Selby & Mills

ASSESSING THE 130 WORK COMPETENCIES

Competency Assessment Guide

Psychometric and interview-based competency assessment

Selby & Mills Limited
Tregoning Mill, St. Keverne, Helston, Cornwall TR12 6QE, United Kingdom · +44 (0)1326 280382 · info@selbymills.co.uk

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Introduction

Since the early 1970's, employers have been using competencies to help recruit and manage their employees, after psychologists found that traditional tests such as academic aptitude and knowledge based tests, did not accurately predict employment success. In subsequent years, competency frameworks have become an increasingly accepted part of recruitment and contemporary HR practice, and also form part of most graduate employer's assessment procedures. Competency Assessment provides the most accurate link between a person and a job requirement in the workplace. It is therefore used routinely in selection and performance management, all based on the key requirements for a successful job-holder. This is usually described in the Job/Person Description. Selby & Mills are specialists in Psychometric Assessment and have pioneered the use of web-based assessment and no-cost distance-learning based training. We have authored and published a range of Competency assessment tools and offer the most comprehensive listing of Competency reporting (130 Work Competencies) and Behavioural Competency Interview Questions currently available. You can use our reports to determine who will perform well in a given role. Just select one of our standard reports or for a more individual role select the appropriate competencies. transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, Competency Assessment Guide

Questionnaire

The questionnaire produces detailed, straightforward jargon-free competency & feedback reports. It is valid for all levels of seniority and is available in English, French, Traditional Chinese and Simplified Chinese. Number of Questions 190 Typical completion time 15 to 25 minutes

Competencies

The questionnaire assesses 130 competencies, which may also be called ‘criteria’, ‘traits’, or ‘qualities’. Competencies help to distinguish superior from average performers and provide a way to characterise the requirements of any particular job activity at any particular level in the organisation. The collective term for a group of competencies is a ‘Mindset’. The assessment is appropriate for selection, development & counselling and may be used with an individual, group or entire organisation and at any level of seniority. 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.

Reports

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

Safety

appropriate procedures, irrespective of pressures and distractions.

Selective & Client Reports

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

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. Person who organises, supervises and develops the composition and work of Manager groups of other staff. Person who has responsibility for the work of others in order to achieve and Supervisor maintain effective results and output. Person who initiates a business activity of any kind, for which they have Entrepreneur/Start-up responsibility. Person who maintains records, information and monitoring with respect to Administrator/Clerical activities & procedures. Someone who maintains financial records and prepares management Book-keeper accounts/information. Care Worker They provide care to vulnerable people, either in their own home or elsewhere. They ensure that legal and other guidelines are observed by businesses and the Compliance Officer public. They build and manage relations with clients & customers, either singly or Customer Account Manager corporately. Someone who earns their living from driving goods or people, either singly or Driver corporately. Graphics Designer Designs the visuals for printed materials and the web. Person who provides services to others in a public or private place i.e. hotel, Hospitality Worker plane & etc. They provide an internal HR service in an organisation – recruit, select, appraise Human Resources Officer & etc. Provides accounting service to organisation. Accounts, budgets, cash Management Accountant management, returns. Assists the marketing of the organisation's business. Involves graphics, Marketing Officer advertising & etc. Supports one key individual in terms of admin functions and other wide Personal Assistant ranging tasks. Works on 'production line', responsible for ensuring the smooth output of Production Assistant/Operative goods. People who negotiate, secure and manage the acquisition of resources of all Purchasing Officer kinds, often including labour contractors, to meet the requirements of the organisation on behalf of internal operational clients. Supports the business in terms of processing visitors and telephone/email Receptionist queries. These people work on behalf of employers to attract, recruit and recommend Recruitment Consultant part-time, temporary, contract & permanent candidates to employers for employment selection Someone who sells Goods/Services to end users in a retail sales context, such as Retail Sales 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. Someone who sells Goods/Services via telephone contact with end users and/or Telesales business customers.

