

## Benchmarking My Program's Effectiveness

### The Challenge

CCEOs face constant demands to demonstrate the effectiveness of the compliance and ethics program yet find it difficult to assess the performance of different ongoing initiatives. To allocate limited resources across a broad portfolio of activities and report progress against goals to senior management and the board of directors, CCEOs are seeking objective measures that help identify opportunities for significant improvement.

Management of a Broad Portfolio of Initiatives

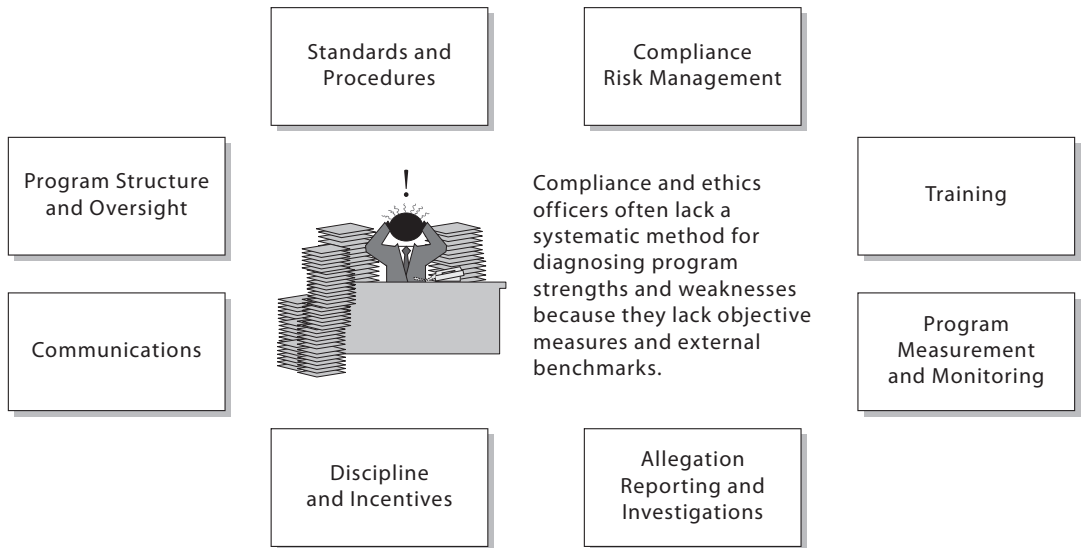


Figure 1:  
Management of a Broad  
Portfolio of Initiatives

### The Root Cause

Most CCEOs haven't mapped out what a successful program looks like. They are mostly focused on the implementation of seemingly disparate initiatives. As a consequence, they struggle to measure what matters most and, instead, evaluate their results by the number of activities completed. These measures are misleading if they don't tie back to actual program outcomes of better risk management and a sound integrity culture.

### The Conventional Wisdom

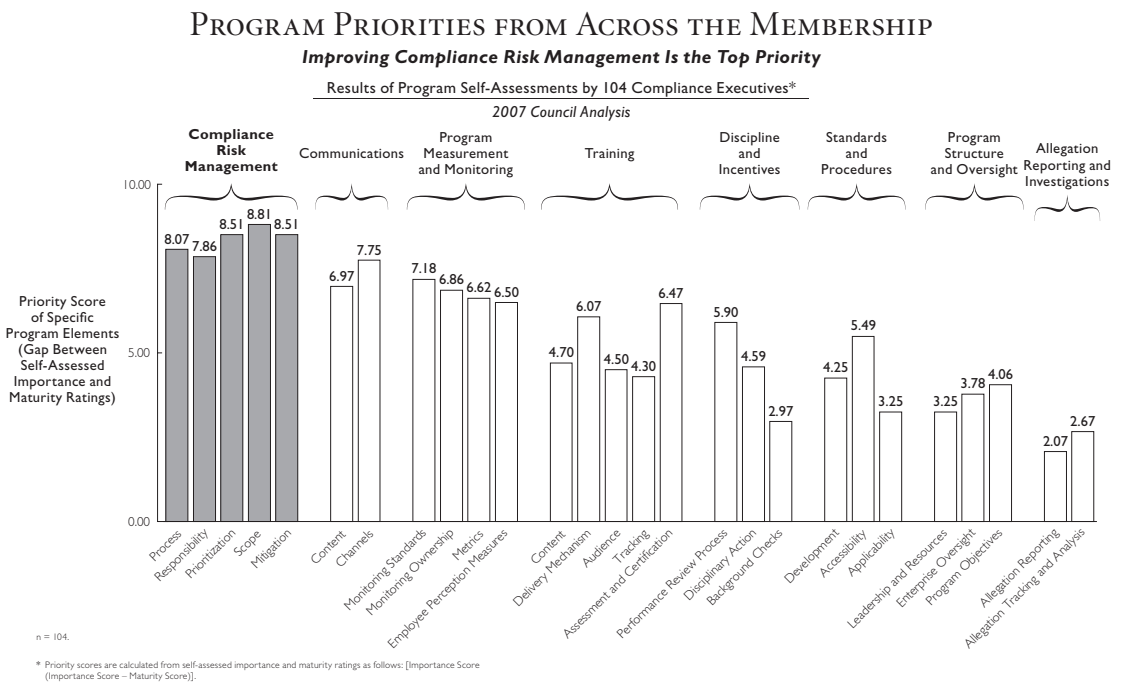
CCEO plans target the execution of initiatives rather than the building of a sustainable program. While using metrics and external benchmarking to gauge basic program needs, such as appropriate staffing and spending levels, they often lack context, missing opportunities for improvement that their peers are focused on.

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## Key Insight

John Deere's compliance and ethics team used the Council's Program Assessment Wizard, a Web-enabled tool that helps members self-evaluate the performance of key elements of their program and compare their effectiveness to peers in their industry. John Deere rated the effectiveness of its program in 28 different categories, using the Council's objective measurement criteria, and identified key improvement areas. The Council's benchmarking analysis saved Deere & Company several weeks and significant expense in setting key program priorities. Identification of program improvement areas allowed the company to develop its program strategy and allocate resources more cost effectively.

## Case in Point: Program Priorities



## How the Compliance and Ethics Leadership Council Is Helping Members to Better Gauge Program Performance

### Upcoming Events— Peer-to-Peer Networking

### Tailored Support

### From Our Archives

#### Monitoring and Measuring the Effectiveness of Your Program

Teleconference—Review of best practices and metrics dashboards to assess the effectiveness of your program  
 7 May 2008

Updated Program Assessment Wizard, including Customized Benchmarking Report

Industry benchmarking reports on program assessment results

Decision Support Center on designing compliance and ethics metrics

*The State of the Compliance and Ethics Function*

Establishing a compliance and ethics program decision support center

