HR AVATAR™
EMPLOYMENT TESTS

Candidate: **Betty Penske**
Assessment: Pre-Hire Personality - First-Line Supervisor (Russian)
Completed: April 9, 2024
Prepared for: Susan Bookman
HR Avatar Data Collection Account

Test Results and Interview Guide

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

Overall

Candidate	Score	Interpretation
Betty Penske bettypenske@yourcompany.org Pre-Hire Personality - First-Line Supervisor (Russian) April 9, 2024	**77**	

The candidate's scores indicate moderate to high performance potential in most jobs. We recommend that this score be used in conjunction with a comprehensive process for evaluating potential performance, including the specific knowledge, skills, and abilities required for a particular job.

Potential Risk Areas
- Low corporate citizenship score could indicate potential for questionable behavior.

Key
- ▼ Candidate Score
- ■ Higher Risk
- ■ Lower Risk
- ▬ Custom Baseline (Optional)

Competency Summary

Competency	Score	Interpretation
Personality Characteristics (relates to fit with the job/team environment)		
Adaptable	78	
Competitive	93	
Corporate Citizenship	10	
Develops Relationships	94	
Enjoys Problem-Solving	77	
Exhibits a Positive Work Attitude	72	
Expressive and Outgoing	98	
Innovative and Creative	84	
Needs Structure	89	
Seeks Perfection	87	
Emotional Intelligence (relates to situational judgment, performance and teamwork)		
Emotional Self-Awareness	78	
Emotional Self-Control	91	
Empathy	69	

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	77th	
United States	64th	
HR Avatar Data	71st	
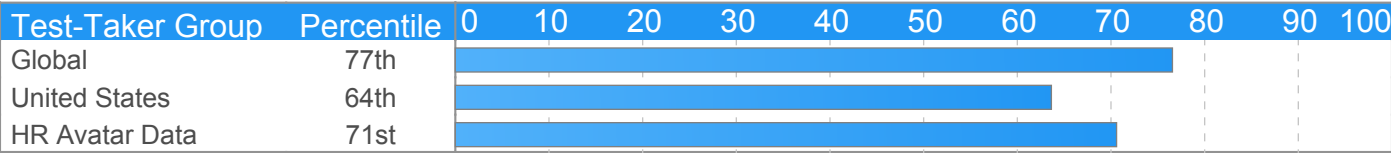
Assessment Overview

This assessment provides scores for 10 important personality factors that are related to success on the job. Scores are presented based on their potential impact on job performance.

Please note that personality tests, like this Attitudes, Interests, and Motivations survey ask the candidate to describe themselves. As a result, the results reflect how the candidate sees him or herself. In most cases, this equates to how the candidate actually behaves.

Remember also that scores on personality tests reflect behavioral tendencies and have no relationship with knowledge, skills or abilities.

Detail

Candidate:	**Betty Penske,** bettypenske@yourcompany.org
Assessment:	Pre-Hire Personality - First-Line Supervisor (Russian)
Authorized:	April 9, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz
Started:	April 9, 2024, 6:27:13 PM EST
Completed:	April 9, 2024, 6:27:13 PM EST
Overall Score:	77

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
Adaptable Score: 78	Would you rather work in a job where the work predictable or one where activities are constantly changing? Why?

Description:
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.

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

Prefers a dynamic work environment. Able to remain focused and positive in times of significant workplace change. Fairly easy-going and relaxed.

Interview ratings (1-5):
1 - Becomes paralyzed by change. Or disregards the change and continues same path.
3 - Resistant and fearful of change, or appears to live for change.
5 - Comfortable with change, though feels some stress or anxiety. Usually able to stay focused.

Detail	Interview Guide

Competitive

Score: 93

Description:

This scale indicates the degree to which an individual is driven by a desire to achieve objectives and outperform their peers. Competitiveness is the tendency to evaluate one's performance in comparison to others. It is characterized by a desire to do better than others, enjoying situations that can lead to a clear winner, and thriving in an environment where people are differentiated by accomplishments.

