



United States Army Medical Research Acquisition Activity USAMRAA



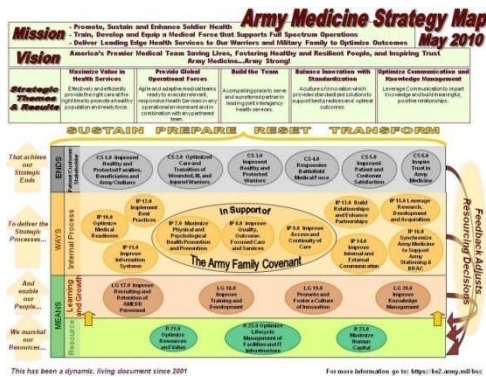
USAMRAA Balanced Scorecard Updated: March 2011



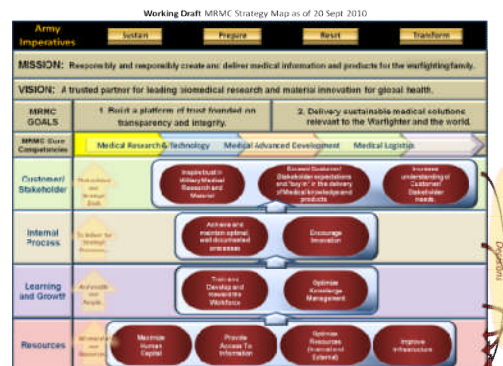
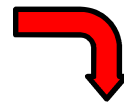
Army Contracting: One Community Serving Our Soldiers, Serving Our Nation



