

Date: 21 March 2017

Item: Human Resources Quarterly Report

1 Purpose

- 1.1 To provide the Safety, Sustainability and Human Resources Panel with an update on key Human Resources (HR) led activities during Quarter 3, 2016/17.

2 Recommendation

- 2.1 **The Panel is asked to note the report.**

3 Background

- 3.1 This is the second HR update to the Safety, Sustainability and Human Resources Panel. This paper seeks to build upon the previous quarterly report, providing an update on key developments that have occurred over the previous quarter, whilst also providing specific information requested at the January 2017 Panel meeting.

4 HR Quarterly Report

- 4.1 The second HR Quarterly Report focuses on providing the Panel with an update on a number of key HR activities underway, with chapters covering Our People, Equality and Inclusion, Recruitment and Talent Management.
- 4.2 Additional data on workforce composition has been provided in this update. More information on this will be provided in the 2016/17 Workforce Monitoring Report, which will be published in September 2017.

Appendices:

Appendix 1: HR Quarterly Report

List of Background Papers:

None

Contact Officer: Tricia Wright, Human Resources Director
Number: 020 3054 7265
Email: TriciaWright@tfl.gov.uk



HR Quarterly Report

2016/17 Quarter 3 Update

HR Quarterly Report – 2016/17 Quarter 3 Update

Introduction

Human Resources (HR) is a core function supporting our delivery businesses (London Underground, Surface Transport, Major Projects and Commercial Development) and works alongside other Professional Services. HR has a key role in delivering the Mayor of London's manifesto commitments particularly in relation to skills for Londoners and a fairer and more equal city. One of our priorities is to invest in our people and lead them to be the best that they can be every day.

To do this we need to recruit, manage, reward, develop and engage our workforce, recognising the important contribution our people make to life in our city.

This is HR's second update, which incorporates feedback from the January Safety, Sustainability & Human Resources Panel and also provides a summary of specific updates and achievements from the last few months.

Report Content

Section 1 – Equality & Inclusion

- Workforce Composition
- Action on Equality

Section 2 – Recruitment

- Apprenticeship Scheme
- Graduate Scheme
- Smart Sourcing

Section 3 – Talent Management

- Leader Led Learning
- Maximising Potential

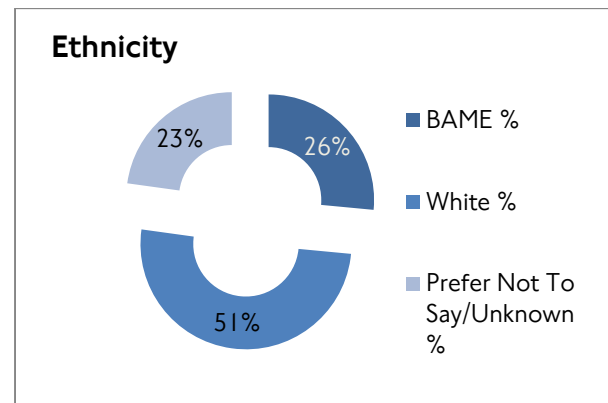
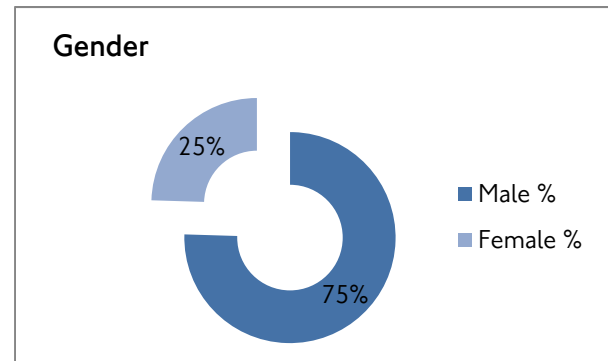
Section I: Equality & Inclusion

