Fit for the Future – Stations
Stations and Revenue Control Council

TRANSPORT FOR LONDON

This document reflects ongoing work and discussions within LU on options for the future of London Underground. It does not represent LU's final position on the contents, which are subject to ongoing consultation with our trades unions.

Development and Selection

Rostering and Coverage

Job Descriptions

Trades Unions' response
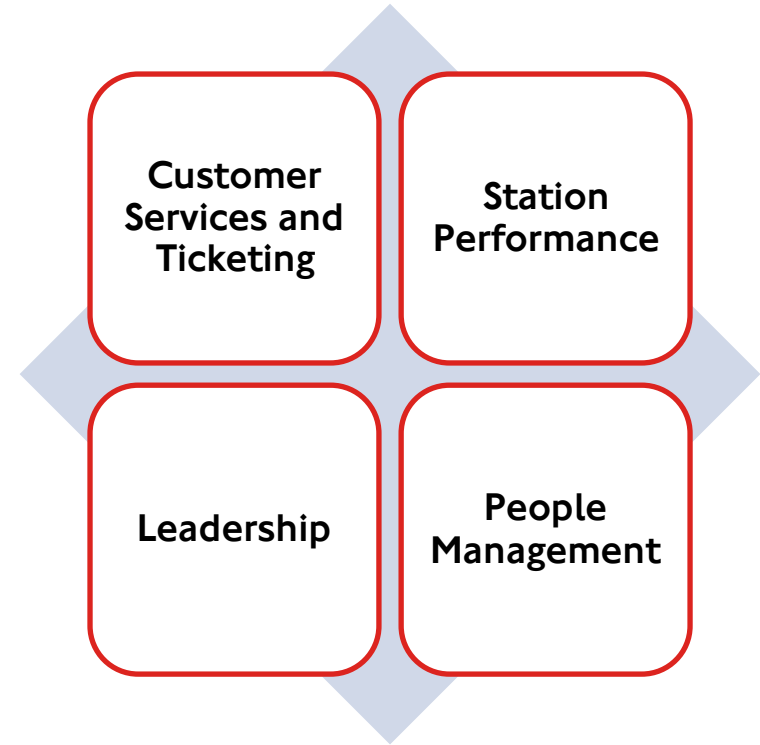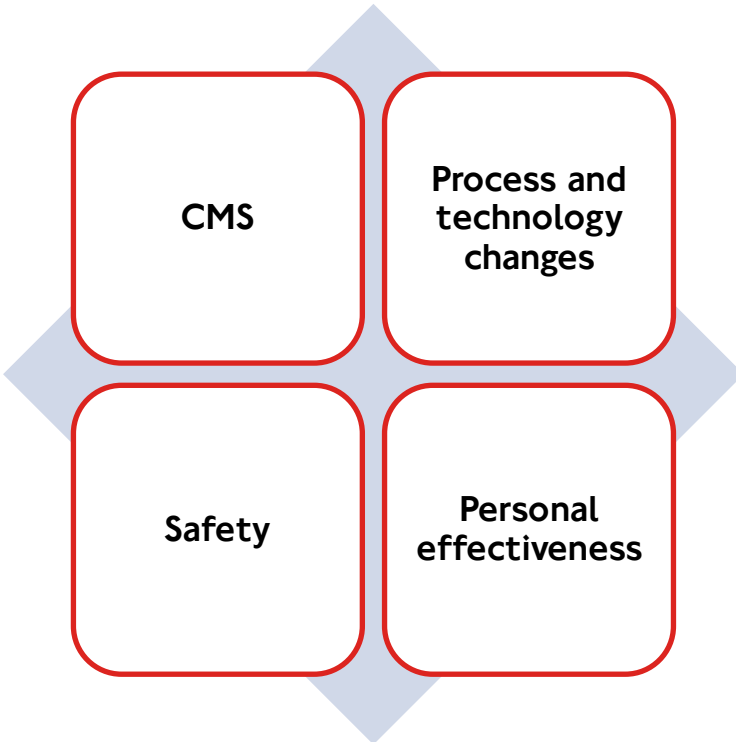
Development and Selection

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

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

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

Areas of capability

Customer Safety	Customer Service	Managing station performance	People Management	Leadership

