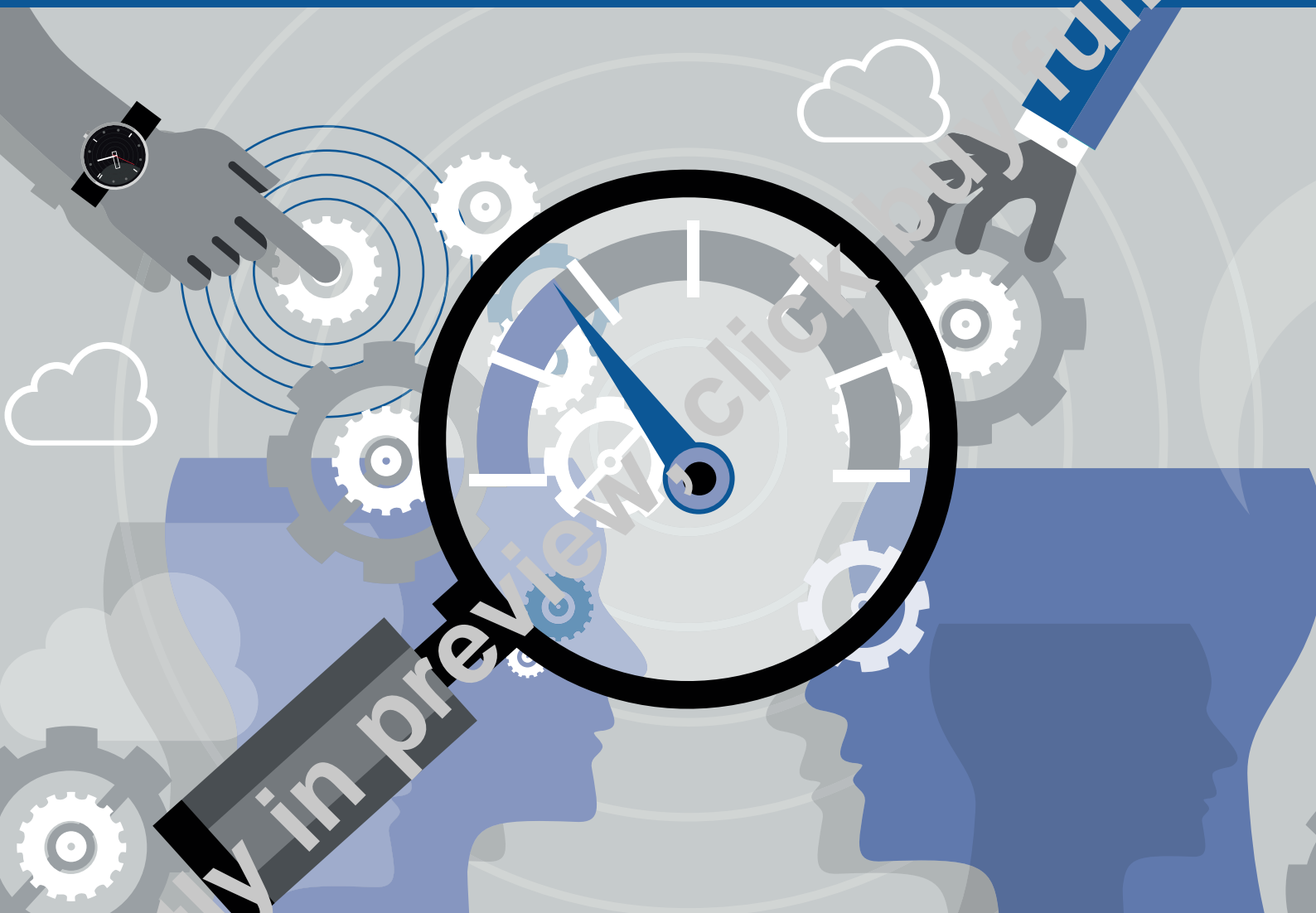


PAS 7070:2016

Benchmarking process management – Specification



UNITED ARAB EMIRATES
MINISTRY OF INTERIOR

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Foreword

This PAS was sponsored by the United Arab Emirates Ministry of Interior. Its development was facilitated by BSI Standards Limited and it was published under licence from The British Standards Institution. It came into effect October 2016.

