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# Development of Pre-Employment and Post-Training Driving Examinations



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# HISTORY

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## Driver Testing in the Postal Service

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- **1970s – USPS continued using driving tests which were a part of the Civil Service System**
- **1993 – Initial Road Test was eliminated as a part of organizational reform**
- **2004 – Organizational shift to a more data-driven business model; recommendations by Garvey Task Force.**





# BRINGING BACK THE INITIAL ROAD TEST

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## Obstacles

- **Outdated**
  - Not used since 1993
  - Included outdated elements
- **Concerns about Validity**
  - More rigorous standards
  - Data impossible to assemble





# BRINGING BACK THE INITIAL ROAD TEST

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## Opportunities for Enhancement

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- All negative behaviors (examiner bias, projecting)
  - Form not “user friendly”
  - Not specific to Postal driving
  - Behaviors weighted equally
  - Minimal standardization
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# DEVELOPMENT: INITIAL ROAD TEST

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## Job Analysis

When this project began, the Job Analysis for letter carriers had recently been updated, and concluded driving is an essential job function of a carrier.





# DEVELOPMENT: INITIAL ROAD TEST

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## Task Analysis

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- **Compiled list of driving behaviors using archival information and SME input**
  - **Collected ratings of driving behaviors from Postal supervisors and driving instructors in focus groups**
    - **Importance, Frequency, Differentiation**
    - **Necessary at Entry – Initial versus End-of-training Test**
    - **Difficulty – Cut score**
  - **Ratings included scales relevant to driving**
    - **Probability of getting into an accident – Test weight**
    - **Probability of accident resulting in major consequences – Test weight**
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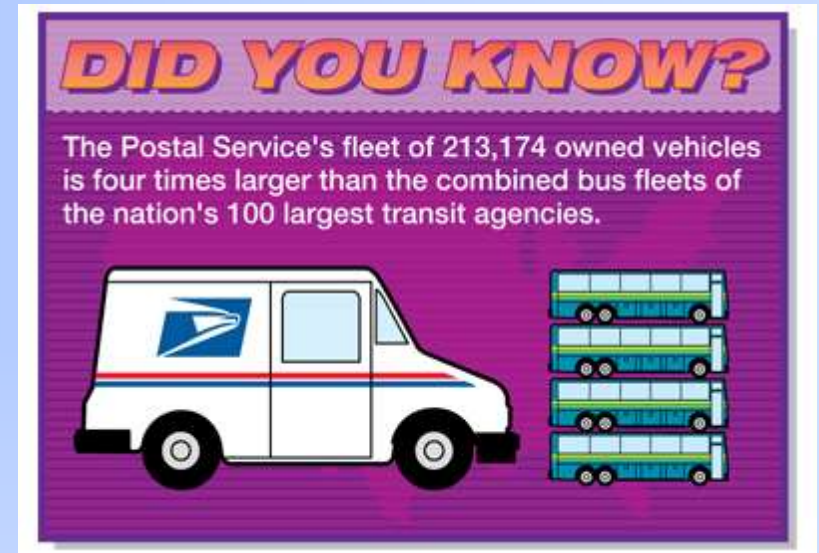
# REVIEW OF THE END OF TRAINING ROAD TEST

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## Obstacles

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- Lack of standardized administration
- No clear delineation between training and testing





# DEVELOPMENT: END OF TRAINING ROAD TEST

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## Task Analysis and Behavior Selection

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- Utilized data and processes from the Initial Road Test
  - Eliminated some behaviors
  - Included desired post-training behaviors
  - Weighting and importance of behaviors reflects training and Postal policy
  - Basic driving observed in the context of a new vehicle
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# DESIGN AND IMPLEMENTATION CHALLENGES

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- **Local Policies and Practices**
  - **State Vehicle Laws**
  - **Safe Practice Versus the Law**
  - **Varying Geographic Locations**
    - **Some important behaviors left off the exam due to geographic restrictions**
    - **Needed to ensure standardization, despite varying geographies**
  - **Safety Concerns**
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# EXAM ENHANCEMENTS

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- **Reduced Examiner Bias**
  - Standardized definitions of behaviors
  - Both positive and negative behaviors
  - Separated observing from scoring
  - Made scoring less transparent
  - In training: Emphasize observation vs. evaluation
- **Enhanced Value of Exam Results**
  - Behaviors weighted according to safety risk
  - Capacity to easily and transparently change the weights and cut scores
- **Formatted Test Form for Maximum Benefit**
  - Scannable – Allow for collecting data at behavioral level
  - Behaviors logically grouped – Feedback indicates form is easy to use
  - Same form for both exams – Ease of learning, save money by ordering one form





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## OUR BIGGEST CHALLENGES

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- Obtaining “middle level” buy-in
- Logistical challenges of implementing a completely revised Safe Driver Program nationally
- Finding creative ways to ease the administration burden of conducting and scoring exams
- Finding logical ways to weight behaviors
- Inability to conduct traditional pilot testing





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# LOOKING TOWARD OTHER SKILLS ASSESSMENTS

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- **Conduct a Thorough Task Analysis**
- **Focus on Important, Observable Behaviors**
- **Clearly Define All Behaviors**
- **Develop a Multi-layer SME Network**
- **Maximize Involvement and Buy-In**

