

# Test Results and Interview Guide

Candidate: **Elizabeth Wantsajob**  
Assessment: Correctional Officer (Short plus Video Interview)  
Completed: March 11, 2026  
Prepared for: Sara Maple  
Example Company

## What's Included

- Overall Score
- Competency Summary Table
- Comparison Matrix
- Detailed Competency Results with Interview Guide
- Recorded Audio/Video Results

**Important Note:** The Correctional Officer (Short plus Video Interview) 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>Elizabeth Wantsajob</b> beth.wantsajob@gmail.com Correctional Officer (Short plus Video Interview) March 11, 2026 Summary: Moderate to High Performance Potential	<span style="font-size: 24pt; font-weight: bold; color: green;">72</span>	

**Key**

- Candidate Score
- Higher Risk
- Lower Risk

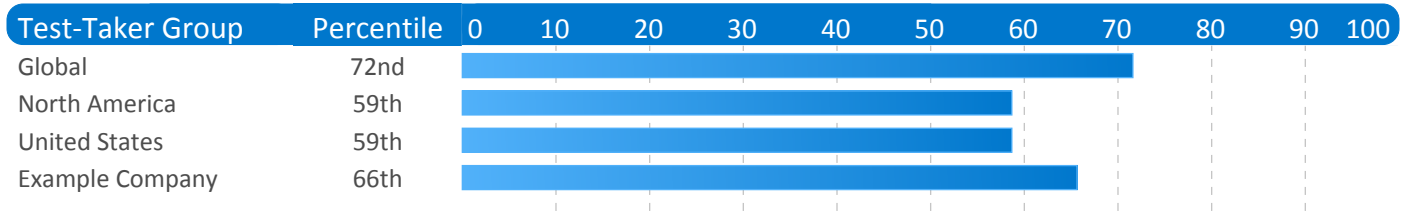
## Competency Summary

Competency	Score	Interpretation
<b>Cognitive Abilities (relates to job performance, problem-solving, ability to learn, etc.)</b>		
Analytical Thinking and Attention to Detail	85	
Multitasking	81	
<b>Skills/Knowledge (relates to immediate readiness)</b>		
Interview Questions	67	
<b>Personality Characteristics (relates to fit with the job/team environment)</b>		
Adaptability	82	
Drive	92	
Empathy and Emotional Self-Control	78	
Integrity	10	
Resilience	70	
Teamwork	81	
<b>Behavioral History (relates to performance and turnover)</b>		
History Survey - Performance	90	
History Survey - Tenure	63	

↑ 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.



## Artificial Intelligence (AI) Generated Scores

This table includes one or more scores derived from a large language model AI query. AI-derived scores are non-deterministic. That is, they are not precisely repeatable. Therefore, these scores should always be treated as supplementary information and should never be used exclusively or compared to hard cutoff values.

Estimated Value	Score	Confidence	Interpretation
Job Match: Correctional Officer (Short plus Video Interview)	68	0.9	<p>(Generic Text for Sample Report) Elizabeth Wantsajob shows strong technical skills directly relevant to the bookkeeping position, with high scores in MS Excel (82.1%), Bookkeeping Fundamentals (65.6%), and Data Entry (67.2%) - all critical for the primary job duties involving accounting software, data entry, and financial record-keeping. Her Attention to Detail score (72.6%) is also favorable for tasks requiring accuracy in figures and document verification. However, she demonstrates significant weaknesses in Adaptability (18.8%) and Resilience (30.2%), which could impact her ability to handle changing priorities and workplace stress. Her moderate scores in Teamwork (42.1%) and Integrity (50.9%) are concerning for a position requiring cooperative working relationships and handling sensitive financial information. Her History Survey scores for Performance (55.9%) and Tenure (40.8%) suggest average past job performance and potential retention concerns. While she has the technical capabilities to perform core bookkeeping functions, her interpersonal and adaptability limitations could affect overall job success, particularly in areas requiring collaboration and handling workplace changes.</p> <p>Computed on: September 28, 2025, 1:37:12PM EDT</p>

## Detail

Candidate: Elizabeth Wantsajob, beth.wantsajob@gmail.com  
 Assessment: Correctional Officer (Short plus Video Interview)  
 Authorized: March 11, 2026, by Sara Maple, Example Company, qamailsaram.mike@hravatar.com  
 Started: March 11, 2026, 3:49:03PM EDT  
 Completed: March 11, 2026, 3:49:03PM EDT  
 Overall Score: 72

