

Viewpoint 2023 insights and analysis

TfL Board Meeting
7 February 2024



Summary: this year's results

- Overall, colleagues are **more positive** than last year with Total Engagement scoring **60 per cent (+1)**
 - Significantly higher than pre-pandemic in 2019 (57 per cent)
 - Engagement with work, management, change, and team and business have all increased significantly compared to 2019
 - Engagement with brand is down compared to 2019 but is higher than last year
 - Engagement with customer the only engagement index to have declined in 2023

- **Response rate has increased to 58 per cent (+1)**
- **Inclusion: 68 per cent** - due to changes made as part of our Action on Inclusion commitment to redesign our inclusion metric questions, there is no trend however the **legacy Inclusion index has improved: 52 per cent (+2)**
- **Wellbeing at Work: 58 per cent (+1)**
- **We're in line with comparable industries** such as transport and the public sector



Summary - Engagement

Measure	2023	2022	(+/-)	2021	(+/-)	2020	(+/-)	2019	(+/-)
Total Engagement	60	59	+1	61	-1	63	-2	57	+4
Engagement with work	63	62	+1	63	0	65	-2	61	+2
Engagement with management	62	60	+2	60	+2	62	0	58	+4
Engagement with change and leadership	44	42	+2	44	0	43	+1	32	+12
Engagement with customers	60	63	-3	67	-7	71	-10	65	-5
Engagement with team and wider business	73	70	+3	71	+2	71	+2	70	+3
Engagement with brand	70	69	+1	72	-3	79	-9	72	-2
Inclusion Index	68	Due to changes to made as part of our Action on Inclusion commitment to redesign our inclusion metric questions, there is no trend available.							
Wellbeing at Work Index	58	56	+1	57	0	59	-1	54	+4

Changes outlined on slide 9

Rounding

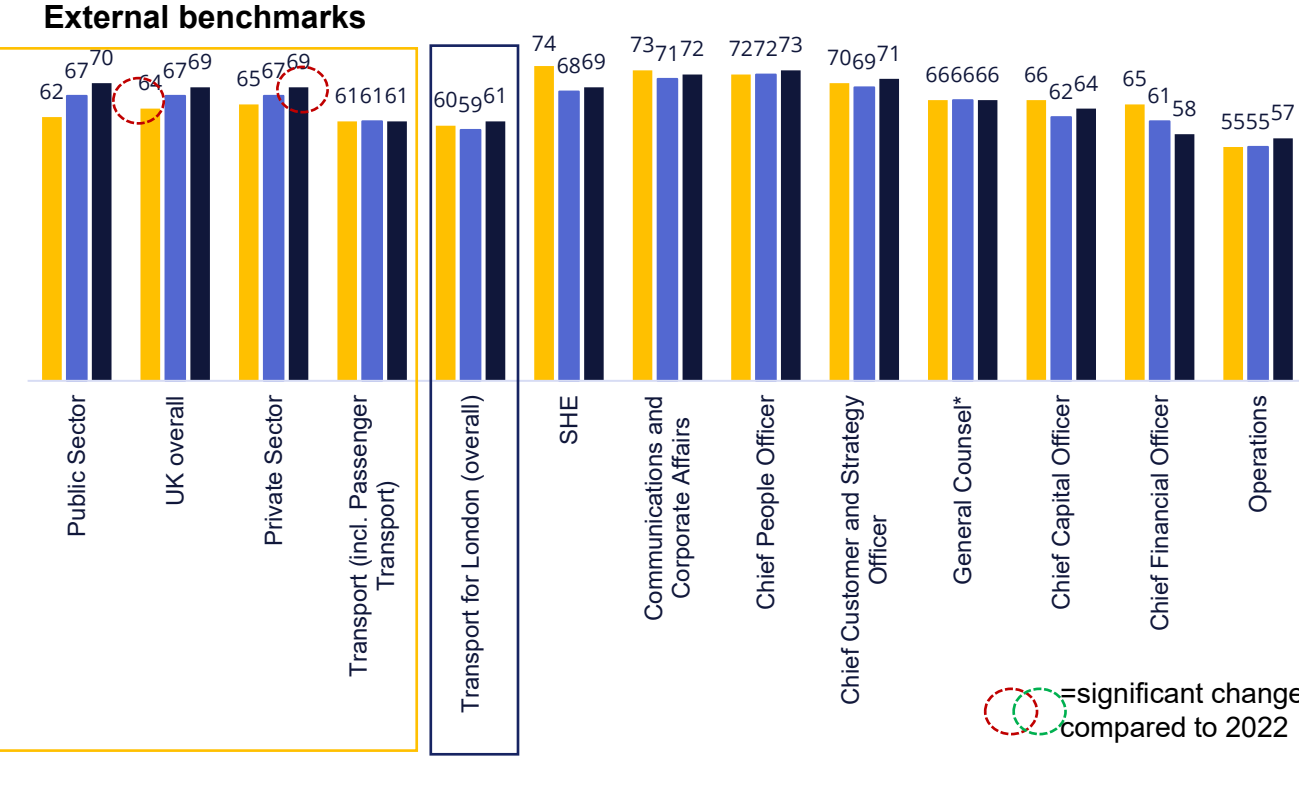
Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Values from x.00 to x.49 are rounded down and values from x.50 to x.99 are rounded up. Therefore in some instances results may not total 100%. This also applies when looking at trend differences.

