**TRADE Benchmarking Report Form**

**- 2022 Version -**

Complete this form if you are applying for TRADE Benchmarking Proficiency or Mastery. This form should be completed along with the TRADE Benchmarking Certificate Application Form. Refer to the “Guidelines on TRADE Benchmarking Certification – 2022” before applying.

**- Benchmarking Report -**

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| **Section A – Project Name and Status** |
| **Name of Organisation: ………………………………………………….**  **Project Name: .………………………………………………….**  **Date Project Initiated: …………….**  **Project Status (tick the one that applies):**   * **Completed** (5 stages of TRADE have been completed including the Evaluate stage). * **Evaluate stage** (Evaluation is ongoing as more time is required to assess the project results thoroughly. Most or all the Deploy stage has been completed). * **Deploy/Evaluate stage** (Best practices/ideas are currently being implemented with some early results showing). * **Deploy stage** (Best practices/ideas are currently being implemented but no results yet). * **Deploy** **stage** (Best practices/ideas for implementation have been agreed and action/project plans developed. Resources/responsibilities for implementation have been allocated. Approval for implementation has been given by the project sponsor but implementation has not begun). * **Acquire** **stage** (Best practices/ideas are being sought).   If the project has been completed, when was it completed? ……………  If the project has not been completed, when do you expect to complete it? ……………   * *Note - To achieve “TRADE Benchmarking Proficiency Certification” the project must have at least reached the Deploy stage. To achieve “TRADE Benchmarking Proficiency Certification with Commendation” the project must have at least reached the Deploy/Evaluate stage.* |

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| **Section B - Project Sponsor and Team Members** | | | | |
| Name | Position | Telephone | Email | Project Role |
|  |  |  |  | Sponsor |
|  |  |  |  | Team Leader |
|  |  |  |  | Facilitator |
|  |  |  |  | Administrator |
|  |  |  |  | Team Member |
|  |  |  |  | Team Member |
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| **Important –** When responding to the questions in Sections C to J indicate if you have supplied any documentation to support your response. This documentation may be supplied as an Appendix to the Benchmarking Report Form, a TRADE Spreadsheet, PPT Slides, or an additional report. When referring to such documentation state clearly where the information can be found (e.g. name of the worksheet in the TRADE spreadsheet, slide number or page number of an Appendix). | | | | | |
| **Section C – Project Purpose** | | | | | |
| **Aim** What was the purpose of the project? Usually this is written in one sentence such as *"To identify and implement best practices in X to improve performance from Y to Z*" |  | | | | |
| **Scope** What was included and excluded from the project? What exactly was investigated as part of the project? Were there any time-line/resource constraints? |  | | | | |
| **Background** Why was the project initiated? What was the extent of the challenge/ opportunity? Who determined the need? |  | | | | |
| **Objectives** List your project objectives. Did you have milestone objectives related to each stage of TRADE and outcome objectives stating the final results you wished to achieve? |  | | | | |
| **Expected Non-Financial Benefits** List the non-financial benefits that your team expects on completion of the project. Ideally the benefits should be quantifiable showing current performance (& date measured) & expected future performance (by a stated date). Benefits should be specified for each stakeholder group. | | **Expected Financial Benefits** List the financial benefits that your team expects on completion of the project. For every non-financial benefit there is a potential financial benefit. Financial benefits should be shown as monetary values otherwise include in the non-financial column. Include financial benefits for your stakeholders if relevant. | | | |
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| **Expected Cost** Complete the table to show the expected costs of the project. | | | | **A. Expected Financial Cost (excluding Deploy Stage)** | **B. Expected Financial Cost of Deploy Stage** |
| **Labour cost –** Estimate the number of man hours that need to be invested in the project by your project team and other staff and multiply by an appropriate hourly pay rate | | | |  |  |
| **Expenses** - Estimate the cost of any incidental/consumable expenses such as food, travel, accommodation, training, consultant fees that may be spent during the project | | | |  |  |
| **Capital cost -** Estimate the cost of any equipment/infrastructure items that may need to be purchased. This is usually only applicable for the deploy stage | | | |  |  |
