



**Concurrent Study  
Benchmark Development Report**

**Monday, October 04, 2010**

**Sample Customer Service  
Hiring Solutions**

# Contents

<b>Part 1 – Report Introduction</b> .....	<b>3</b>
Purpose of the Benchmark Development Report.....	3
What is a Prevue benchmark?.....	3
How is the Prevue Benchmark used?.....	3
Concurrent Study Candidates.....	3
How to use this report.....	4
<b>Part 2 – Concurrent Study Benchmark Graph</b> .....	<b>5</b>
Graph #1 – Concurrent Study Benchmark.....	5
Graph #2 – Score Distribution.....	6
<b>Part 3 – Analysis of Prevue Scales</b> .....	<b>7</b>
Scale Analysis Content.....	7
Benchmark Development Guidelines.....	8
Abilities Scales.....	10
Working With Numbers.....	10
Working With Words.....	12
Working With Shapes.....	13
Interests/Motivation Scales.....	15
Working With People.....	15
Working With Data.....	17
Working With Things.....	18
Personality Scales.....	19
Cooperative / Competitive.....	19
Submissive / Assertive.....	21
Innovative / Conventional.....	23
Reactive / Organized.....	24
Self-Sufficient / Group-Oriented.....	25
Reserved / Outgoing.....	27
Restless / Poised.....	29
Excitable / Relaxed.....	30
<b>Part 4 – Finalizing the Benchmark</b> .....	<b>32</b>
Best Practice Recommendations.....	32

## **Part 1 – Report Introduction**

### **Purpose of the Benchmark Development Report**

This report will help to complete development of the Prevue Benchmark for the Sample Customer Service position at Hiring Solutions. A Concurrent Study of the Prevue Assessments of a sample of Hiring Solutions employees, identified as top performers in the Sample Customer Service position, has been used to generate an initial draft benchmark. The data derived from the Concurrent Study have been collated and analyzed to summarize the characteristics evident in top performers. The person or persons developing the benchmark will use this report to review and amend the initial draft benchmark and to finalize the Prevue Benchmark for the Sample Customer Service position at Hiring Solutions.

### **What is a Prevue benchmark?**

The Prevue Benchmark that will be developed for the Sample Customer Service position at Hiring Solutions is a profile of the work-related abilities, interests/motivation, and personality traits of top performers in the position. The Prevue Benchmark is customized to address the unique requirements of the job within a particular corporate culture.

### **How is the Prevue Benchmark used?**

Managers can use the Prevue Benchmark to:

- Select the best candidate for the position
- Obtain essential information beyond résumés, background searches or interviews
- Compare candidates to a preferred standard
- Identify individual training and coaching requirements
- Provide succession planning for the position and career planning for employees

### **Concurrent Study Candidates**

The Concurrent Study Candidates are the sample of Hiring Solutions employees who have completed Prevue Assessments to generate an initial draft benchmark for the Sample Customer Service position. These Concurrent Study Candidates are Robert TopPerformer, Jane TopPerformer, Michael TopPerformer and Sarah TopPerformer.

## How to use this report

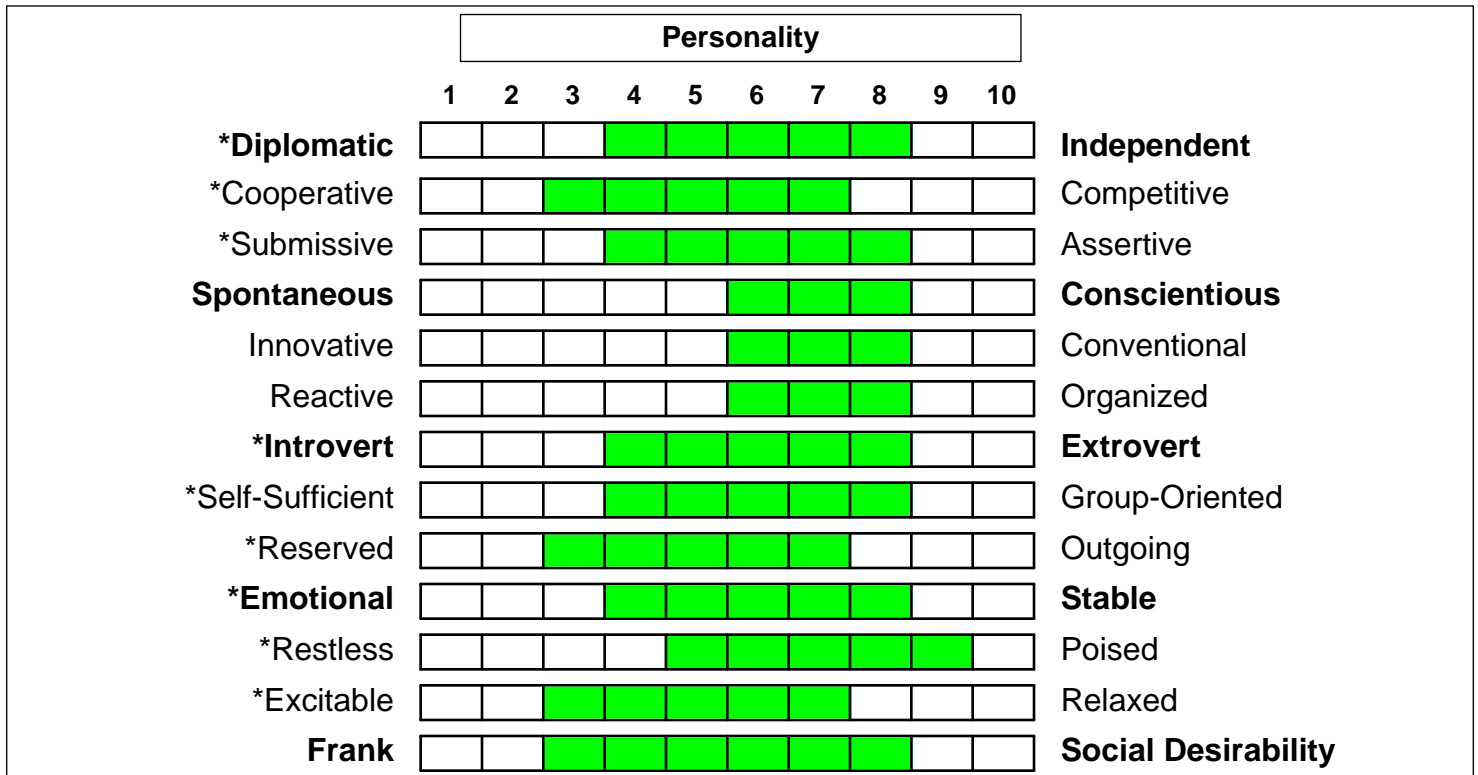
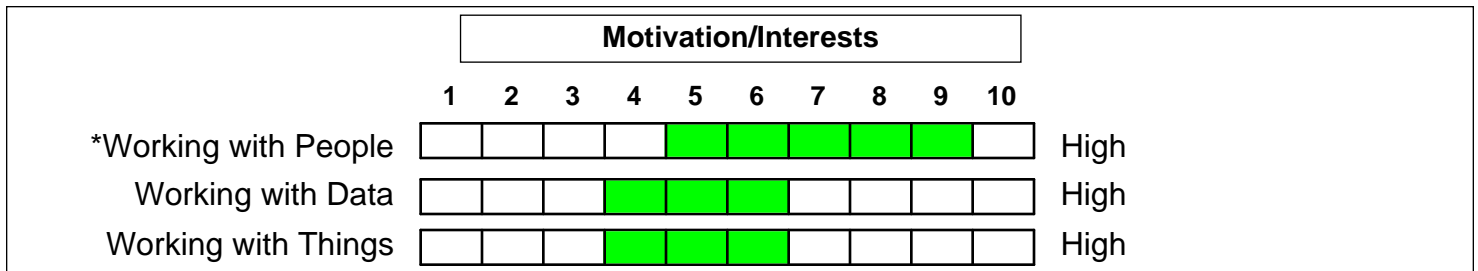
This report should be used to guide development of the Prevue Benchmark for the Sample Customer Service position. The Hiring Solutions staff participating in the development of the benchmark should:

