



Driver Selection and Recruitment Guidance


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DRIVER SELECTION AND RECRUITMENT GUIDANCE

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TERMS AND ABBREVIATIONS

Table A – Terms

Term	Definition
Attentional Switching	Switching focus of attention accurately and quickly.
Line of Sight	Operating mode where a tram should be able to stop before a reasonably visible stationary obstruction ahead, from the intended speed of operation using the service brake.
Major Life Event	Situations which could impair cognitive performance in the short term, such as the death of a loved one, divorce, or illness.
Norm Group	A set of people whose performance acts as the foundation for mandating norms.
Duty Holder	The person / organisation responsible for carrying out a particular duty under the regulations.

Table B – Abbreviations

Term	Definition
BS	British Standard
CRB	Criminal Records Bureau
DBS	Disclosure and Barring Service
DfT	Department for Transport
DVLA	Driver and Vehicle Licensing Agency
ISO	International Organisation for Standardisation
Km	Kilometres
LRSSB	Light Rail Safety and Standards Board
OPC	Occupational Psychology Centre
RAAT	Rules Acquisition Aptitude Test
RSSB	Rail Safety and Standards Board
SAFEPQ	Safe Personality Questionnaire
SCAAT	Safe Concentration and Attention Test
TFRS	Training for Safety Test
TPG	Tramway Principles and Guidance

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1. Introduction

- 1.1. This guidance supports the high level principles set out in LRG 1.0 Tramway Principles and Guidance (TPG) published by the Light Rail Safety and Standards Board (LRSSB).
- 1.2. This document provides high level guidance in relation to the selection and recruitment of Light Rail (tram) drivers for those delegated this responsibility in relation to UK Light Rail systems (tramways) based on 'line-of-sight' operations only. As with all guidance, this document is not prescriptive and is intended to give advice not to set a mandatory industry standard, and it is based upon goal setting principles as best practice. Much of this guidance is based on the experience gained from existing UK Tramways and from published documents.
- 1.3. This guidance is not intended to be applied retrospectively to existing tramways. However, duty holders should consider and assess any implementation of this guidance and / or any subsequent revision, to ensure continual improvement, so far as is reasonably practicable.

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2. Scope

- 2.1. The focus of this guidance is the selection and recruitment of drivers and is not indicative of the wider recruitment processes within the Light Rail industry.
- 2.2. This guidance is informed by the results of a survey of UKTram members¹ survey undertaken in 2019 which included data on existing drivers and the recruitment processes including psychometric assessments.
- 2.3. This document does not include guidance on driver training, assessments or competency maintenance.
- 2.4. Although the turnover of staff is low in existing Light Rail systems, as well as recruiting the appropriate individuals for the role of a tram driver, there is a requirement to have processes in place to enable the successive recruitment of drivers to ensure there is adequate succession planning and also to accommodate the expansion of Light Rail systems.

¹ Blackpool, Croydon, Dublin, Edinburgh, Manchester, Midlands, Nottingham and South Yorkshire

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3. Selection Criteria

- 3.1. The selection and recruitment of the suitable people for the role of tram drivers is of paramount importance to the safe and efficient operation of a tramway. Recruiting the wrong drivers or drivers that do not stay in the role is timely and costly to systems and their safety.
- 3.2. As such, valid and appropriate selection criteria need to be employed to select suitable persons for the role of a tram driver. Selection criteria are usually derived from:
 - The physical demands of the operation on tram drivers; and
 - The aptitudes and mental abilities identified as necessary to ensure competent tram driving after the appropriate training and development has taken place.

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4. Consideration of Physical Demands

4.1. The physical demands for the role of tram drivers, as is required to be assessed, are defined by the duty holder. This would be quantified by an assessment of the role and any influential factors or requirements identified. This may include the following:

- Position of steps, door handles or handrails on the particular system vehicles in relation to the tram infrastructure;
- Operational requirements for access and operation of equipment both inside and outside of the tram or the wider system infrastructure; and
- The design of the vehicle cab in particular in relation to line of sight.

