

## RECOMMENDATION

**MEETING DATE: Wednesday, February 21, 2007**

Session:	Public Session
Subject:	2006 Status Report – BSC Projects
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Purpose of Report:	For Receipt and Information Only <input checked="" type="checkbox"/>

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### Recommendation

It is recommended that this report be received by the Library Board.

### Update

The Library Board approved the London Public Library Strategic Plan in December 2005. Out of the strategic plan, 30 Balanced Scorecard (BSC) project priorities were identified for 2006. Each project priority was in direct alignment to the four key pillars of the plan. Some of the BSC projects were phased projects and would span over a number of years, while several projects were short-term and could be completed in 2006.

Thirty cross-functional project teams were formed, comprised of a project sponsor, manager and employees from a wide variety of roles within the organization. Project plans were built for all projects and executed as per the action timelines.

Following is a Status Report of the progress made on the 30 projects. We have also included the communiqué to Employees, which was posted on LIBBI, our Employee intranet.

### Background & Review

The Balanced Scorecard Strategy Map is a management system that MAPS our organization's strategic objectives into performance metrics in four key pillars: financial, customer, internal processes and learning and growth. The pillars provide relevant feedback as to how well the strategic plan is executing so that adjustments can be made as necessary.

A well-designed Balanced Scorecard Strategy Map is different from traditional strategic plans because the four pillars form a chain of *cause-and-effect relationships*, as depicted in the London Public Library's strategic map. For example, learning and growth lead to better business processes that result in higher customer satisfaction and loyalty and thus improved financial viability. Effectively, the cause-and-effect relationships illustrate the hypothesis behind our organization's strategy and everything is executed to achieve our overarching Vision and Mission. The measures

reflect a chain of performance drivers that determine the effectiveness of our strategy implementation.

Within each of the Balanced Scorecard pillars we have defined the objectives --- what the strategy is to achieve. We have also identified project priorities, metrics and quantitative targets for each. BSC project priorities were set to support each goal --- the "what" we will do to facilitate reaching of the target.

Some of the benefits of the Balanced Scorecard system include:

- Translation of strategy into measurable goals, priorities and parameters.
- Communication of the strategy to all employees and greater understanding and buy-in to the strategic plan.
- Alignment of individual goals with the organization's objectives – the balanced scorecard strategy map recognizes that every employee / team influences achievement of the goals.
- Feedback of implementation results to the strategic planning process.

Basically, the Balanced Scorecard Strategy Map not only measures performance but also describes, communicates and aligns the strategy throughout the entire London Public Library organization.