

# TFL Viewpoint report

Number  
of responses  
18,186

Response  
rate  
66%

Variance from  
2017's rate  
+9

This report gives you the full results of Viewpoint 2018 for your team, showing how your people feel about TfL.

You can use this report to understand how your people feel about working at TfL. It will help you explore which areas your people say are important to them and need improving.



## Page 2 Your Engagement dashboard

Your dashboard gives an 'at a glance' review of your survey results, including your Total Engagement score and the five areas that are most important for driving engagement in your area.

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## Page 3 How do your teams compare

Find out how perceptions vary across the teams within your business area and compared to TfL overall. Identify the hotspots and look for opportunities to share best practice.

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## Page 5 Total Engagement themes – detailed analysis

See how your team feel across the six engagement themes and the questions that make up each theme. Explore how things have changed since last year and how your team compares to TfL overall and external organisations.

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## Page 11 Your Wellbeing at work Index

This helps you understand your team's mental and emotional wellbeing at work. Find out how your team are doing in each of the key factors that make up the index.

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## Page 12 Wellbeing across teams

Find out how wellbeing at work varies across your business area and identify which teams may need more support. Identify the hotspots and look for opportunities to share best practice.

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## Page 19 Engagement, Wellbeing and Inclusion by demographics

See how Total Engagement, Wellbeing and Inclusion vary across demographics in your area.

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## Page 17 Questions not included in engagement themes

Some questions are included in the Viewpoint survey which are not included in the Total Engagement score. Use this section to further understand how your team feel about a variety of aspects of working at TfL.

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## Page 15 Inclusion across teams

Find out how perceptions of diversity and inclusion vary across your business area and identify which teams may need more support. Identify the hotspots and look for opportunities to share best practice.

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## Page 14 Your Inclusion Index

This helps you understand how your team feel about diversity & inclusion at work. Find out how your team are doing in each of the key factors that make up the index.

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# Your Engagement Dashboard

## Key areas of focus

### Top five areas to focus on (key driver questions):

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

Ⓝ Q6.	I am satisfied I am recognised for doing a good job	47%
Q26.	I feel able to make the decisions I need to deliver a great service to the customer	59%
Q29.	I am encouraged to collaborate with others outside my team	62%
Ⓝ Q19.	Senior managers are open and honest in their communications with me	32%
Q31.	I am proud to be part of this organisation	77%

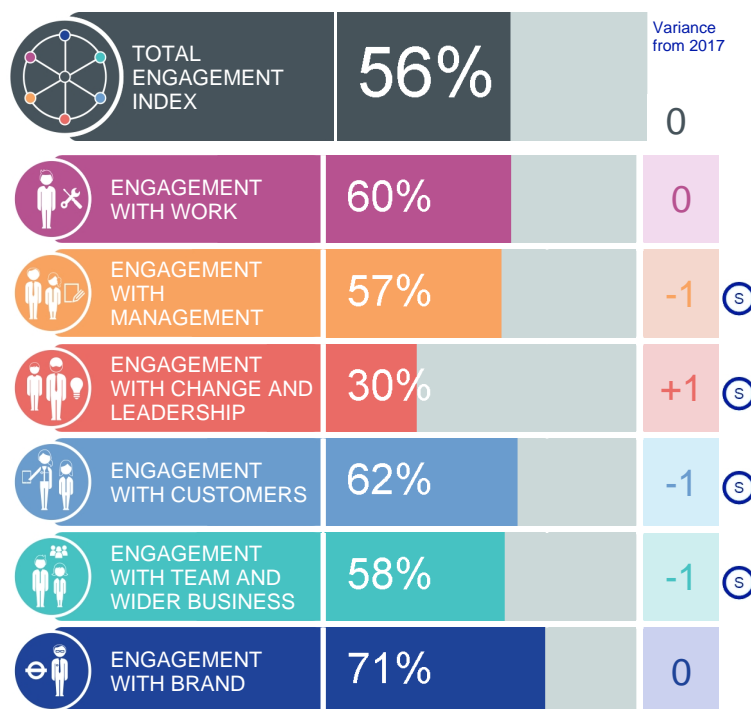
Ⓝ New area of focus 2018

## Total Engagement

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

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

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



## Wellbeing and Inclusion



### NOTE:

To help you understand how your Viewpoint 2018 results compare to the Viewpoint 2017 survey results, we've highlighted any significant differences with a Ⓢ.

Statistical tests are used to check whether the difference in scores between Viewpoint 2017 and Viewpoint 2018 is meaningful or occurred by chance.

# Total Engagement themes - detailed analysis



## ENGAGEMENT WITH WORK

60%

This section shows you all the questions included in the survey in the order they were asked in the questionnaire.

