



◀ **CROSSRAIL**

PEOPLE

STRATEGY ▶



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1. FOREWORD



Crossrail's mission is to deliver a world-class railway that fast-tracks the progress of London. It's an ambitious mission, the success of which is reliant on ensuring we have world-class people to deliver it.

In my experience, the success of a project comes down to the people delivering it and it is absolutely my intention to lead this project through its people. I have been hugely impressed by the expertise, effort and dedication of the team since I joined Crossrail and take it as a personal responsibility to ensure this level of excellence is maintained as the project lifecycle continues and our challenges evolve.

With that in mind, this strategy is about getting the right people in the right place at the right time throughout the life of the project, and more.

It is about ensuring those people understand their contribution to delivering Crossrail and feel inspired and motivated to play their part; ensuring that we have a diverse workforce with the right skills and experience who are completely engaged in the project's vision and values; and ensuring we continue to succeed through encouraging collaboration, teamwork and a shared determination to deliver.

I am therefore delighted to endorse this strategy which is an absolutely key part in the wider plan for delivering this landmark project.

A handwritten signature in black ink, appearing to read 'Andrew Wolstenholme'.

Andrew Wolstenholme

Chief Executive Officer, Crossrail

2. EXECUTIVE SUMMARY

The People Strategy sets out Crossrail's overarching approach to the people challenges and issues throughout the lifetime of the programme. The strategy has been developed by the Integrated Talent & Resources team and is informed by external research, stakeholder feedback, the organisational review of 2010, outcomes from RP4 and employee engagement survey findings.

From 2012 Crossrail construction activity has increased significantly. Tunnelling works commenced in March 2012 and station construction is progressing well across central London.

In April 2011 the Crossrail programme completed a reorganisation, creating an integrated operating model to increase organisational efficiency and effectiveness. The People Strategy will look to further imbed the integrated organisation and promote collaborative working. Whilst there is a strong desire to operate as 'one team' the existing employer / employee relationships must be maintained and clearly defined. For the purposes of legal compliance and organisational clarity, each employer will continue to operate under their own terms and conditions of employment. HR policies and procedures will be set by each employer and Crossrail-wide HR policies and procedures will be agreed with partner organisations.

Crossrail is a project-based organisation and will cease to exist beyond 2019. The lifespan of Crossrail Limited (CRL) presents a number of challenges with regards to the People Strategy, specifically employee development, talent management, succession planning and retention. CRL must continue to build a culture that anticipates and accepts change, whilst providing enough stability to retain people in line with project requirements.

The scale and complexity of the programme requires Crossrail to flex and adapt continuously. The focus and priorities will be shaped by the Strategic Plan, the Corporate Objectives, the key milestones and major London events such as the Olympics.

Crossrail's organisational structures must demonstrate clear lines of accountability and enable efficient and effective working without compromising safety or quality. Resource planning must deliver the right people, with the right skills and experience in the right place at the right time.

Underground construction skills are in short supply and major infrastructure projects such as High Speed 2 and Thames Tideway increase the competition for talent and the need for effective recruitment, engagement and retention strategies.

Engagement with leadership across the Crossrail Family and Tier 1 contractors will further support effective partnerships and a Crossrail HR Network will also be established to guide the People Strategy and share best practice.

Performance across Crossrail must be closely managed on an individual, team and contractual basis. Assurance and reporting of performance metrics from partner organisations is required and has been in place since April 2012.

The People Mission Statement and People Objectives within the People Strategy are set out on the following page.

PEOPLE MISSION STATEMENT

The aim of the People Strategy is to maximise organisational potential by building high performing teams and effective people practices to deliver every stage of the Crossrail programme.

PEOPLE OBJECTIVES

We have considered the research, our strategic workforce issues and the views of the project stakeholders regarding the future strategy. We will focus on five people priority areas:

- Driving our safety culture
- Simplifying our organisation and how we work
- Building on and sustaining our integrated organisational model and promoting joint working, where it makes good business sense
- Maintaining our focus on effective and efficient working and managing workforce-related costs
- Building a diverse workforce

The projects and initiatives that flow from the strategy will be organised with these priorities in mind and the priorities themselves inform our guiding People Strategy Principles.

The delivery of the strategy will be through a number of individual, but connected workforce streams. These have been clustered into seven themes which span the employee life cycle from joining to leaving the project. It should be recognised that there are overlaps and interlinks between many of these themes.



STRATEGY AREA	GOAL
ORGANISATION DESIGN	Organisational structures are the right size and shape with the required skills composition to meet the needs of the programme both functionally and financially
RESOURCING	High calibre individuals are attracted to Crossrail and their skills and experience are used efficiently and effectively
LEADERSHIP	The workforce are motivated and inspired by their leaders
TALENT MANAGEMENT & SUCCESSION PLANNING	The experience and individual development gained by working on Crossrail will broaden future job opportunities once their role within the programme has come to an end.
PERFORMANCE MANAGEMENT & DEVELOPMENT	Individuals and teams have the opportunity to develop further and deliver world class performance
EMPLOYEE ENGAGEMENT	Employees are emotionally and intellectually committed to delivering Crossrail
INCENTIVISATION AND REWARD	Employees are rewarded fairly and recognised for high performance in both financial and non-financial terms

Each strategy takes the form of a project and includes milestones and performance indicators appropriate to the size of the initiative. People metrics have been agreed and are reported to track progress and measure performance. The People Strategy will be governed by the Crossrail HR Forum, the Integrated Talent & Resources team and the Executive and Investment Committee.

