

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.



How many days are your jobs posted internally?

- 10 calendar days is the minimum. On average they are posted for 14 days.
- The rule is 5 business days. Our CEO would prefer that we post every position.
- 7 days if it's a growth promotion. It needs to be validated as to why the grade has changed. If reclassifying a position then post it.

Does it get posted internally before it is posted externally?

- Post internally and if does not warrant a candidate then post externally with a target to add headcount.
- Internal and external simultaneously.
- If we believe we have a good pipeline of internal candidate we will not go external. If no internal candidates, we post internal and external simultaneously.

Who is eligible to post? (Cross-functional, length of time in position, PMP score, level)

- In our guidelines that it is written that you should not be applying if on a Performance Improvement Plan. When a hiring manager posts, there is a field for desired length in assignment which is no less than 2 years.
- In role for 12 months, in good standing and with manager support to move. We do not verify this.
- Anyone can post to any role. Must be in role for 1 year. Have to have an acceptable performance rating. If not on a performance improvement plan they can post for more than 2 grades up and also downward.

How is it posted with levels?

- In the template when position a position, the manager indicates the level.
- By career band.
- Job grade is visible and known to the company.

Do you interview all candidates that apply?

- They are not obligated to interview everyone. Hiring manager review applications and determine if they are worthy of an interview. Hiring manager has option to reach out to current manager to gather information.
- We do not interview everyone from a volume standpoint.
- If anyone makes through the screen, they get interviewed.

Do you use targeted selection?

- We have a psychology group that when the employees are hired, they have been assessed. The manager then interviews based around the skills needed and the manager sees accomplishments. No need to do same behavioral interview when entering in a new role.
- Korn Ferry
- DDI targeted selection.

Resume or talent card?

- Resume.
- Resumes. We do not use talent cards now.
- Internal data & CV.

Who writes the job description?

- Hiring manager
- Standard template. Push all creating to hiring manager and Human Resources.
- Human Resources and hiring manager

Who approves the job description?

- Human Resources.
- Human Resources and hiring manager. Talent Acquisition cleans up and formats and corrects.
- Talent Acquisition team with generalist and hiring manager.

Who conducts the interviews? Is it dependent on level?

- It varies. Primarily the hiring manager and one other person interview the candidate. Not dependent on level.
- Hiring manager and 2-3 is what we recommend.
- Human Resources and hiring manager. The first round is the Talent Acquisition team.

Does employee notify manager that they are applying?

- Yes.
- Hiring manager is notified throughout process. Once confirmed an offer, they let their boss know.
- If it happens, it is informal.

Is there a conversation between managers before interviews are conducted or just before offer?

- Manager is notified through system when the offer is made.
- Yes. Before the offer.
- Yes. Before the offer.

When does HR get notified that employee will be leaving?

- It happens through our SAP system when the offer is accepted. Talent Acquisition does not get notified.
- Human Resources finds out before offer.
- Human Resources are auto copied on the offer letters. They will be auto copied on the acceptance of the new position.

How many levels can someone move up?

- We tell them typically do not apply to more than one level above where they currently are. There are no parameters that prevent this from happening. Their level comes through on the application. The hiring manager can see the entry they are applying for.
- There are no rules on this. Maybe at entry level non-exempt to exempt level. Usually we don't jump full career bands.
- 2 levels.

What if there are competing offers?

- Competing offers need to be the same dollars and at the same level.
- Internal competing offers do happen in marketing. The rule if this candidate has 2 offers, they need to be the same.
- We try to limit that.

Does the employee get an internal offer letter? Do they sign it?

- Yes. They receive an offer through the system.
- A new offer through workday.
- A new offer in system.

Do we keep the guides?

- We do not keep anything in the system. Job posting, application and decision for 3 years. If taking notes, hang on to those notes. Template they can use for an internal interview. Nothing is captured in system.
- We are building out our process better.
- Yes. We attach to the requisition and stays there until purged.