Welcome

Rail Operations is a fantastic profession and IRO offers proven, successful learning support at all stages of your career.

All our learning content has been designed and written with you in mind by leading Operators from the industry. Our programmes have national and international recognition with over 2,000 students and 8,000 members.

The IRO provides professional recognition, great networking and valuable training, while protecting and promoting the industry to the wider world.

We want all operators to be within arms reach of helpful fellow professionals, learning resources and opportunities to excel. This brochure puts all our resources together for the first time. If you are an individual seeking some direction, have a look at what you might like to do and then check out funding advice on the back pages. There are quite a lot of free-to-use services too.

If you are a company buyer – please also note the additional services relating to corporate membership and our newly launched IRO Centre of Excellence Scheme which could enable you to bring the IRO course offerings in house.

Whoever you are, the IRO Team would be very happy to answer any questions you have and get things moving for you and your organisation. That helps us to fulfil our vision - “to support the improvement in the quality of the railway operations workforce and help railway organisations succeed.”

Our contact numbers and emails are here…any of us can help so please use us to help you make your own progress.

Fiona Tordoff
CEO IRO

The Learning Brochure
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Applied Professional Practice MBA Degree Apprenticeship (Railway operations)

Accredited/Recognised by:

Levy Funded: Yes

Who is it for:
Professional strategic leaders in the private, public or third sector and all sizes of organisation, who lead, manage and direct organisations.

Requirements for Study:
Applicants would be looking to hold an undergraduate degree (UK 2.2 or equivalent) in any discipline.

In lieu of the academic requirement, a minimum of 5 years of managerial work experience will be considered by the Programme Leader assessed in a Professional Conversation.

Dates: January 2020
Duration: 2 years
Price: £18,000

Offline/Online:
Week long classroom-based teaching delivery per trimester, followed by distance learning with personal tutor.

Contents:
This course combines generic management modules with railway input and work based rail project. The topics covered during the MBA are:

- Creating Organisational Value
- Responsible leadership
- Railway Systems Integration
- Business Continuity and Crisis Management
- Corporate Citizenship in a Global Age
- Comparative Railway Operations
- Strategic Management
- Methods for Evidence-Based Projects
- MBA project (Rail)

How does it work?
This is a work-based masters level course that we deliver with our academic partner, Glasgow Caledonian University. As an apprenticeship, this course is mapped to CMI standards.

Each trimester follows a similar pattern:

- Face-to-face MBA teaching Week on campus for module input and study support.
- Followed by eleven weeks of work-based and distance/online learning facilitated through GCU’s Virtual Learning Environment – GCU Learn.

Company benefits:
This course works to up-skill experienced people in senior positions. It provides them with an academic underpinning for their thinking and enables them to do more within their current role, thus benefitting both the individual and the business.

University for the Common Good
Creating Organisational Value
Responsible leadership
Railway Systems Integration
Business Continuity and Crisis Management
Corporate Citizenship in a Global Age
Comparative Railway Operations
Strategic Management
Methods for Evidence-Based Projects
MBA project (Rail)
Bachelor of Science (BSc) in Railway Operations Management

Accredited/Recognised by:

Levy Funded? No

Who is it for:
Designed to produce highly qualified railway operators, this course will challenge you to think critically about the issues involved in improving railway businesses.

Requirements for Study:
Applicants would be looking to hold a level 5 qualification (Diploma of Higher education, Higher national Diploma). Alternatively, students might be able to gain entry via the RPL system.

Dates: October 5th, 2019
Duration: 2 years
Price: £7,000 NET

Offline/Online:
Classroom based tutorial followed by distance learning with personal tutor

Contents:
Designed to produce highly qualified railway operators, this course will challenge you to think critically about the issues involved in improving railway businesses.

How does it work?
This is a work based, distance learning course that we deliver with our academic partner, Glasgow Caledonian university. It is comprised of 9 modules, which are delivered over six trimesters. Each module begins with a classroom-based tutorial and you are then assigned a personal tutor for each module who will support, guide and mentor you through the content.

Company benefits:
Delivered in partnership with Glasgow Caledonian University, our academic programme is rigorously tested and subject to continual improvement. Through blended learning your employees will be tutored by leading industry professionals and academics. Your employees will also be challenged to gain new knowledge, adding value to your business. Each course within this academic programme allows students to gain an understanding of the wider industry and how their role fits within it. By increasing their awareness and appreciation of the complexity of the rail environment, your employees can work closer together and understand the issues each other face in their duties. With no relocation or accommodation costs, studying with us offers excellent value for money and what’s more, your employees can continue working full time.

www.railwayoperators.co.uk learning@railwayoperators.co.uk 0333 440 6231 @IRO_UK Institution of Railway Operators
Diploma of Higher Education in Railway Operations Management

Accredited/Recognised by:

Levy Funded? No

Who is it for:
Your relevant experience may be that you have: 
- a basic understanding of railway operations,
- knowledge of the railway industry,
- general understanding of customer services or basic understanding of safety.

