

# The Development of the Balanced Scorecard For Emergency Preparedness with Scenarios for Urban Organizations and Public Services – A Conceptual Study

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## Abstract

The purpose of this work is the description of conceptual studies for balanced emergency preparedness in the urban scenarios.

Urban as well as rural communities in modern society are not prepared for nuclear, biological, chemical and radiological disasters. Disaster procedure manuals are usually not read or transformed into practical preparedness strategies of public management. New public management concepts have to deal openly with possible CBRN-threats. Only a continuous and systematic approach which is pedagogically and financially viable can transform existing administrative structures into learning organizations with a high degree of practical implementation.

The **balanced scorecard (BSC)** is a practical tool applied in this field of management. It has the capacity to implement new goal oriented values linked with strategies (management by objectives, MBO) as well as to control (monitor / regulate) the change process which is usually initiated by teams. Since each area has individual tasks and needs to fulfill an overall set of values defined for disaster preparedness, it has to be redefined on each particular organizational level. A top-down approach also needs participation, i.e. involvement of employees refining strategies according to their situation which also ensures a high degree of acceptance of change and success.

Vision and strategy of the BSC refer to 5 areas of public management: **1. Citizens / customers** (e.g.: safety), **2. Organizational processes** (e.g.: disaster response, org. patterns), **3. Finance** (e.g.: extra budget for specific areas), **4. Employees** (learning and development: e.g. e-learning, courses, etc.), **5. Future / development** (e.g.: degrees of preparedness). Each area consists of a list of various aims that fulfill a major mission of that particular field. Each aim is scored (evaluated with a number), for the evaluation of performance.

The specific development process of a balanced scorecard for the purpose of emergency preparedness has to be highly self reflective with regards to possible scenarios of disaster and one's personal role in it. Only if individuals holding key positions within public services have achieved a profound level of awareness of basic categories of disaster and their potential impact, optimal strategies can be developed together with consulting experts and put in practice before and during casualties. Important areas of public service and change are: fire brigades, hospitals, emergency administration, media, schools, public transport, etc.

This profound awareness of the dimensions and consequences of disaster is a key educational issue on a personal as well as organizational level. It can unfold particularly during team sessions and workshops especially if a conceptual framework for self- and organizational reflection of possible scenarios precedes the development of the categories of the balanced scorecard. Such a complementary concept functions as a **scenario-based subjective work analysis (sswa)** and prepares the design and implementation of the **balanced scorecard (BSC)** in the organization helping to acquire the potential to perform according to the needs of disaster.

This presented concept provides an innovative approach to a unique value-based concept of organizational change in public management of current reality of CBRN disasters.