

# UNHCR's Practical Guidance for Assessing Candidates for Driver Positions

## **Volume 1: Light vehicle drivers**

## Authors

### **UNHCR's Road Safety Unit**

Carlos Roberto Guemez Shedden  
Csaba Enyedi

Snr. Road Safety Coordinator  
Transport Associate

### **UNHCR's Road Safety Steering Committee**

Julie Dunphy

Sr. Liaison & Policy Officer (FSS)

## Reviewers

### **UNHCR's Road Safety Steering Committee**

Ermin Buturovic  
Mats Hultgren  
Mufaro Gerald Mukwashi  
Barnaby Jones

Chief of global Fleet Management Section  
Senior Supply Coordinator  
Sr. Occupational Safety Officer  
Principal Risk Mgmt. & Compliance

### **Division of Finance and Administrative Management**

James Edward Cook

Associate communications Officer

For more information, please contact the Road Safety Unit at [visionzero@unhcr.org](mailto:visionzero@unhcr.org)

## Executive Summary

In order to assist offices with employing suitable people as drivers within the organization, taking into account the different operating environments, and to ensure they have the appropriate skillset to be able to drive in a safe and secure manner, the UNHCR's Road Safety Steering Committee and the Road Safety Unit<sup>1</sup> have developed this guidance on how to test candidates for the position.

This is the structure of the practical guidance:

**Chapter 1:** Introduction.

**Chapter 2:** Methodology. This chapter explains who the recommended assessments apply to, and some considerations that should be taken into account when undertaking sample driving tests.

**Chapter 3:** Recommended tests.

UNHCR invites fleet managers and driver supervisors of partner organizations to implement this practical guidance to improve the driver selection process.

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<sup>1</sup> For further information or clarifications on the practical guidance please contact the Road Safety Unit at: [visionzero@unhcr.org](mailto:visionzero@unhcr.org).

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# 1. Introduction

To ensure that drivers recruited to UNHCR have the appropriate knowledge, skills and attitude required for the position it is important to offer them the opportunity to demonstrate this through testing their technical knowledge, practical skills as well as through questions related to the position in the interview process. It is recommended that this process be conducted by persons who will be supervising them, i.e. admin officer/ transport officer and that the Field Security Advisor/ supply manager could also be part of the process.

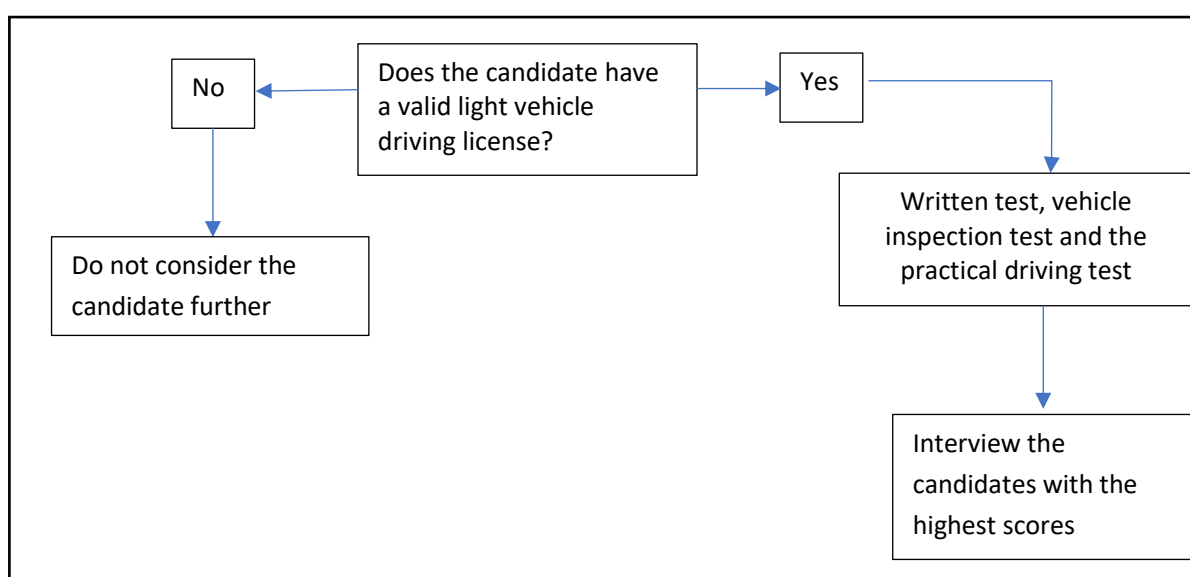
All the candidates should be subjected to a written test, a vehicle inspection test, and a driving test. The candidates who achieve the highest scores should be invited to an interview to select the most suitable candidate. This guidance is designed to present different tests that should be used for assessing the candidates. The explanation on how to apply the different tests is included in the second chapter (Methodology), and the different tests are presented in the third chapter.

