



prevue™

**Concurrent Study
Benchmark Development Report**

Tuesday, September 11, 2018

**Sample Customer Service
Hiring Solutions**

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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 Dave Sample, Sara Sample and Aaron Sample.

How to use this report

This report should be used to guide development of the Prevue Benchmark for the Sample Customer Service position.

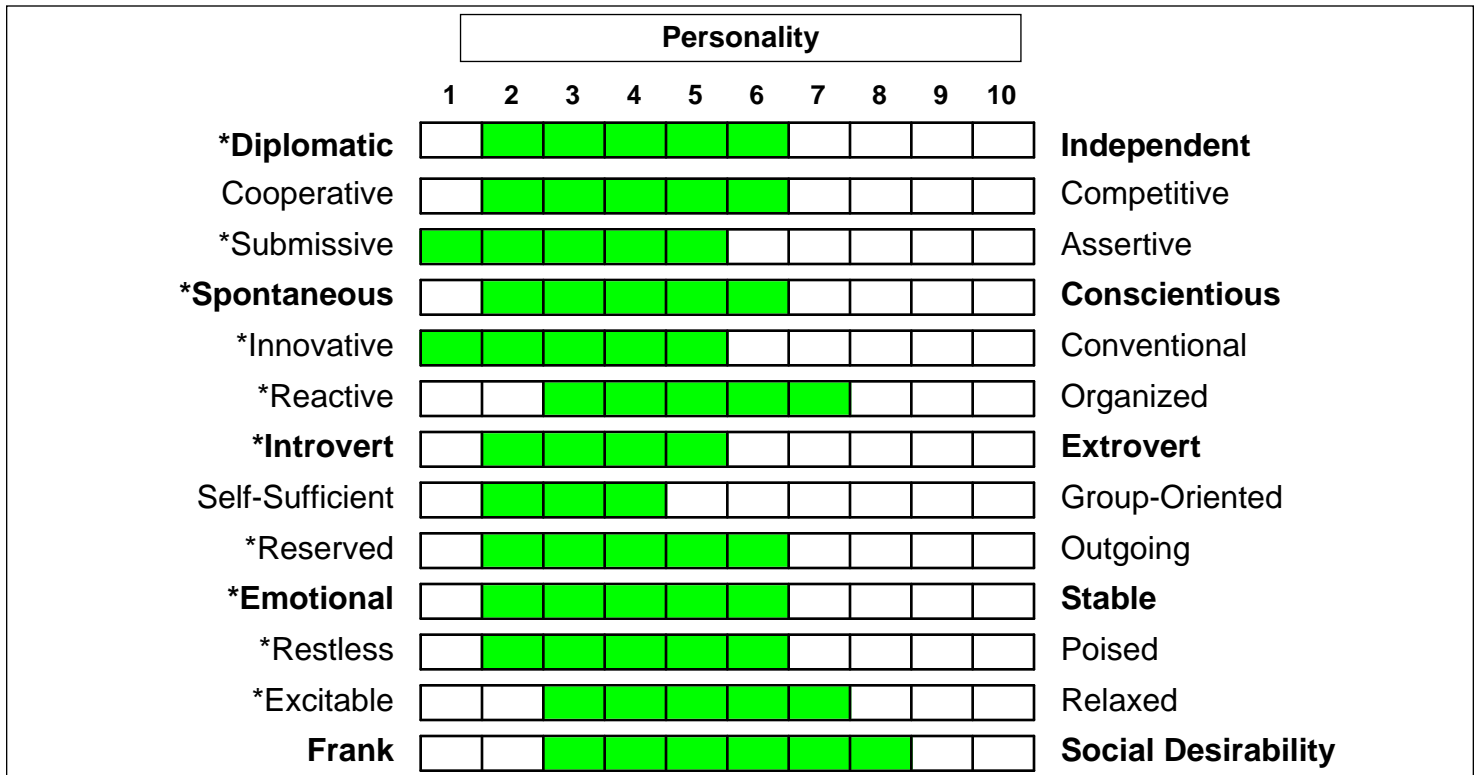
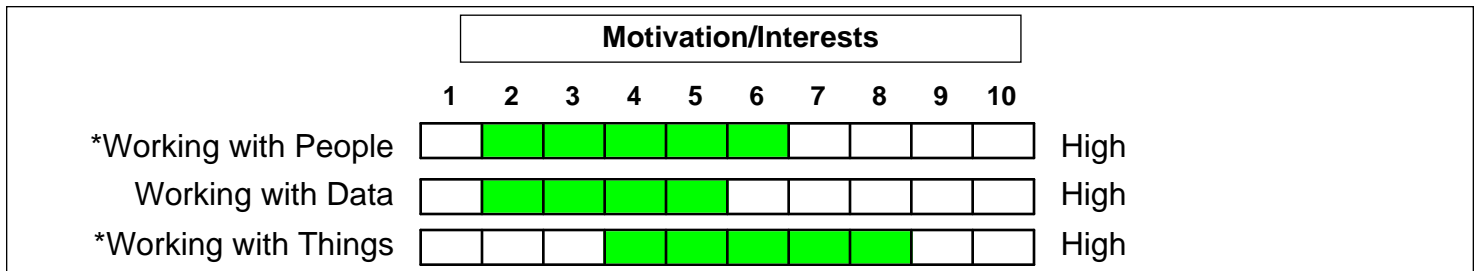
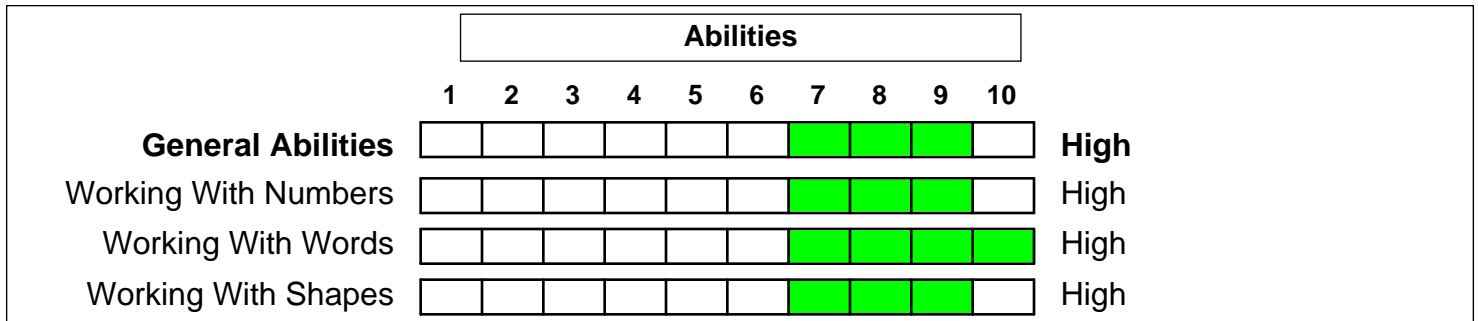
The Hiring Solutions staff participating in the development of the benchmark should:

