

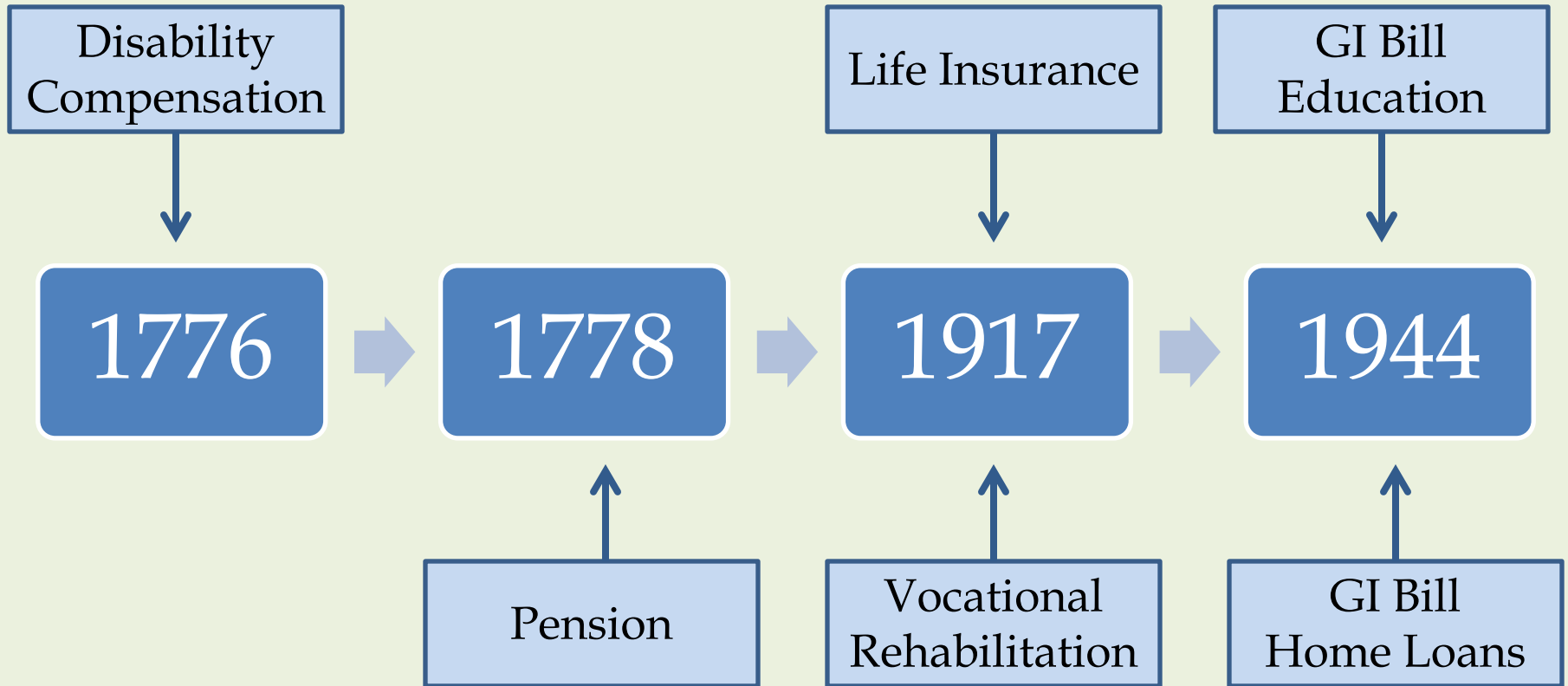
VETERANS BENEFITS ADMINISTRATION BALANCED SCORECARD

*A System for Performance
Management*

Department of Veterans Affairs

- Veterans Health Administration
- National Cemetery Administration
- Veterans Benefits Administration

VBA Business Lines



Background and History of VBA Balanced Scorecard

- Developing Strategic Objectives and Measures
- Developing Annual Targets
- Operationalizing the Scorecard

BALANCING MEASURES

EXISTING MEASURES

- Timeliness
- Quality
- Productivity

NEW MEASURES *(Balanced Scorecard)*

- Speed
- Accuracy
- Cost-per-Claim/Unit Cost
- Customer Satisfaction
- Employee Development

The Balanced Scorecard as a Strategic Framework



Link Business Plan to Budget

- Links performance to budget request
- Measures come from strategies
- Strategies stem from your vision
- Vision driven by your mission

