

Candidate: **Ben Penske**  
Assessment: Specialist - Office and Administrative Support  
Completed: May 21, 2018  
Prepared for: Susan Bookman



## Test Results and Interview Guide

The Specialist - Office and Administrative Support assessment measures key factors related to high performance and tenure in this job. Attribute types measured 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.

## Overall

Candidate	Score	Interpretation
<b>Ben Penske</b> benske@anywhere.com Specialist - Office and Administrative Support May 21, 2018  Summary: High Performance Potential  <b>Potential Risk Areas</b> <ul style="list-style-type: none"> <li>Low corporate citizenship score could indicate potential for questionable behavior.</li> </ul>	<b>100</b>	 <b>Key</b> ▼ Candidate Score Higher Risk Lower Risk Custom Baseline (Optional)

## Competency Summary

Competency	Score	Interpretation
<b>Cognitive Abilities (relates to job performance, problem-solving, ability to learn, etc.)</b>		
Attention to Detail	69	
<b>Skills/Knowledge (relates to immediate readiness)</b>		
Data Entry	77	
Typing Speed & Accuracy	89	
<b>Personality Characteristics (relates to fit with the job/team environment)</b>		
Adaptable	39	
Competitive	79	
Corporate Citizenship	10	
Develops Relationships	41	
Enjoys Problem-Solving	67	
Exhibits a Positive Work Attitude	82	
Needs Structure	36	
Seeks Perfection	42	
<b>Behavioral History (relates to performance and turnover)</b>		
History Survey - Performance	84	
History Survey - Tenure	79	

Importance to Job

## 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	0	10	20	30	40	50	60	70	80	90	100	
Overall	99th												
United States	82nd												
HR Avatar, Inc.	92nd												

## 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: **Ben Penske**, benske@anywhere.com  
 Assessment: Specialist - Office and Administrative Support  
 Authorized: May 21, 2018, by Susan Bookman, HR Avatar, Inc., sue.bookman@richardson.biz  
 Started: May 21, 2018 3:44:45 PM EST  
 Completed: May 21, 2018 3:44:45 PM EST  
 Overall Score: 100



## 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
<p><b>Attention to Detail</b> Score: 69</p> <p><i>Interpretation:</i> Strong scores in this area correlate with above average performance for many jobs.</p> <p>Usually able to achieve a high degree of thoroughness and accuracy in a work task. Concerned for most areas involved. Requires only occasional oversight and checking.</p>	<p>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?</p> <p style="text-align: center;"> <span style="display: inline-block; text-align: center;">★ 1</span> <span style="display: inline-block; text-align: center;">★ 2</span> <span style="display: inline-block; text-align: center;">★ 3</span> <span style="display: inline-block; text-align: center;">★ 4</span> <span style="display: inline-block; text-align: center;">★ 5</span> </p> <p>Unclear or careless example. Can't describe what was overlooked. No action.</p> <p>Moderately clear example. Some concern for details. Direct but passive action.</p> <p>Very detailed. Concern for all relevant components. Clear, proactive actions.</p>


## 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
<p><b>Data Entry</b> Score: 77</p>  <p><i>Interpretation:</i> Candidate should achieve above average job performance in this area with little or no training.</p> <p>Usually enters data into computer forms reliably and accurately. However, occasional mistakes indicate that regular reviews may be required to ensure accuracy.</p>	<p>How do you typically ensure that you enter data correctly into web or computer-based forms?</p> <p style="text-align: center;">★                      ★                      ★                      ★                      ★</p> <p style="text-align: center;">1                      2                      3                      4                      5</p> <p>Does not check work carefully. Unable to answer question.</p> <p>Occasional spot checking of work with limited structure.</p> <p>Indicates care and frequent checking of work. May have an informal process.</p>
<p><b>Typing Speed &amp; Accuracy</b> Score: 89</p>  <p><i>Interpretation:</i> Candidate should achieve superior job performance in this area with little or no training.</p> <p>Significantly above average. Consistently types information both quickly and accurately. Submitted work typically requires little or no review prior to sending to end users or customers.</p> <ul style="list-style-type: none"> <li>• Speed: 60 Words/Min</li> <li>• Accuracy-Adjusted Speed: 50 Words/Min</li> <li>• Accuracy: 85%</li> </ul>	<p>Can you tell me about a time when your ability to type quickly and accurately helped you achieve a goal or objective?</p> <p style="text-align: center;">★                      ★                      ★                      ★                      ★</p> <p style="text-align: center;">1                      2                      3                      4                      5</p> <p>Typing or data entry is not relevant to example.</p> <p>Example is somewhat related to typing or data entry speed and accuracy.</p> <p>Example demonstrates fast and accurate data entry or typing under pressure.</p>

