Including interview guidelines

Report
SARAIL

EXTRACT

Candidate: Max Mustermann
Date of testing: 5/11/2016

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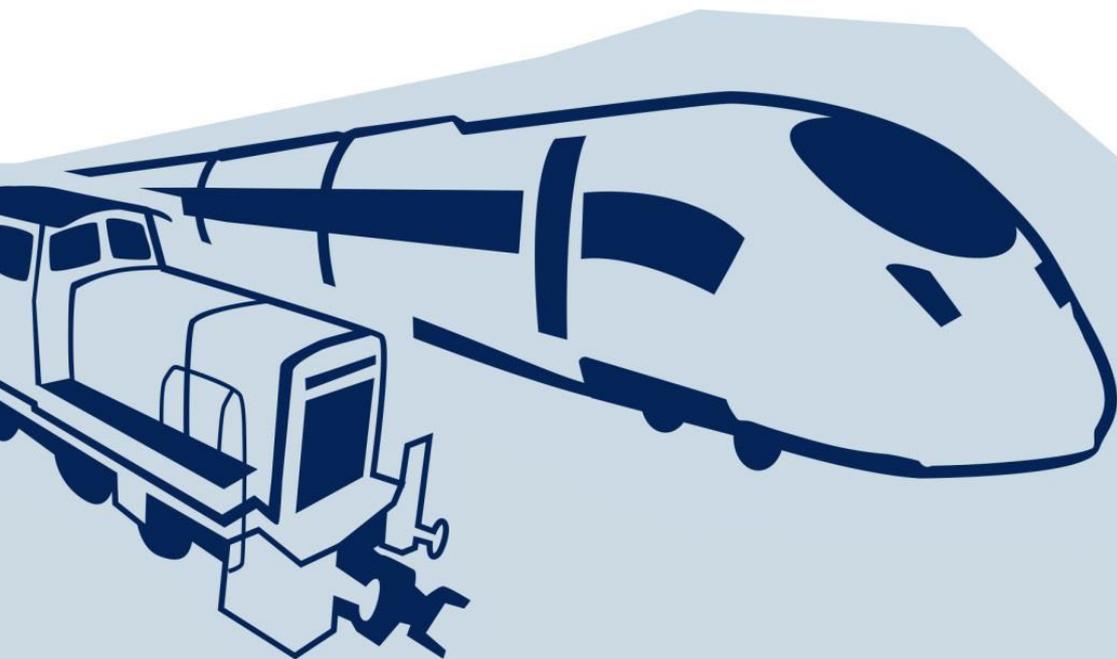
About this report

This report contains your candidate's test results relating to her potential for success in a position as a train driver and to acquire the knowledge required for this. The test battery includes the requirements for train drivers pursuant to Directive 2007/59/EC of the European Parliament and of the Council and makes it possible to assess the candidate in the areas cited in Annex II of the Directive concerning cognitive abilities, communication as well as psychomotor skills.
The evaluation takes place based on a job profile for train drivers that was developed by experts, in cooperation with the ias-group, based on this Directive. The ias-group is one of the leading providers for integrated company solutions for health and performance management in Germany. It is also the largest assessment agency, accredited by the Eisenbahn-Bundesamt (Federal Railway Agency), for evaluation of occupational health as well as psychological fitness for traffic professions. The candidate is assessed on her ability to routinely control a locomotive, handle critical situations, and to understand and analyze situations. It also shows how the candidate describes herself with regard to safety-relevant personality characteristics.
This indicates the essential skills and personality characteristics for the suitability of the candidate with regard to the demands on being train driver. A clear overall assessment is also included.
Furthermore, training options for the candidate will be suggested and customized interview guidelines will be provided based on these test results.
The glossary at the end contains comprehensive explanations and background information. Please note that the test results contain personal details that should be treated as confidential. You should therefore exercise care when passing on this report.
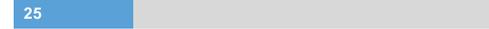
The assessment scales
A star rating is used for evaluating the job profile:

�֍ modest
✷✷ solid
✷✷✷ excellent

Test results are given in percentile ranks. You can find further information on the assessment scales in the glossary:

