



## Job Description

## Guidance

### Job title

Customer Service Manager 2 / 3

### Reporting to (position number)

Area Manager

### Hay score / Pay Band

TBA / OMQ3 & 4

## Job Purpose

Lead and manage a team to deliver world class service to all London Underground customers. Responsible for the smooth and safe daily operation of the station environment, delivering to agreed performance targets for customer service, safety, reliability, capacity and commercial performance of the network.

CSM2s will work unsociable hours (including nights) and weekends regularly as part of a roster. (Q3 Level 2).

CSM3s will work unsociable hours (excluding nights) and weekends regularly as part of a roster. (Q4 Level 1).

NB: CSM2s will normally be rostered at Metro and Local stations. CSM3s will normally work in Local stations.

## Key accountabilities

**People management:** lead, motivate and develop a team of staff to deliver a world class service through effective performance management, communication, coaching and development.

**Customer service:** ensure the best possible customer experience is delivered (measured through the achievement of key customer service performance indicators), and lead by example through proactively providing assistance to customers.

**Staff Engagement:** lead local activities to build staff involvement and commitment to improve customer service.

**Deployment:** deploy staff effectively at all times to maximise service provision and staff visibility to customers and reduce the risk of station closures and disruption to customers.

**Performance management:** Proactively manage attendance, discipline and conduct issues within your team, ensuring these are resolved early, effectively and without escalation where possible. Manage the performance of your team throughout the year to ensure they continue to demonstrate the required competence.

**Ticketing:** manage the provision of ticketing facilities for customers, ensuring the availability of ticket machines.

Proactively identify opportunities to increase commercial revenue.

**Operational support:** responsible for opening and closing stations, facilitating access and managing a combination of assets depending on the station type (including the programme of station and security checks) to ensure the reliability of assets and services to customers. Identify and resolve faults locally wherever possible.

**Incidents and emergencies:** respond to and manage operational incidents in line with London Underground's rules and procedures to ensure the safety of customers and staff and to restore service as quickly as possible. Liaise effectively with emergency services and other external stakeholders as needed.

**Safety:** manage operational risks by regularly reviewing risk assessments. Investigate incidents and other issues locally, writing and reviewing reports where appropriate and seek to improve ways of working to prevent recurrence. Implement steps to protect revenue by effectively detecting and eliminating fraud.

This job description takes account of the primary factors but recognises there may be an number of items required to fulfil the role, but which are not required to be detailed.



Direct



Active



Fair



Accountable



Collaborative

## Financial Impact

The jobholder does not have any budgetary responsibility but will handle cash and cash-value items following the correct procedures. The jobholder will be responsible for the line management of Customer Service Supervisors and/or Customer Service Assistants.

The jobholder will have responsibility for authorising overtime, and for authorising rewards and recognition payments.

## Key interfaces

- Customers: provide help and assistance
  - Direct reports: engage and drive performance, provide support, coaching and guidance
  - Tenants, contractors, cleaners and other TfL representatives: ensure appropriate access to the station environment and direct as required.
  - AM: work to instructions of, and provide support to, the AM to contribute to the smooth operation of the Area
  - Other LU operational colleagues: work collaboratively to ensure the smooth operation of the station and delivery of a world class service across the network. Ensure the smooth operation of the station, manage problems and deal with issues as they arise
- [See additional information for other key interfaces]

## Knowledge

- Excellent knowledge of the London Underground system, other TfL services, ticketing and travel options
  - Knowledge of an operational environment, in particular of station staff working practices and agreements
  - Knowledge of relevant technology to help customers and provide real-time information eg ticket machines and hand-held devices
  - Excellent understanding of London Underground's Customer Service targets and goals
  - Good understanding of local area information including onward transport, amenities and attractions
  - Commercial and financial awareness of operating issues such as reliability, access, overtime and minor works requests
  - Knowledge of operating procedures (as found in the relevant Rule Books), relevant policies/procedures and their application to resolve problems, knowledge of station assets and incident response
  - Knowledge of the requirements for working in a safety critical environment
  - Knowledge and understanding of equality and diversity requirements, including relevant TfL and wider government policy
- [See additional information for other knowledge]

## Skills

- Excellent customer service skills to deliver a world-class service.
  - Excellent communication skills including oral and written with the ability to listen effectively and express things clearly and accurately in writing
  - Excellent influencing skills
  - Ability to explain London Underground's customer service targets and goals to team members, drive achievement of them through team performance
  - Ability to deploy resources effectively to maximise visibility and service provision to customers
  - Ability to organise and control your own work and that of team members
  - Ability to plan and organise to mitigate against performance risks
- [See additional information for other skills]

