



## Paralegal SJT

A recruitment report for:

**Sam Sample**

Created 16<sup>th</sup> November 2024



## Introduction

This report is confidential and is intended solely for the person responsible for assessing Sam Sample, who completed the Paralegal SJT on 16/11/2024.

The test is designed to assess behaviours linked to success in the role of a Trainee Paralegal or Paralegal. The competencies assessed are defined below.

## Paralegal Competencies

**Purposeful Engagement** Supporting colleagues, solicitors & partners in an effort to improve and maximise outcomes (i.e., efficiency & quality).

1. Building trust & confidence with colleagues, solicitors & partners, through personal engagement and support
2. Establishing a network of fluent relationships with colleagues, solicitors & partners
3. Communicating clearly and confidently (i.e., being clear, precise & timely)
4. Negotiate fluently and calmly, esp. with colleagues, solicitors & partners

**Creating Clarity:** Establishing a clear, precise & accurate understanding of situations & tasks to facilitate effective action and valid decision-making.

1. Understanding the company (i.e., culture, priorities, procedures, etc)
2. Understanding own (and others') strengths & limitations, as well as perspectives and attitudes
3. Gathering sufficient information to establish a clear understanding of tasks & priorities
4. Analysing situations (i.e., risks, benefits, & opportunities) appropriately to draw valid conclusions & make appropriate decisions

**Driving Peak Performance:** Routinely delivering a high quality, efficient & adaptive client-focused service (i.e., colleagues, solicitors, partners & clients).

1. Setting clear & achievable targets for self (& others), monitoring progress & adapting as required
2. Being proactive at all times, in dealing with responsibilities & challenges, esp. delays, quality & tasks
3. Being resilient, having effective strategies for dealing with work-related pressures & setbacks
4. Maintaining an organised & calm approach, esp. under pressure & managing deadlines

**Professional Credibility:** Demonstrating a genuine commitment to company standards and best practice.

1. Demonstrating genuine, visible commitment to company values, goals & priorities
2. Being respectful of others (i.e., knowledge, expertise, opinions etc.)
3. Being open & honest about own strengths & development needs (i.e., acknowledging own limitations, errors, & misjudgements etc.)
4. Welcoming constructive challenge, recognising the need to keep learning

The results of the test are valid for 12 months and should be kept confidential.

## How To Use This Report

This report contains 'percentile scores', 'behavioural interpretation' and 'interview questions' that can be used to explore a candidate's results in more detail.

### Percentile Scores

Percentile scores represent how a candidate's performance on a test (i.e., their score) compares to the performance of other candidates that have also taken the same test (i.e., the comparison group or norm group). Percentile scores range from the 1st to 99th percentile, where 1 is a very low score and 99 is very high. The overall percentile score is the most predictive of a candidate's likely performance in a job. The report also contains percentile scores for each competency assessed, and these should be considered as a guide to help you identify where a candidate has excelled or might need to improve a specific behavioural skill. It is not a score, in isolation, that should drive your final recruitment decision. This is because the competency percentile scores are produced by a subset of the test questions, whereas the overall percentile score is produced from all of the test questions.

### Behavioural Interpretation

For each competency, an interpretation (four bullet points) has been provided to help you better understand the decisions a candidate has made on the assessment. Not every bullet point may apply equally to all candidates, but you should consider them all to be relevant as they are based on the specific choices a candidate has made on the assessment.

### Interview Questions

For each competency, interview questions are provided to help you explore a candidate's results in more detail. You can select the question you believe is most appropriate and you should use the relevant "four behavioural indicators" to guide your evaluation of a candidate's response. Note, you do not need to ask all four questions - usually one is sufficient, but more are provided if needed. It is also good practice to follow up with additional questions. To help with this you may wish to use the STAR method. This is described below with some additional probing questions you can use.

- **S = Situation:** What was the situation? What were the circumstances or context?
- **T = Task:** What were you trying to achieve? What was your task?
- **A = Actions:** How did you approach it? What did you do? Who did you involve? What challenges did you face, and how did you overcome these? What else did you do?
- **R = Results:** What was the outcome? How did you establish the benefit of what you did?

You should aim to spend more time asking 'Action' questions as these are the ones that typically produce behavioural responses.

### Rating Scale

The Rating Scale below can be used to evaluate a candidate's responses to the competency questions provided in this report. During the interview you should aim to establish a pattern of positive & negative evidence for each competency. The final rating you give should be a 'weighted' decision, based on the collective evidence you obtain for each competency.

1 - Significant Development	2 - Development	3 - Mixed	4 - Strength	5 - Significant Strength
A strong and dominant pattern of negative behaviour (in relation to the indicators)	A clear pattern of negative behaviour (in relation to the indicators), and little evidence of positive behaviour to weigh against this – none significant	Balanced evidence of both positive and negative behaviour (in relation to the indicators)	A clear pattern of positive behaviour (in relation to the indicators), and little evidence of negative behaviour to weigh against this – none significant	A strong and dominant pattern of positive behaviour (in relation to the indicators)

