

TRANSPORT FOR LONDON

PLANNING AND CORPORATE PANEL

SUBJECT: EMPLOYEE SATISFACTION SURVEY - UPDATE

DATE: 19 MARCH 2009

1 PURPOSE AND DECISION REQUIRED

1.1 The purpose of this paper is to request the Panel note the findings of the Annual TfL Employee Engagement Survey called “yoursay”.

2 BACKGROUND

2.1 The survey is administered by GfK NOP on behalf of TfL and conforms to the Market Research Society Code of Conduct which assures confidentiality of respondents.

2.2 This is the second year that the survey has been carried out, and includes all staff in Corporate, Surface Transport and London Rail areas. London Underground carries out a similar survey called SpeakUp.

2.3 The survey took place from 4 – 25 November 2008 and was administered online, with paper copies available for staff without easy computer access.

2.4 The response rate for 2008 was 56 per cent, with 3,669 returns from 6,561 eligible respondents. This was up from 47 per cent in 2007.

3 WHAT THE SURVEY MEASURES

3.1 There are 61 questions, plus 10 additional items on demographic data, which provide three index scores and 10 category scores. The indices are calculated from a combination of questions that correlate with each other and provide scores for:

- a) Employee Engagement;
- b) People Management; and
- c) Leadership.

The categories of questions are as follows:

- i) Working for TfL;
- ii) Leadership;
- iii) Line Management;

- iv) Performance & Recognition;
- v) Work-Life Balance;
- vi) Pay & Benefits;
- vii) Learning & Development;
- viii) Communications;
- ix) Equality & Inclusion; and
- x) Overall Satisfaction.

4 SURVEY FINDINGS

4.1 TfL is performing well and performing above the GfK public and private sector benchmarks in a number of areas:

- a) Equality and Inclusion;
- b) Satisfaction with TfL as an employer;
- c) Pride for the organisation; and
- d) Advocacy (all scoring higher than in 2007 and above GfK's public and private sector benchmarks).

4.2 TfL is performing less well with regards to:

- a) Senior management, in particular managing change and providing a clear sense of direction;
- b) Taking action from the survey; and
- c) Communications

4.3 Improvements since 2007 have been most noticeable with regards to the performance review process, especially the reviews being fair and useful. This reflects the major efforts made as a result of 2007 survey which highlighted this as an area in need of attention.

4.4 Overall satisfaction is up two percentage points from 72 per cent favourable to 74 per cent favourable.

4.5 The employees' view of line management continues to be favourable and has improved slightly since 2007.

4.6 As in 2007, TfL scored well in the Equality and Inclusion section, which reinforces TfL's position and reputation as an equal opportunities employer.

- 4.7 Further analysis shows that the key issues with respect to Leadership are 'Clear sense of direction' and 'Management of Change'. This is reinforced by poor scores in Communications, with the major issues regarding being informed on issues affecting the organisation. The context for the survey is that it took part just before the OCR announcements, and it may be that this impacted the result. However, a low score during a time of uncertainty should signal a need to explore the issues further and ensure that the OCR implementation does not create a disaffected workforce. Actions have already been put in place to address this.

5 RECOMMENDATION

- 5.1 The Panel is asked to NOTE the findings of the yoursay survey.

6 CONTACT

- 6.1 Contact: Michael Higgins, Director of Organisational & Skills Development.
Phone: 020 7126 4734

TfL yoursay Employee Engagement Survey 2008 TfL Total Results

This report has been prepared by GfK NOP to detail the main findings for the TfL yoursay employee engagement survey conducted in November 2008.

This is the second survey and has been successfully completed online, with a paper version available for a number of Surface Transport employees. This summary report highlights the most interesting aspects of the results.

Response Rate

The overall response rate for TfL was 56%, with 3,669 TfL employees responding to the survey out of 6,561.

