

Candidate: Betty Penske

Assessment: Pharmacist (General) (Short)

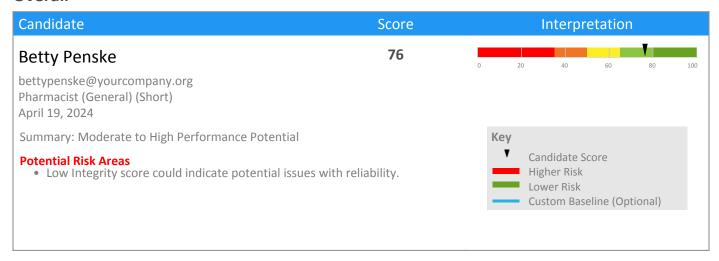
Completed: April 19, 2024 Prepared for: Susan Bookman

HR Avatar Data Collection Account

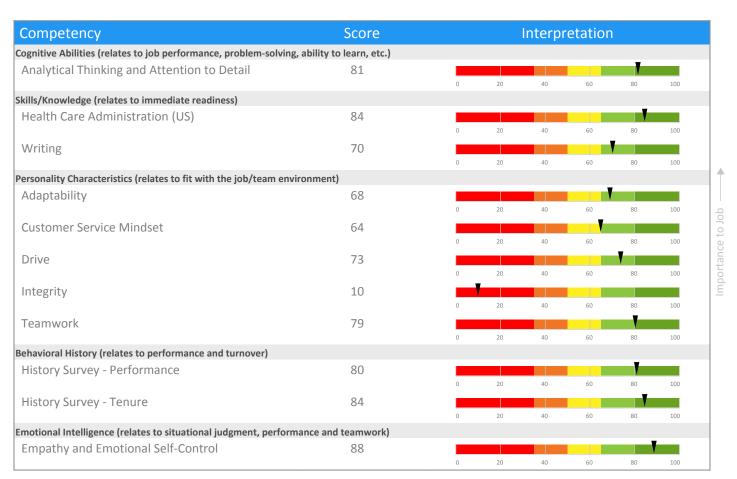
Test Results and Interview Guide

The Pharmacist (General) (Short) 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.

Overall

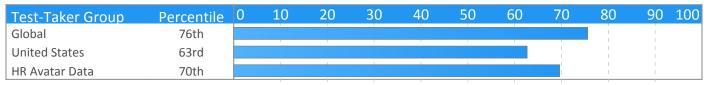


Competency Summary



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.





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: Pharmacist (General) (Short)

Authorized: April 19, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz

Started: April 19, 2024, 6:24:25PM EST Completed: April 19, 2024, 6:24:25PM EST

Overall Score: 76

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.

