05 December 2013

Proposals for Consultation

Fit for the Future – Stations

Stations and Revenue Control Council

TRANSPORT FOR LONDON

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Agenda

- Development and Selection
- Rostering and Coverage
- Job Descriptions
- Trades Unions' response

This document reflects ongoing work and discussions within LU on options for the future of the London Underground. It is not intended to reflect or represent any formal TfL/LU views or policy. Its subject matter may relate to issues which would be subject to consultation. Its contents are confidential and should not be disclosed to any unauthorised persons.

Development and Selection

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Proposal

- Approach to selection is linked closely to the proposal for the station staffing model and the competency levels for each role
- Approach to selection has been informed using feedback from previous staff surveys, view point and EJM where staff expressed their preference for including on-job evidence and performance in selection
- The approach recognises the need to support staff during change and includes pre-development activities prior to selection ranging from on-line tools in own time learning and classroom based training for some roles

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Principles

- Supervisors would be invited to a three day development and selection experience
- For all other grades, expression of interest or applications would only apply to promotional roles as set out in our proposals
- The process does not include competency based interviews for all roles
- Selection activities would focus primarily on the station context focusing on core functional areas for all roles
- Staff would be offered face to face feedback from Managers at the end of the selection process and this would inform development plans

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Focus areas for selection

Overall focus would be on these areas aligned to pre-selection training and measured against role relevant competencies and our behaviours

- Customer Services and Ticketing
- Station Performance
- Leadership
- People Management

- CMS
- Process and technology changes
- Safety
- Personal effectiveness

In addition evaluation tools would be developed to allow observation of individual capability around these areas wherever feasible

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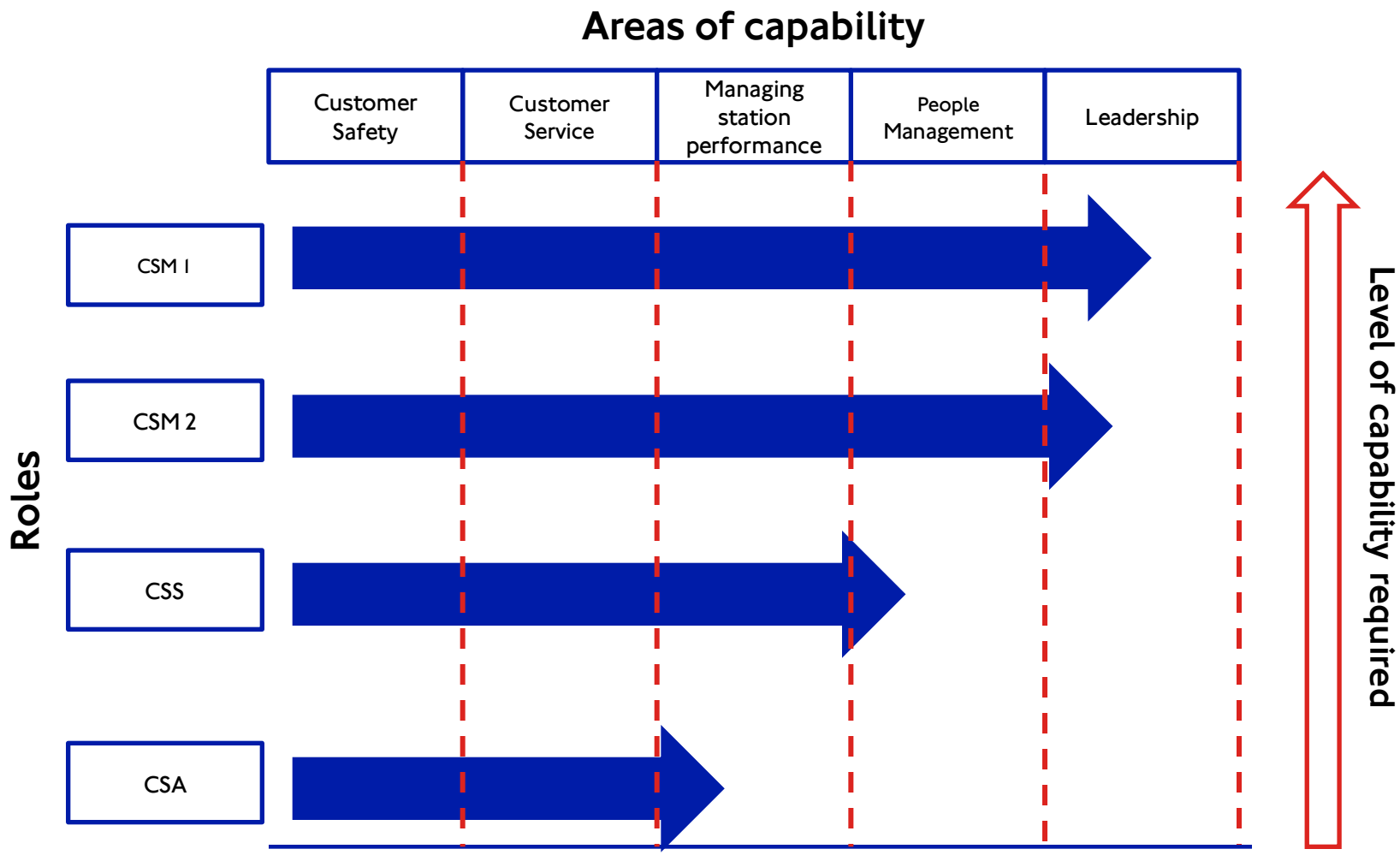
Development and Selection (subject to consultation)



The level and breadth of capability required is linked to the increased responsibilities and span of control within roles.

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Competency levels – all roles

Follow the link for definitions - http://source.tfl/pdfs/TfL_Competencies.pdf

Key: A (low) to D/E (high)

Levels by Role				
Competencies	CSA	CSS	CSM2	CSM1
Building Capability	A	B	C	
Commercial Thinking			B	C
Communication and Influence	B	B	C	C
Customer Service Orientation	B	C	C	C
Managing Business Performance i			A	B
Organisational Awareness	A	A	B	C
Planning and Organising			B	C
Problem Solving & Decision Making			B	B
Responsiveness	B	B	C	
Results Focus	A	B	C	C
Safety Awareness	A	B	C	C
Stakeholder Management		A	B	C
Strategic Thinking				
Team Leadership			B	C

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Competency levels – example

10 Our competencies

back to competency definitions | back to contents

5 Customer Service Orientation (includes Customers, Colleagues and Internal/External Stakeholders)

This is about focusing one's efforts on providing good customer service. At higher levels this involves balancing customers' needs alongside other priorities / constraints (e.g. budget, resource).

To be competent in your role, you should...

