

EMPLOYEE ENGAGEMENT SURVEY

Transit Enforcement/CSO's Office

March 31, 2015

Produced by Malatest on
behalf of TTC



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INTRODUCTION

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OBJECTIVES

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

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

- Additionally, this report examines these objectives as they relate specifically to the Transit Enforcement department and the Chief Service Officer's (CSO's) Office/ Service Delivery Control 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%.
- 51 surveys were completed by Transit Enforcement employees, and 9 surveys by Chief Service Officer's (CSO's) Office/Service Delivery Control employees, for a combined response rate of 62%. Response rates differed by employee type, as shown on the following slide.

RESPONSE RATE AND COST CENTRE GROUPINGS

- The response rate for Transit Enforcement/CSO's Office is higher than the overall response rate for Service Delivery group (25%).
- The response rate for was considerably lower among union employees compared to staff.
- The table below displays the groupings created to report results for cost centres with small sample sizes.

All Transit Enforcement/CSO's Office: 62%

Employee Category	Count	RR
Staff	31	86%
Union	28	46%
Total	60	62%

Department - Grouping	Cost Centre*	Count
CSO's Office/Service Delivery Control - Chief Service Officer's Office		9**
	06AG-Chief Service Officers' Office	
Transit Enforcement – Protective Services		13
	2802-Industrial Security	
	2814-Protective Services	
Transit Enforcement – Transit Enforcement Unit		38
	2803-Transit Enforcement Unit	
Total		60

* 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 CSO's Office department is too small to report separately. Results from this cost centre will not be reported separately.

Note: A few respondents could not be identified by employee category due to gaps in the sample list provided.

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REPORTING NOTES

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

HIGHLIGHTS

Overall Employee Engagement score: 7.7.

Highest:	Trans. Enforcement Unit	8.2
Lowest:	Protective Services	6.2

Highest:	Staff	7.6
Lowest:	Union	7.3

- To increase levels of employee engagement, the Transit Enforcement/CSO's Office departments should focus on improving employees' satisfaction with **Your Company, Working Environment and Performance and Reward:**
 - **Your Company** is a key driver for Transit Enforcement/CSO and an Area to Improve.
 - To increase satisfaction with Your Company, results indicate that the TTC should emphasize **communication** between senior management and employees. This means:
 - Communicating in an open and honest manner (i.e., "Senior Managers communicate openly and honestly with employees").
 - Welcoming feedback (i.e., "TTC leadership welcomes all feedback, both positive and negative").
 - Making sure best practices are shared effectively throughout the TTC .

HIGHLIGHTS (CONT'D)

- Another important area requiring improvement for Transit Enforcement/CSO is emphasizing **respect and responsibility** at the TTC. Improvements in this area should focus on:
 - Promoting an environment where all employees take personal responsibility for getting things done (i.e., “People take personal responsibility for getting things done at the TTC”).
 - Finding was to more effectively encourage respect throughout the organization (i.e., “People show each other respect across the TTC”).
- **Working Environment** is another key driver and an Area to Improve for Transit Enforcement/CSO.
- 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 within Working Environment. 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)

- **Performance & Reward** is an additional Area to Improve for Transit Enforcement/CSO. To increase satisfaction with this area, specific actions to take include:
 - Identifying ways to provide more meaningful recognition (“At the TTC, the recognition and/or rewards are meaningful”)
 - Ensuring employees are properly recognized and/or held responsible for their performance (“I am recognized for excellent performance”, and “Poor performance is not tolerated”)
 - Make sure employees are aware of opportunities for progression within the company (“I have the opportunity to progress within the company”)
- **Your Job** is an area that generates high levels of satisfaction and represents the strongest driver of employee engagement Transit Enforcement/CSO.
- Transit Enforcement/CSO’s Office should continue to increase satisfaction with **Your Job** by:
 - Keeping employees motivated
 - Encouraging employees to use their skills & abilities.
 - While this is technically an Area to Protect for Transit Enforcement/CSO, moderate satisfaction in this area puts it close to being an Area to Improve.

Other Factors that Impact Employee Engagement

Stress, Discrimination, Customer Abuse

- With frequent incidences of abuse from customers reported by employees in Transit Enforcement/CO, and particularly in the Transit Enforcement Unit, specific strategies to address these risks, and their potential impact on engagement, should be explored.

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.
- Among the top 5 scores, 2 are attributes related to Your Manager/Supervisor, while two more are related to Safety.
- Among the 5 lowest scoring attributes, all were associated with the module Your Company – referring to company leadership.

Top 5

1. My manager/supervisor treats me fairly (8.8)
2. My manager/supervisor is well informed about safety issues (8.8)
3. I am satisfied with my pay and benefits, given the job I do (8.7)
4. My manager/supervisor actively discourages prejudice (8.7)
5. My manager/supervisor emphasizes safe practices while at work (8.6)

Bottom 5

1. People get things done both quickly and efficiently at the TTC (4.3)
2. There is effective sharing of information across the TTC (4.7)
3. There is a good level of trust between Senior Management and employees (4.9)
4. If something goes wrong, people concentrate on putting it right, not blaming others (5.1)
5. Best practices are shared effectively across the TTC(5.2)

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 Transit Enforcement/CSO's Office, this score is 7.7.

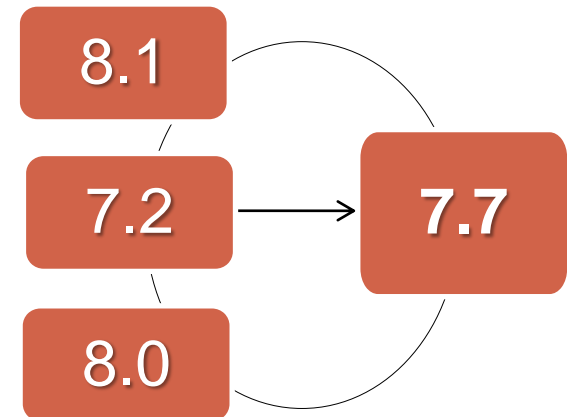
OVERALL EMPLOYEE ENGAGEMENT SCORE

- **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 Service Delivery is slightly higher than the score for Service Delivery Group, though in line with the score for all TTC employees, as well as that for employees of the 2 groups consisting of more union employees.
- The Employee Engagement score is highest among employees in the Transit Enforcement Unit.
- Levels of engagement are lowest among employees in Protective Services.
- No Employee Engagement score can be reported for CSO's Office/Service Delivery Control, as there are fewer than 10 completed surveys from this grouping.
- When examined by employee category, the overall Employee Engagement score is highest among unionized employees (vs. staff employees).

All Transit Enforcement/CSO: 7.7

Cost Centre/Grouping

Transit Enforcement Unit	8.2
Protective Services	6.2
CSO's Office/Service Delivery Control	**

Employee Category

All TTC	7.8
Union Groups Average	7.7
Service Delivery Group	7.4
Staff	7.3
Union	8.2

** Engagement score suppressed due to sample size <10

RATINGS ON ASPECTS OF EMPLOYEE ENGAGEMENT

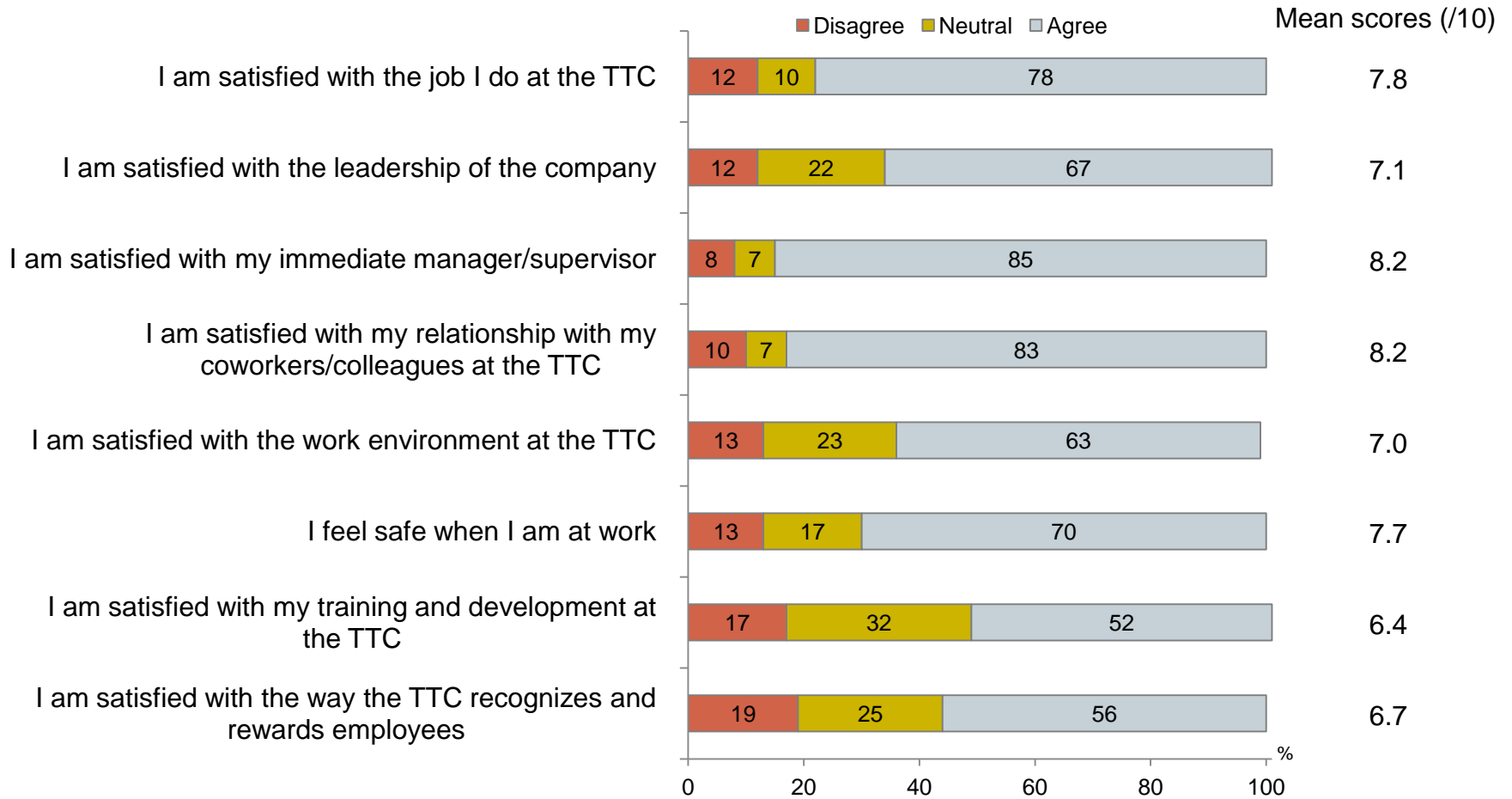
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SECTION SUMMARY

- 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 my immediate manager/supervisor”, and “I am satisfied with my relationship with my coworkers/colleagues at the TTC”. Ratings were lowest for “I am satisfied with my training and development at the TTC” and “I am satisfied with the way the TTC recognizes and rewards employees”. These results vary by cost centre grouping. For Protective Services, “I feel safe when I am at work” received a higher rating than satisfaction with coworkers/colleagues, while for Transit Enforcement Unit, “I am satisfied with the work environment at the TTC” received a lower rating than satisfaction with recognition and reward.
- Mean scores across all measures were highest for Transit Enforcement Unit, compared to Protective Services.

ASPECTS OF EMPLOYEE ENGAGEMENT - TRANSIT ENFORCEMENT/CSO'S OFFICE



ASPECTS OF EMPLOYEE ENGAGEMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Transit Enforcement/CSO's Office	Chief Service Officers' Office	Protective Services	Transit Enforcement Unit
I am satisfied with the job I do at the TTC	8.1	8.0	7.8	7.8	**	6.8	8.1
I am satisfied with the leadership of the company	6.4	6.1	5.7	7.1	**	5.5	7.6
I am satisfied with my immediate manager/supervisor	6.7	6.4	6.0	8.2	**	7.3	8.6
I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.2	8.2	**	5.6	8.8
I am satisfied with the work environment at the TTC	7.0	6.8	6.4	7.0	**	5.5	7.2
I feel safe when I am at work	8.0	7.7	7.2	7.7	**	7.1	7.6
I am satisfied with my training and development at the TTC	7.0	6.9	7.0	6.4	**	4.7	7.0
I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	5.8	6.7	**	4.7	7.4

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

WHAT DRIVES EMPLOYEE ENGAGEMENT?

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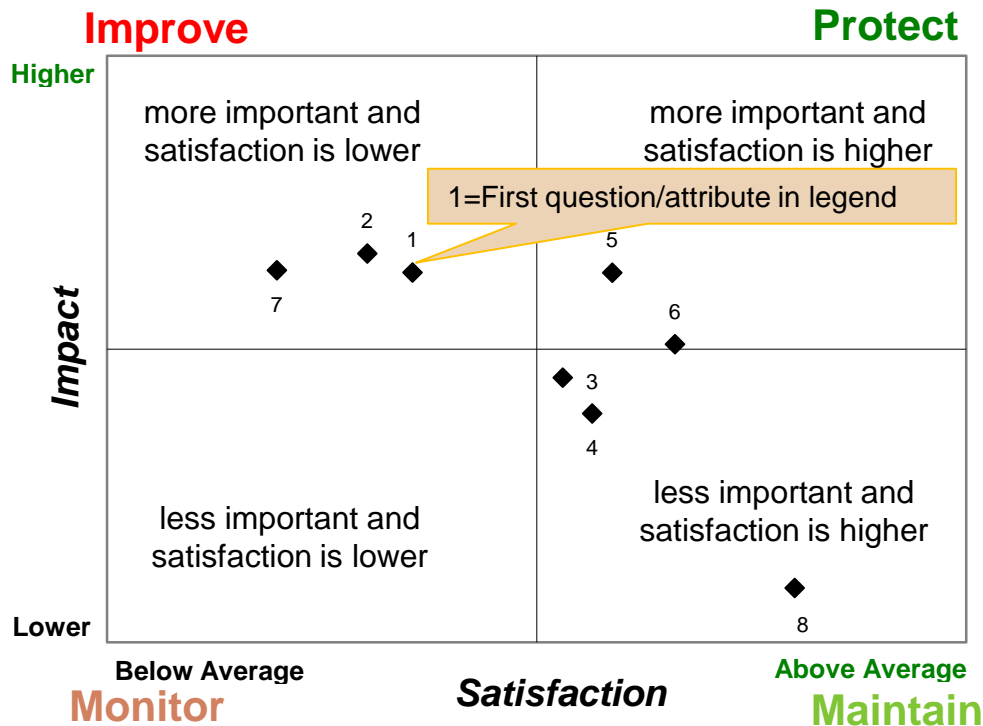


SECTION SUMMARY

- 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”, “Your Company”, and “Performance and Reward”. Focusing your efforts on increasing employee satisfaction with these aspects of the employee experience will generate the greatest amount of lift in Employee Engagement overall.
- Conversely, the following aspects of the employee experience were identified as having the least impact (i.e., the lowest correlation) on Employee Engagement: “Safety”, “Your Manager/Supervisor”, 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, Your Company, and Performance and Reward.
- “Opportunity Analysis” was then used to plot the correlation value for each aspect of the employee experience against employees’ satisfaction with that aspect of their experience. The next slide shows how to read the result of Opportunity Analysis.

SECTION SUMMARY

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



Composite:

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

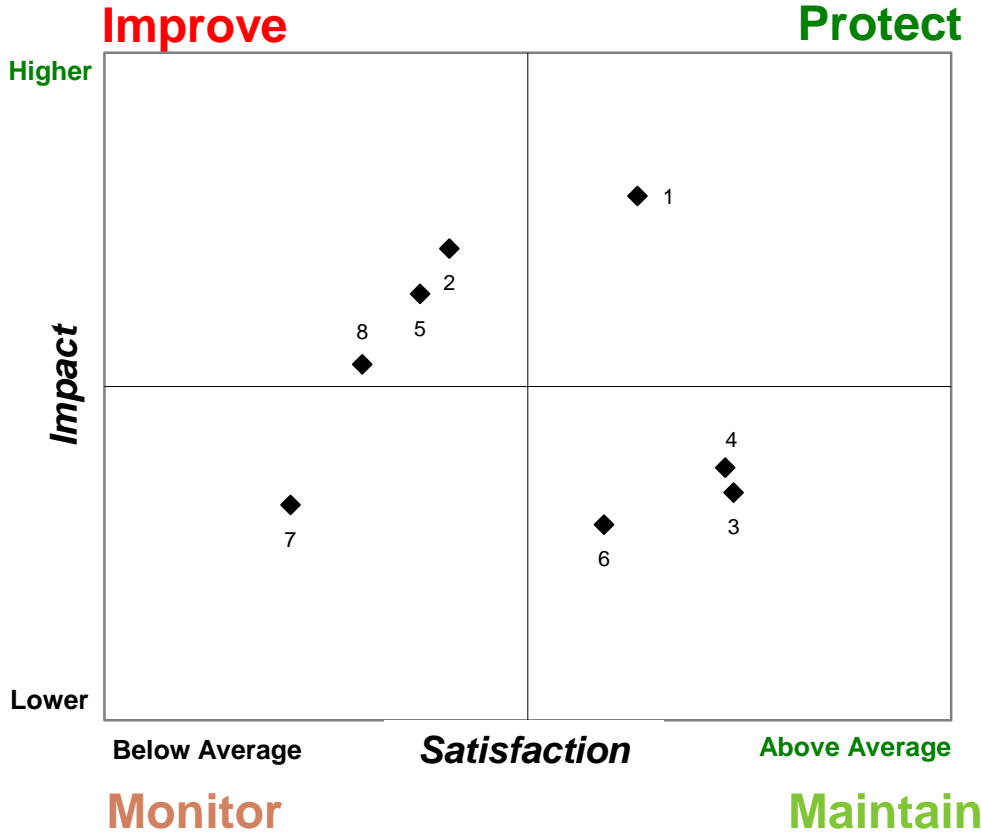
1. First question/attribute
2. Second question/attribute
3. Third question/attribute
4. Fourth question/attribute
5. Fifth question/attribute
6. Sixth question/attribute
7. Seventh question/attribute
8. Eighth question/attribute

SECTION SUMMARY

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

EMPLOYEE ENGAGEMENT OPPORTUNITY ANALYSIS

Transit Enforcement/CSO's Office



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

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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 6.4 to 8.2.
 Impact values range between 30% to 65%.



OVERALL ORGANIZATIONAL VIEWS OF TRANSIT ENFORCEMENT/CSO'S OFFICE

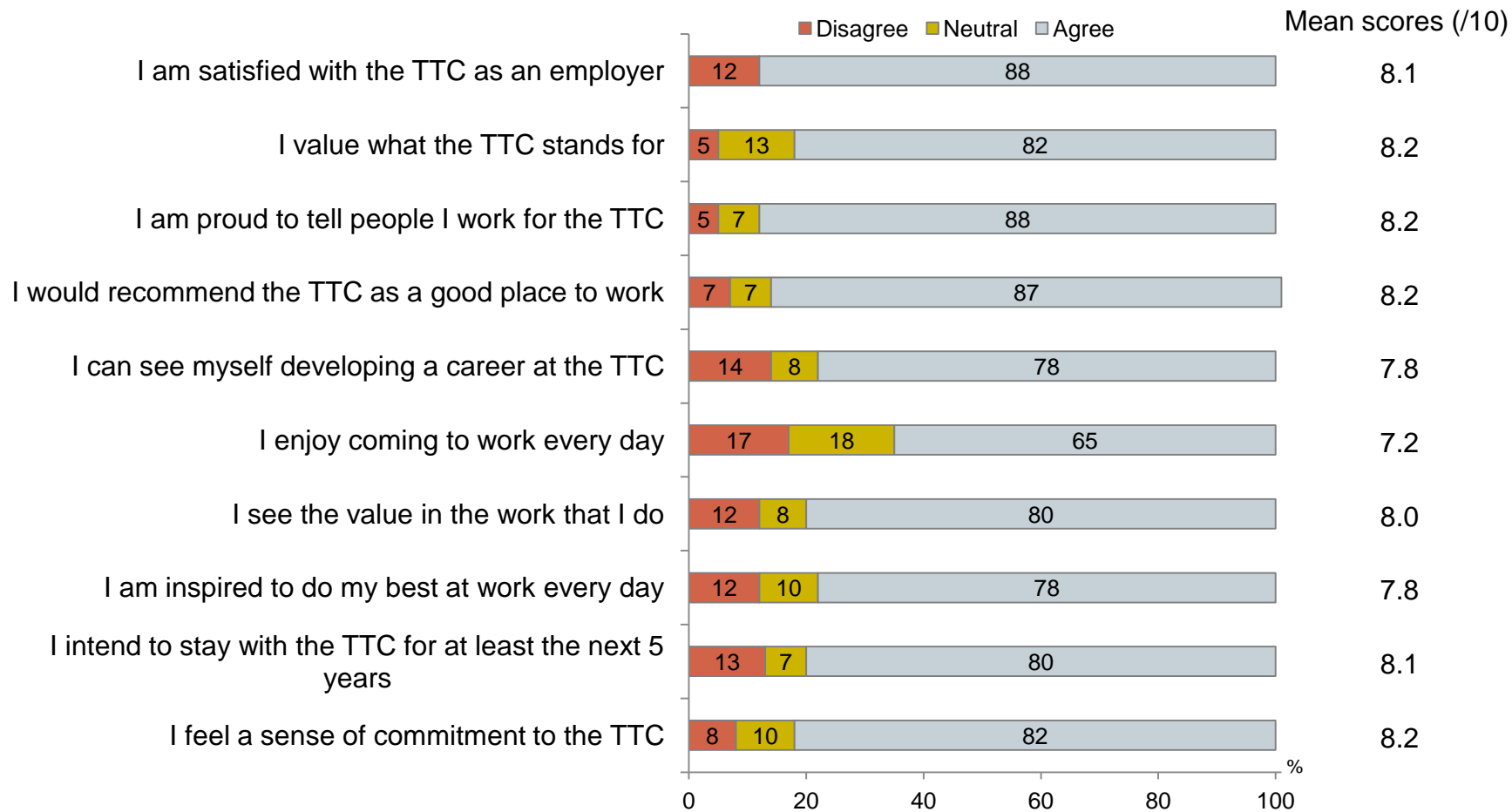
Produced by Malatest on
behalf of TTC



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 very close together for almost all measures in this section, with four of the above measures receiving equal satisfaction scores. For Transit Enforcement Unit, "I intend to stay with the TTC for at least the next 5 years" received the highest rating, while for Protective Services, "I value what the TTC stands for" scored the highest. Ratings were lowest for "I enjoy coming to work every day". This was generally consistent across cost centre groupings.
- Mean scores across all measures were highest for Transit Enforcement Unit and lowest for Protective Services.

OVERALL ORGANIZATIONAL VIEWS - TRANSIT ENFORCEMENT/CSO'S OFFICE



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 Service Delivery Group	All Transit Enforcement/ CSO's Office	Chief Service Officers' Office	Protective Services	Transit Enforcement Unit
I am satisfied with the TTC as an employer	7.8	7.7	7.3	8.1	**	6.7	8.4
I value what the TTC stands for	8.2	8.1	7.7	8.2	**	7.8	8.3
I am proud to tell people I work for the TTC	7.9	7.8	7.6	8.2	**	7.6	8.4
I would recommend the TTC as a good place to work	8.0	7.9	7.6	8.2	**	7.5	8.3
I can see myself developing a career at the TTC	7.9	7.8	7.6	7.8	**	6.1	8.2
I enjoy coming to work every day	7.3	7.2	6.9	7.2	**	5.5	7.7
I see the value in the work that I do	8.2	8.1	7.8	8.0	**	6.3	8.4
I am inspired to do my best at work every day	7.8	7.7	7.5	7.8	**	6.8	8.2
I intend to stay with the TTC for at least the next 5 years	8.5	8.6	8.5	8.1	**	6.0	8.7
I feel a sense of commitment to the TTC	8.2	8.1	7.9	8.2	**	7.5	8.4

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

AREA TO PROTECT: YOUR JOB

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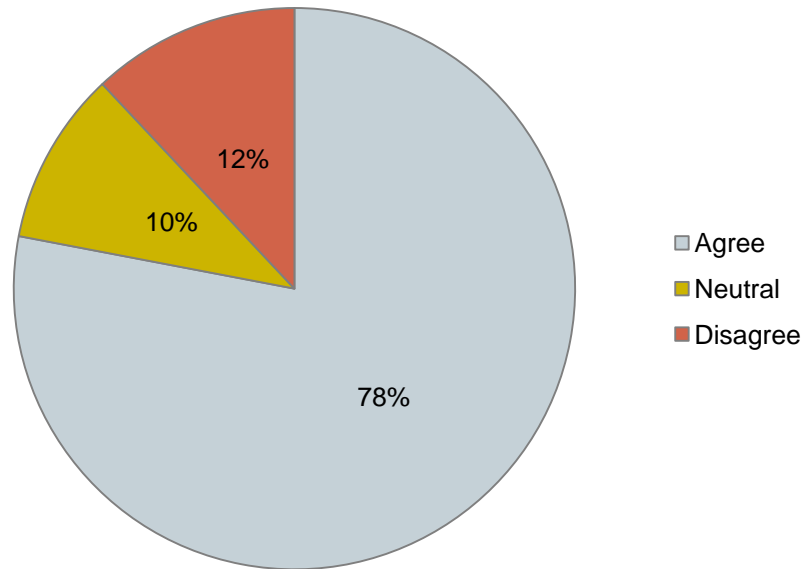
SECTION SUMMARY

- Opportunity Analysis identifies “Your Job” as having the most impact on Employee Engagement overall and as an area with which Transit Enforcement/CSO’s Office employees are, for the most part, satisfied, making this an Area to Protect.
- Employee satisfaction with the job they do is generally highest for Transit Enforcement Unit, and lowest for Protective Services.
- Little difference was found between staff and union employees, though union employees may be slightly more satisfied with the job they do.
- 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, followed by “I am given the freedom to make decisions in my job”. For Protective Services however, ratings were lowest for “My work enables me to use my skills and abilities”, followed by “I feel motivated in my job”.
- To continue improving current levels of employee satisfaction with Your Job, Opportunity Analysis identifies the following key Area to Improve:
 - I feel motivated in my job
- Key Areas to Protect include:
 - My work enables me to use my skills and abilities
 - In my job, I feel able to put customers first
- However, it should be noted that using skills and abilities is positioned close to an Area to Improve.

OVERALL RATINGS OF YOUR JOB - TRANSIT ENFORCEMENT/CSO'S OFFICE

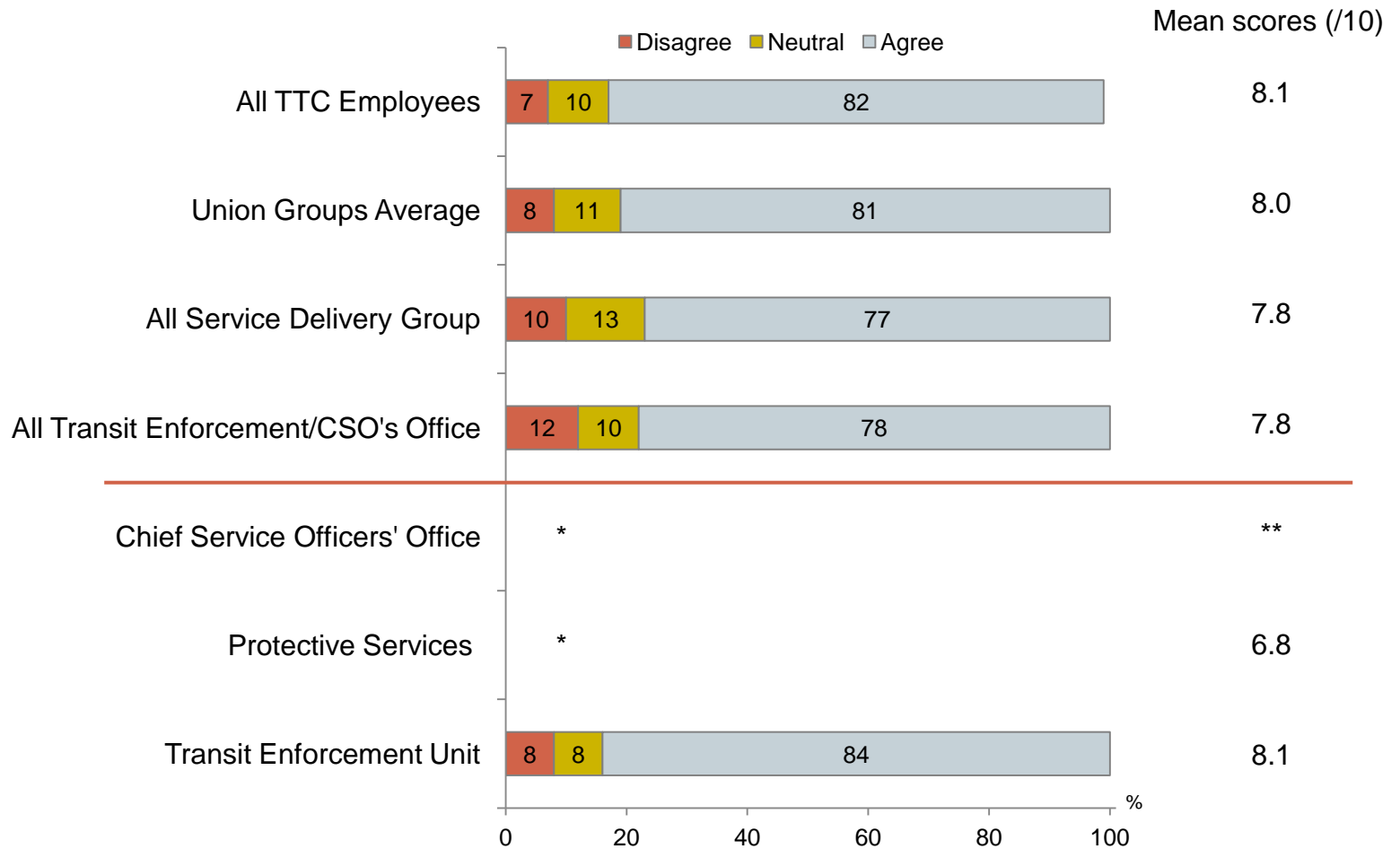
Transit Enforcement/CSO's Office

Total
(n= 60)
Mean=7.8



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

OVERALL RATINGS OF YOUR JOB - BY COST CENTRE/GROUPING



* Percentages suppressed due to sample size <30.

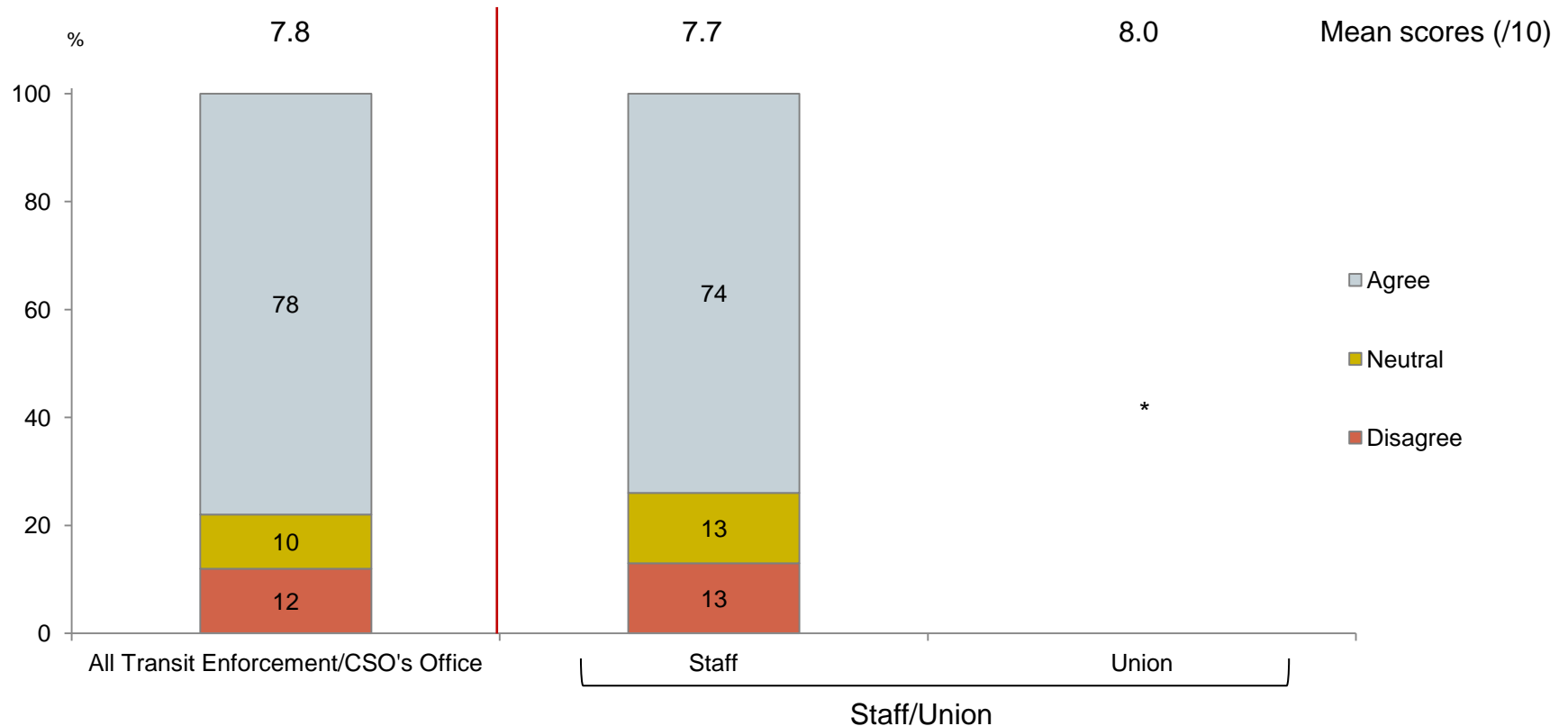
** Mean score suppressed due to sample size <10.

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.