Roles

CSM 1

CSM 2

CSS

CSA

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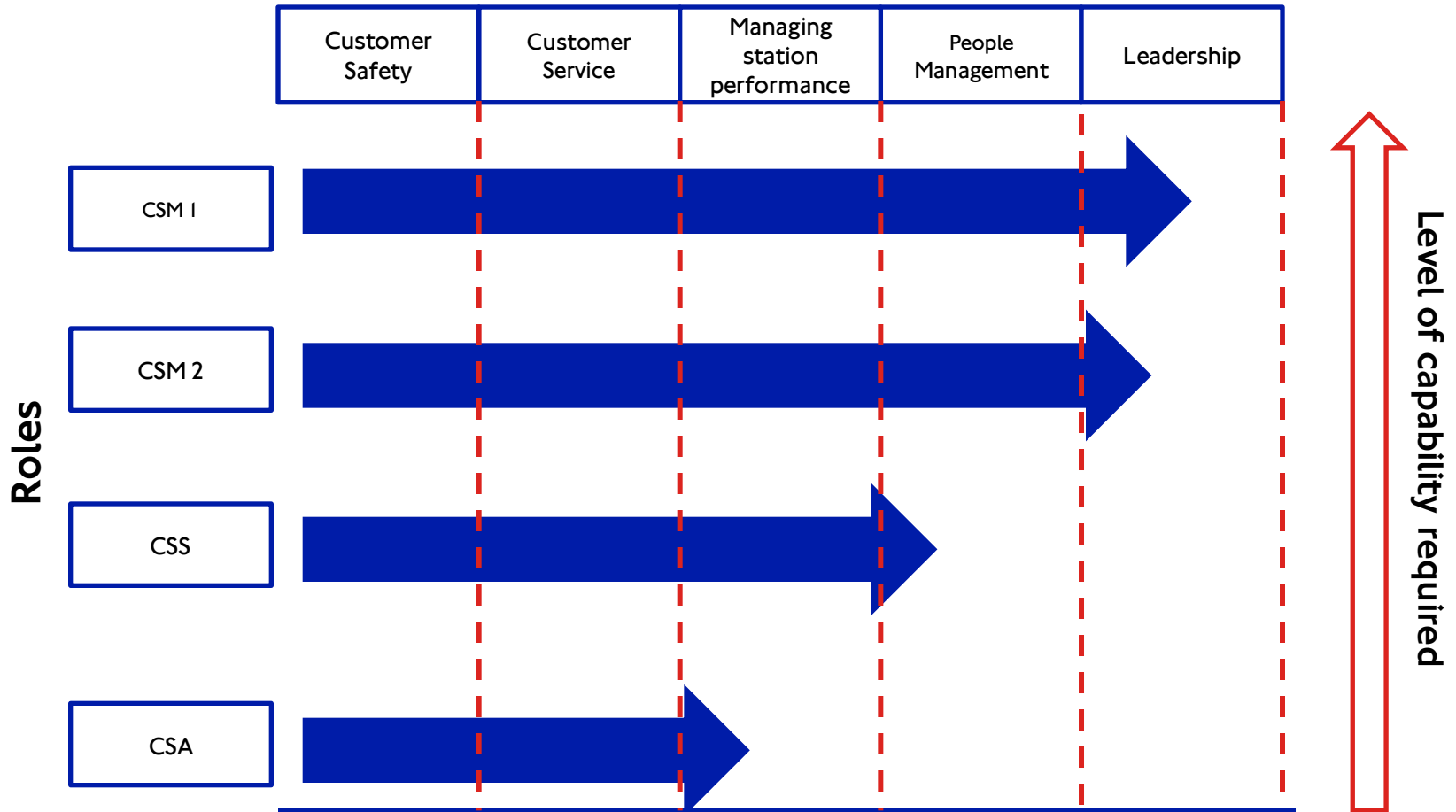
The level and breadth of capability required is linked to the increased responsibilities and span of control within roles.

