

Transport for London Viewpoint report

Number of responses	Response rate	Variance from 2018's rate
17689	64%	-2

This Viewpoint 2019 results report will help you better understand how your people feel about working at TfL. It will also help you explore which areas your people say are important to them and need improving - ultimately we all need to help make this a great place to work for everyone.



Working with your Viewpoint results



What is Employee Engagement and why is it so important?

Employee Engagement is the measure of the employee experience – how people feel about working here. Our Total Engagement model measures six different aspects of people's working lives to give a holistic measure of what it's like to work here and where we need to improve. Higher engagement is linked to better organisational performance, lower sickness rates and higher levels of wellbeing.

Our purpose is to keep London moving, working and growing and make life in our city better. For us to succeed in delivering our priorities, we need our people to consistently be the best they can be. We want this to be a place where people feel engaged, when they have the right capabilities for the role and are being rewarded fairly and equally, where they feel included and valued and believe that we care about them.

So just as we all have a part to play in delivering our priorities, so do we in improving the employee experience. Listening and taking action on our people's feedback is key to achieving this.

Your role as a manager

As a manager, you have direct and frequent contact with your team, therefore your engagement behaviours have a great impact on employees.

1. Read your results report (and open comments report if you have one) to understand how your people are feeling and what needs to improve.
2. Share the results of the survey as transparently as possible.
3. Make time to listen to your team.
4. Use the insights from the survey results to start a discussion with your team to identify areas for improvement.
5. Regularly communicate updates on how you are progressing with your actions and areas for improvements.

Interpreting your comments

You can also use your team's open comments to better understand how your people feel. These are not made available to everyone - only teams with more than 30 responses to protect anonymity.

The comments can provide helpful context to your Total Engagement results and help you understand the reasons behind positive and not so positive results.

When reading through comments remember that they represent someone's point of view and are a result of their own personal experiences. Reflect on the feedback, why people may feel a certain way and what could be done to improve any negative perceptions or experiences.

Remember the comments are anonymous so individual specific feedback or circumstances cannot necessarily be personally addressed as a result of these comments.

Where individual support or action is required people should speak to their manager in the first instance.

Engagement plan

Creating an engagement plan to improve the employee experience is the most important part of the Viewpoint process.

Tips:

- Thank your team for their feedback and respond to their feedback and suggestions positively and constructively. It's important that people feel their contribution is valued
- Make sure you involve your team in designing and delivering an action plan to help everyone feel involved and empowered to improve where they work
- Before you start designing solutions, make sure you understand the root cause of the problem and aim to tackle these. Addressing the symptoms of problems won't fix them. Do this by reviewing your open comments, speaking to your team and asking "why" the issues exist

Finalising your actions

We recommend you involve the team in selecting 2-3 areas of focus to work on. These should be based on your key drivers as well as your open comments and discussions with your team. When agreeing objectives, make sure these are **SMART**:

Smart Measurable Actionable Relevant Timely

As well as your engagement plan for your team, you'll also need to help support improvements for the wider business (where possible) as part of your directorate's People Plan.

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 so focusing on these things will help to improve engagement in your team.

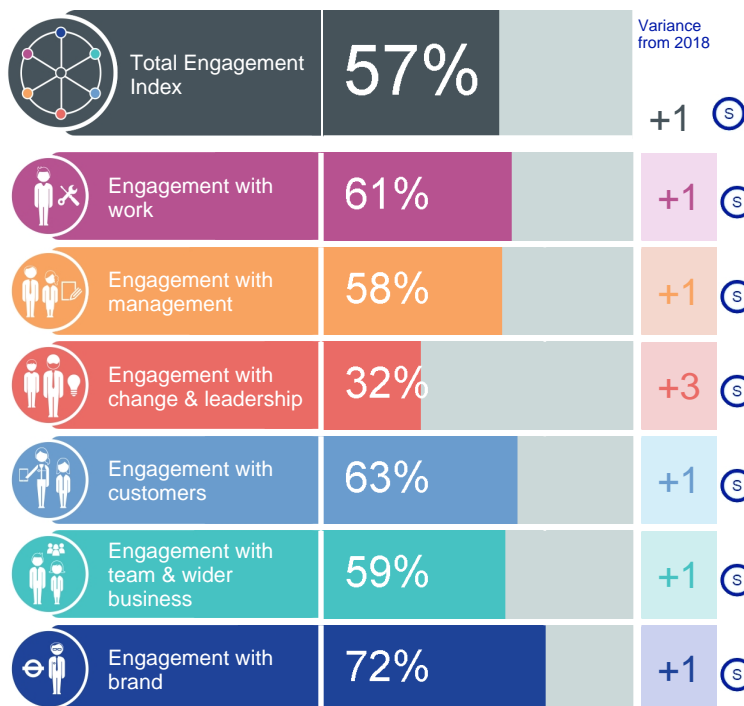
Consider the % positive scores when prioritising which areas to focus on, as the ones with a lower positive perception are the ones which employees are less positive about and have a big impact on engagement.