| **Column Totals:** | | | |  |  |
| **Expected Cost (A+B):** | | | |  | |
| **Stakeholders** List the stakeholder groups that were identified as having an interest or would be impacted by the project | | | **Stakeholder Impact** Describe why each stakeholder group would be interested or be impacted by the project | | |
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| **Section D – Project Management and Benchmarking Methodology** | | | | | |
| **Communication Plan** How were each group of stakeholders involved in the project, communicated with and how often? What efforts were made to encourage two-way communication with stakeholders (to obtain their ideas and input) rather than one way? | |  | | | |
| **Task Management** How were project tasks allocated and managed between team members? Indicate if the TRADE Task Worksheets were used or other methods such as meeting agendas or project management software. | |  | | | |
| **Risk Management** Were key risks that could delay or reduce the impact of the project identified and managed? What were the key risks, how were they managed? Did these risks have an impact on the project? | |  | | | |
| **Training** Were all team members trained in benchmarking through an official course or other means? Was any other training necessary? | |  | | | |
| **Benchmarking Project Agreement Form** Was a benchmarking project agreement form developed that stipulated adherence to the Benchmarking Code of Conduct and provided ground rules on how the project team should perform its duties? Was it signed by all team members? Yes/No | |  | | | |
| **Benchmarking Methodology** Summarise how you completed each stage of the TRADE Benchmarking Methodology and list the key activities undertaken and their extensiveness such as no. and type of meetings, use of tools, collection of data, use of TRADE worksheets, or reports. Record the name/location of any documentation you have submitted to support your answers. | | | | | |
| **Terms of reference** Summarise how the TOR stage was completed and list the key meetings, activities, tools and documentation used. |  | | | | |
| **Review** Summarise how the Review stage was completed and list the key meetings, activities, tools and documentation used. |  | | | | |
| **Acquire** Summarise how the Acquire stage was completed and list the key meetings/site visits, activities, tools and documentation used. |  | | | | |
| **Deploy** Summarise how the Deploy stage was completed and list the key meetings, activities, tools and documentation used. |  | | | | |
| **Evaluate** Summarise how the Evaluate stage was completed and list the key meetings, activities, tools and documentation used. |  | | | | |
| **TRADE Time-line** Indicate the approximate start and finish dates of each TRADE stage. As stages are often conducted in parallel indicate the date by which the majority of the stage was finished. If a stage is still ongoing then indicate this. | | | Start Date | Finish Date | Expected Finish Date *(only complete if the project has not finished yet)* |
| **Terms of Reference** When was the 1st version started & finished? | | |  |  |  |
| **Review** | | |  |  |  |
| **Acquire** | | |  |  |  |
| **Deploy** | | |  |  |  |
| **Evaluate** | | |  |  |  |

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| **Section E – Key Findings from the Review Stage** |
| **Key Findings** What did you find out from conducting the Review stage and studying *your organisation’s* systems, processes, people, and performance results? What challenges and opportunities were identified? How did this help your team to prioritise which areas to focus on for the project?Describe up to 10 key findings from the Review Stage. |
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| **Comments on the Review Stage** Use the space below if you wish to add any comments on the Review Stage |
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| **Section F – Key Findings from the Acquire Stage** | | |
| **Key Findings** Describe up to 10 of the most important/ impressive practices that you learnt from other organisations in the Acquire stage. Explain why these practices were of interest and useful to your organisation. | **Name of Organisation** From which organisation(s) was this learnt? | **Benchmarking Method** How did your team learn this information (e.g. desk-top research, survey, site-visit, phone call, conference, training course) |
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| **Comments on the Acquire Stage** Use the space below if you wish to add any comments on the Acquire Stage | | |
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| **Section G – Deploy Stage – Implementing Best Practices** | | | |
| **Number of best practices/ideas.** | | | **Number** |
