

Candidate: **Betty Penske**  
Assessment: Pre-Hire Personality Assessment (First-Line Supervisor Focus)  
Completed: July 27, 2024  
Prepared for: Susan Bookman  
HR Avatar Data Collection Account

## Test Results and Interview Guide

The Pre-Hire Personality Assessment (First-Line Supervisor Focus) 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
<b>Betty Penske</b> bettypenske@yourcompany.org Pre-Hire Personality Assessment (First-Line Supervisor Focus) July 27, 2024	70	
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.		<b>Key</b> ▼ Candidate Score Higher Risk Lower Risk Custom Baseline (Optional)

## Competency Summary

Competency	Score	Interpretation
<b>Personality Characteristics (relates to fit with the job/team environment)</b>		
Adaptability	67	
Drive	89	
Integrity	10	
Maintaining Awareness of Team Member Needs	77	
Managing Resources & Balancing Priorities	96	
Resilience	69	
Teamwork	80	
<b>Emotional Intelligence (relates to situational judgment, performance and teamwork)</b>		
Empathy and Emotional Self-Control	69	

## 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	70th												
United States	58th												
HR Avatar Data	64th												

## Detail























Candidate: **Betty Penske**, bettypenske@yourcompany.org  
 Assessment: Pre-Hire Personality Assessment (First-Line Supervisor Focus)  
 Authorized: July 27, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz  
 Started: July 27, 2024, 6:42:42AM EST  
 Completed: July 27, 2024, 6:42:42AM EST  
 Overall Score: 70























## 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
<p><b>Adaptability</b> Score: 67</p> <p><i>Description:</i> 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> 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>Describe a time where you had to adapt to some significant changes at work. How did you feel? How did you handle the change?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;"> <p>★ 1</p> <p>Feelings: Strong Dislike or Very Resistant. Weren't able to handle the change or needed significant help.</p> </div> <div style="text-align: center;"> <p>★ 2</p> <p>Feelings: Unfazed or Slightly Resistant. Handled the situation &amp; change only impacted their work in a minor way.</p> </div> <div style="text-align: center;"> <p>★ 3</p> </div> <div style="text-align: center;"> <p>★ 4</p> <p>Feelings: Excited or Comfortable. Handled the situation well and in a way that didn't interfere with their work.</p> </div> <div style="text-align: center;"> <p>★ 5</p> </div> </div> <hr style="border: 1px solid black; margin: 10px 0;"/> <p>What are some of the techniques you use to keep yourself from getting burnt out when faced with ever-changing conditions?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;"> <p>★ 1</p> <p>Candidate doesn't have an effective technique to keep them from getting burnt out.</p> </div> <div style="text-align: center;"> <p>★ 2</p> <p>Candidate is only able to explain one effective technique to keep them from getting burnt out.</p> </div> <div style="text-align: center;"> <p>★ 3</p> </div> <div style="text-align: center;"> <p>★ 4</p> </div> <div style="text-align: center;"> <p>★ 5</p> <p>Candidate explains multiple effective techniques allowing themselves to not get burnt out.</p> </div> </div>

Detail	Interview Guide
<p><b>Drive</b> Score: 89</p> <p><i>Description:</i> 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.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>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.</p>	<p>Describe a time when you had some extra time available at work. How did you use this extra time?</p> <p style="text-align: center;"> <span style="margin-right: 20px;">★ 1</span> <span style="margin-right: 20px;">★ 2</span> <span style="margin-right: 20px;">★ 3</span> <span style="margin-right: 20px;">★ 4</span> <span>★ 5</span> </p> <p>Did not use their time in a beneficial way, or in a way that added value to the organization.</p> <p>Used their time in a work related way, but those efforts didn't demonstrate hard work or added value (easy).</p> <p>Used time in a beneficial way and added value to the organization. Showed ability to work hard and willingness to put in extra effort.</p> <hr/> <p>How do you react when you are faced with obstacles while trying to achieve a goal? How do you overcome them?</p> <p style="text-align: center;"> <span style="margin-right: 20px;">★ 1</span> <span style="margin-right: 20px;">★ 2</span> <span style="margin-right: 20px;">★ 3</span> <span style="margin-right: 20px;">★ 4</span> <span>★ 5</span> </p> <p>Reaction: Overwhelmed. Struggles to come up with a clear way to overcome the obstacle and doesn't demonstrate hard work.</p> <p>Reaction: Ready but not excited. Candidate shows they are able to overcome the obstacle but only by doing the bare minimum.</p> <p>Reaction: Excited and ready. Candidate shows they are able to overcome the obstacle by putting in extra effort and being diligent.</p>

