

Candidate: Assessment: Completed: Prepared for: Betty Penske Specialist - Marketing and Public Relations (Short) May 12, 2024 Susan Bookman HR Avatar Data Collection Account

Test Results and Interview Guide

The Specialist - Marketing and Public Relations (Short) 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.

Proprietary and Confidential

Overall

Score			Interpr	etatior	า	
74		20	10	60	*0	100
	U	20	40	60	20	100
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eliability.		Hi Lo	gher Risk wer Risk		tional)	
		74 o	eliability. 74 0 20 Key ▼ Ca Hit Lo	74 0 20 40 eliability.	74 0 20 40 60 Key Candidate Score Higher Risk Lower Risk	74 0 20 40 60 80 Key Candidate Score Higher Risk

Competency Summary

Competency	Score			Interpr	etatior	۱ _	
Cognitive Abilities (relates to job performance, problem-solving	, ability to learn, etc.)						
Analytical Thinking and Attention to Detail	72						
		0	20	40	60	80	100
Skills/Knowledge (relates to immediate readiness)							
Core Marketing Concepts	68						
		0	20	40	60	80	100
Writing	93						
		0	20	40	60	80	100
Personality Characteristics (relates to fit with the job/team envi					_		
Adaptability	75						
		0	20	40	60	80	100
Drive	78						
		0	20	40	60	80	100
Integrity	10						
		0	20	40	60	80	100
Resilience	86						
		0	20	40	60	80	100
Teamwork	76						
		0	20	40	60	80	100
Behavioral History (relates to performance and turnover)						-	
History Survey - Performance	69						
		0	20	40	60	80	100
History Survey - Tenure	97						V
		0	20	40	60	80	100
Emotional Intelligence (relates to situational judgment, perform					_		_
Empathy and Emotional Self-Control	75						
		0	20	40	60	80	100

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.

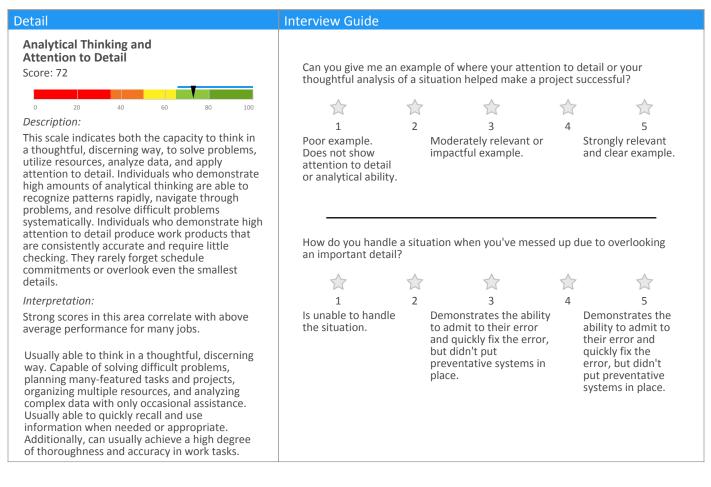
Test-Taker Group	Percentile	0	10	20	30	40	50	60	70	80	90	100
Global	74th											
United States	61st								i I	1	i I	
HR Avatar Data	68th			l	l.		I			I	l	



Candidate:	Betty Penske, bettypenske@yourcompany.org
Assessment:	Specialist - Marketing and Public Relations (Short)
Authorized:	May 12, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz
Started:	May 12, 2024, 12:25:29PM EST
Completed:	May 12, 2024, 12:25:29PM EST
Overall Score:	74

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.



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.