## 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
<p><b>Adaptable</b> Score: 39</p>  <p><i>Interpretation:</i> The candidate's score in this area indicates neither a positive nor a negative impact on performance.</p> <p>Prefers a mostly stable work environment, but can tolerate small amounts of workplace change without becoming anxious and losing focus. May require additional supervision and assistance to navigate new processes and procedures.</p>	<p>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?</p> <p style="text-align: center;">★                      ★                      ★                      ★                      ★</p> <p style="text-align: center;">1                      2                      3                      4                      5</p> <p>Enjoyed the chaos of fast change. Became disinterested or negative and waited for things to calm down.</p> <p>Did best but felt paralyzed and unable to work effectively.</p> <p>Experienced higher anxiety but tried to deal with changes in a positive way. Stayed focused.</p>

Detail	Interview Guide
<p><b>Competitive</b> Score: 79</p>  <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Motivated by challenging goals, financial rewarded, and/or recognition, and willing to work hard to succeed. Focused on personal achievement.</p>	<p>Describe a time when you had to place accomplishing your objectives above supporting your team. Why do you think it was justified?</p> <p style="text-align: center;">★      ★      ★      ★      ★ 1      2      3      4      5</p> <p>Justified for selfish or personal reasons. Shows little remorse for failing to support team.</p> <p>Shows remorse and feels action was a mistake.</p> <p>Clearly justified or was forced to do so by superiors. Strongly regrets and wishes could change.</p>
<p><b>Corporate Citizenship</b> Score: 10</p>  <p><i>Interpretation:</i> The candidate's score in this area indicates risk of a negative impact on performance for some jobs. Additional probing is strongly recommended.</p> <p>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.</p>	<p>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?</p> <p style="text-align: center;">★      ★      ★      ★      ★ 1      2      3      4      5</p> <p>Distrusts organizational motives. Feels the need to look out for self.</p> <p>Supports organization but is wary of being taken advantage of.</p> <p>Embraces organizational membership. Believes in organizational mission.</p>
<p><b>Develops Relationships</b> Score: 41</p>  <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Actively cultivates relationships. Comfortable meeting new people and sensitive to how others feel. Maintains a broad social network, and uses it to achieve work objectives. Balances relationship-building with work objectives and priorities.</p>	<p>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?</p> <p style="text-align: center;">★      ★      ★      ★      ★ 1      2      3      4      5</p> <p>Places relationship above the work objectives in all or most cases.</p> <p>Sometimes struggles between work and relationships, but usually balances well.</p> <p>Focuses on getting the job done but makes an effort not to hurt relationships.</p>
<p><b>Enjoys Problem-Solving</b> Score: 67</p>  <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>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.</p>	<p>Describe some of the biggest on-the-job problems you have faced. How did you overcome them? How did you know they were solved?</p> <p style="text-align: center;">★      ★      ★      ★      ★ 1      2      3      4      5</p> <p>Problems poorly described and actions taken unclear.</p> <p>Moderately complex problems. Simple or obvious actions taken.</p> <p>Described one or more complex problems. Actions taken are clear and relevant.</p>

