

Candidate: **Betty Penske**
Assessment: Train Station Operations Manager
Completed: April 26, 2024
Prepared for: Susan Bookman
HR Avatar Data Collection Account

Test Results and Interview Guide

The Train Station Operations Manager 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

| Candidate | Score | Interpretation |
|--|-----------|---|
| Betty Penske bettypenske@yourcompany.org Train Station Operations Manager April 26, 2024 Summary: High Performance Potential Potential Risk Areas <ul style="list-style-type: none"> Low Integrity score could indicate potential issues with reliability. | 80 | <div style="border: 1px solid gray; padding: 5px; margin-top: 10px;"> Key ▼ Candidate Score ■ Higher Risk ■ Lower Risk — Custom Baseline (Optional) </div> |

Competency Summary

| Competency | Score | Interpretation |
|--|-------|----------------|
| Cognitive Abilities (relates to job performance, problem-solving, ability to learn, etc.) | | |
| Attention to Detail and Analytical Thinking | 71 | |
| Following Policies and Procedures | 73 | |
| Skills/Knowledge (relates to immediate readiness) | | |
| Safety Awareness | 93 | |
| Personality Characteristics (relates to fit with the job/team environment) | | |
| Adaptability | 93 | |
| Competitive Spirit | 75 | |
| Customer Orientation and Interaction | 67 | |
| Drive | 83 | |
| Experimental Rating Item | 91 | |
| Integrity | 10 | |
| Leader Mindset | 85 | |
| Managing and Leading | 78 | |
| Resilience | 76 | |
| Teamwork | 76 | |
| Behavioral History (relates to performance and turnover) | | |
| History Survey - Performance | 89 | |
| History Survey - Tenure | 78 | |
| Emotional Intelligence (relates to situational judgment, performance and teamwork) | | |
| Empathy and Emotional Self-Control | 93 | |

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 | 80th |  | | | | | | | | | | | |
| United States | 66th |  | | | | | | | | | | | |
| HR Avatar Data | 74th |  | | | | | | | | | | | |

Detail

Candidate: **Betty Penske**, bettypenske@yourcompany.org
 Assessment: Train Station Operations Manager
 Authorized: April 26, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz
 Started: April 26, 2024, 6:06:17PM EST
 Completed: April 26, 2024, 6:06:17PM EST
 Overall Score: 80

Cognitive Abilities Detail

This section contains a list of job-related cognitive abilities that have been evaluated in a job-like context using HR Avatar's simulation technology. Studies have demonstrated that cognitive abilities are highly correlated with job performance for many jobs. Abilities also correlate with problem-solving and the ability to learn quickly.

| Detail | Interview Guide |
|---|---|
| <p>Attention to Detail and Analytical Thinking Score: 71</p> <p><i>Description:</i> 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.</p> <p><i>Interpretation:</i> Strong scores in this area correlate with above average performance for many jobs.</p> <p>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.</p> | <p>Can you give me an example of where your attention to detail or your thoughtful analysis of a situation helped make a project successful?</p> <p style="text-align: center;"> ★ 1 ★ 2 ★ 3 ★ 4 ★ 5 </p> <p>Poor example. Does not show attention to detail or analytical ability. Moderately relevant or impactful example. Strongly relevant and clear example.</p> <hr/> <p>How do you handle a situation when you've messed up due to overlooking an important detail?</p> <p style="text-align: center;"> ★ 1 ★ 2 ★ 3 ★ 4 ★ 5 </p> <p>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.</p> |

| Detail | Interview Guide |
|--|--|
| <p>Following Policies and Procedures Score: 73</p> <p><i>Description:</i> Evaluates the candidate's ability in the area of Following Policies and Procedures, with an aim to determine the degree of training and/or practice that will be required before the candidate can be expected to become productive.</p> <p><i>Interpretation:</i> Strong scores in this area correlate with above average performance for many jobs.</p> <p>Scores indicate good Following Policies and Procedures ability. Candidate is likely ready to be productive with very little basic training or with immediate entry into advanced training.</p> | <p>Tell me about a project or task where you had to use your Following Policies and Procedures abilities.</p> <p>★ 1 ★ 2 ★ 3 ★ 4 ★ 5</p> <p>Example didn't require or demonstrate ability. Ability only moderately relevant or demonstrated. Clearly relevant use and demonstration of ability.</p> <hr/> <p>Why is it important to follow policies and procedures?</p> <p>★ 1 ★ 2 ★ 3 ★ 4 ★ 5</p> <p>Little or no understanding of impact not following can have. Generally understands the importance. Clear understanding of impact not following can have.</p> |

