



...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!*

# What Is this Project All About?

*Improving the  
Quality of RS  
Staff*

# Project Brief

- To research and design a psychometrically robust tool that will enhance the quality of decision-making at selection of people who wish to become “Regulatory Services Field Officers” (RSFOs).

# Why Did We Bother?

- To finally nail down what we mean when we talk about a good TSO / EHO etc.
- To help ensure there are enough ‘quality’ regulators to deliver better regulation.
  - Improving selection decision-making.
  - Focusing on inter and intra-personal skill development.

# Business Case

- Square pegs in round holes cost money both directly and in terms of opportunity cost.
- People who are suited to the work, and have good knowledge and skills etc are more likely to be happy and productive.
- The value of the better performance of a really good officer, compared to an average or poor officer, could be worth at least **£20K** over 5 years.

# How We Did It

- Actually, you told us!
- Over 250 people contributed their views.
- Development of initial model of “what makes a good one”.
- 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*

# Who is the Regulatory Services Test designed for?

- Trading Standards
- Environmental Health
- Health and Safety
- Food Standards
- Building Control
- Licensing
- Fire Safety
- Any role that has a regulatory component

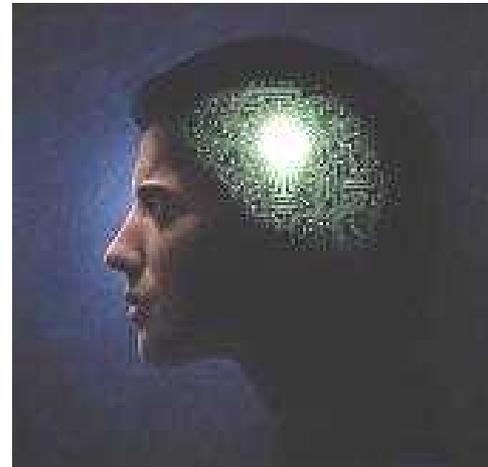


*The Regulatory Services Test is designed for use across all regulatory services*

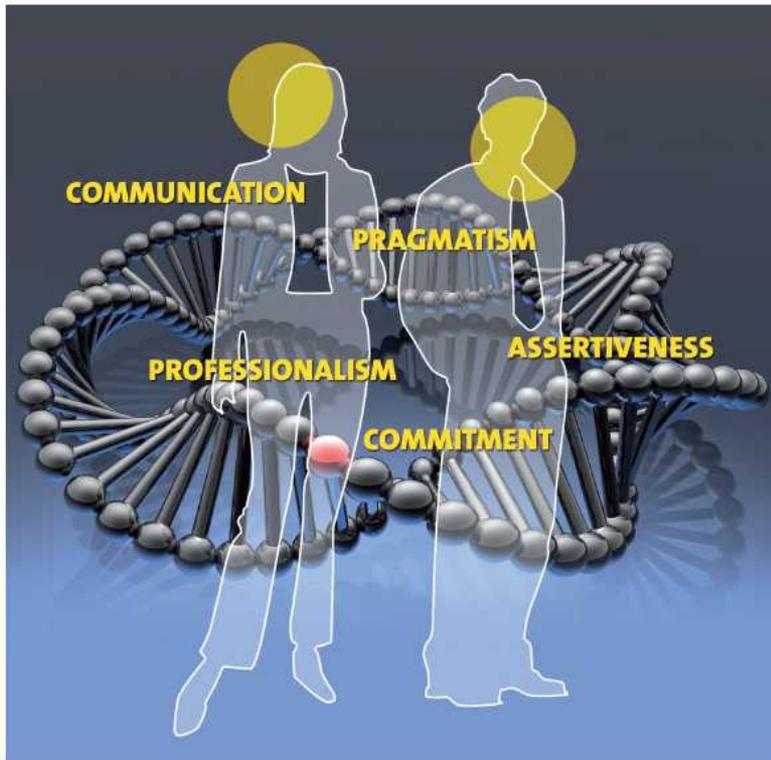
# *What* is the Regulatory Services Test designed to do?

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

- Pre-screening tool
- 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.
  - Importance of NVC.



# Assertiveness



- Being positive, confident and convincing, advocating own view in a constructive way.
- Appreciation of others' perspectives.
- Effective negotiation skills.

# Pragmatism

- The ability to make planned and instinctive judgements, often in challenging circumstances, based on logic and previous experience:
  - Being prepared to make a decision.
  - Difficult and/or unpopular decisions.



# Professionalism



- Setting high standards for own work, bringing structure & organisation to a task or project, in order to achieve planned outcomes:
  - Reliability.
  - Keeping promises.
  - Time & project management skills.

# Commitment

- Demonstrating a strong commitment to the “regulatory services cause”.
- Resilience under pressure.
- 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

- A **‘work style preference’** aspect has also been identified, ranging from an enforcement style to an educational/facilitative style.



