

Apprenticeship assessment standard for the road transport engineering manager standard

The following table gives the structure and content for professional standards appropriate for the role of road transport engineering manager. It is based on, and aligns with the professional standard for the bus and coach engineering manager, recognised by the Confederation of Passenger Transport and has been widened to facilitate consistency across a wider range of stakeholders and bring standardisation to the road transport engineering manager role. The standards are intended to embrace the range of functions/accountabilities undertaken in the role. The structure and content developed here set out indicators of performance, with performance graded across three grades of achievement. The indicators describe both particular activities appropriate to each grade, and also associated attributes/behaviours which would support performance at each grade.

The following summarises the attributes/behaviours which underpin the role:

- 1) Risk Culture
- 2) Customer Orientation
- 3) Team leading
- 4) Communicating
- 5) Personal effectiveness
- 6) Planning and organising

The following summarises the areas of activity undertaken in the role:

- 1) Operational engineering management
- 2) Performance management
- 3) Health and Safety and workplace 'risk' culture management
- 4) Planning, budget setting and financial control
- 5) Team development and management
- 6) Maintain relationships with customers and other stakeholders

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Indicators of attributes/behaviours demonstrated		
1) Risk culture		
Developing	Competent	Outstanding
<ul style="list-style-type: none"> Deals with health, safety, environment and security effectively Is aware of the importance of undertaking tasks with due regard for the risks to security and health and safety Seeks assistance and guidance where appropriate Actively reports incidents and accidents 	<ul style="list-style-type: none"> Promotes actively the importance of health, safety, environment and security to team members and others Is an example to others, demonstrating a commitment to maintaining security and health and safety 	<ul style="list-style-type: none"> Has a proven commitment to health, safety and security and embeds these in the team Develops communication channels with other management teams to improve knowledge and awareness of health and safety matters Has authority and influences others positively towards adhering to organisational rules and procedures
2) Customer orientation		
Developing	Competent	Outstanding
<ul style="list-style-type: none"> Meets their company's standards of appearance and behaviour Communicates politely, clearly, and in a way that makes customers feel valued Appears calm and approachable 	<ul style="list-style-type: none"> Presents a positive and professional image to customers at all times Demonstrates an understanding of customer needs and interests relevant to the products and services being offered Creates time to deal with customer requirements Deals sensitively and positively with customers seeking to make a complaint Takes ownership of customer queries and any complaints 	<ul style="list-style-type: none"> Develops rapport with customers, determining and addressing their needs and interests relevant to the services being offered Uses own initiative to diffuse any difficult situations Demonstrates empathy and influences attitudes and opinions positively, gaining support through reasoned discussion Displays tact, diplomacy and firmness when dealing with difficult customer Is a role model in demonstrating integrity, honesty and fairness Identifies opportunities for improving customer service and makes appropriate, reasoned recommendations towards enhancing service

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		<ul style="list-style-type: none"> Inspires team commitment to servicing customer needs
3) Team leading		
Developing	Competent	Outstanding
<ul style="list-style-type: none"> Builds effective working relationships, both in own area and across other sections Is open and honest with colleagues and honours commitments made Looks actively for opportunities to help and work with colleagues Demonstrates fairness, empathy, values others' needs and motivations and is a team player 	<ul style="list-style-type: none"> Acts as a role model for excellence in team working behaviour Works actively with others within the team to solve work-related problems and to achieve team goals Demonstrates empathy and influences attitudes and opinions positively, gaining support through prepared and reasoned argument Gives and receives feedback positively Demonstrates equality, integrity, is reliable, consistent and open 	<ul style="list-style-type: none"> Acts as a role model and leads by example Develops rapport with team members and inspires them to perform at the top of their game Creates an environment which allows team members to be motivated Promotes an environment of continuous improvement Identifies individual team member strengths and plans activities to help maximise their impact
4) Communicating		
Developing	Competent	Outstanding
<ul style="list-style-type: none"> Develops clear communication channels with customers, drivers, inspectors (<u>where relevant</u>), <u>transport operations team</u> and <u>other</u> colleagues using a variety of methods Develops a rapport with drivers, inspectors(<u>where relevant</u>), <u>transport operations team</u> and <u>other</u> colleagues 	<ul style="list-style-type: none"> Encourages colleagues to feedback on service performance and reliability Encourages colleagues and team to identify opportunities to improve working practices, health and safety, and environment Selects the most appropriate method to communicate with colleagues, team and customers Communicates in a clear, concise and informative way to colleagues, suppliers and stakeholders Communicates clearly, concisely and presents information accurately to customers and colleagues Listens actively through asking questions and clarifying points to check understanding 	<ul style="list-style-type: none"> Develops communication channels with other management teams to improve knowledge and awareness of fleet matters Presents difficult information clearly and concisely, identifying key points for action Raises communication issues with other organisations to improve the outcomes and effectiveness Adopts different and appropriate styles of communication according to the needs of a range of customers and colleagues Listens actively, asking questions and clarifying points to check understanding Presents difficult information clearly and concisely, identifying key points which require action

