



MOAA NC Council of Chapters DRAFT Scorecard February 2013 version 2



The balanced scorecard is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals. It was originated by Drs. Robert Kaplan (Harvard Business School) and David Norton as a performance measurement framework that added strategic non-financial performance measures to traditional financial metrics to give managers and executives a more 'balanced' view of organizational performance. www.balancedscorecard.org

Many of the officers have had experience with the balanced scorecard while on active duty or in the civilian/business sector. NC Council of Chapters (NCCOC) initiated a project led by COL Jeri Graham, USA, Ret., in 4th calendar quarter 2012 to develop a scorecard for the Council that could be adapted to each Chapter in the Council. The expected advantages of a common set of goals in a balanced scorecard are:

Alignment of strategic initiatives, objectives and measures that provides focus for organizational efforts.

The Balanced Scorecard provides leadership with a comprehensive picture of accomplishments and short falls

The methodology facilitates communication and understanding of business goals and strategies at all levels of an organization

Usable Results - Transforms strategy into action and desired behaviors.

Initiatives are continually measured and evaluated against established

Creates teamwork and cooperation by focusing efforts on the critical few objectives and encourages open communication and collaboration

This scorecard is designed for NCCOC but can be easily adapted to the NC Chapters.

Mission: MOAA Chapters in North Carolina come together as the North Carolina Council of Chapters (NCCOC) for mutual promotion, coordination and support for military officers and their families at every stage of life and career. NCCOC is a powerful force in speaking for a strong national defense and representing the interests of military officers and their families with the NC Legislature, local communities and national MOAA programs.

Strategy: NC Council of Chapters (NCCOC) will

1. Impact MOAA One Voice by
 - a. increased Chapter membership
 - b.
2. Impact NC Legislative ...
 - a. promote Bailey extension
 - b.
3. Support MOAA National congressional lobby events
- 4.

<p align="center">Customers and Stakeholders</p> <p align="center">Customers are active duty, retired and ex-officers. MOAA can amplify their voice. Stakeholders include National MOAA, Legislators, media, future generations (pipeline, JROTC, ROTC)</p>	<p align="center">Resources</p> <p align="center">Resources that enable to realize Mission and Strategy are the members of MOAA that allow for a strong voice. The dues from these MOAA member allow for funds to promote actions for NCCOC and Chapters</p>
<p><u>Key Elements:</u> NCCOC will support Chapters in meeting the needs of its members in order to retain, energize and involve them.</p> <p><u>Objectives:</u> Identify via a survey, the needs of customers Develop actions from the survey Promote community outreach efforts for each chapter. All Chapters develop goals and objectives (BSC format)</p> <p><u>Measures:</u> Developing needs survey for Chapter members (suggest this be standardized for Council wide use) Develop demographics survey tool to be used by all chapters Develop report from National MOAA on legislative contacts from NC MOAA members Chapters all highlight who and what we're about on their website and publications.</p>	<p><u>Key Elements:</u> NCCOC will work toward increasing membership in all Chapters, supporting MOAAs membership chapter recruiting plans. Members generate revenue and strength in meeting NCCOCs and MOAA goals. Membership provides financial support for chapters, NCCOC; dues, One Powerful Voice (legislature) and makes impact locally, to improve the health and future of MOAA. Improve the capability of chapter leadership.</p> <p><u>Objectives:</u> Meet goals of MOAA 2013 chapter recruiting Implement NCCOC Recruiting and retention Meet the informational needs of Chapters Use technology to enhance efficiency</p> <p><u>Measures:</u> Progress on implementing 2013 Chapter recruiting plan. Budgetary review of costs involved in printing materials for Council meetings Develop budget for quarterly vs 3 times/year Council meetings. Develop budget and plan for annual state wide education and collaboration meeting. Develop budget and plan for monthly teleconferences between on-site meetings.</p>
<p align="center">Internal Processes and Systems</p>	<p align="center">Learning and Growth</p>
<p><u>Key Elements:</u> NCCOC provides support to chapters through management, standardized approaches and documentation making NCCOC and Chapters more effective and efficient.</p> <p><u>Objectives:</u> Improve communications with all Stakeholders (NCCOC, Chapters, MOAA, NC MOAA Members). Provide leveraged resources and talent Evaluate current processes and systems, identify needs. Use of Technology</p> <p><u>Measures</u> Archive of best practices Define topics; bylaws, fund raising, programs/speakers, affiliated membership criteria Capture/identify current systems, prioritize that need work, assign resources, use SWOT analysis Evaluate the purpose of management reports Capitalize on the sharing of information</p>	<p><u>Key Elements:</u> NCCOC must grow leaders in the MOAA role in the Chapter and Council, in MOAA and the community, be effective in succession planning and transition and understand community needs to build a better community</p> <p><u>Objectives:</u> Meet the educational needs of Chapters Capitalize on internal resources; develop an expert pool, speakers bureau, link to technology Use electronic meeting, e.g., new president training Use of technology</p> <p><u>Measures</u> Establish a curriculum, agenda Monthly teleconferences, score card driven for administrative agenda; financials, rosters, reports, specific goals and objectives reporting Establish Mentor/mentee roles for new officers</p>



