Welcome

1. Engaging Feedback Mechanisms

2. Creating a Balanced Scorecard

Employee
Engagement
Specialist

Housekeeping

RESTROOMS

MEN WOMEN

IN CASE OF FIRE

EXIT BUILDING
BEFORE TWEETING
ABOUT IT

from potential to performance

Agenda

8:00 – 9:15
- –Icebreaker

9:15 – 11:30
- – Engaging Feedback Mechanisms
- – Creating a Balanced Scorecard

Break

11:30 – 12:00
- – Assignments for Session 7
- – Pre-work for Session 8

from potential to performance

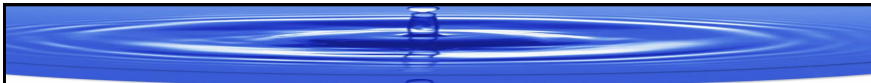If you could sit on this bench and chat for 1 hour with anyone from the past or present who would it be..??

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Engaging
Feedback Mechanisms

List of Tools we will Cover

- Employee Reviews (Performance Appraisals)
- 360 Evaluations
- Performance Matrix
- Suggestion / Innovation Boxes
- Engagement Surveys
- More of, Same as, Less of
- Others

Employee Reviews
(The dreaded *Performance Appraisal*)

from potential to performance

from potential to performance
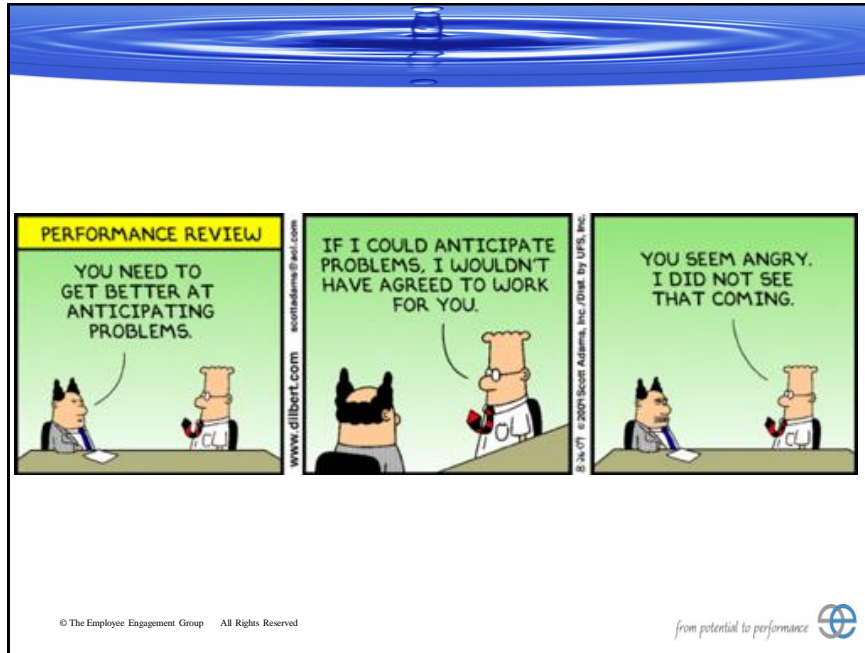
Employee Reviews (Performance Appraisals)

- What is the purpose of your employee review / performance appraisal?

- What do your managers like about your employee review / performance appraisal process? What do they dislike?

- What do your employees like about employee review / performance appraisal process? What do they dislike?

Exercise: We are a task team assigned to create a new employee review…

Introducing the Employee Development Plan

- Looks forward as well as backward
- Initiates two-way discussion with employee
- Provides guidance and direction
- Should not be tied to employee compensation

Page 8-2

Employee Development Plan

Three Circles
Complete the information within the three circles below in preparation for your discussion about employee performance and goals.

Name	
Title	
Salary Grade	
Office/Dept	
Supervisor	
Review Period	From: To:

What the company needs
In this circle list specific Company needs within employee' area (s) of responsibility

What you are good at
In this circle, list specific strengths of employee

What you like to do
In this circle list specific areas of interest of the employee.

Strengths and Opportunity area
Describe the employee's strengths and opportunity areas. Be as specific as possible, including examples.

Strength Areas	Opportunity Areas

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360 Tools

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360 Evaluation Overview

- What is a 360 Evaluation
  - Opportunity to hear feedback from all levels of the organization around you – up, down, left, and right
  - Meant to compliment a performance appraisal
  - Should be "developmental" in nature (vs critical)

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Page 8-4

Basic 360 Evaluation Process

Reviewers complete and return 360 forms

Employee and Manager meet to create list of reviewers

Typically, 360 evalua-tion recipients include at least 5 and no more than 10 people:
- Peers (2 – 4)
- Clients – internal, external (2 – 4)
- Managers – direct and matrix
- Direct reports
- Other

Manager completes top of evaluation form

Manager sends out forms to reviewers

Manager reviews and makes notes of 360 results

Manager and employee meet to discuss 360 results

- Schedule time
- Do not share actual forms or direct quotes
- Talk about trends and common themes
- Exclude errant data points

After
- File data in a secure place (3 years)
- Review for annual performance discussion

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360 Evaluation Overview

The Upside?