Key	
	-1 or more percentage point difference
	0 percentage point difference
	+1 or more percentage point difference



TfL's Total Engagement (60%) is below the private sector (65%), but broadly in line with transport (61%) and the public sector (62%)

Engagement trend comparisons with other sectors



Response Rates by Business Area

Chief Officer Area	Total Responses	Total Headcount	Response rate
Chief Operating Officer	9780	19395	50.4%
Chief Customer and Strategy Officer	2493	3159	78.9%
General Counsel	350	554	63.2%
Chief People Officer	332	427	77.8%
Chief Financial Officer	817	1095	74.6%
Chief Capital Officer	1975	2590	76.3%
SHE	211	256	82.4%

External benchmark norms are based on a panel sample survey of all the Total Engagement questions asked across the UK workforce during the same survey period as Viewpoint 2023



External perspective on Total Engagement

- We are in line with comparable industries such as transport (61 per cent) and the public sector (62 per cent)
 - Interestingly, the demographic profiles for those colleagues who are least positive are similar across our benchmarking sample, indicating **TfL demographic skews are representative of wider demographic trends**
 - Compared to the external benchmark **TfL performs most strongly for management** including:
 - feedback
 - support and respect
 - work-life balance
 - encouraging ideas for improvements.
- **Pride to work for TfL and employee benefits also scores highly** in comparison
 - **Change and leadership is where TfL falls below** the benchmark. This includes:
 - acting on the back of engagement surveys
 - confidence in the vision for the organisation
 - managing change
 - open and honest senior manager communications



Opportunities to grow and develop and variety of people succeeding are new high impact questions. All other areas are consistent with last year, emphasising improvements made in these areas

Comparison of key questions in order of importance and increase in positive responses from the previous year

	Theme	2023	2022
Questions in order of importance ↑	Engagement with work	There are opportunities for me to grow and develop in TfL	I am satisfied with my physical working environment
	Engagement with change and leadership	I feel involved in decisions that affect my work	I feel involved in decisions that affect my work
	Engagement with brand	I believe that a variety of different people can succeed at TfL	I believe that TfL delivers an excellent service to our customers
	Engagement with team and wider business	My team is good at learning from its mistakes	My team is good at learning from its mistakes
	Engagement with management	My immediate manager gives me enough information about the reasons for change that affect me	My immediate manager gives me enough information about the reasons for change that affect me
	Engagement with customers	I have confidence that there is a clear vision for the future of this organisation	I have confidence that there is a clear vision for the future of this organisation



Greatest increase in positive scores – year on year

“I have confidence that there is a clear vision for the future of this organisation”: 35 per cent (+6)

“There are opportunities for me to grow and develop in TfL”: 51 per cent (+5)

TfL delivered initiatives and activity

- Launched our new TfL Strategy and five sub-strategies, including our Colleague Strategy
- Launched ‘Action on Inclusion’ commitment
- Appointment of new Commissioner
- Embedding our Vision and Values

