

# Curriculum Vitae

## Career history and industry groups

### **Alan Macdonald,** **Managing Director of Rail Operational Development Ltd**

During 37 years working in the UK rail industry I have been accountable for the development of safety management systems and ensuring the operational and train driving aspects of a train operating company's Operational (Railway) Safety Case/Certificate are fully compliant on a daily basis.

Recent appointments: Professional Head of Operations (which included deputising for Managing Director) for a UK mainline operator, the project manager for a new operators' mainline application, project manager on numerous projects relating to safety systems compliance, introducing new operational systems and processes to improve existing operator's performance.

These responsibilities covered the development of operational practices, introduction of new working practices, risk assessment and training, to the introduction of revised competence management systems for safety critical staff, which included managers, assessors, train drivers, managers, guards and shunters.

Totally committed to the principles of **“leading by example, teamwork, good preparation and engagement”**.

#### **Testimony from First Hull Trains Board**

*First Hull Trains Board members thanked Alan MacDonald for the enormous contribution he has made to the operational performance of the Company during recent months, and they expressed their good wishes to him for the future.*

Besides attending regular meetings with all six Network Rail zones (i.e. SPADRAM, OPSRAM, Train Operator Interface etc). Also sat on the following Industry groups: RSSB (Research, Railway Group Standards and National SPAD Focus Group), HSE (RIAC Safety Critical Work Group), and Vehicle Communications SIC Group. Was also the founding and former chairman of the Rail Industry's Driver Management Liaison group

#### **Other key industry committees attended:**

BR Board Traction & Train Crew Committee

Safety Critical Work Group. (Rail Industry Advisory Committee RIAC).

BR Board. Signals Passed at Danger (SPAD's) Strategy Management Group

Freight member of the Post Ladbroke Grove steering group

UK Operations representative on the HSE “Developing and maintaining staff competence” working group

#### **Interim Head of Operational Standards, London Midland**

Responsible for the operational standards of the company's safety certificate. Summary of key responsibilities are:

- Leading and directing the compilation of standards, publications and instructions relating to operating on Network Rail's infrastructure. Ensured compliance with business, industry and European legislation;
- Ensuring employees, who undertook safety critical work, were competent to do so, and that systems are in place to maintain and demonstrate these competences;
- Maintained operational and safety standards through regular monitoring, auditing, briefing and checking. Ensuring all operational incidents and accidents are correctly investigated, in accordance with the agreed timescales, and the appropriate remedial action is taken to prevent recurrence;
- Developing a training needs and task based approach to competence management, to ensure suitable and sufficient safety and operational training was available and delivered to operational staff when required.

*Thank you for the hard work and commitment over the last year. Without your efforts London Midland would be in a very difficult place. Tom Joyner, Operations Director*



Date of Birth 22/10/1957

Age 56

Home Crewe, Cheshire

## Recent assignment April 12 to May 13

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<p><b>Previous assignment</b> <b>Dec 10 to April 12</b></p>	<p><b>Interim Head of Operations, <a href="#">First Hull Trains</a></b></p> <p>Responsible for the safe operation of the train plan, the safety management of traincrew, planning and performance. Key responsibilities were:</p> <ul style="list-style-type: none"> <li>• Ensuring compliance with the requirements of First Hull Trains Safety Certificate and Track Access Agreements to maintain the company operating licence;</li> <li>• Ensuring the performance of the train service met reliability targets and customer expectations. And where deficiencies exists in delivering the plan, through proactive negotiations internally and externally with Network Rail, identify and agree the necessary corrective action plans;</li> <li>• Leading and directing train planning in accordance with the agreed service delivery plan;</li> <li>• Developing effective relationships with stake holder and/or inter-facing companies, Trade Unions and Network Rail;</li> <li>• Exploiting all opportunities to maximise business performance and provide a framework to ensure performance is accurately measured, which includes maintaining a commercial focus around financial awareness and delivering operational performance within agreed budgets;</li> <li>• Leading and directing the compilation of standards, publications and instructions relating to operating on Network Rail's infrastructure. Ensured compliance with business, industry and European legislation;</li> <li>• Ensuring employees, who undertook safety critical work, were competent to do so, and that systems were in place to maintain and demonstrate these competences;</li> <li>• Maintained operational and safety standards through regular monitoring, auditing, briefing and checking. And ensuring all operational incidents and accidents were correctly investigated, in accordance with the agreed timescales, and the appropriate remedial action was taken to prevent recurrence;</li> <li>• Determining the resource level for traincrews, based on their terms and conditions, to deliver the train plan at the most economic cost; and</li> <li>• Developing a training needs and task based approach to competence management, to ensure suitable and sufficient safety and operational training was available and delivered to operational staff when required.</li> </ul>
<p><b>Key assignments</b> <b>2005 to 2011</b></p>	<p><b>2013</b> Recently completed a comprehensive external audit for <a href="#">Harsco Rail Ltd</a>, which focussed on all aspects of the company's safe management system and their adherence with ROGs, fatigue management, driver licencing, training, assessment, investigation, industry guidance and good practice.</p> <p><b>2010/11</b> Completed a comprehensive train driving risk assessment for <a href="#">Merseyrail</a>, which covered all aspects of the role and where it was covered in training and ongoing assessment, and to what depth.</p> <p><b>2010</b> Engaged by <a href="#">Freightliner Intermodal</a> to design and undertake a safety management audit which tested both systems and individuals against the SMS, identified areas of good practice, identified any areas of non-compliance in respect to the SMS requirements; and established whether non-compliances were localised or systemic. The audit was designed and delivered on time, and to assist all managers involved in the process a simplistic risk based traffic light system was applied</p> <p><b>2010</b> Completed the operational mainline operators' application for <a href="#">Iowa Pacific/British American Rail Services</a> that gained Devon &amp; Cornwall Railway (their UK train operator) licence become the latest "UK mainline open access" passenger and freight train operator. This work included:</p> <ul style="list-style-type: none"> <li>• Production of the company's high level safety certification application document</li> <li>• Development of a safety management systems tailored to the company's needs</li> <li>• Drafting of all operational procedures to ensure they are fully compliant with the UK legislation and rail industry requirements</li> </ul> <p><b>2009/2010</b> Engaged by <a href="#">First Hull Trains</a> to undertake the safety verification/validation (in accordance with ROGS), when they introduced the class 180 fleet (125 mph operation), and then the subsequent transfer of engineering maintenance from one service provider to another</p>