LEVEL E **Address underlying customer needs. Uses a long-term perspective / shapes customers' strategy**	• Have a vision for delivering future customer needs and shape the long term customer strategy to deliver this • Anticipate how TfL's customer needs are changing to drive improvements in service delivery • Balance and prioritise a wide range of customer needs to ensure TfL offers a diverse service proposition • Flex / adapt agreed plans to meet TfL's customer needs • Ensure TfL is trusted to deliver on its customer service proposition
LEVEL D **Act to make things better for the customer**	• Always keep TfL's customers in mind when making decisions • Use trends and patterns from customer feedback to inform strategy • Involve customers in the design and implementation of solutions and long term plans • Make self fully available, especially when customer is going through a critical period (eg, spend extra time and effort with customer when the customer needs it) • Focus own and their team's effort to meet or exceed the customer's expectation
LEVEL C **Take responsibility for correcting problems**	• Protect the diverse interests of customers within the organisation and / or balance the needs of several customers • Look at patterns and trends from customer information and feedback and take action to correct customer problems • Balance the needs of the customer with operational and commercial constraints • Take responsibility for correcting complex customer service problems that impact the business • Encourage, recognise and reward a clear commitment to customer service in others
LEVEL B **Understand their customers and keep them informed**	• Focus on providing a positive customer experience. Provide prompt, efficient and personable service • Understand customer requirements and manage these expectations • Ensure that promises and commitments to customers are kept and monitor client satisfaction • Respond constructively to customer complaints and feedback, taking action to address the issues raised • Keep customers continually informed; communicating requirements and providing helpful information • Pay close attention to the level of service provided by the team or department
LEVEL A **Respond appropriately**	• Recognise the importance of customers and demonstrate a commitment to ensuring that they are satisfied • Understand what customers want and take prompt action to deliver it • Take action to ensure that customer enquiries, requests, complaints are followed through, escalating where necessary • Deal calmly, politely and reasonably with people who are not happy with the service they have received • Assist customers if a problem or issue arises • Keep customers up-to-date about progress

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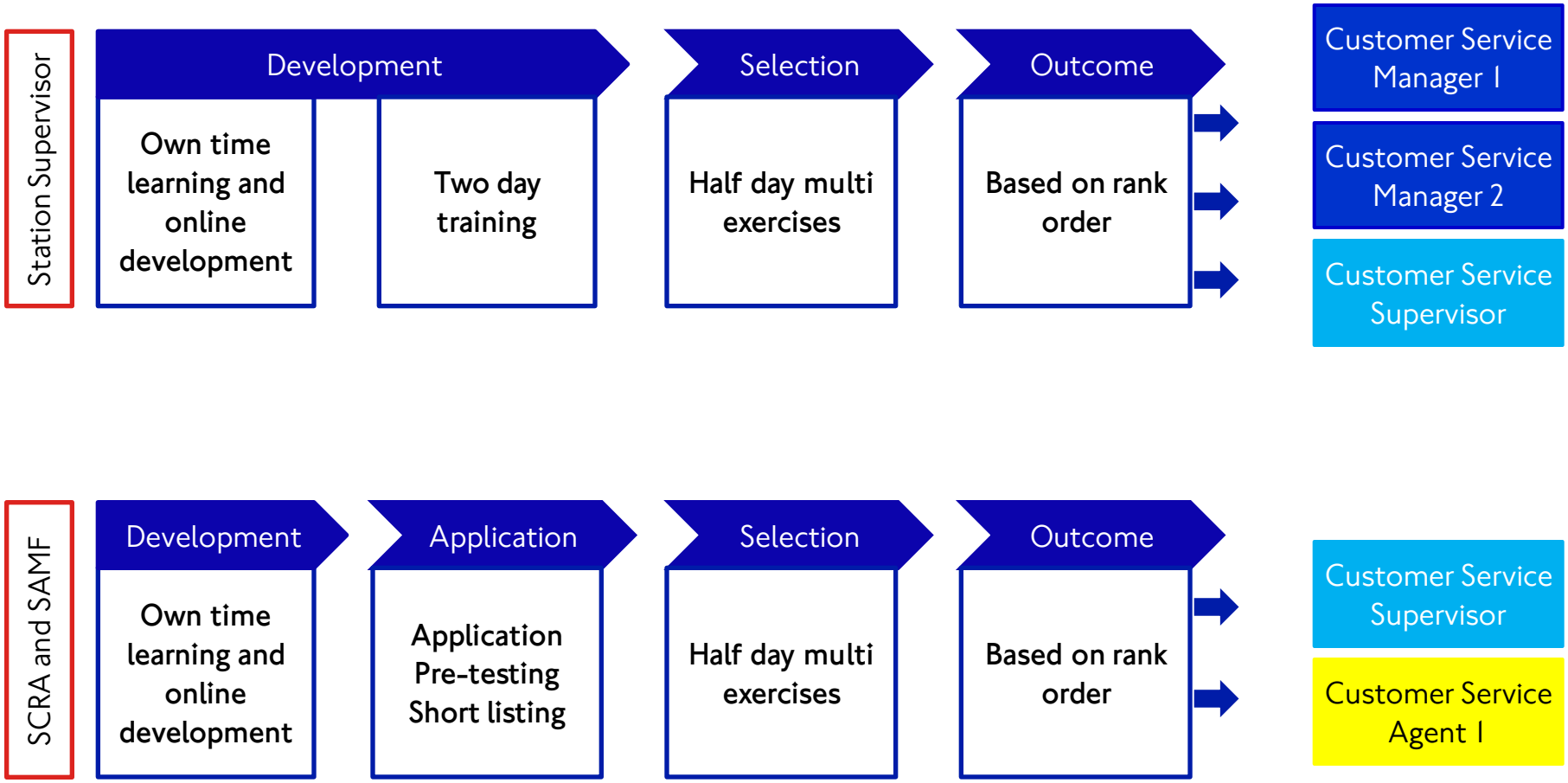
Proposed process overview



