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**PARTNERSHIP**

*"Creating change since 1964"*

1964 – 2014

*50 Years of Community Action!*

# **The Scorecard Process**

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# **Introduction**

**The following presentation is based on a scorecard method created and used by KCEOC.**

**You are welcome to reproduced this scorecard process and adapt it into your organization.**

**The KCEOC Performance Management Scorecard originates from the Community Action Partnership's Standards of Excellence under Category 4.**

# **CATEGORY 4**

**MEASUREMENT, ANALYSIS and  
PERFORMANCE MANAGEMENT**

**Category 4 is known as the  
“Granddaddy of them all”**

# Category 4

**Examines your agency's information and performance measurement systems and how you select, gather, and manage data, information and knowledge assets.**

# Category 4

**Examines how your agency uses data, information and technology to manage and improve performance, and aligns strategic and operational goals with day-to-day operations.**



**There are three Standards in Category 4.**

**The following slides will give a brief description of each of the three Standards.**

# Standard 4.1

## Information System Technology

An integrated, highly effective, technically proficient management information system is in place linking all agency programs, services and administrative processes. It responds quickly to external changes and needs of the agency, its staff, customers and stakeholders. It produces unduplicated counts of individuals served.

# Standard 4.2

## Information & Knowledge Management

The agency's information management system ensures that staff have ready, reliable, and accurate information for decision making and for improving their effectiveness, including the ability to monitor progress and results of the organization's overall goals/strategies as well as specific programs and services administered by the agency.

# Standard 4.3

## Performance Management & Improvement Systems

A formal system integrating strategic, operational, financial, administrative, and other performance related data and information is in place, including provisions for developing/deploying a strategic scorecard instrument. Agency leadership systematically manages agency wide performance using manual and automated methods to track and improve agency performance over time.

**The system serves 5 roles**

# Role 1.

Monitor and analyze administrative and program processes, including administrative and financial risk assessments.

## **Role 2.**

Track agency strategies and operational program performance measures.

## **Role 3.**

Ensure agency progress and improvement trends over time.



## Role 4.

Systematically track overall agency outcomes, results, and success trends over time, including aggregate client outcomes.

## Role 5.

Link financial and program data using both manual and automated methods in measuring agency progress, success and integrity.

# **After Understanding Category 4...**

**Let's begin to analyze the KCEOC Scorecard and the steps in each stage of the process as described in the Methodology.**

# **METHODOLOGY**

KCEOC's Methodology takes  
into consideration 3 Factors:

# Factor 1.

KCEOC recognizes that not all programs are identical or equal in fiscal size, program outcomes or fiscal years.

## **Factor 2.**

The KCEOC Scorecard is not a measure of any employee or manager, but a score representing overall capability within a specific area of KCEOC.

## **Factor 3.**

The KCEOC Scorecard is a “live” document meaning it is a “work-in-progress”.

Over time, it may change or vary as KCEOC continues to grow in programs and services.



# **From This Point In The Presentation...**

**Today our focus will be on our first KCEOC Scorecard that was produced in January 2014. It's purpose was to serve as the "Baseline Scorecard" that will be compared to all future scorecard results.**

**We will begin exploring the KCEOC Scorecard Methodology that outlines the first KCEOC Baseline Scorecard (also referred to as the scorecard).**

# “The GOLDEN RULE”

KCEOC’s **Scorecard Methodology** is written in **simple terms** and it represents an **11** **Stage process** in producing a scorecard.

# Stage 1 – Appoint a Leader

The KCEOC President/CEO appointed the Internal Auditor and the Special Assistant (both CCAPS) to serve as the “Review Team” that will create the KCEOC Scorecard and oversee the Scorecard Process

The “Review Team” was chosen due to their positions being independent from program operations and neutral within KCEOC.

## Stage 2 - Research

- The Review Team researched the Community Action Partnership's Website and viewed the following webinar:

**Improving Performance and Scoring Success: Using Balanced Scorecards for Organizational Excellence**

The Review Team also utilized Community Action Partnerships - National Training Center's: **CSBG-T/TA Resource Center** and also review the scorecard toolkits.

