Product

Guide

Contents

Introduction

This guide is a short introduction to the two key questionnaires that we supply. Details are provided of the dimensions that are reported for each questionnaire, the reports and norms available, along with the length and typical completion time for the questionnaire.

The questionnaires require appropriate training before they can be used and details of the training options are described.

The guide also gives an overview of how our Internet system operates and the simple charging mechanism we adopt which means that you only pay for what you order.

We are available at any time to discuss your particular requirements and which questionnaire would be appropriate for any particular situation.

All of the questionnaires are completed on the web and the reports ordered are immediately emailed to you.

Adaptive Ability Tests

The Adaptive Ability Tests are designed to complement personal interviews by giving employers a clear indication of language, numeric and administrative ability and so are invaluable when assessing the suitability of candidates for particular roles.

ADAPTIVE ability tests automatically tailor themselves to the ability of the candidate. The tests automatically adjust the questions posed to reflect the ability level of the person being assessed. The system 'intelligently' reviews each response and selects subsequent questions from its databank accordingly. This ensures the participant is not asked questions which are either too difficult or too easy, maintains candidate motivation and allows accurate results to be obtained, whilst minimising the number of questions presented.

Number of Questions	Circa 45 per ability

Typical completion time	15 minutes per ability

Qualification requirement	Silver or Level 1/A

Dimensions

Language Ability
High levels of language ability are an essential attribute of people in roles that require effective communication, such as in management, marketing, sales and training. Other occupations, for example those involving scientific work, may place less emphasis on this skill. At the high scoring level the questions involve verbal critical reasoning.

Numeric Ability
Numeracy skills are subject to rapid decline through lack of use after leaving school, so the ability to assess speed, accuracy and general ability with figures can be invaluable, particularly when reviewing suitability for technical, managerial and supervisory positions. At the simple level, questions are arithmetic and at the high scoring level involve numerical critical reasoning.

Administrative Ability
Administrative and detailed checking skills are widely acknowledged as of importance at all levels within organisations. This module is divided into three sub-sections to help identify specific aspects of administrative ability. This test assesses a capability which appears to be independent of age, education or cultural/racial background.

Usage

The questionnaires are administered via the Internet, either singly or in a battery, and each takes approximately 15 minutes to complete.

The reports score performance on a scale of 1 to 10 and indicate how this compares with a relevant reference group.

Assessor

The Assessor questionnaire produces detailed, straightforward jargon-free, guidance, competency and personality reports from a single product. It is valid for all levels of seniority and both the questionnaire and the reports are available in English and French.

Number of Questions	190		Typical completion time	20 minutes

	Feedback (Careers Advice)	None
Qualification requirement	Competencies	Bronze or Level 1/A
	Assessment (Psychometric)	Gold or Level 2/B

Psychometric dimensions

Primary Dimensions

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

Type

Based on Jung's Theory of Types 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 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.

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

This 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.

Please refer to our Directory of Competencies, which can be downloaded from our web site, for a full listing of the competencies with definitions.

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 on 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

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'. The are three modules available; General, Hospitality & Catering and I.T.
For all of these modules the data is normed from a wide choice.	

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)	A short report which 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.	

Competencies

The following competency reports are available. All of these reports show, for each competency scale, the Sten score and a behavioural description of how that score would be displayed. For all of these reports the data is normed from a wide choice of reference groups.

The Selective, Client & Job Role reports also contain 4 randomly selected interview questions for each of the competencies

Standard Reports

Full (Alphabetical)	This report lists the scores for all 130 standard competencies in alphabetical sequence.
Full (World of Work)	This report lists the scores for all 130 standard competencies in our 'World of Work' grouping.
High/Low	The 10 highest scoring and 10 lowest scoring competencies from our directory.
Safety	This is a description of the candidate's capability and propensity to maintain appropriate procedures, irrespective of pressures and distractions.

Selective & Client Reports

Selective	We can construct a special set of competencies as a report using any of the 130 that we have available
Client	We can create special algorithms to produce a report using the client's own competency definitions.

Job Role Reports

Many clients do not have clearly defined sets of competencies for job roles. To assist with this process we have created standard sets for a range of frequently required job roles. You may then assess candidates against each or any of these standard sets. The currently available sets are listed below:

Senior Manager	Directs a part of the business. Has executive authority.
Manager	Person who organises, supervises and develops the composition and work of groups of other staff.
Supervisor	Person who has responsibility for the work of others in order to achieve and maintain effective results and output.
Entrepreneur/Start-up	Person who initiates a business activity of any kind, for which they have responsibility.

