



Welcome to  
**Transport  
for London**





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Welcome to  
Transport for  
London, and  
congratulations  
on beginning your  
career with us.

You're joining a truly incredible organisation, and one that keeps London moving day in, day out. What we do matters, and millions of Londoners rely on us to get them in, around, and across the capital every day, safely and quickly.

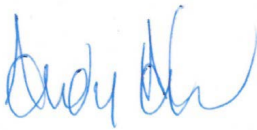
By choosing TfL, you're also joining an amazing global industry in which you can build your career, and where you will grow and learn as an individual. I'm still learning – and I still love what I do, three decades and three continents after joining the Tube as a Station Foreman.

While our heritage and infrastructure is impressive, it's people like you who help us stand head and shoulders above other transit authorities. We are the beating heart of London, and our diversity represents the people we serve.

Starting a new job can feel daunting, so we've put a lot of thought and planning into the induction programme you'll now embark on. It's designed to help your first few weeks and months go smoothly. Undoubtedly there will be a few bumps along the way, but there will always be help at hand.

This is a pretty complex business – and it'll take some time to find your way around – but whatever it says on your name badge, or wherever you go on to work after today, please grab every opportunity for all it's worth.

I wish you every success in your new position, and I look forward to meeting you.



Andy Byford

Commissioner, Transport for London

# About this guide

Starting in a new organisation can be both exhilarating and daunting, and you're often provided with so much information that it's difficult to pick out what's essential and what's less important.

This guide has been designed with you, as a new employee, in mind. It's just one part of your wider induction programme that will equip you with all you need to get started quickly at TfL. This induction programme will include a meeting with your manager, where you'll go through an induction checklist and cover some of the topics in this guide in more detail.

The guide has been divided into sections for ease of reference:

**Section 1** introduces you to TfL and provides an overview of TfL Story. The TfL Story sets out our goal, and our priorities.

**Section 2** details TfL's vision and values and what these mean to people working within the organisation.

**Section 3** sets out TfL's organisational structure and gives you a background to TfL's three key areas: Rail and Underground, Surface Transport, and Professional Services.

**Section 4** provides you with an insight into some of the ways TfL communicates with people across the business.

**Section 5** provides some practical guidance on getting started at TfL, including organising your security pass, computer access and an induction checklist.

**Section 6** describes how you will learn about what is expected from you in your new job and provides you with information on some of the services available within TfL to help you to develop your skills. This includes access to training courses, elearning and libraries.

**Section 7** details some of the benefits and discounts you are entitled to as a TfL employee, and how to access these

**Section 8** gives you information on some of the services TfL offers to ensure your wellbeing at work, including access to counselling and physiotherapy.

**Section 9** provides an insight into TfL's approach to equality and inclusion, with details of various staff network groups.

**Section 10** provides you with a summary of TfL's Code of Conduct, a document that you will have already been provided with. It's essential that you familiarise yourself with this document and any relevant policies it refers to. You will also find essential fraud awareness information provided here as a key part of the Conduct guidelines.

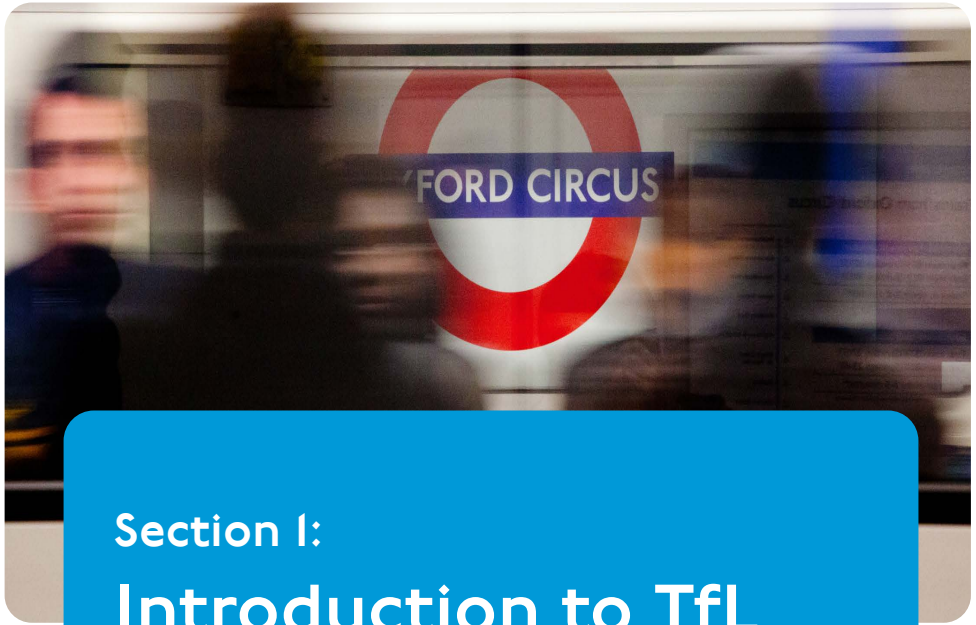
**Section 11** provides you with some guidance if you are starting as a manager at TfL.

This pack should be seen as a guide for you to refer to, the information here is not exhaustive. Contact details, email addresses and website addresses have been provided so you can find out additional information if you need to.

We hope you find this guide useful. We are always interested in feedback, so that we can improve the quality of our material in the future.

If you have suggestions for improvement, please let us know.

Email us by searching for Learning & Development in the global address book, or [development@tfl.gov.uk](mailto:development@tfl.gov.uk)



Section 1:  
Introduction to TfL





# Introduction to TfL

TfL is the integrated transport authority responsible for meeting Mayor Sadiq Khan's strategy and commitments on transport in London. We run the day-to-day operation of the Capital's public transport network and manage some of London's busiest roads.

No other city is as recognised by its transport system as London. Its red buses, black cabs and Tube trains are known the world over.

As one of the world's leading transport authorities, our aim is to provide the most integrated, efficient, accessible, reliable and safe journey possible, supporting London's economic development, environment and our local communities.

It does this by managing transport across the Capital for which the Mayor has responsibility, including

- London's buses
- London Underground
- Docklands Light Railway (DLR)
- London Overground
- TfL Rail
- Road network
- Taxi and Private hire
- Tramlink
- Emirates Airline
- Cycling
- Dial-a-Ride
- Walking
- London River Services
- Victoria Coach Station

## London's transport challenges

Currently we deliver 31 million journey's every day. The city's population is forecast to rise from 9 million people today to 10.8 million in 2041. We must find new ways to support London's growth and the role of transport in the city is critical to deliver this.

We need to:

- Make London's streets place for active and social interaction
- Deliver a high quality, connected, accessible and inclusive public transports services that provide an alternative to the car
- Provide the transport needed to unlock London's housing and job's potential, and
- Create places where people from all backgrounds can enjoy living

## The TfL Board

TfL is directed by a management Board whose members are chosen for their understanding of transport matters, and are appointed by the Mayor of London who chairs the Board.

## The Mayor's Transport Strategy

The Mayor's strategy covers all aspects of how people travel in London and has been adopted following a wide ranging consultation response. The central aim of the strategy is to reduce Londoners' dependency on cars in favour of active, efficient and sustainable modes of travel. The primary outcome is for 80% of all trips in London to be made on foot, by cycle, or using public transport by 2041.

Successful delivery of the strategy requires understanding of how Londoners interact with the city and what defines their quality of life, with particular attention to the streets where daily life plays out

The Healthy streets approach provides a framework to deliver this, an underpins the three pillars that make up the strategy.

- Healthy streets and healthy people
- A good public transport experience
- New homes and jobs

The strategy, supporting evidence and emerging plans can be found [tfl.gov.uk/corporate/about-tfl/the-mayors-transport strategy](https://tfl.gov.uk/corporate/about-tfl/the-mayors-transport-strategy)

# The TfL Business Plan

This describes how we will implement the Mayor's Transport strategy and provide the best value for customers, businesses and London as a whole. This includes a focus on

- Affordable transport
- A shift towards public transport, walking and cycling
- Safer London
- Creating attractive and iconic places
- Increasing accessibility
- Cleaning up air quality
- More housing and regeneration
- Raising more commercial revenue
- Harnessing technology to make journeys better

## How we measure our performance

In order to deliver the goals of the Mayor's Transport Strategy, we have four clear priorities:

### Safety and operations

To deliver a safe and reliable network that promotes healthy living

### Our customers

To connect all Londoners and all our communities

### Our people

To develop, empower our people and ensure they are representative of London's diversity

### Our finances

To cost less and grow sustainable revenue to reinvest in London

We use the Mayor's Transport Strategy and our priorities to inform our five year Business Plan, our one year promise (the budget), and

our performance targets through the scorecard.

## How we're funded

For every pound we receive, around 73% is spent on everyday running costs of the network and around 27% is spent on improving its future. Our funding comes from a variety of sources which includes

- Fares
- Property
- Advertising
- Grants from GLA
- Borrowing and cash reserves
- Congestion and road network compliance charges

Details of how we're investing this money can be found on the TfL website at [tfl.gov.uk/corporate/about-tfl/how we are funded](https://tfl.gov.uk/corporate/about-tfl/how-we-are-funded)



**Section 2:**  
**TfL's vision and values**



# Our story

To capture our determination to deliver the [Mayor's Transport Strategy](#) and ensure we stay focused on taking the right actions at the right times, we have evolved our purpose.

## Our Customer promise

[Every Journey Matters](#)

## Our purpose

Getting London moving and working again as quickly and sustainably as possible.

## Our Priorities

Our priorities ensure that we are focused and make the right decisions

### **Run the maximum possible service with additional health and safety precautions**

The levels of service we run will need to ensure public transport is not a constraint on public health or the economy

### **Manage demand to make social distancing workable**

Engaging with customers on travel habits, using gates and station control measures to limit the number of people who can access the network and government led interventions will spread out demand.

### **Promote walking and cycling to avoid a car-based recovery**

With our public transport capacity reduced, millions of journeys a day will need to be made by other means. We're focusing on providing space for all and shifting attitudes and encouraging Londoners to embed new travel habits.

## Our Scorecard measures

There is a lot to do and, to keep us on track, we organise our day-to-day delivery around six key themes, tracking our performance against them on the TfL Scorecard:

### Safety

Safety is our top priority and we are focused on our Vision Zero 2022 goal. We have a range of initiatives to encourage more active travel, from physically making streets safer and limiting road space available to motorized vehicles, to education campaigns to change behaviours.

### Operations

In parallel, we are ramping up public transport services as quickly and safely as the gradual easing of social distancing allows. Modernising the network and improving safety, reliability and efficiency is still vital so that when people are permitted greater freedom, public transport is still more attractive than their cars.

### Customer

Our customer promise of Every Journey Matters ensures we are focused on getting the basics right and meet our customers' expectations for safe, reliable travel. We are committed to giving the best support when things do go wrong, making our services accessible to all, exploiting new technologies to give customers greater control over travel plans, and moving ahead with some of London's most significant infrastructure projects.