- 1 Examine the two graphs in Part 2. The first graph shows the draft benchmark for the Sample Customer Service, produced from the analysis of the Prevue Assessments completed by the Concurrent Study Candidates. The second graph displays where the Concurrent Study Candidates scored on the Abilities, Interests/Motivation, and Personality scales measured by the Prevue Assessment.
- 2 Review the scale-by-scale analysis of the Prevue assessment scales for Abilities, Interests/Motivation, and Personality addressed in Part 3. If there is disagreement about a benchmark for a particular scale, the Hiring Solutions staff engaged in the benchmark development should collaborate to identify an appropriate range of scores.
- 3 Follow steps in Part 4 to finalize the Prevue Benchmark for the Sample Customer Service position.

## Part 2 – Concurrent Study Benchmark Graph

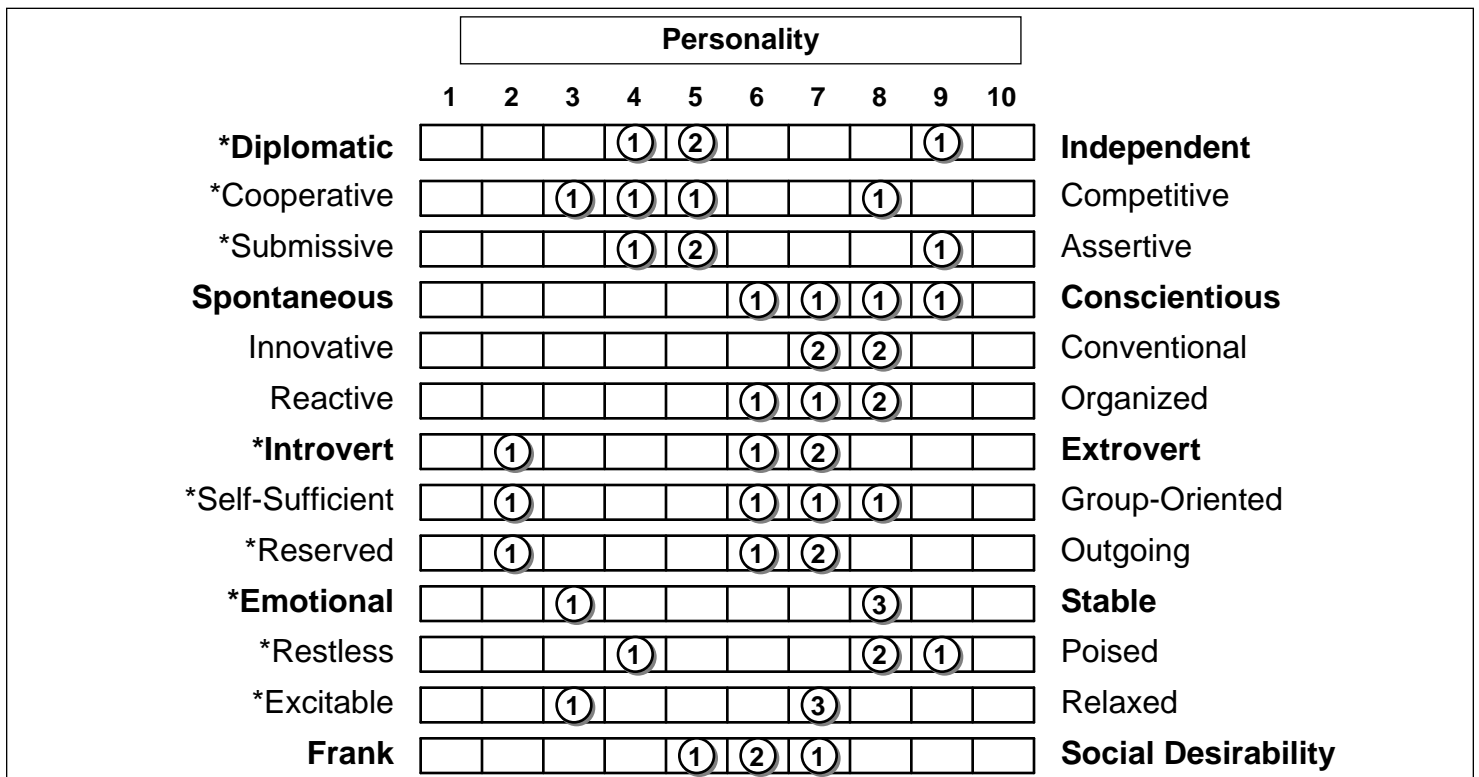
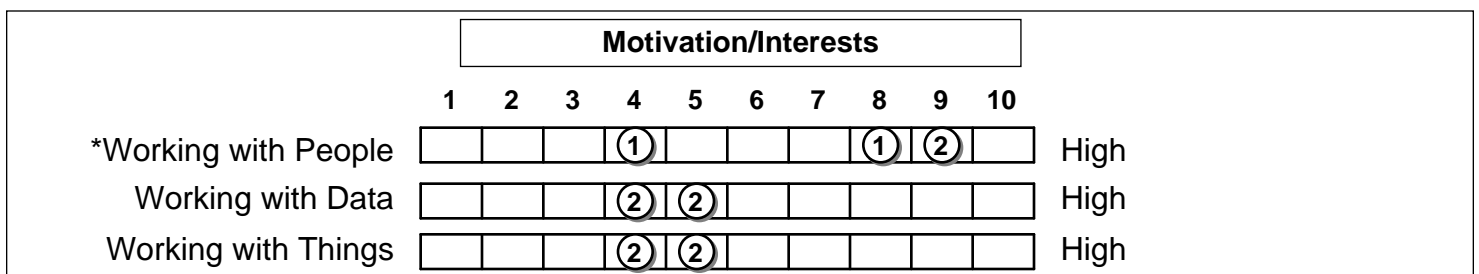
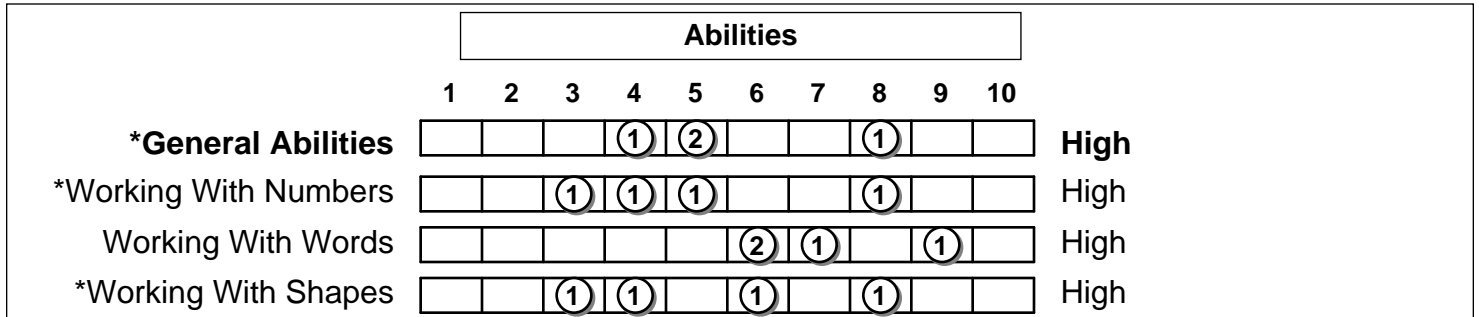
### Graph #1 – Concurrent Study Benchmark