Setting 'Zero Values'



Minimum acceptable level of performance

- When a “Zero” value doesn’t equal zero
- Intuitive “spacing” (or program judgment)

Setting Percentages (“Weights”)

The sum of the parts equals the whole

- Reflects agency priorities
- Considers external factors & input
 - Customers
 - Stakeholders

Target Setting Process

- Field and Headquarters Collaboration
- Data Driven
- Small Groups
- Current performance
- Influencing factors quantified
- Final target
- Field targets
- Reconciliation

REWARDS AND RECOGNITION PROGRAM

- Recognizing employee contributions and efforts in meeting VBA's mission.
- Establishing Balanced Scorecard targets in each program with accomplishments recognized at the regional and National levels using a Two-Tier payout plan.

SUMMARY

- Scorecard measures based on strategic goals for each program annually
- Each program measured for speed, accuracy, customer satisfaction, unit costs and employee development
- Each measure 'weighted' based on program needs as well as program size
- Annual performance measured at the station, region and national levels
- Rewards and recognition based on BSC results. More \$ for collective accomplishments
- All data available to all employees on line

[Introduction](#)[Composite](#)[C&P](#)[C&P \(FYTD\)](#)[EDU](#)[EDU \(FYTD\)](#)[LGY \(FYTD\)](#)[VRE \(FYTD\)](#)[INS \(FYTD\)](#)

Geography

Time

USA

July 2000

	All Business Lines
Weighted Score	58.4
Weighted Score (FYTD)	58.8

	Monthly			FYTD		
	Score Month	Workload Weights (%) Month	Weighted Score Month	Score FYTD	Workload Weights (%) FYTD	Weighted Score FYTD
Compensation and Pension	51.4	59.7	30.7	51.3	59.7	30.7
Education Program	61.0	6.8	4.1	66.9	6.8	4.5
Loan Guaranty	72.9	21.7	15.8	72.9	21.7	15.8
Vocational Rehabilitation and Employment Service	55.7	7.6	4.3	55.7	7.6	4.3
Insurance	84.4	4.1	3.5	84.4	4.1	3.5

National C&P Scorecard

85	SPEED						ACCURACY			UNIT COST				CUSTOMER SATISFACTION				EMPL. DEV. & SAT.	
Weight	21%						28%			16%				20%				15%	
Measure	Rating Related Actions (Completed) (2)	Rating Related Actions (Pending) (7)	Non-Rating Related Actions (Completed) (2)	Non-Rating Related Actions (Pending) (7)	Appeals Resolution-Average Days/Case (2)	Fiduciary Activities - Initial Appnts (2)	National Accuracy Rate (core rating work) (4)	National Accuracy Rate (authorization work) (4)	National Accuracy Rate (fiduciary work) (4)	Cost per Compensation Claim Completed (5)	Cost per Pension Claim Completed (5)	Cost per Active Compensation Case on the Rolls (5)	Cost per Active Pension Case on the Rolls (5)	Overall Satisfaction (6)	Customer Orientation (6)	Telephone Activities - Abandoned Call Rate (2)	Telephone Activities - Blocked Call Rate (2)	Employee Development Skill Matrix	One YA Survey (mean score) (6)
Strategic Objective	74	78	17	44	365	1%	96%	93%	93%	249	96	121	161	90%	90%	5%	10%	TBD	4
FY 2000 Target	160	150	33	59	670	8%	81%	85%	75%	TBD	TBD	TBD	TBD	65%	65%	10%	15%	TBD	3
Zero Value	200	150	125	100	1,000	43%	35%	35%	35%	550	250	215	500	35%	35%	35%	50%	TBD	1
Actual	173	145	48	92	697	6%	65%	54%	57%	\$356	\$171	\$151	\$268	57%	67%	6%	3%	TBD	3.3
Earned Points	1.1	0.2	2.1	0.3	2.9	1.8	7.9	2.6	1.5	TBD	TBD	TBD	TBD	2.3	3.5	3.8	4.0	TBD	3.9
Points	5	3	3	2	6	2	16	8	4	4	4	4	4	6	6	4	4	10	5

Total Score	38.0	#1.35	51.3
Maximum Score	74	#1.35	100

NOTES:

