ATOM'S STRUCTURE – EMPLOYEE AND EMPLOYER FEEDBACK, SURVEY SITE



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SUMMARY

Background and Aims: Presenting the fundamentals of ATOM functionalities to give the readers insight into how the three types of users (namely employees, employers, and analyst experts) might work with ATOM in their respective practice.

Methods: Showing selected main screenshots and interpreting their related functionalities in terms of automated manpower selection.

Discussion and Conclusions: It is concluded that all the necessary sets of employee, employer, and expert functions can be adequately accessed in the software to support its users and assist them in the recruitment process.

Keywords: recruitment, selection campaigns, automatized workforce selection, personalized feedback

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Introduction

ATOM's main goal and advantage are that it draws upon today's technological prospects to host different key steps of the recruitment process on one platform while using a unique methodology in the recruitment cycle. Utilizing information technology throughout the recruitment process has been broadly adopted (Nikolaou, 2014; McCarthy et al., 2017), which leads us to consider the next step in technological evolution, namely using machine learning, automation, and artificial intelligence in recruitment.

While constructing ATOM, it was very important to create an application that addresses goals, requirements, and trends that immensely affect today's recruitment. One of these aspects is employer branding (Nikolaou, 2014; McCarthy et al., 2017) since the potential workforce gathers information regarding a company and HR functionality via recruitment techniques (Woods, 2020; Nikolaou, 2021). As a result, optimizing such processes is a fundamentally important guideline for employers and soon-to-be employees.

Selecting potential personnel has been at the centre of attention since the foundation of Applied Psychology (Polyhart, et al.,2017). Considering the expansion of requirements and conditions when applying for a position, it has become critical to understand what sort of technology and methodology should be used to effectively measure applicants' knowledge, abilities, and other characteristics (Potočnik et al., 2021).

Detailed job profiles are the basis upon which a set of requirements can be defined that collaborate to measure applicants' competencies. In addition, different tasks such as logical, reading comprehension, and situational assignment have been digitalized, accelerating aptitude testing (Tippins, 2015); moreover, gathering data with the use of the internet has become easily accessible (Gosling, 2004).

Involving self-reported personality questionnaires, supporting the recruitment process, has also become popular (Ryan et al., 2015) and represents extra means to measure applicants. Although using such questionnaires is viewed and supported differently among professionals (Diekmann & König, 2015; Risavy et al., 2019), every additional information in connection with applicants assists recruitment professionals in selecting suitable employees for open positions (Phillips & Gully, 2015).

On the one hand, it is in the employer's best interest to attract as many outstanding candidates as possible (Collins & Kanar, 2014). On the other hand, it is presumably an advantage if applicants can expect a fair selection process when applying for a role. Bad candidate experience might have a negative impact on the employer's brand that quickly leads to a disadvantage, resulting in a reduced number of quality applications, and all this because of a malfunctioning recruitment process (Miles & McCamey, 2018). One of the most important aspects of well-designed recruitment management systems (RMS) is adequate information and feedback toward candidates (McCarthy et al., 2018; Rozario et al., 2019). Jobseekers may invest a lot of time and energy in following through with the application process and providing information about their person-job fit, so it is essential to provide them feedback.

Recruitment professionals evaluate candidates based on previously defined criteria with the support of even maybe industry-specific professionals if the role requires it. This evaluation process is timeconsuming that prolongs the recruitment process itself. Moreover, objective evaluation is challenging since all CVs differ in layout, structure, and professional content (Faliagka et al., 2012).

When selecting a suitable candidate for a position, it is difficult to determine if we can accurately predict the right person-job fit. Since objectivity and accuracy of test evaluation show a substantial difference between machine learning and people (Youyou et al., 2015), while creating the ATOM framework, it was of great importance to embed a module that can successfully make an objective prediction (Gergely & Takács, this special issue, *Methods*).

ATOM has machine learning embedded in its core framework that enables additional functions to be housed within the application. Such extensions are automated feedback for employers and employees as their test scores are automatically evaluated and summarized in reports. This supports the basic requirement for candidates to receive personalized, dynamic feedback on their test performance (Tippins, 2015).

ATOM's goal is:

- to accelerate the recruitment process;
- to provide HR professionals with objective information and prediction regarding person-job fit;
- to provide automated, personalized, adequate feedback to both employers and employees.

The fundamentals of the core ATOM modularity are accessible in our thematic articles (Gergely & Takács, this special issue, *Methods*).

