

# EMPLOYEE ENGAGEMENT SURVEY

## Training & Development

March 26, 2015

Produced by Malatest on  
behalf of TTC



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# INTRODUCTION

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# OBJECTIVES

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

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

- Additionally, this report examines these objectives as they relate specifically to the Training & Development 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%.
- 127 surveys were completed by Training & Development department employees, for a response rate of 89%. Response rates by cost centre were not calculated. Total completion numbers by cost centre, or groupings of cost centres, are shown on the following slide.

# RESPONSE RATE AND COST CENTRE GROUPINGS

- The response rate for employees in the Training & Development department (89%) is slightly above the overall response rate for the Corporate Services group (85%).
- In some cases, cost centres of the Training & Development department that perform similar functions have been combined into the groups shown below. This also allows for reporting on some cost centres with a smaller sample base (i.e., fewer than 10 employees).

## Training & Development: 89%

Grouping	Cost Centre*	Count
<b>Bus &amp; Maintenance Training</b>		<b>40</b>
	3202-Bus & Maintenance Training	
<b>Bus Transportation Training</b>		<b>37</b>
	3203-Bus Transportation Training	
<b>Department Head &amp; Staff</b>		<b>11</b>
	3200-Training & Development Dpt. Head & Staff	
	3205-Curriculum Development & Education	
<b>Development*</b>		<b>8**</b>
	3201-Development*	
<b>Rail Transportation Training</b>		<b>31</b>
	3204-Rail Transportation Training	
<b>Total</b>		<b>127</b>

\* Organization of departments reflect the organizational structure as of October 2014, when the survey was launched. Changes in organizational structure occurring since that time are not reflected. Cost Centre 3201 – Development was moved to Human Resources as of January 1, 2015.

\*\* This 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.

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# REPORTING NOTES

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

Overall Employee Engagement score: 8.1.

<b>Highest:</b>	Bus Transp. Training	8.2
<b>Lowest:</b>	Dept. Head & Staff	7.4

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



# HIGHLIGHTS (CONT'D)

- **Your Company** is another Area to Improve for Training & Development.
- To increase satisfaction with Your Company, results indicate that the Training & Development 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”).
  - Valuing employees’ time.
- **Respecting external partnerships** is also important for Training & Development employees. This area is related to the TTC showing respect to their partners outside the company (i.e., “There is respect between the TTC and its partners (e.g. City of Toronto, Metrolinx”).

# HIGHLIGHTS (CONT'D)

- **Your Job** is an area that generates high levels of satisfaction and represents the strongest driver of Employee Engagement for Training & Development.
- Training & Development should continue to increase satisfaction with **Your Job** by:
  - Exploring what motivates employees
  - Giving employees more opportunities to make decisions
    - 'I am given the freedom to make decisions in my job' is an Area to Improve for Training & Development

# TOP 5 AND BOTTOM 5 SCORES

- Across the entire survey, the attributes in the boxes below received the highest and lowest satisfaction ratings from Training & Development Employees. Each attribute is accompanied by the overall mean score (/10) for the attribute.
- Of the top 5 scores, two are attributes related to safety, two are related Your Job, and one is related to Performance and Reward
- Among the 5 lowest scoring attributes, all are associated with the module Your Company – referring to company leadership

## Top 5

1. I often look for ways to make improvements in how things are done (8.7)
2. I feel comfortable discussing safety issues at work (8.6)
3. The TTC offers good job security (8.4)
4. My manager/supervisor is well informed about safety issues (8.3)
5. I am not afraid to suggest new ways of doing things in my job (8.3)

## Bottom 5

1. There is effective sharing of information across the TTC (4.4)
2. There is good collaboration between different parts of the TTC (4.5)
3. If something goes wrong, people concentrate on putting it right, not blaming others (4.7)
4. There is a good level of trust between Senior Management and employees (4.7)
5. Best practices are shared effectively across the TTC (4.7)

# OVERALL EMPLOYEE ENGAGEMENT SCORE

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# MEASURING EMPLOYEE ENGAGEMENT

- Malatest typically uses a composite of different survey measures to define employee engagement. A composite is used rather than a single measure for the following reasons:
  - A composite because is more stable than a single variable. A single variable tends to respond more quickly to random fluctuations in the data and is more likely to show more variation over time.
  - The idea of employee engagement is complex and cannot be explained by a single measure. A composite which includes more than one measure is better able to explain the concept of employee engagement.
- Malatest typically selects three measures to include in the composite because including more than three measures can result in a composite that is very difficult to move over time (to move the composite, all measures included in the composite need to receive similarly high or low ratings). Three measures result in a composite that is stable without being immovable.
- Employee engagement can mean different things for different industries and for different organizations within the same industry. For this reason, Malatest does not pre-select the measures that will be included in the composite that represents employee engagement for a given organization. Instead, Malatest runs a series of tests to identify the ‘best’ composite for a specific organization. The best composite is the one that explains the most variance in Employee Engagement overall, and includes measures that generate the highest number of valid responses (indicating that these measures resonate with the largest proportion of TTC employees).
- Test results identified the composite including the following measures as best explaining the idea of employee engagement for the TTC: “I am satisfied with the TTC as an employer”; “I enjoy coming to work every day”; and “I see value in the work that I do”. Overall, across these three measures, the TTC’s mean Employee Engagement score is 7.8 on a 10 point scale (where “10” is the highest rating and “1” is the lowest). For Training & Development, this score is 8.1.

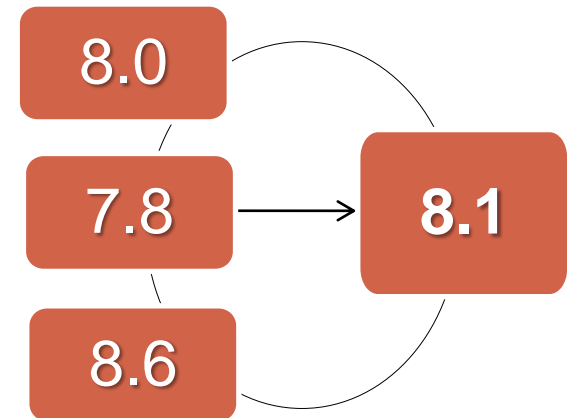
# OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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 Training & Development department is slightly higher than the score for all TTC employees, but close to the score for employees of the 4 groups consisting mainly of staff employees, and for the Corporate Services group.
- The Employee Engagement score is highest among employees in Bus Transportation Training.
- Levels of engagement are lowest among employees in Department Head & Staff. Note that an Engagement score cannot be provided for Development, as there are fewer than 10 responses from that cost centre.

All Training & Development: 8.1

## Cost centre/grouping

Bus Transportation Training	8.5
Rail Transportation Training	8.1
Bus & Maintenance Training	8.0
Department Head & Staff	7.4
Development	**

## Employee Category

All TTC	7.8
Staff Groups Average	8.0
Corporate Services Group	8.0

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

# RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

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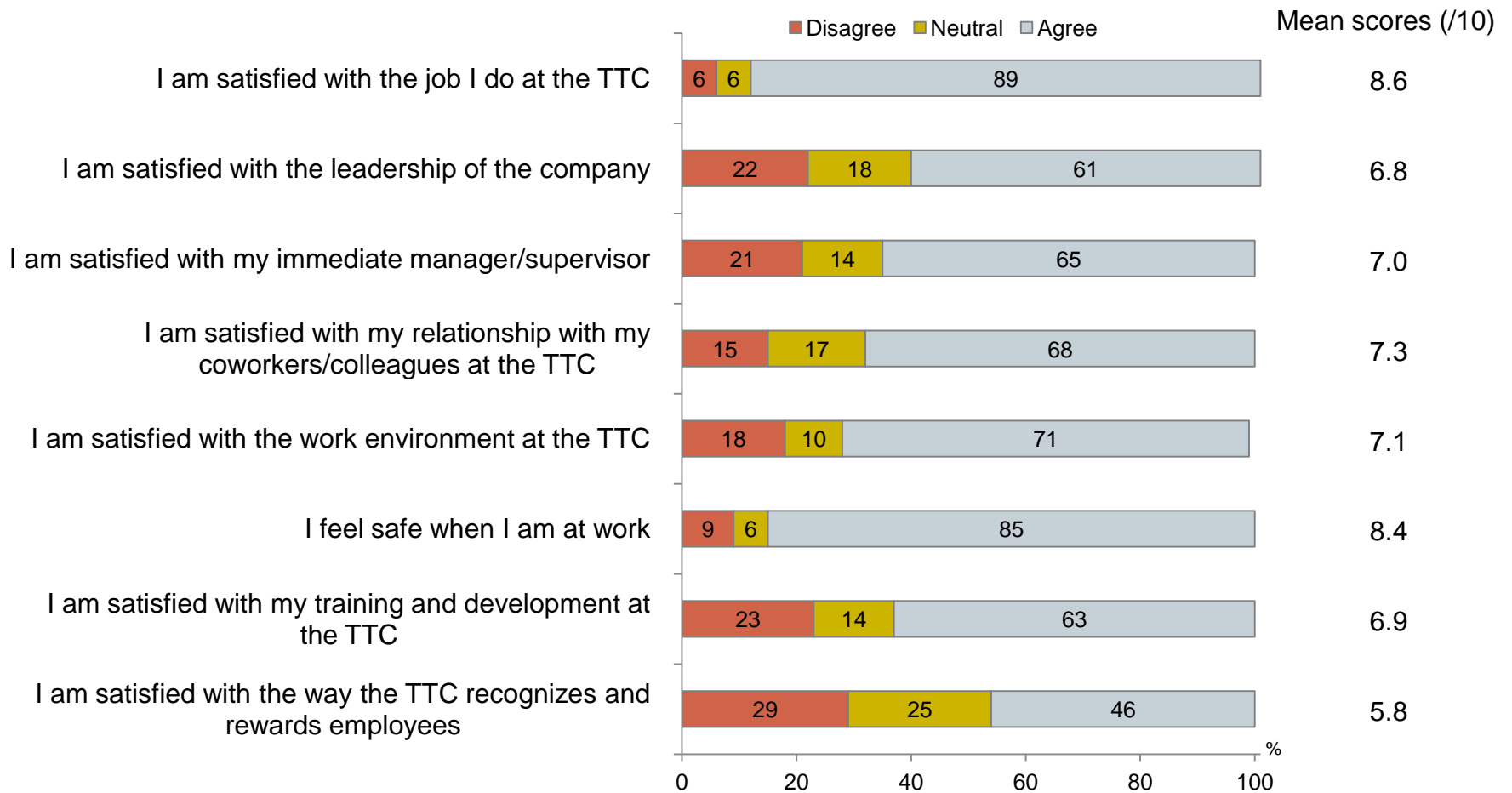




# SECTION SUMMARY

- The following measures were included in the survey in order to assess overall satisfaction with each aspect of employee satisfaction with the TTC:
  - I am satisfied with the job I do at the TTC
  - I am satisfied with the leadership of the company
  - I am satisfied with my immediate manager/supervisor
  - I am satisfied with my relationship with my coworkers/colleagues at the TTC
  - I am satisfied with the work environment at the TTC
  - I feel safe when I am at work
  - I am satisfied with my training and development at the TTC
  - I am satisfied with the way the TTC recognizes and rewards employees
- Ratings were highest for, “I am satisfied with the job I do at the TTC” and for “I feel safe when I am at work”. Ratings were lowest for “I am satisfied with the way the TTC recognizes and rewards employees”. These results were consistent across cost centre groupings.

# ASPECTS OF EMPLOYEE ENGAGEMENT - TRAINING & DEVELOPMENT



Sample sizes vary by attribute.

# ASPECTS OF EMPLOYEE ENGAGEMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Training & Development	Bus & Maintenance Training	Bus Transportation Training	Training & Development Dpt. Head & Staff	Development	Rail Transportation Training
I am satisfied with the job I do at the TTC	8.1	8.4	8.4	8.6	8.6	8.6	7.5	**	8.8
I am satisfied with the leadership of the company	6.4	7.3	7.2	6.8	6.5	7.2	5.5	**	6.8
I am satisfied with my immediate manager/supervisor	6.7	7.5	7.4	7.0	6.3	6.4	6.6	**	8.4
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.0	7.3	6.8	7.5	7.3	**	7.3
I am satisfied with the work environment at the TTC	7.0	7.8	7.6	7.1	6.5	7.2	6.5	**	7.7
I feel safe when I am at work	8.0	8.9	8.9	8.4	7.9	8.4	8.7	**	8.9
I am satisfied with my training and development at the TTC	7.0	7.1	7.1	6.9	5.8	6.9	6.2	**	8.4
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.6	5.8	5.4	5.8	5.2	**	6.3

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

# WHAT DRIVES EMPLOYEE ENGAGEMENT?

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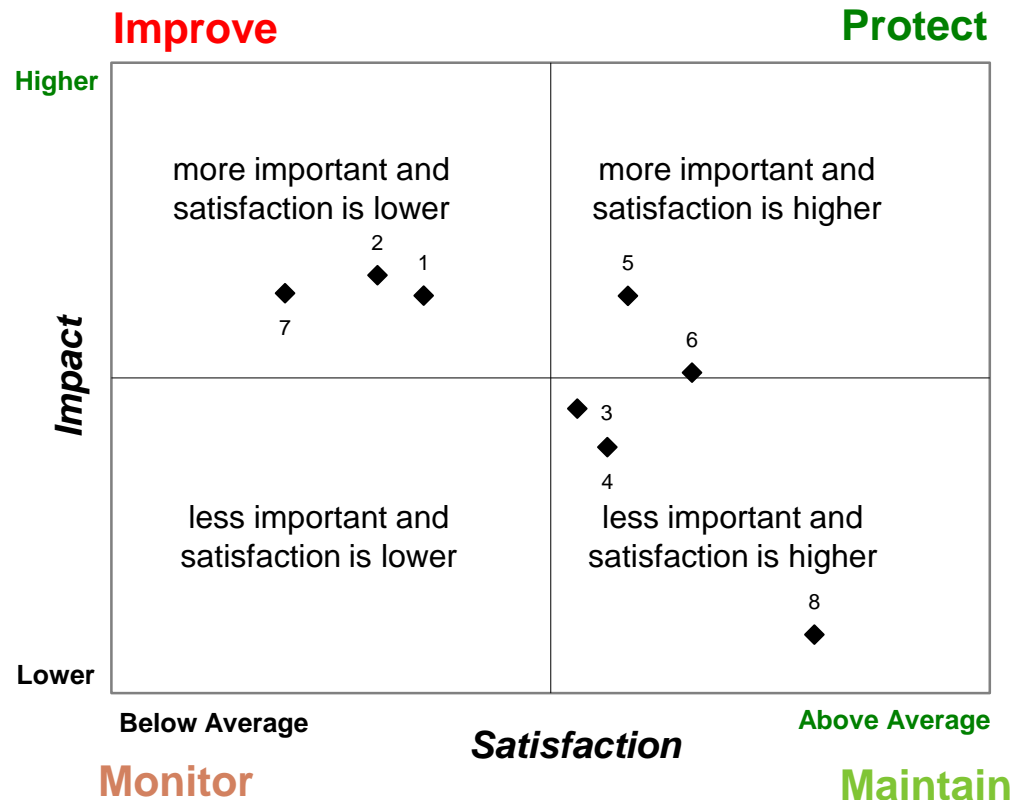


# SECTION SUMMARY

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

# OPPORTUNITY ANALYSIS: SAMPLE

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



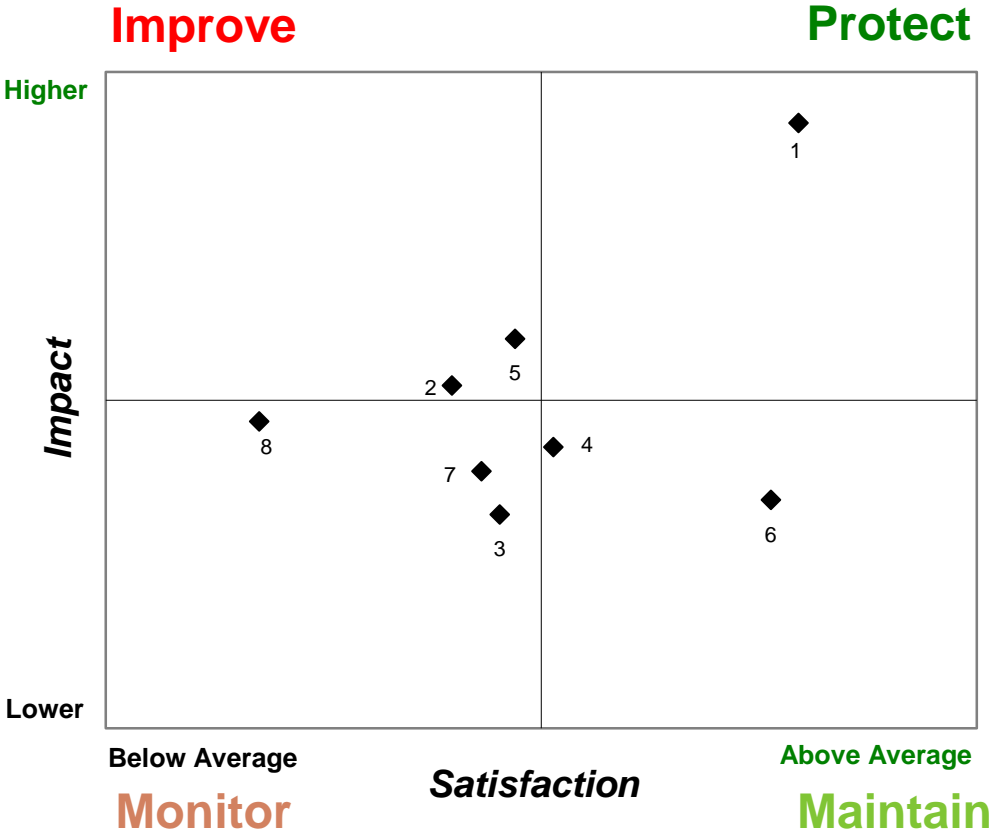
Composite:  
-I am satisfied with the TTC as an employer  
-I enjoy coming to work every day  
-I see the value in the work that I do

# SECTION SUMMARY

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

# EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

## Training & Development



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

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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 5.7 to 8.6.  
 Impact values range between 22% to 60%.



# OVERALL ORGANIZATIONAL VIEWS OF TRAINING & DEVELOPMENT

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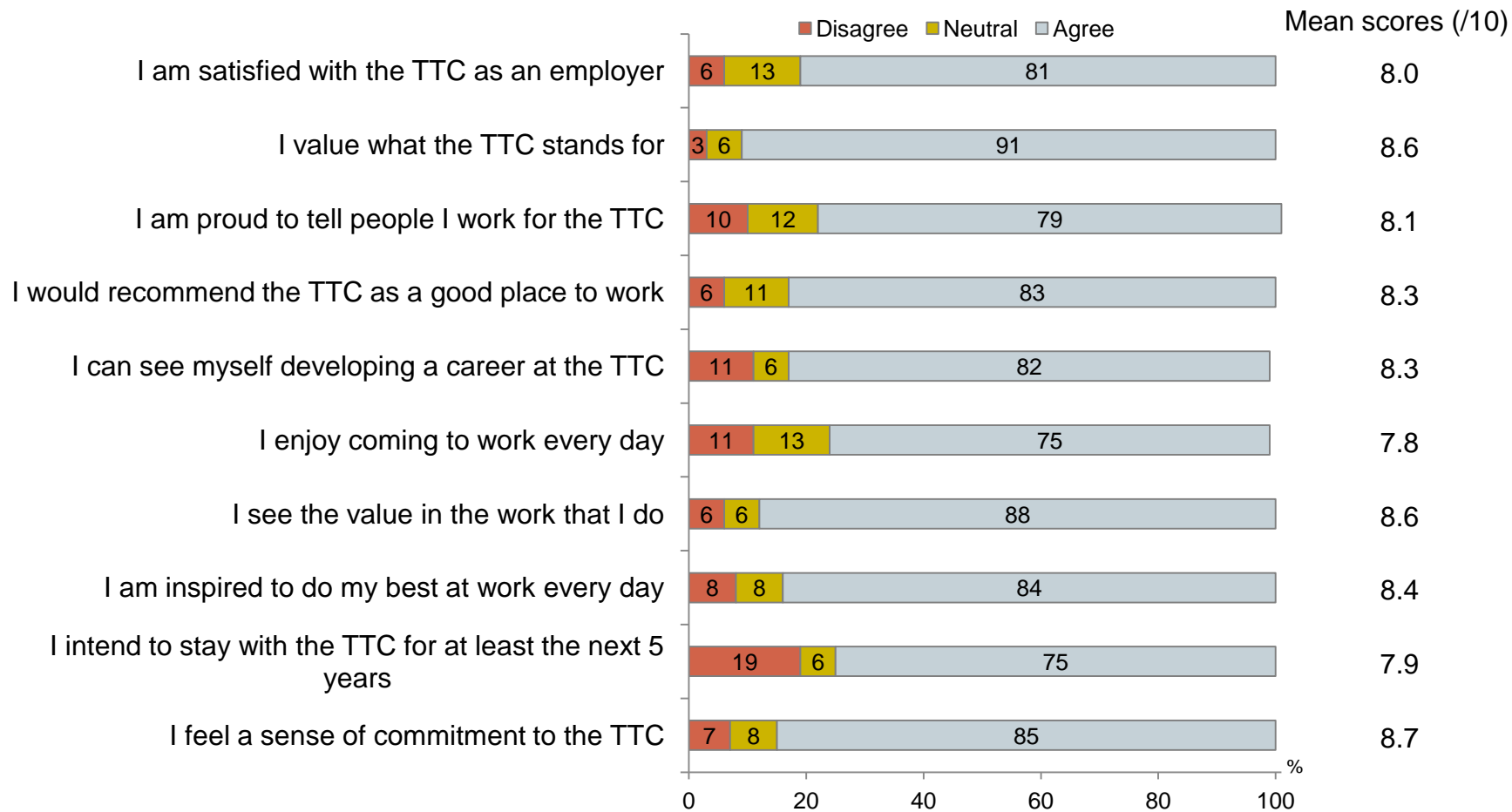


# SECTION SUMMARY

- 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 feel a sense of commitment to the TTC”; “I value what the TTC stands for”; and “I see the value in the work that I do”. Ratings were lowest for “I enjoy coming to work every day”, and “I intend to stay with the TTC for at least the next 5 years”. These results were generally consistent across cost centres, however since the scores for most measures are grouped rather close together there is some variability from one cost centre grouping to another in the precise order of attributes.
- Mean scores across most measures were highest for Bus Transportation Training and lowest for Department Head & Staff (with some exceptions).

# OVERALL ORGANIZATIONAL VIEWS

## - TRAINING & DEVELOPMENT



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

Sample sizes vary by attribute.

# OVERALL ORGANIZATIONAL VIEWS - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Training & Development	Bus & Maintenance Training	Bus Transportation Training	Training & Development Dpt. Head & Staff	Development	Rail Transportation Training
I am satisfied with the TTC as an employer	7.8	8.1	8.1	8.0	8.0	8.4	6.7	**	7.9
I value what the TTC stands for	8.2	8.6	8.6	8.6	8.4	9.0	9.5	**	8.0
I am proud to tell people I work for the TTC	7.9	8.2	8.2	8.1	8.4	8.5	8.6	**	7.0
I would recommend the TTC as a good place to work	8.0	8.3	8.3	8.3	8.4	8.7	7.2	**	8.1
I can see myself developing a career at the TTC	7.9	8.0	8.0	8.3	8.1	9.1	6.5	**	8.6
I enjoy coming to work every day	7.3	7.6	7.5	7.8	7.7	8.2	6.8	**	7.9
I see the value in the work that I do	8.2	8.4	8.4	8.6	8.4	8.9	8.6	**	8.6
I am inspired to do my best at work every day	7.8	8.2	8.2	8.4	8.4	8.8	7.5	**	8.4
I intend to stay with the TTC for at least the next 5 years	8.5	8.4	8.3	7.9	8.1	7.9	6.8	**	8.1
I feel a sense of commitment to the TTC	8.2	8.6	8.5	8.7	8.9	9.0	7.9	**	8.4

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

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

Sample sizes vary by attribute.