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

Competency levels – example
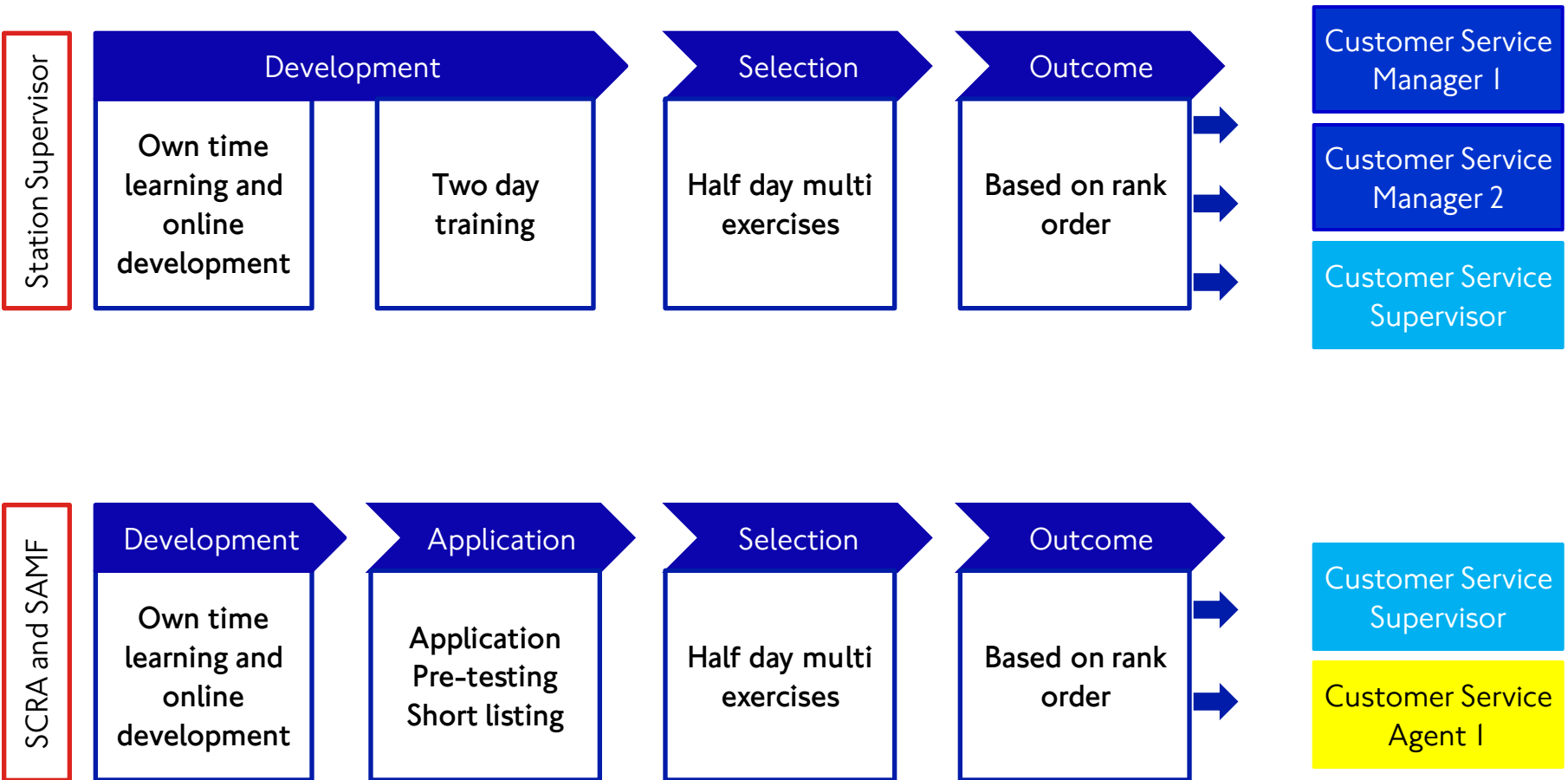
10 Our competencies