Acknowledgement is given to the technical author nominated by APQC, and to the following organizations that were involved in the development of this PAS as members of the steering group:

- American Productivity & Quality Center (APQC)
- Benchmarking Centre – Ministry of Interior, United Arab Emirates
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- Juran Europe Ltd
- United Kingdom Accreditation Service (UKAS)

Acknowledgement is also given to the members of a wider review panel who were consulted in the development of this PAS.

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It has been assumed in the preparation of this PAS that the execution of its provisions will be entrusted to appropriately qualified and experienced people, for whose use it has been produced.

Presentational conventions

The provisions of this specification are presented in roman (i.e. upright) type. Its requirements are expressed in sentences in which the principal auxiliary verb is "shall".

Commentary, explanation and general informative material is presented in smaller italic type, and does not constitute a normative element.

Requirements in this standard are drafted in accordance with *Rules for the structure and drafting of UK standards*, sub-clause J.1.1, which states, "Requirements should be expressed using wording such as: 'When tested as described in Annex A, the product shall ...'". This means that only those products that are capable of passing the specified test will be deemed to conform to this specification.

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Compliance with a PAS cannot confer immunity from legal obligations.

Introduction

Benchmarking is the process of identifying “proven practice” in respect of any particular activity (usually in relation to products or services and the processes by which they are created and delivered) by looking outward to examine how others engage in comparable activity to achieve their performance.

Looking outward can be from the viewpoint of a particular department (i.e. examining similar processes or activities of other departments in the same organization) or of larger entities external to the organization, regardless of industry or geography. To do so, the initiating entity engages with target entities selected in accordance with a set of predetermined criteria for the purpose of examining the performance and outcomes of those target entities for self-comparison.

The objective of benchmarking is to find examples of superior performance and understand the processes and practices underlying how those performance levels are achieved. To achieve such an objective, one must first understand and evaluate the current performance of an activity, process or group of processes, so that they can be compared to perceived proven practice. From this it will be possible to identify the means of introducing change or bringing about performance improvement.

Interest in the benchmarking of practice and performance has been steadily growing in recent years, for several very good reasons.

Increasingly, organizations wish to compare themselves with others who have exhibited improved performance so as to demonstrate parity with sector norms or support claims of superior performance. Others, having become aware of a loss of position in their particular market, are looking for indication of why this should be and how their relative performance can be improved.

A third and relatively new, reason for this growth of interest in benchmarking relates to the ability to capture the knowledge associated with high performing practices and transfer that knowledge in what is currently one of the applications for successful ‘knowledge management’. This has brought a growing awareness of the importance of capturing today’s perception of what constitutes ‘proven practice’ in any particular field in order to make that information available to tomorrow’s practitioners. Benchmarking and the transfer of proven practices, is seen as providing assurance that the captured information is indeed that which should be passed on to future generations.

There are a number of very good benchmarking methodologies in current use many of which although they are very reputable and highly regarded, are proprietary in nature. This can be a deterrent for some who do not wish to make use of benchmarking, particularly smaller organizations and those that are perhaps considering the use of benchmarking for the first time and are as yet unsure of the potential benefits.

The credibility and relevance of benchmarking outcomes depends largely on the extent and rigour of the benchmarking process used and the governance applied to oversee the process.

To this end this PAS includes a governance clause that sets out the principles and objectives for benchmarking process management. However, although it is specific about what has to be delivered to demonstrate sound governance the PAS avoids being overly specific about who does what for the reason that to do so would potentially limit the applicability of the PAS.

This new specification provides a readily available, easy to apply, specification for benchmarking process management that can be used by large or small entities with equal opportunity for a successful outcome.

By ensuring that the process is robust and uniformly applicable and that its outcomes are objectively verifiable, we look to provide a specification that can be used with confidence for the purpose of self-determination and is sufficiently robust to support independent, third party, certification where this is considered beneficial.

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1 Scope

This PAS specifies a repeatable, uniformly applicable process structured so as to be implementable as a system for managing benchmarking processes, which will enable organizations to:

- Identify organizational needs for benchmarking through systematic examination of the organization's existing processes and procedures to identify those that could potentially benefit from a benchmarking approach;
- Articulate the purpose of benchmarking and how the information will be used;
- Identify other organization(s) potentially capable of providing example of proven practice;
- Document and analyse the practices followed and performance achieved both internally and by the identified example organization(s);
- Compare own practices and performance with that of the others analysed and identify differences;
- Review differences identified to enable management of the benchmarking organization to take decisions as to whether there is sufficient organizational benefit to justify changes;
- evaluate the benefit achieved from the implemented changes in order to establish organizational performance expectations and substantiate ongoing results.

