

Candidate: **Betty Penske**  
Assessment: Customer Service Representative (with Online Chat) (Short)  
Completed: April 11, 2024  
Prepared for: Susan Bookman  
HR Avatar Data Collection Account

## Test Results and Interview Guide

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



Overall

Candidate	Score	Interpretation
<b>Betty Penske</b> bettypenske@yourcompany.org Customer Service Representative (with Online Chat) (Short) April 11, 2024  Summary: Moderate to High Performance Potential  <b>Potential Risk Areas</b> <ul style="list-style-type: none"><li>Low Integrity score could indicate potential issues with reliability.</li></ul>	<b>79</b>	<div><b>Key</b><ul style="list-style-type: none"><li>▼ Candidate Score</li><li>Higher Risk</li><li>Lower Risk</li><li>Custom Baseline (Optional)</li></ul></div>

Competency Summary

Competency	Score	Interpretation
<b>Cognitive Abilities (relates to job performance, problem-solving, ability to learn, etc.)</b>		
Analytical Thinking_suppgen	67	
Attention to Detail_suppgen	90	
<b>Skills/Knowledge (relates to immediate readiness)</b>		
Customer Service Fundamentals	87	
Writing	97	
<b>Personality Characteristics (relates to fit with the job/team environment)</b>		
Adaptability	79	
Drive	97	
Integrity	10	
Teamwork	63	
<b>Behavioral History (relates to performance and turnover)</b>		
History Survey - Performance	70	
History Survey - Tenure	96	
<b>Emotional Intelligence (relates to situational judgment, performance and teamwork)</b>		
Empathy and Emotional Self-Control	87	

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	79th											
United States	65th											
HR Avatar Data	73rd											









Detail	Interview Guide
<p><b>Attention to Detail_suppgen</b></p> <p>Score: 90</p>  <p><i>Description:</i></p> <p>Evaluates the candidate's ability in the area of Attention to Detail_suppgen, with an aim to determine the degree of training and/or practice that will be required before the candidate can be expected to become productive.</p> <p><i>Interpretation:</i></p> <p>High scores in this area correlate with superior performance for many jobs.</p> <p>Scores indicate solid Attention to Detail_suppgen ability. Candidate is likely ready to be productive without basic training or with immediate entry into advanced training.</p>	<p>Tell me about a project or task where you had to use your Attention to Detail_suppgen abilities.</p> <div><div><p>★</p><p>1</p><p>Example didn't require or demonstrate ability.</p></div><div><p>★</p><p>2</p><p>Ability only moderately relevant or demonstrated.</p></div><div><p>★</p><p>3</p><p>Ability only moderately relevant or demonstrated.</p></div><div><p>★</p><p>4</p><p>Clearly relevant use and demonstration of ability.</p></div><div><p>★</p><p>5</p><p>Clearly relevant use and demonstration of ability.</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><b>Customer Service Fundamentals</b></p> <p>Score: 87</p>  <p><i>Description:</i></p> <p>Evaluates the candidate's knowledge of Customer Service Fundamentals with an aim to determine the degree of training that will be required before the candidate can be expected to become productive.</p> <p><i>Interpretation:</i></p> <p>Candidate should achieve superior job performance in this area with little or no training.</p> <p>Scores indicate a solid working knowledge of Customer Service Fundamentals. Candidate is likely ready to be productive without basic training or with immediate entry into advanced training. Likely to be able to mentor others.</p>	<p>Tell me about a project or task where you had to use your knowledge of Customer Service Fundamentals.</p> <div><div><p>★</p><p>1</p><p>Example didn't require or demonstrate knowledge.</p></div><div><p>★</p><p>2</p><p>Knowledge was only moderately important or moderately demonstrated in example.</p></div><div><p>★</p><p>3</p><p>Knowledge was only moderately important or moderately demonstrated in example.</p></div><div><p>★</p><p>4</p><p>Clearly relevant application and demonstration of knowledge.</p></div><div><p>★</p><p>5</p><p>Clearly relevant application and demonstration of knowledge.</p></div></div>