Detail	Interview Guide
<p><b>Exhibits a Positive Work Attitude</b> Score: 82</p>  <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>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.</p>	<p>How do you feel having a regular job and going to work? Is it something you enjoy? Why or why not?</p> <p style="text-align: center;"> <span>★</span>      <span>★</span>      <span>★</span>      <span>★</span>      <span>★</span>              1            2            3            4            5         </p> <p>Views work as a means of income only. Does not enjoy. Does not care about professional reputation.</p> <p>Likes work but doesn't truly enjoy it. Balances priority and energy with other obligations.</p> <p>Considers work a key priority in life. Enjoys working and always applies best energy. Takes pride in work reputation.</p>
<p><b>Needs Structure</b> Score: 36</p>  <p><i>Interpretation:</i> The candidate's score in this area indicates neither a positive nor a negative impact on performance.</p> <p>Can lose interest in routine, repetitive, tasks and activities if there is not at least occasional variety. Prefers a dynamic work environment but has capacity to manage through repetitive tasks. Uncomfortable when forced to obey too many rules.</p>	<p>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?</p> <p style="text-align: center;"> <span>★</span>      <span>★</span>      <span>★</span>      <span>★</span>      <span>★</span>              1            2            3            4            5         </p> <p>Large mismatch between comfort with structure and structure level of intended job.</p> <p>Some mismatch between comfort with structure and structure level of intended job.</p> <p>Comfort with structure matches the structure level of the intended job.</p>
<p><b>Seeks Perfection</b> Score: 42</p>  <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Maintains high standards of quality but understands the need to work within schedule and resource constraints. While willing to compromise in order to balance these constraints, almost never allows quality to fall below an acceptable level.</p>	<p>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?</p> <p style="text-align: center;"> <span>★</span>      <span>★</span>      <span>★</span>      <span>★</span>      <span>★</span>              1            2            3            4            5         </p> <p>Frequently cut short by boss because standards are too high.</p> <p>Sometimes cut short but not often.</p> <p>Rarely cut off because has a good sense of what is good enough.</p>

## 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
<p><b>History Survey - Performance</b> Score: 84</p> <p><i>Interpretation:</i> The candidate's score indicates past behaviors that contribute to high job performance.</p> <p>Exhibits past behaviors and achievements that are likely to enhance job performance.</p> <p>The following potential performance risk areas were identified:</p> <ul style="list-style-type: none"> <li>• Below average productivity history</li> <li>• Below average performance reviews</li> </ul> <p>Further probing is recommended for each of these items.</p>	<p>How does your work compare with your peers? Do you produce more or less? How do you know?</p> <p>★ 1      ★ 2      ★ 3      ★ 4      ★ 5</p> <hr/> <p>What kind of feedback have you received about your performance from your managers and your peers?</p> <p>★ 1      ★ 2      ★ 3      ★ 4      ★ 5</p>
<p><b>History Survey - Tenure</b> Score: 79</p> <p><i>Interpretation:</i> The candidate's score indicates past behaviors that contribute to above average job performance.</p> <p>Exhibits behaviors likely to result in slightly longer than average job tenure.</p> <p>The following potential performance risk areas were identified:</p> <ul style="list-style-type: none"> <li>• Frequent job changes</li> <li>• Potential long commute</li> </ul> <p>Further probing is recommended for each of these items.</p>	<p>Review your last few jobs with me, explaining why you left the old job and what attracted you to the new one.</p> <p>★ 1      ★ 2      ★ 3      ★ 4      ★ 5</p> <hr/> <p>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?</p> <p>★ 1      ★ 2      ★ 3      ★ 4      ★ 5</p>

## Identity Confirmation Photos

During the assessment the candidate was asked to photograph himself or herself for identity confirmation purposes. These photos and any analysis conducted are provided below.

### Photo Analysis Results

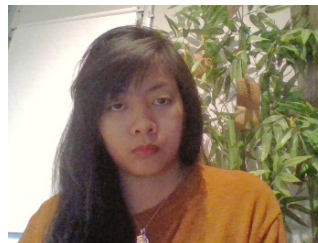
- Risk:	Medium risk of cheating based on image inconsistencies
- Valid Images Captured:	5
- Images used for Facial Comparison:	4
- Image Timeouts (no image captured):	1
- Unannounced Images Captured:	2
- Facial Comparison Average Match:	99%
- Matches:	6 strong vs 0 weak matches
- Detected Emotions:	Calm, Happy



