






Candidate: **Betty Penske**  
Assessment: Hospitality Industry Customer Service Worker  
Completed: April 28, 2024  
Prepared for: Susan Bookman  
HR Avatar Data Collection Account






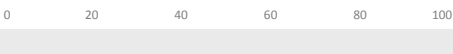



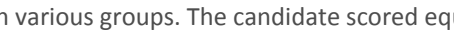
## Test Results and Interview Guide

The Hospitality Industry Customer Service Worker 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>Hospitality Industry Customer Service Worker</div> <div>April 28, 2024</div> <div>Summary: High Performance Potential</div> <div>Potential Risk Areas<ul style="list-style-type: none"><li>Low Integrity score could indicate potential issues with reliability.</li></ul></div>	84	<div></div> <div><div>Key</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.)		
Analytical Thinking and Attention to Detail	92	
Skills/Knowledge (relates to immediate readiness)		
Hospitality Concepts	94	
Personality Characteristics (relates to fit with the job/team environment)		
Adaptability	69	
Customer Service Mindset	74	
Drive	92	
Integrity	10	
Teamwork	75	
Behavioral History (relates to performance and turnover)		
History Survey - Performance	64	
History Survey - Tenure	89	
Emotional Intelligence (relates to situational judgment, performance and teamwork)		
Empathy and Emotional Self-Control	81	

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	84th											
United States	70th											
HR Avatar Data	77th											

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: Hospitality Industry Customer Service Worker  
Authorized: April 28, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz  
Started: April 28, 2024, 1:31:03PM EST  
Completed: April 28, 2024, 1:31:03PM EST  
Overall Score: 84

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.

Detail	Interview Guide
<p><b>Analytical Thinking and Attention to Detail</b></p> <p>Score: 92</p>  <p><i>Description:</i></p> <p>This scale indicates both the capacity to think in a thoughtful, discerning way, to solve problems, utilize resources, analyze data, and apply attention to detail. Individuals who demonstrate high amounts of analytical thinking are able to recognize patterns rapidly, navigate through problems, and resolve difficult problems systematically. 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></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. Additionally, 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>Can you give me an example of where your attention to detail or your thoughtful analysis of a situation helped make a project successful?</p> <div><div>★ 1</div><div>★ 2</div><div>★ 3</div><div>★ 4</div><div>★ 5</div></div> <p>Poor example. Does not show attention to detail or analytical ability.</p> <p>Moderately relevant or impactful example.</p> <p>Strongly relevant and clear example.</p> <hr/> <p>How do you handle a situation when you've messed up due to overlooking an important detail?</p> <div><div>★ 1</div><div>★ 2</div><div>★ 3</div><div>★ 4</div><div>★ 5</div></div> <p>Is unable to handle the situation.</p> <p>Demonstrates the ability to admit to their error and quickly fix the error, but didn't put preventative systems in place.</p> <p>Demonstrates the ability to admit to their error, put preventative systems in place and quickly fix the error.</p>



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>Hospitality Concepts</b></p> <p>Score: 94</p>  <p><i>Description:</i></p> <p>Evaluates the candidate's knowledge of Hospitality Concepts 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 Hospitality Concepts. 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 Hospitality Concepts.</p> <div><div>★ 1</div><div>★ 2</div><div>★ 3</div><div>★ 4</div><div>★ 5</div></div> <p>Example didn't require or demonstrate knowledge.</p> <p>Knowledge was only moderately important or moderately demonstrated in example.</p> <p>Clearly relevant application and demonstration of knowledge.</p>

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
<div><p><b>Adaptability</b></p><p>Score: 69</p></div> <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><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>Ambivalent to change. Has sound reasoning for falling in the middle.</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>How do you feel when things change at work? How do you cope?</p> <div><div><p>★</p><p>1</p><p>Candidate gets frustrated and doesn't have an effective way to cope.</p></div><div><p>★</p><p>2</p><p></p></div><div><p>★</p><p>3</p><p>Candidate recognizes that they struggle and has one effective way to cope.</p></div><div><p>★</p><p>4</p><p></p></div><div><p>★</p><p>5</p><p>Candidate thrives when things change and has multiple ways to cope.</p></div></div>
<div><p><b>Customer Service Mindset</b></p><p>Score: 74</p></div> <p><i>Description:</i></p> <p>Individuals who score highly on this scale understand their job is not just to solve customer problems, but to create a delightful experience that fosters loyalty and long-term rapport. They see every call as an opportunity to create a positive experience and to earn each customer's loyalty.</p> <p><i>Interpretation:</i></p> <p>The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>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.</p>	<p>As you know, it can be difficult to keep customers happy and accomplish your objectives at the same time. Can you think of a time when you had to encourage a customer to do something they didn't want to do and you still managed to keep them happy?</p> <div><div><p>★</p><p>1</p><p>Did not demonstrate empathy or encourage positive action.</p></div><div><p>★</p><p>2</p><p></p></div><div><p>★</p><p>3</p><p>Encouraged action but did not empathize.</p></div><div><p>★</p><p>4</p><p></p></div><div><p>★</p><p>5</p><p>Demonstrated both empathy and assertiveness to work with customer.</p></div></div> <hr/> <p>What is your experience with multitasking? How were you able to handle doing multiple things at once?</p> <div><div><p>★</p><p>1</p><p>Has no or minimal multitasking experience. Is unable to handle doing multiple things at once.</p></div><div><p>★</p><p>2</p><p></p></div><div><p>★</p><p>3</p><p>Has experience multitasking. Uses one effective skill to handle doing multiple things at once.</p></div><div><p>★</p><p>4</p><p></p></div><div><p>★</p><p>5</p><p>Has a lot of experience multitasking. Uses multiple effective skills to handle doing multiple things at once.</p></div></div>

