



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 Scope:** Understand current company practices to strengthen HR team’s capabilities in assessing talent, including: how to assess employees' potential for advancement, how to identify high-potential talent, how to then pivot to development, using data, as well as how we coach HR generalists/partners to talk about talent to managers/leaders.

**Outcome:** Most companies train on common skills with specialized change management strategies utilized for new programs. Overall, most companies noted a need to continue to invest in HR capability building.

**Company A**

- Development**
- HR internally trained and provided toolkits on some key processes
  - Future focus to build HR capability model, identify key skills and training
- Assessments**
- Leverage vendors for VP-level assessment

**Company B**

- Development**
- Internal capability building – compensation, business acumen and talent
  - Hold internal-led community, virtual events to learn together
  - Strategy to mitigate concerns with recent difficult organization decisions; create upskilling in safe environment

**Company C**

- Development**
- HR is trained – language, process & approach – for each key talent event (e.g. merit, assessing potential)
- Assessment**
- Disbanded internal assessment team
  - Leverage vendors for VP-level assessment

**Company D**

- Development**
- Each BU talent leader has significant autonomy and can pursue independent approaches, processes and solutions as long as aligns to HR system.
  - Promotes change management / bite-size learnings (e.g. videos) for new processes

**Company E**

- Recruitment**
- Internal assessment methodology for people managers
- Development**
- Leverages vendors for various assessments and interview simulations
  - Debriefs by internal and external experts
  - HR partners trained to read data/reports and ethical use of data. Do not debrief..

**Company F**

- Development & Succession**
- 10-15% of pop take assessment yearly
  - Tailored to job level, includes: personality, critical thinking and 360
  - Debriefs by internal and external
  - HR partners trained to understand reports and support individual development plans
  - Assessments mapped to leadership model