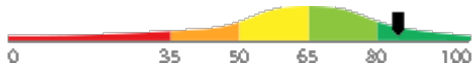
## Cognitive Abilities Detail

This section contains a list of job-related cognitive abilities that have been evaluated in a job-like context using 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

### Analytical Thinking and Attention to Detail

Score: 85



*Description:*

This scale indicates both the capacity to think in a thoughtful, discerning way, to solve problems, utilize resources, analyze data, and apply attention to detail. Individuals who demonstrate high amounts of analytical thinking are able to recognize patterns rapidly, navigate through problems, and resolve difficult problems systematically. 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.

*Interpretation:*

High scores in this area correlate with superior performance for many jobs.

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. Additionally, able to achieve a high degree of thoroughness and accuracy in a work task. Concerned for all areas involved. Work products require little or no review or checking to maintain consistency.

Can you give me an example of where your attention to detail or your thoughtful analysis of a situation helped make a project successful?

- ★  
1
- ★  
2
- ★  
3
- ★  
4
- ★  
5

Poor example. Does not show attention to detail or analytical ability.

Moderately relevant or impactful example.

Strongly relevant and clear example.

How do you handle a situation when you've messed up due to overlooking an important detail?

- ★  
1
- ★  
2
- ★  
3
- ★  
4
- ★  
5

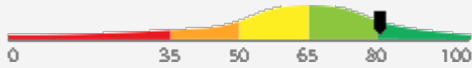
Is unable to handle the situation.

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.

**Detail**
**Multitasking**

Score: 81


*Description:*

This assessment evaluates an individual's ability to multitask while performing simple tasks and simultaneously listening to stories, with an emphasis on maintaining attention and processing information effectively.

*Interpretation:*

High scores in this area correlate with superior performance for many jobs.

Scores indicate a very strong ability to listen and comprehend a story while completing tasks simultaneously. The candidate is highly likely to excel in roles that require multitasking.

**Interview Guide**

Can you tell me about any experience or education you may have that helped you develop your Multitasking ability?



1

No relevant experience or education



2

Some relevance



3



4

Directly relevant experience or education.



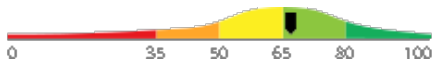
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## Knowledge and Skills Detail

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 Questions**

Score: 67


*Description:*

A customized series of open-ended video-response questions were asked. Results include the video responses themselves for viewing, as well as transcripts, text analysis, and voice analysis. Text analysis includes vocabulary and grammar. Voice analysis includes perceived voice intonation and other speaking quality factors.

*Interpretation:*

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

Text and voice analysis indicates above average quality to open-ended responses.

Overall AI Score:	68.0
Approximate Word Count:	147
AI Confidence Level:	83
Argument Strength (AI):	63.0
Clarity and Coherence (AI):	73.0

Please see below to view the converted text from the voice sample that was collected.

## Personality Characteristics Detail

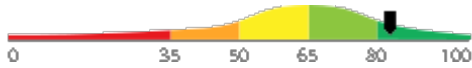
This section contains a list of personality characteristics that are frequently associated with job performance. Remember, these are not skills and do not indicate the ability to do a job. Rather, they can be used to evaluate the candidate's fit with the general needs of the job and the organizational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

Detail

Interview Guide

### Adaptability

Score: 82



*Description:*

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.

*Interpretation:*

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

Thrives on change. Sees self as very flexible and easy-going. However, he or she may often be perceived as disinterested, unmotivated, or too easy-going in times of upheaval.

Describe a time where you had to adapt to some significant changes at work. How did you feel? How did you handle the change?



1

Feelings: Strong Dislike or Very Resistant. Weren't able to handle the change or needed significant help.



2

Feelings: Unfazed or Slightly Resistant. Handled the situation & change only impacted their work in a minor way.



3



4

Feelings: Excited or Comfortable. Handled the situation well and in a way that didn't interfere with their work.



5

What are some of the techniques you use to keep yourself from getting burnt out when faced with ever-changing conditions?



1

Candidate doesn't have an effective technique to keep them from getting burnt out.



2

Candidate is only able to explain one effective technique to keep them from getting burnt out.



3



4

Candidate explains multiple effective techniques allowing themselves to not get burnt out.