Workforce Composition

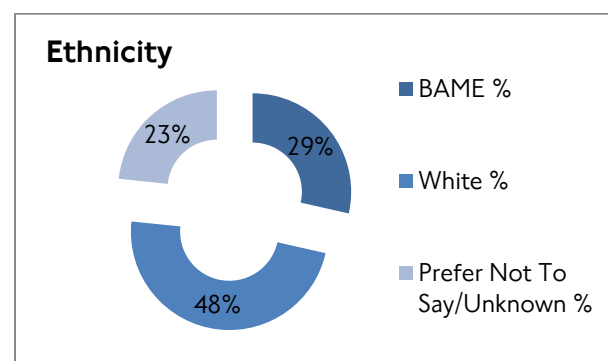
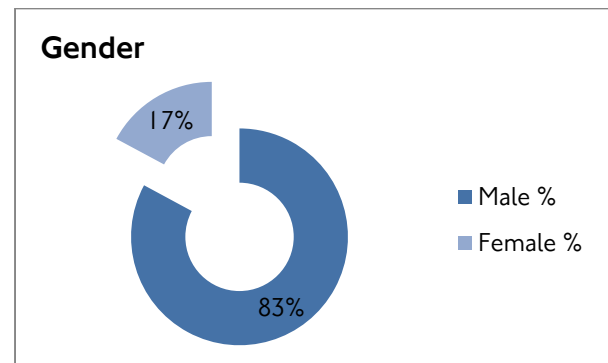
We will shortly be compiling our Annual Workforce Monitoring Report for 2016/17, which is due for publication in September 2017. This report outlines our progress made towards reflecting the make up of London and sets out what we have done so far to diversify our workforce. It provides quantitative and qualitative equality data covering recruitment and development, the outcomes of harassment and grievance cases, plus promotion statistics by gender, ethnicity and disability.

As requested at the January SS&HR Panel, additional workforce composition information is being provided as part of this report in advance of the full report being published.

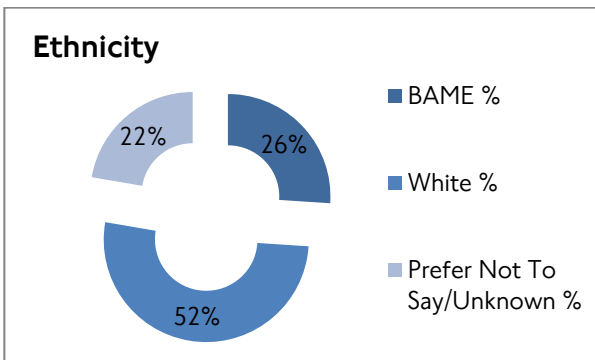
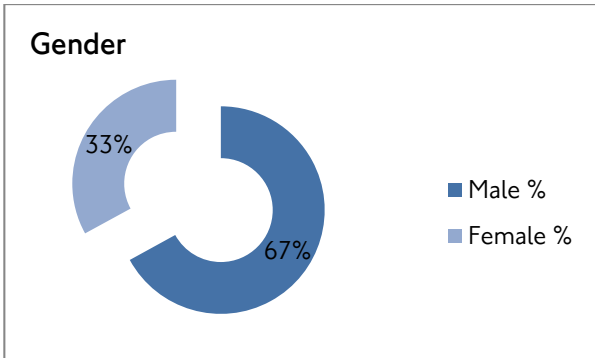
Total TfL workforce composition (2016/17 Q3)



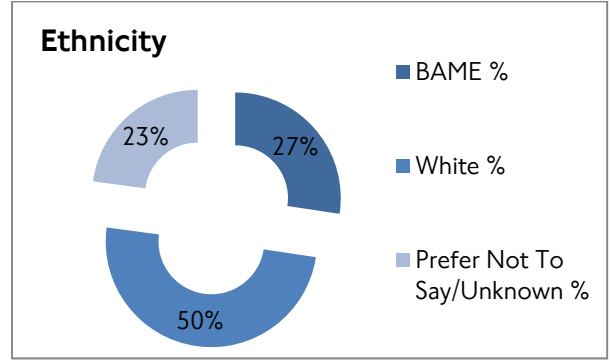
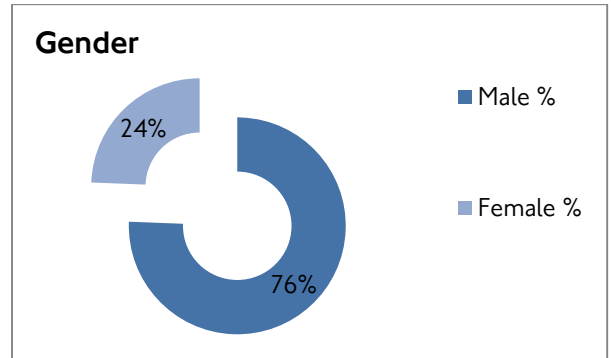
TfL Operational Staff Composition (2016/17 Q3)