| How many best practices/ideas did your team have throughout the project? | | |  |
| How many best practices/ideas were recommended for implementation? | | |  |
| How many best practices/ideas were approved for implementation? | | |  |
| How many best practices/ideas have been implemented so far? | | |  |
| **Implementation Progress** Describe up to 10 best practices/ideas that were recommended for implementation and their implementation status as “R” Rejected, “W” Waiting for approval, “P” is in Process of implementation or Partially implemented, “I” fully Implemented. What has been their impact so far? | | | |
| **1 – Describe the best practice/idea** | **Status (R, W, P or I?)** | **If “I” record the date implemented** | |
|  |  |  | |
| **Impact** Describe the impact (good or bad) of implementing the practice/idea and any quantifiable performance results achieved so far. Has the change been embraced by your people, customers or stakeholders? Are any refinements required? | | | |
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| **2 – Describe the best practice/idea** | **Status (R, W, P or I?)** | **If “I” record the date implemented** | |
|  |  |  | |
| **Impact** Describe the impact (good or bad) of implementing the practice/idea and any quantifiable performance results achieved so far. Has the change been embraced by your people, customers or stakeholders? Are any refinements required? | | | |
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| **3 – Describe the best practice/idea** | **Status (R, W, P or I?)** | **If “I” record the date implemented** | |
|  |  |  | |
| **Impact** Describe the impact (good or bad) of implementing the practice/idea and any quantifiable performance results achieved so far. Has the change been embraced by your people, customers or stakeholders? Are any refinements required? | | | |
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| **4 – Describe the best practice/idea** | **Status (R, W, P or I?)** | **If “I” record the date implemented** | |
|  |  |  | |
| **Impact** Describe the impact (good or bad) of implementing the practice/idea and any quantifiable performance results achieved so far. Has the change been embraced by your people, customers or stakeholders? Are any refinements required? | | | |
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| **5 – Describe the best practice/idea** | **Status (R, W, P or I?)** | **If “I” record the date implemented** | |
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| **Impact** Describe the impact (good or bad) of implementing the practice/idea and any quantifiable performance results achieved so far. Has the change been embraced by your people, customers or stakeholders? Are any refinements required? | | | |
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| **6 – Describe the best practice/idea** | **Status (R, W, P or I?)** | **If “I” record the date implemented** | |
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| **Impact** Describe the impact (good or bad) of implementing the practice/idea and any quantifiable performance results achieved so far. Has the change been embraced by your people, customers or stakeholders? Are any refinements required? | | | |
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| **7 – Describe the best practice/idea** | **Status (R, W, P or I?)** | **If “I” record the date implemented** | |
|  |  |  | |
| **Impact** Describe the impact (good or bad) of implementing the practice/idea and any quantifiable performance results achieved so far. Has the change been embraced by your people, customers or stakeholders? Are any refinements required? | | | |
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| **8 – Describe the best practice/idea** | **Status (R, W, P or I?)** | **If “I” record the date implemented** | |
|  |  |  | |
| **Impact** Describe the impact (good or bad) of implementing the practice/idea and any quantifiable performance results achieved so far. Has the change been embraced by your people, customers or stakeholders? Are any refinements required? | | | |
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| **9 – Describe the best practice/idea** | **Status (R, W, P or I?)** | **If “I” record the date implemented** | |
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| **Impact** Describe the impact (good or bad) of implementing the practice/idea and any quantifiable performance results achieved so far. Has the change been embraced by your people, customers or stakeholders? Are any refinements required? | | | |
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| **10 – Describe the best practice/idea** | **Status (R, W, P or I?)** | **If “I” record the date implemented** | |
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| **Impact** Describe the impact (good or bad) of implementing the practice/idea and any quantifiable performance results achieved so far. Has the change been embraced by your people, customers or stakeholders? Are any refinements required? | | | |
