hr | avatar
Illuminating Talent

Test Results and Interview Guide

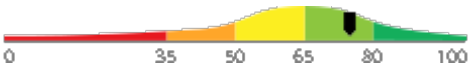
Candidate: **Elizabeth Wantsajob**
Assessment: IT Project Management
Completed: June 30, 2026
Prepared for: Sara Maple
Example Company

What's Included

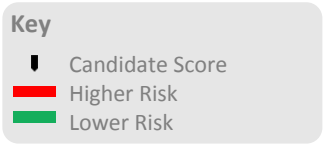
- Overall Score
- Competency Summary Table
- Comparison Matrix
- Detailed Competency Results with Interview Guide

Important Note: The IT Project Management 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.

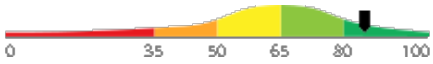
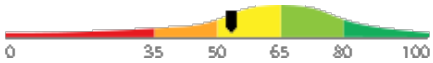
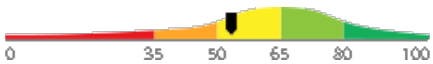
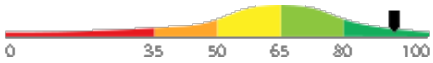
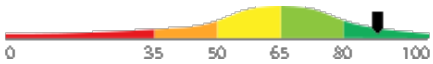
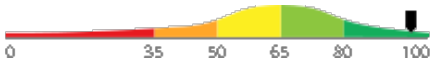
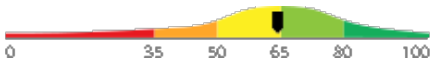
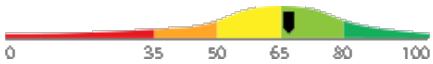
Overall

Candidate	Score	Interpretation
Elizabeth Wantsajob beth.wantsajob@gmail.com IT Project Management June 30, 2026	75	

The candidate exhibits a solid and well-rounded knowledge of IT project management principles and practices, including project planning, risk management, stakeholder communication, quality control, and resource allocation. Minor gaps may exist in specialized areas, but this individual demonstrates the competency expected of a capable IT project manager. They are likely able to manage projects effectively with minimal oversight in most standard project scenarios.



Competency Summary

Competency	Score	Interpretation
Skills/Knowledge (relates to immediate readiness)		
Budget and Cost Management	85	
Project Planning and Scheduling (Free Text Responses)	53	
Scope Management (Free Text Responses)	53	
Project Lifecycle and Methodology	92	
Project Planning and Scheduling	88	
Risk Management	96	
Scope Management	64	
Stakeholder Communication and Reporting	67	

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
Global	75th
North America	62nd
United States	62nd
Example Company	69th

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
Knowledge, Skills, and Abilities Summary	-	-	Summary Points (AI): • (Generic Text for Sample Report) Strong performer in Drag and Drop Files tasks, indicating comfort with file management and basic computer interactions. • Demonstrates solid numerical accuracy in Recognizing and Confirming Numbers, a valuable asset in detail-oriented roles. • Moderate overall performance in Analytical Thinking and Attention to Detail, with adequate grammar skills but room for improvement. • Struggles with Reading and Analyzing Problems, which may limit effectiveness in roles requiring critical reading and complex problem-solving. • Lowest performance in Navigating Between Screens, suggesting difficulty with multi-screen software workflows that could impact productivity in computer-intensive roles. Narrative (AI): Elizabeth Wantsajob demonstrates a mixed profile of knowledge, skills, and abilities across the assessed competencies. Elizabeth shows a strong aptitude in Drag and Drop Files, performing well on this technical task and suggesting she is comfortable with this type of computer interaction. This is a notable strength that would translate well into roles requiring file management and basic computer navigation tasks. In the area of Analytical Thinking and Attention to Detail, Elizabeth performs at a moderate level. She demonstrates solid ability in Recognizing and Confirming Numbers, which suggests she is careful and accurate when working with numerical data — a valuable skill in detail-oriented work environments. Her Grammar performance is adequate but leaves room for improvement, indicating she may occasionally make written communication errors. Her weakest area within this competency is Reading and Analyzing Problems, where she struggled to consistently interpret and work through written problem scenarios. This may impact her effectiveness in roles that require critical reading, written comprehension, or complex problem-solving. Elizabeth's most significant area for development is Navigating Between Screens, where she scored considerably lower than the other competencies. This suggests she may have difficulty efficiently moving through software interfaces or multi-screen workflows, which could slow productivity in roles that rely heavily on navigating computer applications or data entry systems. Overall, Elizabeth brings some useful technical strengths, particularly in file management and numerical accuracy, but would benefit from targeted development in software navigation and analytical problem-solving to be fully effective in roles that demand these skills. Computed on: April 2, 2026, 11:09:49PM EDT

