

Candidate: **Betty Penske**
Assessment: Analyst - General (Dutch)
Completed: April 27, 2024
Prepared for: Susan Bookman
HR Avatar Data Collection Account

Test Results and Interview Guide

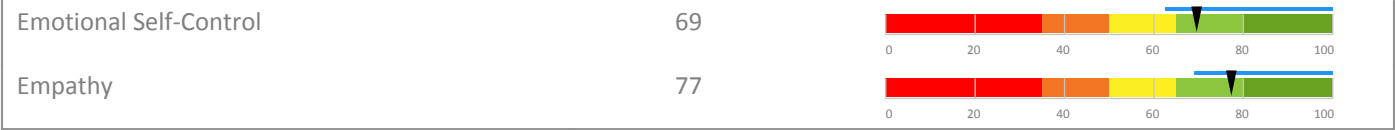
The Analyst - General (Dutch) assessment measures key factors related to high performance and tenure in this job. Attribute types measured vary by test, but can include cognitive ability, skills, knowledge, personality characteristics, emotional intelligence, and past behavioral history. This report 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

Candidate	Score	Interpretation
Betty Penske bettypenske@yourcompany.org Analyst - General (Dutch) April 27, 2024 Summary: Moderate to High Performance Potential Potential Risk Areas <ul style="list-style-type: none">Low corporate citizenship score could indicate potential for questionable behavior.	73	<div>020406080100</div> <div>Key ▼ Candidate Score Higher Risk Lower Risk Custom Baseline (Optional)</div>




Competency Summary

Competency	Score	Interpretation
Cognitive Abilities (relates to job performance, problem-solving, ability to learn, etc.)		
Analytical Thinking	83	<div>020406080100</div>
Attention to Detail	81	<div>020406080100</div>
Skills/Knowledge (relates to immediate readiness)		
Writing	89	<div>020406080100</div>
Personality Characteristics (relates to fit with the job/team environment)		
Adaptable	71	<div>020406080100</div>
Corporate Citizenship	10	<div>020406080100</div>
Needs Structure	91	<div>020406080100</div>
Competitive	65	<div>020406080100</div>
Expressive and Outgoing	64	<div>020406080100</div>
Exhibits a Positive Work Attitude	75	<div>020406080100</div>
Innovative and Creative	78	<div>020406080100</div>
Enjoys Problem-Solving	69	<div>020406080100</div>
Develops Relationships	89	<div>020406080100</div>
Seeks Perfection	68	<div>020406080100</div>
Behavioral History (relates to performance and turnover)		
History Survey - Tenure	72	<div>020406080100</div>
History Survey - Performance	63	<div>020406080100</div>
Emotional Intelligence (relates to situational judgment, performance and teamwork)		
Emotional Self-Awareness	63	<div>020406080100</div>



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	61st											
HR Avatar Data	67th											

Importance to Job ↑

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: Analyst - General (Dutch)

Authorized: April 27, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz


Started: April 27, 2024, 11:35:16AM EST


Completed: April 27, 2024, 11:35:16AM EST

Overall Score: 73

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.

Detail	Interview Guide
<div><p>Analytical Thinking</p><p>Score: 83</p></div> <p><i>Description:</i></p> <p>This scale indicates the capacity to think in a thoughtful, discerning way, to solve problems, utilize resources, and analyze data. Individuals who demonstrate high amounts of analytical thinking are able to recognize patterns rapidly, navigate through problems, and resolve difficult problems systematically.</p> <p><i>Interpretation:</i></p> <p>High scores in this area correlate with superior performance for many jobs.</p> <p>Able to think in a thoughtful, discerning way. Can often solve difficult problems, plan many-featured tasks and projects, organize multiple resources, and analyze complex data. Able to quickly recall and use information when needed or appropriate.</p>	<p>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?</p> <div><div><p>★</p><p>1</p><p>Uit het voorbeeld blijkt geen complexiteit. Beperkte gegevensverzameling, analyse ontbreekt, handelingen onduidelijk, niet relevant of niet effectief.</p></div><div><p>★</p><p>2</p><p>Uit het voorbeeld blijkt enige complexiteit. Geeft blijk van enige mate van analytisch denken en probleemoplossend vermogen. Handelingen hebben gemengde of beperkte uitwerking.</p></div><div><p>★</p><p>3</p><p>Uit het voorbeeld blijkt complexiteit. Grondige bestudering van alle factoren die invloed kunnen hebben op het besluit. Handelingen zijn duidelijk, relevant en effectief.</p></div><div><p>★</p><p>4</p></div><div><p>★</p><p>5</p></div></div>

