Candidate: **Betty Penske**
Assessment: Flight Attendant (Nederlands, No Biodata)
Completed: July 27, 2024
Prepared for: Susan Bookman
HR Avatar Data Collection Account

Test Results and Interview Guide

The Flight Attendant (Nederlands, No Biodata) 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	**93**	

bettypenske@yourcompany.org
Flight Attendant (Nederlands, No Biodata)
July 27, 2024

Summary: High Performance Potential

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
Cognitive Abilities (relates to job performance, problem-solving, ability to learn, etc.)		
Customer Orientation and Interaction	94	
Attention to Detail	63	
Personality Characteristics (relates to fit with the job/team environment)		
Adaptable	78	
Corporate Citizenship	10	
Needs Structure	65	
Competitive	81	
Expressive and Outgoing	72	
Exhibits a Positive Work Attitude	76	
Innovative and Creative	67	
Enjoys Problem-Solving	93	
Develops Relationships	86	
Seeks Perfection	92	
Emotional Intelligence (relates to situational judgment, performance and teamwork)		
Emotional Self-Awareness	96	
Emotional Self-Control	95	
Empathy	67	

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	93rd											
United States	77th											
HR Avatar Data	86th											

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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:	Flight Attendant (Nederlands, No Biodata)
Authorized:	July 27, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz
Started:	July 27, 2024, 7:58:08AM EST
Completed:	July 27, 2024, 7:58:08AM EST
Overall Score:	93

Cognitive Abilities Detail

This section contains a list of job-related cognitive abilities that have been evaluated in a job-like context using 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	Interview Guide
Customer Orientation and Interaction Score: 94 *Description:* Develops constructive and cooperative working relationships with customers quickly. Effectively manages interactions with customers, maintaining a positive relationship while accomplishing objectives. Builds credibility through trust and respect. *Interpretation:* High scores in this area correlate with superior performance for many jobs. This person's responses reflect exceptional strengths in maintaining positive relationships with customers while accomplishing objectives and building credibility. Likely to significantly increase customer loyalty.	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? ★ 1 — Did not demonstrate empathy or encourage positive action. ★ 2 ★ 3 — Encouraged action but did not empathize. ★ 4 ★ 5 — Demonstrated both empathy and assertiveness to work with customer.

Detail	Interview Guide

Attention to Detail

Score: 63

Description:

This scale represents thoroughness, accuracy, and being concerned for all areas involved no matter how insignificant. 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.

Interpretation:

Scores in this area correlate with average performance for many jobs.

Sometimes able to achieve thoroughness and accuracy in a work task, but occasionally overlooks important or meaningful information that can impact quality. Requires a moderate amount of oversight and checking to maintain consistency.

Give me an example of a time you discovered an error that had been overlooked by either you or someone you were working with. What did you do? What was the outcome?

☆ 1	☆ 2	☆ 3	☆ 4	☆ 5
Unclear or careless example. Can't describe what was overlooked. No action.		Moderately clear example. Some concern for details. Direct but passive action.		Very detailed. Concern for all relevant components. Clear, proactive actions.

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

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.

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

☆ 1	☆ 2	☆ 3	☆ 4	☆ 5
Becomes paralyzed by change. Or disregards the change and continues same path.		Resistant and fearful of change, or appears to live for change.		Comfortable with change, though feels some stress or anxiety. Usually able to stay focused.

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	☆ 2	☆ 3	☆ 4	☆ 5
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.

Detail	Interview Guide

Corporate Citizenship

Score: 10

| 0 | 20 | 40 | 60 | 80 | 100 |

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?

☆ 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.

Needs Structure

Score: 65

| 0 | 20 | 40 | 60 | 80 | 100 |

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 consistently. Makes decisions thoughtfully. Usually follows through on commitments. Usually able to create and/or follow detailed plans.

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	☆ 2	☆ 3	☆ 4	☆ 5
Prefers a dynamic, changing work environment.		Equally comfortable with well-defined and dynamic work environments.		Clear preference for defined tasks and activities.

Have you ever had to work in a job that had little or no structure or where no one told you what to do? What did or didn't you like about it?

