

2016 | Annual People Report



Message from Jean Wong

Vice-President, Human Resources

The key to our success

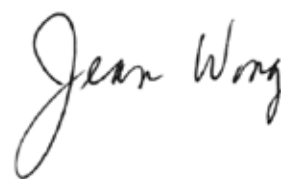
2016 was an exciting year for the region and TransLink enterprise employees are key to achieving the goals identified in the 10-Year Vision and implementing investment in transit and transportation across Metro Vancouver.

It's our job in Human Resources to ensure our people have the resources and tools they need to help them do their day-to-day roles, and also find success and satisfaction both in their current positions and their careers. The Annual People Report provides an overview of the programs and initiatives that engage and support our employees in their pursuit of these goals.

Once again, we were honored to be among the winners of the 2016 B.C.'s Top Employers award.

I would like to express my appreciation to the employees at B.C. Rapid Transit Company, Coast Mountain Bus Company, Transit Police and TransLink who made this award possible – it's our team of 7,039 employees working together to ensure that our customers have a positive experience and benefit from reliable service to get where they need to go across Metro Vancouver.

It is the dedication and efforts of our people who will continue to be the key in our successfully delivering increased service and new transit and transportation infrastructure.



JEAN WONG, Vice-President, Human Resources



Key initiatives from the past year:

- Working with our clients and stakeholders to ensure our employees receive great customer service;
- Implementing a Learning Management System Governance Committee to ensure a consistent standard to eLearning that is in line with best practices across the TransLink enterprise;
- Expanding programs and training to enhance employees' ability to advance their careers within the enterprise, as well as opportunities to improve their health and work-life balance; and
- Exploring opportunities to leverage technology to deliver services in a more cost-effective manner.

Key initiatives for 2016 and beyond:

DEVELOP A LEARNING MANAGEMENT SYSTEM BASED ON THE RESULTS OF A PILOT STUDY

We strive to provide our employees with access to tools, training and technology to improve job performance, learn new skills, build on their leadership capacity and lead healthy lives. We always encourage and appreciate receiving feedback from employees regarding our current programs and initiatives and we strive to improve and learn from all feedback provided.

PREPARING FOR THE FUTURE

HR continually works to ensure the organization has the right people with the right skills and experience ready to move into key roles in order to position the organization to achieve its strategic goals. In 2016, HR worked to create and implement succession planning tools to measure the level of risk of employees retiring from key roles as well as identifying candidates to move into those roles.



TransLink at a Glance

The South Coast British Columbia Transportation Authority (TransLink) is Metro Vancouver’s regional transportation authority, dedicated to developing and operating an efficient and sustainable transportation network throughout the communities we serve.

1 enterprise
4 operating companies
19 facilities
7,039 employees

BRITISH COLUMBIA RAPID TRANSIT COMPANY

BCRTC operates SkyTrain and West Coast Express (WCE) services, which operates the commuter rail service from Vancouver to Mission. BCRTC also manages the contracted services for Canada Line.

COAST MOUNTAIN BUS COMPANY

CMBC operates SeaBus and over 96 per cent of the region’s bus service. Contracted companies including community shuttle services, HandyDART and West Vancouver Blue Bus operate the remaining regional bus service.

TRANSLINK SECURITY MANAGEMENT LIMITED

TSML/ TRANSIT POLICE delivers policing service across the multiple modes of the transit system. Our services are delivered through operating companies and contractors in an integrated and regional system – of roads, regional transit, and a network of bike and pedestrian pathways. Together, we connect the region and enhance its livability by providing a sustainable transportation network, embraced by our communities and our people.

Total number of employees:

BCRTC	901
CMBC	5,282
TransLink	575
Transit Police	264
West Coast Express (WCE)	17
Total	7,039

Demographics of employees by gender:

Female	1,392	19.78%
Male	5,647	80.22%

Demographics of employees by age:





18 to 24	80	1%
25 to 34	842	10%
35 to 44	1,552	22%
45 to 54	2,396	36%
55 to 64	1,898	27%
65+	271	4%

Union affiliation:

Each organization within the enterprise negotiates its own collective agreement(s) and is responsible for its own Labour Relations matters. In total, across the enterprise, there are six different bargaining units.