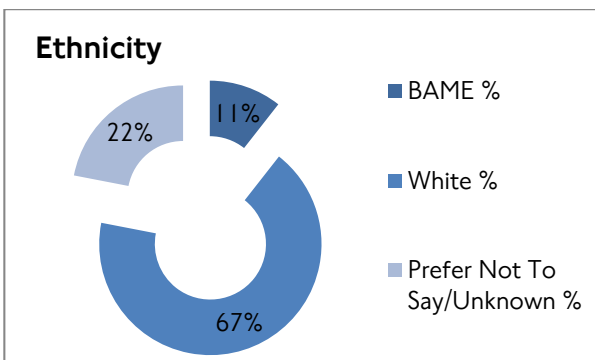
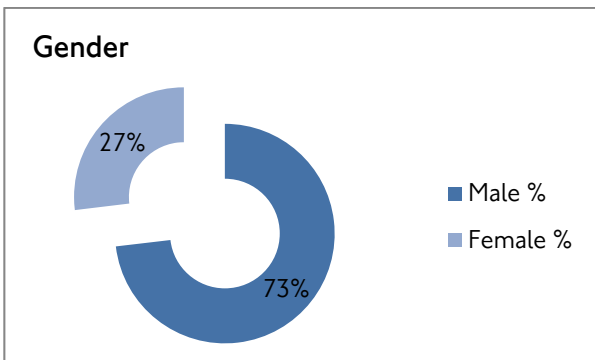
TfL Non-Operational Staff Composition (2016/17 Q3)



TfL Non-Senior Manager Staff Composition (2016/17 Q3)



TfL Senior Manager Staff Composition (2016/17 Q3)



Action on Equality: Annual Progress Report 2016/17

Action on Equality is a report setting out TfL’s commitment to promoting equality and inclusion for our customers, staff and stakeholders up to 2020, in line with the Equality Act 2010 and was developed following extensive research and engagement with interest groups and colleagues. These commitments are based on our vision that ‘every person matters in keeping London moving, working and growing’.

The Annual Progress Report, which is due for publication in March 2017, provides an overview of the progress made by TfL against the objectives and targets set by the overarching Action on Equality report.

This annual report will be followed by the publication of the Year Two Action Plan

which will outline the updated objectives and targets for TfL over 2017/18 and commits to a range of activities to champion diversity and inclusion at TfL.

Staff Network Groups

TfL's six Staff Network Groups (SNGs) have found that it's often difficult for operational staff to attend meetings and events. The Women's Staff Network Group have trialled recruiting individuals to extend their reach in all operational areas, including London Underground, bus operations and Dial-a-Ride. The Operational Champion's support staff in operational areas co-ordinate local events and initiatives linked to the Women's SNG as well as liaising with colleagues within their own areas to identify key issues and challenges faced by women which can be fed back to the Women's Staff Network Group Committee. To date, 40 champions have been inducted. The aim is to extend the initiative to all six staff network groups going forward.

Our Women's Staff Network Group acts as a catalyst for cultural change, championing gender diversity and equality and inclusion across TfL. From feedback we also know that there may be some cultural and behavioural issues that we need to address and, as men make up around three quarters of the workforce, they need to be active role models for change. A Male Allies group has been established to support the Women's Staff Network Group achieve their aims. This involves increasing awareness and recognition of all issues related to gender equality and diversity and to encourage people to take personal responsibility for positively changing behaviour and culture.



Parental Community

Based on feedback from employees, the Women's Staff Network Group, with endorsement from the HR leadership team, created a Parental Community to provide an informal and supportive network across TfL – allowing parents and parents-to-be to share knowledge, experience and ideas.

The Parental Community will raise awareness about the impact that being a working parent has on the individual and also the business. It provides the opportunity to discuss any issues and proactively develop fresh ways of working that will benefit both our people and TfL as a whole.

A key component of the Parental Community is setting up a Parental Buddy scheme. The scheme will allow anyone at TfL to contact a Buddy who has experience of pregnancy at work, different types of parental leave and/or life as a working parent, for support and advice. The scheme is currently being piloted, with 65 buddies already signed up. The progress of the scheme will be reviewed in April 2017.

Development Programmes

TfL has had Black, Asian and Minority Ethnic (BAME) underrepresentation at senior roles (currently at approximately 11 per cent) and the figures have not changed for the last 5 years despite there being an overall BAME representation of about 26 per cent in the organisation. One of the ways to seek to increase BAME representation in senior roles is to develop existing BAME staff to ensure that they are strong candidates when opportunities arise to advance to senior roles. The TfL/House of Commons secondment initiative is to support the development of TfL's BAME employees through access to a different and challenging working environment.

