Transport for London

Our recruitment approach

EVERY JOURNEY MATTERS

Introduction

We aim to recruit and progress motivated individuals who help us to achieve our goals

Our Colleague Strategy sets out how we will achieve our ambition to be a great place to work for everyone to thrive. This way we can attract, retain and develop people with the skills to achieve our goals.

Our approach to recruitment is one element that will underpin supporting everyone to achieve their work ambitions. It outlines our vision through to 2030 on how we will attract, select, and hire colleagues whether via progression internally or through external recruitment. It will serve as a guide to all stakeholders involved in the recruitment process, as well as our commitment to colleagues and external candidates who experience it.

It is based on four key principles of being:

• Customer centric

• Evidence-based

• Sustainable

• Inclusive

Short, medium, and long-term road map activities are defined that will help us achieve against our ambitions. The recruitment measures will help us determine impact and effectiveness of our approach using data insights to inform continuous improvement.

We will adapt and update our road map activities to reflect any changing needs and priorities of the organisation, and in line with external market trends.

Our vision is set out by our recruitment approach and supported by our employer value proposition, the powerful reasons to join our organisation. We want to recruit and progress motivated individuals who contribute to TfL being the strong, green heartbeat for London.

Our key principles

We have four key principles we bring to our recruitment approach

Customer centric

We will put our customers at the heart of our recruitment process creating a positive experience for candidates and hiring people leaders alike.

Our commitments:

- Showcase the reasons to apply to Transport for London so we are considered an employer of choice for candidates

- Make sure our recruitment policies and practices are equitable and transparent, enabling everyone to demonstrate potential

- Ensure the efficient, effective, and timely execution of the recruitment lifecycle to enable us to secure and progress the right talent

- Use a flexible and solution-based approach, underpinned by recruitment frameworks and an understanding of individual hiring people leaders' requirements

Evidence-based

We will be proactive with our recruitment solutions, based on market intelligence, best practice and data insights.

Our commitments:

- Our recruitment activity, resources and development of diverse candidate pipelines will be informed by the strategic workforce plan and local business resource plans

- We will make continuous improvements in recruitment practices, based on recruitment data and trends

- Ensure external market research and intelligence will be used to shape our approach to recruitment

- That financial data and affordability will be considered when planning, developing and delivering recruitment solutions

Sustainable

We will create best value and affordable recruitment solutions, enabling our net zero ambitions, while supporting communities in the city we serve to thrive.

Our commitments:

- Our in-house recruitment and commercial partnerships will deliver financially sustainable recruitment solutions for the short, medium, and long term

- Our recruitment approach will recognise the financial benefits of enabling colleagues to achieve their work ambitions

- Return on investment will be the cornerstone of how we evaluate the effectiveness of our recruitment activities

- Our recruitment solutions will support our net zero ambitions and help the communities we serve to thrive

Inclusive

We will continuously review and adapt our approach to attracting, selecting, and onboarding, in line with our Action on Inclusion aims.

Our commitments:

- We will engage with a diverse pool of candidates through inclusive methods to approach, attract and recruit candidates.

- We will proactively tackle issues to realise the potential of people who face barriers into employment

- We will equip colleagues and people leaders for success by providing the tools and resources for them to apply an inclusive culture in recruitment decisions

- We will conduct ongoing reviews of data, practice, and procedure to ensure our hiring process is free from bias and is consistently aligned to best practice inclusive methods
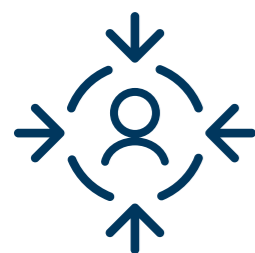
Customer centric roadmap

Short term
(March 2024 to December 2025)

- New applicant tracking system implemented to streamline the recruitment process and improve customer experience

- All roles and responsibilities will be reviewed to ensure a smooth launch for myJourney phase two

- Reasons for candidates to want to join TfL will be embedded into every candidate interaction as developed via our new employee value proposition project

- Expand use of social media focusing on the key reasons to want to join TfL

- Review internal recruitment processes to enable existing colleagues to demonstrate their full potential, and work alongside promotion panels where relevant

- Feedback process – supporting hiring people leaders to have meaningful feedback conversations

- Develop renewed hiring people leader surveys to capture feedback on all stages of recruitment and post probation period for externally recruited colleagues

- To better track our brand perceptions, develop candidate survey for all stages of the process

- Use digital verification of right to work to improve the onboarding experience following a job offer

- Relevant vacancies will be promoted on the Greater London Authority (GLA) Talent Portal to maximise retention and career development opportunities for colleagues across the GLA family of nine organisations

- Monitor performance of third party providers aligning to our principles and acting on feedback

Medium term
(January 2026 to December 2028)

- Recruitment policy update to reflect the recruitment approach

- Review of recruitment guidance to reflect recruitment policy update

- Embed renewed hiring people leader surveys to evaluate customer experience and determine improvements

- Embed the candidate survey for all stages of the recruitment process.

