

Leadership and Management Courses



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What is NTAR?

Background and Mission

“All change” is a phrase that every rail passenger is used to hearing. But it’s now a phrase that has special resonance throughout the UK rail industry, as the move toward the ‘Digital Railway’ of the future gathers pace – just at the time when many of the industry’s workforce are approaching retirement age.

Both government and industry alike recognise that this combination of technological and demographic pressure needs a very clear strategy. Only by addressing training and recruitment needs now can we ensure that the UK can draw upon a highly-skilled talent pool in rail engineering – and create a truly world-leading 21st century rail network.

With immediate needs on the timetable too, such as expansion of the workforce to maintain new fleets, the response to the challenge has been a unique and ambitious public/private partnership between government agencies and private enterprise: the National Training Academy for Rail (NTAR).

NTAR, with its multi-million pound state-of-the-art facility based in Northampton, acts both as a UK flagship and an international Centre of Excellence for skills development and collaborative working in traction and rolling stock: addressing a skills gap that would otherwise become a barrier to both maintaining and growing the workforce.

How NTAR works and operates?

NTAR is a successful joint project between the National Skills Academy for Rail (NSAR) and government, with industry partner Siemens.

The academy plays a leading role in the new railway skills development programmes being driven by NSAR – working with the market to make sure that industry priorities are met.

NTAR specialises in vital traction and rolling stock training: offering unrivalled facilities and courses, with our Northampton centre acting as a hub to support and deliver services to customers across the country.

Leadership and Management

Introduction

To deliver the railway to which Britain now aspires, one that will act as a flagship for UK engineering expertise and support economic growth, requires not only excellent engineers but also world-class management. Quite simply, we need leaders, managers and supervisors who are capable of delivering results under ever greater pressure.

NTAR is working with a number of partners to provide a unique suite of leadership and management development programmes and qualifications, tailored to the specific needs of rail employers. The objective is to ensure that those who lead our industry are able to access, develop and refine the skills they need to deliver improved performance and create a long term sustainable business.



Leadership and Management Programme

NTAR Professional Programme for Supervisors and First Line Managers
- aligned to the Chartered Management Institute (CMI) at Level 3

NTAR Professional Programme in Rail Management for Mid-level Professionals
- aligned to the Chartered Management Institute (CMI) at Level 5

	Level 3 - CMI Management Qualification	Level 5 - CMI Leadership Qualification
Business and Personal Management Courses		
The UK Rail Industry – The Bigger Picture	✓	✓
Leading and Managing Teams	✓	✓
Leading Projects and Project Management	✓	✓
Customer Experience Management Courses		
Delivering the Rail Customer Experience – A Leader’s Perspective	✓	✓
Technical Leadership Courses		
Fundamentals of Systems Engineering and Safety Management		✓

Programme Structure

The Leadership and Management programme is structured into four or five modules at two levels: catering for the needs of supervisors and mid-level professionals, at the same time, offering candidates increased opportunities to further their career progression along that path. Each module leads to a CMI Award at the appropriate level. Completion of 3 or more modules can lead to a CMI Certificate at the appropriate level. This allows as much flexibility as possible for employers and individuals to select the most relevant training programme to suit their specific needs.

Courses will be delivered through a mix of:

- self-study / e-learning
- attendance at formal training/skills development events
- relevant work-related assignments.

The formal training course programme will be focused on skills development using rail industry scenarios, role play and case studies: providing a safe environment for managers to practice and hone their skills.

Future developments will include the option of broadening the qualification to Diploma and ultimately Chartered status.

What makes our Leadership and Management offer distinct and different?

Your organisation is unique. It has individual values, culture and specific business drivers and priorities. Leadership and how that is developed and nurtured by your business is a fundamental element of success in terms of how your business operates, grows and responds to a changing technology landscape and increased competition. We have therefore developed a set of offers that are closely aligned to our industry drivers which can be adopted and refined to fit the individual needs of your business.

What our courses will help you to achieve:

- Equipping your leadership and management teams with knowledge of the technical and business environment around them.
- Building effective leadership at all levels across your business.
- Encourage innovative and diverse thinking and effective decision making.
- Embed accountability.
- Equipping your teams with the ability to build and execute effective strategies.

Recognised and respected qualifications

Our courses are underpinned by qualifications that we have developed in conjunction with the Chartered Management Institute (CMI). Our qualifications not only provide a recognised standard in support of our strategy of developing professional standards within the industry – the achievement of the qualifications on offer is also a proven vehicle to enhance your business's performance. Studies undertaken by the CMI have found that:

- 90% of management say achieving a CMI qualification improved their performance.
- More than 80% of managers said that a CMI qualification is a key part of becoming a professional manager, and that transferring their new skills also improved the performance of their team.
- Employers are actively looking for recognised qualifications on CVs, but only 1 in 5 managers have such a qualification.





