



Assessor Product Guide

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Introduction

This guide provides a short introduction to the Assessor questionnaire.

The Assessor questionnaire produces detailed, straightforward and jargon-free, Careers Guidance, Career Development, Competency and Personality reports from a single assessment product. It is valid for all levels of seniority and both the questionnaire and the reports are available in English and French. It is normative and a large selection of norms is available for use in report selection.

Number of Questions	190
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Typical completion time	20 minutes
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Qualification requirement

The qualification requirements are specific for each report but in summary they are:-

Qualification requirement	Feedback (Careers Advice)	None
	Competencies	Bronze or B.P.S. Level A
	Assessment (Psychometric)	Gold or B.P.S. Level B

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Psychometric dimensions

Primary Dimensions

The Assessor questionnaire measures personality based on three primary sets of dimensions:-

Type

Based on Jung's Theory of Type which he developed in 1923, this provides an indication of the person's preferred work, management and decision making style. The use of Type is very well understood in the workplace, and this measure provides it in a normative form so that it may be used both for selection, development and counselling purposes.

Relationships

The scales relate to the quality and nature of social interactions and personal relationships which occur in a typical day-to-day work environment. The first six scales are core scales and reflect the underlying dynamics of social interaction. The next three scales are composite sales and are calculated from the responses on the previous 6 core scales. They enable the practitioner and the candidate to look at practical situations directly without having to make the more intricate and interpretative evaluations from the core scales, which commonly have to be made with questionnaires like this.

Values

The questionnaire component is aimed at assessing fourteen values which are key to influencing the way individuals behave at work. Each value (there are 14) such as Work Ethic, Responsibility and Innovation, is measured as a single dimension. The scores indicate the extent to which the value is held by the individual and influences their behaviour and, therefore, the activity patterns they are likely to exhibit.

The role of values in affecting individual behaviour has been a theme for many years in industrial and occupational psychology. The terminology may have changed from that of theorists such as Maslow and Herzberg, but few would argue with the notion that a person's temperament affects what they do at work and how they do it. Also, very few would argue with the assumption that these differences between people are consistent and substantially generalisable. These consistencies are reflected in the language we use, most people have a view *of*, for example, what an individual with a high work ethic would be 'like' and the behaviours they would display. Additionally, in some situations people would regard a high work ethic as a positive factor and in others as negative.

Secondary Dimensions

From these three primary sets of dimensions we have derived 2 secondary groups.

Big 5

They have often been called the 'big five' because they provide an indication of the fundamental preferences for behaviour which are likely to shape the person's development and display of competence at work. These are also referred to as the OCEAN model of personality, because of the acronym for the names of the 5 dimensions; Openness To New Experience, Conscientiousness, Extroversion, Agreeableness, Nervousness

Mental State (Emotional Intelligence)

The Big 5 factors each branch to produce 2 further factors. These 10 constitute a popular summary description of mental state and provide an indication of how this person will approach work. The results can be used to identify what kind of work in what kind of organisation might suit someone most closely.

Competencies

The Assessor Questionnaire evaluates the person against 130 competencies, which are derived from our work with clients over the last two decades. Any job role can be profiled by the selection of a set of competencies from the directory of 130. An employer can, therefore, profile a candidate against several possible job roles simultaneously.

Competency reports can either cover all 130 competencies or any permutation thereof, perhaps to match with an individual job role requirement. In addition a report can show the highest and lowest scoring competencies.

If a group of people currently doing a similar job complete the Questionnaire, the competencies which are indicated as characteristic and uncharacteristic of the group, can be used to provide a job/role profile for recruitment to that job as well as identify development and performance management needs for the people concerned.

We have an occupationally orientated 'World of Work' competency framework based on the following 8 groupings.

