



STAFF REPORT INFORMATION ONLY

Employee Engagement Survey Results

Date:	February 25, 2015
To:	TTC Board
From:	Chief Executive Officer

Summary

Last fall, the TTC conducted a comprehensive employee engagement survey – a commitment it made as part of the Five-Year Corporate Plan under the People objective and something it intends to do every two years. This is the first such survey to be conducted in recent memory at the TTC. The survey ran from Oct. 27 to Dec. 8 and was conducted on the TTC's behalf by an independent third party, Malatest and Associates Ltd.

The survey was conducted by email and paper. As most TTC employees do not have access to work email, the majority of the surveys were sent by mail to employees' homes. For those with access to email and a computer at work, the survey was conducted online. More than 13,000 surveys were issued to all permanent TTC employees (contractors were excluded).

The total response rate was 36%, an excellent response for a first-time survey of this magnitude. A series of questions, divided into eight categories, were asked. The mean score of three key measures that define employee engagement, i.e. overall satisfaction with the TTC as an employer, enjoyment of the work each employee performs, and appreciating the value of the work they do, was 7.8 on a scale of 1-10.

Financial Impact

The survey cost of \$120,000 was fully funded. While the survey results are now available, an action plan has yet to be developed and costed. The financial impact of the action plan (if any) will be presented at a future meeting of the TTC Board.

Issue Background

Refer to presentation

Accessibility/Equity Matters

The survey results and action plan require a review through an equity lens to determine what impact there may be on accessibility and equity matters. The results of this review will be presented at a future meeting of the TTC Board.

Contact

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Attachments

Presentation document to follow.



EMPLOYEE ENGAGEMENT SURVEY

February 25th, 2015

Arthur Borkwood

Head of Customer Development



CONTEXT





- **Best practice**
- **Inaugural survey**
- **Need to build trust and confidence**
- **Demonstrate commitment**





Employee Engagement Survey

Board Presentation

February 25, 2015

Produced by Malatest on
behalf of TTC



INTRODUCTION

R.A. Malatest & Associates



- 30 years, 5 locations
- Gold Seal MRIA member
- Extensive experience conducting employee research:
 - Armstrong Fluid Technology
 - Region of Peel
 - PRESTO
 - Wittington–Fashion Retail Group
 - MABE Canada
 - Government of Alberta
 - Office of the Conflict of Interest and Ethics Commissioner
 - Asia Pacific Gateway

Objectives

- To establish organizational best practice within TTC corporate culture
- To establish baseline measures that will facilitate comparisons over time and across employee groups.
- To identify key drivers of employee engagement across the following 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**

Methodology

Field Dates

Launch: October 27, 2014

Close: December 8, 2014

Mode*

Online: Staff

Paper: Union

Surveys Issued

Email: 2,617

Mail: 10,625

Surveys Completed

Online: 2,447

Paper: 2,361

*Employees specifically requesting to complete the survey by paper or online were accommodated.

Response Rates (RR)

All Employees: 36%

Employee Category*	Count	RR
Staff	2343	90%
Union	2436	23%
Manager (Leadership Group)	165	96%
Non-manager	4478	34%
Total*	4808	36%

*Employee categories were assigned to each respondent based on their unique survey access code. The total sample (4,808) includes some completed surveys where the unique access code was not returned; the department, employee category, and/or employee position for these cases were not identified.