Knowledge and Skills Detail

This section contains a list of job-related knowledge areas and skills that have been evaluated. Low scores in these areas often indicate that additional learning may be required before top performance can be achieved.

| Detail | Interview Guide |
|---|---|
| <p>Safety Awareness Score: 93</p> <p><i>Description:</i> The ability to understand safety guidelines, recognize situations where safety risk is elevated, and take action to reduce risk.</p> <p><i>Interpretation:</i> Candidate should achieve superior job performance in this area with little or no training.</p> <p>Demonstrates a high level of safety awareness.</p> | <p>Describe why you think safety is important in a transportation system and how you would ensure you enforce safety rules.</p> <p>★ 1 ★ 2 ★ 3 ★ 4 ★ 5</p> <p>Example didn't require or demonstrate skills. Somewhat vague on either importance or actions to be taken. Clear, concise answers.</p> |

Personality Characteristics Detail

This section contains a list of personality characteristics that are frequently associated with job performance. Remember, these are not skills and do not indicate the ability to do a job. Rather, they can be used to evaluate the candidate's fit with the general needs of the job and the organizational culture. Sample interview questions are provided to gather more information.

Continued on next page.

| Detail | Interview Guide |
|---|---|
| <p>Adaptability Score: 93</p> <p><i>Description:</i> 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.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Thrives on change. Sees self as very flexible and easy-going. However, he or she may often be perceived as disinterested, unmotivated, or too easy-going in times of upheaval.</p> | <p>Describe a time where you had to adapt to some significant changes at work. How did you feel? How did you handle the change?</p> <p style="text-align: center;">★ ★ ★ ★ ★ 1 2 3 4 5</p> <p>Feelings: Strong Dislike or Very Resistant. Weren't able to handle the change or needed significant help.</p> <p>Feelings: Unfazed or Slightly Resistant. Handled the situation & change only impacted their work in a minor way.</p> <p>Feelings: Excited or Comfortable. Handled the situation well and in a way that didn't interfere with their work.</p> <hr/> <p>What are some of the techniques you use to keep yourself from getting burnt out when faced with ever-changing conditions?</p> <p style="text-align: center;">★ ★ ★ ★ ★ 1 2 3 4 5</p> <p>Candidate doesn't have an effective technique to keep them from getting burnt out.</p> <p>Candidate is only able to explain one effective technique to keep them from getting burnt out.</p> <p>Candidate explains multiple effective techniques allowing themselves to not get burnt out.</p> |
| <p>Competitive Spirit Score: 75</p> <p><i>Description:</i> This scale indicates the degree to which an individual is driven by a desire to win, to achieve objectives, and to 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.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Likes to compete. Derives self-esteem from winning and will spend extra effort to succeed. Comfortable competing with peers.</p> | <p>When was the last time you were in a competitive situation, like a contest, at work? How did it go?</p> <p style="text-align: center;">★ ★ ★ ★ ★ 1 2 3 4 5</p> <p>Explains a time they were competitive, but story does not demonstrate a desire to compete.</p> <p>Explains a time they were competitive. Story shows an average desire to compete.</p> <p>Explains a recent time they were competitive. Story demonstrates high healthy levels of competitiveness.</p> <hr/> <p>How do you like working with really competitive people? Do you think it impacts your motivation?</p> <p style="text-align: center;">★ ★ ★ ★ ★ 1 2 3 4 5</p> <p>Explains they do not work well with competitive people and it leaves them unmotivated.</p> <p>Explains they work well with competitive people but their motivation is hindered.</p> <p>Explains they work well with competitive people and that it helps their motivation.</p> |

