

Candidate: **Ben Penske**  
Assessment: Executive Secretary / Administrative Assistant  
Completed: February 23, 2018  
Prepared for: Susan Bookman



# Test Results and Interview Guide

The Executive Secretary / Administrative Assistant 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

Candidate	Score	Interpretation
<b>Ben Penske</b> benske@anywhere.com Executive Secretary / Administrative Assistant February 23, 2018  Summary: High Performance Potential  <b>Potential Risk Areas</b> <ul style="list-style-type: none"> <li>Low corporate citizenship score could indicate potential for questionable behavior.</li> </ul>	<b>100</b>	 0 20 40 60 80 100
		<b>Key</b> ▼ Candidate Score Higher Risk Lower Risk Custom Baseline (Optional)

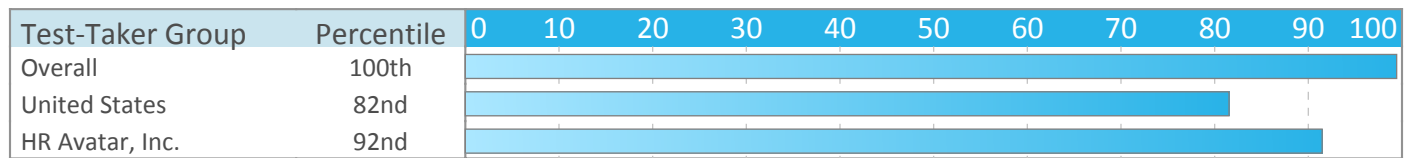
## Competency Summary

Competency	Score	Interpretation
<b>Cognitive Abilities (relates to job performance, problem-solving, ability to learn, etc.)</b>		
Analytical Thinking	87	
Attention to Detail	76	
Multitasking	83	
<b>Skills/Knowledge (relates to immediate readiness)</b>		
Data Entry	85	
Typing Speed & Accuracy	67	
Writing	85	
<b>Personality Characteristics (relates to fit with the job/team environment)</b>		
Adaptable	67	
Competitive	85	
Corporate Citizenship	10	
Develops Relationships	49	
Enjoys Problem-Solving	58	
Exhibits a Positive Work Attitude	93	
Expressive and Outgoing	62	
Innovative and Creative	80	
Needs Structure	62	
Seeks Perfection	55	
<b>Behavioral History (relates to performance and turnover)</b>		
History Survey - Performance	98	
History Survey - Tenure	89	
<b>Emotional IQ (relates to situational judgment, performance and teamwork)</b>		
Emotional Self-Awareness	59	
Emotional Self-Control	66	
Empathy	74	

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.



## 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: **Ben Penske**, benske@anywhere.com  
 Assessment: Executive Secretary / Administrative Assistant  
 Authorized: February 23, 2018, by Susan Bookman, HR Avatar, Inc., sue.bookman@richardson.biz  
 Started: February 22, 2018 9:36:57 PM EST  
 Completed: February 22, 2018 9:36:57 PM EST  
 Overall Score: 100

## 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><b>Analytical Thinking</b> Score: 87</p>  <p><i>Interpretation:</i> High scores in this area correlate with superior performance for many jobs.</p> <p>Able to think in a thoughtful, discerning way. Can often solve difficult problems, plan many-featured tasks and projects, organize multiple resources, and analyze complex data. Able to quickly recall and use information when needed or appropriate.</p>	<p>Tell me about a complex problem, situation, or planning task you had to deal with. What were the challenges, and how did you overcome them?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  1 Example lacks complexity. Data seeking is limited, analysis may be lacking, actions unclear, not relevant, or ineffective.                 </div> <div style="text-align: center;">  2 Example is moderately complex. Shows some analytical thinking and problem solving. Actions have mixed or limited effectiveness.                 </div> <div style="text-align: center;">  3 Example shows complexity. Thorough investigation of all areas that might affect the decision. Actions are clear, relevant, and effective.                 </div> <div style="text-align: center;">  4                 </div> <div style="text-align: center;">  5                 </div> </div>

