

## **SIEMENS BUSINESS SERVICES ENHANCES RECRUITMENT AND DEVELOPMENT OF PROJECT MANAGERS, WITH PSL**

Siemens Business Services, one of the UK's leading outsourcing and managed services companies, has improved its process for recruiting project and programme managers by introducing online knowledge and personality tests. It has also used development centres for its senior project managers and it is running leadership development workshops for its most senior managers, to embed its new project management ethos from the top.

Assessment specialist PSL worked with Siemens Business Services to develop an online, multiple-choice knowledge test on project management. This is now used for project and programme manager recruitment, together with a PSL psychometric test which measures personality factors such as extroversion, emotionality, energy, openness, structure and agreeableness.

"The technical knowledge test confirms that applicants understand the fundamental principles of project management," said Trevor Band, Siemens Business Services' Project Management Champion for the UK. "PSL's personality test is very comprehensive and tells us about the individual, so that when candidates come to interview, we have a full understanding of their profile. This helps to make our interviews much more productive and relevant."

PSL created detailed interview guidelines for each project manager role. The guides provide the interviewer with a suggested list of probing questions aimed at establishing a candidate's competencies and experience.

PSL has also designed and run development centres for project managers at Siemens Business Services. The two-day centres feature exercises which simulate a day in the life of a project manager on a commercial project. PSL provides role players and materials for the simulations.

"The candidates assume the role of a senior project manager working on a demanding customer project," said Trevor Band. "They have to attend meetings, write reports and deal with issues that arise, such as personnel problems. It is a very tough but rewarding two days."

The candidates are given feedback and a written report which highlights their strengths and weaknesses and their development needs.

"The development centres have been a huge success," said Trevor Band. "Most of our people work on customer sites, so it can be difficult for their line managers to observe them in action. The development centre approach gives us a chance to see them working in a controlled environment. It gives candidates a very objective and fair assessment of their potential."

Siemens Business Services' learning and development team has used development centres in other areas of the business. However the approach developed in partnership with PSL will now be extended into other project management roles such as line manager and programme director.

To further engender an environment and culture which supports project success, PSL is co-delivering a series of half-day leadership development workshops for the top directors and senior managers at Siemens Business Services UK.

Each workshop focuses on leadership behaviour and on the role of sponsoring and governing Siemens Business Services' critical external and internal projects. The participants undertake PSL's personality assessment and receive one-to-one feedback on their leadership style.

*For more information about PSL, please call 020-8585 2345 e-mail [info@psl.com](mailto:info@psl.com)*

**Weblink:** <http://www.psl.com>

**Background notes:** Siemens Business Services is among the top ten providers worldwide of outsourcing and IT maintenance services. In the UK, it employs over 6,600 staff and offers a portfolio of IT, communications, media and business services/solutions. <http://www.siemens.co.uk/sbs>

PSL publishes personality questionnaires, ability tests and screening, selection and development tools. Founded in 1989, it also provides consultancy, training and bespoke product development.

For further information about PSL - or if you'd like to speak to Richard Alberg, Chief Executive of PSL, about psychometric testing - please call Michael Dawson (PR contact) on 020-8953 8863 or e-mail him at [michael@daws.com](mailto:michael@daws.com)