

Candidate: **Betty Penske**  
Assessment: Pre-Hire Personality Assessment (Customer Service Focus)  
Completed: February 9, 2023  
Prepared for: Susan Bookman  
HR Avatar Data Collection Account

## Test Results and Interview Guide

The Pre-Hire Personality Assessment (Customer Service Focus) 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
<b>Betty Penske</b> bettypenske@yourcompany.org Pre-Hire Personality Assessment (Customer Service Focus) February 9, 2023  The candidate's scores indicate moderate to high performance potential in most jobs. We recommend that this score be used in conjunction with a comprehensive process for evaluating potential performance, including the specific knowledge, skills, and abilities required for a particular job.  <b>Potential Risk Areas</b> <ul style="list-style-type: none"> <li>Low Integrity score could indicate potential issues with reliability.</li> </ul>	<b>67</b>	 <b>Key</b> ▼ Candidate Score Higher Risk Lower Risk Custom Baseline (Optional)

## Competency Summary

Competency	Score	Interpretation
<b>Personality Characteristics (relates to fit with the job/team environment)</b>		
Adaptability	77	
Customer Service Mindset	81	
Drive	67	
Integrity	10	
Teamwork	86	
<b>Emotional Intelligence (relates to situational judgment, performance and teamwork)</b>		
Empathy and Emotional Self-Control	82	

## 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 10 important personality factors that are related to success on the job. Scores are presented based on their potential impact on job performance.

Please note that personality tests, like this Attitudes, Interests, and Motivations survey ask the candidate to describe themselves. As a result, the results reflect how the candidate sees him or herself. In most cases, this equates to how the candidate actually behaves.


Remember also that scores on personality tests reflect behavioral tendencies and have no relationship with knowledge, skills or abilities.

## Detail























Candidate: **Betty Penske**, [bettypenske@yourcompany.org](mailto:bettypenske@yourcompany.org)  
 Assessment: Pre-Hire Personality Assessment (Customer Service Focus)  
 Authorized: February 9, 2023, by Susan Bookman, HR Avatar Data Collection Account, [sue.bookman@richardson.biz](mailto:sue.bookman@richardson.biz)  
 Started: February 9, 2023 at 12:17:55 AM EST  
 Completed: February 9, 2023 at 12:17:55 AM EST  
 Overall Score: 67

## 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
<p><b>Adaptability</b> Score: 77</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>Prefers a dynamic work environment. Able to remain focused and positive in times of significant workplace change. Fairly easy-going and relaxed. However, may appear uninterested under certain circumstances.</p>	<p>Would you rather work in a job where the work is predictable or one where activities are constantly changing? Why?</p> <p style="text-align: center;">★      ★      ★      ★      ★ 1      2      3      4      5</p> <p>Becomes paralyzed by change. Or disregards the change and continues same path.</p> <p>Ambivalent to change. Has sound reasoning for falling in the middle.</p> <p>Comfortable with change, though feels some stress or anxiety. Usually able to stay focused.</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>