Key Strengths and Areas for Improvement	
The central messages that have emerged from the survey have been summarised below:	
Strengths	Areas for Improvement
<ul style="list-style-type: none"> ○ Overall satisfaction with TfL as an employer is high at 79% (77% in 2007). Pride and Advocacy have also scored high at 75%. ○ A little more than three-quarters of employees (76%) are committed to the organisation's strategy. ○ The majority (83%) of employees understand how their work contributes to the objectives of TfL. ○ The majority (88%) of employees are committed to providing a good service to their customers and 85% believe that their Line Manager is also committed to providing a good service. ○ Nearly three-quarters of employees (72%) agree that TfL provides a good range of learning opportunities. ○ More than four-fifths of employees (83%) claim that they are not afraid to suggest new ways of doing things in their job. ○ The majority of employees feel that their Line Manager treats them fairly (81%) and values all employees (83%). Both attributes have increased since 2007. 	<ul style="list-style-type: none"> ○ A third of employees (31%) feel that Senior Managers do not communicate openly and honestly. ○ Just under a third (30%) of employees do not feel it is safe to speak up and challenge the way things are done in the organisation. ○ Just over half (51%) believe they have received the right training to develop their skills for the future, and only 46% are satisfied with the career development opportunities available to them. ○ A quarter of employees feel that TfL is not well managed, while 39% feel that change at TfL is not well managed. ○ Under a third (30%) feel that Senior Managers do not demonstrate clear leadership and a third feel that Senior Managers do not provide a clear sense of direction. ○ Around a quarter (24%) of employees feel that Senior Managers will not act on results of the survey. ○ Around three fifths feel that they receive regular (57%) and constructive (61%) feedback.

Action Planning, The Way Forward ...

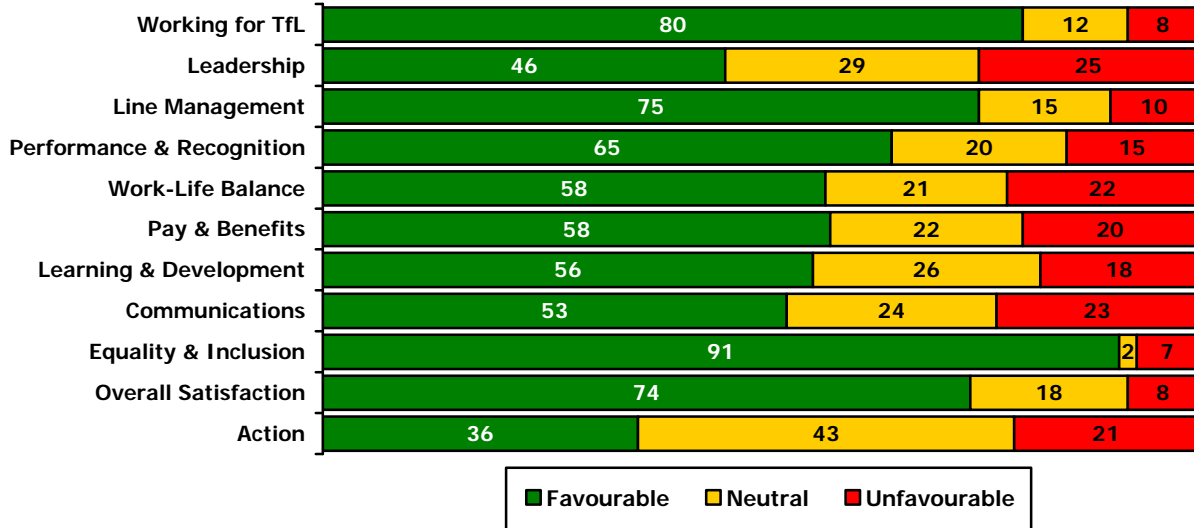
Surveys are conducted to identify the changes that should be made to make TfL a better place to work. So the real work from the survey has yet to begin: the results presented in this report should be discussed with employees to determine priorities for improvement where TfL could influence the outcome. It might be possible to make some changes immediately although others may take longer.

Results in Detail

This next section develops fully the statements made in the "Key Strengths and Areas for Improvement" section above. Where applicable, comparisons have been made to external benchmarks. This section will primarily highlight the most interesting aspects of the results at an overall level.

