HR AVATAR™
EMPLOYMENT TESTS

Candidate:	**Betty Penske**
Assessment:	Clerk - Payroll and Timekeeping
Completed:	April 20, 2024
Prepared for:	Susan Bookman
	HR Avatar Data Collection Account

Test Results and Interview Guide

The Clerk - Payroll and Timekeeping assessment measures key factors related to high performance and tenure in this job. Attribute types measured vary by test, but can include cognitive ability, skills, knowledge, personality characteristics, emotional intelligence, and past behavioral history. This report includes a one page summary, followed by detailed results with an embedded interview guide. Note that these results should always be used as a part of a balanced candidate selection process that includes independent evaluation steps, such as interviews and reference checks.

Proprietary and Confidential

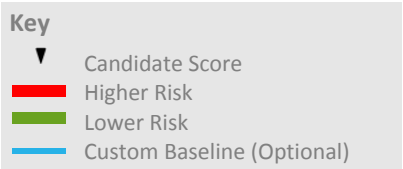
Overall

Candidate	Score	Interpretation
Betty Penske bettypenske@yourcompany.org Clerk - Payroll and Timekeeping April 20, 2024	88	

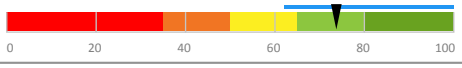
Summary: High Performance Potential

Potential Risk Areas

- Low corporate citizenship score could indicate potential for questionable behavior.



Competency Summary

Competency	Score	Interpretation
Cognitive Abilities (relates to job performance, problem-solving, ability to learn, etc.)		
Analytical Thinking	84	
Attention to Detail	97	
Skills/Knowledge (relates to immediate readiness)		
Data Entry	69	
Typing Speed & Accuracy	69	
Personality Characteristics (relates to fit with the job/team environment)		
Adaptable	78	
Competitive	69	
Corporate Citizenship	10	
Develops Relationships	96	
Enjoys Problem-Solving	75	
Exhibits a Positive Work Attitude	93	
Needs Structure	72	
Seeks Perfection	98	
Behavioral History (relates to performance and turnover)		
History Survey - Performance	71	
History Survey - Tenure	73	

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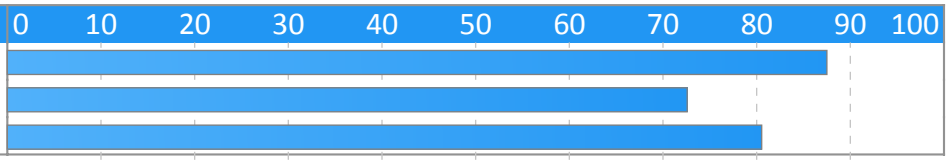
Comparison

Percentile scores indicate how the candidate compares to other test-takers within various groups. The candidate scored equal to or better than the fraction of test-takers indicated by the percentile.

Test-Taker Group	Percentile
Global	88th
United States	73rd
HR Avatar Data	81st



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Assessment Overview

This assessment provides scores for a number of important factors and competencies that are related to success on the job. Scores are presented based on their potential impact on job performance.

Scores are presented individually on a scale of 0-100. In most cases, including the overall score, higher scores represent higher expected job performance. However, for some competencies, either extreme low or extreme high scores indicate a risk of lower performance. Refer to the interpretation section of each competency for additional information.

Individual competency scores are also combined into a single overall score. Please note that individual competencies are weighted differently, depending on their type, and on fine adjustments based on data from the US Government's Occupational Data Network (O*Net).

Each competency measured includes one or more suggested interview questions, in an easy-to-use format. These questions should be used for additional probing, especially when the score shows an area of relative weakness.

Some of the competencies measured evaluate preferences for doing (or not doing) specific activities. Scores for these competencies can be used to evaluate job-fit.

We wish to emphasize that the data contained in this report should be used as part of a comprehensive process for evaluating job candidates. Additional data should include in-person interviews, job tryouts, resume review, and background checks.

Detail

Candidate:	Betty Penske, bettypenske@yourcompany.org
Assessment:	Clerk - Payroll and Timekeeping
Authorized:	April 20, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz
Started:	April 19, 2024, 7:48:02PM EST
Completed:	April 19, 2024, 7:48:02PM EST
Overall Score:	88

Cognitive Abilities Detail

This section contains a list of job-related cognitive abilities that have been evaluated in a job-like context using HR Avatar's simulation technology. Studies have demonstrated that cognitive abilities are highly correlated with job performance for many jobs. Abilities also correlate with problem-solving and the ability to learn quickly.