Administrator/Clerical	Person who maintains records, information and monitoring with respect to activities & procedures.
Book-keeper	Someone who maintains financial records and prepares management accounts/information.
Care Worker	They provide care to vulnerable people, either in their own home or elsewhere.
Compliance Officer	They ensure that legal and other guidelines are observed by businesses and the public.
Customer Account Manager	They build and manage relations with clients & customers, either singly or corporately.
Driver	Someone who earns their living from driving goods or people, either singly or corporately.
Graphics Designer	Designs the visuals for printed materials and the web.
Hospitality Worker	Person who provides services to others in a public or private place i.e. hotel, plane & etc.
Human Resources Officer	They provide an internal HR service in an organisation – recruit, select, appraise & etc.

Management Accountant	Provides accounting service to organisation. Accounts, budgets, cash management, returns.
Marketing Officer	Assists the marketing of the organisation's business. Involves graphics, advertising & etc.
Personal Assistant	Supports one key individual in terms of admin functions and other wide ranging tasks.
Production Assistant/Operative	Works on 'production line', responsible for ensuring the smooth output of goods.
Purchasing Officer	People who negotiate, secure and manage the acquisition of resources of all kinds, often including labour contractors, to meet the requirements of the organisation on behalf of internal operational clients.
Receptionist	Supports the business in terms of processing visitors and telephone/email queries.
Recruitment Consultant	These people work on behalf of employers to attract, recruit and recommend part-time, temporary, contract & permanent candidates to employers for employment selection
Retail Sales	Someone who sells Goods/Services to end users in a retail sales context, such as a shop.
Salesperson	Sells goods, products or services to clients/customers. May be static or mobile.
Security Officer	Protects/transports property, valuables and people. May be static or mobile.
Software Developer/Programmer	Writes software in various languages for clients/employer.
Teacher/Trainer	Helps others learn/acquire knowledge/skills and understanding.
Telesales	Someone who sells Goods/Services via telephone contact with end users and/or business customers.
Tradesperson	Provides services linked to their expertise to clients in their home & office.
Warehouse Person	Stores/despatches/monitors stock of goods in a warehouse building for a business.

Samples of all the reports may be viewed or downloaded from our web site.

Interview Questions

Interviews can be improved by using questions linked to the competencies being examined. The process is applicable to all kinds of Interviews and provides clear and highly valid predictions of behaviour, based on the candidate's approach and experience.

We publish a Practical Competency Interview Questions book which provides around 7 Behavioural Interview Questions for EACH of the 130 Work Competencies which are provided, over 900 questions in total. It complements the Competency Assessment Questionnaire, which provides a Psychometric Assessment of the same 130 Competencies. The Interview Questions may be selected to clarify any queries which arise from the Assessment or they may be used on their own.

The questions are intended to be sufficient in number to permit selective use in order to interview people of all seniorities, educational backgrounds and disciplines. There is a minimum of question content overlap and any permutation will result in an effective interview process.

The book is designed for anyone to use with no prior experience. It may be purchased from the Kindle Store at http://www.amazon.com/dp/B009QZT9S4 If you do not have a kindle then you can also download a free application to read the book on your iPad, iPhone, PC, MAC or Android device from http://www.amazon.com/gp/feature.html/ref=sv_kstore_1?ie=UTF8&docId=1000493771

The Job Role Competency reports contain 4 randomly selected interview questions for each of the competencies

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			

Currently the Country norms reflect a General Population but more detailed norms will be available for those countries as we gather more data.

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, Activity, Ethnicity, Gender & Country

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.