- Update the recruitment processes informed by candidate and hiring people leader feedback trends

- Review the use of generative artificial intelligence tools to support improved stakeholder experience

- Implement the recommendations of a review of internal recruitment processes that support our existing colleagues to demonstrate their full potential from application to appointment

- Monitor performance of third party providers ensuring they are aligned to our principles and acting on feedback

Long term
(January 2029 to December 2030)

- Implement the use of generative artificial intelligence tools to support an improved stakeholder experience

- Continuing to update recruitment processes and procedures, informed by candidate and hiring people leader feedback trends

- Review key reasons an applicant should want to join us to ensure they are aligned to our vision and values, colleague aspirations and market trends

Evidence-based roadmap

Short term
(March 2024 to December 2025)

- Interrogate diversity and inclusion data to understand attraction, selection and hiring trends by candidates with protected characteristics and use to inform sourcing and selection strategies

- Track and report on the diversity of senior hires (pay band 4 and upwards) in line with scorecard metrics

- Determine recruitment pipeline initiatives informed by the Strategic workforce plan

- Implement market trend reporting insights to Strategic resourcing group on a quarterly basis

- Agree baselines and targets for agreed measures of success

Medium term
(January 2026 to December 2028)

- Utilise Horsefly (market talent analytics software)

- Review the effectiveness of online platform licences, their usage and reach

- Examine the number of direct appointments and their rationale, to understand the impact on internal talent pools

- Continue to interrogate diversity and inclusion data to understand attraction, selection and hiring trends by candidates with protected characteristics and inform inclusive sourcing and selection strategies

- Implement a knowledge sharing forum across recruitment to be held twice yearly on current recruitment trends to maintain best practice

- Ensure both qualitative and quantitative data is being reviewed collectively to draw out themes in the Recruitment steering group

- Review how many candidates access the TfL recruitment pages both externally and internally and do not proceed to application

- Use artificial intelligence tools to help interrogate data and trends

Long term
(January 2029 to December 2030)

- Continue to evaluate the effectiveness of recruitment campaigns, informed by retrospective recruitment data, moving market trends, local business resource plans and the Strategic workforce plan

- Make continuous improvement recommendations from the recruitment effectiveness evaluation

Sustainable roadmap

Short term
(March 2024 to December 2025)

- Understand the totality of organisation-wide recruitment budgets and review the effectiveness of this spending

- Determine priorities for Employability programmes and embed this into recruitment pipelines

- Embed sustainability into attraction and selection methods, to ensure the colleagues recruited share the same values

- Determine cost per hire metrics and ambitions informed by external best practice

- Track time to offer metrics and set ambitious but realistic targets informed by external best practice

Medium term
(January 2026 to December 2028)

- Use a digital solution for interview notes and feedback

- Implement recruitment approaches informed by the Strategic workforce plan and local business resource plans

- Review the approach to tendering for third-party recruitment suppliers, with principles that embed inclusion, net zero ambitions, and ensures best value for money

- Embed responsible procurement practices into tendering of third party recruitment providers

- Introduce return on investment metrics for recruitment activities including internal progression

- Continue to ensure our assessment and selection approaches and resources are aligned to support sustainability aims

Long term
(January 2029 to December 2030)

- Review effectiveness of third party recruitment suppliers on impact of inclusion, net zero ambitions and value for money

- Review effectiveness of return on investment metrics for recruitment activities including internal progression

Inclusive roadmap

Short term
(March 2024 to December 2025)

• Refresh the reasonable adjustments process into attraction and selection processes

• Implement accessibility features within our new career site enabling an inclusive recruitment process for all

• Train people leaders and recruitment consultants on the Disability confident scheme and application of reasonable adjustments

• Capture social mobility data and review trends to inform attraction and selection methods

• Promote TfL as an employer of choice across diverse sourcing routes

• Inclusion checklist and people leader recruitment guidance to be developed and launched

• People leaders to be educated and encouraged to follow inclusive recruitment practices

• Ensure adverts are reviewed to only contain the essential criteria for the roles

Medium term
(January 2026 to December 2028)

• Review barriers at application/assessment stage from the perspective of all candidates

• Provide a range of practice resources and materials to support candidates going through the assessment and selection process, to best prepare them for any pending recruitment

• Implement the use of captions during online interviews and measure the effectiveness from both the candidate and hiring people leader perspective

• Review improvements in our recruitment approach to confirm these have resulted in equitable outcomes

Long term
(January 2029 to December Mar 2030)

• Ensure that all adverts posted have a minimum of three stars on the inclusion check list via Success Factors

• Review the use of technological developments to ensure our processes remain inclusive

Delivering together

Everyone can be part of ensuring that our recruitment approach is successful

Our recruitment approach success is underpinned by the commitment of all stakeholders involved in the recruitment process, including hiring people leaders, recruitment and onboarding teams, and our third-party providers.

