

# ScoreVue™

## A COTS Integrated Framework for DoD Scorecard Performance Monitoring

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*“Already tailored for defense programs and center-wide scorecard data management and scorecard data exchange.”*



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## Executive Overview

TopVue Defense, Inc, provides an on-line Performance Monitoring framework focused on the challenges of Department of Defense organizations' efforts to implement balanced scorecard initiatives. The Performance Monitoring framework is called ScoreVue™ and has features unique to the needs of a Defense Program environment.

The ScoreVue™ system focuses on the following benefits:

- Communicating the Program or Center-wide strategy via an on-line web-based system
- A scorecard data model based on DoD acquisition and sustainment process data
- Managing Scorecard Control Board information and decisions
- Facilitating the distribution and roll up of measures across the Center
- Managing initiatives and risks required to achieve the strategy.

Implementing ScoreVue will increase visibility to the strategy and reduce the time and costs associated with managing measures and initiatives. Listed below is a summary of the features:

No	Feature	Benefit Description
1	Scorecard Board Management	Manage scorecard related meetings to track documentation reviews, issue resolution, risks, initiatives and action items.
2	DoD Center Focused Operational Data Model	Facilitates measure data management and integration as system is delivered with a data model that contains Programs, Systems, OSS&E data, Parts, Drawings, CCB, Contracts, CDRLs, Contractors, Aircraft Tails, Maintenance Ops, Technical Orders, etc.
3	Organizations	Provides scorecard visibility by organization
4	Objectives	Interrelates objectives with related perspectives, objectives, measures, and initiatives
5	Strategy Maps	Displays hierarchy of objectives per organization or value stream
6	Measures and Scorecards	Per measure track responsibilities, goals, color thresholds. Track history and create graphs and scorecards
7	Initiatives	Manage initiative status and responsibility, milestones, costs, and documents
8	Risks	Track risks related to measures, objectives, initiatives, or boards
9	Document Management	Track all scorecard related documentation including documents, spreadsheets, PPTs, PDFs, etc.
10	Reporting	Generate reports and integrate with a reporting system
11	Process Asset Library	Manage and store all scorecard relates processes

## Introduction

This document describes the features of the TopVue ScoreVue™ software system, Performance Monitoring framework. ScoreVue is a commercial off-the-shelf (COTS) software application designed to communicate organizational strategy with the ability to identify, track and report on 'organizational' scorecard data, including organizational vision, mission, objectives per perspective, strategy map, initiatives, measures, and feedback. The overall objective is to 'elevate organizational performance' by effectively aligning actions with a communicated strategy.

TopVue's ScoreVue system is tightly integrated with the information about a government organization's acquisition or sustainment program, a system, contracts, risks, parts, engineering changes or other items. Such integration is facilitated by having the Balanced Scorecard data integrated in the same data model with other TopVue modules and items managed in the TopVue database deployed various program offices; including Programs, Contracts, CDRLS, Projects, Actions, Meetings, Systems or Subsystems CM, Parts, Drawings, Software Items, Documents, etc.



ScoreVue runs in a thin-client web environment utilizing Microsoft® Internet Explorer as the web browser with data stored in a server-sided Oracle® database. The TopVue business rule engine utilizes Microsoft® .NET framework and can be customized to meet each programs' needs. Data exchange (import/export) of Balanced Scorecard data is implemented via XML and web services.

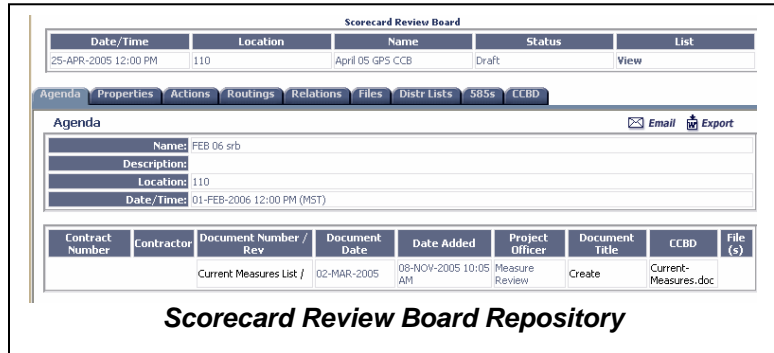
### 1.0 Objectives of ScoreVue™

The main objective of the ScoreVue system is to provide a multi-user capability to manage an organization's strategy with Balanced Scorecard data via the web. The ScoreVue system can be utilized for departmental or organizational score-carding to integrate with enterprise scorecards, or it can be utilized as a complete enterprise Balanced Scorecard system. Other objectives of the system include to:

- Manage scorecard implementation with a Scorecard Review Board module
- Identify an organization's vision and mission statement
- Identify an organization's strategic perspectives
- Identify and relate objectives
- Create an organizational strategy map of hierarchically interrelated objectives
- Create goals and stretch targets for objectives
- Create and track initiatives to meet goals and targets
- Create measures for various objectives
- Create and track milestones, funding and action items for initiatives
- Create a scorecard of measures for an organization
- Manage documents for an organization's strategy
- Automate processes with workflow to assist in managing a strategy
- Manage risks at various levels: for organizations, for objectives, for key items for strategic objectives: systems, time tracking, projects, programs or program offices.

