



**Job Description Survey
Benchmark Development Report**

Friday, November 23, 2007

**Sample Sales Manager
ABC Software Corp.**

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Part 1 – Report Introduction

Purpose of the Benchmark Development Report

This report will help you to complete development of the Prevue Benchmark for the Sample Sales Manager position at ABC Software Corp.. Personnel familiar with the job performance requirements for this position have completed Prevue Job Description Surveys. A Job Description Survey Study (JDS Study) was then done. The data derived from the JDS Study have been collated and analyzed to generate an initial draft benchmark of the characteristics evident in top performers in the Sample Sales Manager position. The Study Participants will use this report to review and amend the initial draft benchmark and to finalize the Prevue Benchmark for the Sample Sales Manager position at ABC Software Corp..

What is a Prevue benchmark?

The Prevue Benchmark that will be developed for the Sample Sales Manager position at ABC Software Corp. 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

JDS Study Participants

Prevue Job Description Surveys have been completed by James PositionExpert and Anne PositionExpert. These are the JDS Study Participants.

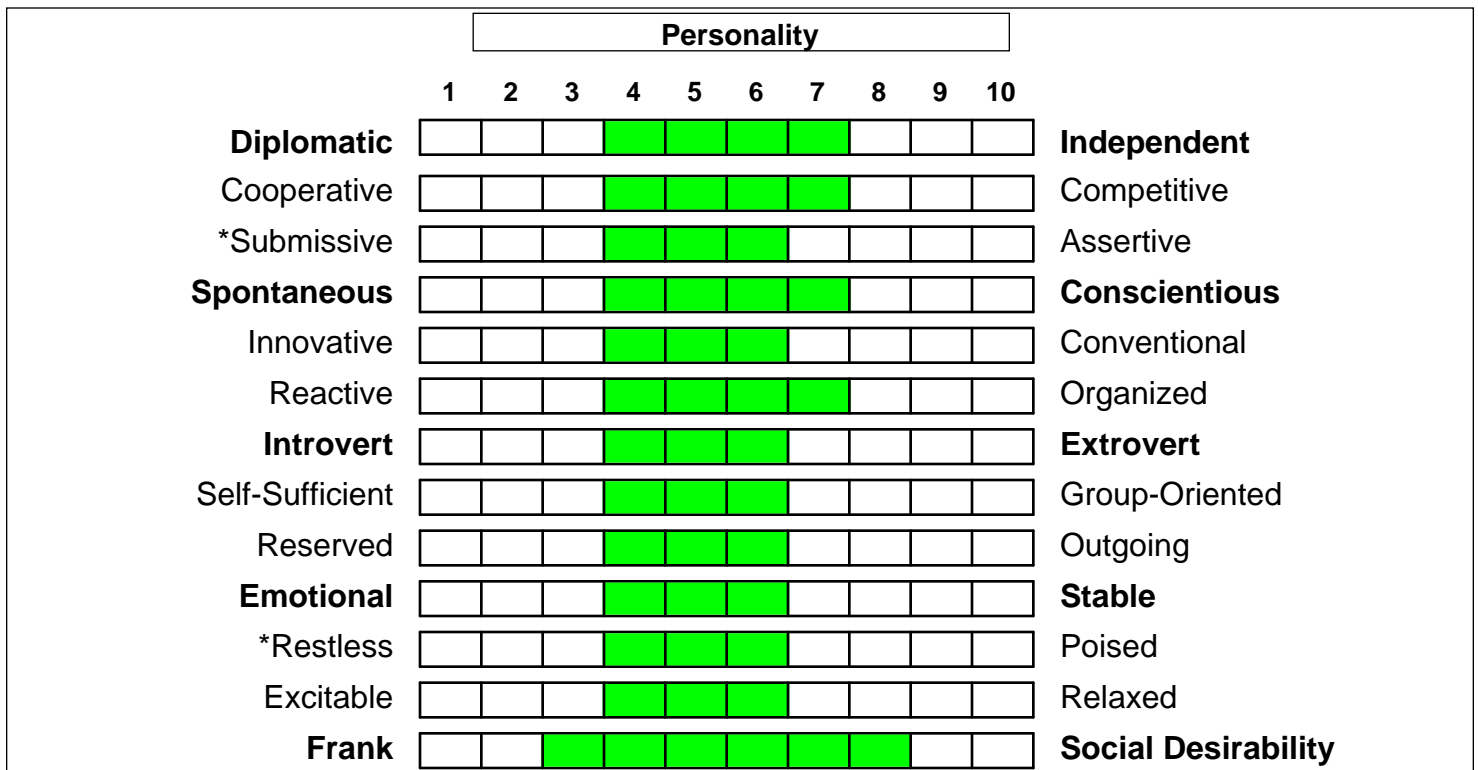
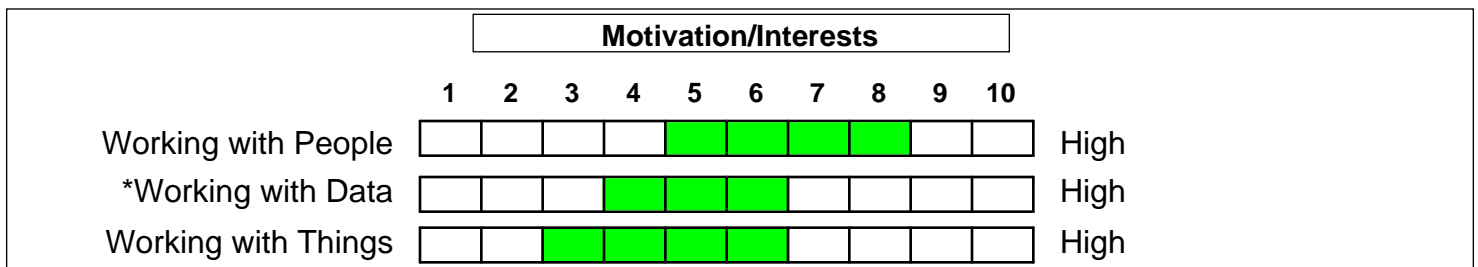
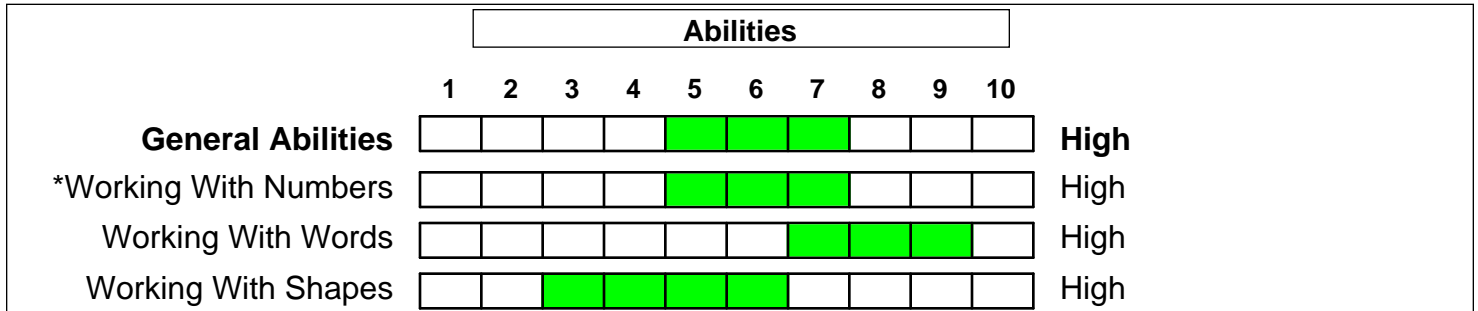
How to use this report

This report should be used to guide development of the Prevue Benchmark for the Sample Sales Manager position. To develop the benchmark, Study Participants should:

- 1 Examine the JDS Study graph in Part 2. The JDS Study Graph is the initial benchmark for the position produced from the combined results of the Job Description Surveys completed by the Study Participants.
- 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, Study Participants should collaborate to identify an appropriate range of scores.
- 3 Follow steps in Part 4 to finalize the Prevue Benchmark for the Sample Sales Manager position.

Part 2 – JDS Study Benchmark Graph

This graph shows the initial Prevue Benchmark for the Sample Sales Manager position. The benchmark is derived from the combined results of the Job Description Surveys completed by all of the Study Participants.