3. INTRODUCTION

The aim of the People Strategy is to ensure the Crossrail project has a diverse workforce with the right people, at the right time, suitably skilled, motivated and engaged to deliver the Crossrail project. The strategy sets out the approach to leadership, people management and engagement and describes how this will be delivered throughout the lifetime of the project. The strategy has been aligned to the vision, mission, values, priorities, constraints and the broader employment policy and legislative environment. The strategy has implications for everyone working on the project; employees, contractors, leaders and line managers within Crossrail Ltd, its partners and the wider supply chain.

The Crossrail People Strategy has been developed by the Integrated Talent and Resources team in line with the Corporate Objectives and after detailed consultations with a range of stakeholders.

The purpose of the Crossrail People Strategy is therefore to provide an overarching philosophy for building a diverse workforce and how people are managed through their employment journey. The People Strategy will provide a framework for the different organisations to operate effectively together whilst still recognising that they are distinct and separate organisations. The strategy will seek to encourage collaboration between organisations around common people issues rather than seek full project integration.

The People Strategy is informed by the Crossrail Skills and Employment Strategy (July 2010), external research relating to best practice on large infrastructure projects, the Crossrail organisation review of 2010, findings from the Big Dig employee engagement survey, the outcomes from RP4 and internal stakeholder interviews.



4. BACKGROUND

Crossrail is the biggest engineering project in Europe and forms a major part of the Mayor's Transport Strategy. Crossrail Limited (CRL) is ultimately accountable for the delivery of the railway. The Project Delivery Partner and Programme Partner together with CRL form the 'Crossrail Family'.

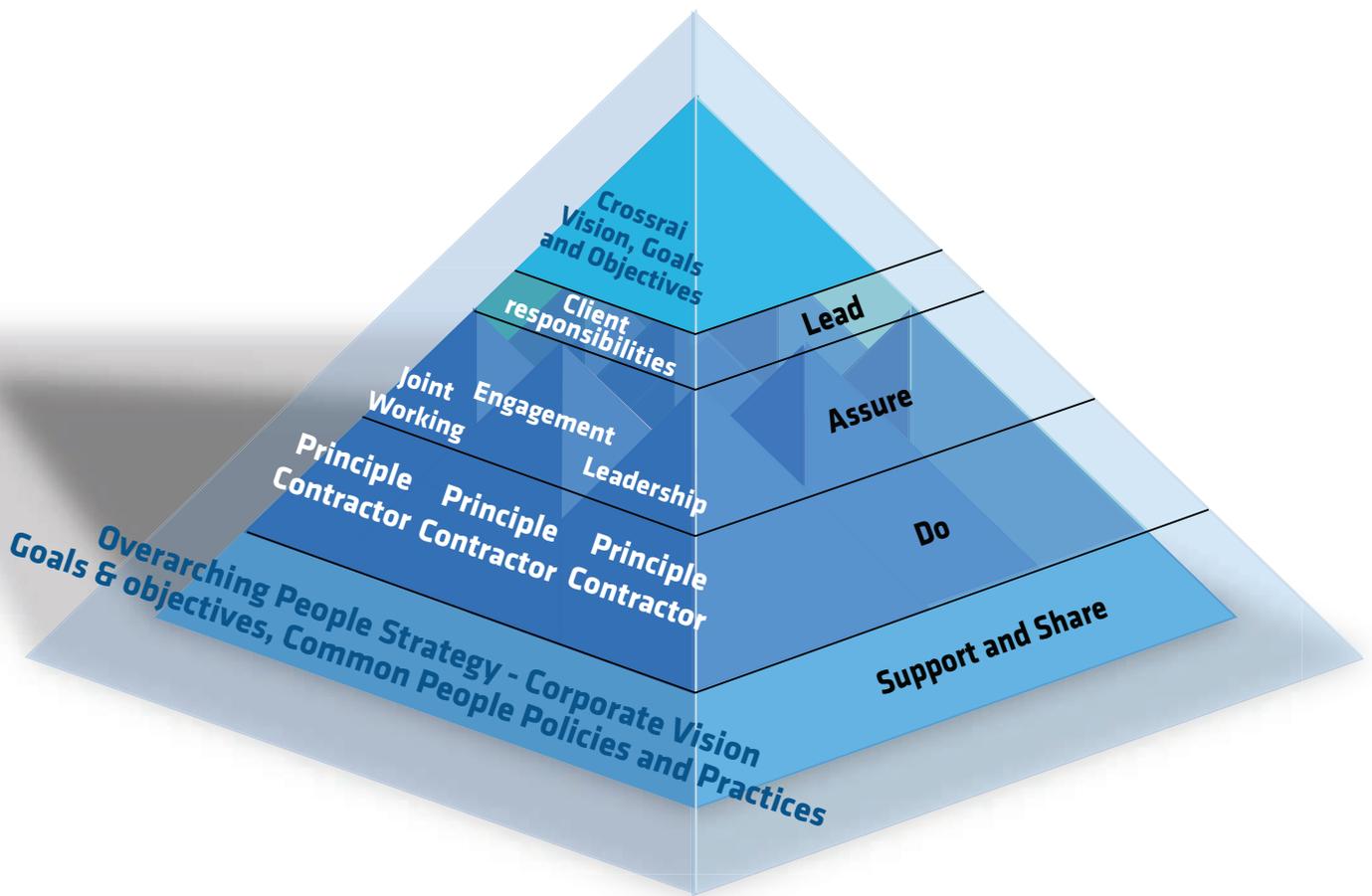
In April 2011 the Crossrail programme completed a reorganisation to create an integrated organisation that removed duplication, provided clearer accountabilities and promoted collaborative working. Feedback from Stakeholder Interviews suggests that the aims of the reorganisation have largely been achieved and the People Strategy will look to further imbed the integrated organisation and promote collaborative working. Joint working has commenced in a number of areas, notably the Tunnelling and Underground Construction Academy (TUCA), employee engagement (including the annual Big Dig survey), recognition awards, and in resource planning.