| Detail | Interview Guide |
|--|---|
| <p>Customer Orientation and Interaction Score: 67</p>  <p><i>Description:</i> Evaluates the candidate's ability in the area of Customer Service, with an aim to determine the degree of training and/or practice that will be required before the candidate can be expected to become productive.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Scores indicate good Customer Service ability. Candidate is likely ready to be productive with very little basic training or with immediate entry into advanced training.</p> | <p>Tell me about a project or task where you had to use your Customer Service abilities.</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  1 Example didn't require or demonstrate ability. </div> <div style="text-align: center;">  2 Ability only moderately relevant or demonstrated. </div> <div style="text-align: center;">  3 Ability only moderately relevant or demonstrated. </div> <div style="text-align: center;">  4 Clearly relevant use and demonstration of ability. </div> <div style="text-align: center;">  5 Clearly relevant use and demonstration of ability. </div> </div> |
| <p>Drive Score: 83</p>  <p><i>Description:</i> 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.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Highly motivated by challenging goals and tasks, financial rewards, and/or recognition, and willing to work very hard to succeed. Very focused on understanding guidelines, following the rules and personal achievement.</p> | <p>Describe a time when you had some extra time available at work. How did you use this extra time?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  1 Did not use their time in a beneficial way, or in a way that added value to the organization. </div> <div style="text-align: center;">  2 Used their time in a work related way, but those efforts didn't demonstrate hard work or added value (easy). </div> <div style="text-align: center;">  3 Used their time in a work related way, but those efforts didn't demonstrate hard work or added value (easy). </div> <div style="text-align: center;">  4 Used time in a beneficial way and added value to the organization. Showed ability to work hard and willingness to put in extra effort. </div> <div style="text-align: center;">  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. </div> </div> <hr style="border: 1px solid black; margin: 20px 0;"/> <p>How do you react when you are faced with obstacles while trying to achieve a goal? How do you overcome them?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  1 Reaction: Overwhelmed. Struggles to come up with a clear way to overcome the obstacle and doesn't demonstrate hard work. </div> <div style="text-align: center;">  2 Reaction: Ready but not excited. Candidate shows they are able to overcome the obstacle but only by doing the bare minimum. </div> <div style="text-align: center;">  3 Reaction: Ready but not excited. Candidate shows they are able to overcome the obstacle but only by doing the bare minimum. </div> <div style="text-align: center;">  4 Reaction: Excited and ready. Candidate shows they are able to overcome the obstacle by putting in extra effort and being diligent. </div> <div style="text-align: center;">  5 Reaction: Excited and ready. Candidate shows they are able to overcome the obstacle by putting in extra effort and being diligent. </div> </div> |

| Detail | Interview Guide |
|---|---|
| <p>Experimental Rating Item Score: 91</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> | <p>How would you rate yourself in terms of Experimental Rating Item?</p> <p style="text-align: center;"> ★ ★ ★ ★ ★ </p> <p style="text-align: center;"> 1 2 3 4 5 </p> <p>Low or undesirable self-rating Average High or desirable self-rating</p> |
| <p>Integrity Score: 10</p> <p><i>Description:</i> 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.</p> <p><i>Interpretation:</i> The candidate's score in this area indicates risk of a negative impact on performance for some jobs. Additional probing is strongly recommended.</p> <p>Distrusts the organization and management. Frequently assumes new ideas or changes will have a negative individual impact. Can be defensive regarding his or her own work, or show hostility towards management or company policies. May take unnecessary risks on the job.</p> | <p>What circumstance(s) might cause you to withhold information from your supervisor? How would you judge whether doing so would be justified?</p> <p style="text-align: center;"> ★ ★ ★ ★ ★ </p> <p style="text-align: center;"> 1 2 3 4 5 </p> <p>Shows that they are not concerned about ethics or organizational values/rules. Explains only situational circumstances. Judgement does not stem from an ethical standpoint. Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.</p> <hr/> <p>Do you think it's ever okay to withhold information from your supervisor? How would you judge whether doing so is okay or not?</p> <p style="text-align: center;"> ★ ★ ★ ★ ★ </p> <p style="text-align: center;"> 1 2 3 4 5 </p> <p>Answer shows that they are not concerned about ethics or organizational values/rules. Explains only situational circumstances. Judgement does not stem from an ethical standpoint. Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.</p> |

