

UNHCR's Practical Guidance for Assessing Candidates for Driver Positions

Volume 1: Light vehicle drivers – 2nd Ed.

Executive Summary

In order to assist offices with employing suitable people as drivers within the organization, taking into account the different operating environments, and to ensure they have the appropriate skillset to be able to drive in a safe and secure manner, the UNHCR's Road Safety Steering Committee and the Road Safety Unit¹ have developed this guidance on how to test candidates for driving positions.

This is the structure of the practical guidance:

Chapter 1: Introduction.

Chapter 2: Methodology. This chapter explains who the recommended assessments apply to, and some considerations that are to be taken into account when undertaking sample driving tests.

Chapter 3: Recommended tests.

UNHCR invites fleet managers and driver supervisors of partner organizations to implement this practical guidance to improve the driver selection process.

¹ For further information or clarifications on the practical guidance please contact the Road Safety Unit at: visionzero@unhcr.org.

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1. Introduction

To ensure that drivers recruited to UNHCR have the appropriate knowledge, skills and attitude required for the position it is important to offer them the opportunity to demonstrate this through testing their technical knowledge, practical skills as well as through questions related to the position in the interview process. It is good practice that this process is conducted by persons who will be supervising them, i.e. admin officer/ transport officer and that the Field Security Advisor/ supply manager could also be part of the process.

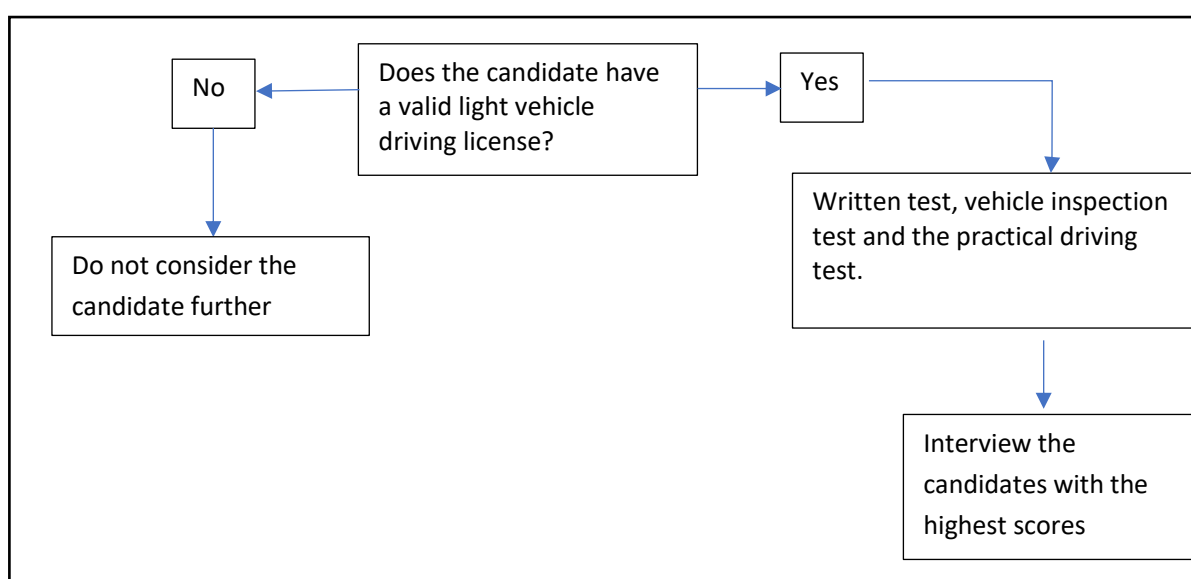
All the candidates are to be subjected to a written test, a vehicle inspection test, and a driving test. The candidates who achieve the highest scores are to be invited to an interview to select the most suitable candidate(s). This guidance is designed to present different tests that are to be used for assessing the candidates. The explanation on how to apply the different tests is included in the second chapter (Methodology), and the different tests are presented in the third chapter.

2. Methodology

This practical guidance was designed based on an identification of different types of tests that are relevant for the driver selection process. These include written test, vehicle inspection test, driving test and interviews.

Before testing the candidates, it is required to check the driving license. It is good practice not to consider further any individual who does not have a valid driving license, as indicated on the below flow map.

