



**Combination Study  
Benchmark Development Report**

**Friday, November 23, 2007**

**Sample Customer Service  
ABC Software Corp.**

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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 ABC Software Corp.. This report is based on a Combination Study, using both a Concurrent Study and a Job Description Survey (JDS) Study.

A sample of ABC Software Corp. employees, identified as top performers in the Sample Customer Service position, completed Prevue Assessments for the Concurrent Study. ABC Software Corp. personnel, who are familiar with the job performance requirements for the position, completed Prevue Job Description Surveys for the JDS Study. The data derived from the Concurrent and JDS Studies have been collated and analyzed to summarize the characteristics evident in top performers. The results of both studies were combined to generate a draft benchmark.

The person or persons developing the benchmark will use this report to review and amend the draft benchmark and to finalize the Prevue Benchmark for the Sample Customer Service position at ABC Software Corp..

### What is a Prevue benchmark?

The Prevue Benchmark that will be developed for the Sample Customer Service 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

## How to use this report

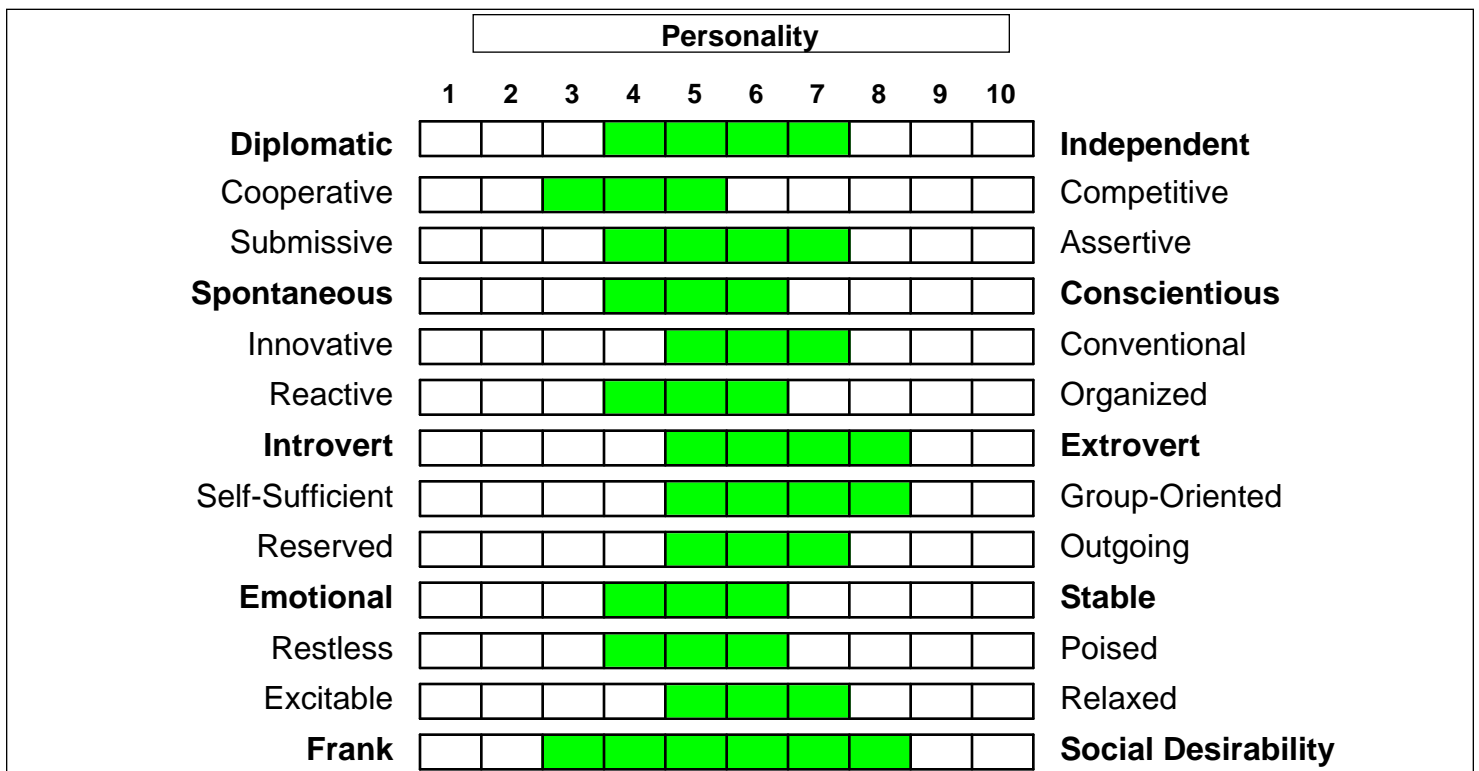
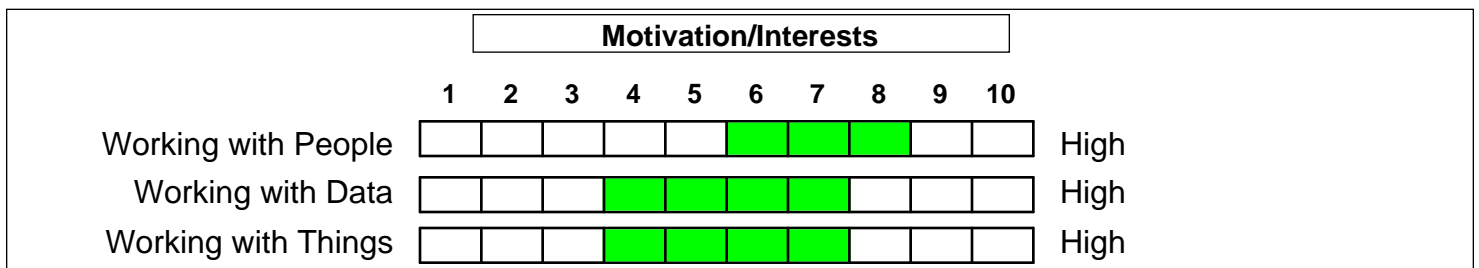
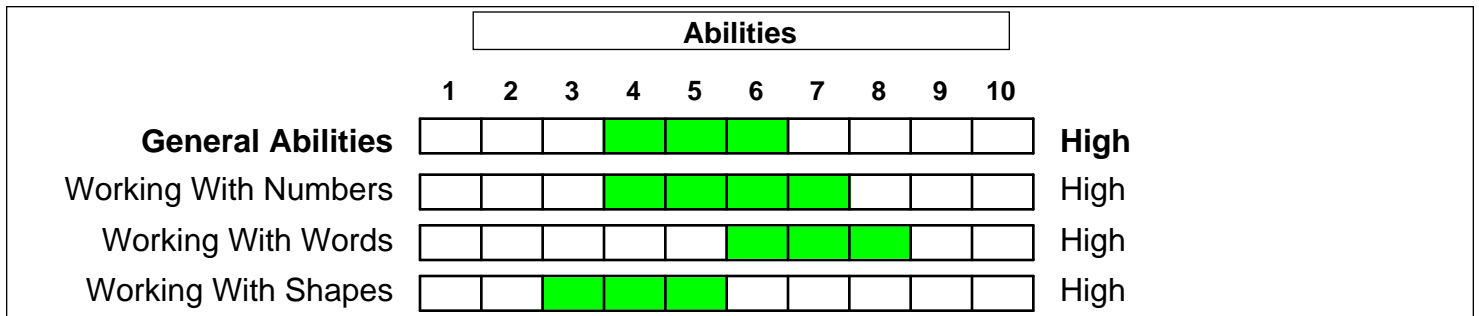
This report should be used to guide development of the Prevue Benchmark for the Sample Customer Service position. The ABC Software Corp. staff participating in the development of the benchmark should:

