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Person Job Match

Development report with Interview Questions

Name
Mr Sample Candidate

Job
ABPJM1

Date
26 September 2018

USING THIS REPORT

On the following pages, you will find a more detailed overview of Mr. Sample Candidate's suitability for the role of **ABPJM1**, relative to the competencies that are essential and desirable for success in the role.

There are also a number of interview questions at the end of the report which have been selected based on Mr. Sample Candidate's match to the role of **ABPJM1**.

It is important to review all the information in this report along with other information that you have gathered about Mr. Sample Candidate, including his previous work history and relevant educational attainment(s) and interview performance.

Please note, this report has been produced to assess Mr. Sample Candidate's suitability for the role of **ABPJM1**, and should only be used for this job. The information contained in this report is valid for up to 12 months.

The index number next to the listed competencies refers to the 20 competency dimensions from the SHL Universal Competency Framework™ Interview Guide.

SUMMARY MATCH TABLE

		Job Importance	
		Lower importance	**Higher importance**
Competency Potential	**Excellent or Good Potential**	**Unused Potential**	**Areas of Strength**
		Adapting and Responding to Change (7.1)	Planning and Organising (6.1)
	Moderate Potential	**Undeveloped Areas**	**Areas for Development**
		Relating and Networking (3.1) Writing and Reporting (4.1) Learning and Researching (5.1) Creating and Innovating (5.2) Delivering Results and Meeting Customer Expectations (6.2) Coping with Pressures and Setbacks (7.2) Entrepreneurial and Commercial Thinking (8.2)	Deciding and Initiating Action (1.1) Working with People (2.1) Persuading and Influencing (3.2) Applying Expertise and Technology (4.2) Analysing (4.3) Formulating Strategies and Concepts (5.3) Following Instructions and Procedures (6.3) Achieving Personal Goals and Objectives (8.1)
	Marginal or Poor Potential	**Undeveloped Areas**	**Areas of Concern**
		Leading and Supervising (1.2) Adhering to Principles and Values (2.2) Presenting and Communicating Information (3.3)	

ESSENTIAL COMPETENCIES

✓✓ Key Strength	✓ Likely Strength	● Moderate	✗ Likely Limitation	✗✗ Key Limitation

Working with People (2.1)

Poor · Marginal · Moderate · Good · Excellent

Mr. Sample Candidate:

- ● Occasionally seeks to understand the reasons for others' behaviour.
- ● Is as comfortable as most others to spend time with others.
- ● Is likely to provide a moderate degree of support and sympathy to colleagues.
- ✗ May only occasionally seek contributions from others in order to make a decision.
- ✗ Drive to be moderately competitive may affect co-operation with colleagues.

Persuading and Influencing (3.2)

Poor · Marginal · Moderate · Good · Excellent

Mr. Sample Candidate:

- ✓ Is very likely to be comfortable with promoting own credentials.
- ✓ Is very likely to be outgoing when in group situations.
- ● May occasionally seek to understand other peoples' needs and motives.
- ✗ May not consistently feel confident when influencing others, especially strangers.
- ✗ Dislikes selling and negotiating.

Analysing (4.3)

Poor · Marginal · Moderate · Good · Excellent

Mr. Sample Candidate:

- ✓ May look fairly critically at information for potential errors in analysis.
- ● Is as comfortable as most others when analysing numerical information.
- ✗ May not always enjoy dealing with abstract concepts.

Following Instructions and Procedures (6.3)

Poor	Marginal	Moderate	Good	Excellent
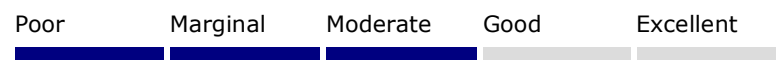
Mr. Sample Candidate:

- Tends to recognise the need to keep to agreed schedules.

- Is as likely to follow rules and procedures as most.

x May hold quite strong views and challenge instructions from others.

DESIRABLE COMPETENCIES

✓✓ Key Strength	✓ Likely Strength	● Moderate	✗ Likely Limitation	✗✗ Key Limitation

Deciding and Initiating Action (1.1)

Poor   Marginal   Moderate   Good   Excellent

Mr. Sample Candidate:

- ✓ Holds quite strong views and is comfortable with acting independently.
- ● Places a moderate emphasis on achieving difficult targets.
- ● Is prepared and as comfortable as most to take charge of situations when required.
- ● Generally makes decisions without too much delay.