Detail	Interview Guide
<p><b>Attention to Detail</b> Score: 76</p>  <p><i>Interpretation:</i> Strong scores in this area correlate with above average performance for many jobs.</p> <p>Usually able to achieve a high degree of thoroughness and accuracy in a work task. Concerned for most areas involved. Requires only occasional oversight and checking.</p>	<p>Give me an example of a time you discovered an error that had been overlooked by either you or someone you were working with. What did you do? What was the outcome?</p> <p style="text-align: center;">★      ★      ★      ★      ★ 1      2      3      4      5</p> <p>Unclear or careless example. Can't describe what was overlooked. No action.</p> <p>Moderately clear example. Some concern for details. Direct but passive action.</p> <p>Very detailed. Concern for all relevant components. Clear, proactive actions.</p>
<p><b>Multitasking</b> Score: 83</p>  <p><i>Interpretation:</i> High scores in this area correlate with superior performance for many jobs.</p> <p>Exhibits a high capacity to change between areas of mental focus without sacrificing responsiveness, quality and attention to detail.</p>	<p>Tell me about a time when you had a large number of things going on at the same time, and you needed to quickly shift your attention between them.</p> <p style="text-align: center;">★      ★      ★      ★      ★ 1      2      3      4      5</p> <p>Unable to shift focus effectively. Became frustrated or had to slow down.</p> <p>Some ability to juggle between activities.</p> <p>Managed multiple independent activities effectively</p>

## Knowledge and Skills Detail



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




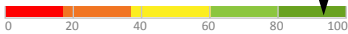
Detail	Interview Guide
<p><b>Data Entry</b> Score: 85</p>  <p><i>Interpretation:</i> Candidate should achieve superior job performance in this area with little or no training.</p> <p>Consistently enters data into computer forms reliably and accurately. Rarely makes mistakes or errors.</p>	<p>How do you typically ensure that you enter data correctly into web or computer-based forms?</p> <p style="text-align: center;">★      ★      ★      ★      ★ 1      2      3      4      5</p> <p>Does not check work carefully. Unable to answer question.</p> <p>Occasional spot checking of work with limited structure.</p> <p>Indicates care and frequent checking of work. May have an informal process.</p>
<p><b>Typing Speed &amp; Accuracy</b> Score: 67</p>  <p><i>Interpretation:</i> Candidate should achieve above average job performance in this area with little or no training.</p> <p>Above average. Types information quickly and accurately compared to peers. Submitted work typically requires only light review prior to sending to end users or customers.</p> <ul style="list-style-type: none"> <li>• Speed: 60 Words/Min</li> <li>• Accuracy-Adjusted Speed: 50 Words/Min</li> <li>• Accuracy: 85%</li> </ul>	<p>Can you tell me about a time when your ability to type quickly and accurately helped you achieve a goal or objective?</p> <p style="text-align: center;">★      ★      ★      ★      ★ 1      2      3      4      5</p> <p>Typing or data entry is not relevant to example.</p> <p>Example is somewhat related to typing or data entry speed and accuracy.</p> <p>Example demonstrates fast and accurate data entry or typing under pressure.</p>





Detail	Interview Guide
<p><b>Writing</b> Score: 85</p>  <p><i>Interpretation:</i> Superior writing skills can positively impact performance in many jobs.</p> <p>Significantly above average. Conveys ideas accurately in a clear, concise and succinct format. See writing sample section of report for raw essay(s) submitted.</p> <ul style="list-style-type: none"> <li>Raw computed score: 80</li> <li>Computed score confidence: 75</li> </ul> <p>Please see below to view the essay submitted.</p>	<p>Are you comfortable when you need to express yourself through writing? Do you feel confident you can get the right message across?</p> <p style="text-align: center;">★                      ★                      ★                      ★                      ★</p> <p style="text-align: center;">1                      2                      3                      4                      5</p> <p>Not confident in own writing ability. Prefers speaking.                      Somewhat confident in own writing ability. Writes frequently.                      Very confident in ability to write. Has received compliments on clarity of written correspondences.</p>

