

Candidate: Assessment: Completed: Prepared for: Betty Penske Manager - Medical and Health Services (US) (Short) July 27, 2024 Susan Bookman HR Avatar Data Collection Account

Test Results and Interview Guide

The Manager - Medical and Health Services (US) (Short) 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

Score			Interpretation					
75	0	20	40	60	80	100		
	J	20				100		
	Кеу							
ability.		Hig Lov	sher Risk wer Risk		tional)			
		75 °	75 0 20 ability. Car	75 ⁰ ²⁰ ⁴⁰ Key Candidate S Higher Risk Lower Risk	75 0 20 40 60 Key Candidate Score Higher Risk Lower Risk	75 0 20 40 60 80 Key ▼ Candidate Score Higher Risk		

Competency Summary

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Competency	Score		Interpretation				
Cognitive Abilities (relates to job performance, problem-solving,	ability to learn, etc.)						
Analytical Thinking and Attention to Detail	70						
		0	20	40	60	80	100
kills/Knowledge (relates to immediate readiness)					_		
Health Care Administration (US)	63						
		0	20	40	60	80	100
Writing	89	0	20	40	60	80	100
Personality Characteristics (relates to fit with the job/team envir	ronment)	0	20	40	00	80	100
Adaptability	67	_					_
Addptability	07	0	20	40	60	80	100
Competitive Spirit	76					T T	
		0	20	40	60	80	100
Drive	95						
		0	20	40	60	80	100
Integrity	10						
		0	20	40	60	80	100
Leader Mindset	74						
		0	20	40	60	80	100
Resilience	83	0	20	40	60	80	100
Teereverle	96	U	20	40	00	80	100
Teamwork	86	0	20	40	60	80	100
Behavioral History (relates to performance and turnover)							
History Survey - Performance	98						V
, -,		0	20	40	60	80	100
History Survey - Tenure	88						
		0	20	40	60	80	100
motional Intelligence (relates to situational judgment, perform						_	
Empathy and Emotional Self-Control	73						
		0	20	40	60	80	100



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.

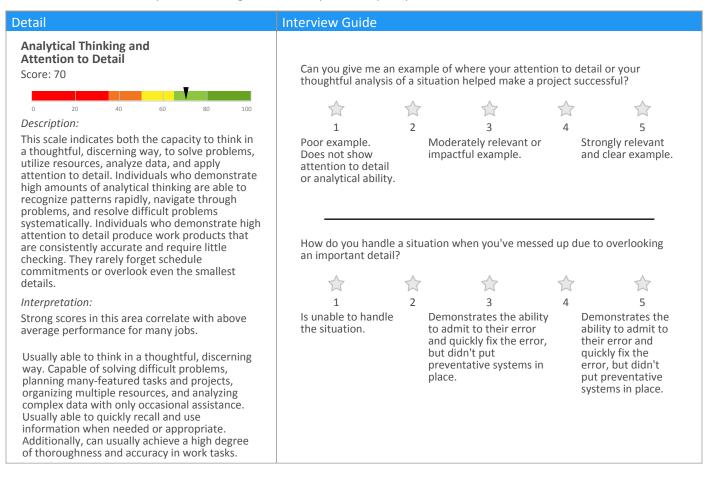
Test-Taker Group	Percentile	0	10	20	30	40	50	60	70	80	90	100
Global	75th											
United States	62nd								I I	l	l	
HR Avatar Data	69th			1	1	1	1	1		1		

Detail

Candidate:	Betty Penske, bettypenske@yourcompany.org
Assessment:	Manager - Medical and Health Services (US) (Short)
Authorized:	July 27, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz
Started:	July 27, 2024, 6:30:04AM EST
Completed:	July 27, 2024, 6:30:04AM EST
Overall Score:	75

