

Graduate Assessment Report



Name

Mr. Sample Report

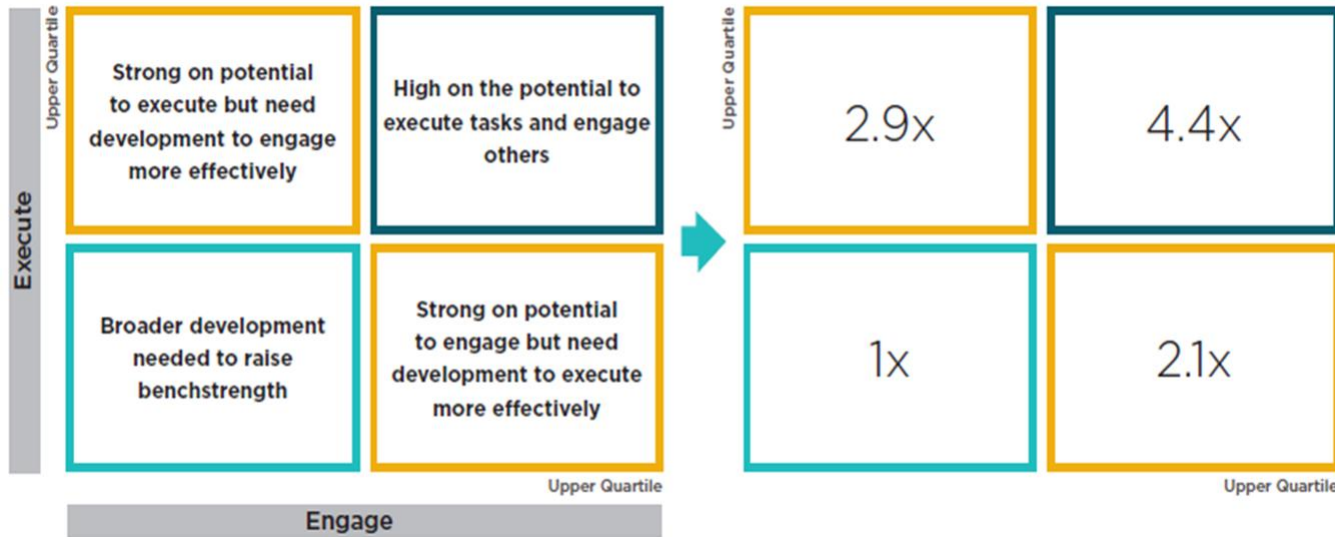
Date

15 November 2018

Introduction

SHL has created a Graduate Employability Model which identifies the competencies required to develop skills which are vital to the workplace. The underlying behaviours are split between *the potential to execute effectively (Execute)* and *the potential to engage effectively with others (Engage)*. These have been mapped to the SHL Universal Competency Framework (UCF)

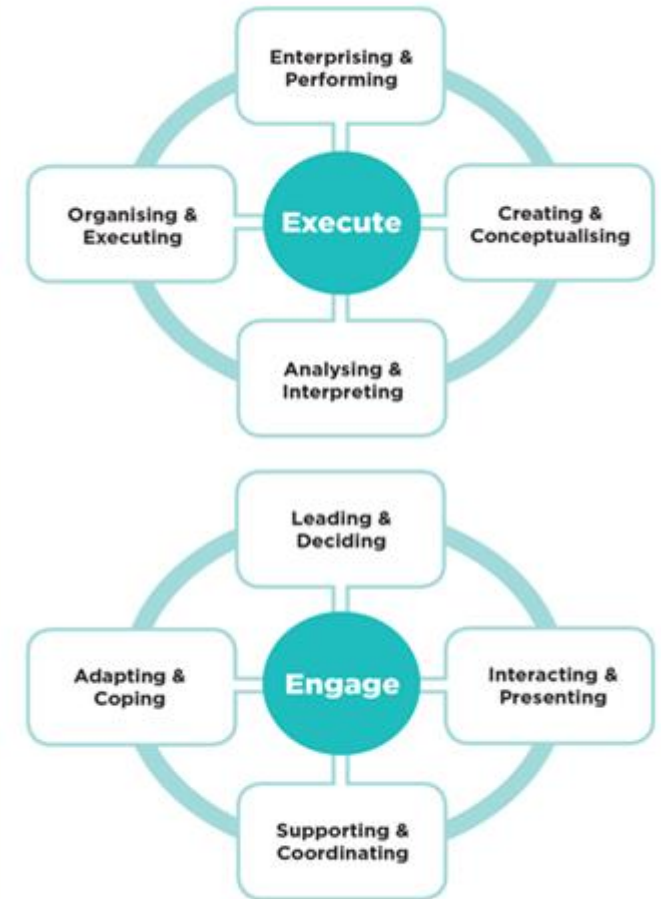
1.) Graduates with the ability to Engage & Execute will be the highest performer's in-role...