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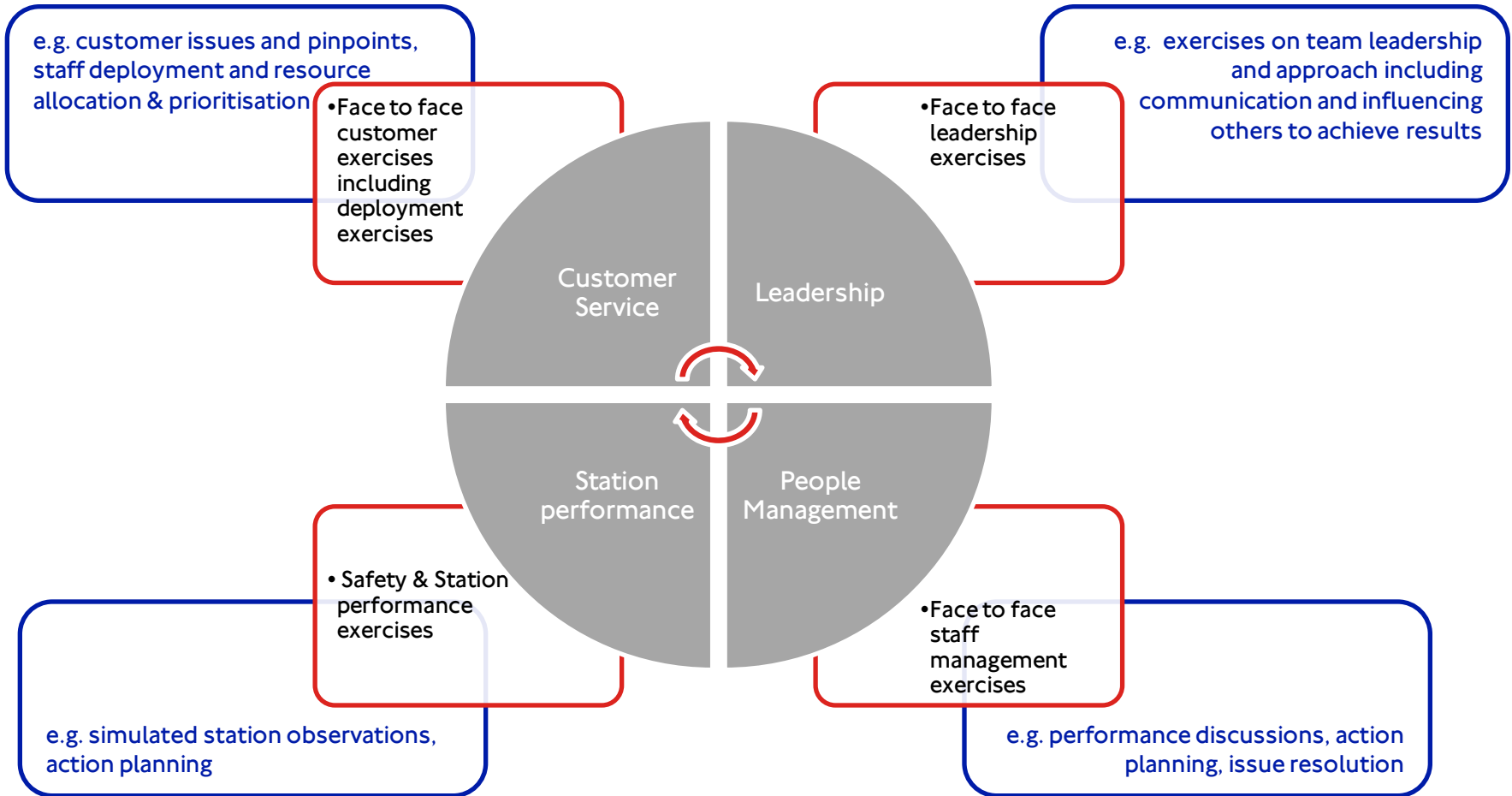**To be competent in your role, you should...**

Level	Descriptors
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

9

Proposed process overview

Station Supervisor

Development		Selection	Outcome
Own time learning and online development	Two day training	Half day multi exercises	Based on rank order

→ Customer Service Manager 1

→ Customer Service Manager 2

→ Customer Service Supervisor

SCRA and SAMF

Development	Application	Selection	Outcome
Own time learning and online development	Application Pre-testing Short listing	Half day multi exercises	Based on rank order

→ Customer Service Supervisor

→ Customer Service Agent 1

Selection methods

e.g. customer issues and pinpoints, staff deployment and resource allocation & prioritisation

e.g. exercises on team leadership and approach including communication and influencing others to achieve results

