HR AVATAR™
EMPLOYMENT TESTS

Candidate:	**Betty Penske**
Assessment:	Baker
Completed:	April 16, 2024
Prepared for:	Susan Bookman
	HR Avatar Data Collection Account

Test Results and Interview Guide

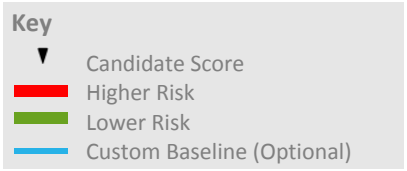
The Baker assessment measures key factors related to high performance and tenure in this job. Attribute types measured vary by test, but can include cognitive ability, skills, knowledge, personality characteristics, emotional intelligence, and past behavioral history. This report includes a one page 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.

Proprietary and Confidential

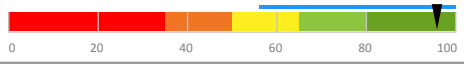
Overall

Candidate	Score	Interpretation
Betty Penske bettypenske@yourcompany.org Baker April 16, 2024	79	

Summary: Moderate to High Performance Potential



Competency Summary

Competency	Score	Interpretation
Cognitive Abilities (relates to job performance, problem-solving, ability to learn, etc.)		
Memory / Attention to Detail / Logic & Reasoning	72	
Skills/Knowledge (relates to immediate readiness)		
Food Safety Fundamentals	87	
Personality Characteristics (relates to fit with the job/team environment)		
Adaptability / Flexibility	69	
Conscientiousness	76	
Empathy & Emotional Self-Control	79	
Reliability	98	
Service Orientation	79	
Behavioral History (relates to performance and turnover)		
History Survey - Performance	64	
History Survey - Tenure	95	

Importance to Job

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	

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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:	Baker
Authorized:	April 16, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz
Started:	April 16, 2024, 1:44:08PM EST
Completed:	April 16, 2024, 1:44:08PM EST
Overall Score:	79

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.

Continued on next page.

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Detail	Interview Guide
Memory / Attention to Detail / Logic & Reasoning Score: 72 *Description:* This scale reflects how successful a person is at making sense of facts through logical reasoning. High scorers understand causes and consequences by interpreting a given situation and predicting its outcomes. They are able to remember details and take action accordingly. Low scorers may burn out or become paralyzed. In more stable circumstances, high scorers may become bored, while low scorers would remain satisfied. This scale also represents thoroughness, accuracy, and being concerned for all areas involved no matter how insignificant. Individuals who demonstrate high Attention to Detail produce work that is consistently accurate and require little checking. They rarely forget schedule commitments or overlook even the smallest details. *Interpretation:* Strong scores in this area correlate with above average performance for many jobs. Above-average scores in memory, attention to detail and logic indicate the candidate has the ability to learn quickly, recall information promptly, solve problems, and adapt to changing conditions. This usually means the candidate is likely to respond appropriately to challenging situations with little or no supervision.	Can you give me an example of where your attention to detail or your thoughtful analysis of a situation helped make a project successful? 1 Poor example. Does not show attention to detail or analytical ability. 2 3 Moderately relevant or impactful example. 4 5 Strongly relevant and clear example. How do you handle a situation when you've messed up due to overlooking an important detail? 1 Is unable to handle the situation. 2 3 Demonstrates the ability to admit to their error and quickly fix the error but didn't put preventative systems in place. 4 5 Demonstrates the ability to admit to their error, put preventative systems in place, and quickly fix the error.

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
Food Safety Fundamentals Score: 87 *Description:* Evaluates the candidate's knowledge of Food Safety Fundamentals with an aim to determine the degree of training that will be required before the candidate can be expected to become productive. *Interpretation:* Candidate should achieve superior job performance in this area with little or no training. Scores indicate a solid working knowledge of Food Safety 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.	Tell me about a project or task where you had to use your knowledge of Food Safety Fundamentals. 1 Example didn't require or demonstrate knowledge. 2 3 Knowledge was only moderately important or moderately demonstrated in example. 4 5 Clearly relevant application and demonstration of knowledge.

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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
Adaptability / Flexibility Score: 69 *Description:* This scale reflects how accepting a person is of frequent or substantial changes in his or her job requirements and how they adjust to those changes. Changing work requirements usually causes stress and puts 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. *Interpretation:* The candidate's score in this area should contribute to enhanced overall job performance. Prefers a dynamic environment. Able to remain focused and positive in times of significant change. Fairly easy-going and relaxed. However, may be perceived as too easy-going under certain circumstances.	Would you rather work in a job where the work is predictable or one where activities are constantly changing? Why? 1 — Becomes paralyzed by change. Or disregards the change and continues same path. 2 3 — Resistant and fearful of change, or appears to live for change. 4 5 — Comfortable with change, though feels some stress or anxiety. Usually able to stay focused. How do you feel when things change at work? How do you cope? 1 — Candidate gets frustrated and doesn't have an effective way to cope. 2 3 — Candidate recognizes that they struggle and has one quality way to cope. 4 5 — Candidate thrives when things change and has multiple ways to cope.