## People

We are continuing to modernise as a business, streamlining, exploiting technology and embracing innovative ways of working. Our colleagues are the bright minds and willing hands behind everything we do for London. From all walks of life but united by our passion for London and our five behaviours, we value our diversity and the myriad of ideas our colleagues bring to work every day. The coming years will be tougher and more stretching than any we have had to weather in our entire history, but we are the team with the passion, skills and drive to overcome the challenges and create a better London for everyone.

## Finance

We are at the heart of transforming London while battling a significant financial challenge. Since 2015/16, we have stripped over £1 billion out of our net cost of operations and built up our cash reserves, which gave us the resilience to keep services running for the first few months of the pandemic. Coronavirus has dramatically increased pressure on our finances but we know that every penny matters and are pulling together across the organisation to become even more efficient and cost-effective and looking for ways to increase our income.

## Delivery

We are as committed as ever to investing in our transport network for the future of our city and continue to track delivery of the Elizabeth line and our major projects. Our construction projects directly support London's economy and our supply chain.



## TfL Behaviours

At TfL, we recognise that our people are at the heart of the organisation and it is only through our people that our vision and aspirations will be achieved.

Critical to our success as an organisation is a culture where our employees share common values and beliefs.

The TfL Behaviours are five key behaviours that describe how we expect our employees to go about their job and achieve their work objectives.

### Behavioural Matrix

The Behavioural Matrix document gives examples of positive and negative indicators for each of the behaviours at the various grades.

### [Search Performance and Development on Platform](#)



## Active

Step up, don't wait for others. Make things happen. Make things better and find solutions to problems.



## Accountable

Take personal responsibility for your actions and don't make excuses about why something isn't possible. Tell others what they can expect from you.



## Collaborative

Share your knowledge with others outside your immediate team so everyone can make better decisions. Don't waste time by excluding others.



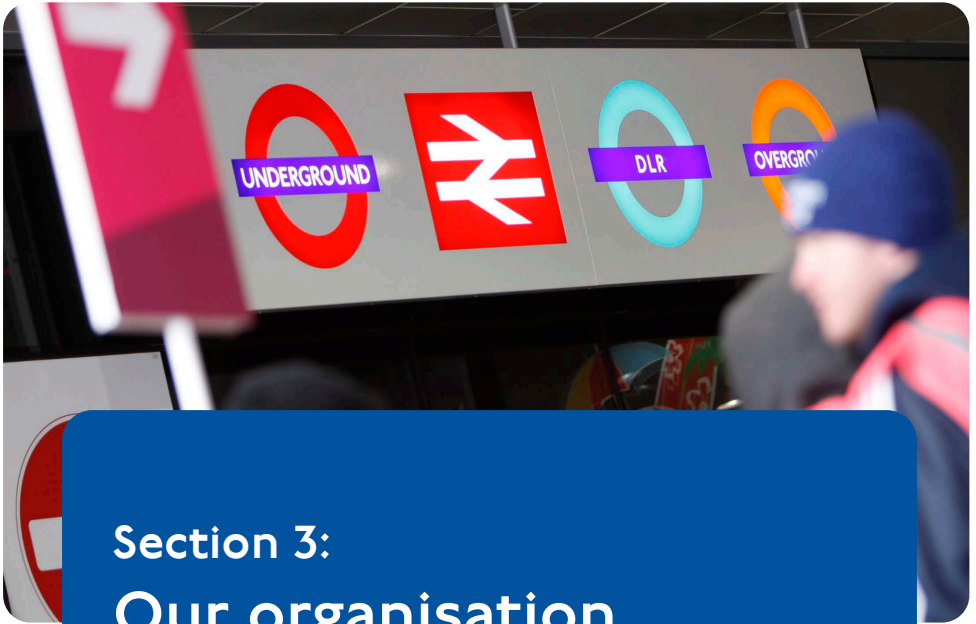
## Direct

Get each task done as quickly as possible, by communicating clearly and not wasting time.

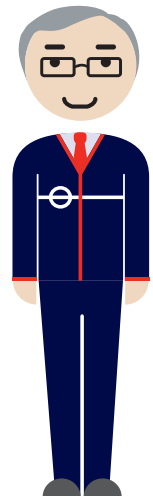


## Fair and Consistent

Be open and honest about your decisions, and consider other people's viewpoints and needs.

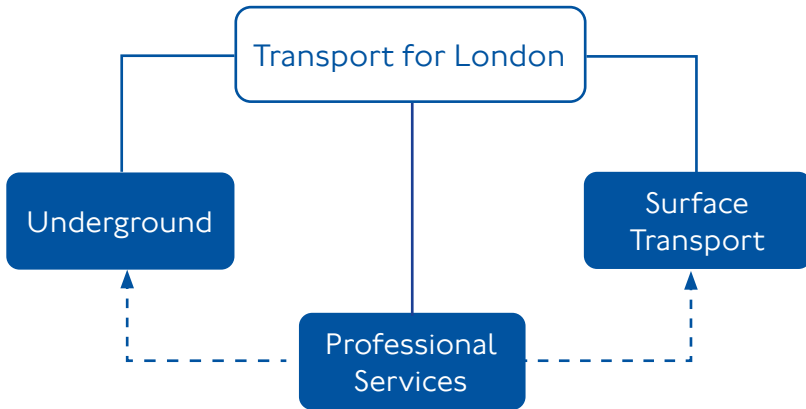


## Section 3: Our organisation



# Our organisation

TfL is split into three key areas. Two delivery businesses supported by Professional Services.



## TfL leadership

TfL is led by the TfL Executive Committee (ExCo) who are responsible for setting pan TfL strategy and direction. Members of the committee have clear individual accountabilities and objectives for the businesses they run directly and also collective objectives and accountabilities to be delivered by the organisation as a whole.

The following pages give more detailed information about the different areas of TfL.

# Underground

## London Underground



London Underground (LU) aims to provide a world-class Tube for a world class city. It ensures the Tube, its trains and station services run smoothly. LU employs around 20,000 staff.

LU business plan will help deliver a safe affordable and reliable transport network for our customers.

LU is set up in a functional model, made up of:

- Line operations
- Customer Service
- Asset Operations
- Renewals and Enhancements

Health, Safety & Environment (HSE) work to promote a safe working environment by advising TfL Surface Transport, London Underground, Major Projects Delivery, Commercial Development and Professional Services and its suppliers on their safety, environmental responsibilities and performance.

## Crossrail

Crossrail will bring major benefits for London's economy and transport network, adding 10% to London's public transport capacity. It will run a high capacity, high frequency service from Reading and Heathrow in the west through central London and Canary Wharf to Shenfield and Abbey Wood in the east. On completion it will operate as the Elizabeth Line

The project is jointly sponsored by TfL and the Department for Transport (DfT). Crossrail London Rail Links (CLRL) is the organisation responsible for delivering Crossrail and will become a wholly owned subsidiary of TfL on completion.

# Surface Transport

Surface Transport provides, manages and improves the services, streets and places, connecting London for all and sustaining its position as a world-class city.

Surface Transport manages the road and bus network and is responsible for delivering contracted transport services including buses, trains and trams.

It leads efforts to make London's streets and transport safe and secure, including the organisation's Vision Zero commitment to eliminate all deaths and serious injuries, increase active travel, and reduce our carbon emissions, including the Ultra Low Emission Zone (ULEZ).

## Bus Operations

Operates and develops London's contracted bus services. It maintains and manages London's bus and coach stops and stations including Victoria Coach Station. Bus Operations also delivers London's on-demand transport services such as Dial-a-Ride, our free door-to-door service for those with permanent or long-term disabilities.



## Rail and Sponsored Services

Delivers a diverse range of transport services across London. It manages contracts and relationships with operating companies as well as a diverse infrastructure portfolio.

### Overground

London's orbital suburban rail network with over a hundred stations spread across most London boroughs and extends into Hertfordshire.



## DLR

The Docklands Light Railway is an automated light metro system that stretches from the City through London's Docklands to east and south-east London.



## Trams

The Capital's only tram network that offers frequent services across South London.



## TfL Rail

These rail services operate from Liverpool Street to Shenfield in Essex and from Paddington to Heathrow Airport. TfL Rail will turn into the Elizabeth line.

## Santander Cycles

London's self-service cycle hire scheme for short journeys.

## London River Services

Contracted River Bus and River tours along the River Thames as well as the Woolwich Ferry crossing.



## Emirates Airline

London's cable car across the River Thames.

## Compliance, Policing and On-Street Services

Delivers intelligence-led compliance, policing and on-street activities to improve the safety, security and reliability of transport and travelling in the Capital.



## Network Management

Oversees our bus and road network, including London's 6,300 traffic signals, to make it safe, compliant and effective. Network Management is responsible for minimising congestion, embedding healthy streets, and coordinating our planning and response to disruption and events.

## Projects, planning and innovation

Within Surface Transport, the Investment Delivery Planning, Project and Programme Delivery, Public Transport Service Planning, and Transport Innovation directorates are responsible for achieving a safer, healthier, more effective and sustainable transport network that meets the needs of our customers.

## Major Projects Directorate

Major Projects Directorate (MPD) brings all our major projects into one directorate which enables TfL to deliver them more affordably, making sure we share skills and expertise across our programmes. It has helped us prioritise our programmes and embed strong and consistent project disciplines.

Currently MPD delivers around £25 billion worth of projects on behalf of London Underground and Surface, working collaboratively with around 200 key suppliers. Projects include

- Four Lines Modernisation programme (4LM)
- Deep Tube Upgrade Programme
- Silvertown Tunnel
- Northern Line Extension
- DLR Rolling Stock Replacement

## Commercial Development

Commercial development has the responsibility to generate revenue, covering commercial partnerships, advertising, retail and property development. By 2021 it will have generated £1.9 billion additional revenue to be re-invested in our network.



# Professional Services

Our professional services operate across the business and are accountable for cost and performance across their areas of expertise.

- Customer, Communication and Technology
- Business Services
- General Counsel
- Tfl engineering
- City Planning
- Strategy
- HR
- Crossrail 2

## Customer, Communication and Technology

This is an integrated team which covers all marketing, communications, behaviour change and external relations activities and outcomes. This also includes Technology and data team.

## Business Services

Business services brings together the operational functions of HR Operations and Financial Services Centre. This includes Accounts payable, Payroll, General ledger, Recruitment, HR Customer Delivery, Learning & Development.

## General counsel

This team's role is to provide legal, environment, health and safety, governance, secretariat, risk management, audit and assurance services and to ensure that TfL as a whole is well governed and has an effective governance and assurance framework in place.

## TfL Engineering

This team undertakes pan-TfL activities delivering efficient and innovative engineering solutions. They set technical strategy, make engineering decisions, provide quality design and technical advice, and develop and deploy engineering specialists across the business.

## City Planning and strategy teams

These teams work with key stakeholders to provide strategic direction through the London's Plan and the Mayor's Transport Strategy to improve the City's transport, enable its future growth and secure better health and environmental outcomes.

