HR AVATAR™
EMPLOYMENT TESTS

Test Results and Interview Guide

The Customer Service Representative - With Sales assessment measures key factors related to high performance and tenure in this job. Attribute types measured 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.

HR AVATAR™
EMPLOYMENT TESTS

Candidate	Score	Interpretation
	69	

Customer Service Representative - With Sales

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.)		
Attention to Detail	70	
Following Policies and Procedures	70	
Skills/Knowledge (relates to immediate readiness)		
Fundamental Sales Concepts	60	
Phone Selling	61	
Writing	75	
Personality Characteristics (relates to fit with the job/team environment)		
Adaptability	85	
Customer Service Mindset	100	
Drive	87	
Integrity	80	
Teamwork	84	
Behavioral History (relates to performance and turnover)		
History Survey - Performance	66	
History Survey - Tenure	48	
Emotional Intelligence (relates to situational judgment, performance and teamwork)		
Empathy and Emotional Self-Control	87	

Importance to Job

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.

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 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

Attention to Detail
Score: 70

0   20   40   60   80   100

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:

Strong scores in this area correlate with above average performance for many jobs.

Usually able to achieve a high degree of thoroughness and accuracy in a work task. Concerned for most areas involved. Requires only occasional oversight and checking.

What tools or systems do you have in place that ensure there are no mistakes in your work?

☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5

1 Has no effective tool/system set in place to ensure no mistakes.

3 Has one effective tool/system set in place to ensure no mistakes.

5 Has multiple effective tools/systems set in place to ensure no mistakes.

How do you ensure quality when there are tight deadlines?

☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5

1 Isn't able to demonstrate an appropriate way to ensure quality during a tight deadline.

3 Demonstrates organization, thoroughness, OR time management.

5 Demonstrates organization, thoroughness, AND time management.

Following Policies and Procedures
Score: 70

0   20   40   60   80   100

Description:

Evaluates the candidate's ability in the area of Following Policies and Procedures, with an aim to determine the degree of training and/or practice that will be required before the candidate can be expected to become productive.

Interpretation:

Strong scores in this area correlate with above average performance for many jobs.

Scores indicate good Following Policies and Procedures ability. 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 Following Policies and Procedures abilities.

☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5

1 Example didn't require or demonstrate ability.

3 Ability only moderately relevant or demonstrated.

5 Clearly relevant use and demonstration of ability.

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: 60	

Fundamental Sales Concepts
Score: 60

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

Description:

Evaluates the candidate's knowledge of Fundamental Sales Concepts with an aim to determine the degree of training that will be required before the candidate can be expected to become productive.

Interpretation:

Candidate appears capable of average job performance in this area with little or no training.

Scores indicate a working knowledge of Fundamental Sales Concepts. Candidate is likely ready to be productive with a small amount of basic training.

• Correct Count: 3 of 5 Correct

Tell me about a project or task where you had to use your knowledge of Fundamental Sales Concepts.

☆	☆	☆	☆	☆
1	2	3	4	5
Example didn't require or demonstrate knowledge.		Knowledge was only moderately important or moderately demonstrated in example.		Clearly relevant application and demonstration of knowledge.

Phone Selling
Score: 61

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

Description:

Evaluates the candidate's Phone Selling skills, with an aim to determine the degree of training and/or practice that will be required before the candidate can be expected to become productive.

Interpretation:

Candidate appears capable of average job performance in this area with little or no training.

Scores indicate some Phone Selling skills. Candidate is likely ready to be productive with a small amount of basic training.

Tell me about a project or task where you had to use your Phone Selling skills.

☆	☆	☆	☆	☆
1	2	3	4	5
Example didn't require or demonstrate skills.		Skills only moderately relevant or demonstrated.		Clearly relevant use and demonstration of skills.

Detail

Writing
Score: 75

0   20   40   60   80   100

Description:

The ability to concisely and succinctly convey ideas and information via written text.

Interpretation:

Above-average writing skills can positively impact performance in many jobs.

Above average. Conveys ideas in a concise and succinct format. See writing sample section of report for raw essay(s) submitted.

• Raw computed score: 61
• Computed score confidence: 95
• Spelling errors per 100 words: 0
• Other errors per 100 words: 1
• Approximate Word Count: 484

Please see below to view the essay submitted.