Detail	Interview Guide
<p><b>Integrity</b> Score: 10</p>  <p><i>Description:</i> This scale reflects the degree to which an individual acts positively towards the organization, avoids unnecessary risk, and, simply put, does the right thing. High scores on this scale indicate a person will act in the organization's best interest, follow the rules, and work hard under limited supervision. Low scores on this scale indicate a person may engage in risk-taking behaviors, work to undermine the organization, and only do the bare minimum.</p> <p><i>Interpretation:</i> The candidate's score in this area indicates risk of a negative impact on performance for some jobs. Additional probing is strongly recommended.</p> <p>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. May take unnecessary risks on the job.</p>	<p>What circumstance(s) might cause you to withhold information from your supervisor? How would you judge whether doing so would be justified?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  1 Shows that they are not concerned about ethics or organizational values/rules.         </div> <div style="text-align: center;">  2 Explains only situational circumstances. Judgement does not stem from an ethical standpoint.         </div> <div style="text-align: center;">  3 Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.         </div> <div style="text-align: center;">  4 Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.         </div> <div style="text-align: center;">  5 Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.         </div> </div> <hr/> <p>Do you think it's ever okay to withhold information from your supervisor? How would you judge whether doing so is okay or not?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  1 Answer shows that they are not concerned about ethics or organizational values/rules.         </div> <div style="text-align: center;">  2 Explains only situational circumstances. Judgement does not stem from an ethical standpoint.         </div> <div style="text-align: center;">  3 Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.         </div> <div style="text-align: center;">  4 Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.         </div> <div style="text-align: center;">  5 Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.         </div> </div>
<p><b>Maintaining Awareness of Team Member Needs</b> Score: 77</p>  <p><i>Description:</i> This scale reflects the degree to which an individual senses the needs of team members and sees things from their point of view. High scores on this scale indicate that the individual will likely be very effective at demonstrating to team members that they understand and care about them. This leads to significantly improved loyalty, much stronger work relationships, and noticeably reduced levels of conflict in the workplace.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Demonstrates ability to sense the needs of team members and see things from their point of view. Likely to be effective at demonstrating to team members that they understand and care about them, resulting in improved loyalty, stronger work relationships, and reduced levels of conflict in the workplace.</p>	<p>How do you sense how multiple team members are feeling? How do you use this information when interacting with the team?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  1 They are not able to sense multiple members' feelings.         </div> <div style="text-align: center;">  2 They are able to sense multiple members' feelings. However, they don't use this to show understanding and care.         </div> <div style="text-align: center;">  3 They are able to sense multiple members' feelings. They use this to show understanding and care.         </div> <div style="text-align: center;">  4 They are able to sense multiple members' feelings. They use this to show understanding and care.         </div> <div style="text-align: center;">  5 They are able to sense multiple members' feelings. They use this to show understanding and care.         </div> </div> <hr/> <p>Tell me about a time when you had difficulties understanding the needs of a team you were working with. Why do you think it was difficult?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  1 They place blame on their team and/or don't show they have learned from the incident.         </div> <div style="text-align: center;">  2 They recognize that they weren't able to see their team's point of view at first. They now have ways to learn from it.         </div> <div style="text-align: center;">  3 They have learned from the incident and can clearly express possible reasons.         </div> <div style="text-align: center;">  4 They have learned from the incident and can clearly express possible reasons.         </div> <div style="text-align: center;">  5 They have learned from the incident and can clearly express possible reasons.         </div> </div>

