

## Why choose SHL Assessment Services?

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### **SHL is a global company**

Founded over 25 years ago, SHL has grown to become the world leader in objective people assessment, based on the science of psychometrics. Operating in 40 countries and in 30 languages means that we are able to deliver support from local experts who understand your business issues, backed up by an international network that provides consistency of service and a global perspective.

### **Our people are the experts**

We employ over 250 psychology professionals, including many leading industry figures. Supported by leading-edge research specialists, our experienced consultants offer a valuable blend of professional and business knowledge. Our consultants are among the most experienced in the industry, delivering solutions that have provided bottom line benefits to over 5,500 organisations across all industries and sectors.

### **We are committed to continuous innovation**

We continue to invest in rigorous research and development to push the boundaries of thought leadership. We apply advanced technology to deliver our products and services in ways that save both time and money.

### **Integrity is at the heart of SHL**

Our assessment methodologies and processes are built on a foundation of rigour, robustness, validation and best practice. We apply objective assessment practices that are fair and transparent, both to the individual and to the organisation.

As psychologists, we are bound by the professional standards and ethics of Psychological Societies and governing bodies around the globe. We have a set of core values that lay the foundations for the way we work and behave at work, both to each other and to our clients and partners. Our instilled values mean we work in a way that is client-centred, valid, ethical and fair.

### **Our knowledge becomes yours**

We provide our clients with access to the world-renowned suite of SHL products. Working directly with us means our consultants can exclusively configure and shape products to meet business needs, allowing clients to leverage our intellectual property in a way that no other company can provide. So whether it is a fundamental task, such as in-house norms, benchmarking, validation, or an entirely new assessment report developed for a specific purpose, working directly with us gives our clients the power of flexible, configured and tailored solutions.

### **Candidate care**

Our assessment services are outcome-focused towards both the organisation and the individual. Our processes and interactions are sensitive, fair and ethical and we never lose sight of our emphasis on candidate care.

### **We create value**

Our objective is to create and realise value for our clients. Our assessment services meet real commercial needs - we have a proven track record of delivering success through solutions that deliver bottom-line results. We share our information, knowledge and thought leadership with our clients and demonstrate the ROI that is delivered.

To discuss how SHL can help you to manage your people performance please contact us on the numbers below:

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Netherlands  
Norway  
Poland  
Portugal  
Russia  
Saudi Arabia  
Spain  
Sweden  
Switzerland  
Turkey

## Want to know more about SHL Products?

As the world leaders in the science of psychometrics in the workplace, our products have become industry standards.

SHL's flagship product, the Occupational Personality Questionnaire (OPQ), has been in use since 1984 and continues to be one of the world leading occupational personality questionnaires in use today. Over the last 25 years, we have designed and packaged over 250 objective assessment tools. These comprise tests, questionnaires, simulation exercises and other instruments to help you measure the performance of your people in the workplace.