## HR

The priority of HR is to invest in our people and lead them to be the best they can every day. We do this while our organisation and indeed the world around us are changing. We achieve this through Business driven change programmes including Transformation, Transforming Asset Management as well as HR led programmes that include succession planning, diversity, equality and inclusion and Maximising Potential. This is supported by other parts of professional services including Business Services

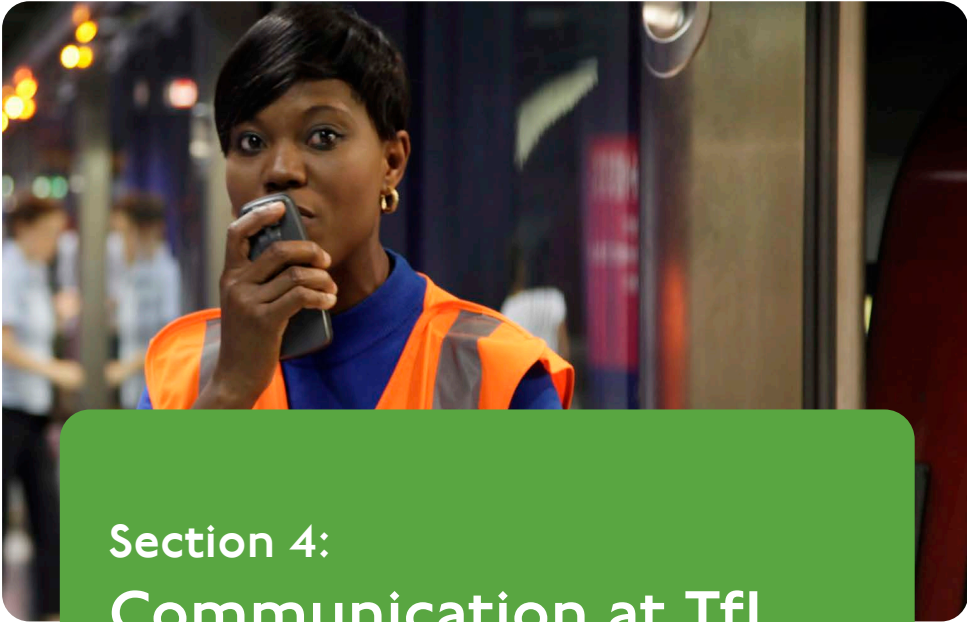
## Crossrail 2

Crossrail 2 will support 200,000 jobs, spur the development of 200,000 new homes across the region and increase London's rail capacity by 10 percent. Its impact would be felt across the wider South East and beyond: Crossrail 2 will cut journey times in an area from the South Coast and stretching up to East Anglia and the Midlands

The new railway would stop at key locations throughout the city centre, including Tottenham Court Road, Euston St. Pancras, Victoria, Clapham Junction and Wimbledon.

## Further reading about TfL:

[More information can be found on Platform, under Our Structure](#)



# Section 4: Communication at TfL



# Communication at TfL

In an organisation as large as ours, it's important that our people receive accurate and timely information is received about our business, as well as other news which may impact on our day-to-day life at work.

You should expect to receive information from your manager on a regular basis, via one-to-one and/or team meetings.

In addition to this, we use a number of different communication channels. Below is a summary of a few of these, although the modes and corporate departments will have additional methods of communicating that you will learn about as you settle into your role.

## Platform

[Platform is our new Intranet](#), and provides a vast amount of information on the organisation you are working in.

This includes:

- ♦ **News** – including the latest from each business area, plus bulletins and newsletters
- ♦ **About us** – Our story, our structure, our identity and our people
- ♦ **Instructions and Guidance** - Instructions and Guidance gives you access to topic based content from TfL's Management System (TMS) that you need for your role. This includes forms, health and safety, manuals, maps and diagrams, processes and procedures, security, and standards.
- ♦ **Working here** - London Underground operational information, Buildings and locations, Customer commendations, Employee Relations, Learning and Research, Pay and Performance
- ♦ **Community** – Environment, health and wellbeing, noticeboard, social activities, TfL Ambassadors and staff network groups

## Yammer

[Yammer](#) is TfL's internal social network tool designed to increase employee collaboration. You can use Yammer to:

- Connect with your colleagues, locally and elsewhere in TfL
- Share what you know or what you are working on
- Ask or answer colleagues questions
- Keep up to date with the latest news about TfL
- Recognise a colleague using the praise option

You can access Yammer with your Onelondon login details, by visiting [Yammer.com](#) or installing the app on your smartphone.



## Weekly information

Information that's relevant to the whole organisation is collated and distributed in weekly newsletters. It includes links to news, initiatives and issues which may affect you.

Managers of staff who do not have access to email should print the information and pass it on to staff and place it on notice boards.

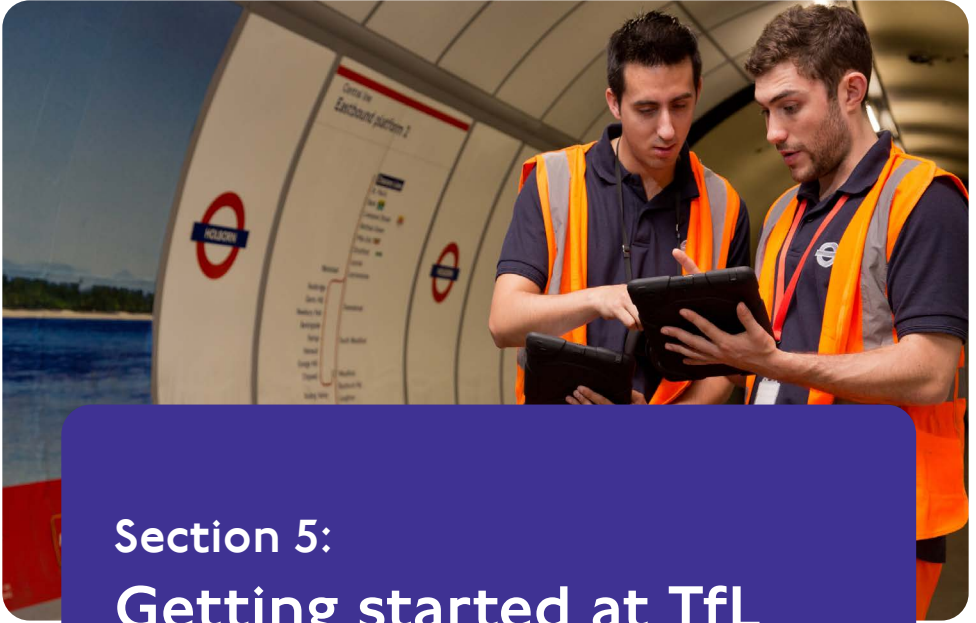
## Local newsletters

Some areas of the business have local magazines or online newsletters. [Surface Transport has a magazine called 'Upfront'](#) and London Underground has a magazine called ['On the move' \(OTM\)](#). Copies of these and other newsletters can be viewed online.

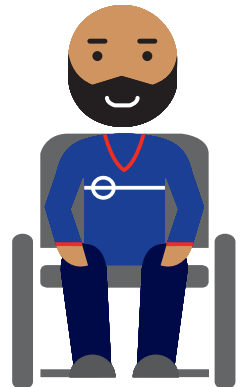
## TfL Safety Health and Environment (SHE) alerts and bulletin

The SHE department regularly issues Alerts and Bulletins as and when required.

These can be accessed via [the SHE Sharepoint site](#)



## Section 5: Getting started at TfL



# Getting started at TfL

When you start working in a new organisation, there is always a period of learning and adapting before you become fully effective. In part, this involves finding out about the practicalities of the job, pay-related issues, other employee benefits and relevant policies and procedures. However, there is also the need to understand the culture of the organisation.

At all times during your induction period, it is important that you take a proactive role in learning about TfL and your new job. If you are unclear about anything or do not believe you have been provided with the information you were expecting, you should flag this up with your manager at the earliest opportunity.

Below you will find some basic information to help you get started at TfL. If you have any further questions, you should speak to your manager, who is responsible for your local induction and who should be able to assist you in finding the tools and support that you need to do your job.

## Local induction

In addition to attending Welcome to TfL, you should receive a local induction from either your manager or his/her representative. During this induction, you should be taken through a checklist, covering areas such as:

- Your work place
- Policy information
- Safety and security
- Getting started
- Your department and team
- Your new role
- Support
- Training and development



- Terms and conditions
- Benefits

The checklist can be found from page 78 of this guide.

Depending on which area of the business you are joining, you may also attend other local induction activities. For instance, if you are a new LU employee, you will also receive a 'Getting on Board' welcome which will provide you with more specific details about working in this part of TfL.

In addition to your local induction, your manager should also meet with you on a one-to-one basis in your first few weeks to discuss your job role, to ensure that you are clear about what is expected of you and that you receive the tools and support you need to do your job. Further information about performance discussions with your manager can be found in Section 6 – Your performance and development at TfL.

## Workstation safety

It's important that our health and safety is also managed in office environments. We provide a 'Workstation Safety Plus' programme which is designed to ensure your health and safety when using Display Screen Equipment (DSE) by combining e-learning with a self-assessment process.

The programme promotes enhanced office ergonomics by providing guidance on improving workstation layout and user posture. By participating in this programme, you will find ways to help reduce visual fatigue and your risk to developing various musculoskeletal disorders, which can be associated with frequent DSE use at poorly arranged workstations.

Access to the assessment portal can be gained via Working at TfL. If you have any difficulties logging in or have any other questions relating to your use of DSE at work, please email **DSESupport@tfl.gov.uk**

# The Digital Workplace and your network login

TfL has a wide range of Digital Tools to aid its delivery. Questions, guidance and support for all of these can be found through the TfL Digital Workplace site.

If you need access to TfL computer systems, your manager will have details of your network login ID. Your network login will give you access to the computer software used in TfL as well as the TfL intranet and SAP (see below for further information about SAP).

You will be required to change your password annually. The new password must be different to that previously used and must contain a capital letter, a lower-case letter and a number. For security purposes, it's vital that you don't share your password with anyone or leave your PC logged on while it is unattended. If you forget your password or experience any other problems, contact the IT Help Desk via chat, or telephone 1555 internally, or 0343 222 0033.

## Security pass information

If you require a security pass for all or selected TfL buildings, a request form must be submitted. If your manager has not already arranged this, they will advise you which type of pass you need.

[The building pass request form is here](#) - this can be added to [your personal launchpad on Platform](#):

## SAP

SAP is a system that holds personal information about employees. It also stores information on corporate structure, including the names, locations, and budget codes for organisational units. It can also be used for:

- Booking annual leave
- Updating personal details
- Performance review information
- Booking training courses

- Claiming expenses
- Procurement ordering purposes
- Authorising timesheets (for managers with temporary staff)

SAP can be accessed by all employees with a network login. Employees who do not have a network login should refer to their manager to undertake the activities listed above.

