

**TfL**

Number of responses	Response rate	Variance from 2016
16,248	57%	-6

We're here to keep London moving, working and growing and make life in our city better. We do that by making Every Journey Matter - and our people are key to doing that successfully. Whatever their role, everyone has a part to play and we need to make TfL the kind of organisation where people feel engaged and valued, want to contribute to our success and can openly express their opinions.

## Key Driver questions

### Top 5 key driver questions to focus on:

These are the most powerful drivers of Total Engagement and focussing on these things will help to improve engagement.

Q3.	I feel involved in decisions that affect my work	40%
Q26.	I feel able to make the decisions I need to deliver a great service to the customer	60%
Q29.	I am encouraged to collaborate with others outside my team	63%
Q23.	Change is well managed where I work	24%
Q31.	I am proud to be part of this organisation	77%

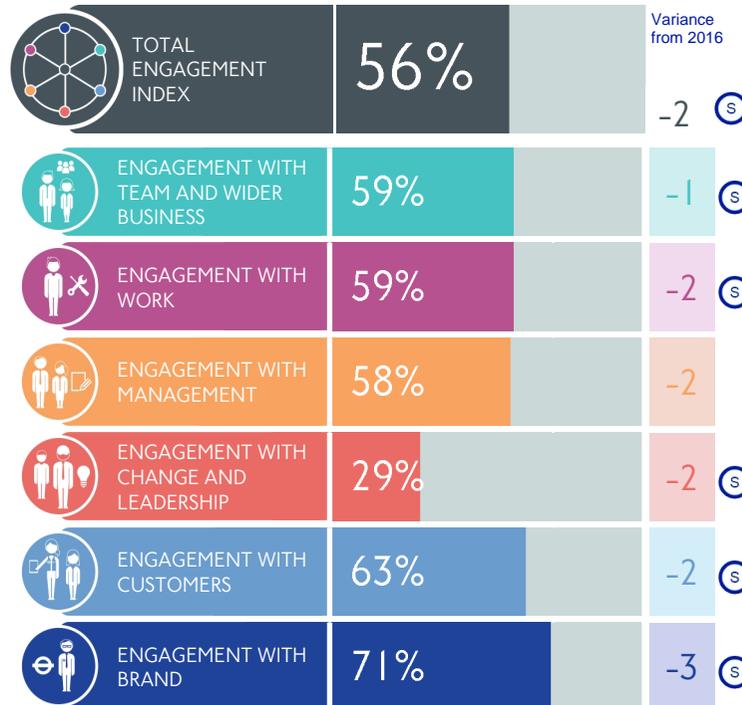
**N** New Key Driver 2017

## Total Engagement

Total Engagement is the model we use to measure people's engagement with working life at TfL.

This is made up of six areas, and each one has its own score based on people's answers to questions in that category.

The overall engagement index score is an average of the six theme indices.



## Wellbeing and Inclusion



### NOTE:

To help you understand how your Viewpoint 2017 results compare to the Viewpoint 2016 survey results, we've highlighted any significant differences with a **S**.

Significant differences indicate that there's been a change in the way people feel.



# Total Engagement themes - detailed analysis



The key driver questions within each theme are highlighted with a **(K)** and questions that have seen significant differences with a **(S)**.

The key below shows how to read the responses, and the column on the right of each chart shows how you compare to TfL overall on each question.

**KEY**

**RESPONSE SCALE**

% positive	% neutral	% negative

**(K)** KEY DRIVER QUESTIONS

**(S)** QUESTIONS THAT HAVE SEEN SIGNIFICANT DIFFERENCE

Please note that not all of the questions asked in Viewpoint 2017 are measured as part of Total Engagement. There were a few extra questions that we were interested in getting opinions about but which have a minimal impact in the themes. You can see these additional questions in the 'Appendix - detailed analysis of all questions' section.

### ENGAGEMENT WITH TEAM AND WIDER BUSINESS index

**59%**

The ENGAGEMENT WITH TEAM AND WIDER BUSINESS index is the average % positive score from the questions below:

	Q28. The people in my team can be relied upon when I need support
(K)	Q29. I am encouraged to collaborate with others outside my team
	Q30. I believe there is good collaboration between different parts of TfL

### ENGAGEMENT WITH WORK index

**59%**

The ENGAGEMENT WITH WORK index is the average % positive score from the questions below:

	Q1. I enjoy my job
	Q2. I understand how my work contributes to the success of TfL
(K)	Q3. I feel involved in decisions that affect my work
	Q4. I have the tools I need to do my job effectively
	Q6. I am satisfied I am recognised for doing a good job



# Total Engagement themes - detailed analysis



The key driver questions within each theme are highlighted with a **(K)** and questions that have seen significant differences with a **(S)**.