Detail	Interview Guide
<p><b>Managing Resources &amp; Balancing Priorities</b> Score: 96</p>  <p><i>Description:</i> Evaluates a candidate's ability to not only manage resources provided but to balance priorities within a team. High scores on this scale indicate that the individual will likely fulfill goals in a timely manner, have the ability to say "no" when it is appropriate, and be able to determine which demands are important. Low scores on this scale indicate that the individual will likely feel overwhelmed, over-commit, and not give priority to demands that need the most attention.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>High scores in the scale indicate that the candidate can fulfill goals in a timely manor, say "no" when it is appropriate, and determine which demands are important. This usually means the candidate can be expected to give priority to demands that need the most attention and will not feel overwhelmed or over-commit.</p>	<p>Describe a situation where you successfully demonstrated your ability to say no. Why was that important?</p> <div style="display: flex; justify-content: space-around; text-align: center;"> <div style="width: 18%;">  1 Is unable to clearly describe a time when they had to say no. Or they don't see the importance in saying no.         </div> <div style="width: 18%;">  2 Describes a clear time when they had to say no, but it is unclear on why it was important.         </div> <div style="width: 18%;">  3 Describes a clear time when saying no was important because it prioritized demands that were more important.         </div> <div style="width: 18%;">  4  </div> <div style="width: 18%;">  5  </div> </div> <hr/> <p>How do you handle an overwhelming situation due to over-committing yourself or your team?</p> <div style="display: flex; justify-content: space-around; text-align: center;"> <div style="width: 18%;">  1 Explains they do not work well with competitive people and it leaves them unmotivated.         </div> <div style="width: 18%;">  2 Demonstrates the ability to admit to and quickly fix their error but didn't put preventative systems in place.         </div> <div style="width: 18%;">  3 Demonstrates the ability to admit to their error, put preventative systems in place, and quickly fix the error.         </div> <div style="width: 18%;">  4  </div> <div style="width: 18%;">  5  </div> </div>
<p><b>Resilience</b> Score: 69</p>  <p><i>Description:</i> This scale reflects the degree to which an individual can withstand adversity, bounce back from difficult events, and be persistent in doing work tasks despite difficulties that come their way. High scores on this scale indicate a person will likely be able to deal with difficult situations with ease, perceive they have control over events in their life, and continue to push forward to achieve goals. Low scores on this scale indicate a person may claim that mistakes/failures were out of their control. Low scorers tend to not cope well with on-the-job stress and don't put in the extra effort to achieve success when obstacles come their way.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Responses indicate that the candidate can effectively work through difficulties at work by exhibiting positive emotions and the ability to take control of events. Candidate can likely push forward to achieve their goals, even when obstacles come their way.</p>	<p>Describe a time when something at work/school didn't go as planned. How did you feel? How did it impact your work moving forward?</p> <div style="display: flex; justify-content: space-around; text-align: center;"> <div style="width: 18%;">  1 Feelings had a negative outlook. Event impacted their work in a negative way, they weren't able to learn from it or persevere.         </div> <div style="width: 18%;">  2 Feelings are true to the situation. Event impacted their work in a negative way but were able to learn from it and persevere.         </div> <div style="width: 18%;">  3 Feelings are true to the situation but with a positive outlook. The event impacted their work in a positive way or didn't impact their work at all.         </div> <div style="width: 18%;">  4  </div> <div style="width: 18%;">  5  </div> </div> <hr/> <p>How do you normally react to bad news?</p> <div style="display: flex; justify-content: space-around; text-align: center;"> <div style="width: 18%;">  1 They get upset and don't know how to work through the challenges.         </div> <div style="width: 18%;">  2 They get upset, however they see the positive outlook and have a plan to fix the challenges.         </div> <div style="width: 18%;">  3 They are able to see the positive outlook in the long run and it doesn't impact their work.         </div> <div style="width: 18%;">  4  </div> <div style="width: 18%;">  5  </div> </div>