– Creates an open environment

– Builds a culture of high performance

– Allows clear communication from all levels

– Excellent discussion tool between manager and employee

– Manager gets a true sense of employee's overall performance

– Employee views the process as being more fair

– Minimizes bias ("you just don't like me")

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360 Evaluation Overview

The Downside?

– Time consuming

– Requires more administration than a typical performance review

– Requires Training – Especially when introducing 360s

– Without proper training, you risk:

• A tool that is not developmental in nature (becomes a "told ya so" crutch)

• Loss of confidentiality

• Hurt feelings

• Inaccurate performance overview – people tend to focus on the negative comment (s)

• If the process includes narrative, it requires even more training and oversight, as well as increased administrative time

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Slide 1

360 Evaluation Overview

- When
  - During annual planning / review cycles
  - Anytime
- Who is involved
  - All employees should be open to participate as a reviewer and a person receiving feedback
  - Clients and stakeholders can be involved in the process as well
  - To gain acceptance, it is suggested that the one 360's be limited to manager level employees only
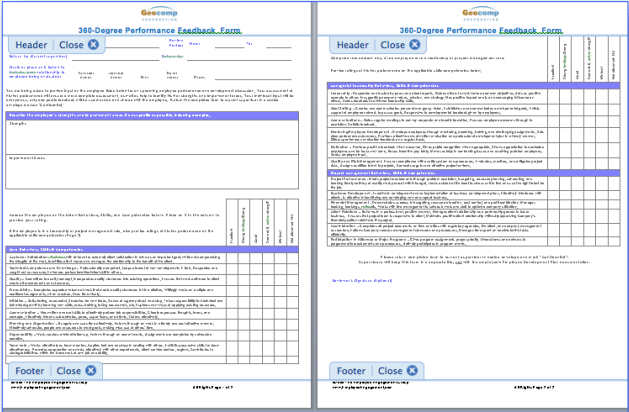
Warning Will Robinson:
Do Not Implement any 360 Unless the Leadership Is Also Participating

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Slide 2

The Form – Three Choices

1. Paper

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Part One

Geocomp
CORPORATION

360-Degree Performance Feedback Form

Employee being evaluated:		**Review Period:** **From:**	**To:**
Return to: (Current supervisor)		**Return by:**	

Circle or place an X below to indicate your relationship to employee being evaluated:

External Client　　*Internal Client*　　*Peer*　　*Direct report*　　*Other:* _____

You are being asked to provide input on the employee listed below for an upcoming employee performance and development discussion. Your assessment of his/her per... ...rengths and improvement areas. Your individual input will be anonymou... ...the completed form to current supervisor in a sealed envelope n...

Confidential

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2. Design in-house electronic (ie survey monkey)

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ikaSystems

ikaSystems 360 Evaluation

Initial Information Request

Please enter the name of the person you are evaluating and select your working relationship to that person.

First and last name of person you are evaluating (even if you are evaluating yourself):

Tom Johnson

Please identify your primary relationship to this person:

○ **Self** - *I'm evaluating myself*

☑ **Direct manager** - *the person I'm evaluating reports directly to me*

○ **Peer** - *the person I'm evaluating does not report to me but I work with him/her*

○ **Direct report** - *the person I'm evaluating is my supervisor*

○ **Other** - *I don't fit into any of the above categories*

[Prev] [Next]

Core Behaviors, Skills, and Competencies

Please rate this person on these core values, skills, and competencies.

Technical Competence and Knowledge

Professionally competent; keeps abreast of new developments in field; respected and sought out as resource.

○ Excellent skills
○ Strong to very strong skills
○ Adequate or good skills
○ Some skills, not a strength
○ Minimal skills
○ Not observed / NA

Quality

Committed to quality concept; incorporates quality standards into existing operations; ensures that work delivered to client meets all requirements and standar

○ Excellent skills
○ Strong to very strong skills
○ Adequate or good skills
○ Some skills, not a strength
○ Minimal skills
○ Not observed / NA

Managerial Leadership Behaviors, Skills, and Competencies

Please rate this person on these **leadership** behaviors, skills, and competencies.

Leadership

Respected and trusted by peers and direct reports; acts as positive example to others supporting company values, mission, and strateg

- ○ Excellent skills
- ○ Strong to very strong skills
- ○ Adequate or good skills
- ○ Some skills, not a strength
- ○ Minimal skills
- ○ Not observed / NA

Goal Setting

Creates and communicates personal and group vision; enlists support of employee network to pursue goals.

- ○ Excellent skills
- ○ Strong to very strong skills
- ○ Adequate or good skills
- ○ Some skills, not a strength
- ○ Minimal skills

Living the ikaSystems Values and Competencies

Please rate this person on his/her commitment to living the **ikaSystems** values and competencies.