Balanced Scorecard Cascading



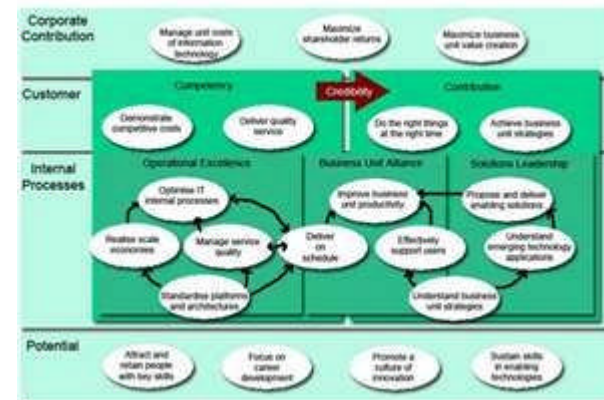
**Tier 1
AMEDD Strategy Map**



**Tier 2
MRMC Strategy Map**



A Strategy Map Template for an IT-Balanced Scorecard



**Tier 3
USAMRAA Strategy Map**

Army Medicine Strategy Map

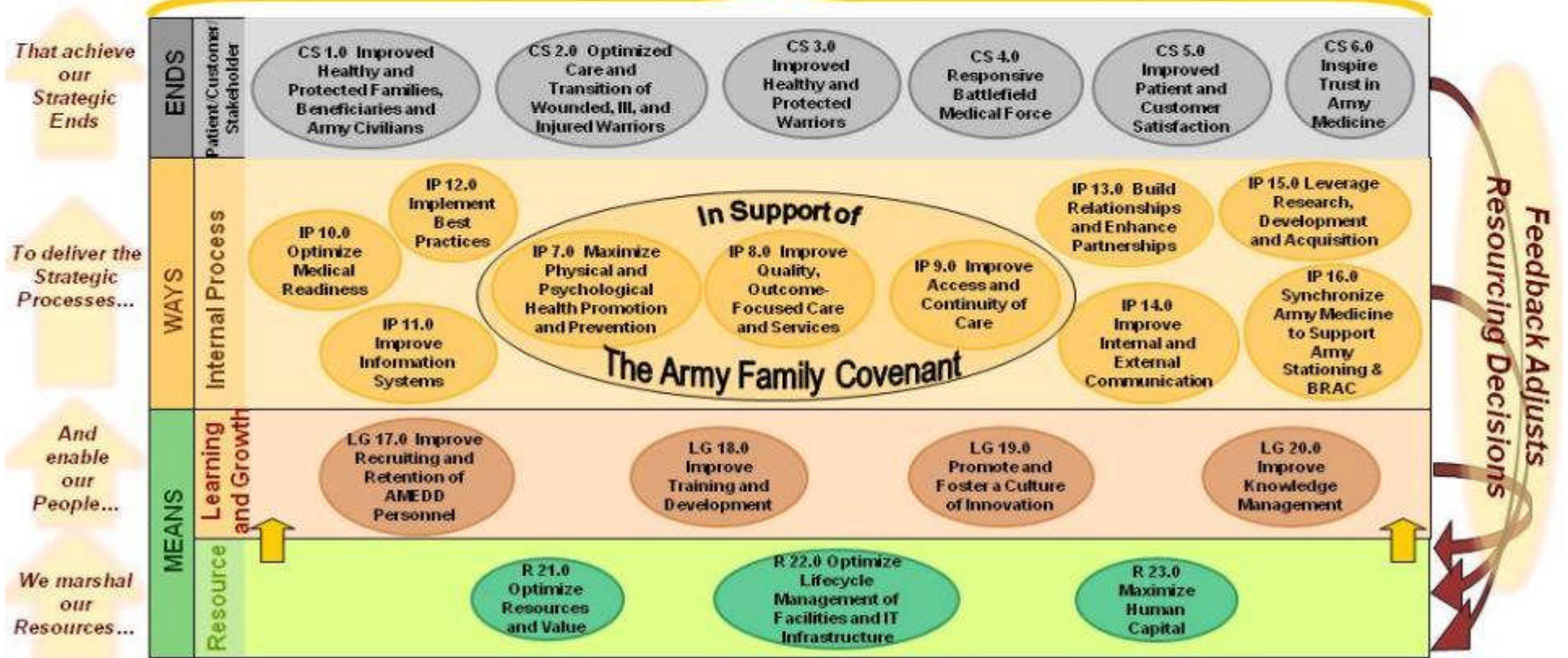
May 2010

Mission - Promote, Sustain and Enhance Soldier Health
 - Train, Develop and Equip a Medical Force that Supports Full Spectrum Operations
 - Deliver Leading Edge Health Services to Our Warriors and Military Family to Optimize Outcomes

Vision America's Premier Medical Team Saving Lives, Fostering Healthy and Resilient People, and Inspiring Trust
 Army Medicine...Army Strong!

Strategic Themes & Results	Maximize Value in Health Services	Provide Global Operational Forces	Build the Team	Balance Innovation with Standardization	Optimize Communication and Knowledge Management
	Effectively and efficiently provide the right care at the right time to promote a healthy population and ready force.	Agile and adaptive medical teams ready to execute relevant, responsive Health Services in any operational environment and in combination with any partnered team.	A compelling place to serve and a preferred partner in leading joint interagency health services.	A culture of innovation which provides standardized solutions to support best practices and optimal outcomes.	Leverage Communication to impart knowledge and build meaningful, positive relationships.

