

Candidate: **Betty Penske** Assessment: Manager - Other Completed: July 27, 2024 Prepared for: Susan Bookman HR Avatar Data Collection Account

Test Results and Interview Guide

The Manager - Other 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.

Proprietary and Confidential



Overall

| Candidate | Score | | | Interpr | etation | | |
|--|--------------|-----|------------|--|---------|---------|-----|
| Betty Penske | 69 | 0 | 20 | 40 | 60 | 80 | 100 |
| bettypenske@yourcompany.org Manager - Other July 27, 2024 | | 0 | 20 | 40 | 00 | 80 | 100 |
| Summary: Moderate to High Performance Potential | | Кеу | 7 | | | | |
| Potential Risk Areas Low Integrity score could indicate potential issues with | reliability. | - | Hig Lov | ndidate S gher Risk wer Risk stom Bas | | tional) | |

Competency Summary

| Competency | Score | | | Interpr | etatior | 1 | |
|--|---------------------------|---|----|---------|---------|----|-----|
| Cognitive Abilities (relates to job performance, problem-solving, | , ability to learn, etc.) | | | | | | |
| Analytical Thinking and Attention to Detail | 64 | | | | | | |
| | | 0 | 20 | 40 | 60 | 80 | 100 |
| Skills/Knowledge (relates to immediate readiness) | | | | | | | |
| Writing | 65 | | | | | | |
| | | 0 | 20 | 40 | 60 | 80 | 100 |
| Personality Characteristics (relates to fit with the job/team envi | ronment) | | | | | | |
| Adaptability | 71 | | | | | | |
| | | 0 | 20 | 40 | 60 | 80 | 100 |
| Competitive Spirit | 92 | | | | | | |
| | | 0 | 20 | 40 | 60 | 80 | 100 |
| Drive | 74 | | | | | | |
| | | 0 | 20 | 40 | 60 | 80 | 100 |
| Integrity | 10 | | | | | | |
| | | 0 | 20 | 40 | 60 | 80 | 100 |
| Leader Mindset | 88 | | | | | | |
| | | 0 | 20 | 40 | 60 | 80 | 100 |
| Resilience | 97 | | | | | | V |
| | | 0 | 20 | 40 | 60 | 80 | 100 |
| Teamwork | 65 | | | | | | |
| | | 0 | 20 | 40 | 60 | 80 | 100 |
| Behavioral History (relates to performance and turnover) | | | | | | | |
| History Survey - Performance | 97 | | | | | | |
| | | 0 | 20 | 40 | 60 | 80 | 100 |
| History Survey - Tenure | 66 | | | | I | | |
| | | 0 | 20 | 40 | 60 | 80 | 100 |
| Emotional Intelligence (relates to situational judgment, perform | ance and teamwork) | | | | | | |
| Empathy and Emotional Self-Control | 66 | | | | ľ | | |
| | | 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 | 69th | | | | | | | | | | | |
| United States | 57th | | | | | | | | I I | I | I. | |
| HR Avatar Data | 63rd | | | | | | | | 1 | | | |

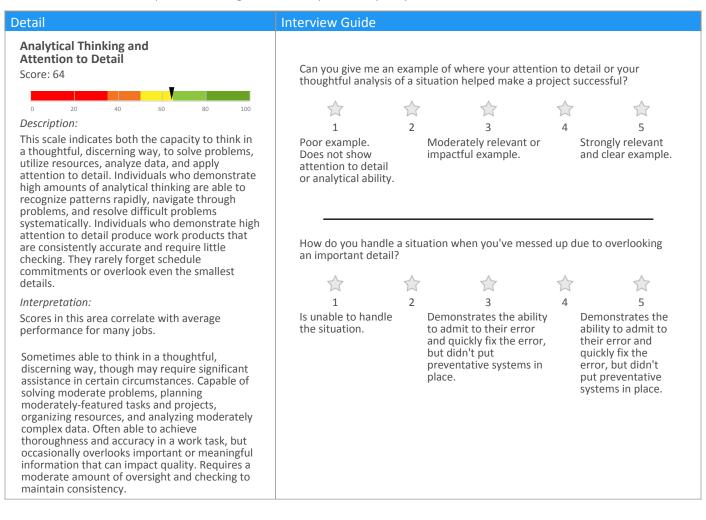


Detail

| Candidate: | Betty Penske, bettypenske@yourcompany.org |
|----------------|--|
| Assessment: | Manager - Other |
| Authorized: | July 27, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz |
| Started: | July 27, 2024, 6:28:25AM EST |
| Completed: | July 27, 2024, 6:28:25AM EST |
| Overall Score: | 69 |

