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Catt-alyt for Profitability

Benchmark the Job? Why Not?
The TriMetrix™ System

Have you ever considered how much time, effort and expense go into ensuring that the right person gets hired for the job? I suspect that now it's more than ever before, if you consider the fact that employee turnover is estimated to cost corporations billions of dollars per year – at least three times the annual salary of the person being replaced. This doesn't even count the cost of lost knowledge, skills and contacts, or the cost of lost departmental productivity. Naturally, this figure increases exponentially as one progresses up the organizational hierarchy.

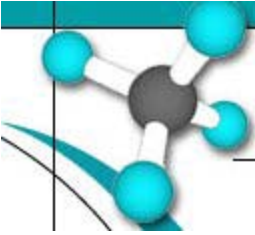
Another good reason that great effort is spent on trying to make sure that employees fit the jobs they are in, or are being hired into, is that it's long been known that a good person-to-position fit results in higher levels of employee engagement and satisfaction. This in turn results in superior performance and productivity.

Have you also ever considered how much more difficult that task is now with so many unemployed or underemployed lining up to (hopefully) land a job with more security, benefits or promise? The importance of identifying real talent and fit, of choosing the right person, is even more critical than ever. Our current economic climate demands that we get the highest possible performance from each employee. That they are expected to “wear several hats” has become de rigueur.

The war on talent is well underway, but fortunately there are some very effective weapons we can use to win this war, and one in particular I would like to bring to your attention.

In general the focus has been on scrutinizing candidates for their hard skills, experience, knowledge and even behaviors and values. But we may have overlooked an even more crucial area of scrutiny - the job itself. What, in fact, are we “fitting” the employee to? What does the job require?

The answer might lie in an assessment system known as The TriMetrix™ System, developed by The Brooks Group in partnership with Target Training International, Ltd. This unique three-pronged approach does the following:



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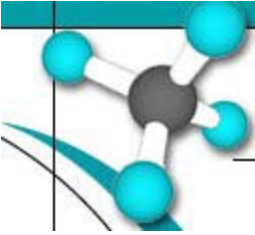
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- Evaluates the Job (what personal talents does the job require, what does the job reinforce or reward, and what behaviors are necessary for success in the job?). The instrument results in a detailed Job Report, ranking behaviors, values and capacities required by the job.
- Evaluates the Talent (what capacities, behaviors and values does the candidate bring to the job?). The instrument results in a detailed Talent Report, ranking the candidates on the same behaviors, values and capacities detailed in the Job Report. Both Job and Talent Reports also come with interview questions specifically designed to further identify good job-candidate matches.
- Compares the results of the Job Assessment with the results of the Talent Assessment on an item-by-item basis. This report is visually proficient in that several candidates can be immediately compared to the Job scores on all indices for match or non-match.

Not only is this system useful for maximizing success in talent selection, development and retention, but is also invaluable in startup, transitional and rapid growth situations, as well as during mergers and acquisitions. In all these situations, the necessity of compiling effective management teams, blending organizational cultures and defining meaningful job descriptions for the new organization is a process fraught with difficulty and failure.

The process is simple. After having defined the position to be analyzed, the next steps involve gathering together 3-10 “stakeholders” (those people involved with the job, having managed it, reported to it, held it, worked alongside it, etc). These stakeholders then work together to develop the position’s Key Accountabilities (those functions the job needs to perform, that can be measured, and thus provide a means of accountability for the employee). Once that is done, the stakeholders complete the Job Report with the Key Accountabilities in mind, as if the “job were speaking”. The resultant report is then used as a benchmark against which each candidate is measured.

It might not be realistic to expect an exact match every time, but this process certainly sorts potential matches from probable mismatches in a highly expedient way, thus saving valuable time, money and other resources. Only those with high correlation go on to further interviewing.



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