HR AVATAR™
EMPLOYMENT TESTS

Candidate: **Betty Penske**
Assessment: Flight Attendant (Dutch)
Completed: November 30, 2020
Prepared for: Susan Bookman

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Test Results and Interview Guide

The Flight Attendant (Dutch) 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	**74**	

bettypenske@yourcompany.org
Flight Attendant (Dutch)
November 30, 2020

Summary: Moderate to High Performance Potential

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

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.)		
Customer Orientation and Interaction	90	
Attention to Detail	66	
Personality Characteristics (relates to fit with the job/team environment)		
Adaptable	79	
Corporate Citizenship	10	
Needs Structure	64	
Competitive	74	
Expressive and Outgoing	62	
Exhibits a Positive Work Attitude	63	
Innovative and Creative	91	
Enjoys Problem-Solving	70	
Develops Relationships	69	
Seeks Perfection	83	
Behavioral History (relates to performance and turnover)		
History Survey - Tenure	63	
History Survey - Performance	77	
Emotional Intelligence (relates to situational judgment, performance and teamwork)		
Emotional Self-Awareness	74	
Emotional Self-Control	68	
Empathy	94	

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
Global	74th											
United States	61st											
HR Avatar Data	68th											

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:	Flight Attendant (Dutch)
Authorized:	November 30, 2020, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz
Started:	November 30, 2020 at 11:35:52 AM EST
Completed:	November 30, 2020 at 11:35:52 AM EST
Overall Score:	74

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
Customer Orientation and Interaction Score: 90 0 20 40 60 80 100 *Description:* Develops constructive and cooperative working relationships with customers quickly. Effectively manages interactions with customers, maintaining a positive relationship while accomplishing objectives. Builds credibility through trust and respect. *Interpretation:* High scores in this area correlate with superior performance for many jobs. This person's responses reflect exceptional strengths in maintaining positive relationships with customers while accomplishing objectives and building credibility. Likely to significantly increase customer loyalty.	As you know, it can be difficult to keep customers happy and accomplish your objectives at the same time. Can you think of a time when you had to encourage a customer to do something they didn't want to do and you still managed to keep them happy? ☆ 1 — Did not demonstrate empathy or encourage positive action. ☆ 2 ☆ 3 — Encouraged action but did not empathize. ☆ 4 ☆ 5 — Demonstrated both empathy and assertiveness to work with customer.

Detail

Attention to Detail
Score: 66

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:

Strong scores in this area correlate with above average performance for many jobs.

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.

Interview Guide

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	☆ 2	☆ 3	☆ 4	☆ 5
Unclear or careless example. Can't describe what was overlooked. No action.		Moderately clear example. Some concern for details. Direct but passive action.		Very detailed. Concern for all relevant components. Clear, proactive actions.

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

Adaptable
Score: 79

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.

Interview Guide

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	☆ 2	☆ 3	☆ 4	☆ 5
Enjoyed the chaos of fast change. Became disinterested or negative and waited for things to calm down.		Did best but felt paralyzed and unable to work effectively.		Experienced higher anxiety but tried to deal with changes in a positive way. Stayed focused.

Detail	Interview Guide

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	2	3	4	5
Distrusts organizational motives. Feels the need to look out for self.		Supports organization but is wary of being taken advantage of.		Embraces organizational membership. Believes in organizational mission.

Needs Structure

Score: 64

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. There are many jobs that require methodical administration and follow-through. For example, traditional middle management positions require maintenance and oversight of systems, as do administrative processing and book-keeping.

Interpretation:

The candidate's score in this area indicates neither a positive nor a negative impact on performance.

Is comfortable with both the routine as well as dynamic aspects of a job and appears to prefer a mix of both. Typically follows rules unless circumstances justify deviation.

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	2	3	4	5
Large mismatch between comfort with structure and structure level of intended job.		Some mismatch between comfort with structure and structure level of intended job.		Comfort with structure matches the structure level of the intended job.

Detail	Interview Guide

Competitive

Score: 74

0 20 40 60 80 100

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 reward, and/or recognition, and willing to work hard to succeed. Focused on personal achievement.

Describe a time when you had to place accomplishing your objectives above supporting your team. Why do you think it was justified?

1 ☆ 2 ☆ 3 ☆ 4 ☆ 5 ☆

1 Justified for selfish or personal reasons. Shows little remorse for failing to support team.

3 Shows remorse and feels action was a mistake.

5 Clearly justified or was forced to do so by superiors. Strongly regrets and wishes could change.

Expressive and Outgoing

Score: 62

0 20 40 60 80 100

Description:

There are many jobs that require outgoing personalities, such as selling, management, public relations, or jobs that require positive public contact. People who score high on expressiveness label themselves as outgoing and have many social contacts. Low scores indicate the person may not have the interest or willingness to assert themselves in social settings.

Interpretation:

The candidate's score in this area indicates neither a positive nor a negative impact on performance.

Not afraid to speak up in group meetings to insert or advocate new ideas, but may require some prompting if he or she doesn't feel strongly about an issue. Enjoys asserting his or her own ideas among others to persuade or impress, but is considerate enough to allow others to have equal time.

