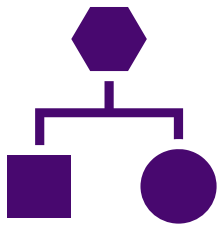




# Job Profiler Report User Guide



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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 Job Profiler Report

The Wave Job Profiler is an online multi-rater questionnaire that efficiently gathers the perspectives of multiple stakeholders on job requirements. The tool asks the selected raters to identify the key competencies essential for success in a given job role or job family. The report is designed for use in selection, appraisal and development activities, and is a great tool to use as part of a robust job analysis process.

The report uses external benchmarking and is applicable across all roles and sectors. Its online nature allows it to be easily deployed across geographies for fast, standardized consultation. It is accessible to recruiters, line managers and learning and development practitioners without an in-depth understanding of psychometric instruments.

## Benefits

- Supports a robust and defensible job analysis process.
- Quick and easy to use – 10-minute completion time and can include up to 50 raters.
- Improves role and person specifications.
- Highlights differing views on key requirements.
- Enables better matching of individuals to roles.

## Availability



Job Profiler

# The Report

## Introduction

Page 3 provides an overview of each of the individual sections of the report.

The Raters section tells the user how many individuals have completed Job Profiler in each rater group.

The shapes shown on this page are used throughout the report to denote the result of each rater group.



### ✓ TOP TIPS

- Prior to using the questionnaire, it is important to identify who will rate the job. Typically, this should include the job holders for an existing role along with key stakeholders well placed to assess requirements.
- The default stakeholder groups are Boss, Job Holder, Stakeholder and Report, however these can be changed to align to the names of your chosen group at project set-up.
- You don't have to use all the rater groups when setting up the Job Profiler.

## Introduction to Report

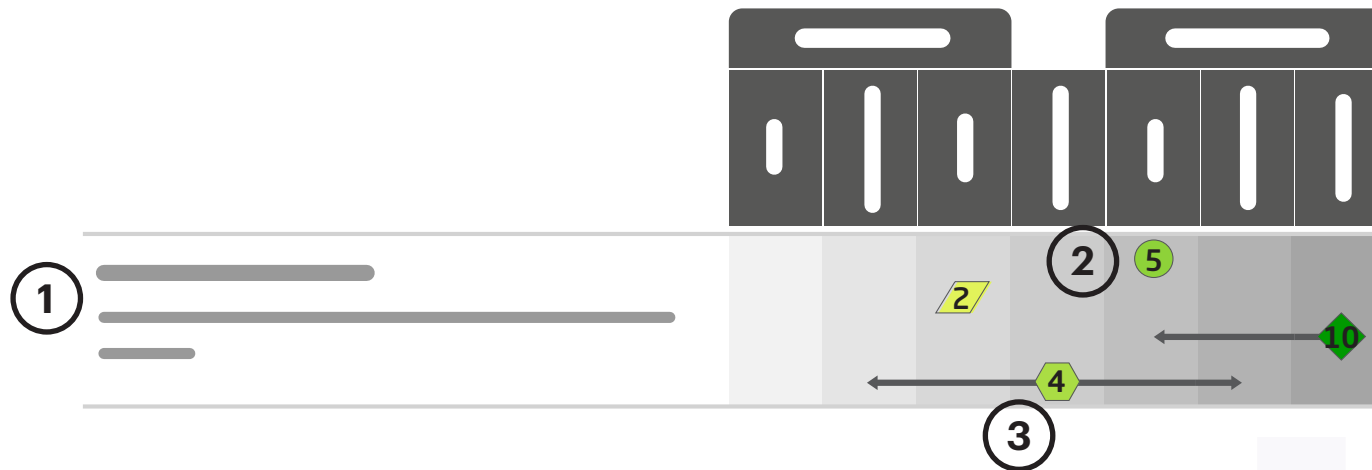
Page 4 provides an overview of the scoring system used by the report, including an example. The Job Profiler uses a unique dual reporting format.

