

Candidate: **Betty Penske**  
Assessment: Basic Cognitive, Personality & Behavioral Assessment - Entry Level  
Completed: April 25, 2024  
Prepared for: Susan Bookman  
HR Avatar Data Collection Account

## Test Results and Interview Guide

The Basic Cognitive, Personality & Behavioral Assessment - Entry Level 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 Basic Cognitive, Personality & Behavioral Assessment - Entry Level April 25, 2024  Summary: Moderate to High Performance Potential	<b>71</b>	

**Key**

- ▼ 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 and Attention to Detail	72	
<b>Personality Characteristics (relates to fit with the job/team environment)</b>		
Adaptability	63	
Customer Service Mindset	96	
Drive	88	
Empathy and Emotional Self-Control	69	
Integrity	10	
Teamwork	83	
<b>Scored Survey Questions (Custom Questions)</b>		
History Survey - Performance	88	
History Survey - Tenure	72	

↑ Importance to Job

## Comparison

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

Test-Taker Group	Percentile	0	10	20	30	40	50	60	70	80	90	100	
Global	71st												
United States	59th												
HR Avatar Data	66th												

## Detail

Candidate: **Betty Penske**, [bettypenske@yourcompany.org](mailto:bettypenske@yourcompany.org)  
 Assessment: Basic Cognitive, Personality & Behavioral Assessment - Entry Level  
 Authorized: April 25, 2024, by Susan Bookman, HR Avatar Data Collection Account, [sue.bookman@richardson.biz](mailto:sue.bookman@richardson.biz)  
 Started: April 25, 2024, 3:57:43AM EST  
 Completed: April 25, 2024, 3:57:43AM EST  
 Overall Score: 71

## 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 and Attention to Detail</b> Score: 72</p> <p><i>Description:</i> This scale represents thoroughness, accuracy, and being concerned for all areas involved no matter how insignificant. Individuals who demonstrate high Attention to Detail produce work products that are consistently accurate and require little checking. They rarely forget schedule commitments or overlook even the smallest details.</p> <p><i>Interpretation:</i> Strong scores in this area correlate with above average performance for many jobs.</p> <p>Usually able to think in a thoughtful, discerning way. Capable of solving difficult problems, planning many-featured tasks and projects, organizing multiple resources, and analyzing complex data with only occasional assistance. Usually able to quickly recall and use information when needed or appropriate. Additionally, can usually achieve a high degree of thoroughness and accuracy in work tasks.</p>	<p>Can you give me an example of where your attention to detail or your thoughtful analysis of a situation helped make a project successful?</p> <p style="text-align: center;"> <span style="display: inline-block; text-align: center;">★ 1</span> <span style="display: inline-block; text-align: center;">★ 2</span> <span style="display: inline-block; text-align: center;">★ 3</span> <span style="display: inline-block; text-align: center;">★ 4</span> <span style="display: inline-block; text-align: center;">★ 5</span> </p> <p>Poor example. Does not show attention to detail or analytical ability.      Moderately relevant or impactful example.      Strongly relevant and clear example.</p> <hr/> <p>How do you handle a situation when you've messed up due to overlooking an important detail?</p> <p style="text-align: center;"> <span style="display: inline-block; text-align: center;">★ 1</span> <span style="display: inline-block; text-align: center;">★ 2</span> <span style="display: inline-block; text-align: center;">★ 3</span> <span style="display: inline-block; text-align: center;">★ 4</span> <span style="display: inline-block; text-align: center;">★ 5</span> </p> <p>Is unable to handle the situation.      Demonstrates the ability to admit to their error and quickly fix the error, but didn't put preventative systems in place.      Demonstrates the ability to admit to their error and quickly fix the error, but didn't put preventative systems in place.</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.

Continued on next page.