Can you describe a time when you worried you were being too forthright or outspoken during a discussion among your friends or co-workers?

1 ☆ 2 ☆ 3 ☆ 4 ☆ 5 ☆

1 Frequently worries because always seems to be the most active.

3 Occasionally worries but not very often.

5 Rarely worries because knows when to back off beforehand.

Detail	Interview Guide

Exhibits a Positive Work Attitude
Score: 63

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 indicates neither a positive nor a negative impact on performance.

Dedicates a medium level of effort to his or her work but is willing to allocate extra effort when asked and rewarded for doing so. Typically neutral regarding job satisfaction and/or enjoyment. Usually trusts management, but can become skeptical when prompted by unexpected circumstances.

How do you feel having a regular job and going to work? Is it something you enjoy? Why or why not?

☆ 1   ☆ 2   ☆ 3   ☆ 4   ☆ 5

1 Views work as a means of income only. Does not enjoy. Does not care about professional reputation.

3 Likes work but doesn't truly enjoy it. Balances priority and energy with other obligations.

5 Considers work a key priority in life. Enjoys working and always applies best energy. Takes pride in work reputation.

Innovative and Creative
Score: 91

Description:

This scale indicates the degree to which the person considers themselves capable of formulating original approaches to problems and other work challenges. Individuals who score high on this scale are comfortable with jobs that require them to analyze situations and/or data, and use their imagination to identify alternative approaches to evaluate each to select the most effective solution. Lower scoring individuals prefer to follow a more cookie-cutter or pre-defined approach to dealing with a specific problem. When organizations expect their people to continually generate new and better ways of producing work, it is a good idea to hire people who share this interest.

Interpretation:

The candidate's score in this area should contribute to enhanced overall job performance.

Sees him or herself as creative and capable of generating novel or original solutions to issues or problems. Open to free-form discussion of different ideas.

What is the most creative solution you have ever come up with? What were the circumstances, and why do you think it was creative?

☆ 1   ☆ 2   ☆ 3   ☆ 4   ☆ 5

1 Idea does not demonstrate creativity or is not related to the problem. No problem described.

3 Moderately creative idea or only partially related to problem.

5 Both problem and use of creativity well described and related to one another.

Detail	Interview Guide
Enjoys Problem-Solving Score: 70	

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	☆ 2	☆ 3	☆ 4	☆ 5
Problems poorly described and actions taken unclear.		Moderately complex problems. Simple or obvious actions taken.		Described one or more complex problems. Actions taken are clear and relevant.

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.

Develops Relationships
Score: 69

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	☆ 2	☆ 3	☆ 4	☆ 5
Places relationship above the work objectives in all or most cases.		Sometimes struggles between work and relationships, but usually balances well.		Focuses on getting the job done but makes an effort not to hurt relationships.

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 relationships. Comfortable meeting new people and sensitive to how others feel. Maintains a broad social network, and uses it to achieve work objectives.

Detail	Interview Guide
Seeks Perfection Score: 83 *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.	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 - Tenure Score: 63 *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 neither detract from nor enhance job performance. Exhibits behaviors likely to result in average job tenure.	What are some of the reasons you have left previous jobs? ⭐ 1 — Many different reasons. Blames employer.　⭐ 2　⭐ 3 — Circumstances for leaving generally credible or somewhat outside control.　⭐ 4　⭐ 5 — Reasonable rationale or circumstances clearly outside control.
History Survey - Performance Score: 77 *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.	Describe how your past performance makes you a good candidate for this job. ⭐ 1 — No examples or rationale given.　⭐ 2　⭐ 3 — Weak connection between past and future.　⭐ 4　⭐ 5 — Clear connection between past and future.

Emotional Intelligence Detail

This section contains a list of emotional intelligence characteristics that indicate how tuned in a candidate is to his or her own emotions, and those of others, as well as the candidate's ability to control his or her behavior in light of the emotions he or she is experiencing. These traits can often impact performance in groups or teams. Sample interview questions are provided to gather more information.

Detail	Interview Guide
Emotional Self-Awareness Score: 74 *Description:* The ability to pay attention to, monitor, and understand how and why one reacts a particular way in different situations, and to know how to conduct oneself appropriately and effectively in social situations. *Interpretation:* The candidate's score in this area should contribute to enhanced overall job performance. Demonstrates strengths in maintaining awareness of his or her emotional reactions and behaviors and the potential impact of those behaviors on others, and a high level of knowledge of what behaviors are appropriate for different situations. Likely to be effective at identifying how his or her feelings may affect his or her behaviors and ensuring those behaviors stay focused and conform to social norms, enabling appropriate, measured interactions with customers and coworkers.	How aware are you of your own emotions? Can you describe a time when your awareness helped you make a better decision? ☆ 1 — Not in tune with own emotions. Unable to improve decisions through awareness. ☆ 2 ☆ 3 — Some ability to sense own emotions and control decision-making. ☆ 4 ☆ 5 — Very in tune with own emotions. Able to improve decisions through awareness.
Emotional Self-Control Score: 68 *Description:* The ability to manage the desire to satisfy urges or impulses, showing restraint and managing behaviors to ensure appropriate and effective interactions with others. *Interpretation:* The candidate's score in this area should contribute to enhanced overall job performance. Demonstrates strengths in self control and impulse control, enabling the ability to employ a balanced approach to managing risk, maintain composure during stressful times, and calmly relate to others at work. Likely to be effective at prioritizing and staying focused on long-term goals, and to interact with others in a way that helps build lasting relationships.	Are you able to control your own actions when you become emotional? Can you give me an example of how using self-control helped at work or school? ☆ 1 — Unable to control self when emotions kick in. ☆ 2 ☆ 3 — Some ability to resist impulses caused by emotions and apply to work situations. ☆ 4 ☆ 5 — Able to detect own emotions and control reactions in work or business situations.