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**RESPONSE SCALE**

**(K)** KEY DRIVER QUESTIONS

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The ENGAGEMENT WITH MANAGEMENT index is the average % positive score from the questions below:



The ENGAGEMENT WITH CHANGE AND LEADERSHIP index is the average % positive score from the questions below:



# Total Engagement themes - detailed analysis



The key driver questions within each theme are highlighted with a **(K)** and questions that have seen significant differences with a **(S)**.

The key below shows how to read the responses, and the column on the right of each chart shows how you compare to TfL overall on each question.

**KEY**

**RESPONSE SCALE**

% positive   % neutral   % negative

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Please note that not all of the questions asked in Viewpoint 2017 are measured as part of Total Engagement. There were a few extra questions that we were interested in getting opinions about but which have a minimal impact in the themes. You can see these additional questions in the 'Appendix - detailed analysis of all questions' section.

### ENGAGEMENT WITH CUSTOMERS index

**63%**

The ENGAGEMENT WITH CUSTOMERS index is the average % positive score from the questions below:

Question	% positive	% neutral	% negative	Significance
Q24. I believe TfL puts the customer at the heart of everything it does	62%	22%	16%	
Q25. I believe that TfL delivers an excellent service to our customers	68%	21%	11%	
Q26. I feel able to make the decisions I need to deliver a great service to the customer	60%	26%	14%	(K)
Q27. Where I work we regularly look for ways to serve our customers better	62%	26%	12%	

### ENGAGEMENT WITH BRAND index

**71%**

The ENGAGEMENT WITH BRAND index is the average % positive score from the questions below:

Question	% positive	% neutral	% negative	Significance
Q31. I am proud to be part of this organisation	77%	17%	6%	(K)
Q32. I would recommend this organisation as a great place to work	68%	21%	11%	
Q33. I would recommend TfL's services to customers	80%	16%	4%	
Q34. I feel a strong sense of commitment to this organisation	69%	21%	10%	
Q35. Working for this organisation inspires me to do the best I can in my job	62%	24%	14%	



# Your wellbeing at work index

Last year, we introduced the wellbeing index, which helps us understand the people in your area's mental and emotional wellbeing at work.

Employee wellbeing is intrinsically linked to how engaged we are at work. If we feel well physically, mentally and emotionally, then we can concentrate on doing a good job.

The wellbeing at work index means we can check if any areas of the business are at risk from work related stress - and give them the right support.

The index is calculated from the existing survey questions, and is made up of six key factors: **Control, Support, Role, Demands, Relationships and Change.**

These areas, if not managed well, are linked to stress and can lead to poor health and wellbeing, lower productivity and increased sickness absence.

## Your role

Every manager of a team is responsible for its wellbeing. The scores to the right give a good indication of how your people are doing.

## Support available

Your HR Business Partner is here to help. They can provide advice, signpost you to self-service toolkits, and put you in touch with Occupational Health for more specialist guidance if needed.

### NOTE:

Results are not shown for teams where fewer than 10 people in their team completed a survey.

	My team	Variance from 2016
 <b>Wellbeing at work Index</b>	51%	-2% 
<b>Control</b>	52%	-1% 
<b>Support</b>	62%	-2% 
<b>Role</b>	57%	-2% 
<b>Demands</b>	56%	-2% 
<b>Relationships</b>	45%	-2% 
<b>Change</b>	32%	-2% 

## Guide to Wellbeing at Work scores

60% or above	A score of 60% or above indicates that your team is at relatively low risk of experiencing problems with wellbeing at work
31-59%	A score of 31-59% suggests that there may be opportunities to improve wellbeing at work in some areas
30% or below	A score of 30% or below indicates that there are significant opportunities to improve wellbeing at work

<b>Control</b>	How much say you have in the way you do your work	<b>Demands</b>	Your workload, work patterns and work environment
<b>Support</b>	The encouragement and resources your line manager, colleagues and the organisation give	<b>Relationships</b>	How you interact with your colleagues and deal with conflict
<b>Role</b>	Your understanding of what's expected of you in your role	<b>Change</b>	How change (large or small) is managed and communicated



# Your Inclusion Index

Creating a high performance organisation means creating an inclusive culture. This is why we have developed an Inclusion index in this years Viewpoint survey. The indicator will help us understand how people feel working at TfL.