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	<p><b>2006/ to-date</b> Project managed the contract with <b>Network Rail</b> to develop, design and deliver the GSM-R radio training programme for the UK rail industry. Currently RODL trainers are engaged with Network Rail in training industry train drivers</p> <p><b>2006 to 2009</b> Led on the development, design of the class 22000, 2900, MKIV and 8100 traction manuals/drivers handbooks for <b>Iarnród Éireann</b>. This work included the development and validation of a simplified brake continuity test, preparation, disposal and mobilisation/immobilisation instructions, which have all delivered significant benefits and improvements for the client</p> <p><b>2006/ to-date</b> Developed and delivered company specific training courses to numerous companies, so that managers/supervisors gained the necessary skills and knowledge to undertake the role of an accident &amp; incident investigator.</p> <p><b>2006</b> Undertook for <b>Iarnród Éireann</b> the verification &amp; validation of steam train operation</p> <p><b>2005</b> Undertook the train dispatch risk assessments and developed the train dispatch plans for several UK Train Operating Companies.</p>								
<p><b>1996 – 2005</b></p>	<p><b>Chief Traction Officer</b> <span style="float: right;"><b>English Welsh &amp; Scottish Railway (EWS)</b></span></p> <p>Responsible for the traincrew aspects of EWS's Railway Safety case that affected 8 Area Managers, 26 District Manager, 113 Operations Managers, 2,250 Train Drivers and 800 members of groundstaff, which covered</p> <p>Developed and introduced the operational procedures for the company and introduced the competence management system for all operational staff</p> <p>Responsible for the training and development of all operational staff and the internal audit of the operational function</p> <p>Chaired the company's SPAD Focus Group and the company's regional management (standards) group</p>								
<p><b>1994 to 1996</b></p>	<p><b>Traction &amp; Traincrew Manager</b> <span style="float: right;"><b>Transrail</b></span></p> <p>Accountable for the developing and managing all the Traincrew management procedures that formed the basis of Transrail's Railway Safety Case. Responsible for 20 traincrew locations and 1,500 traincrew</p>								
<p><b>1993 - 1994</b></p>	<p><b>Driver Manager</b> <span style="float: right;"><b>Network Southeast (British Rail)</b></span></p> <p>Responsible for co-ordinating and managing strategically all of Network Southeast's train driving safety performance requirements (7,000 traincrew and 72 traincrew locations). As part of this role during the move towards privatisation, had the duty of disposing of Network Southeast's HQ Traincrew management safety responsibilities to the then nine Divisions, to ensure seamless transition into pre-privatisation train operations.</p>								
<p><b>1992 - 1993</b></p>	<p><b>Traincrew Officer</b> <span style="float: right;"><b>Trainload Freight (TLF – British Rail)</b></span></p> <p>Accountable for developing and introducing the Traincrew management procedures to TLF's twelve Regions, fifty traincrew depots, that affected 250 managers/assessors/supervisors and 5,000 Traincrew.</p>								
<p><b>Industry qualifications and courses attended</b></p>	<table border="0"> <tr> <td>Strategic Safety Management (1993)</td> <td>Risk Management (1992)</td> </tr> <tr> <td>Safety Auditor (1992)</td> <td>Operations/Traincrew Management (1988)</td> </tr> <tr> <td>Methods of Instructions (MOI) (1987)</td> <td>Finance management (1994)</td> </tr> <tr> <td>Competence Assessor to D32/33 requirements (1995)</td> <td>Train Driving (1980)</td> </tr> </table>	Strategic Safety Management (1993)	Risk Management (1992)	Safety Auditor (1992)	Operations/Traincrew Management (1988)	Methods of Instructions (MOI) (1987)	Finance management (1994)	Competence Assessor to D32/33 requirements (1995)	Train Driving (1980)
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