

PERFORMANCE MANAGEMENT SCORECARD FORWARD

For our organization the creation of the Performance Management Scorecard was fostered by our involvement in the Pathways process. We felt that we needed a way to evaluate the “health or condition” of the various agency programs. While all programs are not created equal in their ability to pay a living wage; their propensity for on the job injuries; or to provide additional training hours, etc., this scorecard was not meant to be a total reflection of that program director’s ability, but more a condition report of that program. It continues to be a work in progress, and we hope that others may use it as a basis for establishing their own improved versions. The Community Action Partnership of Mid-Nebraska welcomes your suggestions and comments. You can visit us at www.mnca.net or email Ed Butler ebutler@mnca.net or Carrie Eurek ceurek@mnca.net if you have any questions or comments.

SCORECARD INTERPRETATION

The Scorecard we devised looks at the “nuts & bolts” aspects of any program operation. We tried to look at the non-subjective elements of what makes any of our programs function. Under the “Category” we listed the basic element for review. We established a “Base” point scale that was weighted by our interpretation of its value to the operation. For instance #7 “Budget: Revenues meet or exceed expenditures” has a Base point of 30 whereas #11 “Accidents involving staff injuries” has a base point of 10. Certainly this is not to say that staff accidents are not an important portion of an operation, but realistically the importance to the overall program function is not as important as budgetary considerations. The “Point” is the multiplier based on how well the program scored for each category. If we looked at “# 1. Job Descriptions” and the program had 100% of their job descriptions current they would have a point or score of 3. We would take that 3 and multiply it by the “Base” which in this case is 20. The resulting score would be 60. This would continue through each of the categories. If the program did not have to achieve any results in a category, they may have a non applicable score in that category. For instance in our agency, Public Transportation does not keep client files, thus a client file review is not applicable (n/a). This is an adjustment from the “Total Possible” points.

As you can see there is not much flexibility in the timelines or the achievement of the elements for the score. We felt that these elements were essential to our core operational strength and they needed to be strictly followed.

Categories 16 and 17 rely on internal control review forms we developed. For instance in #16 we looked at the key elements a funding source audit would look for in a particular program's client file; proof of income, etc. We devised a checklist that would reflect this and do a spot check on a minimum of 3 files. In the future we will increase that number to give a better sampling. In #17 we developed a site review instrument that looks at the elements of safety, accessibility, compliance, and visibility for our offices. We have over 30 office/classroom locations scattered over 15,000 square miles and consistency and visibility of these locations is important to our overall operation.

In the development of this Scorecard we also tried to stay away from areas that involved the achievement of a program's individual goals. We were trying to look at what makes the "engine" run well and not necessarily at the destination. Our concerns at the time revolved around the setting of goals that may be too lofty or too low. It is certainly an area that Agencies may want to consider for inclusion.

WHY A PERFORMANCE SCORECARD ?

- 1. It assists in meeting the Pathways and Award for Excellence requirement**
- 2. It provides benchmarks that can be used to evaluate the program's core weaknesses.**
- 3. It provides benchmarks that can be used to evaluate the program's core strengths.**
- 4. It promotes greater efficiencies in support services (support staff should not have to be continuously following up on requirements).**
- 5. It fosters a spirit of competition. (no one likes to be last)**
- 6. It can provide a partial basis for managerial evaluations.**
- 7. It requires the involvement of administrative personnel in individual programs through site visits and file reviews.**
- 8. Keeps Executive Director/CEO Informed**
- 9. Keeps Board Informed**

PERFORMANCE MANAGEMENT SCORECARD

Program _____

Program Director _____

Year ending _____

Total Staff _____

Total Funding this year: _____ previous year: _____

	CATEGORY	Base	Point	SCORE (Base x Point)	COMMENTS
1	Job descriptions current	20			
2	Staff appraisals complete & on time	20			
3	Salary Adjustments complete & on time	20			
4	ROMA/Outreach Goals established	30			
5	ROMA/Outreach Data compiled	30			
6	Budgets submitted to fiscal on time	20			
7	Budget: Revenues meet or exceed expenditures	30			
8	Reports to Funding sources accurate completed on time.	30			
9	Funding Source Issues/ Audit Results Resolved	30			
10	Match/In-Kind documented and secured.	30			
11	Accidents involving staff injuries	10			
12	Living Wage Achieved for Full-Time Staff *	10			
13	Total Staff training hours	10			
14	Customer/Stakeholder issues resolved appropriately and in a timely fashion.	30			
15	Staff issues resolved appropriately and in a timely fashion	30			
16	Customer file review	20			
17	Facilities review	20			
18	New funding streams developed	10			
	Total Scored				
	Total Possible			1200	
	Adjustment				
	Adjusted Total				
	Percent				