☆ 1	☆ 2	☆ 3	☆ 4	☆ 5
Large mismatch between comfort with structure and structure level of intended job.		Some mismatch between comfort with structure and structure level of intended job.		Comfort with structure matches the structure level of the intended job.

Detail	Interview Guide

Competitive

Score: 81

| 0 | 20 | 40 | 60 | 80 | 100 |

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.

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

☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5

1 Justified for selfish or personal reasons. Shows little remorse for failing to support team.

3 Shows remorse and feels action was a mistake.

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

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

☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5

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

3 Example unclear. Doesn't address impact on others.

5 Competitive example that demonstrates drive and shows consideration of others.

Expressive and Outgoing

Score: 72

| 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 speak up in group meetings to insert or advocate new ideas. Enjoys asserting his or her own ideas among others.

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 ☆ 2 ☆ 3 ☆ 4 ☆ 5

1 Passive in actions with others. Timidly speaks when addressed. Prefers listening.

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

5 Likes to be center of attention. Speaks confidently and volunteers opinions constructively.

Can you describe a time when you worried you were being too forthright or outspoken during a discussion among your friends or co-workers?

☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5

1 Frequently worries because always seems to be the most active.

3 Occasionally worries but not very often.

5 Rarely worries because knows when to back off beforehand.

Detail	Interview Guide
Exhibits a Positive Work Attitude Score: 76	How do you feel having a regular job and going to work? Is it something you enjoy? Why or why not?

<table>
<tr><td>⭐ 1</td><td>⭐ 2</td><td>⭐ 3</td><td>⭐ 4</td><td>⭐ 5</td></tr>
<tr><td>Views work as a means of income only. Does not enjoy. Does not care about professional reputation.</td><td></td><td>Likes work but doesn't truly enjoy it. Balances priority and energy with other obligations.</td><td></td><td>Considers work a key priority in life. Enjoys working and always applies best energy. Takes pride in work reputation.</td></tr>
</table>

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.

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.

Innovative and Creative
Score: 67

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

<table>
<tr><td>⭐ 1</td><td>⭐ 2</td><td>⭐ 3</td><td>⭐ 4</td><td>⭐ 5</td></tr>
<tr><td>Idea does not demonstrate creativity or is not related to the problem. No problem described.</td><td></td><td>Moderately creative idea or only partially related to problem.</td><td></td><td>Both problem and use of creativity well described and related to one another.</td></tr>
</table>

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 moderately creative. Capable of generating novel or original solutions to issues or problems with a small amount of prompting. Confident in the use of his or her imagination.

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Detail	Interview Guide

Enjoys Problem-Solving
Score: 93

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.

Likes to analyze and formulate solutions to problems as a part of his or her daily work. Confidently accepts mental challenges. Optimistic that most problems can be resolved with effort and application.

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?

1	2	3	4	5
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.

Develops Relationships
Score: 86

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	2	3	4	5
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	2	3	4	5
Places relationship above the work objectives in all or most cases.		Sometimes struggles between work and relationships, but usually balances well.		Focuses on getting the job done but makes an effort not to hurt relationships.

Detail

Seeks Perfection

Score: 92

| 0 | 20 | 40 | 60 | 80 | 100 |

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

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?

☆	☆	☆	☆	☆
1	2	3	4	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.

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

☆	☆	☆	☆	☆
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

Emotional Self-Awareness

Score: 96

| 0 | 20 | 40 | 60 | 80 | 100 |

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 exceptional strengths in maintaining awareness of his or her emotional reactions and behaviors and the potential impact of those behaviors on others, and an extremely high level of knowledge of what behaviors are appropriate for different situations. Likely to be very 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 extremely appropriate, measured interactions with customers and coworkers.

Interview Guide

How aware are you of your own emotions? Can you describe a time when your awareness helped you make a better decision?