FIGURE 1. FLOW MAP OF THE DRIVER ASSESSMENT PROCESS

















Each test has been assigned some grading criteria, and the total score of each candidate would be the summary of each individual score they got during the different tests. At the end, it is good practice to select the candidates with the highest scores, all candidates are to be subjected to the same tests, and the same number of questions is to be applied.

2.1. Written test – basic job knowledge test

It is good practice to submit all candidates to a basic written job knowledge test. The test is found in section 3.1, and it is to be printed out and given to the candidates on the day of assessment. It is also a good practice to inform the candidates in advance so they could bring a pen for taking the written test.

This job knowledge test is designed to understand if the driver knows some basic technical concepts related to the driving tasks, and if they can understand the UN language² spoken in the operation. It is important to note that some of the questions are related to the understanding of the traffic signs, but there are different traffic signs among different countries, so it is necessary to change the images using the traffic signs applicable to your country. Besides, some other questions are multiple option questions, and the correct answers are found on the below table.

TABLE 2. CORRECT ANSWERS OF THE BASIC JOB KNOWLEDGE TEST

	Correct answers	
Question 2	Both a and d	
Question 3	 Engine temperature warning	 Low Fuel Level
	 Check Engine	 Check Tyres
Question 4	 Speed Limit 30 KM	 Bend to left
	 No overtaking	 No Waiting
	 No Parking	 Minimum speed 50 km
	 Stop and Give away	 Turn right ahead
	 No Entry	 Hump
Question 5	b	
Question 6	d	
Question 7	d	
Question 8	d	
Question 9	f	
Question 10	a	
Question 11	b	
Question 12	c	
Question 13	c	
Question 14	c	
Question 15	c	
Question 16	c	
Question 17	d	
Question 18	c	
Question 19	b	
Question 20	a	
Question 21	d	
Question 22	c	
Question 23	b	
Question 24	b	
Question 25	c	
Question 26	f	

² The UN official languages are Arabic, Chinese, English, French, Russian, and Spanish.

2.2. Vehicle inspection test

After the written test, it is good practice to submit the candidates to a vehicle inspection test to assess if they understand how to fully inspect it and ensure that a vehicle is roadworthy and prepared before starting to drive. This test is measured using a checklist to record if the driver checked various components of the vehicle conditions properly. A qualified colleague needs to conduct the assessment.

2.3. Driving test

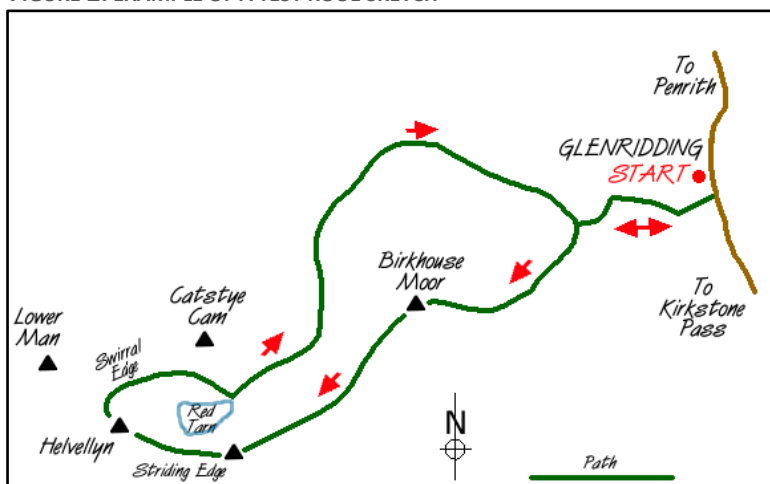
This test is measured using a checklist to record if the drives correctly follow the traffic rules and interact safely with the other road users. The results of the driving test might be affected by the duration of the test itself, and the longer the test takes, the more chances the candidates have for committing mistakes. For example, a person would have more chances to make mistakes on a 2-hour driving test than in a 30-minute test (it is not recommended to do tests of which the duration is less than 30 minutes). Consequently, when conducting a driving test, it is good practice to ensure all candidates take the same route to prevent issues related to the duration of the tests on different routes.

