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Guidance Note

Infrastructure Maintenance Restructure – Guidance on the Signalling Organisation

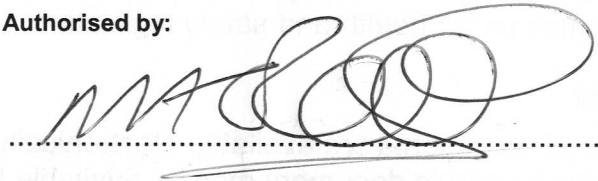
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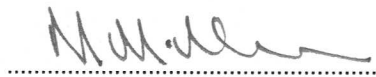
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Issue record

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

Reference documentation

NR/L3/MTC/MG0229, *Infrastructure Maintenance Restructure – Cross Boundary working for S&T response*

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 Signal Maintenance Engineers, Section Managers, Works Delivery Managers, Section Supervisors and Works Delivery Supervisors who assist them. It is also a useful reference document for Planners, Administrators and other front line signalling staff and contractors.

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It is intended to be read with:

- NR/L3/MTC/MG0229, *Infrastructure Maintenance Restructure – Cross Boundary working for S&T response*;
- 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

The key principles behind the new organisation are as follows.

- In the main, routine maintenance is delivered by the Section Manager's organisation, and life extension/renewals/enhancements are delivered by the Works Delivery Manager's organisation.
- The Works Delivery Manager reports to the Programme Manager and may deliver work for Delivery Units other than their own.
- A Control Centre Technician post has been created under the Signal Section Manager [Signalling] which replaces the Box Technical Officer or similar posts. This post will be responsible for interfacing with Control and supporting remote condition monitoring and reporting.
- Cross-boundary faulting response has been introduced as part of the Maintenance Restructure organisation. Details of the S&T cross-boundary response arrangements are detailed in NR/L3/MTC/MG0229, *Infrastructure Maintenance Restructure – Cross Boundary working for S&T Response*.
- Maintenance regimes standardised, includes the requirement for compliance with ROSE inspection. (Guidance is given in **12.4**.)

4 Roles

4.1 Job purpose

The relevant job purpose for each of the roles in the new Signal Maintenance 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.

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Role	Job purpose
SIGNAL MAINTENANCE ENGINEER	Direct and manage the Signal Maintenance team in the maintenance and faulting of the signalling infrastructure to agreed standards and within budget.
ASSISTANT SIGNAL MAINTENANCE ENGINEER	Direct and manage the technical support to provide production, performance, assurance, technical, analytical, and data quality support to the Maintenance Engineering 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 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 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

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

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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.

5 Team structure

5.1 Signal and faulting maintenance

Typical signalling faulting and maintenance teams will remain at a team size of 3 staff:

- 1 × Team Leader [Signalling Maintenance]
- 1 × Technician [Signalling Maintenance]
- 1 × Operative [Signalling Maintenance].

However, the team composition may change depending on the tasks to be undertaken, the required protection arrangement and employee competence.

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

5.2 Person in charge

Where several teams are working together, the Section Manager or Section Supervisor will nominate one Team Leader to act as the overall person in charge.

6 Response arrangements

Providing the required faulting cover for the signalling infrastructure is a key element of the Signalling Organisation.

As part of the of the Maintenance Restructure reorganisation, a review of the current signalling response organisation was undertaken. The structure has been standardised to make it more effective and efficient.

S&T cross-boundary response has been introduced as part of the Maintenance Restructure organisation.

New response arrangements are specified in NR/L3/MTC/MG0229, *Infrastructure Maintenance Restructure – Cross Boundary Working for S&T Response*.

Teams may be required to attend failures or incidents as the need arises subject to holding the required competencies.

7 Hosting arrangements

Delivery Units have been sized so that they are self-sufficient with respect to Signalling maintenance and faulting. These activities will not normally be hosted between Delivery Units. However, cross-boundary working will be introduced where required.