



**Combination Study  
Benchmark Development Report**

**Friday, June 15, 2007**

**Insurance Sales Agent  
Prevue Distributor Training School**

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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 Insurance Sales Agent position at Prevue Distributor Training School. This report is based on a Combination Study, using both a Concurrent Study and a Job Description Survey (JDS) Study.

A sample of Prevue Distributor Training School employees, identified as top performers in the Insurance Sales Agent position, completed Prevue Assessments for the Concurrent Study. Prevue Distributor Training School 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 Insurance Sales Agent position at Prevue Distributor Training School.

### What is a Prevue benchmark?

The Prevue Benchmark that will be developed for the Insurance Sales Agent position at Prevue Distributor Training School 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

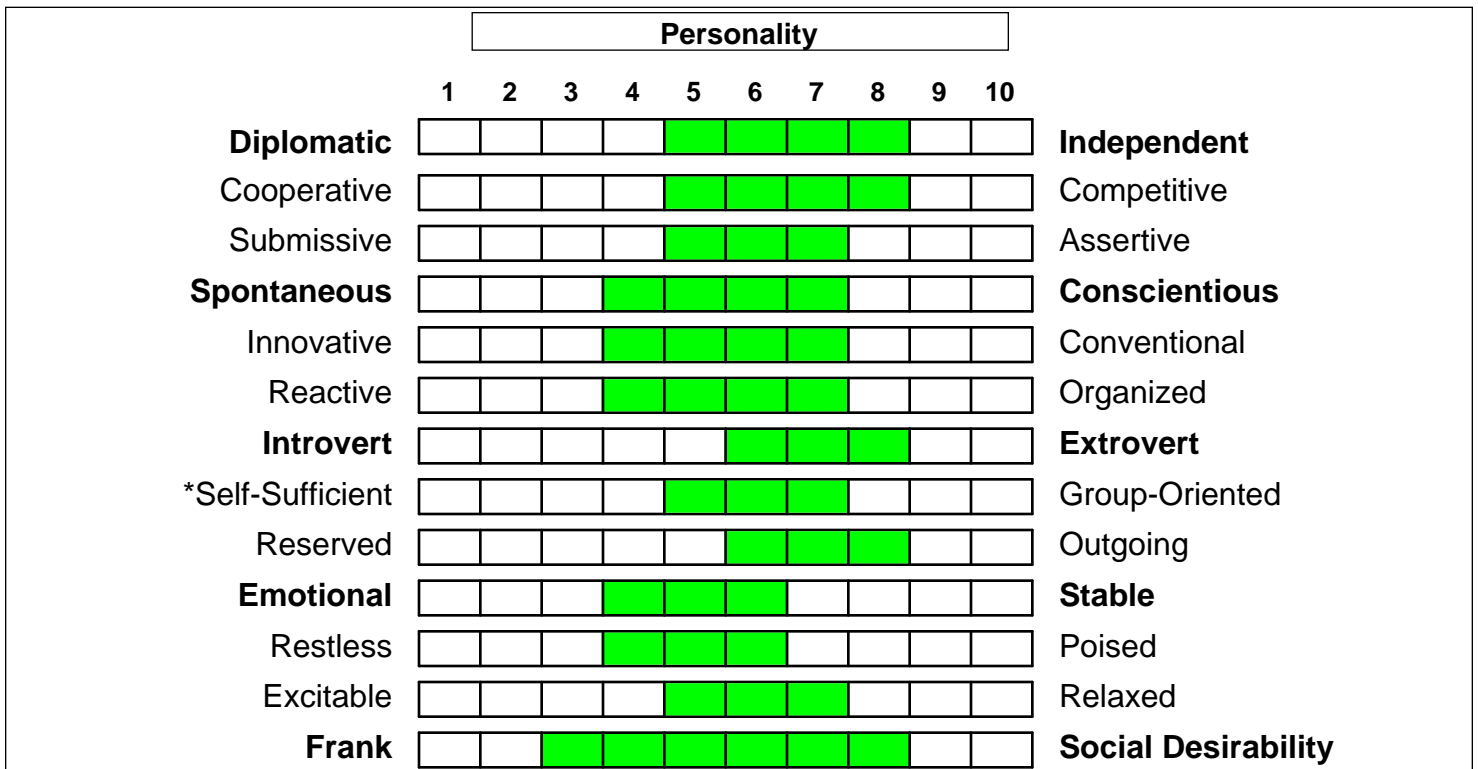
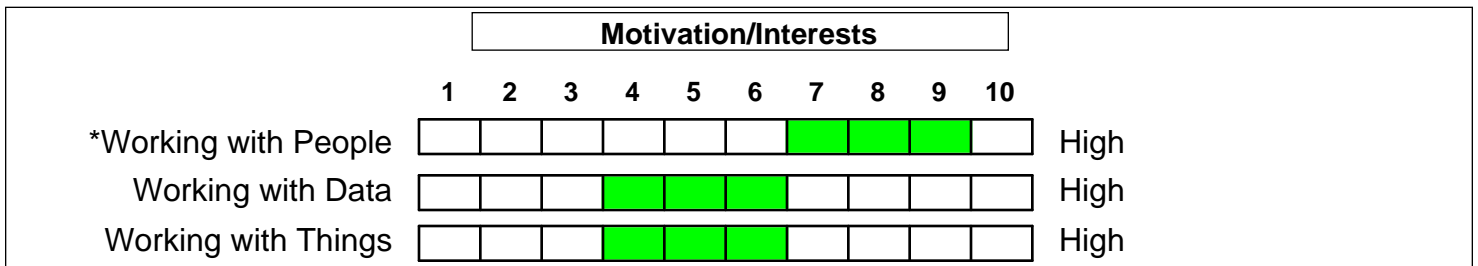
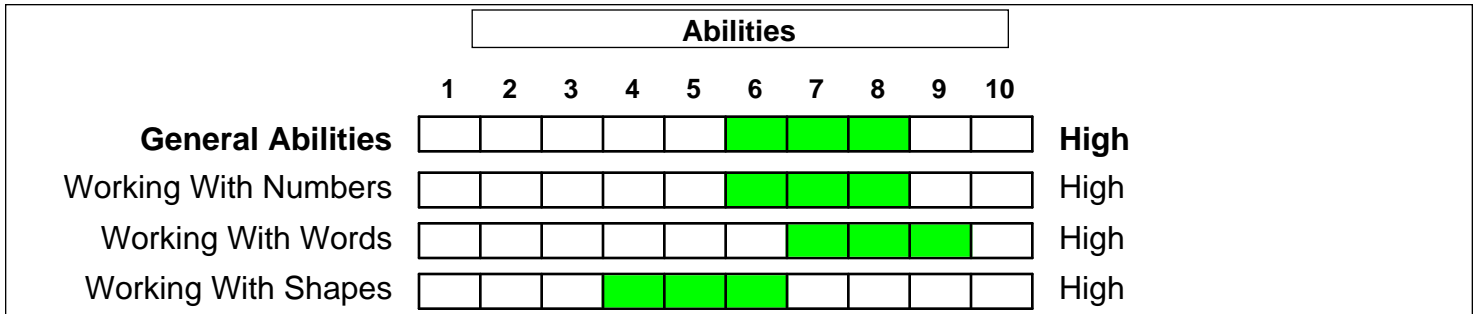
This report should be used to guide development of the Prevue Benchmark for the Insurance Sales Agent position. The Prevue Distributor Training School staff participating in the development of the benchmark should:

- 1 Review the JDS Study and the Concurrent Study for the Insurance Sales Agent 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 Insurance Sales Agent 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 Prevue Distributor Training School 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 Insurance Sales Agent position.

## Part 2 – Benchmark Study Graphs

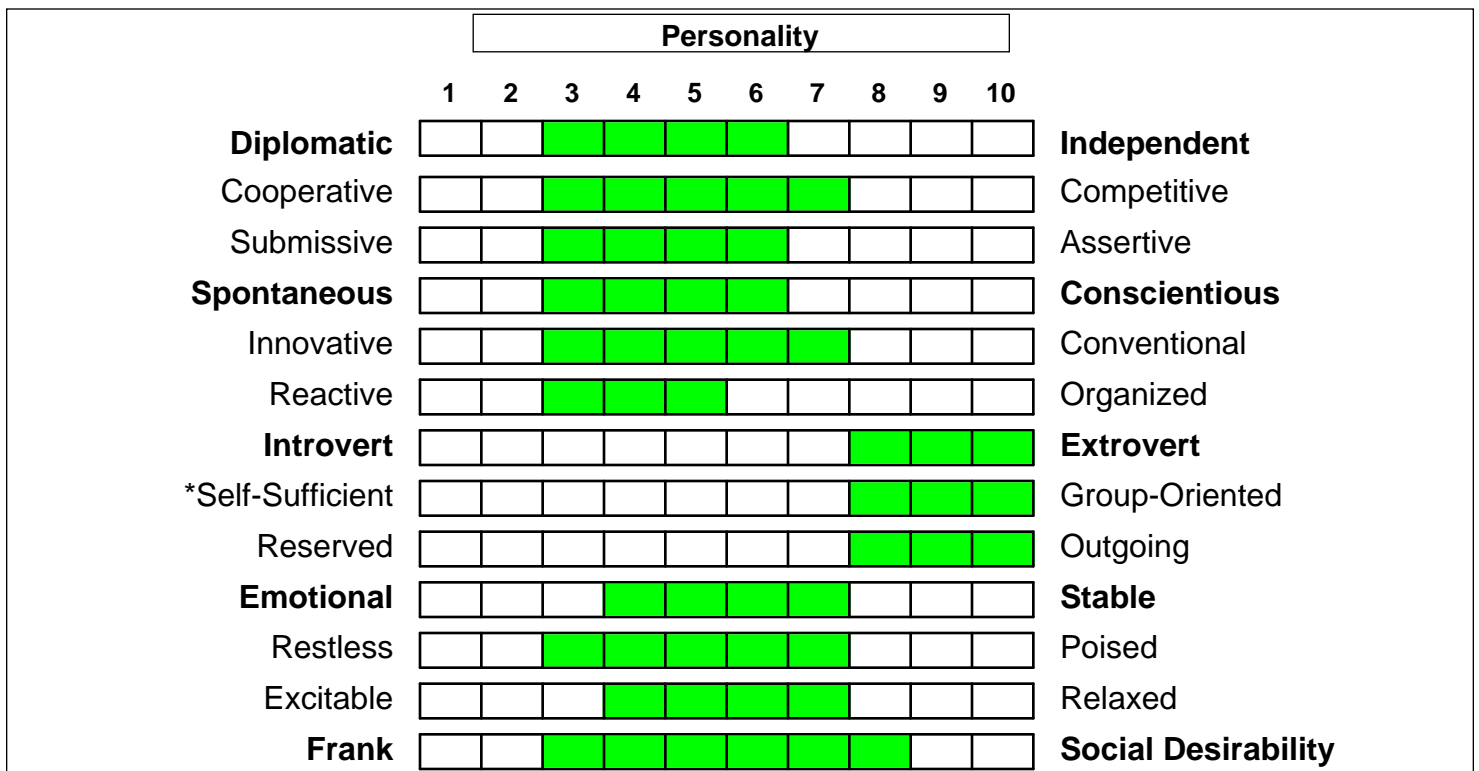
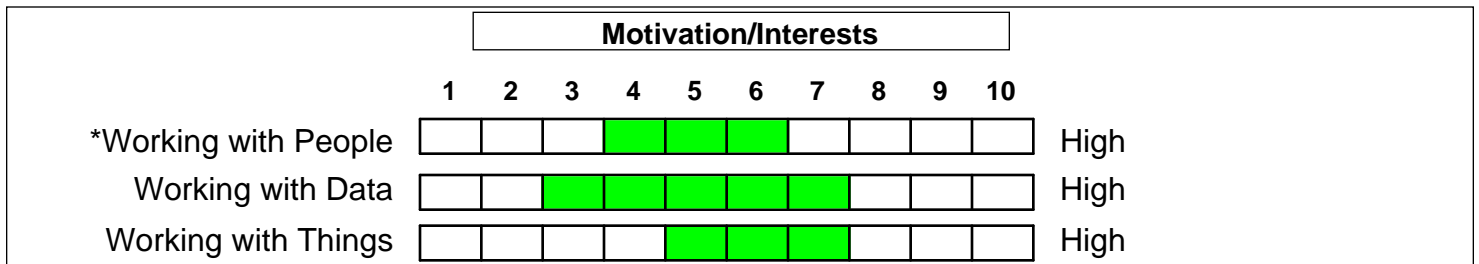
### Graph #1 – Job Description Survey Study Benchmark

This graph shows the draft benchmark for the Insurance Sales Agent 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

