Selby & Mills

OUR QUESTIONNAIRES AT A GLANCE

Questionnaire Guide

Ability, Assessor, Employment and Entrepreneur

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

This guide is a short introduction to the various questionnaires that we provide. Details are provided of the scales that are reported for each questionnaire along with the size and typical completion time for the questionnaire. Most of the questionnaires require appropriate training before they can be used. We provide training to Bronze, Silver and Gold levels as well as B.P.S. Level A and B.P.S. Level B (intermediate). As well as recognising B.P.S. qualifications obtained from any verified trainer we also accept equivalent qualifications from organisations that we recognise. The qualification requirements are specified for each questionnaire but in summary they are:- Questionnaire Reports Qualification required Ability tests Assessment Silver or Level A

Feedback None

Assessor Competencies Bronze or Level A

Psychometric Gold or Level B

Employment Assessment Bronze or Level A

Feedback None

Entrepreneur

Counsellors None

Management Potential Feedback None

We are also 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 reports are emailed to you. Full details of how our Internet service works are provided in our “Using Our Internet Assessment Service” document. Samples of all the reports, and an extract from the e-book, may be viewed on our web site. or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior permission of the Questionnaire Guide

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 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 or on a PC, either singly or in a battery, and each takes approximately 15 minutes to complete. In the case of PC completion the results file is emailed to our offices and we email back the resultant reports The reports score performance on a scale of 1 to 10 and indicate how this compares with a relevant reference group. Questionnaire Guide

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 30 minutes

Feedback/Careers Advice None

Qualification requirement Competencies Bronze or Level A Psychometric Gold or Level B 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 (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. Questionnaire Guide

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. These competencies describe aspects of the loyal corporate contributor, who works effectively

Applied/Practical

and comfortably within the framework provided by the employing organisation. These competencies describe those who are open to change and innovation, and who can

Original

adapt to revised circumstances with ease and confidence. Social/Communications These competencies describe a range of approaches to work relations and communications. These competencies describe a range of aspects of a person's likely leadership and Managing/Leading management approach. These competencies describe a range of behaviours associated with analytical and some Analytic numerate activities. These competencies describe likely capabilities and values associated with decision-making Decisive and implementation. These competencies are descriptive of an awareness of business processes and the profit Commercial motive in particular. These competencies describe a range of aspects of the person's likely personal and corporate Drive/Ambition motivations.

Questionnaire Guide

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

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. Please refer to our Directory of Competencies for a full listing of our competencies with definitions. Questionnaire Guide Reports

Feedback (Careers Advice)

These reports provides 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. This provides a narrative summary of the 3 component parts of the questionnaire, Personality Summary 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. This presents the 10 highest and 10 lowest scoring competencies, drawn from our 130 Competencies (High/Low) Competency Directory. This provides around 10 jobs/careers which the person's responses indicate a possible

Job Preferences

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

Safety

appropriate procedures, irrespective of pressures and distractions. For all of these modules the data is normed from a wide choice. Questionnaire Guide

Competencies

All the reports below provide results based on normative data (see next section). The 10 highest scoring and 10 lowest scoring competencies from our Competencies – High/Low standard directory. This report lists the scores for all 130 standard competencies in Competencies – Full (Alphabetical) alphabetical sequence. This report lists the scores for all 130 standard competencies in our Competencies – Full (World of Work) 'World of Work' groupings. We can construct a special set of competencies as a report using any of Competencies – Selective the 130 that we have available We can also write special algorithms to produce a competencies report Competencies – Client 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.

Norms

Using the large amount of data we have collected we have norms in three groups available 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, 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. Questionnaire Guide

Employment

The Employment questionnaire is designed to help with the selection of staff for front line roles which involve little job discretion. It will select staff who will be loyal, work productively and effectively in teams and who will display integrity in their approach to their work, both on their own and with colleagues. Spin- off benefits will therefore include a reduced level of shrinkage etc. It offers a range of questions for interviewees that analyse issues such as education, commitment, financial status, likely tenure, ambition, personal responsibility, social adjustment and attitudes to authority and theft. Number of Questions 99 Typical completion time 15 minutes Qualification requirement Bronze or Level A

Dimensions

The Employment questionnaire assesses candidates against 10 assessment dimensions. Each of these is described in further detail below

Educational Attainments

This is an indication of each candidate's broad intellectual standing, based on school and college/university attainment. Many candidates will not have academic qualifications in the employment group with whom this is likely to be most appropriate and the report scale will indicate the extent to which the level of attainment compares with the reference group. If someone has an unusual educational record this may be identified and produced in the queries as one of a range of possible things to explore further in the interview. A high score on this scale indicates that the candidate has achieved a degree or post-graduate level of educational attainment. This should not cause rejection of the candidate, perhaps the opposite, although it has been clearly established that in many low discretion job activities the more highly qualified candidates can suffer some disadvantages.

Job Tenure

This provides an initial prediction of the likelihood that the candidate will stay in the post if appointed. This measure of employment stability is based upon the historical research which has identified that people who change domicile very frequently and change jobs frequently develop a pattern which is likely to be continued. This is a key assessment dimension. A high score indicates a low risk and a low score represents evidence of instability.

Economic Status

This is a very broad indicator of the respondent's level of current income and home ownership status. It gives an indication of whether the candidate's income expenditure is realistic and whether they may over extend themselves. Once again, a high score indicates a low risk, where as a low score indicates a relatively high risk. This assessment dimension evaluates whether the candidate's income aspirations may widely exceed the capacity of the organisation to satisfy them and whether their credit commitment may be beyond their capacity to repay. It is a relatively reliable indicator of employment performance if coupled with an effective interview.