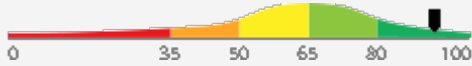
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Detail

Interview Guide

**Drive**

Score: 92



*Description:*

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.

*Interpretation:*

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

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.

Describe a time when you had some extra time available at work. How did you use this extra time?



1

Did not use their time in a beneficial way, or in a way that added value to the organization.



2

Used their time in a work related way, but those efforts didn't demonstrate hard work or added value (easy).



3



4

Used time in a beneficial way and added value to the organization. Showed ability to work hard and willingness to put in extra effort.



5

How do you react when you are faced with obstacles while trying to achieve a goal? How do you overcome them?



1

Reaction: Overwhelmed. Struggles to come up with a clear way to overcome the obstacle and doesn't demonstrate hard work.



2

Reaction: Ready but not excited. Candidate shows they are able to overcome the obstacle but only by doing the bare minimum.



3



4

Reaction: Excited and ready. Candidate shows they are able to overcome the obstacle by putting in extra effort and being diligent.



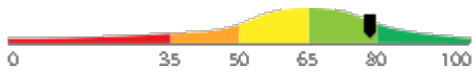
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Detail

Interview Guide

**Empathy and Emotional Self-Control**

Score: 78



*Description:*

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.

*Interpretation:*

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

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

How well can you sense how others around you are feeling? How do you use this information when interacting with them?



1

Demonstrates that they are unable to sense how others around them are feeling.



2

Provides examples on how they are able to sense other's feelings. They don't use this to show understanding and care.



3



4

Provides examples on how they are able to sense others' feelings. They use this to show they understand and care about them.



5

What do you typically do when you are working closely with someone who is very upset?



1

They have an inappropriate response and don't demonstrate understanding or care.



2

They (1) have an appropriate response and (2) demonstrate understanding but unable to show the customer that they care.



3



4

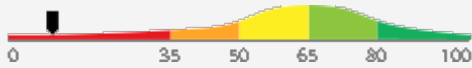
They (1) have an appropriate response (2) demonstrate understanding and (3) show the customer that they care.



5

**Detail**
**Integrity**

Score: 10


*Description:*

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.

*Interpretation:*

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

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.

**Interview Guide**

What circumstance(s) might cause you to withhold information from your supervisor? How would you judge whether doing so would be justified?



1

Shows that they are not concerned about ethics or organizational values/rules.



2

Explains only situational circumstances. Judgement does not stem from an ethical standpoint.



3



4

Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.



5

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Do you think it's ever okay to withhold information from your supervisor? How would you judge whether doing so is okay or not?



1

Answer shows that they are not concerned about ethics or organizational values/rules.



2

Explains only situational circumstances. Judgement does not stem from an ethical standpoint.



3



4

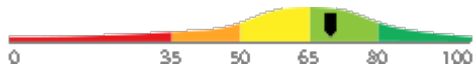
Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.



5

**Detail**
**Interview Guide**
**Resilience**

Score: 70


**Description:**

This scale reflects the degree to which an individual can withstand adversity, bounce back from difficult events, and be persistent in doing work tasks despite difficulties that come their way. High scores on this scale indicate a person will likely be able to deal with difficult situations with ease, perceive they have control over events in their life, and continue to push forward to achieve goals. Low scores on this scale indicate a person may claim that mistakes/failures were out of their control. Low scorers tend to not cope well with on-the-job stress and don't put in the extra effort to achieve success when obstacles come their way.

Please note that resilience is not a fixed trait. Unlike many other personality characteristics, resilience can be developed over time. Additionally, multiple factors can influence how resilient a person is within a specific situation. In recognition of these features, additional probing using suggested interview questions is strongly recommended.

**Interpretation:**

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

Responses indicate that the candidate can effectively work through difficulties at work by exhibiting positive emotions and the ability to take control of events. Candidate can likely push forward to achieve their goals, even when obstacles come their way.

Describe a time when something at work/school didn't go as planned. How did you feel? How did it impact your work moving forward?



1

Feelings had a negative outlook. Event impacted their work in a negative way, they weren't able to learn from it or persevere.



2

Feelings are true to the situation. Event impacted their work in a negative way but were able to learn from it and persevere.



3



4

Feelings are true to the situation but with a positive outlook. The event impacted their work in a positive way or didn't impact their work at all.



5

What are some challenges you face when you receive bad news?