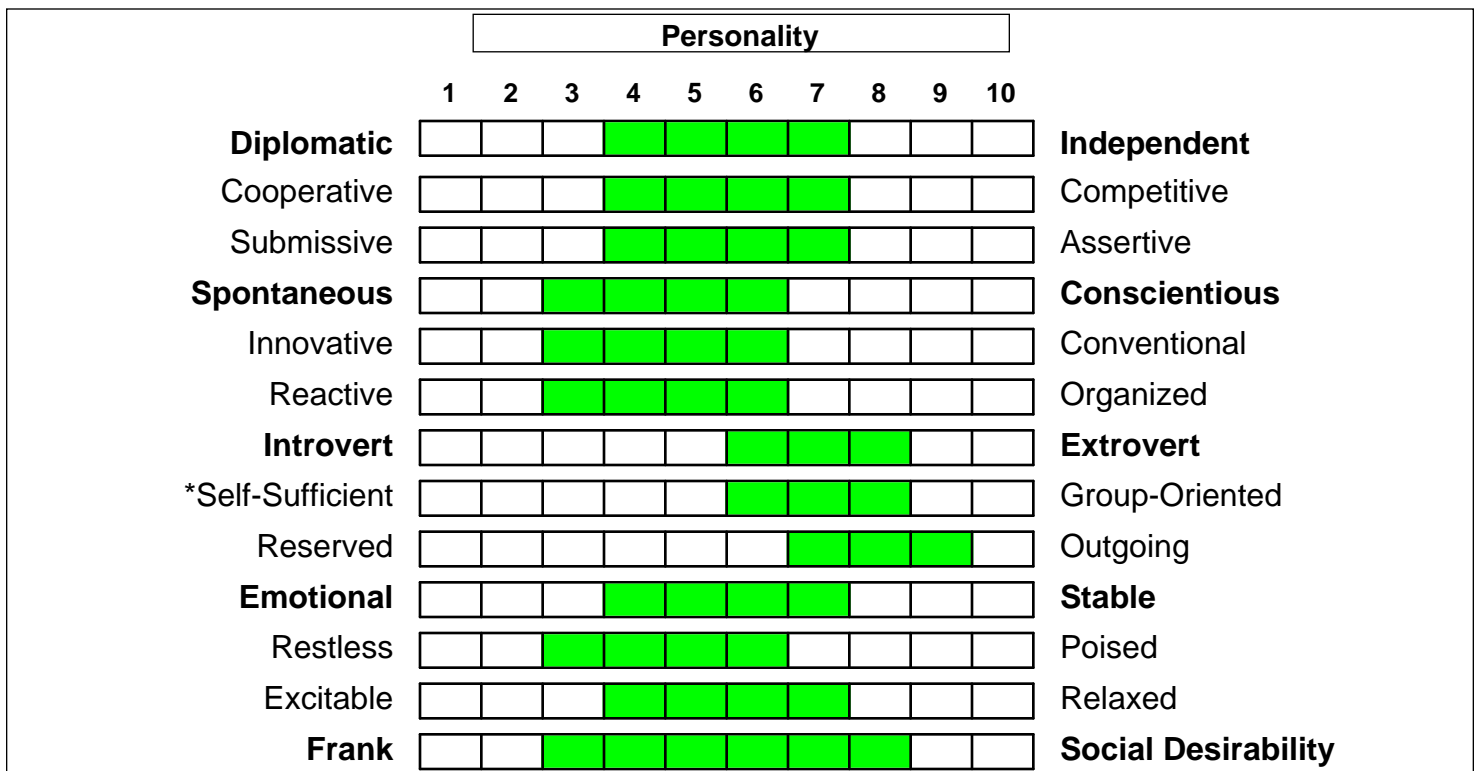
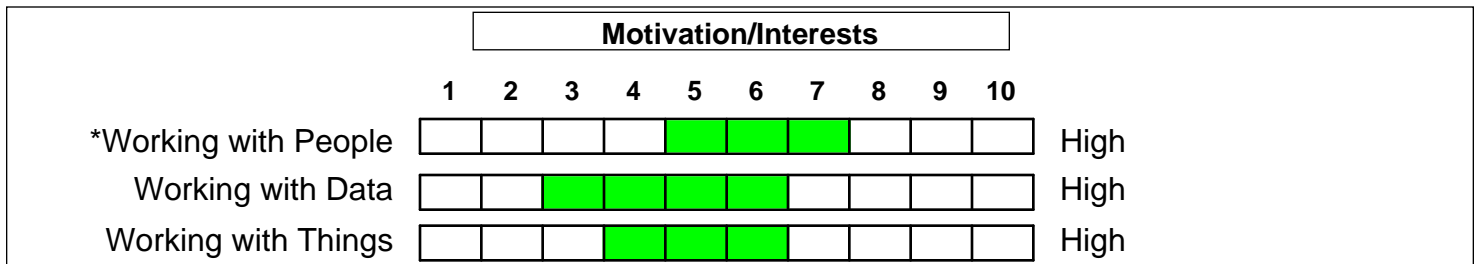
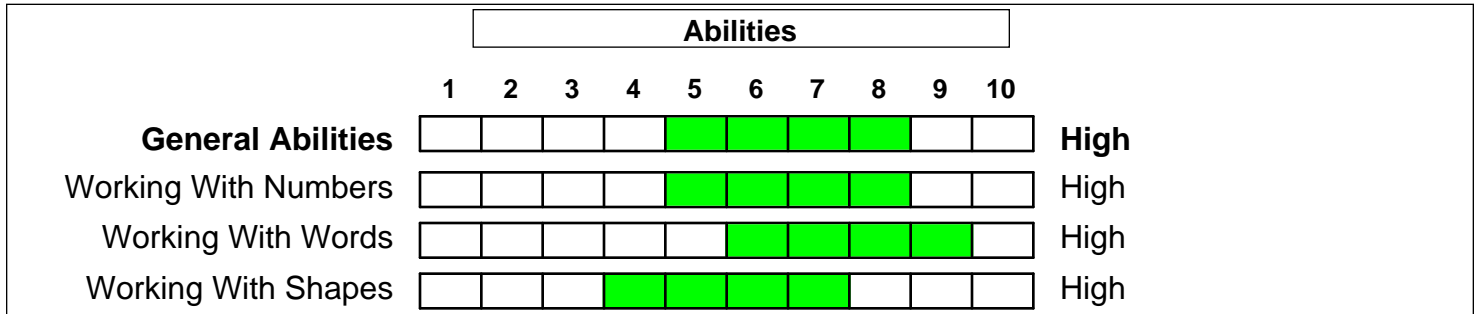
This graph shows the draft benchmark for the Insurance Sales Agent position derived from the Concurrent Study. This benchmark reflects the collective results of the Prevue assessments completed by the Concurrent Study Candidates.



