HR AVATAR™
EMPLOYMENT TESTS

Candidate:	**Betty Penske**
Assessment:	Pre-Hire Personality Test - Professional Version (Chinese)
Completed:	April 20, 2024
Prepared for:	Susan Bookman HR Avatar Data Collection Account

Test Results and Interview Guide

The Pre-Hire Personality Test - Professional Version (Chinese) 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

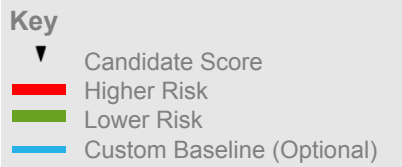
Overall

Candidate	Score	Interpretation
Betty Penske bettypenske@yourcompany.org Pre-Hire Personality Test - Professional Version (Chinese) April 20, 2024	80	

The candidate's scores indicate high performance potential in most jobs. We recommend that this score be used in conjunction with a comprehensive process for evaluating potential performance, including the specific knowledge, skills, and abilities required for a particular job.

Potential Risk Areas

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



Competency Summary

Competency	Score	Interpretation
Personality Characteristics (relates to fit with the job/team environment)		
Corporate Citizenship	10	
Innovative and Creative	91	
Develops Relationships	80	
Enjoys Problem-Solving	87	
Expressive and Outgoing	86	
Seeks Perfection	97	
Competitive	87	
Exhibits a Positive Work Attitude	88	
Adaptable	66	
Needs Structure	81	
Emotional Intelligence (relates to situational judgment, performance and teamwork)		
Empathy	74	
Emotional Self-Awareness	93	
Emotional Self-Control	79	

Importance to Job

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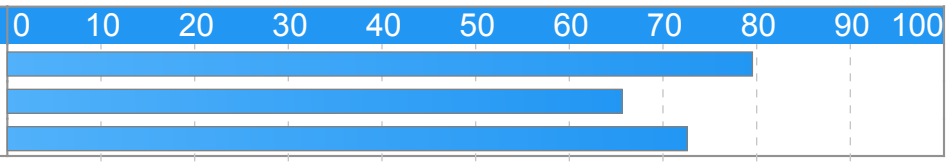
Comparison

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	80th
United States	66th
HR Avatar Data	73rd



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Assessment Overview

This assessment provides scores for 10 important personality factors that are related to success on the job. Scores are presented based on their potential impact on job performance.

Please note that personality tests, like this Attitudes, Interests, and Motivations survey ask the candidate to describe themselves. As a result, the results reflect how the candidate sees him or herself. In most cases, this equates to how the candidate actually behaves.

Remember also that scores on personality tests reflect behavioral tendencies and have no relationship with knowledge, skills or abilities.

Detail

Candidate:	Betty Penske, bettypenske@yourcompany.org
Assessment:	Pre-Hire Personality Test - Professional Version (Chinese)
Authorized:	April 20, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz
Started:	April 20, 2024, 6:34:02 AM EST
Completed:	April 20, 2024, 6:34:02 AM EST
Overall Score:	80

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
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 interest 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
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 idea you have ever come up with? What were the circumstances and why do you think it was creative? 1 Idea does not demonstrate creativity or is not related to the problem. No problem described. 2 3 Moderately creative or only partially related to problem. 4 5 Both problem and use of creativity well described and related to one another.
Develops Relationships Score: 80 *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. 4 5 Enjoys cultivating relationships.

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Detail	Interview Guide
Enjoys Problem-Solving Score: 87 *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. Likes to analyze and formulate solutions to problems as a part of his or her daily work. Confidently accepts mental challenges. Optimistic that most problems can be resolved with effort and application.	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.
Expressive and Outgoing Score: 86 *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 should contribute to enhanced overall job performance. Likes to be the center of attention and freely asserts thoughts, ideas, and opinions among friends and strangers alike.	Tell me how you've acted in group meetings when you're discussing an important issue. Do you participate in the discussion, lead it, or wait until someone asks for your opinion? 1 Passive in actions with others. 2 3 Speaks up and speaks out but doesn't need to be center of attention. 4 5 Likes to be center of attention.

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Detail	Interview Guide
Seeks Perfection Score: 97 *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.
Competitive Score: 87 *Description:* This scale indicates the degree to which an individual is driven by a desire to achieve objectives and outperform their peers. Competitiveness is the tendency to evaluate one’s performance in comparison to others. It is characterized by a desire to do better than others, enjoying situations that can lead to a clear winner, and thriving in an environment where people are differentiated by accomplishments. *Interpretation:* The candidate's score in this area should contribute to enhanced overall job performance. Highly motivated by challenging goals, financial rewards, and/or recognition, and willing to work very hard to succeed. Very 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, but shows consideration of others.