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	<ul style="list-style-type: none"> • Adopts different and appropriate styles of communication according to the needs of a range of colleagues, suppliers and stakeholders • Raises communication issues with other departments senior managers and directors to improve the outcomes and effectiveness 	
5) Personal effectiveness		
Developing	Competent	Outstanding
<ul style="list-style-type: none"> • Presents a positive and professional image • Appears calm, approachable and non-defensive • Is IT literate with basic keyboard skills and can use complex systems • Has registered for a recognised qualification from a Professional Engineering Body 	<ul style="list-style-type: none"> • Presents a positive and professional image to customers, colleagues and stakeholders making a good initial and sustained impression • Engages in CPD activities every three to five years • Interacts with customers, colleagues and stakeholders in a variety of situations without undue anxiety • Remains calm under pressure • Networks with other engineers • Successfully adapts to changing demands and conditions • Maximises the use of IT in day to day activities • Actively promotes environmental awareness and safety culture within the business • Is working towards achieving a recognised qualification from a Professional Engineering Body 	<ul style="list-style-type: none"> • Presents a positive and professional image at all times with customers, colleagues and stakeholders at all levels • Takes ownership of own development • Has a natural authority, making a good initial and sustained impression • Puts others at ease by knowing what to say, interacting easily and confidently with others in a wide variety of situations • Gets results and willingly tackles demanding tasks • Sets and exceeds challenging personal targets • Takes control and has confidence in emergency situations • Encourages innovation through sharing ideas and best practice • Actively seeks out opportunities to network with other engineers • Is a champion for environmental awareness and safety culture within the business • Has achieved a recognised qualification from a Professional Engineering Body

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6) Planning and organising		
Developing	Competent	Outstanding
<ul style="list-style-type: none"> • Plans own and engineering team’s daily work under supervision and undertakes tasks accordingly 	<ul style="list-style-type: none"> • Plans and schedules own and engineering team’s daily work, identifying and prioritising activities to achieve agreed objectives • Balances short term requests against longer term objectives • Takes a considered approach to decision making • Understands how to operate when normal systems fail • Understands when a fault or system failure requires specialist help • Deals with systems failures in a calm and considered manner • Monitors progress and adjusts work plans accordingly 	<ul style="list-style-type: none"> • Develops scheduled plans to achieve operational performance standards • Determines priorities and plans accordingly, looking ahead, anticipating obstacles and difficulties, and providing solutions • Makes sense of complex situations • Considers the pros and cons of interventions and uses available information on which to base decisions

