



# Position Description

## **Rolling Stock Delivery Leader – Lower North Island Rolling Stock Asset Services**

### **Purpose:**

The Rolling Stock Asset Services (RSAS) group has overall responsibility and ownership for managing KiwiRail's rolling stock assets, including mainline and shunt locomotives, freight and specialist wagons, containers, passenger carriages and other rolling stock vehicles.

The Rolling Stock Delivery Leader – Lower North Island role is a senior leadership role within the RSAS group, with responsibility for leading and supporting the relevant rolling stock sites to ensure freight rolling stock (locomotives, wagons and containers) are available to meet the day-to-day requirements of the overall KiwiRail business. The role is also responsible for leading and supporting the relevant rolling stock sites within the region to ensure works are completed in accordance with the plan issued by the Fleet Control Centre in a safe and timely manner, and to the correct quality standard in line with relevant engineering codes.

The role is the first and single point of contact and accountability for all freight rolling stock delivery activities within the region. They are required to work proactively with our internal customers, through the respective regional structures in the operations teams, to understand and agree mutual targets for provision of rolling stock to meet the operational requirements of the business. Delivery of these targets each day across the region is the key focus of this role.

### **Leadership:**

The Rolling Stock Delivery Leader – Lower North Island are:

- Required to play a senior role in shaping and leading the RSAS teams through a significant and prolonged period of change. The role requires resilience, and an ability to remain calm, positive and energised in the face of uncertainty and change. The RSAS group is evolving, with once-in-a-generation investment in new assets and facilities, and introduction of new technology platforms across the business. Our Rolling Stock Delivery Leaders need to be comfortable with ambiguity; able to lead and navigate their sites through uncertainty as we evolve into the future.
- Expected to work collaboratively with their peer group, actively seeking to develop and share best practices in safety, quality and delivery across regions and to develop and drive a standardised approach for support functions across the country.
- Required to lead their teams to develop plans to take their facility and workforce into the future, ensuring alignment with the overall RSAS future state plan. They will lead and facilitate new and different ways of working across teams, encourage bottom-up engagement and collaboration and create environments that promote different thinking and ideas. They will champion a culture that is focused on effective relationships and

engagement with our customers (both internal and external), our stakeholders and broader communities.

- Responsible for leading the creation of a physical and cultural environment that promotes gender, cultural and demographic diversity throughout the rolling stock sites in their region, and to actively pursue development of a more diverse workforce.

**Dimensions:**

- Reports to:** National Rolling Stock Delivery Leader  
**Responsible for:** Rolling Stock Site Leaders within the region  
 RSAS depot and servicing personnel within the region  
**Location:** Palmerston North  
**Budget:** In line with DFA policy  
**Internal Contacts:** Other regional Rolling Stock Delivery Leaders  
 Rolling Stock Site Leaders  
 RSAS group – management team  
 Relevant peers in Operations, Zero Harm, Finance  
**External Contacts:** Rail & Maritime Transport Union  
 Transdev (Auckland & Wellington)  
 Various external contractors

**Key Accountabilities:**

<b>Safety</b>
<ul style="list-style-type: none"> <li>• Role model for Zero Harm behaviours. A vocal and visible advocate for the mindset of Zero Harm across the region.</li> <li>• Lead and champion introduction of new Zero Harm initiatives.</li> <li>• Lead and coach the Rolling Stock Site Leaders and their teams to proactively identify and manage hazards in the work place.</li> <li>• Champion interaction with the relevant operations personnel in the region where interface activities take place that present shared hazards.</li> <li>• Drive standardization of approach and collaboration on safety related matters within the region – ensure knowledge sharing and cross-site visits are undertaken on a regular basis.</li> <li>• Actively collaborate with other regional Rolling Stock Delivery Leaders to share best practices.</li> <li>• Accountable for the Zero Harm performance of the RSAS sites within the region.</li> <li>• Accountable for ensuring robust systems are in place at each site to assure compliance of any person on RSAS site with the KiwiRail Safety, Health and Environment Management System.</li> <li>• Accountable to action any relevant findings and actions from Zero Harm incidents (managed through KiwiRail’s IRIS system).</li> <li>• Responsible for leading and supporting the rolling stock sites within the region to continuously improve Zero Harm measures, including meeting KiwiRail targets as required.</li> </ul>
<b>Quality</b>
<ul style="list-style-type: none"> <li>• Lead and support the Rolling Stock Site Leaders to introduce quality initiatives within the region in collaboration with the RSAS quality and assurance team to improve the reliability performance of our assets.</li> <li>• Accountable for the quality performance of the RSAS sites within the region.</li> </ul>

