For over 27 years SHL has led the way in applying the science of psychometrics to improve the performance of people through objective assessment. We have two distinct businesses: a ‘Product’ business, which sells SHL-developed tests, and a Consultancy business, that delivers tailored solutions to clients.

SHL – leading the world in online assessment

We offer the world's largest portfolio of measurement tools, and in response to the needs of clients, use advanced technology to deliver our products. SHL is now a world leader in the online delivery of tests.

• Over 1,700 clients now use our web delivery tools to deliver objective assessment
• No other company offers a greater range than SHL with more than 170 tests in 25 languages online
• Our web-based systems were used in 38 countries during 2004
• Since the web delivery systems went live in 2001, we have delivered over 4 million tests online
• Our web-enabled products are used by leading multinational organisations including Motorola, Ciba Specialty Chemicals and Merck among others.

All of this enabled by a unique depth of support:
• A world class hosting facility delivering less than 15 minutes per week down time ensures mission critical HR services and data are online and secure
• High-level encryption is used to protect data during transmission across the Internet and SHL protects personal data in compliance with the European Commission's Directive on Data Protection
• World leading understanding of the best methods and procedures to get the value of web testing
• We pioneered the use of item response theory to generate a unique test for each candidate taking online ability tests.

To find out how our online systems could benefit your organisation, go to page 63.
WHY USE PSYCHOMETRIC TESTING?

Organisations are defined not just by the quality of their products and services, but also by how those products and services are delivered. The secret of sustained performance excellence lies in matching the individuals who possess the right capabilities and behaviours to the right jobs.

The objective assessment of competencies is the scientific way to identify an individual’s potential to perform a job. This can only be achieved by objectively assessing and measuring ability and personality.

Psychometric testing is now widely recognised as one of the most effective ways to ensure the right individuals are matched to the right jobs. The benefits of using testing as part of the objective assessment of candidates include reduced staff turnover, improved performance and the creation of a motivated and capable workforce.

WHY CHOOSE SHL?

SHL believes that the behaviours of individuals and teams in the workplace have a huge impact on the success of the organisation. Our products and services allow our clients to measure and predict these behaviours.

We develop and implement objective assessments so that our customers can recruit better people and develop them more effectively to increase productivity and organisational performance.

With over 27 years experience developing and publishing assessment products they have become industry standards – our Occupational Personality Questionnaire (OPQ) has been in continuous use for over 20 years and is now one of the world’s leading personality questionnaires.

• SHL is a world leader in objective assessment and has over 250 instruments that assess personality, ability and motivation in the workplace
• SHL leads the world in online assessments with nearly two million complete assessments delivered online in the past year
• Our products cover the whole employee lifecycle, from before people join an organisation, through development and promotion, to succession and transition
• Our products can be delivered online, via personal computer, as pencil and paper tests or via an outsourced bureau
• We employ over 700 people around the world, including over 250 psychologists who deliver assessments using our products and provide consulting services to clients.

WHY CHOOSE SHL ASSESSMENTS?

SHL tests are rigorously developed and supported by extensive empirical research to demonstrate their accuracy, fairness and relevance.

SHL materials are designed to be friendly to end-users, free from obscure jargon and constructed specifically for the world of work.

SHL tests are only supplied to suitably qualified or trained individuals, thus ensuring high professional standards.

SHL training courses in occupational testing are of high quality and acknowledged as the leading course of their type in the UK.

SHL has a helpline service available to all test users who wish to receive free support or advice from a duty consultant.

SHL tests are supported by relevant consultancy services in job analysis, validation and equal opportunities by some of the leading experts in the field.

SHL operates internationally, in 40 countries and over 30 languages – many tests have been translated and standardised in other languages.

SHL’s online assessment platform, ‘Expert Online’, combines world-leading psychometric assessment expertise with the power of the Internet to provide a fast, effective and secure assessment platform.

SHL online assessments allow standardised testing across multiple locations via a fully automated process. Administration time is kept to an absolute minimum and significant cost savings can be made.
HOW TO USE THIS BROCHURE

This brochure has been designed as a reference and guide to aid your test preparation and purchase of SHL materials. It contains information on our full range of objective assessment products, including ability tests, personality questionnaires and 360° development tools.

Each chapter contains products that have been developed for a specific type of assessment activity. For example, the Screening and Sifting section contains the product Talent Screener, which is suitable for use in medium to high volume recruitment situations where the sifting of a large number of candidates is required.

Within each chapter is a full overview of each product, along with details of how you can administer the relevant tests or questionnaires and what training is required to access the materials.

Details of SHL training qualifications can be found on p68. Alternatively, for a more in-depth review of our training courses please see the current SHL Training Brochure.

ADDITIONAL PRODUCT SUPPORT GUIDES

We have developed two further guides that supplement the information found in this catalogue.

The Selection of Relevant Tests (SORT) Guide and Multiple Assessment Procedure Selection (MAPS) Guide have been designed to help you identify the most relevant assessment materials and procedures to assess skills required within specific jobs.

The SORT Guide covers the use of SHL ability tests, OPQ32 and to a lesser extent Multiple Assessment Series exercises and gives guidance on how to select tests based on the skill areas of the job and the relevance of those skills.

The MAPS Guide takes you through a step-by-step process to help you choose which exercises from the SHL Multiple Assessment Series (MAS) are most suited for a particular assessment procedure.

Both guides are available, free of charge, by contacting our Client Support Team on 0870 070 8000 and should only be used by registered test users who have a thorough understanding of the skills required in a job.

ORDERING SHL PRODUCTS

SHL tools can be purchased directly from us or our Partners or clients can use our Assessment Consultants to carry out one-to-one or group-based assessments.

Orders can be placed with Client Support via:

- Telephone: 0870 070 8000
- Fax: 0870 070 7000
- Email: uk@shlgroup.com
- Internet: www.shl.com
- Post: Client Support Centre
  SHL (UK) Ltd
  The Paviilion
  1 Atwell Place
  Thames Ditton
  Surrey KT7 0NE

In addition to ordering through Client Support, we have an online ordering facility. This service allows registered SHL clients to purchase a selection of products via the Internet. For more information go to www.shlgroup.com/uk/onlinecatalogue.

When You Order

Whichever method of ordering you choose, we will need to know the following details:

- The name and registration number of the registered test user
- A contact telephone number (and name if different) in case of difficulties
- The full address to which the order is to be sent, including postcode
- A purchase order number (if required by your organisation) to authorise payment
- Details of the materials required, with quantities (in pack sizes)
- The date when you require delivery and the preferred despatch method
- If you wish to pay by credit card, please inform us of the card details when placing your order
- Please note that telephone orders for computer reboosts cannot be accepted. These must be placed in writing via fax, email or post.

Dispatch

Materials will be dispatched by first class post or delivery service, whichever is cheaper. The cost of dispatch will be added to your order. Please ensure that specific instructions are given at the time your order is placed if it is required urgently.

International Language Tests

All SHL international offices offer at least the basic graduate/managerial package of MGIB VMGI, NMG1 and OPQ, and are supported with local norm data. SHL UK can provide these materials in most European languages, and are available for sale at a reasonable cost. Many offices can provide a much wider range of instruments, so if you need more information about what is available, please contact the UK Client Support Team on 0870 070 8000.
PRODUCT PORTFOLIO

PRODUCT PORTFOLIOS

Over the past 27 years, we have designed and packaged over 250 objective assessment tools. These comprise tests, questionnaires and other instruments that help you measure the performance of your people in the workplace.

We have grouped these tools into six portfolios, as outlined below, each focusing on a particular aspect of people performance.

### Access Ability

The **Access Ability** portfolio comprises over 70 powerful ability tests that enable you to measure a candidate’s current ability and future potential. The portfolio spans the entire range of work-relevant aptitudes across all levels of an organisation, from entry level through to leadership positions.

This portfolio includes the tests from Advanced Managerial Tests (AMT), Management and Graduate Item Bank (MGB), Critical Reasoning Test Battery (CRTB) and Personnel Test Battery (PTB).

See pages 16-26 for our range of ability tests.

### Access Personality

Products in the **Access Personality** range provide an indication of an individual’s preferred behavioural style at work, providing you with in-depth information on how a candidate will fit in certain work environments, how they will work with other people and how they will cope with different job requirements.

This portfolio includes questionnaires from our Occupational Personality Questionnaire range, including OPQ32 and Customer Contact Styles Questionnaire (CCSQ).

See pages 27-37 for our range of personality questionnaires.

### Access Competencies

Products in the **Access Competencies** portfolio provide organisations with a range of assessment products to measure competencies within both selection and development contexts, including 360° feedback questionnaires, simulation exercises and competency-based interview guides.

Access competencies products can be found in the following sections:
- Job Analysis – see pages 6-8
- Screening and Sifting – see pages 11-12
- Selection – see pages 38-50
- Development – see pages 55-61

### Access Interests

The **Access Interests** portfolio offers a range of practical tools to aid career decision-making and assist individuals seeking career direction.

This portfolio consists of the Career Pathfinder questionnaires (see page 62).

### Access Motivation

The **Access Motivation** portfolio provides organisations with powerful insights into the individual motivational drivers of their staff as well as the collective culture of the organisation.

This portfolio contains the Motivation Questionnaire (MQ) (see page 53).

### Access Performance

The **Access Performance** portfolio provides a structure within which organisations can measure and monitor people performance in an objective and consistent way.
A wide range of activities within organisations are concerned in some way with the match between people and jobs. In any such situation, it is essential to understand the job in question before any comparisons can be made.

Job analysis is a systematic process for collecting and analysing information about jobs, providing information about the work performed and the work environment.

Job analysis also identifies the knowledge, skills, abilities and competencies required for successful job performance. In short, it is a method that provides a description of the job and profiles the competencies or skills people need to be successful.
The SHL Universal Competency Framework™ establishes a common language for HR and Line Managers to bring competencies alive.

Based on extensive world-wide research the framework provides a standardised, tried and tested hierarchy that can be applied to virtually any job in any organisation.

At the top of the hierarchy are 8 broad competency areas, sitting beneath these are 20 competency dimensions and finally 112 component or highly detailed competencies.

What makes the UCF unique is the way that it has been integrated within objective assessment tools at each stage of the employee recruitment and development process:

- **Job Profiling**
  - Sifting
  - Assess
  - Interview
  - Appoint
  - Develop

**JOB PROFILING**

Competencies lie at the heart of integrated approaches to human resource management. Understanding which competencies are actually critical or desirable for a job is accepted as a critical first step to delivering performance. SHL has integrated the framework within a set of cards that enable HR managers and untrained line managers to undertake a systematic analysis of the behaviours that impact performance at a specific job.

**SHL Competency Profiler Cards**

Product code: **CFC44**

A pack of 44 cards that includes:

- 8 factor cards that provide broad competency areas and form the top level of the hierarchy
- 20 dimension cards that offer a more detailed breakdown of the competencies and include behaviours for each competency
- 16 sort cards that are used to help structure job profiling or training needs analysis
- Includes a full guide on the use of the cards.
Universal Competency Framework™ (UCF)

SCREENING AND SIFTING
With Human Resource departments under pressure from increasing numbers of job applications there is a growing need to screen applicants fairly and objectively in a timely manner.

Effective sifting can be one of the most cost effective areas of recruitment.

By improving the quality of candidates seen - fewer need to attend interview. Those that attend interview are better - so a higher percentage are appointed and there is a sharp reduction in the number of ‘no-shows’. All of these factors combine to deliver significantly reduced costs per applicant contracted.

The UCF-sift has been specifically designed to measure the twenty universal competencies. So having defined the competencies relevant for a specific role the UCF-sift will enable you to quickly and easily screen out the least suitable candidates based on these.

For more information about UCF-sift please contact your local SHL office.

ASSESS
Once defined, measuring competencies in a structured and consistent way enables employers to identify the right people, and to track performance and aid development.

The world renowned OPO32™ has been refined and developed and is an accurate and reliable predictor of likely performance against the twenty universal competencies. Indeed OPO32 now provides a number of reports that combine the traditional focus on likely behaviour at work with the Universal Competency Framework:

Universal Competency Report
• A highly graphical report that outlines how an individual’s typical way of behaving is likely to impact against the 20 universal competencies
• Extremely user-friendly, it provides feedback on the specific behaviours that link into each competency.

Manager Plus Report
This concise new report is designed specifically for line managers. It shows how the candidate:
• Prefers to work
• Is likely to perform against a range of competencies proven to be important at work
• Is likely to interact with colleagues.

INTERVIEW
One of the key benefits of using competencies can be realised at the interview stage. With a minimum of training line managers can undertake an effective competency-based interview ensuring that interviewing is consistent, fair and objective.

Interview Materials
The Universal Competency Report and Manager Plus Report both provide information on likely performance against the key 20 universal competencies as well as specific behaviours - identifying critical areas to probe at interview.

UCF Interview Guide
A free supporting interview guide is also available. This includes definitions of each of the competencies, and suggested questions to help probe each of the competency areas.

Competency-Based Interview Course
It is now widely accepted (and statistically proven) that this is the most effective approach to interviewing. 1 and 2 day programmes are available for managers and HR professionals.

The UCF is integrated into this course, and the profiling cards are provided as part of the course material.

For further information regarding training courses please contact the UK Client Support Team on 0870 070 8000.

TO ORDER CALL 0870 070 8000 (UK) 1800 932052 (IRELAND)
ASSESSMENT AND DEVELOPMENT OF STAFF

360° feedback is increasingly used by organisations globally to identify an individuals' development needs and to feed into performance management. It provides individuals with a clear focus on what they need to do to change and develop based on their self perception and the views of others.

By undertaking a 180° or 360° review against the competencies already identified as relevant and important, a significantly more objective and insightful assessment of current employees can be undertaken. Raters are asked for feedback on specific behaviours that, when combined, provide unparalleled insights on performance.

pd360

- pd360 is SHL’s latest generation online system capable of running 360° multi-rater assessments and managing individual development plans
- pd360 is pre-loaded with the UCF to enable easy assessment against those competencies already identified as critical for success
- Each competency is matched to behaviours that are measurable and objective
- Each behaviour is linked to specific development advice and coaching tips
- Pre-loaded with job profiles that are available to adopt or tweak as required.

Universal Competency Framework (UCF)

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>DIMENSIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leading and Deciding</td>
<td>• Deciding and Initiating Action</td>
</tr>
<tr>
<td></td>
<td>• Leading and Supervising</td>
</tr>
<tr>
<td>Supporting and Co-operating</td>
<td>• Working with People</td>
</tr>
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<td></td>
<td>• Adhering to Principles and Values</td>
</tr>
<tr>
<td>Interacting and Presenting</td>
<td>• Relating and Networking</td>
</tr>
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<td></td>
<td>• Persuading and Influencing</td>
</tr>
<tr>
<td></td>
<td>• Presenting and Communicating Information</td>
</tr>
<tr>
<td>Analysing and Interpreting</td>
<td>• Writing and Reporting</td>
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<td></td>
<td>• Applying Expertise and Technology</td>
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<tr>
<td></td>
<td>• Analysing</td>
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<tr>
<td>Creating and Conceptualising</td>
<td>• Learning and Researching</td>
</tr>
<tr>
<td></td>
<td>• Creating and Innovating</td>
</tr>
<tr>
<td></td>
<td>• Formulating Strategies and Concepts</td>
</tr>
<tr>
<td>Organising and Executing</td>
<td>• Planning and Organising</td>
</tr>
<tr>
<td></td>
<td>• Delivering Results and Meeting Customer Expectations</td>
</tr>
<tr>
<td></td>
<td>• Following Instructions and Procedures</td>
</tr>
<tr>
<td>Adapting and Coping</td>
<td>• Adapting and Responding to Change</td>
</tr>
<tr>
<td></td>
<td>• Coping with Pressures and Setbacks</td>
</tr>
<tr>
<td>Enterprising and Performing</td>
<td>• Achieving Personal Work Goals and Objectives</td>
</tr>
<tr>
<td></td>
<td>• Entrepreneurial and Commercial Thinking</td>
</tr>
</tbody>
</table>

TO ORDER CALL 0870 070 8000 (UK) 1800 932052 (IRELAND)
Theoretically, reducing recruitment and hiring costs should be easy in today’s world of Internet technology. But without the right tools to keep recruiters from drowning in a sea of candidates’ CVs, it’s not as easy as it seems.

Before the cost of hire and time to hire can drop significantly, companies need to integrate tools and techniques to help find real talent from a very large candidate pool.

SHL innovative and rapid response handling strategies reduce time to hire, bringing you and the best candidates together.
Ability Screening Online (ASO) tests candidates’ verbal and numerical critical reasoning skills before the costs associated with a ‘face-to-face’ selection event such as an interview or assessment centre are incurred.

Ability Screening Online uses random item generation so that each candidate receives a unique test to complete. With literally millions of permutations you can be confident that candidates will always receive a unique set of questions. At the same time a complex calibration process ensures that each test has equivalent testing properties.

These randomised (unsupervised) tests help you to objectively and consistently screen out unsuitable candidates earlier in the recruitment process.

**ASO MANAGEMENT EDITION**

The ASO Management Edition assesses the critical verbal and numerical skills required by graduate and management applicants. Highly suitable for:

- Graduates
- Management trainees
- Senior management
- Experienced managers across all functions.

**VERBAL CRITICAL REASONING**

Measures the ability to evaluate the logic of various kinds of argument. The task is to decide whether a statement made in connection with given information is true or untrue, or whether there is insufficient information to judge.

Product Code: ASO-MV

Time 15 minutes

Number of questions 30

**NUMERICAL CRITICAL REASONING**

Measures the ability to make correct decisions or inferences from numerical data. The tasks set and data presented are highly relevant to a range of management level jobs. Calculators allowed.

Product Code: ASO-MN

Time 21 minutes

Number of questions 20

**LANGUAGE AVAILABILITY:**

- Chinese (Simple)
- Chinese (Traditional)
- Danish
- Dutch
- French
- French (Canadian)
- German
- Indonesian
- Italian
- Japanese
- Korean
- Norwegian
- Swedish
- UK English
- US English
- Spanish (Castilian)
- Spanish (Latin American)
- Thai

Ability Screening Online can be used as a stand-alone tool, via ‘Expert Online’, through the SHL Bureau service or seamlessly integrated into any applicant tracking system.