This graph shows the initial draft benchmark for the Sample Customer Service position. This benchmark reflects the combined results of the Prevue assessments completed by the Concurrent Study Candidates.



## Graph #2 – Score Distribution

This graph displays where the Concurrent Study Candidates scored on the Abilities, Interests/Motivation, and Personality scales of the Prevue Assessment.



## Part 3 – Analysis of Prevue Scales

### Scale Analysis Content

Part 3 provides a detailed analysis of the results of the Concurrent Study for each of the three minor scales in Abilities, the three Interests/Motivation scales, and the eight minor scales in Personality that are measured by the Prevue Assessment.

For each scale, this analysis includes:

- Scale Description—provides an overview of what the scale is measuring.
- Study Graphs—show the respective results of the Prevue Assessments for each of the Concurrent Study Candidates. In addition, the Concurrent Study Graph shows the initial benchmark for the position derived from the combined results of the assessments completed by all Concurrent Study Candidates.
- Benchmark Description—provides an overview of characteristics indicated by the Concurrent Study Graph.
- Study Conclusions and Suggestions—summarizes the computerized analysis of the results of the Prevue Assessments completed by the Concurrent Study Candidates and makes recommendations (if necessary) for finalizing the benchmark for the scale under consideration.

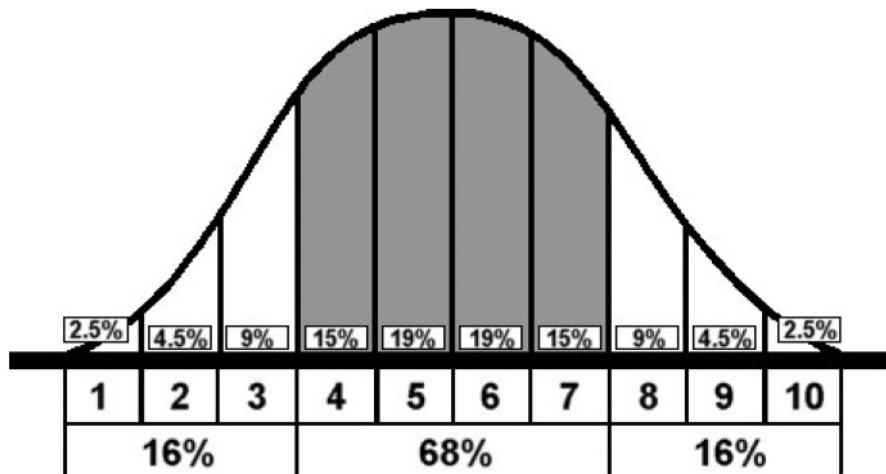
If the draft benchmark for a scale reflected in a Concurrent Study Graph is six or more stens wide:

- The title for that scale will be followed by an asterisk (\*).
- Study Conclusions and Suggestions will be in bold print.
- Scale Score Descriptions will be provided for low, mid-range, and high scores to assist the Hiring Solutions staff who are developing the benchmark to collaborate on the appropriate length and placement of the benchmark for the given scale.

## Benchmark Development Guidelines

The person or persons developing the Prevue Benchmark are advised to consider these guidelines when reviewing and, where applicable, revising the benchmarks for each scale:

- 1 When a large number of people take the Prevue Assessment, a graph of their results will form a normal bell-shaped curve. All Prevue scales are divided into ten areas under this normal curve. These standard tenths of the curve are called stens. Most people (68% of the population) will score in the mid-range, where the curve is highest (stens 4 to 7). Fewer people will score in the tails of the curve, at the extremes of the scale, with either very low or very high results. The graph below shows the percentages for each sten. Only a small percentage of the working population will fit a benchmark placed on either extreme of a scale.



- 2 A benchmark must be a minimum of three stens wide. A width of three or four stens is an appropriate benchmark, particularly for those characteristics that the benchmark study identifies are crucial for top performers in the position.
- 3 A benchmark more than six stens wide indicates that either the given characteristic is not a significant aspect of performance in the position or there are insufficient data to establish a narrower benchmark. Further concurrent study of top performers in the position may support a narrower benchmark.
- 4 The benchmarks to be defined are on the three Abilities minor scales, the three scales for Interests/Motivation, and the eight Personality minor scales. These are addressed in the next section of Part 3. The computerized scoring and analysis facilities of [www.prevueonline.com](http://www.prevueonline.com) will automatically determine and enter the General Abilities major scale and the four Personality major scales.
- 5 Reviewing previously developed job descriptions, job analysis studies, or job performance review documents will assist in determining the most appropriate benchmarks.
- 6 There are three primary methods for developing a Prevue benchmark: a Concurrent Benchmark Development Study (covered in this report), a Job Description Survey Benchmark Development Study, or a Combination Benchmark Development Study.



The Concurrent Benchmark Development Study is based on the combined scores of Prevue assessments completed by a sample of employees who have been identified as top performers in the position. A Job Description Survey Benchmark Development Study reflects a benchmark based on what management and/or selected job incumbents consider to be the characteristics of top performers. These two benchmark development processes may not produce exactly the same result, particularly if a company's products, services, customers or business are in the midst of change. If this is the case, the Job Description Survey Study may represent the characteristics that are anticipated as future requirements for top job performance. A Combination Benchmark Development Study will analyze and merge the results of a Concurrent Study and a Job Description Survey Study to provide more information for developing the Prevue benchmark.

