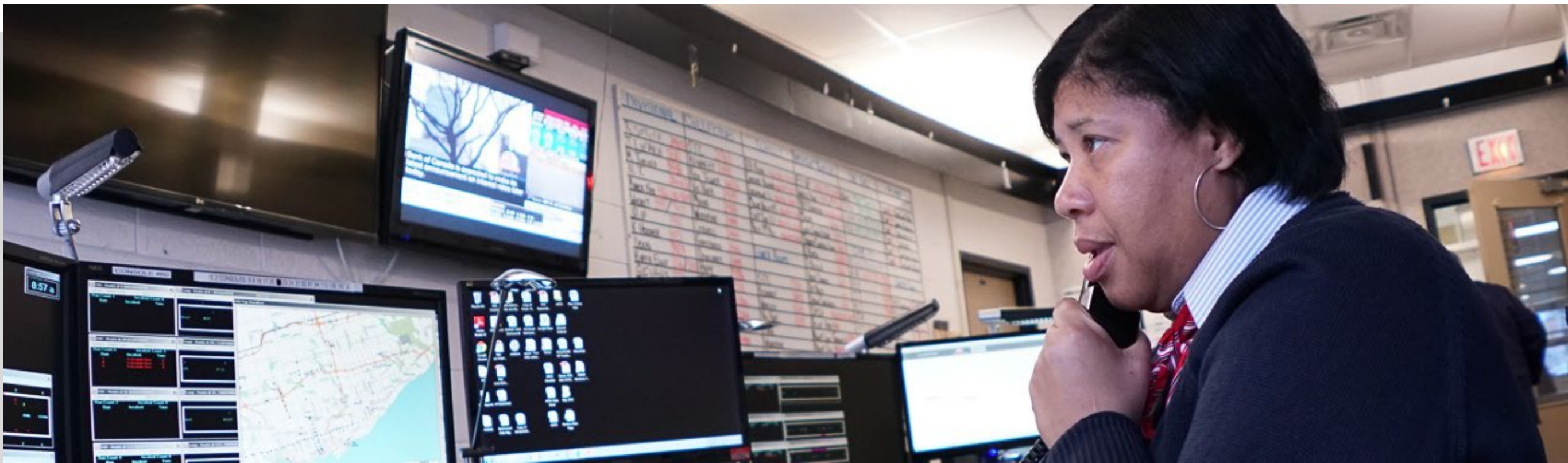# Management's Response to the Auditor General's Report

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

April 15, 2025

Seven Recommendations

1. Conduct a review of best practices and determine appropriate human resource KPIs and metrics to regularly monitor and report on.

2. Develop and implement a corporate-wide succession planning program.

3. Strengthen the retirement policy and process.

4. Strengthen the rehired pensioner policy.

5. Regularly collect feedback from employees through engagement surveys and exit interviews and surveys, analyze the results, and address concerns, especially those impacting employee retention.

6. Update policies and procedures to ensure clear roles and responsibilities for each investigative unit and other involved personnel and communicate this information to employees.