BCRTC CUPE Local 7000	TRANSIT POLICE Transit Police Professional Association (TPPA)
CMBC MoveUp (COPE) Local 378 CUPE Local 4500 Unifor Local 111 Unifor Local 2200	TRANSLINK MoveUp (COPE) Local 378

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Organizational Development



Our focus is developing leaders across the enterprise and building an engaged workforce. We work with our business units to identify areas of opportunity, then develop and align initiatives across the enterprise. For example, a talent mapping tool, in combination with 360° feedback processes, is helping identify candidates for succession and leadership development.



The goals of Organizational Development are to develop and deliver:

- Employee and leadership development;
- Succession planning and talent management;
- Employee engagement support, including survey development, design and post-survey facilitation;
- Change management support for key projects, individual departments and divisions;
- Gap analysis for targeted training;
- Training/development design; and workforce planning; and
- Keeping up with best practices and industry standards in workplace learning.



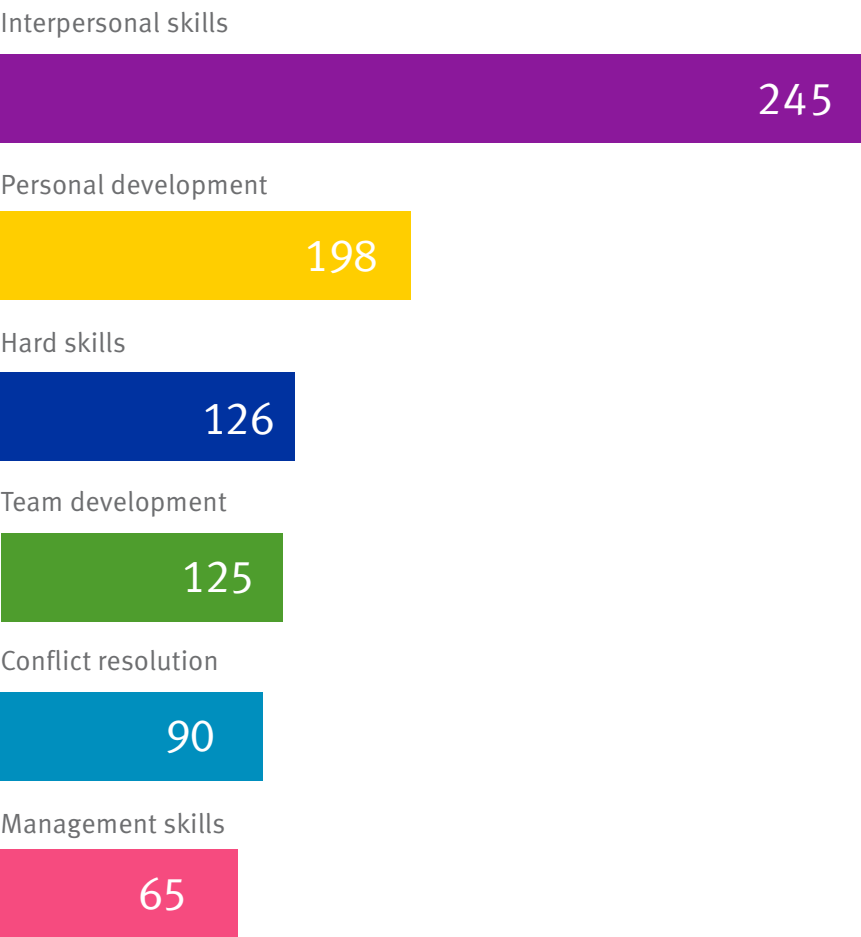
2016 Highlights

- Delivered 41 internal and external courses to all employees.
- Continued to facilitate the mentoring program with 47 cross-functional mentor-mentee pairs over two cycles from across the TransLink enterprise.
- Delivered a variety of in-house training courses.
- Designed and delivered a customized leadership skills-development workshop program for BCRTC Maintenance & Engineering Senior Management team.
- Provided change management support to stakeholders across the enterprise for full gate closure.
- Developed a talent mapping tool for leadership development and succession planning.
- Implemented a Learning Management System.
- Created a Governance Committee to ensure a consistent standard to eLearning in line with best practice.