OVERALL RATINGS OF YOUR JOB - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

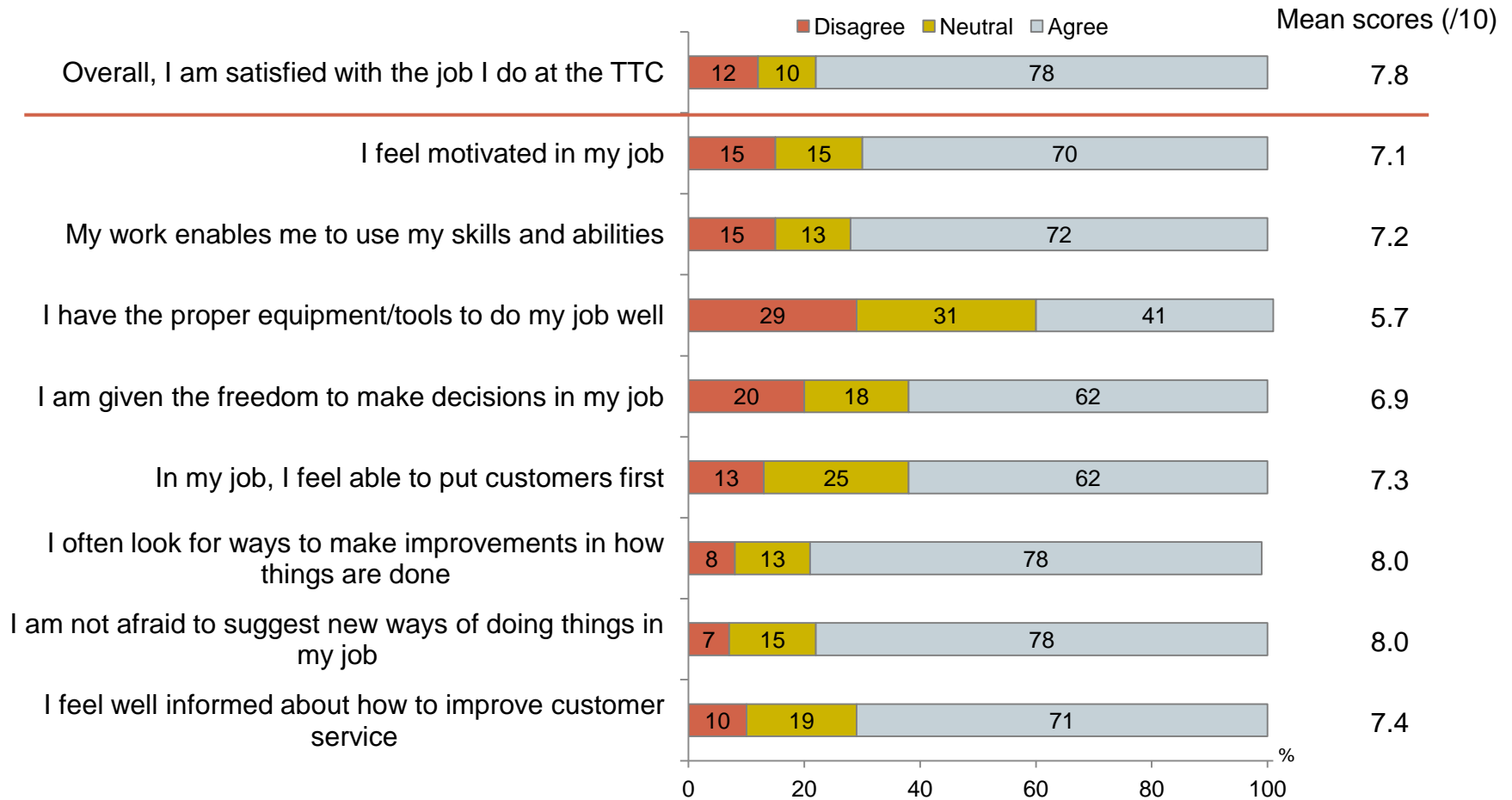
B1. How much do you agree or disagree with each of the following statements about your job?

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

Sample sizes vary by category.

3/31/2015

YOUR JOB - TRANSIT ENFORCEMENT/CSO'S OFFICE



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

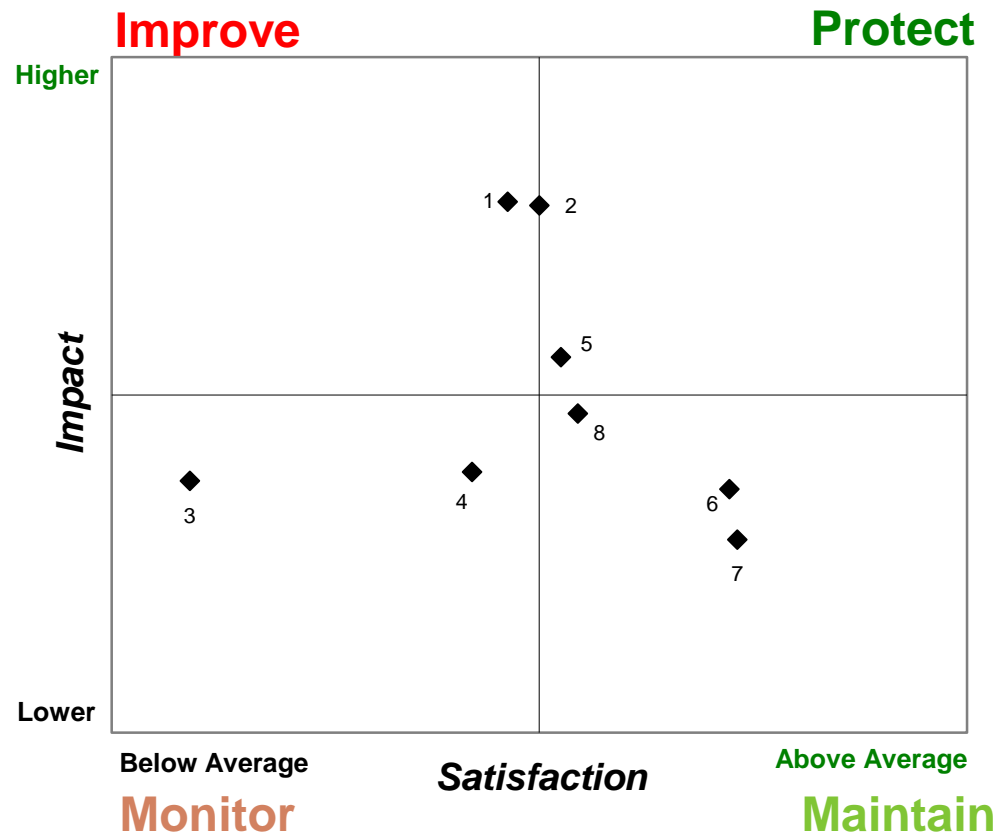
Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Transit Enforcement/ CSO's Office	Chief Service Officers' Office	Protective Services	Transit Enforcement Unit
Overall, I am satisfied with the job I do at the TTC	8.1	8.0	7.8	7.8	**	6.8	8.1
I feel motivated in my job	7.0	6.9	6.6	7.1	**	4.8	7.6
My work enables me to use my skills and abilities	7.3	7.2	6.8	7.2	**	4.5	7.9
I have the proper equipment/tools to do my job well	6.8	6.6	6.1	5.7	**	5.8	5.6
I am given the freedom to make decisions in my job	6.5	6.3	5.5	6.9	**	5.3	7.3
In my job, I feel able to put customers first	7.5	7.3	7.0	7.3	**	5.7	7.8
I often look for ways to make improvements in how things are done	8.1	7.9	7.4	8.0	**	6.8	8.2
I am not afraid to suggest new ways of doing things in my job	7.6	7.4	6.7	8.0	**	7.1	8.2
I feel well informed about how to improve customer service	6.8	6.5	6.1	7.4	**	5.1	8.0

** 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.

OPPORTUNITY ANALYSIS: YOUR JOB - TRANSIT ENFORCEMENT/CSO'S OFFICE



- 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 5.7 to 8.0.
 Impact values range between 17% to 55%.

AREA TO IMPROVE: YOUR COMPANY

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Company” as second most impactful on Employee Engagement and as an area in which Transit Enforcement/CSO employees are relatively less satisfied, making this an Area to Improve.
- Mean satisfaction ratings across the specific aspects of Your Company are highest for Transit Enforcement Unit, and lowest for Protective Services.
- Satisfaction scores are significantly higher among union employees compared to staff employees.
- Across the specific aspects of Your Company, satisfaction ratings are highest for, “The TTC puts customers first”. Ratings were lowest for, “People get things done both quickly and efficiently at the TTC”. This is mostly consistent across cost centres. However, for Protective Services, “There is a good level of trust between Senior Management and employees” is rated as low as getting things done quickly and efficiently. Meanwhile, for Transit Enforcement Unit, “In my job role, I feel I can directly contribute to the vision to be ‘A transit system that makes Toronto proud’”, received as high a rating as putting customers first.
- To improve employee satisfaction with Your Company, Opportunity Analysis identifies several influential Areas to Improve, primarily related to communication and respect:
 - Best practices are shared effectively across the TTC
 - People take personal responsibility for getting things done at the TTC
 - People show each other respect at the TTC
 - Senior Managers communicate openly and honestly with employees
 - TTC leadership welcomes all feedback, both positive and negative

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
 - The TTC values its staff's time
 - I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable
 - I am proud and passionate about the TTC
 - The TTC actively supports equal opportunities for all employees
- Speaking Highly of the TTC
- 52% of Transit Enforcement/CSO 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 among Service Delivery departments.
- The proportions of Transit Enforcement Unit employees that would "always" speak highly of the TTC did not differ much from the department as a whole. Other cost centre groupings are too small to compares percentages, and the same is true for union employees.

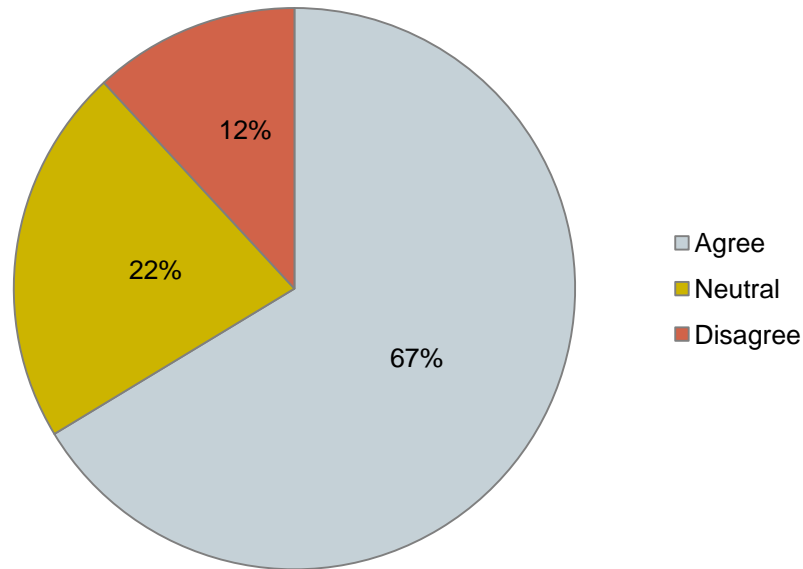
SECTION SUMMARY

- Change in Experience Working for the TTC
- 28% feel that working for the TTC has improved over the past 12 months, compared to 30% who feel it has gotten worse.
- Employees in the Transit Enforcement Unit were slightly more likely (32%) to report that working for the TTC has gotten better in the past twelve months, compared to the entire Transit Enforcement/CSO department (28%).
- Likewise, Transit Enforcement Unit employees (24%) were less likely to report that working for the TTC has gotten worse in the past twelve months compared to the entire department (30%).
- Staff were not more likely to express that working for the TTC has improved over the past 12 months compared to all department employees, although a greater proportion of staff employees felt that working for the TTC has gotten worse (42%) compared to the entire department (30%).
- As there were not sufficient Transit Enforcement/CSO's Office employees who indicated that working for the TTC has gotten better, worse, or stayed the same in the past 12 months, the main reasons for those impressions cannot be reported

OVERALL RATINGS OF YOUR COMPANY - TRANSIT ENFORCEMENT/CSO'S OFFICE

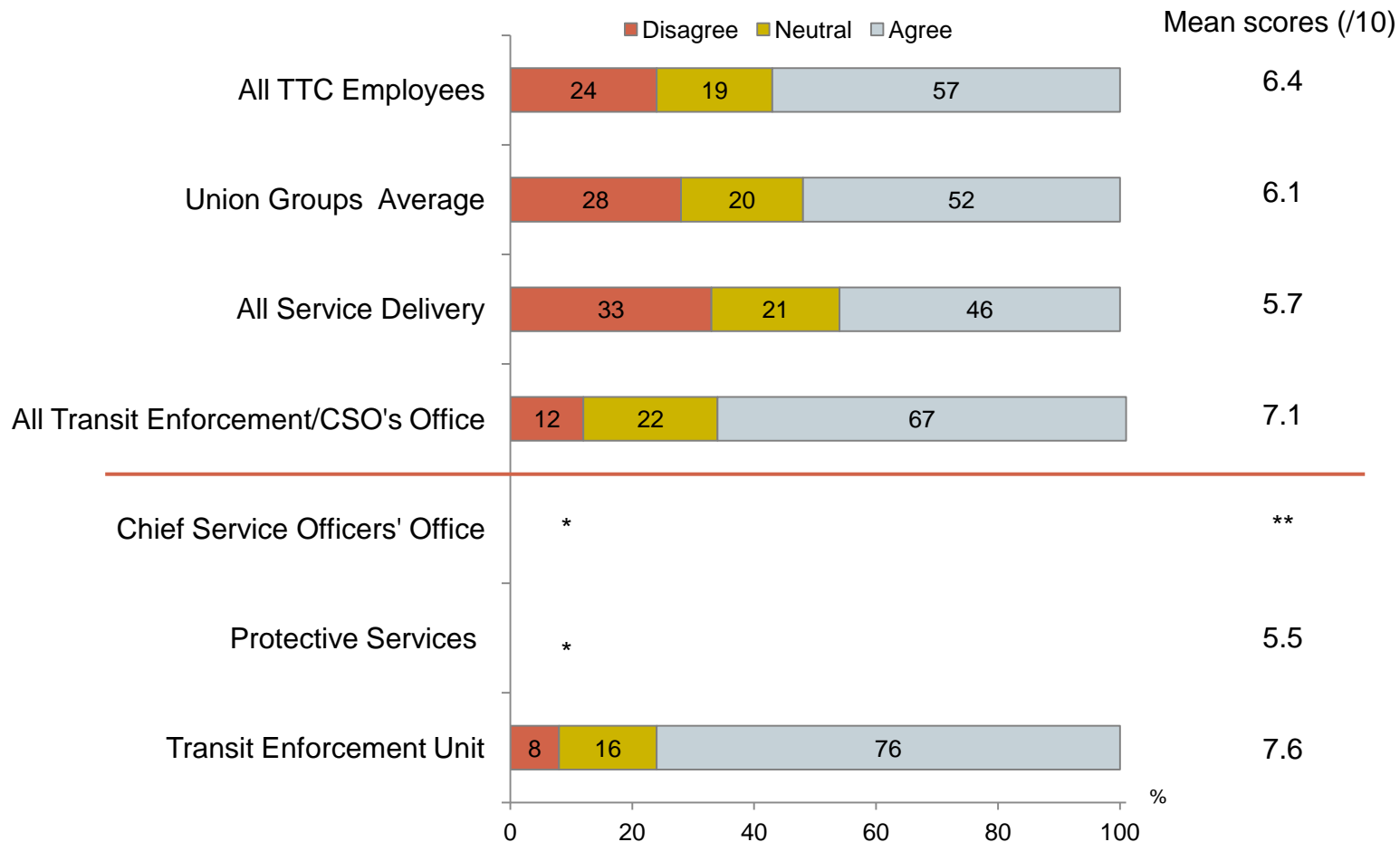
Transit Enforcement/CSO's Office

Total
(n= 60)
Mean=7.1



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

OVERALL RATINGS OF YOUR COMPANY - BY COST CENTRE/GROUPING



* Percentages suppressed due to sample size <30.

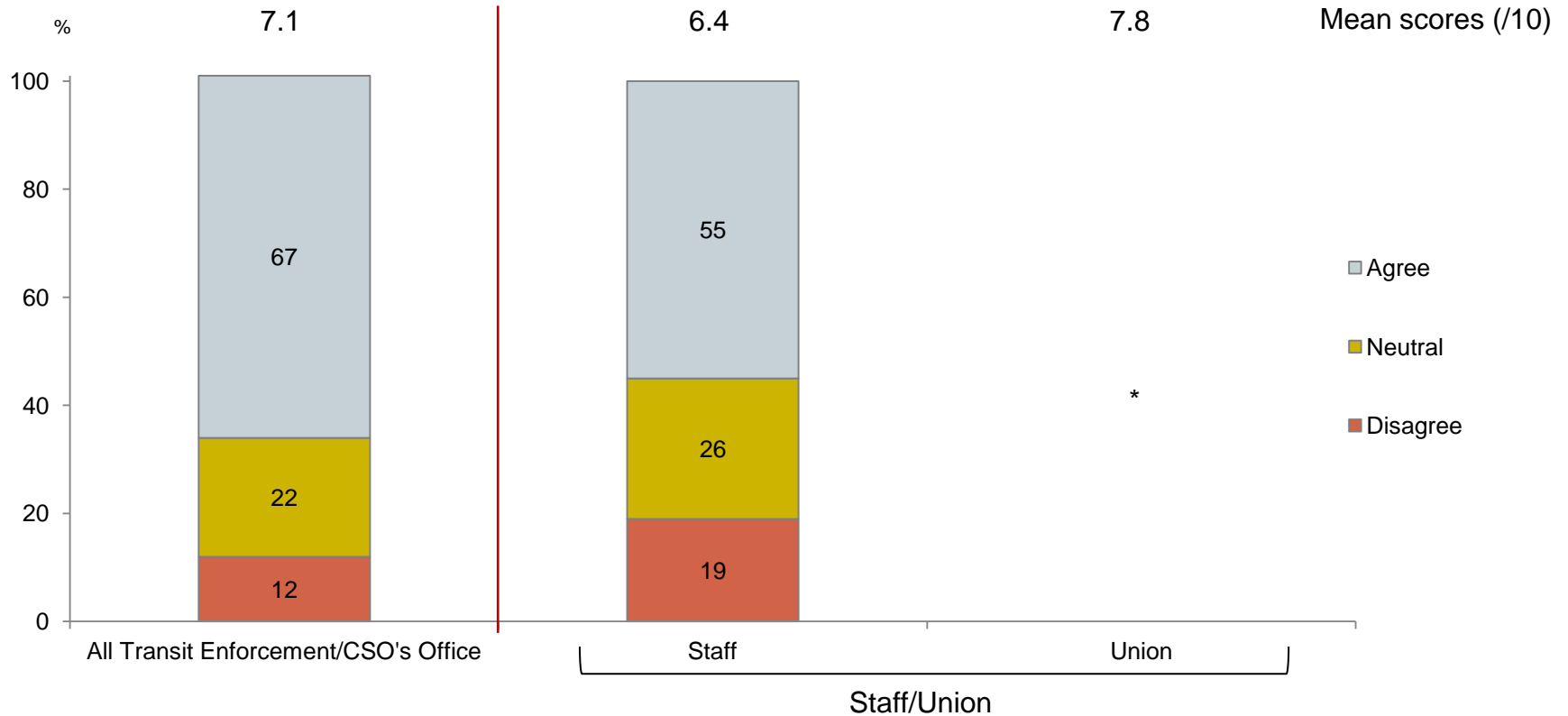
** Mean score suppressed due to sample size <10.

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.

OVERALL RATINGS OF YOUR COMPANY - BY EMPLOYEE POSITION



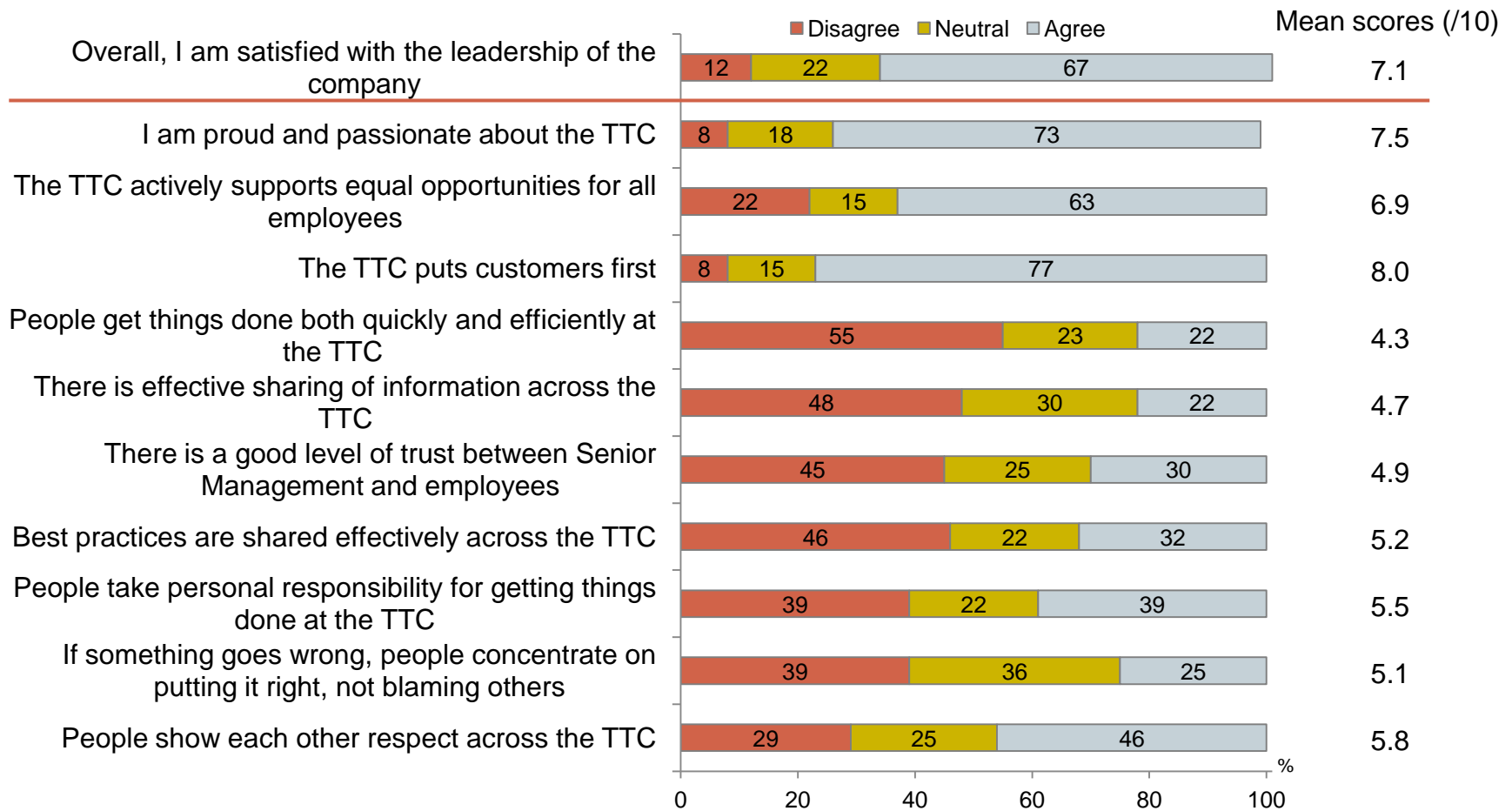
* Percentages suppressed due to sample size <30.

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.

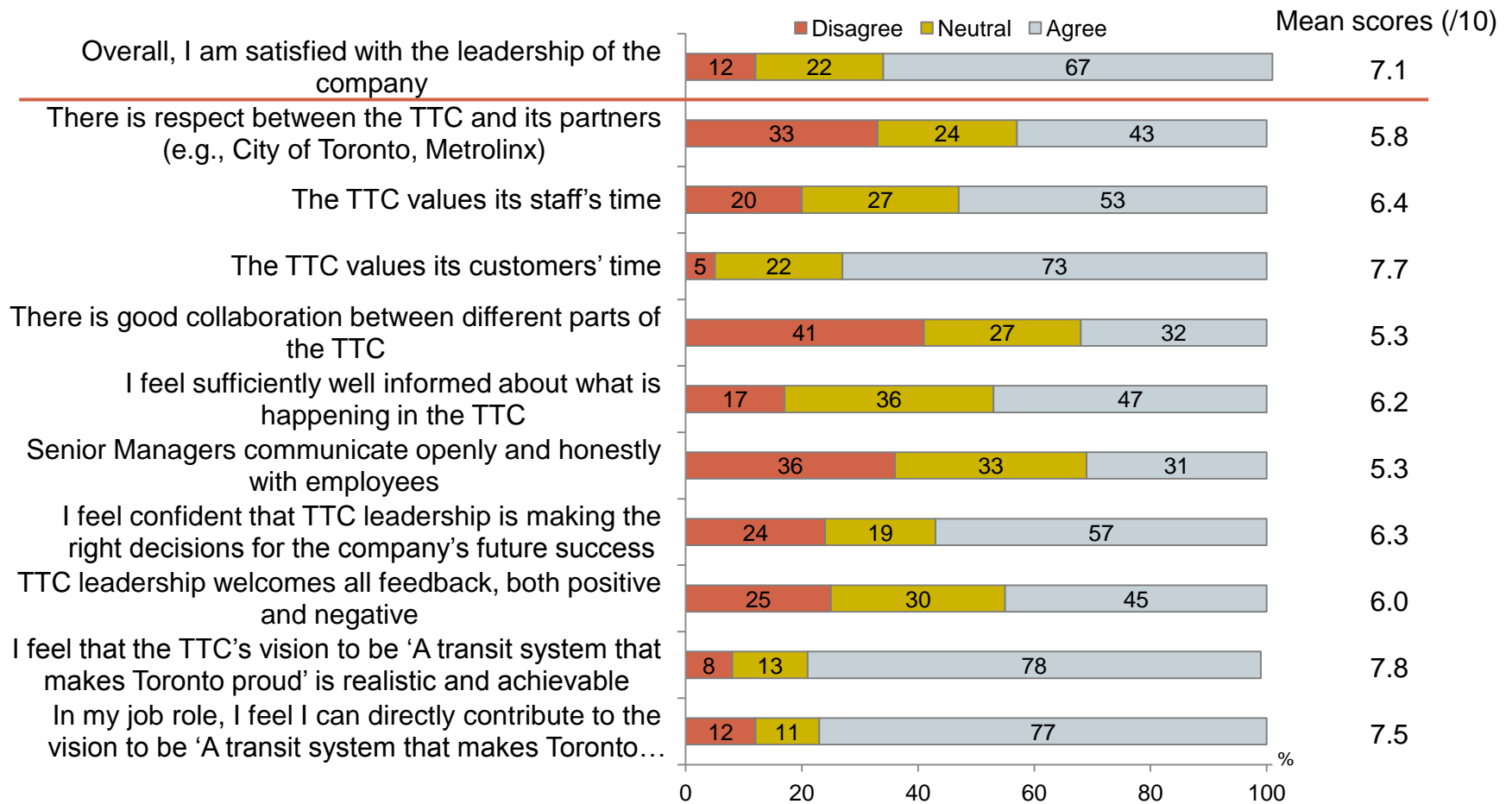
YOUR COMPANY - TRANSIT ENFORCEMENT/CSO'S OFFICE



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

YOUR COMPANY

- TRANSIT ENFORCEMENT/CSO'S OFFICE (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 Service Delivery Group	All Transit Enforcement/CSO's Office	Chief Service Officers' Office	Protective Services	Transit Enforcement Unit
Overall, I am satisfied with the leadership of the company	6.4	6.1	5.7	7.1	**	5.5	7.6
I am proud and passionate about the TTC	7.6	7.4	7.1	7.5	**	6.8	7.6
The TTC actively supports equal opportunities for all employees	7.2	7.2	7.3	6.9	**	4.8	7.6
The TTC puts customers first	7.8	7.7	7.3	8.0	**	7.6	8.2
People get things done both quickly and efficiently at the TTC	5.1	5.0	4.7	4.3	**	3.5	4.6
There is effective sharing of information across the TTC	4.9	4.7	4.5	4.7	**	3.8	5.0
There is a good level of trust between Senior Management and employees	4.9	4.6	4.2	4.9	**	3.5	5.3
Best practices are shared effectively across the TTC	5.3	5.1	4.9	5.2	**	3.8	5.9
People take personal responsibility for getting things done at the TTC	5.6	5.3	5.0	5.5	**	3.8	6.0
If something goes wrong, people concentrate on putting it right, not blaming others	5.0	4.8	4.6	5.1	**	3.8	5.5
People show each other respect across the TTC	6.1	5.9	5.7	5.8	**	4.5	6.3
There is respect between the TTC and its partners (e.g., City of Toronto, Metrolinx)	6.2	6.0	5.9	5.8	**	4.9	6.1
The TTC values its staff's time	6.0	5.8	5.4	6.4	**	5.3	6.7
The TTC values its customers' time	7.1	7.0	6.5	7.7	**	7.2	8.1
There is good collaboration between different parts of the TTC	5.3	5.1	5.0	5.3	**	4.6	5.5
I feel sufficiently well informed about what is happening in the TTC	5.7	5.4	5.0	6.2	**	5.6	6.3
Senior Managers communicate openly and honestly with employees	5.3	5.0	4.7	5.3	**	4.1	5.5
I feel confident that TTC leadership is making the right decisions for the company's future success	6.1	5.7	5.4	6.3	**	4.2	6.9
TTC leadership welcomes all feedback, both positive and negative	6.0	5.8	5.4	6.0	**	4.7	6.4
I feel that the TTC's vision to be 'A transit system that makes Toronto proud' is realistic and achievable	7.4	7.2	6.8	7.8	**	7.2	8.0
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	7.4	7.5	**	4.9	8.2

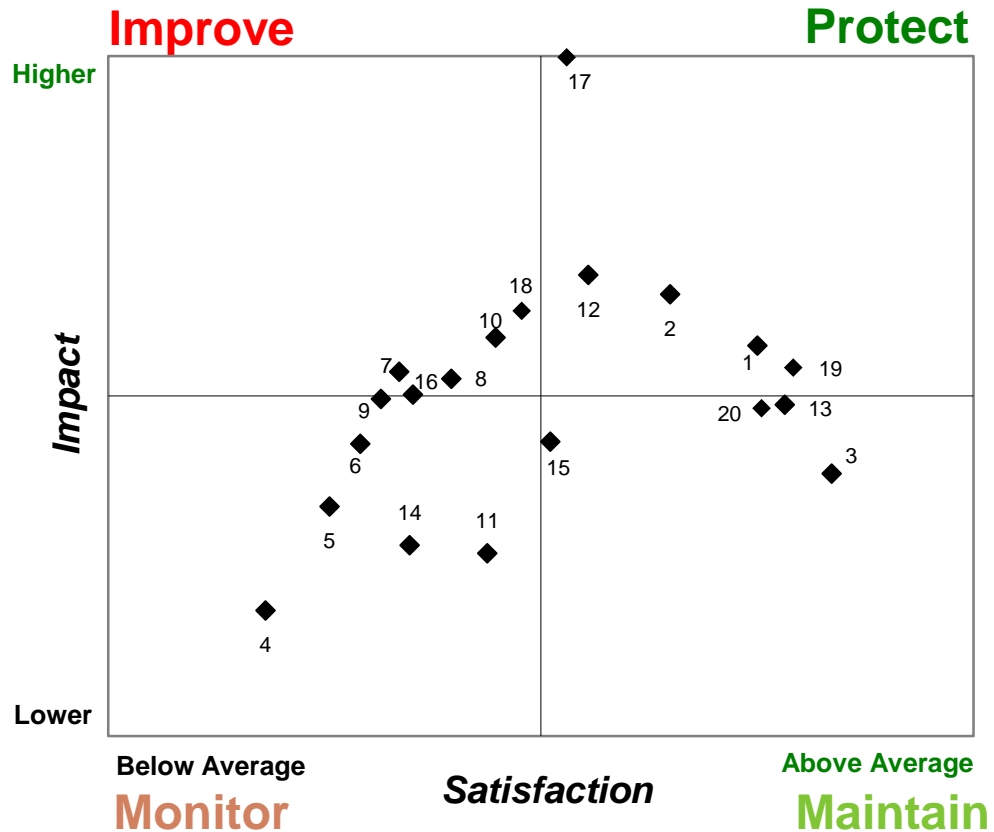
** Mean score suppressed due to sample size <10 .

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

Sample sizes vary by attribute.

3/31/2015

OPPORTUNITY ANALYSIS: YOUR COMPANY - TRANSIT ENFORCEMENT/CSO'S OFFICE

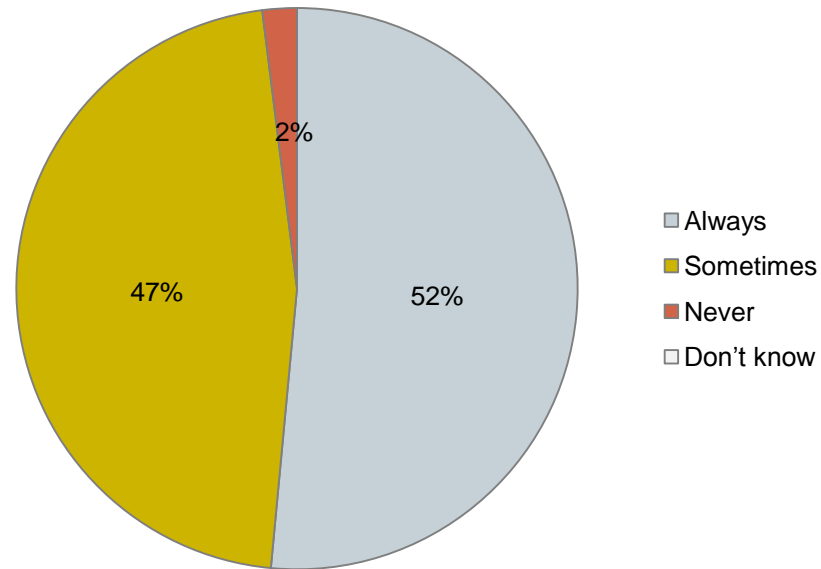


1. I am proud and passionate about the TTC
2. The TTC actively supports equal opportunities for all employees
3. The TTC puts customers first
4. People get things done both quickly and efficiently at the TTC
5. There is effective sharing of information across the TTC
6. There is a good level of trust 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 4.3 to 8.0.
 Impact values range between 21% to 75%.

