

CUSTOMER SERVICE ADVISORY PANEL

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EXECUTIVE SUMMARY

The Customer Service Advisory Panel (CSAP) was created by the TTC as an independent body in March 2010. The CSAP's mandate was to consider aspects of TTC operations where levels of customer service can be improved. During its deliberations, the CSAP had the full cooperation of the TTC and its customers.

The CSAP provided 78 observations and accompanying recommendations. Some are minor, and some major. Some can be attended to right away, while others will demand much attention and take months or years to implement. Some are inexpensive, while others will demand high levels of funding and allocation of resources.

The implementation of many (if not most) of the recommendations contained in this report will require significant operating or capital expenditures and workforce increases. This should be addressed by the TTC in upcoming budget submissions.

The primary focus of the TTC has always been safety, and that is as it should be. The new focus on customer service is overdue. This initiative will be costly to implement and maintain, and some recommendations may lead to changes in TTC policy. However, the result will be worth the considerable effort and investment of resources.

The question, of course, is: where will the money come from?

Most of the observations and accompanying recommendations focus on changes that can be made by the TTC. However, customers also play an important role in this new customer service initiative. Customers often lack a thorough understanding as to how the system actually operates — why the TTC “does what it does.”

Observations and accompanying recommendations are listed in eight sections in this report. For the purposes of this executive summary, an overview is provided for each section, along with the headings from each recommendation. This will allow the reader to more fully understand the breadth and depth of the CSAP's work and its resulting observations and recommendations.

A RENEWED FOCUS ON CUSTOMER SERVICE

The focus of the TTC has always been the safety of its employees and the safety of its millions of riders. Customer service has not been a top priority of the TTC in recent years.

CUSTOMER SERVICE ADVISORY PANEL

The recommendations in this section result from a wide range of observations, and include notes on potential organizational changes, new committees, developing a better understanding of the many facets of customer service, and gaining a better understanding of TTC customers.

- IA: Chief Customer Service Officer
- IB: Customer Service Business Plan
- IC: Customer Service Advisory Group
- ID: Organizational Review: Customer Service
- IE: Creation of a Culture of Customer Service
- IF: Image/Brand Improvement Plan
- IG: Customer Service Survey
- IH: Staying Up-to-Date on Customer Service
- II: Peer Review
- IJ: Create Customer Service Support Teams
- IK: Station Managers
- IL: Customer Service Response Teams
- IM: Acknowledge Children
- IN: Creation of a Student Advisory Committee

COMMUNICATING WITH CUSTOMERS

The TTC communicates with its customers in many different ways. Some communications provide general information and assistance to customers, while others advise them of delays, emergencies, and other situations affecting service. Customers include: daily users, tourists, customers who speak little or no English, people with disabilities, and people from different cultures. Catering to the different needs of each of the system's customer groups is extremely difficult.

- 2A: Portable Information Kiosk or Area
- 2B: Improved Direction Signs (Wayfinding)
- 2C: Platform Screens
- 2D: Screens at Station Entrances
- 2E: Screens at Collector Booths
- 2F: Communication of Delays, Buses/Streetcars
- 2G: Customer Service Contact Cards
- 2H: "Sorry, Bus Full" Sign
- 2I: Improve Signage Quality at Collectors' Booths
- 2J: Standardized Signage
- 2K: Replace Collector Booth Microphones
- 2L: Explanatory Posters for New Customers
- 2M: Review all Vicinity Maps
- 2N: Update Subway Maps
- 2O: Develop New Streetcar Maps
- 2P: Distribution of TTC Bulletins to Customers

CUSTOMER SERVICE ADVISORY PANEL

- 2Q: Family Functions and Events
- 2R: Review Subway Door Signage
- 2S: Improve “Major Attraction” Signage
- 2T: Improve Public Address System
- 2U: Pocket-Size Maps
- 2V: Revised Signage for “Priority Seating”
- 2W: Operator-Customer Communications:
Short-Turning and Train-Emptying
- 2X: Consolidate Communications with Major Announcements
Coming from the Transit Control Centre
- 2Y: Adoption of New Communications Technologies
- 2Z: Touch-Screen Information Kiosks in Stations
- 2AA: “Why We Do What We Do” Marketing Campaign
- 2BB: Providing Real-Time Updates on the Website
- 2CC: Add an In-Depth FAQ Section to the Website
- 2DD: Marketing Campaign: “Connect with Us”
- 2EE: Improved Information for Tourists

CUSTOMERS COMMUNICATING WITH THE TTC

It is not always easy for customers to communicate with the TTC or have access to senior management, which should be addressed.

- 3A: Frequent Public Town Hall Meetings
- 3B: Review the “Customer Service Communications” (CSC) System
- 3C: Review CSC Response System
- 3D: Categorize all CSCs
- 3E: Closing the CSC Loop
- 3F: Customer Service Centre: Hours of Operation

INTERNAL TTC COMMUNICATIONS

Improvements can be made in the TTC’s internal communications, particularly communications with frontline employees.

- 4A: Improve Internal Communications
- 4B: Improve Internal Communication Channels

TTC EMPLOYEES

Customer service can be improved through a review of, and modifications to, the current customer service training programs for TTC staff. In addition, employees require extra support in some areas.

- 5A: Review of Customer Service Training Courses

- 5B: Additional Customer Service Training Courses
- 5C: Level of Retention of Training
- 5D: Increase Frequency of Refresher Training
- 5E: Service Recovery Training
- 5F: Create an Additional Customer Service Course
- 5G: Greater Support for Collectors
- 5H: Improved Selection Procedures
- 5I: Review Recognition Programs
- 5J: Visibility of Recognition Programs
- 5K: Clarify Selection Processes for Recognition
- 5L: Develop an Employee Handbook
- 5M: Advise Operators on the Need for the Smooth Operation of all Vehicles
- 5N: Additional Supervisors
- 5O: Adding Time to Routes

FARE MEDIA AND PAYMENT SYSTEMS

There are numerous issues related to fare media and purchasing/payment systems. The current system is both inconsistent and inconvenient. Many, if not all, of the issues related to fares will disappear when a new system is chosen and implemented.

- 6A: Convenient Fare System
- 6B: Revised Day Pass
- 6C: Simplified Transfer System

TTC “SPACES,” VOLUNTEERS, AND COMMUNITIES

Often, TTC “spaces” — such as subway and bus stations — exist in isolation from the communities of which they are a part. Torontonians do not have a sense of ownership over these TTC spaces.

- 7A: Firmly Place TTC Spaces within Local Communities
- 7B: Amenities
- 7C: Community Liaison
- 7D: Promote Community Engagement and Collaboration and “Friends of the TTC”

RESPONSIBILITIES OF THE TTC AND ITS CUSTOMERS

CUSTOMER SERVICE ADVISORY PANEL

All employees of the TTC have a duty to provide the highest levels of customer service. Also, customers must do their part to improve the level of customer service.

- 8A: TTC Responsibilities
- 8B: Customers' Responsibilities
- 8C: TTC Bylaw #1

In conclusion, as the TTC focuses more on customer service and customers demonstrate more empathy, the TTC can again be held in the high regard it enjoyed for many decades.

This report is a significant first step in moving the TTC to a position where it can provide a high level of customer service, which could lead to better customer satisfaction.

There is a great deal of work to be done, but the TTC's recognition of the current inadequacies in customer service and its creation of the CSAP demonstrates a welcomed commitment to this new customer service initiative.

In addition to hard copies, this report is available online at www.ttcpanel.ca

CUSTOMER SERVICE ADVISORY PANEL

TABLE OF CONTENTS

1.0	Introduction	1
2.0	The Toronto Transit Commission (TTC).....	4
3.0	The Customer Service Advisory Panel	5
4.0	The Process	10
5.0	Observations and Recommendations	11
5.1	A Renewed Focus on Customer Service	11
5.2	Communicating with Customers	19
5.3	Customers Communicating with the TTC	30
5.4	Internal TTC Communications	33
5.5	TTC Employees	34
5.6	Fare Media and Payment Systems	41
5.7	TTC “Spaces”, Volunteers, and Communities	43
5.8	Responsibilities of the TTC and Its Customers	44
6.0	Conclusions	48
7.0	Sources of Information	49

1.0 INTRODUCTION

The Customer Service Advisory Panel (CSAP) was commissioned by the TTC as an independent advisory body in March 2010, in response to several high-profile incidents that challenged the TTC to review its current practices. The goal of the panel was to review and assess current levels of customer service and seek areas of opportunity for the TTC to improve levels of customer satisfaction.

At its January 2010 meeting, the Commission approved a review of customer service, including the formation of an independent, voluntary Customer Service Advisory Panel whose mandate was to achieve the following: review and assess existing plans to improve customer service, advise on where and how the TTC should seek outside expertise to achieve customer service excellence, conduct public consultations, and draft a customer charter or “bill of rights.”

The members of CSAP come from diverse backgrounds, but the combination of our individual experience and skills has allowed us to take a close look at the inner workings of the TTC.

We wish to thank the employees of the TTC – Throughout this short but intense process they always provided valuable assistance, and willingly answered all of our questions. We met with people at all levels of the organization, and nowhere did we meet with any resistance. Everyone was supportive of the work of the CSAP. Whenever we requested further information, documents and manuals were immediately made available to us. Everywhere we went, we found a strong desire to improve in the area of customer service.

Also, we must thank the TTC’s customers for the vast amount of input they provided during this process. Customers willingly offered their valuable opinions and spent a considerable amount of time providing thoughtful, in-depth responses focused on improving customer service at the TTC.

The CSAP had the TTC’s full co-operation and access to information, documents, and plans relating to customer service. CSAP members received advice and input from TTC employees, including: management and frontline workers; input from the Advisory Committee on Accessible Transportation (ACAT); and input from many thousands of riders.

