

Facility Benchmarking

Tips for Using Your Facility Benchmarking Results

This document provides suggestions for how to extract value from the facility benchmarking reporting.

Prepared for Facility Issues Benchmarking Participants
Not for public distribution

Last Update: Nov 2024



Contents

- Brief Recap of Benchmarking Process / Objectives
- Leader / Competitive / Not Priority Framework
- Drafting an Action Plan



ABOUT BENCHMARKING SERVICES GROUPS ARTICLES CONTACT Q

MY ACCOUNT

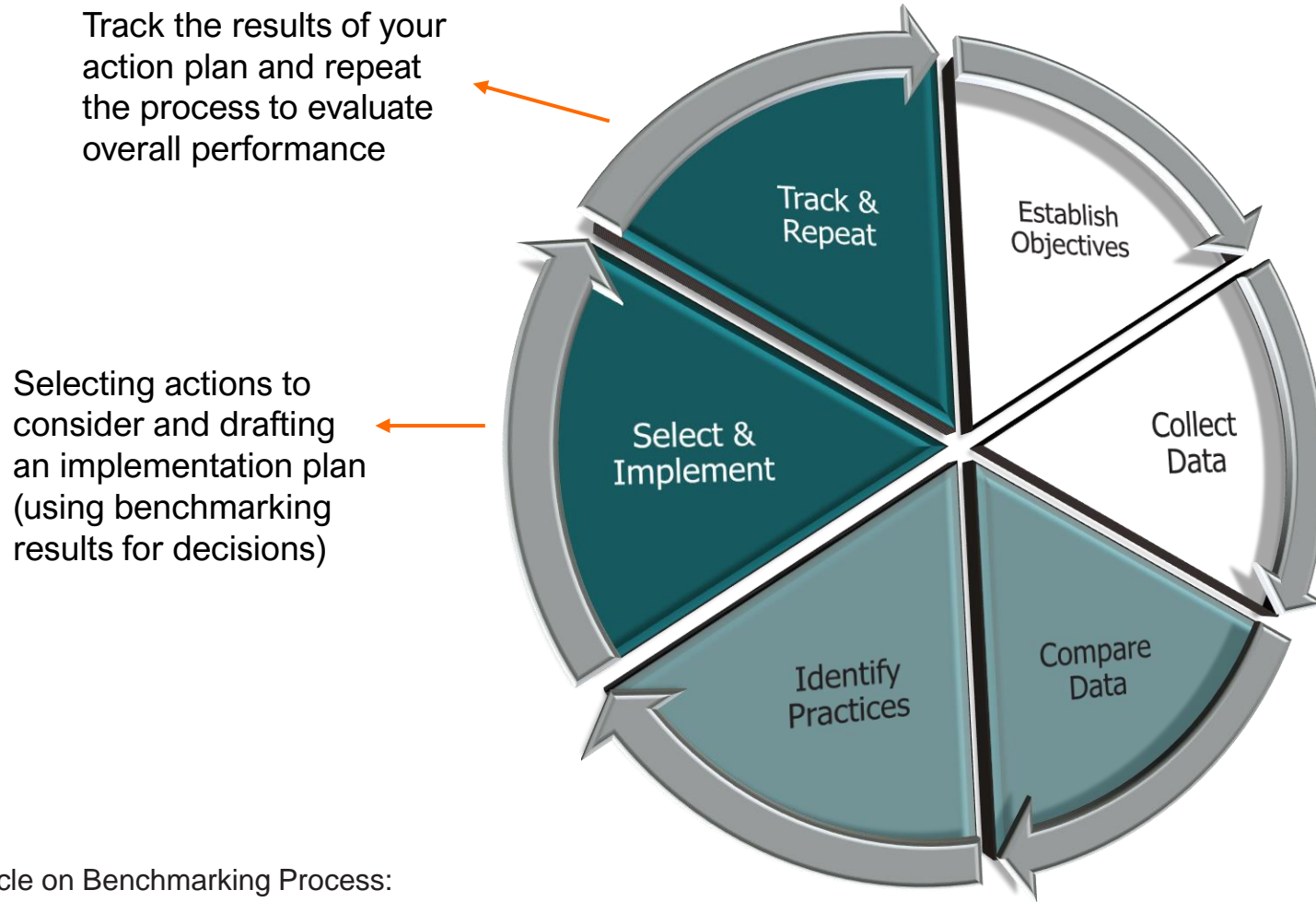
Instructions and Tips

- New Participant?
 - Participant Agreement: [PDF](#)
 - Cultural Program On-Boarding Guide: [PDF](#)
 - Utility Program On-Boarding Guide: [PDF](#)