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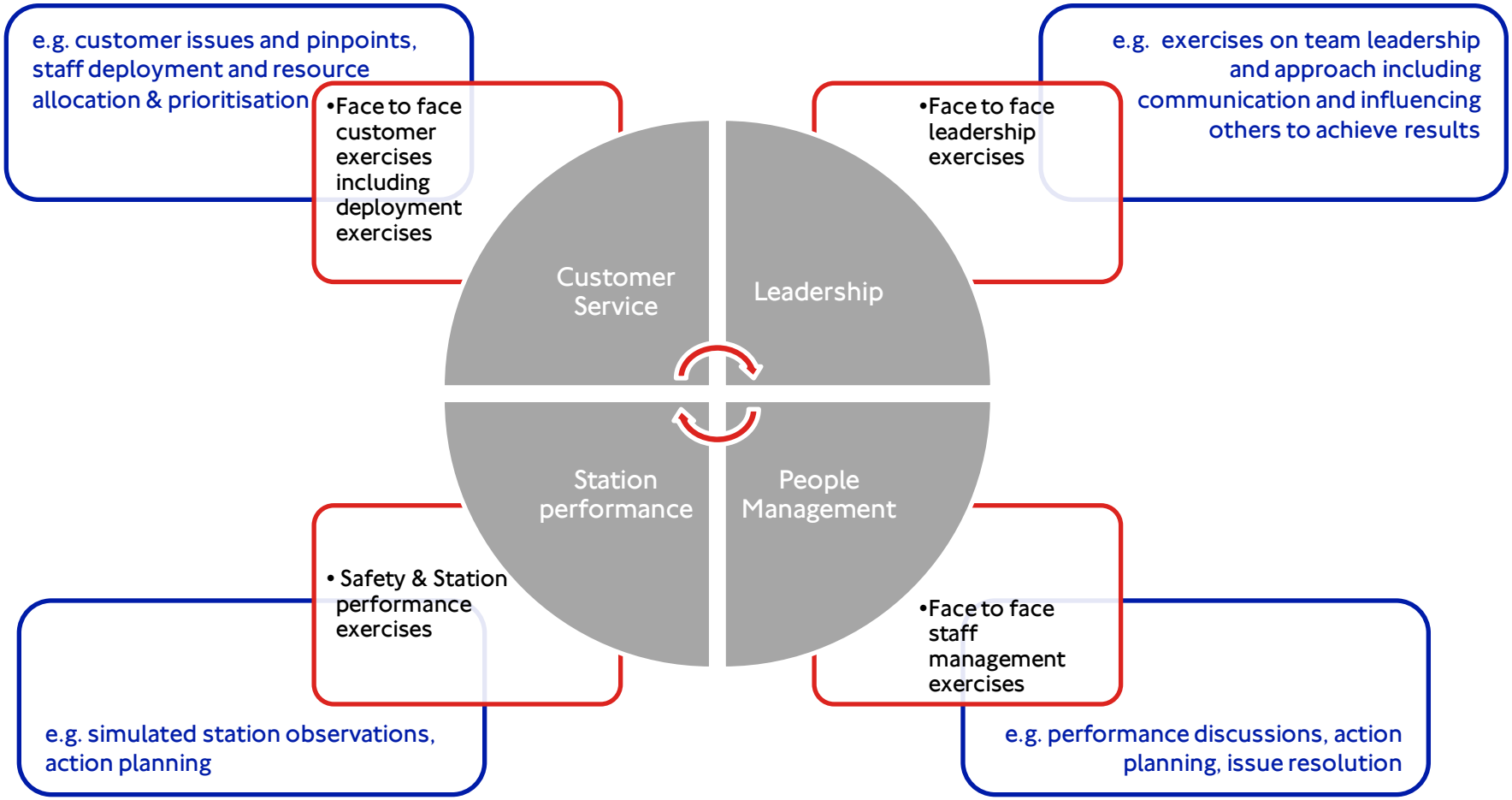
Selection methods



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Rostering and Coverage Proposals

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Area overview

Line	Stations	Areas	Cover groups
Bakerloo	20	9	3
Central	44	13	5
Circle, Hammersmith & City	19	7	3
District	43	13	5
Jubilee	23	11	5
Metropolitan	27	7	4
Northern	39	16	5
Piccadilly	35	12	4
Victoria	13	8	3
Total	**263**	**96**	**37**

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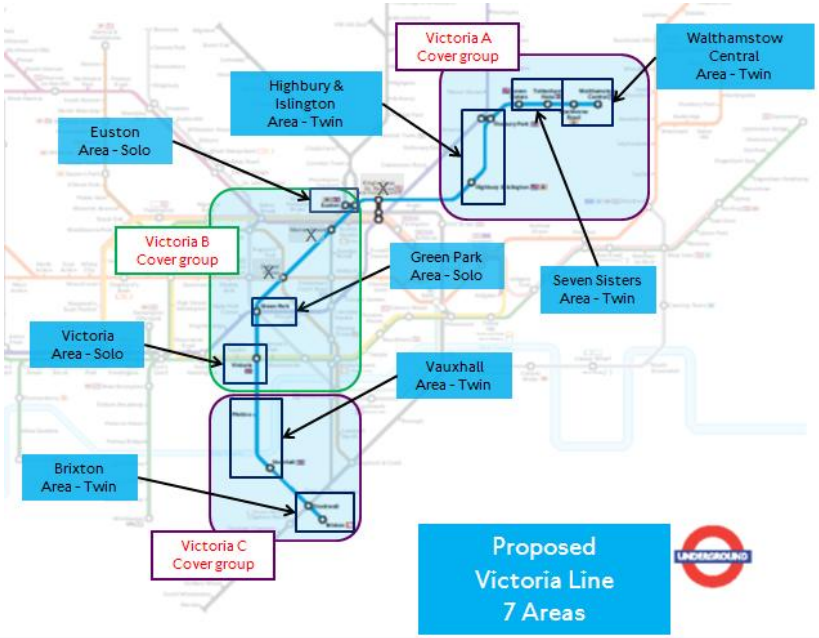
Coverage proposal

- Staff would be rostered to an Area and work at all stations on the Area ("Area Roster")
- All staff would work some cover duties which are integrated into the roster
- Each Area would belong to a Cover group
- Staff would work on average 3 cover weeks in 11 *(but would vary for individuals between 1 in 3 and 1 in 5)* during which staff would normally be allocated cover duties at any station within a Cover group



Example proposal: Victoria Line

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Staff rosters by Area type

Solo

All rosters would have integrated cover duties

Cover duties would normally be allocated to any station in the cover group

Part time staff would continue on stand alone rosters

Twin

All CSM1/2*, CSS, CSA1 and CSA2 rostered across both stations would have integrated cover duties

Cover duties would normally be allocated to any station in the cover group

Part time staff would continue on stand alone rosters

*CSM grade dependent on mix of station types

Multiple

All mobile CSM2 rosters would have integrated cover duties

All CSS rosters within the Area are combined and would have integrated cover duties

All CSA1 rosters within the Area are combined and would have integrated cover duties including nights

Cover duties would normally be allocated to any station in the cover group

Part time staff would continue on stand alone rosters

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Rostering and coverage – proposal rationale

- Increased flexibility
- More equitable system for all staff
- Fatigue friendly rosters
- Staff members would spend 27% of the time working on cover
- Cover ratio unchanged
- Based on successful systems in Trains and Service Control
- Easier to share best practice
- Increased knowledge and skills
- Job variety
- Increased collaborative working
- More opportunity for mutual changeovers

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Proposed Coverage groups by line