Interpretation:

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

Highly motivated by challenging goals, financial rewards, and/or recognition, and willing to work very hard to succeed. Very focused on personal achievement.

Would you describe yourself as competitive? Can you give me an example?

☆	☆	☆	☆	☆
1	2	3	4	5
Non-competitive example, or doesn't show any consideration for others.		Example unclear. Doesn't address impact on others.		Competitive, but shows consideration of others.

Corporate Citizenship

Score: 10

Description:

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.

Interpretation:

The candidate's score in this area indicates risk of a negative impact on performance for some jobs. Additional probing is strongly recommended.

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.

How do you feel about being part of an organization? Do you think most organizations have their employees best interest at heart or do you have to always watch out for yourself?

☆	☆	☆	☆	☆
1	2	3	4	5
Distrusts organizational motives. Feels the need to look out for self.		Supports organization but is wary of being taken advantage of.		Embraces organizational membership. Believes in organizational mission.

Detail	Interview Guide

Develops Relationships

Score: 94

Description:

This scale indicates a person's desire to cultivate relationships. High scorers seek opportunities to meet new people and get to know them well enough to form a lasting relationship. Low scorers tend to minimize interacting with people they don't know.

Interpretation:

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

Actively cultivates and maintains relationships. Able to quickly establish rapport with new acquaintances and accurately sense others' feelings. Maintains a broad social network and uses it to achieve work objectives.

Describe your ideal job. Would it include working closely with others or would you prefer working mostly by yourself?

☆ 1 — Prefers to work alone.
☆ 2
☆ 3 — Cultivates relationships when opportunity arises.
☆ 4
☆ 5 — Enjoys cultivating relationships.

Enjoys Problem-Solving

Score: 77

Description:

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.

Interpretation:

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

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 requires prompting to take on a particularly difficult issue.

Describe some of the biggest on-the-job problems you have faced? How did you overcome them? How did you know they were solved?

☆ 1 — Problems poorly described and actions taken unclear.
☆ 2
☆ 3 — Moderately complex problems. Simple or obvious actions taken.
☆ 4
☆ 5 — Described one or more complex problems. Actions taken are clear and relevant.

Detail	Interview Guide

Exhibits a Positive Work Attitude

Score: 72

0 20 40 60 80 100

Description:

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. Sample item: It is OK to take long lunches and breaks if you are underpaid.

Interpretation:

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

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.

How do you feel having a regular job and going to work? Is it something you enjoy? Why or why not?

☆ 1 — Views work as a means of income only. Does not enjoy. Does not care about professional reputation.

☆ 2

☆ 3 — Likes work but doesn't truly enjoy it. Balances priority and energy with other obligations.

☆ 4

☆ 5 — Considers work a key priority in life. Enjoys working and always applies best energy. Takes pride in work reputation.

Expressive and Outgoing

Score: 98

0 20 40 60 80 100

Description:

There are many jobs that require outgoing personalities, such as selling, management, public relations, or jobs that require positive public contact. People who score high on expressiveness label themselves as outgoing and have many social contacts. Low scores indicate the person may not have the interest or willingness to assert themselves in social settings.

Interpretation:

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

Likes to be the center of attention and freely asserts thoughts, ideas, and opinions among friends and strangers alike.

Tell me how you've acted in group meetings when you're discussing an important issue. Do you participate in the discussion, lead it, or wait until someone asks for your opinion?

☆ 1 — Passive in actions with others.

☆ 2

☆ 3 — Speaks up and speaks out but doesn't need to be center of attention.

☆ 4

☆ 5 — Likes to be center of attention.

Detail	Interview Guide

Innovative and Creative
Score: 84

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0    20    40    60    80    100
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Description:

This scale indicates the degree to which the person considers themselves capable of formulating original approaches to problems and other work challenges. Individuals who score high on this scale are comfortable with jobs that require them to analyze situations and/or data, and use their imagination to identify alternative approaches to evaluate each to select the most effective solution. Lower scoring individuals prefer to follow a more cookie-cutter or pre-defined approach to dealing with a specific problem. When organizations expect their people to continually generate new and better ways of producing work, it is a good idea to hire people who share this interest.

