

HR Quarterly Report July - September 2021

September 2021



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Introduction

This Human Resources (HR) Quarterly Report provides an update on the activity that has taken place to support our colleagues from July - September 2021, to make Transport for London (TfL) a great place to work, for everyone.

The first section provides an update of our people performance against TfL scorecard measures.

The second section includes detail on our ongoing response to the coronavirus, including our move toward office re-occupation and transition to a hybrid way of working.

The final section updates on activity delivered across the HR function aligning to three of our top People Priorities:

1. A More Inclusive and Diverse Organisation
2. An Engaged, Motivated and Healthy Workforce
3. The Right People, Skills and Capacity to Deliver the Business Plan



People Scorecard Measures and Performance 2021/22

Pan-TfL scorecard

For our people, our annual scorecard measures are focused on improving engagement, embedding an inclusive culture, striving for equality across the organisation and monitoring the health and wellbeing of all our people.

Our People targets for 2021/22 are:

- Maintain the 2020/21 total engagement level at 62 per cent
- Achieve a two percent point increase in our people feeling involved, included and safe at work, up to 54 per cent
- Achieve a two percent point increase in the overall wellbeing of our people, up to 59 per cent.

Now that the scorecard is in place, we will work to ensure we achieve the targets set out. HR are both driving initiatives centrally and supporting the business with people activity to help us achieve these targets. More detail on these initiatives is set out in the remainder of this report.

Our first key indicator of progress against the People scorecard measures will be the results of our annual Viewpoint staff survey, due to run in October 2021.

Divisional scorecards update

Professional Services Scorecard Measures

In addition to the Pan-TfL scorecard, divisional scorecards have now been established in London Underground, Surface Transport and Professional Services.

There are four key people milestones central to our people programme of work included on the 2021/22 Professional Services scorecard.

- **Action on Inclusion strategy.** Strategy to be published and prioritised programme of work to deliver strategy developed. To be completed by January 2022.
- **Successful completion of the new ways of working transition phase.** Enable hybrid working implementation and inform estates strategy. To be completed by March 2022.
- **Talent management enabled by SAP Success Factors (part of wider ERP project).** Talent modules in use across the organisation in time for end of year performance management conversations and to enable critical roles and succession plans to be added to the system. To be completed by February 2022.
- **Implement Vision & Values across our hire to retire processes, policies and procedures.** Develop implementation plan. To be completed by March 2022.

These milestones have been identified as key pieces of work that will support the business to meet our emerging priorities through our

people and continue to make our organisation a great place to work for everyone.

Supporting colleagues through our recovery from coronavirus

Deaths in Service

We continue to do everything we can to support the families and loved ones of the 95 colleagues who have tragically passed away from Coronavirus. Our Employee Assistance Programme is available to all employees and their dependents and provides support, guidance and information on a range of topics, including bereavement. This includes access to support from a qualified counsellor, bereavement counselling services and access to Cruse, a dedicated bereavement support charity. Bereavement support is also extended to families of the deceased via our Sarah Hope Line.

Response to the Government's Roadmap out of lockdown

The majority of restrictions on contact and social distancing have now been lifted by the Government.

From 16 August, the rules on self-isolation across England changed for anyone who becomes a close contact of a person who tests positive for COVID-19, depending on their vaccination status.

This means that colleagues who are fully vaccinated and are identified as a close

contact by the NHS Test and Trace service or NHS COVID-19 app no longer need to self-isolate unless they develop symptoms of COVID-19 or test positive.

If colleagues are notified by the app, we are encouraging them to book a PCR test as soon as possible to check they are negative. They can continue to come to work while they are waiting for the test.



We are also asking colleagues to continue to inform their manager if they have been notified by the app so we can ensure contact with anyone who is Clinically Extremely Vulnerable (CEV) is kept to a minimum.

We are also encouraging everyone to take the vaccine when offered and advising anyone

who has concerns about the vaccine to discuss this with their GP. Time off for getting the vaccine is being managed at a local level and managers are being encouraged to offer flexibility to shifts and working arrangements to allow for this.

Transition to Hybrid Working

Government guidance on social distancing and working from home has changed and we have now begun the transition to hybrid working.

This will mean that office-based colleagues will gradually move away from working from home full-time and will instead split their time between our offices and working remotely. We believe that a hybrid working model is the most appropriate for our business in order to allow for collaboration, co-operation and learning and development. Our engagement on this topic tells us that in the future, people see the primary purpose of our offices as enabling greater cohesion and collaboration.

In support of this, our approach to hybrid working is guided by the five Cs – **cohesion**, **collaboration**, **culture** and bringing back **confidence and care**. We want people to use offices for these reasons and make informed choices, with their line manager and team members, about when they are working in an office location and when they will work remotely.