- 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

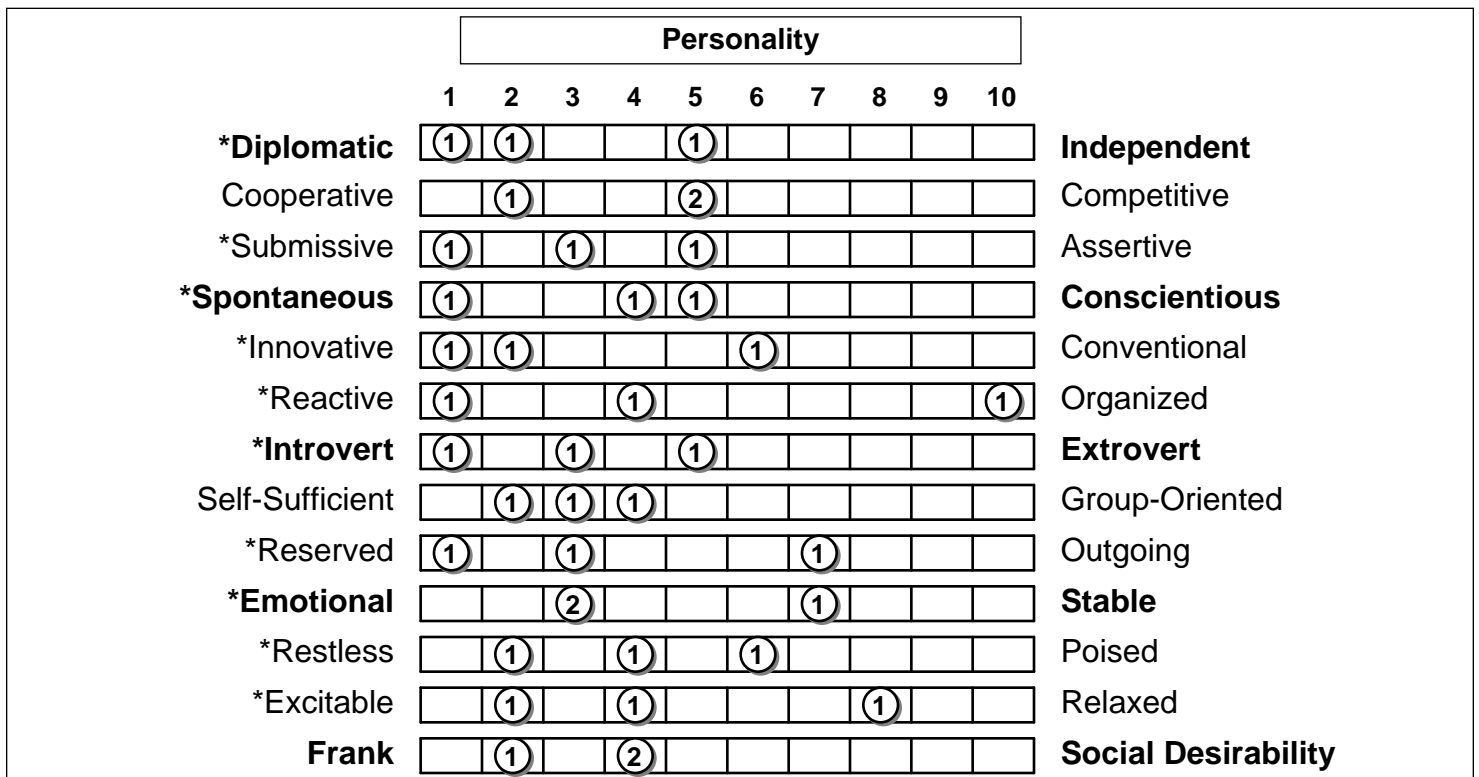
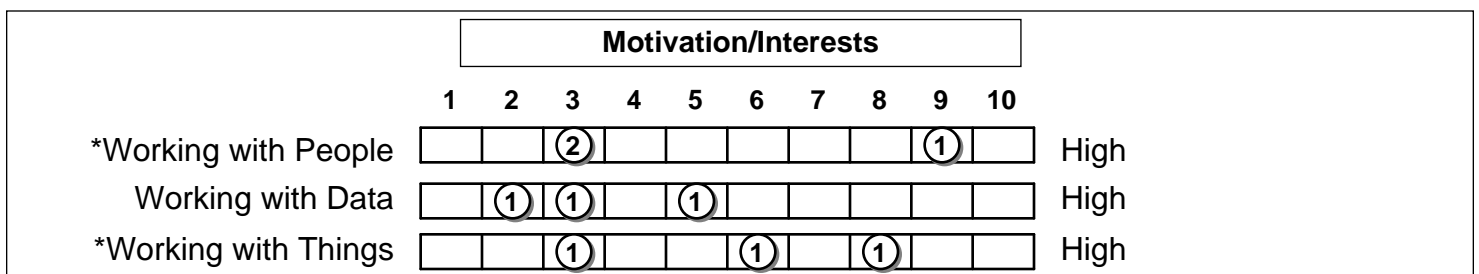
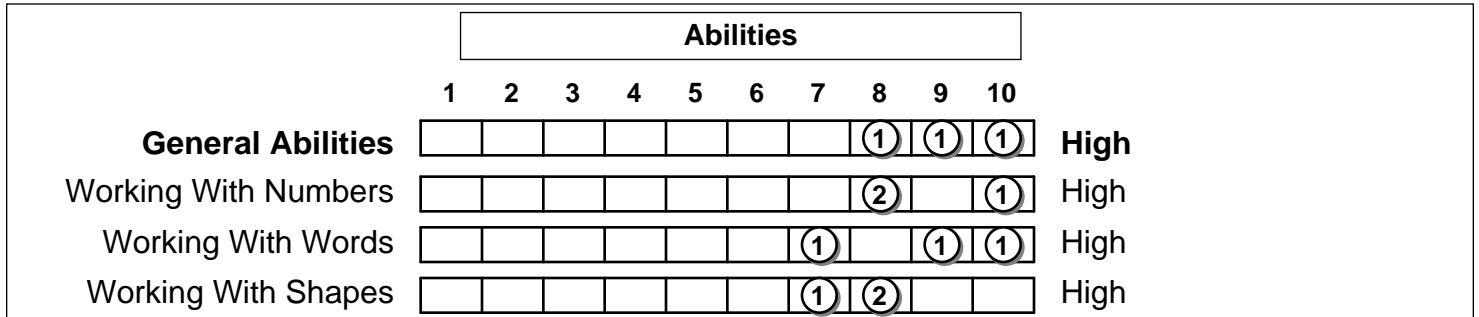
Graph #1 – Concurrent Study Benchmark

