

WELCOME BACK!



The Balanced Scorecard

Part II: Implementation and Ongoing Strategy Management using the BSC

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What we will cover today

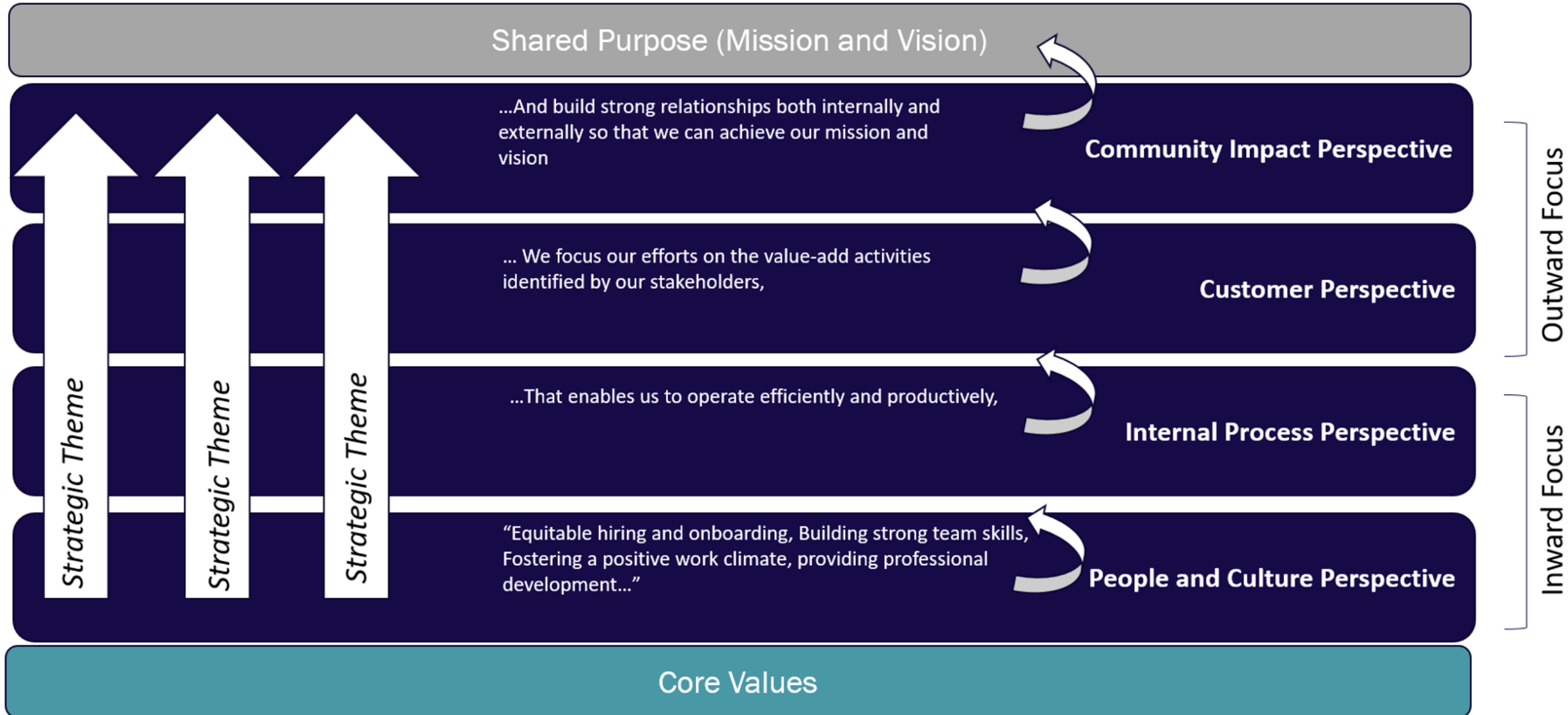
- 1) Quick recap of BSC basics
- 2) BSC as a framework for strategic planning
- 3) Identifying measures/metrics for the BSC
- 4) Ongoing strategy management with the BSC
- 5) BSC Example from Higher Education
- 6) Small group work to brainstorm KPIs







BSC basics

Quick recap

A “balanced” approach to strategic planning that is intentional in including an inward focus




What are Balanced Scorecard Perspectives (or "views")

| | | |
|---|--|---|
| Financial Stewardship or Stakeholder | <ul style="list-style-type: none">• Financial performance• Effective resource use |  |
| Customer | <ul style="list-style-type: none">• Customer-identified value• Satisfaction |  |
| Internal Processes | <ul style="list-style-type: none">• Efficiency• Quality |  |
| Learning and Growth | <ul style="list-style-type: none">• Staff Engagement• Infrastructure & Technology• Culture |  |

Organizations use the Balanced Scorecard to:

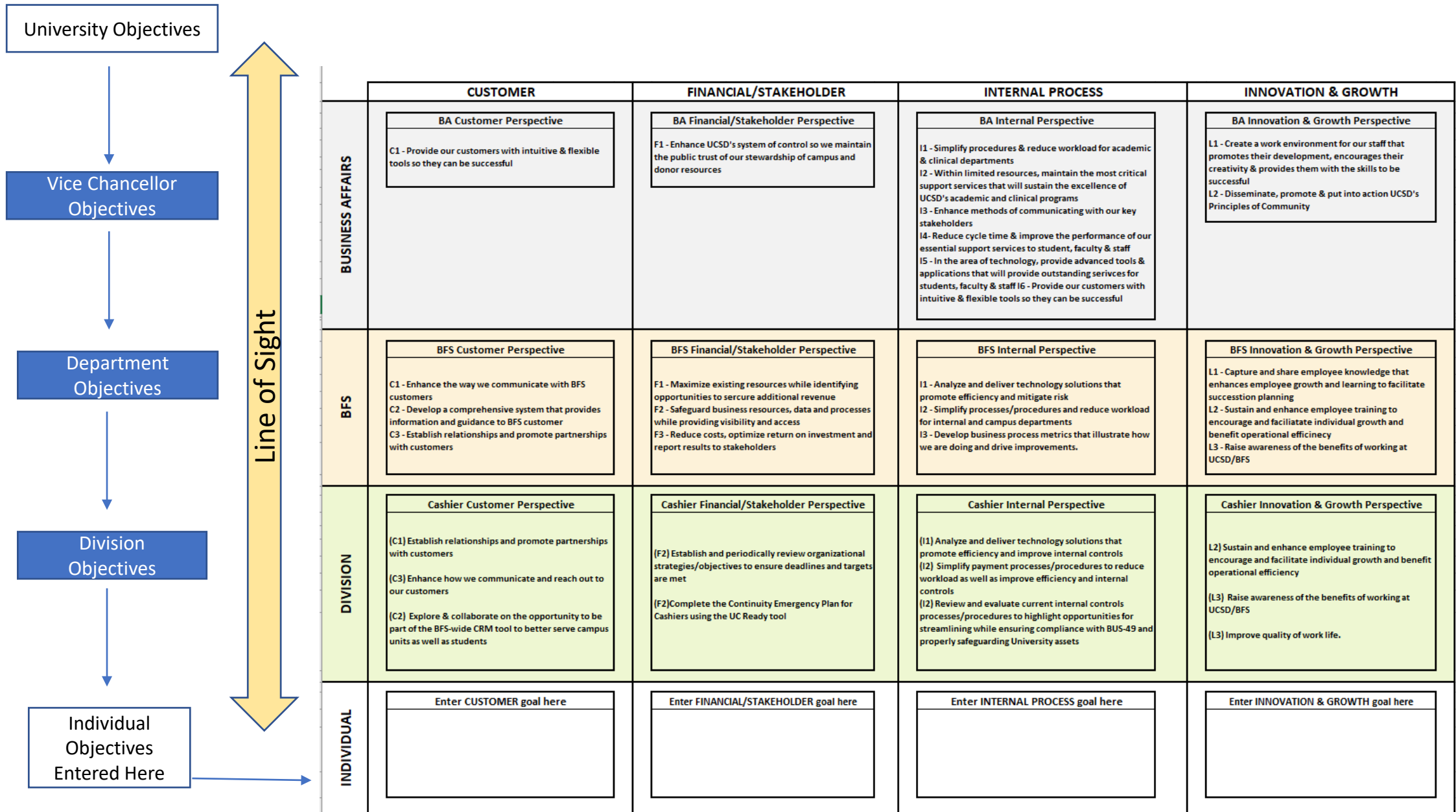
- **Communicate** what they are trying to accomplish
- **Align** the day-to-day work that everyone is doing with strategy
- **Stay focused and prioritize** projects, products, and services
- **Make data-informed decisions** by measuring and monitoring progress towards strategic targets
- **Provide line of sight** and visible connections between projects, programs, strategic objectives, mission, vision, and strategy of the organization