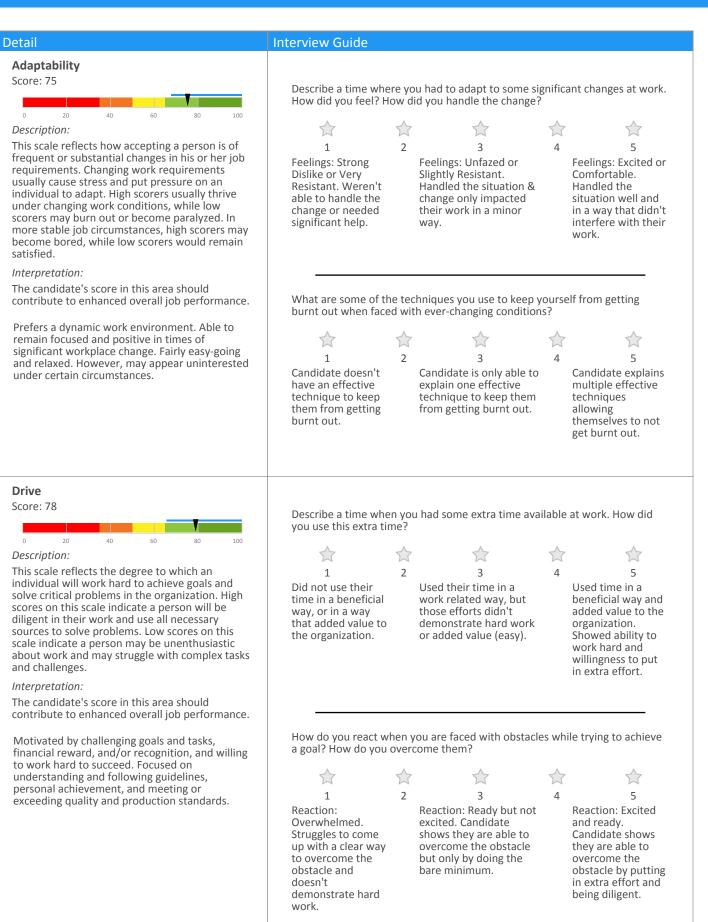
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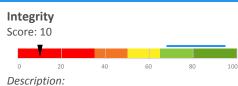
Detail	Interview Guide
Core Marketing Concepts Score: 68	Tell me about a project or task where your knowledge of marketing was required for success. How did it go?
 Writing Score: 93 20 40 60 80 100 Description: The ability to be concise, friendly, and accurate when drafting email replies to customer service requests. Interpretation: Superior writing skills can positively impact performance in many jobs. Significantly above average. Conveys ideas accurately in a clear, concise and succinct format. See writing sample section of report for raw essay(s) submitted. Raw computed score: 80 Computed score confidence: 75 Approximate Word Count: 247 Please see below to view the essay submitted. 	Are you comfortable when you need to express yourself through writing? Do you feel confident you can get the right message across? Tell me about a project or task where your writing skills were required for success. How did it go? 1 1 2 3 Not confident in own writing ability. Prefers speaking.

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.





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.

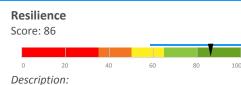
Interpretation:

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? $\overrightarrow{}$ $\widehat{\mathbf{v}}$ $\widehat{\mathbf{A}}$ $\widehat{\mathbf{v}}$ Ŵ 1 2 3 5 4 Shows that they Explains only situational Explains only are not concerned circumstances. situational about ethics or Judgement does not circumstances, or organizational stem from an ethical no circumstances. values/rules. standpoint. Judgement stems from ethical standards. Do you think it's ever okay to withhold information from your supervisor? How would you judge whether doing so is okay or not? T Ŷ T Ŷ Ŵ 1 2 3 4 5 Answer shows that Explains only situational Explains only they are not circumstances. situational concerned about Judgement does not circumstances, or ethics or stem from an ethical no circumstances. standpoint. organizational Judgement stems values/rules. from ethical standards.



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:

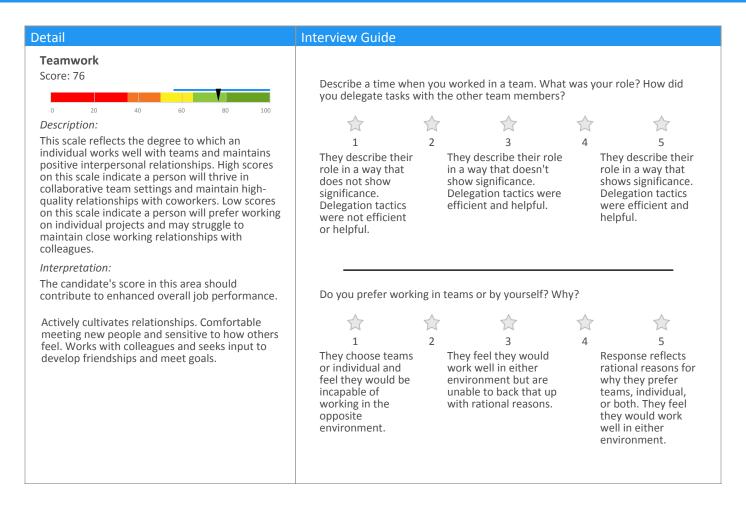
The candidate's score in this area should contribute to enhanced overall job performance.

Responses indicate that the candidate can effectively work through difficulties at work by exhibiting positive emotions, having control over the events, being proactive, remaining hopeful, and learning from the experience. Candidate can always be expected to push forward to achieve their goals, even when obstacles come their way.

