

Ref:	NR/GN/MTC/MG0226
Issue:	2
Date:	4 September 2010
Compliance date:	N/A

Guidance Note

Infrastructure Maintenance Restructure – Guidance on the Track and Off Track Organisation

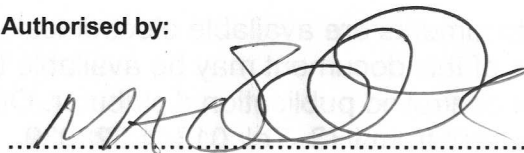
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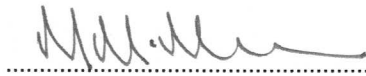
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Published and Issued by Network Rail, Kings Place, 90 York Way, London. N1 9AG.



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Issue record

Issue	Date	Comments
1	June 2010	First issue, not formally issued
2	September 2010	Issue 2 includes minor updates based on changes in working practices.

Reference documentation

NR/L2/TRK/001/A01, *Inspection and maintenance of permanent way – Inspection*

NR/L3/MTC/MG0230, *Infrastructure Maintenance Restructure – Competency matrix*

NR/L3/MTC/MG0231, *Infrastructure Maintenance Restructure – Implementing hosting*

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1 Purpose

Since maintenance was brought in-house during 2004, there have been two significant organisation changes called Phase 2 and Phase 2A. These two organisation changes reviewed and standardised the Maintenance management structure from the centre to Section Manager level.

The direct organisation below the Section Manager was largely unaffected by the Phase 2 and Phase 2A organisation changes. It therefore remained unchanged from what was in-sourced from the different Infrastructure Maintenance Contractors (IMC).

The impact of having different (ex-IMC) organisations between Delivery Units was:

- a) inconsistencies in the size of teams. There was little correlation between the number of assets, workload and organisation size;
- b) inconsistent approach to delivery of tasks. Team size, team make-up and delivery methods were different for the same activity from one Delivery Unit to another;
- c) limited flexibility to be able to deal with changes in workload and demands.

The main objectives behind the Maintenance Restructure (Phase 2BC) restructuring are:

- a) to create a maintenance organisation that meets the business needs for Control Period 4;
- b) to have a standard Maintenance organisation across all Delivery Units;
- c) to create an organisation sized on assets, workload and task frequency with a response structure aligned to business performance requirements;
- d) to create an organisation able to deliver core maintenance, incident response, life extension and renewals work safely and more efficiently.

2 Scope

This Guidance Note:

- a) explains how the new organisation is designed to operate;
- b) communicates how productivity is measured and details ways in which it can be maximised.

This Guidance Note is principally aimed at Track Maintenance Engineers, Section Managers, Works Delivery Managers, Section Supervisors and Works Delivery Supervisors who assist them. It is also a useful reference document for Section Planners, Section Administrators, Section Planner/Administrators and other front line employees and contractors.

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It is intended to be read with:

- NR/L3/MTC/MG0230, *Infrastructure Maintenance Restructure – Competency matrix*;
- role profile for Section Manager, Works Delivery Manager, Section Supervisor and Works Delivery Supervisor;
- Job Descriptions.

3 Summary of key principles

3.1 Track

In the main, routine maintenance and inspection is delivered by the Section Manager's organisation and life extension/renewals/enhancements are delivered by the Works Delivery Manager's organisation.

Track maintenance and inspection activities are separate under the Section Manager [Track], who is responsible for both activities.

The Works Delivery Manager reports into the Programme Manager and may deliver work for Delivery Units other than theirs.

A Section Manager [Rail Testing and Lubrication] (RT&L) is created under the Rail Management Engineer.

Lubricator teams are now under the Section Manager RT&L.

In the main, hosting arrangements within a Delivery Unit remain unchanged for Rail Management activities (Welding & Grinding and Rail Testing & Lubrication). One Track Maintenance Engineer will normally host the Rail Management team on behalf of other Track Maintenance Engineers in a Delivery Unit.

Response arrangements are unchanged with out-of-hours rapid response reliant upon call-out arrangements.

A Track Operative or Track Technician shall provide assistance to a Welding Team Leader if required.

An optional post of Team Leader [Longitudinal Timber] has been created under the Section Manager (Track).

3.2 Off Track

Off Track maintenance and inspection activities are separate under the Section Manager [Off Track], who is responsible for both activities.

Inspection activities are delivered by dedicated inspectors. These posts are identified as Team Leader (Off Track Inspection) on organisation charts.

The role of Team Leader (Off Track Inspection) covers all Off Track assets.

Off Track assets include fencing, boundary walls, level crossings (excluding Track and Signalling assets), track and Off Track drainage, access points, line side signs and walkway maintenance. (Track and Off Track drainage includes the maintenance

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of drains (less than 450 mm in diameter) and the clearance of debris from the entrance of all culverts up to 1800 mm in diameter.)

Key Off Track work activities include vegetation management, graffiti removal, fly tipping removal and litter clearance.

Works to Building and Civils assets are not part of the Off Track asset group.

