

THE **ALL-INCLUSIVE** MANAGEMENT REPORTING GUIDE



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This is our company's policy and accountability guide for our own internal monthly strategic reporting process.

You can use this document as a template for your own management reporting guide, to ensure that your reporting process is stable and successful. Below, we cover strategic planning, reporting process, policy, timeline, accountability, and use of software as applicable.

Throughout this guide, you'll find two kinds of callout boxes: Blue boxes that will guide you through each section of the document and explain how you can apply the information to your own reporting process guide, and orange boxes that will guide you in how to use ClearPoint software.

They'll look like this:

REPORTING
PROCESS
TIP

USE
CLEARPOINT?

If you'd like to skip to a particular section, use the table of contents below.

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THE STRATEGIC PLANNING PROCESS

REPORTING PROCESS TIP

The goal of this section in your reporting guide is to introduce your strategic plan and explain how you go about managing and executing that plan. Take the time to explain why performance management is important to your organization. The process of performance management is easier and will run more smoothly if employees recognize how it helps them.

OUR STRATEGIC PLANNING PROCESS

- We began our formal strategic planning process in 20XX. We revised the process in 20XX when we completed our second five-year plan for 20XX–20XX.
- During the course of the year, we have several different meetings and create review documents for different constituencies. The reporting calendar and meeting schedule is created and released for the full year in December of the previous year.
- We have the following key processes around our strategic plan:
 - The **five-year planning process** takes place a year before the end of the previous five-year plan.
 - The **annual planning process**, top-down priority goals, and bottom-up activity setting are based on defined budgets that happen in the fall of each year.
 - The **quarterly reviews** are held at the department level, and semi-annual reviews are held at the top of the organization.
 - **STAT meetings** are held monthly, with each month focusing on a different business unit.

OUR STRATEGIC PLAN

- Our strategic plan has four focus areas:
 - **Financial:** “If we succeed, how will we look to our stakeholders?”
 - **Customer:** “What do our customers expect from us?”
 - **Internal:** “To satisfy our customers, at which business processes must we excel?”
 - **Learning & Growth:** “To be successful, how must our organization learn and improve?”
- Each of the focus areas are supported by several key goals. It is important that our goals align to our focus areas, since these are the areas of the organization we have determined are strategic to our success. We measure our progress at the corporate strategy level, as well as at each of our business-unit levels.
- Measures and projects at each business unit are tied to the strategic plan and roll up to the overall corporate strategic plan where applicable. Our strategic planning process and strategic plan are transparent so all members of the organization can recognize how they contribute to our organization’s success.

HOW WE MANAGE OUR STRATEGY

REPORTING PROCESS TIP

In this section, explain the tools you use to manage your strategy. If you use software, include the capabilities and important areas of the software here. If you use Excel and PowerPoint, include information on where the documents are stored and how to access them.

In our organization, we review our strategic plan on a quarterly basis. To do this, we pull together a reporting document that covers all of our goal areas. We evaluate using RAG status, measure charts, and qualitative analysis. While all of this information is provided online ahead of time, we conduct our reviews offline in the main conference room with our executive team. The outcomes of these reviews are then put back into our software and the action items are tracked.

USE CLEARPOINT?

You may want to include the following:

- [A link to the login page.](#)
- [A link to the support center.](#)

SCORECARDS

REPORTING PROCESS TIP

Use this section to explain how your strategy is organized. Do you use scorecards for each department or focus area? Also, provide screenshots of your software account or strategic documents so users can become familiar with your terminology and how you manage.

Each business unit in our organization has its own scorecard. These departmental scorecards roll up into an organization-wide scorecard that is based on our strategic goals and measures.

USE CLEARPOINT?

Make sure you explain the structure of the scorecards within your account. Tell users they may not be able to see all of the scorecards, as that is dependent on their user permission settings.

HIGH-LEVEL SUMMARY REPORT

REPORTING PROCESS TIP

Use this section to explain to your users some of the ways you review information for your strategic plan. It may be helpful to explain specific summary reports you have created in your software if they are used consistently throughout your organization.

High-level summary reports allow us to compare data between different goals, measures, and projects that are part of our strategic plan. We can view data over time and see the status of each of the elements in our strategic plan.

We use the **“Red Alert”** summary report for each scorecard to show measures that are below plan for the selected period. It shows the measure name and status, the owner, an analysis, and the time and date it was last updated. This view allows us to quickly see where we need to make improvements to our processes.

