**Job Description**

**JOB TITLE: Performance Engagement Programme Manager**

**Reports to: Head of Performance**

**Grade: PM2D L1**

**Safety Status: Non-Safety Critical**

**Date version agreed: April 2025**

1. **Job Purpose:**

To lead the design, delivery, and ongoing development of a high-impact performance engagement programme that embeds operational performance as a shared business priority across all functions and grades.

Act as the central point for driving awareness, ownership, and accountability for performance targets—ensuring every colleague understands their contribution to delivering reliable and punctual services. Working collaboratively with both internal stakeholders and external partners, the post holder will champion culture change, provide technical and behavioural guidance, and sustain momentum through regular engagement, consistent branding, and performance storytelling.

The role also includes monitoring impact, evolving materials, and ensuring the programme remains relevant, inclusive, and aligned with wider business objectives long after initial implementation.

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| **A.** This job requires **Security Clearance** (e.g. Running of Special Trains) | **N** |
| **B.** The job holder is required to hold a relevant **Track Safety** competence (e.g. PTS) | **N** |
| **C.** This is a **Safety Critical Work Post** | **N** |
| D. This is a Key Safety Post | **N** |
| **E.** Reference to this job is included in the company **Safety Certification** documents | **N** |
| **F.** This job **Manages Employees** (undertakes specific tasks indicated in the occupational & operational standards manuals) | **N** |
| **G.** This job **Manages Locations** (undertakes specific tasks as indicated in the occupational and operational standards manuals) | **N** |

 **2. Safety Details**

**3. Dimensions**

**A. Financial:**

Engagement campaign materials budget of up to £50,000 in FY25/26. Responsible for sourcing any additional funding requirements through the Annual Business Planning process.

**B. Staff:**

Directly Responsible – Fixed Term Contract staff or agency staff management.

**C: Others:**

Nil

**4. Principal Accountabilities**

* Lead the development and delivery of a business-wide, two-year performance engagement and culture change programme, managing a small team to drive consistent, measurable impact.
* Own and sustain the campaign beyond launch, ensuring that materials remain relevant, refreshed, and continue to support long-term behavioural change across the business.
* Design and implement a tailored engagement strategy that translates operational performance targets into clear, actionable messages for all colleagues, regardless of role or location.
* Collaborate with Internal Communications to maximise existing communication channels while developing new and innovative platforms to support consistent performance messaging.
* Manage the programme budget, overseeing the production of campaign materials and merchandise. Develop business cases and funding bids as needed, aligning spend with business objectives and value for money.
* Engage with external stakeholders including Network Rail and interfacing TOCs to ensure alignment and understanding of WMT’s performance ambitions and collaborative responsibilities.
* Work closely with Heads of Department to co-create engagement approaches that are relevant to their teams, recognising that a flexible, tailored method is more effective than a one-size-fits-all model.
* Coordinate with procurement, finance, and marketing to ensure all campaign materials are compliant with brand guidelines, follow procurement policy, and deliver impact within budget constraints.
* Embed wider business priorities (such as customer satisfaction, growth, and safety) into performance campaign messaging to ensure a joined-up narrative that supports the broader business plan.
* Leverage the Performance team as subject matter experts, incorporating lessons learned from past campaigns and drawing insights from best practice across the rail sector and beyond.
* Ensure all communications and outputs from the team consistently use the agreed visual identity and tone of voice for the campaign, in line with guidance from the marketing team.

**5. Context**

**A: Operating Environment:**

Work across all functions of the business to drive performance improvement through communication, engagement and culture change. Also ensure that other operators and Network Rail are aware of the campaign.

**B: Framework and Boundaries:**

Work across all areas in WMT. Utilise best practice from other operators and industries to help inform and deliver a well-structured programme.

**6. Relationships**

**A: Reporting lines:** Head of Performance.

**B: Other Contacts:**

Internally across our business with all departments – notably internal communications.

**C: Outside the Company:**

Work with Network Rail and other operators on the network.

**7. Knowledge and Experience**

* Educated degree level in communications / marketing or related field to disseminate complex information across various audiences.
* Experience in engagement, communications and culture change programmes.
* Knowledge of rail operations and performance to understand conceptual theories on how to improve.
* Project Management skills and experience.
* Interpersonal skills, able to influence at all levels.
* Excellent levels of written and verbal communication skills.
* Ability to manage a small team.
* Collaborative approach to work.
* Adaptable, proactive and works on own initiative.
* Manages risk and opportunity.
* Able to prioritise tasks in a busy environment and manage workload appropriately.

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

Ability to operate in a complex, fast-paced and challenging environment. Able to translate complex ideas into easy-to-understand narratives for a variety of audiences. Can deliver results quickly.

**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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