Applied/Practical	These competencies describe aspects of the loyal corporate contributor, who works effectively and comfortably within the framework provided by the employing organisation.
Original	These competencies describe those who are open to change and innovation, and who can adapt to revised circumstances with ease and confidence.
Social/Communications	These competencies describe a range of approaches to work relations and communications.
Managing/Leading	These competencies describe a range of aspects of a person's likely leadership and management approach.
Analytic	These competencies describe a range of behaviours associated with analytical and some numerate activities.
Decisive	These competencies describe likely capabilities and values associated with decision-making and implementation.
Commercial	These competencies are descriptive of an awareness of business processes and the profit motive in particular.
Drive/Ambition	These competencies describe a range of aspects of the person's likely personal and corporate motivations.

We believe that this competency framework provides a robust coverage of the work domain using these groups. This makes it far easier to select the competencies which are relevant for specific job roles.

The 130 competencies can be mapped onto our World of Work framework as follows:-

Applied/Practical	Original	Social/Communications	Managing/Leading
Adaptable	Change Maker	Approachability	Attitude To Authority
Administration	Curious	Assertive	Charisma
Hard Working	Exploration	Business Orientation	Client Sensitive
Loyalty	Flexibility	Communication Style	Coach
Organisational Acceptance	Innovation	Communications	Company Worker
Perfectionism	Open Minded	Detachment	Delegation
Practicality	Originality	Diplomacy	Discipline
Pragmatism	Quick To Learn	Empathetic	External Image
Realism	Tolerance Of Ambiguity	Good Humour	Impressive
Security		Humility	Initiative
Stress Tolerance		Influential	Leadership
Structure		Interpersonal Sensitivity	Management Professionalism
Vigilance		Interpersonal Skills	Management Style
		Organisational Awareness	People Development
		Personal Relations	People Orientation
		Personal Style	Personal Impact
		Reticent	Persuasive
		Sensitive	Professionalism
		Willingness To Assist	Service Orientation
			Status
			Team Development
			Teamwork
			Thought Inspiring
			Tolerance
			Training And Development Focus

Analytic	Decisive	Commercial	Drive
Clarity	Consulting Orientation	Business Development	Ambition
Complexity	Decisive	Business Judgment	Can Juggle With Sensitivity
Corporate Awareness	Firm But Fair	Commercial Awareness	Commitment
Corporate Communication	Incisive	Commercialism	Confidence
Cost Control	Independent	Commercially Astute	Copes With Pressure
Deductive Reasoning	Integrity	Customer Relations	Determined
Detail Conscious	Interpreting Others' Behaviour	External Relations	Drive
Evidence Based	Judgement	Risk Taking	Energy
Impartial	Negotiation		Fairness
Logic And Analysis	Problem Solving		Future Orientation
Macro Awareness	Reliability		Goal Orientation
Planning and Organising	Responsiveness		Job Achievement
Priority Management			Keen To Deliver
Risk Assessment			Motivation
Risk Aversion			Persistent
Self-Directed			Personal Standards
Strategic Awareness			Profit Focus
Technical Orientation			Responsibility
Thinking Agility			Sales Focus
Whole Business Approach			Self-Discipline
			Stamina
			Task Orientation
			Work Ethic

Definitions of the competencies are provided in the alphabetic listing that follows.