## Abilities Scales

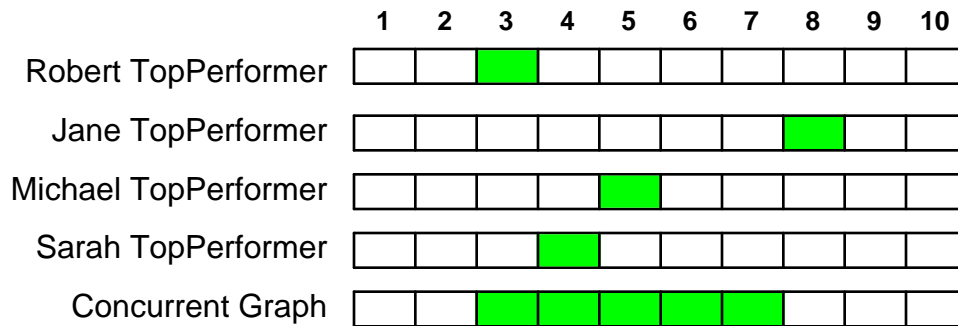
The person or persons developing benchmarks for Abilities should identify the required levels of skill for working with numbers, words, and shapes. The online facilities at [www.prevueonline.com](http://www.prevueonline.com) will automatically generate the benchmark for General Abilities major scale.

### Working With Numbers

#### Scale Description

Working with numbers shows the ability to use numbers for abstract reasoning and problem-solving. In many occupations—clerical, accounting, technical, sales, and managerial—the ability to work with numbers is essential.

#### Study Graph



#### Benchmark Description

Based on this wide benchmark, a top performer might have below to above average ability for working with numbers. The position probably requires simple arithmetic skills and competence for number recognition. There may also be some higher-level tasks such as statistical analysis. Candidates with low ability may have difficulty with some tasks. Candidates with high scores in numerical ability could also be a poor fit for this position.

#### Study Conclusions And Suggestions

The scores of the Concurrent Study Candidates on this scale are disbursed over 4 or more stens. The resulting Concurrent Study Graph is therefore wider than may be necessary or preferred. The persons engaged in developing this benchmark should review the Scale Score Descriptions to determine whether the benchmark for this scale should be more precisely defined. If any change is to be made to the initial draft benchmark reflected in the Concurrent Study Graph, follow the steps in Part 4 to finalize this benchmark.

## Scale Score Description

Low 1 – 2 – 3	Mid-range 4 - 5 - 6 -7	High 8 - 9 - 10
<ul style="list-style-type: none"> <li>• Weak numerical reasoning</li> <li>• Prefers to work slowly if high level of numerical accuracy required</li> <li>• Less speed and accuracy for number recognition</li> <li>• Work requiring frequent use of statistics, numerical data, or trend-spotting is not recommended</li> </ul>	<ul style="list-style-type: none"> <li>• Competent reasoning ability and may be above average for some numerical skills</li> <li>• Works reliably with acceptable numerical accuracy</li> <li>• Capable of speedy, correct number recognition</li> <li>• Work with statistics, numerical data, or trend-spotting will require initial training but need for on-the-job support should be minimal</li> </ul>	<ul style="list-style-type: none"> <li>• Good to excellent reasoning, depending on particular numerical skill required</li> <li>• Works fast with above-average numerical accuracy</li> <li>• Capable of rapid, precise number recognition</li> <li>• Likely to prefer work with statistics, numerical data, and analysis of trends</li> </ul>

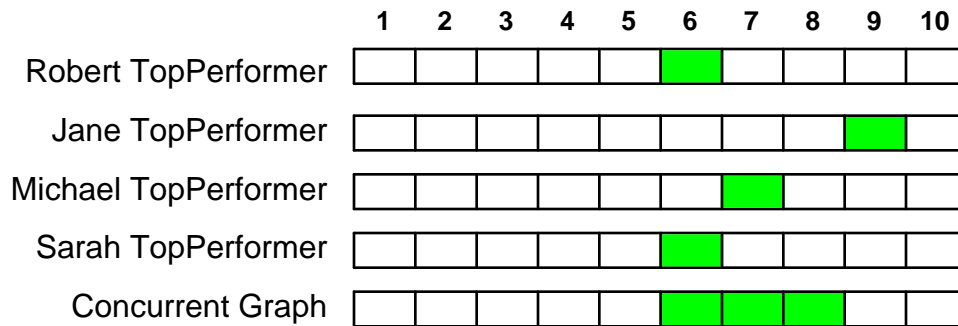
## Working With Words

### Scale Description

Working with words is the ability to use written language for reasoning and problem-solving. In many occupations—clerical, administrative, technical and managerial—the ability to work with written language is a fundamental requirement. While fluency or direct communication is different from verbal reasoning, there is a moderate correlation between scores on this scale and communication skill. People who score at the upper end of Working with words are more likely to be good communicators, but excellent fluency and good communication skills can occur irrespective of scores on this scale.

Note: Fluency can be assessed from the résumé and covering letter, and oral communication skills should be measured in the interview.

### Study Graph



### Benchmark Description

Based on this benchmark, a top performer could have average to above average ability with written language. Frequently, the position may require standard verbal skills for straightforward reading, writing, and recognition of spelling errors. Occasionally, the job probably demands verbal reasoning such as working with complex documents or following complicated written procedures. Candidates with below average ability might find this job overly challenging. Candidates with high ability with words might not reach their potential in this position.

### Study Conclusions And Suggestions

The scores of the Concurrent Study Candidates on the Working With Words scale are similar. The Concurrent Study Graph may therefore become the final benchmark for this scale.

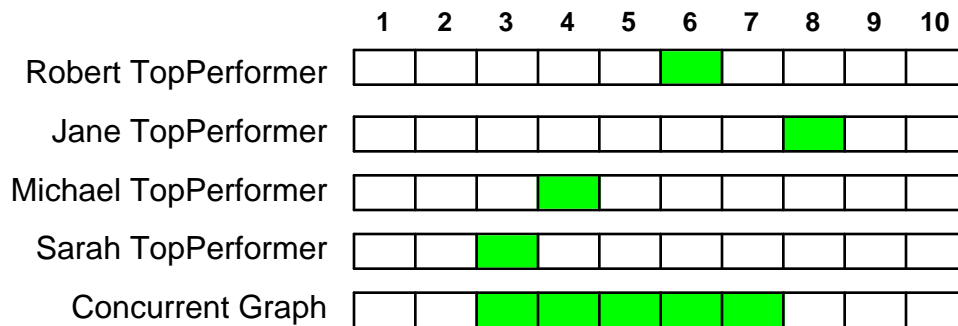
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

## Working With Shapes

### Scale Description

Working with shapes involves a several facets of mental ability. Most important is the ability to imagine how something will look when it is moved in space or when its component parts are rearranged. Spatial visualization skills are important for tasks such as interpreting blueprints and diagrams, understanding graphs and charts, arranging objects for display or storage, and so on.

### Study Graph



### Benchmark Description

Based on this wide benchmark, a top performer might have below to above average ability for Working with Shapes. The position may require shape recognition and organization tasks such as packing or arranging objects for storage, display, or delivery. There may also be some higher-level tasks such as work with flow charts or diagrams and spatial analysis. Candidates with low ability could have difficulty with these tasks. Candidates with high scores in spatial ability could also be a poor fit for this position.

### Study Conclusions And Suggestions

The scores of the Concurrent Study Candidates on this scale are disbursed over 4 or more stens. The resulting Concurrent Study Graph is therefore wider than may be necessary or preferred. The persons engaged in developing this benchmark should review the Scale Score Descriptions to determine whether the benchmark for this scale should be more precisely defined. If any change is to be made to the initial draft benchmark reflected in the Concurrent Study Graph, follow the steps in Part 4 to finalize this benchmark.