# Stage 3 - Brainstorming



**Brainstorm in progress.**

# ***Scorecard Sounds EASY, Right ???***

Well, Yes and No - the process Takes effort  
Here are a simple suggestions to help  
with brainstorming:

PRE-PLANNING - What is important to  
measure.

Keep it Uniform and equal in all  
departments to be scored.

Re-Evaluate Each step in creating the scorecard, you may find better ways to improve your scorecard that will provide a better outcome or results for your community action agency. You can re-evaluate at any time during the scorecard process.



Meet with Management Staff , Educate your staff about the scorecard process and what may be expected from them in as it progresses. Do not allow any of the scorecard process to intimidate the staff.

Create a Formal Plan of Action, This will help keep you on task..

Research your technology to find a computer program that will produce spreadsheets and will provide Color-coded Charts.

Decide on what Format and Process to initiate.

Use Qualitative versus Quantative  
Measures in the scorecard scoring and  
results. **Explained in Step 11.**

Prepare a Scorecard Methodology, this will help describe and used as a guide in your scorecard process and outcomes to your Management Team and to the Board of Directors.

The “Review Team” analyzed KCEOC and designated 10 special areas that will undergo scorecard assessment.

# 10 Areas For Scorecard Evaluation:

1. Organizational Management
2. Strategic Plan
3. Customer & Volunteers
4. Human Resources
5. Finance Management

6. Safety
7. ROMA Goals
8. Program & Service Compliance
9. Facilities
10. Technology

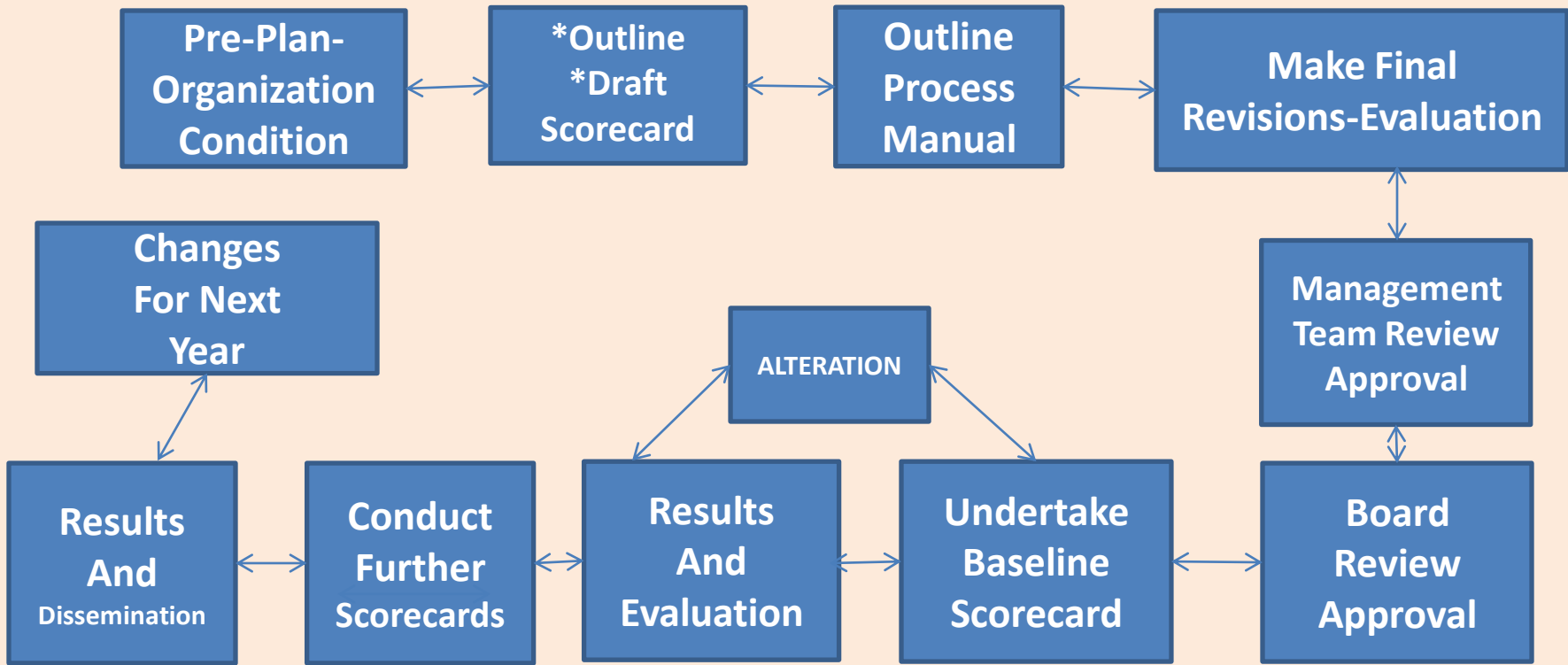
## **Stage 4 – Set a Timeframe**

The Review Team will review and score each of the 10 areas on a quarterly basis.



# **Stage 5 - Flow Chart the Scorecard**

The Review Team created a flow chart used internally to examine the process of the scorecard from beginning to end.



KCEOC BASIC OUTLINE OF MANAGEMENT SCORECARD CREATION

# Stage 6 – Decide on Technology

- The Review Team created a basic table using the Excel Program.
- Formulas were incorporated into the scorecard that will produce the aggregate totals.
- Colored Bar Graphs & Charts were produced to reflect the outcomes – A Great Visual Aid.

# **STAGE 7– Scorecard Nuts & Bolts**

The KCEOC Scorecard was created to examine the “Nuts & the Bolts” of the organization by operation in a uniform and in a comparative manner.

The following slides will explain the components used in the scorecard.

