

London Underground

Management Job Description

Job Title : **Quality Manager**

Department : **Connect PFI**

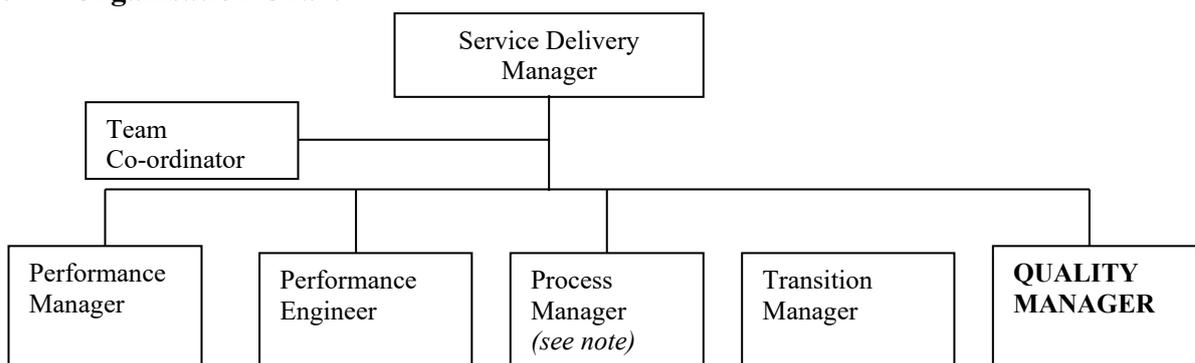
Reports To : **Service Delivery Manager**

Hay score : **519**

1.0 Job Purpose

1.1 To manage and control the assurance process for the Operational and Maintenance (O&M) element of the Connect Project and the ongoing maintenance of the Service Delivery Team Quality Management System. Also, to be responsible for the activities associated with quality audits, inspections, technical reviews, Connect On-Call process, Fleet Mapping, 6-monthly testing of train mobiles, and Stations customer care programme.

2.0 Organisation Chart



Note: The Process Manager will be re-titled "Customer Interface Manager"

3.0 Principal Accountabilities

- 3.1 Provide a specialist 1st and 2nd party quality auditing service for the Operational and Maintenance element of the Connect Project and an advisory service to the rest of the Project.
- 3.2 Develop and implement customer care strategies for Stations. Identify, manage and control actions to implement the strategies.
- 3.3 Develop, manage and control the 6-monthly train mobile testing programmes for all lines.
- 3.4 Manage and control the activities associated with the Connect on-call process.
- 3.5 Develop, manage and control the process for the daily review of radio issues that have the potential to be service affecting. Ensure that the information is communicated to the right people at the right time.
- 3.6 Develop, organise and control the working relationships with the Contractor, customers, key stakeholders and the rest of the Connect Project Team, with the formal responsibility and commitment to building and maintaining a collaborative relationship.

- 3.7 Work closely with the rest of the Connect Contract Management Team, LUL organisation, contractors and a number of external parties to ensure that a consistent approach is applied for all quality related activities within the Connect Project.
- 3.8 Develop strategies for the ongoing maintenance of the Service Delivery Team Quality Management System. Manage and control the actions and tasks to implement the strategies.
- 3.9 Manage and control the programme to ensure the seamless transfer of the Fleet Map to Thales. Ensure its ongoing maintenance to minimise impact on operations.

4.0 Nature of Work

- 4.1 Carry out audits, inspections and technical reviews of the 25 activities and processes on the Service Delivery Team Audit Programme to provide essential feedback of the level of contractual compliance to stated requirements, and to aid the process of identifying where continuous improvements can be made. Ensure that the level of surveillance undertaken is determined by application of the arrangements described in the relevant LUL Health, Safety & Environmental Management System (HSEMS) Standards. The work includes the upkeep of the audit programmes and reports, the management of evidence, including validation and verification, the determination of assurance requirements and the management and control of the follow-up actions.
- 4.2 Work closely with the rest of the Connect Project team and the Chief Engineer's Directorate (CED) to ensure that there is a common approach to the management of the assurance process across the Connect Project. This includes ensuring that there is, in terms of assurance, a seamless transition from the existing systems services to the new systems services.
- 4.3 Ensure effective management and control of the Stations customer care programme. This involves visiting at least 20 stations per period to identify any areas of concerns and, where there are concerns, dealing with these in a structured and timely manner. This includes ensuring that a sufficient number of radio consumable items are made available when needed and that a robust business case is made to support any additional spend. Also, during these visits, carrying out a customer satisfaction survey to assess the customers' satisfaction with the service being provided, following up any issues that are identified and putting in place measures to bring about continuous improvement.
- 4.4 Develop, manage and control the 6-monthly train mobile testing programmes. This involves ensuring that the Contractor carries out the contractually agreed tests on each line as per the agreed programme plan. Deal with any operational issues that could be a potential roadblock.
- 4.5 Manage and control the activities associated with the Connect On-Call process. This includes training new on-call managers and keeping the process and roster up to date.
- 4.6 Carry out a detailed review the Network Control Centre (NCC), Lines and Thales reports each weekday morning to identify any radio related issues that are service affecting. Communicate the information to the Chief Programmes Officer, Head of PFI Contracts, Director of Contracts Services and the Connect Contract Manager before 07:45 hrs. Then ensure that all faults are satisfactorily closed out.
- 4.7 Identify the strategies that are needed to for the ongoing maintenance of the Service Delivery Team Quality Management System. Manage and control the associated activities. Continually improve its effectiveness in accordance with the requirements of ISO9001:2000. This involves carrying out audits and reviews of the processes and procedures at regular interval and updating them as appropriate.

