

### **Schedule 8.6 – Training**

**TfL RESTRICTED**

Restricted to: TfL Group, Contractor Group and Consultants with NDA

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# **1 Introduction**

## **1.1 Scope and Purpose**

- 1.1.1 This Schedule 8.6 (Training) sets out the requirements for the Contractor to plan and conduct training of:
- (a) TTL and Third Party trainers to enable them to train Operator Personnel in relation to the operation of the System; and
  - (b) Contractor Personnel for the proper operation and maintenance of the System and the delivery of the Services and the performance of the Contractor's role as System Integrator.
- 1.1.2 The objectives of this Schedule are to ensure that:
- (a) Operator Personnel are trained in the use of the System;
  - (b) Contractor Personnel are competent to access Sites, maintain and operate the System and deliver the Services; and
  - (c) TTL can arrange any training necessary for Contractor Personnel.

## **1.2 Documents to be Submitted by the Contractor**

- 1.2.1 The Contractor shall prepare, submit and maintain as appropriate the following documents in accordance with the provisions of this Schedule:
- (a) a Training Plan;
  - (b) a Training Programme;
  - (c) a Training Log; and
  - (d) training materials.

## 2 Training of Operator Personnel, Retail Agents and FTICs

### 2.1 General

- 2.1.1 For each Change initiated by the Contractor which impacts Operator Personnel's use of the System and/or Services, the Contractor shall be required to provide training for Operator Personnel in accordance with this paragraph 2.
- 2.1.2 Unless otherwise specified by TTL pursuant to a Variation, in relation to the training of Operator Personnel, the Contractor shall only be required to train training personnel provided by TTL and/or other relevant Third Parties ("**Train the Trainer**"), with each member of training personnel being a "**Trainer**".
- 2.1.3 Trainers shall perform the training of the Operator Personnel who will use the System save that the Contractor shall, upon request from TTL or the relevant Third Party, support and advise TTL or the relevant Third Party (as the context requires) in the delivery of training to Operator Personnel.
- 2.1.4 In relation to the training of Retail Agents and FTICs, the Contractor shall provide all necessary training as set out in paragraphs 2.8 to Retail Agents and FTICs.
- 2.1.5 The Contractor shall be responsible for:
- (a) ensuring all training and training materials are appropriate for the relevant audience, i.e. Trainers, Retail Agents and FTICs;
  - (b) the procurement of training materials necessary to implement the agreed Training Plan, including sufficient materials for Trainers to train Operator Personnel in the use of the relevant elements of the System (including but not limited to any associated equipment) which the Operator Personnel being trained are responsible for the operation of;
  - (c) ensuring sufficient numbers of Contractor Personnel with appropriate qualifications to train Trainers and/or Retail Agents and FTICs (as the context requires) and providing the training materials to the recipients each of which is identified in the Training Plan;
  - (d) the provision of the office, classroom or workshop facilities at locations agreed in advance with TTL and access to equipment for the purposes of Training the Trainers;
  - (e) the modification of the training approach, materials or resources in response to training pass/fail rates and in-service operations;
  - (f) retraining in the light of modifications pursuant to paragraph 2.1.5(e) above;
  - (g) providing repeat or modified training consequent upon the introduction of Changes;
  - (h) providing a library of all training materials for all training undertaken pursuant to the Contract (both initial training and consequent upon Changes, Variations and when New Technologies and New Services are introduced) which shall be

provided in electronic format where reasonably practicable save that the Contractor shall also ensure that Operator Personnel without access to the electronic library shall be given hard copies of training documents and any other necessary materials. The Contractor shall ensure that the library is maintained with the correct versions of all documents and that all training materials are available following training sessions. Where necessary, the Contractor shall ensure that any training materials for restricted distribution (i.e. for security purposes) are appropriately secured and accessible only by relevant (and where appropriate, authorised) Operator Personnel; and

- (i) the maintenance of a register of attendees at training, their pass or fail status upon completion of the training and, if required, the licensing requirements of the subject task or of the individual.

## **2.2 Surface Transport Services**

- 2.2.1 In respect of the ST Services, the Contractor shall provide training as set out in Schedule 4.2 (Surface Transport Services) which shall include training of up to two hundred (200) members of the Bus Operating Company's personnel who will act as Trainers.

## **2.3 LU Services**

- 2.3.1 In respect of the LU Services, the Contractor shall train up to forty (40) coaches (who shall act as day-to-day advisors on LU Services) and ten (10) Trainers, or such other mix as TTL reasonably determines necessary to enable them to carry out training of London Underground, Emirates Air Line, London Overground and/or Travel Information Centres Operator Personnel.

