HR Quarterly Report
2018/19 Quarter 1 Update

HR Quarterly Report – 2018/19 Quarter 1 Update

Executive Summary

This Human Resources (HR) Quarterly Report provides an overview of key developments that have taken place in the first quarter of the 2018/19 financial year, covering between 1 April 2018 and 23 June 2018 inclusive.

During this period we fell behind our target for improving our all staff representativeness scorecard measure. We are ahead of target for improving the representativeness of our senior managers.

Our external recruitment activity is yielding our most diverse candidates to date, considerably more reflective of London. However, low turnover coupled with lower external recruitment is reducing our ability to drive significant improvements in the representativeness of our employees.

Preparations for the annual Viewpoint survey scheduled for October 2018 are taking place. This survey will provide our scorecard scores for Total Engagement and Inclusion for 2018/19.

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Section 1:
TfL Scorecard –
People Measures

This section provides the Panel with an update on the four People measures included on the TfL Scorecard, along with key activities which support the delivery of our Scorecard targets.

Our 2018/19 TfL Scorecard – People Measures

The table below provides a summary of the four People measures included on the TfL Scorecard, including the 2018/19 targets.

| People	Target	
Foster a workforce representative of London		
Workforce Representativeness Index: All staff	**70.7%**	Q
Workforce Representativeness Index: Director/ Band 5	**43.6%**	Q
Engage our people		
Total Engagement Index	**57%**	A
Build an Inclusive environment Inclusion Index	**46%**	A

Workforce Representativeness

Total Workforce Representativeness

The Workforce Representativeness measures are an indicator of how closely TfL employees reflect the economically active London population.

The Scorecard target for Total Workforce Representativeness in 2018/19 is 70.7 per cent. In Q1 we fell short of the target of 69.9 per cent, with a total workforce representativeness score of 69.6 per cent.

Some of the activities identified in this report, particularly around recruitment in section 2, are helping us to improve this scorecard with demonstrable successes in our external recruitment campaigns.

All Staff Workforce Representativeness, Q1 2018/19
69.6%
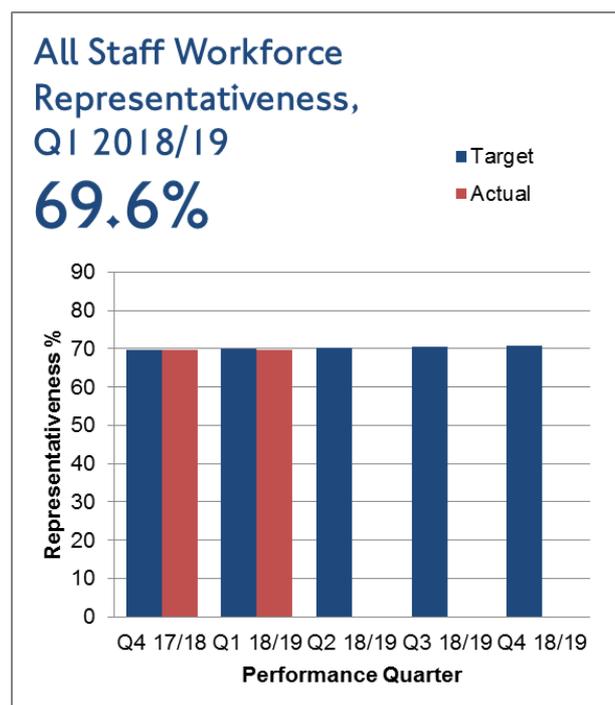
Director / Band 5 Workforce Representativeness, Q2 2017/18

For the Director and Band 5 workforce representativeness scorecard measure, the 2018/19 target is 43.6 per cent. At the end of 2017/18 our scorecard outcome was 41.6 per cent.

The Q1 score of 42.1 per cent is ahead of target. Measures put in place in 2017/8 such as unconscious bias training and diverse interview panels are now established and

continue to drive improvements with this scorecard measure.

Director / Band 5 Workforce Representativeness, Q1 2018/19

42.1%
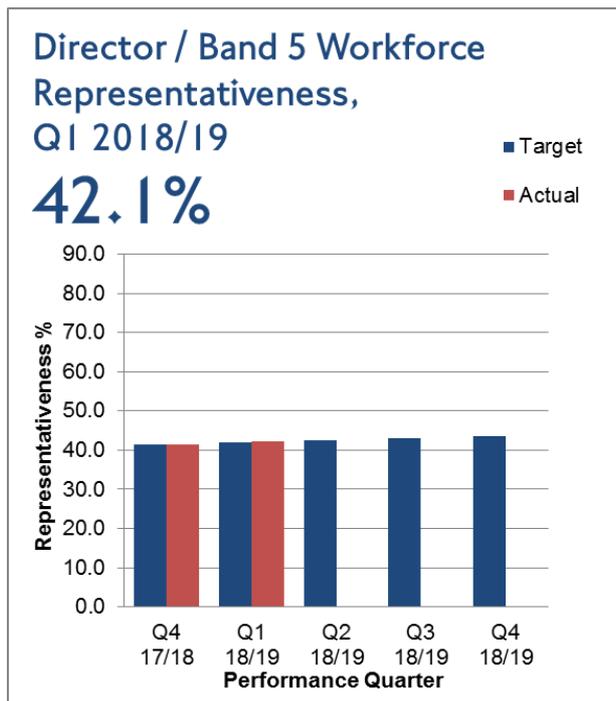
Total Engagement

The Total Engagement scorecard measure is derived from the annual Viewpoint employee survey. The survey is scheduled to take place in October 2018 therefore an updated score for Q1 is not available. The 2018/19 target for Total Engagement is 57 per cent, a 1 per cent increase on last year's score.