Requirements for Study:
Applicants would be looking to hold a level 4 qualification (Certificate of higher education, Scottish advance Highers, Irish Advanced Certificate). Alternatively, students might be able to gain entry via the RPL system.

Dates: October 5th, 2019
Duration: 2 years
Price: £6,000 NET

Offline/Online:
Classroom based tutorial followed by distance learning with personal tutor

Contents:
During this two-year course you will study a range of modules which represent the diverse knowledge and skill set of railway operators. Modules covered in this course are:

- Becoming a Reflective Practitioner: Personal and Professional Development
- Railway Operating Principles
- Railway Business Organisation
- Railway Systems
- Railway Customer Services
- Safety Law and Management 1
- Train Planning & Performance Management
- Managing Railway People
- Delivering work-based projects

How does it work?
This is a work based, distance learning course that we deliver with our academic partner, Glasgow Caledonian University. It is comprised of 9 modules which are delivered over six trimesters. Each module begins with a classroom-based tutorial and you are then assigned a personal tutor for each module who will support, guide and mentor you through the content.

Company benefits:
Delivered in partnership with Glasgow Caledonian University, our academic programme is rigorously tested and subject to continual improvement. Through blended learning your employees will be tutored by leading industry professionals and academics. Your employees will also be challenged to gain new knowledge, adding value to your business. Each course within this academic programme allows students to gain an understanding of the wider industry and how their role fits within it. By increasing their awareness and appreciation of the complexity of the rail environment, your employees can work closer together and understand the issues each other face in their duties. With no relocation or accommodation costs, studying with us offers excellent value for money and what’s more, your employees can continue working full time.
Certificate of Higher Education in Railway Operations Management

Accredited/Recognised by:

Levy Funded? No

Who is it for:
Started work after school with few qualifications /Are new to the industry?

Requirements for Study:
Working in Rail

Dates: October 5th, 2019
Duration: 1 year
Price: £4500 NET

Offline/Online:
Classroom based tutorial followed by distance learning with personal tutor.

Contents:
This one-year course will introduce you to the whole spectrum of knowledge in railway operations and encourage you to understand the railway as a system. Modules covered in this course are:

- Introduction to Personal and Professional Development
- Background to Railway Operations
- Management skills on the Railway
- Basic Railway Operations
- Communication, Customer Service and the Railway
- Work based project: Learning for the Real World

How does it work?
This is a work based, distance learning course that we deliver with our academic partner, Glasgow Caledonian university. It is comprised of 6 modules which are delivered over three trimesters. Each module begins with a classroom-based tutorial and you are then assigned a personal tutor for each module who will support, guide and mentor you through the content.

Company benefits:
Delivered in partnership with Glasgow Caledonian University, our academic programme is rigorously tested and subject to continual improvement. Through blended learning your employees will be tutored by leading industry professionals and academics. Your employees will also be challenged to gain new knowledge, adding value to your business. Each course within this academic programme allows students to gain an understanding of the wider industry and how their role fits within it. By increasing their awareness and appreciation of the complexity of the rail environment, your employees can work closer together and understand the issues each other face in their duties. With no relocation or accommodation costs, studying with us offers excellent value for money and what’s more, your employees can continue working full time.
Level 5 Operational /Departmental Manager Apprenticeship

Accredited/Recognised by:

Levy Funded?
Applicable to English levy funding ✔

Who is it for:
An operations/departmental manager is generally someone who is able to manage teams and/or projects, and has responsibility for planning, delivering and achieving departmental goals and objectives. They are accountable to a more senior manager, head of department or small business owner, and are responsible for the operational and/or policy delivery of the organisation's strategy.

Requirements for Study:
20% of contracted time spent in off-the-job training
Maths and English Functional Skills Level 2 (or equivalent) by completion of apprenticeship
2 ½ year programme

Dates:
Various dates and locations

Attendance at 10 face-to-face teaching days for apprenticeship Standard content, plus 1 for EPA preparation
Attendance at 9 Rail contextualised workshops from rail industry experts from the IRO
Regular 6 week reviews with IRO and Line Manager to guide development opportunities
Access to CMI online learning materials
Access to webinars for further learning and behavioural development
OneFile Portfolio development
Preparation for EPA (End Point Assessment) workshop

Contents:
Unit A Operational Management
Unit B Project Management
Unit C Finance
Unit D Leading People
Unit E Managing People
Unit F Building Relationships
Unit G Communication
Unit H Self Awareness
Unit I Management of Self
Unit J Decision Making
IRO Rail Business
IRO Delivering customer services
IRO Delivering passenger & freight services
IRO Emergency & incident management
IRO Managing safety
IRO Operational planning & timetabling
IRO Rail people & change
IRO Performance management
IRO Rail engineering
CMI Level 5 Award in Management & Leadership

Main Personal Benefit:
You will have opportunities to stand out at work during the apprenticeship as you showcase your work in a portfolio of real improvement projects and you will have nationally recognised accreditation.

