



Helping Leaders Lead:

Delivering effective employee communications
in complex work environments

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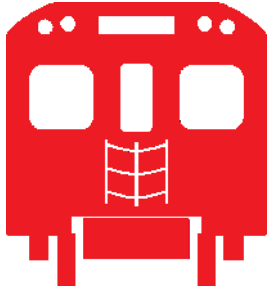
TTC at a glance



28,000
people per hour
on Line 1



2,900
people per hour
King streetcar



**subway
service**
every 2 to 6
minutes

15,000+
Wheel-Trans rides
on peak days
4 million+
Wheel-Trans rides
per year



1.7 million
customers carried
each business day

Half billion
trips per year

85%
of Greater Toronto
Area transit ridership



3rd largest
transit agency in
North America

SPOTLIGHT ON

TTC Workforce

14,484
employees



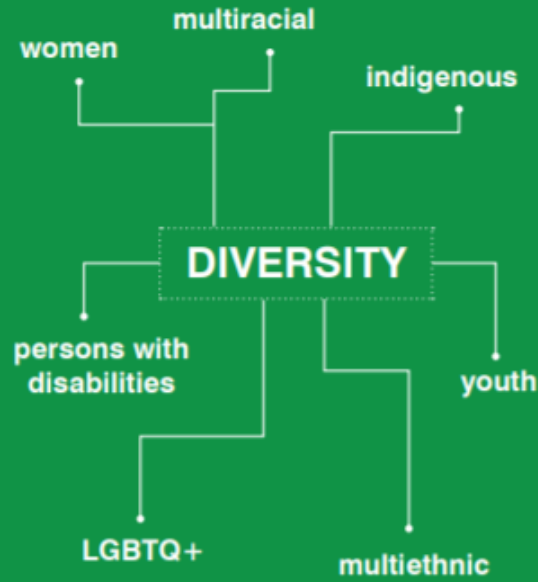
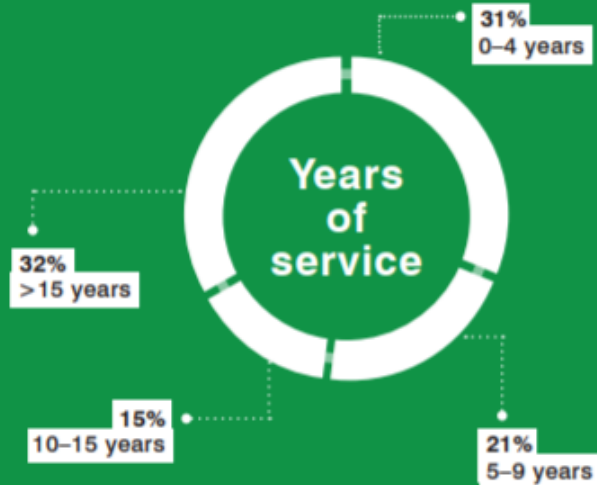
79% unionized

6,723
operators



4,042 skilled
tradespeople

*Including mechanics,
electricians, machinists,
carpenters and more*



1 in 2

Executive positions
are filled by women



15%

Of all employees
are women



4 in 10

Employees
are racialized



4x

Increase in employment
outreach since 2014 to attract
more diverse applicants



Challenges

Communicating at the TTC

- **Large workforce** – 15,000 employees working in widely different jobs
- **Geography** – employees at different offices/divisions/garages across Toronto
- **Operation/shift work** and many employees do not see their supervisor/manager frequently
- **Lack of access** to email, intranet
- Greater need for **supervisors & managers** to communicate organizational messages to their teams

The reality: there is no one-size-fits-all solution



Five-Year Corporate Plan: focus on our employees



Critical Path 2

Enable our employees to succeed

100%

Corporate Plan Commitments

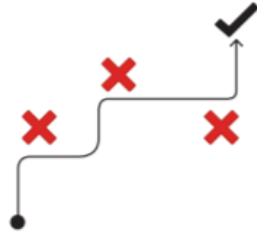
For employees



"One TTC" site & app
Relevant communication for every employee



Connect to the frontline
Senior managers joining employees in the field



Approvals & decision-making reset
Eliminating layers of unnecessary approvals



Pay for performance
Tying compensation to performance for staff



Merging workplaces
Consolidating offices to improve collaboration and efficiency

THE TTC WAY

The TTC Way
Shared expectations for co-workers, leaders, customers and partners

Close the communication gap

"One TTC" site & app

It's not easy to effectively communicate with a workforce that is on the move across the city. When one of our 5,500 bus operators goes to work at the beginning of their shift, they get on their bus and go; they don't have time to sit around and talk. Add to that the maintenance employees who keep our system and our vehicles running, and you've got two-thirds of our workforce needing information in very different ways.

