

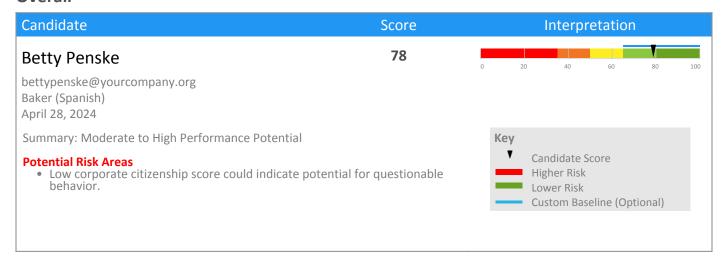
Candidate: Betty Penske
Assessment: Baker (Spanish)
Completed: April 28, 2024
Prepared for: Susan Bookman

HR Avatar Data Collection Account

Test Results and Interview Guide

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

Overall

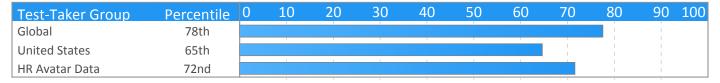


Competency Summary



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.





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 (Spanish)

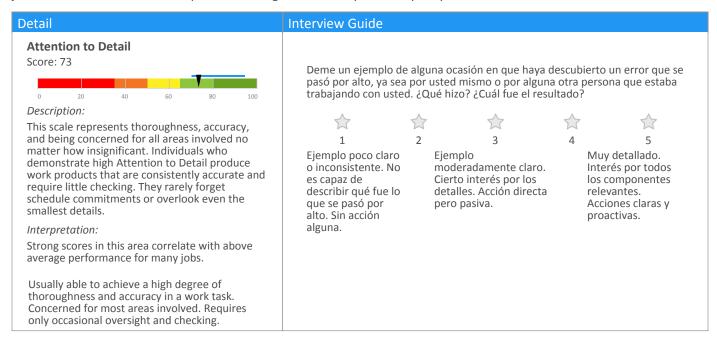
Authorized: April 28, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz

Started: April 28, 2024, 1:30:26PM EST Completed: April 28, 2024, 1:30:26PM EST

Overall Score: 78

Cognitive Abilities Detail

This section contains a list of job-related cognitive abilities that have been evaluated in a job-like context using HR Avatar's simulation technology. Studies have demonstrated that cognitive abilities are highly correlated with job performance for many jobs. Abilities also correlate with problem-solving and the ability to learn quickly.





Detail **Analytical Thinking** Score: 90 20 Description:

This scale indicates the capacity to think in a thoughtful, discerning way, to solve problems, utilize resources, and analyze data. Individuals who demonstrate high amounts of analytical thinking are able to recognize patterns rapidly, navigate through problems, and resolve difficult

Interpretation:

problems systematically.

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

Able to think in a thoughtful, discerning way. Can often solve difficult problems, plan manyfeatured tasks and projects, organize multiple resources, and analyze complex data. Able to quickly recall and use information when needed or appropriate.

Interview Guide

Tell me about a complex problem, situation, or planning task you had to deal with. What were the challenges, and how did you overcome them?



Example lacks complexity. Data seeking is limited, analysis may be lacking, actions unclear, not relevant, or ineffective.



Example is moderately complex. Shows some analytical thinking and problem solving. Actions have mixed or limited effectiveness.

3



5

Example shows complexity. Thorough investigation of all areas that might affect the decision. Actions are clear, relevant, and effective.

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.

Interview Guide Detail **Adaptable** Score: 62 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 indicates neither a positive nor a negative impact on performance.

Prefers a moderate amount of change in order to make progress. Feels too much change can be disruptive and undesirable. With coaching and reassurance is capable of remaining focused and positive throughout most change processes.

Describe a time at work or school when things were changing so fast it was hard to stay focused. How did you adjust to it?



1 Enjoyed the chaos

of fast change. Became disinterested or negative and waited for things to calm down.



Did best but felt paralyzed and unable to work effectively.



Experienced higher anxiety but tried to deal with changes in a positive way. Stayed focused.

5

Would you rather work in a job where the work is predictable or one where activities are constantly changing? Why?





Comfortable with change, though feels some stress or anxiety. Usually able to stay focused.

Becomes paralyzed by change. Or disregards the change and continues same path.

Resistant and fearful of change, or appears to live for change.



Detail **Seeks Perfection**

Score: 92



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.

Interview Guide

When you perform a task, how do you decide when it's good enough to consider it completed or 'ready' for the customer?











No emphasis on quality.

Balances quality with other constraints.

Insists on a high degree of quality before releasing work.

Can you describe a time when you were trying to finish a project or task but your boss made you stop before you felt it was ready?









5

Frequently cut short by boss because standards are too high.

Sometimes cut short but not often.

Rarely cut off because has a good sense of what is good enough.

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 interests at heart or do you have to always watch out for yourself?



organizational

motives. Feels the

need to look out

Distrusts

for self.







but is wary of being

taken advantage of.



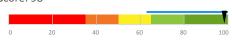
Supports organization **Embraces** organizational membership. Believes in organizational

mission.



Detail Competitive

Score: 98



Description:

This scale indicates the degree to which an individual is driven by a desire to impress their leaders and exceed their peers. Being competitive can either be damaging or useful, depending on the job. Competitive people spend much of their time thinking about themselves and the impact decisions may have on them, and their actions are often guided by these thoughts, which can either provide the drive needed to achieve a goal, or can damage the ability of a team to work together. In general, high scorers perform well in sales and related jobs.

Interpretation:

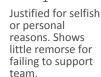
The candidate's score in this area should contribute to enhanced overall job performance.