3/26/2015

# AREA TO PROTECT: YOUR JOB

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# SECTION SUMMARY

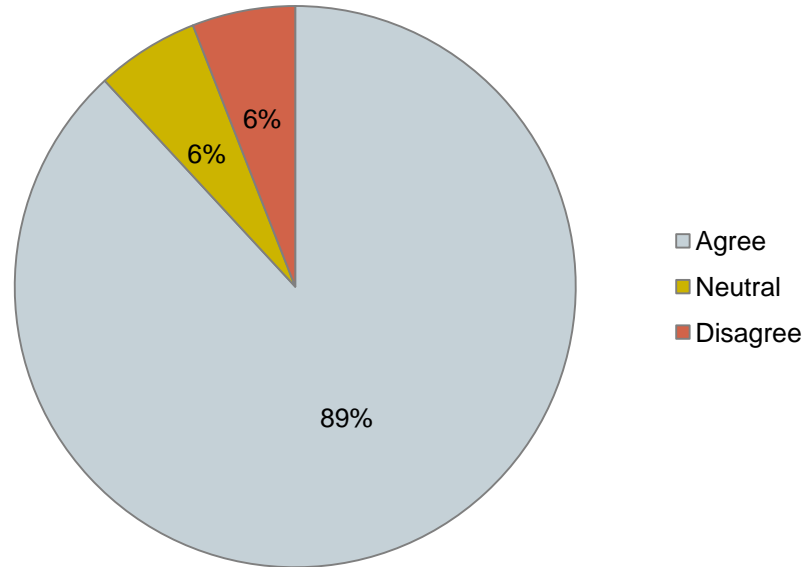
- Opportunity Analysis identifies “Your Job” as having the most impact on Employee Engagement overall and is an area with which Training & Development employees are, for the most part, satisfied, making this an Area to Protect.
- Employee satisfaction with the job they do is relatively consistent across cost centres, except that scores are generally lowest for Department Head & Staff (with some exceptions). It should be noted however, that sample sizes for Department Head & Staff are small and results may not be reliable or stable over time.
- Across the specific aspects of the job, ratings were highest for, “I often look for ways to make improvements in how things are done”, and “I am not afraid to suggest new ways of doing things in my job”. Ratings were lowest for, “I have the proper equipment/tools to do my job well”, and “I am given the freedom to make decisions in my job.” These results were consistent for most cost centres, with the exception of Rail Transportation Training, where “My work enables me to use my skills and abilities” received the highest ratings.
- 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
  - I am given the freedom to make decisions in my job
- In addition, the following key Areas to Protect were identified:
  - 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 - TRAINING & DEVELOPMENT

## Training & Development

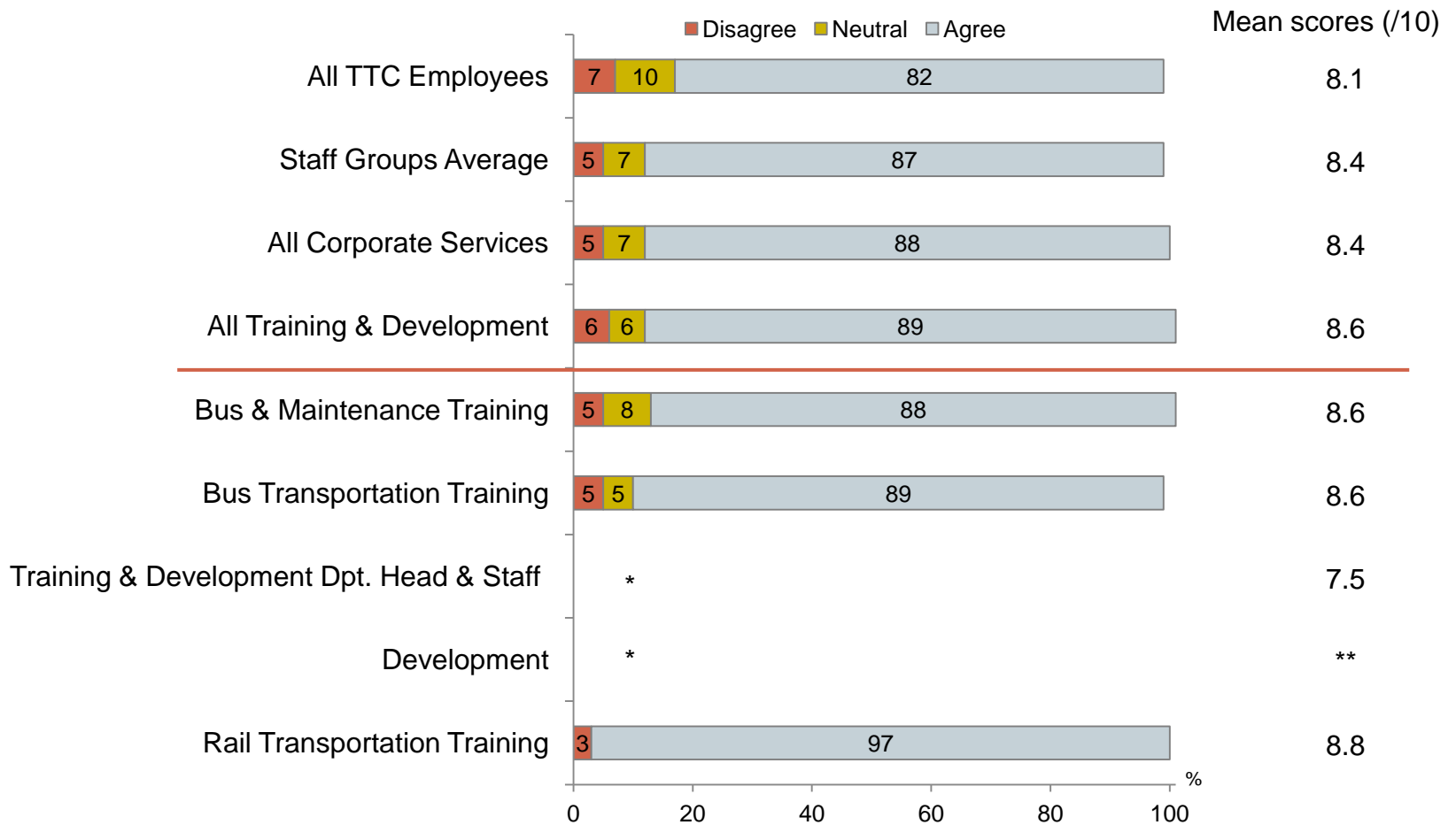
Total  
(n= 126)

Mean=8.6



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

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



\* Percentages suppressed as sample size <30.

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

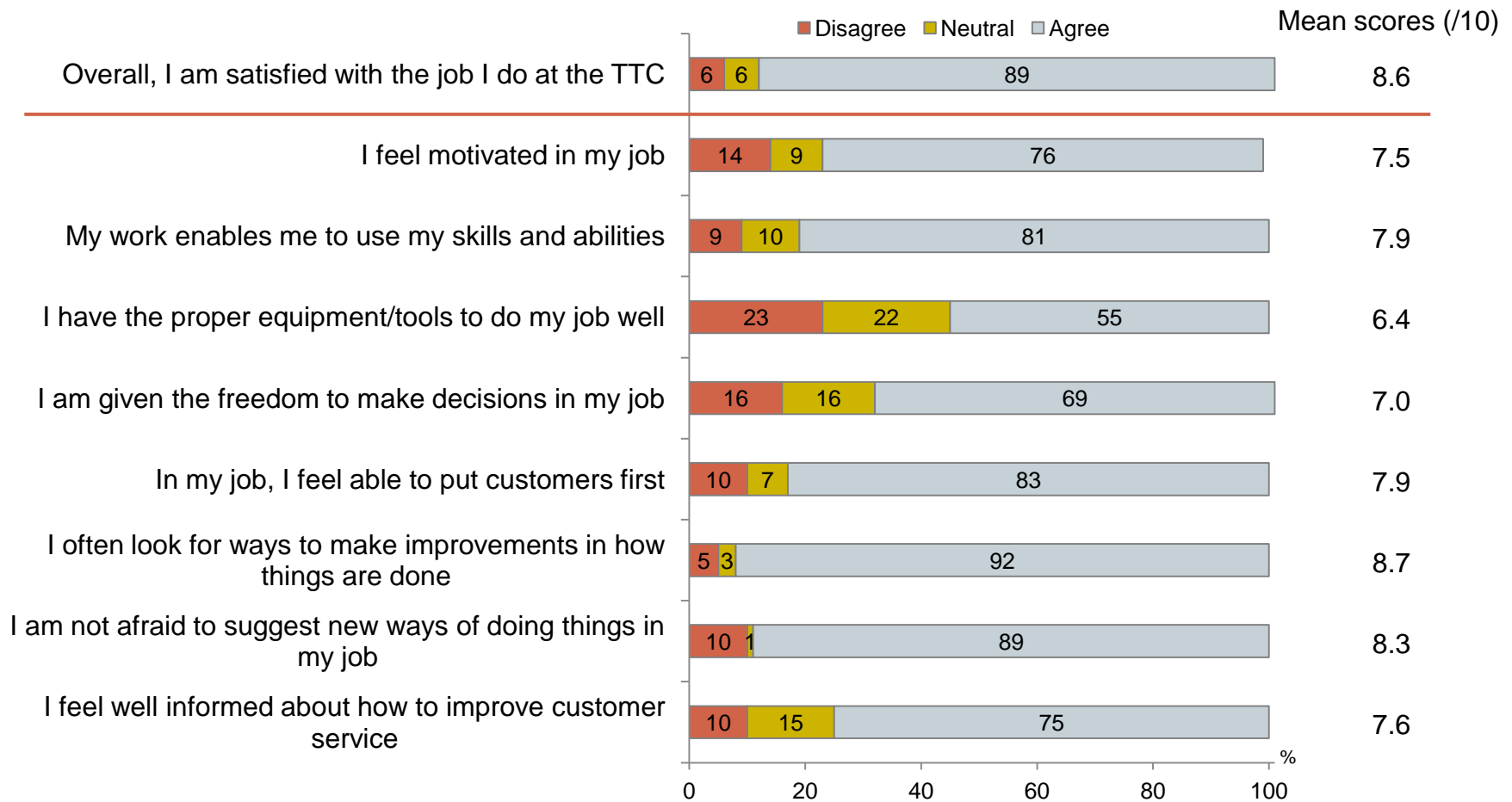
B1. How much do you agree or disagree with each of the following statements about your job ?

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

Sample sizes vary by category.



# YOUR JOB - TRAINING & DEVELOPMENT



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

# YOUR JOB - BY COST CENTRE/GROUPING

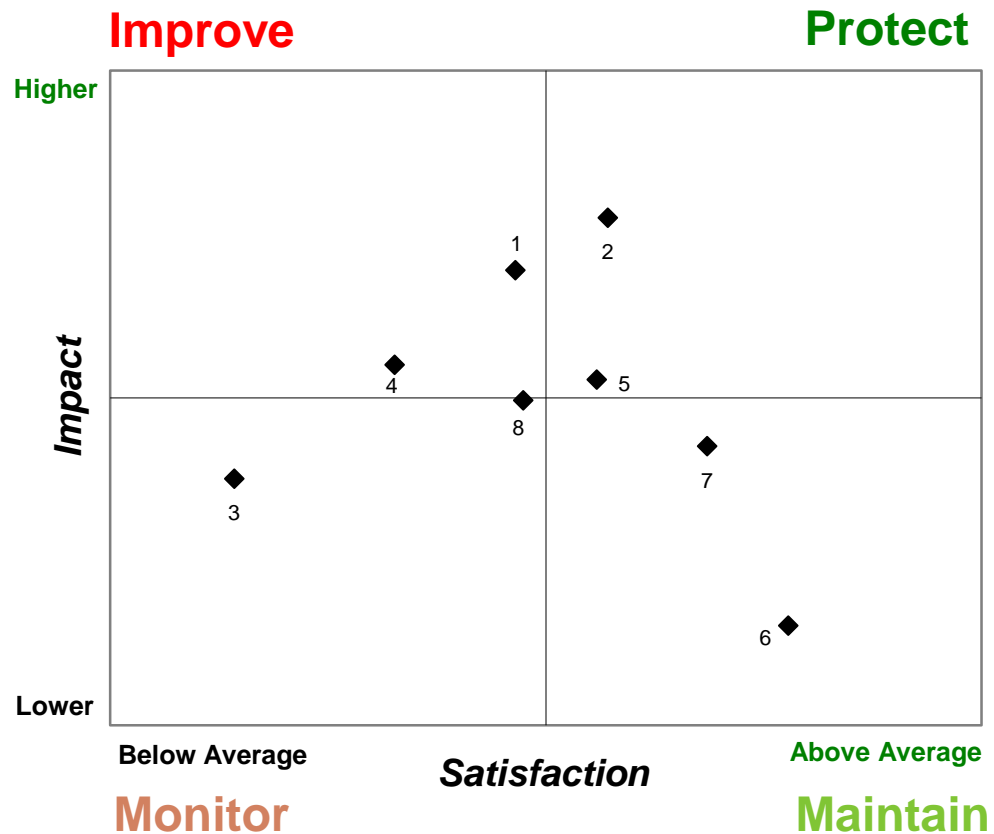
Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Training & Development	Bus & Maintenance Training	Bus Transportation Training	Training & Development Dpt. Head & Staff	Development	Rail Transportation Training
Overall, I am satisfied with the job I do at the TTC	8.1	8.4	8.4	8.6	8.6	8.6	7.5	**	8.8
I feel motivated in my job	7.0	7.3	7.4	7.5	7.3	8.0	6.5	**	7.8
My work enables me to use my skills and abilities	7.3	7.7	7.7	7.9	7.9	8.1	6.9	**	8.5
I have the proper equipment/tools to do my job well	6.8	7.3	7.2	6.4	5.5	6.5	6.5	**	7.2
I am given the freedom to make decisions in my job	6.5	7.3	7.3	7	7.1	6.4	6.3	**	7.9
In my job, I feel able to put customers first	7.5	7.9	7.9	7.9	7.8	8.2	6.9	**	7.8
I often look for ways to make improvements in how things are done	8.1	8.6	8.5	8.7	8.6	9.0	9.3	**	8.0
I am not afraid to suggest new ways of doing things in my job	7.6	8.3	8.2	8.3	8.3	8.3	8.2	**	8.3
I feel well informed about how to improve customer service	6.8	7.6	7.7	7.6	7.2	7.6	7.1	**	7.8

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

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

3/26/2015

# OPPORTUNITY ANALYSIS: YOUR JOB - TRAINING & DEVELOPMENT



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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 6.3 to 8.7.  
 Impact values range between 22% to 58%.

# AREA TO IMPROVE: YOUR WORKING ENVIRONMENT

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# SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as second most impactful on Employee Engagement and as an area in which TTC employees are less satisfied relative to other areas; in other words, this is an Area to Improve.
- Mean scores across most specific aspects of Working Environment were generally highest for Rail and Bus Transportation Training, and generally lowest for Bus & Maintenance Training and Department Head & Staff. Note however that there is substantial variability from one attribute to another. Some cost centres have the highest score for some attributes and the lowest score for others.
- Across the specific aspects of Working Environment, ratings were highest for, “The hours I work are reasonable”. Ratings were lowest for “I am satisfied with my work/office space and facilities” followed by “I can adjust my work hours/shifts if needed”. These results were consistent for most cost centres, with the exception of Department Head & Staff, where “The TTC cares about my mental health and emotional well-being” and “The TTC encourages employees to maintain a healthy work-life balance” receive much lower ratings than satisfaction with office facilities or the ability to adjust hours or shifts.
- To improve employee satisfaction with Your Working Environment, Opportunity Analysis identifies the following key Areas to Improve:
  - The TTC cares about my mental health and emotional well-being
  - The TTC encourages employees to maintain a healthy work-life balance
- In addition to these improvements, the following are identified as key Areas to Protect:
  - I feel I belong at the TTC
  - The TTC is dedicated to diversity and inclusiveness

# SECTION SUMMARY

- Stress at Work
- Only 9% of Training & Development employees indicated that they experience “frequent” stress at work, although an additional 53% experience stress at work “sometimes”.
- Employees in the Bus & Maintenance Training cost centre reported more frequent stress than employees in other cost centres (13% “frequent, 63% “sometimes”). Lowest incidence of work stress was observed for Rail Transportation Training, with only 3% experiencing stress “frequently” and 23% “sometimes”.

# SECTION SUMMARY

- Discrimination/Harassment
- 29% of employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months, the highest incidence rate reported from a Corporate Services department.
- Bus & Maintenance Training employees were more likely to have experienced discrimination (38%). By contrast, Rail Transportation Training was least likely (23%).
- Employees most frequently reported discrimination based on personal harassment, followed by discrimination based on age.
- Was it Reported?
- Among those who experienced discrimination from colleagues, only one third indicated that they reported the incident. As only a minority reported experiencing any discrimination, results cannot be reliably reported below the department level, and sample size is also too small to report the most frequently cited reasons for not reporting an incident.
- Were Employees Satisfied with How it was Handled?
- Among those who reported the incident, satisfaction scores regarding the manner in which the incident was handled were very low.

# SECTION SUMMARY

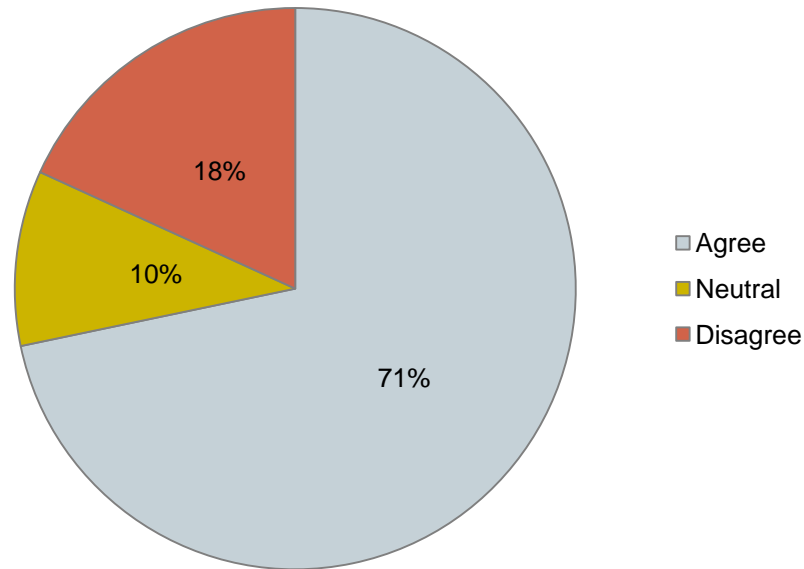
- Abuse by Customers
- 36% of Training & Development employees reported that they had been verbally abused by customers in the past 12 months. Incidence of this abuse varies by cost centre. Among those that can be compared, the highest incidence of verbal abuse was observed for Rail Transportation Training (65%). The lowest incidence was observed for Bus & Maintenance Training (25%).
- 6% of employees reported that they had experienced physical abuse by customers, the highest incidence in the Corporate Services Group. Incidence of physical abuse was highest for employees in Rail Transportation Training (19%). Incidence in other cost centres was much lower (3% each for Bus & Maintenance and Bus Transportation).



# OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - TRAINING & DEVELOPMENT

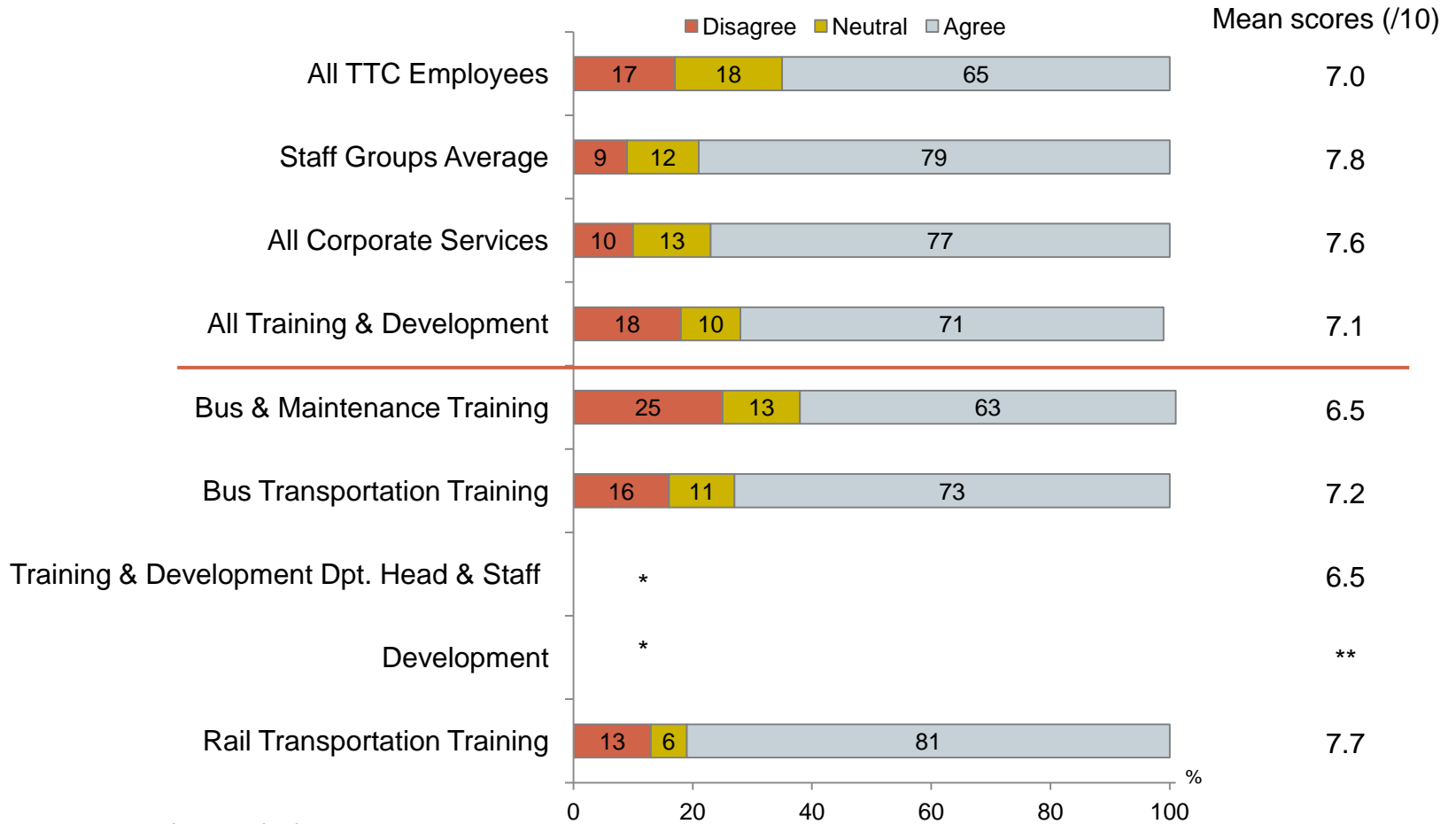
## Training & Development

**Total**  
(n= 126)  
**Mean=7.1**



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

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



\* Percentages suppressed as sample size <30.

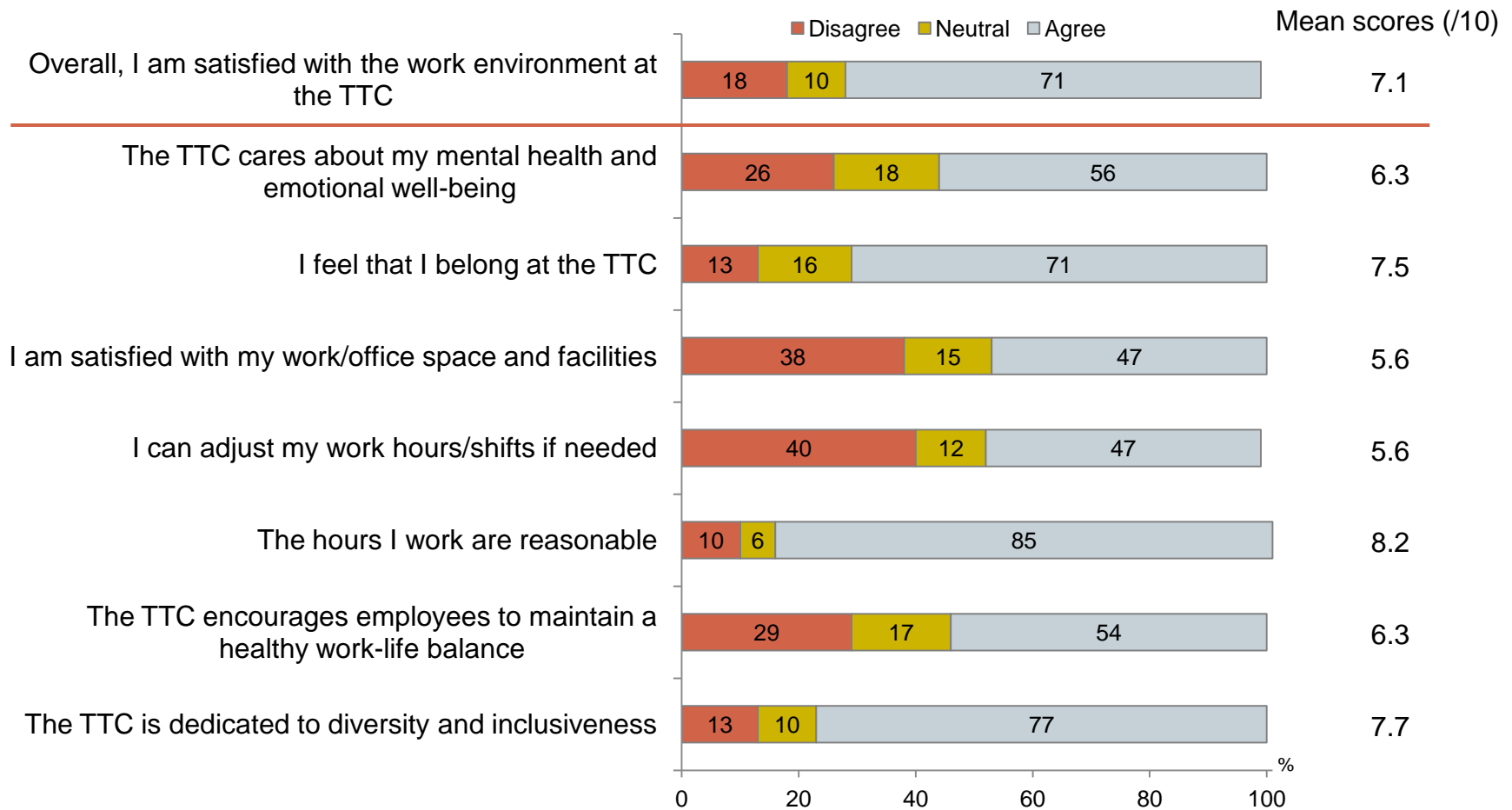
\*\* Mean score suppressed due to sample size <10.

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

Overall, I am satisfied with the work environment at the TTC.

Sample sizes vary by category.

