HR AVATAR™
EMPLOYMENT TESTS

Candidate: **Ben Penske**
Assessment: Sales Representative - Services
Completed: December 18, 2014
Prepared for: Susan Bookman

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Test Results and Interview Guide

The Sales Representative - Services assessment measures key factors related to high performance and tenure in this job. Attribute types measured include cognitive ability, skills, knowledge, personality characteristics, 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
Ben Penske benske@anywhere.com Sales Representative - Services December 18, 2014	**77**	

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.

Risk Factors - The candidate's responses indicate the following potential risks:

- Low corporate citizenship score indicates potential questionable behavior.

For additional probing questions, refer to the interview guide below.

Key

▼ Candidate Score
████ Higher Risk
████ Lower Risk
████ Custom Profile (Optional)

Competency Summary

Competency	Score	Interpretation
Cognitive Abilities		
Analytical Thinking	72	
Attention to Detail	95	
Skills and Knowledge		
Fundamental Sales Concepts	61	
Sales Situation Analysis	96	
Writing	75	
Attitudes, Interests, & Motivations		
Adaptable	47	
Competitive	61	
Corporate Citizenship	10	
Develops Relationships	64	
Enjoys Problem-Solving	80	
Exhibits a Positive Work Attitude	70	
Expressive and Outgoing	41	
Innovative and Creative	73	
Needs Structure	52	
Seeks Perfection	69	
Behavioral History		
History Survey - Performance	82	
History Survey - Tenure	74	
History Survey - Unproductive Behavior	99	

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	
Overall	77th	(203 data points)
United States	63rd	(121 data points)
Richardson Industries	70th	(36 data points)

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:	**Ben Penske,** benske@anywhere.com
Assessment:	Sales Representative - Services
Authorized:	December 18, 2014, by Susan Bookman, Richardson Industries, sue.bookman@richardson.biz
Started:	December 18, 2014 11:07:33 AM EST
Completed:	December 18, 2014 11:07:33 AM EST
Overall Score:	77

Cognitive Abilities Detail

This section contains a list of job-related cognitive abilities that have been evaluated in a job-like context using HR Avatar's simulation technology. Studies have demonstrated that cognitive ability is highly correlated with job performance for many jobs.

Detail	Interview Guide
Analytical Thinking Score: 72 *Interpretation:* Strong scores in this area correlate with above average performance for many jobs. Usually able to think in a thoughtful, discerning way. Capable of solving difficult problems, planning many-featured tasks and projects, organizing multiple resources, and analyzing complex data with only occasional assistance. Usually able to quickly recall and use information when needed or appropriate.	Tell me about a complex problem, situation, or planning task you had to deal with. What were the challenges, and how did you overcome them? ☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5 **1** Example lacks complexity. Data seeking is limited, analysis may be lacking, actions unclear, not relevant, or ineffective. **3** Example is moderately complex. Shows some analytical thinking and problem solving. Actions have mixed or limited effectiveness. **5** Example shows complexity. Thorough investigation of all areas that might affect the decision. Actions are clear, relevant, and effective.

Detail	Interview Guide
Attention to Detail Score: 95 0 20 40 60 80 100 *Interpretation:* High scores in this area correlate with superior performance for many jobs. Able to achieve a high degree of thoroughness and accuracy in a work task. Concerned for all areas involved. Work products require little or no review or 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 **1** Unclear or careless example. Can't describe what was overlooked. No action. **3** Moderately clear example. Some concern for details. Direct but passive action. **5** Very detailed. Concern for all relevant components. Clear, proactive actions.

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.

Detail	Interview Guide
Fundamental Sales Concepts Score: 61 0 20 40 60 80 100 *Interpretation:* Candidate should achieve above average job performance in this area with little or no training. Scores indicate good working knowledge of this topic. Candidate is likely ready to be productive with very little basic training or with immediate entry into advanced training.	Tell me about a project or task where you had to use your knowledge of Fundamental Sales Concepts. ☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5 **1** Example didn't require or demonstrate knowledge. **3** Knowledge was only moderately important or moderately demonstrated to example. **5** Clearly relevant application and demonstration of knowledge.
Sales Situation Analysis Score: 96 0 20 40 60 80 100 *Interpretation:* Candidate should achieve superior job performance in this area with little or no training. Excellent ability to analyze sales situations and determine next steps.	Tell me about a time when you had to persuade somebody you didn't know to either purchase something or take some other action. How did you determine the best way to get what you wanted? ☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5 **1** Doesn't understand question. Unable to formulate a plan to influence. **3** Some grasp of principles of understanding needs and mutual problem-solving. **5** Asked questions and demonstrates clear grasp of principles of understanding needs and mutual problem-solving.