- 1 Review the JDS Study and the Concurrent Study for the Sample Customer Service position.
- 2 Examine the three graphs for the JDS Study, the Concurrent Study, and the Combination Study in Part 2. The Combination Study graph represents the current draft benchmark for the Sample Customer Service position.
- 3 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 ABC Software Corp. staff engaged in the benchmark development should collaborate to identify an appropriate range of scores.
- 4 Follow steps in Part 4 to finalize the Prevue Benchmark for the Sample Customer Service position.

## Part 2 – Benchmark Study Graphs

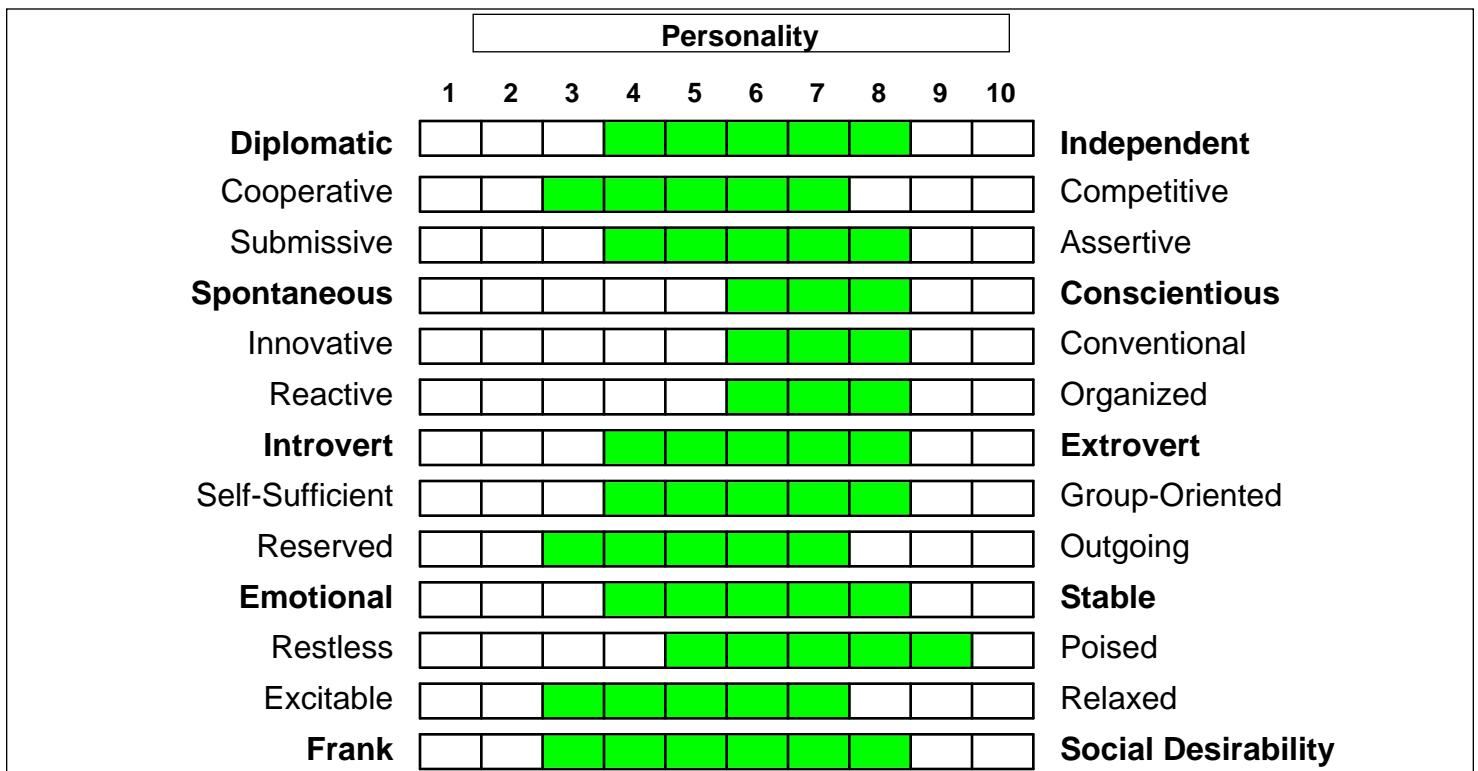
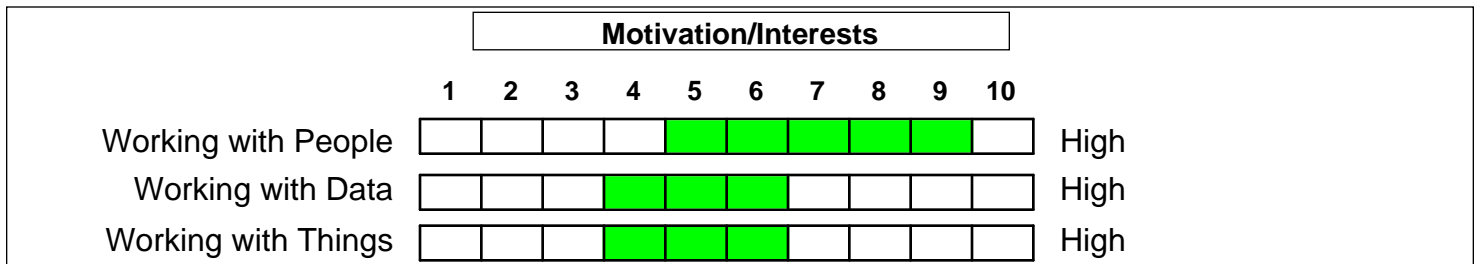
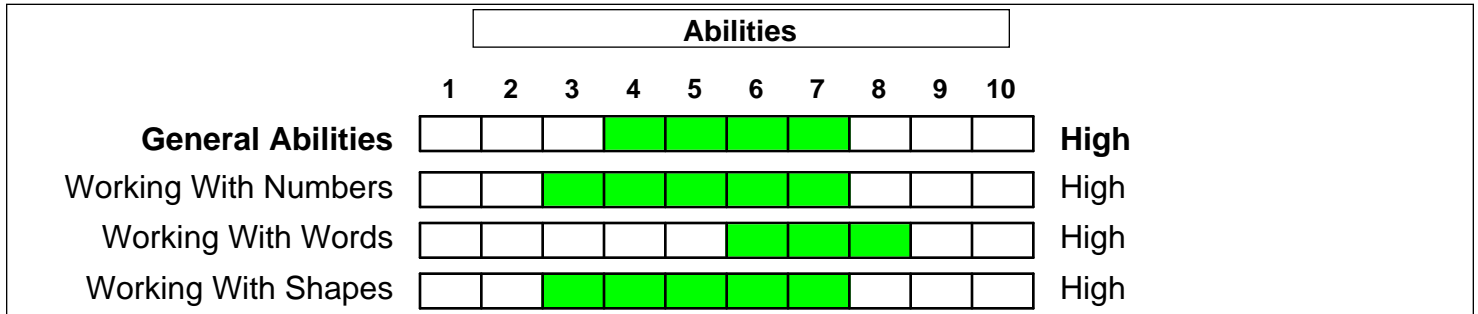
### Graph #1 – Job Description Survey Study Benchmark

This graph shows the draft benchmark for the Sample Customer Service position derived from the JDS Study. This benchmark reflects the collective results of the Prevue Job Description Surveys completed by the JDS Study Participants.