What is one of the most
powerful concepts of
the Balanced Scorecard?

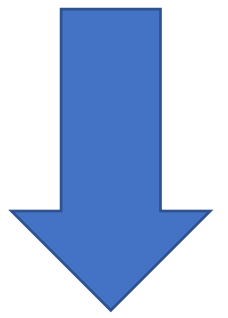
HINT: It makes the strategy real for every individual

Cascading: Making the Strategy Real



Performance Measures (KPIs)

- For each objective on the strategy map, at least one measure or Key Performance Indicator (KPI) is identified and tracked over time
- KPIs ensure accountability by indicating progress toward desired outcomes



| BSC Perspective | Objectives | | MEASURES/METRICS |
|--------------------------------------|--|--|------------------|
| Financial Stewardship or Stakeholder | <ul style="list-style-type: none"> • Financial performance • Effective resource use |  | |
| Customer | <ul style="list-style-type: none"> • Customer-identified value • Satisfaction |  | |
| Internal Processes | <ul style="list-style-type: none"> • Efficiency • Quality |  | |
| Learning and Growth | <ul style="list-style-type: none"> • Staff Engagement • Infrastructure & Technology • Culture |  | |

"If you cant measure it, you cant improve it"

- Peter Drucker



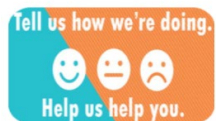
Identifying Measures for your BSC

Learning and Growth (your staff)

Internal Processes (efficiency and quality)

Customer (faculty, staff, students)





Academic and Staff Customer Satisfaction Survey



Student Satisfaction Survey



Staff@Work Survey



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Assess · Analyze · Act

UC San Diego

CAL POLY
SAN LUIS OBISPO



CSU The California State University

UC SANTA BARBARA

UNIVERSITY OF CALIFORNIA
Agriculture and Natural Resources

UCI University of California, Irvine

San Diego Humane Society

UC RIVERSIDE Business and Administrative Services



CAL POLY POMONA

CALIFORNIA STATE UNIVERSITY FULLERTON

San Diego Blood Bank

CAL STATE LA

LOGAN UNIVERSITY LEADERS Made








UC DAVIS UNIVERSITY OF CALIFORNIA

W UNIVERSITY OF WASHINGTON

How to Use Surveys for Your Balanced Scorecard

Note: This is not a paid promotion :)

Well-designed Surveys Can Provide Key Metrics for Three BSC Areas

| | | | MEASURES/METRICS |
|---|--|---|---|
| Financial Stewardship or Stakeholder | <ul style="list-style-type: none"> Financial performance Effective resource use |  | |
| Customer | <ul style="list-style-type: none"> Customer-identified value Satisfaction |  |  |
| Internal Processes | <ul style="list-style-type: none"> Efficiency Quality |  |  |
| Learning and Growth | <ul style="list-style-type: none"> Staff Engagement Infrastructure & Technology Culture |  |  |

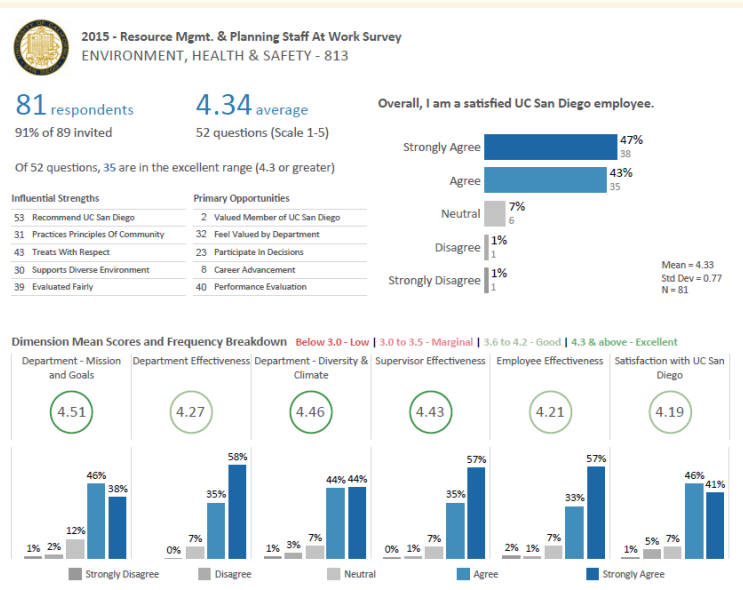
Step #1:
Embrace the
Survey



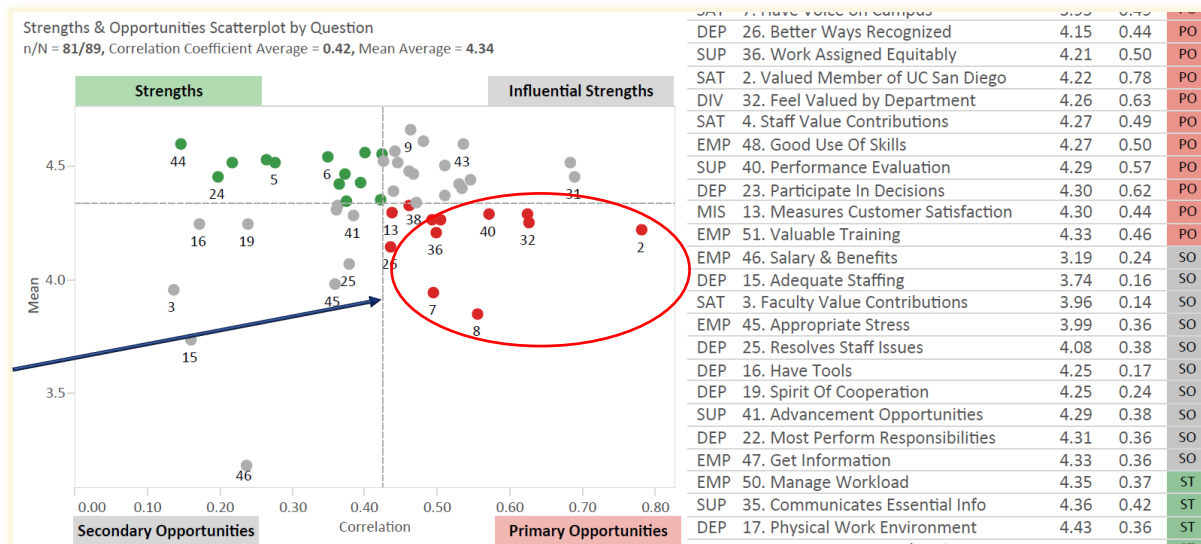
Staff@Survey - staff satisfaction and engagement

