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| <b>Procedure Name</b>   | <b>BENCHMARKING PROCEDURE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Procedure Number</b> | <b>G015_PR (Governance)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Purpose</b>          | <ul style="list-style-type: none"> <li>To ensure a common understanding of benchmarking</li> <li>To detail how benchmarking is implemented.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Scope</b>            | <p>Benchmarking is a means of comparing Whitehouse Institute of Design, Australia's (Whitehouse) performance and/or standards against best practice and performance in the higher education sector.</p> <p>It allows Whitehouse to monitor its relative performance, identify areas for improvement, set goals, discover new approaches to bring about improvements, establish priorities for change and resource allocation and follow through with evidence-based change processes.</p> <p>Includes both internal benchmarking and external referencing activities.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Procedure</b>        | <p>Whitehouse recognises that benchmarking activities are an on-going process of comparison conducted specifically for quality enhancement purposes. All benchmarking activities contribute to continuous improvement of Whitehouse's processes, performance and outcomes. Benchmarking is an integral part of Whitehouse's quality assurance cycle.</p> <p><b>1. Timing</b></p> <p>The timing may be annual, bi-annual or tri-annual, as determined by the Executive, and regulatory requirements.</p> <p><b>2. Processes and Outcomes</b></p> <p>Whitehouse's benchmarking activities will be focused on both processes and outcomes to support its goal of continuous improvement.</p> <p><b>2.1. Processes</b> are inter-related activities that produce outcomes. They include methods and projects. These benchmarks are generally attributes of good practices i.e. they are qualitative in nature.</p> <p><b>2.2. Outcomes</b> are the changes that occur because of the processes. Outcomes data are generally quantitative in nature.</p> <p><b>2.3. Quantitative and Qualitative Data</b></p> <p>Whitehouse benchmarking activities go beyond collecting and using quantitative data only. Qualitative (thematic) data is also used, identifying specific practices responsible for high (or low) performance, understanding how these practices work, adapting and applying changes to the organisation, engaging and discussing with valued partners and implementing improvements.</p> <p><b>2.4.</b> Whitehouse applies the TESQA Threshold Standards 5.3.1-5.3.4, and informed by the Guidance Note on <a href="#">Academic monitoring, review and improvement</a> related to:</p> <ul style="list-style-type: none"> <li>Comparisons with identified good practice in the sector</li> <li>Comparisons grounded in publicly available information or market intelligence</li> <li>Comparisons (external referencing) developed through</li> </ul> |

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|  | <p>collaborations with other providers, peak bodies, employers, or industry.</p> <p><b>2.5 Benchmarking activities may include</b></p> <ul style="list-style-type: none"> <li>• Organisational benchmarking (e.g. Governance)</li> <li>• Course benchmarking (learning outcomes, assessment; graduate attributes)</li> <li>• Process benchmarking (e.g. policies / procedures)</li> <li>• Outcomes benchmarking (e.g. student progression, retention, attrition, student satisfaction, graduate outcomes / employment)</li> <li>• Best practice benchmarking.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|  | <p><b>3. Benchmarking Methodology</b></p> <p>Whitehouse recognises benchmarking programs are an on-going continual, reiterative process. It is recommended that benchmarking initiatives follow Whitehouse's quality methodology to benchmarking: Identify, Select, Develop, Deploy, Review and Improve.</p> <p><b>3.1. Identify</b></p> <ul style="list-style-type: none"> <li>• Identify areas to benchmark in need of improvement and select those that are of strategic importance.</li> <li>• Clearly define what will be benchmarked.</li> <li>• Identify potential benchmarking partner(s).</li> <li>• Detail the rationale for undertaking the benchmarking activity and preferred methodology.</li> <li>• Ensure there is management support for the benchmarking initiative.</li> <li>• Select and secure adequate resource and technical support.</li> <li>• Describe current process and any sub-processes that may have impact on how the process performs.</li> </ul> <p><b>3.2. Select appropriate benchmarking partners.</b></p> <p>Selecting appropriate benchmarking partners is critical for successful benchmarking. An external benchmarking partner should:</p> <ul style="list-style-type: none"> <li>• have a commitment to quality improvement and a 'willingness to share'</li> <li>• evidence a record of good performance in the area(s) to be benchmarked</li> <li>• for a whole-of-institution benchmarking project, a benchmarking partner should also generally             <ul style="list-style-type: none"> <li>○ have comparable mission, values and objectives</li> <li>○ be of a comparable size and</li> <li>○ have similar discipline mix.</li> </ul> </li> </ul> |
|  | <p><b>Whitehouse will:</b></p> <ul style="list-style-type: none"> <li>• ensure all benchmarking partners are clear about what data will be shared</li> <li>• formalise benchmarking agreements with partners if necessary.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