Detail	Interview Guide
<p><b>Teamwork</b> Score: 80</p> <p><i>Description:</i> This scale reflects the degree to which an individual works well with teams and maintains positive interpersonal relationships. High scores on this scale indicate a person will thrive in collaborative team settings and maintain high-quality relationships with coworkers. Low scores on this scale indicate a person will prefer working on individual projects and may struggle to maintain close working relationships with colleagues.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Actively cultivates and maintains relationships. Able to quickly establish rapport with new acquaintances and accurately sense others' feelings. Maintains positive relationships with colleagues and uses them to achieve work outcomes and meet goals.</p>	<p>Describe a time when you worked in a team. What was your role? How did you delegate tasks with the other team members?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1 They describe their role in a way that does not show significance. Delegation tactics were not efficient or helpful.</div> <div style="text-align: center;">★ 2 They describe their role in a way that doesn't show significance. Delegation tactics were efficient and helpful.</div> <div style="text-align: center;">★ 3 They describe their role in a way that shows significance. Delegation tactics were efficient and helpful.</div> <div style="text-align: center;">★ 4 They describe their role in a way that shows significance. Delegation tactics were efficient and helpful.</div> <div style="text-align: center;">★ 5 They describe their role in a way that shows significance. Delegation tactics were efficient and helpful.</div> </div> <hr style="border: 1px solid black;"/> <p>Do you prefer working in teams or by yourself? Why?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1 They choose teams or individual and feel they would be incapable of working in the opposite environment.</div> <div style="text-align: center;">★ 2 They feel they would work well in either environment but are unable to back that up with rational reasons.</div> <div style="text-align: center;">★ 3 Response reflects rational reasons for why they prefer teams, individual, or both. They feel they would work well in either environment.</div> <div style="text-align: center;">★ 4 Response reflects rational reasons for why they prefer teams, individual, or both. They feel they would work well in either environment.</div> <div style="text-align: center;">★ 5 Response reflects rational reasons for why they prefer teams, individual, or both. They feel they would work well in either environment.</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.

Detail	Interview Guide
<p><b>Empathy and Emotional Self-Control</b> Score: 69</p> <p><i>Description:</i> This scale reflects both the ability to sense and understand other people's feelings, feel sympathy for others, and see things from other people's point of view, and the ability to manage the desire to satisfy urges or impulses, showing restraint and managing behaviors to ensure appropriate and effective interactions with others.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>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.</p>	<p>How well can you sense how others around you are feeling? How do you use this information when interacting with them?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  1 Demonstrates that they are unable to sense how others around them are feeling.         </div> <div style="text-align: center;">  2 Provides examples on how they are able to sense other's feelings. They don't use this to show understanding and care.         </div> <div style="text-align: center;">  3 Provides examples on how they are able to sense others' feelings. They use this to show they understand and care about them.         </div> <div style="text-align: center;">  4  </div> <div style="text-align: center;">  5  </div> </div> <hr style="border: 1px solid black;"/> <p>What do you typically do when you are working closely with someone who is very upset?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  1 They have an inappropriate response and don't demonstrate understanding or care.         </div> <div style="text-align: center;">  2 They (1) have an appropriate response and (2) demonstrate understanding but unable to show the customer that they care.         </div> <div style="text-align: center;">  3 They (1) have an appropriate response (2) demonstrate understanding and (3) show the customer that they care.         </div> <div style="text-align: center;">  4  </div> <div style="text-align: center;">  5  </div> </div>



## 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](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.
- Sim ID: 14190-2, Key: 0-0, Rpt: 68, Prd: 5209, Created: 2024-07-27 11:42 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	67.3142	Z-Statistic	0.1543	12.5000
Drive	89.9931	Z-Statistic	1.6662	12.5000
Empathy and Emotional Self-Control	69.0491	Z-Statistic	0.2699	12.5000
Integrity	10.0000	Z-Statistic	-3.6667	12.5000
Maintaining Awareness of Team Member Needs	77.5651	Z-Statistic	0.8377	12.5000
Managing Resources & Balancing Priorities	96.9407	Z-Statistic	2.1294	12.5000
Resilience	69.7070	Z-Statistic	0.3138	12.5000
Teamwork	80.4555	Z-Statistic	1.0304	12.5000

Weighted Average of Competency Z-Scores:	0.3419
Mean applied to Raw Weighted Avg:	0.0000
Standard Deviation applied to Raw Weighted Avg:	1.0000
Normalized Raw Score:	0.3419
Mean:	65.0000
Standard Deviation Used:	15.0000
Final Overall Score:	70.1281

## Notes

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