Initial OTM driver training	Ref:	**NR/L3/NSC/313/SP-1.06**
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1 Purpose

To provide the process by which Network Rail OTM drivers undergo initial driver training in compliance with legislation and railway group standards.

2 Scope

This procedure applies to those involved in OTM driver training and the management of OTM driver training. This includes;

a) OTM driver;
b) OTM driver trainers;
c) OTM driver instructors
d) OTM assessors;
e) recruitment manager;
f) operations standards manager;
g) training and development manager;
h) OTM driver training manager; and
i) OTM trainee drivers.

3 Definition

Term	Explanation
Core Route	Identifies the main operational route at the driver's allocated depot to be assessed initially at completion

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	of training.
Driver Training Ø	Undertaken on 3 occasions during practical handling. Enables the Driver Trainer to document feedback on individual performance and any issues raised by Trainee/Instructor/OTM assessor.
Experienced Driver Category	A driver with a minimum of two years' experience.
Interim Assessment	An assessment undertaken by the OTM assessors during pre-determined stages of the Practical Handling module which is then fed into the performance tracker.
Log Books and Workbooks	Record kept by Instructors to report upon observed and instructed activities undertaken by a trainee during real work experience. The practical handling logbook includes both trainee and Instructor input. Workbooks are completed by trainees during real work experience.
Performance Tracker	Computerised system within the Training Academy that shows individual psychometric test results and monitors the performance of individual trainees, Driver Trainers, course content and individual OTM assessor/depot assessments.
Practical Handling	Driving over core routes to gain knowledge and experience in train handling techniques, route driving skills and route risks.
Practical Handling Review	A review of overall programme progress. Provides the opportunity for those involved in the programme to constructively feedback to each other and discuss progress. Undertaken by the Driver Trainer during 1:1s with Instructor, Trainee and OTM assessor. Reviewed for any action at Driver Trainer Meetings.
Progress Assessment	A Training Academy assessment taken at pre-determined stages by the Driver Trainer which is then fed into the performance tracker.
Real Working Environment assessment	An assessment undertaken by OTM assessors at pre-determined stages of the Training Programme. Identifies the knowledge and ability to reach applicable competence standards. Fed into the performance tracker. A decision on whether the Trainee can continue on the programme is normally taken at this stage.

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Trainee Suitability Review	A regular review of the Trainee's overall attitude towards the training. Identifies strengths, development needs and aspects of the programme missed for whatever reason.

4 Roles and responsibilities

NOTE In order for any management system to work effectively, each level of the organisation should be clear about its roles and responsibilities and complete its tasks within its own area of responsibility.

4.1 Recruitment Manager

The recruitment manager shall:

a) make decisions on allocation of home depots of trainees that take into account individual and company needs; and

b) liaise with the Director, NSC Technical Services, senior managers and Competence Manager so that manpower planning is structured, resourced and achieves the needs of the business both in quality and productivity.

4.2 Principle Engineering Manager and Operations Standards Manager

The Principle Engineering Manager and Operations Standards Manager shall jointly:

a) liaise with the Director, Human Resources and Director, NSC Technical Services to confirm training resources are provided to deliver standards outlined in this and other related documents;

b) provide assurance that company safety and compliance standards are followed with regards to the suitability of trainees starting driver training;

c) assist in the review of the OTM driver training standards and management procedure with the Competence Manager; and

d) monitor and review the activities undertaken during the delivery of new entrant OTM driver training, confirming company, contract agreements and safety and operational standards, business plans and values are delivered and maintained.

4.3 Competence Manager,

The Competence Manager shall:

a) monitor and review the activities undertaken during the delivery of new entrant OTM driver training, so that company, contract agreements and safety and operational standards, business plans and values are delivered and maintained;

b) review the driver training standards in Appendix A and management procedures with the Principle Engineering Manager and Operations Standards Manager to confirm its suitability and effectiveness;

c) develop lesson plans to support the training standards in Appendix A;

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d) manage the delivery of the OTM driver training programme;

e) allocate an Operations Trainer and Assessor (Operations) or Fleet Trainer and Assessor (Fleet) to the programme;

f) confirm trainer and instructor ratios are maintained so that safety and effectiveness of class, depot and static train based activities;

NOTE As a guide, the optimum ratio is:

- *depot and static train based activities minimum of one trainer/instructor to a maximum six trainees; and*
- *class based training sessions - one trainer to a maximum of 12 trainees).*

g) conduct ongoing assessments of trainers during delivery of the training programme;

h) continually update Operations and Fleet Trainers and Assessors and instructors with any literature / information concerning the development of training and are coached and supported to deliver their roles effectively; and

i) if a trainee's suitability is questioned, review through consultation with the relevant OTM Trainers and Assessors, and the operational performance managers, the evidence of the trainee's progress. Make informed decisions as to their continuance on the programme or how they can improve their performance. The Principle Engineering Manager and Operations Standards Manager shall be consulted in all instances.

4.4 Operations Standards Manager

The Operations Standards Manager shall:

a) programme audits on the OTM driver training programme to monitor the effectiveness of the whole process;

b) review this procedure in conjunction with Competence Managers and Principle Engineering Manager to confirm its suitability and effectiveness;

c) approve and issue changes to competence standards and associated assessment criteria as defined in NR/L3/NSC/313/SP-1.08 'OTM Driver Competence Standards'; and

d) if a trainee's suitability is questioned, review through consultation with driver trainers, the relevant driver team leaders, driver training manager and the Operations Performance Manager the evidence of the trainee's progress. Make informed decisions as to their continuance on the programme or how they can improve their performance.