## Personality Characteristics Detail

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

Detail	Interview Guide
<p><b>Adaptable</b> Score: 67</p>  <p><i>Interpretation:</i> The candidate's score in this area indicates neither a positive nor a negative impact on 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>Describe a time at work or school when things were changing so fast it was hard to stay focused. How did you adjust to it?</p> <p style="text-align: center;">★                      ★                      ★                      ★                      ★</p> <p style="text-align: center;">1                      2                      3                      4                      5</p> <p>Enjoyed the chaos of fast change. Became disinterested or negative and waited for things to calm down.                      Did best but felt paralyzed and unable to work effectively.                      Experienced higher anxiety but tried to deal with changes in a positive way. Stayed focused.</p>
<p><b>Competitive</b> Score: 85</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>Describe a time when you had to place accomplishing your objectives above supporting your team. Why do you think it was justified?</p> <p style="text-align: center;">★                      ★                      ★                      ★                      ★</p> <p style="text-align: center;">1                      2                      3                      4                      5</p> <p>Justified for selfish or personal reasons. Shows little remorse for failing to support team.                      Shows remorse and feels action was a mistake.                      Clearly justified or was forced to do so by superiors. Strongly regrets and wishes could change.</p>























Detail	Interview Guide
<p><b>Corporate Citizenship</b> Score: 10</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 interests at heart or do you have to always watch out for yourself?</p> <p style="text-align: center;">★      ★      ★      ★      ★ 1      2      3      4      5</p> <p>Distrusts organizational motives. Feels the need to look out for self.</p> <p>Supports organization but is wary of being taken advantage of.</p> <p>Embraces organizational membership. Believes in organizational mission.</p>
<p><b>Develops Relationships</b> Score: 49</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. Balances relationship-building with work objectives and priorities.</p>	<p>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?</p> <p style="text-align: center;">★      ★      ★      ★      ★ 1      2      3      4      5</p> <p>Places relationship above the work objectives in all or most cases.</p> <p>Sometimes struggles between work and relationships, but usually balances well.</p> <p>Focuses on getting the job done but makes an effort not to hurt relationships.</p>
<p><b>Enjoys Problem-Solving</b> Score: 58</p>  <p><i>Interpretation:</i> The candidate's score in this area indicates neither a positive nor a negative impact on performance.</p> <p>Usually willing, when prompted, to accept the mental challenge associated with solving a complex or difficult problem, but sees this as an infrequent or occasional part of his or her job responsibilities. Confident in ability to develop solutions, but sometimes needs reassurance or support.</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> <p style="text-align: center;">★      ★      ★      ★      ★ 1      2      3      4      5</p> <p>Problems poorly described and actions taken unclear.</p> <p>Moderately complex problems. Simple or obvious actions taken.</p> <p>Described one or more complex problems. Actions taken are clear and relevant.</p>
<p><b>Exhibits a Positive Work Attitude</b> Score: 93</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> <p style="text-align: center;">★      ★      ★      ★      ★ 1      2      3      4      5</p> <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>

