

Candidate: Betty Penske

Assessment: Computer Programmer (Dutch)

Completed: April 9, 2024 Prepared for: Susan Bookman

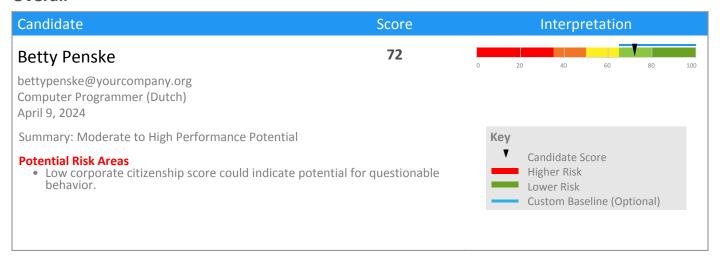
HR Avatar Data Collection Account

Test Results and Interview Guide

The Computer Programmer (Dutch) 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.

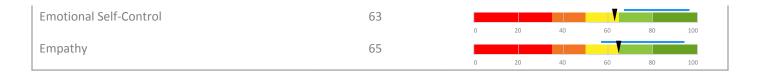


Overall



Competency Summary





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									i	i	
United States	59th								İ	i i	I I	
HR Avatar Data	66th									I I		



Assessment Overview

This assessment provides scores for a number of important factors and competencies that are related to success on the job. Scores are presented based on their potential impact on job performance.

Scores are presented individually on a scale of 0-100. In most cases, including the overall score, higher scores represent higher expected job performance. However, for some competencies, either extreme low or extreme high scores indicate a risk of lower performance. Refer to the interpretation section of each competency for additional information.

Individual competency scores are also combined into a single overall score. Please note that individual competencies are weighted differently, depending on their type, and on fine adjustments based on data from the US Government's Occupational Data Network (O*Net).

Each competency measured includes one or more suggested interview questions, in an easy-to-use format. These questions should be used for additional probing, especially when the score shows an area of relative weakness.

Some of the competencies measured evaluate preferences for doing (or not doing) specific activities. Scores for these competencies can be used to evaluate job-fit.

We wish to emphasize that the data contained in this report should be used as part of a comprehensive process for evaluating job candidates. Additional data should include in-person interviews, job tryouts, resume review, and background checks.

Detail

Candidate: Betty Penske, bettypenske@yourcompany.org

Assessment: Computer Programmer (Dutch)

Authorized: April 9, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz

Started: April 9, 2024, 5:05:33PM EST Completed: April 9, 2024, 5:05:33PM EST

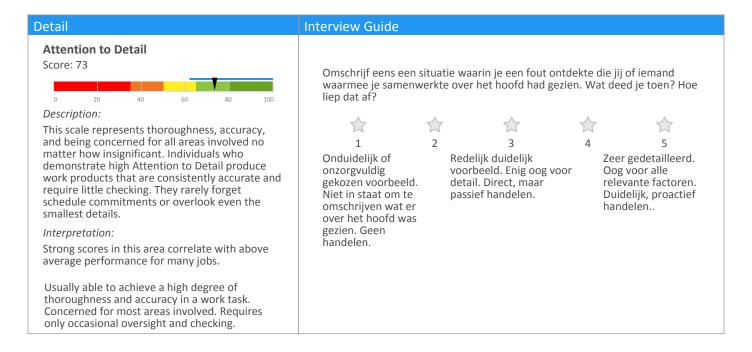
Overall Score: 72

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.

