

Ref:	NR/L3/MTC/MG0230
Issue:	2
Date:	04 December 2010
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Level 3

Infrastructure Maintenance restructure – Competency matrix

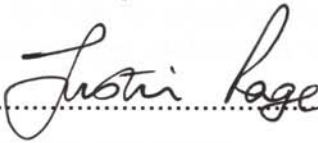
Endorsement and Authorisation

Endorsed by:



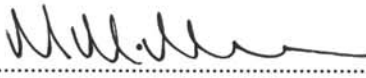
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Issue record

Issue	Date	Comments
1	June 2010	First issue, not formally issued
2	September 2010	Minor updates based on changes in working practises

Reference documentation

[SMF/MG/455](#) Competence Matrix

Compliance

This Network Rail standard is mandatory and shall be complied with by Network Rail and its contractors if applicable from 05 March 2011.

When this standard is implemented, it is permissible for all projects that have formally completed GRIP Stage 4 to continue to comply with the Issue of any relevant Network Rail Standards current when GRIP Stage 4 was reached and not to comply with requirements contained herein, unless the designated Standard Owner has stipulated otherwise in the accompanying Briefing Note.

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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 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.

A master competency matrix has been produced to define the competencies available for each Infrastructure Maintenance role, which when chosen are required to be held and retained by each post holder in the Infrastructure Maintenance organisation.

Line Managers review their template competency matrix and create a bespoke "section competency profile" for each of the roles within their section, based on the requirements of master competency matrix, Network Rail standards and business needs. The section competency profile will be used to denote the required competencies against which each post holder may be assessed.