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

Interview Guide

Describe a time when you had to place accomplishing your objectives above supporting your team. Why do you think it was justified?







3 Shows remorse and feels action was a mistake.



Clearly justified or was forced to do so by superiors. Strongly regrets and wishes could change.

5

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



others.

Non-competitive example, or doesn't show any consideration for



Example unclear. Doesn't address impact on others.

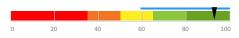


5

Competitive example that demonstrates drive and shows consideration of others.

Develops Relationships

Score: 92



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?



Prefers to work

alone.





Cultivates relationships when opportunity arises or is necessary.



Enjoys cultivating relationships. Finds teamwork constructive.

Can you describe a time when you had to choose between getting the job done or preserving a relationship with a friend or co-worker?



1

Places relationship above the work objectives in all or most cases.





Sometimes struggles between work and relationships, but usually balances well.



5 Focuses on getting the job done but makes an effort not to hurt relationships.

W



Enjoys Problem-Solving

Score: 76

Description:

Detail



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 require prompting to take on a particularly difficult issue.

Interview Guide

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











Problems poorly described and actions taken unclear.

Moderately complex problems. Simple or obvious actions taken.

Described one or more complex problems. Actions taken are clear and relevant.

Exhibits a Positive Work Attitude

Score: 96



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.

Interpretation:

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

Expects to receive both financial and personal rewards in exchange for applying his or her best energies to the job. Enjoys working. Trusts the organization to help career.

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







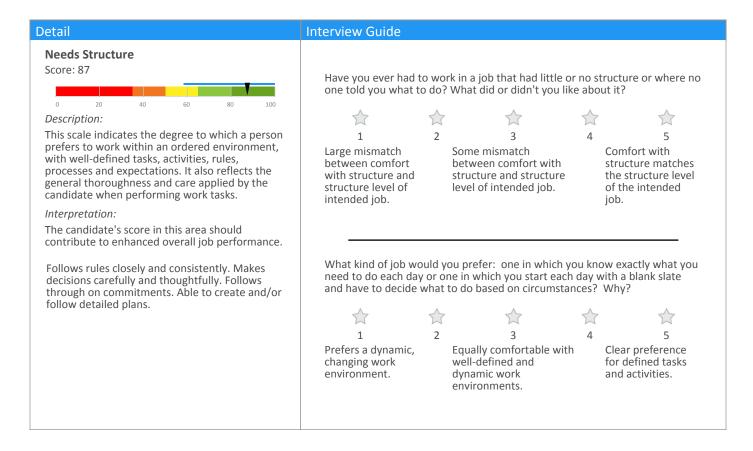




Views work as a means of income only. Does not enjoy. Does not care about professional reputation. Likes work but doesn't truly enjoy it. Balances priority and energy with other obligations.

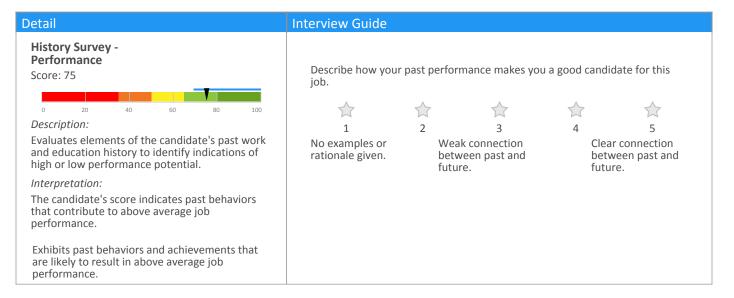
Considers work a key priority in life. Enjoys working and always applies best energy. Takes pride in work reputation.



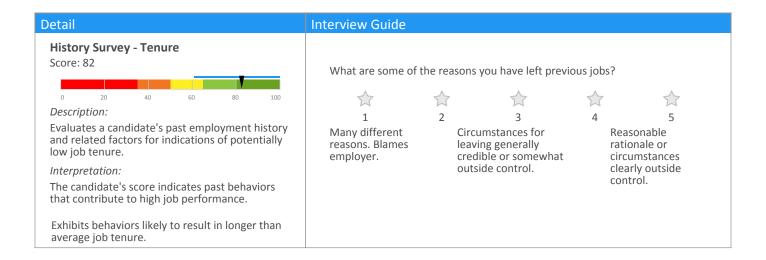


Behavioral History Detail

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.









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







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.
- 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: 983-5, Key: 0-0, Rpt: 13, Prd: 445, Created: 2024-04-28 18:30 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	62.9629	Z-Statistic	-0.1358	4.6909
Attention to Detail	73.3175	Z-Statistic	0.5545	19.4024
Seeks Perfection	92.9647	Z-Statistic	1.8643	5.5119
Corporate Citizenship	10.0000	Z-Statistic	-3.6667	5.2320
Competitive	98.0476	Z-Statistic	2.2032	4.8114
Develops Relationships	92.9899	Z-Statistic	1.8660	3.1942
Enjoys Problem-Solving	76.1542	Z-Statistic	0.7436	3.8024
History Survey - Performance	75.5180	Z-Statistic	0.7012	12.5987
History Survey - Tenure	82.4455	Z-Statistic	1.1630	12.5987
Exhibits a Positive Work Attitude	96.0647	Z-Statistic	2.0710	5.1330
Analytical Thinking	90.8263	Z-Statistic	1.7218	17.5125
Needs Structure	87.6210	Z-Statistic	1.5081	5.5119
Weighted Average of Cor		0.9318		
Mean applied to Raw We	0.0000			
Standard Deviation appli	1.0000			
Normalized Raw Score:	0.9318			
Mean:	65.0000			
Standard Deviation Used	15.0000			
Final Overall Score:	78.9775			



Notes

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