- Face to face customer exercises including deployment exercises

- Face to face leadership exercises

Customer Service

Leadership

Station performance

People Management

- Safety & Station performance exercises

- Face to face staff management exercises

e.g. simulated station observations, action planning

e.g. performance discussions, action planning, issue resolution

Rostering and Coverage Proposals

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**

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
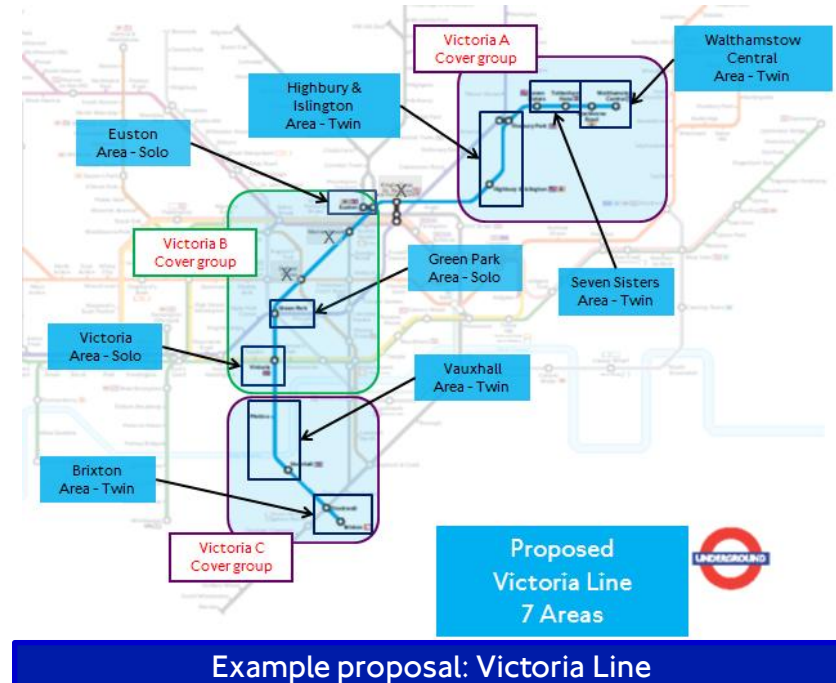
Staff rosters by Area type

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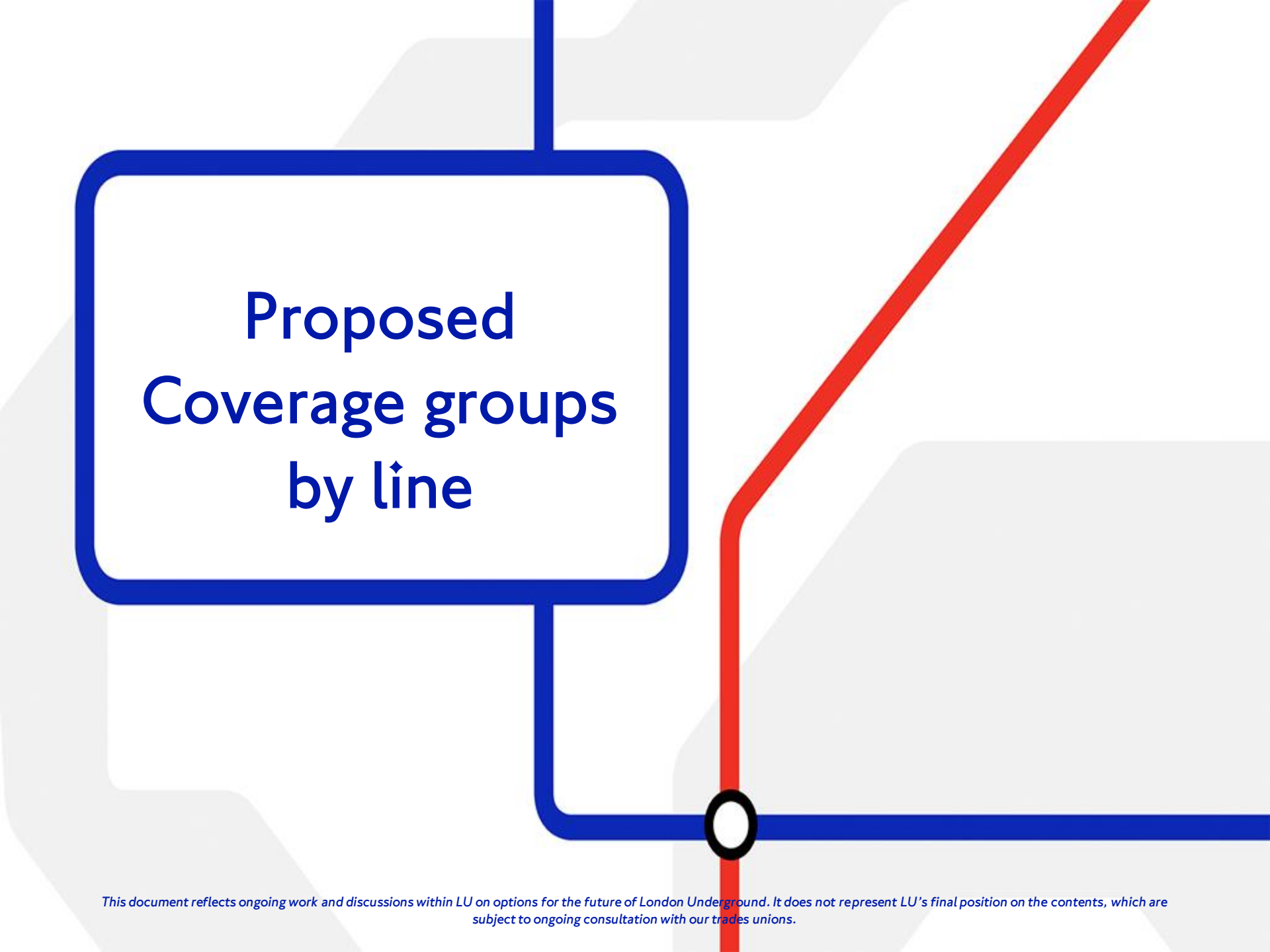
All CSA1 rosters within the Area are combined and would have integrated cover duties including nights

