), followed by YUS/Sheppard (27%). By contrast, Transit Control was least likely (22%).
- Results indicated that more discrimination is experienced by Union versus Staff employees.
- At the department level, employees most frequently reported discrimination based on ethnic origin and personal harassment, followed by discrimination based on race, colour, or age.

SECTION SUMMARY

Was it Reported?

- Among those who experienced discrimination from colleagues, less than 1 in 3 indicated that they reported the incident (31%). The proportion of union employees who reported the incident was similar to that of staff employees.
- As only a minority reported experiencing any discrimination, results cannot be reliably reported by cost centre groups.
- The most frequently cited reasons for not reporting the incident were attributed to an impression that no action would be taken, fear of retribution, preference to handle the incident personally, and a view that action was not warranted (incident was too minor). Of note however, one fifth of Subway Transportation employees who did not report the incident did not choose to disclose their reason for not reporting.

Were Employees Satisfied with How it was Handled?

- The majority of Subway Transportation employees who reported the incident were unsatisfied with the way it was handled (mean score of 3.5 out of 10)

SECTION SUMMARY

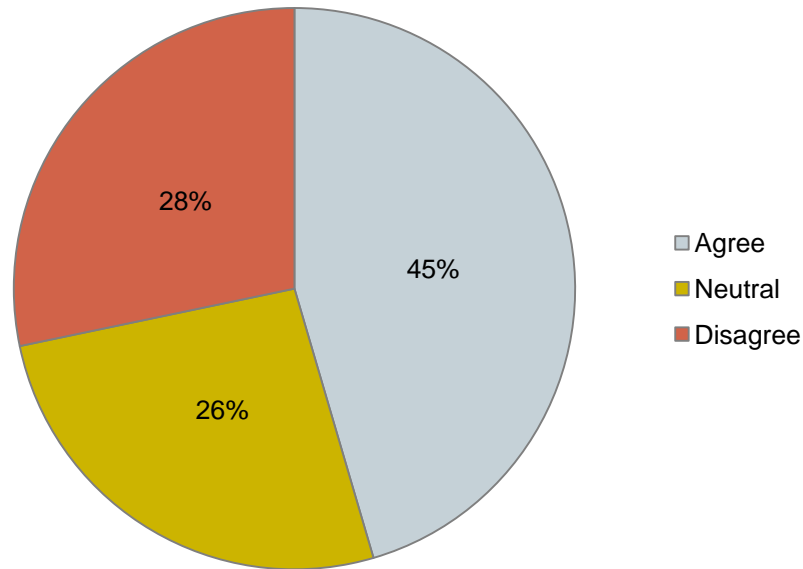
Abuse by Customers

- The majority of Subway Transportation employees (69%) indicated that they had been verbally abused by customers in the past 12 months, notably higher than the observed incidence for Operations group. The highest incidence of verbal abuse was observed for Bloor/Danforth/SRT (87%) and YUS/Sheppard (82%), and the lowest incidence was observed for Transit Control (40%).
- Union employees (83%) were much more likely to have been verbally abused by customers compared to staff (53%).
- 17% of Subway Transportation employees reported that they had experienced physical abuse by customers. The incidence of physical abuse was higher for employees in the Bloor/Danforth/SRT (23%) and YUS/Sheppard (19%) cost centre groups compared to those in Transit Control (12%).
- Similar to the results for verbal abuse, union employees were more likely than staff to have experienced physical abuse from a TTC customer in the past 12 months.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - SUBWAY TRANSPORTATION

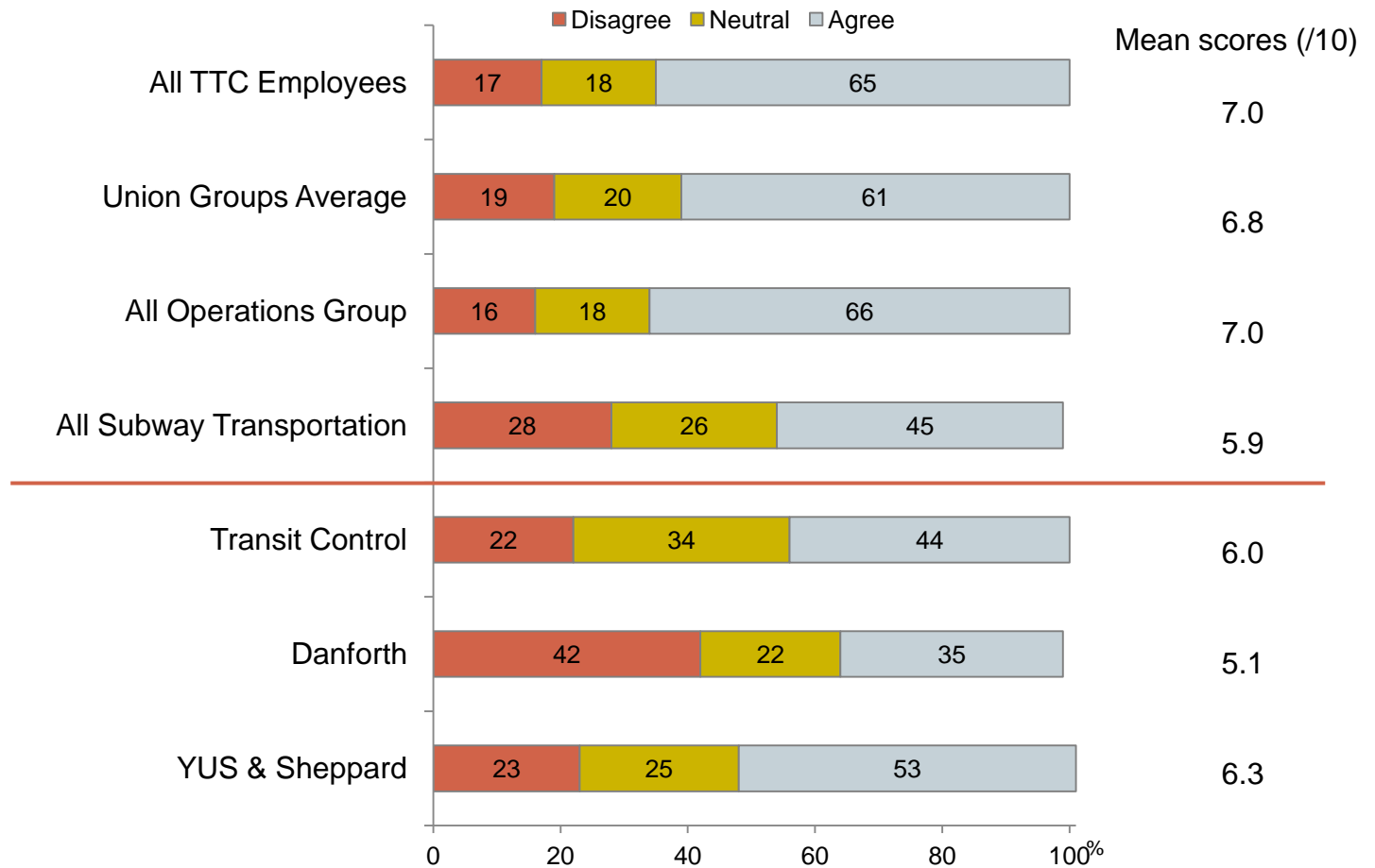
Subway Transportation

Total
(n= 264)
Mean=5.9



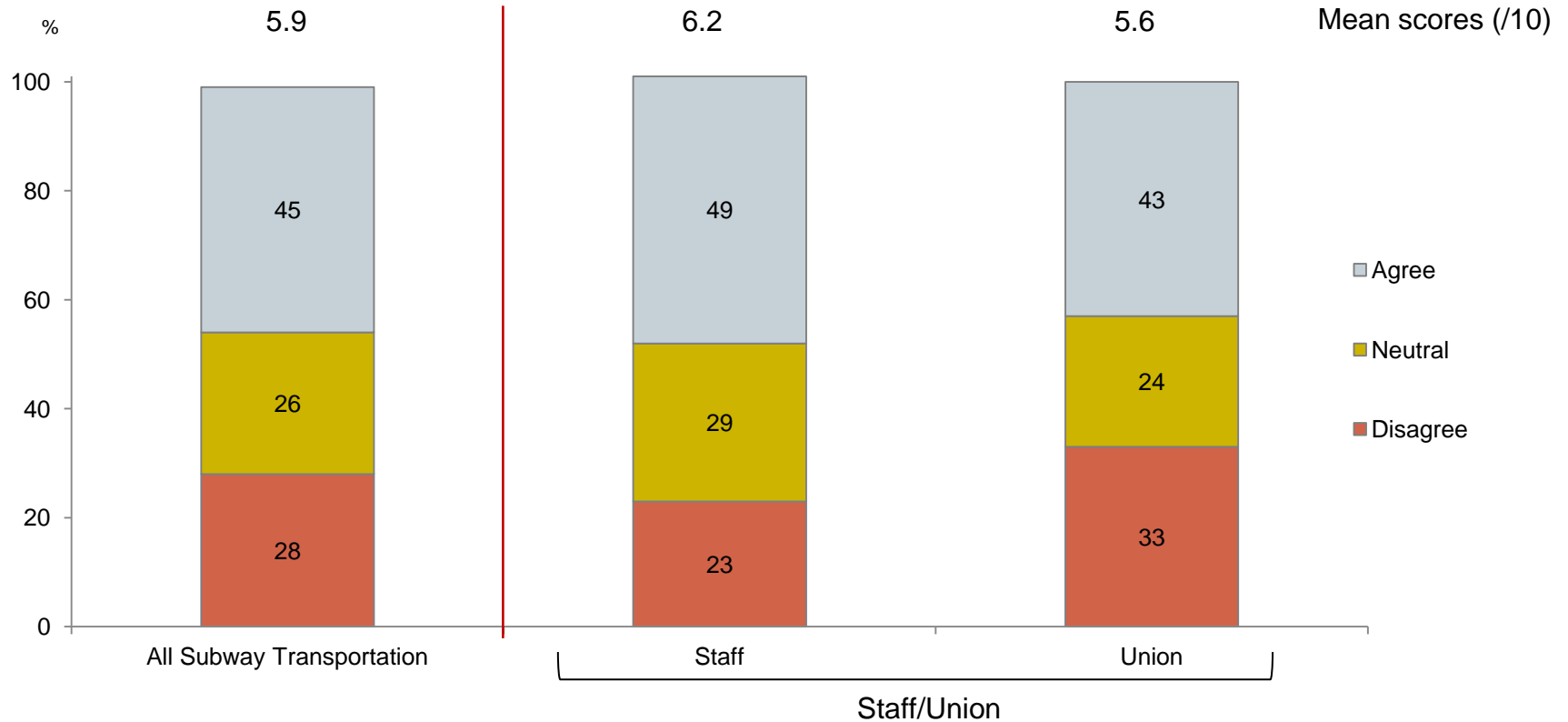
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Overall, I am satisfied with the work environment at the TTC.

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



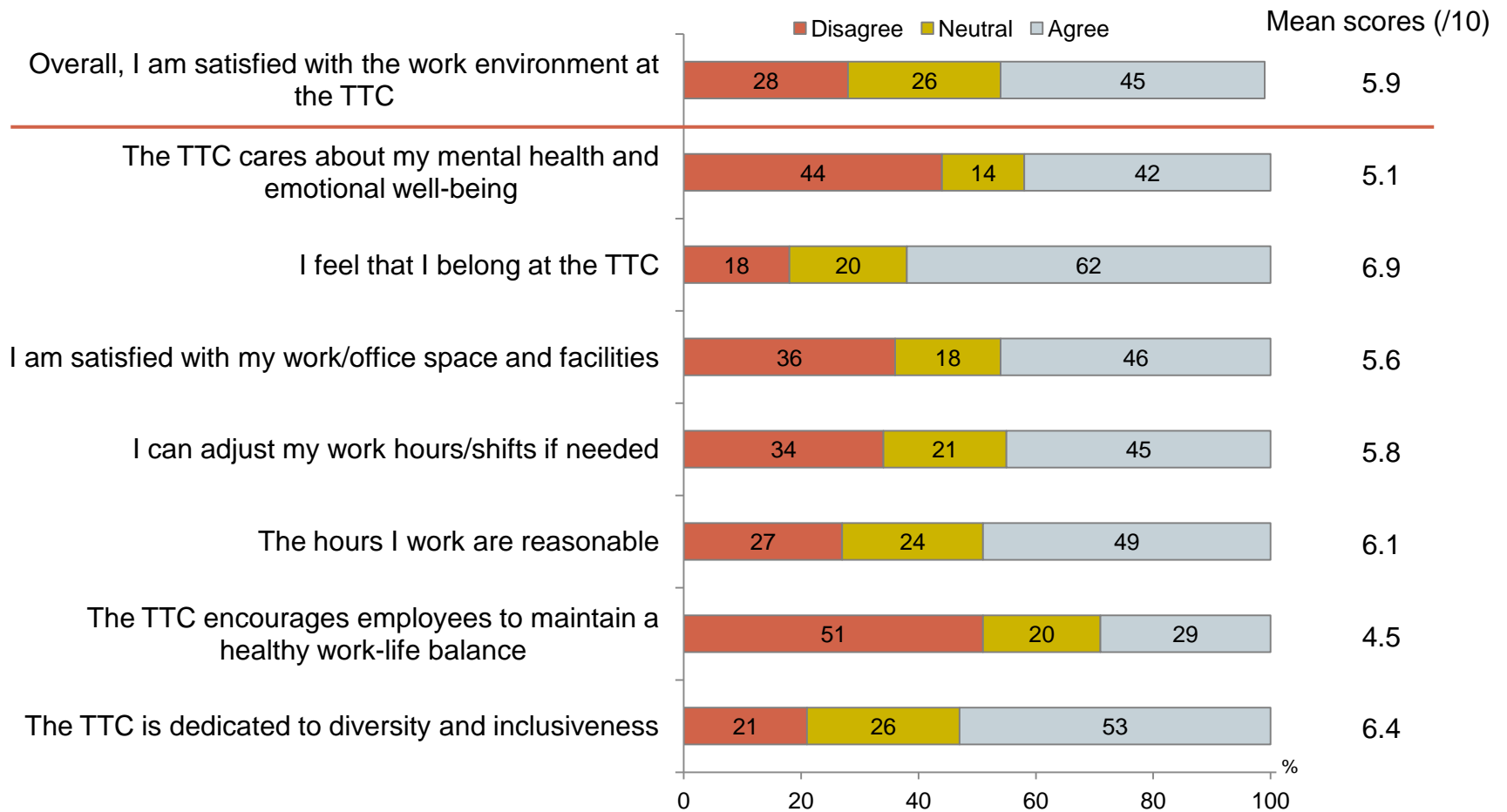
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment.
 Overall, I am satisfied with the work environment at the TTC.
 Sample sizes vary by category.

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 TRANSPORTATION



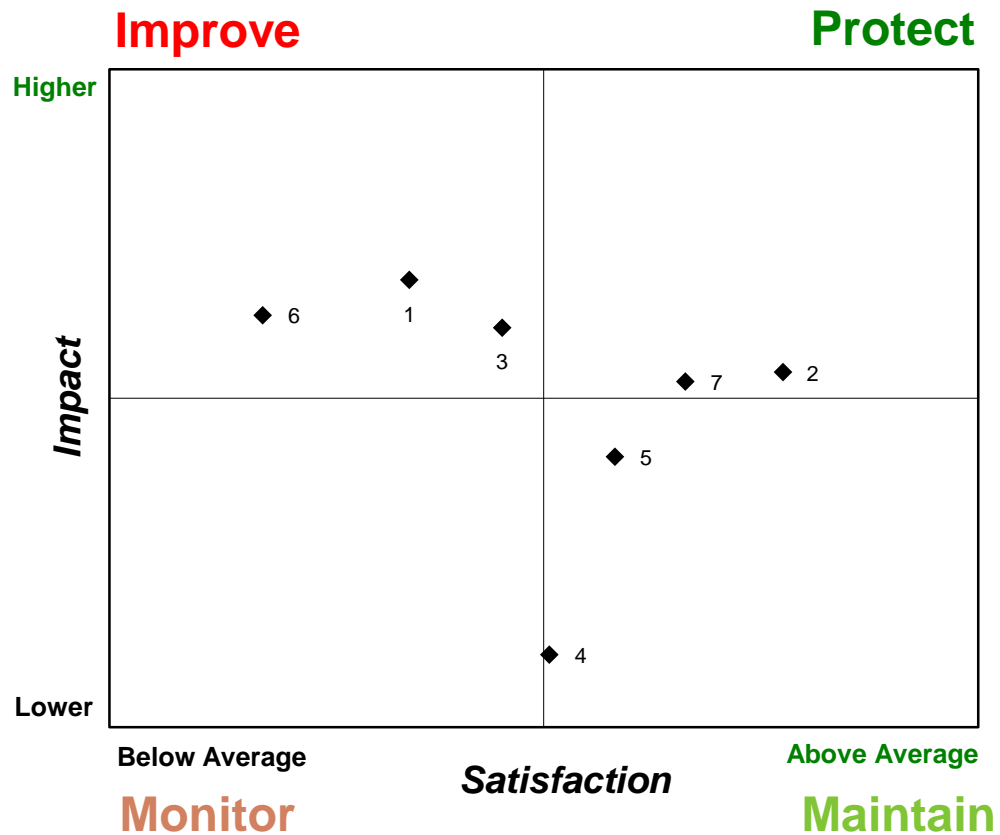
F1. Please indicate the extent to which you agree or disagree with each of the following statements describing the TTC's work environment. Sample sizes vary by attribute.

YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Subway Transportation	Transit Control	Danforth	YUS & Sheppard
Overall, I am satisfied with the work environment at the TTC	7.0	6.8	7.0	5.9	6.0	5.1	6.3
The TTC cares about my mental health and emotional well-being	6.2	5.9	6.3	5.1	5.1	4.3	5.7
I feel that I belong at the TTC	7.4	7.3	7.5	6.9	7.2	6.2	7.1
I am satisfied with my work/office space and facilities	6.5	6.3	6.5	5.6	6.1	4.7	5.7
I can adjust my work hours/shifts if needed	6.7	6.5	6.2	5.8	5.5	5.6	6.0
The hours I work are reasonable	7.7	7.4	7.6	6.1	5.9	5.9	6.4
The TTC encourages employees to maintain a healthy work-life balance	6.3	5.9	6.2	4.5	4.4	4.1	4.7
The TTC is dedicated to diversity and inclusiveness	7.4	7.2	7.2	6.4	6.0	6.1	6.9

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 TRANSPORTATION

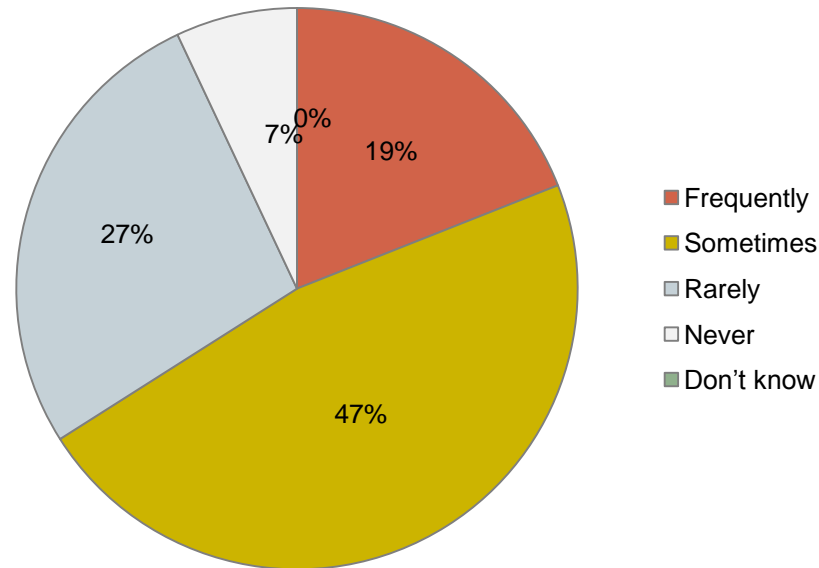


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 4.5 to 6.9.
 Impact values range between 29% to 60%.

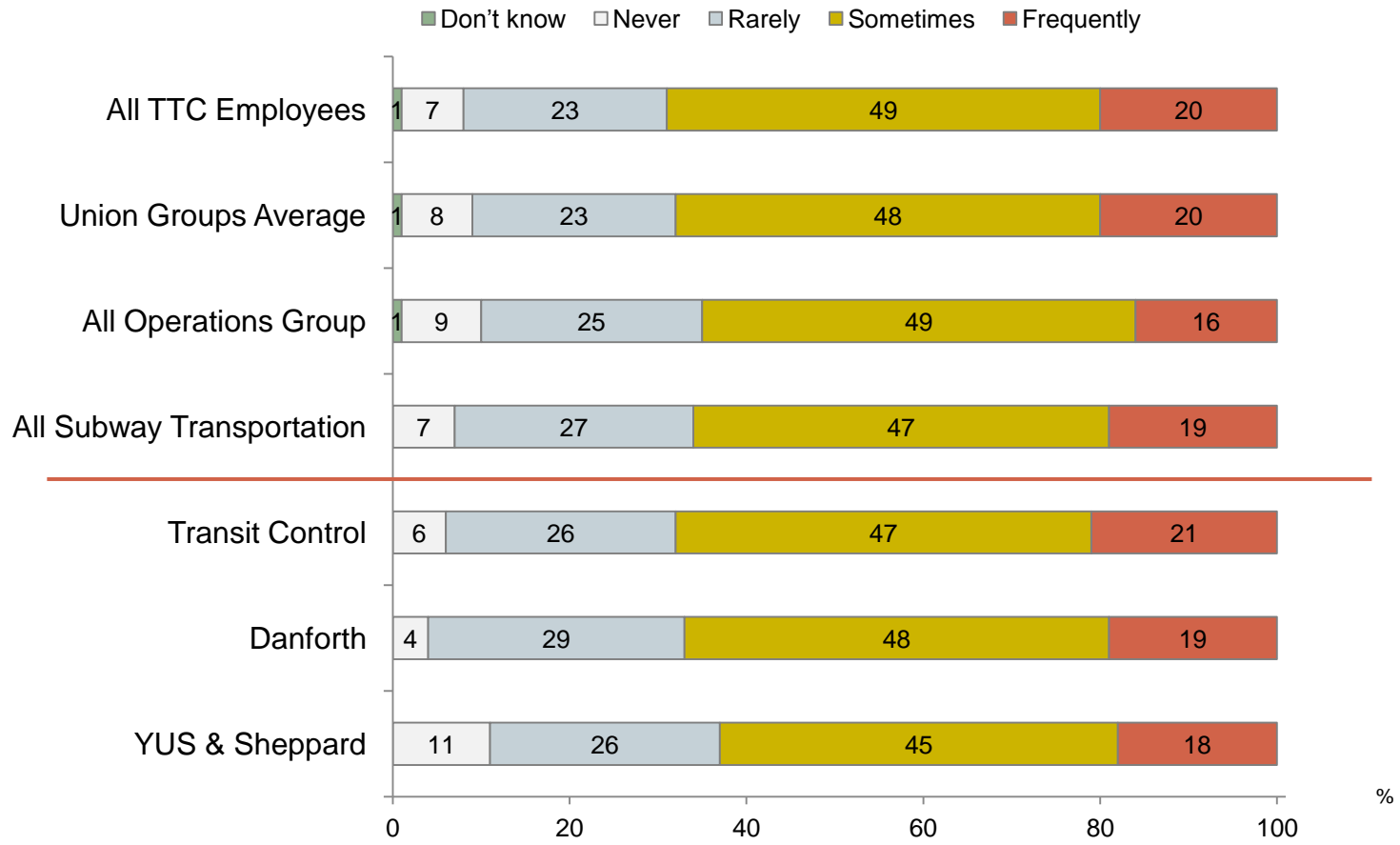
Subway Transportation

Total
(n= 264)



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

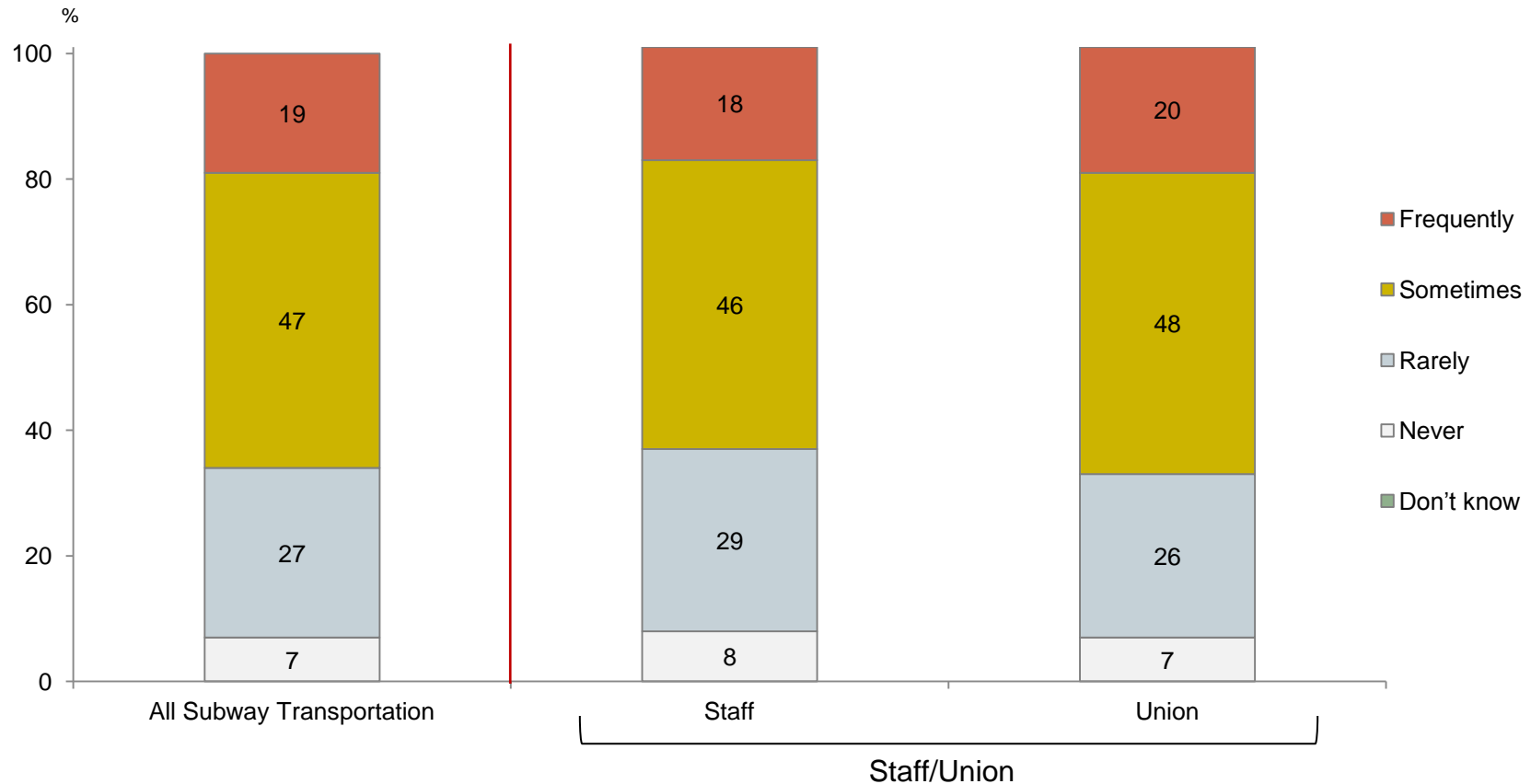
STRESS AT WORK - BY COST CENTRE/GROUPING



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



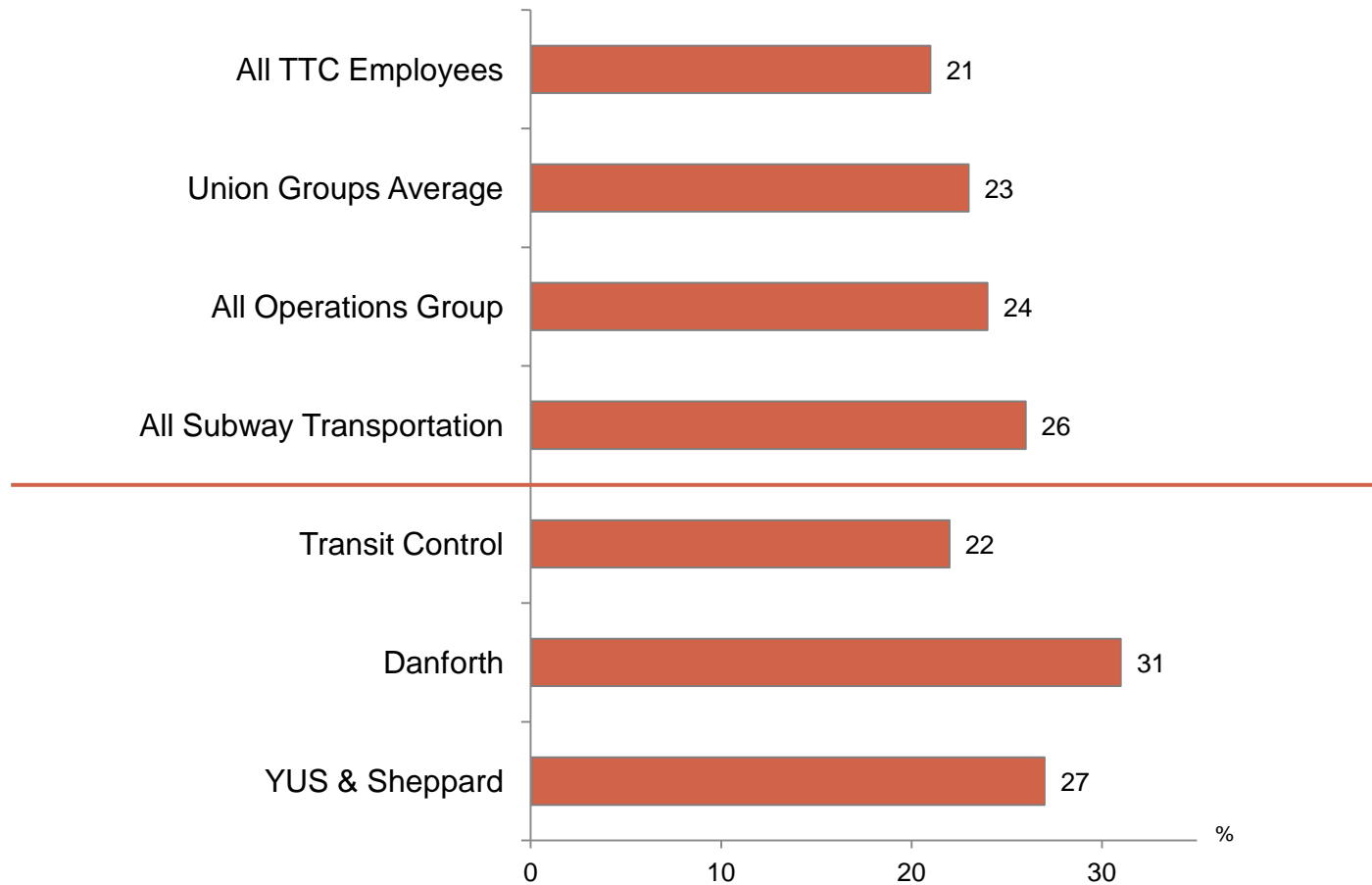
STRESS AT WORK - BY EMPLOYEE POSITION



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

EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT

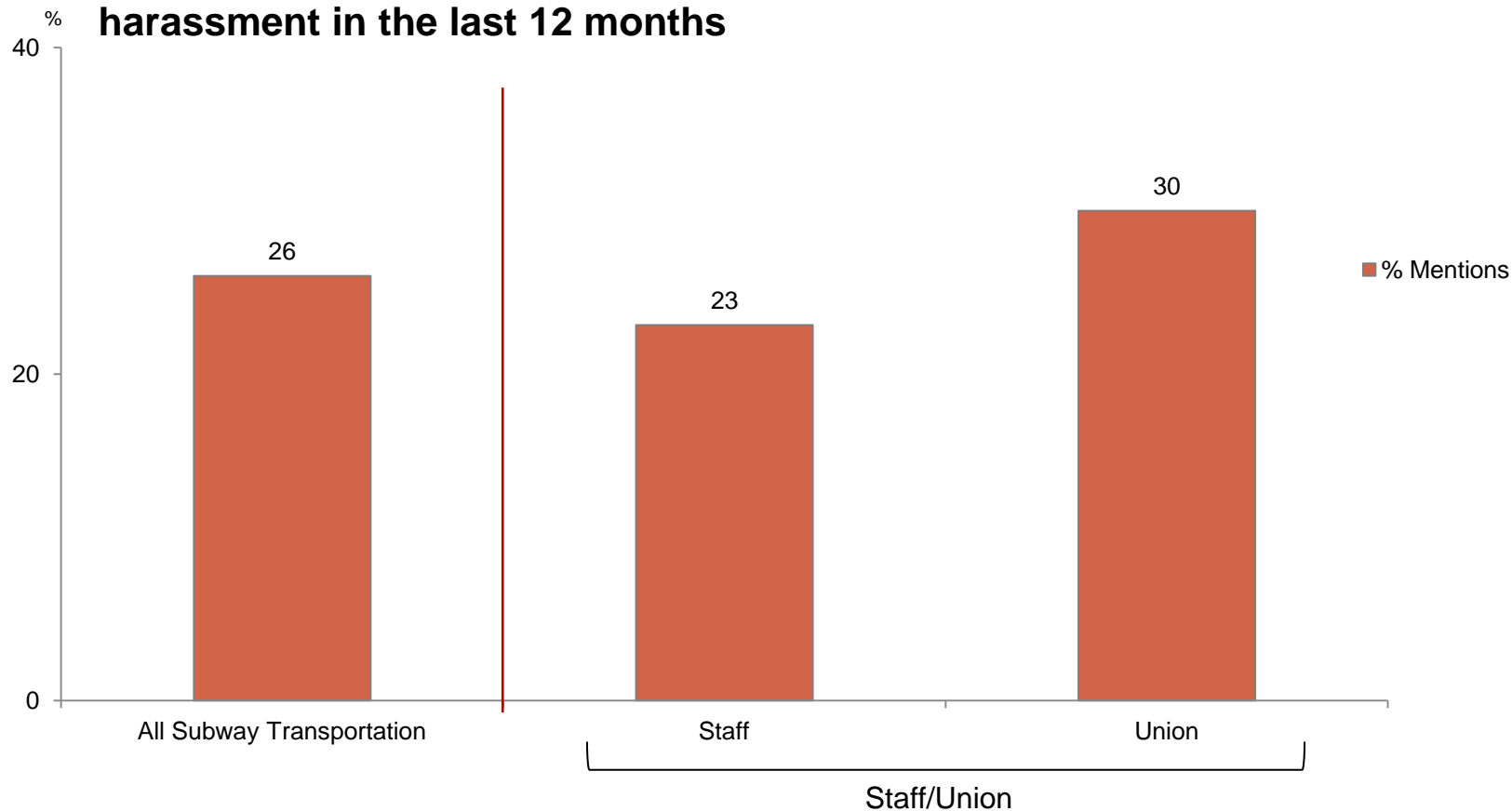
% of TTC Employees that experienced at least one form of Discrimination or harassment in the last 12 months



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

EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT - BY EMPLOYEE POSITION

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



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

DISCRIMINATION OR HARASSMENT EXPERIENCED

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

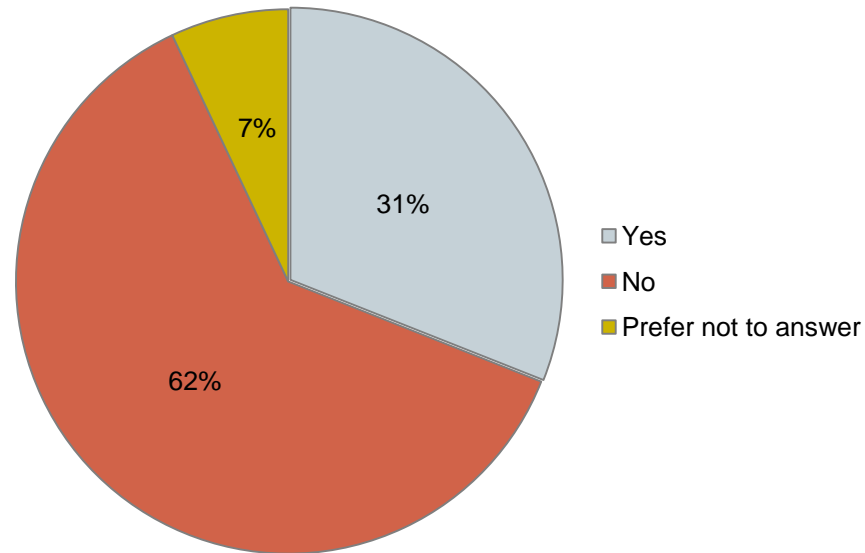
F3. In the last 12 months, have you experienced any discrimination or harassment by other TTC employees on the basis of:
Sample sizes vary by attribute.

