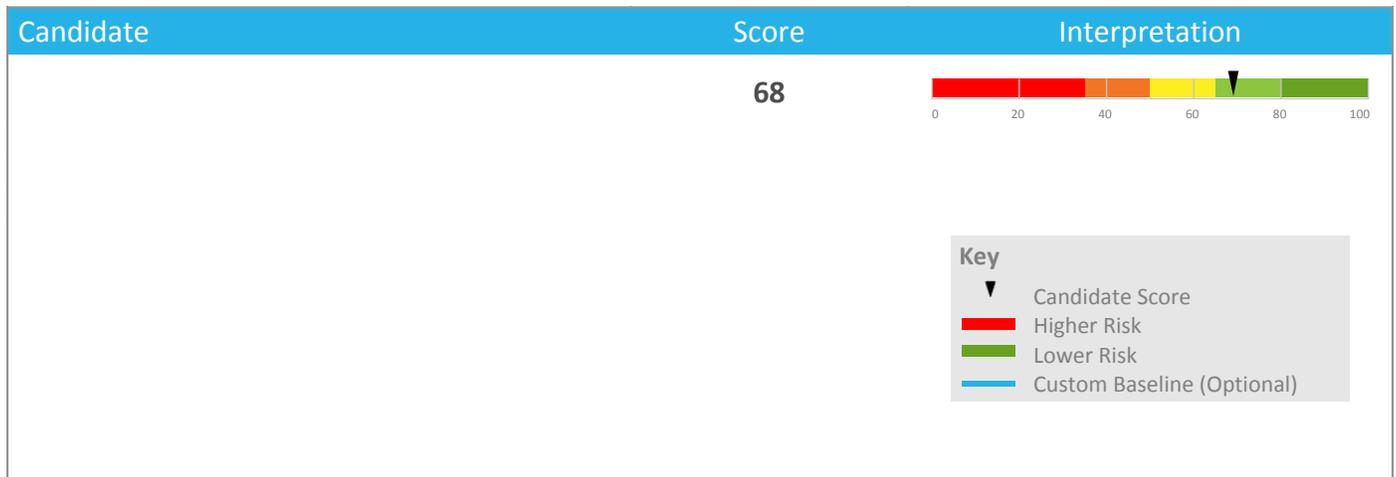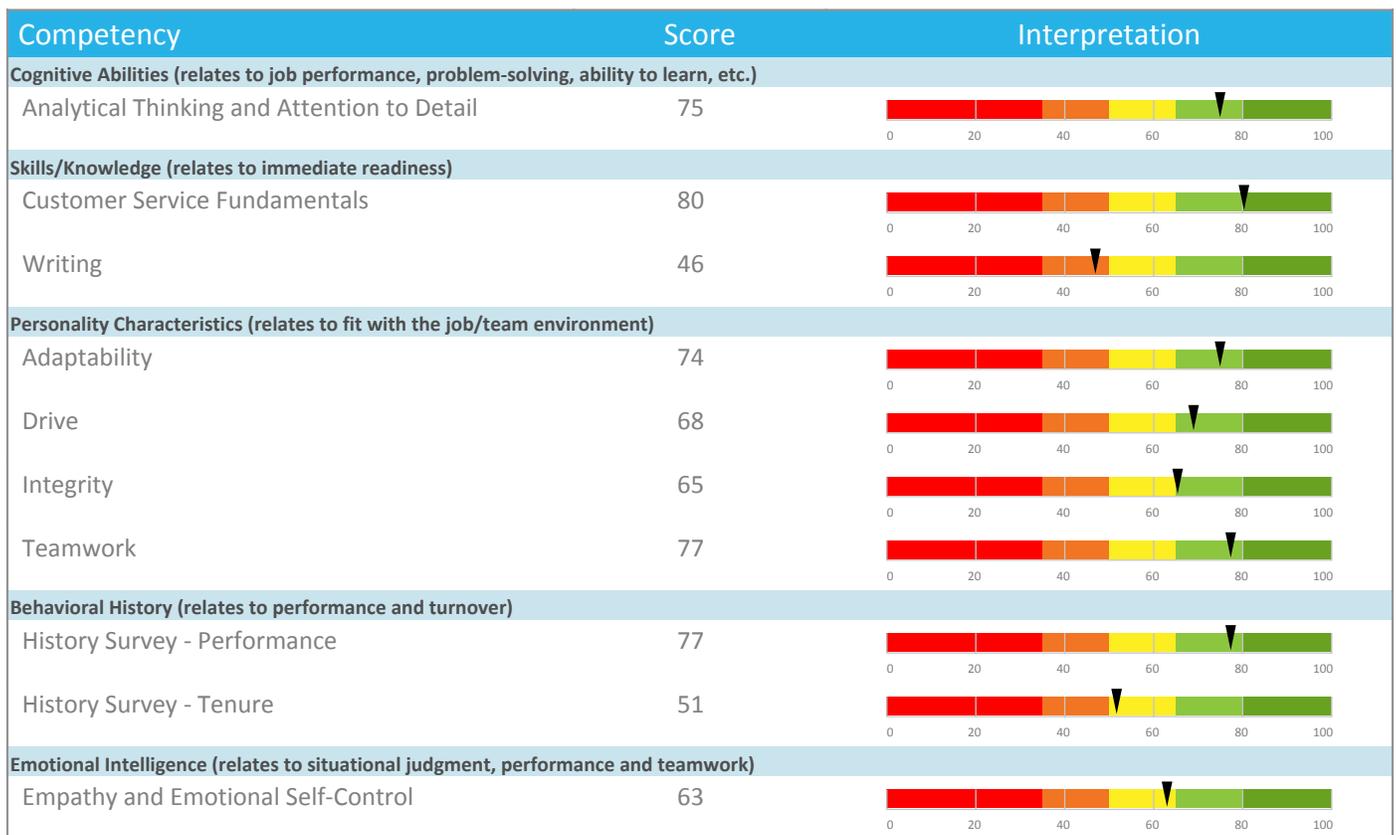# HR AVATAR™
EMPLOYMENT TESTS