(N) Q3.	I feel involved in decisions that affect my work	43%
Q29.	I am encouraged to collaborate with others outside my team	63%
Q26.	I feel able to make the decisions I need to deliver a great service to the customer	60%
Q19.	Senior managers are open and honest in their communications with me	32%
Q31.	I am proud to be part of this organisation	77%

(N) New area of focus 2019

Total Engagement

Total Engagement index score is an overarching measure of all questions which make up the different Engagement themes listed below. The score represents the % positive across all the questions.



Wellbeing and Inclusion



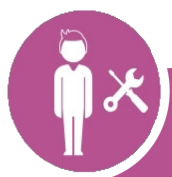
NOTE:

To help you understand how your Viewpoint 2019 results compare to the Viewpoint 2018 survey results, we've highlighted any significant differences with a **(S)**

Statistical tests are used to check whether the difference in scores between Viewpoint 2018 and Viewpoint 2019 is meaningful or occurred by chance.

Total Engagement themes - detailed analysis

This section shows you all the questions that make up each of the Total Engagement themes, in the order they were asked in the survey.



Engagement with work

61%

	Response Scale (%)	% Positive	Variance from 2018	Variance from UK benchmark *
1. I enjoy my job	74 17 9	74%	+1	-14
2. I understand how my work contributes to the success of TfL	85 10 5	85%	0	-1
3. I feel involved in decisions that affect my work	43 25 32	43%	+2	-1
4. I have the tools I need to do my job effectively	55 21 23	55%	+2	-11
6. I am satisfied I am recognised for doing a good job	46 24 29	46%	-1	-8

KEY:

- K** Key driver questions.
- S** Questions that have seen significant difference.
- T** Indicates a text change since the previous survey to gather perceptions about your team rather than TfL overall. This change follows feedback to make the question clearer and more actionable.

RESPONSE SCALE



Performing 5% points higher than the comparator

Performing 5% points lower than the comparator

*UK benchmark

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

Total Engagement themes - detailed analysis

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Engagement with management

58%

	Response Scale (%)	% Positive	Variance from 2018	Variance from UK benchmark *
Ⓢ 9. My manager provides me with help and support when I need it	72 16 12	72%	+2	-8
Ⓢ 11. My manager thanks me when I have done my job well	66 19 16	66%	+2	-12
12. My manager provides me with feedback on my performance to help me do my job effectively	59 23 18	59%	+1	-6
14. My manager deals effectively with poor performers	37 34 29	37%	0	-5
Ⓢ 16. My manager encourages me to come up with new or better ways of doing things	55 26 19	55%	+1	-10

KEY:



Key driver questions.

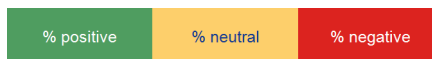


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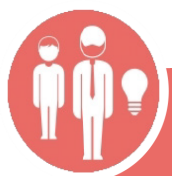
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Engagement with change & leadership

32%

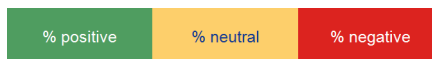
		Response Scale (%)			% Positive	Variance from 2018	Variance from UK benchmark *
18.	I have confidence that there is a clear vision for the future of this organisation	33	30	37	33%	0	-18
(K) 19.	Senior managers are open and honest in their communications with me	32	31	37	32%	0	-18
(S) 21.	This organisation is good at learning from its mistakes	20	27	54	20%	+1	-30
(S) 22.	I think it is safe to challenge the way things are done where I work	42	27	30	42%	+2	-9
T (S) 23.	Change is well managed in my team	34	33	33	34%	+9	-

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Engagement with customers

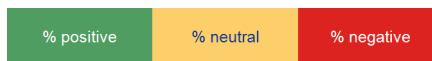
63%

	Response Scale (%)	% Positive	Variance from 2018	Variance from UK benchmark *
Ⓢ 24. I believe TfL puts the customer at the heart of everything it does	62 22 15	62%	+1	-11
Ⓢ 25. I believe that TfL delivers an excellent service to our customers	68 22 11	68%	+2	+5
Ⓚ Ⓢ 26. I feel able to make the decisions I need to deliver a great service to the customer	60 26 14	60%	+1	-4
27. Where I work we regularly look for ways to serve our customers better	61 26 13	61%	0	-20

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Engagement with team & wider business

59%

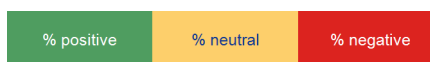
	Response Scale (%)	% Positive	Variance from 2018	Variance from UK benchmark *
Ⓢ 28. The people in my team can be relied upon to help when I need support	78 14 8	78%	+2	-6
Ⓚ Ⓢ 29. I am encouraged to collaborate with others outside my team	63 23 14	63%	+1	-
Ⓢ 30. I believe there is good collaboration between different parts of TfL	37 31 32	37%	+2	-22

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Engagement with brand

72%

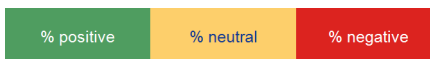
	Response Scale (%)	% Positive	Variance from 2018	Variance from UK benchmark *
(K) (S) 31. I am proud to be part of this organisation	77 17 6	77%	+1	+5
32. I would recommend this organisation as a great place to work	69 21 10	69%	0	+5
(S) 33. I would recommend TfL's services to customers	80 16	80%	+2	+6
34. I feel a strong sense of commitment to this organisation	69 20 10	69%	0	-10
35. Working for this organisation inspires me to do the best I can in my job	63 24 13	63%	0	-4

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Your Wellbeing at Work index

The Wellbeing at Work 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.

