

In the Public Interest: Balanced Scorecard at MITRE

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Agenda

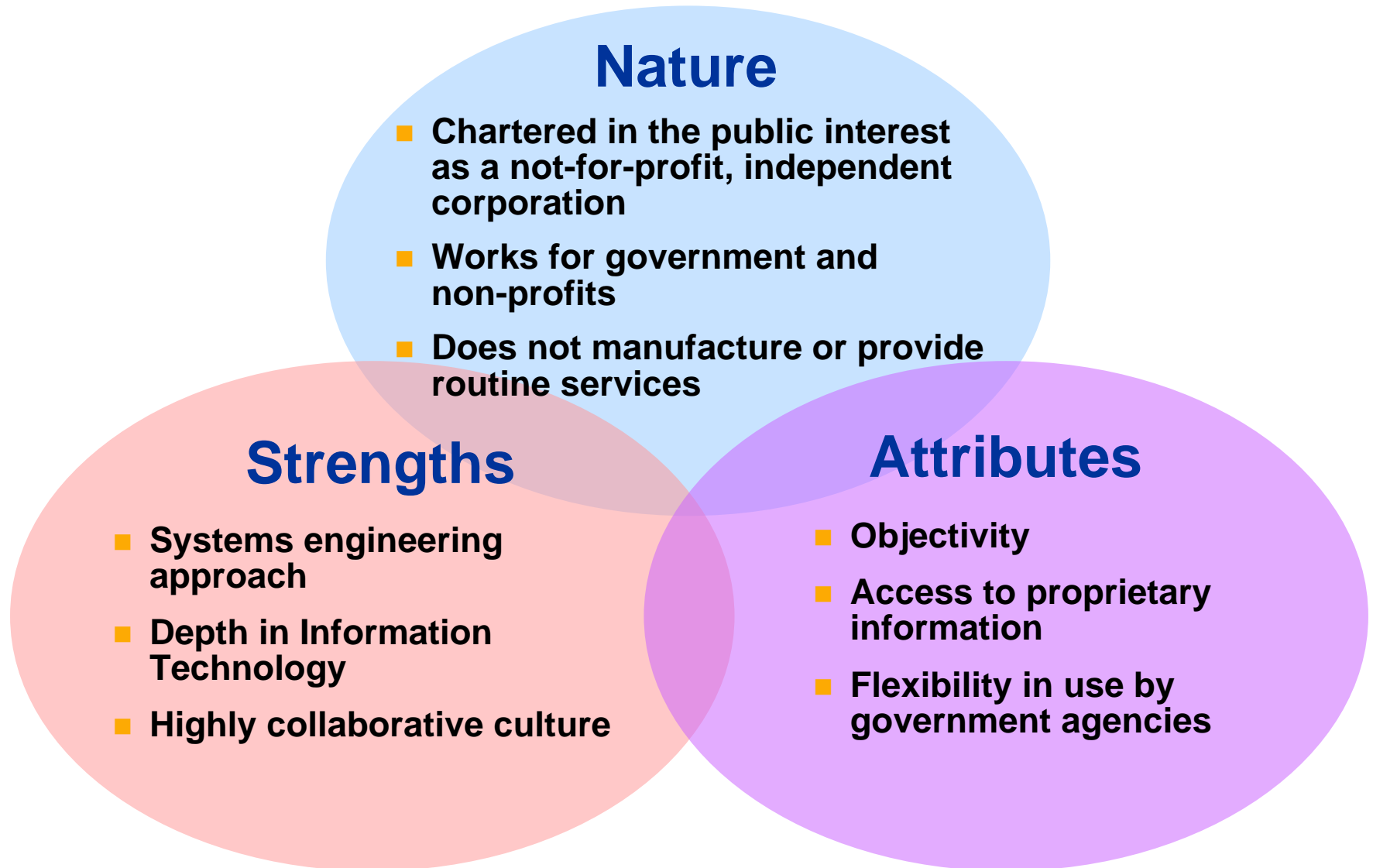
- **MITRE Overview**
- **Our Challenges**
- **The Balanced Scorecard Process**
- **Lessons Learned**

Our Mission

As a national resource, MITRE works in partnership with the government to serve the public interest. We address issues of critical national importance that require a unique combination of systems engineering and information technology, developing innovative solutions to some of the government's most complex technological challenges.