Mid-way between the Viewpoint surveys, we carry out a Pulse survey, which samples approximately 25 per cent of our employees, enabling us to identify any progress made or areas for further focus. This allows TfL to monitor if actions taking place to improve total engagement are working.

The Pulse survey was carried out in June, with 19 teams selected to take part.

Viewpoint Pulse
Your opinion matters

We are unable to provide a direct comparison with the TfL Wide engagement survey as the Pulse survey targeted individual teams and was not a representative sample.

The detailed results of the survey have been shared with the teams, and local action plans have been updated to drive further increases in Total Engagement.

Inclusion Index

The Inclusion Index is another measure from the annual Viewpoint survey. A summary of key events and activities to help improve our inclusive culture at TfL are provided in the following section.

Carers Passport

It is estimated that one in nine employees juggle caring responsibilities with work commitments, and this will grow over time. This can be difficult and we are passionate that carers have a valuable contribution to make to our workforce. Wherever possible we want to give them the flexibility and support they need to help achieve this. In June we launched our new Carers Passport which aims to help employees move roles whilst still maintaining any previously agreed flexibility and support to accommodate their caring responsibilities.

Mentoring Partnerships

In June, we successfully launched our first ever cross company mentoring scheme with Fujitsu. Seven members of our Tech & Data department, who are identified as talent, have been matched with mentors at Fujitsu to learn new ways of working from experts outside of TfL. An inaugural event was held on the 30 May, with employees from both companies sharing tips and best practice on how to get the most from the mentoring process.

Mentor Matching

We are also placing a strong focus on internal mentoring over the coming performance year. Mentor Matching has recently been set up to link potential mentees to a suitable mentor. Our leaders have a wealth of knowledge and experience to share – and perhaps even more importantly, understand the landscape, politics and idiosyncrasies of the business better than anyone. For mentees, this is a chance to explore individual personal goals and get a different perspective on careers and development opportunities across our organisation.

Inspire Engineering

To mark International Women in Engineering Day, on the 22 June, we held an Inspire Engineering event at London Transport Museum's Action Depot, attended by the Deputy Mayor for Education and Childcare,

Joanne McCartney. This event saw up to 60 female students and teachers attend from the Sarah Bonnell School in Newham and the Plumstead School in Greenwich. At this event the students took part in interactive sessions and career discussions with our own engineers with the aim of inspiring the next generation to consider a career in transport and engineering.

Best company for work/life balance

In June, we won the UK award for best work/life balance, as researched by the world's largest jobsite Indeed, beating companies like Google and Apple to the top spot. This accolade was all the more rewarding as it was based on reviews left by current and previous employees rather than a judging panel.

More Robust Diversity Data

In Q1 we saw improvements to the D&I data available, helping us create more targeted and effective D&I interventions.

We achieved this by using information collected from successful recruitment applications and transferred this to SAP to fill in 'unknown' characteristics. This has resulted in more accurate diversity data in Section 3 of this report.

Anonymised Shortlisting

In Q1, we conducted an anonymised shortlisting pilot in Tech & Data. This removed any information on an employee's protected characteristics with the aim that people were shortlisted on capability alone. This trial resulted in 47 per cent of hires coming from a BAME background, and 32 per cent female, higher than the existing employee composition. This approach will

be rolled out in all future recruitment campaigns.

Increasing Disclosure Rates

One of the key barriers to delivering targeted and effective D&I interventions is the number of our employees who disclose information on their protected characteristics.

A behavioural science focused campaign is about to take place with the aim of increasing disclosure rates. This work is in collaboration with the Behavioural Insights Team, the Government Equalities Office, and Harvard University.

Section 2: Our People

Part-time employees

In June the panel requested additional information on part time employees. The following section provides information on the composition of part time workers, where they are working across TfL and how they compare with full time employees in relation to promotional moves.

Given the varied landscape of our organisation we define a part time employee as someone working less than 35 hours per week.

In addition to part time roles, we also offer other flexible working arrangements for our employees. These vary by business area; however include condensed working hours,

where employees work more hours for fewer days and flexible working hours, where employees can arrive later or leave later depending on their other commitments. We also offer non operational employees the ability to work from home.

These flexible working options complement part time working so that employees don't feel they have to make a choice between only part time and full time employment. These other flexible working arrangements are not included in this data.

At the end of Q1, there were 2,216 part time employees across TfL. This includes 1,610 in London Underground accounting for 72 per cent of our part time employee population.

The proportion of employees that are part time is fairly consistent across the organisation, with eight per cent of employees in Professional Services and London Underground working part time, and 10 per cent of employees in Surface.

Workforce profile for Part Time employees, Q1 2018/19

2,216

■ Q1 2018/19
■ Existing employee composition
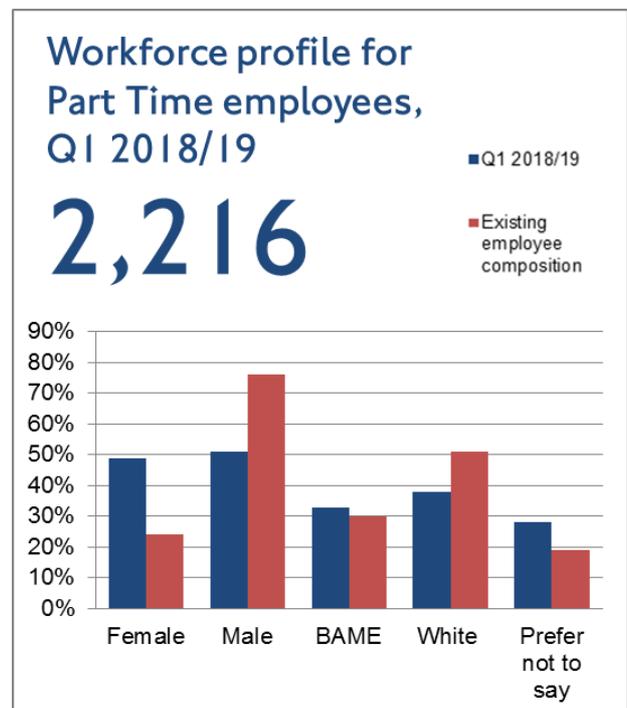
The proportion of female part time employees is higher than the wider employee population, with 49 per cent of part time workers being female. The proportion of white employees working part time is lower than the wider employee population; however the proportion of BAME part time employees is broadly reflective of the wider employee composition.