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Indicators of activities achieved		
1) Operational engineering management		
Developing	Competent	Outstanding
<ul style="list-style-type: none"> Reports vehicle breakdowns and service/maintenance requirements to senior management Understands the requirements of engineering processes and operations in line with company aims and objectives Adheres to engineering, fleet maintenance and cleaning quality standards by following company procedures and quality checks Uses up to date legislative requirements to inform action when roadworthiness defects are found during, drivers walk round checks, vehicle inspections and annual tests Takes action according to up to date legislative requirements when roadworthiness defects are found during drivers walk round checks, vehicle inspections and annual tests Recognises systems faults and reports them to the appropriate person Audits vehicle inspections and replaces worn/ defective parts as appropriate. Understands the importance of fleet reliability and availability for customers 	<ul style="list-style-type: none"> Liaises with drivers, supervisors, operational managers, and vehicle inspectors (<u>where relevant</u>) and <u>transport operations team</u> in relation to vehicle breakdowns and vehicle service/maintenance requirements Maintains work schedules during system failures Identifies systems faults and takes corrective action Obtains specialist help to correct faults or systems failures when appropriate Regularly reviews company procedures and undertakes regular quality checks Manages the storage, removal and disposal of waste in line with company procedures and up to date legislative requirements Implements company procedures for minimising pollution from engineering activities and vehicles both on and off the premises 	<ul style="list-style-type: none"> Actively works with drivers, and vehicle inspectors (<u>where relevant</u>) and <u>transport operations team</u> to prioritise vehicle breakdowns and vehicle/maintenance issues Consistently achieves engineering, fleet maintenance, quality and cleanliness standards Develops and implements contingency plans Actively seeks opportunities to improve waste management and minimise the impact on the environment Uses external sources to research new techniques, legislation, equipment, innovations and ways of working and makes recommendations for improvements Actively supports the implementation of company environmental policies

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2) Performance management		
Developing	Competent	Outstanding
<ul style="list-style-type: none"> • Assists in implementing planned maintenance cycles • Understands the importance of preventative maintenance • Understands the importance of monitoring and auditing fleet quality • Understands business and company key performance indicators 	<ul style="list-style-type: none"> • Monitors and audits fleet quality, producing detailed statistical data analysis and reports • Plans and implements maintenance cycles • Implements preventative maintenance processes and systems • Seeks opportunities to improve fleet performance and reliability • Reduces frequency and severity of vehicle breakdowns • Prepares detailed fleet reports/statistics/analysis as required within agreed timescales • Reviews staffing levels, engineering rotas and operating depot practices • Monitors and audits fleet quality • Monitors and audits fuel efficiency and smoke opacity of vehicles and takes corrective action as appropriate • Reports strengths and weakness and makes recommendations for improvement • Monitors efficiency of depot engineering activities • Sets challenging key performance indicators • Understands how key performance indicators impact on business performance • Provides regular updates on performance to appropriate people 	<ul style="list-style-type: none"> • Takes action following statistical analysis of fleet quality • Consistently reduces frequency and severity of vehicle breakdowns • Monitors efficiency of depot engineering activities and makes recommendations for improvements in terms of quality, procedure and/or cost control • Improves product quality cost and value in relation to vehicle components, lubricants, cleaning products and other resources • Regularly reviews and improves key performance indicators • Encourages colleagues and team to identify opportunities to improve fleet performance • Is capable of demonstrating how to produce a maintenance cycle

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3) Health and Safety and workplace 'risk' culture management		
Developing	Competent	Outstanding
<ul style="list-style-type: none"> • Understands the risks to health, safety and security that can occur in the workshop, during fleet maintenance and premises, and understands the importance of following appropriate procedures to minimise such risks • Understands the types of incident, accident and emergency that can occur in the workshop and premises, and the procedures for dealing with these. Reports according to legal requirements • Understands up to date legislative requirements in relation to health, safety and workplace risks and to how to apply them to ensure safe operation of the business • Ensures team adheres to company rules and procedures regarding security, health and safety 	<ul style="list-style-type: none"> • Understands that health and safety is critical to business success • Conducts weekly health and safety walk round checks • Carries out risk assessments • Follows appropriate procedures to minimise risks • Advises team of the relevant procedures and legislative requirements, and the importance of minimising the risks to themselves and others within the workplace • Takes action to address risks Reports observed hazards and building maintenance issues to the relevant person • Maintains safety in line with company procedures • Encourages others to report incidents and accidents • Ensures all staff are trained in safe ways of working • Takes corrective action to ensure customer and health and safety standards are maintained • Takes part in investigating incidents and accidents 	<ul style="list-style-type: none"> • Ensures colleagues and team adheres to company rules and procedures regarding security, health and safety at all times • Monitors the activities of others, anticipating and identifying potential risks, and deals with these correctly • Is proactive in seeking opportunities for minimising risks • Takes action to reduce the occurrences of lost time injuries • Introduces measures to minimise the occurrence of future incidents

