

Candidate: **Betty Penske** Assessment: Specialist - Sustainability Completed: May 13, 2024 Prepared for: Susan Bookman HR Avatar Data Collection Account

Test Results and Interview Guide

The Specialist - Sustainability 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

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72		20	40	60	80	100
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iability.		Hig Lov	gher Risk wer Risk		tional)	
	72 iability.	o	iability.	iability.	iability. 0 20 40 60 Key Candidate Score Higher Risk Lower Risk	0 20 40 60 80 Key ▼ Candidate Score Higher Risk

Competency Summary

Competency	Score	Interpretation					
Cognitive Abilities (relates to job performance, problem-solving	, ability to learn, etc.)						
Analytical Thinking and Attention to Detail	77						
		0	20	40	60	80	100
Skills/Knowledge (relates to immediate readiness)					_		
Writing	63						
		0	20	40	60	80	100
Personality Characteristics (relates to fit with the job/team envi							
Adaptability	98						
		0	20	40	60	80	100
Drive	63						
		0	20	40	60	80	100
Integrity	10						
		0	20	40	60	80	100
Resilience	76						
		0	20	40	60	80	100
Teamwork	93						
		0	20	40	60	80	100
Behavioral History (relates to performance and turnover)							
History Survey - Performance	92						
		0	20	40	60	80	100
History Survey - Tenure	85						
		0	20	40	60	80	100
Emotional Intelligence (relates to situational judgment, perform	nance and teamwork)						
Empathy and Emotional Self-Control	62						
		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	72nd											
United States	59th								l I	i I	i I	
HR Avatar Data	66th									1	1	

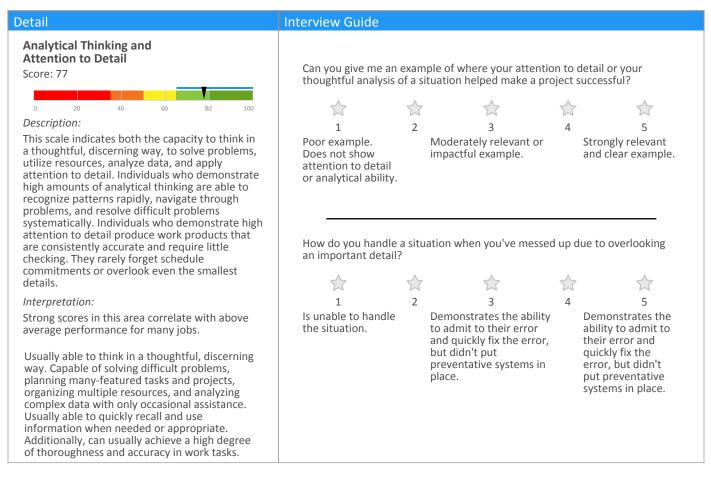
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Candidate:	Betty Penske, bettypenske@yourcompany.org
Assessment:	Specialist - Sustainability
Authorized:	May 13, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz
Started:	May 13, 2024, 9:48:44AM EST
Completed:	May 13, 2024, 9:48:44AM EST
Overall Score:	72

Cognitive Abilities Detail

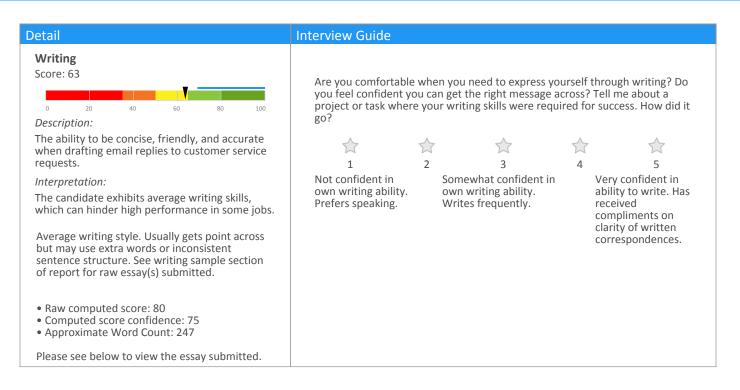
This section contains a list of job-related cognitive abilities that have been evaluated in a job-like context using HR Avatar's simulation technology. Studies have demonstrated that cognitive abilities are highly correlated with job performance for many jobs. Abilities also correlate with problem-solving and the ability to learn quickly.