The scope and scale of the programme along with the partner organisations, suppliers and subcontractors makes Crossrail a complex organisation which must flex and adapt to the requirements of the project as it progresses. The role played by each organisation in the Crossrail Family will flex during the lifecycle of the project and our aim is to ensure that roles are clearly understood and accepted by all parties. It is recognised that in many situations that to achieve the project goals Crossrail may need to influence and collaborate rather than direct activities.

Diagram 3.1 overleaf provides an overview of the organisational composition of the project, with the overarching People Strategy forming the foundation for achieving the organisational vision, goals and objectives. It also highlights the opportunity for Crossrail to engage with the Tier 1 suppliers on matters that will influence the success of the programme such as engagement, leadership alignment, and opportunities for joint working.



DIAGRAM 3.1 – ORGANISATIONAL INTERFACES



EXTERNAL CONTEXT

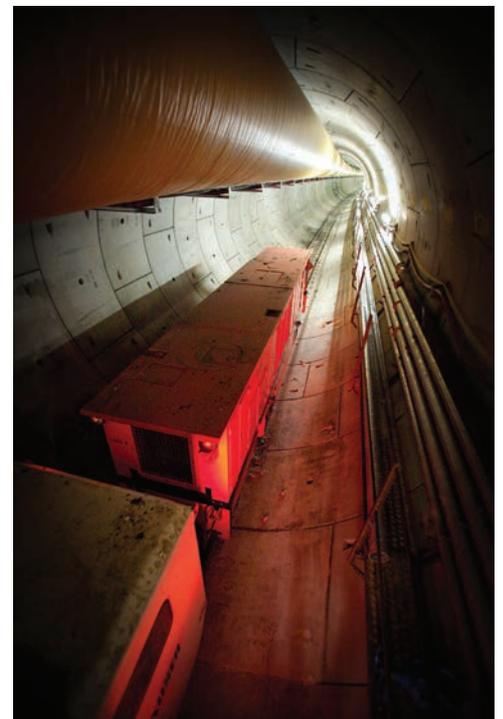
The Crossrail Employment and Skills Strategy (July 2010) outlined a number of additional considerations which impact Crossrail and have therefore shaped the strategy:

- The workforce employed within the construction and engineering fields is ageing, particularly a reduction in the proportion of under 24s in the workforce.
- Within the UK there is a skills gap affecting construction and engineering which will potentially worsen.
- Demand for underground construction skills outweighs supply, particularly for tunnelling skills, an issue which is compounded by the number of large, concurrent UK infrastructure projects with an underground element.
- Logistics training is needed, including developing people with skills and experience related to removing excavated material.
- The economic outlook is currently causing a compression of the construction sector.
- High Speed 2 has now received government backing, which could increase competition for skills and experience. Proposals include a Crossrail interchange station at Old Oak Common.

CURRENT POSITION

The increase in construction activity brings with it a number of challenges and considerations, including proximity to sensitive structures and a significant increase in operational logistics. Tunnelling works commenced in March 2012 and station construction is progressing well across central London.

The public profile of Crossrail will increase as construction becomes more visible. Potential disruption will become more evident and as a result the spotlight will increase and Crossrail will come under greater scrutiny. Major external events will also impact the programme of activity.



5. PEOPLE STRATEGY - BEST PRACTICE

The Talent and Resources team reviewed a number of recent large infrastructure projects to identify learning and success factors related to project delivery and working jointly with partners. These projects and organisations were drawn from the public and private sector and included:



External research highlighted the many workforce challenges associated with complex, finite infrastructure projects. Reassuringly, many of the comparator organisations have faced and managed similar workforce challenges and these provided learning and points of reference for Crossrail. A summary of the main challenges are shown below:

CHALLENGE	LEARNING FOR CROSSRAIL
LEADERSHIP ALIGNMENT <i>Ensuring that leaders and the workforce are all aligned behind common goals, especially individual objectives</i>	<i>Build consensus at leadership level and communicate clearly with the workforce</i>
PERMANENT STAFFING VS CONTINGENT WORKFORCE <i>Long-term, large scale but finite projects require a different approach to structuring and resourcing projects</i>	<i>Crossrail should consider phasing its workforce interventions to ensure the right focus at the right time</i>
DIVERSITY <i>All sections of the workforce are equally represented and internal processes treat employees fairly and equally</i>	<i>Crossrail should ensure that people policies and practices promote diversity</i>
ROLE OF THE LEAD ORGANISATION <i>evolves over time, formal contracts only provide part of the solution</i>	<i>Crossrail should carefully consider the role which it plays at each stage of the project</i>
COMMUNICATION. <i>A need to ensure consistent messages are delivered though all project partners to all of the component parts workforce</i>	<i>Building integrated internal and external communication plans</i>

There are some clear areas where collaboration and joint working are frequently seen and have proved to be advantageous, and other areas which have proved difficult and limited success was seen. The most successful areas of joint working are those where there is a formal need to work together (e.g. a contractual requirement) or there is an area of mutual interest or benefit (e.g. problem solving, cost reduction or safety improvement). The less successful areas of collaboration found in the research relate to leadership, talent management and succession planning. These findings build on our internal research and provide areas of focus for our strategy initiatives.