Applying Expertise and Technology (4.2)

Poor   Marginal   Moderate   Good   Excellent

Mr. Sample Candidate:

- ✓ May look fairly critically at technical information.
- ● Is as comfortable as most when working with numerical data.
- ✗ May not always enjoy engaging in theoretical and abstract thinking.

Formulating Strategies and Concepts (5.3)

Poor   Marginal   Moderate   Good   Excellent

Mr. Sample Candidate:

- ✓ May take a long term perspective when developing strategy.
- ● May consider new and established methods when establishing a vision.
- ✗ May not always enjoy thinking conceptually when developing strategy.
- ✗ May sometimes become preoccupied by details.

Planning and Organising (6.1)

Poor   Marginal   Moderate   Good   Excellent

Mr. Sample Candidate:

- ✓ Takes a strategic perspective when planning.
- ✓ Pays some attention to detail when planning.
- ● Recognises the need to complete plans to deadline.
- ● Is as comfortable as most managing others when required.

Achieving Personal Work Goals and Objectives (8.1)

Poor   Marginal   Moderate   Good   Excellent

Mr. Sample Candidate:

✓   Likely to take a strategic approach to his own development.

✓   Is likely to be comfortable in competitive situations.

●   Is as motivated as most others to progress his career.

✗   May only to a small degree enjoy a busy schedule.

LESS RELEVANT COMPETENCIES

✓✓ Key Strength	✓ Likely Strength	● Moderate	✗ Likely Limitation	✗✗ Key Limitation

Leading and Supervising (1.2)

Poor   Marginal   Moderate   Good   Excellent

Mr. Sample Candidate:

- ● As likely as most to understand what motivates others.
- ● Is as prepared and as comfortable as most to lead a group when required.
- ✗ May only occasionally trust, and thus empower, others.
- ✗ Is unlikely to use persuasion when motivating others.

Presenting and Communicating Information (3.3)

Poor   Marginal   Moderate   Good   Excellent

Mr. Sample Candidate:

- ✓ Is comfortable to adapt to the needs of the audience.
- ● Is as likely as most to feel calm before important occasions.
- ✗ May not consistently feel confident when formally presenting.
- ✗ Dislikes using persuasion when putting forward an argument.

Writing and Reporting (4.1)

Poor   Marginal   Moderate   Good   Excellent

Mr. Sample Candidate:

- ✓ Is likely to produce documents that are quite structured.
- ✓ May evaluate the content of written information fairly critically.
- ● Is as inclined as most others to understand the needs of an audience.
- ✗ May somewhat dislike dealing with abstract concepts in written work.

Delivering Results and Meeting Customer Expectations (6.2)

Poor   Marginal   Moderate   Good   Excellent

Mr. Sample Candidate:

- ✓ Quite likely to adopt a methodical and organised approach.
- ● Is as likely as most to set stretching goals for himself and others.
- ● Recognises the need to complete tasks in line with expectations.
- ● As likely as most to adhere to rules, regulations and set procedures.

Adapting and Responding to Change (7.1)

Poor	Marginal	Moderate	Good	Excellent

Mr. Sample Candidate:

- ✓ Tends to adapt an interpersonal style across situations.

- ● Likes some variety and new experiences balanced with an appreciation of routine.

- ● Is as open as most to new approaches and work methods.

- ● Is as likely as most to seek to understand differences in motives and behaviours of others.

Coping with Pressure and Setbacks (7.2)

| Poor	Marginal	Moderate	Good	Excellent
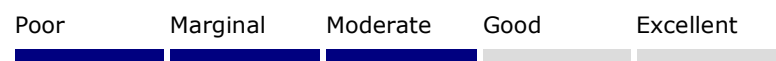
Mr. Sample Candidate:

- ✓ Is likely to maintain a fairly positive outlook.

- ● Is as likely as most to retain a moderate degree of control over emotions.

- ● Is as likely as most to be upset by criticism and negative feedback.

- ✗ May experience a little difficulty in switching off from work pressures.

NOT RELEVANT COMPETENCIES

✓✓ Key Strength	✓ Likely Strength	● Moderate	✗ Likely Limitation	✗✗ Key Limitation

Adhering to Principles and Values (2.2)

Poor	Marginal	Moderate	Good	Excellent
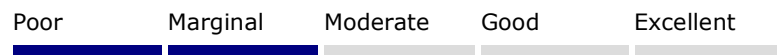
Mr. Sample Candidate:

- ● Is as likely as most to adhere to rules and regulations.