Cognitive Abilities Detail

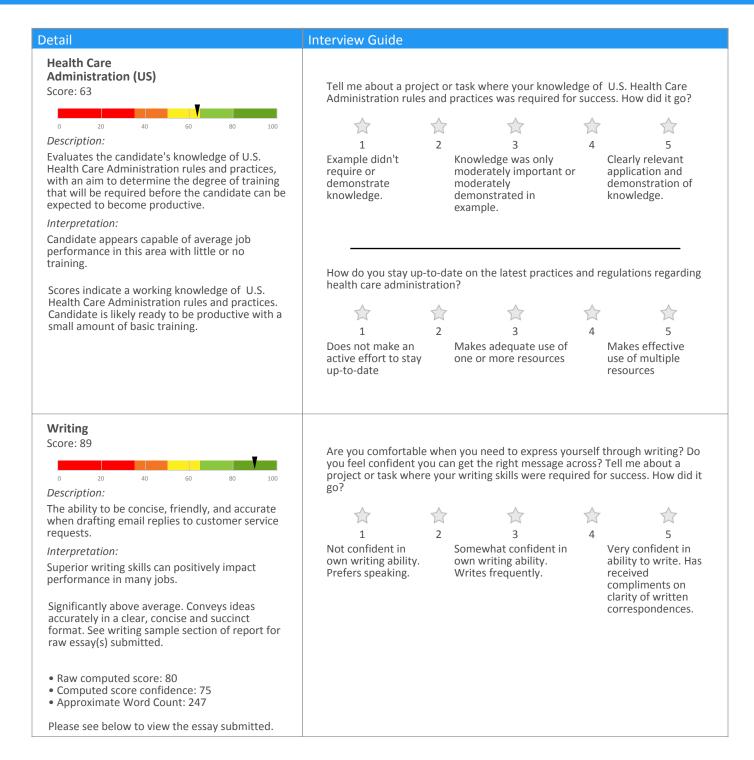
This section contains a list of job-related cognitive abilities that have been evaluated in a job-like context using simulation technology. Studies have demonstrated that cognitive abilities are highly correlated with job performance for many jobs. Abilities also correlate with problem-solving and the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



Knowledge and Skills Detail

This section contains a list of job-related knowledge areas and skills that have been evaluated. Low scores in these areas often indicate that additional learning may be required before top performance can be achieved.

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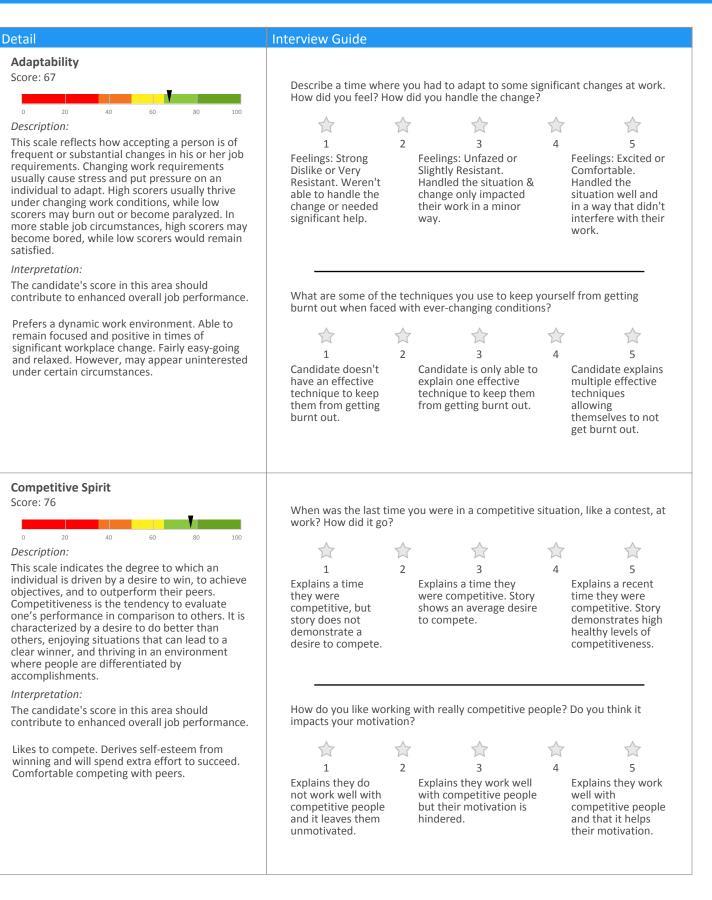


Personality Characteristics Detail

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.