2.) However, don't forget the others who you can build as well as buy...

Whilst graduates demonstrating strength to Engage and Execute are likely to be the highest performers, your chances of finding them are 1 to 15.

SHL research has shown that graduates who demonstrate strength in either competency area are a lot easier to find (1 to 4) and also seek the opportunity to develop in-role. Therefore, the insight gained from this report and subsequent development planning can help you build and develop graduate talent too.



Report Interpretation

The SHL Graduate Assessment Report is intended for use by graduate hiring managers and HR professionals. It summarises how Mr Report's preferred style or typical way of behaving is likely to influence his potential to Engage or Execute in line with a set of eight competency areas defined through SHL's Universal Competency Framework (UCF™). The report also provides detailed behavioural summaries and targeted interview questions in order to probe potential areas of risk.

This potential is based on Mr Report's responses to the Occupational Personality Questionnaire (OPQ) which have been compared against those of other graduates to give a description of Mr Report's preferred approach to work. The responses Mr Report gave show the way he sees his own behaviour, rather than how another person might describe him. Verify ability tests are also provided which underpin Mr Report's ability to reason with data when problem solving.

This report describes preferred ways of behaving, rather than actual skills levels and the accuracy of this report depends upon Mr Report's self-awareness. In line with most graduate programmes, the results of this report are valid for approximately 18-24 months and should be treated confidentially.

Competency Rating Scale:

1	2	3	4	5
Significant Risk	Clear Risk	Moderate Potential	Clear Potential	Significant Potential
Likely to experience significant difficulties during onboarding & in-role	Likely to experience difficulties during onboarding & in-role	As likely as most to succeed during onboarding & in-role	Likely to succeed during onboarding & in-role	Likely to excel during onboarding & in-role

Competency Detail:

