HR AVATAR™
EMPLOYMENT TESTS

| | |
|---|---|
| Candidate: | **Betty Penske** |
| Assessment: | Attendant - Amusement / Recreation |
| Completed: | April 26, 2024 |
| Prepared for: | Susan Bookman |
| | HR Avatar Data Collection Account |

# Test Results and Interview Guide

The Attendant - Amusement / Recreation 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<br>bettypenske@yourcompany.org<br>Attendant - Amusement / Recreation<br>April 26, 2024 | 78 | |

Summary: Moderate to High Performance Potential

**Key**
- Candidate Score
- Higher Risk
- Lower Risk
- Custom Baseline (Optional)

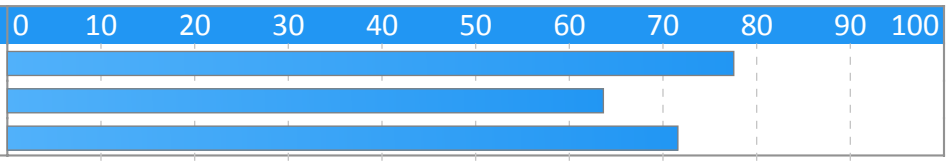
## Competency Summary

| Competency | Score | Interpretation |
|---|---|---|
| **Cognitive Abilities (relates to job performance, problem-solving, ability to learn, etc.)** | | |
| Memory / Attention to Detail / Logic & Reasoning | 76 | |
| **Personality Characteristics (relates to fit with the job/team environment)** | | |
| Adaptability / Flexibility | 93 | |
| Conscientiousness | 75 | |
| Reliability | 75 | |
| Service Orientation | 83 | |
| **Behavioral History (relates to performance and turnover)** | | |
| History Survey - Performance | 74 | |
| History Survey - Tenure | 82 | |
| **Emotional Intelligence (relates to situational judgment, performance and teamwork)** | | |
| Empathy and Emotional Self-Control | 73 | |

## 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 | 78th |
| United States | 64th |
| HR Avatar Data | 72nd |

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## Detail

| | |
|---|---|
| Candidate: | Betty Penske, bettypenske@yourcompany.org |
| Assessment: | Attendant - Amusement / Recreation |
| Authorized: | April 26, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz |
| Started: | April 26, 2024, 7:06:02AM EST |
| Completed: | April 26, 2024, 7:06:02AM EST |
| Overall Score: | 78 |

## 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

**Memory / Attention to Detail / Logic & Reasoning**

Score: 76

*Description:*

This scale reflects how successful a person is at making sense of facts through logical reasoning. High scorers understand causes and consequences by interpreting a given situation and predicting its outcomes. They are able to remember details and take action accordingly. Low scorers may burn out or become paralyzed. In more stable circumstances, high scorers may become bored, while low scorers would remain satisfied. This scale also represents thoroughness, accuracy, and being concerned for all areas involved no matter how insignificant. Individuals who demonstrate high Attention to Detail produce work that is 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.

Above-average scores in memory, attention to detail and logic indicate the candidate has the ability to learn quickly, recall information promptly, solve problems, and adapt to changing conditions. This usually means the candidate is likely to respond appropriately to challenging situations with little or no supervision.

### Interview Guide

Can you give me an example of where your attention to detail or your thoughtful analysis of a situation helped make a project successful?

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| Poor example. Does not show attention to detail or analytical ability. | | Moderately relevant or impactful example. | | Strongly relevant and clear example. |

How do you handle a situation when you've messed up due to overlooking an important detail?

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| Is unable to handle the situation. | | Demonstrates the ability to admit to their error and quickly fix the error but didn't put preventative systems in place. | | Demonstrates the ability to admit to their error, put preventative systems in place, and quickly fix the error. |

## 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.

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| Detail | Interview Guide |
|---|---|
| **Adaptability / Flexibility**<br>Score: 93<br> <br><br>*Description:*<br>This scale reflects how accepting a person is of frequent or substantial changes in his or her job requirements and how they adjust to those changes. Changing work requirements usually causes stress and puts 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.<br>*Interpretation:*<br>The candidate's score in this area should contribute to enhanced overall job performance.<br><br>Thrives on change. Able to remain focused and positive in times of significant change. Sees self as very flexible and easy-going. However, they may often be perceived as too easy-going under certain circumstances. | Describe a time where you had to adapt to some significant changes at work. How did you feel? How did you handle the change?<br><br>1: Feelings: Strong Dislike or Very ResistantWeren't able to handle the change or needed significant help.<br>2<br>3: Feelings: Unfazed or Slightly ResistantHandled the situation & change only impacted their work in a minor way.<br>4<br>5: Feelings: Excited or ComfortableHandled the situation well and in a way that didn't interfere with their work.<br><br>How do you feel when things change at work? How do you cope?<br><br>1: Candidate gets frustrated and doesn't have an effective way to cope.<br>2<br>3: Candidate recognizes that they struggle and has one quality way to cope.<br>4<br>5: Candidate thrives when things change and has multiple ways to cope. |
| **Conscientiousness**<br>Score: 75<br> <br><br>*Description:*<br>This scale reflects the amount of pride a person takes in producing quality work products. Additionally, it demonstrates 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.<br>*Interpretation:*<br>The candidate's score in this area should contribute to enhanced overall job performance.<br><br>Takes pride in performing quality work. 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. | Describe a time when you had some extra time available at work. How did you use this extra time?<br><br>1: Did not use their time in a beneficial way, or in a way that added value to the organization.<br>2<br>3: Used their time in a work related way, but those efforts didn't demonstrate hard work or added value (easy).<br>4<br>5: Used time in a beneficial way and added value to the organization. Showed ability to work hard and willingness to put in extra effort.<br><br>How do you react when you are faced with obstacles while trying to achieve a goal? How do you overcome them?<br><br>1: Reaction: Overwhelmed Struggles to come up with a clear way to overcome the obstacle and doesn't demonstrate hard work.<br>2<br>3: Reaction: ready but not excitedCandidate shows they are able to overcome the obstacle but only by doing the bare minimum.<br>4<br>5: Reaction: excited and readyCandidate shows they are able to overcome the obstacle by putting in extra effort and being diligent. |