1

They don't think they have any challenges. OR They recognize they have challenges but don't know how to work through them.



2

Recognize they have challenges and it may impact their work, however they see the positive outlook and have a plan to fix the challenges.



3



4

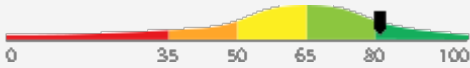
Recognize they have challenges, however they see the positive outlook in the long run and it doesn't impact their work.



5

Detail
Interview Guide
**Teamwork**

Score: 81


*Description:*

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.

*Interpretation:*

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

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.

Interview Guide

Describe a time when you worked in a team. What was your role? How did you delegate tasks with the other team members?



1

They describe their role in a way that does not show significance. Delegation tactics were not efficient or helpful.



2

They describe their role in a way that doesn't show significance. Delegation tactics were efficient and helpful.



3



4

They describe their role in a way that shows significance. Delegation tactics were efficient and helpful.



5

Do you prefer working in teams or by yourself? Why?



1

They choose teams or individual and feel they would be incapable of working in the opposite environment.



2

They feel they would work well in either environment but are unable to back that up with rational reasons.



3



4

Response reflects rational reasons for why they prefer teams, individual, or both. They feel they would work well in either environment.



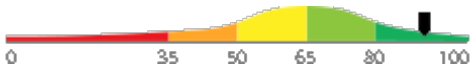
5

## 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
**History Survey - Performance**

Score: 90


*Description:*

Evaluates elements of the candidate's past work and education history to identify indications of high or low performance potential.

*Interpretation:*

The candidate's score indicates past behaviors that contribute to high job performance.

Exhibits past behaviors and achievements that are likely to enhance job performance.

The following potential performance risk areas were identified:

- Below average productivity history
- Below average performance reviews

Further probing is recommended for each of these items.

How does your work compare with your peers? Do you produce more or less? How do you know?



1



2



3



4



5

What kind of feedback have you received about your performance from your managers and your peers?



1



2



3



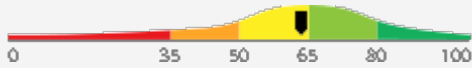
4



5

**Detail**
**History Survey - Tenure**

Score: 63


**Description:**

Evaluates a candidate's past employment history and related factors for indications of potentially low job tenure.

**Interpretation:**

The candidate's score indicates past behaviors that neither detract from nor enhance job performance.

Exhibits behaviors likely to result in average job tenure.

The following potential performance risk areas were identified:

- Frequent job changes
- Potential long commute

Further probing is recommended for each of these items.

**Interview Guide**

Review your last few jobs with me, explaining why you left the old job and what attracted you to the new one.



What is the longest distance you have had to commute to work? What do you do during the commute? How long did you keep that job?



## Audio/Video Responses

During the assessment, the candidate was asked to answer open-ended answer to one or more questions by either audio or video. If the candidate did not have the ability to upload audio or video they were asked to write their responses. The text of their responses as well as any included analysis of their speaking or text is provided below. Additionally, you can click on the links below (or cut and past into a web browser) to view or listen to their response directly.

**Question**

Explain why it is so important to provide good customer service in business.

**Response**

The most important reason to provide good customer service is to ensure that your customers have a great experience and they want to come back the next time they need to purchase your product. Repeat business is absolutely crucial to starting in small businesses as well as large businesses. The cost of acquiring a new customer is very high, and if you give your new customers a bad experience, they won't come back. That really is no way to run a business. So it's very important that you invest in good customer service right from the beginning. People, uh, and customers are not that forgiving. If they have a bad experience, they're not going to say, well, they're just getting started. I can forgive them this time. You need to be good right from the outset and show them that you care. The most important reason, I say again, is so you get repeat business.

**Comments (AI):** The essay presents a clear and logical argument for the importance of good customer service in business, with a focus on repeat business. The author effectively explains the high cost of acquiring new customers and the importance of providing a positive experience to encourage repeat business. The essay could be improved by providing more specific examples or data to support the argument. Clarity and Coherence: 80.0, Argument Strength: 70.0



View this video recording:

## Question

Describe your dream vacation and explain why it would special for you.

## Response

My favorite vacation would probably be a trip to the mountains in the winter time to go skiing for at least 3 or 4 days in a row at a great mountain with good snow. There's just nothing like the feeling you get when you're skiing through 10 to 20 inches of deep powder. It's fun. Uh, everyone around you is happy. The mood on the entire mountain is positive, and you can't help but feel good. Plus you get a really good workout and so at the end of the day, you feel good about yourself. I've done that many times, and I'd have to say I would keep going back every chance I can get. I love to go skiing because it makes you feel so good when it's a beautiful day and the conditions are right.