Public opinion of the TTC is strained at times, especially in the area of customer service. As a result of several high-profile incidents, the members of the CSAP entered this task expecting to uncover and encounter many

major issues and problems. Indeed, we did discover a number of areas that require attention, some of them minor and some major.

However, we were pleasantly surprised to learn that all of the TTC stakeholders are passionate about their transit system. Everyone, from employees to management to customers, truly wants a TTC of which they can be proud.

Throughout the course of a six-month review process encompassing hundreds of hours of work, the CSAP has formulated 78 observations on areas of possible improvement, and accompanying recommendations that outline how the TTC can improve customer service.

The CSAP could not uncover every opportunity for improvement in such a short period of time, but we believe these observations and recommendations can form a foundation upon which the TTC can build its new focus on customer service. As the implementation of these recommendations unfolds, there is no doubt that additional areas of improvement will be identified. The majority of our suggestions and recommendations focus on changes that should be considered by the TTC.

Customers, however, also play an important role in the implementation of this new customer service initiative. It is understandable that customers' primary concerns are their immediate inconvenience when there is a delay or short-turn, or when they feel an operator is not meeting their expectations in some way. However, we found that there is often a lack of understanding on the part of riders as to how and the system actually operates, and why certain decisions are made.

Customers have complained that bus operators see them walking towards the bus stop, but just drive by without waiting. This is a valid complaint, but do they understand why the operator has done this? Do they understand the tight schedule to which the operator must adhere, or how stopping and waiting will impact the rest of the customers already on the bus?

Furthermore, when referring to operators, riders have made comments such as: "But they are just driving a bus or streetcar, what's so difficult about that?" Alarming, there seems to be a lack of respect for many of the operators, and a lack of understanding of the operators' responsibilities. These are the people to whom we entrust our lives and the lives of our loved ones on a daily basis.

Throughout the course of our research, we were surprised to hear the high level of expectation customers have of TTC operators. Operators are expected to act as a tour guide, policy enforcer, fare collector, and custodian, while providing information, directions, and special assistance. All of this and much more is expected while, at the same time, they are to operate the vehicle in a safe manner – Paying attention to the road at all

CUSTOMER SERVICE ADVISORY PANEL

times, adhere to the speed limit despite a tight schedule, and practice defensive driving. And, above all, they must ensure that passengers arrive at their final destination safe, and on time.

Also, it is apparent that customers do not often consider the complexity of the huge system that operates in the background, day in and day out, to keep the TTC running. The TTC is a massive, complex system that utilizes infrastructure that is valued in the billions of dollars.

Perhaps a simplified way of looking at the TTC is to think of it as a 24-hour project. In a day, it utilizes the skills and experience of some 12,500 people, and sends out over 2,700 vehicles that operate over almost 7,500 kilometres of routes, while providing service to 1.5 million passengers every weekday. At the end of the 24 hours, it does not stop, but repeats the process. This truly is a massive undertaking, and levels of customer service will not always be delivered that meet the high expectations of its riders. Unfortunately, all the customers see is that the bus is late, or the operator did not effectively answer their questions.

Throughout its long history the primary focus of the TTC has been on safety, and in that area it cannot be faulted. A new focus on customer service is overdue, and the TTC will have to dedicate significant attention and funds to the customer service program. This initiative will be costly to implement and maintain, and policies may have to be changed. However, we believe the results will be worth the considerable effort and investment of resources. The implementation of many of the recommendations contained in this report will require significant operating or capital expenditures and workforce increases. This should be addressed by the TTC in upcoming budget submissions.

Kind regards,

The Customer Service Advisory Panel

2.0 THE TORONTO TRANSIT COMMISSION

The Toronto Transit Commission moves 1.5 million riders every weekday. The TTC is the third-largest public transit system in North America, after New York and Mexico City. The TTC services some 4.5 million people in the Greater Toronto Area with a network of subways, streetcars, buses, the Scarborough Rapid Transit (SRT) system, and the specialized Wheel-Trans service for people who require accessible transportation.

This is a large, and, by necessity, complex organization. A few more facts (2009):

- 12,500 Employees
- 1,782 Buses
- 248 Streetcars
- 678 Subway Cars
- 28 SRT Cars
- 7,206 Kilometres of Bus Routes
- 305 Kilometres of Streetcar Routes
- 68 Kilometres of Subway/SRT Routes
- 155 Surface Routes
- 69 Stations
- 294 Escalators
- 78 Elevators
- 29 Commuter Parking Lots

Annually, the TTC covers a lot of ground:

- 123,652,000 Kilometres - Buses
- 75,512,000 Kilometres - Subway
- 12,337,000 Kilometres - Streetcars
- 3,246,000 Kilometres - SRT

In the morning rush hour, TTC vehicles replace a large number of vehicles that would otherwise be travelling on our already-congested roads:

- | Bus replaces 45 Vehicles
- | Streetcar replaces between 65 and 95 Vehicles
- | 4-Car SRT Train replaces 200 Vehicles
- | 6-Car Subway Train replaces 910 Vehicles

In 2009, the TTC carried 471 million riders. That same year, it also carried its 27 billionth rider. The system now moves one billion riders every 30 months.

3.0 THE CUSTOMER SERVICE ADVISORY PANEL

Mr. Steve O'Brien, the general manager of One King West Hotel and Residence, was appointed chair of the Customer Service Advisory Panel on February 17, 2010. He spent the following weeks appointing the members of the CSAP.

On March 2, 2010, he announced the full panel that would join him to review and make recommendations on customer service at the TTC.

The Members of The Customer Service Advisory Panel (CSAP), an independent group of volunteers, are:

Steve O'Brien

Chair, General Manager, One King West Hotel & Residence

Steve O'Brien is general manager of One King West Hotel & Residence, a 575-suite hotel and residence at the corner of King St. W. and Yonge St. in downtown Toronto. Mr. O'Brien has 30 years experience in the Toronto hotel industry, having worked with Marriott Hotels & Resorts, Hilton International, Delta Hotels & Resorts, and Ramada Canada. He has been an integral part of the opening team for four Toronto hotels and has served on several high-level hotel brand and customer service councils.

Matthew Blackett

Publisher and Co-Founder, Spacing Magazine

Matthew Blackett is the publisher and co-founder of *Spacing* magazine and has been a regular TTC rider since 1994. His magazine, launched in 2003, has become an integral voice on a variety of city and urban issues, including public transit. As publisher of *Spacing*, he has helped shape the magazine into one of Canada's top small magazines. Mr. Blackett was named Editor of the Year for 2007 by the Canadian Society of Magazine Editors, which also named *Spacing* Canadian Small Magazine of the Year in 2007, 2008, and 2009. He was awarded a 2007 Canadian Urban Leadership Award, for "City Soul," by the Canadian Urban Institute for his part in creating *Spacing*. In 2004, he created a series of buttons reflecting various TTC subway stations, and has since sold more than 120,000 of them — demonstrating that Torontonians have a deep affinity for their transit system.

Robert Culling
Transit Operator, Toronto Transit Commission

Robert Culling is a professional transit operator for the TTC and is proud to serve the people of Toronto. Formerly a tow truck driver with CAA, Robert was hired by the TTC as a transit operator and has since worked numerous routes throughout the city. In 2009, he received three commendations for outstanding service. His involvement in the panel stems from his desire to provide the best quality of service possible for TTC riders, and to ensure that people view the TTC as a safe, reliable, and enjoyable way to get around the city of Toronto.

Susan Davidson
Chair, ACAT

Yves Devin
CEO, Société de Transport de Montréal (STM)

Yves Devin has been STM's CEO since May 2006 and is widely acknowledged for his strong leadership and consensus-building abilities. Under his leadership, STM recorded more than 382.5 million trips in 2008, a record for ridership in Montréal transit's modern history. As a prime motivator for change, he believes that communication plays a major role in successfully engaging employees. Mr. Devin has a Bachelor's degree from Université Laval in industrial relations and later attended the University of Philadelphia, studying strategic planning, and Boston's Levinson Institute, where he studied work organization.

Tyson Matheson
Vice-President of People Relations & Culture, WestJet

Tyson Matheson is WestJet's vice-president of people relations and culture. His escalation within the organization since joining WestJet at its 1996 inception, through various human resource-related positions, has contributed to the airline's highly admired culture evolution. Thanks to a strong campaign led by Mr. Matheson, WestJet ranked sixth in the 2010 edition of Canada's Top 50 Best Employers by Hewitt Associates and *The Globe and Mail*. With a solid operational understanding and an influential position within the airline industry, Mr. Matheson is in an ideal position to bring insight and leadership to the TTC.

Dr. Roy Morley
Professor of Marketing, Ryerson University

Dr. Roy Morley is a professor of marketing in the Ted Rogers School of Management at Ryerson University. He holds a BSc (Hons) in Civil Engineering, an MBA from York University, and a PhD from the Richard Ivey School of Business at the University of Western Ontario. He is also a Professional Engineer (PEng). A TTC user for the past 35 years, his primary area of interest is services organizations — particularly services marketing, services management, service quality, customer/client satisfaction, and the design and operation of effective service organizations. His business experience includes engineering design and construction, project management of large, complex projects, business planning, consulting, marketing, and operations management in a number of countries around the world.

Sue Motahedin
*Manager, Loyalty & Retention, and TELUS Community Ambassador
— President, Toronto East*

Sue Motahedin, of TELUS Communications Inc., manages both a union and management team within the company's Loyalty & Retention Department. With more than 15 years of management experience, she is focused on creating a world-class client experience for all of her customers through a team of engaged employees. A daily TTC commuter, Ms. Motahedin is looking forward to helping create a better TTC by balancing the customer perspective with a realistic understanding and appreciation of the demands on TTC's workforce and infrastructure. She brings experience in creating and delivering training, developing and implementing quality/satisfaction measurement programs, and supporting emerging and changing technologies to help drive positive impacts to the end user.

