

Date: 24 February 2025

Item: Performance, Readiness and Development

This paper will be considered in public

1 Summary

- 1.1 This paper provides an overview of TfL's performance and talent development frameworks and improvements being planned for 2025/26.

2 Recommendation

- 2.1 **The Committee is asked to note the paper.**

3 Background

- 3.1 TfL's approach to performance and talent development supports our goal to be a great place to work for everyone to thrive so we attract, retain and develop colleagues with the skills to achieve their career ambitions.
- 3.2 Building a strong culture of good people leadership across the organisation, where colleagues and leaders have regular, open, honest, quality on their (and their direct reports) contribution to our overall success, development, career aspirations and wellbeing.

4 Performance Management

- 4.1 The management of performance is a year-round process (April to March). It is based on clear and measurable objectives, continuous quality conversations between people leaders and their team members.
- 4.2 A key enabler is our HR system; 'myJourney', where colleagues capture objectives, record achievements, monitor progress, request and give feedback, and set development objectives.
- 4.3 In April, people leaders work with their team members to review and identify performance objectives for the coming year aligned to our strategies, and business priorities. These are reviewed and updated throughout the year.
- 4.4 At the end of the performance year in March, people leaders and team members will have conversations to recognise colleagues' overall contribution, summarise achievements and review feedback from stakeholders on delivering against our values.

- 4.5 End of year conversations also allow for the assignment of overall performance ratings based on evidence and agreed between people leaders and their team members.
- 4.6 Performance ratings are applied to those eligible for pay for performance , and Senior Manager Reward Framework. The current rating scale is based on the following descriptors: I am: 'Supported', 'Succeeding', 'Advancing', and 'Exceeding'.
- 4.7 Year-on-year feedback and progress on this approach is captured, reviewed and underpins continuous improvements. Feedback from last year suggested we need to streamline our performance ratings with potential changes planned for 2025/26. The emphasis, however, remains on people leaders maintaining regular, open, honest, quality conversations about performance throughout the year.

5 Readiness and Talent Development

- 5.1 Talent Development in TfL is based on the principle that everyone is 'talent' and that development is key to everyone's success regardless of their career ambitions.
- 5.2 Our 'Readiness' approach is based on three statuses: 'Strengthen', 'Stretch', or 'Move'. Employees determine their own readiness status based on their ambitions, personal drive, and circumstances at any given time.
- 5.3 Colleagues can update their readiness status and have a career development conversation with their people leader at any time throughout the year.
- 5.4 A colleague's readiness can then inform their development plan and what activities or training a colleague would need to make the next step in their career; be that strengthen or stretch in their current role, or move roles to gain broader skills, knowledge and experience.
- 5.5 Information and subsequent development objectives are captured in myjourney.

6 Succession Planning

- 6.1 The outcomes of end of year performance and readiness discussions inform our Succession Planning. Introduced in 2023, this process initially focussed on identifying 'critical' and 'hard to fill' roles, as well as successors for senior leadership positions.
- 6.2 People leaders regularly identify successors by analysing performance and readiness data, considering the current and future requirements of the role and assessing the employment market.

- 6.3 Potential successors are categorised into three groups:
- (a) emergency cover or 'Caretaker';
 - (b) 'Ready Now' – with 0-12 months; or
 - (c) 'Ready Soon' – within one-three years.
- 6.4 Discussions on performance and career development, along with the identification of successors, help shape development objectives, which are recorded in myJourney.
- 6.5 The outcomes of these discussions also inform our future skills and development needs, talent pipeline and contributes to local strategic workforce plans.

List of appendices to this report:

None

List of Background Papers:

None

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