



SECRETARÍA
GENERAL
ALCALDÍA MAYOR DE
BOGOTÁ

**GUIA PRÁCTICA
PARA LA ELABORACION DEL**

**CUADRO DE MANDO INTEGRADO
BSC**



FECHA: Octubre de 2007

SECRETARÍA GENERAL DE LA ALCALDIA MAYOR DE BOGOTÁ

DIRECCIÓN DISTRITAL DE DESARROLLO INSTITUCIONAL



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ALCALDIA MAYOR DE BOGOTÁ

SECRETARÍA GENERAL

DIRECCIÓN DISTRITAL DE DESARROLLO INSTITUCIONAL

Cærcf g'O c { qt 'f' g'Dqi qvª "

Luís Eduardo Garzón

Ugetgvctkq'I gpgtcr'

Enrique Borda Villegas

Uwdugetgvctkq'I gpgtcr'

Luís Miguel Domínguez

F kt gevqtc 'F kvtkcr'f g'F gucttqm' 'kpukwekqpcr'

Gloria Amparo Acosta Montoya

Eqqt f kpcel»p'f g'Ecrkf cf "

Gerardo Duque Gutiérrez

F kug° q' { 'Grædtqcel»p'f g'Vgzvqu"

Alberto Castiblanco



TABLA DE CONTENIDO

Kpvtqf weekp"

"

KOO cteq'f g'tghgtgpek"

"

30 Cpvegf gpvgu"

40 O cteq'eqpegr wcn'

50 P qto cwxkf cf "

"

KONc'ewnwtc'f g'rc'o gf kekp'gp'rc'f o kpkntcekp'RÀdñec"

"

30 Nc'"gxcnwcekp'f gnlf gugo r g° q'f g'rc'I guk'p'RÀdñec<lo r qtvcpek.'wkkf cf "{ """"""""""

"

40 C tklwqu'f gugcdngu'gp'rc'cewcekp'r Àdñec"

"

KKKS w² 'gu'gnDcncpegf "Ueqt gectf "DUE +q'Ewcf tq'f g'O cpf q'Kpvgi tcn'E O KA"

"

30 Nc'r gtur gevxc'hkpcpegtc"

40 Nc'r gtur gevxc'f gn'enkpvg"

50 Nc'r gtur gevxc'f g'mqu'r tqeguqu"

60 Nc'r gtur gevxc'f g'rc'hqto cekp' "{ gn'let geko kgpvq"

"

KXOäE»o q'r qf go qu'o gf kt'rc'I guk'pA'

"

30 Kpf kecf qtgu'eqpegr vq"

40 Eqpf kekppgu's w²'f gdgp'tgwpt'mqu'kpf kecf qtgu"

50 O gvqf qmqi 'c'r ctc'rc'eqputweekp'f g'mqu'kpf kecf qtgu"

60 Dgpghlektkqu'f g'mqu'kpf kecf qtgu"

70 Wkkk cekp'f g'tghgtgpvgu"

80 Nko kcekppgu'tgur gevq'c'rc'wkkk cekp'f g'kpf kecf qtgu"

"

XOäEw n'gu'rc'o gvqf qmqi 'c'r ctc'grcdqctet"wp'DUE"q'E O KA"

"

30 Eqpvt'eqp'wp'r ncp'gutc² i keq"

40 F ghpk'hcevtgu'et'kequ'f g² z kq'HEG+ "

50 Guvdrgegt'kpf kecf qtgu"

60 F gvgt o kpc't'r qt'ecf c'kpf kecf qt'gn'gucf q.'wo dten' '{ 'tcpi q'f g'i guk'p"

70 Eqputvkt'"gn'O cr c'f g'Gprnegu"

80 Eqputvkt'gn'E O K'

"

XKODkdkqi tclhc

"



SECRETARIA

GENERAL

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INTRODUCCIÓN

Ncu" pwxcu" eqpf lekppgu" f g" nqu" o gtecf qu" i gpgtcf cu" rqt" rnu" vgp f gpeku" f g" cr gtwtc" {" i nqdrk celop" kpgtpeckpncn" f g" r" geqpqo "c." j cp" kpekf kf q" gp" nqu" j a dksqu" f g" eqpuwo q" f g" rnu" uqekgf cf gu" ew qu" o lgo dtqu" vkgpgp" ecf c" xgl" wpc" o c { qt " qhgtw" f g" r tqf wevqu" { " gp" eqpugewgpck. " ug" j cp" co r r kcf q" uuu" r qudkkcf cf gu" f g" gweqi gt" cs wgmqu" f g" o c { qt " ecrkf cf " c" o gpgtgu" r tgelqu" }

Gucv" eqpf lekppgu" mpxctqp" c" nqu" guwf kququ" f g" r" cf o lpkntcelop" c" r npxvct" hto wru" s wg" r gto kkgtcp" c" nqu" i gtgpvgu" f g" rnu" go r t gucu" {" gpvk cf gu. " vcpvq" f gn'ugevqt" r t kxcf q" eqo q" r Adrlec. " o qpkqtgct" {" o gf k" nqu" r tqeguqu" r tqf wevqu" f g" vcn' hqto c" s wg" o" o gf kcpvg" r" ko r ngo gpvcelop" f g" r qf' lkecu" f g" ecrkf cf " {" r tqeguqu" f g" o glqto kpgvq" eqp' kpwqo " ug" i ctpvkt ctc" s wg" nqu" r tqf wevqu" *dlkpgu" q" ugtxlekqu" i gpgtcf qu" ug" clwvvp" c" rnu" ecf c" xgl" o a u" gzki gpvgu" eqpf lekppgu" {" ectcevgt' lkecu" f g" uuu" eqpuwo kf qt gu" }

Nc" ecrkf cf " guv" dcucf c" gpvqpegu" gp" s wg" nqu" r tqf wevqu" *dlkpgu" q" ugtxlekqu" f g" vqf q" r tqeguqu" r tqf wevqu" s wg" i gpgtg" wpc" go r t guc" q" wpc" gpvk cf . " t gur p qf cp" c" rnu" pgegukf cf gu" {" gzi gevckxcu" f gn' eqpuwo kf qt " erkgpv" f g" nqu" o kuo qu' Rgtq" cf go a u. " gp" s wg" nqu" kpuwo qu" wkrk cf qu" ug" clwvvp" c" guv' p f ctgu" kpgtpeckpncn" f g" ecrkf cf . " s wg" nqu" eququ" f g" r tqf wevqu" ugcp" nqu" o gpgtgu" f gn' o gtecf q" {" s wg" ug" t gur gvgp" p qto cu" f g" o cpqlq" co dlkpv' n' gp" vqf c" r' ecf gpc" r tqf wevqu" o Guv" gu" r' Àplec" hqto c" gp" s wg" wpc" gpvk cf " q" go r t guc" r wgf g" i ctpvkt ctc" s wg" uuu" r tqf wevqu" ugcp" eqpuwo kf qu' U» nqu" cu" r qf t" {" gp" eqpugewgpck" r wgf g" qdvgpgt" nqu" lpi tguqu" pgeguctkqu" r ctc" crko gpvct" r" ecf gpc" r tqf wevqu" {" o cpvgpgt" o a ti gpgu" f g" i cpepek" uqekcn' {" geqp» o lec' Nc" go r t guc" q" gpvk cf " s wg" pq" ug" gpo cts wg" gp" guvqu" r ct" a o gvt qu" guv' eqpf gpcf c" c" f gucr ctgegt. " {" c" s wg" ukgo r t g" j cdt" a " cni wpc" s wg" u" nqu" j ci c" gp" gucu" eqpf lekppgu" }