 - All Other Programs On-Boarding Guide: [PDF](#)
- Process Guides:
 - Compendium of Facility Metrics [PDF](#)
 - Getting Started – Data Entry: [PDF](#) [Video](#)
 - Microsoft Power BI Reporting Interface: [PDF](#) [Video](#)
 - Tips for Using the Results: [PDF](#) [Video](#)
- Links to Reporting:
 - [Open the Report](#) (Using Facility Issues account)
 - [Open the Report](#) (Using your linked business account – ask us if you need this setup)

Links to copy of this document and other references on the benchmarking “mechanics”

The Facility Benchmarking Process

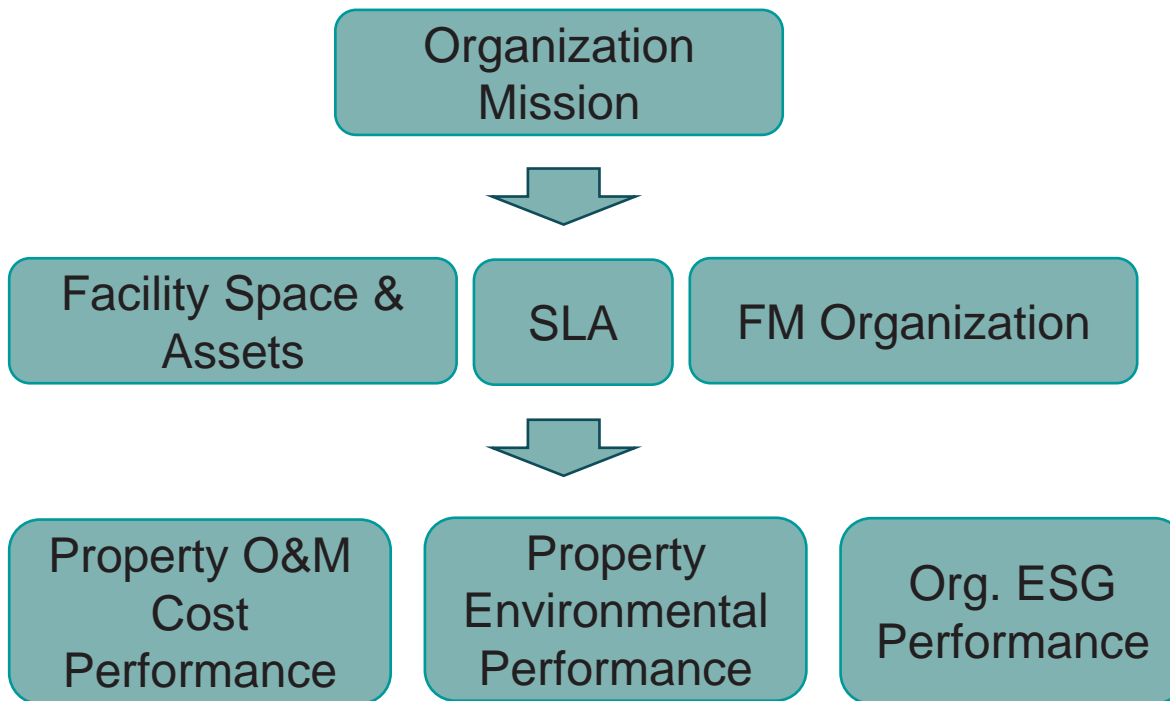
This document focuses on the highlighted steps of the benchmarking process.