Alphabetical Listing of Competencies

Adaptable	Can adapt to most situations without difficulty or even discomfort.
Administration	Enjoys management of routine aspects of work.
Ambition	Ambition is undiminished by setbacks.
Approachable	Communicates easily at all levels.
Assertive	Thinks and acts assertively, developing own directions which others may find both agreeable and difficult to influence.
Attitude To Authority	The propensity to do what is required, whatever the circumstances.
Business Development	Seeks to develop successful business through the exercise of internal controls as well as interaction with customers.
Business Judgment	Aware of both own and client organisation's business. Can combine these to mutual advantage.
Business Orientation	Achieves results by fostering and maintaining effective relationships.
Can Juggle With Sensitivity	Capable of keeping many tasks on the move simultaneously. Does not lose sensitivity under such circumstances.
Change Maker	Enthusiasm for new approaches; initiates change.
Charisma	Displays refreshing breadth of vision, so that own enthusiasm can affect others.
Clarity	Keen to achieve a well-structured organisation with clear goals.
Client Sensitive	Concerned to develop and maintain a reciprocal relationship with clients.
Coach	Keen to manage others to achieve their potential.
Commercial Astuteness	Alert to market opportunities and exploits them effectively, including cross-selling.
Commercial Awareness	Is service orientated without sacrificing profitability of own business.
Commercialism	Will respond to work pressure and keen to seek new business opportunities.
Commitment	Success orientation is undiminished by difficulty.
Communication Style	Forthright, confident and logical, easily understood by most people.
Communicator	Deals easily and effectively with all groups of colleagues and clients.
Company Worker	Values support of group and may be partly reliant on them. Will undertake considerable work due to commitment to well-being of team.
Complexity	Finds the unravelling of the complicated a positive challenge.
Confidence	Self-contained, fits in well, relatively unaffected by pressure and aware of own limitations.
Consulting Orientation	Assists with decision, clarifies issues but does not take decision.
Copes With Pressure	Performance does not diminish under pressure, which they may enjoy.
Corporate Awareness	Awareness of the consequences of their activities on the wider organisation.
Corporate Communication	Assimilates and presents information with a political sensitivity and understandable clarity.
Cost Control	Seeks to provide effective service and keep costs to a minimum.
Curious	Keen to explore ideas and possibilities, continually seeking improved effectiveness, coupled with a keen eye for key objectives.
Customer Relations	Maintains reciprocal relations which customers value.
Decisive	Sees value of decision making, and subsequent action.
Deductive Reasoning	Logical and thorough approach to problem solving, quick to resist irrelevant data.

Delegation	Achieves success by resource allocation and trusts others to take authority and responsibility.
Detachment	Some reserve when interacting with others.
Detail Conscious	Is effective handling detailed paper based tasks and rarely makes mistakes when interpreting the facts.
Determined	Sticks to the main task, is effective in crisis and highly methodical.
Diplomacy	Takes care to keep others informed.
Discipline	Has little or no difficulty when required to be critical or to discipline colleagues.
Drive	Ambitious and persistent, probably displaying a high work rate.
Empathetic	Very empathetic and self-aware. This benefits work activity.
Energy	Highly energetic and enthusiastic. Will continue even when others are slowing down.
Evidence Based	Needs a practical reason to change what they do.
Explorer	Keen to pursue novel routes to achieving goals.
External Image	Capable of representing the organisation externally, encourages others to do the same.
External Relations	Develops and maintains effective external relations.
Fairness	Does not place higher expectations on others than on self.
Firm But Fair	Requires high standards from others; a tough colleague.
Flexible	Actively seeks changing circumstances.
Future Orientation	Confident and perceptive, will plan future activity in line with current objectives.
Goal Orientation	Seeks objectives, which are clear and achievable. Tenacious.
Good Humour	Keeps morale high even during times of difficulty. Judges when humour is appropriate.
Hard Working	Can be ruthless, sets high targets and is reactive to problems. Tactical rather than strategic.
Humility	Willing to accept responsibility, admit to mistakes and learn from them.
Impartial	Keeps an open mind, does not allow own values to influence decisions.
Impressive	Able to impress at first meeting and subsequently.
Incisive	Able to quickly absorb and understand issues, leading to appropriate and effective decisions.
Independent	Difficult to influence and committed to working to own standards and beliefs.
Influential	Comfortable influencing others to own point of view, avoiding resentment by others.
Initiative	Frequently initiates interaction, capable of suggesting many ideas to others. Highly proactive.
Innovation	Applies imagination to the business context and successfully produces alternatives to traditional methods.
Integrity	Can be relied upon to be sensitive and careful with confidential documents and information.
Interpersonal Sensitivity	Listens attentively, picking up the key message or information, and takes trouble to check understanding.
Interpersonal Skills	Establishes contact effectively with others, which can be sustained.
Interprets Others' Behaviour	Quick to reach conclusion about other people's activity, relates it to current priorities with incisive interpretations.
Job Achievement	Consistently capable of high quality work under pressure, including the sustenance of work relationships.
Judgement	Evaluates options to reach decision.
Keen To Deliver	Strong sense of commerciality and urgency.