KEY FUNCTIONALITIES OF ATOM

In the following, the key functionalities of ATOM are presented, which provide different users with interaction possibilities while progressing in the recruitment process. Introduction to these functionalities occurs chronologically, explaining the methodology behind this recruitment management system. For each set of functionalities corresponding to the four primary windows of ATOM, visual illustrations (screenshots) are presented below.

The four primary windows

The opening screen contains the following four primary windows by the help of which the user can have access to all the functionalities that ATOM provides (as all the texts within ATOM are in Hungarian, the Hungarian names are also indicated in brackets):

Users (Felhasználók): provides possibilities to import new users to have access to certain functions depending on the various credentials we provide them.

Surveys (Kérdőivek): provides access allowing users to manage and add new tests (or other instruments) to the system.

Setup (Beállítások): provides possibilities to set up the server and for inserting external data to be evaluated by the core of ATOM. These loading and running functions belong to the expert's functionalities.

Campaigns (Kampányok): It provides possibilities to tailor recruitment campaigns and add tests to them to effectively screen candidates for a specific position based on the client's requirements.

To have a detailed presentation, we have all available functionalities in the menu on the opening screen. We can see that the functionalities presented in the four primary windows can also be found in the menu located at the top of the opening screen. This menu also lists the Employer window (Munkáltatói felület) for its set of functionalities and the Expert functionalities (Szakértői

felület). All functionalities are available in the four primary windows and in the menu of the opening screen are designed to be managed by users such as employers and analyst experts.

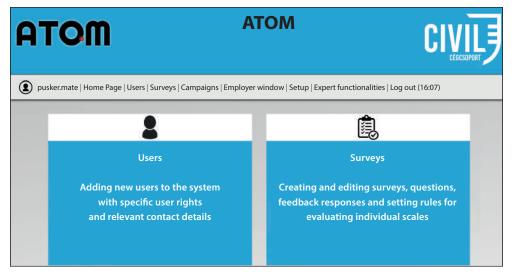


Figure 1. The opening screen of ATOM with the four primary windows¹

The main dialog boxes

Surveys (Kérdőivek)

This set of functions enables us to further access or expand on available tests, which can later be utilized to screen candidates when applying for a role. When selecting this option, we receive a pool of existing

questionnaires ready to be included in a new recruitment campaign. Adding a new test will further expand the available tools that offer various scopes for screening candidates.

There are cloud-based Survey applications (Google Forms, Onlinekérdőív.hu) available, however, ATOM offers two new key aspects to surveying candidates.

¹ There is currently no English version of the ATOM service, *Figures 1–11* published in the present article are illustrations, i.e. visual designs based on the Hungarian original. They are published in order to illustrate the functioning of the ATOM system and to help the English-speaking reader to better understand its details. For the original Hungarian version of these screenshots, please refer to *Appendices 1–11*.

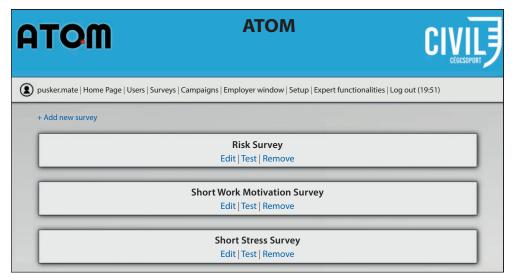


Figure 2. Secondary window for accessing surveys

Firstly, each question can be instantly assigned to the adequate scale they belong to. These scales are the building blocks for

defining and measuring values, which are essentially the indicators for the person-job fit.

Editing rules for "Sho	ort Stress Survey" survey
Rule name (publicly visible):	Stress level
Public (Can the user see the evaluation after completing the test?)	Yes ● No ○
Operation:	Mean ○ Sum ●
Mean:	0
Spread:	0
Expected value:	K →
Weight:	1
 1. I do a lot of overtime 2. I concentrate hard 3. I am unable to pass on my tasks to others 4. I feel like I always have to complete my tasks perfect 5. I speak, walk and (or) drive fast 	ly

Figure 3. Assigning questions to certain scales

Secondly, it is key to have adequate feed-back, which can be communicated to each person who undertakes the screening process. Communicating results with survey participants can easily be optimized and made fast. A real-life application can result in three distinct categories based on low/middle/high values with individual evaluations attached to them, providing personalized and automated feedback to participants based on their answers.