Feedback from the internal stakeholder interviews showed a consistent desire for all parties within the Crossrail Family to have a shared vision and goals as well as a desire to work in collaboration. Mixed views were shared with regards to whether further integration should take place. Further details on internal research findings can be found in Appendix A.



6. WORKFORCE CHALLENGES

As the programme progresses, the focus will change as will the size, shape and skills composition of the organisation. This journey through the project lifecycle requires careful and proactive management to ensure the right people are in the right place at the right time. The focus and priorities are shaped by the Strategic Plan, the organisational objectives and the key milestones.

All parties within the Crossrail Family have a shared vision, goals and objectives, resulting in collaborative working and building effective partnerships. With this in mind there is a desire to have those within the Crossrail Family feel like 'one team', however this creates a number of workforce challenges given that each organisation is a separate employing entity. This is particularly evident in integrated teams i.e. employees from different organisations working side by side but governed by different terms and conditions of employment, HR policies and processes. Whilst the existing employer / employee relationships must be maintained and clearly defined, areas of difference between employers should be minimised where feasible and practical. To support this further the Talent & Resources team is now integrated and includes representation from both partner organisations.

Every role within Crossrail is required for a finite period of time and the Crossrail Family will cease to exist beyond 2018. The partner organisations have well established project based cultures where employees are used to anticipating change in line with their assigned projects. CRL must continue to build a culture that anticipates and accepts change, whilst creating enough stability to retain people for as long as the project requires them.

Nationally, the construction industry employs three million people (eight per cent of the entire workforce) - with only three per cent being from ethnic minorities and around one per cent of the trades' workforce being women (source: ConstructionSkills). Crossrail should ensure that robust diversity practices form an integral part of the people strategy and any supporting action plans or programmes.

As construction increases the number of suppliers and contractors working on Crossrail rises significantly. The Crossrail Family must engage with the Leadership of the Tier 1 (main) contractors to share the vision, foster effective partnerships, increase success and minimise errors and wastage caused by lack of clarity or understanding.

The labour markets in which Crossrail operates presents a number of workforce challenges. Although the number of unemployed people within the UK has risen sharply in recent years, underground construction skills are in short supply and competition for these skills has also increased due to a number of large infrastructure projects with an underground element for example; the Thames Tideway Tunnel, National Grid, Thameslink, High Speed 2. Crossrail must therefore have a strong employment offering and implement a resourcing strategy that targets the appropriate labour markets and engages with applicants.

Ensuring the right roles, skills and experience are in place to deliver the corporate objectives is critical to success. Organisational structures must demonstrate clear lines of accountability and enable efficient and effective working without compromising safety or quality. The 'ownership' of roles by each organisation within the Crossrail Family must also be proactively managed to ensure that the functionality of each organisation does not drift and blur accountabilities or incur unnecessary costs.

Performance across Crossrail must be closely managed on an individual, team and contractual basis. Whilst CRL is able to directly manage the performance of those within the CRL organisation, assurance and reporting of performance metrics from partner organisations is required and has been reported since April 2012. Managing performance within integrated teams is complex due to the different systems and processes each organisation has in place for managing and reviewing performance as well as building and implementing development plans. An online Performance Management system has been in place since March 2012 which simplifies the process for CRL employees.

Managing headcount to ensure key skills and experience are retained where necessary, requires detailed planning. Those joining the programme must be recruited in a timely fashion to prevent delays to the project and/or increase costs. Exits from the Crossrail Family must also be well managed to maintain efficiencies and minimise any destabilising effect that 'leavers' may have on those remaining. Retention strategies may need to be developed to ensure key skills and experience remain within the programme for as long as they are required. When roles come to an end, employees will be considered for redeployment within the programme and where this is not possible, supported in finding alternative roles outside the organisation.

Consideration must also be given to fixed terms employment contracts and the potential benefits these could provide. Fixed term roles would need to be identified and timings agreed. Introducing fixed term working would also support the 'project' culture and potentially reduce severance costs.

A number of roles within Crossrail are highly specialised with few individuals possessing the skills and experience required. Managing and retaining talent will deliver clear benefits to the programme however it is not practical or feasible to adopt an integrated talent management and succession planning strategy. CRL faces greater challenges in this area due to lifespan of the organisation. In contrast, the Crossrail programme represents one of many projects for the partner organisations and consequently, there is much greater scope for these employers to engage and develop their staff on a continuous basis.



7. OBJECTIVES, PRINCIPLES AND LEGAL FRAMEWORK

The People Strategy is comprised of a number of components; the Crossrail Mission, our People Mission Statement, our People Strategy Principles and seven Strategy Themes which each contain actions to deliver our strategy. Transport for London policies have also been taken into account as specified under the shareholder agreements.