# Profile

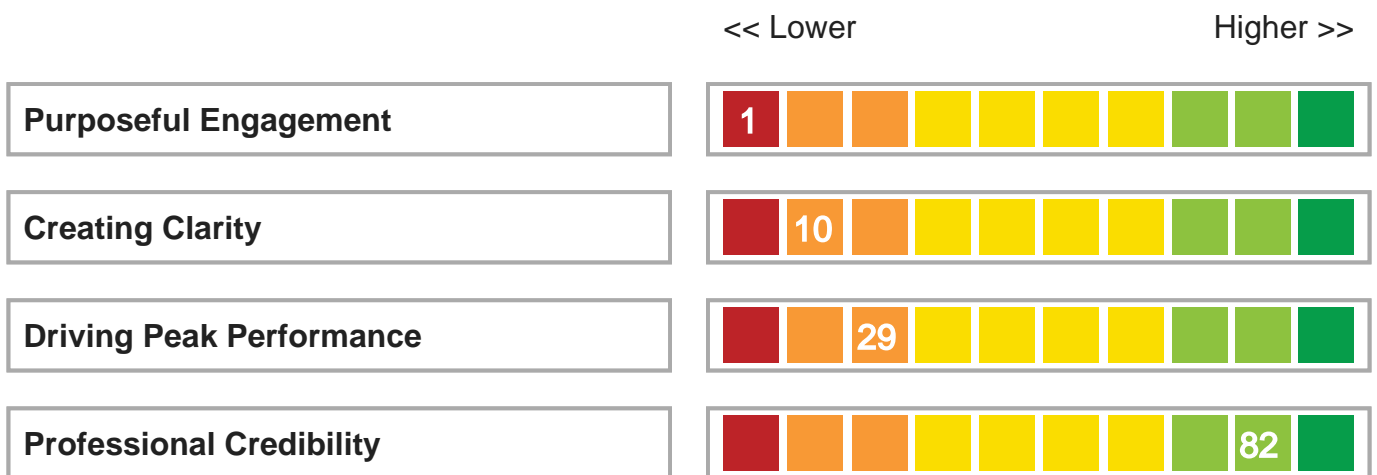
The following summarises Sam's performance on the Paralegal SJT. It provides:

- An overall score, expressed as a percentile based on an individual's responses to all questions.
- A percentile score for each of the competencies assessed



## Paralegal SJT Competencies

The scores shown below are Sam's percentiles for each of the competencies.



## Performance

The following provides a detailed interpretation of the responses chosen on the Paralegal SJT, by Sam Sample, on 16/11/2024.

### Professional Credibility

Sam's responses suggest she:

- Is open and supportive, investing her time to help others find solutions to challenges
- Is diligent, demonstrating appropriate care and attention to ensure her work is completed to a very high standard
- Clearly acknowledges own misjudgements or mistakes, ensuring errors can be fully resolved
- Welcomes opportunities to learn & develop, seeing feedback as an opportunity to improve

*Exploring the Results:* The questions below are designed for interviewers to explore Sam's results in more detail.

- Tell me about a time when you taken it upon yourself to resolve an issue that wasn't your responsibility. Why was it important to take it on?
- What level of quality for a piece of work is acceptable to you? How do you think your level compares to your peers?
- Describe when you last made a mistake in your work? What was the mistake? What did you do to fix it?
- Has there been a time when you received difficult or challenging feedback? How did you respond to it?

### Purposeful Engagement

Sam's responses suggest she:

- Works in isolation of others, when reaching out for wider input might help achieve outcomes more efficiently
- Focuses too heavily on achieving outcomes, missing opportunities to also build relationships with colleagues & clients
- Overpromises and under delivers, not clearly setting expectations of what is possible, before agreeing to take on new responsibilities
- Involves others to help settle disagreements when constructively negotiating directly with individuals would be more appropriate

*Exploring the Results:* The questions below are designed for interviewers to explore Sam's results in more detail.

- Describe a time where you had to build a strong rapport with new a colleague or client. How did you go about it?
- Tell me about a time when you have built a relationship with a challenging client or partner. Describe the approach you took.
- Can you give me an example of when you have had to negotiate with a client or partner? How did you go about it?
- What are some of the qualities and approaches that you could learn from others that would help you connect or work more effectively with people?

## Creating Clarity

Sam's responses suggest she:

- May focus more on providing quick solutions, rather than seeking to understand the firm's broader priorities
- May make quick decisions, without fully considering the perspectives of others
- May gather a limited amount of information before making important decisions
- May make assumptions on how best to resolve challenging or complex problems

*Exploring the Results:* The questions below are designed for interviewers to explore Sam's results in more detail.

- Can you tell me about a time when a client or senior stakeholder presented you with a task you knew little about? How did you approach it?
- Tell me about a time when you have sought feedback from different people before making a decision.
- Can you give me an example of when you had to solve a complex issue? What was the issue? How did you tackle it?
- How do you typically encourage others to consider the 'big picture' or come up with fresh ideas? Can you share a specific example?

## Driving Peak Performance

Sam's responses suggest she:

- May be somewhat reactive, quickly tackling tasks without planning ahead and establishing an efficient approach
- Might raise issues or problems associated with challenging tasks, without taking sufficient ownership for finding a solution
- Could become reactive after making a mistake, potentially making a difficult situation worse
- Under pressure, might agree to requests that are not be possible to deliver

*Exploring the Results:* The questions below are designed for interviewers to explore Sam's results in more detail.

- How do you typically approach routine tasks? Can you share a specific example of a task that you do regularly? What do you do to maintain your efficiency?
- Tell me about a time when you have set yourself a highly ambitious goal. What was the goal? How did you approach it?
- How would you describe your time management skills? Can you share a specific example that illustrates your approach to time management?
- Can you give me an example of when you had to work under pressure? What was the situation? How did you tackle it?