

In the Public Interest: Balanced Scorecard at MITRE

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MITRE Corporation

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Agenda

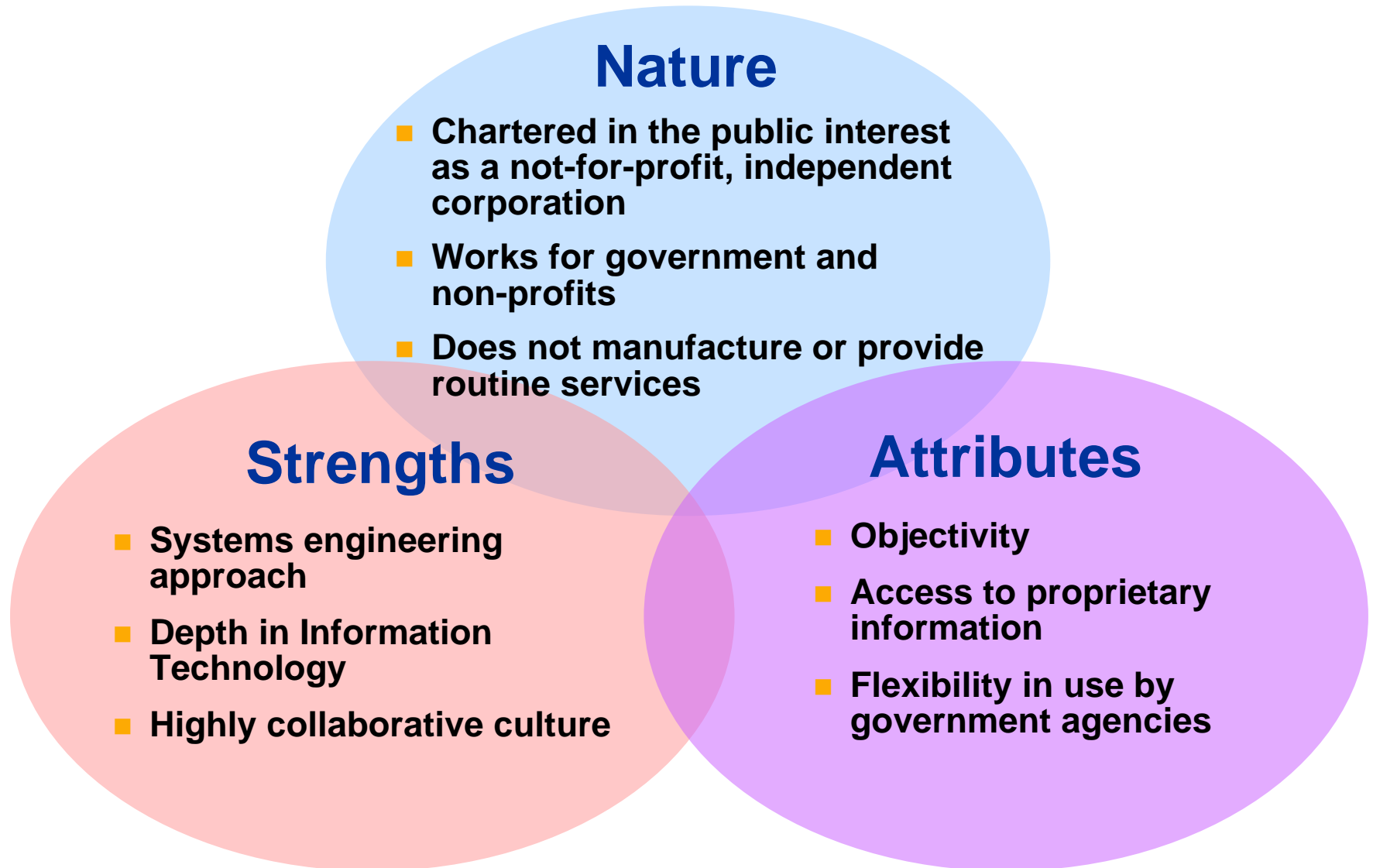
- **MITRE Overview**
- **Our Challenges**
- **The Balanced Scorecard Process**
- **Lessons Learned**