Theme questions	Response Scale (%)			% Positive	Variance from 2017	Variance from UK NORM*
(S) 1. I enjoy my job	73	17	10	73%	+1	-5
(S) 2. I understand how my work contributes to the success of TfL	85	10	6	85%	+1	-1
(S) 3. I feel involved in decisions that affect my work	41	25	34	41%	+1	-3
4. I have the tools I need to do my job effectively	54	22	24	54%	-1	-12
(K) (S) 6. I am satisfied I am recognised for doing a good job	47	24	28	47%	+1	-6

### KEY:

(K) KEY DRIVER QUESTIONS

(S) QUESTIONS THAT HAVE SEEN SIGNIFICANT DIFFERENCE

### RESPONSE SCALE

% positive % neutral % negative

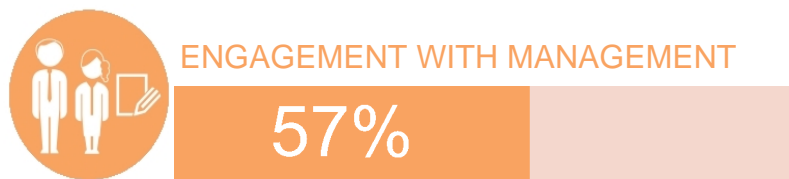
AT LEAST 5% POINTS HIGHER THAN THE COMPARATOR

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.

# Total Engagement themes - detailed analysis



Theme questions	Response Scale (%)			% Positive	Variance from 2017	Variance from UK NORM*
<b>(S)</b> 9. My manager provides me with help and support when I need it	70	17	13	70%	-1	-7
<b>(S)</b> 11. My manager thanks me when I have done my job well	64	20	17	64%	-2	-13
<b>(S)</b> 12. My manager provides me with feedback on my performance to help me do my job effectively	58	23	18	58%	-1	-6
14. My manager deals effectively with poor performers	37	35	28	37%	0	-5
<b>(S)</b> 16. My manager encourages me to come up with new or better ways of doing things	54	26	20	54%	-1	-10

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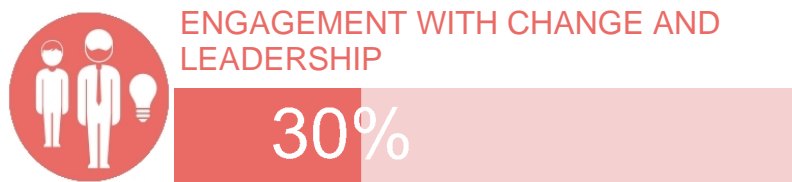
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# Total Engagement themes - detailed analysis



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Theme questions		Response Scale (%)			% Positive	Variance from 2017	Variance from UK NORM*
18.	I have confidence that there is a clear vision for the future of this organisation	33	30	37	33%	0	-19
(K) (S) 19.	Senior managers are open and honest in their communications with me	32	31	37	32%	+1	-18
21.	This organisation is good at learning from its mistakes	18	28	54	18%	0	-31
(S) 22.	I think it is safe to challenge the way things are done where I work	40	28	31	40%	+1	-12
23.	Change is well managed where I work	24	32	43	24%	+1	-12

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# Total Engagement themes - detailed analysis



Theme questions	Response Scale (%)			% Positive	Variance from 2017	Variance from UK NORM*
24. I believe TfL puts the customer at the heart of everything it does	61	22	17	61%	-1	-12
(S) 25. I believe that TfL delivers an excellent service to our customers	66	22	12	66%	-3	-5
(K) 26. I feel able to make the decisions I need to deliver a great service to the customer	59	26	15	59%	-1	-8
27. Where I work we regularly look for ways to serve our customers better	62	25	13	62%	0	-18

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# Total Engagement themes - detailed analysis



## ENGAGEMENT WITH TEAM AND WIDER BUSINESS

58%

Theme questions	Response Scale (%)			% Positive	Variance from 2017	Variance from UK NORM*
(S) 28. The people in my team can be relied upon when I need support	76	15	8	76%	-1	-7
(K) (S) 29. I am encouraged to collaborate with others outside my team	62	23	15	62%	-1	-
30. I believe there is good collaboration between different parts of TfL	35	32	33	35%	0	-23

This section shows you all the questions included in the survey in the order they were asked in the questionnaire.

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# Total Engagement themes - detailed analysis



## ENGAGEMENT WITH BRAND

71%

Theme questions		Response Scale (%)			% Positive	Variance from 2017	Variance from UK NORM*
(K)	31. I am proud to be part of this organisation	77	17	6	77%	0	+4
(S)	32. I would recommend this organisation as a great place to work	68	21	11	68%	+1	+4
(S)	33. I would recommend TfL's services to customers	78	17	5	78%	-1	+3
	34. I feel a strong sense of commitment to this organisation	69	20	11	69%	0	-10
	35. Working for this organisation inspires me to do the best I can in my job	62	24	14	62%	0	-5

This section shows you all the questions included in the survey in the order they were asked in the questionnaire.