Route selection is very important, as the person in charge of testing the candidates needs to make sure the route represents the conditions in which the drivers would drive normally. A loop around the block would not be a proper test if it does not properly represent several of the conditions the drivers would find more frequently. Therefore, it is good practice to select a route with the below characteristics:

- It passes through an urban area where interactions with pedestrians, motorcyclists, and other motor vehicles will occur
- It has different types of traffic control devices: stop signs, yield signs, traffic lights, etc
- It has different road geometries: roundabouts, at grade intersections, entering and exit ramps, low and high-speed roads
- It has different road surfaces: paved roads, gravel road, moody roads, etc
- It has different traffic conditions: busy traffic areas, low traffic areas

Once the test route is identified, it is also recommended to present a sketch to the candidates before starting the driving test. The sketch is to present some of the key reference points (see Figure 2), so candidates can gain some knowledge of the route in advance. This will help avoiding confusion during the test.

FIGURE 2. EXAMPLE OF A TEST ROUE SKETCH



2.4. Interviews

After filtering some potential candidates, it is good practice to interview the candidates with the highest scores from the previous assessments (Table 3 gives an example of the driver selection process based on the test results). The questions are to be based on the requirements of the positions, and they are to be situational sample and competency-based questions. One warm-up question and three competency-based questions could be sufficient for selecting the candidates. In section 3.3 recommended topics for formulating the questions are presented.

TABLE 3. EXAMPLE OF THE SELECTION PROCESS BASED ON THE TEST RESULTS

Candidate's name	Test			Final Score	Interview
	Written test	Vehicle inspection test	Driving test		
Candidate 1	10	12	14	36	Consider the candidate for a final interview
Candidate 2	18	10	15	43	Apply the interview
Candidate 3	2	0	6	8	Don't interview this candidate
Candidate 4	19	5	16	40	Apply the interview

3. Assessment tests

3.1. Written test

Name: _____ Last Name: _____

ID number: _____ Date: _____

Instructions: this test was designed to assess basic knowledge in relation to driving light vehicles. You will have 60 minutes to complete it. Please carefully read the instructions of each question and answer them individually with a pen. Please turn off your mobile phone and do not talk with other candidates. Any communication with them will be considered as fraud or “cheating”, and your assessment will be cancelled immediately. **Maximum score 37 points.**

1. How would you check the correct pressure of the tyres? Select all the correct answers (1 point)
 - a) Use a reliable pressure gauge
 - b) Kick the tyre to feel if it is inflated
 - c) Just looking at the condition of the tyre
 - d) Check and adjust pressures when tires are cold

2. What do the following warning signs on a vehicle dashboard indicate? (Use other applicable examples in your country) (4 points)



3. What do the following signs mean? (Use other applicable examples in your country) (10 points)



4. When you approach a railroad crossing without flashing warning signals or crossing gates, you should (1 point):

- a. Cross the tracks as quickly as possible.
- b. Obey the STOP or YIELD signs installed on the railway crossing
- d. Speed up to beat the train.

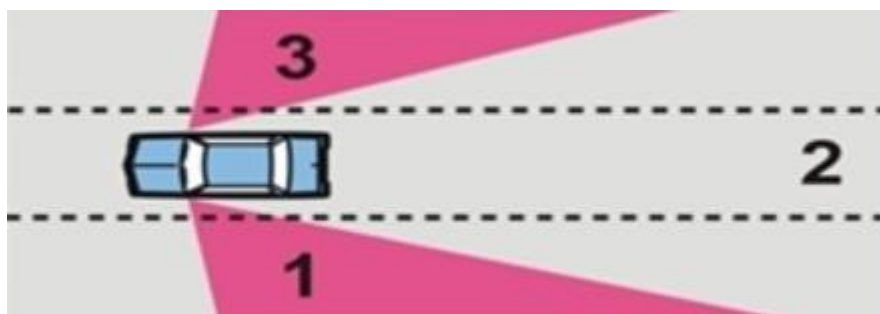
5. If you miss your exit from a highway (1 point):

- a. Stop in any lane of the highway
- b. Reverse back to the exit on the highway
- c. Roll down your window and ask the driver next to you for help
- d. Get off at the next exit and come back to the exit you missed