7. Develop a formalized process for tracking complaints, monitoring timeliness of investigations, and resolution.

1. Conduct a review of best practices and determine appropriate human resource KPIs and metrics.

Action Plan: Review and advance HR KPIs and metrics by Q4 2025, with reporting to the TTC Board in 2026.
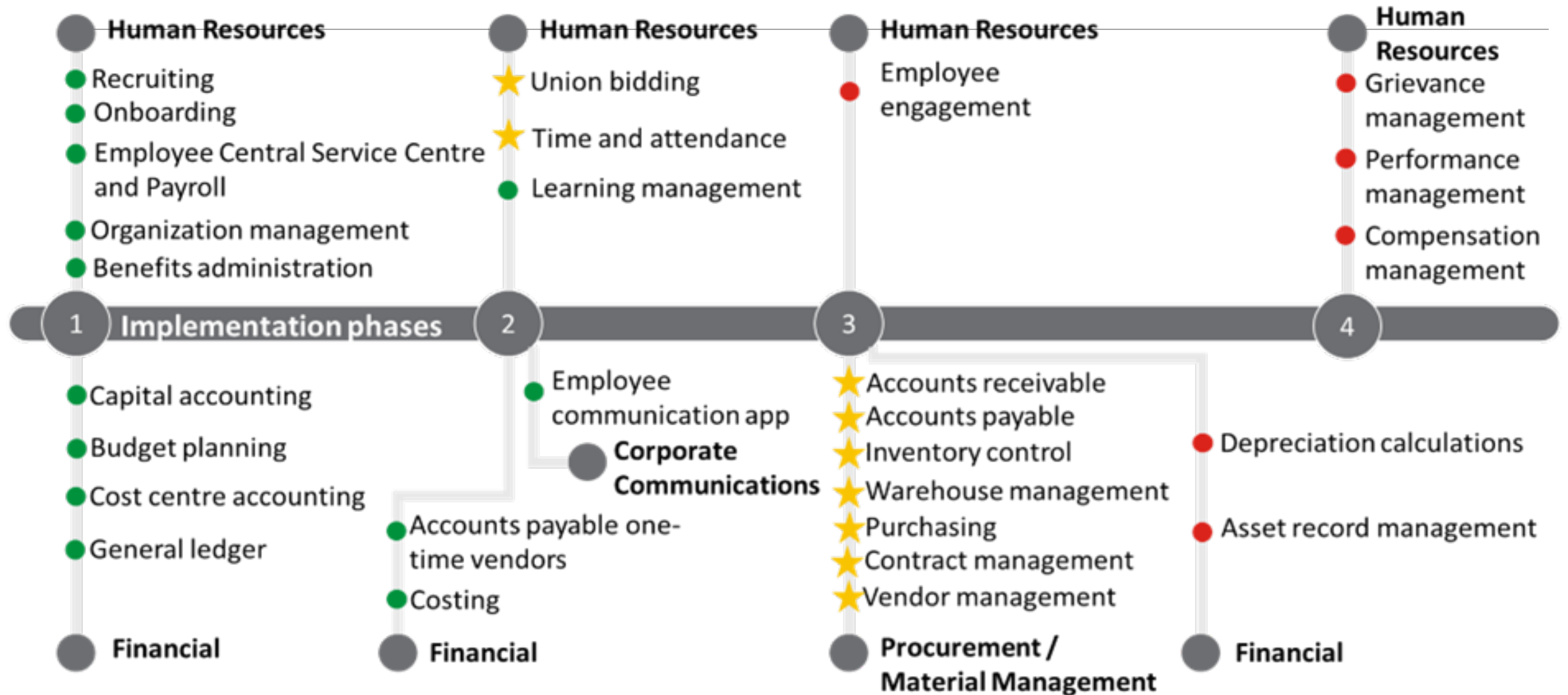
Currently…

1. Rolling out SAP with HR components

Planned…..

- Review of best practice, data analytics and priorities

The SAP Program

Legend: ● Complete ★ In progress ● Future

Phase 1

Human Resources
- ● Recruiting
- ● Onboarding
- ● Employee Central Service Centre and Payroll
- ● Organization management
- ● Benefits adminstration

Financial
- ● Capital accounting
- ● Budget planning
- ● Cost centre accounting
- ● General ledger

Phase 2

Human Resources
- ★ Union bidding
- ★ Time and attendance
- ● Learning management

Corporate Communications
- ● Employee communication app

Financial
- ● Accounts payable one-time vendors
- ● Costing

Phase 3

Human Resources
- ● Employee engagement

Procurement / Material Management
- ★ Accounts receivable
- ★ Accounts payable
- ★ Inventory control
- ★ Warehouse management
- ★ Purchasing
- ★ Contract management
- ★ Vendor management

Phase 4

Human Resources
- ● Grievance management
- ● Performance management
- ● Compensation management

Financial
- ● Depreciation calculations
- ● Asset record management

Implementation phases: 1 — 2 — 3 — 4

2. Develop and implement a corporate-wide succession planning program.

Action Plan: Initiate key elements of succession planning, with full implementation by Q1 2028.

