

## CORPORATER BUSINESS MANAGEMENT PLATFORM RAISES THE BAR FOR GWINNETT COUNTY



Industry: **Government and Nonprofit**

With more than 800,000 citizens, Gwinnett County in suburban Atlanta is the ninth fastest growing county in the United States and has been one of the country's fastest growing counties for years. During the period of 1980 to 2000, its population doubled.

### The Customer

The leadership at Gwinnett County wanted to take an innovative approach in defining and managing performance. This required blending traditional performance assessment practices with continuous improvement methodologies. To this end, the county created a performance analysis division in 2006. At the time, county departments applied multiple industry and county-specific metrics, but there was no single, consistent method for communicating overall performance.

The county's leadership team understood that performance was more than utilizing resources to get things accomplished. They sought to answer the question of how to enhance performance on a continuous basis and communicate that story to everyone.

### CLIENT STATISTICS

- 4,300+ employees
- 59 groups
- 43 divisions
- 800 strategic initiatives

### The Challenge: Information Management

Gwinnett County's approach to performance management had been largely project-focused, but they wanted to adopt a more comprehensive approach. They wanted to capitalize on best practices and raise awareness by defining success in measurable terms.

To do this, they needed to transition from their project-based perspective. They needed to define and align strategic objectives and initiatives with relative key performance indicators (KPIs) and cascade these through the organization. This posed an information management challenge, requiring a system that was visual as well as functional.

### The Solution

Gwinnett County needed more than a product to track performance metrics. Corporater Business Management Platform stood apart by demonstrating true commitment to the balanced scorecard methodology. Corporater also offered a mutually beneficial partnership that the county knew would be essential to the program's success.

*"Corporater's entire team, from the technical experts to the executive leadership, has been instrumental in the successful deployment of our program. The entire leadership team has personalized our business relationship by demonstrating how much they want us to succeed at the Gwinnett County balanced scorecard initiative."*

**Rick Reagan**  
Manager of Performance Analysis, Gwinnett County

## Corporater Business Management Platform in Gwinnett County

At Gwinnett County, the administration, information management team, and end-users trained to become experts in the system and found it to be user-friendly. With minimal technical expertise, they can now perform routine system updates on their own.

Corporater consultants also helped them refine the objectives and KPIs measured in their scorecards. Twelve scorecards are in place for more than 30 users across 13 departments:

- Community Services
- Corrections
- County Administrator
- Financial Services
- Fire and Emergency Services
- Human Resources
- Information Technology
- Law
- Planning and Development
- Police
- Support Services
- Transportation
- Water Services

The Corporater team from — technical experts working with county IT staff to Corporater's executive leadership — has been instrumental in the successful deployment of the program. The county has been impressed with how Corporater has responded to ideas from county management, encouraged product improvement input ideas from the customer base, and helped them effectively share scorecard data.

## Results

### Greater Transparency

Gwinnett County has been able to transparently demonstrate the program it has built on Corporater Business Management Platform. For example, the balanced scorecard was a central topic at the Board of Commissioners' Retreat, a forum where county leaders, elected officials, and the media learned about the program. The long-term objective is to make the system more visible to all citizens online.

### Greater Accountability

Corporater Business Management Platform has raised the performance bar for the county team. Continuous improvement commitments are now defined and regularly communicated in monthly director meetings with executive leadership. This information is used not only to gauge overall progress, but as a part of leadership performance appraisals.

### Managing Initiatives

Gwinnett County uses more than 800 strategic initiatives across the 59 groups using the system. These are detailed in the system, allowing individuals to understand how they contribute to successfully in meeting outcomes.



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