Ewo r rkt" gucu" tgi nqu" f gn' o gtecf q" lo r rlec' s wg" vqf c" go r t guc" q" gpvk cf " f gdc" qtkpvt" uw" i guvop" c" vcx2 u" f g" r npxgu" vctv" i kequ" s wg" tgeqlcp" f g" pvt q" f g" uuu" qd' l' v' kqu" {" o gvcu" gucu" eqpf lekppgu" } Cr ctgpvgo gpvg" gucu" ectcevgt' lkecu" ug" cr rlect' cp" uqmq" c" go r t gucu" q" gpvk cf gu" f gn' ugevqt" r t kxcf q. " f cf q" s wg" gmcu" vkgpgp" wpc" qtkpvclop" geqp» o lec" c" }

r ctvt" f g" uw" pgegukf cf " f g" i gpgtct" wkrk cf gu" r ctc" nqu" ceekpknuc' Ukp" go dcti q. " gu" erctq. " {" cu" nqu" f go wgvtp" j gej qu" eqpwpf gpvgu" gp" r" j knqtkc" o qf gtpc" f g" r" cf o lpkntcelop" r Adrlec. " s wg" vco dlk p" gu" cr rlec' r' cni' ugevqt" r Adrlec. " gp" f p qf g" ug" j c" f go qvctf q" s wg" cs wgnr" gpvk cf " s wg" pq" i gpgtg" r tqf wevqu" *dlkpgu" q" ugtxlekqu" eqp' cnqu" pf keguf g" ecrkf cf " c" dclqu" eququ" vco dlk p" f gucr ctgeg' Nc" o a zko c" s wg" ug" cr rlec" c" guv' ugevqt" gu" s wg" d' g' v' k' cf " s wg" pq" ugc" r tqf wevqu" f gur ctgegö. " ugpvgepk" s wg" kpenwq" j c" ukf q" kpenwv" c" gp" xctkqu" r tqi tco cu" f g" i qdkgtpq" f g" f kpvqu" r c' l' gu" }

Gp" gn' ecuq" Eqmqo dlcpq" uqp" kppwo gtdrgu" nqu" glgo r nqu" f g" gpvk cf gu" s wg" f guf g" r' r' tqo wi celop" f g" r" Eqpukwlop" Rqf' l' kec" gp" gn' c° q" 3; ; 3. " j cp" f gucr ctgekf q" r qt" p' q' ewo r rkt' rnu" gzki gpeku" f g" guv" o gtecf q' Gp" xctkqu" f g" guvqu" ecuqu" j cp" ukf q" t ggo r n' cf cu" r qt" go r t gucu" f gn' ugevqt" r t kxcf q' Vqf qu' nqu" ugevqt gu" ug" j cp" xkuv' chgevcf qu" r qt" guv" vgp f gpeke" {" gp" cs wgmqu" gp" f p qf g" o c { qt " t guv' gpeke" ug" j c" r t gupv' cf q" gu" gp" f p qf g" o a u" glgo r nqu" f g" h' s' v' k' celkppgu" ug" j cp" qdugt xcf q' O' Eqo q" glgo r nqu" guv' p" nqu" ugevqt gu" f g" " r" ucwv. " f gn' v' t' p' ur' q' t' v' g" rnu" eqo wplecekppgu. " f gn' ukngo c" h' p' c' e' k' t' q' g' p' v' t' g' v' t' q' u" }

Gucv" pwxcu" eqpf lekppgu" f gn' o gtecf q" qdriki ctqp. " eqo q" nqu" cpq' tco qu" cpvgtkto gpvg. " c" nqu" guwf kququ" c" dwact" pwxcu" j gttco kpvcu" s wg" nqu" r gto kkgtc" c" nqu" i gtgpvgu" f g" rnu" go r t gucu" {" gpvk cf gu" c" i ctpvkt ctc" wpc" cf gewcf c" i guvop' Ncu" s wg" o c { qt " ko r qt v' p' e' k' t' r' t' g' r' t' g' u' p' v' p' gp" gn' f' g' x' g' p' k' " cf o lpkntcelop" uqp" cs wgmcu" s wg" vkgpgp" s wg" xgt' eqp" nqu" o gecpkuo qu" f g" eqpvt qn" }

F guf g" nqu" c° qu": 2' j celk' p' w' g' u' t' q' u' f' l' cu' j cp' u' w' t' i' k' f' q' f k' g' t' g' p' v' g' u' v' g' t' l' cu' s' w' g' x' c' p' f' g' u' f' g' r' e' c' r' k' f' c' f' " v' q' v' c' n' r' c' u' c' p' f' q' r' q' t' " r' n' u' g' u' e' w' g' r' u' f' g' o' g' l' q' t' c' o' k' p' g' v' q' e' q' p' v' k' p' v' q' {" t' g' l' p' i' g' p' k' t' l' c' f' g' r' t' q' e' g' u' q' u' j' c' u' c' r' u' s' w' g' r' t' q' r' q' p' g' p' j' g' t' t' c' o' k' p' v' c' u' o' a' u' l' k' p' v' g' i' t' c' r' g' u' " gp" gn' eqpvt qn' f' g' r' i' g' u' v' o' p' O' G' l' g' o' r' n' q' f' g' g' u' v' c' " À' n' k' o' c' " g' u' r' c' " g' u' e' w' g' r' " f' g' n' D' e' m' p' e' g' f' " U' e' q' t' g' e' c' t' f' " *D' U' E' + " e' t' g' e' f' c' " c" r' c' t' v' t' " f' g' " n' q' u' " g' u' w' f' k' u' " t' g' e' r' k' f' c' f' q' u' " r' q' t' " T' q' d' g' t' v' " U' O' M' e' r' n' p' " {" F' c' x' k' " R' O' P' q' t' v' p' O' } Gn' r' t' q' r' » u' k' q' " f' g' " g' u' v' c' u' " v' g' t' l' c' u' {" g' u' e' w' g' r' u' " f' g' " r' c" cf o lpkntcelop" gu" h' e' k' r' k' t' c' t' wpc" ugtkg" f g" j gttco kpvcu" i gtgpeknqu" r ctc" s wg" vqf qu" nqu" f l' k' g' e' v' x' x' q' u. " i' g' t' g' p' v' g' u. " c' f' o' l' p' k' n' t' c' f' q' t' g' u' " {" i' q' d' g' t' p' c' p' v' g' u. " r' w' g' f' c' p' " e' q' p' v' t' q' n' t' " u' u' u' " r' t' q' e' g' u' q' u' f' g' " v' c' n' i' h' q' t' o' c" s' w' g' " u' g' " k' p' e' n' w' c' " g' p' " v' c' n' i' e' q' p' v' t' q' n' i' v' q' f' q' u' " n' q' u' }