Detail	Interview Guide
<p><b>Adaptability</b> Score: 63</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 indicates neither a positive nor a negative impact on performance.</p> <p>Prefers a moderate amount of change in order to make progress. Feels too much change can be disruptive and undesirable. With coaching and reassurance is capable of remaining focused and positive throughout most change processes.</p>	<p>Describe a time where you had to adapt to some significant changes at work. How did you feel? How did you handle the change?</p> <p style="text-align: center;">★ 1      ★ 2      ★ 3      ★ 4      ★ 5</p> <p>1 Feelings: Strong Dislike or Very Resistant. Weren't able to handle the change or needed significant help.</p> <p>2 Feelings: Unfazed or Slightly Resistant. Handled the situation &amp; change only impacted their work in a minor way.</p> <p>3 Feelings: Excited or Comfortable. Handled the situation well and in a way that didn't interfere with their work.</p> <hr/> <p>What are some of the techniques you use to keep yourself from getting burnt out when faced with ever-changing conditions?</p> <p style="text-align: center;">★ 1      ★ 2      ★ 3      ★ 4      ★ 5</p> <p>1 Candidate doesn't have an effective technique to keep them from getting burnt out.</p> <p>2 Candidate is only able to explain one effective technique to keep them from getting burnt out.</p> <p>3 Candidate explains multiple effective techniques allowing themselves to not get burnt out.</p>
<p><b>Customer Service Mindset</b> Score: 96</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>What does customer service mean to you?</p> <p style="text-align: center;">★ 1      ★ 2      ★ 3      ★ 4      ★ 5</p> <p>1 Their meaning is unrelated to the role or doesn't show meaning at all.</p> <p>2 Their meaning is something related to the role but not meaningful, more of a standard answer.</p> <p>3 Their meaning is something related to the role and is meaningful.</p> <hr/> <p>What appeals to you about being in a customer service role?</p> <p style="text-align: center;">★ 1      ★ 2      ★ 3      ★ 4      ★ 5</p> <p>1 Doesn't find the role appealing.</p> <p>2 Has quality reasoning for applying to the role but doesn't show they will enjoy working in a customer service role.</p> <p>3 Ties their passions and skills into why they applied for a customer service role.</p>