PR < 25 = below average
`25`

PR 25 - 75 = average
`75`

PR > 75 = above average
`100`

In this report

Disclaimer

1. Summary of results

Overall assessment of Max Mustermann

Overall rating: solid[!]	
7 of 12 Stars	**58%**

Job profile for Max Mustermann

Vehicle operation[!]	Coping with critical situations	Analyzing and understanding situations	Safety-relevant personality
✦✦	✦✦	✦	✦✦

Test results of Max Mustermann[!]
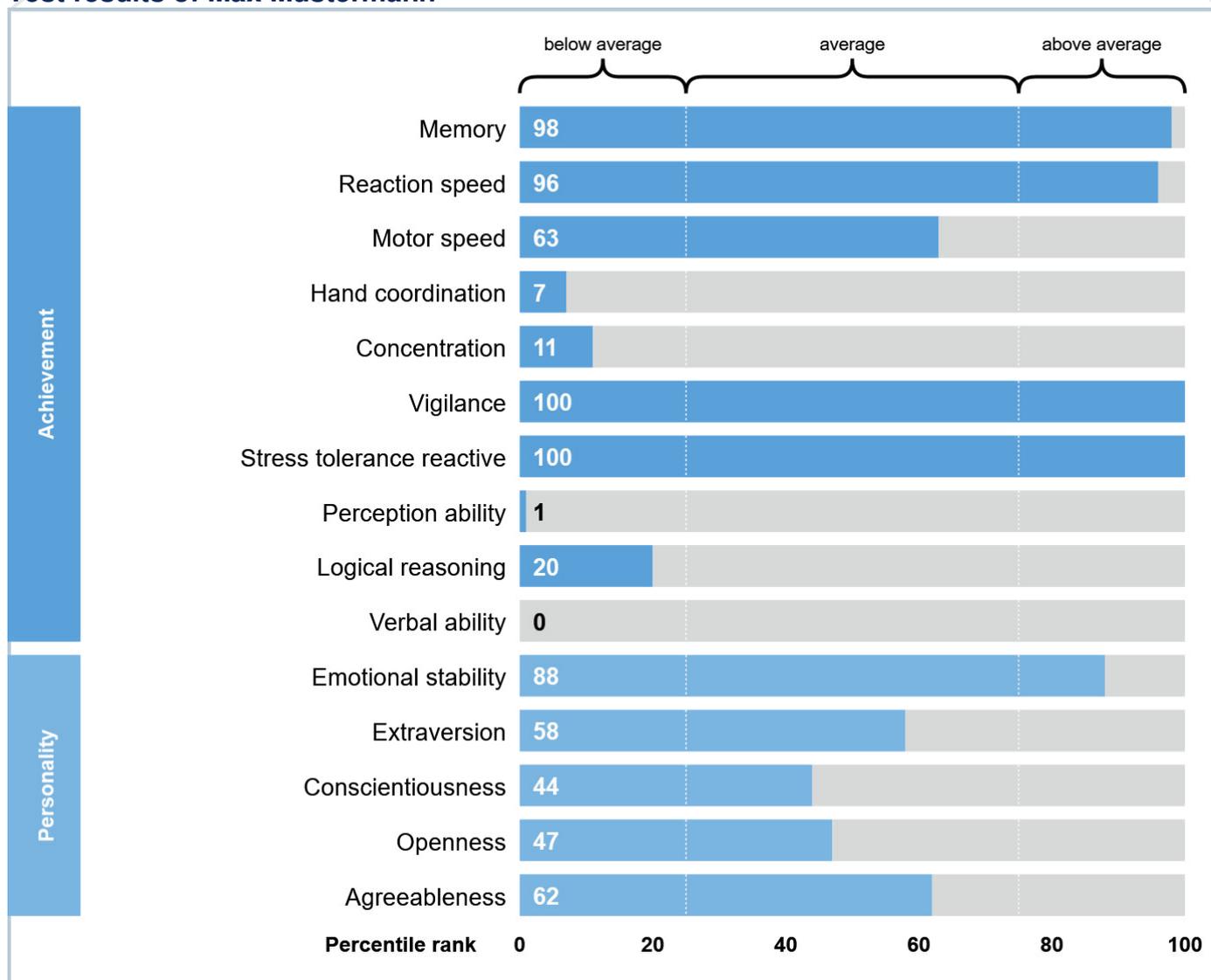
below average   average   above average

Achievement

	Percentile rank
Memory	98
Reaction speed	96
Motor speed	63
Hand coordination	7
Concentration	11
Vigilance	100
Stress tolerance reactive	100
Perception ability	1
Logical reasoning	20
Verbal ability	0

Personality

	Percentile rank
Emotional stability	88
Extraversion	58
Conscientiousness	44
Openness	47
Agreeableness	62

Percentile rank: 0   20   40   60   80   100

[!] Based on anomalies in the test processing, the RT and the COG, only a limited interpretation is possible.