Main Company Benefit:
We offer a high quality, contextualised learning experience aimed at making your apprentices act as change agents for your business and paying close attention to the reviewing and mentoring elements of the learning journey. We do not charge for the rail specific learning we offer around the apprenticeship which is a considerable and useful element in its own right.
Level 3 Team Leader/Supervisor Apprenticeship

Accredited/Recognised by:

Levy Funded?
Applicable to English levy funding

Who is it for:
The Team Leader/Supervisor Apprenticeship is for someone who can take responsibility for managing a team or discrete project. They can support, manage and develop team members, manage projects, plan and monitor workloads and resources. They can take responsibility for delivering operational plans, resolving problems, and building relationships.

Requirements for Study:
20% of contracted time spent in off-the-job training
Maths and English Functional Skills Level 2 (or equivalent) by completion of apprenticeship
18 month programme

Dates:
Various dates and locations

How does it work?
Attendance at 8 face-to-face teaching days for apprenticeship Standard content
Attendance at 4 Rail contextualised workshops from rail industry experts from the IRO
Regular 6 week reviews with IRO and Line Manager to guide development opportunities
Access to CMI online learning materials
Access to webinars for further learning and behavioural development
OneFile Portfolio development
Preparation for EPA (End Point Assessment) workshop
Methods for Evidence - Based Projects
MBA project (Rail)

Price:
£4,500 from the apprenticeship levy account

Contents:

CMI 301 Principles of Management and Leadership
CMI 302 Managing a team to achieve results
CMI 305 Building stakeholder relationships
CMI 311 Contributing to the delivery of a project
CMI 312 Managing daily activities to achieve results
CMI 314 Managing budgets and resources
CMI 318 Managing data and information
CMI 321 Managing own personal and professional development
IRO Communication, customer service and the railway
IRO Level 3 Diploma in Principles of Management & Leadership
IRO Basic railway operations
IRO Introduction to rail
IRO Background to rail
IRO Basic railway operations

Main Personal Benefit:
You will be more prepared to make a bigger contribution and you will have a nationally recognised accreditation.

Main Company Benefit:
We work with you closely to achieve an outstanding, relevant learning experience for your staff adding in free learning on rail operations. We offer a high quality, contextualised learning experience and pay attention to the reviewing and mentoring element of the
# Operations Induction Award

**Accredited/Recognised by:**

[The Institution of Railway Operators]

**Funding?**

OplndAward is not eligible for Apprentice levy funding and is not included in any IRO Apprenticeship provision. It is an online programme with employer specific work-based task book.

**Who is it for:**

Anyone starting in rail who needs to know more about the elements of rail operations and who wants evidence of their completion of the exercise for CPD or work reasons. This course has also been well received by those with more rail experience from support functions within rail organisations who rarely get the chance to pick up such knowledge in their day to day work.

**Delivery:**

Online

**Requirements for study:**

Access or use of a computer and internet connection.

**Dates:**

Various dates and locations

**Price:**

Online per person- £150.

**How does it work?**

On registration, participants are given access to online learning materials consisting of valuable insight and background into the organisation, methodologies and key technical aspects that surround the development and operation of UK railways to the present day. With a mixture of short video lecture sections, accompanying text and short assessment quizzes, the online course is designed to offer absolute beginners a valuable insight and background into the organisation, methodologies and key technical aspects that surround the development and operation of UK railways to the present day. Access to this learning is only available to IRO members and people can sign up for this as part of the course.

Final submission is of a work based fact file submitted online and marked by an IRO Tutor.

**Contents:**

- First Principles
- Signalling and Train Control
- Rail Freight
- Railway Track
- Development of the Railways
- Organisation of the Rail Industry
- Trains
- The Railway and the Passenger
- Planning and Delivery

**Main Personal Benefit:**

You will have an accelerated understanding of the rail industry and your company’s role in it.

**Main Company Benefit:**

Your new starters will have access to their learning material for as long as you specify and you can have access to reporting on their progress with bulk orders. This content can also be taught in house by your own trainers if you become a Gold Level IRO Centre of Excellence.
Operations Practitioner Certificate

Accredited/Recognised by:

Levy Funded?
Applicable to English levy funding: Whilst the Apprentice Levy is not currently applicable to the OpPracCert it is offered alongside the IRO Level 3 Apprenticeship without costs. It can also be bought separately to augment in-house training.

Who is it for:
This is useful for entry to rail staff who want to progress in their career.

Delivery:
Face to face, investigative and reflective practice and online tutor

Requirements for study:
Attendance at 4 separate events - each one lasting one day typically spread over 9-15 months
Access or use of a computer and internet connection.