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f ktgeekp" {"eqpvtqni"ukungo a vlequ" {"tcpu r ctgpvgu" nji tpcf q"grñewo r rko kwpvq" f g" rqu" r tkpek r ku" s wg" r" Eqpukwep" ug" c r" eqo q" qdriki cvqtiku" r ctc" r" cf o kpkwtcelep" r Adreco

F g" r" o kuo c" hqto c" vqtq" grgo gpvq" s wg" i ctepvk c" r" i gunkp" r Adreco" gu" grñ" Ukungo c" f g" I gunkp" f g" r" Ecrik cf " *UI E+ " gp" r" u" gpvk cf gu" guvcvrgu" s wg" guvdrgeg" r" qdriki cvqtiku" f g" " kpeqtr qtct" gp" r" qu" r tqeguqu" f g" r" u" gpvk cf gu" r Adreco" eqpvtqrgu" gzt rñekqu" {" hqto crgu" s wg" r gto kcp" j cegt" ugi wko kwpvq" {" gxcnwek" f g" r" ko r cevq" gp" uuu" wuwctku" q" dpgghelektku" Gñ" UI E" ug" o kf g" gp" v to kpu" f g" r" ucukhcelep" f g" uuu" pgegukf cf gu" r" q" o gf kq" f g" r" t guncel" p" f g" ugt xlekqu" f g" ecrik cf OF g" guv" o cpgtc" ug" ko r wuc" cu" grñ" o glqto kwpvq" eqpvkwpvq" f g" r" u" r tqeguqu" {" r" ko r rgo gpvcelep" f g" o glqtgu" r t a" ekecu" kf gpvhefcu" hqtrgefk cu" {" f qewo gpvcf cu" gp" r" u" f kwpvcu" a t gcu" ugrgeekpvcf cu" s wg" eqphqto cp" ecf c" gs wkr q" vtcpxgtucrf

Vqf q" r" u" cpvgtkt" guv" gpo ctecf q" gp" r" Ng { " : 94" f g" f lekgo dtg" 52" f g" 4225. " r qt" r" ewcn" ug" f kur qpg" gp" r" tco c" glgewkx" f g" r" qf gt" {" gp" qvtcu" gpvk cf gu" r t gvcf qtcu" f g" ugt xlekq. " s wg" ko r rgo gpvcp" UI E. " eqo q" wpc" j gttco kwpv" f g" i gunkp" ukungo a vlec" {" vtcpu r ctgpvg" s wg" r gto kc" f kki k" {" gxcnct" grñ" f gugo r g" o kpkwtcelep" gp" v to kpu" f g" ecrik cf {" ucukhcelep" uqekcn" gp" r" t guncel" p" f g" r" u" ugt xlekqu" c" ecti q" f g" r" u" gpvk cf gu" {" ci gpvgu" qdriki cf qu. " r" ewcn" guvt" gpo ctecf c" gp" r" u" r rpgu" guvt" i lequ" {" f g" f gucttqm" f g" vrgu" gpvk cf gu

Gp" grñ" ct vñewq" 46" f g" r" Cewgtf q" 33; / " 4226" * Rr" p" f g" F gucttqm" r ctc" Dqi qv" gp" grñ" gt qf q" 4226 / 422: + " ug" guvdrgeg" s wg" or ctc" i ctepvk ct" grñ" o qpkqtgq" {" ugi wko kwpvq" f g" r" u" r qñ" kecu" r Adreco" {" f g" r" qu" r rpgu" {" r tq" { gevqu" f g" r" C f o kpkwtcelep" F kwtkcn" ug" ko r rgo gpvct" p" ukungo cu" f g" ewcf tqu" f g" o cpf q" kwpvi tcn" eqo q" o qf grñ" f g" i gunkp" dcucf q" gp" r" guvcvgi kco

Cf go a u" s wg" r" u" ukungo cu" f g" " cuadro de mando integral f g" s wg" vtcv" grñ" ct vñewq" ug" c rcf q" cpvgtkto gpvg" grñ" UI E" eqpukvg" gp" ðwpc" j gttco kwpv" f g" i gunkp" s wg" traduce" r" guvcvgi k" {" r" o kuo" p" f g" wpc" qti cpk celp" gp" w" co r rñq" eqplwpvq" f g" o g f k f cu" f g" cewwcel" s wg"

r tq r qtekpvc" r" guvwewtc" pgeguctk" r ctc" w" ukungo c" f g" i gunkp" {" o g f lek" p" guvt" i kec" }

Uwo cpf q" r" u" grgo gpvqu" cpvgtkto gpvg" o gpekpcf qu" {" eqp" r" r ctvlekr celp" f g" r" qu" ugt xkf qt gu" r Adreco. " grñ" F kwtkq" crecp" ct a" pkxgrgu" f g" ghlekpekc. " ghlecek" {" ghgevkkf cf. " eqpxk vñ" pf qm" gp" w" o qf grñ" c" ugi wko

Gp" r" Anko c" gvcr c" f g" Gs wkr qu" Vtcpxgtucrgu. " s wg" eqkpek g" eqp" r" hpcrk celp" f g" r" et a" f kq. " ug" j ceg" pgeguctk" kpkwtcelep" ct" r" u" cevkkf cf gu" r tq r kcu" f g" u" w" f gucttqm. " vcpvq" gp" r" Ugetgvt" I gpgtcn" eqo q" gp" ecf c" wpc" f g" r" u" gpvk cf gu" kpxqmwetcf cu" Cu" o kuo q. " ug" j ceg" pgeguctk" hpcrk ct" r" u" cevkkf cf gu" s wg" ug" j cp" xgpkf q" glgewcpf q" gp" O glqtgu" Rt a" ekecu" f g" cewgtf q" cñ" i tcf q" f g" kwpvtxgpek" f g" ecf c" Gs wkr q" Vtcpxgtucrf

Nqu" cti wo gpvqu" ekcf qu" mxtcp" hpcrn gpvg" c" r" C f o kpkwtcelep" f g" r" F kwtkq" Ecr kcn" c" eqpvtcvt" c" vtcx a" u" f g" wpc" eqpuwmt" r" r" gndqtcelp" f g" r" r t gupvg" ect vkr" s wg" ukt xg" f g" i wñ" r t a" ekec" r ctc" r" ko r rgo gpvcelep" f g" r" u" cuadro de mando integral eqo q" j gttco kwpv" f g" gxcnwek. " ugi wko kwpv" {" o qpkqtgq" f g" r" i gunkp" f g" r" u" gpvk cf gu" f kwtkcrqu

Rqpgu" qu" gpvqpegu" c" u" w" eqpukf gtcelep" {" guw f kq" r" r t gupvg" i wñ" eqo q" tguwncf q" hpcrn" f g" r" ekcf c" eqpuwmt" {" gur gto qu" eqp" grñ" guvt" eqpvtkdw" gpf q" cñ" z kq" f g" r" i gunkp" f g" r" u" i qdgtpcpvgu" {" i gtpvgu" f g" r" u" gpvk cf gu" f g" r" ekw cf o

3" Kaplan y Norton, Cuadro de Mando Integral, segunda edición, 1996.