As part of your induction, you may automatically be booked to attend training to enable you to use SAP. Some roles require specialist SAP training. Your manager will advise you if you need to book any additional training. [This training can be found through the Learning Hub on Platform](#) - or by emailing the SAP Education team. Search for SAP Education in the global address book, or email [sapeducation@tfl.gov.uk](mailto:sapeducation@tfl.gov.uk)

## Acronyms and jargon

As in most organisations, employees make use of acronyms and jargon and these can be confusing or misleading to you as a new member of staff. If you come across a term, abbreviation or acronym during a meeting and are unsure what it means, you should ask a colleague or your manager for clarification.

[To help you further, a jargon buster is available](#)

## In an emergency

TfL has emergency and evacuation procedures and plans in place for each of its locations across London and you will learn about these in detail during your local induction.

Fire can be a serious danger in the workplace. TfL has a simple online fire safety course available through the ezone to make head office staff more aware of the causes of fire, its prevention and what to do if there is a fire at a TfL head office.

For staff that are based in offices, you should follow these steps in the case of an emergency:

- ♦ Familiarise yourself with your local building/emergency procedure guide
- ♦ Complete the online TfL fire safety course available through the ezone
- ♦ Obey directions given by those managing the incident
- ♦ Make sure that your colleagues know where you are
- ♦ Make sure your manager has your out-of-hours phone number
- ♦ Make sure you have your manager's out-of-hours phone number
- ♦ Call TfL Staff Emergency Line 0800 085 2148 which will give recorded up-to-date information 24/7. This number is for use by employees in office buildings, and not operational sites (e.g., stations or depots). If you are located at an operational site you will be provided with details specific to your location during your local induction

If you hear on the news that your office has been disrupted by an incident, you should call TfL's Staff Emergency Line 0800 085 2148 which will give recorded up-to-date information 24/7. Depending on the instructions provided on the Emergency Line, you should contact your manager or wait to be contacted. If you are a member of the departmental Recovery Team (ie you are a plan holder), your team leader will contact you.

## HR Services

Human Resource (HR) services, include:

- ♦ Training/learning and development
- ♦ Recruitment
- ♦ Pay
- ♦ Travel services for staff (staff passes, season tickets, etc.)
- ♦ People management advice
- ♦ Policies

- Employee benefits

If you require any help or support with HR matters, you should contact HR Services on one of the numbers below, ensuring you have your employee number to hand. Opening times are 08:00 to 18:00 Monday to Friday.

Auto 1729 or 0800 0155 071 – Customer Delivery Helpdesk

Auto 1726 or 0800 0155 074 – Pensioner Liaison

Auto 1727 or 0800 0155 073 – Travel Services

Auto 1728 or 0800 0155 072 – TfL Vacancy Line

## **TfL pension fund**

TfL offers a final salary pension scheme that provides excellent benefits for employees and their dependants.

For all you need to know about the TfL pension fund, visit the internet at **[tfl.gov.uk/microsites/pensions/](https://tfl.gov.uk/microsites/pensions/)**

Alternatively, call Auto 43733 or 020 7918 3733 or e-mail **[helpdesk@tflpensionfund.co.uk](mailto:helpdesk@tflpensionfund.co.uk)**

# Trade union membership

A message from the Mayor:

“Trade unions have been at the forefront of the push for greater fairness at work for generations. The GLA family has a proud history of working closely with the trade unions that represent our staff. It’s not for me to tell you to join a trade union, but evidence shows that organisations that recognise unions and allow collective bargaining are generally happier, more productive and better places to work”

## Recognised unions in TfL

**London Underground:-**ASLEF, TSSA, RMT and Unite

**Surface Operations:-** Unite and Unison (for Victoria Station only)

**Rail for London (infrastructure) Ltd:-** TSSA and Prospect

**Professional Services and non-operational areas of Surface:**

PCS, Prospect, RMT, TSSA, Unison, Unite



# Safety Health and Environment (SHE)

Our customers, users, employees and suppliers have an expectation that when using or delivering our services or assets they will remain harm free.

Our vision is “Everyone home safe and healthy every day”.

## How we go about this

We have put in place a Safety, Health and Environment (SHE) Management System rules and procedures, including emergency procedures that are regularly updated.

These are for you to use. If you do not know where to find them ask your line manager or your SHE manager.

As an employee, you are required to comply with all health, safety and environment standards and procedures, to behave in a safe manner and to have due regard for the safety of colleagues and others as well as for yourself.

The health, safety and environmental legislation, standards and procedures which apply to you will depend on the area in which you work.

Your local induction will provide you with these details, and you may also receive some health and safety and environmental training, depending on your new role.

## Responsible procurement

Responsible procurement is a high priority on the Mayor’s agenda. It aims to integrate sustainable development considerations into all stages of the purchasing process, with the goal of reducing the impact on the environment as well as improving social and economic conditions right along TfL’s supply chains.

TfL is signed up to the GLA’s Responsible Procurement Policy which sets out seven themes which TfL must consider when procuring goods, works or services. To comply, TfL staff are required to give consideration to the social and environmental impact of whatever

they are buying.

[For further information on responsible procurement, visit Platform](#)

## Records management

Good records management is essential for TfL to meet the requirements of the Data Protection Act and the Freedom of Information Act. As a new member of staff, you will be advised of which records your manager wants you to create and maintain, and where those records should be kept.

To better understand your responsibilities you are therefore advised to complete the eLearning courses on records management, risk management and fraud awareness.

For further advice or information, e-mail: [recordsmanagement@tfl.gov.uk](mailto:recordsmanagement@tfl.gov.uk)

## Cyber Security

Our world today is ruled by technology that we can't live without. We have the ability to check our bank balance on the move, catch up with friends on social media, even controlling our homes and appliances remotely. In addition to the technology we choose in our personal lives, companies use tech as an essential part of their businesses; whether it's supply of power, water & utilities, health care & emergency services or food distribution & retail. The transport industry is no different, with TfL leading the way in many areas embracing technology to deliver improved services and efficiencies. However, with these huge technological advances, comes the increased risk of cyber-crime and exploitation of the technology we rely on to act against us.

Unfortunately there is no link between how much we depend on technology and how secure it is. This means that as a users of technology each of us needs to be educated and aware of the wide range of techniques that cyber-criminals use and how to react if we become a target of cyber-crime.

Everyone that works for TfL has a responsibility to report details



immediately if they suspect anything suspicious, in terms of:

- Emails / Texts to your work devices,
- Disruption to any TfL websites,
- Publicly discovered content which could pose a threat to TfL,
- TfL restricted or confidential information has been compromised or misused

The cyber Security contact details are below:

Email: [Cybersec@tfl.gov.uk](mailto:Cybersec@tfl.gov.uk)

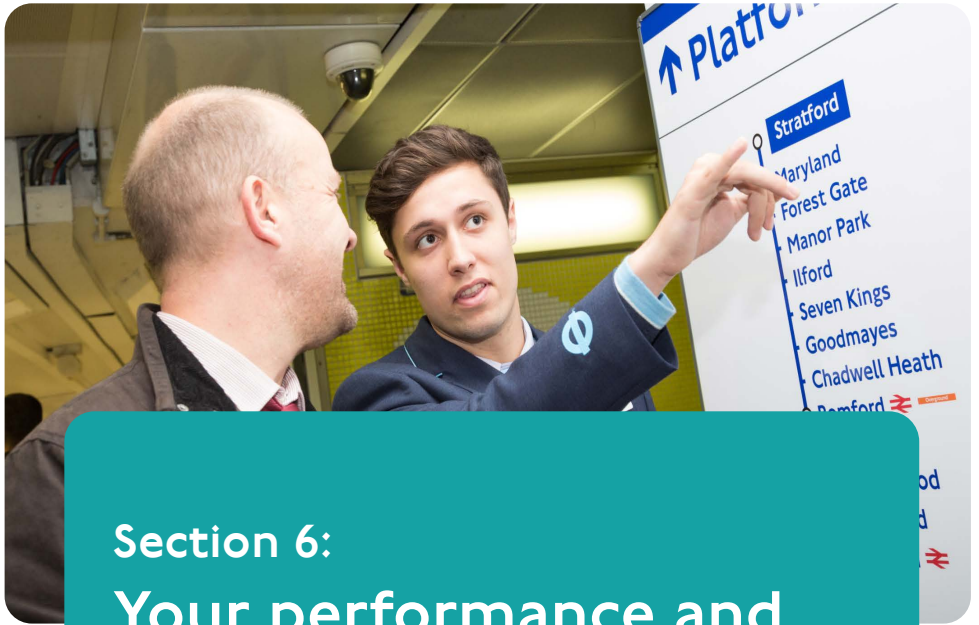
Phone Number: 0207 027 9260 | 59260

Office Location: 14 Pier Walk, 3G5/6

All our employees are encouraged to increase their awareness and education of cyber security at TfL by completing an online training course. The course is available through ezone and is relevant to everybody who works at TfL. It should take approximately 30 minutes to complete.

The Cyber Security & incident Response Team (CSIRT) have written policies and standards that all employees need to read and adhere to.

[Visit Platform for more information on cyber security](#)



**Section 6:**  
**Your performance and  
development at TfL**



# Your performance and development at TfL

## Your performance

In order for TfL to achieve its vision and successfully implement the Mayor's Transport Strategy, it is essential that every member of staff:

- Understands their job role and what they need to do on a day-to-day basis
- Understands how their job contributes to the success of TfL
- Is provided with regular feedback on how well they are doing
- Is given the necessary support and development in order to perform their job to the best of their ability

When you start work at TfL, your manager has a critical role to play in ensuring that you are clear about your new role and what is expected of you.

Within your first few weeks, you and your manager should meet on a one-to-one basis. In this meeting you will get a chance to learn more about your job, address any queries or concerns you may have and agree some objectives which will provide you with a focus for your first six months.

At the same time, you will also be able to discuss any development needs you may have and training or other support can be arranged, to ensure that you have every chance of succeeding in your new role.

If you have been appointed as a new manager within TfL, there are a number of management training courses that are available to you, to ensure that you have the necessary skills and knowledge to manage your staff according to TfL values.

**Further information can be found in Section II – Being a manager at TfL.**

You should expect to have regular meetings with your manager, both formal and informal, throughout your time at TfL. These provide you both with an opportunity to find out how well you are doing, receive any necessary support and guidance, and address any issues as quickly as possible to ensure you have every chance of meeting your objectives.

[Visit Platform for further information about managing performance](#)

## Your development

TfL has a responsibility to ensure that learning and development opportunities are in place to equip you with the skills, knowledge, experience and behaviours required both to carry out your work effectively, and to develop your career.

Learning may consist of skill development or technical courses and may take the form of classroom-type training sessions, eLearning, coaching, advice, on the job training, or other suitable methods. If the training is to be provided externally, this must be with a recognised provider that has been approved by HR.

Before organising any training for yourself you will need to first have a conversation with your manager. Together, you can identify your learning needs, and discuss timescales and goals, so that you can understand the benefits to yourself and the organisation and some potential approaches to satisfying your needs.

The Learning and Development department (and other more local training functions) provides a wide range of training courses. In addition to these, the following are some of the learning and development opportunities that may be appropriate for you.