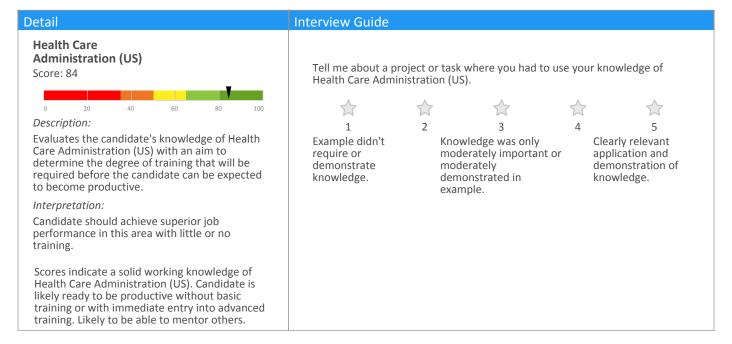
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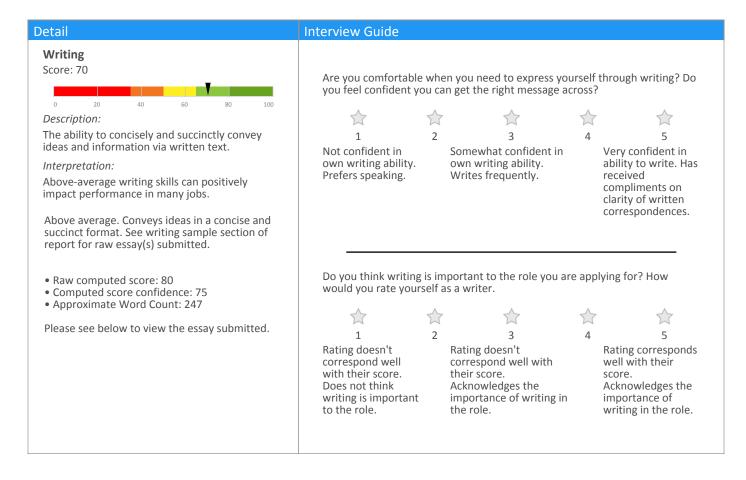
Detail **Interview Guide Analytical Thinking and Attention to Detail** Can you give me an example of where your attention to detail or your Score: 81 thoughtful analysis of a situation helped make a project successful? 20 Description: 1 5 This scale indicates both the capacity to think in Poor example. Moderately relevant or Strongly relevant a thoughtful, discerning way, to solve problems, Does not show impactful example. and clear example. utilize resources, analyze data, and apply attention to detail attention to detail. Individuals who demonstrate or analytical ability. high amounts of analytical thinking are able to recognize patterns rapidly, navigate through problems, and resolve difficult problems systematically. Individuals who demonstrate high attention to detail produce work products that How do you handle a situation when you've messed up due to overlooking are consistently accurate and require little an important detail? checking. They rarely forget schedule commitments or overlook even the smallest details. Interpretation: 1 High scores in this area correlate with superior Is unable to handle Demonstrates the ability Demonstrates the the situation. to admit to their error ability to admit to performance for many jobs. and quickly fix the error, their error, put but didn't put preventative Able to think in a thoughtful, discerning way. preventative systems in systems in place Can often solve difficult problems, plan manyplace. and quickly fix the featured tasks and projects, organize multiple error. resources, and analyze complex data. Able to quickly recall and use information when needed or appropriate. Additionally, 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.

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.







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.

Continued on next page.



Detail

Adaptability

Description:

Score: 68



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. In more stable job circumstances, high scorers may become bored, while low scorers would remain satisfied.

Interpretation:

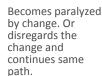
The candidate's score in this area should contribute to enhanced overall job performance.

Prefers a dynamic work environment. Able to remain focused and positive in times of significant workplace change. Fairly easy-going and relaxed. However, may appear uninterested under certain circumstances.

Interview Guide

Would you rather work in a job where the work is predictable or one where activities are constantly changing? Why?







Ambivalent to change. Has sound reasoning for falling in the middle.

3



5 Comfortable with change, though

comfortable with change, though feels some stress or anxiety. Usually able to stay focused.

How do you feel when things change at work? How do you cope?



doesn't have an

effective way to

cope.

1 Candidate gets frustrated and

2

Candidate recognizes that they struggle and has one effective way to cope.

3



Candidate thrives when things change and has multiple ways to cope.

Customer Service Mindset

Score: 64



Description:

Individuals who score highly on this scale understand their job is not just to solve customer problems, but to create a delightful experience that fosters loyalty and long-term rapport. They see every call as an opportunity to create a positive experience and to earn each customer's loyalty.

Interpretation:

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

Holds an average desire to understand customer needs and resolve customer issues. Likely to deliver reasonable customer service that results in moderate levels of customer satisfaction with little or no impact on customer relationships and maintains current reputation of the organization.

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?



Did not demonstrate empathy or encourage positive action.



Encouraged action but did not empathize.



Demonstrated both empathy and assertiveness to work with customer.

5

What is your experience with multitasking? How were you able to handle doing multiple things at once?



1

Has no or minimal multitasking experience. Is unable to handle doing multiple things at once.



Has experience multitasking. Uses one effective skill to handle doing multiple things at once.

3



Has a lot of experience multitasking. Uses multiple effective skills to handle doing multiple things at once.

5



Detail Drive Score: 73

0 20 Description:

This scale reflects the degree to which an individual will work hard to achieve goals and solve critical problems in the organization. High scores on this scale indicate a person will be diligent in their work and use all necessary sources to solve problems. Low scores on this scale indicate a person may be unenthusiastic about work and may struggle with complex tasks and challenges.