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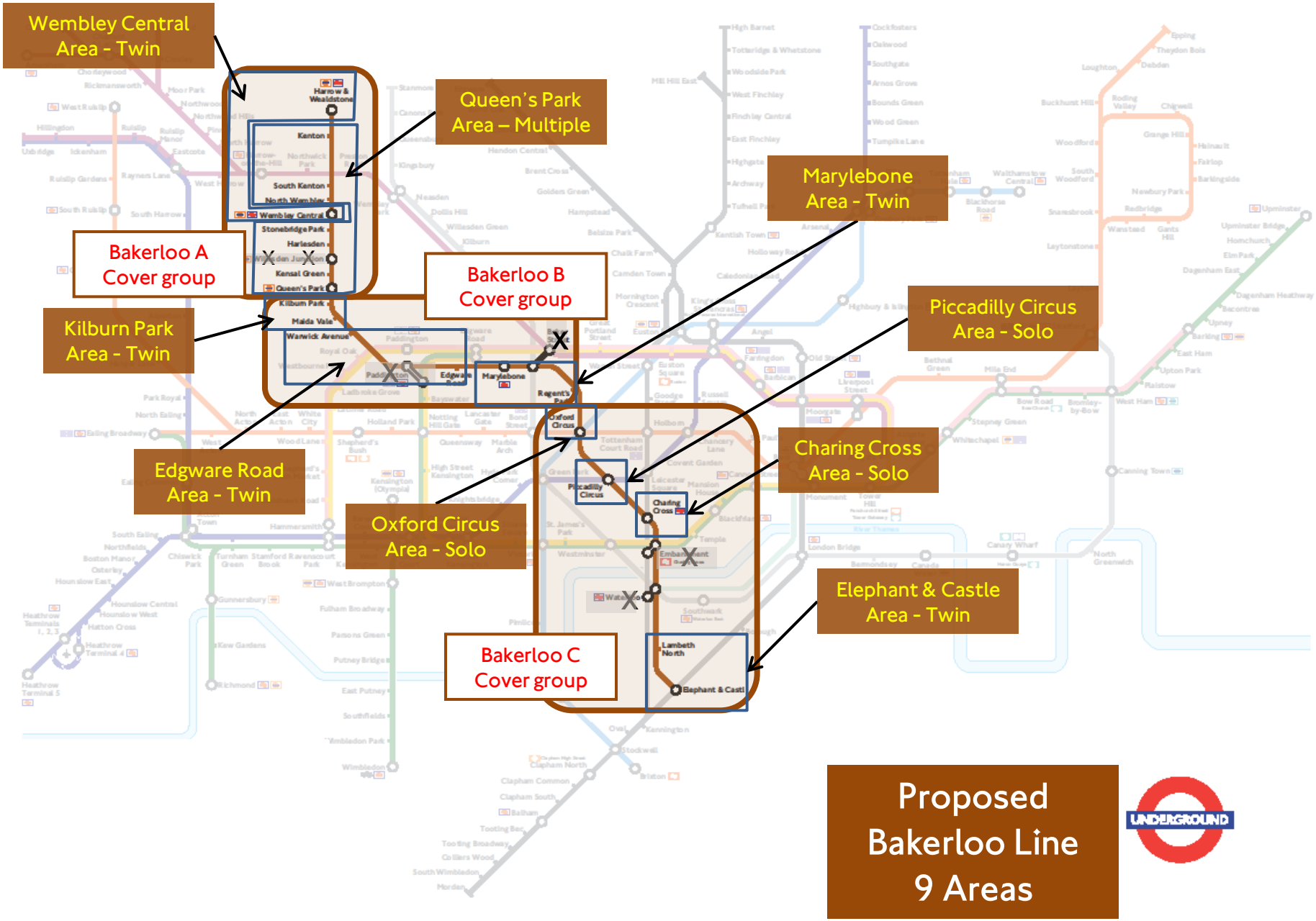

Proposed Bakerloo Line 9 Areas

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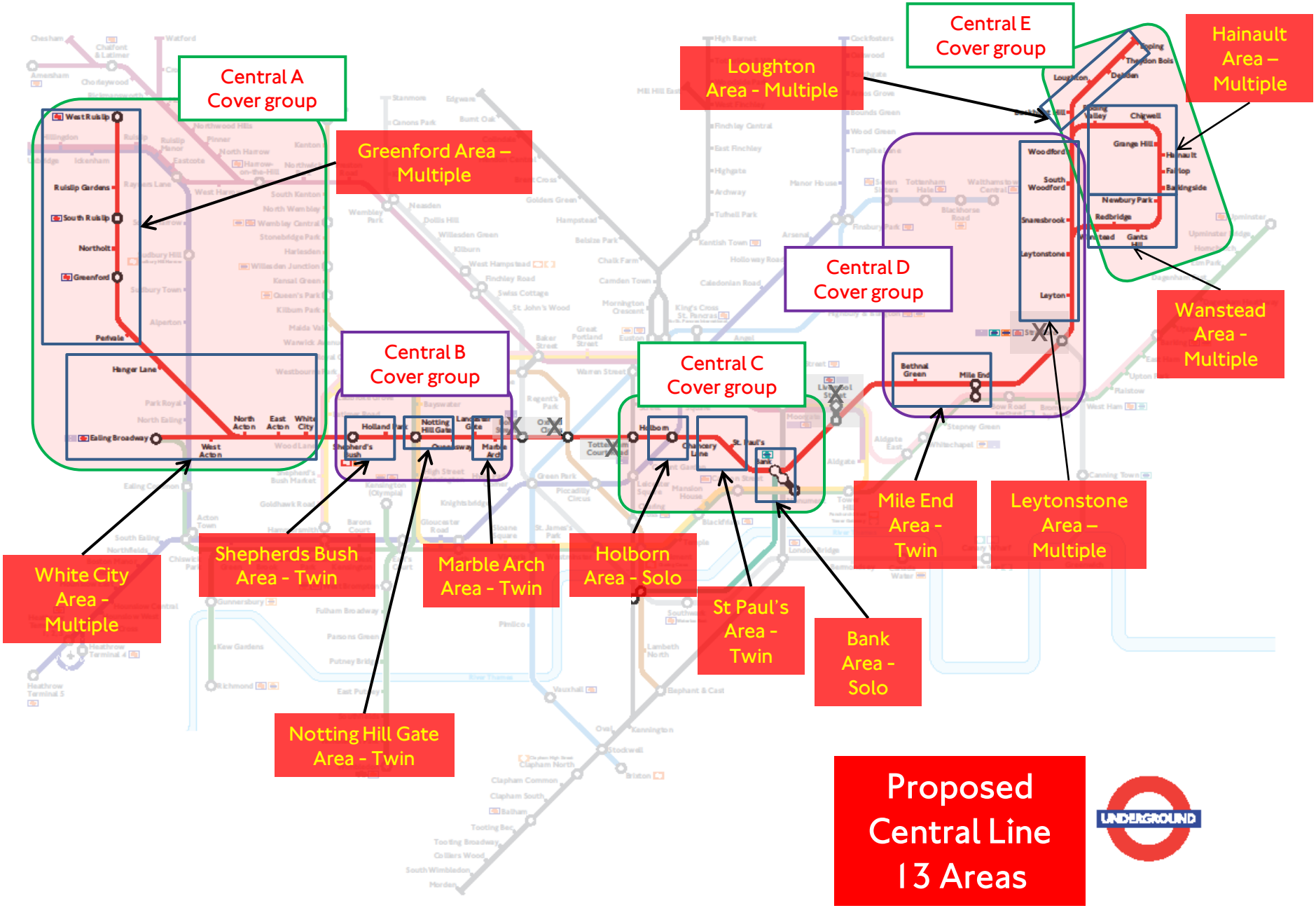

