

Level 1

GENERAL COMPETENCIES

- Identifies and takes action to resolve any hazards.
- Aware of how they would report near misses, incidents and occupational health concerns, and take action accordingly.
- Understands relevant health and safety procedures and fire and evacuation procedures for the facility within which they are working.
- Has completed, displayed and strives to continually achieve commitments outlined in their Personal Target Zero Plan.

RISK ASSESSMENT

- As appropriate can locate, understand and perform inline with risk assessments for specific risks – namely: manual handling, visiting site, confined space/tunnel work, Display Screen Equipment use, and COSHH*.

ROLE SPECIFIC COMPETENCIES

Facilities Staff:

- Conducts manual handling activities safely. Selected staff visiting sites (at discretion of Project Manager):
- Completed fitness for task health assessment and if required, can comply with any restrictions identified.
- SHEF Committee Member:
- Set in TOR for Committee, has minimum of IOSH Working Safely at Crossrail (alternatives are acceptable).
- HR:
- Administers the D&A programme; understands the fitness for work requirements.
- Designers:
- Understands CDM duties and undertake 'Healthy in Design' training.

Level 2 (includes level 1)

GENERAL COMPETENCIES

- Ensures that all staff and users of the premises are fully conversant with the fire safety arrangements for all premises for which they are responsible.
- Fosters a working environment that supports the well being of their employees.
- Celebrates success within team or department to recognise a specific action or behaviour that has helped improve health or safety.
- Ensures their staff members are appropriately inducted into roles This includes activities on the CDM matrix.
- Ensures their team are only allocated work which they are competent to discharge and supports their development if they are not.
- Provides a work environment that supports and enables safe working.
- Consults with their team on health and safety matters and encourages ideas for new and safer ways of behaving and completing work.
- Monitors the safety performance of team members.
- Ensures notice boards are maintained as per guidelines.

RISK ASSESSMENT

- Reviews risk assessments with employees for any activities involving manual handling, visiting site, confined space/tunnel work, Display Screen Equipment use, and COSHH*.

OCCUPATIONAL HEALTH

- Provides HR department with the names of staff who are required to work on construction sites and/or tunnel environments.
- Understands management referral to Occupational Health Service Provider.

ROLE SPECIFIC COMPETENCIES

Facilities Management:

- Conducts risk assessments and develops safe systems of work for medium and high risk activities.
- Is aware of and performs duties as laid out in the H&S manual for Crossrail controlled premises.

*COSHH – Control of Substances Hazardous to Health

Level 3 (includes level 1 & 2)

GENERAL COMPETENCIES

- Role models excellent health and safety behaviour at all times.
- Demonstrates a working knowledge of the health and safety policy when undertaking their work.
- Looks for opportunities to support, deliver and develop the safety message including the Target Zero pillars.
- Encourages and listens to idea for innovation to improve current H&S practices.
- Cascades relevant content from H&S reporting and communicates appropriately to the organisation.
- Engages with people immediately where they see safety is compromised regardless of position, role or who they are employed by.

RISK ASSESSMENT

- Has a thorough knowledge of existing risk assessment process. Works with team to ensure these are strictly followed.
- Regularly reviews existing risk assessments to ensure they are up to date and fit for purpose. Implements new risk assessments as required.

ROLE SPECIFIC COMPETENCIES

Facilities Management:

- Manages team on premises to ensure they perform duties laid out in the H&S manual for Crossrail controlled premises.
- Continually works with H&S to develop H&S manual and ensure most up to date version is in use.
- Conducts incident investigations as required.
- Inputs incident data into RIVO Safeguard incident management system for locations within area of responsibility.
- Directors, Heads of Departments:
- Explains the moral, legal and business case for proactive health and safety management; Recognise effective risk management; practices.
- Consults with their teams on any changes to health and safety arrangements which impact on them.
- Aware of accountability for the health and well being of all those impacted by Crossrail and takes action to support.
- Conducts leadership tours without support from a health and safety advisor.
- Demonstrates support of H&S messages; Leadership Tours; Governance; health and safety strategy by cascading updates to team.

Level 4 (includes levels 1 to 3)

General Competencies

- Demonstrates evidence of having supported the health and well being of all those involved in the project.
- Shows support and understanding for all those impacted by the project; CRL, it's partners, contractors and public.
- Looks for new ways to engage the organisation to improve behaviour and support our 'state of mind' mentality.
- Celebrates best practise organisation wide and look for new ways communicating and encouraging this behaviour.
- Has a thorough working knowledge of the H&S policy and takes accountability for its continued development and use in the organisation.
- Ensures that relevant H&S information is appropriately cascaded to the organisation.
- Monitors performance against H&S targets and takes action accordingly.
- Evaluates legal requirements and ensures that we deliver to them.