## 2.0 Scorecard Review Boards

The Scorecard Review Board (SRB) module allows the scorecard management team to centralize management information for each scorecard meeting that occurs. For each meeting an agenda of documents to discuss can be displayed and commented on before the meeting takes place. Other agenda items could include reports to review, initiatives, measures, issues, action items, issues, etc.



The SRB provides a 'paper' trail concerning decisions and actions related to implementing the center-wide scorecard. All documents (.DOC, .XLS, .PPT, PDF, etc.) related to score-carding can be stored and recalled quickly and efficiently.

## 3.0 Organization Identification, Mission, Vision and Objectives

In ScoreVue each Scorecard data set is for a unique organization and/or value stream. As such each organization is identified with a name, and tailorable 'perspectives' are identified for how the organization's strategy will be organized. Default perspectives are Financial, Customer, Internal and Learning and Growth.

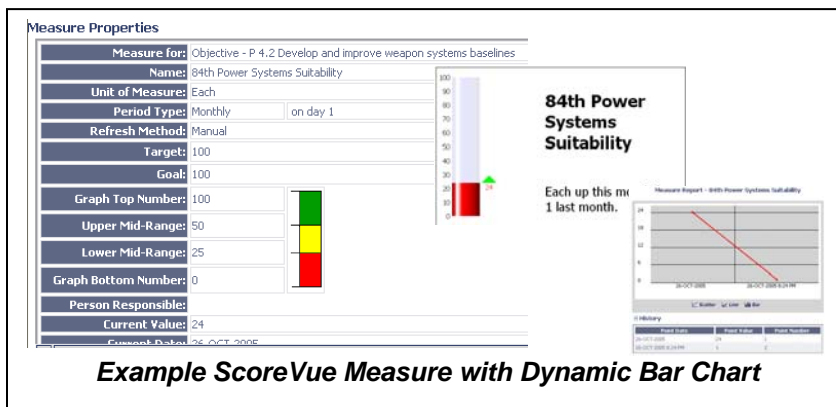
An organization can then define objectives per perspective and create the interrelationships of the objectives into a graphical strategy map. Shown below are some sample screen shots from the ScoreVue application that depicts the Sustain War Winning Capabilities section of the OO-ALC strategy map along with a list of related measures and initiatives.

## 4.0 Measures, Goals and Targets

Each organization, objective or initiative can have related measures. A measure is a user defined metric to gather a measurement. Each measure can then have its own business rule to go out and 'algorithmically' gather the data for the metric. While a measure will show a 'current' value, it can also have a 'goal' value and a 'stretch target' value. Alerts can be created to notify someone when a goal or stretch target is hit.

A measure has user definable thresholds to define its red/yellow/green 'color' status, and a bar chart is generated when the measure is created and updated. Each time a measure is calculated it is stored. The measure data can be plotted to show trends over time. A scorecard can then be created to display a number of selected charted measures. Shown below are screen shots for a

measure and its related bar chart.



**Example ScoreVue Measure with Dynamic Bar Chart**

Each measure can be assigned to an appropriate person in the various programs so they can manage that measure in a distributed and independent way, while higher level monitoring can take place simultaneously. Then, as needed, the

measures can be automatically rolled up into flight, wing or center level lists of measures or scorecards. When a measure goes 'red', a risk, action item, or initiative can be raised and assigned out to try to mitigate the issue causing the measure to go red. This provides accountability and traceability for managing measures

## **5.0 Initiative Tracking**

The initiative tracker is a mini-project tracker that allows effective monitoring of all initiatives. An initiative can be related to an organization or an objective, and is assigned to someone to manage it. Initiative status, milestones and related actions can also be tracked to efficiently close out the initiative.

## **6.0 Integration of Balanced Scorecard Data**

The TopVue ScoreVue system is designed to be integrated tightly with program management processes and programmatic data. If an organization already has an enterprise Balanced Scorecard system in place, the ScoreVue can manage a scorecard at the sub-organization / program level and pass relevant measure and initiative data (gathered from TopVue modules such as Programs, Contracts, CDRs, Actions, Meetings, Document Management, Workflow, etc.) to the higher level Balanced Scorecard system. Or, ScoreVue can manage both the enterprise Balanced Scorecard as well as the aggregated sub-organizational Balanced Scorecards.

For Balanced Scorecard measure data gathering, information can be automatically gathered from the TopVue database, or it can be queried and gathered from third party databases. Such third party integration is implemented with the TopVue business rule engine and saves hours and days spent on data gathering and metric creation for Balanced Scorecard measures.

## **7.0 Conclusion**

The ScoreVue system is delivered with many tools that will help reduce the time and cost of implementing and sustaining a score-carding effort for a Department of Defense organization. The system is based on the TopVue core data model used in many OSS&E and weapon system programs. Each TopVue core installation includes the measure engine.

The time spent managing all the score-carding documentation is reduced with an integrated document module and Scorecard Review Board module based on TopVue modules already implemented in various program offices. Measure management can be distributed and monitored real time. Value stream strategy maps are made available on commander's desktops to monitor objectives, measure and initiatives within their organization. Finally the scored information can be communicated among various sites via web services and XML or with USAF portal access. These features combine to provide a robust scorecard management productivity tool that can be extended for other performance monitoring objectives.