Part 3 – Analysis of Prevue Scales

Scale Analysis Content

Part 3 provides a detailed analysis of the results of the JDS 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 Job Description Surveys for each of the Study Participants. In addition, the JDS Study Graph shows the initial benchmark for the position derived from the combined results of the Job Description Surveys completed by all Study Participants.
- Benchmark Description—provides an overview of characteristics indicated by the JDS Study Graph.
- Study Conclusions and Suggestions—summarize the computerized analysis of the Job Description Surveys completed by the Study Participants and offer recommendations (if necessary) for finalizing the benchmark for the scale under consideration.

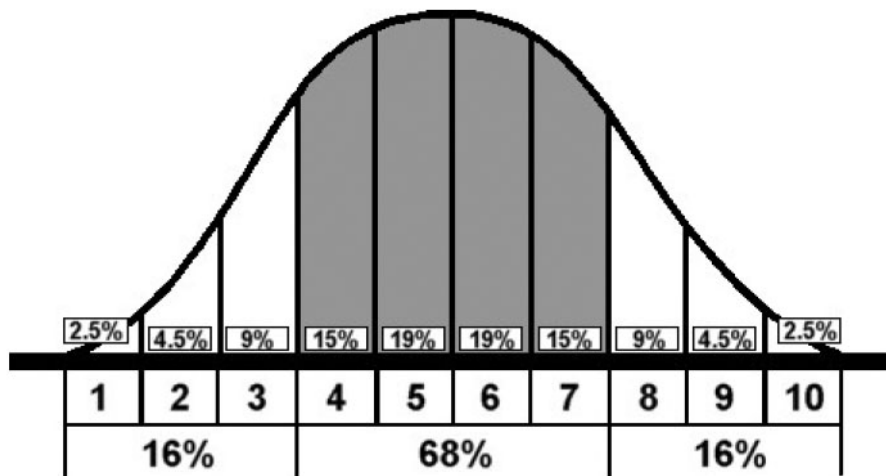
If there is a significant difference in the opinions of the Study Participants regarding the appropriate benchmark for a given scale:

- 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 Study Participants to collaborate on the appropriate length and placement of the benchmark for the given scale.

Benchmark Development Guidelines

Study Participants 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. A Concurrent Benchmark Development Study of assessment data provided by persons employed in the position may support a narrower benchmark.
- 4 Study Participants will define 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 A review of previously developed job descriptions, job analysis studies, or job performance review documents will assist Study Participants to determine 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

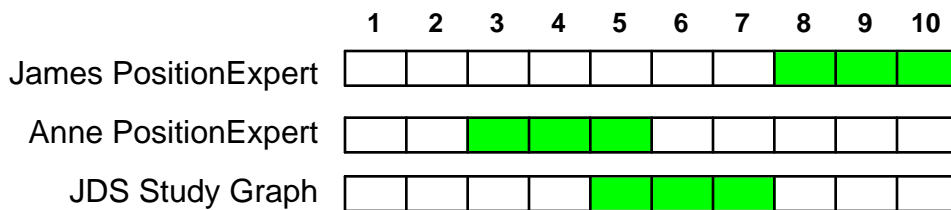
To develop benchmarks for Abilities, Study Participants identify the required levels of skill for working with numbers, words, and shapes. The online facilities at www.prevueonline.com will automatically generate the benchmark for General Abilities major scale.

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 might have average to above average numerical ability. The position probably requires intermediate arithmetic skills as well as some statistical analysis. Candidates with below average 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

Study participants do not agree on the appropriate benchmark for Working With Numbers. The JDS Study Graph is wider than may be necessary or preferred. Study Participants should review the Scale Score Descriptions to determine whether the benchmark for this scale needs to be more precisely defined. If any change is to be made to the initial draft benchmark reflected in the JDS 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"> • 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

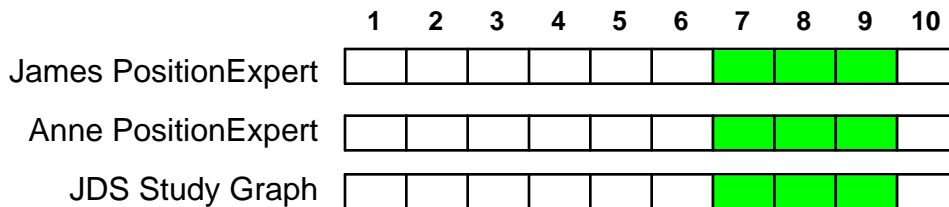
Working With Words

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.

