CIO Balance Scorecard

Briefing Pack

A Balanced Scorecard: The Basics

- A Balanced Scorecard is a tool that translates a company's vision & strategy into a coherent set of performance measures" (Robert Kaplan)
  - May also be used as a communication vehicle
- The process of creating a balanced scorecard starts with the business strategy, and progressively breaks that strategy into tactical measures
- The Balanced Scorecard provides a formal measurement system
  - Better enables resources to be aligned to achieve strategic objectives
- What gets measured gets focused upon, so we need to make sure the measures are correct

Proposed CIO Balanced Scorecard

Customer / Public	IT Investment Management
• IT Business Alignment • Deliver Reliable Products & Services	
IT Processes	**Human Capital Management**
• Deliver Reliable Products & Services • Operate Systems Worthy of Trust	• Personnel have the skills and competency necessary for doing their jobs • Manage Knowledge Capital • IT Business Alignment • Foster a culture of accountability and integrity

Customer/Public Perspective

Customer/Public	IT Investment Management
IT Processes	Human Capital Management

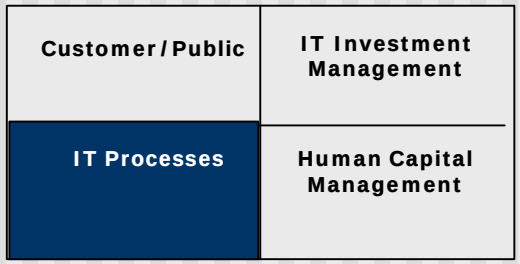
- Goal: IT Business alignment
  - **Objective**: Develop and keep the customer informed of IT vision & plan
    - **Metric**: IT vision & plan is understood by customers
  - **Objective**: Understand the business needs
    - **Metric**: Perceived understanding by customers
- Goal: Deliver reliable products & services
  - **Objective**: Successful Projects
    - **Metric**: Best practice VDC SLAs for appropriate systems
    - **Metric**: Successful Mod Partner milestones achieved
    - **Metric**: Successful NSLDS project

IT Investment Management

Customer/Public	**IT Investment Management**
IT Processes	Human Capital Management

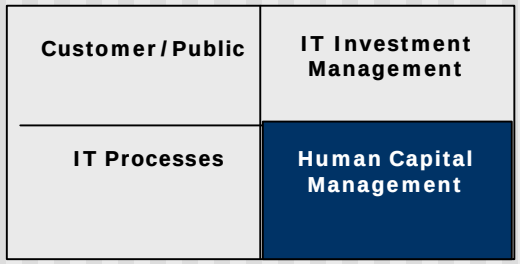
- Goal: IT/FSA strategy alignment
  - **Objective**: IT investments support the business need
    - **Metric**: Businesses cases that pass the IPC by 2nd submission
- Goal:Enterprise architecture compliant asset base
  - **Objective**: New deployments comply with standards or receive AWG exception approval
    - **Metric:** Compliant technologies/products deployed
- Goal: Leverage enterprise IT assets
  - **Objective**: Ensure new applications agreed upon infrastructure (EAI/ITA, VDC, etc)
    - **Metric**: New applications(exceptions allowed using infrastructure)
    - **Metric:** Infrastructure usage by # of exceptions allowed

IT Processes



- <u>Goal: Deliver reliable products & services</u>
  - **Objective**: Solution Lifecycle compliance
    - **Metric:** Number of Solution Lifecycle compliant projects
- <u>Goal: Operate systems worthy of trust</u>
  - **Objective:** Manage risks to security and privacy
    - **Metric:** Risks to project and operational systems accepted by responsible manager
    - **Metric:** Adverse audit findings related to security and privacy
  - **Objective:** Implement a new process so that new applications use consistent data strategies
    - **Metric:** New applications use data consistent strategies

Human Capital Management



- Goal: Employees have the skills & competency necessary to do their jobs
  - **Objective:** Employees perform at a competency level of at least "minimally acceptable"
    - **Metric:** Completed, current individual development plan
- Goal: Manage knowledge capital
  - **Objective**: Organization acquires and applies knowledge from external project staff
    - **Metric:** Functions with robust knowledge transfer plan
- *Goal: IT/Business alignment*
  - Objective: Meet the One ED plan and transformation milestones
    - Metric: Number of milestones achieved
- *Goal: Foster a culture of accountability & integrity*
  - **Objective**: Managers hold employees accountable for performance
    - **Metric:** Managers performance agreements stating that they will hold employees accountable

Next Steps

- Review the material provided in this packet
- Provide any feedback or comments to your Director or Mary Haldane no later than November 20, 2002
- The initial quarterly report of the Balanced Scorecard will be published