6. When approaching a railroad crossing you should (1 point):

- a. Slow down
- b. Look for a train
- c. Be ready to stop
- d. All of the above

7. What should you do if another driver is following you too closely (1 point):
- If there is an open lane to your right, move over to the right
 - If there is not an open lane to your right, wait until the way is clear ahead, and reduce speed slowly to encourage the tailgater to drive around you
 - Never slow down quickly
 - All of the above
8. What should you do when driving in rainy conditions? (1 point):
- Turn on the front lights
 - Reduce the speed
 - Increase the following distance from other vehicles
 - Turn on the windshield wiper system
 - Press the brakes slightly to dry the linings of the braking system
 - All of the above
 - Only *b* and *d* are correct
9. The driver of a standard light vehicle has a blind spot in (1 point):
- Area 1 and 3
 - Area 2
 - Area 1
 - Area 3



10. Complete the next sentence: Defensive Driving or driving safely means (1 point):
- Drive with speed and agility
 - Do not take risks that could endanger the driver or others
 - Protect their vehicles with safety devices (airbags, seat belts, etc.)
11. You're driving and your car starts to skid. You should (1 point):
- Press the accelerator and steer in the direction of the skid
 - Apply the brakes and steer opposite the direction of the skid
 - Take your foot off the accelerator and steer in the direction of the skid
 - Apply the brakes and steer in the direction of the skid

12. When driving in a marked lane on a highway you should place your vehicle (1 point):
- To the right side to avoid other road users
 - To the left side to avoid other road users
 - In the middle of the lane
 - Anywhere in the lane
13. You drive with correct care when you (1 point):
- Keep one vehicle length between your car and the car in front of you
 - You concentrate only in front of your vehicle
 - Keep your eyes moving around to check possible hazards around you
 - All of the above
14. When you are entering a bend, you should (1 point):
- Speed up to have the maximum grip of the road
 - Break suddenly to slow down and take the bend
 - Adjust your speed before entering the bend, to avoid applying the brakes in the middle of a bend
 - keep the smooth, safe speed as in a straight line.
15. Under good driving conditions when driving behind another vehicle at any speed, you should (1 point):
- Drive as close to the vehicle as safely possible
 - Stay 1 second behind the vehicle
 - Stay at least 3 seconds behind the vehicle
 - Keep minimum a car length between
16. When you are driving a vehicle on the road you should (1 point):
- Concentrate on the vehicle in front of you
 - Concentrate on the second vehicle ahead of you
 - Concentrate on the vehicle next to you
 - Scan further ahead and not to concentrate only on the vehicle in front
17. When you drive through an area where children are playing, you should expect them (1 point):
- To know when it is safe to cross
 - To stop at the curb before crossing the street
 - To run out in front of you without looking
 - Not to cross unless without an adult

18. While driving you come across an aggressive driver of another vehicle. You should (1 point):
- Follow the car, when they are stopped educate them
 - Always stay calm and in control of the vehicle
 - Immediately stop the car by flashing and teach them how to drive
 - Write down their vehicle numberplate and report it to the nearest police station
19. When going on a long trip what is the one most important things to do? (1 point)
- Get plenty of rest before the travel
 - Make sure the horn is working
 - Make sure the road is well lit
20. When driving in wet weather, expect your vehicle (1 point):
- To be colder inside
 - Will stop at the same distance as on dry roads
 - Handle better because of the less grip
 - Take longer and further to stop, so slow down.
21. You have been driving for hours and you start to feel tired. What should you do? (1 point)
- Switch on your air-conditioning to get a bit cold.
 - Stop at a shop to get some coffee or caffeinated refresher
 - Pull off the road in a safe place, stop, and rest until you no longer feel tired
 - Open your windows to have fresh air
22. When driving in dusty road conditions you should (1 point)
- Speed up to get away from the risk
 - Switch on your head lights
 - Flash your headlights to warn other users
 - Switch on your indicator to the side
23. What is the best way to avoid hitting other road users (vehicles, pedestrians, animals) when moving off from a kerb? (1 point)
- Look around properly your car before sitting in and drive off quickly
 - Check your mirrors and look over your shoulders before moving off from the kerb
 - Warn people of your attention and sound your horn before moving off

24. Which of the following is not a sign of fatigue? (1 point)
- a. Itchy or heavy eyes
 - b. Yawning frequently
 - c. Being aware of the hazards
 - d. Being more irritable than usual
 - e. Nodding the head unconsciously
25. Which of the following actions is recommended when experiencing fatigue while driving? (1 point)
- f. Look for a safe place to pull over and take a break
 - g. drink some coffee
 - h. Open the windows
 - i. Raise the radio volume
 - j. Increasing the speed
 - k. All of the above