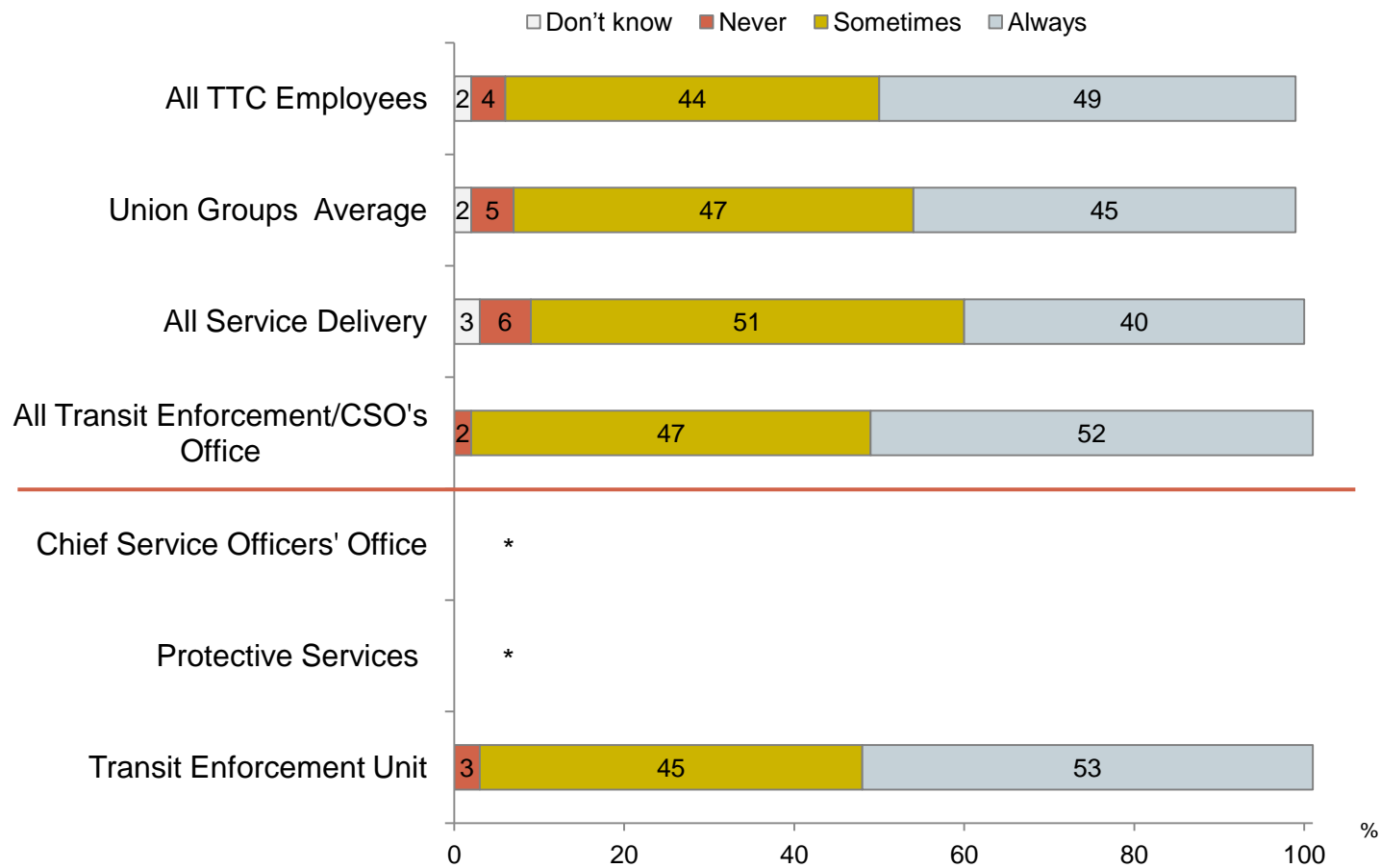
Transit Enforcement/CSO's Office

Total
(n= 60)



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

SPEAKING HIGHLY OF THE TTC - BY COST CENTRE/GROUPING

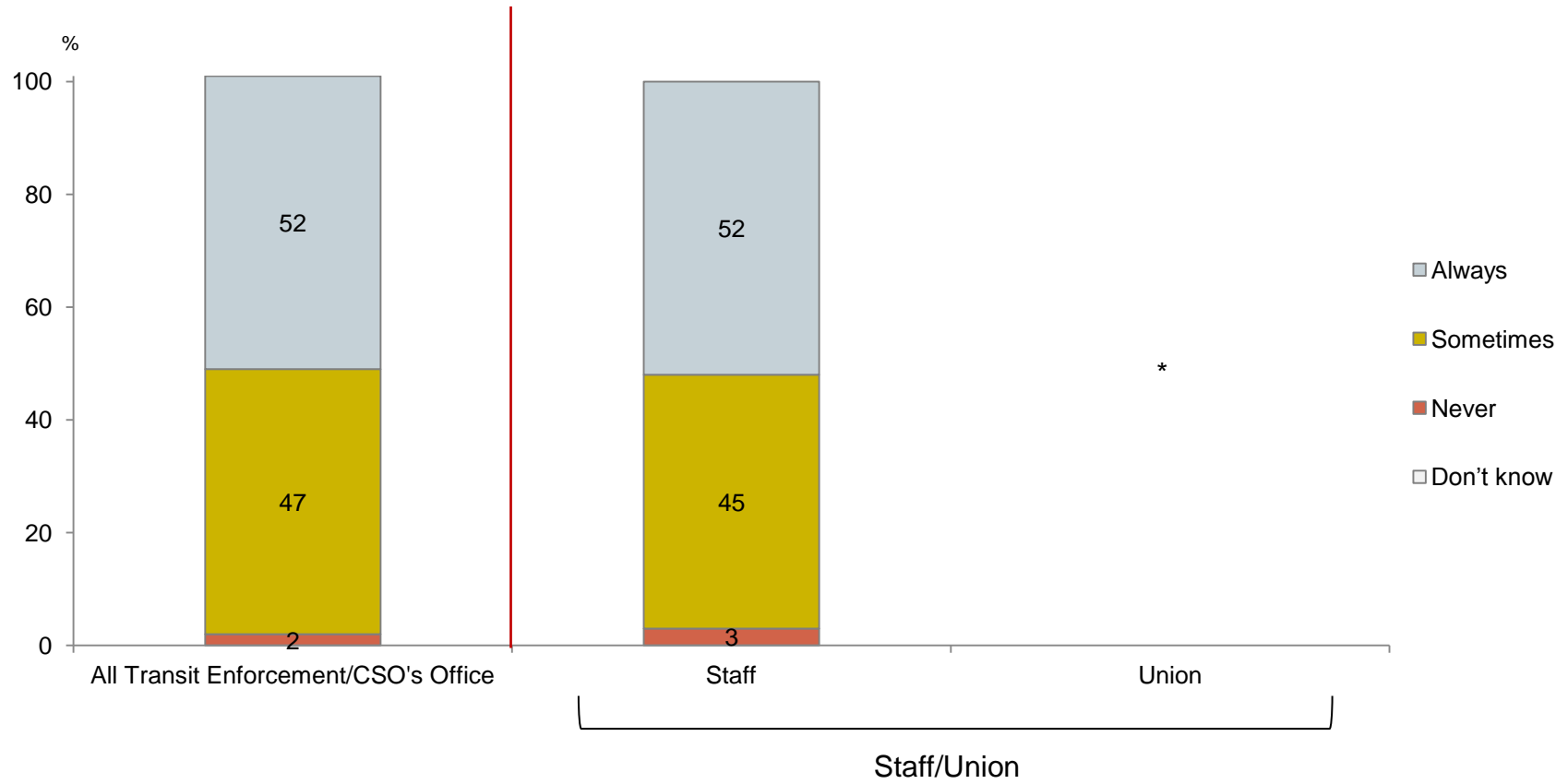


* Percentages suppressed due to sample size <30.

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

Sample sizes vary by category.

SPEAKING HIGHLY OF THE TTC - BY EMPLOYEE POSITION

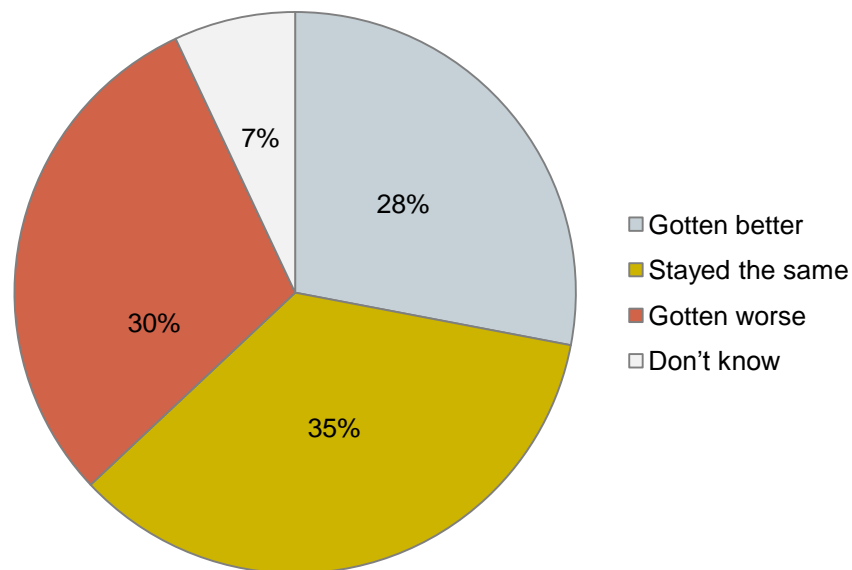


* Percentages suppressed due to sample size <30.
 C2. I would speak highly of the TTC...: 1 Always; 2 Sometimes; 3 Never; 4 Don't know.
 Sample sizes vary by category.



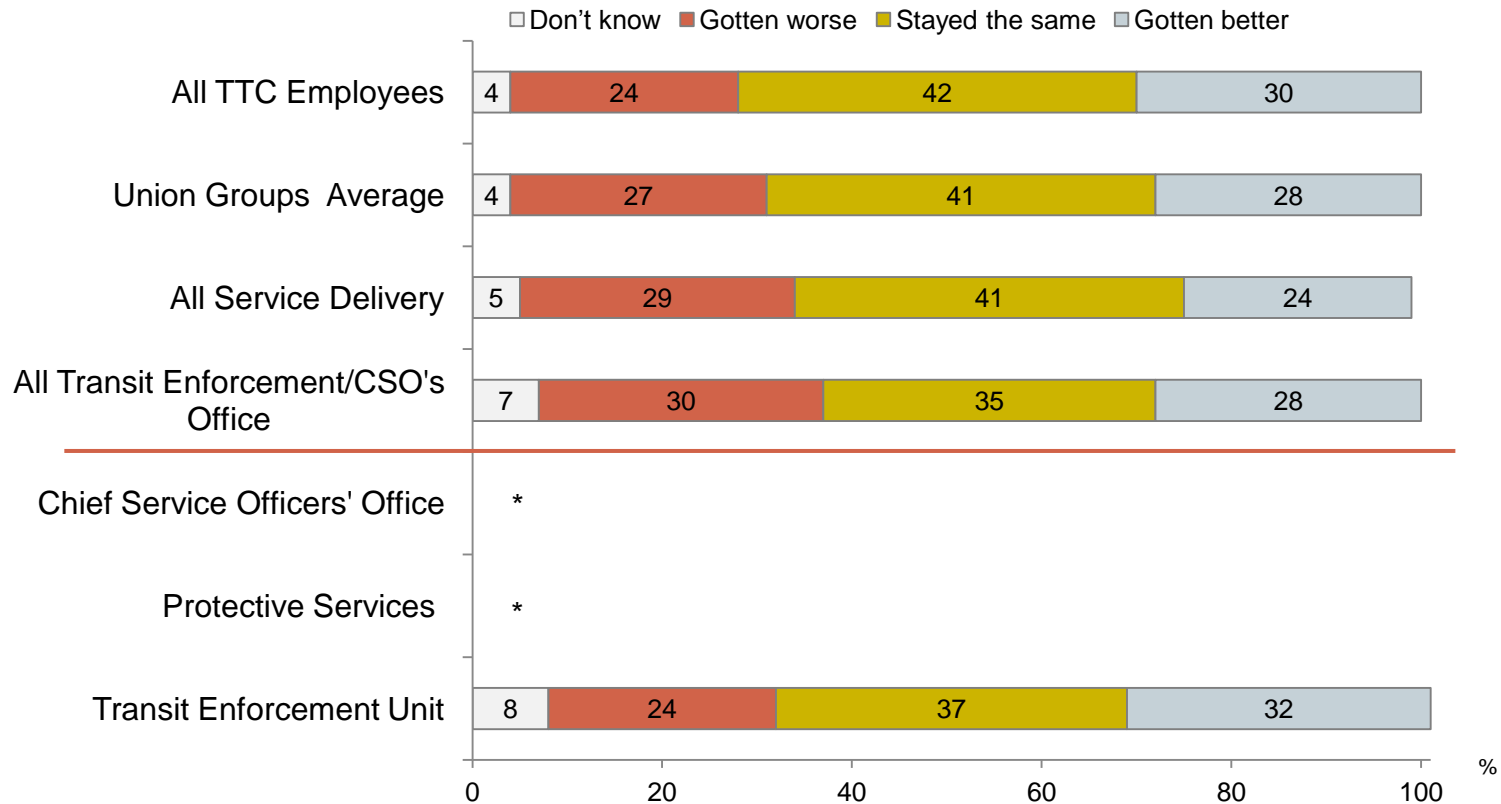
Transit Enforcement/CSO's Office

Total
(n= 60)



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

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

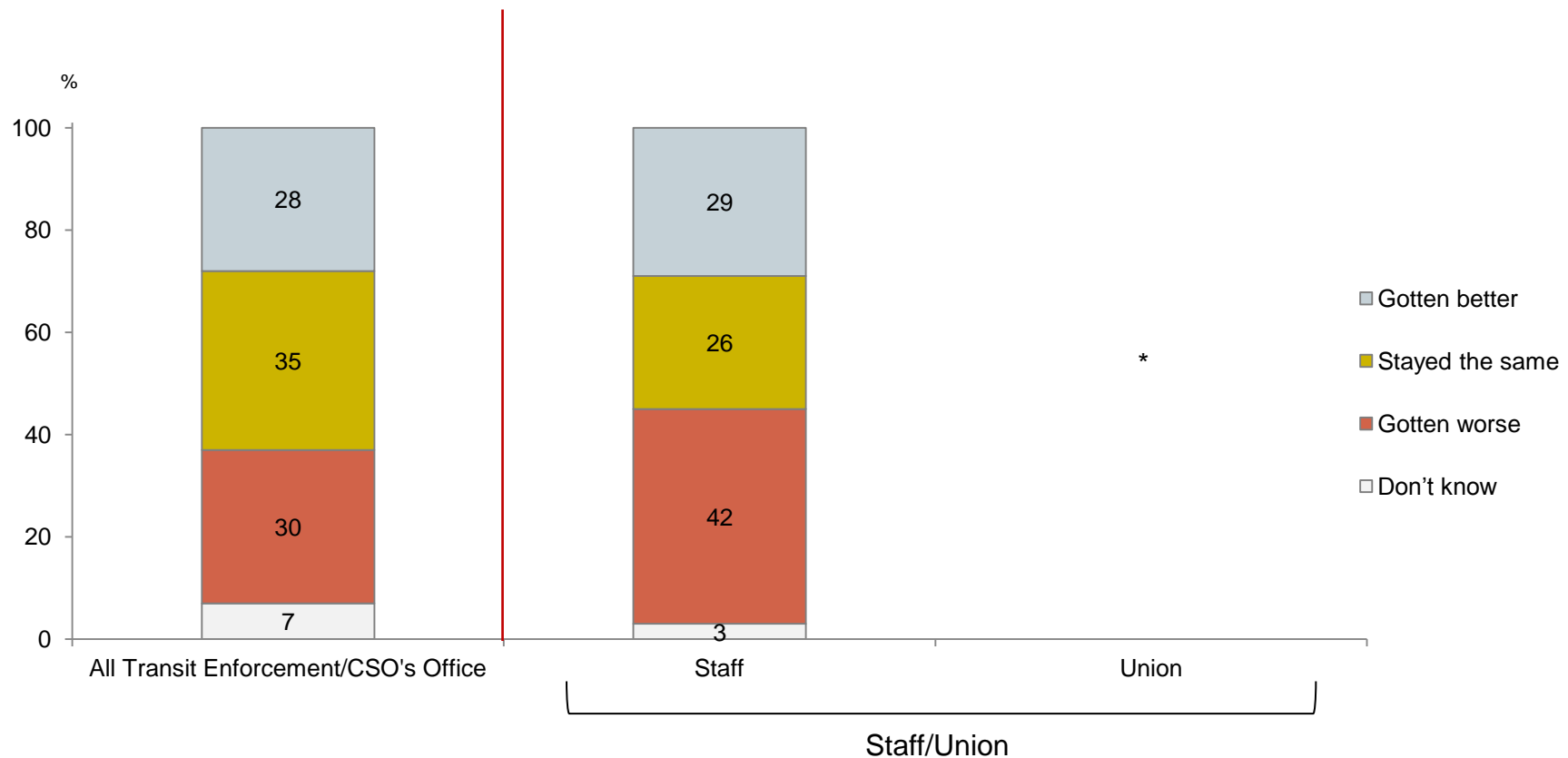


* Percentages suppressed as sample size <30.

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

Sample sizes vary by category.

CHANGE IN EXPERIENCE WORKING FOR THE TTC - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

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

REASONS INDICATED FOR CHANGE IN EXPERIENCE

Employees indicating TTC has Gotten better

Transit Enforcement/CSO's Office
(n= 17)

*

Employees indicating TTC has Stayed the same

Transit Enforcement/CSO's Office
(n= 21)

*

Employees indicating TTC has Gotten worse

Transit Enforcement/CSO's Office
(n= 18)

*

* Percentages suppressed due to sample size <30.

C4. Please explain the answer you gave to the previous question (C3).

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

AREA TO IMPROVE: YOUR WORKING ENVIRONMENT

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Your Working Environment” as third most impactful on Employee Engagement and as an area in which Transit Enforcement/CSO 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 highest for Transit Enforcement Unit, and lowest for Protective Services.
- Few differences were observed between staff and union employees.
- 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 “The TTC encourages employees to maintain a healthy work-life balance.” This was not consistent across cost centre groupings. For Protective Services, the highest rating was for “I can adjust my work hours/shifts if needed”, while maintaining a healthy work-life balance received a lower rating than satisfaction with work spaces. For the Transit Enforcement Unit, adjusting work hours received the second-lowest rating, lower than a healthy work-life balance.
- 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
 - I am satisfied with my work/office space and facilities
- In addition to these improvements, the following was identified as a key Area to Protect:
 - The hours I work are reasonable

SECTION SUMMARY

- Stress at Work
- 22% of Transit Enforcement/CSO employees indicated that they experience “frequent” stress at work, and an additional 47% experience stress at work “sometimes”.
- Reported levels of stress for Transit Enforcement Unit employees reporting did not differ greatly from the proportions reported for the entire Transit Enforcement/CSO department.
- Some differences in levels of reported stress were observed between Staff employees and the entire department (there were too few union employees to report percentages). Staff employees reported slightly higher proportions experiencing “frequent” stress but the larger differences were in the “sometimes” and “rarely” categories (13% of staff employees reported “rarely” experiencing stress vs. 22% of the entire Transit Enforcement/CSO department).
- Discrimination/Harassment
- Only 10% of Transit Enforcement/CSO employees reported experiencing discrimination or harassment by another TTC employee in the past 12 months, the lowest rate seen among Service Delivery Group departments.
- Transit Enforcement Unit employees reported discrimination slightly less often (8%) compared to the entire department.
- Results indicated that a higher proportion of staff employees experience discrimination (19%) in comparison with the entire department (10%).
- Employees reported discrimination based on personal harassment, ethnic origin, age, race, disability, and place of origin, all at very low rates. No other basis for discrimination was identified by Transit Enforcement/CSO employees.

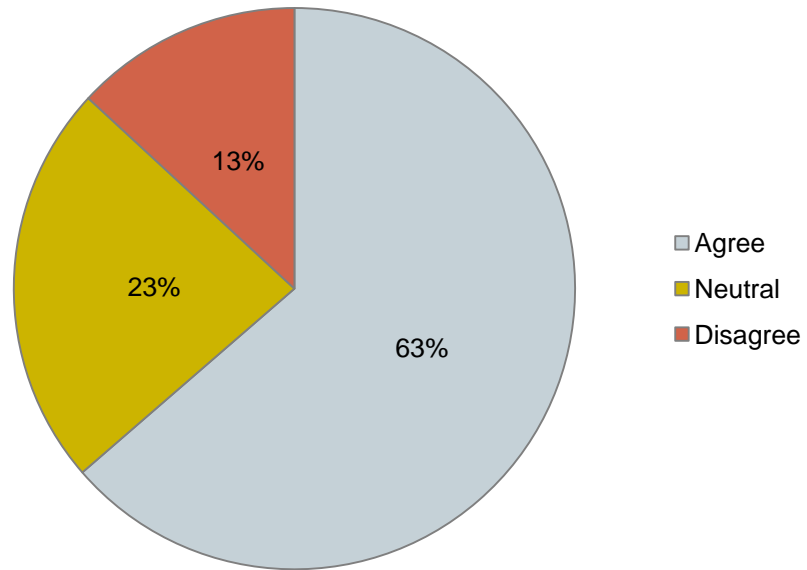
SECTION SUMMARY

- Was it Reported?
- As only a small minority reported experiencing any discrimination results cannot be reliably reported for this department.
- Abuse by Customers
- A majority of Transit Enforcement/CSO employees (62%) reported that they had been verbally abused by customers in the past 12 months. While high compared to the TTC overall, this is the lowest incidence observed for any department within the Service Delivery Group. However, a much higher proportion of Transit Enforcement Unit employees (82%) reported verbal abuse than the full department average.
- Staff employees were much less likely to report being abused (29%) than all department employees.
- 34% of Transit Enforcement/CSO employees reported that they had experienced physical abuse by customers, the highest incidence reported for any department in the TTC. Incidence of physical abuse was once again higher for employees in the Transit Enforcement Unit (51%) than for the Transit Enforcement/CSO department as a whole. It is likely that these high rates of abuse, both physical and verbal, are at least partly due to the nature of the work performed by employees in the Transit Enforcement Unit.
- Staff employees reported a lower frequency of physical abuse from customers (10%) compared to the entire department.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - TRANSIT ENFORCEMENT/CSO'S OFFICE

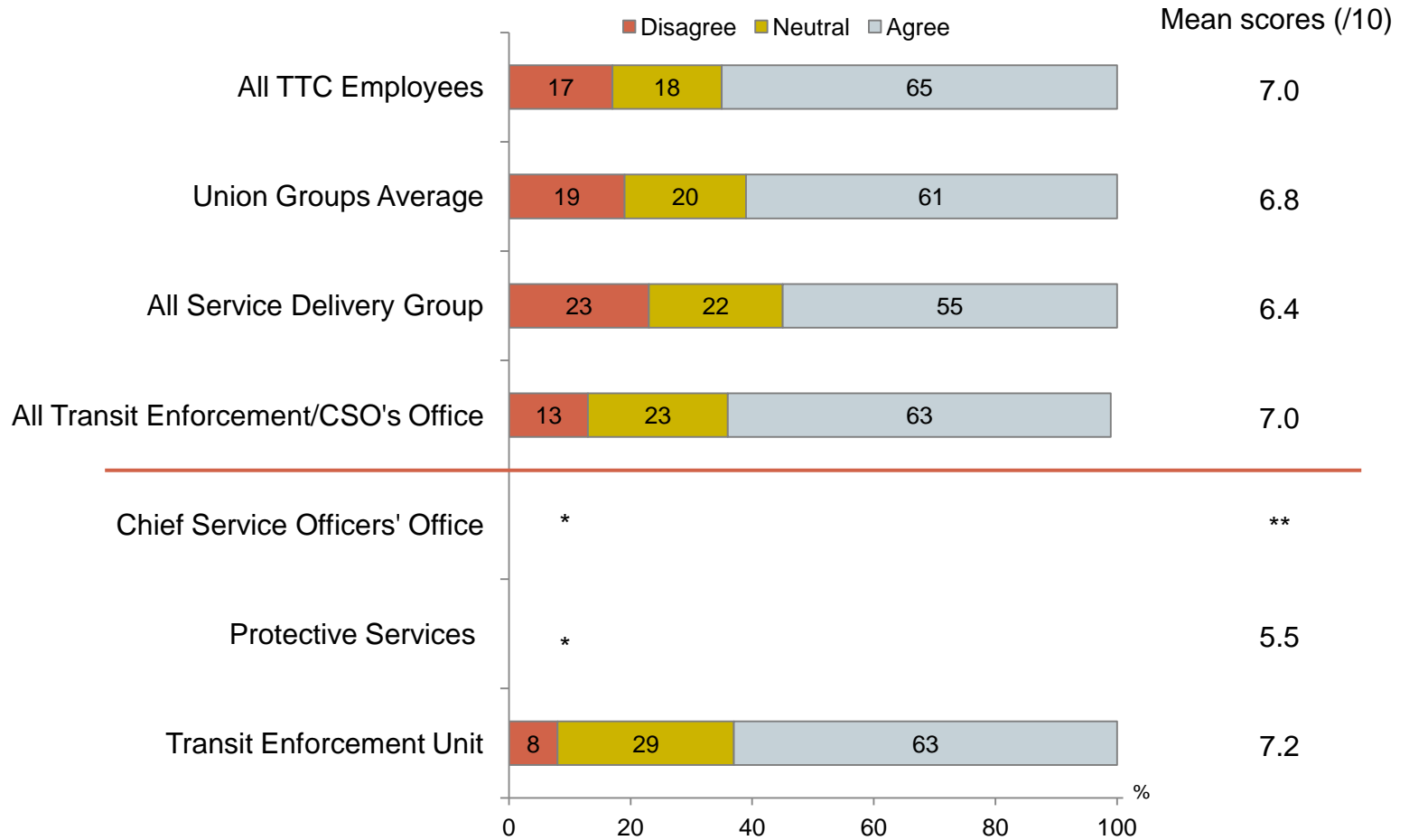
Transit Enforcement/CSO's Office

Total
(n= 60)
Mean=7.0



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

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



* Percentages suppressed due to sample size <30.

** Mean score suppressed 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.

OVERALL RATINGS OF YOUR WORKING ENVIRONMENT - BY EMPLOYEE POSITION



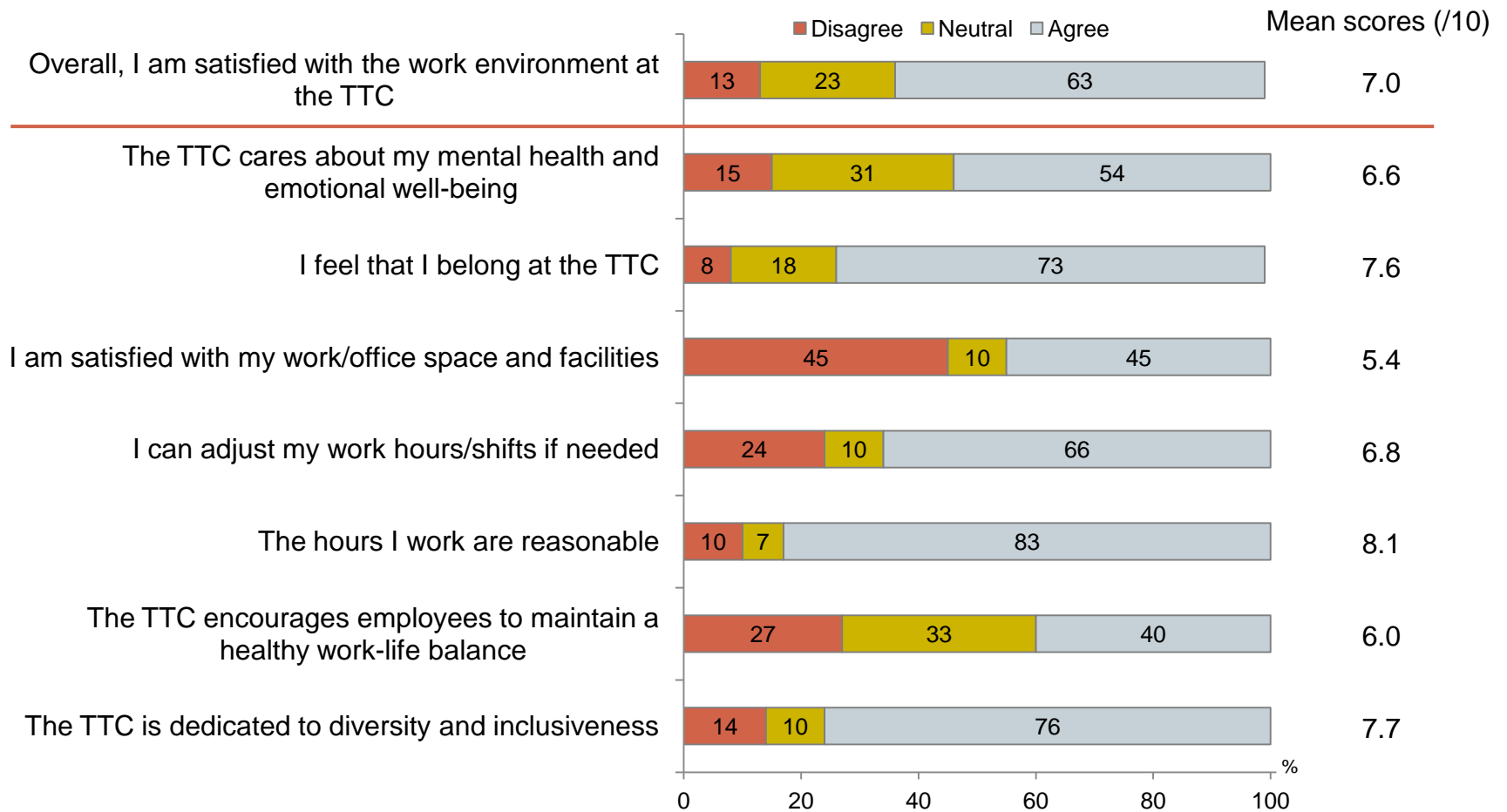
* Percentages suppressed due to sample size <30.

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 - TRANSIT ENFORCEMENT/CSO'S OFFICE



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.

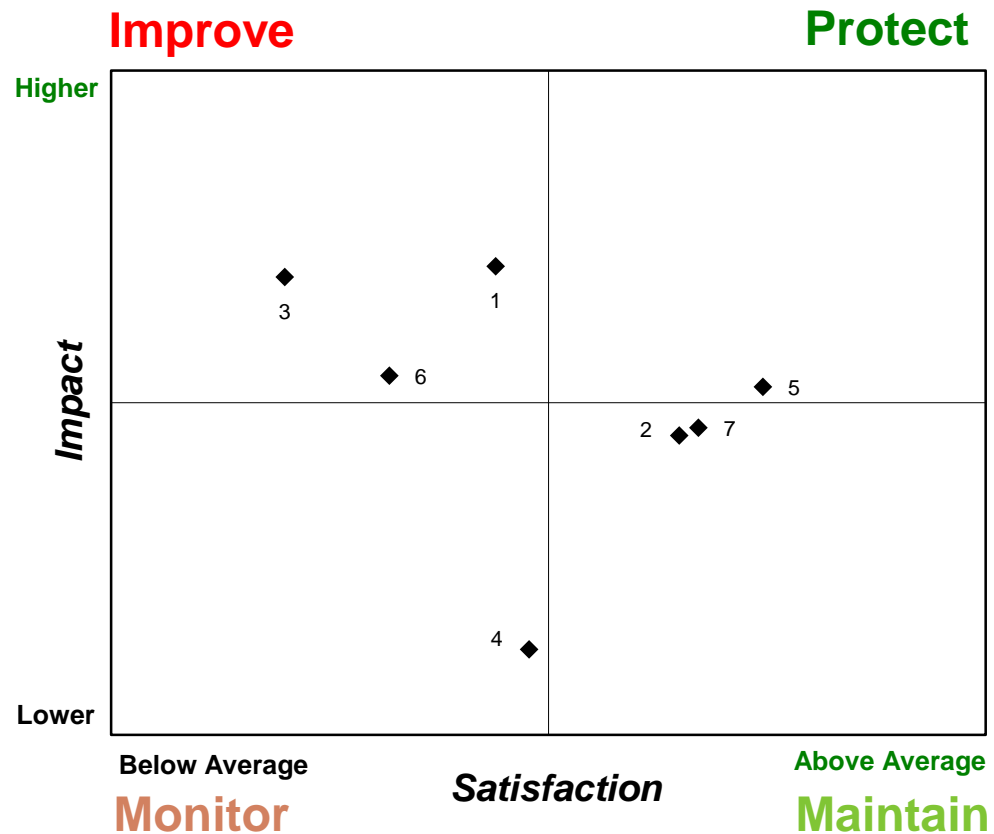
YOUR WORKING ENVIRONMENT - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Transit Enforcement/ CSO's Office	Chief Service Officers' Office	Protective Services	Transit Enforcement Unit
Overall, I am satisfied with the work environment at the TTC	7.0	6.8	6.4	7.0	**	5.5	7.2
The TTC cares about my mental health and emotional well-being	6.2	5.9	5.4	6.6	**	5.5	6.8
I feel that I belong at the TTC	7.4	7.3	7.0	7.6	**	6.6	8.0
I am satisfied with my work/office space and facilities	6.5	6.3	6.0	5.4	**	5.1	5.3
I can adjust my work hours/shifts if needed	6.7	6.5	6.8	6.8	**	7.2	6.2
The hours I work are reasonable	7.7	7.4	7.2	8.1	**	5.6	8.9
The TTC encourages employees to maintain a healthy work-life balance	6.3	5.9	5.6	6.0	**	4.5	6.3
The TTC is dedicated to diversity and inclusiveness	7.4	7.2	7.1	7.7	**	6.9	8.0

** 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 - TRANSIT ENFORCEMENT/CSO'S OFFICE

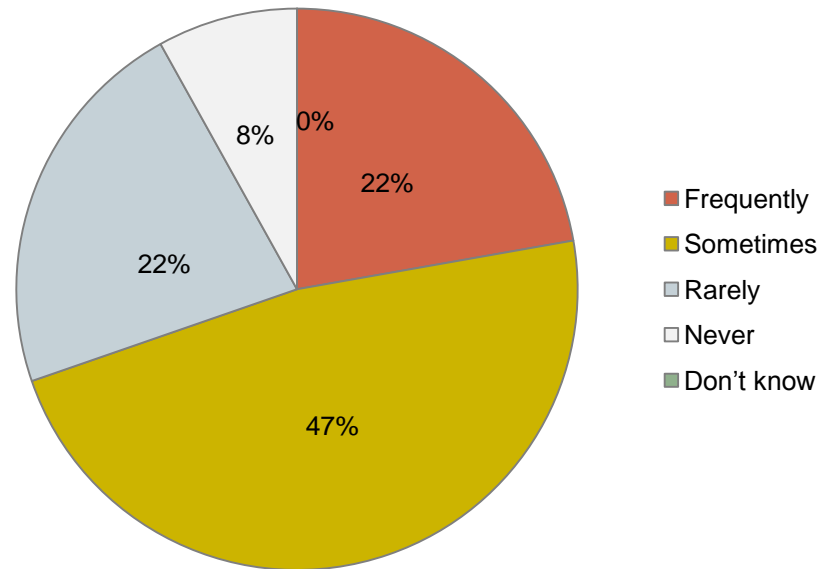


1. The TTC cares about my mental health and emotional well-being
2. I feel that I belong at the TTC
3. I am satisfied with my work/office space and facilities
4. I can adjust my work hours/shifts if needed
5. The hours I work are reasonable
6. The TTC encourages employees to maintain a healthy work-life 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 5.4 to 8.1.
 Impact values range between 13% to 48%.

