

**Finance and Administration Division  
Organizational Excellence Scorecard  
Strategic Measures and Initiatives – 2015-2016**

*Vision: Working Collaboratively, embracing new technologies and innovative ways of operation, we will provide best-in-class service to the Carleton Community.*

| Quadrant             | Objective   | Measure   | Long Term Target   | 15/16 Target                | 15/16 Results | Initiatives   | Accountability  | Status  |                                  |  |  |             |  |
|----------------------|---|---|--|-----------------------------|---------------|---|---|---|----------------------------------|--|--|-------------|--|
| <b>Our Customers</b> | C.1: Provide quality, responsive and helpful service. | Employee and customer satisfaction rating.  | All services at 8 or above.  | 7.5 or % of improved scores |               | C.1.1. Share and discuss with dept./unit feedback received from customer groups.  | F&A Leaders   |   |                                  |  |  |             |  |
|                      |   |   |  |                             |               | C.1.2. Review Service Excellence standards and their impact with staff.   | F&A Leaders   |   |                                  |  |  |             |  |
|                      |   |   |  |                             |               | C.1.3. There is a yearly review process to ensure websites are communicating current information and social media opportunities are considered. | F&A Leaders   |   |                                  |  |  |             |  |
|                      | C.2: Foster a culture of service excellence.          | Each dept./unit has a clear understanding of the needs and values of their key customer groups. | Services and Product offerings are meeting the needs of our customers. | Complete                    |               |   | C.2.1. Focus on the Voice of the Customer:<br>a) Gather information to understand the needs and values of Key Customer Groups.<br>b) Make changes to services and products based on customer needs. | F&A Leaders   |                                  |  |  |             |  |
|                      |   |   |  |                             |               |   | Number of depts that conduct focus groups.  | Each dept conduct regular focus groups throughout the year. | Two depts complete focus groups. |  | C.2.2. OQI to conduct focus groups with customers for two F&A Departments on level of service.         | F&A Leaders |  |
|                      |   |   |  |                             |               |   | Key Service Excellence Metrics for each dept./unit identified.  | Key Service Excellence Metrics are tracked and achieved.    | Complete                         |  | C.2.3. Develop Key Service Excellence Metrics for each department that are aligned with key processes. | F&A Leaders |  |
|                      |   |   |  |                             |               |   | Each dept./unit to externally/internally communicate Service Excellence Standards.  | Customers are aware of standards.                           | Complete                         |  | C.2.4. Communicate Service Excellence standards externally/internally.                                 | F&A Leaders |  |
|                      | C.3: Provide a safe and respectful campus community.  | Increase participation and awareness of initiatives.  |  | Complete                    |               |   | C.3.1. Promote awareness and participation in initiatives i.e. Environment Health & Safety, Healthy Workplace, Mental Health.   | F&A Leaders   |                                  |  |  |             |  |