CROSSRAIL MISSION

Delivering a world-class railway that fast-tracks the progress of London.

CROSSRAIL VALUES

- Safety – We put safety first.
- Inspiration – It's in our power to change things for the better.
- Collaboration – We're stronger together.
- Integrity – We keep our promises.
- Respect – We treat people as we'd like to be treated.

CROSSRAIL OBJECTIVES

The Corporate Objectives for the lifespan of Crossrail are set out below:

1. Deliver the project safely
2. Deliver to schedule
3. Deliver a quality railway
4. Maintain financial control (deliver within funding envelope, manage cost, risk and value)
5. Develop Crossrail's railway operations and infrastructure management capabilities
6. Procure the railway effectively and efficiently
7. Establish and maintain good stakeholder relationships
8. Delivery our sustainability strategy
9. Manage the development of the Crossrail organisation, its people and partners.

Organisational objectives for each financial year will be in place to support the Corporate Objectives.

PEOPLE MISSION STATEMENT

The aim of the People Strategy is to maximise organisational potential by building high performing teams and effective people practices to deliver every stage of the Crossrail programme.

PEOPLE OBJECTIVES

We have considered the research, our strategic workforce issues and the views of the project stakeholders regarding the future strategy. We will require our Human Resource professionals and people managers to focus on four people priority areas:

- Driving our safety culture
- Simplifying our organisation and how we work
- Building on and sustaining our integrated organisational model and promoting joint working, where it makes good business sense
- Maintaining our focus on effective and efficient working and managing workforce-related costs
- Building a diverse workforce

The projects and initiatives that flow from the strategy will be organised with these priorities in mind and the priorities themselves inform our guiding People Strategy Principles.

PRINCIPLES OF THE PEOPLE STRATEGY

The following principles will be used to guide how people initiatives are prioritised, planned and delivered. These principles will be used to test current ways of working, guide HR and workforce related decisions and will be applied when building workforce initiatives (to ensure that the activity is aligned to the organisational vision).

- Safety will be at the heart of all we do and how we manage and motivate staff.
- Our workforce will be flexible to meet the changing needs of the project.
- We will work simply and effectively.
- We will build trust and effective working partnerships with our partners and suppliers.
- We will learn from each other and share our knowledge and experience.
- Our HR policies and processes will align with our organisational values.

LEGAL FRAMEWORK

The Crossrail family comprises of a number of different organisations, each established as a separate employing entity. For the purposes of legal compliance and organisational clarity, each employer will continue to operate under their own terms and conditions of employment. HR policies will be set by each employer and Crossrail-wide HR policies and procedures will be agreed with partner organisations.

Employment relationships must be led by each employing organisation, to prevent any disputes regarding the identity of the employer and the associated terms and conditions of employment. The employer / employee relationships must be recognised, respected and preserved. The role of each employer in the context of the NEC contracts in place should also be acknowledged.

8. THE PEOPLE STRATEGY

The delivery of the strategy will be through a number of individual, but connected strategy areas. These have been clustered into seven themes which span the employee life cycle from joining to leaving the project. It should be recognised that there are overlaps and interlinks between many of these themes.

Throughout the development of the strategy and when delivering its implementation it will be made clear what the role of Crossrail Ltd is and its function as 'the Client' as opposed to that of the extended Crossrail family and the 'Integrated Crossrail project team'. Some aspects of these relationships will be described in commercial contracts.

The Talent & Resources team will support and drive the People Strategy whilst guiding the organisation through the project lifecycle, taking a proactive approach and working as a business partner with each Directorate.

The People Strategy will be delivered through a series of seven strategic themes.

In developing each of the strategic themes we will be clear about:

- Whether the change affects CRL and / or the Crossrail family
- 'What's different and what's changing', and the enablers and barriers to success
- The implications for HR, leaders and the workforce

The seven themed work streams are detailed overleaf using the 'Goal, Objective Strategy and Measure' methodology. Objectives stated in italics apply to CRL employees only,



PEOPLE STRATEGY MISSION

To maximise organisational potential by building high performing teams and effective people practices to deliver every stage of the Crossrail programme.

GOAL	OBJECTIVE	MEASURE
<p>ORGANISATION DESIGN</p> <p>Organisational structures are the right size and shape with the required skills composition to meet the needs of the programme both functionally and financially</p>	<ul style="list-style-type: none"> • Imbed the Organisational Design Principles established March 2011 • Build a 'model structure' template detailing which organisations own which roles / functions, to guide the shape, size and composition of Crossrail • Identify areas of role / functions overlap and duplication and remove for the forthcoming financial year and future years • Identify areas requiring organisational change and plan accordingly. 	<ul style="list-style-type: none"> • 'Cost of support function' benchmarks • Total workforce cost • Number of joint working initiatives • Design principles are applied consistently • Reduced overlap and duplication between partners • Organisational composition
<p>RESOURCING</p> <p>High calibre individuals are attracted to Crossrail and their skills and experience are used efficiently and effectively</p>	<ul style="list-style-type: none"> • Build annual Resourcing Plans which are aligned to Business Plans and Work Schedules • Proactively plan recruitment activity for newly created roles • Maximise Crossrail's employer brand • Create Key Performance Indicators for resourcing activity • <i>Review current recruitment processes with a focus on diversity, quality, speed / efficiency and candidate experience.</i> • Work with partner organisations on recruitment campaigns where there are clear benefits to doing so and share best practice • Develop and implement retention strategies for key positions 	<ul style="list-style-type: none"> • Resourcing KPIs in place • Cost per hire • Time to hire • Level of assurance provided by partners • Employee Turnover • Leaver analysis – those leaving for career development • Agency spend • Partner premiums
<p>LEADERSHIP</p> <p>The workforce are motivated and inspired by their leaders</p>	<ul style="list-style-type: none"> • Define the Crossrail leadership capabilities required • <i>Assess current leadership capabilities within CRL and implement development plans to address 'gaps'</i> • <i>Develop and execute a leadership development framework</i> • Engage leaders across the Crossrail family and Tier 1 contractors and establish appropriate cohorts • Establish a Crossrail HR Network for sharing of best practice and governance of the strategy 	<ul style="list-style-type: none"> • Leadership team retention • Big Dig scores relating to Leadership