Detail	Interview Guide
<p>Attention to Detail Score: 81</p>  <p><i>Description:</i> This scale represents thoroughness, accuracy, and being concerned for all areas involved no matter how insignificant. 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.</p> <p><i>Interpretation:</i> High scores in this area correlate with superior performance for many jobs.</p> <p>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.</p>	<p>Omschrijf eens een situatie waarin je een fout ontdekte die jij of iemand waarmee je samenwerkte over het hoofd had gezien. Wat deed je toen? Hoe liep dat af?</p> <div><div><p>★ 1</p><p>Onduidelijk of onzorgvuldig gekozen voorbeeld. Niet in staat om te omschrijven wat er over het hoofd was gezien. Geen handelen.</p></div><div><p>★ 2</p><p>Redelijk duidelijk voorbeeld. Enig oog voor detail. Direct, maar passief handelen.</p></div><div><p>★ 3</p><p></p></div><div><p>★ 4</p><p></p></div><div><p>★ 5</p><p>Zeer gedetailleerd. Oog voor alle relevante factoren. Duidelijk, proactief handelen..</p></div></div>

Knowledge and Skills Detail

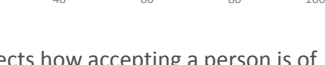
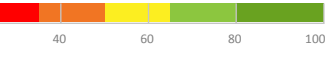
This section contains a list of job-related knowledge areas and skills that have been evaluated. Low scores in these areas often indicate that additional learning may be required before top performance can be achieved.

Detail	Interview Guide
<p>Writing Score: 89</p>  <p><i>Description:</i> The ability to concisely and succinctly convey ideas and information via written text.</p> <p><i>Interpretation:</i> Superior writing skills can positively impact performance in many jobs.</p> <p>Significantly above average. Conveys ideas accurately in a clear, concise and succinct format. See writing sample section of report for raw essay(s) submitted.</p> <ul style="list-style-type: none">• Raw computed score: 80• Computed score confidence: 75• Approximate Word Count: 247 <p>Please see below to view the essay submitted.</p>	<p>Are you comfortable when you need to express yourself through writing? Do you feel confident you can get the right message across?</p> <div><div><p>★ 1</p><p>Not confident in own writing ability. Prefers speaking.</p></div><div><p>★ 2</p><p>Somewhat confident in own writing ability. Writes frequently.</p></div><div><p>★ 3</p><p></p></div><div><p>★ 4</p><p></p></div><div><p>★ 5</p><p>Very confident in ability to write. Has received compliments on clarity of written correspondences.</p></div></div>

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.

Detail	Interview Guide
<p>Adaptable</p> <p>Score: 71</p>  <p><i>Description:</i></p> <p>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.</p> <p><i>Interpretation:</i></p> <p>The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Prefers a dynamic work environment. Able to remain focused and positive in times of significant workplace change. Fairly easy-going and relaxed.</p>	<p>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?</p> <div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> </div> <div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> </div> <div> <div>Enjoyed the chaos of fast change. Became disinterested or negative and waited for things to calm down.</div> <div>Did best but felt paralyzed and unable to work effectively.</div> <div>Experienced higher anxiety but tried to deal with changes in a positive way. Stayed focused.</div> </div> <hr/> <p>Would you rather work in a job where the work is predictable or one where activities are constantly changing? Why?</p> <div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> </div> <div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> </div> <div> <div>Becomes paralyzed by change. Or disregards the change and continues same path.</div> <div>Resistant and fearful of change, or appears to live for change.</div> <div>Comfortable with change, though feels some stress or anxiety. Usually able to stay focused.</div> </div>
<p>Corporate Citizenship</p> <p>Score: 10</p>  <p><i>Description:</i></p> <p>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.</p> <p><i>Interpretation:</i></p> <p>The candidate's score in this area indicates risk of a negative impact on performance for some jobs. Additional probing is strongly recommended.</p> <p>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.</p>	<p>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?</p> <div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> </div> <div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> </div> <div> <div>Distrusts organizational motives. Feels the need to look out for self.</div> <div>Supports organization but is wary of being taken advantage of.</div> <div>Embraces organizational membership. Believes in organizational mission.</div> </div>

