

UPCOMING  
SEMINARS



**SUCCEEDING  
AS A FIRST-TIME  
SUPERVISOR:**

learn the skills  
a new supervisor  
needs to excel

**JULY 29  
WILLIAMSBURG**

**To register:**

contact Mike Wilkinson at  
mikew@virginia.edu  
or  
804/371/0202



**eCORRIDORS:**

models for broadband  
infrastructure

**FALL 2003**

University of Virginia  
700 East Franklin Street, Suite 700  
Richmond, Virginia 23219-2318

Non Profit  
U.S. Postage Paid  
Richmond, Virginia  
Permit No. 2631



**VIRGINIA**  
INSTITUTE OF  
**GOVERNMENT**

**Virginia Institute  
of Government  
Advisory Committee**



Lane Ramsey, chair

R. Michael Amyx

Elsie M. Barnes

L. Preston Bryant, Jr.

John H. Chichester

Mary T. Christian

James K. Conant

Ray A. Conner

Ed Daley

Katherine K. Hanley

Maurice Jones

Allen Louderback

Anne Moore

Meyera E. Oberndorf

Linwood Rose

Patricia S. Ticer

William C. Wampler

Elizabeth D. Whiting

John P. Thomas, ex officio

## Balanced Scorecard

*continued from page 3*

drive the direction of its governmental organization and its various service activities. There must be a clear vision, well-considered objectives that flesh out that vision, strategies designed to achieve the objectives, and then a detailed measurement process of the implementation phase. The data derived from the measurement process then drives the decisions on how to satisfy each of the objectives.

The Balanced Scorecard includes the following elements.

- *Customer:* Are we delivering the services that citizens want and need?
- *Finances:* Are we doing this cost effectively?
- *Internal Process:* Can we change our policies and practices to deliver these services more efficiently?
- *Learning and Growth:* Are we ensuring continuous improvements through technology and training?

Keys to adopting the Balanced Scorecard approach successfully include leadership from top management, dedicated individuals willing to drive the agenda, a long-term perspective, training, and a commitment to keep measurement activities reasonable.

Since February, the Institute has played a supporting role for three presentations on the Balanced Scorecard sponsored by The Innovation Groups (IG). Those attending heard representatives from Arlington, Chesterfield, and Fauquier Counties describe their experiences using this management approach.

According to those who have adopted the Balanced Scorecard, the system can be applied successfully within an individual department or agency even if the rest of the organization is unwilling or unable to go forward.



Contact Tedd Povar at 804/371-0202 or [tep3e@virginia.edu](mailto:tep3e@virginia.edu). ▼

# THE COLUMN

News from  
the Virginia Institute  
of Government

Summer 2003

## Reinventing the Wheel: The 2003 Report on the Future of the South

**S**outhern Growth Policies Board (SGPB) was created 31 years ago to help complete the transition from Old South to New South and to help make the New South the best place to live, work, and do business. The organization's regional objectives, adopted by its member states, have served as the road map for 30 years.

Recognizing that the time has come for new, broader, and more energetic leadership, the Council on the Southern Community, SGPB's advisory council that managed this project, gathered feedback from hundreds of Southerners in compiling this report.

The report, titled *Reinventing the Wheel*, was released on June 1, 2003 at the Southern Leadership Summit, Southern Growth Policies Board's annual conference.

*Reinventing the Wheel* presents a new model of leadership to strengthen the South's capacity to respond to emerging challenges and opportunities — from globalization and new economic forces to large-scale demographic changes. The report's findings are based on the emerging research and awareness that civic infrastructure directly impacts both quality of life and economic opportunity.

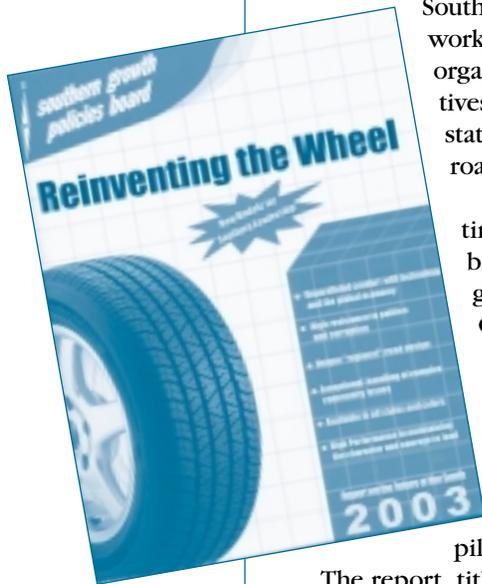
Regional focus groups and surveys yielded recommendations from citizens that call for more, diverse, and better-prepared leaders in the South. The report

includes research on social capital and civic engagement and practical examples of citizens who are addressing community challenges with inclusive, connected, and collaborative strategies.