Krisna Saravanamuttu
President, York Federation of Students

Krisna Saravanamuttu is a fourth-year Criminology major at York University and an aspiring law school candidate. Growing up in a poverty-stricken area of Toronto, he, among many others, depended upon affordable and accessible public transit to get around the city. As the current president of the York Federation of Students (Local 68 of the Canadian Federation of Students), he represents 50,000 undergraduates, 60 per cent of whom are commuter students. In November 2009, he had the pleasure of delivering a deputation on behalf of York students to lobby the TTC for the \$99 discounted Metropass. Building on that success, he looks forward to working with the panel to share the perspective of student

riders and holistically working towards making the TTC one of the best public transit systems in North America.

Kripa Sekhar

Executive Director, South Asian Women's Centre

Kripa Sekhar, the executive director of the South Asian Women's Centre, arrived in Canada as an immigrant in 1990. She has made it her mission to advocate for the needs of the most vulnerable women. A regular TTC user, she has been on many advisory committees and boards at the local, national, and international level, and has worked closely with marginalized communities in Saskatchewan and Toronto. A results-oriented professional with an extensive background in public relations, public policy and administration, community networking, and program development, she continues to work with a diverse collection of women, women's groups, and other social justice organizations locally, provincially, nationally, and internationally.

Julie Tyios

CEO, Red Juice Media

Julie Tyios is the CEO of Red Juice Media, an online marketing firm. She is also the marketing and community manager of Vestiigo.com, a Canadian start-up. She is a regular TTC rider and avid mentor, writer, and philanthropist, donating her time to help not-for-profit organizations raise money for various causes. Heading into her seventh successful year as an entrepreneur, customer service has always been a top priority for her. Through the panel, she aims to generate key user feedback that can be used to improve the daily TTC experience for riders and TTC employees.

The mandate of the CSAP was to conduct a comprehensive review of the TTC's operations, identify issues and problems that may have some impact on service quality and customer satisfaction, and make recommendation for improvements.

Activities included, but were not limited to:

1. A review of operator, collector, and other frontline employee initial training, as well as recertification training
2. A review of the commendation/complaint process
3. A review of the selection and hiring criteria for frontline employees
4. Development of a Bill of Rights that includes employee and customer expectations
5. A review of current TTC plans to address customer service
6. Conducting public consultations/meetings/focus groups
7. Conducting employee consultations/meetings/focus groups
8. Developing a public report identifying issues and recommendations
9. Advising on the expertise and resources required to achieve success

4.0 THE PROCESS

As the CSAP progressed through its investigations, research, analysis, and input-gathering from many sources, its members constantly kept in mind that the ultimate objective was to write an effective final report that detailed its observations and made justified, realistic suggestions and recommendations that can be implemented and can be used by the TTC to improve levels of customer service. This, in turn, will lead to improved levels of customer satisfaction.

The final report impacts many areas of the TTC, and includes high-, medium-, and low-priority suggestions and recommendations. Some are short-term, others are long-term. Implementation of some of the suggestions and recommendations may entail significant expenditures. The TTC may have to investigate sources of funding for some of these important initiatives.

The final report covers diverse areas. As areas of possible improvement were identified, a case was made for a specific recommendation. These recommendations are numbered and collected under a series of headings.

The CSAP suggested a process that the TTC could utilize to facilitate prioritization and implementation of these recommendations. However, the TTC already has an effective system in place for prioritizing and implementing recommendations such as those contained in this report. The content of this report will be tracked in the same manner as is currently used to publicly track external transit safety audits.

Members of the CSAP will be available to assist the TTC and to answer any questions related to this report.

5.0 OBSERVATIONS AND RECOMMENDATIONS

The observations and associated recommendations are categorized as follows:

- 5.1 A Renewed Focus on Customer Service
- 5.2 Communicating with Customers
- 5.3 Customers Communicating with the TTC
- 5.4 Internal TTC Communications
- 5.5 TTC Employees
- 5.6 Fare Media and Payment Systems
- 5.7 TTC “Spaces”, Volunteers, and Communities
- 5.8 Responsibilities of the TTC and Its Customers

5.1 A RENEWED FOCUS ON CUSTOMER SERVICE

➔ OBSERVATION IA

Since its inception, the focus of the TTC has been the safety of its employees and the safety of its millions of customers. Based on input received, customers seldom, if ever, feel concerned with the level of safety provided by the TTC. Customers may have safety concerns that relate to other customers, but that is another issue discussed later in this report.

With its focus on safety, and limited funds available for new initiatives, customer service has not been the highest priority of the TTC in recent years.

While customer service training is mandatory for all frontline employees, it appears that there is not a clear definition of what constitutes good customer service. There is no overall customer service vision and there is no one charged with the responsibility of ensuring the TTC provides the highest levels of customer service. This is all fully understandable, as the TTC has been focusing its efforts — and resources — elsewhere.

RECOMMENDATION IA: Chief Customer Service Officer

In order to bring focus to the customer service function, it is imperative that the TTC hires an individual whose sole responsibility is to ensure that everyone within the organization understands what constitutes good customer service, and implements the necessary programs throughout the organization to allow everyone to provide high levels of customer service, and meet the customers’ high expectations.

It is recommended that a Chief Customer Service Officer be retained as soon as possible. This individual should be a member of the senior management team.

➔ **OBSERVATION IB**

TTC departments appear to be operating independently in the area of customer service.

RECOMMENDATION IB: Customer Service Business Plan

The new Chief Customer Service Officer must develop a sustainable short-term and long-term Customer Service Business Plan.

As a starting point, this Business Plan should build upon the recommendations contained in this report. However, this plan must go much further and much deeper and must address all areas of customer service within the TTC operation, and include both frontline and “back office” employees.

Clear and concise goals must be established for all departments and divisions within the TTC. Every employee, from management to front-line, must be committed to this new direction, and all must be given the necessary support to achieve these goals.

➔ **OBSERVATION IC**

The TTC will require support to ensure these (and additional) recommendations are implemented in a timely and efficient manner, and on an ongoing basis.

RECOMMENDATION IC: Customer Service Advisory Group

The TTC should institute a governance structure in order to ensure that the recommendations made by the CSAP, as well as future initiatives, are considered, implemented, and followed through to completion.

It is recommended that a Customer Service Advisory Group be created, consisting of:

- 2-3 TTC Commissioners
- 1-2 outside customer service specialists
- The Chief General Manager of the TTC
- The new Chief Customer Service Officer

Plus, other appropriate members of the senior management staff.

In addition, this committee could include TTC employees and members of the public.

It is important that all stakeholders participate in this advisory group so that everyone can assume ownership in this initiative and ensure that customer service remains an ongoing, high priority.

It is recommended that this advisory group meets on a monthly basis for at least one year and then scheduled meetings can be adjusted accordingly, to meet the ongoing needs of the customer service program.

It is also recommended that this advisory group reports to the Commission on a monthly basis, over the first year.

➔ **OBSERVATION ID**

It is unclear whether the current TTC structure can effectively support the delivery of a high level of customer service. There appear to be distinct separations between departments that create barriers to achieving an aligned customer service vision for the organization.

RECOMMENDATION ID: Organizational Review: Customer Service

Over a period of time, the TTC should complete a review of how it is structured in order to ensure that there are operational efficiencies and clear accountability within each business unit, when implementing the new customer service program.

➔ **OBSERVATION IE**

The TTC must create a “Culture of Customer Service.” The TTC does not have a defined “Customer Service Vision.” As a result, there is not a unified call to action on improving the TTC’s customer service delivery. The lack of focus in creating a strategy/vision for customer service brings challenges that impact many levels of the organization. If the organization does not clearly articulate the vision for customer service, it creates barriers and a lack of clarity for all employees.

RECOMMENDATION IE: Creation of a Culture of Customer Service

The TTC must move towards creating a “Culture of Customer Service.” The TTC must clearly define what their goals and expectations are around delivering world-class customer service. Senior management must set the overall vision of what constitutes excellent customer service at the TTC.

Each division should then create goals and objectives that are aligned to achieving that vision.

A valuable initiative would be to have TTC employees come up with what they believe superior customer service looks like in their areas.

We recommend the consideration of external consultation to assist senior management in creating a customer service strategy and a plan for engaging the larger TTC employee population in creating objectives to meet this strategy. This should be a transparent process for the employees and the travelling public.

➔ **OBSERVATION IF**

For many reasons, public opinion of the TTC is at an all-time low. In light of recent negativity the TTC needs to create a transit image that Toronto can be proud of, that is attractive to tourists, and that sets us apart as a world leader in safety, service, and courtesy.

RECOMMENDATION IF: Image/Brand Improvement Plan

An audit should be conducted to explore the current state of the TTC image/brand from the perspective of the customer. This information can act as a foundation to plan future marketing campaigns.

It is recommended that the TTC acquire an image/brand consultant and, in conjunction with the Customer Service Advisory Group, develop and implement an image improvement plan.

These activities are expanded upon later in the report, but this plan could include strategies such as:

Community Involvement

Develop an annual calendar that outlines TTC participation in at least one community event per month. The level of participation may vary depending on the event, but can also include potential sponsorship and/or partnership opportunities.

Public Sessions

Management should hold public information sessions on a regular basis throughout the year. A public session calendar should be established at the beginning of the year and be heavily promoted. These sessions should have specific agendas and should be well represented by a selection of senior managers. These sessions will provide an ideal opportunity for customer engagement.

Customer Appreciation

The TTC should consider a day in the year where it recognizes and thanks its customers for their continued support. There may be an opportunity to solicit partners and sponsors to help offset some of the costs.

Station Ambassadors

The TTC already has an Ambassador program in place, which should be expanded. During peak times and high-profile gatherings such as sporting events, festivals, and other community events, there is an opportunity to engage with and assist TTC customers. Further developing the Ambassador program is a good way to project a positive image and provide additional services to customers.

Marketing Campaign Focused on Positive PR (“My TTC”)

Create a marketing campaign focused on positive experiences and historical facts to create content that combats the negative image of the TTC in the media. Supply facts and histories to the media as part of a positive PR campaign.