Support available

Search "wellbeing" on your intranet for details on the support available.

Your role

Every manager is responsible for its team's wellbeing. The table gives you a good indication of how your people are doing.

Guide to wellbeing scores

79% or above	Very good, best practice performance
73-78%	Good, above average performance
56-72%	Average, average performance
55% or below	Low, below average performance



Questions that have seen significant difference

My team

Variance from 2018



Wellbeing at Work index

53%

+1%



Support	63%	+2%	
Demands	55%	-1%	
Role	58%	+1%	
Control	53%	+1%	
Relationships	48%	+3%	
Change	35%	+3%	

Guide to Wellbeing at Work themes

Support	The encouragement and resources your line manager, colleague and the organisation give	Control	How much say you have in the way you do your work
Demands	Your workload, work patterns and work environment	Relationships	How you interact with your colleagues and deal with conflict
Role	Your understanding of what's expected of you in your role	Change	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 about working at TfL.

We aim to have an inclusive culture, where everybody can realise their potential and which ensures 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 and 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

You can speak to your manager, call 1729 or find support on the "Working at TfL" pages on your intranet to find available resources and team contact details.

Guide to inclusion scores








74% or above	Very good, best practice performance
65-73%	Good, above average performance
45-64%	Average, average performance
44% or below	Low, below average performance



Questions that have seen significant difference

My team

Variance from
2018

 Inclusion Index		My team	Variance from 2018	
		47%	+4	
3.	I feel involved in decisions that affect my work	43%	+2	
19.	Senior managers are open and honest in their communications with me	32%	0	
22.	I think it is safe to challenge the way things are done where I work	42%	+2	
38.	I believe my team is free from bullying and harassment, and/or discrimination	65%	+12	
39.	I am confident that if I raised an issue of bullying and harassment, and/or discrimination in my team it would be dealt with in an appropriate manner	64%	+5	
40.	I believe actions will be taken on the results of this survey	34%	+1	

Questions not included in Total Engagement themes - detailed analysis

This section shows you all the questions (total of 13) not included in the Total Engagement index.

Working at TfL

	Response Scale (%)	% Positive	Variance from 2018	Variance from UK benchmark *
Ⓢ 5. I am satisfied with the accommodation and facilities at my workplace	55 18 27	55%	-2	-13
Ⓢ 7. Considering the work I do, I feel my pay is fair	47 22 31	47%	-7	-3
Ⓢ 8. I am satisfied with my employee benefits (e.g. travel concessions and pension)	80 12 8	80%	-5	+31

Line managers

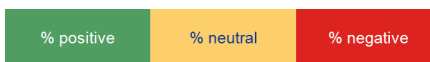
	Response Scale (%)	% Positive	Variance from 2018	Variance from UK benchmark *
Ⓢ 10. My manager cares whether my work life balance suits me	62 21 17	62%	+3	-
Ⓢ 13. My manager understands and supports my development and career aspirations	54 26 21	54%	-1	-
Ⓢ 15. My manager gives me enough information about the reasons for change that affect me	53 27 20	53%	+2	+5
Ⓢ 17. Overall I feel my line manager does a good job	67 20 12	67%	+2	-13

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Questions not included in Total Engagement themes - detailed analysis (cont.)

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Leadership and managing change

Response Scale (%) % Positive Variance from 2018 Variance from UK benchmark *

Ⓢ 20.	I trust my senior managers where I work	38	30	32	38%	+1	-16
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Wellbeing

Response Scale (%) % Positive Variance from 2018 Variance from UK benchmark *

Ⓢ 36.	I am satisfied with the support available if I experience stress or pressure in the workplace	57	24	19	57%	+2	0
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Ⓢ 37.	I feel there is adequate support in place to help me manage my health, safety and wellbeing	60	22	18	60%	+1	+5
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T Ⓢ 38.	I believe my team is free from bullying and harassment, and/or discrimination	65	18	17	65%	+12	-
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T Ⓢ 39.	I am confident that if I raised an issue of bullying and harassment, and/or discrimination in my team it would be dealt with in an appropriate manner	64	20	16	64%	+5	+8
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Acting on the survey results

Response Scale (%) % Positive Variance from 2018 Variance from UK benchmark *

Ⓢ 40.	I believe actions will be taken on the results of this survey	34	30	36	34%	+1	-14
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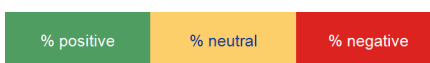
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