## 2. Methodology

This practical guidance was designed based on an identification of different types of tests that are relevant for the driver selection process. These include written test, vehicle inspection test, driving test and interviews.

Before testing the candidates, it is required to check the driving license. Any individual who does not have a valid driving license for the vehicle required must be excluded from the process and not considered further as indicated on the next flow map.

FIGURE 1. FLOW MAP OF THE DRIVER ASSESSMENT PROCESS



Each test has been assigned grading criteria, and the total score of each candidate would be the summary of each individual score they got during the different tests. At the end the candidates with the highest scores should be selected, all candidates should be subjected to the same tests and the same number of questions should be applied.

### 2.1. Written test

All candidates must be subjected to a written test that has two parts: a personality traits test and a basic job knowledge test. The assessment is found in section 3.1, and should be printed out and given to the candidates on the day of assessment. Candidates should be informed in advance that they should bring a pen for taking the written test.

### 2.1.1. Personality traits test

“Personality tests that assess traits relevant to job performance have been shown to be effective predictors of subsequent job performance. The personality factors that are assessed most frequently in work situations include conscientiousness, extraversion, agreeableness, openness to experience and emotional stability. Research has shown that conscientiousness is the most useful predictor of performance across many different jobs, although some of the other personality factors have been shown to be useful predictors of performance in specific types of jobs”<sup>2</sup>.

It has been proven that the personality traits that are related to a low risk of aggressive driving behaviours, of traffic violations and being involved in traffic crashes are conscientiousness and agreeableness<sup>3</sup>, so the higher an individual is scored on such characteristics, the less likely they are to be involved in such situations. Consequently, four written questions aiming to measure such personality characteristics were added<sup>4</sup>.

The personality traits test has four questions. The first two (critical/quarrelsome and disorganized/careless) are characteristics related riskier behaviours, while the other characteristics (dependable/self-disciplined and sympathetic/warm) are related to a reduction on risk behaviours. Therefore, please note that the questions 1 and 2 of the personality traits test have a different scoring point order than the questions 3 and 4, so please follow the scoring system show on the below tables:

**TABLE 1. EXAMPLE OF A PERSONALITY TRAITS TEST**

*How well do the following statements describe your personality?*

Item Number	I seem myself as someone who...	Disagree strongly	Disagree moderately	Disagree a little	Neither agree nor disagree	Agree a little	Agree moderately	Agree strongly
		7	6	5	4	3	2	1
1	Critical, quarrelsome.		X					
2	Disorganized, careless.	X						

Please note that the scoring points have a different order than that of the questions 3 and 4 of the below table

Item Number	I seem myself as someone who...	Disagree strongly	Disagree moderately	Disagree a little	Neither agree nor disagree	Agree a little	Agree moderately	Agree strongly
		1	2	3	4	5	6	7
3	Dependable, self-disciplined.					X		
4	Sympathetic, warm.					X		

<sup>2</sup> Pulakos, E. (2005). *Selection assessment methods: A guide to implementing formal assessments to build a high-quality workforce*. Society for Human Resource Management Foundation. USA















<sup>3</sup> Sümer, N., Lajunen, T., and Özkan, T. (2005). Big five personality traits as the distal predictors of road accident involvement. *Traffic and Transport Psychology*

<sup>4</sup> Gosling, S.D., Rentfrow, P.J., and Swann, W.B. (2003). A very brief measure of the Big-Five personality domains. *Journal of Research in Personality* 37(6), pp. 504-528

### 2.1.2. Basic job knowledge test

This job knowledge test is designed to understand if the driver knows some basic technical concepts related to the driving tasks, and if they can understand the UN language<sup>5</sup> spoken in the operation. It is important to note that some of the questions are related to the understanding of the traffic signs, but there are different traffic signs among different countries, so it is recommended to change the images using the traffic signs applicable to your country. Besides, some other questions are multiple option questions, so the correct answers are found on the next table.