The split between male and female part time employees does change significantly by business area. In London Underground 58 per cent of part time employees were male, this reduces to only 18 per cent of part time workers in Professional Services.

Proportion of male and female part time employees Q1 2018/19
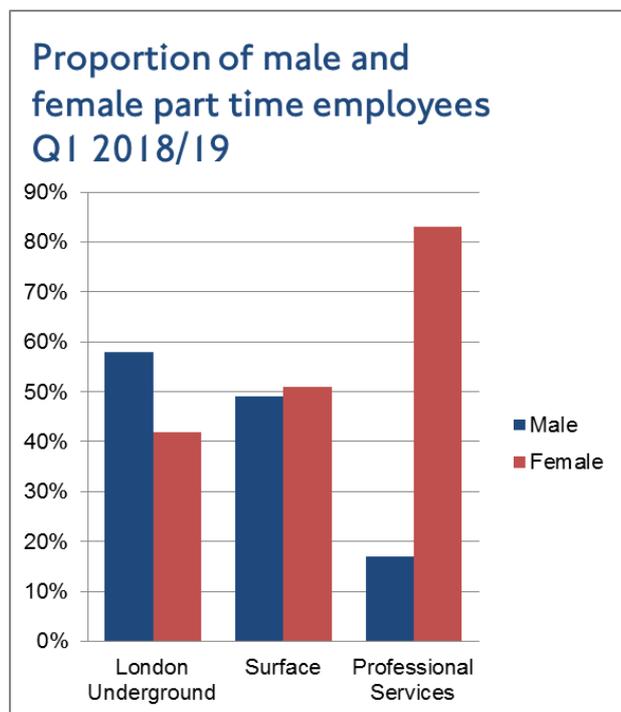
Of the employees promoted in Q1, four per cent were part time employees. This increased to 12.5 per cent for promotions to senior manager positions.

Promotions by Full Time and Part Time employees Q1 2018/19

128
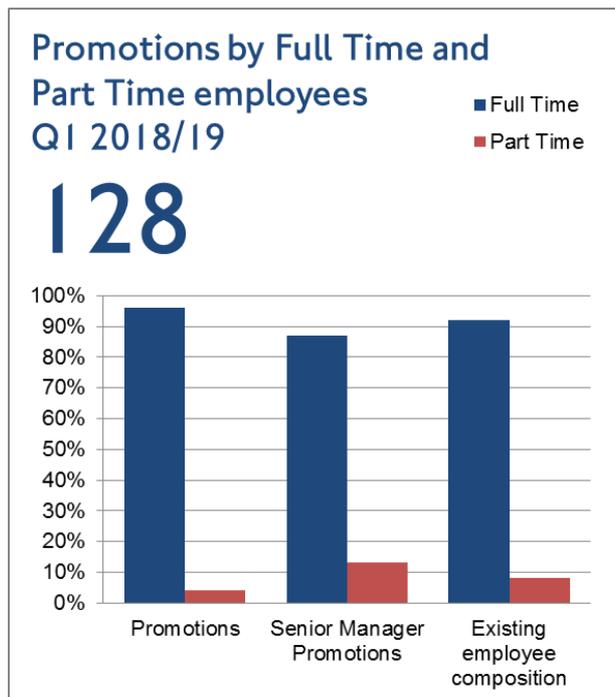
# High Volume Recruitment Activity

In June we opened a recruitment campaign for the role of Trains Manager. This role is a senior operational role which manages our train operators.

This campaign focused on activity to increase the number of applications from underrepresented groups. This involved promoting positive role models in the recruitment material, promoting the recruitment campaign through our Staff Network Groups, along with roadshow events allowing potential candidates to speak with existing Train Managers.

This recruitment campaign was open to internal candidates and provided a key opportunity for internal progression within London Underground.

Apply now to be our next Trains Manager

The Trains Manager role is now live

25 June 2018 - Rail and Underground
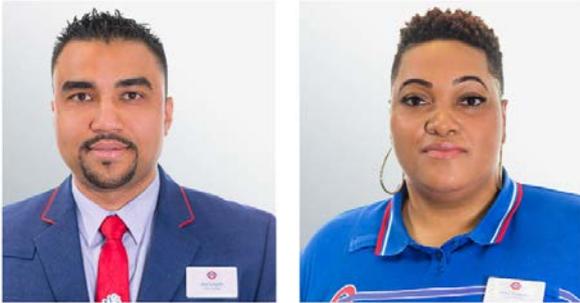
The three week application window resulted in 1,889 applications for the 25 positions available. The individuals that applied and those who made it to the assessment stages were more diverse than the existing employee composition for London Underground.

This resulted in 65 per cent of applications coming from a BAME background, this resulted in 58 per cent of applicants who reached the assessment centre stages of the recruitment process coming from a BAME background.

