

# Test Results and Interview Guide

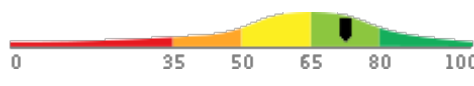
Candidate: **Richard Wantsajob**  
Assessment: Pre-Hire Personality (First-Line Supervisor Focus, Swipe Format, Spanish)  
Completed: April 26, 2025  
Prepared for: Sara Maple  
Example Company

## What's Included

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

**Important Note:** The Pre-Hire Personality (First-Line Supervisor Focus, Swipe Format, Spanish) 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.

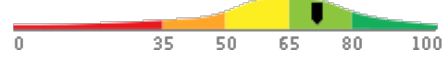
## Overall

Candidate	Score	Interpretation
<b>Richard Wantsajob</b> rich.wantsajob@gmail.com Pre-Hire Personality (First-Line Supervisor Focus, Swipe Format, Spanish) April 26, 2025  The candidate's scores indicate moderate to high performance potential in most jobs. We recommend that this score be used in conjunction with a comprehensive process for evaluating potential performance, including the specific knowledge, skills, and abilities required for a particular job.	<span style="font-size: 24pt; font-weight: bold; border: 2px solid green; border-radius: 50%; padding: 5px;">73</span>	

**Key**


- Candidate Score
- Higher Risk
- Lower Risk

## Competency Summary

Competency	Score	Interpretation
<b>Personality Characteristics (relates to fit with the job/team environment)</b>		
Adaptability	84	
Empathy and Emotional Self-Control	71	
Integrity	10	
Maintaining Awareness of Team Member Needs	97	
Leader Mindset	74	
Drive	64	
Resilience	94	
Teamwork	88	

## 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	73rd												
United States	60th												
Example Company	67th												

## Detail

Candidate: **Richard Wantsajob**, rich.wantsajob@gmail.com  
 Assessment: Pre-Hire Personality (First-Line Supervisor Focus, Swipe Format, Spanish)  
 Authorized: April 26, 2025, by Sara Maple, Example Company, qamailsaram.mike@hravatar.com  
 Started: April 26, 2025, 12:59:57 AM EDT  
 Completed: April 26, 2025, 12:59:57 AM EDT  
 Overall Score: 73

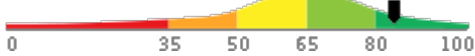
## Personality Characteristics Detail

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: 84



*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

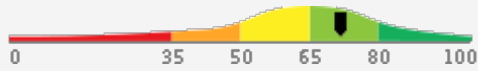
Feelings: Excited or Comfortable. Handled the situation well and in a way that didn't interfere with their work.



5

**Detail**
**Interview Guide**
**Empathy and Emotional Self-Control**

Score: 71


**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.

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

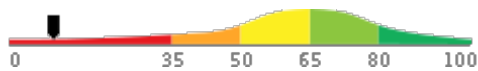


5

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

**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.

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



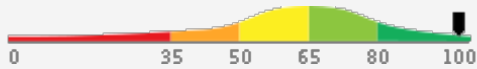
5

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

Detail Interview Guide

**Maintaining Awareness of Team Member Needs**

Score: 97



*Description:*

This scale reflects the degree to which an individual senses the needs of team members and sees things from their point of view. High scores on this scale indicate that the individual will likely be very effective at demonstrating to team members that they understand and care about them. This leads to significantly improved 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 exceptional ability to sense the needs of team members and see things from their point of view. Likely to be very effective at demonstrating to team members that they understand and care about them, resulting in significantly improved loyalty, much stronger work relationships, and noticeably reduced levels of conflict in the workplace.

Tell me about a time when you had difficulties understanding the needs of a team you were working with. Why do you think it was difficult?



1

They place blame on their team and/or don't show they have learned from the incident.



2

They recognize that they weren't able to see their team's point of view at first. They now have ways to learn from it.



3



4

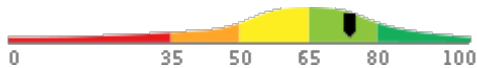
They have learned from the incident and can clearly express possible reasons.



5

**Leader Mindset**

Score: 74



*Description:*

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.

Who is your favorite leader? Why?



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.



3



4

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



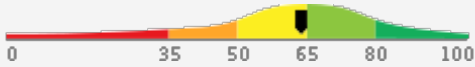
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Detail

Interview Guide

**Drive**

Score: 64



*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?



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

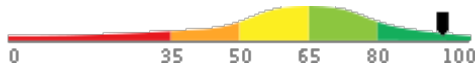
Used time in a beneficial way and added value to the organization. Showed ability to work hard and willingness to put in extra effort.



5

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

Score: 94


**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, 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.

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.



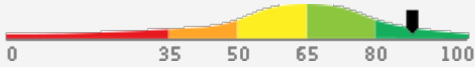
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Detail

Interview Guide

**Teamwork**

Score: 88



*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.