Interview Guide

How do you feel your writing skills will best benefit your role in this organization?

☆ 1   ☆ 2   ☆ 3   ☆ 4   ☆ 5

1 Acknowledges their high skillset. Explanation of their skillset does not relate at all to their role.

3 Acknowledges their high skillset. Explanation of their skillset adequately relates to their role.

5 Acknowledges their high skillset. Explanation of their skills shows great understanding of their role.

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

1 Not confident in own writing ability. Prefers speaking.

3 Somewhat confident in own writing ability. Writes frequently.

5 Very confident in ability to write. Has received compliments on clarity of written correspondences.

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

Adaptability

Score: 85

Even in a fast-changing environment there can be periods of relative calm and stability. How do you keep from getting bored during these slower times?

1	2	3	4	5
Candidate has no effective technique to keep them from getting bored.		Candidate can explain one effective technique to keep them from getting bored.		Candidate explains multiple effective techniques to keep them from getting bored. Shows they enjoy stability too.

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. In more stable job circumstances, high scorers may become bored, while low scorers would remain satisfied.

Interpretation:

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

Thrives on change. Sees self as very flexible and easy-going. However, he or she may often be perceived as disinterested, unmotivated, or too easy-going in times of upheaval.

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.		Ambivalent to change. Has sound reasoning for falling in the middle.		Comfortable with change, though feels some stress or anxiety. Usually able to stay focused.

Customer Service Mindset

Score: 100

Tell me about a time you were proud of the level of service you gave a customer?

1	2	3	4	5
Description is unrelated to their ability to provide quality customer service.		Description only demonstrates strong customer service skills.		Description demonstrates strong customer service skills, enjoyment in the role, and the ability to go above and beyond.

Description:

Individuals who score highly on this scale understand their job is not just to solve customer problems, but to create a delightful experience that fosters loyalty and long-term rapport. They see every call as an opportunity to create a positive experience and to earn each customer's loyalty.

Interpretation:

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

Holds a strong desire to understand customer needs and do whatever it takes to resolve customer issues. Likely to deliver exceptional customer service that delights the customer, greatly improves customer satisfaction and customer relationships, and strengthens the reputation of the organization.

How do you keep yourself motivated when people are being mean to you?

1	2	3	4	5
Doesn't have effective ways to take care of themselves, to remain calm and motivated. Doesn't demonstrate being self-aware and patient.		Has effective ways to take care of themselves, to remain calm and motivated. Doesn't demonstrate being self-aware and patient.		Has effective ways to take care of themselves, to remain calm and motivated. Demonstrates being self-aware and patient.

Drive

Detail	Interview Guide

Score: 87

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

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.

Describe a project or idea (doesn't have to be your own) that was implemented and carried out successfully because of your efforts.

☆ 1	☆ 2	☆ 3	☆ 4	☆ 5
Success was due to them doing their job. Doesn't show strong work ethic or ability to put in extra effort.		Success was due to adequate work ethic or putting in minimal extra effort.		Success was due to their hard work ethic, extra effort, and ability to use all necessary sources.

How do you respond when the going gets tough and it seems like you and your team are facing a nearly impossible task?

☆ 1	☆ 2	☆ 3	☆ 4	☆ 5
They are unenthusiastic. They respond by working to their expectations or less due to being overwhelmed.		Their feelings are neutral. They respond by working hard to achieve the goal.		They are enthusiastic. They respond by working hard to achieve the goal and by using all necessary sources.

Integrity
Score: 80

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

Description:

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.

Interpretation:

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

Cooperative and easy to work with. Trusts management and peers to act in the best interests of the organization and to treat all staff appropriately. Actively participates in corporate initiatives using the spirit of each initiative as a guidepost. Does not take unnecessary risks.

Describe an ideal person who has high integrity. What traits does that person have that set them apart?

☆ 1	☆ 2	☆ 3	☆ 4	☆ 5
The person: (1) does the right thing even under challenging circumstances		The person: (1) does the right thing even under challenging circumstances, (2) is honest OR has strong principles		The person: (1) does the right thing even under challenging circumstances, is (2) honest, and (3) has strong principles

What is more important: doing things right or meeting time commitments? Why?