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.

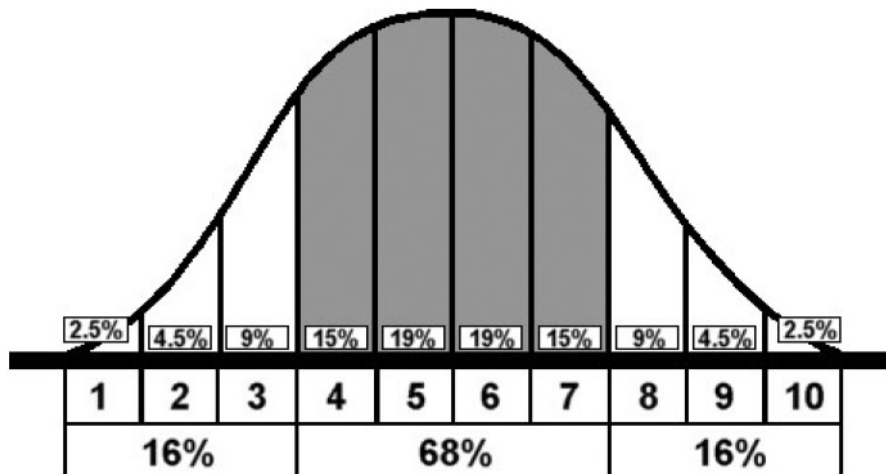
If the draft benchmark for a scale reflected in a Concurrent Study Graph is six or more stens wide:

- 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 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

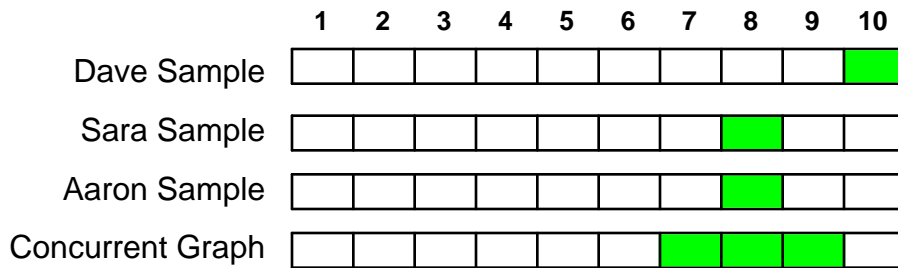
The person or persons developing benchmarks for Abilities should identify the required levels of skill for working with numbers, words, and shapes. The online facilities at www.prevueonline.com will automatically generate the benchmark for General Abilities major scale.

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 benchmark, a top performer will have above average to high numerical ability. The position probably includes opportunities for challenging numerical reasoning based on statistics, trend-spotting, or analysis of numbers. Candidates with low to average numerical ability could be a poor fit for this position.

Study Conclusions And Suggestions

The scores of the Concurrent Study Candidates on the Working With Numbers 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.