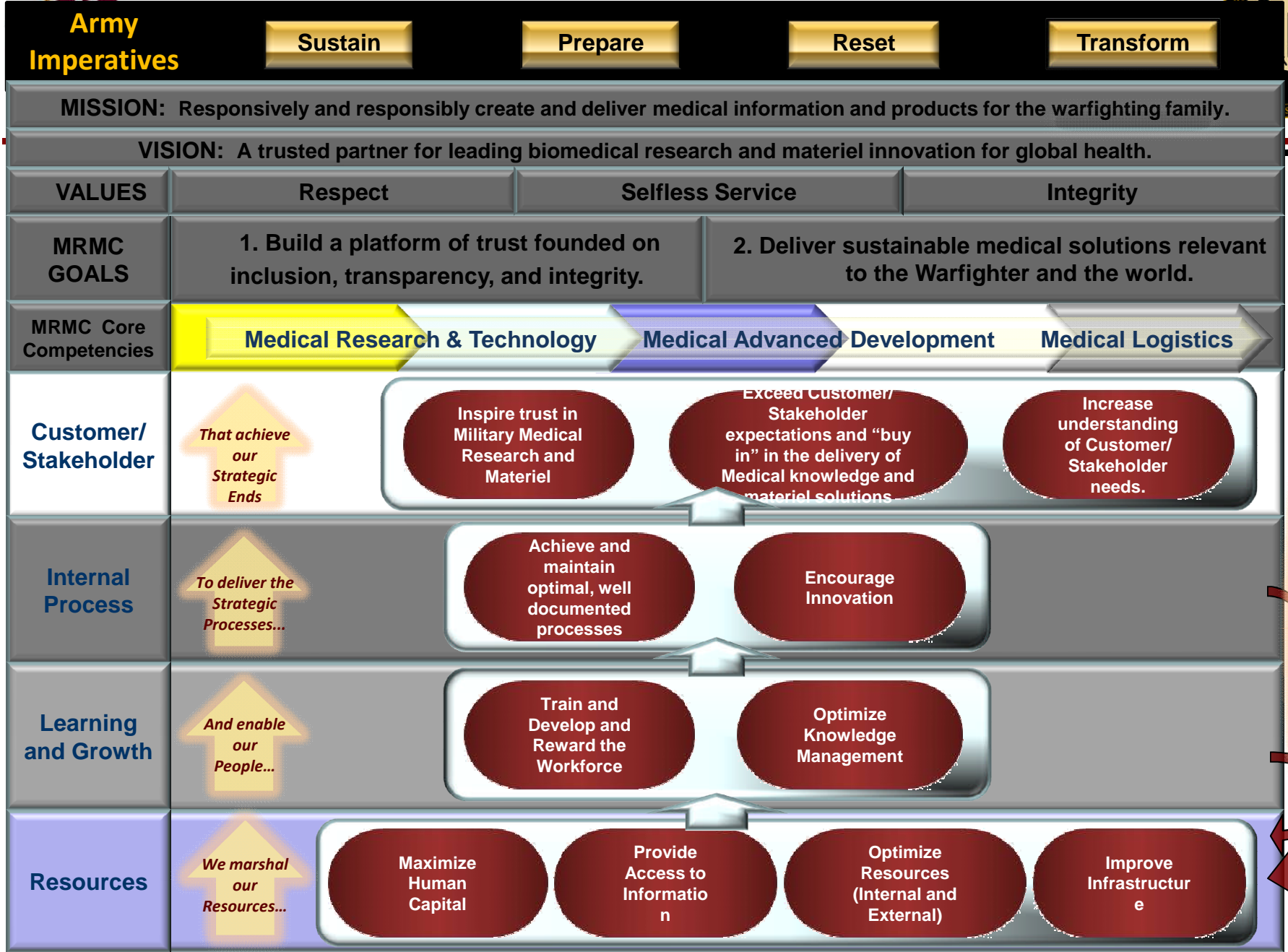
SUSTAIN PREPARE RESET TRANSFORM



This has been a dynamic, living document since 2001

For more information go to: <https://ke2.army.mil/bsc>

Working Draft MRMC Strategy Map as of 30 Nov 2010

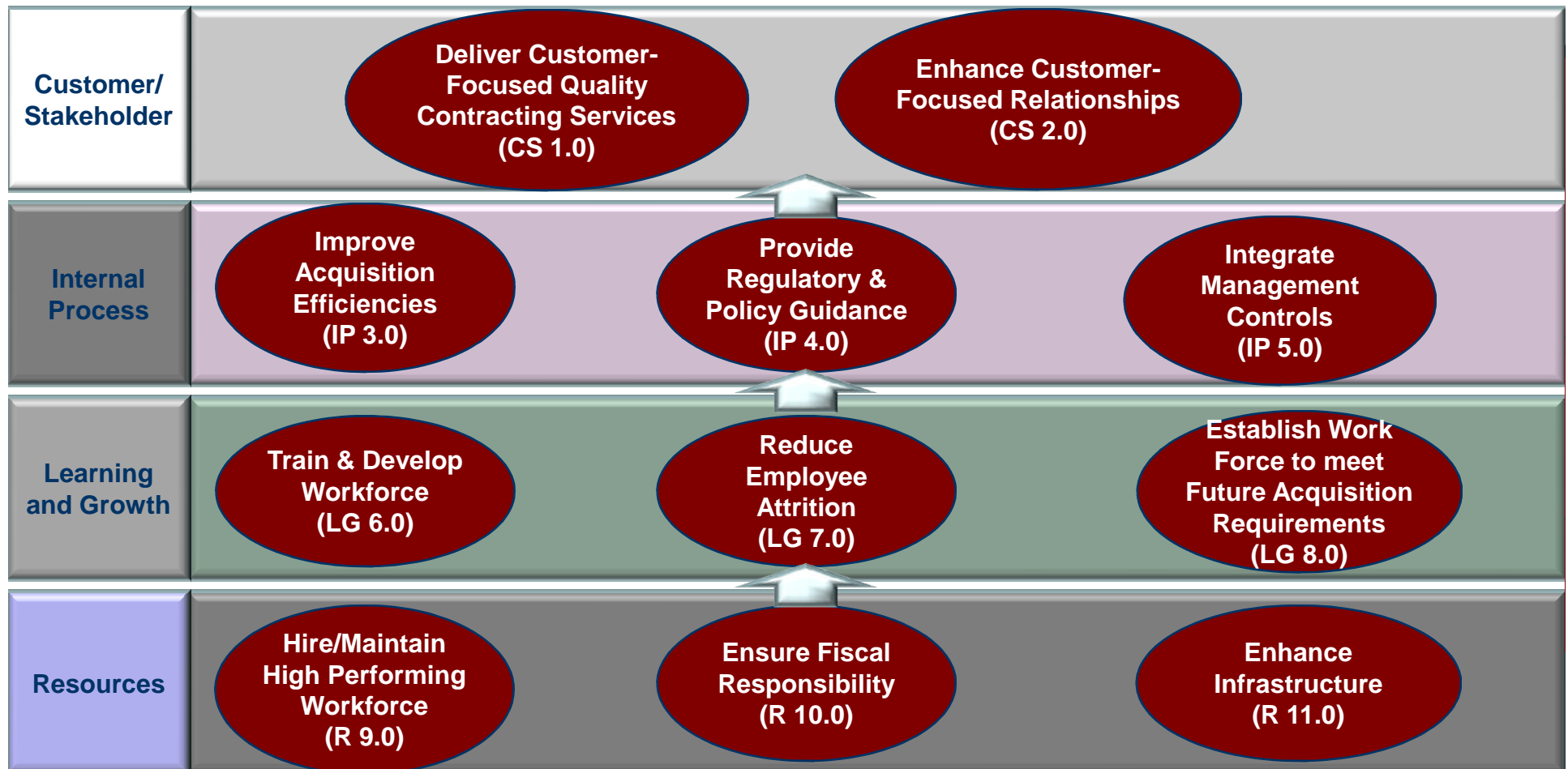


USAMRAA Strategy Map

Balanced Score Card

VISION: To be the best value Acquisition Activity delivering expert and timely business solutions with the highest quality and professional excellence

MISSION: Provide quality, timely and cost effective business advice and solutions for our customers





Customer Stakeholder Deliver Customer Focused Quality Contracting Services (CS 1.0)



