



BENCHMARKING

It is recommended that one position benchmark be conducted per position within your organization. The following is an outline of the benchmarking process:

1. Assemble Participants

- a) Select the "stakeholder" group for the position being benchmarked. These are the people participating in the position survey.
 - Teams should consist of top performers in the position, managers of the position, and other key individuals who deal with the position.
 - The team should consist of no fewer than 3 people, and no more than ten.

2. Identify the Key Job Characteristics

- a) As a team, make a list of the most important characteristics of the position.
- b) While identifying the position's key characteristics, keep in mind what these are currently and what you want them to be in the future.


3. Identify the Key Employee Characteristics

- a) As a team, make a list of the most important characteristics needed for the individual in the position being benchmarked.
- b) While identifying the individual's key characteristics, keep in mind the prominent characteristics in top performers, and what characteristics will be needed for the future role.

4. Survey

- a) Assess current individuals within the position (and/or individuals in consideration for the position).
 - Do their assessment results match your list for the job?
 - Remember: the goal is to match the person to the job, not the job to the person.

5. Briefing

- a) Review the redefined job position and responsibilities with individuals whom it will impact. It is suggested that the revised job responsibilities, characteristics, and expectations be clearly explained and/or documented so as to avoid any miscommunications or misunderstandings.

- b) Ask those involved if they have any questions, particularly in regards to how the revised role will impact their responsibilities.

6. Follow-Up, Reinforcement, and Accountability