We want to make sure everybody feels they are treated equally; no matter their age, gender, sexual orientation, religion, ethnicity or carer status. We aim to have an inclusive culture, where everybody can realise their potential and ensure everyone is treated fairly.

The inclusion index will help us better understand if anyone has a poorer experience in the workplace, to make sure we provide the right support.

The index is calculated from 6 existing survey questions; Q. 3, 19, 22, 38, 39 and 40.

## Your role;

As a manager of a team you have a unique and vital role to creating an inclusive culture, where everybody can realise their potential and ensure everyone is treated fairly. The scores to the right give an indication of how your people are feeling.

## Support available:-

Your HR Business Partner is here to help. They can provide advice and signpost you to self-service toolkits.

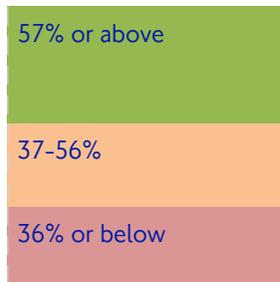
**NOTE:** Results are not shown for teams where fewer than 10 people in their team completed a survey.



## Inclusion Index

	My team	Variance from 2016
	43%	-3 ⓘ
3. I feel involved in decisions that affect my work	40%	-2 ⓘ
19. Senior managers are open and honest in their communications with me	31%	-2 ⓘ
22. I think it is safe to challenge the way things are done where I work	39%	-3 ⓘ
38. I believe that my workplace is free from bullying and harassment, and/or discrimination	55%	-3 ⓘ
39. I am confident that if I raised an issue of bullying and harassment, and/or discrimination, it would be dealt with in an appropriate manner	59%	-3 ⓘ
40. I believe actions will be taken on the results of this survey	33%	-6 ⓘ

## Guide to Inclusion scores



A score of 57% or above indicates that your team is at relatively low risk of experiencing unbalanced treatment due to their age, gender, sexual orientation, religion, ethnicity or carer status. Your team is likely to have an inclusive culture, where everybody can realise their potential and ensure everyone is treated fairly.

A score of 37-56% suggests that there may be opportunities to improve inclusivity at work in some areas.

A score of 36% or below indicates that there are significant opportunities to improve inclusivity at work in some areas.



# Action planning



**Step 1.**  
Take time to digest your results with your Champion!

**Step 2.**  
Review your 2016 action plan

This year's results will provide an indicator of how effective last year's action plans have been.

**Step 3.**

**Celebrate your achievements**

Have results improved in your key focus areas? Don't forget to celebrate your achievements and continue to build on this success.

**Acknowledge your challenges**

If your action plan doesn't seem to be working, talk to your teams to find out why. You may need to take a fresh approach this year.

**Step 4.**

**Step 5.**  
Identify new emerging themes

Are there any other results that have surprised you? Think about any new key drivers that you may want to focus on.

**Log your actions**

**Step 7.**

Once you've agreed on your plan your Viewpoint Champion will need to submit it via the Viewpoint Champion SharePoint site and make progress updates throughout the year.

**Champions - need more support?**

- Ask questions and talk to other Champions and the Viewpoint team in the Viewpoint Champions Yammer group
- Take a look at your Champion handbook for tips on action planning
- Log into the **Viewpoint Champion SharePoint site** for useful tools and templates

Still not found what you're after?  
Email the Viewpoint team at:  
[tflemployee@tfl.gov.uk](mailto:tflemployee@tfl.gov.uk)

**Step 6.**  
Create your action plans

Work with your Champion and your team to decide which key drivers you're going to focus on in your action plan.

One action on your plan must focus on change and leadership.

Note for Champions: Don't forget to use 'SMART' objectives in your action plans. Refer to your Champion handbook for more information.