An online learning service called ezone is available to all TfL employees. As a new TfL employee, ezone can help you along your career path. Ezone is available on any device connected to the internet, inside or outside of work.

For more information on the variety of learning and development options available to you, [visit the Learning & Development pages on Platform:](#)

## Library facilities

### Engineering Library

The Engineering Library provides an enquiry service, a wide variety of company reference material, books journals, videos, CD-ROMs and access to technical literature.

Engineering Library – contact details:

[Engineering Library Sharepoint Site](#)

Auto 58637 or 020 7027 8637

Email: **Library (Engineering)** or **enginlib@tube.tfl.gov.uk**

### London's Transport Museum Reference Library

Location: 39 Wellington Street, Covent Garden, London WC2E 7BB

The Reference Library aims to hold a copy of all published material relating to the history and current developments of TfL, London Transport and its predecessor companies.

Opening hours: 1000 to 1730 Monday to Sunday (opening at 1100 on Friday)

London Transport Museum Reference Library – contact details:

Auto 24490 or 020 7565 7280 / 020 7379 6344

### Customer Research Library

The Customer Research online library database provides information about our customers and what they say about our services.

Customer Research Library – contact details:

Email: **groupcustomerresearch@tfl.gov.uk**



Section 7:  
Reward and recognition



# Reward and recognition at TfL

**My TfL** is now the single portal for accessing your payslip, employee benefits and our recognition scheme, Make a Difference

## Accessing MyTfL

To access MyTfL, visit [my.tfl.gov.uk](https://my.tfl.gov.uk)

If you are inside the TfL network from a desktop or laptop, you will be logged in automatically. If accessing externally, you will need your Onelondon login details

## Your Payslips

MyPay can be accessed from My TfL, by clicking on the mypay tab

If you are inside the TfL network from a desktop or laptop, you will be logged in automatically.

**If you are accessing from outside the TfL network or on a mobile device, you will need to enable Multi Factor Authentication.**

For help with this, please visit <https://bit.ly/mypayhelpguide>

## Benefits and discounts

Benefits include tax-efficient childcare payments and the cycle2work scheme, which enables you to get a bike and associated safety equipment free of tax and national insurance contributions.

You can also obtain employee discounts on holidays, travel, car hire, flights, ferries, travel insurance, UK breaks, insurances, eye care, dental care, gym memberships, days out, eating out, bowling, cinema tickets, DVDs, CDs, concert tickets, high street shopping, mobile phones, furniture, electricals, florists, magazine subscriptions, energy costs, further childcare and healthcare savings, London travel and local authority sports centres. It should be noted that any contracts that you enter into are between you and the provider, and not TfL.

[Full details of staff discounts and other available benefits can be found in the myTfL guide or on Platform](#)

## Recognition schemes

To recognise a colleague, visit the **my recognition** part of the MyTfL portal, where you can nominate someone for a Make a Difference award, send thankyou ecards or find out about Long Service awards and Royal Recognition

## Your travel choices at TfL

TfL is helping employees to travel more sustainably by improving the choices available to them - through information, facilities, measures and incentives.

Information about the different ways to travel that can improve the environment through reduced carbon emissions, and improve employee health, fitness and wellbeing through increased opportunities for exercise is available on the Your Travel Choices section of the Intranet.

Your Travel Choices covers journeys to and from work and when making journeys for work purposes. It also provides information about travel related incentives for employees.

These include:

- ♦ Cycle2work scheme
- ♦ Free cycle training and bike servicing
- ♦ Cycle mileage allowance

[Information about travel options and incentives can be found on Platform](#)





Section 8:  
Your wellbeing at TfL



# Your wellbeing at TfL

Your wellbeing is important to us, so there are a number of services available to provide support and advice for issues arising both within the workplace and outside of work.

## 4 Steps to Health

Occupational Health and Wellbeing has developed a Health and Wellbeing Improvement Programme (HWIP)—which is known as **4 Steps to Health**.

The objective of 4 Steps to Health is to help and support TfL employees to improve their lifestyle and habits.

The focus of 4 Steps to Health is on:

- Healthier eating (Food Matters)
- increasing activity levels (Movement Matters)
- Better overall health (Health Matters)
- Improving mental health (Mind Matters)

Over the calendar year each of these 4 areas is focused on in turn - Food Matters is usually promoted during Spring, Movement Matters during Summer, Health Matters during Autumn and Mind Matters during winter.

Across TfL there are volunteer Health and Wellbeing Champions who help to promote the 4 Steps to Health initiatives and encourage their colleagues to get more active.

More information on the 4 Steps to Health initiatives and details of how to become a Champion can be found [on the Occupational Health and Wellbeing SharePoint page](#).

## Medical Advisory Service

This service is provided by a specialised team of doctors, occupational health advisors and occupational health technicians supported by administration staff, and structured to meet the needs of TfL.

The service:

- ♦ Provides information and advice on sickness absence, medication and work alternative employment and other health-related issues
- ♦ Provides guidance to managers on how to support employees back to work following long-term sickness absence
- ♦ Conducts medical examinations to assess if illness is affecting work or if work is affecting health including periodic (age) medical examinations
- ♦ Provides assistance and guidance on obtaining the appropriate advice on environmental issues relevant to the work environment and employees' health
- ♦ Conducts medical assessments for new and prospective employees and those transferring between grades
- ♦ Produces guidance notes on various occupational health issues
- ♦ Provides advice on health-related policies

The medical advisory service has a unique understanding of Transport for London's business, operating environment and safety standards. We constantly update this knowledge through close contact with our clients and colleagues from across TfL at meetings and through workplace visits.

To access the Medical Advisory Service, call 0343 222 1177 (Auto 1776 option 1) or email the **Occ Health Medical Advisory** mailbox

## OH Physiotherapy service

Transport for London (TfL) provides occupational health physiotherapy services to assist employees to stay in work and return to work safely after an injury or illness. The physiotherapy team have expertise in Occupational Health and Musculoskeletal Health and are familiar with the roles and fitness requirements of TfL staff. The focus is on workplace rehabilitation combined with Fitness for Present Duties advice. We recommend referral to be within the first month of symptoms starting to reduce the risk of delayed recovery or recurrent symptoms.

Referrals come from employees' managers as they need to be aware of musculoskeletal disorders impacting at work. Attendance for Physiotherapy is optional and clinical information is confidential between the employee and Physiotherapy service. Referral to the following services can be made by calling 0343 222 1177 (Auto 1776) option 2:

### Physiotherapy assessment and treatment

Physiotherapy assessment appointments are for employees with low back pain which is impacting on work. Employees in train operating, service control, maintenance or asset performance roles may meet criteria for physiotherapy for other musculoskeletal disorders (not just low back pain).

The appointment involves assessment of the clinical condition and its impact at work through questions and examination.

The outcome of the assessment would be to recommend a treatment plan and to provide relevant work-related advice to the employee and their manager. The treatment plan may include advice, home exercises, further physiotherapy treatment appointments, group rehabilitation or a workplace visit.

### Workplace assessment and advice

This appointment at Occupational Health follows a risk assessment e.g. DSE with recommendations for a specialist opinion. The outcome would be advice and recommendations on management

of the condition at work. This could be posture, set up of the work environment, exercises, group rehabilitation classes, reasonable adjustments or a workplace visit.

### **Group rehabilitation classes:**

Back Fitness Group and Lower Limb Classes are run regularly throughout the week, and provide rehabilitation and education to help employees achieve fitness for their work. Classes help employees improve their flexibility, strength and balance as well as their understanding on how to manage their condition at home and work.

### **Back fitness group class**

Entry to the classes usually follows physiotherapy assessment. However, employees whose back pain is not impacting at work and wouldn't qualify for assessment can still refer themselves to attend Back Fitness Group. The first session includes a screening questionnaire for suitability and a 2 hour educational talk to aid understanding and management of pain.

### **Lower limb class**

Lower Limb Class assessment appointments are available for employees with hip, knee, ankle or foot pain which is impacting on work and who are interested in attending the Lower Limb Class. The outcome of the assessment would be whether the employee is likely to benefit from the class and advice on their fitness for work.

### **Musculoskeletal Guidance Notes**

The Physiotherapy team have general advice on posture relevant to everyone as well as specific guidance for Train Operators, Instructor Operators and office workers on how to set up your work environment and exercises that will help. Additional information is available for expectant mothers to help prevent and manage the

aches and pains of pregnancy.

To access the Physiotherapy Service call 0343 222 1177 (Auto 1776) option 2.

## Mental Health Service

The Counselling and Mental Health Service is part of Occupational Health and provides a range of specialist counselling for workplace trauma for all employees. Counsellors and psychologist are available to provide trauma counselling. The team have a wide range of clinical skills and substantial experience in all aspects of mental health. The counselling service is accredited by the British Association for Counselling and Psychotherapy.

The team provides a range of employee support services, including:

- ♦ Psychological assessment
- ♦ Specialist trauma counselling
- ♦ Working with directorates, departments and teams to build the psychological perspective
- ♦ Stress Reduction Group workshops and Managers' Resilience Groups
- ♦ Bespoke workshops and presentations for teams to support wellbeing and mental health
- ♦ Training the peer supporters who make up the Trauma Support Group, and Supporting Colleagues Network who provide psychological first aid to peers
- ♦ Critical Incident Response
- ♦ Advice on mental health and wellbeing

To access the Mental Health Services call 0343 222 1177 (Auto 1776) and choose option 3.

## Confidential helpline

There is also a helpline which is available 24 hours a day to you and your immediate family members who reside with you at the same address. The service provides support for many personal problems including:

- ♦ Anxiety, low mood and other difficult states of mind
- ♦ Home or work issues, practical information and support on everyday matters- ranging from financial to legal matters such as debt; buying a house; consumer issues
- ♦ Family matters
- ♦ Relationship problems
- ♦ Bereavement
- ♦ Medical concerns

You and your immediate family members can call the helpline at any time and in confidence; Call the helpline on 0800 470 2129 or visit Workplace Wellness at **[www.my-eap.com](http://www.my-eap.com)** using the organisation code **tflwell**.

## Drug and Alcohol Assessment and Treatment Services

The Drug and Alcohol Assessment and Treatment Service is an in-house provision unique in the UK. It offers professional assistance to any employee affected by a drug or alcohol problem. This extends from employees in trouble because of drink or drugs, through managers wanting assistance or guidance, to staff members who are worried about a relative or spouse.

The service conducts its own comprehensive in-house assessments over a period of three weeks. After that, the appropriate treatment is located, funded and set up; and the employee tracked through that treatment and subsequently supported and monitored in their return to work.

To access Drugs and alcohol assessment and treatment services call 0343 222 1177 (Auto 1776)

[Further information about Occupational Health services is available in the Health Safety and Environment section of Platform](#)





## Section 9: Diversity and inclusion at TfL



# Diversity and inclusion at TfL

TfL's diversity and inclusion (D&I) vision is to deliver a transport network that provides safe, affordable, inclusive and seamless end-to-end journeys for everyone. This is how we play our part in supporting London's social and economic success - by connecting people to jobs, schools and colleges, shops, hospitals, open spaces, leisure facilities and family and friends.