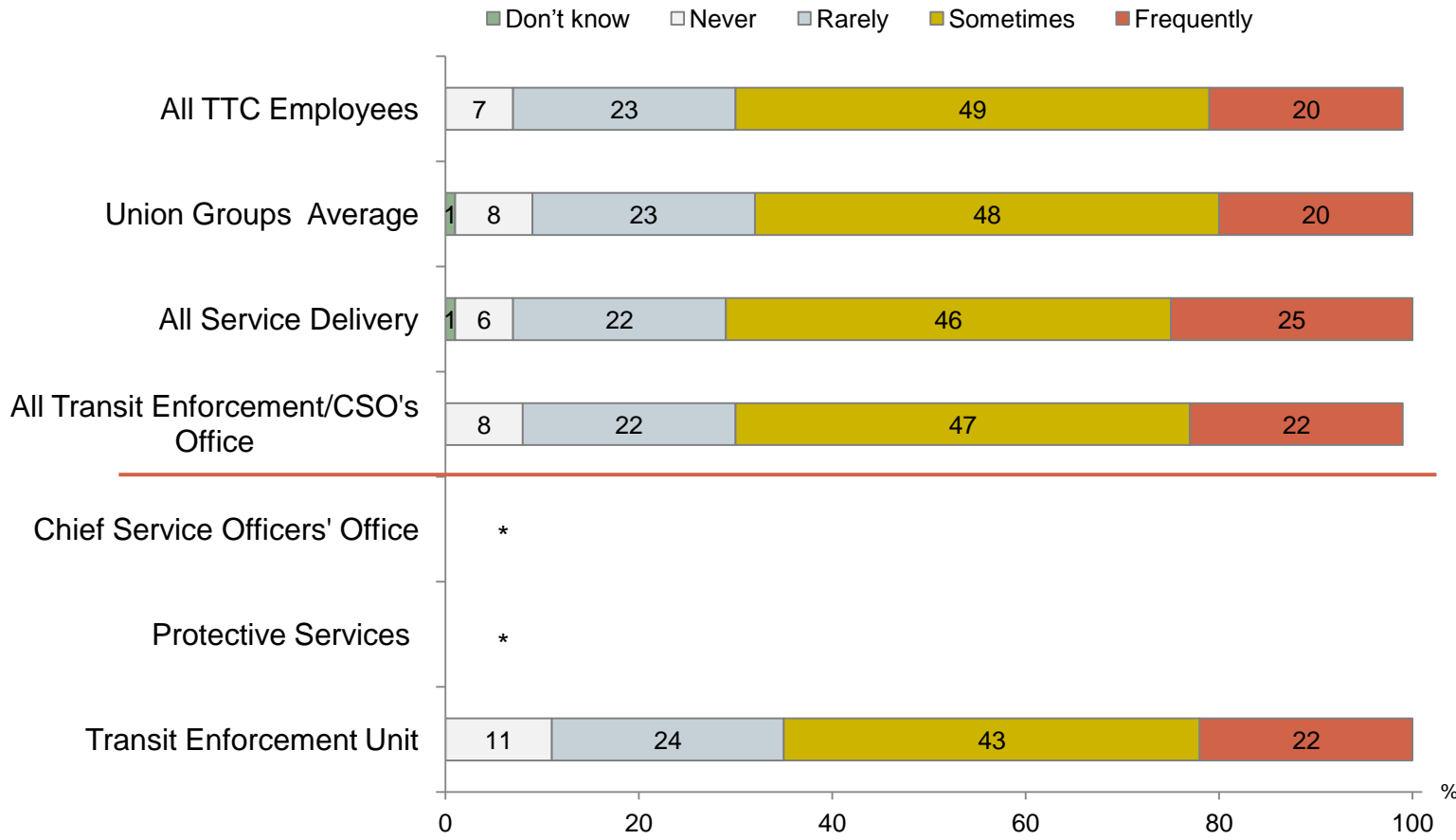
Transit Enforcement/CSO's Office

Total
(n= 59)



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

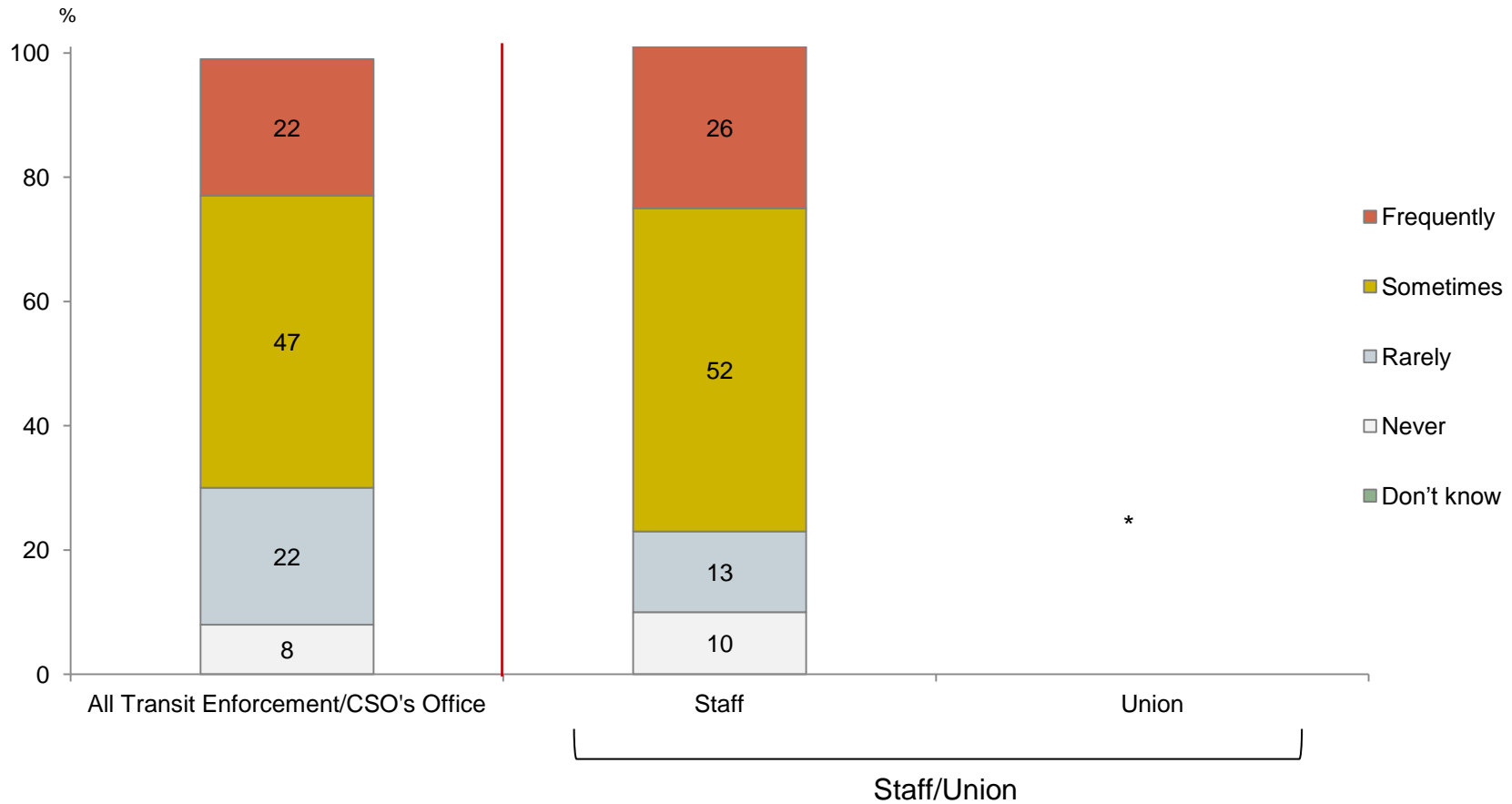
STRESS AT WORK - BY COST CENTRE/GROUPING



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



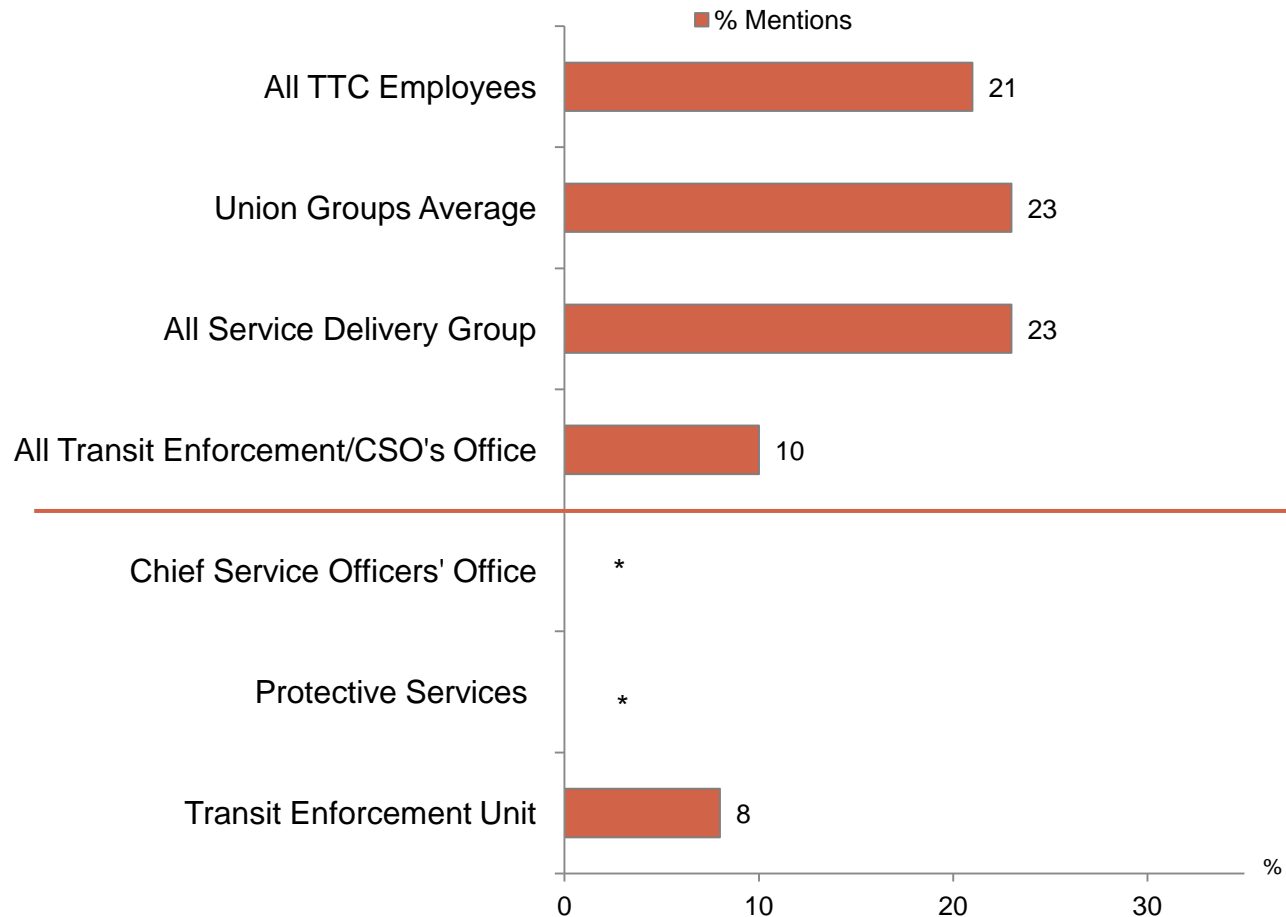
* Percentages suppressed due to sample size <30.

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

Sample sizes vary by category.

EMPLOYEES EXPERIENCING DISCRIMINATION OR HARASSMENT

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

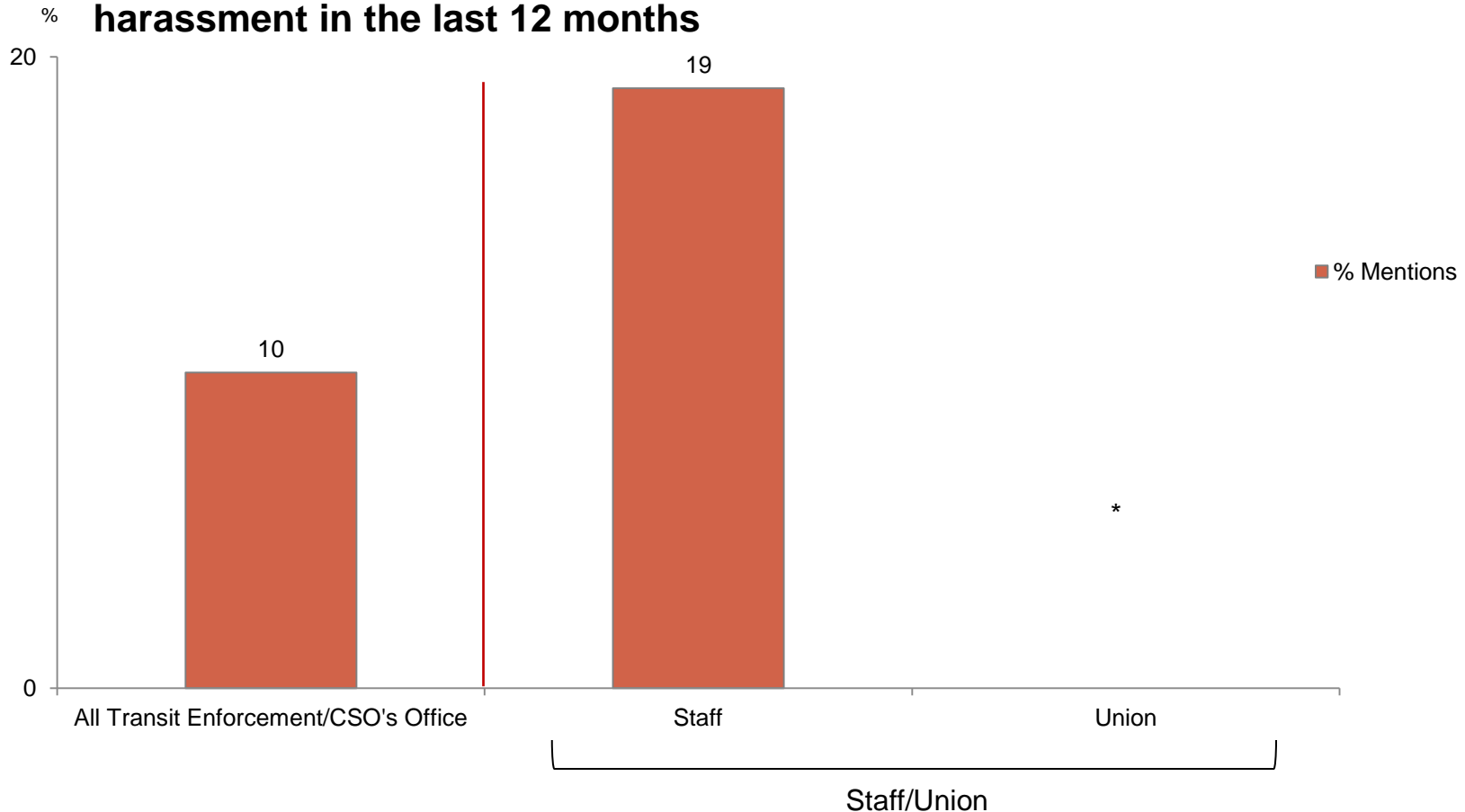


* Percentages suppressed due to sample size <30.

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

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



* Percentages suppressed due to sample size <30.

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

DISCRIMINATION OR HARASSMENT EXPERIENCED

% Yes	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 0-2%	Prefer not to answer range from 0-3%
	All TTC Employees	Union Groups Average	All Service Delivery Group	All Transit Enforcement/CSO's Office	Transit Enforcement Unit
Disability	3	3	3	2	0
Ethnic Origin	6	7	7	3	5
Gender (includes gender expression)	3	3	4	0	0
Sex (including pregnancy)	2	2	2	0	0
Creed	2	3	2	0	0
Age	5	5	5	3	3
Race	6	7	7	3	5
Colour	5	6	6	0	0
Sexual Orientation	2	2	2	0	0
Family Status	2	2	2	0	0
Marital Status	2	2	2	0	0
Ancestry	3	3	3	0	0
Place of Origin	4	5	4	2	3
Citizenship	3	3	3	0	0
Personal Harassment	9	10	8	3	3
Other	4	4	4	0	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.

Chief Service Officers' Office and Protective Services are not shown as the cost centre groupings are too small to report percentages (n<30).

IS THE DISCRIMINATION REPORTED TO THE TTC?

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

- As fewer than 30 Transit Enforcement/CSO's Office employees provided a response to this question, no results can be shown.

Transit Enforcement/CSO's Office

Total

(n= 7)

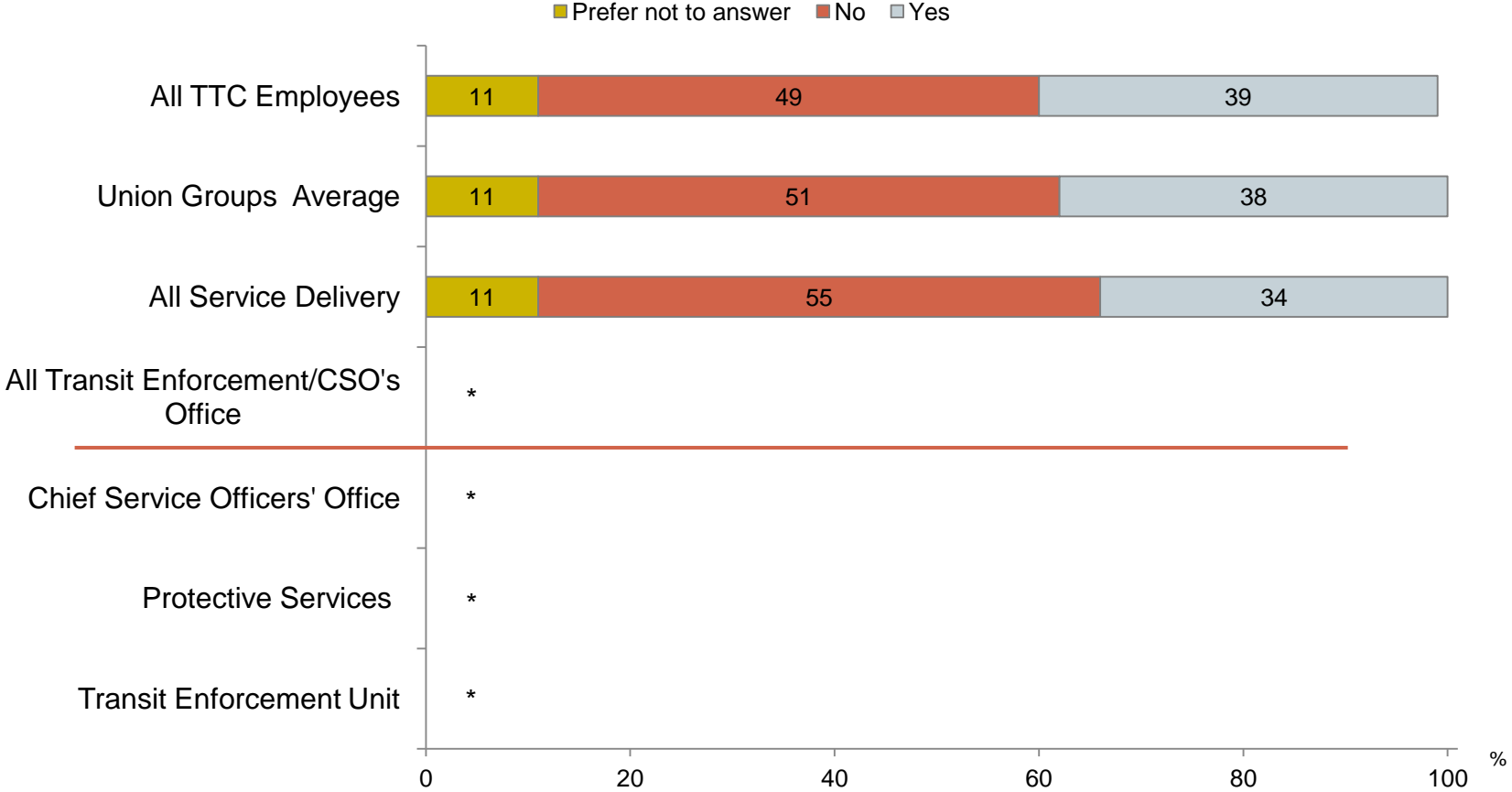
*

* 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?

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



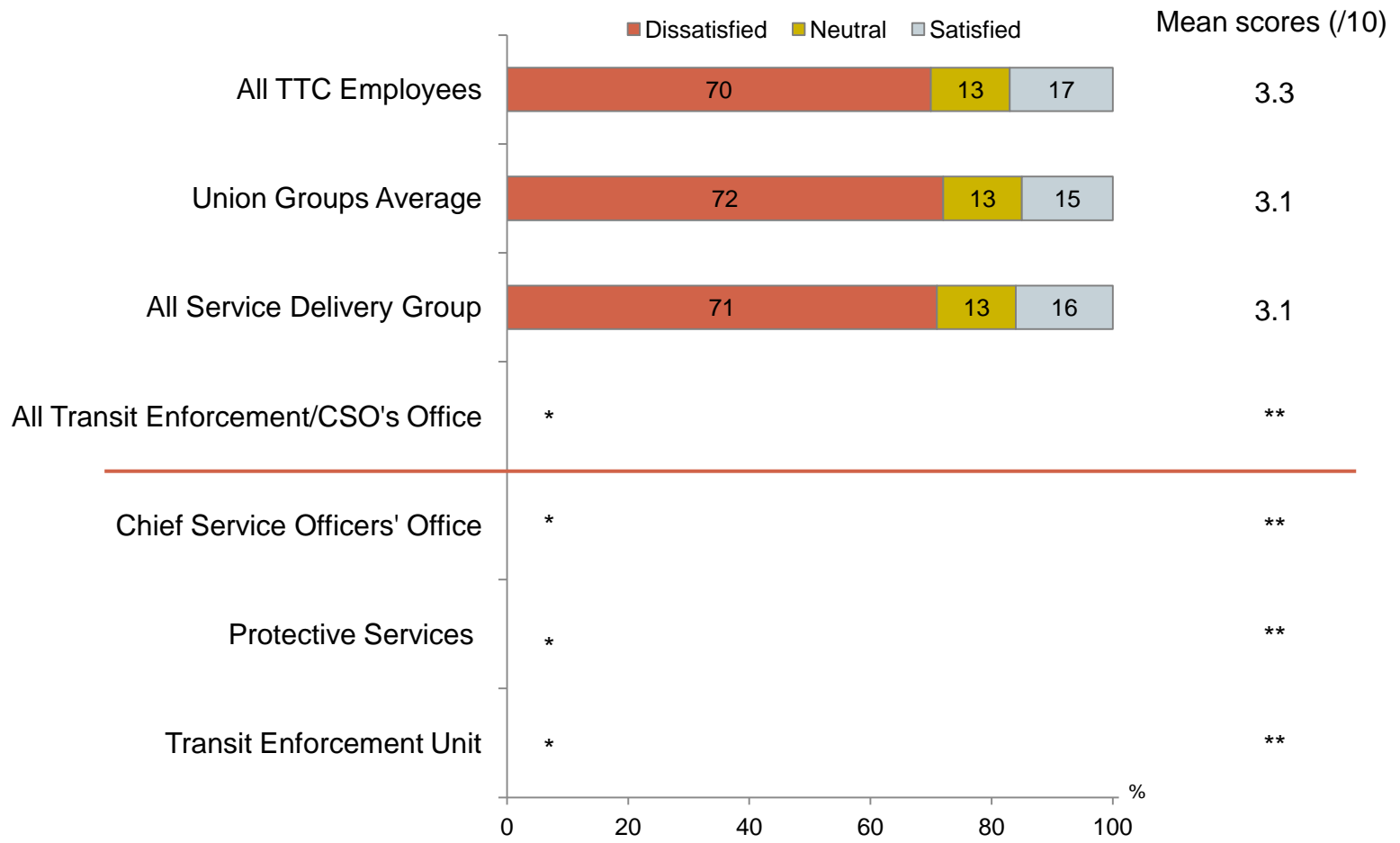
* Percentages suppressed due to sample size <30.

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.

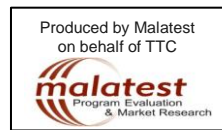


SATISFACTION WITH THE WAY THE INCIDENT WAS HANDLED

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



* Percentages suppressed due to sample size <30.
 ** Mean score suppressed due to sample size <10.
 F5. How satisfied were you with the way the matter was handled?
 Sample sizes vary by category.



REASONS FOR NOT REPORTING THE DISCRIMINATION OR HARASSMENT

Among those who did NOT report the incident

- As fewer than 30 Transit Enforcement/CSO's Office employees provided a response to this question, no results can be shown.

Transit Enforcement/CSO's Office (n= 1)

*

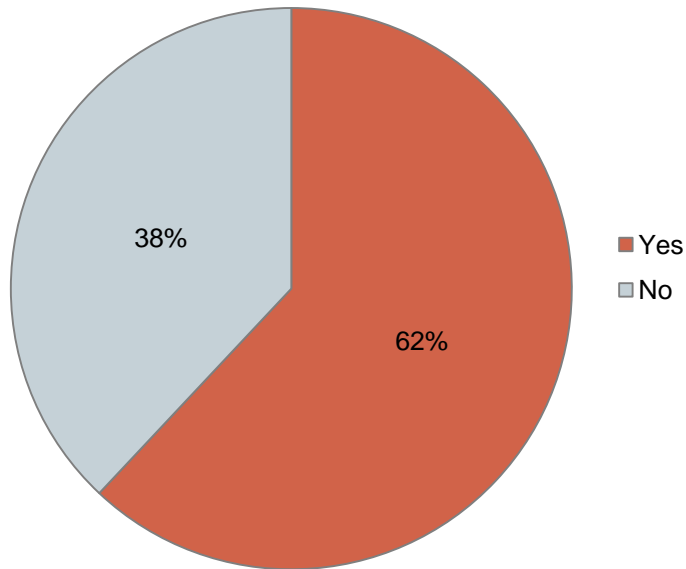
* Percentages suppressed due to sample size <30.

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

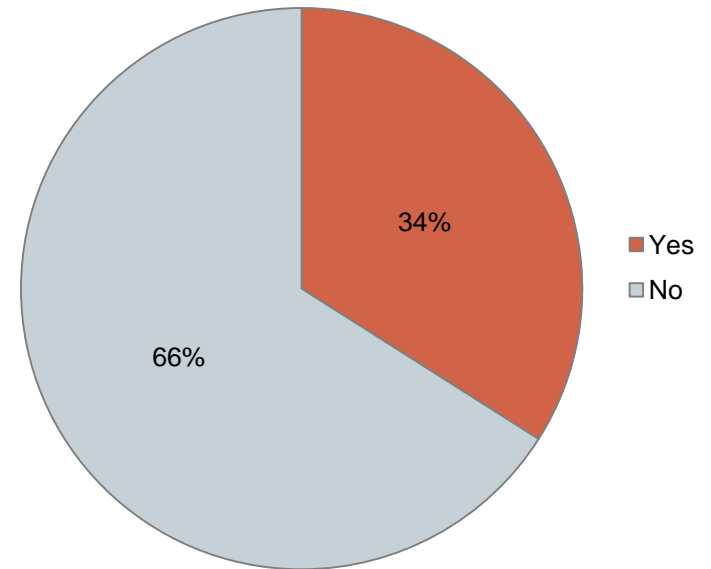
ABUSE FROM CUSTOMERS

Transit Enforcement/CSO's Office

Verbally Abused
(n= 60)

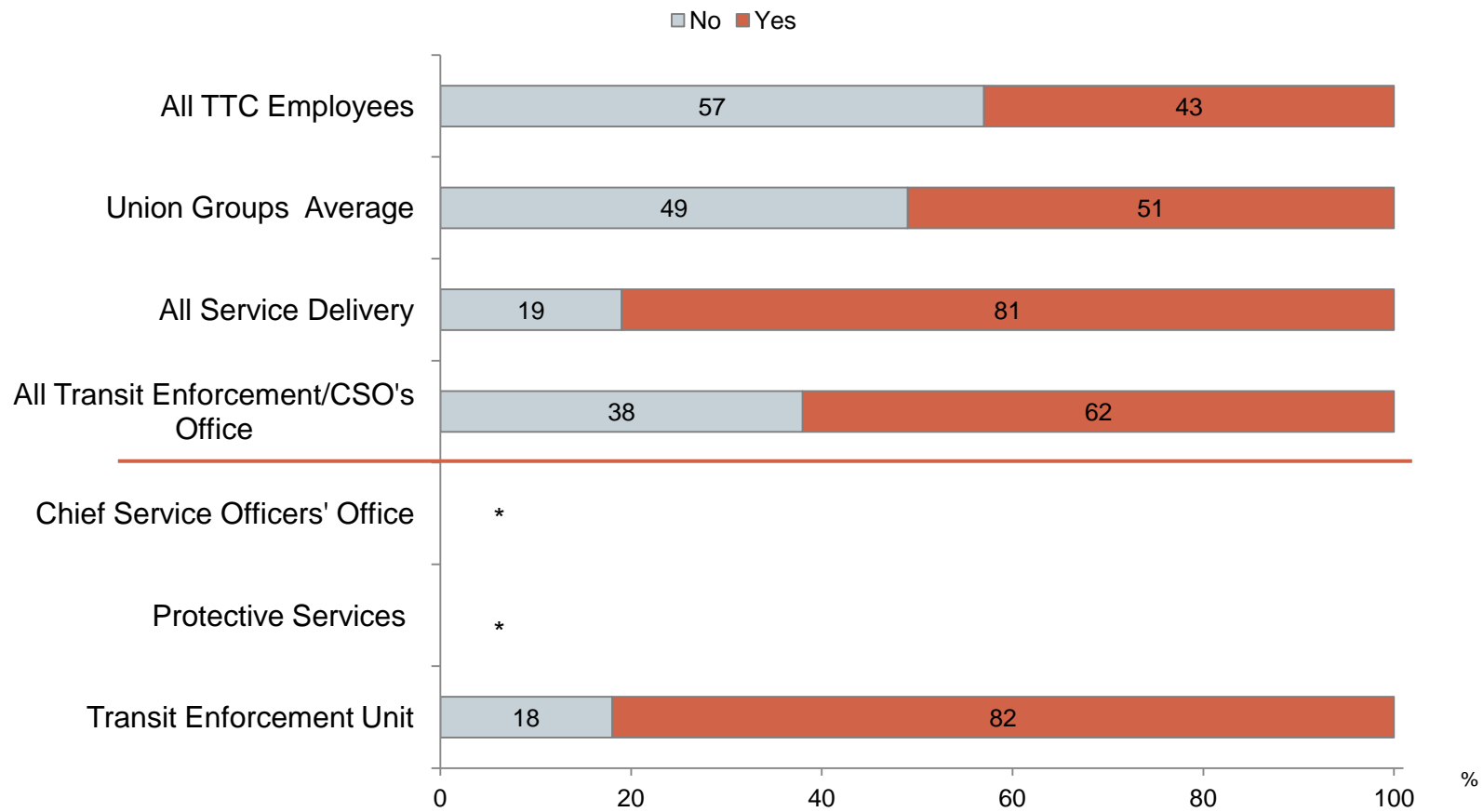


Physically Abused
(n= 59)



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?

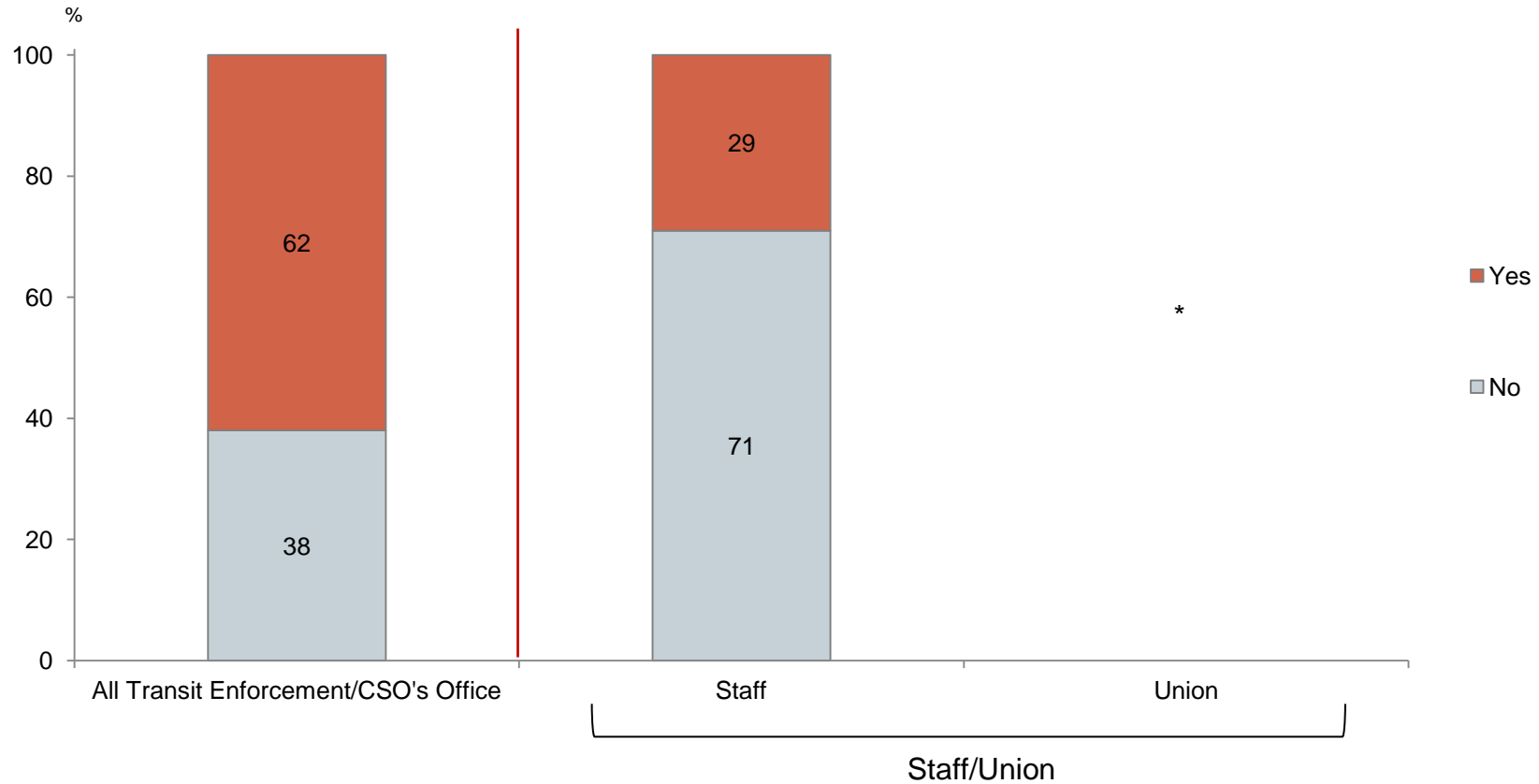
VERBAL ABUSE FROM CUSTOMERS - BY COST CENTRE/GROUPING



* Percentages suppressed due to sample size <30.