## Graph #2 – Concurrent Study Benchmark

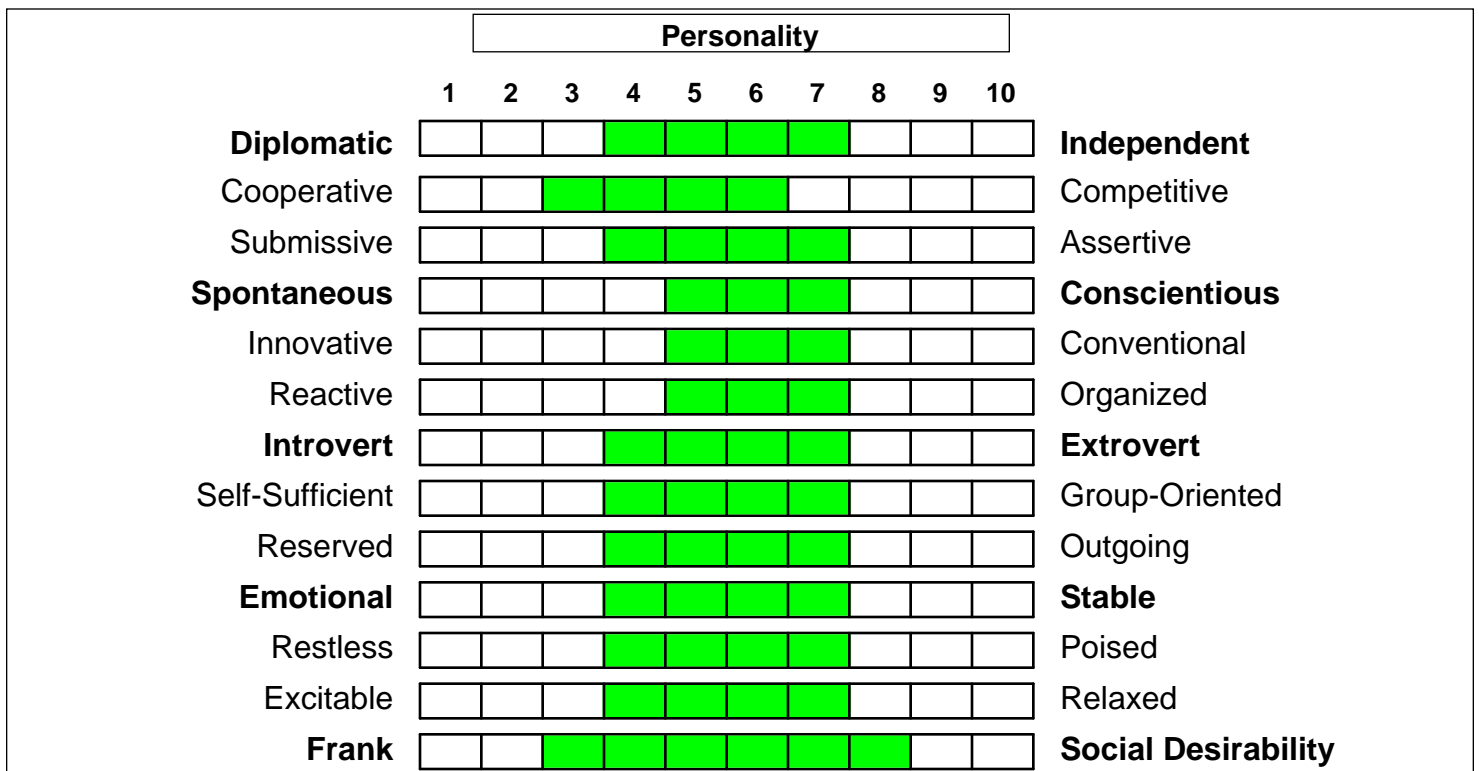
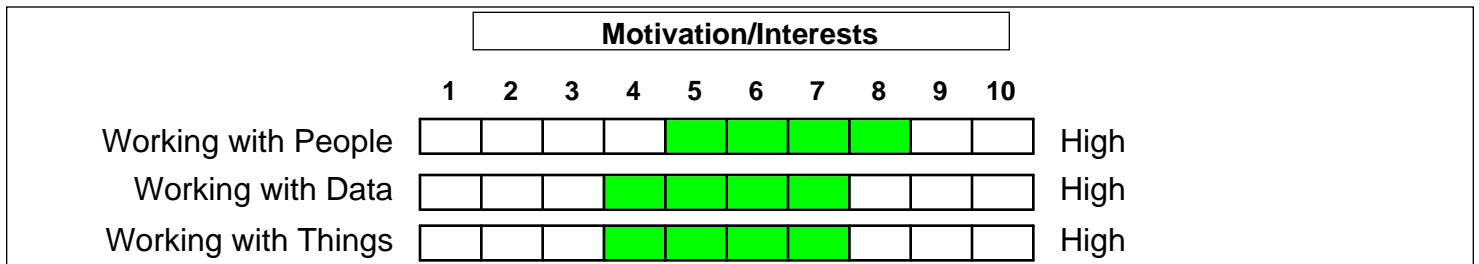
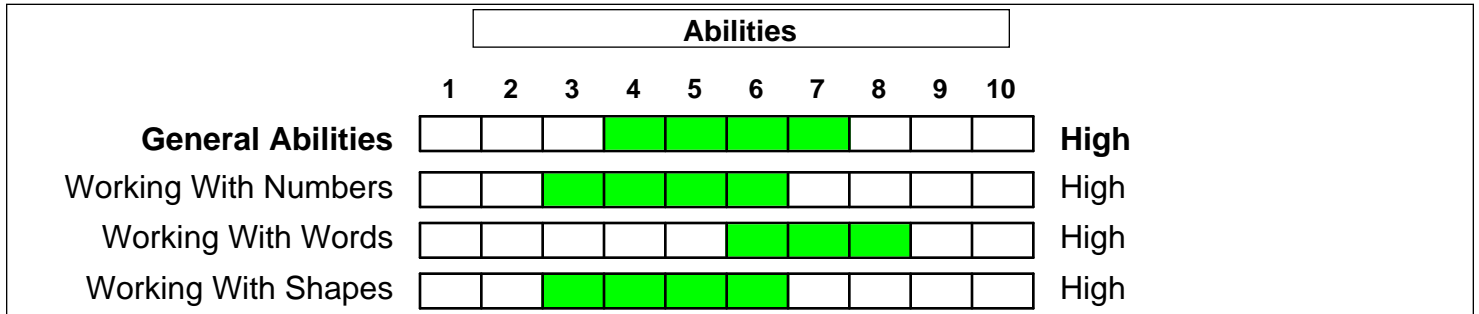
This graph shows the draft benchmark for the Sample Customer Service position derived from the Concurrent Study. This benchmark reflects the collective results of the Prevue assessments completed by the Concurrent Study Candidates.



