**Job Description**

**JOB TITLE:**  **Fleet Transformation Manager**

**Reports to:** Business Excellence Manager

**Grade:** **PM2D L1**

**Safety Status:** **Safety Critical**

**Date version agreed:** 01/04/2025

1. **Job Purpose**

Working with and reporting to the ‘Fleet Business Excellence Manager’; you will develop and implement transformational plans to improve the depot safety, process efficiency, structure and policy to support the transformation of Fleet Production to deliver a safe, cost-effective, sustainable and reliable service for ‘West Midland Trains’.

This role is responsible for overseeing and coordinating the operations efficiency improvement projects, leading complex, high-impact projects that enhance business processes, implement new technologies, and drive cultural transformation.

You will be responsible for taking the vision of Fleet Production and bring to life through successful project management, change management, stakeholder management to ensure successful adoption of new way of working that are sustainable and measured for the business.

**2. Safety Details**

A; This role requires security clearance (for e.g. running of special trains) NO

B; This role is required to hold relevant Track Safety Competence (PTS) YES

C; This is a Safety Critical Work Post YES

D; This is a ‘Key Safety Post’ NO

E; Reference to this post is included in the Company Safety Certification documents NO

F; This role manages employees (undertakes specific tasks indicated in the occupational & operational standards manuals) NO

G; This role manages locations (undertakes specific tasks indicated in the occupational & operational standards manuals) NO

**3. Dimensions**

**A. Financial:**

* Financial responsibility for the projects scoped and defined within the ABP
* Responsibility for the production of business cases to support the implementation of transformational projects which clearly define the return on investment, how this will be captured and controlled.

**B. Staff:** No direct responsibility for a team.

**4. Principal Accountabilities**

* Optimizing Fleet Operations: To improve efficiency and reduce costs.
* Ensuring Compliance: Ensuring that all fleet operations comply with industry regulations
* Lead Transformational Initiatives: Manage end to end delivery of strategic transformation projects, ensuring alignment to the ‘Fleet Production’ vision and strategic objectives.
* Change Management: Develop and execute change management strategies to maximise adoption and minimise resistance to change.
* Stakeholder Engagement: Collaborate with the correctly identified stakeholders, including Fleet representatives and other areas of the business to ensure and drive project success.
* Process Improvement: Identify inefficiencies within the fleet production delivery process, propose solutions costed to business case level, and implement process enhancements.
* Technology Implementation: Support the identification and employment of new technologies, ensuring seamless integration into business operations and ensuring the end user is involved in the process.
* Risk and Issue Management: Proactively identify, assess and mitigate risks that could impact project success.
* Performance Metrics and Reporting: Define KPIs, track progress and report on transformational outcomes including sustainability, efficiency, ROI and end user feedback.
* Data Analysis: To identify areas for improvements
* Working closely with Business Excellence Team to close the ‘Standard Gap’ systematically
* Creating a ‘Control Plan’ for project sustainability & monitoring the changes
* Support with creation and implementation of Fleet Sustainability strategy

**5. Context**

**A: Operating Environment:**

* Ensuring compliance for all quality and safety procedures, policies and aspects of depots are in place and being managed effectively
* All Fleet location, policy and process.

**B: Framework and Boundaries:**

* Any modifications or projects required on traction and units not planned for completion correctly against set standards.
* Level 1- 5 maintenance, 3rd party, NDT and wheel lathe activities are safety critical and there is a risk in all decision making and planning for the completion of all required work.

**6. Relationships**

* Head of Fleet Production
* Depot Manager
* Production Manager
* Planning manager
* Contract Manager
* Business Excellence Team
* Fleet Technical Managers
* Fleet Engineers
* Other Heads of Departments
* Other Industry Partners

**A: Reporting lines – Reports to**

**7. Knowledge and Experience**

* **Education:** Bachelor’s degree in business, Project Management, Change Management, or related field (MBA Preferred)
* **Experience:** 5+ years in project management, business transformation, or change leadership roles
* **Qualification** (Preferred): PMP, PRINCE2, Agile, Prosci Change Management or simular
* **Technical Skills:** Proficiency in project management tools (i.e. Jira, Trello, MS Project)
* **Soft Skills:** Strong Leadership, communication, problem solving and negotiation skills.
* **Industry Experience** (Optional) Experience in the rails section and an understanding of other industries

**8. Job Challenge(s):**

Transformational managers face challenges like resistance to change, maintaining a clear vision, balancing individual and collective needs, and potential burnout, requiring them to be adaptable, emotionally intelligent, and focused on building trust and fostering innovation.

**Safety & Environmental Safety Responsibility Statement**

It is the line manager’s responsibility to ensure that the post holder is fully briefed and responsibilities are clearly understood by the post holder.

This statement must be amended and accepted:

1. Wherever responsibilities are changed;
2. In response to an accident or incident;
3. In response to external changes to Health and Safety and Environmental Legislation; *and/or*
4. Following annual review.