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

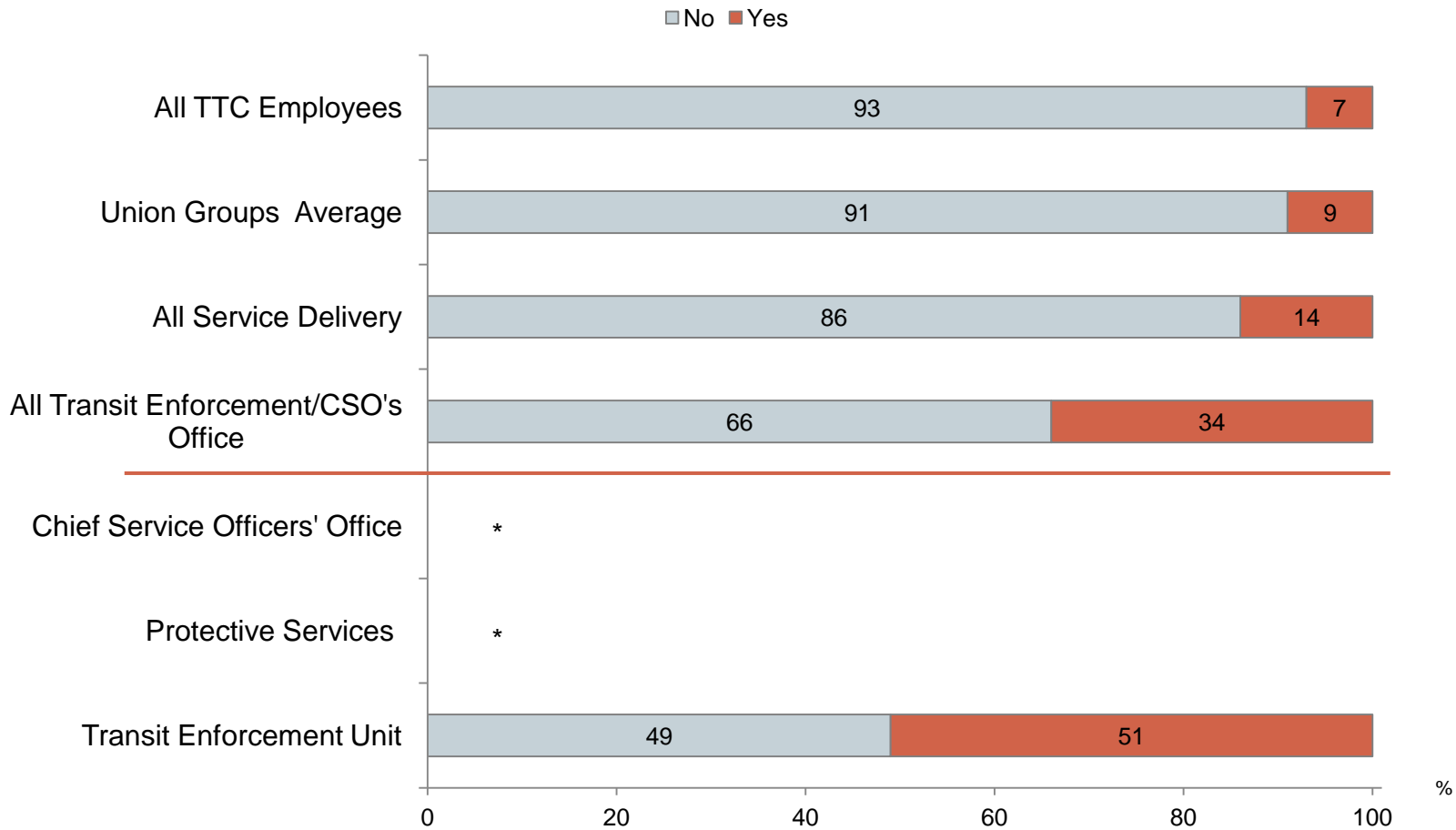
VERBAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION



* Percentages suppressed due to 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

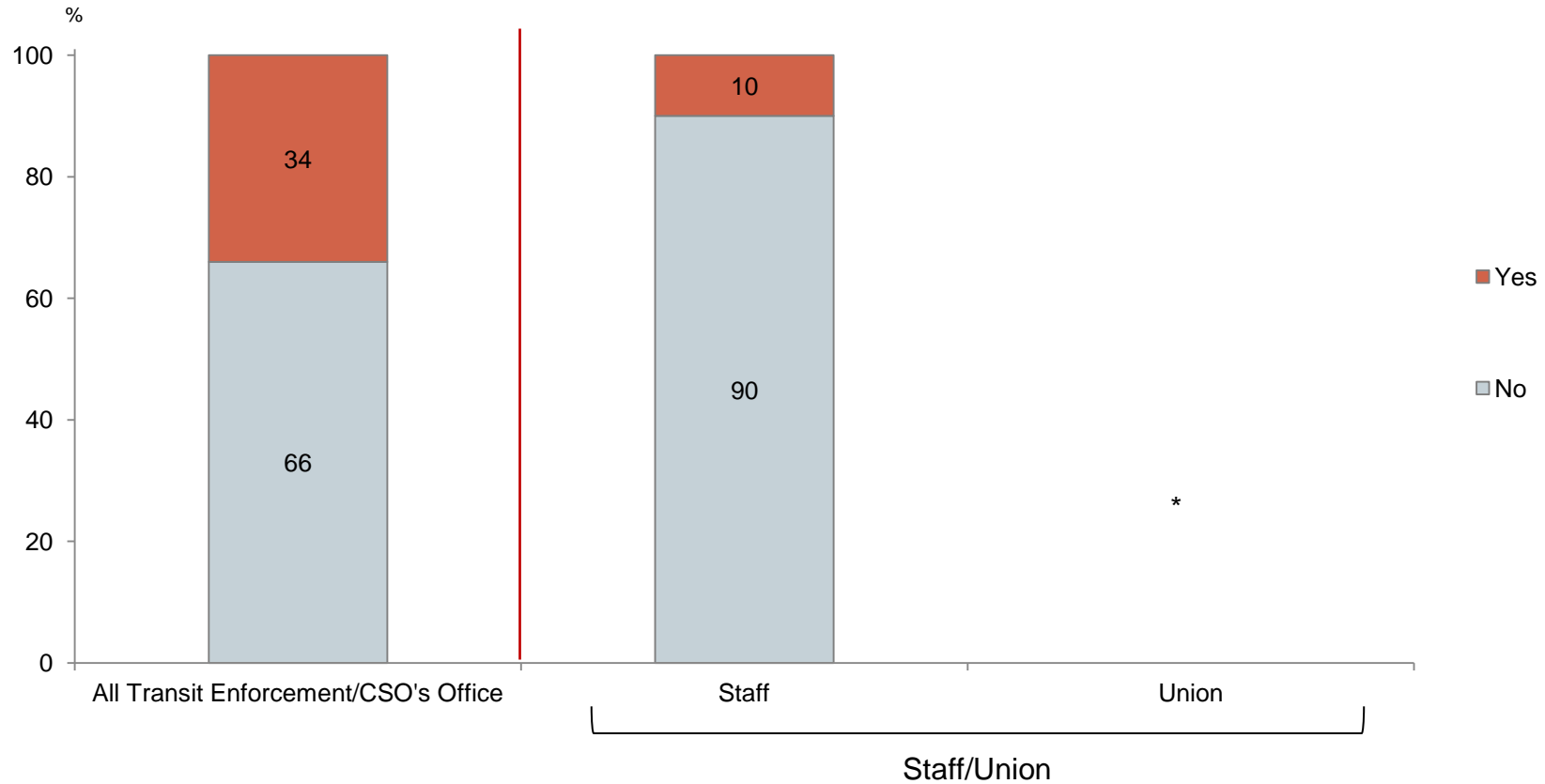


* Percentages suppressed due to sample size <30.

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

Sample sizes vary by category.

PHYSICAL ABUSE FROM CUSTOMERS - BY EMPLOYEE POSITION

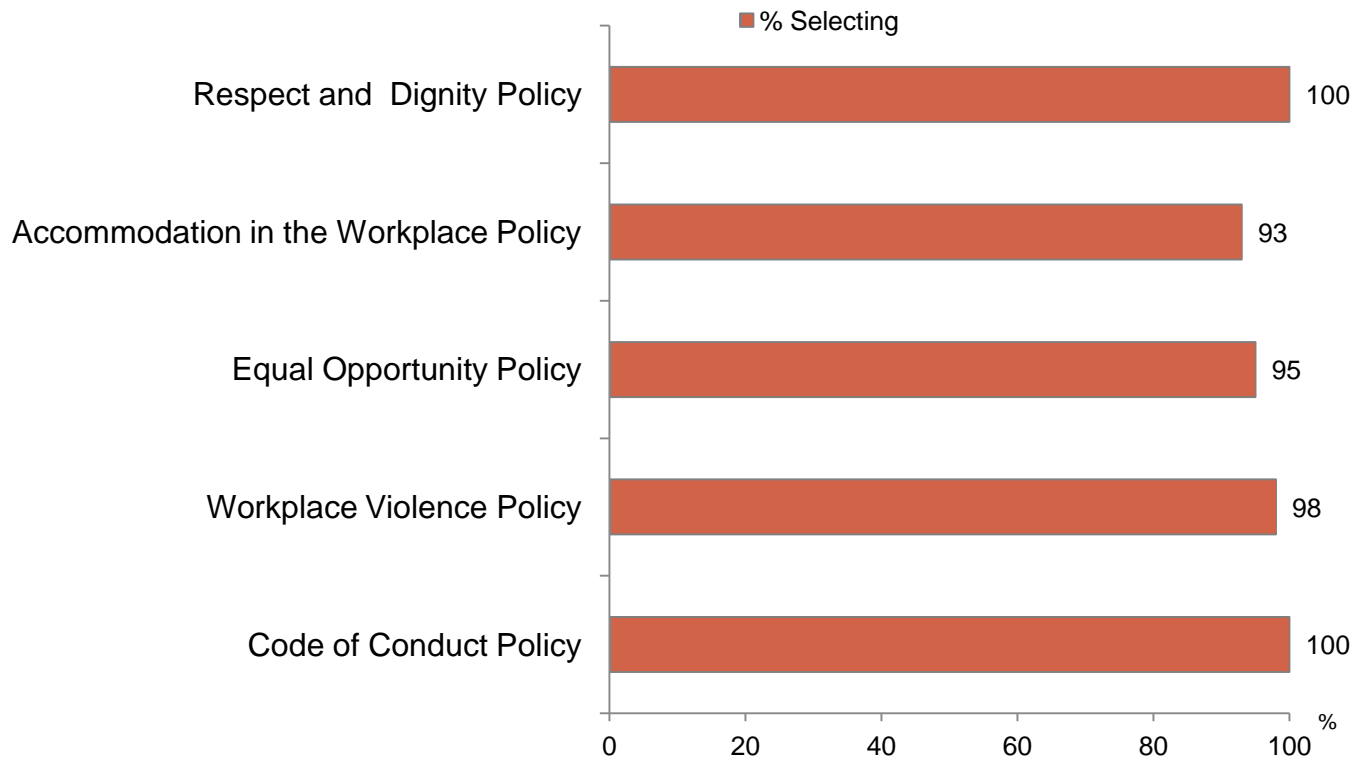


* Percentages suppressed due to sample size <30.
 F8. In the past 12 months, have you been physically abused by customers?
 Sample sizes vary by category.

FAMILIARITY WITH TTC POLICIES

- TRANSIT ENFORCEMENT/CSO'S OFFICE

- 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
- Almost all Transit Enforcement/CSO 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 Service Delivery Group	All Transit Enforcement/CSO's Office	Transit Enforcement Unit
Respect and Dignity Policy	92	90	88	100	100
Accommodation in the Workplace Policy	76	72	69	93	92
Equal Opportunity Policy	81	79	76	95	95
Workplace Violence Policy	87	85	83	98	97
Code of Conduct Policy	82	79	79	100	100

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

Chief Service Officers' Office and Protective Services are not shown as these cost centre groupings are too small to report percentages (n<30).

FAMILIARITY WITH TTC POLICIES - BY EMPLOYEE POSITION

% Selecting	All Transit Enforcement/CSO's Office	Staff	Union
Respect and Dignity Policy	100	100	*
Accommodation in the Workplace Policy	93	97	*
Equal Opportunity Policy	95	94	*
Workplace Violence Policy	98	100	*
Code of Conduct Policy	100	100	*

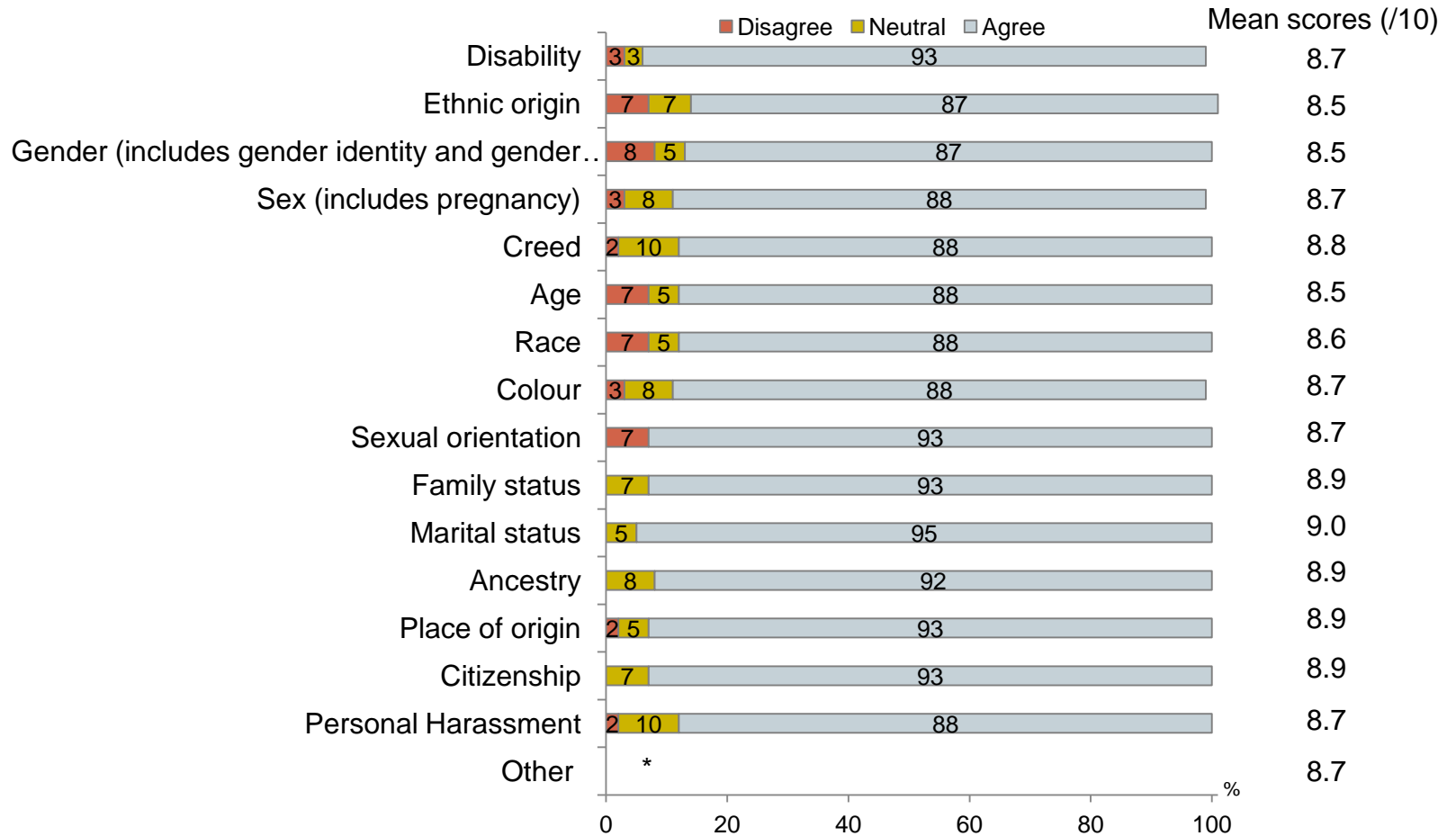
Staff/Union

* Percentages suppressed due to sample size <30.

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

EFFECTIVENESS OF TTC PRACTICES

- TRANSIT ENFORCEMENT/CSO'S OFFICE



* Percentages suppressed due to sample size <30.

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 Service Delivery Group	All Transit Enforcement/ CSO's Office	Chief Service Officers' Office	Protective Services	Transit Enforcement Unit
Disability	8.3	8.2	8.2	8.7	**	8.4	9.0
Ethnic Origin	8.3	8.3	8.3	8.5	**	8.2	8.7
Gender (includes gender expression)	8.5	8.4	8.5	8.5	**	8.0	8.6
Sex (including pregnancy)	8.5	8.5	8.5	8.7	**	8.1	9.1
Creed	8.5	8.4	8.5	8.8	**	8.5	8.9
Age	8.4	8.4	8.4	8.5	**	7.9	8.7
Race	8.4	8.3	8.3	8.6	**	8.2	8.8
Colour	8.4	8.3	8.3	8.7	**	8.3	8.9
Sexual Orientation	8.6	8.5	8.6	8.7	**	8.4	8.9
Family Status	8.6	8.5	8.5	8.9	**	9.1	9.0
Marital Status	8.6	8.6	8.6	9.0	**	9.1	9.0
Ancestry	8.6	8.5	8.5	8.9	**	9.1	9.0
Place of Origin	8.5	8.4	8.5	8.9	**	9.0	8.9
Citizenship	8.6	8.5	8.6	8.9	**	9.1	9.0
Personal Harassment	8.2	8.1	8.2	8.7	**	8.8	8.7
Other	8.2	8.2	8.3	8.7	**	-	8.7

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

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

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

Sample sizes vary by attribute.

EFFECTIVENESS OF TTC PRACTICES - BY EMPLOYEE POSITION

Mean	All Transit Enforcement/CSO's Office	Staff	Union
Disability	8.7	8.8	8.6
Ethnic Origin	8.5	8.3	8.7
Gender (includes gender expression)	8.5	8.4	8.5
Sex (including pregnancy)	8.7	8.6	8.8
Creed	8.8	8.8	8.7
Age	8.5	8.4	8.6
Race	8.6	8.4	8.7
Colour	8.7	8.6	8.8
Sexual Orientation	8.7	8.7	8.7
Family Status	8.9	8.8	9.0
Marital Status	9.0	8.9	9.0
Ancestry	8.9	8.8	9.0
Place of Origin	8.9	8.7	9.0
Citizenship	8.9	8.8	9.0
Personal Harassment	8.7	8.6	8.6
Other	8.7	-	8.5

Staff/Union

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

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

Sample sizes vary by attribute.

AREA TO IMPROVE: PERFORMANCE AND REWARD

Produced by Malatest on
behalf of TTC



SECTION SUMMARY

- Opportunity Analysis identifies “Performance and Reward” as fourth most impactful on Employee Engagement and as an area in which Transit Enforcement/CSO employees are relatively less satisfied, making this another Area to Improve.
- Employee satisfaction with the way the TTC recognizes and rewards employees is highest for Transit Enforcement Unit, and lowest for Protective Services.
- Union employees are somewhat more satisfied with recognition and reward than staff employees.
- Across the specific aspects of Performance and Reward, ratings were highest for, “I am satisfied with my pay and benefits, given the job I do”, followed by “The TTC offers good job security”. Ratings were lowest for, “Poor performance is not tolerated”, followed by “At the TTC, rewards and/or recognition are meaningful” and “I have the opportunity to progress within the company.” These results were mostly consistent across cost centre grouping, except that for Protective Services, opportunity to progress was actually the lowest rated attribute.
- 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
 - Poor performance is not tolerated
 - I have the opportunity to progress within the company

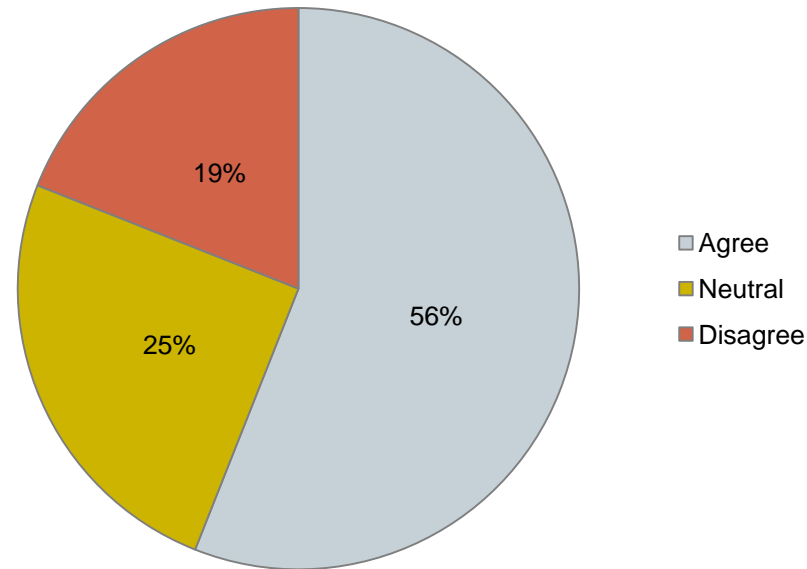
OVERALL RATINGS OF PERFORMANCE AND REWARD - TRANSIT ENFORCEMENT/CSO'S OFFICE

Transit Enforcement/CSO's Office

Total

(n= 57)

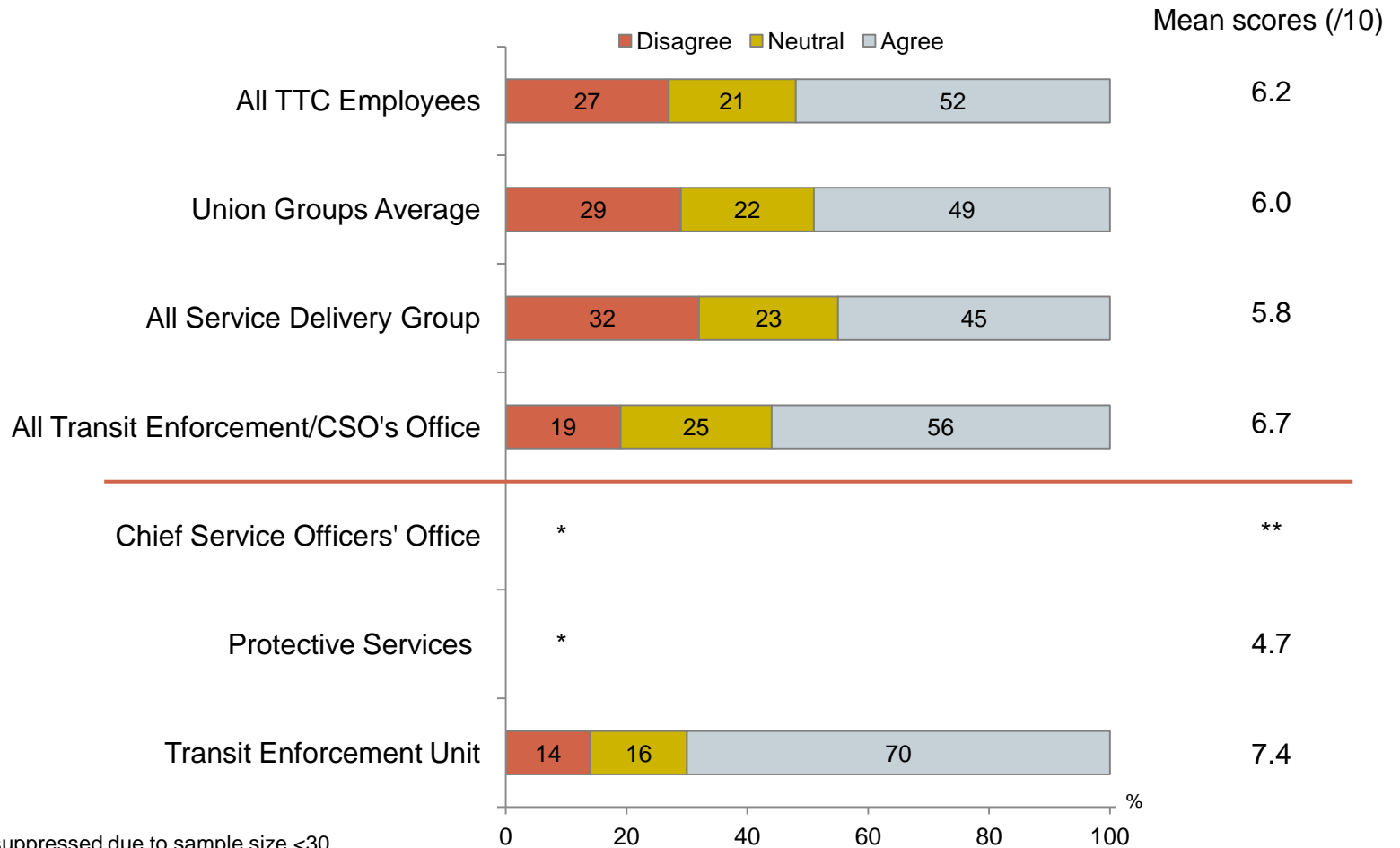
Mean=6.7



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

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

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



* Percentages suppressed due to sample size <30.

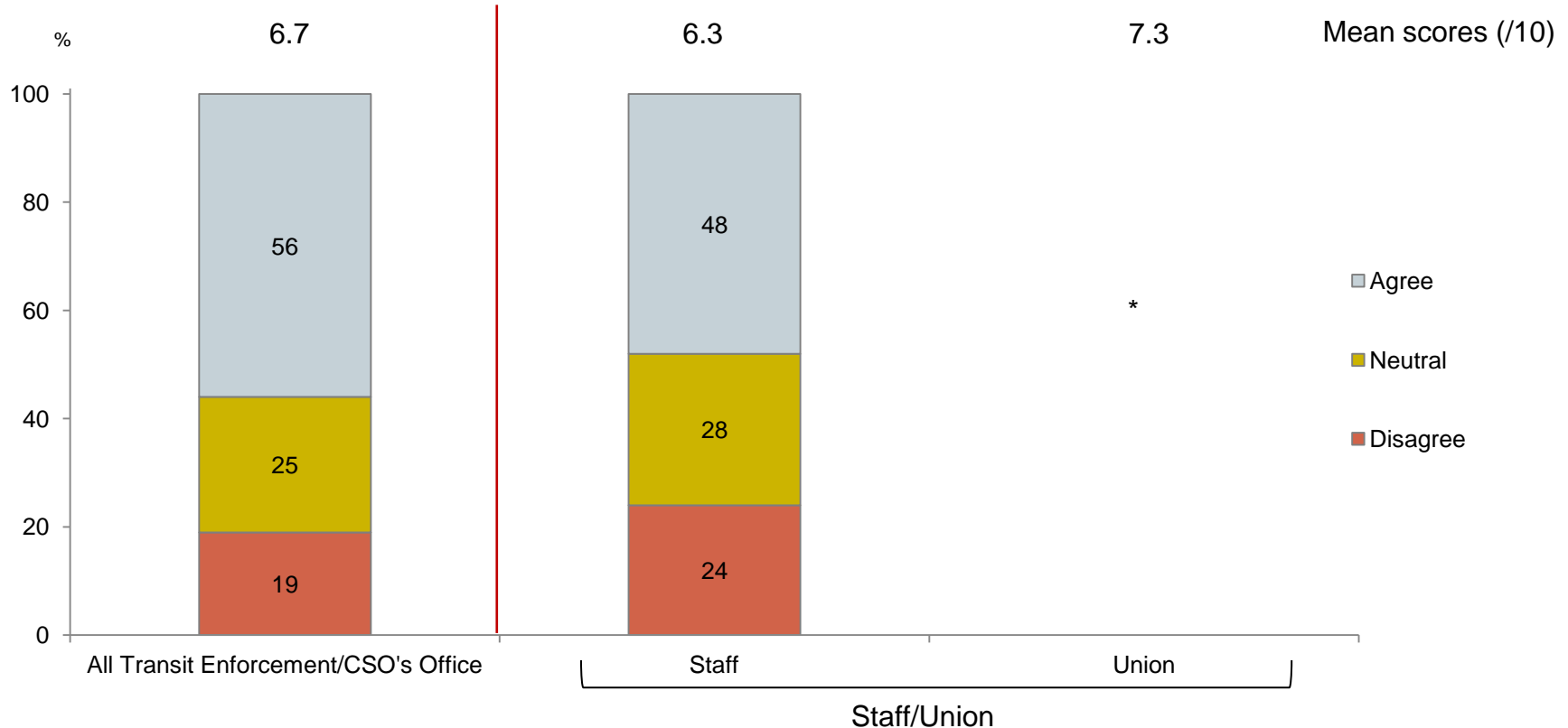
** Mean score suppressed due to sample size <10.

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.

OVERALL RATINGS OF PERFORMANCE AND REWARD - BY EMPLOYEE POSITION



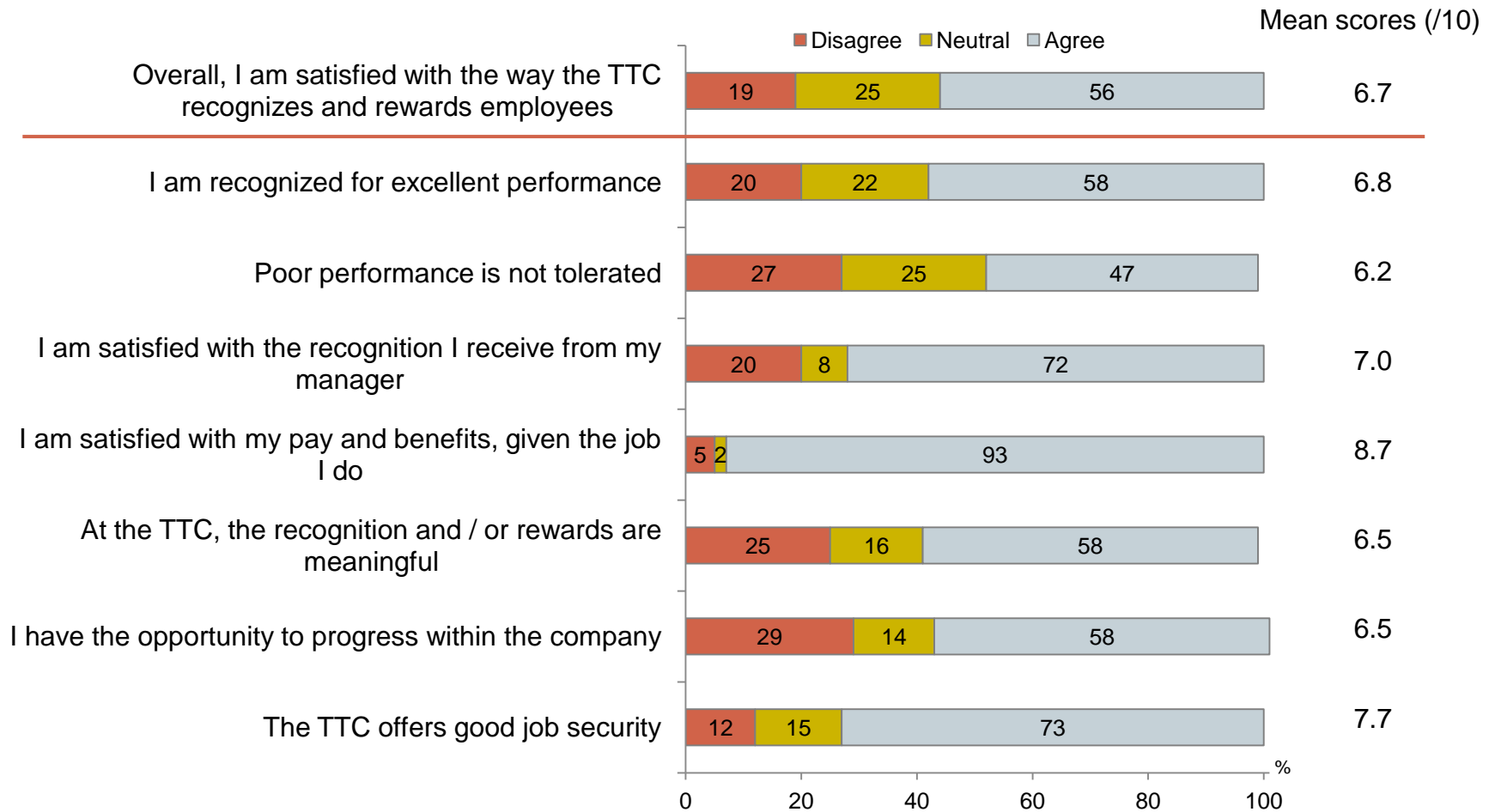
* Percentages suppressed due to sample size <30.