Dates:
Various dates and locations

Price:
Group price - based on minimum of 10 = £4,200
Not sold individually as an "open programme" in 2019 – planned for summer 2020.

How does it work?
On registration, participants are joined to a closed online group and given access to online learning materials. The dates of the training days are spread out usually over a 9 – 15 month period or 12 – 15 weeks apart. Principles of the subject are introduced and case studies used in a group setting to share learning and optimise reactions and decision making. Reflective, practical exercises make the learning relate back to the workplace and are marked by IRO’s own trainers. Submission is online.

Contents:
- Introduction to Rail
- Basic Railway Operations
- Communication, Customer Service and the Railway
- Background to Railway Operations

Main Personal Benefit:
You will have a recognised level of knowledge as well as improved know how about rail as a system.

Main Company Benefit:
This is useful for succession planning for entry or progression to supervisor grades or for support function staff in rail companies.
Operations Practitioner Diploma

Accredited/Recognised by:

Levy Funded?
OpPracDip is offered alongside the IRO Level5 Apprenticeship and can also be bought separately to augment in-house training.

Who is it for:
Useful for mid level professionals. Some Knowledge of rail is necessary - it is not viewed as an induction programme.

Delivery:
Face to face, investigative and reflective practice and online tutor

Requirements for study:
Attendance at 9 separate events - each one lasting one day typically spread over 18 months - 2 years.
Access or use of a computer.

Dates:
Various dates and locations

How does it work?
On registration, participants are joined to a closed online group and given access to online learning materials. The dates of the training days are spread out usually over a 18 – 24 month period or 12 – 15 weeks apart. Principles of the subject are introduced and case studies used in a group setting to share learning and optimise reactions and decision making. Reflective, practical exercises make the learning relate back to the workplace and are marked by IRO’s own trainers. Submission is online.

Price:
Group price –based on minimum of 10 = £12,000
Not sold to individuals as an “open programme” in 2019 – planned for summer 2020.

Contents:
- Incident and Emergency Management: ACOPs, Contingency, junction mishap, mainline train fail,
- Performance Management: proactivity, measurement, policy, engineering access, real time effects
- Delivery of Passenger & Freight Services: Aspects like safety, cost and change, interfaces, Controlling Mind, balanced scorecard
- Managing Safety: from legislation, Standards, Safe Movement of Trains Logic and risk assessments
- Delivering Customer Services: PIDD, SPIRS, Customer Service Performance, Depot SLAs, going the extra mile
- Operational Planning and Timetabling: permanent, engineering, short a VST planning, pathing, terms, short term with stock and crew.
- People and Change: Employee Relations, safety Critical Work, Fitness fatigue, introduction to rostering,conduct in safety critical environment.

Railway Organisations:
Big picture, evolving UK rail system, geography, commercial, social, finance, funding,

Rail Engineering and Asset Management:
Key componentry track, civil, signal, electrification, plant and fleet – production,

Stakeholder Management:
Stakeholder mapping, agenda, breakdowns,

Main Personal Benefit:
Elevated professional status, sector expertise and nationally recognised certifications

Main Company Benefit:
Succession ready mid-level employees with detailed knowledge of whole railway system.
Operators Handbook
Online Course

Accredited/Recognised by:
Institution of Railway Operators
@IRO_UK
03333 440523
learning@railwayoperators.co.uk
www.railwayoperators.co.uk

Applicable to English levy funding? No

Who is it for?
The Operators Handbook Online Course is an interactive course that reflects the POD (Professional Operators Development) framework in that it contains 12 sections of learning complimenting the knowledge and competencies spanning the entire professional context of railway operators.

Requirements for Study:
No specific requirements but must be an IRO member to purchase the course.

Dates:
Ongoing

How does it work?
An online series of interactive learning exercises. Packed with useful information, each of the twelve POD module take an average of 90 minutes to complete. Each one comprises a quick quiz, core text and then a series of further in-depth exercises. The questions are designed to aid student learning. Explanations are given with the answers where appropriate. Once completed, learners can print off a certificate and include their learning in MyPOD.

Price:
£240 inc VAT

Contents:

Emergency and Incident Management:
Response to an emergency, incident management structure and investigations.

Performance Management:
Quantifying the cost of delays, responsibilities, taking action to optimise performance and analysing data.

Delivering Passenger & Freight Services:
Operational requirements for passenger and freight trains and operating a passenger station.

Managing Safety:
Hazards and risk control, assessing safety in rail operations.

Delivering Customer Service:
Customer priorities in passenger and freight, the costs of poor customer service, culture, managing customer service during a station rebuild. Operational Planning and Timetabling.

Operational Planning and Timetabling:
Timetable processes, timescales, headways, engineering access, exploitation of capacity, pathing constraints.