Interpretation:

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

Motivated by challenging goals and tasks, financial reward, and/or recognition, and willing to work hard to succeed. Focused on understanding and following guidelines, personal achievement, and meeting or exceeding quality and production standards.

Interview Guide

Tell me about a time when you went above and beyond the call of duty to achieve a difficult goal or challenge. What motivated you to put forth the extra effort?

3

Moderate example.

Some extra effort



Poor or weak

extra effort.

example. No real

2

.

evident.

4

5

Strong example. Clearly applied extra effort. Well organized in approach.

What would you say were some of the most difficult challenges about your last job? How were you able to cope with those challenges?



3

Z

4

5

Description of challenge and how they cope shows that they struggle with complex tasks. Describes a reasonable challenge. Shows ability to cope but doesn't demonstrate diligence.

Describes a reasonable challenge.
Demonstrates effective coping skills that address using multiple resources to solve the challenge.



Detail

Integrity

Score: 10



Description:

This scale reflects the degree to which an individual acts positively towards the organization, avoids unnecessary risk, and, simply put, does the right thing. High scores on this scale indicate a person will act in the organization's best interest, follow the rules, and work hard under limited supervision. Low scores on this scale indicate a person may engage in risk-taking behaviors, work to undermine the organization, and only do the bare minimum.

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. May take unnecessary risks on the job.

Interview Guide

What is more important: doing things right or meeting time commitments? Why?











Shows willingness to cut corners. Would require heavy quality assurance.

Some balance between quality and speed. Would require moderate quality assurance.

Clear emphasis on doing things correctly the first time.

What kind of circumstance(s) would justify breaking an organizational rule?











Answer shows that they are not concerned about ethics or organizational values/rules.

Answer explains only situational circumstances but the ethics are questionable and could pose a threat to the organization.

Answer explains only situational circumstances that fall under general ethical concerns and are of no threat to the organization. (OR) Explains that there are no circumstances.

Teamwork

Score: 79



Description:

This scale reflects the degree to which an individual works well with teams and maintains positive interpersonal relationships. High scores on this scale indicate a person will thrive in collaborative team settings and maintain highquality relationships with coworkers. Low scores on this scale indicate a person will prefer working on individual projects and may struggle to maintain close working relationships with colleagues.

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. Works with colleagues and seeks input to develop friendships and meet goals.

Discuss a time when you were part of a team that accomplished something most people didn't think could be done. What was your role and what made the team so special?



No such

experience.



Example irrelevant.











Moderately relevant example and moderately relevant role.

Strong example and strong role.

Do you prefer working in teams or by yourself? Why?













They choose teams or individual and feel they would be incapable of working in the opposite environment.

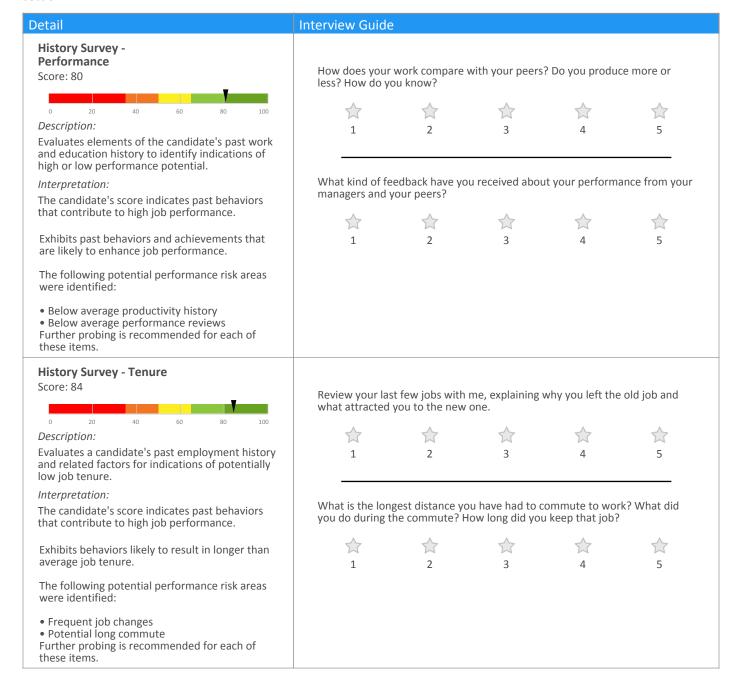
They feel they would work well in either environment but are unable to back that up with rational reasons.