Currently…

- Leadership advantage (one session annually, 80-100 participants)
- Presentation skills (multiple weeks; 6-10 sessions)
- APTA – Emerging leaders (annual)
- APTA Leadership (annual)
- LEAD Leadership Exchange and Development (annual)
- Upskill inclusive leadership (2024-2025); one executive cohort, four SMT cohorts.
- Rotman (UoT), two cohorts (2024-2025)
- SMT three times annually; meetings resumed 2023
- 2025 succession planning with Chiefs

Planned…..

- SAP evolution with AI-enabled functions to enhance data management and analytics.
- Building competency and cultural awareness to support succession planning
- Accountability through performance management
- Regular communication and management of expectations

3. Strengthen the retirement policy and process.

Action Plan: Implement updates to the retirement policy by Q3 2026, with culture change and successor hiring starting by Q2 2025.

Currently…..

- Consultation and collaboration with TTC Pension Plan, noting that both organizations will need to harmonize policy and practice

Planned…..

- Single window approach for employees to communicate retirement that triggers the retirement process
- Communication regarding policy updates to all employees as part of TTC succession planning efforts

4. Strengthen the rehired pensioner policy.

Action Plan: Update the Employment Policy by Q4 2025, with operationalization and data review by Q3 2026.

Currently…..

- Reacting to the "brain drain" streaming from MX projects
- Emphasizing succession planning & compensation review

Planned…..

- Update policy – by Q3, 2026
- Align with communication and enhanced practices for retirement

5. Regularly collect feedback from employees through engagement surveys and exit interviews, analyze the results, and address concerns impacting employee retention.

Action Plan: Develop a new framework for employee engagement and exit interviews by Q1 2026

Currently…..

- Ipsos retained to support development of TTC employee engagement framework
- Consult with unions and other stakeholders to build trust and encourage participation in employee survey
- Develop a project plan for the roll-out of the employee survey in Q2 2025

Planned…..

- Comms blitz – April – May 2025
- Launch employee survey – June 2025
- Leader engagement sessions to equip them ahead of the survey launch
- Accountability framework – action plan development and monitoring
- Formalize exit interview framework – Q1 2026

6. Update policies and procedures to ensure clear roles and responsibilities for each investigative unit and communicate this information to employees.

Action Plan: Complete review of roles and responsibilities and associated communications by Q1 2026, with a fully-staffed intake team by Q4 2025.

Four areas impacted…..

- Investigative Services
- Human Rights (Includes Special Constables and Fare Inspectors)
- Employee Relations
- Integrity line

….and all Management staff

Ongoing initiatives…

- Internal governance
- Reporting tools
- Case management system

7. Develop a formalized process for tracking complaints, monitoring timeliness of investigations, and resolution.

Action Plan: Develop a high-level summary for tracking complaints and explore a new case management system by Q1 2026, with improved data tracking and reporting by Q3 2026.

Currently…..

- Regular (monthly) interaction with all investigation units to triage, track confirm progress
- De-escalation training to reduce frequency of complaints

Planned…..

- Procuring case management system – by Q1 2026 with consistent data tracing and flagging by Q3 2026

Timeline for actions

Recommendation	2025	2026	2027	2028
1.HR KPIs	=============X	=======X		
2.Succession planning	==============	================	================ ==X	
3. Retirement process	==============	===========X		
4. Rehired pensioner	=============X	===========X		
5. Employee engagement	==============	==X		
6. Clarify & communicate investigative roles	=============X	==X		
7. Investigation tracking	==============	==X=========X		