<table>
<thead>
<tr>
<th>HR Scorecard</th>
<th>Workforce Scorecard</th>
<th>Balanced Scorecard</th>
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</thead>
</table>

**HR Systems**
- Align
- Integrate
- Differentiate

**HR Workforce Competencies**
- Strategic Partner
- Change Agent
- Employee Advocate
- Administrative Expert

**Workforce Mindset and Culture**
- Does the workforce understand our strategy, embrace it, and do we have the culture we need to support strategy execution?

**Workforce Competencies**
- Work Design
- Staffing
- Development
- Perf. Management
- Rewards
- Communication

**Workforce Behavior**
- Are the leadership team and workforce consistently behaving in a way that will lead to achieving our strategic objectives?

**Customer Success**
- What specific customer desires and expectations must be satisfied?

**Financial Success**
- What specific financial commitments must be met?

**Workforce Success**
- Has the workforce accomplished the key strategic objectives for the business?

**Operational Success**
- What specific internal operational processes must be optimized?

**Are the leadership team and workforce consistently behaving in a way that will lead to achieving our strategic objectives?**

**Does the workforce, especially in the key or “A” positions, have the skills it needs to execute our strategy?**

**Does the workforce understand our strategy, embrace it, and do we have the culture we need to support strategy execution?**

**Has the workforce accomplished the key strategic objectives for the business?**

**What specific financial commitments must be met?**

**What specific customer desires and expectations must be satisfied?**

**What specific internal operational processes must be optimized?**