

JOB DESCRIPTION

Position Details			
Position Job Title:	Head of Traincrew Resources	Reports to Job Title:	Operations Director
Position #:	31697	Department:	Operations
Location:	HQ	Safety Status:	Safety Critical
Grade	PM3	Version Date:	May 2025
1.0	Purpose of the Job		
	<p>The Head of Traincrew Resources is responsible for the planning, allocation, and operational deployment of Drivers and Senior Conductors to ensure a safe, reliable, and efficient train service across the West Midlands Trains network. The role leads the day-to-day and strategic resourcing of traincrew, including roster delivery, rest day working, disruption recovery, and the application of resource agreements. While not directly responsible for recruitment, training, or establishment planning, the postholder works closely with those functions to ensure resourcing supports overall service requirements. This position plays a key role in managing and applying collective agreements, supporting industrial relations stability, and providing operational resourcing input to major projects such as timetable changes, fleet introductions, and infrastructure schemes. By ensuring the effective deployment of traincrew, the role underpins delivery of the daily timetable and supports long-term service resilience.</p>		
2.0	Key Accountabilities & Deliverables		
2.1	Lead the strategy and planning for the delivery of consistent and robust traincrew resourcing, ensuring Driver and Senior Conductor availability meets both current and future operational needs.		
2.2	Develop and maintain forecasting models, KPIs, and period returns to accurately reflect the impact and cost of recruitment, training, attrition, and coverage.		
2.3	Establish strong communication channels with internal departments such as Train Planning, Finance, and All traincrew management teams to ensure joined-up delivery of traincrew resourcing.		
2.4	Manage the department's budget and influence wider resource expenditure to support operational efficiency and performance.		
2.5	Support and contribute to collective bargaining negotiations, ensuring resource agreements are implemented to maximise availability and reduce industrial relations risk.		
2.6	Drive the adoption and implementation of new technology to improve rostering, resource planning, and operational deployment.		
2.7	Manage industrial relations risk relating to resourcing, ensuring adherence to agreements and minimising exposure to system or human error.		
2.8	Ensure timely delivery of all resourcing elements linked to fleet projects, timetable changes, and engineering works.		
2.9	Lead on resource recovery during service disruption (excluding control-specific responsibilities), providing assurance of operational continuity.		
3.0	Role Dimensions		
Financial		Non-Financial	
<i>Resource Team function budget of £4.32m</i>		<i>Responsible for the performance impact of on the day performance risk through resource errors, and the timely recovery of performance impact following major disruptions through DTCM grades and direct reports that are associated.</i>	
4.0	Main Contacts (External/Internal)		
Contacts	Frequency	Purpose	

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Head of Departments	Frequently	Ensure delivery of a high performing train service through front line delivery
Network Rail Operations Managers	As required	Deal with tactical challenges.
Transport focus group	As required	Deal with tactical challenges.
ATOC.	As required	Deal with tactical challenges.
5.0	Skills Experience, Knowledge & Qualifications Required	
5.1	Proven senior leadership experience within a complex operational environment, ideally in rail or a similarly safety-critical, unionised industry. Demonstrates the ability to lead high-performing teams and deliver outcomes under pressure.	
5.2	Extensive experience of working in a heavily unionised environment with multiple stakeholders. Capable of managing sensitive industrial relations issues with diplomacy, authority, and credibility. Strong understanding of collective agreements and how they impact resource deployment and business continuity.	
5.3	In-depth knowledge of traincrew operations, rostering practices, and diagramming processes, with a particular focus on Driver and Senior Conductor roles. Able to interpret and apply terms and conditions across various agreements accurately and fairly.	
5.4	Strong commercial acumen, including experience of budget ownership, financial planning, and cost control. Demonstrated ability to build and present business cases to senior stakeholders, with a clear understanding of how resourcing impacts financial and operational performance.	
5.5	Technically skilled in resource management systems (e.g., CrewPlan, Genius, Integrale), with the ability to extract and interpret data, analyse trends, and develop actionable insights to improve resourcing outcomes.	
5.6	A strategic thinker who is also delivery-focused, with a high level of personal resilience and the ability to balance long-term planning with the demands of short-term service delivery.	
5.7	Experienced in leading geographically dispersed teams, and comfortable working in a matrix or cross-functional leadership environment. Strong coaching and people management skills, with a track record of team development and engagement.	
5.8	Excellent stakeholder engagement and communication skills — both verbal and written. Able to influence, negotiate and build relationships with a wide range of internal and external stakeholders, including trade unions, operational managers, and industry bodies.	
5.9	Highly proficient in risk management and scenario planning, particularly in the context of service recovery, industrial action mitigation, and timetable readiness. Understands the critical dependencies between people, process, and infrastructure.	
5.10	Strong understanding of safety and compliance standards relevant to traincrew operations, with a personal commitment to safe working practices and regulatory obligations.	
5.11	Able to work with discretion and professionalism on confidential and commercially sensitive matters, representing the company's best interests while maintaining positive employee relations.	
6.0	Framework and Boundaries	
6.1	Leadership of all the activities associated with resource delivery of all traincrew (Driver and Senior Conductor) assets and risks associated with non-delivery through IR of resource management, system failures or competency issues.	
6.2	The nature of the collective agreements means that a detailed knowledge of terms and conditions and their implications is essential to the role. This is coupled with the need to build good working relationships and communication with line managers and union representatives in order to engender employee engagement.	

7.0	Organisation Environment
	<p>Management of a large workforce spread geographically across different locations. All Driver terms and conditions are covered by legacy collective bargaining arrangements across a number of unions. The delivery of a consistent train service is through the front-line delivery colleagues and their Managers. The contractual obligations are based around such delivery.</p>

***THIS SECTION MUST BE COMPLETED TO DETERMINE SAFETY STATUS**

- A. This job requires **Security Clearance** (e.g. Running of Special Trains)
- B. The job holder is required to hold a relevant **Track Safety** competence (e.g. PTS)
- C. This is a **Safety Critical Work Post**
- D. This is a **Key Safety Post**
- E. This post carries out a specific role, such as Professional Head or Informed Buyer as described in Company **Safety Certification** documents
- F. This job **Manages Employees** (undertakes specific tasks indicated in the occupational & operational standards manuals)
- G. This job **Manages Locations** (undertakes specific tasks as indicated in the occupational and operational standards manuals)

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