*Candidate Image Capture*  
April 19, 2018 8:40:25 AM BNT



*Candidate ID Card*  
April 19, 2018 8:42:45 AM BNT



*Un-announced Candidate Image Capture*  
April 19, 2018 8:44:27 AM BNT



*Un-announced Candidate Image Capture*  
April 19, 2018 8:45:24 AM BNT



*Candidate Image Capture*  
April 19, 2018 8:46:42 AM BNT  
**Timeout**



## Top Job Title Matches

The candidate also completed an interest/experience survey. The results from this survey were used in conjunction with the competency scores in this assessment to generate a report of jobs that best match this candidate's unique blend of abilities, interests, education, and experience. The results are summarized in the table below. These results were used to prepare a separate report that was sent to the candidate.

Rank	Job Title	Interests Match	Competencies Match	Education and Experience Match	Overall Match
1	Web Developer	72%	86%	99%	Strong
2	Bookkeeping, Accounting, and Auditing Clerk	69%	83%	71%	Medium
3	Brokerage Clerk	69%	83%	72%	Medium
4	Executive Secretaries and Executive Administrative Assistant	67%	86%	72%	Medium
5	Loan Officer	67%	83%	72%	Medium
6	Mapping Technician	69%	88%	58%	Medium
7	Social Science Research Assistant	69%	86%	59%	Medium
8	Paralegals and Legal Assistant	68%	82%	69%	Medium

## 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](http://www.hravatar.com).
- 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: 43-9111.00
- O\*Net Version: 21.2
- Sim ID: 299-15, Key: 0-0, Rpt: 13, Prd: 132, Created: 2018-05-21 20:44 GMT

## Score Calculation Detail

The following table provides a summary of how the overall score was calculated from each of the individual competency scores. First, all competency scores are calculated on a scale of 0-100. Note that some competencies use their color category rather than their actual numeric score in the overall calculation. For these, a standard score associated with the assigned color category is used in the overall score calculation rather than the actual numeric score. This is reflected in the "Score Value Used" column. Next, a weighted average of scores is computed using individual competency weights, typically set using job analysis data provided by the US Government Occupational Information Network (O\*Net). Next, the weighted average score is converted to a normalized or "Z" score with a mean of 0 and a standard deviation of 1 using historical mean and standard deviation data for this test, and then transformed to a Normal Curve Equivalent Scale (NCE) which has a mean of 50 and standard deviation of 21.06. Finally outlier scores are adjusted if they are below 1 or above 99. Please refer to [http://en.wikipedia.org/wiki/Normal\\_curve\\_equivalent](http://en.wikipedia.org/wiki/Normal_curve_equivalent) for additional information about Normal Curve Equivalent Scales.

Competency	Score	How applied to overall	Score Value Used	Weight (%)
Data Entry	76.8926	Numeric Score	76.8926	0.3760
Develops Relationships	40.6141	Color Category	90.0000	2.1307
Adaptable	38.5561	Color Category	50.0000	2.7899
Competitive	79.0218	Numeric Score	79.0218	2.9065
Enjoys Problem-Solving	66.5671	Numeric Score	66.5671	3.0282
Exhibits a Positive Work Attitude	82.0007	Numeric Score	82.0007	3.2012
Corporate Citizenship	10.0000	Numeric Score	10.0000	3.2646
Needs Structure	35.8102	Color Category	50.0000	3.2903
Seeks Perfection	41.5549	Color Category	90.0000	3.2903
History Survey - Performance	83.9720	Color Category	90.0000	7.5208
History Survey - Tenure	78.9294	Color Category	70.0000	7.5208
Typing Speed & Accuracy	89.1381	Numeric Score	89.1381	30.0832
Attention to Detail	68.6726	Numeric Score	68.6726	30.5973
Weighted Average:				75.3331
Mean:				51.0282
Standard Deviation Used:				9.2336
Standardized (Z) Score (Mean=0, Std=1):				2.6322
Final, NCE Score: (Mean 50, Std=21.06):				100.0000

## Notes

(This area is intentionally blank - it's reserved as space for your notes.)