# YOUR WORKING ENVIRONMENT - TRAINING & DEVELOPMENT



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

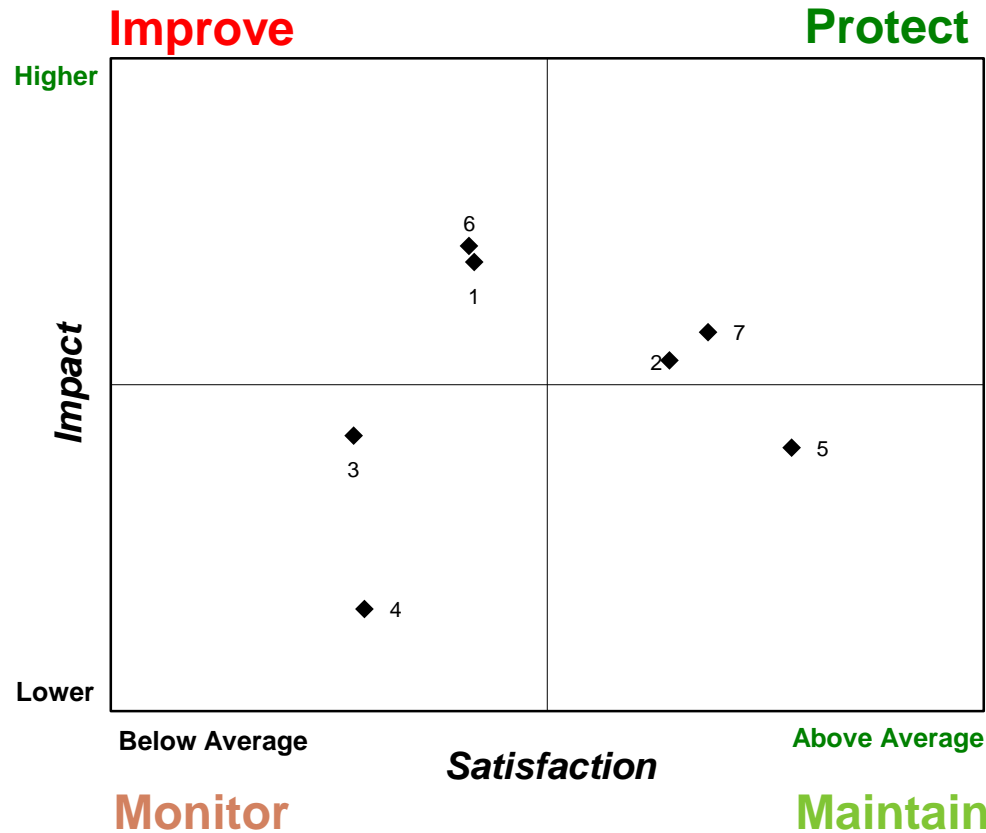
# YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Training & Development	Bus & Maintenance Training	Bus Transportation Training	Training & Development Dpt. Head & Staff	Development	Rail Transportation Training
Overall, I am satisfied with the work environment at the TTC	7.0	7.8	7.6	7.1	6.5	7.2	6.5	**	7.7
The TTC cares about my mental health and emotional well-being	6.2	7.1	7.0	6.3	5.7	6.7	5.6	**	6.7
I feel that I belong at the TTC	7.4	7.8	7.8	7.5	7.0	8.2	6.3	**	7.8
I am satisfied with my work/office space and facilities	6.5	7.2	6.9	5.6	4.8	5.7	7.4	**	5.9
I can adjust my work hours/shifts if needed	6.7	7.5	7.2	5.6	4.9	4.0	7.5	**	6.8
The hours I work are reasonable	7.7	8.4	8.3	8.2	7.1	8.8	8.5	**	8.7
The TTC encourages employees to maintain a healthy work-life balance	6.3	7.4	7.2	6.3	5.5	6.2	5.2	**	7.2
The TTC is dedicated to diversity and inclusiveness	7.4	8.0	7.9	7.7	6.7	8.2	8.2	**	8.1

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

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

# OPPORTUNITY ANALYSIS: YOUR WORKING ENVIRONMENT - TRAINING & DEVELOPMENT

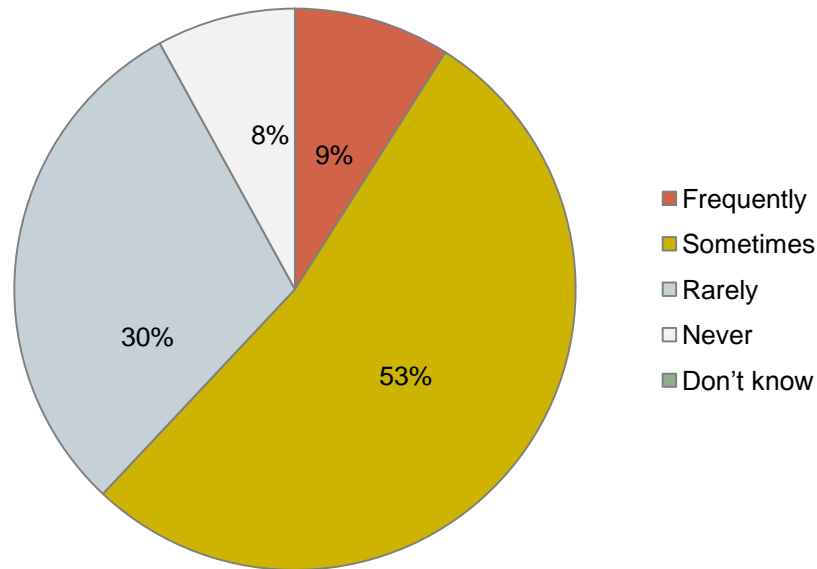


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life 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 5.6 to 8.2.  
 Impact values range between 15% to 61%.

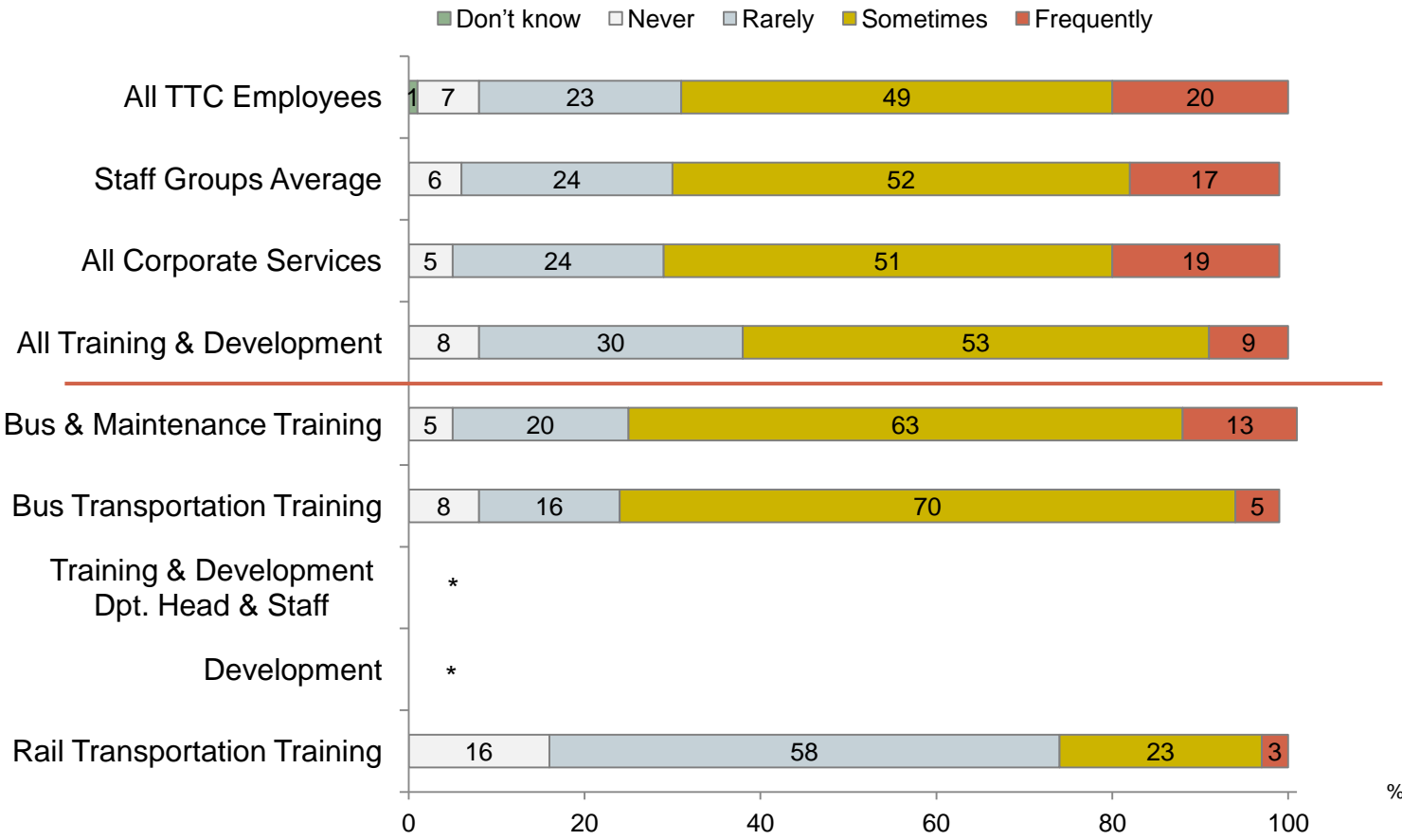
## Training & Development

Total  
(n= 127)



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

# STRESS AT WORK - BY COST CENTRE/GROUPING

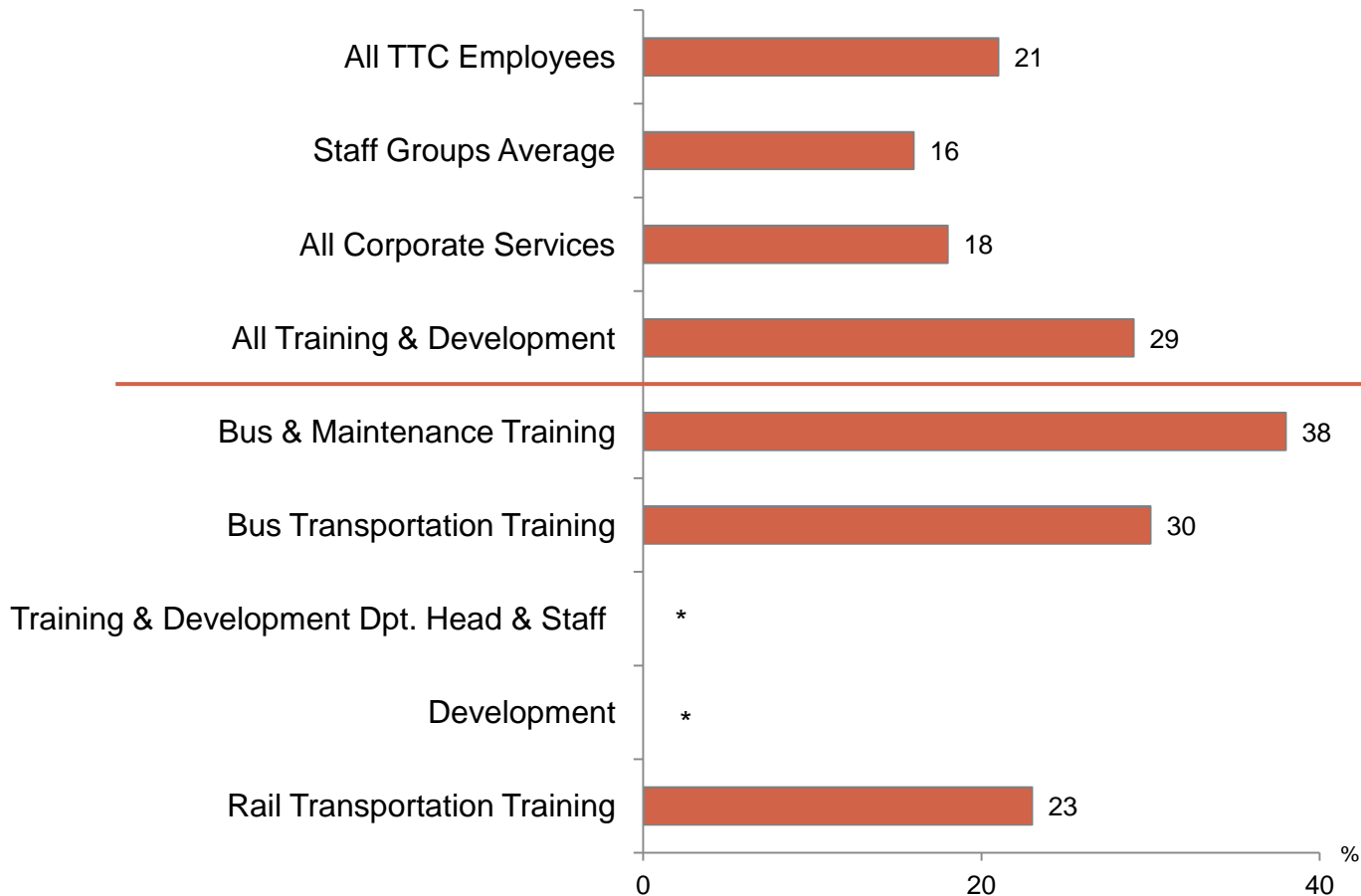


\* Percentages suppressed as sample size <30.  
 F2. Is stress at work a problem for you? 1 Frequently; 2 Sometimes; 3 Rarely; 4 Never; 5 Don't know.  
 Sample sizes vary by category.



# EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT

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



\* Percentages suppressed as sample size <30.

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



# DISCRIMINATION OR HARASSMENT EXPERIENCED

% Yes	Prefer not to answer range from 1-3%	Prefer not to answer range from 1-2%	Prefer not to answer range from 0-1%	Prefer not to answer range from 2-3%	Prefer not to answer 3%	Prefer not to answer range from 0-5%	Prefer not to answer range from 2-6%
	All TTC Employees	Staff Groups Average	All Corporate Services	All Training & Development	Bus & Maintenance Training	Bus Transportation Training	Rail Transportation Training
Disability	3	2	2	5	5	8	3
Ethnic Origin	6	2	2	2	3	3	3
Gender (includes gender expression)	3	2	2	3	5	3	3
Sex (including pregnancy)	2	2	3	3	5	0	3
Creed	2	1	1	2	3	3	3
Age	5	4	4	9	10	5	10
Race	6	2	2	2	5	0	0
Colour	5	1	1	2	5	0	0
Sexual Orientation	2	1	1	2	5	3	0
Family Status	2	2	2	3	8	0	0
Marital Status	2	2	1	3	8	0	3
Ancestry	3	1	2	2	3	3	3
Place of Origin	4	1	1	0	0	0	0
Citizenship	3	1	1	0	0	0	0
Personal Harassment	9	7	8	16	23	16	6
Other	4	2	2	2	3	3	0

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.

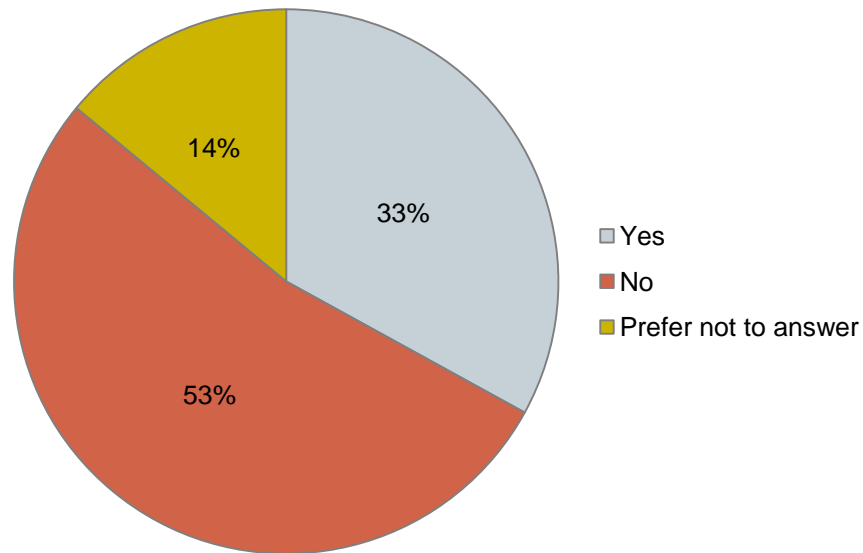
Training & Development Dpt., Head & Staff and Development are not shown as groups are too small to report percentages (n<30).

# IS THE DISCRIMINATION REPORTED TO THE TTC?

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

## Training & Development

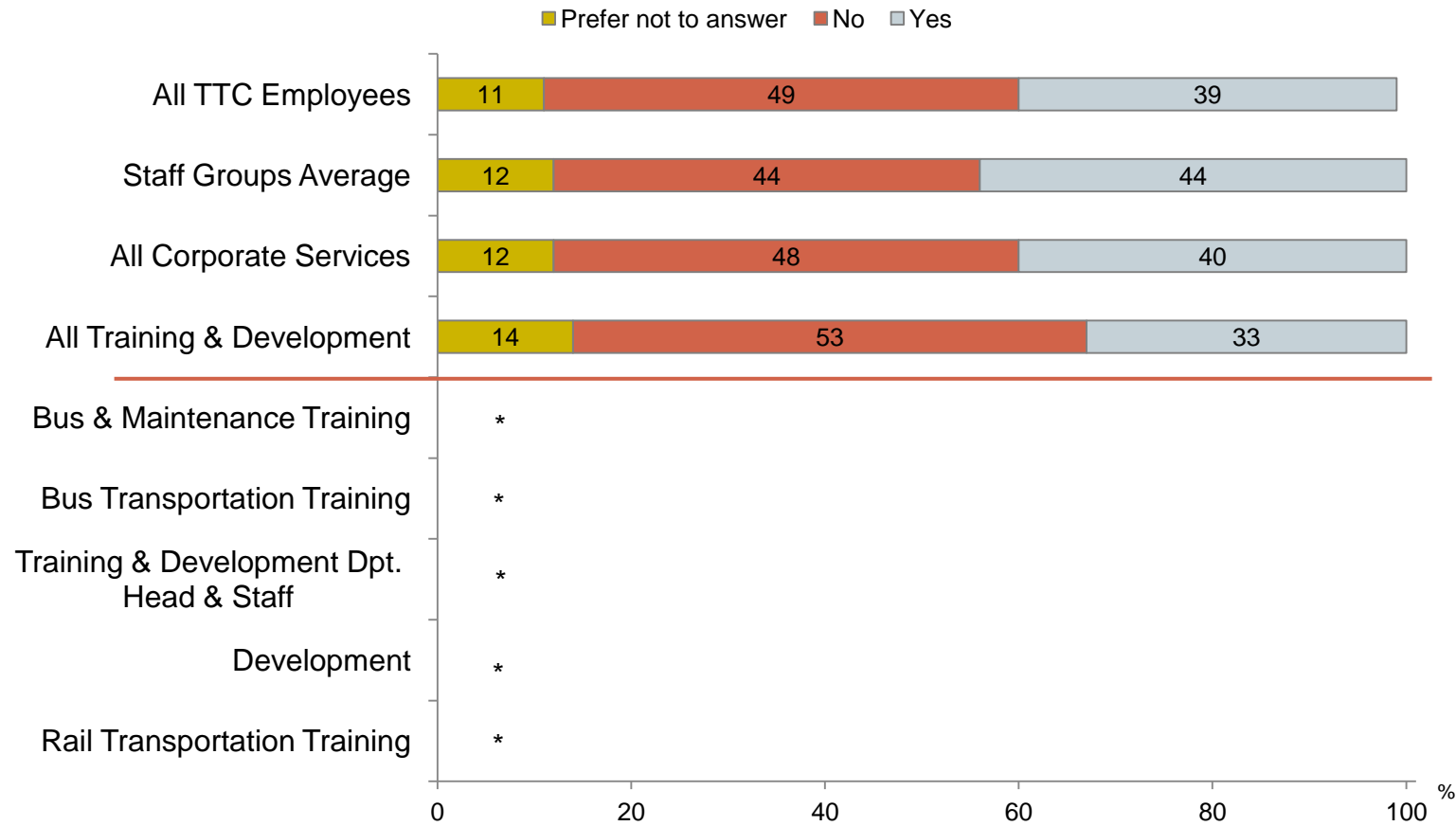
Total  
(n= 36)



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



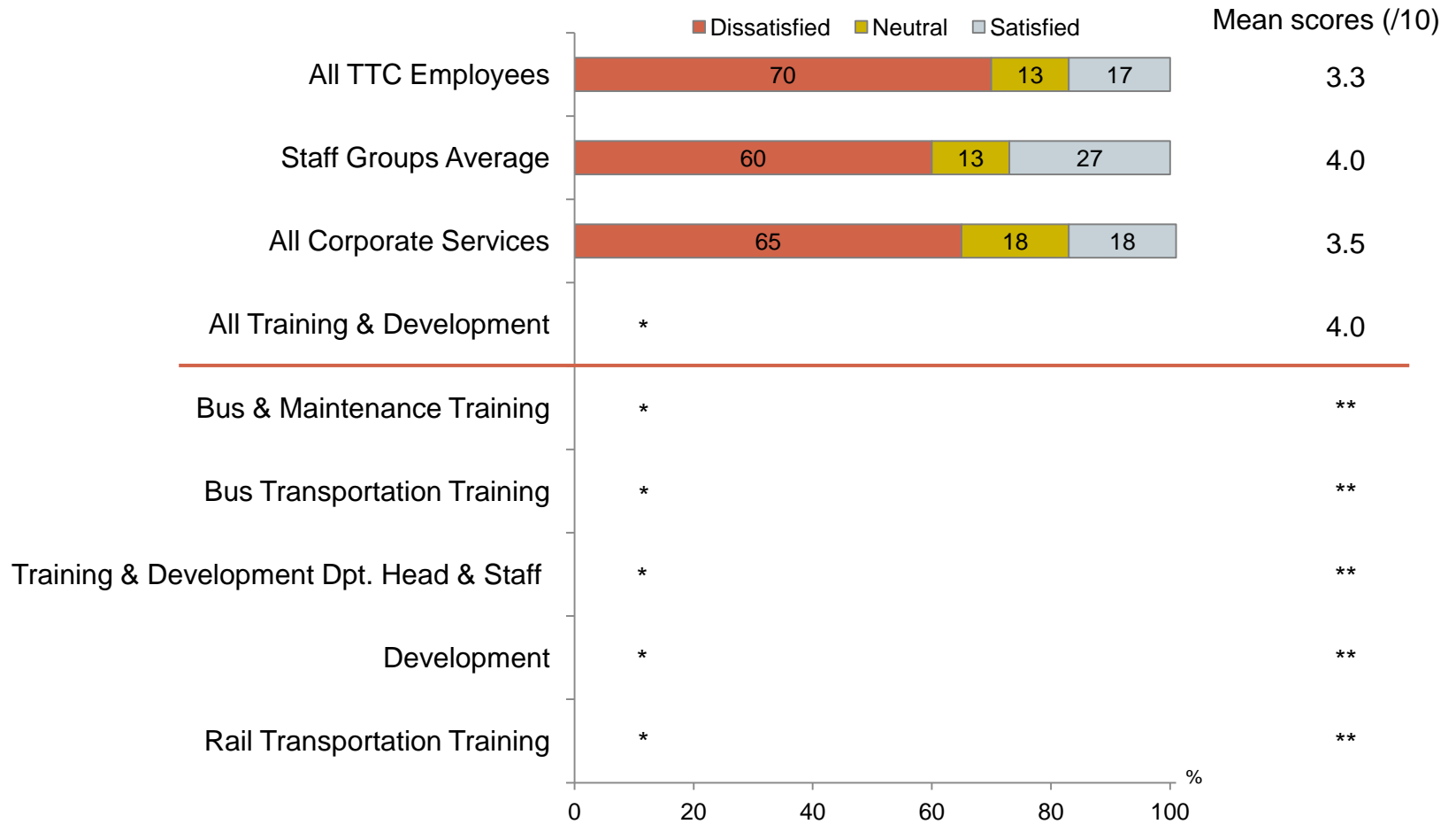
\* Percentages suppressed due to sample size <30.

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.



# SATISFACTION WITH THE WAY THE INCIDENT WAS HANDLED

Among those who reported the incident



\* Percentages suppressed as sample size <30.

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

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

# REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident

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

## Training & Development

(n= 20)

\*

\* Percentages suppressed as sample size <30.

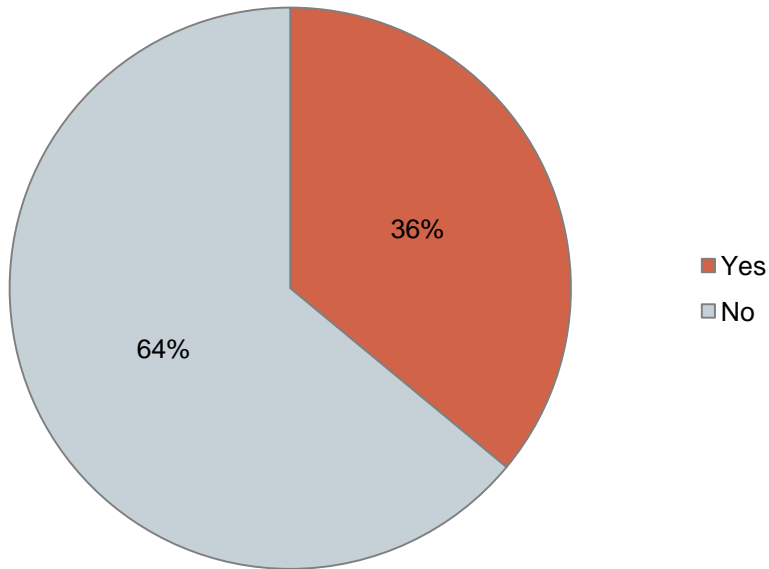
F6. Could you please tell us why did you not bring this matter to the attention of a supervisor, manager, other senior TTC employee or TTC's Human Rights?

