



Saville
assessment



Technical Summary

Career Guidance

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1.0 Introduction to the Career Guidance Report

The Career Guidance Report is derived from the Saville Assessment Wave® model to provide an output which focuses on career guidance and planning. The 12 Wave sections are presented as 12 “Strengths” scales that are measured through a dynamic response format that combines the advantages of ‘free-choice’ and ‘forced-choice’ elements. Scale scores are compared against a norm reference group and rank ordered. The scale ranking drives a matching algorithm that in turn ranks 12 broad career areas. Links between the career areas and the three most important associated strengths are made explicit to the candidate. The reports contain a wealth of information and advice to support career related assessment processes.

The Wave Professional Styles Handbook (Second Edition) contains further information on the development of the assessment technology that underpins the Career Guidance Report.

Saville Assessment developed a career assessment offering in 2007 when the Project Epsom study (Saville et al., 2008) offered the opportunity to pilot and co-validate new content alongside established Wave and Swift tools.

The authors drew on their extensive experience in the development, research, use and application of interest inventories to draw up requirements for an interest inventory:

- Applicable to a wide range of candidates
- Short completion time with a maximum of 150 questions
- Comprehensive coverage with over 30 dimensions
- Broad alignment to the Wave model
- Online delivery
- Use of free-choice ratings and forced-choice rankings
- Option for short forms
- Option for aligned competency measures

Kurz (2005a) outlined how ability, interest, motivation and styles (personality) relate to the Great 8 competencies (Kurz & Bartram, 2002). Interest scales showed meaningful correlations up to .50, indicating a moderate association between interests and behavioral competencies. Kurz (2005b) reanalyzed the same data with respect to four competencies that closely correspond to the clusters. Interests aggregated to the Holland (1966) RIASEC (Realistic, Investigative, Artistic, Social, Enterprising, Conventional) model themes showed meaningful correlations up to .43.

Previous research (Kurz, 1996) investigated the correlation of ability, interest, motivation and styles (personality) scales with RIASEC categories. Data analysis showed moderate associations between aptitude areas and interest categories that were closely aligned to the SME judgments, apart from diagrammatic results where expected positive correlations were either zero or even negative. Results generally were supportive of differential aptitude profiling approaches but highlighted the need for reasonably generous time limits in aptitude tests, and matching, as far as possible, the prestige value of occupational areas. The 12 Wave section scales were correlated with the 12 higher-order scales of the interest inventory to establish a weighting scheme for the prediction equations. The three most highly weighted Wave section scales are shown for the top three career areas in the report. The Career

Wheel visual is broadly compatible with Holland's RIASEC 'circumplex' model:

Realistic	Technology & Engineering Operations, Logistic & Production
Investigative	Research & Development Industrial Design, Architecture & Environment
Artistic	Creative Design & Advertising
Social	Human Resources, Training & Coaching
Enterprising	Consulting & Business Management
Conventional	Finance & Accounting Quality Control, Administration & Data Processing Health & Customer Service

1.1 Applications

Career Planning

Self-insight is important when career planning. It is therefore useful for the individual to understand what their strengths and challenge areas are. It is also helpful to identify characteristics in career areas that will help bring out their full potential and boost job satisfaction.

Self-Insight

For individuals who wish to gain an awareness of where they are most likely to have an impact a work, the Career Guidance Report provides a high-level summary of an individual's key performance areas which underpin work performance.

Self-Marketing & Employability

The Career Guidance Report identifies areas of strengths to actively market in a job search, and challenge areas to work on (or around).

Coaching

The Career Guidance Report provides an easily accessible link to understanding the impact of personal strengths on performance at work. The terminology of strengths, challenges and career areas is written to be self-explanatory yet rooted in the latest scientific thinking.

Career Fit Applications

The dynamic questionnaire format, short completion time and ranking of results make the Career Guidance Report very attractive for job sites. The report has been designed for participant self-interpretation and, hence, is unsuitable for screening candidates. For more information on solutions for screening candidates, please contact Saville Assessment.