Our new strategy – Action on Inclusion - will demonstrate how we will deliver this vision as ensuring that we are able to deliver the Mayor's Transport Strategy objectives of mode shift, healthy streets and vision zero with a stronger focus on accessibility and inclusion lens. The strategy will be underpinned by a new Inclusive Design Framework that starts to make more explicit how we will embed the process of inclusive design.

We are more likely to succeed in delivering on our commitments to customers if we are able to recruit a workforce that is representative at all levels of the city we serve – but only if this diversity is harnessed through inclusive leadership, cultures, systems and behaviours. Our belief in this is made clear in our scorecard measures which includes

- Improving the overall representativeness of our organisation;
- Improving the representativeness of our senior management;
- Improving the inclusiveness of our workplace as measured by our staff engagement survey Inclusion Index

Our senior leaders' performance award will continue to rely on progress in meeting our scorecard targets, and sees us place D&I on the same footing as our other priorities including safety, reliability, customer satisfaction and finances.

We will continue to evolve our D&I dashboards to drive action through data and insight. The dashboards drive local accountability while also demonstrating our commitment to improving transparency. Alongside the dashboards we will support local teams

through our constantly evolving online D&I One Stop Shop.

Our approach to our workforce D&I issues is evidence based and learns from the latest developments in the sector including the use of behavioural science to more confidently establish 'what works' as part of our new D&I Innovation Lab. Maturing our approach in this area means focusing on diversity of thought, background and experience as well as continuing to address issues of under representation, inequality and discrimination.

We will continue to use our evidence-based approach to identify effective strategies to attract, recruit and retain staff from under-represented groups. We are focusing on mid to long term solutions that take into account the full employee life cycle. This includes pro-actively diversifying our talent pipeline through apprenticeships, graduate schemes and work placements as well as to mentoring, secondments and leadership programmes for existing staff.

We will manage our talent through a Talent strategy to improve the transparency of career development opportunities for everyone – particularly those from under-represented groups – as well as help us deliver our organisational priorities more effectively.

The Leadership Foundation will be our new, ambitious approach to professionalising leadership at TfL using experiential development, peer learning, coaching and work experience and focussing on solving real business priorities. Inclusive leadership is crucial to managing different people.

To increase the diversity of our graduate pool we will be targeting our work with universities to those who are able to support our commitment to D&I. We will continue to work closely with colleagues to increase the internal applications for the graduate scheme.

For our apprenticeship programme, we will be focusing on our attraction approach including creating a new apprenticeship website and deeper engagement with the boroughs. We will continue to work with colleagues to ensure our selection and assessment methodologies are as bias free as possible.

In July 2019, we launched a new People Impact Assessment tool designed specifically to consider and minimise any potential impacts on staff during times of change. The tool requires change managers to use data to better predict, mitigate and monitor the people related impacts of change. We will continue to roll out and evolve this tool.

Internal mentoring remains an important tool to develop future leaders. Mentor matching links potential mentees to a suitable mentor. Our leaders have a wealth of knowledge and experience to share – and perhaps even more importantly, understand the landscape of the business better than anyone. For mentees, this is a chance to explore individual personal goals and get a different perspective on careers and development opportunities.

## Staff network groups

Staff network groups (SNGs) are an active part of life at TfL. The groups are open to any member of staff and provide opportunities for sharing experiences, as well as supporting TfL in improving D&I performance across the organisation. The groups organise talks, informal development sessions and social activities. Each group has a Director or Managing Director as its sponsor.

### Carers

The Carers Staff Network Group offers staff who are carers a forum to discuss ways to improve their working life while balancing caring responsibilities, allowing them to share ideas, best practice and identify common workplace issues that the organisation can then address.

### Disability

The SNG - Disability aims to provide an independent forum for disabled staff and to help encourage everyone in TfL to consider the needs of colleagues living with one or more disabilities.

### Faith

Promoting understanding of faith and belief and respect for each other's practices and traditions, is a central part of the Group's activity. The Faith Staff Network Group provides a forum for people of different faiths and those with no faith to identify common issues with the aim of improving working life at TfL. Our Group invites everyone, excludes no-one.

### OUTbound – LGBT+

OUTbound is TfL's Lesbian, Gay, Bisexual and Trans (LGBT+) staff network group. We are committed to championing a safe and inclusive work environment so LGBT+ colleagues can be authentic, celebrate who they are and have equality of opportunity.

### RACE (Raising Awareness of Culture and Ethnicity)

Our aim is to ensure that there is a growing, diverse pipeline of BAME (Black, Asian, Minority, Ethnic) talent at all levels that is being attracted, developed, mentored, sponsored and retained in the organisation.

## **Wellment**

The main aims of the WellMent group are to provide non-clinical peer support for those in TfL who are affected by mental health conditions. To signpost towards relevant information to help deal with mental health conditions, where appropriate and to raise awareness of mental health within the company in order to reduce any attached stigma.

## **Women**

The Women's Staff Network Group works to create cultural change, and promotes gender diversity, equality and inclusion within TfL. We offer a community that inspires and empowers our members to achieve their personal and career aspirations and aims to create a more gender-equal and inclusive workplace in which we can bring our best selves to work every day.

[For further information about these networks, including meeting dates, visit their Sharepoint site](#) - or contact [TfLDiversityandInclusion@tfl.gov.uk](mailto:TfLDiversityandInclusion@tfl.gov.uk)

## **Sustainability**

The TfL Sustainability Staff Network Group (SSNG) is open to all colleagues who would like to help make TfL a more sustainable organisation and personally help to combat the climate crisis.

[Visit the SSNG Sharepoint Site](#)

# Training

## Valuing People

Valuing people is a training course for all non-operational staff in TfL. During the one day session, delegates will learn about different diversity and inclusion issues. You can also develop skills and techniques to help you manage and implement inclusive work practices and explore how valuing diversity can benefit both you and TfL.

## Valuing People elearning

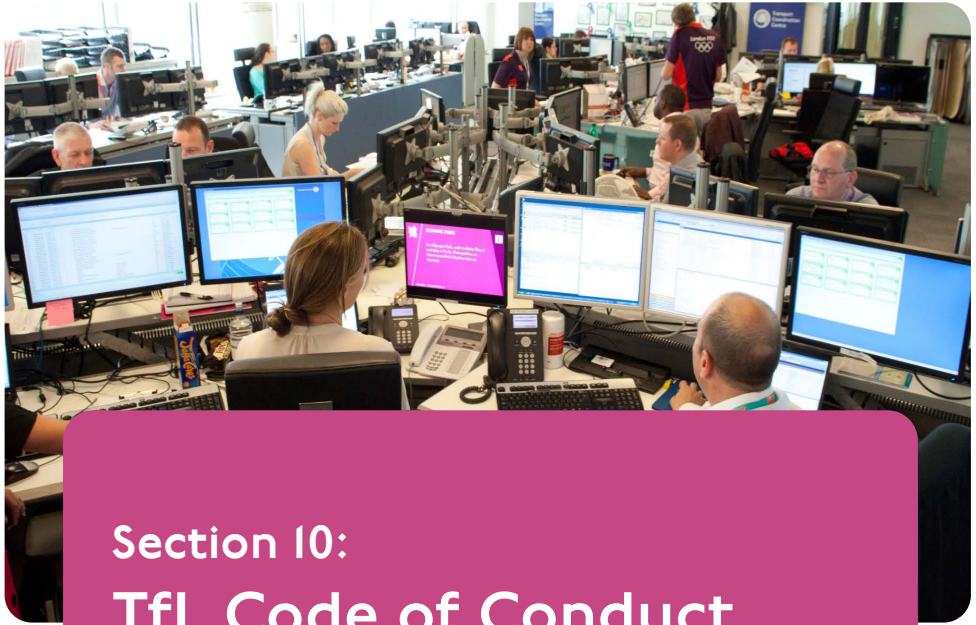
This elearning acts as an introduction to D&I in TfL, and covers points about equality law and TfL policy. It also acts as a refresher course for staff who have attended either 'Valuing People' or the London Underground 'Managing Equality, Diversity and Inclusion' programme.

## Dementia friends

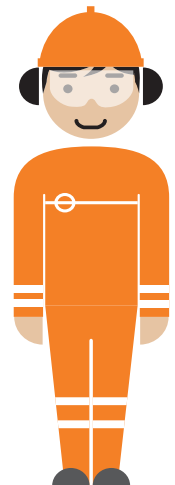
TfL is a Dementia Friends organisation and wants everyone to become more aware of what living with dementia means and what they can do support colleagues friends and our customers who are affected by dementia. To support this TfL encourages employees to complete an e-learning module.

## Safeguarding

TfL is committed to safety and security of all its employees and customers. However, we recognise that some of our customers are at a higher risk and more vulnerable to abuse and violence. To help your understanding please complete the TfL Safe guarding e-learning module.



Section 10:  
TfL Code of Conduct





# TfL Code of Conduct

TfL is an organisation which strives to conduct all its activities to the highest ethical standards, in the most proficient manner and in full compliance with all legal requirements.

The TfL Code of Conduct and explains how this applies to you, as an employee. It describes TfL's ethical values and vision and sets out the behaviour that is expected of all employees.

It is essential that you maintain the highest standards of integrity, avoid any conflicts of interest and declare all offers of gifts and hospitality you may receive. You must read and comply with all policies, standards and supporting guidelines, working procedures and safety instructions relevant to your job. The Code summarises those areas of policies you should be aware of, that are relevant to the conduct of the business.

You should be given a hard copy of the Code of Conduct when you start your employment with TfL. You should read it and keep your copy for future reference. If you have any queries, discuss them with your manager or one of the contacts listed in the Code.

The TfL Code of Conduct applies to all employees of TfL irrespective of their occupation, hours of work or type of job. It also applies to agency staff and contractors.

[The Code of Conduct can also be accessed via Platform](#)

For further queries:

- Call HR Services on Auto 1729 or 0800 0155 071

## Fraud, bribery and corruption

TfL's Public Sector status means it is essential that we ensure the protection of public funds from the threats of Fraud, Bribery and Corruption. To this end TfL takes a zero tolerance approach to any incidents involving its employees, temporary resources, contractors, suppliers and customers.

Everyone in TfL has an essential role to play in preventing and detecting Fraud, Bribery and Corruption. Any employee with suspicions or knowledge that such a crime has been, is being or may be committed, must promptly report this to TfL's dedicated Fraud Team.

It is not necessary to have evidence of Fraud, Bribery and Corruption a suspicion is sufficient to make a report. It is essential that you do not investigate it yourself, even if you are a manager, but simply report it. Investigating it may jeopardise future action taken including prosecution and asset recoveries, and identification of wider dishonesty being uncovered.