Detail

Candidate:	Elizabeth Wantsajob, beth.wantsajob@gmail.com
Assessment:	IT Project Management
Authorized:	June 30, 2026, by Sara Maple, Example Company, qamailsaram.mike@hravatar.com
Started:	June 30, 2026, 5:02:27PM EDT
Completed:	June 30, 2026, 5:02:27PM EDT
Overall Score:	75

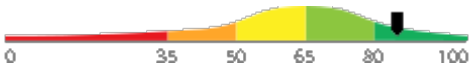
Knowledge and Skills Detail

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 Guide

Budget and Cost Management

Score: 85



Description:

Covers the ability to estimate project costs, build and manage a project budget, track spending, and forecast whether the project will finish within its approved budget. Includes basic understanding of earned value concepts to assess project financial health.

Interpretation:

Candidate should achieve superior job performance in this area with little or no training.

The candidate demonstrates an advanced and comprehensive mastery of IT project budget and cost management principles, including precise cost estimation, budget construction and control, expenditure tracking, financial forecasting, and the proficient application of earned value concepts. They are well-equipped to independently oversee complex project financials and provide strategic insight into project budget performance.

Have you ever managed a project that was trending over budget? Walk me through how you identified the issue and what actions you took.

1	2	3	4	5
Describes a reactive or unclear response with no structured analysis of where overruns were occurring.		Identifies the overrun and takes corrective action but lacks a structured approach to root cause analysis or stakeholder communication.		Uses cost tracking data to identify variances, communicates transparently with stakeholders, and implements targeted corrective actions.

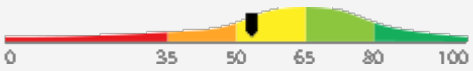
How would you go about estimating the cost of an IT project, and what would you do to make sure the project stays within budget once work begins?

1	2	3	4	5
Cannot describe a structured estimation approach or has no method for tracking spending during execution.		Describes basic cost estimation and tracking but does not mention forecasting, variances, or corrective actions.		Describes structured estimation methods, budget baseline, regular cost tracking, variance analysis, and corrective action planning.

Detail

Project Planning and Scheduling (Free Text Responses)

Score: 53



Description:

Covers the end-to-end process of planning, building, testing, and deploying AI-enabled applications for both internal staff and external customers. Includes managing iteration cycles, versioning, model monitoring, and coordinating cross-functional teams through each phase of the product lifecycle.

Interpretation:

The candidate exhibits average writing skills, which can hinder high performance in some jobs.

The candidate possesses a moderate understanding of AI product management, demonstrating basic familiarity with lifecycle management, strategic assessment, and process orchestration, though proficiency across these areas is inconsistent. With targeted coaching and hands-on experience, this individual has the potential to develop into a capable contributor in managing AI-enabled application initiatives.

Overall AI Score:	60.0
High words per minute detected while composing one or more essays:	27.3 words per minute. Possible copy/paste or use of AI tools. Average WPM while composing is about 15.
AI Confidence Level:	80
Argument Strength (AI):	70.0
Clarity and Coherence (AI):	80.0
Match with Ideal Response (AI):	60.0
Other Errors per 100 Words:	0.0
Spelling errors per 100 words:	0.0

Please see below to view the essay submitted.

Interview Guide

Describe a time you managed or contributed to an AI product through multiple lifecycle stages. What were the most significant challenges you encountered between phases, and how did you address them?