LEARNING & GROWTH

Descriptive statistics



Correlational analysis to identify drivers of satisfaction. What do we need to focus on this year?



Employee Net Promoter Score (eNPS)

"Overall, I am a satisfied employee..." by "How likely is it that you would recommend..."

51 eNPS*

58.0% - 7.4%

Below 40 - Low
40 to 59 - Marginal
60 to 79 - Good
80 & above - Excellent

| | Likelihood to Recommend | | | | | | | | | | Total | |
|--------------------|-------------------------|---|---|---|---|---|----|----|----|---|-------|----|
| | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | | 10 |
| Satisfied Employee | | | 1 | 1 | | | | 8 | 2 | 2 | 13 | 18 |
| | | | 1 | 1 | | 5 | 6 | 8 | 15 | 4 | 3 | 43 |
| | | | | | 1 | 3 | 3 | 2 | 3 | 1 | | 13 |
| | 2 | 1 | | | 1 | 1 | | | | | | 4 |
| | 1 | 2 | | | 1 | | | | | | | 3 |
| Total | 3 | | | | 2 | 8 | 10 | 10 | 20 | 7 | 16 | 81 |

Satisfied Promoters score 4-5 on the "Satisfied" item and 7-10 on the "Recommend" item. Dissatisfied Non-Promoters score 1-2 on the "Satisfied" item and 0-4 on the "Recommend" item. Subtract the percentage of Dissatisfied Non-Promoters from the percentage of Satisfied Promoters to calculate eNPS. Passives score 3 on the "Satisfied" item and 5-6 on the "Recommend" item.

Employee "Net Promoter Score" to understand your workforce profile of detractors and promoters



2015 - Resource Mgmt. & Planning Staff At Work Survey ENVIRONMENT, HEALTH & SAFETY - 813

Below 3.0 - Low
3.0 to 3.5 - Marginal
3.6 to 4.2 - Good
4.3 & above - Excellent

★ Change from 2014 to 2015 is statistically significant
● Mean score greater than that of ACADEMIC AFFAIRS

ENVIRONMENT, HEALTH & SAFETY - 813
89 Invited (N)
81 Responded (n)
91% Response Rate

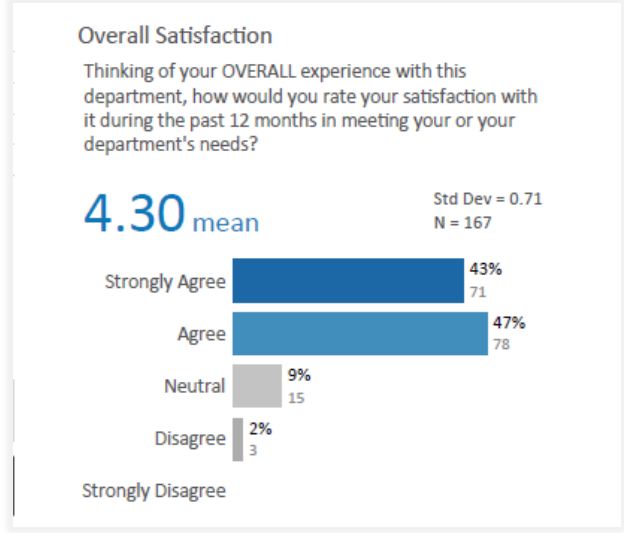
ACADEMIC AFFAIRS
2,083 Invited (N)
1,271 Responded (n)
61% Response Rate

| Dimension | # | Question | 2013 | 2014 | 2015 | Chg from 2014 to 2015 | 2015 |
|--------------------------------|----|--------------------------------|------|------|------|-----------------------|------|
| Satisfaction with UC San Diego | 1 | Satisfied Employee | 3.92 | 4.12 | 4.33 | ↑ | 3.88 |
| | 2 | Valued Member of UC San Diego | 3.98 | 4.04 | 4.22 | ↑ | 3.69 |
| | 3 | Faculty Value Contributions | 3.98 | 3.92 | 3.96 | → | 3.57 |
| | 4 | Staff Value Contributions | 4.25 | 4.24 | 4.27 | → | 3.96 |
| | 5 | Understand UCSD's Mission | | | 4.52 | → | 4.18 |
| | 6 | Contribution to UCSD's Mission | | | 4.54 | → | 4.23 |
| | 7 | Have Voice on Campus | | | 3.95 | → | 3.40 |
| | 8 | Career Advancement | 3.34 | 3.47 | 3.85 | ↑ | 3.14 |
| | 9 | Understand Dept's Mission | 4.55 | 4.53 | 4.67 | ↑ | 4.28 |
| | 10 | Contribution to Dept's Mission | 4.58 | 4.54 | 4.62 | → | 4.35 |
| Department - Mission and Goals | 11 | Annual Dept Goals | 4.32 | 4.50 | 4.56 | ↑ | 3.73 |
| | 12 | Measures Dept Goals | 4.12 | 4.32 | 4.47 | ↑ | 3.57 |
| | 13 | Measures Customer Satisfaction | 4.06 | 4.21 | 4.30 | ↑ | 3.56 |
| | 14 | Improves Services/Products | 4.11 | 4.24 | 4.43 | ↑ | 3.72 |
| | 15 | Adequate Staffing | 2.85 | 3.34 | 3.74 | ↑ | 2.94 |
| | 16 | Have Tools | 4.02 | 3.82 | 4.25 | ↑ | 3.91 |
| | 17 | Physical Work Environment | 4.26 | 4.34 | 4.43 | ↑ | 4.03 |
| | 18 | Physically Safe Environment | 4.32 | 4.37 | 4.53 | ↑ | 4.27 |
| | 19 | Spirit Of Cooperation | 3.80 | 4.02 | 4.25 | ↑ | 3.86 |

