



How Do You Know Good Performance When You See It?

Overview

Most of us, especially those of us in some type of human resources or talent field, think that we are good if not keen judges of character and performance. Our experiences in creating and managing people processes have enabled us to identify when an employee is performing their job according to the company's expectations. This also holds true for many recruiters and managers in the field who conduct interviews with prospective employees. Through that interviewing experience, I would predict that many recruiters and managers feel that they are good judges of character and evaluators of performance on the job. This makes good practical sense. However, we may think we know good performance when we see it, but how can we be sure?

Defining Good Performance

Let's take a step back. Before we answer the question of *are we effective at identifying good performance*, we must start by defining what successful performance looks like in very specific, behavioral, and observable terms. The term BHI uses for this process is **Competency Modeling**. Through a thorough study of a company's jobs, BHI is able to define uniquely what knowledge, skills, abilities, and behaviors are required to perform the work at the highest performance level. BHI's team of researchers studies our client's business goals and directives, interviews key executives, reviews job and company literature, interviews subject matter experts, and observes actual on-the-job performance to understand fully and distinctly what is needed to perform successfully in a job or job family within the client's unique culture and environment. BHI calls this process **Job Analysis**, and these findings become the foundation of the Competency Model. When done correctly, Competency Modeling sets the performance standards that are aligned with the direction and goals of the business and creates a consistent and uniform performance language that everyone in the organization will use when evaluating performance over the course of the employee lifecycle.

Tools of the Trade

Competency Modeling enables organizations to create the tools they need to *know good performance when they see it*. From the initial recruiting through to annual performance reviews, the following tools help those individuals who deal with talent matters go from being good to great evaluators of performance.

- **Recruiting.** Competency Modeling helps shape the mold of a unique and compelling employment brand that sets a company apart when sourcing and recruiting talent.



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- **Hiring.** A selection system that is custom built according to the performance standards of a job or job family ensure the most accurate assessment of an individual's fit and likelihood for success. A competency-based selection system commonly includes pre-screening questionnaires, interview guides, and validated pre-employment assessments that have been benchmarked against successful performers through a process BHI calls **Talent Benchmarking**.
 - **Development and Training.** Providing relevant and targeted feedback and development to newly hired employees during or after their training process sets the stage for increased performance and retention.
 - **Performance Management.** Supervisors now more consistently, accurately and properly evaluate an individual's performance through the common performance framework outlined in the Competency Model.
 - **Succession Planning and Career Pathing.** When done at multiple levels and across job groups in an organization, Competency Modeling identifies the criteria required to get to the next level, inspires employees to grow and stay in the organization, and creates a culture of engagement.

The Bottom Line

All of us need tools to help ensure we are making the best people decisions possible amidst the changing and challenging business environment. It's the right thing to do for the prospective candidate, the dedicated employee, the stretched hiring manager, and the pressured HR professional. When used consistently and properly, these tools will help ***you know good performance when you see it.***