DID YOU REPORT DISCRIMINATION TO THE TTC?

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

Subway Transportation

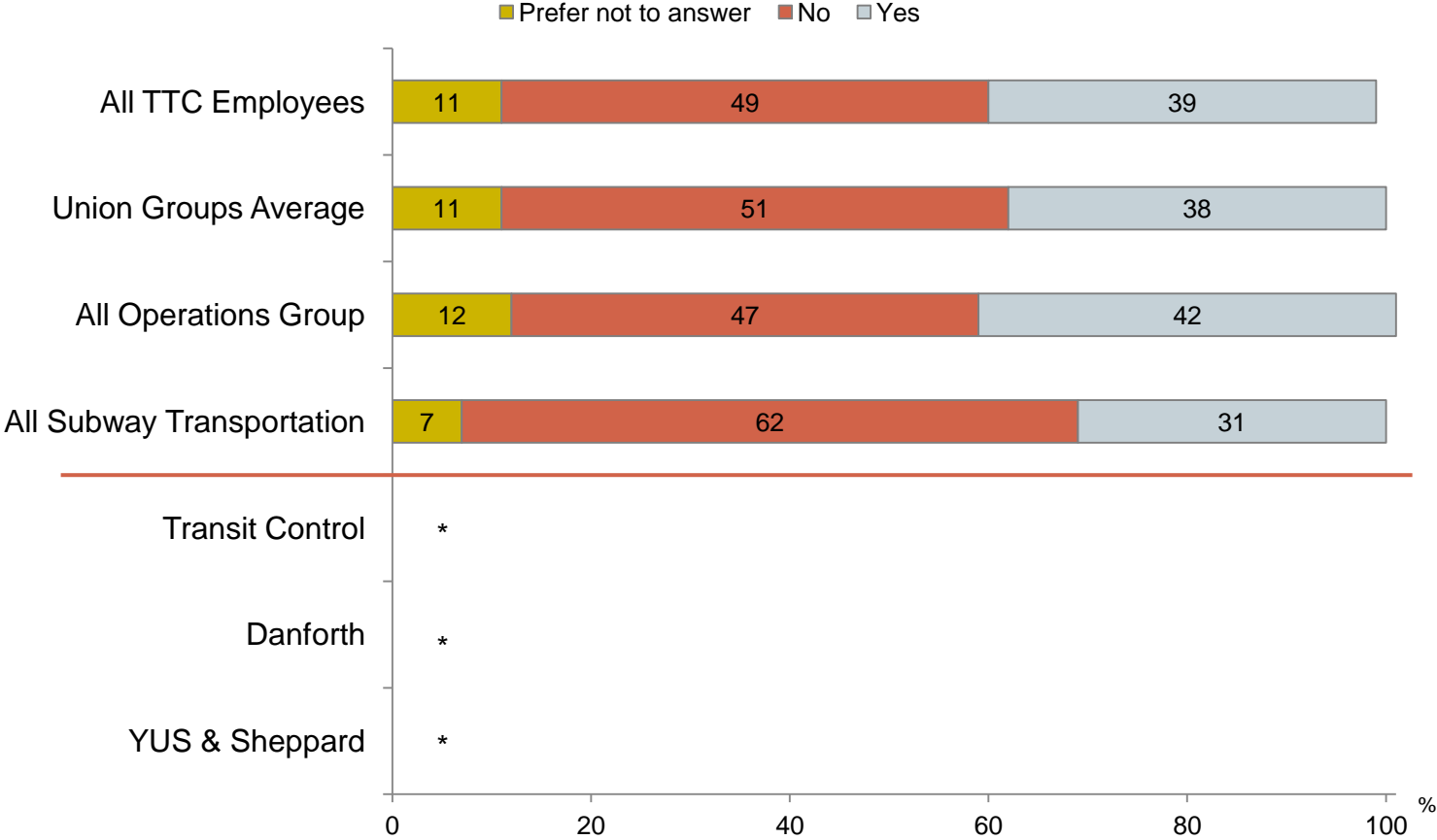
Total
(n= 71)



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



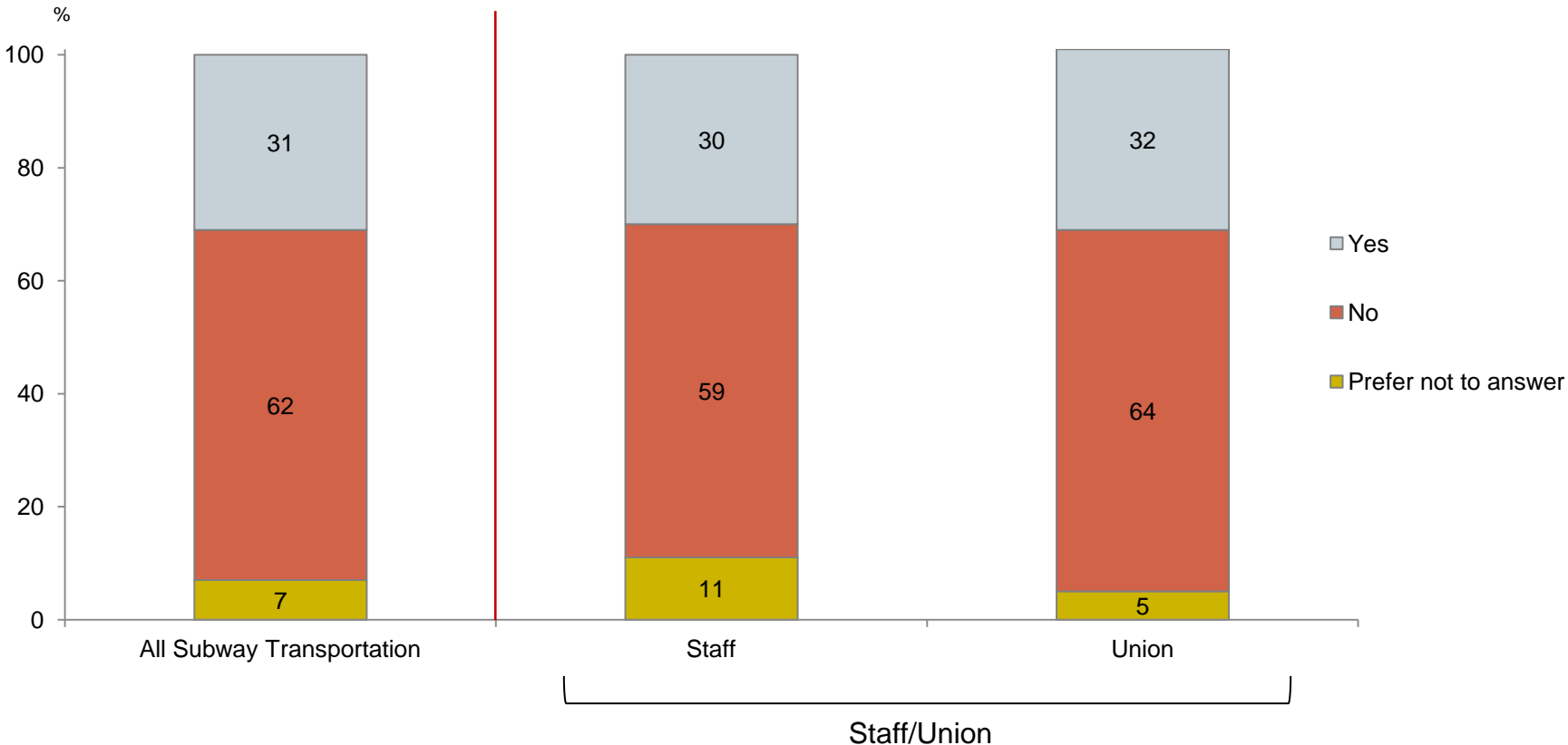
* Percentages suppressed due to sample size <30.

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

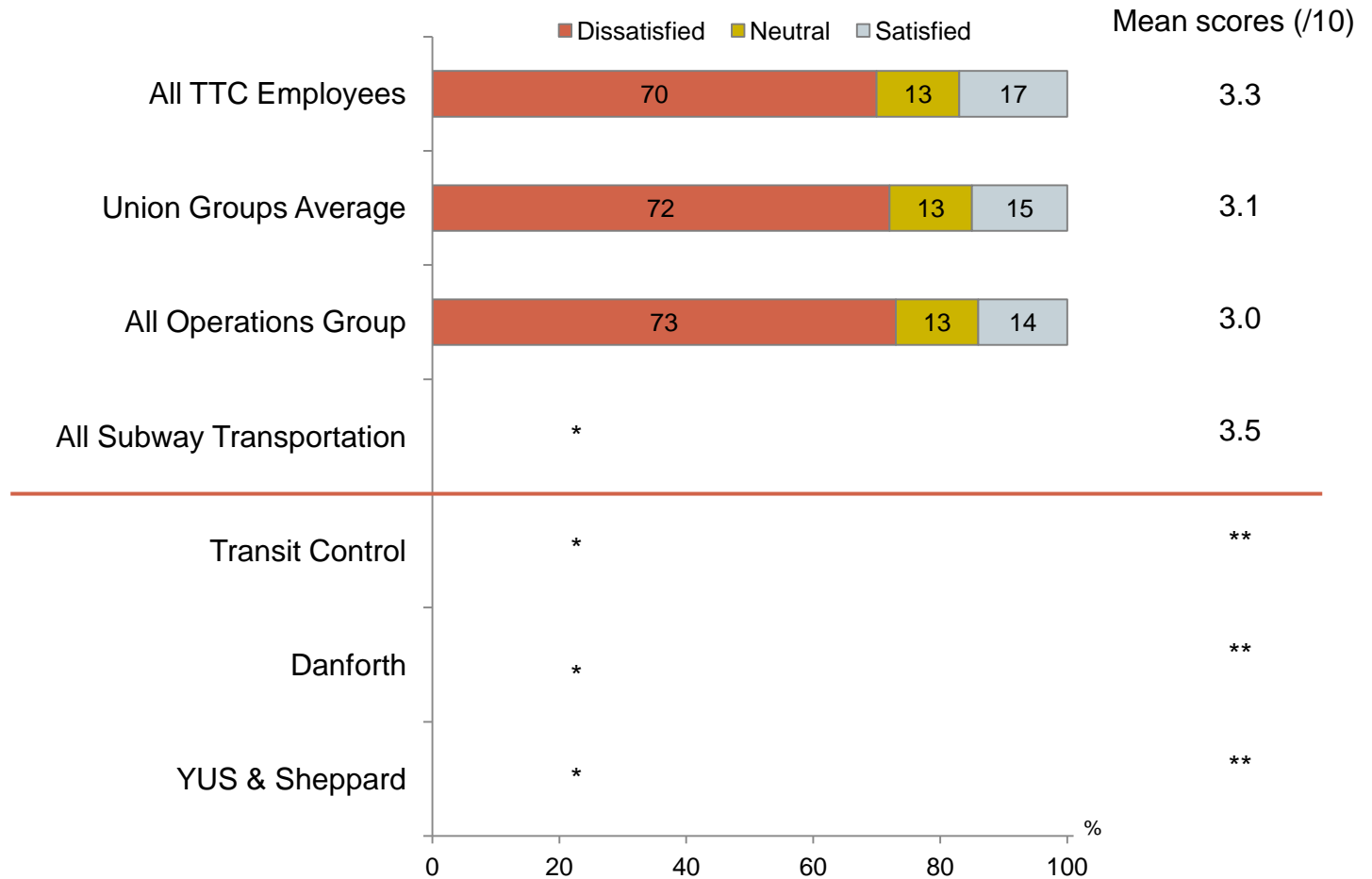
Among employees who have experienced at least one form of discrimination or harassment in the past 12 months



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.

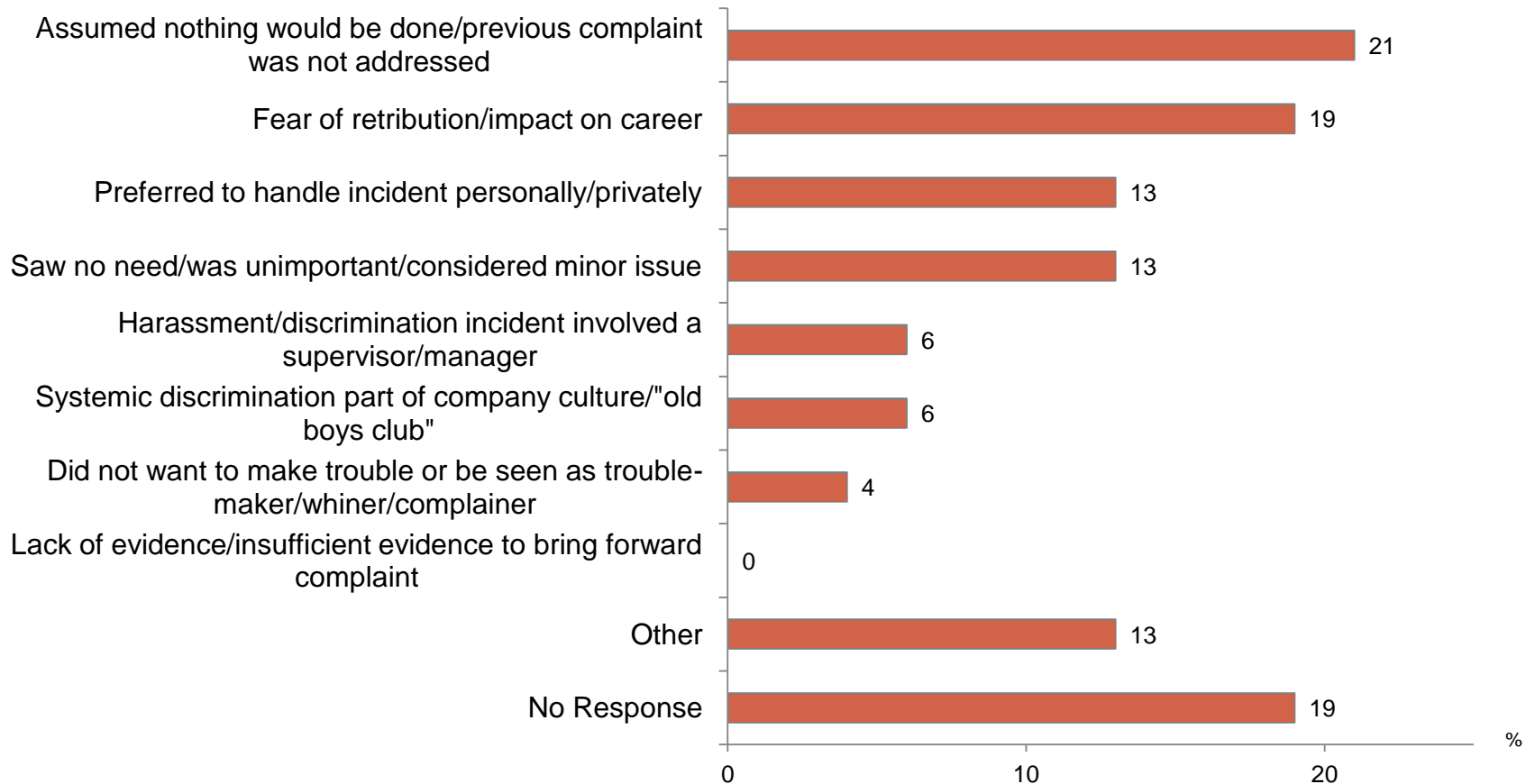
F5. How satisfied were you with the way the matter was handled?
Sample sizes vary by category.

REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident

Subway Transportation

(n= 48)

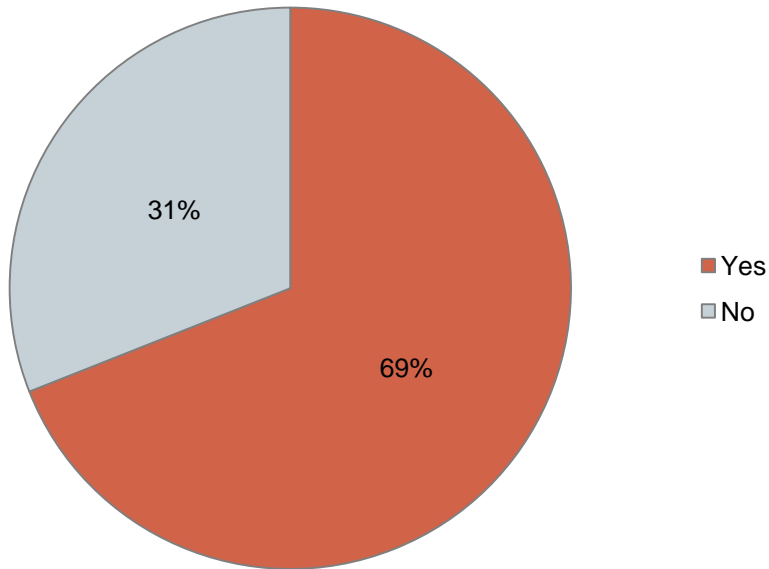


F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?
 Percentages may total more than 100% as some respondents identified multiple reasons.

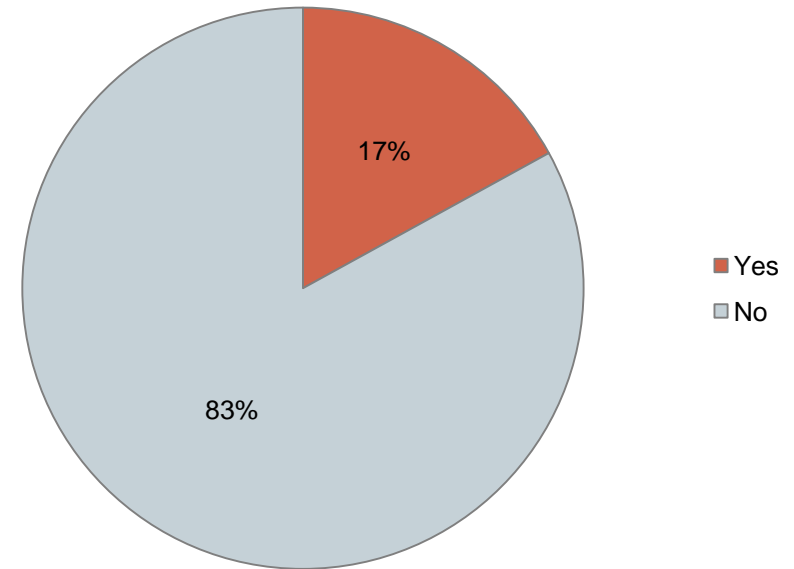
ABUSE FROM CUSTOMERS

Subway Transportation

Verbally Abused
(n= 260)

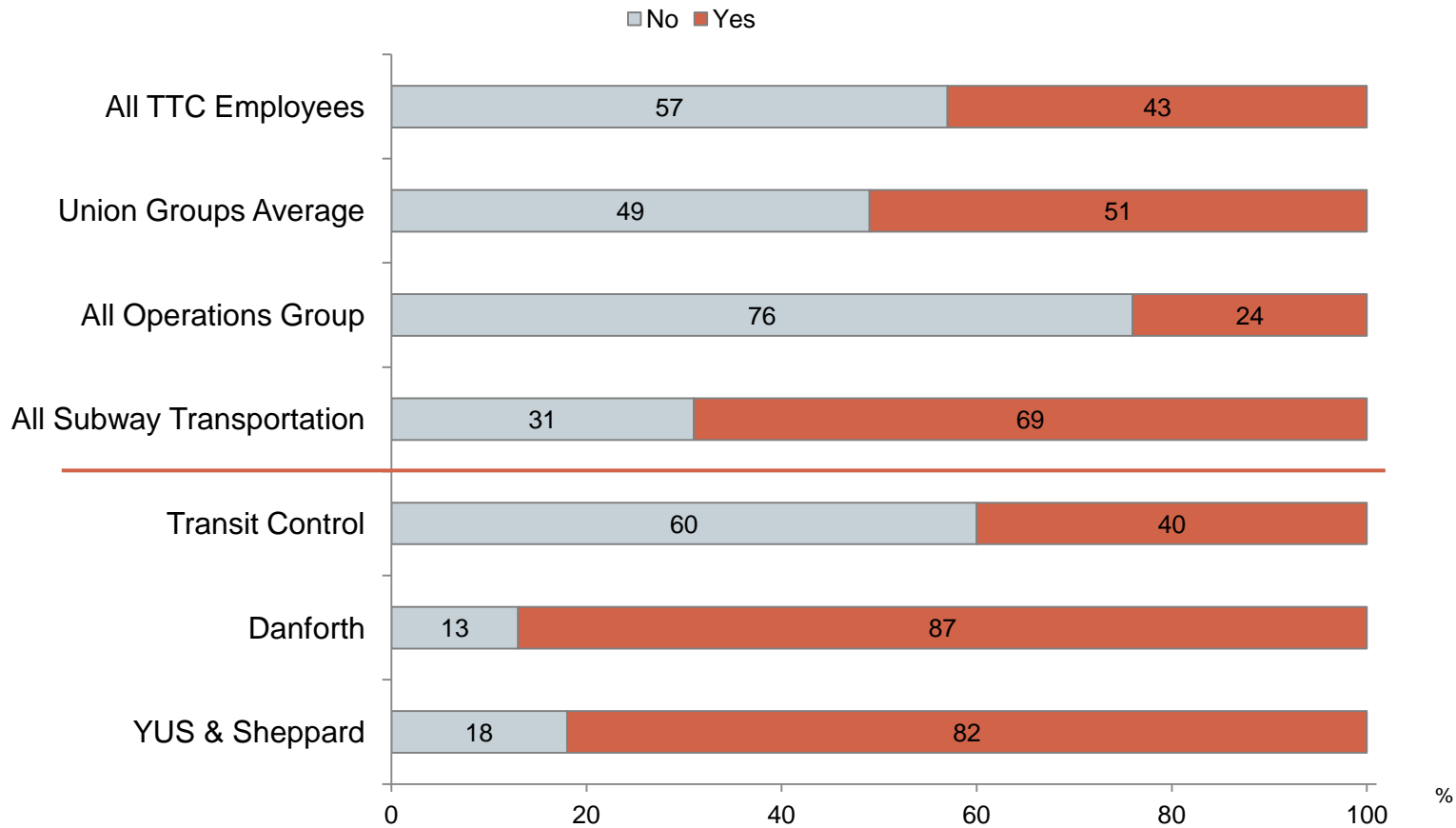


Physically Abused
(n= 258)



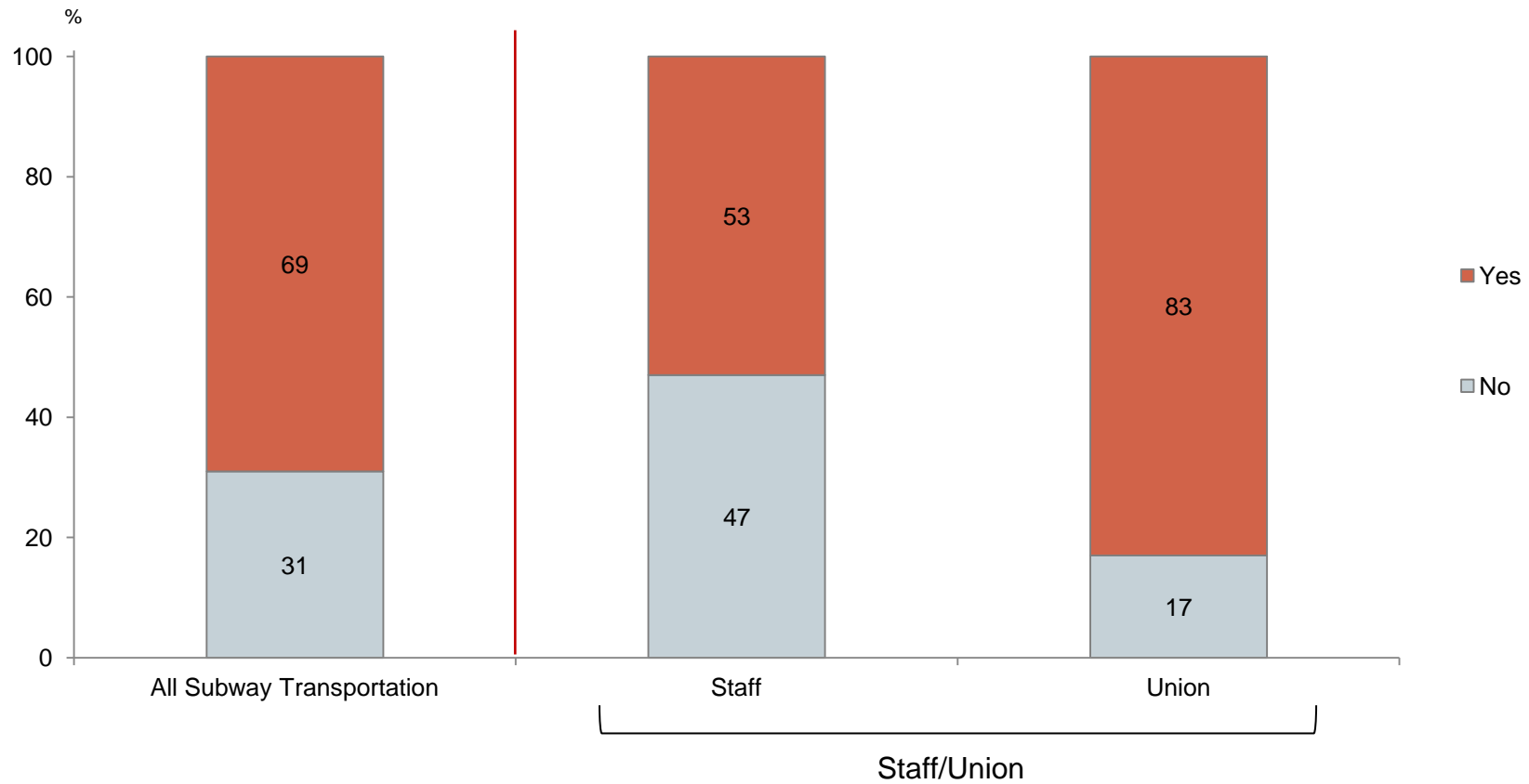
F7. In the past 12 months, have you been verbally abused by customers?
F8. In the past 12 months, have you been physically abused by customers?

VERBAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING



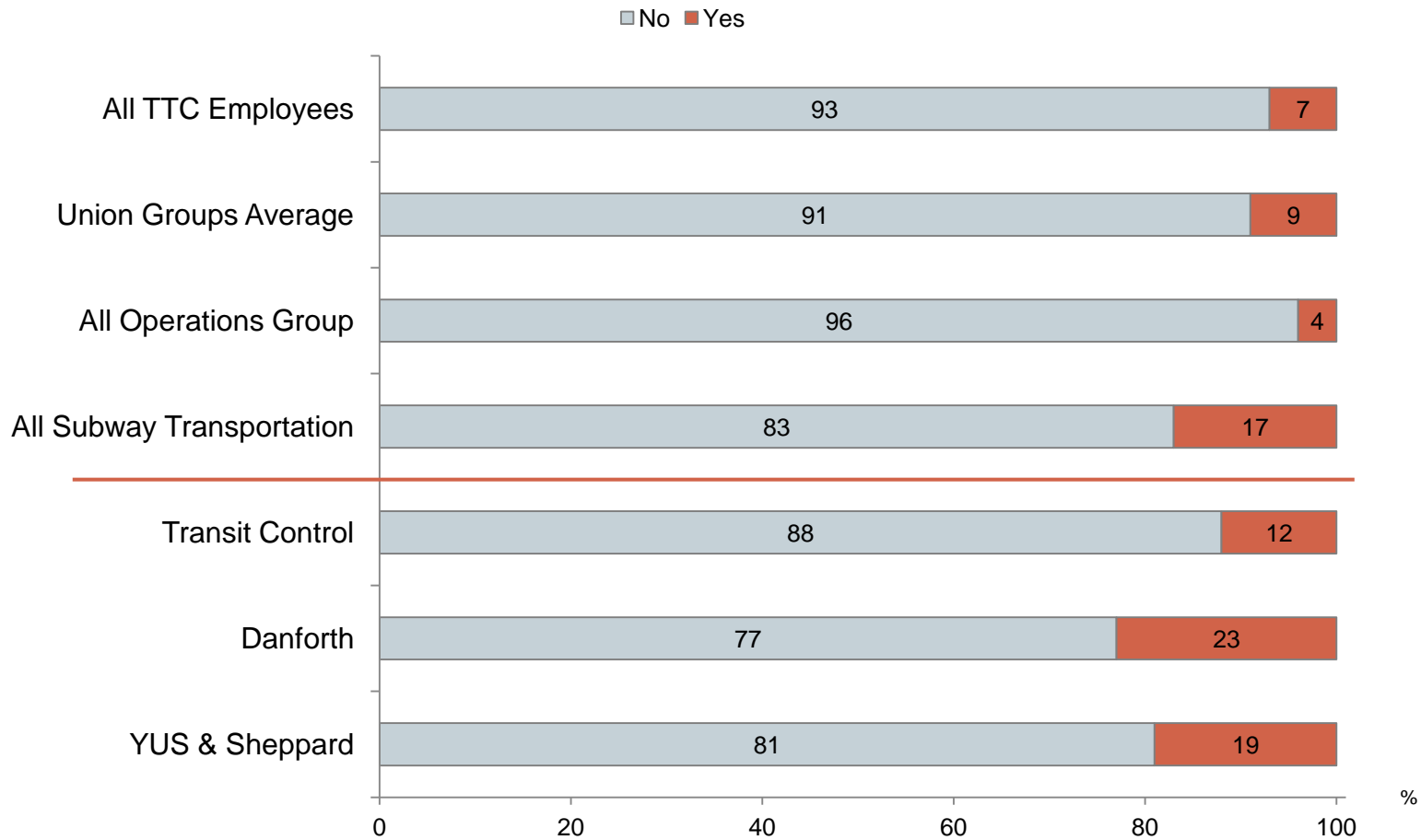
F7. In the past 12 months, have you been verbally abused by customers?
Sample sizes vary by category.

VERBAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



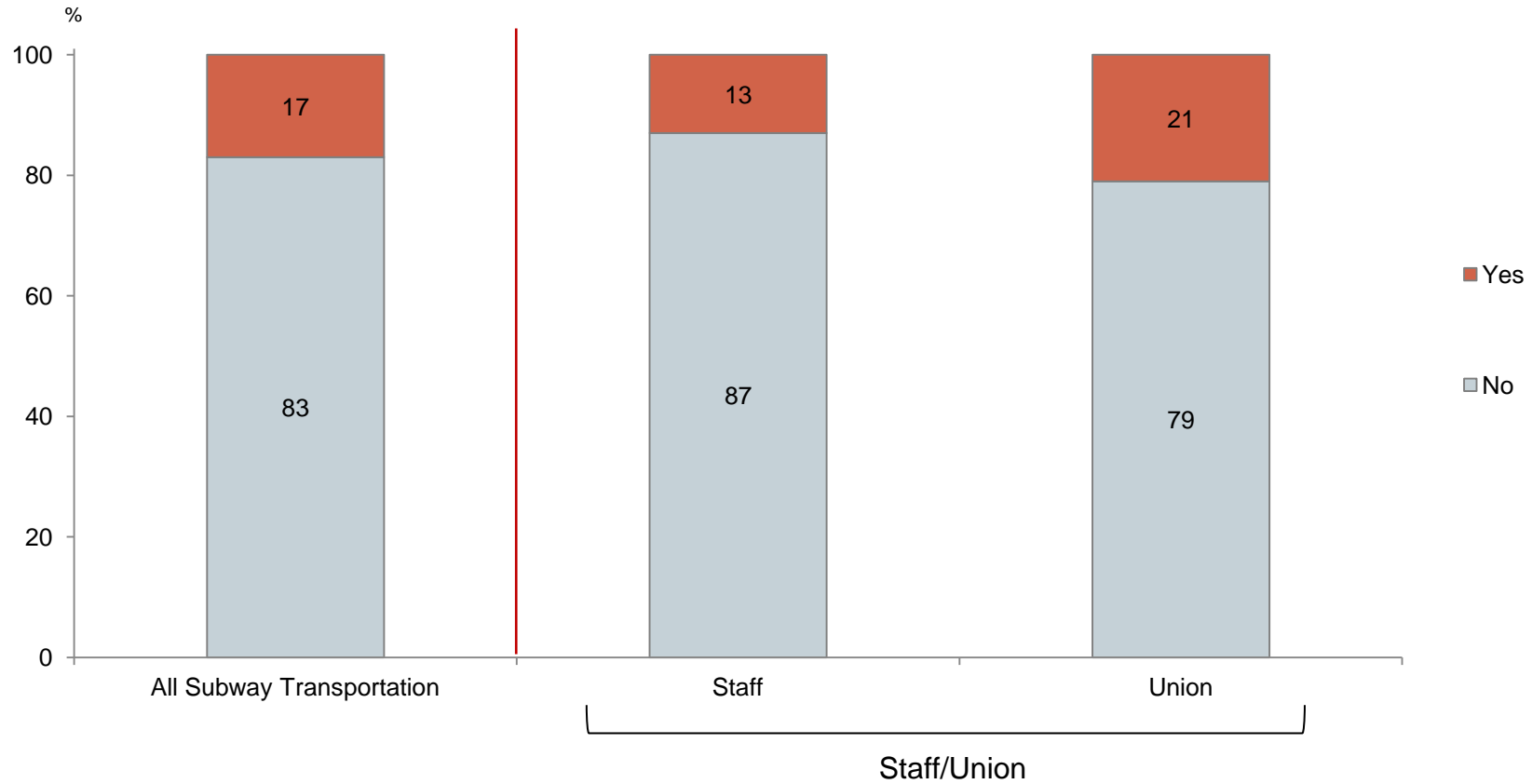
F7. In the past 12 months, have you been verbally abused by customers?
Sample sizes vary by category.

PHYSICAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING



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

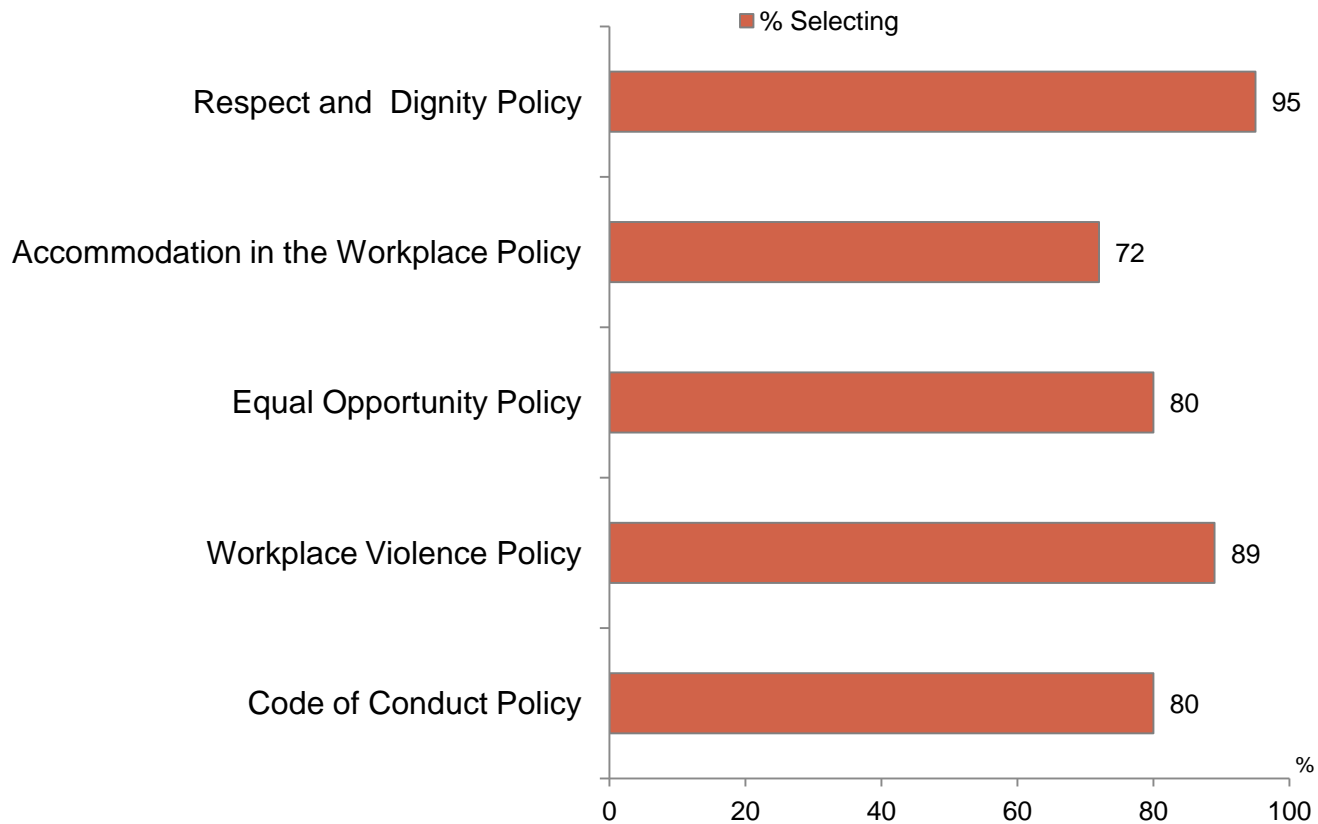
PHYSICAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



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

FAMILIARITY WITH TTC POLICIES - SUBWAY TRANSPORTATION

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



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

FAMILIARITY WITH TTC POLICIES - BY COST CENTRE/GROUPING

% Selecting	All TTC Employees	Union Groups Average	All Operations Group	All Subway Transportation	Transit Control	Danforth	YUS & Sheppard
Respect and Dignity Policy	92	90	92	95	100	93	93
Accommodation in the Workplace Policy	76	72	76	72	82	60	73
Equal Opportunity Policy	81	79	81	80	92	76	75
Workplace Violence Policy	87	85	87	89	97	86	84
Code of Conduct Policy	82	79	79	80	88	80	73

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

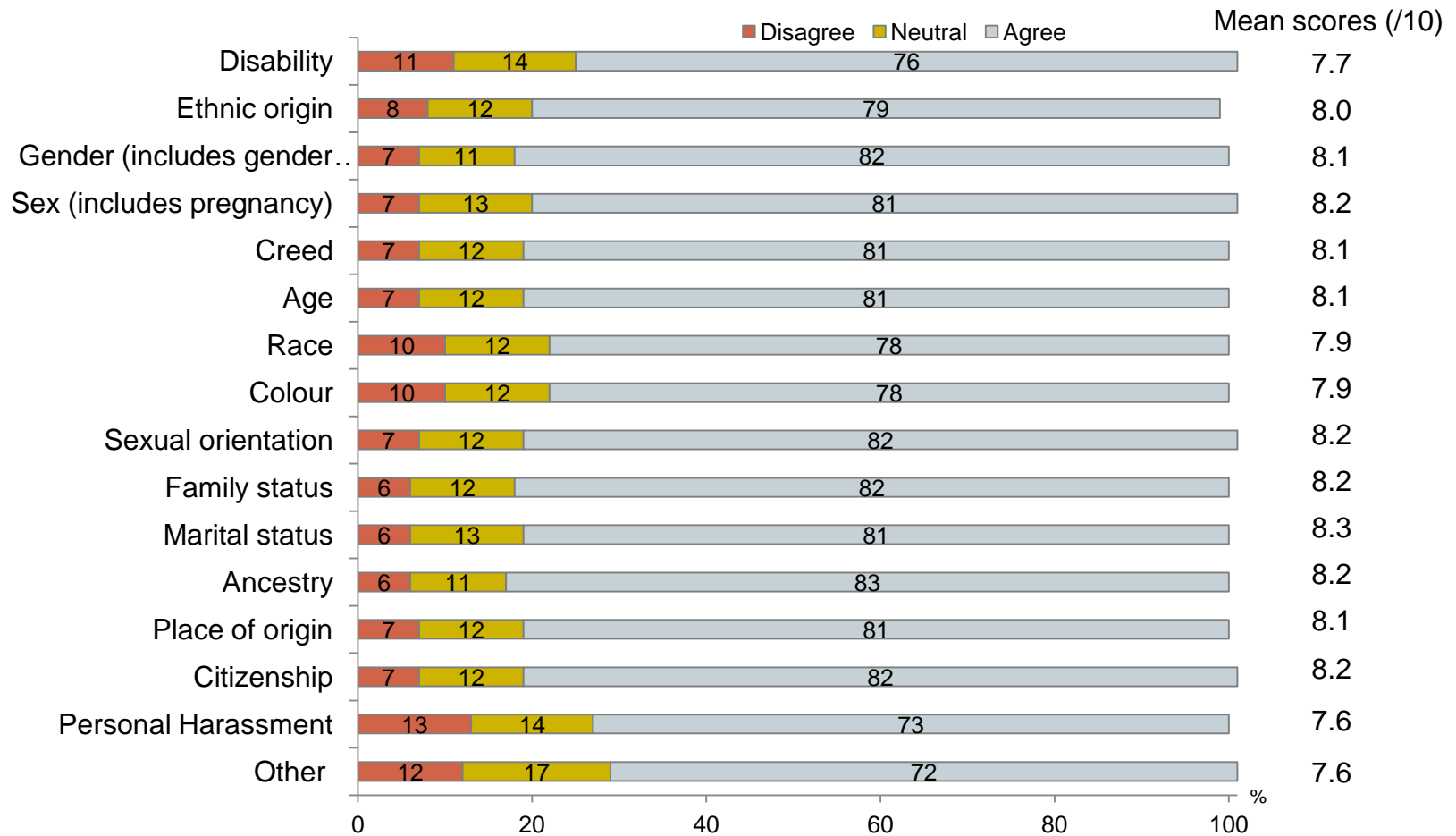
FAMILIARITY WITH TTC POLICIES - BY EMPLOYEE POSITION

% Selecting	All Subway Transportation	Staff	Union
Respect and Dignity Policy	95	100	91
Accommodation in the Workplace Policy	72	86	61
Equal Opportunity Policy	80	92	71
Workplace Violence Policy	89	98	81
Code of Conduct Policy	80	92	71
		Staff/Union	

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

EFFECTIVENESS OF TTC PRACTICES

- SUBWAY TRANSPORTATION



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 Transportation	Transit Control	Danforth	YUS & Sheppard
Disability	8.3	8.2	8.2	7.7	7.8	7.3	8.0
Ethnic Origin	8.3	8.3	8.2	8.0	8.0	7.6	8.2
Gender (includes gender expression)	8.5	8.4	8.4	8.1	8.2	7.8	8.3
Sex (including pregnancy)	8.5	8.5	8.4	8.2	7.9	7.9	8.5
Creed	8.5	8.4	8.4	8.1	8.3	7.7	8.3
Age	8.4	8.4	8.3	8.1	7.9	8.0	8.3
Race	8.4	8.3	8.2	7.9	7.8	7.5	8.3
Colour	8.4	8.3	8.2	7.9	7.7	7.5	8.3
Sexual Orientation	8.6	8.5	8.5	8.2	8.1	7.9	8.3
Family Status	8.6	8.5	8.5	8.2	8.1	7.9	8.5
Marital Status	8.6	8.6	8.5	8.3	8.2	7.9	8.5
Ancestry	8.6	8.5	8.4	8.2	8.2	7.9	8.5
Place of Origin	8.5	8.4	8.3	8.1	8.0	7.7	8.4
Citizenship	8.6	8.5	8.5	8.2	8.2	7.8	8.4
Personal Harassment	8.2	8.1	8.0	7.6	7.7	7.2	7.7
Other	8.2	8.2	8.0	7.6	**	7.4	7.8

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

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

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

Sample sizes vary by attribute.

EFFECTIVENESS OF TTC PRACTICES - BY EMPLOYEE POSITION

Mean	All Subway Transportation	Staff	Union
Disability	7.7	7.9	7.6
Ethnic Origin	8.0	8.0	8.0
Gender (includes gender expression)	8.1	8.2	8.1
Sex (including pregnancy)	8.2	8.1	8.2
Creed	8.1	8.3	8.0
Age	8.1	8.1	8.1
Race	7.9	7.8	8.1
Colour	7.9	7.7	8.0
Sexual Orientation	8.2	8.2	8.1
Family Status	8.2	8.2	8.2
Marital Status	8.3	8.3	8.2
Ancestry	8.2	8.2	8.3
Place of Origin	8.1	7.9	8.2
Citizenship	8.2	8.2	8.2
Personal Harassment	7.6	7.7	7.4
Other	7.6	**	7.6

Staff/Union

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

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

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

Sample sizes vary by attribute.

AREA TO PROTECT: YOUR JOB

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Job” as being the second most influential for overall Employee Engagement and as an area with which Subway Transportation employees are, for the most part, satisfied, making this an Area to Protect.
- Employee satisfaction with the job they do is generally stronger among those working in Transit Control and lowest among those working in the Bloor/Danforth/SRT cost centre.
- 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”. These results were generally consistent across cost centres, with the following exceptions:
 - For Transit Control, “I am not afraid to suggest new ways of doing things in my job” was the highest rated attribute (followed by “I often look for ways to make improvements in how things are done”).
 - For YUS/Sheppard, “I have the proper equipment/tools to do my job well” was the highest rated attribute, followed by “I feel motivated in my job” and “I often look for ways to make improvements in how things are done”.
- 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.
 - In my job, I feel able to put customers first.

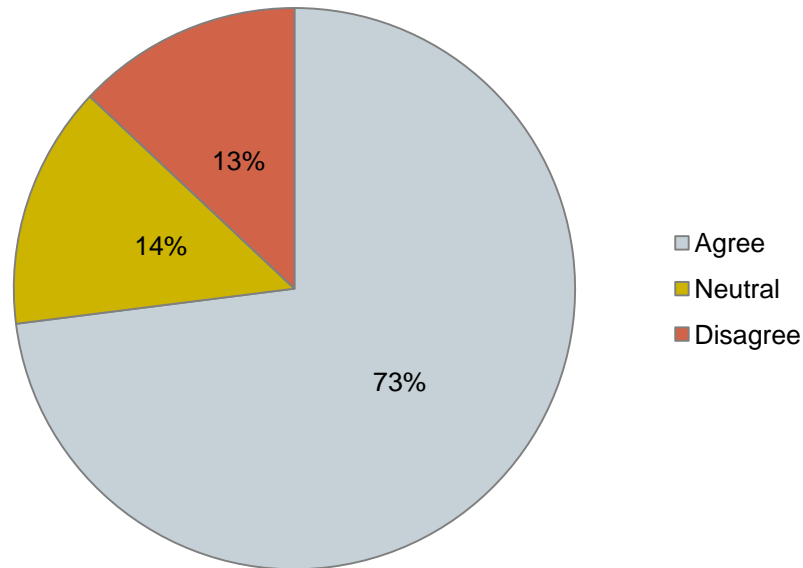
OVERALL RATINGS OF YOUR JOB - SUBWAY TRANSPORTATION

Subway Transportation

Total

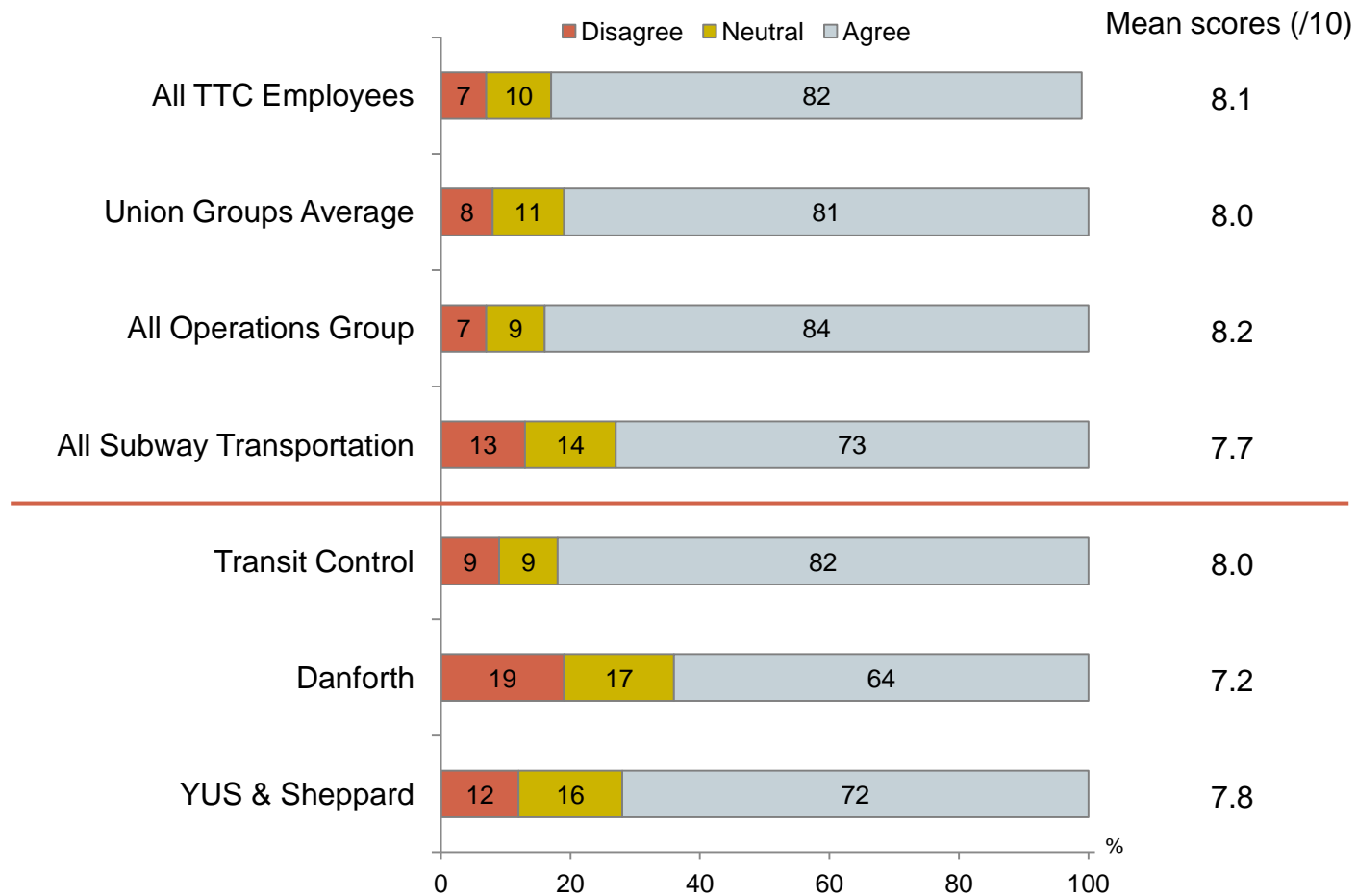
(n= 261)

Mean=7.7



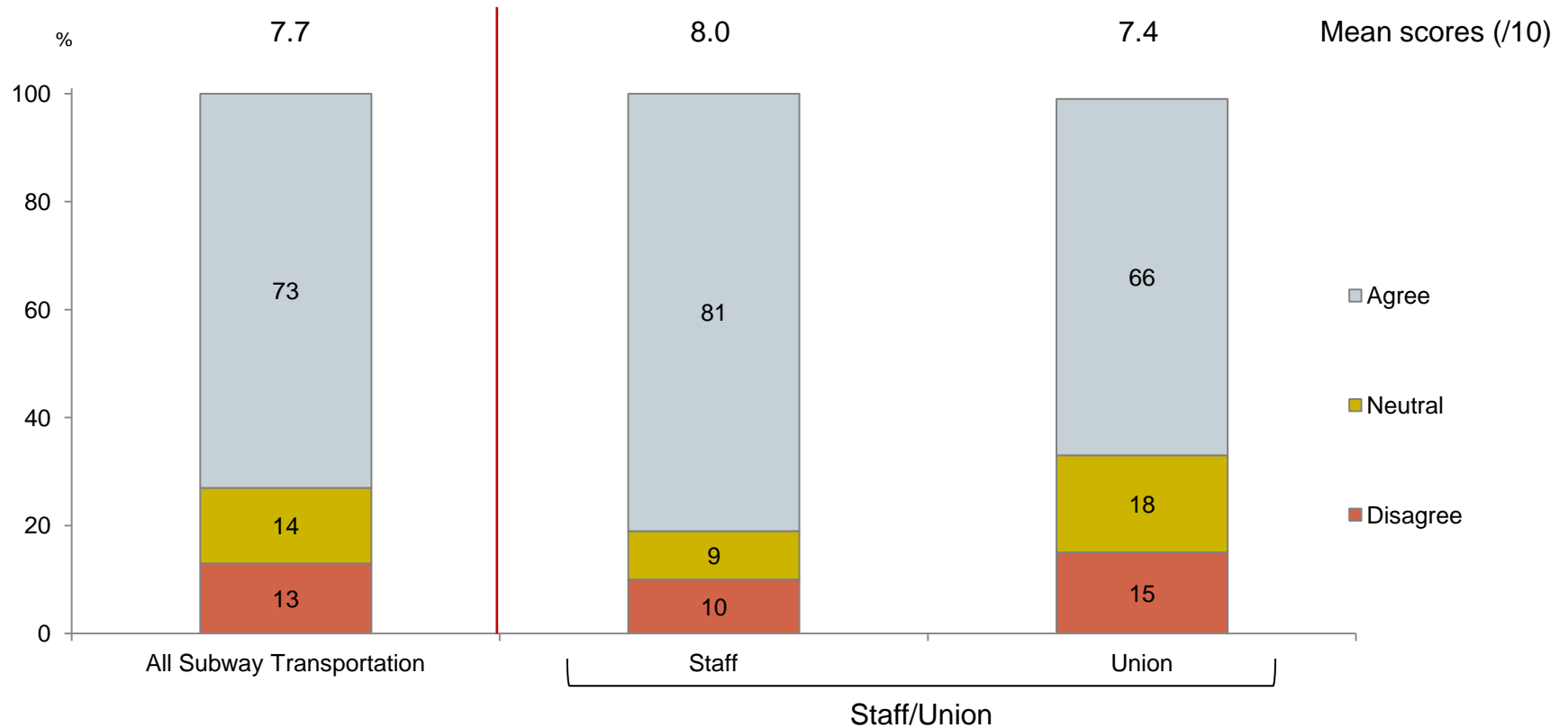
B1. How much do you agree or disagree with each of the following statements about your job ?
Overall, I am satisfied with the job I do at the TTC.

OVERALL RATINGS OF YOUR JOB - BY COST CENTRE/GROUPING



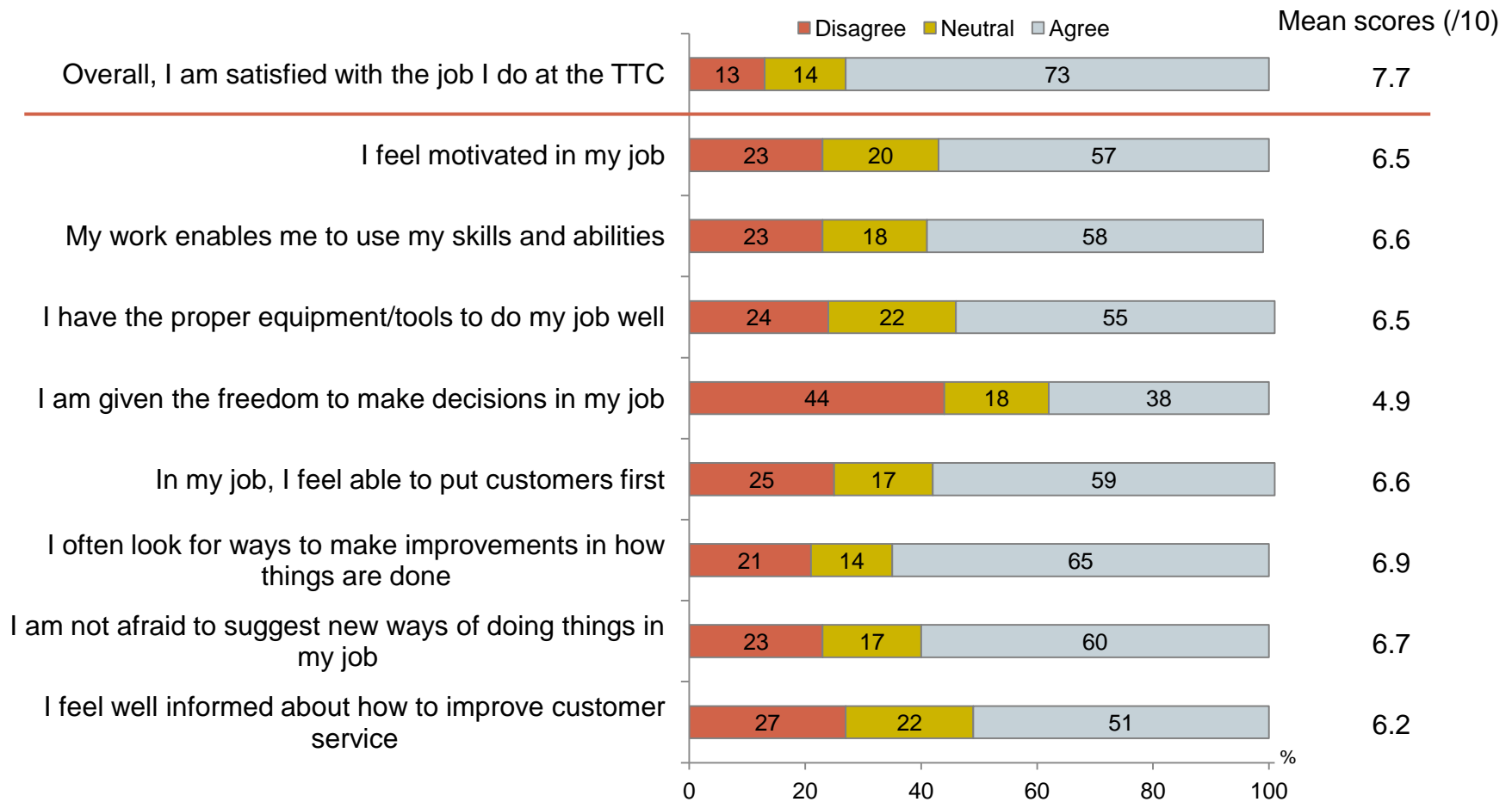
B1. How much do you agree or disagree with each of the following statements about your job ?
Overall, I am satisfied with the job I do at the TTC.
Sample sizes vary by category.

OVERALL RATINGS OF YOUR JOB - BY EMPLOYEE POSITION



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

YOUR JOB - SUBWAY TRANSPORTATION



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

YOUR JOB - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Subway Transportation	Transit Control	Danforth	YUS & Sheppard
Overall, I am satisfied with the job I do at the TTC	8.1	8.0	8.2	7.7	8.0	7.2	7.8
I feel motivated in my job	7.0	6.9	7.2	6.5	6.8	5.8	6.8
My work enables me to use my skills and abilities	7.3	7.2	7.5	6.6	7.3	5.7	6.6
I have the proper equipment/tools to do my job well	6.8	6.6	7.0	6.5	6.4	5.9	6.9
I am given the freedom to make decisions in my job	6.5	6.3	6.9	4.9	6.0	3.8	4.8
In my job, I feel able to put customers first	7.5	7.3	7.6	6.6	6.9	6.1	6.6
I often look for ways to make improvements in how things are done	8.1	7.9	8.3	6.9	7.7	6.2	6.7
I am not afraid to suggest new ways of doing things in my job	7.6	7.4	8.0	6.7	7.8	6.1	6.2
I feel well informed about how to improve customer service	6.8	6.5	6.9	6.2	6.8	5.7	6.2

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

OPPORTUNITY ANALYSIS: YOUR JOB - SUBWAY TRANSPORTATION



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 4.9 to 6.9.
 Impact values range between 20% to 50%.

AREA TO IMPROVE: YOUR COMPANY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Company” as the third most impactful on Employee Engagement and as an area in which Bus Maintenance employees are relatively less satisfied, making this an Area to Improve.
- Mean satisfaction ratings across specific aspects of Your Company are generally the highest among employees in Transit Control and lowest among employees in Bloor/Danforth/SRT.
- Overall satisfaction with Your Company is considerably 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”, followed by “In my job role, I feel I can directly contribute to the vision to be ‘A transit system that makes Toronto proud’,” and “The TTC actively supports equal opportunities for all employees”. Ratings were the lowest for, “If something goes wrong, people concentrate on putting it right, not blaming others” and “There is a good level of trust between Senior Management and employees”.
- These results are fairly consistent across cost centre groups, with the following exceptions (primarily among employees in Transit Control):
 - “I am proud and passionate about the TTC” was also among the top rated attributes for YUS/Sheppard. This item also had the highest mean score for Transit Control.
 - “The TTC actively supports equal opportunities for all employees” received a lower satisfaction score for Transit Control compared to other cost centres.
 - “There is effective sharing of information across the TTC” also ranked among the lowest rated attributes for Transit Control.