Developing employees and leaders

At TransLink, courses are offered internally to employees throughout the year. The enterprise training calendar provides developmental opportunities both to enhance skills in current roles and to foster growth for future contributions within the enterprise. Targeted and general interest course content was provided in 2016, focusing on broad aspects of leadership, technical training, and personal development. Course content was expanded this year to include training in conflict management, negotiation skills, analytics, and facilitation skills. Overall, 41 training sessions were offered to employees.

Total employees that attended courses in 2016



Mentoring program nurtures skills that improve performance

The Mentoring Program enables mentors and mentees to identify learning opportunities that enhance mentees’ competence levels and skill gaps, contributing to a stronger pipeline of talent across the enterprise. Matching mentors and mentees from different areas of the enterprise enables learning about other parts of the enterprise, provides exposure to diverse perspectives and establishes relationships that often last beyond the formal six- month program period. The program is available to all employees

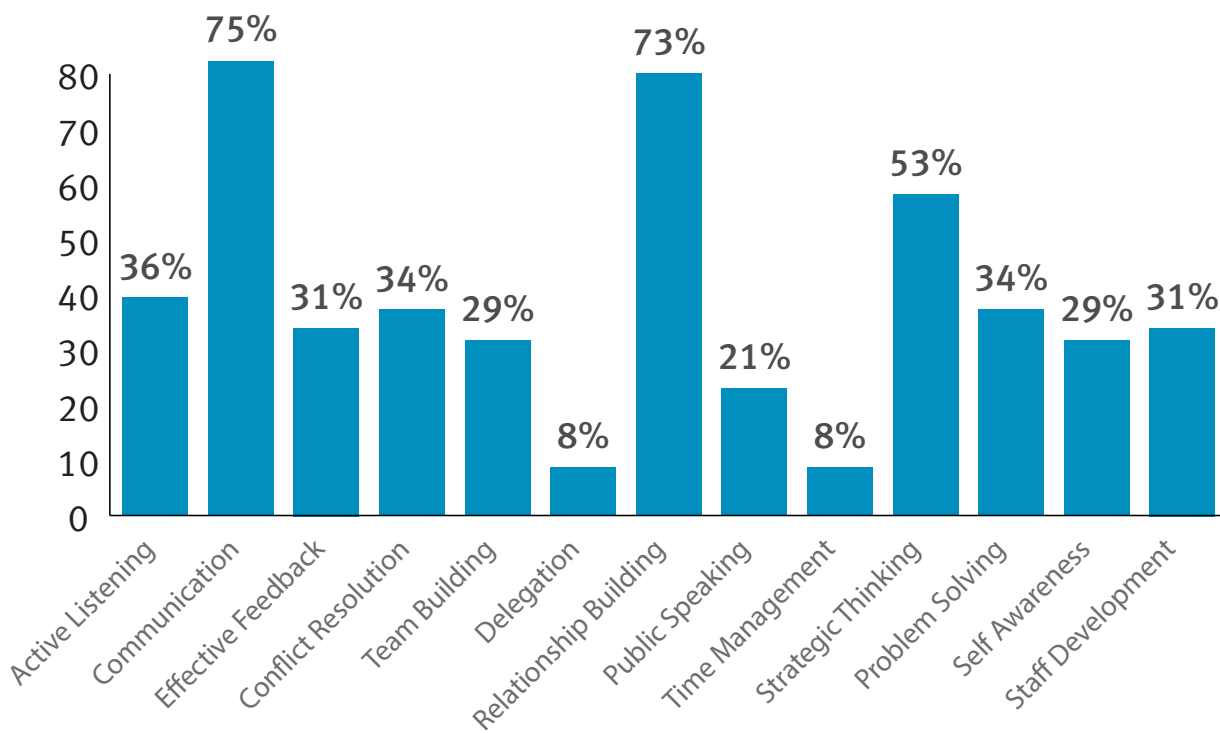
across the enterprise, unionized and exempt. There are two cohorts a year; in 2016 there were 47 mentors and 47 mentees.

