


SHARED SERVICES TEAM

Document Name: HR Services Launch Pack

Usage Guidance

Toolkit materials should only be used with due consideration to the context and requirements of the programme in question. Materials should not be directly applied 'off the shelf.'

CATEGORY DESCRIPTION

<p><i>1. Example material</i> –The tool has been provided by a single public or private sector organisation, or an external forum that has not been moderated by the Shared Services Team. It represents one possible approach to a given shared service activity, and can be used by Toolkit users as an example / reference aid.</p>	
<p><i>2. Co-developed material</i> – The tool has been produced through the collaboration of the Shared Services Team and one or more public sector organisations and / or private sector organisations. This tool Provides a jointly developed approach to a given shared services activity, and can be used by Toolkit users as an example / reference aid.</p>	
<p><i>3. Output Templates</i> – These set out what is typically included in an output of this name. They have been created as part of the development of the toolkit based on experience and best practice from other programmes and project methodologies. However, your organisation may already have a set format and template for you to use.</p>	

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Your new HR Services

What this pack is for

Welcome to the HR Services Launch Pack. This pack gives you the essential details of TfL's new HR Services, and tells you how to use it.

Spread the message! – What you need to do

It is vital that you spread the message to your direct reports and their teams by telling them about the enhancements and improvements to HR, and letting them know how and when to contact HR Services when they have an HR query.

In the inside back page of this pack you'll find an HR Services business card with the contact details of HR Services. Everyone will receive one of these cards via their payslip.

Delivering a better service

London needs a transport system that consistently provides the best possible service. TfL is committed to making this happen and is guiding investment into all aspects of the service. For TfL to have an integrated approach to the employment and management of its people, we need an HR service that enables the best recruitment, movement and management of people pan-TfL.

We've consulted customers across all the modes and listened to everyone's requirements. The result is a new service that aims to maximise your time and effectiveness through the provision of high quality, integrated and seamless services. We're launching our new TfL HR Services in January 2005.

The reorganised HR Services bring together shared processes and systems from across TfL's different operating units, ensuring a more consistent, efficient and effective service. It has three elements; Group HR, Modal HR and HR Services.

For everyone

For all employees our aims are:

- Good access with guaranteed availability from 0800 – 1800, Monday to Friday, and more opportunities to communicate with HR by phone, via the intranet or on paper
- Confidentiality with secure electronic file management
- A responsive service thanks to modern systems that coordinate relevant information
- Quick resolution of queries, with 4 out of 5 queries expected to be answered in the first phone call
- Continuous customer monitoring to detect possible service enhancements

For managers

For managers our aims are:

- Effective recruitment with high quality candidates, a fast service and reduced costs
- Consistent advice enabling fast decisions and issue resolution
- Reduced administration
- Support to develop management skills
- Providing end-to-end support for challenging issues

For senior managers

For senior managers our aims are:

- Quick and reliable management information
- Easy implementation of policies and legislative requirements
- Accurate forecasting and trends, enabling more reliable planning

We're here to help

If you have any additional questions, do please get in touch with HR Services and we'll do our best to answer them.

Hugh Hood, Director of HR Services

Michele Martin-Taylor, Head of Service Delivery

What the new team can do for you

Areas of expertise

HR Services is made up of a number of different teams dedicated to providing a high quality service.

Customer Services

- The new HR Customer Services team is the first point of call for all kinds of questions related to people, policies and work practices. They are there to provide you with a single point of contact for all your HR needs, as Customer Services will be able to deal with the majority of queries in the first phone call – and if they can't, our specialist teams will be able to help. They will be able to support you with tasks such as changing personal details, questions about maternity leave or where to find information on training courses etc. And because there are some differences between the modes, the teams in HR Services will have access to detailed knowledge and information on all the different terms and conditions, policies and working practices. They will be able to recognise the area in which you work and deal with your query appropriately.