1	2	3	4	5
Candidate provides a generic or superficial example that lacks detail about AI-specific lifecycle challenges. Does not clearly articulate their personal role or the decisions they made between phases.		Candidate shares a relevant example with reasonable detail, identifying at least one meaningful challenge such as stakeholder alignment or testing delays. However, the response may lack specificity about how AI-related factors (e.g., model performance, data readiness) influenced lifecycle decisions.		Candidate provides a detailed, concrete example that demonstrates ownership across multiple lifecycle phases. Clearly describes AI-specific challenges such as model validation failures, shifting requirements, or deployment infrastructure issues, and articulates the specific actions they took to resolve them and keep the product on track.

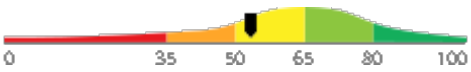
Can you walk me through the basic stages you would follow to take an AI-enabled product from an initial idea to a live deployment?

1	2	3	4	5
Candidate provides a vague or incomplete description of the lifecycle, omitting key phases such as testing, validation, or deployment. May conflate AI product development with general software development without acknowledging AI-specific considerations like model training or data pipelines.		Candidate identifies the major phases (discovery, development, testing, deployment) and acknowledges some AI-specific considerations, but struggles to articulate how the phases connect or how cross-functional teams are coordinated throughout.		Candidate clearly outlines a structured lifecycle including discovery, requirements, development, model validation, testing, deployment, and monitoring. Demonstrates awareness of AI-specific challenges such as data quality, model drift, and iterative retraining, and explains how they would coordinate stakeholders across phases.

Detail

Scope Management (Free Text Responses)

Score: 53



Description:

Covers the end-to-end process of planning, building, testing, and deploying AI-enabled applications for both internal staff and external customers. Includes managing iteration cycles, versioning, model monitoring, and coordinating cross-functional teams through each phase of the product lifecycle.

Interpretation:

The candidate exhibits average writing skills, which can hinder high performance in some jobs.

The candidate possesses a moderate understanding of AI product management, demonstrating basic familiarity with lifecycle management, strategic assessment, and process orchestration, though proficiency across these areas is inconsistent. With targeted coaching and hands-on experience, this individual has the potential to develop into a capable contributor in managing AI-enabled application initiatives.

Overall AI Score:	60.0
High words per minute detected while composing one or more essays:	27.3 words per minute. Possible copy/paste or use of AI tools. Average WPM while composing is about 15.
AI Confidence Level:	80
Argument Strength (AI):	70.0
Clarity and Coherence (AI):	80.0
Match with Ideal Response (AI):	60.0
Other Errors per 100 Words:	0.0
Spelling errors per 100 words:	0.0

Please see below to view the essay submitted.

Interview Guide

Describe a time you managed or contributed to an AI product through multiple lifecycle stages. What were the most significant challenges you encountered between phases, and how did you address them?

1	2	3	4	5
Candidate provides a generic or superficial example that lacks detail about AI-specific lifecycle challenges. Does not clearly articulate their personal role or the decisions they made between phases.		Candidate shares a relevant example with reasonable detail, identifying at least one meaningful challenge such as stakeholder alignment or testing delays. However, the response may lack specificity about how AI-related factors (e.g., model performance, data readiness) influenced lifecycle decisions.		Candidate provides a detailed, concrete example that demonstrates ownership across multiple lifecycle phases. Clearly describes AI-specific challenges such as model validation failures, shifting requirements, or deployment infrastructure issues, and articulates the specific actions they took to resolve them and keep the product on track.

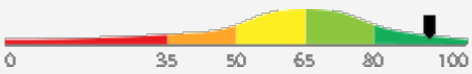
Can you walk me through the basic stages you would follow to take an AI-enabled product from an initial idea to a live deployment?

1	2	3	4	5
Candidate provides a vague or incomplete description of the lifecycle, omitting key phases such as testing, validation, or deployment. May conflate AI product development with general software development without acknowledging AI-specific considerations like model training or data pipelines.		Candidate identifies the major phases (discovery, development, testing, deployment) and acknowledges some AI-specific considerations, but struggles to articulate how the phases connect or how cross-functional teams are coordinated throughout.		Candidate clearly outlines a structured lifecycle including discovery, requirements, development, model validation, testing, deployment, and monitoring. Demonstrates awareness of AI-specific challenges such as data quality, model drift, and iterative retraining, and explains how they would coordinate stakeholders across phases.

