

HR Quarterly Report December 2021 - February 2022

24 February 2022



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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 December 2021 – February 2022, 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 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

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.

We provided an update on this year's Viewpoint survey results at the TfL Board on the 2 February 2022. Our annual Viewpoint employee survey, which helped us identify our people scorecard measures, ran from the 27 September to the 24 October. This year we received 14,983 responses, representing over 55 per cent of our employees.

Our Total Engagement score for 2021 was 61 per cent, which is down from 63 per cent recorded in 2020, however this is still four per cent higher than in 2019. This score is calculated by averaging the total number of positive responses received to the questions which make up the index.

Our inclusion index was 51 per cent in 2021, down one per cent on 2020, however up from 47 per cent in 2019. Our wellbeing at work index was 57 per cent, down from 59 per cent. These measures differ slightly from our Total

Engagement index, as they focus on questions within the survey which help to identify the culture of the organisation and the wellbeing of our employees.

An initial update on work we are doing in response to this year's scores is provided later in this report.

Following feedback received at the recent Board meeting we will now look forward and confirm our targets for these measures in 2022/23. Subsequent updates on how we are acting on this year's results will be provided at each subsequent SS&HR Panel.

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 105 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

On Wednesday 19 January 2022, the Prime Minister announced an end to Plan B Covid restrictions in England. Colleagues can access our office hubs anytime from now with the expectation that from 28 February, people who have been working from home will once again be attending the office on two occasions per week.

A lot has changed in our head office buildings - new meeting room equipment including booking panels, new technology, we have fewer desk spaces, but new collaboration spaces have been installed.

We continue to monitor and adapt to changing Government guidance. However, we

believe that a hybrid working model is the most appropriate for our business in order to allow for diversity, collaboration, co-operation and learning and development, while remaining alert and responsive to the evolving impact of the virus and changing government advice and guidance.

Best Crisis Management Strategy Award Winners

Our HR team recently won Best Crisis Management Strategy at the HR Excellence Awards 2021. This award, won jointly with the Government of Jersey, recognises the incredible commitment shown by our HR colleagues in responding to the crisis of the COVID-19 pandemic.

The pace of change which we saw during the initial stages of the pandemic was unlike anything we'd seen before. Our HR teams needed to rapidly adapt to a changing situation for which there was no road map or template.

From the outset, we focused on supporting the business through responding to a dramatic loss of revenue, changing policies, developing management guidance and employee communications, implementation of a furlough scheme, and decisions surrounding testing and PPE for our people.

We will now ensure that the recovery from the pandemic retains the learning and improvements that arose during this period and are carried forward into new ways of working and future employment practices.

This year's theme is 'Fighting for rights in the post-Covid' and celebrates the challenges, barriers and opportunities for people who live with disabilities, in the context of the global pandemic. It's a reminder that we must all together look towards a future where the barriers that stand in people's way - are broken down.



Our Staff Network Group for Disability has been looking into the history of disability and how it's influenced our transport network since the first World War. They've worked with the Corporate Archives team who have compiled two mini virtual exhibitions which show how things have changed over time.

Accessibility Design on London Underground shows how some hidden design features make journeys so much easier for those with accessibility requirements.

Milestones in the History of Disability and Accessibility in Transport for London and its Predecessors looks at the earliest records within the TfL Corporate Archives collection relating to disability.

TfL Celebrate LGBT+ History Month

The 1 February 2022 marked the start of an annual month-long observance of lesbian, gay, bisexual and transgender+ (LGBT+) history in the United Kingdom.

Our Outbound SNG have hosted multiple events throughout the month including the launch of #everystorymatters digital display at the London Transport Museum (LTM) – bringing the Pride 2021 roundels into the LTM in an exciting new installation throughout February and March.

There will also be lunch and learn sessions hosted by Outbound members open to everyone at TfL where we will discuss identities, gender, language (and anything else) to meet our aim to educate our colleagues at TfL.



Interest free citizenship loan

Securing the benefits of British citizenship, that many of us take for granted, can be a costly process. We are now offering our colleagues the opportunity to apply for a loan to support Home Office application fees, in support of the Mayor's commitment to British Citizenship for Londoners.

The loan follows the principles of other Transport for London employee interest free loans and includes:

- Application for British citizenship
- Renewing visa/limited leave
- Application for indefinite leave to remain

An Engaged, Motivated and Healthy Workforce

Acting on Viewpoint

At the recent TfL Board, we presented an update on the results of our 2021 Viewpoint Survey and what this told us about employee engagement across TfL.

In response to the findings, we are in the process of hosting listening sessions with our employees to get a greater understanding of what the results are telling us. This will help us better understand the root cause behind these results, allowing us to better target interventions.

Our People Programme has numerous initiatives either recently launched or in development which will help address some of the key concerns identified by our employees. The main areas of focus and what we are doing in response to these concerns are provided below:

Opportunities to grow and develop

Our new approach to talent prioritises developing everyone to be their best at work, and we have recently introduced key initiatives designed to help support career development and professional growth. These include:

Readiness – A new model for assessing where an individual is in terms of their career journey - whether a person is looking to strengthen in their role, stretch to gain new experiences and skills or is ready to move to

the next challenge. This approach helps us managers better understand the support people will need to achieve their development goals.

