

JOB BENCHMARKING INSTRUCTIONS

1) Key Accountabilities (KA) Instructions

- a. KA is group of job description tasks that as a whole are measurable. If the tasks making up these KA are completed satisfactorily, the Stakeholder (person who this position reports to or has a stake in the success of the position. For many small business owners, you may be the only stakeholder if this is a direct report of yours) would forgive the position for non-key tasks that do not get done. Tasks that make up a KA can be derived from job descriptions or by thinking what the purpose of the position would be if it was being done to perfection.
- b. All stakeholders in a position should be consulted when creating tasks resulting in the KA for the position.
- c. To begin take a piece of paper and draw 5 empty buckets (You can have no less than 3 and no more than 5). Group similar tasks from the job description or other into these 5 buckets. Some ideas for buckets might be: customer service, sales, finance, marketing, management, administrative or others depending on the type of job.
- d. Looking at all the detailed tasks in a bucket, type the KA into the form fill KA Worksheet document. An example might be: Keeps the AR at no more than 45 days by implementing the company procedure for Accounts Receivable. (See KA Samples document).
 - i. Rank each KA in order of importance. Even though the incumbent may spend the most amount of time on one KA, it does not mean it is the most important one.
 - ii. After you have ranked each KA, determine or ask your stakeholders to give you a percentage of time that is required for each KA in a workweek.
 - iii. Your final step is to weigh each KA. Make sure the KA are measurable and could be used to evaluate the overall performance of the person. Soft skills such as “team oriented”, “gets along well”, “good communicator”, “great time manager” are not KA because they are not task oriented and measurable.

2) On-line benchmark

- a) Go to www.TTIsurvey.com
- b) Enter the Response Link obtained from the **SevenStar HR** office.
 - i) Make sure you have the agreed upon Key Accountabilities in front of you.
 - ii) For Part 1 of the questionnaire, mark Very Important only if it applies to every single KA and mark Not Important only if it does not apply to any of the KA's.
 - iii) For Part 2 of the questionnaire, ask yourself if each statement rewards or reinforces the job.
 - iv) For Part 3 of the questionnaire, focus only on the one KA that requires the most amount of time per week.
 - v) Do not over analyze your answers.

Position Risk Analysis Worksheet

Remember, Focus on the JOB, not PEOPLE!

This Key Accountabilities worksheet defines various elements of the position.

Read each of the statements below and check ALL of the elements that pertain to the position being analyzed.

1. This position has the authority to:

- Hire and/or fire employees
- Establish performance objectives for others
- Conduct and sign performance evaluations
- Place employees in a disciplinary process
- Grant salary adjustments and/or increases
- Change processes, procedures or schedules with approval
- Change processes, procedures or schedules without approval
- Change the objectives of the position

2. This position's financial responsibility, authority and control is in:

- Managing personal business expenses
- Participating in the budgeting process
- Preparing the final budget
- Administering funds (signing purchase orders or checks)
- Approving budgets of others
- Meeting profit goals and controlling losses
- Formulating policies

3. Decision-making authority in this position is demonstrated by:

- Providing input or participating in the collection of data
- Voting or influencing team decisions
- Making decisions about processes or procedures
- Making policy decisions

4. This position is held accountable for the following performance objectives:

- Personal performance objectives only
- Directing or facilitating the work efforts of a team or shift
- Meeting a team, shift or business unit objectives
- Multiple teams, shifts, or business units' objectives
- The business objectives of the entire organization

5. The consequences for the organization when mistakes are made in this position are:

- Lost business opportunities
- Lost time
- Lost equipment or resources
- Lost productivity
- Lost revenue or profits
- Lost reputation, image or credibility

6. Employees in this position have access to:

- Cash/checks
- Valuable inventory or merchandise
- Vital systems and/or equipment
- Dangerous chemicals
- Controlled substance (drugs)
- Customer lists
- Financial data
- Trade secrets
- Negotiable securities
- Bank accounts



KEY ACCOUNTABILITIES WORKSHEET

Company Name: _____

Position: _____

Stakeholders: _____

Date: _____

Key Accountabilities:

A. _____ Rank: _____ Weight: _____ %

B. _____ Rank: _____ Weight: _____ %

C. _____ Rank: _____ Weight: _____ %

D. _____ Rank: _____ Weight: _____ %

E. _____ Rank: _____ Weight: _____ %

Contact SevenStarHR at 877-923-0054 for a Response Link code