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



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



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



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

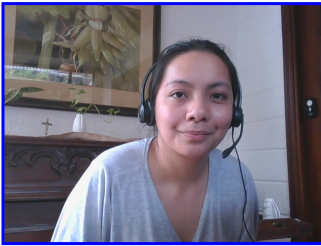


## Identity Confirmation Photos

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

### Photo Analysis Results

<b>- Risk:</b>	<b>Medium risk of cheating based on image inconsistencies</b>
- 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%)



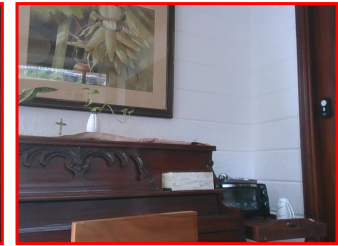
Pre/Post-Test Photo



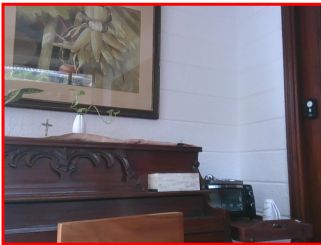
ID Photo



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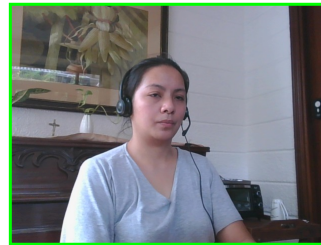
In-Test Error Detected (No Face Detected)



In-Test Error Detected (No Face Detected)



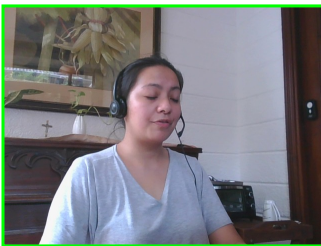
In-Test Photo



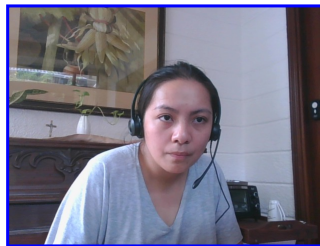
In-Test Photo



In-Test Photo



In-Test Photo



Pre/Post-Test Photo

## Report Preparation Notes

- Hiring decisions should never be based on a single source of information. The most effective use of this assessment report is as a part of a multi-faceted program of candidate evaluation that includes resume review, interviews, and reference checks.
- Overall vs Percentiles Scores: The overall score reflects the success in the test, based on the mean (average) and standard deviation of the test scores. The percentile score reflects the percentage of test-takers who scored equal or below this overall score. We recommend you use the Overall Score as your primary evaluation criteria. However, percentile scores can often be useful in comparing specific candidates against one another and with a group, such as for test takers in a certain organization or within a certain account.
- Note that comparison information is calculated based on completed instances of this assessment at that time the assessment is scored. As additional instances are completed, the comparative data may change. You can always update a report to the current values by clicking on 'Recalculate Percentiles' within the online results viewing pages at [www.hravatar.com](http://www.hravatar.com).
- Most competency scores are norm-based, which means that they can be interpreted in terms of their distance from the average or mean score. For all scales, a score equal to the mean receives a score of 65 and scores above and below this value are set so that a score change of 15 equals one standard deviation.
- For linear competencies, higher is better across the entire scale. For these scales a score between 65 and 80 (light green) represents 0 to 1 standard deviation above the mean and a score above 80 (dark green) represents more than one standard deviation above the mean. Similarly, a score of 50 - 65 (yellow) represents 0 to 1 standard deviation below the mean, while a score of 35 - 50 (orange) equates to 1 to 2 standard deviations below the mean, and a score below 35 represents more than 2 standard deviations below the mean.
- Sim ID: 16102-1, Key: 0-0, Rpt: 91, Prd: 7084, Created: 2025-04-26 04:59 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	84.3073	Z-Statistic	1.2872	12.5000
Empathy and Emotional Self-Control	71.9842	Z-Statistic	0.4656	12.5000
Integrity	10.0000	Z-Statistic	-3.6667	12.5000
Maintaining Awareness of Team Member Needs	97.9364	Z-Statistic	2.1958	12.5000
Leader Mindset	74.4628	Z-Statistic	0.6309	12.5000
Drive	64.0785	Z-Statistic	-0.0614	12.5000
Resilience	94.4913	Z-Statistic	1.9661	12.5000
Teamwork	88.3632	Z-Statistic	1.5575	12.5000
Weighted Average of Competency Z-Scores:				0.5469
Mean applied to Raw Weighted Avg:				0.0000
Standard Deviation applied to Raw Weighted Avg:				1.0000
Normalized Raw Score:				0.5469
Mean:				65.0000
Standard Deviation Used:				15.0000
Final Overall Score:				73.2030

## Notes

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