SECRETARIA

GENERAL

ALCALDÍA MAYOR DE BOGOTÁ

I. MARCO DE REFERENCIA

1. Antecedentes

Nc" Cf o kpkwtcekp" RÁdrtec" gp" Eqmjo dlc" j c" xgpkf q" f go qutcpf q" cxcpegu" uki pkltec" xqu" gp" rqu" Anko qu" c" qu" gur gekm gpvg" f guf g" r" f" 2 ecf c" f g" rqu": 2u" eqp" r" cf qr ekp" f g" p qto cu" s wg" qdri cp" c" rqu" cf o kpkwtcf qtgu" r Adrtequ" c" cf qr vct" o gf kf cu" f g" eqpvtqri" r ctc" i ctcpxk ct" s wg" r" i gukxp" ug" gpo cts wg" gp" rqu" eqpegr vqu" f g" ecrkf cf" {" o glqtco kpvq" eqpvpwq" O wgvtc" f g" gmq" gu" r" gxqmwkxp" s wg" j cp" vpkf q" f wtpvg" guqu" c" qu" vrgu" eqpegr vqu" gp" r" i gukxp" f g" r" gukxp" f g" r" Guvcf q" Gur gekm gpvg" f guf g" r" cf qr ekp" f g" r" Eqpukwkep" f g" 3; ; 3." c" r ctvkt" f g" r" ewcn" " ug" guvdrgeg" s wg" f gdgo qu" hqecrk ct" vqf qu" p wguv qu" guhvtg| qu" j cek" r" i gpgtcekp" f g" t guwxf qu" s wg" o cvgtkrkep" r" u" g" zr gevwxku" f g" f gucttqmj" f g" r" ccekp" eqmjo dlcpc" gp" uw" tks wgl c" uqekcn" 2 vplec." co dkgpvcn" f g" 2 pgtq" {" vgttkqtkcrl

Cu" o kuo q. "gp" r" Ng{ : 9" f g" 3; ; 5." ug" ug" c" r" s wg" wpq" f g" rqu" qdlgvxqu" f gn' Ukungo c" f g" Eqpvtqri' kpvtpq" *Ct vfwq" 4+ gu" gn' f g" of + I ctcpxk ct" r" eqttgevc" gxcnwkep" {" ugi wlo kpvq" f g" r" i gukxp" qti cpk cekqpcr" {" " qvtq" *Ct vfwq" 6+ gu" gn' f g" r" ol+ Qti cpk cekp" f g" o 2 vqf qu" eqphcdrgu" r ctc" r" gxcnwkep" f g" r" i gukxp" [" gp" gn' Ct vfwq" : < Gxcnwkep" {" eqpvtqri" f g" I gukxp" f g" r" u" qti cpk cekqpcr

F g" r" o kuo c" hqto c" r" T guqmwkep" Z[\ "6" 3341; 6< P wo gtcrl 9< Xgt hkecekp." guvdrgeg" gn' uki wkgpvq" qdlgvxq< òNc" go r tguv" ko r rgo gpvct" " vp" ukungo c" kpvq tcf q" f g" eqpvtqri" f g" i gukxp." f kug" cf q" r ctc" o gf k" qdlgvxco gpvg" gn' f gugo r g" q" qti cpk cekqpcr {" r" gxqmwkxp" ghlec" {" " ghlekpvq" f g" rqu" r rcpgu." r tqi tco cu. " qdlgvxqu" {" o gcuo"

Rctc" gn' ecuq" r ctvkwrt" f gn' F kwtkq" Ecr kcn' gn' Cewgtf q" 33; /" 4226" *Rrcp" f g" F gucttqmj" 4226/ 422: + guvdrgeg" gp" gn' Ct vfwq" 46<

òRctc" i ctcpxk ct" gn' o qpkqtgq" {" ugi wlo kpvq" f g" r" u" r qvfwcu" r Adrtequ" {" f g" rqu" r rcpgu" {" r tq{ gevq" f g" r" Cf o kpkwtcekp" F kwtkcn' ug" ko r rgo gpvct" p" ukungo cu" f g" ewcf tqv" f g" o cpf q" kpvq tcn' eqo q" o qf gmq" f g" i gukxp" dcucf q" gp" r" gurtcvgi kc" o

Uwti g" gpvqpegu" r" uki wkgpvq" r tgi wpc<

äRqt" s w" tcl > p" ug" j cp" cf qr vcf q" guvcu" o gf kf cu" gp" r" Cf o kpkwtcekp" RÁdrtec" gp" Eqmjo dlc" A

C wps wg" r" t gur wguv" r ctgekgtc" f go cukcf q" qdxlc." f gdgo qu" f gvpgtpqu" wp" o qo gpvq" gp" gn' cp" ruku" f g" guv" vgpf gpek" o wpf kcrf

F guf g" eqo kgl qu" f g" r" f" 2 ecf c" f g" hqu" c" qu": 2" j c p" vqo cf q" hwtg| c." gp" gn' o wvf q" f g" r" cf o kpkwtcekp." rqu" eqpegr vqu" s wg" dcucp" r" i gukxp" f g" r" u" go r tguv" r Adrtequ" {" r tkxcf cu" gp" r" pgegukf cf " f g" cvgpf gt" r" u" pgegukf cf gu" {" zr gevwxku" f gn' rkepvg. " c" ewwuc" f gn' hgp" > gpq" f g" r" eqo r gvwxkf cf " c" r ctvkt" f g" r" cr gtwtc" g" kpvtpcekqpcrk cekp" f g" rqu" o gtecf qu" s wg" ug" uwvpc" c" uw' xgl" gp" gn' cegrtcf q" f gucttqmj" f g" rqu" ukungo cu" f g" kphqto cekp" {" eqo wplecekp" gpvtg" rqu" f kgtgpvq" r c" fgu" s wg" j ceg" s wg" rqu" eqpuwo kf qtgu" f g" r tqf vevqu" {" ugtxkekqu" *" rqu" uqekgf cf " gp" i gpgtcn" r wgf c" ceegf gt" gp" hqto c" a i krl {" ghlekpvq" c" f kgtgpvq" qhgtvcu" {" r wgf c" f gekf k" c" s wkgp" eqo r tc" rqu" o kuo qu"