| Detail | Interview Guide |
|---|---|
| <p>Leader Mindset Score: 85</p> <p><i>Description:</i> Individuals scoring highly in Leadership Mindset want to be in charge. They confidently take responsibility for their team and expect to be held accountable for results. They understand the importance of trust in both directions and they delegate appropriately. They also know how to motivate individuals to contribute unselfishly to group goals.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Strongly prefers to be in charge and seeks out leadership opportunities. Feels that others naturally accept their leadership. Has a high degree of confidence in his or her own leadership ability.</p> | <p>How would you describe your leadership style? What values are most important to you as a leader?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;"> 1 Their leadership style doesn't fit well with the organization; style only shows 1 key leadership skill. </div> <div style="text-align: center;"> 2 Their leadership style represents one that fits well into the organization; style shows 2 key leadership skills. </div> <div style="text-align: center;"> 3 Their leadership style represents one that fits well into the organization; style shows multiple leadership skills. </div> <div style="text-align: center;"> 4 </div> <div style="text-align: center;"> 5 </div> </div> <hr/> <p>Who is your favorite leader? Why?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;"> 1 Their favorite leader is not described in a way that shows leadership skills. </div> <div style="text-align: center;"> 2 Their favorite leader is described as someone who has a couple key leadership skills and does not relate those skills to themselves. </div> <div style="text-align: center;"> 3 </div> <div style="text-align: center;"> 4 </div> <div style="text-align: center;"> 5 Their favorite leader is described as someone who has multiple key leadership skills and is able to relate those skills to themselves. </div> </div> |
| <p>Managing and Leading Score: 78</p> <p><i>Description:</i> Evaluates the candidate's ability in the area of Managing and Leading, with an aim to determine the degree of training and/or practice that will be required before the candidate can be expected to become productive.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Scores indicate good Managing and Leading ability. Candidate is likely ready to be productive with very little basic training or with immediate entry into advanced training.</p> | <p>Tell me about a project or task where you had to use your Managing and Leading abilities.</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;"> 1 Example didn't require or demonstrate ability. </div> <div style="text-align: center;"> 2 Ability only moderately relevant or demonstrated. </div> <div style="text-align: center;"> 3 </div> <div style="text-align: center;"> 4 </div> <div style="text-align: center;"> 5 Clearly relevant use and demonstration of ability. </div> </div> |

| Detail | Interview Guide |
|--|---|
| <p>Resilience Score: 76</p>  <p><i>Description:</i> This scale reflects the degree to which an individual can withstand adversity, bounce back from difficult events, and be persistent in doing work tasks despite difficulties that come their way. High scores on this scale indicate a person will likely be able to deal with difficult situations with ease, perceive they have control over events in their life, and continue to push forward to achieve goals. Low scores on this scale indicate a person may claim that mistakes/failures were out of their control. Low scorers tend to not cope well with on-the-job stress and don't put in the extra effort to achieve success when obstacles come their way.</p> <p>Please note that resilience is not a fixed trait. Unlike many other personality characteristics, resilience can be developed over time. Additionally, multiple factors can influence how resilient a person is within a specific situation. In recognition of these features, additional probing using suggested interview questions is strongly recommended.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Responses indicate that the candidate can effectively work through difficulties at work by exhibiting positive emotions and the ability to take control of events. Candidate can likely push forward to achieve their goals, even when obstacles come their way.</p> | <p>Describe a time when something at work/school didn't go as planned. How did you feel? How did it impact your work moving forward?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  1 Feelings had a negative outlook. Event impacted their work in a negative way, they weren't able to learn from it or persevere. </div> <div style="text-align: center;">  2 Feelings are true to the situation. Event impacted their work in a negative way but were able to learn from it and persevere. </div> <div style="text-align: center;">  3 Feelings are true to the situation but with a positive outlook. The event impacted their work in a positive way or didn't impact their work at all. </div> <div style="text-align: center;">  4 </div> <div style="text-align: center;">  5 </div> </div> <hr style="border: 1px solid black; margin: 20px 0;"/> <p>How do you normally react to bad news?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  1 They get upset and don't know how to work through the challenges. </div> <div style="text-align: center;">  2 They get upset, however they see the positive outlook and have a plan to fix the challenges. </div> <div style="text-align: center;">  3 They are able to see the positive outlook in the long run and it doesn't impact their work. </div> <div style="text-align: center;">  4 </div> <div style="text-align: center;">  5 </div> </div> |