How our content we will deliver what you need

Having consulted widely, we have developed 5 study areas tailored to the rail industry – covering technical awareness, customer focus, business process and the management of self and others. Our offers include both short term and longer term programmes that wrap around both your immediate need and longer term strategy. This content will include:

- Case studies and learning aligned to our industry.
- Content adapted for your own people values and business strategy.
- Content developed in conjunction with leading providers including Create The Space, The University of Birmingham and People 1st.

Adapting our offer to your need

Our core qualifications have been developed to map to CMI qualifications and provide a strong foundation of professional management education. The basis of this strong foundation is described on the following pages. However, we know that to be truly different and to deliver the vision of Leadership and Management that your business needs, we will work with you to develop and tailor our offer to align with the values and drivers of your own particular organisation.



Leadership and Management Apprenticeships

Did you know that the apprenticeship levy can be used to fund Leadership and Management development?

The levy, which was introduced into industry in April 2017, can be utilised for the Leadership and Management rail specific apprenticeships – to develop the leaders of the future who are currently employed within your organisation.

- Train your existing staff for future Leadership and Management roles
- No need to recruit, no additional cost and fully funded

Level 3

Leadership and Management Apprenticeship Programme

For Team Leaders and Supervisors

A comprehensive and highly interactive Management Development Programme delivered over a 12-18 month period and specifically contextualised for the Rail industry.

The Level 3 Programme is targeted at First Line Managers (Team Leaders and Supervisors) with operational/project responsibilities or with responsibility for managing a team to deliver a clearly defined outcome.

It introduces learners to the foundations of good management practice through four core topics: Managing Self, Managing Performance, Managing the Team, and Managing Projects.

Learners who successfully complete the Programme achieve the CMI Level 3 Diploma in Principles of Management and Leadership which is recognised as providing the underpinning knowledge for the Team Leader/Supervisor Apprenticeship.

Level 5

Leadership and Management Apprenticeship Programme

For Mid to Senior level Managers

A comprehensive and personally challenging Leadership & Management Development Programme delivered over a 2 year period and specifically contextualised for the Rail industry.

The Level 5 Programme is targeted at Mid to Senior level Managers who are tasked with achieving operational or departmental goals and objectives as part of the organisation's strategy.

It builds management capability and leadership practice through five core topics: Leadership Practice, Strategic Planning, Leading Change & Driving Performance, Financial Management, and Project Initiation & Control.

Participants who successfully complete the Programme achieve the CMI Level 5 Diploma in Management and Leadership, which is recognised as providing the underpinning knowledge for the Operations/Departmental Manager Apprenticeship.



The UK Rail Industry – The Bigger Picture

Qualification

Achievement of the assessments/assignments, delegates will gain a CMI Award Qualification in Leadership & Management for each accredited module at Level 3 for Supervisors/First Line Managers and Level 5 for Mid – Level Professionals. Delegates also become a member of the Chartered Management Institute for a year with access to the full range of membership benefits and access to a wide variety of learning materials. The content of both programmes is similar but the assignments for the qualification are set at the appropriate levels.

Course Overview

This highly participative workshop is a blend of knowledge and skills development set entirely in the context of the UK rail industry.

Delegates will be equipped to understand, set and align their team's priorities and activities to the organisation's goals and objectives, to develop and lead a proactive approach to safety that encourages safe behaviour and promotes a culture of safety improvement, to manage resources including financial planning, budgeting and forecasting to improve performance against key measures.

Key Learning Outcomes

On completion of this module delegates will be able to:

- Describe the structure of the rail industry and how it is funded
- Explain the role of the industry within UK plc and how your organisation contributes to this
- State the purpose of your business, company vision and key corporate objectives
- State why managing a safety culture is of paramount importance
- Relate to organisational sustainable development, and the Rail Industry Sustainable Development Principles (RISDP)
- Recognise how direct role specific sustainable development impacts priorities and propose ways to improve impacts
- Explain 'Whole Life Costing' Principles
- Interpret organisational financial statements and how to use this information in your operational plans



Requirements

Holding or developing towards leadership and management roles at Supervisory/First Line or Mid-level Professional within the Rail Industry.

“90% of management say qualification improved their performance.”