4.2. The above may be considered as minimum requirements that are necessary for role without causing or increasing risk to the safety of the tram driver or to tram operations.

4.3. Further guidance in relation to medical assessment and criteria is contained in Section 12.

5. Aptitudes and Mental Abilities

- 5.1. Such selection criteria would need to include items to represent the required cognitive, psychomotor and behavioural aptitudes appropriate to driver tasks and operational functions such as the examples below:
- Attention (selective and divided);
 - Communication;
 - Behavioural Aptitudes;
 - Hand coordination;
 - Memory;
 - Perception;
 - Reaction time;
 - Reasoning; and
 - Vigilance.
- 5.2. Such aptitudes would need to be validated by occupational specialists with input from the duty holder, in particular where there is any additional selection criteria that is relevant to that particular Light Rail system and its operations.
- 5.3. The particular aptitudes considered should be designed to cover all of the key aptitudes required for safe tram driving and help to mitigate the risk of any candidates being selected who do not possess the required standard to have the potential to become a safe tram driver.

6. Selection Process Overview

- 6.1. As noted above, the selection process should include a psychometric assessment for all candidates, as any evidence from the assessment may affect a conclusion on the likelihood of future safe performance.
- 6.2. It is recommended that an interview be part of the selection process to also assess the candidates oral communication skills, and to gauge potential important attitudes towards the public that cannot be psychometrically tested, for example in relation to handling conflict, ambitions etc.
- 6.3. The following sections provide an overview of the selection process, which includes:
- Advertising;
 - Initial Shortlisting;
 - Psychometric Testing;
 - Hazard Perception Tests;
 - Multi-modal interview;
 - Medical; and
 - References.
- 6.4. The above stages do not necessarily need to be undertaken in a prescribed order.
- 6.5. There are additional elements that may also be considered as part of the selection process as listed below. These are not considered further in this guidance:
- Personal Track Safety (training and test); and
 - Criminal record check (DBS formerly CRB).

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7. Advertising

- 7.1. Local media advertising, for example, in radio and newspapers is a proven method of recruitment, especially where the entry level to the role for a particular system is not necessarily initially in a tram driving role, or where a particularly under represented section of the community may be encouraged to try for the role.
- 7.2. In addition, recruitment apps have been shown to be a succesful part of the integrable recruitment process.

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8. Initial Shortlisting

- 8.1. Initial shortlisting may be by the completion of an application form followed by a review of details, whether a purely on-line system and / or a paper based initial application process.
- 8.2. Whilst there may be no minimum age requirement specifically for tram drivers, the legal requirement (with the exception of a limited number of cases²) is for a tram driver to hold a current car driving licence to drive a vehicle on the highway. Therefore, the minimum age is for candidates to be over 17 years (if a Category B licence holder) but also to include an appropriate period of driving experience as a qualified driver, to ensure experience of identifying hazards on the highway and to have a degree of 'road sense'.
- 8.3. The status of holding a current driving licence as a requirement should also consider penalty points acquired in relation to driving offences prior to any final employment offer.
- 8.4. It is also recommended that, as a minimum, a criminal offences declaration be included on an application form. However, undertaking a criminal record check and review could also be considered as a requirement to complete the selection process.

² Section 8 of Tramcars and Trolley Vehicles (Modification of Enactments) Regulations 1992 (legislation.gov.uk)