☆ 1	☆ 2	☆ 3	☆ 4	☆ 5
Shows willingness to cut corners. Would require heavy quality assurance.		Some balance between quality and speed. Would require moderate quality assurance.		Clear emphasis on doing things correctly the first time.

Teamwork

Detail	Interview Guide

Detail

Score: 84

0   20   40   60   80   100

Description:

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.

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 positive relationships with colleagues and uses them to achieve work outcomes and meet goals.

Interview Guide

Describe a time when you were faced with a conflict while working on a team. How did you handle it?

1   2   3   4   5

1 They are unable to appropriately handle conflicting circumstances while working on a team.

3 They are able to handle conflicting circumstances by being a team player, showing empathy, OR problem solving as a group.

5 They are able to handle conflicting circumstances by being a team player, showing empathy, AND problem solving as a group.

Discuss a time when you were part of a team that accomplished something most people didn't think could be done. What was your role and what made the team so special?

1   2   3   4   5

1 No such experience. Example irrelevant.

3 Moderately relevant example and moderately relevant role.

5 Strong example and strong role.

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

Detail

History Survey - Performance
Score: 66

0   20   40   60   80   100

Description:

Evaluates elements of the candidate's past work and education history to identify indications of high or low performance potential.

Interpretation:

The candidate's score indicates past behaviors that contribute to above average job performance.

Exhibits past behaviors and achievements that are likely to result in above average job performance.

The following potential performance risk areas were identified:

• Low previous awards or recognition
Further probing is recommended for each of these items.

Interview Guide

Based on what you know about this job, tell me how you would apply your knowledge and skills.

1   2   3   4   5

Can you describe the awards or promotions you have received in the past five years, either at work or in school?

1   2   3   4   5

Describe a time when you had to deliver consistent customer service. How did you enjoy the work and how well did you do?

1   2   3   4   5

Detail	Interview Guide

History Survey - Tenure
Score: 48

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

Description:
Evaluates a candidate's past employment history and related factors for indications of potentially low job tenure.

Interpretation:
The candidate's score indicates past behaviors that can result in low job performance. Additional probing recommended.

Exhibits behaviors that are likely to result in somewhat shorter than average job tenure. Additional probing in this area is recommended.

The following potential performance risk areas were identified:

• Frequent job changes
Further probing is recommended for each of these items.

Review your last few jobs with me, explain why you left the old job and what attracted you to the new one.

☆ 1   ☆ 2   ☆ 3   ☆ 4   ☆ 5

Review your last few jobs with me, explain why you left the old job and what attracted you to the new one.

☆ 1   ☆ 2   ☆ 3   ☆ 4   ☆ 5

Not all rules make sense at all times. Tell me about a time when you were faced with a rule you didn't agree with. What did you do?

☆ 1   ☆ 2   ☆ 3   ☆ 4   ☆ 5

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	Interview Guide

Empathy and Emotional Self-Control

Score: 87

0 20 40 60 80 100

Description:

Demonstrates exceptional 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 very effective at demonstrating to customers or coworkers that they understand and care about them, resulting in significantly improved customer loyalty, much stronger work relationships, and noticeably reduced levels of conflict in the workplace.

Interpretation:

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

Demonstrates exceptional 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 very effective at demonstrating to customers or coworkers that they understand and care about them, resulting in significantly improved customer loyalty, much stronger work relationships, and noticeably reduced levels of conflict in the workplace.

Interview Guide

Describe a time when a coworker or customer came to you with a difficult situation, how did you demonstrate that you understood and cared about them?

☆ 1	☆ 2	☆ 3	☆ 4	☆ 5
They did not show they cared or understood the person, by demonstrating sympathy or seeing the other person's point of view.		They showed they understood and demonstrated care. They were sympathetic but unable to see the other person's point of view.		They understood and demonstrated care. They were sympathetic by seeing the other person's point of view.

How important is it to sense what others you are working with are feeling? How do you adapt when you can tell a coworker is upset or excited?

☆ 1	☆ 2	☆ 3	☆ 4	☆ 5
Not important to them. Unable to adapt.		Important to them. Adapt by regulating their emotions to be either professional, caring, OR understanding.		Very important to them. Adapt by regulating their emotions to be professional, caring, AND understanding.