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

Part time staff would continue on stand alone rosters

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

Proposed Coverage groups by line

Wembley Central Area - Twin

Queen's Park Area – Multiple

Marylebone Area - Twin

Bakerloo A Cover group

Bakerloo B Cover group

Piccadilly Circus Area - Solo

Kilburn Park Area - Twin

Charing Cross Area - Solo

Edgware Road Area - Twin

Oxford Circus Area - Solo

Elephant & Castle Area - Twin

Bakerloo C Cover group

Proposed Bakerloo Line 9 Areas

Central A Cover group

Greenford Area – Multiple

Central E Cover group

Loughton Area - Multiple

Hainault Area – Multiple

Central D Cover group

Wanstead Area - Multiple

Central B Cover group

Central C Cover group

White City Area - Multiple

Shepherds Bush Area - Twin

Marble Arch Area - Twin

Holborn Area - Solo

St Paul's Area - Twin

Bank Area - Solo

Mile End Area - Twin

Leytonstone Area – Multiple

Notting Hill Gate Area - Twin

Proposed Central Line 13 Areas

UNDERGROUND

Paddington Area – Solo

Edgware Road Area – Twin

Farringdon Area – Twin

Liverpool Street Area – Twin

Ladbroke Grove Area – Multiple

C&H B Cover group

Euston Square Area – Twin

Tower Hill Area – Twin

C&H A Cover group

C&H C Cover group

Proposed Circle, Hammersmith & City Lines 7 Areas
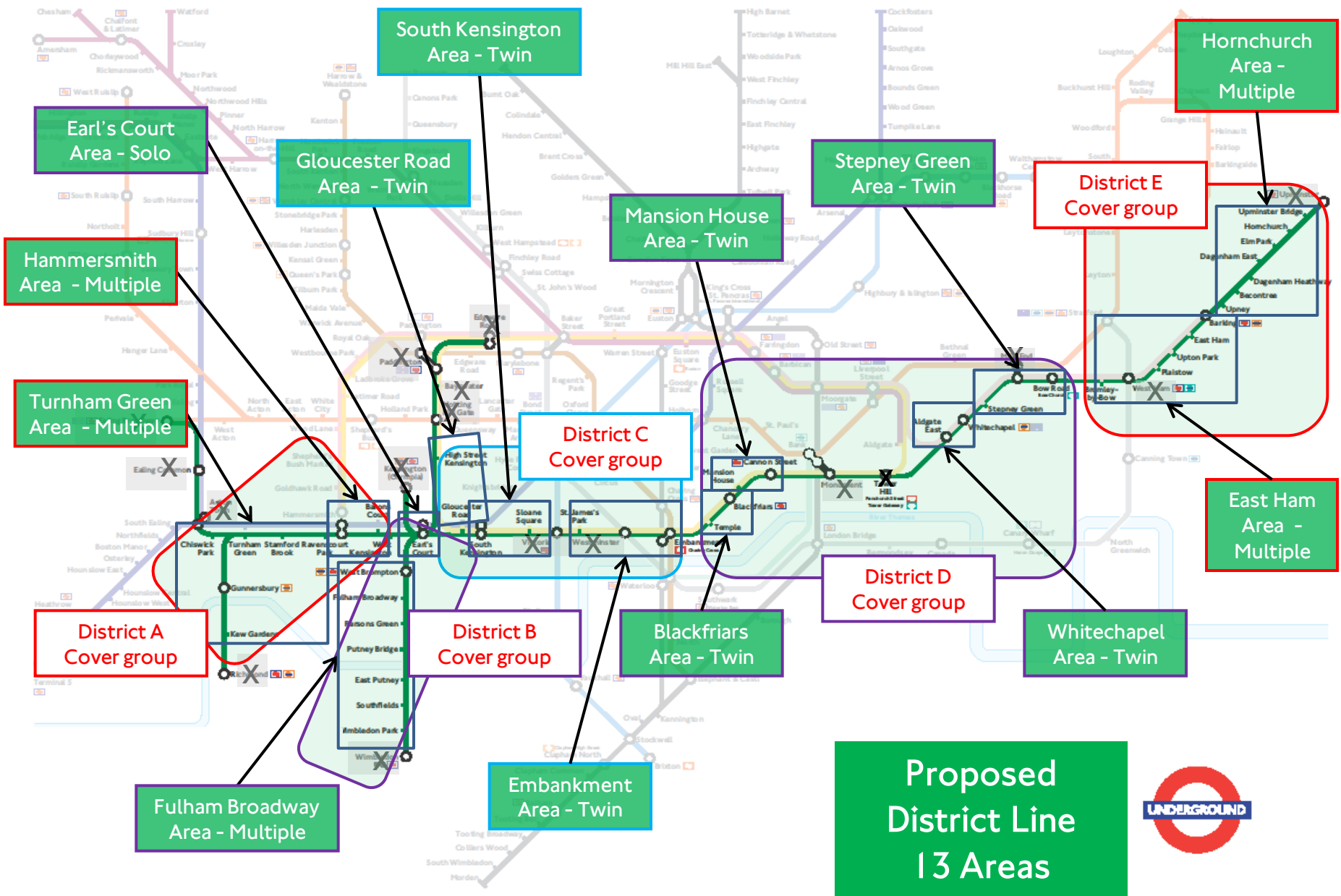
South Kensington Area - Twin