# Differences Between Average EH & TS Scores – research findings

Communication	=
Assertiveness	=
Professionalism	=
Pragmatism	=
Commitment	=
Reasoning	=
Education v Enforcement	=

# Does It Work?

- Emphatically yes!
- The data provided by you and crunched by us suggests this is a highly predictive test.
- In practice, this means that using this test will significantly improve the quality of selection decision-making.



# What are the *benefits* of using the RST?

- More confidence in selection decisions:
  - Better recognition of people with potential to become good RSFOs.
  - Better recognition 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.
- Better balanced teams.
- Clearer development needs.
- Higher standards within the profession.
- More stars.
- Better regulation!

# Two types of feedback report

The Regulatory Services Test

## The Regulatory Services Test - In Depth Feedback Report



10<sup>th</sup> June 2007  
Paul Leeway

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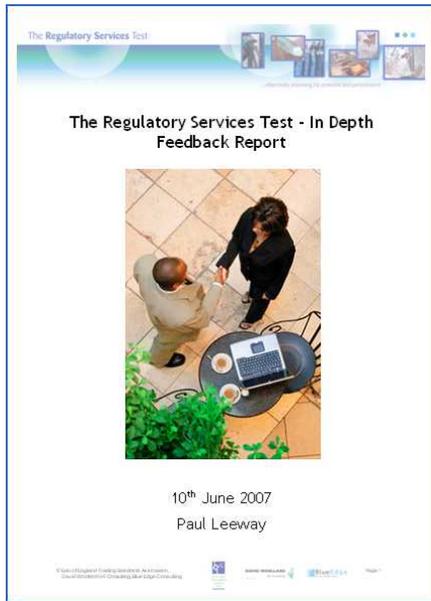
Please note: Regulatory Services Test reports should not be used in isolation, but instead alongside other selection methods. A combination of previous work experience and qualifications, responses at an interview and the results of this profile, should provide a sufficiently comprehensive assessment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

Please note that the content of this report remains proprietary to © East of England Trading Standards Association, David Woollard 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.

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*Short profile includes profile information only*

# In-depth feedback report



Narrative  
description



## Assertiveness

Paul is likely to state his views assertively and with confidence across a range of situations. He is likely to be seen as an effective negotiator by others and should be able to defuse conflict situations. He is likely to be able to convince others of the merits of his views.

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

- Please think of a time when were able to successfully convince someone of the merits of your views.

In what way did you need to persuade them?

How did you go about convincing them?

What was the outcome?

- Describe an occasion when stating a controversial view has resulted in a negative outcome.

What was the view you were stating?

Why did you feel it important to state your point?

What happened as a result?

What did you learn?

Interview  
prompts

# What is the cost?

The Regulatory Services Test

## The Regulatory Services Test - In Depth Feedback Report



10<sup>th</sup> June 2007  
Paul Leeway

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£60  
+VAT

The Regulatory Services Test

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£40  
+VAT

# We'd Like You to Start Using the RST!

- To boost numbers in, and diversity of, the comparison group(s).
- To get testimonials from (hopefully!) satisfied customers.
- *Introductory offers, e.g.:*
  - *BOGOFs.*
  - *Unlimited use, but time-constrained for a fixed fee, e.g. £500 for 3 months.*





...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**

# What Next? A More Comprehensive Toolbox, Emphasis on Development

- A report focusing on developmental aspects.
- A 360° feedback version, to enhance personal & professional development.
- Experiential exercises, designed to provide visible evidence of the required PQAs:
  - 121 role-plays.
  - Group exercises.
  - Presentation.
  - In-tray exercise.
  - Case-study exercises.
- A custom-designed development programme.

# How You Can Contribute to the Research

- Go to [www.regu-test.co.uk](http://www.regu-test.co.uk).
- Click on the "Click Here to Register" button in the bottom left hand corner of the screen.
- Enter CL1009 in the Project Code box.
- Follow the on-screen instructions.
- *N.B. It's completely confidential to the research project!*

# Summary

- The RST is a robust, well-researched psychometric tool, designed specifically for RS professions.
- There is a developing body of evidence to demonstrate its predictiveness – *it does exactly what it says on the tin!*
- No other psychometric assessment is as relevant - *it is the RS psychometric weapon of choice.*
- It can also be used in development processes.
- It is available for use now.
- It will soon be augmented with a range of other diagnostic instruments.
- It is hoped to design a development programme to address these key areas.

# Where can I get more information?

- [www.regu-test.co.uk](http://www.regu-test.co.uk)
- David Woollard HR Consulting
  - +44 (0)7764 443356
  - [david@dwhr.co.uk](mailto:david@dwhr.co.uk)



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