Response reflects rational reasons for why they prefer teams, individual, or both. They feel they would work well in either environment.



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.



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.

Continued on next page.



Detail **Interview Guide Empathy and Emotional Self-Control** Are you good at relating to the feelings of others? Can you give me an Score: 88 example of how this helped you navigate a difficult situation at work or at school? 20 Description: Demonstrates exceptional strengths in sensing 1 2 3 4 5 the emotional needs of others, sympathizing Not able to sense Some ability to sense Able to relate to with other people's problems, and seeing things how others feel. how others feel. others and sense from other people's point of view. Likely to be Unable to provide Example shows some how they feel. very effective at demonstrating to customers or example. ability to use senses at Example shows can coworkers that they understand and care about work. easily apply senses them, resulting in significantly improved at work. customer loyalty, much stronger work relationships, and noticeably reduced levels of conflict in the workplace. Interpretation: Tell me about a time you got upset at work. How did you handle/deal with The candidate's score in this area should your emotions? contribute to enhanced overall job performance. W W Demonstrates exceptional strengths in sensing the emotional needs of others, sympathizing 1 3 4 5 with other people's problems, and seeing things They had an They (1) had an They (1) had an from other people's point of view. Likely to be inappropriate appropriate response (2) appropriate very effective at demonstrating to customers or response or placed took responsibility but response (2) took coworkers that they understand and care about blame. were unable to make the responsibility and them, resulting in significantly improved bad situation better. (3) worked to make customer loyalty, much stronger work the bad situation relationships, and noticeably reduced levels of better. conflict in the workplace.

Writing Sample(s)

During the assessment, the candidate was asked to write one or more passages. The text they wrote is included in the table below for review.

Writing Sample - Question	Response
Please write an essay describing the HR Avatar essay feature.	This is a sample essay. In a real test situation, the candidate or test taker would write an essay as a part of their assessment, in response to the question associated with this entry. All reports will share their writing as received. In some cases, our artificial intelligence engine will process their response to create a numerical score. Our system also checks for plagiarism, both among previously submitted essays, and the broader Internet. Additionally, spelling, grammar, and style checks are performed. Essay typically are from 150 to 600 words. They can be written in response to an explicit question, or they can be free-form responses to general questions.



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

In-Test Error Detected (No Face Detected)

In-Test Error Detected (No Face Detected)













In-Test Error Detected (No Face Detected)

In-Test Photo

In-Test Photo

In-Test Photo







Pre/Post-Test Photo

Minimum Qualification Guidelines - from O*Net

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

Item	
Educational Achievement	Doctorate or Higher
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.
- 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: 29-1051.00
- O*Net Version: 26.3
- Sim ID: 6403-7, Key: 0-0, Rpt: 13, Prd: 2457, Created: 2024-04-19 23:24 UTC
- 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 (%)
Adaptability	68.8006	Z-Statistic	0.2534	4.0891
Analytical Thinking and Attention to Detail	81.3061	Z-Statistic	1.0871	37.1799
Customer Service Mindset	64.8739	Z-Statistic	-0.0084	4.0552
Drive	73.9578	Z-Statistic	0.5972	4.1456
Empathy and Emotional Self-Control	88.4508	Z-Statistic	1.5634	6.1966
Health Care Administration (US)	84.5790	Z-Statistic	1.3053	12.3933
History Survey - Performance	80.8205	Z-Statistic	1.0547	6.1966
History Survey - Tenure	84.5320	Z-Statistic	1.3021	6.1966
Integrity	10.0000	Z-Statistic	-3.6667	4.3377
Teamwork	79.9978	Z-Statistic	0.9999	4.0552
Writing	70.0937	Z-Statistic	0.3396	11.1540
Weighted Average of Cor		0.7630		
Mean applied to Raw We		0.0000		
Standard Deviation appli		1.0000		
Normalized Raw Score:		0.7630		
Mean:		65.0000		
Standard Deviation Used		15.0000		
Final Overall Score:		76.4452		



Notes

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