Interpretation:

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

Sees him or herself as creative and capable of generating novel or original solutions to issues or problems. Open to free-form discussion of different ideas.

Interview Guide (Innovative and Creative):

What is the most creative idea you have ever come up with? What were the circumstances and why do you think it was creative?

☆ 1 — Idea does not demonstrate creativity or is not related to the problem. No problem described.

☆ 2

☆ 3 — Moderately creative or only partially related to problem.

☆ 4

☆ 5 — Both problem and use of creativity well described and related to one another.

Needs Structure
Score: 89

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0    20    40    60    80    100
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Description:

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.

Interpretation:

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

Follows rules closely and consistently. Makes decisions carefully and thoughtfully. Follows through on commitments. Able to create and/or follow detailed plans.

Interview Guide (Needs Structure):

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?

☆ 1 — Prefers a dynamic, changing work environment.

☆ 2

☆ 3 — Equally comfortable with well-defined and dynamic work environments.

☆ 4

☆ 5 — Clear preference for defined tasks and activities.

Detail	Interview Guide
Seeks Perfection Score: 87	When you perform a task, how do you decide when it's good enough to consider it completed or 'ready' for the customer?

Description:

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.

Interpretation:

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

Highly intent on achieving perfection in work products and commitments. Willing to do whatever it takes to achieve the desired standard of excellence. Takes pride in having a reputation for quality.

1	2	3	4	5
No emphasis on quality.		Balances quality with other constraints.		Insists on a high degree of quality before releasing work.

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.
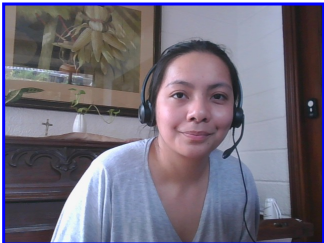
Detail	Interview Guide
Emotional Self-Awareness Score: 78	How aware are you of your own emotions? Can you describe a time when your awareness helped you make a better decision?

Description:

The ability to pay attention to, monitor, and understand how and why one reacts a particular way in different situations, and to know how to conduct oneself appropriately and effectively in social situations.

Interpretation:

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

Demonstrates strengths in maintaining awareness of his or her emotional reactions and behaviors and the potential impact of those behaviors on others, and a high level of knowledge of what behaviors are appropriate for different situations. Likely to be effective at identifying how his or her feelings may affect his or her behaviors and ensuring those behaviors stay focused and conform to social norms, enabling appropriate, measured interactions with customers and coworkers.

1	2	3	4	5
Not in tune with own emotions. Unable to improve decisions through awareness.		Some ability to sense own emotions and control decision-making.		Very in tune with own emotions. Able to improve decisions through awareness.

Detail	Interview Guide

Emotional Self-Control
Score: 91

0	20	40	60	80	100

Description:

The ability to manage the desire to satisfy urges or impulses, showing restraint and managing behaviors to ensure appropriate and effective interactions with others.

Interpretation:

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

The ability to manage the desire to satisfy urges or impulses, showing restraint and managing behaviors to ensure appropriate and effective interactions with others.

Are you able to control your own actions when you become emotional? Can you give me an example of how using self-control helped at work or school?

☆ 1	☆ 2	☆ 3	☆ 4	☆ 5
Unable to control self when emotions kick in.		Some ability to resist impulses caused by emotions and apply to work situations.		Able to detect own emotions and control reactions in work or business situations.

Empathy
Score: 69

0	20	40	60	80	100

Description:

The ability to sense and understand other people's feelings, feel sympathy for others, and see things from other people's point of view.

Interpretation:

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

Demonstrates strengths in sensing the emotional needs of others, sympathizing with other people's problems, and seeing things from other people's point of view. Likely to be effective at demonstrating to customers or coworkers that they understand and care about them, resulting in improved customer loyalty, stronger work relationships, and reduced levels of conflict in the workplace.

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.