Early in the year, a mentorship seminar helped to prepare new and repeat mentors for their roles, providing them with tools and information. The Organizational Development team also regularly checks in with mentors and mentees to ensure they have the support and coaching they need.

86% of mentors agree: “The mentoring experience benefited my personal / professional growth.”

95% of mentors agree: “The skills enhanced/ developed through the mentoring process have positively impacted my work performance.”

Average Mentee Skills Gained 2014–2017



Supporting change management and providing strategic direction

Organizational Development led change management for the roll out of Compass, one of the largest initiatives in TransLink's history.

ACTIVITIES INCLUDED:

- Face-to-face outreach with frontline employees to provide support and address information gaps;
- Events for point people and management to share updates and messaging;
- Stakeholder engagement to ensure alignment for successful implementation; and
- Readiness and risk identification to enable employees to fully support our customers' transition to Compass.



New talent mapping tool for succession planning

To ensure the TransLink enterprise is prepared for the estimated retirement of 60 per cent of the workforce over the next decade, we continue 360° feedback processes and succession interviews with all levels of leadership. The information gathered is used to highlight key roles throughout the enterprise as well as to identify a pool of strong internal candidates. We then work with these candidates to support their development as leaders. We completed a pilot of a talent mapping tool, and will use this tool to support our succession planning process going forward.

Learning Management System feasibility study completed

TransLink and its operating companies have a workforce that is spread across the Lower Mainland, working 24 hours each day. HR, in partnership with Business Technology Services, has been working to implement a Learning Management System (LMS) that will help us meet the training and development needs of our employees with access to eLearning content and to support a larger eLearning strategy within the enterprise; in improving access to online resources and employee development materials, employees will be supported in building capacity in their everyday work and, in turn, enhancing the customer experience. This research will set the stage for the selection and implementation of an LMS for the organization. An eLearning Governance Committee made up of representatives of each training team through the organization was also formed. This committee is responsible for ensuring a consistent standard of eLearning in line with best practice across the TransLink enterprise.

Employee Relations



Employee Relations is comprised of Labour Relations, Corporate Wellness and Human Resources Services.



Corporate Wellness

Corporate Wellness supports employees' well-being through health and fitness programs, preventive health clinics, presentations and events and the Employee and Family Assistance Program.

The goals of Corporate Wellness are to:

- Promote health and wellness of employees across the enterprise and participate in health initiatives;
- Provide and maintain fitness facilities and programs; and increase education and awareness about health issues.



2016 Highlights

- 264 employees completed fitness assessments
- 417 people attended 32 Lunch and Learn sessions
- 340 employees participated in three Health and Wellness Challenges
- 638 people attended 11 Health and Wellness Fairs
- 50 employees with direct reports attended two sessions of managerial mental health training that addressed how to respond confidently and proactivity when they feel an employee's psychology is at risk or when an employee is showing early signs of mental illness
- Mental health initiatives included:
 - Leadership Strategies to Support Mental Health Sessions for CMBC exempt Supervisors & Managers;
 - Implemented enterprise-wide webinar on increasing our understanding of mental health in the workplace and gaining strategies to support mental health in the workplace and reduce stress;
 - Mental health toolkits for employees;
 - Newsletter section on daily strategies for improving mental health; and
 - Lunch and Learn sessions related to mental health such as building resilience and relieving stress.

