

POSITION DETAILS

| | |
|-----------------------------------|----------------------------------|
| POSITION TITLE | Maintenance Shift Manager |
| DIRECTORATE | Maintenance |
| DIVISION | Fleet Maintenance |
| REPORTS TO | Maintenance Delivery Manager |
| POSITION NUMBER | Various |
| CLASSIFICATION | RC06 |
| HEALTH ASSESSMENT CATEGORY | Category 2 |

PRIMARY PURPOSE

The primary purpose of the Maintenance Shift Manager is to ensure maintenance and customer experience/train presentation activities are carried out safely and in accordance with standards, by co-ordinating and overseeing the various activities within the Maintenance Centre to deliver Fleet availability.

ORGANISATIONAL ENVIRONMENT

The 'Fixing the Trains' program is a once in a generation reform. Key to this is the creation of two new organisations. Sydney Trains and NSW Trains are world-class organisations with one shared goal – to give customers the service they deserve, every day, without fail. Sydney Trains and NSW Trains represent real and exciting change.

The transformation will position the new organisations to become more customer-focused, sustainable, efficient and cost effective.

Sydney Trains and NSW Trains will reflect a 'make it happen' culture where each individual accepts both a personal and shared responsibility for being innovative, for making a difference and for developing organisational capability.

There is a clear mandate for a renewed focus and continual and measurable improvements in customer service, presentation standards, on time running, safety and maintenance.

Joining the new Sydney Trains and NSW Trains teams presents an exciting opportunity to shape the future and make a genuine difference for the people of NSW by providing the rail system they deserve.

KEY ACCOUNTABILITIES

1. Accountable for maintenance and customer experience/ train presentation output on shift basis in Depot.
2. Manage daily and urgent issues whilst ensuring longer term plans delivered.
3. Provide, plan and report on rolling stock for TMP and scheduled routine maintenance requirements.
4. Set yard, prepare Run In and Run Out including preparation of call in call out lists.as appropriate
5. Develop and sustain a collaborative and harmonious work culture.
6. Manage the day to day running maintenance and liaise with shunting functions for the Maintenance Centre to ensure output meets scheduled requirements.
7. Manage and/or coordinate staff related matters including training, implementation of policies and procedures, leave management, performance management, counselling, attendance verification and rostering to optimise the contribution of staff to productivity.
8. Assist in the reduction of maintenance costs and improving productivity through recommending and implementing new methods of work, effective management of costs including overtime and consumables.
9. Manage the daily availability of sufficient rolling stock to meet operational (timetable) demands.
10. Manage the daily availability of sufficient staff to meet maintenance demands.
11. Investigate and take corrective action as necessary on in-service failures. Identify alternatives to ensure priorities and deadlines are maintained in the event of machinery breakdown.
12. Maintain regular and robust communication with staff.
13. Manage multi-functional teams including Team Leaders who coordinate and contribute to the work of teams and ensure effective communication.
14. Continuously seek to improve the quality of inspections, maintenance, repairs, modifications, upgrades and repairs within time frames and budget.
15. Lead and manage safety compliance to ensure safe work practices are identified and adhered to.
16. Lead the VMC meetings with direct reports and ensure VMC practices are consistent with organisational requirements and expectations.
17. Consistently deliver efficiency and set a platform for increased commerciality.

KEY RELATIONSHIPS

INTERNAL – across/within Sydney Trains

MAIN CONTACT and PURPOSE

- Maintenance Delivery Manager - Operational and resource requirements, support for culture and productivity improvement, managing performance issues and appropriate escalation for resolution.
- Maintenance Planner - Logistics, maintenance output and production scheduling and planning
- Team Leader - management and completion of daily maintenance activities and management of team performance and development.
- Shunters – provision/movement of sets for daily maintenance activities.
- Reliability Engineers – root cause analysis and problem solving.
- Liaison as appropriate with management peers, other Maintenance Centres and equipment suppliers to contribute to the overall efficient operation of the Centre.

EXTERNAL – outside of Sydney Trains

MAIN CONTACT and PURPOSE

- UGL Rail/Unipart – stores and materials availability.

DECISION MAKING

The position is fully accountable for the daily (24/7) maintenance and customer/train presentation experience output of a Maintenance Centre and the effective management of daily and urgent issues to minimise their impact on the delivery of longer term plans.

Independent decision making requirements of the position include:

- Manage resources and assets to the Maintenance operating budget for the Maintenance Centre.

Collaborative decision making requirements of the position include:

- Prioritise maintenance work to meet scheduled requirements.
- Allocation of work priorities to team leaders and their teams.
- Root cause analysis and problem solving for identified defects.
- Team management, performance management and competency development of team leaders and their teams.