- Launched Our People Leader Framework
- Succession planning and talent management revised
- Greater visibility of secondment and internal move opportunities
- Embedding of MyJourney facilitating a space for formal feedback and development conversations



Greatest decrease in positive scores – year on year

“I am satisfied with my physical working environment”: 57 per cent (-5)

“I believe that TfL delivers an excellent service to our customers”*: 63 per cent (-4)

Probable reasons for decrease

- Comments indicate operational colleagues feel this is due to outdated facilities such as toilet and changing facilities
- The 50 per cent hybrid working policy has prompted comments around how some office environments are not fit for purpose, including lack of sit-stand desks and too few meeting rooms

- A significant majority of colleagues do believe that TfL delivers an excellent service, but with nearly a quarter (24 per cent) offering no opinion and only 15 per cent responding negatively there is an impact to the score
- Comments suggest the decrease in this score could be due to budget cuts, fewer colleagues and investment.
- Concerns that vacancies are not being filled within a timely manner and the high turnover is placing considered burden on those remaining.

*to note: the definition of ‘customer’ differs depending on the area of business; e.g Change programmes serving internal customers vs TU engagement



Changes to our Inclusion Index

One of the interventions in Action on Inclusion was to update our Inclusion Index in our Viewpoint Survey to broaden the questions used and better determine how colleagues felt about inclusion.

While there is no comparable trend data for the Inclusion index's new questions, looking at the legacy Inclusion index questions, all but one of the component questions saw an improvement (of between 1-2 points), resulting in a legacy Index score of 52 per cent (+2).

Six Questions used to calculate the Inclusion Index last year:

- I feel involved in decisions that affect my work – 45 per cent (+2)
- Senior managers are open and honest in their communication with me – 41 per cent (+1)
- I think it is safe to challenge the way things are done in my team – 55 per cent (+1)
- I believe my team is free from bullying and harassment, and/or discrimination – 70 per cent (+2)
- I am confident that if I raised an issue of bullying and harassment, and/or discrimination in my team it would be dealt with in an appropriate manner – 68 per cent (+2)
- I believe actions will be taken on the results of this survey – 30 per cent (no change)



We have seen direct improvements in response to last year's results:

Last Year

- **There was declining confidence in the future direction of the organisation**
 - Only 29 per cent of responses were positive about the future vision for TfL, falling 6pp since last year.
 - Short term funding agreements and changes in senior leadership potential factors
- **There was increasing frustration with pay**
 - Two questions around pay and benefits were in the top five questions which saw the biggest decline since last year
 - The third lowest scoring question was 'considering the work I do, I feel my pay is fair.'
 - This is important so that we are able to attract and retain talent.
- **Diversity & Inclusion matters to our colleagues**
 - With some protected characteristics responding least positively for engagement and inclusion we need to redouble our efforts to ensure TfL is an inclusive place to work , where everyone feels included, involved and safe.
- **Our colleagues seek further opportunities to develop and progress their careers**
 - Only 51 per cent of responses viewed opportunities to grow and develop positively.
 - It is vital we provide opportunities for all so that we can retain key skills and develop our own talent internally

Top 6 Most Improved Questions		% Positive	Variance to Last Year
	I have confidence that there is a clear vision for the future of this organisation	35%	6%
	I am satisfied I am being recognised for doing a good job	52%	4%
	There are opportunities for me to grow and develop in TfL	51%	4%
	My manager cares whether my work-life balance suits me	67%	3%
	My manager encourages me to come up with new or better ways of doing things	60%	3%
	The people in my team can be relied upon to help when I need support	79%	3%



Next steps

Understanding the results

- People leaders have been asked to review their results and discuss them with their teams.

Taking action

- People leaders have been asked to use the results in making decisions and developing plans for the year ahead reporting back to their teams on how they've used their team's results.
- Guidance for taking action including action plan templates have been shared with people leaders.

People plans and our Colleague Roadmap

- The results should be used to review current or upcoming people plans to ensure they include actions to address feedback.
- Changes and how the plans reflect colleagues feedback will be communicated to help demonstrate action is taken from these results.
- We are also refreshing our Colleague Roadmap for 2024/25 and these results will inform or reinforce the interventions or embedding prioritised over the next year.