Transition began on 17 August. Initially whilst we transition, we are not mandating colleagues to come into the office, however, we anticipate that from mid-November all colleagues will be required to return for some of their working time.

The transition phase will run to March 2022 which will allow the programme to test, trial, adapt and evolve our approach driven by evidence and insights. We have conducted a Risk Assessment (and an Equality Impact Assessment) which continue to inform our programme deliverables to support people to adopt the new ways of working.

Travel Allowance scheme

Last year we introduced a temporary Travel Allowance Scheme for colleagues who needed to travel to a workplace one or two days a week using National Rail services. This temporary measure helped those travelling avoid the need to purchase an annual season ticket.

To support our transitional approach to office re-occupation and the hybrid working model we have chosen to extend the temporary Travel Allowance scheme to 31 December 2021. We are currently reviewing the use of the new National Rail Flexi Season Tickets offering announced by the Government.

Supporting Health and Wellbeing

The Kaido team challenges remain one of our most popular wellbeing interventions. Over 1,200 colleagues joined in the latest challenge ‘the space race’ which concluded on 18 June. Participants earned points by increasing activity levels, trying new types of exercise and adding mindfulness to the daily routine.

The winners were a team of customer service assistants from the Victoria line called Red Panda.

Feedback showed that 88 per cent of participants felt healthier at the end of the challenge, 31 per cent slept more, 82 per cent were making better nutrition choices, 78 per cent had increased their daily steps, 47 per cent had tried a new form of exercise and 88 per cent said their overall activity levels had increased.

Kaido is just one of a number of Wellbeing Support interventions we offer. All colleagues have access to online tools and resources via the Health and Wellbeing SharePoint site. We have increased resources to our Employee Assistance Programme (EAP) and are also converting our previously classroom-based health and wellbeing related courses into online courses so colleagues can continue to access these resources. We continue to offer mental health training for people managers and this course was updated to include the impact of the coronavirus.

A More Inclusive and Diverse Organisation

TfL Equality Objectives

We have recently finalised refreshed equality objectives, and these will be published on the TfL website during September. As a public authority we are bound by the Equality Act 2010 and the Public Sector Equality Duty, which includes a requirement to publish equality objectives.

In addition to fulfilling our legal obligations, the objectives, which were developed in consultation with business stakeholders, will form a framework for a programme of work that will support our aim of ensuring our network is accessible and safe for all Londoners and visitors to our city; to ensure we place inclusivity at the heart of everything we do and to build an inclusive workplace where everyone can grow and thrive. The objectives cover both the customer and workforce elements of our Diversity and Inclusion strategy.

Our Equality Objectives 2021-2025

Objective	Detail	Area
Customer Service	Ensure our transport network is inclusive of everyone, with consistent customer service which considers all aspects of diversity and social impact, enabling social mobility through access to opportunity	Customer
Customer Information	Ensure customers have the information they need to travel, focusing on those who may be currently underrepresented or have more acute barriers	Customer
Inclusive Infrastructure	Improve the accessibility and inclusivity of London's transport infrastructure and our estate, prioritising those currently excluded or finding access difficult and unwelcoming.	Customer
Safety	Ensure travel in London is safe and people aren't disproportionately impacted and deterred from travelling because of safety concerns	Customer
Health of all Londoners	Ensure that our transport system and approach to urban planning promotes and improves the health of all Londoners. Ensure health initiatives factor in the needs of those most impacted.	Customer
Inclusive Decisions, Accountable Leaders	Ensure inclusivity is hardwired into our decisions. Continue to build our leaders' knowledge and understanding of diversity and inclusion to enable them take personal accountability for making customer-centric, inclusive decisions and drive an inclusive culture.	Customer
Inclusive Partners, Supply Chains and Industry	Through procurement, funding and influence, ensure more of our partner organisations, suppliers and the wider industry have inclusion as a core value. Work with external organisations to learn lessons and embed best practice	Customer

Affordability	Ensure we offer value for money for all Londoners with a fare structure and concessions that are fair, clear and well communicated	Customer
Stakeholder and Community Engagement	Effectively inform, develop and deliver our strategies, services and programmes, by aiming to carry out best practice, representative and proportionate engagement with London's diverse communities. Make sure our approach is accessible and inclusive.	Customer
Workforce Representation	Increase the diversity of our organisation at every level, so that it better reflects the diversity of London	Workforce
Fairer Internal Opportunities	In light of our new Vision and Values, we will ensure an unwavering commitment to improving the recruitment, retention, and career development of our internal talent, with the overall aim of being an employer of choice	Workforce
Inclusive Culture	In response to our Annual Viewpoint Survey and Listening Sessions, we will create and embed a fairer and more inclusive culture where colleagues at all levels feel engaged and supported to be their authentic self. All leaders will be accountable to create a people centric, inclusive environment where there is a deep sense of pride, passion and respect for the lived experiences of others	Workforce
Future Skills Agenda	Explore and invest in the future skills of our organisation to ensure we create a diverse talent pipeline that will enhance our ability to meet our objectives and the Mayor of London's	Workforce

