

**Presentation to the Toronto Transit Commission Board  
on April 16, 2025  
Agenda Item TTC3.5**

**AUDITOR  
GENERAL**  

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**TORONTO**

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

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# Presentation Overview

- Why this Audit Matters
- Audit Objectives
- Key Audit Findings and Recommendations
- Going Forward



# Why This Audit Matters

Workforce planning and management are critical to ensure that Toronto Transit Commission's (TTC) workforce **meets its operational requirements to support providing public transit services to the City of Toronto.**





# Audit Objectives

- 1) Does the TTC perform **effective succession planning** for non-union staff?
- 2) Is the TTC proactive in **monitoring and addressing challenges in retaining** its non-union staff?



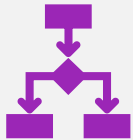
# Key Audit Findings

- A. Enhanced Workforce Planning, Monitoring and Succession Planning is Needed
- B. Policies for Retirement and Rehiring Pensioners Need Strengthening
- C. Employee Feedback and Engagement Monitoring Needs Strengthening
- D. Process for Managing, Tracking and Addressing Employee Concerns and Complaints Needs Improvement

# A. Enhanced Workforce Planning, Monitoring and Succession Planning is Needed



No formalized process to define, measure, or monitor human resource related KPIs

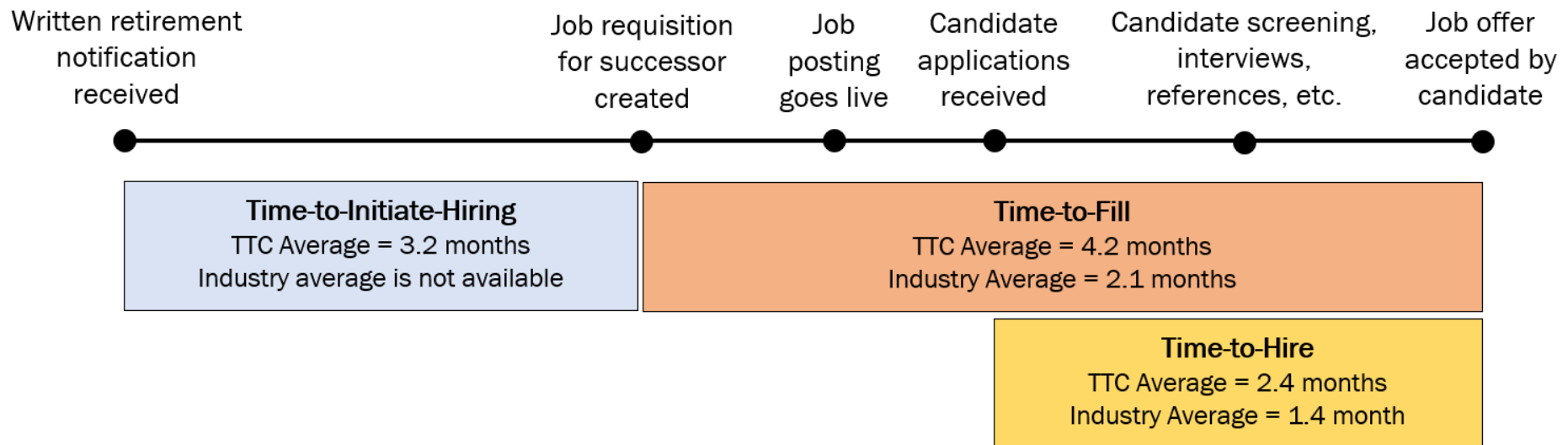


Formalized, corporate-wide succession planning program is needed



Lack of sufficient transition periods

# A. Enhanced Workforce Planning, Monitoring and Succession Planning is Needed



## B. Policies for Retirement and Rehiring Pensioners Need Strengthening



No **requirement for employees to notify** management and/or the human resources department of their intent to retire