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
Call Result Code	200
Call Description (Unsuccessful)	Tina wasn't available. No time provided by attendee for when she'll be back.
Call Description (Successful Call with Robert)	Customer purchased the Premium plan as he wants his son covered in the plan too.
Please write an essay of 100 - 800 words discussing what it means to qualify a prospect and why qualifying is important.	All businesses want to scale and grow, and get as many customers converted as possible. Oh, don't we all love to see that conversion rate on our analytics rise! And it's very easy to get caught up in every lead that you get: chase them, spend your time and money on them, and get no return at the end of it. Hence it's important to filter out these leads.

Filtering your leads, or qualifying your prospects, gives you highly potential customers for your product or service. These prospects are always a lot more closer to buying what you're selling than any other lead would be. They're interested, they think you have what they're looking for, and they're willing to spend some bucks on it.

Qualifying a prospect involves determining whether or not a prospect is a good fit as a customer for your service. In business, time is extremely valuable. Every second you spend doing one thing bears an opportunity cost. Therefore, it's important to know which lead is worth going after.

Companies spend a lot of time and resources on approaching their prospective clients, marketing to them, and providing them with all the assistance necessary to help them understand their service. |

Writing Sample - Question	Response
	That is why qualifying is important. Qualified prospects are more likely to convert to paying customers, and also generate a higher return on investment. Just because someone showed slight interest in your product or service, doesn't mean they'll buy what you're selling. They could be browsing: it's quite like window shopping. Qualifying leads starts from within your own customer base. How do you do this? By analysing the current data that you have on your customers. Set a criteria for them which should include higher revenue, profitability, company growth, etc. These will help you filter out some customers from the top of the funnel. A good way to learn about the criteria you set for prospects is through LinkedIn, and the company's website. An important thing to remember in qualifying prospects is the importance of it. You might make a sale to a lead that was never your ideal prospect. And now you must be wondering why that's bad? Because that person never should have been your customer in the first place. Your product might not completely fit their needs, and eventually they'll become a burden on your customer support team. All this time will be spent on that customer only to have them stop using your service. And there goes all your time and resources that could've been put to better use. Therefore, it's important that you understand your customer's needs, spot any incongruities in what they say, create a whole customer profile to see if it matches your criteria, and then go forward with your marketing and sales efforts with them. This is a much more efficient and cost-effective way to reach potential customer, and get higher returns and conversions. [Misspelled Words: analysing (1)]

Identity Confirmation Photos

The following photos of the candidate and any identification were uploaded during the assessment session.

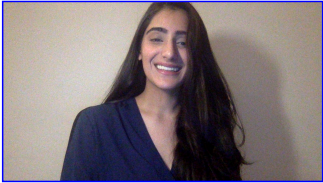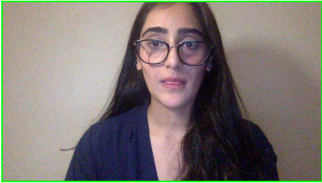| Photo Analysis Results	
- Risk:	Low risk of cheating based on image inconsistencies
- Percent match among processed faces	100%
- Total images processed	45
- Total images with valid faces	45 (100%)
- Total pairs of faces compared	22
- Pairs in which faces matched	22 (100%)

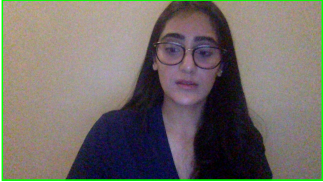*Pre/Post-Test Photo*   *In-Test Photo*   *In-Test Photo*   *In-Test Photo*

In-Test Photo   *In-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	High School
Job-Related Training	Less than 6 Months

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.
- For non-linear competencies, scores in the middle are more desirable. For these scales a score between 50 and 80 (dark green) represents scores that are within 1 standard deviation of the mean, scores between 80 and 95 and scores between 35 and 50 (yellow) represent scores that are 1 to 2 standard deviations above or below the mean, and scores above 95 or below 35 (red) represent scores that are more than 2 standard deviations above or 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: 41-9041.00
- O*Net Version: 25.1
- Sim ID: 8094-4, Key: 1262361-1104886, Rpt: 13, Prd: 4104, Created: 2021-09-23 18:35 UTC
- UA: Mozilla/5.0 (Macintosh; Intel Mac OS X 10_15_7) AppleWebKit/537.36 (KHTML, like Gecko) Chrome/91.0.4472.114 Safari/537.36

Notes

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