Detail	Interview Guide

Writing
Score: 75

Interpretation:
Superior writing skills can positively impact performance in many jobs.

Significantly above average. Conveys ideas accurately in a clear, concise and succinct format. See writing sample section of report for raw essay(s) submitted.

- Raw computed score: 80
- Computed score confidence: 75

Are you comfortable when you need to express yourself through writing? Do you feel confident you can get the right message across?

1	2	3	4	5
Not confident in own writing ability. Prefers speaking.		Somewhat confident in own writing ability. Writes frequently.		Very confident in ability to write. Has received compliments on clarity of written correspondences.

Attitudes, Interests, and Motivations Detail

This section contains a list of attitudes, interests, and motivations 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: 47

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

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

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

1	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.

Competitive
Score: 61

Interpretation:
The candidate's score in this area indicates neither a positive nor a negative impact on performance.

Strongly motivated by challenging goals, financial rewards, and/or recognition. Willing to do whatever it takes to succeed. In certain situations may have some difficulty channeling his or her competitive drive without impacting others.

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
Justified for selfish or personal reasons. Shows little remorse for failing to support team.		Shows remorse and feels action was a mistake.		Clearly justified or was forced to do so by superiors. Strongly regrets and wishes could change.

Detail	Interview Guide
Corporate Citizenship Score: 10 *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 **1** Distrusts organizational motives. Feels the need to look out for self. **3** Supports organization but is wary of being taken advantage of. **5** Embraces organizational membership. Believes in organizational mission.
Develops Relationships Score: 64 *Interpretation:* The candidate's score in this area indicates neither a positive nor a negative impact on performance. Actively cultivates relationships. Comfortable meeting new people and sensitive to how others feel. Maintains a broad social network, and uses it to achieve work objectives. May have occasional difficulty balancing relationships with work objectives and priorities.	Can you describe a time when you had to choose between getting the job done or preserving a relationship with a friend of co-worker? ☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5 **1** Places relationship above the work objectives in all or most cases. **3** Sometimes struggles between work and relationships, but usually balances well. **5** Focuses on getting the job done but makes an effort not to hurt relationships.
Enjoys Problem-Solving Score: 80 *Interpretation:* The candidate's score in this area should contribute to enhanced overall job performance. Usually willing to analyze and formulate solutions to complex problems. Fairly confident in own ability to develop effective solutions. Sees frequent problem-solving as a core part of his or her job description, though may require prompting to take on a particularly difficult issue.	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 **1** Problems poorly described and actions taken unclear. **3** Moderately complex problems. Simple or obvious actions taken. **5** Described one or more complex problems. Actions taken are clear and relevant.
Exhibits a Positive Work Attitude Score: 70 *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.	How do you feel having a regular job and going to work? Is it something you enjoy? Why or why not? ☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5 **1** Views work as a means of income only. Does not enjoy. Does not care about professional reputation. **3** Likes work but doesn't truly enjoy it. Balances priority and energy with other obligations. **5** Considers work a key priority in life. Enjoys working and always applies best energy. Takes pride in work reputation.

Detail	Interview Guide

Expressive and Outgoing
Score: 41

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

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

Not afraid to speak up in group meetings to insert or advocate new ideas, but may require some prompting if he or she doesn't feel strongly about an issue. Enjoys asserting his or her own ideas among others to persuade or impress, but is considerate enough to allow others to have equal time.

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
Frequently worries because always seems to be the most active.		Occasionally worries but not very often.		Rarely worries because knows when to back off beforehand.

Innovative and Creative
Score: 73

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

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.

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

☆ 1	☆ 2	☆ 3	☆ 4	☆ 5
Idea does not demonstrate creativity or is not related to the problem. No problem described.		Moderately creative idea or only partially related to problem.		Both problem and use of creativity well described and related to one another.