Specialist teams

If Customer Services can't help you with your query, they will pass you through to teams of experts covering:

- *Recruitment* – delivers recruitment planning, recruitment project management, candidate attraction, selection design and internal recruitment.
- *Learning and Development* – ensures staff capability for TfL and supports the development of employees' working lives throughout their career with TfL.
- *Payroll* – deals with queries concerning payroll process, tax, deduction and payment.
- *Reward Services* – looks after compensation and benefits advice, compensation & benefits management of information and award management.
- *People Management Advice* – delivers advice and support to line managers regarding People Management issues; oversees end to end management of individual cases relating to disciplinary and grievance issues, harassment and bullying, performance and attendance and conduct.
- *Data Services* – supports HR Services with all data management, business reporting, external reporting, job evaluation and organisational data management.

These teams will be able to meet with you face to face as needed. Electronic case files will be available for all cases we manage on your behalf.

Service Operations

This team helps to monitor the quality of service provided to you, the customer. They work on things like capacity planning, workflow and tracking how many transactions take place in each area of the business.

Travel Services

Your travel needs will now be handled by Travel Services.

An easy transition

We're doing everything we can to ensure that this is a straightforward transition that has minimum impact on line managers. Most of the significant changes are taking place behind the scenes.

However, line managers will be more involved in the selection process, coaching and managing performance and conduct. In some cases, managers will interview without an HR presence, as long as they have the relevant skills. Wherever there is a need, you will receive support and coaching in these areas. In the case of recruiting team members, HR will pre-sift candidates wherever possible.

How HR Services can help

HR Services can help you with all queries relating to the employee lifecycle:

- **Recruitment** – including applying for internal vacancies, applying for a new role, transfers, seconding, filling vacancies or finding an interim resource.
- **Managing Performance** – including dealing with disciplinary and grievance cases, whistle blowing, harassment, bullying and medical cases.
- **Time Off and Flexible Working** – including maternity leave, special leave, sick leave, annual leave and flexible working.
- **Managing Personal Data** – including contract queries and changes of name, address and bank details.
- **Managing Pay and Allowances** – including queries about performance related pay, allowances, incorrect pay, deductions and reference requests.
- **Managing Benefits and Reward** – including information about employee benefits and joining and leaving healthcare schemes.
- **Managing your Organisation** – including standard reports, Managing Information reports, access to SAP and personal information and evaluating a job.
- **Managing your Personal Development** – including talking about development, booking a course, applying for sponsorship or the Graduate Programme and using the library.
- **Managing Exit** – including resignation and early retirement, termination and retirement.

HR Services' aim is to support managers and employees in performing their roles at work. It aims to do that by providing fast, clear access to guidance and support.

How to contact HR Services

1. Have your employee number ready (this can be found on your Oyster card or payslip).
2. Contact HR Services as follows:

Customer Services **0870 900 5333**
Auto **26469**

Travel Services **0870 900 3553**
Auto **26467**

Intranet: Go to Source, click on 'Working Here' and then click on either 'Me and my Team' or 'TfL and Me'

Post: **HR Services**
PO Box 50631
Empress State
London
SW6 1YJ

The internal mail service is also available – just address your letter to **HR Services, Empress State Building**.

If you are ever unsure which is the best way to contact us, just call us on the main number:

0870 900 5333/auto 26469.

When you have given your employee number, you will be asked some simple questions to verify your identity. All calls will be entered on to our new computer system, to allow us to track each call.

In many cases, you can also use Source to help you to resolve your query. Just click on 'Working Here' and follow the instructions.

Getting help with your query

Here are some reasons you may have to contact HR Services and the method by which you would do that. Remember, if you are not sure what the right method would be, just give us a call on **0870 900 5333**/auto **26469**. You can also look up most HR information on the TFL intranet, 'Source' by clicking on 'Working Here'.