Detail

Project Lifecycle and Methodology

Score: 92



Description:

Covers understanding of the standard phases of a project from initiation through closure, and knowledge of when to apply waterfall versus agile approaches. Includes familiarity with key deliverables and activities in each phase such as project charters, kickoffs, retrospectives, and lessons learned.

Interpretation:

Candidate should achieve superior job performance in this area with little or no training.

The candidate exhibits a comprehensive and sophisticated understanding of the full project lifecycle and the strategic application of waterfall and agile methodologies. They demonstrate strong command of phase-specific deliverables and activities, reflecting a high level of competence in IT project management principles and practices.

Interview Guide

How do you decide whether to use a waterfall or agile approach for an IT project, and can you give an example of a project where you made that choice?

1	2	3	4	5
Cannot articulate meaningful differences between the two approaches or bases the decision on preference rather than project factors.		Correctly describes differences between waterfall and agile but gives a generic or weakly justified example of choosing one.		Clearly contrasts both approaches, applies relevant criteria such as requirements stability and stakeholder involvement, and gives a well-justified example.

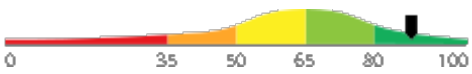
Can you describe the main phases of a project from start to finish and what a project manager's main responsibilities are in each phase?

1	2	3	4	5
Cannot name or describe the main project phases or conflates phases with each other.		Names the main phases correctly but provides only surface-level descriptions of PM responsibilities within each phase.		Clearly describes initiation through closure with specific PM responsibilities, key deliverables, and decision points in each phase.

Detail

Project Planning and Scheduling

Score: 88



Description:

Covers the ability to define project scope, build work breakdown structures, estimate task durations, identify dependencies, and create realistic schedules with milestones. This is a core daily activity for IT project managers and directly drives project success or failure.

Interpretation:

Candidate should achieve superior job performance in this area with little or no training.

The candidate exhibits an exceptional and comprehensive mastery of IT project management principles and practices across all key knowledge domains, including project lifecycle phases, scope and schedule management, cost estimation, earned value management, risk mitigation, stakeholder engagement, quality assurance, and governance. Proficiency extends to advanced areas such as integration management, procurement, resource capacity planning, and both waterfall and agile methodologies. This individual demonstrates the depth of knowledge expected of a highly skilled and experienced IT project management professional.

Interview Guide

Describe a situation where your project schedule needed to be significantly revised mid-project. What caused the change and how did you handle re-planning?

1	2	3	4	5
Cannot describe a clear process; response is vague about how replanning was approached or communicated.		Describes a reasonable replanning effort but misses elements like stakeholder communication or dependency reassessment.		Demonstrates systematic reassessment of tasks, dependencies, and resources; communicates changes clearly to stakeholders.

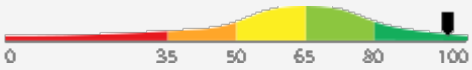
Can you walk me through how you would go about creating a basic project schedule for a new IT project? What steps would you take and what information would you need?

1	2	3	4	5
Vague or incomplete steps; cannot name key inputs like scope, tasks, or dependencies.		Mentions key steps like defining tasks and estimating durations but lacks detail on dependencies or milestones.		Clearly describes scope definition, WBS, task sequencing, dependency mapping, duration estimates, and milestone setting.

Detail

Risk Management

Score: 96



Description:

Covers the identification, assessment, and mitigation of risks that could negatively affect a project's schedule, cost, or quality. Includes creating a risk register, prioritizing risks by likelihood and impact, and developing response plans.

Interpretation:

Candidate should achieve superior job performance in this area with little or no training.

The candidate demonstrates an advanced and comprehensive mastery of IT project risk management principles and practices. They are highly capable of leading risk management efforts, including building and maintaining risk registers, rigorously assessing risks by likelihood and impact, and developing and executing robust mitigation and response strategies.

Interview Guide

Tell me about a significant risk that materialized on one of your IT projects. How did you respond, and what would you do differently in the future?