The Diversity and Inclusion team will communicate the objectives across the organisation and work with the delivery teams accountable for the individual initiatives to

develop delivery plans. We propose to establish a quarterly high-level project board to ensure delivery against the objectives.

The objectives will form a foundation to the ongoing development of our future focused Diversity and Inclusion strategy, Action on Inclusion, scheduled to be published in January 2022.

Welcoming Marica Williams



We were delighted to welcome Marica Williams as our new Director of Diversity, Inclusion and Talent in July.

Marcia joins us with a wealth of experience, most recently from her time at Thames Tideway as Head of Development and Inclusivity.

Marcia will be responsible for the Diversity and Inclusion strategy, principles and

practices which are delivered across the respective businesses, acknowledging the differing needs and business plans in each area.

Marcia will also be responsible for implementing a TfL-wide talent strategy, organisational development and talent acquisition and creating a diverse workforce with a culture of high performance to meet current and future needs.

Staff Network Group Review

We have recently undertaken a comprehensive review of our Staff Network Groups (SNGs) focusing on how we can empower the groups to be even more effective and successful at the positive work that they do.

They will benefit from more clearly defined roles and responsibilities, a new SNG reporting structure with a greater level of senior sponsor involvement, and clear outcomes and objectives for the SNGs.

One output of the review was an acknowledgment and recognition of the time and effort they put in to achieve the aims and objectives of their group. As a result, SNG committee members will now receive 10 per cent and 20 per cent time off their day job to dedicate to SNG activity and the voluntary positions will be recognised in their end of year performance conversations.

The six SNGs and other Specialist Interest Groups will sit under an umbrella term of Employee Network Groups (ENGs) as endorsed by the Executive Committee and senior leadership team. The SNGs will be

defined by protected characteristics (see below):

- Outbound
- RACE
- Women's Staff Network group
- Faith Staff Network Group
- The Staff Network Group for Disability
- Carers, Parents and Guardians.



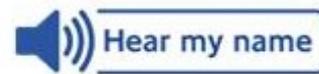
Diversity and Inclusion Taskforces

We have been working closely with our HR Business Partnering Teams and our Managing Directors to establish local Diversity and Inclusion Taskforces. Taskforces enable colleagues to support the diversity and inclusion agenda, help drive actions and initiatives at a local level and help track progress.

Voice Signatures

Tech and Data, and our Outbound SNG have been working on adding voice signature functionality to emails for internal colleagues. A simple gesture of others, pronouncing a name correctly and addressing you how you wish to be addressed certainly helps foster

inclusion, feeling valued and a sense of belonging.



An Engaged, Motivated and Healthy Workforce

Performance Management Changes and myJourney

The focus of our approach to performance management going forward will be on how we enable our people to be the best they can be and thrive at work. We want to create a more open and empowering environment to help our people succeed.

In August, the Executive Committee approved our new approach to performance management. We are introducing a 4-scale rating model to support managers and colleagues and to enable positive conversations about performance at mid and end of year. The new ratings provide more clarity and behavioural indicators, putting an emphasis on wider feedback, collaboration and development to reinforce the importance of our emerging Values.

Rating	Description
I am being supported	Not yet fully delivering objectives or our values. Additional development and improvement agreed
I am achieving	Consistently meeting TfL's expectations. Encouraging progress on delivery of objectives and demonstrating our values.
I am advancing	Fully delivering TfL's expectations for performance and our values to a high standard and making measurable improvement
I am exceeding	Exceeds expectations and delivery of our values is at role model level. Influences others to perform better and has delivered a lasting impact

The ratings will be launched in October of this year and managers will be asked to test out the use of ratings to allow for further feedback and refinement.

As part of TfL's Enterprise Resource Planning Strategy (ERP), we have procured SAP SuccessFactors, a market leading human experience management product suite. We will be implementing two of the modules from September 2021 (Performance and Goals, Succession and Development)

We have taken the decision to brand SuccessFactors (which is the product name) as 'myJourney'. The 'myJourney' concept aligns with our internal comms platform and our external identity.