1.2 Target Users

The Career Guidance Report was developed for self-assessment of strengths and challenge areas at work, and career area potential across industries and job levels. The questionnaire was designed for candidates aged 16 and over. The Career Guidance Report is also appropriate for use with managers, team leaders, supervisors, professionals, staff and workers. It can also be used with school leavers, students planning for employment, returners to work and the unemployed. The report has been designed to be self-explanatory. Job seekers and students can use the report on their own but would usually benefit from further interpretation support from trainers, counsellors, teachers or assessment specialists. The questionnaire measures self-efficacy beliefs rather than personality characteristics. Measurements are not infallible and results may change somewhat each time the questionnaire is completed. The reliability and validity of the tool is documented in the respective sections of this technical summary.

2.0 Reporting

The Career Guidance Report is designed to be used in developmental contexts. The report is written to be accessible to users themselves and does not require additional interpretation, but it can be helpful to go over with a line manager or someone giving career guidance.

The Career Guidance Report gives an overview of an individual's strengths as ranked from Signature Strengths, Supporting Strengths, Lesser Strengths to Challenge Areas. The report enables an understanding of an individual's top three Signature Strengths (see Figure 1) and lowest three Challenge Areas (see Figure 2).

Advice relating to an individual's three Signature Strengths are presented under the following categories:

Know your Strengths: Provides insight into each Signature Strength and its relevance to working effectively

Your Culture/Environment Fit: Provides insight into the working cultures and environments likely to suit the individual

Maximize your Strength: Provides practical advice to make an individual's Signature Strengths stronger

Use your Strengths Wisely: Provides insight into the possible negative effects that could arise from overplaying a strength

Competitive Advantage at Interview from your Strength: Provides suggestions on how a candidate could prepare for interview

Advice relating to an individual's three Challenge Areas are presented under the following categories:

Know your Challenge Area: Provides insight into how an individual's challenge area may be expected to impede their performance

Potentially Unsuitable Cultures/Environments: Provides insight into the working cultures and environments which may not suit the individual

Working with Your Challenge Area: Provides practical advice on how to reduce the detrimental impact on overall performance of the individual's challenge areas

Turning your Challenge Area into an asset: Provides insight into how the individual could potentially use a challenge area to good effect

The individual is also provided with a Career Area Chart indicating their likely suitability across 12 broad career areas (see Figure 3), as well as detailed feedback on the individual's likely fit across their top three Career Areas (see Figure 4).

Figure 1. Signature Strength



Figure 2. Challenge Area



Figure 3. Career Area Chart

Career Area Chart

This chart indicates your suitability for 12 broad career areas covering a multitude of roles. It is worth bearing in mind that some specific occupations and jobs may have quite different role requirements. For example, if you work in marketing and you have a career alignment to Communication & Public Relations, it is likely that these are the aspects of marketing to which you are particularly well-suited.






Figure 4. Career Area Fit

Career Area Fit

This section of the report presents your top three career areas. It further details the key strengths which underpin each of the three career areas. These strengths are based on typical requirements for jobs in each career area. Your level of strength is indicated against these typical job role requirements.



1 Career Area: Communication & Public Relations

Jobs in this field tend to require information to be communicated in a clear and articulate manner. Given the service nature of many such roles, an optimistic and flexible approach with receptiveness to feedback is usually critical to performance. Many roles in this career area involve interaction with a wide range of people, including the public. A capacity to engage positively with others and to make people feel comfortable is also important.

Typical Job Role Requirements		Your Strengths
Communicating Information		Signature Strength
Adjusting to Change		Lesser Strength
Building Relationships		Signature Strength


2 Career Area: Sales, Marketing & Business Development

Jobs in this field require assertiveness and self-confidence. In addition, orientation towards the achievement of goals, entrepreneurial drive and dynamism are key to performance in this career area. Persuasive articulation of arguments is also important for negotiating and closing deals.

Typical Job Role Requirements		Your Strengths
Providing Leadership		Supporting Strength
Driving Success		Signature Strength
Communicating Information		Signature Strength

3 Career Area: Consulting & Business Management

Jobs in this field require high levels of drive, motivation, commercial awareness and tenacity. In addition, leadership qualities are required to make important decisions and direct the work of others. Planning, organizing, coordinating and prioritizing work, as well as swift execution of action are often central to such roles.