Train Manager recruitment, ethnicty
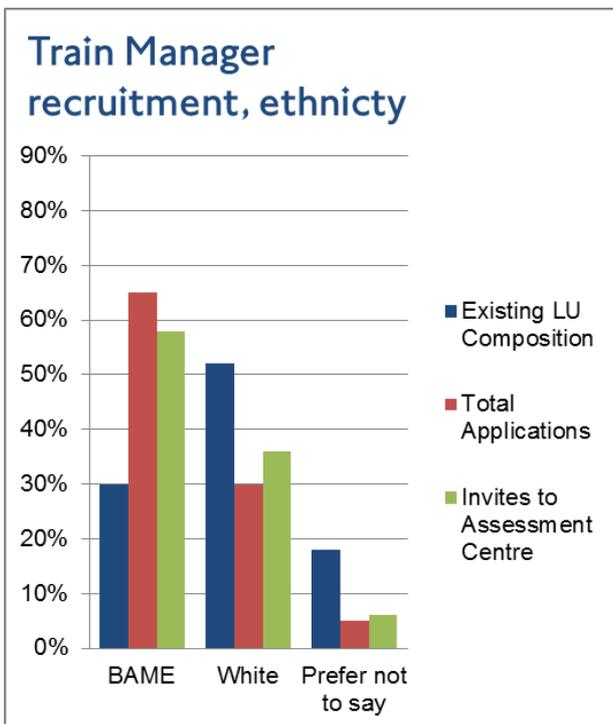
The gender split of applications for the Train Manager position was also higher than the existing London Underground employee composition, with nearly double the proportion of females making it through to the assessment stages.

The assessment stages are currently ongoing and a further update will be provided at the next Panel.

Train Manager recruitment, Gender
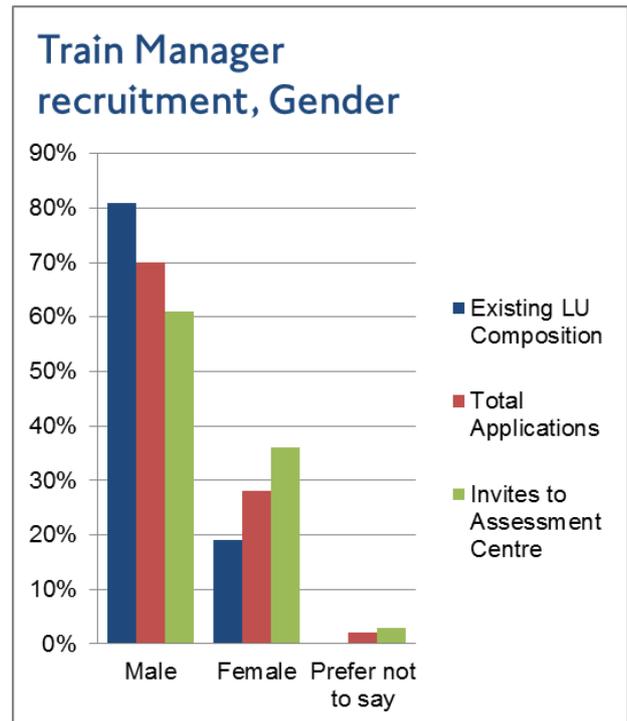
Graduate & Apprentice Recruitment

On the 3 September and the 10 September, we welcomed our 2018 cohort of Apprentices and Graduates.

We are planning to provide a more detailed update on our Graduate and Apprentice schemes at the Panel in December.

Ongoing Recruitment Activity

The following section shows the composition of all recruitment by business area during the first quarter. This includes both internal and external recruitment, along with promotions and changes to roles within the same band/grade.

London Underground

In London Underground female and BAME recruitment is significantly higher than the average achieved in 2017/18. BAME recruitment was in excess of 54 per cent for Q1. Female recruitment was 27 per cent, up from 19 per cent last year.
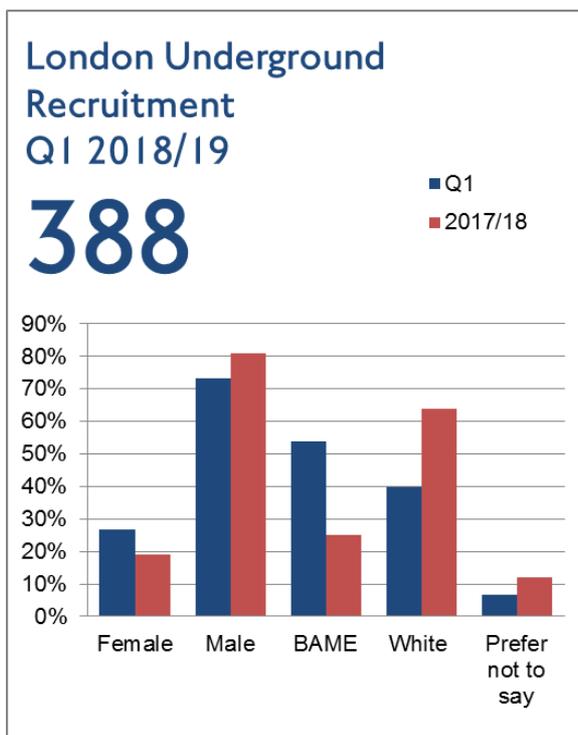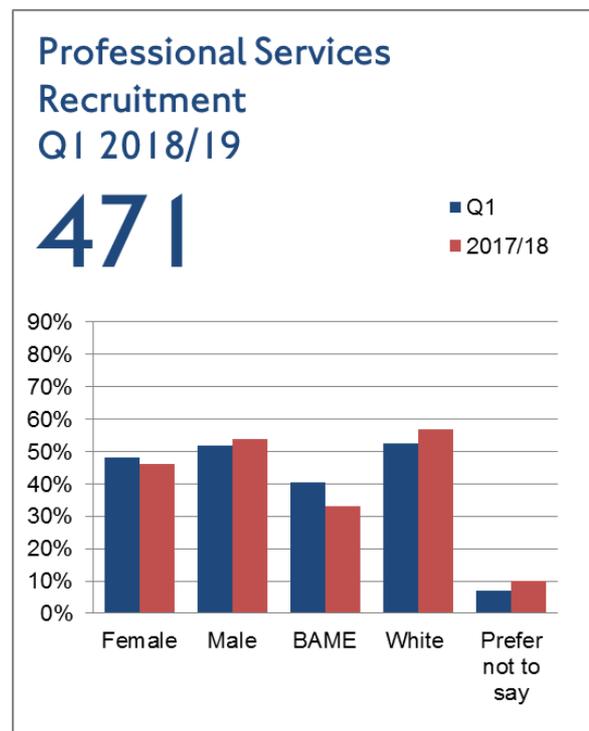