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

Study Participants concur on the appropriate benchmark for Working With Words for this Sample Sales Manager position. The JDS Study Graph may therefore become the final benchmark for this scale.

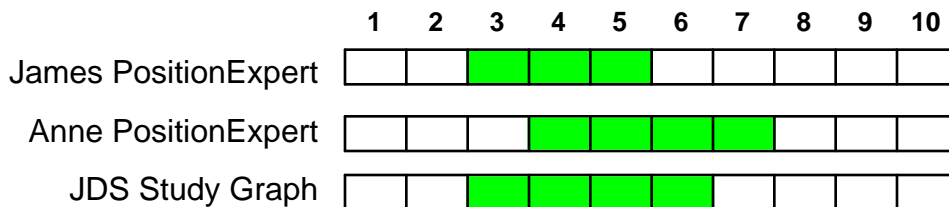
If reviewing the Scale or Benchmark Descriptions has prompted the Study Participants to adjust this benchmark, please see Finalizing the Benchmark in Part 4 of this report.

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 below average to average spatial ability. The position probably involves basic shape recognition and organization tasks such as packing or arranging objects for storage, display, or delivery. Candidates with low ability may have difficulty with some tasks. Candidates with above average spatial ability could also be a poor fit for this position.

Study Conclusions And Suggestions

Study Participants concur on the appropriate benchmark for Working With Shapes for this Sample Sales Manager position. The JDS Study Graph may therefore become the final benchmark for this scale.

If reviewing the Scale or Benchmark Descriptions has prompted the Study Participants to adjust this benchmark, please see Finalizing the Benchmark in Part 4 of this report.

Interests/Motivation Scales

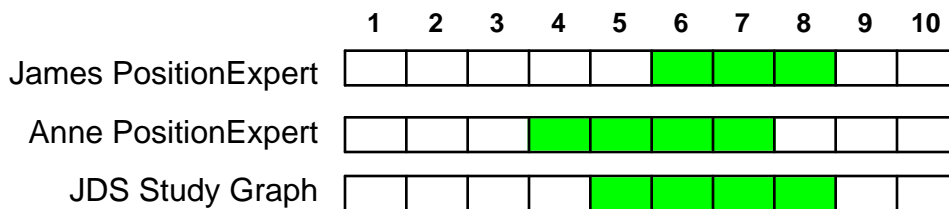
To develop benchmarks for Interests/Motivation, Study Participants must identify the required levels of enthusiasm for working with people, data, and things.

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.

Study Graph



Benchmark Description

This benchmark denotes that the Sample Sales Manager position requires a candidate with average to above average interest in social contact. The preferred employee likely performs well with moderate interaction with others, enjoys occasional tasks needing more advanced people skills, and will likely choose the telephone call as a contact method. Candidates with below average motivation for Working with People would need to exert themselves for these tasks. Those candidates with high motivation could also be less suitable for this position.

Study Conclusions And Suggestions

Study Participants concur on the appropriate benchmark for Working With People for this Sample Sales Manager position. The JDS Study Graph may therefore become the final benchmark for this scale.

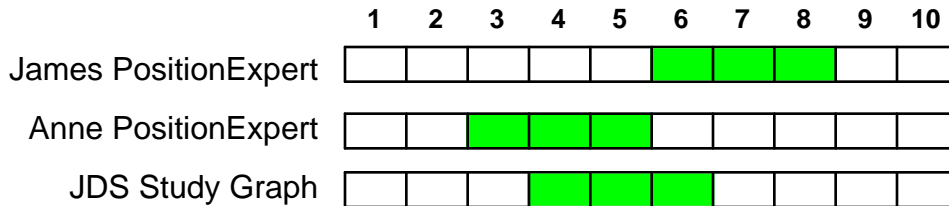
If reviewing the Scale or Benchmark Descriptions has prompted the Study Participants to adjust this benchmark, please see Finalizing the Benchmark in Part 4 of this report.

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 Sales Manager 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

Study participants do not agree on the appropriate benchmark for Working With Data. The JDS Study Graph is wider than may be necessary or preferred. Study Participants should review the Scale Score Descriptions to determine whether the benchmark for this scale needs to be more precisely defined. If any change is to be made to the initial draft benchmark reflected in the JDS Study Graph, follow the steps in Part 4 to finalize this benchmark.