PEOPLE STRATEGY MISSION

To maximise organisational potential by building high performing teams and effective people practices to deliver every stage of the Crossrail programme.

GOAL	OBJECTIVE	MEASURE
<p>TALENT MANAGEMENT & SUCCESSION PLANNING</p> <p>The experience and individual development gained by working on Crossrail will broaden future job opportunities once their role within the programme has come to an end.</p>	<ul style="list-style-type: none"> • <i>Implement a Talent Management Programme</i> • Gain assurance from partner organisations that talent is managed and succession plans are in place • Identify key roles requiring successors • <i>Implement succession planning processes</i> 	<ul style="list-style-type: none"> • % voluntary leavers from talent / succession pool • Number of 'ready for role' successors • Time to fill key roles • Level of assurance that partner talent and succession is managed • Number of internal promotions
<p>PERFORMANCE MANAGEMENT & DEVELOPMENT</p> <p>Individuals and teams have to opportunity to develop further and deliver world class performance</p>	<ul style="list-style-type: none"> • Align goals and objectives across the Crossrail family • Identify areas of joint work with partner organisations on people development • Define the development funding principles i.e. who pays for what • <i>Streamline CRL's performance management process and build a framework to proactively manage performance</i> • <i>Ensure employees and Line Managers have the tools and knowledge required to deliver in their role</i> • Ensure performance is managed consistently and effectively • Implement behaviour frameworks aligned to Crossrail values <p>Establish assurance mechanisms for performance management from partner organisations</p>	<ul style="list-style-type: none"> • % of individual objectives achieved • Achievement of corporate objectives • Training spend • Level of assurance from partner organisations on performance management
<p>EMPLOYEE ENGAGEMENT</p> <p>Employees are emotionally and intellectually committed to delivering Crossrail</p>	<ul style="list-style-type: none"> • Build an engagement plan detailing companywide engagement activities for the financial year • Complete Big Dig Survey and implement the Big Dig Action Plans • Continue to develop internal communications • Maintain organisational integrity through a culture of openness, trust and equality 	<ul style="list-style-type: none"> • Big Dig scores • Voluntary leaver rates • Short term unplanned absence rates

PEOPLE STRATEGY MISSION

To maximise organisational potential by building high performing teams and effective people practices to deliver every stage of the Crossrail programme.

GOAL	OBJECTIVE	MEASURE
<p>INCENTIVISATION & REWARD</p> <p>Employees are rewarded fairly and recognised for high performance in both financial and non-financial terms</p>	<ul style="list-style-type: none"> • Develop and implement a fair and reasonable pay and reward framework, including all employee incentives • Identify and implement non-pay incentives (such as development and role enhancement) 	<ul style="list-style-type: none"> • Total workforce spend (employed and temporary) • Market positioning of salaries for key roles • Voluntary leaver feedback on Crossrail pay and reward • Big Dig results re: reward



9. MEASUREMENT AND MONITORING OF PROGRESS

Each individual initiative will be developed as a project and will contain milestones and performance indicators appropriate to the size of the initiative. The performance measures include a number of industry standard Human Resource and workforce metrics, some of which can be benchmarked against external organisations. In addition, some additional project specific qualitative metrics will be used to monitor and report on progress. The precise measures will be agreed with each initiative sponsor.

Where relevant, a Workforce and HR reporting and / or assurance process will be agreed with partners and metrics may include; headcount / FTE, turnover, cost of workforce, diversity and attendance.

GOVERNANCE

The People Strategy will be governed by a number of different groups. The Crossrail HR Forum meets formally every 6 months with informal meetings taking place in between. The Integrated Talent & Resources team will report on delivery of the strategy and progress against plans to the Executive and Investment Committee who in turn will ensure the implementation of the People Strategy.



10. ENGAGEMENT

All those within the Crossrail Family will receive regular communications and updates on the activities resulting from the People Strategy. These will be led by the Internal Communications team and form part of the on-going employee engagement plans. Line Managers will also be responsible for cascading communications and updating their teams.

Employee feedback will be captured in the Big Dig employee engagement survey and other feedback channels.