1	2	3	4	5
Describes a reactive response with no prior planning; does not reflect on lessons learned or process improvement.		Describes a reasonable response to the risk but limited reflection on whether a mitigation plan existed beforehand.		Demonstrates proactive risk planning, structured response execution, clear stakeholder communication, and actionable lessons learned.

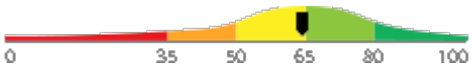
If you were starting a new IT project, how would you begin identifying risks, and what would you do with the risks you found?

1	2	3	4	5
Cannot describe a structured approach; mentions only obvious risks or has no plan for what to do after identifying them.		Describes identifying risks through brainstorming and mentions tracking them but lacks detail on assessment or response planning.		Describes a structured process including team input, risk register creation, likelihood/impact assessment, and response planning.

Detail

Scope Management

Score: 64



Description:

Covers the process of defining, documenting, and controlling what is and is not included in a project. Includes requirements gathering, managing scope creep, and handling change requests to keep the project focused and on track.

Interpretation:

Candidate appears capable of average job performance in this area with little or no training.

The candidate demonstrates a moderate understanding of IT project scope management concepts and practices. They show familiarity with defining and documenting project scope, requirements gathering, and change control processes, though some gaps in knowledge or practical application may be present.

Interview Guide

How do you manage requests for new features or changes from stakeholders once a project's scope has already been defined and approved?

1	2	3	4	5
Describes an informal or reactive approach with no mention of a formal change control process.		Mentions using a change request process but lacks detail on evaluation, approval steps, or impact assessment.		Describes a structured change control process including impact analysis, stakeholder review, approval, and documentation.

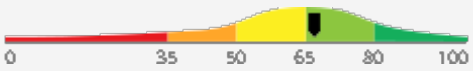
What does 'scope creep' mean to you, and can you give an example of how it might happen on an IT project?

1	2	3	4	5
Cannot define scope creep or gives an unrelated or incorrect example.		Correctly defines scope creep but gives a generic or incomplete example without explaining its impact.		Clearly defines scope creep, gives a relevant IT example, and explains its impact on schedule, cost, and quality.

Detail	Interview Guide

Stakeholder Communication and Reporting

Score: 67



Description:

Covers identifying project stakeholders, understanding their needs and expectations, and keeping them informed through regular status updates, reports, and meetings. Effective communication is one of the most frequent and critical tasks an IT project manager performs.

Interpretation:

Candidate should achieve above average job performance in this area with little or no training.

The candidate exhibits a solid and proficient understanding of stakeholder communication and reporting in IT project management. They are capable of identifying stakeholder needs and expectations, producing meaningful status reports, and conducting effective project meetings with minimal oversight.

Describe a time when a key stakeholder was unhappy with how they were being kept informed on a project. How did you identify the problem and what did you do to fix it?

1	2	3	4	5
Cannot recall a specific example or describes a passive response that did not address the root communication gap.		Describes addressing the stakeholder's concern but does not articulate systemic changes made to prevent recurrence.		Identifies root cause of the communication gap, adjusts the communication plan, and demonstrates proactive follow-through.

How do you decide who needs to receive updates about a project, and how do you typically share those updates?

1	2	3	4	5
Describes an informal or inconsistent approach with no mention of stakeholder identification or communication planning.		Mentions identifying key stakeholders and sending updates but lacks structure around frequency, format, or tailoring to audience.		Describes a communication plan with defined stakeholders, tailored messaging, appropriate frequency, and multiple channels.

Free Text Responses

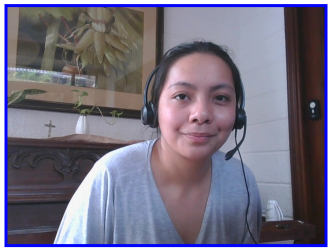
During the assessment, the candidate was asked to answer one or more questions using text, audio, video, or an uploaded text file. Their responses are included below for review.