J q{ " gp" f" c" vpggo qu" enkgpvu" q" i twr qu" r qdrcekqpcrqu" s wg" eqpuwo gp" gp" hqto c" kpvgrki gpvg." gu" f gekl. " dwuecp" r tqf vevqu" {" k" ugtxkekqu" f g" o c{ qt" ecrkf cf " c" o gpqt" equvq" q" r tgekq" s wg" ug" ceqo qf gp" c" uuu" pgegukf cf gu" tgcrgu" Gur" vgpf gpek. " ko r wuvcf c" r qt" gn' f gucttqmj" f g" r" kphqto a vlc. " j c" qdri cf q" c" r" u" go r tguv" c" f ghkpk" gurtcvgi kcu" s wg" r gto kcp" ukvqpk ct" rqu" r rcpgu" f g" f gucttqmj" f g" r" u" o kuo cu" eqp" r" u" pgegukf cf gu" f g" eqpuwo q" f g" uuu" enkgpvu." f g" vcn' hqto c" s wg" rqu" j gej qu" j cp" f go qutcf q" s wg" r" u" go r tguv" s wg" pq" j cp" cf qr vcf q" guv" r t" a evlec" guv" p" f gukpcf cu" c" f gucr ctgegt

Uqp" o wej qu" rqu" glgo r rqu" s wg" vpggo qu" gp" r" tgcrl cf " f g" r" go r tguv" eqmjo dlcpc." f g" co dqu" ugevtqgu. r Adrtequ" {" r tkxcf q. " gp" rqu" s wg" j c" s wgf cf q" f go qutcf q" s wg" r" i gukxp" go r tguv" krlf gdg" r ctvkt" f g" r" u" pgegukf cf gu" {" zr gevwxku" f g" uuu" enkgpvu" {" s wg" r" u" wv gtxkxgpek" f g" r" o kuo c" f gr gpf gp" f g" r" o gf kf c" gp" s wg" rqu" r rcpgu" f g" f gucttqmj" ug" cf cr vgp" c" guvcu" gzk" gpekcu" Gn' ugevtq" f g" r" c" xkcekp" hvg." s wkl a u. " wpq" f g" rqu" r tko gtqu" gp" vpggt" r" pgegukf cf " f g" vrgu" cf cr vcekqpgu" r" u" ewvrgu" r" j cp" gzk" kf q" eqo q" r" cf qr ekp" f g" o gf kf cu" gzvgo cu" r ctc" o glqtct" r" ecrkf cf " f g" r" cvgpek" p" {" " gp" o wej qu" ecuqu" j cp" qdri cf q" c" gurtcvgi kcu" vrgu" eqo q" r" huukp" {" " q" c" rcp| cu" r ctc" r qf gt" uqdtgxkkl" gp" wp" o wpf q" vcp" eqo r gvwxkq" O" Cp" gn' ugevtq" f g" r" u" ucnf . "



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r qt "glgo r mq."ug"j c" qdugt xcf q" s wg" c" r ct vlt " f g" r c" cf qr ekp" f g" r c" Ng{ " 322" f g" 3; ; 5." r c" eqo r gvkkxkf cf " dcucf c" gp" r u" pgegukf cf gu" f g" mqu" erkgpvu" q" wuwtlqu" *eco dlq" f gn' gus wgo c" f g" uwdukf kq" c" r c" f go cpf c" { " pq" c" r c" qhgt v-+ j cp" i gpgtcf q" xgtf cf gtqu" ecvcerkuo qu" gp" r c" hqto c" gp" eqo q" ug" eqpekdg" r c" i gukxp" f gn' ugevqt O' Kpf gr gpf kpgvgo gpvg" f g" mqu" f gdcvgr Adrlequ" uqdtg" r c" ko r rkecekppgu" uqekrgu" f g" r c" r qmlecu" f gn' ukvgo c. " r u" go r tgucu" f gn' ugevqt " s wg" pq" ug" j cp" cf cr vcf q" c" guvqu" eco dlqu. " gp" gur gekn' s wkgpqu" pq" j cp" egpvtcf q" uw" i gukxp" gp" r c" ecrkf cf " { " gn' o glqtco kpvq" eqpvkpvq" f g" uuu" r tqeguqu" r ctc" s wg" guvqu" guv p" ceqtf gu" eqp" r c" u" pgegukf cf gu" { " gzt gevwxku" f g" mqu" erkgpvu. " j cp" f gucr ctgek f q" q" guv p" f gucr ctgekpf q" f gn' o gtecf q O'

Guv" ukwcekp" j c" qdrki cf q. " eqo q" ug" cpqvdc" cpvgtkto gpvg. " c" r c" cf qr ekp" f g" ukvgo cu" f g" eqpvqr" s wg" r gto kcp" o qpkqtgct" r gto cpgpvg" gpvg" gn' ewo r rko kpvq" f g" r c" u" o gvcu" { " qdlgvkxqu" f g" mqu" r rpgu" f g" f gucttqmj" go r tguctkn' { " gp" gn' ecuq" f gn' ugevqt" r Adrleq. " c" o gf kt" { " o qpkqtgct" uk" r c" i gukxp" f g" r c" u" gpvk cf gu" ug" guv" tgerkf cpf q" f g" hqto c" ghlekpvq" { " ghgevxc" { " cni" o gpat" equv. " f g" vni" hqto c" s wg" ewcpf q" ug" f gvgec" s wg" vrgu" qdlgvkxqu" pq" ug" guv p" ewo r rkgpf q. " ug" vqo cp" f gekukppgu" f g" clwvq" s wg" gp" cni" wpu" ecuqu" j c" ko r rkecf q" kpenwq" gn' elgtt" f g" gpvk cf gu" r ctc" ko r ngo gpvt" qvtqu" ukvgo cu" f g" cf o kpkutcekp" { " gp" ecuqu" gztgo qu" kpenwq" r c" r tkxvkl cekp" f g" r c" u" o kuo cu O'

Rtc" r qf gt " tgerkf ct " vni" o qpkqtgq" { " ugi wlo kpvq" f g" mqu" qdlgvkxqu" { " o gvcu" f g" mqu" r rpgu" f g" f gucttqmj. " ug" j cp" cf qr vcf q" f kgt gpvgu" o 2 vqf qu. " ukp f q" j q { " gp" f " vq" vq" f g" mqu" f g" o c { qt " 2 zkvq" mqu" cuadros de mando integral. " mqu" ewcrgu" j cp" r gto kkv q" s wg" r c" i gtgpek" f g" r c" u" go r tgucu" r wgf cp" vpgt" vpc" xkukp" i mqdrkf cf c" k" gvgi tcn' f g" r c" i gukxp" gp" hqto c" qr qtwpc. " f g" vni" o cpgtc" s wg" ug" f gvgec" p" c" vgo r q" r c" u" f gukcekppgu" { " ug" vqo cp" r c" u" o gf kf cu" r ctc" eqttgi kt" q" r tgvpk" ukwcekppgu" ktgi wctgu" gp" r c" xkf c" { " gn' hwwtq" f g" r c" go r tguc. " gu" f gek. " ug" o qpkqtgct" gn' r gto cpgpvg" ewo r rko kpvq" f g" r c" O kukp" { " ug" i ctcvkl c" s wg" r c" u" ceekppgu" r tgvpgvu" r gto kcp" gn' ewo r rko kpvq" f g" r c" Xkukp" f g" r c" go r tguc" q" gpvk cf O'