### Graph #3 – Combined Study Benchmark

This graph shows the draft benchmark for the Sample Customer Service position derived from the Combined Study, using the results of both the JDS Study and the Concurrent Study.

NOTE: The Concurrent Study is given twice the weight of the JDS Study.



## Part 3 – Analysis of Prevue Scales

### Scale Analysis Content

Part 3 provides a detailed analysis of the results of the Combination 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 draft benchmarks derived from the JDS Study and the Concurrent Study, and the initial draft benchmark based on the Combined Study.
- Benchmark Description—provides an overview of characteristics indicated by the Combination Study Graph.
- Study Conclusions and Suggestions—summarize the computerized analysis of the results of the JDS Study and the Concurrent Study and offer recommendations (if necessary) for finalizing the benchmark for the scale under consideration.

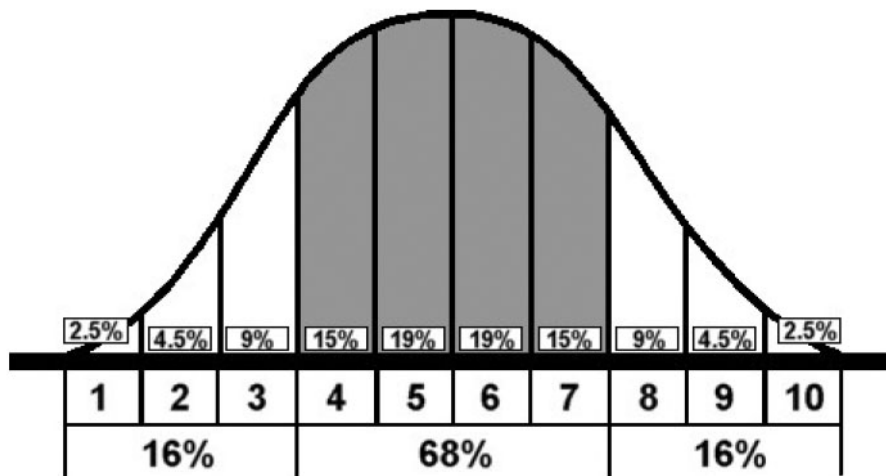
If there is a significant difference in the locations of the benchmarks reflected in the JDS Study and the Concurrent Study:

- 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 ABC Software Corp. 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 draft benchmarks for each scale:

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



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

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

## Abilities Scales

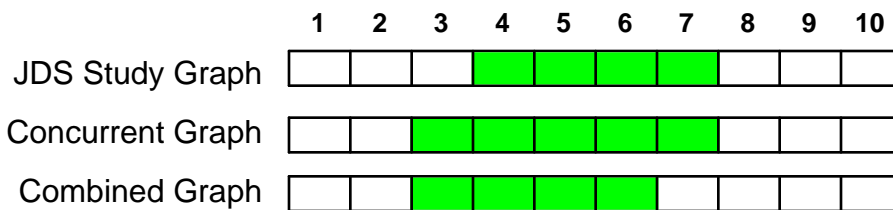
The person or persons developing benchmarks for Abilities should identify the required levels of skill for working with numbers, words, and shapes. The online facilities at [www.prevueonline.com](http://www.prevueonline.com) will automatically generate the benchmark for General Abilities major scale.

