

# HOW TO CREATE A CUSTOM BENCHMARK

With many existing benchmarks available within the system, Care Advantage will support better workforce decisions for many roles and work environments. The available benchmarks have been created by a group of Occupational Psychologists based on research, review of job descriptions, manager input and assessment results.

Although these benchmarks were created on a solid foundation, there are circumstances when a custom benchmark for the Personality Assessment (Job Fit), specific to your organisation, will add further value to the recruitment/ selection process.

We generally recommend creating custom benchmarks for your most common roles and as such provide 1 free custom benchmark per year. Additional custom benchmarks can be purchased separately.

## What is it?

Benchmarking is the process in which the competencies necessary for job success are determined by comparing the results of individual personality assessments of a sample of successful incumbents on a specific job with those from samples of both average and poor or struggling performers on that job. The differences in the patterns of results among the three groups can then be used as a benchmark against which to compare the characteristics of applicants for that job on the Personality Assessment (including the Cognitive Assessment if required).

*★ Please Note: We can only create custom benchmarks for the Personality Trait profile report – not for the Attitudes Assessment.*

## Creating a Benchmark

The principle for creating a custom benchmark is straight forward. In all cases the process involves identifying groups of high, average and marginal (poor) performers and analysing the differences between the grouped profiles to determine where the benchmark needs to be set.

In addition to the personality profiles, we also look at the job description associated with the role and preferably get some insight into the required personality profile as per the feedback from current employees in the role and/or the direct manager(s).

*★ Please Note: A critical part in the process is basing performance ratings (high/average/marginal) on an objective assessment of performance, not simply based on supervisor opinion.*

## Custom benchmark process

The more data, the better, however as a minimum we recommend reviewing at least 30 employees, including high, average and poor performers.

1. Identify participants for the review (employees)
  - a. Preferably those who have made it past the probationary period
2. Establish which data you want to gather (average performance rating or more detailed performance measures) and how you want to gather that data:
  - a. Online survey
  - b. Direct contact with hiring managers
  - c. Review performance feedback
  - d. Review residents/client feedback
3. If employee has not completed the assessment(s) yet, ask them to complete the Personality Assessment only
  - a. Optional is the Cognitive Assessment
  - b. Do not include the Attitude Assessment
4. If possible, gather input from current employees in and direct managers for the role that is being benchmarked on the preferred personality traits. The Care Advantage team can help with this.
  - a. Ideally the Care Advantage team would like to do a job analysis interview with one or multiple direct hiring manager for the role.
5. Summarise performance and demographic data (age, tenure) including the job description and any input from current employees/direct manager(s) and provide to the Care Advantage team.
6. The Care Advantage team will analyse the personality assessment result and provide you with a custom benchmark profile.
7. Use this custom benchmark profile for new applicants and review after 6 months.

# EVALUATION FORM (SAMPLE)

## Job Fit and Performance

Organisation			
Participant First Name		Participant Surname	
How long has the employee been employed in their current role?			
Educational background			
Job Description			
Manager Name			
<b>How would you rate the employee's current job performance</b>	<b>Less than satisfactory</b>	<b>Satisfactory</b>	<b>More than satisfactory</b>
Quality of Work			
Work consistency			
Work independently			
Take initiative			
Productivity			
Honesty			
Integrity			
Client relationship			
Dependability/Attendance			
Cooperation and teamwork			
Stress resistance			
Level of empathy			

## Job Cognitive and Personality Requirements

This form can be completed by current incumbents in the job and/or the direct manager(s) if a job analysis interview is not being conducted.

Shade underneath each trait what traits the role would require. This can be very specific or broad. It is important to not think about your own personality preferences, but to objectively gauge which traits are required for the role.

For example:

General Reasoning									
The job has many repetitive tasks and does not require the ability to deal with many complex situations.							The job requires a high level of processing speed and dealing with a multitude of complex situations.		
Conscientiousness									
<b>Carefree / Impulsive</b> Thinks outside the box. No need for close management. Can handle interruptions. Self-organising. Entrepreneurial.							<b>Detail oriented / Dependable</b> Highly compliant. Follows instructions. Motivated to get it right. Needs clear management. Resistant to change.		
Highly Motivated									
<b>Cooperative / Agreeable</b> Accepting of tasks. Works well under supervision. Likes consensus. Goes along with the flow. Cooperative and tactful. Not comfortable with confrontation.							<b>Direct / Determined</b> Assertive. Takes authority. Takes responsibility. Makes decisions. Comfortable with conflict. Comfortable with difficulty. Goal orientated. Ambitious.		
Conventional									
<b>Flexible / Openness</b> Likes change. Will look for new ways of doing things. Likes variety and multitasking. Breaks rules if suited. Dislikes routine.							<b>Consistent / Structured</b> Likes structure and predictable processes. Follows structure. A "yes" person. Not open to change.		
Extroversion									
<b>Reserved / Listener</b> Source of energy = process. Likes to work alone. May seem unenthusiastic. No need to engage with customers.							<b>Outgoing / Talker</b> Source of energy = people. Excitement seeking. Able to engage with customers. Positive and enthusiastic.		

## Job Cognitive and Personality Requirements

Role:

Shade underneath each trait what traits the role would require. This can be very specific or broad. It is important to not think about your own personality preferences, but to objectively gauge which traits are required for the role.

General Reasoning								
The job has many repetitive tasks and does not require the ability to deal with many complex situations.						The job requires a high level of processing speed and dealing with a multitude of complex situations.		

Furthermore, the job requires people who generally are/able to/prefer:

Conscientiousness								
<b>Carefree / Impulsive</b> Thinks outside the box. No need for close management. Can handle interruptions. Self-organising. Entrepreneurial.						<b>Detail oriented / Dependable</b> Highly compliant. Follows instructions. Motivated to get it right. Needs clear management. Resistant to change.		

Tough Minded								
<b>Cooperative / Agreeable</b> Accepting of tasks. Works well under supervision. Likes consensus. Goes along with the flow. Cooperative and tactful. Not comfortable with confrontation.						<b>Direct / Determined</b> Assertive. Takes authority. Takes responsibility. Makes decisions. Tackles conflict. Comfortable with difficulty. Goal orientated. Ambitious.		

Conventional								
<b>Flexible / Openness</b> Likes change. Will look for new ways of doing things. Likes variety and multitasking. Breaks rules if suited. Dislikes routine.						<b>Consistent / Structured</b> Likes structure and predictable processes. Follows structure. A "yes" person. Not open to change.		

Extroversion								
<b>Reserved / Listener</b> Source of energy = process. Likes to work alone. May seem unenthusiastic. No need to engage with customers.						<b>Outgoing / Talker</b> Source of energy = people. Excitement seeking. Able to engage with customers. Positive and enthusiastic.		

Stable								
<b>Sensitive / Anxious</b> Will show empathy. Relates to others. Sensitive to others. High sense of urgency.						<b>Calm / Stress Resistant</b> Calm and confident. Handles pressure well. Can handle rejection. No need to feel a sense of urgency. No need to empathise well.		

Team								
<b>Individualistic</b> Functions independently. Enjoys competing with others. Works on personal aims. No need for teamwork.						<b>Team Orientated</b> Wins for the team. Cooperative and collaborative. Needs others around.		