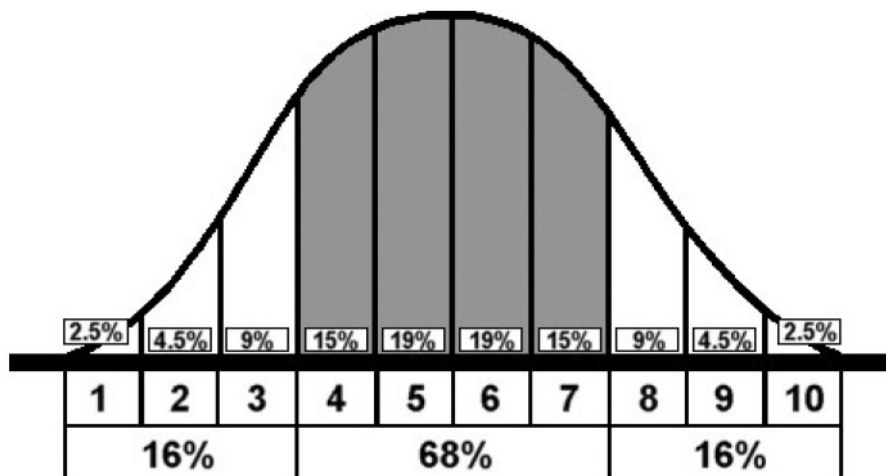


Benchmark Development Guidelines

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:

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. A Concurrent Benchmark Development Study of assessment data provided by persons employed 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, a Job Description Survey Benchmark Development Study (covered in this report), 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

To develop benchmarks for Abilities, Study Participants identify the required levels of skill for working with numbers, words, and shapes.

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.

Scale Score Description

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

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.

Scale Score Description

Low 1 – 2 – 3	Mid-range 4 - 5 - 6 -7	High 8 - 9 - 10
<ul style="list-style-type: none"> • Limited capacity for written information • Works slowly when high level of literacy required • Less speed and accuracy for word recognition and lower awareness of errors in spelling, vocabulary, etc. • Complex written procedures are not recommended and jobs requiring advanced language skills will require extensive training and ongoing support 	<ul style="list-style-type: none"> • Proficient with written information • Works well when moderate literacy is required but pace will be near average if high level of literacy required • Good speed and accuracy for word recognition and acceptable awareness of errors in spelling, vocabulary, etc. • Complex written procedures and jobs requiring advanced language skills will require initial training and occasional support 	<ul style="list-style-type: none"> • Very good proficiency with written language • Works effectively when high level of literacy required • Fast and precise word recognition and quick to find errors in written material • Ranked in the top third of employees for verbal accuracy and learning speed; does well with complex written procedures and work requiring advanced language skills

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.

Scale Score Description

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

Interests/Motivation Scales

To develop benchmarks for Interests/Motivation, Study Participants 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.

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.

Scale Score Description

Low 1 – 2 – 3	Mid-range 4 - 5 - 6 -7	High 8 - 9 - 10
<ul style="list-style-type: none"> • Little incentive to work with abstract information • May avoid jobs with considerable time devoted to figures, statistics or accounts • Works best if any required data manipulation is low level and infrequent 	<ul style="list-style-type: none"> • Mild interest in data • Enjoys manipulating information but would not seek jobs entirely devoted to handling data • Works effectively when given moderately challenging work with figures, symbols, statistics, or records 	<ul style="list-style-type: none"> • Extremely interested in working with data • Likely to pursue jobs involving information systems, technical documents, contracts, figures, etc. • Works well with advanced data synthesis and analysis and might be less motivated for work that lacks these opportunities

Working With Things Scale Description

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

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

Study Participants are required to identify the preferred scores on the eight minor personality scales of the Prevue Assessment. When the benchmarks for these minor scales have been determined, the benchmarks for the four major personality 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.

Scale Score Description

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

Submissive/Assertive Scale Description

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

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.

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.

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.

Scale Score Description

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

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.

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.

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.

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