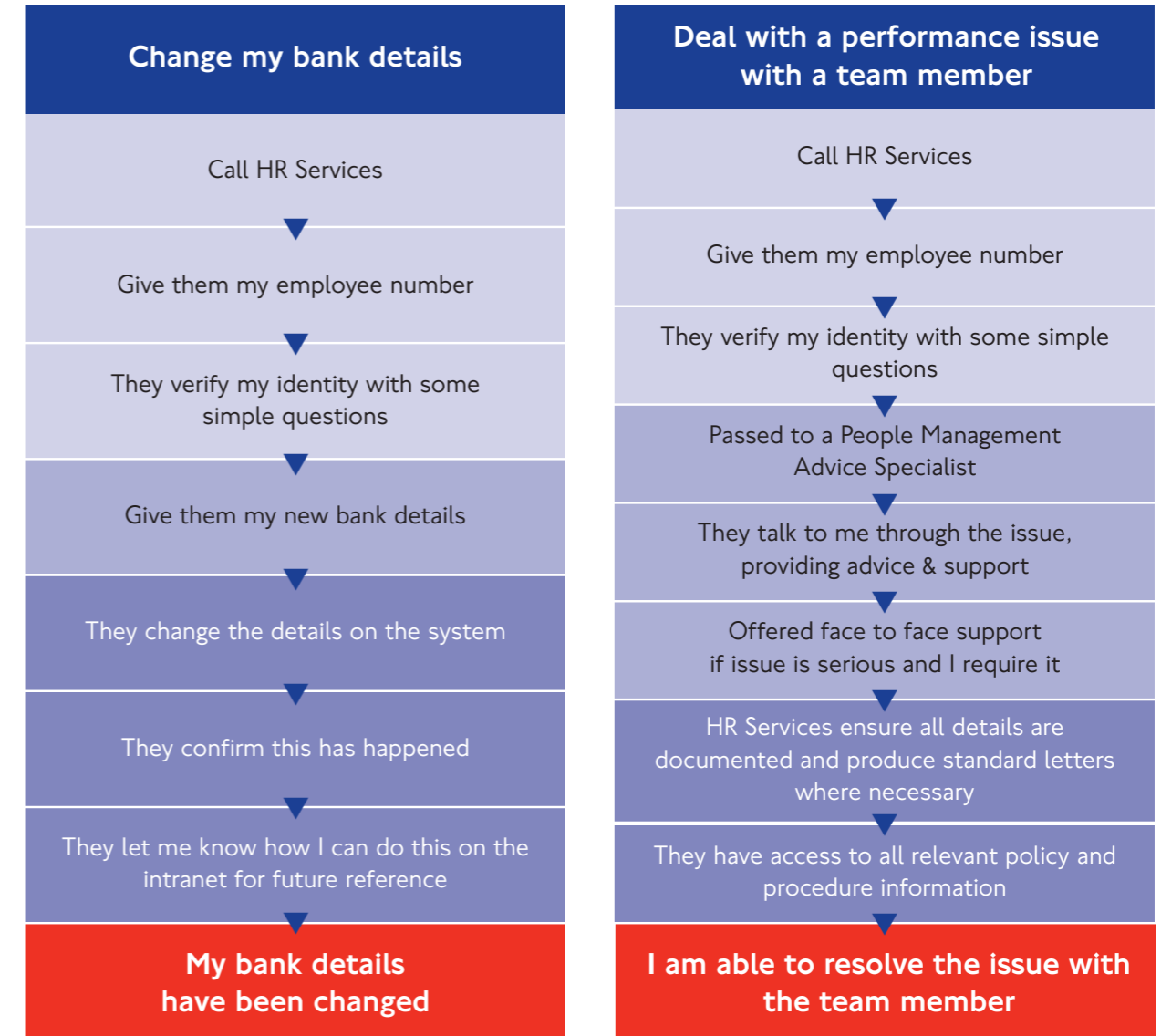
...ask a question	
How do I change my bank details?	Phone HR Services or use the Intranet
How do I get a mortgage reference?	Phone HR Services or use the Intranet
Where can I find information on employee benefits?	Phone HR Services or use the Intranet