Article on Benchmarking Process:
<https://facilityissues.com/facility-benchmarking-process/>

Use Benchmarking to Support Better Facility Management

Use your benchmarking review/results as part of your facility planning and management activities.



How do your standards compare?

How does your performance compare?

What actions are worth considering?

Suggested Process to Evaluate Benchmarking Results

1. Understand Your Organizational Objectives
2. Review Your Performance (*Particularly vs. Your Objectives*)
 - Where is your performance good (or good enough)?
 - Where is action needed?
3. Identify Potential Actions To Consider
 - Triage and Select / Recommend Actions
4. Communicate Results of Your Review
 - Report overall performance and recommendations to leadership.
 - Communicate key metrics with staff & reasons for any initiatives
 - Other as appropriate
5. Track Progress on Initiatives, and Trends in General
 - Monitor trends of key metrics to measure progress
 - Perform ad-hoc queries/review to respond to emerging issues/questions
 - Share lessons learned from your initiatives & learn from others

Dimensions of Performance

- Asset Management
 - Condition
 - Reliability
- Cost
 - Capital
 - Custodial
 - Maintenance
 - Security
 - Total
 - Utilities
- Occupant Service
- Space & Occupancy
 - Effectiveness
 - Utilization
- Staffing
- Sustainability
 - Energy
 - GHG
 - Waste
 - Water

other...

Where do you want to stand on each of these?

- **Leader** – Have leading edge performance in this area based on quality, quantity, innovation, or impact.
 - Best in Class
- **Competitive** – Have performance that is consistent with others in the industry, prudent, responsible.
- **Not a Priority** – Not concerned with performance in this area (focused on other aspects).

What are Your Organization's Priorities?

Performance Criteria
Space quality & utilization
Space environmental quality
Facility reliability & resiliency
Employee wellness & productivity
Visitor wellness & experience
Facility operating costs
Sustainability
Organization innovation
FM staff expertise & engagement

Performance Objectives		
Best in class		
	Responsible, competitive	
		Track but not a Priority
Leader		
Leader		
	Responsible, competitive	
Best in class		
		Track but not a Priority
	Responsible, competitive	

Example

Compare Performance vs. Objectives → Action?

Want → Are ↓	Leader	Competitive	Not Priority
Leader	Document & Celebrate	Document & Celebrate	Evaluate Resource Allocation
Competitive	Incremental Improvements & Evaluate	Manage by Exception	Manage by Exception
Struggling	Evaluate Radical Changes	Incremental Improvements & Evaluate	Manage by Exception

General Types of Actions

A. Document & Celebrate

- Validate data and performance, then document and share with leadership and stakeholders, publicly acknowledge contributors and have them share lessons learned.

B. Manage by Exception

- Practice benign neglect and save attention for when the performance or trend deteriorate; delegate these areas to grow staff capabilities.

C. Incremental Improvements & Evaluate

- Look for immediate incremental improvements (e.g. Lean approach; solicit ideas from staff and internal stakeholders; evaluate radical changes if insufficient progress.

D. Evaluate Radical Changes

- Need to look at doing things significantly differently; look outside the organization and maybe hire a study.

E. Evaluate Resource Allocation

- Look at whether there are resources you can re-allocate to other areas.