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## Experience

- Managing, coaching and developing a team of people to deliver excellent customer service
- Working calmly and confidently in all situations including emergencies
- Managing people issues that require liaison with other support functions (eg managing attendance, lateness, grievances and so on)
- Leading and working in a busy and dynamic operational environment
- Communicating clearly and effectively with people from different backgrounds and at all levels
- Working and delivering as part of a team

Our 15 competencies are the generic skills, including interpersonal skills and knowledge need to perform well in a role, but not all of these will be applicable. Based on the requirements of the role, please indicate those competencies that are most relevant (6 - 8 max) and the level required (A-E).

Refer to the [Competency Briefing Note for Line Managers](#) for further information and the [Competency Framework](#) to determine the competencies and levels to be included.

Building capability	<input type="checkbox"/>		Communications and influence	<input checked="" type="checkbox"/>	B
Responsiveness	<input checked="" type="checkbox"/>	C	Stakeholder management	<input checked="" type="checkbox"/>	A
Customer service orientation	<input checked="" type="checkbox"/>	C	Planning and organisation	<input checked="" type="checkbox"/>	B
Strategic thinking	<input type="checkbox"/>		Commercial thinking	<input checked="" type="checkbox"/>	A
Problem solving and decision making	<input checked="" type="checkbox"/>	A	Safety awareness	<input checked="" type="checkbox"/>	C
Organisational awareness	<input checked="" type="checkbox"/>	B	Managing business performance	<input checked="" type="checkbox"/>	A
Change and innovation	<input type="checkbox"/>		Team leadership	<input checked="" type="checkbox"/>	B
Results focus	<input checked="" type="checkbox"/>	B			

## HEALTH & SAFETY STATEMENT

All employees have a general duty in law to take reasonable care for the health and safety of themselves and of other persons who may be affected by their acts or omissions.

All employees must understand and be committed to Transport for London's Health and Safety Policy statement and the Company's safety priorities and be aware of their contribution to such priorities. All employees must also be aware of and comply with all current health and safety legislation and other Company requirements that are relevant to their role.

## EQUALITY STATEMENT

Transport for London values the diversity which exists in our city, and our aspiration is to reflect this diversity in our workforce. All employees must be aware of and committed to the Equality Policy Statement of Transport for London. All employees must also be aware of and comply with other Company requirements associated with Equality and Diversity issues relevant to their role.

## CRIME & DISORDER STATEMENT

It is a statutory requirement for all departments in TfL to follow Section 17 of the Crime and Disorder Act 1998. Section 17 requires authorities to consider the likely affect on crime and disorder and community safety in all that they do, and take action to prevent crime and disorder, substance misuse, anti-social behaviour and behaviour that adversely affects the environment. TfL has voluntarily been committed to following Section 17 since 2006, but we must all make sure that it is considered in decision making, policies and procedures in the same way that equality and health and safety are.

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## ADDITIONAL INFORMATION AND/OR ADDENDUM

### Interfaces (cont)

- Cash collection: ensure the correct process is followed in handing cash to collection service staff
- Fault report centre: manage the resolution of reported faults
- Service Control: report details of incidents and receive real-time information to disseminate to customers and colleagues.
- Incident response colleagues and services: communicate and liaise with Emergency Services, Duty Reliability Managers, Emergency Response Unit and others in the event of an incident or emergency
- British Transport Police: assist in the prevention and detection of crime
- Local community: understand local issues, impacts and the needs of local customers.
- Operational Support, Human Resources, Occupational Health and other key people teams: proactively seek advice and guidance before making decisions
- Local authorities: understand local issues and the potential impact of any proposals.
- Train operators: collaborate to ensure smooth train operations by supporting appropriate train operating procedures (including planned detrainments and persons under train or on track incidents) and performing platform management duties.

### Knowledge (cont)

- Excellent knowledge of ticketing processes and understanding of how to effectively detect and implement steps to eliminate fraud
- A good understanding of relevant organisational structure and key personnel
- A good understanding of employment, health, safety and environment issues
- Knowledge of HR policies and procedures

### Skills (cont)

- Ability to carry out relevant cash handling procedures
- Ability to keep up to date with changes and initiatives taking place at a team and organisational level
- Ability to apply emergency safety procedures to protect the well-being of self, colleagues and customers
- Ability to provide coaching and support to colleagues
- Ability to demonstrate assurance and competence, including licences for safety critical activities such as section 12, lifts, escalators, group control room and station operation security room.
- Multi-lingual (desirable)

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