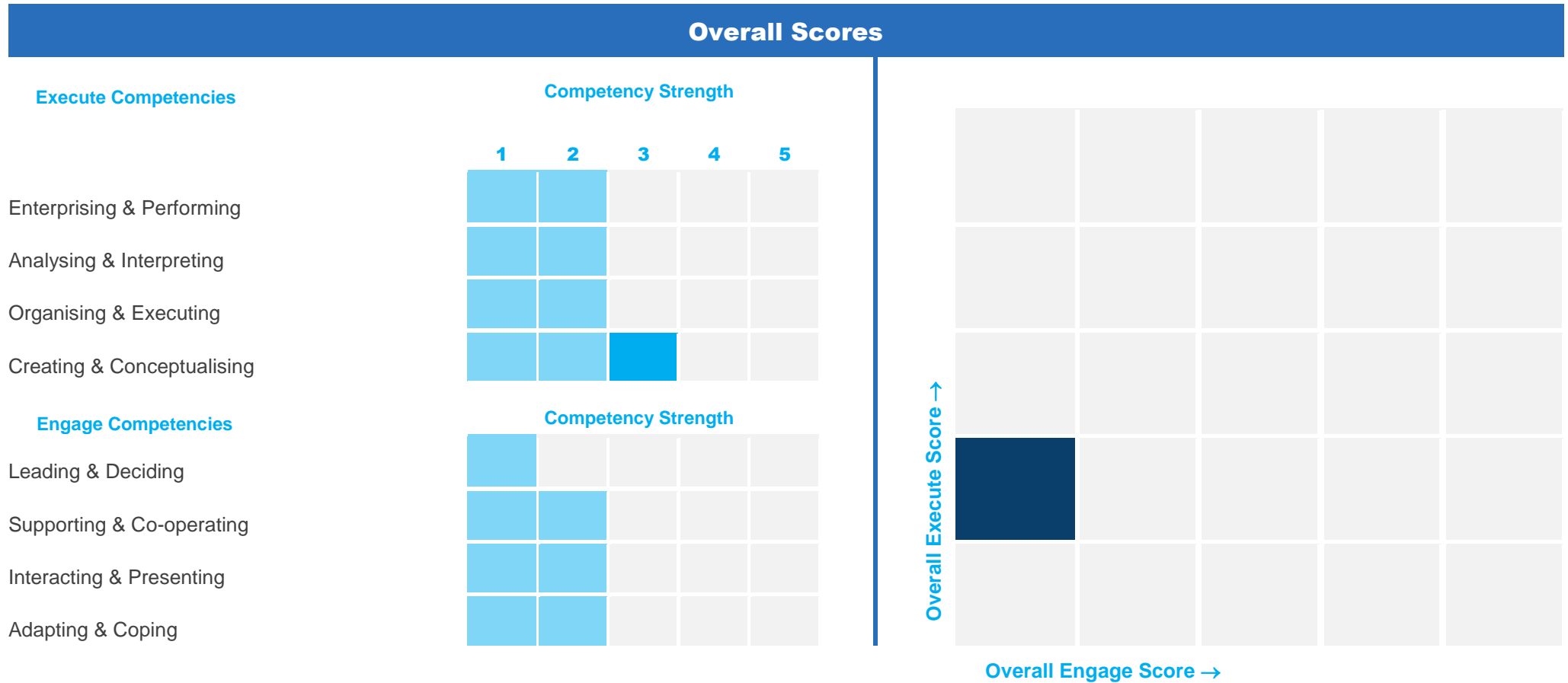
Symbol	Short Description	Definition
xx	Significant Risk	Very likely to have a negative impact on performance
x	Clear Risk	Likely to have a negative impact on performance
●	Moderate Potential	Likely to offer some support to effective performance
✓	Clear Potential	Likely to have a positive impact on performance
✓✓	Significant Potential	Likely to have a very positive impact on performance

Overall Potential:

Graduate Potential Rating	Overall risk rating against potential to succeed
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Assessment Summary

The table below provides a summary of Mr Report's behavioural alignment against the SHL model of Graduate Employability. By exploring those areas of potential risk, you are able to understand and fully evaluate their level of capability against key role requirements.



GRADUATE POTENTIAL RATING

The table below provides an overall risk assessment based on Mr Report's performance against the above competency criteria:

Significant Risk	Likely to experience significant difficulties during onboarding & in-role
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Enterprising & Performing

Clear Risk

What does good performance look like?

- Focuses on results and achieving personal objectives.
- Works best when work is related to results and the impact of personal efforts is obvious.
- Seeks opportunities for self-development and career advancement.

How is Mr Report likely to behave?

- | | |
|---|--|
| <ul style="list-style-type: none"> ✗ Shows an inclination to focus on immediate issues rather than taking a longer term view, so is unlikely to make long term plans to achieve goals. ✗ Prefers not to influence others, so may be less inclined to try to win people over with their ideas. ● Is as comfortable as most people in working with statistics and numbers, so may occasionally like to analyse numerical data and information. ✗ Has a preference for taking time in reaching decisions, so is unlikely to act quickly and decisively on opportunities and issues. ● A balanced preference between competing with others and collaborating with them, so may strive to achieve results and meet personal targets to some degree. | <ul style="list-style-type: none"> ✗✗ Has a strong preference for completing activities at work at their own pace, so they may very much dislike tackling a demanding workload. ✓✓ A strong tendency to be selective in showing sympathy towards others, so is likely to be very comfortable taking a task-focused approach and making decisions that negatively impact on people. ✗ Has a tendency not to critically analyse information, so is highly unlikely to demonstrate insight into trends and potential limitations of data. ✗✗ A strong preference for working towards highly achievable rather than stretching goals, so is highly unlikely to seek opportunities for self-development and personal advancement. |
|---|--|