## Scale Score Description

Low 1 – 2 – 3	Mid-range 4 - 5 - 6 -7	High 8 - 9 - 10
<ul style="list-style-type: none"> <li>• Limited spatial reasoning</li> <li>• Will likely work slowly when required to relate diagrams to actual objects</li> <li>• Less speed and accuracy when visualizing objects or relating diagrams to operations, data, etc.</li> <li>• Tasks requiring creative or challenging arrangement of objects are not recommended</li> </ul>	<ul style="list-style-type: none"> <li>• Reasoning ability adequate or better for most spatial tasks</li> <li>• Will work at a reasonable pace with acceptable accuracy</li> <li>• Reliable and usually correct when visualizing objects or relating diagrams to operations, data, etc.</li> <li>• Creative spatial challenges such as generating diagrams or charts will require instruction with regular practice or refresher training</li> </ul>	<ul style="list-style-type: none"> <li>• Above-average to superior spatial reasoning</li> <li>• Will work fast with high level accuracy for spatial tasks</li> <li>• Very good at visualizing objects and can easily relate diagrams, flow charts, etc. to real-world objects and events</li> <li>• Will likely enjoy creative spatial challenges and do well in tasks requiring advanced spatial skills</li> </ul>

## Interests/Motivation Scales

The person or persons developing benchmarks for Interests/Motivation must identify the required levels of enthusiasm for working with people, data, and things.

### Working With People

#### Scale Description

Working with people indicates the preferred frequency, quality, and intensity of social contact for optimal job satisfaction. This satisfaction influences performance, especially in the long term.

#### Study Graph



#### Benchmark Description

This benchmark denotes that the Sample Customer Service position requires a candidate with average to high interest in social contact. The preferred employee likely performs well with moderate to intense interaction with others and probably enjoys some tasks needing more advanced people skills. Top performers may choose telephone calls or face-to-face meetings (rather than e-mail) as contact methods. Candidates with below average motivation for Working with People would need to exert themselves in this position.

#### Study Conclusions And Suggestions

The scores of the Concurrent Study Candidates on this scale are disbursed over 4 or more stens. The resulting Concurrent Study Graph is therefore wider than may be necessary or preferred. The persons engaged in developing this benchmark should review the Scale Score Descriptions to determine whether the benchmark for this scale should be more precisely defined. If any change is to be made to the initial draft benchmark reflected in the Concurrent Study Graph, follow the steps in Part 4 to finalize this benchmark.

## Scale Score Description

Low 1 – 2 – 3	Mid-range 4 - 5 - 6 -7	High 8 - 9 - 10
<ul style="list-style-type: none"> <li>• Content to work with minimal interaction with other people</li> <li>• Preferred contact method is often e-mail</li> <li>• Performs well in semi-isolation</li> <li>• Works efficiently when interpersonal relations and people skills are minor aspects of overall responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Prefers to work in moderate contact with others</li> <li>• Preferred contact method is usually a telephone call</li> <li>• Performance may be compromised in semi-isolation</li> <li>• Works well with interpersonal relations as regular duty but frequent tasks requiring high level people skills would be taxing</li> </ul>	<ul style="list-style-type: none"> <li>• Enthusiastic for work involving constant contact with others</li> <li>• Preferred contact method is likely face-to-face meeting</li> <li>• Flourishes in a highly social atmosphere</li> <li>• Best work may involve complex interpersonal relations and high level people skills (e.g. persuasion, negotiation)</li> </ul>



## Working With Data

### Scale Description

Working with data measures interest in information and analytical processes as well as overall motivation to work with facts and figures.

### Study Graph



### Benchmark Description

This benchmark denotes that the Sample Customer Service position requires candidates with below average to average scores on Working with Data. The preferred employee likely wants some tasks involving figures, statistics, or accounts. Candidates with above average interest in information could be less suitable for this position. Candidates with low interest could also be a poor fit.

### Study Conclusions And Suggestions

The scores of the Concurrent Study Candidates on the Working With Data scale are similar. The Concurrent Study Graph may therefore become the final benchmark for this scale.

If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

## Working With Things

### Scale Description

Working with things measures willingness to manipulate tools and machines and to operate equipment, computers, and other inanimate objects.

### Study Graph



### Benchmark Description

This benchmark denotes that the Sample Customer Service position requires a candidate with a below average to average score on Working with Things. The preferred employee likely performs reasonably well with simple, reliable equipment and may infrequently operate more complex machinery. Candidates with either low or above average motivation for hands-on tasks with tools and objects could be less suitable for this position.

### Study Conclusions And Suggestions

The scores of the Concurrent Study Candidates on the Working With Things scale are similar. The Concurrent Study Graph may therefore become the final benchmark for this scale.

If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

## Personality Scales

The person or persons developing the Prevue Benchmark are required to identify the preferred scores on the eight Personality minor scales of the Prevue Assessment. When the benchmarks for these minor scales have been determined, the benchmarks for the four Personality major scales will automatically be generated by the computerized scoring and analysis facilities at [www.prevueonline.com](http://www.prevueonline.com).

### Cooperative / Competitive

#### Scale Description

Cooperative to Competitive minor scale measures a person's need to win. Some people are eager to be cooperative and refuse to engage in any form of competition. Conversely, others are driven to compete for high achievement but to the detriment of all other considerations.

#### Study Graph



#### Benchmark Description

This wide benchmark shows that moderately cooperative to moderately competitive candidates could all become top performers in this position. Future concurrent studies might suggest a narrower benchmark. The present benchmark indicates that only candidates with extreme traits could be less suitable for the Sample Customer Service position. This means that extremely cooperative people, with little or no concern about winning or losing, may be less effective. Similarly, highly competitive candidates, with total concentration on personal achievement and little concern for relationships, could also be a poor fit.

#### Study Conclusions And Suggestions

The scores of the Concurrent Study Candidates on this scale are disbursed over 4 or more stens. The resulting Concurrent Study Graph is therefore wider than may be necessary or preferred. The persons engaged in developing this benchmark should review the Scale Score Descriptions to determine whether the benchmark for this scale should be more precisely defined. If any change is to be made to the initial draft benchmark reflected in the Concurrent Study Graph, follow the steps in Part 4 to finalize this benchmark.

## Scale Score Description

Low 1 – 2 – 3	Mid-range 4 - 5 - 6 -7	High 8 - 9 - 10
<ul style="list-style-type: none"> <li>• Non-competitive and eager to contribute to collaborative efforts</li> <li>• Seldom concerned with winning or losing</li> <li>• Maintains personal relationships and will forego own success to help others</li> <li>• Team player who enjoys co-operative ventures and derives satisfaction from team achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Ambitious but also values team spirit and co-operation</li> <li>• Wants to win but working successfully with others is important</li> <li>• May compromise own need to achieve to maintain good relationships with others</li> <li>• Team player who still likes to compete and wants individual recognition</li> </ul>	<ul style="list-style-type: none"> <li>• Strives hard for own success and does not value co-operation</li> <li>• Plays to win and may be a bad loser</li> <li>• Determined to reach goals and may show little concern about upsetting others along the way</li> <li>• While rarely supportive as a team player, will take leadership and use others to achieve goals</li> </ul>

## Submissive / Assertive

### Scale Description

Submissive to Assertive minor scale measures willingness to dominate people and events.