TABLE 2. CORRECT ANSWERS OF THE BASIC JOB KNOWLEDGE TEST

	Correct answers
Question 2	Both a and d
Question 3	 Engine temperature warning  Low Fuel Level  Check Engine  Check Tyres
Question 4	 Speed Limit 30 KM  Bend to left  No overtaking  No Waiting  No Parking  Minimum speed 50 km  Stop and Give away  Turn right ahead  No Entry  Hump
Question 5	b
Question 6	d
Question 7	d
Question 8	d
Question 9	f
Question 10	a
Question 11	b
Question 12	c
Question 13	c
Question 14	c
Question 15	c
Question 16	c
Question 17	d
Question 18	c
Question 19	b
Question 20	a
Question 21	d
Question 22	c
Question 23	b
Question 24	b
Question 25	c
Question 26	f

<sup>5</sup> The UN official languages are Arabic, Chinese, English, French, Russian, and Spanish.



## 2.2. Vehicle inspection test

After the written test, all candidates should undergo a vehicle inspection test to assess if they understand how to fully inspect and ensure that a vehicle is roadworthy and prepared before starting to drive. This test is measured using a checklist to record if the driver checked various components of the vehicle conditions properly. A qualified colleague needs to conduct the assessment.

## 2.3. Driving test

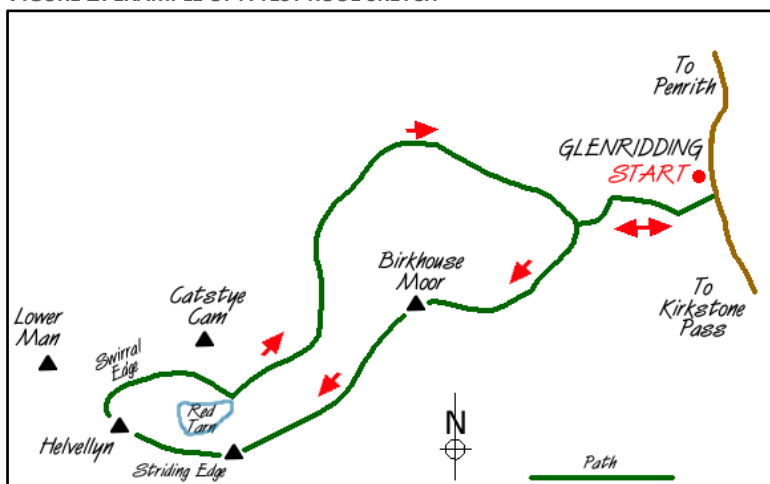
This test is measured using a checklist to record if the drives correctly follow the traffic rules and interact safely with the other road users. The results of the driving test might be affected by the duration of the test itself, and the longer the test takes, the more chances the candidates have for committing mistakes. For example, a person would have more chances to make mistakes on a 2-hour driving test than in a 30-minute test (it is not recommended to do tests of which the duration is less than 30 minutes). Consequently, when conducting a driving test, it is recommended to ensure all candidates take the same route to prevent issues related to the duration of the tests on different routes.

Route selection is very important, as the person in charge of testing the candidates needs to make sure the route represents the conditions in which the drivers would drive normally. A loop around the block would not be a proper test if it does not properly represent several of the conditions the drivers would find more frequently. Therefore, the route should have some of these characteristics:

- Go through an urban area where interactions with pedestrians, motorcyclists, and other motor vehicles will occur
- Different types of traffic control devices: stop signs, yield signs, traffic lights, etc
- Different road geometries: roundabouts, at grade intersections, entering and exit ramps, low and high-speed roads
- Different road surfaces: paved roads, gravel road, moody roads, etc
- Different traffic conditions: busy traffic areas, low traffic areas

Once the test route is identified, it is also recommended to present a sketch to the candidates before starting the driving test. The sketch should present some of the key reference points (see Figure 2), so candidates can gain some knowledge of the route in advance. This will help avoiding confusion during the test.

FIGURE 2. EXAMPLE OF A TEST ROUE SKETCH



## 2.4. Interviews

After filtering some potential candidates, interviews should be conducted with the candidates with the highest scores from the previous assessments. The questions should be based on the requirements of the positions, and they should be situational sample and competency-based questions. One warm-up questions and three competency-based questions could be sufficient for selecting the candidates. In section 3.3 there are some interview questions and examples of expected responses are highlighted with *italic* characters.