Detail	Interview Guide
<p><b>Writing</b></p> <p>Score: 97</p>  <p><i>Description:</i></p> <p>The ability to concisely and succinctly convey ideas and information via written text.</p> <p><i>Interpretation:</i></p> <p>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"> <li>• Raw computed score: 80</li> <li>• Computed score confidence: 75</li> <li>• Approximate Word Count: 247</li> </ul> <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>★</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> <p>Not confident in own writing ability. Prefers speaking.</p> <p>Somewhat confident in own writing ability. Writes frequently.</p> <p>Very confident in ability to write. Has received compliments on clarity of written correspondences.</p> </div> <hr/> <p>Do you think writing is important to the role you are applying for? How would you rate yourself as a writer.</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> <p>Rating doesn't correspond well with their score. Does not think writing is important to the role.</p> <p>Rating doesn't correspond well with their score. Acknowledges the importance of writing in the role.</p> <p>Rating corresponds well with their score. Acknowledges the importance of writing in the role.</p> </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><b>Adaptability</b></p> <p>Score: 79</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. In more stable job circumstances, high scorers may become bored, while low scorers would remain satisfied.</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. However, may appear uninterested under certain circumstances.</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>★ 1 Becomes paralyzed by change. Or disregards the change and continues same path.</div> <div>★ 2 Ambivalent to change. Has sound reasoning for falling in the middle.</div> <div>★ 3 Comfortable with change, though feels some stress or anxiety. Usually able to stay focused.</div> <div>★ 4</div> <div>★ 5</div> </div> <hr/> <p>How do you feel when things change at work? How do you cope?</p> <div> <div>★ 1 Candidate gets frustrated and doesn't have an effective way to cope.</div> <div>★ 2 Candidate recognizes that they struggle and has one effective way to cope.</div> <div>★ 3 Candidate thrives when things change and has multiple ways to cope.</div> <div>★ 4</div> <div>★ 5</div> </div>
<p><b>Drive</b></p> <p>Score: 97</p>  <p><i>Description:</i></p> <p>This scale reflects the degree to which an individual will work hard to achieve goals and solve critical problems in the organization. High scores on this scale indicate a person will be diligent in their work and use all necessary sources to solve problems. Low scores on this scale indicate a person may be unenthusiastic about work and may struggle with complex tasks and challenges.</p> <p><i>Interpretation:</i></p> <p>The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Highly motivated by challenging goals and tasks, financial rewards, and/or recognition, and willing to work very hard to succeed. Very focused on understanding guidelines, following the rules and personal achievement.</p>	<p>Tell me about a time when you went above and beyond the call of duty to achieve a difficult goal or challenge. What motivated you to put forth the extra effort?</p> <div> <div>★ 1 Poor or weak example. No real extra effort.</div> <div>★ 2 Moderate example. Some extra effort evident.</div> <div>★ 3 Strong example. Clearly applied extra effort. Well organized in approach.</div> <div>★ 4</div> <div>★ 5</div> </div> <hr/> <p>What would you say were some of the most difficult challenges about your last job? How were you able to cope with those challenges?</p> <div> <div>★ 1 Description of challenge and how they cope shows that they struggle with complex tasks.</div> <div>★ 2 Describes a reasonable challenge. Shows ability to cope but doesn't demonstrate diligence.</div> <div>★ 3 Describes a reasonable challenge. Demonstrates effective coping skills that address using multiple resources to solve the challenge.</div> <div>★ 4</div> <div>★ 5</div> </div>



Detail	Interview Guide
<p><b>Integrity</b> Score: 10</p> <p><i>Description:</i> This scale reflects the degree to which an individual acts positively towards the organization, avoids unnecessary risk, and, simply put, does the right thing. High scores on this scale indicate a person will act in the organization's best interest, follow the rules, and work hard under limited supervision. Low scores on this scale indicate a person may engage in risk-taking behaviors, work to undermine the organization, and only do the bare minimum.</p> <p><i>Interpretation:</i> 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. May take unnecessary risks on the job.</p>	<p>What is more important: doing things right or meeting time commitments? Why?</p> <div> <div>★ 1</div> <div>★ 2</div> <div>★ 3</div> <div>★ 4</div> <div>★ 5</div> </div> <p>Shows willingness to cut corners. Would require heavy quality assurance.</p> <p>Some balance between quality and speed. Would require moderate quality assurance.</p> <p>Clear emphasis on doing things correctly the first time.</p> <hr/> <p>What kind of circumstance(s) would justify breaking an organizational rule?</p> <div> <div>★ 1</div> <div>★ 2</div> <div>★ 3</div> <div>★ 4</div> <div>★ 5</div> </div> <p>Answer shows that they are not concerned about ethics or organizational values/rules.</p> <p>Answer explains only situational circumstances but the ethics are questionable and could pose a threat to the organization.</p> <p>Answer explains only situational circumstances that fall under general ethical concerns and are of no threat to the organization. (OR) Explains that there are no circumstances.</p>
<p><b>Teamwork</b> Score: 63</p> <p><i>Description:</i> This scale reflects the degree to which an individual works well with teams and maintains positive interpersonal relationships. High scores on this scale indicate a person will thrive in collaborative team settings and maintain high-quality relationships with coworkers. Low scores on this scale indicate a person will prefer working on individual projects and may struggle to maintain close working relationships with colleagues.</p> <p><i>Interpretation:</i> The candidate's score in this area indicates neither a positive nor a negative impact on performance.</p> <p>Occasionally cultivates relationships. Comfortable meeting new people and sensitive to how others feel. Interested in balancing relationship-building with work objectives and priorities.</p>	<p>Discuss a time when you were part of a team that accomplished something most people didn't think could be done. What was your role and what made the team so special?</p> <div> <div>★ 1</div> <div>★ 2</div> <div>★ 3</div> <div>★ 4</div> <div>★ 5</div> </div> <p>No such experience. Example irrelevant.</p> <p>Moderately relevant example and moderately relevant role.</p> <p>Strong example and strong role.</p> <hr/> <p>Do you prefer working in teams or by yourself? Why?</p> <div> <div>★ 1</div> <div>★ 2</div> <div>★ 3</div> <div>★ 4</div> <div>★ 5</div> </div> <p>They choose teams or individual and feel they would be incapable of working in the opposite environment.</p> <p>They feel they would work well in either environment but are unable to back that up with rational reasons.</p> <p>Response reflects rational reasons for why they prefer teams, individual, or both. They feel they would work well in either environment.</p>