Detail	Interview Guide																				
<p><b>Customer Service Mindset</b> Score: 81</p> <p><i>Description:</i> Individuals who score highly on this scale understand their job is not just to solve customer problems, but to create a delightful experience that fosters loyalty and long-term rapport. They see every call as an opportunity to create a positive experience and to earn each customer's loyalty.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Holds a strong desire to understand customer needs and do whatever it takes to resolve customer issues. Likely to deliver exceptional customer service that delights the customer, greatly improves customer satisfaction and customer relationships, and strengthens the reputation of the organization.</p>	<p>As you know, it can be difficult to keep customers happy and accomplish your objectives at the same time. Can you think of a time when you had to encourage a customer to do something they didn't want to do and you still managed to keep them happy?</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>Did not demonstrate empathy or encourage positive action.</td> <td></td> <td>Encouraged action but did not empathize.</td> <td></td> <td>Demonstrated both empathy and assertiveness to work with customer.</td> </tr> </table> <hr/> <p>What is your experience with multitasking? How were you able to handle doing multiple things at once?</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>Has no or minimal multitasking experience. Is unable to handle doing multiple things at once.</td> <td></td> <td>Has experience multitasking. Uses one effective skill to handle doing multiple things at once.</td> <td></td> <td>Has a lot of experience multitasking. Uses multiple effective skills to handle doing multiple things at once.</td> </tr> </table>	★ 1	★ 2	★ 3	★ 4	★ 5	Did not demonstrate empathy or encourage positive action.		Encouraged action but did not empathize.		Demonstrated both empathy and assertiveness to work with customer.	★ 1	★ 2	★ 3	★ 4	★ 5	Has no or minimal multitasking experience. Is unable to handle doing multiple things at once.		Has experience multitasking. Uses one effective skill to handle doing multiple things at once.		Has a lot of experience multitasking. Uses multiple effective skills to handle doing multiple things at once.
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<p><b>Drive</b> Score: 67</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>Tell me about a time when you went above and beyond the call of duty to achieve a difficult goal or challenge. What motivated you to put forth the extra effort?</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>Poor or weak example. No real extra effort.</td> <td></td> <td>Moderate example. Some extra effort evident.</td> <td></td> <td>Strong example. Clearly applied extra effort. Well organized in approach.</td> </tr> </table> <hr/> <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> <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>Description of challenge and how they cope shows that they struggle with complex tasks.</td> <td></td> <td>Describes a reasonable challenge. Shows ability to cope but doesn't demonstrate diligence.</td> <td></td> <td>Describes a reasonable challenge. Demonstrates effective coping skills that address using multiple resources to solve the challenge.</td> </tr> </table>	★ 1	★ 2	★ 3	★ 4	★ 5	Poor or weak example. No real extra effort.		Moderate example. Some extra effort evident.		Strong example. Clearly applied extra effort. Well organized in approach.	★ 1	★ 2	★ 3	★ 4	★ 5	Description of challenge and how they cope shows that they struggle with complex tasks.		Describes a reasonable challenge. Shows ability to cope but doesn't demonstrate diligence.		Describes a reasonable challenge. Demonstrates effective coping skills that address using multiple resources to solve the challenge.
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Detail	Interview Guide
<p><b>Integrity</b> 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 is more important: doing things right or meeting time commitments? Why?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  1 Shows willingness to cut corners. Would require heavy quality assurance.         </div> <div style="text-align: center;">  2 Some balance between quality and speed. Would require moderate quality assurance.         </div> <div style="text-align: center;">  3 Clear emphasis on doing things correctly the first time.         </div> <div style="text-align: center;">  4         </div> <div style="text-align: center;">  5         </div> </div> <hr/> <p>What kind of circumstance(s) would justify breaking an organizational rule?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  1 Answer shows that they are not concerned about ethics or organizational values/rules.         </div> <div style="text-align: center;">  2 Answer explains only situational circumstances but the ethics are questionable and could pose a threat to the organization.         </div> <div style="text-align: center;">  3 Answer explains only situational circumstances that fall under general ethical concerns and are of no threat to the organization. (OR) Explains that there are no circumstances.         </div> <div style="text-align: center;">  4         </div> <div style="text-align: center;">  5         </div> </div>
<p><b>Teamwork</b> Score: 86</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 and maintains relationships. Able to quickly establish rapport with new acquaintances and accurately sense others' feelings. Maintains positive relationships with colleagues and uses them to achieve work outcomes and meet goals.</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> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  1 No such experience. Example irrelevant.         </div> <div style="text-align: center;">  2 Moderately relevant example and moderately relevant role.         </div> <div style="text-align: center;">  3 Strong example and strong role.         </div> <div style="text-align: center;">  4         </div> <div style="text-align: center;">  5         </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: flex-start;"> <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         </div> <div style="text-align: center;">  5         </div> </div>

