



...objectively assessing for potential and performance

The Regulatory Services Test & Structured Interview

*...objectively assessing
for potential and
performance*



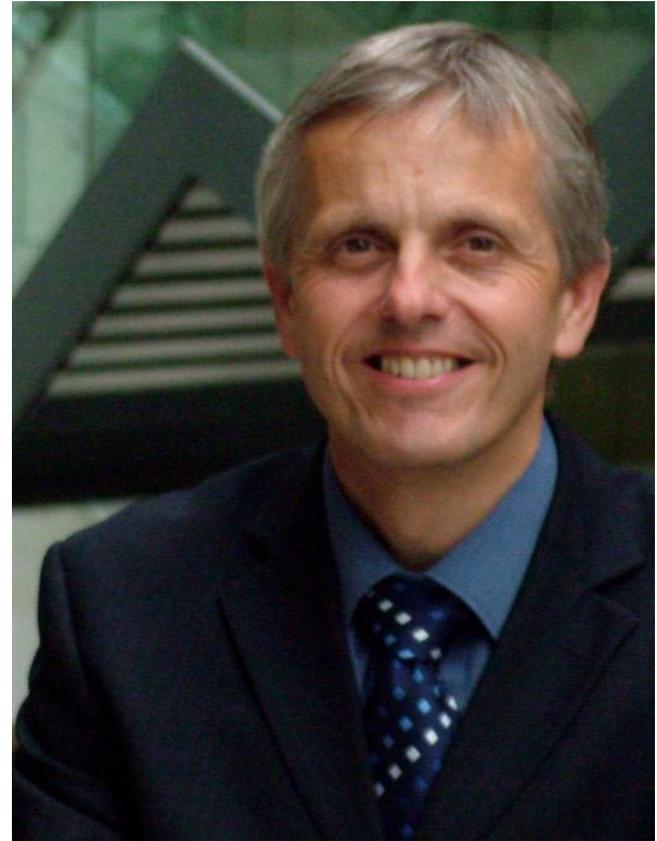
...objectively assessing for potential and performance

What Makes a Good One: the DNA of a Good Regulatory Officer

...and how you can assess for it!

A Message from Steve Greenfield...

- “The RST is not conceptual vapour-ware...it is a proven, practical tool which does exactly what it says on the tin!”
- *Steve Greenfield, County Trading Standards Officer, Suffolk County Council*



Introduction – objectives

- To introduce and explain the RST to you.
- To explain why and how we built it.
- To explain how it can be used.
- To provide you with evidence, both qualitative and quantitative, that it's *a pukka piece of kit*.

Some Customer Feedback

- *The Regulatory Services Test provided a useful insight into the candidate's skills, abilities and potential weaknesses. This was extremely useful when it came to probing key skills and abilities during the limited time available for most interviews. The additional information provided by the RST allowed us to more effectively focus on key areas, and the report format is user friendly and easy to interpret.*
 - *Alison Parker, Group Leader (Food Control), Luton Borough Council*
- *We have used the RST twice; once for recruiting experienced Scambusters investigators and once for recruiting to an entry level Fair Trading Officer post. We found the test to be a valuable recruitment tool, both to identify predicted behaviours to explore further at interview and to predict future performance in the role. I would strongly recommend its use to other regulatory services colleagues.*
 - *Sarah Houlton, Trading Standards Manager (Fair Trading, Special Projects & Advice), Nottinghamshire County Council.*