Scale Score Description

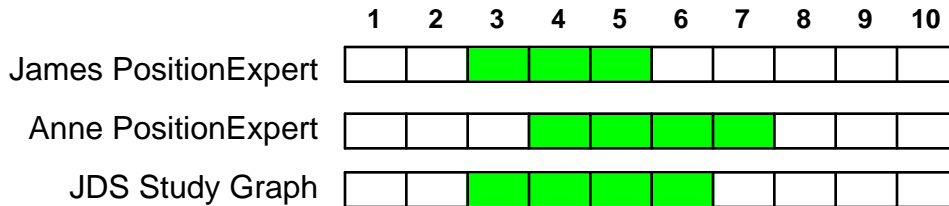
Low 1 – 2 – 3	Mid-range 4 - 5 - 6 -7	High 8 - 9 - 10
<ul style="list-style-type: none"> • Little incentive to work with abstract information • May avoid jobs with considerable time devoted to figures, statistics or accounts • Works best if any required data manipulation is low level and infrequent 	<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.

Study Graph



Benchmark Description

This benchmark denotes that the Sample Sales Manager 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

Study Participants concur on the appropriate benchmark for Working With Things for this Sample Sales Manager position. The JDS Study Graph may therefore become the final benchmark for this scale.

If reviewing the Scale or Benchmark Descriptions has prompted the Study Participants to adjust this benchmark, please see Finalizing the Benchmark in Part 4 of this report.

Personality Scales

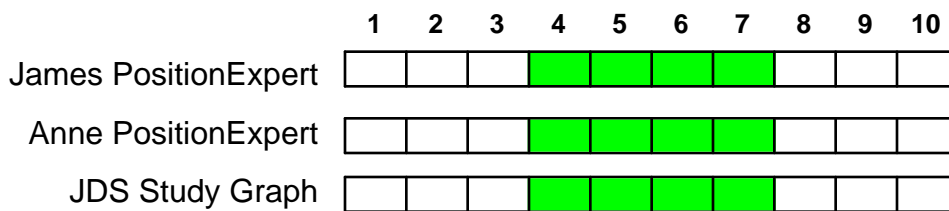
Study Participants are required to identify the preferred scores on the eight minor personality scales of the Prevue Assessment. When the benchmarks for these minor scales have been determined, the benchmarks for the four major personality scales will automatically be generated by the computerized scoring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

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 Sales Manager 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

Study Participants concur on the appropriate benchmark for Cooperative / Competitive for this Sample Sales Manager position. The JDS Study Graph may therefore become the final benchmark for this scale.

If reviewing the Scale or Benchmark Descriptions has prompted the Study Participants to adjust this benchmark, please see 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 moderately submissive to balanced person. The top performer may be cautious about speaking out on controversial issues and more willing to act as peacemaker and to avoid conflict. The preferred candidate will be reasonably outspoken and will usually accept the leadership role if this is encouraged or requested. Moderately to highly assertive candidates, who might push personal opinions and enjoy open debate, could be less effective in this position.

Study Conclusions And Suggestions

Study participants do not agree on the appropriate benchmark for Submissive / Assertive. The JDS Study Graph is wider than may be necessary or preferred. Study Participants should review the Scale Score Descriptions to determine whether the benchmark for this scale needs to be more precisely defined. If any change is to be made to the initial draft benchmark reflected in the JDS Study Graph, follow the steps in Part 4 to finalize this benchmark.

Scale Score Description

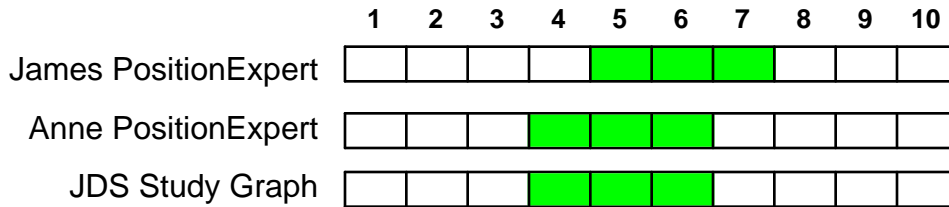
Low 1 – 2 – 3	Mid-range 4 - 5 - 6 -7	High 8 - 9 - 10
<ul style="list-style-type: none"> Compliant and tactful Can play a useful role in diffusing aggression or conflict Might occasionally stand up for own views but will generally avoid controversy Prefers to sidestep conflict rather than confront it 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 a moderately innovative to balanced person is required. The top performer will likely prefer creative thinking, a neutral approach to change and upgrading, and some flexibility regarding rules. This person will be able to invent or adapt to new methods when necessary, and should function productively in a less predictable work environment with some irregularity in the pace of assignments. A conventional candidate, who might adapt slowly to new situations and probably does not welcome change, could be less effective in this position. Similarly, an extremely innovative candidate, who likes a fast-moving, unpredictable environment with few rules, might also be a poor fit.

