

Candidate: **Betty Penske**
Assessment: Customer Service Representative (Remote) (Short) (Indonesian)
Completed: September 23, 2023
Prepared for: Susan Bookman
HR Avatar Data Collection Account

Test Results and Interview Guide

The Customer Service Representative (Remote) (Short) (Indonesian) 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 Customer Service Representative (Remote) (Short) (Indonesian) September 23, 2023 Summary: Moderate to High Performance Potential Potential Risk Areas <ul style="list-style-type: none"> Low Integrity score could indicate potential issues with reliability. 	67	

Competency Summary

Competency	Score	Interpretation
Cognitive Abilities (relates to job performance, problem-solving, ability to learn, etc.)		
Analytical Thinking_suppcs	63	
Attention to Detail_suppcs	67	
Skills/Knowledge (relates to immediate readiness)		
Customer Service Fundamentals	66	
Writing	64	
Personality Characteristics (relates to fit with the job/team environment)		
Adaptability	97	
Drive	68	
Integrity	10	
Teamwork	64	
Behavioral History (relates to performance and turnover)		
History Survey - Performance	65	
History Survey - Tenure	90	
Emotional Intelligence (relates to situational judgment, performance and teamwork)		
Empathy and Emotional Self-Control	92	

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	67th												
United States	56th												
HR Avatar Data	62nd												

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: Customer Service Representative (Remote) (Short) (Indonesian)
 Authorized: September 23, 2023, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz
 Started: September 23, 2023 at 4:57:55 AM EST
 Completed: September 23, 2023 at 4:57:55 AM EST
 Overall Score: 67

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>Analytical Thinking_suppcs Score: 63</p> <p><i>Description:</i> Mengevaluasi kemampuan kandidat dalam bidang Analytical Thinking_suppcs, dengan tujuan untuk menentukan tingkat pelatihan dan / atau praktik yang akan diperlukan sebelum kandidat dapat diharapkan menjadi produktif.</p> <p><i>Interpretation:</i> Scores in this area correlate with average performance for many jobs.</p> <p>Skor menunjukkan beberapa kemampuan Analytical Thinking_suppcs. Kandidat kemungkinan siap menjadi produktif dengan sejumlah kecil pelatihan dasar.</p>	<p>Ceritakan tentang proyek atau tugas di mana Anda harus menggunakan kemampuan Analytical Thinking_suppcs Anda.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <p>★ 1</p> <p>Contoh tidak memerlukan atau menunjukkan kemampuan.</p> </div> <div style="text-align: center;"> <p>★ 2</p> <p>Kemampuan hanya cukup relevan atau diperlihatkan.</p> </div> <div style="text-align: center;"> <p>★ 3</p> <p>Penggunaan dan demonstrasi kemampuan yang jelas relevan.</p> </div> </div>

Detail	Interview Guide
<p>Attention to Detail_suppcs Score: 67</p>  <p><i>Description:</i> Mengevaluasi kemampuan kandidat dalam bidang Attention to Detail_suppcs, dengan tujuan untuk menentukan tingkat pelatihan dan / atau praktik yang akan diperlukan sebelum kandidat dapat diharapkan menjadi produktif.</p> <p><i>Interpretation:</i> Strong scores in this area correlate with above average performance for many jobs.</p> <p>Skor menunjukkan kemampuan Attention to Detail_suppcs yang baik. Kandidat kemungkinan siap menjadi produktif dengan pelatihan dasar yang sangat sedikit atau dengan masuk langsung ke pelatihan lanjutan.</p>	<p>Ceritakan tentang proyek atau tugas di mana Anda harus menggunakan kemampuan Attention to Detail_suppcs Anda.</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;"> <p>★ 1</p> <p>Contoh tidak memerlukan atau menunjukkan kemampuan.</p> </div> <div style="text-align: center;"> <p>★ 2</p> <p>Kemampuan hanya cukup relevan atau diperlihatkan.</p> </div> <div style="text-align: center;"> <p>★ 3</p> <p>Penggunaan dan demonstrasi kemampuan yang jelas relevan.</p> </div> <div style="text-align: center;"> <p>★ 4</p> </div> <div style="text-align: center;"> <p>★ 5</p> </div> </div>