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Detail

Conscientiousness

Score: 76

Description:

This scale reflects the amount of pride a person takes in producing quality work products. Additionally, it demonstrates 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.

Interpretation:

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

Takes pride in performing quality work. Motivated by challenging goals and tasks, financial reward, and/or recognition, and willing to work hard to succeed. Focused on understanding and following guidelines, personal achievement, and meeting or exceeding quality and production standards.

Interview Guide

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?

1	2	3	4	5
Poor or weak example. No real extra effort.		Moderate example. Some extra effort evident.		Strong example. Clearly applied extra effort. Well organized in approach.

How do you react when you are faced with obstacles while trying to achieve a goal? How do you overcome them?

1	2	3	4	5
Reaction: Overwhelmed Struggles to come up with a clear way to overcome the obstacle and doesn't demonstrate hard work.		Reaction: ready but not excited Candidate shows they are able to overcome the obstacle but only by doing the bare minimum.		Reaction: excited and ready Candidate shows they are able to overcome the obstacle by putting in extra effort and being diligent.

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Detail

Empathy & Emotional Self-Control

Score: 79

Description:

Demonstrates exceptional 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 very effective at demonstrating to customers or coworkers that they understand and care about them, resulting in significantly improved customer loyalty, much stronger work relationships, and noticeably reduced levels of conflict in the workplace.

Interpretation:

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

Demonstrates ability to sense the emotional needs of others, sympathize with other people's problems, and see things from other people's point of view. Likely to be effective at demonstrating that they understand and care about other peope, resulting in improved customer loyalty, stronger work relationships, and reduced levels of conflict in the workplace.

Interview Guide

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?

1	2	3	4	5
Not able to sense how others feel. Unable to provide example.		Some ability to sense how others feel. Example shows some ability to use senses at work.		Able to relate to others and sense how they feel. Example shows can easily apply senses at work.

Tell me about a time you got upset at work. How did you handle/deal with your emotions?

1	2	3	4	5
They had an inappropriate response or placed blame.		They (1) had an appropriate response (2) took responsibility but (3) were unable to make the bad situation better.		They (1) had an appropriate response (2) took responsibility and (3) worked to make the bad situation better.

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Detail	Interview Guide
Reliability Score: 98 *Description:* This scale reflects the degree to which an individual is able to be trusted and maintain consistent quality performance. High scores on this scale indicate a person who can be trusted to do what they say, always follows through, and never breaks their promises. Low scores on this scale indicate a person who would likely brush off timelines and responsibilities, and is known for being inconsistent. *Interpretation:* The candidate's score in this area should contribute to enhanced overall job performance. Responses indicate the candidate is trustworthy and likely to show consistent high performance. Can be expected to meet commitments regularly and to earn the respect of peers in doing so. Able to form strong, mutually supportive work relationships while reducing potential for workplace conflict.	Describe a time when someone relied on you and you were successful. 1: Candidate has never been in this situation or has never been successful. 2 3: Candidate describes a time someone relied on them for something easy and they followed through on that commitment. 4 5: Candidate describes a time someone relied on them for something substantial and they followed through on that commitment. Describe a time when you were unable to follow through on a promise. How did you handle that situation? Why didn't you follow through? 1: Candidate was unable to follow through due to circumstances under their control. They did nothing to correct the situation. 2 3: Candidate was unable to follow through due to circumstances under their control. They apologized and regained the trust back. 4 5: Candidate was unable to follow through due to circumstances out of their control. They apologized and regained the trust back.
Service Orientation Score: 79 *Description:* This scale reflects the degree to which an individual recognizes and meets customers' needs. High scores on this scale indicate a person who makes themself available for others and cares about them. They show a level of understanding, dedication, and the ability to be proactive. Low scores on this scale indicate a person who has difficulty recognizing the needs of others, often preoccupied with their personal needs, and may find some customers to be unreasonable. *Interpretation:* The candidate's score in this area should contribute to enhanced overall job performance. Holds an above average desire to understand customer needs and do what it takes to resolve customer issues. Likely to deliver very good customer service that improves customer satisfaction and customer relationships and positively impacts the reputation of the organization. Demonstrates an above average level of understanding, dedication, and the ability to be proactive.	What appeals to you about being in a customer service role? 1: Doesn't find the role appealing. 2 3: Has quality reasoning for applying but doesn't show they will enjoy working in a customer service role. 4 5: Ties their passions and skills into why they applied for a customer service role. What is your experience with multitasking? How were you able to handle doing multiple things at once? 1: Has no or minimal multitasking experience. Is unable to handle doing multiple things at once. 2 3: Has experience multitasking. Uses one quality skill to handle doing multiple things at once. 4 5: Has a lot of experience multitasking. Uses multiple quality skills to handle doing multiple things at once.