Objective Statement	Task	Performance Measure	Performance Target	Measure Status	POC	Initiatives
Provide Acquisition Personnel Quality Focused Tng. (CS 1.1)	Acquisition Personnel— Complete Continuous Learning Points (CS 1.1.1)	Complete 80 Continuous Learning Points (CLPs)	80% of staff complete 20 CLPS every 6 months	G	Business Oversight Branch	During final 6 months of 3 yr cycle goal increases to 95% reported monthly (Baseline= 1 Oct 08)
(CS 1.1) Con't	Evaluate potential process improvements and select appropriate actions for implementation (CS 1.1.2)	Integrated into organizational metrics	Minimum threshold determined by each time/cost/quality or output metric	G	Business Oversight Branch	Complete Lean Six Sigma Project
Improve quality of contracts and assistance agreements (CS 1.2)	Provide in-house review of contracts and assistance agreements IAW quality objectives (CS 1.2.1)	Use internal PMR score & associated risk of lowest scoring internal audit result scores (score points – weighted by risk) Measure is monitored in the ISO Quality Management System (Quality Objective four)	(Quality pts) 30.46 pts Current 42.00 pts Target --90% is DA standard --USAMRAA currently at 66%	G	Business Oversight Branch	Promote faster and more efficient solutions to advance quality of contracts and assistance agreements

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Customer Stakeholder Enhance Customer-Focused Relationships (CS 2.0)



Objective Statement	Task	Performance Measure	Performance Target	Measure Status	POC	Initiatives
Ensure Continuous Customer Service Improvement (CS 2.1)	CSC Chiefs provide regular review of customer service provided by personnel (CS 2.2.1)	Independent review and oversight of each contracting activity	Use PALT Thresholds	G	CSC/Supervisors	Implementation of USAMRAA quality program
Customer Relationship Management (CRM) (C 2.2)	Create improved shareholder value through enhanced opportunities to co-create value with them (CS 2.2.2)	80 % of Customers invited to USAMRAA Strategic Planning Conference participate	Invite 10 Customers to USAMRAA Strategic Planning Conference 1x/Yr	G	Business Oversight Branch	Include Customers in Strategic Planning Process
Improve customer satisfaction with USAMRAA's contracting & assistance agreements services (CS 2.3)	Use Survey Monkey to determine customer satisfaction (CS 2.3.1)	Measures % satisfied customers by customer satisfaction survey	Achieve 90% in each of the customer satisfaction attribute areas	A	Business Oversight Branch	Identify Customer Feedback below expected levels—identify corrective actions

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Internal Process

Improve Acquisition Efficiencies (IP 3.0)



Objective Statement	Task	Performance Measure	Performance Target	Measure Status	POC	Initiatives
Streamline acquisition processes (IP 3.1)	Improve delivery of contracting services (IP 3.1.1)	Procurement Lead Time (PLT) = Average # of Days between PR creation and contract award	Reduce Cycle Time (PLT) of accounts < 25K, 25K-100K, 100K-5.5M, >5.5M	A	Business Oversight Branch	Develop process of reporting PALT into Metrics Program
Obtain Advance Acquisition Planning and Forecasting Information (IP 3.2)	Coordinate Customer Priority Requirements (IP 3.2.1)	Measure progress of (1) Pre-award, (2) Solicitation & Award, and, (3) Post Award processes	IAW Part 7 of the FAR— "Acquisition Planning "	A	Brian Martin	** Identify Priorities of Requirements based on Command Needs— organize and staff as needed
(IP 3.2) Con't	Ensure customers populate FDBDO Forecast Database (IP 3.2.2)	Maximize utility of advanced acquisition forecast of contracting opportunities IAW performance target	Availability of procurement forecast IAW Title V, of Public Law 100-656	A	Jerome Maltby	Maintain contact with customers to ensure potential contractors have opportunity to seek relevant postings

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Internal Process Provide Regulatory & Policy Guidance (IP 4.0)



