

DARE TO COMPARE

Benchmarking in the Public Sector



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Benchmarking:
comparing against a reference point

CONTEXT

Benefits of Benchmarking

- Improve performance
- Gain insights, learn
- Manage expectations
- Allow goals and targets to be set objectively
- Make better decisions



Conditions for Benchmarking Success

1. Performance management system in place
2. Good structured approach and benchmark partners
3. Commitment to learning and improvement
4. Leadership support that dares to compare



PERFORMANCE MANAGEMENT SYSTEM



Mission Statement

Serving the public by planning, designing, operating and maintaining a safe and efficient, multi-modal transportation system.

Desired Outcomes

- Mesa's Transportation system can be safely and efficiently navigated
- Mesa's Transportation assets are managed and well-maintained

Key Performance Measure

All Streets PCI

81.3

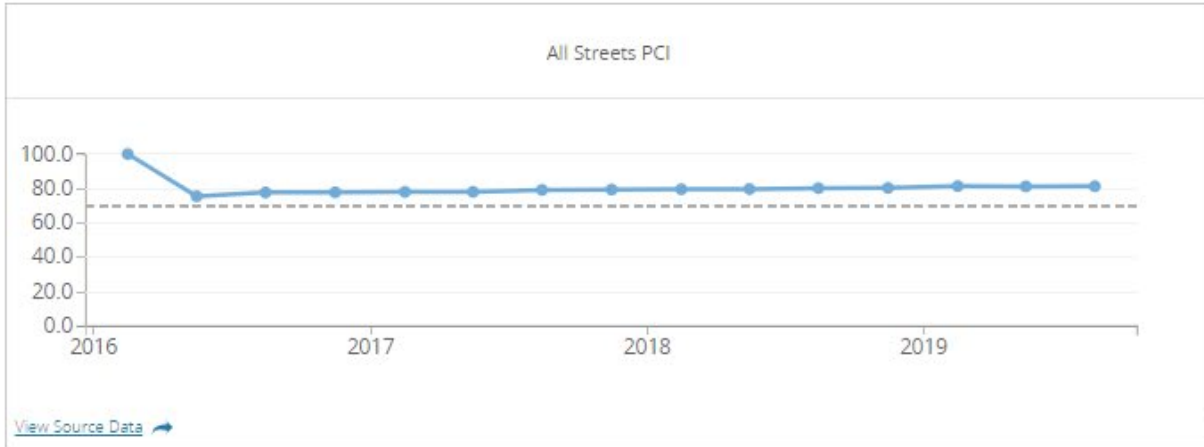
avg PCI score

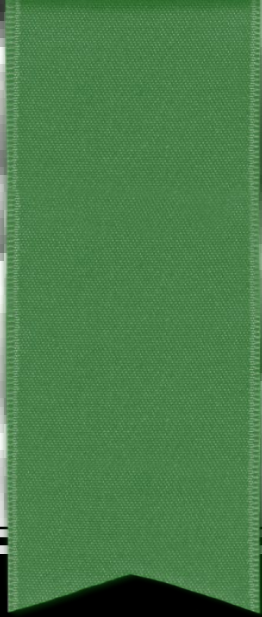
1/1/16 - 9/30/19

On Track

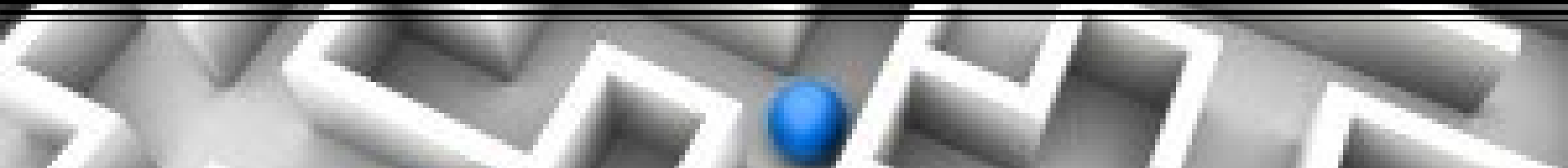
Target 70.0

[Learn more](#)