➔ **OBSERVATION IG**

The TTC currently conducts a variety of customer research initiatives on an ongoing basis, including a Customer Satisfaction survey to measure how satisfied or dissatisfied customers are with aspects of TTC service they deem important. This is done as a two-step process. First, customers are asked to identify what aspects of TTC operations are important to them. Secondly, customers are asked how well they think the TTC is performing at those aspects of service. Also, the TTC encourages customers to provide their suggestions for improvements.

RECOMMENDATION IG: Customer Service Survey

With a new focus on customer service, it is important to continually update and review the Customer Satisfaction survey program, and have the results assessed by the Customer Service Advisory Group. The survey results can be used to develop customer service goals on both a departmental and divisional level. This information can also be used to tailor the TTC’s marketing and advertising campaigns, which will help establish realistic expectations of the system.

➔ **OBSERVATION IH**

Currently, it appears that the TTC does not incorporate the latest advances in customer service best practices, such as: what drives customer satisfaction and dissatisfaction, how service quality can be improved, how

to implement effective service recovery mechanisms, how to measure customer satisfaction, and so on.

RECOMMENDATION IH: Staying Up-to-Date on Customer Service

The TTC must remain current and up-to-date on customer service best practices. This can be done through reviewing the customer service activities of other successful organizations. In addition, staying up-to-date by reading the current services marketing, services management, and services operations literature, would be very helpful. This would help to ensure that the latest advances in the field are considered and implemented where appropriate.

The TTC should explore membership in associations that focus on customer service, particularly those in the transit industry.

➔ **OBSERVATION II**

The TTC is constantly in contact with other transit systems throughout North America. The focus of these contacts is typically safety and operations. There is a lot to be learned from examining the customer service initiatives of other systems.

RECOMMENDATION II: Peer Review

It is recommended that the TTC periodically conducts a customer service review, inviting peers from other transit systems to share and discuss best customer service practices.

➔ **OBSERVATION IJ**

No formal customer service support teams are in place at the divisions, although pilot programs are underway.

RECOMMENDATION IJ: Create Customer Service Support Teams

We recommend that each division forms a Customer Service Support Team that holds monthly meetings to gather and share ideas that come from other internal TTC sources, TTC customers, and external sources.

These teams may include operators, collectors, maintenance staff, supervisors, customers, etc., all working together and focusing on issues that relate to improving the overall experience of customers and TTC employees.

Each group will have a team leader, and they should meet twice a year to compare ideas and findings, and submit reports to senior management.

Development of a dedicated website will facilitate the teams' work and help them to better meet their objectives.

➔ **OBSERVATION IK**

There appears to be a lack of ownership with regards to the day-to-day responsibility for the individual subway stations throughout the system. In many cases, the condition and cleanliness of collector booths, and of the stations in general, has fallen below acceptable levels. This has been identified as an area of concern by the TTC.

RECOMMENDATION IK: Station Managers

Recently, the TTC announced the implementation of a Station Manager pilot project, identifying stations in which a manager will be assigned responsibility.

Phase 1 has been approved and implementation will begin in September. Phase 2 will be considered for 2011. This initiative should be implemented across the system as soon as possible.

Many of the customer service comments and complaints are tied to the actual condition of the stations, such as cleanliness, communication, elevators, accessibility, and general assistance.

Taking ownership of these stations on a daily basis will have an immediately positive impact on the quality and level of customer service provided to customers, and will proactively eliminate a large number of customer complaints.

➔ **OBSERVATION IL**

Customer Service is most criticized during emergencies or significant system delays. These are the times when customers most need help and support.

RECOMMENDATION IL: Customer Service Response Teams

It is recommended that Customer Service Response Teams be created to assist during emergencies or significant system delays. TTC volunteers who currently provide support may also be called upon to assist in these duties.

The following are recommendations on how to create and deploy such teams:

Off-business hours

1. Identify managers throughout the system who live in close proximity to each station
2. Assign a manager to each station
3. In the event of an emergency that takes place outside regular business hours, the manager is contacted and advised of the situation
4. The manager and other support staff then go to their assigned station to provide customer assistance until the emergency has ended

During business hours

1. Identify managers throughout the system who work or are situated in close proximity to each station
2. Assign a manager to each station
3. In the event of an emergency the manager is contacted and advised of the situation
4. The manager and other support staff then go to their assigned station to provide customer assistance until the emergency has ended

The decision on whom and how many members of the customer response team to deploy will depend on the size and nature of the emergency, and whether it is a system-wide situation or one that is related to a specific location.

➔ **OBSERVATION IM**

It is important that children feel comfortable, safe, and happy when using the TTC. Acknowledging them in various ways can help ensure a positive experience.

RECOMMENDATION IM: Acknowledge Children

Various initiatives that cater specifically to children can be employed. This may include special transfers that are developed just for children, which may include pictures, safety messages, and rules. This is also an opportunity to help parents and guardians better understand the TTC.

➔ **OBSERVATION IN**

Tens of thousands of students, from elementary to post-secondary, rely on the TTC.

The student body is a key market for the TTC both now and in the future. The TTC should look at ways of ensuring that student voices are adequately heard.

RECOMMENDATION 1N: Creation of a Student Advisory Committee

The TTC should review the need to create a committee, representing all students, to consider their specific needs. Creating such a committee will give senior management at the TTC a direct link to the tens of thousands of student riders who rely on public transit every day.

A similar model can be found in the Advisory Committee on Accessible Transit (ACAT), which gives riders with accessibility issues a voice in the TTC's operations.

5.2 COMMUNICATING WITH CUSTOMERS

➔ **OBSERVATION 2A**

Customers always require information at the subway stations, whether it is the long-term user or the first-time user.

RECOMMENDATION 2A: Information Kiosk

Busy subway stations such as Union, Bloor, Eglinton West, and Kennedy should have a portable (wheeled) kiosk or dedicated area in the station where staff and volunteers can field questions or information requests.

This should be an open setting with no glass barriers. The counter would offer routing information, maps, route diversions, reasons for delays in service, etc.

This kiosk could also include the ability to print out instructions on how to get to unfamiliar areas. This would be useful for tourists and new customers using the system.

➔ **OBSERVATION 2B**

There is a manual for all TTC signage, however there are inconsistencies in styles and fonts throughout the system no doubt related to the eras when the stations were built or renovated.

RECOMMENDATION 2B: Improved Direction Signs (Wayfinding)

The TTC should develop a plan to implement a consistent, system-wide "wayfinding" process that is comprehensively tested by customers to address their needs (language barriers, poor eyesight, etc.).

➔ **OBSERVATION 2C**

Video screens on subway platforms are now installed at almost all stations. While these screens provide the time of the next arriving subway train, an insufficient area of the screen is dedicated to what a customer needs to know. TTC staff do have the ability to "take control" of the screen at any time to provide critical information.

RECOMMENDATION 2C: Platform Screens

The TTC should override the platform screens if subways are going to be delayed any longer than 15 minutes. In such situations, the screens should also provide customers with information on route options or where they can find a shuttle bus. The system should also indicate the time of the beginning of the delay.

➔ **OBSERVATION 2D**

The communications systems must be updated in order for employees to be able to work effectively and provide the best service possible. For example, frontline workers — both collectors and operators — are often the last to know there is a delay and the reason for it. By providing better communications tools, employees will be better able to serve customers. Communication tool enhancements such as display screens at collector booths can help keep frontline employees and the public updated in real-time.

Occasionally, customers enter a subway or bus station only to find out that there is a major delay. This often leads to conflict between TTC staff and customers who wonder why they were not notified of the delay before paying or descending to the platform. In many cases, fare collectors or bus/streetcar operators are unaware of any delay, yet they must explain the delay to riders. In some cases, collectors and operators must deal with the anger of riders.

RECOMMENDATION 2D: Screens at Station Entrances

The TTC has recognized the need to provide better information to its customers and a number of initiatives are currently underway. It is essential that screens are installed outside station entrances or in unpaid areas that

highlight all of the delays across the system. This will allow customers to make proper decisions about their trip before entering the system.

➔ **OBSERVATION 2E**

Communications with customers can be improved if screens are installed at collector booths.

RECOMMENDATION 2E: Screens at Collector Booths

Fare collection booths should be equipped with a computer screen or other form of information device, visible to customers, that displays the delays across the system.

➔ **OBSERVATION 2F**

Often, vehicle operators are not made aware of system delays.

RECOMMENDATION 2F: Communication of Delays, Buses/Streetcars

Buses and streetcars should be equipped with the appropriate technology that allows operators to be informed of delays as quickly as possible, whether they are major delays or are specific to a connecting route. Operators should then relay this information to all passengers immediately.

➔ **OBSERVATION 2G**

One of the major challenges facing operators is their ability to answer customers' questions due to lack of extra time available to them while on route.

RECOMMENDATION 2G: Customer Service Contact Cards

Currently, operators can direct riders to the 393-INFO phone number, or the TTC website. However, it would be helpful if operators were provided with some type of "Rider Information Card" that can be handed to the customer when they are unable to provide timely assistance.

➔ **OBSERVATION 2H**

There are occasions when the bus or streetcar is full and customers cannot be accommodated or picked up. Of course, customers who are waiting to be picked up are justifiably annoyed.

RECOMMENDATION 2H: “Sorry, Bus Full” Sign

Customers must receive an explanation as to why they cannot be accommodated by the operator. A “Sorry, Bus Full” sign would help customers understand why the bus did not stop for them.

➔ **OBSERVATION 2I**

The signage at collector booths in subway stations is inconsistent, cluttered, and often includes hand-written signs.

