ILR CAHRS

Cornell's Center for Advanced Human Resource Studies

Targeted Benchmarking on HR Competency Model

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.
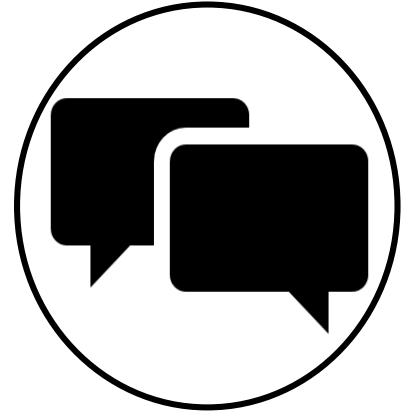
Benchmarking inputs

CAHRS
Research
CHRO/Future
Function COE
HRBP COE
HR Strategy COE
(Development
Committee, 2017)

Benchmarking Interviews
**7 multinational
companies**
(food & beverage,
financial services,
pharmaceutical, medical
technology, aerospace,
materials science
sectors)

Key Questions

How is your HR
competency model
structured?
Do you **use** it?
How do you embed
digital?
How do you **link it to
learning?**
Any **recent work** on the
model? (why/how)

Overview

	Model Structure	Digital Thread	Model Usage	Change (reasons, process)	Ties to Learning	Partnerships	Advice
Company 1	Know how & what	Part of 'Know how'	Used, through IDP	Experience is key	IDP-centered, not structured	N/A	Keep it fluid to be able to individualise
Company 2	Success factors	Function determines	Limited, some links to recruitment	Link to ldship traits... Focus on familiarisation	Internal best practices	Agile & internal - crowdsourcing, focus groups, SHRLT inputs	CHRO/LT buy-in, diverse teams, clarify R&R at start
Company 3	Core & behavioral (4 levels)	Part of HR strategy not the model	Limited, used as reference point	Strategise around focus areas	No ties yet, focus on functional learning	e-Cornell	Consider structure, avoid complexity
Company 4	8 HR competencies (3 levels)	Specific competency	Limited, focus areas chosen	Due to HRBP role change, journey of 3yrs	Focus on 4 learning modules, linked to model	CAHRS	Think sustainability
Company 5	SHRM competencies	Specific competency	Limited - focus areas chosen	Old model massive excel file	e-learning tied to model, leverage internal resources, re-advertise resources	SHRM	Understand Workday's capabilities ahead of change
Company 6	12 HR competencies	Embedded through the model	Used, through recent implementation	Due to business growth, journey of 2-3yrs	IDP, internal resources and partnerships	Gartner, CAHRS	
Company 7	Core & behavioral (4 levels)	Part of strategy	Limited, used as framework	No consistent or frequent use	Internal best practices, potential partnerships	N/A - possible blended approach	N/A

Top 3 findings:

➢ **Change initiatives** – triggered by changed role of HR… can take up to 2-3 years to fully operationalize

➢ **Model structure** – complex structures have limited use, lose ties to recruitment or awards and are mainly used as reference points

➢ **Digital competencies** – not necessarily embedded in the model, can be picked as strategic focus area

Trends:

❑ **Simple** approach and models
❑ Identification of **focus areas**
❑ **Experience** based learning
❑ **IDP** usage
❑ **Digital competency a focus area** for learning
❑ **Agile** methods/**crowdsourcing/internal** best practices