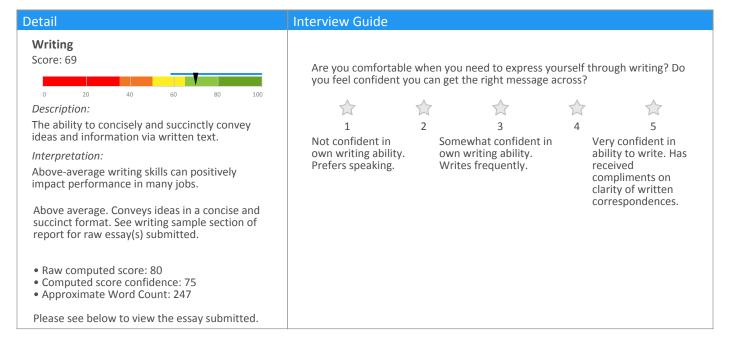
Interview Guide Detail **Analytical Thinking** Score: 72 Vertel eens over een complex probleem, een ingewikkelde situatie of een moeilijke planningstaak waar je je voor gesteld zag. Welke uitdagingen kwam je tegen en hoe heb je die overwonnen? Description: W W This scale indicates the capacity to think in a thoughtful, discerning way, to solve problems, 3 1 utilize resources, and analyze data. Individuals Uit het voorbeeld Uit het voorbeeld blijkt Uit het voorbeeld who demonstrate high amounts of analytical blijkt geen enige complexiteit. blijkt complexiteit. thinking are able to recognize patterns rapidly, Grondige Geeft blijk van enige complexiteit. navigate through problems, and resolve difficult Beperkte mate van analytisch bestudering van problems systematically. gegevensverzameli alle factoren die denken en probleemoplossend ng, analyse invloed kunnen Interpretation: ontbreekt. vermogen. Handelingen hebben op het Strong scores in this area correlate with above handelingen hebben gemengde of besluit. average performance for many jobs. onduidelijk, niet beperkte uitwerking. Handelingen zijn duidelijk, relevant relevant of niet Usually able to think in a thoughtful, discerning effectief. en effectief. way. Capable of solving difficult problems, planning many-featured tasks and projects, organizing multiple resources, and analyzing complex data with only occasional assistance. Usually able to quickly recall and use information when needed or appropriate.





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.

Continued on next page.



Adaptable

Description:

Score: 80



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.

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. Able to roll with the punches during periods of unexpected organizational change.

Interview Guide

Describe a time at work or school when things were changing so fast it was hard to stay focused. How did you adjust to it?











Enjoyed the chaos of fast change. Became disinterested or negative and waited for things to

calm down.

Did best but felt paralyzed and unable to work effectively.

Experienced higher anxiety but tried to deal with changes in a positive way. Stayed focused.

Would you rather work in a job where the work is predictable or one where activities are constantly changing? Why?









1 5

Becomes paralyzed by change. Or disregards the change and continues same path.

Resistant and fearful of change, or appears to live for change.

Comfortable with change, though feels some stress or anxiety. Usually able to stay focused.

Corporate Citizenship

Score: 10



Description:

This scale indicates the degree to which an individual's behavior embraces the spirit of an organization's mission, objectives, and strategy. High scorers project an attitude characterized by cooperation, trust, and openness. Low scorers often question the motives behind decisions. They may withhold information, display hostility, be defensive, or do just enough to get by.

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.

How do you feel about being part of an organization? Do you think most organizations have their employees' best interests at heart or do you have to always watch out for yourself?



Distrusts

for self.



organizational

motives. Feels the

need to look out







but is wary of being

taken advantage of.





Embraces organizational membership. Believes in organizational mission.

W

5



Needs Structure

Score: 85

Description:



This scale indicates the degree to which a person prefers to work within an ordered environment, with well-defined tasks, activities, rules, processes and expectations. It also reflects the general thoroughness and care applied by the candidate when performing work tasks.

Interpretation:

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

Follows rules closely and consistently. Makes decisions carefully and thoughtfully. Follows through on commitments. Able to create and/or follow detailed plans.

Interview Guide

Have you ever had to work in a job that had little or no structure or where no one told you what to do? What did or didn't you like about it?



intended job.





Some mismatch between comfort with structure and structure level of intended job.





Comfort with structure matches the structure level of the intended job.

What kind of job would you prefer: one in which you know exactly what you need to do each day or one in which you start each day with a blank slate and have to decide what to do based on circumstances? Why?



Prefers a dynamic,



3

Equally comfortable with changing work well-defined and environment. dynamic work environments.

Clear preference for defined tasks and activities.

Competitive

Score: 97



Description:

This scale indicates the degree to which an individual is driven by a desire to impress their leaders and exceed their peers. Being competitive can either be damaging or useful, depending on the job. Competitive people spend much of their time thinking about themselves and the impact decisions may have on them, and their actions are often guided by these thoughts, which can either provide the drive needed to achieve a goal, or can damage the ability of a team to work together. In general, high scorers perform well in sales and related jobs.

Interpretation:

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

Highly motivated by challenging goals, financial rewards, and/or recognition, and willing to work very hard to succeed. Very focused on personal achievement.

Would you describe yourself as competitive? Can you give me an example?



show any

others.

example, or doesn't

Non-competitive

consideration for



3 Example unclear. Doesn't address impact on others.



Competitive example that demonstrates drive and shows consideration of others.

