

**TRANSPORT FOR LONDON**

**PLANNING AND CORPORATE PANEL**

**SUBJECT: BREAKTHROUGH RECRUITMENT AND SELECTION REVIEW**

**DATE: 19 MARCH 2009**

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**1 PURPOSE AND DECISION REQUIRED**

1.1 This paper informs the members of the Planning and Corporate Panel of the scope of the Breakthrough Recruitment and Selection Review, the recommendations made and the resulting action plan being implemented.

**2 BACKGROUND**

2.1 The aim was to undertake a review of TfL's recruitment and selection policy and processes (from attraction through to appointment) to ensure that they are designed to deliver a diverse and inclusive workforce, representative of London's population.

2.2 The review focussed on London Underground and covered a number of campaigns, including operational and non operational roles and a senior manager campaign in a support function. Although the research was carried out in London Underground, the project methodology was designed to ensure that information and lessons learned would be applicable across the organisation.

2.3 Each stage of the recruitment process was examined, from advertising the role, through to appointment and processes were benchmarked against a best practice model developed by external consultants, Pearn Kandola. Interviews were held with key stakeholders and decision makers, candidates and recruiters to gain an understanding of how the process worked for them. The review culminated in a comprehensive set of recommendations based on a national best practice benchmarking model.

**3 KEY FINDINGS AND RECOMMENDATIONS OF THE REVIEW**

3.1 The review found that TfL has robust policies and processes in place for recruitment and selection. There are some key strengths in the supporting processes, such as the establishment of selection criteria, writing job descriptions and design of interviews. However, there are particular areas relating to the consistent implementation of the policy that need to be improved.

3.2 In addition, there are broader areas that need to be developed outside of the direct selection process such as training for hiring managers that also have an

impact on consistency. Unconscious bias is also likely to play a part as it tends to draw us towards people like ourselves.<sup>1</sup>

3.3 The recommendations fall under five main areas where specific actions need to be taken to ensure adherence to best practice. This section highlights the key high level recommendations which have been agreed with the Breakthrough Steering Group and which form the basis of TfL's action plan. (Attached)

(a) Policy

- (i) Policies and processes between TfL and LU need to be more explicit and aligned.
- (ii) Positive Action statements, such as encouraging applications from under-represented groups, need to be robustly substantiated if used.
- (iii) Assessment tests used within the selection process to be reviewed to ensure that they are the most appropriate means of selecting against the required competencies for the role.

(b) People

- (i) Selection decisions need to be made in a consistent and transparent way using objective criteria for roles.
- (ii) Policies and processes that have been put in place to ensure consistency need to be adhered to.
- (iii) Mandatory recruitment training for all recruiters and Hiring Managers.
- (iv) Quality and consistency of selection approach by external assessors as well as internal staff.

(c) Diversity Climate

- (i) Flexible working practices clearly outlined and applied consistently.
- (ii) Roles identified that are suitable for part time working or job share.
- (iii) Consistency of recruitment decision making and equal access to development opportunities for all candidates.

(d) Evaluation

- (i) Evaluations should be conducted consistently after each campaign.

(e) Candidates

- (i) Clearer guidance around the level a candidate needs to be at before applying for a role, providing training on what can be expected during the recruitment process.
- (ii) Feedback to candidates to be focussed on supporting the personal development of the candidate.

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<sup>1</sup> Unconscious bias suggests that people make decisions based on their reaction to stereotypes that they have learned over many years and are unaware of.

#### **4 CONCLUSION AND NEXT STEPS**

- 4.1 The recommendations of the review have been considered by the organisation and a detailed action plan has been developed to address the concerns raised and to ensure that recruitment outcomes are consistent with the aims of the selection processes and policies.
- 4.2 Some activities from the action plan are already underway and their impact will be monitored by the Project Steering Group.

#### **5 RECOMMENDATION**

- 5.1 The Planning and Corporate Panel is asked to NOTE this report.

#### **6 CONTACT**

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## Appendix 1 – Project Breakthrough High Level Action Plan

AREA	RECOMMENDATION	AGREED ACTION
Policy	<p>Align TfL and LU approach</p> <p>Substantiate positive action statements</p>	<p>Align TfL/LU policy and approach through HR Policy working group</p> <p>Statistics and policy to inform internal HR recruitment consultants (RCs)</p>
People	<p>Review assessment tests</p> <p>Consistency in selection decisions and use objective criteria</p> <p>Ensure Senior management Team act as role models</p> <p>Recruitment skills training for recruiters and hiring managers should be mandatory</p> <p>Quality and consistency of approach of external assessors</p>	<p>Review of assessment tools and appropriateness</p> <p>Review of selection and assessment documents</p> <p>Enhance RC role at selection wash ups</p> <p>SMT support of action plan</p> <p>Develop business case for mandatory training with flexible solutions for the organisation</p> <p>Develop and implement TfL standards for external assessors</p>
Diversity Climate	<p>Flexible working practices clearly outlined and applied and roles identified that are suitable for part time or job share</p> <p>Equal Access to development opportunities for candidates</p>	<p>Continue to develop TfL's flexible working options and RCs to explore possibilities with Hiring manager</p> <p>Ensure that Performance management policies are applied consistently across the organisation</p>

Evaluation	Up skill RCs in campaign evaluation	Training and enhanced processes to enable RCs to conduct own campaign evaluations
Candidates	<p>Manage candidates expectations</p> <p>Provide candidate feedback</p> <p>Offer better access to vacancies</p> <p>Offer interviewee training</p>	<p>Enhance Recruitment and Selection policy with more structured guidelines on internal mobility</p> <p>Develop candidate charter</p> <p>Enhance feedback provision from RCs and hiring managers</p> <p>Ensure employees have full access to vacancies</p> <p>Enhance current training offer</p>