

Benchmarking

INTRODUCTION

Benchmarking can be defined as an organization change process directed toward continuous improvement.

Benchmarking:

- Is a search for best practices among recognized leaders who sustain superior performance
- Is focused on analyzing what the superior organization did to improve that could be applied in other places
- Allows agencies to learn from similar organizations regarding their successes and failures in implementing human capital strategies and solutions
- Helps agencies ensure their lists of strategic options for meeting Human Capital Assessment and Accountability Framework systems standards provides their clients with a broad range of choices.

HOW To Do It

Benchmarking other organizations involves the following four steps:

1. List any important question you have about the planned change. Identify some strategies for finding answers, such as talking to experts, observing other work groups, reading books, and attending seminars.
2. Identify exemplary organizations that have implemented changes of the same magnitude. Consider other agencies, private sector companies, and not-for-profit institutions. To identify exemplary organizations:
 - Look for case studies in management literature.
 - Explore the OPM HCAAF Web site for agency examples.
 - Talk to organization development or human resources consultants.

Benchmarking (continued)

How To Do It (CONTINUED)

- Include research organizations that have shown excellence in many areas. They may provide ideas for designing new or improved processes or systems for your organization.
3. Visit and study these organizations. Collect information on lessons learned.
 4. Summarize your benchmarking information so it can be easily shared with other stakeholders.



Agency information and best practices:

<http://www.results.gov/agenda/departmentupdates.html>

<http://www.results.gov/agenda/howtheydidit.html>

<http://apps.opm.gov/HumanCapital/stories/>