Identity Confirmation Photos

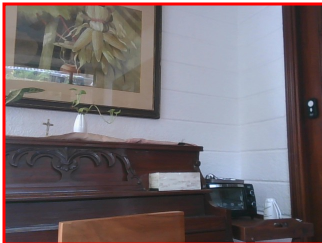The following photos of the candidate and any identification were uploaded during the assessment session.

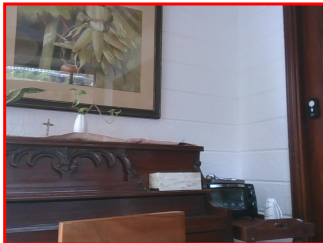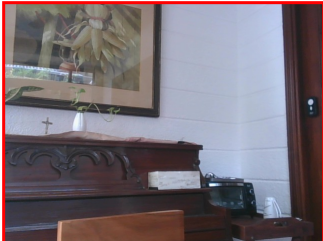| Photo Analysis Results	
- Risk:	Medium risk of cheating based on image inconsistencies
- Percent match among processed faces	100%
- Total images processed	17
- Total images with valid faces	14 (82%)
- Total pairs of faces compared	13
- Pairs in which faces matched	13 (100%)

Pre/Post-Test Photo

ID Photo

In-Test Error Detected (No Face Detected)
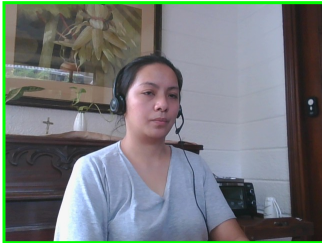
In-Test Error Detected (No Face Detected)
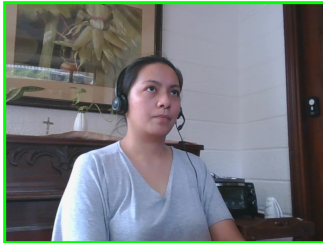
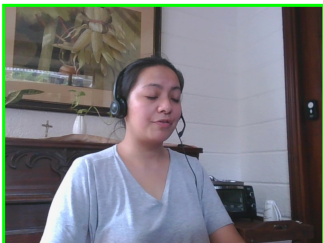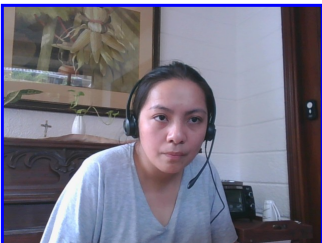*In-Test Error Detected (No Face Detected)*

In-Test Photo

In-Test Photo

In-Test Photo

In-Test Photo

Pre/Post-Test Photo

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.
- Sim ID: 11137-1, Key: 0-0, Rpt: 16, Prd: 4414, Created: 2024-04-09 23:27 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	78.8282	Z-Statistic	0.9219	8.4675
Competitive	93.6804	Z-Statistic	1.9120	8.4156
Corporate Citizenship	10.0000	Z-Statistic	-3.6667	9.1948
Develops Relationships	94.7482	Z-Statistic	1.9832	6.8052
Emotional Self-Awareness	78.8893	Z-Statistic	0.9260	8.1039
Emotional Self-Control	91.2743	Z-Statistic	1.7516	8.1039
Empathy	69.8913	Z-Statistic	0.3261	6.8052
Enjoys Problem-Solving	77.7716	Z-Statistic	0.8514	7.7403
Exhibits a Positive Work Attitude	72.9205	Z-Statistic	0.5280	9.1429
Expressive and Outgoing	98.3549	Z-Statistic	2.2237	4.4675
Innovative and Creative	84.2683	Z-Statistic	1.2846	6.0779
Needs Structure	89.2412	Z-Statistic	1.6161	9.5584
Seeks Perfection	87.2002	Z-Statistic	1.4800	7.1169

Weighted Average of Competency Z-Scores:	0.8274
Mean applied to Raw Weighted Avg:	0.0000
Standard Deviation applied to Raw Weighted Avg:	1.0000
Normalized Raw Score:	0.8274
Mean:	65.0000
Standard Deviation Used:	15.0000
Final Overall Score:	77.4105

Notes

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