Leadership	Confidence coupled with enthusiasm for personal accountability. Leads others to follow.
Logic And Analysis	Decisions are based upon the cool and detached appraisal of all of the information in a logical and rational way.
Loyal	Is committed to belief in value of work to organisation. Can work without excessive displays of self-interest.
Macro Awareness	Keeps in touch with large-scale social and economic activity, and sustains a well-informed understanding of the world and their market place.
Management Professionalism	Manages through arm's length relationships and professionalism.
Management Style	Monitors the work of others and checks to make sure commitments have been fulfilled.
Motivation	Is highly motivated by activities at work as a central life interest.
Negotiation	Sensitive and assertive, does not let go of own objective.
Open Minded	Willingness to consider new possibilities or other points of view.
Organisational Acceptance	Is accepting of policy and procedure. Unlikely to break the rules.
Organisational Awareness	Sensitive and alert to corporate and personal issues which may affect performance by self and others.
Original	Willing to initiate novel approaches.
People Development	Keen to help people achieve their potential.
People Orientation	Is keen to manage through people and is committed to their well-being so long as this does not harm the company.
Perfectionism	Unwilling to finish a task until it is of the highest standard. Quality is put before cost.
Persistent	Does not let topic go until issue is resolved.
Personal Impact	Makes positive first impression through strong opinions and logical approaches.
Personal Relations	Develops strong and long-lasting relationships.
Personal Standards	Values, sets and observes high standards for self and others; displays high levels of integrity. Resists accepting second best.
Personal Style	Friendly and approachable, sensitive to others and can be seen as gregarious.
Persuasive	Tends to persuade others to own point of view utilising a variety of media and approaches to achieve this.
Planning And Organising	Plans and structures activity well in advance.
Practical	Prefers to avoid the novel to achieve practical and attainable solutions.
Pragmatic	Pursues optimum solution.
Priority Management	Works effectively to identify appropriate priorities and to deal with tasks on schedule and within budget.
Problem Solving	Plans and implements successful action to remedy problems or tackle a challenge. Thinks ahead carefully.
Professionalism	Aware of, and avoids, conflict of interest and is seen as professional.
Profit Focus	Keen to realise objectives, especially where direct profit is an incentive. May be motivated by money.
Quick To Learn	Quick to pick up and learn new skills, and techniques.
Realism	Only sets out if goal can be reached.
Reliability	Will not change plans once agreed.
Responsible	Delivers commitments and takes them seriously.
Responsiveness	Quick to act to resolve issues.
Reticent	Prefers others to initiate contact
Risk Assessment	Weighs up and quantifies risks at both an individual and company level.