The TTC Marketing Department provides a comprehensive package of signs available to station collectors, which informs them on what signs to display and how to display them. Unfortunately, rarely do collectors use all the signs that are made available to them. Also, it seems that little attention is paid to what a customer needs to see the moment they reach a fare booth. The appearance of a collector booth is often the first point of contact between a customer and the TTC. If the booth is cluttered, unattractive, and displays hand-written signage, this can seriously harm a customer’s impression of the TTC.

RECOMMENDATION 2I: Improve Signage Quality at Collector Booths

The TTC should consider engaging outside resources to review the design of booths and the quality of signage, and determine if there are ways to make it easier for customers to quickly find the information they need.

➔ **OBSERVATION 2J**

Signage is inconsistent throughout the TTC system.

RECOMMENDATION 2J: Standardized Signage

TTC management and staff need to find a way to both monitor and implement standardized signage.

➔ **OBSERVATION 2K**

Often, incidents at fare collector booths in subway stations are amplified because of the poor quality of microphone that is used by the collector and customer. In some instances, a collector may have to speak loudly to be heard, yet the customer may think the collector is shouting at them. The reverse of this situation is also true when collectors feel threatened by customers.

RECOMMENDATION 2K: Replace Collector Booth Microphones

Expedite the replacement of all microphones at Collector Booths with higher-quality equipment.

➔ **OBSERVATION 2L**

Often, new customers are unaware of how to "use" the transit system. While the TTC does have an "information board" near the entrance to each subway system, the quality of the layout and design of these boards, which includes a TTC system map, a local vicinity map, and fare prices, could be improved. Also, these info boards are of little use to tourists and residents who have little or no understanding of the English language.

RECOMMENDATION 2L: Explanatory Posters for New Customers

The TTC should provide easy-to-understand posters that explain in a few steps (both visually and with text) how much to pay, the need for a transfer, etc. These posters should be placed in "paid" and "unpaid" areas.

These posters can also be reduced in size or modified and either placed on the sides/doors of streetcars and buses, or on fare collection boxes beside the driver. Another option would be to create ads (of the horizontal variety displayed near the ceilings of vehicles) that promote how to use the TTC system.

➔ **OBSERVATION 2M**

The "vicinity maps" used in the "info boards" were all updated recently.

However, these maps could be of higher quality. The shades of colours used for streets, buildings, parks, etc., are often indistinguishable and can be a challenge to discern for those with poor eyesight, visual impairments, or colour blindness.

RECOMMENDATION 2M: Review all Vicinity Maps

We recommend that the TTC undertakes a further review of all of its "vicinity maps" in order to ensure they are up-to-date, and provide information that is valuable to customers. This activity would require customer input, as well as input from the communities in which stations are located.

➔ **OBSERVATION 2N**

The TTC subway map is an iconic feature of Toronto. However, it provides limited information to customers.

In other cities around the world, specific subway lines have their own map on a subway car that provides more detailed information, such as connecting bus and streetcar routes.

RECOMMENDATION 2N: Update Subway Maps

Provide a map of each subway line, similar in appearance to the iconic subway map, in every subway car. This map should show important information such as connecting bus and streetcar routes.

➔ **OBSERVATION 2O**

The streetcar routes are heavily used. But, once inside a streetcar, customers are not provided with any maps of streetcar routes or connection points to other parts of the TTC system, such as is provided in subway cars.

RECOMMENDATION 2O: Develop New Streetcar Maps

Produce a map of streetcar routes that can be displayed above the rear exit doors of streetcars, as is already done in subway cars. This map can also highlight where streetcars intersect with bus routes and subway stations.

➔ **OBSERVATION 2P**

The TTC can partake in more opportunities to reach out to the community.

RECOMMENDATION 2P: Distribution of TTC Bulletins to Riders

A public TTC bulletin should be distributed to customers, either in hard copy or electronically. This initiative can include an information page where customers can call in or contribute, add their thoughts, messages, etc. Also, there could be contests involving ideas for how the TTC can improve, and an activity page for children. A modified version of the TTC's internal magazine, the "Coupler", should be considered for this purpose.

➔ **OBSERVATION 2Q**

Currently, there are few marketing materials, outreach campaigns or events from the TTC targeted towards children and families. Children seem to be the people most excited to ride a streetcar, bus, or subway, yet the TTC does not attempt to foster relationships with these young fans and future customers.

RECOMMENDATION 2Q: Family Functions and Events

Promote weekends and holidays (such as Family Day in February) that invite riders to use the system to attend family attractions and events. Make it fun for families to use the system, perhaps by handing out a TTC "passport" to children with pages that can be stamped or punched by an operator. This would also help promote city attractions and welcome tourists.

➔ **OBSERVATION 2R**

Many customers stand right in the doorway of the subway cars, which blocks and slows down passengers getting on or off.

RECOMMENDATION 2R: Review Subway Door Signage

The TTC should review the current signs that say, "Do not block doorway." A more effective sign should be developed and used on all subway car doors.

➔ **OBSERVATION 2S**

Currently, there is limited use of "Major Attraction" signage at subway stops.

RECOMMENDATION 2S: Improve "Major Attraction" Signage

The TTC should provide better signage at subway stations that indicates points of interest, attractions, and public buildings in the vicinity. For example, if a rider gets off the subway at Queen's Park station there could be signs within the subway station indicating the route to Queen's Park or the University of Toronto. If one was to get off at the Queen station, there could be a sign indicating the direction of Old City Hall.

It may be helpful to build on the current concept employed in some subway stations, where illustrations of major attractions are added to signage to help customers find their way around.

➔ **OBSERVATION 2T**

On many subway cars and in many stations, it is often difficult to understand the announcements made to customers.

RECOMMENDATION 2T: Improve Public Address System

The TTC must improve its station and subway car communications with its customers. TTC Management knows that this is a major problem and is looking at ways in which the current situation can be improved. We understand the complexity and high costs associated with making system-wide improvements, but this activity must be viewed as a high priority.

➔ **OBSERVATION 2U**

The TTC currently dispenses only one portable map of the transit system. This one map, known as the “Ride Guide”, is rather large once unfolded and is difficult for new TTC users to navigate. There are no route-specific maps, or maps that only address the subway or streetcar systems. In many other systems, individual transit routes have their own small pocket maps that provide route timing and stop information.

RECOMMENDATION 2U: Pocket-Size Maps

The TTC should consider producing a variety of maps for customers. They should range in size (Pocket/wallet-sized maps) and focus (subway-only, streetcar-only, downtown-only, etc).

➔ **OBSERVATION 2V**

There is “Priority Seating” designated on all TTC vehicles. Unfortunately, the signage is not highly visible, and so it is not always known that seats are meant for customers who need to sit down, nor are they easily given up in some cases.

RECOMMENDATION 2V: Revised Signage for “Priority Seating”

The TTC should post larger and bolder signs for “Priority Seating,” and have the operator make announcements to encourage customers to give up their seats when necessary.

➔ **OBSERVATION 2W**

Often, riders enter a vehicle but are not made aware that it is short-turning or will be emptied, as no announcement is made. This may disrupt their travel plans.

RECOMMENDATION 2W: Operator-Customer Communications: Short-Turning and Train-Emptying

As soon as operators are made aware of changes, they should make an announcement at every stop advising customers that the vehicle is short-turning, or that customers will be requested to leave the train. This will allow customers to make alternative travel arrangements if necessary. All surface vehicles should be equipped to prominently display short-turns.

Operators should announce why they are being short-turned or diverted, or why the train is being emptied, and provide the next vehicle arrival time. This will not only ease customer dissatisfaction at the time, but will also provide customers with a greater understanding of how the system works.

➔ **OBSERVATION 2X**

Diversion and route change announcements are not always made in a timely manner, nor are they always clear to customers as the state of the audio equipment and operator abilities vary.

RECOMMENDATION 2X: Consolidate Communications with Major Announcements Coming from the Transit Control Centre

Diversion and route change announcements must be made in as timely a manner as possible. These announcements could be preceded by a “possibility of route diversion” message when the problem first occurs, so that customers have ample time to re-route.

Clarity is crucial and customers must receive the same information uniformly, along all service lines, so there is no confusion. All possible service delay and route change messages should be pre-recorded, and on-the-spot announcements made only when absolutely necessary. Operators and riders should receive route diversion and change announcements directly from the Transit Control Centre so messages do not need to be further relayed.

➔ **OBSERVATION 2Y**

The TTC’s IT department reviews new technologies and their potential applications on an ad hoc basis, and it appears that no formal review process is in place.

RECOMMENDATION 2Y: Adoption of New Communications Technologies

New communications technologies are entering the market on a regular basis. The challenge for the TTC is to determine the most appropriate

technologies that should be adopted in order to provide additional communications with its customers. In addition, these technologies must be capable of supporting customer communications with the TTC.

The TTC should consider adding a new unit to its IT department. This small, specialized unit would focus solely on how existing and new technologies can be used to facilitate communications between the TTC and its customers.

In addition, this unit should create and implement a broader online communications strategy, part of which incorporates social media. It is essential that the public remains informed, and that internal/external communications are at their highest levels.

As part of this initiative, TTC employees will require training in the areas of social media and other online tools that facilitate two-way communication.

➔ **OBSERVATION 2Z**

There is a need to improve communications with customers, and provide immediate information.

RECOMMENDATION 2Z: Touch-Screen Information Kiosks in Stations

Touch-screen kiosks, providing information in multiple languages, should be installed in all stations. The TTC should consider such an initiative as a high priority, as it can help ensure barrier-free access to those with little or no knowledge of the English language.

➔ **OBSERVATION 2AA**

Members of the public often do not understand the complexity of the TTC system. They do not understand why an operator will not stop for a running passenger, why they are asked to stand behind the white line, why they should exit from rear doors, why buses are short-turned, and so on.

RECOMMENDATION 2AA: “Why We Do What We Do” Marketing Campaign

The TTC should create a marketing campaign that focuses on informing the public how the system operates, and why policies and procedures are in place.

➔ **OBSERVATION 2BB**

Real-time updates are provided on the TTC website when an e-alert is issued. There are opportunities to further incorporate online communications tools and to provide real-time information in prominent spaces.