### Study Graph



### Benchmark Description

The broad benchmark indicates that moderately submissive to moderately assertive candidates could all be effective in this position. More extensive data might reveal a smaller range of compliance and dominance. Currently, only candidates exhibiting extreme traits are less likely to be successful. This means extremely submissive people, who avoid all confrontation and are very reluctant to express their own views, might be a poor fit. Similarly, highly assertive candidates, with singular zeal to express their own views and willingness to engage in head-on confrontation, could also be less suitable for this position.

### Study Conclusions And Suggestions

The scores of the Concurrent Study Candidates on this scale are disbursed over 4 or more stens. The resulting Concurrent Study Graph is therefore wider than may be necessary or preferred. The persons engaged in developing this benchmark should review the Scale Score Descriptions to determine whether the benchmark for this scale should be more precisely defined. If any change is to be made to the initial draft benchmark reflected in the Concurrent Study Graph, follow the steps in Part 4 to finalize this benchmark.

## Scale Score Description

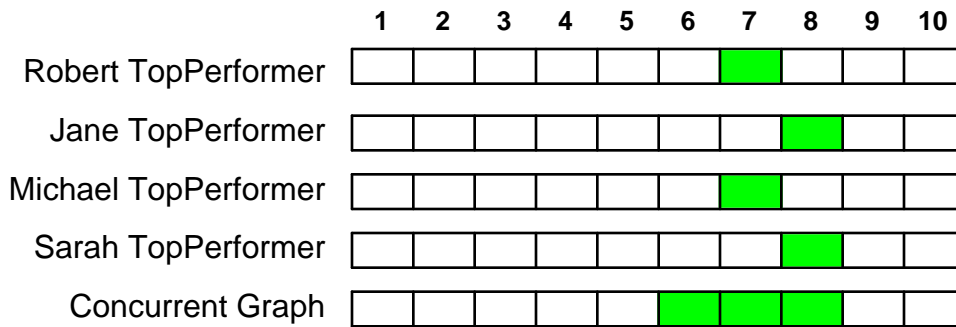
Low 1 – 2 – 3	Mid-range 4 - 5 - 6 -7	High 8 - 9 - 10
<ul style="list-style-type: none"> <li>• Compliant and tactful</li> <li>• Can play a useful role in diffusing aggression or conflict</li> <li>• Might occasionally stand up for own views but will generally avoid controversy</li> <li>• Prefers to sidestep conflict rather than confront it and will rarely offer leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Reasonably outspoken in non-threatening situations or with familiar people</li> <li>• More often a peacemaker than decision-maker</li> <li>• Sometimes reluctant to speak out on issues</li> <li>• Tends not to promote self as group leader but, with encouragement, will accept leadership role</li> </ul>	<ul style="list-style-type: none"> <li>• Rational and outspoken</li> <li>• Stands up for own position even if unpopular or likely to create conflict</li> <li>• Knows own mind and not afraid to say so; will make sure opinions are known</li> <li>• Often acts as group leader: likely to be controversial and unafraid of arguments or open debate</li> </ul>

## Innovative / Conventional

### Scale Description

Innovative to conventional minor scale measures the likelihood of creative thinking and reliable behavior.

### Study Graph



### Benchmark Description

This benchmark denotes that a balanced to moderately conventional person is required. The top performer will likely have reliable work habits, a neutral approach to change and upgrading, and some flexibility regarding rules. The preferred candidate will be careful in problem-solving, able to invent or adapt as necessary, and should function productively in a reasonably predictable work environment with some irregularity in the pace of assignments. An innovative candidate, who likes a fast-moving, unpredictable environment with few rules, might be a poor fit. Similarly, a highly conventional worker, who resists change and adheres to traditional methods, could also be unsuitable for this job.

### Study Conclusions And Suggestions

The scores of the Concurrent Study Candidates on the Innovative / Conventional scale are similar. The Concurrent Study Graph may therefore become the final benchmark for this scale.

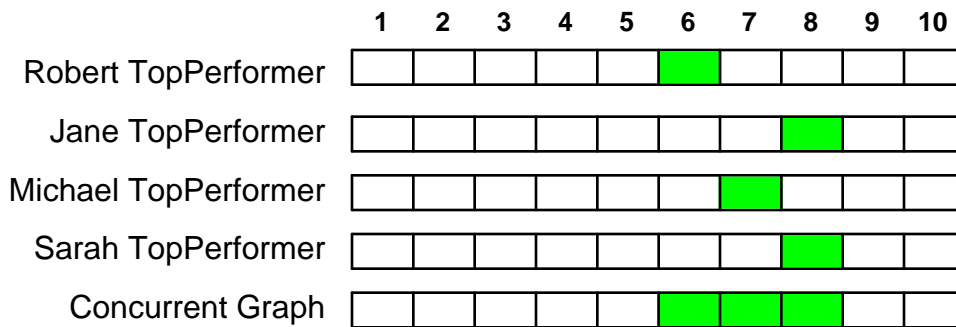
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

## Reactive / Organized

### Scale Description

Reactive to organized minor scale determines preference for planning, detail, schedules and order. Some people would rather innovate and improvise while engaging in “big picture” thinking but, for others, meticulous planning is essential for job satisfaction.

### Study Graph



### Benchmark Description

This benchmark indicates that a balanced to moderately organized person is required. The appropriate employee will likely have good planning skills, reasonable punctuality, and a tidy work area. The top performer will generally respond appropriately to change and will balance the long view with the work at hand. A reactive candidate, who is less inclined to plan or schedule and prefers to respond to new situations as they arise, might not be as effective in this position. At the other end of the scale, a highly organized candidate, who may be very cautious, reluctant to disrupt plans, and overly concerned with tight scheduling, could also be unsuitable for this job.

### Study Conclusions And Suggestions

The scores of the Concurrent Study Candidates on the Reactive / Organized scale are similar. The Concurrent Study Graph may therefore become the final benchmark for this scale.

If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

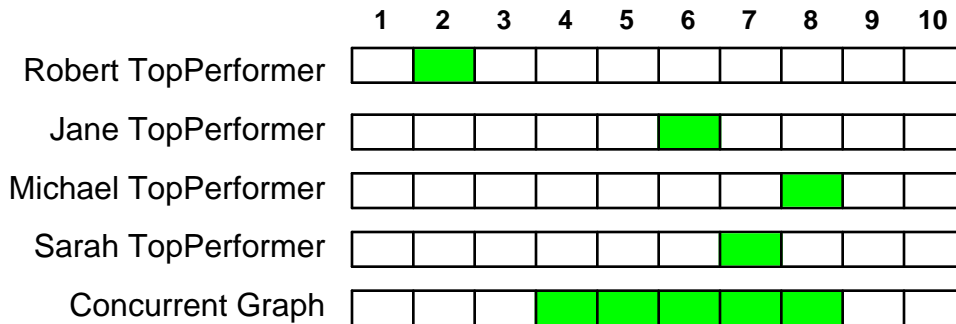


## Self-Sufficient / Group-Oriented

### Scale Description

Self-sufficient to Group-oriented minor scale measures whether a person prefers to generate ideas and stimulation in solitude or with a group.