Access Ability

Access Personality

Access Competencies

Access Interests

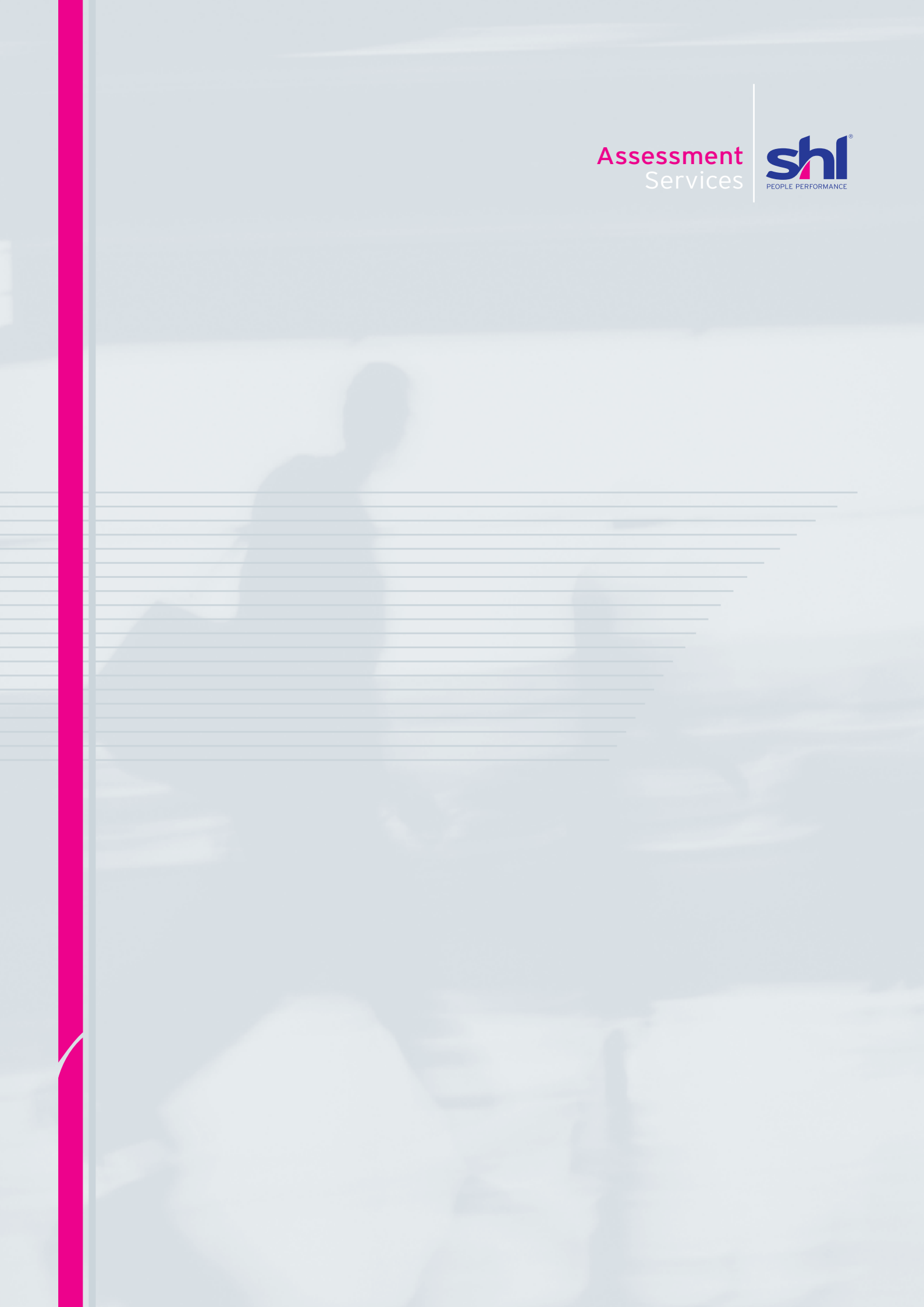
Access Motivation

Access Performance

opq32

UC Universal Competency Framework™

Assessment  
Services





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## Maximising the performance of people at work

At SHL, we combine our knowledge and expertise in psychological methodologies, grounded in research and science, with an emphasis in meeting pragmatic business needs.

### What do we do?

We provide business solutions based on objective assessment and expert psychological insight to transform people performance. Using powerful objective assessment methodologies, we deliver value across the breadth of the employee lifecycle - from the design of competency frameworks for recruitment and selection, through to succession planning for senior executives.

And, at an organisational level, we can help you define the difference between current and visionary success factors, so that you can make informed decisions about talent management and the future alignment of the business.

### Why is it important?

People are essential for an organisation's long term success and selecting the right people for the right jobs can be the key differentiator between success and failure.

It is only when an organisation has an effective strategy to select, retain and develop people for high performance that they deliver true value.

### A universal competency language

Defining the knowledge, skills, abilities and personal qualities that equate to successful performance, and combining these into a capability framework, is at the core of realising value from people performance.

A universal competency language, developed and used by SHL, encourages a common understanding across the organisation when discussing roles. This language is, in turn, linked to SHL's assessment services and products, which can then be used when measuring these competencies.

### What is the SHL approach?

Our people lead the way with expertise and new thinking on the science of people performance. We add value in the application of objective assessment throughout each stage of the employee lifecycle. To do this we:

**Define** - We define the critical competencies that drive performance - at individual, functional and organisational levels. And we help an organisation to define its people performance strategy throughout the employee lifecycle.