### Working With Numbers

#### Scale Description

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

#### Study Graph



#### Benchmark Description

Based on this benchmark, a top performer might have below average to average ability for working with numbers. The position may require simple arithmetic skills and competence for number recognition. Candidates with low ability may have difficulty with some tasks. Candidates with above average numerical ability could also be a poor fit for this position.

#### Study Conclusions And Suggestions

The results of the JDS Study and the Concurrent Study agree on the appropriate benchmark for Working With Numbers. The Combined Study Graph may therefore become the final benchmark the Sample Customer Service position on 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.

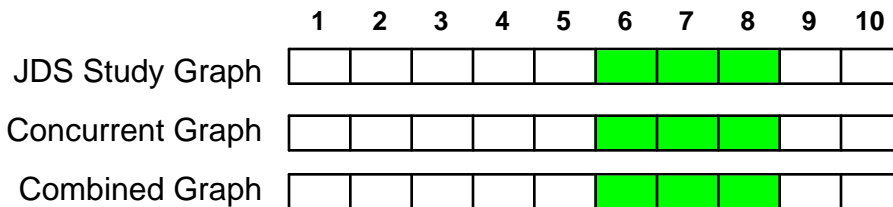
## Working With Words

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

### Study Conclusions And Suggestions

The results of the JDS Study and the Concurrent Study agree on the appropriate benchmark for Working With Words. The Combined Study Graph may therefore become the final benchmark the Sample Customer Service position on this scale.

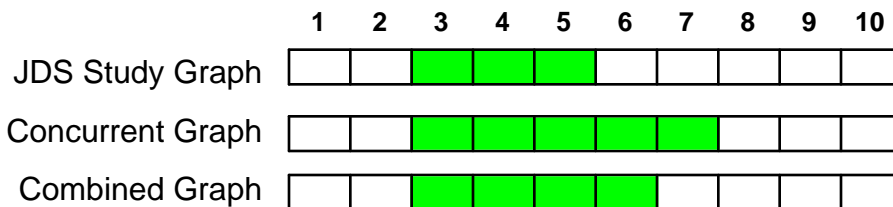
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

## 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 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

The results of the JDS Study and the Concurrent Study agree on the appropriate benchmark for Working With Shapes. The Combined Study Graph may therefore become the final benchmark the Sample Customer Service position on 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

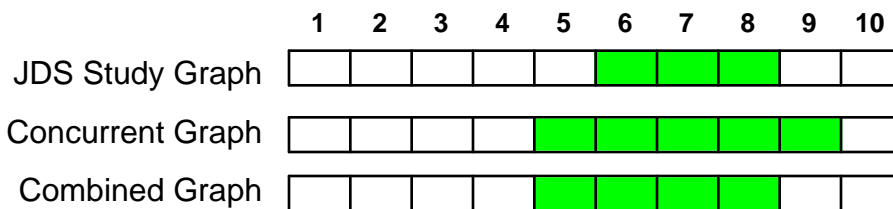
The person or persons developing benchmarks for Interests/Motivation must identify the required levels of enthusiasm for working with people, data, and things.

### 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 the Sample Customer Service 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

The results of the JDS Study and the Concurrent Study agree on the appropriate benchmark for Working With People. The Combined Study Graph may therefore become the final benchmark the Sample Customer Service position on this scale.

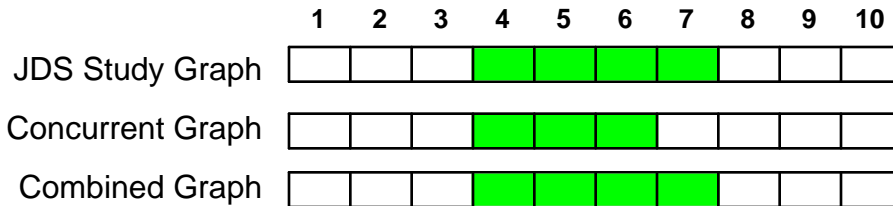
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

## Working With 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 wide benchmark denotes that candidates with below to above average scores on Working with Data could all be effective in the Sample Customer Service position. The preferred employee likely wants some tasks involving figures, statistics, or accounts. Candidates with extreme scores (either low or high) on Working with Data could be less suitable for this position.

### Study Conclusions And Suggestions

The results of the JDS Study and the Concurrent Study agree on the appropriate benchmark for Working With Data. The Combined Study Graph may therefore become the final benchmark the Sample Customer Service position on this scale.

