



Saville
assessment

Performance 360 Behavioral Profile Report

User Guide

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Using the Performance 360
Behavioral Profile Report

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 Performance 360 Assessment



The Wave Performance 360 uses a seven-point rating scale that runs from Extremely Ineffective to Extremely Effective. An effectiveness rating scale has been chosen for the Wave Performance 360 because:

- The ultimate goal of any selection, development or talent management initiative is to increase work effectiveness.
- Individual effectiveness drives team effectiveness, which in turn underpins organizational effectiveness.
- Frequency scales can confound job requirements with performance.

The 360 questionnaire uses five categories: Self, Boss, Peer, Report and Other. In the Wave 360, raters are required to rate the effectiveness of the individual at the dimension level for the behavior and overall performance areas. The three corresponding facets from the model provide a definition of each behavior area. For the global performance area, ratings are at the section level.

At the end of the Wave Performance 360 questionnaire, optional open comment questions are presented.

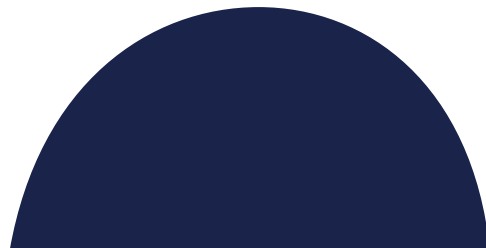
The comments add context to the ratings and can be particularly useful during feedback sessions. The three open text questions are:

- What does the assessee need to keep doing well at?
- What does the assessee need to do less of?
- What does the assessee need to improve at?

Whilst the comments are anonymized in the report, they are displayed verbatim and individuals are categorized under the same heading, for example “Peer 1” across all three questions. Nominated raters should be encouraged to provide comments but should be briefed clearly that their comments will be displayed verbatim and not translate.

Interpreting the Wave Performance 360 Behavioral Profile Report

The Performance 360 Behavioral Profile can be generated from the completion of the Performance 360 questionnaire. The results are directly aligned to a rater category’s responses on the seven-point effectiveness rating scale, for example showing that the assessee has rated themselves as fairly effective. The results are very transparent and are easy to feed back using performance focused language.



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 the 360 questionnaire in each rater group.

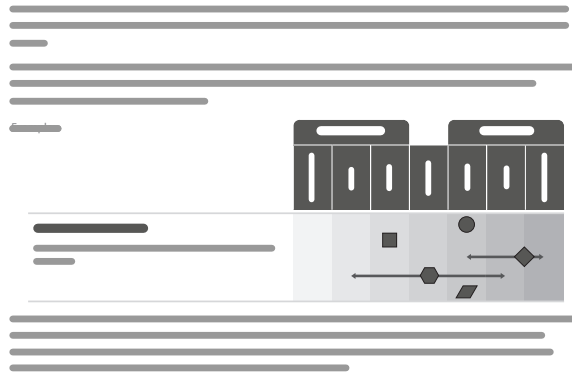
The shapes shown on this page are used throughout the report to denote the result of each rater group.



✓ TOP TIPS

- Prior to using the questionnaire, it is important to identify who will rate the individual. It is important to select individuals who will have a good understanding of the participant's performance. We recommend that the individual should select their own raters with the support and guidance of their manager. This will help to give the individual a sense of ownership of the project.
- The default rater groups are Self, Boss, Peer, Report and Other, 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 a 360 project. We recommend roughly five or six raters per category. A minimum of five should be invited to ensure at least three completions and to preserve anonymity.

Profile Breakdown



Introducing the Report

Page 4 provides an overview of the scoring system used by the report, including an example.

The results show the ratings on the 'Extremely Ineffective' to 'Extremely Effective' inventory scale. Each rater group is indicated by a different shaped marker as shown on the previous page.

The position of each shape on the scale indicates how the person being assessed was rated in each area. Where there is a difference between raters in a group, this is indicated by arrows either side of the marker.