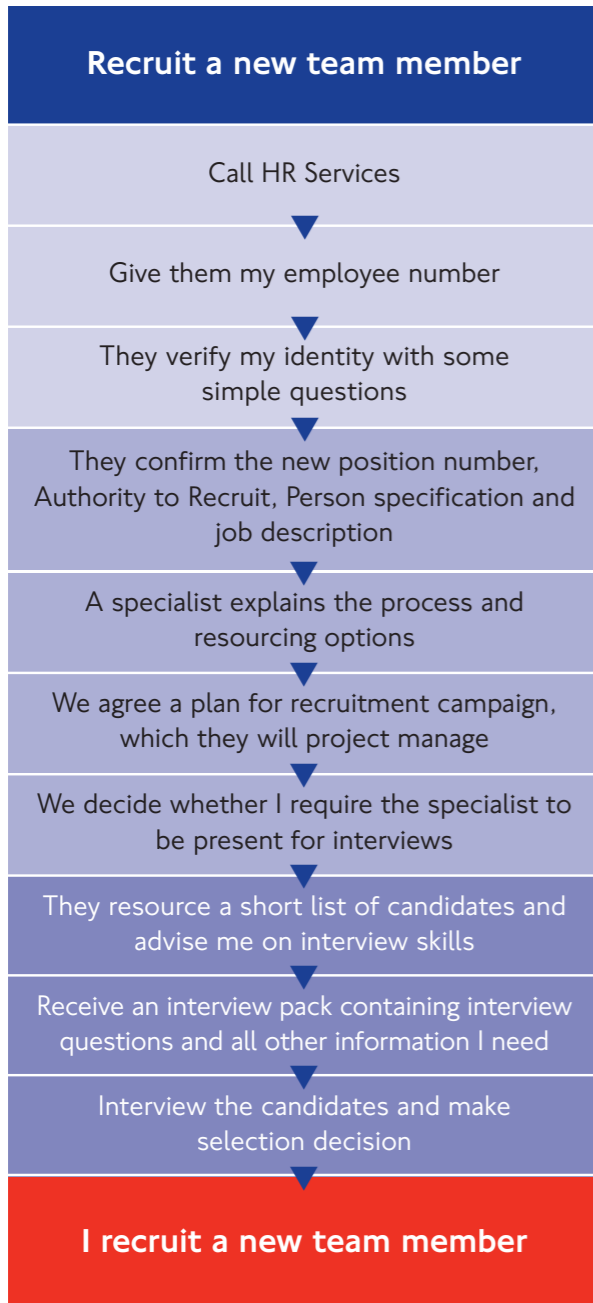
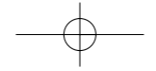
...get help with a problem	
I have a contractual query	Phone HR Services or use the Intranet
I have a performance issue with a team member	Phone HR Services or use the Intranet, face-to-face support available if required
I need to query incorrect pay	Phone HR Services

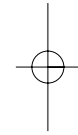
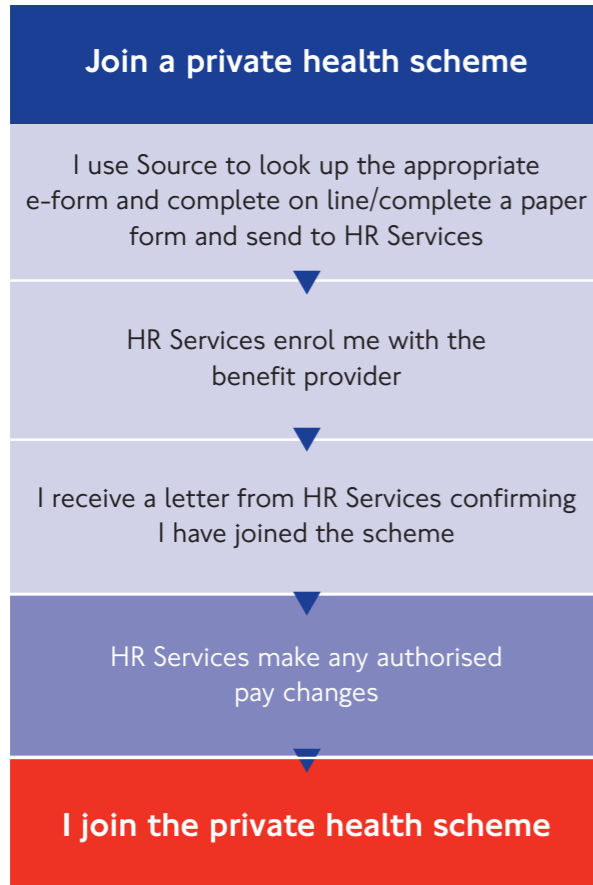
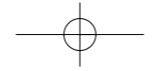
...do something	
I need to move someone	Phone HR Services
I need to report sickness	Phone HR Services or use the Intranet, Paper/Post
I want to find out about vacancies in TFL	Intranet Paper/Post