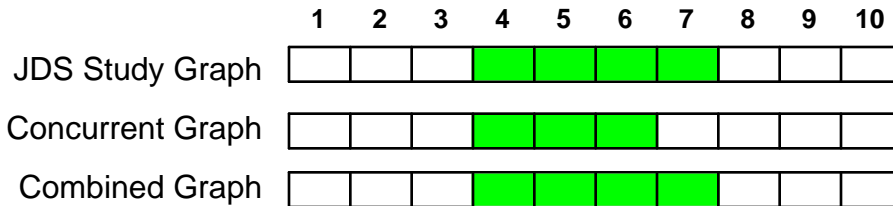
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

## 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 results of the JDS Study and the Concurrent Study agree on the appropriate benchmark for Working With Things. The Combined Study Graph may therefore become the final benchmark the Sample Customer Service position on this scale.

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

## Personality Scales

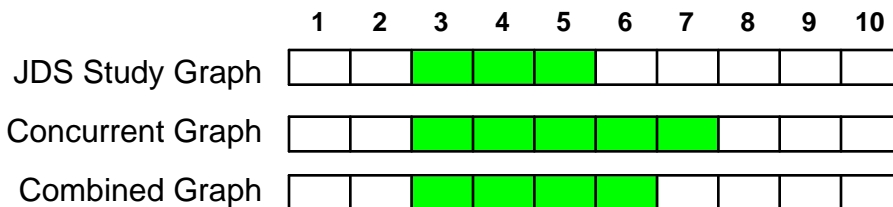
The person or persons developing the Prevue Benchmark are required to identify the preferred scores on the eight Personality minor scales of the Prevue Assessment. When the benchmarks for these minor scales have been determined, the benchmarks for the four Personality major scales will automatically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

## Cooperative / Competitive

### Scale Description

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

### Study Graph



### Benchmark Description

This benchmark shows that a moderately cooperative to balanced person is required. The preferred candidate will value team spirit and tend to restrain personal ambition. A competitive employee, who strives hard for personal success and individual recognition, could be less effective in this position. Similarly, an extremely cooperative person, who seldom thinks about winning or losing, might also be a poor fit.

### Study Conclusions And Suggestions

The results of the JDS Study and the Concurrent Study agree on the appropriate benchmark for Cooperative / Competitive. The Combined Study Graph may therefore become the final benchmark the Sample Customer Service position on this scale.

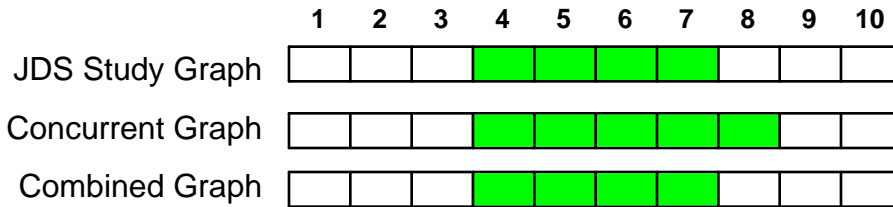
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

## Submissive / Assertive

### Scale Description

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

### Study Graph



### Benchmark Description

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

### Study Conclusions And Suggestions

The results of the JDS Study and the Concurrent Study agree on the appropriate benchmark for Submissive / Assertive. The Combined Study Graph may therefore become the final benchmark the Sample Customer Service position on this scale.

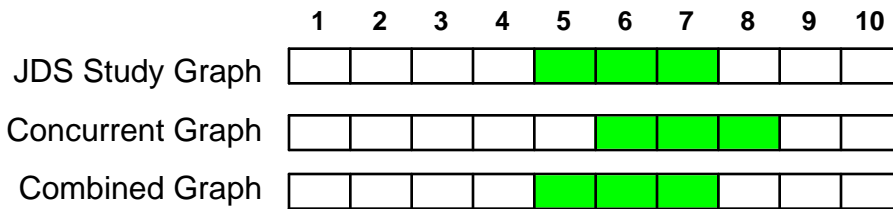
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

## Innovative / Conventional

### Scale Description

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

### Study Graph



### Benchmark Description

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

### Study Conclusions And Suggestions

The results of the JDS Study and the Concurrent Study agree on the appropriate benchmark for Innovative / Conventional. The Combined Study Graph may therefore become the final benchmark the Sample Customer Service position on this scale.

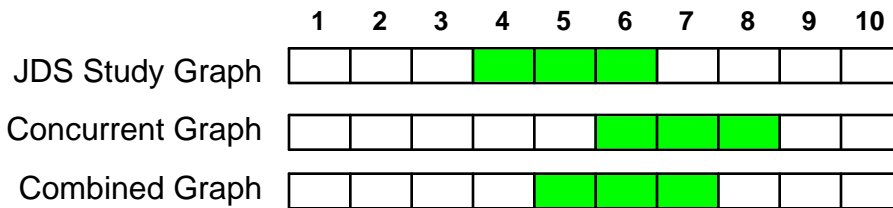
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

## Reactive / Organized

### Scale Description

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

### Study Graph



### Benchmark Description

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

### Study Conclusions And Suggestions

The results of the JDS Study and the Concurrent Study agree on the appropriate benchmark for Reactive / Organized. The Combined Study Graph may therefore become the final benchmark the Sample Customer Service position on this scale.