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 - TRANSIT ENFORCEMENT/CSO'S OFFICE



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

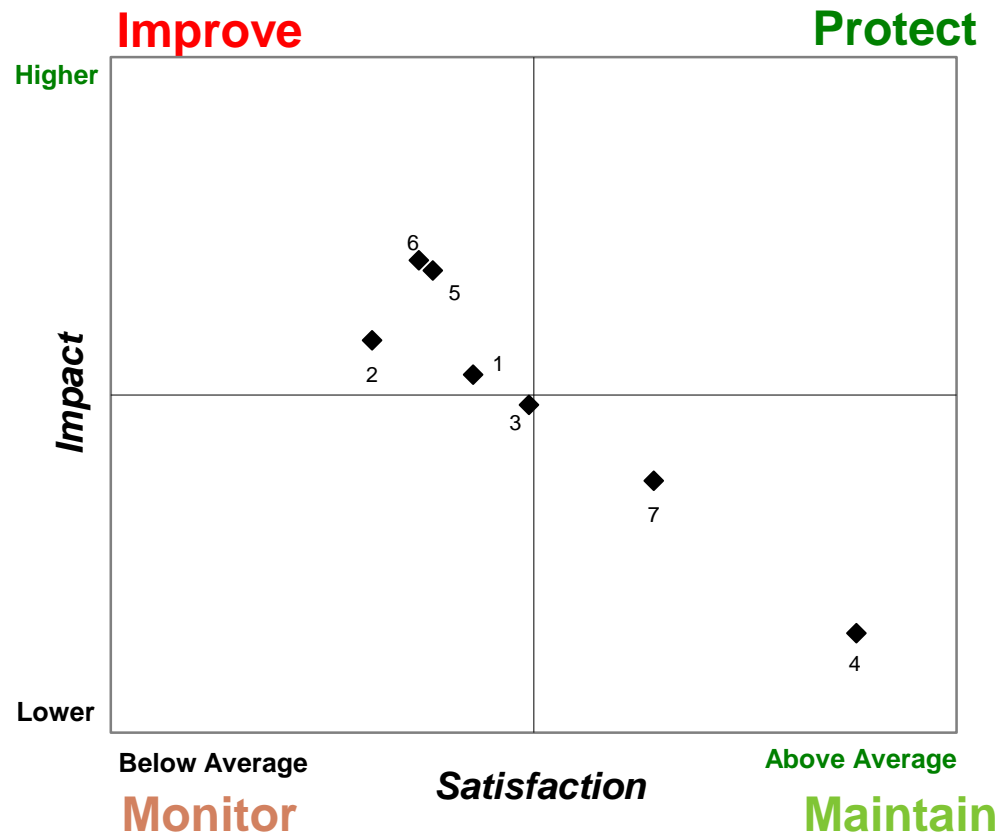
Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Transit Enforcement/ CSO's Office	Chief Service Officers' Office	Protective Services	Transit Enforcement Unit
Overall, I am satisfied with the way the TTC recognizes and rewards employees	6.2	6.0	5.8	6.7	**	4.7	7.4
I am recognized for excellent performance	5.9	5.6	5.2	6.8	**	5.2	7.3
Poor performance is not tolerated	5.9	5.8	6.1	6.2	**	5.0	6.8
I am satisfied with the recognition I receive from my manager	6.0	5.8	5.2	7.0	**	6.1	7.3
I am satisfied with my pay and benefits, given the job I do	7.7	7.8	7.8	8.7	**	8.3	8.9
At the TTC, the recognition and / or rewards are meaningful	5.9	5.8	5.5	6.5	**	5.0	7.3
I have the opportunity to progress within the company	6.9	6.9	7.0	6.5	**	4.0	7.4
The TTC offers good job security	8.3	8.3	8.2	7.7	**	7.3	7.6

** 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.
Sample sizes vary by attribute.

OPPORTUNITY ANALYSIS: PERFORMANCE AND REWARD

- TRANSIT ENFORCEMENT/CSO'S OFFICE



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 6.2 to 8.7.
 Impact values range between 12% to 66%.

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 Transit Enforcement/CSO employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their colleagues or co-workers is highest for Transit Enforcement Unit, and lowest for Protective Services.
- Union employees are substantially more satisfied with their Team, compared to staff employees.
- Across the specific qualities of Your Team, ratings were highest for “My team members do quality work”. Ratings were lowest for, “There is good morale on my team.” These results were mostly consistent across cost centre groupings, except that for Protective Services, “I feel that workload is fairly distributed on my team” was rated slightly higher than team members doing quality work.
- To maintain employee satisfaction with Your Team, Opportunity Analysis identifies the following key Area to Improve:
 - I feel that my opinions count in my team
- Opportunity Analysis also identifies the following key Areas to Protect:
 - Members of my team treat each other with respect
 - My team works well together
 - I feel supported by my fellow team members

SECTION SUMMARY

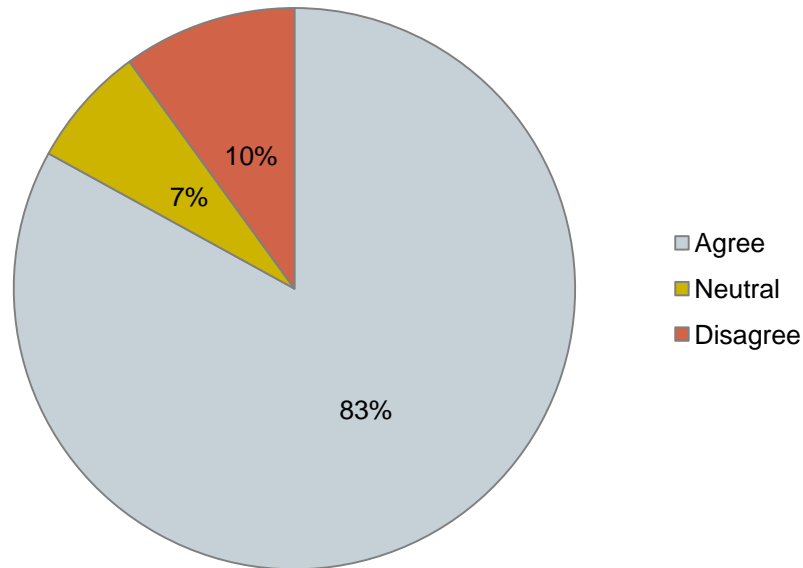
Regular Team Meetings

- 51% of Transit Enforcement/CSO employees indicate they have regular team meetings, a figure far higher than for other departments within Service Delivery.
- Transit Enforcement Unit employees report having team meetings in similar proportions to the entire department.
- Slightly higher proportions of staff (55%) indicated they meet regularly compared to the entire department.
- There were not sufficient Transit Enforcement/CSO employees reporting regular team meetings to report how frequently they believe the meetings to be held.
- Despite small sample size, mean scores can be reported regarding how useful employees see team meetings. Transit Enforcement/CSO employees who have regular meetings gave high scores to the usefulness of these meetings. Transit Enforcement Unit employees gave the usefulness of meetings an even higher score, compared to the department average. Differences by employee category are relatively small, with union employees rating meetings as more useful than staff employees.

OVERALL RATINGS OF YOUR TEAM - TRANSIT ENFORCEMENT/CSO'S OFFICE

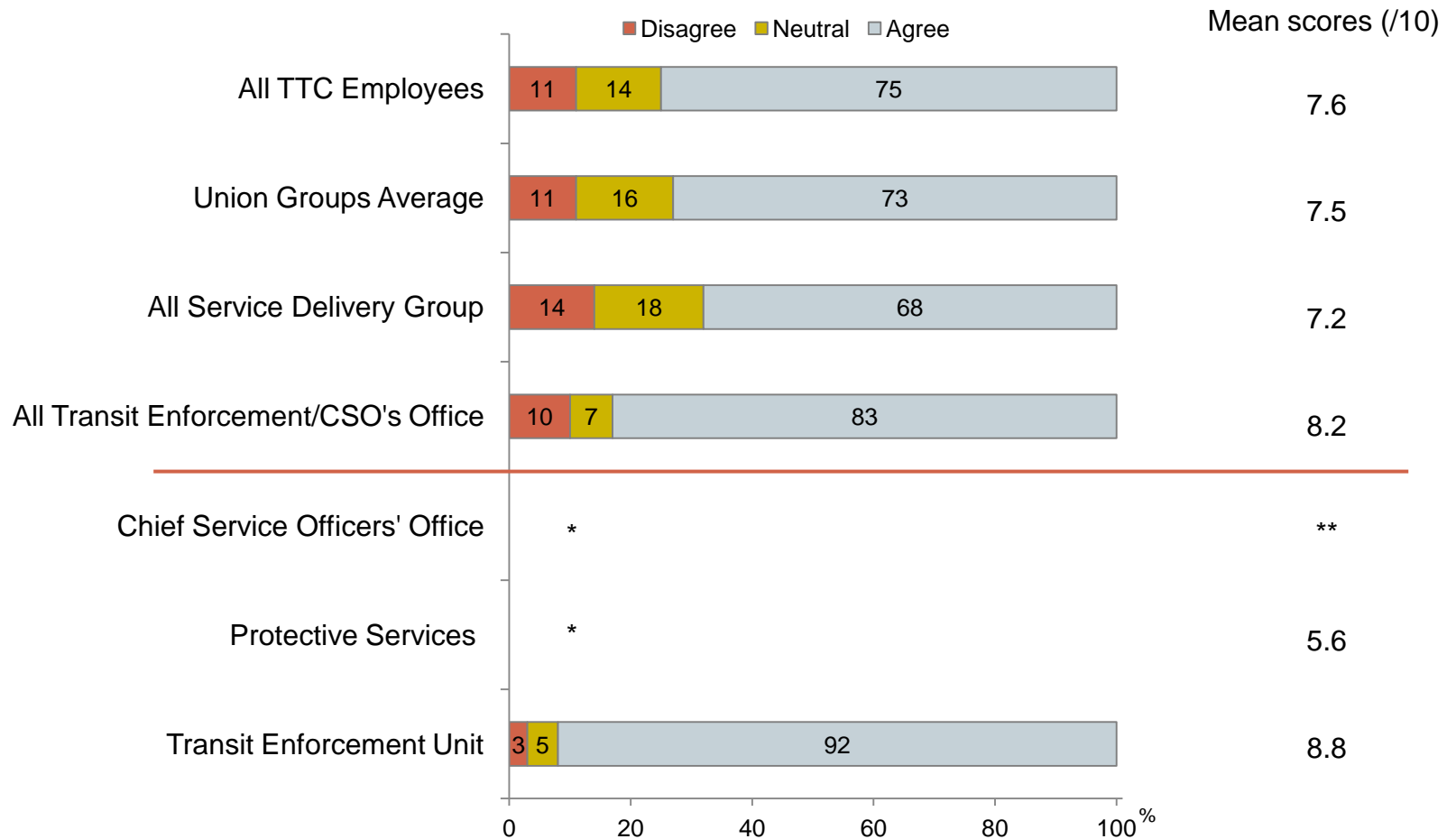
Transit Enforcement/CSO's Office

Total
(n= 60)
Mean=8.2



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

OVERALL RATINGS OF YOUR TEAM - BY COST CENTRE/GROUPING



* Percentages suppressed due to sample size <30.

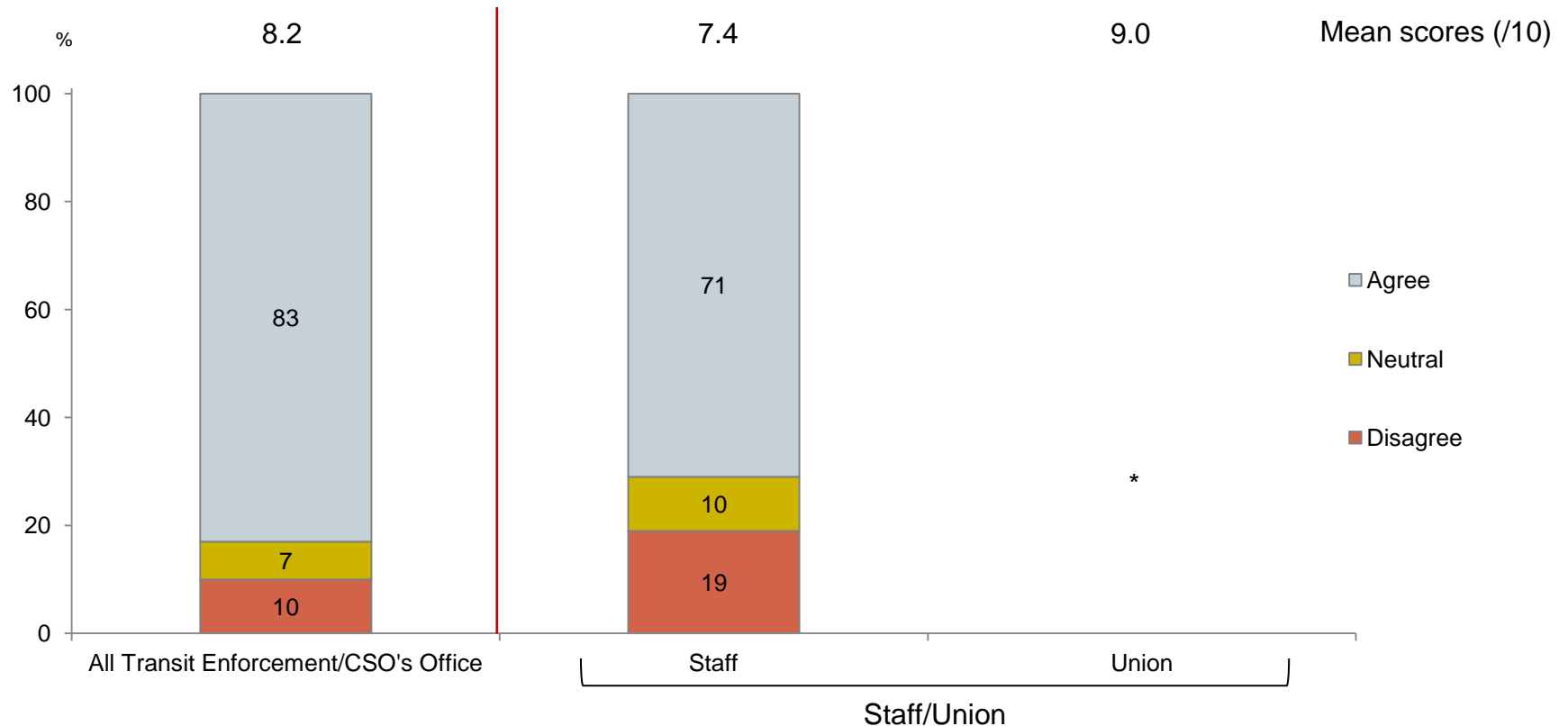
** Mean score suppressed due to sample size <10.

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.

OVERALL RATINGS OF YOUR TEAM - BY EMPLOYEE POSITION



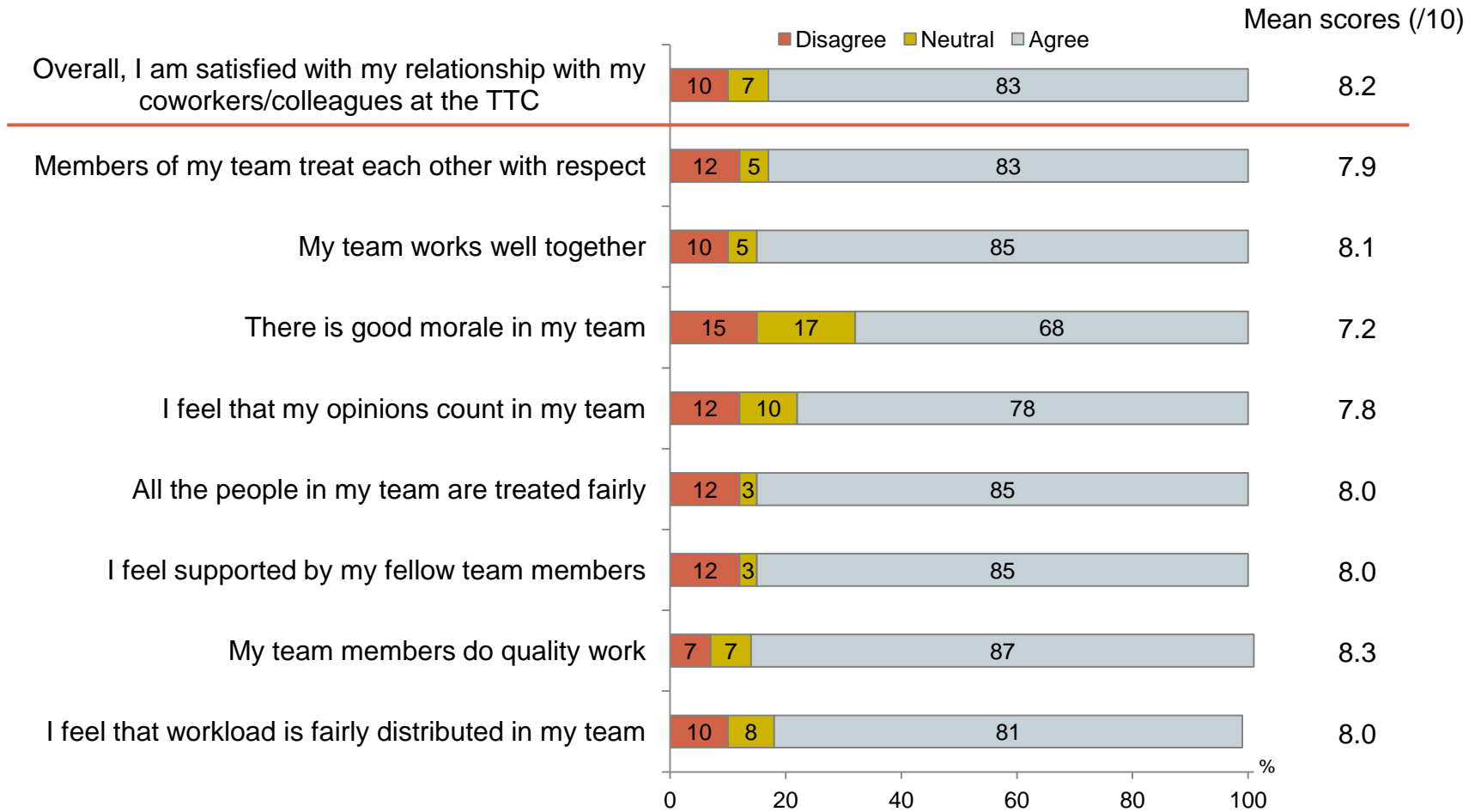
* Percentages suppressed due to sample size <30.

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 - TRANSIT ENFORCEMENT/CSO'S OFFICE



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.

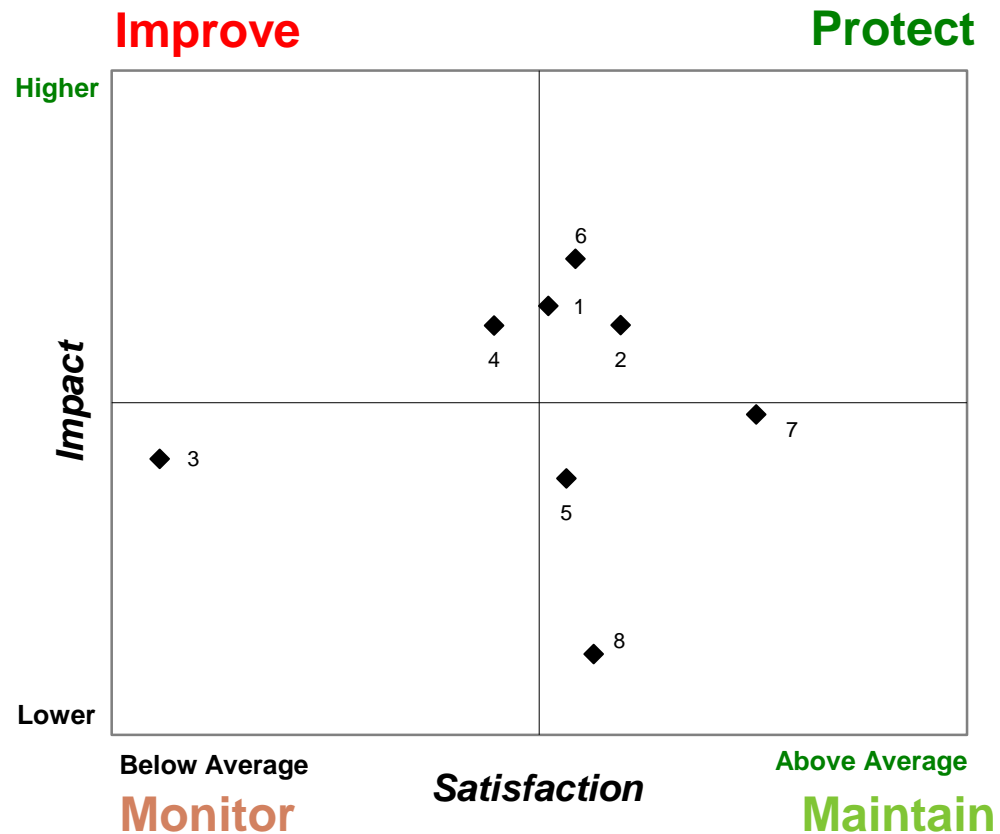
YOUR TEAM - BY COST CENTRE/GROUPING

Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Transit Enforcement/ CSO's Office	Chief Service Officers' Office	Protective Services	Transit Enforcement Unit
Overall, I am satisfied with my relationship with my coworkers/colleagues at the TTC	7.6	7.5	7.2	8.2	**	5.6	8.8
Members of my team treat each other with respect	7.4	7.2	6.9	7.9	**	5.0	8.7
My team works well together	7.3	7.0	6.5	8.1	**	5.4	8.8
There is good morale in my team	6.5	6.2	5.7	7.2	**	4.0	7.9
I feel that my opinions count in my team	7.0	6.7	5.9	7.8	**	5.2	8.4
All the people in my team are treated fairly	6.7	6.5	6.0	8.0	**	5.8	8.4
I feel supported by my fellow team members	7.2	7.0	6.5	8.0	**	5.2	8.7
My team members do quality work	7.5	7.3	6.7	8.3	**	6.3	8.9
I feel that workload is fairly distributed in my team	6.5	6.3	5.9	8.0	**	6.5	8.4

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

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

OPPORTUNITY ANALYSIS: YOUR TEAM - TRANSIT ENFORCEMENT/CSO'S OFFICE

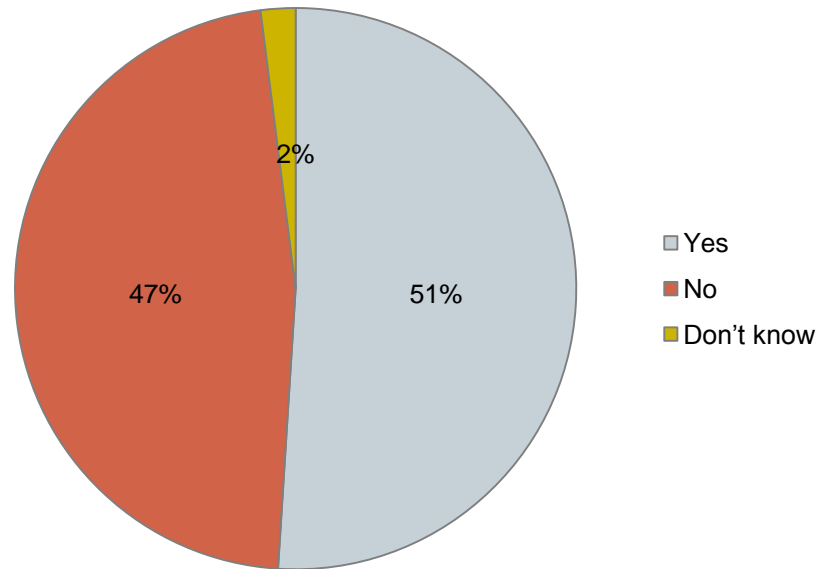


1. Members of my team treat each other with respect
2. My team works well together
3. There is good morale in my team
4. I feel that my opinions count in my team
5. All the people in my team are treated fairly
6. I feel supported by my fellow team members
7. My team members do quality work
8. I feel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

Analysis conducted using Pearson's Correlation Coefficient.
 Performance values are mean scores and range between 7.2 to 8.3.
 Impact values range between 45% to 89%.

Transit Enforcement/CSO's Office

Total
(n= 59)

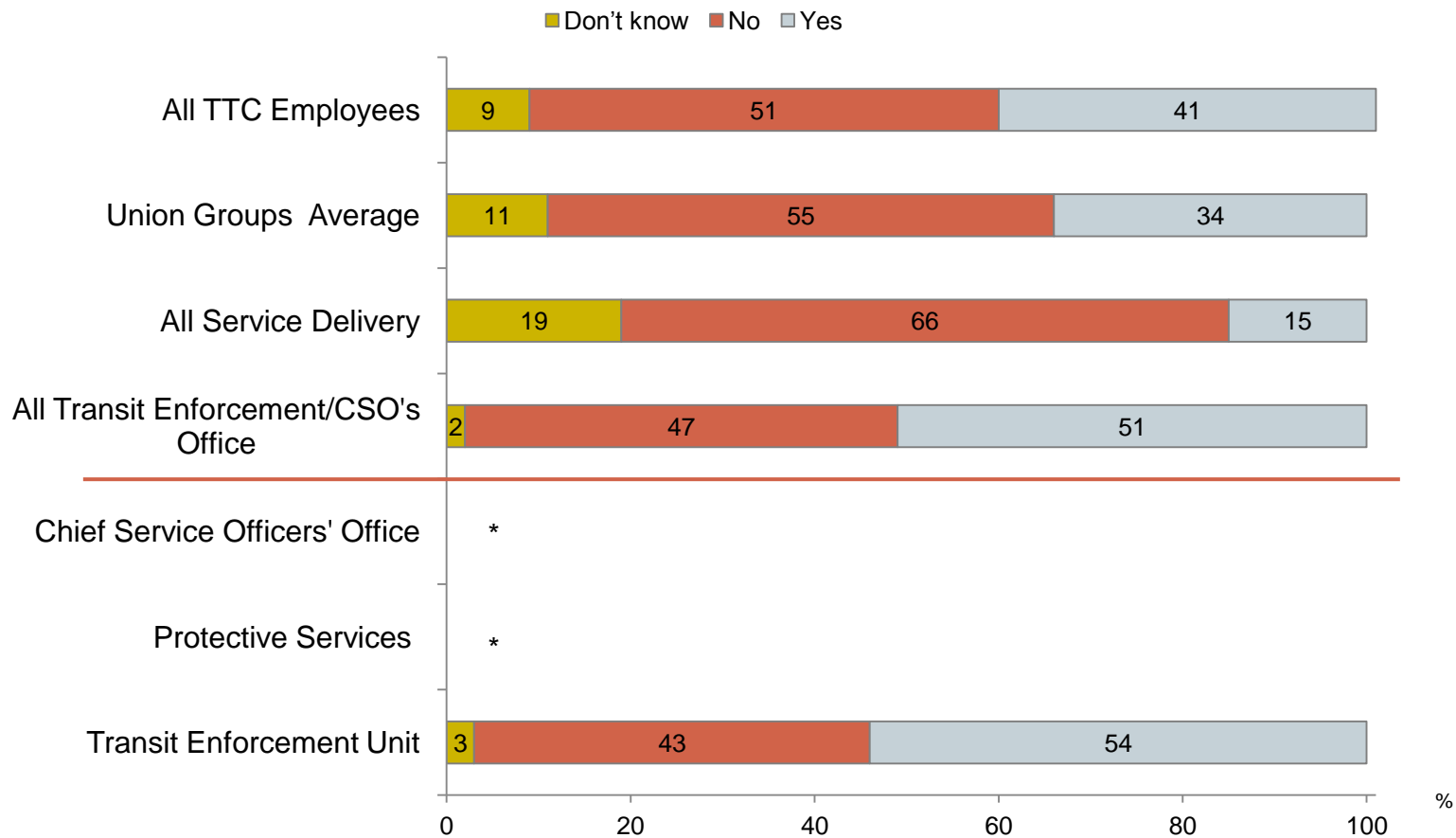


E2. Does your team hold regular team meetings?

3/31/2015

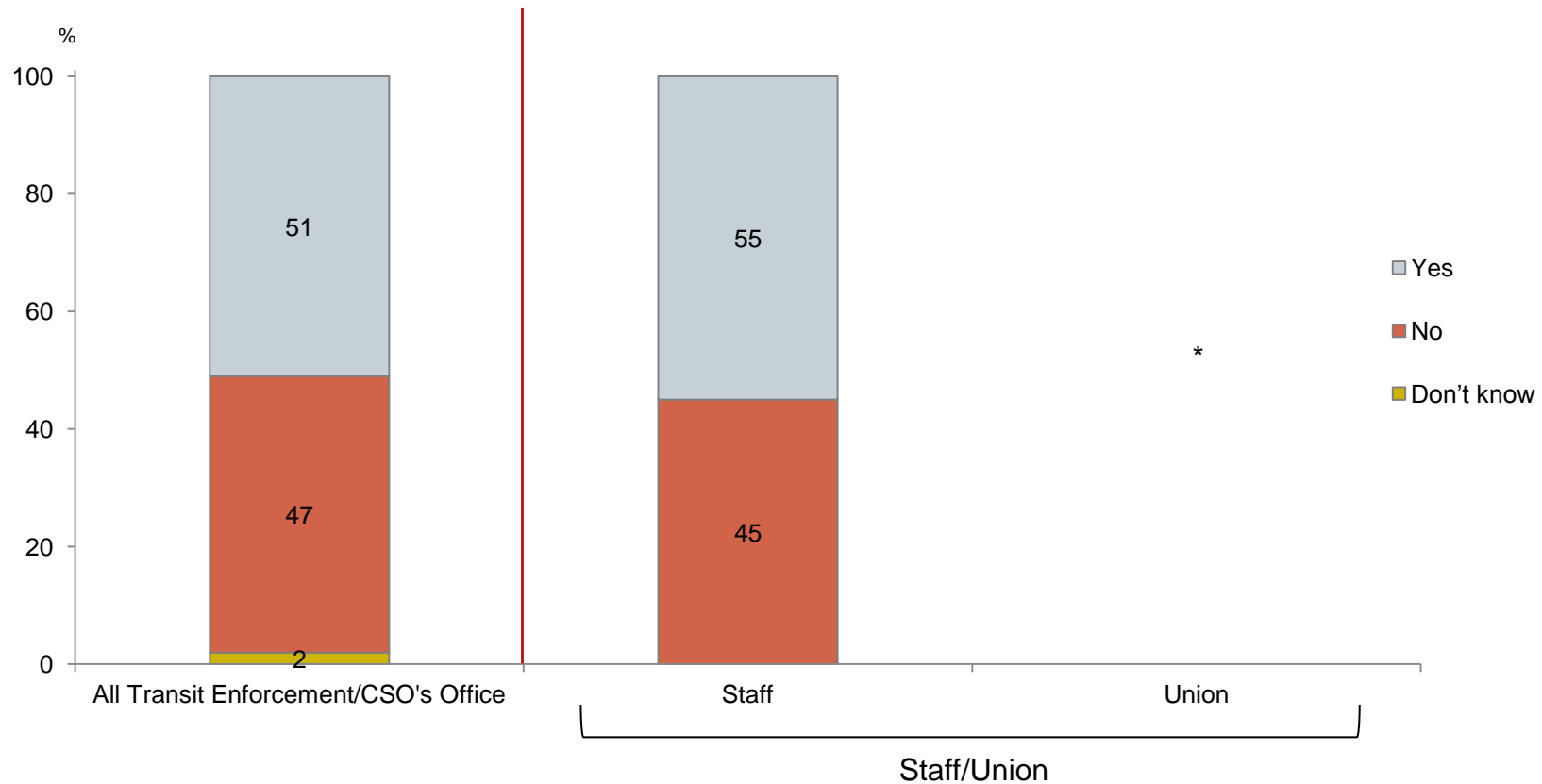
104

REGULAR TEAM MEETINGS - BY COST CENTRE/GROUPING



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

REGULAR TEAM MEETINGS - BY EMPLOYEE POSITION



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

SUFFICIENT AMOUNT OF TEAM MEETINGS?

Among employees who have regular team meetings

- As fewer than 30 Transit Enforcement/CSO's Office employees provided a response to this question, no results can be shown.

Transit Enforcement/CSO's Office

Total
(n= 29)

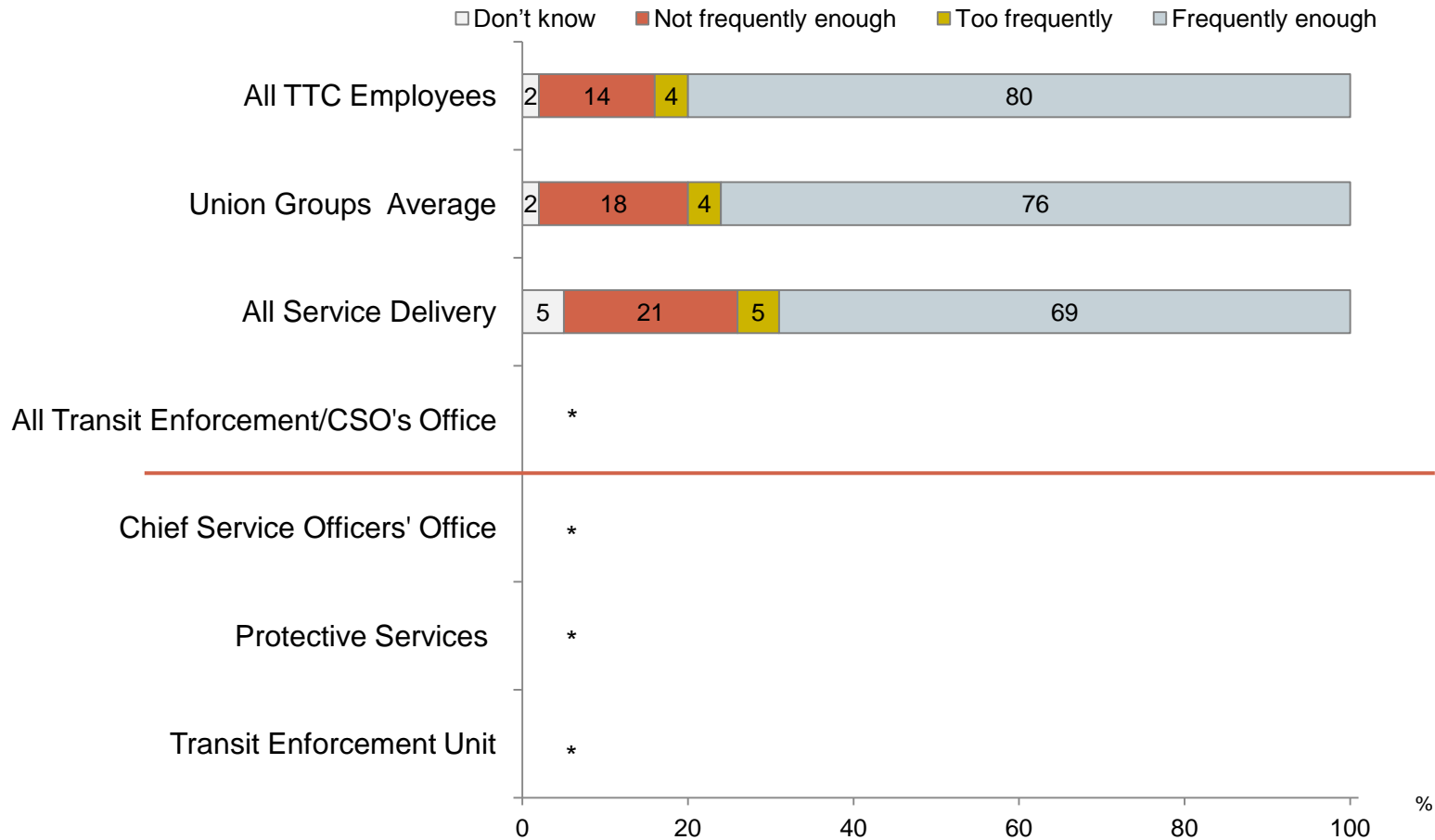
*

* Percentages suppressed due to sample size <30.