## **2.4 Rail Services**

- 2.4.1 In respect of the Rail Services, the Contractor shall:
  - (a) train up to two (2) Trainers from each of Network Rail, London Overground, Docklands Light Railway and Tram Link; and
  - (b) train up to two (2) Trainers from each of the Train Operating Companies.

## **2.5 Support Services**

- 2.5.1 In respect of the Support Services, the Contractor shall train up to two (2) Trainers from each of the Fulfilment Parties and each Vending Device Provider in relation to any Changes affecting the operation of the Pearl.

## **2.6 FTP Back Office Services**

- 2.6.1 In respect of the FTP Back Office Services, the Contractor shall train up to two (2) Trainers in relation to the operation of the Back Office Modules.

## **2.7 Prestige Back Office Services**

- 2.7.1 In respect of the Prestige Back Office Services, the Contractor shall train up to two (2) Trainers.

## **2.8 Retail Management Services**

- 2.8.1 In respect of the Retail Network, the Contractor shall train each Retail Agent and each FTIC as set out in Schedule 4.9 (Retail Management Services) to enable Retail Agents and FTICs to operate all relevant Devices and act as Retail Agent or FTIC (as the context requires) under the relevant Retail Agreement.

## **2.9 Training Materials**

- 2.9.1 Training materials may be in video, electronic or paper media. Regardless of the media the training materials are provided in, the training must address the usage and operation of all Services from a Customer perspective and from the Operator Personnel's perspective. The training must address all normal modes of operation of the Services and must identify common symptoms of Incidents and System Incidents, the remedial actions to be taken (i.e. assignment to an appropriate Resolver Group), the safety precautions necessary and the level of intervention which is permissible by the relevant member(s) of Operator Personnel and the events which necessitate a call to be logged with the Level 1 Help Desk.

- 2.9.2 The Contractor shall be responsible for providing:

- (a) a copy of the relevant Site Operator's handbook to each member of Operator Personnel trained at each Site;
- (b) each bus driver with a summary reference card which shall include essential operational information for Bus Card Readers, Bus PTIDs and Bus and River Retail Devices;
- (c) each bus Garage with a minimum of five (5) such summary reference cards to be kept at that Garage; and
- (d) a number of additional copies of such summary reference card which shall be equal to twenty per cent (20%) of the number of copies of the summary reference card distributed in accordance with paragraph 2.9.2(b) above and shall be provided to TTL upon request.

## 3 Training of Contractor Personnel

### 3.1 General

3.1.1 The Contractor shall be responsible for:

- (a) ensuring Contractor Personnel are properly trained to:
  - (i) perform their required duties; and
  - (ii) become and remain familiar with the conditions and processes within the Contract that are relevant to their role;
- (b) delivering appropriate training to Level 1 Help Desk, Level 2 Support and Level 3 Support Contractor Personnel as required by Schedule 4.1 (Service Delivery);
- (c) ensuring Contractor Personnel are adequately trained to operate, maintain and support Changes and/or New Services and New Technologies;
- (d) ensuring Contractor Personnel have the necessary training in order to gain access to any Site; and
- (e) notifying TTL in sufficient time of any training requirements to be delivered by TTL or any other party for whom TTL is responsible under the Contract to enable such training to be provided without any adverse impact on the delivery of the Contractor's obligations under the Contract.

## 4 Management of Training

### 4.1 Training Plan

- 4.1.1 The Contractor shall prepare, submit for Assurance and subsequently maintain a "**Training Plan**" which shall set out the scope, methods, means, and timing of all training for Operator Personnel and Contractor Personnel.
- 4.1.2 The Training Plan shall include a list of equipment on which training is to be given.
- 4.1.3 The scope of training as set out in the Training Plan shall include as a minimum:
- (a) the objectives of the training to be undertaken;
  - (b) the operation of the equipment, including loading and replacement of any Consumables;
  - (c) the procedure for manual handling by Contractor Personnel, Operator Personnel and, if applicable, TTL Personnel, during delivery of Devices and Consumables;
  - (d) Site safety during installation of Devices and Hardware;
  - (e) the permissible level of intervention by Operator Personnel in resolving System Incidents;
  - (f) the members of Contractor Personnel or Operator Personnel (as the context requires) to be trained; and
  - (g) the training documentation to be made available to Contractor Personnel or Operator Personnel (as the context requires) as outlined in paragraphs 2.1.5 and 2.9.
- 4.1.4 The Training Plan shall specify the tests for the equipment that need to be undertaken by Operator Personnel and Contractor Personnel on completion of the training. Where equipment requires the Operator Personnel or Contractor Personnel to hold a licence, then details of the relevant licensing regime(s) shall be included in the Training Plan.
- 4.1.5 The Contractor shall, for each of the tests specified in the Training Plan pursuant to paragraph 4.1.4, propose an objective pass or fail criteria for Operator Personnel and Contractor Personnel and shall maintain details of this within the Training Plan. The Contractor's proposal shall be subject to TTL's comments which the Contractor shall incorporate into the relevant objective criteria.
- 4.1.6 The Contractor shall identify the methods that he will use to train Trainers and Contractor Personnel, from both a theoretical and practical perspective.
- 4.1.7 The Contractor shall include within the Training Plan a method of identifying training needs whether such training needs arise from Changes or otherwise, i.e. training needs analysis for both Operator Personnel and for Contractor Personnel. The Contractor shall work with the respective Trainers or operational managers of Operator Personnel to establish, monitor, review and plan for training needs. This shall cover both short term and long term needs to address refresher training and training in equipment modifications or replacements or new equipment.