Page 7 of 16

Detail	Interview Guide
<p>Innovative and Creative</p> <p>Score: 78</p> <p><i>Description:</i></p> <p>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 pre-defined 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.</p> <p><i>Interpretation:</i></p> <p>The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Sees him or herself as moderately creative. Capable of generating novel or original solutions to issues or problems with a small amount of prompting. Confident in the use of his or her imagination.</p>	<p>What is the most creative solution you have ever come up with? What were the circumstances, and why do you think it was creative?</p> <div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> </div> <div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> </div> <div> <div>Idea does not demonstrate creativity or is not related to the problem. No problem described.</div> <div>Moderately creative idea or only partially related to problem.</div> <div>Both problem and use of creativity well described and related to one another.</div> </div>
<p>Enjoys Problem-Solving</p> <p>Score: 69</p> <p><i>Description:</i></p> <p>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.</p> <p><i>Interpretation:</i></p> <p>The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>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.</p>	<p>Describe some of the biggest on-the-job problems you have faced. How did you overcome them? How did you know they were solved?</p> <div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> </div> <div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> </div> <div> <div>Problems poorly described and actions taken unclear.</div> <div>Moderately complex problems. Simple or obvious actions taken.</div> <div>Described one or more complex problems. Actions taken are clear and relevant.</div> </div>

Behavioral History Detail



Continued on next page.

Detail	Interview Guide
<p>History Survey - Tenure</p> <p>Score: 72</p> <p><i>Description:</i></p> <p>Evaluates a candidate's past employment history and related factors for indications of potentially low job tenure.</p> <p><i>Interpretation:</i></p> <p>The candidate's score indicates past behaviors that contribute to above average job performance.</p> <p>Exhibits behaviors likely to result in slightly longer than average job tenure.</p>	<p>What are some of the reasons you have left previous jobs?</p> <div> <div> <p>★</p> <p>1</p> <p>Many different reasons. Blames employer.</p> </div> <div> <p>★</p> <p>2</p> <p>Circumstances for leaving generally credible or somewhat outside control.</p> </div> <div> <p>★</p> <p>3</p> <p>Reasonable rationale or circumstances clearly outside control.</p> </div> <div> <p>★</p> <p>4</p> </div> <div> <p>★</p> <p>5</p> </div> </div>
<p>History Survey - Performance</p> <p>Score: 63</p> <p><i>Description:</i></p> <p>Evaluates elements of the candidate's past work and education history to identify indications of high or low performance potential.</p> <p><i>Interpretation:</i></p> <p>The candidate's score indicates past behaviors that neither detract from nor enhance job performance.</p> <p>Exhibits past behaviors and achievements that are likely to result in average job performance.</p>	<p>Describe how your past performance makes you a good candidate for this job.</p> <div> <div> <p>★</p> <p>1</p> <p>No examples or rationale given.</p> </div> <div> <p>★</p> <p>2</p> <p>Weak connection between past and future.</p> </div> <div> <p>★</p> <p>3</p> <p>Clear connection between past and future.</p> </div> <div> <p>★</p> <p>4</p> </div> <div> <p>★</p> <p>5</p> </div> </div>

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.