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>Customer Service Fundamentals Score: 66</p>  <p><i>Description:</i> Evaluates the candidate's knowledge of Customer Service Fundamentals with an aim to determine the degree of training that will be required before the candidate can be expected to become productive.</p> <p><i>Interpretation:</i> Candidate should achieve above average job performance in this area with little or no training.</p> <p>Scores indicate good working knowledge of this topic. 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 knowledge of Customer Service Fundamentals.</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;"> <p>★ 1</p> <p>Example didn't require or demonstrate knowledge.</p> </div> <div style="text-align: center;"> <p>★ 2</p> <p>Knowledge was only moderately important or moderately demonstrated in example.</p> </div> <div style="text-align: center;"> <p>★ 3</p> <p>Clearly relevant application and demonstration of knowledge.</p> </div> <div style="text-align: center;"> <p>★ 4</p> </div> <div style="text-align: center;"> <p>★ 5</p> </div> </div>

Detail	Interview Guide
<p>Writing Score: 64</p> <p><i>Description:</i> The ability to concisely and succinctly convey ideas and information via written text.</p> <p><i>Interpretation:</i> The candidate exhibits average writing skills, which can hinder high performance in some jobs.</p> <p>Average writing style. Usually gets point across but may use extra words or inconsistent sentence structure. See writing sample section of report for raw essay(s) submitted.</p> <ul style="list-style-type: none"> • Raw computed score: 80 • Computed score confidence: 75 • Approximate Word Count: 247 <p>Please see below to view the essay submitted.</p>	<p>Do you think writing is important to the role you are applying for? How would you rate yourself as a writer.</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> <div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <p>Rating doesn't correspond well with their score. Does not think writing is important to the role.</p> </div> <div style="width: 30%;"> <p>Rating doesn't correspond well with their score. Acknowledges the importance of writing in the role.</p> </div> <div style="width: 30%;"> <p>Rating corresponds well with their score. Acknowledges the importance of writing in the role.</p> </div> </div> <hr style="border: 1px solid black;"/> <p>Describe the most significant report or written work you have completed.</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> <div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <p>Doesn't have a significant report that shows high skillset for the role.</p> </div> <div style="width: 30%;"> <p>Describes a significant report. Explanation shows potential high skillset in writing but isn't relatable to the role.</p> </div> <div style="width: 30%;"> <p>Describes a significant report. Explanation shows potential high skillset in writing and is relatable to the role.</p> </div> </div>

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: 97</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>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> <hr/> <p>How do you feel when things change at work? How do you cope?</p> <p style="text-align: center;">★ ★ ★ ★ ★ 1 2 3 4 5</p> <p>Candidate gets frustrated and doesn't have an effective way to cope.</p> <p>Candidate recognizes that they struggle and has one effective way to cope.</p> <p>Candidate thrives when things change and has multiple ways to cope.</p>
<p>Drive Score: 68</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>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.</p>	<p>What would you say were some of the most difficult challenges about your last job? How were you able to cope with those challenges?</p> <p style="text-align: center;">★ ★ ★ ★ ★ 1 2 3 4 5</p> <p>Description of challenge and how they cope shows that they struggle with complex tasks.</p> <p>Describes a reasonable challenge. Shows ability to cope but doesn't demonstrate diligence.</p> <p>Describes a reasonable challenge. Demonstrates effective coping skills that address using multiple resources to solve the challenge.</p> <hr/> <p>Describe a project or idea (doesn't have to be your own) that was implemented and carried out successfully because of your efforts.</p> <p style="text-align: center;">★ ★ ★ ★ ★ 1 2 3 4 5</p> <p>Success was due to them doing their job. Doesn't show strong work ethic or ability to put in extra effort.</p> <p>Success was due to adequate work ethic or putting in minimal extra effort.</p> <p>Success was due to their hard work ethic, extra effort, and ability to use all necessary sources.</p>