2. Executive summary

In summary, Max Mustermann has solid potential to successfully perform duties as a professional train driver. With a total score of 7 out of 12 stars, he does to 58% match the ideal profile of a professional train driver.

It is therefore recommended that careful thought be given to whether Max Mustermann should continue to be considered in the selection process.
The recommendation is based on the score earned as part of testing Max Mustermann in the four requirement areas of the job profile:

› His ability to perform the core tasks of a train driver can be considered to be adequate.
› Critical situations can generally be handled reliably.
› There may be issues for challenging tasks since information can only be processed and passed on moderately well.
› Max Mustermann describes himself as having a personality that tends to be oriented along safety-relevant aspects.

Max Mustermann shows only a modest score in at least one area. He therefore does not meet all the requirements for a train driver to a sufficient degree.

It is recommended that you test the extent to which he can compensate for existing risks with professional experience or training if you continue to consider Max Mustermann in the process. A detailed check of abnormal test results and possible compensation options can be performed by an expert. A further examination of the particular areas of the job profile is recommended. In the section Training options, information is given on whether and how possibly required skills and characteristics can be improved and developed at reasonable expense. You can also use the customized interview guidelines to review specific opportunities and risks in a meeting with Max Mustermann.

3. The job profile in detail and the extent to which Max Mustermann meets these criteria

3.1. Overview of the job profile for Max Mustermann

Vehicle operation[!]	Coping with critical situations	Analyzing and understanding situations	Safety-relevant personality
✹✹	✹✹	✹	✹✹

3.2. Vehicle operation

Vehicle operation is the core activity of a train driver. The central task includes managing the entire locomotive system. Modern train drivers have a high degree of responsibility for monitoring the locomotive condition and monitoring train routes. During daily operation, a variety of things must be monitored at the same time. Is the state of the locomotive in the normal range? Is the speed selected adequately? The attentive, error-free and concentrated performance of a trip and a reliable implementation of the operational requirements are crucial at this level of the job profile.

Vehicle operation[!]
✹✹

Assessment

Max Mustermann achieves above average scores for memory. He should have no difficulty to learn processes and routines or to acquire knowledge of routes or schedules. Good memory is extremely important starting with training as a train driver. Max Mustermann should therefore have the required basic qualifications for vehicle operation. Although many processes already run independent of the train driver, fast reactions are still required in some routine situations at work. Max Mustermann should be very capable to, for example, recognize warning lamps or quickly react to signal changes based on the test results. Max Mustermann usually has almost no difficulty to quickly implement actions and, for example, initiate breaking if there are objects on the tracks. A reliable coordination of both hands is crucial for motor implementation of locomotive operation, such as for regulating the speed. Max Mustermann may have difficulty doing this. Max Mustermann shows below average concentration. This is not a good qualification to meet the control and monitoring tasks of a train driver. He therefore could have difficulty to monitor technical parameters of the locomotive or to recognize switch positions through ongoing and attentive track observation. Max Mustermann achieves an above average score when sustaining his attention. Even after long working hours, such as towards the end of shift or for multi-hour trips, his attention on the key activity should still be exceptional.