- 4.8 Identify and put in place measures to improve the working relationships with the Contractor, customers, Service Delivery Team members, key stakeholders and the rest of the Connect Project Team, with the formal responsibility and commitment to building and maintaining a collaborative relationship. Ensure that this is done in line with the principles outlined in the Service Delivery Team Relationship Strategy document.
- 4.9 Manage and control the Fleet Mapping activities and ensure that the function is transferred from Connect to Thales in a structured and timely manner, 3-6 months before the start of new systems services. Monitor its maintenance whilst at Thales and ensure that any adverse impact on operations is minimised.
- 4.10 Deliver improvements to the Service Delivery function through the use of continuous improvement and quality assurance techniques to ensure long-term continuing expectation of improvement to all activities.
- 4.11 Provide a focal point of contact for all queries and information relating to all the above activities.

5.0 Job Boundaries And Decision Making

- 5.1 The Quality Manager will report directly, and be responsible, to the Connect Service Delivery Manager and will be accountable for decisions relating to the assurance process, the Stations customer care programme and the Connect on-call process. In the absence of the Service Delivery Manager the Quality Manager may be required to act as Service Delivery Manager.
- 5.2 Some audits and inspections will be carried out during Engineering Hours. The Quality Manager will therefore need to work during Engineering Hours in order to audit and inspect the contractors' activities that are carried out during these periods.
- 5.3 The Quality Manager will be on call formally for approximately one week (including weekends) in ten and will be expected to work unsociable hours and extended hours in response to the changing demands of the job.

6. Job Holders's Command

- 6.1 The Quality Manager is responsible for providing specialist advisory service to the Service Delivery Team and support service to the rest of the Connect Contract Management Team and the Contractor in all areas associated with quality, assurance and Connect On-Call activities.

7. Main Working Relationships

- 7.1 The Quality Manager will establish and maintain close working relationships with all Connect Contractors, stakeholders (such as the Chief Programmes Officer and Head of PFI Contracts), Customers, Connect Contract Management Team, Network Control Centre and Fault Report Centre staff, Chief Engineer's Directorate, Line Operations staff (Station staff, in particular) and Consultants for the purpose of problem solving and sharing of information, and for ensuring that Connect objectives are met.

8. Dimensions

8.1 The Quality Manager's role is important both within the Project and as a part of LUL. It has a responsibility to ensure that LUL standards and legislative requirements are applied and maintained, in respect of quality assurance processes, across the entire Connect Project. The Quality Manager has significant influence on the implementation of new processes and initiatives, and for the maintenance and continuous evolution of the management of this £800M plus contract.

8.2 Direct:

The Quality Manager has a responsibility for the co-ordination and good management of any resource that is supplied from whatever source to work on quality assurance management activities.

8.3 Indirect:

Advisory and support role to the Connect Contract Management Team in all area of quality assurance planning.

9.0 Skills, Knowledge, Experience and Behaviours

9.1 Essential:

- The Quality Manager must be a certified 1st and 2nd party lead auditor and must be a member of the International Register of Certified Auditors, with experience of assurance processes
- Ability to communicate clearly and effectively
- Customer and commercial orientation
- Partnership and teamworking
- Excellent report writing and briefing skills
- Awareness of how commercial contracts are structured and used
- Providing decisions and solutions
- Ability to manage self and others to deliver performance on time
- Experience of safety related processes and LUL Standards and the development of case for safety papers

9.2 Desirable:

- Experience with working with contractors to deliver services
- Knowledge of the Connect contract, in particular the performance element
- Ability to develop and manage programmes
- Knowledge of the LUL organisation and operational processes, including policies, directives and control standards
- The ability and certification to work on or about the railway
- Experience of working with internal and external suppliers

10. Health And Safety Statement

10.1 The Quality Manager must ensure that the contractual arrangements with the Operational and Maintenance Contractor promote their active support in the pursuit and maintenance of standards of health and safety that are exemplary to the railway industry.

- 10.2 The Quality Manager must take reasonable care of himself/herself and others who may be affected by his/her acts and omissions.
- 10.3 The Quality Manager must comply with the spirit as well as the letter of health and safety related legislation, approved codes of practice, and the London Underground Safety Case.

11. Equality Statement

- 11.1 The Quality Manager must work with the rest of the organisation to achieve equality and eliminate discrimination within the workplace. This requires the Quality Manager to be familiar with LUL's Workplace Harassment Policy Statement, Guidelines and Procedures, and targets for equality.

12. Additional Information

- 12.1 LUL Connect is a Private Finance Initiative (PFI) project that will deliver a new trunked private mobile radio system for trains, stations and depots, a new fibre optic transmission network and a video transmission network to London Underground. The 20 year PFI was established with the CityLink Telecommunications Limited consortium (CTL) in November 1999 and has two main phases: the initial new works phase including installation of new systems and equipment in parallel with operation and maintenance of the existing assets followed by the steady state operations phase in 2004 (now 2006). The CityLink consortium is responsible for the entire project and the principal role of the LUL Connect Service Delivery Team is to manage the Operational and Maintenance (O&M) element of the contract on behalf of LUL. This role includes providing and receiving assurance for operational performance.

The main focus of the LUL Connect Service Delivery Team's role is to get value for money from the Contract and ensure excellence in customer satisfaction by working in partnership with our contractor to provide a quality service in a timely and cost effective manner. This includes providing confidence to those with a right to know, that their requirements have been complied with and that controlled processes have been followed in achieving the deliverables. This is achieved through the assurance process, which the Quality Manager is responsible for.

Signatures

Quality Manager : ----- Date:-----

Employing Manager: ----- Date:-----