Surface Transport

Whilst the representativeness of those recruited in Q1 was higher than that in 2017/18, there were only 27 employees who started roles in Q1. This low level of recruitment is due to many areas of Surface being in consultation during Q1 as part of Transformation.
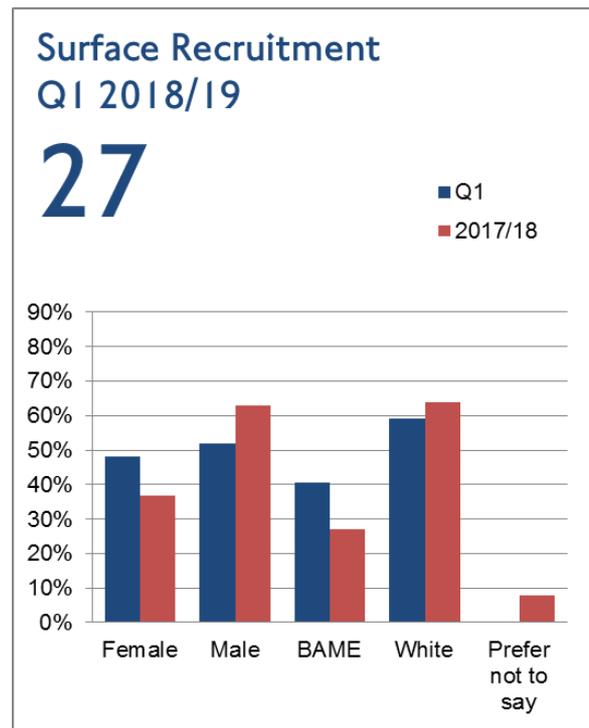

Professional Services

Recruitment in Professional Services again scored favourably in terms of female and BAME, when compared against the 2017/18 performance. The proportion of employees who were female at the end of Q1 was 44.07 per cent, and the proportion that were BAME 26.42 per cent.

Recruitment – Disability

The below graph shows the disability declaration rates of those recruited in Q1, and how this compares with the existing TfL employee composition in Q1.
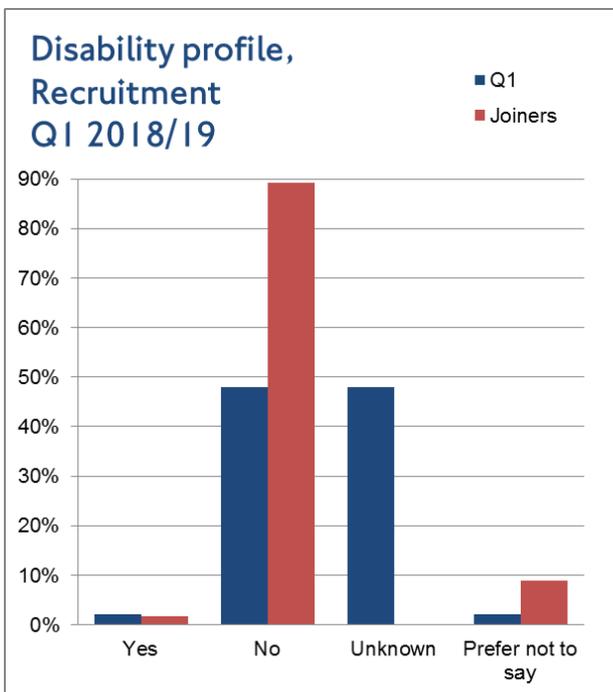

Those recruited declaring they have a disability is 1.71 per cent; this is comparable with the proportion of all TfL employees who have declared a disability at 2 per cent.

A significantly higher proportion of employees state that they do not have a disability during the recruitment process than the wider population. This is partly due to 'unknown' not being an option during the recruitment process.