### Dual Reporting

1. **Primary Reporting:** Stakeholders are asked to rate the importance of each area using a 7-point scale running from 'Not Important' to 'Critically Important'. The position of the shape indicates the average rating for that rater group.
  - A ten indicates that the average importance is extremely high, in relation to the benchmark group.
  - A one indicates that the average importance rating is extremely low, in relation to the benchmark group.
  - The colors within the shapes correspond to the one-to-ten scale, with one being a light yellow and 10 a dark green.
2. **Secondary Reporting:** Results are also benchmarked against an external comparison group of Mixed Occupations. This allows the user to understand to what degree a behavior is considered important in other roles. The results of secondary reports are denoted by the number and color within each shape. The numbers are presented on a one-to-ten scale and the meaning of the number in the shape is explained in the 'Comparison to Others' section.
  - A ten indicates that the average importance is extremely high, in relation to the benchmark group.
  - A one indicates that the average importance rating is extremely low, in relation to the benchmark group.
  - The colors within the shapes correspond to the one-to-ten scale, with one being a light yellow and 10 a dark green.



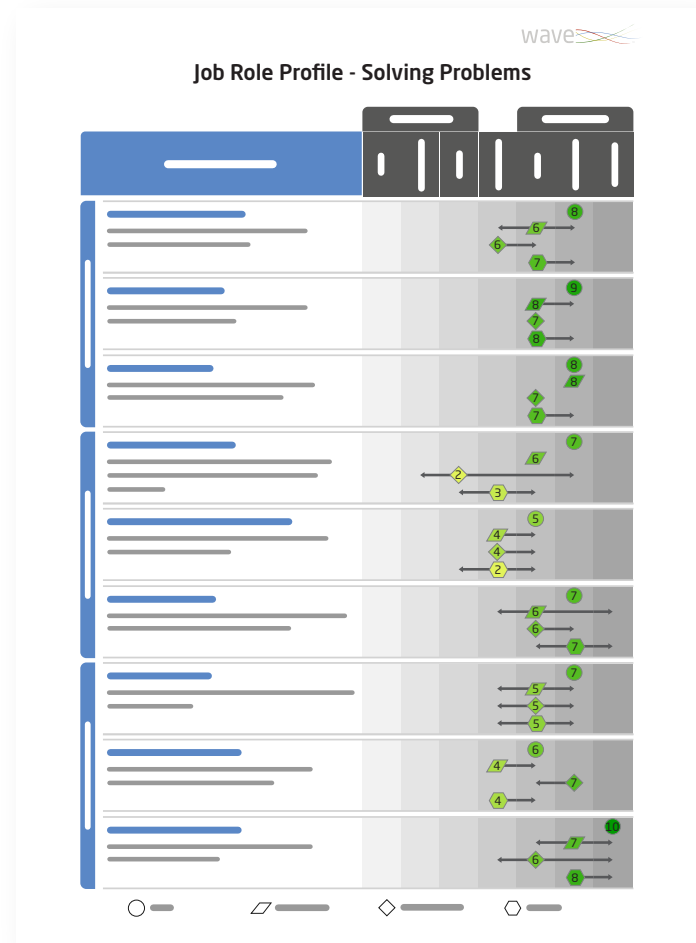
# Example of Dual Reporting



- 1** This part of the profile shows the area rated by stakeholders and its description. For example, the work area, Managing Projects will be accompanied by the description, “Planning Work; Monitoring Milestones; Ensuring Delivery”. Descriptions help raters understand what each area relates to and supports interpretation of the report.
- 2** In this example:

  - Primary Reporting: The circle, which indicates the average rating for this group, sits in the Very Important category on the 7-point importance scale; therefore, this category has rated this area as Very Important.
  - Secondary Reporting: The number inside the circle is 5, which indicates that when compared to the benchmark group this is an average rating, it is therefore in line with how other raters rate the importance of Managing Projects for other jobs.
- 3** In this example:

  - Primary Reporting: The Hexagon, which indicates the average rating for this group, sits in the Important category. The arrows either side of the marker indicate difference in ratings within this group. At least one of the group has rated this area as Marginally Important, whereas another has rated it Extremely Important . Averaged out, the rating for the group as a whole is important.
  - Secondary Reporting: The number inside the hexagon is 4, which indicates that when compared to the benchmark group this is a fairly low rating. This indicates that the rating of Important given here is slightly lower than generally given within this area for other roles. As this is a lower score, you will notice the color is a slightly lighter green than the example given above of 5.



## Job Role Detailed Profile

Across pages 5 to 8 of the report, the Job Role Profile provides an indication of the behavioral requirements for the job across the four cluster areas of the Wave model (Solving Problems, Influencing People, Adapting Approaches and Delivering Results).