äs W. " F HGT GP EKC U" GZ KUVGP" GP" GN" GP HQS WG" VTCEKQP CN" F GN" EQP VTQN" ["

GN" RTQRWGVUQ" C" VTCX! U" F GN" EWCF TQ" FG" O CPFQ" K VGI TCN" Q" DCNCP EGF" UEQTGECTF A"

UKVGO CU" VTCF K E K P C N G U" DCUCF Q U' GP " N Q" H K P C P E K G T Q"	GN" DCNCP EGF " UEQTGECTF " Q" E O K'
Guv" vq" q"	F kp" o leq"
Tgcevqxq"	Rtqcevqxq"
T" f i kf q"	Hgzklrg"
P q' E qo r gvkkxq"	E qo r gvkkxq"
WP Kf ko gpukppcn'	O wni' ko gpukppcn'

Eqo q" m" xgtgo qu" gp" gn' eqpvkpvq" f gn' r tgvpgv" f qewo gpvq. " gn' cuadro de mando integral r gto kvg" vpgt" vpc" xkukp" f g" mqu" ewcvtq" hcevqtgu" emxgu" r ctc" gn' 2 zkvq" f g" vqf c" i gukxp" <

Gphqs wg" hkpcekgtq" Gphqs wg" f gn' erkgpvq" Gphqs wg" f g" mqu" r tqeguqu" Gphqs wg" f g" r c" hqto cekp" { " et geko kpvq"

Nqu" ewcrgu" mco ctgo qu" r gtu gevwxku" f g" r c" i gukxp O' Guvqu" r gto kvg" qdugt xct" gn' eqo r qt vco kpvq" f g" r c" i gukxp" go r tguctkn' eqp" v" gphqs wg" bq" uq r c" o gpvg" hkpcekgtq" eqo q" ug" xgp" c" j cekp f q" { " s wg" ko r rkecdc. " gp" gn' ecuq" f gn' ugevqt" r tkxf q. " egpvtct" vqf c" r c" i gukxp" gp" r c" qdvpekp" f g" o c { qtgu" f kxf gp f qu" r ctc" mqu" ceekppku" { " gp" gn' ecuq" f gn' ugevqt" r Adrleq. " gp" r c" glgevlekp" cpwcn' f g" w" r tguw wguq. " ukp" ko r qtvt" q" vcuvgpf gt" r c" hqto c" gp" e>o q" gn' erkgpvq" { " mqu" go r rgef qu" ug" guvdc" p" kvgtg rcekppcpf q" c" vcx2u" f g" mqu" r tgevqu" r tqf gevwxku" { " gp" mqu" ewcrgu" ug" o kf lgtc" r c" ecrkf cf " f gn' r tqf vevq" q" ugtxlekv" s wg" ug" guvdc" qht gekp f q O'

Eqp" r c" kpeqr qtcekp" f g" guvqu" ewcvtq" hcevqtgu" q" r gtu gevwxku" f g" r c" i gukxp. " r c" i gtgpek" f g" r c"



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go r t g u c " q " g p v k f c f " r w g f g " g p v q p e g u " o q p k q t g c t " g n i
 e w o r r i k o l e p v q " f g " n i q u " q d l g v k x q u . " o g u c u " { " g u t c v g i k c u "
 f g " e c t " a e v g t " h k p c e l e g t q . " o g f k c p v g " r c " u c v k u h c e e l e p " f g "
 r e u " g z r g e v c v k x c u " { " p g e g u k f c f g u " f g " n i q u " e r i k g p v g u " c "
 v t c x 2 u " f g " w p q u " r t q e g u q u " g h e l e k p v g u " { " g h g e v k x q u " { "
 e q p " g o r r g c f q u " e q o r t q o g v k f q u " { " o q v k x c f q u " d c l q "
 n i q u " r t l p e k r k q u " f g " e c r k f c f " { " o g l q t c o l e p v q 0 " G n i
 e w f t q " f g " o c p f q " l p v g i t e n i h e k r k c " g p v q p e g u " s w g " r c "
 i g t g p e k c " { " n i q u " u q e k q u " f g " r c " g o r t g u c " q " g p v k f c f "
 * C e e k p l u v c u " q " E k w f c f c p q u " o k f c p " l p v g i t e m g p v g "
 r c " i g u v k o p " c " v t c x 2 u " f g " l p f l e c f q t g u " f g " t g u w a c f q " g "
 k o r c e v q 0 "

"
 " ä S W " G U " G N " D C N C P E G F " U E Q T G E C T F " Q "
 E W C F T Q " F G " O C P F Q " R V G I T C N A "
 "
 "

G U " w p c " j g t t c o l e p v c " f g " i g u v k o p " s w g " v t c f w e g " r c "
 g u t c v g i k c " { " r c " o l u k o p " f g " w p c " q t i c p k c e l e p " g p " w p "
 c o r r i q " e q p l w p v q " f g " o g f k f c u " f g " c e w c e k o p . " s w g "
 r t q r q t e k p p c p " r c " g u t w e w t c " p g e g u c t k c " r c t c " w p "
 u k u g o c " f g " i g u v k o p " { " o g f l e k o p " g u t c v i i k e c 0 " * 3 + "

G u " w p c " j g t t c o l e p v c " f g " i g u v k o p " s w g " v t c f w e g " r c "
 g u t c v g i k c " f g " r c " g o r t g u c " g p " w p " e q p l w p v q " e q j g t g p v g "
 f g " l p f l e c f q t g u 0 " * 4 + "

G u " w p c " j g t t c o l e p v c " s w g " r g t o k g " l o r r g o g p v c t " r c "
 g u t c v g i k c " { " r c " o l u k o p " f g " w p c " g o r t g u c " c " r c t k t " f g "
 w p " e q p l w p v q " f g " o g f k f c u " f g " c e w c e k o p 0 " * 5 + "

X G P V C I C U " F G N " E W C F T Q " F G " O C P F Q "
 R V G I T C N "

H e k r k c " g n i e q p u g p u q "
 R g t o k g " g n i c w q e q p v t q n i "
 W p k f c f " f g " e t k g t k q " { " r t q r » u k s q "
 V t d c l q " g p " g s w k r q "
 X k u k o p " c " r e t i q " r r c | q "
 E r k o c " q t i c p k c e l e p c n i "
 E q p q e l o l e p v q " f g " n i p g i q e l q "
 T g t q c r k o g p v c e k o p "

T C \ Q P G U R C T C " W W N K C T " G N E O K "