Training
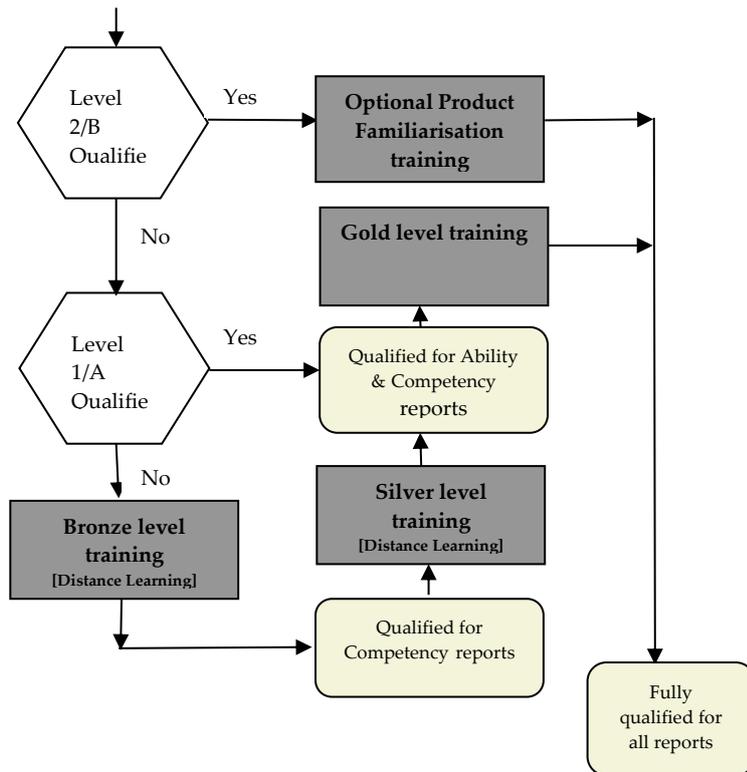
We provide 3 levels of training: -

Course	For	Form
Bronze	Those who wish to use our internet delivered competency reports in a selection or counselling context.	Distance learning materials.
Silver	Those who wish to administer and interpret our Ability materials in a selection or counselling context.	Distance learning materials and post course work.
Gold	Those who wish to use all of our materials including full psychometric reports and have an understanding of multi-cultural issues.	Pre-course work, 2 days class work and post course work.

We also provide a 3 day classroom course that covers Bronze, Silver & Gold.

The qualification that you need in order to use our questionnaires is as follows: -

Questionnaire	Reports	Qualification required
Ability tests	Assessment	Silver or Level 1/A
Assessor	Careers Advice	None
	Competencies	Bronze or Level 1/A
	Psychometric	Gold or Level 2/B

We recognise B.P.S. & A.P.A. qualifications and equivalent from appropriate organisations worldwide.

All users of our materials are required to affirm that they will abide by our code of ethics in their use of our Psychometric materials.

Internet system

Candidates complete questionnaire

Selby & Mills Internet Server

Reports received by administrator
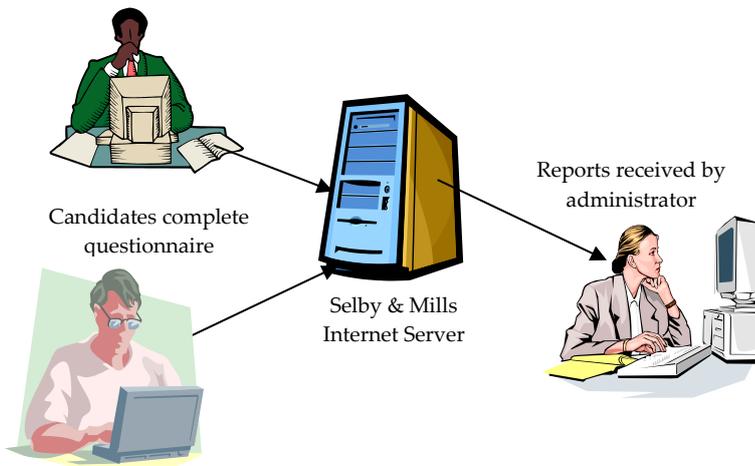
Our Internet system enables you to assess candidates wherever they are in the world so long as they have an Internet connection.

This can be controlled by a single administrator who can order reports as soon as the questionnaire is completed and direct each report to the appropriate recipient.

Our system is available 24/7 and has had no 'downtime' since it was first initiated.

Benefits - Operational

- Completion from any location
- Notification of completions by email
- Reports can be immediately ordered
- Reports emailed direct to requested recipient

Benefits – Corporate

- Flexible reporting options
- The questionnaire & reports can be branded.
- Charges based on reports ordered.

Full details of how our Internet service works are provided in our "Using Our Internet Assessment Service" document.

Charges

The **only** charges involved are for reports ordered.
There are no registration, license or completion charges.

The cost of the different reports varies and these are shown on our price list which can be downloaded from our web site.