

Benchmarking Policy

Date of Approval by Governing Board: 7th April 2016

Date of review: 7th April 2019

1. Purpose

1.1 *Leaders Institute* aims to ensure it demonstrates high standards of performance in teaching, learning, scholarship and related activities.

1.2 Benchmarking helps inform planning and goal setting. It also enables the Institute to compare good practices, evaluate its performance, monitor standards and make quality improvements as required.

1.3 This policy aims to ensure a systematic approach to benchmarking that supports planning, the setting of targets and continuous quality improvement. Benchmarking is to be carried out in support of the Institute's strategic mission and priorities and be integrated into planning processes.

2. Principles

2.1 Benchmarking undertaken by the Institute will support the Institute's mission, goals and strategic priorities

2.2 Benchmarking will be characterised by a commitment to learning from good practice; implementing potential improvements arising from benchmarking findings; and sharing of good practices

2.3 Benchmarking will be characterised by mutuality with the expectations of the proposed benchmarking activity established prior to commencement of that activity, with a view to establishing mutual interest and benefits for all parties

2.4 Benchmarking will be balanced in terms of the value received compared to costs involved in undertaking the projects

3. Definitions

3.1 Benchmarking refers to the systematic comparison of an organisation's inputs, processes and outputs against those of external partner organisations.

3.2 Benchmarks are data comparisons.

4. Scope

4.1 This policy applies to benchmarking projects undertaken by all sections/areas within *Leaders Institute* as well as those initiated by committees and the Executive of the Institute.

4.2 It does not cover informal benchmarking exercises such as desktop surveys of websites.

4.3 Reference should be made to the Benchmarking Procedures document.

Benchmarking Procedures

1. Purpose of Procedure

1.1 This guide to benchmarking and related checklist aims to assist staff to plan and manage a benchmarking project.

1.2 Benchmarking can be conducted as 1) a whole of institution exercise, 2) discipline specific and 3) standards based, with partner institutions on a national or international level.

1.3 Benchmarking with partner/other institutions provides valuable opportunity to share knowledge and experience, identify gaps in current practices and hence opportunity for improvement, identify new approaches and/or systems as well as ideas and bring a critical external focus to the review process.

2. Definitions

2.1 Refer to the Benchmarking Policy.

3. Procedural Principles

3.1 There is no prescribed methodology for conducting benchmarking exercises. However, *Leaders Institute* expects staff to comply with the following core procedural principles.

Beneficial. Benchmarking exercises should support the Institute's strategic priorities and mission and be characterized by a commitment to learning from other good practices and to implementing worthwhile improvements arising from findings of such exercises.

Mutuality. The expectations of the benchmarking exercise must be established prior to commencement with a view to being mutually beneficial to all parties.

Confidentiality. Any sharing of data and publication of findings should not occur without the written permission of all partners involved in the benchmarking exercise.

Intellectual property. All rights relating to any intellectual property developed in the course of the benchmarking exercise need to be negotiated and recorded by all partners involved.

4. Selecting Benchmarking Partners

4.1 When selecting benchmarking partners for whole of institution exercises, a benchmarking partner should:

- Have a comparable mission and values to *Leaders Institute*
- Be of a comparable size
- Deliver the same/similar disciplines.

4.2 An external benchmarking partner should:

- Have a commitment to quality improvement and a willingness to share
- Demonstrate a record of good performance in the area(s) to be benchmarked.

4.3 An international benchmarking partner should:

- Have a Memorandum of Understanding (MoU) or similar agreement in place with the Institute with reference to benchmarking projects
- Have English as the primary language of instruction

5. Roles & Responsibilities

5.1 Leaders Institute Governing Board has general oversight of benchmarking and may from time to time commission inter-institutional benchmarking studies.

5.2 Academic Board is responsible for advising Governing Board on academic matters, including providing advice about possible benchmarking exercises that will serve to assure and enhance academic quality.

5.3 Academic Board can initiate and guide benchmarking exercises, the reporting and the making of recommendations for improvements by way of follow up to benchmarking results.

5.4 All benchmarking projects must lodge Section 1 of the Benchmarking Checklist attached prior to formally commencing the benchmarking exercise.

5.5 Refer to the *Benchmarking Checklist* attached.

Benchmarking Checklist

Project Person(s) responsible for
the benchmarking exercise:

Activity	Related task completion
SECTION 1	
Clearly identify what is to be benchmarked?	
Give reasons why this area(s) is to be benchmarked?	
Identify who the benchmarking partners will be?	
Identify the timeframe for the benchmarking exercise.	
Has the confidentiality agreement been made and signed?	
Provide internal signature/sign-off to undertake the benchmarking exercise. Academic / Inter-Institute *	
Provide partner agreement to benchmarking exercise (attach).	
SECTION 2	
Steps: <ul style="list-style-type: none"> • Collect data • Analyse data • Share data • Share findings with partner(s), internal committees and relevant stakeholders 	
Prepare action report (inclusive of improvement priorities).	
Communicate findings as relevant within the Institute.	
Identify who will be responsible for specific improvement actions.	
Monitor review and evaluate progress (at least annually by relevant committees).	

* Academic Oversight – Dean and Chair of the Academic Board are responsible

* Inter-Institute Benchmark – Governing Board is responsible