CHALLENGES

- Coordinating the various Maintenance Centre units and their activities so they operate as one, cohesive team that delivers safe, available, reliable and presentable trains at a commercially comparable cost.
- Managing the implementation of business change initiatives within the Maintenance Centre as part of the shift to become a commercially comparable business.
- Allocating financial resources efficiently within budget constraints, identifying on-going cost efficiencies while improving service quality and meeting the expectations of the client.
- Integrating commercial business principles (such as activity based costing to enable accurate charging of the client, the achievement of budget and cost minimisation) into daily operations.
- Balancing new initiatives and strategic issues with day to day operations to ensure continuity of services.
- Introducing and maintaining a standard of work practices that enable maintenance work to be carried out safely and reduce lost time injuries.
- Implementing business systems compliance including quality assurance and customer/train presentation service regimes within the Centre.

POSITION IMPACT

| | |
|------------------------|--------------------------|
| DIRECT REPORTS: | Team Leaders Shunters |
| BUDGET (CapEx/Salary): | NIL |

SELECTION CRITERIA

(include any required Licences or accreditation required by the position)

1. Qualified in Mechanical or Electrical Engineering - degree or certificate or appropriate trade certificate with substantial experience – (5 years minimum in a maintenance workshop environment).
2. Demonstrated experience in managing a multi-skilled heavy engineering workshop and in initiating and managing change.
3. A knowledge of continuous improvement methodologies and best practices such as Lean Six Sigma (Yellow Belt) is an advantage.
4. Demonstrated experience in delivering the balance of forward planning, improvement initiatives with operational delivery.
5. High level of computer literacy with experience in planning systems/data based applications and MS Office.
6. Well developed analytical, problem solving, negotiation and decision making skills.
7. Excellent interpersonal and oral/written communication skills.
8. Must have experience in developing, reviewing and promoting processes and practices to prevent and detect fraud and corruption.
- 9.

PERFORMANCE STANDARDS

| Dimension | Performance Level |
|-------------------|--|
| SAFETY | <ul style="list-style-type: none"> Personal ownership over safety demonstrated through proactive risk based decision making Safety results of self and team achieved Target Zero principles and objectives communicated and initiatives implemented Safety improvements realised through regular communication and interactions with team Safety management system implemented and monitored for team Investigations for incidents proactively managed and a resolutions achieved within designated timeframes |
| CUSTOMER | <ul style="list-style-type: none"> Customer expectations mutually agreed through engagement with managers and team Customer initiatives interpreted and communicated to the team and delivered at appropriate cost Customer priorities improved through application of customer-first processes in the areas of timeliness, information, passenger safety and cleanliness Performance monitored, communicated to the team and improvement opportunities identified and pursued Feedback and initiatives solicited from team and customers, feasibility pursued and outcomes communicated back to team members (go or no-go) Team held accountable for utilising agreed methods & measures to produce reliable results Delivered operational/technical/specialist information & outcomes on time |
| FINANCIAL | <ul style="list-style-type: none"> Goal setting, work plans, budget & resource allocation aligned with plan & Directorate goals Early identification of budget variances enabled intervention Financial processes and systems complied with Prudent purchasing activities resulted in doing more with less Appropriate rostering and scheduling reduced overtime and absenteeism Short-term results achieved within budget Quality and risk management processes implemented Team met targets, due dates and quality standards |
| LEADERSHIP | <ul style="list-style-type: none"> Communicated, demonstrated and ensured commitment to enterprise vision and values and operational priorities Displayed fairness, built trust and maintained respectful relationships through open lines of communication vertically and horizontally Defined and delegated work to be done with adequate resources and progress measured Team members had clear, current and measurable goals and objectives Regular team briefings, 1:1 coaching and individual development plans enhanced team members' performance and raised the bar for the team to a consistent standard High performance and team success celebrated and non-performance recognised, communicated to individuals/team and appropriate consequences respectfully actioned Created real teamwork and idea sharing with direct reports, peers and manager Enabled effective consultation through union interactions |

BEHAVIOURS

| Critical behaviours | Behaviour Statement |
|-----------------------|--|
| PRIDE | <ul style="list-style-type: none"> Ask for feedback about your team and identify and spread the word about successes across businesses. Compliment good performance and provide guidance to improve on poor performance. Share personal stories about what makes you proud to work here and your passion for the Railway |
| ACCOUNTABILITY | <ul style="list-style-type: none"> Consider the bigger picture. Align your decision-making with the overall organisation objectives, which you regularly communicate to your team. Be proactive and access the information you need to make the right decisions in a timely manner, taking a solution-based approach and calculated risks |
| COLLABORATION | <ul style="list-style-type: none"> Treat staff fairly and equitably and communicate decisions and process. Provide honest and constructive feedback and engage in both the positive and difficult conversations. Meet regularly with your team to collect feedback and brainstorm ideas that you will personally progress |

| | |
|-------------------|---|
| EXCELLENCE | <ul style="list-style-type: none"> Talk to your staff about the significance of the task that they are undertaking. Ensure they understand the context and rationale for what they are being asked to do. Take initiative to reach out to your customers, anticipate their needs and offer to help |
| SAFETY | <ul style="list-style-type: none"> Regularly visit worksites and recognise good and poor practices. Begin discussions with safety conversation, emphasising the value we place on ensuring our team mates go home safe. Regularly share with your team lessons learned and opportunities for safety improvement. |