

**Job Holder: Fleet Continuous Improvement Manager**

**Reports to: Head of Fleet Production**

**Grade: PM2**

**Safety Status: Non-Safety Critical**

**Date version agreed: 1<sup>st</sup> June 2020**

## 1. Job Purpose

To lead on all the Continuous Improvement processes within the Fleet organisation, including culture change and the implementation of tools and techniques such as Visual Management and Practical Problem Solving.

Provide expertise to the rest of the business, striving for achieving Operational Excellence in areas where focus is needed. Prioritise improvement activities, design Continuous Improvement training packages to ensure practices are understood, embedded and developed within operational areas. Promote a culture change using appropriate tools to address root causes, eliminate issues to prevent recurrence as well as containment measures where appropriate.

Work collaboratively with all internal teams to share and embed good practice.

## 2. Safety Details

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

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### 3. Dimensions

#### A. Financial:

Yes – budget for continuous improvement to be agreed

#### B. Staff:

Yes – organisation as per org chart

#### C. Others:

None

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### 4. Principal Accountabilities

- Lead on the design and implementation of Visual Management throughout the department
- Develop a process for Visual Management, including physical space, roles and responsibilities, and terms of reference
- Identify KPIs and design KPI trees to ensure corporate alignment between fleet vision, mission, strategic objectives and KPIs
- To actively drive KPI improvement by designing processes that enable root cause identification and action plans for improvement
- Ensure industry and local good practice is identified and adopted to ensure the best possible outcome for West Midlands Trains
- Communicate effectively to the business, providing updates on progress to the Fleet Senior Team
- Develop plans and monitor progress of all Continuous Improvement initiatives, provide updates to internal stakeholders
- Create professional presentations, reports and dashboards according to the needs of the business and the audience
- Act as the champion for Continuous Improvement, including the use of techniques such as Practical Problem Solving, A3 thinking, root cause analysis, 5 whys and Visual Management
- Lead and facilitate kaizen events (rapid improvement events)
- Map out key processes, ensuring that the most efficient and effective ways of working are implemented
- Identify 'Lean wastes' to ensure all efforts and energy are spent on activities that add value to the customer
- Challenge and Remove unnecessary processes that do not add value
- Capture "as is" processes and develop "to be" processes into Process Maps
- Build strong relationships with key stakeholder across all business functions ensuring cross collaboration to deliver the best solutions for the business
- Identify and incorporate good practice from the wider Abellio TOCs

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## 5. Context

### **A: Operating Environment:**

This role will consist of working across all of the fleet depots, including shift work

### **B: Framework and Boundaries:**

Leading, developing and implementing the best possible Continuous Improvement tools, techniques to instil a culture where everyone strives for improvement, every day.

Acting as an expert, enabler and facilitator for all operational delivery teams, so that WMT Fleet can deliver Operational Excellence and the service our customers deserve.

Capturing all key processes, develop into process maps, and simplify our business to deliver the continuous improvement agenda, as part of our transformation strategy. Ensuring that the Operational processes are efficient, effective and as simple as possible, enabling colleagues to deliver excellent customer service at every stage of the journey.

### **C: Organisation:**

Refer to organisation chart

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## 6. Relationships

### **A: Reporting lines:**

Head of Fleet Production

### **B: Other Contacts:**

Depot Management Teams, own organisation, Training & Development Manager, Materials Manager, Train Planning, Finance, Performance, Customer Services, external stakeholders

### **C: Outside the Company:**

Other Abellio TOCs

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## 7. Knowledge and Experience

Must have the ability to successfully prioritise workload in a fast-paced environment, without being afraid to challenge the status quo.

Flexible and adaptable approach with a positive 'can do' attitude, approachable, engaging, resilient, organised, motivated, articulate and professional.

Excellent analytical and problem-solving skills, communications skills, both verbal and written.

Demonstrable Continuous Improvement mind-set and ability to think strategically with a good overall understanding of project and change management with experience desirable.

Previous experience and implementation of continuous improvement tools and methodologies for operation teams, such as visual management.

Delivery of Lean Six Sigma (or similar) related projects, training and coaching.

Project/programme management experience desirable.

Experience with process improvement work.

Sound leadership skills to lead cross-functional working groups.

Influencing and negotiation skills to obtain the best outcome from cross-functional working groups.

Experience in leading workshops, defining action plans and tracking through to completion.

Lean Six Sigma Green Belt desirable along with any other Continuous Improvement qualification.

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

The role must work under their own initiative and influence a culture change across Fleet Production

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**9. Additional Information**

None

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**10. Sign off**

**Job Holder:**..... **Date:**.....

**Manager:**..... **Date:**.....

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## Nominated Deputies

If this is a KEY SAFETY POST (2D is "checked") a Nominated Deputy must be identified. The job holder must ensure that the Nominated Deputy receives a copy of, and is briefed on, this Job Description.

**Job title of Nominated Deputy:** .....

**Name of Nominated Deputy:** .....

**Signature of Nominated Deputy:** .....

**Date:** .....

As the Nominated Deputy for this post, I confirm that I have been briefed on the requirements of this job. If there are more Nominated Deputies they should sign further copies of this Job Description.