**What training do I need?**

You will need appropriate training in Occupational Testing to use Ability Screening Online.

**How is ASO administered?**

Online Bureau

Online (or linked to your e-recruitment system)
Designing an application form that is focused at the outset on specific selection criteria and competencies, gives an organisation a major head start in the time consuming short-listing stage of the selection process.

QuickSift provides you with many benefits:
- Extremely cost effective with an ongoing cost of as little as £3 per candidate
- Saves you time and money by providing a standardised application format to quickly sift and shortlist large numbers of applications for first stage testing
- Objective, relevant and consistent assessment system - scores candidates on key competencies
- Candidates going forward to later stages of the assessment process are more likely to perform better in the job
- Adds face validity to initial application stage.

“OFF-THE-SHELF” VERSIONS
You can now access the SHL QuickSift in an “off-the-shelf” format, which you can easily tailor to the job in question.

QuickSifts do not require lengthy consultancy, give you flexibility to choose the competencies essential to the job and can be purchased without any prior training requirements.

CUSTOMER CONTACT
Aimed primarily at call centre, clerical, customer facing and administrative staff.

MANAGEMENT
Based on the SHL Inventory of Management Competencies (IMC), this forms the focus of key Management and Supervisory positions.

GRADUATE
Also based on the Inventory of Management Competencies (IMC), the output is aimed at Graduate roles within the organisation.

WORK SKILLS
Developed from our Work Skills Competency model and aimed at the unskilled or semi-skilled job groups.

BESPOKE QUICKSIFT
As well as our “off-the-shelf” versions, SHL has extensive experience in designing bespoke QuickSift solutions to reflect organisations’ specific competency models and include relevant items to match the job, industry or corporate identity.

HOW DO THEY WORK?
Each application form comprises 16 competencies and SHL will work in partnership with you to identify the essential competencies for each role. Your specific scoring key is then designed based on this information and norms produced in relation to the applicant information.

Once the key competencies have been identified and the scoring key produced, the answer sheets can be ordered directly from SHL and used as an additional application form insert.

SHL “off-the-shelf” QuickSift can be easily tailored to include your own company’s logo, as well as other changes such as revised questions or images. If you would prefer the QuickSift to be incorporated as part of your existing application form this is also possible.

What training do I need?
Training is included when you purchase QuickSift.

How are QuickSift Questionnaires administered?
Pencil and Paper
Talent Screener is a new and unique approach to sifting candidates at the front end of the selection process, and is ideal for medium to high volume recruitment situations.

Questions are designed following job analysis to provide a realistic job preview. So every talent screener is unique to each client, ensuring that candidates attending interview have the right mix of abilities, attitudes and motivations.

Talent Screener uses a structured set of scenarios based interview questions that are straightforward, quick to answer and quick to score. These are linked directly to typical challenges found in the specific role.

Talent Screener can be designed to be used over the telephone, online or via paper and pencil.

Talent Screener:
- Has high predictive ability
- Is quick to complete (10 - 15 minutes)
- Provides a realistic job preview
- Can be delivered across multiple channels
- Generates positive candidate feedback.

BY USING REAL LIFE AND WORK PLACE SCENARIOS, TALENT SCREENER EVALUATES A CANDIDATE ACROSS MULTIPLE ASPECTS:
- Attitudes
- Abilities
- Personality traits
- Values
- Motivations.

Talent Screener indicates those candidates likely to succeed in an interview or assessment centre. Typically you can cut the number of candidates to be interviewed by 30-40%.

What training do I need?
Full training is included.

How is Talent Screener administered?
Pencil and Paper
Telephone
Online
Whatever your recruitment need, it is now widely accepted that objective techniques are an essential component of successful selection, providing a wealth of information to help you make better people decisions.

As the leading publisher of objective assessment techniques we specialise in helping you create effective selection and assessment processes.

With our wide range of assessment tools, which include ability tests and personality questionnaires, you can be confident that you are matching skills to job requirements in a way that is objective and fair to all candidates.

A number of our tests and questionnaires can be used in both selection and development contexts. This applies to our OPQ range, Multiple Assessment Series (MAS) and Motivation Questionnaire (MQ).

Assessment products for Selection

14  Overview of SHL Ability Tests
16  Brainstorm
16  Scenarios
16  Fastrack
17  Advanced Managerial Tests (AMT)
18  Management and Graduate Item Bank 1–6 (MGIB 1–6)
19  Critical Reasoning Test Battery (CRTB)
19  Customer Contact Aptitude Series (CCAS)
20  Information Technology Test Series (ITTS)
21  Automated Office Battery (AOB)
21  Applied Technology Series (ATS)
22  Personnel Test Battery (PTB)
23  Technical Test Battery (TTB)
24  Work Skills Series – Manual Dexterity (WSSM)
24  Work Skills Series – Production (WSSP)
24  Work Skills Series – Transport (WSST)
25  Practice Tests
25  Practice Leaflets
26  Supplementary Ability Test Materials
27  Overview of Occupational Personality Questionnaires (OPQ)
29  OPQ32
30  Overview of OPQ32 Reports
32  OPQ32 Reports
35  OPQ Factor Model
35  OPQ Images
36  Customer Contact Styles Questionnaire (CCSQ)
37  Work Styles Questionnaire (WSQ N)
38  The SHL Multiple Assessment Series (MAS)
39  Overview of Multiple Assessment Series (MAS)
40  Strategic Management Exercises (MAS)
42  Tactical Management Exercises (MAS)
46  Operational Management & Graduate Exercises (MAS)
50  Customer Contact Simulation Exercises (MAS)
### Overview of SHL Ability Tests

<table>
<thead>
<tr>
<th>Job Level</th>
<th>Test Battery</th>
<th>Page Number</th>
<th>Verbal</th>
<th>Numerical</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directors and Senior Managers</td>
<td>Advanced Managerial Tests - AMT</td>
<td>17</td>
<td>VMT 1 and 3</td>
<td>NMT 2 and 4</td>
</tr>
<tr>
<td>Managers and Professionals</td>
<td>Management and Graduate Item Bank - MGIB</td>
<td>18</td>
<td>VMG(2;3;4;5;6)</td>
<td>NMG(2;3;4;5;6)</td>
</tr>
<tr>
<td>Graduates</td>
<td>Critical Reasoning Test Battery - CRTB</td>
<td>19</td>
<td>VC 1.1</td>
<td>NC 2.1</td>
</tr>
<tr>
<td>Junior Managers and Supervisors</td>
<td>Customer Contact Aptitude Series - CCAS</td>
<td>19</td>
<td>VCC 1 and 3</td>
<td>NCC 2 and 4</td>
</tr>
<tr>
<td>Sales, Customer Service and Call Centre Staff</td>
<td>Information Technology Test Series - ITTS</td>
<td>20</td>
<td>VIT 1</td>
<td>NIT 2</td>
</tr>
<tr>
<td>Administrative and Clerical Staff</td>
<td>Automated Office Battery - AOB</td>
<td>21</td>
<td>CI 3 and CI 3Y</td>
<td>NE 1 and NE 1Y</td>
</tr>
<tr>
<td></td>
<td>Personnel Test Battery - PTB</td>
<td>22</td>
<td>VP 1.1 and 1.2</td>
<td>NP 2.1 and 2.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>VP 5.1 and 5.2</td>
<td>NP 6.1 and 6.2</td>
</tr>
<tr>
<td>Technical Staff</td>
<td>Applied Technology Series - ATS</td>
<td>21</td>
<td>VTS 1</td>
<td>NTS 2</td>
</tr>
<tr>
<td></td>
<td>Technical Test Battery - TTB</td>
<td>23</td>
<td>VT 1.1</td>
<td>NT 2.1 and 2.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>VT 5.1 and 5.2</td>
<td>NT 6.1</td>
</tr>
<tr>
<td>Semi-skilled Staff</td>
<td>Work Skills Series - Manual Dexterity</td>
<td>24</td>
<td>VWP 1</td>
<td>NWP 2</td>
</tr>
<tr>
<td></td>
<td>Work Skills Series Production - WSSP</td>
<td>24</td>
<td>VWT 1 and 3</td>
<td>NWT 2</td>
</tr>
<tr>
<td></td>
<td>Work Skills Series Transport - WSST</td>
<td>24</td>
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</tbody>
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This guide is an indication of the type of jobs for which the SHL ability tests may be appropriate. It is not a definitive recommendation, test relevance should be examined in relation to each individual job. Users who have concerns are urged to contact the SHL Client Support Centre before implementing the instrument. SHL do not accept any loss of whatsoever nature suffered by any person or entity as a result of placing reliance on this overview.

Please note that Brainstorm, Fastrack and Scenarios have their own administration sets and are stand alone products, not included in any other test battery.
## Overview of SHL Ability Tests

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**TO ORDER CALL 0870 070 8000 (UK) 1800 932052 (IRELAND)**
Brainstorm
Scenarios*
Fastrack

More than ever before, people not only need to react to change, but to lead it. A key competency associated with this is Creativity. It is vital that people who can rapidly tackle problems and come up with ways of reacting to novel situations, are identified. Brainstorm is a management exercise that presents candidates with a variety of challenging business situations, and asks them to generate a list of ideas, suggestions and solutions.

Ratings are provided on candidates’ fluency in coming up with ideas, as well as their variety and originality. It provides an objective and rounded assessment of the candidates’ ability to think creatively about new problems. Brainstorm is available at two different levels:

**BRAINSTORM MANAGEMENT/GRADUATE**
Time 32 minutes
Number of Questions 8

**BRAINSTORM SENIOR MANAGEMENT**
Time 24 minutes
Number of Questions 6

What training do I need?
You will need appropriate training in Occupational Testing to administer and interpret Brainstorm

How is Brainstorm administered?
Pencil and Paper

Scenarios places candidates in a number of situations in which a range of responses are possible. Ratings are provided on an overall range of Managerial Judgement, which is broken down into a range of key components – Managing Objectives, People Management and Reputation Management. This makes it possible to assess candidates not only on their overall level of judgement, but also on how effective their judgement is when dealing with different kinds of corporate issues.

**SCENARIOS**
Time 50 minutes
Number of Scenarios 16

**SCENARIOS CANDIDATE REPORT**
This is a feedback report, generated by SHL Bureau, that produces narrative feedback on the candidates’ test scores.

The report compares the candidates’ scores against a large group of managers and professionals who have also completed the Scenarios test.

What training do I need?
You will need appropriate training in Occupational Testing to administer and interpret Scenarios

How is Scenarios administered?
Pencil and Paper
Online

Fastrack has been designed to assess problem solving and analysis. It provides information on how well a person is likely to apply reasoning and judgement when making decisions, particularly when faced with new information.

Candidates are given information on a number of different situations. The presentation of this information is through an innovative and enjoyable card format, design to reflect the way information is often presented in the workplace. Candidates have to sort through and identify key pieces of information, links between the sets of information, and apply this knowledge to solve problems.

The situations are graduated into various levels of difficulty and reflect a wide spread of industry types and situations.

Fastrack is a valuable selection tool, providing a more rounded assessment of high calibre graduate and management candidates. It can also be used in development, giving a more detailed picture of a person’s analytical, strategic and decision-making skills.

**FASTRACK**
Time 35 minutes

What training do I need?
You will need appropriate training in Occupational Testing to administer and interpret Fastrack.

How is Fastrack administered?
Pencil and Paper

*Scenarios is produced in partnership with the Quest Partnership

TO ORDER CALL 0870 070 8000 (UK) 1800 932052 (IRELAND)
The Advanced Managerial Tests are designed to assess director and management level candidates across a range of functions.

**VERBAL APPLICATION**
Measures the ability to understand the meaning of words and logic within sentences and the use of grammar. This test can be used to assess a candidate’s ability to understand, complete or correct high level written text.

Product Code: VMT1
Time: 20 minutes
Number of Questions: 35

**NUMERICAL REASONING**
Measures the ability to understand the relationship between pieces of numerical information and to complete the relevant operations needed to solve particular problems. Problem types range from straightforward arithmetic to proportions, ratios and probabilities. This test is widely used to establish a manager’s competence in handling basic business data. Calculators allowed.

Product Code: NMT2
Time: 20 minutes
Number of Questions: 35

**VERBAL ANALYSIS**
Measures the ability to interpret high level written information in a number of ways. This test would assess a manager’s ability to understand and interpret complex written reports and policy documents.

Product Code: VMT3
Time: 35 minutes
Number of Questions: 35

**NUMERICAL ANALYSIS**
Measures the ability to interpret and use complex business-related numerical information. This test would be particularly useful in assessing a manager’s ability to identify trends across a wide range of data or combine statistics from different sources to establish new information patterns. Calculators allowed.

Product Code: NMT4
Time: 35 minutes
Number of Questions: 30

**What training do I need?**
You will need appropriate training in Occupational Testing to administer and interpret the AMT.

**How are AMT tests administered?**
Pencil and Paper
Bureau Scoring
Automated Scoring (VMT3 and NMT4 only)
Online (VMT3 and NMT4 only) (supervised)

TO ORDER CALL 0870 070 8000 (UK) 1800 932052 (IRELAND)
The Management and Graduate Item Bank is used in the selection of graduates over a wide range of industries and in the selection, development and promotion of work experienced managers and professional staff across all functions. The range of parallel forms is particularly valuable to those operating in the graduate recruitment field. Four parallel versions are available for each test, to allow use on different occasions and to prevent over-use of a particular test.

MGIB 5 and 6 are much shorter tests having been developed using sophisticated Item Response Theory (IRT) models. Through this reliability has been maintained despite the shorter length of the tests and is comparable to previous versions of the MGIB.

**VERBAL CRITICAL REASONING**
Measures the ability to evaluate the logic of various kinds of argument. The task is to decide whether a statement made in connection with given information is true or untrue, or whether there is insufficient information to judge.

Product Code: VMGI2,3,4
Time: 25 minutes
Number of Questions: VMGI 52, VMG2,3,4 48

Product Code: VMG5,6
Time: 18 minutes
Number of Questions: 32

**NUMERICAL CRITICAL REASONING**
Measures the ability to make correct decisions or inferences from numerical data. The tasks set and data presented are highly relevant to a range of management level jobs. Calculators allowed.

Product Code: NMGI2,3,4
Time: 35 minutes
Number of Questions: NMG1 40, NMG2,3,4 35

Product Code: NMG5,6
Time: 20 minutes
Number of Questions: 20

**ONLINE VERSIONS OF MGIB**
Randomised sets of MGIB level questions can be delivered over the Internet to candidates in a cost effective manner. See page 10 for more information.

**What training do I need?**
You will need appropriate training in Occupational Testing to administer and interpret the MGIB.

**How are MGIB tests administered?**
- Pencil and Paper
- Bureau Scoring
- Automated Scoring
- PC (for VMGI and NMG1 only)
- Online (VMG3 and NMG3 only) (supervised)
- Online Bureau (VMG3 and NMG3 only) (supervised)

**SIMILAR LEVEL TEST**
Please note that VA3 is included in this section due to its similarities to the VMG tests of the Management and Graduate Item Bank. VA3 is available as a stand alone test with its own manual.

**VERBAL CRITICAL REASONING**
VA3 measures the ability to evaluate the logic of various kinds of argument. The topics covered are designed to be relevant to managerial work, enhancing the suitability of the test for use with managers and graduates.

Product Code: VA3
Time: 30 minutes
Number of Questions: 60
Critical Reasoning Test Battery (CRTB)
Customer Contact Aptitude Series (CCAS)

The Critical Reasoning Test Battery is designed to assess reasoning skills at administrative, supervisory and junior management levels.

VERBAL EVALUATION
Measures the ability to understand and evaluate the logic of various kinds of argument. It includes a variety of topics relevant to supervisory and junior management grades.

Product Code: VC1.1
Time 30 minutes
Number of Questions 60

INTERPRETING DATA
Measures the ability to make correct decisions or inferences from numerical data. The test is appropriate for any job involving analysis or decision-making based on numerical facts.

Product Code: NC2.1
Time 30 minutes
Number of Questions 40

DIAGRAMMATIC SERIES
Measures reasoning with diagrams and requires the recognition of logical rules governing sequences.

Product Code: DC3.1
Time 20 minutes
Number of Questions 40

What training do I need?
You will need appropriate training in Occupational Testing to administer and interpret the CRTB.

How are CRTB tests administered?
Pencil and Paper
Bureau Scoring
Automated Scoring
PC
Online (VC1.1 and NC2.1 only) (supervised)

The Customer Contact Aptitude Series measures the core reasoning abilities relating to jobs within sales and customer service. The tests cater for a wide ability range and form part of the Customer Contact Portfolio, which also includes Customer Contact Interview Guides, Customer Contact Styles Questionnaire, Customer Contact Simulation Exercises (MAS) and Customer Contact Competency Inventory.

The first two tests (VCC1 and NCC2) are suitable for candidates with basic to good GCSEs, the second two (VCC3 and NCC4) are more appropriate for those with ‘A’ Level or equivalent qualifications.

There is a cost effective, objective and accurate way to select and aid development of sales, call centre and customer service personnel. It’s called Customer Contact and will give you an in-depth understanding of the individual sitting in front of you. The Customer Contact portfolio is based on 16 competencies focusing on the core skills, identified through research, that are seen to be crucial to successful sales and customer service performance.

VERBAL INTERPRETATION
Measures the ability to understand straightforward written information in order to arrive at reasoned conclusions. This task is relevant to sales and customer service jobs where job holders receive product information in written form, as well as written communication from customers and/or colleagues.

Product Code: VCC1
Time 12 minutes
Number of Questions 36

NUMERICAL INTERPRETATION
Measures the ability to understand and use numerical data in order to answer questions. The task is to use the tables provided in order to solve basic numerical problems. The data and the questions have been designed to simulate the kind of numerical information which might feature in sales and customer service jobs. Calculators allowed.

Product Code: NCC2
Time 20 minutes
Number of Questions 35

VERBAL EVALUATION
Measures the ability to understand and evaluate the logic of various written passages. More demanding than VCC1, it includes a variety of topics relevant to positions within sales and customer service.