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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
History Survey - Performance Score: 64 *Description:* Evaluates elements of the candidate's past work and education history to identify indications of high or low performance potential. *Interpretation:* The candidate's score indicates past behaviors that neither detract from nor enhance job performance. Exhibits past behaviors and achievements that are likely to result in average job performance. The following potential performance risk areas were identified: • Below average productivity history • Below average performance reviews Further probing is recommended for each of these items.	How does your work compare with your peers? Do you produce more or less? How do you know? ☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5 What kind of feedback have you received about your performance from your managers and your peers? ☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5
History Survey - Tenure Score: 95 *Description:* Evaluates a candidate's past employment history and related factors for indications of potentially low job tenure. *Interpretation:* The candidate's score indicates past behaviors that contribute to high job performance. Exhibits behaviors likely to result in longer than average job tenure. The following potential performance risk areas were identified: • Frequent job changes • Potential long commute Further probing is recommended for each of these items.	Review your last few jobs with me, explaining why you left the old job and what attracted you to the new one. ☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5 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? ☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5

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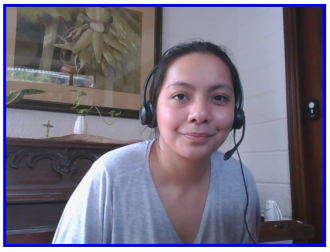
Identity Confirmation Photos

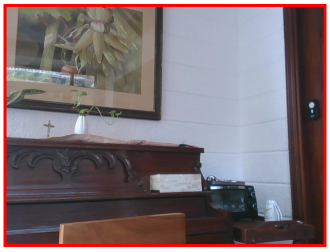
The following photos of the candidate and any identification were uploaded during the assessment session.

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



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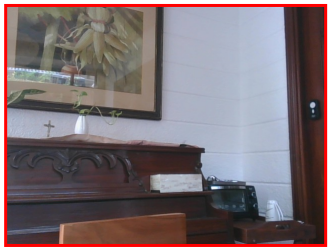

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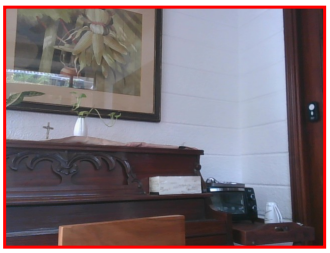

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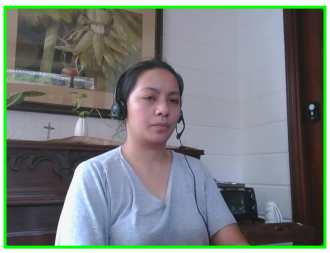
In-Test Photo



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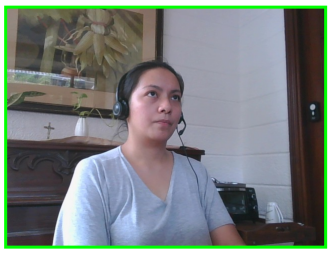

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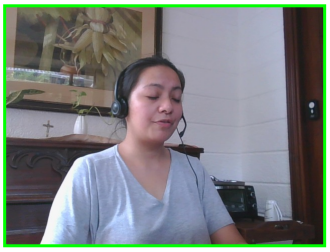

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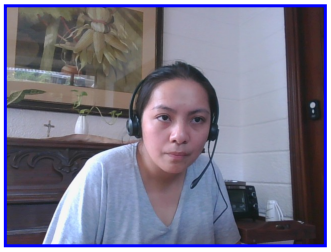

Pre/Post-Test Photo

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

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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: 51-3011.00
- O*Net Version: 26.3
- Sim ID: 7972-11, Key: 0-0, Rpt: 13, Prd: 3023, Created: 2024-04-16 18:44 UTC
- UA: Mozilla/5.0 (Windows NT 6.3; Trident/7.0; Touch; rv:11.0) like Gecko

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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 / Flexibility	69.6138	Z-Statistic	0.3076	4.3275
Conscientiousness	76.7171	Z-Statistic	0.7811	4.6844
Empathy & Emotional Self-Control	79.4416	Z-Statistic	0.9628	4.6695
Food Safety Fundamentals	87.6105	Z-Statistic	1.5074	27.1930
History Survey - Performance	64.5095	Z-Statistic	-0.0327	6.7982
History Survey - Tenure	95.9020	Z-Statistic	2.0601	6.7982
Memory / Attention to Detail / Logic & Reasoning	72.3597	Z-Statistic	0.4906	36.1157
Reliability	98.5886	Z-Statistic	2.2392	5.0562
Service Orientation	79.8216	Z-Statistic	0.9881	4.3572
Weighted Average of Competency Z-Scores:				0.9761
Mean applied to Raw Weighted Avg:				0.0000
Standard Deviation applied to Raw Weighted Avg:				1.0000
Normalized Raw Score:				0.9761
Mean:				65.0000
Standard Deviation Used:				15.0000
Final Overall Score:				79.6409

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Notes

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