Connect to the frontline

To bring the TTC closer together, we're putting ourselves in each other's shoes. To start with, we'll be requiring every member of the **Senior Management Team to join a different customer-facing role** in the field for one day, twice annually. Across subway, bus and streetcar, we'll also be rolling out **"Feet on the Ground" Days**, when managers will be out of their offices, interacting with their frontline employees.

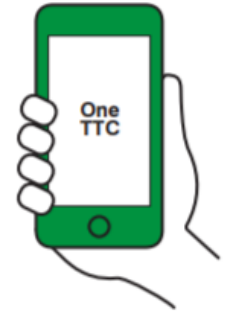
Develop the next generation of leaders

Leader development & succession planning

A suite of Future Leader Initiatives put in place as part of our last five-year plan prepares top performers to become the future leaders of the TTC, with opportunities including exposure to other transit agencies. This isn't just an investment in our future, it's a necessity: one in five TTC employees is eligible for retirement. In 2017, we instituted a program that **identifies pools of potential succession candidates**, rather than single individuals, for key roles. We'll also be **increasing secondments with City of Toronto colleagues** to cross-pollinate our expertise when possible.

Frontline mobility

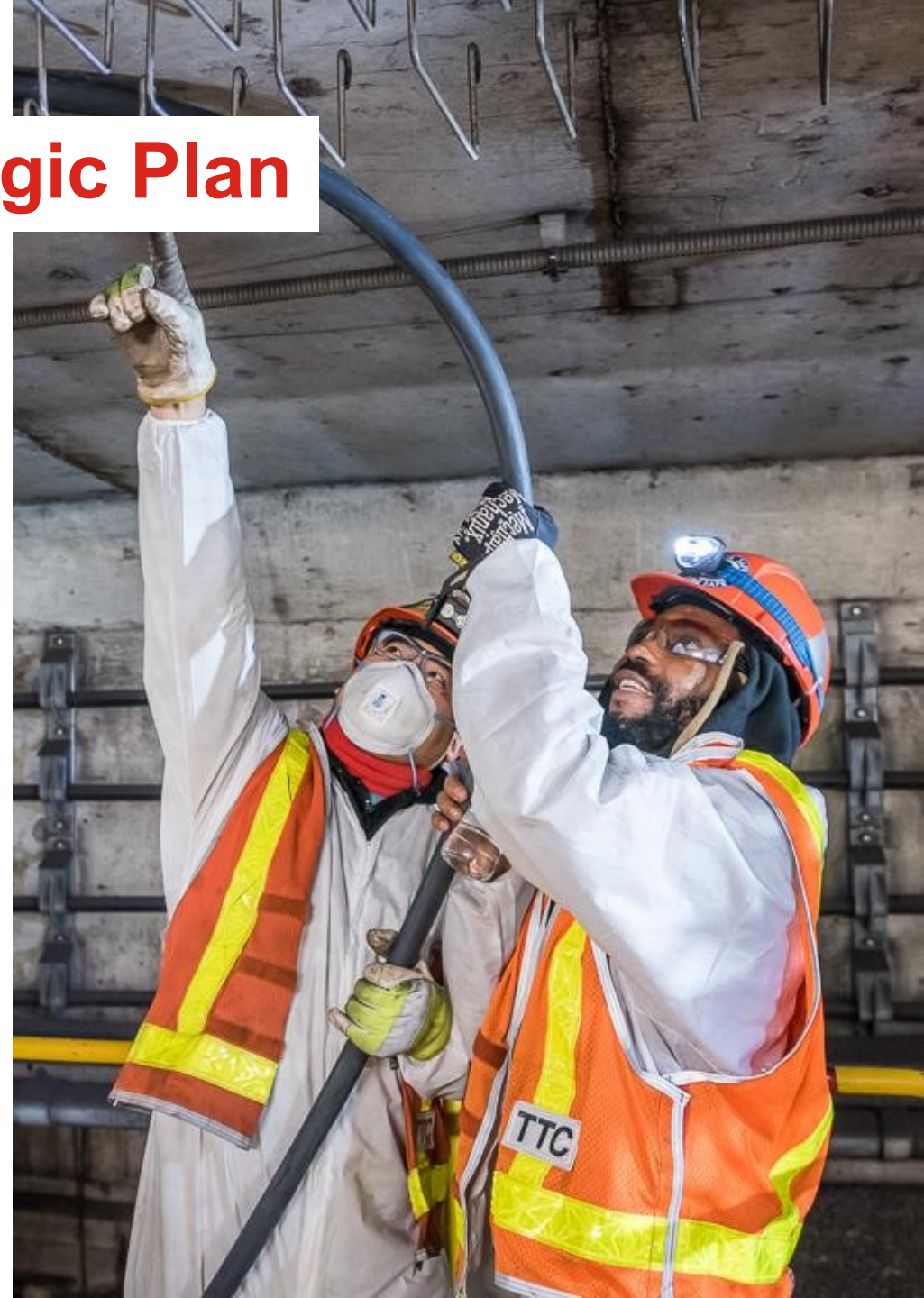
Those with frontline experience have unique insight into both our customers and our operations. To make it easier for non-supervisory employees to develop into management roles if they have the desire and the potential, we'll explore **new paths to skills and leadership development for frontline employees**.



