## Benchmarking Team Member Duties

The following table outlines the various roles that should be included on a benchmarking team along with the skills each role requires and the responsibilities that will be taken on by the people selected to fill those roles.

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<tr>
<th>Roles</th>
<th>Responsibilities</th>
<th>Skills</th>
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| Executive Champion—offers leadership and guidance to ensure that the project meets the overall needs of the organization | ▶ Understands the need for change  
▶ Serves as a guide and supporter of the effort  
▶ Provides direction and links to organizational strategy  
▶ Ensures resources and funding are available  
▶ Communicates with other leaders | ▶ Communication |
| Project manager/team leader—plans, organizes, controls, and executes the benchmarking project | ▶ Identifies all customers and their requirements  
▶ Identifies and secures resources and team members  
▶ Develops and tracks budget  
▶ Identifies external vendors  
▶ Manages group discussion, processes, and conflict  
▶ Provides project updates  
▶ Monitors project progress | ▶ Communication, both listening and verbal  
▶ Writing  
▶ Negotiating  
▶ Planning and organizing  
▶ Effective meeting facilitation  
▶ Presentation  
▶ Group dynamics  
▶ Leadership |
| Process owner(s)—provide the overall insights and knowledge about the process | ▶ Identifies problems and opportunities in current process  
▶ Provides existing process measures  
▶ Maps the current process | ▶ Communication  
▶ Problem solving |
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| Data collector/analyst      | ▶ Develops models to capture the study data in an efficient manner  
▶ Analyzes data using commonly accepted statistical methods such as frequency distribution and summary statistics (averages, median, max, min, and percentiles)  
▶ Produces reporting format for data analysis (tables and graphs)  
▶ Develops narration to interpret analysis in a meaningful and understandable fashion | ▶ Survey design  
▶ Quantitative analysis, including multivariate reviews  
▶ Familiar with various statistical software tools  
▶ Knowledge of basic business processes and how to use quantitative information to gain insights into them |
| Benchmarking project        | ▶ Facilitation  
▶ Training  
▶ Graphics  
▶ Computer support  
▶ Legal counseling  
▶ Database design and management  
▶ Library and search services | Support—supports the benchmarking team as required                                                                                                                                       |
Roles

Facilitator—Ideally, a facilitator is a disinterested party who serves only to facilitate the team. However, resource constraints frequently require that one of the team members also assumes the role of facilitator. When this occurs, take care to determine when the facilitator is assuming the role of participant and when he/she is acting as the facilitator.

Responsibilities

- Ensures project and meeting objectives are met using facilitation tools and techniques
- Works through issues and problems with team members until successful outcomes are reached

Skills

- Understanding of group dynamics
- Strong facilitation skills and knowledge of quality tools that can be applied throughout a project (process mapping, root cause analysis, fishbone diagrams, affinity diagrams)

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