### Study Graph



### Benchmark Description

This broad benchmark denotes that moderately self-sufficient to moderately group-oriented candidates could all be successful in this position. The appropriate employee probably copes well with both semi-isolation and collaboration, but is unlikely to need total privacy or excessive social interaction. Future concurrent studies might reveal more about the required levels of resourcefulness and sociability. Current information suggests that only candidates with either low scores (very self-sufficient) or high scores (very group-oriented) might be less likely to succeed.

### Study Conclusions And Suggestions

The scores of the Concurrent Study Candidates on this scale are disbursed over 4 or more stens. The resulting Concurrent Study Graph is therefore wider than may be necessary or preferred. The persons engaged in developing this benchmark should review the Scale Score Descriptions to determine whether the benchmark for this scale should be more precisely defined. If any change is to be made to the initial draft benchmark reflected in the Concurrent Study Graph, follow the steps in Part 4 to finalize this benchmark.

## Scale Score Description

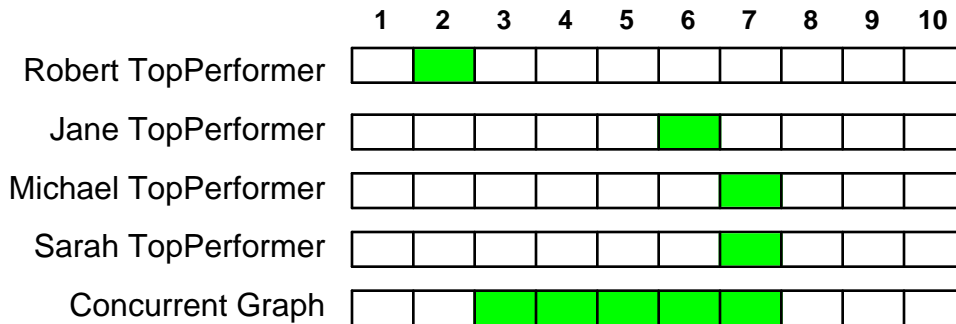
Low 1 – 2 – 3	Mid-range 4 - 5 - 6 -7	High 8 - 9 - 10
<ul style="list-style-type: none"> <li>• Prefers quiet solitude but capable of working with others</li> <li>• At ease when alone and able to control stimulation</li> <li>• Tends to avoid noisy situations, busy places, major social events and large group meetings</li> <li>• Functions well with prolonged periods of little or no direct contact with others</li> </ul>	<ul style="list-style-type: none"> <li>• Appreciates the company of others and also enjoys some solitude for thought and reflection</li> <li>• Copes well with both collaboration and semi-isolation</li> <li>• Usually avoids extremes of very noisy, crowded situations and prolonged isolation</li> <li>• Happiest working with moderate amount of social contact</li> </ul>	<ul style="list-style-type: none"> <li>• Likes to be with others and needs group approval and support</li> <li>• Prefers teamwork to working alone</li> <li>• Enjoys social contact and busy, group setting but not overly genial and unlikely disrupt others' work or take the lead in open debate</li> <li>• Most comfortable in highly sociable work environments.</li> </ul>

## Reserved / Outgoing

### Scale Description

Reserved to Outgoing minor scale measures whether a person's nature is to be somewhat detached from others or overtly friendly.

### Study Graph



### Benchmark Description

This benchmark indicates that moderately reserved to moderately outgoing candidates could all be successful in the Sample Customer Service position. Future concurrent studies might provide more details on the top performer's levels of detachment and friendliness. Current data suggest that this position may not be appropriate for candidates with extreme traits. Reserved candidates might be too detached to be effective. At the other end of the scale, highly outgoing candidates would most likely prefer more variety and excitement.

### Study Conclusions And Suggestions

The scores of the Concurrent Study Candidates on this scale are disbursed over 4 or more stens. The resulting Concurrent Study Graph is therefore wider than may be necessary or preferred. The persons engaged in developing this benchmark should review the Scale Score Descriptions to determine whether the benchmark for this scale should be more precisely defined. If any change is to be made to the initial draft benchmark reflected in the Concurrent Study Graph, follow the steps in Part 4 to finalize this benchmark.

## Scale Score Description

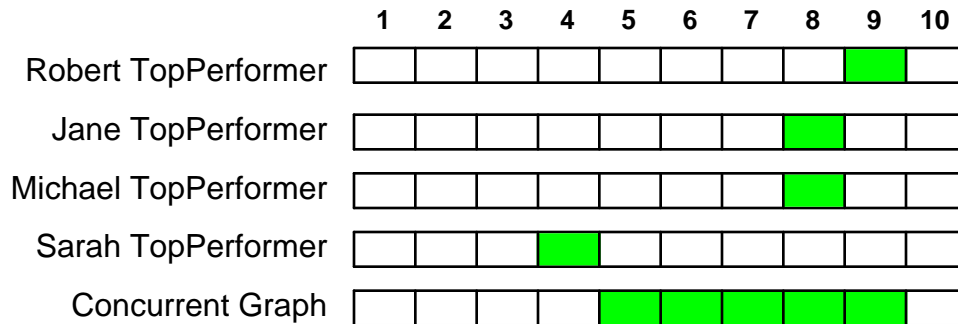
Low 1 – 2 – 3	Mid-range 4 - 5 - 6 -7	High 8 - 9 - 10
<ul style="list-style-type: none"> <li>• Serene and slightly aloof</li> <li>• May find life is stimulating enough without seeking extra excitement</li> <li>• Prefers quiet, orderly life and infrequently acts on impulse</li> <li>• Does repetitive tasks without being bored</li> <li>• Dislikes attention and will usually stay in the background at social events</li> </ul>	<ul style="list-style-type: none"> <li>• Mildly talkative and genial</li> <li>• Prefers a moderately exciting lifestyle</li> <li>• Generally composed with some impulsive actions</li> <li>• Enjoys variety in tasks yet tolerates routine work</li> <li>• Likes to choose when to take center stage but will not usually seek extra attention</li> </ul>	<ul style="list-style-type: none"> <li>• Friendly and talkative</li> <li>• Enjoys risky, action-packed, challenging life</li> <li>• Tends to act impulsively and likes meeting new people</li> <li>• May be bored by routine work and might seek stimulation by changing jobs more often than most</li> <li>• Likes to be the center of attention and often values others for stimulation rather than support</li> </ul>

## Restless / Poised

### Scale Description

Restless to Poised minor scale indicates of how people respond to stress such as adverse events and the negative things that other people say, think or do. Some people can be unduly sensitive to this stress while others may seem impervious.

### Study Graph



### Benchmark Description

This benchmark denotes that balanced to highly poised candidates could all be successful in this position. The top performer will usually have an open mind and will demonstrate average to exceptional objectivity. This person will have fairly good coping skills for most embarrassments, setbacks, and personal criticism. A moderately to extremely restless candidate who is easily upset and irritated might not be as effective in this position.

