



Interview Guide User Guide



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This User Guide sets out the recommended use of this report. If you have any questions about appropriate uses of this report and how to get the most out of it, please ensure you speak to a specialist who is qualified to use the full range of Saville Assessment Wave tools.

About the Interview Guide

The Wave Interview Guide provides recruiters and hiring managers with a consistent yet dynamic approach to candidate interviewing. The Interview Guide presents questions based on an individual's behavioral profile, generated from their completion of a Wave assessment. Interviewers can then use the profile and associated questions to probe thoroughly into those role-related areas that are of particular interest for that candidate.

The report is designed for use in telephone interviews, selection interviews and panel interviews, and is accessible to recruiters and line managers without an in-depth understanding of psychometric assessments.

Benefits

- Hiring managers can access psychometric data.
- Provide candidates with a more personalized interview experience.
- Reduce interview preparation time.
- Better prediction of performance by focusing on the most relevant competencies.
- Provide managers with guidance to improve interview objectivity and reduce opportunities for bias.
- In-depth exploration of an individual's motives and talents.
- Easy and standardized recording of interview information.

Availability



PS

Professional
Styles



FS

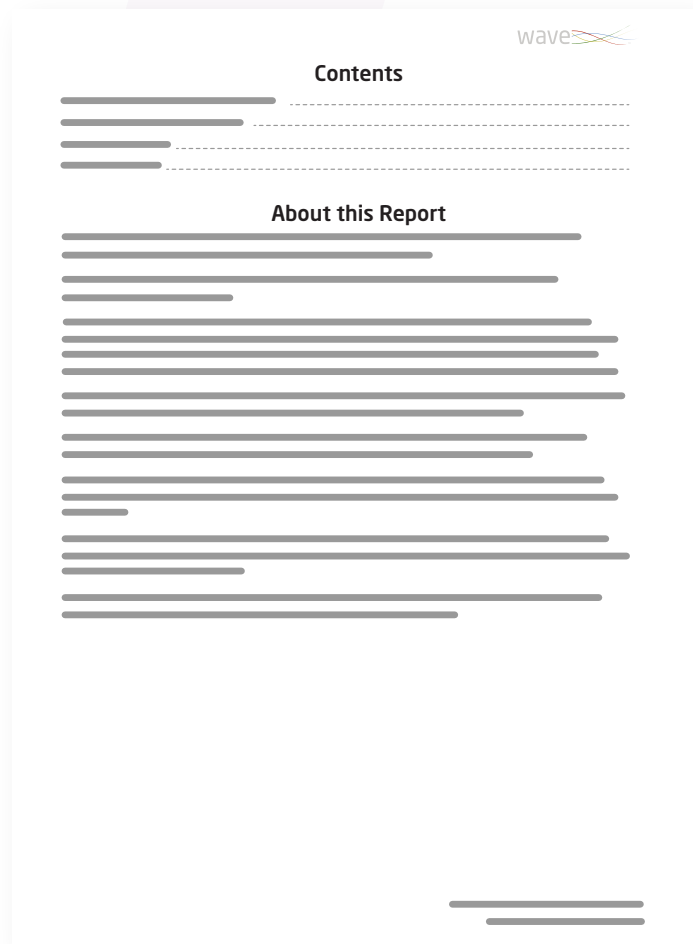
Focus
Styles



STRENGTHS

Powered by wave 

Work
Strengths

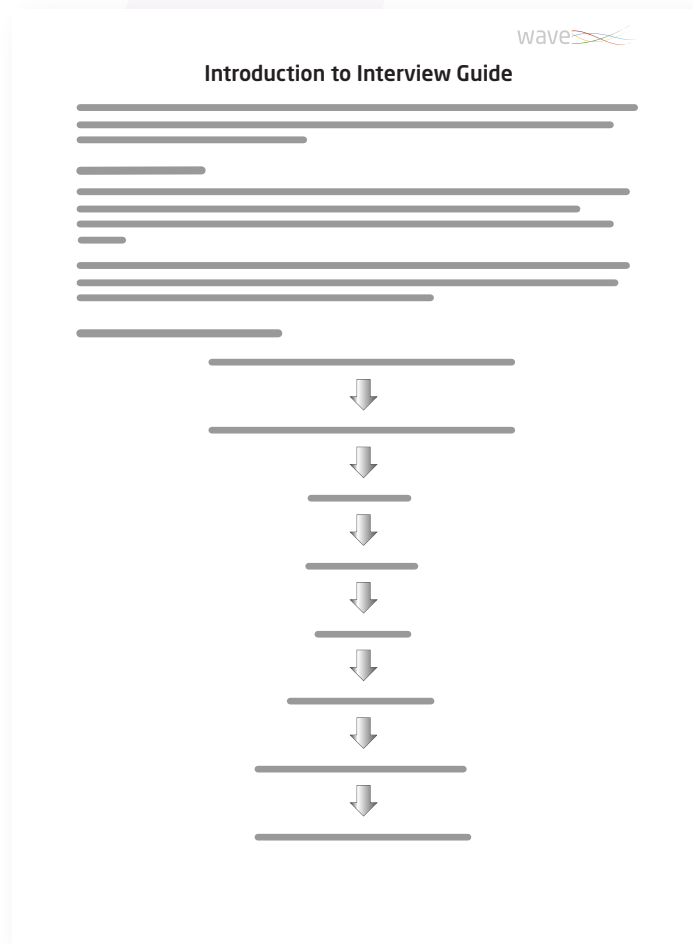


The Report

Page 2 - About this Report

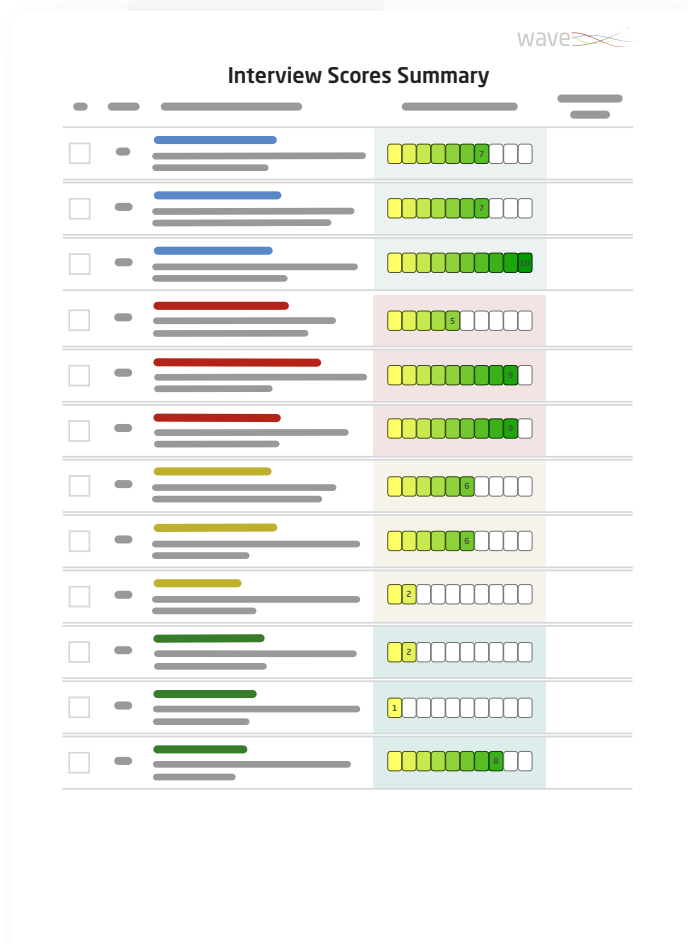
Page 2 of the report provides the interviewer with some signposting, along with key information about the report, including the benchmark group used in scoring.

There's a reminder of this benchmark group in the footer of each page in the report.



Page 3 - Introduction to Interview Guide

Page 3 provides a useful reminder of how to use the Interview Guide and conduct an interview.