**Comments (AI):** The essay provides a clear description of the dream vacation and explains why it would be special. However, the argument strength could be improved by providing more details and specific examples to make the essay more persuasive. Additionally, the essay could benefit from some minor revisions to improve clarity and coherence.



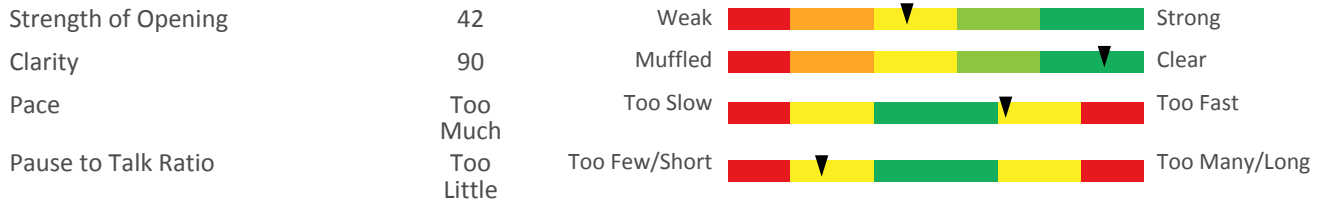
View this video recording:

## Voice Analysis Information

Spoken voice samples are processed through an artificial intelligence-based algorithm to determine how the speaker's voice and speaking style is perceived by others. The following statistics and ratings were collected as part of this analysis and these were used in calculating the related competency scores.

### Voice Analysis Info used in scoring: Interview Questions

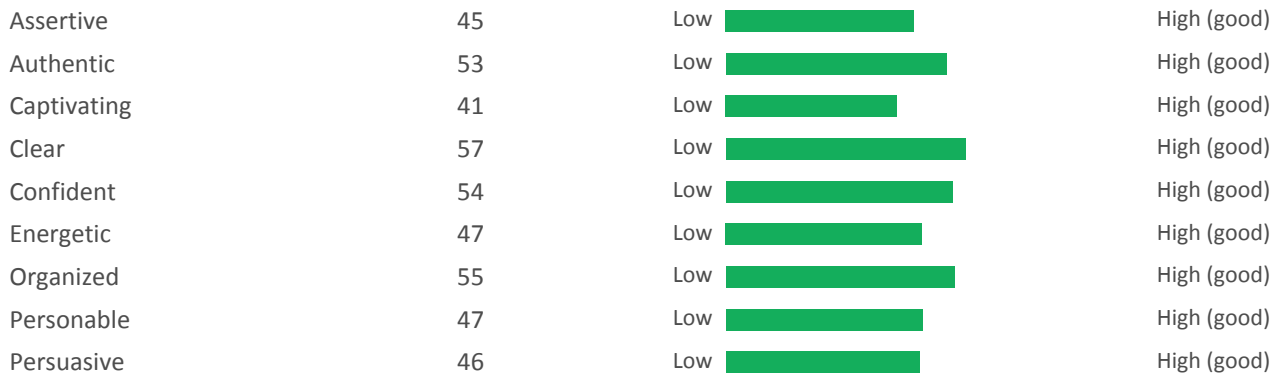
#### General Speaking Features



#### Variety Features



#### Positive Vibes



#### Negative Vibes

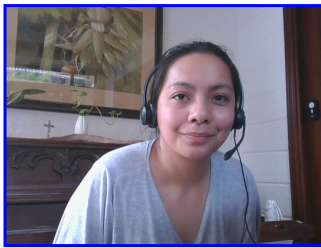


## Identity Confirmation Photos

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

### Photo Analysis Results

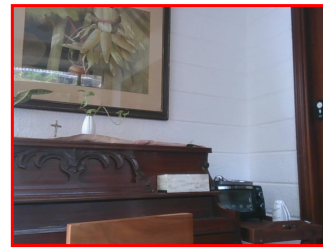
- Risk:	Medium risk of cheating based on image inconsistencies
- Percent match among processed faces	100%
- Total images processed	17
- Total images with valid faces	14 (82%)
- Total pairs of faces compared	13
- Pairs in which faces matched	13 (100%)