MITRE is Unique



Our Challenges

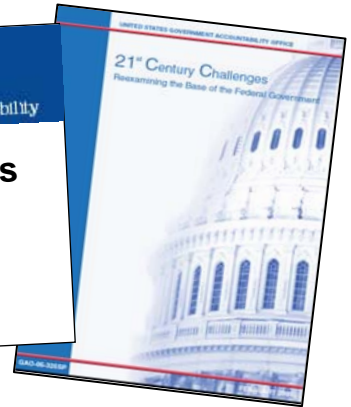
The New York Times

President Makes It Clear: Phrase Is 'War on Terror'

President Bush publicly overruled some of his top advisers on Wednesday in a debate about what to call the conflict with Islamic extremists, saying, "Make no mistake about it, we are at war."



Health Care Challenges
for the 21st Century
GAO-05-325SP
February 2005



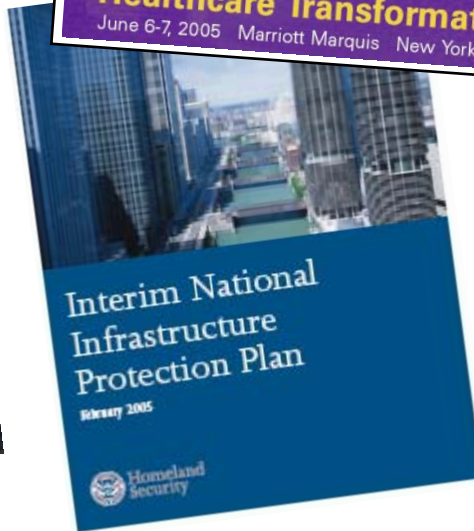
Healthcare IT News

THE NEWS SOURCE FOR HEALTHCARE INFORMATION TECHNOLOGY

HIMSS Summit
**Achieving National
Healthcare Transformation**
June 6-7, 2005 Marriott Marquis New York, New York

Healthcare IT Investment Critical to U.S. Economy

Feds Seek National Health
Information System Prototype



Enduring Goals

- **Focus on the nation's most critical needs**
- **Become more integral to our sponsors' missions**
- **Provide best-in-class value to our customers**
- **Create a highly-engaged workforce and world-class work environment**

The Balanced Scorecard Process: An Unorthodox Approach

- **Started with shared Officer Objective**

Continue to develop within MITRE a well-defined discipline for enterprise systems engineering, which encompasses and enriches traditional systems engineering, apply it to our work, and be recognized externally for this expertise

- **Expanded to Center (FFRDC) level**

MITRE Objective 2A – Current Situation

Objective 2A leaders developed this view of the current and desired future states.

| Topic | From | To... |
|--|---|---|
| Commitment to FRED | Top-down, limited | Self-motivated, reinforced |
| Strategic awareness and communication of FRED | Pockets of knowledge about FRED, limited, sporadic, chaotic | Broad understanding, rich content |
| Core competency | TSE (we think), inconsistent | Demonstrable application of TSE <i>and</i> FRED |
| Knowledge management | Local, disconnected, incomplete, available but not fully leveraged | Globally integrated, analyzed, acted upon |
| Enabling technologies | Product based, well-defined, bounded systems | Web, global, boundary- spanning, convergence with commercial apps, net-centric, complexity and behavioral science |
| Primary impact on customers | Individual program success | Program <i>and</i> extended enterprise mission success |
| Practice of executing FRED | <i>Ad hoc</i> , historical basis, reactive or responsive, uneven accountability | Consistent, evolutionary, learning-based, adaptive, institutionalized consideration and accountability |
| Clarity of FRED | Need to call it FRED, because we can't agree otherwise | Shared understanding of FRED and Mitre's role |
| Project leader expectation and accountability | Know the program, meet requirements, technical and engineering focus | Know context, avoid stovepipes, "whatever it takes" behaviors, business and customer savvy in <i>everyone's</i> DNA, mobilizing MITRE resources |
| MITRE reputation with regard to FRED leadership | Good technical people, player among others | <i>Be</i> the standard, not just another player, known as leaders in FRED ideas <i>and</i> practice |
| Organization approach, structure, and migration path | Individual ownership model, stovepipe business model | Shared ownership model, yet sustained personal accountability, flexible business model |

Objective 2A Strategy Map



Focus on the nation's most critical needs

Objective 2A: Continue to develop within MITRE a well-defined discipline for enterprise systems engineering, which encompasses and enriches traditional systems engineering, apply it to our work, and be recognized externally for this expertise