Leavers

In Q1 a total of 453 employees left the organisation, a turnover rate of 1.6 per cent. If consistent across the year, this would translate into a turnover rate of 6.6 per cent. Whilst this low turnover rate can indicate job satisfaction and job security, it can also reduce the speed by which the organisation can change its representativeness.
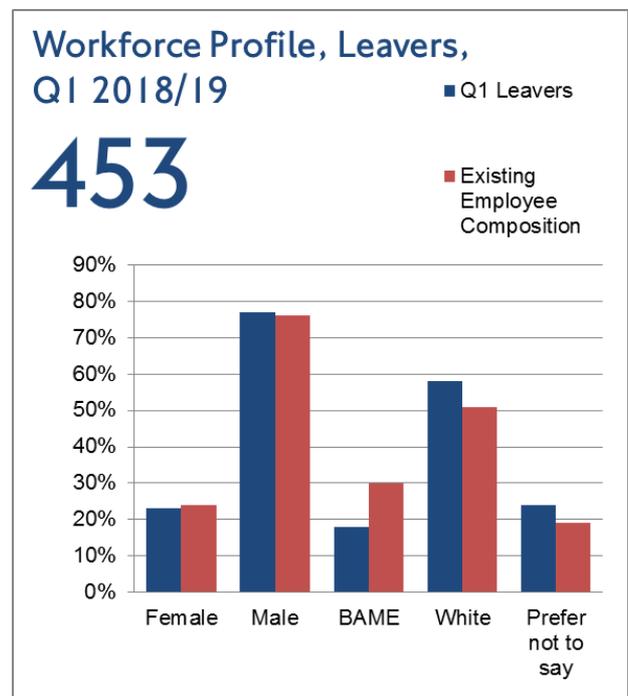
In Q1 there were proportionally fewer females leaving the organisation than the existing workforce composition. The proportion of BAME employees leaving the organisation was significantly lower than the existing employee composition, with 18 per cent of leavers coming from a BAME background.

The graph below shows the disability declaration rates for employees leaving the organisation in Q1. The proportion of leavers who declared they had a disability was 2.73 per cent; this is higher than the 2 per cent of all employees who declared they had a disability.
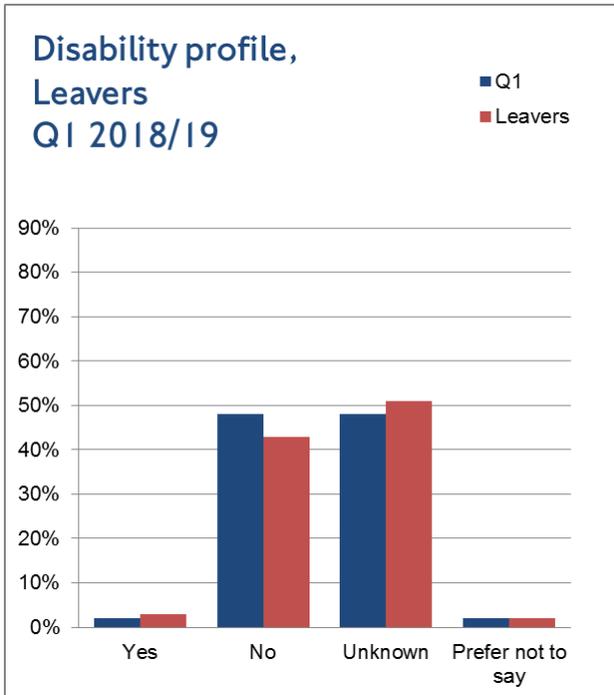
Section 3: Workforce Composition

Permanent Headcount

Data extracted from the HR System (SAP) excludes Crossrail and other employees whose details have not yet transferred to SAP.

The following staff numbers represent both permanent TfL employees and temporary staff measured in full time equivalents (FTEs) which equate to one person working 35 hours per week.

All TfL

Total FTEs on SAP decreased in Q1, from 27,871 at the end of 2017/18, to 27,449, a 1.5 per cent decrease in total headcount.
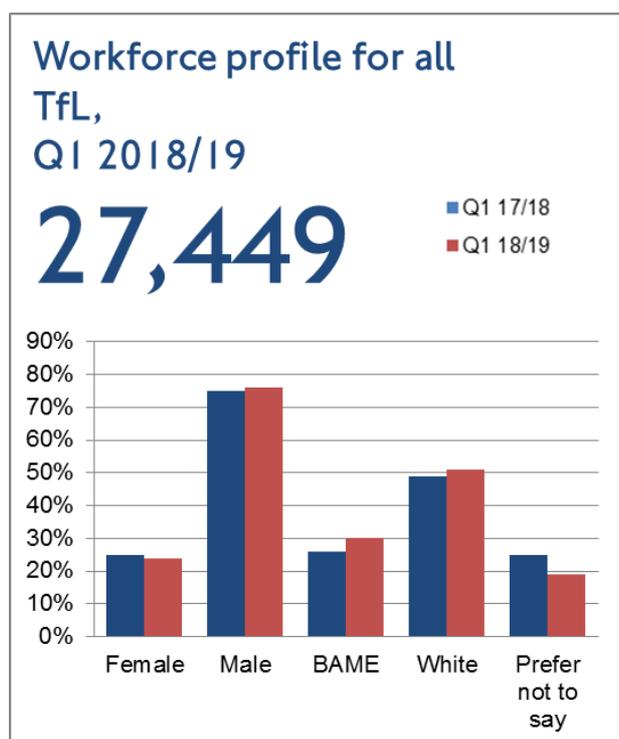
The proportion of employees who declare their ethnicity as BAME has increased in Q1 from 26 per cent to 30 per cent. This is due in part to higher declarations rates, which simultaneously saw those preferring not to declare their ethnicity dropping from 25 per cent to 19 per cent. Those identifying themselves as white also increased by 2 per cent in Q1.

The proportion of female employees rose from 23.45 per cent at the end of 2017/18 to 23.58 per cent at the end of Q1; however this is below the 24.62 per cent proportion of employees who were female at the end of Q1 last year.

London Underground

The total FTEs in London Underground increased from 19,190 at the end of Q4 to 19,436. Diversity information for London Underground mirrored that of TfL, with the proportion of employees declaring as BAME increasing from 27 per cent to 30 per cent, and those preferring not to say falling from 25 per cent to 18 per cent.