Table 3 gives an example of the driver selection process based on the test results.

TABLE 3. EXAMPLE OF THE SELECTION PROCESS BASED ON THE TEST RESULTS

Candidate's name	Test			Final Score	Interview
	Written test	Vehicle inspection test	Driving test		
Candidate 1	10	12	14	36	Consider the candidate for a final interview
Candidate 2	18	10	15	43	Apply the interview
Candidate 3	2	0	6	8	Don't interview this candidate
Candidate 4	19	5	16	40	Apply the interview

### 3. Assessment tests

#### 3.1. Written test

Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

ID number: \_\_\_\_\_ Date: \_\_\_\_\_

**Instructions:** this test was designed to gain some knowledge of your personality traits and to assess basic knowledge in relation to driving light vehicles. You will have 60 minutes to complete it. Please carefully read the instructions of each question and answer them individually with a pen. Please turn off your mobile phone and do not talk with other candidates. Any communication with them will be considered as fraud or “cheating”, and your assessment will be cancelled immediately. **Maximum score 56 points.**

1. How well do the following statements describe your personality?

Item Number	I seem myself as someone who...	Disagree strongly	Disagree moderately	Disagree a little	Neither agree nor disagree	Agree a little	Agree moderately	Agree strongly
1	Critical, quarrelsome.							
2	Disorganized, careless.							
3	Dependable, self-disciplined.							
4	Sympathetic, warm.							

2. How would you check the correct pressure of the tyres? Select all the correct answers (1 point)

- a) Use a reliable pressure gauge
- b) Kick the tyre to feel if it is inflated
- c) Just looking at the condition of the tyre
- d) Check and adjust pressures when tires are cold

3. What do the following warning signs on a vehicle dashboard indicate? (Use other applicable examples in your country) (4 points)



4. What do the following signs mean? (Use other applicable examples in your country) (10 points)



5. When you approach a railroad crossing without flashing warning signals or crossing gates, you should (1 point):

- a. Cross the tracks as quickly as possible.
- b. Obey the STOP or YIELD signs installed on the railway crossing
- d. Speed up to beat the train.

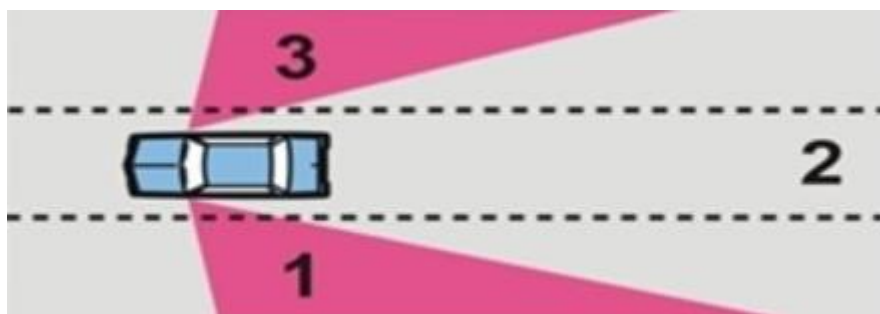
6. If you miss your exit from a highway:

- a. Stop in any lane of the highway
- b. Reverse back to the exit on the highway
- c. Roll down your window and ask the driver next to you for help
- d. Get off at the next exit and come back to the exit you missed

7. When approaching a railroad crossing you should (1 point):

- a. Slow down
- b. Look for a train
- c. Be ready to stop
- d. All of the above

8. What should you do if another driver is following you too closely (1 point):
- If there is an open lane to your right, move over to the right
  - If there is not an open lane to your right, wait until the way is clear ahead, and reduce speed slowly to encourage the tailgater to drive around you
  - Never slow down quickly
  - All of the above
9. What should you do when driving in rainy conditions? (1 point):
- Turn on the front lights
  - Reduce the speed
  - Increase the following distance from other vehicles
  - Turn on the windshield wiper system
  - Press the brakes slightly to dry the linings of the braking system
  - All of the above
  - Only *b* and *d* are correct
10. The driver of a standard light vehicle has a blind spot in (1 point):
- Area 1 and 3
  - Area 2
  - Area 1
  - Area 3