Earl's Court Area - Solo

Gloucester Road Area - Twin

Hornchurch Area - Multiple

Hammersmith Area - Multiple

Stepney Green Area - Twin

District E Cover group

Mansion House Area - Twin

Turnham Green Area - Multiple

District C Cover group

East Ham Area - Multiple

District A Cover group

District B Cover group

Blackfriars Area - Twin

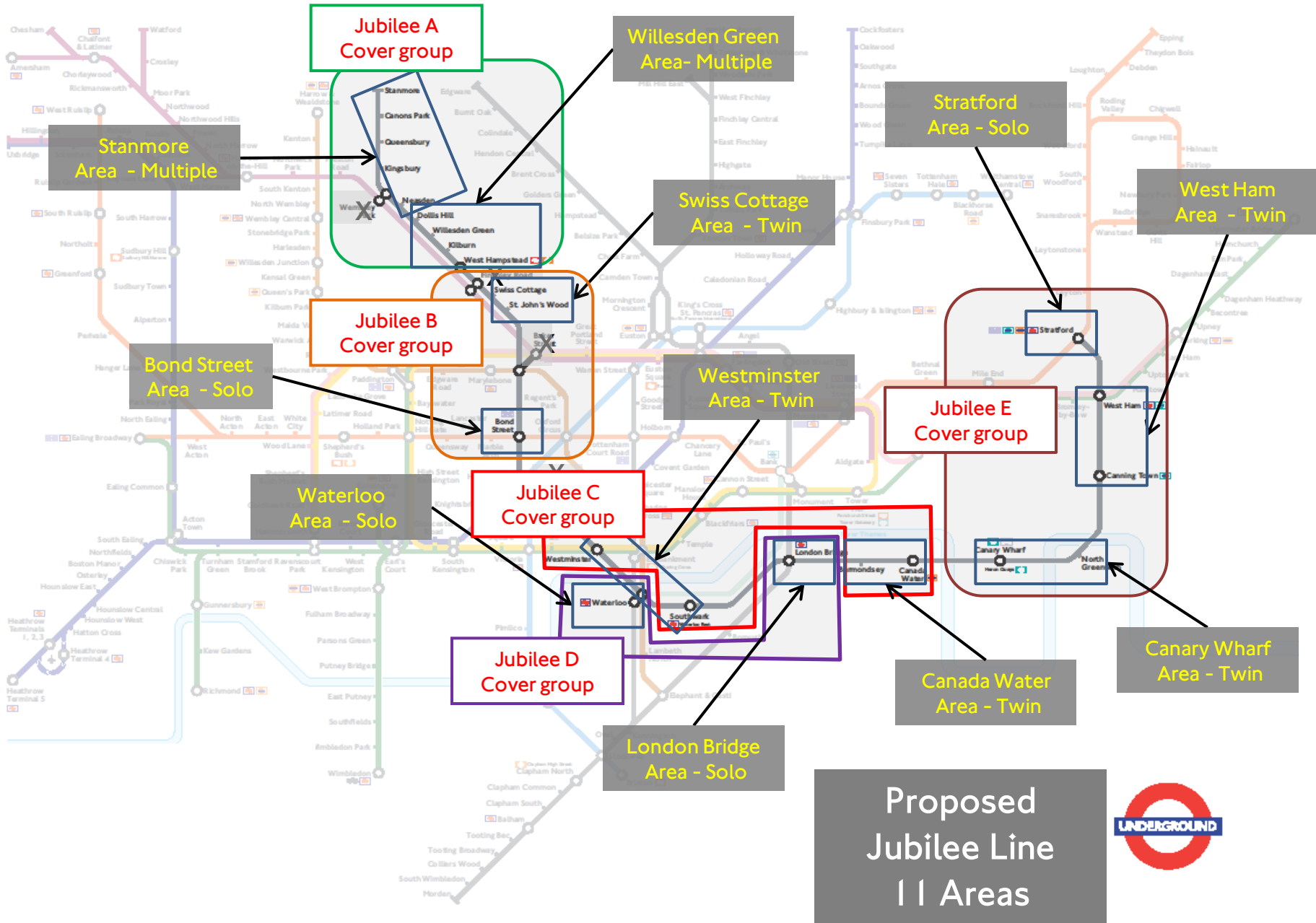District D Cover group

Whitechapel Area - Twin

Fulham Broadway Area - Multiple

Embankment Area - Twin

Proposed District Line 13 Areas

UNDERGROUND

Jubilee A
Cover group

Willesden Green
Area- Multiple

Stratford
Area - Solo

West Ham
Area - Twin

Stanmore
Area - Multiple

Swiss Cottage
Area - Twin

Jubilee B
Cover group

Bond Street
Area - Solo

Westminster
Area - Twin

Jubilee E
Cover group

Waterloo
Area - Solo

Jubilee C
Cover group

Canary Wharf
Area - Twin

Jubilee D
Cover group

Canada Water
Area - Twin

London Bridge
Area - Solo

Proposed
Jubilee Line
11 Areas

Met A
Cover group

Pinner
Area -
Multiple

Harrow-on-the-Hill
Area - Multiple

Met B
Cover group

Uxbridge
Area -
Multiple

Met D
Cover group

Kings Cross
Area - Solo

Amersham
Area -
Multiple

Wembley Park
Area – Twin

Met C
Cover group

Baker Street
Area - Solo

Proposed
Metropolitan Line
7 Areas

Hampstead Area - Twin

Edgware Area - Multiple

Northern A Cover group