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Tradesperson Provides services linked to their expertise to clients in their home & office. Stores/despatches/monitors stock of goods in a warehouse building for a Warehouse Person business. We also

have a range of Feedback reports that can be given to a candidate to give them feedback. 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

We have collected a very large database of completions in order to be able to provide relevant norm or reference groups for comparison purposes as part of the analysis of candidate responses and report preparation. We also 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. Competency Assessment Guide

Training

If you have no previous qualification in the use of psychometric questionnaires then you will need to complete our Bronze training course by downloading and completing the Distance Learning materials from There is no charge for this process, which will take you half a day to complete. If you have an existing Test User Qualification, please send us a copy of your Certificate of Qualification and we will advise whether you need to do any further training. 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. Please get in touch for further information.

Internet system

Our Internet system enables you to assess candidates wherever they are in the world so long as they have an Internet connection. Reports received by administrator Candidates complete This can be controlled by a single questionnaire administrator who can order reports as soon as the questionnaire is Selby & Mills completed and direct each report to Internet Server the appropriate recipient. Our system is available 24/7 and has had no ‘downtime’ since it was first initiated. You are operational even during one of our regular update sessions sessions. Benefits - Operational Benefits – Corporate

- Completion from any location • Flexible reporting options
- Notification of completions by email • The questionnaire & reports can be branded.
- Reports can be immediately ordered • Charges based on reports ordered.

- Reports emailed direct to requested • Clients can operate independently through

recipient their own portals, which we provide. Full details of how our Internet service works are provided in our “Using Our Internet Assessment Service” document which can be downloaded from our web site. Competency Assessment Guide

World of Work Competency Groupings

The competencies are listed in this guide in alphabetical sequence but there is also an occupationally orientated ‘World of Work’ competency framework based on the following 8 groupings. These competencies describe aspects of the loyal corporate Applied/Practical contributor, who works effectively and comfortably within the framework provided by the employing organisation. These competencies describe those who are open to change and Original innovation, and who can adapt to revised circumstances with ease and confidence. These competencies describe a range of approaches to work Social/Communications relations and communications. These competencies describe a range of aspects of a person's Managing/Leading likely leadership and management approach. These competencies describe a range of behaviours associated Analytic with analytical and some numerate activities. These competencies describe likely capabilities and values

Decisive

associated with decision-making and implementation. These competencies are descriptive of an awareness of business Commercial processes and the profit motive in particular. These competencies describe a range of aspects of the person's Drive/Ambition likely personal and corporate motivations. This is presented on the next page. You will need to refer to the alphabetic listing to see the definitions. 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, especially for those who are less familiar with competencies or in the absence of a job role description. Competency Assessment Guide

World of Work framework

The 130 competencies can be mapped on our World of Work framework as follows:- Applied/Practical Original Social/Communications Managing/Leading Adaptable Change Maker Approachable Attitude To Authority

Administration Curious Assertive Charisma

Hard Working Explorer Business Orientation Client Sensitive

Loyal Flexible Communication Style Coach

Organisational Acceptance Innovation Communicator Company Worker Perfectionism Open Minded Detachment Delegation

Practical Original Diplomacy Discipline

Pragmatic 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/Ambition Clarity Consulting Orientation Business Development Ambition Complexity Decisive Business Judgment Can Juggle With Sensitivity Corporate Awareness Firm But Fair Commercial Astuteness Commitment Corporate Communication Incisive Commercial Awareness Confidence Cost Control Independent Commercialism Copes With Pressure Deductive Reasoning Integrity Customer Relations Determined Detail Conscious Interprets Others' Behaviour External Relations Drive Evidence Based Judgement Risk Taking Energy Impartial Negotiation Sales Orientation 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 Responsible

Thinking Agility Sales Focus

Whole Business Approach Self-Discipline Stamina Task Orientation Work Ethic Competency Assessment Guide

Alphabetical Listing of Competencies

This is a list of all 130 of the competencies showing their title and definition. Whilst the title is a convenient means of referring to a competency it should be remembered that it is the definition which describes the competency that is being measured. 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. Thinks and acts assertively, developing own directions which others may find both Assertive agreeable and difficult to influence. Attitude To Authority The propensity to do what is required, whatever the circumstances. Seeks to develop successful business through the exercise of internal controls as well as Business Development interaction with customers. Aware of both own and client organisation's business. Can combine these to mutual Business Judgment advantage. Business Orientation Achieves results by fostering and maintaining effective relationships. Capable of keeping many tasks on the move simultaneously. Does not lose sensitivity Can Juggle With 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. Values support of group and may be partly reliant on them. Will undertake

Company Worker

considerable work due to commitment to well-being of team. Complexity Finds the unravelling of the complicated a positive challenge. Self contained, fits in well, relatively unaffected by pressure and aware of own Confidence 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. Assimilates and presents information with a political sensitivity and understandable Corporate Communication clarity. Cost Control Seeks to provide effective service and keep costs to a minimum. Keen to explore ideas and possibilities, continually seeking improved effectiveness, Curious 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.