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| Detail | Interview Guide |
|---|---|

## Reliability

Score: 75

*Description:*

This scale reflects the degree to which an individual is able to be trusted and maintain consistent quality performance. High scores on this scale indicate a person who can be trusted to do what they say, always follows through, and never breaks their promises. Low scores on this scale indicate a person who would likely brush off timelines and responsibilities, and is known for being inconsistent.

*Interpretation:*

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

Responses indicate the candidate is trustworthy and likely to show consistent performance. Can be expected to meet commitments and to earn the respect of peers in doing so. Able to form mutually supportive work relationships while reducing potential for workplace conflict.

### Interview Guide

How would you describe a reliable employee?

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| Candidate's description does not match what the organization envisions. | | Candidate's description is vague and standard, but matches what the organization envisions. | | Candidate's description is detailed and matches what the organization envisions. |

Describe a time when you were unable to follow through on a promise. How did you handle that situation? Why didn't you follow through?

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| Candidate was unable to follow through due to circumstances under their control. They did nothing to correct the situation. | | Candidate was unable to follow through due to circumstances under their control. They apologized and regained the trust back. | | Candidate was unable to follow through due to circumstances out of their control. They apologized and regained the trust back. |

## Service Orientation

Score: 83

*Description:*

This scale reflects the degree to which an individual recognizes and meets customers' needs. High scores on this scale indicate a person who makes themself available for others and cares about them. They show a level of understanding, dedication, and the ability to be proactive. Low scores on this scale indicate a person who has difficulty recognizing the needs of others, often preoccupied with their personal needs, and may find some customers to be unreasonable.

*Interpretation:*

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

Holds a strong desire to understand customer needs and do whatever it takes to resolve customer issues. Likely to deliver exceptional customer service that delights the customer, greatly improves customer satisfaction and customer relationships, and strengthens the reputation of the organization. Demonstrates a strong level of understanding, dedication, and the ability to be proactive.

### Interview Guide

What does customer service mean to you?

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| Their meaning is unrelated to the role or doesn't show meaning at all. | | Their meaning is something related to the role but not meaningful, more of a standard answer. | | Their meaning is something related to the role and is meaningful. |

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

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| Has no or minimal multitasking experience. Is unable to handle doing multiple things at once. | | Has experience multitasking. Uses one quality skill to handle doing multiple things at once. | | Has a lot of experience multitasking. Uses multiple quality skills to handle doing multiple things at once. |

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## 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 - Performance**<br>Score: 74<br> <br>*Description:*<br>Evaluates elements of the candidate's past work and education history to identify indications of high or low performance potential.<br>*Interpretation:*<br>The candidate's score indicates past behaviors that contribute to above average job performance.<br><br>Exhibits past behaviors and achievements that are likely to result in above average job performance.<br><br>The following potential performance risk areas were identified:<br><br>• Below average productivity history<br>• Below average performance reviews<br>Further probing is recommended for each of these items. | How does your work compare with your peers? Do you produce more or less? How do you know?<br>☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5<br><br>What kind of feedback have you received about your performance from your managers and your peers?<br>☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5 |
| **History Survey - Tenure**<br>Score: 82<br> <br>*Description:*<br>Evaluates a candidate's past employment history and related factors for indications of potentially low job tenure.<br>*Interpretation:*<br>The candidate's score indicates past behaviors that contribute to high job performance.<br><br>Exhibits behaviors likely to result in longer than average job tenure.<br><br>The following potential performance risk areas were identified:<br><br>• Frequent job changes<br>• Potential long commute<br>Further probing is recommended for each of these items. | Review your last few jobs with me, explaining why you left the old job and what attracted you to the new one.<br>☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5<br><br>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?<br>☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5 |

## 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.

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## Detail

### Empathy and Emotional Self-Control

Score: 73

*Description:*

This scale reflects both the ability to sense and understand other people's feelings, feel sympathy for others, and see things from other people's point of view, and 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 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.

