

Job Benchmarking

The job benchmarking process enables businesses to assess the job and talent to find the best job fit, and makes it easy to remove common biases often associated with the hiring process. Instead, factual data based on job requirements provide a solid foundation for coaching and hiring success!

Why benchmark the job?

- ◆ Provides clarity and awareness about the job.
- ◆ When you identify the requirements of the job, people can be compared against a standard.
- ◆ People can be asked to commit to improve in very specific areas.
- ◆ When they have committed to improving, holding them accountable is easy.

When we listen to a job talk, there are two distinct voices. The first is how the job is currently being done. The second is how the job should be done. To benchmark a job, we should only listen to one voice – how the job should be done. So, if the job could talk, what would it say?

The Benchmark Process

The total process should take about 3 hours. Before we begin, we need to identify the key stakeholders and subject matter experts (SME) for the job. These are people who understand the job because they have done the job, manage the job, is in the job and performing well, or interfaces with the job. Some other questions to ask are:

- ◆ Who is responsible for the job?
- ◆ Who does the job impact internally?
- ◆ Who does the job impact externally?

Before the actual benchmarking process, we need to have a conference call with the stakeholders/SMEs to set the stage for what will happen and the timing and inform them of what will be required of them throughout the process.

Steps in the Process

- ◆ Define the job – we will begin with the current job description and update from there.
- ◆ Answer the question “Why does the job exist?” (brainstorm)
- ◆ Categorize the reasons the job exists down to 3-5 categories
- ◆ Define Key Accountabilities (a concise statement that defines a specific group of tasks the job requires for superior performance).
- ◆ Prioritize Key Accountabilities in order of importance to the job (not the amount of time spent doing).
- ◆ Weighing the Key Accountabilities for the amount of time spent on each during a typical work period (assuming 100% efficiency not someone new on the job).

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- ◆ Complete a job questionnaire (this is completed via the internet). The job questionnaire takes a comprehensive look at the job through 92 attribute questions, 42 rewards questions and 40 behavior questions. Sample questions include:
 - Attribute Sample Questions:
 - How important to superior performance is (Using a scale of very important, important, somewhat important, not important)
 - Treating all people fairly?
 - Establishing performance standards for others?
 - Persuading others to a point of view?
 - Reward/Culture Sample Questions:
 - Does this job reward superior performance (yes, no or not applicable) in the following areas:
 - Practical thinking and achieving real-world results?
 - Initiating humanitarian actions and efforts?
 - Continued application of knowledge and/or theories?
 - Behavior Sample Questions:
 - Ranking from 1 (most important) to 4 (least important) this job calls for:
 - Analysis of data and facts before acting
 - Tactful decisions
 - Quick and forceful decisions
 - Logical thinking before making decisions

There are a total of 174 questions about the job that gather and compile responses to the underlying question “If the job could talk what would it say about itself?”

- ◆ Review the job report with the group and discuss and confirm that the report does in fact define the top attributes, values and behaviors needed for superior performance given the Key Accountabilities of the job.

Job Description

With the job benchmark in hand, the job description can be enhanced to incorporate the qualitative requirements of the ideal candidate in addition to the quantitative requirements like education and work experience. Using the appropriate description attracts the candidates who are a good fit for the position.

Candidate Selection

The interview: You will be provided with potential interview questions based on the most important talents, skills, motivators and behaviors of the job benchmark.

Assessing the Candidate: Once the applicant list has been screened, candidates for the position will be evaluated versus the job benchmark to compare their talents, skills, values and behaviors to those required for superior performance in the job. Each

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candidate will be asked to complete an assessment for comparison to the job. You will be provided with a job comparison report for each candidate. Black Diamond Associates will provide analysis and interpretation of the reports to support the candidate selection process. The candidate/job comparison represents ¼ of the selection process and it complements the resume, interview and reference checks.