[!] Based on anomalies in the test processing, the RT and the COG, only a limited interpretation is possible.
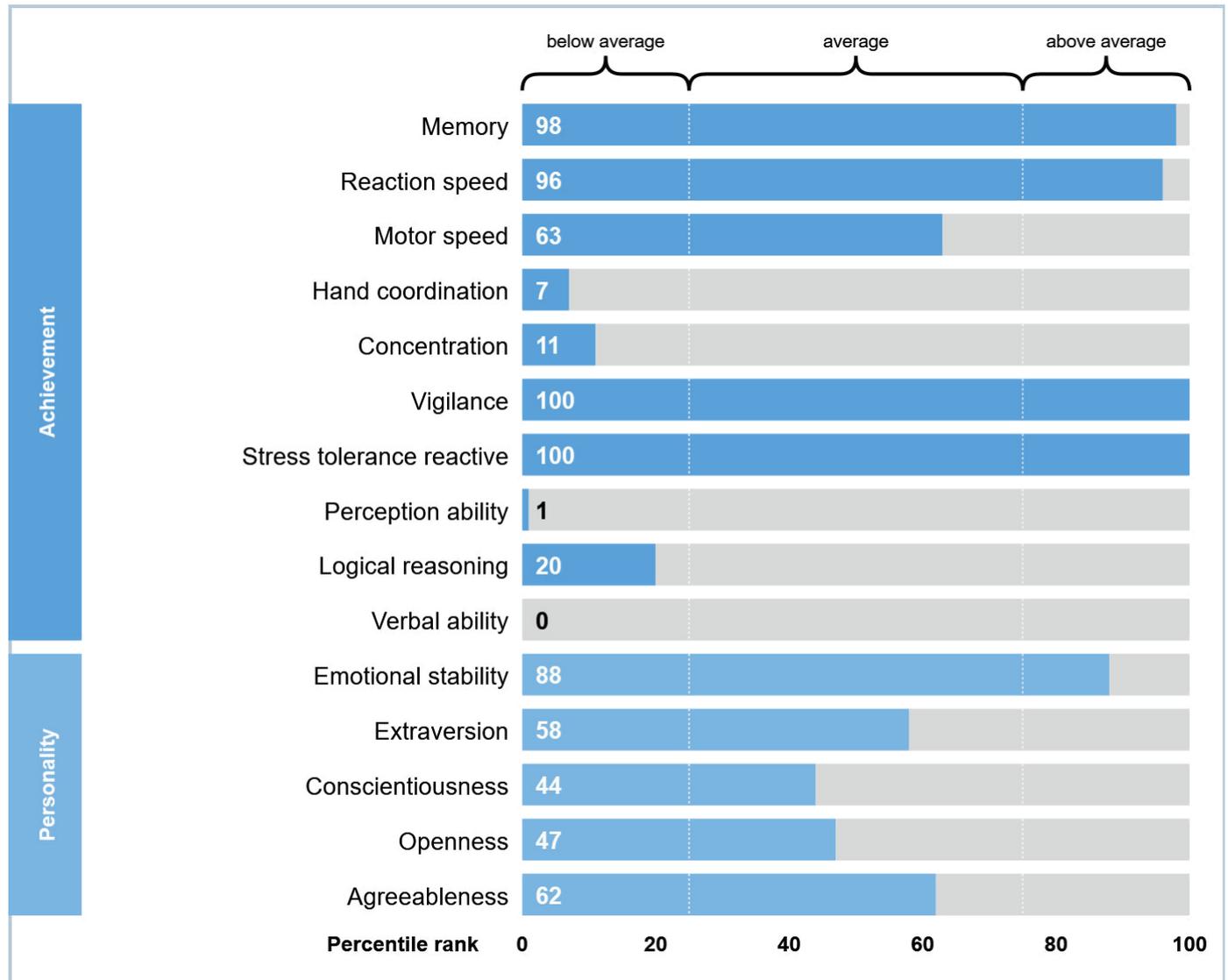
Opportunity and risk analysis

Opportunities
+ Is able to acquire new knowledge and remember instructions easily.
+ Recognizes a need for action quickly and reliably due to a high reaction speed.
+ Is able to reliably maintain attention and vigilance even at the end of a long work day and, for example, reliably monitor the tracks.

4.Test results in detail

4.1. Overview of the test results of Max Mustermann[!]

	below average	average	above average

Achievement

- Memory — **98**
- Reaction speed — **96**
- Motor speed — **63**
- Hand coordination — **7**
- Concentration — **11**
- Vigilance — **100**
- Stress tolerance reactive — **100**
- Perception ability — **1**
- Logical reasoning — **20**
- Verbal ability — **0**

Personality

- Emotional stability — **88**
- Extraversion — **58**
- Conscientiousness — **44**
- Openness — **47**
- Agreeableness — **62**

Percentile rank   0   20   40   60   80   100

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Glossary & help

5. Training options

5.1. Suggestions for improving the ability factors

It must be kept in mind for the further development and improvement of ability factors that training always is a question of intensity and duration and top performance cannot be expected in a short amount of time. Some skills such as concentration, reaction ability or vigilance can be developed further easily with appropriate training and applying techniques. Logical reasoning, by contrast, is a very stable characteristic affecting information processing ability; the extent to which it can be improved is limited. However, in some situations it can be at least partially compensated for by extensive practical experience.