Typical Job Role Requirements		Your Strengths
Driving Success		Signature Strength
Providing Leadership		Supporting Strength
Structuring Tasks		Challenge Area

3.0 Reliability

For information about the reliability of the Wave model underpinning the Career Guidance Report, please refer to the Wave Focus Styles Technical Supplement.

This section provides two different forms of reliability evidence for the Career Areas. Alternate form reliability is where two equivalent (parallel) versions of a questionnaire are completed by the same sample of individuals. Test-retest reliability is where the same sample of individuals complete the same questionnaire twice, with a time delay between the two completions. In both types of analysis, the two sets of scores are correlated and this provides a useful indication as to the consistency of the measure. A development aim of Wave Styles was that these forms of reliability should be as high as possible.

3.1 Alternate Form Reliability

Table 3.1 shows alternate form reliability figures based on a sample of 504 participants who completed both the invited access and the supervised access versions of Focus Styles. The median reliability of the Career Area scales was .90 and the minimum reliability estimate for any section was .80.

Table 3.1. Focus Styles Career Areas Alternate Form Reliability – Invited Access (IA) vs. Supervised Access (SA) (N=504)

Wave Focus Styles Career Area	(IA) Mean	(IA) SD	(SA) Mean	(SA) SD	SEm (Sten)	r_t	Other Highest r	Other Section
Industrial Design, Architecture & Environment	23623.28	1972.89	23875.89	1985.01	.60	.91	.77	Research & Development
Research & Development	22747.04	2727.60	23161.86	2702.51	.62	.91	.75	Industrial Design, Architecture & Environment
Creative Design & Advertising	23040.96	2378.08	23556.55	2363.11	.60	.91	.81	Communication & Public Relations
Human Resources, Training & Coaching	24326.54	2409.25	24791.94	2517.29	.63	.90	.69	Communication & Public Relations
Communication & Public Relations	23237.00	2677.85	23924.58	2659.94	.54	.93	.83	Creative Design & Advertising
Sales, Marketing & Business Development	24536.54	3439.86	25021.05	3408.14	.54	.93	.80	Consulting & Business Management
Consulting & Business Management	24599.23	2495.67	24643.11	2543.11	.63	.90	.83	Sales, Marketing & Business Development
Finance & Accounting	23948.86	1911.86	23969.14	1944.76	.69	.88	.66	Industrial Design, Architecture & Environment
Administration, Quality Control & Data Processing	22159.60	1943.29	22194.27	2013.88	.68	.88	.71	Health & Customer Service
Health & Customer Service	23186.46	1939.27	23439.57	2036.28	.64	.90	.65	Administration, Quality Control & Data Processing
Operations, Logistics & Production	24660.98	1858.36	24483.86	1966.17	.71	.88	.72	Administration, Quality Control & Data Processing
Technology & Engineering	24403.86	1623.55	24403.71	1696.16	.68	.89	.59	Finance & Accounting
Mean	23705.86	2281.46	23955.46	2319.70	.63	.90	.73	
Median	23786.07	2175.49	23946.86	2199.70	.63	.90	.73	
Min	22159.60	1623.55	22194.27	1696.16	.54	.88	.59	
Max	24660.98	3439.86	25021.05	3408.14	.71	.93	.83	

3.2 Test-Retest Reliability

Table 3.2 provides the test-retest reliability of the Career Areas based on Focus Styles administered at a six-month interval. The 12 Career Areas demonstrate high test-retest reliabilities with coefficients ranging from .74 (Technology & Engineering) to .84 (Communication & Public Relations and Sales, Marketing & Business Development) and a median reliability of .80.