The report suggests actions that Southern communities can take for strengthening leadership by engaging youth and immigrants and for recruiting more diverse citizens to assume leadership roles.

★ ★ ★

*The report's introduction is available at <http://www.southern.org/pubs/pubs.shtml>. Copies are \$10 and can be ordered by phone or email. See <http://www.southern.org/pubs/puborderform.pdf>. ▼*



## You've Been Promoted to Supervisor — Now What?

**Seminar helps new supervisors excel.**

CINDY TAYLOR

**Y**ou've just received that big promotion. Your work world has turned upside down. Your new employees are friends and former peers. Your new peers are your former supervisors. You have never had supervisory training. Although you excelled in your former position, you may now need some new skills.

Where can you turn for help?

Recognizing that there are many localities with individuals in this situation, but with no training resources, the Institute has partnered with Chesterfield County's Chesterfield University to offer regional training sessions for those who have been promoted into supervisory positions.

*continued on page 2*

### INSIDE

Succession  
Management  
Step 4

2

Balanced Scorecard  
Making the grade

2



**VIRGINIA**  
INSTITUTE OF  
GOVERNMENT

THE COLUMN is published quarterly by the Virginia Institute of Government as a service to state and local government officials and professionals. The Institute is part of the Weldon Cooper Center for Public Service at the University of Virginia.

Unless otherwise noted, articles are written by Institute staff. For additional information, contact Billie Easton.

Virginia Institute of Government  
700 East Franklin Street  
Suite 700  
Richmond, Virginia 23219-2318

804/371-0202  
PHONE

804/371-0234  
FAX

column@virginia.edu  
E-MAIL

www.institute.virginia.edu  
INTERNET

**INSTITUTE STAFF**

**DIRECTOR**

John P. Thomas  
434/982-5545  
jpt6n@virginia.edu

**ASSISTANT DIRECTOR**

Tedd E. Povar  
804/371-0202  
tep3e@virginia.edu

**TRAINING**

Billie E. Easton  
804/371-0202  
bee2u@virginia.edu

**ELECTRONIC COMMUNICATIONS**

Mary Beth Hewa  
434/982-5702  
meh4q@virginia.edu



**WELDON COOPER  
CENTER FOR PUBLIC SERVICE**  
University of Virginia

## Succession Management

*Helping your locality survive the upcoming exodus.*

SUSIE WITTER, SPHR

*This article is fourth in a series on implementing succession management.*

**P**revious articles in *The Column* outlined the first three steps in implementing succession management in your organization.

- Step 1 — determine the extent and time-frame of your organization's pending labor shortage.
- Step 2 — define the competencies necessary to successfully fill the critical position or positions where there is going to be a personnel shortage.
- Step 3 — identify potential employees who can be developed to meet the knowledge, skills and abilities of the anticipated vacancies.

Upon completing the initial steps, you are ready for step 4 — assessing the strengths and skill gaps of the individuals you have identified to fill the vacancies. What do these people bring to the table? How strong are their skills? What additional knowledge, skills, and abilities (KSAs) do they need?

After answering these questions, the next step (#5) is to bring the successors up to speed through professional development programs. The training, which can be individually tailored or tailored to a group of employees, should include hands-on experience, job rotation, special assignments, and mentoring by more experienced employees.

Let's say, in step 1 you identify a management exodus which will leave only those employees who have held subordinate positions. Providing these subordinates with KSAs in effective supervision and management would be critical, not only to the organization's health and growth, but to employee personal growth.