Train movement and Control Systems:
The basics of setting a signal route, train spacing, track circuit operation, failsafe, the introduction and levels of the European Train Control System (ETCS)

Rolling Stock and Fleet Management
Reliability, maintenance schedules, defects, depot location, activities, planning.

Railway Engineering, Maintenance & Renewal Management:
Consequences of infrastructure problems, monitoring track performance, possessions, on-track machines, infrastructure/train interface, features and advantages of electrification.

People and Change:
Recruitment, safety-critical staff, medicals, employee relations, welfare, people issues when planning a major project.

Railway Organisations Business Context:
Stakeholders, organisational structure, access and franchising in the UK, hierarchy of ownership and operation, UK station regulatory and contracts regime, station maintenance, revenue allocation.

Financial and Investment Planning:
Budgets, sources of funding, fixed and variable costs, infrastructure enhancements, Guide to Investment Projects (GRIPS) risks, controlling costs.
**Operational Planning Masterclass**

*Accredited/Recognised by:*

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**Applicable to English levy funding?**
No

**Who is it for?**
This classroom-based course is designed for those who are fairly new to the subject as well as those who wish to further their career development and expertise in this field by setting their knowledge in a wider context.

**Requirements for Study:**
No specific requirements.

**Dates:**
8-10 November 2019 + list.

**How does it work?**
The course is run over a full weekend, commencing on a Friday evening and finishing late Sunday afternoon. (Weekends have been chosen to ensure availability of expert tutors and for ease of releasing staff).

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This course is currently delivered bi-annually. The next available course runs from 8-10th November in Birmingham.

**Price:**
- £960- Non IRO Members
- £900- IRO members

**Delivery:**
Offline.

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**Contents:**
We will introduce the specific tasks of operational planning and set out to show how the timetable is fundamental to a railway business, generating revenue and influencing costs.

The programme will cover the following aspects to enable you to appreciate the basic principles of Operational Planning in their business context:

- The railway as a system, and the consequent need for planning
- How the timetable underpins the business - generating revenue, minimising costs
- Tools and techniques for compiling and implementing the operational plan
- The processes that take the timetable from specification to successful implementation
- Capacity - what is it, where it comes from and where it goes
- The Operator’s role in business case development and project appraisal

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*“The course was an eye-opener for me and literally changed the way I used to think about timetabling.”*

**Anannya Sethumadhavan**
Serco Middle East, Planning and Performance Manager

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Short Courses/IRO Awards
Introduction to Rail

Accredited/Recognised by:

Applicable to English levy funding?
No

Who is it for:
This introductory course is ideal for those who are new to the industry or more experienced members from support functions within rail organisations. Depending on your preferred learning style, you can study online or attend a one-day training session if you would rather study through face-to-face learning.

Requirements for Study:
No specific requirements but must be an IRO member to purchase the course.

Dates:
Taught days: 23rd May, 22nd August, 7th November
Online: Ongoing.

How does it work?
Online:
This interactive course will give valuable insight and background into the organisation, methodologies and key technical aspects that surround the development and operation of UK railways to the present day. With a mixture of short video lecture sections, accompanying text and short assessment quizzes, the online course is designed to offer absolute beginners a valuable insight and background into the organisation, methodologies and key technical aspects that surround the development and operation of UK railways to the present day. This course has also been well received by those with more rail experience from support functions within rail organisations who rarely get the chance to pick up such knowledge in their day to day work. Access to this learning is only available to IRO members.

Classroom based learning:
Depending on the preferred learning style, learners can study online or attend a one-day training session through face-to-face learning. Regularly delivered at the National Training Academy for Rail (NTAR), the taught version of this course is led by capable and knowledgeable facilitators. The content of this course also mirrors the content of the online version featured on the reverse side. Throughout the day learners will gain a comprehensive picture of the rail environment and enjoy highly participative sessions where they are guided through interactive exercises. There are also regular opportunities for the learners to ask questions to affirm their understanding of the topics being covered.

Price:
Taught:
£350 (IRO members/£400 non-members)
Online: £120.

Delivery:
Online and Offline.

Contents:
First Principles
Signalling and Train Control
Rail Freight
Railway Track
Development of the Railways
Organisation of the Rail Industry
Trains
The Railway and the Passenger
Planning and Delivery

'I recommend this course to anyone entering the rail industry as a great starting point.'
Magdalena Garbulinska,
TR Crossrail, Data Analysis Manager
(Performance Attribution)
Short courses:
IRO offer an Attendance Certificate

Levy Funded?
No

How does it work?
These are delivered face to face, take a day each and can be bought separately or together in pairs/series.
Principles of the subject are introduced and case studies used in a group setting to share learning and optimise reactions and decision making.

Price:
c.£900 + trainers expenses. – taught inhouse.

Main Personal Benefit:
A good grounding of the principles involved in each topic, an appreciation of the role of colleagues in the railway system and insights into the rail system as whole.