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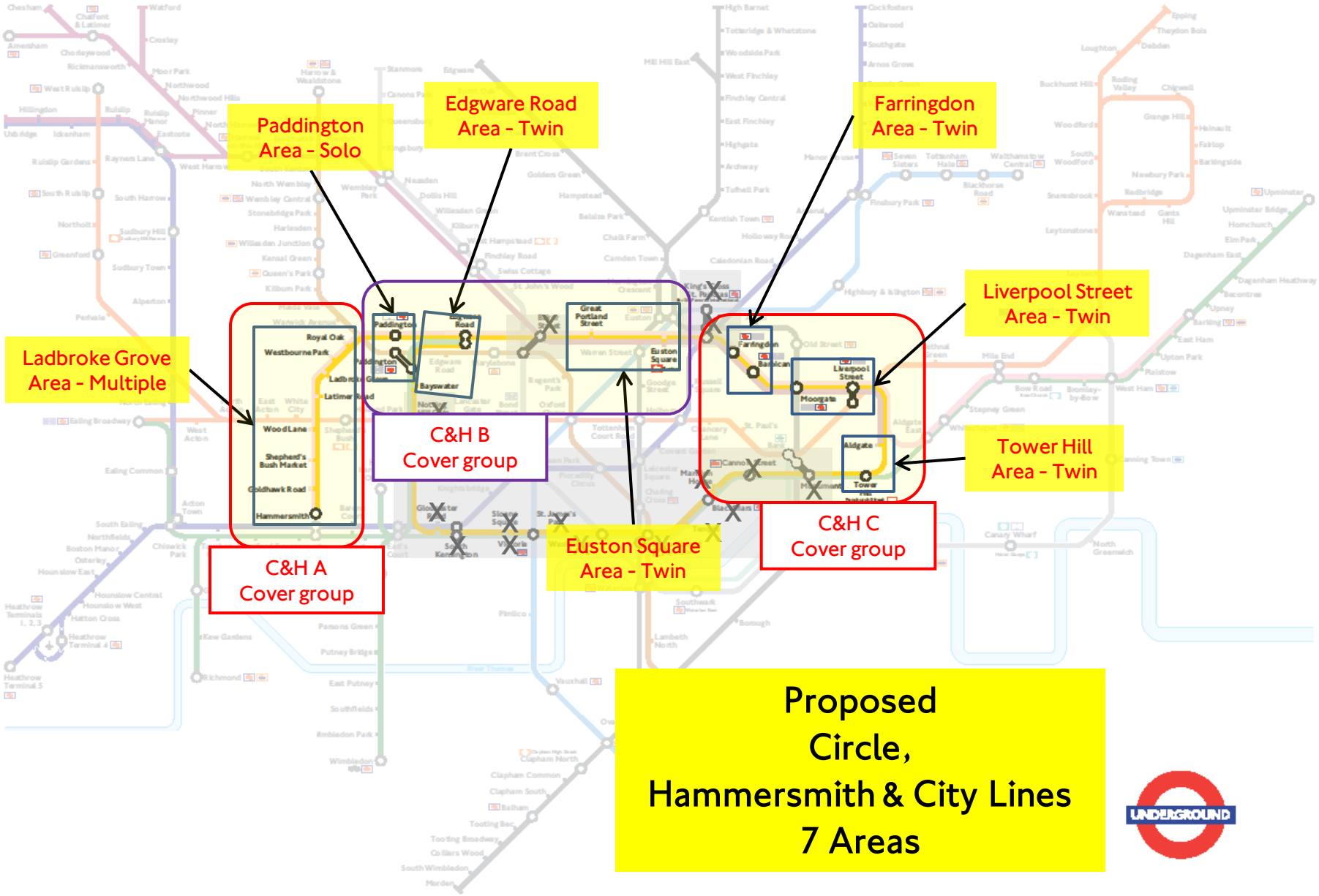

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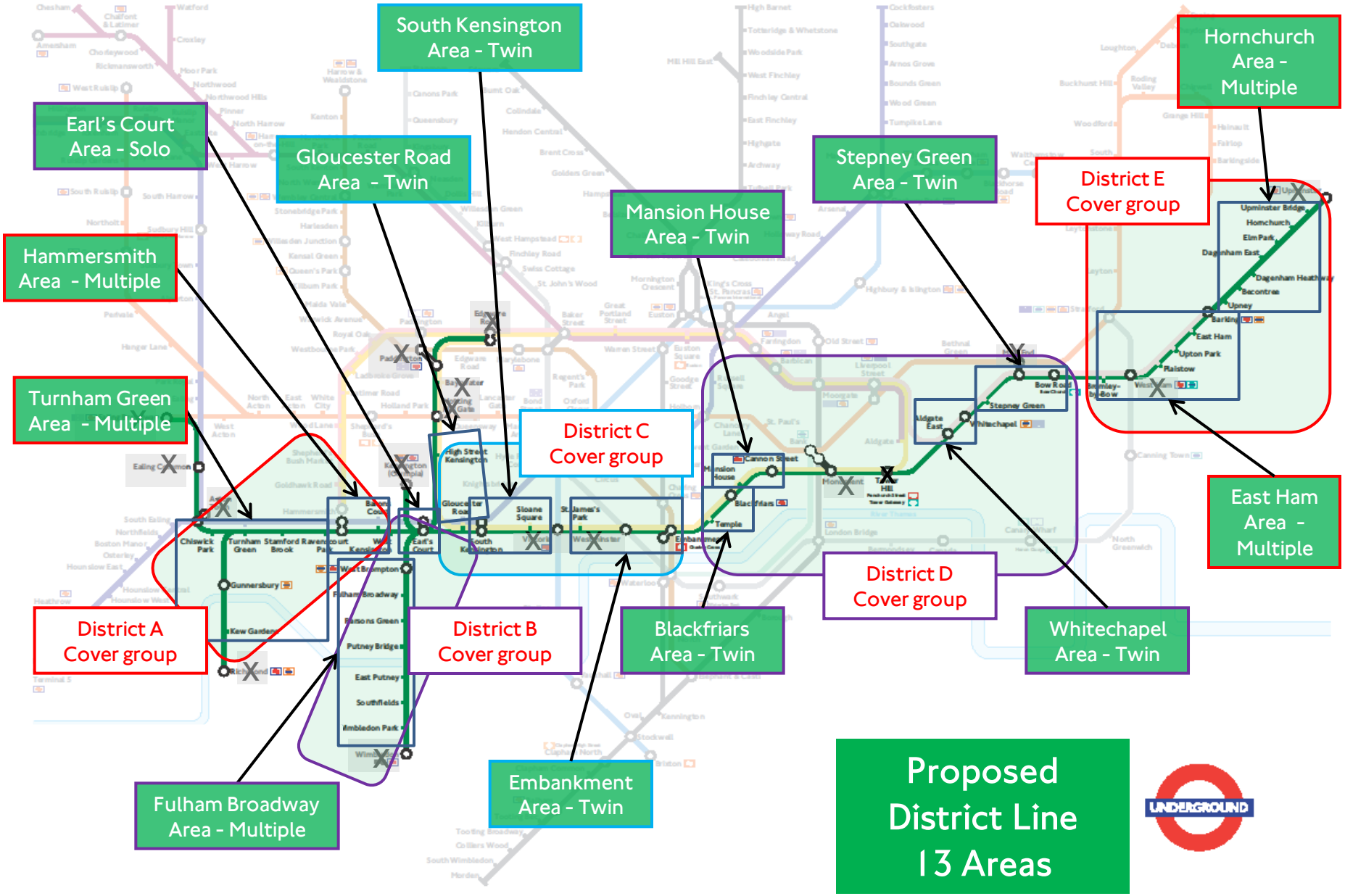

