

Date: 27 November 2014

Item 5: Update on Apprenticeships and TfL's Leadership and Succession Programme

This paper will be considered in public

1 Summary

- 1.1 At the meeting on 27 March 2014, the Committee considered an update on TfL's Leadership and Succession programme.
- 1.2 Following on from this, the Committee asked for two updates at the November meeting:
 - (a) information on the recommendations arising from the review of apprenticeships that has been undertaken across TfL; and
 - (b) an update of the current and proposed future activities that form TfL's Leadership and Succession Planning.
- 1.3 This paper has been prepared in response to this.

2 Recommendation

- 2.1 **The Committee is asked to note the paper, the recommendations arising from the review of apprenticeships and the activities currently underway and planned in relation to apprenticeships and leadership and succession planning.**

3 Apprenticeships

- 3.1 As reported in March 2014, an extensive review of apprenticeships across the organisation has been completed and the recommendations tabled at the Rail and Underground and Surface Transport Boards.
- 3.2 The review recommended:
 - (a) embedding apprenticeship demand planning into the workforce planning process, as an integral element of business planning;
 - (b) determining and mapping apprenticeship career paths through the role family project;
 - (c) undertaking a procurement exercise to ensure fairness in training supplier selection and considering options for direct draw down of government funding;

- (d) determining measures and objectives and introducing tracking of apprentices as part of the IM Run Better programme;
 - (e) developing a pan TfL governance framework providing guidance on best practice and standards; and
 - (f) implementation of a dedicated support model for all apprentices.
- 3.3 Since completion of the review, two additional recommendations were identified and have been built in to implementation plans:
- (a) benchmarking, determining and implementing an Apprenticeship Reward Framework to ensure consistency in pay; and
 - (b) reviewing and implementing contract templates to ensure consistency and compliance with legislation.
- 3.4 Though discussions continue with regard to the support model, good progress has been made in addressing the other recommendations and with the following:
- (a) continued development of our apprenticeship schemes in relation to Government Reforms announced at the end of 2013;
 - (b) active involvement with five Government Apprenticeship Trailblazers in the redesign of apprenticeship standards for: Rail Engineering Design Technician, Rail Engineering (Maintenance), Transport Planning, Passenger Transport and Quantity Surveying; and
 - (c) the establishment of a Graduate and Apprentice Board in Surface Transport to shape the development and direction of graduate and apprenticeship strategy for Surface Transport, develop a talent pipeline for these roles and develop a graduate and apprentice career placement approach.
- 3.5 Demand for our apprenticeship and graduate schemes – both by graduates and the business – remains strong and 86 apprentices and 140 graduates joined TfL in 2014. Three hundred and nine apprentices have completed their schemes since January 2014¹.
- 3.6 Of the 642 graduates who have joined TfL schemes since 2006, 511 remain at TfL². This is a retention rate of 80 per cent over eight years. This compares favourably with external research by the Associate of Graduate Recruiters, which showed that 20 per cent of graduates leave within just one year of joining the organisation.
- 3.7 Nine per cent of alumni graduates have been promoted by two grades since completing their schemes, with 13 now in Senior Manager positions. Fifty one per cent of alumni graduates have been promoted by at least one grade.³
- 3.8 Analysis of end of year performance ratings shows that, proportionally, graduates receive higher performance ratings compared to the rest of the TfL population.

¹ As at 13 November 2014

² Correct as at 31 March 2014

³ Correct as of March 2014

- 3.9 The tracking mechanisms in place and enhanced reporting that is being developed will give us greater insight in to the careers of our apprentices and graduates in the future. Technology (in the form of the Success Factors tool being implemented through the Run Better programme) will enable this in the short to medium term.

4 Leadership and Succession Planning

- 4.1 As set out in the 27 March 2014 paper, there are a number of defined processes in place and planned to develop Directors and senior managers across TfL. An update against each of these is provided here:

- (a) **Catalyst briefings** – an opportunity for Directors and Band 5 managers to learn from inspirational leaders outside of TfL.