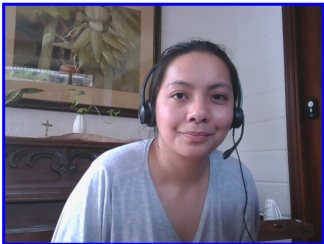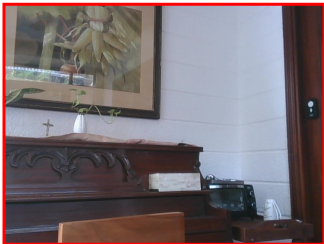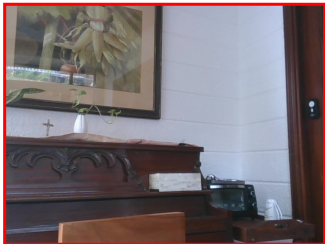| ☆	☆	☆	☆	☆
1	2	3	4	5
Not in tune with own emotions. Unable to improve decisions through awareness.		Some ability to sense own emotions and control decision-making.		Very in tune with own emotions. Able to improve decisions through awareness.
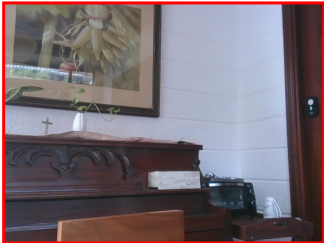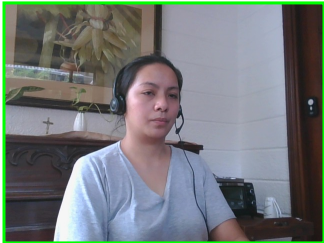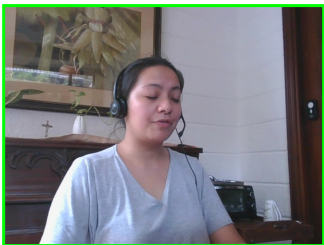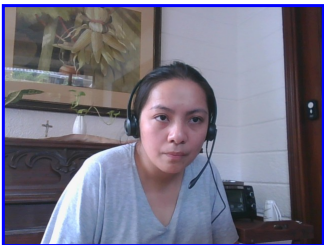
Detail	Interview Guide

Emotional Self-Control
Score: 95

| 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.

Demonstrates exceptional strengths in self control and impulse control, enabling very strong ability to employ a balanced approach to managing risk, maintain composure during stressful times, and calmly relate to others at work. Likely to be very effective at prioritizing and staying focused on long-term goals, and to interact with others in a way that helps build lasting relationships.

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: 67

| 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

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	Some College or Associate's Degree
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: 53-2031.00
- O*Net Version: 25.1
- Sim ID: 13819-1, Key: 0-0, Rpt: 13, Prd: 4964, Created: 2024-07-27 12:58 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	78.6870	Z-Statistic	0.9125	4.7619
Corporate Citizenship	10.0000	Z-Statistic	-3.6667	4.3223
Needs Structure	65.6100	Z-Statistic	0.0407	4.1026
Competitive	81.5848	Z-Statistic	1.1057	3.3700
Emotional Self-Awareness	96.9922	Z-Statistic	2.1328	4.5421
Emotional Self-Control	95.0044	Z-Statistic	2.0003	4.5421
Expressive and Outgoing	72.2869	Z-Statistic	0.4858	2.7839
Exhibits a Positive Work Attitude	76.5178	Z-Statistic	0.7679	4.4689
Empathy	67.2353	Z-Statistic	0.1490	3.5165
Innovative and Creative	67.9381	Z-Statistic	0.1959	2.5641
Customer Orientation and Interaction	94.3532	Z-Statistic	1.9569	29.3040
Enjoys Problem-Solving	93.0666	Z-Statistic	1.8711	3.3700
Develops Relationships	86.8779	Z-Statistic	1.4585	3.5165
Attention to Detail	63.7449	Z-Statistic	-0.0837	20.7326
Seeks Perfection	92.3419	Z-Statistic	1.8228	4.1026

Weighted Average of Competency Z-Scores:	0.9149
Mean applied to Raw Weighted Avg:	-0.0753
Standard Deviation applied to Raw Weighted Avg:	0.5139
Normalized Raw Score:	1.9267
Mean:	65.0000
Standard Deviation Used:	15.0000
Final Overall Score:	93.9006

Notes

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