### Study Conclusions And Suggestions

The scores of the Concurrent Study Candidates on this scale are disbursed over 4 or more stens. The resulting Concurrent Study Graph is therefore wider than may be necessary or preferred. The persons engaged in developing this benchmark should review the Scale Score Descriptions to determine whether the benchmark for this scale should be more precisely defined. If any change is to be made to the initial draft benchmark reflected in the Concurrent Study Graph, follow the steps in Part 4 to finalize this benchmark.

### Scale Score Description

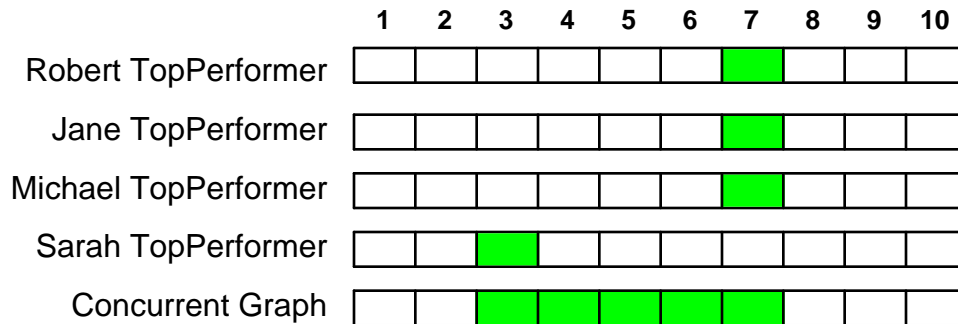
Low 1 – 2 – 3	Mid-range 4 - 5 - 6 -7	High 8 - 9 - 10
<ul style="list-style-type: none"> <li>• Can be irritable and easily upset</li> <li>• Will lose temper occasionally but irritation is usually short-lived</li> <li>• Tends to view world as hostile and may feel that other people are either unreasonable or naïve if they disagree with this view</li> <li>• Might have weak coping skills for embarrassing situations, setbacks, or personal criticism</li> </ul>	<ul style="list-style-type: none"> <li>• Usually composed</li> <li>• Average mix of rationality with some tendency to get upset and take things personally</li> <li>• Tends to keep open mind about the world and other people but can lose objectivity when personally involved</li> <li>• Shows fairly good coping skills for most embarrassments, setbacks, or criticism</li> </ul>	<ul style="list-style-type: none"> <li>• Often rational and unfazed by adversity</li> <li>• Seldom loses temper and can shrug off criticism and deal effectively with difficulties</li> <li>• Tends to view world as hospitable and generally tolerates others' views</li> <li>• Accepts that few things proceed without challenges and setbacks and usually copes well with adversity</li> </ul>

## Excitable / Relaxed

### Scale Description

Excitable to Relaxed minor scale measures response to potentially stressful situations. Some people are visibly upset by unexpected circumstances while others manage their emotions well.

### Study Graph



### Benchmark Description

This wide benchmark indicates that moderately excitable to moderately relaxed candidates could all be effective in this position. Future concurrent studies might describe a smaller range of concern and constancy in the top performer. Currently, only candidates with extreme traits might be less suitable. At the low end of the scale, an extremely excitable person, who may be prone to marked worrying and distrust, could be a poor fit. Conversely, a highly relaxed candidate whose unwavering nonchalance could be misinterpreted as indifference, might also be less likely to be successful.

### Study Conclusions And Suggestions

The scores of the Concurrent Study Candidates on this scale are disbursed over 4 or more stens. The resulting Concurrent Study Graph is therefore wider than may be necessary or preferred. The persons engaged in developing this benchmark should review the Scale Score Descriptions to determine whether the benchmark for this scale should be more precisely defined. If any change is to be made to the initial draft benchmark reflected in the Concurrent Study Graph, follow the steps in Part 4 to finalize this benchmark.

## Scale Score Description

Low 1 – 2 – 3	Mid-range 4 - 5 - 6 -7	High 8 - 9 - 10
<ul style="list-style-type: none"> <li>• May be anxious, cautious, and susceptible to worry</li> <li>• Tends to be doubtful of others and may distrust colleagues</li> <li>• Might have problems in interpersonal situations, especially if these require an open, trusting outlook</li> <li>• Can become hypersensitive if exposed to prolonged periods of high pressure</li> </ul>	<ul style="list-style-type: none"> <li>• Unruffled and lenient in most situations</li> <li>• Tends to scrutinize the motives of others but will only worry and become anxious if severely stressed</li> <li>• Manages most problems with minimal angst</li> <li>• Stress and pressure rarely trigger excessive emotion</li> </ul>	<ul style="list-style-type: none"> <li>• Nonchalant and composed</li> <li>• Tends to accept people at face value and seldom looks for ulterior motives</li> <li>• Keeps cool if things go wrong and leaves job-related troubles at work</li> <li>• Vulnerable to exploitation of open, trusting nature and calm acceptance of life</li> <li>• Equipped for demands of high-pressure jobs</li> </ul>

## Part 4 – Finalizing the Benchmark

To finalize the Prevue Benchmark for the Sample Customer Service position at Hiring Solutions, the person or persons developing the benchmark are advised to follow these four steps:

- 1 Review Part 3 with close attention to the Concurrent Study Graphs. The benchmark for a scale can be revised in the Benchmark Development Center at [www.prevueonline.com](http://www.prevueonline.com). Remember that adjustments made to the minor scales will automatically adjust the related major scale.
- 2 Consider incorporating critical interview zones. Critical interview zones identify characteristics that have proven to be detrimental to good job performance. Specific interview questions are generated in Selection Reports produced for candidates who score on a critical interview zone. Management may wish to consider incorporating one or more critical interview zones in the following instances:
  - 2.1 If the benchmark in a Concurrent Study Graph covers a narrow score range at one extreme of a scale, the opposite end of that scale could be a critical interview zone.
  - 2.2 If the benchmark in a Concurrent Study Graph is centered and narrow on a particular scale, both extremes could be considered as critical interview zones.
  - 2.3 If person or persons developing the benchmark can identify characteristics consistently evident in employees who have been unsuccessful in the position and such characteristics contributed to their lack of success, the range of these characteristics should be critical interview zones.

NOTE: A critical interview zone must start at the extreme end of a scale (sten 1 or 10) and should not be closer than one sten from the benchmark.

- 3 When benchmarks have been resolved for all of the scales reviewed in Part 3, request a Benchmark Description Report from [www.prevueonline.com](http://www.prevueonline.com). The person or persons developing this benchmark, along with other appropriate management personnel, should put this report through a final review and approval process.
- 4 Following any final adjustments to the Concurrent Study Graph from the review of the Benchmark Description Report, the Prevue Benchmark for this Sample Customer Service position should be posted to the account of Hiring Solutions at [www.prevueonline.com](http://www.prevueonline.com).

## Best Practice Recommendations

View Assessments Inc., the publisher of Prevue Assessment Products, recommends that all benchmarks should periodically be reviewed to incorporate additional candidate data developed through the use of the Prevue Assessment. A Concurrent Benchmark Study should be undertaken when Hiring Solutions has produced 10 or more Prevue Assessment Reports for persons employed in the Sample Customer Service position. A Concurrent Study will serve to review the initial benchmark established for the Sample Customer Service position and to verify the internal validity of the use of the Prevue Assessment for Hiring Solutions.