

Facility Management - Part 7: Guidelines for Performance Benchmarking

Contents	Page
Foreword	4
Introduction	5
1 Scope	7
2 Normative references	7
3 Terms, definitions and abbreviations	7
3.1 Terms and definitions	7
3.2 Abbreviations	8
4 Benchmarking types	9
4.1 General	9
4.2 Benchmarking content	10
4.2.1 General	10
4.2.2 Strategic benchmarking	10
4.2.3 Process benchmarking	10
4.2.4 Performance benchmarking	10
4.3 Benchmarking measure	11
4.3.1 General	11
4.3.2 Quantitative benchmarking	11
4.3.3 Qualitative benchmarking	11
4.3.4 Combination benchmarking	11
4.4 Benchmarking comparator	11
4.4.1 General	11
4.4.2 Internal benchmarking	12
4.4.3 Competitor benchmarking (sector benchmarking)	12
4.4.4 Cross-sector benchmarking	12
4.5 Benchmarking domain	12
4.5.1 General	12
4.5.2 Local benchmarking	12
4.5.3 National benchmarking	13
4.5.4 International benchmarking	13
4.6 Benchmarking frequency	13
4.6.1 General	13
4.6.2 One-off benchmarking	13
4.6.3 Periodic benchmarking	13
4.6.4 Continuous benchmarking	13
5 Benchmarking outputs	14
5.1 General	14
5.2 Financial benchmarks	14
5.2.1 General	14
5.2.2 Primary financial ratios	14
5.2.3 Secondary financial ratios	14
5.2.4 Tertiary financial ratios	14
5.3 Spatial benchmarks	15
5.3.1 General	15
5.3.2 Primary spatial ratios	15
5.3.3 Secondary spatial ratios	15
5.4 Environmental benchmarks	15

5.4.1	General	15
5.4.2	Primary environmental ratios	15
5.4.3	Primary energy ratios	15
5.4.4	Primary water ratios	15
5.4.5	Primary waste ratios	16
5.4.6	Other environmental scores	16
5.5	Service quality benchmarks	16
5.5.1	General	16
5.5.2	Primary service quality scores	16
5.5.3	Secondary service quality scores	16
5.6	Satisfaction benchmarks	16
5.6.1	General	16
5.6.2	Primary satisfaction scores	17
5.6.3	Secondary satisfaction scores	17
5.7	Productivity benchmarks	17
5.7.1	General	17
5.7.2	Primary productivity scores	17
6	Benchmarking process	18
6.1	General	18
6.2	Preparing phase	19
6.2.1	General	19
6.2.2	Set objectives (purpose and scope)	19
6.2.3	Define methodology (indicators and benchmarks)	19
6.2.4	Select partners (peers and code of conduct)	19
6.3	Comparing phase	20
6.3.1	General	20
6.3.2	Collect data (collect and validate)	20
6.3.3	Analyse data (determine and normalise)	20
6.3.4	Determine gaps (compare and explain)	20
6.3.5	Report findings (communicate and discuss)	21
6.4	Improving phase	21
6.4.1	General	21
6.4.2	Develop action plan (tasks and milestones)	21
6.4.3	Implement plan (change and monitor)	21
6.4.4	Process review (review and recalibrate)	21
Annex A (normative) Performance data	22
Annex B (normative) Collecting contextual data	25
Annex C (normative) Collecting financial data	26
C.1	General	26
C.2	General accounting rules	26
C.3	Rented versus owned buildings	26
Annex D (normative) Collecting spatial data	33
D.1	General	33
D.2	General spatial rules	33
Annex E (normative) Collecting environmental data	35
Annex F (normative) Collecting service quality data	48
Annex G (normative) Collecting satisfaction data	55
Annex H (informative) Inherent complications and risks	62
Annex I (informative) Benchmarking examples	64
Bibliography	68