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

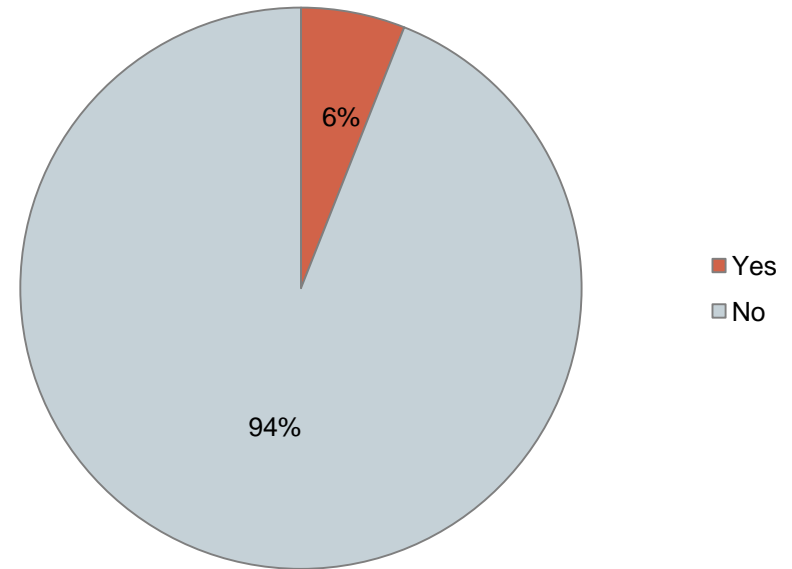
# ABUSE FROM CUSTOMERS

## Training & Development

**Verbally Abused**  
(n= 127)

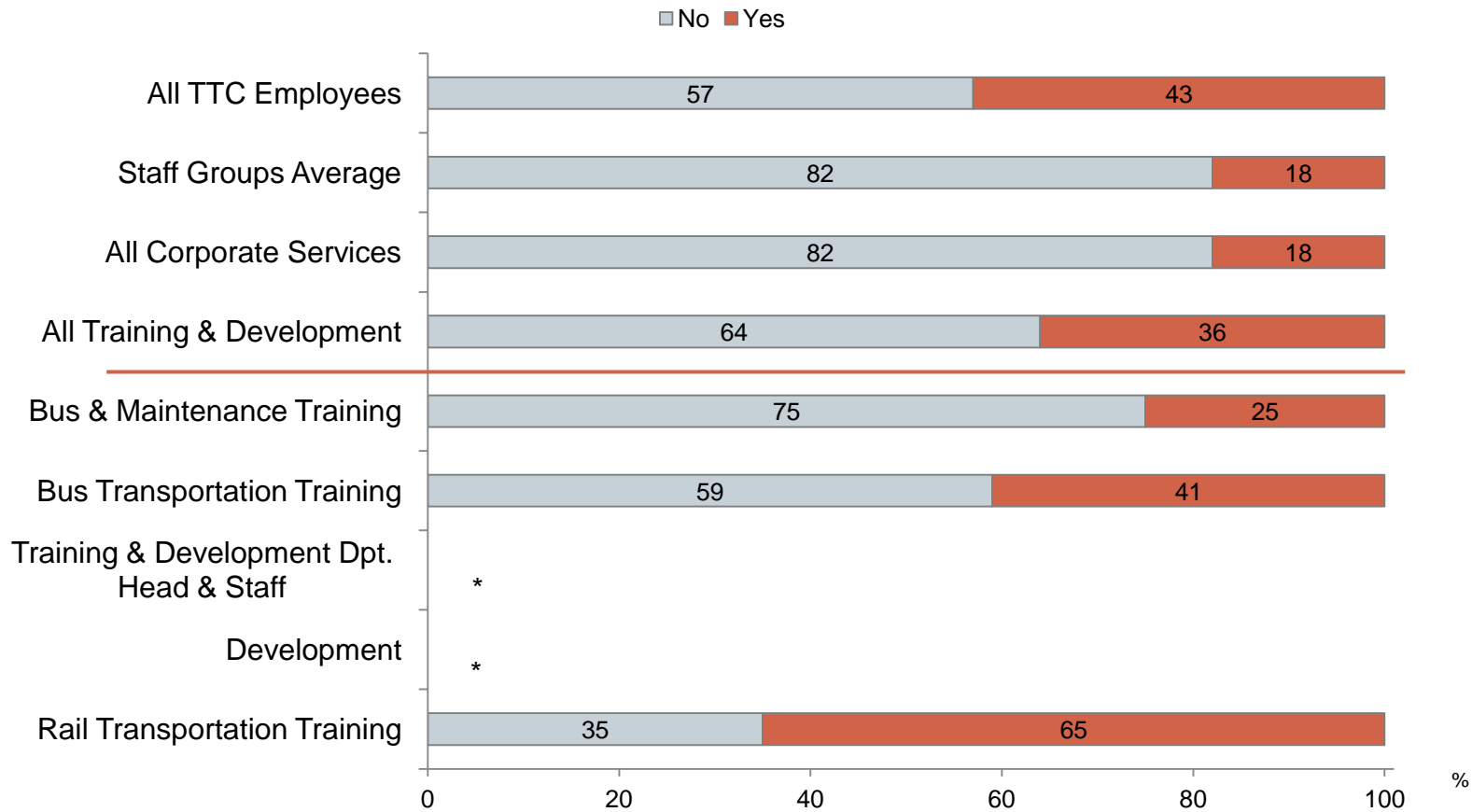


**Physically Abused**  
(n= 127)



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

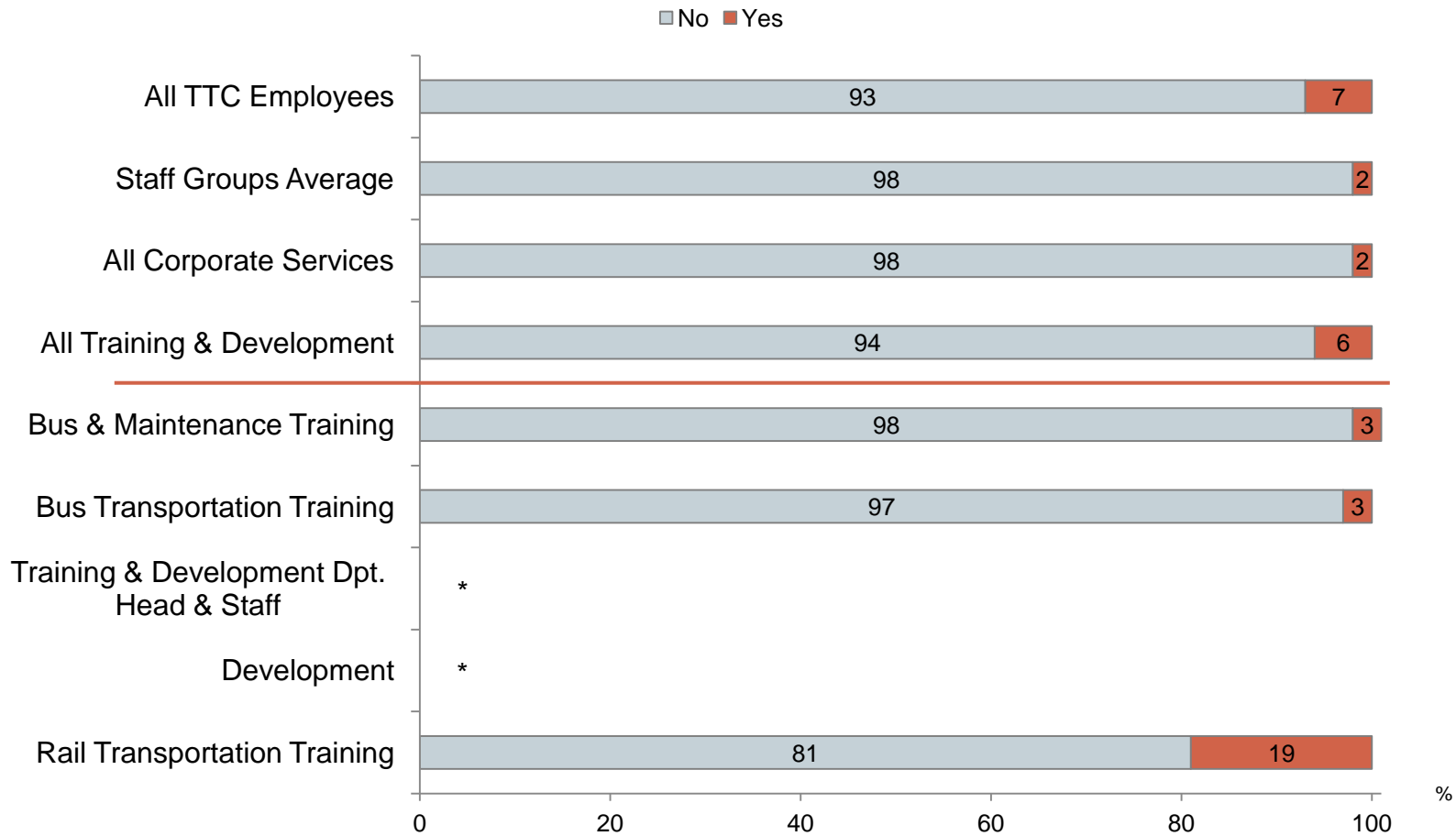
# VERBAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING



\* Percentages suppressed as sample size <30.

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

# PHYSICAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING



\* Percentages suppressed as sample size <30.

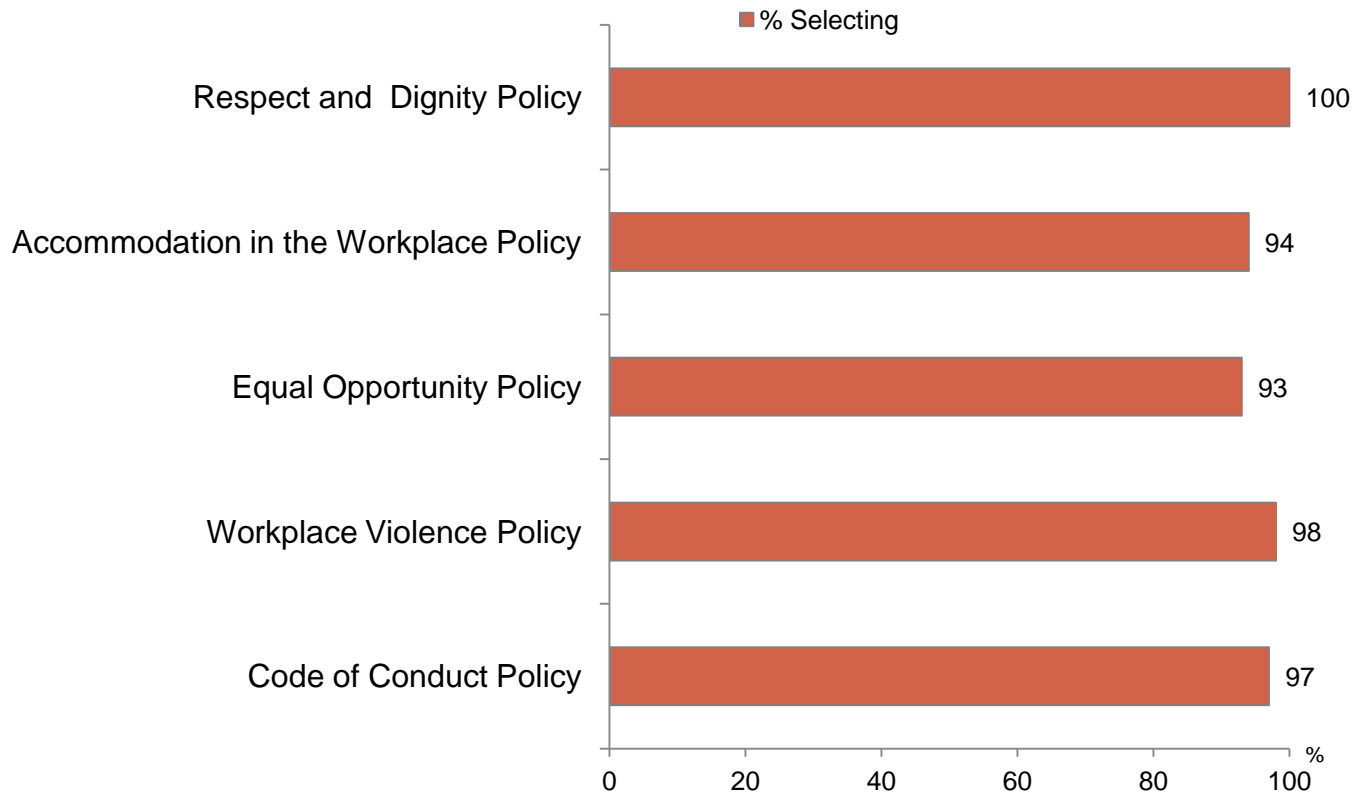
F8. In the past 12 months, have you been physically abused by customers?

Sample sizes vary by category.



# FAMILIARITY WITH TTC POLICIES - TRAINING & DEVELOPMENT

- 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, with 100% indicating they were familiar with the Respect and Dignity Policy.



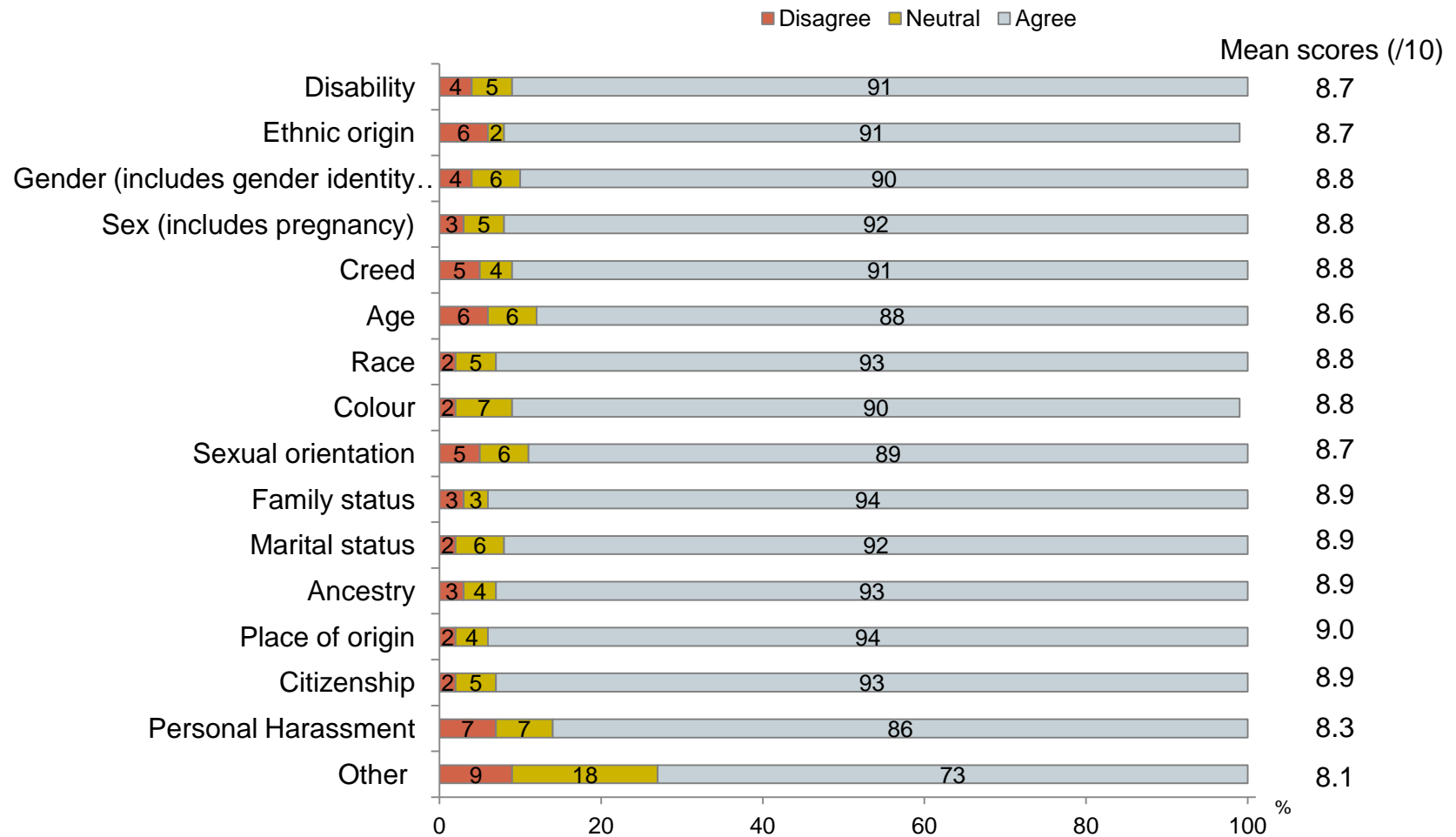
F9. Are you familiar with the following TTC policies (select all that apply)?

# FAMILIARITY WITH TTC POLICIES - BY COST CENTRE/GROUPING

% Selecting	All TTC Employees	Staff Groups Average	All Corporate Services	All Training & Development	Bus & Maintenance Training	Bus Transportation Training	Rail Transportation Training
Respect and Dignity Policy	92	97	96	100	100	100	100
Accommodation in the Workplace Policy	76	87	88	94	90	95	94
Equal Opportunity Policy	81	88	89	93	93	97	94
Workplace Violence Policy	87	92	92	98	95	100	100
Code of Conduct Policy	82	92	91	97	95	100	97

Training & Development Dpt. Head & Staff and Development are not shown as groups are not large enough to report percentages (n<30).  
F9. Are you familiar with the following TTC policies (select all that apply)?

# EFFECTIVENESS OF TTC PRACTICES - TRAINING & DEVELOPMENT



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

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

Sample sizes vary by attribute.

# EFFECTIVENESS OF TTC PRACTICES - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Training & Development	Bus & Maintenance Training	Bus Transportation Training	Training & Development Dpt. Head & Staff	Development	Rail Transportation Training
Disability	8.3	8.7	8.7	8.7	8.7	9.0	8.2	**	8.5
Ethnic Origin	8.3	8.6	8.7	8.7	8.4	9.2	8.7	**	8.4
Gender (includes gender expression)	8.5	8.7	8.7	8.8	8.8	8.9	8.4	**	8.6
Sex (including pregnancy)	8.5	8.7	8.7	8.8	8.8	9.1	8.8	**	8.6
Creed	8.5	8.8	8.8	8.8	8.7	9.1	8.7	**	8.5
Age	8.4	8.6	8.6	8.6	8.5	9.0	8.3	**	8.3
Race	8.4	8.7	8.7	8.8	8.5	9.3	8.8	**	8.7
Colour	8.4	8.7	8.7	8.8	8.6	9.2	8.6	**	8.7
Sexual Orientation	8.6	8.8	8.8	8.7	8.6	8.9	8.4	**	8.6
Family Status	8.6	8.8	8.8	8.9	8.7	9.2	8.7	**	8.7
Marital Status	8.6	8.9	8.9	8.9	8.8	9.2	8.8	**	8.6
Ancestry	8.6	8.8	8.8	8.9	8.8	9.1	8.6	**	8.7
Place of Origin	8.5	8.8	8.8	9.0	8.8	9.3	8.6	**	8.7
Citizenship	8.6	8.9	8.9	8.9	8.7	9.3	8.7	**	8.7
Personal Harassment	8.2	8.6	8.5	8.3	7.7	8.9	7.3	**	8.5
Other	8.2	8.2	8.3	8.1	8.3	10.0	5.0	**	8.2

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

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

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

Sample sizes vary by attribute.

AREA TO IMPROVE: YOUR COMPANY

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- Opportunity Analysis identifies “Your Company” as third most impactful on Employee Engagement and as an area in which Training & Development employees are relatively less satisfied, making this an Area to Improve.
- Mean satisfaction ratings across most specific aspects of Your Company are generally highest for Bus Transportation Training, and lowest for Department Head & Staff.
- Across the specific aspects of Your Company, satisfaction ratings are highest for, “I am proud and passionate about the TTC”, and “In my job role, I feel I can directly contribute to the vision to be ‘A transit system that makes Toronto proud’”. Ratings were lowest for, “There is effective sharing of information across the TTC”, and “There is good collaboration between different parts of the TTC”. There are a few differences among departments. While these results are generally consistent across cost centres, with the exception of Department Head & Staff. For this cost centre grouping, feeling that the TTC’s vision is realistic and achievable receives a higher rating than feeling their job can directly contribute to that vision. Also, several other aspects of Your Company are rated lower than good collaboration by Department Head & Staff employees. Also, for Rail Transportation Training, “The TTC puts customers first” was rated higher than being proud and passionate.
- To improve employee satisfaction with Your Company, Opportunity Analysis identifies several influential Areas to Improve, primarily related to trust, respect, and communication:
  - There is a good level of trust between Senior Management and employees
  - The TTC values its staff’s time
  - Senior Managers communicate openly and honestly with employees
  - TTC leadership welcomes all feedback, both positive and negative
  - There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)

# SECTION SUMMARY

- In addition to these Areas to Improve, the following areas were identified as key Areas to Protect:
  - I feel confident that TTC leadership is making the right decisions for the company's future success
  - 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
- A majority (65%) of Training & Development 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. This was the highest proportion "always" speaking highly in the Corporate Services Group.
- Bus & Maintenance Training employees are most likely to "always" speak highly of the TTC, while Rail Transportation Training is least likely.

# SECTION SUMMARY

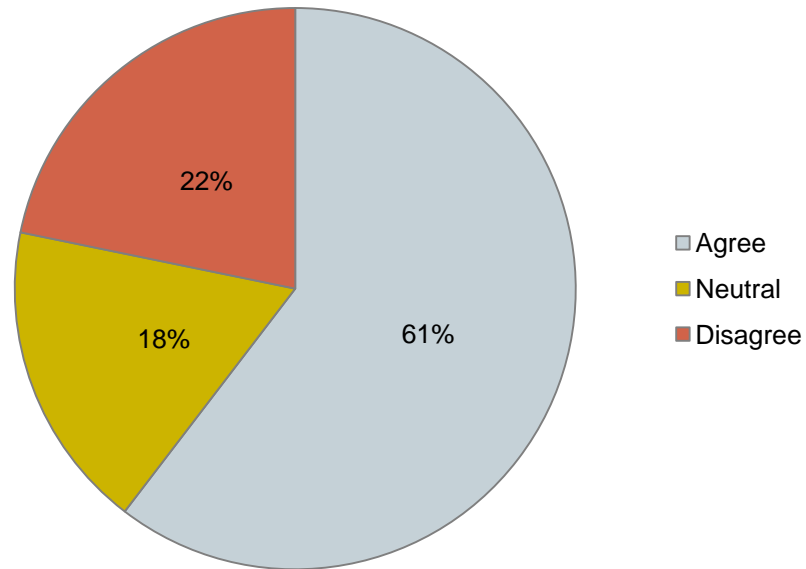
- Change in Experience Working for the TTC
- 32% of Training & Development employees feel that working for the TTC has improved over the past 12 months, compared to 22% who feel it has gotten worse.
- Employees in the Bus Transportation Training cost centre were most likely to express that working for the TTC has improved over the past 12 months (49%), while Bus & Maintenance Training employees were least likely to feel this way (18%).
- Employees in the Bus & Maintenance Training cost centre (25%) were more likely to report that working for the TTC has gotten worse in the past twelve months compared to employees in Bus Transportation Training (22%), and Rail Transportation Training (19%).
- Among employees who indicated that working for the TTC has gotten better in the past 12 months, the main reasons traced to the arrival of new managers or coworkers, and improvements to TTC facilities, followed by the vision and leadership of senior management, improvements in communication, and increased focus on customer service.
- There were not sufficient Training & Development employees indicating that working for the TTC has gotten worse to identify the main reasons for this impression.



# OVERALL RATINGS OF YOUR COMPANY - TRAINING & DEVELOPMENT

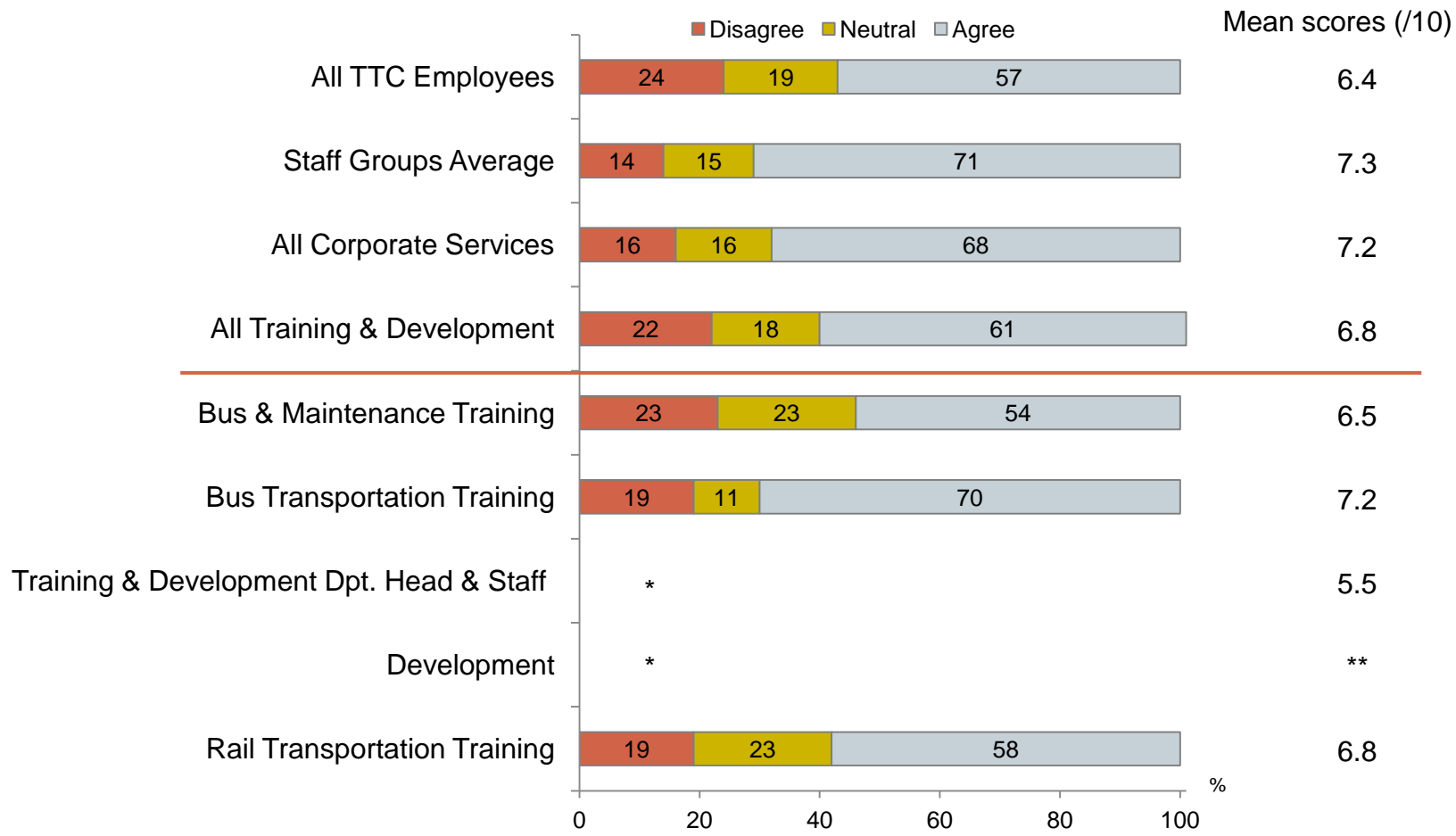
## Training & Development

**Total**  
(n= 125)  
**Mean=6.8**



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

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



\* Percentages suppressed as sample size <30.

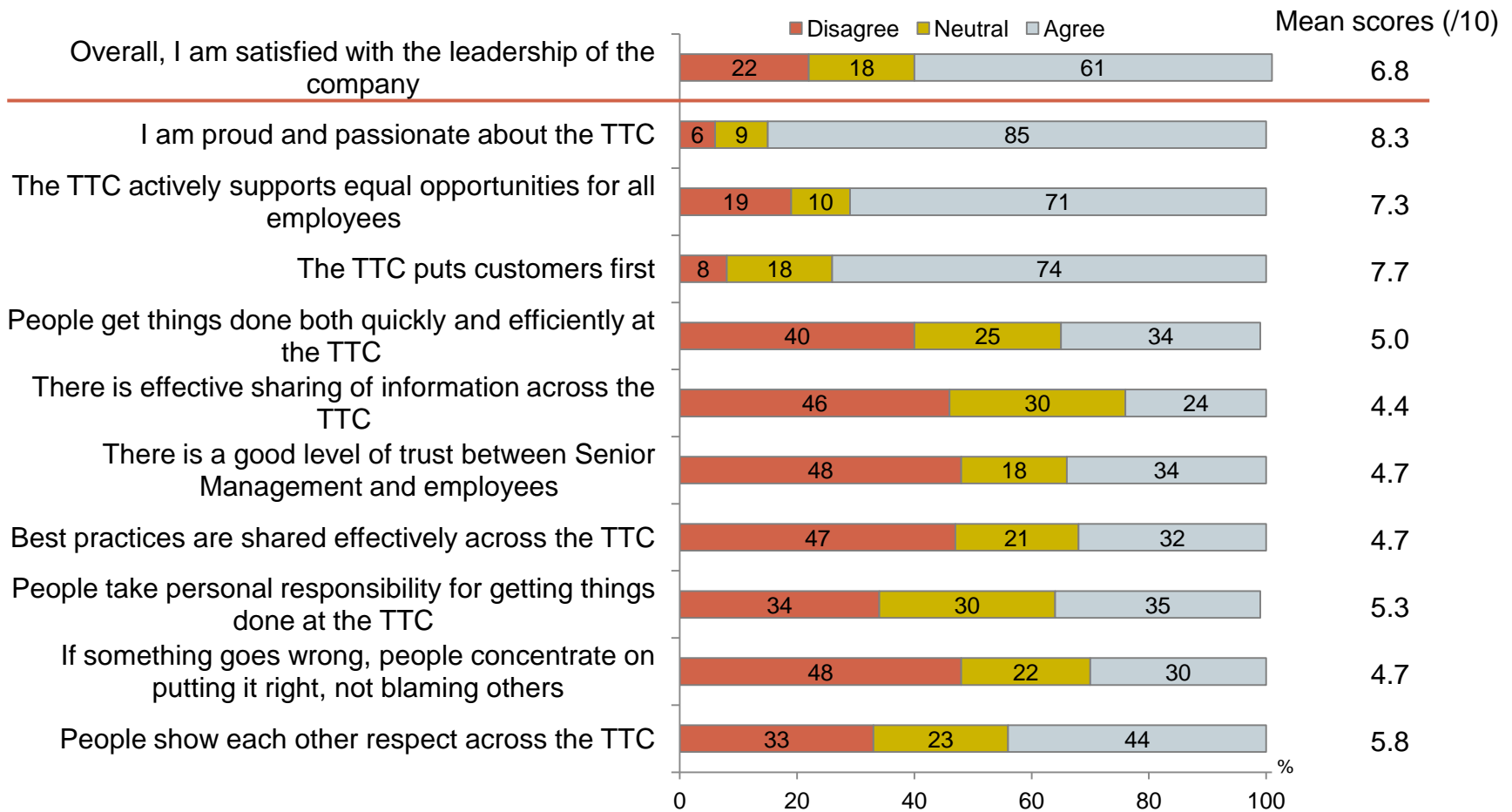
\*\* Mean score suppressed due to sample size <10.