Cognitive Abilities Detail

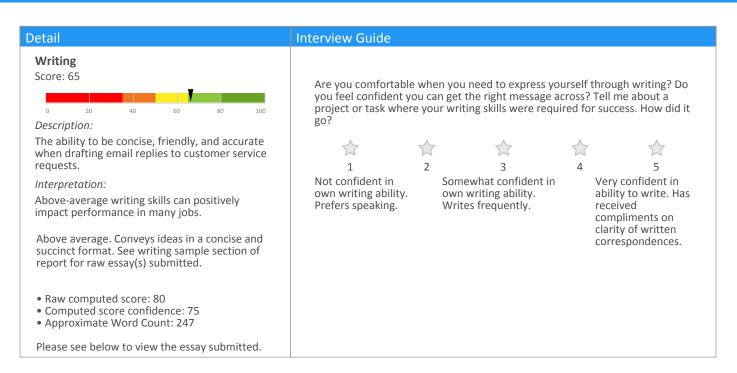
This section contains a list of job-related cognitive abilities that have been evaluated in a job-like context using simulation technology. Studies have demonstrated that cognitive abilities are highly correlated with job performance for many jobs. Abilities also correlate with problem-solving and the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



Knowledge and Skills Detail

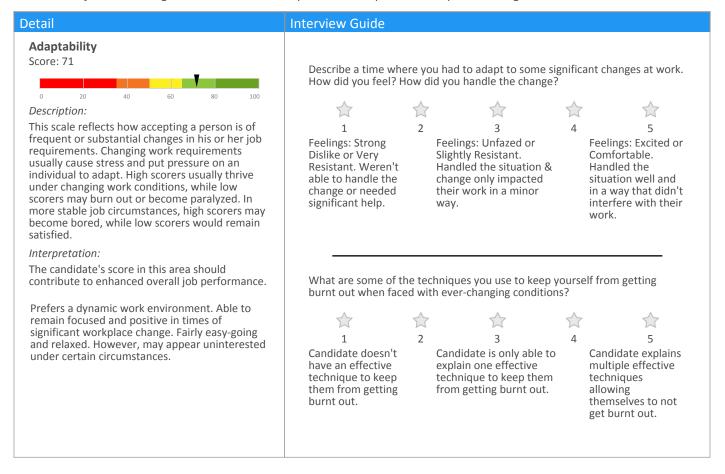
This section contains a list of job-related knowledge areas and skills that have been evaluated. Low scores in these areas often indicate that additional learning may be required before top performance can be achieved.

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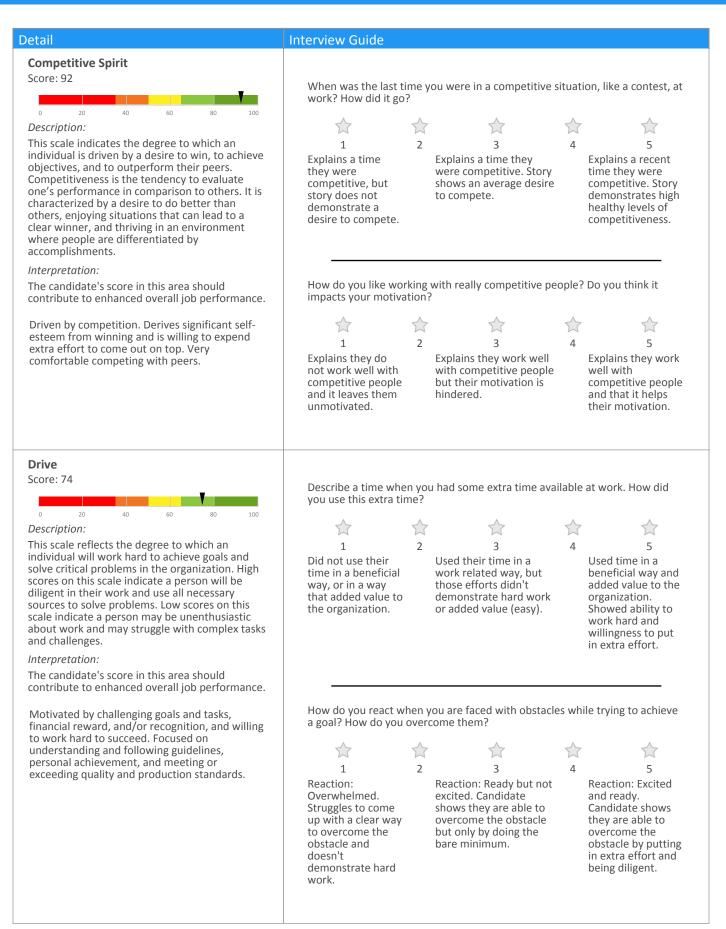


Personality Characteristics Detail

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.