Question or Task	Response
After an AI product is deployed, what is model monitoring and why is it a necessary part of the product lifecycle?	Model monitoring is a technique for ensuring that the model does not wander or become overtrained after an extended period of repeated queries that have the same or similar prompts. This is very important for preventing hallucinization. It's also a key aspect of any guardrails strategy. **Comments (AI):** The answer is clear and coherent but lacks depth in explaining the importance of model monitoring. The phrase 'hallucinization' is not commonly used in this context and may confuse readers. The answer could be improved by providing more specific examples of model performance metrics and how they are tracked. The argument strength is moderate as it does not fully explain why model monitoring is necessary in the product lifecycle. **Misspelled Words:** guardrails (1), hallucinization (1)

Identity Confirmation Photos

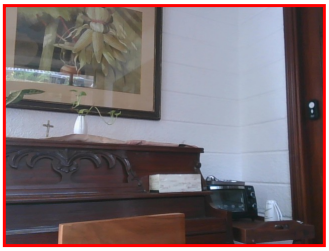
The following photos of the candidate and any identification were uploaded during the assessment session.

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%)

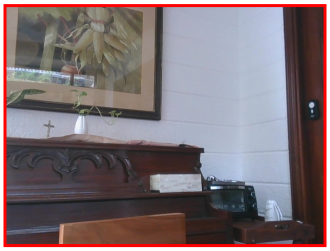


Pre/Post-Test Photo

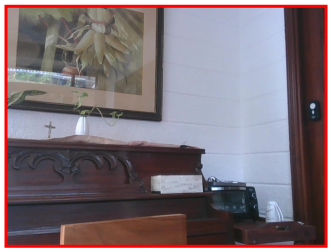
ID Photo



In-Test Error Detected (No Face Detected)

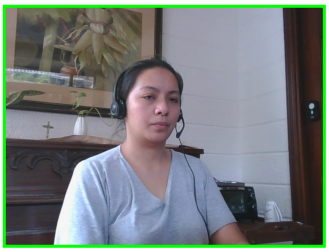


In-Test Error Detected (No Face Detected)

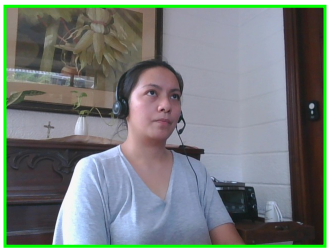


In-Test Error Detected (No Face Detected)

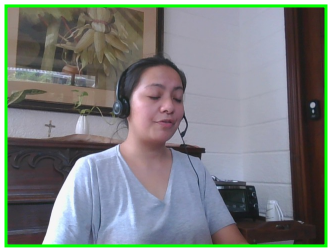
In-Test Photo



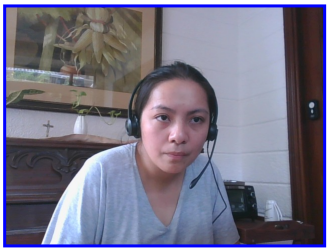
In-Test Photo



In-Test Photo



In-Test Photo



Pre/Post-Test Photo

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.
- 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: 20832-1, Key: 0-0, Rpt: 68, Prd: 9655, Created: 2026-06-30 17:02 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 each of the individual competency scores. First, all competency scores are calculated on a scale of 0-100. Note that some competencies use their color category rather than their actual numeric score in the overall calculation. For these, a standard score associated with the assigned color category is used in the overall score calculation rather than the actual numeric score. This is reflected in the ''Score Value Used'' column. Next, a weighted average of scores is computed using individual competency weights, typically set using job analysis data provided by the US Government Occupational Information Network (O*Net).

Competency	Score	How applied to overall	Score Value Used	Weight (%)
Budget and Cost Management	85.3178	Numeric Score	85.3178	12.5000
Project Lifecycle and Methodology	92.3927	Numeric Score	92.3927	12.5000
Project Planning and Scheduling	88.2333	Numeric Score	88.2333	12.5000
Project Planning and Scheduling (Free Text Responses)	53.8624	Numeric Score	53.8624	12.5000
Risk Management	96.4381	Numeric Score	96.4381	12.5000
Scope Management	64.8904	Numeric Score	64.8904	12.5000
Scope Management (Free Text Responses)	53.8624	Numeric Score	53.8624	12.5000
Stakeholder Communication and Reporting	67.1774	Numeric Score	67.1774	12.5000
Weighted Average:				75.2718
Final Overall Score:				75

Notes

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