Hand coordination
The skill to perform controlled motion sequences can be trained very well. Digital training programs that confront the employee with increasingly challenging tasks are suited to increase his coordination. The "VISMO" CogniPlus training program, for example, offers this option in a computer game-like environment to increase the motivation for training. You can, however, of course recommend that he pick up a suitable type of sport that trains coordination skills in particular, such as tennis or table tennis.

Concentration
A lack of ability to concentrate can be enhanced by learning concentration techniques. To do so, training is given on how to focus attention on important information and disregard irrelevant information. Cognitive training programs are an option here, and they can be used to practice staying alert for longer or concentrating better on the essentials. For example, digital training programs like CogniPlus facilitate training of this ability in the form of the "ALERT" driving simulation. As a company, you can also ensure that the employee is exposed to no unnecessary impairments to his concentration. Central considerations here are overworking and tiredness as well as distractions. It is therefore important that the employee takes his breaks and can use them to again have enough concentration for the next part of the trip. Distractions during the trip should be avoided. Furthermore, a clarification of possible medical causes of concentration deficits should be considered.

Perception ability
Completing simulator training can help improve the ability to gain an overview. In both routine situations and in simulated hazardous situations, practice exercises can be completed with a trainer on how situations can be correctly judged and managed. The train driver learns how to pay attention in different environments and how he can recognize hazards more quickly. He can refer to this knowledge at work and also rely on it in unfamiliar situations to correctly comprehend and evaluate situations. This can be directly assisted by developing a routine during training, and primarily by driving familiar routes. Later he will be able to also master unknown situations.

Logical reasoning
In order to improve in this area, training can be completed that teaches how to plan and execute complex shunting maneuvers. Here the basic driving tasks such as speed selection and braking distance estimations, or even demanding tasks such as shunting with many train cars can be practiced. For these tasks, it is necessary that the train driver is able to plan the vehicle's movements in advance, whereby the specifications and weight of the entire train must be judged correctly. Regular practice and becoming familiar with risks and difficulties can compensate at least in part for a low level of logical reasoning. In addition, contact with experienced colleagues can help in learning techniques and skills. The employee can then benefit from their experience and learn new procedures and benefit from them, even when tasks like route preparations and handling special loads and passengers is involved. For independent completion, it can be helpful at the beginning to give the driver exact instructions and possibly grant more time for planning shunting maneuvers or for trips.

Verbal ability
To specifically promote verbal skills, steps should be taken to verify whether the verbal skills are sufficient in general. If this should not be the case, this deficit could be rectified with language classes. If the language skills are adequate, the general verbal skills can be improved with seminars on communication. On the other hand, areas for which the communication skills are of particular importance at work can be trained. It may already help the employee to talk to colleagues to learn the most common phrases and names in specific situations and to thus prevent misunderstandings. This makes it possible to safely

handle standard tasks on the job. To improve communication skills in critical situations, a teacher train driver can be assigned for training trips or trips in the simulator. The employee can learn this way which relevant information should be communicated in emergencies and how this can be done effectively. He can get individual feedback on his development areas for this.

5.2. Suggestions for improving the personality factors

Personality characteristics are considered to be relatively stable and there is only limited scope for changing them. However, an awareness of safety-relevant behavior can be learned. Testing should be done to see whether a train driver is aware of his responsibility on the job and acts accordingly. Exploration of the candidate's role in rail transport and the behaviors that result from them can be used as a basis for taking targeted safety measures. Contrary to typical or previous approaches, alternative approaches can be demonstrated in certain situations. Establishing responsible and safety-conscious behavior for the long-term requires motivation on the part of the employee and feedback from managers and colleagues.

Conscientiousness
There are additional modules as part of training sessions for train drivers that are intended to strengthen the sense of responsibility and a conscientious focus on the duties and tasks of a train driver. Training on the legal guidelines for rail freight transport or transporting passengers can help employees to not only be informed on these topics but also to be create more awareness of their relevance for safety. At the same time, safety guidelines are discussed in general, such as how to avoid dangerous situations and workplace accidents and how to react correctly in emergency situations. In addition, it is also possible to complete training on accidents in rail freight transport. Train drivers are shown the responsibility they have for themselves and for others in these training sessions based on a great number of different situations and he is reminded of the hazards due to neglecting regulations or ignoring safety guidelines.