Detail	Interview Guide
<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;">★ ★ ★ ★ ★ 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>Describe an ideal person who has high integrity. What traits does that person have that set them apart?</p> <p style="text-align: center;">★ ★ ★ ★ ★ 1 2 3 4 5</p> <p>The person: (1) does the right thing even under challenging circumstances The person: (1) does the right thing even under challenging circumstances, (2) is honest OR has strong principles The person: (1) does the right thing even under challenging circumstances, is (2) honest, and (3) has strong principles</p>
<p>Teamwork Score: 64</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 indicates neither a positive nor a negative impact on performance.</p> <p>Occasionally cultivates relationships. Comfortable meeting new people and sensitive to how others feel. Interested in balancing relationship-building with work objectives and priorities.</p>	<p>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?</p> <p style="text-align: center;">★ ★ ★ ★ ★ 1 2 3 4 5</p> <p>No such experience. Example irrelevant. Moderately relevant example and moderately relevant role. Strong example and strong role.</p> <hr/> <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> <p style="text-align: center;">★ ★ ★ ★ ★ 1 2 3 4 5</p> <p>They describe their role in a way that does not show significance. Delegation tactics were not efficient or helpful. They describe their role in a way that doesn't show significance. Delegation tactics were efficient and helpful. They describe their role in a way that shows significance. Delegation tactics were efficient and helpful.</p>

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: 65</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 above average job performance.</p> <p>Exhibits past behaviors and achievements that are likely to result in above average job performance.</p>	<p>Describe how your past performance makes you a good candidate for this job.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  1 No examples or rationale given. </div> <div style="text-align: center;">  2 Weak connection between past and future. </div> <div style="text-align: center;">  3 Clear connection between past and future. </div> <div style="text-align: center;">  4 Clear connection between past and future. </div> <div style="text-align: center;">  5 Clear connection between past and future. </div> </div>

Detail

History Survey - Tenure

Score: 90



Description:

Evaluates a candidate's past employment history and related factors for indications of potentially low job tenure.

Interpretation:

The candidate's score indicates past behaviors that contribute to high job performance.

Exhibits behaviors likely to result in longer than average job tenure.

Interview Guide

What are some of the reasons you have left previous jobs?



1

Many different reasons. Blames employer.



2

Circumstances for leaving generally credible or somewhat outside control.



3



4

Reasonable rationale or circumstances clearly outside control.



5

What are some reasons you would leave a job after a short period of time?



1

Reasons do not seem justified or professional.
(OR)
Their reasoning is related to boredom and indecision.



2

Reasons seem justified but are more personally related not professional.



3



4

Reasons are focused on ethical reasons.
(OR)
Their definition of short period of time is equated to multiple years.



5

Go through the last few jobs you've had, what were the reasons for your departure?



1

Reasons demonstrate that they don't stay in a job long due to boredom, indecision, or unprofessional behavior.



2

Reasons are valid but are more personally related not professional.



3



4

Reasons are related to career growth, change in location, or end of contract (seasonal work).



5

What are some reasons you would stay with a job for a long time?



1

Candidate struggles to find appropriate reasoning for staying or explains that they don't plan to stay a long time with a job.



2

Candidate's reasoning to stay are focused on personal gain and not with the organization.



3



4

Candidate's reasoning to stay is a nice balance between personal focus and organizational focus.



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.

Detail	Interview Guide
<p>Empathy and Emotional Self-Control Score: 92</p> <p><i>Description:</i> 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><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>Tell me about a time you got upset at work. How did you handle/deal with your emotions?</p> <p style="text-align: center;">★ ★ ★ ★ ★ 1 2 3 4 5</p> <p>They had an inappropriate response or placed blame. They (1) had an appropriate response (2) took responsibility but were unable to make the bad situation better. They (1) had an appropriate response (2) took responsibility and (3) worked to make the bad situation better.</p> <hr/> <p>Describe a time when a coworker or customer was upset. How did you react?</p> <p style="text-align: center;">★ ★ ★ ★ ★ 1 2 3 4 5</p> <p>Candidate was unprofessional. Didn't demonstrate sympathy or see the other person's point of view. Candidate was professional and demonstrated sympathy, but was unable to see the other person's point of view. The candidate remained calm & professional and demonstrated sympathy by seeing the other person's point of view.</p>