Conversation Matters – A suite of tools that support managers and employees to have ability to have career conversations that are continuous, two-way. This is central to how we will make sure everyone has the chance to discuss how they are doing, what drives and motivates them and what support they need to reach their potential.

Performance management - We have introduced a new approach to performance management that focuses on setting clear objectives, consistent feedback and a new ratings model designed to better reflect performance and contribution.

Coaching, Mentoring & Sponsorship - Mentoring, Sponsorship and Coaching can have a profound impact on the career and leadership development of our people. Our aim is to have a more integrated and relevant strategy that links in with our wider strategic objectives aligned to our vision and values, Leadership and Diversity & Inclusion approach.

Considering the work, I do I feel my pay is fair

Our emerging **Reward Strategy** is looking to help modernise our existing pay frameworks to better align to the external market. This will help aid attraction and retention for scarce skill roles.

Alongside this work we have recently reintroduced performance award schemes, specifically tied to the achievement of financial sustainability targets, that will allow

us to reward our employees for the contribution they have made.

I would recommend this as a great place to work

Our ambition is to make TfL a great place to work, where everyone can thrive. We are bringing that ambition to life through the colleague roadmap and our ongoing people programme of work.

In addition to the pieces of work detailed above, over the next 18 months we will also focus on enhancing the relationship between employees and their line managers. This relationship is very important we will invest in making sure these relationships are the best they can be.

In 2022 we are launching a piece of work to grow line manager effectiveness throughout the organisation. We have some brilliant leaders and managers – learning what works well and sharing good practice will inform how we grow capability across the business. This begins with creating a clear & consistent understanding of what it means to be a TfL Leader and Manager and ensuring that people management is central to the skill set of all line managers.

I feel a strong sense of commitment to this organisation

While responses to this question are likely to have been prompted by a number of topics and issues, a strong focus of our recently published equality objectives and forthcoming Action on Inclusion strategy is to create a truly inclusive workplace and a sense of belonging throughout our organisation. We want our colleagues to feel connected to the people they work with and the teams they are

part of. That's means building a culture where everyone feels comfortable to bring their experience and perspectives to be themselves at work. That everyone feels they belong in TfL.

Action on Inclusion, to be published later this year, will set out the priority actions and interventions to build an inclusive workplace.

Make a Difference moving to values

Having established our vision for TfL, and the values which support it, it's important we all adopt these values and live them every day – both in how we approach our work and interact with one another.

To help us recognise these qualities – Caring, Open, Adaptable – in others, we're adapting our recognition scheme, Make a Difference, so our values are integral to how we recognise our colleagues' contributions.

The new values will replace the Behaviours which have underpinned Make a Difference until now. From 25 January 2022, when you nominate an individual or a team for a Make a Difference award, you'll need to select one of our Values.



Caring

about our colleagues,
our customers
and our work



Open

to each other, to
new ideas and to
working together



Adaptable

to diverse needs and
willing to innovate

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

Anchor Institute Charter

As part of the Mayor's coronavirus London Recovery Plan, we have committed to the Anchor Institution pledges to maximise employment opportunities and help young people to flourish. We have joined other key institutions from across London, such as the NHS and Met Police to help the capital recover from the pandemic by targeting job opportunities and support to Londoners most impacted by the virus and the economic fallout of the last year.

TfL will help to deliver on these pledges by committing to increase apprenticeship and work placement offers to women, those from Black and Minority Ethnic backgrounds, along with other minority backgrounds, and will identify a further 150 young people TfL volunteer mentors by 2024.

We have also pledged £1m annually of our unspent Apprenticeship Levy fund, supporting apprenticeships at small and medium sized businesses with a proven track record of diverse hires. We will prioritise funds to those organisations that create opportunities in the growth of digital or green skills across the Capital.

The first £300k transfer of our levy fund has been agreed to 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 supported the creation of 20 new installation apprenticeships in November 2021 enabling the increase of fast internet access across London.

TfL Board Member Appointments

End of last year we appointed three new TfL Board Members. These will replace Ron Kalifa OBE and Dr Alice Maynard CBE. Taking over from the GLA, the Talent Acquisition lead on the recruitment campaign, which attracted high calibre and diverse candidates from a broad range of backgrounds, in particular individuals with expertise in finance, risk and assurance, change management, diversity and inclusion as well as transport-related operational experience.

After a successful and competitive campaign, the Mayor confirmed the appointments at the end of 2021. Contributing to this recruitment not only impacts the lives of Londoners but TfL's wider strategic decisions; it was therefore critical the Board match the profile of London. The 2021 appointments resulted in the board having 47 per cent of female and 53 per cent male members which was a great achievement to diversify senior leadership at TfL.