Workforce profile for all TfL, Q1 2018/19

27,449

■ Q1 17/18
■ Q1 18/19

Workforce profile for London Underground, Q1 2018/19

19,436

Q1 17/18
Q1 18/19
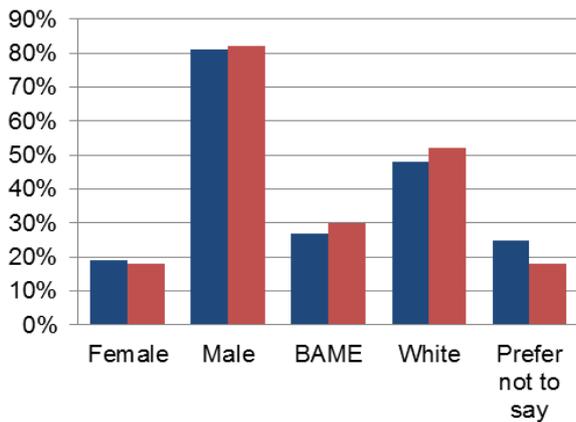
The proportion of LU employees that are female increased from 17.59 per cent at the end of Q4, to 18.14 per cent. This was still below 18.54 per cent recorded at the end of Q1 last year.
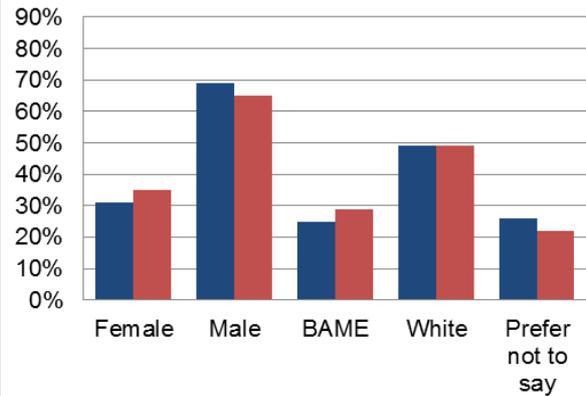
Surface Transport

Total FTEs in Surface have fallen from 3,465 in Q4 to 3,180 at the end of Q1. This is down from 3,975 at the end of Q1 last year, a 20 per cent reduction in total headcount over the previous year.

Workforce profile for Surface, Q1 2018/19
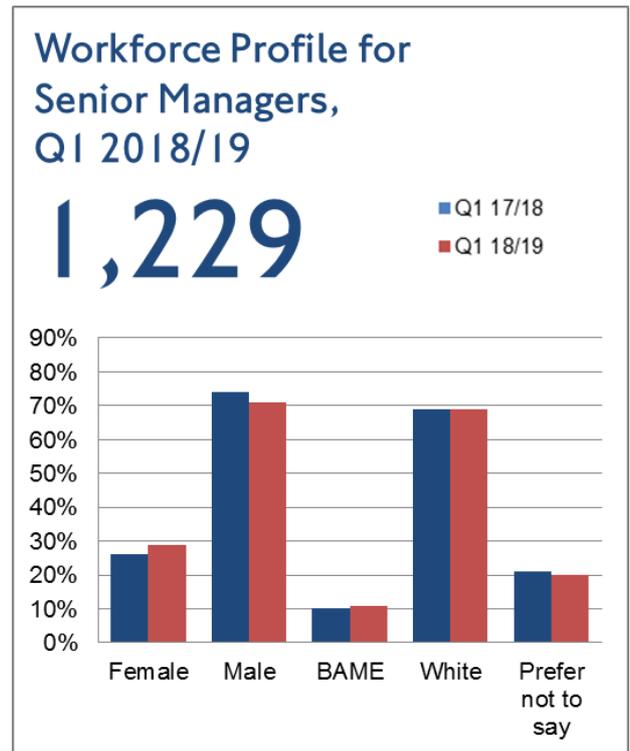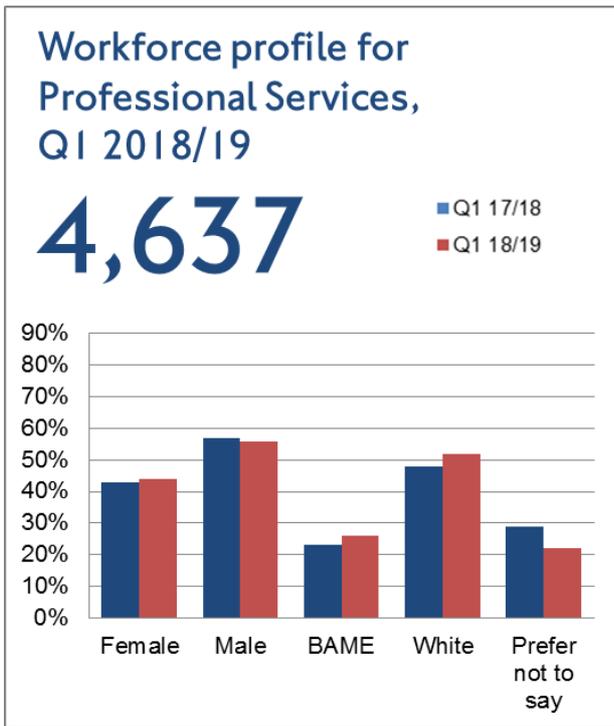
3,180

Q1 17/18
Q1 18/19

The proportion of BAME employees has increased from 26.28 per cent at the end of Q4 to 29.01 per cent, continuing the upward trend seen in 2017/18. The proportion of female employees increased from 30.33 per cent in Q4 to 30.80 per cent in Q1.

Professional Services

Professional Services comprises functions including General Counsel, Finance, Human Resources, Commercial and Customers, Communication and Technology where services are provided on a shared basis across all delivery divisions.