2017 – Looking forward

Enhance Corporate Wellness culture and continue building on mental health awareness training and promotion of mental health awareness throughout the enterprise.

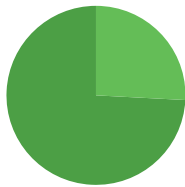
Events and activities that improve work-life balance

Corporate Wellness enhanced the wide range of events and activities offered annually with new events in 2016, including Stretch and Relax Sessions, Nutritional Assessment Clinics, Boot Camp Sessions, Self-Care Week, and a Colleagues Corner introduced in the monthly Road to Wellness newsletters.

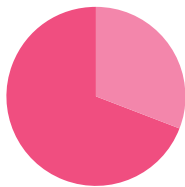
In 2016, we held three Health and Wellness challenges:

- The Wellness Bingo Challenge encouraged employees to complete a variety of health and wellness activities during a 3 week period. Activities focused on healthy eating, physical activities and mental health awareness.
- The Healthy Mind Olympic Challenge was a 3 week event where participants reported completing 7 essential mental health activities that encourage optimum mental health. These activities focused on relationship building, sleep hygiene, physical activity, healthy eating, leisure time and relaxation time. The challenge aimed to help participants build optimum mental health, strengthen internal and relational connections, and coordinate and balance daily activities.
- The 12 Days of Wellness Challenge focused on encouraging employees to complete physical activity on a daily basis. Daily physical activities included push-ups, lunges, planks, walking/jogging, mountain climbers, stretching and relaxation.

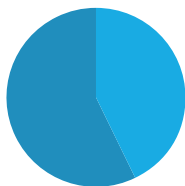
2016 participation in Health and Wellness challenges



30%
Wellness Bingo



35%
Healthy Mind
Olympic Challenge



35%
12 Days of Wellness

*out of 340 employees

Educating employees on enterprise-wide EFAP

Our Employee and Family Assistance Program (EFAP) is a confidential, employer-funded benefit that delivers wellness support to our employees through a variety of programs ranging from nutrition, finances, legal aid, elder and family care and many other wellness areas. EFAP also provides e-Learning, interactive tools, health and wellness assessments and a library of health, life balance, and workplace articles.

Take Our Kids to Work Day

Employee Relations again coordinated the annual Take Our Kids to Work Day with the assistance of dedicated volunteers from across the enterprise. This year, 52 Grade 9 students took part in the award-winning event, which highlights the importance of education and skills. Students explore and experience career opportunities first hand and learn about different professions that are available to them on the road, in offices or on the shop floor. TransLink was recognized as one of the winners of the 2016 Canada's Outstanding Employers Award from The Learning Partnership. The organization was one of the 15 winning applications across Canada. Winners were recognized for their exceptional achievements in guiding and inspiring Grade 9 students to think early about life after school and their education and career pathways.



Human Resources Services

HR Services provides full-cycle recruitment support and advice to managers and employees across the TransLink enterprise; helping to recruit the best candidate for each vacant position and support employees' career development. We also participate in community outreach programs and specific job fairs to attract potential employees and promote careers in the TransLink enterprise.

The goals of HR Services are to:

- Ensure that TransLink attracts, recruits and selects the best candidates both externally and internally for the enterprise;
- Assist employees in their career choices within the enterprise;
- Provide advisory services to management and employees; and
- Administer TransLink's Respectful Workplace Policy.



2016 Highlights

- Implemented a formal enterprise-wide employee onboarding/orientation program for new employees. With growing volumes of new hires, this program provides a comprehensive orientation of the enterprise.
- Provided 51 individual career counselling and interview coaching sessions for employees.
- Community outreach activities included:
 - WorkBC Job Fair in Burnaby with over 1,500 job seekers; ITA Trades Job Fair; Delta Trades and Technical Career Fair; UBC Career Fair;
 - BCIT Student Association Annual Technology Industry days informing students of technology jobs at TransLink;
 - Transit Operator Careers Presentation to YWCA Changing Gears Program, targeted on preparing women for employment in the transportation industry.
 - Careers at TransLink presentations at WorkBC Employment Centres, S.U.C.C.E.S.S and MOSAIC on career opportunities and the hiring process for TransLink enterprise.