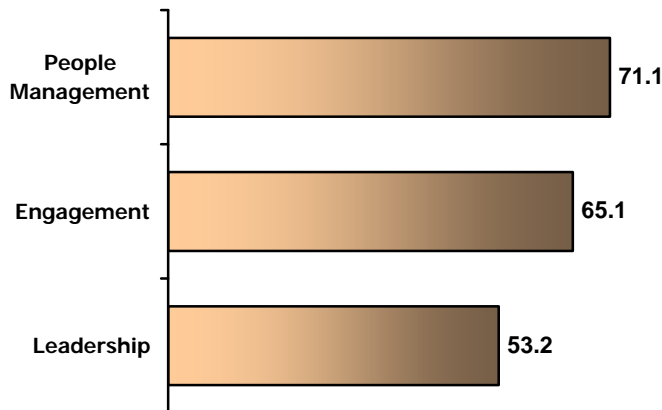
Category Averages

Category averages show the average score for each section. For further insight into these categories please review results by category and the relevant data report.



Index scores

Highlighted below are TfL's index scores for Engagement (EEI), Leadership and People Management.



TfL's EEI score of 65.1 represents a relatively good engagement score. This score has also increased since 2007 from 63.9. With some targeted improvements this score can be improved further.

The Leadership index score is the lowest of the 3 indices at 53.2. It is common for Senior Management scores to be lower than scores relating to Line Management, therefore the Leadership index is a healthy score but one that can be further improved.

Last year TfL scored 68.5 in People Management. The target for this year was to achieve a score of 70 or above, this was reached with a score of 71.1 which shows good progress is being made. Line Management is an important factor of engagement and one that should remain a key focus point.

Results by category

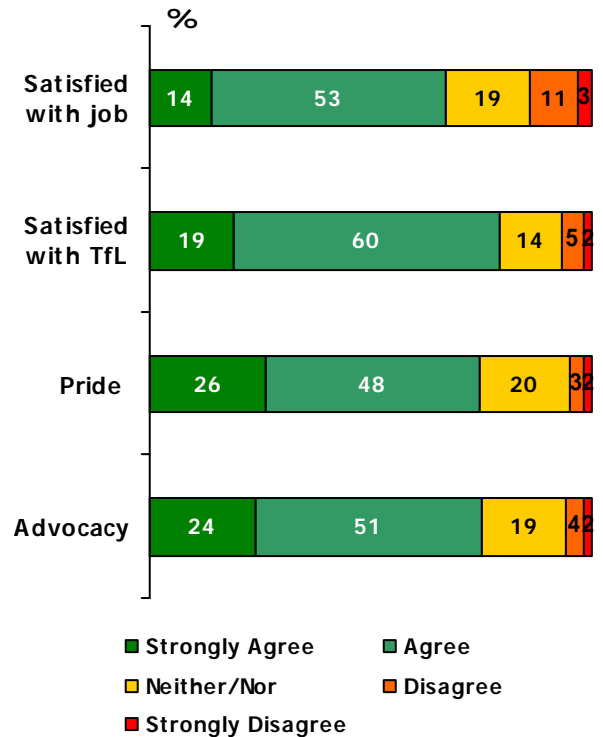
The following section develops the category scores fully and shows comparisons where notable differences occur within demographic groups.

