





## Customer Service Supervisors/Managers Handbook

### Finance and administration

### Managing customer service

### Managing the performance scorecard

### Managing your team

When staff report for duty

Monitoring staffing levels

Dealing with staff concerns and grievances

**Managing performance and giving feedback**

Recording non-availability and lateness

### Safety, security and environment

### Station presentation

[Home](#) > [Customer Service Supervisors/Managers Handbook](#) > [Managing your team](#) > Managing performance and giving feedback

## Managing performance and giving feedback

### Information

Customer service supervisors must carry out competence management assessments if they are trained to do so.

Staff performance can be managed in a number of ways, such as:

- monitoring staff performance and giving feedback where appropriate
- through the competence management system (CMS) and performance discussions

### Monitoring staff performance

When carrying out your duties on the station, regularly monitor staff performance and give constructive feedback to the member of staff, at the time or as soon as possible.

Feedback might cover:

- things the member of staff has done well, or
- areas the member of staff needs to improve

### Information

A customer service manager might ask a customer service supervisor to provide information about the performance of a member of staff on probation.

### Commendation

#### Information

Excellent performance must be recorded in the SAP-CMS feedback box for the member of staff.

All TfL employees are eligible for this scheme and to nominate or be nominated for an award using the online [Make a Difference nomination form](#).

If you are able to access the form, you can recommend to your manager that staff are recognised for excellent performance, such as giving excellent customer service, or demonstrating excellent operating professionalism.

Staff can be recognised in a variety of ways:

- saying thank you individually or in team meetings
- in writing
- by formal recognition, such as through issuing a Make a Difference award

#### Information

'Thank You' cards are ordered via SAP e-procurement via the standard TfL catalogue.

### Improvement areas

#### Information

Areas for performance improvement must be recorded in the SAP-CMS feedback box for the member of staff.

If you observe an area that can be improved on, give feedback.

As part of the feedback offer to help the member of staff make the necessary improvement by offering guidance, coaching and support.

If you are still concerned about the member of staff after offering assistance, tell your customer service manager.

### The competence management system

#### Information

The competence management system (CMS) covers all aspects of station roles, such as:

- customer service
- operating equipment on stations
- the safety and security aspects of the role

Details of all the station activities covered in the competence management system are included in the Competence standards and guidance book.

#### Warning

It is your responsibility to help ensure that your personal competence and familiarisation are up to date, including station, track and if appropriate, lifts and escalators.

If you are a competence management system assessor, you must:

- ensure your staff are enrolled on an appropriate development plan
- actively seek opportunities to assess the competence of your staff and any other staff working on your station
- give feedback as part of the assessment process
- follow up on any improvement actions, action plans and commendations as appropriate
- record assessment details in SAP-CMS

### Giving feedback

Feedback should encourage:

- good performance to continue
- improvements in competence where possible
- poor performance and behaviour to be managed

### Recording assessments in SAP

Record the assessment results in SAP CMS, using the following ratings for each of the activities:

- 'met commendations', for when the member of staff has shown outstanding competence, or
- 'met', for when the member of staff has met the required standard, or
- 'met improvement', for when the member of staff has almost met the required standard but some improvement or development is required, or
- 'review', when the member of staff has demonstrated poor levels of competence which require an action plan

You can find more details about the competence management system in the [guide to assessing](#).

If you need assistance contact your manager or your competence management system co-ordinator.

 [Print preview](#)

### Page information

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