RECOMMENDATION 2BB: Providing Real-Time Updates on the Website

The TTC should review the level of information it currently provides and assess opportunities to provide additional real-time information on its website, particularly that which pertains to delays, notifications, external events, etc.

➔ **OBSERVATION 2CC**

The FAQ section of the TTC website appears limited, and there are opportunities to provide additional information to better inform the public about the system and its operations.

RECOMMENDATION 2CC: Add an In-Depth FAQ Section to the Website

The FAQ section of the TTC website should be expanded to potentially include information such as: how the system works, terminology, the TTC's processes, structure, and governance; "how-to" advice, and other helpful information.

➔ **OBSERVATION 2DD**

The TTC can do a better job of connecting with its customers.

RECOMMENDATION 2DD: Marketing Campaign: "Connect with Us"

Through a dedicated marketing campaign, the TTC should focus on attracting more customer interest in the various platforms that distribute service information (Twitter, Facebook, mobile messaging/e-alerts, text messaging at stops, etc.) as well as future initiatives. Also, it should allow customers the freedom to choose to receive information that pertains to the routes that matter to them.

The marketing campaign should also highlight the availability of the TTC's e-alert service.

➔ **OBSERVATION 2EE**

Improvements can be made to the information provided specifically to tourists.

RECOMMENDATION 2EE: Improved Information for Tourists

The TTC can provide better information to tourists and equip employees to field questions from tourists, including people who speak little or no English. There should be more focus on pictorial signage with universally recognized symbols. Tools like Google Maps could be utilized to provide visual directions.

5.3 CUSTOMERS COMMUNICATING WITH THE TTC

➔ **OBSERVATION 3A**

Customers have commented that they would like to have better contact with the senior management of the TTC. Quite simply, members of the public need better access to TTC decision-makers.

RECOMMENDATION 3A: Frequent Public Town Hall Meetings

It is recommended that the TTC create a forum program where members of the public are invited to a quarterly session that allows them to ask questions and learn about new initiatives. These Town Halls can provide an opportunity for the public to speak their minds and provide valuable input.

➔ **OBSERVATION 3B**

When a TTC customer has reason to complain, they can choose from several alternatives. They can choose to do nothing; they may complain verbally to, say, an operator, collector, or supervisor; they can lay a formal complaint; or they can take their complaint to a third party.

The same options exist in those cases where a customer wishes to provide a commendation. Within the TTC, both Complaints and Commendations are classified as Customer Service Communications (CSCs).

The current system, whereby a customer files a Complaint or Commendation, is cumbersome and time-consuming for the customer.

RECOMMENDATION 3B: Review the “Customer Service Communications” System

It is recommended that the TTC conduct a review of its current system for collecting complaints, commendations, and suggestions. Customers should be asked for their input. The goal is to have a system in place that is easy for customers to use — regardless of whether the information they provide is of a positive or negative nature, or is simply a suggestion or piece of information being provided by the customer to the TTC.

➔ **OBSERVATION 3C**

The TTC has in place a comprehensive system for tracking Customer Service Communications (CSCs). In theory, the TTC responds to every complaint, takes the appropriate action, and contacts the person who made the complaint.

However, it appears that the TTC may not be responding to all people who make complaints. Some customers have indicated that they have not heard from the TTC regarding their complaint, whereas others have indicated that their issue has been handled effectively.

RECOMMENDATION 3C: Review CSC Response System

The TTC must implement a system whereby it tracks every CSC and ensures that a response is sent to every person who sends in a CSC. The form of the response will depend upon the nature of the CSC.

➔ **OBSERVATION 3D**

It appears that all CSCs are given equal priority and dealt with in the same manner, regardless of the magnitude of the CSC. Some CSCs are simply pieces of information, such as a customer reporting a burnt-out light bulb in a station, whereas others are specific complaints that deal with various levels of customer dissatisfaction.

RECOMMENDATION 3D: Categorize all CSCs

It is recommended that the TTC implement an improved, integrated system where all CSCs are categorized by type of complaint or comment and, if they are a complaint, they should be assigned a level of dissatisfaction. This will assist the TTC in more effectively dealing with complaints on a priority basis.

➔ **OBSERVATION 3E**

All CSCs are received by the Marketing Department, which in turn forwards them to the appropriate department responsible for follow-up on the specific issue. Once the Marketing Department passes on the CSC, they do not always know what happens regarding the final resolution of the CSC. There is no complete, integrated closure of the CSC.

RECOMMENDATION 3E: Closing the CSC Loop

It is recommended that the TTC implement an enhanced customer complaint process whereby the details and course of action for each CSC are documented and provided to the Marketing Department for closure and appropriate filing.

All documented CSCs should be used to analyze opportunities to generally enhance customer service, along with customer service training.

➔ **OBSERVATION 3F**

The Customer Service and Information lines are not open during all hours of TTC service. Customers are unable to report real-time concerns or easily obtain information by telephone.

RECOMMENDATION 3F: Customer Service Centre: Hours of Operation

In order to provide an increased level of service, it is recommended that the TTC consider extending the hours of operation for both the Customer Service Centre and the Information telephone lines. Of course, the TTC needs to determine to what extent this is required.

Toronto has its 311 service in place. The TTC could investigate ways in which its own Customer Service Centre and Information lines can align with this City service.

The TTC runs 24 hours a day, and service information should be available during all operating hours. The Customer Service and Complaints department does not need to field inquiries 24 hours a day, but analysis should be completed to explore the feasibility of an increase in operating hours for the department.

Consideration can be given to blending Customer Service and Information to explore operational efficiencies. Agents could be trained to handle both email and phone contacts, and during low call volume periods, their focus could be shifted to email work.

5.4 INTERNAL TTC COMMUNICATIONS

→ OBSERVATION 4A

Due to the nature of their role, there is minimal interaction between frontline employees and their supervisors/managers. Many frontline employees feel they do not have adequate opportunities to provide ideas and feedback, or to express concerns about their role. They also feel that, due to the somewhat isolating nature of their job, they do not have sufficient opportunities to share their ideas or concerns with their peers.

An observation during a Training Class showed that many Frontline Workers were unable to focus on the Training because they were eager to share their comments and concerns about their roles with each other. This led to a lack of focus on the actual training content.

RECOMMENDATION 4A: Improve Internal Communications

It is recommended that the TTC explore ways of creating more venues for employees to provide feedback or express concerns. This could include employee surveys, shift briefing, and quarterly or bi-annual Town Hall meetings within departments. Town Hall meetings could also help facilitate increased visibility and access to the senior management team.

Town Hall meetings could include formal tracking of any concerns or recommendations that arise. An enhanced communication program could also be created to help keep employees updated on recommendations progress. This might also allow the scheduled training sessions to be used as a forum for skill development, giving the leadership team the ability to reinforce TTC expectations surrounding customer service and other aspects of their jobs.

→ OBSERVATION 4B

It is challenging to communicate messages to frontline employees. The current internal communications system does not ensure that important messages/communications are always shared effectively.

RECOMMENDATION 4B: Improve Internal Communication Channels

We understand the TTC is already working on this issue. We wish to reiterate that there is a critical need to create an effective employee communication channel to ensure all important communications reach all TTC employees. A formal internal communications plan must be created.

The TTC could provide all TTC employees with an email account and explore various online tools, and other avenues, to reach their employees. An alternate communications channel should be explored for employees who do not have access to a computer.

The TTC should distribute all information, including a digital version of the Coupler. Employees should be encouraged to log in to their account and check for updates, messages, etc., prior to the start of every shift. If employees are not computer literate, complimentary training courses should be provided.

5.5 TTC EMPLOYEES

→ OBSERVATION 5A

Although various training modules are already in place, there are questions and concerns related to both the customer service training courses and programs for new employees, as well as the additional ongoing and recertification courses/programs in this area.

Customer Service Initial Training and Customer Service Recertification Training appear to have room to address more specific areas of concern. With a lack of overall focus or vision regarding customer service excellence, the existing training program does not support improvements or changes from the level of service currently provided. While much of the content within the training documentation is appropriate, there are opportunities to include additional relevant content.

RECOMMENDATION 5A: Review of Customer Service Training Courses

It is recommended that the TTC undertake a review of all customer service training courses. All courses should be reviewed for content, timing, and relevancy. There must be an ongoing review and modification of customer service training.

An aligned “mandate” or “vision” for customer service must first be established. Flowing down from this vision, the Initial and Recertification Training can be modified.

Training should be reviewed annually and modified accordingly. During training, employees must be made aware of the specific types of complaints and commendations that the TTC receives. All training should be created to help employees address and avoid actions that cause complaints to be received by the TTC. As well, training should help them understand what types of actions they can take to excel in the eyes of the public. Ongoing

review of customer service complaints will help in the identification of training needs that relate directly to feedback the public provides to the TTC. By focusing on elements that the public has identified as important, the TTC can improve to better meet customers' expectations.

The training content for customer service must be aligned with the current customer service issues that TTC customers are experiencing.

There is much reporting and statistical analysis available regarding the current complaints, commendations, and expectations of the ridership. This information should be used and referred to during the training.

➔ **OBSERVATION 5B**

The TTC provides an initial thorough, rigorous customer service training program for its employees. However, it appears that there is a lack of sufficient follow-up training to ensure that concepts are reinforced and applied.

RECOMMENDATION 5B: Additional Customer Service Training Courses

An additional training program or workshop should be developed for all successful new operators who have passed the initial training program.

This training would take place when the new operators have settled into their jobs and are not feeling so overwhelmed with all the pressure and excitement that comes with the training and testing that they have successfully completed.

This additional, relaxed session should be motivating, inspiring, and empowering, but should focus primarily on ways the TTC management and supervisors expect the employees to respond to common complaints and difficult situations, as well as focusing on, and reinforcing, all aspects of customer service.