In 2015 two successful candidates secured placements in the Culture, Sports and Media Select Committee and the Home Affairs Select Committee. They returned to TfL in October 2016 and one candidate was offered a six-month secondment role in TfL, as Senior External Affairs Manager, managing the relationship with our statutory watchdog, London TravelWatch.

In October, 2016, two more secondment positions were advertised with the House of Commons and the successful candidates started their placements in December 2016.

The BAME Mentoring Circle programme commenced in September 2016 with 34 Mentees from across the business in both operational and non operational roles, and six Mentors from our senior management team. The Mentoring circles involve a group of people learning, coaching, challenging and supporting each other whilst being led by a more senior person who acts as lead mentor. They have proved to be an effective and resource-efficient approach to mentoring and offer access to a wide range of experiences, expertise and views.

Section 2: Recruitment

Apprenticeship Scheme

TfL currently have a total of 345 apprentices and we will see this number continue to grow as we work towards supporting the new government reforms around apprenticeships. The introduction of the Apprenticeship Levy from April 2017 and the public sector targets for apprenticeship starts as part of the Enterprise Act 2016 will help to deliver the Government's commitment of 3 million apprenticeship starts by 2020.

In light of this we are continuing to expand the range of apprenticeships we offer year-on-year and will be introducing a further six new schemes to the already established portfolio of apprenticeships across TfL. This now brings us to a total of over 30 different apprenticeship schemes that we will be supporting from 2017.

New apprenticeship schemes for 2017

1	General Management scheme (Level 6) degree apprenticeship in management
2	Systems Performance (Level 4) Rail Engineering Advanced Technician
3	Rail Signal Design (Level 3) Railway Engineering Design Technician
4	Engineering Design (Level 3) Engineering Design & Draughtsperson
5	Building Surveying (Level 3) Surveying Technician
6	Building Services (Level 4) Building Services Engineering Technician

A review of our internal training and development programmes is also underway to explore opportunities for up-skilling existing employees through apprenticeships and our management programmes.

We are also providing support to our business sponsors with the transition to the new apprenticeship standards of which all our apprenticeships will be delivered against. We have also commenced a procurement exercise to establish a framework of training providers for the apprenticeship standards to comply with the Public Contracts Regulation 2015. We are leading on this piece of work for all of the Greater London Authority (GLA) bodies.



The Commissioner of Transport, Mike Brown MVO is now the chair of the Strategic Transport Apprenticeship Taskforce (STAT). STAT is a voluntary, employer-led committee that was recommended by the DfT's Transport Infrastructure Skills Strategy to help address skills and training challenges and take forward the Government's commitment to treble the number of apprenticeships in the transport sector by 2020.

STAT's key priorities include:

- Investing in skills – including the use of procurement contracts to deliver apprenticeships right through the supply chain
- Encouraging greater workforce diversity and inclusion – 20 per cent of new entrants to technical and engineering apprenticeships to be women by 2020
- Ensuring the quality of the apprenticeships created

- Maximising local opportunities – DfT funding to incentivise local apprenticeship growth
- National approach to promoting transport in schools
- Make 2018 a year to celebrate engineering
- Establish transport centres of excellence – national colleges to become specialist centres of excellence leading the delivery of world class training



Our new apprenticeship hiring strategy is being built to ensure that we target apprenticeships to encourage women and people from BAME communities to apply for jobs in the transport sector. Since September 2016, we have targeted and engaged with 142 schools, sixth forms and colleges across 16 of London's most ethnically diverse and disadvantaged boroughs. We ran a joint event with Newham Council on the 7 February. The event was hosted by different business areas and disciplines that have apprenticeship schemes launching in 2017 such as London

Underground, Crossrail, project management, finance, HR, transport planning, technology & data. There were over 380 attendees of which 39 per cent were female and 88 per cent BAME. To date the event has generated nearly 200 applications for the scheme.

Graduate Recruitment

We opened for graduate and student placement applications on the 5 October 2016, offering a total of 53 places, which included 44 graduates across 9 schemes and 9 placement students across 4 schemes. We received just under 5,000 applications, held 12 assessment centres and filled 49 out of 53 places before Christmas. We have since completed all recruitment and have started on boarding our new graduates.