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|  | <p><b>3.3. Develop</b> a benchmarking plan. This is critical for identifying and agreeing on the benchmarking project's objectives, scope (as well as what is not in scope), schedule, allocation of tasks, timelines, deliverables, development of a project plan, project team, reference group and communication plan.</p> <p><b>3.4. Deploy</b></p> <ul style="list-style-type: none"> <li>• Implement the benchmarking plan above.</li> <li>• Conduct data Collection and analysis.</li> </ul> <p><b>3.5 Review</b></p> <p><b>3.5.1 Conduct self-review activities:</b> This includes planning self-review activities; identifying key stakeholders to respond to specific sections; writing up institutional context statements for peer review workshops; collecting evidence from as many sources and stakeholders as possible; triangulating the evidence, using focus groups, surveys and interviews to gather data for analysis and consideration.</p> <p><b>3.5.2 Conduct peer review activities:</b> This may be done by way of a peer review workshop (either face-to-face and/or online) with the benchmarking partners comparing processes and data. The key aims of the workshop will be to identify:</p> <ul style="list-style-type: none"> <li>• areas of good practice</li> <li>• areas for improvement</li> <li>• areas for sharing and collaboration.</li> </ul> <p>The peer review workshop will also involve an external validation exercise to assist Whitehouse to understand the quality of its processes.</p> <p>Prior to each workshop, an agenda and questions are be distributed so that both partners are adequately prepared.</p> <p><b>3.5.3</b> Following each workshop the staff member responsible for conducting the workshop must:</p> <ul style="list-style-type: none"> <li>• develop a report that outlines the data findings and recommendations for improvements or reflect and record benchmarking activities and actions for improvement in writing, and</li> <li>• establish a way to communicate findings to others. Discussions need to consider who is responsible for carrying out the identified improvements and whether such improvements carry significant budget implications</li> <li>• reports need to be submitted to the Academic Board and the Board of Governors.</li> </ul> <p><b>3.6 Improve</b></p> <p><b>3.6.1</b> Implement adaptation/ improvements resulting for the recommendations based on the benchmarking sharing or best practices identified.</p> <p><b>3.6.2</b> Track the progress of implementation efforts and remeasure.</p> |
|  | <p><b>4. Evaluate and Review Procedure</b></p> <ul style="list-style-type: none"> <li>• Evaluate the effectiveness of the benchmarking exercise.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

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|                                         | <ul style="list-style-type: none"> <li>• Determine what the outcomes were.</li> <li>• Determine how useful the benchmarking exercise was.</li> <li>• Assess whether the outcomes were implemented and how effective they were.</li> <li>• Provide a report to the Academic Board and the Board of Governors on the effectiveness of the benchmarking exercise.</li> </ul>                                                                                                                                                                                                                                                                                                                                            |
| <b>Benchmarking activity - Approval</b> | <p><b>Benchmarking Agreements for External Reference Points</b></p> <p>For a benchmarking activity to be conducted at the course specialisation level, the proposal must be submitted to the Whitehouse Executive for approval.</p> <p>Written agreements with external reference points with which benchmarking activities are approved by Leanne Whitehosue, Owner and Chair of the Board of Directors, or by the Chief Executive Officer (CEO) of Whitehouse, under delegation.</p> <p>Benchmarking initiatives should be reported to the Quality Committee. A summary report on the benchmarking activities undertaken in association with executive goals must be tabled to the Quality Committee annually.</p> |
| <b>Reporting and Record Keeping</b>     | <ul style="list-style-type: none"> <li>• The outcome of benchmarking activities is reported to the Whitehouse Executive Management Committee, Academic Board and Board of Governors</li> <li>• Records secured and kept on the Whitehouse Documents Server.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Relevant Legislation</b>             | <ul style="list-style-type: none"> <li>• TEQSA: <a href="#">Higher Education Standards Framework (Threshold Standards) 2021</a></li> <li>• TEQSA Guidance Note: <a href="#">Academic monitoring, review and improvement</a></li> <li>• <a href="#">2016 Higher Education Support Act (2003)</a></li> <li>• <a href="#">Australia Qualifications Framework (AQF)</a></li> </ul>                                                                                                                                                                                                                                                                                                                                       |
| <b>Key Related Documents</b>            | <p>Benchmarking policy</p> <p>Benchmarking Framework</p> <p>Benchmarking Project Plan</p> <p>Benchmarking Guidelines</p> <p>Benchmarking Checklist</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Definitions</b>                      | <p><b>Benchmarking:</b> is a process that compares an organisation's practices, products, systems or processes against a set of standards or benchmarks (internal and / or external) for the purpose of improvement.</p> <p><b>Australian Qualifications Framework (AQF):</b> the guidelines established for learning outcomes, knowledge, and skill levels for defined qualification levels of education in Australia.</p>                                                                                                                                                                                                                                                                                          |
| <b>Responsible Officer</b>              | Chief Executive Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

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| <b>Approval Authority/ Authorities</b>        | Board of Governors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Date Approved</b>                          | 20/12/2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Date of Commencement</b>                   | 21/12/2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Date for Review</b>                        | 21/12/2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Documents superseded by this Procedure</b> | Benchmarking Policy and Procedure – November 2014                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Amendment History</b>                      | <p><b>06/2026</b></p> <ul style="list-style-type: none"> <li>• Updated the purpose, scope and procedure statements</li> <li>• Checked and updated the Relevant Legislation section</li> <li>• Checked and update the URLs/links.</li> <li>• Added a Reporting and Records Keeping section.</li> <li>• Updated the Key Related Documents section</li> <li>• Updated the Definitions section.</li> </ul> <p><b>05/2018</b></p> <p>Re-branding – Header &amp; Footer only</p> <p><b>12/2016</b></p> <p>Policy and Procedures separated and HE and VET documentations separated. Updated formatting and minor amendments</p> <p>Updated Hyperlinks</p> <p><b>12/2023</b></p> <p>Re-approval</p> |

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|----------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------|-------------------|
| <b>Signed and dated for Whitehouse Institute Pty Ltd</b> |  |                          |                   |
|                                                          | <b>Signature</b>                                                                    | <b>Leanne Whitehouse</b> | <b>20 12 2026</b> |
|                                                          |                                                                                     | <b>Name</b>              | <b>Date</b>       |

#### INFORMATION FOR PUBLISHING ON POLICY REGISTER

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| <b>Category</b> | Governance |
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| Stakeholders | Board of Governors<br>Academic Board<br>Executive Management<br>Academic Staff<br>Administration Staff<br>Students. |
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