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Homeland Security Benchmarking Process

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Place a check next to each step completed.

BENCHMARKING TEAM FORMATION

- (1) Form a homeland security benchmarking team.
- (2) Identify homeland security processes within the organization that need to improve.
- (3) List in priority order homeland security processes that offer the greatest opportunity for improvement.
- (4) Select a homeland security process from the prioritized list.
- (5) Develop a list of organizations that are known for homeland security best practices regarding the identified process.
- (6) Reach a consensus on a maximum of three organizations to consider for a benchmark visit (Form 2).
- (7) Mail out, e-mail, or fax benchmarking surveys to organizations identified by the team as exhibiting best practices (use "Benchmarking Survey," Form 1).
- (8) Team collects benchmarking survey data (collect data on Form 1).
- (9) Team reaches a consensus on survey scores.
- (10) Record survey scores on graphs (top half of Form 2).
- (11) Select benchmarking visits based on graph comparisons.



Forms can be downloaded from the CD-ROM located inside the back cover of this book.

BENCHMARKING SITE VISIT

- _____ (12) Team leader sends a formal letter requesting a site visit. (Note: Request no more than a three-hour visit.)
- _____ (13) Send site visit questions with the letter requesting a site visit. (Base questions on benchmarking survey.)
- _____ (14) Request in advance any information that the host organization would like to secure from the visiting organization. (All approvals must be secured from senior leadership before the site visit is made.)
- _____ (15) Select two or three team members for each site visit.
- _____ (16) After all site visits have been approved, secure travel and hotel accommodations for team members at each site.
- _____ (17) Collect and place all pamphlets, handouts, and data received from site visit into a benchmarking folder. All findings are to be shared back on site with the entire team.
- _____ (18) Team leader sends a “thank you” letter to the host organization that was benchmarked.

BENCHMARKING SITE VISIT COMPLETED

- _____ (19) Review all data collected from each site visit.
- _____ (20) List key findings from each site visit (“Site Visit Benchmarking Overview,” Form 3).
- _____ (21) Review and reach a consensus on site visit findings.
- _____ (22) Incorporate findings into process improvement (“Benchmark and Process Improvement Steps,” Form 4).

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FORM 1: BENCHMARKING SURVEY

 (Name of Organization) (Name/Title of Person Interviewed) (Date of Phone Call/E-mail)

This telephone or e-mail survey includes a series of questions to help the benchmark team determine which identified best practice site to visit. The highest possible score achievable by an organization is 50 points. Write the comments in the space provided; then rate the answer.

Rating Scale

- | Do Not Know | World Class | |
|--------------------|--------------------|---|
| 1 2 3 4 5 | | Best practice to be benchmarked _____ |
| 1 2 3 4 5 | | 1. Do you consider your homeland security process the "best practice" within your industry? Why or why not? _____
_____ |
| 1 2 3 4 5 | | 2. Would you rate your homeland security process against competitors' organizations as being excellent, good, or fair? _____ Why? _____
_____ |
| 1 2 3 4 5 | | 3. How does your organization determine that your homeland security process is "best practice" within your industry? _____
_____ |
| 1 2 3 4 5 | | 4. Does your organization collect homeland security process results? _____ Will you share your results? _____
_____ |
| 1 2 3 4 5 | | 5. Have other organizations benchmarked your homeland security process? _____
_____ |
| 1 2 3 4 5 | | 6. How often is your homeland security process reviewed and benchmarked against other identified best practices inside or outside your organization? _____
_____ |
| 1 2 3 4 5 | | 7. Does your organization maintain a budget for this homeland security process? _____
_____ |
| 1 2 3 4 5 | | 8. How many employees are involved in maintaining this homeland security process? _____
_____ |
| 1 2 3 4 5 | | 9. How does this homeland security process contribute to increasing overall competitiveness for your organization? _____
_____ |
| 1 2 3 4 5 | | 10. What impact does this homeland security process have on your overall organizational effectiveness? _____
_____ |

Total Points =

FORM 2: BENCHMARKING SURVEY RESULTS GRAPH

_____											_____											_____													
(Organization Name)											(Organization Name)											(Organization Name)													
(Questions)											(Questions)											(Questions)													
World Class		1	2	3	4	5	6	7	8	9	10	World Class		1	2	3	4	5	6	7	8	9	10	World Class		1	2	3	4	5	6	7	8	9	10
	5												5												5										
	4												4												4										
	3												3												3										
	2												2												2										
Not Done	1											Not Done	1											Not Done	1										
Points _____											Points _____											Points _____													

NOTE: Place a dot under each survey question number that best reflects the score from the survey (Form 1). Draw a line to connect the dots.

SITE VISIT SELECTIONS

(Based on benchmarking survey results)

Organization: _____	Team Leader: _____
Location: _____	Team Members: _____
Date: _____	_____
Organization: _____	Team Leader: _____
Location: _____	Team Members: _____
Date: _____	_____
Organization: _____	Team Leader: _____
Location: _____	Team Members: _____
Date: _____	_____

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FORM 3: SITE VISIT BENCHMARKING OVERVIEW

Process Benchmarked: _____
Organization: Location: _____
Date: _____
Key Findings: _____

Process Benchmarked: _____
Organization: Location: _____
Date: _____
Key Findings: _____

Process Benchmarked: _____
Organization: Location: _____
Date: _____
Key Findings: _____

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FORM 4: BENCHMARKED PROCESS IMPROVEMENT STEPS

Process Benchmarked: _____

Proposed steps to be incorporated into an improved process based on site visits.

	<i>Process Steps (Present)</i>	<i>Process Steps (Based on site visits)</i>	<i>Process Steps (Improved)</i>
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4		I	
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6		H	
7		,	
8		P	
9		A	
10		U	
		L	
		A	
		1	
		0	
		8	
		T	
		S	