2017 – Looking forward

- Enhance Corporate Wellness culture and continue building on mental health awareness training and promotion of mental health awareness throughout the enterprise.
- Implement an orientation program for new Transit Operators.
- Develop a program that will expand employee recognition.
- Implement a strategy for recruitment of Planning and Engineering roles to support service expansion and other priorities for Phase One of the 10-Year Vision.

Supporting recruitment across the enterprise

- 1,217 positions filled; 587 internally; 630 externally
- 17 per cent increase in applications through e-recruit

Total of positions filled in 2016

BCRTC/WCE	342
CMBC	634
TransLink	168
TSML	73
Total	1,217

	2014	2015	2016
Number of applications through e-recruit	28,380	30,166	29,814



Employee turnover across the enterprise remains low and shows exceptional retention standards for the enterprise.

Our turnover metrics align well with common Human Resource Metrics (HRMA).

Per centage of employee turnover by company

	2014	2015	2016
TransLink	6.36%	5.00%	11.00%
Transit Police	3.21%	6.00%	6.80%
BCRTC	1.29%	2.00%	5.75%
CMBC	1.62%	2.00%	3.20%
WCE	0%	0%	0%
Enterprise Total	2.01%	2.00%	4.30%

	2014	2015	2016
Change of status (COS) - Casual, PTR, FTT and FTR	139	147	136
Total of new hires, rehires, COS	425	955	1,148

Respectful workplace training sessions

This year, new employees attended information training sessions in compliance with WorkSafeBC’s Occupational Health and Safety policies specific to bullying and harassment. All new employees receive this mandatory training each year.

Total Compensation



Total Compensation provides the full suite of compensation and benefit services such as job evaluations, organizational design, performance management, salary and workforce administration, and benefits.

The goals of Total Compensation are to:

- Ensure consistency in the application of our administration of our total compensation policies across the enterprise;
- Conduct organizational design and exempt performance management initiatives that reflect best practices and leverage technology; and
- Ensure data integrity of all personal information within our care.

2016 Highlights

- Provided ePerformance Management workshops to improve managers' understanding and use of performance review tools.
- Conducted significant restructuring to ensure that the right people are in the right roles at the right time.
- Identified opportunities to streamline business processes and implemented necessary changes to increase the quality, service and satisfaction of our clients.
- Identified opportunities to enhance the verification of employee information to ensure data integrity and accuracy.

2017 – Looking forward

- Continue on our customer service excellence journey by providing consistent positive, solution oriented flexible and employee centered services.
- Continue to reach out to our employees to educate them on their total rewards package and to ensure thorough understanding of their entitlements.
- Conduct regular exempt compensation market reviews to ensure TransLink remains competitive in the marketplace.
- Continue business process reviews utilizing LEAN methodology in order to gain efficiencies and ensure consistency of applications.
- Continue to verify employee information to ensure data integrity and accuracy.
- Set targets and measure our performance in delivering excellent customer service.

Exempt performance across the enterprise

An annual electronic performance management program for exempt employees aligns individual employee accountabilities, company-specific competencies, and objectives with the business strategy and goals of the company. The ePerformance program also facilitates succession planning, development and provides a rationale for compensation decisions.

Organization design and job evaluation

Ensuring that the right people are in the right roles helps leverage people’s skills to support the TransLink enterprise in achieving its goals – and supports employee engagement. We collaborate with the leaders across the enterprise on organization design reviews, as needed, to allocate our people most effectively. We also evaluate job descriptions and position profiles to ensure that they remain accurate as roles evolve and the needs of the business change.