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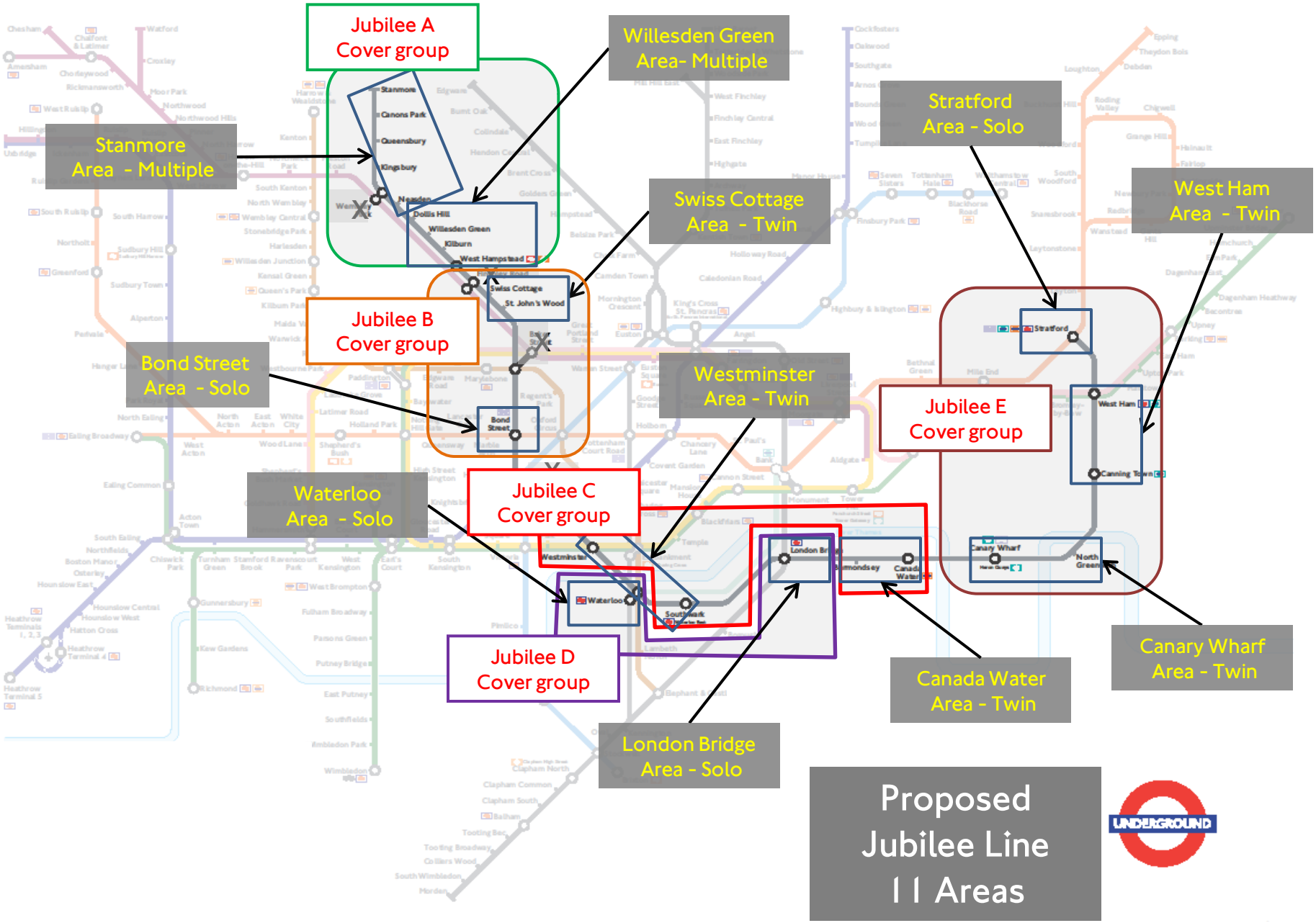

