

Heads of Agreement

Duty Managers Grade Progression

February 2010

N.B: Where there is a conflict the terms of this Heads of Agreement supercedes those in the relevant Framework of Agreements from the point of ratification to the date the relevant Framework of Agreements is reviewed

1. Scope of this Agreement

- 1.1 This agreement applies to Duty Manager Trains (DMTs), Duty Station Managers (DSMs) and Duty Revenue Control Managers (DRCMs) only.
- 1.2 This agreement replaces the current Q1 and Q2 pay band structure that applies to these groups of staff. This grade will be labelled OMDM.

2 Duty Managers' Skills Framework

- 2.1 The basis for the new salary structure is the Duty Managers' Skills Framework.
- 2.2 Duty Managers will be assessed according to the criteria which will place them at one of four skills levels: *Developing, Established, Experienced, Expert*.
- 2.3 As already agreed, the Duty Managers' Skills Framework will be reviewed 12 months after its introduction. This will be a joint Management/TU review.
- 2.4 Duty Managers undertake to work in accordance with the DM skills framework.

3. Contractual Arrangements

- 3.1 A Duty Manager's contract will be awarded on commencement of induction Training at which point the Duty Manager will be considered to be at the *Developing* Level.
- 3.2 If at any time during the *Developing* level the Duty Manager is deemed unsuitable to continue development they will return to their former grade in accordance with normal resourcing requirements.
- 3.3 A Duty Manager is considered to be at the *Developing* level until they have been signed off at the *Established* level. A Duty Manager may be at the *Developing* level for up to 12 months.

4. Salary Structure

- 4.1 Pay is linked to the levels of skills and competences exhibited by Duty Managers according to the Duty Managers' Skills Framework.
- 4.2 The salary arrangements for those at the *Developing* level remain the same arrangements that exist today for trainee Duty Managers.

4.3 A *Developing* Duty Manager will remain on this salary until they have completed formal induction training and been signed off as an *Established* level Duty Manager.

4.4 The pay rates for each of the levels are as follows:

Level	Minimum Salary	Maximum Salary
Established	44770	46709
Experienced	47877	50732
Expert	52000	56639

4.5 These levels will be adjusted annually according to the LU rules for annual pay scale adjustments (figures above pending 2009 pay rates).

5. Progression within a level

5.1 Progression within any of the levels will be based on TfL's mechanism for moving through pay scales (currently part PRP for Duty Managers).

5.2 The introduction of the pay link for grade progression means that movement between levels is based on grade progression rather than PRP.

6. Progression Assessment

6.1 Although Grade Progression is linked to the P&D process, the Grade Progression assessment itself will not form part of the end of year review. During this review a general discussion should take place as to whether a Grade Progression assessment is appropriate. If it is agreed that the Duty Manager is ready for the assessment then a separate meeting will be scheduled specifically for that purpose for the following summer. This provides time for the individual to prepare their supporting evidence.

6.2 At this separate meeting the Duty Manager will present their case for progression based on a portfolio of evidence supported by the Duty Managers' Competency Management System to demonstrate that they have attained and are performing effectively at the appropriate skill level as outlined in the Duty Managers' Skills Framework.

6.3 Following a review of the portfolio the Centurion will then make their formal recommendation to the Performance Manager as to whether progression is appropriate or not. Should progression be recommended and the decision upheld by the Performance Manager then the new salary level will be applied.

6.4 Grade progression pay increases are effective from 1 October each year.

6.5 The progression assessment process is co-ordinated by HR, with reminders sent to Centurion Managers for actions to be completed by certain dates throughout the process.

7. Appeals Process

7.1 Should the Performance Manager decide that progression is not appropriate, the Duty Manager has the option to appeal to an independent Line General Manager. The Line General Manager's decision is final (subject to para 8.1 below).

8. Independent review

8.1 All decisions are subject to review by an independent review panel.

8.2 The role of the independent review panel is to ensure network wide consistency and fairness. Where there is a clear injustice, the panel may intervene and reverse an individual decision.

8.3 The independent review panel comprises members from Operations and HR. A TU representative may attend as an observer in the first round of discussions.

9. Supporting Documentation

9.1 Final decisions will be confirmed in writing to the Duty Manager. Where progression is not deemed appropriate, specific development needs will be identified such that these can be incorporated into the Duty Manager's Development Plan.

10. Introduction of the of the Grade Progression scheme

10.1 The pay aspects of the Duty Managers' Grade Progression scheme will be introduced in 2010/2011.

10.2 If on initial assessment a Duty Manager's skills are considered not to be at a level commensurate to their current salary, then the individual will be given a developmental period of up to 24 months in which they can acquire the necessary skills level with no effect on their current salary

10.3 If after the developmental period, the Duty Manager's skills are still considered not to be at a level commensurate to their salary, LU may

use normal performance management support and action to encourage the required skills improvement.

- 10.4 Performance management action may also be taken to address skills gaps that arise following introduction of the scheme.

11. Failure to maintain skills and competences following progression under the scheme

11.1 At any time after introduction of the Grade Progression scheme a Duty Manager who has been financially rewarded and whose skills are not maintained at a level commensurate to their enhanced salary following progression will be given a 12 month developmental period in which they can re-acquire the necessary skills level with no effect on their current salary

11.2 If after the 12 month developmental period, the Duty Manager's skills are still considered not to be at a level commensurate to their enhanced salary, then any further salary increases will be paid as a non-consolidated lump sum. This arrangement will continue until the Duty Manager has either attained the appropriate skill level, or their enhanced salary falls within the appropriate level within the grade progression.

12. Duty Managers who cannot develop the required skills for progression through no fault of their own

12.1 Due consideration will be made for Duty Managers, including trade union representatives, where reasonable adjustments or local practices impede the Duty Managers ability to fully demonstrate certain skills and competences

12.2 Where a Duty Manager has taken a significant amount of time away from the role (eg: maternity leave, long-term sickness) then on return to duties they will be considered to resume their progression through the grade at the point at which they left the role.

13. Implementation Monitoring

13.1 The Company Council Sub Committee for Operational Managers will remain in place to monitor the implementation of the scheme.