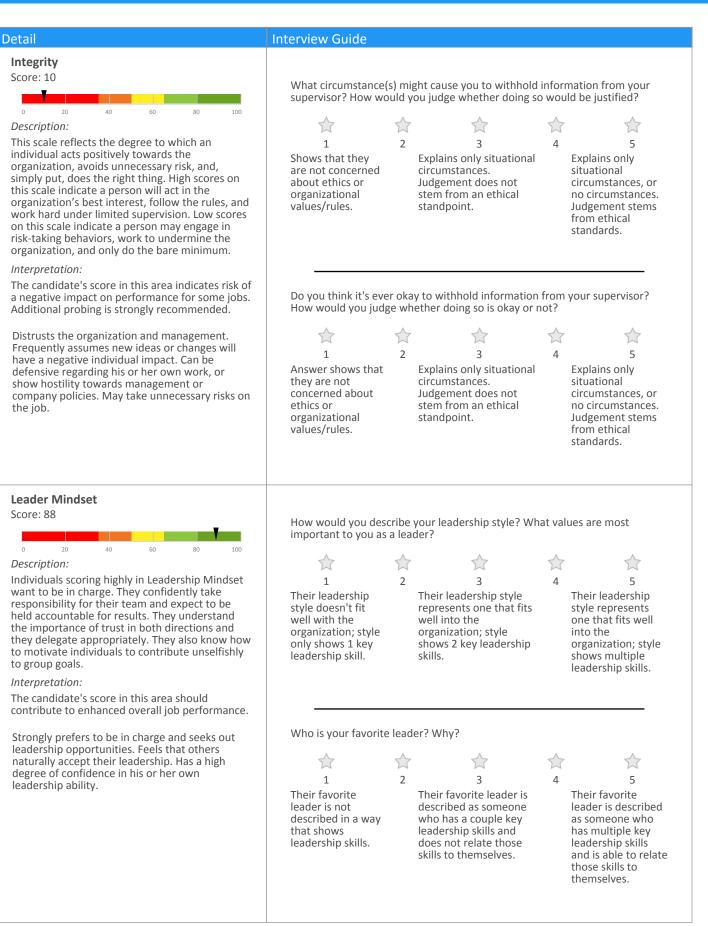






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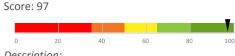






Detail

Resilience



Description:

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.

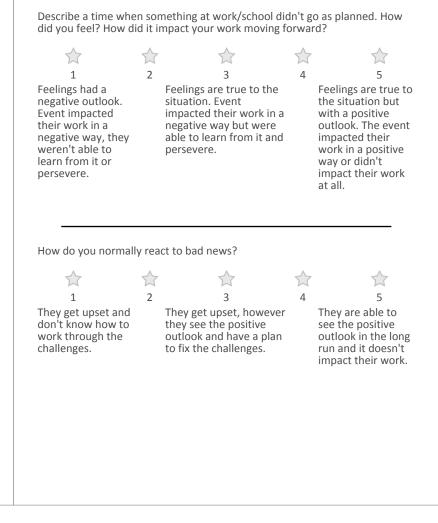
Please note that resilience is not a fixed trait. Unlike many other personality characteristics, resilience can be developed over time. Additionally, multiple factors can influence how resilient a person is within a specific situation. In recognition of these features, additional probing using suggested interview questions is strongly recommended.

Interpretation:

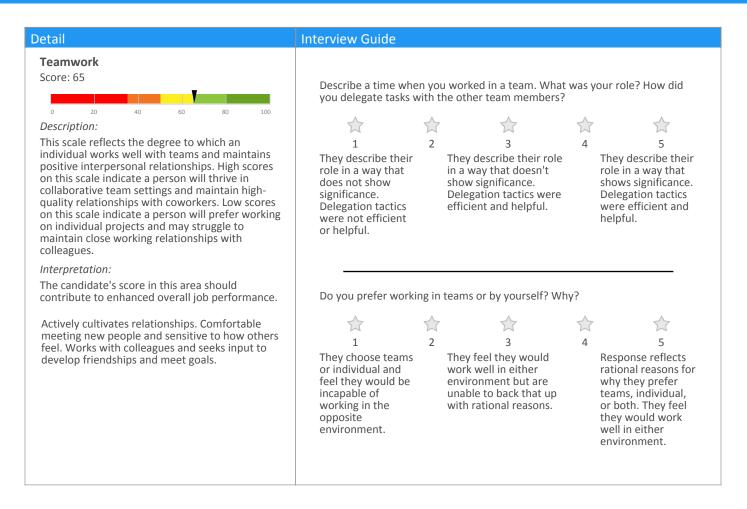
The candidate's score in this area should contribute to enhanced overall job performance.

Responses indicate that the candidate can effectively work through difficulties at work by exhibiting positive emotions, having control over the events, being proactive, remaining hopeful, and learning from the experience. Candidate can always be expected to push forward to achieve their goals, even when obstacles come their way.