### Graph #3 – Combined Study Benchmark

This graph shows the draft benchmark for the Insurance Sales Agent 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.

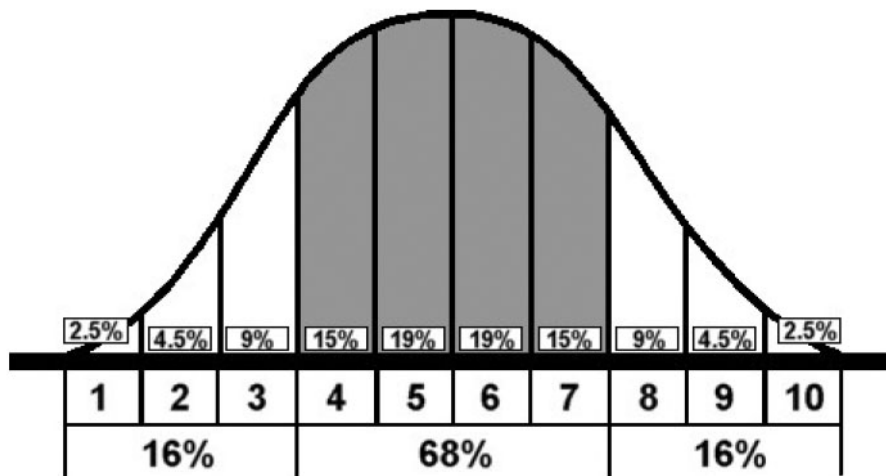
If there is a significant difference in the locations of the benchmarks reflected in the JDS Study and the Concurrent Study:

- 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 Prevue Distributor Training School 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

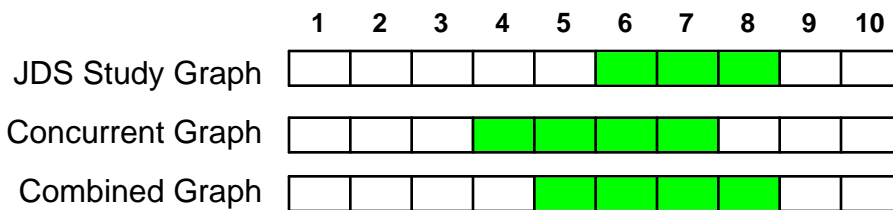
The person or persons developing benchmarks for Abilities should identify the required levels of skill for working with numbers, words, and shapes. The online facilities at [www.prevueonline.com](http://www.prevueonline.com) will automatically generate the benchmark for General Abilities major scale.