Risk Aversion	Behaves consistently with role requirements, resists impulses to deviate from these and step into the 'unknown'.
Risk Taking	Is willing to risk a considerable amount in order to achieve success. Will learn by some mistakes.
Sales Focus	Motivated by quick outcomes, persistent and resilient when disappointments occur.
Sales Orientation	Values making sales and doing business very highly.
Security	Seeks a clear role which does not suddenly change.
Self-Directed	Chooses key issues and attends to them. Keen to determine own priorities.
Self-Discipline	The candidate's capability and propensity to maintain appropriate procedures, irrespective of pressures and distractions.
Sensitive	Is effective in one-to-one situations, and prefers this to large group settings.
Service Orientation	Very committed to winning business through a service based approach and can sustain this subsequently.
Stamina	Drive for achievement is sustained for long periods.
Status	Values visible success.
Strategic Awareness	Keenly aware of inter-relatedness of factors, and capable of broad consideration of issues, leading to crisp and clear decisions.
Stress Tolerance	Performance is relatively unaffected by severe pressures or disappointments, handles stress effectively.
Structure	Prefers to work with clear status and objectives.
Task Orientation	Works hard to deliver results, using personal and corporate resources effectively.
Team Development	Works effectively to foster and evaluate teamwork.
Teamwork	Enjoys work with peers in teams with well-defined roles.
Technical Orientation	Enjoys in-depth work on relatively complex issues and the opportunity to explore in-depth topics rather than managing others as a key priority
Thinking Agility	Is a clear thinker who displays sound judgement including lateral thinking.
Thought Inspiring	Capable of leading others towards a goal, is sometimes thought inspiring.
Tolerance	Is tolerant when others make mistakes. Accepts that new skills take time to learn.
Tolerance Of Ambiguity	Can work effectively in uncertain and unfamiliar environments involving people, places and tasks.
Training And Development Focus	Committed to the development of others, both with respect to present and future productivity.
Vigilance	The capability to maintain high and consistent standards at all times, with compassion.
Whole Business Approach	Able to co-ordinate different orientations in order to succeed with difficult tasks.
Willingness To Assist	Always willing to help and support others.
Work Ethic	Committed to the benefit of hard work, considerable self-esteem and respect for others being based on this.

Reports

Feedback (Careers Advice)

These reports provide detailed feedback to the test-taker with respect to their preferred career direction. It is modular so that only the sections which are required need be requested.

Full Type	Provides a full narrative description of the Type Preferences.
Short Type	Provides a summary narrative description of the Type Preferences.
Relationships	Provides a narrative description of the relationship scales used in this assessment.
Values	Provides a narrative summary of the 14 values scales used in this assessment.
Personality Summary	This provides a narrative summary of the 3 component parts of the questionnaire, combined into a single text.
Big5	This provides a narrative summary of the results of the Big5 analysis.
Mental State	This summarises the 10 scales of this measure in narrative form.
Competencies (High/Low)	This presents the 10 highest and 10 lowest scoring competencies, drawn from our 130 Competency Directory.
Job Preferences	This provides around 10 jobs/careers which the person's responses indicate a possible 'fit'. There are three modules available; General, Hospitality & Catering and I.T.

Assessment (Psychometric)

These reports provide detailed feedback to the test manager /counsellor/qualified test user with respect to the person's/candidate's preferred work activity, content and career direction. In order to keep costs down, it is modular so that only the sections required need be requested. In each case the module contains the numerical summary of the person's responses (score chart), plus a little descriptive text.

Type	This module provides a Type score chart and a normed preference scale.
Relationships	This module provides a normed score chart for the Relationship scales plus a short descriptive narrative for each.
Values	This module provides a normed score chart for the Values scales plus a short descriptive narrative for each.
Big5	This module provides a normed score chart for the Big 5 scales plus a short descriptive narrative for each.
Mental State	This module provides a normed score chart for the Mental State scales plus a short descriptive narrative for each.
Competencies (High/Low)	This module presents the 10 highest and 10 lowest scoring competencies produced by the person's responses, plus a short descriptive narrative for each.
Competencies – Full (Alphabetic)	A long module which describes the person's results against each of the 130 work competencies in alphabetic sequence, with some descriptive text and their score in relation to a reference group (norm)
Competencies – Full (World of Work)	A long module which describes the person's results against each of the 130 work competencies in our 'World of Work' groupings, with some descriptive text and their score in relation to a reference group (norm).
Safety	This is a description of the candidate's capability and propensity to maintain appropriate procedures, irrespective of pressures and distractions.
For all of these modules the data is normed from a wide choice.	

For a summary of available norms or reference groups, see the last section in this guide.

Competencies

All the reports below provide results based on normative data (see next section).