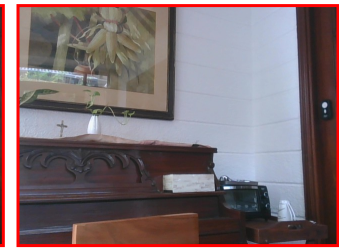
Pre/Post-Test Photo



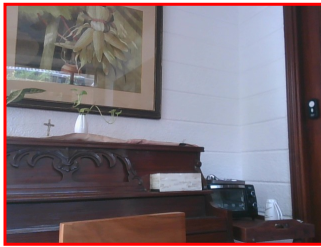
ID Photo



In-Test Error Detected (No Face Detected)



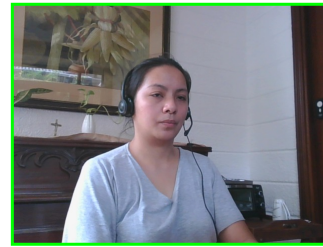
In-Test Error Detected (No Face Detected)



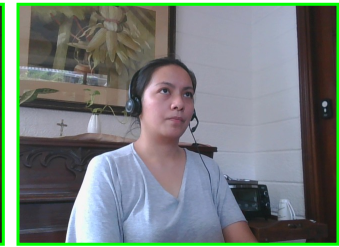
In-Test Error Detected (No Face Detected)



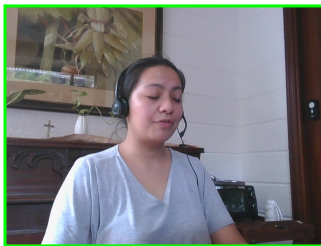
In-Test Photo



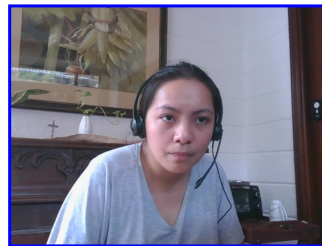
In-Test Photo



In-Test Photo



In-Test Photo



Pre/Post-Test Photo

## Individual Responses Information

The following table provides question by question response information.

Question	Candidate Response Information
Interview Questions (Response(s) Selected/Entered by Candidate)	Question / Response(s) Selected/Entered by Candidate
Sample Report Video 1	

## Resume or CV

[Summary](#)[Updated on](#)

Motivated career professional with extensive experience in office administration and management. Proven track record of improving efficiency, reducing costs, and enhancing office operations through strategic initiatives and technology implementation.

### Objective

I am seeking a role where I can use my many skills and my exceptional judgment and empathy for customers to make a difference to a growing company.

### Education

- Associate of Applied Science in Office Administration, Portland Community College, 2020

### Experience

- General Office Clerk, Paramount Office Management, 09/2023 – Present
- Administrative Assistant, Global Enterprises Inc., 04/2021 – 08/2023
- Administrative Assistant, Innovative Business Solutions Ltd., 07/2019 – 03/2021

### Other Qualifications

- Microsoft Office Specialist (MOS) Certification
- Certified Administrative Professional (CAP)
- International Association of Administrative Professionals (IAAP) Certification

## 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.
- 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: 33-3012.00
- O\*Net Version: 29.2
- Sim ID: 14892-2, Key: 0-0, Rpt: 70, Prd: 5737, Created: 2026-03-11 15:49 EDT
- 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	82.9601	Not used in Overall	0.0000	0.0000
Analytical Thinking and Attention to Detail	85.0205	Not used in Overall	0.0000	0.0000
Drive	92.5522	Not used in Overall	0.0000	0.0000
Empathy and Emotional Self-Control	78.6356	Not used in Overall	0.0000	0.0000
Integrity	10.0000	Not used in Overall	0.0000	0.0000
Interview Questions	67.5364	Z-Statistic	0.1691	100.0000
Multitasking	81.0320	Not used in Overall	0.0000	0.0000
Resilience	70.1408	Not used in Overall	0.0000	0.0000
Teamwork	81.3480	Not used in Overall	0.0000	0.0000
Weighted Average of Competency Z-Scores:				0.1691
Mean applied to Raw Weighted Avg:				0.0000
Standard Deviation applied to Raw Weighted Avg:				1.0000
Normalized Raw Score:				0.1691
Mean:				65.0000
Standard Deviation Used:				15.0000
Final Overall Score:				67.5364

## Notes

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