3.2. Vehicle Inspection Test

This check list is not to be given to the candidates. It was designed for the assessor to take notes of the vehicle characteristics the candidates checked. Besides, each candidate is to be assessed individually. **Maximum score 21 points.**

Ask the candidate to perform an inspection of a UNHCR vehicle as if they would be starting a shift as a UNHCR driver. What would they check? If possible/applicable use a vehicle that will likely be used by them if they are a successful candidate

Outside of the vehicle

360-degree walk around performed	Yes No
General condition of vehicle outside (panels, windows, lights)	Yes No
Any visible leakage	Yes No
Condition of tires	Yes No
Steering	Yes No
All lighting devices and reflectors	Yes No
Horn and windshield wipers	Yes No
Emergency equipment	Yes No
Open the bonnet	Yes No
Check the oil level	Yes No
Check the Coolant level	Yes No
Check the brake fluid level	Yes No
Check the windscreen cleaner level	Yes No
Visible check of the engine bay	Yes No
Check the battery connection	Yes No

Inside the vehicle

Adjusting the seat properly	Yes No
Adjusting the mirrors properly (all three)	Yes No
Adjusting the steering properly (if applicable)	Yes No
Uses the seatbelt	Yes No
Starting the vehicle properly (clutch in, handbrake, gear)	Yes No
Pull away smoothly and break test	Yes No

3.2.1. Practical driving test

This check list is not to be given to the candidates. It was designed for the assessor to take notes of the vehicle characteristics the candidates checked. Besides, it is good practice to assess each candidate individually. **Maximum score 16 points.**

Have the candidate perform a few manoeuvres in the parking area before going on the road to familiar themselves with the vehicle. Once on the road, follow the test route. Also, check to see if they automatically put on the seat belt without a reminder, remind others in the vehicle and see how they handle distractions in the vehicle like a radio, other communications devices that they bring. Remember, the applicant is most likely nervous and will probably drive with extra caution. However, these tests can give a good indication of the person's driving capabilities.

Practical driving indicators:

Vehicle in operation		Yes	No
1	Mirrors, steering wheel and seat adjusted properly and proper utilization of the seatbelt		
2	Engine running, started properly (one hand on the wheel, clutch, handbrake engaged)		
3	Check their mirrors, use indicator before taking off. Only when it is safe to do so		
4	Smooth start of the vehicle		
5	Smooth driving - candidate to operate the vehicle safely, smooth ride for passengers, less fuel & wear and tear		
6	Throughout the test usage of all mirrors		
7	Signals correctly, timely used		
8	Correct distance holding from surrounding vehicles (incl. parked vehicles, pedestrian crossing etc. enough space		
9	Controlled stop (not an emergency stop) – at a place where safe to do so, speed the vehicle up to 30-40 km/h and stop the vehicle (if possible, in a compound, using cones)		
10	Obeys signs and signals: the candidate to react correctly to traffic signals and signs such as traffic lights, lanes, road marks		
11	Adapts the speed according to the road/weather conditions		
12	Speed limit compliance: the assessor can use google maps or another app to corroborate compliances with the speed limits		
13	Approaching all hazards at a safe, controlled speed, without being over cautious or slowing or stopping other road users unnecessarily		
14	Positioning of the vehicle. Indications: safe position, not close to the sides of the road, parked vehicles, pedestrians		
15	Awareness of other road users		
16	Vehicle parking: can be forward, reverse, parallel or combinations. (cones can be used if in a compound) any object touching would mean failure		

3.3. Interview questions

This is the last stage of the driver selection process. It is good practice to interview the candidates with the highest scores and apply competency-based questions during the interview process. This means that candidates would have to answer questions in which they are to describe what they did in certain situations. Below there is a list of some of the recommended topics for formulating the competency-based questions:

1. Warm up question: ask the candidates to introduce themselves
2. Driving techniques: safe or defensive driving, efficient driving, driver skills
3. Customer service
4. Mechanical problem with a vehicle
5. Interaction with other road users
6. Getting ready for journeys
7. Traffic crash situations
8. Social pressure to break traffic rules or company rules