Total FTEs in Professional Services decreased from 5,002 in Q4 to 4,637 in Q1, a 7.3 per cent reduction in total headcount during Q1. There was an increase in the proportion of female employees, from 43.30 in Q4 to 44.01 per cent in Q1.

The proportion of BAME employees in Professional Services increased from 23.89 per cent in Q4 to 26.42 per cent in Q1.

Workforce profile for Professional Services, Q1 2018/19

4,637

- Q1 17/18
- Q1 18/19

(Bar chart showing percentages for Female, Male, BAME, White, Prefer not to say)

Workforce Profile for Senior Managers, Q1 2018/19

1,229

- Q1 17/18
- Q1 18/19

(Bar chart showing percentages for Female, Male, BAME, White, Prefer not to say)

TfL Senior Manager Staff Composition

The total number of senior managers has increased from 1,210 to 1,229 in Q1. This is still a six per cent decrease from 1,305 senior managers at the end of Q1 last year.

The proportion of female senior managers has increased from 28.84 to 29.37 per cent in Q1. This is also up from 26.60 per cent since Q1 2017/18.

There was little change in the ethnicity of senior managers over the previous year, with the proportion of BAME senior managers increasing from 10.83 per cent at the end of Q4 to 11.07 per cent at the end of Q1.

TfL Operational Staff Composition

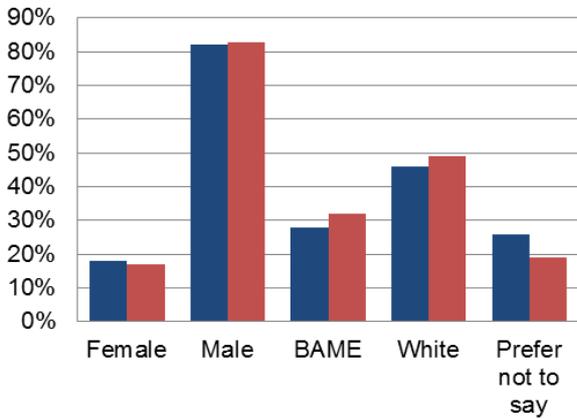The number of operational employees decreased in Q1, from 14,664 to 14,514.

The proportion of female operational employees increased slightly from 16.80 per cent to 16.83 per cent. This is below the 17.68 per cent of operational employees who were female at the end of Q1 2017/18.

The proportion of BAME operational employees increased significantly, from 28.11 per cent, to 32.48 per cent. At the same time the number of operational employees who did not declare their ethnicity fell from 24.57 per cent to 18.68 per cent.

Workforce profile for Operational staff, Q1 2018/19
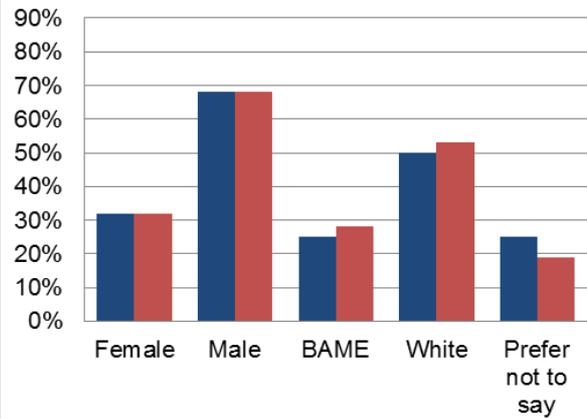
14,514

■ Q1 17/18
■ Q1 18/19

Workforce profile for non-operational staff, Q1 2018/19

11,353

■ Q1 17/18
■ Q1 18/19

TfL Non-Operational Staff Composition

The number of non operational employees has decreased from 11,500 in Q4 to 11,353 in Q1.

The proportion of BAME non operational employees has increased from 26.13 per cent to 27.79 per cent in Q1. This represents a 4.75 per cent increase in the number of non-operational employees who declare themselves as BAME.

The proportion of female non operational employees has increased from 31.24 per cent to 31.57 per cent in Q1. This is down from 32.38 per cent at Q1 in 2017/18.

Non Permanent Labour

Non Permanent Labour (NPL) are defined as temporary staff engaged to complete project work or short term assignments.

The use of NPL has continued to decrease in Q1, from 1,422 to 1,337. This represents a 12 per cent reduction in the use of NPL since Q1 2017/18.

Total NPL use has decreased from 3,095 at the start of Q1 2016/17. This has reduced the cost of NPL across TfL by over £3.4m per week.

Total Number of NPL
Q1 2018/19

1,337
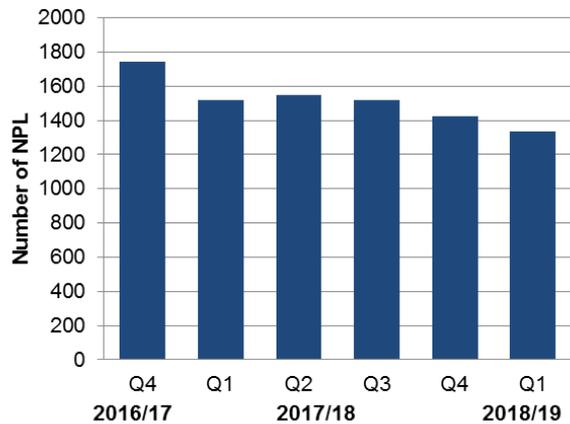
It is important that we continue to make use of the flexibility offered by NPL, particularly through this time of change and temporary peaks in demand, e.g. in recruitment resulting from Transformation. It is equally important that we do not close off our ability to hire talent in scarce skills areas.

We will look to balance the cost and use of NPL with our ongoing commitment to our customers and our key role in keeping London moving and growing.