Authenticity

Is forthright with staff, peers, and our customers; says no and pushes back when we cannot deliver.

- ○ Excellent skills
- ○ Strong to very strong skills
- ○ Adequate or good skills
- ○ Some skills, not a strength
- ○ Minimal skills
- ○ Not observed / NA

Integrity

Promises only what we can deliver; delivers what we say we will deliver and when we say we will deliver it.

- ○ Excellent skills
- ○ Strong to very strong skills
- ○ Adequate or good skills
- ○ Some skills, not a strength
- ○ Minimal skills
- ○ Not observed / NA

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Slide 1 — Individual Report

				Your Manager	Peers	Direct Reports	Other	ikaSystem
Individual Report for: **Babu Arigela**				1	4	5	0	

This is your feedback from the 360 evaluations you requested. As you review your results, remember these points:
- *Feedback is not the complete truth, it is a snapshot in time*
- *You are the expert about you - context matters*
- *Two mistakes you can make: 1) agree too quickly and 2) disagree too quickly*
- *Look for patterns in the responses - not everyone will rate the same but you will see categories rated higher and lower than others.*

	Excellent	Strong to Very Strong	Adequate or Good Skills	Some skill, not a strength	Minimal	Not observed / NA
Core Behaviors, Skills, and Competencies	17	26	17	14	3	0
	22%	34%	22%	18%	4%	0%
Technical Competence and Knowledge – Professionally competent, keeps abreast of new developments in field; respected and sought out as resource.	3	6	2			
	S					
Quality – Committed to quality concept; incorporates quality standards into existing operations; ensures that work delivered to client meets all requirements and standards.	3	3	3	2		
	S					
Productivity – Completes expected volume of work that meets quality standards in time allotted; good time management	3	3	2	3		
		S				
Initiative – Self-starting, resourceful and searches for new ideas; takes responsibility for own growth by learning new skills, cross-training, taking coursework, etc.	2	4	4	1		
	S					
Communication – Clearly expresses thoughts, ideas, and concepts, both in writing and orally; effectively communicates with subordinates, peers, and supervisors.		3	2	4	2	
		S				
Dependability – Work requires minimal follow-up; follows through on commitments.	3	5	1	2		
		S				
Teamwork – Works effectively with other team members, departments and regions.	3	2	3	2	1	
	S					
Managerial Leadership Behaviors, Skills, and Competencies	8	28	17	7	8	9
	10%	36%	22%	9%	10%	12%
Leadership - Respected and trusted by peers and direct reports; acts as positive example to others supporting company values, mission, and strategy.	1	4	3	2	1	

Slide 2 — The Form

The Form

- Two sections
  - Core behaviors
  - Managerial leadership
- Add one row for number of responses
- Numbers = responses in each category
- Top numbers = total for each rating
- How to evaluate
  - Look for patterns (high, low, NAs)
  - Focus on areas to improve
  - Acknowledge strengths

SAMPLE REPORT

This is your feedback from the 360 Evaluations you requested. As you review your results, remember these points:
- *Feedback is not the complete truth, it is a snapshot in time*
- *You are the expert about you - context matters*
- *Two mistakes you can make: 1) agree too quickly and 2) disagree too quickly*
- *Look for patterns in the responses - not everyone will rate the same but you will see categories rated higher and lower than others.*

	Excellent	Strong to Very Strong	Good	Some skill, not a strength	Minimal	Not observed / NA
Core Behaviors, Skills, and Competencies	13	33	29	13	3	23
Team Service – Performs with satisfaction in mind as an important goal, while not compromising the integrity of the work. Identifies needs and manages the relationship to the benefit of the team.	2	5	3		1	1
Technical Competence and Knowledge – Professionally competent, keeps abreast of new developments in field. Respected and sought out as resource. Enhances professional/technical skill in others.	3	5	4	1		
Quality – Committed to quality concept. Incorporates quality standards into existing operations. Ensures that work delivered to client meets all requirements and standards.		4	4	1		3
Productivity – Completes expected volume of work that meets quality standards in time allotted. Willingly works on multiple and additional assignments, when required. Uses time wisely.		3	5			6
Initiative – Self-starting, resourceful. Searches for new ideas. Sense of urgency about next step. Takes responsibility for technical and behavioral growth by learning new skills, cross-training, taking coursework, etc. Explores new ways of applying existing resources.	4	5	2		1	1
Communication – Has written and oral skills to effectively perform job responsibilities. Clearly expresses thoughts, ideas, and concepts. Effectively informs subordinates, peers, and supervisors. Listens effectively	2	2	3	5		1
Planning and Organization – Budgets and uses time effectively. Follows through on work in a timely and cost effective manner. Effectively schedules people and resources to meet goals, making wise use of others' time.		1	3	2		7
Dependability – Work requires minimal follow-up. Follows through on commitments. Assignments are completed by scheduled deadline.		3	3	2	1	4
Teamwork – Works effectively as team member. Applies tact and courtesy in dealing with others. Exhibits persuasive skills for team effectiveness. Promotes cooperation and works effectively with other departments and regions. Contributes to strategic initiatives within the framework of own job and ability.	2	5	2	2		1
Managerial Leadership Behaviors, Skills, and Competencies	13	24	27	14	6	36
Leadership – Respected and trusted by peers and direct reports. Guides others to work toward common objectives. Acts as positive example to others in supporting company values, mission and strategy. Has positive impact and is an encouraging influence on others. Seeks	4	5		2		2

