Transport for London

Job Title	**Area Manager - Stations**
Reporting to	**Performance Manager**
Hay score / Pay band	**483 / MMH1**
Role Scope	**Responsible for leading and developing teams of staff to deliver world class customer service in London Underground Stations, ensuring that agreed performance targets are met within budget, considering safety, reliability, capacity and commercial performance of the network as well as customer service.**
Key Accountabilities	**Lead, motivate and develop teams of staff to deliver a world class customer service through effective performance management, communication, coaching and development. Overall accountability for the Area scorecard and ensuring continuous improvement.** **Responsible for all aspects of Landlord accountabilities for the assigned Area. Lead local engagement activities to increase staff involvement and commitment across the area to meet the challenges of a growing London population.** **Accountable for achievement of operational, commercial and financial performance measures, visualising these and delivering the improvement plans to meet future requirements across stations** **Responsible for delivery of accurate real time information for our stakeholders, customers and operational staff for the area** **Drive and achieve continuous improvement in safety, performance, income, cost optimisation, productivity and environmental standards.** **Accountable for achieving financial and commercial targets and efficiencies within the business group and ensuring commercial opportunities are identified and realised.** **Accountable for delivering real improvements in customer service, both in terms of journey time and the quality of customer care, across all the key aspects of service that customers value most.** **Proactively manage all case management for the Area ensuring resolution at the lowest level possible, ensuring compliance with the relevant policies to minimise risk of disruption to the business.** **Responsible for ensuring adequate numbers of appropriately qualified staff are available to deliver excellent performance and mitigate risk of station closures or net loss of revenue. Achieve this through participating in the recruitment of staff and effective competence and coverage management.** **Ensure the correct programmes of scheduled inspections are carried out and outputs managed appropriately to ensure risks remain at the lowest levels reasonably practicable across the Area.**

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	Review and improve ways of working to prevent recurrence of incidents and reduce risk as far as reasonably practical. Regularly review operational plans and controls, ensuring any changes are managed through the company's change control processes to mitigate against risks and enhance long-term service provision. Respond to major operational incidents to ensure the safety of customers and staff. **Develop effective relationships with a wide range of stakeholders including Trades Unions, Emergency Services, other Train Operating Companies, local Borough staff and passenger groups to drive continuous improvement.** **Work flexible hours on a regular basis including unsocial hours and weekends.**
Financial Impact	**Allocated revenue and cost budget and local budget spend decisions for a budgeted contribution of up to 3 million pounds. The jobholder will be responsible for the line management of between 6 and 13 Customer Service Managers.**
Key interfaces	**The jobholder's main working relationships are with the following:** • **Station teams and direct reports – to maintain engagement and drive performance, provide support, coaching and guidance** • **Asset teams – to work collaboratively to ensure assets are fit for purpose.** • **Stations, Trains and Service Control management teams - to work collaboratively and cross-functionally on projects and upgrades** • **Station colleagues, administrators train staff and management teams – to ensure the smooth operation of the group, and manage appropriate escalated issues which CSMs have been unable to resolve** • **Emergency Services, Duty Reliability Managers and Emergency Response Unit – to pass accurate information to and liaise with in the event of major incidents** • **Emergency services, other parts of LU, TfL, Network Rail, other TOCs and other external suppliers and stakeholders - to minimise the impact to customers of service provision, potential disruptions, upgrade works and emergency activities** • **Other teams in TfL, including but not limited to Operational Support, Finance, CPD, Human Resources and Occupational Health – to seek advice and guidance before making decisions** • **British Transport Police – to assist in the prevention and detection of crime** • **Local authorities – to understand local issues and impact of any proposals.**
Knowledge	• **Knowledge of an operational environment, in particular of station staff working practices and agreements** • **Knowledge of working in a safety critical environment** • **Excellent understanding of London Underground's Customer Service targets and goals** • **Good knowledge of station assets and landlord responsibilities** • **A good understanding of employment, health, safety and environment issues** • **Knowledge and understanding of aspects of equality and diversity.**