Needs Structure
Score: 52

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

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

Is comfortable with both the routine as well as dynamic aspects of a job and appears to prefer a mix of both. Typically follows rules unless circumstances justify deviation.

Have you ever had to work in a job that had little or no structure or where no one told you what to do? How 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.

Seeks Perfection
Score: 69

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

Interpretation:
The candidate's score in this area indicates neither a positive nor a negative impact on performance.

Seeks the highest possible quality in almost every task. Willing to put in extra effort or resources to ensure a task is done correctly. Takes pride in producing work that is virtually perfect every time. In certain situations, this desire for perfection can impose unnecessary delays or costs on a project.

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.

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 - Performance Score: 82 *Interpretation:* The candidate's score indicates past behaviors that contribute to high job performance. Exhibits past behaviors and achievements that are likely to enhance job performance. The following performance risk factors were identified: • Below average productivity history • Below average performance reviews Further probing is recommended for each of these items.	How does your work compare with your peers? Do you produce more or less? How do you know? ☆ 1　☆ 2　☆ 3　☆ 4　☆ 5 What kind of feedback have you received about your performance from your managers and your peers? ☆ 1　☆ 2　☆ 3　☆ 4　☆ 5
History Survey - Tenure Score: 74 *Interpretation:* The candidate's score indicates past behaviors that contribute to above average job performance. Exhibits behaviors likely to result in slightly longer than average job tenure. The following performance risk factors were identified: • Below average productivity history • Below average performance reviews Further probing is recommended for each of these items.	How does your work compare with your peers? Do you produce more or less? How do you know? ☆ 1　☆ 2　☆ 3　☆ 4　☆ 5 What kind of feedback have you received about your performance from your managers and your peers? ☆ 1　☆ 2　☆ 3　☆ 4　☆ 5

Detail	Interview Guide
History Survey - **Unproductive Behavior** Score: 99	How does your work compare with your peers? Do you produce more or less? How do you know?

Interpretation:
The candidate's score indicates past behaviors that contribute to high job performance.

Exhibits past behaviors that suggest minimal likelihood of unproductive behaviors on the job.

The following performance risk factors were identified:

- Below average productivity history
- Below average performance reviews

Further probing is recommended for each of these items.

How does your work compare with your peers? Do you produce more or less? How do you know?

☆ ☆ ☆ ☆ ☆
1   2   3   4   5

What kind of feedback have you received about your performance from your managers and your peers?

☆ ☆ ☆ ☆ ☆
1   2   3   4   5

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
This is the essay question.	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas venenatis lobortis mi ut tincidunt. Nulla in sem eget metus aliquet feugiat vel eget odio. Fusce varius leo lectus, et ullamcorper est tempor et. Cras semper eleifend lacus in rhoncus. Integer ac mauris euismod, hendrerit nisi vitae, porttitor tortor. Integer ut leo sit amet nisl finibus auctor at quis massa. Nullam at erat in sem placerat consectetur nec a diam. Donec non lectus euismod, pulvinar elit nec, dapibus nulla. Phasellus a cursus quam, in pharetra nisi. Fusce porta rutrum turpis a varius. Proin dignissim vitae diam ac fermentum. Morbi neque quam, interdum lobortis neque ac, porttitor hendrerit neque. Vestibulum ut erat consequat, luctus nunc non, maximus justo. Phasellus vel lorem quam. Ut at accumsan arcu. Aliquam erat volutpat. Aliquam quis urna eget est bibendum interdum ultrices vitae diam. Praesent a augue eget elit posuere fermentum ut ut lorem. Morbi magna est, dignissim sit amet risus sed, efficitur ultrices nisl. Pellentesque dignissim enim quis sem rutrum, et condimentum libero mattis. Aliquam venenatis, risus nec hendrerit rhoncus, neque nisi euismod dolor, non dignissim justo lacus vel felis. Curabitur mauris quam, euismod vehicula convallis id, dictum a mauris. Praesent vehicula lectus libero. Morbi in feugiat massa. Donec et dapibus quam, sed feugiat nibh. Integer quam magna, pellentesque vulputate urna quis, ullamcorper scelerisque mi.

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.

- 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: 41-3099.01

- O*Net Version: 19.0

- Sim ID: 177-6, Key: 0-0

Notes

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