

## Comparative Benchmarking Resources

Finding comparative benchmarks is often challenging. Yet most organizations that are serious about performance excellence say comparing their results and processes to others was a significant catalyst for their improvement efforts. The Baldrige Criteria for Performance Excellence includes requirements for results comparisons. Sound process improvement also includes benchmarking as one of the valuable approaches to seeking innovative ideas.

Listed below are excerpts from several National Baldrige Award Recipients, describing their sources of comparative information. Page 3 includes websites with comparative benchmarking information.

### MESA

Comparative and competitive data is primarily obtained through personal communication with customers, suppliers, and competitors. Comparative performance data is obtained through customer satisfaction surveys. Revenue information sources include Dun & Bradstreet and suppliers. The cathodic protection industry is a small, fragmented industry with only one public company. Other competitors are privately owned, with no public information available. Industry organizations do not publish information or data for comparative use.

Operating performance comparative data is obtained from outside sources such as Industry Week magazine, financial providers, and insurance providers. Benchmarking against previous Baldrige recipients is also a valuable source of comparative information. Employee satisfaction survey data is benchmarked against an industry database.

### Premier

Adhering to the Code of Ethics of the Society of Competitive Intelligence Professionals for gathering and reviewing information, we benchmark performance and enlighten strategy-making with analyses vis-à-vis alliance organizations like Premier, other kinds of service enterprises of similar size, enterprises providing like services, and best-practice enterprises of all kinds. To obtain information, we engage assistance from companies such as KnowledgeSource, Inc., Sg2, Hoovers, TARP, Lumen Research, Watson/Wyatt, Mercer, and Portland Research and use search engines such as Factiva and Verispan.

We use information from such sources as benchmarking studies, customer and supplier feedback, government, professional organizations, company annual reports and releases, and organizations such as AHA, IHI, and The Advisory Board. We study National Baldrige Quality Award recipients and engage with alliance Owners also committed to Baldrige criteria (including two previous Baldrige Award winners). Among the most difficult information to obtain but most critical is comparison of GPO product pricing, usually kept highly confidential, variable by customer volume and commitment, and disguised in transaction terms. Our methods for obtaining it have continuously improved.

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## DYN McDERMOTT Petroleum Operations

*P.2a(3) Key Comparative/Competitive Data Sources* DM engages in assessments and benchmarking which allow for DOE and industry comparisons. Within industry, key comparative and competitive data is from oil industry corporations, such as Chevron/Texaco, Shell Oil, and oil terminals.

With outside industry, we benchmark analogous processes with our parent companies, (i.e. Computer Science Corporation, BWXT and others), and with thousands of members of a global benchmarking network known as The Benchmarking Exchange. Our efforts are so extensive that since in 2003, with just over 500 employees, we were ranked eighth following the Bank of America, Xerox, NASA in accessing knowledge globally. Additionally, DOE provides some limited access to comparative data for like processes within the DOE complex. (See *3.2b(3) Benchmarking*) The uniqueness of the SPR, DOE classified statistical data, and the constraints of a government “prime” contract create restrictions for direct comparisons. However, DM has established determination of best practices as a key to its management system.

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## Monfort School of Business, Boulder CO

**P.2a(3)** MCB derives much of its competitive and comparative information from organizational sources and from the Web sites of competitive institutions. CCHE maintains data relative to state budgets, program offerings, and enrollments at Colorado peer institutions. AACSB maintains basic data on 482 accredited business programs. One of AACSB’s educational partners, EBI Benchmarking, is the objective national standard for independent, third-party, comparative benchmarking performance of top undergraduate business programs. Likewise, the Educational Testing Service (ETS), which also administers the SAT in addition to the business field achievement test, is the top national organization for scientific and unbiased testing of undergraduate business students. To a lesser extent, professional organizations within the various business disciplines, industry trade associations, and commercial databases offer additional opportunities for comparative data in selected areas. Some business schools lack the comprehensive resources necessary to participate in the ETS and EBI studies. Private funding has been provided to assist MCB’s participation in the surveys of these two top resources, an important part of MCB’s efforts to continually improve.

## Jenks Public Schools

**P.2a(3)** Competitors of JPS do not share satisfaction data. JPS seeks comparative data by communicating with other schools, attending conferences, reading educational publications, and analyzing information available from the Oklahoma SDE and federal education agencies. **When the world class School District of JPS compares itself to 11 of the best private schools in the world, the results are favorable in regard to curriculum, athletics, and extracurricular activities.**

The JPS District compares itself to other comparable school districts in the State of Oklahoma in the areas of student achievement, enrollment in AP classes, attendance, drop-out and graduation rate. JPS mainly compares itself with two public school districts in the Tulsa area as well as two in the Oklahoma City area with similar populations. Information is shared via state reports, newspaper accounts, and professional organizations. Using comparisons is a strategy for analyzing strengths and areas for improvement whether it is in regard to subgroups, sites, and/or the District as a total. The 2004 state report confirms that the District's average scores were significantly higher than the state's average scores in all subject areas in all grade levels tested (third, fifth, eighth, high school). The academic achievement results of the District's third, fourth, and sixth grade students were compared with those of the nation until the 2004-2005 school year when the SDE mandated the administration of CRTs for all third and fourth grade students. The 2004 test results confirm that all three grades scored well above the national average in all areas tested. **The District ranked in the top 1% when compared to the State of Oklahoma.** Please refer to **Figures 7.1-4, 7.1-5, 7.1-6, and 7.1-7** regarding test scores.

*The above information was obtained from Baldrige Award Recipients' Application Summaries, Organizational Profile Question P.2a (3).*

*Available from: [http://www.quality.nist.gov/Award\\_Recipients.htm](http://www.quality.nist.gov/Award_Recipients.htm)*

## Other Sources of Benchmarking Information

American Customer Satisfaction Index (ACSI)  
<http://www.theacsi.org>

Benchmarking: Online Tool  
IndustryWeek.com

The Benchmarking Network  
<http://www.well.com/user/benchmark/tbnhome.html>

The Benchmarking Exchange  
[www.benchmark.com](http://www.benchmark.com)

HR Metrics & Benchmarking  
[www.infohrm.com](http://www.infohrm.com)

The Benchmarking Network, Inc.  
[www.benchmarkingnetwork.com](http://www.benchmarkingnetwork.com)

Disney Institute  
[www.DisneyInstitute.com](http://www.DisneyInstitute.com)

Best Practices, LLC  
[www.best-in-class.com](http://www.best-in-class.com)

IT Benchmarking Services  
[www.ProBenchmark.com](http://www.ProBenchmark.com)

American Productivity & Quality Center  
[www.apqc.org](http://www.apqc.org)