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4) Planning, budget setting and financial control		
Developing	Competent	Outstanding
<ul style="list-style-type: none"> • Assists in the preparation and management of engineering budget • Plans adequate staffing levels and produces engineering rotas • Assists in controlling costs of depot engineering materials, labour and overheads • Understands what data is required to compile and prepare an engineering budget 	<ul style="list-style-type: none"> • Prepares and manages engineering budget • Sets and delivers realistic budget targets • Consistently achieves budget goals whilst maintaining standards of performance and customer service • Actively controls costs of depot engineering materials, labour and overheads • Plans staffing levels and engineering rotas to meet operational requirements for own area delete as already in developing • Maintains cost controls of depot engineering materials, labour and overheads • Liaises with suppliers to achieve the best value for money for parts • Captures all required data accurately 	<ul style="list-style-type: none"> • Actively seeks out opportunities to minimise expenditure whilst maintaining standards of performance and customer service • Identifies opportunities to maximise standards of performance and customer service • Regularly reviews value for money and service provided from suppliers • Demonstrates the ability to produce an engineering budget
5) Team development and management		
Developing	Competent	Outstanding
<ul style="list-style-type: none"> • Monitors engineering team performance • Conducts walk round checks • Recruits and selects engineering related employees to ensure operations are maintained to company standard • Ensures all new engineering recruits are inducted and receive the correct training • Carries out appraisals • Attends engineering forums • Understands up to date employment law • Understands how to carry out fact finding enquiries to determine action required with 	<ul style="list-style-type: none"> • Understands how to manage an engineering team to maximise efficiency, effectiveness and motivation • Monitors poor performance • Monitors staff behaviour and approach to work • Conducts regular walk round checks • Carries out regular appraisals and identifies further training requirements • Facilitates coaching and/or mentoring of individual engineering team members • Participates in engineering forums • Carries out regular meetings with staff 	<ul style="list-style-type: none"> • Actively seeks opportunities to improve operational performance through developing the team • Uses regular appraisals to identify team training needs and work with the team to explore opportunities to progress • Actively seeks opportunities for improving performance • Mentors and coaches engineering team members • Forecasts recruitment needs to ensure operations are maintained to company standard

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<p>regard to potential grievance or disciplinary situations</p>	<ul style="list-style-type: none"> • Works within up to date employment legislation and requirements • Carries out disciplinary or grievance procedures in line with company policy and legislation • Regularly reviews the success of people processes and identifies opportunities for improvement • Implements strategies to minimise staff turnover and to prevent discrimination and harassment in the workplace 	<ul style="list-style-type: none"> • Ensures training and development opportunities are maximised for staff • Shares ideas and best practice at engineering forums • Actively engages staff in regular tool box talks and implementing plans
6) Maintain relationships with customers and other stakeholders		
Developing	Competent	Outstanding
<ul style="list-style-type: none"> • Welcomes and provides help and information to customers in line with company policy • Identifies customers' needs and assists customers. • Identifies difficulties which could affect the comfort and safety of customers • Attends appropriate meetings with stakeholders 	<ul style="list-style-type: none"> • Identifies correctly customers seeking assistance, determining their relevant needs. • Addresses complaints correctly in line with company procedures • Takes action to prevent difficulties which could affect the comfort and safety of customers • Provides feedback to own company from meetings attended • Identifies opportunities for improvement and makes appropriate, reasoned recommendations towards enhancing customer service • Understands fully and implements effectively the company's complaints procedures, whilst ensuring that the company's image is maintained at all times 	<ul style="list-style-type: none"> • Maintains the delivery of professional customer service at all times, including during very busy periods • Assists customers through determining their specific needs • Seeks feedback from customers regarding the service provided, in a manner which promotes respect and the company's image • Takes action as a result of attending stakeholder meetings