*The writer is a human resource management consultant in Richmond, Virginia. Contact Billie Easton at 804-371-0202 or bee2u@virginia.edu. ▼*

## Supervisory Training

*continued from page 1*

Two types of courses are offered: One is a general overview of leadership and basic supervisory principles. The other is a more focused examination of specific topics. Topics include

- Delegating
- Discipline
- Effective Communication
- Employment Law
- Evaluation
- Motivation
- Planning and Organization
- Problem Solving
- Situational Leadership



Case studies, class discussion, and written guidelines help participants transfer principles to real-world situations.

*Succeeding as a First-Time Supervisor: learn the skills a new supervisor needs to excel*, developed and presented by Chesterfield University staff, is a one-day course, which can be customized for individual localities. The first two classes were held in Marion and Lynchburg.

The next class, to be held

on July 29 in Williamsburg, will focus on four topics:

- Discipline
- A Day in the Life of a Supervisor
- Conducting Performance Evaluations
- An Overview of Employment Law.

Registration forms are available from the Institute.



*The writer is a learning consultant at Chesterfield County's Chesterfield University. Contact Billie Easton (804) 371-0202 or bee2u@virginia.edu. ▼*

*“Balanced Scorecard has helped us develop a common definition of success and analytical measures to track our progress in achieving key outcomes. It has allowed us to align county-wide and departmental strategies more closely with the county’s vision statement.”*

RANDY WHEELER, DEPUTY COUNTY ADMINISTRATOR, FAUQUIER COUNTY

## Balanced Scorecard

*Localities adopt measurement-based management system.*

**A**re you having difficulty creating a connection linking your organization’s vision, strategic plan, and performance so that they result in effective government for your citizens and an engaging environment for employees?

The Balanced Scorecard might be the solution.

The Balanced Scorecard is a management system that enables organizations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal processes and external outcomes in order to improve strategic performance and results continuously. When fully employed, the Balanced Scorecard transforms strategic planning from an academic exercise into the nerve center of an enterprise.<sup>1</sup>

Originally developed for use in the private sector in the early 1990s, Balanced Scorecard principals are being applied successfully in several Virginia localities.

<sup>1</sup> The Balanced Scorecard Institute. 6 June, 2003. <http://www.balancedscorecard.org/basics/bsc1.html>.



According to Randy Wheeler, deputy administrator in Fauquier County, “Balanced Scorecard has helped us develop a common definition of success and analytical measures to track our progress in achieving key outcomes. It has allowed us to align county-wide and departmental strategies more closely with the county’s vision statement.”

The Balanced Scorecard requires the locality to consider critical elements that

*continued on back cover*

## APPLAUSE FOR EBIS

*“Thanks for your help with the RFP. We have enough to choke an elephant. Your EBIS service is truly amazing.”*

AMHERST COUNTY

*“Thanks for broadcasting my e-cycling inquiry. I have received excellent information and even found a vendor who handles this service for localities. Once again, EBIS has been a lifesaver! I appreciate all your help!”*

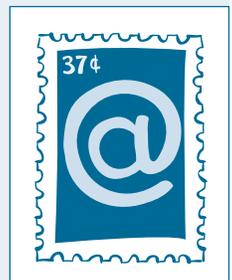
TOWN OF CHRISTIANBURG

## Email Broadcast Information Service (EBIS)

**Institute’s managed rapid-response system fields broad range of inquiries.**

Here’s a sampling of the most active inquiries over the past couple of months based on number of responses:

General Topic	Specific Issue
<i>Constitutional officer</i>	<i>local supplements</i>
<i>Outdoor storage control</i>	<i>downtown area</i>
<i>Budget director position</i>	<i>job description, salary range</i>
<i>Transfer station</i>	<i>residents’ use fees</i>
<i>Board room — audio/visual retrofits</i>	<i>contractor recommendations</i>
<i>Security enhancements</i>	<i>since Iraq War</i>
<i>Visitors center — brochures/ads/coupons</i>	<i>what permitted</i>
<i>Petty cash policies and procedures</i>	
<i>Temporary signs, e.g., political, yard sale</i>	<i>banding, related ordinances</i>
<i>Circuses, carnivals</i>	<i>regulating</i>
<i>Public safety communications center</i>	<i>24/7 staffing</i>



If your locality has email but is not receiving EBIS broadcasts, please contact us. The more localities on the list, the stronger our information gathering/sharing capacity.

*For more information, contact at Tedd Povar at 804/371-0202 or [tep3e@virginia.edu](mailto:tep3e@virginia.edu).*