"One TTC" site and app
Relevant communication for every employee

Internal Communications Strategic Plan

- A **best practice-based** plan, developed to effectively guide internal communications activities at the TTC
- **Tied directly to priorities** outlined in five-year Corporate Plan
- Highlights **strong partnerships** with Human Resources, Employee Relations and the Executive team
- **Key plan objective: Ensure leaders own and are accountable for their own internal communications.**



By the numbers: communicating through leadership

Remembering the faces you don't always see

43% of U.S. employees work remotely at least some of the time (*Gallup*)

Leaders should be more than just decision makers

“Senior leadership” ranked #2 on a list of top engagement opportunities (*AON*)

Going analog with your comms

Face-to-face communication was still considered highly impactful and used by at least half of a recent survey's respondents (*Gatehouse 2018 State of the Sector*)





Leaders are critical

We know communication succeeds at the hands of our Leaders. This means:

- **Customized communications** activities within teams
- **Leading by example**, such as sharing information and more face-to-face contact
- **Trusting and empowering** managers and supervisors to deliver critical information

What we're doing: targeted communications

Weekly e-newsletter + targeted leadership lists



TTC Leaders' Digest
Your weekly news & updates



Digging out: TTC rises to challenges brought on by wintery blast

The winter storm that hit the city last week is said to have been the worst storm in the last five years. And with another icy blast hitting us today, we're seeing even more really difficult winter weather.

Despite these incredibly challenging conditions, our employees continue to step up to not only do their jobs, but also go out of their way to help our customers.

We should all be incredibly proud of this organization – especially during times where we're tested like we have been over the last couple of weeks. You not only keep the TTC running as a lifeline for the city, but customer service consistently remains a priority even when others are frustrated.

Please share this important message with your employees.



TTC Leadership Group Information
SAP Managers Guide to MyTTC

PDF SAP GUIDE FOR MANA...
2 MB



MyTTC is now LIVE!

Starting **TODAY**, Managers will be able to log in to the new website **MyTTC** (via Internet Explorer) to access

- The new myttc.ttc.ca website which hosts your personal & manager dashboard.
- The new Employee Service Centre through the AskHR
- The new Position Organization Charts to create a recruitment requisition
- New Pay Statements
- New Online Organizational Charts. *It is important that you and your budget coordinator review your organizational chart and report any changes to Natalie Yung in Human Resources, as soon as possible. Automated workflows in the new system are dependent on this information being correct.*

What we're doing: direct-to-leaders approach

Leadership Forums, leaders' guides, training



Random Testing: key steps for Supervisors

Random drug and alcohol testing is an important part of the TTC's comprehensive commitment to ensuring the safety of our employees, our customers and all road users. These KEY STEPS will help guide you through the process.

If in doubt, contact the Fitness for Duty Program Lead or Assistant at any time.

WHAT TO DO WHEN you receive notice that one of your employees has been selected for random testing

1. Check that the employee is working that day and during the time outlined in the random selection notification email. If **not**, notify the FFD group immediately.
2. Ensure that the testing space is available or make arrangements to use an alternative testing space at the same location.
3. Always keep all testing details confidential.

HOW TO notify employees of their random test

1. Find a private space to tell the employee.
2. Give the employee enough time to get to the testing location.
3. Union representation is not an entitlement during random tests (though it should not be denied if immediately available).
4. If the employee displays any characteristics of impairment, continue with testing but change the reason from random to reasonable cause and follow those procedures. In instances of reasonable cause testing **do not** return the employee to work.

What we're doing: spot surveys + polls



Word cloud poll
Votes: 40

What department/group do you work in?

Multiple choice
Votes: 48

Have you ever nominated someone or received a TTC Rewards & Recognition Award?

Multiple choice (Multiple answers)
Votes: 0

We are working on some new ways to communicate with employees and we've heard of some really innovative ways that are already being used. Does your team use any of the following?

Multiple choice
Votes: 0

Have you ever ha



<p> Active users 55</p> <p>Engagement score 58</p> <p>Engagement per user 1.1</p>	<p> Questions 18</p> <p>Likes / dislikes 38 / -8</p> <p>Anonymous rate 94%</p>	<p> Poll votes 88</p> <p>Polls created 2</p> <p>Votes per poll 44</p>
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Five keys to our success

- Management support from day one
- Regular outgoing stream of info
- Short, easy to digest content
- Consistent, predictable and reliable
- Responsive to feedback



Up next

- Broader access to **digital communication channels** for all employees, including a new Employee Communications App
- Continued awareness and **training for leadership** communication
- **Stronger connections** between Leaders and the frontline
- More opportunities for **input** from employees on what information and approaches matters to them



The secret
to happy
customers?
Happy TTC
employees.