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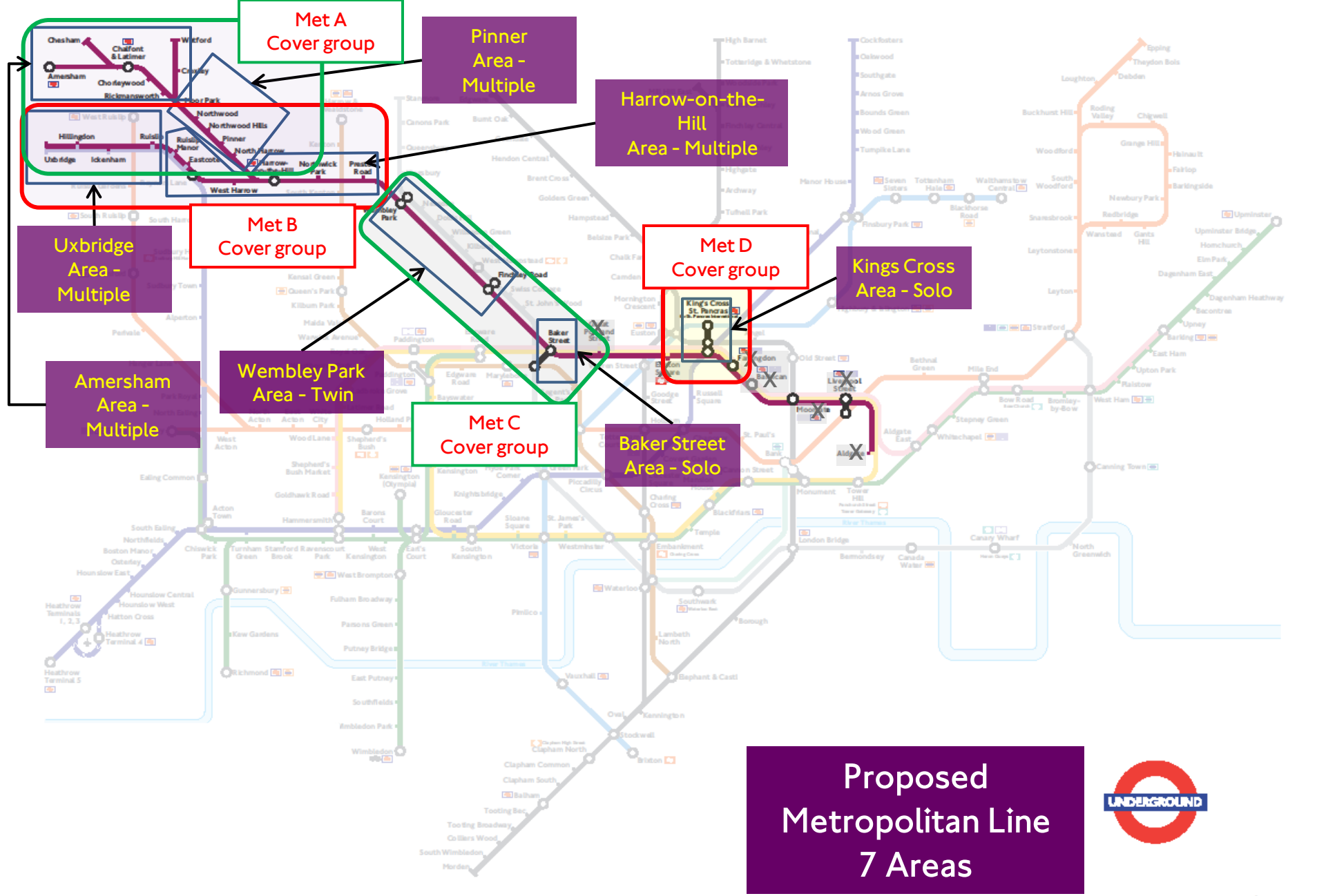

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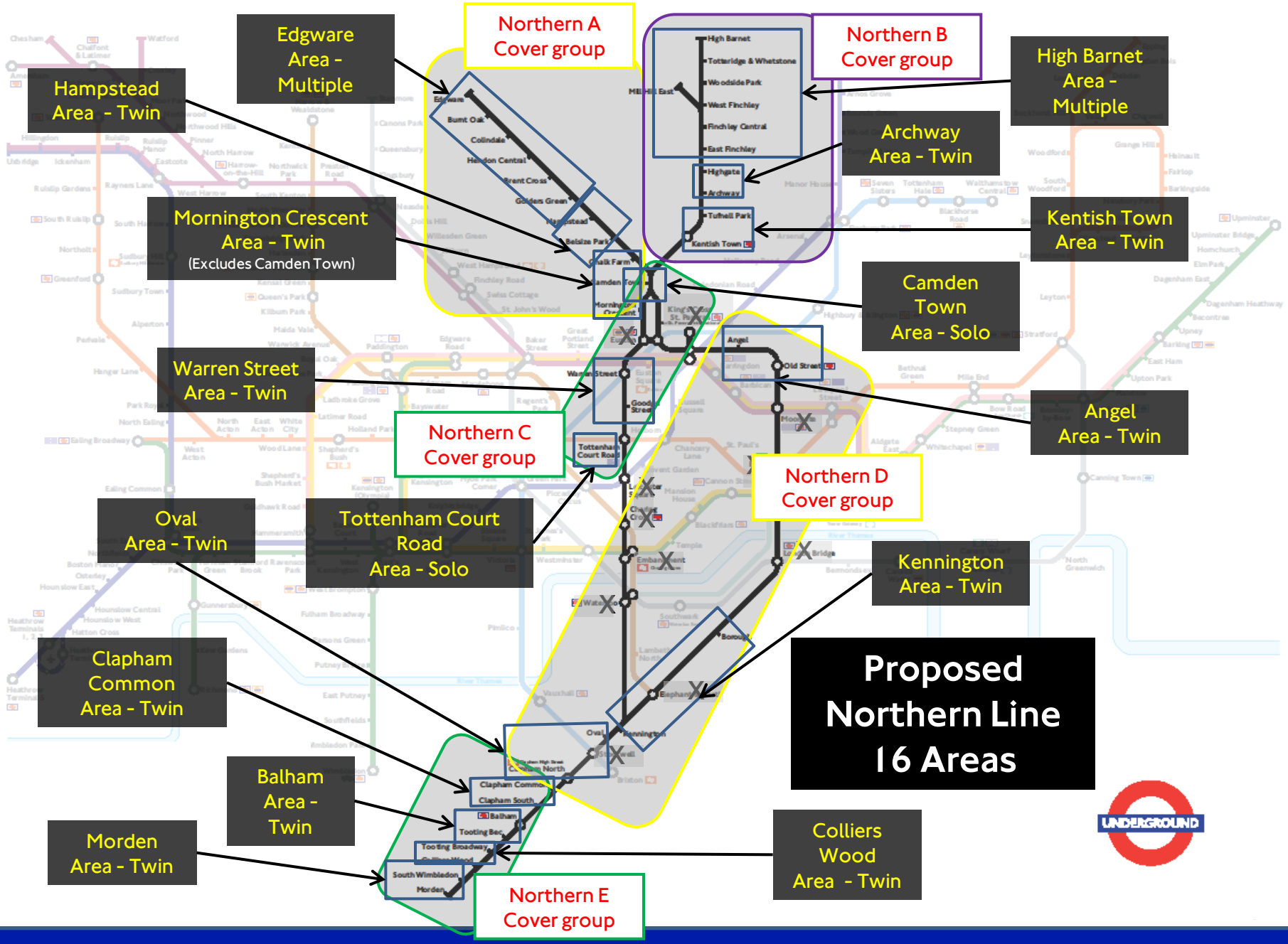