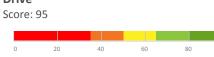
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Detail

Drive



Description:

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.

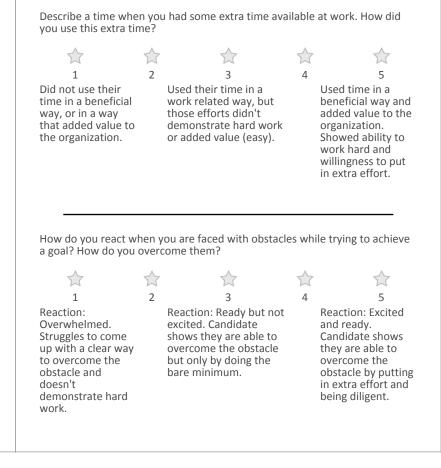
Interpretation:

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

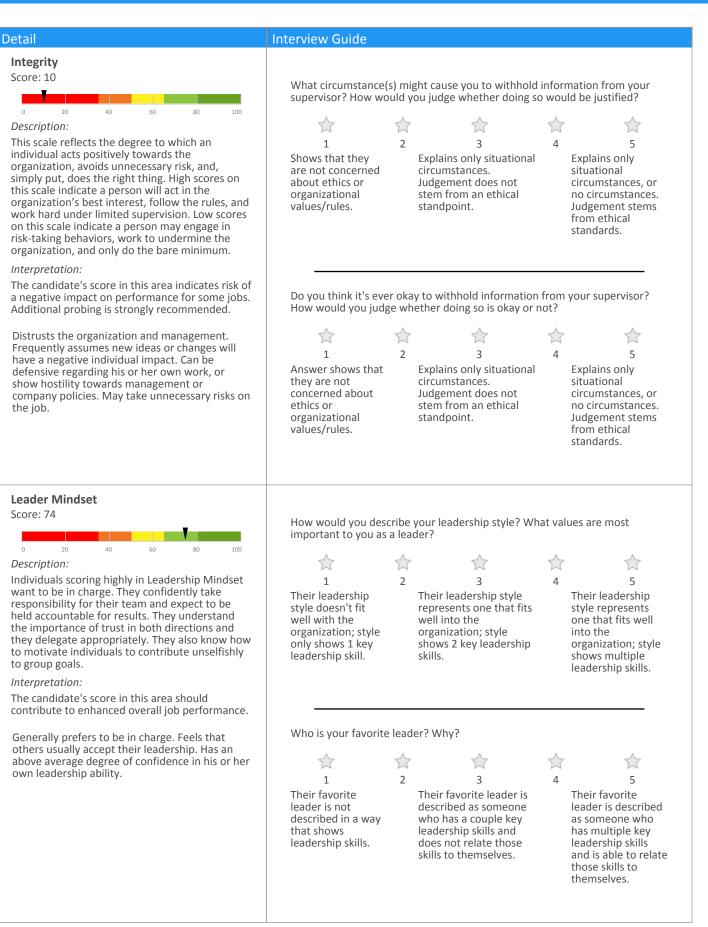
Highly motivated by challenging goals and tasks, financial rewards, and/or recognition, and willing to work very hard to succeed. Very focused on understanding guidelines, following the rules and personal achievement.