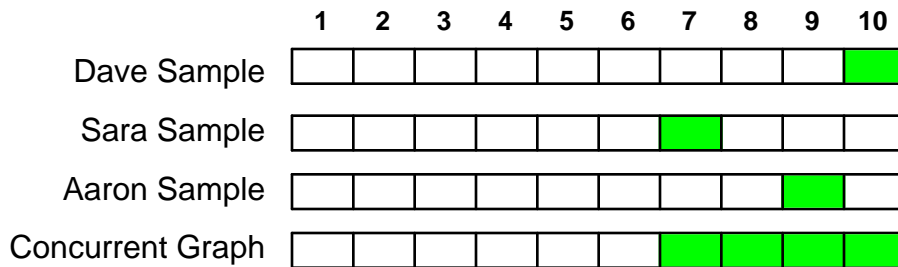
Working With Words

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 will have above average to high ability with written language. The position probably requires a superior level of literacy for analyzing written reports, complex documents, and other publications. The preferred candidate will demonstrate fast, accurate work with words and rapid recognition of errors. Candidates with average or lower than average ability for Working with Words could find this job overly challenging.

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.

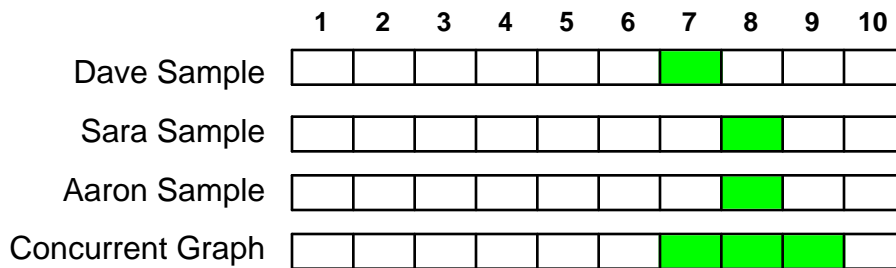
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

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 benchmark, a top performer will have above average to high spatial ability. In addition to basic spatial tasks such as packing, displaying, or storing objects, the position probably includes challenging spatial reasoning for analyzing diagrams, blueprints, or flow charts and determining their relationships to real-world objects and events. Candidates with average or lower ability could have difficulty with these tasks.

Study Conclusions And Suggestions

The scores of the Concurrent Study Candidates on the Working With Shapes 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.

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 low to average interest in social contact is ideal for the Sample Customer Service position. The appropriate employee likely performs well with normal contact with others. The preferred candidate will be content to work with some social interaction and might choose e-mail and telephone calls--rather than face-to-face meetings--as contact methods. Candidates with above average to high interest in Working with People could be less 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"> • Content to work with minimal interaction with other people • Preferred contact method is often e-mail • Performs well in semi-isolation • Works efficiently when interpersonal relations and people skills are minor aspects of overall responsibility 	<ul style="list-style-type: none"> • Prefers to work in moderate contact with others • Preferred contact method is usually a telephone call • Performance may be compromised in semi-isolation • Works well with interpersonal relations as regular duty but frequent tasks requiring high level people skills would be taxing 	<ul style="list-style-type: none"> • Enthusiastic for work involving constant contact with others • Preferred contact method is likely face-to-face meeting • Flourishes in a highly social atmosphere • Best work may involve complex interpersonal relations and high level people skills (e.g. persuasion, negotiation)

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 a candidate with a low to average score on Working with Data. The preferred employee likely wants only occasional tasks involving figures, statistics, or accounts. Candidates with above average motivation to work with data could be less suitable for this position.

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 wide benchmark denotes that candidates with below to above average scores on Working with Things could all be effective in the Sample Customer Service position. The preferred employee likely performs reasonably well with simple, reliable equipment and may occasionally operate more complex machinery. Candidates with extreme motivation (either low or high) 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 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"> Satisfied to work with few tools infrequently Likes to operate only simple, reliable equipment Prefers jobs with minimal machinery and few "hands on" requirements 	<ul style="list-style-type: none"> Pleased to manipulate tools and devices occasionally Likes to operate moderately complex equipment and will tinker with machinery Prefers some "hands on" work and will not be intimidated by machinery 	<ul style="list-style-type: none"> Eager to manipulate tools and devices often Happy to operate complex equipment and will enjoy tinkering with machinery Does best with pragmatic "hands on" work which can range from warehousing to engineering