- (1) Reflects monthly data
- (2) Reflects FYTD data (thru current month)
- (3) Reflects FYTD data (thru prior month)
- (4) Reflects 12-month cumulative data
- (5) Updated quarterly
- (6) Updated annually
- (7) End of month snapshot

[INET](#)[Business Information System](#)[Veteran Information System](#)[General Information](#)[Surveys & Research](#)[Ops Center](#)[Balanced Scorecard](#)[ABC](#)[Workload Management \(DOOR\)](#)[MMWR](#)[Introduction](#)[Scorecards](#)[Supplemental Reports](#)[Scorecard Performance Reports](#)[Charts & Graphs](#)[Introduction](#)[C&P](#)[- Actuals, Pts](#)[EDU](#)[- Actuals, Pts](#)[LGY](#)[- Actuals, Pts](#)[VRE](#)[- Actuals, Pts](#)[Composite Scores](#)[Composite Weighted](#)[Scores](#)[C&P Targets](#)[EDU Targets](#)[LGY Targets](#)[VRE Targets](#)

Time		Measure			
July 2000		Actual			
		Number of Days for Orig	Number of Original Rat	Rating Related A	Number of Day
<input type="checkbox"/> USA		6,853,418.0000	40,728.0000	168.2729	32,482,283.000
<input type="checkbox"/> SDN 1		497,253.0000	2,835.0000	175.3979	2,983,360.000
	Boston Regional Office	85,545.0000	497.0000	172.1227	445,576.000
	Providence Regional Office	35,126.0000	203.0000	173.0345	235,349.000
	New York Regional Office	196,225.0000	810.0000	242.2531	1,357,549.000
	Buffalo Regional Office	84,531.0000	529.0000	159.8885	501,171.000
	Hartford Regional Office	36,200.0000	245.0000	147.7551	177,727.000
	Manchester Regional Office	24,332.0000	159.0000	153.0314	107,208.000
	Togus VAMROC	25,730.0000	310.0000	83.0000	86,925.000
	White River Junction VAMROC	9,514.0000	82.0000	116.0244	51,855.000
<input type="checkbox"/> SDN 2		702,970.0000	4,882.0000	150.1431	3,228,735.000
	Newark Regional Office	136,203.0000	539.0000	252.6957	954,267.000
	Philadelphia Regional Office	114,930.0000	803.0000	143.1258	501,816.000
	Pittsburgh Regional Office	67,934.0000	634.0000	107.1514	233,525.000
	Cleveland Regional Office	166,811.0000	1,109.0000	150.4157	757,875.000
	Indianapolis Regional Office	77,158.0000	579.0000	133.2608	258,718.000



Ops Center

Introduction

Scores

Introduction

C&P

- Actuals, Pts

EDU

- Actuals, Pts

LGY

- Actuals, Pts

VRE

- Actuals, Pts

Composite Scores

Composite Weighted

Scores

C&P Targets

EDU Targets

LGY Targets

VRE Targets

Time

USA

SD

E

F

M

E

F

M

T

V

CD

M

F

F

Choose Values From List

- Geography
- Performance Measure**
- Measure
- Time



Organize by:

STANDARD

Available (242 items of 242)

- [-] ALL
 - [-] CP
 - [-] Speed
 - Number of Original Rating Actio...
 - Number of Days for Original Rati...
 - Number of Original Rating Actio...
 - Number of Days for Original Rati...
 - Number of Original Rating Actio...
 - Number of Days for Original Rati...
 - Number of Original Non-Rating ...
 - Number of Days for Original Non...
 - Number of Original Non-Rating ...

Selected (71 items)

- Number of Days for Original R...
- Number of Original Rating Acti...
- Rating Related Actions (Comp...
- Number of Days for Original R...
- Number of Original Rating Acti...
- Rating Related Actions (Pendi...
- Number of Days for Original N...
- Number of Original Non-Ratin...
- Non-Rating Related Actions (...
- Number of Days for Original N...
- Number of Original Non-Ratin...
- Non-Rating Related Actions (...



OK Cancel Help

Cleveland Regional Office	168,811.0000	1,109.0000	150.4157	757,875.0000
Indianapolis Regional Office	77,168.0000	579.0000	133.2808	258,718.0000

Underlying Philosophy

“Don’t worry about people stealing an idea. If it’s an original you will have to ram it down their throats.”

Howard Aiken