5

Describe a time when you had to place accomplishing your objectives above supporting your team. Why do you think it was justified?



1

Justified for selfish or personal reasons. Shows little remorse for failing to support

team.



3 Shows remorse and feels action was a mistake.



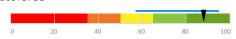
5

Clearly justified or was forced to do so by superiors. Strongly regrets and wishes could change.



Detail Expressive and Outgoing

Score: 88



Description:

There are many jobs that require outgoing personalities, such as selling, management, public relations, or jobs that require positive public contact. People who score high on expressiveness label themselves as outgoing and have many social contacts. Low scores indicate the person may not have the interest or willingness to assert themselves in social settings.

Interpretation:

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

Likes to be the center of attention and freely asserts thoughts, ideas, and opinions among friends and strangers alike.

Interview Guide

Can you describe a time when you worried you were being too forthright or outspoken during a discussion among your friends or co-workers?







Occasionally worries but not very often.



,

Rarely worries because knows when to back off beforehand.

5

Tell me how you've acted in group meetings when you're discussing an important issue. Do you participate in the discussion, lead it, or wait until someone asks for your opinion?



with others.

Timidly speaks

when addressed.

Prefers listening.

Passive in actions

2

Speaks up and speaks out but doesn't need to be center of attention.



Likes to be center of attention. Speaks confidently and volunteers opinions

constructively.

Exhibits a Positive Work

Attitude Score: 69



Description:

For some people, work is a second-place activity. That is, given a decision to take either personal time or go to work, low scorers will choose time off. Low job priority could indicate a 9 to 5 mentality.

Interpretation:

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

Usually expects to receive both financial and personal rewards in exchange for solid and consistent effort on the job. Enjoys most work activities and is willing to put in extra effort when warranted or requested.

How do you feel having a regular job and going to work? Is it something you enjoy? Why or why not?



1

Views work as a means of income only. Does not enjoy. Does not care about professional reputation.



2

Likes work but doesn't truly enjoy it. Balances priority and energy with other obligations.



4 Con key

Considers work a key priority in life. Enjoys working and always applies best energy. Takes pride in work reputation.



Innovative and Creative

Score: 62



Description:

This scale indicates the degree to which the person considers themselves capable of formulating original approaches to problems and other work challenges. Individuals who score high on this scale are comfortable with jobs that require them to analyze situations and/or data, and use their imagination to identify alternative approaches to evaluate each to select the most effective solution. Lower scoring individuals prefer to follow a more cookie-cutter or predefined approach to dealing with a specific problem. When organizations expect their people to continually generate new and better ways of producing work, it is a good idea to hire people who share this interest.

Interpretation:

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

Sees him or herself as possessing average creativity. Capable of generating novel or original solutions to issues or problems, but may require significant prompting to dedicate the necessary energy to the task, or to feel confident enough to do it.

Interview Guide

What is the most creative solution you have ever come up with? What were the circumstances, and why do you think it was creative?



Idea does not

demonstrate

related to the

problem described.

problem. No









Moderately creative idea or only partially related creativity or is not to problem.

Both problem and use of creativity well described and related to one another.

Enjoys Problem-Solving Score: 70



Description:

This scales represents a person's willingness to deal with complicated problems on a frequent or recurring basis. People with high scores prefer jobs that require mental challenge. Individuals with low scores may be intimidated when faced with complex or even simple issues on a regular basis. When jobs are routine or repetitive, people with low scores are usually a better fit.

Interpretation:

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

Usually willing to analyze and formulate solutions to complex problems. Fairly confident in own ability to develop effective solutions. Sees frequent problem-solving as a core part of his or her job description, though may require prompting to take on a particularly difficult issue.

Describe some of the biggest on-the-job problems you have faced. How did you overcome them? How did you know they were solved?



Problems poorly

described and

actions taken

unclear.



3

Moderately complex problems. Simple or obvious actions taken.



5

Described one or more complex problems. Actions taken are clear and relevant.