# Appendix - detailed analysis of all questions

## KEY

**K** KEY DRIVER QUESTIONS

**S** QUESTIONS THAT HAVE SEEN SIGNIFICANT DIFFERENCE

A QUESTION INCLUDED IN THE ENGAGEMENT WITH WORK INDEX

A QUESTION INCLUDED IN THE ENGAGEMENT WITH TEAM AND WIDER BUSINESS INDEX

A QUESTION INCLUDED IN THE ENGAGEMENT WITH MANAGEMENT INDEX

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A QUESTION INCLUDED IN THE ENGAGEMENT WITH BRAND INDEX

### RESPONSE SCALE

% positive % neutral % negative

AT LEAST 5% POINTS HIGHER THAN THE COMPARATOR

AT LEAST 5% POINTS LOWER THAN THE COMPARATOR

### \*UK Norm

This is the median % positive score for organisations in both the public and private sector surveyed over the last two years.

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**K** is used to highlight key driver questions. The red and green arrows highlight where your score is 5% points or more higher or lower than the selected benchmark. See the key for more detail.

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Think about any emerging patterns and what people are most positive, negative and neutral about.

I.	Working at TfL	THEME	RESPONSE SCALE (%)			% POSITIVE	VARIANCE FROM 2016	VARIANCE FROM UK NORM*
<b>S</b>	1. I enjoy my job		72	17	10	72%	-2	-4
<b>S</b>	2. I understand how my work contributes to the success of TfL		84	10	6	84%	-2	-1
<b>K</b> <b>S</b>	3. I feel involved in decisions that affect my work		40	26	34	40%	-2	-3
<b>S</b>	4. I have the tools I need to do my job effectively		54	22	24	54%	-2	-1
<b>S</b>	5. I am satisfied with the accommodation and facilities at my workplace		58	17	24	58%	-2	-1
<b>S</b>	6. I am satisfied I am recognised for doing a good job		47	25	29	47%	-3	-7
<b>S</b>	7. Considering the work I do, I feel my pay is fair		52	21	26	52%	-3	+5
	8. I am satisfied with my employee benefits (e.g. travel concessions and pension)		85	10	6	85%	0	+36



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2. Line managers		THEME	RESPONSE SCALE (%)			% POSITIVE	VARIANCE FROM 2016	VARIANCE FROM UK NORM*
<b>S</b>	9. My manager provides me with help and support when I need it		71	16	13	71%	-2	-8 ↓
<b>S</b>	10. My manager cares whether my work life balance suits me		60	22	18	60%	-1	-
<b>S</b>	11. My manager thanks me when I have done my job well		65	19	16	65%	-1	-11 ↓
<b>S</b>	12. My manager provides me with feedback on my performance to help me do my job effectively		59	23	18	59%	-1	-3
<b>S</b>	13. My manager understands and supports my development and career aspirations		54	26	20	54%	-1	-
<b>S</b>	14. My manager deals effectively with poor performers		37	34	28	37%	-3	-4
<b>S</b>	15. My manager gives me enough information about the reasons for change that affect me		53	27	20	53%	-1	-
<b>S</b>	16. My manager encourages me to come up with new or better ways of doing things		56	26	19	56%	-2	-9 ↓
<b>S</b>	17. Overall I feel my manager does a good job		66	21	13	66%	-1	-14 ↓



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3. Leadership and managing change		THEME	RESPONSE SCALE (%)			% POSITIVE	VARIANCE FROM 2016	VARIANCE FROM UK NORM*
<b>S</b>	18. I have confidence that there is a clear vision for the future of this organisation		33	29	38	33%	-1	-17
<b>S</b>	19. Senior managers are open and honest in their communications with me		31	31	38	31%	-2	-19
<b>S</b>	20. I trust my senior managers where I work		36	31	33	36%	-2	-
<b>S</b>	21. This organisation is good at learning from its mistakes		18	28	54	18%	-1	-30
<b>S</b>	22. I think it is safe to challenge the way things are done where I work		39	29	32	39%	-3	-12
<b>K</b>	<b>S</b> 23. Change is well managed where I work		24	32	45	24%	-2	-11



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Think about any emerging patterns and what people are most positive, negative and neutral about.