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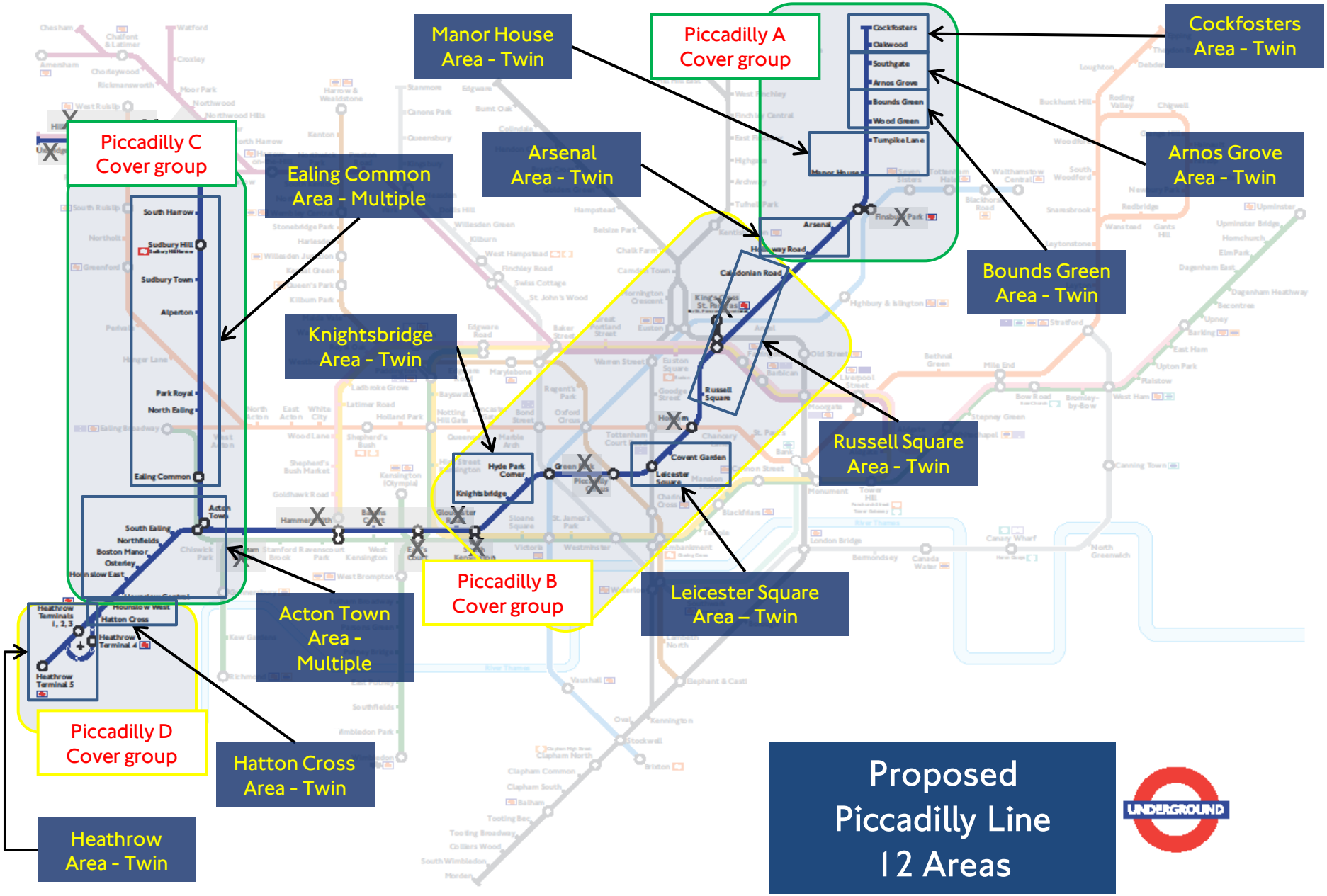

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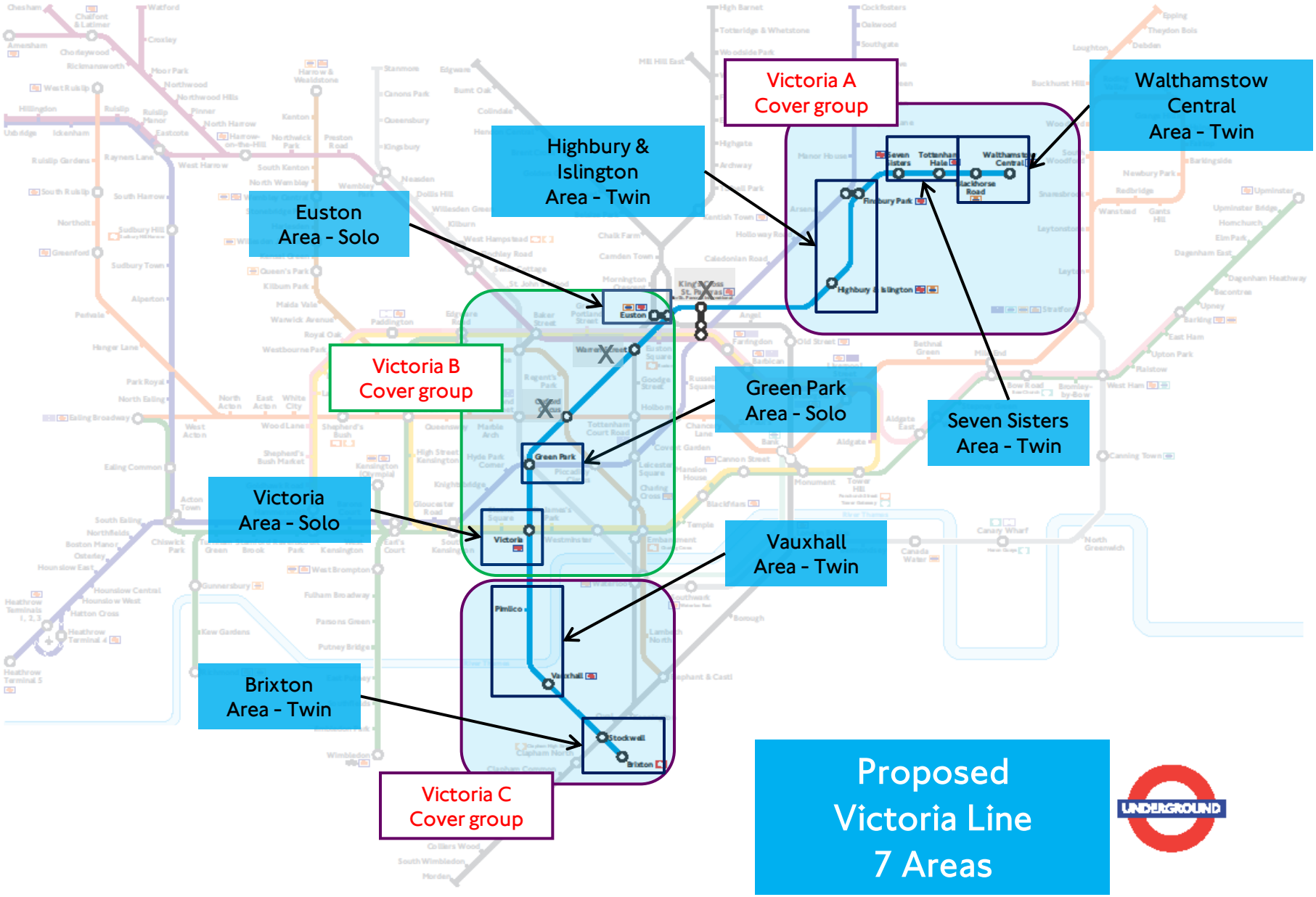

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Proposed Job Descriptions

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Trades' Unions response

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Close

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