

A study by IHRIM and Knowledge Infusion found that over 82% of organizations cite Succession Planning as a growing concern of the future. Now they are looking at middle management and key talent in addition to top level executives.

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Let the Job Talk – Benchmark the Job, Not the People

By Target Training International, Ltd.

Whether you are hiring new employees or measuring the performance of current employees, the key lies in the benchmark. But are you using the right benchmark?

Some people might benchmark top performers in the position, hoping to hire a “clone” or coach everyone to that level. But when you benchmark the top performers of a C team, you get a C benchmark. Other people benchmark the ideal candidate, looking to hire the best of the best in all aspects. This is like scouting a 10-foot tall basketball player, since the rim is 10 feet high. It’s impossible. Likewise, nobody can be everything to all people or master every skill set.

To get a true benchmark, you must know what the job is calling for. You

must let the job talk and determine the Key Accountabilities of the job.

- Why does the job exist?
- What knowledge is needed?
- What couldn’t be done without it?

With a job benchmarking process, you can determine what behaviors, motivators and personal skills are required by the job’s key accountabilities. The job benchmark then allows you to accurately match talent to the position and assess current performers. With employees who match the behavioral requirements of the job, have the motivation for success and can provide the right soft skills, the organization will benefit from superior performance.

