

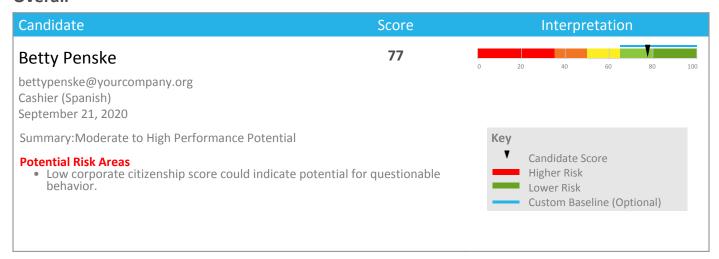
Candidate: Betty Penske
Assessment: Cashier (Spanish)
Completed: September 21, 2020
Prepared for: Susan Bookman



Test Results and Interview Guide

The Cashier (Spanish) assessment measures key factors related to high performance and tenure in this job. Attribute types measured include cognitive ability, skills, knowledge, personality characteristics, emotional intelligence, and past behavioral history. This report includes a one page summary, followed by detailed results with an embedded interview guide. Note that these results should always be used as a part of a balanced candidate selection process that includes independent evaluation steps, such as interviews and reference checks.

Overall



Competency Summary





Comparison

Percentile scores indicate how the candidate compares to other test-takers within various groups. The candidate scored equal to or better than the fraction of test-takers indicated by the percentile.

Test-Taker Group	Percentile	0	10	20	30	40	50	60	70	80	90	100
Global	77th											
United States	64th								İ	i	i	
HR Avatar Data	71st										1	



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 represented higher expected job performance. However, for some jurisdictions, either extreme low or extreme high scores indicate a risk of lower performance. Refer to the interpretation of each competence section 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 are measured by 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: Cashier (Spanish)

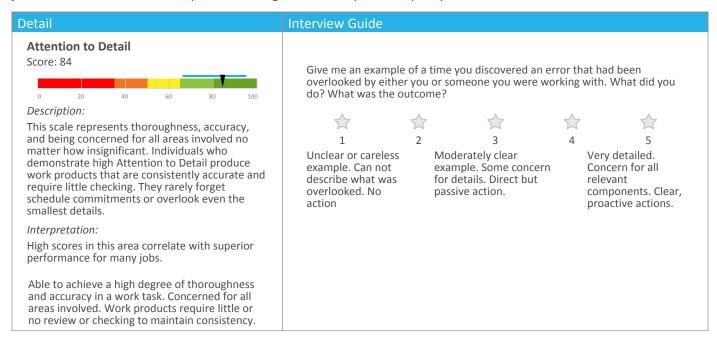
Authorized: September 21, 2020, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz

Started: September 20, 2020 at 9:30:45 PM EST Completed: September 20, 2020 at 9:30:45 PM EST

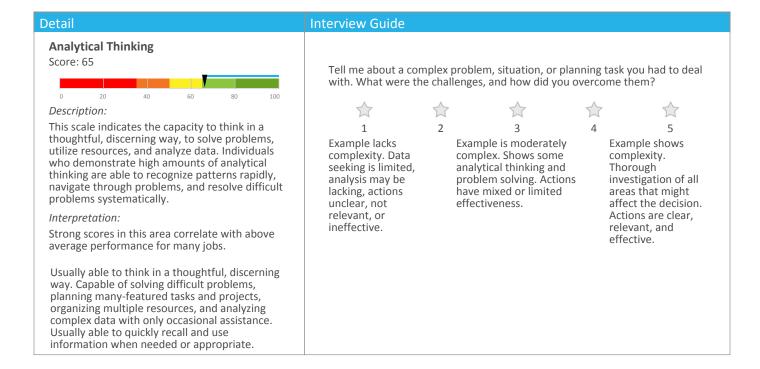
Overall Score: 77

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.