Skills	• **Demonstrable influencing skills** • **Ability to understand performance targets and to translate into the operating environment.** • **Ability to understand financial reports and to take appropriate decisions (including budgeting and forecasting) based on the information they contain.** • **Long-term planning and organising to mitigate risks (including financial risks) to the Area performance** • **Demonstrable commercial acumen to ensure financial targets and efficiencies are achieved and commercial opportunities are identified and realised** • **Identify the root cause of major service and safety incidents and develop action plans to reduce risk** • **Ability to lead multiple teams effectively to maximise service provision to customers** • **Ability to coach and train staff**
Experience	• **Leading a team of people to deliver excellent customer service** • **Complex people management issues requiring involvement from multiple stakeholders** • **Working in a busy and dynamic environment** • **Writing and communicating clearly and effectively with people from different backgrounds and at all levels** • **Building, coaching and motivating teams in a performance management culture** • **Consultation and negotiation with Trade Union staff representatives** • **Leading projects resulting in long-term performance improvements.** • **Working in a safety critical environment** • **Proven experience of working within an operational environment** • **Applying emergency safety procedures to protect the well-being of self, colleagues and customers**

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 TfL'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 TfL 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 all other TfL requirements associated with Equality and Diversity issues relevant to their role.

CRIME and 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 effect 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.

Addendum

Detailed accountabilities are as follows:

- Actively lead and develop staff to maintain high standards of performance, productivity and competence through clear direction, effective communication, coaching, performance management, training, development and relationship management.
- Continually develop and manage the performance of staff, including regular documented Performance and Development conversations and following-up on performance concerns.
- Give and record feedback using the Competence Management System (CMS). Prepare, implement and review action plans and improvement targets for your direct reports. Ensure your direct reports remain in plan. Take overall accountability for CMS for the Area.
- Ensure that all staff comply with best practice, employment law, company policies and procedures and the application of corrective measures when there is non-compliance.
- Ensure attendance levels are managed by leading teams to proactively manage absence and hold direct reports accountable for managing absence. Manage the later stages of complex long-term absence cases including referring to LUOH where necessary.
- Ensure appropriate resources are available to deliver excellent customer service by authorising planned coverage arrangements and ensuring direct reports and relevant administrators are managing the availability of adequately trained staff. Manage absence and non-availability of direct reports.
- Ensure the company's discipline policy is applied appropriately and engage in the appropriate level of managing conduct issues.
- Communicate regularly with all levels of staff to increase staff engagement, as measured by employee surveys.
- Use local and company recognition processes to recognise and commend exceptional performance.
- Manage, record and where possible resolve later stages of grievances, harassment and bullying locally wherever possible.
- Monitor team performance and demonstrate overall accountability for the Area scorecard.
- Identify and deliver customer needs through managing performance improvement action plans and projects that encompass commercial opportunities to deliver a world class service.
- Actively manage risks and ensure regular inspections and evacuation exercises are held as required to maintain highest standards of safety and loss control including staff familiarisation.
- Mitigate risks by routinely reviewing plans and other documents and controls, ensuring that any changes to the organisation or operational processes are assessed under the company's change control processes.
- Liaise and ensure that operational staff liaise, as appropriate, with all emergency and security service personnel e.g. London Fire and Emergency Planning Authority, British Transport Police, Office of the Rail Regulator and other external bodies.
- Respond to major incidents by allocating roles to staff, authorising and implementing operational procedures and carrying out incident investigation and contributing to recommendations to prevent recurrence.
- Review operational plans for special events and industrial action and conduct readiness exercises. Manage refusals to work on the grounds of Health and Safety.
- Investigate incidents, write and review follow-up reports. Implement improvements where required.
- Deter fraudulent travel and anti-social behaviour where it is safe to do so and report all incidents and threats of anti-social and criminal behaviour.
- Manage constructive relationships with the Trades Unions by holding regular Level 1 and Tier 1 meetings as per the Machinery of Consultation and Negotiation and prevailing agreements as well as acting as management representative on Tier 2 or Functional Council meetings as required. Take accountability at these meetings and work collaboratively to directly resolve issues and concerns, manage change, foster relationships and improve the business.