Study Conclusions And Suggestions

Study Participants concur on the appropriate benchmark for Innovative / Conventional for this Sample Sales Manager position. The JDS Study Graph may therefore become the final benchmark for this scale.

If reviewing the Scale or Benchmark Descriptions has prompted the Study Participants to adjust this benchmark, please see 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 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

Study Participants concur on the appropriate benchmark for Reactive / Organized for this Sample Sales Manager position. The JDS Study Graph may therefore become the final benchmark for this scale.

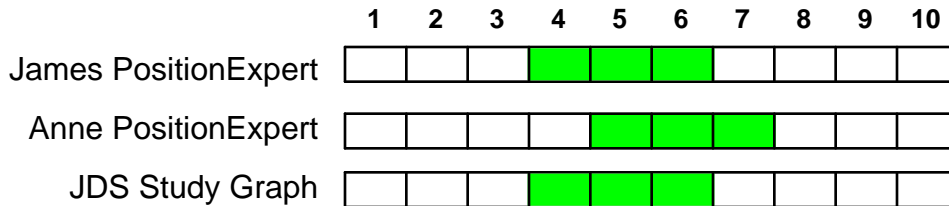
If reviewing the Scale or Benchmark Descriptions has prompted the Study Participants to adjust this benchmark, please see Finalizing the Benchmark in Part 4 of this report.

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 benchmark denotes that the required person will often be moderately self-sufficient to balanced. The appropriate employee will likely be resourceful and function well with varying periods of minimal social contact. While capable of working with others, this person tends to avoid prolonged activity in noisy, busy work areas. An extremely self-sufficient candidate, who may be intensely solitary and need privacy, might not be a good fit. Similarly, this position could be less appropriate for group-oriented candidates, who prefer social settings with opportunity for discussion, approval, and support.

Study Conclusions And Suggestions

Study Participants concur on the appropriate benchmark for Self-Sufficient / Group-Oriented for this Sample Sales Manager position. The JDS Study Graph may therefore become the final benchmark for this scale.

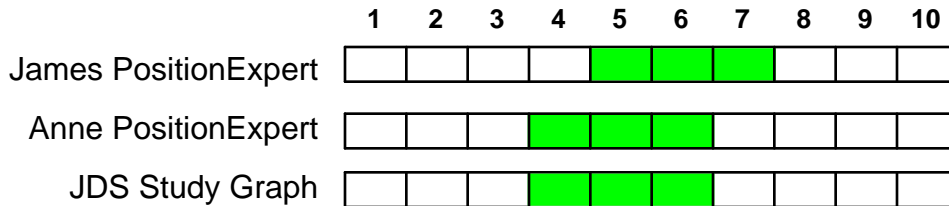
If reviewing the Scale or Benchmark Descriptions has prompted the Study Participants to adjust this benchmark, please see Finalizing the Benchmark in Part 4 of this report.

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 Sales Manager position most likely requires a moderately reserved to balanced candidate. The appropriate employee will enjoy some variety in assignments but also tolerates routine tasks well. Although generally placid, this person can act on impulse without being disruptive. In social settings at work, the top performer will act carefully when speaking out and will infrequently seek special attention. This position could be less suitable for moderately to highly outgoing candidates who may prefer more variety and excitement. At the other end of the scale, an extremely reserved person might be too detached to be effective.

Study Conclusions And Suggestions

Study Participants concur on the appropriate benchmark for Reserved / Outgoing for this Sample Sales Manager position. The JDS Study Graph may therefore become the final benchmark for this scale.