Northern B Cover group

High Barnet Area - Multiple

Archway Area – Twin

Mornington Crescent Area - Twin (Excludes Camden Town)

Kentish Town Area - Twin

Camden Town Area - Solo

Warren Street Area - Twin

Northern C Cover group

Angel Area - Twin

Northern D Cover group

Oval Area - Twin

Tottenham Court Road Area - Solo

Kennington Area - Twin

Clapham Common Area - Twin

Balham Area - Twin

Morden Area - Twin

Colliers Wood Area - Twin

Northern E Cover group

Proposed Northern Line 16 Areas

UNDERGROUND

Manor House Area - Twin

Piccadilly A Cover group

Cockfosters Area - Twin

Arnos Grove Area - Twin

Arsenal Area - Twin

Bounds Green Area - Twin

Piccadilly C Cover group

Ealing Common Area - Multiple

Knightsbridge Area - Twin

Russell Square Area - Twin

Acton Town Area - Multiple

Piccadilly B Cover group

Leicester Square Area – Twin

Piccadilly D Cover group

Hatton Cross Area - Twin

Heathrow Area - Twin

Proposed Piccadilly Line 12 Areas

Victoria A
Cover group

Walthamstow
Central
Area - Twin

Highbury &
Islington
Area - Twin

Euston
Area - Solo

Victoria B
Cover group

Green Park
Area - Solo

Seven Sisters
Area - Twin

Victoria
Area - Solo

Vauxhall
Area - Twin

Brixton
Area - Twin

Victoria C
Cover group

Proposed
Victoria Line
7 Areas

Proposed Job Descriptions

Trades' Unions response

Close

TRANSPORT FOR LONDON