Look for trends and statistically significant changes

Customer Satisfaction Survey - faculty, staff, student satisfaction

“What” are the basic descriptive statistics



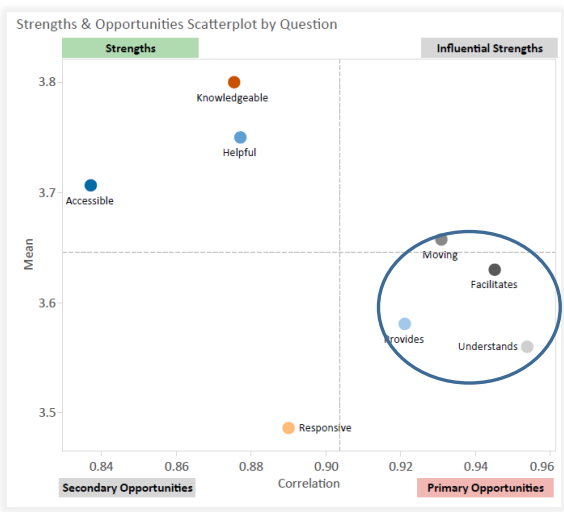
Trend analysis: “When” over time

| # | Question | 2016 | 2017 | 2018 | Chg from 2017 to 2018 |
|----|---|------|------|------|-----------------------|
| 1 | Thinking of your OVERALL experience with Commute Solutions, how would you rate your satisfaction with it during the past 12 months in meeting your needs? | 3.76 | 3.35 | 3.75 | ★ → |
| 2 | Understands my needs and requirements | 3.73 | 3.33 | 3.69 | ★ → |
| 3 | Accessible to customers (via phone, voicemail, email, office, etc.) | 3.71 | 3.45 | 3.63 | → |
| 4 | Vanpool program | 3.77 | 3.50 | 3.73 | → |
| 5 | Pedal Club | 4.13 | 3.76 | 4.11 | ★ → |
| 6 | Carpool program | 3.71 | 3.42 | 3.70 | ★ → |
| 7 | MTS pass sales | 3.69 | 3.45 | 3.68 | → |
| 8 | Responsive to requests or problems within an acceptable time (Goal - 2 business days) | 3.67 | 3.40 | 3.75 | ★ → |
| 9 | Knowledgeable staff | 3.88 | 3.67 | 3.86 | → |
| 10 | Helpful staff | 3.88 | 3.69 | 3.92 | ★ → |
| 11 | Effectively uses the Commute Solutions website to communicate information and service | 3.53 | 3.35 | 3.78 | ★ → |
| 12 | Moving in a positive direction to better meet my needs | 3.59 | 3.24 | 3.69 | ★ → |

| | | Overall Satisfaction | Understands My Needs and Requirements | Accessible to Customers | Responds to Requests Within an Acceptable Time | Provides Effective Advice, Guidance | Resolves Problems Effectively | Knowledgeable Staff | Helpful Staff | Moving in a Positive Direction |
|-------------------------------|-------|----------------------|---------------------------------------|-------------------------|--|-------------------------------------|-------------------------------|---------------------|---------------|--------------------------------|
| ALUMNI & COMM ENG CSC | Staff | 3.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| ALUMNI & COMMUNITY ENGAGEMENT | Staff | 3.00 | 2.00 | 3.00 | 4.00 | 3.00 | 3.00 | 4.00 | 4.00 | 4.00 |
| ANTHROPOLOGY | Staff | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| AQUARIUM-MUSEUM | Staff | 4.50 | 4.50 | 4.50 | 5.00 | 4.50 | 4.50 | 5.00 | 5.00 | 5.00 |
| BIOCIRCUITS INSTITUTE | Staff | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| BOOK STORE | Staff | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 1.00 | 2.00 | 2.00 | 1.00 |
| BUSINESS AND FINANCIAL SERV. | Staff | 3.00 (9) | 2.89 (9) | 2.75 (8) | 3.00 (8) | 3.25 (8) | 3.14 (7) | 3.25 (8) | 3.00 (8) | 2.75 (8) |
| CA INSTIT TELECOM/INFO TECH | Staff | 4.00 | 3.75 | 4.25 | 4.25 | 4.50 | 4.50 | 4.50 | 4.67 | 4.25 |
| CACSE | Staff | 4.00 | 4.00 | 4.50 | 4.50 | 4.25 | 4.25 | 4.75 | 4.75 | 4.25 |
| CAMPUS PLANNING | Staff | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| CANCER CENTER | Staff | 2.29 (7) | 2.29 (7) | 2.50 (6) | 2.40 (5) | 2.29 (7) | 2.33 (6) | 2.67 (6) | 2.67 (6) | 2.29 (7) |

Heat maps to identify **“Where”** should we dig deeper

Drill downs to know which departments to focus your outreach or study best practices: **“Who”** needs attention

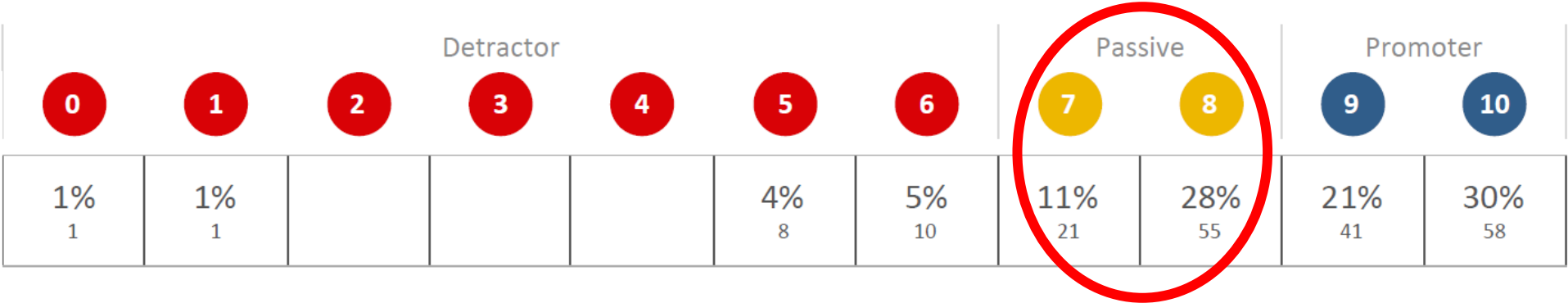


Correlational analysis to identify drivers of satisfaction and start the conversation of **“Why”** the scores varying

What is your NPS score?