Table 3.2. Focus Styles Career Areas Test-Retest Reliability - Invited Access (N=214)

Wave Focus Styles Career Area	Mean _{t1}	SD _{t1}	Mean _{t2}	SD _{t2}	SEm (Sten)	r _t
Industrial Design, Architecture & Environment	13577.84	1308.13	23107.01	1925.05	.85	.82
Research & Development	12810.05	1502.35	21782.00	2666.40	.85	.82
Creative Design & Advertising	13486.64	1432.11	23258.55	2371.38	.84	.82
Human Resources, Training & Coaching	14256.15	1398.26	24891.66	2623.20	.90	.80
Communication & Public Relations	13859.07	1596.19	23829.99	2643.45	.80	.84
Sales, Marketing & Business Development	14531.21	1890.50	25080.47	3101.59	.81	.84
Consulting & Business Management	14349.31	1443.65	25055.91	2250.98	.91	.80
Finance & Accounting	13698.89	1193.21	23634.81	1818.92	.92	.79
Administration, Quality Control & Data Processing	12908.72	1116.15	22519.77	2043.74	.93	.78
Health & Customer Service	13487.71	1130.13	23606.00	2104.52	.97	.77
Operations, Logistics & Production	14234.84	1151.43	24751.59	2129.41	.93	.78
Technology & Engineering	14066.80	1161.63	24026.59	1759.06	1.03	.74
Mean	13772.27	1360.31	23795.36	2286.48	.89	.80
Median	13778.98	1353.20	23732.40	2190.20	.90	.80
Min	12810.05	1116.15	21782.00	1759.06	.80	.74
Max	14531.21	1890.50	25080.47	3101.59	1.03	.84

4.0 Validity

For information about the criterion-related and construct validity of the Wave model underpinning the Career Guidance Report, please refer to the Wave Focus Styles Technical Supplement.

Table 4.1 shows the construct correlations between the Focus Styles Career Areas and Career Areas as derived from a Career Interests Inventory. The Career Interests Inventory is designed to assess an individual's interest in different careers based on the types of work they would be interested in doing. For example, an interest in "winning sales deals" suggests suitability for a role in Sales, Marketing & Business Development. Composite Career Interest ratings were calculated against the Career Guidance Career Areas.

The average corrected correlation of the Career Areas with matched Career Interests is .39. All correlations are significant, with the exception of Industrial Design, Architecture & Environment. In general, validities are particularly high for managerial, people-related roles and more specific career areas, while validities were lower for broader, more technical career areas.

Table 4.1. Construct Validity of Wave Focus Styles Career Areas Against Matched Criteria (Ratings of Career Interests), Unadjusted for Criterion Unreliability (N=345)

Wave Focus Styles Career Area (Predictor)	Career Interest Area Composite (Criterion)	Criterion Mean	Criterion SD	r	r _c
Industrial Design, Architecture & Environment	Industrial Design, Architecture & Environment	15.05	5.02	.08	.11
Research & Development	Research & Development	15.51	4.74	.47	.59
Creative Design & Advertising	Creative Design & Advertising	22.99	6.09	.34	.42
Human Resources, Training & Coaching	Human Resources, Training & Coaching	30.26	6.19	.44	.55
Communication & Public Relations	Communication & Public Relations	75.52	14.28	.30	.33
Sales, Marketing & Business Development	Sales, Marketing & Business Development	38.66	9.46	.34	.38
Consulting & Business Management	Consulting & Business Management	23.55	5.61	.51	.62
Finance & Accounting	Finance & Accounting	23.20	7.98	.32	.37
Administration, Quality Control & Data Processing	Administration, Quality Control & Data Processing	45.89	12.31	.31	.34
Health & Customer Service	Health & Customer Service	86.06	18.73	.42	.45
Operations, Logistics & Production	Operations, Logistics & Production	43.64	11.47	.16	.18
Technology & Engineering	Technology & Engineering	29.22	12.15	.29	.31
	Mean	37.46	9.50	.33	.39
	Median	29.74	8.72	.33	.37
	Min	15.05	4.74	.08	.11
	Max	86.06	18.73	.51	.62

r is the uncorrected validity coefficient. r_c validities have been corrected for attenuation based on the reliability of the criteria (based on Cronbach's alpha). No further corrections were applied (e.g., restriction of range, predictor unreliability).

Note: Any raw correlation higher than .11 is statistically significant at the p<.05 level (two-tailed) and any raw correlation higher than .09 is statistically significant at the p<.05 level (one-tailed). N = 345.

5.0 Fairness

For information about group differences in scores achieved on the Wave model underpinning the Career Guidance Report, please refer to the Wave Focus Styles Technical Supplement.

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