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Slide 1

Reading the Comments

- Two sections
  - Strengths
  - Improvement areas
- Responses returned with your 360 results
  - Sanitized
  - Remember:
  - Snapshot in time
  - Two mistakes
    - Agree too quickly
    - Disagree too quickly
  - Look for patterns in the text
  - Look at strengths as well as improvement areas

Comments
SAMPLE REPORT

Strengths:
Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.
At vero eos et accusamus et iusto odio dignissimos ducimus qui blanditiis praesentium voluptatum deleniti atque corrupti quos dolores et quas molestias excepturi sint occaecati cupiditate non provident, similique sunt in culpa qui officia deserunt mollitia animi, id est laborum et dolorum fuga. Et harum quidem rerum facilis est et expedita distinctio.

Temporibus autem quibusdam et aut officiis debitis aut rerum necessitatibus saepe eveniet ut et voluptates repudiandae sint et molestiae non recusandae
Nemo enim ipsam voluptatem quia voluptas sit aspernatur aut odit aut fugit, sed quia consequuntur magni dolores eos qui ratione voluptatem sequi nesciunt.

uis autem vel eum iure reprehenderit qui in ea voluptate velit esse quam nihil molestiae consequatur, vel illum qui dolorem eum fugiat quo voluptas nulla pariatur

Improvement Areas:
Sed ut perspiciatis unde omnis iste natus error sit voluptatem accusantium doloremque laudantium, totam rem aperiam, eaque ipsa quae ab illo inventore veritatis et quasi architecto beatae vitae dicta sunt explicabo. Nemo enim ipsam voluptatem quia voluptas sit aspernatur aut odit aut fugit, sed quia consequuntur magni dolores eos qui ratione voluptatem sequi nesciunt.

Nam libero tempore, cum soluta nobis est eligendi optio cumque nihil impedit quo minus id quod maxime placeat facere possimus, omnis voluptas assumenda est, omnis dolor repellendus.

Itaque earum rerum hic tenetur a sapiente delectus, ut aut reiciendis voluptatibus maiores alias consequatur aut perferendis doloribus asperiores repellat
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Slide 2

3. External Vendor

ORACLE
PEOPLESOFT

Cornerstone
ONDEMAND *Empowering People*

successfactors
An SAP Company

SilkRoad

from potential to performance

2/21/2014

- Why should we / shouldn't we implement a 360 evaluation process?

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Keys to Conducting a 360 Evaluation with an Employee

- Remain neutral – instead of saying 'someone said. . .', say 'the feedback forms say. . .'
- Listen with your ears and eyes – if the employee seems to be reserved or defensive, ask why
- Ask the employee for comments – this should be seen as an open discussion to promote employee strength and growth
  - *"Time management seems to be a theme. What do you think would help in this area?"*
  - *"Several comments cite a lack of response – can you think of times when you aren't being responsive? What can you do to address this?"*
- Use the information to develop goals

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The Bell Curve

from potential to performance

Are you Bad, Good, or Great?

LOW PERFORMERS   AVERAGE PERFORMERS   HIGH PERFORMERS
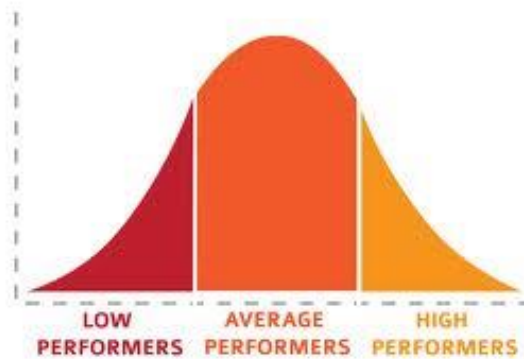
from potential to performance