➔ **OBSERVATION 5C**

There is no follow-up to ensure that Initial or Recertification Training is beneficial or if the material is retained. Although feedback regarding the training class and content is collected from the employees, there is no current measurement to understand if the training has a positive impact on the customer. Due to the absence of a common vision, there are no established metrics currently in place that allow the TTC to understand the level of customer satisfaction and how it changes over time, either improving or deteriorating.

RECOMMENDATION 5C: Level of Retention of Training

It is recommended that a relationship is established with the TTC's research team to target customer service surveys to measure customer satisfaction. TTC management needs to establish clear metrics on customer service. These metrics should be shared with TTC employees on an ongoing basis. A Secret Shopper Program may be a component of this initiative.

➔ **OBSERVATION 5D**

The frequency of Customer Service Refresher Training appears to be inefficient. Currently, the frequency is set at every five years for bus operators, and every three years for collectors, subway and streetcar operators.

RECOMMENDATION 5D: Increase Frequency of Refresher Training

The frequency of refresher training for customer service skills should be reviewed. Currently, refresher training occurs every few years, depending on the employee's role within the organization. Refresher training every few years is not sufficient for all employees.

Not all employees will require frequent customer service training. A performance measurement target should be created in order to evaluate the level of customer service being provided by employees. Consideration should be given to schedule more frequent refresher training for employees who are not demonstrating the required skill level.

The TTC should consider the creation of several modules combining both in-class and eLearning training, as well as optional classes. Successful completion of all modules and optional classes can be rewarded with certificates or some other form of recognition. Providing optional training classes allows all employees the option of further enhancing their customer service skills.

Refresher training content should be revamped to include creating an awareness of current customer concerns and complaints, as well as specific, actionable behaviours that employees can display in order to meet the public and management expectations of their role.

➔ **OBSERVATION 5E**

Frontline employees are not always able to successfully respond publicly to service challenges, or support service recovery. This may be a result of gaps in the training they receive.

RECOMMENDATION 5E: Service Recovery Training

Customer service training must include the importance of using empathy when there are service disruptions or delays. The public often feels frustrated and feels that no one from the TTC accepts responsibility, or is accountable, for disruptions or delays. Increasing training to include skills in empathy, conflict resolution, etc. will help empower employees and help them to better deal with situations during service challenges.

➔ **OBSERVATION 5F**

There is not enough support for frontline employees who experience challenges in delivering the expected level of customer service.

RECOMMENDATION 5F: Create an Additional Customer Service Course

It is recommended that a special course be created for employees who need more support to successfully provide the expected level of customer service.

The course should be created with flexible content that can be delivered according to specific employee needs. This training should be provided in a small group setting to ensure adequate attention for each employee. The environment must be positive and nurturing, with the ultimate goal of helping employees gain the skills needed to provide the best customer service possible.

➔ **OBSERVATION 5G**

Collectors often run out of Metropasses or other fare media and are unable to receive additional stock effectively. Also, collectors often run out of change, which causes challenges to provide effective customer service. They are often inadequately equipped to service the public.

There are various other challenges in the collector role. Collector relief breaks are unpredictable, and there is often no notice provided as to when collectors are expected to take their break. Collectors often have to close their booths to take a quick washroom break, which causes a potential loss of revenue for the TTC and inconvenience to customers. These challenges can impact a collector's ability to positively perform their duties, and they are a key "touch point" for customers.

RECOMMENDATION 5G: Greater Support for Collectors

The TTC has recognized the need for greater support for collectors. It appears that the collectors do not have much backup or additional support readily available, yet they are responsible for a significant amount of revenue. At a minimum, an improved process for relief breaks and fare media replenishment needs to be implemented. However, there needs to be a review of the entire collection model to ensure adequate support is given to this group.

Focus groups have been held to find out what the collectors would value most in improving their quality of work. This work must be continued and expanded.

➔ **OBSERVATION 5H**

Collectors are a key frontline position for customer interaction. It is essential that the appropriate person is placed in these positions.

Inadequate selection criteria are used to hire for the role of collector. Movement into this role is based on a seniority bid process or by job placement due to required accommodation.

This role is a vital, frontline role that requires excellence in customer service competencies (e.g. people skills, cash handling). There is no adequate process to ensure employees have the required abilities and skill-sets required for the role.

RECOMMENDATION 5H: Improved Selection Procedures

The TTC must recognize the unique competencies required for the collector role and work to develop an improved selection process for future movement into this role. The collector has a critical impact on the overall level of customer service as perceived by customers.

➔ **OBSERVATION 5I**

Currently the TTC recognizes and rewards the contributions of its employees in various ways. This recognition is important for employees. However, it appears that the overall program can be improved.

RECOMMENDATION 5I: Review Recognition Programs

While the current recognition celebrations may be an elegant event for employees, they are relatively high-cost and impact only a few employees. Careful thought should be given to extend the reach of the recognition program. A program that will reach out to more employees will bring

increased visibility and support to a recognition culture that will, in turn, have a positive impact on employee morale.

The TTC should evaluate its existing programs and determine if they are still relevant. Are existing programs really meeting their objectives? Are employees appreciative of the programs and motivated by them? There is tenure recognition, but there are few programs for rewarding an individual for a job well done.

It is recommended that employees be consulted on what types of recognition programs they would like to see created in the workplace. This could be achieved through surveys or employee focus groups. The TTC should consider the creation of performance-based and customer service-based recognition programs that reinforce the behaviours that the TTC wants to see in its employees.

➔ **OBSERVATION 5J**

When an employee receives a commendation, there is little visibility. While their name appears in the Coupler, no details on what the commendation was about are provided. This does not facilitate the sharing of “best practices.” By sharing more details of commendations, all employees would have insight into what TTC customers recognize and value as superior customer service.

RECOMMENDATION 5J: Visibility of Recognition Programs

Other methods of communication should be explored in order to ensure that the positive feedback provided by TTC customers is shared with all TTC employees and the public.

➔ **OBSERVATION 5K**

The guidelines for employee recognition are not clearly defined. There is confusion amongst TTC employees and customers as to how to nominate someone for recognition, or what measurements are used to select candidates.

RECOMMENDATION 5K: Clarify Selection Processes for Recognition

The TTC must provide clarity on the selection process for employee recognition.

➔ **OBSERVATION 5L**

Employees do not have an employee handbook that they can refer to for assistance in many of the situations they encounter on a daily basis.

RECOMMENDATION 5L: Develop an Employee Handbook

Keep frontline staff fresh and up-to-date on their knowledge by providing a handbook that focuses on some of the most important issues that are covered during training, such as: safety, critical questions, policies and procedures, customer service related questions, etc.

The handbook could include information on rules, procedures, and expectations pertaining to specific situations the operators and collectors frequently encounter. Employees could also share the information with riders when appropriate. For example, when challenged by the way an operator is dealing with a fare dispute, the handbook could be shown to the rider as confirmation of procedure and protocol.

At the back of the book there could be a series of questions with the answers provided. The booklet could also include messages from the Chief General Manager, or management, and messages of support, praise, and encouragement.

➔ **OBSERVATION 5M**

Complaints are often received that relate to the unsmooth operation of vehicles.

RECOMMENDATION 5M: Advise Operators of the Need for the Smooth Operation of all Vehicles

The TTC must reinforce the key expectation that operators are not to start and stop vehicles in a way that produces jerky or quickly accelerated motions. In addition to adding to customer comfort and safety, this will save on fuel and reduce the need for brake and other vehicle repairs.

The smooth operation of vehicles is a key expectation of Operators and should be reinforced as part of their training. In cases where such movements are unavoidable as part of safety precautions or defensive driving, clarification should be provided to passengers.

In addition, the TTC may consider the installation of audio or visual signals that warn passengers when a bus or streetcar is about to move. This would allow customers to brace themselves for movement and reduce the possibility of injury or spilled items.

➔ **OBSERVATION 5N**

The TTC needs additional supervisors. Supervisors can provide coaching and help to immediately correct inappropriate employee or customer behaviours.

RECOMMENDATION 5N: Additional Supervisors

The TTC recognizes that it needs more supervisor leadership visible to the public and accessible to, and supporting, the frontline employees. It is recommended that additional funding is approved to add more supervisors.

Frontline employees need more support. There are occasions when frontline employees feel they do not fully understand what is expected of them. Also, it appears that customer expectations may differ from supervisor expectations.

Consideration should be given to expanding supervisor training to allow them to better respond to the daily challenges faced by frontline employees, who work in a highly stressful environment.

➔ **OBSERVATION 5O**

The TTC is currently exploring ways in which more time can be added to bus, streetcar, and subway routes to allow TTC employees to provide higher levels of customer service.

Operators have indicated that route times require more leeway if they are to offer enhanced assistance to customers with additional needs, or if they are to properly enforce fares, or wait for passengers who are running to catch the vehicle at a stop.

RECOMMENDATION 5O: Adding Time to Routes

This review of adding time to routes is a high priority. Adding time should be assessed and pilot projects undertaken on a few routes to examine if customer service can also be increased.

5.6 FARE MEDIA AND PAYMENT SYSTEMS

➔ **OBSERVATION 6A**

There are numerous issues related to fare media and purchasing/payment systems. The current system is both inconsistent and inconvenient.

Many, if not all, of these issues will disappear when a new payment system is implemented.

RECOMMENDATION 6A: Convenient Fare System

Ultimately, the TTC should select and implement the most suitable fare system available that offers customers the capability to pay by non-cash methods, including credit or debit.

Currently payment options for customers are outdated and no longer convenient. The TTC should also explore new payment options that utilize wireless technology and online payment options.

➔ **OBSERVATION 6B**

There are several customer service issues related to the use of the current Day Pass. For example, there is rider mis-use and riders can accidentally scratch off the wrong day.

RECOMMENDATION 6B: Revised Day Pass

The day pass can be revised using the same style and format, but with the scratch coating eliminated. It should be manufactured in such a way that the operator or collector can inspect and validate it easily.