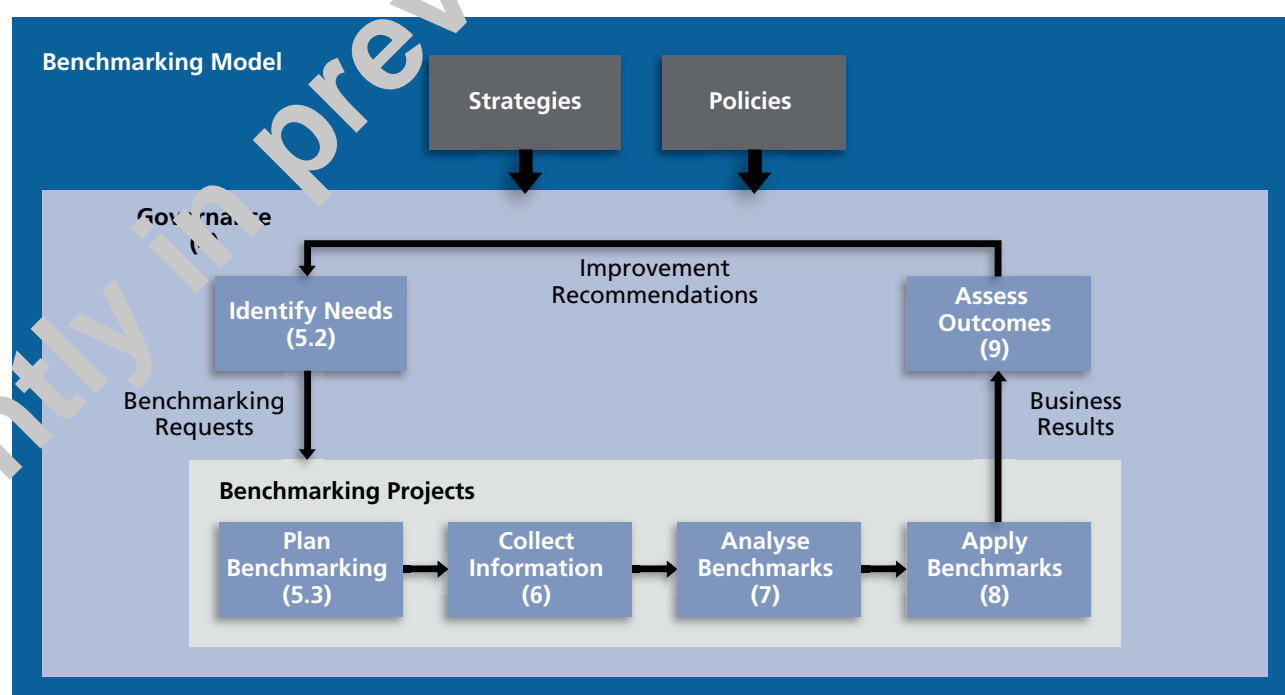
Benchmarking is not an independent activity, but rather a tool to gather the information about performance and practices within and external to an organization, allowing evaluation of internal performance, target setting and identification of improvement opportunities. As such benchmarking must be implemented and monitored as part of organizational governance and aligned to what the organization needs to make decisions and manage performance (see Figure 1).

The processes identified in figure 1 are annotated with the number of the relevant clauses of this specification where they are detailed.

The benchmarking model is appropriate for use in relation to all benchmarking types (see Annex A) and its implementation will ensure that organizations give the necessary priority to:

- Identifying, understanding and working to a coordinated benchmarking plan or code of conduct;
- selecting credible, relevant, target organizations;
- demonstrating that an established process has been followed; and
- ensuring that benchmarking results are robust and open to scrutiny, with the objective of facilitating the reporting of benchmarking results in a credible manner and enabling genuine comparison between benchmarking results.

Figure 1 – The Benchmarking Model



NOTE See Annex F for examples of process flow diagrams.