While inserting employee feedback into specific scales and dimensions, we integrated a section for employers. So, after an applicant has completed a survey, they automatically receive personal feedback. At the same time, a report is also generated automatically in the system so employers can see the candidate's results. The only difference between the two types of feedback is that the employers receive a more detailed summary of the particular scale and its results.



Figure 4. Automated feedback for both employees and employers

Campaigns (Kampányok)

When a client wants to recruit for a specific position, this secondary window allows us to create recruitment campaigns for them. This brand-new campaign will be assigned with an automatically generated link, which can be easily accessed online by all candidates in the active recruitment period, who visit the job description for the open position. The previously introduced questionnaires are the backbone of these campaigns. After

professional revision, adequate tests can be easily assigned to a recruitment campaign.

Since certain positions require complex competencies, we need to obtain as much information about candidates as possible. Hence, several different testing instruments can be included in a recruitment campaign. This will allow employers to understand the applicants better to make an objective, datadriven decision that focuses on previously defined job criteria.

After selecting a variety of tests that we consider adequate to measure person-job fit for a specific position, we can further expand on gathering valuable information about the quality of our candidate pool and their expectations. This will also be part of the complex criteria system based on which we can evaluate person-job fit more thoroughly. Such criteria can be, for instance, possessing a driving license, foreign language

knowledge, computer skills, or other relevant certificates. We gather all this information and consider them to be part of so-called basic criteria since it can effectively direct the attention and resources of recruitment professionals, especially when experiencing a high volume of candidates applying for positions, supporting their objective decision-making process.

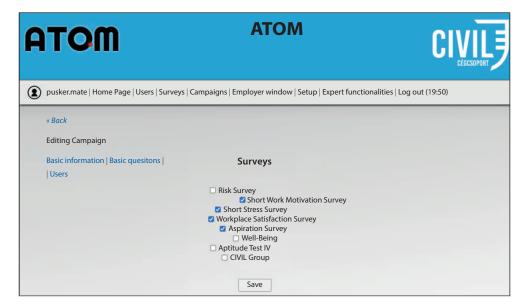


Figure 4. Automated feedback for both employees and employers

It is highly important to gain insight into the professional background of candidates. Information about relevant studies, prior employment, and experiences are all found in CVs. Collecting these are also part of the embedded recruitment process in ATOM. This will be explained in detail in the upcoming section when we introduce the Employee window.

pusker.mate Home Page Users Surveys	Campaigns Employer window Setup Expert functionalities Log out (19:51)
« Back	
Editing Campaign	
Basic information Basic quesitons	Basic quesitons
Users	
Question: Which foreign	n language do you have a certificate in?
	Type: List
Values (continuo	ously using (AltGr + w) sign to separate): English German French
	Obligatory: 2
	Save Remove
Question: How many ye	ears of relevant experience do you have in this profession?
	Type: List
Values (continuo	ously using (AltGr + w) sign to separate): 0-3 3-6 6+
	Obligatory: 🗸
	Save Remove
Question: Do you have	a B2 driver's licence?
	Type: Boxes
Values (continuo	ously using (AltGr + w) sign to separate): Yes No Obligatory:

Figure 6. Basic criteria can be integrated based on client requirements

Our selected questionnaires support our aim of understanding our candidates and measuring the quality of person-job fit. After gathering all additional questions to provide a primary criterion for choosing the suitable person for the job, the campaign is ready. Once a candidate progresses through the basic criteria questions, uploads necessary documents (CV, certificates), and fills in the questionnaires, the application for the opening is registered and saved in the database.

Employees' functionality (Munkavállalói felület)

As mentioned before, all campaigns have a designated link that can be published on all platforms available for the client to recruit new workforce. It is important to note that we called this platform "Employee function" on purpose. These "campaigns" can also focus on organizational surveys such as employee

satisfaction, organizational commitment, etc. Once opening the link, each candidate will be directed to ATOM and, more precisely, to the Employee window's opening screen. As introduced before, the aim of guiding candidates to this window is to unify and simplify the application process by merging several recruitment steps (gathering CVs, first pre-screening call, testing phase).

Once clicking on the available link, the candidate will be directed to the opening screen. First, registration will be necessary, and the account will save all required information. This makes the application process more manageable since it enables candidates to revisit their account and their progress in applying for a job. This step cannot be completed without consenting to relevant GDPR protocols and guidelines for protecting applicants.