RISK ASSESSMENT

- Has a thorough working knowledge of risk assessment process as well as their accountability within it and holds organisation to account.

ROLE SPECIFIC COMPETENCIES

Health and Safety Directorate:

- Provides competent health and safety advice within area of expertise i.e. Construction Safety, Rail Operational safety, Office safety.
- Audits to verifying the validity of evidence provided for the closure of 'Health and Safety' Corrective Action Reports.
- Takes a leading role when investigating incident investigations.

Level 1

PERSONAL LEADERSHIP

Takes responsibility for actions and behaviours. Strives to be the best they can be.

KEY SKILLS: Assertiveness and managing upwards. Take responsibility for delivering their objectives and tasks.

DEMONSTRATED BY:

- Clearly states what they are going to do and can give a specific reason why.
- Does what they say they will do and sets milestones to measure progress.
- Where appropriate takes action & makes decisions without waiting to be told.
- Works to find and suggest their solutions before asking for help.
- Works to influence those they work with to find prompt resolutions and outcomes.

Level 2 (includes level 1)

MANAGEMENT OF TEAMS AND COLLEAGUES

(where non line manager, same competencies can be recognised with team members or colleagues they interact with).

Manages individuals within their team or colleagues they are working with providing clarity and direction. Is aware of their key accountabilities and what responsibilities can be shared with others in the team.

KEY SKILLS: Communication, listening, influencing, mentoring and coaching.

DEMONSTRATED BY:

- Sets clear standards of performance and reflects this in well constructed objectives. Identifies targets clearly at both acceptable performance and world-class levels.
- Regularly reviews performance against annual objectives and provides appropriate feedback against the performance management rating process.
- Addresses performance concerns quickly & honestly offering support in changing behaviour.
- Makes effective use of CRL's policies and procedures.
- Coaches for improvement performance.
- Is able to be flexible with their style to suit the demands of the situation or environment.
- Will actively seek out feedback in order to personally improve and develop.

Level 3 (includes level 1 & 2)

ENABLING AND DEVELOPING OTHERS

Motivates others to achieve a high level of performance enabling them to contribute to organisational success and personal development.

KEY SKILLS: Facilitation, conflict resolution, mentoring and empowering others.

DEMONSTRATED BY:

- Sets the strategy in clear steps then steps back to support autonomy only intervening when necessary.
- Recognises the impact of their behaviour on Crossrail's overall performance as well as their impact as a role model.
- Invests time in the performance development of others by identifying individual needs and specific learning opportunities through effective delegation.
- Leads and empowers by challenging others to deliver to a 'World-class' standard, to problem solve and by questioning accordingly.
- Has a record of supporting employees across functions through mentoring programme.
- Manages performance through regular 1:1's, team meetings with a focus on performance as well as long term development.
- Actively and regularly finds way to improve process and procedures.
- Looks for appropriate ways of rewarding and celebrating team and individual success.
- Identifies and creates opportunities to build a more positive working environment in order to drive performance. Can demonstrate steps taken to improve employee well being.
- When working with others can consciously flex both their verbal and non verbal communication style to suit a given environment. The individual can be equally effective as an active participant, a mediator or a facilitator.

Level 4 (includes levels 1 to 3)

PERSONIFIES AND LEADS THROUGH THE VISION AND MISSION

Provides direction and purpose to teams. Stretches employees to achieve levels beyond their own expectation. Can demonstrate a record of employee development inline with the succession plan.

KEY SKILLS: Influencing, forward planning, engagement, flexible, acts with empathy and emotional intelligence.

DEMONSTRATED BY:

- Demonstrates a commitment to company values at all times.
- Able to envisage the future and looks back to ensure delivery of what is required and to anticipate upcoming challenges.
- Demonstrates their ability to influence their direct reports as well as those throughout multiple layers in the organisation.
- Builds trust and creates an environment of unity and purpose where individuals work towards a common goal.
- Actively encourages the involvement employees/team members in decision making that affects them. Makes quick decisive decisions when necessary.
- Makes themself available, is approachable and actively listens.
- Regularly seeks feedback and regards it as a positive opportunity to develop. Can demonstrate this by changes that have been made as a result.
- Sets clear vision and holds themselves and others accountable to this.
- Actively looks for ways to develop people in line with the succession plan and our values.
- Uses their influence challenge and to drive a culture that strives for continuous improvement and innovative thinking.
- Works to remove any barriers stopping people from delivering their best work challenging politics and breaks down 'silo' working.