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Deductive Reasoning Logical and thorough approach to problem solving, quick to resist irrelevant data. Achieves success by resource allocation and trusts others to take authority and Delegation responsibility. Detachment Some reserve when interacting with others. Is effective handling detailed paper based tasks and rarely makes mistakes when Detail Conscious 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. Can be ruthless, sets high targets and is reactive to problems. Tactical rather than Hard Working 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. Able to quickly absorb and understand issues, leading to appropriate and effective Incisive 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. Frequently initiates interaction, capable of suggesting many ideas to others. Highly Initiative proactive. Applies imagination to the business context and successfully produces alternatives to Innovation traditional methods. Can be relied upon to be sensitive and careful with confidential documents and Integrity information. Listens attentively, picking up the key message or information, and takes trouble to Interpersonal Sensitivity check understanding. Interpersonal Skills Establishes contact effectively with others, which can be sustained. Quick to reach conclusion about other people’s activity, relates it to current priorities Interprets Others’ Behaviour with incisive interpretations. Consistently capable of high quality work under pressure, including the sustenance of Job Achievement work relationships. Judgement Evaluates options to reach decision.

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Keen To Deliver Strong sense of commerciality and urgency. Confidence coupled with enthusiasm for personal accountability. Leads others to Leadership follow. Decisions are based upon the cool and detached appraisal of all of the information in a Logic And Analysis logical and rational way. Is committed to belief in value of work to organisation. Can work without excessive Loyal displays of self-interest. Keeps in touch with large-scale social and economic activity, and sustains a well-

Macro Awareness

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. Sensitive and alert to corporate and personal issues which may affect performance by Organisational Awareness self and others. Original Willing to initiate novel approaches. People Development Keen to help people achieve their potential. Is keen to manage through people and is committed to their well-being so long as this People Orientation 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. Values, sets and observes high standards for self and others; displays high levels of Personal Standards integrity. Resists accepting second best. Personal Style Friendly and approachable, sensitive to others and can be seen as gregarious. Tends to persuade others to own point of view utilising a variety of media and Persuasive 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. Works effectively to identify appropriate priorities and to deal with tasks on schedule Priority Management and within budget. Plans and implements successful action to remedy problems or tackle a challenge. Problem Solving Thinks ahead carefully. Professionalism Aware of, and avoids, conflict of interest and is seen as professional. Keen to realise objectives, especially where direct profit is an incentive. May be Profit Focus 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

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Risk Assessment Weighs up and quantifies risks at both an individual and company level. Behaves consistently with role requirements, resists impulses to deviate from these and Risk Aversion step into the ‘unknown’.. Is willing to risk a considerable amount in order to achieve success. Will learn by some Risk Taking 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. The candidate's capability and propensity to maintain appropriate procedures, Self-Discipline irrespective of pressures and distractions. Sensitive Is effective in one-to-one situations, and prefers this to large group settings. Very committed to winning business through a service based approach and can sustain Service Orientation this subsequently. Stamina Drive for achievement is sustained for long periods. Status Values visible success. Keenly aware of inter-relatedness of factors, and capable of broad consideration of Strategic Awareness issues, leading to crisp and clear decisions. Performance is relatively unaffected by severe pressures or disappointments, handles Stress Tolerance 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. Enjoys in-depth work on relatively complex issues and the opportunity to explore in-

Technical Orientation

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. Can work effectively in uncertain and unfamiliar environments involving people, places Tolerance Of Ambiguity and tasks. Committed to the development of others, both with respect to present and future Training And Development Focus 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. Committed to the benefit of hard work, considerable self-esteem and respect for others Work Ethic being based on this.