Security Risk

This is an initial indication of the security risk which may be associated with employing the individual. If they have confessed to a criminal record and they have motoring offences also recorded against them, this is likely to raise their score to a level which would suggest that they represent a significant risk. If, on the other hand, they indicate a response to a wide range of questions that they have never had serious legal problems of any kind, then they are likely to produce a low score on this dimension. This may be of interest to organisations with a particular concern about security, shrinkage, wastage and other forms of counter-productive behaviour.

Drive and Ambition

This is a measure of the extent to which the candidate is 'lean and hungry'. Candidates who produce a low score on this dimension are likely to lack drive and ambition and to display a wish for a 'quiet life'. Candidates who produce a high score are likely to display a lean and hungry orientation. This is useful when supervisors are being sought and others who will provide a positive example to their colleagues. Questionnaire Guide

Personal Responsibility

This is a measure of the candidate's attitude towards responsibility, whether they take it seriously and whether they will finish what they begin. Once again, a high score equals a low risk in that the person has indicated in response to several questions that they are particularly concerned to finish what the begin and that responsibility is a highly valued commodity to them. Such people are not likely to take a 'devil may care' attitude to their working life and may set an impressive example to their colleagues. Therefore, high scores indicate a low risk because of the person's attitude to responsibility, where as low scores are more questionable.

Social Adjustment

This is a measure of whether the candidate can work effectively as a member of a team. Therefore, a high score indicates a team orientation and a low score is indicative of a private nature. People who score highly are likely to be oriented towards team work and may feel isolated if asked to work alone for long periods. Low scorers, by contrast, will probably prefer work which allows them to be substantially alone. In addition, it is likely that high scorers will value multi-task activities where as low scorers will prefer to work on one thing from concept to completion.

Attitude to Authority

This is a measure of whether the candidate will do what they are told. With jobs involving low discretion levels this is an extremely important dimension and research has clearly indicated that candidates with very positive attitudes to authority are more reliable employees than the rest. Therefore, employees who produce a high score on this dimension are likely to respond effectively whereas those who score low are more likely to go their own way.

Attitude to Theft

This is a measure describing whether the candidate condones theft by colleagues or may even commit opportunist theft themselves at work. Once again, a high score indicates that the risk is lower, whereas a low score suggests that risks are greater. This is a dimension which will be of interest to those where security, productivity and possible shrinkage or wastage are a genuine risk or where they wish to reduce that

Faking Good

This measures whether the candidate has responded honestly and consistently to the questions and it is, in effect, a lie detector. Someone who produces a high faking good score is likely to have been presenting an artificially positive picture of themselves, where as someone who scores low is likely to be the opposite. This is an important dimension because it indicates whether someone has presented an artificially positive picture of themselves and is therefore a key measure in this context. The report also generates a series of questions to be explored during any subsequent interview. Remember, staff who have significant job discretion (i.e. Supervisors and Managers) will probably produce a questionable result on this product. Questionnaire Guide

Entrepreneur

This product is designed to help people to decide whether or not to “take the plunge” to start out in business on their own. Whether they are considering starting their own business as an alternative to salaried employment or becoming a commission only representative, agent, distributor or franchisee it will help them evaluate their own suitability and highlight their likely areas of strength and weakness. This questionnaire is based on extensive work with the employed, unemployed, successful and unsuccessful entrepreneurs. It asks questions about the persons temperament, values and about what is important to them, particularly when they work alongside others. It appraises their strengths and their weaknesses with respect to their potential for success in the self-employed context. It will suggest areas where training, back-up or other support may be desirable in order to ensure the maximum chance of success. It provides a valuable reality check for those who frequently have a rosy view of self-employment or who may be considering the option as a result of redundancy. It evaluates whether they are sufficiently ‘lean and hungry’ to succeed on their own and the extent to which they are capable of fulfilling the requirements of self-employment. Things such as their capacity to work alone for long periods, prepare a business plan, market themselves, sell to others and manage creditors, suppliers and debtors are covered in a practical and direct report. Number of Questions 70 Typical completion time 20 minutes Qualification requirement None

Report

The report for the individual considers the following: ▪ How the person compares and contrasts with successful entrepreneurs. ▪ Could they prepare a business plan? ▪ Areas to consider before deciding. ▪ Can they delegate to others? ▪ Time Management skills. ▪ Sociability; is it a strength or threat? ▪ Specific Skill Requirement; do they match up with regards to: o Money motivation. o Family Support. o Specific Skills. ▪ Some Cautions Questionnaire Guide

Management Potential

This is a short questionnaire which evaluates the person’s potential and readiness for a first management role. The second identifies the person’s work orientation and preferred organisational type. Number of Questions 64 Typical completion time 10 minutes Qualification requirement None Report The report is in two sections

Management & Leadership style

This section evaluates the individual’s preferred management style in relation to 8 competency scales: -

Do they or

Communicate Direct other people

Seek stability Seek risky opportunities at work Maintain the status quo Initiate leadership at work Monitor events Plan/organise activity at work The items produce a rank ordering of the 8 scales, each with a percentage to show how much the person focuses on the activity, along with a paragraph of explanation.

Preferred Work and Organisation

This section identifies which kind of managerial work in which kind of organisation will best suit the person. This produces an 8-scale result: Are they or Academic Practical Bureaucrat Achiever Theoretical Entrepreneurial

Change maker Maintainer

This enables the report to highlight which types of industry sector they may find most comfortable to move into as a manager. For instance, someone who is a practical achiever may prefer Manufacturing Industry or FMCG.