Your Starter for 10



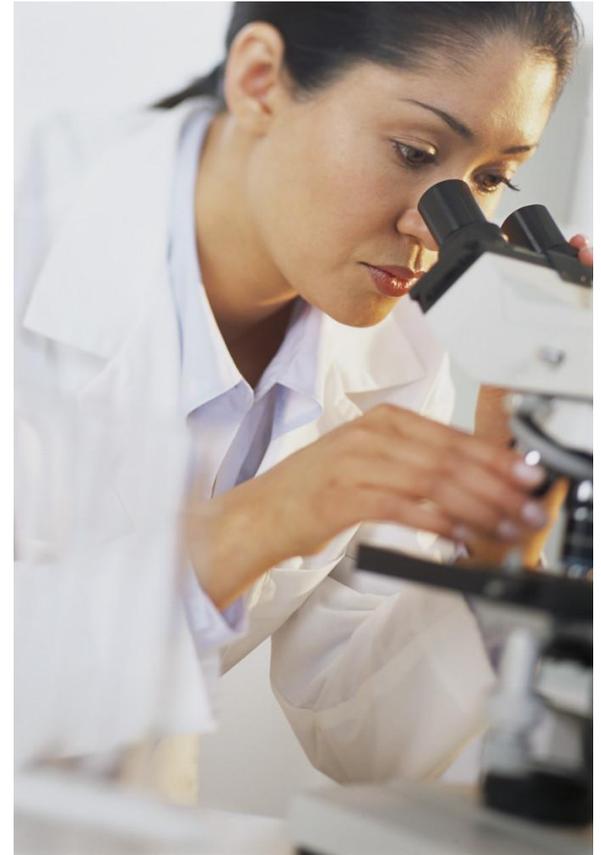
- How much is a good or excellent officer worth to you, compared to an average or poor one?

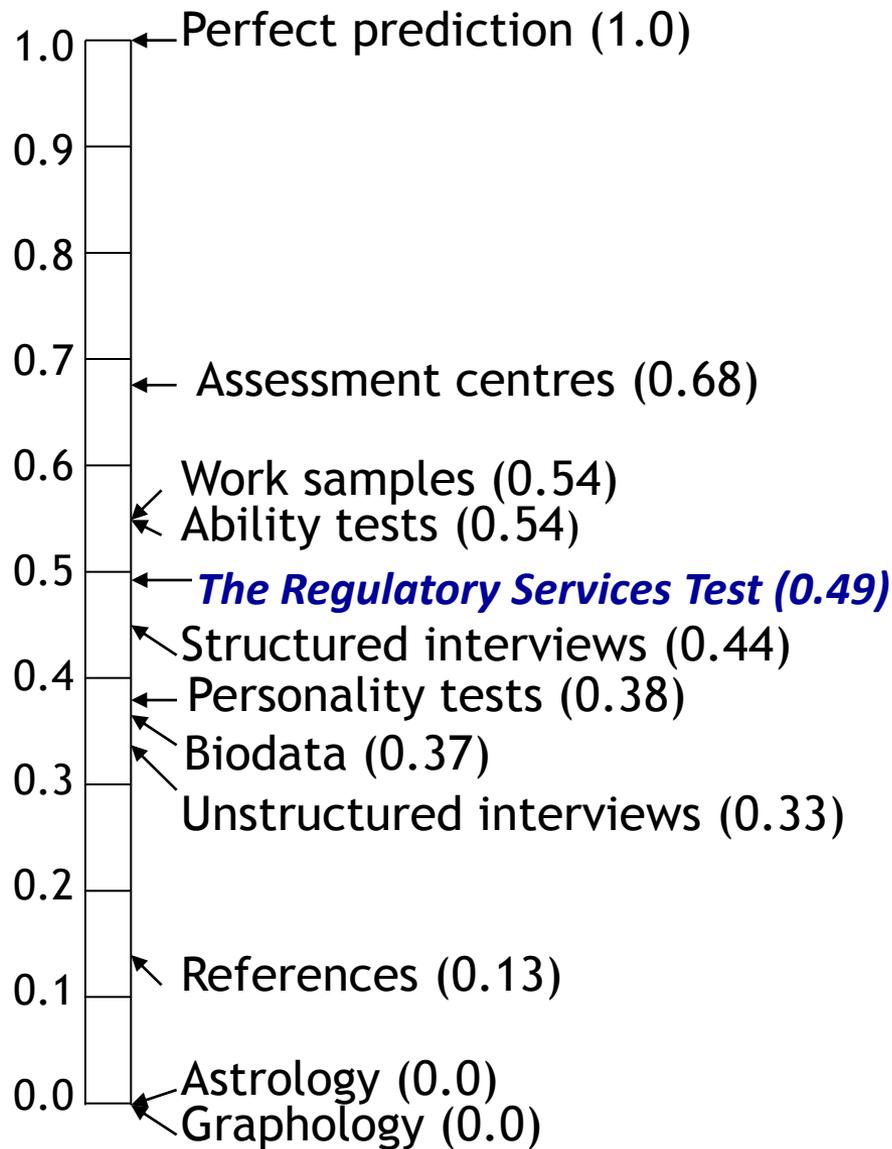
Project Brief

- To research and design a psychometrically robust tool that would:
 - enhance the quality of decision-making at selection of people who wish to become “Regulatory Services Field Officers” (RSFOs).
 - assist in the personal and professional development of those already in-post.