Areas to Probe Further

Give me an example of a career goal which you have set yourself.
How did you choose the goal you were aiming towards? What have you done to achieve the goal? How do you feel about working towards the goal?

What goals are you aiming for now through this application?
What gives you most satisfaction at work? What role have you found most dissatisfying – why? How will this role help you to achieve your goals?

Give me an example of a time when you have spotted a business opportunity or had an idea for a business venture, even if you were unable to pursue it.
What was this opportunity? Why did you think it was worthwhile? What did you do with your idea?

Analysing & Interpreting

Clear Risk

What does good performance look like?

- Shows evidence of clear analytical thinking and gets to the heart of complex problems and issues.
- Applies own expertise effectively and quickly learns new technology.
- Communicates well in writing.

How is Mr Report likely to behave?

- | | |
|---|--|
| <ul style="list-style-type: none"> ✗ Has a tendency to take data at face value rather than look for potential limitations or flaws, so is unlikely to probe for potential errors in data or analyses. • Is as comfortable as most people in working with facts and figures, so may occasionally like to analyse numerical data and information. ✗ Has a tendency not to consider the motives of others, so is unlikely to seek to understand the needs of an audience. ✗ Has a marked preference to take a less detailed and organised approach, so is unlikely to produce very structured written documents. • Is as likely as most people to favour more established methods, so may not always try new approaches when applying specialist information. | <ul style="list-style-type: none"> • A typical tendency to balance thinking between practical and conceptual terms, so likely to be as comfortable as most in working with abstract and theoretical issues. ✗ A preference for changing other people's views, so is unlikely to enjoy debates and negotiation with others. • Is as likely as most people to adapt their behaviour across different circumstances, so may occasionally tailor their approach when working with different types of audiences. • Is as likely as most people to do things their own way, so may occasionally take an independent approach when making decisions for complex problems and issues. • A typical tendency to generate new ideas, so may occasionally take a creative approach to developing expertise and continual development. |
|---|--|

Areas to Probe Further

Give an example of a time when you had to produce a document to suit a particular audience.

What did you do to make the document suitable for these people? How did you decide what information to include in the document? How successful was the document in reaching the audience you were targeting?

Give an example of how you have developed your work skills and knowledge beyond what you covered in your degree course.

What motivated you to do this? What do you think is the most useful thing you have learnt? What are you doing now to keep your knowledge up to date?

Describe 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?

Organising & Executing

Clear Risk

What does good performance look like?

- Plans ahead and works in a systematic and organised way.
- Follows directions and procedures.
- Focused on customer satisfaction and delivers a quality service or product to the agreed standards.

How is Mr Report likely to behave?

- | | |
|---|---|
| <ul style="list-style-type: none"> x Has a clear tendency to allow others to take the lead, so is unlikely to take control when organising and managing work. x Has a preference for focusing on the broader picture, so is unlikely to give attention to the finer details and adopt a methodical and organised approach when planning. • Is as likely as most people to refer to rules, so may sometimes follow strict guidelines and adhere to regulations and procedures. xx A strong tendency to set achievable rather than ambitious targets, so is highly unlikely to set high standards for quality and quantity. | <ul style="list-style-type: none"> x Prefers to concentrate on immediate issues, so is unlikely to make plans in advance to take account of possible changing circumstances. xx Shows a strong tendency not to persist until tasks are finished, and may place a very low priority on monitoring plans against deadlines and keeping to agreed schedules. xx Very much enjoys working at a steady pace rather than having lots to do, so is highly unlikely to be comfortable with a demanding schedule. • Is as likely as most people to follow instructions from others, so may usually follow guidelines and procedures. |
|---|---|

Areas to Probe Further

Describe a time when you had to plan a project (this could be at work, university or at home).