Product Code: VCC3
Time 30 minutes
Number of Questions 60

NUMERICAL EVALUATION
More demanding than NCC2, this test measures the ability to make correct decisions or inferences from numerical data. The test is appropriate for any job involving analysis or decision-making based on numerical facts, but the nature of the data presented makes the test particularly relevant for sales and customer service work. Calculators allowed.

Product Code: NCC4
Time 30 minutes
Number of Questions 40

What training do I need?
You will need appropriate training in Occupational Testing to administer and interpret the CCAS.

How are CCAS tests administered?
Pencil and Paper
Bureau Scoring
Automated Scoring
The Information Technology Test Series is appropriate for the selection, development and promotion of staff working in information technology. Most suitable for applicants with ‘A’ Levels to graduate qualifications or equivalent.

**VERBAL REASONING**

Measures the ability to evaluate the logic of written information. The test samples a range of computer-relevant material such as user manuals, technical manuals, computer text books and computer press articles. This test is not knowledge based but designed for staff who need to understand and interpret written material.

Product Code: VIT1
Time 25 minutes
Number of Questions 48

**NUMBER SERIES**

Measures higher order numerical reasoning skills rather than skill in computational work. In particular, it assesses the ability to develop strategies and to recognise the relationships between numbers. This test is appropriate for programming and for any IT job where the recognition of numerical relationships or sequences is important. Calculators are not used.

Product Code: NIT2
Time 15 minutes
Number of Questions 30

**COMPUTER CHECKING**

A test of speed and accuracy in the checking of character strings made up of letters, numbers and symbols. These are important basic skills in any area of programming and especially important for computer data entry staff.

Product Code: CIT3
Time 7 minutes
Number of Questions 60

**SYNTAX CHECKING**

A higher order test of speed and accuracy in the checking of printed material, while following a set of rules. The candidate has to assess whether a line from a computer programme complies with a set of rules. A highly relevant test for any jobs that include any form of coding, programming or software checking.

Product Code: CIT4
Time 10 minutes
Number of Questions 40

**DIAGRAMMING**

Measures logical analysis through the ability to follow complex instructions. In particular, candidates must follow a set of instructions, defined in the form of coded symbols, to manipulate a series of figures. This test simulates the ability to handle multiple and inter-dependent commands, an important ability in most IT jobs.

Product Code: DIT5
Time 20 minutes
Number of Questions 50

**DIAGRAMMATIC REASONING**

Assesses the ability to infer a set of rules from a flow-chart and to apply these rules to new situations. This test is a high level measure of symbolic reasoning ability and is especially relevant in jobs that require the capacity to work through complex problems in a systematic and analytical manner, for example, in systems analysis and programme design.

Product Code: DIT6
Time 35 minutes
Number of Questions 40

**SPATIAL REASONING**

Measures a candidate’s ability to visualise spatial relationships. Specifically, it measures the ability to visualise and manipulate shapes in three dimensions given a two dimensional drawing. The test discriminates at a high level and would be relevant for engineers, designers, draughts people and IT staff working on, or with, graphics or CAD/CAM software.

Product Code: SIT7
Time 20 minutes
Number of Questions 40

What training do I need?

You will need appropriate training in Occupational Testing to administer and interpret the ITTS.

How are ITTS tests administered?

Pencil and Paper
Bureau Scoring
Automated Scoring (DIT6 and SIT7 only)
PC (SIT7 only)
Online (DIT6 only) (supervised)
Online Bureau (DIT6 only) (supervised)
The Automated Office Battery identifies the skills needed to work in an automated office environment. It can be used in the selection of school leavers and work experienced applicants in a variety of organisations.

**NUMERICAL ESTIMATION**
Measures the ability to estimate the answer to a calculation. This ability would be useful when dealing with calculations where errors of data input or output may occur.

- **Product Code:** NE-1; NE-1Y
- **Time:** 10 minutes
- **Number of Questions:** 50

**COMPUTER CHECKING**
Measures the ability to check input information with the corresponding output. The information may be re-ordered in some way requiring both checking and scanning ability and an element of simple reasoning.

- **Product Code:** CC-2; CC-2Y
- **Time:** 12 minutes
- **Number of Questions:** 40

**CODED INSTRUCTIONS**
Measures the ability to comprehend and follow written instructions when used in the form of coded language. The test provides a fundamental measure of aptitude for working with office equipment.

- **Product Code:** CI-3; CI-3Y
- **Time:** 18 minutes
- **Number of Questions:** 40

**What training do I need?**
You will need appropriate training in Occupational Testing to administer and interpret the AOB.

**How are AOB tests administered?**
Pencil and Paper
Bureau Scoring
Automated Scoring

The Applied Technology Series is principally for use in the selection of qualified school leavers for modern apprenticeship schemes, or for graduates or work experienced personnel moving into applied technology areas. Uses include the assessment of process control operators and electrical or research technicians.

**FAULT FINDING**
Assesses the ability to identify faults in logical systems. No specialised knowledge is required, rather the ability to locate which element in an arrangement of colour coded symbols is not working as specified. This ability is appropriate in many applications including those of electronics fault finding, debugging of software, process control systems and in systems design.

- **Product Code:** FTS4
- **Time:** 20 minutes
- **Number of Questions:** 36

**SPATIAL CHECKING**
Measures the ability to locate differences between complex designs rotated and reversed in two or three dimensions. This ability is likely to feature in the checking and design of electronic systems, engineering components and in some applications of computer-aided design.

- **Product Code:** STS5
- **Time:** 15 minutes
- **Number of Questions:** 40

**DIAGRAMMATIC THINKING**
Assesses the ability to follow a sequence of interdependent symbols arranged in a logical order. This ability to apply checks and follow sequences is likely to be relevant in tracking process control systems, debugging software and in systems design.

- **Product Code:** DTS6
- **Time:** 20 minutes
- **Number of Questions:** 36

**What training do I need?**
You will need appropriate training in Occupational Testing to administer and interpret the ATS.

**How are ATS tests administered?**
Pencil and Paper
Bureau Scoring
Automated Scoring

To order call 0870 070 8000 (UK) 1800 932052 (IRELAND)
The Personnel Test Battery is designed for the selection of clerical and administrative staff of all types. Most suitable for people of basic to good GCSE standard. Parallel forms of the most widely used tests are available, to allow use on different occasions and to prevent over-use of a particular test.

**VERBAL USAGE**
Measures vocabulary, spelling and the grammatical skills essential in the drafting and processing of basic work correspondence.

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**NUMERICAL COMPUTATION**
Measures basic number skills. The emphasis is on straightforward calculation and the understanding of arithmetical operations.

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**CLERICAL CHECKING**
Designed to assess speed and accuracy in checking detailed information.

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**CLASSIFICATION**
Appropriate for jobs involving filing and information handling. Candidates are asked to classify information according to a given rule system and to record their actions in a coded form.

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**VERBAL COMPREHENSION**
Mesures the ability to interpret and understand written information.

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**NUMERICAL REASONING**
Assesses basic reasoning skill with numbers. Questions may involve decimals, fractions and graphs. Candidates need to use a calculator for NP6.2 but not for NP6.1.

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**BASIC CHECKING**
Measures speed and accuracy of checking at a basic level. Principally for use with clerical staff whose job includes routine checking.

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**AUDIO CHECKING**
Is relevant to clerical jobs involving absorption of oral information, such as tele-sales or hotel booking staff. A string of characters is presented from an audio cassette with the candidate selecting the answer that corresponds to the spoken sentence.

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**TEXT CHECKING**
Assesses speed and accuracy in proof-reading. The test requires detailed proof-reading from one set of text to another, with candidates required to specify the exact nature of errors identified.

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**What training do I need?**
You will need appropriate training in Occupational Testing to administer and interpret the PTB.

**How are PTB tests administered?**
Pencil and Paper
Bureau Scoring
Automated Scoring
PC (VP1.1, NP2.1 and CP7.1 only)
The Technical Test Battery is a series of tests particularly suitable for the selection and development of individuals in technically or practically oriented jobs. Most suitable for people with basic to good GCSEs or equivalent. Four of the tests within the TTB have parallel versions available.

**VERBAL COMPREHENSION**
Measures vocabulary and basic word skills using language which reflects the requirements of technical occupations. It is appropriate for use with apprentices up to GCSE level in engineering, building and other industries.

Product Code: VT1.1
Time 12 minutes
Number of Questions 36

**NUMERICAL COMPUTATION**
Measures basic numeracy and is appropriate for craft apprentices and also for more general use. The emphasis is on understanding numerical relationships and operations as well as quick and accurate calculation. A core skill in many technical jobs, suitable for GCSE level.

Product Code: NT2.1; NT2.2
Time 10 minutes
Number of Questions 36

**VISUAL ESTIMATION**
Measures spatial perception and the ability to make accurate visual comparisons. It is particularly suitable for craft and operator level jobs involving basic design and assembly work.

Product Code: ET3.1
Time 10 minutes
Number of Questions 36

**MECHANICAL COMPREHENSION**
Measures the understanding of basic mechanical principles and their application to a number of devices, including pulleys, gears and levers. A core skill relevant in many technical jobs and suitable for use with candidates up to good GCSE level.

Product Code: MT4.1; MT4.2
Time 18 minutes
Number of Questions 36

**TECHNICAL UNDERSTANDING**
Measures the ability to understand written passages containing the type of material likely to be found in a typical technical setting, such as machine manuals and operating instructions. Relevant up to good GCSE level.

Product Code: VT5.1; VT5.2
Time 20 minutes
Number of Questions 36

**NUMERICAL REASONING**
Measures simple reasoning skills with numbers, with an emphasis on understanding, reasoning and recognising short-cuts to reach solutions. The test is appropriate for candidates up to good GCSE level.

Product Code: NT6.1
Time 12 minutes
Number of Questions 25

**FAULT DIAGNOSIS**
Assesses the ability to identify faults in logical systems. No specialised knowledge is required. This test is suitable for candidates of good GCSE level upwards.

Product Code: FT7.1
Time 18 minutes
Number of Questions 36

**SPATIAL RECOGNITION**
Measures the ability to recognise shapes in two dimensions and is relevant, for example, to apprentices, fitters, mechanics and construction workers. Relevant to GCSE level candidates upwards.

Product Code: ST8.1; ST8.2
Time 10 minutes
Number of Questions 36

**What training do I need?**
You will need appropriate training in Occupational Testing to administer and interpret the TTB.

**How are TTB tests administered?**
Pencil and Paper
Bureau Scoring
Automated Scoring
PC (for MT4.1 only)

**MANDEX**
Measures skill in the assembly of mechanical objects with a particular emphasis on manual dexterity. The candidate is presented with a pre-assembled structure (mounted on one end of a wooden base) consisting of six steel plates joined together by an assortment of nuts, bolts, washers and spacers. Using this as a model, the task is to build an identical assembly using the set of plates and fixings provided.

Time 15 minutes

**FINDEX**
An easily administered test of fine finger dexterity. The candidate is required to insert thin steel rods into small holes and secure them with the aid of a screwdriver. The working area is restricted and both hands need to be used to complete the task.

Time 7 minutes

**What training do I need?**
You will need appropriate training in Occupational Testing to administer and interpret the Manual Dexterity test series.

**How are Mandex and Findex tests administered?**
Practical Assembly

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The Work Skills Series – Production assesses basic thinking skills for those working in a manufacturing and production environment.

**UNDERSTANDING INSTRUCTIONS**
Measures the ability to follow and apply instructions in practical and work-related situations. The content resembles those typically found in many technical, production or manufacturing environments.

Product Code: VWP1
Time 12 minutes
Number of Questions 39

**WORKING WITH NUMBERS**
Measures the ability to apply the basic rules of arithmetic to practical and work-related situations. This test is relevant to any job in industry or manufacturing where the appropriate application of basic arithmetic skills is important.

Product Code: NWP2
Time 10 minutes
Number of Questions 36

**VISUAL CHECKING**
Measures the ability to check that one set of indicators corresponds to another set of indicators according to a number of simple rules. This skill is important whenever production or control equipment is being used or set up by semi-skilled operatives.

Product Code: CWP3
Time 7 minutes
Number of Questions 30

**What training do I need?**
You will need appropriate training in Occupational Testing to administer and interpret the WSSP.

**How are WSSP tests administered?**
Pencil and Paper
Bureau Scoring
Automated Scoring

---

The Work Skills Series – Transport is a series of four basic tests designed to measure skills relevant to the transport industry.

**USING INFORMATION**
Assesses the ability to understand and deal with simple information relevant to answering public enquiries about transport services.

Product Code: VWT1
Time 14 minutes
Number of Questions 25

**NUMBER SKILLS**
Measures the ability to make quick and accurate calculations without the use of a calculator, using the basic operations of addition, subtraction, multiplication and division.

Product Code: NWT2
Time 7 minutes
Number of Questions 30

**WORKING WITH WORDS**
Measures the ability to understand written information.

Product Code: VWT3
Time 8 minutes
Number of Questions 24

**CHECKING INFORMATION**
Has been designed to measure speed and accuracy in checking written information.

Product Code: CWT4
Time 8 minutes
Number of Questions 40

**What training do I need?**
You will need appropriate training in Occupational Testing to administer and interpret the WSST.

**How are WSST tests administered?**
Pencil and Paper
Bureau Scoring (VWT1, VWT3, CWT4 only)
Automated Scoring

---

TO ORDER CALL 0870 070 8000 (UK) 1800 932052 (IRELAND)
Designed for self administration and scoring, practice tests give individuals an understanding of their own strengths and limitations and, if delivered in groups and formally timed, can give people some experience of testing generally. For every test battery in the SHL range there is a practice leaflet available.

**PRACTICE TESTS**

**SERIES 1**
(Aimed at GCSE standard)

Six tests, each lasting five minutes, assessing the following skills: Verbal, Numerical, Clerical, Visual, Mechanical and Diagrammatic Thinking.

**SERIES 2**
(Aimed at ‘A’ Level and above)

Five tests lasting from seven to ten minutes, assessing the following skills: Verbal, Numerical, Spatial Reasoning, Clerical Checking and Fault Finding.

These tests are available in printed form.

**PRACTICE LEAFLETS**

These are designed to reduce undue concern, particularly for those who have never taken tests before, as to the nature of the test and the sorts of questions that will be asked.

SHL recommends that testing session candidates should be sent a Practice Leaflet as part of best test practice prior to the assessment day. Practice leaflets are sold in packs of 50 and each pack contains the same leaflets.

All of these leaflets can be purchased without any testing qualifications and are available in printed form.

Some are also available for free practice on the Internet.

TO ORDER CALL 0870 070 8000 (UK) 1800 932052 (IRELAND)
Supplementary Ability Test Materials

**SUPPLEMENTARY ABILITY TEST MATERIALS**

In addition to the standard ability test materials, i.e. manuals, booklets, answer sheets etc., supplementary materials are also available to aid the testing process. Please see the list below - prices can be found in the current SHL Price List.

- Ability Test Logs
- Ability Test Score Sheets
- Pencils
- Erasers
- Pencil Sharpener
- Stopwatch
- Pilot Case
- General Purpose Scansys Answer Sheets
- General Purpose Answer Sheets
- Calculators

For convenience, ability test materials can also be purchased in packs, which contain all components of a test. Depending on your usage requirements, these packs can be a cost effective way to buy ability test materials. See the lists opposite for the contents of the different packs. Prices can be found in the current SHL Price List.

**Administration Sets for Test Batteries contain 1 of each item**

- Manual and Users Guide
- Question Booklet for each test
- Administration Card for each test
- Scoring Key for each test
- Answer Sheet for each test
- Profile Chart where available
- Practice Leaflet
- Score Sheet where available
- Test Log

**Starter kits for Test Batteries**

Contains the same as an Administration Set, but 10 answer sheets for each test.

**Testing kits for Test Batteries contain the following components**

(except Brainstorm, Fastrack, Scenarios)

2. Question Booklets for each test
3. Administration Card for each test
4. Scoring Key for each test
50. Answer Sheets for each test
50. Profile Charts where available
50. Practice Leaflets
25. Score Sheets where available
1. Cassette for PTB version 1 only
25. Test Logs
48. Pencils
20. Erasers
1. Pencil Sharpener
1. Felt tip pen
1. Stopwatch
1. Pilot Case

**Testing kit for Brainstorm contains**

1. Manual
2. Administration Cards (1 for each task)
24. Booklets - 12 for each test
100. Scoring Sheets (50 for each test)
50. Practice Leaflets

**Testing kit for Fastrack contains**

1. Manual
5. Sets of Cards
50. Scoring Sheets
2. Test Administration Cards
1. Scoring Key
5. Calculators
12. Pencils
5. Erasers
1. Stopwatch
1. Carry Case

**Testing kit for Scenarios contains**

1. Manual
1. Administration Card
5. Booklets
1. Scoring Key
25. Answer Sheets
25. Practice Leaflets
25. Profile Charts

TO ORDER CALL 0870 070 8000 (UK) 1800 932052 (IRELAND)
The Occupational Personality Questionnaire range provides an indication of the candidate’s perception of their preferred behavioural style at work and likely performance against important job competencies.

Gaining in-depth information on how candidates will fit within certain work environments and teams, and how they will cope with different job requirements, makes a major contribution to achieving a person-job fit so critical to success.

<table>
<thead>
<tr>
<th>Staff</th>
<th>OPQ32</th>
<th>Customer Contact Styles Questionnaire (CCSQ)</th>
<th>OPQ Factor Model</th>
<th>Work Styles Questionnaire (WSQ N)</th>
<th>OPO Images</th>
</tr>
</thead>
<tbody>
<tr>
<td>Page Number</td>
<td>29</td>
<td>36</td>
<td>35</td>
<td>37</td>
<td>35</td>
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<tr>
<td>Directors and Senior Managers</td>
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<td>Managers and Professionals</td>
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<td>Graduates</td>
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<td>Junior Managers and Supervisors</td>
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<td>Information Technology Staff</td>
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<td>Sales, Customer Service and Call Centre Staff</td>
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<td>Technical Staff</td>
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<tr>
<td>Administrative and Clerical staff</td>
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<td>Semi-skilled Staff</td>
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This guide is intended as an indication of the type of jobs for which the questionnaires shown may be appropriate. It is not a definitive recommendation; questionnaire relevance should be examined in relation to each individual job. Users who have concerns are urged to seek professional advice before implementing the instrument.

