

D Plant Competence Behavioural Framework

D.1 Introduction

Work undertaken by the Network Rail Ergonomics Team has identified a number of criteria and associated behaviours that have a link with good performance of people operating portable, transportable and mobile plant.

These criteria and behaviours have been produced as a checklist intended to support an employer's/line manager's decision to select an individual for training.

To confidently answer each question, employers/line managers may need to discuss these behaviours with other people who have also worked with the individual being considered for attendance to training. For example, a Section Manager may consider talking to their relevant assistant and team leader to gain a clearer picture of how an individual consistently behaves while on track.

D.2 Guidance on Feedback

For candidates who are not deemed suitable, feedback should be provided to the candidate. The feedback needs to be specific about why they were not deemed suitable and the areas that they need to develop in order to be considered as suitable in the future.

Prepare what you want to say and in what order - it is usually better to give positive feedback first before moving to the negative aspects of the evaluation.

Use the behavioural indicators to describe the sorts of behaviours that are associated with good performance.

Avoid criticising the candidate personally.

Acknowledge and address that the candidate may have feelings of anger or disappointment and agree a suitable action plan to provide the development and support needed to go forward.

D.3 Behavioural Capability Matrix

D.3.1 Instructions

Below are the behavioural capabilities relevant to those using portable, transportable and/or mobile plant. Read the definitions for the criteria carefully before undertaking the evaluation. Use the negative and positive indicators to help rate the extent to which the candidate demonstrates good performance in each capability.

Capability	Positive Behavioural Indicators	Negative Behavioural Indicators
Conscientious <i>works diligently and to the required standards and procedures</i>	<ul style="list-style-type: none"> Proactive in getting work done, (e.g. in preparing the tools and moving onto each stage of the task without having to be prompted). Shows attention to detail when completing work tasks completes all tasks in the prescribed order, in line with the relevant standards and in the time guidelines set by team or safety leaders. Follows procedures accurately by following all the required steps makes every effort to get the work done right the first time checks work for errors 	<ul style="list-style-type: none"> Wastes a lot of time before settling down to work When a task gets too difficult, is inclined to leave it and start a new one Does not fill in forms to the required standard Takes short cuts to get the job done Does not take care in following the required steps Less systematic and methodical in approach to work than others
Working with others <i>Ability to work with others in the team and provide support and help when needed.</i>	<ul style="list-style-type: none"> Supportive and helpful to others, offering support to others especially during difficult work periods Able to get on with a range of different people Polite and respectful to others cooperates willingly 	<ul style="list-style-type: none"> Dislikes working with others Often gets into disagreements with others Aggressive towards others Unwilling to help others in the team
Team working <i>works collaboratively with team members</i>	<ul style="list-style-type: none"> Supportive and helpful to others Able to get on with a range of different people Polite and respectful to others 	<ul style="list-style-type: none"> Dislikes working with others Aggressive towards others Unwilling to help others in the team
Personal Safety <i>demonstrates personal safety at all times</i>	<ul style="list-style-type: none"> Has a low risk tolerance making sure complacency is avoided Challenges where instructions are contrary to the safety arrangements Checks that a safe working environment is maintained Won't break the rules to get things done 	<ul style="list-style-type: none"> Regularly acts first and thinks later Disregards safety arrangements when under pressure Engages in horseplay Prone to complacency Cannot see the point of rules and regulations
Concentration <i>remains alert and focussed</i>	<ul style="list-style-type: none"> Is aware of what other people are doing in their work group Is able to keep their mind on a relatively unchanging / boring task Can focus attention over a relatively long period of time Pays attention to detail at all times 	<ul style="list-style-type: none"> Often overlooks small tools / objects when leaving the worksite Often overlooks important details Easily distracted Often becomes lost in thought Slow to identify changes that require the safety system to be reviewed