How did you organise the project? How did you plan to take account of possible changes in circumstances? What was successful/less successful? What would you do differently next time?

Give an example of when you have produced a piece of work of very high quality, either at work or at university.

Why was high quality necessary in this situation? What did you do differently in this case that made your work very high quality? What happened as a result of doing this work?

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 the rules and procedures? What were the drawbacks in having to follow policies and procedures closely? How comfortable do you feel in a situation which has a lot of rules? To what extent do you feel it is appropriate to challenge authority?

Creating & Conceptualising

Moderate Potential

What does good performance look like?

- Open to new ideas and experiences and seeks out learning opportunities.
- Handles situations and problems with innovation and creativity.
- Thinks broadly and strategically, and supports and drives organisational change.

How is Mr Report likely to behave?

- | | |
|--|--|
| <ul style="list-style-type: none"> • Is as comfortable as most people in working with facts and figures, so may at times like analysing numerical data when gathering new information. x • Moderately favours changes to an approach, so may sometimes question conventional methods when learning a new task or dealing with a problem. • As likely as most people to follow their own decisions, so may sometimes challenge the status quo and seek opportunities for improvement x Shows a preference to focus on more immediate issues, so is unlikely to take a long-term view or plan ahead. ✓ Has a tendency not to become preoccupied with detail, so is likely to be comfortable working on broader future goals. | <ul style="list-style-type: none"> • Has a tendency to rarely look for errors or mistakes, so is unlikely to think about the potential limitations of their information when considering a new approach. • A moderate preference for dealing with both practical and theoretical issues, so may occasionally enjoy learning about abstract ideas and thinking conceptually when solving problems. • As likely as most people to take a creative approach, so may sometimes generate new ideas rather than building on other people's ideas. • Balances the need for routine and variety in their work, so may feel some need to do things differently. |
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Areas to Probe Further

Tell me about a time when you had to learn about a new task or technique quickly.

What did you do that helped you to learn it quickly? How did you know that you had learnt it successfully? How did you put what you had learnt into practice?

Give me an example of when you feel you have shown some creativity or innovation, either at work, at university, or in a hobby or pastime.

What situation required an innovative approach? How did your approach differ to what other people would do? How well did your idea(s) work in practice?

Talk me through a decision or plan that you have made that has had a significant long-term impact, either at work, at university or at home

What sort of things did you take into account when making your plan or decision? How confident were you that you were doing the right thing, and why? Did the plan or decision work out the way that you thought it would?

Leading & Deciding

Significant Risk

What does good performance look like?

- Takes control and exercises leadership.
- Initiates action, gives direction and takes responsibility.

How is Mr Report likely to behave?

- | | |
|---|---|
| <ul style="list-style-type: none"> x Has a preference for following rather than taking control, so tends to let others take charge of situations and to be uncomfortable when leading a group. • Tends to feel as comfortable as most people when first meeting others, so likely to feel quite at ease in formal situations. xx Strongly prefers to work towards achievable goals rather than challenging ones, so is highly unlikely to stretch themselves to accomplish difficult objectives. x Has a limited interest in persuading others and is unlikely to pressure others to change their view. xx A strong preference against showing sympathy towards others, so is highly unlikely to get involved in other people's issues. • Has a moderate level of trust in others, so may give responsibility to the people around them to some degree. | <ul style="list-style-type: none"> • As likely as most people to follow their own approach when making decisions, so tends to balance following the ideals of others with acting independently. x Generally feels nervous before important occasions, so is likely to worry about things going wrong. x Has a tendency to be cautious when making decisions, so is likely to take time in reaching conclusions. x Has a tendency to make decisions without much consultation, so is unlikely to ask for the views of others when making decisions. x Has a preference for taking people at face value rather than analysing their motives, so likely to rarely think about the reasons for other people's behaviour. |
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Areas to Probe Further

Give me an example of a situation where you had to take the initiative.
Why was this necessary? How effective did you feel you were? What would you do differently next time?