- ✗ May tend not to seek a diverse range of views.

Relating and Networking (3.1)

Poor	Marginal	Moderate	Good	Excellent

Mr. Sample Candidate:

- ✓ Is likely to be lively and animated in groups.

- ✓ Is somewhat likely to adapt personal style when relating to others.

- ● Is as likely as most to seek to understand what motivates others.

- ✗ May not consistently feel confident in formal business situations.

Learning and Researching (5.1)

Poor	Marginal	Moderate	Good	Excellent

Mr. Sample Candidate:

- ✓ May look quite critically for potential limitations when reviewing new information.

- ● May consider new and established approaches when learning new tasks.

- ● Is likely to be moderately comfortable when required to work with numerical data.

- ✗ May not always enjoy learning about abstract concepts.

Creating and Innovating (5.2)

Poor	Marginal	Moderate	Good	Excellent

Mr. Sample Candidate:

- ● Considers both new and established methods, depending on the situation.

- ● Likes a small amount of change in work routine and appreciates stability.

- ● Sees himself as creative as most others.

- ✗ May not always enjoy adopting a conceptual approach.

Entrepreneurial and Commercial Thinking (8.2)

Poor   Marginal   Moderate   Good   Excellent

Mr. Sample Candidate:

- ✓ Is quite likely to excel in the competitive environment of commercial situations.
- • May be motivated to some extent by stretching financial targets.
- • Is as comfortable as most working with financial information.

DEFINITIONS OF ESSENTIAL COMPETENCIES

Working with People (2.1)

Shows respect for the views and contributions of other team members; shows empathy; listens, supports and cares for others; consults others and shares information and expertise with them; builds team spirit and reconciles conflict; adapts to the team and fits in well.

Persuading and Influencing (3.2)

Gains clear agreement and commitment from others by persuading, convincing and negotiating; makes effective use of political processes to influence and persuade others; promotes ideas on behalf of oneself or others; makes a strong personal impact on others; takes care to manage one's impression on others.

Analysing (4.3)[1]

Analyses numerical data and all other sources of information, to break them into component parts, patterns and relationships; probes for further information or greater understanding of a problem; makes rational judgements from the available information and analysis; demonstrates an understanding of how one issue may be a part of a much larger system.

Following Instructions and Procedures (6.3)[1]

Appropriately follows instructions from others without unnecessarily challenging authority; follows procedures and policies; keeps to schedules; arrives punctually for work and meetings; demonstrates commitment to the organisation; complies with legal obligations and safety requirements of the role.

DEFINITIONS OF DESIRABLE COMPETENCIES

Deciding and Initiating Action (1.1)

Takes responsibility for actions, projects and people; takes initiative and works under own direction; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risks.

Applying Expertise and Technology (4.2)[1]

Applies specialist and detailed technical expertise; uses technology to achieve work objectives; develops job knowledge and expertise (theoretical and practical) through continual professional development; demonstrates an understanding of different organisational departments and functions.

Formulating Strategies and Concepts (5.3)[1]

Works strategically to realise organisational goals; sets and develops strategies; identifies, develops positive and compelling visions of the organisation's future potential; takes account of a wide range of issues across, and related to, the organisation.

Planning and Organising (6.1)

Sets clearly defined objectives; plans activities and projects well in advance and takes account of possible changing circumstances; identifies and organises resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines and milestones.

Achieving Personal Goals and Objectives (8.1)

Accepts and tackles demanding goals with enthusiasm; works hard and puts in longer hours when it is necessary; seeks progression to roles of increased responsibility and influence; identifies own development needs and makes use of developmental or training opportunities.

Job: ABPJM1

DEFINITIONS OF LESS RELEVANT COMPETENCIES

Leading and Supervising (1.2)

Provides others with a clear direction; motivates and empowers others; recruits staff of a high calibre; provides staff with development opportunities and coaching; sets appropriate standards of behaviour.

Presenting and Communicating Information (3.3)[1]

Speaks fluently; expresses opinions, information and key points of an argument clearly; makes presentations and undertakes public speaking with skill and confidence; responds quickly to the needs of an audience and to their reactions and feedback; projects credibility.