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

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

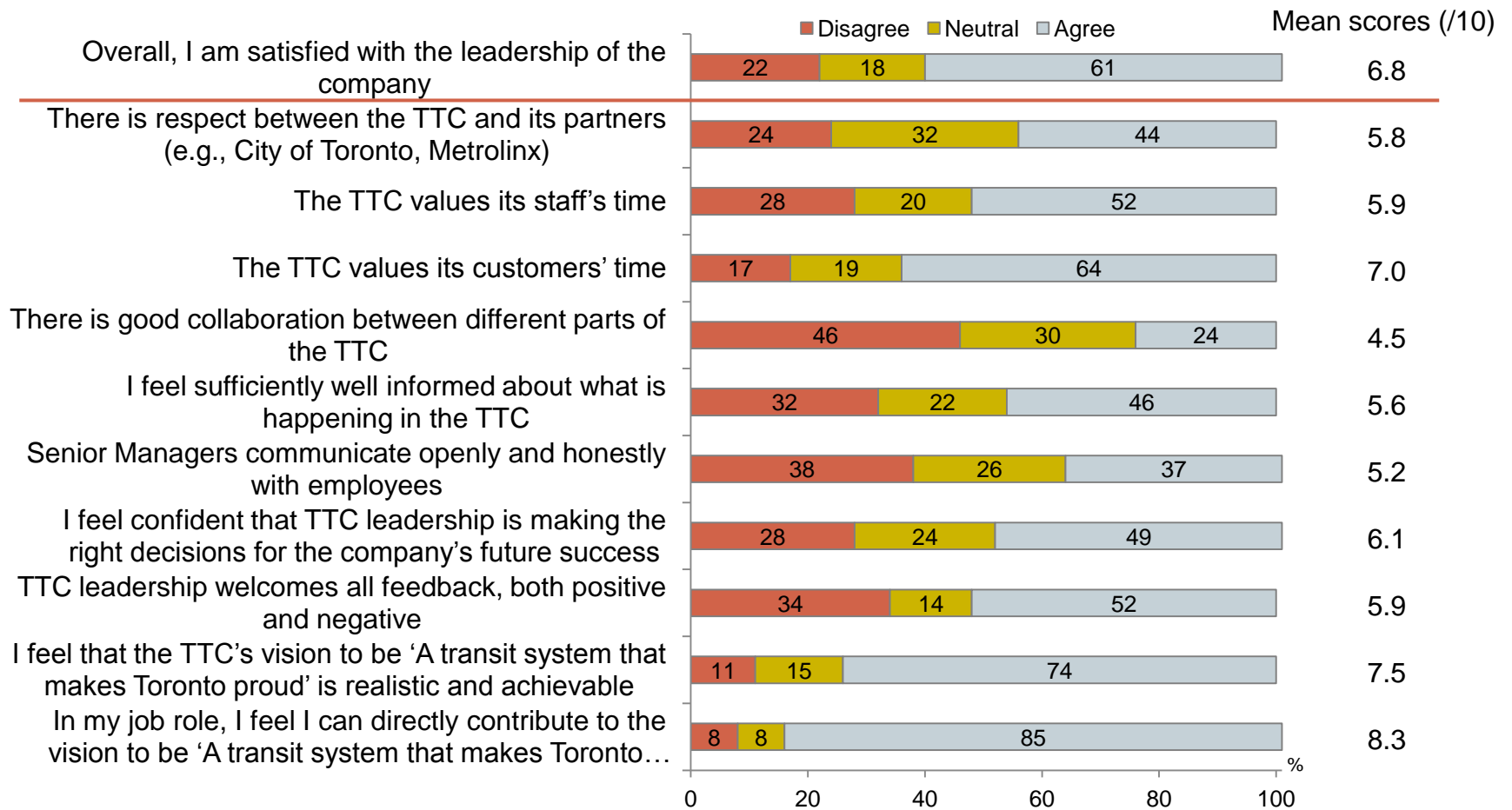
Sample sizes vary by category.

# YOUR COMPANY - TRAINING & DEVELOPMENT



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

# YOUR COMPANY - TRAINING & DEVELOPMENT (CONT'D.)



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

# YOUR COMPANY - BY COST CENTRE/GROUPING

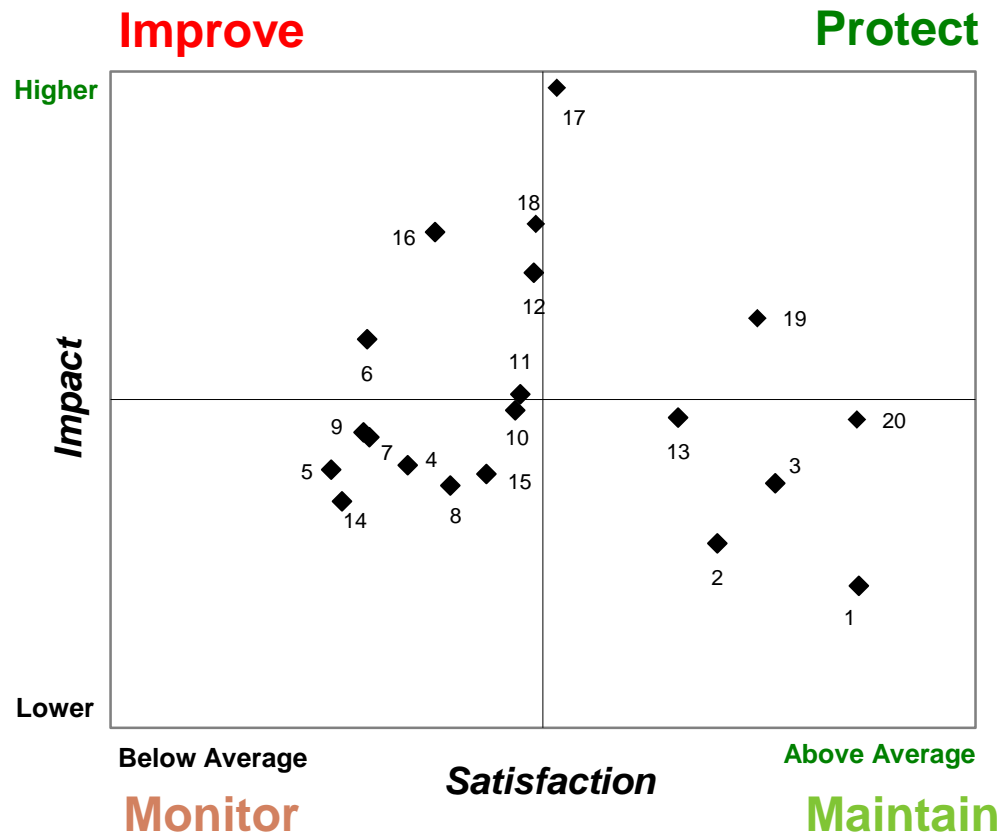
Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Training & Development	Bus & Maintenance Training	Bus Transportation Training	Training & Development Dpt. Head & Staff	Development	Rail Transportation Training
Overall, I am satisfied with the leadership of the company	6.4	7.3	7.2	6.8	6.5	7.2	5.5	**	6.8
I am proud and passionate about the TTC	7.6	8.1	8.0	8.3	8.4	9.0	8.6	**	7.4
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.2	7.3	7.0	7.7	6.7	**	7.5
The TTC puts customers first	7.8	8.0	8.1	7.7	7.7	7.6	7.7	**	7.6
People get things done both quickly and efficiently at the TTC	5.1	5.5	5.5	5.0	5.1	5.1	4.4	**	5.0
There is effective sharing of information across the TTC	4.9	5.4	5.5	4.4	4.2	4.8	4.1	**	4.4
There is a good level of trust between Senior Management and employees	4.9	5.8	5.7	4.7	4.3	4.8	4.1	**	5.3
Best practices are shared effectively across the TTC	5.3	5.7	5.6	4.7	4.3	4.8	4.1	**	5.5
People take personal responsibility for getting things done at the TTC	5.6	6.2	6.0	5.3	5.1	5.4	4.8	**	5.4
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	5.7	5.5	4.7	4.4	4.9	4.2	**	4.8
People show each other respect across the TTC	6.1	6.7	6.5	5.8	5.6	5.9	4.8	**	6.0
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.7	6.6	5.8	5.4	5.5	5.4	**	6.5
The TTC values its staff's time	6.0	6.8	6.6	5.9	5.9	5.8	4.7	**	6.4
The TTC values its customers' time	7.1	7.6	7.6	7.0	7.2	6.8	6.8	**	6.8
There is good collaboration between different parts of the TTC	5.3	5.8	5.7	4.5	4.3	4.6	4.6	**	4.5
I feel sufficiently well informed about what is happening in the TTC	5.7	6.7	6.7	5.6	5.4	5.5	5.6	**	5.6
Senior Managers communicate openly and honestly with employees	5.3	6.2	6.0	5.2	4.8	5.6	4.0	**	5.7
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	7.1	6.9	6.1	5.6	6.5	5.2	**	6.0
TTC leadership welcomes all feedback, both positive and negative	6.0	6.7	6.6	5.9	5.5	6.2	5.5	**	6.2
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	8.1	8.0	7.5	7.5	7.7	8.0	**	6.9
In my job role, I feel I can directly contribute to the vision to be 'A transit system that makes Toronto proud'	7.7	7.9	7.8	8.3	8.6	8.4	7.2	**	8.3

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

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

3/26/2015

# OPPORTUNITY ANALYSIS: YOUR COMPANY - TRAINING & DEVELOPMENT

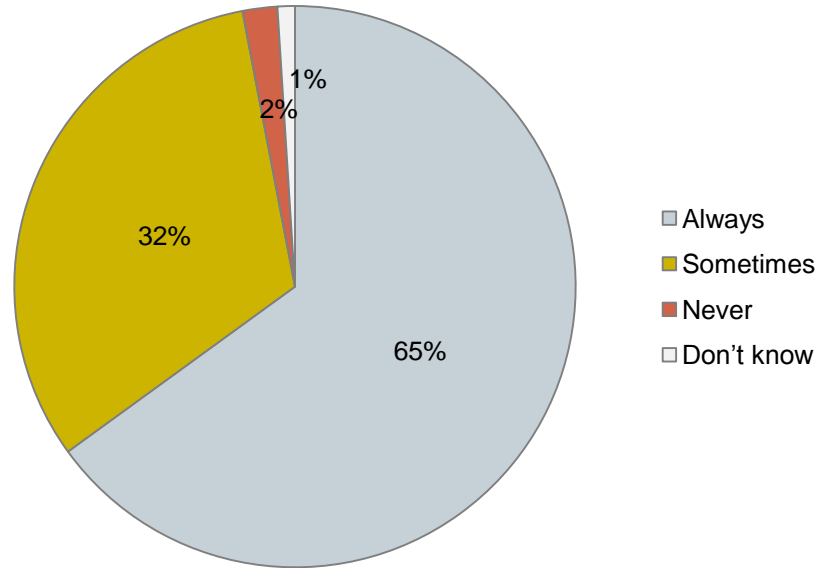


1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. There is effective sharing of information across the TTC
6. **There is a good level of trust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

Analysis conducted using Pearson's Correlation Coefficient.  
Performance values are mean scores and range between 4.4 to 8.3.  
Impact values range between 20% to 71%.

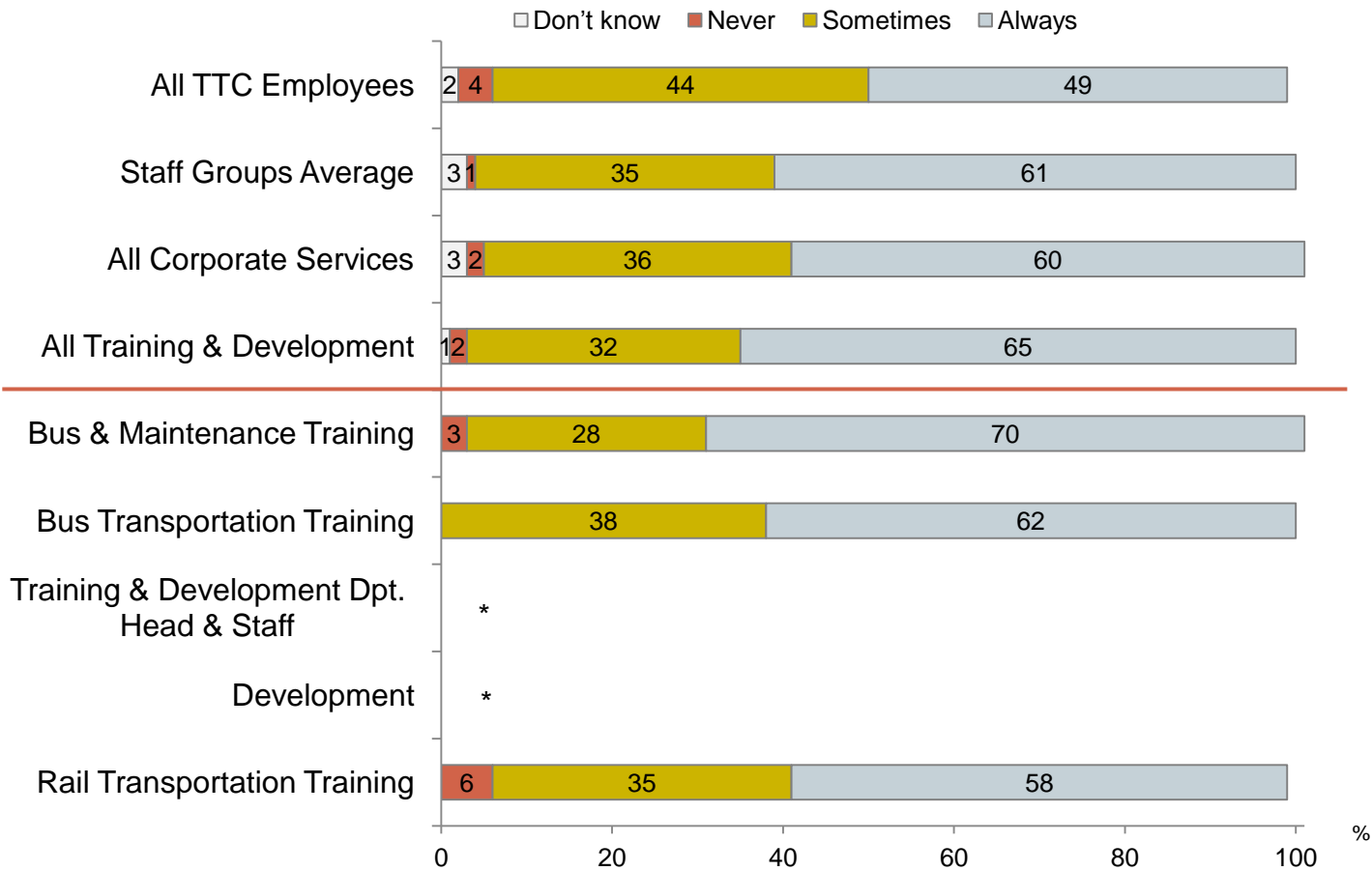
## Training & Development

Total  
(n= 127)



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

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

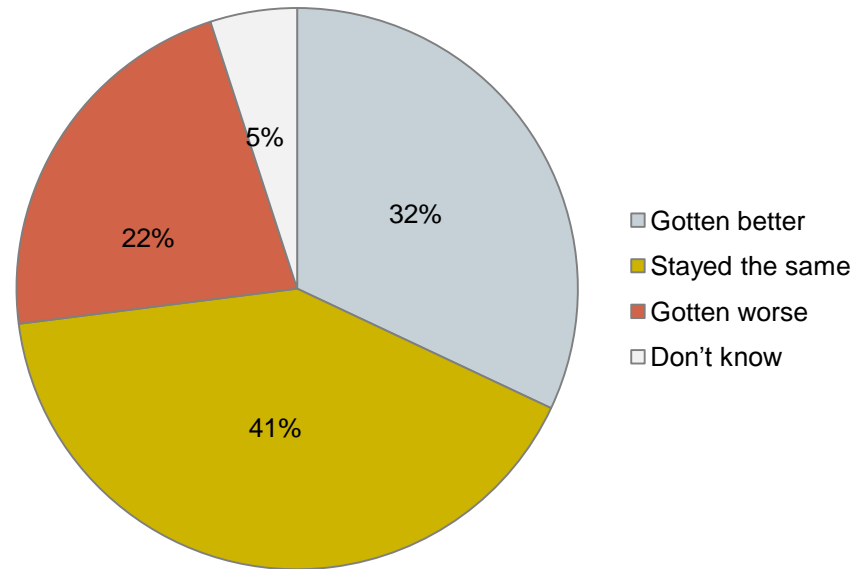


\* Percentages suppressed as sample size <30.  
 C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.  
 Sample sizes vary by category.



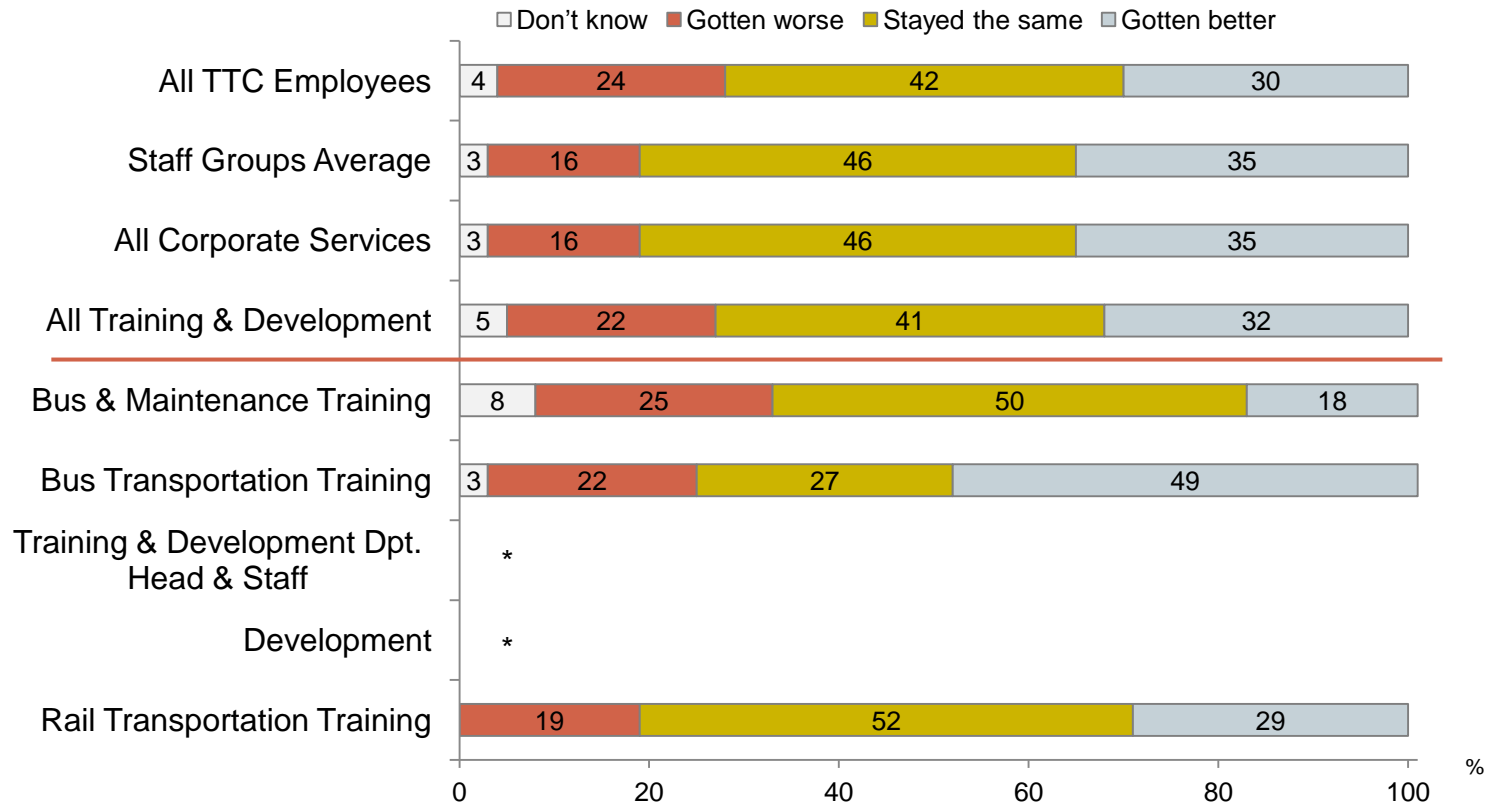
## Training & Development

Total  
(n= 127)



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

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



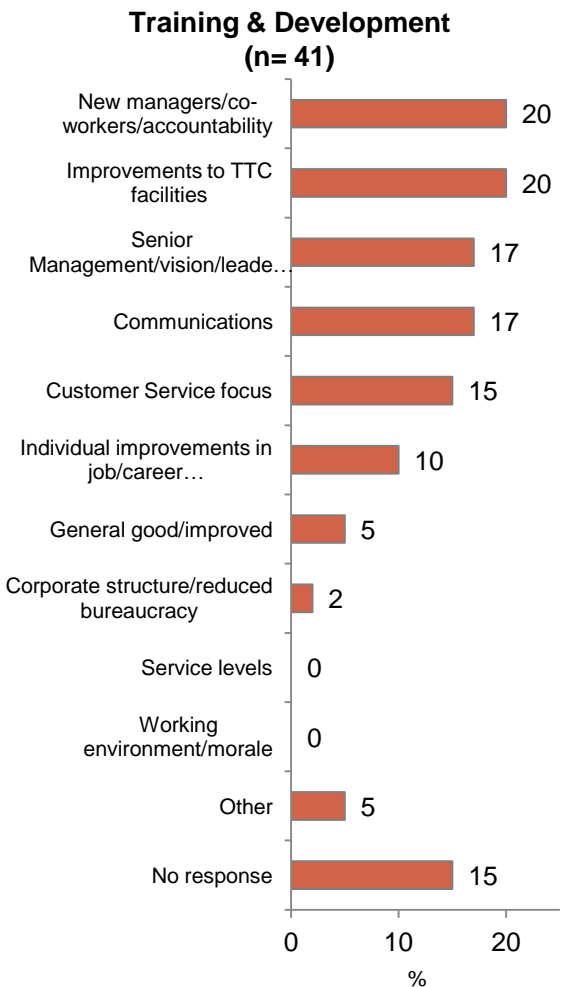
\* Percentages suppressed as sample size <30.

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

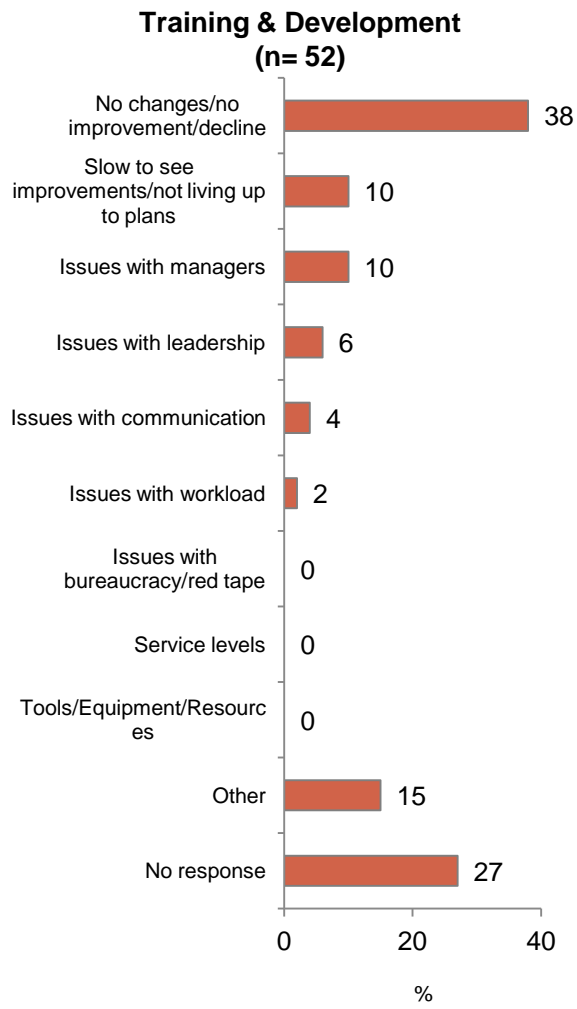
Sample sizes vary by category.

# REASONS INDICATED FOR CHANGE IN EXPERIENCE

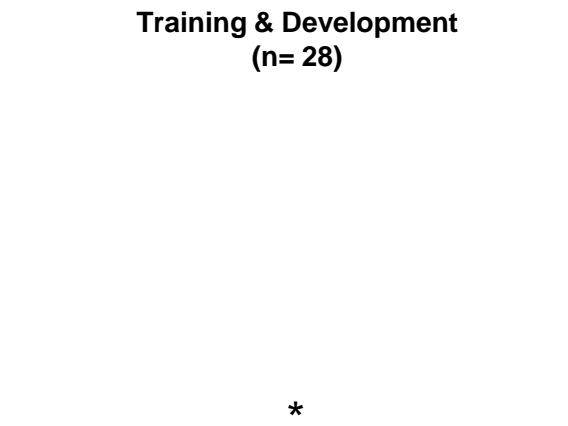
## Employees indicating TTC has Gotten better



## Employees indicating TTC has Stayed the same



## Employees indicating TTC has Gotten worse



\* Percentages suppressed as sample size <30.

