

**SHRM-KC Balanced Scorecard
Dec-09**

Perspective	Strategic Objective	Key Metrics	Measurement Frequency	2008 Performance	Current Period Performance	3 - Stretch	2 - Goal	1 - Caution	Raw Score	Weight (%)	Subtotal Score
Preserving Financial Stability	Grow Revenue Through Increased Participation	% of Budget Achieved	Quarterly	288.5%	-15%	110.0%	100.0%	90.0%	0	12.5%	0.00
Serving the Professional	All	% of Members Who Are "Very Satisfied" from Member Satisfaction Survey Results	Annual	42.5%	42.9% for 2009	50.0%	45.0%	40.0%	1	12.5%	0.13
Improving Internal Processes	Grow Membership in Strategic Areas	% Growth in Net Membership (Recorded Quarterly as a YTD Cumulative Metric Toward Annual Target)	Quarterly	Jan 2007 712 Jan 2008 731 = 2.6% Growth	-31.4%	15.0%	10.0%	5.0%	0	12.5%	0.00
	Improve On-Boarding Process	% of New Members Who Renew Membership After 1st Year (Recorded Monthly as a YTD Cumulative %)	Monthly		52%	58.0%	53.0%	48.0%	1	12.5%	0.13
	Improve On-Boarding Process	% of New Members Who Are "Very Satisfied" from New Member Satisfaction Survey Results	Semi-Annually	N/A	60%	50.0%	45.0%	40.0%	3	12.5%	0.38
	Enhance Technology	Webinar Participants as a % of Annual Goal (Recorded Quarterly as a YTD Cumulative Metric Toward Annual Target of 200 Participants).	Quarterly (Cumulative)	N/A	34%	35.0%	25.0%	15.0%	2	12.5%	0.25
Advancing the Profession	Deliver Quality/Timely Programs	% of Attendees Who Are Satisfied with the Monthly Program from Post Program Survey Results	Bi-Monthly (Cumulative)	N/A	75%	50.0%	45.0%	40.0%	3	9.0%	0.27
	Deliver Quality/Timely Seminars	% of Attendees Who Are Satisfied with the Seminar from Post Seminar Survey Results	Bi-Monthly (Cumulative)	N/A	86%	50.0%	45.0%	40.0%	3	8.0%	0.24
	Deliver Quality/Timely Webinars	% of Attendees Who Are Satisfied with the Webinar from Post Webinar Survey Results	Bi-Monthly (Cumulative)	N/A	100%	50.0%	45.0%	40.0%	3	8.0%	0.24
										Actual	1.63
										Goal	2
										Stretch	3