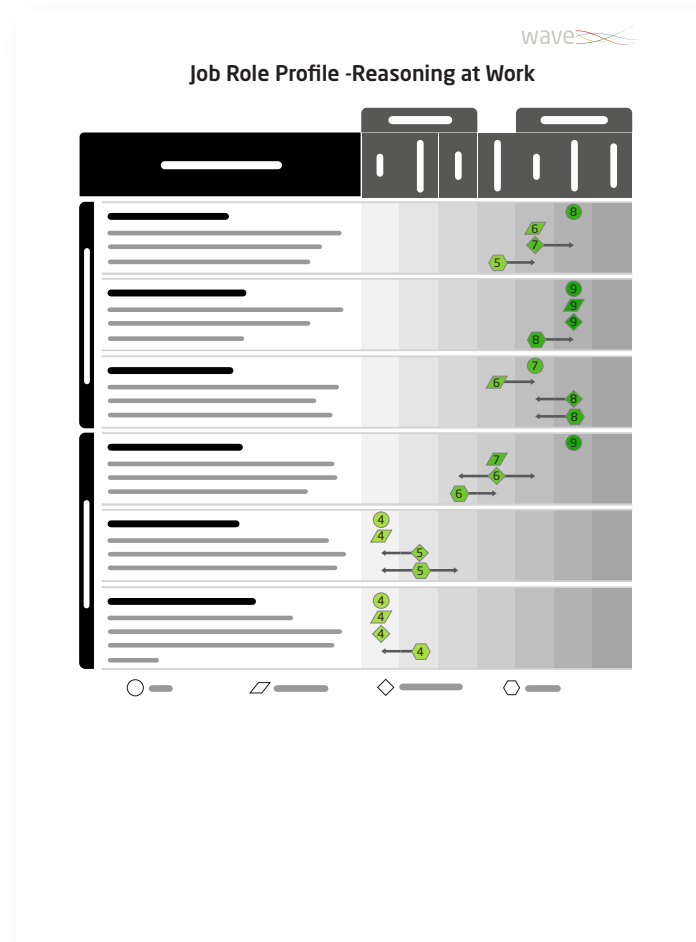
Each of the four clusters comprises three sections and each of these sections comprises three dimensions, for which the scores are presented. Therefore, you will have nine dimensions per page and 36 in total. The Wave facets that sit underneath dimensions are provided as descriptors to aid interpretation for any given dimension. Raters are asked to rate the importance of each of the 36 dimensions, rather than each facet individually.

### TOP TIPS

- There is a reminder of the key for the different rater categories and their corresponding shape at the bottom of each page.

## Job Role Profile – Reasoning at Work

Page 9 of the report is designated to the key ability competencies. The Wave framework consists of one ability cluster (Reasoning at Work), which comprises two sections that in turn each cover three dimensions. An ability dimension is defined through five facets. Raters are asked to rate the importance of each of the six dimensions.



### TOP TIPS

These abilities can all be assessed using the Savile Assessment Ability tests

- Working with Words – Verbal Reasoning
- Working with Numbers – Numerical Reasoning
- Working with Details – Error Checking
- Working with Systems – Abstract or Diagrammatic Reasoning
- Working with Designs – Spatial Reasoning
- Working with Equipment – Mechanical Reasoning





## Job Role Profile – Summary

The first part of the Job Role Profile- Summary covers global ratings which describe broad overall characteristics that may be important within the target role, these are:

- Applying Specialist Expertise (Utilizing Expert Knowledge, Applying Specialist Skills, Sharing Expertise).
- Accomplishing Objectives (Achieving Personal Targets, Contributing to Team Objectives, Furthering Organizational Goals).
- Demonstrating Potential (Seeking Career Progression, Demonstrating the Capabilities Required for High-Level Roles, Showing Potential for Promotion).

### ✓ TOP TIPS

- Use the global ratings to identify general aspects about the role that are important.