We use the **“Matrix”** summary report for each scorecard to show how each of our measures and series are doing for each period. It shows a heat map that colors each value according to its status for the period, allowing us to, again, easily see where improvements should be made and look for trends.

We use the **“Alignment Matrix”** summary report for the organizational scorecard to show how the goals and measures from each business unit align with organizational goals and measures. This view allows us to see which business units are performing well and where most resources may need to be spent. It also allows members of the organization to see which organizational goals their individual projects and measures are affecting.

USE CLEARPOINT?

Explain all your important summary reports in this section. Describe why each one is important and what users can gain from it. You can also provide instructions for where to find the summary reports in your ClearPoint account. Include screenshots so users can see the reports you are describing.

STRATEGIC ELEMENT DETAILS

REPORTING PROCESS TIP

Use this section to explain what information you are tracking for each of your strategic elements, including goals, measures, and projects. These may be different for elements at the organizational level and at the business-unit level. You may want to provide a list of each field and what it means.

Each element of our strategic plan is tracked over time with several different types of information. It is important that this information is kept up-to-date so our leadership teams can drill into specific elements and see how they are performing and why.

We track the following information for each of our measures:

- **Owner:** The owner is the person responsible for updating the measure each period. They input any data, analysis, and recommendations that are necessary to explain performance. It does not change from one period to the next.
- **Charts:** Charts can be customized to show the needed series in the format that is most appropriate. They are updated as new data is input.
- **Analysis:** The owner should update this field each period with qualitative analysis that helps explain the data for the period.
- **Recommendations:** The owner should update this field each period with suggestions related to the measure for upcoming periods.

- **Attachments:** The owner can add any additional or supplemental documents in this field.
- **Projects:** Any projects that are linked to this measure will show in this field.
- **Action Items:** Any action items that are linked to this measure will show in this field.
- **Measure Data:** This is the data table. All data related to this measure should be input into the data table.

USE CLEARPOINT?

This is where you'll describe detail pages to your users. Make sure you include specifics for each of your different element types including objectives, measures, and initiatives. You can also provide screenshots to make it easy for users to visualize and understand.

ROLES, RESPONSIBILITIES, & RULES

PERFORMANCE MANAGEMENT ROLES

REPORTING PROCESS TIP

This section covers many of the reporting roles and responsibilities in your organization. Remember, you should customize this section to the needs of your organization.

Accountability is paramount in performance management. It's a lot easier to ensure we get our staff in the habit of executing on our reporting process if they understand what this means for them and why their role is important. It is critical for everyone to understand where they fit into the reporting process.

BASIC ROLES

- **Executive Team:** This team is typically responsible for making decisions in the organization. As individuals, they usually own some component of the strategic plan, and as a group, they meet regularly and assess progress. This team should be aware of information in the reporting process, but they may not be responsible for providing updates of data and analysis.

- **Core Team:** The core team is typically composed of members of the organization just beneath the leadership team. This group has analysts that gather data about measures and projects and often help build the first draft of the management report that is then updated with appropriate analysis for members of the executive team. The core team includes individuals from across the organization.
- **Reporting Administrator:** This is an individual (sometimes with additional help) who is responsible for managing the reporting process. The person manages this document and ensures the smooth running of all the pieces described in this document.

USE CLEARPOINT?

Add a section here describing user permissions. It's important to let users know why they can access some information but not all of it. They should also know what they can expect to be able to do within ClearPoint.

SETTING TARGETS

REPORTING PROCESS TIP

Use this section to explain why targets are important and how you should go about setting them. You can also define how far in advance targets must be set and what the process is for changing targets.

There are two ways to reach a target: Improve your results or reduce your target. We want to improve our results.

SETTING INITIAL TARGETS

Targets allow us to recognize if we're improving our performance at the desired rate. They should be achievable, yet challenging. For measures, targets are a value that we want our performance to reach. Keep in mind that some measures may have targets below the current value if you are trying to decrease the value. Projects also have targets. These targets are the dates you want to have the project completed by, any budgets you have set, as well as any outcomes you are trying to achieve.

Here are some questions to keep in mind when you're setting your targets:

- **Are there laws or authorities that require a performance target?** If so, make sure your target is equal to or above the required target.
- **What is the performance baseline or trend?** You want to make sure you're improving your performance, so look at your historical data to inform your future goal.
- **What do your customers want?** It's important to listen to what your

customers need, want, and expect. Don't forget that you also must consider the resources you have available. While customer input is essential, it cannot be the only factor.