Tell me about a time when you had to take responsibility for a group of people or a project.
What did you do? What was particularly successful? What was less successful?

Tell me about a time when you managed a group of people in order to achieve an important outcome (this could be at work or in an academic or social situation).
How did you tell the group what they needed to do? What did you do to lead and motivate them? What was the most difficult part of this for you?

Supporting & Co-operating

Clear Risk

What does good performance look like?

- Supports others and shows respect and positive regard.
- Puts people first, working effectively with individuals and teams, clients and staff.
- Behaves consistently with clear personal values.

How is Mr Report likely to behave?

- | | | | |
|----|---|---|--|
| • | A preference towards having time away from people, so is likely to value spending time alone over working on team activities. | • | A clear inclination to make decisions without consultation, so unlikely to gather a diverse range of views when working with people. |
| •• | Has a very marked tendency to be detached from other people's problems, so is likely to be very selective with support and sympathy for others. | • | Has a tendency not to question the motives of others, so is unlikely to analyse the reasons for other people's behaviour. |
| • | Will behave consistently across situations as much as most people do, so is likely to adapt their approach to some extent when working with different people. | • | Inclined to balance trust in other people's intentions with wariness, so quite likely to see them as reliable and honest. |
| • | Shows a balanced preference between competing and co-operating with other people, and likely to feel comfortable in some competitive activities. | • | Is as likely as most people to be guided by rules, so will usually tend to follow guidelines and accepted ways of behaving. |

Areas to Probe Further

Tell me about a time when you had to change or adapt your own personal style to work effectively with others in a team. What did you do differently? What was the outcome? What did you do to build team spirit?

Give an example of a time when you involved other people in an important decision that affected them. Why did you do this? How did you get them involved? How did they respond?

What sorts of values are important to you in your work? Why are these important? How have you demonstrated these values in the past? How have you dealt with people or organisations that had different values from your own?

Interacting & Presenting

Clear Risk

What does good performance look like?

- Communicates and networks effectively.
- Successfully persuades and influences others.
- Relates to others in a confident and relaxed manner.

How is Mr Report likely to behave?

- | | |
|---|--|
| <ul style="list-style-type: none"> ✗ A limited interest in persuading others, so is unlikely to enjoy selling and negotiating, or influencing others by putting forward an argument. | <ul style="list-style-type: none"> • Has a typical preference for being the centre of attention, so may at times be lively and open in group settings. |
| <ul style="list-style-type: none"> • Is as likely as most of their peers to feel comfortable when meeting new people, so may at times feel confident in formal situations such as presenting to an audience. | <ul style="list-style-type: none"> ✗ Shows a preference for making decisions alone, so is unlikely to involve others in making plans and decisions. |
| <ul style="list-style-type: none"> ✗ A marked preference not to try to understand what motivates others, so may struggle to communicate and influence others in a targeted way. | <ul style="list-style-type: none"> • Typical of most people in their tendency to tailor their behaviour across situations so may somewhat adapt their personal style and approach to suit their audience. |
| <ul style="list-style-type: none"> • Feels as relaxed as most people, but may occasionally find it difficult to switch off from daily pressures. | <ul style="list-style-type: none"> ✗ Feels quite uncomfortable with promoting their own credentials, so is likely to make a strong impression on others. |
| <ul style="list-style-type: none"> ✗ Has a preference for not critically evaluating content, so is unlikely to look for potential issues in information, supporting data and the key points of an argument. | <ul style="list-style-type: none"> • Prefers to balance dealing with both practical and theoretical issues, so may at times consider underlying issues or abstract problems. |
| <ul style="list-style-type: none"> ✗ Often feels nervous before important occasions so is likely to worry about things going wrong. | <ul style="list-style-type: none"> • Is as comfortable as most when working with numerical data, so is likely to be moderately comfortable communicating complex data and statistics. |

Areas to Probe Further

Tell me about a time when you have built an effective working relationship with someone from a different background to you. How did you do this? To what degree did you adapt your approach to the other person? What did you do to understand the situation from other person's perspective?

