



Toronto Transit Commission
1900 Yonge Street, Toronto, ON M4S 1Z2
416-393-4000

(sent by email)

June 17, 2025

John Elvidge, City Clerk
Toronto City Hall
100 Queen Street West
Toronto, ON M5H 2N2

Dear John Elvidge:

Subject: Audit of the Toronto Transit Commission's Non-Union Workforce Planning and Management

Recommendation:

1. The Board request the Chief Executive Officer, Toronto Transit Commission, to conduct a review of best practices and determine appropriate human resource Key Performance Indicators (KPIs) and metrics, along with definitions and targets, and formalize the process/system to regularly monitor and report on these KPIs to senior management.
2. The Board request the Chief Executive Officer, Toronto Transit Commission, to develop and implement a corporate-wide succession planning program.
3. The Board request the Chief Executive Officer, Toronto Transit Commission (TTC), to strengthen the retirement policy and process and consider incorporating the following:
 - a. requirement for notice (written, at a minimum) to the employee's supervisor, Department head, and the TTC's People and Culture Group;
 - b. a minimum retirement notification period requirement; and
 - c. timely initiation of successor hiring and knowledge transfer after retirement notice is received.
4. The Board request the Chief Executive Officer, Toronto Transit Commission, to strengthen its rehired pensioner policy by:
 - a. finalizing and obtaining approval of only one rehired pensioner policy and communicating the new policy to the organization;
 - b. including restrictive measures to limit, minimize and/or prevent rehiring pensioners and

Jamaal Myers, Chair
Joe Mihevc, Vice-Chair
Greg Percy, Chief Executive Officer

Paul Ainslie, Commissioner
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Fenton Jagdeo, Commissioner
Liane Kim, Commissioner

Ausma Malik, Commissioner
Josh Matlow, Commissioner
Julie Osborne, Commissioner
Dianne Saxe, Commissioner



their length of re-employment;

- c. including clear guidance as to when open and transparent job competitions are required;
 - d. revisiting the need, including cost and benefit, for rehired pensioner pay premiums; and
 - e. incorporating measures and processes for enhanced monitoring and increased accountability requirements from the operating department and their rehired pensioner(s) to achieve the goals they intended to complete during the contracted term initially requested, especially when considering contract extension requests.
5. The Board request the Toronto Transit Commission to regularly collect feedback from employees through engagement surveys and exit interviews and surveys, analyze the results, and take actions to address concerns, especially those that are impacting employee retention.
6. The Board request the Toronto Transit Commission to update current policies and procedures to ensure clear roles and responsibilities for each investigative unit and other involved personnel including management, Employee Relations, and Human Resources, and communicate this information to employees.
7. The Board request the Chief Executive Officer, Toronto Transit Commission, to develop a formalized process for:
- a. tracking complaints referred between investigative units;
 - b. tracking complaints submitted directly to management from employees or referred to management from investigative units; and
 - c. calculating and monitoring timeliness of complaint investigation and resolution (from initial submission to final closure).
8. The Board forward this report to City Council for information through the City's Audit Committee.

Additional Information

The TTC Board on April 16, 2025, considered the attached report, Audit of the Toronto Transit Commission's Non-Union Workforce Planning and Management and adopted the Auditor General's recommendations, as amended, as follows:

1. The Board request the Chief Executive Officer, Toronto Transit Commission, to conduct a review of best practices and determine appropriate human resource Key Performance Indicators (KPIs) and metrics, along with definitions and targets, and formalize the



process/system to regularly monitor and report on these KPIs to senior management.

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 - b. including restrictive measures to limit, minimize and/or prevent rehiring pensioners and their length of re-employment;
 - c. including clear guidance as to when open and transparent job competitions are required;
 - d. revisiting the need, including cost and benefit, for rehired pensioner pay premiums; and
 - e. incorporating measures and processes for enhanced monitoring and increased accountability requirements from the operating department and their rehired pensioner(s) to achieve the goals they intended to complete during the contracted term initially requested, especially when considering contract extension requests.
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 - a. tracking complaints referred between investigative units;
 - b. tracking complaints submitted directly to management from employees or referred to management from investigative units; and
 - c. calculating and monitoring timeliness of complaint investigation and resolution (from initial submission to final closure).
8. The Board forward this report to City Council for information through the City's Audit Committee.
9. That the TTC Board endorse the targets set out for Management Responses to the Auditor General's report on Non-Union Workforce Planning and Management as set out in Attachments 1 (Management Responses) and Attachment 2 (Summary Timeline).

The foregoing is submitted to City Council for information through the City's Audit Committee as directed by the TTC Board.

Sincerely,

A handwritten signature in grey ink, reading "Chrisanne Finnerty", is positioned below the word "Sincerely,".

Chrisanne Finnerty
Director – Commission Services

cc. Tara Anderson, Auditor General
Ariane Chan, Assistant Auditor General

Attachment