Location

Northampton or In-house

Duration

2 Days

Delivery Channel

Blended delivery: face to face workshops, workbooks, online resources

Maximum Attendees

12

Candidate Profile

- All roles involved in Leadership or First Line Management
- All Supervisors and Managers

Other courses you may be interested in:

- Leading and Managing Teams
- Leading Projects and Project Management
- Delivering the Rail Customer Experience
- Fundamentals of Systems Engineering and Safety Management

Developed and delivered in partnership with



Leading and Managing Teams

Qualification

Achievement of the assessments/assignments, delegates will gain a CMI Award Qualification in Leadership & Management for each accredited module at Level 3 for Supervisors/First Line Managers and Level 5 for Mid – Level Professionals. Delegates also become a member of the Chartered Management Institute for a year with access to the full range of membership benefits and access to a wide variety of learning materials. The content of both programmes is similar but the assignments for the qualification are set at the appropriate levels.

Course Overview

Developing the 21st Century Leadership Skills that prepare Managers and Leaders to respond to the challenges and tensions that arise when dealing with shifting horizons:

- Thinking skills
- Communication/relating to others
- Collaboration

Delegates will be equipped to recognise their own preferences and biases and will understand what's important to them when relating with others.

They will explore how other people see things and practice how they can use this to develop effective business and personal relationships.

Key Learning Outcomes

On completion of this module delegates will be able to:

- Recognise their leadership or management style and impact they have on others
- Develop/implement a personal development plan to improve your ability to lead and gain commitment through effective communication
- Have difficult conversations e.g. managing complex sickness absence, dealing with reduced productivity
- Plan and manage work to achieve goals and objectives
- Ensure effective working relationships and development of the team
- Motivate and inspire a team to deliver their best
- Manage using the performance management cycle and to develop appropriate individual and team goals in line with the organisational objectives
- Use informal and formal approaches for dealing with poor performance - understanding the legal and ethical approaches for managing more challenging situations and also working with unions
- Explain the value to the business of proactive health and wellbeing management



Requirements

Holding or developing towards leadership and management roles at all levels within the Rail Industry.

“More than 80% of managers said that a CMI qualification is a key part of becoming a professional manager, and that transferring their new skills also improved the performance of their team.”

Location

Northampton or In-house

Duration

2 Days

Delivery Channel

Blended delivery: face to face workshops, workbooks, online resources

Maximum Attendees

12

Candidate Profile

- All roles involved in Leadership or First Line Management
- All Supervisors and Managers

Other courses you may be interested in:

- The UK Rail Industry – The Bigger Picture
- Leading Projects and Project Management
- Delivering the Rail Customer Experience
- Fundamentals of Systems Engineering and Safety Management

Developed and delivered in partnership with



Leading Projects and Project Management

Qualification

Achievement of the assessments/assignments, delegates will gain a CMI Award Qualification in Leadership & Management for each accredited module at Level 3 for Supervisors/First Line Managers and Level 5 for Mid – Level Professionals. Delegates also become a member of the Chartered Management Institute for a year with access to the full range of membership benefits and access to a wide variety of learning materials. The content of both programmes is similar but the assignments for the qualification are set at the appropriate levels.

Course Overview

An opportunity to combine critical thinking and people management skills through a project simulation in order to deliver projects on spec, on time and on budget.

Delegates will work together to demonstrate how projects are structured, how to control projects, how to optimise resources at their disposal, how to interact with those around them and how to deliver the right output within the right safety parameters for the right price at the right time.

Key Learning Outcomes

On completion of this module delegates will be able to:

- Explain what a project is and how it is structured
- Relate to how projects may affect a team and available resources, what pressures may be increased and how to manage these as part of the project
- Summarise how to manage safety effectively including health risks
- Explain the project environment and how external factors can influence this
- Manage a project through its lifecycle from idea generation through to project completion
- Balance competing sustainable development priorities and drive forward improvement in project sustainable development performance
- Explain how to effectively schedule, control and manage resources to meet organisational needs and support the achievement of organisational objectives
- Describe how to source and supply resources
- State how to manage project finances and develop a budget and a forecast
- Recognise how to gain buy-in and support from key project stakeholders



Requirements

Involvement in Leading or Managing Projects.

“Employers are actively looking for recognised qualifications on CVs, but only 1 in 5 managers have such a qualification.”

Location

Northampton or In-house

Duration

2 Days

Delivery Channel

Blended delivery: face to face workshops, workbooks, online resources

Maximum Attendees

12

Candidate Profile

- All roles involved in Leadership or First Line Management
- All Supervisors and Managers

Other courses you may be interested in:

- The UK Rail Industry – The Bigger Picture
- Leading and Managing Teams
- Delivering the Rail Customer Experience
- Fundamentals of Systems Engineering and Safety Management

Developed and delivered in partnership with



Delivering the Rail Customer Experience – A Leader's Perspective

Qualification

Workbased project/assignment.

