

Cascading Strategy Through Organizational Buy In

CAROL RAVEN
DIRECTOR, BUSINESS PERFORMANCE

JUNE 5, 2019



CPA

CHARTERED
PROFESSIONAL
ACCOUNTANTS
CANADA

COMPTABLES
PROFESSIONNELS
AGRÉÉS
CANADA

Agenda

- ✓ About CPA Canada
- ✓ Our Journey
- ✓ Challenges
- ✓ Benefits
- ✓ What's next?

About CPA Canada

Mission:

CPA Canada enhances the influence, relevance and value of the Canadian CPA profession by:

- Acting in the public interest
- Supporting its members
- Contributing to economic and social development

Vision:

The Canadian CPA is the pre-eminent, globally respected business and accounting designation

About CPA Canada

CPA Canada

Support
standard
setting

Offer the CPA
certification
program

Offer
professional
development

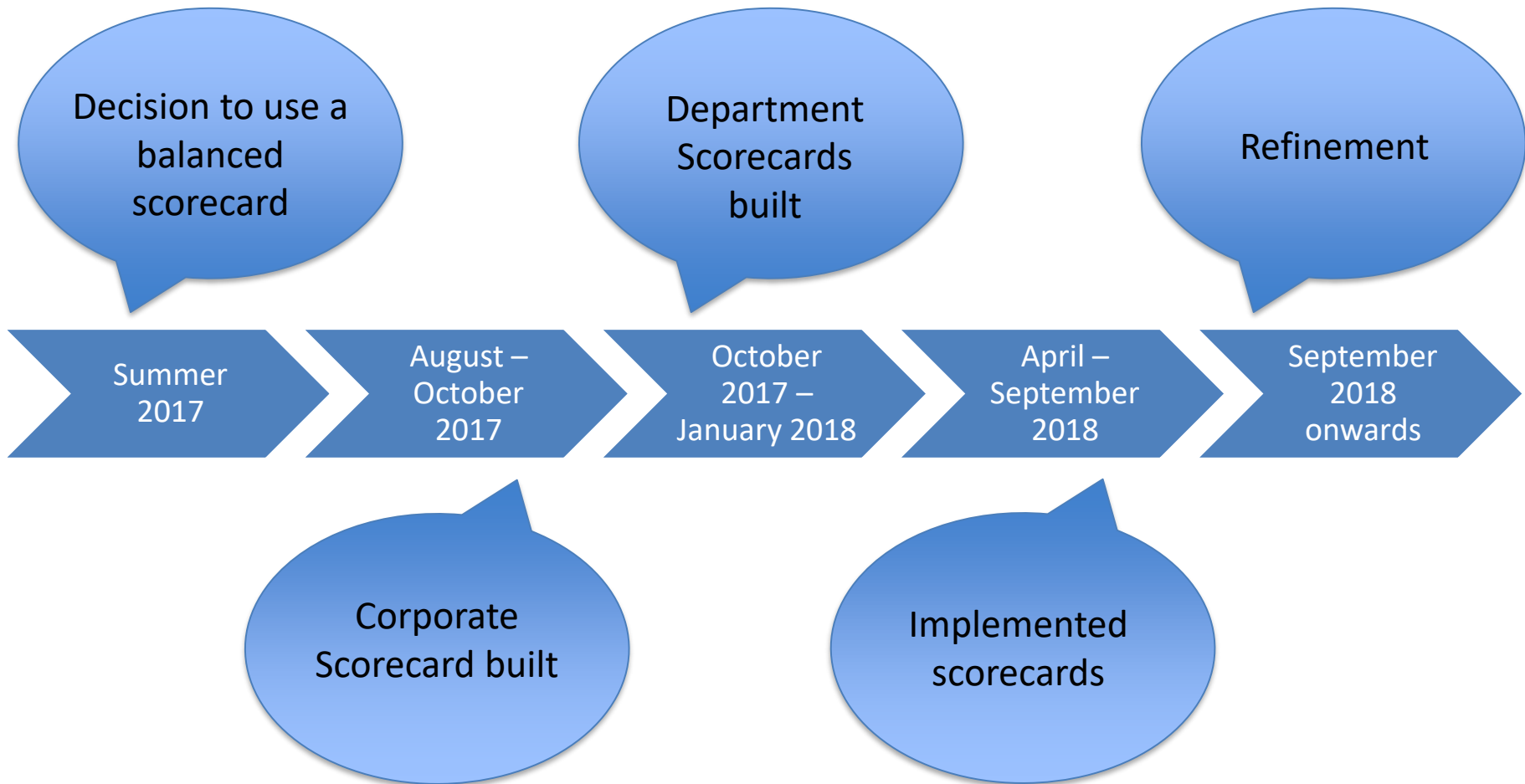
Community
and
stakeholder
engagement

Provide
guidance and
thought
leadership

Advocate for
our members
and the
public
interest

Toronto Vancouver Montreal Ottawa

Our Journey ...



Key Takeaways

Common Language

- Clear definitions
- Guidance provided

Change Management

- New process
- Clear & concise communication

Lunch 'n Learns

- All employee event
- ClearPoint access to all employees

Quarterly Admin Meetings

- Touch base
- engagement

ClearPoint Support

- Customer focus
- Training on 'OUR' data

CPA Canada Balanced Scorecard Framework

How strategy aligns to individual performance

Reporting/Reviews

Balanced Scorecard

Incentive Plan Program

CPA Canada
Vision/Mission

- **Quarterly updates** to Board/ all team members
- Lag/lead measures for each strategic objective to be included in report



Corporate Scorecard/ Strategy Map

Annual business plan, strategic objectives, corporate KPIs

- **Corporate KPIs** for each strategic objective focused on stakeholder satisfaction, financial stewardship, achievement of major strategic objectives/projects

- **Monthly review** within each department of all KPIs
- Objective is to calibrate priorities within team, shift resources as required and celebrate successes



Department Scorecard/ Strategy Map

Department KPIs aligned to strategic objectives

- **Department assessment**
Common set of KPIs across all departments
+
- Department specific KPIs

- **Quarterly review** (*minimum*)
- Ensure your performance plan is aligned with your team's priorities, clear direction is provided and sufficient resources available to achieve success



Individual Scorecard

Performance plan

- **Individual objectives**
+
- Values-based behaviours assessment/competencies

Challenges

- Not everyone is using the tool
- Feels like a duplicate of work
- Another thing to do
- Big Brother is watching
- Implementation was fast
- Very manual
- Formula's hard to review

Benefits

- Transparency
- Accountability and focus
- Better understanding of what others do
- Consistency across the organization
- Better analytic opportunities
- Excellence Canada Silver Certificate

What's next?

- Data connections with our BI tool
- Utilize reporting functionality
- Integrating risk

Questions?