| Detail | Interview Guide |
|--|---|
| <p>Teamwork Score: 76</p> <p><i>Description:</i> 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 high-quality 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.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Actively cultivates relationships. Comfortable meeting new people and sensitive to how others feel. Works with colleagues and seeks input to develop friendships and meet goals.</p> | <p>Describe a time when you worked in a team. What was your role? How did you delegate tasks with the other team members?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1 They describe their role in a way that does not show significance. Delegation tactics were not efficient or helpful.</div> <div style="text-align: center;">★ 2 They describe their role in a way that doesn't show significance. Delegation tactics were efficient and helpful.</div> <div style="text-align: center;">★ 3 They describe their role in a way that shows significance. Delegation tactics were efficient and helpful.</div> <div style="text-align: center;">★ 4 They describe their role in a way that shows significance. Delegation tactics were efficient and helpful.</div> <div style="text-align: center;">★ 5 They describe their role in a way that shows significance. Delegation tactics were efficient and helpful.</div> </div> <hr/> <p>Do you prefer working in teams or by yourself? Why?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1 They choose teams or individual and feel they would be incapable of working in the opposite environment.</div> <div style="text-align: center;">★ 2 They feel they would work well in either environment but are unable to back that up with rational reasons.</div> <div style="text-align: center;">★ 3 Response reflects rational reasons for why they prefer teams, individual, or both. They feel they would work well in either environment.</div> <div style="text-align: center;">★ 4 Response reflects rational reasons for why they prefer teams, individual, or both. They feel they would work well in either environment.</div> <div style="text-align: center;">★ 5 Response reflects rational reasons for why they prefer teams, individual, or both. They feel they would work well in either environment.</div> </div> |

Behavioral History Detail

This section evaluates answers the candidate gave concerning his or her work-related history. Studies often show that a candidate's past behavior often indicates his or her future behavior. Potential caution areas (if any) are specified in each detail section.

| Detail | Interview Guide |
|---|---|
| <p>History Survey - Performance Score: 89</p> <p><i>Description:</i> Evaluates elements of the candidate's past work and education history to identify indications of high or low performance potential.</p> <p><i>Interpretation:</i> The candidate's score indicates past behaviors that contribute to high job performance.</p> <p>Exhibits past behaviors and achievements that are likely to enhance job performance.</p> <p>The following potential performance risk areas were identified:</p> <ul style="list-style-type: none"> Below average productivity history Below average performance reviews <p>Further probing is recommended for each of these items.</p> | <p>How does your work compare with your peers? Do you produce more or less? How do you know?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1</div> <div style="text-align: center;">★ 2</div> <div style="text-align: center;">★ 3</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div> <hr/> <p>What kind of feedback have you received about your performance from your managers and your peers?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1</div> <div style="text-align: center;">★ 2</div> <div style="text-align: center;">★ 3</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div> |

| Detail | Interview Guide |
|--|---|
| <p>History Survey - Tenure Score: 78</p> <p><i>Description:</i> Evaluates a candidate's past employment history and related factors for indications of potentially low job tenure.</p> <p><i>Interpretation:</i> The candidate's score indicates past behaviors that contribute to above average job performance.</p> <p>Exhibits behaviors likely to result in slightly longer than average job tenure.</p> <p>The following potential performance risk areas were identified:</p> <ul style="list-style-type: none"> • Frequent job changes • Potential long commute <p>Further probing is recommended for each of these items.</p> | <p>Review your last few jobs with me, explaining why you left the old job and what attracted you to the new one.</p> <p style="text-align: center;"> </p> <hr/> <p>What is the longest distance you have had to commute to work? What did you do during the commute? How long did you keep that job?</p> <p style="text-align: center;"> </p> |

