

Candidate: **Betty Penske**  
Assessment: Pre-Hire Personality - Production and Technician (Russian)  
Completed: February 24, 2024  
Prepared for: Susan Bookman  
HR Avatar Data Collection Account

# Test Results and Interview Guide

The Pre-Hire Personality - Production and Technician (Russian) 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 - Production and Technician (Russian) February 24, 2024  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 corporate citizenship score could indicate potential for questionable behavior.</li> </ul>	69	 <b>Key</b> <ul style="list-style-type: none"> <li>▼ Candidate Score</li> <li>Higher Risk</li> <li>Lower Risk</li> <li>Custom Baseline (Optional)</li> </ul>

## Competency Summary

Competency	Score	Interpretation
<b>Personality Characteristics (relates to fit with the job/team environment)</b>		
Adaptable	98	
Competitive	88	
Corporate Citizenship	10	
Develops Relationships	66	
Enjoys Problem-Solving	70	
Exhibits a Positive Work Attitude	88	
Needs Structure	70	
Seeks Perfection	63	

## 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	69th												
United States	57th												
HR Avatar Data	63rd												

## 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  
 Assessment: Pre-Hire Personality - Production and Technician (Russian)  
 February 24, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz  
 Authorized:  
 Started: February 24, 2024, 1:44:58 AM EST  
 Completed: February 24, 2024, 1:44:58 AM EST  
 Overall Score: 69



## 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>Adaptable</b> Score: 98</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.</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. Able to roll with the punches during periods of unexpected organizational change.</p>	<p>Would you rather work in a job where the work predictable or one where activities are constantly changing? Why?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1 Becomes paralyzed by change. Or disregards the change and continues same path.</div> <div style="text-align: center;">★ 2 Resistant and fearful of change, or appears to live for change.</div> <div style="text-align: center;">★ 3</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5 Comfortable with change, though feels some stress or anxiety. Usually able to stay focused.</div> </div>

Detail	Interview Guide
<p><b>Competitive</b> Score: 88</p> <p><i>Description:</i> This scale indicates the degree to which an individual is driven by a desire to achieve objectives and 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>Highly motivated by challenging goals, financial rewards, and/or recognition, and willing to work very hard to succeed. Very focused on personal achievement.</p>	<p>Would you describe yourself as competitive? Can you give me an example?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  1 Non-competitive example, or doesn't show any consideration for others.         </div> <div style="text-align: center;">  2  </div> <div style="text-align: center;">  3 Example unclear. Doesn't address impact on others.         </div> <div style="text-align: center;">  4  </div> <div style="text-align: center;">  5 Competitive, but shows consideration of others.         </div> </div>
<p><b>Corporate Citizenship</b> Score: 10</p> <p><i>Description:</i> This scale indicates the degree to which an individual's behavior embraces the spirit of an organization's mission, objectives, and strategy. High scorers project an attitude characterized by cooperation, trust, and openness. Low scorers often question the motives behind decisions. They may withhold information, display hostility, be defensive, or do just enough to get by.</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.</p>	<p>How do you feel about being part of an organization? Do you think most organizations have their employees best interest at heart or do you have to always watch out for yourself?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  1 Distrusts organizational motives. Feels the need to look out for self.         </div> <div style="text-align: center;">  2  </div> <div style="text-align: center;">  3 Supports organization but is wary of being taken advantage of.         </div> <div style="text-align: center;">  4  </div> <div style="text-align: center;">  5 Embraces organizational membership. Believes in organizational mission.         </div> </div>

Detail	Interview Guide
<p><b>Develops Relationships</b> Score: 66</p> <p><i>Description:</i> 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.</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. Maintains a broad social network, and uses it to achieve work objectives.</p>	<p>Describe your ideal job. Would it include working closely with others or would you prefer working mostly by yourself?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1 Prefers to work alone.</div> <div style="text-align: center;">★ 2 Cultivates relationships when opportunity arises.</div> <div style="text-align: center;">★ 3 Enjoys cultivating relationships.</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div>
<p><b>Enjoys Problem-Solving</b> Score: 70</p> <p><i>Description:</i> This scales represents a person's willingness to deal with complicated problems on a frequent or recurring basis. People with high scores prefer jobs that require mental challenge. Individuals with low scores may be intimidated when faced with complex or even simple issues on a regular basis. When jobs are routine or repetitive, people with low scores are usually a better fit.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Usually willing to analyze and formulate solutions to complex problems. Fairly confident in own ability to develop effective solutions. Sees frequent problem-solving as a core part of his or her job description, though may requires prompting to take on a particularly difficult issue.</p>	<p>Describe some of the biggest on-the-job problems you have faced? How did you overcome them? How did you know they were solved?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1 Problems poorly described and actions taken unclear.</div> <div style="text-align: center;">★ 2 Moderately complex problems. Simple or obvious actions taken.</div> <div style="text-align: center;">★ 3 Described one or more complex problems. Actions taken are clear and relevant.</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div>