SHL do not accept liability for any loss of whatsoever nature suffered by any person or entity as a result of placing reliance on this guide.
Overview of Occupational Personality Questionnaires (OPQ)

DEVELOPMENT APPLICATIONS OF OPQ
Aside from assessment and selection applications, OPQ can also be used in the following development contexts:

Training Needs Analysis and Individual Management Development
OPQ profiles are invaluable in the development arena, providing individuals with a detailed insight into their behaviour at work. They can be part of a development discussion, combined with other exercises to form part of a development centre or used in conjunction with a variety of 360° feedback interventions to provide a fuller picture of how a person is likely to behave at work.

Career Counselling
OPQ feedback provides an individual with a valuable insight to help with career choice, as well as understanding the approach they are likely to adopt when career planning.

Succession Planning
Successful succession planning relies on an appreciation of how much jobs differ within an organisation. While it is essential to know the knowledge and skills required for each job, it is also important to have an understanding of the personality requirements for different roles and how well potential candidates match up to them.

Team Building and Development
OPQ32 scores can generate predictions of ‘Team Types’ based on the work of Meredith Belbin. Team Types are used to help teams in two main ways: to aid team development by giving the team an insight into their overall strengths and weaknesses; and to construct a more balanced and effective team.

Organisational Change
OPQ has many applications for organisations undergoing change. Management audits involving OPQ profiles provide an insight into the organisational management style. Managers’ strengths and development needs can be identified for organisations about to restructure, merge or in acquisition.

Research
OPQ has formed the basis of a number of research projects investigating personality at work and differences between occupational groups.
OPQ32 is the latest and most detailed comprehensive version of the OPQ. Building on the strength of the previous Concept Model, it provides valuable information on 32 relevant personality characteristics.

OPQ32 is available in ipsative and normative format and features new scales and new items which relate to success factors in today’s world of work. It has profile charts that are easier to use than ever before and a range of concise, graphic and user-friendly computer generated Expert reports.

**OPQ32 IPSATIVE VERSION**
Has an ipsative (forced choice) format and cannot be hand scored. Individuals choose between options indicating which in a block of four statements is most and least like them. OPQ32i is recommended for selection.

Product Code: OPQ32i
Time approx 45 minutes
Number of Statements 104 blocks of 4

**OPQ32 NORMATIVE VERSION**
Has a normative (multiple choice) format and can be hand scored. Individuals indicate the extent to which they agree or disagree with a series of statements. This straightforward approach makes it particularly appropriate for development, but it can also be used in selection, training, and counselling.

Product Code: OPQ32n
Time approx 35 minutes
Number of Statements 230

Please note that before OPQ products can be purchased clients require an OPQ licence.

**What training do I need?**
You will need appropriate training in OPQ to administer and interpret OPQ32 and have an individual or corporate OPQ licence.

**How is OPQ32 administered?**
Pencil and Paper
Bureau Scoring
Automated Scoring
PC
Online
Online Bureau

**OPQ32 DIMENSIONS**

<table>
<thead>
<tr>
<th>Relationships with People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Persuasive</td>
</tr>
<tr>
<td>Controlling</td>
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<tr>
<td>Outspoken</td>
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<tr>
<td>Independent Minded</td>
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<tr>
<td>Outgoing</td>
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<tr>
<td>Affiliative</td>
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<tr>
<td>Socially Confident</td>
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<tr>
<td>Modest</td>
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<tr>
<td>Democratic</td>
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<tr>
<td>Caring</td>
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<table>
<thead>
<tr>
<th>Thinking Style</th>
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<tbody>
<tr>
<td>Data Rational</td>
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<tr>
<td>Evaluative</td>
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<tr>
<td>Behavioural</td>
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<tr>
<td>Conventional</td>
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<tr>
<td>Conceptual</td>
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<tr>
<td>Innovative</td>
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<tr>
<td>Variety Seeking</td>
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<tr>
<td>Adaptable</td>
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<tr>
<td>Forward Thinking</td>
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<tr>
<td>Detail Conscious</td>
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<tr>
<td>Conscientious</td>
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<tr>
<td>Rule Following</td>
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</tbody>
</table>

<table>
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<tr>
<th>Feelings and Emotions</th>
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<tbody>
<tr>
<td>Relaxed</td>
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<tr>
<td>Worrying</td>
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<tr>
<td>Tough Minded</td>
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<tr>
<td>Optimistic</td>
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<tr>
<td>Trusting</td>
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<tr>
<td>Emotionally Controlled</td>
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<tr>
<td>Vigorous</td>
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<tr>
<td>Competitive</td>
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<tr>
<td>Achieving</td>
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<tr>
<td>Decisive</td>
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<tr>
<td>Consistency (OPQ32i)</td>
</tr>
<tr>
<td>Social Desirability (OPQ32n)</td>
</tr>
</tbody>
</table>

TO ORDER CALL 0870 070 8000 (UK) 1800 932052 (IRELAND)
The following pages provide you with a quick and easy-to-use guide to selecting reports which can be obtained from the Occupational Personality Questionnaire (OPQ32). These reports can be generated from Expert PC, ‘Expert Online’ or via SHL Bureau.

Once you have identified one or more reports that you are interested in from the table below, you can find out more about each report by checking the descriptions on pages 32–34.

<table>
<thead>
<tr>
<th>Audience</th>
<th>Need</th>
<th>Report Name</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Selection</strong></td>
<td></td>
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</tr>
<tr>
<td>Line Manager</td>
<td>• I want a summary of how the candidate prefers to work, is likely to perform against key competencies and interacts in a team</td>
<td>Manager Plus Report (NEW)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• I need clearly presented information about the candidate and how they are likely to behave</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• I want to know what a candidate’s strengths and weaknesses are likely to be when operating in a team environment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• I want to know how the candidate is likely to perform against key skills/competencies and what the potential weaknesses are that I need to explore further</td>
</tr>
<tr>
<td>Candidate</td>
<td>• I want some information that I can take away about how I did on the questionnaire I completed</td>
<td>Candidate Report</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Candidate Plus Report (NEW)</td>
</tr>
<tr>
<td></td>
<td>• I want to know more about my style when operating in a team environment</td>
<td>Team Impact Report</td>
</tr>
<tr>
<td>OPQ Trained Person</td>
<td>• I am an experienced OPQ user. I need a summary of the candidate’s scores so that I can prepare for feedback or write a report</td>
<td>OPQ Profile</td>
</tr>
<tr>
<td></td>
<td>• I want some information to help me interpret the candidate’s results</td>
<td>User Report</td>
</tr>
<tr>
<td></td>
<td>• I want to know what role the candidate is likely to take in a team, and how they are likely to behave as a leader or a direct report</td>
<td>Team &amp; Leadership Styles Profile or Report</td>
</tr>
<tr>
<td></td>
<td>• I need to provide the candidate and the line manager with some written feedback from the OPQ</td>
<td>Premium or Premium Plus Report (NEW)</td>
</tr>
<tr>
<td></td>
<td>• I want to identify candidates who are likely to make good leaders</td>
<td>Leadership Potential Report</td>
</tr>
</tbody>
</table>

* These reports were not designed with Line Managers in mind. However, as they do not contain technical OPQ data, they may be used by line managers.
SHL’s best practice recommendation is that a person completing the OPQ should always have the option of receiving feedback. Where reports are suitable for use by people without OPQ training there should be at least one OPQ trained person in the organisation who can provide support to line managers and feedback to people completing the OPQ. This also complies with the provisions of the Data Protection Act (1998).

**The Emotional Intelligence Report was not designed to be given directly to the person completing the OPQ, without feedback being provided first. Although it does not contain technical OPQ data, it deals with complex concepts and should always be fed back by an OPQ trained user.**

### Overview of OPQ32 Reports

<table>
<thead>
<tr>
<th>Audience</th>
<th>Need</th>
<th>Report Name</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Person Completing OPQ and/or Line Manager</strong></td>
<td>I want to understand which areas are my strengths and which areas I may need to develop</td>
<td>Development Action Planner Report</td>
</tr>
<tr>
<td></td>
<td>I want to work with my direct report to design a development plan</td>
<td>Maximising Your Learning Report</td>
</tr>
<tr>
<td></td>
<td>I want to understand how I could learn more effectively</td>
<td>Team Impact Development Report – Individual</td>
</tr>
<tr>
<td></td>
<td>I want to understand how I work as part of a team and how I can improve my performance</td>
<td>Team Impact Development Report – Group</td>
</tr>
<tr>
<td></td>
<td>I want to know how I can help improve the performance of an individual within my team</td>
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<td></td>
<td>I want to improve my team’s performance</td>
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<td></td>
<td>I want to understand the issues within my team</td>
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<td></td>
<td>I want to create a new team that will work well together</td>
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</tr>
<tr>
<td><strong>OPQ Trained Person</strong></td>
<td>I want to help line managers understand how to get the best from the individuals they manage</td>
<td>Team &amp; Leadership Styles Report</td>
</tr>
<tr>
<td></td>
<td>I want to help the organisation identify and develop future leaders</td>
<td>Leadership Potential Report</td>
</tr>
<tr>
<td></td>
<td>I want to help develop leadership skills within my organisation</td>
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</tr>
<tr>
<td></td>
<td>I need information to help facilitate development, focusing on interpersonal skills</td>
<td>Emotional Intelligence Report**</td>
</tr>
</tbody>
</table>
OPQ32 Reports

Four brand new reports are now available through “Expert Online”, and the existing reports are being improved and re-branded.

EVEN MORE VALUE FROM THE OPQ

The new ‘Plus’ reports combine the traditional focus on likely behaviour at work, with the Universal Competency Framework. By combining the UCF job profiling cards with these new reports – recruiting objectively against essential and desirable competencies has never been easier.

CANDIDATE PLUS REPORT (NEW)
Units: 60
Audience: Candidate
• A brief narrative report
• It is structured around three OPQ profile sections (Relationships with People, Thinking Styles, Feelings and Emotions and the SHL Team Impact model)
• Also includes information on likely interactions within teams
• It can be given to candidates to keep after a feedback session
• Approx. 4 pages.

CANDIDATE REPORT
Units: 50
Audience: Candidate
• This is a brief narrative report
• It can be given to candidates to keep after a feedback session
• It is structured around three key OPQ profile sections (Relationships with People, Thinking Styles, Feelings and Emotions)
• Approx. 3 pages.

DEVELOPMENT ACTION PLANNER
Units: 80
Audience: Person completing OPQ
• This report provides clear and succinct information about an individual’s strengths and development needs, for use in a developmental setting
• It is based on the Inventory of Management Competencies (IMC) model
• It includes a clear summary of strengths and development needs for each competency based on personality styles, along with competency-based development actions to address specific areas of limitation
• Approx. 18 pages.

EMOTIONAL INTELLIGENCE REPORT
Units: 40
Audience: OPQ Trained**
• This report explores how a person manages feelings and relationships with other people. It is intended for use in a developmental setting
• It focuses on strengths and weaknesses in four key areas:
  • Managing Feelings: Feelings & Emotions; Personal Insight
  • Managing Relationships: Empathy; Social Ease
• Approx. 6 pages.

LEADERSHIP POTENTIAL REPORT
Units: 300
Audience: OPQ Trained
• This report provides a detailed analysis of an individual’s leadership potential
• It is based on SHL’s leading edge Leadership model, providing a competency-based approach to leadership
• The wealth of information provided should be interpreted and fed back by an experienced OPQ user
• Approx. 14 pages.

MANAGEMENT COMPETENCY PROFILE
Units: 64
Audience: Line Manager*
• This report graphically outlines how an individual’s typical way of behaving is likely to impact on competencies
• It provides a graphical scale for each competency and summarises aspects of personality which contribute (positively or negatively) to each competency
• It is based on the Inventory of Management Competencies (IMC) model
• Approx. 4 pages.

* The Management Competency Profile was not designed with Line Managers in mind. However, as it does not contain technical OPQ data, it may be used by line managers, provided that there is at least one OPQ trained user in the organisation to provide support if required.

** The Emotional Intelligence Report was not designed to be given directly to the person completing the OPQ, without feedback being provided first. Although it does not contain technical OPQ data, it deals with complex concepts and should always be fed back by an OPQ trained user.

To order call 0870 070 8000 (UK) 1800 932052 (IRELAND)
OPQ32 Reports

MANAGER PLUS REPORT (NEW)
Units: 80
Audience: Line Manager
- This concise new report is designed for use with and by managers. It uses clear succinct bullets and tables for ease of interpretation
- It provides simple comments on each of the personality traits
- It incorporates part of the Universal Competency Report to provide information on likely performance against key competencies
- It includes key elements of the Team Impact Selection Report to provide likely interactions within teams
- Approx. 6 pages.

MAXIMISING YOUR LEARNING
Units: 40
Audience: Person completing OPQ
- This report is designed to help people get the most from their development
- It summarises the preferred approach to learning across 4 dimensions (Analytical/Intuitive, Hands On/Observation)
- It describes the practical implications of these approaches and summarises strengths/development areas in relation to key work and learning activities
- It suggests activities to maximise learning
- Approx. 7 pages.

OPQ PROFILE
Units: 5
Audience: OPQ Trained
- This is a graphical profile chart presenting results across the 32 OPQ scales
- 1 page.

PREMIUM PLUS REPORT (NEW)
Units: 214
Audience: OPQ Trained (may distribute sections to others)
- This contains a selection of reports including:
  - Profile
  - User report
  - Manager Plus Report
  - Candidate Plus Report
  - Universal Competency Report
  - Team Impact Selection Report.

MANAGER REPORT
Units: 50
Audience: Line Manager
- This is a brief narrative report, intended to be used as a basis for providing written feedback to line managers
- It contains the same narrative text as the User Report, but without technical OPQ information, such as the profile chart or graphical scales
- Approx. 5 pages.

TEAM IMPACT REPORT
Units: 40; 40; 10 (pp)
Audience: Line Manager, Person completing OPQ
- This report is based on the SHL Team Impact Model, which is focused on actual team processes. It is supported by clear and easy to understand graphics which do not require OPQ training
- Three different versions of the report can be used to select, manage and develop teams (Selection, Individual Development, Group Development reports)
- Selection (40 units): individual's strengths and weaknesses in a team setting plus a Competency-based Interview Guide focused around eight key team behaviours
- Development - Individual (40 units): individual's strengths and weaknesses in a team setting
- Development - Group (10 units): combines profiles of all team members to provide an overall picture of the team's strengths and weaknesses. This is currently not available online.

PREMIUM REPORT
Units: 192
Audience: OPQ Trained (may distribute sections to others)
- This contains a selection of reports including:
  - OPQ Profile
  - User Report
  - Manager Report
  - Candidate Report
  - Management Competency Profile
  - Team Type and Leadership Styles.

Note: The units listed are based on SHL’s current Price List and apply to PC Expert and ‘Expert Online’. For Bureau prices please refer to the current Price List.
TEAM TYPES AND LEADERSHIP STYLES PROFILE
Units: 50
Audience: OPQ Trained
• This report is based on Belbin’s team types and Bass’s leadership and reporting styles
• Belbin’s Team Types: individual’s preferred role when working in a team
• Bass’s Leadership and Reporting Styles: individual’s preferred leadership styles and likely style of behaviour as a direct report
• It provides graphical charts of types and type definitions. It does not include candidate-specific narrative or interpretation
• Approx 5 pages.

TEAM TYPES AND LEADERSHIP STYLES REPORT
Units: 64
Audience: OPQ Trained
• This is a graphical and narrative report. It is similar to Team Types Profile but includes additional narrative and interpretation
• For Team, Leadership and Reporting Types it provides an introduction, a graphical representation of results and a narrative summary of Likely to Adopt, May Adopt, Unlikely to Adopt types/styles
• Approx. 9 pages.

UNIVERSAL COMPETENCY REPORT (NEW)
Units: 50
Audience: Line Manager
• It is based on the Universal Competency Framework (UCF)
• This report graphically outlines how an individual’s typical way of behaving is likely to impact on competencies
• It provides a graphical scale for each competency and summarises aspects of personality which contribute (positively or negatively) to each competency
• Approx. 6 pages.

USER REPORT
Units: 64
Audience: OPQ Trained
• This includes a Profile Chart and narrative text, focusing on an individual’s likely way of behaving at work
• It can be used as interpretation aid when giving feedback, writing reports, or interpreting OPQ information
• It is structured by profile sections and includes graphical scales
• Approx. 7 pages.

Note: The units listed are based on SHL’s current Price List and apply to PC Expert and ‘Expert Online’. For Bureau prices please refer to the current Price List.

To generate any narrative report via PC Expert or ‘Expert Online’, you need a ‘dongle’. The narrative reports available use different numbers of ‘dongle’ units. The ‘dongle’ is supplied with units, which are subsequently used when reports are produced. Dongles can be reboosted with between 1,000–50,000 units by contacting the UK Client Support Team on 0870 070 8000.
The OPQ Factor Model gives a broad view of personality. The sixteen personality dimensions in the Factor Model can be measured by two alternative questionnaires (Factor 4.2 or 5.2).

**FACTOR 4.2**
Is based on an ipsative (forced choice) format and cannot be hand scored. The individual is forced to choose between options which measure aspects of personality. FS4.2 is recommended for selection.

Product Code: FS4.2
Time approx 25 minutes
Number of Statements 40 blocks of 4

**FACTOR 5.2**
Is based on a normative format (multiple choice) and can be hand scored. Responses are indicated on a scale from strongly agree to strongly disagree. This straightforward approach makes it appropriate for use in a range of applications including training, development and counselling.

Product Code: FS5.2
Time approx 25 minutes
Number of Statements 136

What training do I need?
You will need appropriate training in OPQ to administer and interpret the Factor Model and have an individual or corporate OPQ licence.

How are Factor Questionnaires administered?
Pencil and Paper
Bureau Scoring
Automated Scoring
PC

Images is a short questionnaire, based on only 7 dimensions, which can provide core information quickly, saving you time and money. IMAGES is ideal when a detailed view of personality is not essential.

**IMAGES 1**
Images 1 is a short questionnaire for self rating and self hand scoring. It is a useful tool for selection or development where time is short.