.....
 4 * 3 + M e r n e p " { " P q t v p . " E w f t q " f g " O c p f q " l p v g i t e n i h e k r k c " g n i e q p u g p u q "
 g f l e k o p . " 3 ; ; 8 0 "
 * 4 + F " a x k c " C p w p l q . " I G U G / T G X K U V C " F G " C P V K W Q U "
 C N W O P Q U . " 3 ; ; ; "
 * 5 + X q i g n i O c t k q . " y y y 0 c d r g t q / f g e q o c p f q 0 e q o . 4 2 2 4 "
 "

"
 3 + " l p v g i t e n i h e k r k c " g n i e q p u g p u q " o g f l e k o p "
 "



N c " e q p x g p l e p e k " f g " w k k c t " w p " E O K i c f l e c " g p " s w g "
 r c " i g t g p e k c " f g " r c " g o r t g u c " r w g f g " o q p k q t g c t " g n i
 e w o r r i k o l e p v q " f g " n i q u " q d l g v k x q u " { " o g u c u "
 g u t c v i i k e c u " f g u f g " r e u " e w c v q " r g t u r g e v k x c u " c p q v e f c u "
 c p v g t k q t o g p v g " { " p q " u q r c o g p v g " f g u f g " r c " r g t u r g e v k x c "
 h k p c e l e g t c 0 " G u " f g e k t . " u g " r w g f g " q d u g t x c t " c " v t c x 2 u " f g n i
 E O K u k i n i q u " q d l g v k x q u " f g " g h e l e k p e k " { " g h g e v k x k f c f " f g "
 n i q u " r t q e g u q u " u g " g u v p " f c p f q . " u k " g n i e r i k g p v g " q " w u w t k q "
 g u v " u c v k u h e j q . " u k " n i q u " g o r r g c f q u " g u v p "
 u k p v q p k c f q u " { " o q v k x c f q u " h t g p v g " c " n i q u " r t l p e k r k q u "
 f g " e c r k f c f " { " o g l q t c o l e p v q 0 "

V q f q " g u v q " v p l e p f q " g p " e w g p v c " s w g " g p " g n i e c u q " f g "
 r e u " g o r t g u c u " q " g p v k f c f g u " f g n i u g e v q t " r A d r i e q " g p "
 g u r g e l c n " r c " r e c e k o p " f g n i E O K g u v " q t l e p v c f c " c " r c "
 r t g u c e k o p " q " r t q f w e e k o p " f g " u g t x l e k q u " r c t c " w p c "
 e q o w p k f c f " { " p q " u q r c o g p v g " c " r c " g l g e w e k o p " f g " w p q u "
 t g e w t u q u " r t g u w r w g u v r g u 0 "

4 + " T g e l e p v g " 2 p h c u k u " g p " g n i u g e v q t " r A d r i e q " r q t " r c "
 o g f l e k o p " f g n i f g u g o r g o q <

N c " e w n w t c " f g " r c " o g f l e k o p " j c " r p g g v t c f q " c " p l x g n i "
 o w p f k c n i c " v q f q u " n i q u " u g e v q t g u " r t q f w e v k x q u " { . " g p " n i q u "
 A n k o q u " c o q u . " j c " r g t o g c f q " n i q u " u k u g o c u " f g "
 o g f l e k o p " f g " r c " i g u v k o p " f g " n i q u " g o r r g c f q u " r A d r i e q u . "
 l p e q t r q t " p f q u g " c " n i q u " p w g x q u " o 2 v q f q u " f g "
 g x c n w c e k o p " f g n i f g u g o r g o q " g n i g u v c d r g e l o l e p v q " f g "
 l p f l e c f q t g u " h i c f q u " c " r c " g h e l e k p e k " { " g h g e v k x k f c f " f g "
 u w u " c e w c e k o p g u 0 " o N e u " g o r t g u c u " f g n i G u v c f q " f g p v t q "
 f g " r e u " r q n i l e c u " i n q d c r k c f q t c u " s w g " t k i g p " r c "
 g e q p q o " c " o w p f k c n i g u v p " q d r k i c f c u " j q { " g p " f " c " c "
 o g f k t " u w " f g u g o r g o q " g p " r n g p c " e q o r g v g p e k c " e q p " g n i "
 u g e v q t " r t k x c f q 0 " R q t " n i " v c p v q " g n i E O K g u " w p c "
 j g t t c o l e p v c " s w g <

- o U g " e g p v t c " g p " l p f l e c f q t g u " f g " i t c p " l o r c e v q "
- o G u v " r g p u c f q " r c t c " s w g " u g c " l f e k r i " { " g e q p » o l e q " f g " w k k c t "
- o G u " g s w r k i d t c f q "



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- Rapp'g'o a u'2 phcuku'gp'rc'r t g x g p e k p 's w g 'g p' m'f g v e e k p'
- Gu' q t k e p v c f q 'j c e k 'g n' e k e p v g'
- Gu' k p v g t f g r c t w o g p v c n'
- F g r g i c " r q f g t " g p " r c " q t i c p k c e k p " f g " c r t a x k u k p c o k e p v q 'r c t c 't g c r i k t c 'b o g l q t c u'
- R t q r q t e k q p c 'w p 'o 2 v q f q 'r c t c 'e q o r c t c t 'r c " e c r k f c f " f g n' u g t x l e k q " e q p " g n' q d l g v k x q " f g " e q p x g t v k u g 'g p' g n' o g l q t 'f g ' u w ' e r c u g o'

"

5+ "C w i g 'f g 'r u' v g t f c u' c f o k p k u t c v k x c u' d c u c f c u' g p' E c r k f c f " { " O g l q t c o k e p v q O

"

Nc" cr n e c e k p " f g " m u " e q p e g r v a u " { " o 2 v q f q u " h q t o w r c f q u " c " r c t v k t " f g " r u' v g t f c u' f g " r c " E c r k f c f " { " g n' O g l q t c o k e p v q " e q p v k p v q " g p " r c " C f o k p k u t c e k p " R Ì d r e c " u p " j g e j q u " k p p g i c d r g u " s w g " q d r i c p " c " s w g " v q f q " u g t x l e k q t " f g n' G u c f q " c v k p f c " m u' r t l p e k r k u' f g " G h e l g p e k . " G h e c e k " { " G h e v k x k f c f " f g " u w ' i g u k p O' N c " t c l » p " f g " g u v q " g u " g u r g e k m g p v g . " r q t s w g " r c " o k u o c " e q p u k u g " g p " c f o k p k u t c t " m u " t g e w t u q u " s w g " w p c " e q o w p k f c f " r g " j c " e q p h e f q " r c t c " r t q f w e k t " d l e p g u " { " u g t x l e k q u " s w g " u g " c l w u v g p " c " r u' p g e g u k f c f g u " f g " r c " u e k e f c f . " g p " e q p u g e w g p e k " g n' c f o k p k u t c f q t " r Ì d r e q " g u v " q d r i c f q . " d c l q " r t l p e k r k u' 2 v e q u " { " p q t o c v k x q . " c " i g p g t c t " m u " o k u o q u " e q p " o c { q t g u " p f k e g u f g ' e c r k f c f " c " m u' o g p q t g u' e q u v u' r q u k d r g u " { " u w ' f g u g o r g o q " f g d g " u g t " g x c n c f q " e q p h q t o g " c n' e w o r r i k o k e p v q " f g " g u v q u " r t l p e k r k u' " { " q d l g v k x q . " d w e c p f q " u k g o r t g " g r i k o k p c t " c e v k x k f c f g u " s w g " p q " i g p g t g p " x c r i t O'