Detail	Interview Guide
Analytical Thinking Score: 84 *Description:* This scale indicates the capacity to think in a thoughtful, discerning way, to solve problems, utilize resources, and analyze data. Individuals who demonstrate high amounts of analytical thinking are able to recognize patterns rapidly, navigate through problems, and resolve difficult problems systematically. *Interpretation:* High scores in this area correlate with superior performance for many jobs. Able to think in a thoughtful, discerning way. Can often solve difficult problems, plan many-featured tasks and projects, organize multiple resources, and analyze complex data. Able to quickly recall and use information when needed or appropriate.	Tell me about a complex problem, situation, or planning task you had to deal with. What were the challenges, and how did you overcome them? 1 Example lacks complexity. Data seeking is limited, analysis may be lacking, actions unclear, not relevant, or ineffective. 2 3 Example is moderately complex. Shows some analytical thinking and problem solving. Actions have mixed or limited effectiveness. 4 5 Example shows complexity. Thorough investigation of all areas that might affect the decision. Actions are clear, relevant, and effective.

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Detail	Interview Guide
Attention to Detail Score: 97 *Description:* This scale represents thoroughness, accuracy, and being concerned for all areas involved no matter how insignificant. Individuals who demonstrate high Attention to Detail produce work products that are consistently accurate and require little checking. They rarely forget schedule commitments or overlook even the smallest details. *Interpretation:* High scores in this area correlate with superior performance for many jobs. Able to achieve a high degree of thoroughness and accuracy in a work task. Concerned for all areas involved. Work products require little or no review or checking to maintain consistency.	Give me an example of a time you discovered an error that had been overlooked by either you or someone you were working with. What did you do? What was the outcome? 1 — Unclear or careless example. Can't describe what was overlooked. No action. 2 3 — Moderately clear example. Some concern for details. Direct but passive action. 4 5 — Very detailed. Concern for all relevant components. Clear, proactive actions.

Knowledge and Skills Detail

This section contains a list of job-related knowledge areas and skills that have been evaluated. Low scores in these areas often indicate that additional learning may be required before top performance can be achieved.

Detail	Interview Guide
Data Entry Score: 69 *Description:* The ability to accurately enter information into computer-based forms. *Interpretation:* Candidate should achieve above average job performance in this area with little or no training. Usually enters data into computer forms reliably and accurately. However, occasional mistakes indicate that regular reviews may be required to ensure accuracy.	How do you typically ensure that you enter data correctly into web or computer-based forms? 1 — Does not check work carefully. Unable to answer question. 2 3 — Occasional spot checking of work with limited structure. 4 5 — Indicates care and frequent checking of work. May have an informal process.

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Detail	Interview Guide
Typing Speed & Accuracy Score: 69 *Description:* Evaluates a candidate's ability to enter data into a computer screen using a keyboard at both an acceptable rate of speed and degree of accuracy. *Interpretation:* Candidate should achieve above average job performance in this area with little or no training. Above average. Types information quickly and accurately compared to peers. Submitted work typically requires only light review prior to sending to end users or customers. • Speed: 60 Words/Min • Accuracy-Adjusted Speed: 50 Words/Min • Accuracy: 85%	Can you tell me about a time when your ability to type quickly and accurately helped you achieve a goal or objective? 1 Typing or data entry is not relevant to example. 2 3 Example is somewhat related to typing or data entry speed and accuracy. 4 5 Example demonstrates fast and accurate data entry or typing under pressure.

Personality Characteristics Detail

This section contains a list of personality characteristics that are frequently associated with job performance. Remember, these are not skills and do not indicate the ability to do a job. Rather, they can be used to evaluate the candidate's fit with the general needs of the job and the organizational culture. Sample interview questions are provided to gather more information.