- **How are similar organizations performing in this area?** Other organizations' performance serves as a good example to know how you should be performing, especially if the measure is a differentiator between you and a competitor. Find out benchmarks or other industry standards. Try to meet them, and then aim to exceed them.

Note: When data is available, it should be recorded, and there should be a corresponding target. This could be monthly, quarterly, or annually, depending on the measure. You can set your quarterly or monthly targets based on your target for the year if you prefer, but you should have a value to strive for every time data is entered in the system.

CHANGING TARGETS

If you have your targets set for the year, but surpass them early on, you can increase them. Since targets are set at the beginning of the year and can be controlled by the performance management team, you need to fill out a performance management change request form by the change form due date outlined in our reporting calendar. You can also request to have a target decreased if circumstances change and it is no longer attainable, but make sure you have well thought-out reasoning! Change requests are important so that when the entire team reviews information, the targets are not constantly changing. You will always have a documented way to review the process.



For more information about how to set targets, please refer to this article: [How To Set KPI Targets](#)

SETTING RAG STATUSES

REPORTING PROCESS TIP

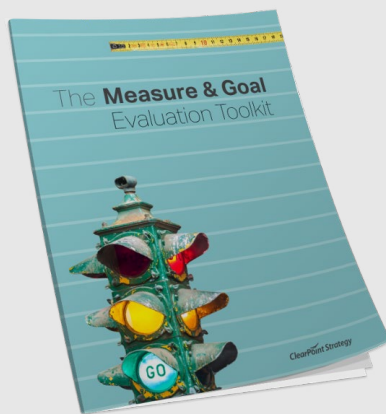
RAG (red, amber, and green) statuses are a way of showing how well each of your elements is doing. Every organization defines each status color differently. It may even be different from element-to-element within the same organization. Use this section of your reporting guide to provide your users with guidelines for setting their RAG statuses so there is consistency throughout the organization.

We use color status indicators in our reporting so we can easily see how well all our elements are performing. These statuses are called RAG (red, amber, and green) statuses, which represent the colors of each indicator. We define each status indicator as follows:

- **Green:** The element is on target. In order to have a green status, the value is generally at or achieving the target.
- **Yellow:** The element is not meeting target and needs attention in order to reach the target by the required time. In order to have a yellow status, the value is generally within a certain range of the target (for example, within 1-15%).
- **Red:** The element is not close to target, and there is a high risk that it will not be completed by the required time. In order to have a red status, the value is behind the range required for a yellow status.

Here's an example of what your RAG status requirements could look like for a measure.

Measure Name	Number Of Survey Responses
Are we reaching for a higher or lower number?	Higher
Green	Value \geq Target
Yellow	Value \geq Target x 0.90 (90% Of Target)
Red	Value < Target x 0.90 (Less Than 90% Of Target)



For more information about setting RAG statuses, please refer to this free download: [The Measure & Goal Evaluation Toolkit](#)

REPORTING

REPORTING PROCESS TIP

This section is about the main components of reporting. You can change the order of how you implement this to meet your needs, because it will probably get pretty specific (depending on your organization).

There are three important parts to any strategy review process: the meeting calendar, the report, and the meeting itself. In this part of the process, we break down all three so our review process runs smoothly.

OUR REPORTING CALENDAR

In order for our reporting process to run smoothly, we have a calendar to follow, and we know we need to stick to it. This calendar includes all of our important dates, including the dates of each meeting, the dates that certain elements need to be updated by, when each period will be locked so no further changes can be made, and when reports will be generated. The calendar is color-coded to clearly indicate due dates and the key is located below.

We have scheduled our meetings throughout the year, so we do not expect any excuses for missing deadlines or meetings.

Per the example calendar below, the due date for each item is the date on the calendar marked by the corresponding color. The task must be complete by 11:59 p.m. on that day.

REPORTING CALENDAR

MONTH						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Update Reminders Sent
Second Reminder Sent
Data Due & Period Locked
Data Review
Report Generated
Departmental Meetings
Change Forms Due


MEETING REPORTS

REPORTING PROCESS TIP

In this section, explain what the report is that you use to run your meeting. This will have all the information you want to review—not just the agenda. You’re reviewing your goals, measures, and projects, so where do they live? Also, make sure you lay out who is responsible for creating the report and ensuring that it is ready for the meeting. You will want to send out the report several days ahead of the meeting for attendees to review.

For our meetings, we use specific reports that show the data and information we want to cover. These reports contain the goals, measures, and projects specific to each business unit, along with high-level reports that show measures according to their status.