$50.8\% - 10.3\% = 41$

2018 Breakdown:



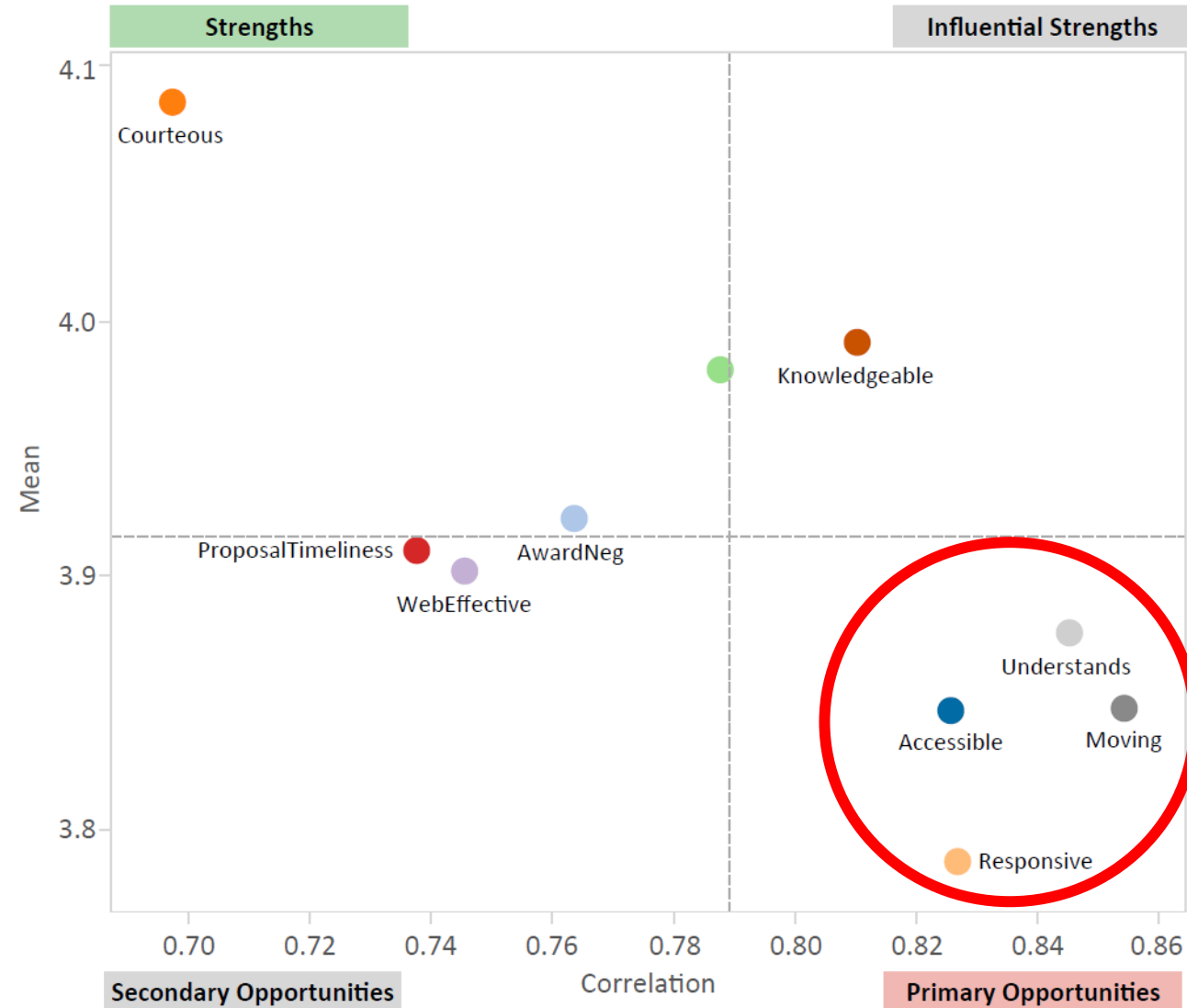
When given the opportunity, how will your stakeholders speak of you?



LSS/Continuous Improvement Opportunities

Identify your Strengths and Opportunities

Strengths & Opportunities Scatterplot by Question



“Please tell us what we need to improve”

Use the Verbatim
Comments to
Understand Your
Opportunities

| Number of Respondents | Number of Comments | Percentage |
|-----------------------|--------------------|------------|
| 385 | 91 | 24% |

| Comment Theme | Number of comments containing theme | Percentage |
|--|-------------------------------------|------------|
| Processing/turnaround time is too long | 18 | 19.8% |
| Staff not responsive to phone/emails, etc. | 16 | 17.6% |
| Problem Resolution (e.g., relations with vendors, managing invoices) | 14 | 15.4% |
| Errors/attention to detail | 12 | 13.2% |
| Other | 12 | 13.2% |
| Website interface/online access to services | 11 | 12.1% |
| Updates/visibility in process | 10 | 11.0% |
| Communication about problems/delays | 9 | 9.9% |
| Training/knowledge/consistency | 9 | 9.9% |
| Streamline processes/too many steps | 8 | 8.8% |

“Other” themes include:

- More support for new users
- Expand direct deposit for vendors
- PO and invoice should not have to match exactly

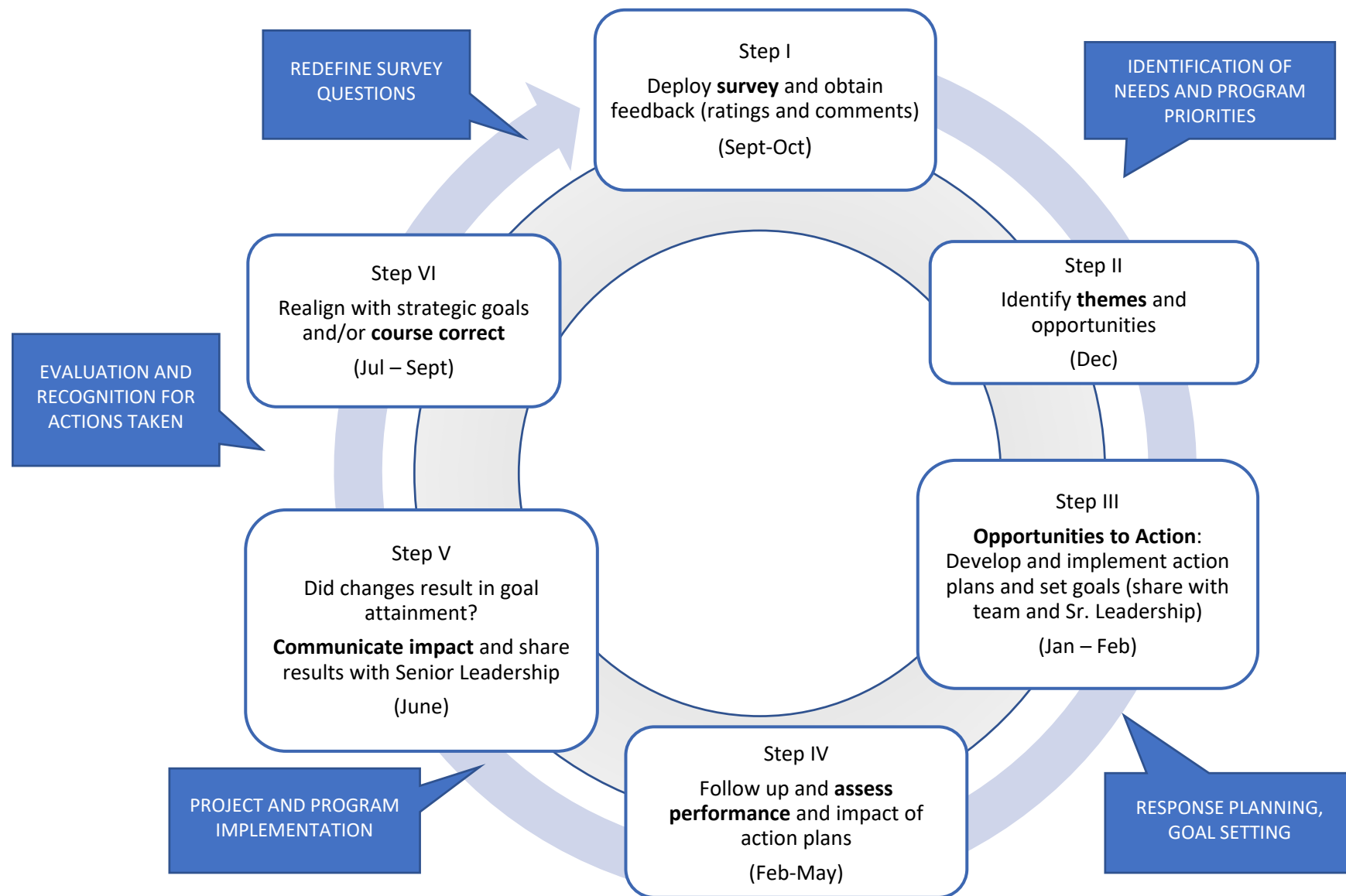
Verbatim Comments = “VOICE OF THE CUSTOMER”