Detail	Interview Guide
Adaptable Score: 78 *Description:* This scale reflects how accepting a person is of frequent or substantial changes in his or her job requirements. Changing work requirements usually cause stress and put pressure on an individual to adapt. High scorers usually thrive under changing work conditions, while low scorers may burn out or become paralyzed. *Interpretation:* The candidate's score in this area should contribute to enhanced overall job performance. Prefers a dynamic work environment. Able to remain focused and positive in times of significant workplace change. Fairly easy-going and relaxed.	Would you rather work in a job where the work is predictable or one where activities are constantly changing? Why? 1 Becomes paralyzed by change. Or disregards the change and continues same path. 2 3 Resistant and fearful of change, or appears to live for change. 4 5 Comfortable with change, though feels some stress or anxiety. Usually able to stay focused. Describe a time at work or school when things were changing so fast it was hard to stay focused. How did you adjust to it? 1 Enjoyed the chaos of fast change. Became disinterested or negative and waited for things to calm down. 2 3 Did best but felt paralyzed and unable to work effectively. 4 5 Experienced higher anxiety but tried to deal with changes in a positive way. Stayed focused.

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Detail	Interview Guide
Competitive Score: 69 *Description:* This scale indicates the degree to which an individual is driven by a desire to impress their leaders and exceed their peers. Being competitive can either be damaging or useful, depending on the job. Competitive people spend much of their time thinking about themselves and the impact decisions may have on them, and their actions are often guided by these thoughts, which can either provide the drive needed to achieve a goal, or can damage the ability of a team to work together. In general, high scorers perform well in sales and related jobs. *Interpretation:* The candidate's score in this area should contribute to enhanced overall job performance. Motivated by challenging goals, financial rewared, and/or recognition, and willing to work hard to succeed. Focused on personal achievement.	Would you describe yourself as competitive? Can you give me an example? 1 Non-competitive example, or doesn't show any consideration for others. 2 3 Example unclear. Doesn't address impact on others. 4 5 Competitive example that demonstrates drive and shows consideration of others. Describe a time when you had to place accomplishing your objectives above supporting your team. Why do you think it was justified? 1 Justified for selfish or personal reasons. Shows little remorse for failing to support team. 2 3 Shows remorse and feels action was a mistake. 4 5 Clearly justified or was forced to do so by superiors. Strongly regrets and wishes could change.
Corporate Citizenship Score: 10 *Description:* This scale indicates the degree to which an individual's behavior embraces the spirit of an organization's mission, objectives, and strategy. High scorers project an attitude characterized by cooperation, trust, and openness. Low scorers often question the motives behind decisions. They may withhold information, display hostility, be defensive, or do just enough to get by. *Interpretation:* The candidate's score in this area indicates risk of a negative impact on performance for some jobs. Additional probing is strongly recommended. Distrusts the organization and management. Frequently assumes new ideas or changes will have a negative individual impact. Can be defensive regarding his or her own work, or show hostility towards management or company policies.	How do you feel about being part of an organization? Do you think most organizations have their employees' best interests at heart or do you have to always watch out for yourself? 1 Distrusts organizational motives. Feels the need to look out for self. 2 3 Supports organization but is wary of being taken advantage of. 4 5 Embraces organizational membership. Believes in organizational mission.

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Detail	Interview Guide
Develops Relationships Score: 96 *Description:* This scale indicates a person's desire to cultivate relationships. High scorers seek opportunities to meet new people and get to know them well enough to form a lasting relationship. Low scorers tend to minimize interacting with people they don't know. *Interpretation:* The candidate's score in this area should contribute to enhanced overall job performance. Actively cultivates and maintains relationships. Able to quickly establish rapport with new acquaintances and accurately sense others' feelings. Maintains a broad social network and uses it to achieve work objectives.	Describe your ideal job. Would it include working closely with others or would you prefer working mostly by yourself? 1 Prefers to work alone. 2 3 Cultivates relationships when opportunity arises or is necessary. 4 5 Enjoys cultivating relationships. Finds teamwork constructive. --- Can you describe a time when you had to choose between getting the job done or preserving a relationship with a friend or co-worker? 1 Places relationship above the work objectives in all or most cases. 2 3 Sometimes struggles between work and relationships, but usually balances well. 4 5 Focuses on getting the job done but makes an effort not to hurt relationships.
Enjoys Problem-Solving Score: 75 *Description:* This scales represents a person's willingness to deal with complicated problems on a frequent or recurring basis. People with high scores prefer jobs that require mental challenge. Individuals with low scores may be intimidated when faced with complex or even simple issues on a regular basis. When jobs are routine or repetitive, people with low scores are usually a better fit. *Interpretation:* The candidate's score in this area should contribute to enhanced overall job performance. Usually willing to analyze and formulate solutions to complex problems. Fairly confident in own ability to develop effective solutions. Sees frequent problem-solving as a core part of his or her job description, though may require prompting to take on a particularly difficult issue.	Describe some of the biggest on-the-job problems you have faced. How did you overcome them? How did you know they were solved? 1 Problems poorly described and actions taken unclear. 2 3 Moderately complex problems. Simple or obvious actions taken. 4 5 Described one or more complex problems. Actions taken are clear and relevant.