SECTION SUMMARY

- To improve employee satisfaction with Your Company, Opportunity Analysis identifies several influential Areas to Improve, primarily related to efficiency, effective sharing of information, and relationship building with Senior Management:
 - Senior Managers communicate openly and honestly with employees
 - I feel confident that TTC leadership is making the right decisions for the company's future success
 - TTC leadership welcomes all feedback, both positive and negative
 - The TTC values its staff's time
 - There is a good level of trust between Senior Management and employees
 - Best practices are shared effectively across the TTC
 - People take personal responsibility for getting things done at the TTC
 - People get things done both quickly and efficiently at the TTC
- In addition to these Areas to Improve, one area was identified as a key Area to Protect:
 - I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable

Speaking Highly of the TTC

- 2 in 5 Subway Transportation 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.
- Among cost centre with sufficient sample sizes to make comparisons of percentages, Bloor/Danforth/SRT had the lowest proportion of employees likely to "always" speak highly of the TTC (27%), while Transit Control had the highest (55%).
- Staff employees in the Subway Transportation department were more likely to indicate that they would "always" speak highly of the TTC compared to unionized employees.

SECTION SUMMARY

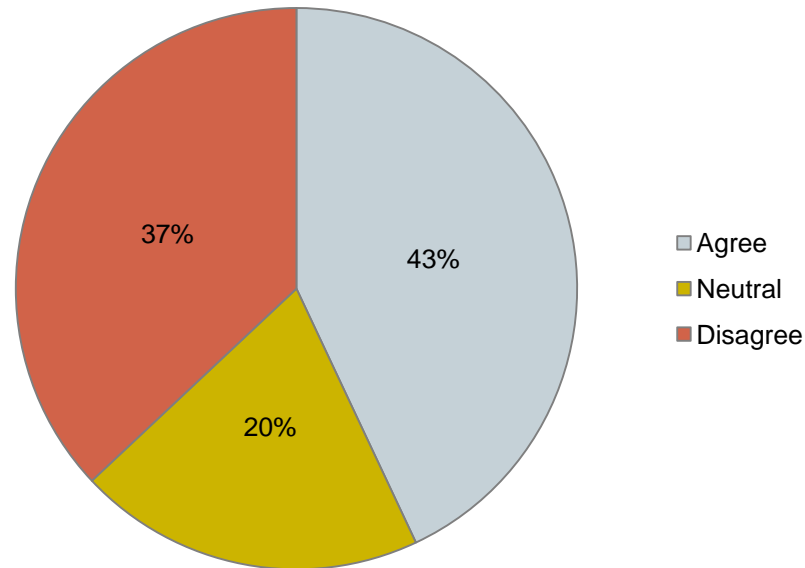
Change in Experience Working for the TTC

- Subway Transportation employees are almost equally divided in their change in experience working for the TTC (1 in 3 indicated that it has gotten better, 1 in 3 indicated that it has gotten worse, and 1 in 3 indicated that it has stayed the same).
- Interestingly, these results were consistent for both staff and union employees.
- Employees in YUS/Sheppard were slightly more likely to express that working for the TTC has improved over the past 12 months (34%), while employees in Bloor/Danforth/SRT were notably less likely to feel that their experience has gotten worse (40%).
- Among employees who indicated that working for the TTC has gotten better in the past 12 months, the main reasons traced to a focus on customer service, service levels, and new managers/co-workers. A sizeable proportion also attributed their positive change in experience to individual improvements in their job/career development, senior management/leadership, and improvements to TTC facilities.
- Among those indicating that working for the TTC has gotten worse, a number of reasons were identified, the majority associated with declining morale, inexperienced/unqualified managers, a lack of vision from senior management, and a lack of fairness in hiring practices.

OVERALL RATINGS OF YOUR COMPANY - SUBWAY TRANSPORTATION

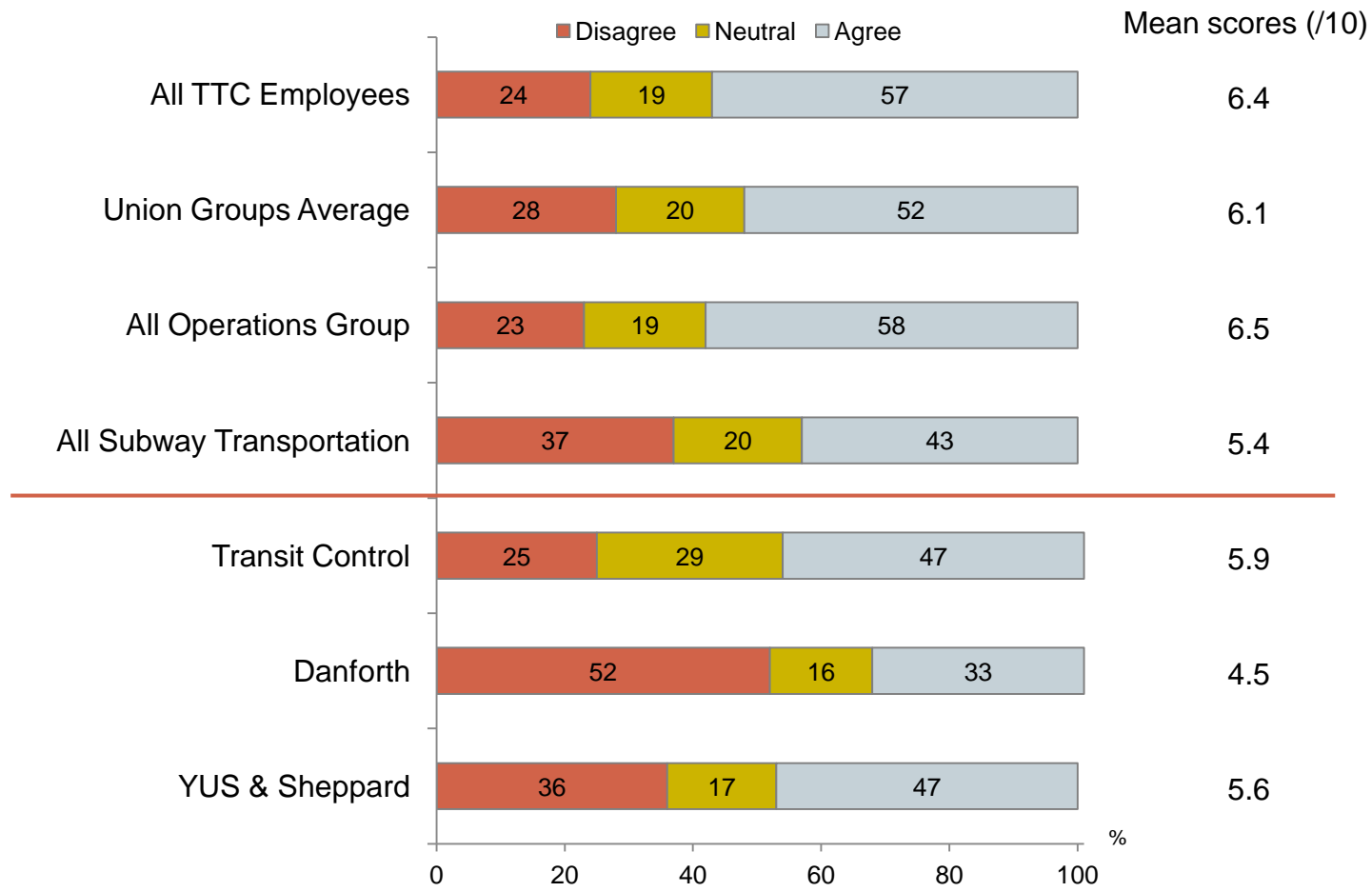
Subway Transportation

Total
(n= 261)
Mean=5.4



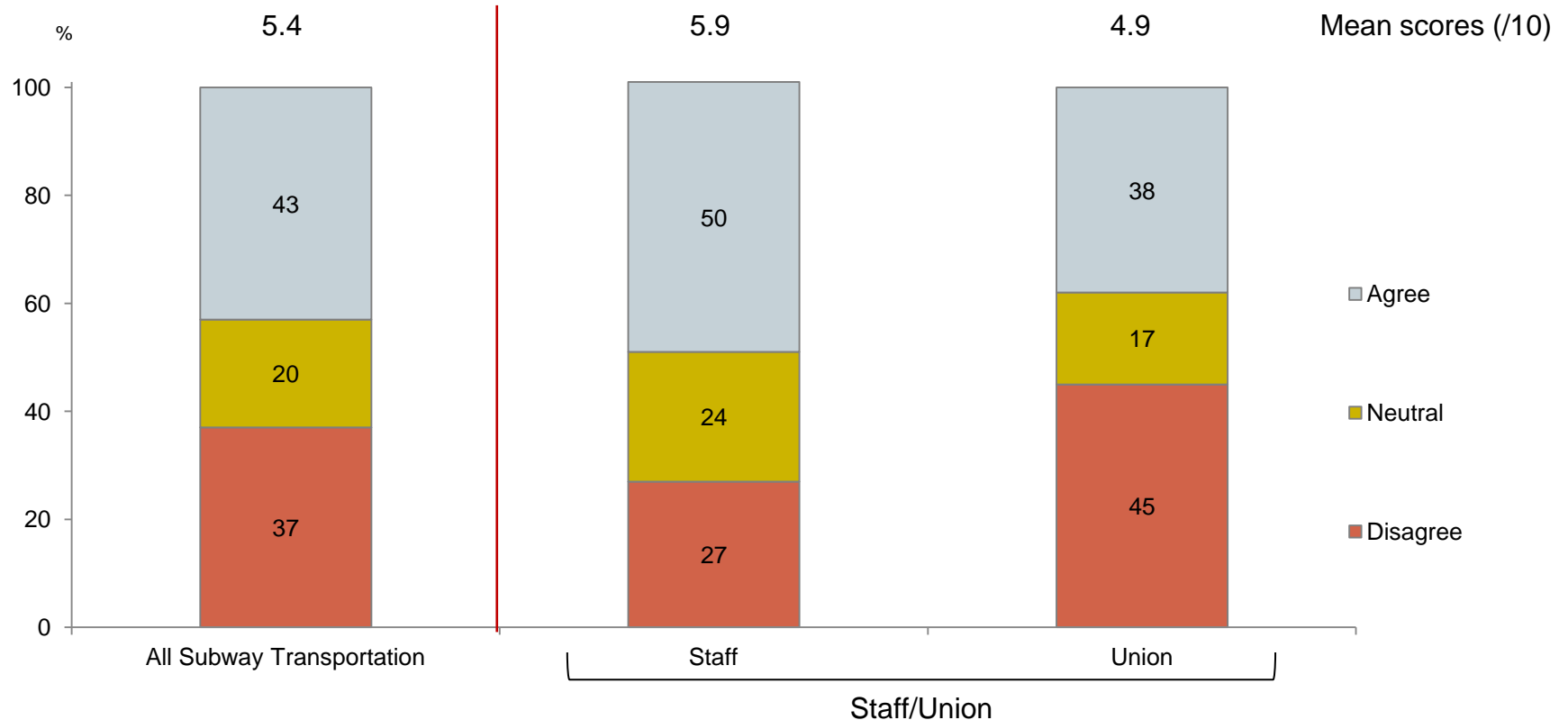
C1. Please indicate the extent to which you agree or disagree with each of the following statements:
Overall, I am satisfied with the leadership of the company

OVERALL RATINGS OF YOUR COMPANY - BY COST CENTRE/GROUPING



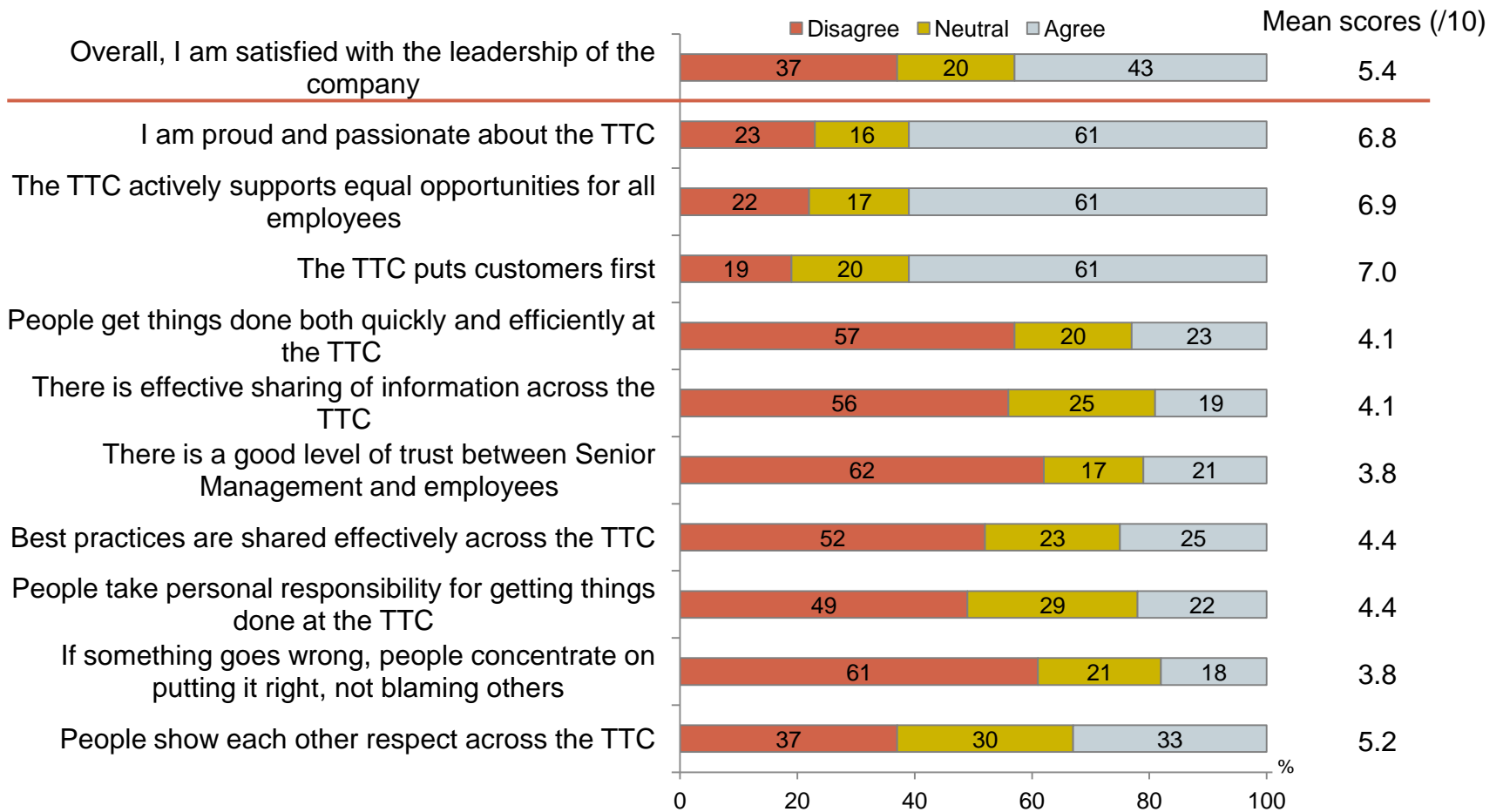
C1. Please indicate the extent to which you agree or disagree with each of the following statements:
 Overall, I am satisfied with the leadership of the company
 Sample sizes vary by category.

OVERALL RATINGS OF YOUR COMPANY - BY EMPLOYEE POSITION



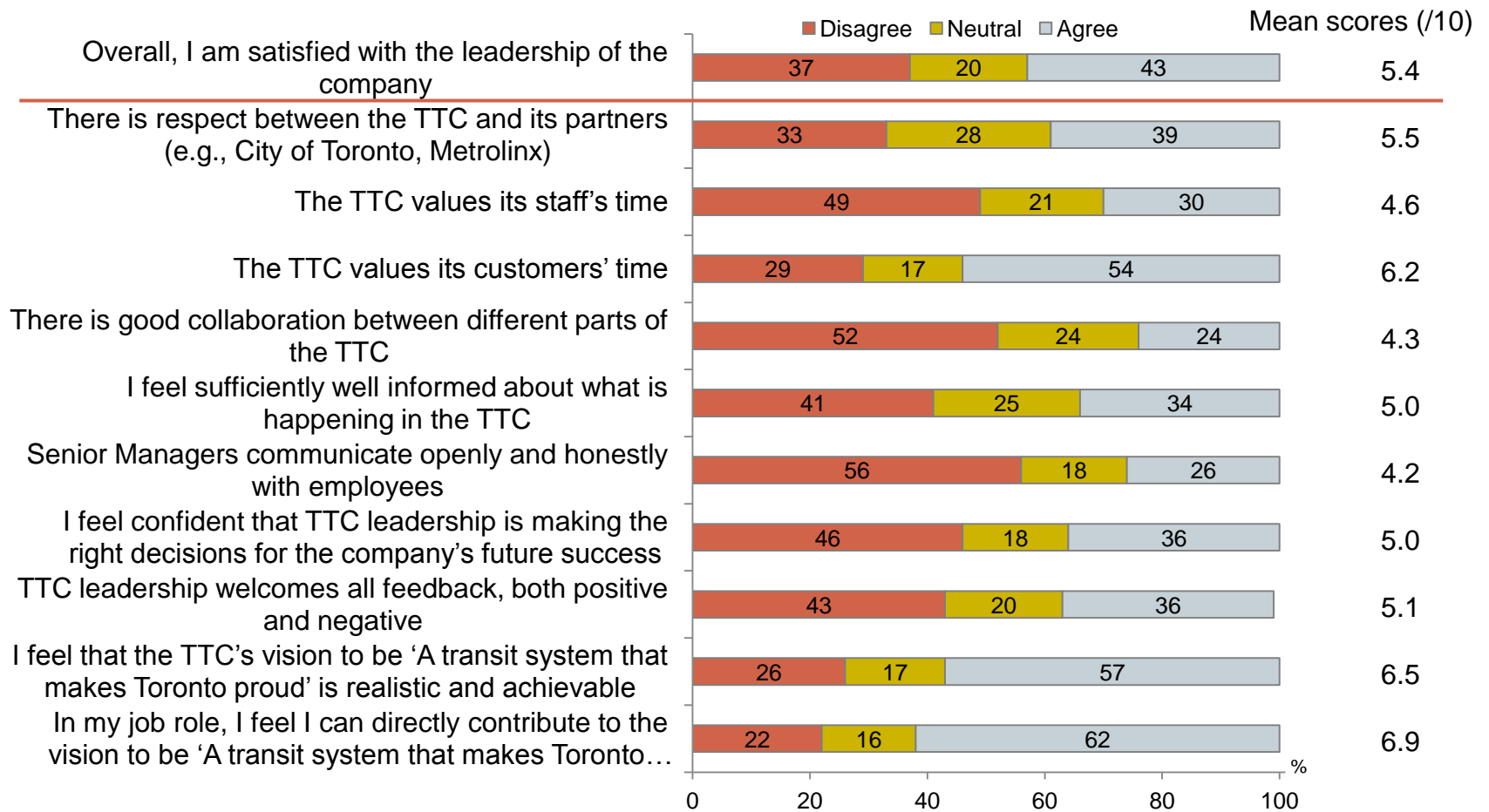
C1. Please indicate the extent to which you agree or disagree with each of the following statements:
Overall, I am satisfied with the leadership of the company
Sample sizes vary by category.

YOUR COMPANY - SUBWAY TRANSPORTATION



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 TRANSPORTATION (CONT'D)



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

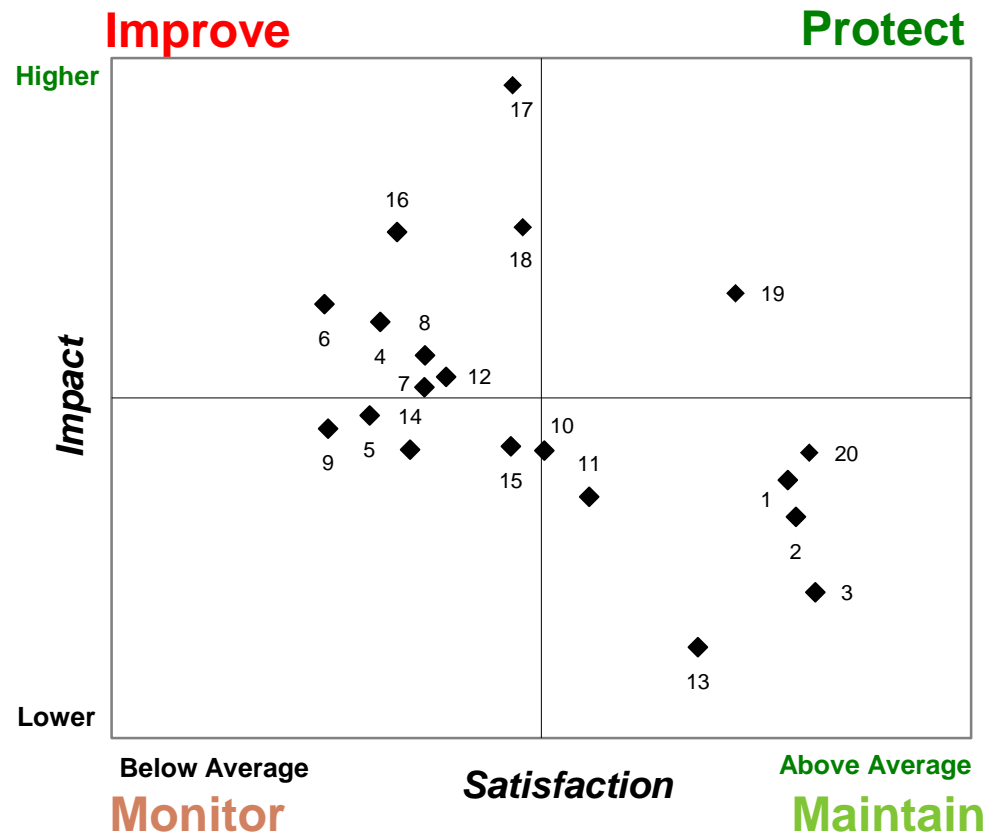
YOUR COMPANY - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Subway Transportation	Transit Control	Danforth	YUS & Sheppard
Overall, I am satisfied with the leadership of the company	6.4	6.1	6.5	5.4	5.9	4.5	5.6
I am proud and passionate about the TTC	7.6	7.4	7.7	6.8	7.5	5.9	6.8
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.2	6.9	6.6	6.3	7.5
The TTC puts customers first	7.8	7.7	8.0	7.0	7.4	6.6	6.8
People get things done both quickly and efficiently at the TTC	5.1	5.0	5.3	4.1	4.6	3.5	4.2
There is effective sharing of information across the TTC	4.9	4.7	4.9	4.1	4.3	3.5	4.2
There is a good level of trust between Senior Management and employees	4.9	4.6	4.9	3.8	4.3	3.0	3.9
Best practices are shared effectively across the TTC	5.3	5.1	5.3	4.4	4.6	4.1	4.6
People take personal responsibility for getting things done at the TTC	5.6	5.3	5.6	4.4	4.9	4.0	4.4
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	4.8	5.0	3.8	4.3	3.1	4.0
People show each other respect across the TTC	6.1	5.9	6.1	5.2	5.2	4.8	5.5
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.0	6.2	5.5	6.5	4.6	5.3
The TTC values its staff's time	6.0	5.8	6.1	4.6	4.9	3.5	4.9
The TTC values its customers' time	7.1	7.0	7.4	6.2	6.9	5.9	5.7
There is good collaboration between different parts of the TTC	5.3	5.1	5.3	4.3	4.7	4.0	4.3
I feel sufficiently well informed about what is happening in the TTC	5.7	5.4	5.8	5.0	5.9	4.2	4.8
Senior Managers communicate openly and honestly with employees	5.3	5.0	5.3	4.2	4.7	3.4	4.4
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	5.7	6.0	5.0	5.4	4.3	5.2
TTC leadership welcomes all feedback, both positive and negative	6.0	5.8	6.1	5.1	5.4	4.2	5.3
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	6.5	7.1	5.8	6.3
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	7.6	7.8	6.9	7.4	6.3	7.0

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 TRANSPORTATION

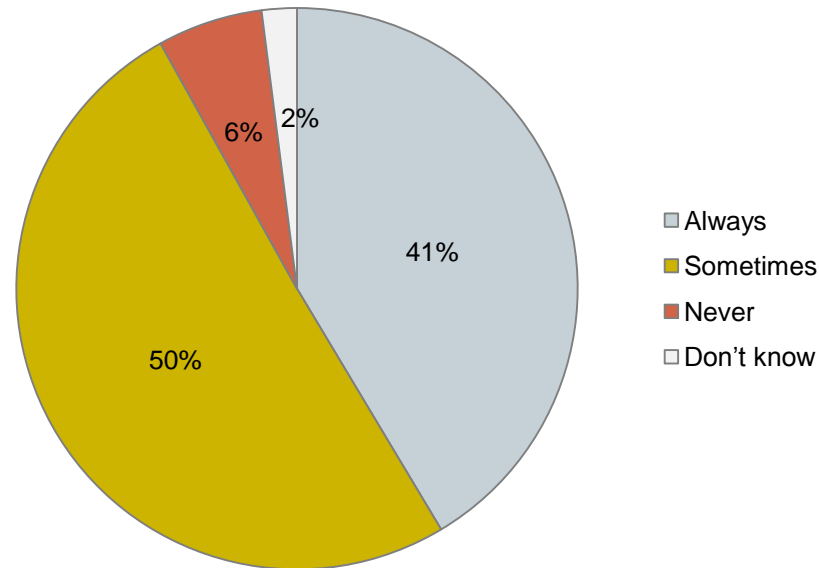


1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. **People get things done both quickly and efficiently at the TTC**
5. There is effective sharing of information across the TTC
6. **There is a good level of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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 3.8 to 7.0.
Impact values range between 22% to 73%.

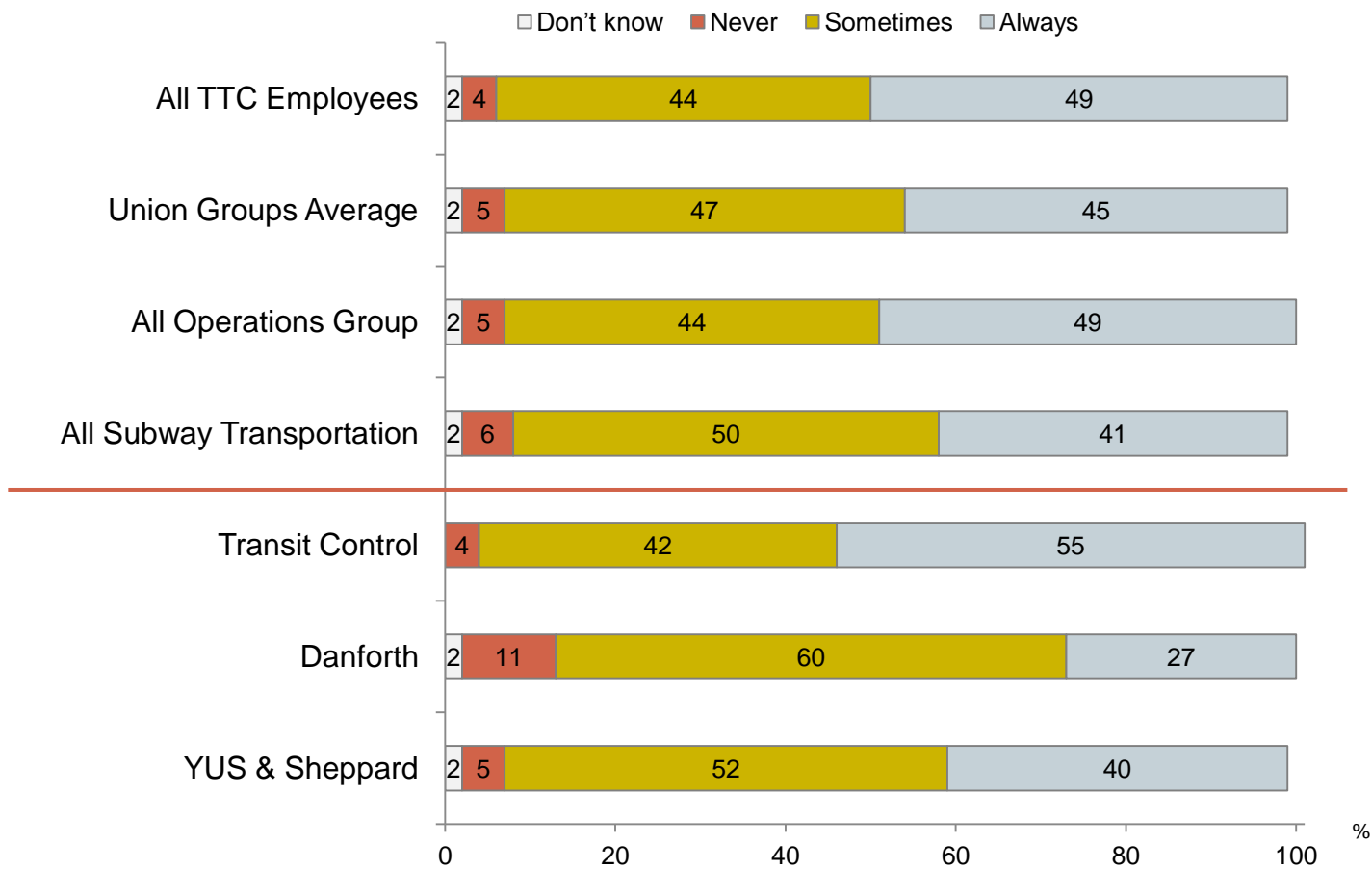
Subway Transportation

Total
(n= 262)



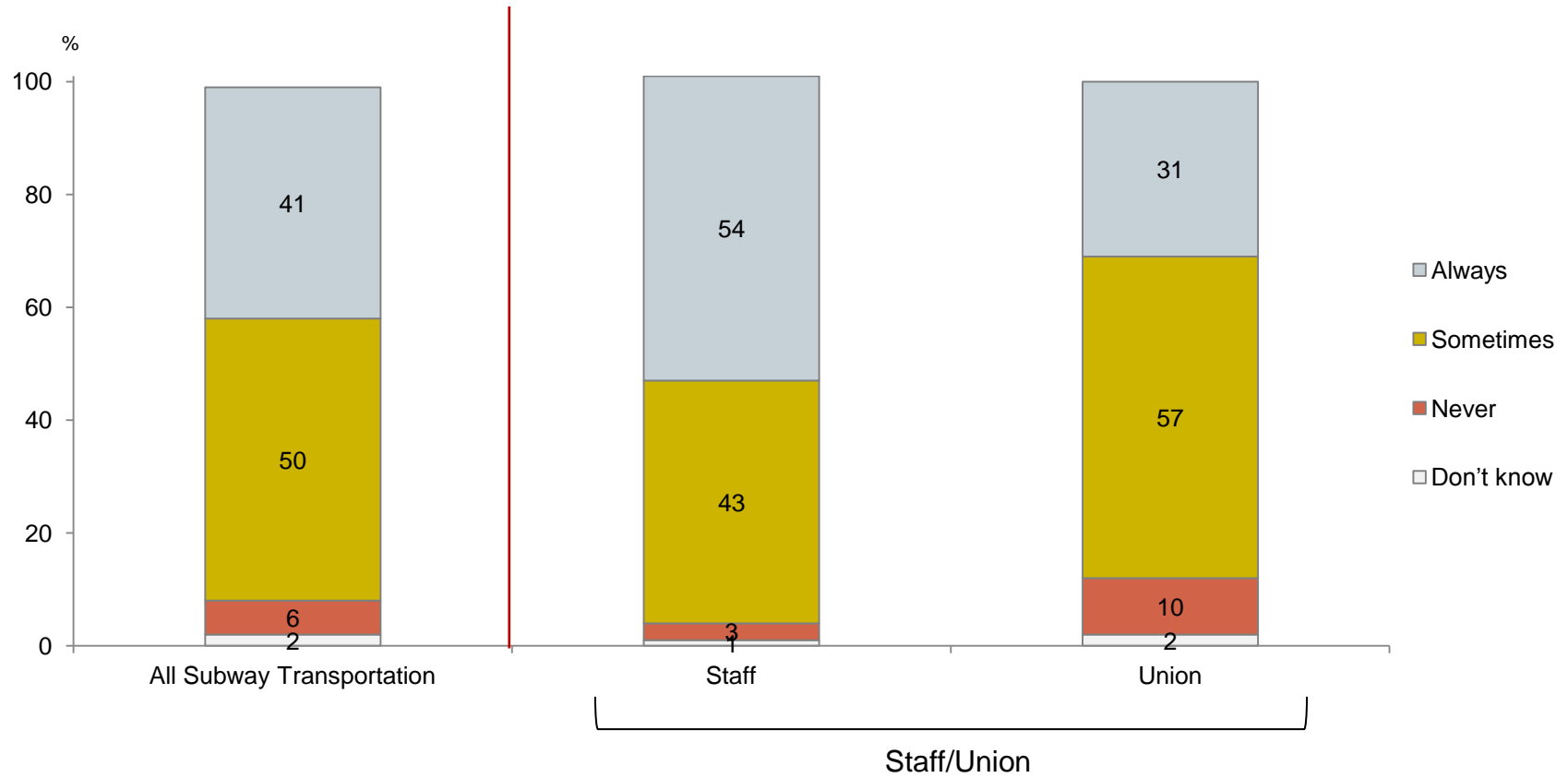
C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.