Review Percentiles for Overview of Your Performance

Use the *Results Explorer* report, *Overall Ranking* page

Overall Ranking by Metric Category

Select dimension of interest Selected Sitecode ▾

Cost: Total O&M Comparing to: All Participants, All Property Types

Property Performance Metric	Our Percentile	Organization Performance Metric	Our Percentile
Total Direct Cost per Gross Area	59%	Total NonDirect Cost per Gross Area	56%
Total Direct Cost per Supported Worker	19%	Total Indirect Cost per Gross Area	15%
Total Direct Cost per Workspace	100%	Total Fixed Cost per Gross Area	75%
		Total Direct Cost per Gross Area	59%
		Total Cost of Occupancy per Supported Worker	19%
		Total Cost of Occupancy per Gross Area	56%

<25 Percentile >75 Percentile

FACILITYISSUES Cultural Facility Benchmarking - Subject to terms of use (c) 2022 Display for Internal Use Only Data Year: 2021 ▾ English Units Currency: USD

Review Quartile Charts to Identify Your Performance

These charts are by metric category in the reports on Cost, Assets, Sustainability and Organization.

Review metrics of interest for each category

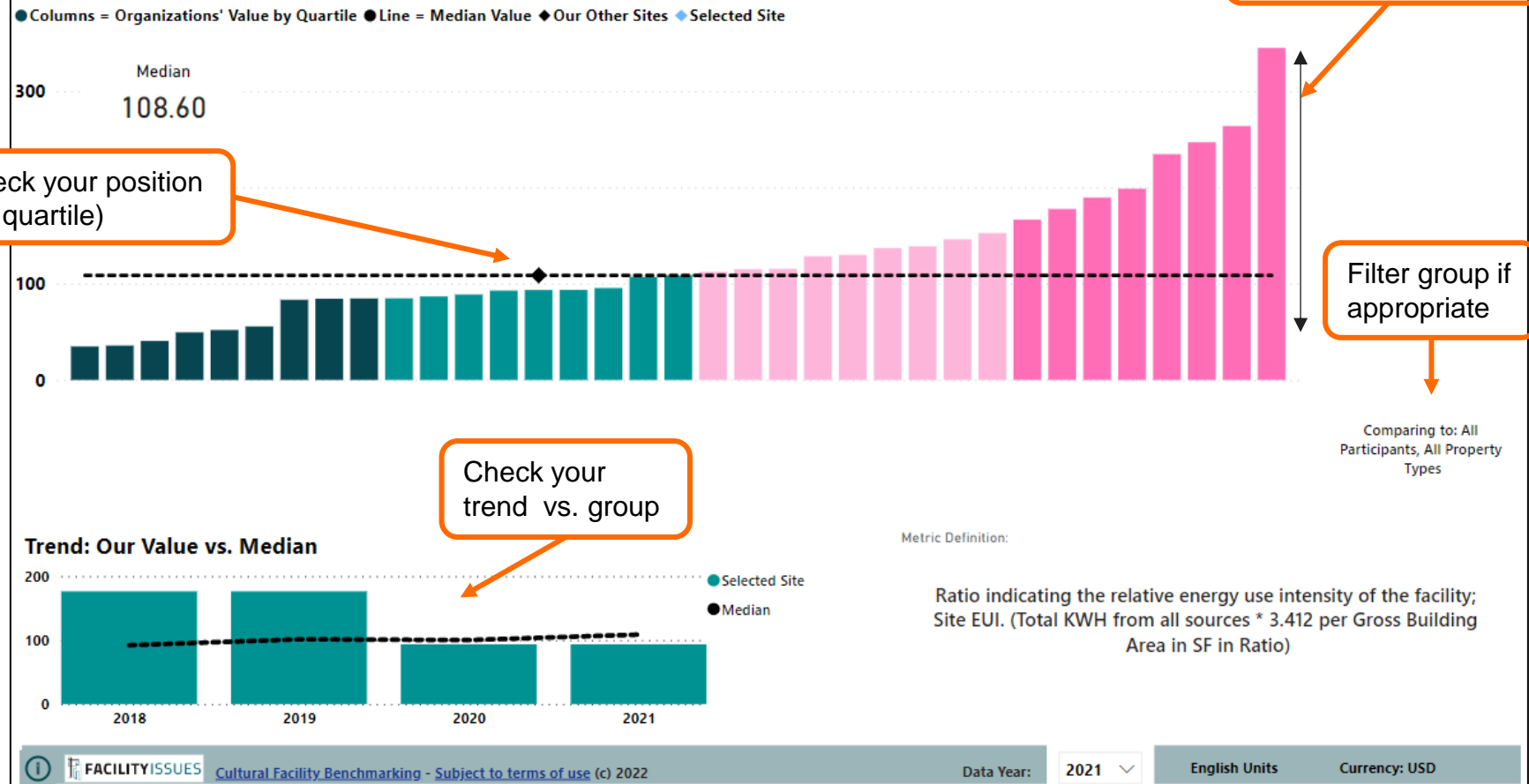
Energy Use Intensity

Note the total variance for the metric

Check your position (by quartile)