Detail	Interview Guide																				
<p><b>Drive</b> Score: 88</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>Highly motivated by challenging goals and tasks, financial rewards, and/or recognition, and willing to work very hard to succeed. Very focused on understanding guidelines, following the rules and personal achievement.</p>	<p>Describe a time when you had some extra time available at work. How did you use this extra time?</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 style="width: 20%;">Did not use their time in a beneficial way, or in a way that added value to the organization.</td> <td style="width: 20%;">Used their time in a work related way, but those efforts didn't demonstrate hard work or added value (easy).</td> <td style="width: 20%;"></td> <td style="width: 20%;"></td> <td style="width: 20%;">Used time in a beneficial way and added value to the organization. Showed ability to work hard and willingness to put in extra effort.</td> </tr> </table> <hr style="border: 1px solid black; margin: 20px 0;"/> <p>How do you react when you are faced with obstacles while trying to achieve a goal? How do you overcome them?</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 style="width: 20%;">Reaction: Overwhelmed. Struggles to come up with a clear way to overcome the obstacle and doesn't demonstrate hard work.</td> <td style="width: 20%;">Reaction: Ready but not excited. Candidate shows they are able to overcome the obstacle but only by doing the bare minimum.</td> <td style="width: 20%;"></td> <td style="width: 20%;"></td> <td style="width: 20%;">Reaction: Excited and ready. Candidate shows they are able to overcome the obstacle by putting in extra effort and being diligent.</td> </tr> </table>	★ 1	★ 2	★ 3	★ 4	★ 5	Did not use their time in a beneficial way, or in a way that added value to the organization.	Used their time in a work related way, but those efforts didn't demonstrate hard work or added value (easy).			Used time in a beneficial way and added value to the organization. Showed ability to work hard and willingness to put in extra effort.	★ 1	★ 2	★ 3	★ 4	★ 5	Reaction: Overwhelmed. Struggles to come up with a clear way to overcome the obstacle and doesn't demonstrate hard work.	Reaction: Ready but not excited. Candidate shows they are able to overcome the obstacle but only by doing the bare minimum.			Reaction: Excited and ready. Candidate shows they are able to overcome the obstacle by putting in extra effort and being diligent.
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Detail	Interview Guide																				
<p><b>Empathy and Emotional Self-Control</b> Score: 69</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 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>How well can you sense how others around you are feeling? How do you use this information when interacting with them?</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>Demonstrates that they are unable to sense how others around them are feeling.</td> <td></td> <td>Provides examples on how they are able to sense other's feelings. They don't use this to show understanding and care.</td> <td></td> <td>Provides examples on how they are able to sense others' feelings. They use this to show they understand and care about them.</td> </tr> </table> <hr/> <p>What do you typically do when you are working closely with someone who is very upset?</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>They have an inappropriate response and don't demonstrate understanding or care.</td> <td></td> <td>They (1) have an appropriate response and (2) demonstrate understanding but unable to show the customer that they care.</td> <td></td> <td>They (1) have an appropriate response (2) demonstrate understanding and (3) show the customer that they care.</td> </tr> </table>	★ 1	★ 2	★ 3	★ 4	★ 5	Demonstrates that they are unable to sense how others around them are feeling.		Provides examples on how they are able to sense other's feelings. They don't use this to show understanding and care.		Provides examples on how they are able to sense others' feelings. They use this to show they understand and care about them.	★ 1	★ 2	★ 3	★ 4	★ 5	They have an inappropriate response and don't demonstrate understanding or care.		They (1) have an appropriate response and (2) demonstrate understanding but unable to show the customer that they care.		They (1) have an appropriate response (2) demonstrate understanding and (3) show the customer that they care.
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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 circumstance(s) might cause you to withhold information from your supervisor? How would you judge whether doing so would be justified?</p> <div style="display: flex; justify-content: space-around; text-align: center;"> <div style="width: 15%;">★ 1</div> <div style="width: 15%;">★ 2</div> <div style="width: 15%;">★ 3</div> <div style="width: 15%;">★ 4</div> <div style="width: 15%;">★ 5</div> </div> <p>Shows that they are not concerned about ethics or organizational values/rules.</p> <p>Explains only situational circumstances. Judgement does not stem from an ethical standpoint.</p> <p>Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.</p> <hr/> <p>Do you think it's ever okay to withhold information from your supervisor? How would you judge whether doing so is okay or not?</p> <div style="display: flex; justify-content: space-around; text-align: center;"> <div style="width: 15%;">★ 1</div> <div style="width: 15%;">★ 2</div> <div style="width: 15%;">★ 3</div> <div style="width: 15%;">★ 4</div> <div style="width: 15%;">★ 5</div> </div> <p>Answer shows that they are not concerned about ethics or organizational values/rules.</p> <p>Explains only situational circumstances. Judgement does not stem from an ethical standpoint.</p> <p>Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.</p>
<p><b>Teamwork</b> Score: 83</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>Describe a time when you worked in a team. What was your role? How did you delegate tasks with the other team members?</p> <div style="display: flex; justify-content: space-around; text-align: center;"> <div style="width: 15%;">★ 1</div> <div style="width: 15%;">★ 2</div> <div style="width: 15%;">★ 3</div> <div style="width: 15%;">★ 4</div> <div style="width: 15%;">★ 5</div> </div> <p>They describe their role in a way that does not show significance. Delegation tactics were not efficient or helpful.</p> <p>They describe their role in a way that doesn't show significance. Delegation tactics were efficient and helpful.</p> <p>They describe their role in a way that shows significance. Delegation tactics were efficient and helpful.</p> <hr/> <p>Do you prefer working in teams or by yourself? Why?</p> <div style="display: flex; justify-content: space-around; text-align: center;"> <div style="width: 15%;">★ 1</div> <div style="width: 15%;">★ 2</div> <div style="width: 15%;">★ 3</div> <div style="width: 15%;">★ 4</div> <div style="width: 15%;">★ 5</div> </div> <p>They choose teams or individual and feel they would be incapable of working in the opposite environment.</p> <p>They feel they would work well in either environment but are unable to back that up with rational reasons.</p> <p>Response reflects rational reasons for why they prefer teams, individual, or both. They feel they would work well in either environment.</p>

## Scored Survey Detail

This section provides additional detail on the candidate's scored survey responses. Potential caution areas (if any) are specified in each detail section.

