

Staff Training & Development Programs

on the example of
Rheinbahn AG

- 1. Driver's Training Programs**
- 2. Trainee Programs for Future Management Staff**
- 3. Team and Personal Coaching Workshops**

Model Image of Rheinbahn Driver

All drivers are trained in groups of up to 10 persons in a 2-day training courses.

During these courses the contents of „Services in Public Transport“ are taught, related communicative skills are trained and difficult situations are exercised with video-recording for the final feedback and analysis.

Image of the Rheinbahn driver

1) The driver as service provider

Recognize the requirements and requests of the passengers and manage all of them– also difficult ones – in a friendly and understanding manner

2) Responsibility of the driver

- ➔ As Rheinbahn representative in public
- ➔ As guarantor for comfort and safety of passengers

3) Driver as the representative

The appearance of the driver should make a positive impression on the passenger from the first sight.

4) Guarantor for passenger safety

They try – also in difficult situations – to bring the passenger safely and on time to his/her destination. They provide support in case of delays, e.g. in form of secured connections or by ordering a taxi via OCC

Assurance of the Service Quality by Rheinbahn AG

Guarantees for the passengers

- We care for the cleanness of the vehicles and stations
- Your opinion is important
- Schedule is kept as written / we do not leave the station earlier than scheduled
- We order a taxi for you
- We take your bicycle onboard
- We secure your safety

Pool for future Rheinbahn Managers

With the help of an internal selection process 6 to 10 persons are chosen to take part in a 15-month training course on certain management-related issues.

Corporate processes

Communication

Conflict management

Moderation

Personnel management

Project management

Meeting skills

Presentation skills

Manners & conduction skills

From colleague to manager

Basics of business administration

The training process is supported by mentors

Team- und Single Coaching

Rheinbahn offers team development courses as a supportive measure.

In case of conflict situations in existing teams or during introduction of new working groups there is a possibility to get moderation and counsel support.

These workshops normally take place outside Rheinbahn offices in order to provide undisturbed environment and sufficient time for the participants to analyze the problem and re-install communication with each other.

Personality Coaching as support for Rheinbahn Managers in their daily work

1/2

Situations where personality coaching could be needed:

The managers would like to analyze their role in the company

- The manager has problem with his staff
- The manager wants to or must adapt him-/herself to new structuring of tasks and responsibilities

Phase 1: Analysis of the present situation

Several meetings with the coach help to perform critical analyses of the current situation

Phase 2: Definition of the goal

Mutual definition of the goal

The phase is focused on the analysis of the reasons, definitions of problems and their solutions

Main task of the coach:

To help develop self-confidence of the manager, define the goals and help gather energy for the change.

Personality Coaching as support for Rheinbahn Managers in their daily work

2/2

Phase 3: Supervision

The goals that were defined in phase 2 are now formulated as implementable (part)-goals

The task of the Coach is to help the manager in the implementation process, to give him/her practical examples from the daily work and to find solutions that agree with the manager's personality and abilities.

Single goals are related to a clearly defined time schedule and are monitored regularly.

Required time

Phase 1 and 2: 2 meetings for 2-3 hours in 2-week periods

Phase 3: monthly meetings over the period of maximum 3 months

Total time for the coaching: 5 to 6 months

Evaluation of Staff Development Program

After each workshop a feedback in regard to training quality is collected

Different evaluation forms are available for such feedback.

Tables enable calculation of average results.

2 evaluation forms are presented as examples.

→ Evaluation of the workshop for the technical staff

→ Evaluation of management coaching

Training Evaluation Management coaching workshop (6 forms submitted) Technical Training (8 forms submitted)
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	sehr gut				nicht ausreichend		Durchschnitt
1 Are your expectations in regard to the quality of content fulfilled?	□	3	3	□	□	□	2,5
	□	4	3	□	□	□	2,1
2 How do you evaluate the contents of the course?	□	3	2	1	□	□	2,7
	□	3	5	□	□	□	2,6
3 Do you think the duration of the course was appropriate?	3	3	□	□	□	□	1,5
	3	3	2	□	□	□	1,9
4 Do you see benefits for professional application?	□	4	1	1	□	□	2,5
	□	6	2	□	□	□	2,3
5 Is the share of discussions	3	3	□	□	□	□	1,5
	1	4	1	1	1	□	2,6
exercises	□	4	1	1	□	□	2,5
	□	2	4	□	1	1	3,4
examples appropriate?	□	4	□	2	□	□	2,7
	□	3	3	□	2	□	3,1
6 How do you evaluate the organisation and services during the course?	4	2	□	□	□	□	1,3
	2	5	1	□	□	□	1,9
7 What knowledge did you have before the course?	□	5	□	□	1	□	2,5
	□	4	2	1	1	□	2,9
8 How do you evaluate the presentation manner of the trainer?	1	4	1	□	□	□	2,0
	3	5	□	□	□	□	1,6
9 What impression do you have from professional skills of the trainer?	1	4	1	□	□	□	2,0
	4	4	□	□	□	□	1,5
10 How do you evaluate the practice-related contents of the course	□	3	3	□	□	□	2,5
	1	4	3	□	□	□	2,3

Other remarks:

- 1 I wish a personal coaching to better develop my individual strengths.
- 2 I wish to continue the course to strengthen my knowledge and skills.
- 3 I wish a certificate of participation

Thank you for your attention