My journey will be a key enabler of our new approach to performance management and talent. The platform will provide a tech-based solution to support with objective setting and performance management, our new readiness model for employee development, capturing outcomes of regular conversations between employees and their line manager, succession planning and mentoring. We plan to soft launch 'myJourney' with early adopters from the business from 6 September and then followed by the wider organisation on 4 October.

We will ask these teams to provide live feedback on what works well and what needs to be improved before wider roll out across the organisation.



New Reward Hub

We launched our new myTfL reward hub in August. The new hub will act as the access point to all employee benefits and employees can also access pay slip information from the hub. It will be much easier to search for information and it will also enable us to keep it better updated.

The hub is now integrated into our existing Platform intranet system, rather than being hosted on a separate external site. This will give us more direct control over content,

messaging and make it easier for employees to navigate.



The Right People, Skills and Capacity to Deliver the Business Plan

Update on Graduates and Apprentices

We welcomed 46 graduates and 64 Level 4-6 apprentices in September with their virtual induction running 13–15 September. Induction focused on team building, transitioning to the workplace, working from home, professional behaviours, interactive sessions and presentations from our leaders, SNGs and the current graduates and apprentices represented by the Graduate & Apprentice Committee (GAC).

This year the Emerging Leader programme, a fast track leadership scheme, expanded to more schemes including apprentices. Sixteen graduates and apprentices applied with six

being successful and starting their placements in September.



We are delighted that Jane Wright was a finalist in the Engineering Talent Awards Engineering Graduate of the Year category and Amelia Williamson was nominated for an exceptional apprentice award by Chartered Institute of Highways and Transportation (CIHT).

We are actively recruiting a further 58 apprentices to start in January 2022 across London Underground (LU), Engineering, Tech and Data, MPD, City Planning, Surface and RfLI. Nine virtual events have been held for those interested in applying to hear from current apprentices and take part in Q&A sessions with 322 attendees in total. Virtual Assessment Centres have started in September with virtual guidance and preparation sessions offered before applicants attend the assessment centre.

Twenty-nine individuals attended Route into Work information days where they visited depots and gained insight from schemes sponsors and apprentices from LU Track and

Fleet, MPD, Surface, City Planning and RfLI resulting in 10 confirmed applications.

Schools outreach has included nine apprenticeship and careers events, including careers fairs and webinars. We also piloted virtual work experience insight sessions over nine days, interacting with over 200 pupils from target schools in boroughs with high deprivation, supported by 52 volunteers from the business and current graduates and apprentices.

In August the Executive Committee signed off the graduate and apprentice demand for September 2022 and January 2023 which will see our continued investment in skills to support London's economic recovery.

Employability Programmes

In July the Commissioner and Tricia Wright, Chief People Officer, celebrated 15 Steps in to Work Students completing the extended yearlong programme at their end of programme event. Jules Pipe CBE, Deputy Mayor, Planning, Regeneration and Skills, Andrew Stephenson, MP, DfT Minister of Skills joined the students' families, our Royal Mencap and Barnet and Southgate College partners, and TfL volunteers who have supported the students and alumni from the programme including Oliver Folaranmi and Jordan Stuart at the event.

The students will now be supported into employment over the coming year. We are delighted that three of the students have successfully secured roles and are also pleased to confirm an alumni from the previous year's cohort has secured an apprenticeship with the Greater London Authority (GLA). One of the objectives of the

programmes is to equip students for the transition to work, whether that be with us or outside TfL.

The partnership to deliver the Steps into Work programme is currently being retendered to support the next cohort of students.

Levy Pledge Supporting Economic Recovery

We are working with the London Partnerships Collaboration (LPC) who facilitate the transfer of unspent Apprentice Levy funds from large employers to smaller employers in London to enable the creation of more apprenticeships. LPC has been engaged by the GLA and Government policy allows employers to transfer up to 25 per cent of unspent Levy funds to smaller employers who can benefit from a transfer.

We have reached agreement with the LPC to pledge £1m of our Apprenticeship Levy for transfer to companies which:

- (i) support the Mayor's Recovery Missions (Good work for all Londoners, a New Deal for Young Londoners, A Green New Deal)
- (ii) demonstrate commitment to making apprenticeships representative of London
- (iii) pay the London Living Wage
- (iv) have no conflict of interest in receiving our Levy funds.

Workforce Planning

We are continuing to develop our approach to workforce planning and have commenced a project to identify critical roles in the organisation and ensure we have robust succession planning in place for these roles.

We will be trialling our approach with colleagues in Tech and Data during October. This is an area of the business where the retention of key skills is a priority and implementing succession planning is one way of ensuring knowledge and expertise stays within the business.

We plan to roll out this approach across the organisation next year.