Interview Guide

did you feel? How did it impact your work moving forward? $\widehat{\mathbf{v}}$ $\widehat{\mathbf{v}}$ $\widehat{\mathbf{A}}$ Ŵ T 2 1 3 4 5 Feelings had a Feelings are true to the Feelings are true to negative outlook. situation. Event the situation but Event impacted impacted their work in a with a positive their work in a negative way but were outlook. The event negative way, they able to learn from it and impacted their persevere. weren't able to work in a positive way or didn't learn from it or impact their work persevere. at all. How do you normally react to bad news? T 1 2 3 Δ 5 They get upset and They get upset, however They are able to don't know how to they see the positive see the positive work through the outlook and have a plan outlook in the long challenges. to fix the challenges. run and it doesn't impact their work.

Describe a time when something at work/school didn't go as planned. How



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	e			
History Survey - Performance Score: 69	How does your less? How do y	work compare ou know?	with your peers	? Do you produ	ce more or
0 20 40 60 80 100 Description: Evaluates elements of the candidate's past work and education history to identify indications of	1	2	3	4	5
high or low performance potential. Interpretation: The candidate's score indicates past behaviors that contribute to above average job performance.	What kind of fe managers and	eedback have yo your peers?	u received abou	it your perform	ance from your
Exhibits past behaviors and achievements that are likely to result in above average job performance.	1	2	3	4	5
 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.					

Score: 97

Description:

low job tenure. Interpretation:

average job tenure.

Frequent job changesPotential long commute

were identified:

these items.

0

History Survey - Tenure

40

Evaluates a candidate's past employment history

and related factors for indications of potentially

The candidate's score indicates past behaviors

Exhibits behaviors likely to result in longer than

The following potential performance risk areas

Further probing is recommended for each of

that contribute to high job performance.

60

100

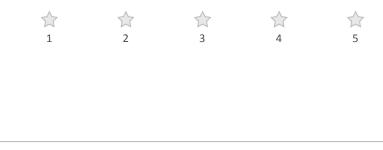
20



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

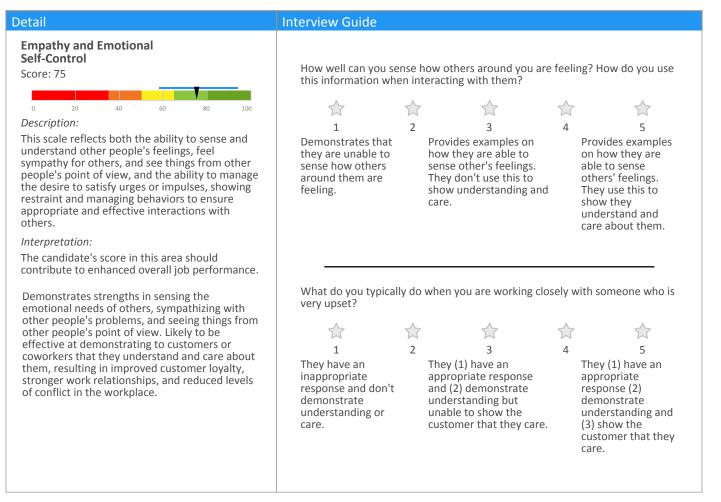


What is the longest distance you have had to commute to work? What did you do during the commute? How long did you keep that job?



Emotional Intelligence Detail

This section contains a list of emotional intelligence characteristics that indicate how tuned in a candidate is to his or her own emotions, and those of others, as well as the candidate's ability to control his or her behavior in light of the emotions he or she is experiencing. These traits can often impact performance in groups or teams. Sample interview questions are provided to gather more information.



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
Please write an essay describing the HR Avatar essay feature.	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.
	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.



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.
- 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: 27-3031.00
- O*Net Version: 26.3
- Sim ID: 15076-2, Key: 0-0, Rpt: 13, Prd: 5917, Created: 2024-05-12 17:25 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	75.5260	Z-Statistic	0.7017	5.1885
Analytical Thinking and Attention to Detail	72.6189	Z-Statistic	0.5079	25.7548
Core Marketing Concepts	68.0312	Z-Statistic	0.2021	13.8707
Drive	78.8924	Z-Statistic	0.9262	5.3099
Empathy and Emotional Self-Control	75.5041	Z-Statistic	0.7003	6.9354
History Survey - Performance	69.5192	Z-Statistic	0.3013	6.9354
History Survey - Tenure	97.1901	Z-Statistic	2.1460	6.9354
Integrity	10.0000	Z-Statistic	-3.6667	5.5678
Resilience	86.0915	Z-Statistic	1.4061	5.3099
Teamwork	76.4366	Z-Statistic	0.7624	5.1885
Writing	93.8976	Z-Statistic	1.9265	13.0038
Weighted Average of Co	mpetency Z-Scores:			0.6233
Mean applied to Raw We	eighted Avg:			0.0000
Standard Deviation appli	ed to Raw Weighted Avg:			1.0000
Normalized Daw Scores		0 (222		

Normalized Raw Score:0.6233Mean:65.0000Standard Deviation Used:15.0000Final Overall Score:74.3497



Notes

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