Interview Guide Detail **Develops Relationships** Score: 74 Can you describe a time when you had to choose between getting the job done or preserving a relationship with a friend or co-worker? Description: This scale indicates a person's desire to cultivate 1 5 relationships. High scorers seek opportunities to Places relationship Sometimes struggles Focuses on getting meet new people and get to know them well between work and above the work the job done but enough to form a lasting relationship. Low objectives in all or relationships, but usually makes an effort not scorers tend to minimize interacting with people balances well. to hurt most cases. they don't know. relationships. Interpretation: The candidate's score in this area should contribute to enhanced overall job performance. Describe your ideal job. Would it include working closely with others or Actively cultivates relationships. Comfortable would you prefer working mostly by yourself? meeting new people and sensitive to how others feel. Maintains a broad social network, and uses it to achieve work objectives. 5 Prefers to work Cultivates relationships **Enjoys cultivating** alone. when opportunity arises relationships. Finds or is necessary. teamwork constructive. **Seeks Perfection** Score: 67 When you perform a task, how do you decide when it's good enough to consider it completed or 'ready' for the customer? W Description: W This scale indicates a person's desire for 2 3 5 1 accuracy. People with high perfection scores are No emphasis on Balances quality with Insists on a high committed to meeting or exceeding standards quality. other constraints. degree of quality for quality and take pride in the accuracy of their before releasing work. People with too little perfectionism may work. be sloppy and unconcerned with quality. Interpretation: The candidate's score in this area should contribute to enhanced overall job performance. Can you describe a time when you were trying to finish a project or task but your boss made you stop before you felt it was ready? Seeks the highest possible quality in almost every task. Willing to put in extra effort or resources to ensure a task is done correctly. Takes pride in producing work that is virtually 1 5 perfect every time.

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.

Frequently cut

because standards

short by boss

are too high.

Sometimes cut short but

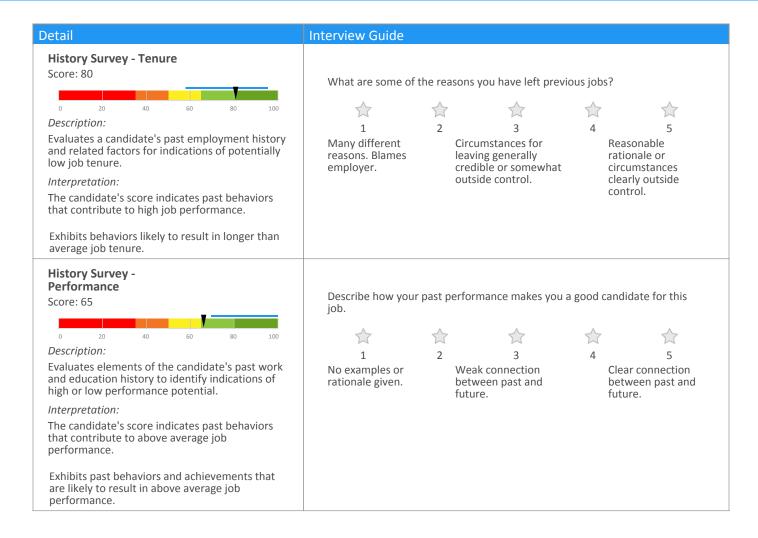
not often.

Rarely cut off because has a good

good enough.

sense of what is





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.

Continued on next page.



Emotional Self-Awareness

Score: 90



Description:

Het vermogen om aandacht te hebben voor hoe en waarom iemand in verschillende situaties op een bepaalde manier reageert en om dit te monitoren en te begrijpen, en te weten wat in sociale situaties gepast en effectief gedrag is.

Interpretation:

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

Laat een uitzonderlijk goed vermogen zien om zich bewust te blijven van zijn of haar emotionele reacties en gedragingen en de potentiële impact daarvan op anderen, en een zeer goede kennis van welke gedragingen in verschillende situaties gepast zijn. Vermoedelijk zeer goed in staat te bepalen hoe zijn of haar gevoel van invloed kan zijn op zijn of haar gedragingen en het zorgen dat die gedragingen gefocust blijven en voldoen aan de sociale normen zodat er zeer gepaste, afgewogen interacties mogelijk zijn met klanten en collega's.

Interview Guide

In hoeverre ben je je bewust van je eigen emoties? Kun je een situatie beschrijven waarin je dankzij dit bewustzijn tot een betere beslissing kwam?



Niet bewust van eigen emoties. Niet in staat beslissingen te verbeteren door middel van bewustzijn.



Enigszins in staat om eigen emoties waar te nemen en besluitvorming te beheersen.



5
Zeer bewust van
eigen emoties. In
staat beslissingen
te verbeteren door
middel van

bewustziin.

Emotional Self-Control

Score: 63



Description:

Het vermogen om de wens te beheersen om toe te geven aan neigingen of impulsen, zich in te houden en gedrag te beheersen om gepaste en effectieve interacties met anderen mogelijk te maken.