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
<p>Please write an essay describing the HR Avatar essay feature.</p>	<p>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.</p> <p>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.</p>

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

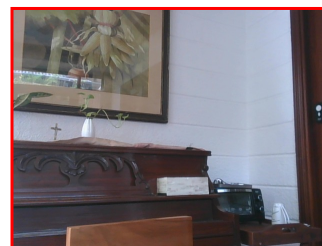
- Percent match among processed faces	100%
- Total images processed	17
- Total images with valid faces	14 (82%)
- Total pairs of faces compared	13
- Pairs in which faces matched	13 (100%)



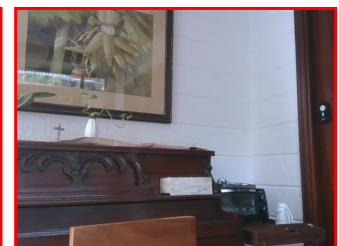
Pre/Post-Test Photo



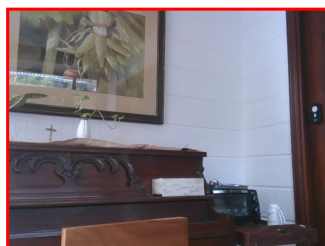
ID Photo



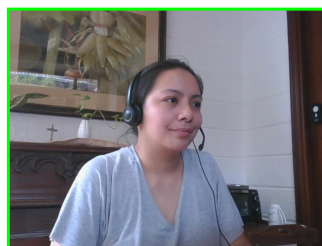
In-Test Error Detected (No Face Detected)



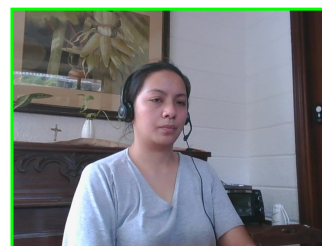
In-Test Error Detected (No Face Detected)



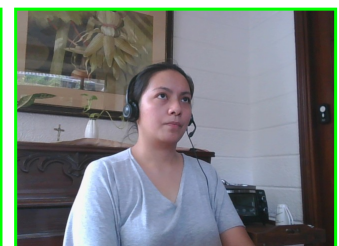
In-Test Error Detected (No Face Detected)



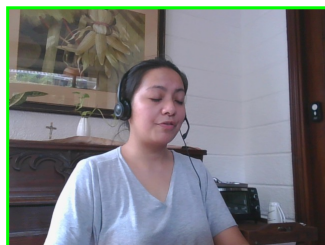
In-Test Photo



In-Test Photo



In-Test Photo



In-Test Photo



Pre/Post-Test Photo

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	High School
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: 43-4051.00
- O*Net Version: 26.3
- Sim ID: 9302-3, Key: 0-0, Rpt: 13, Prd: 3670, Created: 2023-09-23 09:57 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	97.0795	Z-Statistic	2.1386	6.1832
Analytical Thinking_suppcs	63.8755	Z-Statistic	-0.0750	18.2951
Attention to Detail_suppcs	67.3295	Z-Statistic	0.1553	18.2951
Customer Service Fundamentals	66.7697	Z-Statistic	0.1180	14.6361
Drive	68.8774	Z-Statistic	0.2585	6.5234
Integrity	10.0000	Z-Statistic	-3.6667	7.0436
Empathy and Emotional Self-Control	92.6678	Z-Statistic	1.8445	7.3180
Teamwork	64.3641	Z-Statistic	-0.0424	7.0236
Writing	64.0466	Z-Statistic	-0.0636	0.0457
History Survey - Performance	65.7848	Z-Statistic	0.0523	7.3180
History Survey - Tenure	90.8151	Z-Statistic	1.7210	7.3180
Weighted Average of Competency Z-Scores:				0.1845
Mean applied to Raw Weighted Avg:				0.0000
Standard Deviation applied to Raw Weighted Avg:				1.0000
Normalized Raw Score:				0.1845
Mean:				65.0000
Standard Deviation Used:				15.0000
Final Overall Score:				67.7682

Notes

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