

Department for Transport

Case Study



NATURE OF ENGAGEMENT: Worked with the accident investigation branches of the department for over 12 years to define the unique roles of accident inspectors across air, marine, and rail, to create a common framework across the three mode of transport, developed a volume recruitment campaign for these roles, and delivered a tailored assessment programme

STAKEHOLDERS: The Chief Inspectors of the Air, Marine, and Rail Accident Investigation Branches, and their deputies (Operations Managers).

KEY CHALLENGES: The Department for Transport has 3 independent agencies dedicated to investigation of transport related accidents – these are the Air, Marine, and the recently established Rail Accident Investigation Branches (AAIB, MAIB, and RAIB). The role of inspector is exceptionally specialised. There are no available inspectors on the market that move between jobs, and those recruited are not fit to do the job immediately. Hence, all new inspectors recruited have to be trained on the job and formally before they can deliver the job they were recruited to do. According to the Accidents Investigation Branches, it takes 18 months from recruitment, before the branch start receiving some return from their investment in the new recruits. Thus, the cost of ‘getting it wrong’ is very high.

METHODOLOGY: Dr Tuvia Melamed designed and led the assessment of all technical and managerial personnel since 1997. Over this period, Dr Melamed work on over 40 recruitment campaigns and developed a unique knowledge of the role of Accident Inspector. As part of the Assessment and recruitment programme, Dr Melamed has developed a unique competency framework with a core element that is common to the 3 different branches, and a specific component that is specific for each branch. A key feature of the framework is the use of unique clustering of competencies into a multitude of success and failure profiles.

IMPACT: Since commencing working with the three branches, the level of employee turnover became negligible – averaging 1 employee over 3 years. The quality of candidates according to the Chief Inspectors is exceptional, that helped placed the AAIB as a world-leaders in the field of air Accident Safety and Investigation. Furthermore, from 2003, as the programme of activities was expanded to include recruitment campaign, the success rate in appointing candidates was tripled. From an average of one appointed candidate for two campaigns, the figure has increased to an average of six candidates appointed per two campaigns.