Reports can be made as follows:

- To your line Manager
- Direct to the TfL Fraud team by calling the Fraud Hotline on 0203 054 7888, or by emailing [Fraud@tfl.gov.uk](mailto:Fraud@tfl.gov.uk)
- To Safeline, an independent external 24 hour reporting line, by calling 0808 169 8911, using an online reporting form

As part of your induction everyone in TfL is asked to complete a short on-line ezone Fraud awareness module, in their first two weeks, which only takes about 15 minutes.

[Further information can be found on Platform](#), or by contacting the Fraud team, who host regular presentations across TfL.



## Section II: Being a manager at TfL



# Being a manager at TfL

If you've been recruited to a management role, you'll be faced with the challenge of not only getting to grips with a new organisation, but also of learning what 'being a manager' means at TfL.

Our people are at the heart of what we do and deserve to be well managed and encouraged to perform to their full potential. It's their managers who they turn to for leadership, guidance and encouragement.

This may be your first management role or you may have been a manager for some time. Either way, your induction and the development you receive in your first few months will be critical in enabling you to integrate into your new team and perform to the best of your ability.

As with all newly recruited managers you need to complete an online management induction module called *Managing the TfL Way*, following *Welcome to TfL*. This event works hand-in-hand with the local inductions to facilitate your transition into your new role.

As with all new employees, following the induction events, your manager will guide you through a local induction checklist. The checklist should complement this guide and give you an opportunity to learn more about your new department, as well as cover some of the practical details necessary for you to get started in your new role.

Alongside the tangible aspects of the job are the unwritten rules and practices that a department observes. It's important that you're advised of the local culture and accepted behaviour. At your initial meeting, you should clarify the following with your manager:

- Their expectations of you and your team
- How accessible they will be

- What kind of communication is preferred and how frequently
- Preferred methods for handling difficult situations with the team

You should then set aside some time in your first month to meet your team, colleagues and service partners.

You should meet each member of your team to gain an understanding of their performance objectives, development needs and any concerns or issues they may have. This is a good opportunity to agree expectations about how you'll work together in the future.

You'll find below some additional guidance and sources of information which should be specifically of relevance to you as a new manager in TfL.

## Managing performance

TfL aims to be a performance oriented organisation. You will be responsible for managing the performance and development of your team, to ensure that they know what is expected of them, how well they are doing and how they can improve and progress.

The starting point for this goal is with the individual and the performance management process. The performance management process needs to be two-way for it to be effective, both managers and individuals need to engage in it positively.

[Information on managing performance and development can be found on Platform](#)

## Managing Essentials

Managing Essentials is designed to equip all of our people managers to lead their teams effectively.



**Managing  
Essentials**

Managing Essentials consists of Core and More levels. These help to support all of our people managers to lead their teams effectively.

The 10 Core modules will help you lead your teams to the best

of your ability by being fully up to date with people and business management processes and procedures.

Once you've completed the Core modules, there is an opportunity for you to complete the More levels.

Managers are expected to work through the Core modules by the end of their first year.

[For more information, visit the Managing Essentials pages in Platform](#)

## **Brilliant Basics**

Brilliant Basics brings all of your management resources together in one place, giving you information you need to know about people, finance, HS&E and contracts.

[Visit Brilliant Basics](#)

## **Managing People**

One of HR Services' key roles is to support the business in managing its people. The team can provide advice on how to interpret and apply TfL's employment policies as well as coaching on more complex issues such as discipline, grievance and long-term sickness.

To contact HR Services, call 1729 or 08000 155 071.

## **Managing Safety, Health and Environment (SHE) Matters**

The SHE directorate is there to support you by providing guidance and advise on matters affecting Safety and Environment.

<https://transportforlondon.sharepoint.com/sites/Instructions-and-guidance-safety-health-and-environment>

# The TfL Management System - Instructions and Guidance

Instructions and Guidance gives you access to topic based content from TfL's Management System (TMS) that you need for your role.

It is comprised of a number of written documents, from Policies through to work instructions. These documents cover everything from TfL's standards for attendance at work through to how to prepare a train for customer service.

The training provided to employees and managers is also part of The Management System, as are the performance measures used to monitor how the business is doing. The Management System is an integral part of TfL, and so there is a team of people who ensure that changes and improvements to it are properly controlled. All these elements together provide a framework where TfL can progressively improve how it works and provide a better service for our customers, the people of London.

Whatever your role in TfL, it is important you understand the parts of the TfL Management System which provide you with the instructions and the training you need to do your job.

[Access Instructions and Guidance on Platform](#)

## Other useful sources of information

You are responsible for familiarising yourself with any relevant TfL policies and ensuring that your team are also conversant and comply with any policies affecting them. If you require any guidance, please speak with your manager or contact HR Services.

Information relating to employment policy can be found on Platform

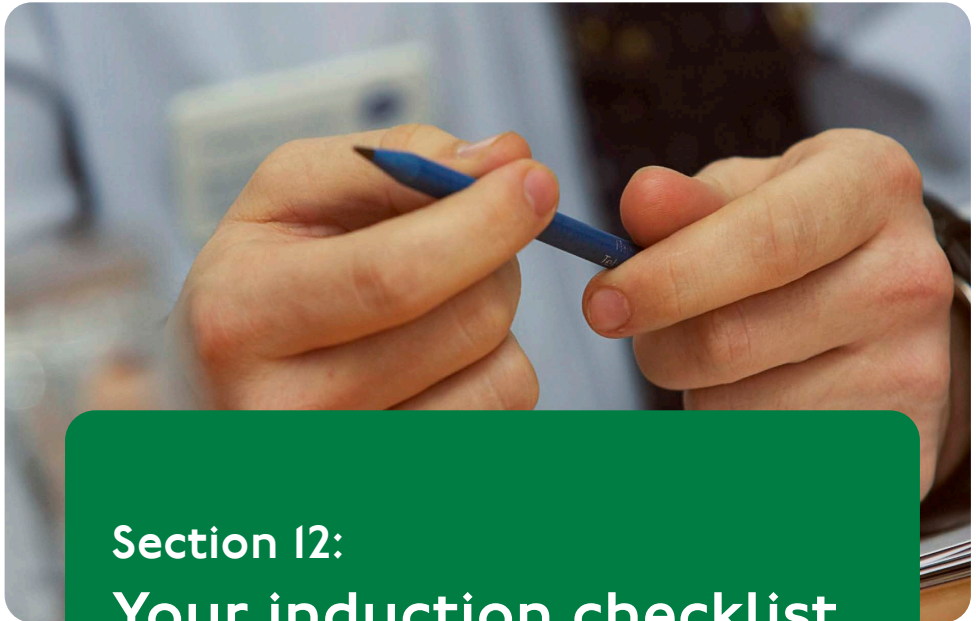
[HR policy, people management and disciplinary processes](#)

Health and safety is a key priority for TfL, both in looking after its customers and its people.

[Health and safety information can be found on Platform here](#)

Information on rewarding outstanding performance can be found on Platform under [Reward, recognition and benefits](#)





**Section 12:  
Your induction checklist**



# Induction checklist

\* - Not applicable to all new employees, ask your line manager

| Ref                       | Activity  | Complete by: | How               | Date completed |
|---------------------------|---|--------------|-------------------|----------------|
| <b>1. Your work place</b> |   |              |                   |                |
| I.1                       | Introduction to team  | Day 1        | Manager           |                |
| I.2                       | Introduction to buddy   | Day 1        | Manager           |                |
| I.3                       | Tour of workplace:<br>Cloak room, toilets, locker/<br>shower facilities/faith room/<br>kitchen facilities/canteen | Day 1        | Manager/<br>Buddy |                |
| I.4                       | Station familiarisation*  | Day 1        | Manager/<br>Buddy |                |
| I.5                       | Familiarisation at stations on<br>the group*  | Week 1       | Manager/<br>Buddy |                |
| I.6                       | Information on local<br>amenities   | Week 1       | Manager/<br>Buddy |                |
| I.7                       | Display Screen Equipment<br>(DSE) assessment  | Week 1       | Self              |                |

| Ref                          | Activity   | Complete by: | How  | Date completed |
|------------------------------|--|--------------|------|----------------|
| <b>2. Policy Information</b> |  |              |      |                |
| 2.1                          | Knowledge and<br>understanding of essential<br>policies: |              |      |                |
|                              | LU Framework Agreement*                                  | Day 1        | Self |                |
|                              | TfL Employee Framework*                                  | Day 1        | Self |                |
|                              | Code of Conduct  | Day 1        | Self |                |
|                              | Drugs & Alcohol policy                                   | Day 1        | Self |                |

|     |   |         |      |  |
|-----|---|---------|------|--|
|     | TfL's Health, Safety & Environment Policy*  | Day 1   | Self |  |
|     | Bullying & Harassment policy  | Week 1  | Self |  |
|     | TfL Information Security Classification standard                                    | Week 1  | Self |  |
|     | Electronic Communications (Including Email and Internet) and Equipment Usage Policy | Week 1  | Self |  |
|     | Learning & Development policy   | Week 1  | Self |  |
|     | Guidance for the use of USB Storage Devices   | Week 1  | Self |  |
|     | Business Expenses policy  | Month 1 | Self |  |
|     | Information Access policy   | Month 1 | Self |  |
| 2.2 | Knowledge and understanding of all policies available on Source:                    |         |      |  |
|     | Anti-fraud & Corruption   | Month 6 | Self |  |
|     | Communications  | Month 6 | Self |  |
|     | Corporate Governance  | Month 6 | Self |  |
|     | Health, Safety & Environment  | Month 6 | Self |  |
|     | Human Resources   | Month 6 | Self |  |
|     | Information Governance  | Month 6 | Self |  |
|     | Information Management  | Month 6 | Self |  |
|     | Procurement   | Month 6 | Self |  |
|     | Resilience  | Month 6 | Self |  |
|     | Risk Management   | Month 6 | Self |  |

| Ref                       | Activity  | Complete by: | How                       | Date completed |
|---------------------------|---|--------------|---------------------------|----------------|
| <b>4. Getting Started</b> |   |              |                           |                |
| 4.1                       | Copy of or link to the Guide for new employees                      | Day 1        | L&D/<br>Manager/<br>Buddy |                |
| 4.2                       | Where to pick up building pass                                      | Day 1        | Manager/<br>Buddy         |                |
| 4.3                       | Network log on and email account details                            | Day 1        | Manager/<br>Buddy         |                |
| 4.4                       | Location of desk and individuals' contact details                   | Day 1        | Manager/<br>Buddy         |                |
| 4.5                       | Name badge/name plate*  | Day 1        | Manager/<br>Buddy         |                |
| 4.6                       | Required equipment – PDA, mobile phone, RSA token, safety equipment | Day 1        | Manager/<br>Buddy         |                |
| 4.7                       | Required keys*  | Day 1        | Manager /<br>Buddy        |                |
|                           | PA  |              |                           |                |
|                           | Lift x2   |              |                           |                |
|                           | Escalator x2  |              |                           |                |
|                           | Call Point x2   |              |                           |                |
|                           | UTS key   |              |                           |                |
|                           | J door key  |              |                           |                |
| 4.8                       | Check all uniform received*   | Day 1        | Manager/<br>Buddy         |                |
| 4.9                       | Refund for criminal record check                                    | Day 1        | Manager /<br>Buddy        |                |
| 4.10                      | Complete emergency contact sheet*                                   | Day 1        | Manager/<br>Buddy         |                |

