



# Competency Assessment Guide

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# Contents

Introduction .....	1
Questionnaire.....	2
Competencies.....	2
Reports.....	2
Norms .....	4
Interview Questions.....	4
Training .....	5
Internet system .....	5
World of Work Competency Groupings .....	6
World of Work framework.....	7
Alphabetical Listing of Competencies .....	8

## 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.

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Version 1.00    1<sup>st</sup> October 2012  
Version 2.00    23<sup>rd</sup> August 2013

Revised    18<sup>th</sup> October 2012

Revised    17<sup>th</sup> July 2013

## 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
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Typical completion time	15 to 25 minutes
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## 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.
Full (World of Work)	This report lists the scores for all 130 standard competencies in our 'World of Work' grouping.
High/Low	The 10 highest scoring and 10 lowest scoring competencies from our directory.
Safety	This is a description of the candidate's capability and propensity to maintain appropriate procedures, irrespective of pressures and distractions.

### Selective & Client Reports

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

## Job Role Reports

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

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

Tradesperson	Provides services linked to their expertise to clients in their home & office.
Warehouse Person	Stores/despaches/monitors stock of goods in a warehouse building for a 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](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.

## Training

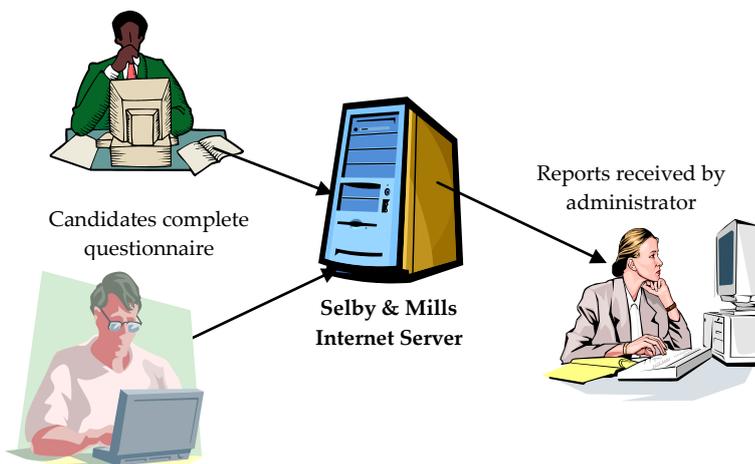
If you have no previous qualification in the use of psychometric questionnaires then you will need to complete our Bronze training course by downloading and completing the Distance Learning materials from our web site <http://www.selbymills.co.uk/?group=Training&page=distance>  
There is no charge for 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.

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

Our system is available 24/7 and has had no 'downtime' since it was first initiated. You are operational even during one of our regular update

### Benefits - Operational

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

### Benefits – Corporate

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

<http://www.selbymills.co.uk/?group=Information&page=information>

## 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.

Applied/Practical	These competencies describe aspects of the loyal corporate contributor, who works effectively and comfortably within the framework provided by the employing organisation.
Original	These competencies describe those who are open to change and innovation, and who can adapt to revised circumstances with ease and confidence.
Social/Communications	These competencies describe a range of approaches to work relations and communications.
Managing/Leading	These competencies describe a range of aspects of a person's likely leadership and management approach.
Analytic	These competencies describe a range of behaviours associated with analytical and some numerate activities.
Decisive	These competencies describe likely capabilities and values associated with decision-making and implementation.
Commercial	These competencies are descriptive of an awareness of business processes and the profit motive in particular.
Drive/Ambition	These competencies describe a range of aspects of the person's likely personal and corporate motivations.

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.