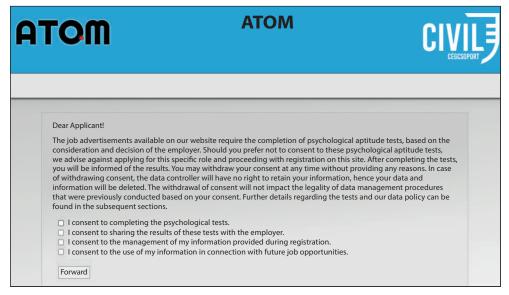


Figure 7. GDPR compliance

The application process is relatively straightforward:

- 1. Registration on ATOM's Employee window
- 2. Using the credentials provided in the registration to enter the candidate account
- 3. Providing information to basic questions relevant to the role and the company
- 4. Uploading necessary documents
- 5. Completing the survey to finish the application process

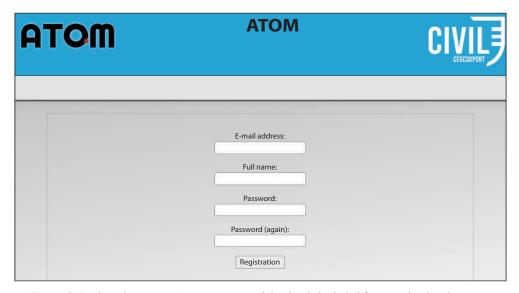


Figure 8. Registration screen. Anonymous participation is included for organizational surveys

As mentioned before, each role may have different testing protocols included in the application process that depends on HR professionals and their professional insights regarding the position. Each test can be answered independently. When more tests are required for a position, it is easy to revisit one's account and continue the next test to complete the application process. However, it is important to note that each test can be

answered only once. When logging in to an account, all finished tests appear grey as they have already been answered. However, applicants will still have access to the personal feedback they automatically receive after finishing a test. Once finishing the assigned tests, applicants will automatically receive personal feedback based on their survey answers.

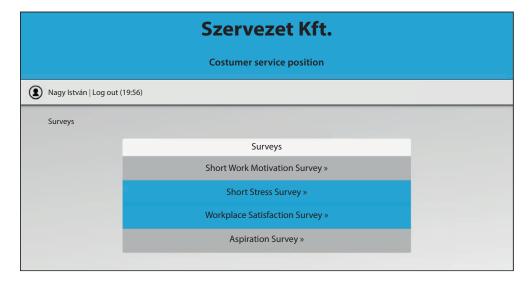


Figure 9. Finished (grey) and unfinished (blue) tests in the Employee window

It is important to note that these feedbacks are not from evaluations on their performance. These are strictly constructive comments, which we can provide based on the particular dimensions of a certain test. These generally fall into "below average", "average", and "above average" categories.

Employers' functionality (Munkáltatói felület)

The purpose of this function is to collect and store applicant information according to campaigns in a simplified and organized structure. Building on the unique methodology of the previously detailed recruitment process, we obtain a set of predetermined criteria that provide input to the core of ATOM that results in predicting the person-job fit for each applicant. This rank order makes ATOM and the Employer function unique and provides its users with considerable benefits.

It is available to sort through applicants based on different conditions for the constantly changing labor market. Should a specific campaign attract a high volume of competent applicants – an ideal scenario –it is easy to organize candidates, starting the list with the most competent ones. It becomes equally important in non-ideal market conditions when a lack of a professional workforce results in recruitment challenges, which applicants must avoid when striving to fill open positions.

The Employer function can be described in two main components based on the initial structure of the Campaigns. The content on this secondary window starts with a general description of a particular campaign and lists a summary based on the criteria defined by the client. These can be, for example:

- Number of applicants for the position
- Relevant experience related to the position
- Notice period
- Salary expectation
- Etc.

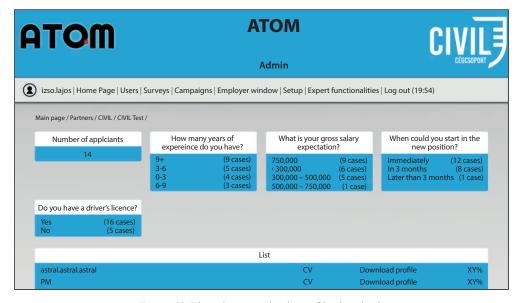


Figure 10. Pinned summarizations of basic criteria

These summaries build on the requirements and key aspects of a role provided by HR professionals that understand the position at hand.