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

# AREA TO MONITOR: PERFORMANCE AND REWARD

Produced by Malatest on  
behalf of TTC



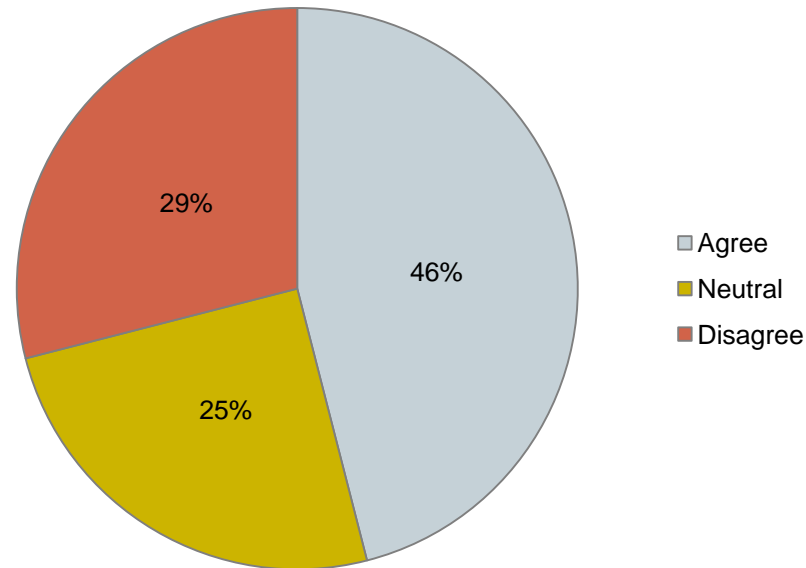
# SECTION SUMMARY

- 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 Training & Development 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 generally highest for Rail Transportation Training, and generally lowest for Department Head & Staff and Bus & Maintenance Training.
- Across the specific aspects of Performance and Reward, ratings were highest for, “The TTC offers good job security”. Ratings were lowest for, “Poor performance is not tolerated”. These results were consistent for most cost centres, with the exception of Bus Transportation Training, where “At the TTC, the recognition and/or rewards are meaningful”, received a lower rating than “Poor performance is not tolerated”.
- To improve employee satisfaction with Performance and Reward, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - At the TTC, the recognition and / or rewards are meaningful
  - I am recognized for excellent performance
  - I am satisfied with the recognition I receive from my manager
  - I have the opportunity to progress within the company

# OVERALL RATINGS OF PERFORMANCE AND REWARD - TRAINING & DEVELOPMENT

## Training & Development

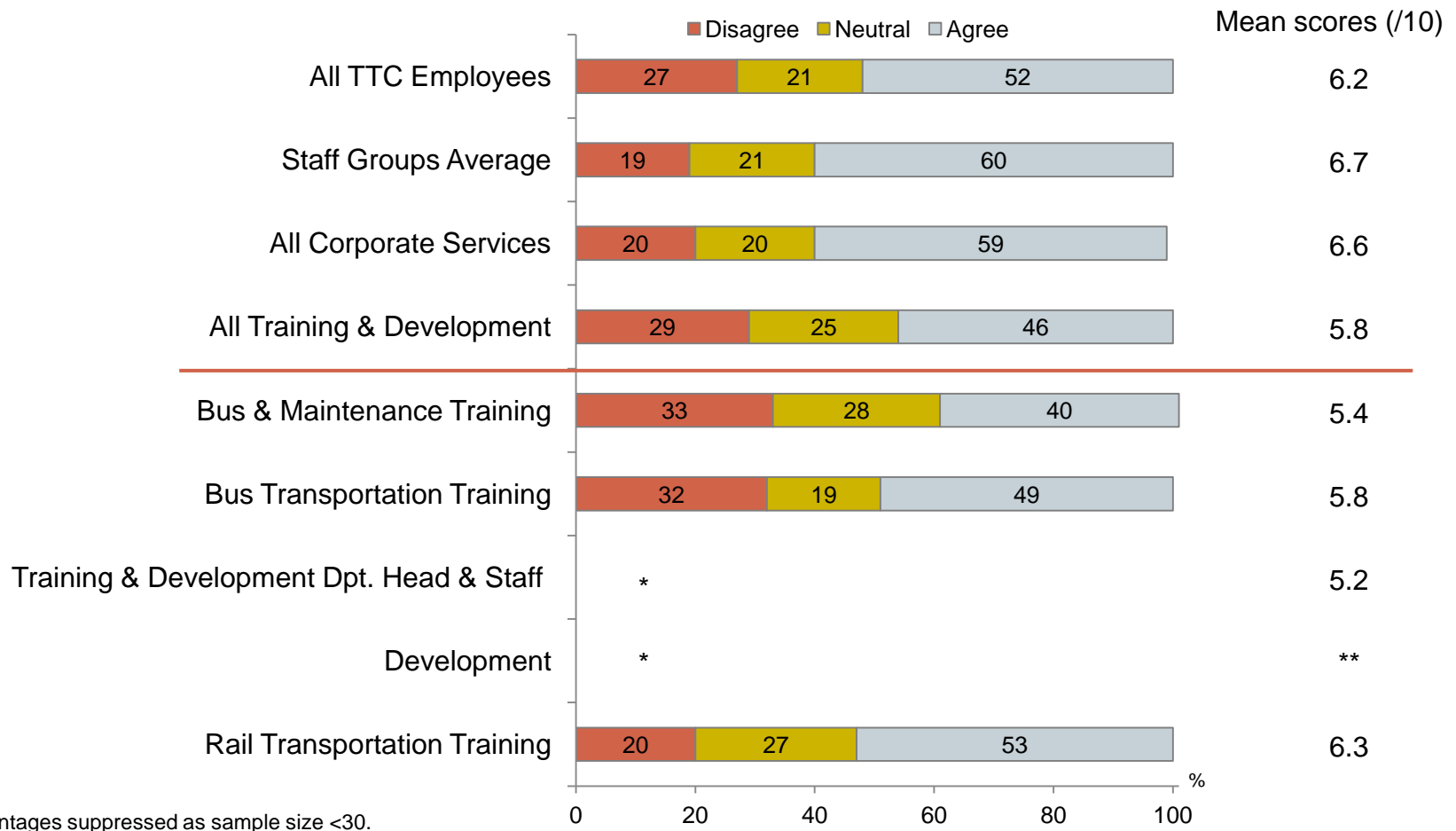
**Total**  
(n= 126)  
**Mean=5.8**



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

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

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



\* Percentages suppressed as sample size <30.

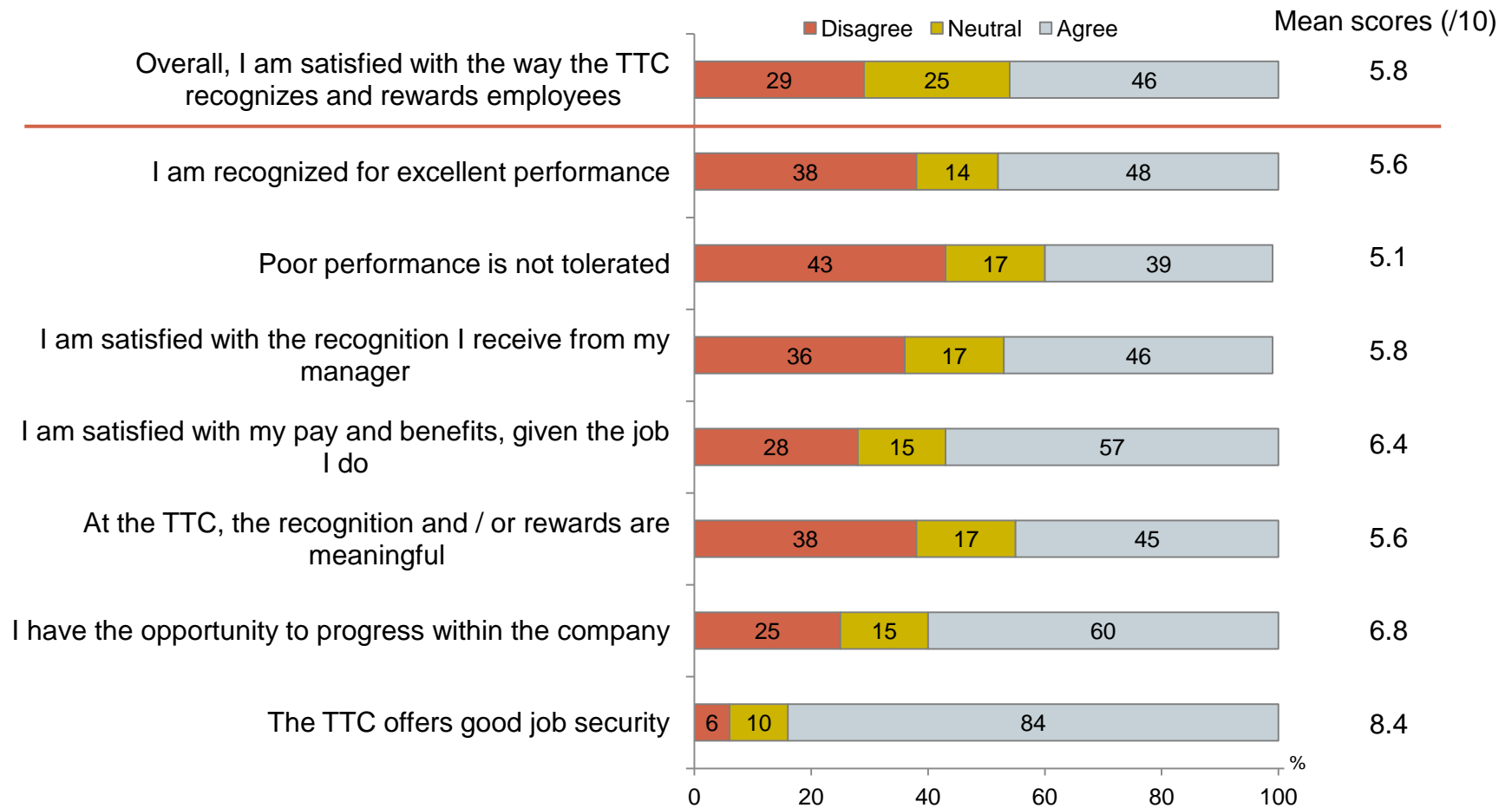
\*\* Mean score suppressed due to sample size <10.

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

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

Sample sizes vary by category.

# PERFORMANCE AND REWARD - TRAINING & DEVELOPMENT



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

Sample sizes vary by attribute.



# PERFORMANCE AND REWARD - BY COST CENTRE/GROUPING

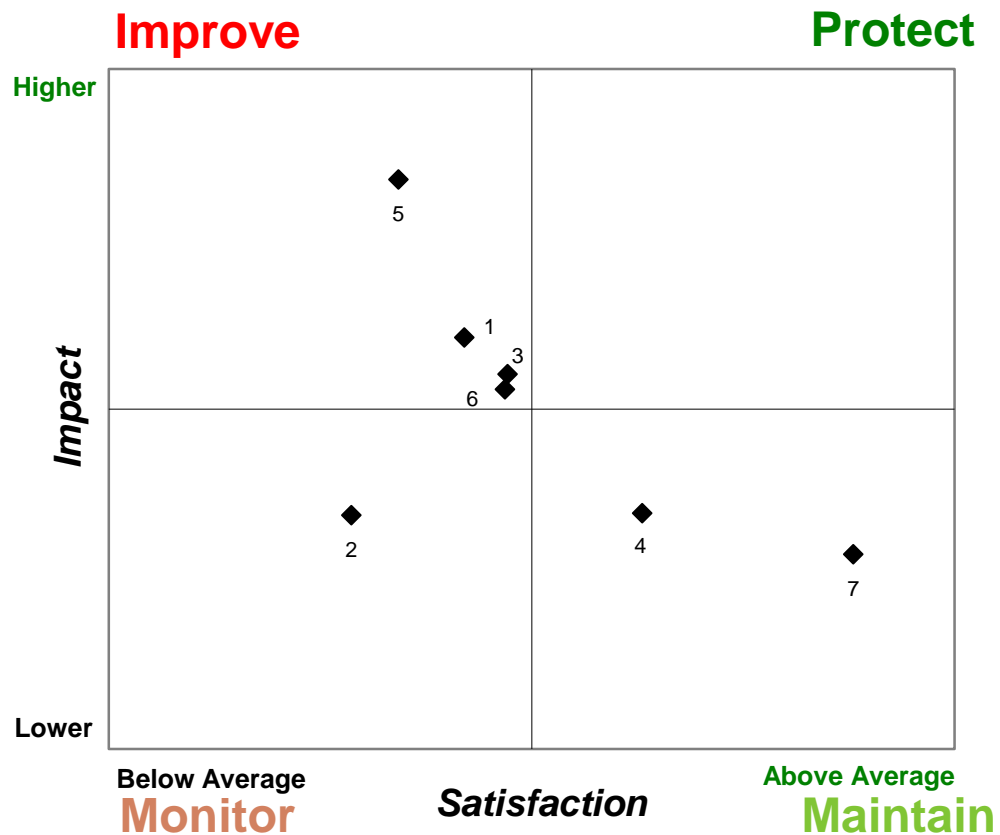
Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Training & Development	Bus & Maintenance Training	Bus Transportation Training	Training & Development Dpt. Head & Staff	Development	Rail Transportation Training
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.7	6.6	5.8	5.4	5.8	5.2	**	6.3
I am recognized for excellent performance	5.9	6.7	6.5	5.6	4.9	5.5	5.5	**	6.3
Poor performance is not tolerated	5.9	6.2	5.9	5.1	5.1	5.6	4.1	**	4.8
I am satisfied with the recognition I receive from my manager	6.0	6.9	6.7	5.8	5.1	5.4	5.5	**	6.9
I am satisfied with my pay and benefits, given the job I do	7.7	7.4	7.4	6.4	6.4	6.3	6.3	**	6.4
At the TTC, the recognition and / or rewards are meaningful	5.9	6.3	6.2	5.6	5.4	5.3	5.2	**	6.4
I have the opportunity to progress within the company	6.9	6.6	6.7	6.8	6.2	6.9	5.5	**	8.0
The TTC offers good job security	8.3	8.4	8.5	8.4	8.2	8.9	6.6	**	8.9

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

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

Sample sizes vary by attribute.

# OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD - TRAINING & DEVELOPMENT



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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 5.1 to 8.4.  
 Impact values range between 22% to 54%.

# 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 Training & Development employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their colleagues or co-workers does not vary greatly across cost centres, though for most attributes, Bus & Maintenance Training employees scored lower than the other cost centres.
- Across the specific qualities of Your Team, ratings were highest for, “My team members do quality work”. Ratings were lowest for, “I feel that workload is fairly distributed on my team”, followed by “There is good morale on my team”. There is some variability in these results, particularly for Department Head & Staff and Rail Transportation Training.
  - For Department Head & Staff, “Members of my team treat each other with respect” and “I feel that my opinions count on my team” were rated higher than doing quality work.
  - For Rail Transportation Training, “My team works well together” received the highest rating, while “All the people in my team are treated fairly” was rated lower than having good morale.
- To maintain employee satisfaction with Your Team, Opportunity Analysis identifies the following key Areas to Protect:
  - 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

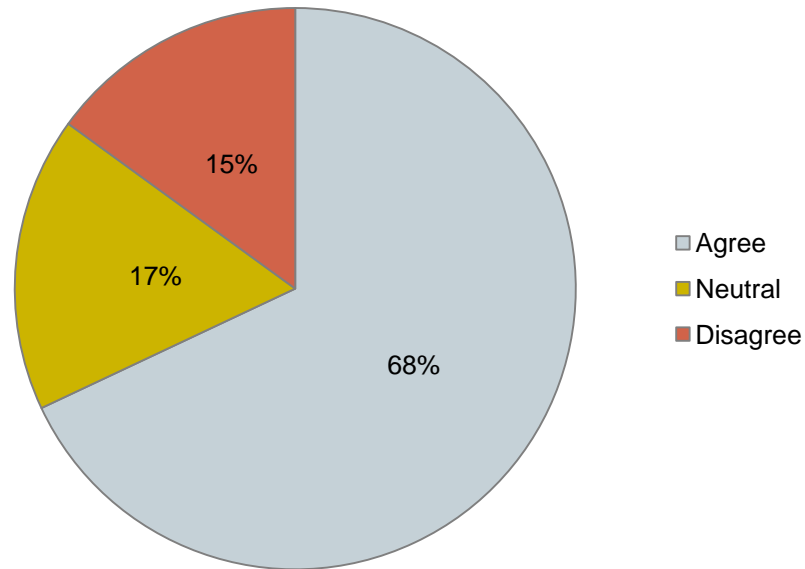
## Regular Team Meetings

- Only 24% of employees indicate they have regular team meetings, fewer than for any other department in Corporate Services.
- These proportions vary somewhat by department. All of the cost centres large enough to report results showed lower proportions than for the entire department. Of those larger cost centres, Rail Transportation Training had the highest proportion of employees (23%) to report meeting regularly, while Bus Transportation Training had the lowest proportion of employees indicating they have regular meetings (8%).
- Among employees who have regular meetings, most indicated they were held frequently enough. There is not sufficient sample size to provide comparisons by cost centre. A lower proportion of Training & Development employees indicated the meetings were frequent enough. It should be noted that not all departments could be compared due to low sample size.
- Most employees who have regular meetings agree they are useful. Sample size was not sufficient to make any comparisons by cost centre.

# OVERALL RATINGS OF YOUR TEAM - TRAINING & DEVELOPMENT

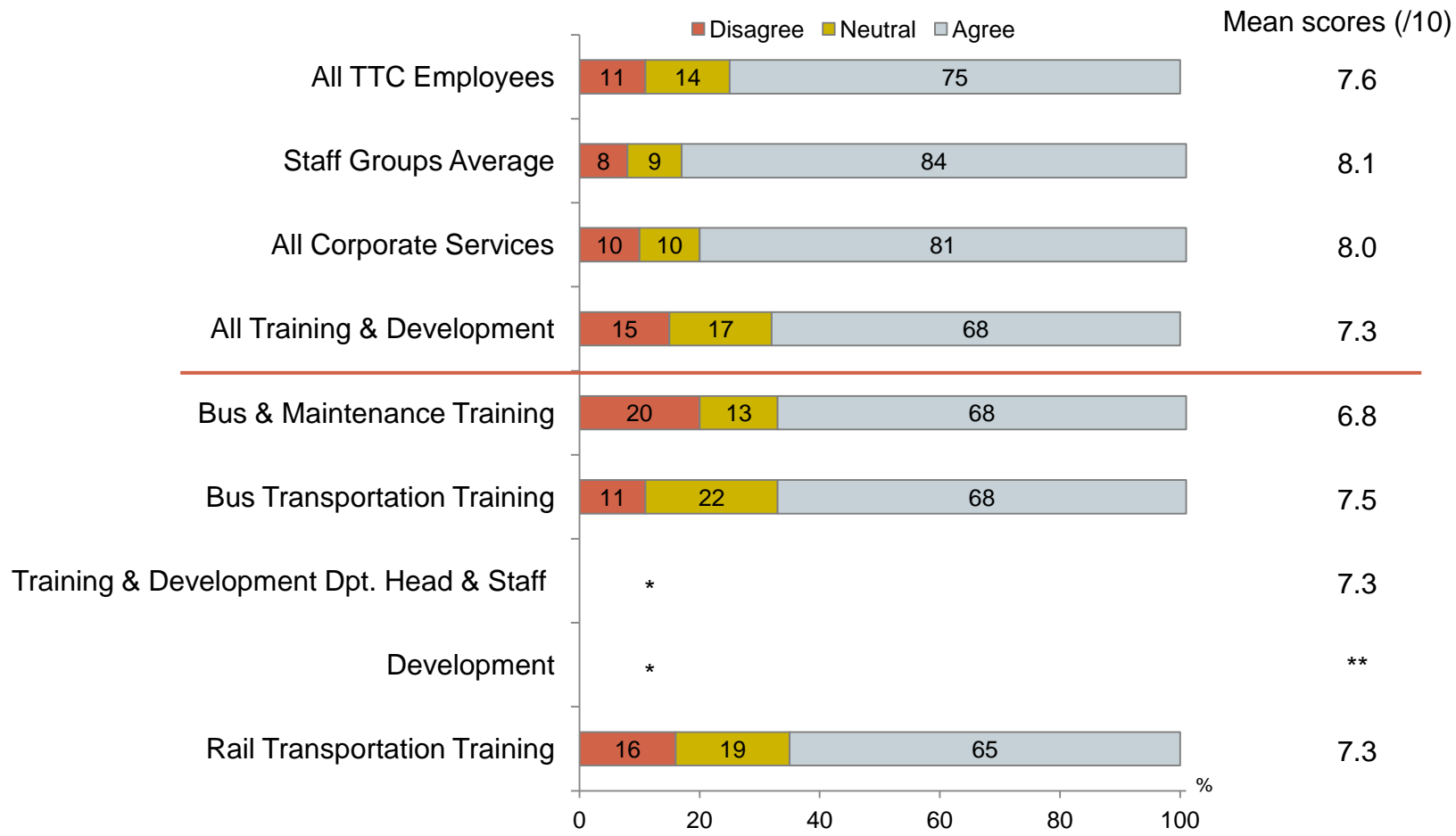
## Training & Development

**Total**  
(n= 126)  
**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



\* Percentages suppressed as sample size <30.

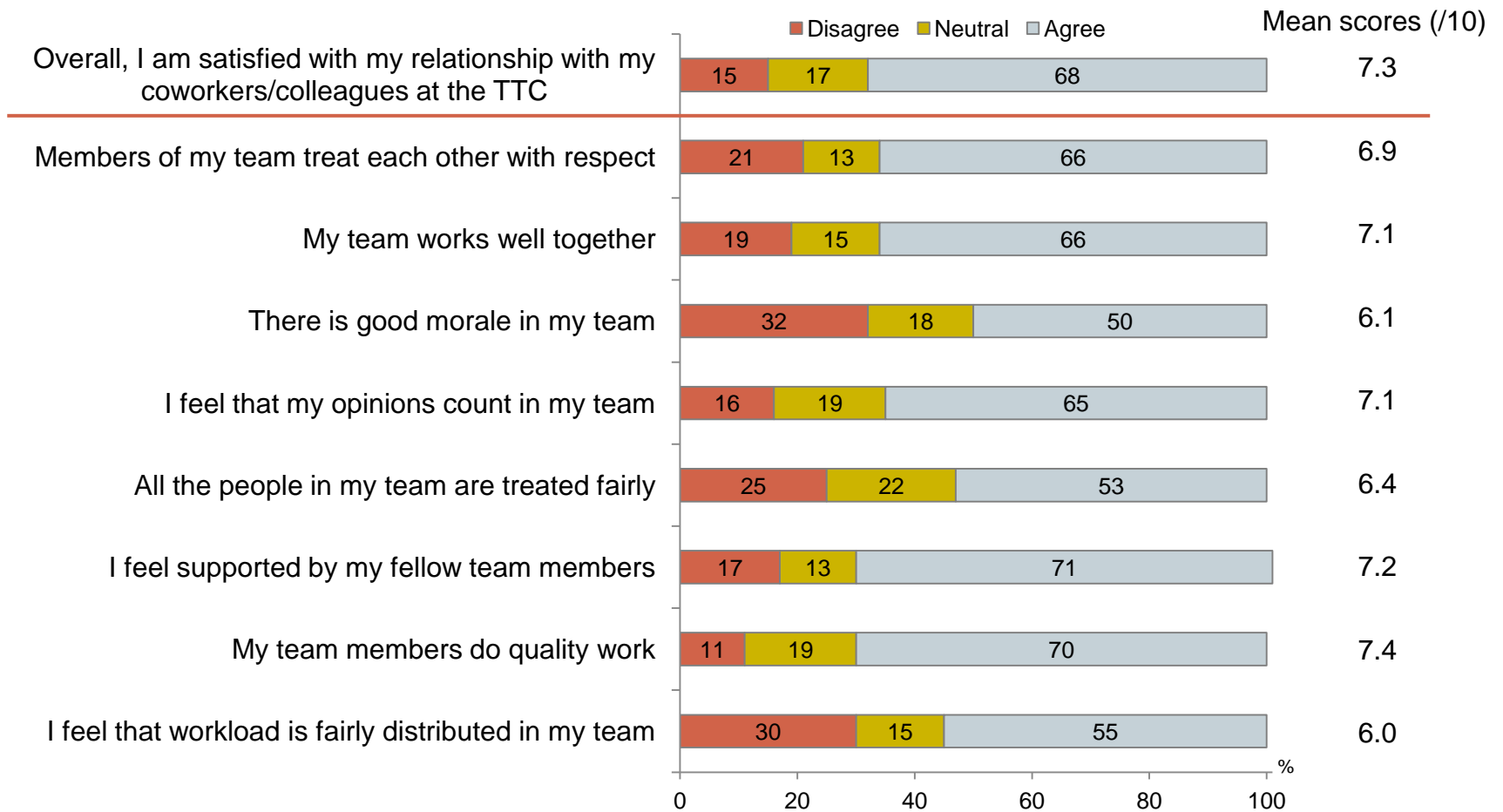
\*\* Mean score suppressed due to sample size <10.

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

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

Sample sizes vary by category.