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- Develop effective customer relations and partnerships by actively fostering contacts with external stakeholder groups such as passenger groups, Train Operating Companies, local Borough staff, councillors, representatives of local businesses, education and other agencies. Respond to customer complaints and claims as necessary.
- Agree and control a budget including resource planning, forecasting and operating costs to deliver budgets and ensure investments are supported by suitable business cases.
- Role-model the LU values and behaviours in a highly visible way and meet, as a minimum, the criteria for an Established Centurion as outlined in the Skills Framework.
- Work flexibly and accept challenges so that other areas may benefit from your skills and expertise where they are needed.
- Deputise for your line manager where required.

Decision Making

The following are areas of authority for decision-making:

- Performance management and corrective action planning for direct reports
- Real-time operational decisions and managing the immediate response to major incidents and emergencies
- Managing later stages of attendance, conduct and discipline matters
- Availability and deployment of essential resources to maintain required service standards
- Service improvement decisions in partnership with Trains, Service Control and Asset Performance teams, as well as with external suppliers and stakeholders
- Long-term customer service improvements
- Preparation, implementation and review of relevant emergency plans (e.g. incident handling and congestion control)

Jobholder's command

The Area Manager - Stations is line manager to Customer Service Managers for attendance management, welfare and people management. The Area Manager is accountable for the performance of the Area, including that of frontline Customer Service staff.

Competencies

The requirements for the Area Manager - Stations Role are set out in Appendix 1.

Person Specification

- A role model of excellent leadership and engagement
- Approachable, confident and proactive
- A self-starter: highly motivated, able to use their own initiative
- Able to lead people through change and uncertainty
- Adaptable to change and new technology
- Good at managing their own time, working independently, solving problems and knowing when it is appropriate to escalate issues
- Able to lead a team and inspire others to deliver excellence
- Smart in appearance, reflecting London Underground's appearance standard
- Excellent at collaborating with others to deliver improvements
- Able to meet the required standards reflected in London Underground's policies including those on smoking, alcohol and drugs, attendance at work and Business Ethics
- Able to maintain high standards of performance consistently
- Able to work across a number of stations and visit each station regularly

Appendix 1: Requirements for Area Manager - Stations

Category	Level Required
Commercial Thinking *This is about the ability to view situations from a commercial perspective. At lower levels there should be an understanding of the importance of cost and efficiencies to TfL, developing to a level where commercially focused decisions are made* *To be competent in your role, you should.....*	**C - Deliver Financial Improvements and Cost Efficiencies** • Apply understanding of TfL's financial position, budgets and funding streams to inform decisions made • Take action and seek opportunities to improve cost efficiencies within the team and business area • Ensure cost implication of decisions have been taken into account and reflected in the budget • Present clear financial rationale for decisions • Encourage and help colleagues / teams to achieve efficiency and cost savings
Communication and Influence *This is about an individual's ability to engage, persuade, convince or influence others (individuals or groups), through their communication style and approach, in order to get them to go along with or to support their agenda. Incorporated into this, is the individual's ability to understand and anticipate their audience's position or response and adapt their message in order to gain their commitment* *To be competent in your role, you should.....*	**C – Influence Others** • Communicate concepts and ideas clearly and in a way which seeks to interest and engage the audience • Influence others using strong, well thought through arguments and a number of different techniques • Shape discussions and direct others towards useful topics and conclusions • Effectively deal with / overcome challenges from others • Adapt approach to gain commitment
Customer Service Orientation *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.....*	**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 (e.g., spends 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
Managing Business Performance inc Safety *This is about taking responsibility for business*	**C - Ensure High Performance** • Set out required standards of performance and objectives for team in the short to medium term