The Power Long Distribution Curve
("*Long Tail*")
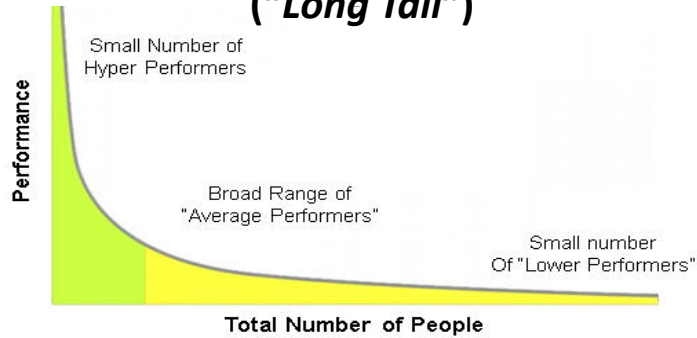
Research conducted in 2011 and 2012 by Ernest O'Boyle Jr. and Herman Aguinis (633,263 samples) found that performance in **94 percent of these groups did not follow a normal distribution. Rather these groups fall into what is called a "Power Law" distribution.**

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Performance Matrix

from potential to performance

Page 8-16

Performance Matrix (Employee Assessment Tool)

Performers	Stars
• Solid performers who meet and exceed expectations • Complete the job that is expected • Hasn't reached full potential – there's still growth opportunities	• Defines the standard for exceptional performance • Motivates and inspires others • Generates growth and impacts the growth of the company • Looks for solutions to problems and carries them through
Transition	**Investment**
• Not providing the results expected • Often self-limiting • May have major deficiency that's difficult to overcome • May be new to the organization or position – still learning	• Good technical skills • Not producing at a high level but projects confidence Inspires others • Looking to take on more – open to a challenge • Shows willingness to learn

Performance (vertical axis)

Potential (horizontal axis)

Page 8-15

Exercise – Where do your employees fit?

Performers	Stars
Transition	Investment

Performance (vertical axis)

Potential (horizontal axis)

Performance Matrix (Employee Assessment Tool)

Employee Assessment Worksheet
Use this worksheet to assess your employees and determine their needs for coaching and goal-setting; on the next page, place each employee into one of the four categories

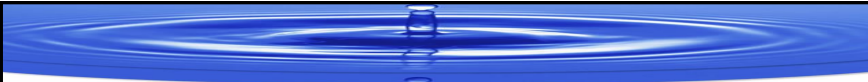| Performers – 30% - 35%	Your Stars – 10% - 20%
• Solid performers who meet and exceed production • Cause no problems with business or clients • Do what is expected of them • May not have reached full potential but might with encouragement and support Objective is to provide opportunities for growth while maintaining high performance. • Encourage to take on other duties and responsibilities • Push to stretch and grow • Provide opportunities to get involved with other areas inside the company or externally	• Define the standard for exceptional performance by consistently delivering results and motivating and inspiring others • Generate growth and impact growth of the company • Fix problems Objective is to continue to offer challenges, maintain interest and develop employee further. • Continue to challenge and reward • Coach toward potential promotions • Don't ignore this group – they may not *need* your attention, but they *want* it!
Transition Employees – 10% - 20%	**Investment Employees – 30% - 35%**
• Not delivering results for position • Self-limiting • Have major deficiency that is difficult to overcome • May be new hire or recently promoted into "stretch" position Objective is to help move them to a core contributor role or move them out of that position. • Evaluate against the performance management model • Conduct candid, straight-forward feedback • Set incremental goals – don't expect instant movement from transition to core • Identify and discuss other potential positions in the company (lateral moves)	• Good technical skills and still developing • Not yet producing at a high level, but projects great confidence • In spite of production limitations, still inspires others • Looking to take on more, open to a challenge • Shows willingness to be mentored, to learn Objective is to improve performance while maximizing potential. • Set and monitor specific production goals • Evaluate workload; are they taking on too much? • Check if more training is needed/wanted

Performance (vertical axis)

Potential (horizontal axis)

Suggestion Boxes
(or preferably, Innovation Boxes)

from potential to performance

Suggestion Boxes (Innovation boxes)

- Who has Suggestion / Innovation Boxes in their organization?

- What are the ways they can be useful? What purpose can they serve?

- What are the challenges that you find with them?

- What's the strangest 'suggestion' or 'innovation' you've ever seen from a suggestion box?

Suggestion Boxes

If you go with either a suggestion or innovation Box

- Create an Suggestion / Innovation Committee
  - All levels of employees
  - Rotating membership
- Set very clear guidelines of what is an acceptable idea
- Evaluate all ideas – send the best up the ladder
- Communicate results

Surveys

from potential to performance

Engagement Surveys

- Difference between an engagement survey and a satisfaction survey

- Full surveys vs. pulse surveys – what is each used for

- External vendor or DYI – pros, cons

Remember Session 2!

Determining Engagement Levels!