# Categories

- Each of the 10 designated areas to be scored will be labeled as “Categories” on the KCEOC Scorecard.

# Measurable Actions

- Under each Category, there are “Measurable Actions”, which are uniform, generic and will produce a result for KCEOC.
- For each Measurable Action, a Result Point will be assigned (0, 1, 2, or 3).

# Result Point Range & Color Codes

- 3 Result Points (Blue) 90%-100% = Above Expectation**
- 2 Result Points (Green) 80%-89% = At Expectation**
- 1 Result Point (Purple) 70% - 79% = Less Than Expectation**
- 0 Result Point (Red) 69% and below = Below Expectation**

# Scorecard Example

1. Organization Management Category

1.1 Presence & Use of Mission Statement Measurable Action

How to answer this inquiry – In your work product, did you predominately display for all customers to view and adhere to those values in the work area?

Place a Result Point ( 0, 1, 2 or 3)



# **STAGE 8 – The Interview Process**

The Interview Process is a formal process that requires confidentiality and must be conducted in a professional manor.

# The First Point Of Contact

- The “Review Team” will visit each of the 10 areas and meet with the assigned employee.
- The process begins with an introduction and orientation to the scorecard process and what will be expected from the employee.
- This will allow for a more pleasant and smoother interview.

# The Selection Of Work Products

For each of the 10 designated scorecard areas, the “Review Team will randomly select 10 or 10% (whichever is less) of files, reports, surveys or special data (hereby referred to as the Work Products).

# What is a Work Product in the Scorecard ?

Work Product- The scorecard determines the quality

- ✓ Program files, client files, computer files, reports
- ✓ Compliance with funding source requirements
- ✓ Compliance with KCEOC policies and procedures
- ✓ Customer Outcomes and surveys
- ✓ Monitoring reports, audits and/or reviews

# Review & Verify Work Products

- The “Review Team” will thoroughly review and verify the selected work products.
- The “Review Team” will interview the assigned employee about their work products.
- During the Interview Process, the Review Team will review and verify each Measurable Action under each of the 10 Categories on the scorecard.

- Each Measurable Action will be weighted against the Work Products reviewed during the Interview Process and will be assigned a “Result Point” (0, 1, 2, or 3) that can only be used once.