➔ **OBSERVATION 6C**

Currently, most customers do not fully understand how and why transfers are issued and used. In most cases, customers fail to read the conditions listed on the back. Also, there is little or no understanding of the information given on the front of the transfer. For example, there is a list of streets (timing points) with numbers beside each, for up and down trips. For most customers, this information is meaningless. Finally, the print is small and difficult to read. This makes it difficult for operators to read a transfer if it is being shown quickly, or at night.

RECOMMENDATION 6C: Simplified Transfer System

Many of the issues related to transfers may disappear with the adoption of a new fare system, particularly if transfers are phased out. However, in the interim, the transfer design and system could be simplified so that validity is easily apparent to both customers and employees at the time of boarding.

5.7 TTC “SPACES”, VOLUNTEERS, AND COMMUNITIES

→ OBSERVATION 7A

Often, TTC “spaces”, such as subway and bus stations, exist in isolation from the communities of which they are a part. Torontonians do not have a sense of ownership over these TTC spaces. (Note: Bus and streetcar shelters are under the jurisdiction of the City, not the TTC).

RECOMMENDATION 7A: Firmly Place TTC Spaces within Local Communities

TTC spaces should be an integral part of the communities in which they are located. The TTC currently allows local communities to provide input into the design of subway stations, and similar initiatives should be considered. Other items such as community-based artwork displays in the stations and community maps can also help promote a sense of ownership over these spaces.

→ OBSERVATION 7B

Often, amenities found on TTC property are not of a high standard, nor are they adequately maintained.

RECOMMENDATION 7B: Amenities

The TTC must place a greater emphasis on the amenities available within TTC spaces. The TTC must take action on customer concerns that include dirty washrooms, a lack of water fountains, and few healthy food options within subway stations. The TTC should develop a plan to review the amenities at each station and make improvements as necessary. This will involve working with vendors who lease space on TTC property.

→ OBSERVATION 7C

Community pride in the TTC appears to be low.

RECOMMENDATION 7C: Community Liaison

The TTC should assess the viability and value of having volunteer community station managers, supported by community-based committees, who take “ownership” of TTC stations and collect public feedback and wants and needs, as well as run station assessments.

The community station managers should report back to the TTC station managers and work in conjunction with them.

➔ **OBSERVATION 7D**

There appears to be a lack of community connectivity.

RECOMMENDATION 7D: Promote Community Engagement and Collaboration and “Friends of the TTC”

The TTC should reach out to companies, transit lovers, and other interested parties to build on the Toronto community. This can help leverage those relationships as a way to bridge the gap between TTC decision makers and the public. These community members could work directly with the Chief Customer Service Officer to help provide more visibility for the TTC and its future initiatives.

The TTC should also consider creating a program that will promote and encourage brand ambassadors and a grassroots spread of information. “Friends of the TTC” could have a lot of perks, such as previewing and riding new vehicles before they become part of the standard fleet.

5.8 RESPONSIBILITIES OF THE TTC AND ITS CUSTOMERS

➔ **OBSERVATION 8A**

All employees of the TTC have a duty to provide the highest levels of customer service.

RECOMMENDATION 8A: TTC Responsibilities

We recommend that the TTC develop a document that provides details of its employees’ responsibilities to its customers. We suggest that TTC management work with their employees to come up with the final Customer Service Charter.

A suggested list of responsibilities could include:

The Toronto Transit System is committed to providing each and every customer with a service that is safe, reliable, efficient, and comfortable. These basic principles are the guidelines for which our new Customer Service Charter has been built:

1. We are in the customer service business — and as such we will be courteous, respectful, and helpful at all times.
2. We will provide a quality of service that is indicative and deserving of the TTC customer.
3. We will do our best to accommodate seniors and customers with disabilities in a caring and helpful manner.
4. We will not tolerate any discrimination because of gender, race, age, disability, religion, marital status, family status, or sexual orientation.
5. Through various communication methods, we will do our best to provide customers with up-to-date and accurate information in a timely manner.
6. We will be reliable. Although traffic, road, and weather conditions can sometimes negatively impact the reliability of our service, we will do our best to ensure our daily schedules are followed.
7. Safety is our top priority. We will continue to operate all vehicles in a safe manner, following the appropriate procedures and acting accordingly in order to ensure the safety of all passengers.
8. We will be flexible and practical in making prompt decisions that affect our customers.
9. We will continue to draw on customer feedback to help improve and enhance the TTC experience.
10. We will be fair and open in resolving customer issues. Staff at all levels will be empowered to resolve customer issues in a timely and satisfactory manner.
11. We will make decisions based on the best interests of our customers.
12. Our customers will help us deliver on these principles by acting appropriately when on board our services and also by letting us know how we can improve upon existing services.

➔ **OBSERVATION 8B**

Customers must also do their part to improve the level of customer service.

Customers expect courtesy from TTC employees, but there is a need for respect and courtesy from both employees and customers. Throughout the CSAP's work, it became apparent that not all customers are courteous and respectful. Although many passengers are polite, courteous, and respectful of others, there are certain attitudes from others that can negatively affect operators.

For example, customers expect courtesy from their TTC employees, but courtesy is a two-way street. In the CSAP's discussions with many employees and customers, along with our own personal experiences while riding the TTC, it became obvious that not all customers extend the same level of courtesy to TTC employees and their fellow customers.

There have been far too many documented accounts where TTC employees and customers have been both physically and verbally abused by customers. On average, two operators are assaulted each day. These behaviours are unsafe and unacceptable, and must not be tolerated.

RECOMMENDATION 8B: Customers' Responsibilities

The TTC can do a better job communicating to its customers what is expected of them. Currently, TTC By-law No. 1 is in effect and is posted on all vehicles. However, the TTC must develop and display a simplified document listing customers' responsibilities.

A suggested list of responsibilities is as follows:

1. Seats are for customers — please, no feet or belongings (such as groceries, packages, backpacks, etc.) on seats.
2. Be considerate — give up seats to seniors and customers with disabilities, especially seats closest to the doors. Parents with infants and small children could also use that seat.
3. Please do not lie down on the seats.
4. Practice cell phone courtesy by setting ring tones to vibrate. Please speak quietly so as not to disturb your fellow passengers.
5. When listening to a musical device, please wear earphones and keep the volume at a level that does not disturb your fellow riders.
6. Your safety and comfort are important. Honour requests from operators or other TTC staff. They are asking for a reason.
7. When standing, do not block doors. Please keep doorways clear.
8. Drink only from containers with sturdy, resealable lids. No open containers or cans please.
9. Cooked or prepared foods do not mix well with transit travel. Light snacks are more appropriate. Please eat your meal elsewhere.
10. Please keep your TTC clean. Dispose of trash and recyclables properly. Do not leave newspapers, food, or trash on the vehicle.
11. Whenever possible, please fold strollers and carts before the vehicle arrives. Minimize obstruction for other customers.
12. Do not stand at the front. Move to the rear, then use the rear door to exit.
13. Allow customers in wheelchairs to board first.
14. Let riders exit first, before you board the vehicle.
15. For your own safety, do not hold doors open or lean on doors.
16. Do not put bags or packages in the aisle or on a seat. The best place for them is on the floor between your feet.
17. Hold on to handrails when standing.
18. Accommodate other customers who wish to use the middle seats.
19. Please do not rush the doors. Allow disabled riders and senior citizens to board first.

20. Rush hour on our vehicles means close quarters. Please consider that many people suffer from allergies to certain scents, so please apply perfume or cologne sparingly.
21. Always have your fare ready.
22. Wait to ask questions of the operator. Safety is the TTC's highest priority.
23. Remove backpacks. Make it a little easier for others to move around you.
24. Never run to catch the bus, streetcar, or subway. This is dangerous for you as well as other riders.
25. On buses and streetcars, always stay behind the white line.
26. Finally, and most importantly, please treat TTC employees with respect at all times.

Remember it is your transit system, so please respect it. Taking public transportation means sharing space — it is important for customers to treat each other with courtesy and respect. Travelling on the TTC can be a pleasant and comfortable experience when all customers demonstrate thoughtful consideration for one another and for TTC personnel.

➔ **OBSERVATION 8C**

The TTC By-law No. 1 is incredibly comprehensive and as such it might not be fully understood.

RECOMMENDATION 8C: TTC By-law No. 1

In addition to developing a list of customer responsibilities, the TTC should review how it can better encourage its customers to read through and better comply with By-law No. 1.

6.0 CONCLUSIONS

The members of the CSAP have spent many hundreds of hours examining numerous aspects of the TTC's operations that directly impact customer service. There are 78 observations and accompanying recommendations.

As the TTC focuses more on customer service and customers gain a better understanding of how the system operates, improvements can be made in relations between employees and the public, and the image of the TTC as a whole.

This report is a significant first step in moving the TTC to a position where it can provide high levels of customer service, which can result in high levels of customer satisfaction.

There is a great deal of work to be done, but the TTC's recognition of the current inadequacies in customer service, and its creation of the CSAP, demonstrates a welcomed commitment to this new customer service initiative.

7.0 SOURCES OF INFORMATION

In developing this report, members of the CSAP used many sources of information, including:

- Public CSAP web site: www.ttcpanel.ca
- TTC website
- Various online resources
- Customers — meetings, phone calls, personal interviews
- Visits to subway stations to talk with customers
- Toronto Transit Commission — focus groups and meetings with operators, collectors, maintenance staff, and other Union Members, staff, and management
- New York Transit
- Le Société de Transport de Montréal
- Translink (Vancouver)
- Washington Metropolitan Area Transit Authority
- SEPTA (Southeastern Pennsylvania Transportation Authority)
- Dallas Area Rapid Transit
- Los Angeles County Metropolitan Transportation Authority
- Chicago Transit Authority
- Focus group featuring marketing and communications leaders in Toronto and the GTA