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|---------------------------------|---|--|---|--|--|--|--|--|
| <b>Stewardship of Resources</b> | F.1 :Provide effective stewardship of university resources. | Annual, actual financial operating results for university compared to budgeted operating result.   | Positive  | Positive                                 |  | F.1.1. Continue to monitor financial results on a continuous basis for university/division, and take appropriate action in order to meet the Board of Governors directive on debt reduction. | F&A Leaders                                    |  |
|                                 |   | Full cost model developed.   |   |  |  | F.1.2. Develop full cost model for academic programs.  | AVP's Financial Services and OIRP              |  |
|                                 |   | The amount of cost savings and efficiency gained.  |   | Investigation complete                   |  | F.1.3. Investigate cost savings and efficiency opportunities.  | F&A Leaders                                    |  |
|                                 |   | The campus community is effectively engaged in the Master Plan update.                             | Maintain an up-to-date Campus Master Plan.                                  | 2015 update is completed                 |  | F.1.4. Renew Campus Master Plan.   | AVP FMP/VP F&A                                 |  |
|                                 |   | Renewal requirements are prioritized and addressed to support the primary goals of the University. | The overall condition of the facilities improves from Poor to Good.         | Annual capital renewal program completed |  | F.1.5 Effectively manage Campus Renewal Program.   | AVP FMP/VP F&A                                 |  |
|                                 | F.2: Manage risks that affect the university.               | Strategic Plan Complete.   | Complete  | Complete                                 |  | F.2.1. Explore and Implement Liability Insurance.  | AVP Financial Services                         |  |
|                                 |   | Annual Assessment complete.  | Complete  | Complete                                 |  | F.2.2. Develop Key Risk Indicators - Find top 5 risks.   | AVP Financial Services                         |  |
|                                 |   | Number of completed Business Continuity Plans.   | All departments have a Business Continuity Plan that is reviewed regularly. | 100% complete.                           |  | F.2.3. Develop a Business Continuity Plan for each dept/unity.   | F&A Leaders                                    |  |
|                                 | F.3: Formalize supplier and partner management.             | Implementation of SciQuest.  | Full implementation 2016-2017.  | Pilot complete in 2015-2016              |  | F.3.1. Phase rollout of SciQuest training to departments.  | AVP's University Services & Financial Services |  |
|                                 |   | Number of times Best Value is used.  | Where appropriate, all procurement opportunities use Best Value.            | 1 procurement project using Best Value   |  | F.3.2. Conduct Best Value purchasing processes.  | AVP (University Services) / AVP FMP            |  |
|                                 |   | Carleton Partnership Plan utilized for all large scale contracts.                                  |   | Plan completed                           |  | F.3.3. Finalize Carleton Partnership Plan.   | AVP (University Services) / AVP FMP            |  |
|                                 | F.4: Promote university sustainability.                     | Energy use reduction normalized for variable weather conditions and amount of campus space.        | Reduce energy use by 20%.   | Reduce energy use by 1%.                 |  | F.4.1. Lead operational sustainability initiatives. - Monitor energy and water consumption.  | AVP FMP and all F&A Leaders                    |  |
|                                 |   | Linkages identified.   |   | Complete                                 |  | F.4.2. Explore further sustainability linkages to research and academic programs.  | VP F&A   |  |
|                                 |   | Public awareness campaign successfully completed.  |   | Host two open houses.                    |  | F.4.3. Public awareness campaign about existing initiatives and what individuals can do to promote sustainability.   | AVP FMP, Manager, Strategic Communications     |  |

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|-----------------|--|---|-------------------------------|--|--|--|--|--|
| The Way We Work | I.1: Deliver a consistent methodology to document key processes and procedures.            | Wide-spread implementation 2016-2017.   |                               | Pilot 3 departments                              |  | I.1.1. Each department has documented their key processes.   | Director, OQI - Lead, AVP (University Services), CIO and Excellence Working Group  |  |
|                 | I.2: Utilize effective strategic, operational and governance planning to support the SIP.  | Monitoring results.   |                               | SIP results being tracked                        |  | I.2.1. Implement relevant, strategic initiatives that support the SIP.   | F&A Leaders  |  |
|                 |  | Platinum Certification.   | Platinum Level Certification. | Silver level achieved                            |  | I.2.2. Achieve Excellence, Innovation and Wellness Silver level certification.                                   | F&A Leaders  |  |
|                 |  | Communication of F&A success has been completed at every level of the division. |                               | Compete  |  | I.2.3. Communicate results through the year.   | F&A Leaders  |  |
|                 | I.3: Create an accountability framework at the divisional level.                           | Success of KPI's for each department.   |                               | KPIs are established for each dept.              |  | I.3.1. Determine department KPI's.   | F&A Leaders  |  |
|                 |  | F&A staff are aware of the progress of initiatives and strategy.                |                               | Survey results                                   |  | I.3.2. Communicate results throughout the year.  | VP F&A, Manager, Strategic Communications  |  |
|                 | I.4: Continuously improve our processes and services in an efficient and effective manner. | Wide spread implementation of Project Management Methodology.                   |                               | # of areas that have adopted project methodology |  | I.4.1. Formalize and roll out Project Management methodology where appropriate.                                  | CIO - Lead, AVP's Financial Services, FMP, Director OQI & Excellence Working Group |  |
|                 |  | Number of projects implemented.   |                               | 8 Projects                                       |  | I.4.2. Conduct continuous improvement projects (Benchmarking, Lean, Process Review).                             | Director, OQI  |  |
| Our Employees   | L.1: Provide a healthy workplace and supportive environment.                               | Evaluation of health promotions.  |                               | Meeting the needs of staff and faculty           |  | L.1.1. Provide Health Promotion workshops/information sessions/resource areas that further engage our employees. | AVP (University Services), Director, OQI,  |  |
|                 |  | Increase in participation.  |                               | Increase participation over previous year.       |  | L.1.1. a) Provide flexibility for staff to participating in Health Promotions including management.              | F&A Leaders  |  |
|                 |  | There is an increased awareness of work-life balance options.                   |                               | Staff feeling informed about their options.      |  | L.1.2. Enhance work-life balance by raising awareness of available options.                                      | AVP Human Resources  |  |
|                 |  | Successfully implemented Healthy Workplace Plan.                                |                               | Actions completed - year two                     |  | L.1.3. Implement Healthy Workplace Plan - Year Two.  | F&A Leaders  |  |
|                 |  | Mental Health Strategy Fully Implemented.                                       |                               | Actions completed - Year One                     |  | L.1.4 Implement Mental Health Strategy - Year One.   | AVP (University Services)  |  |