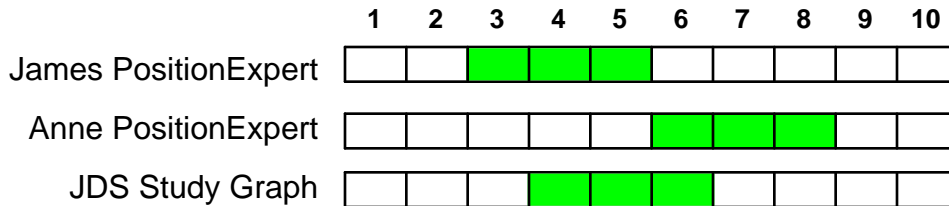
If reviewing the Scale or Benchmark Descriptions has prompted the Study Participants to adjust this benchmark, please see Finalizing the Benchmark in Part 4 of this report.

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 a moderately restless to balanced person is required. The top performer may tend to get upset and take criticism personally, but could have near-average coping skills for setbacks and embarrassment. The preferred candidate will might see the world as unsympathetic and could show little objectivity. More poised candidates, who tend to be rational and tolerant and could be perceived as unfazed by adversity, might be a poor fit for this position. At the low end of the scale, an extremely restless person, who is easily upset and irritated with little or no tolerance for criticism, might also be less effective.

Study Conclusions And Suggestions

Study participants do not agree on the appropriate benchmark for Restless / Poised. The JDS Study Graph is wider than may be necessary or preferred. Study Participants should review the Scale Score Descriptions to determine whether the benchmark for this scale needs to be more precisely defined. If any change is to be made to the initial draft benchmark reflected in the JDS Study Graph, follow the steps in Part 4 to finalize this benchmark.

Scale Score Description

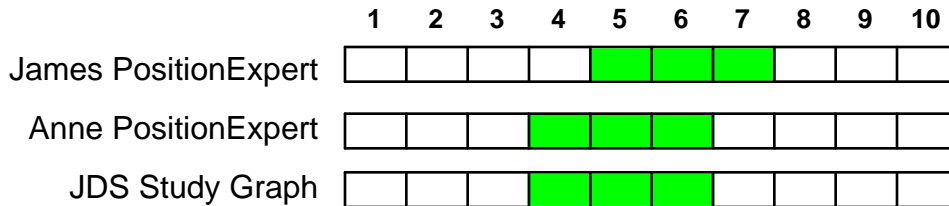
Low 1 – 2 – 3	Mid-range 4 - 5 - 6 -7	High 8 - 9 - 10
<ul style="list-style-type: none"> • Can be irritable and easily upset • Will lose temper occasionally but irritation is usually short-lived • Tends to view world as hostile and may feel that other people are either unreasonable or naïve if they disagree 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 benchmark indicates that a moderately excitable to balanced person is preferred. Although fairly open-minded, the top performer might look closely at the motives of others and stress can make this person somewhat anxious. This employee probably has near-average tolerance for job-related stress. Moderately to highly relaxed candidates, whose calm nonchalance could be seen as indifference, might be less effective in this position. At the low end of the scale, an extremely excitable person, who may be prone to marked worrying and distrust, could also be a poor fit.

Study Conclusions And Suggestions

Study Participants concur on the appropriate benchmark for Excitable / Relaxed for this Sample Sales Manager position. The JDS Study Graph may therefore become the final benchmark for this scale.

If reviewing the Scale or Benchmark Descriptions has prompted the Study Participants to adjust this benchmark, please see Finalizing the Benchmark in Part 4 of this report.

Part 4 – Finalizing the Benchmark

To finalize development of the benchmark for the Sample Sales Manager position at ABC Software Corp., please follow these four steps:

- 1 Study participants review Part 3 with close attention to the JDS 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.
- 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. Although these zones will most often be based on the results of a Concurrent Benchmark Study, a JDS study may provide support for one or more critical interview zones. For example:
 - 2.1 If the benchmark in a JDS 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 JDS Study Graph is centered and narrow on a particular scale, both extremes could be considered as critical interview zones.
 - 2.3 If Study Participants identify characteristics consistently evident in persons 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. Study Participants and other appropriate management personnel should put this report through a final review and approval process.
- 4 Following any final adjustments to the JDS Study Graph from the review of the Benchmark Description Report, the Prevue Benchmark for this Sample Sales Manager position should be posted to the account of ABC Software Corp. at 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 ABC Software Corp. has produced 10 or more Prevue Assessment Reports for persons employed in the Sample Sales Manager position. A Concurrent Study will serve to review the initial benchmark established for the Sample Sales Manager position and to verify the internal validity of the use of the Prevue Assessment for ABC Software Corp..