Structured interview guidelines for Max Mustermann (SARAIL)

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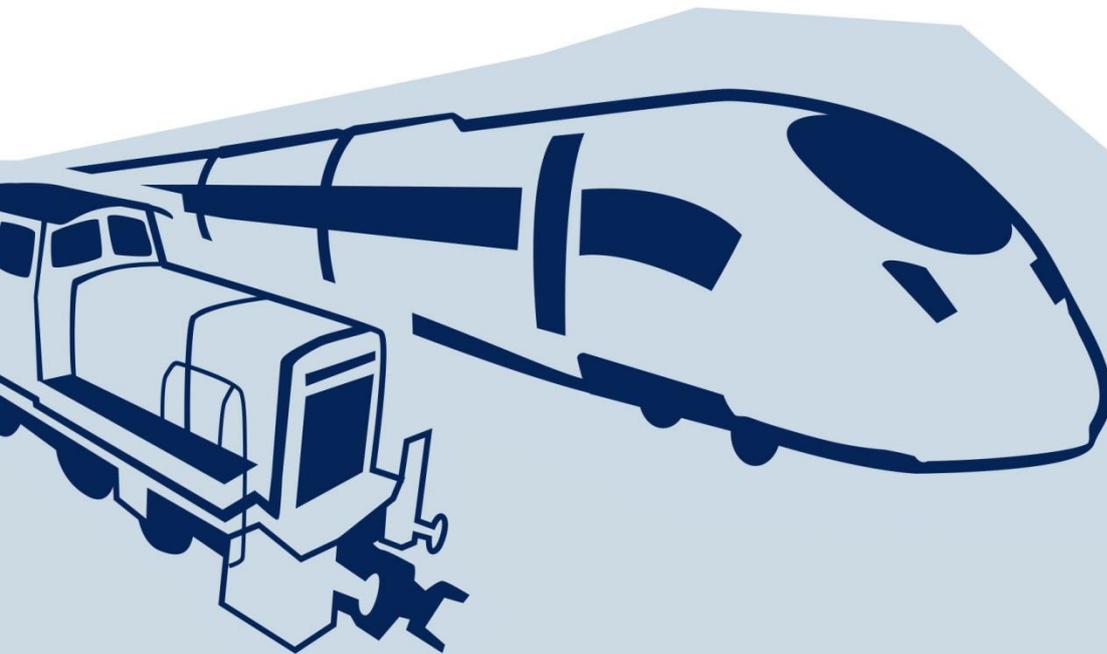
6. Structured interview guidelines for Max Mustermann

6.1. Preparing for the interview

The interview offers the opportunity to discuss the candidate's experience, knowledge, and skills with him. It is also a chance to look for evidence of how the candidate's personality traits have been manifested in the past as a basis for assessing what impact they will have in the future role.

The aim of the interview

Your aim should be to use the interview to form an assessment of the opportunities and risks of the candidate in relation to the future job.
› Do the candidate's strengths match the impression and his behavior in the interview?
› Has the candidate already developed appropriate ways of minimizing risks?
› Is the candidate self-aware and prepared to work on possible weaknesses?

Preparation for the interview

Read the candidate's CV. What situations can you use as a basis for questions about specific scenarios and activities?
Look at the test results. What opportunities and risks would you like to explore in more detail? At what points in the interview could this best be done? Make relevant notes in the interview guidelines.
Highlight in the guidelines the questions you want to ask. You don't need to use all the questions offered; choose the ones that seem best to you.

Greeting the candidate and structure of the interview

Greet the candidate, introduce yourself and summarize the aim and structure of the interview:

Aim of the interview:
› Get to know the candidate and his thoughts on the position of being a train driver.
› Learning about the candidate's motivation and previous experience
› Give the candidate information about the company and the job

Structure of the interview:
Provide a brief description of what will happen:
The following topics will be discussed in the next 30 to 60 minutes:
1. Career, experience and motivation
2. Discussion of specific work situations
3. The candidate's questions about the company and the job
4. The next stages in the process

Tell the candidate that you are taking notes and that you may interrupt his answers in order to focus on the points that are important to you. Answer any questions the candidate may have and move on to the subject of career and experience.