

Test Results and Interview Guide

Candidate: Assessment: Completed: Prepared for: **Richard Wantsajob** Manager - Medical and Health Services (General) May 12, 2025 Sara Maple Example Company

What's Included

- Overall Score
- Competency Summary Table
- Comparison Matrix
- Detailed Competency Results with Interview Guide

Important Note: The Manager - Medical and Health Services (General) 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

Candidate	Score	Interpretation			
Richard Wantsajob	77				
rich.wantsajob@gmail.com Manager - Medical and Health Services (General) May 12, 2025					
Summary: Moderate to High Performance Potential		Кеу			
 Potential Risk Areas Low Integrity score could indicate potential issues with reliability. 		Candidate Score Higher Risk Lower Risk Custom Baseline (Optional)			

Competency Summary

Competency	Score		Inte	erpre	tatic	n	
Cognitive Abilities (relates to job performance, problem-solving	, ability to learn, etc.)						
Analytical Thinking and Attention to Detail	87	0	35	50	65	80	100
kills/Knowledge (relates to immediate readiness)							
Health Care Administration (US)	71	0	35	50	65	80	100
Writing	79	0	35	50	65	80	100
Personality Characteristics (relates to fit with the job/team env	ironment)						
Adaptability	89	0	35	50	65	80	100
Competitive Spirit	84	0	35	50	65	80	100
Drive	64	0	35	50	6 5	80	100
Integrity	10	0	35	50	65	80	100
Leader Mindset	66	0	35	50	6 5	80	100
Resilience	67	0	35	50	6 5	80	100
Teamwork	98	0	35	50	65	80	100
motional Intelligence (relates to situational judgment, perform	nance and teamwork)						
Empathy and Emotional Self-Control	79	0	35	50	65	80	100
ehavioral History (relates to performance and turnover)							
History Survey - Performance	75	0	35	50	65	80	100
History Survey - Tenure	79	0	35	50	65	80	100

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	77th											
United States	63rd								I.	I I	I I	
Example Company	70th								1	I.		



Candidate:	Richard Wantsajob, rich.wantsajob@gmail.com
Assessment:	Manager - Medical and Health Services (General)
Authorized:	May 12, 2025, by Sara Maple, Example Company, qamailsaram.mike@hravatar.com
Started:	May 12, 2025, 4:12:05PM EDT
Completed:	May 12, 2025, 4:12:05PM EDT
Overall Score:	77

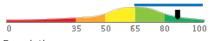
Cognitive Abilities Detail

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: 87



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



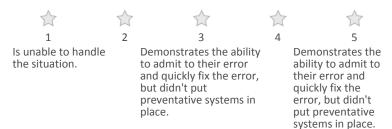
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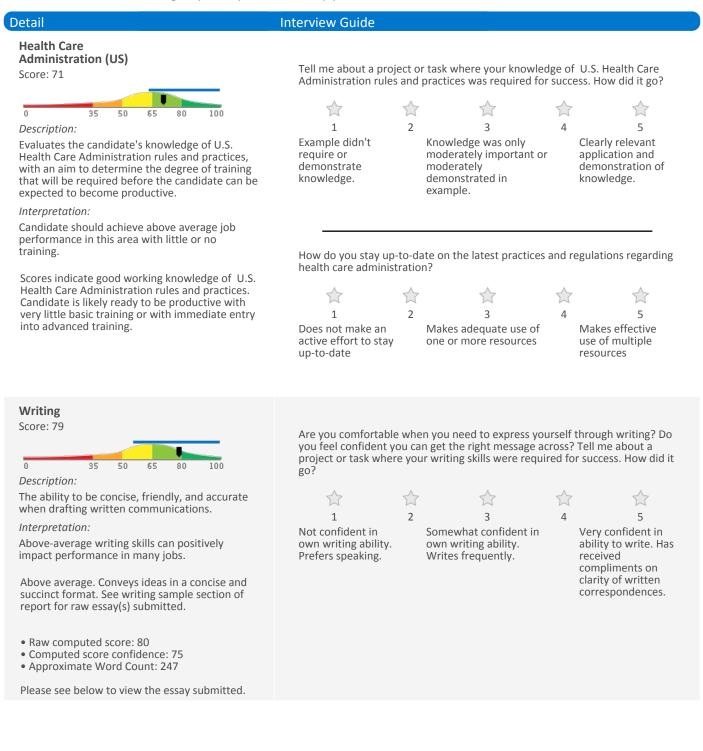
How do you handle a situation when you've messed up due to overlooking an important detail?





