

Candidate: **Betty Penske**
Assessment: Specialist - Office and Administrative Support
Completed: August 17, 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 |
|---|-----------|--|
| Betty Penske bettypenske@yourcompany.org Specialist - Office and Administrative Support August 17, 2018 Summary: High Performance Potential Potential Risk Areas <ul style="list-style-type: none"> Low corporate citizenship score could indicate potential for questionable behavior. | 82 | Key ▼ Candidate Score ■ Higher Risk ■ Lower Risk ■ Custom Baseline (Optional) |

Competency Summary

| Competency | Score | Interpretation |
|--|-------|----------------|
| Cognitive Abilities (relates to job performance, problem-solving, ability to learn, etc.) | | |
| Attention to Detail | 84 | |
| Skills/Knowledge (relates to immediate readiness) | | |
| Data Entry | 94 | |
| Typing Speed & Accuracy | 92 | |
| Personality Characteristics (relates to fit with the job/team environment) | | |
| Adaptable | 49 | |
| Competitive | 92 | |
| Corporate Citizenship | 10 | |
| Develops Relationships | 51 | |
| Enjoys Problem-Solving | 72 | |
| Exhibits a Positive Work Attitude | 92 | |
| Needs Structure | 89 | |
| Seeks Perfection | 60 | |
| Behavioral History (relates to performance and turnover) | | |
| History Survey - Performance | 91 | |
| History Survey - Tenure | 96 | |

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 | 81st | | | | | | | | | | | | |
| United States | 67th | | | | | | | | | | | | |
| HR Avatar Data | 75th | | | | | | | | | | | | |

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: Specialist - Office and Administrative Support
 Authorized: August 17, 2018, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz
 Started: August 17, 2018 9:58:11 AM EST
 Completed: August 17, 2018 9:58:11 AM EST
 Overall Score: 82

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>Attention to Detail Score: 84</p>  <p><i>Interpretation:</i> High scores in this area correlate with superior performance for many jobs.</p> <p>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.</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> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1 Unclear or careless example. Can't describe what was overlooked. No action.</div> <div style="text-align: center;">★ 2 Moderately clear example. Some concern for details. Direct but passive action.</div> <div style="text-align: center;">★ 3</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5 Very detailed. Concern for all relevant components. Clear, proactive actions.</div> </div> |

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>Data Entry Score: 94</p> <p><i>Interpretation:</i> Candidate should achieve superior job performance in this area with little or no training.</p> <p>Consistently enters data into computer forms reliably and accurately. Rarely makes mistakes or errors.</p> | <p>How do you typically ensure that you enter data correctly into web or computer-based forms?</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>Typing Speed & Accuracy Score: 92</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"> • Speed: 60 Words/Min • Accuracy-Adjusted Speed: 50 Words/Min • Accuracy: 85% | <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;">★ ★ ★ ★ ★ 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>Adaptable Score: 49</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;">★ ★ ★ ★ ★ 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>Competitive Score: 92</p>  <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Highly motivated by challenging goals, financial rewards, and/or recognition, and willing to work very hard to succeed. Very 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> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1</div> <div style="text-align: center;">★ 2</div> <div style="text-align: center;">★ 3</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div> <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>Corporate Citizenship 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> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1</div> <div style="text-align: center;">★ 2</div> <div style="text-align: center;">★ 3</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div> <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>Develops Relationships Score: 51</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> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1</div> <div style="text-align: center;">★ 2</div> <div style="text-align: center;">★ 3</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div> <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>Enjoys Problem-Solving Score: 72</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> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1</div> <div style="text-align: center;">★ 2</div> <div style="text-align: center;">★ 3</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div> <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>Exhibits a Positive Work Attitude Score: 92</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> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1 Views work as a means of income only. Does not enjoy. Does not care about professional reputation.</div> <div style="text-align: center;">★ 2 Likes work but doesn't truly enjoy it. Balances priority and energy with other obligations.</div> <div style="text-align: center;">★ 3</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5 Considers work a key priority in life. Enjoys working and always applies best energy. Takes pride in work reputation.</div> </div> |
| <p>Needs Structure Score: 89</p>  <p><i>Interpretation:</i> The candidate's score in this area indicates neither a positive nor a negative impact on performance.</p> <p>Most comfortable with routine, repetitive or well-defined tasks and activities, but accepts the occasional change of plans that come in the normal course of business. Follows rules closely, but is willing to make occasional exceptions when warranted by circumstances.</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> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1 Large mismatch between comfort with structure and structure level of intended job.</div> <div style="text-align: center;">★ 2 Some mismatch between comfort with structure and structure level of intended job.</div> <div style="text-align: center;">★ 3</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5 Comfort with structure matches the structure level of the intended job.</div> </div> |
| <p>Seeks Perfection Score: 60</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> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1 Frequently cut short by boss because standards are too high.</div> <div style="text-align: center;">★ 2 Sometimes cut short but not often.</div> <div style="text-align: center;">★ 3</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5 Rarely cut off because has a good sense of what is good enough.</div> </div> |

