Do-It-Yourself (DIY) Benchmarking

Office of Quality Initiatives
2013

@CU_Quality
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What we’ll cover

- Definitions
- When to use
- Benefits
- Getting started
- Research
- Data analysis
- Recommendations
- Approving changes
- Implementation
- Support
Let’s get started
Benchmark...

“A standard by which an item can be measured or judged.”

- H. James Harrington
Benchmarking is...

“A systematic way to **identify, understand**, and creatively **evolve** superior products, services, designs, processes, and practices to **improve** an organization’s real performance.”

“It is a process where you **adapt** or **adopt** another organization’s processes or product concept to your process or product.”

- H. James Harrington
Best practice is...

“Any method, technique or strategy that results in increased customer satisfaction.”

- Robert Damelio
Ways to do research

1. Benchmarking @ Carleton
2. Education Advisory Board (EAB)
3. Best practice research
4. DIY Benchmarking
When to DIY?
1. Bring together different functions within your *department* that share a common goal
2. Uncover your own opportunities and challenges with internal research
3. Inform your approaches using proven practices
4. Gain support through consensus
5. Guide improvement activity going forward
Benefits

- Understanding of different roles in the delivery of services
- Data to reflect on current performance and identify areas for improvement
- Learn from others
- Clear strategy/direction going forward
Benchmarking research
Approach

➢ First focus *internally* to understand challenges & opportunities

➢ Then look *externally* for answers & ideas
Primary vs. Secondary Data

Primary ->
Data collected first-hand
- Consultations
- Interviews
- Focus groups
- Surveys
- Conferences
- Site visits

Secondary ->
Published data/info
- Existing reports
- OIRP data
- Journal articles
- News media
- Survey conclusions
Consistency

- Data Collection Plan and research instruments
- Ask the same set of ?’s
- Match ?’s to collection technique
### Plan your data collection

<table>
<thead>
<tr>
<th>NAME</th>
<th>DESCRIPTION</th>
<th>TYPE</th>
<th>PRIMARY / SECONDARY</th>
<th>ORDER</th>
<th>DEPENDENCIES</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff survey</td>
<td>Survey circulated to staff in the offices represented on the benchmarking team</td>
<td>Internal</td>
<td>Primary</td>
<td>2</td>
<td>N/A</td>
<td>Drill down on some items Satisfaction Surveys</td>
</tr>
<tr>
<td>New Employee Focus Group</td>
<td>Speak with new employees about their experiences at past employers and their experience at Carleton</td>
<td>Internal</td>
<td>Primary</td>
<td>3</td>
<td>N/A</td>
<td>Staff and faculty that has within the past six month Contract, TA, etc...)</td>
</tr>
<tr>
<td>Laboratory Focus Groups</td>
<td>Speak with graduate students, post-doctoral students, staff, managers and technicians involved in research labs</td>
<td>Internal</td>
<td>Primary</td>
<td>4</td>
<td>N/A</td>
<td>Also invite those involved undergraduate labs</td>
</tr>
<tr>
<td>Workshop Supervisors Focus Group</td>
<td>Speak with workshop supervisors</td>
<td>Internal</td>
<td>Primary</td>
<td>5</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Leadership/ Executive Interviews</td>
<td>In-person interviews with VPs, their direct reports and admin/academic supervisors about their understanding and support of EH&amp;S</td>
<td>Internal</td>
<td>Primary</td>
<td>6</td>
<td>N/A</td>
<td>Get an idea of priorities, to assessment of risk, risk to</td>
</tr>
<tr>
<td>Lab Researchers Interviews</td>
<td>In-person interviews with head researchers in labs doing field work</td>
<td>Internal</td>
<td>Primary</td>
<td>7</td>
<td>N/A</td>
<td>Include faculty from Sci a not only from these Faculty</td>
</tr>
<tr>
<td>External Interviews</td>
<td>EH&amp;S groups at other institutions and employers</td>
<td>External</td>
<td>Primary</td>
<td>10</td>
<td>2-7</td>
<td>Tap into CEHSO for contact</td>
</tr>
<tr>
<td>PSHSA Interview</td>
<td>Interview with a member of the Public Services Health and Safety Association</td>
<td>External</td>
<td>Primary</td>
<td>8</td>
<td>N/A</td>
<td><a href="http://www.healthandsafe">http://www.healthandsafe</a> PSHSA/Home.aspx</td>
</tr>
<tr>
<td>JHSC Consultation</td>
<td>Consult with and give status updates to the Joint Health and Safety Committee</td>
<td>Internal</td>
<td>Primary</td>
<td>7</td>
<td>N/A</td>
<td>And other committees, as</td>
</tr>
</tbody>
</table>
Questions to ask...

(among others)

› What are you doing (for x)?
› Why did you do it that way?
› How are you doing it?
› What resources does it take?
› What systems do you use?
› How have customers responded?
› How do you measure success?
› Who is in charge of this?
› Who else is doing what you do?
› How did you implement?
› What are the key success factors?
› What was/is your biggest challenge?
Identify the Leaders

- Personal experience
- Published rankings
- Conference presenters
- Article written about them
- Ask each organization
Benchmarking Code of Conduct (APQC)

- Legality
- Exchange
- Confidentiality
- Use
- Contact
- Preparation
- Completion
- Understanding & Action
Learning from others

- Your role = to “mine” for ideas / best practices
- Non-judgmental
- Not the time to correct misconceptions
- Document as much as possible
  - Good idea to involve others as ‘scribes’ for interviews or focus groups
- Keep culture in mind
Once your data is collected...
Data Analysis

- For each piece of data collected - review data and form conclusions with subject matter experts
- Order is important - knowledge builds on one another
- **Document** key learnings / findings
- Withhold coming up with solutions until **ALL** data is collected
Recommendations

- Tie back to findings
- Order & Prioritize
- Document (what, why and how)
- Get feedback
Tell your story...

(write a short report)

› Why you undertook this research
  › (e.g. Existing challenge or opportunity)

› What you did

› What you found

› What you recommend

› Why this will lead to improvement

› How to make it happen
Getting changes approved
How are other decisions made in your department?

- Get stakeholders and decision-makers involved throughout the project
- Understand limitations
- Come prepared (report and presentation)
- Incorporate their feedback
- Answer questions
Implementation

![Diagram: Where you are vs. Where you want to be]

Lots & Lots of Work
Implementation Plan

- Some recommendations will be **BIG** and **small**, so keep a high-level plan to keep track of them
- Major milestones, timeframes, leader, dependencies
- Include the communications of these changes in the plan
- Consult with subject matter experts on details and time estimates
IT Projects

- In the case of technology initiatives, there is a Project Initiation process through CCS (see Project Office)
- Consult with them as early as possible
- Use your report as background information
Support
Office of Quality Initiatives is here to support you!

› Planning

› Facilitating discussions

› Templates

› Checklists

› Coaching (listen, motivate, advise, share experiences)
Advice...

- Don’t try to do too much - focus your project and focus your research
- Ensure foundation is there before recommending higher order items
- Sell concept, then details
- Adjust recommendations if necessary
- All of your work is NEVER a waste, irrespective of the outcome

Have fun with it!