Time approx 10 minutes
Number of Questions 56

**IMAGES 2**
Images 2 is a 360° personality questionnaire, which uses information obtained from others to enable a comparison between self-perception and how an individual is seen by others against the 6 broad personality dimensions. Images 2 is often used in team building. Images 2 is self hand scored.

Time approx 10 minutes
Number of Questions 56

What training do I need?
You will need appropriate training in OPQ to administer and interpret IMAGES and have an individual or corporate OPQ licence.

How is IMAGES administered?
Pencil and Paper
Bureau Scoring
Automated Scoring
This questionnaire forms part of the Customer Contact portfolio and provides information on those aspects of personality, which are important for sales and customer service.

It can be used for selection, training, development and placement decisions.

**CCSQ5.2**
The CCSQ5.2 is normative and can be hand scored. It asks the individual to indicate his or her responses on a scale from strongly agree to strongly disagree. This approach makes it appropriate for use in a range of applications including training, development and counselling as well as the selection of staff.

Product Code: CCSQ5.2
Time approx 35 minutes
Number of Questions 136

**CCSQ7.2**
The CCSQ7.2 is ipsative and cannot be hand scored. It requires that the respondent chooses between options and therefore is particularly recommended for selection and placement of staff.

Product Code: CCSQ7.2
Time approx 30 minutes
Number of Questions 32 blocks of 4

The following narrative reports are available for CCSQ via PC Expert, Bureau Services, Online Bureau and “Expert Online” (CCSQ7.2 only):

**EXECUTIVE OVERVIEW**
- dongle usage: 40 units
A one page summary report which outlines potential performance against 16 core customer service and sales competencies.

**INTERVIEW GUIDE**
- dongle usage: 47 units
A series of short bullet point comments which highlight ‘apparent strengths’ and ‘areas to probe’ at interview. Also provides a pool of interview questions.

**PERSONAL REPORT**
- dongle usage: 36 units
A report written in the second person which can be given to respondents at the end of the feedback process.

It is designed for use with:
- Sales executives
- Retail staff
- Telesales
- Front line customer service staff
- Call centre staff

**What training do I need?**
You will need appropriate training in OPQ to administer and interpret CCSQ and have an individual or corporate OPQ licence.

**How is CCSQ administered?**
- Pencil and Paper
- Bureau Scoring
- Automated Scoring
- PC
- Online Bureau (CCSQ7.2 only)
- Online (CCSQ7.2 only)
The Work Styles Questionnaire has been specifically designed to help assess and develop the behaviours associated with successful job performance in the areas of manufacturing and production. It is applicable to a wide range of selection and development activities, ranging from recruitment, one-to-one performance counselling, training needs analysis, through to team building and restructuring.

**WORK STYLES QUESTIONNAIRE**

This normative questionnaire can be hand scored and includes 18 dimensions of personality relevant in production, operative and manual work environments.

Product Code: **WSQ N**

Time: **approx 25 minutes**

Number of Questions: **144**

The following narrative report is available for WSQ N:

**WSQ N USER REPORT**

- dongle usage: **40 units**

This includes a Profile Chart and narrative text, focusing on an individual’s likely way of behaving at work.

It can be used as interpretation aid when giving feedback, writing reports, or interpreting questionnaire information.

**What training do I need?**

You will need appropriate training in OPQ to administer and interpret WSQ N and have an individual or corporate OPQ licence.

**How is WSQ N administered?**

- Pencil and Paper
- Bureau Scoring
- Automated Scoring
- PC
- Online
The SHL Multiple Assessment Series (MAS) be used?

- Situations where a group of individuals need to be assessed and compared
- Development programmes to clearly identify how someone performs within a particular role
- To review a whole range of competency areas to assess strengths and development needs
- To conduct assessments for selection, promotion, performance management or development
- To assess competency areas by simulation exercises including communication, persuasion, teamworking, innovation, analysis, strategy, leadership styles etc.

The guide shown opposite is intended as an indication of the type of jobs for which the exercises shown may be appropriate. It is not a definitive recommendation; test relevance should be examined in relation to each individual job. Users who have concerns are urged to seek professional advice before implementing the instrument.

SHL do not accept liability for any loss of whatsoever nature suffered by any person or entity as a result of placing reliance on this guide.
Overview of Multiple Assessment Series (MAS)

<table>
<thead>
<tr>
<th>Exercise Type</th>
<th>Typical Content</th>
<th>Typical Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic</td>
<td>Setting strategy for an organisation; making critical decisions affecting the direction of an organisation</td>
<td>Directors and Senior Managers</td>
</tr>
<tr>
<td>Tactical</td>
<td>Implementing strategy within a broad framework; making important decisions affecting a department or function</td>
<td>Managers and Professionals</td>
</tr>
<tr>
<td>Operational Management and Graduate</td>
<td>Planning tasks and projects within a clearly defined framework; making decisions affecting specific issues or projects</td>
<td>Graduates Junior Managers and Professionals, and Supervisors</td>
</tr>
<tr>
<td>Customer Contact</td>
<td>Dealing with specific customer problems; scheduling own work</td>
<td>Sales, Customer Service and Call Centre Staff</td>
</tr>
</tbody>
</table>

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<th>Strategic</th>
<th>Tactical</th>
<th>Operational</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Boom Duval</td>
<td>• Bruger Kent Finance</td>
<td>• HMF Financial Services</td>
</tr>
<tr>
<td></td>
<td>• Hexagon Taps</td>
<td>• Denford Council</td>
<td>• Sovereign International Executive Conference</td>
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<td></td>
<td>• Grenville Masters Group</td>
<td>• Improv Superstores</td>
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<td>• Hobson Brothers</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Jubilee Bank Plc</td>
<td></td>
</tr>
<tr>
<td>Group Exercises</td>
<td>ASSIGNED ROLE • Amalgamated Baths</td>
<td>ASSIGNED ROLE • Anglo-Arabian Airlines</td>
<td>ASSIGNED ROLE • Jasons of Chelsea</td>
</tr>
<tr>
<td></td>
<td>• The Strategic Plan</td>
<td>• The European Question</td>
<td>• Jos;ons of Chelsea</td>
</tr>
<tr>
<td></td>
<td>• Midhampton District Health Authority</td>
<td>• Midhampton District Health Authority</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• High Fliers Course</td>
<td>• The Merger</td>
<td>• Bronzo</td>
</tr>
<tr>
<td></td>
<td>• Jubilee Bank Plc: Beyond the Merger</td>
<td>• Jubilee Bank Plc: Network Link</td>
<td>• Hanley Holiday Break</td>
</tr>
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<td></td>
<td>• Jubilee Bank Plc: Thamesbridge</td>
<td>• Royal Borough of Thamesbridge</td>
<td>• Homesaver</td>
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<td>• HMF Financial Services</td>
<td>• • Sovereign International Executive Conference</td>
<td>• Kennedy &amp; Bennis Advertising</td>
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<td>• Sovereign International Executive Conference</td>
<td></td>
<td>• Marco Motors</td>
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<td></td>
<td>• Bowman International Product Proposal</td>
<td></td>
<td>• Oasis Manufacturing</td>
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<tr>
<td></td>
<td>• Swedish Visit</td>
<td></td>
<td>• Sovereign International Product Proposal</td>
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<td></td>
<td></td>
<td></td>
<td>• Beyond the Merger</td>
</tr>
<tr>
<td>Analysis Presentations</td>
<td>• Nord Gas</td>
<td>• Diamond Savings</td>
<td>• Cellsol Corporation - Strategic Siting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Jubilee Bank Plc: Beyond the Merger</td>
<td>• None Currently Available</td>
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<td></td>
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<td></td>
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<tr>
<td>Fact-finding Exercises</td>
<td>• None Currently Available</td>
<td>• The Complaint</td>
<td>• The Dissatisfied Customer</td>
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<tr>
<td></td>
<td></td>
<td>• Taraco</td>
<td>• Sovereign International Quality Concerns</td>
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<td></td>
<td></td>
<td>• The Training Request</td>
<td></td>
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<td></td>
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<td></td>
<td>• None Currently Available</td>
</tr>
<tr>
<td>Role Plays</td>
<td>• Sharrock Associates</td>
<td>• Improv Superstores</td>
<td>• Enquiry Handling</td>
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<td></td>
<td>• Express Bank</td>
<td>• Handi Stores</td>
<td>• Complaint Handling</td>
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<td>• Enjoy Holidays</td>
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TO ORDER CALL 0870 070 8000 (UK) 1800 932052 (IRELAND)
The typical focus of Strategic Management Exercises is: Setting strategy for an organisation and making critical decisions affecting the direction of an organisation. The primary competencies assessed by each exercise are also indicated.

ASSIGNED ROLE GROUP EXERCISES
Each candidate is given different information and may have a particular role to play.

AMALGAMATED BATHS
Participants take on functional management roles in a manufacturing company. The need to balance a corporate viewpoint with a particular objective, brings an element of competition to the discussion.

Competencies measured:
- Leadership
- Persuasiveness
- Oral Communication
- Interpersonal Sensitivity.

Time: 10 minutes preparation
50 minutes discussion

THE STRATEGIC PLAN
Participants discuss future strategy for a manufacturing and distribution organisation. Participants represent different functions and must balance personal objectives with corporate ones. Possibilities of expanding into the European or American market introduce an international flavour into the discussion.

Competencies measured:
- Leadership
- Persuasiveness
- Oral Communication
- Interpersonal Sensitivity.

Time: 10 minutes preparation
50 minutes discussion

UNASSIGNED ROLE GROUP EXERCISES
All candidates receive the same information and have to work together to reach a common decision.

DOUGLAS BRADSHAW TRAVEL
Participants attend a special meeting of top managers in a travel company to define future business strategy. The information given covers financial, technological, marketing and human resource issues.

Competencies measured:
- Leadership
- Persuasiveness
- Oral Communication
- Interpersonal Sensitivity.

Time: 15 minutes preparation
50 minutes discussion

NORD GAS
Participants take on the roles of external consultants to a manufacturing company. They are asked to review company performance and develop a five year strategic plan for managing and implementing change.

Competencies measured:
- Leadership
- Persuasiveness
- Oral Communication
- Interpersonal Sensitivity.

Time: 15 minutes preparation
50 minutes discussion

IN-TRAYS
Candidates are given a file of papers providing information about issues that need to be addressed. Tasks include sorting and organising this information, prioritising the different issues, making decisions and writing reports.

HEXAGON TAPS
Participants take on the role of General Manager in a manufacturing subsidiary of a larger group. Both operational and strategic issues require attention.

Competencies measured:
- Planning and Organising
- Problem Solving and Analysis
- Written Communication
- Action Orientation.

Time: 60 minutes organising task
30 minutes forecasting task
30 minutes decision making task
30 minutes written communication task

GRENVILLE MASTERS GROUP
Participants take on the role of a new Business Strategy Director in a large holding company with diversified interests in hotel, restaurant and hostelry management, and in publishing. Issues to be addressed include how the group needs to grow its business, whether it needs to divest businesses or acquire new ones, and how to exploit e-commerce.

Competencies measured:
- Strategic Perspective
- Commercial Orientation
- Judgement
- Innovation.

Time: 60 minutes decision making task
60 minutes written business strategy

TO ORDER CALL 0870 070 8000 (UK) 1800 932052 (IRELAND)
What training do I need?
You will need to be Assessment and Development Centre trained and covered by an MAS licence to administer the Strategic Management Exercises.

How are Strategic Management exercises administered?
Pencil and Paper

BOOM DUVAL
This high level exercise simulates the role of a Divisional Manager in a multi-national holding group. The division comprises five diverse companies, which are facing a range of different issues.

Competencies measured:
• Problem Solving and Analysis
• Written Communication
• Action Orientation.

Time
60 minutes planning and organising task
45 minutes decision making task
45 minutes written communication task

ANALYSIS PRESENTATION
Candidates receive a written brief which they analyse and then present a recommendation.

NORD GAS
A participant takes on the role of an external consultant to the Managing Director of a manufacturing organisation. He/she is required to analyse the current issues and changes facing the company and to present their recommendations for steps that should be taken to address these.

Competencies measured:
• Reasoning Skills
• Breadth of Vision
• Innovation
• Oral Communication.

Time
75 minutes preparation
30 minutes presentation

ROLE PLAY
Candidates interact with an assessor playing the role of a customer, supplier or colleague, either face-to-face or over the telephone.

SHARROCK ASSOCIATES
Participants take on the role of a Partner in Sharrock Associates. They are asked to prepare for a meeting with one of their recently qualified accountants, Stevie Elliott, to discuss a number of concerns about performance.

Competencies measured:
• Persuading and Influencing
• Leading and Supervising
• Presenting and Communicating Information
• Working With People
• Planning and Organising
• Analysing
• Deciding and Initiating Action.

Time
20 minutes preparation
30 minutes role-play

EXPRESS BANK
Participants take on the role of a Sales and Operations Director for Express Bank Plc. They are asked to prepare for a meeting with the Head of Call Centre to discuss performance issues.

Competencies measured:
• Persuading and Influencing
• Leading and Supervising
• Presenting and Communicating Information
• Working With People
• Achieving Personal Work Goals and Objectives
• Delivering Results and Meeting Customer Expectations.

Time
20 minutes preparation
30 minutes role-play
The typical focus of Tactical Management Exercises is: Implementing strategy within a broad framework and making decisions affecting a department or function. The primary competencies assessed by each exercise are also indicated.

**JUBILEE BANK PORTFOLIO**
The Jubilee Bank portfolio consists of four exercises set within the same scenario - the role of a Regional Manager in Jubilee Bank. These exercises can be purchased individually or as a suite.

**JUBILEE BANK PLC IN-TRAY**
The in-tray raises issues around customer satisfaction.

- Competencies measured:
  - Problem Solving and Analysis
  - Creativity and Innovation
  - Planning and Organising
  - Action Orientation
  - Written Communication.

- Time 60 minutes organising task
  60 minutes problem solving task

**JUBILEE BANK PLC BEYOND THE MERGER ANALYSIS PRESENTATION**
Participants are tasked with examining the available documentation to recommend ways of managing a merger implementation strategy.

- Competencies measured:
  - Problem Solving and Analysis
  - Oral Communication
  - Creativity and Innovation.

- Time 60 minutes preparation
  30 minutes presentation

**JUBILEE NETWORK LINK GROUP EXERCISE**
Participants attend a quarterly review meeting to propose and agree recommendations for a telephone banking service.

- Competencies measured:
  - Leadership
  - Persuasiveness
  - Oral Communication
  - Interpersonal Sensitivity.

- Time 15 minutes preparation
  45 minutes discussion

**JUBILEE BANK PLC BEYOND THE MERGER GROUP EXERCISE**
This exercise follows on from the Jubilee Bank Analysis Presentation. Participants are required to come up with ideas for the strategic direction of Jubilee Bank.

- Competencies measured:
  - Leadership
  - Persuasiveness
  - Oral Communication
  - Interpersonal Sensitivity.

- Time 5 minutes preparation
  45 minutes discussion

**ASSIGNED ROLE GROUP EXERCISES**
Each candidate is given different information and may have a particular role to play.

**ANGLO-ARABIAN AIRLINES**
Participants discuss the budget for a new scheme. As funding is limited, there is a need for participants to negotiate their own cases as well as to achieve corporate objectives.

- Competencies measured:
  - Leadership
  - Persuasiveness
  - Oral Communication
  - Interpersonal Sensitivity.

- Time 10 minutes preparation
  50 minutes discussion

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Tactical Management Exercises (MAS)

THE EUROPEAN QUESTION
Participants discuss market research strategy, considering which European markets to explore.

Competencies measured:
• Leadership
• Persuasiveness
• Oral Communication
• Interpersonal Sensitivity.

Time 15 minutes preparation
45 minutes discussion

MIDHAMPTON DISTRICT HEALTH AUTHORITY
Midhampton District Health Authority Participants take on the roles of Contract Liaison Officers in a local health authority.

Competencies measured:
• Leadership
• Persuasiveness
• Oral Communication
• Interpersonal Sensitivity.

Time 10 minutes preparation
50 minutes discussion

UNASSIGNED ROLE GROUP EXERCISES
All candidates receive the same information and have to work together to reach a common decision.

HIGH FLIERS COURSE
Participants work together to design a development programme for potentially high performing junior managers.

Competencies measured:
• Leadership
• Persuasiveness
• Oral Communication
• Interpersonal Sensitivity.

Time 10 minutes preparation
50 minutes discussion

ROYAL BOROUGH OF THAMESBRIDGE
Participants join the management team of a local authority, and are asked to consider the effect of a set of circumstances on the authority’s corporate plan.

Competencies measured:
• Leadership
• Persuasiveness
• Oral Communication
• Interpersonal Sensitivity.

Time 15 minutes preparation
50 minutes discussion

IN-TRAYS
Candidates are given a file of papers providing information about issues that need to be addressed. Tasks include sorting and organising this information, prioritising the different issues, making decisions and writing reports.

BRUGER-KENT FINANCE
Participants take on the role of Branch Manager to address issues such as financial performance, customer complaints and staffing.

Competencies measured:
• Planning and Organising
• Problem Solving and Analysis
• Accountability
• Written Communication.

Time 60 minutes organising task
40 minutes decision making task
30 minutes written communication task

DENFORD COUNCIL
Participants take on the role of a member of a corporate quality group in a local council setting.

Competencies measured:
• Working Contextually
• Analysis
• Planning and Organising
• Decision Making
• Written Communication.

Time 60 minutes planning and organising task
30 minutes decision making task
20 minutes data handling task
30 minutes written communication task
FACT FINDING
Candidates are given a short overview of a problem and then have to seek out the information they need to make a decision.

THE COMPLAINT
Participants assume the role of General Manager in a manufacturing company. Participants deal with a complaint brought about by an employee alleging unfair treatment.

Competencies measured:
• Planning and Organising
• Problem Solving and Analysis
• Oral Communication
• Action Orientation.

INTERTRANS
Participants take over the role of depot manager in a transport and distribution company.

Competencies measured:
• Analytical
• Organising
• Decision Making
• Written Communication.

Time 60 minutes planning and organising task
30 minutes decision making task
30 minutes written communication task
30 minutes data handling task
30 minutes business orientation task

ANALYSIS PRESENTATION
Candidates receive a written brief which they analyse and then present a recommendation.

DIAMOND SAVINGS
Participants assume the role of Product Manager within the marketing function of Eastern Bank Plc.