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>History Survey - Performance Score: 91</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"> • Below average productivity history • Below average performance reviews <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 style="text-align: center;">      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 style="text-align: center;">      1 2 3 4 5 </p> |
| <p>History Survey - Tenure Score: 96</p>  <p><i>Interpretation:</i> The candidate's score indicates past behaviors that contribute to high job performance.</p> <p>Exhibits behaviors likely to result in longer than average job tenure.</p> <p>The following potential performance risk areas were identified:</p> <ul style="list-style-type: none"> • Frequent job changes • Potential long commute <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 style="text-align: center;">      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 style="text-align: center;">      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 | Physical Therapists | 72% | 86% | 99% | Strong |
| 2 | Special Education Teachers, Kindergarten and Elementary School | 69% | 83% | 71% | Medium |
| 3 | Elementary School Teachers, Except Special Education | 69% | 83% | 72% | Medium |
| 4 | Social and Human Service Assistants | 67% | 86% | 72% | Medium |
| 5 | Secondary School Teachers, Except Special and Career/Technical Education | 67% | 83% | 72% | Medium |
| 6 | Medical and Clinical Laboratory Technologists | 69% | 88% | 58% | Medium |
| 7 | Child, Family, and School Social Workers | 69% | 86% | 59% | Medium |
| 8 | Middle School Teachers, Except Special and Career/Technical Education | 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.
- 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.
- For non-linear competencies, scores in the middle are more desirable. For these scales a score between 50 and 80 (dark green) represents scores that are within 1 standard deviation of the mean, scores between 80 and 95 and scores between 35 and 50 (yellow) represent scores that are 1 to 2 standard deviations above or below the mean, and scores above 95 or below 35 (red) represent scores that are more than 2 standard deviations above or 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: 43-9111.00
- O*Net Version: 22.3
- Sim ID: 299-16, Key: 0-0, Rpt: 13, Prd: 132, Created: 2018-08-17 14:58 GMT

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 (%) |
|---|---------|------------------------|------------------|------------|
| Data Entry | 94.2009 | Z-Statistic | 1.9467 | 0.3760 |
| Develops Relationships | 50.8846 | Modified Z-Statistic | -0.9410 | 2.1307 |
| Adaptable | 48.8005 | Modified Z-Statistic | -1.0800 | 2.7899 |
| Competitive | 92.4998 | Z-Statistic | 1.8333 | 2.9065 |
| Enjoys Problem-Solving | 72.0221 | Z-Statistic | 0.4681 | 3.0282 |
| Exhibits a Positive Work Attitude | 91.5271 | Z-Statistic | 1.7685 | 3.2012 |
| Corporate Citizenship | 10.0000 | Z-Statistic | -3.6667 | 3.2646 |
| Needs Structure | 89.3304 | Modified Z-Statistic | -1.6220 | 3.2903 |
| Seeks Perfection | 60.1289 | Modified Z-Statistic | -0.3247 | 3.2903 |
| History Survey - Performance | 91.2605 | Z-Statistic | 1.7507 | 7.5208 |
| History Survey - Tenure | 95.8033 | Z-Statistic | 2.0536 | 7.5208 |
| Typing Speed & Accuracy | 91.5408 | Z-Statistic | 1.7694 | 30.0832 |
| Attention to Detail | 84.0314 | Z-Statistic | 1.2688 | 30.5973 |
| Weighted Average of Competency Z-Scores: | | | | 1.1041 |
| Mean applied to Raw Weighted Avg: | | | | 0.0000 |
| Standard Deviation applied to Raw Weighted Avg: | | | | 1.0000 |
| Normalized Raw Score: | | | | 1.1041 |
| Mean: | | | | 65.0000 |
| Standard Deviation Used: | | | | 15.0000 |
| Final Overall Score: | | | | 81.5609 |

Notes

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