In the example: The assessee's Boss rating was fairly effective, and the Self rating was fairly ineffective. The Peer ratings ranged from fairly effective to extremely effective and the aggregate Report ratings ranged from very ineffective to very effective. Finally, the Other ratings were fairly effective.

Behavioral Profile - Adapting Approaches



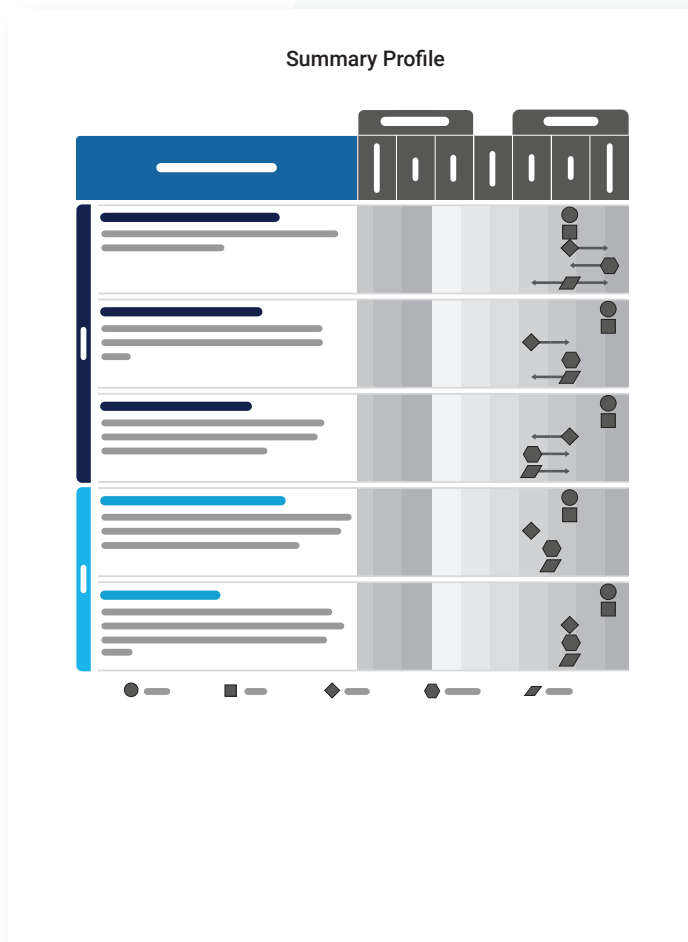
Detailed Behavioral Profile

Across pages 5 to 12 of the report, the Behavioral Profile provides an indication of the assessee's effectiveness 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 section 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 effectiveness 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.



Summary Profile

The first part of the Summary Profile covers global ratings which capture broad indicators of overall effectiveness at work, reflecting how individuals apply expertise, deliver results, and demonstrate future potential. These are:

- What does the assessee need to keep doing well at?
- What does the assessee need to do less of?

The second part of the Summary Profile provides total overall ratings for behavioral and global performance clusters, respectively:

- Total Behavior Profile Rating is averaged across all 36 behavioral areas
- Total Global Rating is averaged across the three global areas

✓ TOP TIPS

- Use the total ratings to provide a view of the total scores for each area, Behavioral and Global.
- Use the total ratings to see if there are any differences in opinion from the different rater groups across the Behavioral and Global areas.

Behavioral Profile Overview



Behavioral Profile Overview

The Behavioral Profile Overview shows the combined effectiveness ratings for the 12 behavioral sections. One shape, is presented for each of the 12 sections as rater groups are combined to present one overall rating on each area.

The combined ratings 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.

Government	Percentage of respondents
Current government	100%
Previous government	0%

The final pages of the report present raters' comments provided in response to the questions about the individual's performance – what they need to keep doing well at, do less of and improve at. 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.

- Review the comments to see if links can be made with scores within the profile, this can give greater insight into why certain scores have been given for the behaviors or global areas.



Using the Performance 360 Behavioral Profile Report

Please refer to our Wave Performance 360 Project Management Guidance Document for best-practice guidance on launching and setting up 360 projects, including key considerations to review before starting a 360 program.





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