- 4.1.8 The Training Plan shall include proposals for measuring the adequacy of the Contractor's training and the means of incorporating revisions into the training programme to improve it. The Training Plan shall also include processes for measuring and recording the competency of:
- (a) those members of Contractor Personnel providing training to Trainers; and
  - (b) the Trainers.
- 4.1.9 The Contractor shall include in the Training Plan methods for demonstrating through testing the competency of members of Contractor Personnel (including those Contractor Personnel providing training to Trainers) to an agreed standard of accreditation, being either a relevant industry standard or where no such industry standard exists, a level of competency agreed in advance with TTL. The Contractor shall ensure that Trainers are trained and tested to the same levels of competency as the members of Contractor Personnel providing training to Trainers.
- 4.1.10 The Training Plan shall contain an organisational statement including details of the members of Contractor Personnel who will carry out the training, their qualifications, experience and competence.
- 4.1.11 The Contractor shall set out in the Training Plan full details of the proposed training resources including:
- (a) training materials;
  - (b) locations; and
  - (c) mock ups or trial installations including computer simulations.

## **4.2 Training Programme**

- 4.2.1 The Training Plan shall include a “**Training Programme**” which shall set out the timing of all training.
- 4.2.2 The Training Programme shall be developed in accordance with paragraph 2 of Schedule 10.2 (Programme and Project Lifecycle) and shall as a minimum:
- (a) be sub-divided into Operator Personnel training and Contractor Personnel training;
  - (b) show migration between the steps in the development and delivery of each Project containing training requirements;
  - (c) show first time training;
  - (d) show refresher training including any training required in connection with Technical Changes; and
  - (e) show updates to training for Changes.
- 4.2.3 The Contractor shall liaise with the relevant Trainers to develop a Training Programme that results in the Train the Trainer programme being completed in sufficient time to allow for the relevant Trainer to train their Operator Personnel prior to the introduction of a Change.

- 4.2.4 The Contractor shall ensure that all training necessary for the delivery of and/or associated with any Project or Programme shall be included in the relevant Project or Programme Plan and show any associated dependencies on TTL.

### **4.3 Training Log**

- 4.3.1 The Contractor shall separately maintain a record of all its training of Operator Personnel and of Contractor Personnel each of which shall include as a minimum the following:
- (a) details of who has been trained;
  - (b) when they were trained;
  - (c) the scope of training given;
  - (d) the standard achieved including details of pass/fail for each person where appropriate; and
  - (e) details of proposed dates for refresher training,
- (the "Training Log").

### **4.4 Review and Updating**

- 4.4.1 The Contractor shall review and update the Training Plan at least every six (6) months from the Service Commencement Date throughout the Term and in the event that the Contractor fails to do so it shall prepare and issue a Corrective Action Plan within ten (10) Business Days in accordance with Schedule 12.4 (Contract Management). The Training Programme shall provide a six (6) month detailed look ahead with a summary of proposed training covering the ensuing eighteen (18) months and in the event that the Contractor fails to provide such a Training Programme it shall prepare and issue a Corrective Action Plan within ten (10) Business Days in accordance with Schedule 12.4 (Contract Management).
- 4.4.2 The Training Log shall be maintained as current and shall be submitted to TTL at least every six (6) months or as otherwise requested by TTL and in the event that the Contractor fails to do so it shall prepare and issue a Corrective Action Plan within ten (10) Business Days in accordance with Schedule 12.4 (Contract Management).

### **4.5 Reports and Meetings**

- 4.5.1 The Contractor shall report progress on training in relation to Projects and Programmes in the Programme Portfolio Report in accordance with Schedule 10.2 (Programme and Project Lifecycle) and in relation to Services in the Service Performance Report in accordance with Schedule 4.1 (Service Delivery), with matters of concern to be discussed at the corresponding review meeting.