Apprentice Induction

On the 17 January 2022 we welcomed our latest Apprentice cohort, with a further 24 apprentices joining apprenticeships across Tech and Data, MPD, City Planning, Surface and Rail for London Infrastructure. A further 33 apprentices joined at the end of February on our London Underground Engineering

apprenticeship, this is in addition to the 46 graduates and 64 apprentices who joined in September 2021 bringing the total number of Graduates and Apprentices joining us this year to 167.

Nine virtual events had been held over the course of our recruitment campaign during the summer last year 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 started last September with virtual guidance and preparation sessions offered before attending the assessment centre.



Steps into Work

We were delighted to welcome our latest cohort of 11 new students onto our Steps into Work (SiW) programme who commenced the programme on the 10 January 2022. SiW is a 12-month programme for adults aged 16 and above with mild to moderate learning disabilities and those on the autism spectrum.

This is a great opportunity for the participating students to gain work experience

in three business areas within our organisation, including a placement in our Underground stations. It's also really rewarding for our hosts across the business, with the students being real assets for their teams.

Of the 18 participants who completed SiW in July 2021, 33 per cent have found paid employment compared to the 5.1 per cent of people with learning disabilities nationally. Of the remaining students 11 have progressed onto Mencap's GLA funded 'Employ Me' programme and one is secured further training.

Congratulations to our first General Management apprenticeship graduates

We launched our first-degree based apprenticeships four years ago and launched the first General Management apprenticeship scheme. The scheme is a four-year course that takes the apprentice through a variety of different roles within the business, from frontline to engaging with key business sponsors. The course aims to give a variety of experience and understanding on how our transport network works.

At the end of the four-year course our apprentices can hope to work towards achieving a degree in Management and Business (BA Hons) and a full chartered membership with CMI (Chartered Management Institute).

This year's 10 graduates all passed with flying colours with three passing the apprenticeship element with a Merit and seven passing with Distinction.



Senior Recruitment in our Procurement Team

With the significant changes our Procurement and Supply Chain function, recruitment has been buoyant. After running three competitive recruitment campaigns to secure two Directors and one Head of Procurement, we are delighted to confirm that we have appointed into these roles and increased diversity of the P&SC senior population.

These roles are critical in ensuring TfL deliver post-pandemic recovery and manage our contracts more effectively during such a critical time. These are key leadership roles which will now form part of our executive structure.

Launch of Leadership Strengths for PB5 and Director Selection

Following the creation of leadership strengths in 2020 and piloting their use in senior selection during 2021, these are now being used in all senior selection as well as being available to all as a leadership strengths 360 tool.

The strengths were created following consultation with directors and reflect key attributes needed to successfully meet our objectives and challenge. They don't replace TfL's Competencies or Behaviours but are

there primarily as a benchmarking tool for you to identify our colleague's strengths and development areas.

National Apprenticeship Week

Our Early Careers Team promoted our Apprenticeship opportunities virtually at council events in Newham, Haringey, Ealing, Bexley, Camden as well as attending Kingsmead school and Westminster Kingsway in person. We hosted an event open to all and attended our Supplier Skills apprenticeship fair. We reached approximately 100+ participants per event.

On the 8 February Karen Wallbridge, Skills and Employment Lead presented at the launch of the publication of the Apprentice Diversity Champions Network (ADCN) annual report 2021/22, hosted by Minister for Skills, Alex Burghart. Nura Abukar, Track Apprentice, London Underground and Stacey-Leigh Dolan, Programme Manager, LTM took part in a panel discussion on making apprenticeships more inclusive. Chaired by Lia Nici MP, the ADCN champions apprenticeships and diversity amongst employers and encourages more people from underrepresented groups to consider apprenticeships. Karen Wallbridge co-chairs, alongside a colleague at Siemens, a group focussing on Women into STEM-based apprenticeships, the output of which will be a toolkit for employers of all sizes to access on the Government Fire it Up Apprenticeship website pages.

Graduate and Apprentice Diversity Update

As requested at the TfL Board on the 2 February 2022, the below tables provide an overview of the diversity breakdown for our recent graduate and apprentice cohorts.

Good progress has been made in most areas, although women hires declined for total apprenticeship starts 2021. However, there was a positive trend of 47 per cent of apprentices hired at levels 4-6 were women.

For the level 2/3 campaigns we will now be undertaking a deeper analysis to understand the cause of the decline in the number of women hired.

Our focus remains on driving women in to engineering, supporting those from lower social economic backgrounds and supporting young people impacted by the pandemic. As a result, we will continue to expand on our mentoring offering, our schools engagement to include virtual work experience and virtual innovate sessions.

Apprentices	2018	2019	2020 (starts delayed to Jan/April 2021)	2021 * (started Sept 2021 and Jan/Feb 2022)
Women	20%	37%	40%	33%
Black Asian Minority Ethnic	35%	36%	34%	38%

Graduate	2018	2019	2020 (starts delayed to Jan/April 2021)	2021 (started Sept 2021)
Women	18%	22%	25%	32%
Black Asian Minority Ethnic	27%	53%	30%	45%