## 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><b>Empathy and Emotional Self-Control</b> Score: 82</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>Are you good at relating to the feelings of others? Can you give me an example of how this helped you navigate a difficult situation at work or at school?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  1 Not able to sense how others feel. Unable to provide example.         </div> <div style="text-align: center;">  2 Some ability to sense how others feel. Example shows some ability to use senses at work.         </div> <div style="text-align: center;">  3 Able to relate to others and sense how they feel. Example shows can easily apply senses at work.         </div> <div style="text-align: center;">  4         </div> <div style="text-align: center;">  5         </div> </div> <hr style="border: 1px solid black;"/> <p>Tell me about a time you got upset at work. How did you handle/deal with your emotions?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  1 They had an inappropriate response or placed blame.         </div> <div style="text-align: center;">  2 They (1) had an appropriate response (2) took responsibility but were unable to make the bad situation better.         </div> <div style="text-align: center;">  3 They (1) had an appropriate response (2) took responsibility and (3) worked to make the bad situation better.         </div> <div style="text-align: center;">  4         </div> <div style="text-align: center;">  5         </div> </div>

## Identity Confirmation Photos

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

### Photo Analysis Results

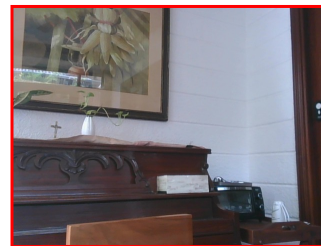
- Risk:	Medium risk of cheating based on image inconsistencies
- Percent match among processed faces	100%
- Total images processed	17
- Total images with valid faces	14 (82%)
- Total pairs of faces compared	13
- Pairs in which faces matched	13 (100%)



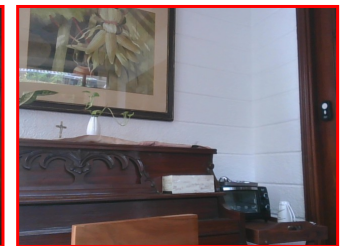
Pre/Post-Test Photo



ID Photo



In-Test Error Detected (No Face Detected)



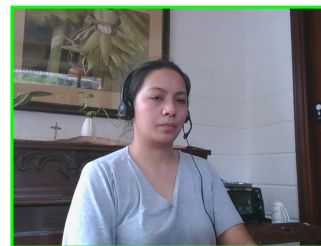
In-Test Error Detected (No Face Detected)



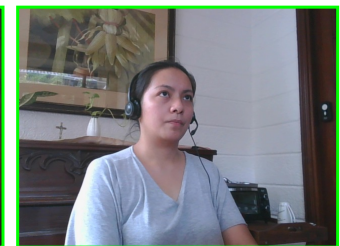
In-Test Error Detected (No Face Detected)



In-Test Photo



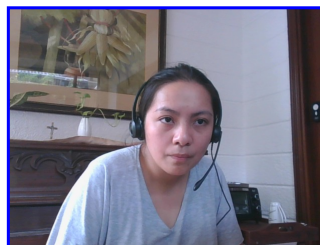
In-Test Photo



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](http://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.
- Sim ID: 10241-4, Key: 0-0, Rpt: 16, Prd: 4147, Created: 2023-02-09 05:17 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	77.5473	Z-Statistic	0.8365	16.6667
Customer Service Mindset	81.4603	Z-Statistic	1.0974	16.6667
Drive	67.7170	Z-Statistic	0.1811	16.6667
Empathy and Emotional Self-Control	82.7171	Z-Statistic	1.1811	16.6667
Integrity	10.0000	Z-Statistic	-3.6667	16.6667
Teamwork	86.7566	Z-Statistic	1.4504	16.6667

Weighted Average of Competency Z-Scores:	0.1800
Mean applied to Raw Weighted Avg:	0.0000
Standard Deviation applied to Raw Weighted Avg:	1.0000
Normalized Raw Score:	0.1800
Mean:	65.0000
Standard Deviation Used:	15.0000
Final Overall Score:	67.6997

## Notes

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