

LIFEWORKS BALANCED SCORECARD 2012

Purpose: To balance customer service, quality, and financial measures that support our business strategies.

INDICATORS	GOALS		MEASURES	2012 RESULTS	COMMENTS FOR 2012 MEASURES
Customers: How do we create value for our customers?	Close relationships and a thorough understanding of customer needs	1	Maintain the number of Career Development and Social Enrichment clients who say they are satisfied or very satisfied at 90% or more.		
		2	Maintain the number of families who say they are satisfied or very satisfied at 90% or more.	NA	Next survey is in 2013.
		3	Maintain the percentage of employers who say they are satisfied or very satisfied at 90% or more.		
	Service Attributes	4	Client employment: direct hire > \$8.60/hr & 17 hrs/wk		
		5	Client employment: contract > \$5.64/hr & 13 hrs/wk		
		6	Annual weekly unemployment < 10%		
		7	Increase number of volunteer hours by 5%.		
Business Processes: What must we do exceedingly well to serve our customers?	Customer Management Processes	8	Attract and retain clients resulting in the number of clients growing by at least 3.8% in fiscal services and 3.5% in day services.		
		9	Meet the budgeted fundraising goal.		
	Operations Management Processes	10	By using process improvement techniques, Lifeworks will achieve a \$300,000 benefit.		
	Innovation Processes	11	Establish system navigation processes and metrics.		
Learning and Growth: How well is Lifeworks preparing for the future?	Human Capital - skills training knowledge	12	Maintain an employee turnover rate of 15% or less. (Excludes client and employer of record employees.)		
		13	100% of employees whose work is affected are trained on all newly documented or changed processes.		TBD
		14	Attain and maintain the percentage of employees who are satisfied or very satisfied with Lifeworks at 80% or higher. (Excludes client and employer of record employees.)	NA	Next survey is in 2014
	Organization Capital - culture, leadership, alignment, teamwork	15	Train the managers to use four of the 21 Advanced Management Practices and evaluate designated managers on knowledge and skill.		Adv. Mgmt Practices #8, 9, 10 and 21
Financial: How do we ensure our long-term viability as a business?	Steady Revenue Growth	16	Achieve annual minimum revenue growth of 6%.		
	Financial Stability	17	Increase the fund balance by a minimum of three days, excluding Building our Future Together.		
		18	Maintain liquidity with current ratio at or above 2.5. (<i>current assets/current liabilities</i>)		
	Efficient Use of Resources	19	Attain and maintain days of sales outstanding to 28 days or less.		
20		Maintain an asset turnover ratio (revenue/assets) of 4.0 to 6.0.			