Take Action!

| |
|--|
| Provide greater variety of healthy options (esp. vegan/vegetarian, gluten-free) |
| Advertise and offer staff discounts more consistently |
| Increase summer hours and locations (esp. Club Med) |
| Be more available and responsive to customers by email and phone |
| Reduce errors, especially when employee status changes |
| Improve quality and selection of clothing, gift and stationery items |
| Provide a more interesting, better curated selection of books |
| Make sure all inventory is available online |
| Train staff better, especially in electronics |
| Staff needs more training in communication and customer relations |
| Trim plants and clear plant litter and trash more often (especially large "big belly" bins) |
| Find alternatives to gas-powered blowers |
| Make online request process easier |
| Improve accurate placement and timeliness of signage |
| Improve customer service (students should not be chatting or texting too much) |
| Stock and maintain fresh items more consistently (e.g., soup runs out too fast, expired items) |
| Make information on website/STAR system easier to access |
| Improve turnaround time |
| Be more responsive to questions |
| Train staff better on procedures and how to answer customer questions |
| CAMS interface is difficult to use |
| Improve response to email questions. Do not just link to Blink pages. |
| Train staff better on procedures and how to answer customer questions |
| Improve responsiveness and turnaround time |
| Staff needs better training on how to work with departments under new model |
| Better communication about requests for service (timeline, follow-up, closing out tickets, etc.) |
| Improve response times (minor repairs like changing lights can take months) |
| Be proactive about cleaning and repair, fix things before they become a problem |
| Provide more guidance and training on laboratory safety requirements and documentation |
| Website should be simplified, consolidated |
| More attention to traffic and bicycle safety |
| More visibility of police on campus, especially at night |
| Better lighting |
| Better communication between PM, contractors, and clients (costs, timelines, followup, etc.) |
| Improve staff accessibility |
| Online registration needs to be improved (e.g., refunds, discounts, peak times, searching) |
| Add classes and access times for staff (lunch, early evening, early morning) |
| Improve maintenance and repair of facilities and equipment |

5 S
 Lean
 Six Sigma
 Hoshin Kanri
 Projects
 Programs

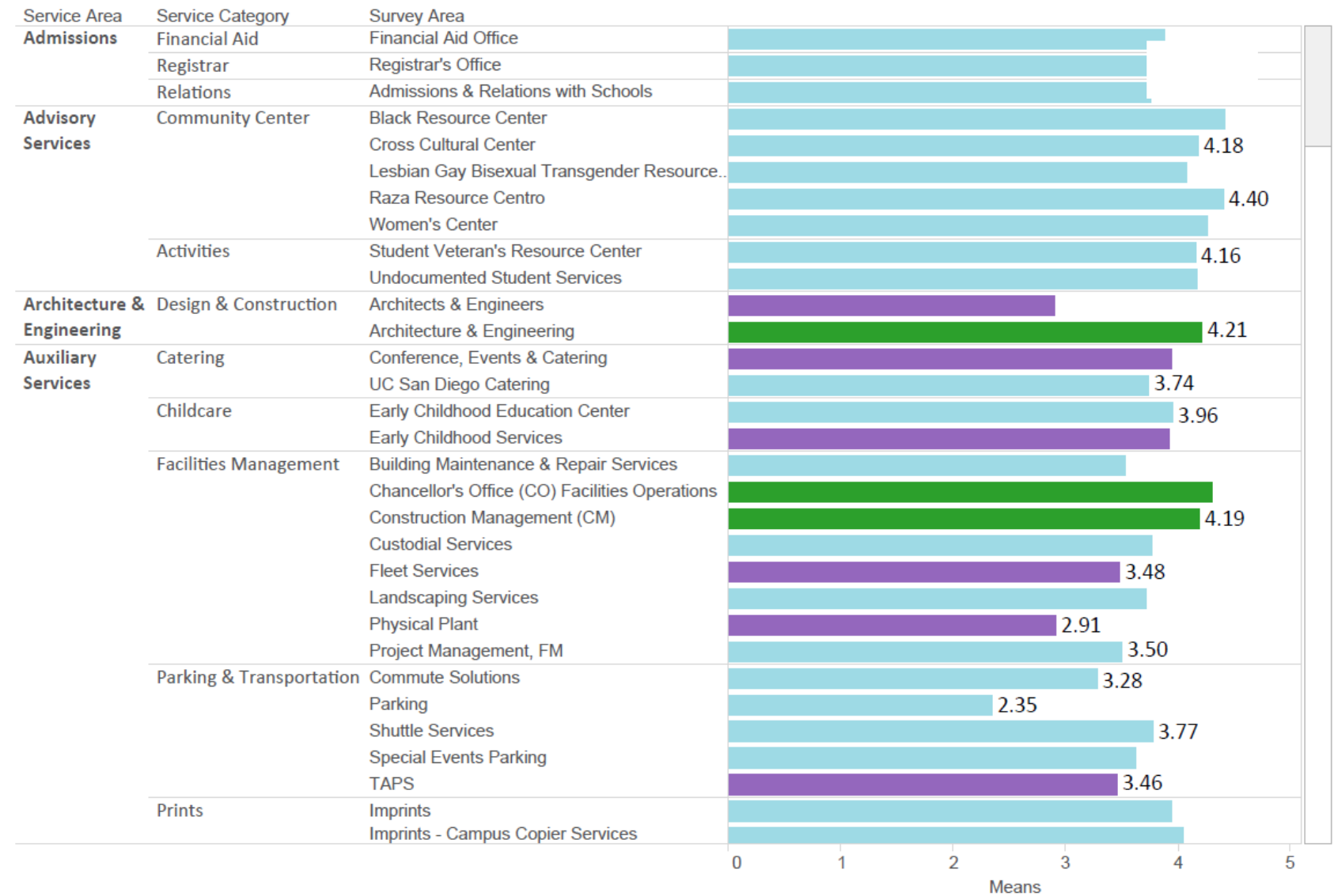
Accountability Loop: Continuous Improvement and Annual Goals



And, bonus

Benchmark
with Other
Institutions





Customer Satisfaction Mean Score Benchmarking - Academic/Faculty, Staff, and Students



Tritonlytics[™]
Assess · Analyze · Act

Cohort:

MEASURES/METRICS

| | | | |
|---|--|---|---|
| <p>Financial Stewardship <i>or</i> Stakeholder</p> | <ul style="list-style-type: none"> • Financial performance • Effective resource use |  | <ul style="list-style-type: none"> • Program funding • Expected savings and cost avoidance • Revenue generated • |
| <p>Customer</p> | <ul style="list-style-type: none"> • Customer-identified value • Satisfaction |  | <ul style="list-style-type: none"> • Faculty satisfaction with dept or service • Student satisfaction with dept or service • Staff satisfaction with dept or service |
| <p>Internal Processes</p> | <ul style="list-style-type: none"> • Efficiency • Quality |  | <ul style="list-style-type: none"> • Reduce # of X account correction by 20% • # of days to process PO to 3 days • Increase usage of electronic payments by 5% year over year • New ServiceNow ticket turnaround time average of 16 hours |
| <p>Learning and Growth</p> | <ul style="list-style-type: none"> • Staff Engagement • Infrastructure & Technology • Culture |  | <ul style="list-style-type: none"> • Staff@Work score • Staff@Work score on "Work-life Balance" • Training hours per staff • Retention • (other survey-identified priorities) |



Don't Forget to
Celebrate and
Recognize Your
Teams Whenever
You Can



CSS SPECIAL RECOGNITION

“Every individual that I named above is a person that makes UC San Diego proud. They work hard, they are good at their job, they encourage others, they make doing my job easier, and I am very grateful that they work at UC San Diego.”

“They always perform above and beyond our expectations. Our faculty recognizes their exceptional efforts as well.”

768 people mentioned in the survey for exceptional customer service

119 were mentioned three or more times

“All these people are responsive, knowledgeable, effective and efficient in delivering stellar customer services. They demonstrated cost effective and efficient methods to address and resolve concerns that impact many members of the UCSD community. They manage and follow up cases in a positive, helpful and friendly manner.”

“These individuals have been a pillar for me to lean on whenever I need assistance, clarification, policy interpretation, procedural guidelines, and they provide it with great attitude, sincerity, and complete knowledge.”

S@W SPECIAL RECOGNITION

"I have worked at UC San Diego for many years and still look forward to coming to work. I try not to take for granted all that UC San Diego has given me via my job."

"He acts with integrity, serves as a terrific mentor, and has done an exemplary job at creating an environment that values our most important resource, people."

1442 people mentioned in the survey for having made a positive impact on work climate

33 were mentioned five or more times

"She is always seeking win-win solutions and is willing to go a step beyond to accomplish things. "

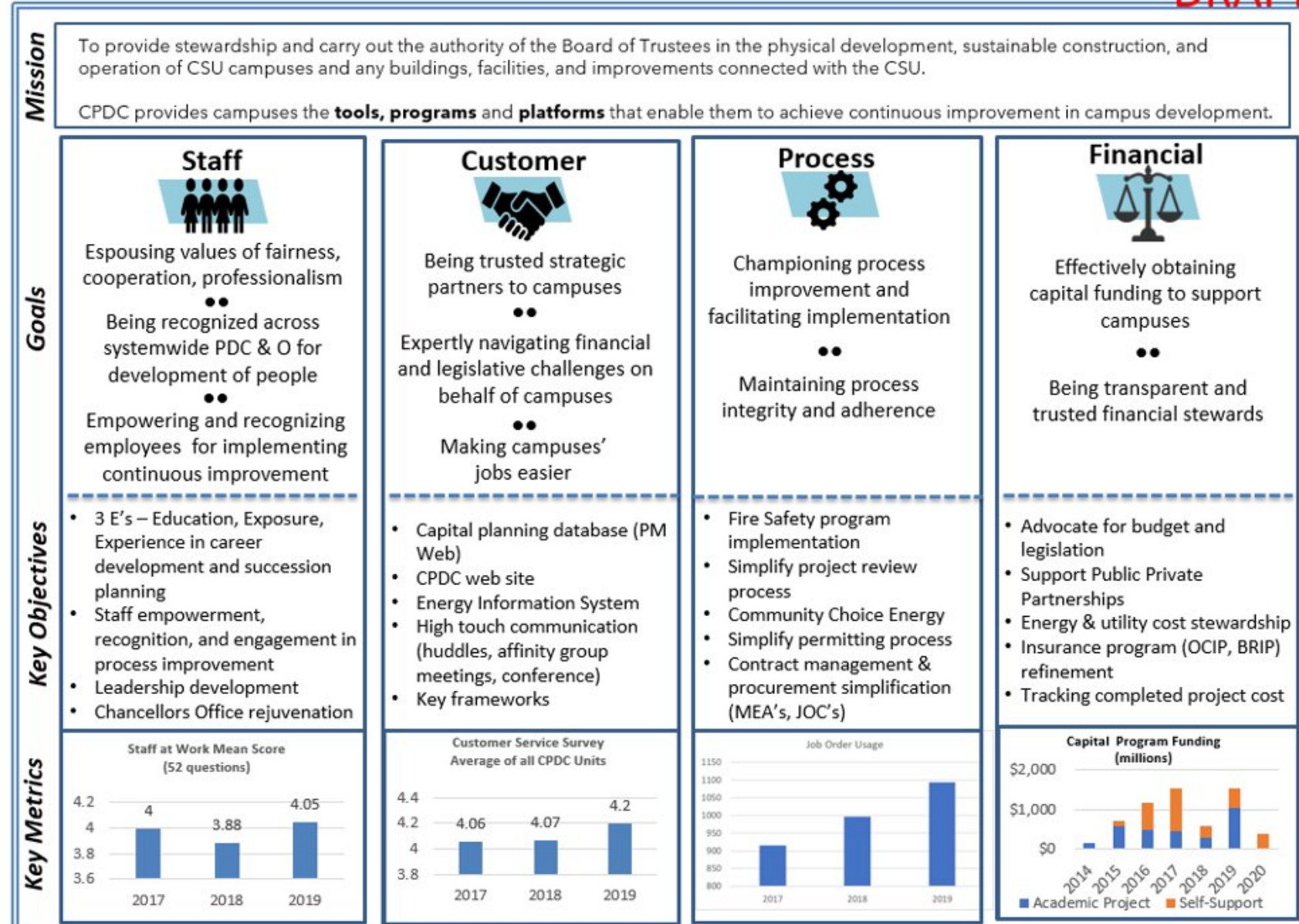
"...is a phenomenal Director and leader. She gives us the freedom to be innovative and manage our workload on an individual basis. [she] absolutely promotes a work-life balance and I feel extremely supported in that way. I am honored to be under her leadership."

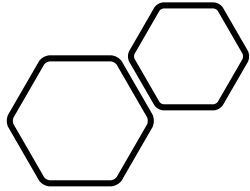
"... is in touch with the people in his area that he is responsible for. This is evidenced by the extraordinary amount of time he devotes in an effort to know and understand them and the work they do."