Level 1

- Understands the importance of cost control and value for money and can be demonstrated in their decisions and choices.
- Takes consideration of financial costs when making a decision and can provide evidence to support this.
- Implements the most economical way to achieve tasks. Looks for and suggests areas where this can be improved further.
- Actively puts in place measures to ensure that there is no waste of money within own area of responsibility.
- Takes steps to ensure that all system and processes use resources as effectively and efficiently as possible.
- Understands the importance of fraud prevention and is aware of the potential risk fraud presents. Individual knows and where to go for support in this area and the channels available for reporting and raising concerns.

Level 2 (includes level 1)

- Understands and operates CRL's accounting and procurement systems.
- Adheres to all financial and procurement policies and procedures that govern their tasks e.g. Delegated Authority.
- Is able to produce periodic and yearly budgets/forecasts for costs controlled within own area of responsibility and explain underlying assumptions.
- Can justify the reasons for any changes to the budget. Is able to provide evidence to support options that have been considered.
- Monitors and tracks spending against budget/forecast, providing explanations for any variances.
- Provides plans and documentation to support how they will stay within allocated budget.
- Regularly reviews existing processes and procedures to identify ways of reducing spend. Will ask for and listen to suggestions individuals within their team may have to support this.
- Understands and manages fraud risks within their own area of responsibility. Frequently reminds and educates team on the importance of being vigilant and ensures understanding of 'whistle blowing procedure.'

Level 3 (includes level 1 & 2)

Directors & Directorate Heads

- Discusses financial reporting and contract reporting with subject matter expert and explores the impact of financial situation.
- Takes decisions on changes to budgets and spend in consultation with the Finance Director / IRG / ICSC.
- Ensures no overspend against agreed budgets.
- Tracks performance on a periodic basis.
- Identifies solutions to financial non conformances for directorate and implements appropriate action.

Finance Team

- Assess, challenge and consolidate budgets and forecasts for the project.
- Aware of accountability for accurate reporting of costs, forecasts and accruals within own area of responsibility.
- Reviews all investment authority and change papers within own area of responsibility.
- Takes responsibility for the set up and management of Project Bank Accounts.
- Aware of their responsibility for the financial assessment of bidders.
- Prepares and submits accurate periodic management, financial and year end statutory accounts in a timely manner.
- Maintains and updates SAP in accordance with relevant processes and procedures.
- Reviews financial processes to ensure they remain fit for purpose and remain robust to minimise the risk of fraud.
- Demonstrates how they have taken personal responsibility to ensure that Continuous Professional Development requirements are met.

Level 4 (includes levels 1 to 3)

- Actively promotes financial best practice across the organisation.
- Explains the consequences of financial situation to board and senior management level.
- Has full working knowledge of all parts of the finance system.
- Solves problems and issues with finance systems such as SAP effectively and promptly as they arise.
- Looks for and can recognise inconsistencies in accounting and take action to address the inconsistencies to ensure they do not happen again.
- Continually reinforces with great clarity and authority the importance taking preventative action and being vigilant against the threat of fraud across the organisation.
- Shows evidence demonstrating their approach and commitment to protecting the investment of public money.

Level 1

GENERAL COMPETENCIES

- Demonstrates understanding of the environmental impacts of office work (including resource use, recycling and energy efficiency) and applies this to role. Challenges colleagues to do the same
- Is aware of their own responsibilities to reduce the environment impact of Crossrail and looks for opportunities to reduce this.
- Demonstrates general understanding and awareness of Crossrail's wider impacts on the environment and longer term benefits including the legal and other environmental requirements (including Environmental minimum requirements (EMR) applying to the works where it applies to their role.
- Demonstrates general understanding of traffic, planning and environment consents.
- Is aware of the incident management process. Can explain what actions they would take should they need to report and incident and can apply to their role.