Writing and Reporting (4.1)[1]

Writes convincingly; writes clearly, succinctly and correctly; avoids the unnecessary use of jargon or complicated language; writes in a well-structured and logical way; structures information to meet the needs and understanding of the intended audience.

Delivering Results and Meeting Customer Expectations (6.2)[4]

Focuses on customer needs and satisfaction; sets high standards for quality and quantity; monitors and maintains quality and productivity; works in a systematic, methodical and orderly way; consistently achieves project goals.

Adapting and Responding to Change (7.1)[3]

Adapts to changing circumstances; tolerates ambiguity; accepts new ideas and change initiatives; adapts interpersonal style to suit different people or situations; shows an interest in new experiences.

Coping with Pressures and Setbacks (7.2)

Maintains a positive outlook at work; works productively in a pressurised environment; keeps emotions under control during difficult situations; handles criticism well and learns from it; balances the demands of a work life and a personal life.

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DEFINITIONS OF NOT RELEVANT COMPETENCIES

Adhering to Principles and Values (2.2)[2]

Upholds ethics and values; demonstrates integrity; promotes and defends equal opportunities, builds diverse teams; encourages organisational and individual responsibility towards the community and the environment.

Relating and Networking (3.1)

Easily establishes good relationships with customers and staff; relates well to people at all levels; builds wide and effective networks of contacts; uses humour appropriately to bring warmth to relationships with others.

Learning and Researching (5.1)[1]

Rapidly learns new tasks and commits information to memory quickly; demonstrates an immediate understanding of newly presented information; gathers comprehensive information to support decision making; encourages an organisational learning approach (i.e. learns from successes and failures and seeks staff and customer feedback).

Creating and Innovating (5.2)[1]

Produces new ideas, approaches, or insights; creates innovative products or designs; produces a range of solutions to problems.

Entrepreneurial and Commercial Thinking (8.2)[1]

Keeps up to date with competitor information and market trends; identifies business opportunities for the organisation; maintains awareness of developments in the organisational structure and politics; demonstrates financial awareness; controls costs and thinks in terms of profit, loss and added value.

Working with People (2.1)

Shows respect for the views and contributions of other team members; shows empathy; listens, supports and cares for others; consults others and shares information and expertise with them; builds team spirit and reconciles conflict; adapts to the team and fits in well.

Describe a situation where it was important that you identified and understood the needs of others.
● How did this come about?
● How did you involve and communicate to those involved?
● What was the outcome?

Notes:

Give me an example of when you had to be particularly supportive to others.
● How did you identify what type of support was needed?
● What factors did you consider when trying to decide how best to support them?
● To what extent do you think you understood their feelings and concerns?

Notes:

Tell me about a time when you had to adapt your own style to work effectively with others in a team.
● How did you approach this?
● What was the outcome?
● What did you do to build team spirit?

Notes:

Working with People Interview Rating (tick one)

Poor	**Marginal**	**Moderate**	**Good**	**Excellent**
☐	☐	☐	☐	☐

Persuading and Influencing (3.2)

Gains clear agreement and commitment from others by persuading, convincing and negotiating; makes effective use of political processes to influence and persuade others; promotes ideas on behalf of oneself or others; makes a strong personal impact on others; takes care to manage one's impression on others.

Describe a situation where you had difficulty persuading someone around to your point of view.
- How did you try to persuade him/her?
- How successful were you?
- What would you do differently next time?

Notes:

Tell me about a time when it was important that you made a good impression on someone.
- Why was this important?
- How did you go about ensuring that you made a good impression on the individual concerned?
- How do you feel it went?

Notes:

Give me an example of when you successfully promoted an idea on behalf of yourself or others.
- What did you do to promote this idea?
- How did you influence your target audience?
- How did you know that your target audience was really convinced?

Notes:

Persuading and Influencing Interview Rating (tick one)

Poor	**Marginal**	**Moderate**	**Good**	**Excellent**
☐	☐	☐	☐	☐

Applying Expertise and Technology (4.2)

Applies specialist and detailed technical expertise; uses technology to achieve work objectives; develops job knowledge and expertise (theoretical and practical) through continual professional development; demonstrates an understanding of different organisational departments and functions.

How do you ensure that you keep your technical or specialist knowledge up-to-date?
● How do you decide which are the most useful sources of information to refer to?
● How up-to-date do you think you are in relation to your colleagues/other professionals?