More of, Same as, Less of

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Guidelines for conducting session:
- Manager leaves the room
- Neutral facilitator leads brainstorming for what the participants would like to see:
  - More of
  - Same as
  - Less of
- Facilitator ensures that each suggestions is agreed upon by all participants (if not, suggestion is removed)
- Final suggestions documented on 3 pieces of flip chart, one for each category – someone to report is assigned to each
- Manager is called back into the room where he/she:
  - Listens to feedback
  - Can only ask for clarification – cannot defend or argue
- Manager goes over his/her suggestions for team

Outside the room, the manager writes a more of, same as, less of flip chart for expectations of the team

Page 8-10

More Of

Same As

Less Of

As an example, let's do a more of, same as, less of exercise together. Your subject is:
Bill Clinton

Other Methods

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Other Feedback Mechanisms

One on one
meetings

Town hall
meetings
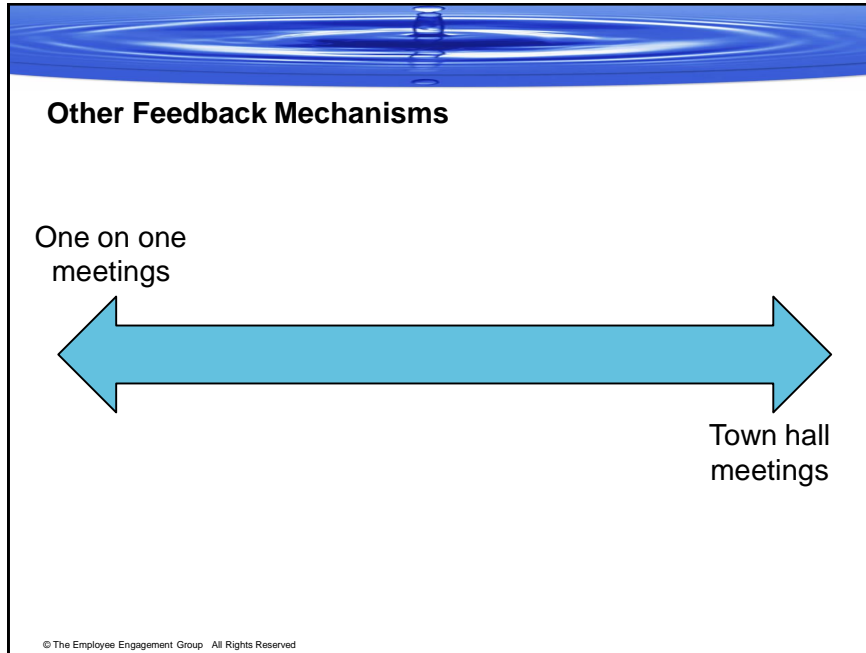
Developing a
Balanced Scorecard

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What is a Balanced Scorecard?

A Balanced Scorecard:

– Is a concept and tools by Robert Kaplan and David Norton – debuted in *Harvard Business Review* in 1992

> "*The balanced scorecard retains traditional financial measures. But financial measures tell the story of past events…. These financial measures are inadequate, however, for guiding and evaluating the journey that information age companies must make to create future value through investment in customers, suppliers, employees, processes, technology, and innovation.*"

– Allows managers to view critical operational factors and their inter-relationships with current and future performance in mind

– Provides focus on organizational vision and long-term success

What is a Balanced Scorecard?

Adapted from Robert S. Kaplan and David P. Norton, "Using the Balanced Scorecard as a Strategic Management System," Harvard Business Review (January-February 1996): 76.

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What is a Balanced Scorecard?

"Balance" comes from the 'cause and effect' nature of the tool

Financial
"To succeed financially, how should we appear to our shareholders?"
Objectives / Measures / Targets / Initiatives

Customer
"To ... vision, how ... sho... appear to our customers?"

Internal Business Process
"To satisfy our shareholders, what business processes must we excel at?"
Objectives / Measures / Targets / Initiatives

Learning and Growth
"To achieve our vision, how will we sustain our ability to change and improve?"
Objectives / Measures / Targets / Initiatives
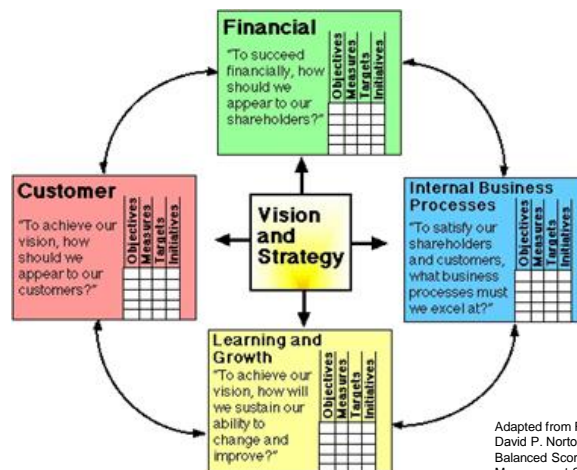
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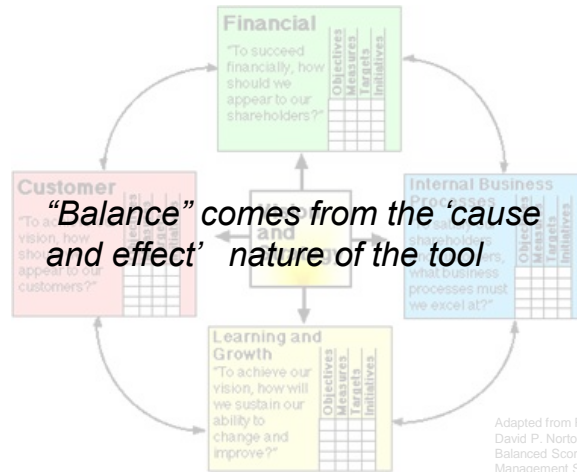
Why Implement a Balanced Scorecard?