Competencies – High/Low	The 10 highest scoring and 10 lowest scoring competencies from our standard directory.
Competencies – Full (Alphabetical)	This report lists the scores for all 130 standard competencies in alphabetical sequence.
Competencies – Full (World of Work)	This report lists the scores for all 130 standard competencies in our 'World of Work' groupings.
Competencies – Selective	We can construct a special set of competencies as a report using any of the 130 that we have available
Competencies – Client	We can also write special algorithms to produce a competencies report using the client's own definitions.
All of these reports show, for each competency scale, the Sten score and a behavioural description of how that score would be perceived.	

One click Combination reports

These reports are a combination of Feedback and Assessment modules for those who require a specific permutation. This makes them easier to order.

	Individual report modules								
	Feedback					Assessment			
	Full Type	Short Type	Relationships	Values	Personality Summary	Competencies (High/Low)	Type	Relationships	Values
One click combination reports									
Type – Full	✓						✓		
Type – Short		✓					✓		
Relationships			✓					✓	
Personality – Full	✓		✓	✓	✓		✓	✓	✓
Personality – Summary					✓		✓	✓	✓
Score chart							✓	✓	✓
Careers Advice - Short		✓				✓			

Norms

Using the data we have collected we have norms available in four groups for:-

Position/Status	Activity	Industry	Country
General population	Human Resources	Banking & Finance	Hong Kong
Administration/Support	I.T.	Pharmaceutical	Malaysia
Directors	Sales & Marketing	Public Sector	Singapore
Managers	Purchasing	Charities/NGOs	
Graduates			
Specialist			
Supervisor			

We have a large database of completions so we can extract additional norms. We collect a number of other items of information by which candidates can be classified:-

Industry
Accountancy
Aeronautics and Shipping
Agriculture & horticulture
Architecture
Armed Forces
Auctioning
Building and Construction
Building Societies
Central Government
Charities
Chemicals & pharmaceuticals
Coal
Commerce, trade & retail
Communications
Computing/IT manufacturing
Computing/IT services
Conglomerates
Consultancy - Actuarial
Consultancy - Computer
Consultancy - Design
Consultancy - Finance
Consultancy - Management
Consultancy - PR
Consultancy - Recruitment

Corporate Finance
Cosmetics & toiletries
Courts, magistrate, probation
Dentistry
Detergents
Education
Engineering - Aeronautical
Engineering - Chemical
Engineering - Civil
Engineering - Electrical
Engineering - Electronics
Engineering - Materials
Engineering - Mechanical
Entertainment and Leisure
Extraction Industries
Fire
Food, drink and tobacco
Forestry and fishery
General Management
Health authorities & trusts
High street banking
Housing associations
Holding companies
Hospitals

Hotels and catering
Insurance
Land & estate agents
Law firm
Local government
Logistics/Planning
Manufacturing
Medical including medicine
Merchant Banking
Metal extraction
Motor vehicles
Museums
Non-profit association
Nursing
Oil & Gas production
Police
Politics
Publisher
Radio, TV., advertising
Telecommunications
Trading/Dealing/Equities
Transport and travel
Utilities (gas/water/electricity)
Veterinary

Activity
Administration
Customer services
Design
Export
Finance
General Management
Human Resources
IT
Legal
Logistics/Planning
Marketing
Engineering
Production
Purchasing
Research and Development
Secretarial
Sales
Technical
Other

Ethnicity
White - British
White - Irish
White - Other
Mixed - White & Black Caribbean
Mixed - White & Black African
Mixed - White & Asian
Mixed - Other
Asian or Asian British - Indian
Asian or Asian British - Pakistani
Asian or Asian British - Bangladeshi
Asian or Asian British - Other
Black or Black British - Caribbean
Black or Black British - African
Black or Black British - Other
Chinese
Other

Gender
Male
Female

Country
A very long list

If you have a need for a particular norm or reference group, please let us know and we can examine the database to determine if there is enough data available to create one for you. There will of course be no charge for this service.