



### How are results tracked?

Each Guild director champions and tracks progress for at least one of the Strategic Plan's objectives using a Balanced Scorecard. Those results are submitted to the Executive Sponsor of the goal area, who submits performance data for all objectives to the CEO. Based on the narratives and scorecards, each goal is assigned one of the following designations:

- |                                   |                           |
|-----------------------------------|---------------------------|
| C: Complete (4)                   | I: Initial Stages (1)     |
| PED: Performance Demonstrated (3) | NA: Not Attempted Yet (0) |
| PAD: Partially Demonstrated (2)   |                           |

These descriptions of performance against objectives are converted into a Likert Scale by coding responses from 0 to 4. Response reliability is achieved by including three separate

raters for each objective, including the director and chief champions for each objective and goal as well as the CEO.

Averages are taken by dividing by the maximum of four (4) to get the percentages of objective completion. The average for all objectives associated with each goal is presented in the bar chart above. Keep in mind, goals with greater or fewer objectives are not weighted; so, there is no indicator of "level of difficulty" for implementing a particular goal, only how much progress is made against that goal.

At the 30-month mark of this three-year plan, The Guild should expect to see approximately 83.33 percent completion. Results indicate that The Guild is at or ahead of schedule for three out of five goal categories. One goal category, "Connect," is behind schedule by one percentage point. The goal category labeled "Expand" is behind the ideal planning schedule by five percentage points. This goal category was expected to be slower to develop as it is a future-oriented and related directly to The Guild's 10-year vision.