Main Company Benefit:
You can put these into development centres (some of the exercises can be observable), use for team leader training, senior leadership events or management conferences. You have ultimate flexibility over your topics and are not tied to the whole IRO Operations Practitioner Diploma series or the assessment methods deployed, whilst being able to utilise the materials and gain attendance certificates for your attendees.
<table>
<thead>
<tr>
<th>Topic</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Incident &amp; Emergency Management</td>
<td>This short programme defines the preparations that can be made for emergencies and operational incidents on the railway and gets learners involved in scenarios to improve their knowledge on: types of emergency, good practice with contingency planning and readiness, who is who in the command structure, evacuation procedures - Fire / Security / Crowd Control, civil emergencies, response to operational incidents and events, Station evacuation planning. The programme refers to Approved Codes of Practice wherever possible and contains exercises on; Contingency Planning, scenario of a mishap at a junction, scenario of a train fail on a mainline, identification of the worst disruptions for different rail companies (e.g. TOCs, Infrastructure).</td>
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<tr>
<td>Managing Safety</td>
<td>This serves as a concise introduction to the key principles of Safety Management and their practical application on the modern railway. The programme has content on key legislation, Safety Management Systems; Railway Operating Standards and Principles; Principal Railway Standards, Safe Movement of Trains, Key Operating Principles, Railway Operating Logic, Risk Assessments, Managing Behaviour and People Assessments and Culture. It involves the learners with exercises on &quot;Who is Responsible?&quot;, Managing Change, root cause analysis and Operations Standards Audit.</td>
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<tr>
<td>Performance Management</td>
<td>In this introduction to the key concepts of Performance Management learners are given a chance to work with others on information analysis, pre timetable investigation and planning a special event to improve performance. The exercises all work on the fundamental principles of good performance such as accountability throughout the system, proactivity, understanding real time effects and identifying improvement targets. There is content on Public Performance Measure, business policy, engineering access and on the day and after the day measure.</td>
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<tr>
<td>Delivering Customer Services</td>
<td>To outline the principles behind excellent customer service, how to recognise it and how to deliver it, this programme looks at Customer and Staff engagement, policies, internal customers, service level agreements, costs of poor quality, Passenger Information During Disruption, Serious Performance Incident Reviews, (how to make the findings count) and how to measure Customer Service Performance. It includes exercises on Service Level Agreements with Depot staff, going the extra mile, the costs of quality and conflict.</td>
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<tr>
<td>Operational Planning &amp; Timetabling</td>
<td>This packed 180 minutes offers an understanding of the principal aims of operations planning, the processes of operations planning and the balance between efficiency and effectiveness in timetable and resource planning. It has contents on timetable inputs and outputs, UK planning processes for permanent, engineering, short and very short planning, Timings, cost v efficiency debate, causes of failure in planning. It includes exercises in pathing, identifying terms and a comprehensive short term planning scenario with rolling stock and train crew diagrams to factor in to the solutions.</td>
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<tr>
<td>Rail Engineering &amp; Asset Management</td>
<td>This programme helps learners to understand how assets are managed on the railway and their impact upon operation. It begins by identifying and establishing ownership for the key components in track, civil engineering, signalling, electrification, plant and fleet and their potential impact on operational capacity, speed and ability to run. Looking at repair, maintenance, renewals and upgrades the programme also looks at productive times in possession and completes with exercises on radical solutions with a maintenance backlog, use of KPIs in partnership models.</td>
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</tbody>
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My Pod

Contents/Question areas:
- Incident and Emergency Management:
- Performance Management:
- Delivering Passenger and Freight Services
- Managing Safety:
- Delivering Customer Services:
- Operational Planning and Timetabling:
- People and Change:
- Railway Organisations Business Context:
- Rail Engineering and Asset management:
- Rolling Stock and Fleet Management
- Train Movement and Control Systems
- Financial and Investment Planning

Main Personal Benefit:
You take control of your own rail operations professional development – and you have something to take to your performance review to share with your boss with ideas for development activities, improve your knowhow, stay relevant and build a career passport.

Main Company Benefit:
It can show you who is trying to self-develop and you can incorporate it into your people performance regime. With bespoke development, the MyPOD tool can be adjusted so the advice it gives to your employees on completion offers links to learning resources you want to signpost to them – call the team if you are interested in undertaking that work with us. We haven’t done it yet – but we know it can be done!

Professional Operators Development (POD) Framework
This is the professional map for railway operators, which captures what successful and effective operators know and deliver across every aspect and specialism of the profession. It covers twelve areas set out in four groups of related disciplines.

Recognised by:
Levy Funded?
The product is free to members

Who is it for:
Everyone at all levels particularly useful for entrants to rail, as part of planning your own development, preparing for a performance review or IRO membership upgrade.

Delivery:
There is no delivery – it is a guided self assessment exercise.