**Measure** - We design assessment solutions appropriate to both the role and the organisational culture. We provide sound and rigorous benchmarks across all job levels, including assessments of ability, competency, personality, values, motivation and interests.

**Realise** - Most importantly, we help to match people with the right jobs and develop them to deliver optimum performance. We focus on delivering business value by closing the gap between potential and actual performance. By helping individuals realise their true potential, we assist organisations to do the same.

### The Employee Lifecycle



# measuring performance across

## Recruitment and Selection

'The consequences of making the wrong selection decision are obvious; the implications of making the right selection decision are inspirational.'

At each stage of the recruitment and selection process we make specific recommendations to enable targeted decision-making. Distinctions between adequate and outstanding fit of an individual to the role and the organisation become possible, ensuring clients identify and select the best talent faster.

- Designing processes for **high volume recruitment campaigns** to help clients make an effective selection decision by providing real insight into individual behaviours.

- Using leading **assessment centre techniques**, such as interactive and behavioural exercises integrated with personality assessments, to identify critical skills and development needs amongst the candidate pool.

- **Assessing competencies** of individuals for a range of roles, from entry-level professionals to senior executives. This helps our clients to make a selection decision and provides guidance on how to manage that individual once employed.

*Enterprise Ireland is the government organisation charged with assisting the development of Irish Enterprise. A key criteria for designing the selection process, was that the process and tools reflected the culture and ethos within Enterprise Ireland and that they were as close to real life encounters as possible. SHL worked closely with Enterprise Ireland to analyse the role and develop a competency structure against which the candidates could be objectively assessed. An assessment centre was designed to provide an indication of the practical skills required in the role and a partnership approach of assessor training and co-assessing, has developed the Enterprise Ireland staff to a level where they can now run the centres themselves.*

### **Enterprise Ireland**

*"At Ernst & Young, we pride ourselves on the high performance of our people and our 'People First' strategy is the approach we've adopted to create this environment. We believe our people deserve a positive work environment that is supportive of leadership, learning and career growth and we realise that people are paramount to our business success.*

*As leaders of the firm, it is critical that our Partners are equipped to manage and grow the business in an ethical*

*and sustainable way and that they aspire to quality. As such, we follow a very rigorous process when making promotion and selection decisions.*

*The relationship we have with SHL plays an important role in the way we select our Partners. SHL worked with us to design a specific competency model to reflect our global balanced scorecard metrics, serving as a foundation for the selection methodology for the Partner program. Each year, all nominated Principals and lateral hires undergo a comprehensive SHL assessment of their potential to succeed at Partner level in the firm. A detailed report is then produced outlining each individual's strengths and development needs and we use this information to supplement our performance data to make the best decisions. Each individual receives detailed feedback from an SHL consultant to ensure they benefit from the experience.*

*Using such a process to assist our decisions in this important area is key to our People First culture and we rely on SHL to ensure it is implemented professionally and effectively."*

**Steve Dorian, People & Culture Director, Ernst & Young**

# the entire lifecycle

## Performance and Development

'It's not just about getting the people with potential, it's realising that potential through focused and timely development.'

As part of a performance and development process, SHL can identify the difference between people performing well and people performing exceptionally well. Importantly, we help to ensure that action follows on from assessment, through detailed development planning and applying our specific expertise in sustainable behavioural change. This can be on a one-to-one basis, through Executive Coaching, or one-to-many through action-based workshops.

- **Benchmarking employees' current competencies** against an organisation's standards for success, identifying potential and offering developmental guidance.

- Providing organisations with a **cost-effective and fast talent audit** that can ensure the needs of the organisation are being met. Group activities encourage collaboration between colleagues and enables cohesive and consistent messages to be delivered to a wider group of people.

- Developing **in-company norms**, benchmarking across industries and demonstrating the value of HR processes to your business, including measuring return on investment.