9. Psychometric Testing

- 9.1. Where psychometric testing is used, the tests should be carried out by a suitably qualified person to both administer and interpret the psychometric assessment methods used. This could require any such persons to hold the ‘Test User: Occupational, Ability’ British Psychological Society (BPS) qualification.
- 9.2. Psychological assessments that are currently used on existing UK Light Rail systems are contained in Appendix 1.
- 9.3. Following testing, Light Rail systems are then required to make a judgment about whether an individual passes or fails a psychological assessment process based on a pre agreed scoring. All assessment scores should be recorded, and the outcome from the assessment of each selection criterion for each candidate retained on the candidate’s personal file for future reference.
- 9.4. A period of validity should be applied to the scores from the date of assessment, unless the candidate is known to have a performance changing event or condition that may cause a decrease in cognitive ability or change in behavioural tendencies.
- 9.5. When reviewing the psychometric assessments, the Light Rail system should consider the following elements:
- Impact of any changes to tram driving work and the skills required of tram drivers on the selection criteria;
 - Developments in psychometric assessment methodology; and
 - The reliability, validity and fairness of psychometric assessment methods used.
- 9.6. It is recommended that Light Rail systems periodically review their psychometric assessment processes as part of their competency management review processes, as their suitability and effectiveness can be affected by changes in the role being selected for, as well as changes in the candidate ‘norm group’ benchmark scores. This can also include technical changes such as new signalling or an extension to an existing network if there are sufficient differences in the new sections of route.
- 9.7. Where a candidate has a disability that does not rule them out of selection but which might disadvantage them during tests, for example dyslexia, guidance on reasonable adjustment of testing methods should be sought.
- 9.8. It is also recommended that any Light Rail system should not reassess a candidate who has failed the psychological assessment within six months. If a candidate has failed more than once, they should not be reassessed unless there are documented mitigating circumstances.
- 9.9. When a candidate is reassessed, it is recommended that the process is only needed to cover the areas where the candidate failed the first assessment if it is carried out within five years of the first assessment and there is no evidence of a major life event since the first assessment.

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10. Hazard Perception Tests

10.1. LRSSB recommend that a hazard test assessment is included in the selection and recruitment of tram drivers. There are various methods to test candidates and the examples below are from existing UK Light Rail systems:

- A DVLA type driving assessment conducted by an appropriately qualified assessor on the highway, including a basic assessment of the candidate's response to highway rules and instruction;
- The results of a test using a tram driving simulator;
- Scores from the Hazard Perception Tool developed by the LRSSB which is freely available for use; and
- Tram depot drive (which will also inform other aptitudes such as hand / eye coordination, general mobility and trainability etc).

10.2. The results including the pass / fail criteria of the assessment would be considered by the duty holder.

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11. Interviews

- 11.1. A face to face multi modal interview should take place as part of the recruitment process. This is used to assess candidates verbal communication skills and to make an assessment against any required behavioural criteria.
- 11.2. Safety will form a key element of the assessment of the candidate, as well as their ability to communicate work-related information in a clear and accurate manner.

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12. Medical

- 12.1. In addition to the recommended level of fitness contained in LRG 11.0 Medical Fitness, the duty holder may consider a medical practitioner or occupational health consultant to be involved in the recruitment process, either to conduct or supervise medical assessments during the recruitment process.
- 12.2. Advice may also be sought from medical practitioners, occupational health consultants and ergonomists on defining and applying physical requirements and on compliance with disability discrimination legislation.

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13. References

- 13.1. Any irregularities identified in references that have been provided in relation to candidates should be investigated as far as reasonably practicable before any final offer is made.
- 13.2. Transfer of information about tram drivers when they change employment between undertakings should be readily available from one undertaking to another.

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APPENDIX 1: Psychological Assessments

The following are psychological assessments that are currently used on existing UK Light Rail systems.

Test	Assessment
OPC Safe Concentration and Attention Test (SCAAT)	An individual's capacity to maintain concentration on routine tasks such as: <ul style="list-style-type: none"> · concentration on a monotonous task; · concentration on two things at once; and · switching focus of attention accurately and quickly ('attentional switching')
OPC Rules Acquisition Aptitude Test (RAAT)	An individual's ability to understand and reason with basic written rules, regulations and procedures that are similar to those which are typically used within the transport industry
OPC Trainability for Rules and Procedures Test Part 2 (TRP)	The candidate's ability to learn new procedures and regulations
Using Information - VWT1	An individual's ability to understand and deal with written information
OPC Safe Personality Questionnaire (SAFE PQ)	Profile specific personality traits, attitudes and behavioural styles that have been empirically linked to safe working behaviour
OPC Trainability for Safety Test (TFRS)	The ability to learn and recall safety-related information similar to that found in the training programmes of safety-critical roles