For the 2016/17 campaign we made significant changes to our application process reducing maximum time from application submission to invite to assessment centre from over 40 days down to just over 20 days. We have built and tested enhanced online enrolment for graduates and placement students as well as streamlined our marketing and attraction to save significant costs to the business whilst still maintaining quality in our offers.

In terms of the 2016/17 applications we have seen an increase in BAME and a small decrease in women applicants compared to 2015/16;

- 53% BAME up from 41%
- 24% women down from 31%
- 3% declared a disability up from 2%

Graduate Development

Career Launch was completed in quarter 3, enabling 104 graduates to move into roles across the business following the end of their graduate scheme.

We have held 176 development discussions with the new intake of graduates and Year in Industry students. Each discussion lasted an hour and a half, and covered feedback from the situational strengths test and performance in the assessment centre, as well as revisiting a first impressions exercise completed during the induction week.

A new Graduate and Apprentice sub-board has been appointed following an application process and graduate vote. The new sub-board, made up of current and ex-graduates, will be working on supporting the delivery of initiatives from the TfL Graduate and Apprentice Board, including improving placement manager engagement and Career Launch.

Smart Sourcing

The HR Services Recruitment team won an award at the Guardian's Public Service Awards 2016 for our industry leading Smart Sourcing initiative and we were featured on the Guardian website. Our Smart Sourcing project, seeks to harness the skills of ex-forces men and women to help them into careers in difficult-to-fill positions and often in skills shortage areas. Many of these service leavers often struggle to find civilian work, yet they are highly skilled in technical disciplines such as engineering and project management.

Building on our Bronze award, we have now gained a Silver Employer Recognition award from the Ministry of Defence for the support we pledged through our Armed Forces Covenant and for our work to support service leavers, their families and reservists.

In February, we held the fourth annual Ex-Military Industry Day supporting the recruitment of ex-military service personnel. Crossrail and London Rail vacancies were of particular interest and we have targeted 15 ex-military candidates who have expressed an interest in Traffic Manager and Incident

Response Manager roles. We also ran a number of CV and interview skills workshops.



In January 2017, we started participating in the 'Out for Good' programme in collaboration with the Prison Reform Trust and Bounce Back to offer additional support for offenders looking to transition into employment on their release. Out for Good is a 6 month pilot for individuals who are motivated to work. As part of the programme, we will provide a full day of employability skills and training to the candidates in Brixton prison, then follow up with guaranteed interviews for selected roles at TfL as the candidates near the end of their sentences. This aims to support offenders into work as soon as possible to minimise the likelihood of reoffending.

Steps into Work

In December 2016 we held an event at the London Transport Museum where the 2016 students were presented with certificates by the Commissioner of Transport, Mike Brown MVO, watched by family and TfL/LU Placement Managers. We were also updated on the Government's disability agenda by David Burrowes MP and we are proud that he highlighted the success of the Steps into

Work programme during Education Questions to the Secretary of State for Education, Justine Greening later that month. Four of the seven students (57 per cent) who completed the programme in 2015 are now in paid work which is a fantastic achievement. Following a successful recruitment process, twelve new students joined the programme in January and started their first placements in February.



Silicon Milk Roundabout Event for Scarce Skill Technical Vacancies

For the first time ever, TfL Recruitment hosted a stand at the Silicon Milk Roundabout event for scarce Technical and IT skills. We registered over 250 potential future candidate's details and have so far made four offers for technical roles which we have been struggling to fill with quality candidates for over two years.



Section 3: Talent Management

Leader Led Learning

Since 2012 TfL has worked in close partnership with the Cass Business School to deliver bespoke programmes for Directors and senior managers in order to develop their capabilities. Evaluation of previous participants has shown increased collaboration, improved engagement scores and change capability.

To continue the benefits and momentum of this scheme, along with ensuring a strong and diverse leadership pipeline, a Leader Led Learning approach has been developed. This will utilise the existing skills and experience of the Directors and senior managers who have already completed the current talent programme. These members of staff will take part in activities to share their knowledge and skills with a further 700 senior TfL staff and high potential candidates. It is anticipated that this scheme will commence in April 2017, following on directly from the current talent programme.

Maximising Potential

Following the successful rollout of TfL's talent framework 'Maximising Potential' to senior managers, it was agreed to rollout the scheme to the next level down. A pilot for the Band 3 population (middle management) has been carried out in London Underground Operations and at all levels within the Fleet function. Following the success of this, a succession planning pilot is now planned over the summer with the Fleet area covering circa 1,100 employees.