## 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 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

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 Insurance Sales Agent 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 high ability with written language. The position will likely require standard verbal skills for reading, writing, and recognition of common language errors. The job probably also demands some verbal reasoning when working with complex documents or following complicated written procedures. Candidates with below average ability might find this job overly challenging.

### 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 Insurance Sales Agent position on this scale.

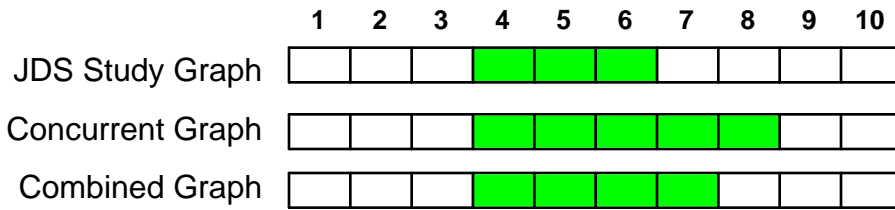
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

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

### Study Conclusions And Suggestions

The 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 Insurance Sales Agent 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

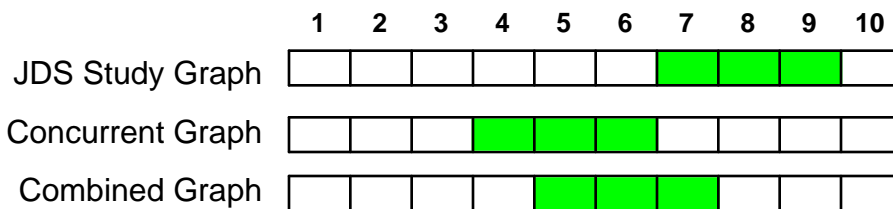
The person or persons developing benchmarks for Interests/Motivation must identify the required levels of enthusiasm for working with people, data, and things.

### 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 Insurance Sales Agent 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 do not agree on the appropriate benchmark for Working With People for the Insurance Sales Agent position. The resulting Combined Study Graph is therefore wider than may be necessary or preferred. The persons engaged in developing this benchmark should examine the analysis of this scale in the JDS Study and the Concurrent Study and 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 Combined Study Graph, follow the steps in Part 4 to finalize this benchmark.

## Scale Score Description

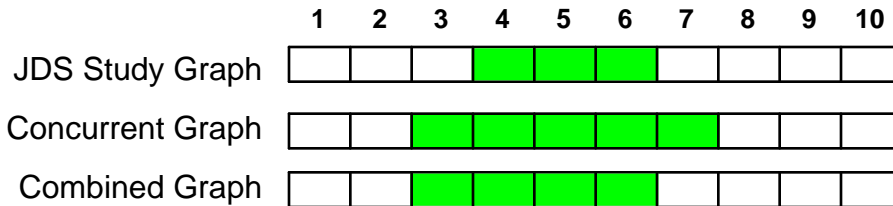
Low 1 – 2 – 3	Mid-range 4 - 5 - 6 -7	High 8 - 9 - 10
<ul style="list-style-type: none"> <li>• Content to work with minimal interaction with other people</li> <li>• Preferred contact method is often e-mail</li> </ul> <p>Performs well in semi-isolation Works efficiently when interpersonal relations and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

## Working With Data

### Scale Description

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

### Study Graph



### Benchmark Description

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

### Study Conclusions And Suggestions

The 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 Insurance Sales Agent position on this scale.

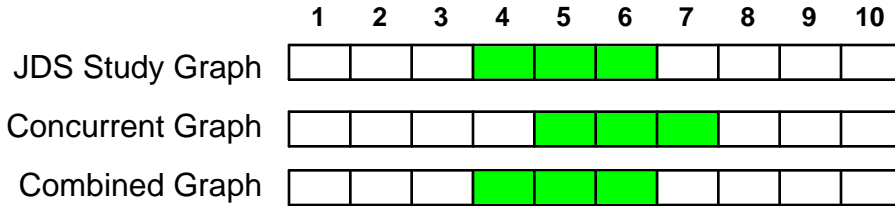
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

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

### Study Conclusions And Suggestions

The 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 Insurance Sales Agent 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