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

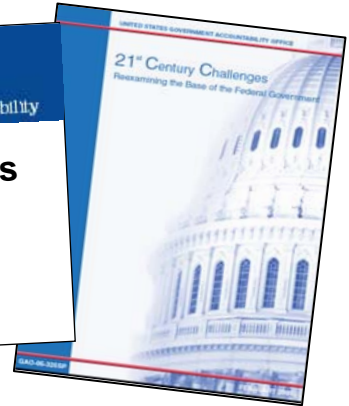
The New York Times

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



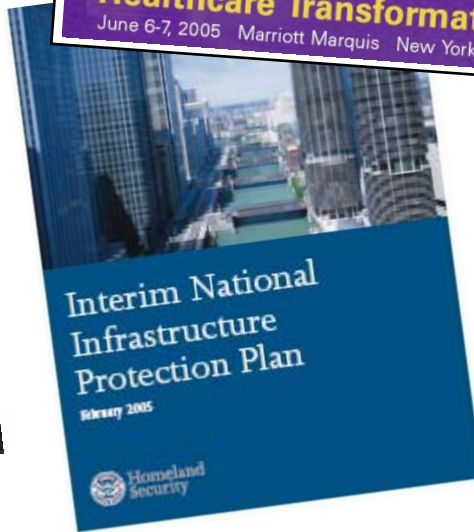
Healthcare IT News

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

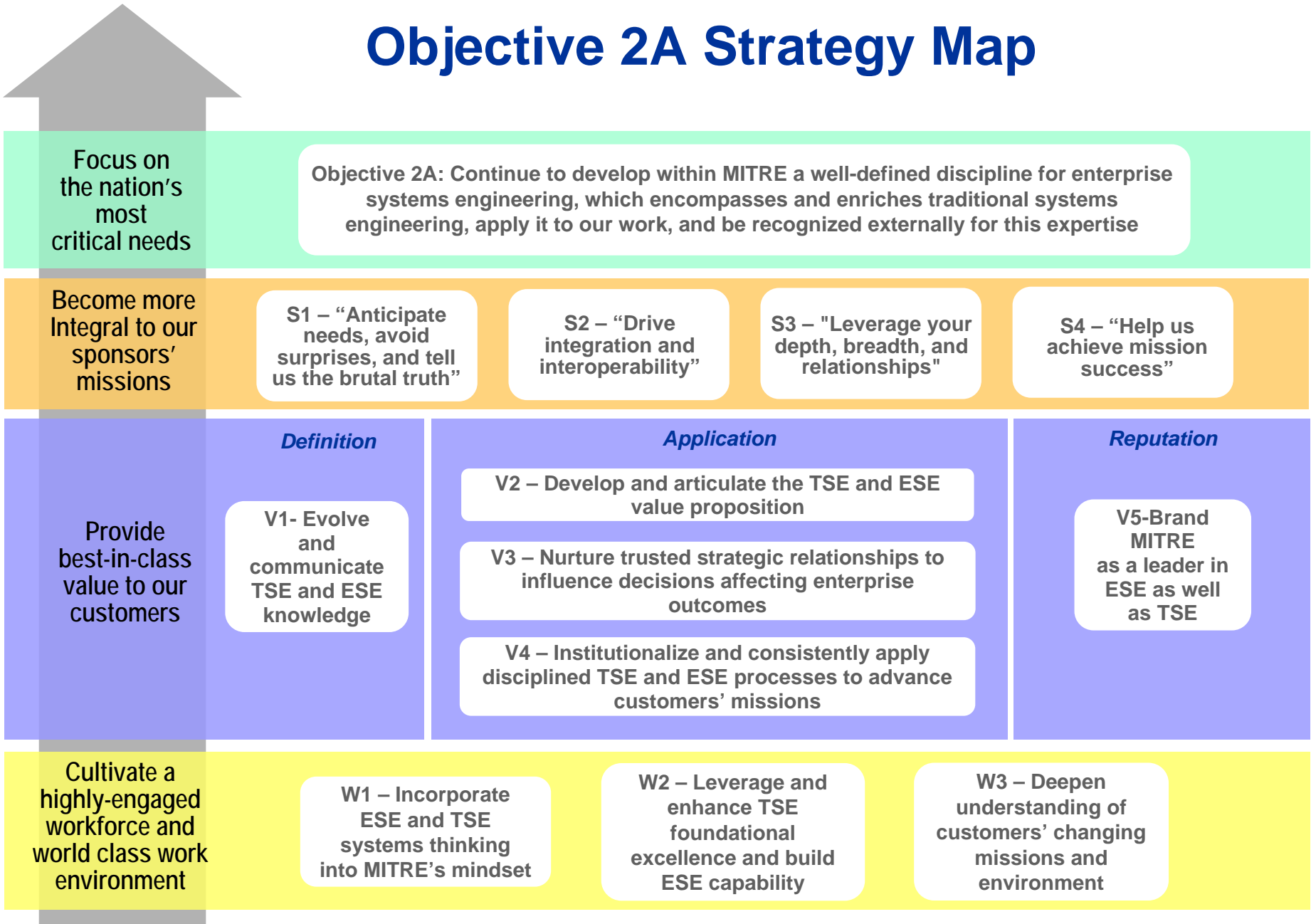
- **Expanded to Center (FFRDC) level**

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



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**