Does It Work?

- Emphatically yes!
- The validation data provided in 2007 suggests this is a highly predictive test: $r=0.49$, $p<0.001$, $n=85$.
- Since then approximately 40 organisations have used it in real situations.
- Most of them have used it more than once & paid for the privilege!
- Feedback from end-users has been very positive.





The predictive accuracy/validity of selection methods – Anderson & Cunningham-Snell (2000)

What are the *benefits* of using the RST?

- More confidence in selection decisions:
 - better recognition of people with potential to become good RSFOs.
 - and of those who may not be ideally suited to RS work.
- Fairer and defensible selection decisions.
- Higher quality candidates being short-listed.
- Higher quality appointments.
- More *consistency* in selection processes.
- Better balanced teams.
- Clearer development needs.
- Higher standards within the profession.
- Better regulation!

How We Did It

- Actually, you told us!
- Over 250 people contributed their views.
- Development of initial model of “what makes a good one” - the “conceptual framework”.
- Robust psychometric practice helped us build the tests.
- Clever statistical analysis is proving that it works - *it is predictive*.

What is the Regulatory Services Test?

- Leading edge selection/development tool:
 - A timed written comprehension component.*
 - An un-timed personality profile.*
- Assesses performance-critical behaviours for Regulatory Services Field Officers



The Regulatory Services Test improves accuracy of candidate selection

What is the Regulatory Services Test designed to do?

Assess the 'DNA' of a good Regulatory Services Officer:

- Pre-screening tool - much more interest in RS & TS jobs recently...
- Support for selection interviews
- Tool for developing existing staff



So what makes up a Regulatory Services Officer's Core DNA?



- Communication
- Assertiveness
- Pragmatism
- Professionalism
- Commitment
- Reasoning
- Education/
Enforcement style

Communication

- The ability to communicate in a clear and concise manner, both verbally and in writing, being aware of one's impact on others:
 - Ability to adapt style.
 - Listening skills.
 - Empathy.
 - Mediation skills.
 - Importance of NVC.



Assertiveness



- Being positive, confident and convincing, advocating own view in a constructive way.
- Appreciation of others' perspectives.
- Self-control.
- Ability to control conversations.
- Being polite.
- Effective negotiation skills.

Professionalism



- Setting high standards for own work, bringing structure & organisation to a task or project, in order to achieve planned outcomes:
 - Initiative.
 - Quality orientation.
 - Organisational skills.
 - Reliability.
 - Discipline.
 - Keeping promises.
 - Time & project management skills.
 - Attention to detail.
 - Conscientiousness.

Pragmatism

- The ability to make planned and instinctive judgements, often in challenging circumstances, based on logic and previous experience:
 - Decisiveness.
 - Observation.
 - Practical, common-sense.
 - Difficult and/or unpopular decisions.
 - Caution.
 - Policy & procedure.



Commitment

- Demonstrating a strong commitment to the “regulatory services cause”.
- “Can-do, will-do” attitude.
- Public service & protecting the public.
- Resilience under pressure.
- Drive & energy.
- Persistence.
- Integrity and ethics.
- Fairness & justice.



Reasoning



- The ability to understand complex written information quickly & accurately, determining what follows logically from data presented.

Enforcement v Education Preference

- **“Work style preference”** - ranging from an enforcement style to an educational/facilitative style.