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performance; setting the standards, reviewing performance against these, anticipating issues and responding appropriately to drive and improve business performance. *To be competent in your role, you should.....*	• Provide others with clear direction on what needs to be done against standards and objectives • Regularly review business performance and take action to address consistent / significant performance issues • Anticipate issues that will negatively impact performance and takes responsibility to put plans/resources in place to address these • Lead continuous improvement in business and staff performance within own area
Organisation Awareness *This is about the ability to understand the organisation, its customers, stakeholders and critical relationships within and outside TfL. This includes the ability to recognise the impact of individuals / groups, interactions and how decisions are made in TfL.* *To be competent in your role, you should.....*	**C – Understand climate and culture** • Recognise and take account of organisational climate / culture in planning future activities • Use understanding of other teams to ensure effective performance / delivery • Understand organisational constraints that influence business wide decisions • Manage the impact they and / or their team / business area have on the wider organisation • Encourage others to seek and share information across the organisation such that it benefits both the team and TfL (e.g. remove duplication of work)
Planning and Organising *This is about the ability to establish a course of action for self and/or others, and manage time, resources and surrounding circumstances to deliver to their objectives. Planning and Organising should be seen in the context of taking action and not simply thinking about future actions.* *To be competent in your role, you should.....*	**C - Act in the Short to Medium Term** • Develop and review comprehensive plans in the short to medium term to meet objectives, taking account of priorities • Effectively utilise available resources to deliver planned milestones and objectives • Identify risks, issues and opportunities, taking necessary mitigating action to reduce impact on delivery of plans / milestones • Establish processes to monitor the progress of projects or business activities • Ensure that plans deliver to time/quality/budget
Problem Solving and Decision Making *This is about identifying and interpreting various sources of information/evidence to understand a situation or problem in order to reach conclusions / make effective decisions or recommendations.* *To be competent in your role, you should.....*	**B – Use range of information, identify patterns and make balanced decisions** • Identify key patterns / trends and recognise reasons and implications • Assess the potential wider impact of options • Use a range of relevant information, including qualitative / quantitative data and policies and procedures, to investigate the problem and guide decisions • Develop a range of potential options / solutions, identifying the pro's and con's of each • Make balanced and sometimes difficult decisions to effectively address the problem
Results Focus *This is about delivering business / performance results*	**C – Improve performance** • Make specific changes in own work methods to improve performance e.g. processes, systems

in TfL to time/budget/quality. They should be looking for ways to improve performance and add value to TfL. *To be competent in your role, you should.....*	• Identify business improvements and make specific changes within a business area • Use feedback and performance trends to inform target setting • Pre-empt barriers and obstacles to delivery • Ensure systems and processes are in place to deliver business / performance results / strategy to time / budget / quality
Safety Awareness *This is about taking the safety of customers, employees, suppliers and the public seriously and understanding own and others' responsibilities. At higher levels this involves establishing and promoting a safety culture.* *To be competent in your role, you should.....*	**D – Address systematic safety risks** • Analyse and address systemic safety risks to staff, customers and the wider community • Ensure safety rules and regulations are implemented and adhered to • Oversee risk assessments in their area • Promote and share best safety practices
Stakeholder Management *This is about managing stakeholder relationships in order to support delivery of objectives. Primary focus is on the activities aligned to stakeholder management that support managing stakeholder relationships.* *To be competent in your role, you should.....*	**C – Manage complex / conflicting stakeholder agendas** • Establish long term plans / activities for improvements in stakeholder management • Take a primary role in handling complex agendas and / or difficult contractual or technical situations with stakeholders on behalf of TfL • Identify and manage the conflicting agendas of multiple internal and external stakeholders • Identify potential stakeholders in alignment of long term strategy • Effectively negotiate complex / long term stakeholder solutions that impact service delivery • Network with appropriate groups to maintain TfL's profile • Provide a positive, consistent and unified image of their business area at all times
Strategic Thinking *This is about the ability to understand, develop and implement concepts, plans and ideas which are aligned to TfL's long-term plans. This includes developing and translating the overarching vision and direction for the local business area and/or wider organisation and setting out plans to deliver TfL's strategy.* *To be competent in your role, you should.....*	**B - Interpret** • Understand the organisational strategy and the links to business plans and objectives • Translate business priorities to team members, ensuring they understand how others' contribution supports TfL priorities • Focus thinking on medium term requirements (objectives, plans, customer requirements) whilst taking into account longer term business plans
Team Leadership *This is about providing strong management and leadership skills of those that have responsibility for*	**C – Improve Team Performance** • Provide support to other managers in managing more complex and / or contentious performance issues • Champion staff involvement during change or making improvements, seeking their ideas

others. The focus is on instilling trust and confidence in others and improving team, functional or organisational performance. The individual will be expected to lead others. *To be competent in your role, you should.....*	and feedback in finding solutions • Maintain a high level of staff engagement and develop a team willing to go the 'extra mile' and pull together with other teams • Develop a culture of trust and openness amongst individuals and teams through their actions and decisions • Improve communication channels to further staff engagement