* could be a funding factor

SCORING CRITERIA

1. JOB DESCRIPTIONS CURRENT

Basis	Score
100% of regular staff have current job descriptions	3
90-99% of regular staff have current job descriptions	2
80-89% of regular staff have current job descriptions	1
< 80% of regular staff have current job descriptions	0
Verifying party	Human Resource Manager

2. STAFF APPRAISALS COMPLETE AND ON TIME

Basis	Score
100% of regular staff appraisals are complete & on time	3
90-99% of regular staff appraisals are complete & on time	2
80-89% of regular staff appraisals are complete & on time	1
< 80% of regular staff appraisals are complete & on time	0
Verifying party	Human Resources

3. SALARY ADJUSTMENTS ARE COMPLETE & ON TIME

Basis	Score
100% of regular staff salary adjustments are complete & on time.	3
90-99% of regular staff salary adjustments are complete and on time.	2
80-89% of regular staff salary adjustments are complete and on time.	1
< 80% of regular staff salary adjustments are complete and on time.	0
Verifying party	Human Resources

4. ROMA/OUTREACH GOALS ESTABLISHED

(Plan is due August 1)

Basis	Score
ROMA goals for the annual Plan are established & submitted on time.	3
ROMA goals are established & submitted within 3 working days of deadline.	2
ROMA goals are established & submitted within 4 working days of deadline.	1
ROMA goals are established & submitted after 4 working days of deadline.	0
Verifying party	Designate ROMA trainer

5. ROMA /OUTREACH DATA COMPILED

(CSBG reports are due May 1 and Nov 1)

(CSBG-IS report is due Jan 15)

Basis	Score
ROMA data is compiled & submitted to the ROMA trainer on time.	3
ROMA data is compiled & submitted to the ROMA trainer within 3 working days of deadline.	2
ROMA data is compiled & submitted to the ROMA trainer within 4 working days of deadline.	1
ROMA data is compiled & submitted to the ROMA trainer after 4 working days of deadline.	0
Verifying party	Designated ROMA trainer

6. BUDGETS COMPLETED ON TIME

Basis	Score
Budgets completed and submitted to fiscal on time	3
Budget submitted within 3 working days of deadline	2
Budgets submitted after 4 working days of deadline	1
Budgets submitted after 5 working days of deadline	0
Verifying party	Fiscal Department

BUDGET

7. REVENUES MEET OR EXCEED EXPENDITURE

Basis	Score
Revenues meet or exceed expenditures (within budget)	3
Expenditures exceed revenues (<2%)	1
Expenditures exceed revenues (>2%)	0
Verifying party	Fiscal Department

8. GRANT APPLICATIONS/REPORTS TO FUNDING SOURCES

ACCURATE/COMPLETED ON TIME

source: correspondence, funder surveys, internal control

Basis	Score
Grants/Reports to funding sources on time & accurate	3
Grants/Reports on time, but returned for correction	2
Grants/ Reports late	0
<i>If not required deduct from point total</i>	<i>n/a</i>
Verifying party	Administration/ Fiscal Department

9. FUNDING SOURCE ISSUES/AUDIT RESULTS RESOLVED

source; funder survey, audits, correspondence

Basis	Score
No findings/issues	3
Minor corrections (deficiencies) required	2
Major corrections (deficiencies) required	0
<i>(if no current year audit adjust from total)</i>	<i>n/a</i>
Verifying party	Administration/ Fiscal Department

10. MATCH/IN-KIND DOCUMENTED AND SECURED

Basis	Score
Match/In-kind documented on an on-going basis	3
Match/In-kind documented only at end of year	2
Match/In-kind not secured as required	0
<i>(if none required adjust from total)</i>	<i>n/a</i>
Verifying party	Fiscal Department