# Close Out The Interview Process

- The “Review Team” shall give no information or recommendations to the assigned employee during the Interview Process.
- Upon completing the Interview Process, the “Review Team” will close out the interview and exit.

- The “Review Team” will repeat the same Interview Process with all 10 designated scorecard areas.



# **Stage 9 - Compiling the Scorecards**

The Review Team will review all the scorecards to ensure that all Categories on the scorecard have been measured and scored with result points.

The Review Team will input all the individual scorecard result points from each Measurable Action into an Excel Scoring Spreadsheet.

# Important to Remember...

At this point, for future scorecards, this is when you will begin to compare your first year scorecard called the Baseline Scorecard to your Future Scorecard using the results from the same categories that are scored.

You will see how the comparison is being created between a Baseline Quarterly Scorecard Data to the Future Quarterly Scorecard Data.

During this stage of the process, this is where the scorecard data will illustrate performance by using 2 different factors:

1. Individual Performance ( Measurable Action Points) per each quarter and
2. Overall Performance (Total Measurable Action Points)

- Action Points is the mean (Average) scores tabulated from all scorecards within that quarter to give a “snap shot” of each Measurable Action’s individuals performance.
- Total Points is the mean (Average) scores tabulated that will give a “snap shot” of Overall Performance .

# Re-cap of Scoring

- Aggregate gross total and mean scores of key program/ administrative functions.
- Comparison of aggregate mean score by quarterly and/or annual and baseline results, this is the way you can track your agencies results thru time.

- Percent mean result score system reflects 10 performance categories within each department versus total of the 13 key departments.
- The scorecard outcomes can be compared to your agencies Strategic Plan.

# Stage 10 – Results and Charts

All the results will be presented in numeric and/or percentage range with corresponding color-codes defining “The Good, The Bad and The Ugly...”

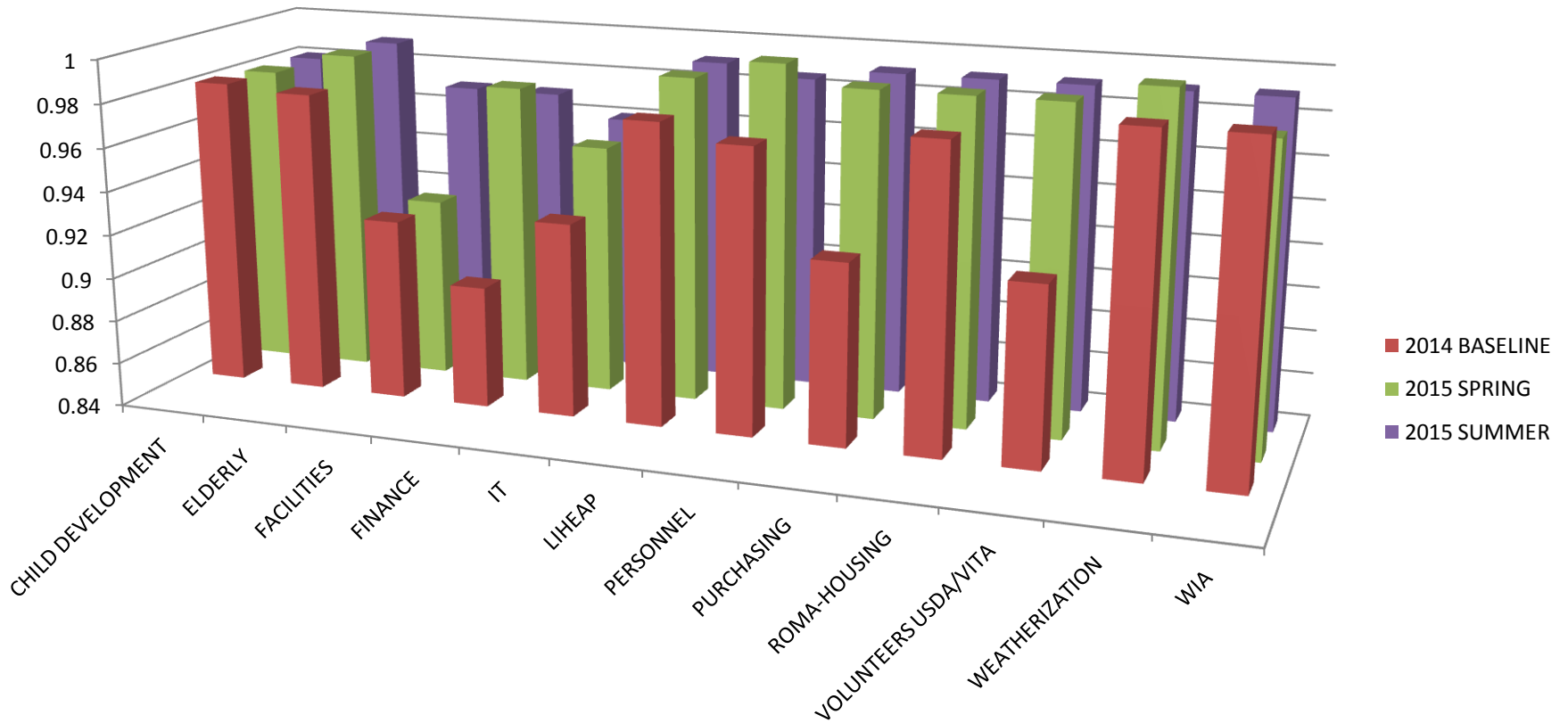
Use color-coded charts to show your results see example on the next slide:



# KCEOC Baseline 2014- FY 2015 Results

		2014	2015	2015
		BASELINE	SPRING	SUMMER
1	CHILD DEVELOPMENT	98.15%	98.00%	98%
2	ELDERLY	97.90%	99.02%	99%
3	FACILITIES	98.30%	92.30%	97%
4	FINANCE	89.58%	98.00%	97%
5	IT	92.90%	95.50%	96%
6	LIHEAP	97.80%	99.00%	99%
7	PERSONNEL	97.04%	99.90%	99%
8	PURCHASING	92.31%	99.00%	99%
9	ROMA-HOUSING	97.92%	99.00%	99%
10	VOLUNTEERS USDA/VITA	92.16%	99.00%	99%
11	WEATHERIZATION	99.00%	99.90%	99%
12	WIA	99.00%	98.03%	99%
<b>AGGREGIATED SCORE</b>		<b>96.01%</b>	<b>98%</b>	<b>98.29%</b>

# KCEOC Baseline 2014- FY 2015 Results



# Stage 11 – Feedback Process

- Upon completion of each quarterly scorecard, the scorecard results and color-coded charts are given to the KCEOC Management Team for review.
- All questions or concerns pertaining to the scorecard are sent to the Review Team for discussion.

- After reviewing the scorecard, the KCEOC Management Team will approve the scorecard as is.
- The Internal Auditor will provide the KCEOC Scorecard results and color-coded charts to the KCEOC Board of Directors Meeting .

- The KCEOC Scorecard Results and color-coded charts are published in the KCEOC Annual Report and in the KCEOC Newsletter.

# Don't Be Afraid Of Change Remember the following...

The KCEOC Scorecard is a “live” Document and it will adapt to change i



“What if we don't change at all ... and something magical just happens?”

# Qualitative versus Quantitative

- Qualitative Measures show completeness of the work to be measured.
- Quantitative Measures only show the number completed.

- Both are important, but qualitative measure is proof of production of an organization.
- The Base Points multiplied by Result Points gave KCEOC numerical performance values.
- Result Points are simply the measurement of how well work product is complete and documented.



WORD OF ADVICE...

## **Due Diligence is the KCEOC ultimate standard**

Duty of each party to confirm each other's expectations and understandings, and to independently verify the abilities of the other to ultimately fulfill the conditions and requirements.

**REMEMBER TO KEEP IT SIMPLE**



“Well, now we know what not to do.”

# **Thank You**

**Please fill out your evaluations and leave it on your table.**

**If you would like a copy of the power point presentation, please email your request to:**

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