

HR Quarterly Report September - December 2021

2 December 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 Covid-19, 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 3 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

Our annual People 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 annual Viewpoint employee survey which will help us identify these scores ran from the 4 October to the 24 October. This year we received 14,983 responses, representing over

55 per cent of our employees. The responses will provide us with a clear idea of what it's like to work here, pinpointing what exactly needs to improve to make TfL a great place to work and for everyone to thrive.

The detailed analysis of the responses is still being worked through and a full update will be provided at the next TfL Board meeting on the 2 February 2022. An informal session for Board members to discuss the results ahead of the next Board is being scheduled for January 2022.



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 Covid-19 recovery

Deaths in Service

We continue to do everything we can to support the families and loved ones of the 103 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.



Returning to the Office

Government guidance on social distancing and working-from-home has changed and we are continuing our transition to hybrid working. From the 15 November, all colleagues who have been working from home are expected to spend more time working in our head offices.

A lot has changed in our head office buildings – new meeting room equipment including booking panels, new technology, we do have fewer desks space, but new collaboration spaces have been installed, and we're adopting a new hybrid way of working to enable five Cs; Cohesion, collaboration, culture and bringing back confidence and care.

Our three head offices are now COVID-aware environments so that we can continue to protect one another. Our colleagues are asked to continue practising good hand hygiene, wear a face covering while moving around the buildings and in lifts (exemptions apply), sanitise desk surfaces and equipment before and after use, do regular lateral flow tests and stay home if feeling unwell with a cough, cold or flu.



The transition phase started on 17 August and will run to March 2022 which will allow the programme to test, trial, adapt and evolve our approach driven by evidence and insights. We've 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.

A More Inclusive and Diverse Organisation

Listening and Reflection Sessions

Last year hundreds of our colleagues attended 'Inspire a Fairer Future' listening sessions which were set up following the death of George Floyd. These sessions gave an opportunity to hear people's concerns first hand, take these on board and become a more inclusive organisation as a result.

However, it is only by keeping the conversation going can we ensure that we learn from past experiences and become more inclusive as an organisation.

In September and October, to align with National Inclusion week, we hosted more of these sessions and opened them up to hear about all experiences and challenges our colleagues have faced on equality within TfL, whether that's because they're Black, Asian or minority ethnic, a carer, LGBT+, disabled, a woman, follow a particular faith, are affected by mental health – or anything else that has left them feeling excluded or under-valued.

Black History Month

In October we celebrated Black History Month and the contribution of black individuals and communities. Our Raising Awareness of Culture and Ethnicity Staff Network Group (RACE SNG) held events throughout the month including focus groups to discuss TfL's anti-racism leadership charter

and how this will be embedded within the organisation.



We also created a Black History Tube Map, renaming our famous stations after black icons from the present day, all the way back to Tudor Britain, raising awareness of the impact of black people upon British culture.

Celebrating Diwali

On the 12 November, we held a virtual Diwali celebration for our colleagues, hosted by our RACE SNG and our Hindu & Jain Society. The event focused and discussed the impact that Coronavirus has had on a celebration which focuses on family and people coming together to celebrate.



Transgender Awareness Week

In November we celebrated Transgender Awareness Week 2021 to raise the visibility of our transgender, non-binary and gender diverse colleagues and address the issues the Trans community faces. All colleagues have the right to be their authentic selves at work and this is at the heart of our Vision and Values.



Earlier this year we worked with the Outbound Staff Network Group and its members to revise our guidance for line manager support for our trans and non-binary colleagues. Some changes have been made which include, adding a voice signature with pronouns and including pronouns on emails too. We are also simplifying the “Change of name and identity form.” Colleagues will no longer need to provide proof of identity for this. Dialogue is also underway with our uniform suppliers to remove gendering of clothes and the order process, additionally we are discussing enabling pronouns to be added with our name badge supplier.

An Engaged, Motivated and Healthy Workforce

Performance Management Changes and myJourney

Our new Colleague Roadmap, part of our Vision and Values, sets out our commitment to be a great place to work for everyone to thrive. That means building an inclusive workplace, where everyone feels safe, valued and able to improve and develop, whatever your role and wherever you are in your career.

Following on from a trial involving 12 teams of early adopters, we have now launched myJourney our new platform for career conversations, development, feedback and our updated performance ratings.

This new platform will allow our colleagues to:

- Record objectives and update progress against them throughout the year.
- Request feedback from colleagues across the organisation on your progress at any time.
- Provide feedback to colleagues, highlighting strengths and potential areas for further development
- Capture regular conversations between you and your direct reports
- Carry out performance and readiness reviews.