No mandated nor suggested **retirement notification period**

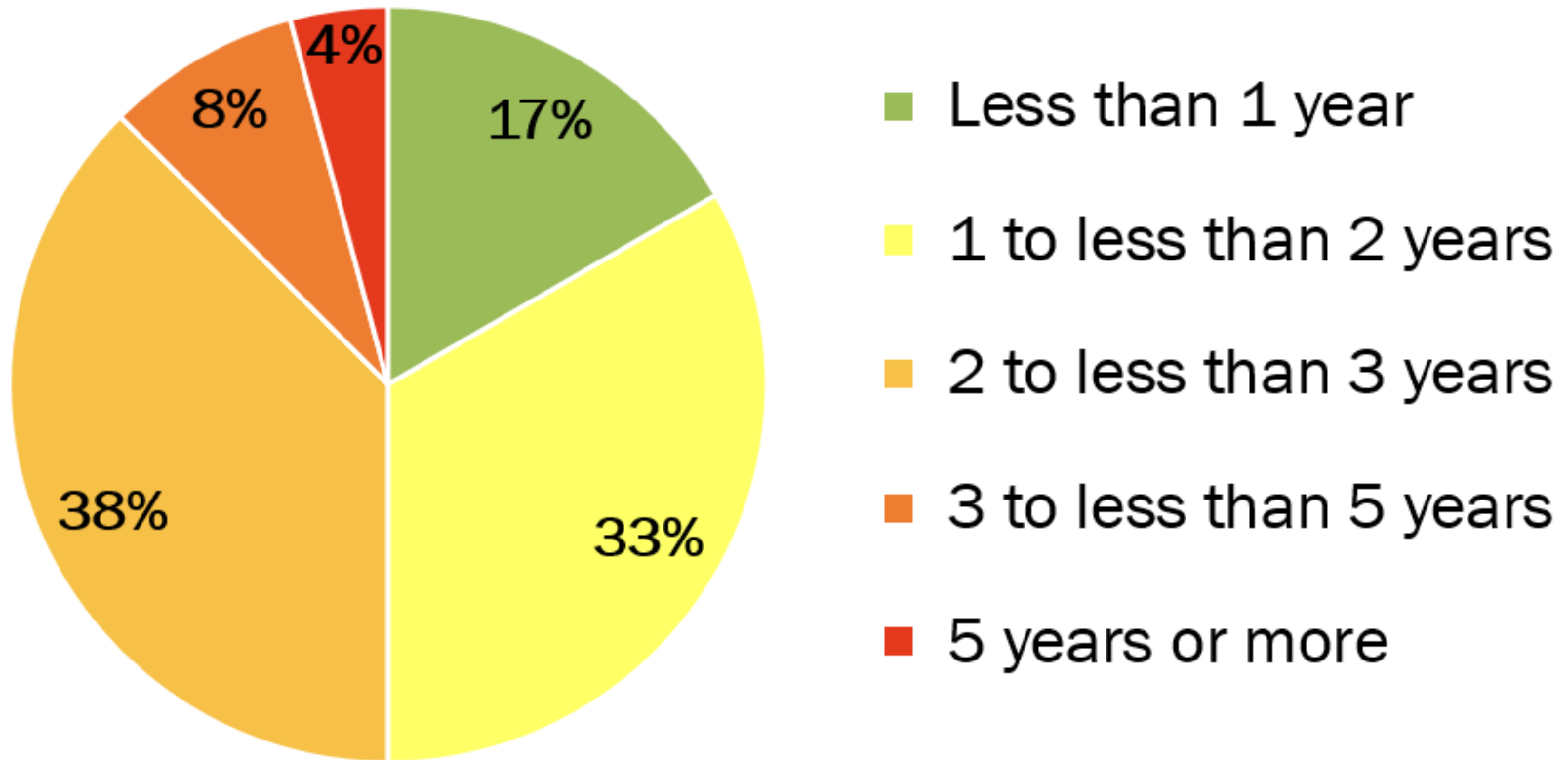


**Lack of succession planning** and TTC's **retirement policies** have contributed to the TTC **rehiring pensioners** to fill vacancies



## B. Policies for Retirement and Rehiring Pensioners Need Strengthening

Total Re-employment Periods for the Rehired Pensioner  
Samples with Contract Extensions



## C. Employee Feedback and Engagement Monitoring Needs Strengthening



No regular monitoring of employee engagement



**Average scores** from Auditor General's Office's survey **have not improved** since TTC's 2016 engagement survey.



While TTC conducts exit surveys, **feedback is not analyzed** to prevent turnover.

# **D. Process for Managing, Tracking and Addressing Employee Concerns and Complaints Needs Improvement**



AGO survey results



Roles and responsibilities of TTC's investigative units



Referral of complaints not tracked

# Going Forward

- Implementing the **7 recommendations** contained in this report will help improve TTC's non-union workforce planning and management processes, contributing to a positive impact on employee engagement and retention of its existing workforce.



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