

Enhancing Graduate Recruitment at a Global Professional Services Firm

The Challenge

A global professional services firm partnered with Saville Assessment to address the challenges they were facing with their graduate recruitment process.

The organization's graduate program was highly competitive, with a limited number of positions. The firm's hiring managers had varying levels of experience, ranging from seasoned interviewers to those who were entirely new to the process.



This presented a few key challenges:

1 Inconsistent Interviewing Approaches

- The experienced interviewers were set in their ways and found it difficult to adapt to a new, more structured interview process.
- The less experienced hiring managers lacked a well-developed framework for assessing candidates, leading to more subjective and less reliable evaluations.

2 Potential for Bias

- The newer hiring managers were more susceptible to unconscious biases, which could affect the fairness and objectivity of the selection process.

The Solution

We started by collaborating with the firm's key stakeholders to understand the critical behaviors required for their graduate program.

This process involved ranking 12 core skills, distinguishing between those that were critical, highly desirable, and not important. For example, the firm ranked areas such as Evaluating Problems, Communicating Information, and Building Relationships, as highly desirable for their graduate intake.



We then conducted a thorough job analysis at the graduate level to identify the most important skills and qualities needed for the role. This ranking was used to inform the development of a structured interview guide.

To support the client's talent management team in evaluating candidates we introduced our **Match 6.5** tool; a short, efficient, screening questionnaire powered by the Saville Wave® Model, which takes just 6.5 minutes to complete. This approach minimized the candidates' assessment time as well as significantly reducing the workload of the hiring managers.

A screenshot of the Match 6.5 assessment tool interface. The interface is displayed on a laptop screen and a smartphone. The laptop screen shows the title "Statements - Page 1 of 6" and a prompt: "Please indicate to what extent you agree with each of the following statements." Below this, there are six statements, each with a 9-point Likert scale (1 to 9) and a corresponding label on the right. The statements are: "My written communication is good" (Very Strongly Agree), "I quickly establish rapport with people" (Disagree), "I am really positive about myself" (Very Strongly Agree), "I achieve outstanding results" (Unsure), "I look for opportunities to learn about new things" (Strongly Agree), and "I openly disagree with people" (Strongly Agree). A "Next" button is visible at the bottom right. The smartphone screen shows the same interface, with the statements and scales visible.

Based on the candidates' completion of the Match 6.5 assessment and the scoring algorithm built upon the job analysis, we generated two reports:

- ▶ A candidate-friendly report that highlighted the individual's top two core talent areas, their challenge areas, and provided helpful feedback to support their development.
- ▶ The Smart Select Match Interview Guides - this focused on the skills previously identified as highly desirable and critical during the job analysis, ensuring that interviewers asked relevant questions needed to validate and evaluate the candidates' responses.



Situation
Task
Action
Result

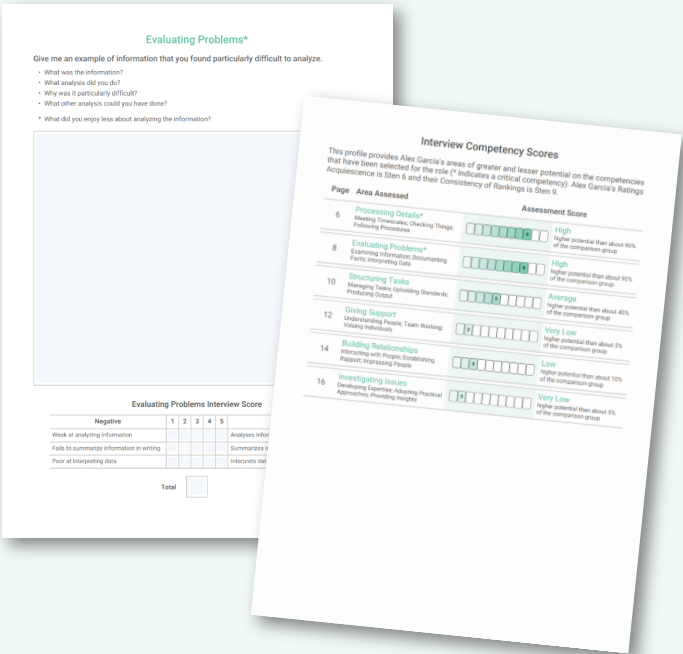
The questions outlined within the interview guide were based on the principles of the STAR (Situation, Task, Action, Result) method. This approach allowed the hiring managers to gather comprehensive evidence for each skill by exploring the candidates' past experiences and examples in a structured way.

The STAR method prompted the candidates to provide detailed information about the specific situation they faced, the task they needed to accomplish, the actions they took, and the resulting outcomes, demonstrating to hiring managers the desired skills in real-world scenarios.

To further support the hiring managers, we provided training on effective interview techniques and how to utilize the interview guide to conduct high-quality and informed interviews.



Introducing Match 6.5 and the structured interview guide aimed to drive global consistency and standardization, as well as tailor the process to the specific role/individual.



By combining this with the Smart Select Interview Guide, the firm was able to address the key challenges they faced in their graduate recruitment program, leading to a more efficient, effective, consistent and fair evaluation of candidates, mitigating the impact of unconscious bias.

Benefits to the Organization

QUALITY



The structured interview guides developed by Saville Assessment ensured that all hiring managers and recruiters were asking targeted and relevant questions, focused on the critical behaviors and competencies required for the graduate roles.

ENGAGEMENT



The personalized candidate feedback reports generated by the assessments further enhanced the candidate experience, providing them with valuable insights into their own strengths, development areas, and cultural fit.

DIVERSITY/ EQUITY & INCLUSION



The standardization and structure introduced helped to minimize the impact of unconscious biases in the hiring process.

By using the same set of interview questions and assessment tools for all candidates, the firm was able to create a more equitable and inclusive graduate recruitment program, promoting better diversity outcomes.

The Wave assessments used in the process are designed to be fair and unbiased, further contributing to the firm's diversity and inclusion objectives.

EFFICIENCY



Since the Match 6.5 assessment only takes 6.5 minutes to complete, it reduced the cognitive load for candidates applying, as they did not have to engage in lengthy assessment processes.

COST



By leveraging the Match 6.5 assessment and the Smart Select Interview Guides, the firm was able to minimize the time and effort required from the hiring managers, leading to cost savings.