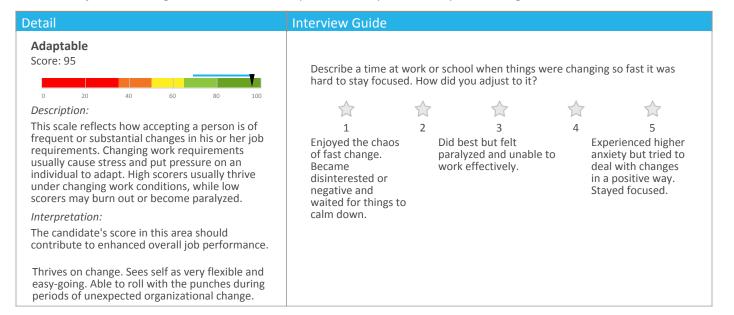






Personality Characteristics Detail

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





Detail **Interview Guide Seeks Perfection** Score: 71 Can you describe time when you were trying to finish a project or task but your boss made you stop before you felt it was ready? 20 Description: This scale indicates a person's desire for 5 1 3 accuracy. People with high perfection scores are Frequently cut Sometimes cut short but Rarely cut off committed to meeting or exceeding standards short by boss not often. because you have a for quality and take pride in the accuracy of their because standards good sense of what work. People with too little perfectionism may are too high. is good enough. be sloppy and unconcerned with quality. Interpretation: The candidate's score in this area should contribute to enhanced overall job performance. Seeks the highest possible quality in almost every task. Willing to put in extra effort or resources to ensure a task is done correctly. Takes pride in producing work that is virtually perfect every time. **Corporate Citizenship** Score: 10 How do you feel about being part of an organization? Do you think most organizations have their employees' best interests at heart or do you have to always watch out for yourself? 20 40 60 Description: W This scale indicates the degree to which an individual's behavior embraces the spirit of an 1 3 5 organization's mission, objectives, and strategy. Distrusts **Embraces** High scorers project an attitude characterized by

Interpretation:

The candidate's score in this area indicates risk of a negative impact on performance for some jobs. Additional probing is strongly recommended.

cooperation, trust, and openness. Low scorers

They may withhold information, display hostility,

often question the motives behind decisions.

be defensive, or do just enough to get by.

Distrusts the organization and management. Frequently assumes new ideas or changes will have a negative individual impact. Can be defensive about his or her own work, or show hostility toward management or company policies.



for self.

Supports organization but is wary of being taken advantage of.

organizational membership. Believes in organizational

mission.



Detail

Competitive Score: 98 20

Description:

This scale indicates the degree to which an individual is driven by a desire to impress their leaders and exceed their peers. Being competitive can either be damaging or useful, depending on the job. Competitive people spend much of their time thinking about themselves and the impact decisions may have on them, and their actions are often guided by these thoughts, which can either provide the drive needed to achieve a goal, or can damage the ability of a team to work together. In general, high scorers perform well in sales and related jobs.

Interpretation:

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

Highly motivated by challenging goals, financial rewards, and / or recognition, and willing to work very hard to succeed. Very focused on personal achievement.

Interview Guide

Describe a time when you had to place accomplishing your objectives above supporting your team. Why do you think it was justified?



Justified for selfish or personal reasons. Shows little remorse for failing to support team.



3 Shows remorse and feels action was a mistake.

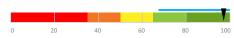


Clearly justified or was forced to do so by superiors. Strongly regrets and wishes could change.

5

Develops Relationships

Score: 97



Description:

This scale indicates a person's desire to cultivate relationships. High scorers seek opportunities to meet new people and get to know them well enough to form a lasting relationship. Low scorers tend to minimize interacting with people they don't know.

Interpretation:

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

Actively cultivates and maintain relationships. Able to quickly establish rapport with new acquaintances and accurately sense others' feelings. Maintains a broad social network and uses it to achieve work objectives.

Can you describe a time when you had to choose between getting the job done or preserving a relationship with a friend or co-worker?



Places relationship

objectives in all or

above the work

most cases.





between work and

balances well.







the job done but relationships, but usually makes an effort not to hurt relationships.