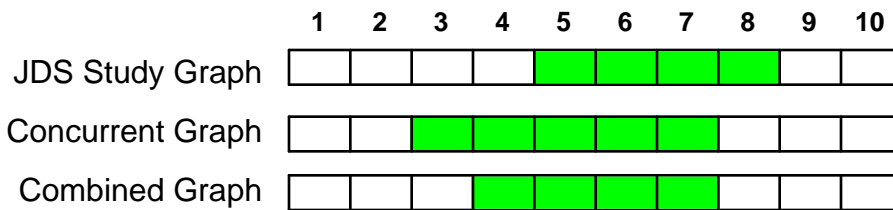
The person or persons developing the Prevue Benchmark are required to identify the preferred scores on the eight Personality minor scales of the Prevue Assessment. When the benchmarks for these minor scales have been determined, the benchmarks for the four Personality major scales will automatically 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 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 Insurance Sales Agent position. This means that extremely cooperative people, with little or no concern about winning or losing, may be less effective. Similarly, highly competitive candidates, with total concentration on personal achievement and little concern for relationships, could also be a poor fit.

### Study Conclusions And Suggestions

The 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 Insurance Sales Agent position on this scale.

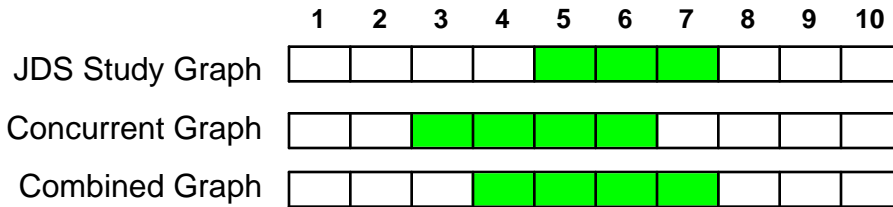
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

## 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 Insurance Sales Agent position on this scale.

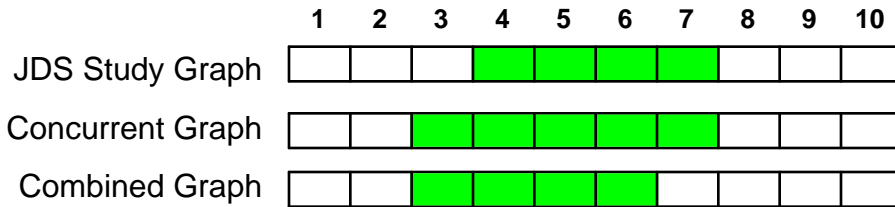
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

## 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 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

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 Insurance Sales Agent position on this scale.

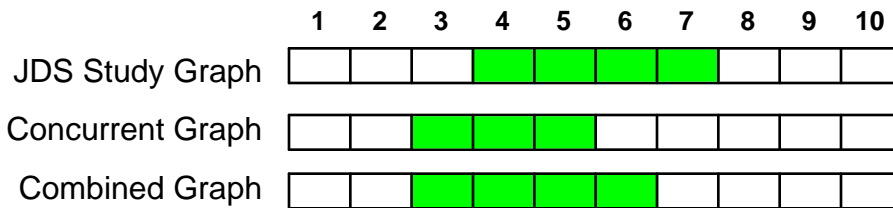
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

## 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 moderately reactive to balanced person is required. The appropriate employee likely has acceptable planning skills, reasonable punctuality, and appropriate, fairly inventive responses to change. An organized employee, who scrupulously plans and thinks ahead and prefers a logical environment with a controlled rate of change, might not be as effective in this position.

### 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 Insurance Sales Agent position on this scale.

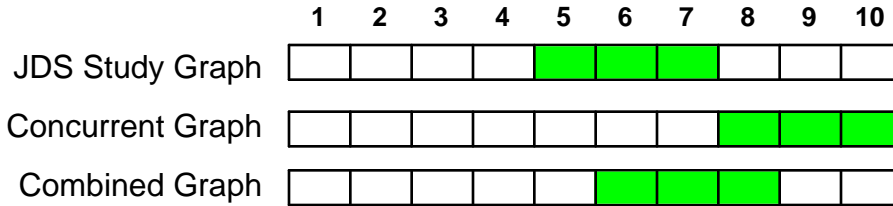
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

## 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 benchmark denotes that the required person will likely be balanced to moderately group-oriented. The appropriate employee probably has a mild to moderate preference for team work in social settings with opportunity for discussion, approval, and support. Moderately to extremely self-sufficient candidates, who tend to need extended periods of solitude, could be less likely to succeed. At the other end of the scale, a highly group-oriented person, who may be very dependent on direct social contact, also might not be a good fit.

