



# *Council Scorecards*

## *Deploying a Metrics Culture in the Department of Commerce*

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# *The Performance Excellence Program*

- ◆ **Performance Excellence Program established by DAO 202-960, July 1, 10**
  - Promotes Balanced Scorecard and Metrics Based Decisions
  - Promotes employee process improvement teams
- ◆ **Structure**
  - Staff reporting to the PIO
  - Performance Excellence Council
  - Performance Advisory Council



# *Good News*

- ◆ **Completed six cycles of quarterly BSC Performance Reviews**
  - Discussion substantial
  - DS and bureaus managing to the data
- ◆ **Six IT measures on FY 11 bureau BSCs**
  - Substantial progress on savings
  - Substantial progress on security



# *Problem*

- ◆ Bureau BSCs should focus on “mission” metrics
- ◆ Including multiple metrics in all the support areas would
  - Take the focus off the mission
  - Reduce any focus because of length
- ◆ Several important initiatives in the support areas must be monitored
  - IT security; administrative savings; hiring practices



# *Solution and Benefits*

## ◆ Solution

- CIO; HR; Acquisition Councils monitor metrics quarterly
- Significant problems Councils identify are included in quarterly bureau Performance Reviews

## ◆ Benefits

- Management by metrics further deployed
- Metrics reviewed by subject matter experts



# *Solution and Benefits*

## Solution

- ◆ Measures on All Bureau BSCs
  - Percent with “top five” controls
  - Percent of POA&Ms closed on time
  - IT measures critical to bureau mission

## Benefits

- ◆ DS aware of progress on security
- ◆ DS supports aggressive schedule re security improvements



# *CIO Council Metrics*

- ◆ **Number of IT product standards adopted**
- ◆ **Amount of commodity IT savings**
- ◆ **Amount of contract reductions**
- ◆ **Percent with ATO**
- ◆ **Percent POA&Ms closed on time**
- ◆ **Percent of moderate/high impact systems with “top 5” controls implemented**



# *Work in Progress*

- ◆ **Standard Formats for Reporting**
- ◆ **Protocols for the Councils**
- ◆ **First Round of Council Reviews**



# ***DISCUSSION***