SPEAKING HIGHLY OF THE TTC - BY COST CENTRE/GROUPING



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

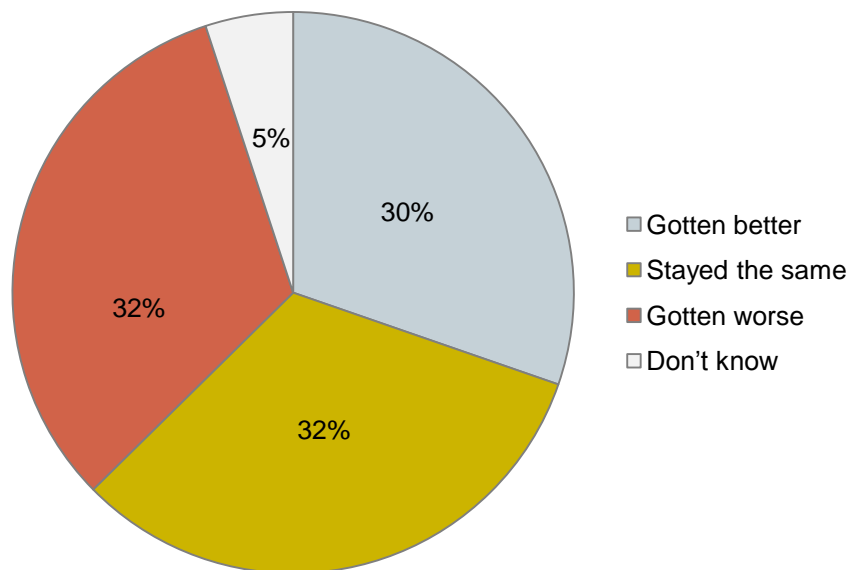
SPEAKING HIGHLY OF THE TTC - BY EMPLOYEE POSITION



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

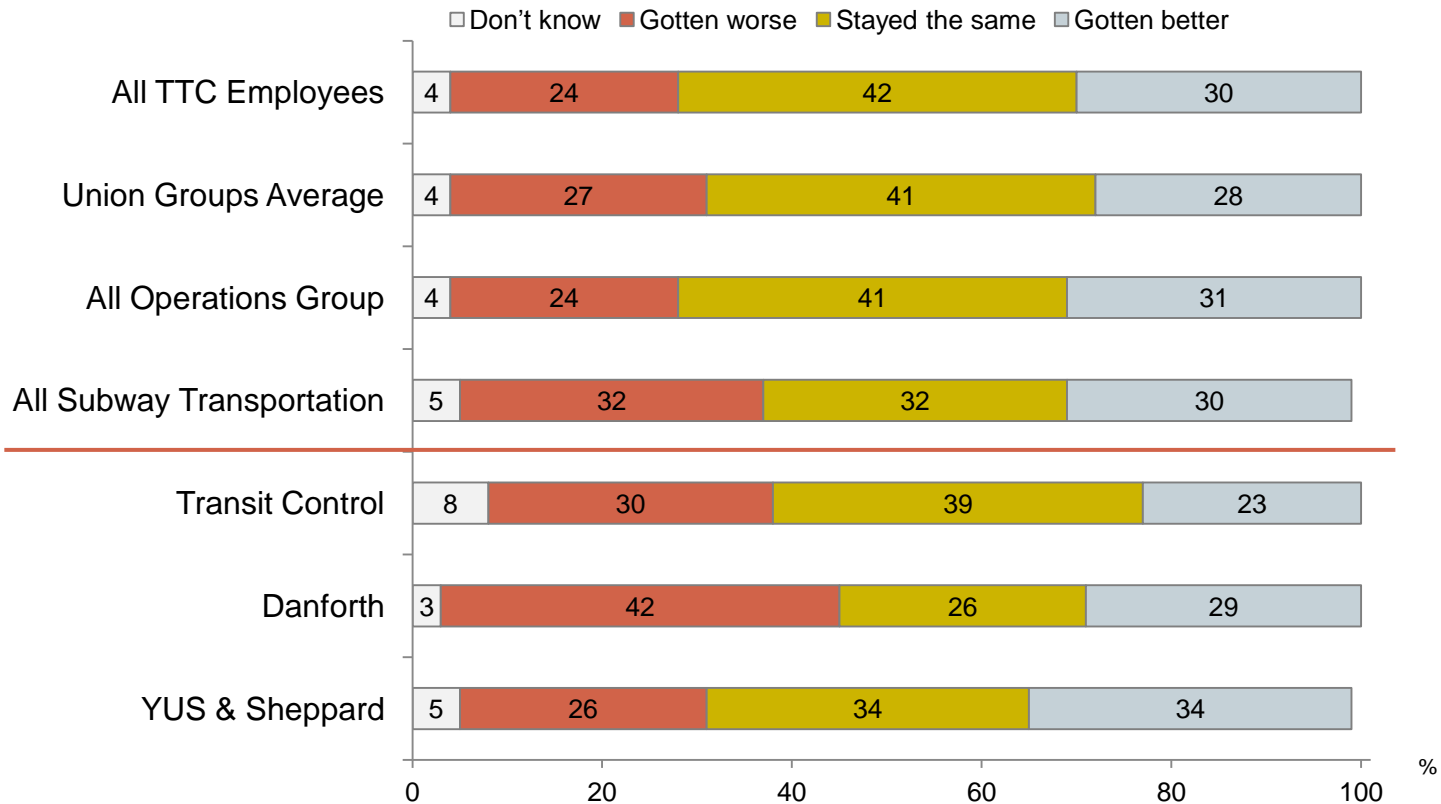
Subway Transportation

Total
(n= 263)



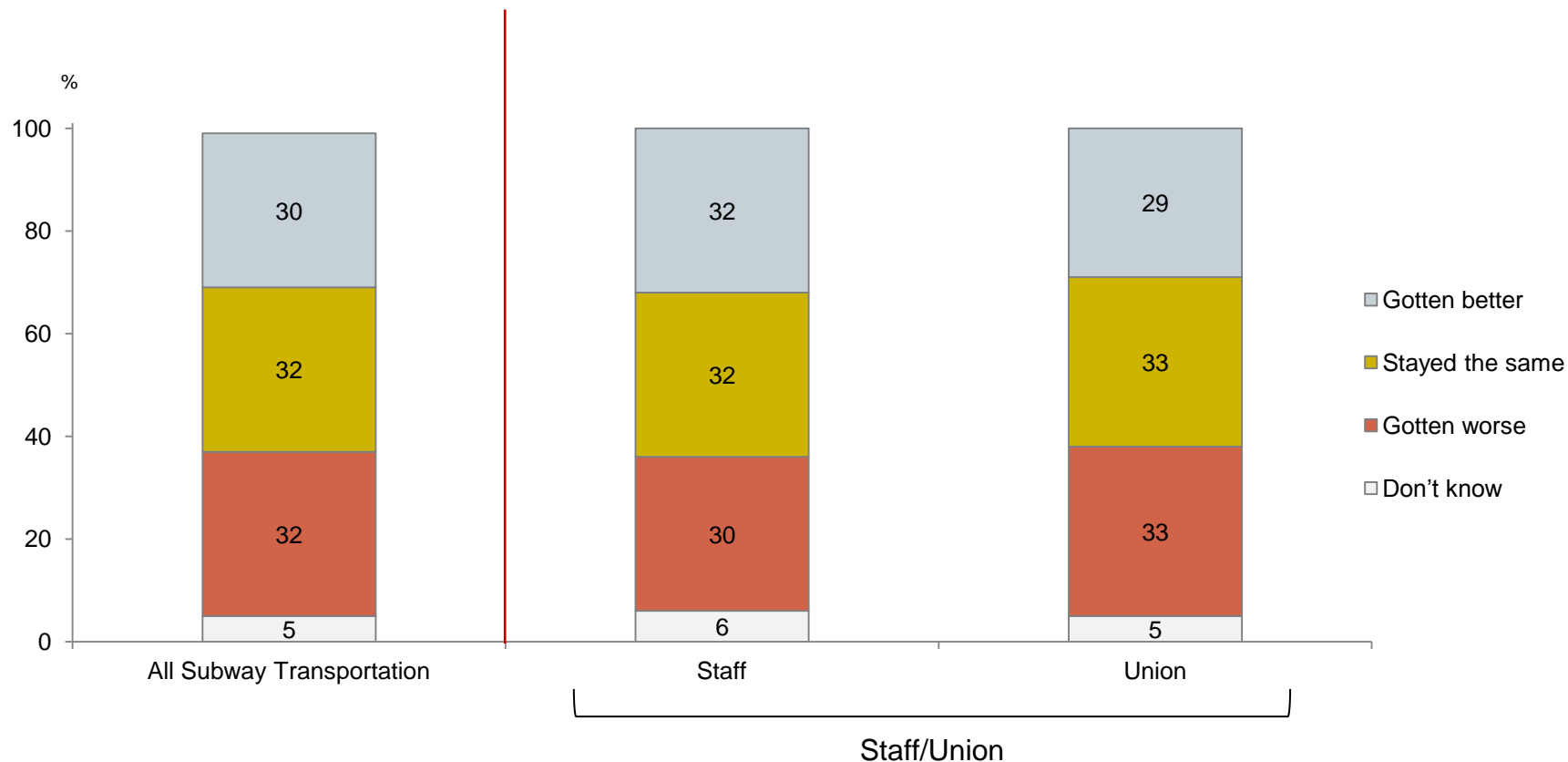
C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.

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



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

CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY EMPLOYEE POSITION



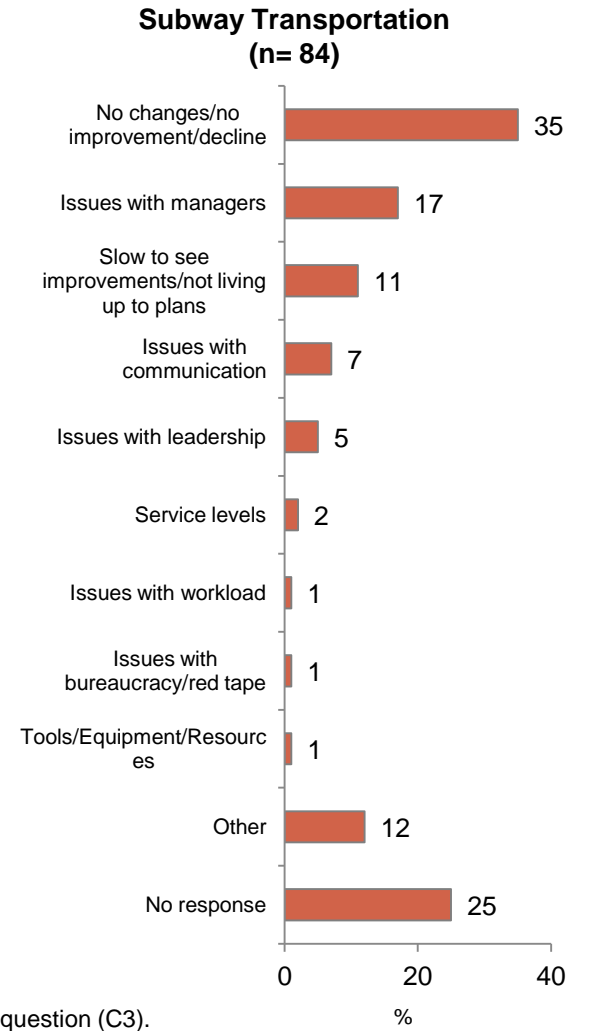
C3. In the past 12 months, working for the TTC has... 1 Gotten better; 2 Stayed the same; 3 Gotten worse; 4 Don't know.
Sample sizes vary by category.

REASONS INDICATED FOR CHANGE IN EXPERIENCE

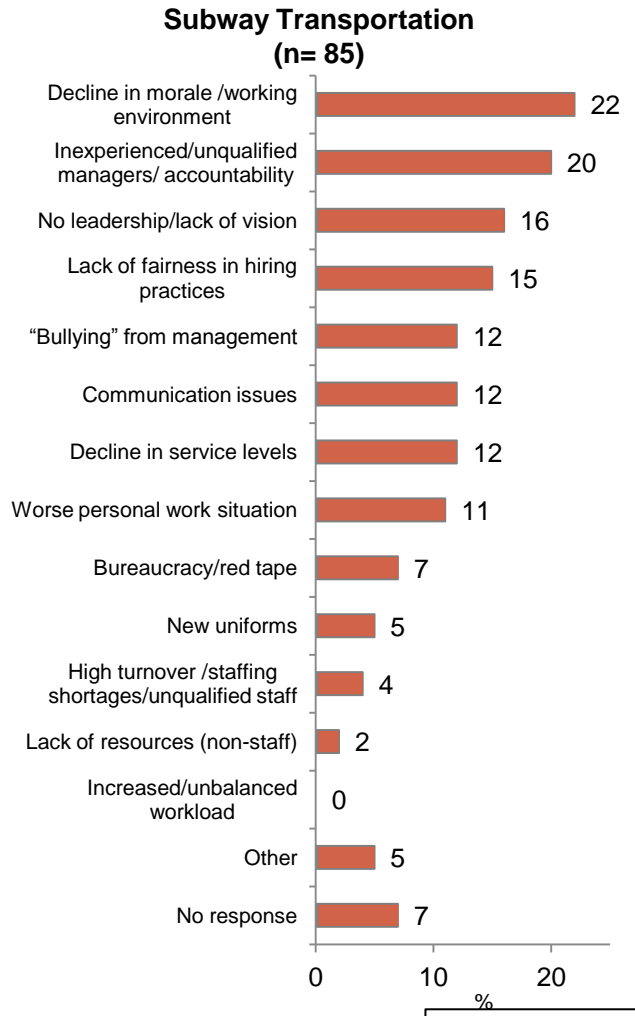
Employees indicating TTC has Gotten better



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 PROTECT: SAFETY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Safety” as another influential aspect for Employee Engagement and as an area in which Subway Transportation employees are relatively satisfied, making this an Area to Protect.
- Employee satisfaction with their safety at work is the highest for Transit Control and the lowest for Bloor/Danforth/SRT.
- Overall satisfaction with safety was substantially higher among staff compared to 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, “The TTC’s management is willing to invest money and effort to improve the level of safety” and “People on my team report all injuries, no matter how minor”. These results were somewhat variable by cost centre, as shown in the exceptions below:
 - For Transit Control, “I am strongly encouraged to report unsafe working conditions” and “My manager/supervisor is well informed about safety issues” also received the highest satisfaction rating.
 - For Bloor/Danforth/SRT, “The protection of workers from occupational exposure to hazards is a high priority with management” replaced “People in my team report all injuries no matter how minor” as one of the lowest rated attributes.

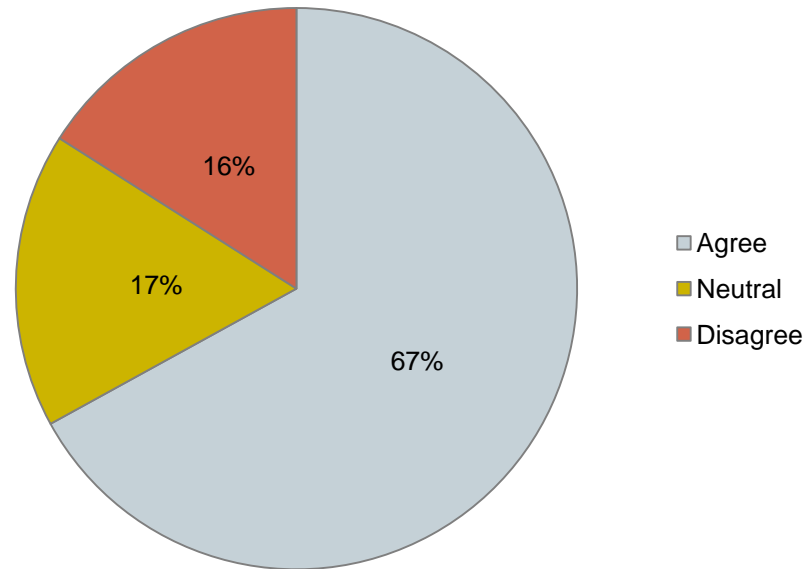
SECTION SUMMARY

- To further improve employee satisfaction with Safety, Opportunity Analysis identifies the following key Areas to Improve:
 - The TTC's management is willing to invest money and effort to improve the level of safety
 - 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 is well informed about safety issues
 - My manager/supervisor emphasizes safe practices while at work
 - I am strongly encouraged to report unsafe working conditions

OVERALL RATINGS OF SAFETY - SUBWAY TRANSPORTATION

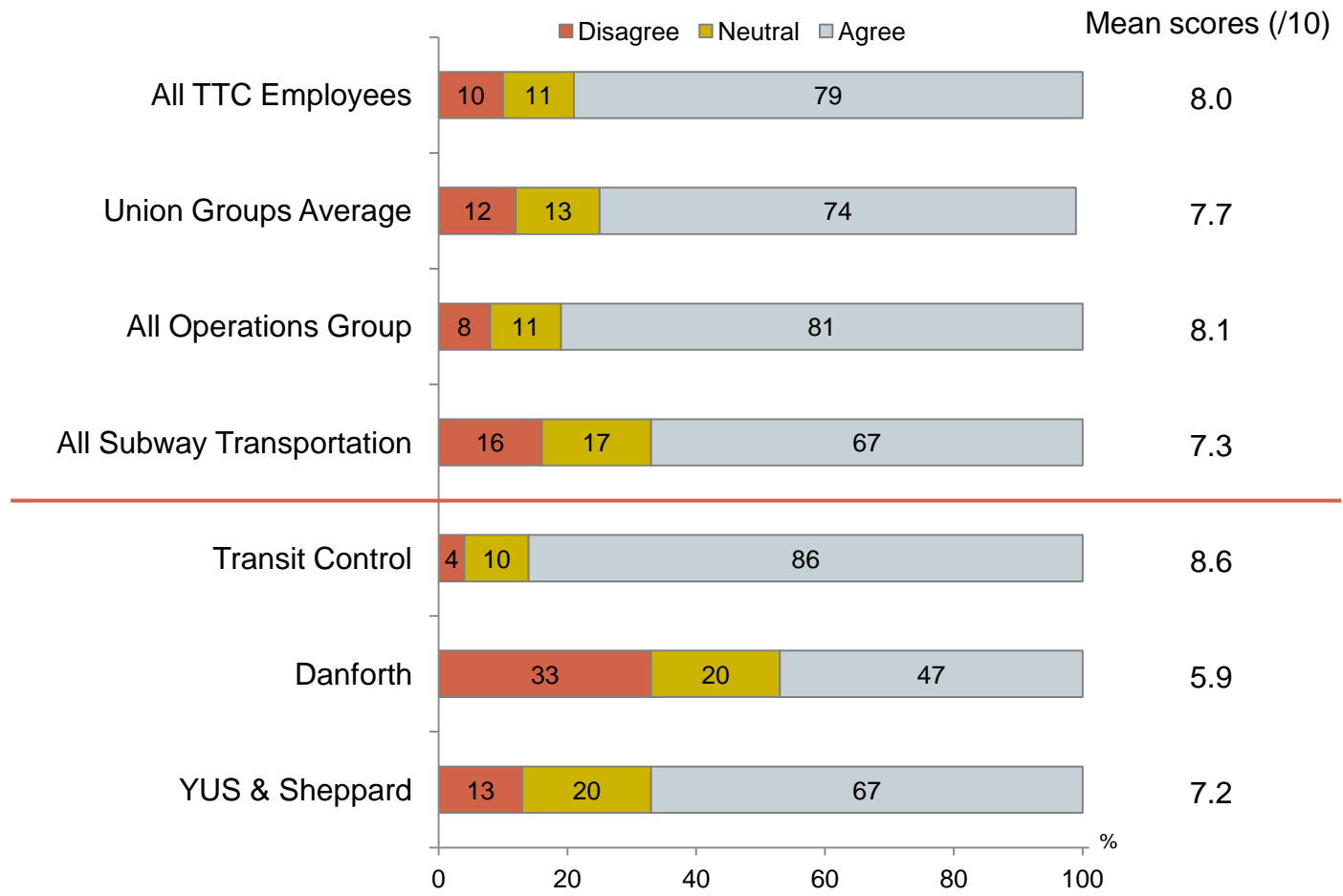
Subway Transportation

Total
(n= 263)
Mean=7.3



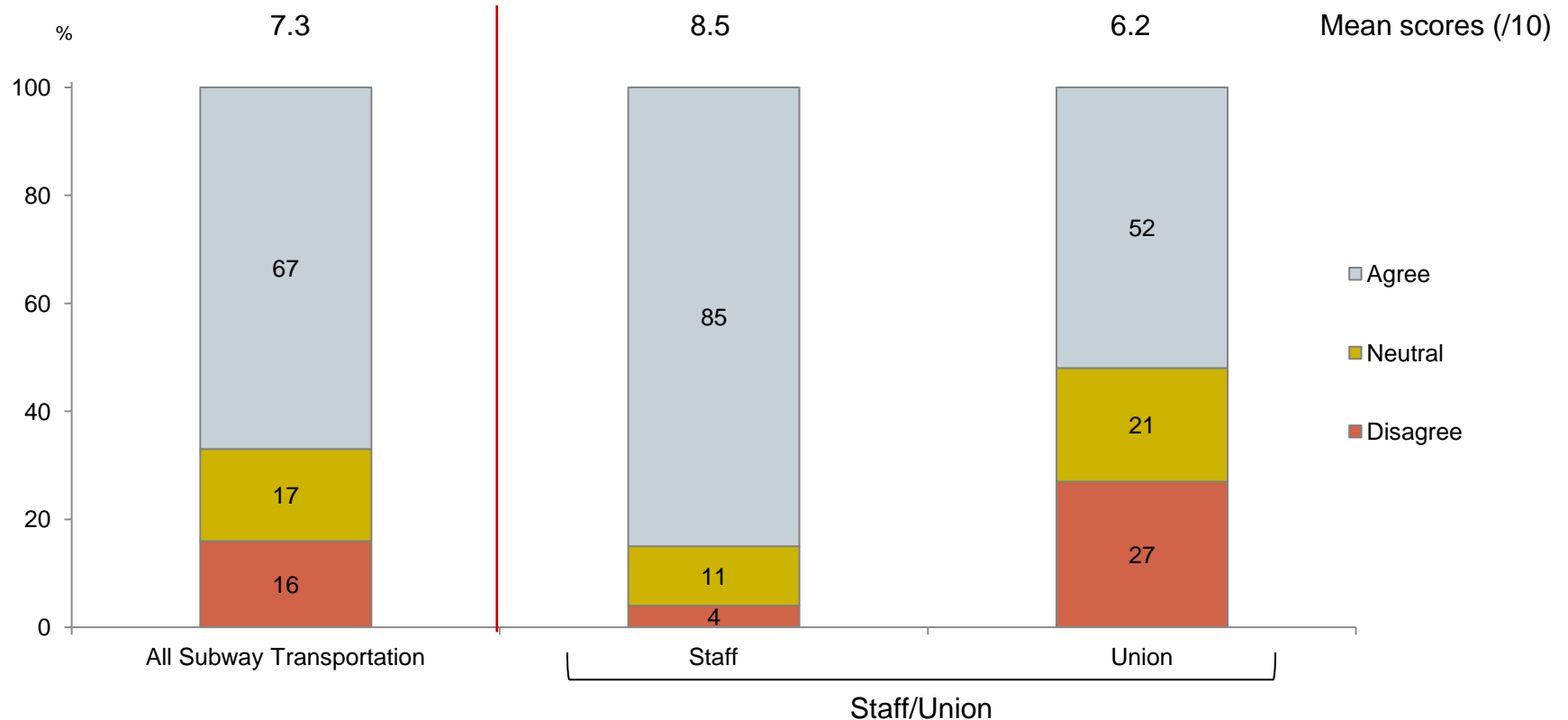
G1. Please indicate the extent to which you agree or disagree with each of the following statements about the TTC's approach to ensuring your physical safety.
Overall, I feel safe when I am at work.

OVERALL RATINGS OF SAFETY - BY COST CENTRE/GROUPING



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.

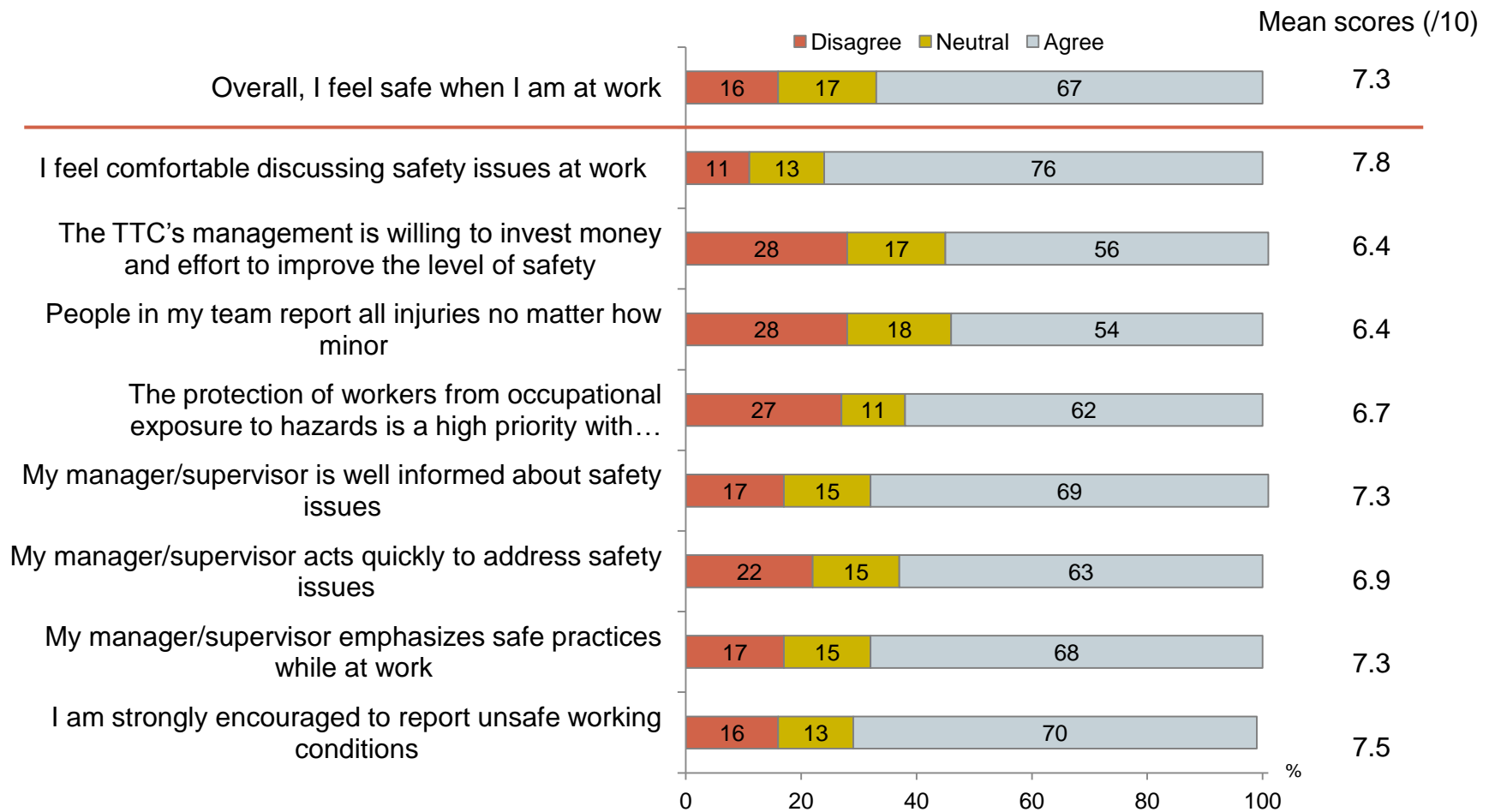
OVERALL RATINGS OF SAFETY - BY EMPLOYEE POSITION



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 TRANSPORTATION



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.

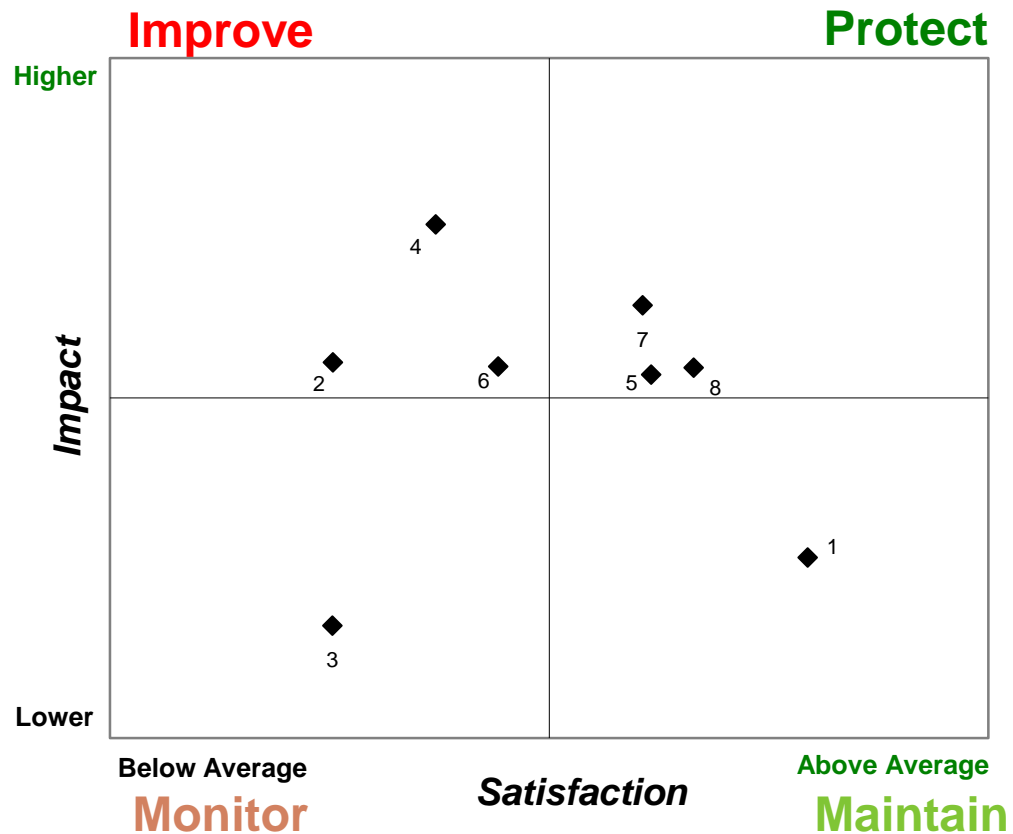
SAFETY

- BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Subway Transportation	Transit Control	Danforth	YUS & Sheppard
Overall, I feel safe when I am at work	8.0	7.7	8.1	7.3	8.6	5.9	7.2
I feel comfortable discussing safety issues at work	8.3	8.0	8.3	7.8	8.4	7.2	7.8
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	7.1	7.6	6.4	7.2	5.5	6.3
People in my team report all injuries no matter how minor	7.1	6.8	7.2	6.4	7.4	5.8	6.0
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	7.2	7.6	6.7	7.8	5.6	6.6
My manager/supervisor is well informed about safety issues	8.0	7.7	8.0	7.3	8.4	6.4	7.1
My manager/supervisor acts quickly to address safety issues	7.6	7.3	7.6	6.9	8.0	6.1	6.5
My manager/supervisor emphasizes safe practices while at work	7.9	7.7	8.0	7.3	8.3	6.4	7.1
I am strongly encouraged to report unsafe working conditions	8.0	7.8	8.2	7.5	8.4	6.4	7.6

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

OPPORTUNITY ANALYSIS: SAFETY - SUBWAY TRANSPORTATION



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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 6.4 to 7.8.
 Impact values range between 30% to 63%.