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

OVERALL EMPLOYEE ENGAGEMENT SCORE

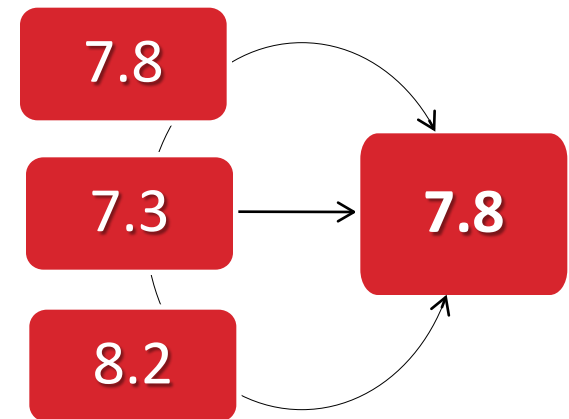


Overall Employee Engagement Score

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

Employee Category

All Employees: 7.8

Employee Category

Staff	8.0
Union	7.5
Manager	8.2
Non-Manager	7.8

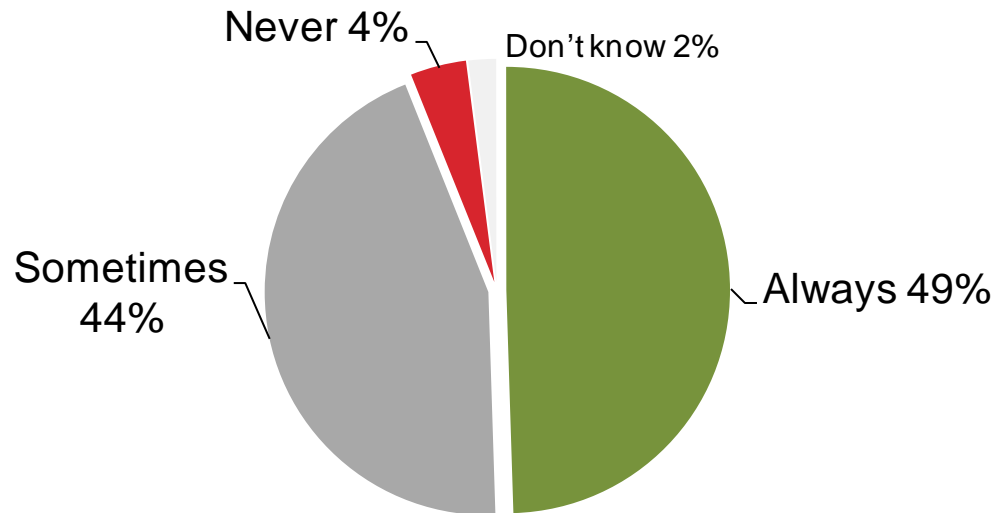
IMPRESSIONS OF THE TTC



How Employees Speak About the TTC

All TTC Employees

I would speak highly of the TTC...





How Employees' Experience has Changed Over Time

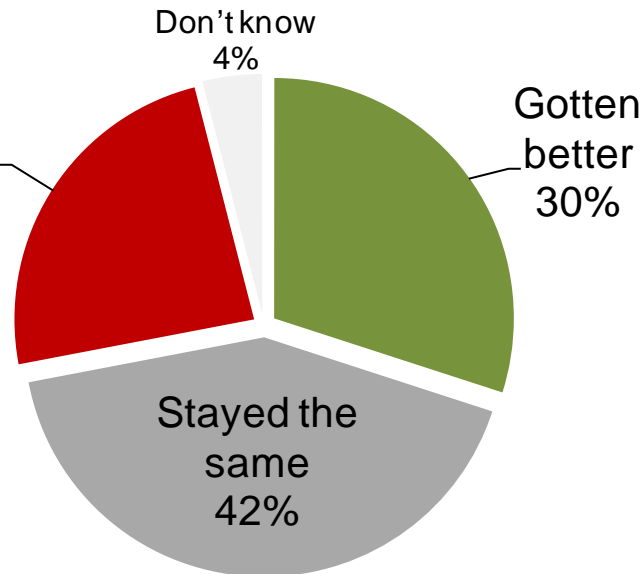
All TTC Employees

In the past 12 months, working for the TTC has...

Gotten Worse: Why?

1. Unqualified managers / lack of accountability (20%)
2. Worse personal work environment (15%)
3. Declining morale/employees not valued/respected (14%)
4. No leadership/ lack of vision/direction (12%)

Gotten worse
24%



Gotten better
30%

Gotten Better: Why?

1. Management/ vision/ leadership (16%)
2. New managers/co-workers/ (15%)
3. Improved job / career path / opportunities (13%)
4. Better communication (12%)

Note: The top four reasons for employees' change in experience are shown.