### KEY:

(K) KEY DRIVER QUESTIONS

(S) QUESTIONS THAT HAVE SEEN SIGNIFICANT DIFFERENCE

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# Your Wellbeing at work Index

The wellbeing index helps us understand your team's mental and emotional wellbeing at work.

Employee wellbeing is linked to how engaged we are at work. If we feel well physically and mentally, then we can concentrate on doing a good job. The wellbeing at work index allows us to give support to any teams at risk of work related stress.

The index is calculated from existing survey questions, and is made up of six key factors. These areas, if not managed well, are linked to stress, poor health and wellbeing, lower productivity and increased sickness absence.

## Your role

Every manager is responsible for its team's 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.

## NOTE:

Results are not shown for teams where fewer than ten people in their team.



## Wellbeing at work Index

	My team	Variance from 2017
	51%	0%
Support	61%	-1% ⓘ
Demands	56%	0%
Role	58%	+1% ⓘ
Control	52%	0%
Relationships	45%	0%
Change	32%	0%

## Guide to Wellbeing scores

60% or above Low risk with some opportunities to improve

31-59% Opportunities to improve in some areas

30% or below High risk with significant opportunities to improve

## Guide to Wellbeing at work themes

<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 to help us understand how people feel working at TfL.

We aim to have an inclusive culture, where everybody can realise their potential and ensure everyone is treated fairly, and equally, regardless of their age, gender, sexual orientation, religion, ethnicity or carer status.

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.

## Your role

As a manager of a team you have a unique and vital role in creating an inclusive culture. 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 ten people in their team completed a survey.



## Inclusion Index

	My team	Variance from 2017
	43%	0
3. I feel involved in decisions that affect my work	41%	+1 ⓘ
19. Senior managers are open and honest in their communications with me	32%	+1 ⓘ
22. I think it is safe to challenge the way things are done where I work	40%	+1 ⓘ
38. I believe that my workplace is free from bullying and harassment, and/or discrimination	54%	-2 ⓘ
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%	0
40. I believe actions will be taken on the results of this survey	33%	0

## Guide to Inclusion scores

57% or above Indicates a fair and inclusive culture with a low risk of experiencing unbalanced treatment

37-56% Suggests that there may be opportunities to improve inclusivity in some areas

36% or below Significant opportunities to improve inclusivity in some areas

# Not included in Total Engagement themes - detailed analysis

This section shows you all the questions included in the survey in the order they were asked in the questionnaire.

Working at TfL		Response Scale (%)			% Positive	Variance from 2017	Variance from UK NORM*
Ⓢ 5.	I am satisfied with the accommodation and facilities at my workplace	57	17	26	57%	-2	-13
Ⓢ 7.	Considering the work I do, I feel my pay is fair	54	20	26	54%	+2	+6
8.	I am satisfied with my employee benefits (e.g. travel concessions and pension)	85	9	5	85%	0	+36
Line managers		Response Scale (%)			% Positive	Variance from 2017	Variance from UK NORM*
Ⓢ 10.	My manager cares whether my work life balance suits me	59	22	19	59%	-1	-
13.	My manager understands and supports my development and career aspirations	54	26	19	54%	+1	-
Ⓢ 15.	My manager gives me enough information about the reasons for change that affect me	51	28	21	51%	-2	+1
Ⓢ 17.	Overall I feel my manager does a good job	65	22	13	65%	-1	-15

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Ⓢ QUESTIONS THAT HAVE SEEN SIGNIFICANT DIFFERENCE

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Leadership and managing change		Response Scale (%)			% Positive	Variance from 2017	Variance from UK NORM*
Ⓢ 20.	I trust my senior managers where I work	38	30	32	38%	+2	-18
Wellbeing		Response Scale (%)			% Positive	Variance from 2017	Variance from UK NORM*
Ⓢ 36.	I am satisfied with the support available if I experience stress or pressure in the workplace	55	25	21	55%	-1	-1
Ⓢ 37.	I feel there is adequate support in place to help me manage my health, safety and wellbeing	59	22	19	59%	-2	+4
Ⓢ 38.	I believe that my workplace is free from bullying and harassment, and/or discrimination	54	23	24	54%	-2	-
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	22	18	59%	0	+2
Acting on the survey results		Response Scale (%)			% Positive	Variance from 2017	Variance from UK NORM*
40.	I believe actions will be taken on the results of this survey	33	32	35	33%	0	-16

## KEY:

Ⓚ KEY DRIVER QUESTIONS

Ⓢ QUESTIONS THAT HAVE SEEN SIGNIFICANT DIFFERENCE

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