Most Delivery Units have a single Off Track team. In this circumstance, one Track Maintenance Engineer hosts the Off-Track team on behalf of other Track Maintenance Engineers in a Delivery Unit.

Response arrangements are unchanged with out-of-hours rapid response reliant upon call-out arrangements.

4 Roles

4.1 Job purpose

The relevant job purpose for each of the roles in the new Track and Off Track organisation are listed in Table 1. Although these appear in the individual job description documents, it is useful to see them together to better understand the link between the roles. Reference should be made to the relevant organisation charts, job descriptions and role profiles.

4.2 Section Trinity

The relationship between the Section Manager, Section Planner and Section Administrator is extremely important. This has previously been referred to as the Section Trinity principles. The role of the Section Planner (SP) and Section Administrator (SA) is to provide support to the Section Manager. The SP and SA perform much of the planning and support activity which historically would have been done by the Section Manager and took them away from the core work of managing their Section. Therefore, it is important that these roles work effectively so that the Section Manager receives the right level of support.

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Role	Job purpose
TRACK MAINTENANCE ENGINEER	Direct and manage the Track Maintenance team in the inspection and maintenance of the track to agreed standards and within budget.
ASSISTANT TRACK MAINTENANCE ENGINEER	Direct and manage the technical support which provides technical, engineering and management support to the Track Maintenance Engineer's team.
SECTION MANAGER	Manage and direct the Infrastructure Maintenance delivery team to deliver inspection, maintenance and renewal of assets to standards. Manage activities within a programme of work utilising agreed resource levels, budget and unit cost measures to achieve safety, asset performance, cost and quality business targets.
SECTION SUPERVISOR	Assist the Section Manager in the inspection, maintenance and renewal of assets to standards and with agreed resource levels, budgets and unit cost measures. Supervise the delivery of work and undertake specific inspections as required. Assist in the management of employees as directed.
WORKS DELIVERY MANAGER	Manage and direct the Works Delivery team in the delivery of project work and maintenance to standards and within agreed resource levels.
WORKS DELIVERY SUPERVISOR	Assist the Works Delivery Manager in the delivery of project work and maintenance to standards and within agreed resource levels, budgets and unit cost measures. Supervise the delivery of work and undertake specific inspections as required. Assist in the management of employees as directed.
TEAM LEADER	Direct, organise and motivate the team so that work is undertaken safely, efficiently and to the relevant standards. Undertake and direct inspection, faulting, maintenance and renewal work as allocated.
TECHNICIAN	Provide support to the Team Leader to organise and motivate the team so that work is undertaken safely, efficiently and to the relevant standards. Undertake inspection, faulting, maintenance and renewal work as allocated. Where directed, act as a Team Leader.
OPERATIVE	Undertake work as allocated safely and efficiently.
SECTION PLANNER	Using corporate planning processes, systems and databases, undertake the development of detailed, fully resourced and optimised work plans for approval by Section Managers.
SECTION PLANNER / ADMINISTRATOR	Undertake the development of detailed, fully resourced and optimised work plans for approval and provide accurate and effective administrative support to the line manager and his/her team.
SECTION ADMINISTRATOR	Provide an accurate, efficient and effective administrative support to the line manager. Work as directed or using own initiative as the situation demands.

Table 1 – Roles

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5 Team structure

5.1 General

The following lists the typical team structure for Track and its sub-disciplines. However, the team composition may change depending on the tasks to be undertaken, the required protection arrangement and employee competence.

5.2 Track

5.2.1 Track Inspection and Track Maintenance

Track Inspection. Typical team composition is 1 Team Leader [Track Inspection] or 1 Technician [Track Inspection] for the inspection activity, plus the required number of Operatives [Track Inspection] for protection activities.

Track Maintenance. Size to vary by task, with a typical team ratio being 1 Team Leader [Track Maintenance], 2 Technicians [Track Maintenance] and 6 Operatives [Track Maintenance]. The number of Operatives will change to suit the protection requirements.

Where necessary, additional support may be provided from any other person, subject that the person providing support being competent to do so.

5.2.2 Longitudinal timbers

The Section Manager [Track] is responsible for undertaking the inspections (visual and detailed inspections) and maintenance of longitudinal timbers in accordance with NR/L2/TRK/001/A01, *Inspection and maintenance of permanent way – Inspection*.

Where work arising is identified the post of the Team Leader [Longitudinal Timbers] will undertake these works with support of the required number of employees who hold the relevant competence to undertake the work. Where the volume of work does not require a dedicated post the activity may be hosted.

5.2.3 Rail welding

Typical team composition is 1 Team Leader [Welding] and 1 Technician [Welding and Grinding] to provide assistance with the welding activity if required, plus the required number of Operatives [Welding and Grinding] for protection activities.

Where necessary, additional support from another person during the welding set up and completion process may be provided from any other group subject to the person providing support being competent to do so.

5.2.4 Rail grinding

Typical team composition is 1 Team Leader [Grinding], 1 Technician [Welding and Grinding] and 1 Operative [Welding and Grinding], plus the required number of Operatives [Welding and Grinding] for protection activities.