11. ACCIDENTS INVOLVING STAFF INJURIES

(source OSHA 300 form)

Basis	Score
Less than 2% of total staff reported staff injuries.	3
2-5% of total staff reported staff injuries	2
Over 5% of total staff reported staff injuries	0
Verifying party	Human Resources

12 LIVING WAGE ACHIEVED FOR REGULAR FULL-TIME STAFF

(based on single person using Living Wage Calculator (Penn State) , or Appleseed Data)

Basis	Score
100% of staff earn Living Wage	3
90-99% of staff earn Living Wage	2
75-89% of staff earn Living Wage	1
<75% of staff earn a living wage	0
Verifying party	Human Resources/Payroll

13. STAFF TRAINING HOURS

Basis	Score
Average training hours per employee 10 or more hours	3
Average training hours per employee 5-9 hours	2
Average training hours per employee 1-4	1
No training hours recorded	0
Verifying party	Human Resources

14. CUSTOMER STAKEHOLDER ISSUES RESOLVED APPROPRIATELY AND IN A TIMELY MANNER.

(Source-grievance file/correspondence)

Basis	Score
No issues or Customer/Stakeholder issues resolved appropriately and in a timely manner.	3
Issues require follow up by Administrative Staff.	1
Issues inappropriately handled	0
Verifying party	Grievance Committee, Administration

15. STAFF ISSUES RESOLVED APPROPRIATELY AND IN A TIMELY MANNER.

Basis	Score
No staff issues or staff issues resolved appropriately and in a timely manner.	3
Issues require follow up by Administrative Staff.	1
Issues inappropriately handled	0
Verifying party	Human Resources, Administrative Staff

16. CUSTOMER FILE REVIEW

Number of Files reviewed _____

Minimum of 3 maximum of 1% of Program Customers

Basis	Score
Files complete, keep confidential	3
Minor issues with data reviewed, correctable	2
Major issues with data reviewed, correctable	1
Major issues with data reviewed, not correctable	0
<i>(if none required adjust from total)</i>	n/a
Verifying party	Program Director with review team.

17. FACILITIES REVIEW

source: Site Review form

Number of office/center sites _____

Basis	Score
All sites ADA accessible, clean, and neat (free from hazards).	3
All sites clean & neat, not ADA accessible but can accommodate # of sites _____ (with issue)	2
All sites not clean and neat and/or ADA accessible but can correct & accommodate. # of sites _____ (with issue)	1
Major issues with facility accessibility and/or appearance. #of sites _____ (with issue)	0
Verifying party	Program Director/Manager & or Review team.

18. New Funding Developed

Basis	Score
Program pro-active in seeking new funding streams	3
Program is not active in seeking new funding streams	0
	n/a
Verifying party	Grant Managers, Administrative Staff

PERFORMANCE SCORECARD RECAP

The Recap is like a report card and we used roughly the same scale ratings as most of us recall from grade school. In our first review of our agency programs we had 2 individual programs score more than 100% based on the use of a bonus point scale #18 on the scorecard. We changed this to reflect a basic score or non/applicable status. It was interesting to note that the two programs that scored the highest scores represented our biggest program (Head Start with the greatest number of staff) and one our smallest programs (RSVP with one staff member). We felt that this gave some legitimacy to our scoring criteria that favored neither a larger or smaller program. In the second year of scoring both programs scored in the top percentile which helped to reaffirm our opinion.

The following is an example of a “File Review” as referenced in #16 of the Scorecard:

FILE REVIEW _____ (date)

Program: Head Start

Reviewer _____

Number of files checked _____

Criteria	Yes				No
FILE					
Demographic/Emergency Contact/Parent Info and Immunization Records					
Consent, Authorization, Release and Absentee Policy					
Child Development Issues Form					
Child Health History/Nutritional Assessment					
Medical Provider Information					
Development Observational Checklist System (DOCS)- (If the child has an IEP Plan, that Plan takes the place of the DOCS.					
Behavioral and Emotional Health Screening Form					
Family Assessment Profile/Family Development Plan					
Family Notes					

The following is an example of a “Site Review” as referenced in #17 of the Scorecard (an ADA audit form is also used depending on program requirements):

