

CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.



Companies that participated in study were:

Conglomerate, Computer Hardware, Aerospace, Pharmaceutical, Food Processing, Chemical, Water and Fluid Solutions, Retail, Banking, Transportation and Adhesives Company

QUESTIONS OF FOCUS

1. How are your HR Center of Excellences (COEs) organized – do you have one or part of one responsible for Talent Management (TM)?
2. How does your organization define TM – in terms of work processes and/or outcomes?
3. How have you segmented your customers... are some services provided “at scale” and others more “high touch”?
4. How is your TM COE (or comparable team) organized? Do you have resources deployed to your business units or regions? Or all centralized?
5. What role do HRBPs play in delivering TM services/achieving TM outcomes? How do you delineate the HRBP and TM roles? If there are TM resources deployed to the business units, do you have sense for the ratio of BPs to TMs?
6. Do you have a mechanism for conducting intake on business needs and/or prioritizing work for TM to deliver?
7. What have been the greatest lessons learned in your model?
8. What do people like best about it? Least?
9. When leaders talk about the value provided by TM, what do they say?

TALENT MANAGEMENT BENCHMARKING LEARNINGS

Operating Model

- Majority of companies are experiencing HR transformation/either a few years in or just getting started
- Talent Mgmt COE includes many different sub-specialties, not consistent across companies and resourcing models vary in size
- Mix of maturity levels as it relates to implementing Tiered Structure/At Scale Delivery of HR Services
- For many Twin Cities companies, TM sits in Corporate COE and works at the enterprise level, deployment arm is HRBP's
- For other large multi-nationals, TM is deployed at the unit level, more similar the Medtronic model
- Where locally deployed TM Roles exist, other orgs have also struggled with role clarity between HRBP and TM

Customers

- Hands on TM support focused at top of house
- Delicate balance between enterprise and unit priorities

Services

- Capability identification a top priority
- Mix of focus on both immediate and long term organizational talent needs (many are investing in Strategic Workforce Planning but is not consistent where it sits in HR)
- Increased focus on "Knowing the talent"

Technology

- Many companies recently or in the process of implementing Workday
- Looking for how to leverage technology to streamline/simplify manual TM Processes

Reality of being an internal Function

- Demand for services outstrips supply -> Must prioritize, contract and manage expectations in alignment with resourcing, and continually readjust!