Detail	Interview Guide
<p>Emotional Self-Awareness</p> <p>Score: 63</p>  <p><i>Description:</i></p> <p>The ability to pay attention to, monitor, and understand how and why one reacts a particular way in different situations, and to know how to conduct oneself appropriately and effectively in social situations.</p> <p><i>Interpretation:</i></p> <p>The candidate's score in this area indicates neither a positive nor a negative impact on performance.</p> <p>Demonstrates moderate strength in maintaining awareness of his or her emotional reactions and behaviors and the potential impact of those behaviors on others, and a moderate level of knowledge of what behaviors are appropriate for different situations. Likely to be somewhat effective at identifying how his or her feelings may affect his or her behaviors and ensuring those behaviors stay focused and conform to social norms, enabling appropriate, measured interactions with customers and coworkers.</p>	<p>How aware are you of your own emotions? Can you describe a time when your awareness helped you make a better decision?</p> <div><div>★</div><div>1</div><p>Not in tune with own emotions. Unable to improve decisions through awareness.</p></div> <div><div>★</div><div>2</div><p>Some ability to sense own emotions and control decision-making.</p></div> <div><div>★</div><div>3</div><p>Very in tune with own emotions. Able to improve decisions through awareness.</p></div> <div><div>★</div><div>4</div></div> <div><div>★</div><div>5</div></div>
<p>Emotional Self-Control</p> <p>Score: 69</p>  <p><i>Description:</i></p> <p>The ability to manage the desire to satisfy urges or impulses, showing restraint and managing behaviors to ensure appropriate and effective interactions with others.</p> <p><i>Interpretation:</i></p> <p>The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Demonstrates strengths in self control and impulse control, enabling the ability to employ a balanced approach to managing risk, maintain composure during stressful times, and calmly relate to others at work. Likely to be effective at prioritizing and staying focused on long-term goals, and to interact with others in a way that helps build lasting relationships.</p>	<p>Are you able to control your own actions when you become emotional? Can you give me an example of how using self-control helped at work or school?</p> <div><div>★</div><div>1</div><p>Unable to control self when emotions kick in.</p></div> <div><div>★</div><div>2</div><p>Some ability to resist impulses caused by emotions and apply to work situations.</p></div> <div><div>★</div><div>3</div><p>Able to detect own emotions and control reactions in work or business situations.</p></div> <div><div>★</div><div>4</div></div> <div><div>★</div><div>5</div></div>

Detail	Interview Guide
<p>Empathy</p> <p>Score: 77</p> <p><i>Description:</i></p> <p>The ability to sense and understand other people's feelings, feel sympathy for others, and see things from other people's point of view.</p> <p><i>Interpretation:</i></p> <p>The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>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.</p>	<p>Are you good at relating to the feelings of others? Can you give me an example of how this helped you navigate a difficult situation at work or at school?</p> <div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> <div>★</div> </div> <div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> </div> <div> <div>Not able to sense how others feel. Unable to provide example.</div> <div>Some ability to sense how others feel. Example shows some ability to use senses at work.</div> <div>Able to relate to others and sense how they feel. Example shows can easily apply senses at work.</div> </div>





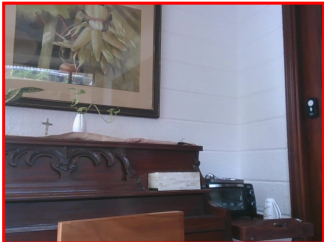



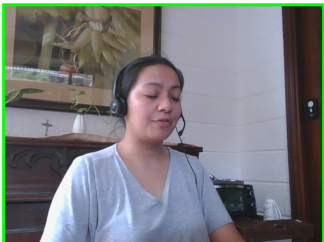
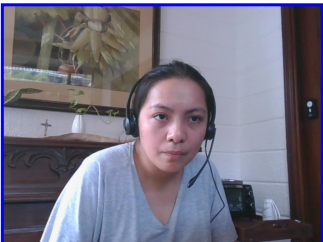
Writing Sample(s)

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.	<p>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.</p> <p>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.</p>

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	Less than 6 Months
Job-Related Experience	Less Than 1 Year