**SITE REVIEW
PART I**

Date: _____

Location	Program	Leased	Owned

APPEARANCE

	YES/OK	NO	N/A	COMMENTS	DATE OF FOLLOW UP
CAPM SIGNS					
SITE (ADA) ACCESSIBILITY					
OUTSIDE APPEARANCE					
INSIDE APPEARANCE (Paint/Décor, Neatness)					
MISSION STATEMENT					
BRAND PROMISE					
CODE OF ETHICS					
FAIR HOUSING (CSC sites, admin)					
FEDERAL LABOR POSTING					
STATE LABOR POSTING					
GRIEVANCE POSTING					

**SITE REVIEW
PART II**

LOCATION	PROGRAM

SAFETY ISSUES

(this is an evaluation, not a requirement that all offices be so equipped)
exception: Fire & Emergency Plan, Emergency Contact List

	YES/OK	NO	N/A	COMMENTS	DATE OF FOLLOW-UP
DESK LOCATION (proximity to exit/buffer)					
NUMBER OF EXITS					
ENTRANCE ALARMS					
CAMERAS					
OTHER OCCUPANTS IN BLDG					
FIRE & EMERGENCY PLAN					
RADIO/EMERGENCY BAND					
SPRINKLER SYSTEM (fire suppression)					
FIRE EXTINGUISHERS					
SMOKE ALARMS					
EMERGENCY CONTACT LIST COMPLETE (Crisis Manual)					
MAINTENANCE LOG (Owned bldgs only)					



Community Action Partnership of Mid-Nebraska Job Performance Evaluation – Section I

Employee's Name: _____ Date: _____

Supervisor: _____

Please rate the employee on each of the following by placing a ✓ in the appropriate column.

- < Does not meet the requirements of the job – Comments must support rating
- = Meets the requirements of the job
- > Exceeds the requirements of the job – Comments must support rating

Key Accountability – List and rate the 5 major responsibilities of the employee from his/her job description.	<	=	>
1.			
2.			
3.			
4.			
5.			
Comments:	Training Needs:		

Communication Skills	<	=	>
Effectively presents facts and ideas:			
• In writing			
• Orally			
• Clearly			
• Timely			
• Accurately			
Keeps supervisors informed of pertinent matters			
Keeps others informed of pertinent matters			
Listens to others and seeks acceptable solutions			
Utilizes technology appropriately – computers, email, cell phones, etc.			
Comments:	Training Needs:		

Public/Customer Relations	<	=	>
----------------------------------	---	---	---

Promotes understanding and goodwill through:			
• Actions			
• Attitudes			
• Appearance – professional dress, nametag, etc.			
Pursues community partnerships			
Makes interagency referrals			
Comments:	Training Needs:		

Work Habits	<	=	>
--------------------	---	---	---

Maintains a safe and productive work environment			
Cares for tools and equipment/responsible stewardship for money and resources			
Attendance			
Punctuality			
Focuses on work			
Demonstrates initiative			
Requires minimum supervision			
Dependability/reliability			
Accountability – accepts responsibility for own actions			
Comments:	Training Needs:		

Job Competence	<	=	>
-----------------------	---	---	---

Obtains and maintains licenses/certifications			
Knows policies and procedures			
Adheres to policies and procedures			
Attends and implements mandatory trainings			
Seeks and implements additional training/research/resources			
Willingness/ability to train others			
Comments:	Training Needs:		

Team Contributions		<	=	>
Cooperates well with peers				
Promotes coordination of efforts				
Responds to needs of others				
Breaks down communication barriers				
Participates in team problem solving and decision making				
Supports and assists team/shares in workload				
Maintains a positive work environment – positive solutions, constructive criticism, absence of gossip, etc.				
Comments:	Training Needs:			
Work Management		<	=	>
Meets deadlines				
Completes tasks within prescribed timeframes				
Maintains confidentiality				
Quality of work/accuracy				
Adaptability to change/flexibility				
Comments:	Training Needs:			

* If employee has management or supervisory responsibilities, please complete and sign Section II in addition to Section I.