Every element has an owner who is responsible for updating their elements according to the calendar laid out in the previous step. The administrative assistant for each department will ensure that all measures are updated for the period before the time of the meeting. After confirmation, that individual will create the report.



Each report contains the following:

- A cover page with the name of the business unit, date of the meeting, and date that the report was created.
- A list of all business unit goals.
- A list of all business unit measures.
- A list of measures that have a red status for the reporting period under review plus detail pages for each of these measures.
- A list of current business unit projects and their associated milestones.
- Action items that have been recently completed or are still outstanding.

It is expected that meeting participants review the read-ahead report before the meeting so that they are familiar with the status of our strategic elements. The report template is named “Quarterly Review” and can be generated by the performance management officers.

We focus on the following high-level reports during these meetings:

- All business unit goals and their associated measures.
- All business unit measures that have a red status for the reporting period under review.
- All current business unit projects and their associated milestones.

USE CLEARPOINT?

Include information here about where to find each of these reports in the system. Also, explain that you’ll run the meeting by projecting ClearPoint onto a display screen.

REVIEW MEETINGS

REPORTING PROCESS TIP

This section should explain exactly what your strategy review meetings will look like. It should answer the following questions:

- What is the purpose of the meeting?
- Who attends the meeting and what is everyone's role?
- How do we handle action items?

You probably have several different levels of meetings—make sure you explain the significance of them all.

Our organization has several types of strategy review meetings. They happen at different time intervals and at different levels of the organization. Our meetings include:

- Business Unit Review Meetings (Monthly)
- Senior Management Meetings (Weekly)
- Senior Management Strategy Review Meetings (Quarterly)

Please find below an overview and sample agenda for each meeting type.

Meeting Type: Monthly Business Unit Review

Purpose: Review the progress of goals, measures, and projects for the business unit.

Attendees:

- Business Unit Director (Leads meeting.)
- Administrative Assistant (Responsible for creating the agenda and taking notes during the meeting.)
- Measure Owners & Collaborators
- Project Managers

Note: If discussing a specific project, others can be added to the invite list for that month.

Action Items: At the beginning of the meeting, we will discuss the progress of action items from the previous month. During the meeting, the administrative assistant will capture action items in the notes. At the end of the meeting, we will review action items and make sure they are all assigned an owner. The administrative assistant will then send out a copy of the notes and action items to all who attended the meeting, as well as anyone who should have been in attendance but missed it.

SAMPLE MEETING AGENDA

REPORTING PROCESS TIP

It's important that you have an agenda to follow during review meetings. This is a good place to provide a sample agenda so those responsible for creating meeting agendas can create them consistently. Make sure you note who is responsible for creating agendas as well as when and how they need to be created and sent to meeting attendees.

Meeting Name:	Monthly Business Unit Review (Marketing)		
Date of Meeting:	December 7, 2016	Time:	10:00-11:00 a.m.
Meeting Purpose:	Review Goals, Measures & Projects	Prepared By:	Dan Smith

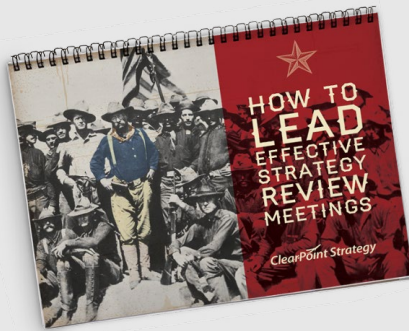
Attendees

- Dan Smith, Administrative Assistant
- Jane Farmer, Director Of Marketing
- Henry Johnson, Project Manager
- Frank Miller, Marketing Analytics

Item	Lead	Estimated Time (In Minutes)
Review Of Past Action Items	Jane Farmer	10
Review Of Red Measures	Frank Miller	15
Review Of Key Projects	Henry Johnson	15
Action Item Recap	Dan Smith	10

USE CLEARPOINT?

You should also include your briefing book with the agenda when you send it to meeting attendees. You may also want to include the scorecards and summary reports you will be reviewing.



Still planning your review meetings?

Check out our free guide:

[How To Lead Effective Strategy Review Meetings](#)

MEETING PREPARATION

REPORTING PROCESS TIP

This section of your reporting guide is where you should cover how to prepare documents for review meetings. Include instructions and accountability information for the members of the team that will be updating your software. This is where you should include your personalized process for updating information and creating the reports needed.

Meeting preparation is critical to a good management reporting process. When you have poorly structured information and are lacking data, you cannot have a good meeting.

Here are the instructions we use for preparing for each review meeting.