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.

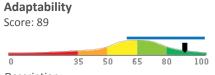


Personality Characteristics Detail

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



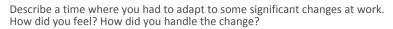
Description:

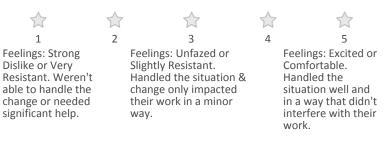
This scale reflects how accepting a person is of frequent or substantial changes in his or her job requirements. Changing work requirements usually cause stress and put pressure on an individual to adapt. High scorers usually thrive under changing work conditions, while low scorers may burn out or become 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.





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



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

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Competitive Spirit

Score: 84



Description:

This scale indicates the degree to which an individual is driven by a desire to win, to achieve objectives, and to outperform their peers. Competitiveness is the tendency to evaluate one's performance in comparison to others. It is characterized by a desire to do better than others, enjoying situations that can lead to a clear winner, and thriving in an environment where people are differentiated by accomplishments.

Interpretation:

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

Driven by competition. Derives significant selfesteem from winning and is willing to expend extra effort to come out on top. Very comfortable competing with peers. When was the last time you were in a competitive situation, like a contest, at work? How did it go?

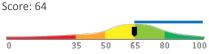


How do you like working with really competitive people? Do you think it impacts your motivation?



Interview Guide





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

Ŵ The second Ŵ 2 5 1 3 4 Did not use their Used their time in a Used time in a time in a beneficial work related way, but beneficial way and way, or in a way those efforts didn't added value to the that added value to demonstrate hard work organization. Showed ability to the organization. or added value (easy). work hard and willingness to put

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

2 1 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.

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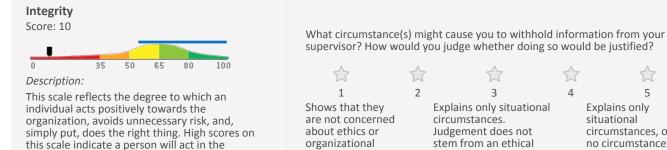
5 Reaction: Excited and ready. Candidate shows they are able to overcome the obstacle by putting in extra effort and being diligent.

4

in extra effort.

Interview Guide

values/rules.



5 Explains only situational circumstances, or no circumstances. 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?

standpoint.

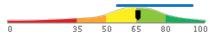


Leader Mindset

Interpretation:

Score: 66

the job.



organization's best interest, follow the rules, and

work hard under limited supervision. Low scores

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

show hostility towards management or

defensive regarding his or her own work, or

company policies. May take unnecessary risks on

on this scale indicate a person may engage in risk-taking behaviors, work to undermine the organization, and only do the bare minimum.



Individuals scoring highly in Leadership Mindset want to be in charge. They confidently take responsibility for their team and expect to be held accountable for results. They understand the importance of trust in both directions and they delegate appropriately. They also know how to motivate individuals to contribute unselfishly to group goals.

Interpretation:

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

Generally prefers to be in charge. Feels that others usually accept their leadership. Has an above average degree of confidence in his or her own leadership ability.

How would you describe your leadership style? What values are most important to you as a leader?



Who is your favorite leader? Why?

2

E3 1 Their favorite leader is not described in a way that shows leadership skills.

2 Their favorite leader is described as someone who has a couple key leadership skills and does not relate those skills to themselves.



Their favorite leader is described as someone who has multiple key leadership skills and is able to relate those skills to themselves.

4

Detail

Interview Guide

1

They get upset and

don't know how to

work through the

challenges.





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 3 Feelings had a Feelings are true to the negative outlook. situation. Event Event impacted impacted their work in a their work in a negative way but were negative way, they able to learn from it and weren't able to persevere. learn from it or persevere.

