

BUILDING TALENT



ABOUT

Building Talent is a tool designed to support talent development, recruitment, and retention. The attached chart outlines key competencies expected at each level of the organization. These core competencies represent the skills, attributes, and areas of expertise that set us apart and create value for our clients—they go beyond technical skills.

This tool is not a rigid road map for career growth but rather a guide to help foster professional development. It should be used during performance discussions, alongside job descriptions, to support team members in their growth and career progression.

CORE COMMITMENT

We are committed to exceeding clients' expectations through employee well-being.

CORE VALUES

Balance, Integrity, Leadership, Loyalty

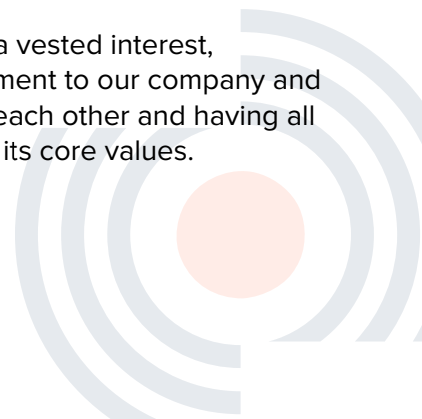
Balance - Fulfilling Relationships. Creating an environment where people feel they can commit time, energy and attention to the people and activities that are important to them, at work and at home.

Integrity - Do the Right Thing. Honest and truthful in our interactions with each other and our clients. Dedicated to honest and ethical practices and moral standards.

Leadership - Learning, Leading, and Getting Results. Guiding, inspiring and encouraging people to grow and succeed while striving towards a common goal. Providing clear vision and direction to support the team to be their best.

Loyalty - Bleed Blue. Having a vested interest, unwavering faith and commitment to our company and its people. Being devoted to each other and having all allegiance to Benchmark and its core values.

Built to Achieve





Building Talent

Core Competencies Matrix

	EVERYONE	TECHNICALLY SKILLED	PEOPLE MANAGER	TEAM LEADER	EXECUTIVE
LEADERSHIP	"HUMBLE, HUNGRY, & SMART"; ACCOUNTABLE, ACTION-ORIENTED	DEVELOPS THEIR OWN CAPACITY; PROACTIVE	DEVELOPS TALENT; DELEGATES WORK; STRATEGICALLY AGILE MINDSET	DRIVES ENGAGEMENT; BUILDS EFFECTIVE TEAMS	DRIVES VISION AND PURPOSE
RELATIONSHIPS	CLIENT FOCUSED; BUILDS TRUST; RESILIENT; LIVES BALANCED	"TAKES THE BULL BY THE HORNS"; ACCEPTS FULL RESPONSIBILITY	CARES ABOUT DIRECT REPORTS; STRONG GRASP OF TEAM DYNAMICS	EMPATHETIC LEADER; MANAGES DIVERSITY; CULTIVATES HIGH PERFORMING TEAMS	POLITICALLY SAVVY; CONTAGIOUSLY ENTHUSIASTIC
COMMUNICATION	COMMUNICATES EFFECTIVELY	ENGAGES OTHERS; MANAGES CONFLICT WITH COMPOSURE	MOTIVATES OTHERS; ACTIVE LISTENER	HIGH EMOTIONAL INTELLIGENCE	EXCEPTIONAL SOFT SKILLS; EFFECTIVELY ENGAGES DIVERSE AUDIENCES
BRAND	LOYAL, "BLEEDS BLUE"; SAFETY FOCUSED; WORK HARD, PLAY HARD.	RESPECTS & UPHOLDS STANDARD PROCESSES	LEADS THE TEAM BUT WILLING TO "PUT ON A TOOLBELT"	GOES THE EXTRA MILE	COMMITTED & RESPONSIVE WHILE RECOGNIZING THE IMPORTANCE OF BALANCE
TRAITS	AUTHENTIC & SELF-AWARE; PERSEVERES; TRUE TEAM PLAYERS; HIGH INTEGRITY	INTUITIVE	APPROACHABLE; EXTRAORDINARILY GRITTY	POSITIVE CHANGE AGENT	FEARLESSNESS AND HIGH RISK TOLERANCE
SKILLS & ABILITIES	VULNERABILITY	DECISIVE, FOLLOWS THROUGH WITH CARE; LEARNS QUICKLY	HIGHER LEVEL OF SELF- AND OTHERS-AWARENESS	STRONG NEGOTIATOR; DEAL CLOSER	AGILE; ANTICIPATES AND EMBRACES CHANGE
EDUCATION	PASSIONATELY CURIOUS, PROBLEM-SOLVER	MANAGES COMPLEXITY; MANAGES PROCESSES	STRONG UNDERSTANDING OF "THE BUSINESS"	VOLUNTARY LIFELONG LEARNER	"YODA, GRAND MASTER OF THE JEDI"



Building Talent

Core Competencies Definitions

Everyone (Basic Qualities to be a Benchmark Employee):

Leadership – We want people who are ideal team players, which means they are humble - concerned about the success of the team, hungry - have a drive to work hard and do whatever it takes, and smart - understand the nuances and complexity of people and how their words and actions impact others. Who hold themselves and others accountable, and are action-oriented individuals.