Competencies measured:
• Persuasiveness
• Problem Solving and Analysis
• Oral Communication.

Time 75 minutes preparation
30 minutes presentation

IMPROVIT SUPERSTORES
Participants are asked to adopt the role of a store manager in a retail organisation.

Competencies measured:
• Analytical
• Organising
• Commercial Awareness
• Written Communication.

Time 60 minutes organising information task
30 minutes dealing with financial issues task
30 minutes written communication task

HOBSON BROTHERS
Participants take on the role of Production and Distribution Director in a small manufacturing organisation.

Competencies measured:
• Planning and Organising
• Problem Solving and Analysis
• Written Communication.

Time 60 minutes organising information task
30 minutes handling financial information task
30 minutes written communication task

INTERTRANS
Participants take over the role of depot manager in a transport and distribution company.

Competencies measured:
• Analytical
• Organising
• Decision Making
• Written Communication.

Time 60 minutes planning and organising task
30 minutes decision making task
30 minutes written communication task
30 minutes data handling task
30 minutes business orientation task

ANALYSIS PRESENTATION
Candidates receive a written brief which they analyse and then present a recommendation.

DIAMOND SAVINGS
Participants assume the role of Product Manager within the marketing function of Eastern Bank Plc.

Competencies measured:
• Persuasiveness
• Problem Solving and Analysis
• Oral Communication.

Time 75 minutes preparation
30 minutes presentation

IMPROVIT SUPERSTORES
Participants are asked to adopt the role of a store manager in a retail organisation.

Competencies measured:
• Analytical
• Organising
• Commercial Awareness
• Written Communication.

Time 60 minutes organising information task
30 minutes dealing with financial issues task
30 minutes written communication task

HOBSON BROTHERS
Participants take on the role of Production and Distribution Director in a small manufacturing organisation.

Competencies measured:
• Planning and Organising
• Problem Solving and Analysis
• Written Communication.

Time 60 minutes organising information task
30 minutes handling financial information task
30 minutes written communication task

INTERTRANS
Participants take over the role of depot manager in a transport and distribution company.

Competencies measured:
• Analytical
• Organising
• Decision Making
• Written Communication.

Time 60 minutes planning and organising task
30 minutes decision making task
30 minutes written communication task
30 minutes data handling task
30 minutes business orientation task

ANALYSIS PRESENTATION
Candidates receive a written brief which they analyse and then present a recommendation.

DIAMOND SAVINGS
Participants assume the role of Product Manager within the marketing function of Eastern Bank Plc.

Competencies measured:
• Persuasiveness
• Problem Solving and Analysis
• Oral Communication.

Time 75 minutes preparation
30 minutes presentation

TARACO
Participants assume the role of Brand Manager in an international wines and spirits company and are given a report on which one of the brands has not been performing well. This is a written exercise.

Competencies measured:
• Planning and Organising
• Problem Solving and Analysis
• Written Communication
• Oral Communication (optional task).

Time 75 minutes written task
15 minutes discussion (optional)
What training do I need?

You will need to be Assessment and Development Centre trained and covered by an MAS licence to administer the Tactical Management Exercises.

How are Tactical Management exercises administered?

Pencil and Paper

THE TRAINING REQUEST

Set in a Human Resources department, participants are asked to consider a senior manager’s request for training and to make an appropriate decision.

Competencies measured:
• Oral Communication
• Decision Making
• Problem Solving.

Time 15 minutes preparation
20 minutes questioning and decision making 10 minutes reviewing

ROLE PLAY

Candidates interact with an assessor playing the role of a customer, supplier or colleague, either face-to-face or over the telephone.

IMPROVIT SUPERSTORES

Participants take on the role of a Store Manager in a retail organisation. They are asked to meet with one of their Assistant Managers to discuss a performance issue.

Competencies measured:
• Interpersonal Sensitivity
• Persuasiveness
• Oral Communication.

Time 15 minutes preparation
20 minutes role play

HANDI-STORES

Participants take on the role of a recently appointed Area Manager for Handi-Stores. They are asked to prepare for a meeting with one of their Deputy Area Managers to discuss performance issues.

Competencies measured:
• Persuading and Influencing
• Leading and Supervising
• Presenting and Communicating Information
• Working With People
• Planning and Organising
• Delivering Results and Meeting Customer Expectations.

Time 20 minutes preparation
30 minutes role-play

ENJOY HOLIDAYS

Participants take on the role of a recently appointed Regional Manager for Enjoy Holidays. They are asked to prepare for a meeting with one of their Field Operations Team Leaders to discuss a number of concerns about performance.

Competencies measured:
• Persuading and Influencing
• Leading and Supervising
• Presenting and Communicating Information
• Working With People
• Planning and Organising
• Delivering Results and Meeting Customer Expectations.

Time 20 minutes preparation
30 minutes role-play

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The typical focus of Operational Management and Graduate Exercises is: Planning tasks and projects within a clearly defined framework and making decisions affecting specific issues or projects. The primary competencies assessed by each exercise are also indicated.

**ASSIGNED ROLE GROUP EXERCISE**
Each candidate is given different information and may have a particular role to play.

**JASON’S OF CHELSEA**
Participants assess the suitability of job applicants for a management trainee position in a pharmaceutical company.

Competencies measured:
- Leadership
- Persuasiveness
- Oral Communication
- Interpersonal Sensitivity.

Time:
- 5 minutes preparation
- 30 minutes discussion

**UNASSIGNED ROLE GROUP EXERCISES**
All candidates receive the same information and have to work together to reach a common decision.

**BRONZO**
Participants are required to work together to produce a recommendation about the launch of a new consumer product.

Competencies measured:
- Leadership
- Persuasiveness
- Oral Communication
- Interpersonal Sensitivity.

Time:
- 10 minutes preparation
- 50 minutes discussion

**CELLSOL CORPORATION – COMMUNICATION SOLUTIONS**
Participants work as a group to assist with a project that is experiencing some problems. They are asked to review the available documentation, discuss detailed recommendations and reach a consensus decision on the best solution.

Competencies measured:
- Leadership
- Persuasiveness
- Oral Communication
- Interpersonal Sensitivity.

Time:
- 15 minutes preparation
- 35 minutes discussion

**HANLEY HOLIDAY BREAK**
Participants form a business development team at a travel agency.

Competencies measured:
- Leadership
- Persuasiveness
- Oral Communication
- Interpersonal Sensitivity.

Time:
- 15 minutes preparation
- 45 minutes discussion
Operational Management & Graduate Exercises (MAS)

HOMESAVER
Participants are presented with four options for a new retail outlet and have the task of clarifying the decision criteria and making a recommendation.

Competencies measured:
• Leadership
• Persuasiveness
• Oral Communication
• Interpersonal Sensitivity.

Time 10 minutes preparation
40 minutes discussion

KENNEDY & BENNIS ADVERTISING
Participants organise a promotional campaign for a new client in the financial sector.

Competencies measured:
• Leadership
• Persuasiveness
• Oral Communication
• Interpersonal Sensitivity.

Time 15 minutes preparation
45 minutes discussion

MARCO MOTORS
Participants are required to sort out and agree upon the allocation of space in new factory premises for a manufacturing business.

Competencies measured:
• Leadership
• Persuasiveness
• Oral Communication
• Interpersonal Sensitivity.

Time 10 minutes preparation
50 minutes discussion

OASIS MANUFACTURING
Participants plan the day’s production schedule in a manufacturing environment.

Competencies measured:
• Leadership
• Persuasiveness
• Oral Communication
• Interpersonal Sensitivity.

Time 10 minutes preparation
50 minutes discussion

SOLEIGN INTERNATIONAL PRODUCT PROPOSAL
Participants join a product development task force and make key decisions about marketing a new product.

Competencies measured:
• Leadership
• Persuasiveness
• Oral Communication
• Interpersonal Sensitivity.

Time 10 minutes preparation
50 minutes discussion

SWEDISH VISIT
Participants are required to plan and organise a programme for colleagues visiting from an associated company in Sweden.

Competencies measured:
• Leadership
• Persuasiveness
• Oral Communication
• Interpersonal Sensitivity.

Time 10 minutes preparation
50 minutes discussion

IN-TRAYS
Candidates are given a file of papers providing information about issues that need to be addressed. Tasks include sorting and organising this information, prioritising the different issues, making decisions and writing reports.

Competencies measured:
• Analysing
• Organising
• Decision Making
• Written Communication.

Time 40 minutes organising task
25 minutes decision making task
25 minutes written communication task

SOLEIGN INTERNATIONAL EXECUTIVE CONFERENCE
Participants take on a role in the group communications department at Sovereign.

Competencies measured:
• Planning and Organising
• Problem Solving and Analysis
• Written Communication
• Action Orientation.

Time 40 minutes organising task
25 minutes decision making task
25 minutes written communication task
Operational Management & Graduate Exercises (MAS) (continued)

ANALYSIS PRESENTATION
Candidates receive a written brief which they analyse and then present a recommendation.

CELLSOL CORPORATION - STRATEGIC SITING
Participants are asked as new recruits to the Cellsol Corporation to aid in the process of choosing a new factory site from one of two possible locations. They are required to review available documentation, weigh up the pros and cons of each site and come to an independent decision.

Competencies measured:
• Problem Solving and Analysis
• Persuasiveness
• Oral Communication.

Time 60 minutes preparation
10 minutes presenting
15 minutes questioning

MOWBRAY MCDONNELL
Participants assume the role of an external consultant to a manufacturer of electronics equipment.

Competencies measured:
• Analytical Reasoning
• Decision Making
• Oral Communication.

Time 60 minutes preparation
30 minutes presentation

SOVEREIGN INTERNATIONAL PRIME POSITION
Participants consider possible sites for a new restaurant.

Competencies measured:
• Problem Solving and Analysis
• Persuasiveness
• Oral Communication.

Time 60 minutes preparation
30 minutes presentation

ROLE PLAY
Candidates interact with an assesor playing the role of a customer, supplier or colleague, either face-to-face or over the telephone.

SOVEREIGN INTERNATIONAL KEY ACCOUNT
Participants join the sales and customer service departement at Sovereign and meet a key customer to resolve some important issues.

Competencies measured:
• Persuasiveness
• Oral Communication
• Interpersonal Sensitivity.

Time 15 minutes preparation
10 minutes role play

4 P’S MARKETING
Participants take on the role of Office Manager. They are asked to prepare for a meeting with one of their administration team, Charlie Gardener to discuss a number of concerns about performance.

Competencies measured:
• Persuading and Influencing
• Leading and Supervising
• Working With People
• Planning and Organising
• Analysing
• Deciding and Initiating Action
• Achieving Personal Work Goals and Objectives.

Time 30 minutes preparation
30 minutes role-play

SPORTS TOWN
Participants take on the role of a recently appointed Team Leader in Sports Town Construction. They are asked to prepare for a meeting with one of their temporary Team Leaders to discuss a number of concerns about performance.

Competencies measured:
• Persuading and Influencing
• Leading and Supervising
• Working With People
• Planning and Organising
• Analysing
• Deciding and Initiating Action
• Achieving Personal Work Goals and Objectives.

Time 30 minutes preparation
30 minutes role-play
FACT FINDING
Candidates are given a short overview of a problem and then have to seek out the information they need to make a decision.

THE DISSATISFIED CUSTOMER
Participants take on the role of a Regional Manager in a holiday company.

Competencies measured:
- Problem Solving and Analysis
- Oral Communication
- Planning and Organising
- Action Orientation.

Time 15 minutes preparation
20 minutes questioning and decision making
15 minutes reviewing

SOVEREIGN INTERNATIONAL QUALITY CONCERNS
Participants join Sovereign’s HR department, and have to sort out a dispute between a line manager and a training supplier.

Competencies measured:
- Problem Solving and Analysis
- Action Orientation
- Oral Communication.

Time 15 minutes preparation
20 minutes questioning and decision making
10 minutes reviewing

What training do I need?
You will need to be Assessment and Development Centre trained and covered by an MAS licence to administer the Operational Management and Graduate Exercises.

How are Operational Management & Graduate Exercises administered?
Pencil and Paper
The Customer Contact Simulation Exercises are designed for the assessment and development of sales and customer service staff and deal with specific customer issues and the scheduling of work. The primary competencies assessed by each exercise are also indicated.

**Assigned Role Group Exercise**
Each candidate is given different information and may have a particular role to play.

**Influencing**
Participants divide up a budget for local advertising. Each possible campaign favours one candidate’s sales target more than others, so they have to try to win the group round to their own advantage.

**In-Trays**
Candidates are given a file of papers providing information about issues that need to be addressed. Tasks include sorting and organising this information, prioritising the different issues, making decisions and writing reports.

**Organising**
Participants deal with a sick colleague’s workload and reschedule a diary. An optional second task asks them to write a memo to their supervisor explaining the actions they have taken.

**Unassigned Role Group Exercise**
All candidates receive the same information and have to work together to reach a common decision.

**Teamworking**
Participants work together to design the internal layout of a new branch office. They have to balance staff requirements against the need for customer privacy and the image of the company.

**Role Plays**
Candidates interact with an assessor playing the role of a customer, supplier or colleague, either face-to-face or over the telephone.

**Enquiry Handling**
Participants deal with a new customer enquiry and recommend suitable products. This exercise can be run face-to-face or over the telephone. An optional second task asks candidates to write a follow-up letter to the customer summarising the outcome of the discussion.

**Complaint Handling**
Candidates are required to deal with a customer complaint. This exercise can be run face-to-face or over the telephone. An optional second task asks candidates to write a memo to their supervisor explaining the actions they have taken.

TO ORDER CALL 0870 070 8000 (UK) 1800 932052 (IRELAND)
Developing the individual, team and the organisation is fundamental to success in a changing world. You need to be able to diagnose, feedback and develop the competencies of your people and therefore the organisation as a whole.

SHL provides development tools and technology to help maximise an individual’s potential to meet the changing challenges ahead in a number of ways:
- Identification of development needs through development centres and 360° feedback
- Confidential executive coaching
- Mapping organisational culture
- Evaluating organisational strategy.

A number of our tests and questionnaires can be used in both selection and development contexts. This applies to our OPQ range, Multiple Assessment Series (MAS) and Motivation Questionnaire (MQ).
Corporate Culture Questionnaire (CCQ)

It is vital that senior managers (the people who ‘set the cultural agenda’ in any organisation) have access to accurate, reliable and comprehensive information about their current culture and a guiding framework within which to plan for the future.

The SHL Corporate Culture Questionnaire (CCQ) provides both the information and the guiding framework in a clear and straightforward way.

APPLICATIONS OF THE CCQ

The CCQ has many potential applications for the world of work including:

- To guide the development and/or implementation of corporate strategy and tactical planning
- To assess differences between the cultural perceptions of:
  - management and other staff
  - different functions within an organisation
  - geographically spread out units or divisions within an organisation
- To assess the potential and actual impact of mergers and acquisitions
- To evaluate the effectiveness of specific strategic initiatives
- To clarify the cultural context in which personnel selection and development is taking place.

THE CCQ

Using the CCQ is a two stage process.

At the start of the project SHL, in close association with senior managers, design a project tailored to the organisation which may range from a Culture Survey through to recommendations for Culture Programmes and their implementation.

Once the project is agreed the CCQ Self Completion Questionnaire is distributed to selected employees. They are asked to answer the 126 straightforward questions. This should take around 25 minutes. The questionnaire is returned to SHL for scoring and interpretation. The results of the survey are presented as a profile of the organisation across 23 scales including:

- Concern for quantity
- Concern for quality
- Encouragement of creativity
- Customer orientation
- Job involvement
- Employee influence on decisions
- Communication effectiveness
- Rate of change etc.

A Corporate Culture Action Planner is generated from which the pathway to change can be prioritised.

A condensed version of the CCQ, the CCQ Lite provides a profile of the same 23 scales as the full questionnaire. The self scoring format of the CCQ Lite enables organisations to take an independent ‘snapshot’ of their corporate culture.

CCQ LITE DIMENSIONS

<table>
<thead>
<tr>
<th>Performance</th>
<th>Human Resources</th>
<th>Decision-Making</th>
<th>Relationships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concern for Quantity</td>
<td>Concern for Employees</td>
<td>Degree of Formalisation</td>
<td>Vertical Relations between Groups</td>
</tr>
<tr>
<td>Concern for Quality</td>
<td>Use of New Equipment</td>
<td>Employee Influence on Decisions</td>
<td>Lateral Relations between Groups</td>
</tr>
<tr>
<td>Use of New Equipment</td>
<td>Encouragement of Creativity</td>
<td>Decision-Making Effectiveness</td>
<td>Interpersonal Co-operation</td>
</tr>
<tr>
<td>Encouragement of Creativity</td>
<td>Customer Orientation</td>
<td>Concern for the Longer Term</td>
<td>Communication Effectiveness</td>
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<tr>
<td>Customer orientation</td>
<td>Commercial Orientation</td>
<td>Rate of Change</td>
<td>Awareness of Organisational Goals</td>
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<tr>
<td>Job involvement</td>
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<td>Environmental Change</td>
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<tr>
<td>Employee influence on decisions</td>
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<td>Concern for Safety</td>
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<td>Communication effectiveness</td>
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<tr>
<td>Rate of change etc.</td>
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</tbody>
</table>

TO ORDER CALL 0870 070 8000 (UK) 1800 932052 (IRELAND)
By understanding what motivates their staff, managers can unlock each individual’s full potential and direct their energies more constructively. The SHL Motivation Questionnaire measures 18 dimensions of an individual’s motivation, and provides a comprehensive understanding of those situations which increase and reduce their motivation. It also helps to determine how long and under what circumstances effort will be maintained.

**MOTIVATION QUESTIONNAIRE**

Product Code: **MQ**

Time **approx 25 minutes**
Number of Questions **144**

**MQ EXPERT REPORT**
- **dongle usage:** 35 units

A graphical and tabular report which outlines the situations and events that influence the respondents motivation to work.

**What training do I need?**
You will need to be MQ or OPQ trained and covered by an OPQ corporate or individual licence.

