

Candidate: **Betty Penske**  
Assessment: Helper - Dining Room and Cafeteria (Spanish)  
Completed: May 6, 2024  
Prepared for: Susan Bookman  
HR Avatar Data Collection Account

# Test Results and Interview Guide

The Helper - Dining Room and Cafeteria (Spanish) assessment measures key factors related to high performance and tenure in this job. Attribute types measured vary by test, but can include cognitive ability, skills, knowledge, personality characteristics, emotional intelligence, and past behavioral history. This report includes a one page summary, followed by detailed results with an embedded interview guide. Note that these results should always be used as a part of a balanced candidate selection process that includes independent evaluation steps, such as interviews and reference checks.

Overall

Candidate	Score	Interpretation
<div>Betty Penske</div> <div>bettypenske@yourcompany.org</div> <div>Helper - Dining Room and Cafeteria (Spanish)</div> <div>May 6, 2024</div> <div>Summary: Moderate to High Performance Potential</div> <div>Potential Risk Areas<ul style="list-style-type: none"><li>Low corporate citizenship score could indicate potential for questionable behavior.</li></ul></div>	74	<div><div></div><div>020406080100</div></div> <div><div>▼</div><div>Candidate Score</div><div>Higher Risk</div><div>Lower Risk</div><div>Custom Baseline (Optional)</div></div>

Competency Summary

Competency	Score	Interpretation
Cognitive Abilities (relates to job performance, problem-solving, ability to learn, etc.)		
Attention to Detail	89	<div><div></div><div>020406080100</div></div>
Analytical Thinking	97	<div><div></div><div>020406080100</div></div>
Personality Characteristics (relates to fit with the job/team environment)		
Adaptable	75	<div><div></div><div>020406080100</div></div>
Seeks Perfection	73	<div><div></div><div>020406080100</div></div>
Corporate Citizenship	10	<div><div></div><div>020406080100</div></div>
Competitive	71	<div><div></div><div>020406080100</div></div>
Develops Relationships	77	<div><div></div><div>020406080100</div></div>
Enjoys Problem-Solving	78	<div><div></div><div>020406080100</div></div>
Exhibits a Positive Work Attitude	68	<div><div></div><div>020406080100</div></div>
Needs Structure	65	<div><div></div><div>020406080100</div></div>
Behavioral History (relates to performance and turnover)		
History Survey - Performance	73	<div><div></div><div>020406080100</div></div>
History Survey - Tenure	63	<div><div></div><div>020406080100</div></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	74th											
United States	61st											
HR Avatar Data	68th											

## 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:	Helper - Dining Room and Cafeteria (Spanish)
Authorized:	May 6, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz
Started:	May 6, 2024, 10:56:30AM EST
Completed:	May 6, 2024, 10:56:30AM EST
Overall Score:	74


## 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

Attention to Detail

Score: 89



Description:

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.

Interpretation:

High scores in this area correlate with superior performance for many jobs.

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.

Interview Guide

Deme un ejemplo de alguna ocasión en que haya descubierto un error que se pasó por alto, ya sea por usted mismo o por alguna otra persona que estaba trabajando con usted. ¿Qué hizo? ¿Cuál fue el resultado?

★

1

Ejemplo poco claro o inconsistente. No es capaz de describir qué fue lo que se pasó por alto. Sin acción alguna.

★

2

Ejemplo moderadamente claro. Cierta interés por los detalles. Acción directa pero pasiva.

★

3


★

4

★


5



Muy detallado. Interés por todos los componentes relevantes. Acciones claras y proactivas.

Detail	Interview Guide
<p><b>Analytical Thinking</b></p> <p>Score: 97</p>  <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>Hábleme de algún problema, situación o tarea de planeación compleja que haya tenido que enfrentar. ¿Cuáles fueron los retos y cómo los superó?</p> <div><div><p>★</p><p>1</p><p>El ejemplo carece de complejidad. La búsqueda de información es limitada, quizás falte análisis, las acciones no son claras, no son relevantes o son banales.</p></div><div><p>★</p><p>2</p><p>El ejemplo es moderadamente complejo. Muestra algo de pensamiento analítico y resolución de problemas. Las acciones pueden estar mezcladas o tener una efectividad limitada.</p></div><div><p>★</p><p>3</p><p></p></div><div><p>★</p><p>4</p><p></p></div><div><p>★</p><p>5</p><p>El ejemplo muestra complejidad. Investigación meticulosa de todas las áreas que pudiesen afectar la decisión. Las acciones son claras, relevantes y eficaces.</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.