Filter group if appropriate

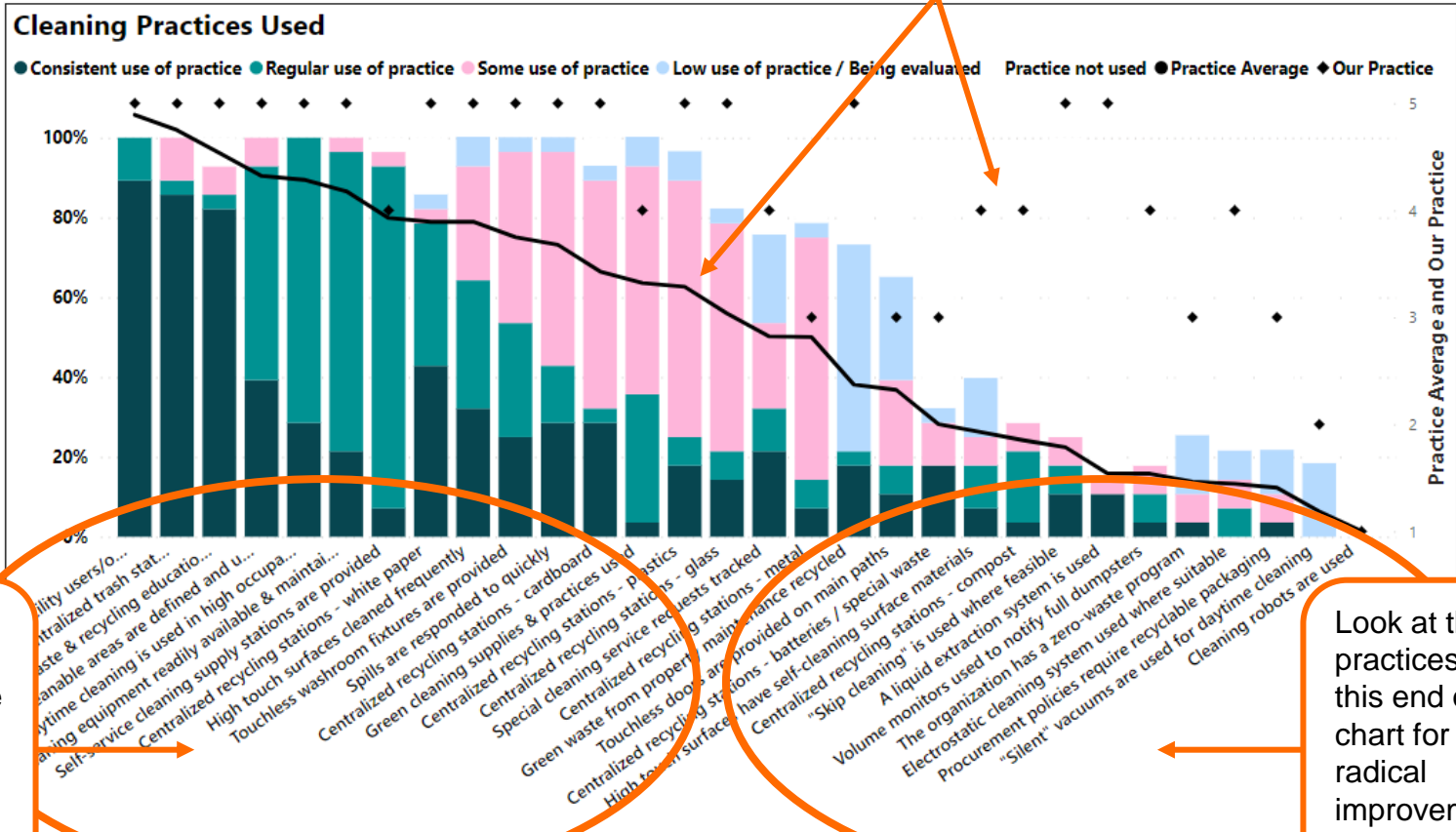
Check your trend vs. group



Review Use of Practices for Potential Actions

These charts are by metric category in the reports on Cost, Assets, Sustainability and Organization.

Compare your use (black diamonds) vs the average use (black line) to see which practices/technology you might employ more.



Look at the practices at this end of the chart for quicker, incremental improvement options.

Look at the practices at this end of the chart for more radical improvement options.

Triage Your List of Potential Actions

Where do you need to act?

- Organization Priority

Where is there likely to be an ROI?

- Financial payback
- Accomplish some other department objective