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| **Section H – Reporting on Overall Project Benefits *Only answer this section if you indicated on the front cover of this report that your project has at least reached the Deploy/Evaluate Stage.*** | | | |
| **Actual Non-Financial Benefits** List the non-financial benefits that have been achieved from the benchmarking project. These should include benefits for all project stakeholders. Ideally the benefits should be quantifiable showing performance at the start of the project (& date measured) & current performance (& date measured). | **Actual Financial Benefits** List the financial benefits that have been achieved from the benchmarking project. For every non-financial benefit there is potentially a financial benefit. Financial benefits should be shown as monetary values otherwise they should be included in the non-financial column. Financial benefits for your stakeholders may also be included. | | |
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| **Total Financial Benefit:**  (Sum of Actual Financial Benefits) |  | | |
| **Actual Cost** Complete the table to show the actual cost of the project. | | **A. Financial Cost (excluding Deploy Stage)** | **B. Financial Cost of Deploy Stage** |
| **Labour -** Calculate by “Man hours invested in the project (by your project team and other staff)” X “hourly pay rate” | |  |  |
| **Expenses -** Calculate the cost of any incidental/consumable expenses such as food, travel, accommodation, training, consultant fees that was spent during the project | |  |  |
| **Capital -** Calculate the cost of any equipment/infrastructure items that were purchased. This is usually only applicable for the deploy stage | |  |  |
| **Column Totals:** | |  |  |
| **Total Actual Cost** (A+B)**:** | |  | |
| **Cost/Benefit Analysis:**  (Report here Total Financial Benefit – Total Actual Cost) | |  | |
| **Evaluation of Project Benefits/Costs** Are there differences between expected project benefits and actual project benefits? Are there differences between expected project costs and actual project costs? Were steps taken to investigate these differences? If so, what were the reasons for the disparity and were any actions taken? If your project is continuing are you confident that the expected future benefits will be achieved? | | | |
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| **Evaluation of Project Aim/Objectives** Has the project aim and objectives been met? If not, are there still some actions to implement and/or refine? | | | |
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| **Section I – Project Review** | | | | | |
| **Strengths** In your team’s opinion, what went well during the project? | | | **Opportunities** In your team’s opinion, what did not go so well? | | |
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| **Lessons Learned** What lessons have been learnt from undertaking this project? | | | | | |
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| **Celebrating success** Have you shared the learning and success of this project with your colleagues and other stakeholders? | | | | | |
|  | | | | | |
| **Future projects** Are new benchmarking projects recommended that build on this one? | | | | | |
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| **How useful was the TRADE Best Practice Benchmarking Methodology, TRADE Spreadsheet and Resources for guiding the project?** | | | | | |
| Poor | OK | Good | | Very Good | Excellent |
| ♦ | ♦ | ♦ | | ♦ | ♦ |
| Do you have any comments for improvement? | | | | | |
|  | | | | | |
| **How useful as a learning and development experience has it been for the project team participating in this project?** | | | | | |
| Poor | OK | Good | | Very Good | Excellent |
| ♦ | ♦ | ♦ | | ♦ | ♦ |
| Do you have any comments for improvement? | | | | | |
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| **How satisfied is your organisation with the work and results achieved for this project?** | | | | | |
| Very Dissatisfied | Dissatisfied | Ok | | Satisfied | Very Satisfied |
| ♦ | ♦ | ♦ | | ♦ | ♦ |
| Any comments? | | | | | |
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| **Section J – Supporting Statement By Project Sponsor and Signatories** | | | |
| **Supporting Statement** A supporting statement should be provided by your project sponsor in the space below. This should describe, from the sponsor’s viewpoint, how well the project team undertook the project and the value of the project to your organisation | | | |
|  | | | |
| *By signing below I can confirm that this report provides an accurate description of the benchmarking project* | | | |
| **Project Sponsor’s Signature** |  | Date: |  |
| **Team Leader’s Signature** |  | Date: |  |