|      |   |        |                   |  |
|------|---|--------|-------------------|--|
| 4.11 | Locker*   | Day 1  | Manager/<br>Buddy |  |
| 4.12 | Advice on staff taxis*  | Day 1  | Manager/<br>Buddy |  |
| 4.13 | Advice on Congestion Plan, SSP and evacuation register*               | Day 1  | Manager/<br>Buddy |  |
| 4.14 | Issue Rule Book*  | Day 1  | Manager/<br>Buddy |  |
| 4.15 | Reading a timetable*  | Day 1  | Manager/<br>Buddy |  |
| 4.16 | Understanding traffic circulars*                                      | Day 1  | Manager/<br>Buddy |  |
| 4.17 | Issue safe codes (SAMF)*  | Day 1  | Manager/<br>Buddy |  |
| 4.18 | The importance of safety critical licences (LU)                       | Day 1  | Manager/<br>Buddy |  |
| 4.19 | Guidance on setting up and using phone                                | Day 1  | Manager/<br>Buddy |  |
| 4.20 | Explanation of dress code   | Day 1  | Manager/<br>Buddy |  |
| 4.21 | Advice on lunch and tea breaks  | Day 1  | Manager           |  |
| 4.22 | How to book meeting rooms   | Week 1 | Manager/<br>Buddy |  |
| 4.23 | Details of where to pick up staff travel and nominee pass             | Week 1 | Manager/<br>Buddy |  |
| 4.24 | Track familiarisation (Station Supervisor)                            | Week 1 | Manager/<br>Buddy |  |
| 4.25 | Accessing and use of photocopiers/scanners/ plotters                  | Week 1 | Manager/<br>Buddy |  |
| 4.26 | Location of the department shared drive and required SharePoint sites | Week 1 | Manager/<br>Buddy |  |

| 4.27                        | Introduction to Source  | Week 1       | Manager / Buddy |                |
|-----------------------------|---|--------------|-----------------|----------------|
| Ref                         | Activity  | Complete by: | How             | Date completed |
| 5. Your department and team |   |              |                 |                |
| 5.1                         | Local welcome pack*   | Day 1        | Manager/ Buddy  |                |
| 5.2                         | Explanation of rosters and duties*  | Day 1        | Manager/ Buddy  |                |
| 5.3                         | Mutual Changeovers*   | Day 1        | Manager/ Buddy  |                |
| 5.4                         | Nominations and how they work*  | Day 1        | Manager/ Buddy  |                |
| 5.5                         | Department organisation chart and reporting structure                     | Week 2       | Manager/ Buddy  |                |
| 5.6                         | Department processes and procedures                                       | Week 2       | Manager/ Buddy  |                |
| 5.7                         | Service Level Agreements/ Key Performance Indicators/ Balanced Score Card | Week 2       | Manager/ Buddy  |                |
| 5.8                         | Key projects and initiatives  | Week 2       | Manager/ Buddy  |                |
| 5.9                         | Procedure for procurement of services and goods                           | Week 2       | Manager/ Buddy  |                |
| 5.10                        | Department mission, goals and strategic objectives                        | Month 6      | Manager/ Buddy  |                |
| Ref                         | Activity  | Complete by: | How             | Date completed |
| 6. Your new role            |   |              |                 |                |
| 6.1                         | Receive feedback on selection process*                                    | Week 1       | Manager         |                |
| 6.2                         | Outline of job description and duties                                     | Week 1       | Manager         |                |

|      |  |         |                |  |
|------|--|---------|----------------|--|
| 6.3  | Explanation of rosters*  | Week 1  | Manager        |  |
| 6.4  | Explanation performance management process                               | Week 1  | Manager        |  |
| 6.5  | Arrange first performance meeting to set objectives and development plan | Week 1  | Manager        |  |
| 6.6  | Arrange recurring 1-2-1 meetings   | Week 1  | Manager        |  |
| 6.7  | Explanation of budget responsibilities and priorities                    | Week 1  | Manager        |  |
| 6.8  | Details of relevant meetings   | Week 1  | Manager        |  |
| 6.9  | Advice on any current sensitivities with team/key contacts               | Week 1  | Manager        |  |
| 6.10 | Meet with key contacts and stakeholders                                  | Month 1 | Manager / Self |  |
| 6.11 | 3 month probation review*  | Month 3 | Manager        |  |
| 6.12 | Schedule induction review meeting (6 months)                             | Month 3 | Manager        |  |
| 6.13 | Completion of Probation meeting  | Month 6 | Manager/ Self  |  |

| Ref               | Activity                            | Complete by: | How            | Date completed |
|-------------------|-------------------------------------|--------------|----------------|----------------|
| <b>7. Support</b> |                                     |              |                |                |
| 7.1               | Contacting HRS and PMA              | Week 1       | Manager/ Buddy |                |
| 7.9               | Reasonable Adjustments Guidelines   | Week 1       | Manager        |                |
| 7.5               | IM Help Desk (Primary Service Desk) | Week 1       | Manager/ Buddy |                |
| 7.6               | HRS Help Desk                       | Week 1       | Manager/ Buddy |                |
| 7.2               | Acronyms and jargon                 | Month 1      | Manager/ Buddy |                |

|     |   |         |                   |  |
|-----|---|---------|-------------------|--|
| 7.3 | TfL buildings, locations and facilities | Month 1 | Manager/<br>Buddy |  |
| 7.4 | Facilities help desk                    | Month 1 | Manager/<br>Buddy |  |
| 7.7 | Telephone Services                      | Month 1 | Manager/<br>Buddy |  |
| 7.8 | Communication Help and guidelines       | Month 1 | Manager/<br>Buddy |  |

| Ref                                | Activity                                      | Complete by: | How               | Date completed |
|------------------------------------|---|--------------|-------------------|----------------|
| <b>8. Training and development</b> |   |              |                   |                |
| 8.1                                | Access to TfL Management System               | Week 1       | Manager/<br>Self  |                |
| 8.2                                | Details of any pre-booked training activities | Week 1       | Manager/<br>Buddy |                |
| 8.3                                | Attendance on:                                |              |                   |                |
|                                    | Welcome to TfL                                | Week 1       | Self              |                |
|                                    | Managing the TfL way*                         |              |                   |                |
|                                    | Me at Work                                    |              |                   |                |
|                                    | My Staff at Work*                             |              |                   |                |
| 8.4                                | Awareness of Conflict avoidance techniques*   | Week 1       | Manager/<br>Buddy |                |
| 8.5                                | Completion of eLearning:                      |              |                   |                |
|                                    | My role in Privacy and Data Protection        | Week 1       | Self              |                |
|                                    | My role in Freedom of Information             |              |                   |                |
|                                    | My role in information and records management |              |                   |                |
| 8.6                                | Attendance on:                                |              |                   |                |



|      |   |         |                 |  |
|------|---|---------|-----------------|--|
|      | Getting on Board*                             | Month 1 | Self            |  |
|      | Managing Performance*                         |         |                 |  |
|      | Introduction to SAP*                          |         |                 |  |
|      | Reporting in SAP R3*                          |         |                 |  |
|      | Cost Centre Manager*                          |         |                 |  |
| 8.7  | Enrolment on the CMS programme                | Month 1 | Manager / Buddy |  |
| 8.8  | Access to Learning & Development services     | Month 1 | Manager / Buddy |  |
| 8.9  | Access to SAP Education services              | Month 1 | Manager / Buddy |  |
| 8.10 | Details of Learning Zone (library) facilities | Month 1 | Manager / Buddy |  |
| 8.11 | How to access ezone (eLearning)               | Month 1 | Manager / Buddy |  |
| 8.12 | Attendance on:                                |         |                 |  |
|      | Valuing People                                | Month 3 | Self            |  |
|      | Managing Attendance                           |         |                 |  |
|      | Managing discipline and Conduct               |         |                 |  |
|      | Bullying, Harassment and Grievance*           |         |                 |  |
|      | Engaging Leadership*                          |         |                 |  |
| 8.13 | Complete knowledge assessment*                | Month 3 | Self            |  |
| 8.14 | People Manager assessment*                    | Month 6 | Self            |  |
| 8.15 | Online Induction completion checklist         | Month 6 | Self            |  |

| Ref                     | Activity                        | Complete by: | How               | Date completed |
|-------------------------|---------------------------------|--------------|-------------------|----------------|
| 9. Terms and Conditions |                                 |              |                   |                |
| 9.1                     | Working hours and pay frequency | Week 1       | Manager/<br>Buddy |                |
| 9.2                     | Explain Annual Leave            | Week 1       | Manager/<br>Buddy |                |
| 9.3                     | Probationary period             | Week 1       | Manager/<br>Buddy |                |
| 9.4                     | Sickness and absence reporting  | Week 1       | Manager/<br>Buddy |                |
| 9.5                     | Pension provision               | Week 1       | Manager/<br>Buddy |                |

| Ref          | Activity                         | Complete by: | How               | Date completed |
|--------------|----------------------------------|--------------|-------------------|----------------|
| 10. Benefits |                                  |              |                   |                |
| 10.1         | Staff Travel and nominee pass*   | Week 1       | Manager           |                |
| 10.2         | My TfL*                          | Month 1      | Manager           |                |
| 10.3         | Money Matters                    | Month 1      | Manager           |                |
| 10.4         | Support and Counselling services | Month 1      | Manager           |                |
| 10.5         | Staff Network Groups             | Month 1      | Manager/<br>Buddy |                |
| 10.6         | Social Activities                | Month 1      | Manager/<br>Buddy |                |
| 10.7         | Events Calendar                  | Month 1      | Manager/<br>Buddy |                |

# Record of completion

As you complete each section, record the dates completed.

| Ref           | Section                | Date completed | Manager Signature | Employee Signature |
|---------------|------------------------|----------------|-------------------|--------------------|
| II. Checklist |                        |                |                   |                    |
| 1.0           | Your work place        |                |                   |                    |
| 2.0           | Policy Information     |                |                   |                    |
| 3.0           | Safety & Security      |                |                   |                    |
| 4.0           | Getting Started        |                |                   |                    |
| 5.0           | Your department & team |                |                   |                    |
| 6.0           | Your new role          |                |                   |                    |
| 7.0           | Support                |                |                   |                    |
| 8.0           | Training & Development |                |                   |                    |
| 9.0           | Terms & Conditions     |                |                   |                    |
| 10.0          | Benefits               |                |                   |                    |

You and your Manager should sign off this checklist on completion and retain a copy. Once you have completed all sections on this checklist, go to ezone and complete the online Induction checklist.

Employee name: \_\_\_\_\_

Employee signature: \_\_\_\_\_

Employee number: \_\_\_\_\_

Date of completion: \_\_\_\_\_

Manager's name: \_\_\_\_\_

Manager's signature: \_\_\_\_\_