### Study Conclusions And Suggestions

The results of the JDS Study and the Concurrent Study do not agree on the appropriate benchmark for Self-Sufficient / Group-Oriented for the Insurance Sales Agent position. The resulting Combined Study Graph is therefore wider than may be necessary or preferred. The persons engaged in developing this benchmark should examine the analysis of this scale in the JDS Study and the Concurrent Study and 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 Combined Study Graph, follow the steps in Part 4 to finalize this benchmark.

### Scale Score Description

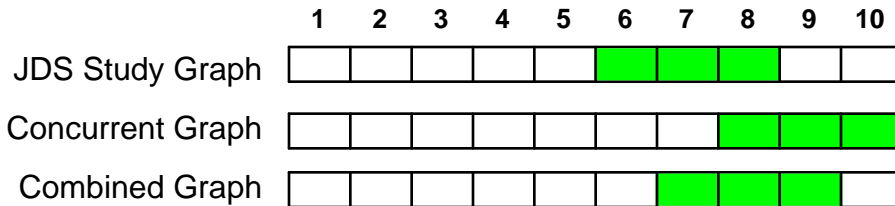
Low 1 – 2 – 3	Mid-range 4 - 5 - 6 -7	High 8 - 9 - 10
<ul style="list-style-type: none"> <li>• Prefers quiet solitude but capable of working with others</li> <li>• At ease when alone and able to control stimulation</li> <li>• Tends to avoid noisy situations, busy places, major social events and large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

## Reserved / Outgoing

### Scale Description

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

### Study Graph



### Benchmark Description

This benchmark indicates that the Insurance Sales Agent position requires a moderately to highly outgoing personality. Rarely inclined to do quiet, orderly work, the appropriate employee will look for varied assignments with risk, challenge and excitement. This person will often avoid monotonous, repetitive tasks and might change jobs more often than most. In meetings, the preferred candidate will be eager for new experiences and ready to speak out. The top performer will rarely hide in the background and may value co-workers for stimulation more than support. Candidates who are balanced or moderately to extremely reserved could be too detached to be fully effective in this position.

### 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 Insurance Sales Agent position on this scale.

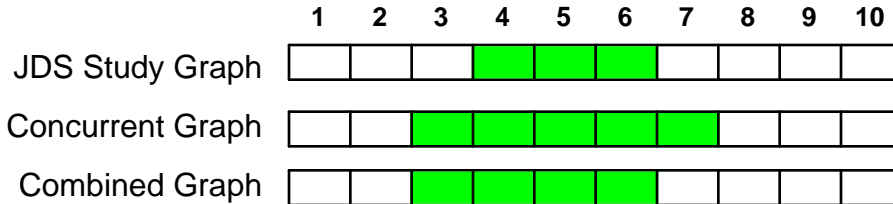
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

## 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 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

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 Insurance Sales Agent position on this scale.

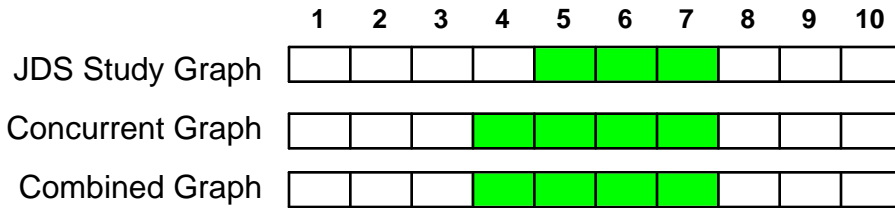
If reviewing the Scale or Benchmark Descriptions prompts the persons developing this benchmark to adjust it, please refer to Finalizing the Benchmark in Part 4 of this report.

## 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 Insurance Sales Agent 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 Insurance Sales Agent position at Prevue Distributor Training School, 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 Insurance Sales Agent position should be posted to the account of Prevue Distributor Training School 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 Prevue Distributor Training School has produced 10 or more Prevue Assessment Reports for persons employed in the Insurance Sales Agent position. A Concurrent Study will serve to review the initial benchmark established for the Insurance Sales Agent position and to verify the internal validity of the use of the Prevue Assessment for Prevue Distributor Training School. Combining both the Concurrent Study and a Job Description Survey Study will result in an even more powerful tool for management at Prevue Distributor Training School.