# YOUR TEAM - TRAINING & DEVELOPMENT



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



# YOUR TEAM - BY COST CENTRE/GROUPING

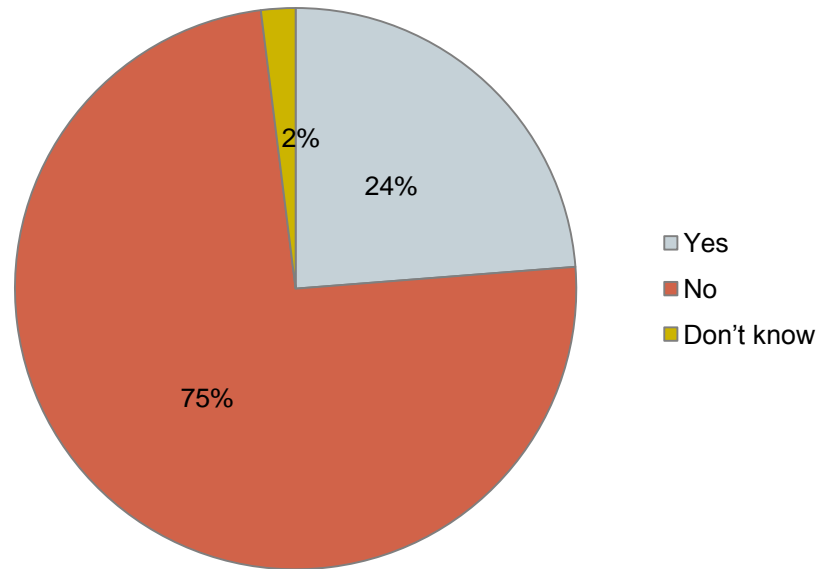
Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Training & Development	Bus & Maintenance Training	Bus Transportation Training	Training & Development Dpt. Head & Staff	Development	Rail Transportation Training
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	8.1	8.0	7.3	6.8	7.5	7.3	**	7.3
Members of my team treat each other with respect	7.4	8.0	7.8	6.9	6.0	6.9	7.5	**	7.4
My team works well together	7.3	7.9	7.8	7.1	6.1	7.2	7.2	**	7.7
There is good morale in my team	6.5	7.3	7.1	6.1	4.9	5.8	6.3	**	7.2
I feel that my opinions count in my team	7.0	7.9	7.7	7.1	6.3	7.2	7.5	**	7.5
All the people in my team are treated fairly	6.7	7.5	7.3	6.4	5.5	6.5	7.0	**	6.9
I feel supported by my fellow team members	7.2	7.9	7.7	7.2	6.5	7.2	6.8	**	7.6
My team members do quality work	7.5	8.1	8.0	7.4	7.4	7.7	7.3	**	7.1
I feel that workload is fairly distributed in my team	6.5	7.0	6.8	6.0	4.8	6.6	6.3	**	6.5

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

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

## Training & Development

Total  
(n= 127)



E2. Does your team hold regular team meetings?

3/26/2015

90

# REGULAR TEAM MEETINGS - BY COST CENTRE/GROUPING



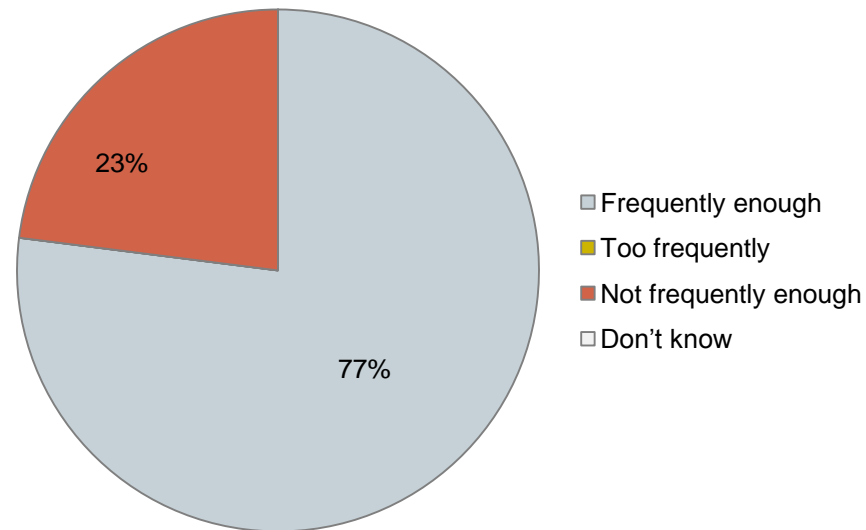
\* Percentages suppressed as sample size <30.  
E2. Does your team hold regular team meetings?  
Sample sizes vary by category.

# SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

## Training & Development

Total  
(n= 30)



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

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

Among employees who have regular team meetings

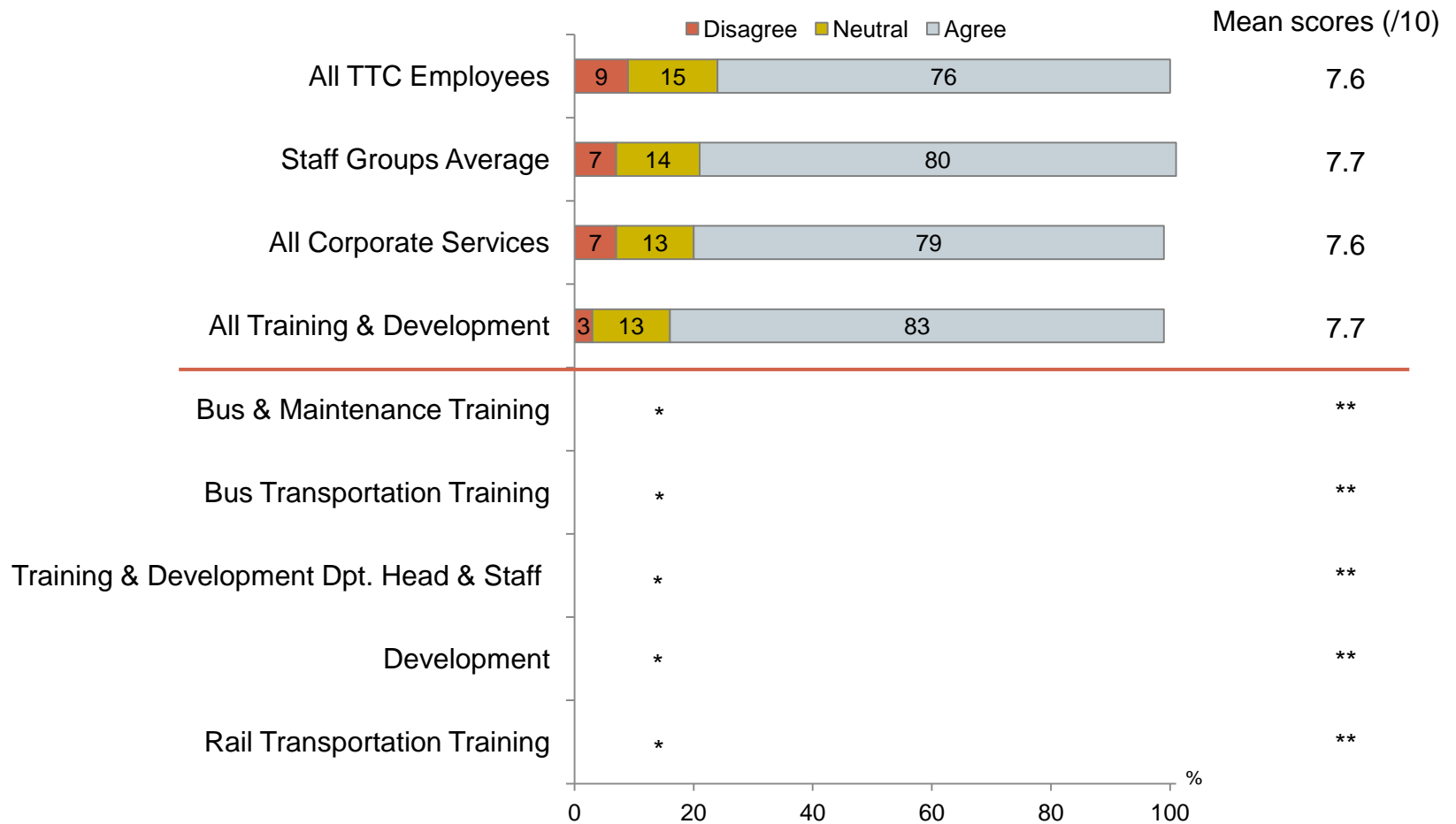


\* Percentages suppressed as sample size <30.

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

# USEFULNESS OF TEAM MEETINGS

Among employees who have regular team meetings



\* Percentages suppressed as sample size <30.

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

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

Sample sizes vary by category.

# OPPORTUNITY ANALYSIS: YOUR TEAM - TRAINING & DEVELOPMENT



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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 6.0 to 7.4.  
 Impact values range between 48% to 79%.

# AREA TO MONITOR: TRAINING AND DEVELOPMENT

Produced by Malatest on  
behalf of TTC





# SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Training and Development” as having a moderate impact on Employee Engagement and as an area in which Training & Development department employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their training and development is much higher for Rail Transportation Training, and generally lowest for Bus & Maintenance Training, Training and Development Department Head & Staff.
- Across the specific aspects of Training and Development, ratings were highest for, “My on-boarding/induction experience was positive”. Ratings were lowest for, “The way people are selected for jobs in the TTC is fair”, followed by “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor”. These results were generally consistent for most cost centres, though for some, the clear agreed development plan was rated lower than fairness in job selection.
- To improve employee satisfaction with Training and Development, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - I am satisfied with the career development opportunities available to me
  - I am satisfied with the support I receive on my personal development
- In addition to these improvements, the following area is a key Area to Protect:
  - The TTC provides ongoing training opportunities so I can develop my skills

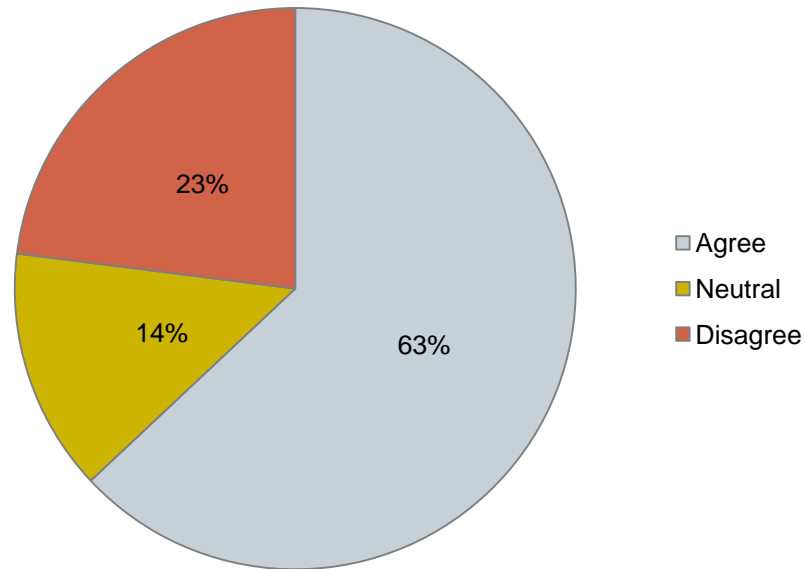
# OVERALL RATINGS OF TRAINING AND DEVELOPMENT - TRAINING & DEVELOPMENT

## Training & Development

**Total**

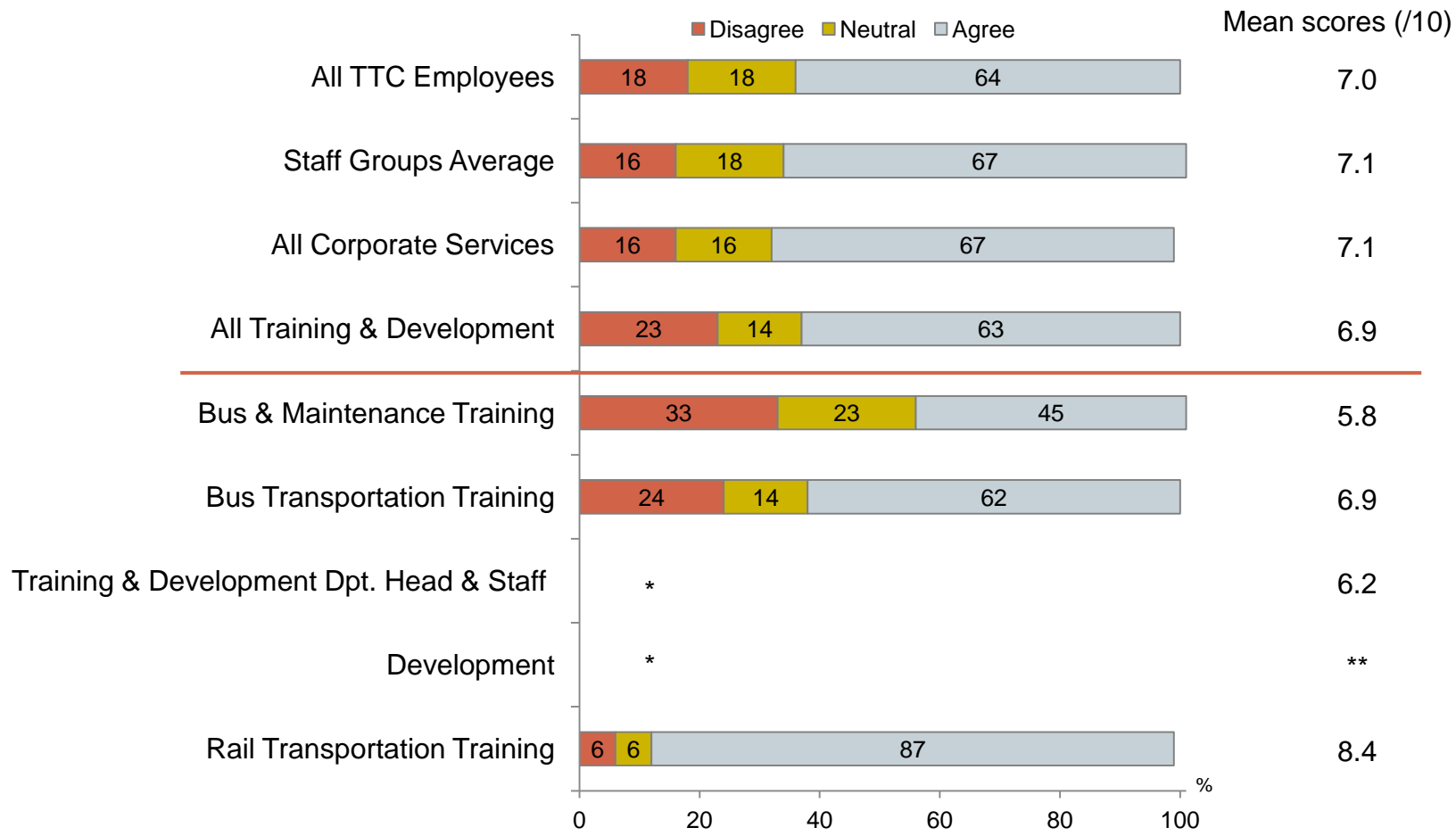
(n= 127)

**Mean=6.9**



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

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



\* Percentages suppressed as sample size <30.

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

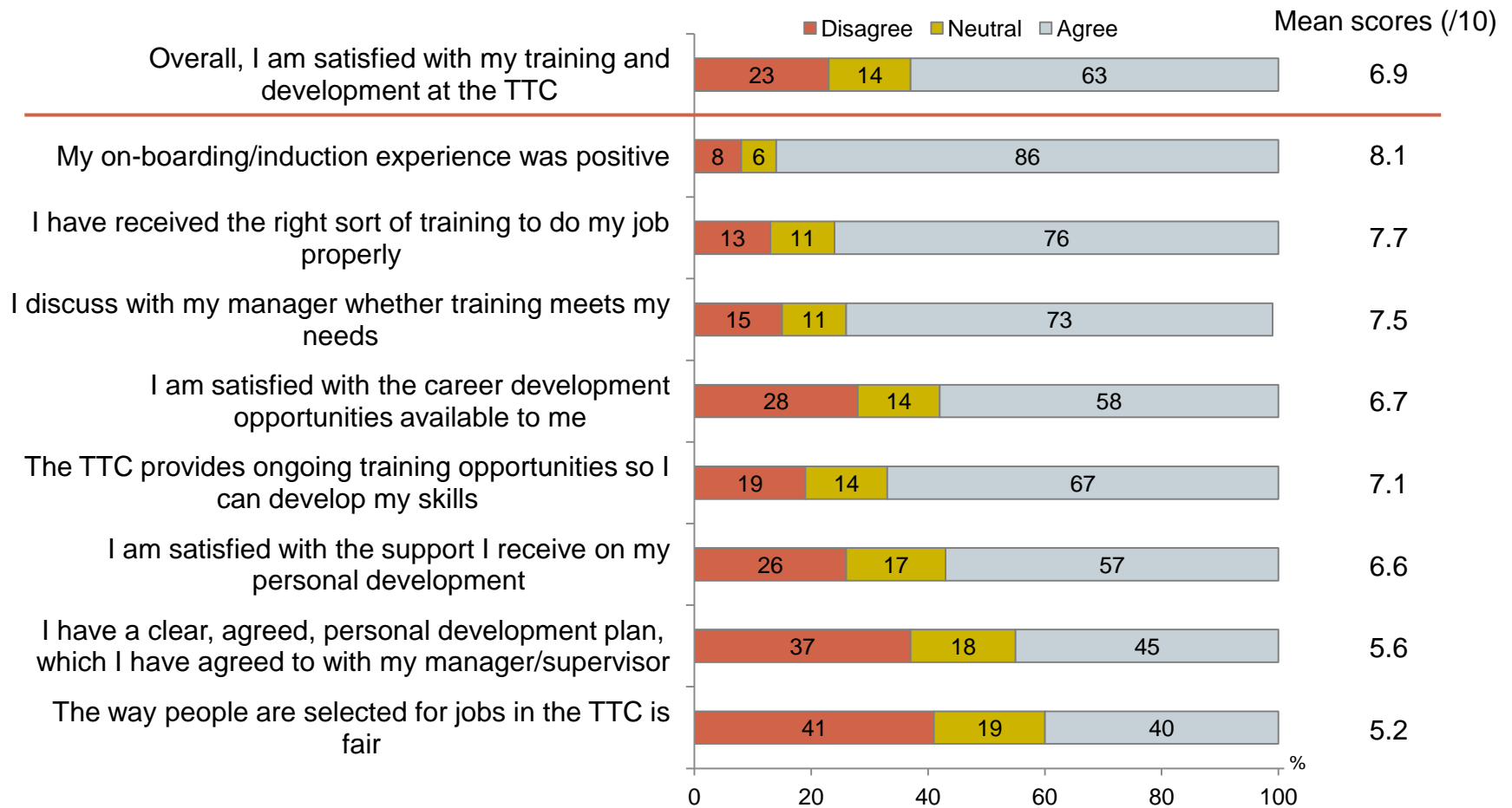
H1. Please indicate the extent to which you agree or disagree with each of the following statements about the training you receive as an employee at the TTC.

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

Sample sizes vary by category.

# TRAINING AND DEVELOPMENT

## - TRAINING & DEVELOPMENT



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

# TRAINING AND DEVELOPMENT - BY COST CENTRE/GROUPING

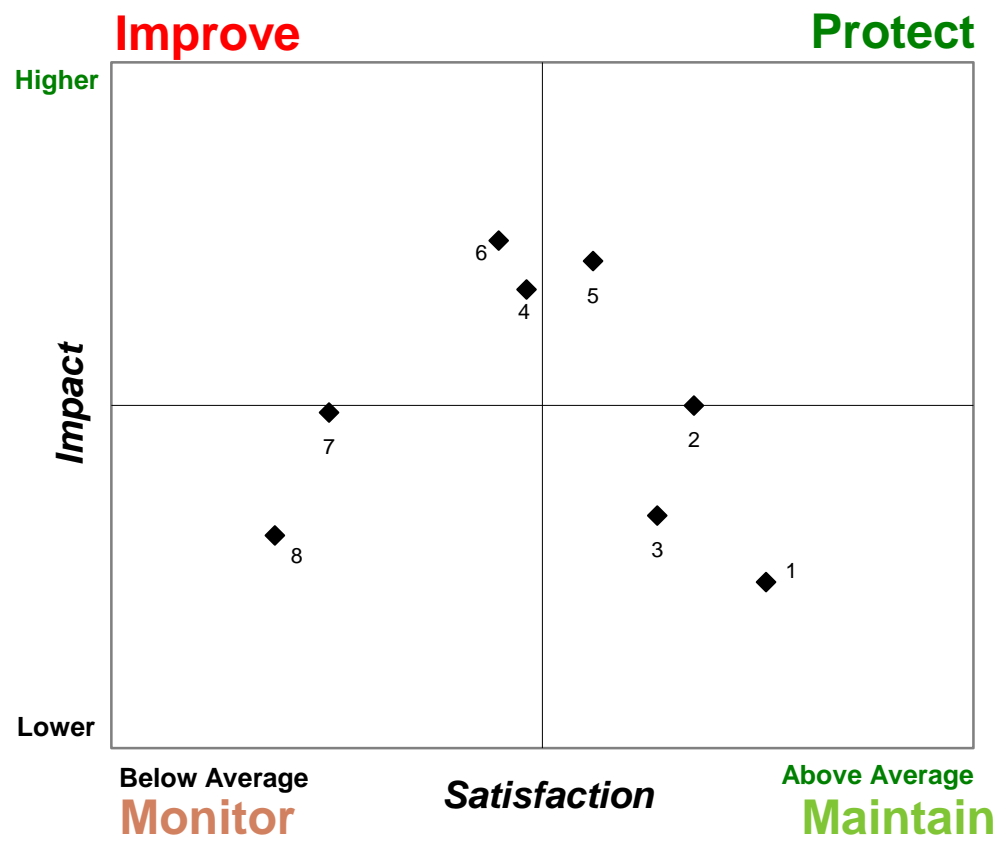
Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Training & Development	Bus & Maintenance Training	Bus Transportation Training	Training & Development Dpt. Head & Staff	Development	Rail Transportation Training
Overall, I am satisfied with my training and development at the TTC	7.0	7.1	7.1	6.9	5.8	6.9	6.2	**	8.4
My on-boarding/induction experience was positive	7.9	7.9	7.9	8.1	7.7	8.6	7.2	**	8.7
I have received the right sort of training to do my job properly	7.6	7.7	7.6	7.7	7.2	7.8	6.7	**	8.5
I discuss with my manager whether training meets my needs	6.7	7.5	7.4	7.5	7.4	7.1	7.0	**	8.0
I am satisfied with the career development opportunities available to me	6.9	6.9	6.9	6.7	6.1	6.4	5.5	**	8.2
The TTC provides ongoing training opportunities so I can develop my skills	7.0	7.5	7.5	7.1	6.1	7.0	6.5	**	8.6
I am satisfied with the support I receive on my personal development	6.5	7.1	7.0	6.6	5.4	6.5	6.1	**	8.0
I have a clear, agreed, personal development plan, agreed to with my manager/supervisor	5.5	6.3	6.2	5.6	4.4	5.4	5.1	**	7.2
The way people are selected for jobs in the TTC is fair	5.6	5.7	5.6	5.2	4.8	5.1	4.1	**	6.2

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

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

Sample sizes vary by attribute.

# OPPORTUNITY ANALYSIS: TRAINING AND DEVELOPMENT - TRAINING & DEVELOPMENT



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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 5.2 to 8.1.  
 Impact values range between 30% to 80%.

AREA TO MAINTAIN: SAFETY

Produced by Malatest on  
behalf of TTC



# SECTION SUMMARY

- While not among the most influential aspects of the employee experience, Opportunity Analysis still identifies “Safety” as having a moderate impact on Employee Engagement and as an area in which Training & Development employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their safety is generally highest for Rail Transportation Training, and generally lowest for Bus & Maintenance Training.
- Across the specific aspects of Safety, ratings were highest for, “I feel comfortable discussing safety issues at work”. Ratings were lowest for, “People on my team report all injuries, no matter how minor”. These results were generally consistent across cost centre groupings.
- To further improve employee satisfaction with Safety, Opportunity Analysis identifies the following key areas on which to focus improvements:
  - My manager/supervisor acts quickly to address safety issues
  - The TTC’s management is willing to invest money and effort to improve the level of safety
  - The protection of workers from occupational exposure to hazards is a high priority with management
- In addition to these improvements, the following areas are key Areas to Protect:
  - I feel comfortable discussing safety issues at work
  - My manager/supervisor emphasizes safe practices while at work
  - I am strongly encouraged to report unsafe working conditions



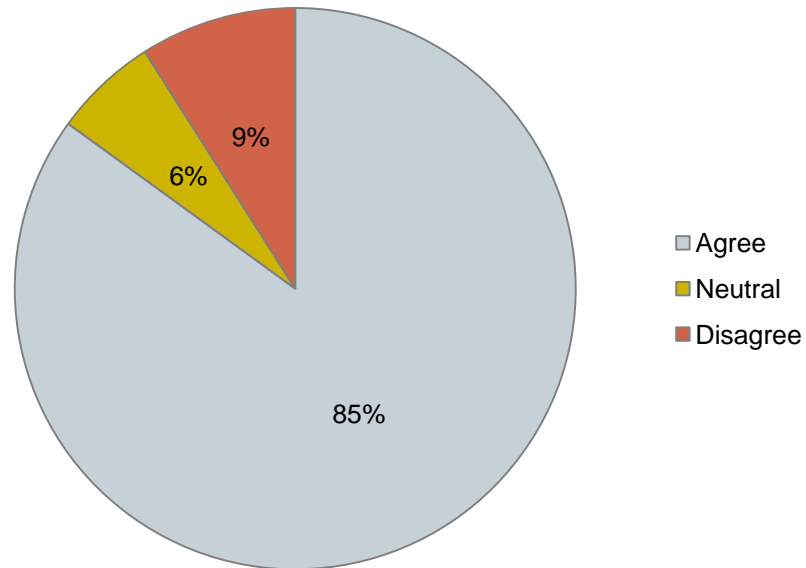
# OVERALL RATINGS OF SAFETY - TRAINING & DEVELOPMENT

## Training & Development

Total

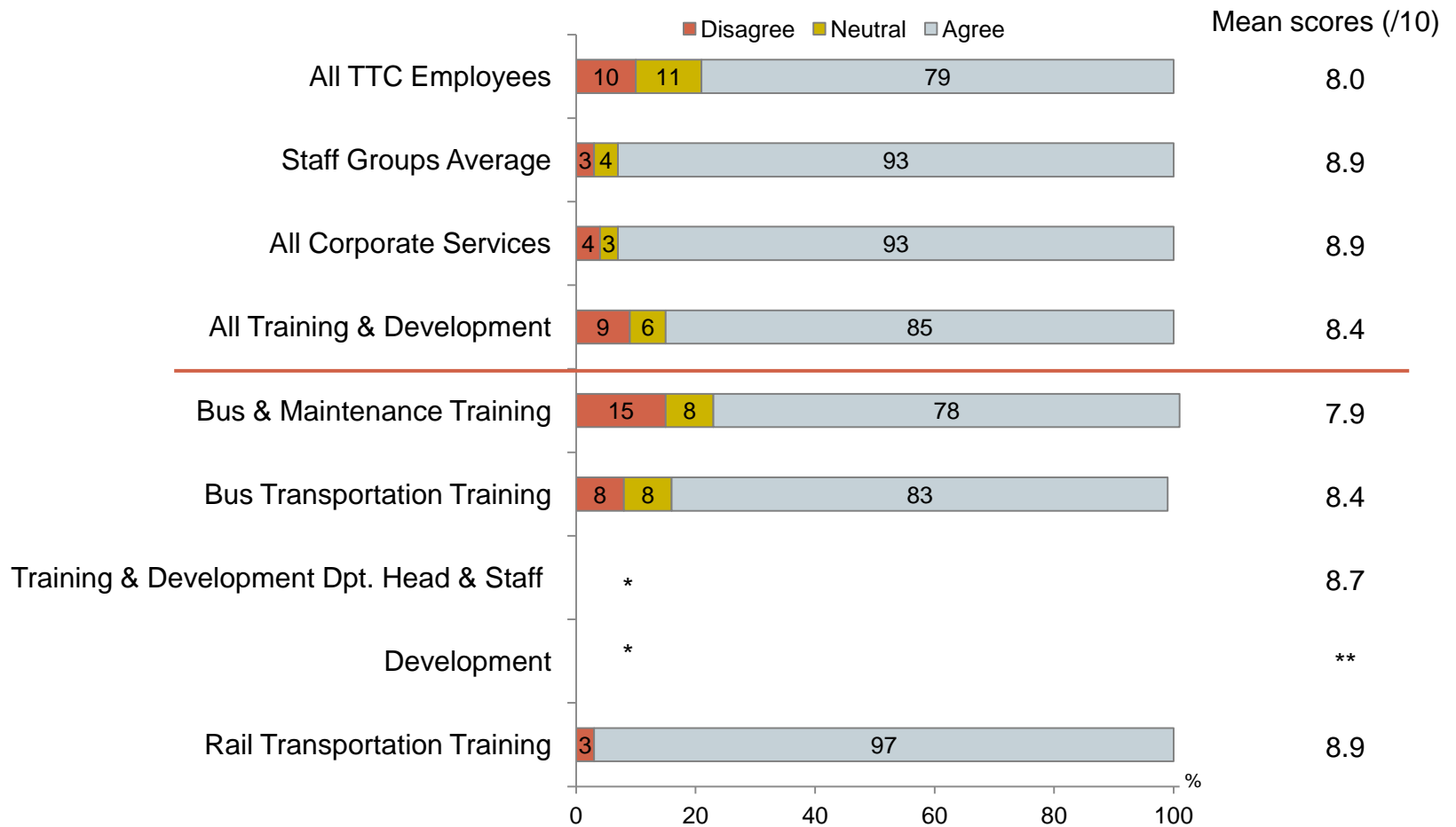
(n= 126)

Mean=8.4



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

# OVERALL RATINGS OF SAFETY - BY COST CENTRE/GROUPING



\* Percentages suppressed as sample size <30.

