

Date: 28 February 2018

Item: Learning and Development Update

This paper will be considered in public

1 Summary

1.1 This paper provides an overview of the range and scope of learning and development opportunities available to TfL employees.

2 Recommendation

2.1 **The Panel is asked to note the paper.**

3 Background

3.1 TfL aims to provide appropriate development options to all employees at all stages of their career. Learning opportunities are and will continue to be available to all employees; however the way we deliver these opportunities is changing.

3.2 Where previously there was preference towards classroom based learning and externally provided courses, TfL is now moving towards a more self driven model of independent learning, with more focus on online learning or web based content.

3.3 A reason for this shift in approach is the thinking that learning and development is something for the individual to own and drive forward with the support of the organisation, not something placed upon the employee by an organisation. Development is embedded quicker and more effectively if the emphasis comes from the individual.

3.4 Wherever possible TfL will aim to provide internal solutions to the development requirements of our employees. The identification of development interventions is continuously monitored and falls within two broad categories:

- (a) At an organisational level TfL may provide specific development opportunities for all employees. A good example of this is unconscious bias training which has been rolled out to all employees.
- (b) TfL also delivers targeted training for specific roles or for groups of employees to drive improvements in core capabilities. This type of learning and development ranges from Train Operator training for operational employees in London Underground, to Leader Led Learning for senior managers.

- 3.5 Given our focus on health and safety, there is an extensive suite of training courses available to all of our employees. Some courses are geared towards the specific technical requirements of a role, mainly in the operational environment. Other training is extended to all employees covering the health and safety of the employees themselves.

4 Learning and Development opportunities available

Leadership Development

- 4.1 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.
- 4.2 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.

4.3 Individual led learning

- 4.4 There are a broad range of development opportunities available for all individual employees to pursue that are readily accessible. Development requirements or capability gaps can be identified either individually or as part of development conversations with managers. These individual led learning opportunities include, but are not restricted to:
- (a) Online learning – an extensive range of courses covering management, technical, operational and personal development which can be taken at any time by any employee in the workplace and at home for aspirational learning. This includes a leadership portal of learning resources for senior managers;
 - (b) Classroom based learning – some development is better suited to a classroom as it may include some skills practice, role play or interactive discussion to aid understanding;
 - (c) Mentoring via formal schemes and informal approaches;
 - (d) Seeking advice and guidance on the best development option to achieve results and which may be found outside of the line management relationship;
 - (e) Coaching via experienced colleagues informally and formally;
 - (f) Research and reading – resources are available online and via libraries and this will be undertaken on a self directed basis. The uptake of this relies mainly on the enthusiasm of the learner;

- (g) Observing and shadowing – taking opportunities to develop by learning from others;
- (h) Learning by doing – volunteering for projects out of normal business as usual activities;
- (i) Finally, it is recommended that individuals reflect on their learning to help embed the development. They can then share more widely with their teams and look at how they will transfer this learning to improve their performance in their current and future roles.

Learning Zone

- 4.5 There is an extensive library service with access to research enabling those employees without easy access to a PC the opportunity to access online learning through ezone and other online resources. This is particularly useful to operational employees that are not office based.
- 4.6 The Learning Zone provides Skills for Life courses to improve employees' confidence and skills in English, Maths and IT. It also provides specialist support such as sign language courses, dyslexia awareness and assessments.
- 4.7 The learning zone also provides learning and development advice; where constructive development conversations might not exist with line managers, the learning zone can provide the guidance and support for individuals to pursue further development.

5 Supporting Transformation

- 5.1 As a result of the efficiencies being achieved through Transformation, there will be fewer layers and greater spans of control for line managers, we are therefore looking at how we increase the capabilities of our managers to adapt to these changes.
- 5.2 There is currently a programme of work helping develop and support line managers who have accountability for safety, people, finance and commercial management to understand their responsibilities and the development available to them.
- 5.3 This will be a single online portal, where managers can more easily access available information on what they have to do, how they should be doing it and where to get development and support if they need it.
- 5.4 We will also be working on identifying what the basics of effective line management are, using positive role models to demonstrate best practice and the benefits of doing so.
- 5.5 This will provide the support and material for our managers to get the basics done efficiently and accurately, helping to not only realise the benefits of transformation, but also to give managers the time and space required to develop their direct reports and their teams.

List of appendices to this report:

Appendix 1 – Development options available

List of Background Papers:

None

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Appendix 1 – Types of development available to TfL employees

Development	Audience	Description
Management & Professional Classroom	All employees	A variety of classroom based training courses are available. These range from courses on key policies such as attendance, to developing a managers leadership style.
Management & Professional Online	All employees	A variety of online learning is available to employees through the e-zone portal.
LU Skills Development	LU Operational Employees	LU Skills Development run training for both new and existing operational employees in LU. These range from health and safety training to operational courses e.g. train operations, track and signals.
TfL Graduate Programme	Graduates	Graduate schemes have been available to both external applicants and existing employees. Course related development is provided on the schemes, from Project Management courses to Masters courses.
TfL Apprentice Programme	Apprentices	Apprenticeships are available in a number of disciplines for both external and internal candidates. We are also currently scoping the possibility of offering apprenticeships for existing employees.
Tech & Data and SAP Education	IT Users of Apps, SAP and other systems	<p>The T&D training team deliver systems and applications training to new or existing users.</p> <p>SAP Education offer support and training to employees who are new to, or would like further help with, elements of SAP.</p>
Learning Zone	All employees	This enables employees to access extensive research/reference materials both online and in the Learning Zone at 55 Broadway. The Learning Zone can also provide Skills for Life courses (e.g. in maths) and further assistance such as dyslexia support.

Customer Contact Training	Customer Contact Teams	The Customer Experience training team provide technical and customer service training to employees working in customer contact centres (e.g. LU Control Centre, Oyster Help desk, Lost Property)
Leader Led Learning	Senior Managers	Leader Led Learning provides leadership development to employees who are band 3 and above in LU.
Management Capability Development	All managers with people, finance, commercial, HSE responsibilities	We are developing tools for managers across the business to enable them to manage their people, finances, health & safety and contracts.
External training courses and conferences	Safety critical and licence requirements only	External training requests are currently assessed on a case by case basis.