SATISFACTION WITH EMPLOYEE EXPERIENCE



Top 5 and Bottom 5 Scores

All TTC Employees

Top 5

1. I feel comfortable discussing safety issues at work (8.3)
2. The TTC offers good job security (8.3)
3. I often look for ways to make improvements in how things are done (8.1)
4. My manager/supervisor is well informed about safety issues (8.0)
5. I am strongly encouraged to report unsafe working conditions (8.0)

Bottom 5

1. There is a good level of trust between Senior Management and employees (4.9)
2. There is effective sharing of information across the TTC(4.9)
3. If something goes wrong, people concentrate on putting it right, not blaming others (5.0)
4. People get things done both quickly and efficiently at the TTC (5.1)
5. Best practices are shared effectively across the TTC (5.3)

Satisfaction Across All Aspects of Employee Experience

All TTC Employees

Average Across All Aspects: 7.1	Mean
Job	8.1
Safety	8.0
Team	7.6
Working Environment	7.0
Training & Development	7.0
Manager/Supervisor	6.7
Company	6.4
Performance & Reward	6.2

Satisfaction Across All Aspects of Employee Experience

Employee Category

All Employees: 7.1

Employee Category

Staff	7.6
Union	6.6
Manager	8.0
Non-Manager	7.1

WHAT DRIVES EMPLOYEE ENGAGEMENT?



Drivers of Employee Engagement

All TTC Employees

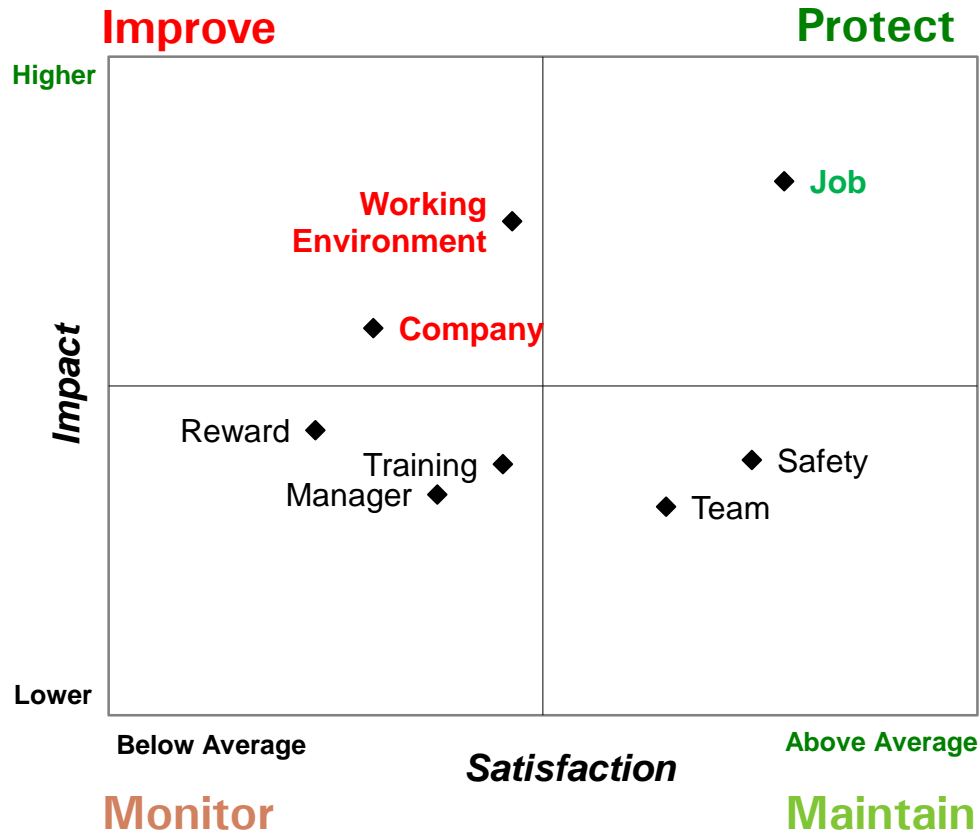
Most impact
↓

	Satisfaction (Mean)	Impact (r ²)	
Job	8.1	.52	1
Safety	8.0	.30	
Team	7.6	.27	
Working Environment	7.0	.49	2
Training & Development	7.0	.30	
Manager/Supervisor	6.7	.28	
Company	6.4	.41	3
Performance & Reward	6.2	.33	