Number of evaluations

	2014	2015	2016
Job evaluations	135	138	108

Job changes

	2014	2015	2016
Promotions	191	182	183
Secondments	14	17	10
Retirements	188	160	210



Benefit Plans

Exempt and bargaining unit employees participate in a variety of benefit plans. TransLink, Transit Police, and CMBC exempt employees participate in a flex benefits plan, MyFlex. BCRTC currently maintains a separate benefits plan.

2016 Highlights

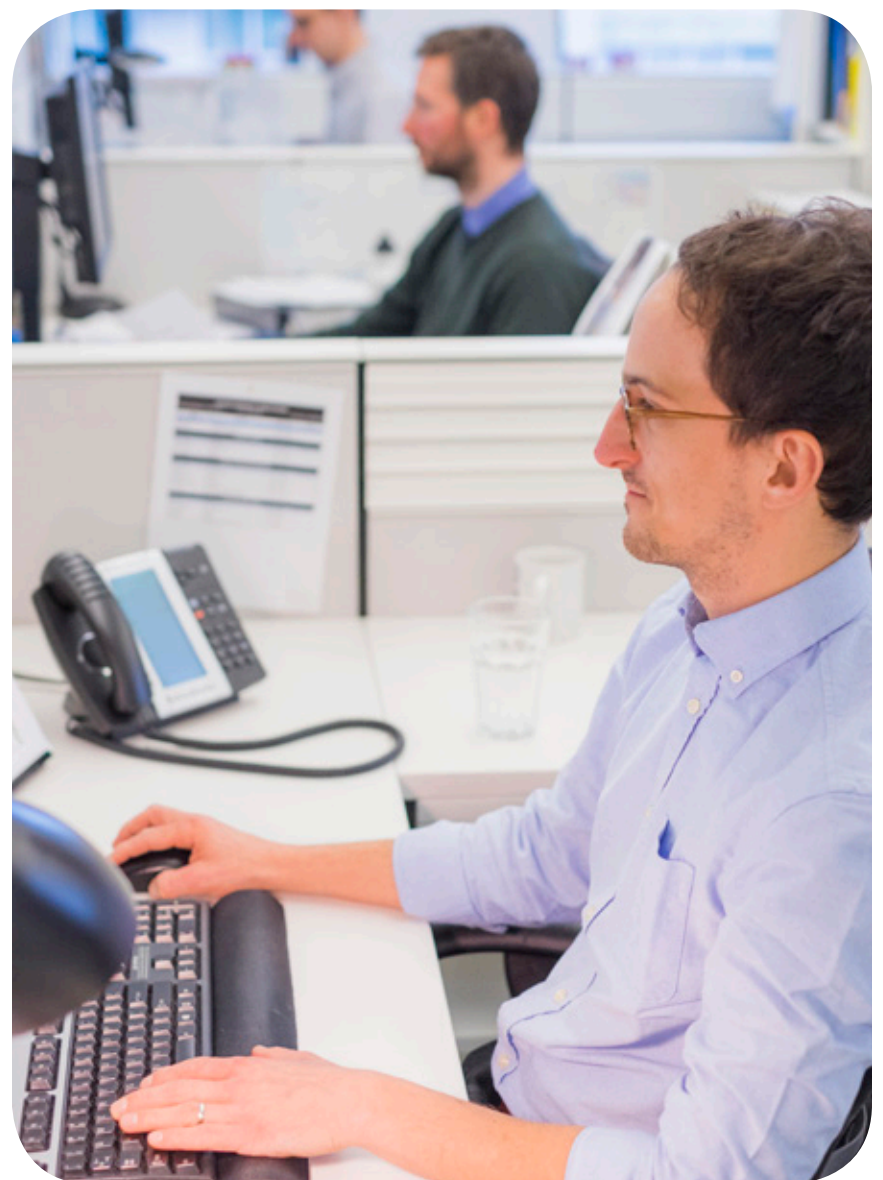
- Conducted benefit business process reviews to be more effective, efficient and accurate in our work.
- Completed disability management review initiative for implementation in 2017.
- Improved communications to help employees better understand their benefits and more easily complete the application process for a Long Term Disability/Income Continuance Claim.