GOOD STRUCTURED APPROACH



Types of Benchmarking



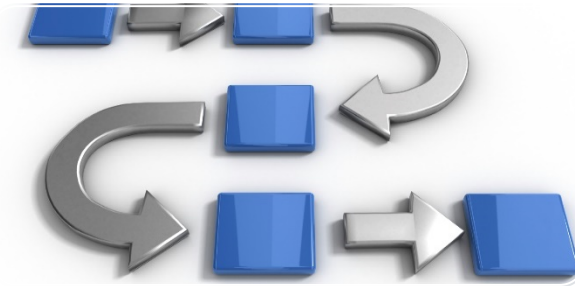
Comparing Strategies

strategic goals,
service delivery
models



Comparing Performance

service quality or
results, customer
satisfaction



Comparing Processes

efficiency /
effectiveness

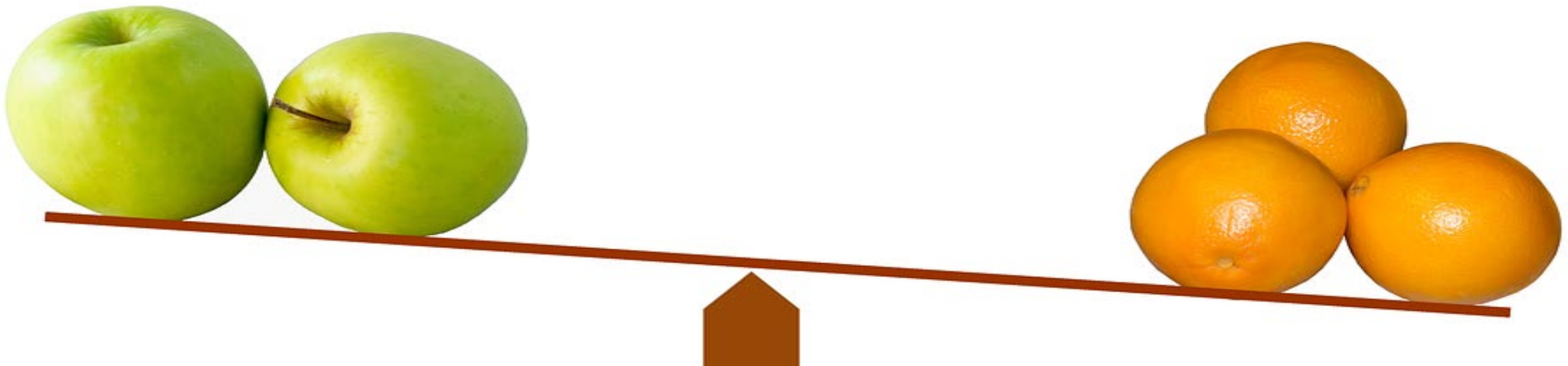
Approaches to Benchmarking

- Internal

- Functional

- External

- Generic



Internal Benchmarking

Compare yourself to yourself, present vs. past, division vs. division

Pros

- Sensitive data easier to access
- Identify good practices, scale up across the organization

Cons

- Doesn't provide much context
- Little opportunity for learning



External Benchmarking

Compare against peers, or outside entities who are very similar to you. Known for “best practices” or being on the leading edge

Pros

- Can learn about innovative services

Cons

- Not always “best practices”
- If just copying what others do, the best you get is a good imitation



Functional Benchmarking

Compare business functions, such as HR, IT, Budget, Finance, etc.

Pros

- Can compare efficiencies and cost

Cons

- Some information may be difficult to get from partners



Generic Benchmarking

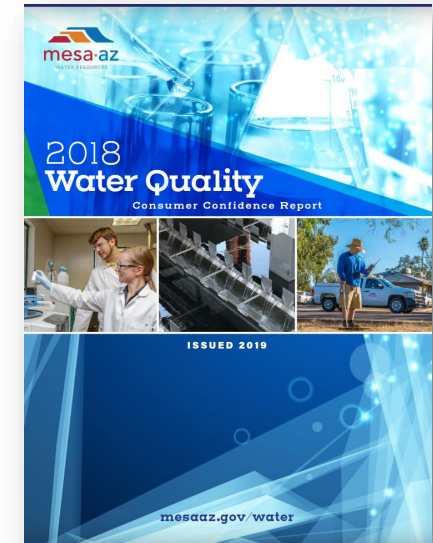
Compare processes against accepted standards, or processes of unrelated industries.

Pros

- Could lead to the development of new standards

Cons

- Can stymie growth



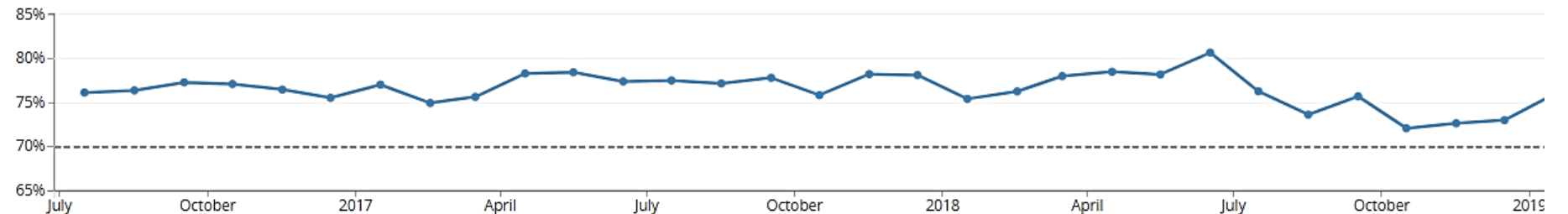
Vehicle Repair Time

78%

9/1/19 - 9/30/19

✓ On Track

Target 70%



Structured Benchmarking Process



Step 1 PLAN

- Determine type and approach
- Convene a team of stakeholders
- Understand current processes
- Select the measure



Step 2 COLLECT

- Identify benchmarking partners
- Operationalize the measure
- Choose data collection method