Detail

Empathy
Score: 94

0   20   40   60   80   100

Description:

The ability to sense and understand other people's feelings, feel sympathy for others, and see things from other people's point of view.

Interpretation:

The candidate's score in this area should contribute to enhanced overall job performance.

Demonstrates exceptional strengths in sensing the emotional needs of others, sympathizing with other people's problems, and seeing things from other people's point of view. Likely to be very effective at demonstrating to customers or coworkers that they understand and care about them, resulting in significantly improved customer loyalty, much stronger work relationships, and noticeably reduced levels of conflict in the workplace.

Interview Guide

Are you good at relating to the feelings of others? Can you give me an example of how this helped you navigate a difficult situation at work or at school?

☆	☆	☆	☆	☆
1	2	3	4	5
Not able to sense how others feel. Unable to provide example.		Some ability to sense how others feel. Example shows some ability to use senses at work.		Able to relate to others and sense how they feel. Example shows can easily apply senses at work.

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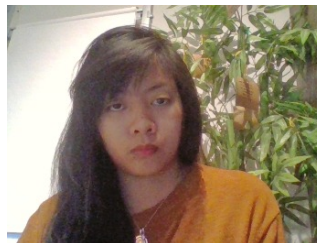
*Un-announced Candidate
Image Capture
April 19, 2018 8:44:27 AM BNT*

*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	Transportation Attendants, Except Flight Attendant	72%	86%	99%	Strong
2	Ambulance Drivers and Attendants, Except Emergency Medical Technician	69%	83%	71%	Medium
3	Occupational Therapy Aide	69%	83%	72%	Medium
4	Transportation Security Screener	67%	86%	72%	Medium
5	Psychiatric Aide	67%	83%	72%	Medium
6	Baggage Porters and Bellhop	69%	88%	58%	Medium
7	Physical Therapist Aide	69%	86%	59%	Medium
8	Animal Control Worker	68%	82%	69%	Medium

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	Some College or Associate's Degree
Job-Related Training	Less than 6 Months
Job-Related Experience	Less Than 1 Year

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: 53-2031.00
- O*Net Version: 24.0
- Sim ID: 5033-3, Key: 0-0, Rpt: 13, Prd: 1792, Created: 2020-11-30 16:35 GMT
- UA: Mozilla/5.0 (Windows NT 6.3; Trident/7.0; Touch; rv:11.0) like Gecko

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	79.6494	Z-Statistic	0.9766	3.8332
Corporate Citizenship	10.0000	Z-Statistic	-3.6667	3.5267
Needs Structure	64.9544	Z-Statistic	-0.0030	3.3242
Competitive	74.6989	Z-Statistic	0.6466	2.7459
Emotional Self-Awareness	74.1052	Z-Statistic	0.6070	3.6704
Emotional Self-Control	68.0030	Z-Statistic	0.2002	3.6704
Expressive and Outgoing	62.8149	Z-Statistic	-0.1457	2.2508
Exhibits a Positive Work Attitude	63.3923	Z-Statistic	-0.1072	3.6254
Empathy	94.0272	Z-Statistic	1.9351	2.8366
Innovative and Creative	91.8414	Z-Statistic	1.7894	2.0949
Customer Orientation and Interaction	90.6291	Z-Statistic	1.7086	23.7442
Enjoys Problem-Solving	70.9790	Z-Statistic	0.3986	2.7061
Develops Relationships	69.7187	Z-Statistic	0.3146	2.8359
Attention to Detail	66.3448	Z-Statistic	0.0897	16.8157
Seeks Perfection	83.2969	Z-Statistic	1.2198	3.3242
History Survey - Tenure	63.7746	Z-Statistic	-0.0817	9.4977
History Survey - Performance	77.0171	Z-Statistic	0.8011	9.4977

Weighted Average of Competency Z-Scores:	0.5900
Mean applied to Raw Weighted Avg:	0.3150
Standard Deviation applied to Raw Weighted Avg:	0.4394
Normalized Raw Score:	0.6258
Mean:	65.0000
Standard Deviation Used:	15.0000
Final Overall Score:	74.3871

Notes

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