Interview Guide

100



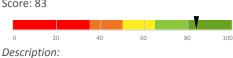




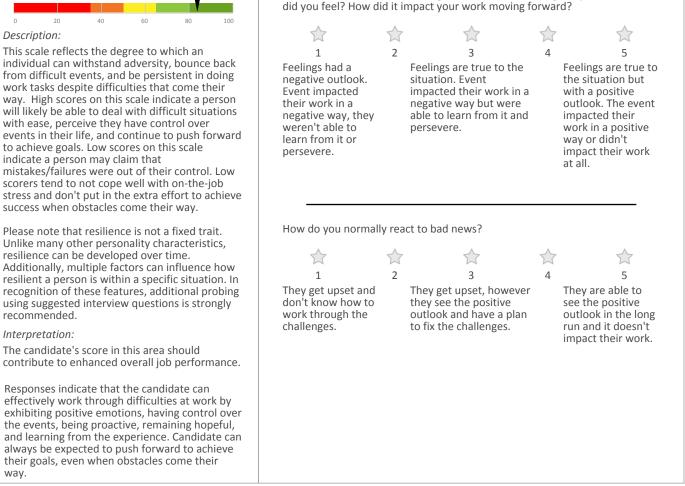


Detail



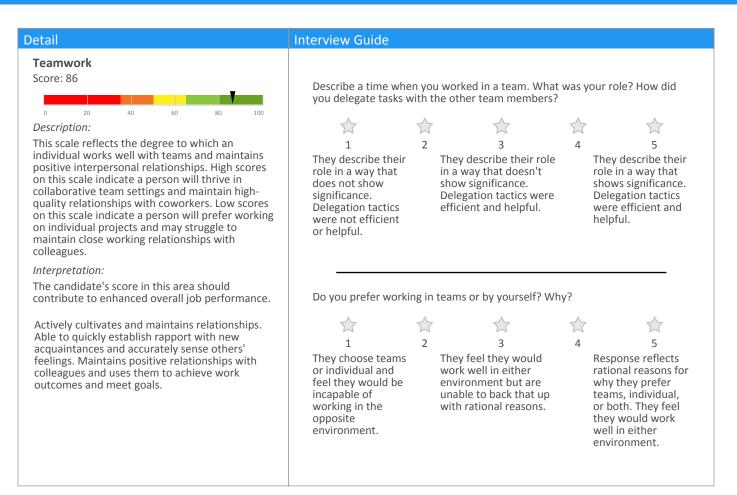


Interview Guide



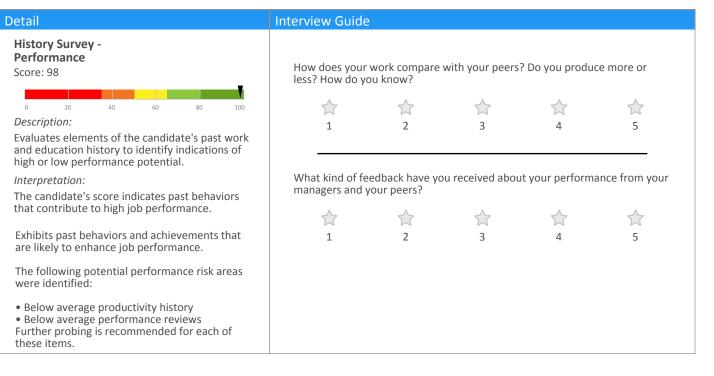
Describe a time when something at work/school didn't go as planned. How





Behavioral History Detail

This section evaluates answers the candidate gave concerning his or her work-related history. Studies often show that a candidate"s past behavior often indicates his or her future behavior. Potential caution areas (if any) are specified in each detail section.