Detail **Interview Guide Enjoys Problem-Solving** Score: 96 Describe some of the biggest on-the-job problems you have faced. How did you overcome them? How did you know they were solved? 20 Description: This scales represents a person's willingness to 3 5 deal with complicated problems on a frequent or Problems poorly Moderately complex Described one or recurring basis. People with high scores prefer described and problems. Simple or more complex jobs that require mental challenge. Individuals actions taken obvious actions taken. problems. Actions with low scores may be intimidated when faced unclear. taken are clear and with complex or even simple issues on a regular relevant. basis. When jobs are routine or repetitive, people with low scores are usually a better fit. Interpretation: The candidate's score in this area should contribute to enhanced overall job performance. Likes to analyze and formulate solutions to problems as a part of his or her daily work. Confidently accepts mental challenges. Optimistic that most problems can be resolved with effort and application. **Expressive and Outgoing** Score: 74 Can you describe a time when you are worried about you or are you outstretched during a discussion among your friends or co-workers? 20 Description: There are many jobs that require outgoing 1 3 personalities, such as selling, management, Frequently worries Occasionally worries but Rarely worries public relations, or jobs that require positive because it always not very often. because it knows public contact. People who score high on seems to be the when to back off expressiveness label themselves as outgoing and most active. beforehand. have many social contacts. Low scores indicate the person may not have the interest or willingness to assert themselves in social settings. Interpretation: The candidate's score in this area should contribute to enhanced overall job performance. Likes to speak up in group meetings to insert or

advocate new ideas. Enjoys asserting his or her

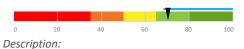
own ideas among others.



Detail

Innovative and Creative

Score: 70



This scale indicates the degree to which the person considers themselves capable of formulating original approaches to problems and other work challenges. Individuals who score high on this scale are comfortable with jobs that require them to analyze situations and/or data, and use their imagination to identify alternative approaches to evaluate each to select the most effective solution. Lower scoring individuals prefer to follow a more cookie-cutter or predefined approach to dealing with a specific problem. When organizations expect their

Interpretation:

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

people to continually generate new and better ways of producing work, it is a good idea to hire

Sees him or herself as moderately creative. Capable of generating novel or original solutions to issues or problems with a small amount of prompting. Confident in the use of his or her

Interview Guide

What is the most creative solution you have ever come up with? What were the circumstances, and why do you think it was creative?











Idea does not demonstrate

creativity or is it related to the problem. No problem described. Moderately creative idea or only partially related to problem.

Both problem and use of creativity well described and related to one another.

imagination.

Exhibits a Positive Work Attitude

people who share this interest.

Score: 64



Description:

For some people, work is a second-place activity. That is, given a decision to take either personal time or go to work, low scorers will choose time off. Low job priority could indicate a 9 to 5 mentality.

Interpretation:

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

Dedicates to medium level of effort to his or her work but is willing to allocate extra effort when asked and rewarded for doing so. Typically neutral regarding job satisfaction and / or enjoyment. Usually trusts management, but can become skeptical when prompted by unexpected circumstances.

How do you feel having a regular job and going to work? Is it something you enjoy? Why or why not?



Views work as a

only. Does not

enjoy. Does not

care about

professional

reputation.

means of income







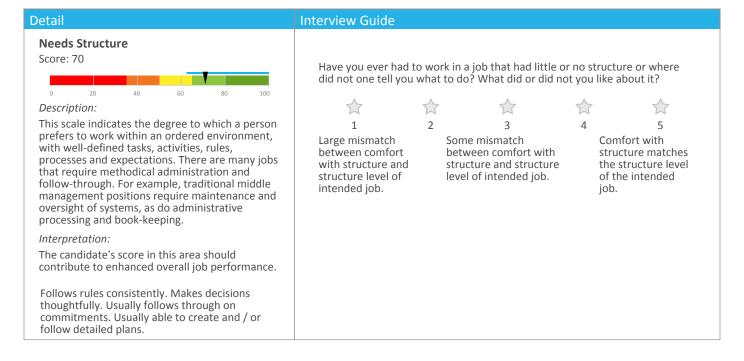




Likes work but does not really enjoy it. Balances priority and energy with other.