AREA TO MONITOR: PERFORMANCE AND REWARD

Produced by Malatest on
behalf of TTC



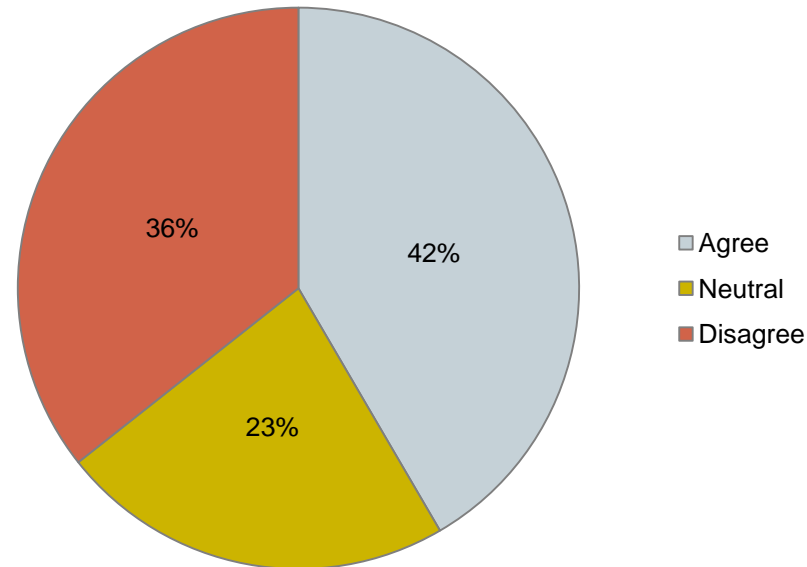
SECTION SUMMARY

- 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 Transportation 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 higher among Transit Control and YUS/Sheppard employees compared to those working in Bloor/Danforth/SRT.
- Staff are somewhat more satisfied with recognition and reward than union employees.
- Across the specific aspects of Performance and Reward, ratings were the highest for, “The TTC offers good job security”. Ratings were the lowest for “I am recognized for excellent performance”. These results were consistent across cost centres, with the following exception:
 - For Transit Control, the lowest rated attribute was “Poor performance is not tolerated” instead of “I am recognized for excellent performance”.
- To improve employee satisfaction with Performance and Reward, Opportunity Analysis identifies the following key areas of focus:
 - I am recognized for excellent performance
 - I am satisfied with the recognition I receive from my manager
 - At the TTC, the recognition and / or rewards are meaningful
- 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 TRANSPORTATION

Subway Transportation

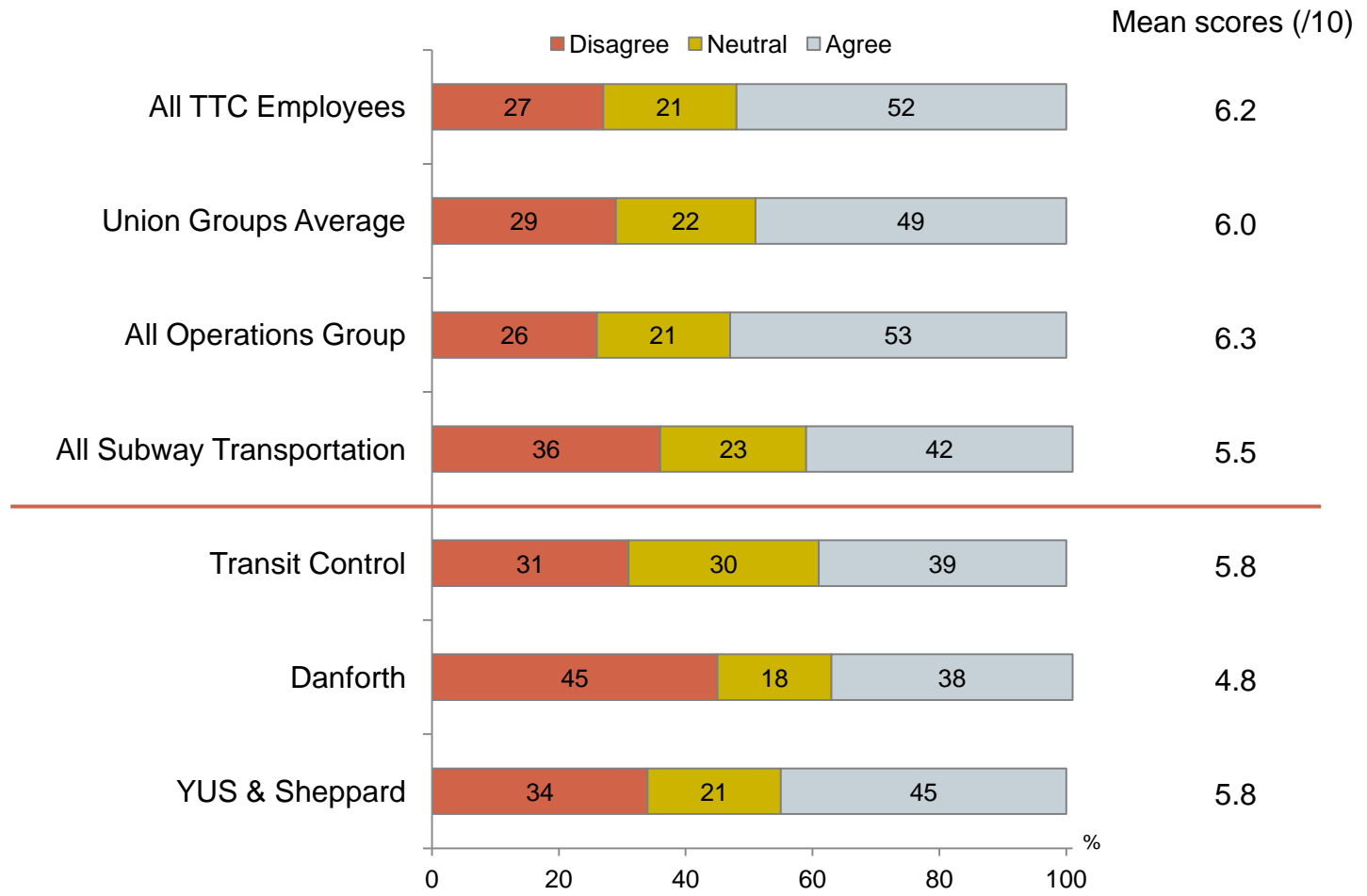
Total
(n= 265)
Mean=5.5



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

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

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

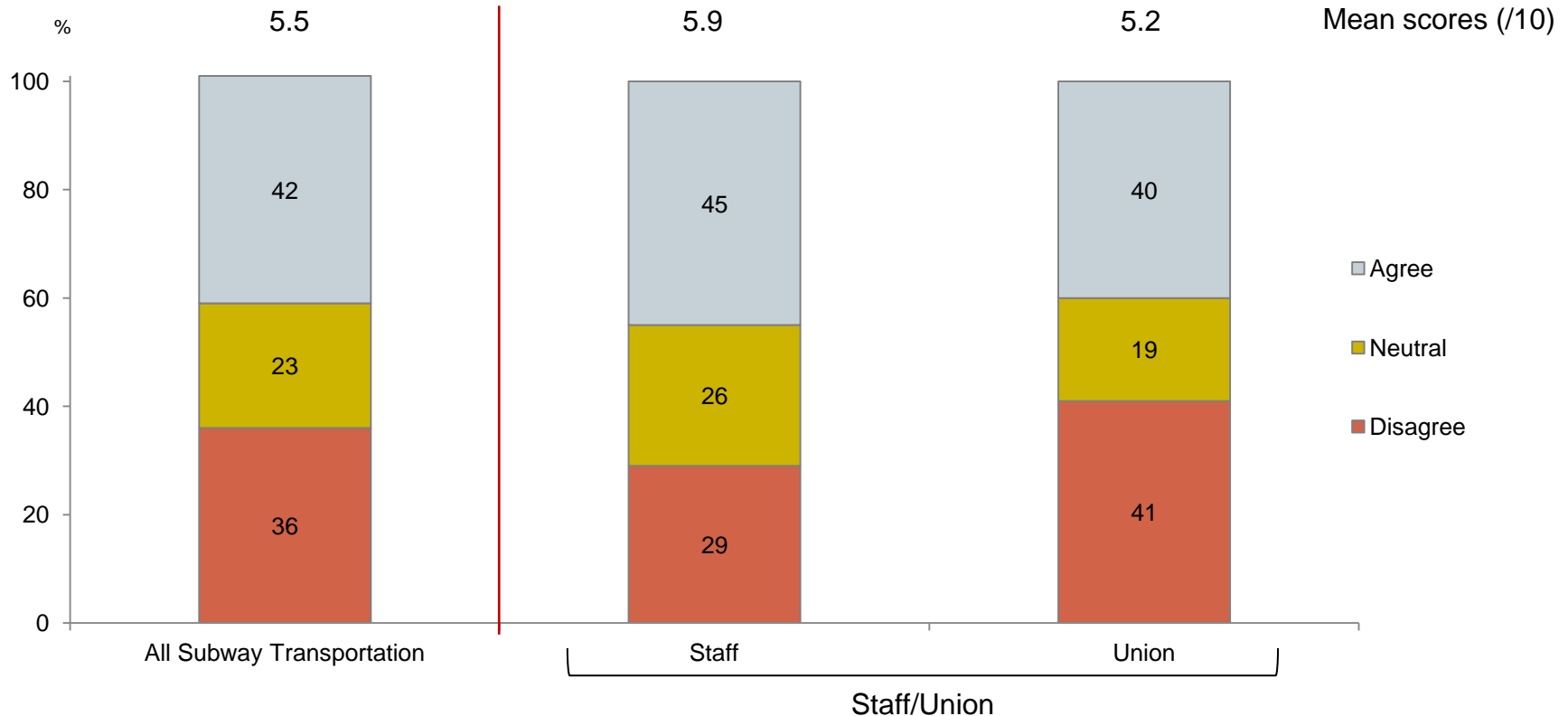


I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.

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

Sample sizes vary by category.

OVERALL RATINGS OF PERFORMANCE AND REWARD - BY EMPLOYEE POSITION



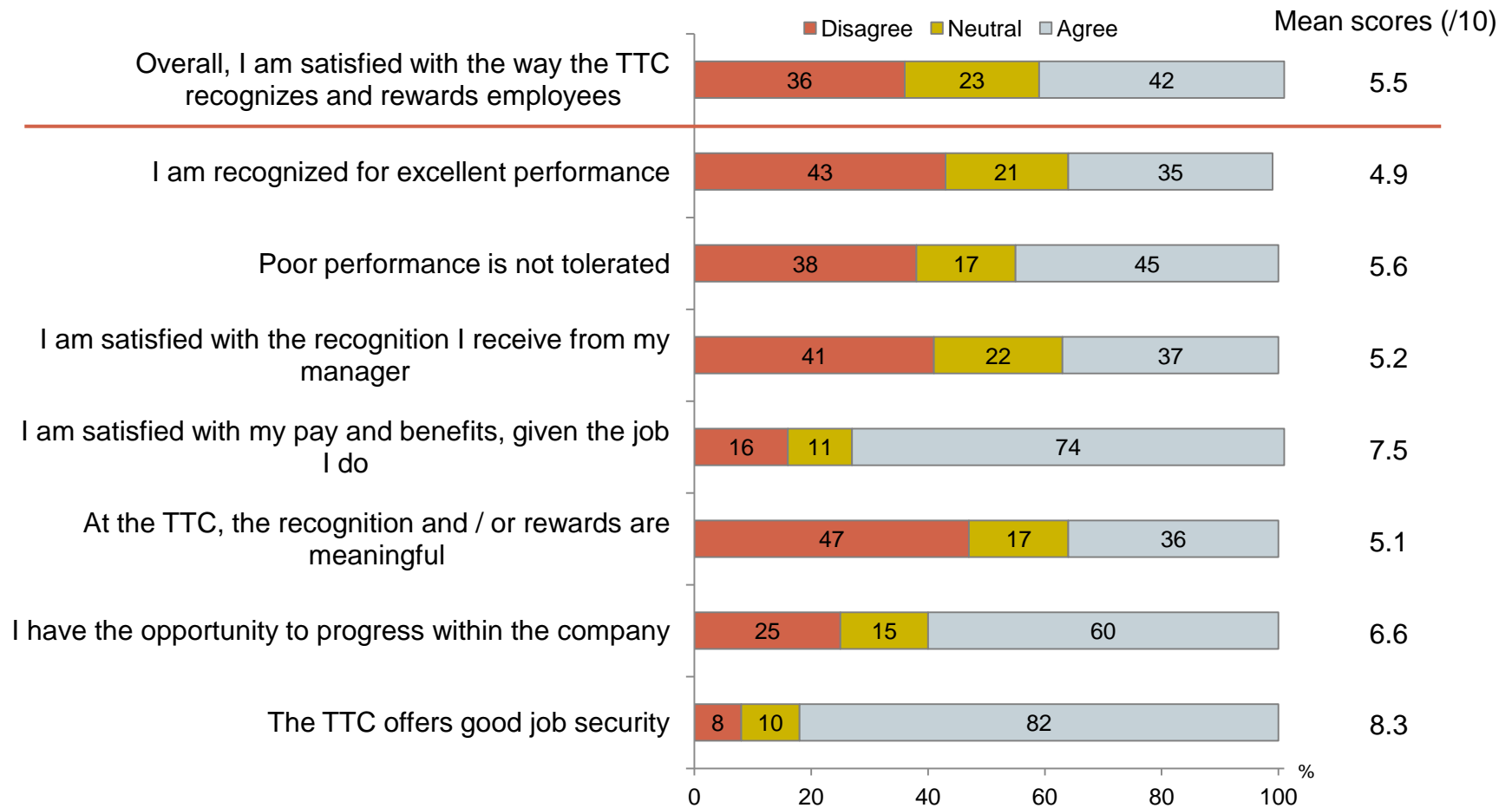
I1. Please indicate the extent to which you agree or disagree with each of the following statements with respect to the TTC's practices and behaviours in the areas of employee reward and recognition.

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

Sample sizes vary by category.

3/30/2015

PERFORMANCE AND REWARD - SUBWAY TRANSPORTATION



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 Transportation	Transit Control	Danforth	YUS & Sheppard
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	6.3	5.5	5.8	4.8	5.8
I am recognized for excellent performance	5.9	5.6	5.9	4.9	5.4	4.4	4.8
Poor performance is not tolerated	5.9	5.8	5.6	5.6	4.5	6.0	6.3
I am satisfied with the recognition I receive from my manager	6.0	5.8	6.2	5.2	5.5	4.6	5.1
I am satisfied with my pay and benefits, given the job I do	7.7	7.8	7.7	7.5	7.6	7.0	7.8
At the TTC, the recognition and / or rewards are meaningful	5.9	5.8	6.0	5.1	5.1	4.4	5.4
I have the opportunity to progress within the company	6.9	6.9	6.9	6.6	6.8	5.9	7.1
The TTC offers good job security	8.3	8.3	8.4	8.3	8.9	7.7	8.3

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

OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - SUBWAY TRANSPORTATION



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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 4.9 to 8.3.
 Impact values range between 8% to 56%.

AREA TO MAINTAIN: 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 Transportation employees are relatively satisfied, making this an Area to Maintain.
- In contrast to the other aspects of the employee experience, satisfaction levels for training and development is strongest among YUS/Sheppard employees and weakest for Transit Control employees.
- Overall satisfaction with Training and Development is marginally higher for staff compared to union employees.
- Across the specific aspects of Training and Development, ratings were highest for, “My on-boarding/induction experience was positive” and “I have received the right sort of training to do my job properly”. Ratings were lowest for, “The way people are selected for jobs in the TTC is fair.” These results were consistent for all cost centre groupings, with a few exceptions:
 - For Transit Control, “I discuss with my manager whether training meets my needs” was also among the top rated attributes.
 - For YUS/Sheppard, “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor” was also among the lowest rated attributes.

SECTION SUMMARY

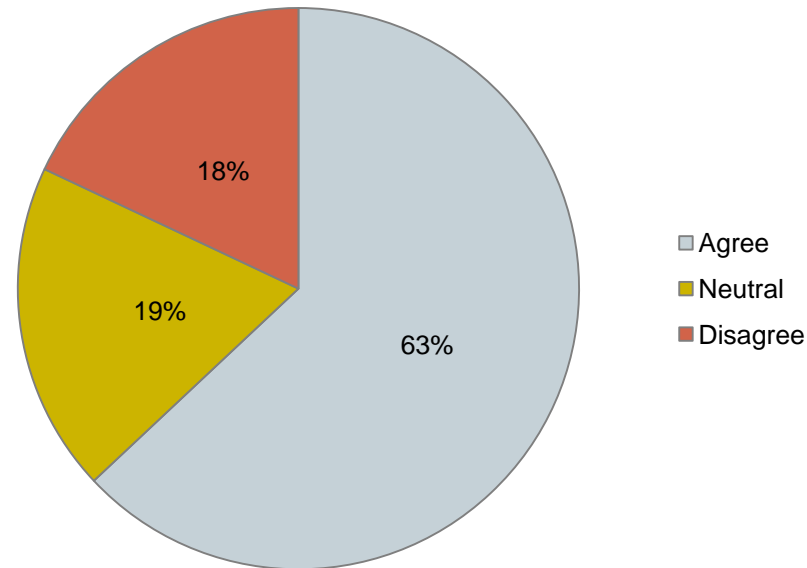
- To improve employee satisfaction with Training and Development, Opportunity Analysis identifies the following key area on which to focus improvements:
 - I am satisfied with the support I receive on my personal development.
- In addition to these improvements, the following areas are key Areas to Protect:
 - I am satisfied with the career development opportunities available to me.
 - The TTC provides ongoing training opportunities so I can develop my skills.

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - SUBWAY TRANSPORTATION

Subway Transportation

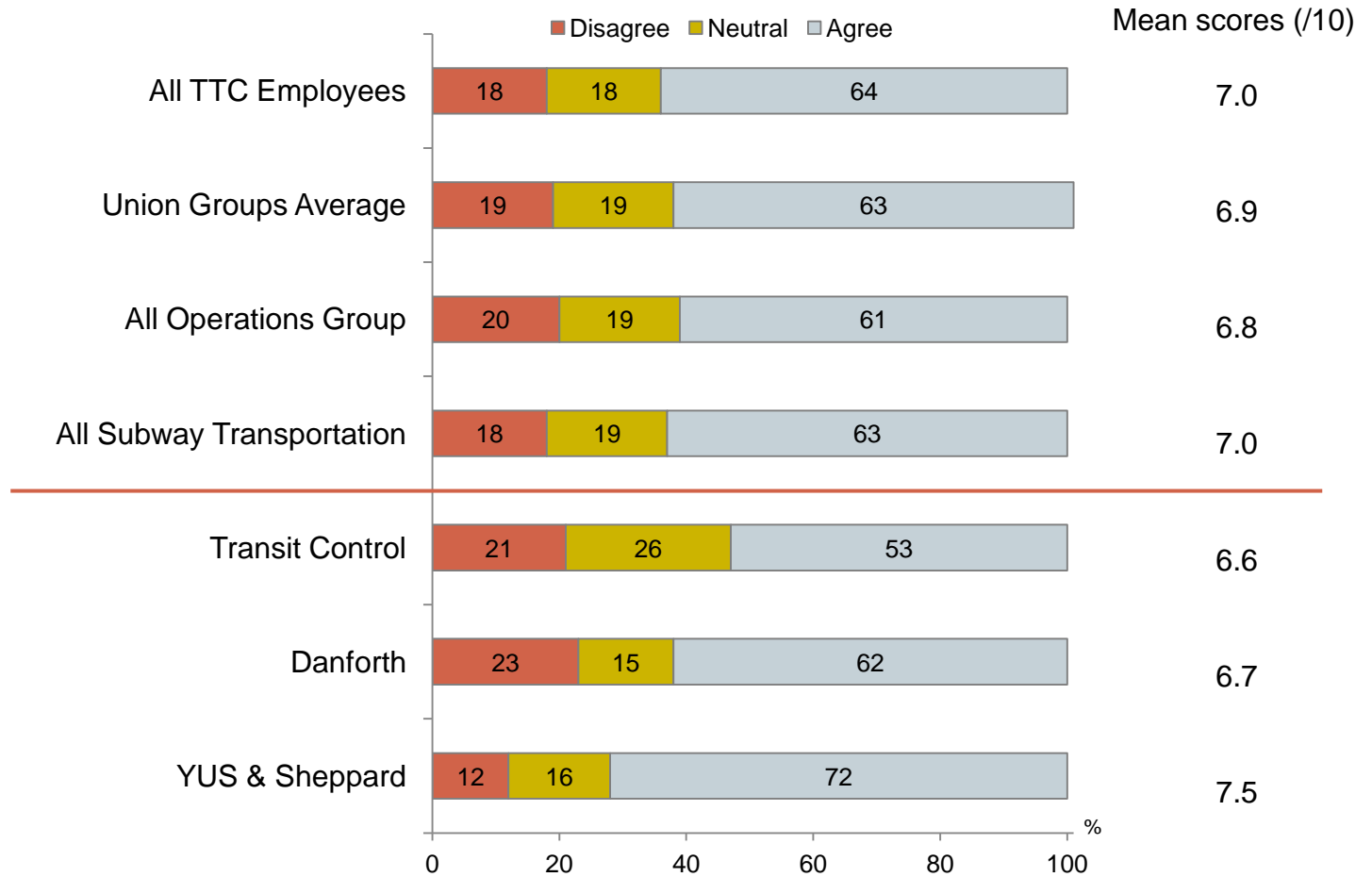
Total
(n= 262)

Mean=7.0



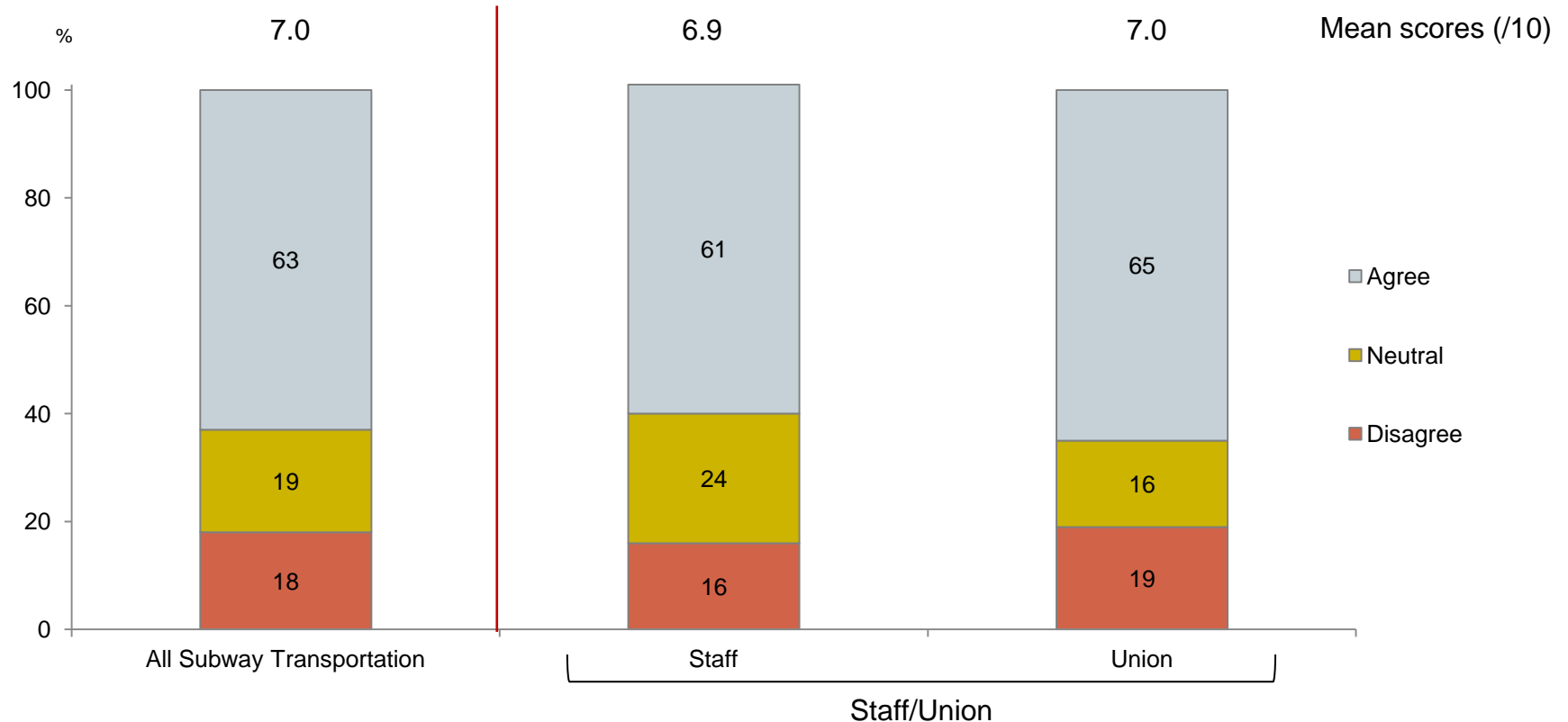
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.
Overall, I am satisfied with my training and development at the TTC.

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



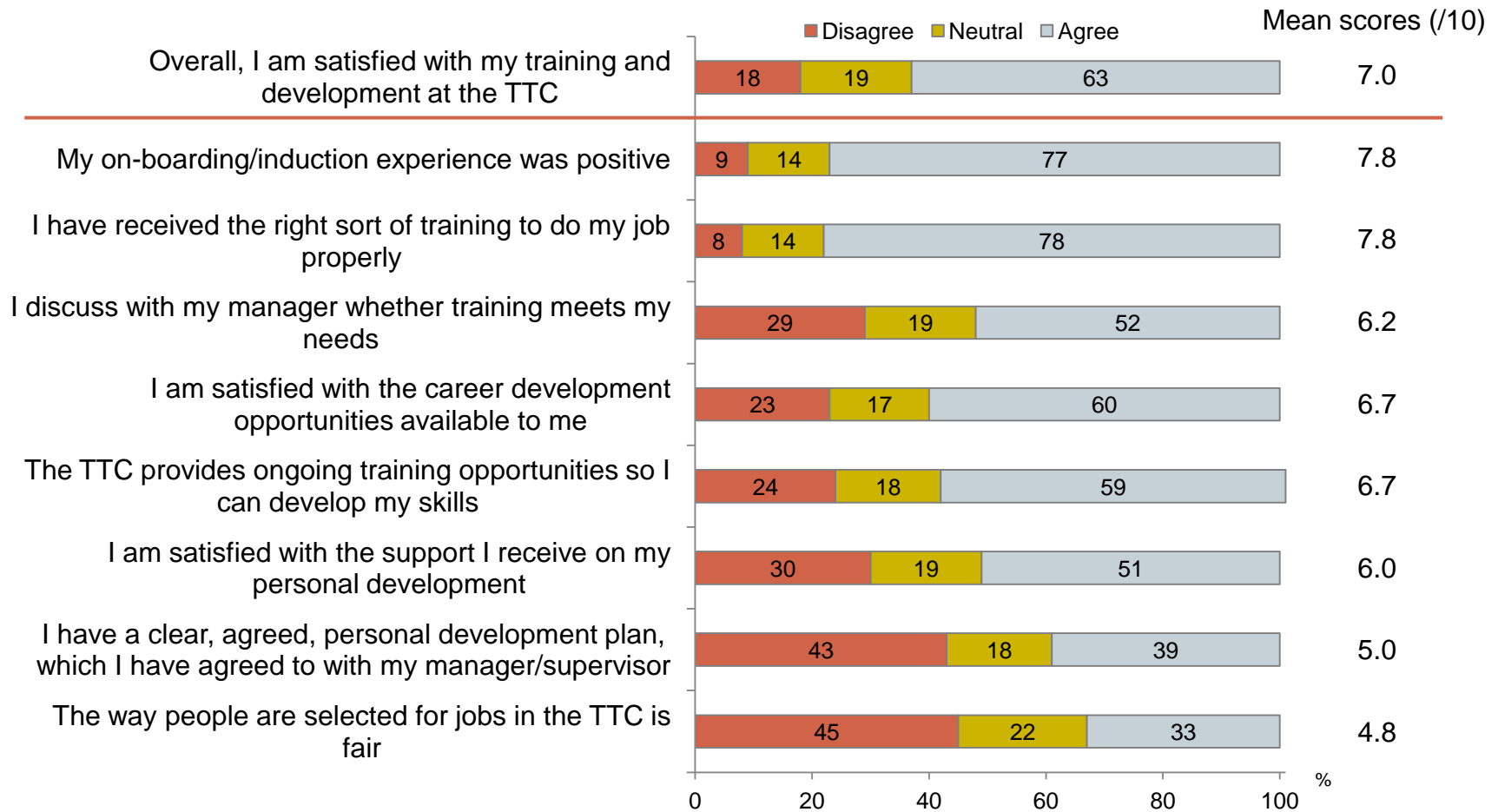
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.
Overall, I am satisfied with my training and development at the TTC.
Sample sizes vary by category.

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY EMPLOYEE POSITION



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

TRAINING AND DEVELOPMENT - SUBWAY TRANSPORTATION



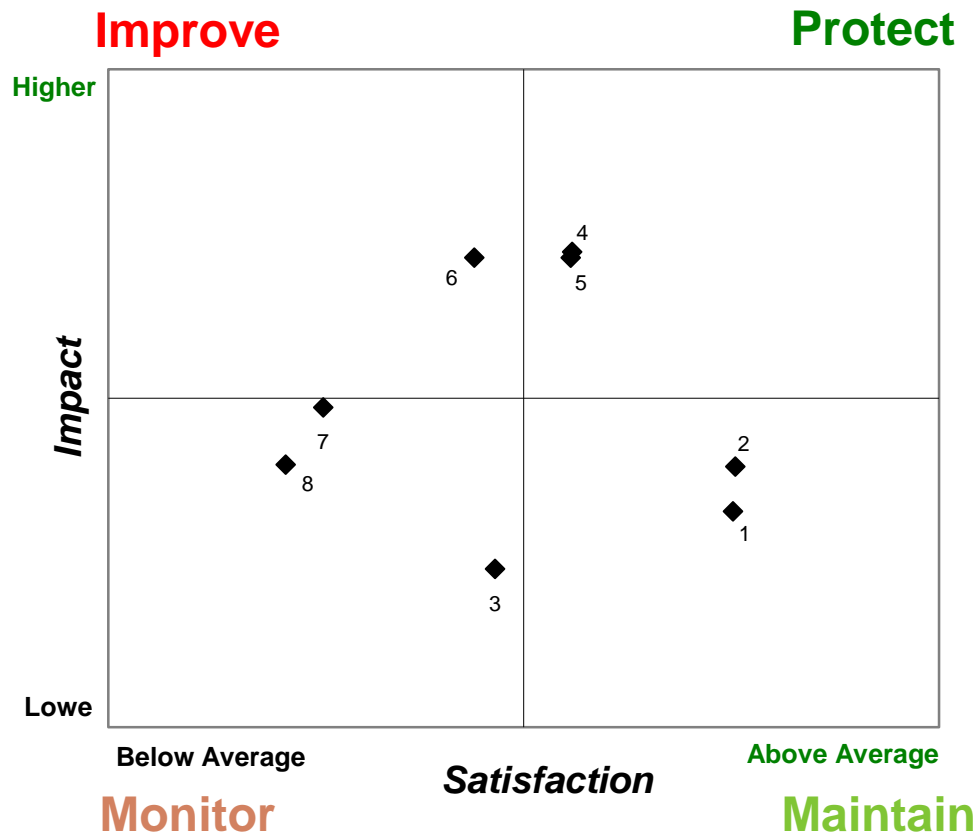
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.
Sample sizes vary by attribute.

TRAINING AND DEVELOPMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Subway Transportation	Transit Control	Danforth	YUS & Sheppard
Overall, I am satisfied with my training and development at the TTC	7.0	6.9	6.8	7.0	6.6	6.7	7.5
My on-boarding/induction experience was positive	7.9	7.9	7.7	7.8	7.6	7.8	7.8
I have received the right sort of training to do my job properly	7.6	7.6	7.4	7.8	7.0	7.9	8.3
I discuss with my manager whether training meets my needs	6.7	6.4	6.7	6.2	7.0	5.5	5.9
I am satisfied with the career development opportunities available to me	6.9	6.9	7.0	6.7	6.8	6.0	7.1
The TTC provides ongoing training opportunities so I can develop my skills	7.0	6.8	7.0	6.7	6.9	6.0	7.0
I am satisfied with the support I receive on my personal development	6.5	6.2	6.5	6.0	6.2	5.2	6.5
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	5.2	5.4	5.0	5.1	4.9	5.2
The way people are selected for jobs in the TTC is fair	5.6	5.5	5.3	4.8	4.3	4.7	5.2

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

OPPORTUNITY ANALYSIS: TRAINING AND DEVELOPMENT - SUBWAY TRANSPORTATION



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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 4.8 to 7.8.
 Impact values range between 20% to 64%.