Overall Employee Rating

- Does not meet most job requirements** – Improvement plan must be developed within 30 days and original must be attached and forwarded to Human Resources.
- Meets or exceeds job requirements.**
- Exceeds most job requirements**

Employee Comments (Please use back if necessary):

Employee Signature: _____

Date: _____

Supervisor Signature: _____

Date: _____

CEO Signature: _____

Date: _____



Community Action Partnership of Mid-Nebraska Job Performance Evaluation – Section II Managers/Supervisors

Leadership	<	=	>
Inspires a shared vision			
Ability to influence			
Development of others – staff training, seeks resources for staff			
Conveys a positive impression			
Comments:	Training Needs:		
Problem Solving	<	=	>
Demonstrates sound judgment			
Makes decisions based on facts			
Delegates tasks appropriately			
Comments:	Training Needs:		
Supervisory Skills	<	=	>
Provides information to staff			
Monitors on an ongoing basis			
Addresses issues and concerns			
Provides effective feedback			
Completes timely evaluations			
Comments:	Training Needs:		

Cooperation and Planning < = >			
Envisions goals and formulates plans			
Encourages organization-wide cooperation			
Models community collaboration			
Demonstrates accountability for all relevant program issues as documented in the agency's performance management scorecard. Score _____ for the Year _____.			
Comments:	Training Needs:		

Relationship Building < = >			
Recognizes strengths in others			
Establishes effective working relationships			
Comments:	Training Needs:		

Innovative < = >			
Big picture thinker			
Explores new perspectives			
Takes appropriate risks			
Comments:	Training Needs:		

Overall Management/Supervisor Rating

- Does not meet most job requirements** – Improvement plan must be developed within 30 days and original must be attached and forwarded to Human Resources.
- Meets or exceeds job requirements.**
- Exceeds most job requirements**

Employee Comments (Please use back if necessary):

Employee Signature: _____

Date: _____

Supervisor Signature: _____

Date: _____

CEO Signature: _____

Date: _____

	A	B	E	F	G	H
1	First Name	Last Name	Program	Child Abuse	Cultural Diversity	Housing
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
26						
27						
28						
29						
30						
31						
32						
33						
34						
35						
36						
37						
38						
39						
40						
41						
42						
43						
44						
45						
46						
47						
48						
49						
50						
51						
52						
53						
54						

	A	B	E	F	G	H
55						
56						
57						
58						
59						
60						
61						
62						
63						
64						
65						
66						
67						
68						
69						
70						
71						
72						
73						
74						
75						
76						
77						
78						
79						
80						
81						
82						
83						
84						
85						
86						
87						
88						
89						
90						
91						
92						
93						
94						
95						
96						
97						
98						
99						
100						
101						
102						
103						
104						
105						
106						
107						
108						

	A	B	E	F	G	H
109						
110						
111						
112						
113						
114						
115						
116						
117						
118						
119						
120						
121						
122					19	
123						
124					9	
125					1	
126						
127						
128						11.5
129						14
130						15.5
131						17
132						
133						
134						
135						
136						
137						17
138						
139						
140						11.5
141						11.5
142						
143						17
144						
145						
146						
147						
148						
149						
150					19	
151						
152						
153						
154					1	
155						
156						
157						
158					1	
159						
160						
161						
162						

	A	B	E	F	G	H
163						
164						
165						
166						
167						
168						
169						
170						
171						
172						
173						
174						
175						
176						
177						
178						
179						
180						
181						
182						
183						
184						
185						
186						
187						
188						
189						
190						
191						
192						
193						
194						
195						
196						
197						
198						
199						
200						
201						
202						
203						
204						
205						
206						
207						
208						
209						
210						
211						
212						
213						
214						
215						
216						

	A	B	E	F	G	H
217						
218						
219						
220						
221						
222					1.5	
223					1.5	
224					1.5	
225					1.5	
226					1.5	
227						
228				0.5	1.5	
229				2	2.5	
230					1.5	
231						
232				2	1	
233					1.5	
234				2	1	
235				2	2.5	
236						
237						
238						
239		Total	Total	8.5	69	115

	I	J	K	L	M	N	O	P
55								
56								
57								
58								
59								
60								
61								
62	5							
63								
64								
65								
66								
67								
68								
69								
70								
71								
72	5							
73								
74								
75								
76	1						1.5	
77	9						1.5	
78								
79								
80								
81								
82								
83								
84								
85								
86								
87								
88								
89								
90								
91	15						2.5	
92								
93								
94	5						2.5	8
95								
96								
97								
98	5							
99								
100								
101								
102								
103				2.5				
104								
105								
106								
107								
108	1							