Learning Objective/Course Overview

For rail to become the 'transport mode of choice' for the future it will need to compete effectively with other forms of transport – be this for passengers or freight. This course explores the critical issue of customer service from the perspective of those in rail industry management roles; with specific emphasis on customer service principles, culture and performance. There is also the opportunity to consider and explore the opportunities and challenges that the advent of new technologies will bring.

This highly participative workshop is a blend of knowledge and skills development set entirely in the context of managing UK rail organisations.

Key Outcomes

On successful completion of this module the delegate will:

- Have an appreciation of the range of rail related customers and the importance of the industry to the communities it serves (including the role of stations)
- Understand, and be able to apply the key principles of, what constitutes excellent customer service in the rail industry and in your business, including : internal and external customers; the difference between dealing with passengers and business to business relationships, cultural differences and customers with disabilities, creating positive first impressions, the importance of passenger perceptions in relation to the 'rail industry', the importance of communication and listening to customer feedback particularly during times of travel or service disruption
- Have identified and appreciate the key customer performance measures relevant to different businesses including TOCs, FOCs, train maintenance companies and infrastructure owners
- Understand the benefits of developing customers as advocates for your business and using customer service as a business differentiator

- Have developed some core skills to support your team: identifying staff development needs, coaching and giving feedback
- Monitoring customer service performance: developing and implementing clear standards, identifying corrective actions, recording and measuring performance trends, driving future performance
- Understand the opportunities and challenges associated with the introduction of new technology both on the railway and at individual / personal level: How will the 'Digital Railway' support and drive customer service and expectations? What are the opportunities for and implications of access to real time train movement information? What do we mean by 'seamless journeys'? What does the future hold for improved communication, connectivity and infotainment systems?



Requirements

Holding or developing towards leadership and management roles at all levels within the Rail Industry.

“78% of employers agree qualifications provide quality assurance for customers and that the benefits outweigh the time, money and effort invested in obtaining them.”

Source: The value of management and leadership qualifications

Location

Northampton

Duration

1 Day

Delivery Channel

Face to face workshop plus assignment

Maximum Attendees

12

Candidate Profile

This module is aimed at individuals working in or aspiring to management and leadership positions in the UK Railway.

Other courses you may be interested in:

- The UK Rail Industry – The Bigger Picture
- Leading and Managing Teams
- Leading Projects and Project Management
- Fundamentals of Systems Engineering and Safety Management

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Leadership and Management Programme

Fundamentals of Systems Engineering and Safety Management

Qualification

Successful completion of all the elements of a module will allow its accreditation towards a postgraduate qualification in railway leadership, when available.

Learning Objective/Course Overview

This course will provide an overview of why systems thinking and systems engineering is important for all leadership roles in the rail industry. This will be achieved by showing examples from rail and other sectors of complex systems and how they interrelate to deliver the industry's product/s. Having established the interconnectedness of industry systems the course will introduce the basic principles of systems engineering to provide senior managers and leaders with the basic tools and understanding to exploit this within their spheres of influence and to work with systems engineering professionals to deliver solutions. It will also cover safety management, risk analysis, and human factors in relation to systems engineering.

Key Outcomes

Delegates will gain an understanding of and insights into:

- The interconnectedness of industry systems – human, economic and engineering
- The potential applications of systems engineering to support major decision making and in particular railway projects (of all sorts)
- Systems thinking, and systems engineering tools
- The role of risk, safety management and human factors within railway engineering decision making.

Requirements

Education or experience equivalent to honours degree.
Identified leadership role or potential.

Location

Northampton or
University of Birmingham

Duration

3 Days

Delivery Channel

Face-to-face with follow-up
independent study and practical
work-based application

Maximum Attendees

25

Candidate Profile

- Senior and potentially senior
Industry leaders

Other courses you may be interested in:

- The UK Rail Industry –
The Bigger Picture
- Leading and Managing Teams
- Leading Projects and
Project Management
- Delivering the Rail Customer
Experience – A Leader's
Perspective

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BCRRE

Contact us

We welcome all enquiries.

If you are a business or individual interested in finding out more about NTAR, and the courses and services that we offer, please do not hesitate to contact us at our state-of-the-art facility in Northampton.

We would also be keen to hear from you if you are a training provider or supplier interested in working with NTAR, to further support our curriculum.

We can be contacted through the enquiry form on our website, by email or by calling us on:

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