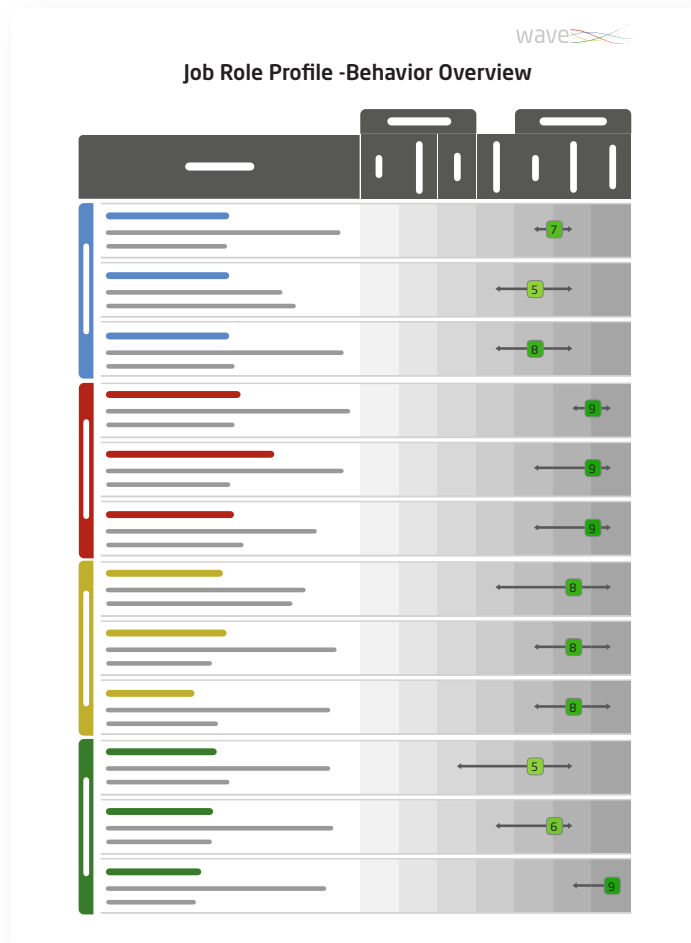
## Job Role Profile – Summary

The second part of the Job Role Profile-Summary provides total overall ratings for behavior, ability and global performance clusters, respectively.

- Total Behavior Profile Rating is averaged across all 36 behavior areas.
- Total Ability Profile Rating is averaged across the six ability areas.
- Total Global Rating is averaged across the three global areas.

### TOP TIPS

- Use the total ratings to provide a view of how demanding the role is likely to be overall.
- Use the total ratings to see if there are any differences in opinion from the different rater groups across behavior, ability and global.



## Job Role Profile – Behavior Overview

The Job Role Profile – Behavior Overview shows the combined importance scores for the 12 behavioral sections. One shape, is presented for each of the 12 sections as rater groups are combined to present one overall score on each area. For each section, the underlying three dimensions are also shown, with associated scores in brackets. These scores are related to the comparison group.

The combined scores are based on averaging the results of the rater groups. Arrows indicate where there are differences of opinion between different raters, with the lowest point on an arrow representing the lowest rating individual and the highest point on an arrow the highest rating individual.

### TOP TIPS

- Use this page to identify which of the 12 sections are most important when assessing candidates.



## Comments

The final pages of the report present raters' comments provided in response to the question 'What key words best describe the purpose of the job?' as well as the request to provide any other additional information the rater might deem relevant. The rater category associated with each comment is presented on the left-hand side of the page. Comments are reported exactly as they are entered.

### ✓ TOP TIPS

- Review the comments to see if links can be made with scores within the profile, this can give greater insight into why certain behaviors, abilities or global areas are important for the role.
- Review relevant job descriptions and adverts against the comments given to make sure they accurately reflect the demands of the job.

# Using the Job Profiler

## Before sending out the questionnaire

- Identify individuals who are knowledgeable in the role requirements to be your raters (e.g., job holders, stakeholders and managers).
- Brief raters on the project purpose and their role in the job analysis.
- Communicate when raters will receive the questionnaire and when they should complete the questionnaire by.

## After generating the report

- Review the results
  - Identify areas that raters consistently agree on as key to the role
  - Identify areas that raters disagree on that could require further exploration.
- Test out the data in the Job Profiler with focus groups and interviews as well as other job analysis techniques where possible.
- Make recommendations as to which competencies, abilities and global areas are critical for the role, providing and documenting the explanation.
- Suggest measures and approaches that would accurately evaluate these behaviors and ability areas in candidates applying for the role or drive development initiatives that correspond with the requirement of the role.



#### 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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