4.5 OTM Fleet Assessor and OTM Operations Assessor

The OTM Fleet Assessor and OTM Operations Assessor shall:

a) undertake interim and final assessments of trainees as required by the course programme;

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b) liaise with the OTM driver trainer to agree dates and times of planned assessments they are to undertake with the trainee as defined in Appendix A;

c) have access to all relevant company and safety critical information necessary to carry out their assessment duties;

d) if a trainee's suitability is questioned, review through consultation with OTM driver trainers, OTM driver training manager and the operational performance manager, the evidence of the trainee's progress. Make informed decisions as to their continuance on the programme or how they can improve their performance. The operations standards manager shall be consulted in all instances;

e) communicate decisions and provide written reports arising from assessments;

f) provide support and encouragement to trainees;

g) manage the trainee's welfare in accordance with the Network Rail's Employee Care and Support System (ECASS) procedure;

h) maintain confidentiality and only disclose information to those who have a right to it;

i) maintain a current list of competent and qualified OTM instructor drivers;

j) conduct assessments of OTM instructor drivers in their duties against relevant criteria of the company's competence standards and guidance;

k) coach and support Instructors to support continuous effective delivery of the OTM driver training programme; and

l) monitor and document the trainee's level of ability to maintain concentration and control distraction at all stages of training.

4.6 OTM Fleet Trainer and OTM Operations Trainer

The OTM Fleet Trainer and OTM Operations Trainer shall:

a) conduct the general day to day running of the programme and liaise with all relevant parties;

b) agree a code of conduct and ground rules to be applied with each trainee under their area of responsibility;

c) apply participative trainer training skills throughout the training programme;

d) provide verbal and written feedback to the trainee that focuses on improving performance;

e) produce at a frequency defined in Appendix A, trainee progress and suitability reports that identify, as a minimum, the willingness (attitude) and ability of each trainee and how their performance can be improved;

f) undertake assessments and progress, suitability and programme reviews as defined in Appendix A;

g) design and run simulation exercises that focus on filling in gaps in learning;

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h) conduct suitability reviews and interim assessments of trainees' progress. Communicate the findings to the nominated OTM driver assessor;

i) provide on-going support to instructors by confirming they are fully briefed on the procedure and standard required to deliver driver training;

j) maintain the competence assessment system against the relevant competence standards criteria as identified in NR/L3/NSC/313/SP-1.08;

k) if a trainee's suitability is questioned, review through consultation with the OTM driver training manager, the relevant OTM driver assessors and the operational performance manager the evidence of the trainees' progress. Make informed decisions as to their continuance on the programme or how they can improve their performance. The Operations Standards Manager shall be consulted in all instances; and

l) monitor and document the trainee's level of ability to maintain concentration and control distraction at all stages of training.

4.7 Maintenance team leaders and Operations team leaders

The Maintenance team leaders and Operations team leaders shall:

a) agree a code of conduct and ground rules to be applied with each trainee under their area of responsibility;

b) undertake all one to one coaching/mentoring of the trainee;

c) review and sign off trainee's daily workbook exercises, identify areas and priorities for improvement or further development;

d) develop trainee's route knowledge and route driving skills placing special emphasis on route and SPAD risks and movements infrequently encountered;

e) maintain daily records of the trainee's running total of practical handling hours within the practical handling log-book;

f) if required to pass a trainee over to another OTM instructor driver, provide written feedback that includes information that the new instructor driver needs to focus on;

g) provide verbal feedback (and where necessary or beneficial additional written feedback) to the trainee that focuses on improving confidence and competence;

h) encourage the trainee to take responsibility for maintaining workbook records,

NOTE These should be certified by the Instructor driver for accuracy;

i) provide information on trainee progress to the driver trainer/OTM assessor via qualitative documenting in logbooks as a minimum;

j) use practical demonstrations and exercises during natural 'down time';

k) design and run simulations that focus on filling in gaps in training;

l) manage the trainee's welfare in accordance with the company procedure;

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m) set high standards and lead by example;

n) liaise and communicate with all relevant parties to confirm that the trainee is subjected to the most productive work diagrams and shifts that maximise experiential learning time;

o) check they maintain their knowledge of initial driver training, procedures and qualitative information;

p) produce at a frequency defined in Appendix A, trainee progress and suitability reports that identify as a minimum, the activities undertaken by the trainee, their ability to respond to instruction and how the trainee's performance can be improved;

q) monitor and record the trainee's ability to maintain concentration and control distraction throughout all stages of training;

r) if a trainee's suitability is questioned, review through consultation with the relevant driver team manager and driver trainer the evidence of the trainee's progress. Make informed decisions as to their continuance on the programme; and

s) in order to develop self-motivation and confidence within the trainee, trainees should take responsibility for their area of work in stages.

5 Outline of initial OTM driver training programme

NOTE The Initial Driver Training Programme conforms to the objective of making training specific to the nature of Network Rail's operations so that the risks of inexperienced drivers are adequately controlled. The programme:

- *is aimed at meeting the requirements of Railway Group Standard (RGS) GORT3451 Train Driver Competence (NR/L3/NSC/313/SP-1.08), RIS-3702-TOM Route knowledge and retention (NR/L3/NSC/313/SP-1.10) and in that training is provided in normal, abnormal, de-graded and emergency working format;*
- *is structured upon risk based competence standards that have been developed and issued to trainees.*
- *permits greater integration between training room activities and practical work place experience; and*
- *the duration of the OTM training programme at 31 weeks is based upon a training needs analysis. If the training programme significantly exceeds this timescale, the general manager should liaise with the OTM driver training manager and operations standards manager to agree a suitable course of action.*

5.1 Module 1 (3 weeks)

This introduces the trainee to the company through the standard corporate induction process.

The 3 weeks includes:

a) drugs and alcohol policy;

b) hazards in the workplace;

c) accident reporting procedures;

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