Become more integral to our sponsors' missions

S1 – “Anticipate needs, avoid surprises, and tell us the brutal truth”

S2 – “Drive integration and interoperability”

S3 – “Leverage your depth, breadth, and relationships”

S4 – “Help us achieve mission success”

Provide best-in-class value to our customers

Definition

V1- Evolve and communicate TSE and ESE knowledge

Application

V2 – Develop and articulate the TSE and ESE value proposition

V3 – Nurture trusted strategic relationships to influence decisions affecting enterprise outcomes

V4 – Institutionalize and consistently apply disciplined TSE and ESE processes to advance customers' missions

Reputation

V5-Brand MITRE as a leader in ESE as well as TSE

Cultivate a highly-engaged workforce and world class work environment

W1 – Incorporate ESE and TSE systems thinking into MITRE's mindset

W2 – Leverage and enhance TSE foundational excellence and build ESE capability

W3 – Deepen understanding of customers' changing missions and environment

Sample Measures

| Objective | Measure |
|---|---|
| S1: “Anticipate needs, avoid surprises, and tell us the brutal truth” | Percentage of major changes in direction that were anticipated in the shared watch list |
| V3: Nurture trusted strategic relationships to influence decisions affecting enterprise outcomes | Percentage of MITRE organizations that use value metrics to increase our mission impact |
| V5: Brand MITRE as a leader in ESE as well as TSE | Distribution of (1) invitations to chair and participate in professional events, (2) technical contributions to professional events and publications |
| W1: Incorporate ESE and TSE systems thinking into MITRE’s mindset | Percentage of employees who are familiar with ESE and TSE systems thinking and can recognize which problems need which approach to solve |

Objective 2A Initiative Matrix

| | | 101 - AF ESE | 102 - CIIS ESE | 103 - ESE specific processes | 104 - ESE Deskbook | 105 - C3I ESE Research | 106 - Collaborative e research | 107 - CIIS Social Science Program | 108 - ESE Capstone | 109 - GIG Council | 110 - ESE/TSE certification | 111 - SE Competency Model | 112 - ESE Challenge Case | 113 - WC3 Lecture Series, TEMS etc. | 114 - Publish TSE and ESE papers, | 115 - Influence INCOSE | 116 - DHS ESE Officer Objective 4 |
|---|---|--------------|----------------|------------------------------|--------------------|------------------------|--------------------------------|-----------------------------------|--------------------|-------------------|-----------------------------|---------------------------|--------------------------|-------------------------------------|-----------------------------------|------------------------|-----------------------------------|
| Become more integral to our sponsors' missions | S1 - "Anticipate needs, avoid surprises, and tell us the brutal truth" | | | | | | | | | | | | | | | | |
| | S2 - "Drive integration and interoperability" | | | | | | | | X | | | | | | | | |
| | S3 - "Leverage your depth, breadth, and relationships" | | | | | | | | X | | | | | | | | |
| | S4 - "Help us achieve mission success" | | | | | | | | X | | | | | | | | |
| Provide best-in-class value to our customers | V1 - Evolve and communicate TSE and ESE knowledge | X | X | | X | X | | | | | | | | | | X | |
| | V2 - Develop and articulate the TSE and ESE value proposition | X | | | | | X | | | | | | | | | | |
| | V3 - Nurture trusted strategic relationships to influence decisions affecting enterprise outcomes | | | | | | | | | X | | | | | | | |
| | V4 - Institutionalize and consistently apply disciplined TSE and ESE processes to advance customers' missions | | | | | | | | | | | | | | | | |
| | V5 - Brand MITRE as a leader in ESE as well as TSE | | | | X | X | X | | | | | | | | | X | |
| Cultivate a highly-engaged workforce and world class work environment | W1 - Incorporate ESE and TSE <i>systems thinking</i> into MITRE's mindset | | | | | | | | | | | X | | | | | |
| | W2 - Leverage and enhance TSE foundational excellence and build ESE capability | | | | X | | | | | | | X | | | | | |
| | W3 - Deepen understanding of customers' changing missions and environment | | | | | | | | | | | | | | | | |

Lessons Learned

- 1. Make it a priority at the senior level**
- 2. Develop a complete project plan at the beginning of the process**
- 3. Rely on a small group to develop the map, objectives, and measures**
- 4. Compress the time to develop the map, objectives and measures**
- 5. Resist the urge to wordsmith excessively**
- 6. Don't wait until your measures are perfect**
- 7. Get experience using the measures before managing the initiatives**