

# Showcase – an advisory engagement

- Once upon a time I was an internal auditor at a Company (from 1999 to 2002)
- This company had 3 subsidiaries – and the company itself and the subsidiaries had their own training arrangements, facilities
- The idea was to review the policies, searching for good practices and also cost efficiency of these
- As it was not a classical audit type of work, it was decided to have an advisory engagement
- As a method we used benchmark

# Hurdles to overcome

- At that time the advisory engagements were rare – so I had to explain what it means – it was crucial because the partners were afraid that as a result of this engagement the training budget will be cut or facilities will be taken from them – so they were not really cooperative
- It was not easy to find such indicators which are comparable and show fair view on the training activities
- The preparation part took more time than the fieldwork and reporting together

# Tools

- Questionnaire
- Indicators – in case of indicators we involved the partners – it helped to make them cooperative
- I shared the results with them –involved all of them during the whole engagements – so they really had the feeling that they are partners

# Results

- We discovered a lot of good practices (eg. E-learning (it was 2001!) for Customer Care Service, new employees training, planning of trainings etc.)
- We discovered opporunities to share facilities, trainers, training materials which all lead to encrease the quality of trainings and also make it more cost effective at the same time

# Where can be benchmark used in public sector?

- Benchmarking the regional offices which perform the same processes (in Hungary eg. Government Offices – if you need a passport you can go any of the government office to get – so we assume it is the same process everywhere – but it is? It takes the same time? Or some organisations perform better than others? Why? What they do differently?)
- Under the ministries are different PBO – their common activities which could be benchmarked (IT, public procurement, training, budgeting etc.)