Personality Scales

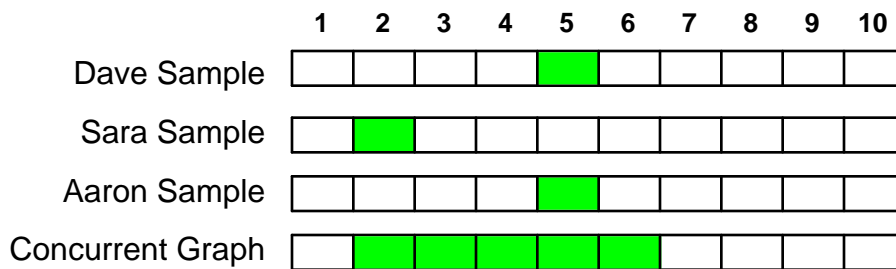
The person or persons developing the Prevue Benchmark are required to identify the preferred scores on the eight Personality minor scales of the Prevue Assessment. When the benchmarks for these minor scales have been determined, the benchmarks for the four Personality major scales will automatically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

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 benchmark shows that a balanced to extremely cooperative person is required for this position. The preferred candidate will likely gain satisfaction from team accomplishments and favor collaboration over individual effort. A competitive employee who strives for achievement with less concern for maintaining relationships could be less effective in this role.

Study Conclusions And Suggestions

The scores of the Concurrent Study Candidates on the Cooperative / Competitive 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.

Submissive / Assertive

Scale Description

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

Study Graph



Benchmark Description

This benchmark indicates that successful performance in this position likely requires a balanced to extremely submissive person. The top performer probably hesitates to speak out on issues, willingly acts as a peacemaker, and avoids conflict. The ideal candidate will usually seem tactful and reasonably to exceedingly compliant. A moderately to highly assertive candidate, who might push his or her personal opinions and enjoys open debate, could be less 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"> Compliant and tactful Can play a useful role in diffusing aggression or conflict Might occasionally stand up for own views but will generally avoid controversy Prefers to sidestep conflict rather than confront it and will rarely offer leadership 	<ul style="list-style-type: none"> Reasonably outspoken in non-threatening situations or with familiar people More often a peacemaker than decision-maker Sometimes reluctant to speak out on issues Tends not to promote self as group leader but, with encouragement, will accept leadership role 	<ul style="list-style-type: none"> Rational and outspoken Stands up for own position even if unpopular or likely to create conflict Knows own mind and not afraid to say so; will make sure opinions are known Often acts as group leader: likely to be controversial and unafraid of arguments or open debate

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 an extremely innovative to balanced person is required. The preferred candidate will tend to be imaginative and adaptable, and may function productively in a less predictable work environment with loose guidelines. This employee probably thinks creatively and may prefer flexible rules. A conventional person, who adapts slowly to new situations and prefers stability, 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"> Imaginative and adaptable Enjoys change Looks for novel and original ways to solve problems Tends to be casual about rules and may resist following traditional methods Functions productively in fast moving, unpredictable work environments but may feel stifled in extremely conventional situation 	<ul style="list-style-type: none"> Generally reliable and still able to innovate if necessary Maintains a balanced approach to change and innovation Tends to act carefully in problem-solving Flexible about rules but likely to prefer to maintain the status quo Adapts to most work environments but less productive if stressed by excessive change or micromanagement 	<ul style="list-style-type: none"> Careful, thorough, and reliable Adapts slowly to new situations or methods; does not welcome change Prefers traditional methods of problem-solving and wants to do things “the right way” Respects rules, adheres to high moral code, and values matters of principle Works best in highly structured environment with well-defined protocol