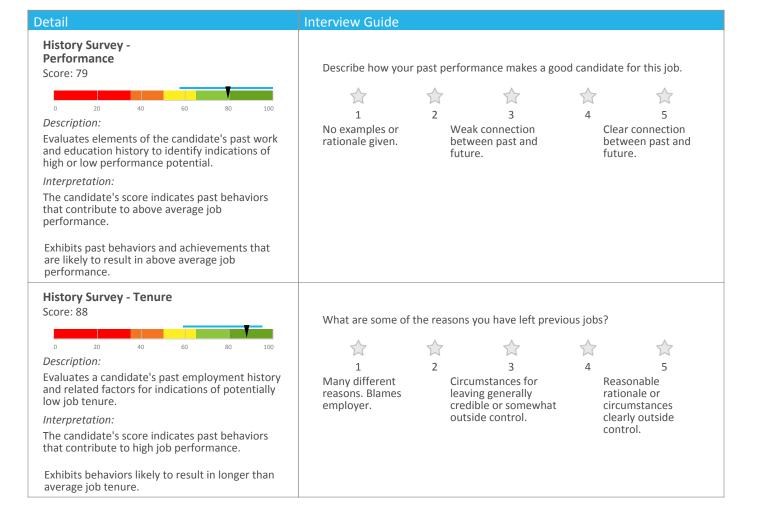
Consider working a key priority in life. Enjoys working and always applies best energy. Takes pride in work reputation.





Behavioral History Detail

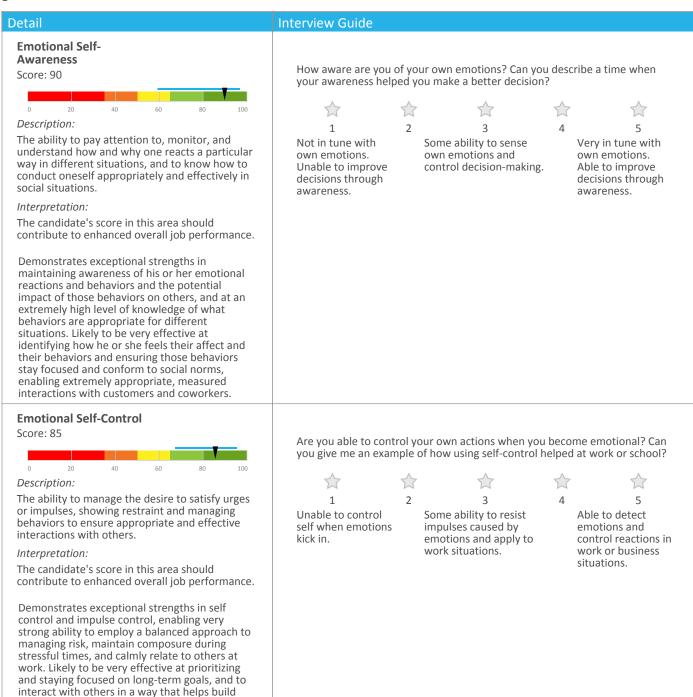
This section evaluates answers the candidate gave concerning his or her work-related history. Studies often show that a candidate's past behavior often indicates his or her future behavior. Potential caution areas (if any) are specified in each detail section.





Emotional Intelligence Detail

This section contains a list of emotional intelligence characteristics that indicate how tuned in a candidate is to his or her own emotions, and those of others, as well as the candidate's ability to control his or her behavior in light of the emotions he or she is experiencing. These traits can often impact performance in groups or teams. Sample interview questions are provided to gather more information.



lasting relationships.

Detail Empathy Score: 66 0 20 40 60 80 100

Description:

The ability to sense and understand other people's feelings, feel sympathy for others, and see things from other people's point of view.

Interpretation:

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

Demonstrates strengths in sensing the emotional needs of others, sympathizing with other people's problems, and seeing things from other people's point of view. Likely to be effective at demonstrating to customers or coworkers that they understand and care about them, resulting in improved customer loyalty, stronger work relationships, and reduced levels of conflict in the workplace.

Interview Guide

Are you good at relating to the feelings of others? Can you give me an example of how this helped you navigate to difficult situation at work or at school?



Not able to sense

Unable to provide

how others feel.

example.

2

3

Some ability to sense how others feel. Example shows some ability to use senses at work.



Able to relate to others and sense how they feel. Example shows can easily apply senses at work.