Report Preparation Notes

- Hiring decisions should never be based on a single source of information. The most effective use of this assessment report is as a part of a multi-faceted program of candidate evaluation that includes resume review, interviews, and reference checks.
- Overall vs Percentiles Scores: The overall score reflects the success in the test, based on the mean (average) and standard deviation of the test scores. The percentile score reflects the percentage of test-takers who scored equal or below this overall score. We recommend you use the Overall Score as your primary evaluation criteria. However, percentile scores can often be useful in comparing specific candidates against one another and with a group, such as for test takers in a certain organization or within a certain account.
- Note that comparison information is calculated based on completed instances of this assessment at that time the assessment is scored. As additional instances are completed, the comparative data may change. You can always update a report to the current values by clicking on "Recalculate Percentiles" within the online results viewing pages at www.hravatar.com.
- Most competency scores are norm-based, which means that they can be interpreted in terms of their distance from the average or mean score. For all scales, a score equal to the mean receives a score of 65 and scores above and below this value are set so that a score change of 15 equals one standard deviation.
- For linear competencies, higher is better across the entire scale. For these scales a score between 65 and 80 (light green) represents 0 to 1 standard deviation above the mean and a score above 80 (dark green) represents more than one standard deviation above the mean. Similarly, a score of 50 - 65 (yellow) represents 0 to 1 standard deviation below the mean, while a score of 35 - 50 (orange) equates to 1 to 2 standard deviations below the mean, and a score below 35 represents more than 2 standard deviations below the mean.
- This assessment makes use of data from the Occupational Information Network (O*NET), which is funded by the U.S. Federal Government - U.S. Department of Labor/Employment and Training Administration (USDOL/ETA) - as a primary source of occupational information. The O*NET database contains information on hundreds of standardized and occupation-specific descriptors that are continually updated by ongoing research. These data are used in preparing descriptive information as well as setting relative weights between competencies used in calculating the overall score. For additional information about O*NET, visit <http://www.onetcenter.org>.
- O*Net Standard Occupational Code (SOC) Used: 13-1081.02
- O*Net Version: 26.3
- Sim ID: 2542-6, Key: 0-0, Rpt: 13, Prd: 1365, Created: 2024-04-27 16:35 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	71.5011	Z-Statistic	0.4334	3.2836
Analytical Thinking	83.6465	Z-Statistic	1.2431	20.5627
Corporate Citizenship	10.0000	Z-Statistic	-3.6667	3.3092
Needs Structure	91.4448	Z-Statistic	1.7630	3.5181
Competitive	65.3636	Z-Statistic	0.0242	3.3459
Emotional Self-Awareness	63.1173	Z-Statistic	-0.1255	3.0470
Emotional Self-Control	69.7569	Z-Statistic	0.3171	3.0470
Expressive and Outgoing	64.1935	Z-Statistic	-0.0538	2.5690
Exhibits a Positive Work Attitude	75.7534	Z-Statistic	0.7169	3.4906
Empathy	77.5381	Z-Statistic	0.8359	2.2482
Innovative and Creative	78.9852	Z-Statistic	0.9323	2.3857
Enjoys Problem-Solving	69.7642	Z-Statistic	0.3176	3.3697
Develops Relationships	89.7270	Z-Statistic	1.6485	2.3100
Attention to Detail	81.1582	Z-Statistic	1.0772	19.8287
Writing	89.7650	Z-Statistic	1.6510	0.0628
Seeks Perfection	68.4669	Z-Statistic	0.2311	3.5181
History Survey - Tenure	72.5664	Z-Statistic	0.5044	10.0518
History Survey - Performance	63.1295	Z-Statistic	-0.1247	10.0518
Weighted Average of Competency Z-Scores:				0.5916
Mean applied to Raw Weighted Avg:				0.0000
Standard Deviation applied to Raw Weighted Avg:				1.0000
Normalized Raw Score:				0.5916
Mean:				65.0000
Standard Deviation Used:				15.0000
Final Overall Score:				73.8737

Notes

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