

# JOB BENCHMARKING

**bench·mark** [bench-mahrk] **-noun**

Standard, or a set of standards, used as a point of reference for evaluating performance or level of quality.

The idea of benchmarking jobs is a very effective first step to ensure getting the right person in the right job. However, that's just the beginning. For years organizations have been paying top dollar for training, development and coaching, but towards what? Why is a person being developed? What expectations are the coaching and/or training supposed to deliver?

The answer is simple. If the job hasn't been benchmarked, you don't know - no one does. Benchmarking should be the first step in any talent related process, period. In order to achieve results and affect change, you must first know what the job is calling for.

*-Target Training International, Ltd.*

## JOB BENCHMARKING: THE PROCESS

- Identify the Job to be Benchmarked
- Identify Subject Matter Experts
- Define the Key Accountabilities
- Prioritize and Weigh the Key Accountabilities
- Respond to the Online Job Assessment Individually
- Review the Master Multiple Respondent Report
- Compare Talent to the Job Benchmark
- Discuss the Results & Implementation Strategy

Once completed, your organization will have a Job Portfolio detailing the behaviors, values, and skills required for the benchmarked position. These results can be used to screen future candidates and/or for developing the individual(s) currently in the position so that your people align even more closely with the position.

"When executed well, benchmarking prominently reveals gaps between the performance of the benchmarker and the performance of a benchmarked "best practices" leader, and often suggests the means by which the benchmarker might close those gaps."

*-David Stauffer, "Best Practices for Benchmarking", HBS Working Knowledge*



"Less than 25% of senior teams actually realize their potential."

*-Chief Executive, an international study of more than 120 senior teams*



"Human capital is the foundation of any company. The importance of using benchmark comparisons to measure how effectively the company is acquiring, engaging, developing and retaining its intellectual capital is not a difficult concept to grasp. It goes hand-in-hand with ensuring that the company is positioned to not only attain its strategic goals, but also maintain and improve its position in the global marketplace."

*-Stanley E. Womack, "The Value of Benchmarking In Today's HR World", SHRM*