Update: A shortlist of speakers was agreed with the Leadership Team in May 2014 and speakers have been sent letters of invitation via Chief Officers. Paul Pindar, former CEO of Capita, spoke in September and our next speaker will be Sir Howard Bernstein, Chief Executive of Manchester City Council.

- (b) **360plus** – a comprehensive performance feedback process based on our behaviours. Each Director's results are benchmarked against the 360 outcomes for senior leaders in other organisations.

Update: Directors completing the Director Development Programme are offered a follow up Pulse 360 to measure the shifts in their behaviours as a result of the programme. The overall theme analysis on Directors 360 results has been updated to reflect starters and leavers. All band 5s are currently doing the same 360 questionnaire as Directors as part of their leadership programme and theme analysis will allow their results to be compared to Directors. Results are benchmarked against an external population of leaders from organisations including Virgin Active, Atkins Global, National Grid Wireless, Oracle Corporation and Hitachi UK. Additionally we have added in further questions to the 360 tool designed to measure potential for future Director roles.

- (c) **Executive Education** with Cass Business School – a bespoke programme for all TfL Directors consisting of five modules delivered over nine months. A related programme for Band 5 managers is proposed.

Update: Two of our four Director groups have now completed the programme. An evaluation report summarising the key outcomes for the first group of Directors was presented to the Leadership Team in August and next steps agreed to sustain the learning. The Senior Manager Development Programme for Band 5s has started and has been designed by a Steering Group of Directors. Directors are also acting as module and Leadership Challenge sponsors which will further embed their own learning from the programme.

- (d) **Learning by Doing** – projects assigned to Directors by the TfL Leadership Team to inform them on issues which are as yet unresolved but which require preparation and for which progress can be made over the next two-three years.

Update: Two of the groups have presented their results to the Leadership Team. The first group presented on proposals for the future operating model of TfL and

the second group on how TfL could encourage more innovation. Both presentations were well received, with the groups being given additional follow up project work.

(e) **Coaching** with an external executive coach.

Update: All Directors were offered six coaching sessions as part of their Director Development Programme with three additional sessions available following their pulse 360 at the end of the programme. The first four groups of the senior manager development programme are made up of band 5s who received a high performance rating or are rated as high potential by Directors. These groups have received the same coaching offer as Directors. Subsequent groups will receive up to three coaching sessions. All band 5s will work with their coach on producing a development plan based on their 360 results and their career aspirations.

(f) **Access to external programmes** such as Common Purpose, the Oxford Transport Leaders Programme, GLA sponsored Young Leaders Programme, Women's First, and the public Services LGBT Leadership Programme.

Update: Additionally we have taken up membership of the Whitehall Industry Group to provide senior managers greater external networking and mentoring opportunities, as well as relevant briefings on up and coming legislation and social policy issues.

4.2 In addition, three pilots are soon to start to look at how we identify and manage potential. These follow initial work completed with the Rail and Underground and Surface Boards and a workforce planning pilot underway in Surface Transport. These pilots will aim to improve and bring consistency to the identification of talent and put in place tools to make it easy for managers to access the right development for individuals. Part of this will include how to bring data together at a higher level in order to aid succession planning and mobility across directorates, rather than just within directorates.

4.3 The three pilot areas are LU Operations Directorate JNP, Customer Experience and Finance (through the Build a Better Finance programme). The experience of these three business areas is providing important insights into the development of a new Staff and Workforce Review Framework, which aims to give simple guidance to managers on identifying, managing and developing talent and succession plans. For example, we are developing a simple succession planning tool to improve visibility for managers pan TfL and show where potential future resource problems lie.

List of Appendices to this paper:

None

List of Background Papers:

TfL's Leadership and Succession Planning, Remuneration Committee, 27 March 2014

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