UPDATING DATA

REPORTING PROCESS TIP

In this section, give step-by-step instructions to your users for how to update their data. Make sure you include screenshots from your software so users know exactly where to go and what to update.

Every month our data needs to be updated to prepare for the monthly review meetings. We make sure our team follows along on the reporting calendar so the elements they are each responsible for are updated by the appropriate date.

USE CLEARPOINT?

Include instructions here about how to update your data, as well as screenshots of data tables and explanations of periods.

PREPARING REPORTS

REPORTING PROCESS TIP

Within this section, you should provide step-by-step instructions for creating the reports that will be used in your meetings. If you have turnover in your organization or someone is absent unexpectedly, it is important that your process is documented so the report can still easily be generated.

We like to remind the owners of goals, measures, and projects to update their information. To do this, we send out two reminder emails each month.

The first email is a gentle reminder one week before the report is due, and the second email is more of a stern reminder that their elements will be locked in 24 hours, so the system must be updated.

Afterward, the administrator will lock the period, review the information, and then generate the report and email it to the leadership team. The report structure is the same each month so we avoid surprises or confusion among the leadership team.

USE CLEARPOINT?

Include instructions so a user can create and export the appropriate briefing book for the meeting.

REPORT MANAGEMENT

REPORTING PROCESS TIP

Sometimes organizations have a challenge with version control for meetings. This section deals with managing version control to get a good, clean report out the door. (You may or may not need a section like this in your own policy document.)

In order to ensure we have only one fully updated version of our reports for meetings, we lock the source software several days before the report is generated. The reporting officers lock periods at the appropriate time.

We make sure we take the necessary time to review all information before we generate a report (at least before we send the report out to the leadership team). The report should have a date and time stamp on the front, so we include that in our meeting reminder email.

CHANGE MANAGEMENT

REPORTING PROCESS TIP

At this point, you will have already established roles for all the people involved in your management reporting process. In order to keep the process consistent, there must be a process for changing the system. The person making those changes to the process will typically be your reporting administrator. In this section, tell your users what kind of changes are permitted, how users request changes, and how those requests get approved.

In order to make any changes to our performance management process, a request must go through our reporting administrator. We ask that team members have all approvals needed before submitting the request to the reporting administrator. Requests must be submitted using a performance management process change request form by the date outlined in our reporting calendar.

TYPES OF CHANGES

PROCESS CHANGES

People in the senior management level of the organization are the only ones who can make a process change request. This is to ensure consistency and to prevent unnecessary and unbeneficial changes to the process.

ELEMENT & DATA CHANGES

We lock past periods in the system to ensure the security and accuracy of data. The reporting administrator must make any changes after the period lock date on the reporting calendar. If someone wants to suggest a new measure to replace an old measure, they must justify the request through the change form, and both measures must be presented for two reporting cycles so the leadership team can see the impact of using the new measure without losing sight of what was agreed to at the beginning of the year.

CHANGE REQUEST FORM

This is where we include a link to our change request form. In order to complete the form, a team member needs the following information:

- Name, Title, Department
- Type Of Change Requested
- Period, Old Data, New Data
- Reason For Change

We ask that they submit the form to our reporting administrator by the date defined on our reporting calendar in order for the change to take place before the next reporting period.

CONTACT INFORMATION

REPORTING PROCESS TIP

Include a section in your document that provides details about your management reporting guide and contact information for the person with ownership.

This handbook is intended to provide a basic introduction to performance management and our reporting processes.

For questions or a copy of our [software] user guide, please contact the [office responsible for these documents and the software].
We're just a phone call or email away!

Phone: [Phone Number]

Email: [Email Address]

GLOSSARY

REPORTING PROCESS TIP

Use a section like this in your own reporting guide to define any terms used in your management reporting process that users may be unfamiliar with. Here's a starter list you can expand upon and edit based on your organization's needs.

- Office of Strategy Management
- Scorecard
- Monthly Business Review Meeting
- Measure Analyst
- Goal Owner
- Initiative



THERE'S A BETTER WAY

Having a complete management reporting process is extremely important. A guide like this helps organizations and leadership teams manage their monthly and quarterly reports both smoothly and efficiently—individuals can join and leave the reporting office without skipping a beat or forgetting details, and ultimately, everyone will have a better understanding of their roles and responsibilities.



ClearPoint allows you to manage both your goals and objectives—as well as the processes for updating and reporting on them. If you'd like to see how this could work for your organization, [schedule a free, customized demo of our software](#). If you have your own management reporting process or think we missed anything, tweet us [@clearpointstrat](#).