How do you normally react to bad news?

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3

They get upset, however they see the positive outlook and have a plan to fix the challenges.



at all.

They are able to see the positive outlook in the long run and it doesn't impact their work.

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Feelings are true to

the situation but

with a positive outlook. The event

impacted their

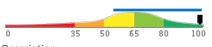
way or didn't

work in a positive

impact their work

Teamwork

Score: 98



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 highquality 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

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incapable of

opposite

working in the

environment.

or individual and

feel they would be

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

Ŵ Ŵ Ŵ 2 3 5 1 4 They describe their They describe their role They describe their role in a way that in a way that doesn't role in a way that does not show show significance. shows significance. significance. Delegation tactics were Delegation tactics Delegation tactics efficient and helpful. were efficient and were not efficient helpful. or helpful.

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

23 T 2 3 They choose teams

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



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



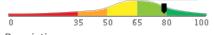
Emotional Intelligence Detail

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.

Detail

Interview Guide





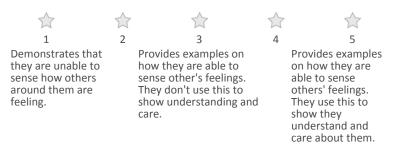
Description:

This scale reflects both the ability to sense and understand other people's feelings, feel sympathy for others, and see things from other people's point of view, and the ability to manage the desire to satisfy urges or impulses, showing restraint and managing behaviors to ensure appropriate and effective interactions with others.

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?



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



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

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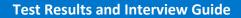
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Behavioral History Detail

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 How does your work compare with your peers? Do you produce more or Score: 75 less? How do you know? Ŵ Ŵ T 0 35 100 50 65 80 1 2 3 4 Description: Evaluates elements of the candidate's past work and education history to identify indications of high or low performance potential. What kind of feedback have you received about your performance from your Interpretation: managers and your peers? The candidate's score indicates past behaviors that contribute to above average job T T 23 T performance. 2 З 1 Δ Exhibits past behaviors and achievements that are likely to result in above average 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. **History Survey - Tenure** Score: 79 Review your last few jobs with me, explaining why you left the old job and what attracted you to the new one. 0 35 50 65 80 100 T Description: 1 2 3 4 Evaluates a candidate's past employment history and related factors for indications of potentially low job tenure. Interpretation: What is the longest distance you have had to commute to work? What did The candidate's score indicates past behaviors you do during the commute? How long did you keep that job? that contribute to above average job performance. Ŷ 1 2 3 4 Exhibits behaviors likely to result in slightly longer than 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.





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 keys to creative writing.	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: 11-9111.00
- O*Net Version: 29.2
- Sim ID: 15291-2, Key: 0-0, Rpt: 13, Prd: 6139, Created: 2025-05-12 20:12 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	89.7925	Z-Statistic	1.6528	3.6977
Analytical Thinking and Attention to Detail	87.0167	Z-Statistic	1.4678	27.6205
Competitive Spirit	84.7413	Z-Statistic	1.3161	3.6252
Drive	64.9934	Z-Statistic	-0.0004	3.8841
Empathy and Emotional Self-Control	79.0562	Z-Statistic	0.9371	6.6289
Health Care Administration (US)	71.2157	Z-Statistic	0.4144	13.2578
History Survey - Performance	75.2275	Z-Statistic	0.6818	6.6289
History Survey - Tenure	79.2039	Z-Statistic	0.9469	6.6289
Integrity	10.0000	Z-Statistic	-3.6667	3.9463
Leader Mindset	66.3430	Z-Statistic	0.0895	3.8841
Resilience	67.9307	Z-Statistic	0.1954	3.8841
Teamwork	98.7736	Z-Statistic	2.2516	3.8841
Writing	79.2308	Z-Statistic	0.9487	12.4292
Weighted Average of Co		0.8110		
Mean applied to Raw W		0.0000		
Standard Deviation appl		1.0000		
Normalized Raw Score:				0.8110
Mean:				65.0000
Standard Deviation Used	:			15.0000
Final Overall Score:				77.1648



Notes

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