After this summary, we find the rank order of candidates, which is the key element for this window. The necessary input for making predictions regarding person-job fit derives from the testing sequence built in each campaign. This person-job fit indicator is automatically calculated in ATOM's core (Gergely & Takács, this special issue,

Concurrent algorithms, hyperparameters, and cross-validation) and is listed for each applicant.

This rank list also pertains information about each candidate, such as their CV and profile. The profile contains the employer feedback explained previously, generated based on applicants' answers in the testing phase. Clicking on a person's name on this list will provide us with their answers for the base criteria questions and the results for each dimension in a survey assigned to test the candidate.

Having opened a candidate profile, we can download their uploaded CV. We can also download the profile seen on the page that lists the relevant feedback assigned to their score ("below average", "average", and "above average") in connection with each

dimension. As explained earlier, this feedback provides a more in-depth summary and is more direct for professionals to evaluate and integrate into their objective decision-making process.

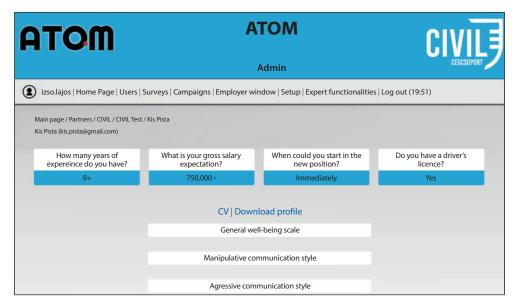


Figure 11. Available online candidate profile

Experts' functionality (Szakértői felület)

An independent Experts' functionality (Szakértői felület) has been integrated into the system, enabling professionals to analyze complex databases from external sources and utilize ATOM's core algorithms to evaluate data.

DISCUSSION

ATOM's core and its properties can significantly affect how we conduct recruitment processes. It aims to simplify and improve the process while featuring a new approach to screening candidates. Available functionalities for candidates make it easy to follow a user jour-

ney while receiving automatic and personalized feedback for investing time and effort to complete the process. This serves as a unique selling point that benefits the employer's brand. Employers gain easy access to applicant information while obtaining additional test results about applicants. This allows HR and recruitment professionals to understand candidates better, resulting in a more unbiased and objective evaluation. Promoting this, predictions on person-job fit quality are also available to support professionals. Generating reports and customizing feedback are standard requirements that still demand precious time from experts hindering them in their practice. ATOM aims to serve as a support system that benefits experts, employers, employees, and applicants.

ÖSSZEFOGLALÁS

AZ ATOM SZERKEZETE – VISSZAJELZÉS ÉS KÉRDŐÍVEK A MUNKAVÁLLALÓ ÉS A MUNKÁLTATÓ FÉSZÉTE

Háttér és célkitűzések: Az ATOM-funkciók alapvetéseinek bemutatása, hogy az olvasók betekintést nyerjenek abba, a háromféle felhasználó (nevezetesen a munkavállaló, a munkáltató és az elemző-szakértő) miként dolgozhat az ATOM-mal a saját munkaterületén.

Módszer: A kiválasztott és legfontosabb képernyőképek bemutatása, valamint a hozzájuk kapcsolódó funkciók értelmezése az automatizált munkaerő-kiválasztás szempontjából.

Megbeszélés és következtetések: Arra a következtetésre jutottunk, hogy a munkavállalói, munkáltatói és szakértői funkciók szükséges készlete elérhető a szoftverben, hogy támogassa a felhasználókat, és segítse őket a munkaerő-felvételi folyamatban.

Kulcsszavak: toborzás, kiválasztási kampányok, automatizált munkaerő-kiválasztás, személyre szabott visszajelzés

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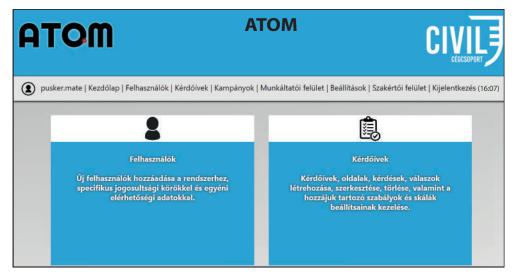
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APPENDICES

Appendix 1.



Appendix 2.



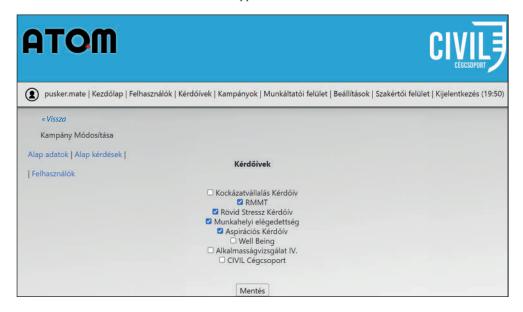
Appendix 3.