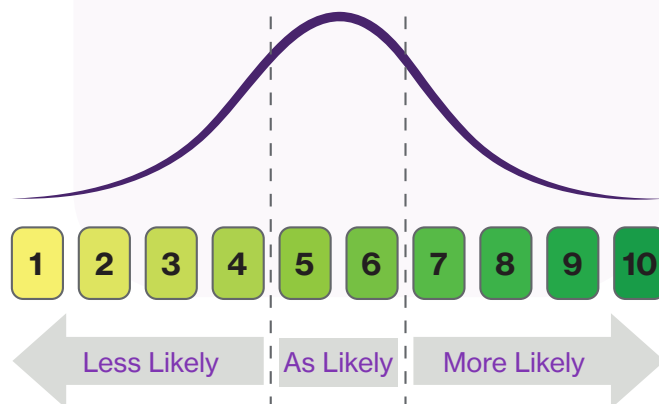
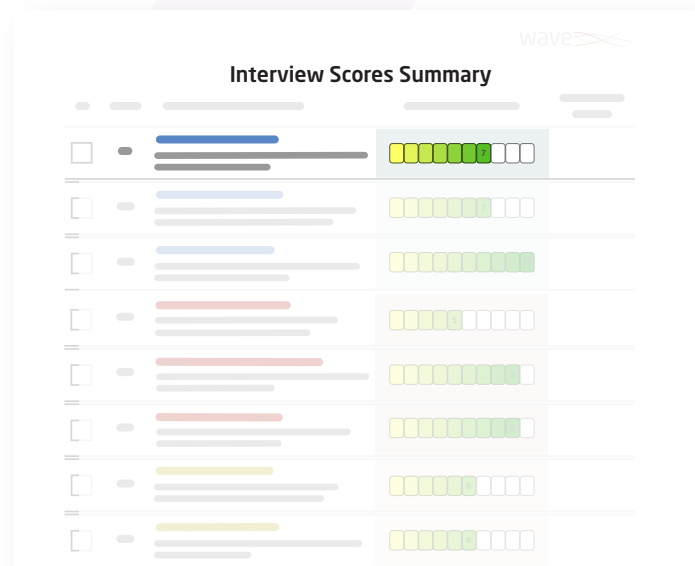
Page 4 - Interview Scores Summary

On page 4 of the report, the Interview Scores Summary provides an indication of an individual’s likely potential across 12 different competencies from the Wave model. For each of the 12 sections, the three underlying dimensions are also shown with associated scores in brackets.

Highs and lows are likely to be presented for each candidate due to the nature of the questionnaire, forcing candidates to make decisions between different behavioral styles.

✓ TOP TIPS

- Select the competency areas you want to ask questions on by conducting a job analysis with key stakeholders who know the role.
- Aim to select a maximum of six competencies.



The assessment score relates to the behavioral questionnaire that the individual has completed prior to the interview. These scores use benchmarking and provide an indication as to how somebody is likely to perform in comparison to the benchmark group.

Please note that scores are provided for the interviewer's information only and should not necessarily be fed back to the candidate.

✓ TOP TIPS

- Profiles are scored using a benchmark to give them meaning. Where an individual scores a seven and above, their responses to the questionnaire suggest they see this as an area of strength and it is likely that they have high potential in this area.
- Where an individual scores a four and below, their responses to the questionnaire suggest that they don't see this area as an area of strength and they are likely to have lower potential in this area.
- Scores of five and six are considered average when compared with the benchmark group.



Page 5-16 – Interview Questions

Pages 5 to 16 contain the Interview Questions. One competency is presented per page. The questions contained in each Interview Guide vary depending on the responses that the candidate has provided when completing their Wave online assessment. The interview questions are designed to verify strengths and probe potential areas of limitation.

✓ TOP TIPS

- Prior to the interview, review the interview guide competencies which you have selected and decide which questions you want to use.