Describe a situation where you had to persuade someone around to your point of view. Talk me through the steps of what you did to persuade him/her. What did you do that was particularly effective? What would you do differently next time?

Tell me about a time when you have had to present ideas or information in a formal setting to others (such as a presentation to a group of people). What went well/less well? How did you feel in this situation? What feedback did you receive?

Adapting & Coping

Clear Risk

What does good performance look like?

- Adapts and responds well to change.
- Manages pressure effectively and copes well with setbacks.

How is Mr Report likely to behave?

- | | |
|---|---|
| <ul style="list-style-type: none"> ✗ A preference for not analysing other people's motives and behaviour, so is unlikely to think about how to change their interpersonal style to suit different people. ● Balances the need for routine and stability, so may at times be comfortable with new ideas and change initiatives. ✗ Has a tendency to be easily offended by criticism, so may find it somewhat difficult to handle personal criticism or negative feedback. ● Has a typical tendency to feel as relaxed as most people, so is likely to remain quite calm under pressure and when facing setbacks. | <ul style="list-style-type: none"> ● Is as likely as most people to favour changes to working methods, so may at times adapt to changing circumstances. ● Will tend to adapt their behaviour across different situations as much as most people, so is moderately likely to tailor their approach to suit different people. ✓ Tends to find it quite easy to hide their feelings, suggesting that they may comfortably keep their emotions under control during difficult situations. ✗ Is likely to take a pessimistic outlook, so may be concerned during changing circumstances. |
|---|---|

Areas to Probe Further

Describe a time when you have had to work on an important task without fully understanding the situation or what was expected of you. What was difficult to deal with about this situation? What were the positive aspects it presented? What did you learn from it?

Describe a situation where you felt you were working under a high degree of pressure. How did it affect your behaviour? What did you do to maintain your quality of work? What did you learn from the situation?

Tell me about a time when you were given some feedback that you felt was unfair. What were your immediate feelings on receiving the feedback? What did you do in response? What did you learn from this?

Additional Assessment Results

The tables below provide details of Mr Report's results for the Verify ability tests.

Assessment		E	D	C	B	A
Numerical Reasoning	21 %ile					

Assessment Detail

The accuracy of this report will depend on the range of assessments used. Clients may choose to use some elements of the suite described. A more accurate diagnosis will be obtained where the full suite of assessments has been used.

Occupational Personality Questionnaire (OPQ32r)TM

The OPQ provides detailed information on 32 specific personality characteristics that underpin an individual's behaviour at work and their performance against key competencies. Unlike other personality questionnaires, the OPQ is an occupational model of personality designed solely for use in a business environment.

Verify TM Cognitive Ability

The Verify Suite of Ability Tests provides information on a candidate's cognitive capacities. The capacity to reason deductively and inductively is a critical ability for many roles.

Assessment Methodology

Questionnaire / Ability Test	Comparison Group
OPQ32r UK English v1 (Std Inst)	OPQ32r UK English General Population 2012 (INT)
Operational Numerical Reasoning UKE	Administrative Group 2007

Person Detail Section

Name	Mr Report
OPQ Candidate Data	RP1=4, RP2=3, RP3=5, RP4=5, RP5=5, RP6=4, RP7=5, RP8=7, RP9=3, RP10=2, TS1=5, TS2=3, TS3=3, TS4=5, TS5=6, TS6=5, TS7=5, TS8=6, TS9=4, TS10=3, TS11=2, TS12=5, FE1=6, FE2=7, FE3=4, FE4=3, FE5=6, FE6=7, FE7=2, FE8=5, FE9=2, FE10=4, CNS=1.
Verify Candidate Data	N=21.
Report Name	Graduate Assessment Report

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

The report herein is generated from the results of these questionnaires and tests answered by the respondent(s) and substantially reflect 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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