Detail	Interview Guide
<p><b>Exhibits a Positive Work Attitude</b> Score: 88</p>  <p><i>Description:</i> 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. Sample item: It is OK to take long lunches and breaks if you are underpaid.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Expects to receive both financial and personal rewards in exchange for applying his or her best energies to the job. Enjoys working. Trusts the organization to help career.</p>	<p>How do you feel having a regular job and going to work? Is it something you enjoy? Why or why not?</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> <p>Views work as a means of income only. Does not enjoy. Does not care about professional reputation.</p> <p>Likes work but doesn't truly enjoy it. Balances priority and energy with other obligations.</p> <p>Considers work a key priority in life. Enjoys working and always applies best energy. Takes pride in work reputation.</p>
<p><b>Needs Structure</b> Score: 70</p>  <p><i>Description:</i> This scale indicates the degree to which a person prefers to work within an ordered environment, with well-defined tasks, activities, rules, processes and expectations. It also reflects the general thoroughness and care applied by the candidate when performing work tasks.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Follows rules consistently. Makes decisions thoughtfully. Usually follows through on commitments. Usually able to create and/or follow detailed plans.</p>	<p>What kind of job would you prefer: one in which you know exactly what you need to do each day, or one in which you start each day with a blank slate and have to decide what to do based on circumstances? Why?</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> <p>Prefers a dynamic, changing work environment.</p> <p>Equally comfortable with well-defined and dynamic work environments.</p> <p>Clear preference for defined tasks and activities.</p>

Detail	Interview Guide
<p><b>Seeks Perfection</b> Score: 63</p>  <p><i>Description:</i> This scale indicates a person's desire for accuracy. People with high perfection scores are committed to meeting or exceeding standards for quality and take pride in the accuracy of their work. People with too little perfectionism may be sloppy and unconcerned with quality.</p> <p><i>Interpretation:</i> The candidate's score in this area indicates neither a positive nor a negative impact on performance.</p> <p>Maintains high standards of quality but understands the need to work within schedule and resource constraints. While willing to compromise in order to balance these constraints, almost never allows quality to fall below an acceptable level.</p>	<p>When you perform a task, how do you decide when it's good enough to consider it completed or 'ready' for the customer?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  1 No emphasis on quality.         </div> <div style="text-align: center;">  2 Balances quality with other constraints.         </div> <div style="text-align: center;">  3 Balances quality with other constraints.         </div> <div style="text-align: center;">  4 Balances quality with other constraints.         </div> <div style="text-align: center;">  5 Insists on a high degree of quality before releasing work.         </div> </div>

## Identity Confirmation Photos

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

### Photo Analysis Results

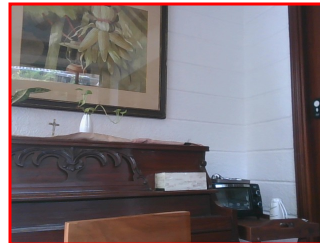
- Risk:	Medium risk of cheating based on image inconsistencies
- Percent match among processed faces	100%
- Total images processed	17
- Total images with valid faces	14 (82%)
- Total pairs of faces compared	13
- Pairs in which faces matched	13 (100%)



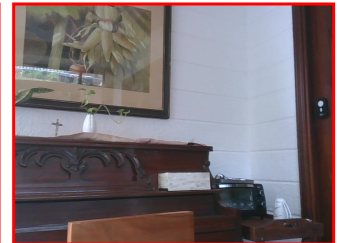
*Pre/Post-Test Photo*



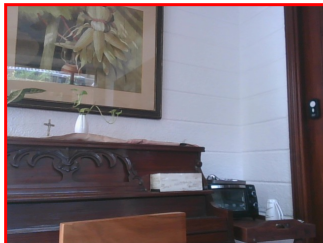
*ID Photo*



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



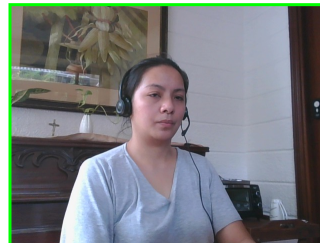
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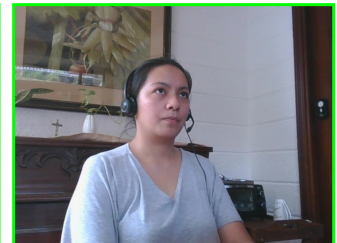
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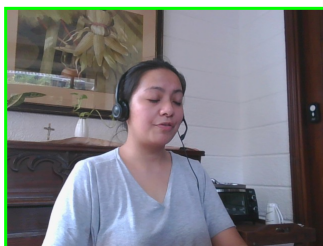
*In-Test Photo*



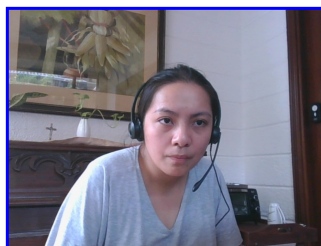
*In-Test Photo*



*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: 11138-1, Key: 0-0, Rpt: 16, Prd: 4415, Created: 2024-02-24 06:45 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 (%)
Adaptable	98.9154	Z-Statistic	2.2610	12.8931
Competitive	88.9768	Z-Statistic	1.5985	12.6572
Corporate Citizenship	10.0000	Z-Statistic	-3.6667	13.6792
Develops Relationships	66.8491	Z-Statistic	0.1233	8.8836
Enjoys Problem-Solving	70.4209	Z-Statistic	0.3614	6.2893
Exhibits a Positive Work Attitude	88.1965	Z-Statistic	1.5464	14.3082
Needs Structure	70.6318	Z-Statistic	0.3755	14.4654
Seeks Perfection	63.2527	Z-Statistic	-0.1165	16.8239

Weighted Average of Competency Z-Scores:	0.2819
Mean applied to Raw Weighted Avg:	0.0000
Standard Deviation applied to Raw Weighted Avg:	1.0000
Normalized Raw Score:	0.2819
Mean:	65.0000
Standard Deviation Used:	15.0000
Final Overall Score:	69.2289

## **Notes**

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