Szabály módosítása a "	Rövid Stressz Kérdőív" kérdőívben
Szabály neve (publikusnál látszik):	Stressz szint
Publikus (lássa-e a felhasználó az értékelést a kitöltést követően)	lgen ® Nem ○
Művelet:	Átlag: ○ Összeg: ●
Átlag:	0
Szórás:	0
Beválásnál elvárt:	K ▼
Súly:	1
 1. Sokat túlórázom 2. Erősen koncentrálok 3. Képtelen vagyok másoknak átadni a feladataimból 4. Úgy érzem, feladataimat mindig tökéletesen kell me 5. Gyorsan beszélek, járok és (vagy) vezetek 	goldanom

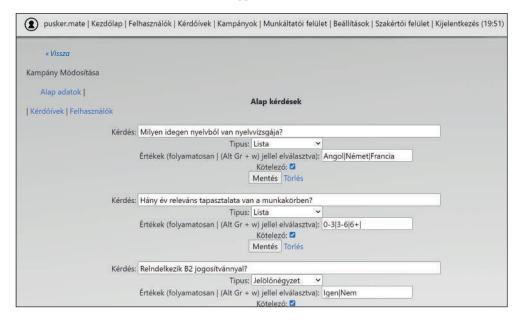
Appendix 4.

	Új skála létrehozása/módo	osítása a "Stressz szint" szabályhoz	
	Minimum: 0	Maximum: 26	
	Jó a skála! Lefedi a teljes értékké	szletet és nincsen átfedés a határok l	között!
	Felrögrö	tett értékhatárok:	
2.020	, cirogar	and the contract of the contra	
Tól Ig	Munkavállalói szöveg:	Munkáltatói szöveg:	
0 6	Az Ön életében a stressz szint i nincs olyan hatással, amely	A jelölt életében minimális stressz van jelen.	8
6 9	Az Ön életében alacsony	A jelölt életében alacsony	\tau

Appendix 5.



Appendix 6.



Appendix 7.

A		L
	Tisztelt Jelentkezől A weboldalon meghirdetett álláshirdetések kizárólag olyanok, amelyek a munkáltató előzetes mérlegelése és döntése alapján pszichológiai alkalmassági teszt kitöltéséhez kötöttek. Így amennyiben Ön nem járul hozzá a pszichológiai teszt kitöltéséhez, abban az esetben kérjük ne jelentkezzen az álláshirdetésre, ne folytassa a regisztrációt. A teszt kitöltését követően Önt tájékoztatjuk annak eredményéről. Hozzájárulását Ön bármikor, indokolás nelkül visszavonhátja. A hozzájárulás visszavonása esetén, ha az adatkezelésnek nincs egyéb jogalapja, az érintett személyes adatait töröljük. A hozzájárulás visszavonása nem érinti a hozzájáruláson alapuló, a visszavonás előtti adatkezelés jogszerűségét. A tesztről, illetve az adatkezelési kérdésekről részletesen a következőkben tud tájékozódni. Hozzájárulok a pszichológiai teszt kitöltéséhez Hozzájárulok a teszt eredményének álláshirdető munkáltató általi megismeréséhez Hozzájárulok a hozzájárulok a regisztráció keretében megadott személyes adataim kezeléséhez Hozzájárulok ahhoz, hogy adataimat egy későbbi felvételi eljárás során felhasználják	
	□ Hozzájárulok ahhoz, hogy adataimat egy későbbi felvételi eljárás során felhasználják Tovább	

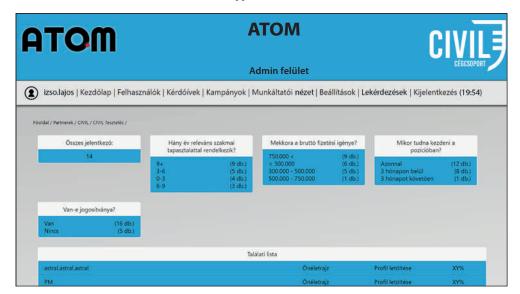
Appendix 8.

ATOM	ATOM	CIVIL
	E-mail cim:	
	Teljes név:	
	Jelszó:	
	Jelszó (ismét)	
	Regisztráció	

Appendix 9.



Appendix 10.



Appendix 11.

