



## A message to all CSMs from RMT

One of the unspoken management aims of Fit for the Future was to weaken the unity of the grades. SAMF's and SCRA's were pushed into the old SS roles (for no extra pay) and former station supervisors were pushed into a DSM-type role. DSM's in turn felt they lost some of their old status. There was an early attempt by LU to formally integrate the new CSM role into the old, separate, lower-management part of the trade union machinery, known as the MATS council. RMT successfully resisted this. RMT also ensured that no SS lost their salary or had to apply to keep their grade.

Although there were RMT members in the old DSM grade, (and some good ones too) there was no escaping the fact that with a few honourable exceptions the DSM grade was where the bullying started, where the strike-breaking was organised and where the disciplinary stick was first wielded. In truth, most station staff played a very small violin, and a not very sad tune, as the DSM's lost their status.

However, there could yet be a sting in the tail. All of those most unpleasant DSM functions; (the LDI's, the unwanted phone calls if you're sick, etc) have been devolved down to the former SS's.

The SS grade always frustrated LU. For years they'd tried to foist management-type functions on to the SS's. By and large it was successfully resisted. The station supervisors were in many cases the backbone of the RMT on the stations. Sure, there were exceptions, like there are in any grade, but by and large they knew their stuff. They understood the Framework, the Working Reference Manual and later the Rule Book, and they combined running stations with a commitment to running a safe railway despite the constant pressure to keep unsafe or unstaffed stations open, regardless of safety implications. Many were superb trade union reps.

However, the world of FftF is bizarre. Under the guise of 'savings' we've gone from 37 station 'groups' to 96 'areas' each with an AM getting paid GSM-level money. Alongside this, whereas there were formerly less than 150 DSM's for the entire combine, there is now a vast army of CSM's (870 or so) and LU is desperately trying to convince them all that they're now 'managers', with wholly separate interests to the station staff that they 'manage'.

**CSM's need to take hold of the processes they've had dumped on them and make them 'ours', in as much as that is possible.** Members of staff on the stations and our TU reps have always argued that management were too quick to reach for the gun when staff make mistakes, either operationally or during customer incidents, going down the disciplinary road rather than coaching, training, support.

Likewise with the attendance procedure; SS's have been on the receiving end of thoughtless, spiteful refusals to rightfully 'link' items of sickness, or refusals to grant a/I in some domestic situations. Accidents at work have often been wrongly chalked up as items. SS's have been hassled at home with unwanted phone calls, and bullied back to work while still sick. **Now there's a chance to apply the policy as fairly as is possible.**

**The Discipline at Work policy explicitly allows the manager to exercise discretion. If you feel it fits, you are entitled to use it.** Too often the DSM would sit there at an LDI saying, 'sorry, but my hands are tied', meaning they didn't want to say to the GSM/AM 'you know what, this doesn't need to be a warning', or doesn't need to be 26 weeks long. CSM's can avoid recreating all the old failings of the DSM grade. You think the 'items' are linked? You can go ahead and link 'em. The AM might not be happy but as long as you're fair and consistent, there's nothing to fear.

CSM's will have to do fact findings. Do it properly, do it fairly. Too many former DSM's approached investigations with the view of shaping it up for a disciplinary. Too many wanted to make a name for themselves, (we had a name for them!). Don't go own that road. Instead, investigate it properly, apply your previous experience, and resolve the matter how you see fit. Also, too

**In some areas CSMs are being put under enormous pressure to go beyond the AAW policy and pressure other RMT members into attending meetings. Other CSMs are being asked to provide written reports of the work they've done each shift.**

**CSMs are beg asked to carry out all sorts of procedures including holding LDIs and investigating grievances yet training is wholly inadequate.**

**There used to be whole day training courses for many of these processes. Now LU expects CSMs to pick up the lot in half a day as part of the managing our stations block.**

**RMT stands ready to defend any CSM who has been unfairly treated by their AM.**



many DSM's allowed themselves to be pressured by the GSM/AM down another road. Some of course were quite happy to do their masters' bidding.

A lot of staff, SS's among them, have had a poor deal at the hands of People Management Advisors, (PMA's). Even where local management have on occasion wanted to deal with matters 'in house' and not use CDI's or even LDI's, PMA's have intervened and overridden the investigating manager and/or the employing manager. Now is the time to take control; if you're the investigating manager, **You decide what happens. If a PMA tells you otherwise ask them to put their instruction in writing. You are the manager and you have the decision making role whether you are dealing with sickness or discipline.**

## RMT – One Union – All grades United

TfL have already told us they need to save £2.8bn as a result of the government subsidy being withdrawn by 2019. The Mayor has asked senior (Band 5) LU managers (those on six-figure salaries) if they'd consider VS. A few (in)famous names have already taken the Queen's Shilling.

We will inevitably face further attacks on the conditions of station staff, CSAs, CSSs AND CSMs. We need to maintain the unity of all of our station grades. AM's at Section 12 stations are already frantically trying to review and reduce minimum numbers. Open section stations are increasingly left unstaffed or are 'babysat'. CSM's should prioritise their operational role; if a station is short on numbers, drop the paperwork and head on over to assist the CSA; you might need their help when the axeman cometh.



### CSM 1/2/3

#### Role

- The CSM is a combination of the previous station supervisor and Duty Station Manager grades. For most CSMs the new requirements of the role will include managing performance and discipline.
- CSMs who are asked to manage discipline (this will include attendance LDIs) should take note of the LU disciplinary policy section 1 that states that the disciplinary process should not be used primary in order to issue a sanction or other punitive measure but to help employees improve their performance. As a CSM chairing an LDI, it is your decision to make as to whether a sanction is appropriate and whether a sanction will help an employee to improve their performance.
- RMT has highlighted to LU the failure to provide enough time in the BNS, especially at many busy stations, for CSMs to combine the operational and management parts of the role. If CSMs are tied down in the old DSMs office all day then other grades will be overstretched. Our unity as a trade union will depend on all grades continuing to work as an operational workforce.
- CSM's do not carry out Case Conference meetings. This is the responsibility of the employing manager (AM)

#### CSMs covering a higher grade duty

- All CSMs are licensed to the same standard. A CSM2/3 can be required to cover a CSM1 role. Where a full duty is covered higher grade working will be paid.

#### CSM 3 and Nights

- CSM3 is paid less than CSM2 because there will be fewer nights worked. It is possible that a CSM3 could pick up occasional night turns on cover but this should not be a regular occurrence.

#### CSM 3 and Nights

- CSM's who are Rep's may raise with the AM the potential for a conflict of interests in dealing with disciplinary matters. These Rep's will most likely be representing the member of staff if they are an RMT member. LU have, at Company Council sub group, recognised this obvious conflict of interest. LUL and RMT agreed that CSM Rep's should talk to their AM and it may be appropriate to agree that the disciplinary part of their role can be carried out by others.



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