Interpretation:

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

Laat zien gematigd in staat te zijn om zichzelf en zijn of haar impulsen te beheersen, waardoor hij of zij redelijk in staat is tot een evenwichtige aanpak bij het beheersen van risico's, redelijk kalm te blijven in stressvolle situaties en doorgaans rustig om te gaan met anderen op het werk. Vermoedelijk goed in staat prioriteiten te stellen en gefocust te blijven op langetermijndoelen, en om met anderen om te gaan op een manier die tot blijvende relaties leidt.

Ben je in staat je eigen acties te beheersen wanneer je emotioneel wordt? Kun je een voorbeeld geven van hoe zelfbeheersing heeft geholpen op het werk of op school?



1

Niet in staat zich te beheersen zodra emoties een rol gaan spelen.



3

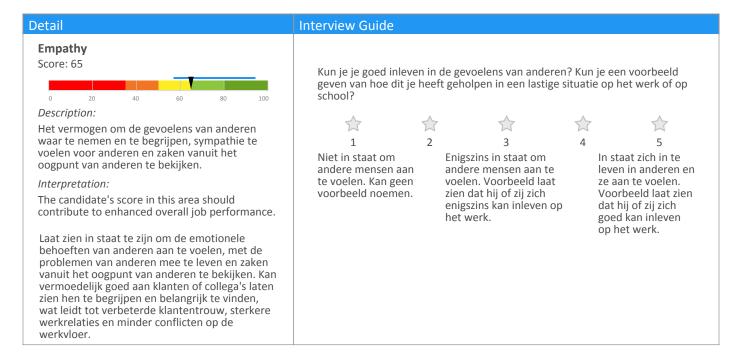
Enigszins in staat om impulsen te weerstaan die ontstaan door emoties en van toepassing zijn op werksituaties.



7

In staat de eigen emoties waar te nemen en reacties te beheersen op het werk of in zakelijke situaties.





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)







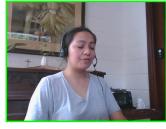


In-Test Error Detected (No Face Detected)

In-Test Photo

In-Test Photo

In-Test Photo





In-Test Photo

Pre/Post-Test Photo

Minimum Qualification Guidelines - from O*Net

The following are suggestions from O*Net, the United States government's occupational information network, regarding prerequisites for this job type.

Item	
Educational Achievement	Bachelor's Degree
Job-Related Training	6 Months - 1 Year
Job-Related Experience	1 - 2 Years



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: 15-1251.00
- O*Net Version: 26.3
- Sim ID: 2540-8, Key: 0-0, Rpt: 13, Prd: 1363, Created: 2024-04-09 22:05 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 (%)
Adaptable	80.6211	Z-Statistic	1.0414	3.3408
Analytical Thinking	72.7134	Z-Statistic	0.5142	19.9445
Corporate Citizenship	10.0000	Z-Statistic	-3.6667	3.6216
Needs Structure	85.5678	Z-Statistic	1.3712	3.5360
Competitive	97.5740	Z-Statistic	2.1716	3.7828
Emotional Self- Awareness	90.7650	Z-Statistic	1.7177	3.1676
Emotional Self-Control	63.2089	Z-Statistic	-0.1194	3.1676
Expressive and Outgoing	88.2824	Z-Statistic	1.5522	2.2063
	69.6189	Z-Statistic	0.3079	3.6778
Empathy	65.0656	Z-Statistic	0.0044	2.3062
Innovative and Creative	62.8054	Z-Statistic	-0.1463	2.5783
Enjoys Problem-Solving	70.0349	Z-Statistic	0.3357	3.6824
Develops Relationships	74.4327	Z-Statistic	0.6288	2.2210
Attention to Detail	73.6436	Z-Statistic	0.5762	18.9624
Writing	69.8205	Z-Statistic	0.3214	0.0631
Seeks Perfection	67.3570	Z-Statistic	0.1571	3.5360
History Survey - Tenure	80.5963	Z-Statistic	1.0398	10.1028
History Survey - Performance	65.8858	Z-Statistic	0.0591	10.1028
Weighted Average of Cor		0.4801		
Mean applied to Raw We		0.0000		
Standard Deviation applie		1.0000		
Normalized Raw Score:		0.4801		
Mean:		65.0000		
Standard Deviation Used		15.0000		
Final Overall Score:		72.2012		



Notes

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