Knowledge and Skills Detail

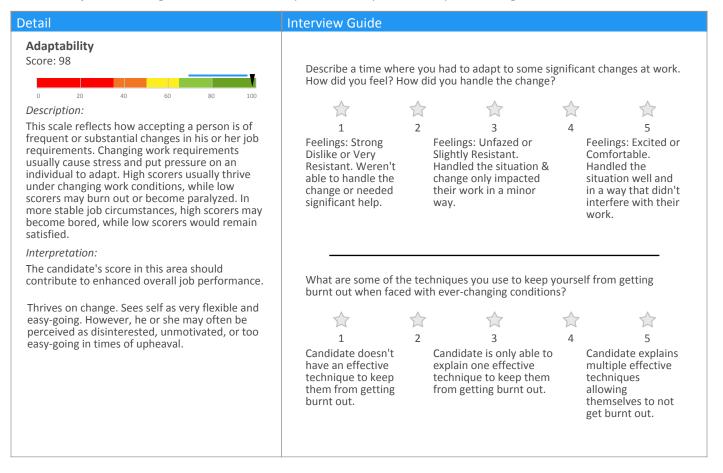
This section contains a list of job-related knowledge areas and skills that have been evaluated. Low scores in these areas often indicate that additional learning may be required before top performance can be achieved.

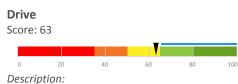
Continued on next page.



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.





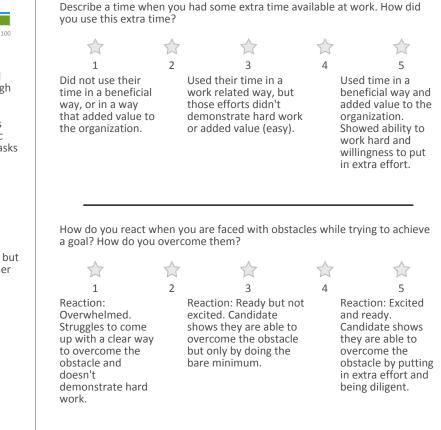
This scale reflects the degree to which an individual will work hard to achieve goals and solve critical problems in the organization. High scores on this scale indicate a person will be diligent in their work and use all necessary sources to solve problems. Low scores on this scale indicate a person may be unenthusiastic about work and may struggle with complex tasks and challenges.

Interpretation:

The candidate's score in this area indicates neither a positive nor a negative impact on performance.

Motivated by moderately challenging goals, financial rewards, and meeting expectations, but may not be motivated by stretch goals or other highly challenging goals. Willing to work moderately hard to succeed.

Interview Guide





0

Integrity Score: 10 20 40 60 100 80

Description:

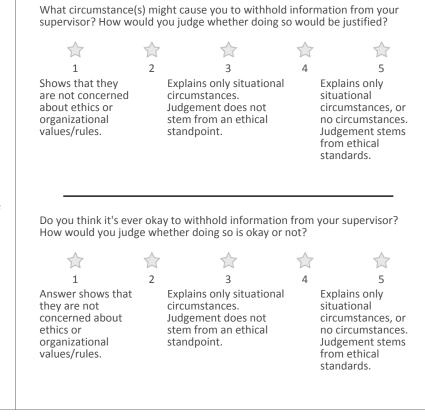
This scale reflects the degree to which an individual acts positively towards the organization, avoids unnecessary risk, and, simply put, does the right thing. High scores on this scale indicate a person will act in the organization's best interest, follow the rules, and work hard under limited supervision. 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.

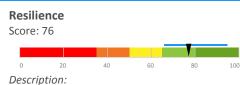
Interpretation:

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





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:

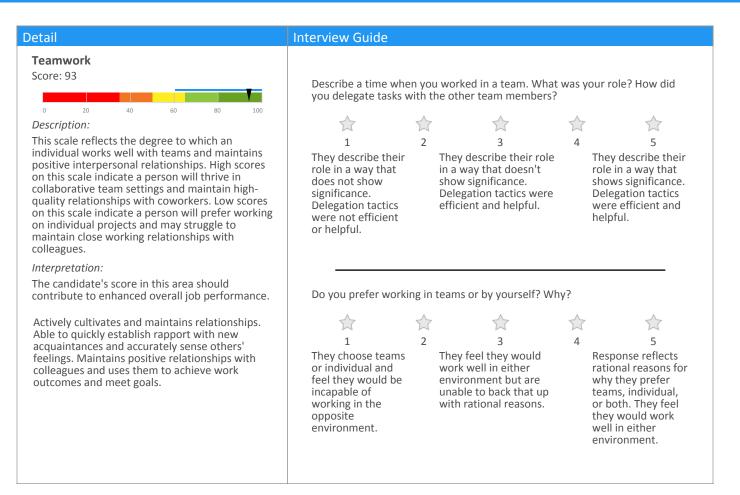
The candidate's score in this area should contribute to enhanced overall job performance.