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 Transportation employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their immediate manager or supervisor is generally the highest for Transit Control and the lowest for Bloor/Danforth/SRT.
- Staff employees are considerably more satisfied with their immediate manager/supervisor compared to unionized employees.
- Across the specific qualities of Your Manager/Supervisor, ratings were the highest for, “My manager/supervisor actively discourages prejudice”. 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”. These results were consistent across all three cost centre groups.
- To improve employee satisfaction with Your Manager/Supervisor, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - Where appropriate, my manager/supervisor involves me in decisions which affect me.
 - My manager/supervisor tells me why decisions have been made.
 - My manager/supervisor manages people well.
 - My manager/supervisor is open to constructive feedback from staff and others.

SECTION SUMMARY

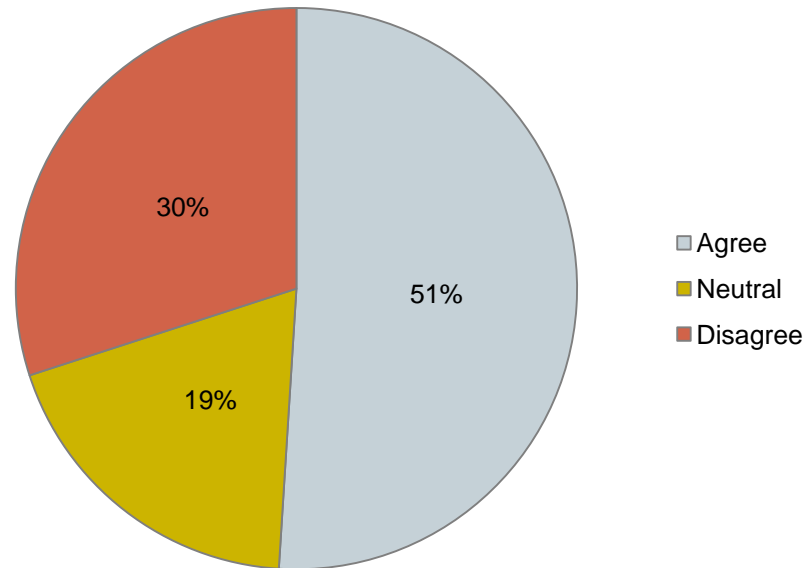
- In addition to these improvements, the following areas are key Areas to Protect:
 - I am satisfied with the way I am managed
 - My manager/supervisor takes responsibility when problems arise
 - I have confidence in my manager's/supervisor's skills and abilities
 - My manager/supervisor leads by example
 - I get help and support from my manager/supervisor when I need it
 - My manager/supervisor keeps me well informed about issues which affect me

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - SUBWAY TRANSPORTATION

Subway Transportation

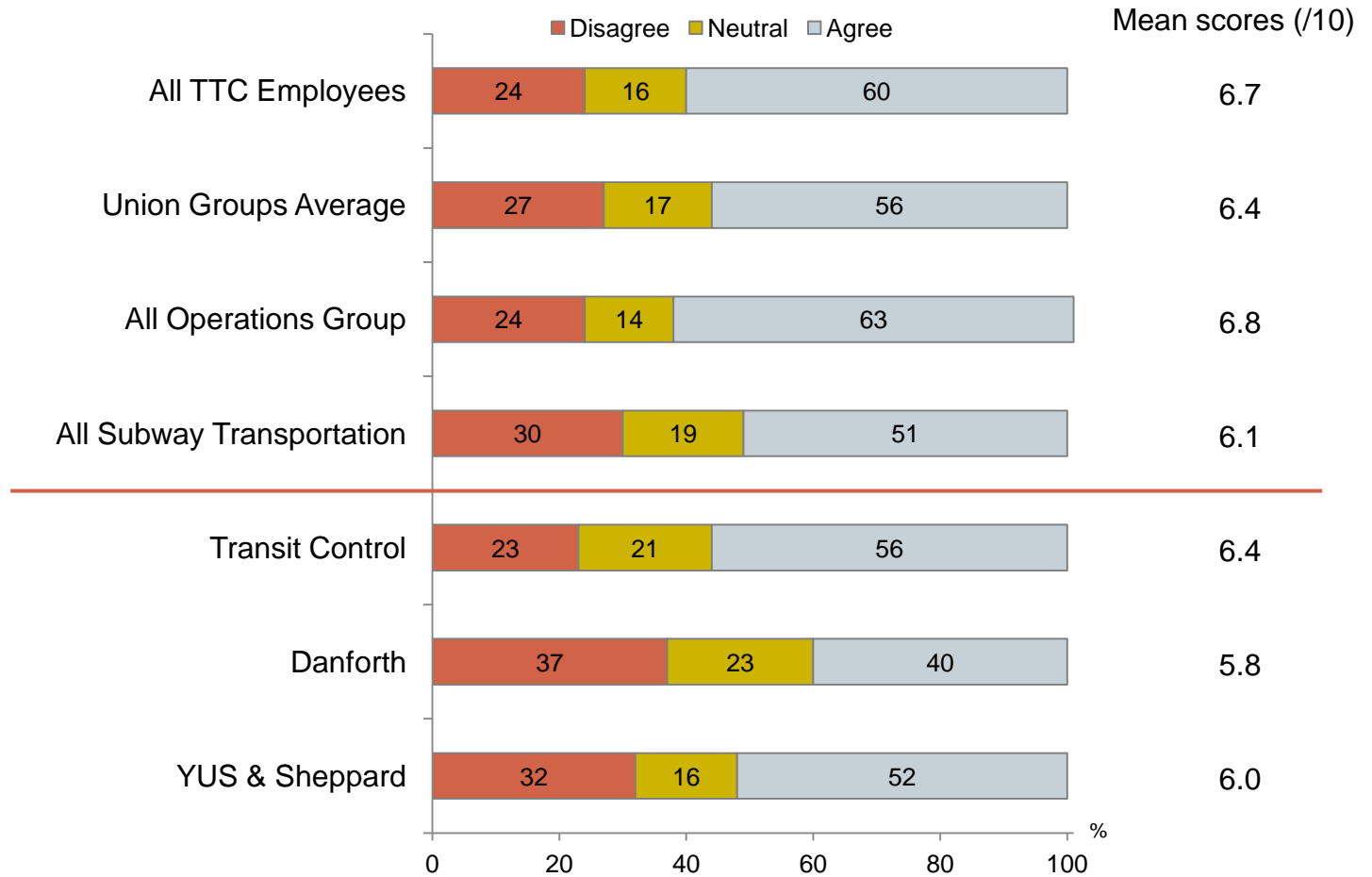
Total
(n= 259)

Mean=6.1



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

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

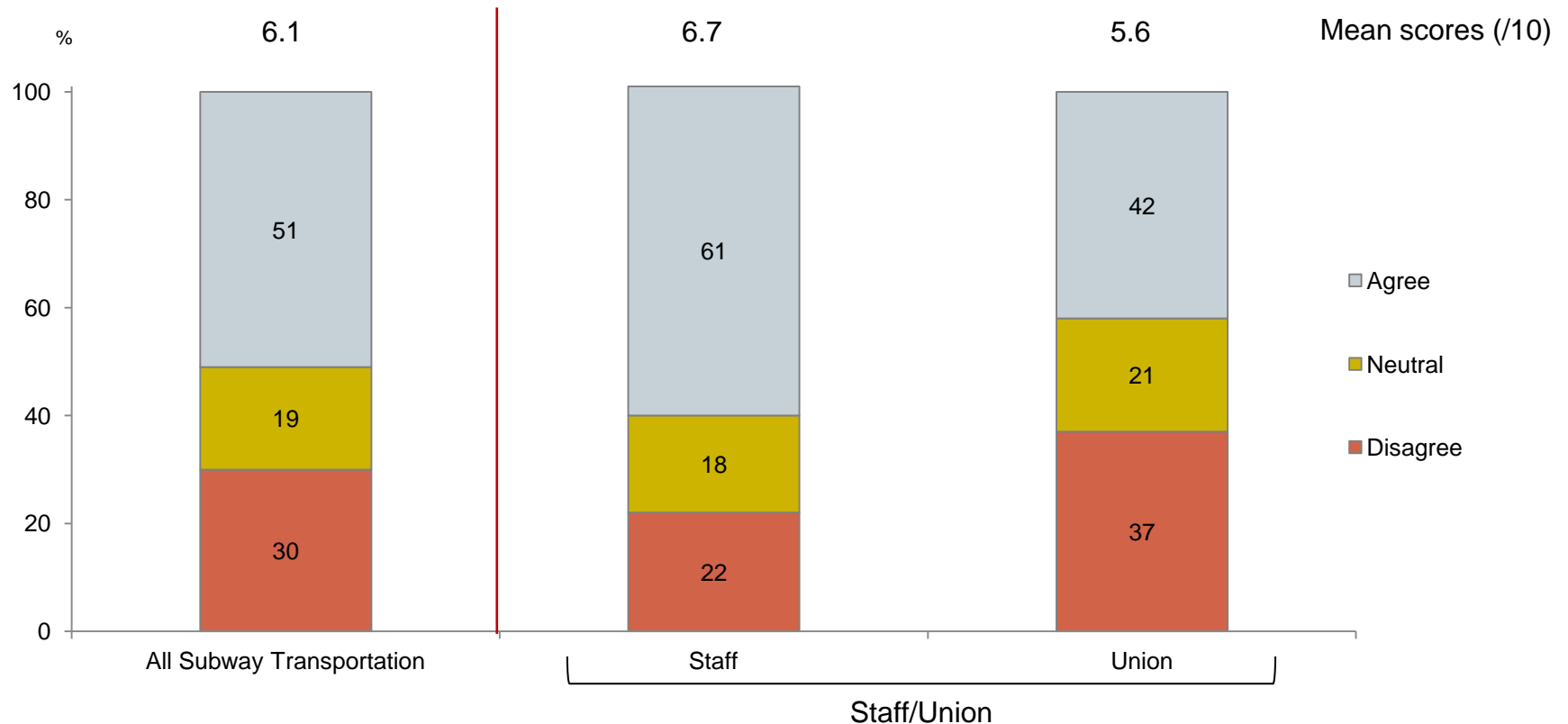


D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

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

Sample sizes vary by category.

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BY EMPLOYEE POSITION

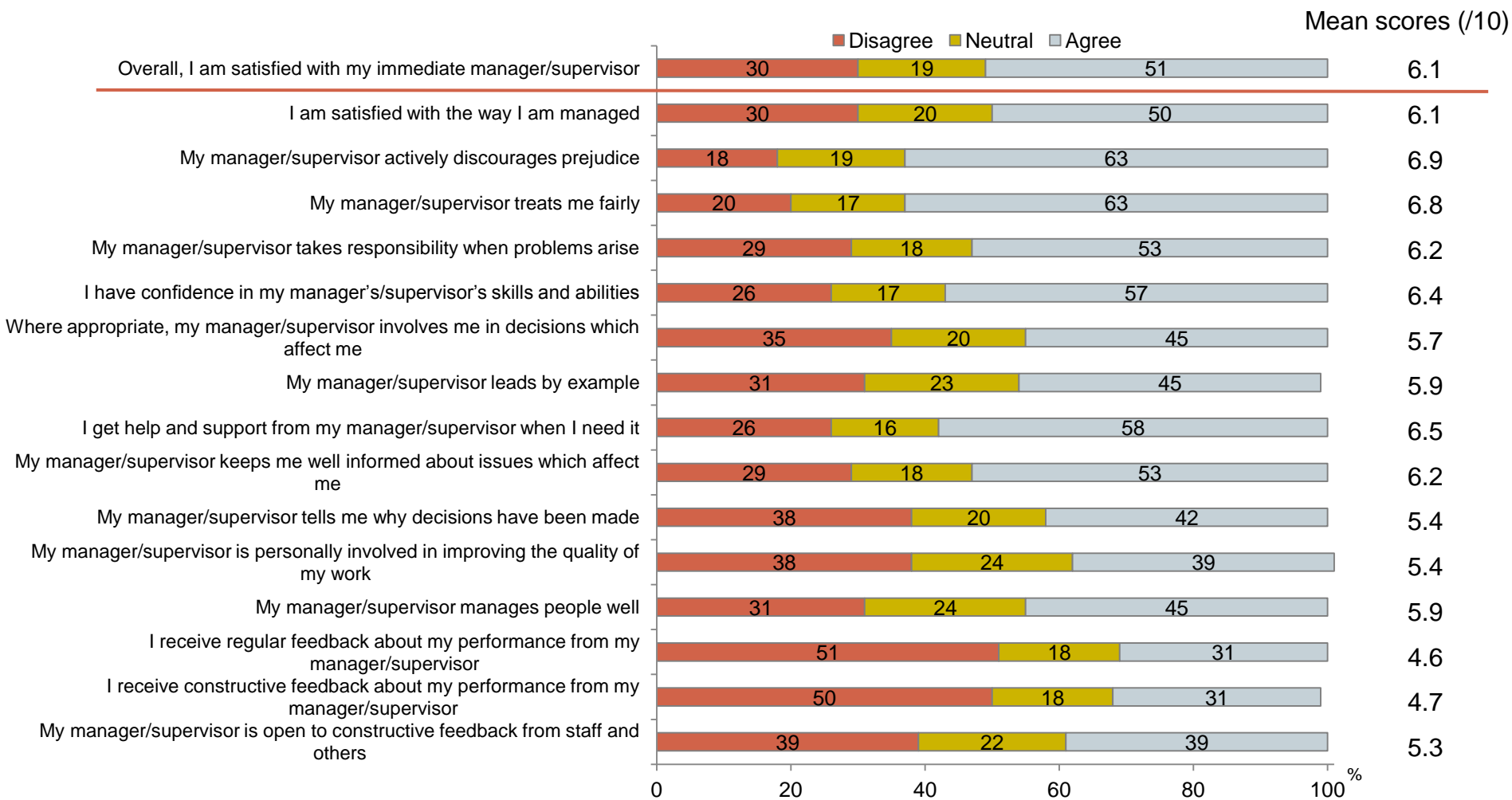


D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

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

Sample sizes vary by category.

YOUR MANAGER/SUPERVISOR - SUBWAY TRANSPORTATION



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.

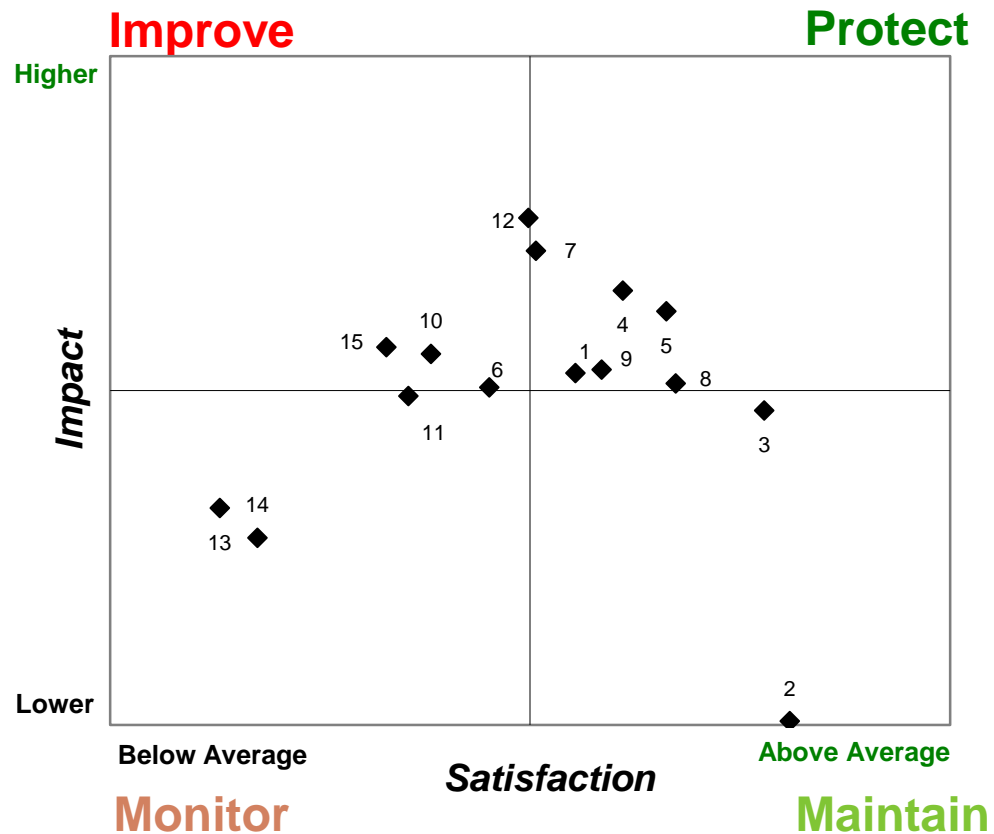
Sample sizes vary by attribute.

YOUR MANAGER/SUPERVISOR - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Subway Transportation	Transit Control	Danforth	YUS & Sheppard
Overall, I am satisfied with my immediate manager/supervisor	6.7	6.4	6.8	6.1	6.4	5.8	6.0
I am satisfied with the way I am managed	6.6	6.4	6.7	6.1	6.0	5.6	6.3
My manager/supervisor actively discourages prejudice	7.4	7.2	7.3	6.9	6.9	6.4	7.3
My manager/supervisor treats me fairly	7.3	7.2	7.4	6.8	6.7	6.6	7.0
My manager/supervisor takes responsibility when problems arise	6.9	6.7	7.0	6.2	6.6	5.8	6.2
I have confidence in my manager's/supervisor's skills and abilities	6.9	6.6	6.9	6.4	6.9	6.0	6.2
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	6.2	6.7	5.7	6.2	5.1	5.5
My manager/supervisor leads by example	6.5	6.2	6.6	5.9	6.4	5.5	5.7
I get help and support from my manager/supervisor when I need it	7.1	6.8	7.1	6.5	7.0	5.9	6.3
My manager/supervisor keeps me well informed about issues which affect me	6.6	6.3	6.8	6.2	6.8	5.8	5.8
My manager/supervisor tells me why decisions have been made	6.2	5.8	6.3	5.4	5.9	4.9	5.4
My manager/supervisor is personally involved in improving the quality of my work	6.1	5.8	6.3	5.4	5.9	4.7	5.2
My manager/supervisor manages people well	6.3	6.1	6.4	5.9	6.0	5.6	5.7
I receive regular feedback about my performance from my manager/supervisor	5.7	5.3	6.1	4.6	5.2	4.0	4.2
I receive constructive feedback about my performance from my manager/supervisor	5.8	5.3	6.1	4.7	5.5	4.1	4.3
My manager/supervisor is open to constructive feedback from staff and others	6.1	5.8	6.4	5.3	5.5	4.8	5.1

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 TRANSPORTATION



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

Analysis conducted using Pearson's Correlation Coefficient.
Performance values are mean scores and range between 4.6 to 6.9.
Impact values range between 48% to 80%.

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 Transportation employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction across the various attributes of Your Team is generally higher among both Transit Control and YUS/Sheppard.
- Union employees are slightly more satisfied with their colleagues or co-workers than staff employees.
- Across the specific qualities of Your Team, ratings were the highest for “My team members do quality work” and the lowest for “There is good morale in my team”. These results were mostly consistent across cost centre groupings, except for Transit Control, where “My team works well together” received the highest rating.
- 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
 - My team members do quality work

SECTION SUMMARY

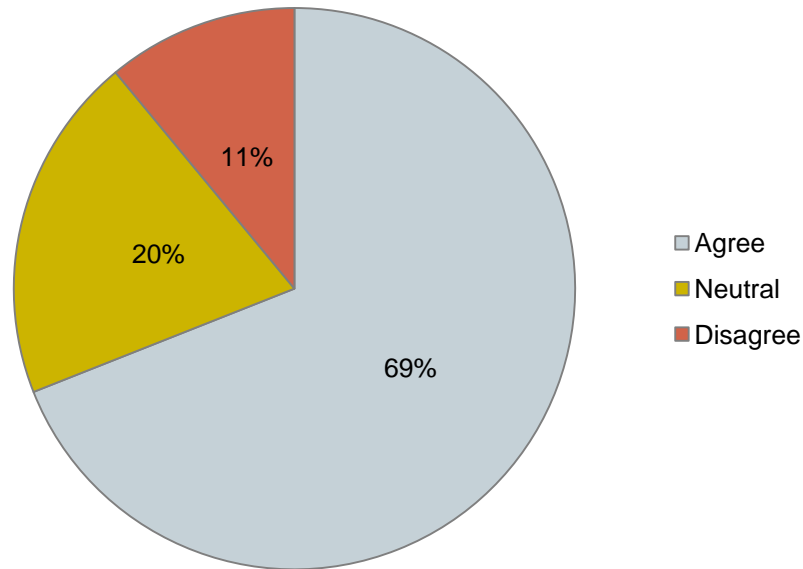
Regular Team Meetings

- 20% of Subway Transportation employees indicate they have regular team meetings, while 68% indicate that they do not, and 11% indicated that they did not know.
- Transit Control had a notably higher proportion of employees indicating that they do not meet regularly (79%) compared to the department overall.
- The proportion of employees recalling that they hold regular team meetings varied considerably between union and staff, with nearly 1 in 5 union employees selecting “Don’t Know”.
- Among employees who have regular meetings, a majority (60%) indicated they were held frequently enough. Sample size was not sufficient to allow comparisons by cost centre grouping or employee category.
- Most employees who have regular meetings agreed that they are useful. Usefulness of meetings was scored the highest by YUS/Sheppard employees (mean score of 7.9/10) and the lowest by Bloor/Danforth/SRT (mean score of 6.4/10).

OVERALL RATINGS OF YOUR TEAM - SUBWAY TRANSPORTATION

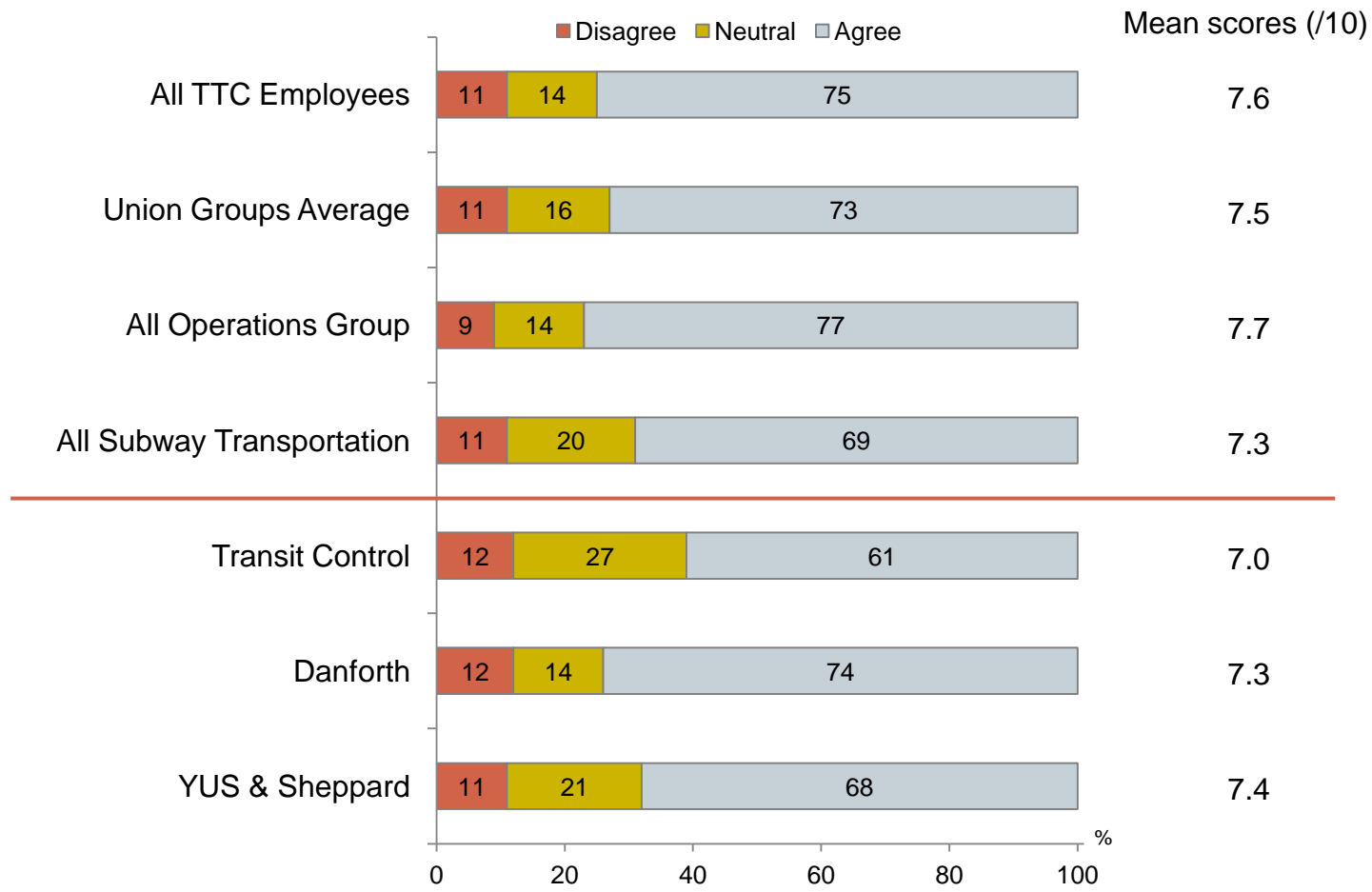
Subway Transportation

Total
(n= 256)
Mean=7.3



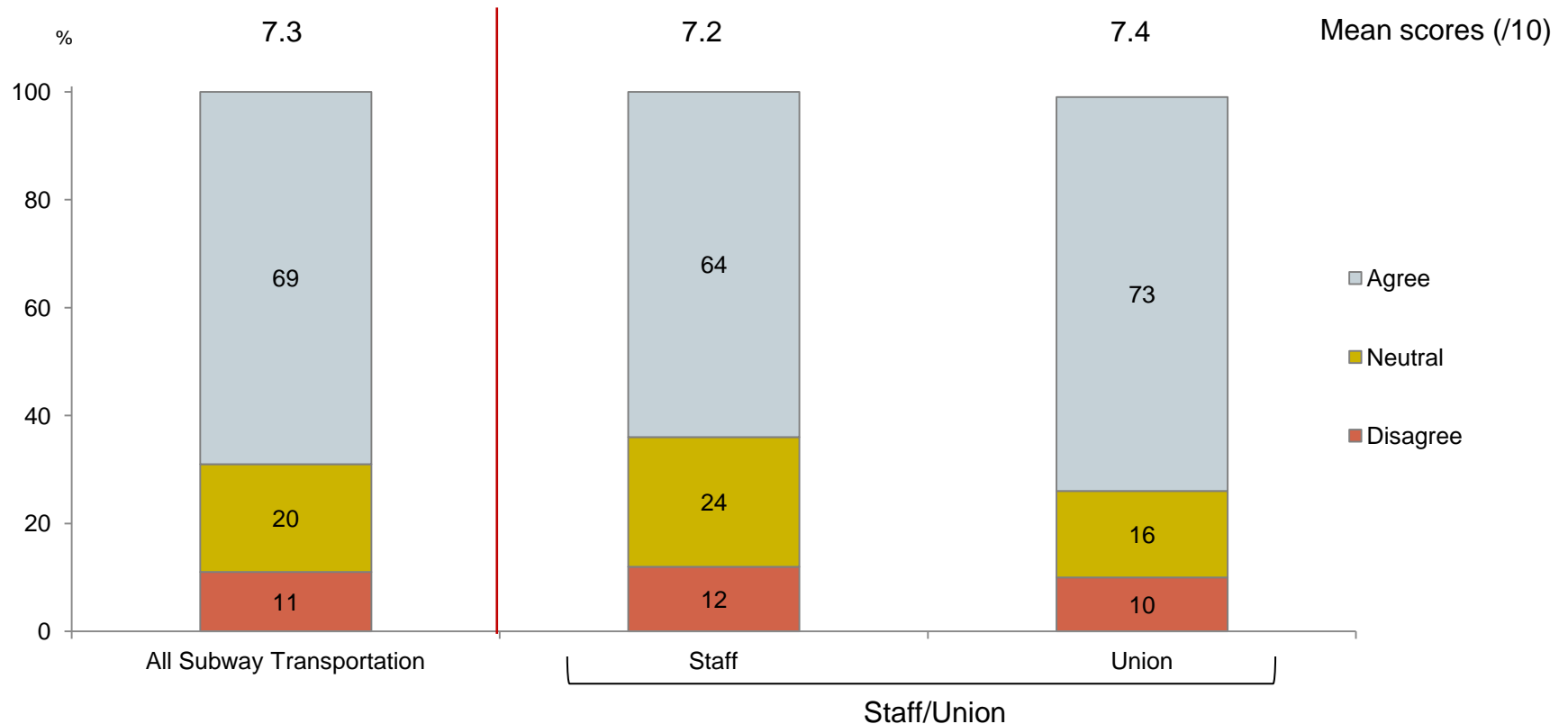
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC.

OVERALL RATINGS OF YOUR TEAM - BY COST CENTRE/GROUPING



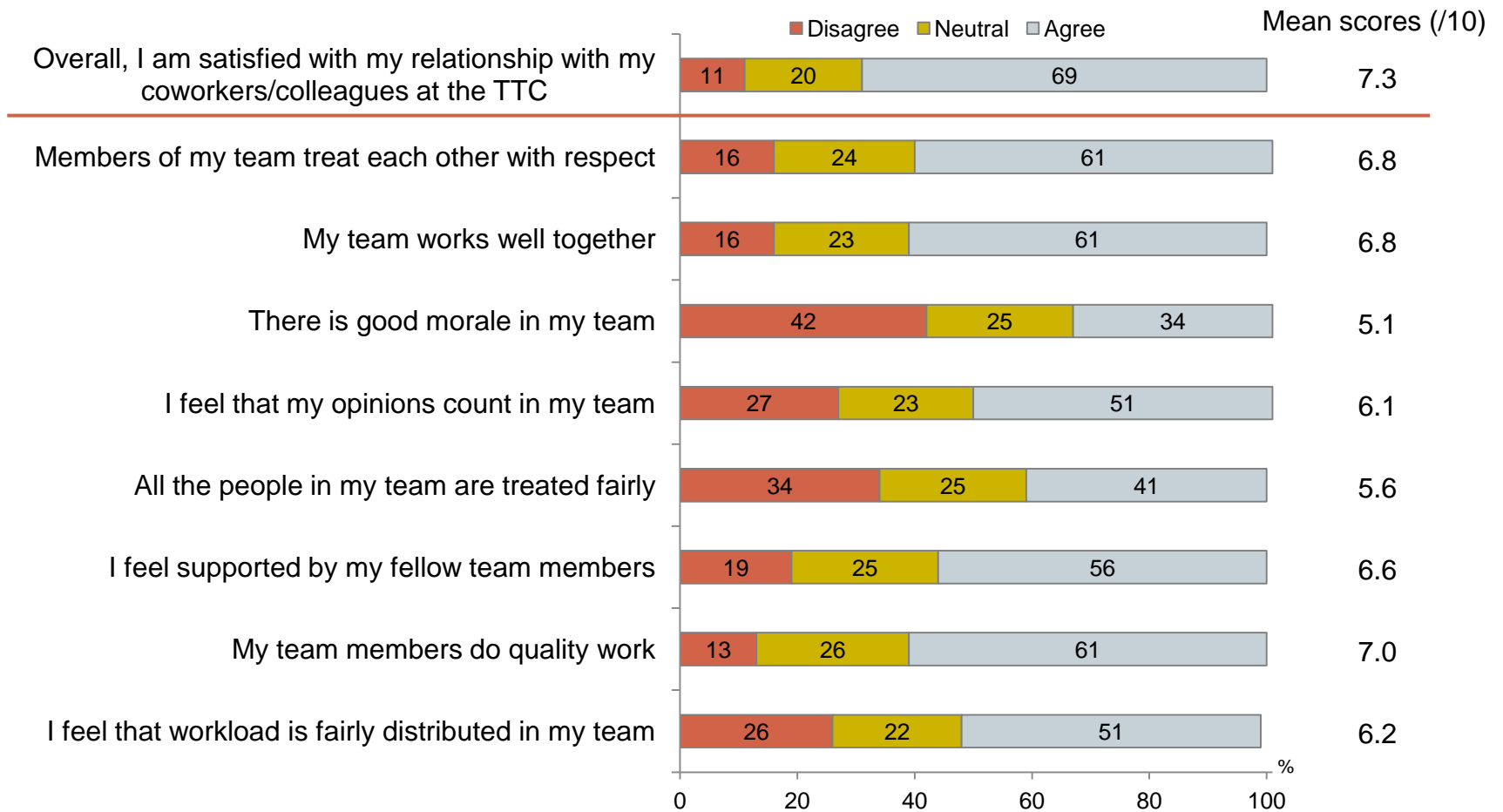
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC.
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC.
Sample sizes vary by category.