– Link's Company's Vision, Strategy, and Results
– Align organization strategy with the work people do on a day-to-day basis – **Line of Sight**
– Prioritize projects / initiatives

Balanced Scorecard Institute

Case Study - Why to Implement a Balanced Scorecard?

Employee survey results showed:

– The Company does not have:
  • easily accessible data
  • communicate monthly progress to all
  • a culture of "stretch" goals

– Employees not aware of:
  • Company's performance against Business Plan
  • their own department or business' performance to Plan
  • their own performance against goals and objectives
  • definition of "average" performance
  • the metrics of "high performers"

Adapted from *ENSR*
balanced scorecard discussion

Exercise: What's Your Reason?

Discuss why your company is interested in creating and using a balanced scorecard.

The Evolution of a Balanced Scorecard

Final tweaks to system

Mgmt. review and approval

| 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 |

2/10

Idea for aligned metrics

Mgmt. accepts BSC

8/10

Team consensus on metrics

6-month IT build out

Multiple iterations for readability and printability

4/10

Roll out to company
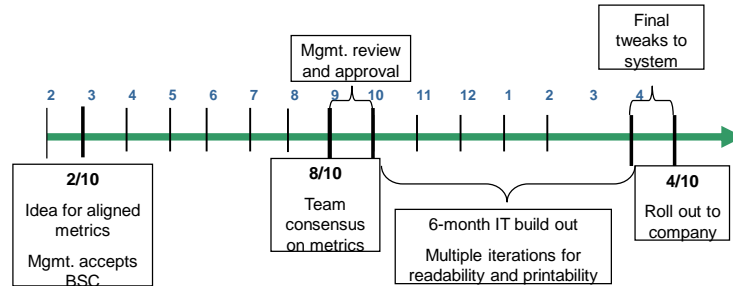
"Balanced scorecard structure may take 5-6 months to develop, with total completion in about 1 year"

Balanced Scorecard Basics on Implementation, Valerie Pike

The Development Process

- Get enthusiastic support and commitment from top management
- Carefully select the design team
  - Cross-representation
  - Get your IT support on board early
- Determine what the <u>true</u> drivers of performance are
  - Enlightening process
  - Defines the "heart" of the organization
  - Focus in on 'cause and effect' relationships
- Determining <u>how</u> to measure (would you like that in pounds, inches, pieces or adjectives?)
- What are the design and functionality criteria?
- Create consistent definitions

Exercise: What are you measuring?

Discuss what is important to measure at your company and how you want to display the measurements.

What are some of the engagement metrics you thought of including?

From your pre-work

Balanced Scorecard Data Breakdown Example

Balanced Scorecard Overall Data Example

Balanced Scorecard Graphic Display Example #1

Balanced Scorecard Graphic Display Example #2

Critical Success Factors	Target	Status
Business Benefit	- Customer Care costs reduced by 15% - Market share increase by 5%	🟢
Financials	- Program budget tracking at or under 100% of planned	🟢
Schedule	- Milestone 1 = week 3 - Milestone 2 = week 28 - Milestone 3 = week 48	🟡
Technology	-Target patents on track - Key technology partners in place	🟢
Customer	-Product scores 4/5 with target consumer segment - Customer care scores 4/5 with target consumer segment	🔴

Balanced Scorecard Example (Individual)

Individual Scorecard - Microsoft Internet Explorer

Scorecard for: Bob Johnson

COMPANY CONFIDENTIAL

Direct Reports:
Myself

	Fiscal Month to Date*		Fiscal Year to Date*	
	Actual	Goal	Actual	Goal
Employee Engagement				
Training (% of Payroll)	0	-	0	-
Cost Management				
DSO	NA (3-Mo Value)	65 Days	NA (3-Mo Value)	65 Days
Profitability				
Total Utilization % ($ Weighted)	0.0	0.0	0.0	0.0
Contribution Margin ($000)	(5)	-	(13)	-
Contribution Margin (% Labor Sales)	0.0	-	0.0	-
Revenue Growth				
Bookings ($000)	0	-	0	-
Project Backlog ($000)	0	-	0	-
Labor Sales ($000)	0	-	0	-

* As of 8/19/2005   Glossary for this scorecard

Balanced Scorecard Definitions Example

Understanding the Calculations

Health and Safety

- **Total OSHA Recordable Case Rate –** For only the Region, and North America s
  divided by Hours Worked in the period (Month or Year) times 200,000. (This is an
  based on Industry benchmarks. For a CSC, this is the number of recordable case
  date.