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Detail	Interview Guide
Exhibits a Positive Work Attitude Score: 93 *Description:* For some people, work is a second-place activity. That is, given a decision to take either personal time or go to work, low scorers will choose time off. Low job priority could indicate a 9 to 5 mentality. *Interpretation:* The candidate's score in this area should contribute to enhanced overall job performance. Expects to receive both financial and personal rewards in exchange for applying his or her best energies to the job. Enjoys working. Trusts the organization to help career.	How do you feel having a regular job and going to work? Is it something you enjoy? Why or why not? 1 Views work as a means of income only. Does not enjoy. Does not care about professional reputation. 2 3 Likes work but doesn't truly enjoy it. Balances priority and energy with other obligations. 4 5 Considers work a key priority in life. Enjoys working and always applies best energy. Takes pride in work reputation.
Needs Structure Score: 72 *Description:* This scale indicates the degree to which a person prefers to work within an ordered environment, with well-defined tasks, activities, rules, processes and expectations. It also reflects the general thoroughness and care applied by the candidate when performing work tasks. *Interpretation:* The candidate's score in this area should contribute to enhanced overall job performance. Follows rules consistently. Makes decisions thoughtfully. Usually follows through on commitments. Usually able to create and/or follow detailed plans.	What kind of job would you prefer: one in which you know exactly what you need to do each day or one in which you start each day with a blank slate and have to decide what to do based on circumstances? Why? 1 Prefers a dynamic, changing work environment. 2 3 Equally comfortable with well-defined and dynamic work environments. 4 5 Clear preference for defined tasks and activities. --- Have you ever had to work in a job that had little or no structure or where no one told you what to do? What did or didn't you like about it? 1 Large mismatch between comfort with structure and structure level of intended job. 2 3 Some mismatch between comfort with structure and structure level of intended job. 4 5 Comfort with structure matches the structure level of the intended job.

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Detail	Interview Guide
Seeks Perfection Score: 98 *Description:* This scale indicates a person's desire for accuracy. People with high perfection scores are committed to meeting or exceeding standards for quality and take pride in the accuracy of their work. People with too little perfectionism may be sloppy and unconcerned with quality. *Interpretation:* The candidate's score in this area should contribute to enhanced overall job performance. Highly intent on achieving perfection in work products and commitments. Willing to do whatever it takes to achieve the desired standard of excellence. Takes pride in having a reputation for quality.	When you perform a task, how do you decide when it's good enough to consider it completed or 'ready' for the customer? 1 No emphasis on quality. 2 3 Balances quality with other constraints. 4 5 Insists on a high degree of quality before releasing work. Can you describe a time when you were trying to finish a project or task but your boss made you stop before you felt it was ready? 1 Frequently cut short by boss because standards are too high. 2 3 Sometimes cut short but not often. 4 5 Rarely cut off because has a good sense of what is good enough.

Behavioral History Detail

This section evaluates answers the candidate gave concerning his or her work-related history. Studies often show that a candidate''s past behavior often indicates his or her future behavior. Potential caution areas (if any) are specified in each detail section.