Detail	Interview Guide
<p><b>History Survey - Performance</b> Score: 88</p> <p><i>Description:</i> Evaluates elements of the candidate's past work and education history to identify indications of high or low performance potential.</p>	<p>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 style="width: 50%; margin: 10px auto;"/> <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: 72</p> <p><i>Description:</i> Evaluates a candidate's past employment history and related factors for indications of potentially low job tenure.</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 style="width: 50%; margin: 10px auto;"/> <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>



## 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%)



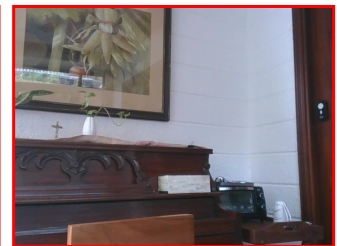
Pre/Post-Test Photo



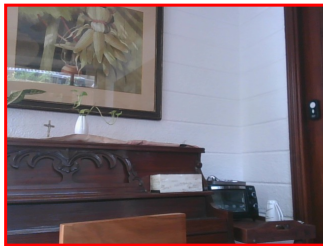
ID Photo



In-Test Error Detected (No Face Detected)



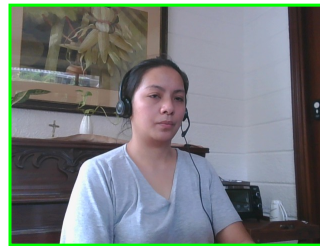
In-Test Error Detected (No Face Detected)



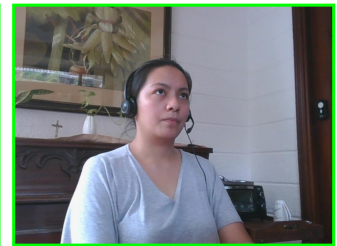
In-Test Error Detected (No Face Detected)



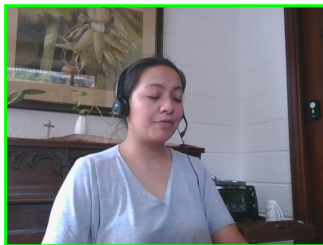
In-Test Photo



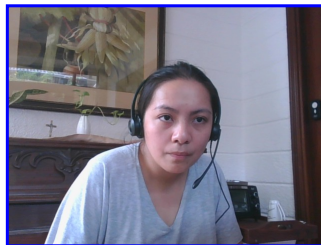
In-Test Photo



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: 14563-1, Key: 0-0, Rpt: 68, Prd: 5347, Created: 2024-04-25 08:57 UTC
- UA: Mozilla/5.0 (Windows NT 6.3; Trident/7.0; Touch; rv:11.0) like Gecko

## Score Calculation Detail

The following table provides a summary of how the overall score was calculated from the individual competency scores. Competency scores are calculated on a 0-100 scale by first calculating a Z statistic based on test-taker responses and then transforming the Z value to a scale with target mean and standard deviation. Certain competencies have a normal score distribution where it is best to be closest to the mean. For these competencies we modify the Z statistic by multiplying its absolute value by minus 1 for the overall score calculation. Next, to calculate the overall score, a weighted average of all modified competency Z statistics is computed and this weighted average is itself transformed to a Z statistic, which is then transformed to a score with the same target mean and standard deviation. Finally outlier scores are adjusted if they are below 0 or above 100.

Competency	Score	How applied to overall	Score Value Used	Weight (%)
Adaptability	63.5850	Z-Statistic	-0.0943	4.7045
Analytical Thinking and Attention to Detail	72.1022	Z-Statistic	0.4735	47.0446
Customer Service Mindset	96.3754	Z-Statistic	2.0917	3.9204
Drive	88.9674	Z-Statistic	1.5978	5.0060
Empathy and Emotional Self-Control	69.5164	Z-Statistic	0.3011	9.6502
History Survey - Performance	88.1090	Z-Statistic	1.5406	9.6502
History Survey - Tenure	72.6603	Z-Statistic	0.5107	9.6502
Integrity	10.0000	Z-Statistic	-3.6667	5.4885
Teamwork	83.5096	Z-Statistic	1.2340	4.8854
Weighted Average of Competency Z-Scores:				0.4663
Mean applied to Raw Weighted Avg:				0.0000
Standard Deviation applied to Raw Weighted Avg:				1.0000
Normalized Raw Score:				0.4663
Mean:				65.0000
Standard Deviation Used:				15.0000
Final Overall Score:				71.9952

## Notes

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