



Leadership  
And Corporate Accountability

# Lecture 4



A decorative network diagram in the top right corner, consisting of various nodes (some solid grey, some hollow white with a grey border) connected by thin grey lines. The nodes are arranged in a complex, interconnected pattern.

BENCHMARKING

For Best Practices


A decorative network diagram in the bottom left corner, similar to the one in the top right, featuring nodes and connecting lines.

## What is Benchmarking

- ◎ A method for identifying and importing best practices in order to improve performance
- ◎ The process of learning, adapting, and measuring outstanding practices and processes from any organization to improve performance



## Why Benchmark

- ① Identify opportunities to improve performance
  - ① Learn from others' experiences
  - ① Set realistic but ambitious targets
  - ① Uncover strengths in one's own organization
  - ① Better prioritize and allocate resources
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## Public Sector Benchmarking


- ◎ Citizens demand effective and responsive government
- ◎ Voters resent waste of tax dollars
- ◎ People ask for greater accountability of government
- ◎ Weak economy forces government to provide more services with less resource



## Types of Benchmarking: 1

### ◎ Strategic Benchmarking

How public, private, and nonprofit organizations compare with each other. It moves across industries and cities to determine what are the best strategic outcomes.



## Types of Benchmarking: 2

### ◎ Performance Benchmarking


How public, private, and nonprofit organizations compare themselves with each other in terms of product and service. It focuses on elements of cost, technical quality, service features, speed, reliability, and other performance comparisons.



## Types of Benchmarking: 3

### ◎ Process Benchmarking

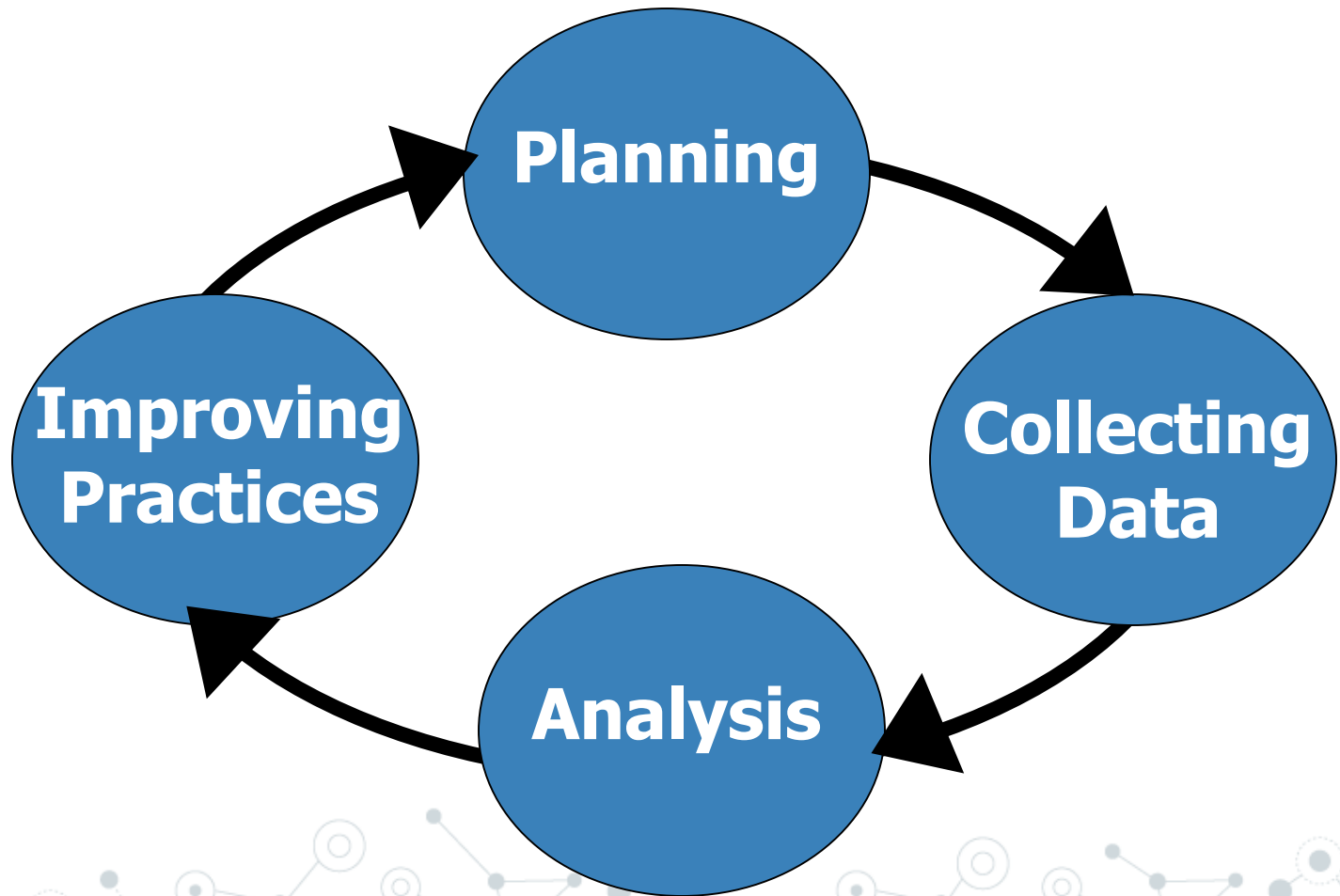
How public, private, and nonprofit organizations compare through the identification of the most effective operating practices from many organizations that perform similar work processes.



## When not to Benchmark


- ⊙ Target is not critical to the core business functions
- ⊙ Customer's requirement is not clear
- ⊙ Key stakeholders are not involved
- ⊙ Inadequate resources to carry through
- ⊙ No plan for implementing findings
- ⊙ Fear of sharing information with other organizations

# Benchmarking Process





## 1. Planning


- ① Determine the purpose and scope of the project
  - ② Select the process to be benchmarked
  - ③ Choose the team
  - ④ Define the scope
  - ⑤ Develop a flow chart for the process
  - ⑥ Establish process measures
  - ⑦ Identify benchmarking partners
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## 2. Collecting Data

- ① Conduct background research to gain thorough understanding on the process and partnering organizations
- ① Use questionnaires to gather information necessary for benchmarking
- ① Conduct site visits if additional information is needed
- ① Conduct interviews if more detail information is needed



### 3. Analysis

- ◎ Analyze quantitative data of partnering organizations and your organization
  - ◎ Analyze qualitative data of partnering organizations and your organization
  - ◎ Determine the performance gap
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## 4. Improving Practices

- ◎ Report findings and brief management
  - ◎ Develop an improvement implementation plan
  - ◎ Implement process improvements
  - ◎ Monitor performance measurements and track progress
  - ◎ Recalibrate the process as needed
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