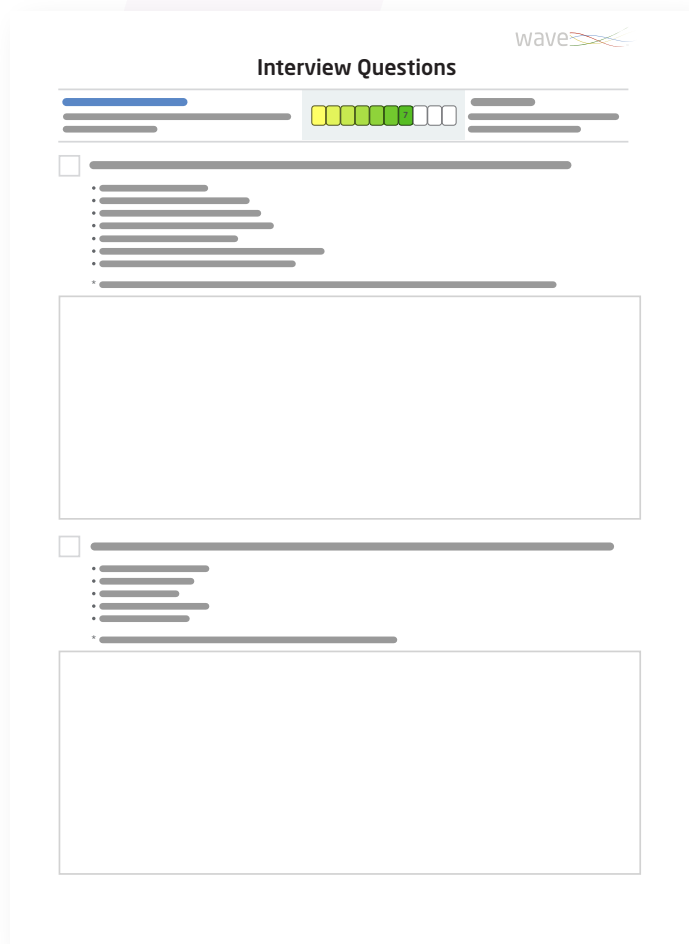
The Interview Guide is clearly laid out with the main competency-based question highlighted in blue. The questions provided are open questions that encourage the individual to talk about examples of specific behavior. Initial questions generally start with “Give me an example of...”, “Tell me about...”, “Describe a situation when...”.

Suggested talent probes are then provided underneath this main question to help you elicit specific examples and understand what the candidate’s contribution was, how they did it and what impact they had.

There is one additional probe, indicated by an asterisk, provided for each question to help you explore an individual’s motivation and engagement.

✓ TOP TIPS

- Utilize the talent probes to drill down and explore in detail how effective the candidate has been.
- Ask the motive probes to gain an appreciation of whether the behaviors are likely to be seen regularly as they are driven by the candidate’s core motives.



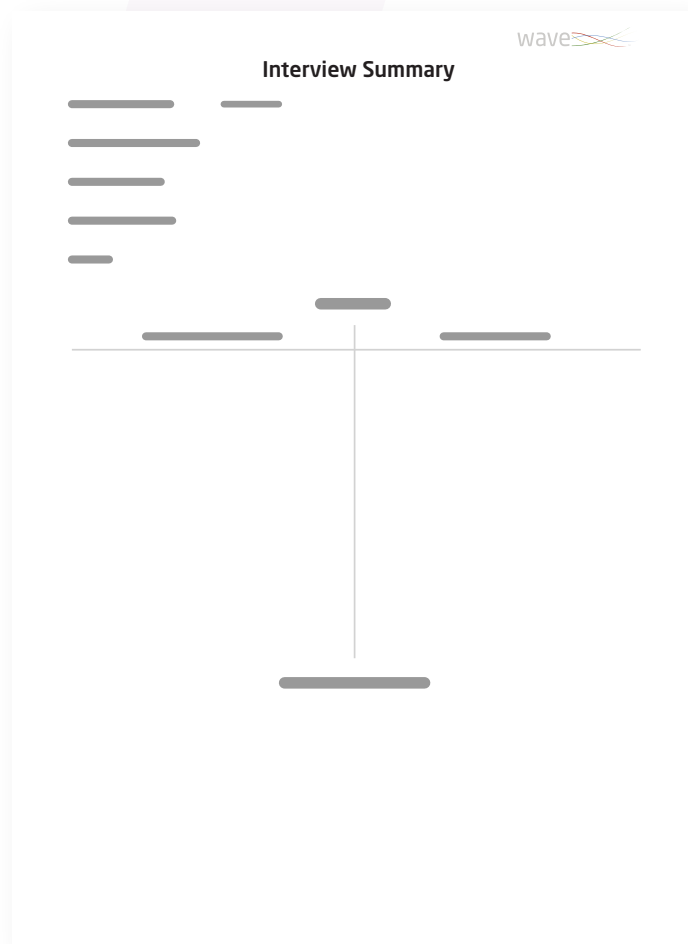
The number of questions presented for each competency will depend on the individual's scores from the Wave online assessment. This allows verification of strengths and exploration of potential areas of concern.