## 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 Administration Hard Working Loyal Organisational Acceptance Perfectionism Practical Pragmatic Realism Security Stress Tolerance Structure Vigilance	Change Maker Curious Explorer Flexible Innovation Open Minded Original Quick To Learn Tolerance Of Ambiguity	Approachable Assertive Business Orientation Communication Style Communicator Detachment Diplomacy Empathetic Good Humour Humility Influential Interpersonal Sensitivity Interpersonal Skills Organisational Awareness Personal Relations Personal Style Reticent Sensitive Willingness To Assist	Attitude To Authority Charisma Client Sensitive Coach Company Worker Delegation Discipline External Image Impressive Initiative Leadership Management Professionalism Management Style People Development People Orientation Personal Impact Persuasive Professionalism Service Orientation Status Team Development Teamwork Thought Inspiring Tolerance Training And Development Focus

Analytic	Decisive	Commercial	Drive/Ambition
Clarity Complexity Corporate Awareness Corporate Communication Cost Control Deductive Reasoning Detail Conscious Evidence Based Impartial Logic And Analysis Macro Awareness Planning and Organising Priority Management Risk Assessment Risk Aversion Self-Directed Strategic Awareness Technical Orientation Thinking Agility Whole Business Approach	Consulting Orientation Decisive Firm But Fair Incisive Independent Integrity Interprets Others' Behaviour Judgement Negotiation Problem Solving Reliability Responsiveness	Business Development Business Judgment Commercial Astuteness Commercial Awareness Commercialism Customer Relations External Relations Risk Taking Sales Orientation	Ambition Can Juggle With Sensitivity Commitment Confidence Copes With Pressure Determined Drive Energy Fairness Future Orientation Goal Orientation Job Achievement Keen To Deliver Motivation Persistent Personal Standards Profit Focus Responsible Sales Focus Self-Discipline Stamina Task Orientation Work Ethic

## 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.
Assertive	Thinks and acts assertively, developing own directions which others may find both agreeable and difficult to influence.
Attitude To Authority	The propensity to do what is required, whatever the circumstances.
Business Development	Seeks to develop successful business through the exercise of internal controls as well as interaction with customers.
Business Judgment	Aware of both own and client organisation's business. Can combine these to mutual advantage.
Business Orientation	Achieves results by fostering and maintaining effective relationships.
Can Juggle With Sensitivity	Capable of keeping many tasks on the move simultaneously. Does not lose 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.
Company Worker	Values support of group and may be partly reliant on them. Will undertake considerable work due to commitment to well-being of team.
Complexity	Finds the unravelling of the complicated a positive challenge.
Confidence	Self contained, fits in well, relatively unaffected by pressure and aware of own 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.
Corporate Communication	Assimilates and presents information with a political sensitivity and understandable clarity.
Cost Control	Seeks to provide effective service and keep costs to a minimum.
Curious	Keen to explore ideas and possibilities, continually seeking improved effectiveness, 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.

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

Keen To Deliver	Strong sense of commerciality and urgency.
Leadership	Confidence coupled with enthusiasm for personal accountability. Leads others to follow.
Logic And Analysis	Decisions are based upon the cool and detached appraisal of all of the information in a logical and rational way.
Loyal	Is committed to belief in value of work to organisation. Can work without excessive displays of self-interest.
Macro Awareness	Keeps in touch with large-scale social and economic activity, and sustains a well-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.
Organisational Awareness	Sensitive and alert to corporate and personal issues which may affect performance by self and others.
Original	Willing to initiate novel approaches.
People Development	Keen to help people achieve their potential.
People Orientation	Is keen to manage through people and is committed to their well-being so long as this 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.
Personal Standards	Values, sets and observes high standards for self and others; displays high levels of integrity. Resists accepting second best.
Personal Style	Friendly and approachable, sensitive to others and can be seen as gregarious.
Persuasive	Tends to persuade others to own point of view utilising a variety of media and 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.
Priority Management	Works effectively to identify appropriate priorities and to deal with tasks on schedule and within budget.
Problem Solving	Plans and implements successful action to remedy problems or tackle a challenge. Thinks ahead carefully.
Professionalism	Aware of, and avoids, conflict of interest and is seen as professional.
Profit Focus	Keen to realise objectives, especially where direct profit is an incentive. May be 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

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