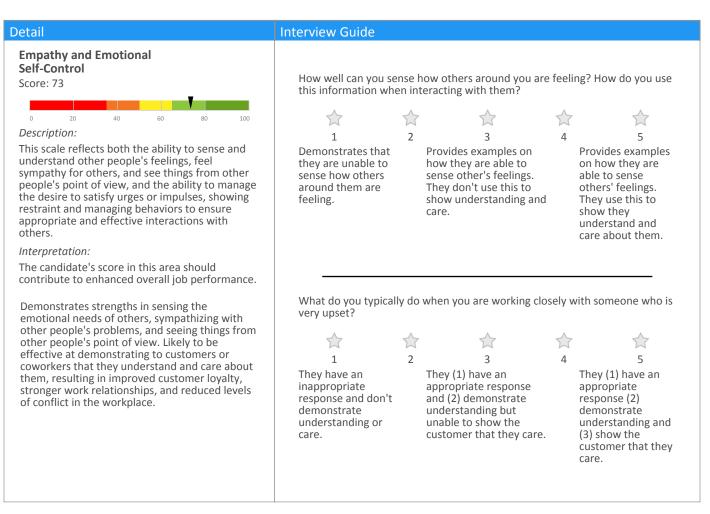


Detail **Interview Guide History Survey - Tenure** Score: 88 Review your last few jobs with me, explaining why you left the old job and what attracted you to the new one. 20 40 60 on 100 $\widehat{\mathbf{w}}$ Ŵ Ŵ The second Description: Evaluates a candidate's past employment history 1 2 3 4 5 and related factors for indications of potentially low job tenure. Interpretation: What is the longest distance you have had to commute to work? What did The candidate's score indicates past behaviors you do during the commute? How long did you keep that job? that contribute to high job performance. $\widehat{\mathbf{v}}$ T T Exhibits behaviors likely to result in longer than 2 3 average job tenure. 1 4 5 The following potential performance risk areas were identified: • Frequent job changes Potential long commute Further probing is recommended for each of these items.

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.



Writing Sample(s)

During the assessment, the candidate was asked to write one or more passages. The text they wrote is included in the table below for review.

Writing Sample - Question	Response
Please write an essay describing the keys to creative writing.	This is a sample essay. In a real test situation, the candidate or test taker would write an essay as a part of their assessment, in response to the question associated with this entry. All reports will share their writing as received. In some cases, our artificial intelligence engine will process their response to create a numerical score. Our system also checks for plagiarism, both among previously submitted essays, and the broader Internet. Additionally, spelling, grammar, and style checks are performed.
	Essay typically are from 150 to 600 words. They can be written in response to an explicit question, or they can be free-form responses to general questions.



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.
- 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: 11-9111.00
- O*Net Version: 26.3
- Sim ID: 15077-1, Key: 0-0, Rpt: 13, Prd: 5918, Created: 2024-07-27 11:30 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 (%)
Adaptability	67.5663	Z-Statistic	0.1711	3.5177
Analytical Thinking and Attention to Detail	70.3076	Z-Statistic	0.3538	28.1663
Competitive Spirit	76.7729	Z-Statistic	0.7849	3.1921
Drive	95.7030	Z-Statistic	2.0469	3.7592
Empathy and Emotional Self-Control	73.2571	Z-Statistic	0.5505	6.7203
Health Care Administration (US)	63.4970	Z-Statistic	-0.1002	13.4406
History Survey - Performance	98.0577	Z-Statistic	2.2038	6.7203
History Survey - Tenure	88.9033	Z-Statistic	1.5936	6.7203
Integrity	10.0000	Z-Statistic	-3.6667	3.8012
Leader Mindset	74.6537	Z-Statistic	0.6436	3.5492
Resilience	83.6725	Z-Statistic	1.2448	3.7592
Teamwork	86.3030	Z-Statistic	1.4202	3.5492
Writing	89.7997	Z-Statistic	1.6533	13.1046
Weighted Average of Co	mpetency Z-Scores:			0.6837
Mean applied to Raw We	eighted Avg:			0.0000
Standard Deviation appli		1.0000		
Normalized Raw Score:	0.6837			
Mean:				65.0000
Standard Deviation Used	:			15.0000
Final Overall Score:				75.2559



Notes

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