*While pursuing their vision to become Canada's most dynamic and innovative team, a Canadian Utility initiated a program to develop their senior managers. "By integrating SHL's assessment and development methods into our existing training and development program, we are now able to provide our managers with an outstanding way to assess, reflect on and track their progress. We are thrilled with the direction the program is headed. SHL has already become an extended part of my team, fully understanding our goals. We look forward to a long-standing relationship."*

**Manager, Leadership Development  
Canadian Utility**

*"SHL was the obvious choice to assist us in creating and implementing a multi-rater feedback system. They provided us with strategic consultancy for the conception and with the professional and technical expertise to realise the processes and contents. The SHL multi-rater feedback system is highly flexible and expandable and its successful implementation has stirred interest in various other end-markets of the BAT group. The performance data generated by the system means that we are able to support our management in developing and increasing our level of leadership competence."*

**Leif Luemkemann, Head of HR Corporate Development,  
British American Tobacco Germany Group**

*"The Australian Public Service (APS) Commission plays a significant role in strengthening leadership capability in the Australian public service. In 1999 SHL partnered with the APS Commission to develop a Leadership Capability Framework and in doing so, established a shared understanding of the critical capabilities required in public service leadership roles."*

*A Career Development Assessment Centre (CDAC) was subsequently designed to strengthen the development of future leaders against the framework. The CDAC is a two and a half day program involving simulations and development exercises, culminating with individual feedback and development planning. Over the past 5 years more than 45 centres have been conducted with over 500 participants. Evaluations of the program to date demonstrate its effectiveness - 90% of participants report a positive change in areas identified as 'development needs', and over 96% of participants have integrated the leadership capability framework into their day-to-day performance. Interest and participation in the CDAC program continues to grow, reflecting the ongoing relevance of leadership development in the Australian public sector."*

**Helen Woittiez, Assistant Director Career Development,  
Australian Public Service Commission**

## Succession and Transition

'Organisations must plan for the continuity of skills, expertise and experience. As people move on, the challenge is to benefit from change.'

Within a succession and transition process, it is vital to understand the change process and future expectations, so that informed decisions can be made about talent management and future alignment with business strategy. In this area, one-to-one solutions are particularly valuable for senior people with more complex and individual roles. Where an organisation is going through structural change, group assessment can enable a valuable audit of collective talent.

- Designing **talent management processes** and assessment services to identify, review and monitor high

potential individuals, enhancing your understanding of organisational strength.

- Helping organisations to **address the common pitfalls** of typical talent management or succession planning processes such as confidentiality, planning without action, and misalignment between personal aspirations and organisational goals.

- Collaborating with executive teams to **formulate corporate vision and values**, with value-added data and subsequent implementation plans for organisational culture change.

*The Ambulance Service of NSW (ASNSW) is one of the many organisations that has set about changing its culture but is one of the few organisations that has not only succeeded, but has factual evidence to show exactly where their change initiatives have had most impact and where they need to focus in the future.*

*The ASNSW partnered with SHL on the culture change initiative, benchmarking the status before and after adopting a number of change strategies. These strategies included developing a leadership competency model, conducting senior level assessment and development programs, and then creating structural changes.*

*CEO of ASNSW, Mr Greg Rochford, commented, "We are really pleased with the results of the second culture study. It shows that the strategies and initiatives we have introduced to change the culture and improve the leadership direction of the Service are beginning to have the desired affect."*

*SHL's assessment has provided us with the objective data to show where we were, how we are changing and what still needs to be done from a culture change perspective."*

**Ambulance Service of NSW, Australia**

*SHL has recently completed an executive coaching programme at a leading telecommunications company to help facilitate a major strategic change in direction. It needed to move away from simple transactional selling, to a much more consultative approach which required a different set of skills and a new approach from the sales people. Senior management recognised that for any change of this magnitude to be successful, it had to be led from the top.*

*"As individuals, we didn't really understand where our own skills and development needs lay. As senior people, we needed to stop to give ourselves time to think about what we do well and what we don't do well as the first step in driving change in the organisation," commented Tom, one of the sales directors that went through the programme. SHL proposed a programme of executive coaching sessions for these leading directors. Focused on the individual's needs, career development and aspirations, these sessions created opportunities for personal objective planning.*

*"The coaching helped me to decide what it was that I needed to do, and more importantly to commit to actions that would further these ends."*

**UK Telecommunications Company**