**How is MQ administered?**
- Pencil and Paper
- Bureau Scoring
- Automated Scoring
- Narrative Report
- PC
- Online
- Online Bureau

### MOTIVATION QUESTIONNAIRE DIMENSIONS

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<thead>
<tr>
<th>Energy and Dynamism</th>
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<tr>
<td>Level of Activity</td>
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<td>Achievement</td>
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<td>Competition</td>
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<td>Fear of Failure</td>
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<td>Power</td>
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<td>Immersion</td>
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<td>Commercial Outlook</td>
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<tr>
<th>Synergy</th>
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<td>Recognition</td>
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<td>Personal Principles</td>
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<td>Ease &amp; Security</td>
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<td>Personal Growth</td>
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<tr>
<th>Intrinsic</th>
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<tr>
<td>Interest</td>
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<td>Flexibility</td>
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<td>Autonomy</td>
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<th>Extrinsic</th>
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<tr>
<td>Material Reward</td>
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<td>Progression</td>
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<td>Status</td>
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# Overview of 360° Tools

<table>
<thead>
<tr>
<th>Type of Tool</th>
<th>PMC</th>
<th>IMC</th>
<th>DDA</th>
<th>MDS</th>
<th>CCCI</th>
<th>OPQ Images</th>
<th>PDP</th>
<th>pd360</th>
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<tbody>
<tr>
<td>Page Number</td>
<td>58</td>
<td>57</td>
<td>59</td>
<td>61</td>
<td>56</td>
<td>35</td>
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<td>Competency Model</td>
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<td>Self Development</td>
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<td>Action Planning</td>
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<td>Junior Managers and Supervisors</td>
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<td>Sales, Customer Service and Call Centre Staff</td>
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<td>Internet administration</td>
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<td>PC administration</td>
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<td>Self scoring by participant</td>
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<td>Computer generated profile available (PC or Bureau)</td>
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<td>Computer generated narrative report available (PC or Bureau)</td>
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Based on the table, the 360° Tools are designed to provide feedback on various aspects of performance and development, suitable for different levels of staff. The tools are available in various formats, including paper and pencil, internet, and PC administration, with options for self-scoring and bureau services. The estimated time to complete these assessments ranges from 10 to 30 minutes, depending on the level of staff and the specific tool used.
pd360 is a personal development system, based around a 360° assessment that empowers participants to manage their own personal development.

It enables individuals and teams to undertake an assessment of skills/behaviours that make up the competencies relevant to their specific role. It then provides access to a pool of development advice and coaching tips.

pd360 is available via three different systems:

**OPTION 1 - BUREAU SYSTEM**
- Robust, validated key competencies, behaviours and development tips
- Standard job profiles
- NO SET UP FEE - Ongoing payment based on number of users.

**OPTION 2 - STANDARD SYSTEM**
- Create unique job profiles using the SHL Universal Competency Framework™
- Own-branded or SHL branded
- LOW SET UP FEE - Reduced ongoing payment based on number of users.

**OPTION 3 - BESPOKE SYSTEM**
- Incorporated unique or bespoke competencies, behaviours and development tips.

What training do I need?
Training is not required to use pd360, however SHL highly recommends the client has previous experience of using 360° tools.

How is pd360 administered?
Online Bureau
Online
The CCCI is a questionnaire, which permits the individual, and/or their manager and other team members, to assess their performance objectively against 16 competencies for 360° profiling. The CCCI development profile is specifically designed to help structure a development discussion with the individual.

APPLICATIONS
The CCCI can be used with non-managerial sales and customer service staff for applications including:
- Development
- Appraisal
- Performance management
- Team building
- Succession planning
- Skills audits
- Development needs analysis.

BENEFITS OF USING THE CCCI
- Provides a structured picture of an individual’s performance from a variety of different viewpoints, enabling clear identification of “blind-spots”
- Optional Development Profile facilitates individuals’ understanding of the results, prioritising their development needs and planning development activities to improve their performance
- Forms one part of the Customer Contact integrated range of selection and development tools, providing continuity between HR recruitment and development processes.

What training do I need?
You will need to be 360° trained to administer the CCCI.

How is CCCI administered?
Pencil and Paper
Bureau Scoring
Automated Scoring

CCCI COMPETENCIES MEASURED
- People Focus
  - Relating to Customers
  - Convincing
  - Communicating Orally
  - Communicating in Writing
- Team Working
- Information Handling
  - Fact Finding
  - Problem Solving
  - Business Awareness
  - Specialist Knowledge
- Dependability
  - Quality Orientation
  - Organisation
  - Reliability
- Energy
  - Customer Focus
  - Resilient
  - Results Driven
  - Using Initiative

TO ORDER CALL 0870 070 8000 (UK) 1800 932052 (IRELAND)
The IMC provides a simple yet comprehensive solution for organisations wanting a cost effective competency-based 360° tool for managers. Based on a model of 16 generic management competencies, found through research to contribute to superior management performance, it provides a structured assessment of a manager’s performance. Designed with flexibility in mind, the inventory can be used as both a self-assessment tool and for others to rate a manager, leading to full 360° development.

APPLICATIONS
The IMC can be used with all levels of managerial staff for applications including:
- Management development
- Performance management
- Skills audit
- Counselling
- Succession planning
- Team building
- Appraisal
- Development needs analysis
- Validation.

BENEFITS OF USING THE IMC
- Provides a complete picture of a manager’s performance from a variety of different viewpoints. The 2-page colour profile gives clear and succinct 360° information, enabling easy identification of “blind-spots”
- Question format ensures that all managers emerge with a range of strengths and development needs, forming the basis for constructive, competency based developmental feedback
- Optional Expert narrative report
- Links to the SHL Personal Development Pack (PDP) which contains over 700 competency-based suggestions to help managers improve their performance. For further details see page 60.

What training do I need?
You will need to be 360° trained to administer the IMC.

How is IMC administered?
Pencil and Paper
Bureau Scoring
Automated Scoring
PC
Online
The PMC facilitates constructive, in-depth 360° development of managers, based on detailed assessment of 36 key management competencies, viewed from multiple perspectives.

**Benefits of Using the PMC**
- A wide range of competencies
- Multiple options on report detail and price
- Easy to understand, user-friendly reports:
  - PMC Selected Report
  - PMC Standard Report
  - PMC Premium Report
- Importance ratings for competencies enable prioritisation of strengths and development needs according to their relevance to the job
- Computer-generated report provides very specific evidence of both strengths and behaviours requiring change
- Questionnaires and reports can be tailored to fit your organisation’s own management competency model
- Links to the SHL Personal Development Pack (PDP) which contains over 700 competency-based suggestions to help managers improve their performance. For further details see page 60.

**What training do I need?**
You will need to be 360° or OPQ trained to administer the PMC.

**How is PMC administered?**
- Pencil and Paper
- Bureau Scoring
- Automated Scoring
- PC
- Online Bureau
- Online

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### PMC Competencies Measured

<table>
<thead>
<tr>
<th>PEOPLE</th>
<th>Leadership</th>
<th>Interpersonal</th>
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<tbody>
<tr>
<td></td>
<td>Providing Direction</td>
<td>Interpersonal Sensitivity</td>
</tr>
<tr>
<td></td>
<td>Empowering</td>
<td>Teamwork</td>
</tr>
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<td></td>
<td>Motivating Others</td>
<td>Building and Maintaining Relationships</td>
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<td></td>
<td>Developing Others</td>
<td>Integrity</td>
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<td></td>
<td>Attracting and Developing Talent</td>
<td>Flexibility</td>
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<td>Attracting and Developing Talent</td>
<td>Stress Tolerance</td>
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<td></td>
<td>Attracting and Developing Talent</td>
<td>Tenacity</td>
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<td></td>
<td>Attracting and Developing Talent</td>
<td>Cross Cultural Awareness</td>
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<table>
<thead>
<tr>
<th>THINKING</th>
<th>Analytical</th>
<th>Business Awareness</th>
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<tbody>
<tr>
<td></td>
<td>Judgement</td>
<td>Organisational Awareness</td>
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<td></td>
<td>Information Gathering</td>
<td>Strategic Perspective</td>
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<td></td>
<td>Problem Analysis</td>
<td>Commercial Orientation</td>
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<td></td>
<td>Objective Setting</td>
<td>Cross Functional Awareness</td>
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<td>Management Control</td>
<td>Innovation</td>
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<td></td>
<td>Written Communication Skills</td>
<td>Career and Self Development</td>
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<td></td>
<td>Technical Skill and Competence</td>
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</table>

<table>
<thead>
<tr>
<th>ENERGY</th>
<th>Dynamism</th>
<th>Operational</th>
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<tbody>
<tr>
<td></td>
<td>Self Confidence</td>
<td>Concern for Excellence</td>
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<td>Impact</td>
<td>Customer Service</td>
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<td>Decisiveness</td>
<td>Orientation</td>
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<td>Drive</td>
<td>Execution</td>
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<td>Initiative</td>
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<td>Persuasiveness</td>
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<td></td>
<td>Oral Communication Skills</td>
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To Order Call 0870 070 8000 (UK) 1800 932052 (IRELAND)
Directors Development Audit (DDA)

Designed by SHL in collaboration with the Institute of Management, the DDA is part of a user-friendly package to enable prioritising of investment in director-level development and enhancement of board effectiveness. It uses a model of 23 director competencies important for success in these key roles.

The package comprises a self-scoring audit instrument with an accompanying “self-help” developmental workbook authored by the Institute of Management in collaboration with SHL.

The Audit is designed to be used for self-initiated diagnosis of development needs, and can be used for self-assessment by the Director. There is also the option of gathering further feedback from a variety of individuals of significance to the Director, such as the Chief Executive, Managing Director, other board members and managers reporting to the Director, leading to 360° development.

**Benefits of Using the DDA**

- An easy-to-use, cost-effective tool for the development of senior people, whose performance is critical to the success of the organisation
- May be used for self-assessment or 360° development
- Covers a broad range of competencies, drawn from research by the Institute of Directors, Institute of Management, Management Charter Initiative and SHL, and applicable to top managers and directors in a wide range of organisations
- Enables directors to assess their own development needs, in a relevant and non-threatening manner
- Provides a developmental framework for the preparation of senior managers for potential future board membership
- Facilitates the development of board effectiveness by identifying the competencies critical to success in which members require development
- A special feature of the DDA is that it can be self-administered and scored giving complete confidentiality of the data.

**What training do I need?**

There is no pre-requisite training to use DDA, although previous experience of 360° instruments is desirable.

**How is DDA administered?**

Pencil and Paper
Automated Scoring

<table>
<thead>
<tr>
<th>COMPETENCIES MEASURED</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy</strong></td>
</tr>
<tr>
<td>Strategic Thinking</td>
</tr>
<tr>
<td>Systems Thinking</td>
</tr>
<tr>
<td>Awareness of External Environment</td>
</tr>
<tr>
<td>Entrepreneurial Thinking</td>
</tr>
<tr>
<td>Developing the Vision</td>
</tr>
<tr>
<td>Initiating Change</td>
</tr>
<tr>
<td>Championing Causes</td>
</tr>
<tr>
<td><strong>Culture</strong></td>
</tr>
<tr>
<td>Customer Focus</td>
</tr>
<tr>
<td>Quality Focus</td>
</tr>
<tr>
<td>Teamwork Focus</td>
</tr>
<tr>
<td>People Resource Focus</td>
</tr>
<tr>
<td>Organisational Learning Focus</td>
</tr>
<tr>
<td><strong>People</strong></td>
</tr>
<tr>
<td>Communicating</td>
</tr>
<tr>
<td>Creating a Personal Impact</td>
</tr>
<tr>
<td>Promoting Leadership</td>
</tr>
<tr>
<td>Promoting Development of Others</td>
</tr>
<tr>
<td>Networking</td>
</tr>
<tr>
<td><strong>Operations</strong></td>
</tr>
<tr>
<td>Governance</td>
</tr>
<tr>
<td>Decision-Making</td>
</tr>
<tr>
<td>Contributing Specialist Knowledge</td>
</tr>
<tr>
<td>Managing Performance</td>
</tr>
<tr>
<td>Analysing Situations</td>
</tr>
<tr>
<td>Awareness of Organisational Structure</td>
</tr>
</tbody>
</table>

![COMPETENCIES MEASURED](image-url)
The PDP is an empowering tool, designed to facilitate the conversion of development thoughts into action. It provides a self-help guide to enable people to take responsibility for their own development. 

In a step-by-step, user-friendly manner the PDP guides the user through the processes of:
• Clarifying the competencies required for their role
• Summarising their strengths and development needs
• Planning their personal development
• Recording and reviewing learning.

It contains over 700 practical ideas for personal development, structured around the PMC model of 36 management competencies.

APPLICATIONS FOR THE PDP INCLUDE:
• Follow-up to any 360° development needs analysis, e.g. PMC, IMC, pd360
• For use as part of:
  - a development discussion
  - a performance appraisal
  - a development centre
  - a career development review
• Suitable as an interactive tool for any line manager or staff member requiring self development
• Useful as a reference source for development specialists.

BENEFITS OF USING THE PDP
• A cost-effective tool, encouraging managers to take responsibility for their own development, moving the focus away from over-dependence on formal training courses
• Provides hundreds of easy-to-access ideas for development, including on the job development activities, video and reference books, thus suiting a variety of learning styles
• Covers a broad range of management competencies relevant to a wide range of organisations
• Links directly to the PMC, IMC and CCCI competencies, providing a streamlined tool to move development forward following 360° feedback
• For specialists with international responsibilities, a particularly useful part of the PDP is the International Resources section which identifies foreign language development materials
• Tailored versions of the PDP enable it to be closely matched to the specific requirements of individual organisations.

What training do I need?
No training is required to use the PDP.

How is PDP administered?
Pencil and Paper
The Management Development Suite is a series of user-friendly, self-help diagnostic instruments, providing self-assessment or 360° feedback on an individual’s effectiveness in specific areas of management activity.

Five audits are available:
- Managing Change
- Managing Performance
- Managing Teamwork
- Managing Relationships
- Managing Culture

APPLICATIONS
The MDS can be used with all levels of managerial staff, in training and development contexts* including:
- Management development
- Self-assessment
- 360° development
- Counselling
- Management training courses
- One-to-one coaching
- Culture change programmes
- Team building.

*N.B. The MDS was designed specifically for use in development contexts, for an individual to gain information on their relative strengths and development needs.

**BENEFITS OF USING THE MDS**
- Easy-to-use, cost-effective tools facilitating focused development of managers to achieve enhanced performance
- Each Audit covers a specific area key to managerial and organisational success, allowing development to be focused on critical areas
- Easy to complete and flexible in application
- Fully self-contained, requiring no computer processing, allowing results to be profiled on the spot by the managers themselves
- Offer complete confidentiality of data through self-scoring, enabling the managers to assess their strengths and development needs in a non-threatening way
- Profiles and results easy to understand, with accompanying Action Leaflets providing additional information on interpretation and ideas, allowing managers to take ownership of the results and hence their own development.

**What training do I need?**
There is no prerequisite training to use the MDS, although previous experience of 360° instruments is desirable.

**How is MDS administered?**
Pencil and Paper
Career Pathfinder
General Abilities Profile (GAP)

Career Pathfinder is a range of career guidance instruments developed to reflect the changes in the world of work over the past ten years.

CAREER PATHFINDER – QUICKSCAN
Quickscan is a self-assessment questionnaire designed as a practical aid to career decision-making. It assists individuals to clarify their interests against six vocational areas and link this information to activities, competencies and work types. It also provides practical job seeking hints and advice for those looking for a new career.

Time 10–15 minutes
Number of Questions 60

CAREER PATHFINDER – IN-DEPTH
Career Pathfinder In-depth is a self-completion questionnaire designed to aid career decision-making. In-depth can be used to meet either personal or organisational needs. It can be used by anyone who wants a clearer picture of the possible career directions, which suit their personality, their preferred organisational culture and the competencies they have to offer.

Time 20–30 minutes
Number of Questions 150

What training do I need?
No training is needed for Career Pathfinder Quickscan. You will need appropriate training in Occupational Testing to administer Career Pathfinder In-depth.

How is Career Pathfinder administered?
Pencil and Paper
Bureau Scoring (In-depth only)
PC

The General Abilities Profile (GAP) is suitable for careers guidance and counselling. GAP forms a flexible, modular package, suitable for comprehensive careers guidance and assessment.

SERIES 1 GCSE
GAP Series 1 is suitable for GCSE standard candidates.
VERBAL REASONING
Product Code: VG1
Time 18 minutes
NUMERICAL REASONING
Product Code: NG1
Time 12 minutes
DIAGRAMMATIC REASONING
Product Code: DG1
Time 14 minutes

SERIES 2 A LEVEL
GAP Series 2 is suitable for A-level standard candidates.
VERBAL REASONING
Product Code: VG2
Time 20 minutes
NUMERICAL REASONING
Product Code: NG2
Time 25 minutes
DIAGRAMMATIC REASONING
Product Code: DG2
Time 20 minutes

SERIES 3 GRADUATE
GAP Series 3 is suitable for graduate standard candidates requiring guidance and careers counselling.
VERBAL REASONING
Product Code: VG3
Time 25 Minutes
NUMERICAL REASONING
Product Code: NG3
Time 30 Minutes
DIAGRAMMATIC REASONING
Product Code: DG3
Time 20 Minutes

SERIES 5
The specific skills module (Series 5) can be used to supplement Series 3 and, if appropriate, is suitable for any level of candidate.
CHECKING INFORMATION
Product Code: CGS
Time 7 Minutes
RECOGNISING SHAPES
Product Code: SGS
Time 12 Minutes
MECHANICAL UNDERSTANDING
Product Code: MGS
Time 15 Minutes

What training do I need?
You will need appropriate training in Occupational Testing to administer and interpret the General Abilities Profile (GAP).

How are GAP tests administered?
Paper and Pencil
Bureau Scoring
Harnessing the power of the computer to manipulate large amounts of data and linking to the Internet for fast communication is the key to achieving truly fast and effective selection, assessment and development.

Many SHL tests and questionnaires can be delivered via PC giving you flexibility when implementing technology based assessment and development. This includes the combination of SHL’s world leading psychometric assessment expertise with the communication power of the Internet to devise innovative approaches to help organisations identify and capitalise on the potential of their people.
By combining world leading psychometric assessment expertise with the power of the internet – SHL provides a fast effective and secure method of assessing candidates that can significantly help with recruitment, training and development.