Detail	Interview Guide
<p><b>Adaptable</b></p> <p>Score: 75</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>Would you rather work in a job where the work is predictable or one where activities are constantly changing? Why?</p> <div><div><p>★</p><p>1</p><p>Becomes paralyzed by change. Or disregards the change and continues same path.</p></div><div><p>★</p><p>2</p><p>Resistant and fearful of change, or appears to live for change.</p></div><div><p>★</p><p>3</p><p></p></div><div><p>★</p><p>4</p><p></p></div><div><p>★</p><p>5</p><p>Comfortable with change, though feels some stress or anxiety. Usually able to stay focused.</p></div></div> <hr/> <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><p>★</p><p>1</p><p>Enjoyed the chaos of fast change. Became disinterested or negative and waited for things to calm down.</p></div><div><p>★</p><p>2</p><p>Did best but felt paralyzed and unable to work effectively.</p></div><div><p>★</p><p>3</p><p></p></div><div><p>★</p><p>4</p><p></p></div><div><p>★</p><p>5</p><p>Experienced higher anxiety but tried to deal with changes in a positive way. Stayed focused.</p></div></div>

Detail	Interview Guide
<p><b>Seeks Perfection</b></p> <p>Score: 73</p>  <p><i>Description:</i></p> <p>This scale indicates a person's desire for accuracy. People with high perfection scores are committed to meeting or exceeding standards for quality and take pride in the accuracy of their work. People with too little perfectionism may be sloppy and unconcerned with quality.</p> <p><i>Interpretation:</i></p> <p>The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>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 perfect every time.</p>	<p>When you perform a task, how do you decide when it's good enough to consider it completed or 'ready' for the customer?</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>No emphasis on quality.</div> <div>Balances quality with other constraints.</div> <div>Insists on a high degree of quality before releasing work.</div> </div> <hr/> <p>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?</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>Frequently cut short by boss because standards are too high.</div> <div>Sometimes cut short but not often.</div> <div>Rarely cut off because has a good sense of what is good enough.</div> </div>
<p><b>Corporate Citizenship</b></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>


[illegible]

Detail	Interview Guide
<p><b>Enjoys Problem-Solving</b></p> <p>Score: 78</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>
<p><b>Exhibits a Positive Work Attitude</b></p> <p>Score: 68</p> <p><i>Description:</i></p> <p>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.</p> <p><i>Interpretation:</i></p> <p>The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>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.</p>	<p>How do you feel having a regular job and going to work? Is it something you enjoy? Why or why not?</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>Views work as a means of income only. Does not enjoy. Does not care about professional reputation.</div> <div>Likes work but doesn't truly enjoy it. Balances priority and energy with other obligations.</div> <div>Considers work a key priority in life. Enjoys working and always applies best energy. Takes pride in work reputation.</div> </div>

Detail	Interview Guide																														
<div><h3>Needs Structure</h3><p>Score: 65</p><p><i>Description:</i></p><p>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.</p><p><i>Interpretation:</i></p><p>The candidate's score in this area should contribute to enhanced overall job performance.</p><p>Follows rules consistently. Makes decisions thoughtfully. Usually follows through on commitments. Usually able to create and/or follow detailed plans.</p></div>	<p>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?</p> <table><tr><td>★</td><td>★</td><td>★</td><td>★</td><td>★</td></tr><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr><tr><td>Large mismatch between comfort with structure and structure level of intended job.</td><td></td><td>Some mismatch between comfort with structure and structure level of intended job.</td><td></td><td>Comfort with structure matches the structure level of the intended job.</td></tr></table> <hr/> <p>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?</p> <table><tr><td>★</td><td>★</td><td>★</td><td>★</td><td>★</td></tr><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr><tr><td>Prefers a dynamic, changing work environment.</td><td></td><td>Equally comfortable with well-defined and dynamic work environments.</td><td></td><td>Clear preference for defined tasks and activities.</td></tr></table>	★	★	★	★	★	1	2	3	4	5	Large mismatch between comfort with structure and structure level of 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.	★	★	★	★	★	1	2	3	4	5	Prefers a dynamic, changing work environment.		Equally comfortable with well-defined and dynamic work environments.		Clear preference for defined tasks and activities.
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## Behavioral History Detail

This section evaluates answers the candidate gave concerning his or her work-related history. Studies often show that a candidate's past behavior often indicates his or her future behavior. Potential caution areas (if any) are specified in each detail section.