2017 – Looking forward

- Continue on our Customer Service Excellence Journey by providing consistent positive, solution-oriented, flexible and employee centered services.
- Continue business process reviews, utilizing the LEAN methodology, in order to gain efficiencies and ensure consistency of application.
- Continue to verify employee information to ensure currency and accuracy.
- Keep reliable metrics to deliver on our commitment to excellent customer service.

Working with suppliers to improve claims processing and managing benefits

With an increase in the number of benefits processing requests for new hires, rehires and employees changing status, ensuring that our claims processes are efficient and convenient for staff is a priority. We focused with our third party vendors on streamlining claims processing and communications for all employees. Pacific Blue Cross members can now manage their benefits on their iOS or Android devices from anywhere, anytime, using the CARESnet mobile app version 2.5.





Payroll manages all payroll related functions for TransLink, CMBC and Transit Police. Payroll functions for BCRTC/WCE are managed separately through BCRTC Corporate Services.



The goals of Payroll are to:

- Provide an accurate and timely service to employees of TransLink, CMBC and Transit Police, and leverage technology to streamline services; and
- Be involved with all business areas to ensure the service meets their needs and supports their departmental goals.

2016 Highlights

- Electronic T4s (eT4s) were made available to TransLink and CMBC COPE, CUPE and Exempt employees in 2016, for the 2015 taxation year. This reduced distribution costs while giving employees quick access to their electronically stored information.
- PeopleSoft 9.2 upgrade introduced a new user interface which included new Employee Self Service tiles. Payroll participated in extensive User Acceptance Testing which gave confidence that PeopleSoft was performing as expected.
- In the event of a disaster and PeopleSoft is not available to process pay, Payroll Services is now able to issue an advance to all regular and full time temporary employees. Payroll Services was able to successfully test their plan when they joined Business Technology Services during their disaster recovery exercise.
- Payroll Services and Internal Audit and Performance worked together on Payroll's pension processes. The review identified 15 solutions. Many of the solutions have been implemented.

2017 – Looking forward

- Payroll Services Client Service Excellence Journey Program.
- Participate in and provide user acceptance testing for the MyTime and PeopleSoft 2 upgrade.

Average accuracy rate improves to 99.97 per cent

Payroll Services tracks the per centage of accuracy for pay advices per pay period. The target per pay period is a 99.85 per cent accuracy rate. In Q4 of 2016, Payroll had an average accuracy rate of 99.93 per cent.

ePay statements increase by 2 per cent in 2016

In 2015, the ratio was 13 per cent ePay to 87 per cent paper statements.



2016 Highlights



2016 Recruitment Highlights

HR Services hired 273 Conventional Transit Operators and 101 Community Shuttle Operators in 2016. With Phase One of the 10-Year Vision approved in November of 2016, hiring targets have doubled for 2017. To support recruitment in 2016 and beyond, HR Services implemented the following:

- Formed a committee with CMBC Operations, Training, Occupational Health and HR to review and streamline the Transit Operator recruitment process.
- Developed and implemented a strategy for meeting increased hiring demands, including a new marketing campaign which will run in 2017, and a LEAN review of recruitment processes to improve efficiency.

HR Services recruited 120 new BCRTC employees, including positions in customer service and maintenance, to support the Millenium Line Evergreen extension.

The Employee Orientation program was launched, and 257 new hires attended the enterprise-wide employee orientation program throughout the year. Transit Operator orientation program will be implemented through the Learning Management System (LMS) in 2017.

HR Services filled 1,217 positions across the enterprise – an increase of 17 per cent from 2015. Recruitment has increase significantly in 2016 and will continue to grow in 2017 as we ramp up hiring of Transit Operators and positions within Planning and Engineering and other positions throughout the enterprise in order to meet the targets of Phase One of the 10-Year Vision.

