

**Balanced Scorecard (BSC) Objectives, Measure, and Expectations for FY 1999**  
**CUSTOMER PERSPECTIVE**

Function: Procurement  
 Function Contact: Jon Bartlett

Performance Objective	Performance Measure	Performance Expectation	Reporting
<b>Customer Satisfaction</b> <i>(Data Source: Customer Survey)</i>	<u><b>Core:</b></u> Percent of customer satisfied with service provided  <u><b>Elements:</b></u>  <i>Timeliness:</i> Extent of customer satisfaction with timeliness of procurement process planning activities; and on-going communications  <i>Quality:</i> Extent of customer satisfaction with the quality of procurement service	80% customer satisfaction rating for FY 1999	Metrics
<b>Effective Supplier Management</b> <i>(Data Source: Metrics)</i>	<u><b>Core:</b></u> % delivery on-time for manual orders % delivery on-time for AVID (JIT)	90% on-time delivery 90% on-time delivery (AVID)	Metrics
<b>Acquisition Process</b> <i>(Data Source: Metrics)</i>	<u><b>Core:</b></u> Average cycle time for all procurements (exception: Procurement Card)  <u><b>Optional:</b></u> Average cycle time (< = \$100,000)  Average cycle time (>\$100,000)	20 calendar days cycle time (CAPS)  15 calendar day cycle time  42 calendar days cycle time	Metrics  Metrics  Metrics
<b>Good Corporate Citizenship through Purchasing</b>	<u><b>Core:</b></u> % of economic and social diversity (as a percentage of base), and local participation program goals achieved, including:  SB SDB WOSB HBCU	50% of dollars awarded to SB 15% of dollars awarded to SDB 8% of dollars awarded to WOSB 7% of educational dollars awarded to HBCU	Metrics Metrics Metrics Metrics

**Balanced Scorecard (BSC) Objectives, Measure, and Expectations for FY 1999**  
**INTERNAL BUSINESS PROCESS PERSPECTIVE**

Function: Procurement  
 Function Contact: Jon Bartlett

Performance Objective	Performance Measure	Performance Expectation	Reporting
<b>Effective Internal Controls</b> <i>(Data Source: Transactional review of subcontract and purchase order files)</i>	<b>Core:</b> Percentage of subcontracts/purchase orders in full compliance with all requirements set forth in the Procurement Operating Manual	90% in full compliance with the Operating Manual (meets or exceeds expectations – National Target)	Metrics and explanatory text
<b>Effective Utilization of Alternate Procurement Approaches</b> <i>(Data Source: Metrics)</i>	<b>Core:</b> Optimum percentage of transactions placed by users (AVID Plus transaction divided by the sum of total transactions)	80% of transactions placed by users/customers using AVID	Metrics
	<b>Optional:</b> Percentages of RFPs over \$100K issued electronically (auto fax, web)	80% of RFPs over \$100K issued electronically	Metrics
<b>Acquisition Excellence</b>	Percent of new transactions awarded competitively	95 percent	Metrics
<b>Negotiated Cost Savings</b>	<b>Core:</b> Cost savings database with performance measures for transactions and total amount of savings	Minimum of 15 transactions and total savings of at least \$500K	Metrics

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**LEARNING AND GROWTH PERSPECTIVE**

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Performance Objective	Performance Measure	Performance Expectation	Reporting
<b>Employee Satisfaction</b> <i>(Data Source: Employee Climate Survey)</i>	<b>Core:</b> Employee Satisfaction Index Employee Satisfaction Index includes data from employee surveys, focus groups, absenteeism and voluntary terminations	70% employee satisfaction rating 4% or less absence rating for all employees combined 6% or less voluntary terminations	Metrics and explanatory text
<b>Employee Alignment</b> <i>(Data Source: Employee Performance Appraisals and Performance Plans)</i>	<b>Core:</b> Employee Alignment – Percentage of employees whose actual performance is aligned with Key Success Factors	90% aligned	LMER Employee Development, Planning, and Performance Review (DPPR) process
<b>Training</b>	<b>Core:</b> Informational Meetings and Procurement Operations Training	Minimum of ten (10) core Operations courses for FY 1999	Metrics

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**FINANCIAL PERSPECTIVE**

**Function: Procurement**  
**Function Contact: Jon Bartlett**

Performance Objective	Performance Measure	Performance Expectation	Reporting
Optimum Cost Efficiency of Purchasing Operations	<u>Core:</u> Cost to Spend Ratio: Procurement Operation's costs (labor plus overhead) divided by purchasing obligations awarded.	2.1 Cost to Spend Ratio	Metrics