## General Responsibilities

Overarching Safety and Environmental Responsibilities are as follows:

1. You must take reasonable care for your own health and safety and of persons who may be affected by your acts or omissions at work;
2. You must co-operate on matters regarding safety and health;
3. You must not interfere with anything provided in the interest of health and safety – for example override safety features of equipment;
4. You must follow the training you have received when using any work items your employer has given you;
5. Tell someone (your employer, supervisor or health and safety representative) if you think the work or inadequate precautions are putting anyone’s health and safety at serious risk;
6. You must support the business in achieving its objectives laid out in its latest Environment & Energy Policy.

Further Safety and Responsibilities that apply to all West Midlands Trains employees are set out below, in sections which correspond with the West Midlands Trains Safety Management system.

You must take reasonable care for your own health and safety, and of persons who may be affected by your acts or omissions at work.

1. **Policy, Leadership and Resourcing**
	1. You must understand and comply with the Refusal to work on the grounds of health and safety policy.
	2. You are responsible for attending the following safety and / or environmental related meetings:

E.g. Sustainability Action Group, SEMG

 List meetings here

☐ None apply

* 1. You must comply with the West Midland Trains policy on the use of mobile phones when driving on company business.
1. **Employee training**
	1. You must attend the necessary safety and/or environment training courses within 3 months of appointment (or as soon as practicable thereafter).
2. **Planned Inspections**
	1. You must comply with the procedures which exist to remedy substandard acts and conditions found in the workplace.
3. **Accident and incident investigation**
	1. You must ensure that all personal accidents and near misses are reported to your supervisor or Control as detailed on the health and safety notice board.
	2. You must ensure that all personal accidents are reported and investigated as detailed in the Accident/Incident Reporting and Investigation standard.
4. **Emergency planning and Security**
	1. When working at static locations you must ensure that you understand the local emergency plan at each location at which you are required to work. Local emergency plans are detailed on safety notice boards.
	2. You must understand and comply with your obligations regarding security checks, suspect packages, bomb threats and explosions as detailed in the Occupational Standards Manual.
5. **Rules Competencies, Permits and Licences**
	1. You will receive an assessment of competence in the rules, regulations and instructions which apply to your post. The initial and subsequent assessments will be given by qualified trainers/assessors. Competence processes will lead to certification. You must ensure that you maintain your own competence in rules, regulations and instructions for the post that you hold.
	2. You must be in possession of the necessary publications, as detailed by your manager or supervisor before you take up your post.
	3. You may be required to drive motor vehicles owned, hired, or leased by West Midland Trains. You must not do so unless in possession of a valid license appropriate to the vehicle being driven. You must be insured to use that vehicle and fully comply with the Authority to Drive procedures, carrying the appropriate authority card.
6. **Communications**
	1. You must ensure that you attend regular briefings which cover safety and environmental issues.
	2. You must attend any local job induction training session on your first day at a new location.
7. **Auditing and safety Check**
	1. You must ensure that substandard conditions found by you in workplaces are reported to the appropriate line manager or Control without delay.
	2. You must ensure that any practices undertaken that do not align to current policies or standards are reported to your Line Manager or Control without delay.
8. **Promotion of Environment & Safety Issues**
	1. You must ensure that you are aware of the location and are familiar with the contents of the safety and environment notice board.
9. **Health Controls**
	1. You must understand and comply with the alcohol and drugs policy as detailed in OCC-205 Alcohol and Drugs and other policy documents.
	2. You must understand and comply with the standard for Control Of Substances Hazardous to Health (COSHH).
	3. You must understand and comply with the standard for Control of Asbestos.
	4. You must understand and comply with company standards for management of cases of occupational ill health.
	5. You must understand and comply with the standard for Staff Care and Support System (SCASS).
10. **Personal Protective Equipment (PPE)**
	1. You are responsible for wearing the required PPE as directed by the local manager or supervisor when visiting locations where it is required.
	2. You will be issued with PPE on a personal basis.
11. **Purchasing, Procurement and Management of Contractors**
	1. You must understand and comply with the company standards for purchasing, procurement and stores provision as produced by the Head of Procurement.
	2. You must understand and comply with the company standard for managing contractors.
12. **Environment**
	1. Where your role has an impact on the Environment you must ensure that you are familiar with the contents of all relevant Environmental standards, including but not limited to the Environmental & Energy Management System Manual.

## Specific Responsibilities

Your specific safety and environmental responsibilities are set out below, in sections which correspond with the safety management system.

## Safety Responsibility Statement Acceptance

I acknowledge the receipt of the job description and statement of the safety and environment responsibilities associated with my post. I understand these responsibilities, which have been explained to me. Training needs have been identified and agreed.

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| --- | --- | --- | --- |
| Signed: |  | Job title: |  |
| Name: |  | Location: |  |
| Date: |  |  |  |

I have explained the Safety and Environmental Responsibilities associated with the role of *(insert role title)* to the role holder and am satisfied that they understand these responsibilities. Training needs have been identified and timescales for such training have been identified.

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| --- | --- | --- | --- |
| Signed: |  | Job title: |  |
| Name: |  | Location: |  |
| Date: |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- |
| Date Due: |  | Date Reviewed: |  | Post Holder Signature: |  | Line Manager Signature: |
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