Employee Engagement Opportunity Analysis

All TTC Employees

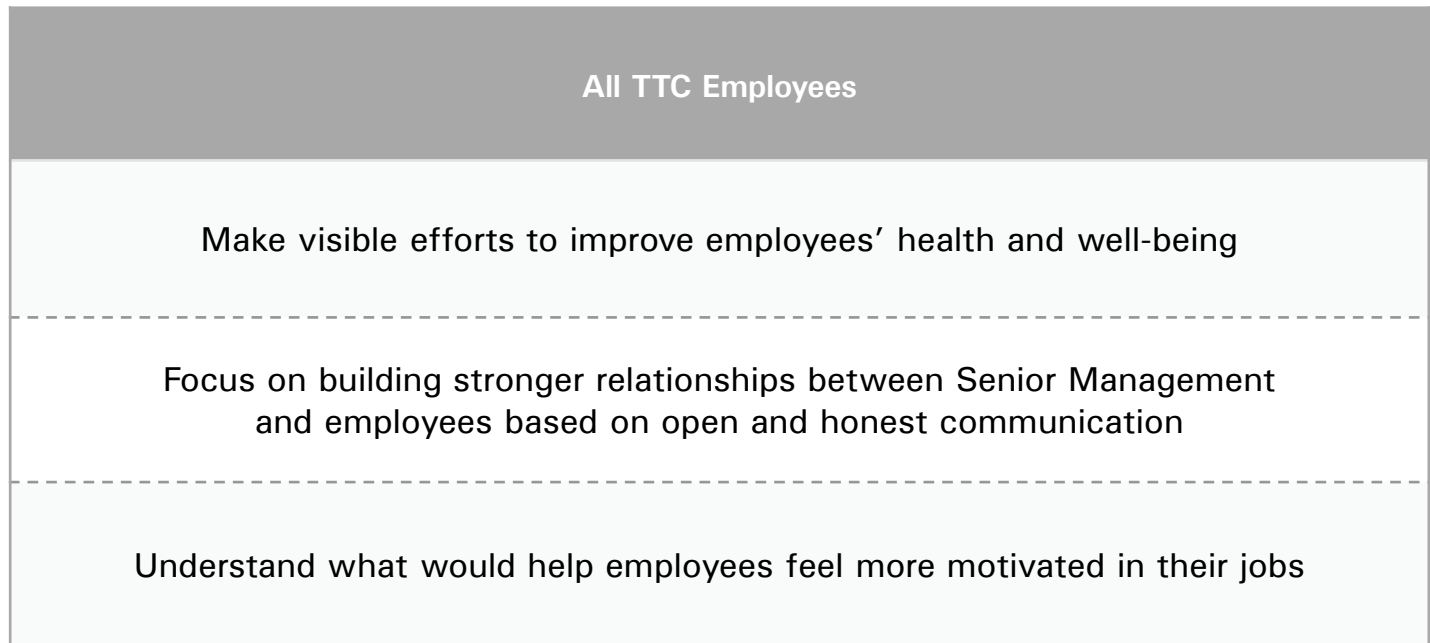


KEY ACTION AREAS



Key Action Areas

Summary



RECOMMENDATIONS

Recommendations: All Employees

- Conduct discussion sessions with employees to explore:
 - Practical ways the TTC can **make visible efforts** to improve employees' health & wellbeing
 - Ways to **build stronger relationships** between Senior Management and employees based on open and honest communication
 - Specific actions the TTC can take to help employees feel **motivated** in their jobs

Thank you



NEXT STEPS





- **Organization level results communicated to all TTC employees**
- **Reports detailing department and team level results available by end of March**
- **Departmental engagement plans implemented across the organization**
 - Understand results
 - Identify underlying issues
 - Develop actions
- **Create action plans at appropriate organizational level**
- **Track progress, deliver on promise**