What can be accomplished in reasonable time?

- Quickly
- Within your control / resources
- Break large programs into steps

Where might you want to revisit your standards / or objectives?

Suggest you select no more than 1-2 major changes actions or 3-5 smaller ones at a time.

Communicate & Implement

Celebrate good results

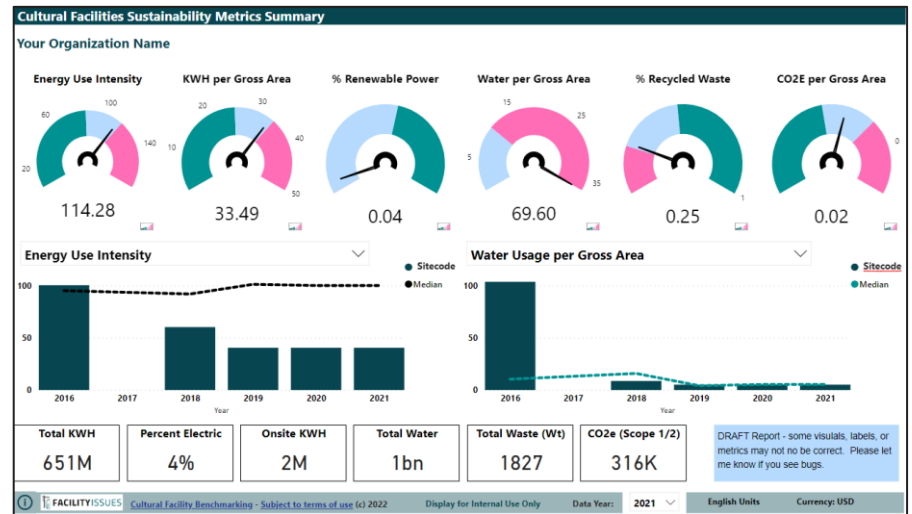
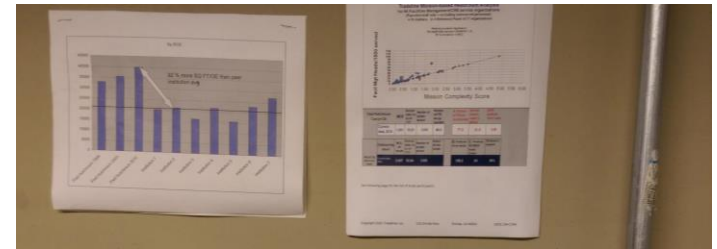
- Post & publish annotated materials

Explain why action needed

- Performance are not as good
- Desire to be leader

Roll out “action plan”

- Obtain support
- Assign / solicit “champion”
- Maintain awareness & change management



Questions, Problems, or Suggestions?

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