Test Results and Interview Guide

The Customer Service Representative (with Email and Calls) 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

Overall

Candidate	Score	Interpretation
	68	

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.)		
Analytical Thinking and Attention to Detail	75	
Skills/Knowledge (relates to immediate readiness)		
Customer Service Fundamentals	80	
Writing	46	
Personality Characteristics (relates to fit with the job/team environment)		
Adaptability	74	
Drive	68	
Integrity	65	
Teamwork	77	
Behavioral History (relates to performance and turnover)		
History Survey - Performance	77	
History Survey - Tenure	51	
Emotional Intelligence (relates to situational judgment, performance and teamwork)		
Empathy and Emotional Self-Control	63	

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
Analytical Thinking and Attention to Detail Score: 75 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.	Can you give me an example of where your attention to detail or your thoughtful analysis of a situation helped make a project successful? ⭐ 1 ⭐ 2 ⭐ 3 ⭐ 4 ⭐ 5 1 Poor example. Does not show attention to detail or analytical ability. 3 Moderately relevant or impactful example. 5 Strongly relevant and clear example.

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
Customer Service Fundamentals Score: 80 0 20 40 60 80 100 *Description:* Evaluates the candidate's knowledge of Customer Service Fundamentals with an aim to determine the degree of training that will be required before the candidate can be expected to become productive. *Interpretation:* Candidate should achieve superior job performance in this area with little or no training. Scores indicate a solid working knowledge of Customer Service Fundamentals. Candidate is likely ready to be productive without basic training or with immediate entry into advanced training. Likely to be able to mentor others. • Correct Count: 4 of 5 Correct	Tell me about a project or task where you had to use your knowledge of Customer Service Fundamentals. ⭐ 1 ⭐ 2 ⭐ 3 ⭐ 4 ⭐ 5 **1** Example didn't require or demonstrate knowledge. **3** Knowledge was only moderately important or moderately demonstrated in example. **5** Clearly relevant application and demonstration of knowledge.
Writing Score: 46 0 20 40 60 80 100 *Description:* The ability to concisely and succinctly convey ideas and information via written text. *Interpretation:* Below-average writing skills can negatively impact performance in many jobs. Additional probing is strongly recommended. Below average writing style, resulting in wordy or inaccurate statements that may be difficult to interpret. See writing sample section of report for raw essay(s) submitted. • Raw computed score: 46 • Computed score confidence: 84 • Spelling errors per 100 words: 0 • Other errors per 100 words: 1 • Approximate Word Count: 194 Please see below to view the essay submitted.	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: 74	

Adaptability

Score: 74

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.

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.

Interview Guide (Adaptability):

Would you rather work in a job where the work is predictable or one where activities are constantly changing? Why?

☆ 1 — Becomes paralyzed by change. Or disregards the change and continues same path.

☆ 2

☆ 3 — Resistant and fearful of change, or appears to live for change.

☆ 4

☆ 5 — Comfortable with change, though feels some stress or anxiety. Usually able to stay focused.

Drive

Score: 68

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.

Motivated by challenging goals and tasks, financial reward, and/or recognition, and willing to work hard to succeed. Focused on understanding and following guidelines, personal achievement, and meeting or exceeding quality and production standards.

Interview Guide (Drive):

Tell me about a time when you went above and beyond the call of duty to achieve a difficult goal or challenge. What motivated you to put forth the extra effort?

☆ 1 — Poor or weak example. No real extra effort.

☆ 2

☆ 3 — Moderate example. Some extra effort evident.

☆ 4

☆ 5 — Strong example. Clearly applied extra effort. Well organized in approach.