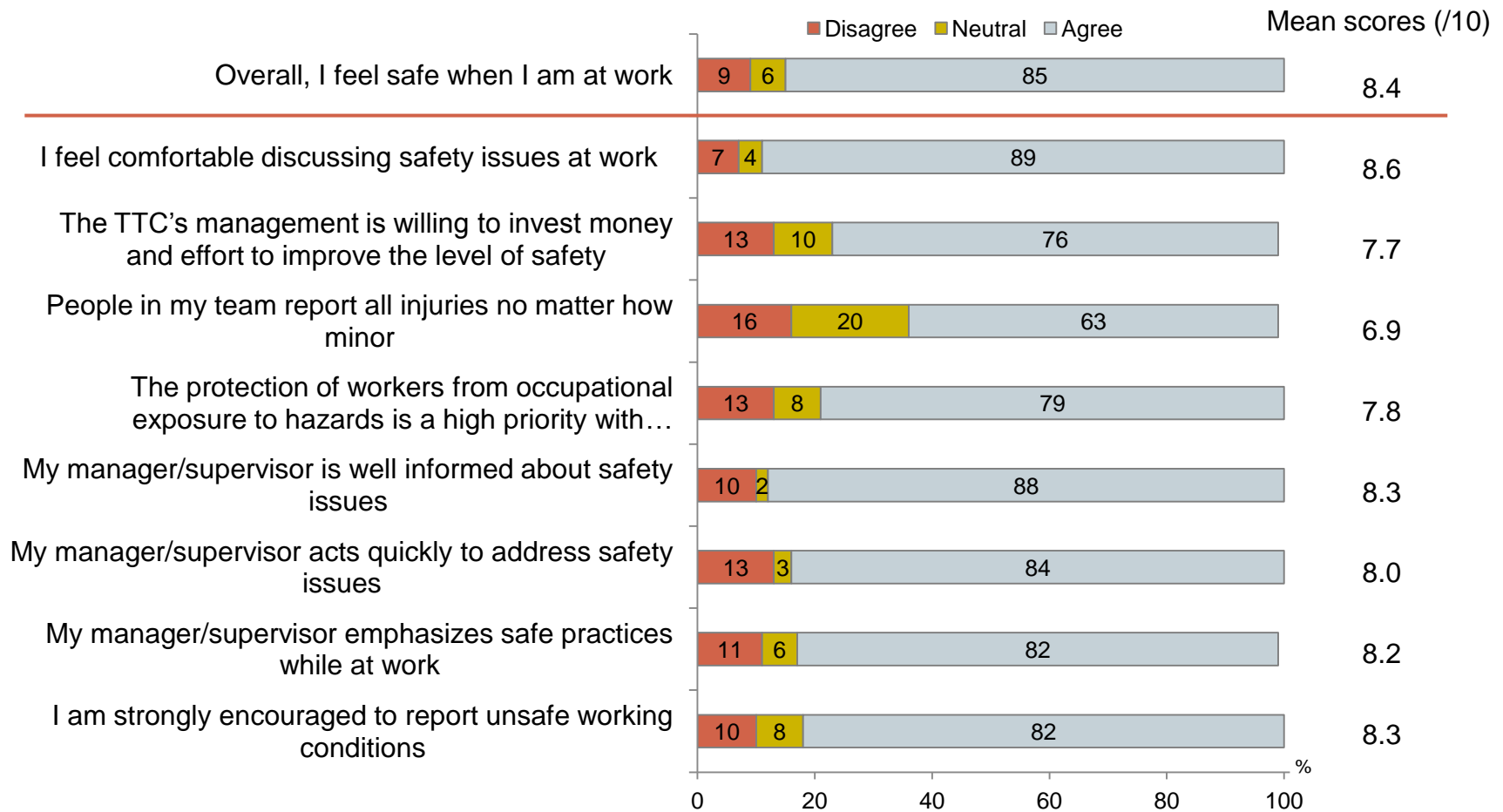
\*\* Mean score suppressed due to sample size <10.

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

Overall, I feel safe when I am at work.

Sample sizes vary by category.

# SAFETY - TRAINING & DEVELOPMENT



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

# SAFETY

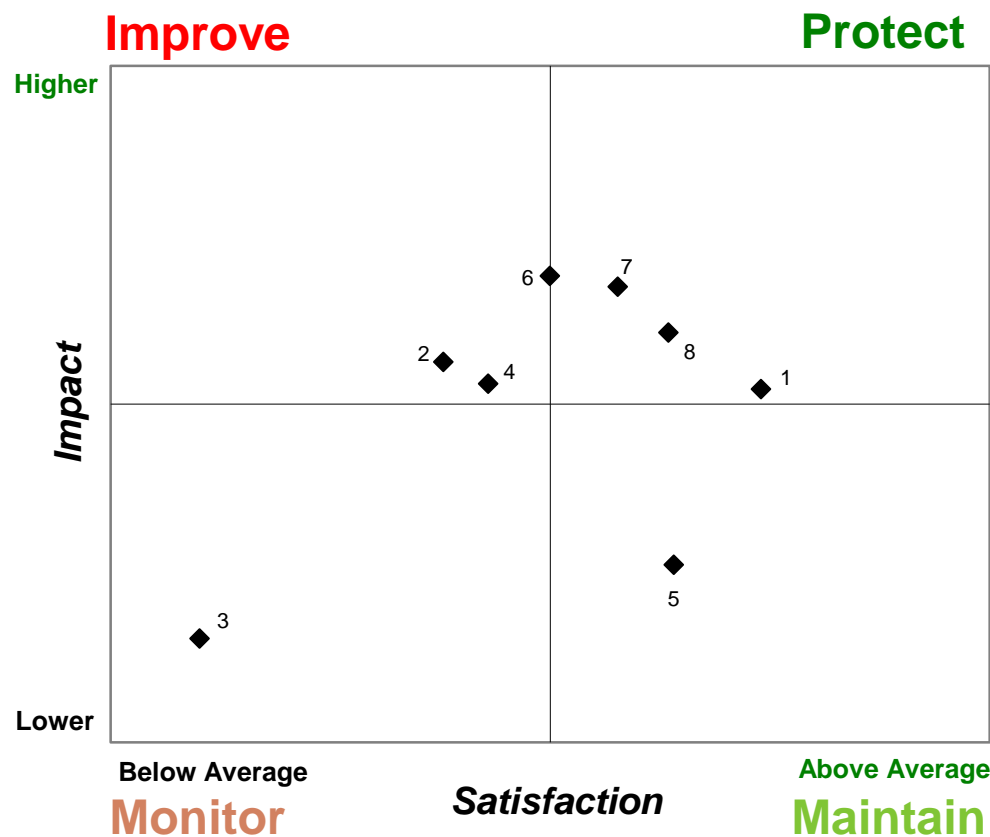
## - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Training & Development	Bus & Maintenance Training	Bus Transportation Training	Training & Development Dpt. Head & Staff	Development	Rail Transportation Training
Overall, I feel safe when I am at work	8.0	8.9	8.9	8.4	7.9	8.4	8.7	**	8.9
I feel comfortable discussing safety issues at work	8.3	8.9	8.9	8.6	8.3	8.6	8.5	**	9.0
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	8.5	8.3	7.7	7.2	7.5	8.2	**	8.2
People in my team report all injuries no matter how minor	7.1	8.1	7.9	6.9	6.7	6.7	7.3	**	7.1
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	8.6	8.5	7.8	7.1	7.9	8.4	**	8.3
My manager/supervisor is well informed about safety issues	8.0	8.7	8.6	8.3	8.0	8.5	8.1	**	8.7
My manager/supervisor acts quickly to address safety issues	7.6	8.6	8.5	8.0	7.3	7.9	7.9	**	8.7
My manager/supervisor emphasizes safe practices while at work	7.9	8.7	8.6	8.2	7.4	8.3	7.8	**	8.8
I am strongly encouraged to report unsafe working conditions	8.0	8.7	8.7	8.3	7.8	8.5	7.7	**	8.8

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

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

# OPPORTUNITY ANALYSIS: SAFETY - TRAINING & DEVELOPMENT



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 6.9 to 8.6.  
 Impact values range between 46% to 75%.

# 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 Training & Development employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their immediate manager or supervisor is substantially higher for Rail Transportation Training than the other cost centres. While the other cost centre groupings have similar satisfaction scores, Bus & Maintenance Training scores generally trend somewhat lower than other cost centres.
- Across the specific qualities of Your Manager/Supervisor, ratings were highest for, “My manager/supervisor actively discourages prejudice”, and “My manager/supervisor treats me fairly”. These results were consistent across cost centre groupings. Ratings were 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”. The lowest scores were highly variable among individual cost centre groupings.

# SECTION SUMMARY

- To improve employee satisfaction with their manager/supervisor, Opportunity Analysis identifies several key areas on which to focus improvements, mostly relating to management style and involvement. These Areas to Improve include:
  - My manager/supervisor leads by example
  - My manager/supervisor manages people well
  - My manager/supervisor is open to constructive feedback from staff and others
  - I am satisfied with the way I am managed
  - My manager/supervisor tells me why decisions have been made
  - My manager/supervisor is personally involved in improving the quality of my work
- In addition to these improvements, the following areas are key Areas to Protect:
  - My manager/supervisor treats me fairly
  - My manager/supervisor takes responsibility when problems arise
  - I have confidence in my manager's/supervisor's skills and abilities
  - I get help and support from my manager/supervisor when I need it



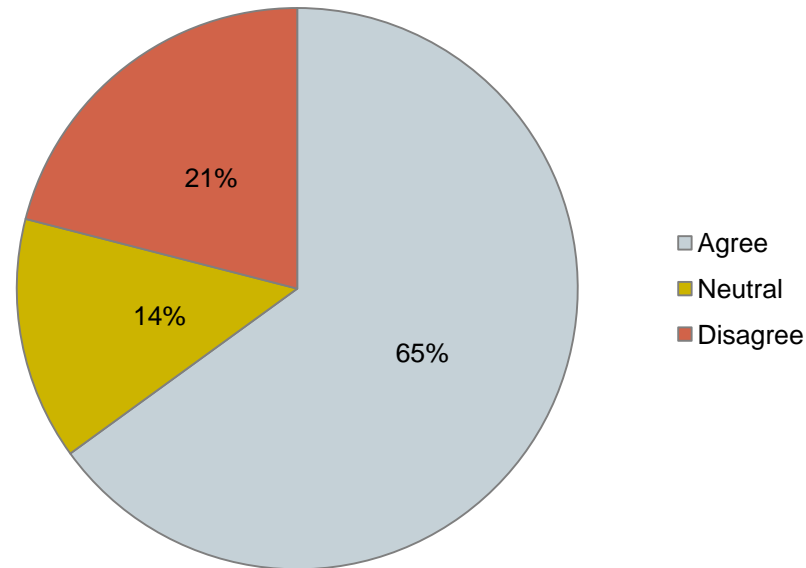
# OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - TRAINING & DEVELOPMENT

## Training & Development

**Total**

(n= 126)

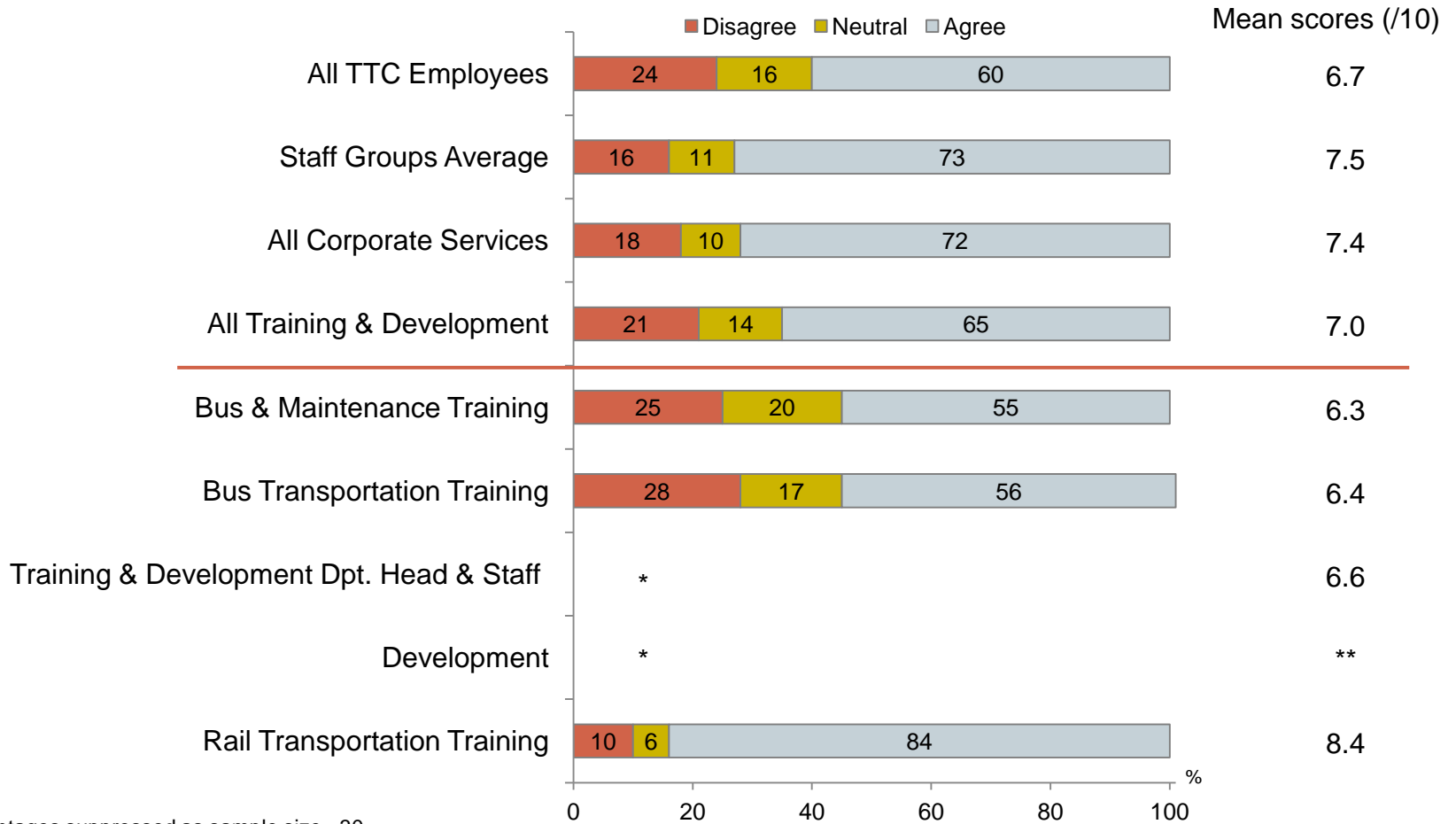
**Mean=7.0**



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

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

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



\* Percentages suppressed as sample size <30.

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

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

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

Sample sizes vary by category.

3/26/2015

# YOUR MANAGER/SUPERVISOR - TRAINING & DEVELOPMENT



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

Sample sizes vary by attribute.

# YOUR MANAGER/SUPERVISOR - BY COST CENTRE/GROUPING

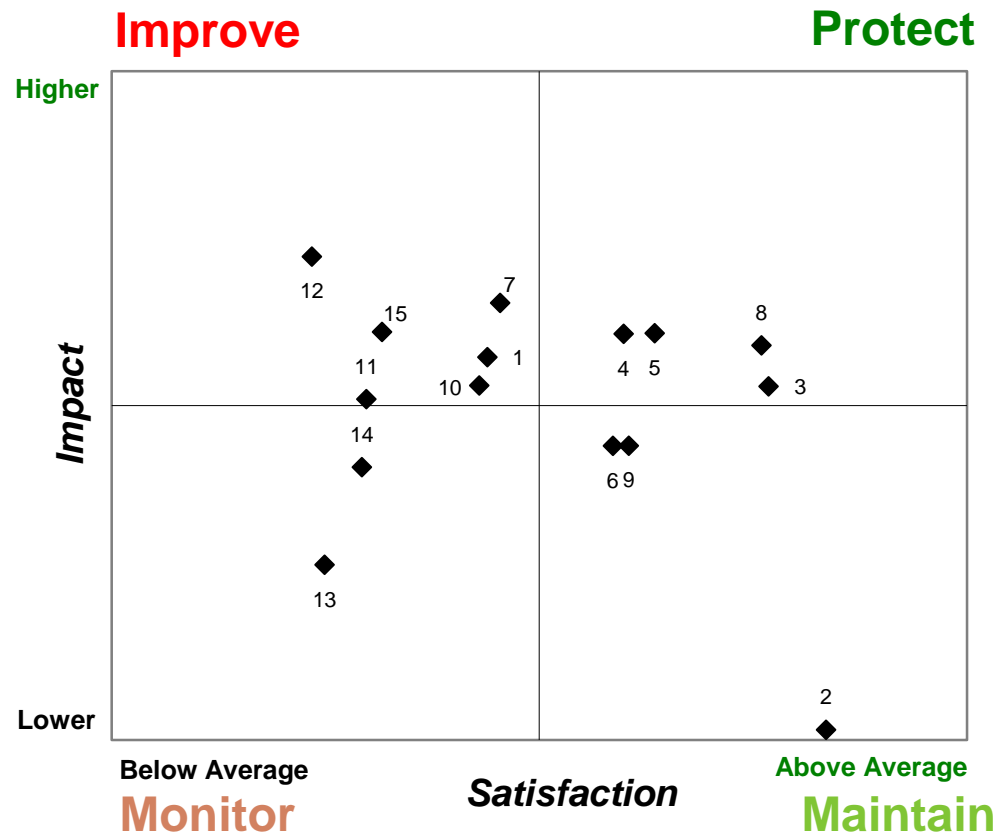
Mean	All TTC Employees	Staff Groups Average	All Corporate Services	All Training & Development	Bus & Maintenance Training	Bus Transportation Training	Training & Development Dpt. Head & Staff	Development	Rail Transportation Training
Overall, I am satisfied with my immediate manager/supervisor	6.7	7.5	7.4	7.0	6.3	6.4	6.6	**	8.4
I am satisfied with the way I am managed	6.6	7.3	7.2	6.9	6.3	6.5	5.9	**	8.3
My manager/supervisor actively discourages prejudice	7.4	7.9	7.9	7.8	7.2	7.3	7.2	**	8.8
My manager/supervisor treats me fairly	7.3	7.9	7.8	7.6	6.8	7.4	7.0	**	8.9
My manager/supervisor takes responsibility when problems arise	6.9	7.6	7.5	7.2	6.4	6.6	6.8	**	8.5
I have confidence in my manager's/supervisor's skills and abilities	6.9	7.7	7.6	7.1	6.3	7.0	6.2	**	8.2
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	7.6	7.5	6.9	6.2	6.4	6.4	**	8.4
My manager/supervisor leads by example	6.5	7.3	7.3	6.9	5.9	6.6	5.5	**	8.3
I get help and support from my manager/supervisor when I need it	7.1	7.8	7.8	7.4	6.5	7.2	7.1	**	8.5
My manager/supervisor keeps me well informed about issues which affect me	6.6	7.6	7.5	7.2	6.6	7.3	6.1	**	8.3
My manager/supervisor tells me why decisions have been made	6.2	7.3	7.2	6.7	5.8	6.2	6.5	**	8.1
My manager/supervisor is personally involved in improving the quality of my work	6.1	7.0	7.0	6.5	5.6	6.3	6.7	**	7.9
My manager/supervisor manages people well	6.3	7.0	6.9	6.4	5.4	5.9	6.5	**	7.9
I receive regular feedback about my performance from my manager/supervisor	5.7	7.0	6.9	6.2	5.6	6.1	6.3	**	6.8
I receive constructive feedback about my performance from my manager/supervisor	5.8	7.1	7.0	6.2	5.7	6.0	6.3	**	6.8
My manager/supervisor is open to constructive feedback from staff and others	6.1	7.1	7.0	6.6	6.1	5.9	6.8	**	8.0

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

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

Sample sizes vary by attribute.

# OPPORTUNITY ANALYSIS: YOUR MANAGER/ SUPERVISOR - TRAINING & DEVELOPMENT



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

Analysis conducted using Pearson's Correlation Coefficient.  
 Performance values are mean scores and range between 6.2 to 7.8.  
 Impact values range between 50% to 82%.

# FINAL WORD

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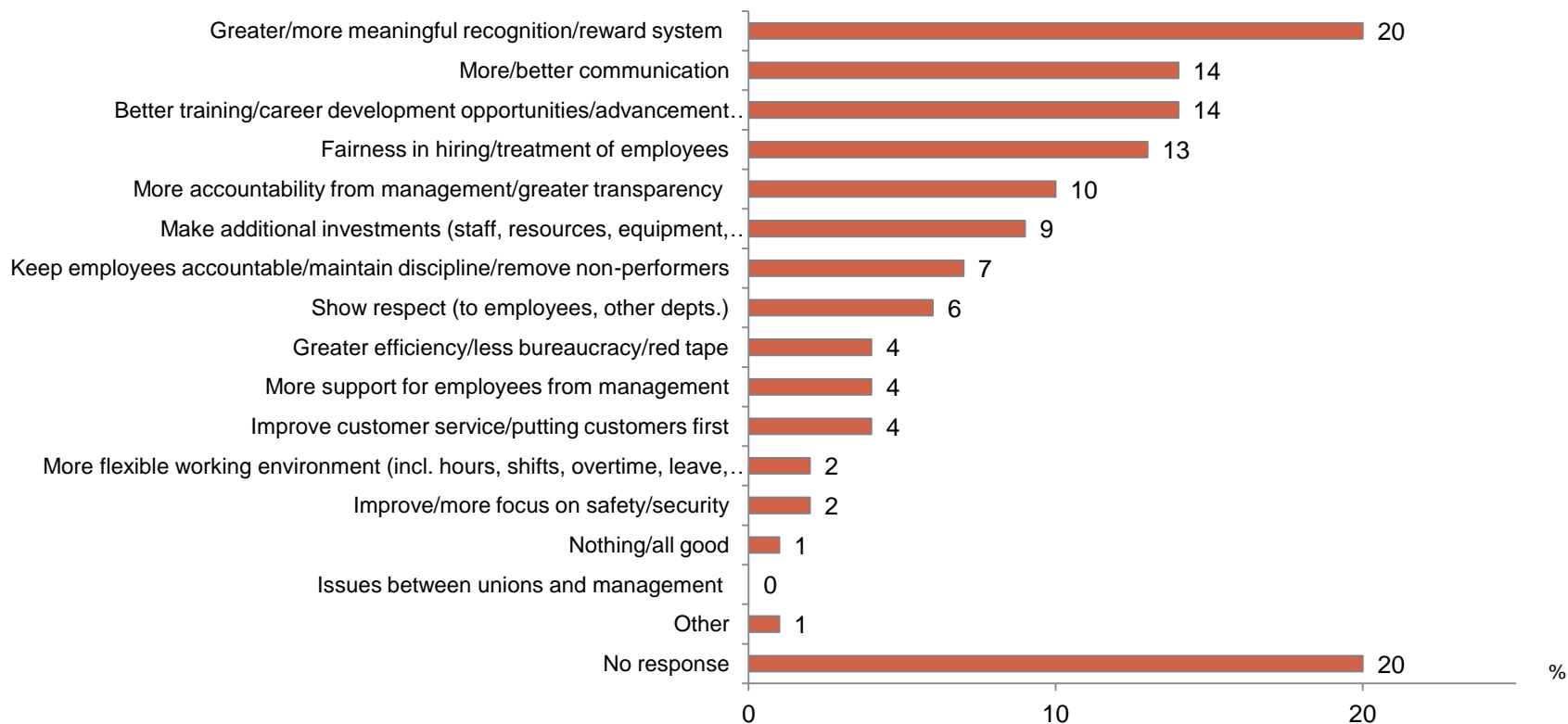


# FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improved to increase satisfaction.
- The most frequently identified areas include: more meaningful recognition/rewards, followed by better communication, better training/opportunities for advancement, and fairness in hiring/treatment of employees.

## Training & Development

(n= 127)



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

# RECOMMENDATIONS

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# RECOMMENDATIONS: TRAINING & DEVELOPMENT

- Conduct discussion sessions with employees to explore:
  - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing
  - Ways to **improve relationships** between Senior Management and employees, focusing on:
    - Open and honest communication
    - Building trust
    - Welcoming all feedback, both positive and negative
    - Demonstrating that employees' time is valued
  - Ways the TTC can better **show respect** to its external partners, such as the City of Toronto, or Metrolinx
  - What **motivates** employees in their jobs
  - Ways in which employees can be more empowered to **make decisions** in their jobs

# Thank you

Produced by Malatest on  
behalf of TTC