Two types of feedback report

The Regulatory Services Test

The Regulatory Services Test - In Depth Feedback Report



10th June 2007
Paul Leeway

© City of London Trading Standards Association, David Woodhead & Consulting, Blue Edge Consulting

In depth report includes narrative and interview prompts

The Regulatory Services Test

The Regulatory Services Test - Short Profile

Paul Leeway, 10th June 2007

Introduction

This report summarises the Regulatory Services Test profile for Paul Leeway. The test assesses likely behaviour in a range of areas of relevance to effectiveness in a Regulatory Services role. These areas include:

- Communication - communicating clearly and concisely
- Assertiveness - dealing with conflict and negotiating effectively
- Professionalism - having a reliable, methodical approach to work tasks
- Commitment - showing resilience, overcoming challenge and championing integrity
- Pragmatism - taking a concrete, conventional approach to problems and decisions
- Critical reasoning - ability to reason logically & quickly with written information
- Education vs Enforcement - preference to understand/educate vs enforce

Summary

The summary graph below shows the candidate's profile ratings when compared against a Regulatory Services comparison group. The higher the rating on each aspect of the profile, the more likely the candidate is to exhibit the behaviour described above.

| Aspect of profile | Comparative rating (when set against Regulatory Services Officers) | | | | | | | | | |
|---|--|---|---|---|---|---|---|---|---|----|
| Communication - communicating clearly and concisely | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Assertiveness - dealing with conflict and negotiating effectively | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Professionalism - reliable, well planned, well ordered approach to work tasks | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Commitment - resilient, overcoming challenge and championing integrity | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Pragmatism - taking a concrete, tried and tested approach to decisions | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Critical reasoning - ability to reason logically & quickly with written information | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Education vs Enforcement - preference to understand/educate rather than enforce | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

Please note: Regulatory Services Test reports should not be used in isolation, but instead alongside other selection methods. A combination of previous work experience and qualifications, responses at the interview and behaviour profiles, should provide a sufficiently comprehensive assessment of the candidate.

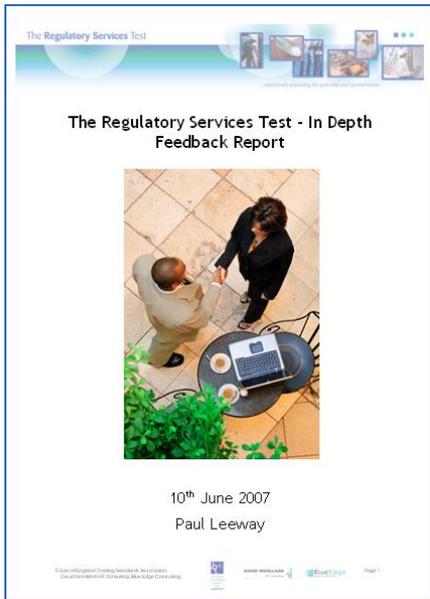
Please note that the content of this report remains proprietary to © City of London Trading Standards Association, David Woodhead HR Consulting Ltd, Blue Edge Consulting Ltd, and that any distribution or copying of the report or any of its content is prohibited unless prior agreement is made with the company, in writing.

© City of London Trading Standards Association, David Woodhead & Consulting, Blue Edge Consulting

Short profile includes profile information only

In-depth feedback report

Narrative
Description



Assertiveness



Paul is likely to behave assertively and with confidence across a range of situations, including those which may be difficult, challenging and emotionally charged. He is likely to be seen as an effective negotiator by others and should not feel uncomfortable in conflict situations. He should feel able to defuse confrontation and conflict situations. He is likely to be quite persuasive.

Interview questions and prompts that would be of use here include:

Please tell us about a really challenging situation when you were ultimately able to successfully bring someone around to your way of thinking.

Interview
prompt

In what way did you need to persuade them?
How did you go about convincing them?
How did you feel at the time?
To what extent did you enjoy this experience?
To what extent do you enjoy this type of situation?
What feedback have you had from others about your effectiveness in this type of situation?
What was the outcome of that particular interaction?
How did the relationship progress thereafter?
What did you learn from the experience?

What is the cost?