11. Complete the next sentence: Defensive Driving or driving safely means (1 point):
- Drive with speed and agility
  - Do not take risks that could endanger the driver or others
  - Protect their vehicles with safety devices (airbags, seat belts, etc.)
12. You're driving and your car starts to skid. You should (1 point):
- Press the accelerator and steer in the direction of the skid
  - Apply the brakes and steer opposite the direction of the skid
  - Take your foot off the accelerator and steer in the direction of the skid
  - Apply the brakes and steer in the direction of the skid

13. When driving in a marked lane on a highway you should place your vehicle (1 point):
- To the right side to avoid other road users
  - To the left side to avoid other road users
  - In the middle of the lane
  - Anywhere in the lane
14. You drive with correct care when you (1 point):
- Keep one vehicle length between your car and the car in front of you
  - You concentrate only in front of your vehicle
  - Keep your eyes moving around to check possible hazards around you
  - All of the above
15. When you are entering a bend, you should (1 point):
- Speed up to have the maximum grip of the road
  - Break suddenly to slow down and take the bend
  - Adjust your speed before entering the bend, to avoid applying the brakes in the middle of a bend
  - Keep the smooth, safe speed as in a straight line.
16. Under good driving conditions when driving behind another vehicle at any speed, you should (1 point):
- Drive as close to the vehicle as safely possible
  - Stay 1 second behind the vehicle
  - Stay at least 3 seconds behind the vehicle
  - Keep minimum a car length between
17. When you are driving a vehicle on the road you should (1 point):
- Concentrate on the vehicle in front of you
  - Concentrate on the second vehicle ahead of you
  - Concentrate on the vehicle next to you
  - Scan further ahead and not to concentrate only on the vehicle in front
18. When you drive through an area where children are playing, you should expect them (1 point):
- To know when it is safe to cross
  - To stop at the curb before crossing the street
  - To run out in front of you without looking
  - Not to cross unless without an adult

19. While driving you come across an aggressive driver of another vehicle. You should (1 point):
- Follow the car, when they are stopped educate them
  - Always stay calm and in control of the vehicle
  - Immediately stop the car by flashing and teach them how to drive
  - Write down their vehicle numberplate and report it to the nearest police station
20. When going on a long trip what is the one most important things to do? (1 point)
- Get plenty of rest before the travel
  - Make sure the horn is working
  - Make sure the road is well lit
21. When driving in wet weather, expect your vehicle (1 point):
- To be colder inside
  - Will stop at the same distance as on dry roads
  - Handle better because of the less grip
  - Take longer and further to stop, so slow down.
22. You have been driving for hours and you start to feel tired. What should you do? (1 point)
- Switch on your air-conditioning to get a bit cold.
  - Stop at a shop to get some coffee or caffeinated refresher
  - Pull off the road in a safe place, stop, and rest until you no longer feel tired
  - Open your windows to have fresh air
23. When driving in dusty road conditions you should (1 point)
- Speed up to get away from the risk
  - Switch on your head lights
  - Flash your headlights to warn other users
  - Switch on your indicator to the side
24. What is the best way to avoid hitting other road users (vehicles, pedestrians, animals) when moving off from a kerb? (1 point)
- Look around properly your car before sitting in and drive off quickly
  - Check your mirrors and look over your shoulders before moving off from the kerb
  - Warn people of your attention and sound your horn before moving off

25. Which of the following is not a sign of fatigue? (1 point)
- a. Itchy or heavy eyes
  - b. Yawning frequently
  - c. Being aware of the hazards
  - d. Being more irritable than usual
  - e. Nodding the head unconsciously
26. Which of the following actions is recommended when experiencing fatigue while driving? (1 point)
- f. Look for a safe place to pull over and take a break
  - g. drink some coffee
  - h. Open the windows
  - i. Raise the radio volume
  - j. Increasing the speed
  - k. All of the above



## 3.2. Vehicle Inspection Test

This check list should not be given to the candidates. It was designed for the assessor to take notes of the vehicle characteristics the candidates checked. Besides, each candidate should be assessed individually. **Maximum score 21 points.**

Ask the candidate to perform an inspection of a UNHCR vehicle as if they would be starting a shift as a UNHCR driver. What would they check? If possible/applicable use a vehicle that will likely be used by them if they are a successful candidate