Requirements for study
Access or use of a computer.

Membership of IRO so you can access all the goodies at the back of the website in your own name.

Dates:
It is continuously available to you.

How does it work?
My POD is effectively an intelligent, self assessment questionnaire. As you fill it in, it considers solutions for you to attain greater knowledge or insight and collates your results and its suggestions in a single report which you can download and print.

Price:
FREE to members (and odds are that your membership is free too – see the Corporate member listing to see if it applies to you.)
Mentoring

The IRO Mentoring Scheme is free for all members of the Institution. The scheme provides a managed relationship between the Mentor and the Mentee to enable:

- Knowledge sharing
- Working through professional issues
- Improvement and career development
- Provision of a sounding board or critical friend when required

The intent is not to teach, judge or necessarily to offer solutions but to provide a sounding board which will give the Mentee enough information to enable them to make the right decisions and help them develop their own professional and personal skills and resources.

What is the purpose of mentoring?

To assist practitioners (“Mentees”) to develop their professional competence, achieve their learning objectives and develop their behaviour through mentoring provided by more experienced practitioners (“Mentors”).

Mentoring is an arrangement in which a Mentor offers on-going support and guidance to a Mentee to help the Mentee manage his or her own learning and career development (called the “Mentoring Scheme”).

Once purchased, there is no time limit to complete the course and students are able to pick up modules as they wish.

Areas

The IRO has seven Area Councils located throughout the UK and Ireland.

The purpose of these councils is to...
- promote the aims of the Institution and to take responsibility for recruiting new members
- arrange social and informative events
- facilitate mentoring of individuals
- arrange workshops and seminars as part of the educational process

Each area offers...
- FREE, varied programme of local Area events including, driving simulations, depot visits, leading industry speakers, company visits and social events
- freedom to visit any of our Area events up and down the UK
- subscribe to any or all Area emails
- “What’s On” listing on the website with event booking facilities

Valuable opportunities for members to learn and share knowledge.

Your local IRO area runs events all year round. These are opportunities to see how others work, broaden your experience and add to your professional development.

http://www.railwayoperators.co.uk/whats-on/

The IRO Mentoring Scheme provided a safe space to discuss issues and difficulties I faced being a young professional in the transport industry.

Zahid Hussain, MTR Crossrail, Duty Head of Control

‘The IRO were great with the end to end process and kept me informed at all times from application to matching with a mentor’

Jennifer Blake, Network Rail, Senior Business Analyst

‘The application process was very simple, and I was soon suitably matched to a knowledgeable and experienced mentor.’

Deramchia Samir, Rail for London Infrastructure (RLI), Principle Maintenance Support Technician

‘The IRO Mentoring Scheme provided a safe space to discuss issues and difficulties I faced being a young professional in the transport industry.’

Zahid Hussain, MTR Crossrail, Duty Head of Control
Additional Services (Corporate)

Registered External Quality Assurance Organisations (EQA)
IRO is the approved as an EQA provider for two apprenticeship standards:

- ST0419 Rail Infrastructure Operator (level 2)
- ST0503 Network Operations (level 2)

Registered End Point Assessment Organisation (EPA)
A responsible, collegiate and Value Adding service with income opportunities for your organisation.

IRO have been an approved EPA for the Train Driver Apprentice Level 3 since December 2018. Assessment techniques and resources have been developed with the input and approval of ASLEF throughout. The End-Point Assessment Plan, which EPAOs must closely follow, states that assessors must be current Train Drivers. The IRO developed the concept of an agreed employer-led supply of assessors. Under this agreement, each operating company puts forward willing volunteers to carry out EPA on behalf of the IRO for 5 days per year which IRO pays for from the fee.

Due to their not-for-profit approach, we are able to charge significantly less than the £4,200 maximum fee for Train Driver EPA. Operating companies are also paid a good daily rate for providing assessors to the IRO. Assessing on behalf of the IRO is an attractive prospect; assessors achieve the IRO Certificate in End-Point Assessment following a one-day training course called Assessor School and have access to CPD opportunities. The IRO’s concept of an employer-led supply of assessors means that current drivers are not ‘poached’ or lured into working additional hours on a freelance basis.

By providing EPA, the IRO hope to keep levy funding in the industry. Acting in a not-for-profit way has allowed the IRO to develop a high quality, meaningful EPA at a competitive price. The supply of assessors is an opportunity for us all to work together to give development opportunities to staff without losing them, in the process creating a valuable experience for apprentices in a bid to increase industry standards.

We have already had significant interest and training providers and Train Operators are signing up as their plans for the Apprenticeship become clearer. Please call us so we can explain what you could gain from being involved in this industry - wide initiative.