This new platform will also enable line managers to have readiness conversations, signposting to the steps needed for colleagues to take the next step in their career.

These readiness conversations will in turn feed into succession plans for critical roles across the organisation. This has already been trialled in our Tech and Data team, using information entered on myJourney.

Well@TfL

The purpose of the Well@TfL project is to develop an evidence based model for assessing – and then addressing – workplace health and wellbeing that can be implemented in all parts of the organisation.

At the end of September, we ran a successful pilot scheme at Acton depot, aimed at giving colleagues the opportunity to have an onsite health check that measured cholesterol, blood glucose and body composition, as well as exploring lifestyle issues such as diet and exercise. Each participant received bespoke advice and a report on their health from the Health and Wellbeing Physiologist. In addition, everyone seen was offered one or more follow-up appointments (as required) to help track their improvements.

As part of the pilot – in which colleagues working night shifts were deliberately included – over 100 employees were each given a 30-minute health check. Nearly one in three was referred to their GP as a result, which immediately confirmed the potential value of rolling-out the project further. The next step will be to mobilise the health checks, by launching the Well@TfL Health

Bus, which will visit sites around the organisation. It is envisaged that, in due course, the Health bus might also be used to conduct Occupational Health medical assessments on site, which in some instances might be a more practical way of conducting this work.

You Matter Awards

The You Matter awards held in Surface returned in September 2021 to celebrate the hard work and contributions of people and teams across all parts of Surface. These awards highlighting our successes and achievements to keep London moving, working and growing and make life in our city better.

These awards are important as all those shortlisted are nominated by their fellow colleagues and the winners are voted on by their fellow colleagues.



There were individual awards in five different categories;

- Keeping our network safe, secure and reliable.
- Diversity & Inclusion
- Green Future
- Restart & Recovery

- Wellbeing

There were also team awards and special awards for lifetime achievement and lifesaving.



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

Graduate and Apprentice Recruitment

A further 58 apprentices have been offered positions and are due to start on 17 January 2022 across London Underground, Engineering, Tech and Data, MPD, City Planning, Surface and RfLI.

Virtual events were held for those interested in applying to hear from current apprentices and take part in Q&A sessions with more than 300 people attending in total.



Reaccreditation of our Engineering Graduate Schemes

We have completed our reaccreditation of our Engineering Graduate Schemes with the Institution of Engineering and Technology and the Institution of Mechanical Engineers.

Reaccreditation is required every three years and our scheme was highly commended and described by the assessors as being superb.

The investment in the support infrastructure such as our mentors, enabling our developing engineers to be successful in achieving chartership, was specifically recognised. This is a significant achievement as a result of a collaborative effort by Business Leaders, Mentors, HR and of course the developing engineers themselves.

Our new Mentoring Hub

A mentor is someone who can support their mentee through reflection and encouragement, building their confidence and understanding of the organisation which can help develop their skills and advance their careers. With approximately 28,000 employees, five generations and an average service length of 14 years we certainly have a huge amount of experience and expertise we can share with each other.

On 27 October, we launched our new Mentoring Hub site as part of National Mentoring Day on the 27 October. The Mentoring Hub has lots of refreshed resources and guidance to help our colleagues make the most from the mentoring opportunities available.

We have also piloted a mentoring initiative in the Chief Finance Office linking mentoring opportunities to development needs identified on our new MyJourney platform. This will pair mentors with mentees and if successful this will be rolled out across the organisation in early 2022.

Innovate Schools Challenge

On Wednesday 27 October we welcomed 16 students to take part in our annual Innovate TfL schools challenge, supported by our sponsor Cleshar. This new format saw the students from four target schools attend Pier Walk and address customer challenges by proposing innovations to a panel of our experts.

The sessions aim to help students improve their confidence and employability skills and were supported by Graduates & Apprentices on the day along with, a panel of 5 including Early Careers Manager, a Stuart Ross intern, 3 city planning managers/lead and 1 marketing lead.

Innovations included interventions to increase accessibility on the network, reduction of the transport carbon footprint and ways of keeping our customers safe. We look forward to welcoming more students next year.



Levy Pledge Supporting Economic Recovery

We have approved our first transfer of Apprentice Levy Funds in collaboration with the London Progression Collaboration to support a green, sustainable economic recovery in line with the Mayor's Recovery Missions. Funds will support Vorboss, a fibre

optic installation company who have made great strides in improving access to installation apprenticeships for those who do not have previous experience and have almost achieved gender parity in their recruitment intakes. Our transfer will support the creation of 20 new installation apprenticeships.