Detail	Interview Guide
<p><b>Expressive and Outgoing</b> Score: 62</p>  <p><i>Interpretation:</i> The candidate's score in this area indicates neither a positive nor a negative impact on performance.</p> <p>Likes to speak up in group meetings to insert or advocate new ideas. Enjoys asserting his or her own ideas among others. In some circumstances, may require supervision in order to allow others to have equal time.</p>	<p>Can you describe a time when you worried you were being too forthright or outspoken during a discussion among your friends or co-workers?</p> <p style="text-align: center;">★      ★      ★      ★      ★ 1      2      3      4      5</p> <p>Frequently worries because always seems to be the most active.      Occasionally worries but not very often.      Rarely worries because knows when to back off beforehand.</p>
<p><b>Innovative and Creative</b> Score: 80</p>  <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>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 imagination.</p>	<p>What is the most creative solution you have ever come up with? What were the circumstances, and why do you think it was creative?</p> <p style="text-align: center;">★      ★      ★      ★      ★ 1      2      3      4      5</p> <p>Idea does not demonstrate creativity or is not 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.</p>
<p><b>Needs Structure</b> Score: 62</p>  <p><i>Interpretation:</i> The candidate's score in this area indicates neither a positive nor a negative impact on performance.</p> <p>Most comfortable with routine, repetitive or well-defined tasks and activities, but accepts the occasional change of plans that come in the normal course of business. Follows rules closely, but is willing to make occasional exceptions when warranted by circumstances.</p>	<p>Have you ever had to work in a job that had little or no structure or where no one told you what to do? What did or didn't you like about it?</p> <p style="text-align: center;">★      ★      ★      ★      ★ 1      2      3      4      5</p> <p>Large mismatch between comfort with structure and structure level of intended job.      Some mismatch between comfort with structure and structure level of intended job.      Comfort with structure matches the structure level of the intended job.</p>
<p><b>Seeks Perfection</b> Score: 55</p>  <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job 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>Can you describe a time when you were trying to finish a project or task but your boss made you stop before you felt it was ready?</p> <p style="text-align: center;">★      ★      ★      ★      ★ 1      2      3      4      5</p> <p>Frequently cut short by boss because standards are too high.      Sometimes cut short but not often.      Rarely cut off because has a good sense of what is good enough.</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><b>History Survey - Performance</b> Score: 98</p>  <p><i>Interpretation:</i> The candidate's score indicates past behaviors that contribute to high job performance.</p> <p>Exhibits past behaviors and achievements that are likely to enhance job performance.</p> <p>The following potential performance risk areas were identified:</p> <ul style="list-style-type: none"> <li>• Below average productivity history</li> <li>• Below average performance reviews</li> </ul> <p>Further probing is recommended for each of these items.</p>	<p>How does your work compare with your peers? Do you produce more or less? How do you know?</p> <p style="text-align: center;">                                   1                      2                      3                      4                      5         </p> <hr/> <p>What kind of feedback have you received about your performance from your managers and your peers?</p> <p style="text-align: center;">                                   1                      2                      3                      4                      5         </p>
<p><b>History Survey - Tenure</b> Score: 89</p>  <p><i>Interpretation:</i> The candidate's score indicates past behaviors that contribute to high job performance.</p> <p>Exhibits behaviors likely to result in longer than average job tenure.</p> <p>The following potential performance risk areas were identified:</p> <ul style="list-style-type: none"> <li>• Frequent job changes</li> <li>• Potential long commute</li> </ul> <p>Further probing is recommended for each of these items.</p>	<p>Review your last few jobs with me, explaining why you left the old job and what attracted you to the new one.</p> <p style="text-align: center;">                                   1                      2                      3                      4                      5         </p> <hr/> <p>What is the longest distance you have had to commute to work? What did you do during the commute? How long did you keep that job?</p> <p style="text-align: center;">                                   1                      2                      3                      4                      5         </p>

## Emotional IQ 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>Emotional Self-Awareness</b> Score: 59</p>  <p><i>Interpretation:</i> The candidate's score in this area indicates neither a positive nor a negative impact on performance.</p> <p>Demonstrates moderate strength in maintaining awareness of his or her emotional reactions and behaviors and the potential impact of those behaviors on others, and a moderate level of knowledge of what behaviors are appropriate for different situations. Likely to be somewhat effective at identifying how his or her feelings may affect his or her behaviors and ensuring those behaviors stay focused and conform to social norms, enabling appropriate, measured interactions with customers and coworkers.</p>	<p>How aware are you of your own emotions? Can you describe a time when your awareness helped you make a better decision?</p> <p style="text-align: center;">  1                   2                   3                   4                   5         </p> <p>Not in tune with own emotions. Unable to improve decisions through awareness.</p> <p>Some ability to sense own emotions and control decision-making.</p> <p>Very in tune with own emotions. Able to improve decisions through awareness.</p>
<p><b>Emotional Self-Control</b> Score: 66</p>  <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Demonstrates strengths in self control and impulse control, enabling the ability to employ a balanced approach to managing risk, maintain composure during stressful times, and calmly relate to others at work. Likely to be effective at prioritizing and staying focused on long-term goals, and to interact with others in a way that helps build lasting relationships.</p>	<p>Are you able to control your own actions when you become emotional? Can you give me an example of how using self-control helped at work or school?</p> <p style="text-align: center;">  1                   2                   3                   4                   5         </p> <p>Unable to control self when emotions kick in.</p> <p>Some ability to resist impulses caused by emotions and apply to work situations.</p> <p>Able to detect own emotions and control reactions in work or business situations.</p>
<p><b>Empathy</b> Score: 74</p>  <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>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.</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> <p style="text-align: center;">  1                   2                   3                   4                   5         </p> <p>Not able to sense how others feel. Unable to provide example.</p> <p>Some ability to sense how others feel. Example shows some ability to use senses at work.</p> <p>Able to relate to others and sense how they feel. Example shows can easily apply senses at work.</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>