### Outside of the vehicle

360-degree walk around performed	Yes No
General condition of vehicle outside (panels, windows, lights)	Yes No
Any visible leakage	Yes No
Condition of tires	Yes No
Steering	Yes No
All lighting devices and reflectors	Yes No
Horn and windshield wipers	Yes No
Emergency equipment	Yes No
Open the bonnet	Yes No
Check the oil level	Yes No
Check the Coolant level	Yes No
Check the brake fluid level	Yes No
Check the windscreen cleaner level	Yes No
Visible check of the engine bay	Yes No
Check the battery connection	Yes No

### Inside the vehicle

Adjusting the seat properly	Yes No
Adjusting the mirrors properly (all three)	Yes No
Adjusting the steering properly (if applicable)	Yes No
Uses the seatbelt	Yes No
Starting the vehicle properly (clutch in, handbrake, gear)	Yes No
Pull away smoothly and break test	Yes No

### 3.2.1. Practical driving test

This check list should not be given to the candidates. It was designed for the assessor to take notes of the vehicle characteristics the candidates checked. Besides, each candidate should be assessed individually. **Maximum score 16 points.**

Have the candidate perform a few manoeuvres in the parking area before going on the road to familiar themselves with the vehicle. Once on the road, follow the test route. Also, check to see if they automatically put on the seat belt without a reminder, remind others in the vehicle and see how they handle distractions in the vehicle like a radio, other communications devices that they bring. Remember, the applicant is most likely nervous and will probably drive with extra caution. However, these tests can give a good indication of the person's driving capabilities.

#### Practical driving indicators:

Vehicle in operation		Yes	No
1	Mirrors, steering wheel and seat adjusted properly and proper utilization of the seatbelt		
2	Engine running, started properly (one hand on the wheel, clutch, handbrake engaged)		
3	Check their mirrors, use indicator before taking off. Only when it is safe to do so		
4	Smooth start of the vehicle		
5	Smooth driving - candidate to operate the vehicle safely, smooth ride for passengers, less fuel & wear and tear		
6	Throughout the test usage of all mirrors		
7	Signals correctly, timely used		
8	Correct distance holding from surrounding vehicles (incl. parked vehicles, pedestrian crossing etc. enough space		
9	Controlled stop (not an emergency stop) – at a place where safe to do so, speed the vehicle up to 30-40 km/h and stop the vehicle (if possible, in a compound, using cones)		
10	Obeys signs and signals: the candidate to react correctly to traffic signals and signs such as traffic lights, lanes, road marks		
11	Adapts the speed according to the road/weather conditions		
12	Speed limit compliance: the assessor can use google maps or another app to corroborate compliances with the speed limits		
13	Approaching all hazards at a safe, controlled speed, without being over cautious or slowing or stopping other road users unnecessarily		
14	Positioning of the vehicle. Indications: safe position, not close to the sides of the road, parked vehicles, pedestrians		
15	Awareness of other road users		
16	Vehicle parking: can be forward, reverse, parallel or combinations. (cones can be used if in a compound) any object touching would mean failure		

### 3.3. Interview questions

Please select some of these questions to interview the candidates. One warming up question and three competency-based questions are recommended.

#### A. Warm up questions

- I. Name, introduction, and short background information.

*Verify or expand on information in the application form by encouraging applicants to talk about past employment, training, and other qualifications.*

- II. Why are they applying for the position?

#### B. Competency-based questions

- I. Describe a situation in which you applied safe driving or defensive driving techniques. What did you do?

*I drive safely every time I need to drive. I do it by wearing the seatbelts, complying with the traffic rules, adjusting my speed to conditions, being aware of other road users, using the turning signals to indicate other road users when turning or changing lanes, checking the blind spots, avoiding distractors, and being careful at intersections. Besides, I check the vehicle regularly to make sure it remains in good conditions.*

- II. Describe a situation in which you were responsible of a motor vehicle and the passengers inside.

*Planning journey, check the vehicle before departure, ensuring that people wear their seatbelts, understand who is responsible for communications in the vehicle. Making sure the driver is not distracted and that colleagues in the vehicle provide you with assistance, Take regular breaks. Always obey the traffic rules, choose the appropriate speed for the driving conditions.*

- III. Describe a situation in which you were travelling and noticed a problem with the vehicle. What did you do?

- a) Find a safe space to pull over in the meantime, Hold the steering wheel tightly
- b) Ease off the gas/acceleration pedal
- c) Apply brake gently
- d) Shift to lower gear.

- e) Activate turn signal to let others know you are moving to the side of the road.
- f) Activate hazard lights if in danger
- g) Secured the scene using the warning devices and the high visibility vest
- h) Checked the vehicle to identify the potential problem

IV. Describe a situation in which you used some of the key qualities that a driver should possess. What are those key qualities?