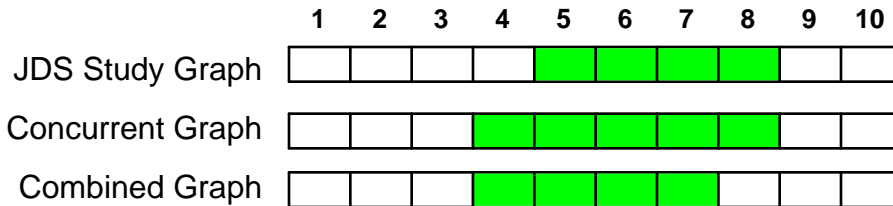
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

## Self-Sufficient / Group-Oriented

### Scale Description

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

### Study Graph



### Benchmark Description

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

### Study Conclusions And Suggestions

The results of the JDS Study and the Concurrent Study agree on the appropriate benchmark for Self-Sufficient / Group-Oriented. The Combined Study Graph may therefore become the final benchmark the Sample Customer Service position on this scale.

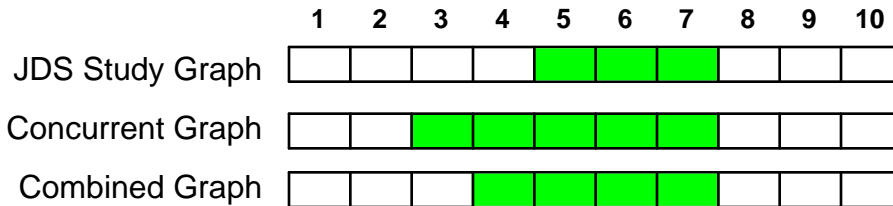
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

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

### Study Conclusions And Suggestions

The results of the JDS Study and the Concurrent Study agree on the appropriate benchmark for Reserved / Outgoing. The Combined Study Graph may therefore become the final benchmark the Sample Customer Service position on this scale.

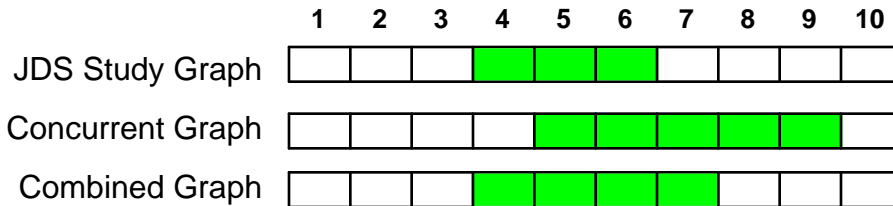
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

## 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 wide benchmark denotes that moderately restless to moderately poised candidates could all be effective in this position. Future concurrent studies might describe a narrower range of edginess and composure. Currently, only candidates with extreme traits might be less suitable. At the low end of the scale, an extremely restless person, who is easily upset and irritated, might be less effective. Conversely, a highly poised candidate could be perceived as unfazed by adversity and therefore might also be a poor fit for this position.

### Study Conclusions And Suggestions

The results of the JDS Study and the Concurrent Study agree on the appropriate benchmark for Restless / Poised. The Combined Study Graph may therefore become the final benchmark the Sample Customer Service position on this scale.

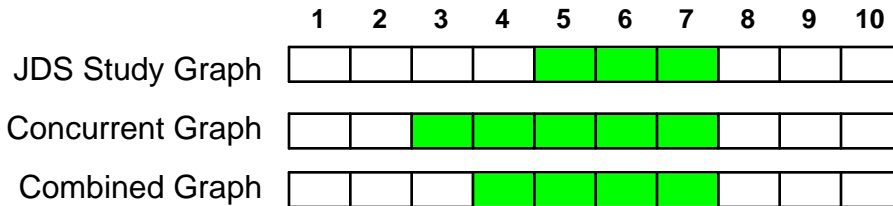
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

## 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 results of the JDS Study and the Concurrent Study agree on the appropriate benchmark for Excitable / Relaxed. The Combined Study Graph may therefore become the final benchmark the Sample Customer Service position on 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.

## Part 4 – Finalizing the Benchmark

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

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

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

- 3 When benchmarks have been resolved for all of the scales reviewed in Part 3, request a Benchmark Description Report from [www.prevueonline.com](http://www.prevueonline.com). The person or persons developing this benchmark, along with other appropriate management personnel, should put this report through a final review and approval process.
- 4 Following any final adjustments to the Combined 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 ABC Software Corp. at [www.prevueonline.com](http://www.prevueonline.com).

### Best Practice Recommendations

View Assessments Inc., the publisher of Prevue Assessment Products, recommends that all benchmarks should periodically be reviewed to incorporate additional candidate data developed through the use of the Prevue Assessment. A Concurrent Benchmark Study should be undertaken when ABC Software Corp. 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 ABC Software Corp.. Combining both the Concurrent Study and a Job Description Survey Study will result in an even more powerful tool for management at ABC Software Corp..