Customers and Stakeholders

Customers are active duty, retired and ex-officers. MOAA can amplify their voice. Stakeholders include National MOAA, Legislators, media, future generations (pipeline, JROTC, ROTC)

Key Elements:

NCCOC will support Chapters in meeting the needs of its members in order to retain, energize and involve them.

Objectives:

- Identify via a survey, the needs of customers
- Develop actions from the survey
- Promote community outreach efforts for each chapter.
- All Chapters develop goals and objectives (BSC format)

Measures:

- Developing needs survey for Chapter members (suggest this be standardized for Council wide use)
- Develop demographics survey tool to be used by all chapters
- Develop report from National MOAA on legislative contacts from NC MOAA members
- Chapters all highlight who and what we're about on their website and publications.

Learning and Growth

Key Elements:

NCCOC must grow leaders in the MOAA role in the Chapter and Council, in MOAA and the community, be effective in succession planning and transition and understand community needs to build a better community

Objectives:

- Meet the educational needs of Chapters
- Capitalize on internal resources; develop an expert pool, speakers bureau, link to technology
- Use electronic meeting, e.g., new president training
- Use of technology

Measures

- Establish a curriculum, agenda
- Monthly teleconferences, score card driven for administrative agenda; financials, rosters, reports, specific goals and objectives reporting
- Establish Mentor/mentee roles for new officers

Internal Processes and Systems

Key Elements:

NCCOC provides support to chapters through management, standardized approaches and documentation making NCCOC and Chapters more effective and efficient.

Objectives:

- Improve communications with all Stakeholders (NCCOC, Chapters, MOAA, NC MOAA Members).
- Provide leveraged resources and talent
- Evaluate current processes and systems, identify needs.
- Use of Technology

Measures

- Archive of best practices
- Define topics; bylaws, fund raising, programs/speakers, affiliated membership criteria
- Capture/identify current systems, prioritize that need work, assign resources, use SWOT analysis
- Evaluate the purpose of management reports
- Capitalize on the sharing of information

Resources

Resources that enable to realize Mission and Strategy are the members of MOAA that allow for a strong voice. The dues from these MOAA member allow for funds to promote actions for NCCOC and Chapters

Key Elements:

NCCOC will work toward increasing membership in all Chapters, supporting MOAAs membership chapter recruiting plans. Members generate revenue and strength in meeting NCCOCs and MOAA goals. Membership provides financial support for chapters, NCCOC; dues, One Powerful Voice (legislature) and makes impact locally, to improve the health and future of MOAA. Improve the capability of chapter leadership.

Objectives:

- Meet goals of MOAA 2013 chapter recruiting
- Implement NCCOC Recruiting and retention
- Meet the informational needs of Chapters
- Use technology to enhance efficiency

Measures:

- Progress on implementing 2013 Chapter recruiting plan.
- Budgetary review of costs involved in printing materials for Council meetings
- Develop budget for quarterly vs 3 times/year Council meetings.
- Develop budget and plan for annual state wide education and collaboration meeting.
- Develop budget and plan for monthly teleconferences between on-site meetings.

**BALANCED
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