



For Action

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

Date: March 24, 2025

To: TTC Board

From: Audit & Risk Management Committee

Summary

The Audit & Risk Management Committee on March 24, 2025, reviewed the Audit of the Toronto Transit Commission's Non-Union Workforce Planning and Management, and forwarded the report to the TTC Board for consideration.

Recommendations

The Auditor General recommends that:

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. 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 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.

The Audit and Risk Management Committee requested:

9. That staff report to the April 16, 2025 TTC Board meeting with an implementation schedule for the recommendations from the Auditor General's Non-Union Workforce Planning and Management report.

Attachments

Attachment 1 – Audit of the Toronto Transit Commission's Non-Union Workforce Planning and Management