

Pierce County Library System's Balanced Scorecard Management System
Internal Communications Strategy
March 20, 2007

Introduction

Since 2005, Pierce County Library System has been using a strategic management process called Balanced Scorecard Management System. It is a tried and true method of managing for today and the future, which was developed at Harvard University. Washington State government, many other state governments, libraries, and private sector companies across the country have and are using this business management approach.

It is premised on the customer, running the business, deliverer of services—employees, and financial resources. The four primary tenant or principles of Pierce County Library's balanced scorecard mirror that premise:

- Optimizing service to customers.
- Effectively running libraries.
- Developing skilled employees.
- Efficiently managing resources.

Communication Goals

1. Inform and involve staff with the concept of the balanced scorecard and strive for their engagement with this management tool.
2. Position the balanced scorecard as the Library's strategic management tool.
3. Move staff and managers toward use and value of the balanced scorecard from planning to practice.

Audiences

Pierce County Library staff

Messages

1. Since 2005, Pierce County Library System has been using the Balanced Scorecard Management System for its strategic management processes.
2. The balanced scorecard is a proven management process developed at Harvard University.
3. Washington State government, many other state governments, libraries, and private sector companies across the country have and are using this business management approach.

4. It is premised on the customer, running the business, deliverer of services—employees, and financial resources. The four primary tenant or principles of Pierce County Library’s balanced scorecard mirror that premise:
 - Optimizing service to customers.
 - Effectively running libraries.
 - Developing skilled employees.
 - Efficiently managing resources.

5. The scorecard is actually a way of keeping score or tallying, because it has objectives, measures of progress, targets or specific dates to affect a change or produce a measurable outcome or product, and initiatives or actions to achieve objectives.

6. The balanced portion is to ensure all four perspectives: the customer, business or internal processes, financial, and employee learning and growth are considered and being addressed for optimal improvement and performance, without weighing too heavily on one perspective at the expense of another.

7. The Library has an overall balanced scorecard, which the Library’s Leadership Team has the primary responsibility to oversee, implement, and achieve. Within departments and across the Library, managers have worked with staff to create balanced scorecards within departments to affect planning and implementation of measurable initiatives.

Tactics and Activities

Project/Product	Lead Staff	Target Date
Crisp, succinct talking points posted on staff Web bulletin board and staff room and department bulletin boards.	Mary	Draft: April 17, 2007 Review: April 24 Final: May 1
Put: vision, on the back of all staff business cards.	Carol S.	Beginning April 1, as requests for updates, new, renewals are made
Update staff on the status of Library leadership team’s balanced scorecard with staff, using staff Web’s bulletin board as the vehicle.	Neel/Deanna	Beginning April 2 and then quarterly
Post Library and departmental balanced scorecards on staff web, department pages.	Steve C./Deanna/Naomi	April 2

Update, review departmental balanced scorecards at monthly staff meetings.	Department Heads/Managing Librarians	April 2, monthly
Develop guidance to involve customer in proposed Library projects or processes to ensure customer-focus.	Mary	Draft April 17 Review April 24 Final May 1
Share PowerPoint presentation of balanced scorecard at Regional Branch Staff Meetings. Discuss values.	Carol B./Rose/David	May-July 2007
At Branch Staff Meetings will develop customer-focused initiative(s) for individual branches.	Managing Librarians	August-October 2007