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Detail	Interview Guide
Exhibits a Positive Work Attitude Score: 88 *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. Sample item: It is OK to take long lunches and breaks if you are underpaid. *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.
Adaptable Score: 66 *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 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.

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Detail	Interview Guide
Needs Structure Score: 81 *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 closely and consistently. Makes decisions carefully and thoughtfully. Follows through on commitments. 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.

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
Empathy Score: 74 *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 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 effective at demonstrating to customers or coworkers that they understand and care about them, resulting in improved customer loyalty, stronger work relationships, and reduced levels of conflict in the workplace.	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 Not able to sense how others feel. Unable to provide example. 2 3 Some ability to sense how others feel. Example shows some ability to use senses at work. 4 5 Able to relate to others and sense how they feel. Example shows can easily apply senses at work.

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Detail	Interview Guide
Emotional Self-Awareness Score: 93 *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 exceptional strengths in maintaining awareness of his or her emotional reactions and behaviors and the potential impact of those behaviors on others, and an extremely high level of knowledge of what behaviors are appropriate for different situations. Likely to be very 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 extremely 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: 79 *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.

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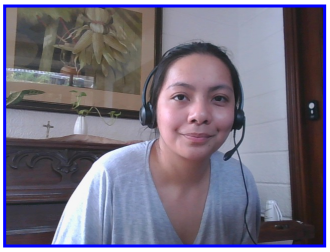
Identity Confirmation Photos

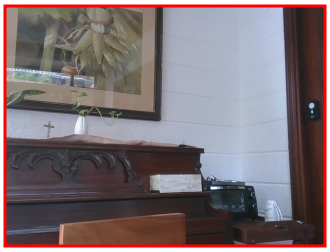
The following photos of the candidate and any identification were uploaded during the assessment session.

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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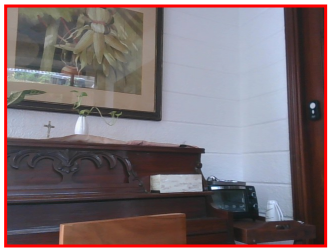

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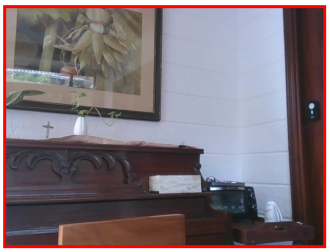

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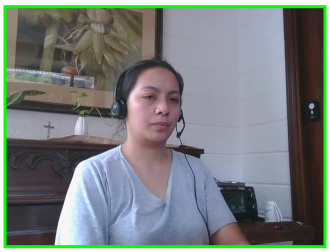

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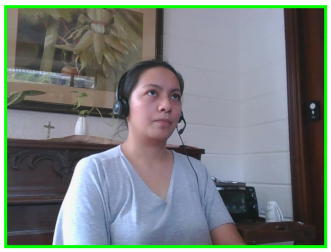

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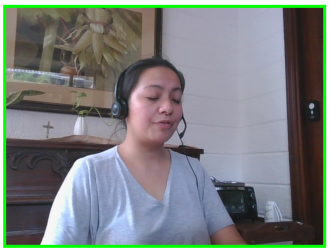

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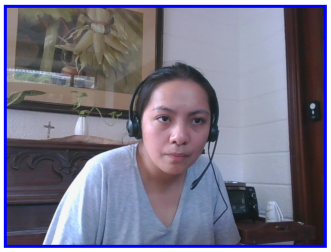

Pre/Post-Test Photo

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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.
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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 (%)
Corporate Citizenship	10.0000	Z-Statistic	-3.6667	0.0000
Innovative and Creative	91.4622	Z-Statistic	1.7641	0.0000
Develops Relationships	80.7532	Z-Statistic	1.0502	0.0000
Empathy	74.5067	Z-Statistic	0.6338	0.0000
Enjoys Problem-Solving	87.3475	Z-Statistic	1.4898	66.6667
Expressive and Outgoing	86.2346	Z-Statistic	1.4156	0.0000
Seeks Perfection	97.5438	Z-Statistic	2.1696	0.0000
Emotional Self-Awareness	93.8726	Z-Statistic	1.9248	0.0000
Emotional Self-Control	79.7775	Z-Statistic	0.9852	0.0000
Competitive	87.6210	Z-Statistic	1.5081	0.0000
Exhibits a Positive Work Attitude	88.2757	Z-Statistic	1.5517	0.0000
Adaptable	66.0815	Z-Statistic	0.0721	33.3333
Needs Structure	81.6071	Z-Statistic	1.1071	0.0000

Weighted Average of Competency Z-Scores:	1.0173
Mean applied to Raw Weighted Avg:	0.0000
Standard Deviation applied to Raw Weighted Avg:	1.0000
Normalized Raw Score:	1.0173
Mean:	65.0000
Standard Deviation Used:	15.0000
Final Overall Score:	80.2588

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Notes

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