Person Job Match
Selection Report

Name
Mr Sample Candidate

Date
26 September 2018

EXECUTIVE SUMMARY

This report tells you about Mr. Sample Candidate's potential fit to the competency requirements of this job, based on a detailed assessment of Mr. Sample Candidate's personality.

Overall Person-Job Match Rating	
38	**Weak** - Mr. Sample Candidate has a poor match to the requirements of ABPJM1. He may be able to develop the necessary competencies, but considerable effort is likely to be required.

Mr. Sample Candidate's areas of key strength are likely to be:

- Analysing
- Planning and Organising
- Following Instructions and Procedures
- Achieving Personal Goals and Objectives

Mr. Sample Candidate's areas of likely limitation are:

- Deciding and Initiating Action
- Working with People
- Persuading and Influencing

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.

If you are using this report to shortlist candidates, we recommend short-listing candidates who have a 'moderate' or better job match score and who meet other essential requirements in terms of education, qualifications and experience.

When finalising your selection decision, it is important to review all of 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.

ESSENTIAL COMPETENCIES

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

Working with People (2.1)

Poor	Marginal	Moderate	Good	Excellent
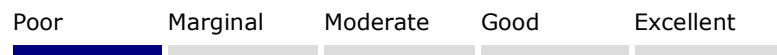
Mr. Sample Candidate:

- ✓✓ Is extremely likely to enjoy spending time with other people.

- ● Is as prepared and as comfortable as most others to seek contributions from others in order to make a decision.

- ✓ Drive to be moderately competitive may affect co-operation with colleagues.

- ✗✗ Is likely to be very selective with support and sympathy.

- ✗✗ Very rarely seeks to understand the reasons for others' behaviour.

Persuading and Influencing (3.2)

Poor	Marginal	Moderate	Good	Excellent
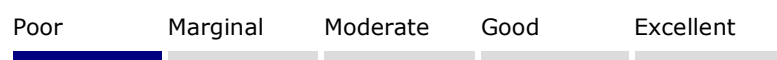
Mr. Sample Candidate:

- ✗ May not consistently feel confident when influencing others, especially strangers.

- ✗ Tends to be reserved when in group situations.

- ✗✗ Is extremely unlikely to promote his own credentials.

- ✗✗ May very rarely seek to understand other peoples' needs and motives.

- ✗✗ Strongly dislikes selling and negotiating.

Analysing (4.3)

Poor	Marginal	Moderate	Good	Excellent

Mr. Sample Candidate:

- ✓ May look critically at information for potential errors in analysis.

- ● Is as likely as most others to see the relevance of abstract concepts in written work.

- ● Is as comfortable as most others when analysing numerical information.

Following Instructions and Procedures (6.3)

| Poor	Marginal	Moderate	Good	Excellent

Mr. Sample Candidate:

- ✓✓ Is extremely likely to follow rules and procedures.

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

- ✓ May hold 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
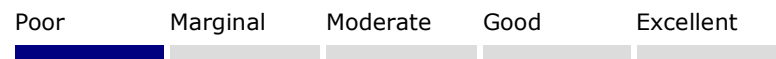
Mr. Sample Candidate:

- ✓ Holds strong views and is comfortable with acting independently.
- ● Places a moderate emphasis on achieving difficult targets.
- ✗✗ Has an extreme dislike of taking charge of situations.
- ✗✗ Is likely to be cautious and very slow when making decisions.

Applying Expertise and Technology (4.2)

Poor	Marginal	Moderate	Good	Excellent
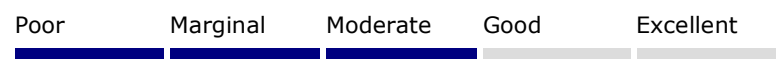
Mr. Sample Candidate:

- ✓ May look critically at technical information.
- ● Will be as comfortable as most with theory and abstract concepts.
- ● Is as comfortable as most when working with numerical data.

Formulating Strategies and Concepts (5.3)

Poor	Marginal	Moderate	Good	Excellent
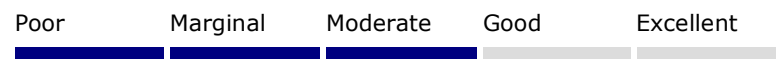
Mr. Sample Candidate:

- ✓ May take a long term perspective when developing strategy.
- ● Is as likely as most to see the relevance of thinking conceptually when developing strategy.
- ✗✗ May sometimes become preoccupied by details.
- ✗ Is very likely to follow traditional approaches when establishing the vision.

Planning and Organising (6.1)

Poor	Marginal	Moderate	Good	Excellent
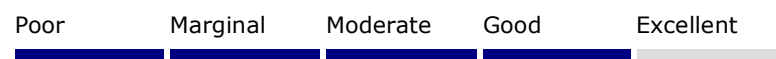
Mr. Sample Candidate:

- ✓ Takes a strategic perspective when planning.
- ✓ Pays some attention to detail when planning.
- ● Recognises the need to complete plans to deadline.
- ✗✗ Has an extreme dislike of managing others.

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 with a very demanding schedule.

✓   Is likely to be comfortable in competitive situations.

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

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.

Working with People (2.1)

Demonstrates an interest in and understanding of others; Adapts to the team and builds team spirit; Recognises and rewards the contribution of others; Listens, consults others and communicates proactively; Supports and cares for others; Develops and openly communicates self-insight

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)

Makes a strong personal impression on others; Gains clear agreement and commitment from others by persuading, convincing and negotiating; Promotes ideas on behalf of self or others; Manages conflict; Makes effective use of political processes to influence and persuade 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; Develops job knowledge and expertise through continual professional development; Shares expertise and knowledge with others; Uses technology to achieve work objectives; Demonstrates appropriate physical co-ordination and endurance, manual skill, spatial awareness and dexterity; 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, verbal data and all other sources of information; Breaks information 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; Produces workable solutions to a range of problems; 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 only 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™.

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.

PERSON DETAILS

Name	Mr Sample Candidate
Candidate Data	RP1=1, RP2=2, RP3=7, RP4=8, RP5=3, RP6=9, RP7=4, RP8=10, RP9=6, RP10=2, TS1=5, TS2=8, TS3=1, TS4=9, TS5=6, TS6=4, TS7=10, TS8=2, TS9=8, TS10=7, TS11=6, TS12=10, FE1=4, FE2=9, FE3=3, FE4=6, FE5=1, FE6=4, FE7=8, FE8=7, FE9=5, FE10=2, CNS=7.
Report	PJM Selection Report v2.0
Job Name	ABPJM1

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_EN_GB_IS01_SeniorManagersExecutives INT 2015

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.

This report has been generated electronically - the user of the software can make amendments and additions to the text of the report.

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