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 broad benchmark denotes that moderately reactive to moderately organized people could all be effective in this position. Future concurrent studies might provide more insight into a top performer’s blend of liveliness and efficiency. Current data indicate that only candidates with extreme traits could be less suitable for this position. This means that an extremely reactive person, who is highly impulsive, casual about scheduling, and unwilling to plan or deal with details, might be a poor fit. At the other end of the scale, a highly organized worker who is 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 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"> • Inventive and impulsive • Prefers responding to new situations as they arise • Focuses on the overall picture and leaves details for others to work on • May keep a disorganized work area and can be casual about meeting deadlines and keeping appointments • Likes loose structure; believes planning and guidelines restrict creativity 	<ul style="list-style-type: none"> • Moderately disciplined and unpretentious • Tends to respond appropriately to unplanned events or unpredictable people • Balances long view with work at hand • Neat and tidy and fairly punctual re: deadlines and appointments • Usually plans work and can deal with last-minute changes 	<ul style="list-style-type: none"> • Orderly, prudent and predictable • Plans ahead and thinks ahead; likes to consider all possibilities—may find it difficult to act fast in rapidly changing circumstances • Values planning and is scrupulous with details—irritated by others' lack of preparation • Often has “a place for everything and everything in its place” and tries hard to stay on schedule at all times • Works best in a rational environment with a controlled rate of change

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 benchmark denotes that a moderately to extremely self-sufficient person is required. The appropriate employee will function well with prolonged periods of little or no direct social contact. While capable of working with others, the preferred candidate will tend to prefer quiet solitude and to avoid noisy, busy work areas. This position could be less appropriate for balanced to highly group-oriented candidates, who may be more at ease in social settings.

Study Conclusions And Suggestions

The scores of the Concurrent Study Candidates on the Self-Sufficient / Group-Oriented 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.

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 the Sample Customer Service position requires an extremely reserved to balanced person. In general, the top performer will tend to be mildly detached and inclined to do quiet, orderly work. This person might look for some assignments with variety and excitement, but impulsive behavior should never be excessive. Tolerance for repetitive tasks should be above average. In meetings and other social gatherings, he or she will infrequently seek attention and might prefer to stay in the background. A moderately to highly outgoing candidate, who tends to be impulsive and prefers more variety, could 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"> • Serene and slightly aloof • May find life is stimulating enough without seeking extra excitement • Prefers quiet, orderly life and infrequently acts on impulse • Does repetitive tasks without being bored • Dislikes attention and will usually stay in the background at social events 	<ul style="list-style-type: none"> • Mildly talkative and genial • Prefers a moderately exciting lifestyle • Generally composed with some impulsive actions • Enjoys variety in tasks yet tolerates routine work • Likes to choose when to take center stage but will not usually seek extra attention 	<ul style="list-style-type: none"> • Friendly and talkative • Enjoys risky, action-packed, challenging life • Tends to act impulsively and likes meeting new people • May be bored by routine work and might seek stimulation by changing jobs more often than most • Likes to be the center of attention and often values others for stimulation rather than support

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 an extremely restless to balanced person is required. The top performer may tend to get upset and take criticism personally. This employee could have weak to average coping skills for setbacks and embarrassment. The preferred candidate will might see the world as unsympathetic and could show little objectivity. A poised person, who tends to be rational and tolerant, might be perceived as unfazed by adversity and could 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"> • Can be irritable and easily upset • Will lose temper occasionally but irritation is usually short-lived • Tends to view world as hostile and may feel that other people are either unreasonable or naïve if they disagree with this view • Might have weak coping skills for embarrassing situations, setbacks, or personal criticism 	<ul style="list-style-type: none"> • Usually composed • Average mix of rationality with some tendency to get upset and take things personally • Tends to keep open mind about the world and other people but can lose objectivity when personally involved • Shows fairly good coping skills for most embarrassments, setbacks, or criticism 	<ul style="list-style-type: none"> • Often rational and unfazed by adversity • Seldom loses temper and can shrug off criticism and deal effectively with difficulties • Tends to view world as hospitable and generally tolerates others' views • Accepts that few things proceed without challenges and setbacks and usually copes well with adversity

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

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. Remember that adjustments made to the minor scales will automatically adjust the related major scale.
 - 1.1 A Benchmark must be at least three consecutive stens (boxes) wide on any scale.
 - 1.2 A critical area must be at least one sten (box) away from the edges of the benchmark and preferably two or more stens.
 - 1.3 The starting position of the major scales cannot be more than one sten lower than the lowest sten of either of the minor scales.
 - 1.4 The final position of the major scale cannot be more than one sten higher than the highest sten of either of the minor scales.
 - 1.5 The midpoint of the major scale cannot be two or more stens different than the average of the midpoints of the minor scales.
- 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. 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.

Best Practice Recommendations

Prevue HR Systems 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.