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.

Interview Guide

did you feel? How did it impact your work moving forward? $\widehat{\mathbf{v}}$ $\widehat{\mathbf{A}}$ $\widehat{\mathbf{A}}$ Ŵ Ŵ 2 3 1 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 weren't able to persevere. 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 T T 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	2				
History Survey - Performance Score: 92	How does your less? How do yo		with your peers	? Do you produ	ce more or	
0 20 40 60 80 100 Description:	\Rightarrow	\Rightarrow	\Rightarrow	\Rightarrow	\overleftrightarrow	
Evaluates elements of the candidate's past work and education history to identify indications of high or low performance potential.		2	3	4	5	
Interpretation: The candidate's score indicates past behaviors	What kind of feedback have you received about your performance from your managers and your peers?					
that contribute to high job performance.		\bigtriangleup	\checkmark	\bigtriangleup	Δ	
Exhibits past behaviors and achievements that are likely to enhance 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: 85

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

20



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

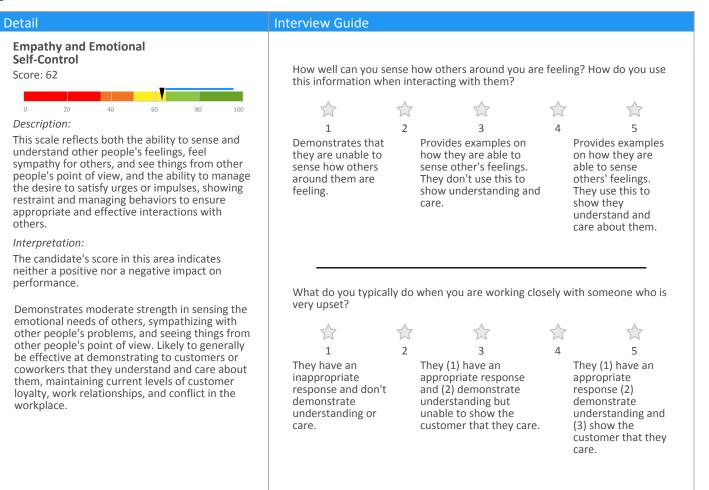


What is the longest distance you have had to commute to work? What did you do during the commute? How long did you keep that job?



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: 13-1199.05
- O*Net Version: 26.3
- Sim ID: 15179-2, Key: 0-0, Rpt: 13, Prd: 6024, Created: 2024-05-13 14:48 UTC
- UA: Mozilla/5.0 (Windows NT 6.3; Trident/7.0; Touch; rv:11.0) like Gecko

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1.0000

0.4778

65.0000

15.0000

72.1665

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	98.3728	Z-Statistic	2.2249	4.6474
Analytical Thinking and Attention to Detail	77.8957	Z-Statistic	0.8597	26.9782
Drive	63.2012	Z-Statistic	-0.1199	5.4220
Empathy and Emotional Self-Control	62.7839	Z-Statistic	-0.1477	7.0818
History Survey - Performance	92.4810	Z-Statistic	1.8321	7.0818
History Survey - Tenure	85.2391	Z-Statistic	1.3493	7.0818
Integrity	10.0000	Z-Statistic	-3.6667	4.9263
Resilience	76.9510	Z-Statistic	0.7967	4.9108
Teamwork	93.9660	Z-Statistic	1.9311	5.3135
Writing	63.4748	Z-Statistic	-0.1017	26.5566
Weighted Average of Cor	npetency Z-Scores:			0.4778

Mean applied to Raw Weighted Avg:

Standard Deviation applied to Raw Weighted Avg:

Normalized Raw Score:

Mean:

Standard Deviation Used:

Final Overall Score:



Notes

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