Relationships – “Exceeding our clients’ expectations” is at the core of what we do. Building trust with teammates, clients, and business partners. Exhibiting resiliency and bouncing back from challenges. Lives balanced in dedicating time and energy to things that are important, both inside and outside of work.

Communication – Can communicate effectively, knowing which medium is best to use both internally and externally. Knowing when to pick up the phone, versus send an email.

Brand – Loyalty to our team, our clients, and each other defines what it means to “Bleed Blue.” Safety first, always as a focus. We want everyone to go home to their loved ones each night. We work hard, and we play hard.

Traits – We value integrity as one of the highest traits a person can have. We want true team players who “have each other’s backs.” True authenticity and highly self-aware individuals who persevere through challenges. Defined as “dogged,” by Chris Smith, Chief Operating Officer.

Skills & Abilities – We look for vulnerability and people who can acknowledge they don’t know everything.

Education – We look for problem solvers who ask lots of questions and are passionate about getting to the root of a problem.

Technically Skilled:

Leadership – Focused on developing their own capacity. Proactive and doesn’t sit on the sidelines waiting to be subbed in.

Relationships – Takes Extreme Ownership and “takes the bull by the horns.” Takes full responsibility.

Communication – Knows when and how to engage others. Steps up to conflict, sees it as an opportunity. Can hammer out tough agreements and settles disputes with integrity. Cool under pressure.

Brand – Knows, respects, and upholds standard processes.

Traits – Intuitive and can sense problems, specifically what others cannot.

Skills & Abilities – High-quality quick decision-making. Follows through, shows extraordinary care, and learns quickly. Someone who has “decision velocity” as Mike Callahan, Chairman of the Board, would say.

Education – Manages complex issues with care. Understands and follows our processes, knows what to measure and how to measure it, can simplify the complex, and gets more out of fewer resources.

Core Competencies

Definitions

People Manager:

Leadership – A true “people builder” who focuses attention on growing and developing direct reports. Clearly and comfortably delegates routine and important tasks, and trusts the team. “Trust but verify.” Works through others.

Relationships – Shows care towards direct reports. Firmly grasps dynamics, personalities, strengths, and weaknesses of their team.

Communication – Creates a climate in which individuals want to do their best. Makes each individual feel his/her work is important. Listens to understand. *“I believe in you.” - Coach Mike Krzyzewski, Duke Basketball.* Those four words can mean the difference between a fear of failure and the courage to try.

Brand – At Benchmark, we believe that all people, regardless of a leadership title, need to be enthusiastically willing to “put on a tool belt” and roll up their sleeves, in addition to “providing the blueprint.” Doesn’t ask someone to do something they wouldn’t do.

Traits – Approachable and easy to talk to. Gritty and willing to roll their sleeves up and tackle any problem.

Skills & Abilities – Emotionally aware, with higher levels of both self and others’ awareness. Understands the dynamic of their team.

Education – Understands more than just their piece of “the business.”

Team Leader:

Leadership – Creates a sense of belonging on their team, builds strong morale, and shares wins and successes. Ensures their team members are engaged, motivated, and focused on the end goal. “Are you training your replacement?”

Relationships – Empathetic and caring about the “whole person” of their direct reports, not just the work. Manages equitably, sees the value in diversity of thought, character, and background. Welcomes all to their team. Cultivates a team of high performers who *“have each other’s backs and get it done!” - Bobby Brandt III, President and CEO.*

Communication – Above-average emotionally intelligent individuals have strong self-awareness, the ability to manage their own actions, are acutely socially aware of what’s going on around them, and manage relationships very well.

Brand – Goes the extra mile for their team and has Benchmark’s back.

Traits – We favor those who go beyond the typical job description. This person can do the daily tasks of their job as well as see the broader, bigger picture of their role and respond accordingly to implement positive changes that impact Benchmark’s future.

Skills & Abilities – Strong negotiator who is resilient enough to close a deal. Understands the nuances of when to push something or take a step back.

Education – Has a knowledge base developed from years of experience, active learning, and formal educational opportunities. Can help assist in the education of others.

Executive:

Leadership – Helps create and communicate a compelling and inspiring vision and sense of core purpose. Makes the vision shareable by everyone. Can inspire and motivate entire departments (and armies) – think William Wallace in Braveheart!