Detail	Interview Guide
<div><div>Drive</div><div>Score: 92</div><div><div></div></div></div> <div><div>Description:</div><div>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.</div><div>Interpretation:</div><div>The candidate's score in this area should contribute to enhanced overall job performance.</div><div>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.</div></div>	<div><div>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?</div><div><div><div>★</div><div>1</div><div>Poor or weak example. No real extra effort.</div></div><div><div><div>★</div><div>2</div><div>Moderate example. Some extra effort evident.</div></div><div><div><div>★</div><div>3</div><div></div></div><div><div><div>★</div><div>4</div><div></div></div><div><div><div>★</div><div>5</div><div>Strong example. Clearly applied extra effort. Well organized in approach.</div></div></div></div><div><div></div></div><div><div>What would you say were some of the most difficult challenges about your last job? How were you able to cope with those challenges?</div><div><div><div>★</div><div>1</div><div>Description of challenge and how they cope shows that they struggle with complex tasks.</div></div><div><div><div>★</div><div>2</div><div></div></div><div><div><div>★</div><div>3</div><div>Describes a reasonable challenge. Shows ability to cope but doesn't demonstrate diligence.</div></div><div><div><div>★</div><div>4</div><div></div></div><div><div><div>★</div><div>5</div><div>Describes a reasonable challenge. Demonstrates effective coping skills that address using multiple resources to solve the challenge.</div></div></div></div></div></div></div></div></div></div></div></div>

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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
<div><p><b>History Survey - Performance</b></p><p>Score: 64</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 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>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: 89</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





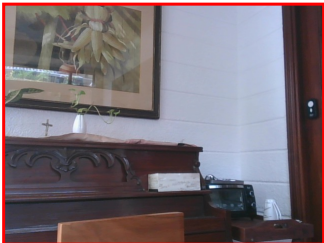

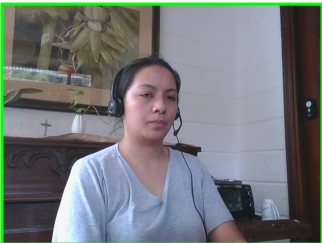

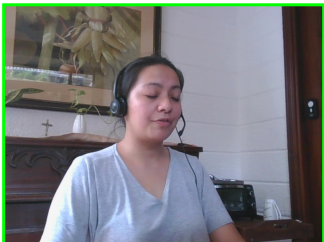
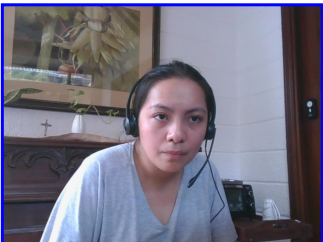
This section contains a list of emotional intelligence characteristics that indicate how tuned in a candidate is to his or her own emotions, and those of others, as well as the candidate's ability to control his or her behavior in light of the emotions he or she is experiencing. These traits can often impact performance in groups or teams. Sample interview questions are provided to gather more information.

Continued on next page.

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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	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: 43-4081.00
- O\*Net Version: 26.3
- Sim ID: 7985-8, Key: 0-0, Rpt: 13, Prd: 3036, Created: 2024-04-28 18:31 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	69.0245	Z-Statistic	0.2683	4.0368
Analytical Thinking and Attention to Detail	92.8999	Z-Statistic	1.8600	35.3878
Customer Service Mindset	74.9656	Z-Statistic	0.6644	4.1286
Drive	92.9695	Z-Statistic	1.8646	4.1401
Empathy and Emotional Self-Control	81.1039	Z-Statistic	1.0736	6.2912
History Survey - Performance	64.8255	Z-Statistic	-0.0116	6.2912
History Survey - Tenure	89.3886	Z-Statistic	1.6259	6.2912
Hospitality Concepts	94.1054	Z-Statistic	1.9404	25.1646
Integrity	10.0000	Z-Statistic	-3.6667	4.1401
Teamwork	75.1789	Z-Statistic	0.6786	4.1286
Weighted Average of Competency Z-Scores:				1.3073
Mean applied to Raw Weighted Avg:				0.0000
Standard Deviation applied to Raw Weighted Avg:				1.0000
Normalized Raw Score:				1.3073
Mean:				65.0000
Standard Deviation Used:				15.0000
Final Overall Score:				84.6090

**Notes**

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