ROLE-SPECIFIC COMPETENCY

- Personnel working within facilities, procurement and Incident Response Desk demonstrate awareness of the specific environmental responsibilities that apply to their role and are able to discharge these requirements

Level 2 (includes level 1)

GENERAL COMPETENCIES

- Proactively applies environmental awareness to role by acting as a champion to implement environment best practice by direct report or team. Can demonstrate changes as a result
- Is aware of their teams responsibilities to reduce the environment impact of Crossrail and looks for opportunities to reduce this and holds the team to account
- Can define and communicate the moral, legal and business case for proactive environmental management.
- Encourages direct reports or team to participate in environmental training and other awareness sessions.
- Able to articulate and simplify Crossrail's environmental and consent requirements and approach to environment and performance to third parties.
- Able to articulate and explain incident management processes to direct report or team and follows up to ensure this is the case

ROLE-SPECIFIC COMPETENCY

- Line managers working within facilities, procurement and Incident Response Desk demonstrate awareness of the specific environmental responsibilities that apply to their teams and are able to make sure that these requirements are discharged.

Level 3 (includes level 1 & 2)

GENERAL COMPETENCIES

- Demonstrates visible environmental leadership for example through leadership tours
- Promotes a positive environmental culture within their directorate. Actively encourages debate and listens to ideas for improvement
- Communicates environmental messages within their directorate and looks to simplify the message to ensure understanding
- Promotes the importance of the incident management system within their directorate and role models this behaviour at all times
- Challenges organisation to think of better innovative ways to reduce Crossrail overall environment impact.

ROLE-SPECIFIC COMPETENCY

- Demonstrates understanding of environmental accountability and legal and other environmental requirements including knowingly permitting legislation that apply to their directorate.

Level 4 (includes levels 1 to 3)

GENERAL COMPETENCIES

- Proactively implements environment awareness and best practice throughout the organisation.
- Able to communicate the case for proactive environmental management
- Able to articulate Crossrail's EMR and consent requirements and approach to environment and performance to third parties.
- Acts as an ambassador for environmental issues as relevant to their role.
- Demonstrates a detailed understanding of environmental incidents, the legal liabilities and their potential consequences as related to their area of specialism.

ROLE-SPECIFIC COMPETENCY

- Able to provide competent advice in their area of technical specialism to non-technical audiences and aid in delivery and contract performance.
- Holds relevant qualifications and experience related to specific environmental role as per job description.
- Able to challenge and influence others based on technical expertise on conflicting issues

Level 1

- Can describe what is risk and uncertainty.
- Able to explain how risk and uncertainty can affect the achievement of objectives.
- When asked can describe the benefits of managing risk and uncertainty.
- Is aware of and can describe the different forms of risk assessment used by an organisation like Crossrail.
- Identifies areas of risk and uncertainty within their own plans and activities.
- Takes early action to manage and mitigate risks and uncertainties before they happen.

Level 2 (includes level 1)

- Able to describe the main steps of the risk management process (identify, assess and manage).
- Has a working knowledge of how risk management is applied in Crossrail and can communicate this to the team effectively.
- Regularly reviews risks and potential impacts with team and provides opportunities for individuals to raise concerns and suggest improvements.
- Applies both qualitative and quantitative risk management techniques.
- Develops effective responses to manage risk and uncertainty. Can provide evidence to support.
- Takes a structured approach to recognising, understanding and mitigating risks.
- Competent user of ARM (Crossrail's database of risk information) and uses appropriately to record and retrieve risk information.

Level 3 (includes level 1 & 2)

- Effectively communicates the benefits of risk management to Crossrail.
- Applies both qualitative and quantitative risk management techniques to projects and programmes.
- Develops effective responses using the full range of risk response strategies (terminate, transfer, tolerate, treat).
- Able to provide evidence on how risk management practices have been embedded within their teams.
- Promotes the use of risk management and encourages others to manage risks..
- Regularly reviews risks, responses and risk management performance within the team.
- Uses their understanding or risk to inform planning and decision making.
- Takes prompt action to deal with any threat of risk as they become aware of it.

Level 4 (includes levels 1 to 3)

For practitioners

- Takes personal responsibility to promote the key benefits of well managed risk to Crossrail to ensure this is understood across the organisation.
- Competently articulates the range of risk management perspectives that exist at different levels of the organisation.
- Competently articulates the broad range of risk management processes used in Crossrail and other major projects.
- Deploys a range of risk identification techniques. Ensures they are fully understood by the individuals they affect.
- An effective facilitator demonstrated in delivering a wide range of workshops as necessary.
- Carries out both qualitative and quantitative assessments of cost and schedule.
- Competent user of Risk Management tools including ARM (Crossrail's database of risk information), @Risk and Pertmaster.
- Supports accountable Managers to manage risk effectively.
- Helps risk owners to identify Risk Response Actions.
- Produces accurate risk reports.