Detail	Interview Guide
History Survey - Performance Score: 71 *Description:* Evaluates elements of the candidate's past work and education history to identify indications of high or low performance potential. *Interpretation:* The candidate's score indicates past behaviors that contribute to above average job performance. Exhibits past behaviors and achievements that are likely to result in above average job performance. The following potential performance risk areas were identified: • Below average productivity history • Below average performance reviews Further probing is recommended for each of these items.	How does your work compare with your peers? Do you produce more or less? How do you know? 1 2 3 4 5 What kind of feedback have you received about your performance from your managers and your peers? 1 2 3 4 5

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Detail	Interview Guide
History Survey - Tenure Score: 73 *Description:* Evaluates a candidate's past employment history and related factors for indications of potentially low job tenure. *Interpretation:* The candidate's score indicates past behaviors that contribute to above average job performance. Exhibits behaviors likely to result in slightly longer than average job tenure. The following potential performance risk areas were identified: • Frequent job changes • Potential long commute Further probing is recommended for each of these items.	Review your last few jobs with me, explaining why you left the old job and what attracted you to the new one. 1 2 3 4 5 What is the longest distance you have had to commute to work? What did you do during the commute? How long did you keep that job? 1 2 3 4 5

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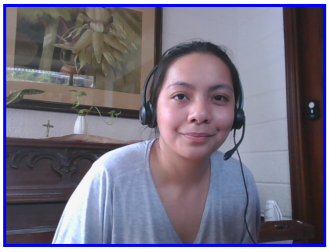
Identity Confirmation Photos

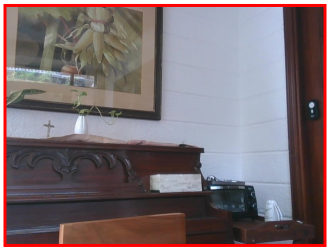
The following photos of the candidate and any identification were uploaded during the assessment session.

Photo Analysis Results	
- Risk:	Medium risk of cheating based on image inconsistencies
- Percent match among processed faces	100%
- Total images processed	17
- Total images with valid faces	14 (82%)
- Total pairs of faces compared	13
- Pairs in which faces matched	13 (100%)



Pre/Post-Test Photo

ID Photo



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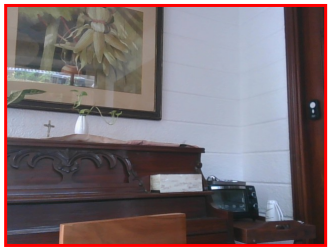

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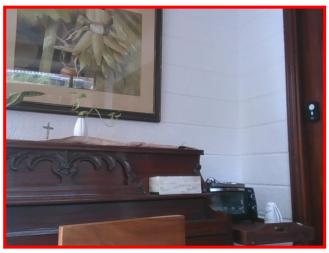
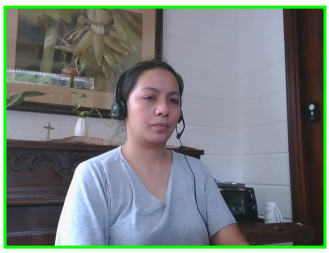


In-Test Error Detected (No Face Detected)

In-Test Photo



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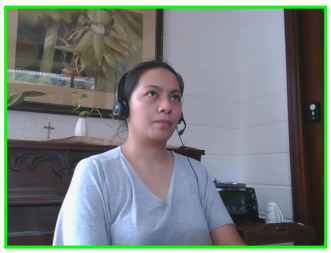

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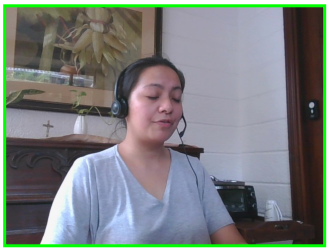
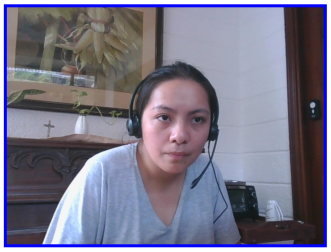


In-Test Photo



Pre/Post-Test Photo

Minimum Qualification Guidelines - from O*Net

The following are suggestions from O*Net, the United States government's occupational information network, regarding prerequisites for this job type.