**◀ CAN WE
DO BETTER? ▶**

**THE BIG DIG SURVEY IS YOUR CHANCE TO TELL
US ABOUT WORKING ON CROSSRAIL -
WHAT WORKS, WHAT CAN BE IMPROVED**

Watch out for the survey e-mail 12 November
Closing date 23 November

**Open to everyone working for Crossrail Ltd, the Project
Delivery Partner and the Programme Partner**



MOVING LONDON FORWARD

11. RISKS AND ISSUES



The successful delivery of Crossrail and the achievement of Corporate Objectives are dependent on risks and issues being carefully and proactively managed. Crossrail’s capability and capacity to deliver the programme would be put at risk if the People Strategy is not implemented and supported. Competition for underground construction skills is high, as detailed in Workforce Challenges, and although the construction industry is currently in decline, competition for resources and skills will increase in line with the economic recovery.

The economic outlook also constitutes risk. Spending of public funds is subject to extensive scrutiny and given the level of expenditure the programme will incur, there is a need to manage costs carefully and maintain funding levels. Changes to the political environment and stakeholders would also impact Crossrail.

11. APPENDICES

APPENDIX A - INTERNAL RESEARCH FINDINGS

Internal research undertaken prior to the development of the People Strategy highlighted a number of strategic people issues that will need to be addressed.

These include:

Confirming the role of each organisation within the Crossrail family, particularly within the delivery and technical areas
 Confirming the role of each organisation within the Crossrail family, particularly within the delivery and technical areas

- Confirming the role of each organisation within the Crossrail family. particularly within the delivery and technical areas
- Adapting and re-adjusting the organisation to the requirements of the construction phase
- Building deeper trust between organisations and individuals within the extended Crossrail family

In addition to the overarching issues identified, a number of specific issues were highlighted by stakeholders and the Talent and Resources team:

AREA	ISSUES IDENTIFIED
ORGANISATION DESIGN	<ul style="list-style-type: none"> • Further clarity of the organisation structure is required in certain areas e.g. External Affairs and Health & Safety. There is also ambiguity about which organisations should undertake which functions / responsibilities e.g. Contract Administration • The overall size of the core organisation needs to reduce with more clarity being provided around the roles and responsibilities across CRL and the partner organisations and the different roles each part plays • The budget planning and resource planning cycles were not aligned in 2011-12
RESOURCING	<ul style="list-style-type: none"> • The need to speed up, simplify and reduce the cost of the current recruitment process and promote Crossrail as an employer of choice for high calibre talent • A need to manage 'exits' and end of role staff more effectively • A need to review the resourcing strategy (full-time, fixed term, agency roles)
LEADERSHIP TEAMS	<ul style="list-style-type: none"> • A need to define who the leadership teams are and establish whether a leadership cohort across the Crossrail family should be developed

<p>TALENT AND SUCCESSION MANAGEMENT</p>	<ul style="list-style-type: none"> • A need to identify who the top talent are and to manage them in a structured way • A need to improve directorate level induction and on-boarding experience • Succession risk needs to be managed across the Crossrail family • Clarity is needed about how ‘actively managed’ succession should be, balancing the need to manage individuals’ expectations within a project context
<p>PERFORMANCE AND DEVELOPMENT</p>	<ul style="list-style-type: none"> • Project staff need to be aligned through cascaded objectives to achieve common goals • Stronger monitoring and management of performance within core Crossrail is required • Clarity is required about access to and payment for development activities • There is a need for a forum or process for raising employee performance issues in critical roles / areas between organisations • There is a need for an agreed definition of ‘high performance’
<p>EMPLOYEE ENGAGEMENT</p>	<ul style="list-style-type: none"> • An integrated approach to employee engagement which creates a common and meaningful vision and purpose is beneficial and should continue • There are significantly different team development and employee recognition policies between partners - this is seen as a very visible barrier to integration
<p>INCENTIVISATION AND REWARD</p>	<ul style="list-style-type: none"> • A need to create a new pay and reward framework that provides greater flexibility and clarity about how awards are calculated • Clarity on whether variable pay should be available to all levels of Crossrail and how reward for high performance could be implemented rather than paying for doing the day job
<p>JOINT WORKING / INTEGRATION WITH PARTNERS</p>	<ul style="list-style-type: none"> • The key areas for greater joint working within the Crossrail extended organisation were resource planning and employee engagement

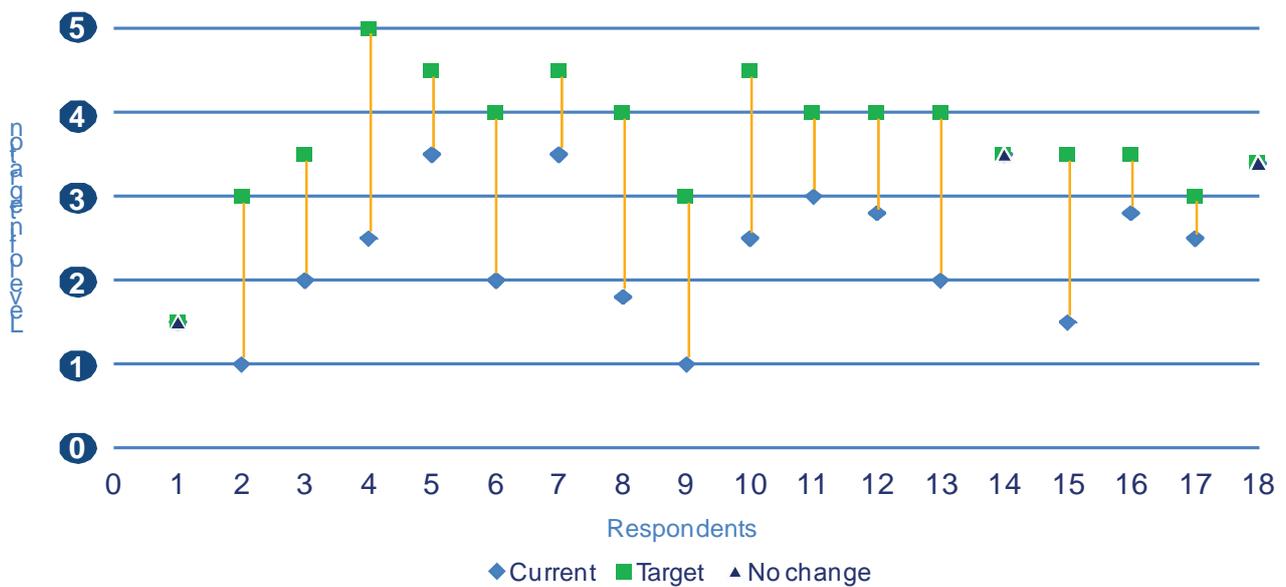
Figure 3.1.2 overleaf, displays the individual stakeholder responses when asked for their perceptions about the current level of workforce integration across the Crossrail family and to what extent the future target level should be. Their views were collated using the scale shown on the right:

- 5. FULL INTEGRATION
- 4. COLLABORATIVE LEVEL
- 3. PARTIAL INTEGRATION
- 2. AWARENESS LEVEL
- 1. LIMITED INTEGRATION

No respondents said that there should be less integration than currently existed, three said that the current level was acceptable, whilst the majority thought that further integration in certain areas would benefit the project.

The areas of agreement for further integration were: shared vision, goals and objectives, resource and employee engagement.

FIGURE 3.1.2. STAKEHOLDER RESPONSES TO INTEGRATION



APPENDIX B –

EXTERNAL RESEARCH FINDINGS

	<p>Features:</p> <ul style="list-style-type: none"> • Immovable deadline • Politically-defined • Global profile • Clearly understood objectives 	<p>Outcomes:</p> <ul style="list-style-type: none"> • Board level focus • No strike agreements (Network Rail /RMT) • Proactive communications • Robust temporary / volunteer processes 	<p>Current issues include:</p> <ul style="list-style-type: none"> • Labour force reporting (UK nationals & 'locals' jobs)
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A jobs brokerage service, in partnership with Jobcentre Plus and the five Host Boroughs

A National Skills Academy for Construction, funded by ConstructionSkills, and supported by the Skills Funding Agency and the London Development Agency

A commitment to 350 apprenticeships to be created on the Olympic Park and Olympic Village

	<p>Features:</p> <ul style="list-style-type: none"> • Major design, build and operate project • Politically sensitive • 60,000 people involved • £4.3bn budget 	<p>Outcomes:</p> <ul style="list-style-type: none"> • Delivered on-time and on-budget • BUT: • Major opening issues affecting brand, profits and reputations even for those organisations who were effectively customers of T5 	<p>Issues attributed to;</p> <ul style="list-style-type: none"> • Communication between key partners • Systems issues • Staff training
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GOOD PRACTICE AND LEARNING – INVOLVING THE WORKFORCE

2012 OLYMPICS

BACKGROUND

The scale of the London 2012 projects resulted in the assembly of a huge workforce brought together from all parts of Great Britain and beyond. Effective communications within teams was essential to contribute to achieving the Olympic Delivery Authority's target of 'zero fatal accidents by 2012'.

HAZARD

A frequent underlying cause of construction project incidents is 'poor communications'. Experience shows that lower incident rates occur on projects where the workforce is fully engaged on health and safety issues.

SOLUTION

On one project, in addition to trades union representation, briefings, safety circles and toolbox talks, two new communication initiatives were introduced to improve worker involvement:

Making Safety Personal is another card system used in co-operation with the project health and safety manager. The cards asked site workers and their line managers to commit to specific health and safety actions over a given period.

Observation cards were introduced to encourage the workforce to record both good and bad observations about activities on site. There were 780 cards collected in one year. The system prompts people to take responsibility for finding a solution rather than just reporting problems.

TERMINAL 5

BACKGROUND

The client, BAA, worked with all its suppliers in a groundbreaking partnership contract which allows for non-adversarial joint working between all parties

HAZARD

The Terminal 5 project presented a wide range of health and safety risks. All the normal civil engineering processes took place, so transport movements, working at height, lifting operations, excavations and confined spaces were all common hazards on site. Innovative solutions were adopted, such as pre-fabricating sections of the terminal buildings off site, and assembling the roof sections at low level. In some sections of the project, up to 70% of construction work is carried out off site

SOLUTION

Safety Committees were established which consisted of about 15 worker representatives from the major suppliers and sections of the T5B project. Senior project managers from key suppliers attend, with BAA's safety leader in an advisory role.

An overall Safety Leadership Team included a member of the Safety Committees to ensure that the workforce is represented at all levels.

On T5B, one of the key methods of ensuring that all workers are engaged in the process of managing health and safety on site is the daily activity briefing (DAB). This is part of the

'Incident and Injury Free' campaign adopted by the site. All team supervisors carry out a DAB before starting work. The supervisor goes through the method of work, and checks with

individual workers to make sure everyone understands how to work safely, and also how to control the risks to other gangs who may be working nearby. Every worker has the opportunity to question the supervisor or make suggestions to improve the working method.

HELPDESK

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