The Regulatory Services Test

The Regulatory Services Test - In Depth Feedback Report



10th June 2007
Paul Leeway

© City of London Trading Standards Association, David Woodhead & Co. Consulting, Blue Edge Consulting

**£60
+VAT**

The Regulatory Services Test

The Regulatory Services Test - Short Profile

Paul Leeway, 10th June 2007

Introduction

This report summarises the Regulatory Services Test profile for Paul Leeway. The test assesses likely behaviour in a range of areas of relevance to effectiveness in a Regulatory Services role. These areas include:

- Communication - communicating clearly and concisely
- Assertiveness - dealing with conflict and negotiating effectively
- Professionalism - having a reliable, methodical approach to work tasks
- Commitment - showing resilience, overcoming challenge and championing integrity
- Pragmatism - taking a concrete, conventional approach to problems and decisions
- Critical reasoning - ability to reason logically & quickly with written information
- Education vs Enforcement - preference to understand/educate vs enforce

Summary

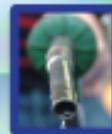
The summary graph below shows the candidate's profile ratings when compared against a Regulatory Services comparison group. The higher the rating on each aspect of the profile, the more likely the candidate is to exhibit the behaviour described above.

| Aspect of profile | Comparative rating (when set against Regulatory Services Officers) | | | | | | | | | |
|---|--|---|---|---|---|---|---|---|---|----|
| Communication - communicating clearly and concisely | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Assertiveness - dealing with conflict and negotiating effectively | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Professionalism - reliable, well-organised, well-ordered approach to work tasks | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Commitment - resilient, overcoming challenge and championing integrity | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Pragmatism - takes a concrete, conventional approach to decisions | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Critical reasoning - ability to reason logically & quickly with written information | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Education vs Enforcement - preference to understand/educate rather than enforce | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

Please note: Regulatory Services Test reports should not be used in isolation, but instead alongside other selection methods. A combination of previous work experience and qualifications, responses at interview and behavioural profiles, should provide a sufficiently comprehensive assessment of the candidate. Please note that the content of this report remains proprietary to © City of London Trading Standards Association, David Woodhead & Co. Consulting Ltd, Blue Edge Consulting Ltd, and that any distribution or copying of the report or any of its content is prohibited unless prior agreement is made with the company, in writing.

© City of London Trading Standards Association, David Woodhead & Co. Consulting, Blue Edge Consulting

**£250
for up
20 +
VAT**



...intelligent screening for maximum employee potential

Registration

Please click below if you have been asked to complete the Regulatory Services Test as part of the validation project.

[Click to register](#)



East of England Trading Standards Authorities Limited (EETSA Ltd.)



David Woollard HR Consulting



Blue Edge Consulting

[Click here to log in...](#)

Welcome to the Regulatory Service Test

This website has been designed to help validate the [Regulatory Service Test](#), a new test for the selection and development of Regulatory Services field officers. A number of individuals have been invited to complete this beta version of the test in order to support the validation process. Please note, all information collected during the validation project is confidential.

The project is being run in partnership by East of England Trading Standards Association, David Woollard HR Consulting and Blue Edge Consulting. Its aim is to develop a robust selection and development psychometric assessment for people wishing to become a "Regulatory Services Field Officer". The project and its outcomes are therefore relevant to professions such as:

- * Trading Standards
- * Environmental Health
- * Health and Safety
- * Food Standards
- * Building Control
- * Licensing.

Please see [EETSA's website](#) for more information.

The test comprises two sections: a timed section and a non-timed section. To complete the test now, please click on the Register button in the left hand panel.



The **Regulatory Services Test**

Summary

- The RST is a robust, well-researched psychometric tool, designed specifically for RS professions.
- It is very easy to administer and takes about 30 minutes to complete, on-line.
- It can be used to help with both short-listing & interviewing.
- Profiles and reports can be produced very quickly.
- There is a developing body of evidence to demonstrate its utility and predictiveness – *it isn't conceptual vapour-ware...it does exactly what it says on the tin!*
- It helps to improve the quality of decision-making at selection.
- No other psychometric assessment is as relevant - *it is the RS psychometric weapon of choice!*

The **Regulatory Services** Test



...objectively assessing for potential and performance

0.49

Where can I get more information?

- David Woollard HR Consulting
 - 01473 659654
 - 07764 443356
 - david@dwhr.co.uk*
 - www.dwhr.co.uk*



...objectively assessing for potential and performance

The Regulatory Services Test & Structured Interview

*...objectively assessing
for potential and
performance*