

CORPORATE BALANCED SCORECARD **LEARNING & GROWTH PERSPECTIVE**

- The Company
- Balanced Scorecard: Four Perspectives
- Learning and Growth Perspective
 - Goals
 - Measures
 - Targets
 - Accountability
 - Initiatives

PUBLIC SERVICE OF NEW MEXICO (PNM)

- Largest Investor-Owned Utility in New Mexico
- Serving New Mexico since 1917
- Business Demographics
 - 369,000 Electric Customers
 - 435,000 Gas Customers
 - \$1.6 billion revenue
 - 2667 employees
- Balanced Scorecard Initiative
 - Started in 1996
 - Staffed by Planning Office + Organization Development and Business Innovation
 - Supported by Management Committee
- All business confidential information has been removed and some details added to increase usefulness to Balanced Scorecard Interest Group

CORPORATE BALANCED SCORECARD

- **FINANCIAL PERSPECTIVE:** Attract investors by being investment grade, having a competitive stock valuation and growing net earnings.
- **PROCESS AND SYSTEMS PERSPECTIVE.** Develop business structures, processes and practices that support our success in a complex market environment
- **CUSTOMER PERSPECTIVE:** Position the company to be the preferred provider of energy and services
- **LEARNING AND GROWTH PERSPECTIVE:** Foster a work environment where talented and diverse people are challenged to innovate, capitalize on the forces of change, and grow in order to accomplish our customer and financial goals.

NUMBER OF GOALS, MEASURES, TARGETS & INITIATIVES

PERSPECTIVE	GOALS	MEASURES & TARGETS	INITIATIVES
FINANCIAL	2	6	6
PROCESS & SYSTEMS	3	12	17
CUSTOMER	2	9	17
LEARNING & GROWTH	2	7	6
TOTAL	9	34	46

LEARNING AND GROWTH PERSPECTIVE

- Foster a work environment where talented and diverse people are challenged to innovate, capitalize on the forces of change, and grow in order to accomplish our customer and financial goals.

GOAL #1: All of us have knowledge and competencies that match the competitive, customer-oriented environment

Measures	Targets	Accountable	Initiatives
Completion of needs model and learning delivery plan	Model completed by 19XX, plan completed By 19XX, etc.	ODBI	Develop needs model Design or select training
Percentage of employees that have received training	Deliver training to X% by 19XX, Y% by 19XX, etc.	ODBI	Deliver training Evaluate impact and report to Management Committee
Percent of employees that understand business and their role	X% of employees report understanding by 19XX, etc.	(Survey staff)	

LEARNING AND GROWTH PERSPECTIVE

- Foster a Work environment where talented and diverse people are challenged to innovate, capitalize on the forces of change, and grow in order to accomplish our customer and financial goals.

Goal #2 Work environment promotes agility, and team and individual performance.

Measures	Targets	Accountable	Initiatives
Extent of Performance Management System Implementation	100% use by 19XX	Management Committee	Continue implementation
Awareness of 360 Feedback program	100% awareness in target groups by 19XX	HR Director	Develop a variety of 360 options for potential user groups, consult with them, and support 360 pilot efforts
Use of 360 feedback program	Increasing use in target groups by 19XX	HR Director	
Value of 360 feedback program as assessed by target groups	Increasing value reported by 19XX	HR Director	