IRO Centre of Excellence:
Do you want to strengthen your succession planning? Instil a culture of Continuing Professional Development? Take national, standardised training and deliver in-house or to multi stakeholder groups? Now open to all corporate members, this scheme is new for 2019 and has been designed in response to the latest round of customer research. If you are interested – get in touch with QA Manager Liz Walker

Bronze:
- membership of IRO routinely advertised and facilitated to new starters and existing staff.
- Internal and external job vacancy notices use IRO membership level in ‘desired’ or ‘essential’ specifications

Silver:
- All above plus:
- IRO online CPD tool is aligned to the organisation’s language and people development practices

Gold:
- All above plus:
- IRO courses are a systematic part of the learning offering in the organisation
- The organisations can deliver the ‘Operational practitioner award, certificate and diploma’ material to standard, in house.

Platinum:
- All above plus:
- You can deliver the ‘Operational Practitioner’ programmes to others under IRO licence.
Our Academic Partner

We are proud to deliver our academic programme in Railway Operations Management with our academic partner, Glasgow Caledonian University (GCU).

Glasgow Caledonian University is a distinctive, inclusive and forward-looking university that is committed to its social mission to promote the common good.

When considering applicants for the academic courses, GCU take into consideration previous qualifications and rail experience that an applicant might have. This makes it a great partner for IRO.
Fees and Funding

Investing in your future is more affordable than you might think. As some of the most affordable higher education courses in the UK, we offer a range of flexible payment options to suit your circumstances.

Is your company helping you?
Studying on an academic programme is an effective way for you to develop your knowledge and skills, so your employer may be willing to pay for all, or part, of your studies. They may also be willing to loan you the money so you can pay it back in monthly instalments.

Borrow it from your company:
It's 20% cheaper by getting your employer to lend you the net price. You can then pay them back through your salary. Please get in touch for a help sheet on this.

100% Company sponsorship:
Let us know the purchase order number and we will do the rest.

Part company sponsorship:
We need the company funding up front and your monthly plan starts straight away, either to us or to your company. You can also pay the balance up front if you prefer not to use our interest free instalment plan.

Are you paying for yourself?
Student finance:
Depending on your circumstances and location, grants or loans are available to part-time students. Contact us for more information or download a copy of our student finance guide which contains helpful information at www.railwayoperators.co.uk/learning-development/student-finance

Apply for an IRO scholarship:
The Institution’s scholarship fund is now being offered for a fourth year running to support the development of railway operators. Several students have benefitted from partial funding which has enabled them to study with us. Please email learning@railwayoperators.co.uk to request a scholarship application form.

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<th>Course</th>
<th>Net Price</th>
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<th>Gross Price</th>
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**IRO interest free instalment plan:**
If you are not able to pay for the whole course upfront, a deposit is required to secure your place and you can pay the balance with interest free instalments.

<table>
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<tr>
<th>Course</th>
<th>Min. Deposit (required by 2.9.19)</th>
<th>Number of Payments</th>
<th>Monthly Instalments</th>
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<td>Degree</td>
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STILL NOT SURE YOU WANT TO DO ANYTHING?

Just join us

Who is it for?
Membership is in itself a useful step. If your company is a corporate member of the IRO then it’s free for you to join – and while you are trying to work out what to learn, what you want to contribute and how you want to stand out, then you can be part of a network of over 8,000 committed professionals, get free mentoring, use MyPOD and attend any number of fabulous events.

Benefits:
Gain professional recognition, connect and share ideas, improve your knowhow, stay relevant and build a career passport.

Our Corporate Members

Our Industry Partners

www.railwayoperators.co.uk learning@railwayoperators.co.uk 03333 440523 @IRO_UK Institution of Railway Operators
The Institution of Railway Operators is the only Professional Institution whose focus and specialism is railway operations. Its vision is to “support improvement in quality of the railway operations workforce and help railway organisations succeed.”

In short, it seeks to raise the profile of rail operations management and delivery and to promote the highest standards of practice for the benefit of passengers, customers and the public.

IRO is seeking recognition to become a Chartered body. We believe the granting of a Royal Charter of Incorporation would:

- Underline the need for rail operators to be committed to professional practice for passenger, customer and public good.
- Improve standards in all aspects of railway operations in measurable ways.
- Give credence to the concept of structured CPD in the workforce.
- Support the promotion of railway operations as a respected and rewarding career.
- Provide a guarantee of the authoritative standing of the exportable knowledge of the Institution (itself a product of the national rail workforce) contributing to the national economy.

It does not seem logical or sensible that railway operations organisations are denied the opportunity of using such a trusted mechanism for assessing and promoting competency in their core competency area when they can easily do this with their support services e.g. HR or accountancy. We therefore intend to ask for the power to create a new Register of Chartered Railway Operators. The benefits then being:

- The establishment of an approved inventory of Operators with standardised levels of proven knowledge, experience and commitment.
- A focus on the profession to encourage more within the profession to know what excellence is and to strive for it.
- Underpinning the national skill set with tools to promote career and professional development.