

# Benchmarking 101

## WHAT ARE BENCHMARKS?

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**Benchmarks** help identify the key strengths and personality traits needed to be a top performer in a specific role. Benchmarking can be used to improve the following processes:

### Hiring:

- In the hiring process, benchmarks are used to compare potential new hires with the profile of top performers, so recruiters and hiring managers can easily identify strengths and areas of concerns for a specific position. With benchmarking, there is less variation in interpreting the results among different potential new hires and suggested interview questions in the detailed reports provide consistent messaging based on the benchmarks.

### Employee Development:

- By using benchmarks to train employees, the right people are placed in the right positions and great things happen:
  - Decreased turnover
  - Increased productivity
  - Improved performance
  - Lower incident rates

## HOW ARE BENCHMARKS CREATED?

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Creating a new benchmark takes 2-3 weeks. An organization is asked to collect additional data from 5 or more current top-performing employees in a specific role. The steps for creating a benchmark are as follows:

### STEP 1: Collect top performer assessment data

- Top performers are asked to complete the assessment(s) that will be used to evaluate future candidates. For example, if you will be using the Safety Quotient (SQ) and Cognitive Quotient (CQ) for hiring electricians, then we will get your top performing, long-term electricians to complete the SQ and CQ. This will take employees 15-45 minutes depending on which assessments are completed:
  - AVP Assessments (WPP, SQ, DSQ, WVA) – 15 minutes
  - CQ – 25 minutes
  - LP (Leadership plus AVP) – 60 minutes

### STEP 2: Job Analysis Questionnaire

- Top performers are also asked to complete a Job Analysis Questionnaire, which measures the importance and frequency of the key tasks in a position. This data is then mapped to the personality dimensions in the personality assessments. For example, if the position includes leading a team, this would be mapped to the WPP dimension Non-Dominant vs. Dominant

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- The Job Analysis Questionnaire should be completed by either top performers or by a manager who fully understands the position. It is best if five (or more) employees complete the Job Analysis Questionnaire.

## STEP 3: TalentClick crunches the numbers to create accurate and reliable benchmarks!

Steps 1 and 2 can be completed simultaneously and generally take 1-2 weeks. Step 3 is conducted after all data is collected and takes approximately 5-10 business days.

After the benchmarks have been reviewed, they will be applied to the results for your specific role (or employee group) going forward.

## HOW TO INTERPRET A BENCHMARK REPORT

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**Benchmarks** are an easy and efficient way to identify strengths and areas of concern. If a candidate's marker lands within the benchmark range, this indicates a good fit for that position because they are similar to the top performers in the current role.

If a candidate's marker lands outside the benchmark range, this indicates an area of concern because they are different from the top performers in the current role. Landing outside a benchmark does not mean that an individual can't do the job - it simply means that there are certain areas of the job that he or she is not a natural fit for.

Overall, a benchmark that is narrow is more important for success in a specific position. A benchmark that is wide is less important for success in a specific position.