Overall Satisfaction

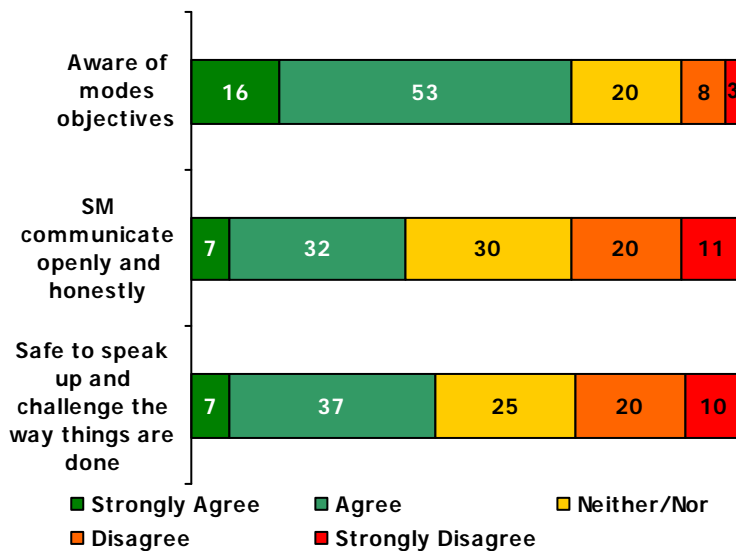
Overall, a little more than two-thirds (67%) of employees agree that they are satisfied with their job (66% in 2007). Job satisfaction continues to increase with seniority, ranging from 62% at Payband 1 up to 100% at Director level. Satisfaction is significantly high amongst employees aged between 21-25 years (74%), those with less than one year of service (75%) and Graduate Trainees at 81%.

Those satisfied with their job tend to be satisfied with TfL as an employer. Of those satisfied with TfL as an employer, 94% are also satisfied with their job. The percentage of employees satisfied with TfL as an employer (79% - up 2% from 2007) is above the public and private sector benchmarks of 61% and 69% respectively. At Mode level, satisfaction with TfL as an employer is significantly higher in London Rail (86%) and Group Services (84%).

Three-quarters of employees are proud to work for TfL and the same percentage agree that they would recommend TfL as a good place to work. Both the attributes have seen a 2% rise over 2007 (73%). Just under half (46%) of Corporate Graduates strongly agree that they are proud to work for TfL. Pride is significantly high among employees in Payband 4 and above. Advocacy is significantly high amongst employees at Director and MD level with all answering favourably, while 15% of the Planning employees disagree.



Communications



Overall, 69% (down 2% from 2007) of TfL employees are aware of their Mode's objectives and nearly all of them understand their objectives. Awareness is highest among employees at Director and MD level (100%). Awareness is also high among those with one to two years of service (74%) as well as those with over 30 years service (77%). Within the various Modes, awareness is significantly high in London Rail (83%), while 24% of Planning employees are not aware.

Similar to 2007, the attribute 'Senior managers communicate openly and honestly' has continued to receive relatively poor ratings with just 39% agreeing with it. The highest levels of disagreement are among the Operational Grades (46%), those with 5 to 10 years of service (36%) and those aged 51-55 years (33%). Among the Modes, while 46% of Finance and Group Services agree, 40% of Planning disagree.

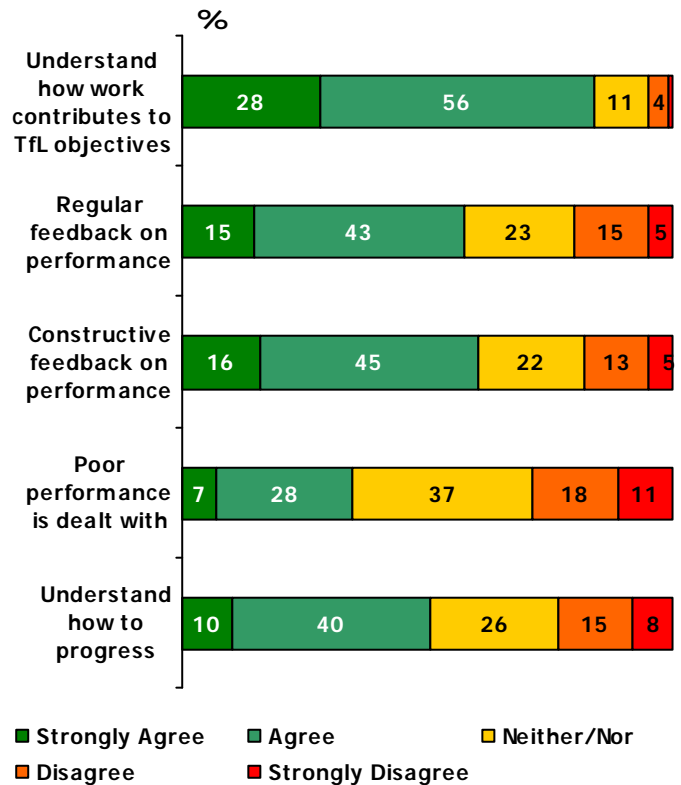
Less than half (45%) of employees feel that it is safe to speak up and challenge the way things are done in the organisation. Disagreement with this statement is highest among the lower payband levels, with 38% at Operational Grades and 33% at Payband 2. Agreement with the statement varies across the Modes, and is high amongst employees in the Smarter Travel Unit (75%), Corporate Graduates (67%) and London Rail (65%). Disagreement though is high in Planning (38%), Group Marketing and Communications (32%) and Surface Transport (32%).