## 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	Human Resources Assistants, Except Payroll and Timekeeping	72%	86%	99%	Strong
2	Legal Secretarie	69%	83%	71%	Medium
3	Brokerage Clerk	69%	83%	72%	Medium
4	Bookkeeping, Accounting, and Auditing Clerk	67%	86%	72%	Medium
5	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	67%	83%	72%	Medium
6	Municipal Clerk	69%	88%	58%	Medium
7	Paralegals and Legal Assistant	69%	86%	59%	Medium
8	Eligibility Interviewers, Government Program	68%	82%	69%	Medium

## 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).
- 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: 43-6011.00
- O\*Net Version: 21.2
- Sim ID: 203-14, Key: 0-0, Rpt: 13, Prd: 49, Created: 2018-02-23 02:36 GMT

## Score Calculation Detail

The following table provides a summary of how the overall score was calculated from each of the individual competency scores. First, all competency scores are calculated on a scale of 0-100. Note that some competencies use their color category rather than their actual numeric score in the overall calculation. For these, a standard score associated with the assigned color category is used in the overall score calculation rather than the actual numeric score. This is reflected in the "Score Value Used" column. Next, a weighted average of scores is computed using individual competency weights, typically set using job analysis data provided by the US Government Occupational Information Network (O\*Net). Next, the weighted average score is converted to a normalized or "Z" score with a mean of 0 and a standard deviation of 1 using historical mean and standard deviation data for this test, and then transformed to a Normal Curve Equivalent Scale (NCE) which has a mean of 50 and standard deviation of 21.06. Finally outlier scores are adjusted if they are below 1 or above 99. Please refer to [http://en.wikipedia.org/wiki/Normal\\_curve\\_equivalent](http://en.wikipedia.org/wiki/Normal_curve_equivalent) for additional information about Normal Curve Equivalent Scales.

Competency	Score	How applied to overall	Score Value Used	Weight (%)
Data Entry	84.5205	Numeric Score	84.5205	0.3759
Innovative and Creative	80.2922	Color Category	70.0000	1.5652
Enjoys Problem-Solving	57.8135	Numeric Score	57.8135	1.9757
Empathy	74.3908	Numeric Score	74.3908	1.9804
Develops Relationships	49.1173	Color Category	90.0000	2.0057
Expressive and Outgoing	61.5355	Color Category	50.0000	2.0230
Competitive	84.7361	Numeric Score	84.7361	2.2889
Emotional Self-Awareness	59.1203	Numeric Score	59.1203	2.3731
Emotional Self-Control	66.0814	Numeric Score	66.0814	2.3731
Adaptable	66.5668	Color Category	50.0000	2.4534
Needs Structure	62.2293	Color Category	50.0000	2.6316
Seeks Perfection	55.3381	Color Category	90.0000	2.6316
Exhibits a Positive Work Attitude	93.1567	Numeric Score	93.1567	2.7289
Corporate Citizenship	10.0000	Numeric Score	10.0000	2.8002
History Survey - Performance	98.4046	Color Category	90.0000	7.5188
History Survey - Tenure	89.3670	Color Category	90.0000	7.5188
Analytical Thinking	86.7578	Numeric Score	86.7578	7.8562
Multitasking	82.8742	Numeric Score	82.8742	8.5761
Attention to Detail	76.3750	Numeric Score	76.3750	10.3628
Writing	84.9168	Numeric Score	84.9168	12.9229
Typing Speed & Accuracy	66.6511	Numeric Score	66.6511	15.0376
Weighted Average:				75.8574
Mean:				54.4466
Standard Deviation Used:				7.5968
Standardized (Z) Score (Mean=0, Std=1):				2.8184
Final, NCE Score: (Mean 50, Std=21.06):				100.0000

## Notes

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