Where an individual scores six and above across all three of the specific dimensions in a competency section, two broad section level questions are presented to verify the candidate's strengths.

Where a candidate has scored five or below on one aspect of the competency, one generic question is presented, followed by a question that probes into that aspect specifically. If a candidate has scored five or below on two aspects of the competency, one generic question is followed by two specific questions and if a candidate has scored five or below on all three aspects of the competency, one generic question is followed by three specific questions.

✓ TOP TIPS

- There may not be a need to ask all the questions presented, select the question(s) you plan to ask for each competency prior to the interview.
- Take thorough notes throughout on everything the candidate says and does. Include specific quotes and non-verbal communications.



Page 17 - Interview Summary

The final page of the report provides a place to summarize important information from the interview.

✓ TOP TIPS

- Evaluate and review the evidence in your notes.
- When summarizing the key positive and negative evidence, ensure you are clear and specific.
- Having reviewed all the evidence, you can then record a recommendation that follows the evidence (e.g. reject, possible candidate, strong candidate).

Using the Interview Guide



Before the Interview

- Conduct your job analysis, review job information and have a clear understanding of the job and the requirements.
- Identify up to six key Wave competencies to assess at the interview.
- Ensure completion of your chosen Wave questionnaire.
- Review the Interview Guide report.
- Select your interview questions.
- Communicate with your interviewee so they have everything they need.
- Make a schedule for your interview.
 - Allow 45-90 minutes per interview dependent on the level and complexity of the role.
 - Leave time for introductions, reviewing candidate CVs, coverage of competency questions and for the candidate to ask questions.
 - Allow approximately 7-10 minutes per competency question.
 - If scheduling more than one interview on the same day, it is helpful to allow 15-30 minutes between interviews.
- Prepare for your interview.
 - Ensure you have prepared the interview room (either virtual or face to face).
 - Ensure you have all the documentation you need for the interview.
 - If there are two or more interviewers in the same interview, then agree on who opens and closes, who asks which questions and who will take notes.



Conducting the Interview

- Start with a short introduction to welcome the candidate and put them at ease, explaining how the interview is going to work. Some of the things you may wish to cover include:
 - Welcome to the interview
 - Introduce the interviewer(s)
 - Explain housekeeping arrangements (e.g. if a virtual interview what to do if you lose connection)
 - Explain the structure of the interview – timing, type of questions, the probes that will be used
- Avoid closed, leading, multiple and hypothetical questions.
- Keep an open mind and suspend your judgment.
- Avoid providing unsubstantiated opinions e.g. ‘a useless attempt to solve a problem’, gut reactions e.g. ‘a good candidate’ and irrelevant observations e.g. ‘went to the same university as me’.
- Stay alert throughout the interview and make sure you are respectful.
- Take clear notes on the candidate’s answers to questions; try to write as much information as possible (including quotes).



After the Interview

- After the interview, review notes for the candidate’s answers to each question. Review the evidence in your notes and then assign the key points/quotes to the competency areas.
- Refer to the Saville Assessment Interview Guide Handbook for scoring sheets to help you with scoring interview questions.
- Use the Interview Guide scoring sheets to support you with scoring.
- Use page 17 of the Interview Guide to summarize key positive and negative evidence for the candidate.
- Having reviewed all the evidence and summarized the key points, record a recommendation e.g. reject, possible candidate, strong candidate.
- You may wish to provide candidates with feedback after the recruitment process. We provide complimentary reports with the Interview Guide that can be sent to candidates as feedback.
 - When using the Strengths questionnaires, the Environment Fit Report is available and when using the Professional Styles or Focus Styles questionnaires, the Personal Report is available.



About Saville Assessment, a WTW Company

Our mission is to transform assessment around the world. We enable organizations to identify potential, accelerate performance and achieve outstanding results. Our portfolio of leading-edge assessments are designed based on extensive research into successful workplace performance and the critical relationship between motive, talent and workplace culture. With representatives in over 80 countries we are transforming how organizations Hire, Build and Lead talent globally.



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