## Interview Guide

How well can you sense how others around you are feeling? How do you use this information when interacting with them?

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| Demonstrates that they are unable to sense how others around them are feeling. | | Provides examples on how they are able to sense other's feelings. They don't use this to show understanding and care. | | Provides examples on how they are able to sense others' feelings. They use this to show they understand and care about them. |

What do you typically do when you are working closely with someone who is very upset?

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| They have an inappropriate response and don't demonstrate understanding or care. | | They (1) have an appropriate response and (2) demonstrate understanding but unable to show the customer that they care. | | They (1) have an appropriate response (2) demonstrate understanding and (3) show the customer that they care. |

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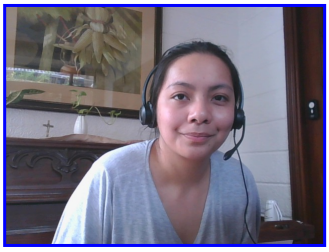
## Identity Confirmation Photos

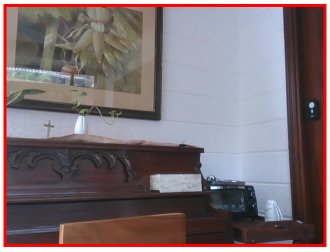
The following photos of the candidate and any identification were uploaded during the assessment session.

| 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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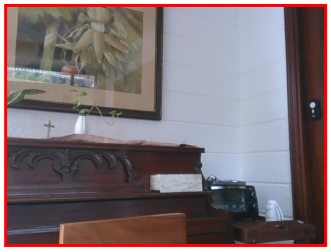

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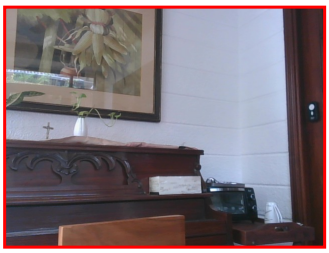
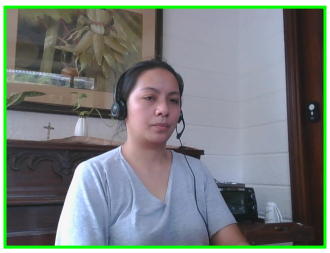


*In-Test Error Detected (No Face Detected)*

*In-Test Photo*



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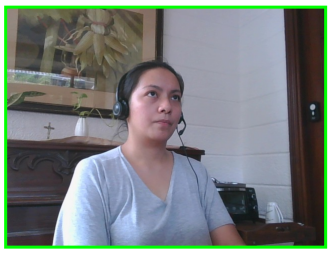

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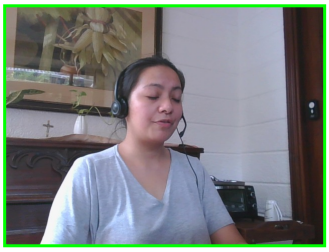

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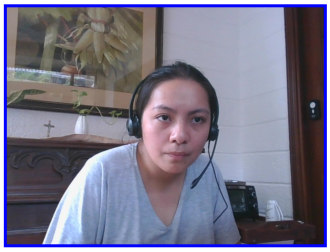

*Pre/Post-Test Photo*

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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.
- 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: 39-3091.00
- O*Net Version: 26.3
- Sim ID: 15131-2, Key: 0-0, Rpt: 13, Prd: 3016, Created: 2024-04-26 12:06 UTC
- UA: Mozilla/5.0 (Windows NT 6.3; Trident/7.0; Touch; rv:11.0) like Gecko

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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 (%) |
|---|---|---|---|---|
| Adaptability / Flexibility | 93.7706 | Z-Statistic | 1.9180 | 9.0415 |
| Conscientiousness | 75.1811 | Z-Statistic | 0.6787 | 9.1367 |
| Empathy and Emotional Self-Control | 73.1689 | Z-Statistic | 0.5446 | 11.6022 |
| History Survey - Performance | 74.4328 | Z-Statistic | 0.6289 | 11.6022 |
| History Survey - Tenure | 82.9029 | Z-Statistic | 1.1935 | 11.6022 |
| Memory / Attention to Detail / Logic & Reasoning | 76.2145 | Z-Statistic | 0.7476 | 30.7406 |
| Reliability | 75.5941 | Z-Statistic | 0.7063 | 9.1367 |
| Service Orientation | 83.7039 | Z-Statistic | 1.2469 | 7.1380 |
| Weighted Average of Competency Z-Scores: | | | | 0.8934 |
| Mean applied to Raw Weighted Avg: | | | | 0.0000 |
| Standard Deviation applied to Raw Weighted Avg: | | | | 1.0000 |
| Normalized Raw Score: | | | | 0.8934 |
| Mean: | | | | 65.0000 |
| Standard Deviation Used: | | | | 15.0000 |
| Final Overall Score: | | | | 78.4013 |

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## Notes

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

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