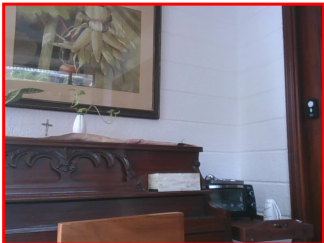

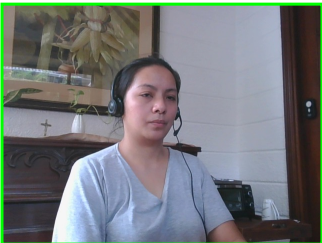

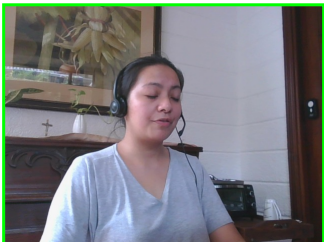
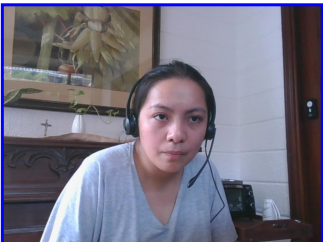
Detail	Interview Guide
<p><b>History Survey - Performance</b></p> <p>Score: 73</p>  <p><i>Description:</i></p> <p>Evaluates elements of the candidate's past work and education history to identify indications of high or low performance potential.</p> <p><i>Interpretation:</i></p> <p>The candidate's score indicates past behaviors that contribute to above average job performance.</p> <p>Exhibits past behaviors and achievements that are likely to result in above average job performance.</p>	<p>Describe how your past performance makes you a good candidate for this job.</p> <div><div>★ 1 No examples or rationale given.</div><div>★ 2 Weak connection between past and future.</div><div>★ 3 Weak connection between past and future.</div><div>★ 4 Clear connection between past and future.</div><div>★ 5 Clear connection between past and future.</div></div>





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	High School
Job-Related Training	Less than 6 Months

## Report Preparation Notes

- Hiring decisions should never be based on a single source of information. The most effective use of this assessment report is as a part of a multi-faceted program of candidate evaluation that includes resume review, interviews, and reference checks.
- Overall vs Percentiles Scores: The overall score reflects the success in the test, based on the mean (average) and standard deviation of the test scores. The percentile score reflects the percentage of test-takers who scored equal or below this overall score. We recommend you use the Overall Score as your primary evaluation criteria. However, percentile scores can often be useful in comparing specific candidates against one another and with a group, such as for test takers in a certain organization or within a certain account.
- Note that comparison information is calculated based on completed instances of this assessment at that time the assessment is scored. As additional instances are completed, the comparative data may change. You can always update a report to the current values by clicking on "Recalculate Percentiles" within the online results viewing pages at [www.hravatar.com](http://www.hravatar.com).
- Most competency scores are norm-based, which means that they can be interpreted in terms of their distance from the average or mean score. For all scales, a score equal to the mean receives a score of 65 and scores above and below this value are set so that a score change of 15 equals one standard deviation.
- For linear competencies, higher is better across the entire scale. For these scales a score between 65 and 80 (light green) represents 0 to 1 standard deviation above the mean and a score above 80 (dark green) represents more than one standard deviation above the mean. Similarly, a score of 50 - 65 (yellow) represents 0 to 1 standard deviation below the mean, while a score of 35 - 50 (orange) equates to 1 to 2 standard deviations below the mean, and a score below 35 represents more than 2 standard deviations below the mean.
- 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: 35-9011.00
- O\*Net Version: 25.1
- Sim ID: 3359-4, Key: 0-0, Rpt: 13, Prd: 1597, Created: 2024-05-06 15:56 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	75.2505	Z-Statistic	0.6834	5.3483
Attention to Detail	89.7626	Z-Statistic	1.6508	15.9933
Seeks Perfection	73.1899	Z-Statistic	0.5460	6.0979
Corporate Citizenship	10.0000	Z-Statistic	-3.6667	5.8215
Competitive	71.3368	Z-Statistic	0.4225	4.4908
Develops Relationships	77.4515	Z-Statistic	0.8301	3.7371
Enjoys Problem-Solving	78.9950	Z-Statistic	0.9330	3.6635
History Survey - Performance	73.8161	Z-Statistic	0.5877	13.9380
History Survey - Tenure	63.8934	Z-Statistic	-0.0738	13.9380
Exhibits a Positive Work Attitude	68.2050	Z-Statistic	0.2137	5.6627
Analytical Thinking	97.1698	Z-Statistic	2.1447	15.2111
Needs Structure	65.1294	Z-Statistic	0.0086	6.0979
Weighted Average of Competency Z-Scores:				0.6151
Mean applied to Raw Weighted Avg:				0.0000
Standard Deviation applied to Raw Weighted Avg:				1.0000
Normalized Raw Score:				0.6151
Mean:				65.0000
Standard Deviation Used:				15.0000
Final Overall Score:				74.2261

**Notes**

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