4. Our customers	THEME	RESPONSE SCALE (%)			% POSITIVE	VARIANCE FROM 2016	VARIANCE FROM UK NORM*
<b>S</b> 24. I believe TfL puts the customer at the heart of everything it does		62	22	16	62%	-2	-12
<b>S</b> 25. I believe that TfL delivers an excellent service to our customers		68	21	11	68%	-2	-
<b>K</b> <b>S</b> 26. I feel able to make the decisions I need to deliver a great service to the customer		60	26	14	60%	-1	-9
<b>S</b> 27. Where I work we regularly look for ways to serve our customers better		62	26	12	62%	-2	-18



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5.	Working with your team and staff from other teams	THEME	RESPONSE SCALE (%)	% POSITIVE	VARIANCE FROM 2016	VARIANCE FROM UK NORM*
<b>S</b>	28. The people in my team can be relied upon when I need support		77 15 8	77%	-1	-6
<b>K</b> <b>S</b>	29. I am encouraged to collaborate with others outside my team		63 23 14	63%	-2	-
	30. I believe there is good collaboration between different parts of TfL		35 32 33	35%	0	-23

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6.	TfL	THEME	RESPONSE SCALE (%)	% POSITIVE	VARIANCE FROM 2016	VARIANCE FROM UK NORM*
<b>K</b> <b>S</b>	31.	I am proud to be part of this organisation	77 17 6	77%	-3	+5
<b>S</b>	32.	I would recommend this organisation as a great place to work	68 21 11	68%	-3	+5
<b>S</b>	33.	I would recommend TfL's services to customers	80 16	80%	-2	+5
<b>S</b>	34.	I feel a strong sense of commitment to this organisation	69 21 10	69%	-3	-9
<b>S</b>	35.	Working for this organisation inspires me to do the best I can in my job	62 24 14	62%	-3	-4



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Think about any emerging patterns and what people are most positive, negative and neutral about.

7.	Wellbeing	THEME	RESPONSE SCALE (%)			% POSITIVE	VARIANCE FROM 2016	VARIANCE FROM UK NORM*
	36.	I am satisfied with the support available if I experience stress or pressure in the workplace	56	25	19	56%	0	+1
<b>S</b>	37.	I feel there is adequate support in place to help me manage my health, safety and wellbeing	61	23	17	61%	-1	+6
<b>S</b>	38.	I believe that my workplace is free from bullying and harassment, and/or discrimination	55	22	23	55%	-3	-
<b>S</b>	39.	I am confident that if I raised an issue of bullying and harassment, and/or discrimination, it would be dealt with in an appropriate manner	59	23	18	59%	-3	+2



# Appendix - detailed analysis of all questions

## KEY

**K** KEY DRIVER QUESTIONS

**S** QUESTIONS THAT HAVE SEEN SIGNIFICANT DIFFERENCE



A QUESTION INCLUDED IN THE ENGAGEMENT WITH WORK INDEX



A QUESTION INCLUDED IN THE ENGAGEMENT WITH TEAM AND WIDER BUSINESS INDEX



A QUESTION INCLUDED IN THE ENGAGEMENT WITH MANAGEMENT INDEX



A QUESTION INCLUDED IN THE ENGAGEMENT WITH CUSTOMERS INDEX



A QUESTION INCLUDED IN THE ENGAGEMENT WITH CHANGE AND LEADERSHIP INDEX



A QUESTION INCLUDED IN THE ENGAGEMENT WITH BRAND INDEX

### RESPONSE SCALE

% positive % neutral % negative

**↑** AT LEAST 5% POINTS HIGHER THAN THE COMPARATOR

**↓** AT LEAST 5% POINTS LOWER THAN THE COMPARATOR

### \*UK Norm

This is the median % positive score for organisations in both the public and private sector surveyed over the last two years.

This section shows you all the questions included in the survey in the order they were asked in the questionnaire. The score for each survey question is broken down into positive, neutral and negative responses and you are given an overall % positive score for that question. You are also provided with relevant benchmarks. We've included the appropriate icon to show if the question is part of a Total Engagement theme.

8.	Acting on the survey results	THEME	RESPONSE SCALE (%)			% POSITIVE	VARIANCE FROM 2016	VARIANCE FROM UK NORM*
<b>S</b>	40.	I believe actions will be taken on the results of this survey	33	31	36	33%	-6 ↓	-15 ↓

**K** is used to highlight key driver questions. The red and green arrows highlight where your score is 5% points or more higher or lower than the selected benchmark. See the key for more detail.

**S** is used to highlight questions that have seen significant difference.

Think about any emerging patterns and what people are most positive, negative and neutral about.