SHL has a number of systems solutions that can be integrated into client’s websites, their HR systems or can operate independently. The systems can be client branded or used as is.

**SCALABLE SOLUTIONS:**
Our systems can integrate with your existing recruitment, assessment and development strategy.

Accessing the system couldn’t be easier. All you need is a computer and internet connection the rest is down to us. There is no local installation, maintenance of software or upgrades of content and software. All these are looked after by SHL – deployment is quick and easy.

**AN INTEGRATED APPROACH**
Integration with HR information systems, workflow providers and ‘job-boards’.

We can interact directly with almost all third party systems and have worked with and built strong relationships with all of the leading providers. A seamless connection between your HR system and Assessment platform ensures consistency and reliability.

**SOME OF THE THIRD PARTIES WE HAVE PARTNERED WITH:**
amris  
BrassRing  
changeworknow  
future hr  
GTI Online Solutions  
I-GRasp  
Jobpartners  
JobStreet  
netmedia  
pageup  
peoplesclick  
peoplesolutions  
Projectix  
recruitmax  
SAP  
Taleo  
World Careers Network
**pd360**

The SHL pd360 system is a highly flexible, online system capable of running 360° multi-rater assessments and managing individual development plans.

Competencies define each job profile using the SHL Universal Competency Framework™ or by integrating your own organisation’s competencies.

Multi-rater assessments can then be undertaken to identify an individual’s strengths and development needs from a 360° viewpoint.

The system then provides access to a pool of development advice and coaching tips. Line managers can then access information about strengths and development needs for both individuals and teams.

**EXPERT ONLINE**

‘Expert Online’ is an online system which can administer, score and interpret results from a range of SHL tests and questionnaires. Questions are displayed on-screen and responses are automatically scored by the system, which can then produce profiles and reports on candidates just as a human expert would, but in a fraction of the time.

The range of instruments and reports available continues to expand, as does the language availability. Currently the following products are available through a selection of modules:

**SIFTING MODULE (A)**

Ability Screening Online (ASO) (unsupervised)

**SELECTION MODULE (B)**

Occupational Personality Questionnaire (OPO32)
Customer Contact Styles Questionnaire (CCSQ)
Work Styles Questionnaire (WSQ N)
Motivational Questionnaire (MQ)
ITTS (DIT6) (supervised)
CRTB (VCI1 and NC21) (supervised)
MGIB (NMG3 and VMG3) (supervised)
AMT (VMT3 and NMT4) (supervised)

**MANAGEMENT JUDGEMENT MODULE (C)**

Scenarios

**EXIT MODULE (D)**

Exit Questionnaire (EQ)

**360° ASSESSMENT MODULE (E)**

IMC
PMC

**MULTI-LINGUAL MODULE (F)**

Currently 7 European languages with more being added all the time.

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**What training do I need?**

The training varies for each instrument.

**How are Client Systems administered?**

Online
The Bureau Service from SHL offers the speed and convenience of assessment scoring, reporting or outsourcing the whole assessment process. The service is secure and run by experts in the processing of assessments, allowing you the peace of mind to concentrate on the important parts of your job.

**PAPER - BASED BUREAU SERVICES**

SHL provides a Bureau service for those instances where you would prefer SHL to score ability tests and questionnaires and produce questionnaire profiles or reports for you. Test or questionnaire data can be emailed in, posted or faxed in using photocopies of answer sheets.

**PAPER - BASED PRODUCTS AVAILABLE**

Bureau is able to score all of SHL’s paper and pencil products.

**SERVICE COMMITMENT**

Bureau aim to turnaround work within 48 hours of receipt under normal circumstances, although we try our best to accommodate shorter turnaround times if needed.

**ONLINE BUREAU SERVICES**

This area of Bureau’s offering is very popular because it offers you the ease and simplicity of assessment online without the lead time of setting up your own internal assessment system. On receiving your instruction we set up the project and those taking part receive email instructions to access verbal or numeric tests, the OPQ or 360 feedback questionnaires online. As soon as the candidates have completed the administration(s), you will receive emailed instructions enabling access of the results.

**ONLINE PRODUCTS AVAILABLE**

Bureau is constantly looking to introduce new instruments to the Online Bureau Service, however the core Bureau offering is as follows:

- OPQ32 (see page 29)
- MQ (see page 53)
- CCSQ (see page 36)
- PMC - 360° (see page 58)
- ASO - graduate level verbal and numeric tests (unsupervised) (see page 10)
- NMG3, VMG3, DIT6, VMT3, NMT4, VC1.1 and NC2.1 (supervised) (see pages 17-20)
- pd360 (see page 55).

**BENEFITS TO USING THE ONLINE SERVICE**

- No start up cost – You pay per candidate
- Speed – As soon as candidates are set up on the Online Bureau System they can start their assessments
- Flexibility - Candidates can complete the assessment in their own time and at their own location. You can assess as many or as few candidates as you want, when you want.

**SERVICE COMMITMENT**

Bureau aim to set-up candidates for Online Assessment within 24 hours.
PC Expert Assessment System

The SHL PC Expert Assessment System is a software system for PCs, which can administer, score and interpret results from a range of SHL tests and questionnaires.

Questions are displayed on-screen and responses are automatically scored by the system, which can then produce profiles and reports on candidates just as a human expert would, but in a fraction of the time.

The Expert System will:
• Save you time and money
• Provide detailed analysis very quickly
• Ensure consistency of interpretation
• Provide extra guidance on interpretation
• Give a graphical report against management competencies (OPQ32)
• Give additional information such as team types and leadership styles (OPQ32)
• Hold all candidate data in a database structure.

Currently the following range of SHL assessment and development tools are available for the PC Expert System:
• OPQ32
• Customer Contact Styles Questionnaire (CCSQ)
• Work Styles Questionnaire (WSQ N)
• Motivation Questionnaire (MQ)
• Inventory of Management Competencies (IMC)
• Perspectives on Management Competencies (PMC)
• Advanced Level Ability Tests (NMGI, VMGI, VC1.1, NC2.1, DC3.1) (profiles only - no reports)
• Clerical Level Ability Tests (CP7.1, VP1.1, NP2.1, VS1, NS2) (profiles only - no reports)
• Technical Level Ability Tests (MT4.1, SIT7) (profiles only - no reports)
• Career Pathfinder In-depth (reporting only)
• OPQ Concept Model.

Existing Expert users can receive free instrument packs by downloading software from the SHL website.

What training do I need?
The training varies for each instrument.

How is PC Expert administered?
PC
SHL QUALIFICATIONS IN PSYCHOMETRIC TESTING

SHL tests and questionnaires are powerful instruments and use is restricted to appropriately trained individuals. There are two levels of qualification:

- **SHL Level 2** - provides eligibility for BPS Certificate of Competence in Occupational Testing Level B (Intermediate), allowing purchase and use of Occupational Personality Questionnaires and the Motivation Questionnaire.

If you have the BPS Certificate of Competence in Occupational Testing at Level A, please call us to become registered at SHL Level 1 to use SHL Ability Tests. To use OPQ, you will need to attend the Occupational Personality Questionnaires course.

If you have the BPS Certificate of Competence in Occupational Testing at Level B (Intermediate) and wish to use the OPQ, you will need to attend the OPQ workshop.
1. Interpretation
1.1 In these Conditions:—
“Client” means the Delegate, the Registered User and the Test Administrator and any other person (legal or natural) purchasing or using the Company’s Materials.
“Company” means SHL (UK) Limited whose registered office is at The Pavilion, 1 Atwell Place, Thames Ditton, Surrey KT7 ONE.
“Delegate” means the person sent on one of the Company’s Training Courses.
“Materials” means test and training materials whether written or in the software program.
“Registered User” means a person who has successfully completed a Training Course and/or has passed a test and has been approved by the Company to be registered to use the Materials.
“Test Administrator” means a person who has been trained and qualified by the Company to administer attitude tests and personality questionnaires under the supervision of a Registered User employed in the same organisation.
“Trade Marks” means the OPQ and SHL registered trade marks and other trade marks of the Company.
“Training Course” means the Company’s training courses for Clients designed to lead to the award of a certificate, registration or diploma.
1.2 The headings in these Conditions are for convenience only and shall not affect their interpretation.
1.3 These Conditions override any earlier conditions appearing in the Company’s catalogues or elsewhere or referred to by the Client or registered user.
1.4 These Conditions shall govern the contract between the Company and the Client to the exclusion of any other conditions.

2. Training Courses
2.1 Details of the fees for Training Courses and specific terms and conditions for Training Courses are set out in the Company’s current brochure.
2.2 All invoices shall be paid within 30 days of the date of the invoice.
2.3 The Client shall not be entitled to a refund of any Training Course fees if written notice of any failure to attend or cancellation or postponement is received by the Company from the Client less than twenty one days before the start date of such Training Course, even if the failure to attend is beyond the Client’s control.
2.4 Substitution of a substitute providing the Delegate has completed all pre-course training requirements.
2.5 The Company has the right to alter Training Course dates at short notice.
2.6 The Company gives no guarantee that every Registered User will complete a Training Course or the sitting of a test, obtain the award or relevant certificate, registration or diploma.

3. Licences and Qualifications
The Company’s Conditions of Supply, from time to time, are incorporated into these Conditions. These include, without limitation, the need for valid, paid-up, non-withdrawn licences (individual or corporate), for specified qualifications before an order will be accepted or fulfilled and limits on the use of Materials. A copy of these conditions is available on written request.

4. Conditions of use of Materials
4.1 Materials shall only be supplied to Registered Users and should only be used by Registered Users or by a Test Administrator under supervision.
4.2 A maximum of 3 Test Administrators may operate under the supervision of 1 Registered User who must work at the same location. A Test Administrator must not use Materials without the supervision of a Registered User.
4.3 Materials are for the Client’s internal and non-commercial use only, and are otherwise authorised by SHL in writing. For the avoidance of doubt, materials may not be passed on, re-sold or used for the benefit of any third party (including the assessment of candidates by the Client for third parties).
4.4 Manuals and User’s Guides can be supplied to any Client and should be treated as confidential.

4.5 Materials are supplied on the express condition that they will be used within the ethical guidelines set out in the Occupational Testing Handbook and Equal Opportunities Guidelines for Best Test Practice published by the Company as updated by supplements and newsletters and in accordance with these Conditions from time to time. The Company reserves the right to withhold Materials from those who do not agree with such guidelines and/or do not cancel the registration of Registered Users who are responsible for such non-compliance.
4.6 In the case of only Multiple Assessment Series Materials “Registered User” in Conditions 4.1, 4.3 and 4.5 shall include Authorised Users as defined in the Conditions of Supply (see Condition 3 above).

5. Leased Materials
5.1 Leased Materials remain the property of the Company and are supplied to Registered Users for an initial period of one year. Leasing shall be automatically renewed on an annual basis for a fee which is payable by the Registered User unless at least one month’s written notice of termination is received by the Company before such automatic renewal.
5.2 Refunds will not be made on leased Materials returned part way through a lease period.
5.3 Lost or damaged leased Materials will only be replaced by the Company upon payment of an additional charge by the Registered User.
5.4 The Registered User to whom leased Materials are supplied will be held responsible for the lease fees payable for those Materials until such time as they are returned to the Company, or written confirmation is received by the Company that another Registered User has taken over responsibility for the lease fees and this has been agreed in writing by the Company.

6. Intellectual Property Rights
6.1 The Client acknowledges that the copyright and all of the Trade Marks, trade names, patents and other intellectual property rights used or embodied in or used in connection with the Materials or software are owned by the Company. The Client shall not copy or reproduce any Materials or trade marks or in any way whatsoever or enter into or use or reproduce in any kind of information storage or retrieval system including but not limited to any form of electronic retrieval system.
6.2 The Client shall not reproduce or copy or vary or adapt the Materials and/or trade marks by any means or in any way whatsoever or enter into or use or reproduce the same into any kind of information storage or retrieval system including but not limited to any form of electronic retrieval system.
6.3 The content of the Company’s methods of scoring and processing results are secret and confidential and the Client must not disclose them to any third party which is not itself a Registered User.
6.4 Answers must be given on the Company’s approved answer sheets and Registered Users and Test Administrators are not permitted to use any other materials or forms for such purpose since such use may prejudice the integrity of the results and the Company’s intellectual property rights.
6.5 The Client acknowledges that the Trade Marks are the property of the Company and use of the Trade Marks by the Client will at all times be in keeping with these terms of business and the Client will seek to maintain their distinctiveness and reputation as determined by the Company from time to time.
6.6 The Client will not use the Trade Marks in any way that could bring the reputation of the Company into disrepute.
6.7 The Client will not use any mark or name confusingly similar to the Trade Marks and in respect of goods similar to the Materials and will not use the Trade Marks on any goods or services other than the Materials.
6.8 The Client will not use the Trade Marks as part of any corporate business or trading name of the Client.

7. Orders of Materials
7.1 All written orders must state the name and registration number of the Registered User and must bear the signature of the Registered User.
7.2 Course bookings can be accepted over the telephone by the Company on the condition that they are confirmed either by the Client signing and returning a faxed order form or by written confirmation.
7.3 Materials can be ordered by telephone but will only be supplied to the Registered User’s address. Registered Users should notify the Company of any change of employer or address as soon as is practicable.
7.4 Where no Registered User remains in an organisation the Company reserves the right to reclaim Materials until such time as a qualified Registered User is adequately trained to use such reclaimed Materials.
7.5 A Test Administrator whose employer does not, at a given time, employ a Registered User must return all Materials to the Company.
7.6 Title to the Materials shall not pass to the Client whilst the Client owes any sum of money at all to the Company.
7.7 Where the Materials ordered include computer software, the Client accepts that it is entitled to use the software only in accordance with the Company’s Software Licence (the terms of which are incorporated into these Conditions), a copy of which is available upon written request.
7.8 All invoices shall be paid within 30 days of the date of the invoice.

8. Confidentiality
Each party shall keep confidential all information obtained from the other pursuant to any contract between the parties and shall not divulge information to any third party without the other’s prior written consent. Each party shall ensure that its servants, agents, employees and sub-contractors are bound by the provisions of this clause.

9. Data Protection
9.1 The Client shall comply with all the provisions of the Data Protection Act 1998 in relation to its use of Materials.
9.2 The Client consents to the Company processing personal/candidate data relating to the Client for the purposes of facilitating the Client’s use of the Materials.

10. Indemnity
10.1 All Materials are supplied only on the basis that the Company incur no liability to the Client, his or her employer or to any other party whether in contract or in tort (including negligence) or otherwise in respect of any matter arising out of the use of the Materials or out of the interpretation of the information thereby derived by the Client, the Company or any other party, except that the Company is not limiting its liability for death or personal injury arising from the Company’s or its employer’s negligence, nor for fraudulent misrepresentations which the Client has relied upon.
10.2 All reports prepared by the Company represent opinions based on test results and must not be relied upon as statements of fact. In particular, whilst the Company has made efforts to ensure that the Materials avoid discrimination based on sex, race and age, no guarantee is given that this will be avoided in the interpretation of the tests.

11. General
11.1 No waiver by the Company of any breach of these Conditions shall be considered as a waiver of any subsequent breach of the same or any other conditions.
11.2 If any provision of these Conditions is held by any competent authority to be invalid or unenforceable in part, the validity of the other provisions of these Conditions and the remainder of the provision in question shall not be affected by virtue thereof.
11.3 These Conditions shall be subject to and construed in accordance with the laws of England and Wales and subject to the exclusive jurisdiction of the courts of England and Wales.
11.4 The Company’s brochures and price lists shall be taken into account in deciding what Materials are leased or require a Licence.
11.5 The Company shall not be liable for any default resulting from causes beyond its reasonable control.
11.6 A person who is not a party to these terms of business shall have no right under the Contracts (Rights of Third Parties) Act 1999 to enforce any of these terms of business.
<table>
<thead>
<tr>
<th>Alphabetical</th>
<th>Page</th>
<th>Alphabetical</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability Screening Online (ASO)</td>
<td>10</td>
<td>PC Expert Assessment System</td>
<td>67</td>
</tr>
<tr>
<td>Advanced Managerial Tests (AMT)</td>
<td>17</td>
<td>pd360</td>
<td>55</td>
</tr>
<tr>
<td>Applied Technology Series (ATS)</td>
<td>21</td>
<td>Personal Development Pack (PDP)</td>
<td>60</td>
</tr>
<tr>
<td>Automated Office Battery (AOB)</td>
<td>21</td>
<td>Personnel Test Battery (PTB)</td>
<td>22</td>
</tr>
<tr>
<td>Brainstorm</td>
<td>16</td>
<td>Perspectives on Management Competencies (PMC)</td>
<td>58</td>
</tr>
<tr>
<td>Bureau Services</td>
<td>66</td>
<td>Practice Leaflets</td>
<td>25</td>
</tr>
<tr>
<td>Career Pathfinder</td>
<td>62</td>
<td>Practice Tests</td>
<td>25</td>
</tr>
<tr>
<td>Corporate Culture Questionnaire (CCQ)</td>
<td>52</td>
<td>QuickSift Competency Screening Questionnaires</td>
<td>11</td>
</tr>
<tr>
<td>Critical Reasoning Test Battery (CRTB)</td>
<td>19</td>
<td>Scenarios</td>
<td>16</td>
</tr>
<tr>
<td>Customer Contact Aptitude Series (CCAS)</td>
<td>19</td>
<td>Strategic Management Exercises (MAS)</td>
<td>40</td>
</tr>
<tr>
<td>Customer Contact Competency Inventory (CCCI)</td>
<td>56</td>
<td>Supplementary Ability Test Materials</td>
<td>26</td>
</tr>
<tr>
<td>Customer Contact Simulation Exercises (MAS)</td>
<td>50</td>
<td>Tactical Management Exercises (MAS)</td>
<td>42</td>
</tr>
<tr>
<td>Customer Contact Styles Questionnaire (CCSQ)</td>
<td>36</td>
<td>Talent Screener</td>
<td>12</td>
</tr>
<tr>
<td>Directors Development Audit (DDA)</td>
<td>59</td>
<td>Technical Test Battery (TTB)</td>
<td>23</td>
</tr>
<tr>
<td>Expert Online</td>
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