Detail	Interview Guide
Integrity Score: 65	What is more important: doing things right, or meeting time commitments?

<table>
<tr><td colspan="2">

Integrity
Score: 65

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.

Usually cooperative and easy to work with. Trusts management and peers to act in the best interests of the organization, but will question actions that don't make sense. Voluntarily participates in corporate initiatives under most circumstances. Usually risk averse.

</td><td>

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

★ 1   ★ 2   ★ 3   ★ 4   ★ 5

1 Shows willingness to cut corners. Would require heavy quality assurance.

3 Some balance between quality and speed. Would require moderate quality assurance.

5 Clear emphasis on doing things correctly the first time.

</td></tr>
</table>

Teamwork
Score: 77

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 relationships. Comfortable meeting new people and sensitive to how others feel. Works with colleagues and seeks input to develop friendships and meet goals.

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 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
History Survey - Performance Score: 77	Based on what you know about this job, tell me how you would apply your knowledge and skills.

History Survey - Performance

Score: 77

[Score bar: red-orange-yellow-green scale 0-100, marker at ~77]

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.

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

☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5

Describe a complicated project or activity you had to manage. What did you do to ensure it was successful? What was the result?

☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5

History Survey - Tenure

Score: 51

[Score bar: red-orange-yellow-green scale 0-100, marker at ~51]

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 neither detract from nor enhance job performance.

Exhibits behaviors likely to result in average job tenure.

The following potential performance risk areas were identified:

• May place profession above organizational needs
Further probing is recommended for each of these items.

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

☆ 1 ☆ 2 ☆ 3 ☆ 4 ☆ 5

Have you ever had to choose between your job and your profession? What did you do and why?

☆ 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: 63 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 indicates neither a positive nor a negative impact on performance. Demonstrates moderate strength 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 generally be effective at demonstrating to customers or coworkers that they understand and care about them, maintaining current levels of customer loyalty, work relationships, and conflict in the workplace.	Are you good at relating to the feelings of others? Can you give me an example of how this helped you navigate a difficult situation at work or at school? 1 — Not able to sense how others feel. Unable to provide example. 2 3 — Some ability to sense how others feel. Example shows some ability to use senses at work. 4 5 — Able to relate to others and sense how they feel. Example shows can easily apply senses at work.

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 Summary	A Customer had purchased our software product and wanted a free upgrade. The purchase was made prior to qualifying dates so did not qualify. Customer was irate and stated he would complain to President.
Call Summary	Customer purchased software using educational discount and wished to upgrade. Informed customer they did not qualify for the promotion.
Email message subject (Question)	Software Upgrade
Email message content (Question)	Dear Mr. Montalbene, The promotion for your software requires: 1. Registeration of the software on our website between 1st October -7 December. 2. Provide your serial number. Please provide proof of both before we can upgrade your software. Feel free to contact me for any queries. Regards

Writing Sample - Question	Response
Please write an essay of 100 - 800 words explaining why it is important to be positive and friendly when helping a customer.	A company's reputation or brand image can be easily damaged as a result of poor customer service. Establishing a good rapport with customers creates brand loyalty, especially in a service industry. Thus, every customer should be greeted with a positive attitude which means a smile, a greeting e.g. Good morning/ afternoon/ evening to create that initial welcoming feel. Secondly, we must pay close attention to the customer's needs, giving them the reassurance that we are genuinely there to meet their needs. This includes making sure that we provide solutions which best meet their specific needs. A positive interaction leads to improved brand image for the company, and leads to positive word of mouth which can lead to referrals for new customers, helping us grow. This means we acquire more market share, without incurring any marketing costs. In contrast, if a customer is greeted negatively or gets a sense that we do not care for their concerns, then a negative brand image can lead to bad word of mouth which can spread like wild fire and result in loss of not only future customers, but also existing clients. Thereby losing existing market share as well.

Identity Confirmation Photos

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

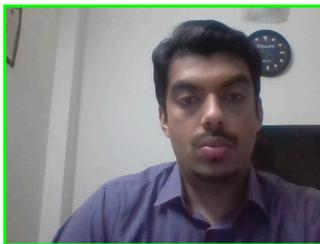| Photo Analysis Results	
- Risk:	Low risk of cheating based on image inconsistencies
- Percent match among processed faces	100%
- Total images processed	66
- Total images with valid faces	66 (100%)
- Total pairs of faces compared	21
- Pairs in which faces matched	21 (100%)

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
Job-Related Experience	Less Than 1 Year

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: 43-4051.00
- O*Net Version: 25.1
- Sim ID: 7811-4, Key: 1148029-1023444, Rpt: 13, Prd: 3687, Created: 2021-10-11 20:29 UTC
- UA: Mozilla/5.0 (Windows NT 10.0; Win64; x64) AppleWebKit/537.36 (KHTML, like Gecko) Chrome/92.0.4515.131 Safari/537.36

Notes

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