Notes:

Use this space to ask specific questions regarding the candidate's technical or specialist knowledge.

...

Applying Expertise and Technology Interview Rating (tick one)

Poor	**Marginal**	**Moderate**	**Good**	**Excellent**
☐	☐	☐	☐	☐

Analysing (4.3)

Analyses numerical data and all other sources of information, to break them into component parts, patterns and relationships; probes for further information or greater understanding of a problem; makes rational judgements from the available information and analysis; demonstrates an understanding of how one issue may be a part of a much larger system.

Describe a decision you made that required you to be especially rational and objective.
- What information did you collect to ensure that you remained objective?
- How did you ensure you had sufficient information on which to base your decision?
- To what extent did your final decision differ from your own initial view of the situation?

Notes:

Outline a particularly challenging problem that you have worked on.
- What did you do to get a better understanding of the problem?
- What are your strengths when applied to with problem solving?
- What could you improve in this area?

Notes:

Describe the last time you worked on a project that involved complex information or data.
- How did you analyse it?
- What did you do to ensure you understood all the issues involved?
- What did you learn from the analysis?

Notes:

Analysing Interview Rating (tick one)

Poor	**Marginal**	**Moderate**	**Good**	**Excellent**
☐	☐	☐	☐	☐

Following Instructions and Procedures (6.3)

Appropriately follows instructions from others without unnecessarily challenging authority; follows procedures and policies; keeps to schedules; arrives punctually for work and meetings; demonstrates commitment to the organisation; complies with legal obligations and safety requirements of the role.

Can you tell me about a time when it was essential that you followed clear policies or procedures?
● What do you think were the benefits in following rules and procedures in such a situation?
● What were the drawbacks in having to follow policies and procedures closely?
● How comfortable do you feel in a situation which is quite rule-bound and procedural?
● To what extent do you feel it is appropriate to challenge authority?

Notes:

When was the last time you were late for a meeting/appointment?
● What was the outcome?
● To what extent did you try to ensure that you kept to the time deadline?
● What is your reaction if other people do not meet their commitments?

Notes:

Describe a situation when you felt that you had to disregard/or adapt certain policies and procedures.
● What was the background?
● How did you feel about what actions you took?
● What was the outcome?

Notes:

Following Instructions and Procedures Interview Rating (tick one)

Poor	**Marginal**	**Moderate**	**Good**	**Excellent**
☐	☐	☐	☐	☐

NOTES

The Overall Competency Potential Match Score is calculated for a person based on their scores on the personality questionnaire and available ability tests. When comparing different people:

● Areas of match and mismatch should be examined individually.
● The tests and questionnaires that they have taken must be identical and the same norms must have been used. Their reports will <u>only</u> be comparable if this is the case.

The index numbers in brackets (e.g. 4.3 for Analysing) refer to the 20 competency dimensions of the SHL Universal Competency Framework^{TM}.

FOOTNOTES

1: Assessment of this competency is best undertaken with a measure of personality and one or more measures of aptitude or ability.

2: This report only assesses some aspects of this competency, specifically related to the areas of rule-following and utilising diversity.

3: Assessment of this competency can be enhanced by the addition of an appropriate simulation exercise or competency-based interview.

4: Assessment of this competency is based on a measure of personality and a measure of the ability to check details.

ASSESSMENT METHODOLOGY

This report is based upon the following sources of information for Mr. Sample Candidate:

Questionnaire / Ability Test	Comparison Group
OPQ32r UK English v1 (Std Inst)	OPQ32r UK English Public Sector 2012 (AUS)

PERSON DETAILS

Name	Mr Sample Candidate
Candidate Data	RP1=3, RP2=5, RP3=6, RP4=7, RP5=8, RP6=5, RP7=4, RP8=3, RP9=4, RP10=5, TS1=6, TS2=7, TS3=6, TS4=5, TS5=4, TS6=5, TS7=6, TS8=7, TS9=8, TS10=7, TS11=6, TS12=5, FE1=4, FE2=5, FE3=6, FE4=7, FE5=4, FE6=6, FE7=4, FE8=7, FE9=6, FE10=5, CNS=7.
Report	PJM Development Report v2.0
Job Name	ABPJM1

ABOUT THIS REPORT

This report was generated using SHL's Online Assessment System. It includes information from the Occupational Personality Questionnaire™ (OPQ32). The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation.

The report herein is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.

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