Interview Guide

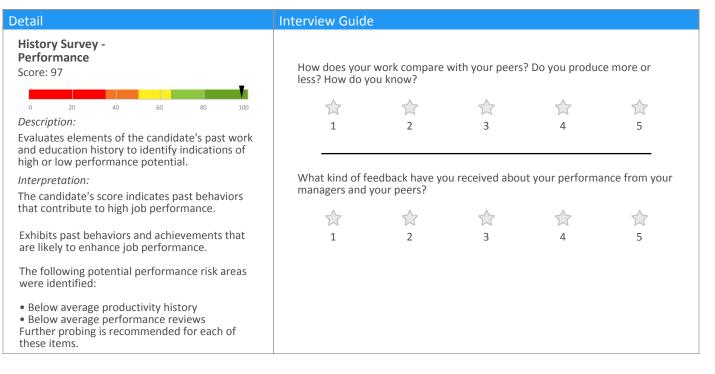






Behavioral History Detail

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.



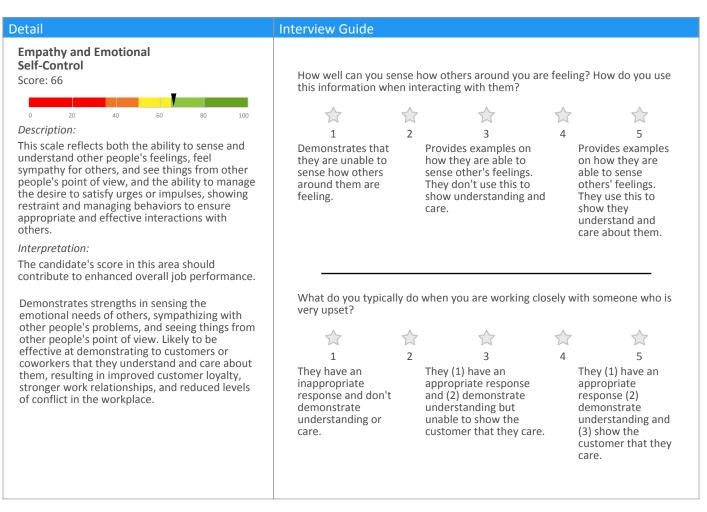


| Detail | Interview Guide | e | | | | |
|---|---|------------------------------------|------------------------|------------------|---------------|--|
| History Survey - Tenure Score: 66 | | st few jobs with you to the new | me, explaining one. | why you left the | e old job and | |
| Description: | | | \$ | 2 | \$ | |
| Evaluates a candidate's past employment history and related factors for indications of potentially low job tenure. | 1 | 2 | 3 | 4 | 5 | |
| Interpretation: | | | | | | |
| The candidate's score indicates past behaviors that contribute to above average job | What is the longest distance you have had to commute to work? What did you do during the commute? How long did you keep that job? | | | | | |
| performance. | 1 | 1 | 5 | 5 | \$ | |
| Exhibits behaviors likely to result in slightly longer than average job tenure. | 1 | 2 | 3 | 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%) |

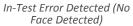




Pre/Post-Test Photo

ID Photo







In-Test Error Detected (No Face Detected)



In-Test Error Detected (No Face Detected)



In-Test 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: 11-1021.00
- O*Net Version: 26.3
- Sim ID: 15293-3, Key: 0-0, Rpt: 13, Prd: 6141, Created: 2024-07-27 11:28 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 | 71.6922 | Z-Statistic | 0.4461 | 3.6332 |
| Analytical Thinking and Attention to Detail | 64.3693 | Z-Statistic | -0.0420 | 26.5177 |
| Competitive Spirit | 92.0969 | Z-Statistic | 1.8065 | 3.6550 |
| Drive | 74.5109 | Z-Statistic | 0.6341 | 3.9169 |
| Empathy and Emotional Self-Control | 66.2901 | Z-Statistic | 0.0860 | 6.9827 |
| History Survey - Performance | 97.3667 | Z-Statistic | 2.1578 | 6.9827 |
| History Survey - Tenure | 66.7564 | Z-Statistic | 0.1171 | 6.9827 |
| Integrity | 10.0000 | Z-Statistic | -3.6667 | 3.8623 |
| Leader Mindset | 88.5796 | Z-Statistic | 1.5720 | 3.9169 |
| Resilience | 97.1297 | Z-Statistic | 2.1420 | 3.9169 |
| Teamwork | 65.3970 | Z-Statistic | 0.0265 | 3.4477 |
| Writing | 65.9620 | Z-Statistic | 0.0641 | 26.1852 |
| Weighted Average of Cor | | 0.2823 | | |
| Mean applied to Raw We | | 0.0000 | | |
| | | | | |

Standard Deviation applied to Raw Weighted Avg:1.0000Normalized Raw Score:0.2823Mean:65.0000Standard Deviation Used:15.0000Final Overall Score:69.2350



Notes

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