	I	J	K	L	M	N	O	P
217								
218								
219								
220								
221								
222		17	7		17		3	
223		2			36.5			
224		3			17		3	
225		9.5			17			
226		4.5			38		9	
227		41.75			15.5			
228		1			1.5		2.5	
229		0.5			1.5		9	
230		2.5			17		6	
231								
232		39.5			3		3	
233		4.5			44.75		3	
234		0.5			3		6	
235		2		2	3		3	
236		1			1.5			
237	1	1			22		3	
238		0.5			3			
239	230.5	185.75	42.5	24	261.25	48.5	175.25	31

	Q	R	S	T	U	V
1	Leadership Phase 1	Supervisor	Program specific	Other	Description	
2				1.5		2.5
3						7.5
4						11.5
5						21
6	3.5					13.5
7						0
8						6.5
9						7.5
10						0
11						16.5
12						0
13				7		20
14						6.5
15						2
16	3.5			8		11.5
17				8		8
18	3.5					
19				8		8
20				8		8
21						1
22				8		18
23						2.5
24				8		8
25				1		55
26				2		8.5
27						1
28						2.5
29	3.5					3.5
30						11.5
31	3.5					3.5
32						0
33	3.5					4.5
34						0
35	3.5					3.5
36						0
37						0
38	3.5					3.5
39	3.5					3.5
40						3
41						1
42						0
43						0
44						0
45	3.5					3.5
46						0
47						0
48						0
49						10.5
50						0
51						0
52						0
53						17.5
54						0

	Q	R	S	T	U	V
55						0
56	3.5					3.5
57						0
58	3.5					3.5
59						0
60						0
61						0
62						5
63						0
64						0
65						0
66						0
67						0
68						0
69						0
70						0
71						0
72						5
73						0
74						0
75						0
76						2.5
77						10.5
78	3.5					3.5
79						0
80						0
81						0
82						0
83	3.5					3.5
84						0
85						0
86	3.5					3.5
87						0
88						0
89	3.5					3.5
90	3.5					3.5
91						17.5
92						0
93						0
94						15.5
95						0
96						0
97	3.5					3.5
98						5
99						0
100						0
101						0
102						0
103						2.5
104						0
105						0
106						0
107						0
108						1

	Q	R	S	T	U	V
109						0
110						0
111						0
112						0
113						6.5
114						0
115						0
116						0
117	3.5					
118	3.5					
119						0
120	3.5					3.5
121						0
122	3.5					41.75
123						0
124						21
125						11
126						9
127						0
128						25
129	3.5					23.5
130	3.5					23.5
131						30
132						0
133	3.5					3.5
134						0
135	3.5					3.5
136						0
137						20
138	3.5					
139						0
140	3.5					15
141						11.5
142	3.5					3.5
143						20
144						2
145						10
146						0
147						0
148						0
149						0
150						24.5
151						0
152						0
153						0
154						11
155	3.5					3.5
156						0
157	3.5					3.5
158						5
159						0
160	3.5					3.5
161						0
162						0

	Q	R	S	T	U	V
163						0
164	3.5					3.5
165						2.5
166	3.5					3.5
167						7
168						7
169						0
170						0
171						0
172				6		6
173						13.5
174						2
175						2
176						2
177						4
178						2
179						2
180						0
181						0
182	3.5					5.5
183	3.5					6.5
184						0
185						2
186						0
187						2
188						0
189						0
190						0
191						2
192						2
193						2
194						0
195						2
196						0
197	3.5					5.5
198						0
199						0
200						2
201						0
202						0
203						2
204						0
205	3.5					
206						2
207	3.5					
208	3.5					
209	3.5					
210	3.5					
211	3.5					
212						0
213						0
214						0
215						0
216						0

	Q	R	S	T	U	V
217						0
218						0
219						0
220						0
221						0
222				1		46.5
223						40
224						24.5
225				1		29
226				1		54
227	3.5			1		61.75
228				27		34
229				2		17.5
230						27
231				2		2
232	3.5					52
233						53.75
234				2		14.5
235	3.5	6.5		3.5		28
236	3.5			2		8
237				2		29
238	3.5			36		43
239	168	6.5	30.25	146		1542