*Key qualities: Observation skills, good reflex, proven driving skills, defensive driving skills and relevant training, planning skills, calm demeanor, able to work under pressure, paying attention to details.*

V. Describe a situation in which another driver was conducting aggressive or dangerous manoeuvres to bother you on purpose and how you reacted to that situation. What did you do?

*Another driver overtook me and started applying the breaks suddenly in front of me to annoy me. In such situation it is recommended to: Not engaging in any discussion with the driver while the vehicles are in motion. Asking passengers to note what the driver looks like and the way they are acting in the offending vehicle. Ask the passengers in your vehicle to report the incident to the security operations centre/manager in case an incident occurs on the road ahead and you are not able to call in for support then providing details of the offending vehicle. Note the registration plate of the vehicle*

VI. Describe a situation in which you had to get ready for driving a long journey through difficult terrains and in adverse weather conditions. How did you prepare for that journey?

*Having a good mission planning process (speaking with experienced drivers who have already travelled the route to know the best routes, alternate routes in case roads are blocked, ensuring the vehicle is prepared in advance and that any equipment required for the journey is in the car. Understanding there are garages or other services in case of any mechanical problems, understanding where there are good resting spots and following the procedures to rest periods. Ensuring proper rest before the mission. Having the latest security information. Understanding the mission plan with the team leader and ensuring that it's feasible and overnight locations are identified (previous UN driver should also talk about proper communications for security/ security clearance etc.)*

VII. Describe a situation in which you were involved in a traffic crash. What actions did you take?

*Secure the scene, check casualties, call for support if needed (medical, police etc.), administer first aid if qualified. Reporting the crash to supervisor, completing the necessary forms. Undergoing a health check themselves. Following the organization SOP. Poor response would indicate bring the car for repairs themselves*

VIII. Describe a situation in which you were requested to drive to a place you haven't gone before. How did you prepare for the trip?

*Response should include Review maps and talk to others that may have been to the area before and understand the time required to reach same. Understand the road conditions and places that can be used for stops on route. Understand the security environment, where there are emergency services, police hospitals etc. Plan the mission with the team leader, or have someone on board who has been to the area and has relevant contact points places to stop etc. Check and prepare the vehicle, ensure suitable additional spare tires and supplies are in the vehicle. Understand and carry communications equipment.*

- IX. Describe a situation in which one was coping with some sort of risk behaviour. What did you do?

*For instance, the passenger didn't want to wear the seatbelt.*

*The candidate should be able to indicate that it is mandatory by law, by the organizational policy, that the driver has the responsibility to make sure everyone in the car is transported safely and this means wearing a seat belt that they would not feel comfortable driving knowing that one of the passengers could be injured if something happened quickly and they had to brake hard.*

*Moreover, the candidate should be able to provide some information with respect to seat belts reducing the impact of a crash and thereby saving lives, that even in the rear of the vehicle at a slow speed it prevents severe injury and that it is in their own best interest to do so. Seatbelts support the body if a vehicle stops suddenly and prevents the person from being thrown from the car or colliding with interior parts that can cause serious injuries. It reduces injuries because it distributes the force to the chest and pelvis which are strong parts of the body*

- X. Describe a situation in which another passenger requested you to break some traffic rules. What did you do?

*A passenger requested me to break the speed limit. In such situation it is recommended to stay professional, polite but firm and refuse. Drivers cannot break the traffic rules including speeding. It is dangerous, against the law, risking the health of other road users, the passengers, the driver. The driver can receive penalty, can lose their license or can be presented to court. This potentially includes the passengers as well if they put pressure on the driver.*

*UNHCR vehicles and drivers represent the organisation and are not allowed to break the speed limits.*

- XI. Describe a situation in which a colleague requested you to use the company vehicle for his/her private purpose. What did you do?

*I politely explained I was driving a company vehicle so I couldn't use it for private purposes. Then I offered help but using my own vehicle after working hours.*

XII. Describe a situation in which your team was working on reducing fuel consumption. What did you do to collaborate in such initiative?

*Make sure the servicing is done on time, check the tyre pressure, don't carry extra weight in the vehicle, accelerate & break smoothly, drive efficiently, use air-condition when it is hot or on a motorway, use cruise control when appropriate, look ahead of the traffic.*