<ul style="list-style-type: none"> <li>Accountable to action any relevant findings from quality or other related audits (both internal and external).</li> <li>Responsible for leading and supporting the Rolling Stock Site Leaders to drive continuous quality improvement in all maintenance works.</li> </ul>
<p><b>Cost</b></p>
<ul style="list-style-type: none"> <li>Accountable for managing RSAS headcount in the region in line with approved budget.</li> <li>Accountable for management of RSAS spend in the region on materials and consumables in line with approved budget.</li> <li>Responsible for input to the capital budgeting process for the region each year.</li> <li>Responsible for driving the execution of relevant site capital works within the region, in line with the approved capital plan.</li> <li>Lead and support Rolling Stock Site Leaders within the region to interface with KiwiRail facility and project management personnel to ensure delivery of fit-for-purpose and best value solutions for facility improvements.</li> </ul>
<p><b>Delivery</b></p>
<ul style="list-style-type: none"> <li>Lead the team through introduction of major change initiatives including introduction of new assets, facility improvements and introduction of technology platforms.</li> <li>Collaborate with other regional Rolling Stock Delivery Leaders to provide a standardised approach across the country for relevant support functions such as inventory, administration, SAP support.</li> <li>Lead and support the Rolling Stock Site Leaders to develop and implement improvements in site work practices, working with the RSAS Future State team. Ensure this approach is standardised across the region.</li> <li>Lead and support the Rolling Stock Site Leaders to ensure delivery of maintenance, repair and rectification works in line with the plan issued by the Fleet Control Centre, while ensuring compliance with relevant engineering codes.</li> </ul>
<p><b>People</b></p>
<ul style="list-style-type: none"> <li>Role model for the Just and Fair Culture.</li> <li>Lead the region with resilience and positivity in the face of ambiguity and significant change.</li> <li>Create and champion an environment across the region that promotes gender, cultural and demographic diversity.</li> <li>Actively pursue development of a more diverse workforce across the region.</li> <li>Champion the principles of High Performance, High Engagement (HPHE) in all workforce interactions.</li> <li>Accountable for direct line management of Rolling Stock Site Leaders within the region, including leave management, competency management, disciplinary action and performance development, and supporting any escalation from subordinate site staff.</li> </ul>

**Person Profile:**

<p><b>Essential:</b></p>	<p><b>Desirable:</b></p>
<p>10+ years' experience in rolling stock maintenance or another heavy-industrial environment, with at least 5 years being in roles with a leadership component.</p>	<p>10+ years' experience in leadership roles in rolling stock maintenance or another heavy industrial environment.</p>

Openness to change, with demonstrated ability to lead teams with adaptability and resilience in ambiguous environments.	Experience in leading change initiatives in rolling stock maintenance or another heavy industrial environment.
Familiarity with operational productivity improvements such as Lean and 6-sigma, and inherent belief in their effectiveness and value.	Experience implementing operational improvements in a rolling stock maintenance environment.
Preference for data driven decision making, with an ability to make sound decisions where there is significant ambiguity.	
Ability to juggle multiple competing priorities and make sound decisions under pressure.	
Demonstrated ability to positively lead teams in rolling stock maintenance or another heavy industrial environment, with a preference for face-to-face interaction and engaging of front-line personnel.	
Commercial acumen and understanding of managing budgets, headcount and hours.	Experience of budget and headcount accountability for a significant team (+20 people).

### **Education:**

<b>Essential:</b>	<b>Desirable:</b>
Trade or formal qualifications in engineering or equivalent extensive work experience.	Bachelor Degree or higher in Engineering or a related discipline.
	Formal qualifications in business management, people leadership or other relevant discipline.