Relationships – Can maneuver through complex situations effectively, anticipates where the land mines are, and plans their approach accordingly. A positive force in the face of setbacks: maintains a fantastic level of energy and attitude. *“Go Benchy, Go!” - Bob Brandt Jr., Founder and Board Member.*

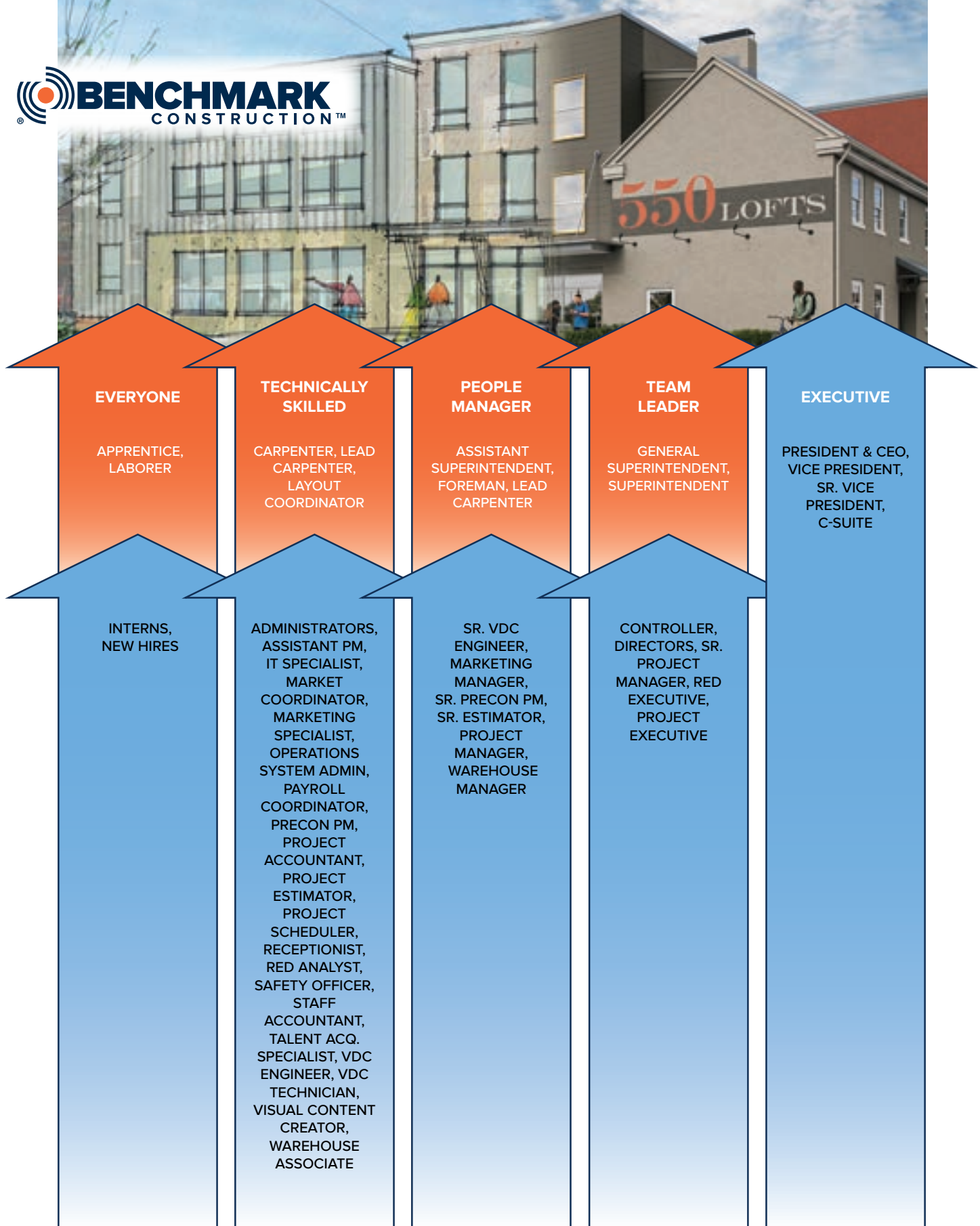
Communication – Has the ability to feel the energy in the room, read the players, and engage. Can turn a meeting around when the “ship is sinking.”

Brand – Executives have an uncanny ability to manage their business and personal lives. They are committed to what it takes to deliver Built to Achieve results! Recognizes that they need to “be the change” they want to see. Demands excellence from themselves and holds their team to the same standards.

Traits – Fearless in the face of challenges. Can present the unvarnished truth in a helpful and appropriate manner. They search for perfection. They will actually “break” something that is working well in an attempt to reassemble it in an even better fashion/function.

Skills & Abilities – Knowledgeable about how organizations work and understands our culture. Knows change is inevitable and embraces it. Understands the players as well as the teams and uses that to execute.

Education – Not just a “lifelong learner” but never satisfied with the status quo; someone others look up to as great mentors and life coaches.



*The technical skills for each position can be found in the job description.

**Each column above has a variety of roles with different responsibilities and skill sets required.

***These tools are not hard and fast rules about career growth and opportunities. Progression in an individual's career and into different roles will look different for everyone and is dependent on several things including experience, skills, background, and more.