Objective Statement	Task	Performance Measure	Performance Target	Measure Status	POC	Initiatives
Document & Streamline Contracting Processes (IP 4.1)	Map out Risk-Based Process Flow Plan (IP 4.1)	Use PMR Toolkit to identify highest risk processes	Incorporate risk management standards IAW ISO/PMR Standards	A	Policy Branch	Reinvigorate— ISO/SBIR Next process— assistance agreements and update SAP
Ensure Appropriate Post Award Contract Administration (IP 4.2)	Ensure each party's performance meets contractual requirements (IP 4.2.1)	Performance measures + reporting (performance conferences)	Ensure desired outputs (Documentation, Contract Changes, Payment, Completion of work)	A	Policy Branch/Jimmy Connors	Implement COR Modules in UPAS
Ensure Effective Communication of Information (IP 4.3)	Administer message traffic to ensure policies, initiatives, and important information is delivered properly and in a timely fashion(IP 4.3.1)	100% compliance as outlined in performance target	Maximum number of personnel approved to receive pertinent information based on time consideration	A	Policy Branch/ Burnie Clutz	** Improve Communications Plan//Policies to Staff and Customers

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Internal Process

Integrate Management Controls (IP 5.0)



Objective Statement	Task	Performance Measure	Performance Target	Measure Status	POC	Initiatives
Maintain ISO Certification (IP 5.1)	Administer ISO Program (IP 5.1.1)	Compliance to 100% of ISO Standards during ISO Audits	Adhere to ISO standards	A	Business Oversight Branch	Keep records of review process including corrective and preventative action procedures
Implement 5 yr Management Control Program (IP 5.2)	Resource to Metrics Program-- Implement Integrated Mgt Controls (IP 5.2.1)	Review Management Control Plan: Plan Quarterly for purpose of tasking out required internal reviews	Develop Metrics for major management areas IAW requirements	R	Business Oversight Branch/Jimmy Connors	**Develop Dashboard & Associated Metrics
(IP 5.2) Con't)	Enhance UPAS to reduce redundant systems (IP 5.2.2)	Maximum number of personnel approved to receive pertinent information based on time consideration	Reduce redundant systems requiring manual input	A	Jimmy Connors//Laurie Hovermale	Enhance UPAS

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Learning & Growth

Train & Develop Workforce (LG 6.0)



Objective Statement	Task	Performance Measure	Performance Target	Measure Status	POC	Initiatives
Provide For Professional Growth (IP 6.1)	Facilitate Technical Development Assignments (IP 6.1.1)	Continually monitor performance to reach expectations	Optimize performance management-- Increase productivity (Motivation, Efficiency, Utility)	A	USAMRAA Leadership & Management	Develop reporting system to help identify & develop talented professionals
(IP 6.1) (Con't)	Develop formal Mentor Program (IP 6.1.2)	Link employees with valuable knowledge and information to other employees in need of such information—link to performance target	Reduce turnover costs, improve productivity, enhance professional development	R	Ed Niko	Implement Mentor Program for leadership development

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Learning & Growth

Reduce Employee Attrition (LG 7.0)



Objective Statement	Task	Performance Measure	Performance Target	Measure Status	POC	Initiatives
Develop Retention Plan (IP 7.1)	Implement Retention Plan (Includes 852 Plan, Annuitants) (IP 7.1)	Reduce turnover using baseline of 2009 data (see performance target)	Reduce turnover of core technical staff by 10% over the next three years	A	Bob Bishop	Revisit with next DASA (P)
(IP 7.1) Con't	Develop Student Loan Repayment Policy With Service Commitments (IP 7.1.2)	Based on eligibility and organizational requirements	Incentive program for highly qualified individuals- repayment based on prevailing conditions	R	Mike Grenier	Look into Army Program//Draft 852 Money
(IP 7.1) Con't	Stabilize Workforce and reduce loss of journeyman level force (IP 7.1.3)	Amount of acquisition personnel departing organization with respect to total assigned	Reduce Attrition to < 5%	A	Leadership/ Management	Develop program to ensure effective capture and retention policies and practices are effective