HR Services Scenarios

Here are some typical examples of how you or your team might use the new HR Service. The scenarios illustrate the process for responding to a specific query.







Key points for your people

- The new HR Services organisation will begin from 17 January for Corporate, London Rail and Surface Transport and from the 31 January for London Underground.
- This means everyone can now access HR directly – either by phone, or intranet if they are online.
- Anyone with an HR query can contact the main HR Services number on **auto 26469** or on **0870 900 5333** if they are calling from home.
- HR Services will require an employee number (remind people where to find this e.g. their Oyster card, their payslip). HR Services will check the identity of the caller to ensure confidentiality of the individual's details, e.g. date of birth.
- Remind people that they should still speak to their line manager about HR queries, as appropriate.
- Use the information in this pack to answer any additional questions your team may have.

Frequently Asked Questions

Will I need to perform most of the tasks that are currently covered by HR?

No. In most cases you will continue to do the things that you already do for your team, e.g. reporting sickness. You may perform these tasks either by using slightly different and simpler technology online, or by making a phone call to HR Services, who will then perform the task for you. You will be expected to be involved in management tasks – the selection process, coaching, and managing performance and conduct. The support offered by HR Services will be tailored according to your skills and experience. This means you will be given an appropriate level of support as you gain experience and confidence, developing your skills in each of these areas. It's important to recognise that HR exists to support you in these tasks – not to instruct you or to take over.

Will I interview and make selection decisions on my own?

No, under most circumstances another manager will also be involved in the process. There will be an HR representative present during the interviewing process, if one is required, who will be able to advise you on interviewing skills and techniques and who can discuss with you the relative merits of the candidates. The precise level of support you need will be agreed between you and Recruitment at the beginning of the recruitment process. The process will be structured to ensure that you are able to assess each candidate objectively and come to a decision that is best for you and your team – something that you, as the manager, are best placed to do. For some bulk recruitment, Recruitment will handle the whole process including all selection and assessment events.

How would HR Services support me in handling a performance management issue?

A People Management Advisor will provide you with every aspect of support that you need, including helping you identify the issue, providing advice and support on how to manage the issue, producing the standard letters for your use and overall management of the case end to end. Face to face contact can be supplied to support you with particularly difficult or serious cases, so that you feel comfortable dealing with the issue.

What kind of support would be offered to me should I need to bring a disciplinary case?

A People Management Advisor will be heavily involved with this type of issue, providing you with one point of contact and managing the case end to end. Amongst other responsibilities, they would help you to identify the disciplinary issue, provide you with advice and coaching where needed, meet with you to discuss the case, and provide support in disciplinary hearings and/or Employment Tribunals if needed. They will also administer the process end-to-end.

What if an employee brings a grievance to me?

You will need to contact HR Services who will put you through to a trained People Management Advisor who can provide advice and support you through the key stages to help you in dealing with your specific case. There is information available on the intranet for you to use and face to face support will be provided as required. Your HR representative will log all details and maintain case files.

How will my recruitment needs be managed?

We will work together to understand the requirement. In case of an urgent recruitment we will see if it is possible to alleviate the urgency using other sources or resource, for example, internal people or contractors, in the short term. The new e-resourcing system will enable us to identify the best candidates for the role, whether internal or external. One of our objectives is to better plan and anticipate recruitment needs so that urgent requests occur less often.

How easy will it be to access the information I need?