Performance and Recognition

The majority (83% - up 1% from 2007) of employees claim that they understand how their work contributes to the objectives of TfL with more than a quarter strongly agreeing. At 88%, Group Services has a significantly high level of agreement. Compared to last year, there is a 4% rise among those who claim that they are clear about what they are expected to achieve in their job (81%).

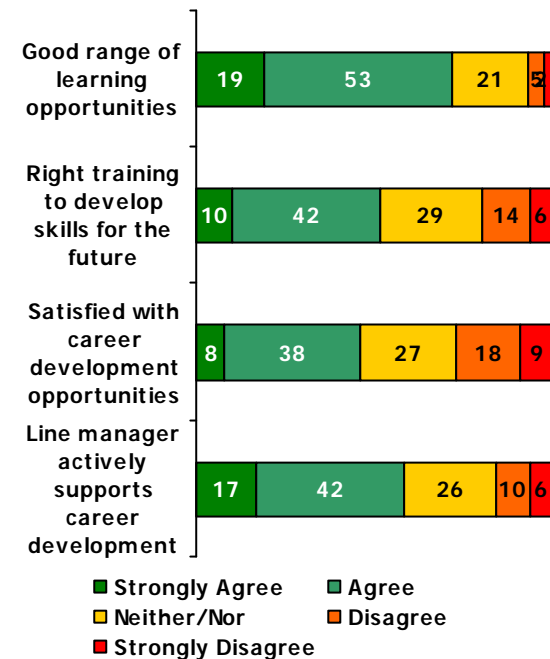
Over the past year there has been an improvement in the number of employees who have received regular (57% - up 5% from 2007) and constructive (61% - up 6% from 2007) feedback on their performance. Similarly, there has also been a rise in the percentage of employees finding the performance review fair (71%) and useful (61%). Smarter Travel Unit and Group Services feel most positive about receiving regular and constructive feedback.

Though still low, compared to last year there has been a 5% rise among those who feel that poor performance is dealt with effectively (34%). Levels of disagreement with this statement are high in Surface Transport (32%) and Planning (31%).



A little more than half (51% - up 3% from 2007) claim that they understand what they have to do to progress in TfL, while less than a quarter (23%) do not understand. Groups in which understanding is low are Operational Grades (30%) and Planning (35%).

Learning and Development



Nearly three-quarters (72% - up 2% from 2007) of employees agree that TfL provides a good range of learning opportunities. Groups where agreement is highest are those aged 21-25 years (82%), Director and MD (94%) and Group Services (82%). Similar to last year, agreement remains low among those in Operational Grades (47%).

Although 69% agree that they have received the right sort of training to do their job properly, just 51% (up 3% from 2007) agree that they have received the right sort of training to develop their skills for the future. Agreement with this statement increases with seniority, with 34% at Operational Grades and 91% at Director and MD level. Levels of agreement are significantly high in London Rail (60%) and Group Services (59%).

Similar to last year (44% in 2007), satisfaction towards career development opportunities remains relatively low at 46%. Disagreement with this statement is high among Operational Grades (36%), those aged 36-40 years (33%), Planning (39%) and Surface Transport (29%).