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Learning & Growth

Establish Work Force to Meet Future Acquisition Requirements (LG 8.0)



Objective Statement	Task	Performance Measure	Performance Target	Measure Status	POC	Initiatives
Define planned work force structure to respond to future mission requirements (LG 8.1)	Develop based on % personnel end-strength per year (FY 2010) (LG 8.1.1)	Master schedule by December 2011 Target: 225 -- By 2011	Reach target level of 225 personnel by 2011—based on prevailing requirements	A	Mike Grenier	Employ innovative approaches to recruiting, developing, and retaining workforce (i.e. HR performance plan)

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Resources

Hire/Maintain High Performing Workforce (R 9.0)



Objective Statement	Task	Performance Measure	Performance Target	Measure Status	POC	Initiatives
Develop Recruitment Plan (R 9.1)	Implement Direct Hire Authority (R 9.1.1)	Filled positions and successful hiring practices based on targeted requirements	Work with CPAC and HR To ensure recruiting meets current demands and flexible to satisfy future requirements	A	Mike Grenier	Implement Processes to hire quickly— Coordinate with CPAC
Develop Employee Recognition Program (R 9.2)	Schedule committee, address workload issue, develop awards program (R 9.2.1)	Increase of awards based on incentives	Recognition awards for customer service, creativity & excellence, commitment, performance excellence	R	Monte Kapec	Schedule meetings, walk-through, invite senior leaders to branch meetings, address workload issues
Develop program to ensure current issues and initiatives are communicated to employees (R 9.3)	Ensure a focal point is responsible for collecting questions on important issues that need to be communicated to employees (R 9.3.1)	This measure will be based on the qualitative information received as the information is collected	Collect information to select appropriate answers and determine if there are common indicators that are significant to USAMRAA	R	Michael Blount	** Appoint a focal point to direct all questions so that information is disseminated accurately and quickly

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Resources



Ensure Fiscal Responsibility (R 10.0)

Objective Statement	Task	Performance Measure	Performance Target	Measure Status	POC	Initiatives
Develop Organizational Right-Sizing Plan (R 10.1)	Re-Evaluate Organizational Structure (R 10.1.1)	Monitor and evaluate based on conducting an analysis of strategic direction	Target is set on attention to changes in the organization as demands and environment change	A	Monte Kapec/Bob Bishop	* Develop non-ops side of house, pull out working document for operations, develop alternate staffing plan
(R 10.1) Con't	Develop 5-yr Business Projection (R 10.1.2)	The 5 year business projection plan will support the prosperous business climate to preserve mission readiness of USAMRAA	Launch 5 year projection plan with performance measurement tracking system	A	Monte Kapec/Bob Bishop/ Jeannie Shinbur	Include Core/Reimbursable Customers, Rates, Congressional
(R 10.1) Con't	Reconfigure workload based on overall mission responsibilities on a recurring basis as necessary	Mapping of responsibilities for work that needs completion – fill in gaps and resolve conflicts in each of the CSC teams	Realigning of work on a timely basis that optimizes mission accomplishment	A	Eric Bender	Integrate Workload Distribution Tool with UPAS

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Resources

Enhance Infrastructure (R 11.0)



Objective Statement	Task	Performance Measure	Performance Target	Measure Status	POC	Initiatives
Implement Facility Plan (R 11.1)	Develop Facility Plan for 225 Employees (Includes adequate meeting space (R 11.1.1))	# shortfall of required office (work & meeting space	Adequate Space for 225 employees and meeting space	A	Dr. Michaels/Mike Grenier	Study Options Make Recommendation / Transition into new facility
Develop and Improve Information Systems (R 11.2)	Develop & Implement Alternate Closed Actions System (R 11.2.1)	Timely response to meeting the information needs of USAMRAA and customers— continually improved information system practices	System design to anticipate and respond to customer's needs in an ever changing environment through information and collaboration	A	Jimmy Connors	Field USAMRAA Portal

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