We have improved accessibility and usability of the HR information available on the intranet or on the phone and support material to help you find the information you need quickly. The teams of people who provide you with specialist HR support have a great deal of relevant experience (you may well have worked with some of them already) and have received comprehensive training to make sure that your contact with HR is a swift and effective experience.

What measures are in place that will guarantee that levels of service will be maintained?

We have agreed a number of performance measures with the businesses that will help to ensure that you receive a consistently good service. We will use these to monitor and track our performance so that we can be as responsive to your needs as possible. These Service Level Agreements, Key Performance Indicators and Operating Level Agreements for every area of HR Services have been agreed with people across the modes. They will help us in our goal to provide a high quality service to all our customers.

Appendix for London Underground Operational Staff

Who is this appendix for?

This appendix is specifically for London Underground Operational Managers. If you are not a London Underground Operational Manager, the guidelines below do not apply to you and you should refer to the rest of this pack for guidance.

The appendix provides an overview of the services that are being provided to LU Operational Managers by HR Services. In many cases, for operational practicalities, you will continue to take up these services through your Centurion Admin teams. However, for Duty Manager and above, the HR Services detailed in the rest of this pack are relevant i.e. those that you would use as an individual employee, such as queries regarding your pay.

What's the same?

In most instances, there is **NO CHANGE**. Where you would currently contact a Centurion Admin team to get something done, you will continue to do so. London Underground policies and procedures have not changed and still apply.

For example:

If you need a block training course there is no change.

What's different?

Our aim has been to provide you with an improved HR Service and not to burden managers with administration.

If you need people or employment advice, instead of contacting either an Employee Relations Manager (ERM) or your local HR office you need to ring HR Services so that a specialist can assist you.

For example:

If you need to understand paternity guidelines, you will ring HR Services instead of contacting an ERM.

If you need to second or move someone, ring HR Services for advice rather than speaking with an ERM. An internal HR Services process will ensure that the Resource Planning and Redeployment team remain responsible for agreeing any such changes.

Other differences you will notice include:

- Standard letters are being introduced for some processes.
- Paper forms are being replaced with e-forms for 'return to work' under absence. However, there is no change to entering absence information and overtime for non-rostered employees into SAP.
- Line Managers will be more involved in the selection process, coaching and managing performance. Where managers have the skills, interviews may be conducted without an HR person present. Where necessary, support and coaching will be provided.

What will HR Services do for us?

HR Services will provide the following:

- Customer Services – single point of contact for advice and support on people, policies and work issues
- Specialist teams with expertise in the following areas:
 - Resourcing
 - Learning and Development (L&D)
 - Payroll
 - Reward
 - People Management Advice (PMA)
 - Data Services
 - Travel Services

In addition the Service Operations team is responsible for monitoring the quality of service that you receive.

How will I get reports?

The reports that you are currently able to access through SAP will still be available to you. If you require more detailed or specialised HR information you will be able to request this from HR Services who will provide the information from their existing portfolio or produce an ad hoc report meeting your specific needs. They will discuss the options with you and make appropriate suggestions.

What does LU HR/ER do?

The teams in the business:

- Work with you to develop people strategies that meet your needs.

For example:

You need to re-organise your team, LU HR/ER will assist you in thinking through the options or implications so that you can make informed decisions. HR Services will provide the advice and guidance on how to work through those decisions.

- Drive the employee relations and employee engagement agenda
- Deliver HR/ER action plans
- Work with HR Services and Group Strategy to ensure an effective HR service
- ER remains responsible for Health & Safety and Negotiating Machinery
- ER is your point of contact for Level 1 meetings, providing advice and guidance or where necessary attending the meeting
- ER will attend functional councils

How do I contact HR Services or Travel Services?

HR Services	0870 900 5333
Auto	26469
Travel Services	0870 900 3553
Auto	26467

When you call you will need to provide them with your **employee number** to identify you on the system. For additional security you will be asked to answer some simple questions.

Where do I get more detail?

For more information you should refer to the 'how to' guides which are available on the Intranet or ring HR Services who will provide advice to you.

Guides for your team

These business cards give essential information on how to contact HR Services. Everyone will receive one of these cards via their payslip.

