TfL Management System

Guidance Document

G1391 Managing Train Operator Attendance

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Contents

1 Purpose 3
2 Scope 3
3 Guidance 3
3.1 General 3
3.2 Preventative measures 3
3.3 Communications and engagement 5
3.4 Dealing with non-attendance 5
3.5 LUOH appointments 8
3.6 Attendance review 8
3.7 Conduct related non-attendance 9
3.8 Management discretion 9
3.9 Fitness for work related non-attendance 10
3.10 Case conference 10
3.11 Actions following case conference 10
4 Responsibilities 11
5 References 12
5.1 TfL company documents 12
5.2 Person accountable for the document 12
5.3 Document history 12

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1 Purpose

1.1 The purpose of this Guidance is to assist Trains management teams in maximising depot reliability and ultimately reduce Lost Customer Hours (LCH) caused by Operators Not Available. It seeks to confirm and share existing good practice already being used by management and administration teams across the network.

2 Scope

2.1 The scope of this document is preventative measures and processes involved in effectively managing Train Operator attendance. The Guidance applies to Trains management and administrative teams, i.e. Train Operations Managers (TOMs), Train Operations Standards Managers (TOSMs), Duty Train Service Managers (DTSMs) and administrative staff working in train crew depots.

3 Guidance

	3.1 General
All concerned (admin and management team)	3.1.1 In order to improve train service reliability, Train Operator availability needs to be maximised. Train Operators are expected to attend work regularly and on time in order to maintain high standards of performance and customer service.
	3.1.2 Managing Train Operator attendance in line with the instruction and guidance on Working at TfL Attendance is a key part of ensuring the risk of low attendance is minimised as far as possible.
	3.2 Preventative measures
All concerned	3.2.1 Managers can minimise the risk of low attendance by actively seeking ways to improve unsatisfactory levels of non-attendance. This can be achieved through early intervention, working closely with People Management Advisors (PMAs) and highlighting the impact absences can have on customers and colleagues.
	3.2.2 **Championship role** Allocating a champion role is an effective way of managing attendance. This role can be carried out by a TOSM or a DTSM working under the guidance of a TOSM. The attendance champion must take ownership in how attendance is managed and ensure a consistent approach is taken by the whole team.
Champion TOSM or DTSM	3.2.3 **Analysing performance and trends** Successfully managing attendance requires analysing performance and trends to identify potential issues and prevent unnecessary recurrences. • Continually monitor attendance levels at your depot for trends or patterning. Use sources such as SAP to gain evidence. This should include Attendance at Work (AAW) reports for infringements, plus three year calendar and five year absence (for patterning) reports. • Use the Duty Manager Dashboard to monitor Train Operator availability. • Speak with individuals about their performance when a trend or pattern has been identified.

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	3.2.4 **Attendance tracker** Managing attendance requires careful planning of timely interventions to prevent unnecessary delay in staff returning to work. This can be achieved by monitoring every case and ensuring activities are being carried out in a timely manner. • Maintain a separate record in addition to SAP entries to provide an overview of all Train Operators unavailable to carry out full duties. • Record information including the reason for non-attendance (be mindful when recording information of a sensitive information), expected date of return, agreed contact arrangements and management actions taken or due to be taken. • Ensure the tracker is regularly updated as new information becomes available; this should be done by the manager receiving the information. This helps provide an overview of the current status at any given time.
All concerned	
TOM	3.2.5 **Regular progress meetings** You must hold regular meetings, e.g. weekly, to review the attendance tracker. Each case should be discussed with a view to identify and ensure appropriate next steps will be taken. All agreed actions should be monitored and given target dates. • Attendees should include TOM (chair), attendance champion, admin team and a PMA. Given that the meeting is an opportunity to discuss and consider interventions, PMA attendance is recommended. • All cases of Train Operator non-availability must be discussed. For Train Operators with the potential to be off for longer than seven days (based on the type of illness or previous history), immediate intervention should be considered. This includes arranging LUOH appointments and booking PMA availability for potential case conferences.
TOSMs / DTSMs	3.2.6 **Use of P&Ds** Successfully managing P&Ds is about getting the best out of staff. Every Train Operator must be assigned to a specific manager who is responsible for their performance and development. Prior to a P&D session: • Familiarise yourself with the Train Operator's attendance history by analysing Train Operators attendance reports (see 3.2.3) and reviewing notes from previous Return to Work Interviews (RTWIs). • Prepare a copy of the local depot performance scorecard along with information on key priorities. • Utilise spare duties to support release of Train Operators who require P&Ds. This should be done in advance by placing a note against the Train Operator's name on the Train Operators Coverage Planner (TOCP). This will ensure the night Duty Manager is aware of release requirements. • Work closely with the attendance champion to actively seek out staff with a good attendance record and use the session to recognise excellent attendance by issuing a 100% attendance certificate. During the P&D: • Use the Duty Manager Dashboard to display Train Operator performance. This tool is useful in comparing individuals' availability (up to two years

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