Over half (58% - up 3% from 2007) of employees agree that their Line Manager actively supports career development. Levels of agreement are significantly high among Payband 2 employees and above. Agreement within the Modes is significantly high in London Rail (67%), while Surface Transport has a significantly lower level of agreement (56%).

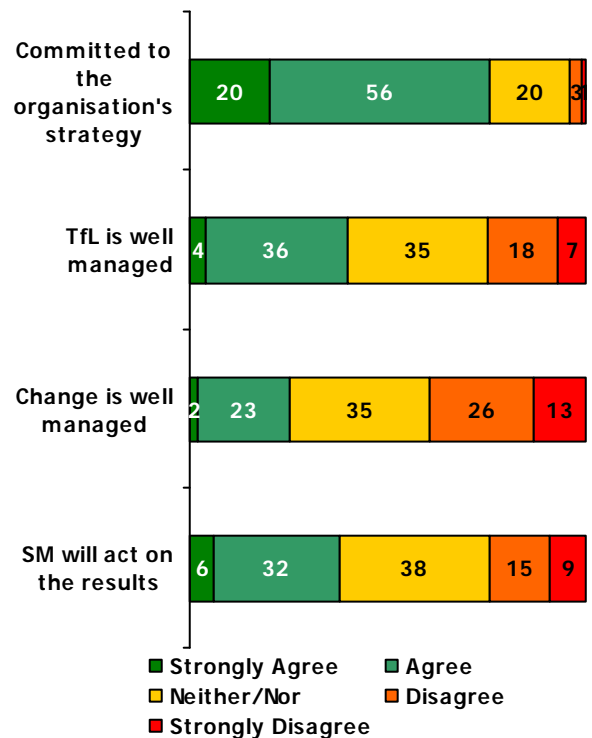
Leadership

A little more than three-quarters (76% - down 2% from 2007) of employees agree that they are committed to the organisation's strategy. In particular, employees aged 51-55 years (81%) and 66 years and above (88%) agree more so with the statement. Also, agreement is significantly high in London Rail at 85%.

Similar to 2007, a quarter of employees continue to feel that TfL is not well managed. Disagreement with the statement is highest in Planning at 43%. Nearly two-fifths of employees (39%) do not feel that change at TfL is well managed.

Just under two fifths (38%) of employees feel that Senior Managers will act on the results of the survey, while almost a quarter (24%) of employees disagree. Scores in London Rail (52%) and Smarter Travel Unit (67%) are generally more positive, but disagreement is high in Planning and Surface Transport at 29%.

Nearly a third (30%) of employees do not agree that Senior Managers demonstrate clear leadership. Disagreement with this statement is highest in Planning at 50%. Similarly, a third of employees do not feel that Senior Managers provide a clear sense of direction.



Line Management



The majority (85% - up 2% from 2007) of employees agree that their Line Manager is committed to providing good customer service. While levels of agreement within the Modes are significantly high in Finance (90%) and Group Services (89%), 17% of Corporate Graduates disagree.

The majority (81% - up 3% from 2007) agree that their Line Manager treats them fairly, and more than four-fifths (83% - up 3% from 2007) agree that Line Managers value all employees regardless of their cultural backgrounds, personal styles or ideas. This continues to be one of the strongest attributes of Line Management with favourable scores across the board.

In comparison to other attributes of Line Management, 'My Line Manager has good management skills' continues to receive comparatively low scores with only 63% agreeing. While agreement is high in London Rail (72%), 20% of those in Planning disagree. Disagreement is also high amongst the Operational Grades at 23%.

Approximately three-quarters of employees (72% - up 6% from 2007) agree that their Line Manager makes clear what is expected from them. Agreement with this statement is significantly high among Directors/Managing Directors (94%), those aged 21-25 years (79%) and Group Marketing and Communications (78%). Additionally, more than two-thirds of employees (68% - up 3% from 2007) agree that their Line Manager motivates them to do a good job.