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| <b>Our Employees</b>  |                                  | Receive the Canada Awards for Excellence - Healthy Workplace.   | Level 4 achieved  | Level 3 certification achieved  |  | L.1.5. Achieve Healthy Workplace Level 3 certification.                      | F&A Leaders         |  |
|   |                                  | Receive the Canada Awards for Excellence - Mental Health.   | Level 4 achieved  | Level 1 certification achieved  |  | L.1.6. Achieve Mental Health at Work Level 1 certification.                  | F&A Leaders         |  |
|   |                                  | Awareness and supportive Mental Health Culture.   |   | # of participants attending training                                    |  | L.1.7. Encourage all staff to attend Mental Health training.                 | F&A Leaders         |  |
|   | L.2: Build an engaged workforce. | Key aspects of TM architecture are actively used and supported. Examples being succession planning, performance management, career development. | Talent Management broadly understood & viewed as a key framework for Human Resource management & development at CU. | Create awareness & support at Senior Leader level of CU TM architecture |  | L.2.1. Develop a Talent Management System.                                   | AVP Human Resources |  |
|   |                                  | HR Policies are actively being refreshed and approved for re-posting.   | All policies fully scrubbed and posted. Governance framework in place to ensure they stay current.                  | Finish review and redrafting of all HR policies.                        |  | a) Formalize HR Policies   | AVP Human Resources |  |
|   |                                  | Full adoption of a new performance appraisal process & cycle.   | Create linkage between pay & performance.   | Complete first new cycle.   |  | b) Implement new Performance Management system. (Admin Man and Admin Tech)   | AVP HR/F&A Leaders  |  |
|   |                                  | Implement LAPD strategy and Evaluation of programs.   | Integrated with performance management/ CD cycle.   | Overall score 4 out of 5  |  | L.2.2. Enhance Learning & Professional Development (LAPD).                   | Director, OQI       |  |
|   |                                  | Staff feel they have opportunities for Professional Development.  | Integrated with performance management/ CD cycle.   | Results of employee survey.   |  | L.2.3. Encourage staff participation in Learning & Professional Development. | F&A Leaders         |  |
|   |                                  | Completion of CL streams and evaluation of effectiveness.   |   | CL 3 cohort, 2- CL 2 cohort, 2- CL 1 cohorts                            |  | L.2.4. Implement Carleton Leader cohorts.                                    | Director, OQI       |  |
|   |                                  | Survey conducted every 3 years - Key issues integrated into strategic planning.   | 70% engagement results and 60% response rate. 2016-2017 dept action plans.  | 60% engagement results and 40% response rate.                           |  | L.2.5. Conduct Employee Engagement Survey.                                   | AVP Human Resources |  |
| <b>Mission: We contribute to Carleton's academic mission of teaching, research, and community service by providing professional services that are effective, efficient, and timely.</b> |                                  |   |   |   |  |  |                     |  |

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