Step 3 LEARN

- Analyze data



Step 4 USE

- Share
- Set targets
- Improve



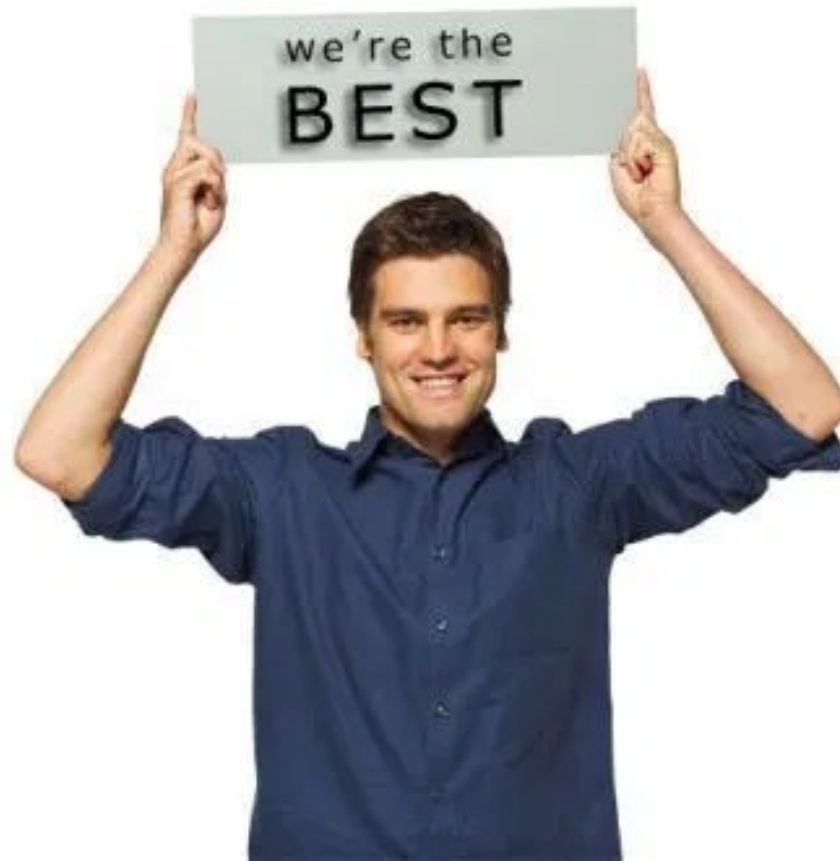


**COMMITMENT TO LEARNING AND
IMPROVEMENT**



The whole practice of collecting and analyzing data is founded on the idea that evidence guides what to do next.

Benchmarking is not for self-congratulations





LEADERSHIP SUPPORT TO DARE TO COMPARE

#CoveringMesa

Leadership in Benchmarking

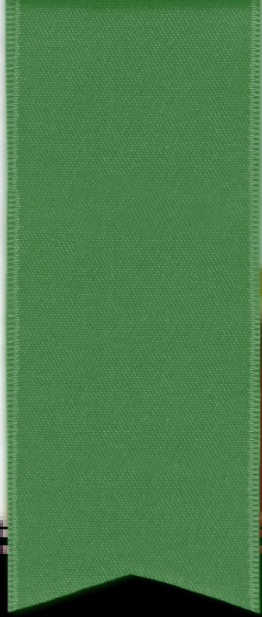
1. Benchmarking is seen as a continuous improvement process throughout the organization
2. On-going commitment towards the adoption and implementation of best practices
3. Enabling and empowering the work of benchmarking teams
4. Willingness to change as per the findings of the benchmarking study



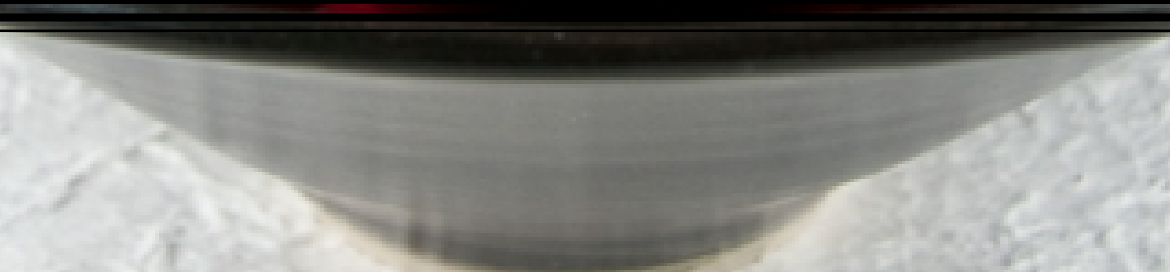
Barriers to Benchmarking

1. Organizational (people, culture, and context)
 - Management resistance to change
 - Fear of exposure
 - Need precision to proceed
2. Project management (planning, implementation, business pressures, resources)
3. Data availability (difficult to access, quality issues)





AT ITS CORE...



Benchmarking is about context and improvement

“Benchmarks frame the problem statement, they are a jumping off point for creativity and innovation, not the destination. Great leaps forward do not come from simply comparing, but from saying ‘We can do better than that!’”

If you.....”

DARE TO COMPARE