What can everyone do to help?

- Be open to doing things differently

- Create fair and open opportunities for all current and prospective employees

- Put yourselves in the position of the candidate, accepting that no one approach will be suitable for all

- Engage with how we showcase career opportunities across internal and external networks

- Speak up with ideas, questions or concerns and collaborate to find a solution

- Instil a sense of inclusion through your actions during the recruitment process

By working together, we can help everyone to achieve their work ambitions

Our success measures

- The time from vacancy approval to the offer being made

- Our progress towards being representative of London's economically active population for all new hires by 2030 (using protected characteristics and social mobility indicators)

- The positive experience of our recruitment process by hiring people leaders and candidates

- The numbers of successful candidates who complete their probation

- The cost per hire of successful candidates

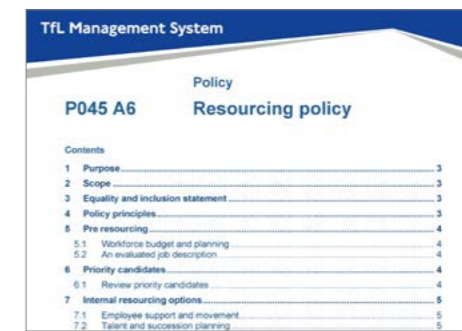# Further reading

Resources for further information
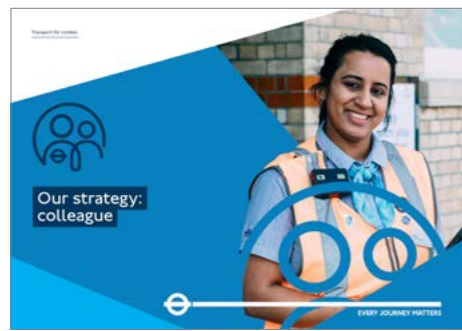
TfL Colleague Strategy

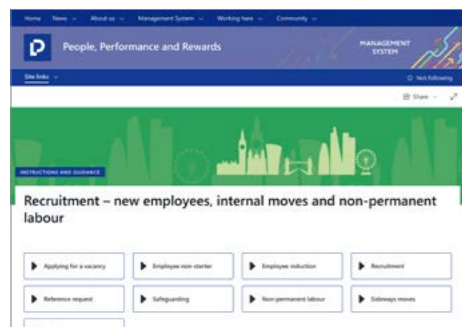A document that outlines our overall strategy for our colleagues.

Action on Inclusion

Our document that outlines our commitment to creating an inclusive workforce.
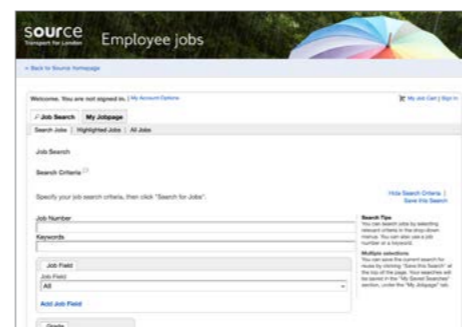
Resourcing policy

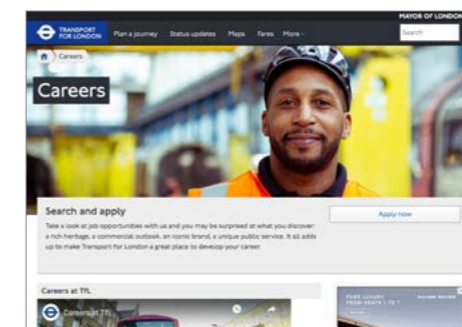Our policy document that outlines the way in which recruitment should be carried out.

Instructions and guidance

Our SharePoint site with information about recruitment and the processes involved.
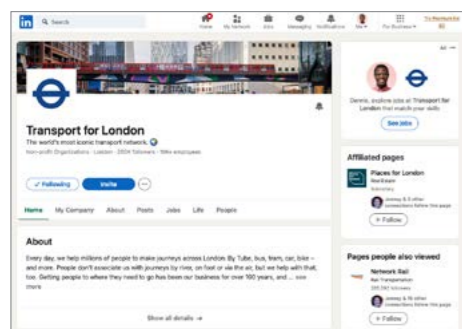
Internal roles

Our internal recruitment website outlining current roles available and how to apply.

External roles

Our external recruitment website showing what roles are currently available and how to apply.

Linkedin company profile

Our LinkedIn company profile page that helps showcase TfL as an employer.