

CMR+ - Frequently Asked Questions

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WHAT is the CMR+? The CMR+ introduces a corporate and strategic focus to the quarterly performance review for the Chief of Engineers, Deputy, and Board of Directors. CMR+ provides an overview of how well USACE is achieving its corporate goals and objectives. The “plus” enhances the CMR discussion through targeted strategic questions and Command-wide performance measures resulting in strategic measures. The CMR+ will consist of “above the line” measures. Above the line measures are systematic, Corps-wide and long-term. They facilitate our evaluation of corporate health, development and readiness. Programmatic, MSC and District measures, which characterize the current CMR, now fall “below the line.” Below the line measures do not necessarily need to be discussed as they are reported in other forums or addressed on a case-by-case basis with the Chief of Engineers. Below the line measures may be elevated above the line if they have implications for corporate performance or corporate corrective action.

WHY are we switching from the CMR to the CMR+? The Chief and the senior leaders of the Corps need timely information to steer us and to guide the Corp’s future course. By the time the leadership receives the Program reviews in the current CMR, it is often too late for problem prevention or intervention, only reaction. It is also difficult to ascertain if we are accomplishing our strategic goals and objectives.

WHAT is the desired outcome of the CMR+? The CMR+ will help us gauge the corporate health and success of the Corps in terms of accomplishments that add value to the Army, DoD, and the Nation. The CMR+ will also turn the focus away from operational activities (what we did) toward corporate, systemic, and strategic issues-- what we should do, what we can do, what we are doing to move toward our desired future.

WHO is the target audience for the CMR+? The target audience is the senior leadership of the Corps, but the entire Corps will find the CMR+ information useful for describing the “big picture” of where USACE is going and how well we are doing collectively in getting there.

HOW will the CMR+ assist my organization with daily operations? The CMR+ will assist organizations in aligning their Campaign and Operations Plans to the Strategic Vision. The CMR+ will help organizations get a sense of where they fit in the big picture and will provide concrete feedback on how we are meeting customers’ expectations corporately (across all functions).

WHAT is the value-added to my organization, especially to the employees, in using the CMR+? The value-added of the CMR+ is to align everyone toward a shared set of strategic objectives and performance measures.

WHO is responsible for the CMR+ process? The Strategic Management Board’s *Performance Measurement Focus Team* is developing the CMR+ concept, and the Office of the Deputy Chief of Staff for Resource Management at HQUSACE will implement and track the CMR+.

WHAT is the schedule for the CMR+? The CMR+ will follow the same schedule as the current CMR.

WHAT are the associated costs in implementing the CMR+? Firm costs are unavailable at this time. The need for new information could be a cost driver. Every attempt is being made to draw upon data from current systems and databases.

WHAT is the Balanced Scorecard and how does it relate to the CMR+?
WHAT does “balance” mean? The Balanced Scorecard is a strategic management process that assesses types of success criteria – or performance measures (results) – which an organization uses to excel in achieving its corporate vision and mission purposes. It balances key dimensions of performance: Mission, Client/Customer, Capability & Innovation, and Business Practices. Performance measures are developed for each dimension to ensure that key success areas are addressed and balanced across these dimensions. Our performance measurement system will consist of scorecards at multiple tiers: Corporate, HQ Programs, Regional (MSCs), and Local (Districts).

The CMR+ will summarize performance and progress toward the Strategic Vision in terms of the Corporate Scorecard. The Strategic Management Board is developing the Corporate Scorecard. HQUSACE Program Directors will develop the Programs Scorecard. Division or MSC Commanders and their management teams will develop the Regional Scorecards. And District Commanders and their teams will develop the Local (District) Scorecards.

DOES the “+” mean more requirements? Since the CMR+ is still developing, the requirements may be less, equal, or more than those of the CMR. At this point in the development effort, we do not think the “+” will add more requirements on the field. Most of the data should be in existing systems or should be generated by HQ as in forecasting opportunities for future program growth or direction. The critical aspect is that performance measures for the CMR+ will be corporate and strategic and fill a critical void in our performance measurement practices which currently focus on retrospective operational views.

WHAT reports will the CMR+ eliminate? It is too early to say. What is more important is the needed change in behavioral expectation at the CMR+. To succeed, CMR+ requires abandonment of the grading and competitive behavioral elements in order to support the corporate dialogue to probe the corporate implications of performance information.

IS there computer software available (or to be issued) to assist in capturing, tracking, and analyzing the CMR+ data? Commercial off-the-shelf (COTS) software is available to run a Balanced Scorecard performance management system. USACE will use current systems and later determine whether or not to purchase BSC software to support the CMR+.

HOW is the CMR+ information used? The CMR+ will be used for strategic planning and management purposes: to summarize corporate information, to spotlight trends and patterns, and to highlight needs and issues, and to pursue smart opportunities. The intent is not to use the information to focus explicitly on rating or ranking individual organizations. Results will be summarized in corporate reports such as the Quarterly Army Performance Review, the Government Performance and Results Act (GPRA) Annual Performance Report, the Chief Financial Officer’s (CFO) Report, and

other documents that require reporting results. GPRA and CFO information may be shared with other organizations.

WHO evaluates the CMR+? The Chief and the Board of Directors evaluate the performance results and answers to the questions presented and discussed in the CMR+. A “good” CMR+ is one that stimulates spirited discussion about issues that are important to the Command and the Corps’ future.

WHAT are the performance criteria for evaluating the CMR+ process? The CMR+ will be evaluated by actual progress in achieving the Strategic Vision.

WHAT is the status of CMR+? The CMR+ is in the development phase. The aim is to begin implementation during the Senior Leadership Conference in August 1999 using 3rd Qtr data.

WHAT IS THE RELATIONSHIP BETWEEN THE CMR+ AND...

The CCG? The Campaign Plans? The Operations Plans? The Consolidated Command Guidance (CCG) summarizes the strategic questions and performance measures that are paid attention by the Command. The strategic questions and performance measures will be expressed in a Balanced Scorecard framework. Linked Balanced Scorecards will align the Campaign Plans and Operations Plans.

GPRA? APIC? The CMR+, GPRA, and APIC share a results orientation and attention to strategic management of the total organization. The CMR+, GPRA, and APIC are all oriented toward achieving high-quality results that matter to customers.

CEFMS? CEFMS data may be useful in providing performance data for the CMR+.

CORPORATE OUTREACH? The CMR+ is linked to corporate outreach by measuring customer expectations and satisfaction.

DOES the CMR+ address the high overhead issue? The CMR+ and the CMR are both instrumental in highlighting ideas and processes for decreasing operational costs.