◀ COMPETENCY FRAMEWORK ▶

Level 1

- Induction training – Office/warehouse safety arrangements (Cross-train)
- Competence Assurance – QUENSH (Cross-train)
- HSEMS Awareness training (Cross-train)
- RIVO Incident management new user training (Cross-train)
- Target zero – A state of mind (Cross-train)
- Construction design management (CDM) awareness training (Cross-train)
- Behaviour influences behaviour awareness briefing (Cross-train)
- Tunnel entry confined space course
- First Aid Training
- Fire marshal training
- Manual handling training
- Incident investigator training
- Construction skills certification scheme CSCS card and required training
- Asbestos training
- London Underground safety induction
- London Underground track accustomed
- DLR Track Safety
- Personal track safety (if required)

Level 2

- BTS Underground health and safety course
- Fire safety and risk management certificate
- Competency assurance – Legislation (Cross-train)
- Construction design management (CDM) awareness training level 2 (Cross-train)
- Risk assessment training
- Directing Safely
- IOSH Working safely for Crossrail
- RIVO Safeguard training
- NEBOSH certificate qualifications

Level 3

- IOSH Managing safely for Crossrail
- IOSH Safety for senior executives
- Supervisory leadership programme

Level 4

- NEBOSH National Diploma
- Msc Health, safety and environment management
- Health and safety NVQ Level 4
- Membership of IOSH
- Health and safety advisors – NEBOSH Construction certificate

(Please also view materials available in the L&D Library located on the 28th Floor, 25 Canada Square)



◀ COMPETENCY FRAMEWORK ▶

Level 1

- Personal Excellence courses (Cross-Train)
- Writing and reviewing my personal objectives (Cross-train)
- Performance management training (Cross-train)
- Managing your manager (Cross-train)

Level 2

- Delivering Constructive Feedback (Cross-train)
- Performance management – For line managers (Cross-train)
- Leadership – The essentials (Cross-train)
- Having difficult conversations (Cross-train)

Level 3

- Leading and managing change (Cross-train)
- Mentoring programme (Contact the Organisational Effectiveness Team)

Level 4

- Coaching (Contact the Organisational Effectiveness Team)
- Mentoring programme (Contact the Organisational Effectiveness Team)

LEADERSHIP LEARNING SOLUTIONS

Learning Legacy Document



◀ COMPETENCY FRAMEWORK ▶

Level 1

- Cost management – Introduction to Prism
- Prism change management – viewers
- Commercial directorate briefing – Ensuring value for money for tomorrows railway

Level 2

- Prism change management – change owners (Cross-train)
- Business Warehouse training (in SAP) for COWD and accruals
- Fraud awareness training

Level 3

- Prism cost management – Super user training (Cross-train)
- SAP Requisitioner training
- Continuous Professional Development e.g. IFRS update training

Level 4

- Prism change management – reviewers and approvers (Cross-train)
- SAP Approver training

Learning Legacy Document



◀ COMPETENCY FRAMEWORK ▶

ENVIRONMENT LEARNING SOLUTIONS

Level 1

- Sustainability and Consents – Enabling a green Crossrail (Cross-train)
- HSEMS Awareness training (Cross-train, Online course)
- IRD Incident training and refresher course
- Facilities Training
- Environment minimum requirements (Cross-train)

Level 2

- Competence Assurance – Miscellaneous (Cross-train)
- Introduction to managing people and stakeholders in projects

Level 3

- Competence Assurance – Miscellaneous (Cross-train)
- Environmental incidents training- specifically for Gold
- Leadership tour briefing
- Knowingly Permitting Training

Level 4

- Competence Assurance – Miscellaneous (Cross-train)
- Crossrail stakeholder database super user training (Cross-train)
- SMART waste training
- RIVO training
- Job specific training as agreed with line manager i.e. external courses agreed in personal development plan

Learning Legacy Document



◀ COMPETENCY FRAMEWORK ▶

Level 1

- Crossrail Risk Management Training (Cross-train)

Level 2

- Crossrail ARM Training (Cross-train)

Level 3

- IRM Certificate in Risk Management (external)
- APM Risk Certificate 1 (external)
- APM Risk Certificate 2 (external)

Level 4

- IRM Diploma in Risk Management (external)
- Palisade @Risk training (external)
- Oracle Risk Manager (Pertmaster) training (external)

RISK LEARNING SOLUTIONS

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