5



Identity Confirmation Photos

During the assessment the candidate was asked to photograph himself or herself for identity confirmation purposes. These photos and any analysis conducted are provided below.

Photo Analysis Results	
- Risk:	Medium risk of cheating based on image inconsistencies
- Valid Images Captured:	5
- Images used for Facial Comparison:	4
- Image Timeouts (no image captured):	1
- Unannounced Images Captured:	2
- Facial Comparison Average Match:	99%
- Matches:	6 strong vs 0 weak matches
- Detected Emotions:	Calm, Happy



Candidate Image Capture April 19, 2018 8:40:25 AM BNT



Candidate ID Card April 19, 2018 8:42:45 AM BNT



Un-announced Candidate Image Capture April 19, 2018 8:44:27 AM BNT



Un-announced Candidate Image Capture April 19, 2018 8:45:24 AM BNT



Candidate Image Capture April 19, 2018 8:46:42 AM BNT Timeout



Top Job Title Matches

The candidate also completed an interest/experience survey. The results from this survey were used in conjunction with the competency scores in this assessment to generate a report of jobs that best match this candidate's unique blend of abilities, interests, education, and experience. The results are summarized in the table below. These results were used to prepare a separate report that was sent to the candidate.

Rank	Job Title	Interests Match	Competencies Match	Education and Experience Match	Overall Match
1	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	72%	86%	99%	Strong
2	Waiters and Waitresse	69%	83%	71%	Medium
3	Stock Clerks, Sales Floor	69%	83%	72%	Medium
4	Counter and Rental Clerk	67%	86%	72%	Medium
5	Ushers, Lobby Attendants, and Ticket Taker	67%	83%	72%	Medium
6	Combined Food Preparation and Serving Workers, Including Fast Food	69%	88%	58%	Medium
7	Cooks, Fast Food	69%	86%	59%	Medium
8	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	68%	82%	69%	Medium

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



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.
- For non-linear competencies, scores in the middle are more desirable. For these scales a score between 50 and 80 (dark green) represents scores that are within 1 standard deviation of the mean, scores between 80 and 95 and scores between 35 and 50 (yellow) represent scores that are 1 to 2 standard deviations above or below the mean, and scores above 95 or below 35 (red) represent scores that are more than 2 standard deviations above or 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: 41-2011.00
- O*Net Version: 24.0
- Sim ID: 934-4, Key: 0-0, Rpt: 13, Prd: 394, Created: 2020-09-21 02:30 GMT
- 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 (%)
Adaptable	95.7928	Z-Statistic	2.0529	3.8158
Attention to Detail	84.4832	Z-Statistic	1.2989	19.4381
Emotional Self- Awareness	90.1140	Z-Statistic	1.6743	3.7000
Emotional Self-Control	85.3252	Z-Statistic	1.3550	3.7000
Seeks Perfection	71.6423	Z-Statistic	0.4428	3.9094
Corporate Citizenship	10.0000	Z-Statistic	-3.6667	3.7842
Competitive	98.4771	Z-Statistic	2.2318	3.1235
Develops Relationships	97.3381	Z-Statistic	2.1559	2.7081
Enjoys Problem-Solving	96.0942	Z-Statistic	2.0729	2.7549
Empathy	66.6549	Z-Statistic	0.1103	2.6728
History Survey - Performance	79.4922	Z-Statistic	0.9661	11.1698
History Survey - Tenure	88.2455	Z-Statistic	1.5497	11.1698
Expressive and Outgoing	74.1374	Z-Statistic	0.6092	2.0321
Innovative and Creative	70.4532	Z-Statistic	0.3635	1.8692
Exhibits a Positive Work Attitude	64.6957	Z-Statistic	-0.0203	3.8707
Analytical Thinking	65.8330	Z-Statistic	0.0555	16.3721
Needs Structure	70.8462	Z-Statistic	0.3897	3.9094
Weighted Average of Cor	npetency Z-Scores:			0.8333
Mean applied to Raw We		0.0000		
Standard Deviation appli		1.0000		
Normalized Raw Score:		0.8333		
Mean:		65.0000		
Standard Deviation Used		15.0000		
Final Overall Score:				77.5000



Notes

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