- **Lost Time Case Rate** – For only the Region, and North America selection, this is
  Worked in the period (Month or Year) times 200,000. (This is an OSHA standard
  benchmarks. For a CSC, this is the number of recordable cases (rather than the c

Employee Engagement

- **Training % of Payroll** - Training Labor plus Training Cost, Dues and Membership

- **Turnover % - Voluntary** - Actual for the month - Voluntary Terminations for the mo
  ending headcount at the end of the month.

- **Turnover % - Voluntary (annualized)** - Year-to-Date Actual - Total Voluntary Ter
  by current fiscal month (July = 1, August = 2, etc.) times 12 divided by the average
  ending headcount for current month divided by 2).

- **Turnover % - Involuntary** - Actual for the month - Involuntary Terminations for the
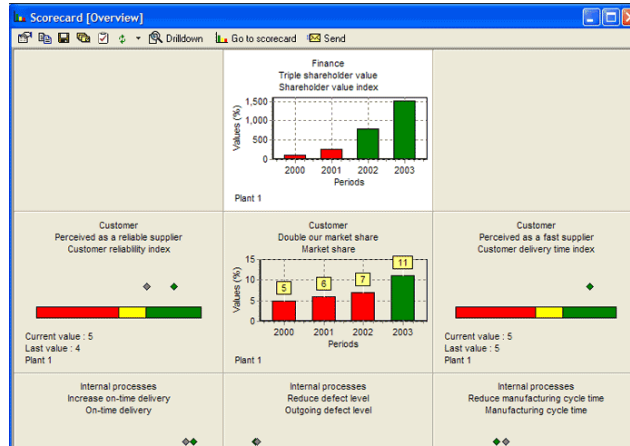 the *ending* headcount at the end of the month.

Balanced Scorecard Example

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Balanced Scorecard Example

Balanced Scorecard Example

Balanced Scorecard Example

Balanced Scorecard Example

Exercise: What does your scorecard look like??

In your groups, design your scorecard:
– What does it look like on the screen?
– What graphics are used?
– How is it made to be user friendly?

Report back and begin to determine what your scorecard looks like

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To Buy or Build

Buying

– Pros
  • Off the shelf ready
  • Professional look and
  • May include design support

– Cons
  • Maintenance comes from outside
  • Difficult to customize
  • Programming changes can be expensive
  • Needs tied to costs

Building

– Pros
  Design and customize to your specific needs
  Tie easily to your data
  Changes done quickly at minimum cost

– Cons
  • Significant investment of IT resource(s)
  • May not have the 'professio look and feel
  • Longer development time

The Roll Out

– Communication Plan (consider linking with our Communication Protocol)
– Hold line managers accountable
– Avoid over engineering
– Include training sessions

The Maintenance – Yes, There are Costs

– On-going investment will be different in every organization
– In case study company's case:
  • Manual HR and H&S input each month (sometimes a bottleneck)
  • Delays from chasing and "normalizing" international data
  • Data still requires QA by knowledgeable person to ground-truth
– Constant communication and integration with internal processes
– Ongoing IT support and maintenance to keep it fresh

But ideally, the benefits greatly outweigh the costs

Keeping it Vibrant

– Reference in CEO communication
  (part of your Communication Protocol)
– Use in quarterly operations review
– Prominent place on intranet
– Point employees there to answer their questions
– Communicate positive trends visible on scorecard (and negative trends as an "early warning system")

Recommendations

– Before anything else, seek management buy-in!
– Then, make sure someone owns it
– Keep it simple and focused
  • One screen / one page
– Metrics (drivers) have to be aligned with goals (What will fulfill the mission of the organization?)
– Link to as many communications and activities as possible or conceivable – **people only hear something when they see or hear it 13 times**
– Do the "numbers" and the "pictures"

Recommendations – cont.

– Establish meaningful benchmarks/
   comparisons to historical data
– Make it relevant and understandable to all
   employees
– When trends go south – engage employees in
   correcting the course (it's about vision and long-term
   success)
– Treat it as a learning tool – not a control tool!

> *"Organizations that have not involved employees have not achieved desired results"*
>
> *- Valerie Pike*

Assignment

from potential to performance

Assignment

– Conduct at least one More of, Same As, Less of exercise with a team

- What were the key take-aways from the exercise?

- How will these help the manager/leader be more effective?

– Complete a Resource Matrix on a team and discuss how to develop employees appropriately

– Discuss implementing or improving a balanced scorecard in your organization with a senior leader

Pre-work for
Session 8

Engaging Feedback Mechanisms

Creating a Balance Scorecard

from potential to performance

2/21/2014

Pre-work for Session 9

- What % of your population is eligible for bonuses?

- What % of bonus is based on qualitative results? Quantitative results? How are these measured?

- What types of ongoing reward / recognition programs do you have for everyone in your organization?

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Thank you

*See you on
March 21*

from potential to performance

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