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

SUFFICIENT AMOUNT OF TEAM MEETINGS - BY COST CENTRE/GROUPING

Among employees who have regular team meetings

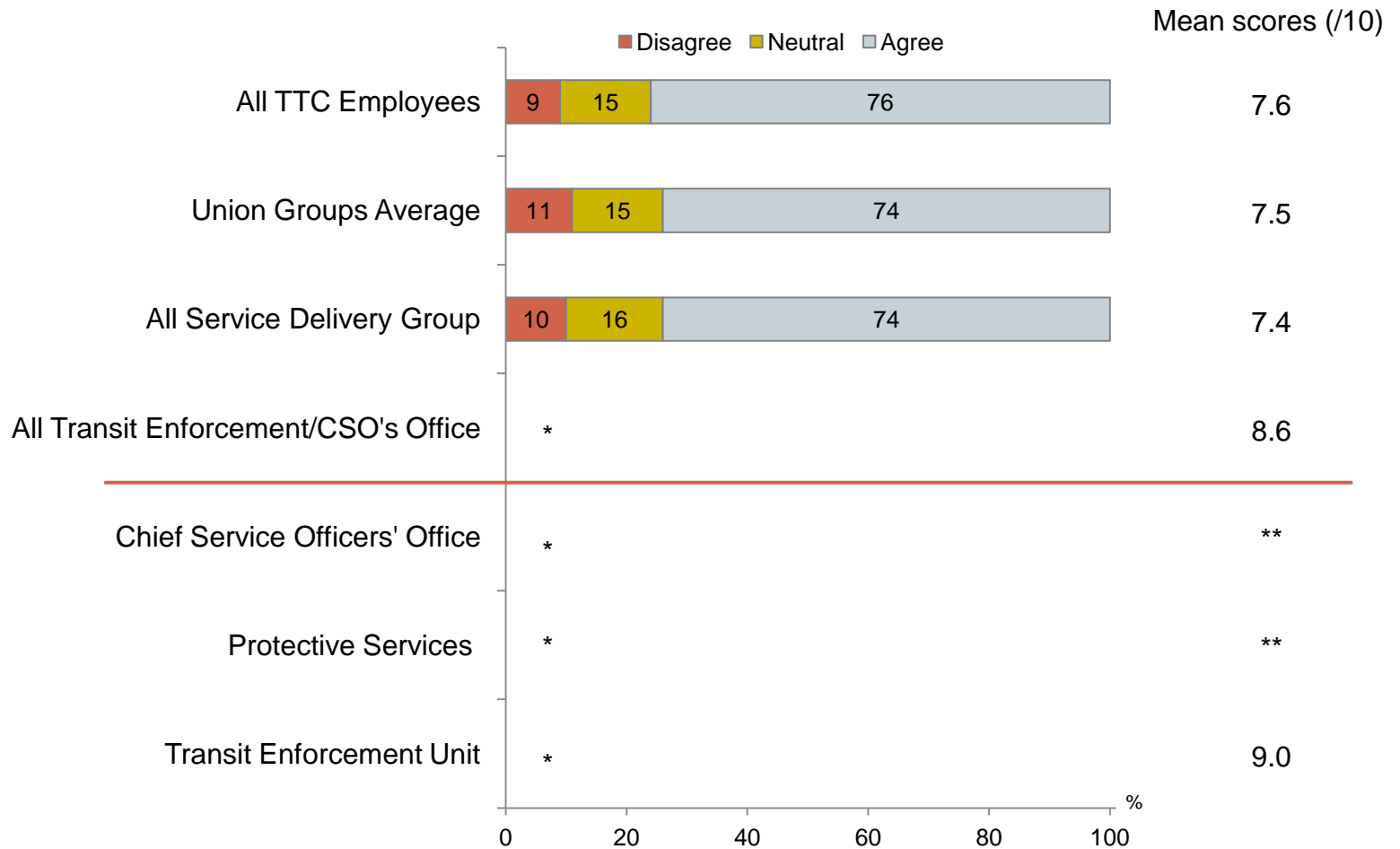


* Percentages suppressed as sample size <30.

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

USEFULNESS OF TEAM MEETINGS

Among employees who have regular team meetings



* Percentages suppressed due to sample size <30.

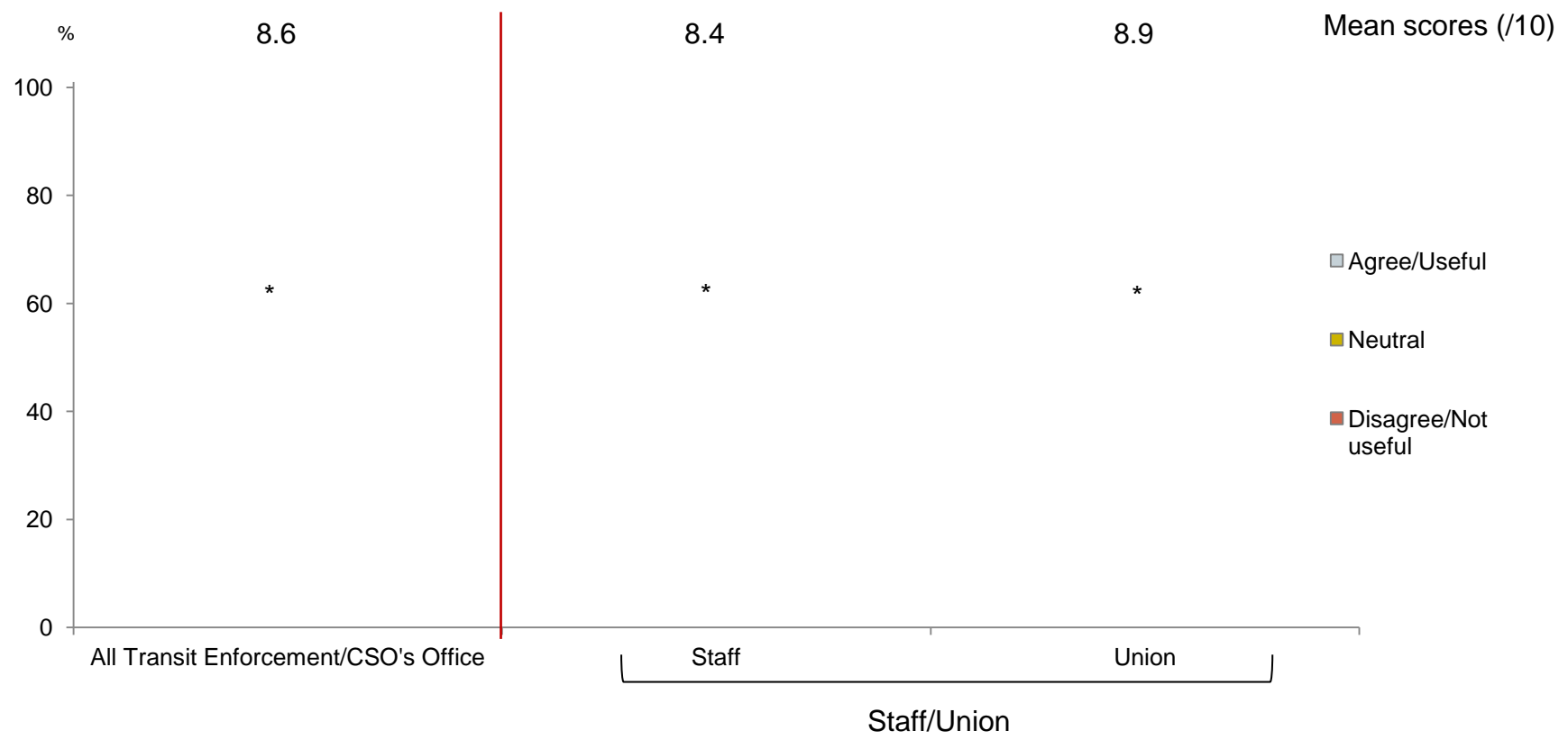
** Mean score suppressed due to sample size <10.

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

Sample sizes vary by category.

USEFULNESS OF TEAM MEETINGS - BY EMPLOYEE POSITION

Among employees who have regular team meetings



* Percentages suppressed due to sample size <30.
E4. How much do you agree or disagree that your team meetings are useful?
Sample sizes vary by category.

AREA TO MAINTAIN: 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 Transit Enforcement/CSO employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their immediate manager or supervisor is highest for Transit Enforcement Unit, and lowest for Protective Services.
- Union employees are slightly more satisfied with their immediate manager or supervisor than is the case for staff employees.
- 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”. Ratings were lowest for, “I receive regular feedback about my performance from my manager/supervisor”. These results were different for Protective Services, where the highest rating was for “I have confidence in my manager/supervisor’s skills and abilities”, and the lowest rating was for “I am satisfied with the way I am managed”.
- To improve employee satisfaction with their manager or supervisor, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - My manager/supervisor leads by example
 - My manager/supervisor is personally involved in improving the quality of my work

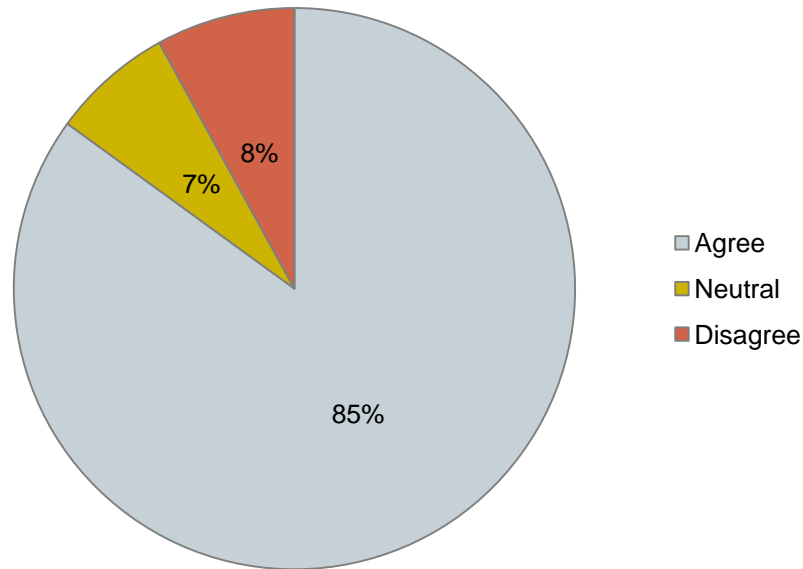
SECTION SUMMARY

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

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - TRANSIT ENFORCEMENT/CSO'S OFFICE

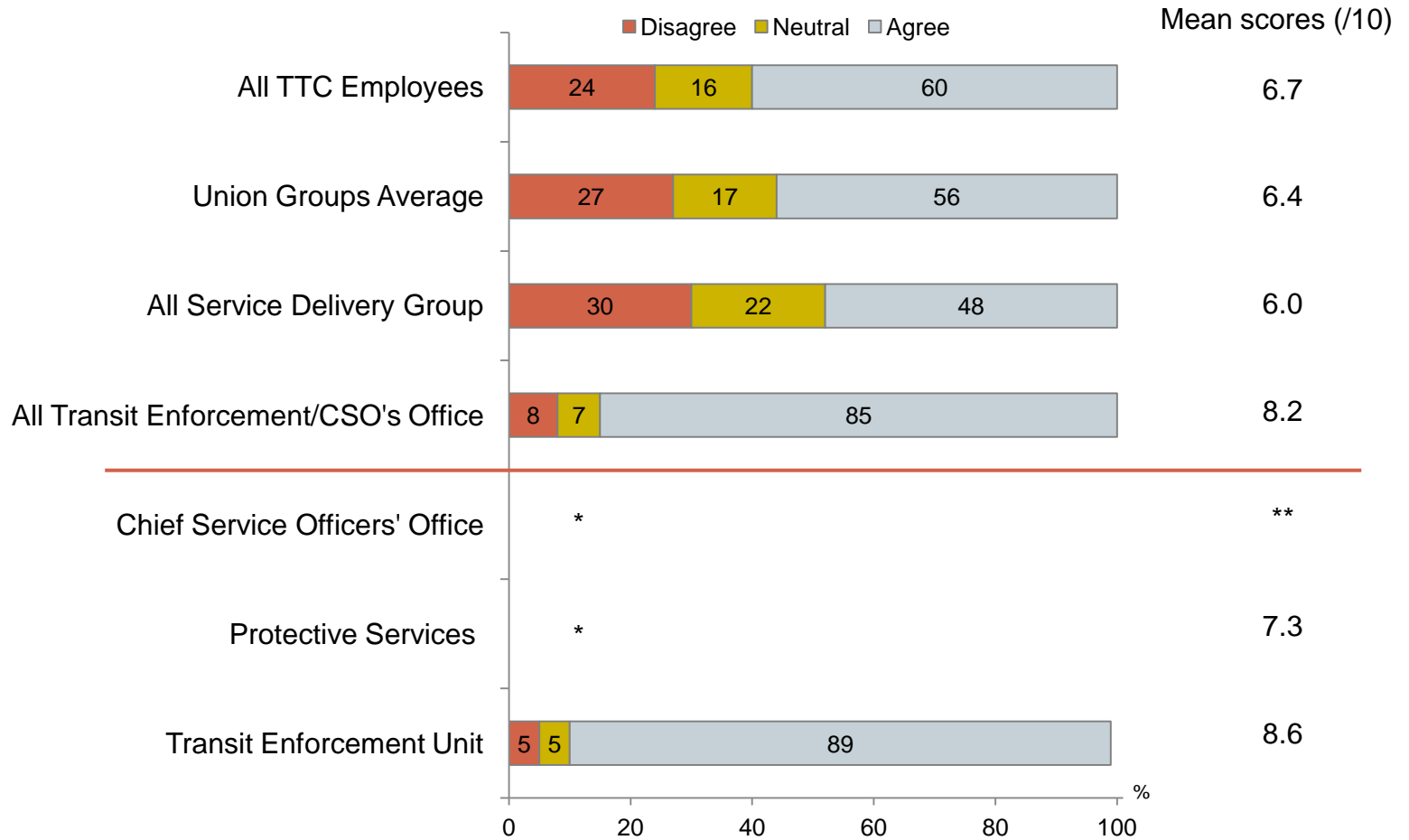
Transit Enforcement/CSO's Office

Total
(n= 60)
Mean=8.2



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

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



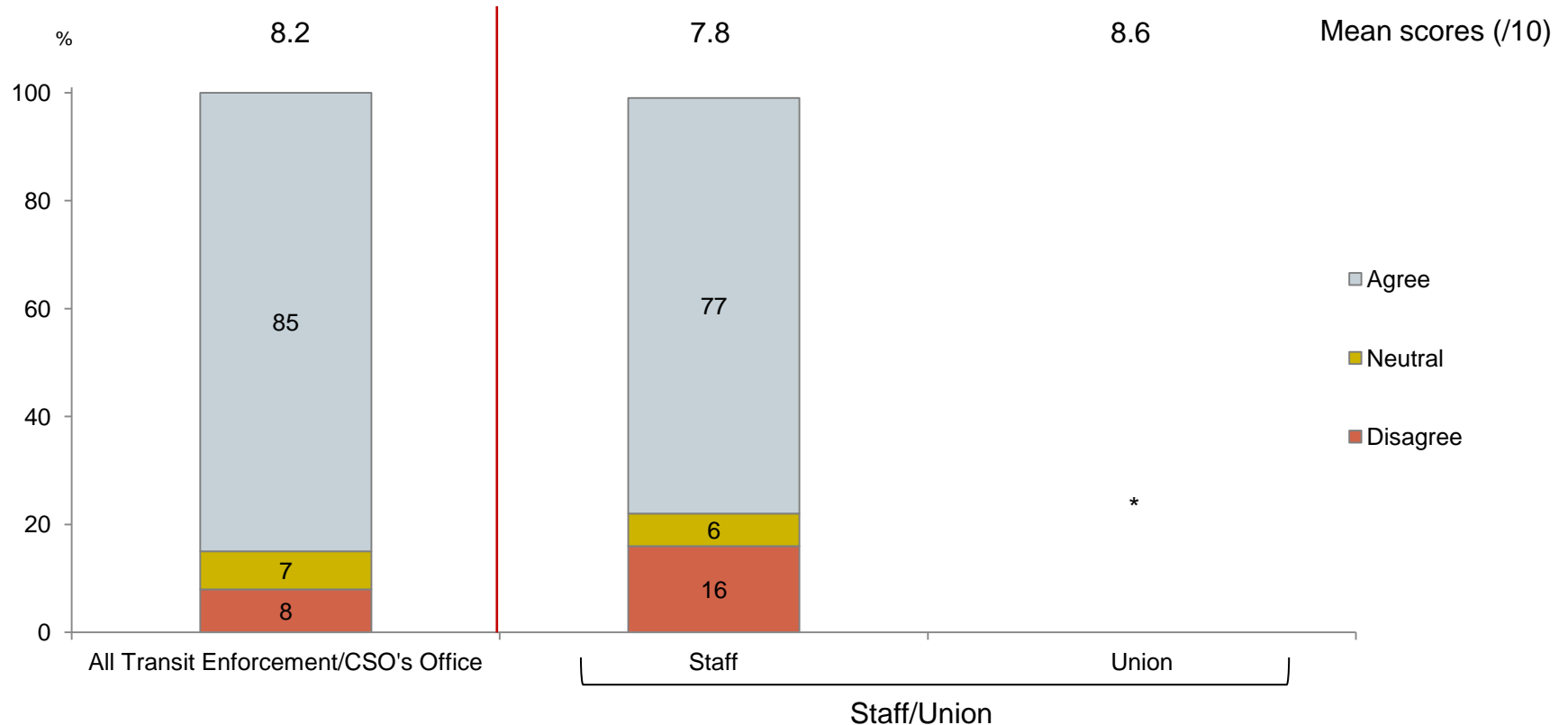
* Percentages suppressed due to sample size <30.

** Mean score suppressed 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.

OVERALL RATINGS OF YOUR MANAGER/SUPERVISOR - BY EMPLOYEE POSITION



* Percentages suppressed due to sample size <30.

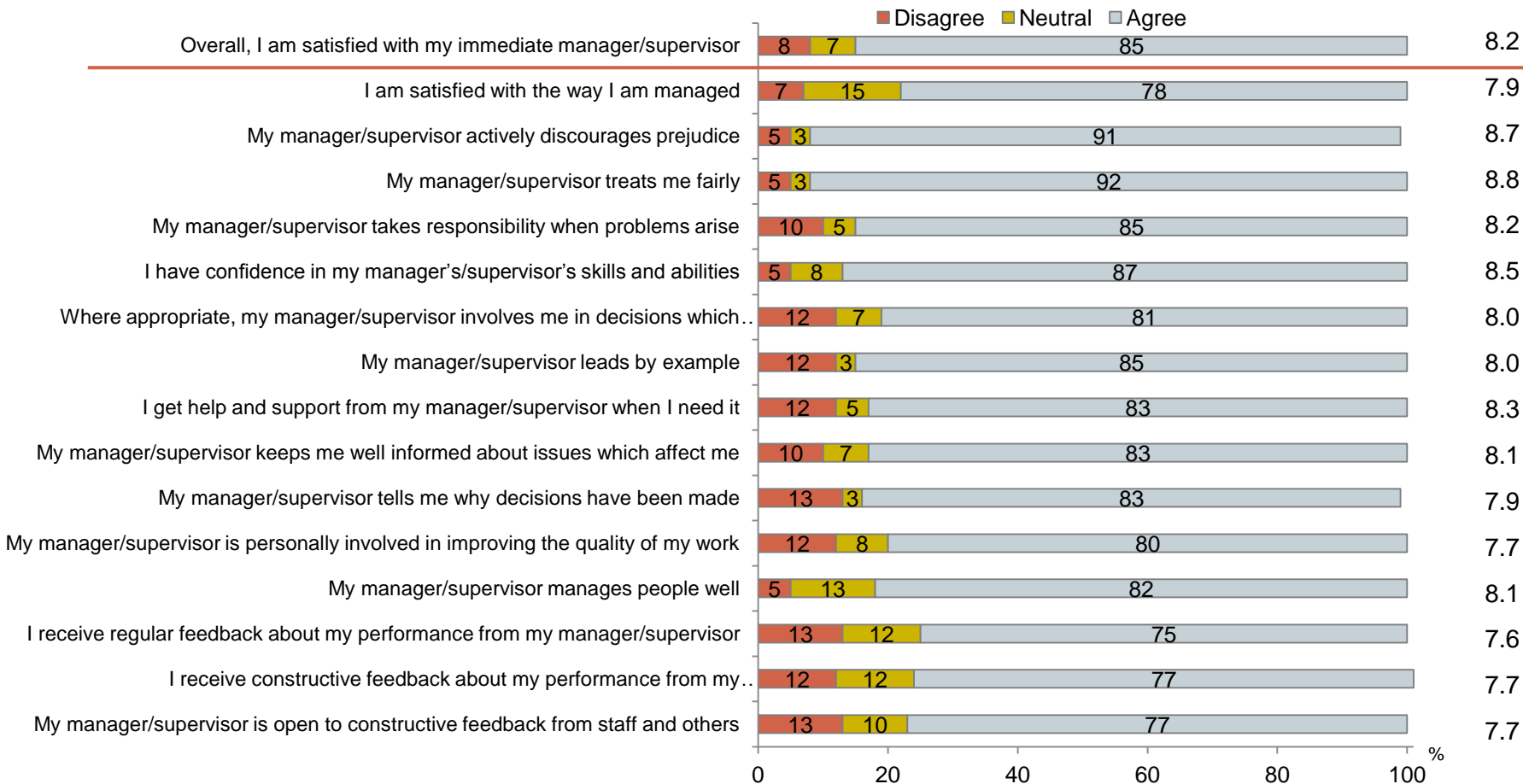
D1. Thinking about your immediate manager or supervisor (that is, the person to whom you report to directly, on a day-to-day basis), please indicate the extent to which you agree or disagree with each of the following statements about your immediate manager or supervisor.

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

Sample sizes vary by category.

YOUR MANAGER/SUPERVISOR - TRANSIT ENFORCEMENT/CSO'S OFFICE

Mean scores (/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.

YOUR MANAGER/SUPERVISOR - BY COST CENTRE/GROUPING

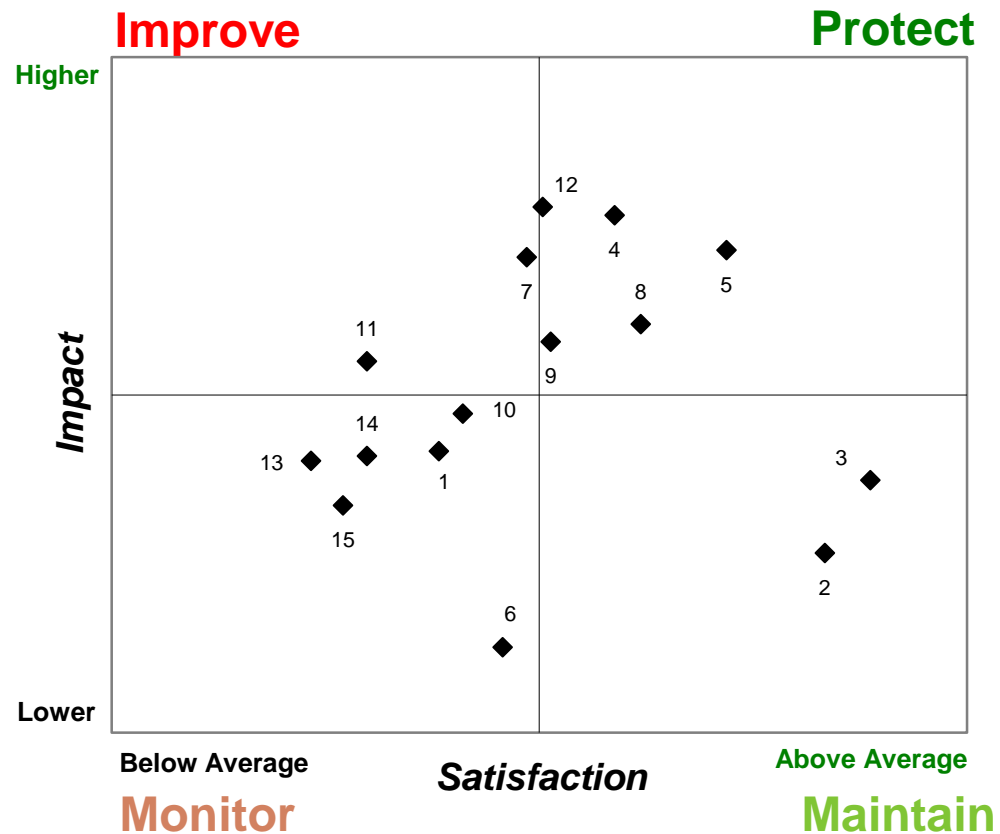
Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Transit Enforcement/CSO's Office	Chief Service Officers' Office	Protective Services	Transit Enforcement Unit
Overall, I am satisfied with my immediate manager/supervisor	6.7	6.4	6.0	8.2	**	7.3	8.6
I am satisfied with the way I am managed	6.6	6.4	6.0	7.9	**	6.4	8.3
My manager/supervisor actively discourages prejudice	7.4	7.2	7.1	8.7	**	7.5	9.3
My manager/supervisor treats me fairly	7.3	7.2	6.9	8.8	**	7.7	9.0
My manager/supervisor takes responsibility when problems arise	6.9	6.7	6.3	8.2	**	7.2	8.6
I have confidence in my manager's/supervisor's skills and abilities	6.9	6.6	6.3	8.5	**	7.8	8.8
Where appropriate, my manager/supervisor involves me in decisions which affect me	6.5	6.2	5.5	8.0	**	7.3	8.2
My manager/supervisor leads by example	6.5	6.2	5.7	8.0	**	6.9	8.4
I get help and support from my manager/supervisor when I need it	7.1	6.8	6.4	8.3	**	7.2	8.8
My manager/supervisor keeps me well informed about issues which affect me	6.6	6.3	5.7	8.1	**	6.8	8.4
My manager/supervisor tells me why decisions have been made	6.2	5.8	5.3	7.9	**	7.2	8.0
My manager/supervisor is personally involved in improving the quality of my work	6.1	5.8	5.2	7.7	**	6.5	8.2
My manager/supervisor manages people well	6.3	6.1	5.8	8.1	**	7.2	8.5
I receive regular feedback about my performance from my manager/supervisor	5.7	5.3	4.4	7.6	**	6.7	7.9
I receive constructive feedback about my performance from my manager/supervisor	5.8	5.3	4.5	7.7	**	7.2	8.0
My manager/supervisor is open to constructive feedback from staff and others	6.1	5.8	5.1	7.7	**	6.8	7.9

** 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 - TRANSIT ENFORCEMENT/CSO'S OFFICE



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 7.6 to 8.8.
Impact values range between 62% to 89%.

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 Transit Enforcement/CSO employees are relatively less satisfied, making this an Area to Monitor.
- Employee satisfaction with their training and development is highest for Transit Enforcement Unit, and lowest for Protective Services.
- Satisfaction with training and development is somewhat higher among union employees, compared to staff employees.
- Across the specific aspects of Training and Development, ratings were highest for, “My onboarding/induction experience was positive”, and “I have received the right sort of training to do my job properly”. Ratings were lowest for, “I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor” and “The way people are selected for jobs in the TTC is fair.” These results were consistent across cost centre groupings.
- 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 support I receive on my personal development
 - The way people are selected for jobs in the TTC is fair
 - I am satisfied with the career development opportunities available to me
 - The TTC provides ongoing training opportunities so I can develop my skills
- In addition to these improvements, the following areas are key Areas to Protect:
 - I discuss with my manager whether training meets my needs

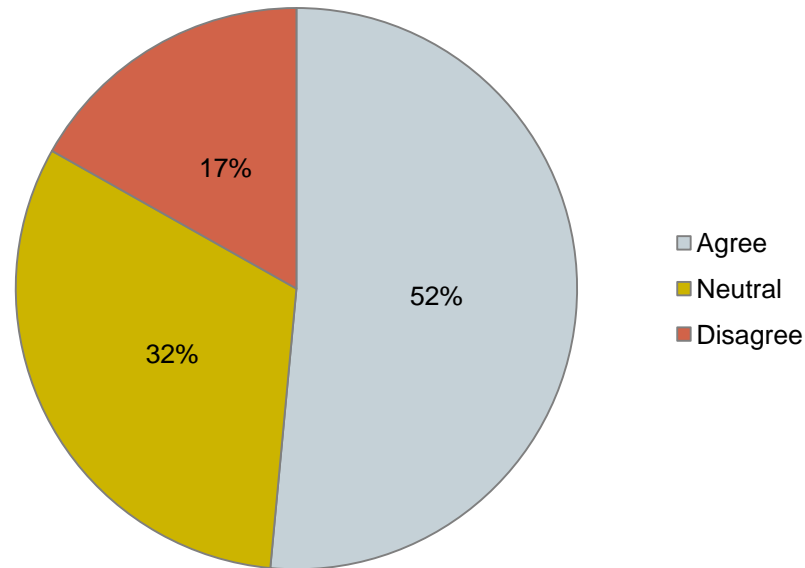
OVERALL RATINGS OF TRAINING AND DEVELOPMENT - TRANSIT ENFORCEMENT/CSO'S OFFICE

Transit Enforcement/CSO's Office

Total

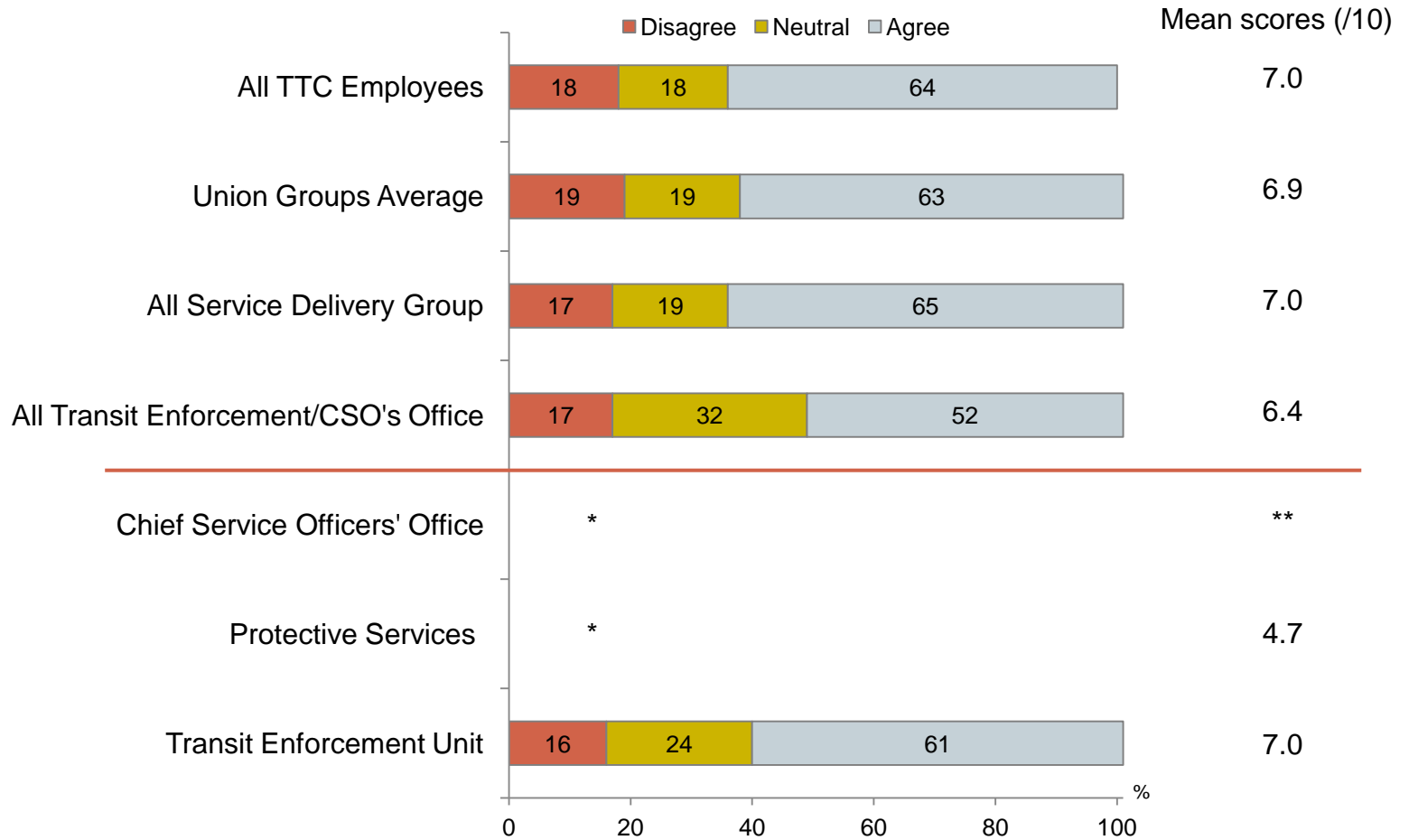
(n= 60)

Mean=6.4



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

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



* Percentages suppressed due to sample size <30.