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
<div><p><b>History Survey - Performance</b></p><p>Score: 70</p><div><div></div></div><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>The following potential performance risk areas were identified:</p><ul style="list-style-type: none"><li>Below average productivity history</li><li>Below average performance reviews</li></ul><p>Further probing is recommended for each of these items.</p></div>	<div><p>How does your work compare with your peers? Do you produce more or less? How do you know?</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><hr/><p>What kind of feedback have you received about your performance from your managers and your peers?</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><p><b>History Survey - Tenure</b></p><p>Score: 96</p><div><div></div></div><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 high job performance.</p><p>Exhibits behaviors likely to result in longer than average job tenure.</p><p>The following potential performance risk areas were identified:</p><ul style="list-style-type: none"><li>Frequent job changes</li><li>Potential long commute</li></ul><p>Further probing is recommended for each of these items.</p></div>	<div><p>Review your last few jobs with me, explaining why you left the old job and what attracted you to the new one.</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><hr/><p>What is the longest distance you have had to commute to work? What did you do during the commute? How long did you keep that job?</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>

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

Empathy and Emotional Self-Control

Score: 87

### Writing Sample(s)





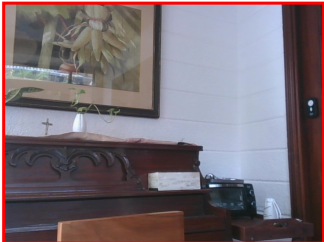



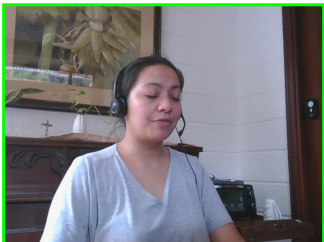
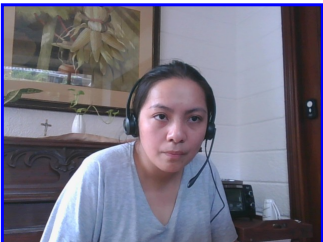
During the assessment, the candidate was asked to write one or more passages. The text they wrote is included in the table below for review.

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	High School
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](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: 43-4051.00
- O\*Net Version: 26.3
- Sim ID: 6302-7, Key: 0-0, Rpt: 13, Prd: 2357, Created: 2024-04-11 00:02 UTC
- UA: Mozilla/5.0 (Windows NT 6.3; Trident/7.0; Touch; rv:11.0) like Gecko



Score Calculation Detail

The following table provides a summary of how the overall score was calculated from the individual competency scores. Competency scores are calculated on a 0-100 scale by first calculating a Z statistic based on test-taker responses and then transforming the Z value to a scale with target mean and standard deviation. Certain competencies have a normal score distribution where it is best to be closest to the mean. For these competencies we modify the Z statistic by multiplying its absolute value by minus 1 for the overall score calculation. Next, to calculate the overall score, a weighted average of all modified competency Z statistics is computed and this weighted average is itself transformed to a Z statistic, which is then transformed to a score with the same target mean and standard deviation. Finally outlier scores are adjusted if they are below 0 or above 100.

Competency	Score	How applied to overall	Score Value Used	Weight (%)
Adaptability	79.1755	Z-Statistic	0.9450	4.6651
Analytical Thinking_suppgen	67.3767	Z-Statistic	0.1584	17.2540
Attention to Detail_suppgen	90.7005	Z-Statistic	1.7134	17.2540
Customer Service Fundamentals	87.0699	Z-Statistic	1.4713	13.8032
Drive	97.2097	Z-Statistic	2.1473	4.9217
Empathy and Emotional Self-Control	87.7387	Z-Statistic	1.5159	6.9016
History Survey - Performance	70.4804	Z-Statistic	0.3654	6.9016
History Survey - Tenure	96.4323	Z-Statistic	2.0955	6.9016
Integrity	10.0000	Z-Statistic	-3.6667	5.3142
Teamwork	63.4144	Z-Statistic	-0.1057	5.2991
Writing	97.0438	Z-Statistic	2.1363	10.7838
Weighted Average of Competency Z-Scores:				0.9802
Mean applied to Raw Weighted Avg:				0.0000
Standard Deviation applied to Raw Weighted Avg:				1.0000
Normalized Raw Score:				0.9802
Mean:				65.0000
Standard Deviation Used:				15.0000
Final Overall Score:				79.7030



**Notes**

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