Item	
Educational Achievement	High School
Job-Related Training	Less than 6 Months
Job-Related Experience	Less Than 1 Year

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Report Preparation Notes

- Hiring decisions should never be based on a single source of information. The most effective use of this assessment report is as a part of a multi-faceted program of candidate evaluation that includes resume review, interviews, and reference checks.
- Overall vs Percentiles Scores: The overall score reflects the success in the test, based on the mean (average) and standard deviation of the test scores. The percentile score reflects the percentage of test-takers who scored equal or below this overall score. We recommend you use the Overall Score as your primary evaluation criteria. However, percentile scores can often be useful in comparing specific candidates against one another and with a group, such as for test takers in a certain organization or within a certain account.
- Note that comparison information is calculated based on completed instances of this assessment at that time the assessment is scored. As additional instances are completed, the comparative data may change. You can always update a report to the current values by clicking on ''Recalculate Percentiles'' within the online results viewing pages at www.hravatar.com.
- Most competency scores are norm-based, which means that they can be interpreted in terms of their distance from the average or mean score. For all scales, a score equal to the mean receives a score of 65 and scores above and below this value are set so that a score change of 15 equals one standard deviation.
- For linear competencies, higher is better across the entire scale. For these scales a score between 65 and 80 (light green) represents 0 to 1 standard deviation above the mean and a score above 80 (dark green) represents more than one standard deviation above the mean. Similarly, a score of 50 - 65 (yellow) represents 0 to 1 standard deviation below the mean, while a score of 35 - 50 (orange) equates to 1 to 2 standard deviations below the mean, and a score below 35 represents more than 2 standard deviations below the mean.
- This assessment makes use of data from the Occupational Information Network (O*NET), which is funded by the U.S. Federal Government - U.S. Department of Labor/Employment and Training Administration (USDOL/ETA) - as a primary source of occupational information. The O*NET database contains information on hundreds of standardized and occupation-specific descriptors that are continually updated by ongoing research. These data are used in preparing descriptive information as well as setting relative weights between competencies used in calculating the overall score. For additional information about O*NET, visit http://www.onetcenter.org.
- O*Net Standard Occupational Code (SOC) Used: 43-3051.00
- O*Net Version: 26.3
- Sim ID: 274-20, Key: 0-0, Rpt: 13, Prd: 106, Created: 2024-04-20 00:48 UTC
- UA: Mozilla/5.0 (Windows NT 6.3; Trident/7.0; Touch; rv:11.0) like Gecko

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Score Calculation Detail

The following table provides a summary of how the overall score was calculated from the individual competency scores. Competency scores are calculated on a 0-100 scale by first calculating a Z statistic based on test-taker responses and then transforming the Z value to a scale with target mean and standard deviation. Certain competencies have a normal score distribution where it is best to be closest to the mean. For these competencies we modify the Z statistic by multiplying its absolute value by minus 1 for the overall score calculation. Next, to calculate the overall score, a weighted average of all modified competency Z statistics is computed and this weighted average is itself transformed to a Z statistic, which is then transformed to a score with the same target mean and standard deviation. Finally outlier scores are adjusted if they are below 0 or above 100.

Competency	Score	How applied to overall	Score Value Used	Weight (%)
Adaptable	78.6777	Z-Statistic	0.9118	3.0013
Analytical Thinking	84.7463	Z-Statistic	1.3164	0.2525
Attention to Detail	97.3310	Z-Statistic	2.1554	28.2679
Competitive	69.4434	Z-Statistic	0.2962	3.0402
Corporate Citizenship	10.0000	Z-Statistic	-3.6667	3.5592
Data Entry	69.0174	Z-Statistic	0.2678	0.3874
Develops Relationships	96.9639	Z-Statistic	2.1309	2.0056
Enjoys Problem-Solving	75.3189	Z-Statistic	0.6879	2.7091
Exhibits a Positive Work Attitude	93.2130	Z-Statistic	1.8809	3.5098
History Survey - Performance	71.0424	Z-Statistic	0.4028	7.7479
History Survey - Tenure	73.7702	Z-Statistic	0.5847	7.7479
Needs Structure	72.4211	Z-Statistic	0.4947	3.3897
Seeks Perfection	98.0754	Z-Statistic	2.2050	3.3897
Typing Speed & Accuracy	69.5558	Z-Statistic	0.3037	30.9918
Weighted Average of Competency Z-Scores:				0.9091
Mean applied to Raw Weighted Avg:				-0.1052
Standard Deviation applied to Raw Weighted Avg:				0.6455
Normalized Raw Score:				1.5712
Mean:				65.0000
Standard Deviation Used:				15.0000
Final Overall Score:				88.5682

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Notes

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