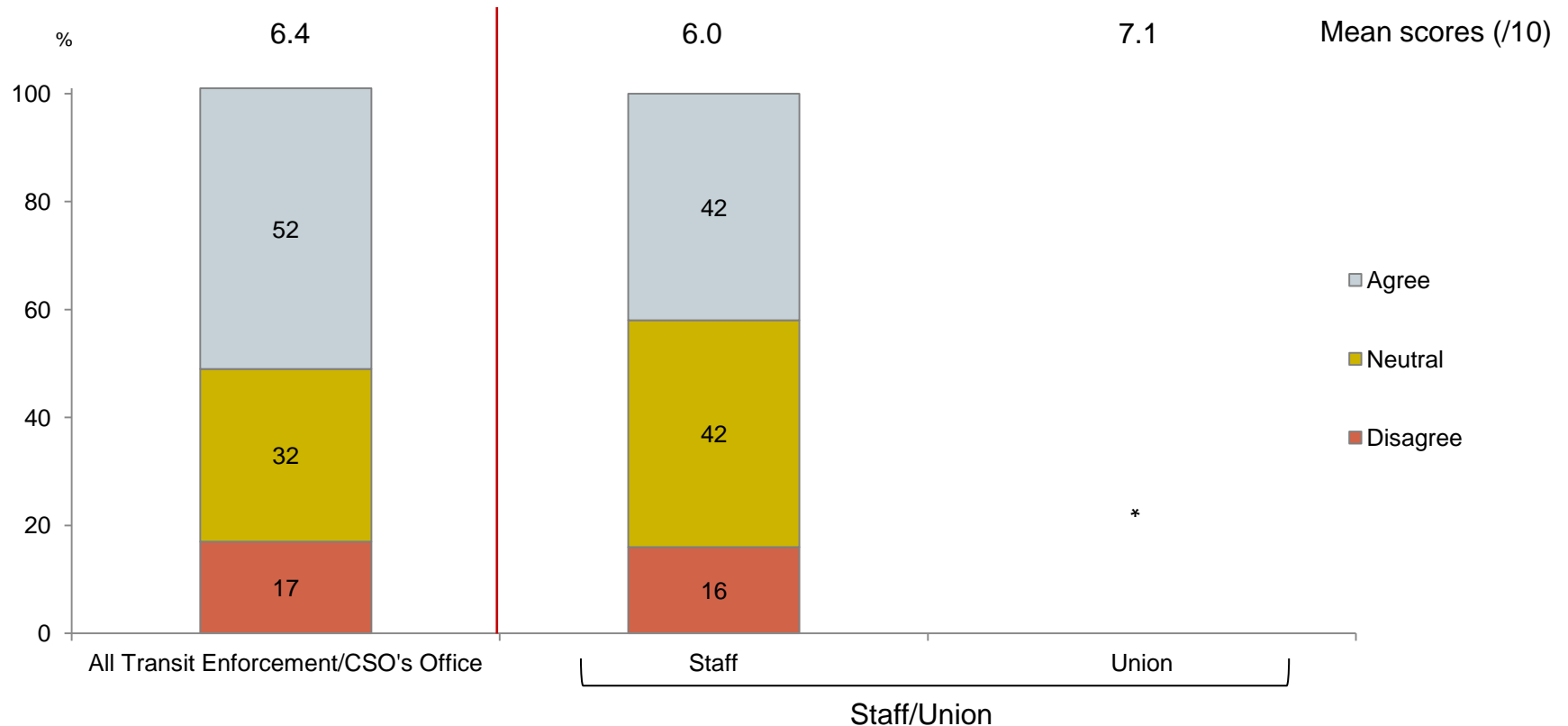
** Mean score suppressed due to sample size <10.

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.

OVERALL RATINGS OF TRAINING AND DEVELOPMENT - BY EMPLOYEE POSITION



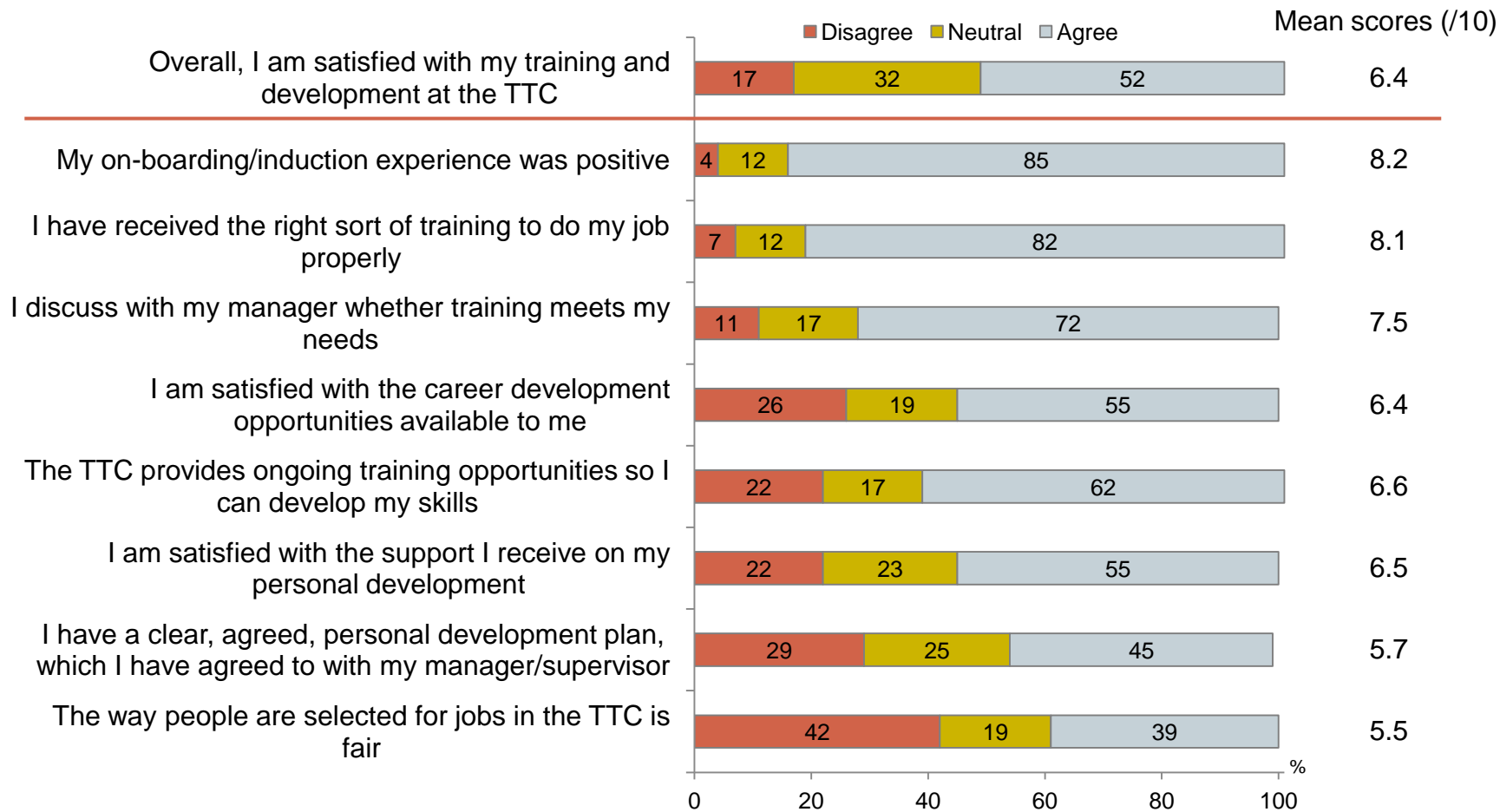
* Percentages suppressed due to sample size <30.

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 - TRANSIT ENFORCEMENT/CSO'S OFFICE



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

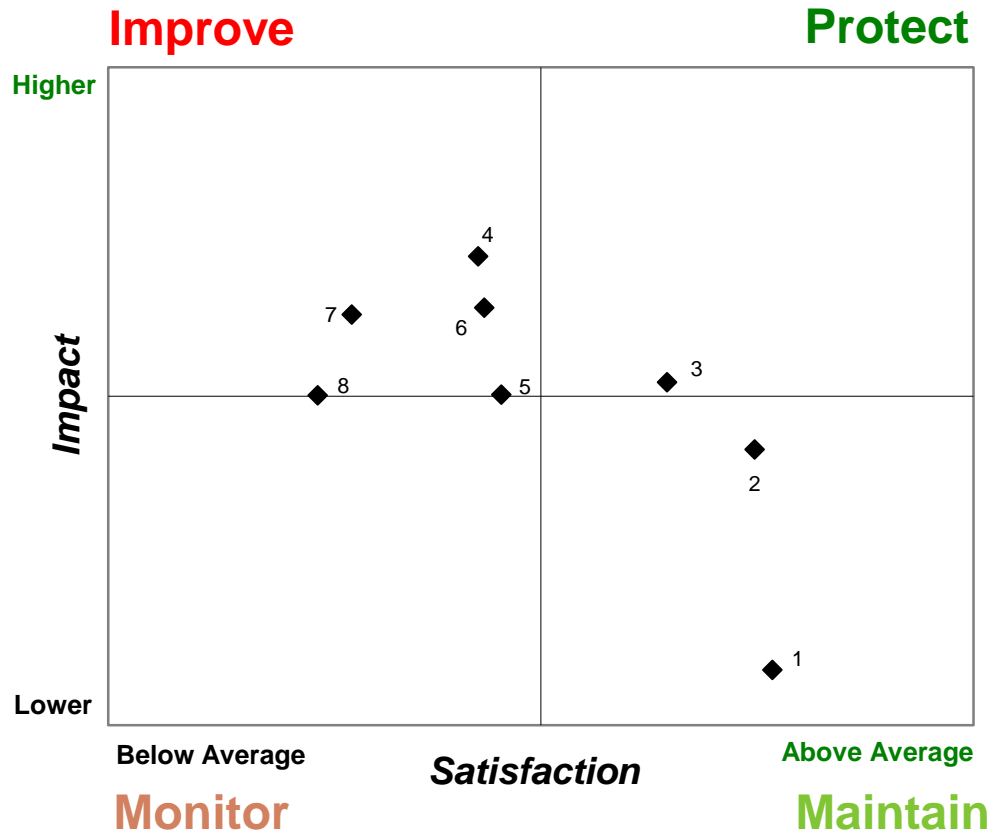
Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Transit Enforcement/ CSO's Office	Chief Service Officers' Office	Protective Services	Transit Enforcement Unit
Overall, I am satisfied with my training and development at the TTC	7.0	6.9	7.0	6.4	**	4.7	7.0
My on-boarding/induction experience was positive	7.9	7.9	8.0	8.2	**	7.6	8.6
I have received the right sort of training to do my job properly	7.6	7.6	7.9	8.1	**	7.4	8.6
I discuss with my manager whether training meets my needs	6.7	6.4	6.1	7.5	**	6.3	8.2
I am satisfied with the career development opportunities available to me	6.9	6.9	6.9	6.4	**	5.0	6.9
The TTC provides ongoing training opportunities so I can develop my skills	7.0	6.8	6.5	6.6	**	6.1	6.6
I am satisfied with the support I receive on my personal development	6.5	6.2	6.0	6.5	**	5.5	6.8
I have a clear, agreed, personal development plan, which I have agreed to with my manager/supervisor	5.5	5.2	4.9	5.7	**	4.7	6.0
The way people are selected for jobs in the TTC is fair	5.6	5.5	5.9	5.5	**	3.3	6.3

** 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 - TRANSIT ENFORCEMENT/CSO'S OFFICE



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 5.5 to 8.2.
 Impact values range between 14% to 75%.

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 Transit Enforcement/CSO employees are relatively satisfied, making this an Area to Maintain.
- Employee satisfaction with their safety at work is highest for Transit Enforcement Unit, and lowest for Protective Services, though the gap is not as great as for most other aspects of the employee experience.
- Staff employees feel slightly safer at work than union employees.
- Across the specific aspects of Safety, ratings were highest for, “My manager/supervisor is well informed about safety issues”, “My manager/supervisor emphasizes safe practices while at work”, and “I am strongly encouraged to report unsafe working conditions”. Ratings were lowest for, “The TTC’s management is willing to invest money and effort to improve the level of safety.” These results were mostly consistent across cost centre grouping, with one small exception regarding Protective Services, where “I feel comfortable discussing safety issues at work” received a slightly higher score than the manager emphasizing safe practices.
- To further improve employee satisfaction with Safety, Opportunity Analysis identifies the following key areas on which to focus improvements:
 - The protection of workers from occupational exposure to hazards is a high priority with management
 - The TTC’s management is willing to invest money and effort to improve the level of safety
 - People in my team report all injuries no matter how minor

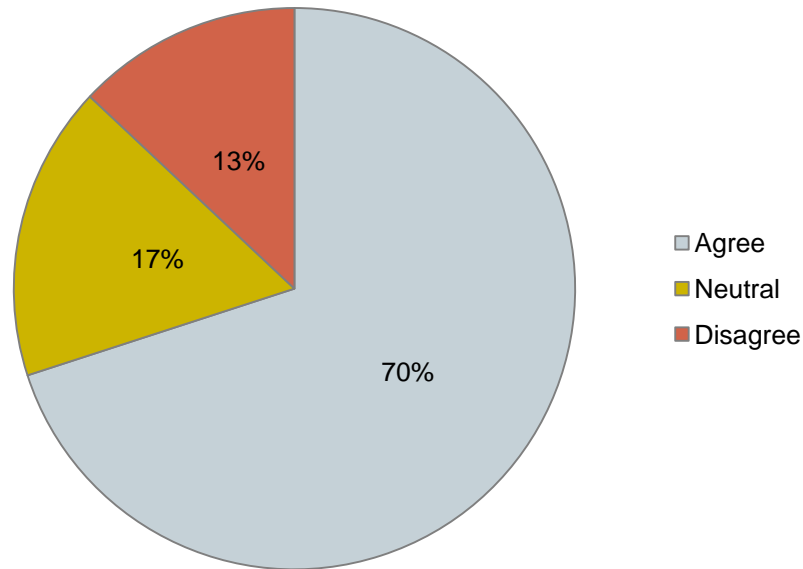
SECTION SUMMARY

- In addition, the following were identified as key Areas to Protect:
 - My manager/supervisor acts quickly to address safety issues
 - I feel comfortable discussing safety issues at work

OVERALL RATINGS OF SAFETY - TRANSIT ENFORCEMENT/CSO'S OFFICE

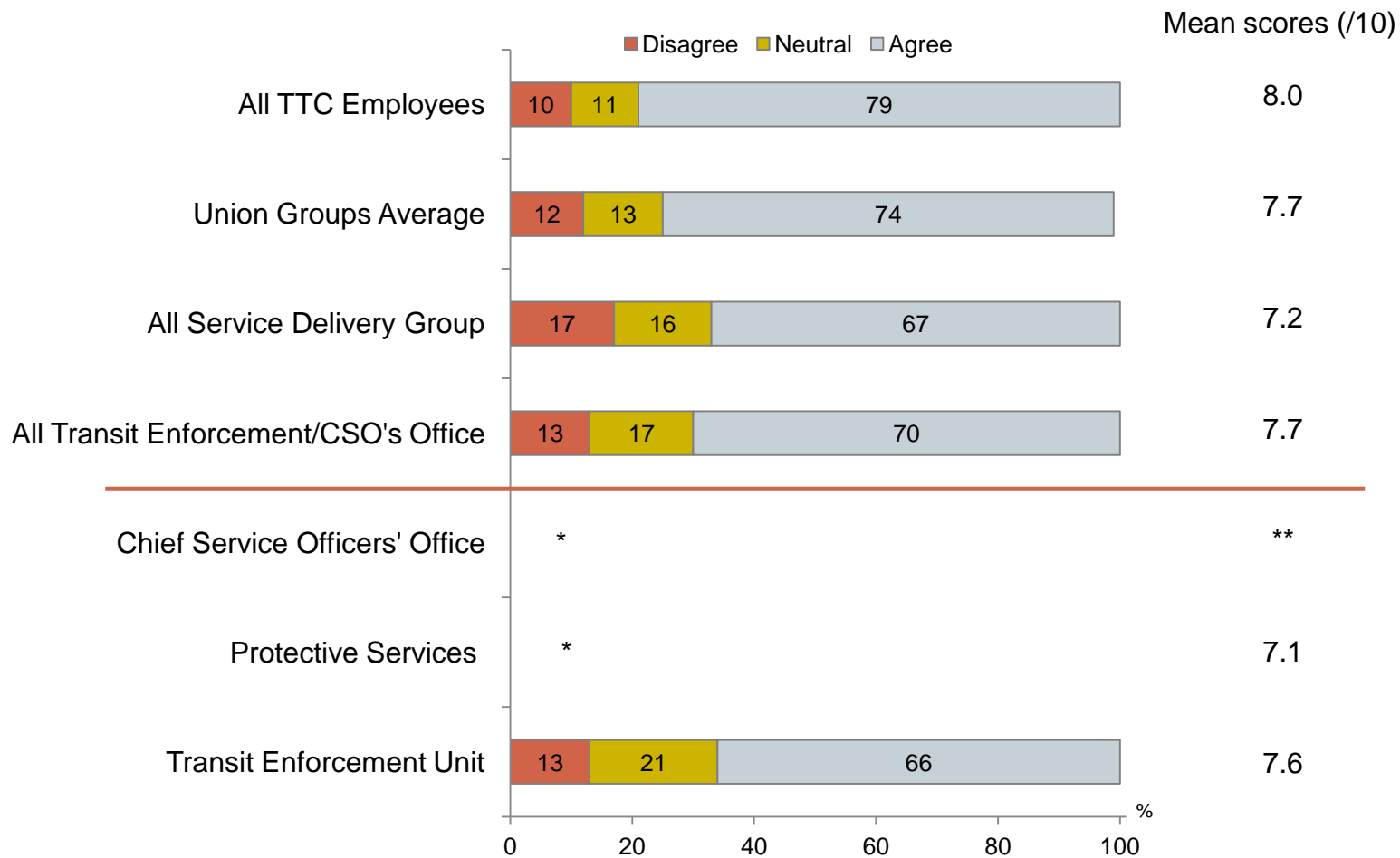
Transit Enforcement/CSO's Office

Total
(n= 60)
Mean=7.7



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

OVERALL RATINGS OF SAFETY - BY COST CENTRE/GROUPING



* Percentages suppressed due to sample size <30.

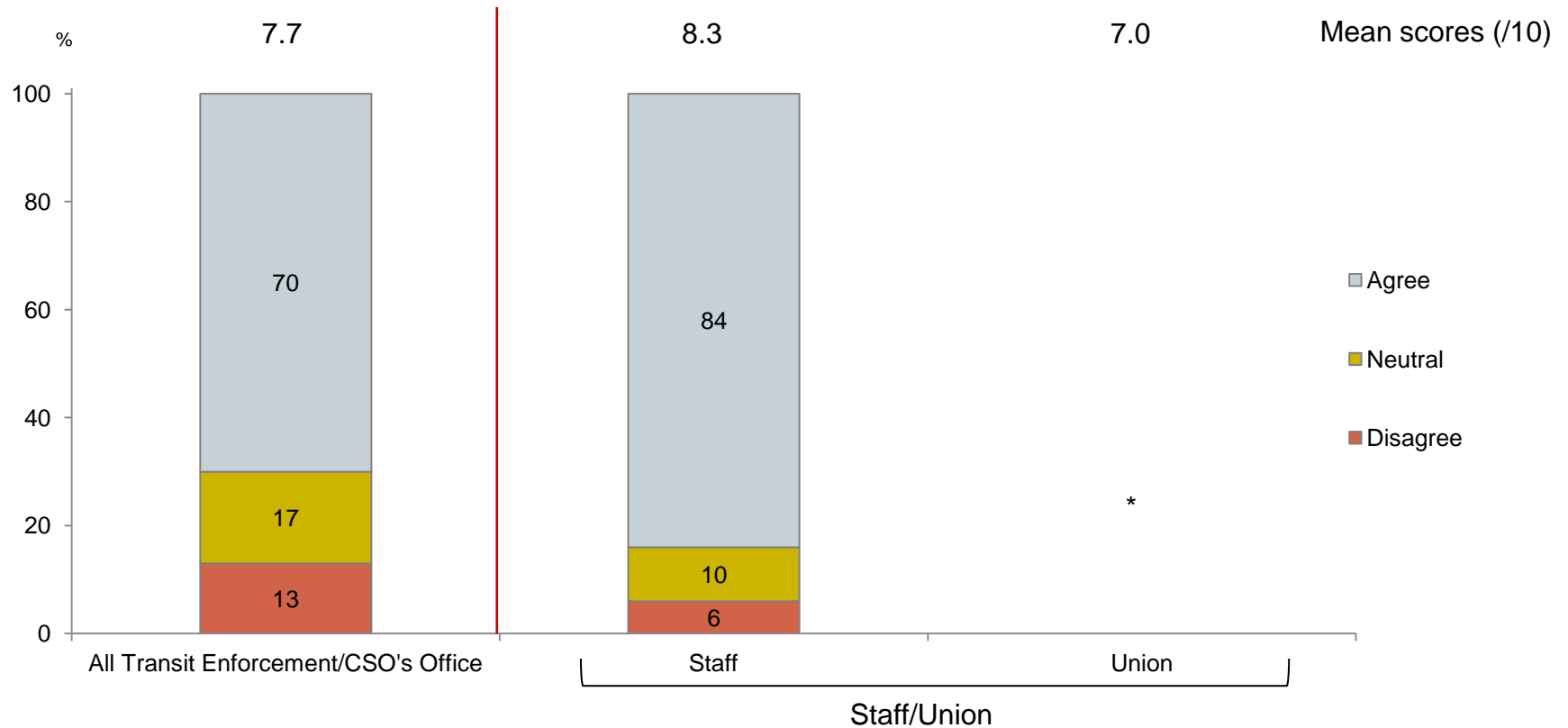
** Mean score suppressed due to sample size <10.

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.

OVERALL RATINGS OF SAFETY - BY EMPLOYEE POSITION



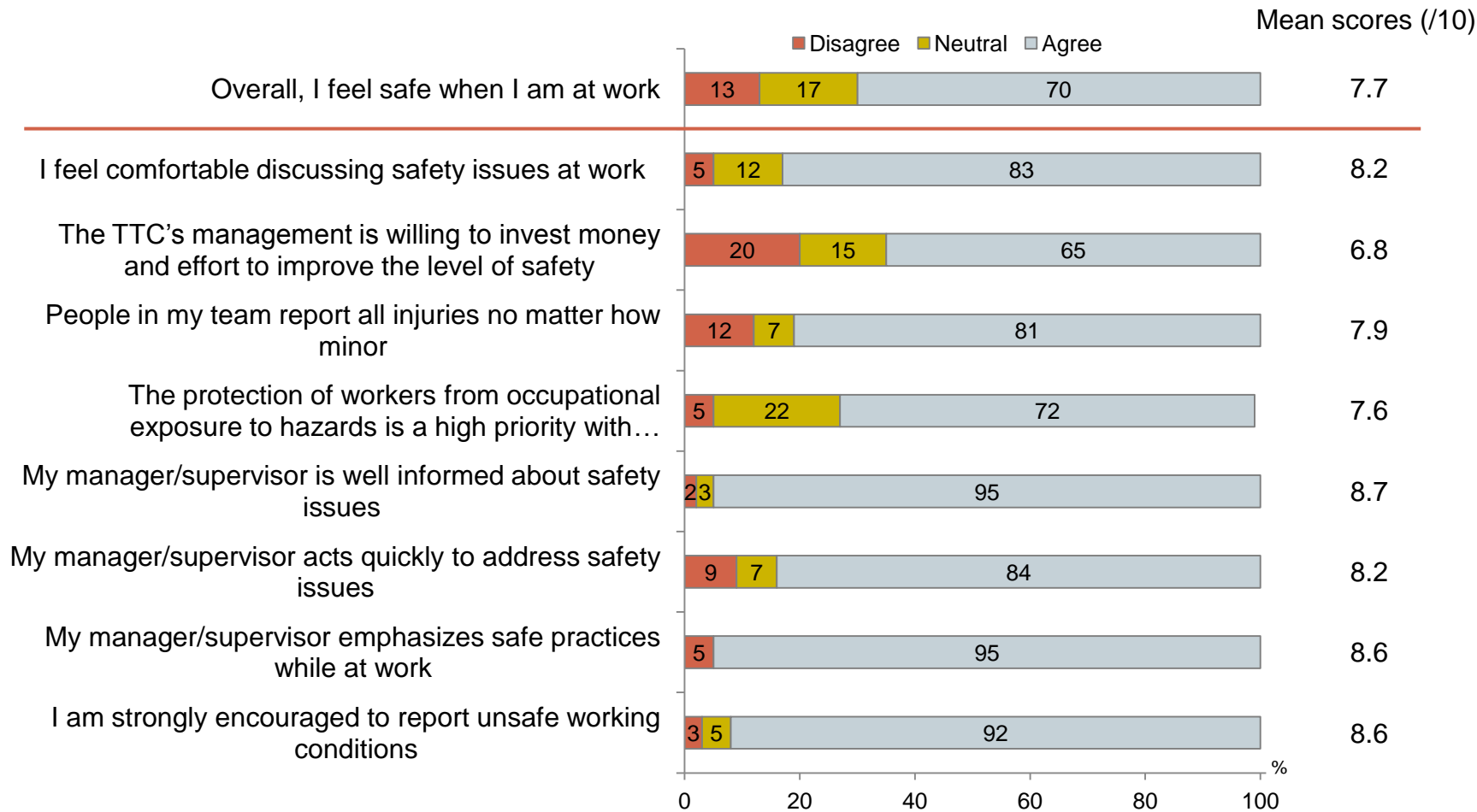
* Percentages suppressed due to sample size <30.

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 - TRANSIT ENFORCEMENT/CSO'S OFFICE



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

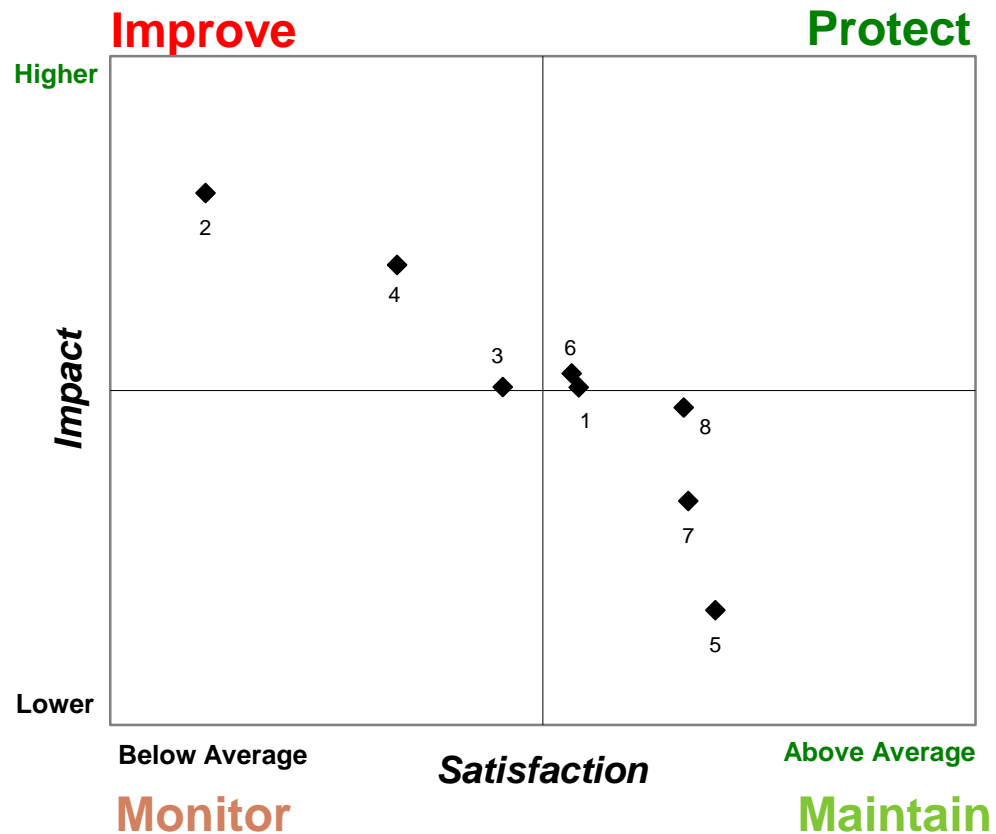
Mean	All TTC Employees	Union Groups Average	All Service Delivery Group	All Transit Enforcement/ CSO's Office	Chief Service Officers' Office	Protective Services	Transit Enforcement Unit
Overall, I feel safe when I am at work	8.0	7.7	7.2	7.7	**	7.1	7.6
I feel comfortable discussing safety issues at work	8.3	8.0	7.7	8.2	**	7.5	8.4
The TTC's management is willing to invest money and effort to improve the level of safety	7.4	7.1	6.5	6.8	**	5.6	6.8
People in my team report all injuries no matter how minor	7.1	6.8	6.3	7.9	**	7.1	8.2
The protection of workers from occupational exposure to hazards is a high priority with management	7.6	7.2	6.8	7.6	**	6.8	7.6
My manager/supervisor is well informed about safety issues	8.0	7.7	7.3	8.7	**	8.6	8.8
My manager/supervisor acts quickly to address safety issues	7.6	7.3	6.9	8.2	**	6.8	8.6
My manager/supervisor emphasizes safe practices while at work	7.9	7.7	7.3	8.6	**	7.3	9.1
I am strongly encouraged to report unsafe working conditions	8.0	7.8	7.4	8.6	**	7.8	8.9

** 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 - TRANSIT ENFORCEMENT/CSO'S OFFICE



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 6.8 to 8.7.
 Impact values range between 3% to 52%.

FINAL WORD

Produced by Malatest on
behalf of TTC

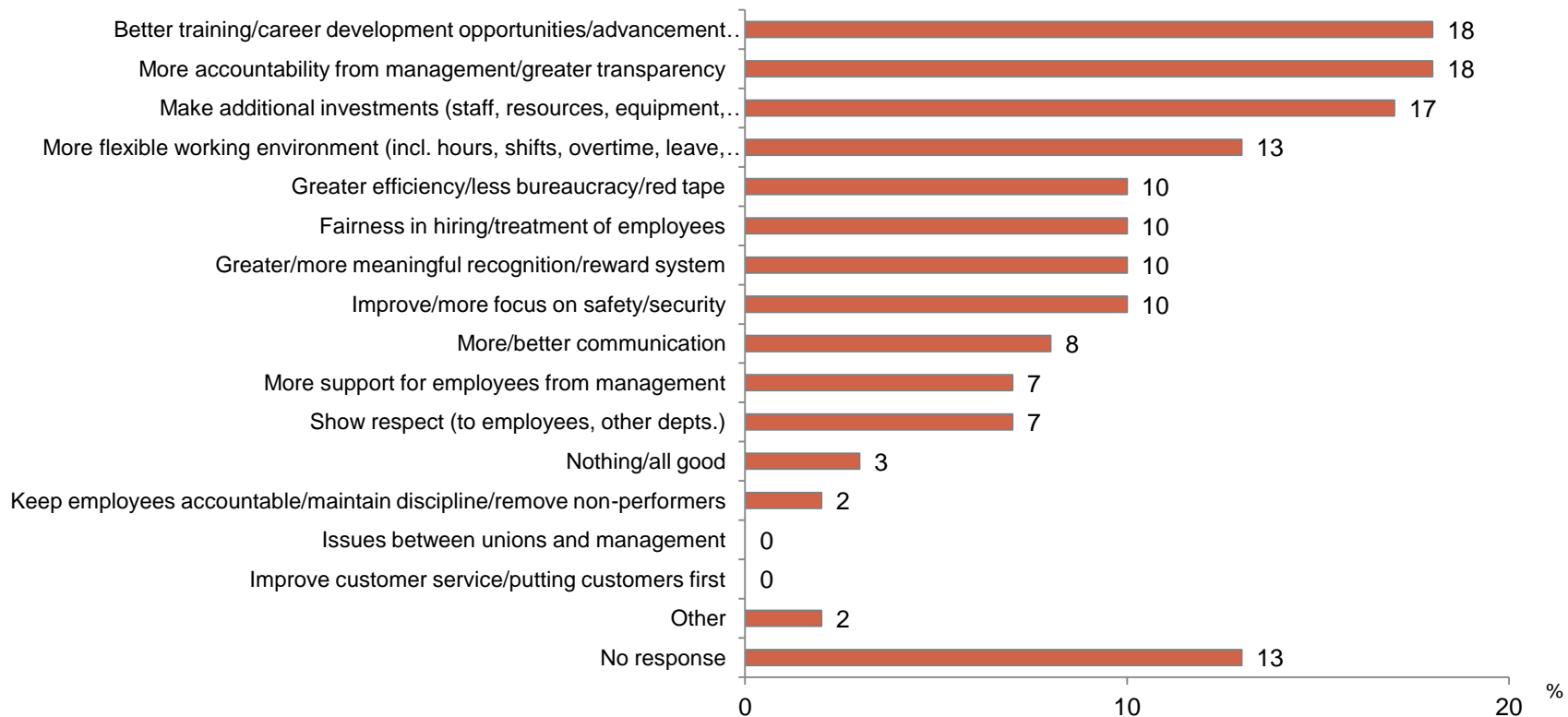


FINAL WORD

- Employees were given an opportunity to indicate what they would like to see improved to increase satisfaction
- The most frequently identified areas were, better training/career development opportunities, more accountability from management, greater transparency, and making additional investments. A more flexible working environment was also mentioned frequently.

Transit Enforcement/CSO's Office

(n= 60)



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: TRANSIT ENFORCEMENT/CSO'S OFFICE

- Conduct discussion sessions with employees to explore:
 - Ways to **improve communications** between Senior Management and employees, focusing on:
 - Open and honest communication
 - Welcoming all feedback, both positive and negative
 - Effective sharing of best practices
 - Ways to better promote **respect** and **responsibility** across the TTC, focusing on:
 - Taking personal responsibility for getting things done
 - Showing each other respect across the TTC
 - Practical ways the TTC can **demonstrate concern** for employees' mental health & emotional wellbeing.
 - Types of recognition/rewards that would be **meaningful**
 - Practical ways to ensure **recognition** is clearly associated with **performance**
 - Issues related to opportunities for **progression**
 - What **motivates** employees in their jobs
 - The types of supports that would be most effective for employees who experience abuse from customers.

Thank you

Produced by Malatest on
behalf of TTC