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 | | | | | | | | | | | | | | | | | | | | |
|--|--|---|--------|--|--------|--------|--|--|---|--|--|--------|--------|--------|--------|--------|--|--|---|--|---|
| <p>Empathy and Emotional Self-Control Score: 93</p>  <p><i>Description:</i> 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.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>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.</p> | <p>How well can you sense how others around you are feeling? How do you use this information when interacting with them?</p> <table style="width: 100%; text-align: center;"> <tr> <td>★ 1</td> <td>★ 2</td> <td>★ 3</td> <td>★ 4</td> <td>★ 5</td> </tr> <tr> <td>Demonstrates that they are unable to sense how others around them are feeling.</td> <td></td> <td>Provides examples on how they are able to sense other's feelings. They don't use this to show understanding and care.</td> <td></td> <td>Provides examples on how they are able to sense others' feelings. They use this to show they understand and care about them.</td> </tr> </table> <hr/> <p>What do you typically do when you are working closely with someone who is very upset?</p> <table style="width: 100%; text-align: center;"> <tr> <td>★ 1</td> <td>★ 2</td> <td>★ 3</td> <td>★ 4</td> <td>★ 5</td> </tr> <tr> <td>They have an inappropriate response and don't demonstrate understanding or care.</td> <td></td> <td>They (1) have an appropriate response and (2) demonstrate understanding but unable to show the customer that they care.</td> <td></td> <td>They (1) have an appropriate response (2) demonstrate understanding and (3) show the customer that they care.</td> </tr> </table> | ★ 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. | ★ 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. |
| ★ 1 | ★ 2 | ★ 3 | ★ 4 | ★ 5 | | | | | | | | | | | | | | | | | |
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| ★ 1 | ★ 2 | ★ 3 | ★ 4 | ★ 5 | | | | | | | | | | | | | | | | | |
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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%) |



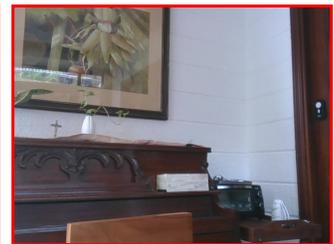
Pre/Post-Test Photo



ID Photo



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



In-Test Photo



Pre/Post-Test Photo

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: 11-3071.00
- O*Net Version: 26.3
- Sim ID: 15929-1, Key: 0-0, Rpt: 13, Prd: 3083, Created: 2024-04-26 23:06 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 | 93.7848 | Z-Statistic | 1.9190 | 2.3742 |
| Attention to Detail and Analytical Thinking | 71.0872 | Z-Statistic | 0.4058 | 15.9612 |
| Competitive Spirit | 75.9068 | Z-Statistic | 0.7271 | 2.2416 |
| Customer Orientation and Interaction | 67.9733 | Z-Statistic | 0.1982 | 2.2346 |
| Drive | 83.7415 | Z-Statistic | 1.2494 | 2.4720 |
| Empathy and Emotional Self-Control | 93.0007 | Z-Statistic | 1.8667 | 6.3845 |
| Experimental Rating Item | 91.3356 | Z-Statistic | 1.7557 | 2.2346 |
| Following Policies and Procedures | 73.6308 | Z-Statistic | 0.5754 | 15.9612 |
| History Survey - Performance | 89.5910 | Z-Statistic | 1.6394 | 6.3845 |
| History Survey - Tenure | 78.6123 | Z-Statistic | 0.9075 | 6.3845 |
| Integrity | 10.0000 | Z-Statistic | -3.6667 | 2.4720 |
| Leader Mindset | 85.6701 | Z-Statistic | 1.3780 | 2.3812 |
| Managing and Leading | 78.5475 | Z-Statistic | 0.9032 | 2.2346 |
| Resilience | 76.4930 | Z-Statistic | 0.7662 | 2.4720 |
| Safety Awareness | 93.1369 | Z-Statistic | 1.8758 | 25.5379 |
| Teamwork | 76.0396 | Z-Statistic | 0.7360 | 2.2695 |

| | |
|---|---------|
| Weighted Average of Competency Z-Scores: | 1.0518 |
| Mean applied to Raw Weighted Avg: | 0.0000 |
| Standard Deviation applied to Raw Weighted Avg: | 1.0000 |
| Normalized Raw Score: | 1.0518 |
| Mean: | 65.0000 |
| Standard Deviation Used: | 15.0000 |
| Final Overall Score: | 80.7776 |

Notes

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