OVERALL RATINGS OF YOUR TEAM - BY EMPLOYEE POSITION



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

YOUR TEAM - SUBWAY TRANSPORTATION



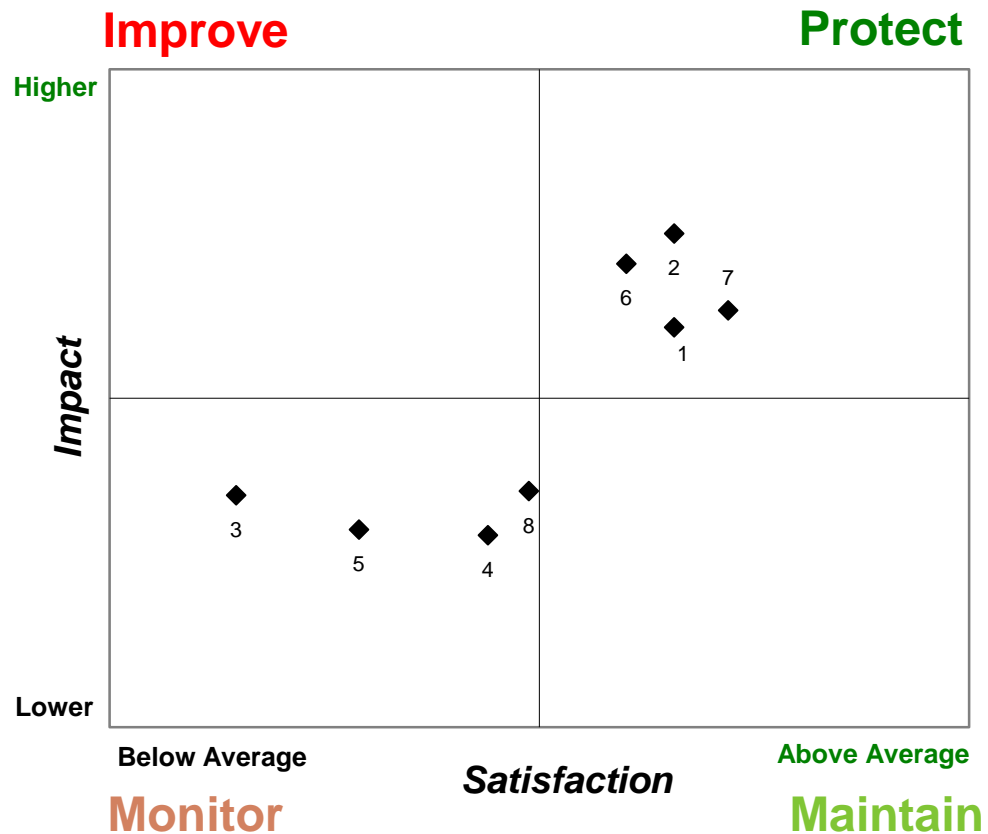
E1. Please indicate the extent to which you agree or disagree with each of the following statements about the people with whom you work at the TTC. Sample sizes vary by attribute.

YOUR TEAM - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Operations Group	All Subway Transportation	Transit Control	Danforth	YUS & Sheppard
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.7	7.3	7.0	7.3	7.4
Members of my team treat each other with respect	7.4	7.2	7.4	6.8	6.6	6.8	6.7
My team works well together	7.3	7.0	7.5	6.8	6.8	6.7	6.6
There is good morale in my team	6.5	6.2	6.7	5.1	5.3	4.7	5.2
I feel that my opinions count in my team	7.0	6.7	7.3	6.1	6.5	5.7	5.8
All the people in my team are treated fairly	6.7	6.5	6.9	5.6	5.4	5.4	5.7
I feel supported by my fellow team members	7.2	7.0	7.4	6.6	6.6	6.2	6.8
My team members do quality work	7.5	7.3	7.7	7.0	6.6	7.0	7.1
I feel that workload is fairly distributed in my team	6.5	6.3	6.6	6.2	5.5	6.5	6.5

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 TRANSPORTATION

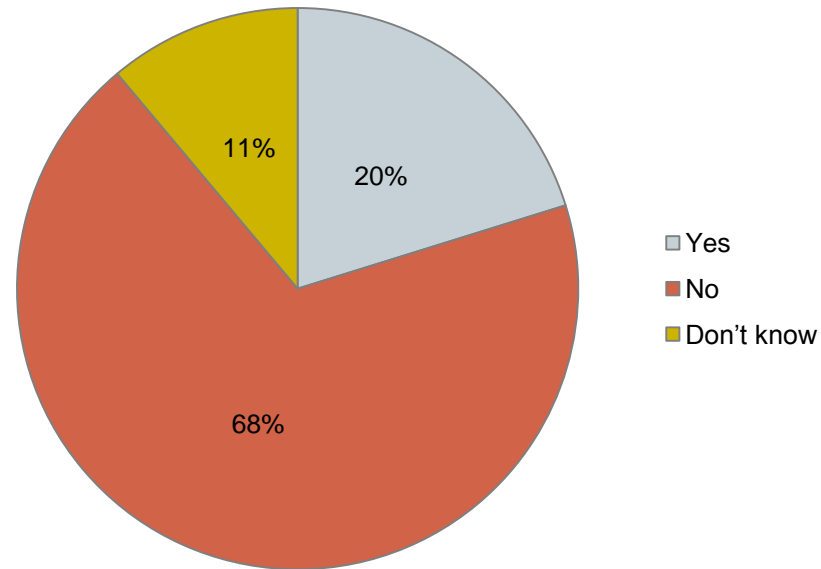


1. Members of my team treat each other with respect
2. My team works well together
3. There is good morale in my team
4. I feel that my opinions count in my team
5. All the people in my team are treated fairly
6. I feel supported by my fellow team members
7. My team members do quality work
8. I feel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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 5.1 to 7.0.
 Impact values range between 34% to 56%.

Subway Transportation

Total
(n= 261)

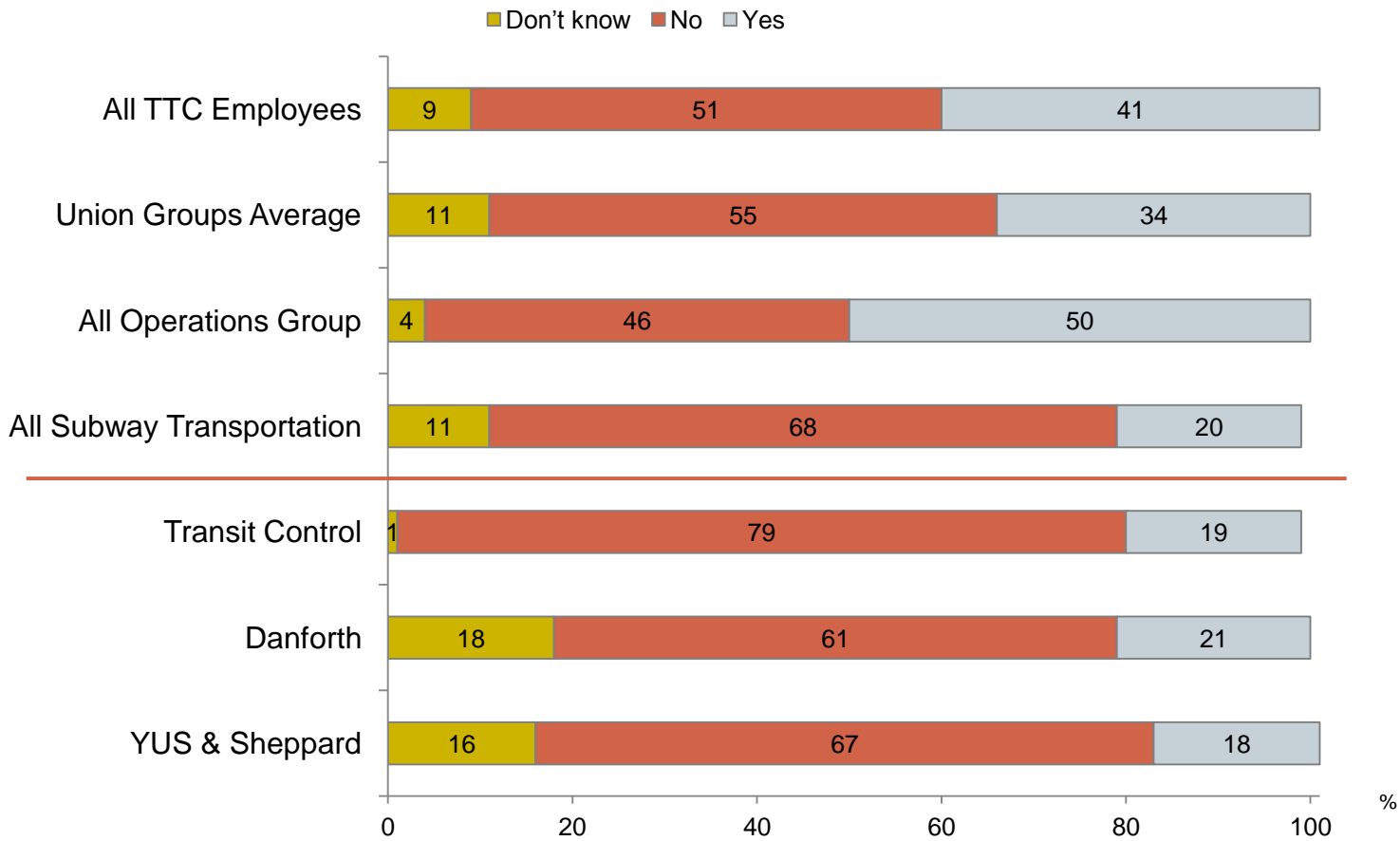


E2. Does your team hold regular team meetings?

3/30/2015

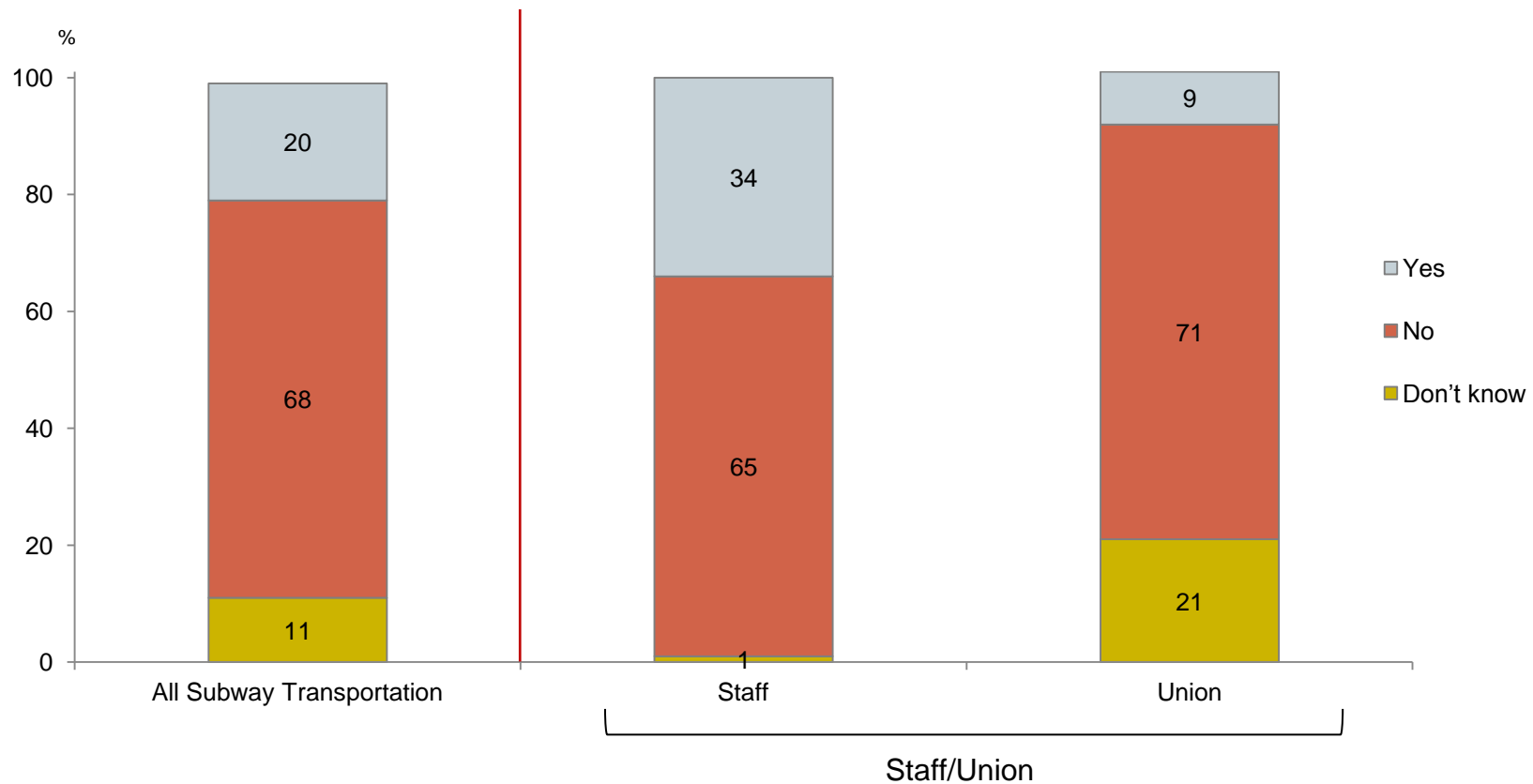
133

REGULAR TEAM MEETINGS - BY COST CENTRE/GROUPING



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

REGULAR TEAM MEETINGS - BY EMPLOYEE POSITION



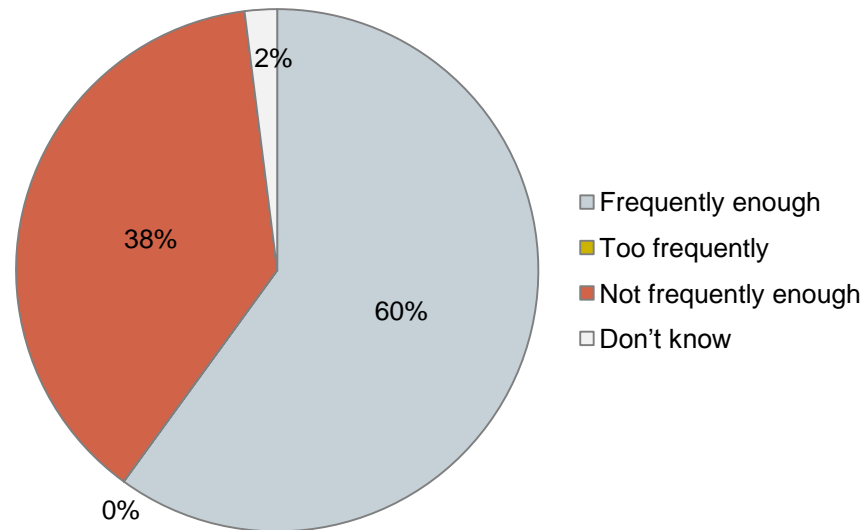
E2. Does your team hold regular team meetings?
Sample sizes vary by category.

SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

Subway Transportation

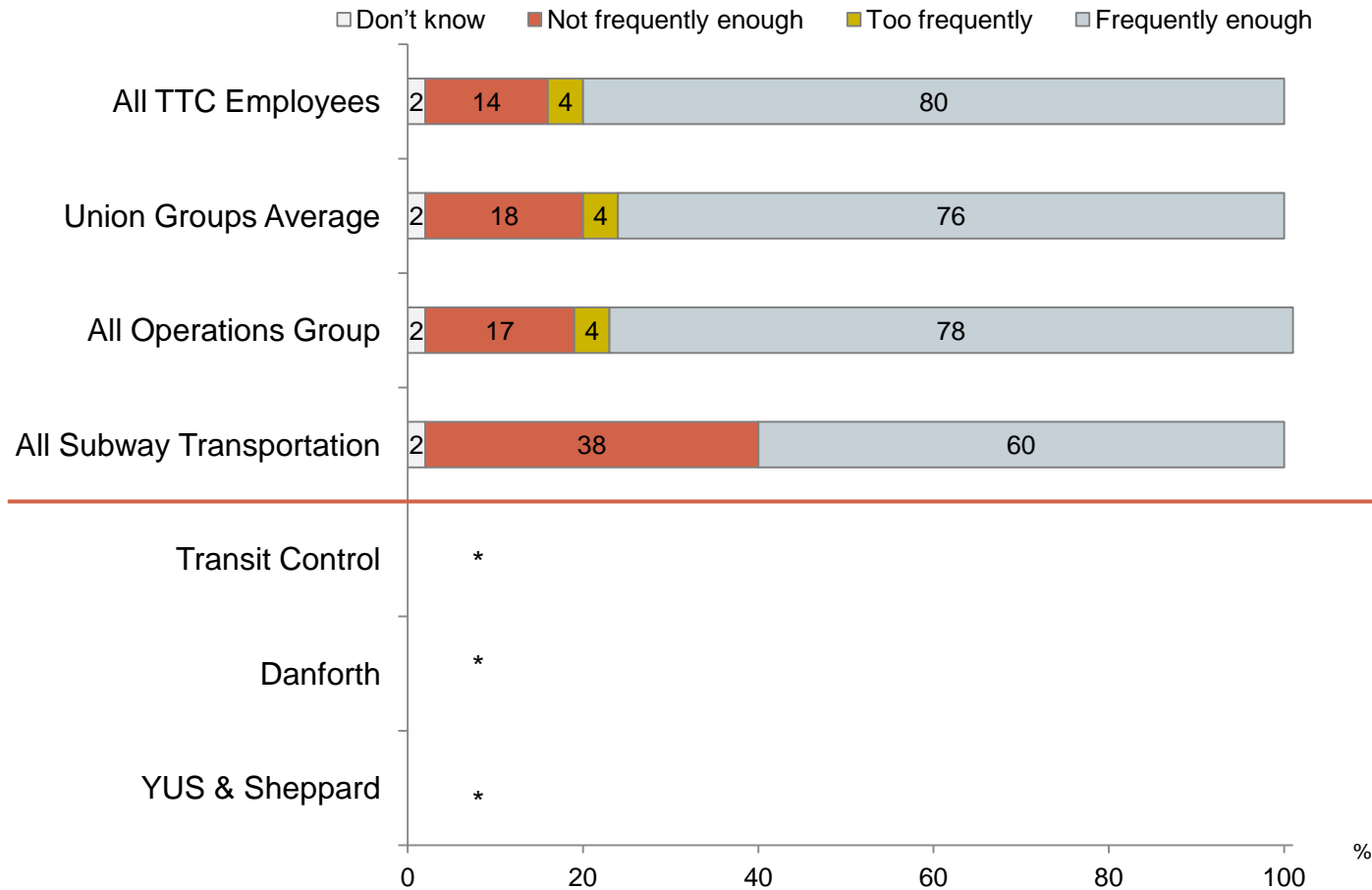
Total
(n= 53)



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

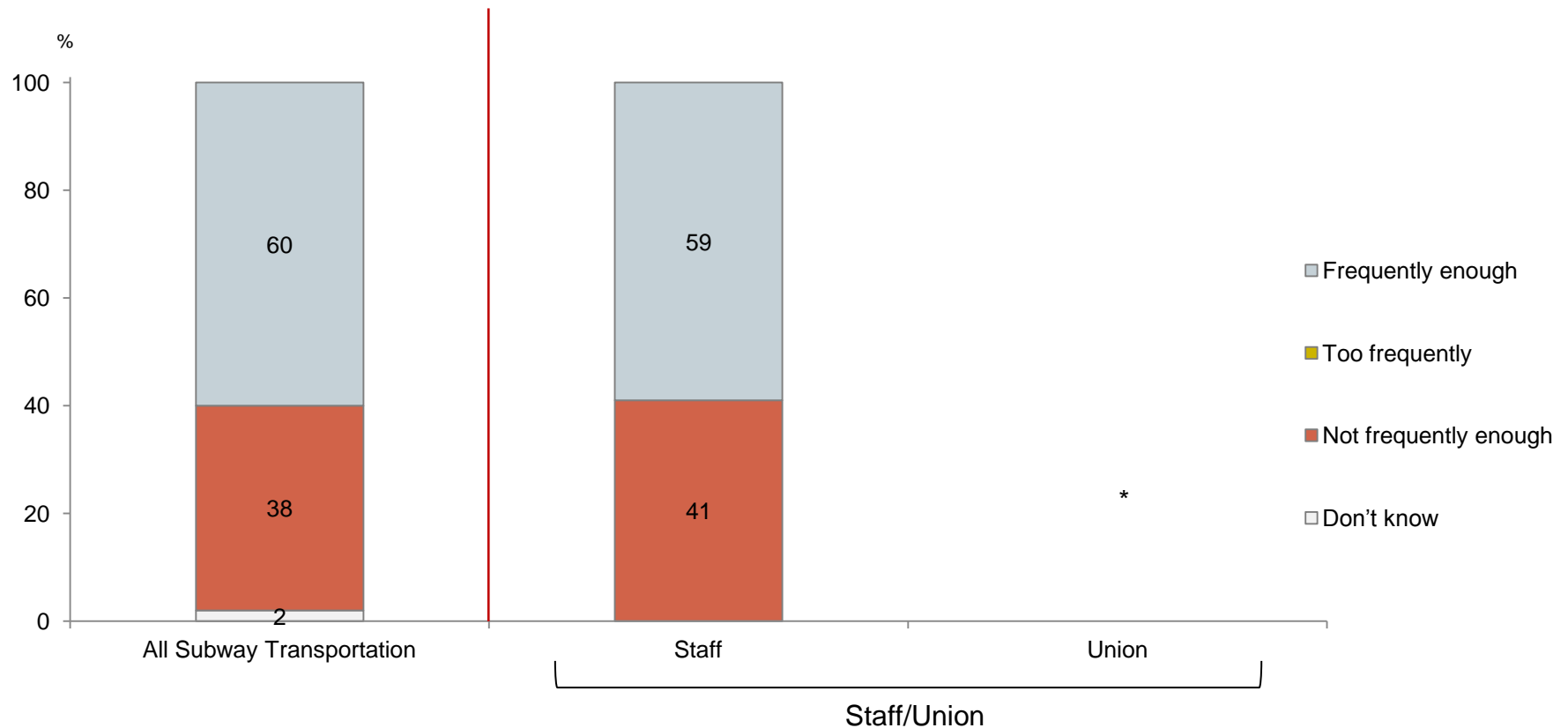


* Percentages suppressed as sample size <30.

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

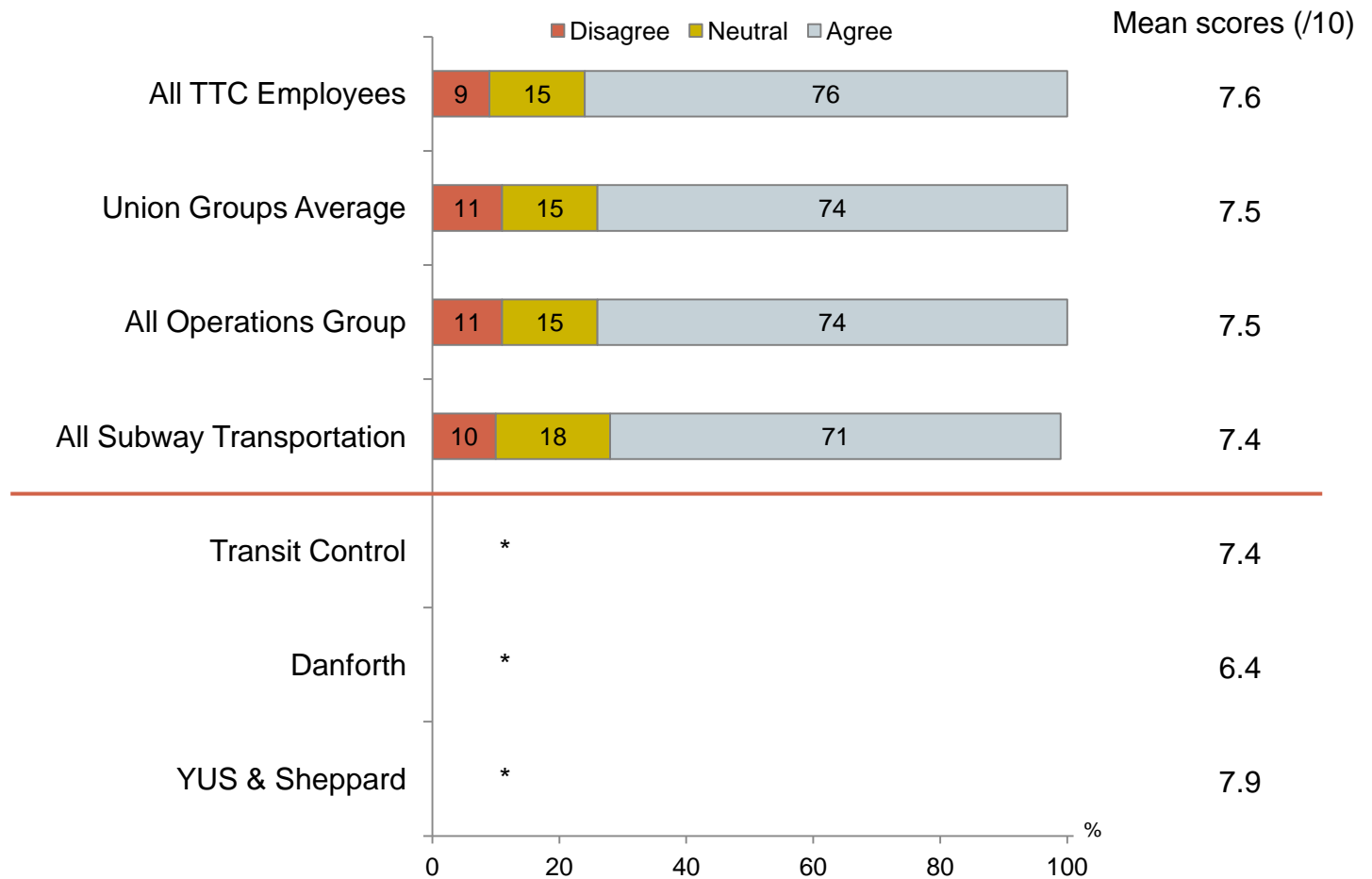


* Percentages suppressed as sample size <30.

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

USEFULNESS OF TEAM MEETINGS

Among employees who have regular team meetings



* Percentages suppressed as sample size <30.

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

USEFULNESS OF TEAM MEETINGS - BY EMPLOYEE POSITION

Among employees who have regular team meetings



* Percentages suppressed as sample size <30.

** 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.

FINAL WORD

Produced by Malatest on
behalf of TTC

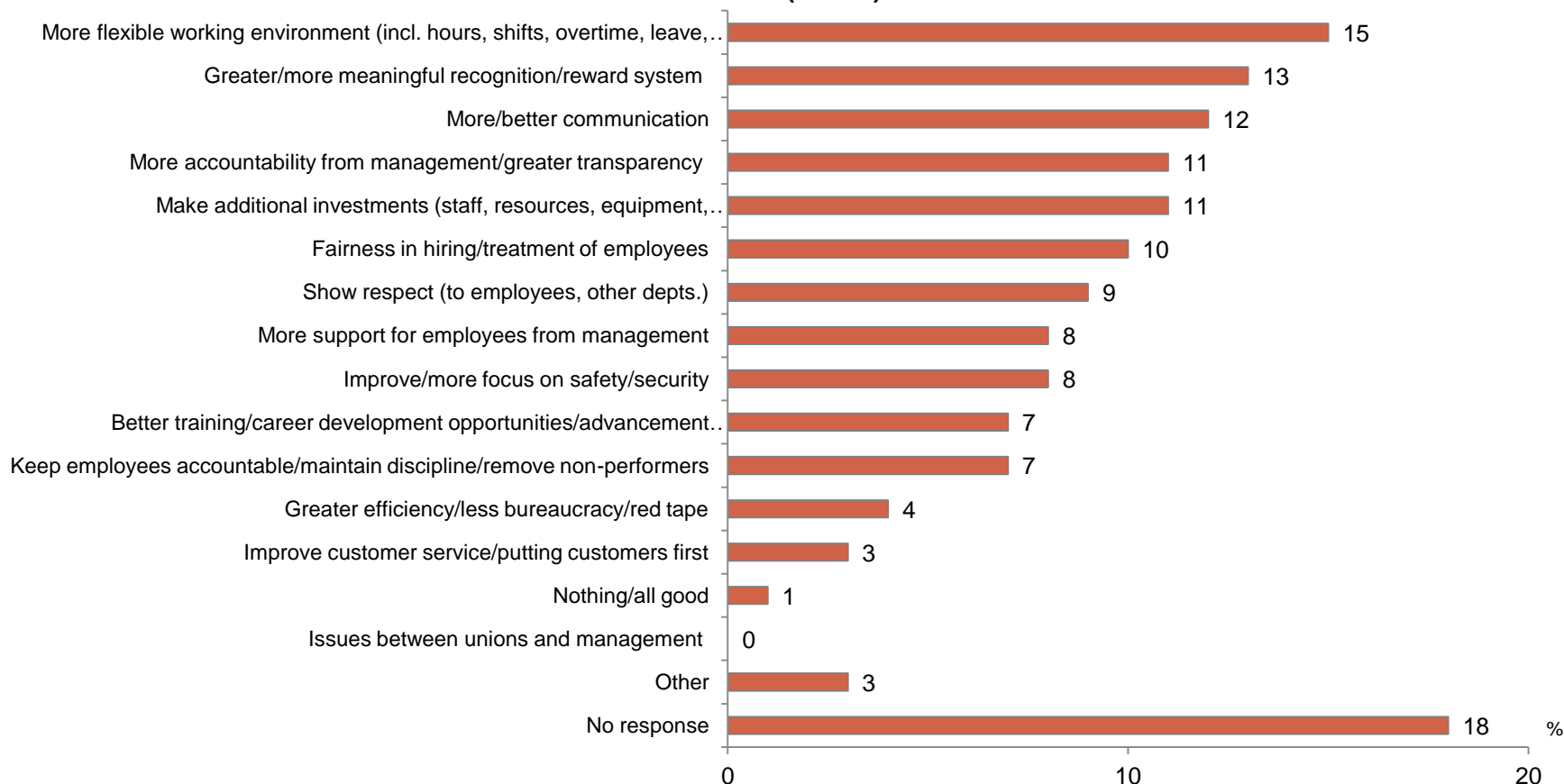


FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improved to increase satisfaction
- Several different areas were identified, among them a more flexible working environment, greater/more meaningful recognition, better communication, more accountability from management, and additional investments.

Subway Transportation

(n= 266)



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

RECOMMENDATIONS

Produced by Malatest on
behalf of TTC



RECOMMENDATIONS: SUBWAY TRANSPORTATION

- Conduct discussion sessions with employees to explore Areas to Improve within “Working Environment” and “Your Company”:
 - Practical ways the TTC can **demonstrate concern** for employees’ mental health & emotional wellbeing and **encourage** a healthy work-life balance.
 - Reasons for lack of satisfaction with **work spaces and facilities**
 - Ways to **improve relationships** between Senior Management and employees, focusing on:
 - Open and honest communication
 - Building trust
 - Welcoming all feedback, both positive and negative
 - Issues related to perceptions of **TTC leadership** making the right decisions for the company’s future success
 - Issues related to **efficiency**, valuing staff’s **time**, and “taking **personal responsibility** for getting things done”.
 - Effective ways to **share best practices** across the TTC.

RECOMMENDATIONS: SUBWAY TRANSPORTATION (CONT'D)

- Conduct discussion sessions with employees to explore Areas to Improve within “Your Job” and “Safety”:
 - What **motivates** employees in their jobs
 - How employees can best can utilize their **skills and abilities** in their work.
 - Issues related to being able to **put customers first**.
 - Practical ways to make investments in improving the level of safety.
 - Issues with prioritizing the protection of workers from occupational exposure to hazards.
 - Ways to reduce response time for **addressing safety issues** (particularly with respect to managers/supervisors).

Thank you

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behalf of TTC