CPDC Balanced Scorecard 2020-21

1/18/2021
DRAFT

Scorecard Example: CSU System





The Path from Strategic Planning to Strategy Execution

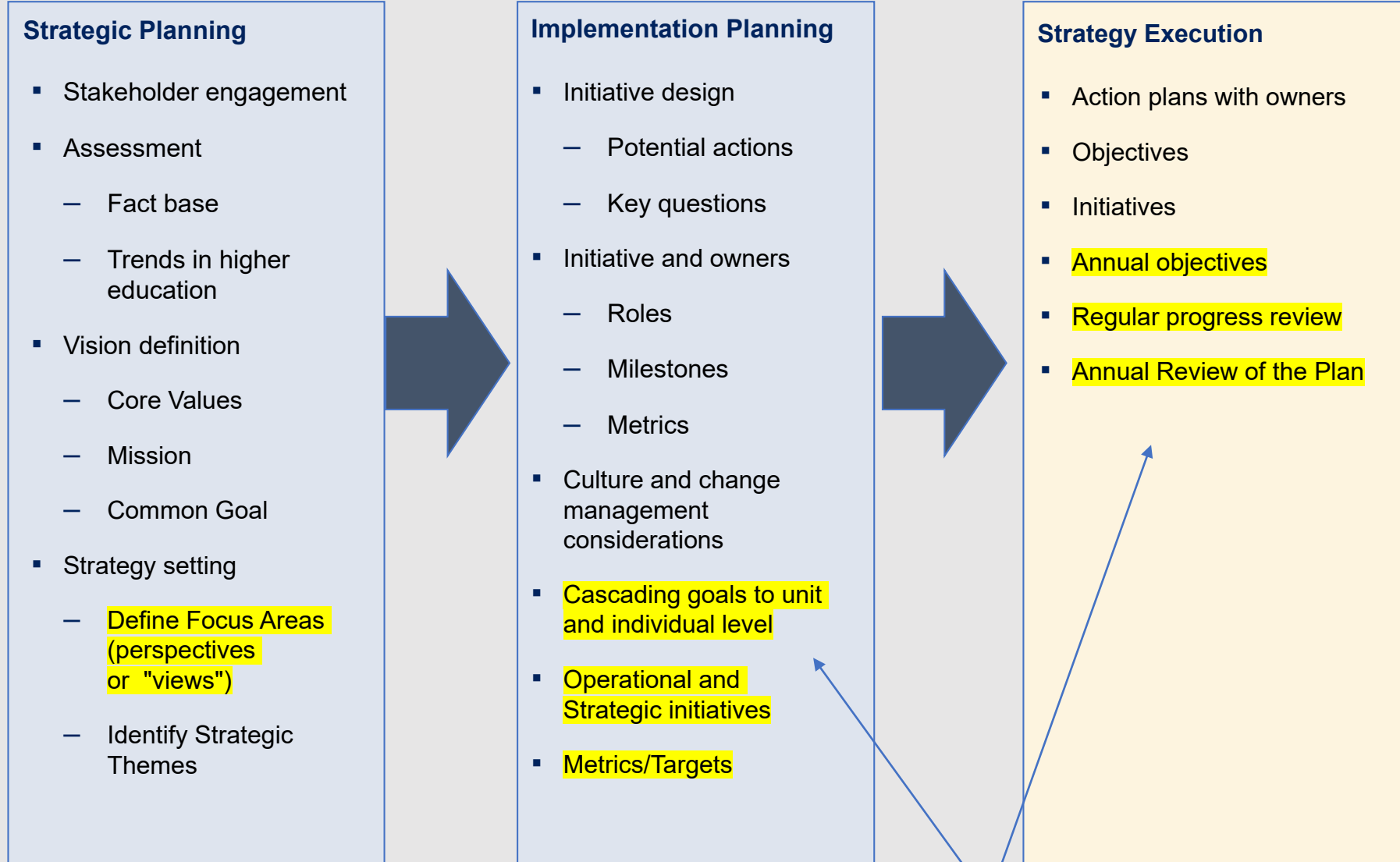
(And a note about Hoshin Kanri)

BSC and Hoshin Kanri commonalities in strategic planning



- ✓ Start with Mission and Vision as “True North”
- ✓ Includes process and outcome indicators
- ✓ Objectives → Initiatives → Measures → Targets
- ✓ Involves all staff or “Kaizens” where problem solving happens at multiple levels of the organization
- ✓ Visual maps to monitor progress
- ✓ Cascading goals to units and individuals
- ✓ Annual goals
- ✓ Annual review of the plan

Path from Strategic Planning to Strategy Execution



BSC includes a balanced perspective in developing the Plan

BSC (and Hoshin Kanri) methods focus on strategy management and execution

Small Group Brainstorming (15 mins)

1) Go to the Lucidspark workspace in chat and await instructions on how to navigate this page

2) In your breakout room, brainstorm one potential KPI for the Learning & Growth, Internal Processes, Customer, and/or Financial perspective

3) If you have any Ah-Ha's along the way, share those as well for the benefit of the whole group!

MISSION:

Creating an agile, sustainable, and supportive infrastructure by ensuring a dedication to service, people, and financial stewardship



Financial
What are the most important metrics you need to keep an eye on for financial sustainability?

| | | | | | | |
|---------------|------------------------------------|------------------------------|----------------------------|-----------------------------|--|---------------|
| Within Budget | Liquidity | Budget to Actual & Cash flow | 80% Student Retention Rate | Debt Service Coverage Ratio | | |
| | Payment (collections) success rate | | | | | Alumni giving |
| | | | | | | |

Customer (Students, Faculty, Staff)
What metrics would let you know you are meeting your customers' needs?

| | | | | | | |
|-----------------------------|----------------------------|---------------|---------------------------------|---|--|------------------------------------|
| Net Promoter Score | Employee Engagement Scores | Response Time | Feedback from Survey | Know preferred Method of communication | Examine peak times and staffing requirements | org climate and culture |
| Useage of Services Provided | Satisfaction Scores | Engagement | Balance expectation of customer | Reports on customer utilization of services | | |
| # of complaints | # of email inquiries | | | | | Customer satisfaction from surveys |

Internal process
What are the most important activities you should be working on and monitoring to know you are operating effectively?

| | | | | | | |
|--|-------------------------------------|---|----------------------------|----------------------|---|-------------------------|
| Turn Over Metrics | Time to Contact Customers | Retention & Staff Satisfaction | Develop Enterprise QA page | elimination of waste | | Org climate and culture |
| Time to refill positions | Quicker & more effective onboarding | Onboarding (norming skills and knowledge) | | Reduction of errors | | |
| competency (expectations) self-assessments | | | | | Implement CRM system for consistent customer experience | |

Learning and growth
How will you support your staff to bring their best, and know you are meeting their needs to thrive?

| | | | | | | |
|--|--|---|------------------------------|--|----------|-------------------------------------|
| One professional development goal per quarter | Staff evaluations include how well we are meeting customer needs | Setting and meeting Employees Professional Development & Internal Advancement | Staff Retreats and Follow-Up | workplace based professional development | Turnover | Supervisor Development and Training |
| (optional) internal professional development opportunities | | staff certifications/PD completions | Regular 1:1 Updates | Builds trust | | |
| Staff satisfaction scores | Complete staff development plan | Cross-training | Promotions of URM staff | | | |

Any AH-HAs?

Share them here!

You can customize the perspectives to what works for us - cool!

there may be metrics that work for more than one perspective

the metrics dont have to be complicated!

Builds trust

Thank you!

Questions, or if you would like to join the
Tritonlytics Community, see below

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