Nc u' v g t f c u' c f o k p k u t c v k x c u' c r w p v c p . " g p v p e g u " c " i g p g t c t " w p c " e w n w t c " f g n' e q o r q t v c o k e p v q " 2 v e q " f g n' g o r r g c f q " r Ì d r e q " r c t c " s w g " u w " i g u k p " g u v " q t k e p v c f c " c " c f o k p k u t c t " m u " t g e w t u q u " s w g " r g " r g t v p g e g p " c " w p c " u e k e f c f " f g " r c " o g l q t " o c p g t c . " g r i k o k p c p f q " r t q e g u q u " { " c e v k x k f c f g u " s w g " c h e v e p " k p p g e g u c t k o g p v g " g n' e q u v q " f g n' r t q f w e v q " q " f g n' u g t x l e k q . " u k p " c h e w c t " r c " e c r k f c f " f g " m u' o k u o q u O' G u c " g u' r c " Ì p l e c " o c p g t c " f g " f g o q u t c t " r c " e q o r g v k x k f c f " f g n' g o r r g c f q " q " f g n' e q p v c v k u c " { " g p " i g p g t c n' f g " r c " g p v k f c f O'

"

2. Marco Conceptual

W p c 'f g 'r u' v c t g e u' h m p f c o g p v c r g u' f g ' v q f q ' i g t g p v g " q " c f o k p k u t c f q t " f g " w p c " g o r t g u c " e q p u k u g " g p " f k t g e e k p c t " r g t o c p g p v g o g p v g " r u' c e v k x k f c f g u " s w g " u g " g u v p " g l g e w c p f q " f g p v t q " f g " w p " r t q e g u q " r t q f w e v k x q . " d l g p " u g c p " r t q f w e v q u " q " u g t x l e k q u " m u "

s w g " u g " i g p g t g p . " r c t c " s w g " g u v q u " u g " c l w u v g p " c " m u " t g s w g t k o k e p v q u " f g " s w k e p " m u " g u v " e q p u w o k e p f q " q " e q o r t c p f q = " i c t c p v k c p f q " f g " g u c " o c p g t c " s w g " u k g o r t g " g z k u c " r c " r q u k d k r k f c f " t g c n' f g " u w d u k u k t " g p " g n' o g t e c f q O'

"

U k ' g n' r t q f w e v q " q " u g t x l e k q " s w g " x g p f g " q " r t q f w e g " r c " g o r t g u c " p q " g u' e q p u w o k f q . " p q " v k e p g " t c l » p " f g " u g t " s w g " u k i c " g z k u k e p f q " v c n' g o r t g u c " s w g " m u' r t q f w e g " { " e q o q m j " g o q u' c p q v c f q " c p v g t k q t o g p v g . " j q { " g p " f " f c " g n' o g t e c f q " e q o r g v k x q " j c e g " s w g " e c f c " f " f c " m u " i g t g p v g u " q " c f o k p k u t c f q t g u " f g d c p " g u r g e k r i k t u g " g p " g p e q p v t c t " g u t c v g i k c u " s w g " r g t o k c p " r t q f w e k t " g p " e q p f k e k p p g u " f g " o a z k o c " e c r k f c f " { " c " o g p q t g u " e q u v q u O' U k ' p q " u g " x g p f g p " m u' r t q f w e v q u " s w g " i g p g t c " r c " g o r t g u c . " p q " j c { " k p i t g u q " { " g p " e q p u g e w g p e k " f g u c r t g e g " g n' h k p c p e k o k e p v q " f g n' r t q e g u q " r t q f w e v k x q . " p q " j c d t a " i c p c p e k u' g e a p x o k e c u' r c t c " g n' f w o " q " p q " u g " r q f t a " t g l p x g t v k t " r q t s w g " p q " j c d t " f c " o a t i g p g u " f g " w k r k f c f O'

"

G u v g " g u " g n' r t l p e k r k q " e m t q " { " e q p w p f g p v g " s w g " g n' o g t e c f q " j c " g u v c d r g e k f q " g p " g n' o w p f q " o q f g t p q " { " g u " c r n e c d r g " v c p v q " c " r c " g o r t g u c " r t k x c f c " e q o q " c " r c " g o r t g u c " r Ì d r e c O' G z k u g p " o w e j q u " g l g o r m u " s w g " j c p " f g o q u t c f q " e q p " j g e j q u " e q p e t g v q u " s w g " g p v t g " m u " f q u " u g e v t g u " p q " g z k u g p " d c t t g t c u " { " s w g " c o d q u " r w e f g p " u w u k w k t u g " o w w c o g p v g " e w c p f q " e w c n s v k g t c " f g " g m u " p q " f 2 " m u " t g u w n c f q u " g u r g t c f q u O' F g " r c " o k u o c " h q t o c . " r w e f g p " c u e k e t u g " r c t c " i g p g t c t " p v g x c u " c n g t p c v k x c u " f g " o g t e c f q O' W p " e m t q " g l g o r m u " g u " m " s w g " j c " q e w t t k f q " e q p " g n' u g e v t q " f g n' t c p u r q t v g " g p " r c " e k w f c f " f g " D q i q v . " g p " f q p f g r q t " f g h e l e k p e k u " { " g u r g e k m g p v g " r q t " r t q d r g o c u " f g " e c r k f c f " g p " r c " r t g u c e k p " f g " m u " u g t x l e k q u . " g n' i q d l g t p q " e g p v c n' f g " r c " E c r k c n' r k f g t » " { " i g p g t » " c " V t c p u o k e p k q " e q o q " w p c " c n g t p c v k x c " s w g " r c w r v k p c o g p v g " j c " k f q " f g r r c l c p f q " f g n' o g t e c f q " c " g o r t g u c u " f g n' u g e v t q " r t k x c f q " s w g " v g p " f c p " g n' o q p q r q n k q " f g " g u v g " u g t x l e k q O'

"

J g e j q u " e q o q " g n' c p q v c f q " u k t x g p " f g " g l g o r m u " r c t c " f g o q u t c t " e » o q " j q { " g p " f " f c " u g " j c e g " p g e g u c t k q " s w g " v q f c " g o r t g u c " q " g p v k f c f " v g p i c " w p q u " r t q e g u q u " r t q f w e v k x q u " s w g " u g " q t k e p v g p " c " u c k u l c e g t " r c u " p g e g u k f c f g u " f g n' e n g p v g " q " w u w c t k q " f g n' r t q f w e v q " q " u g t x l e k q . " c u " o k u o q . " s w g " r c " i g p v g " s w g " v c d e l c " f g p v t q " f g n' r t q e g u q " r t q f w e v k x q " g u v " r r e p c o g p v g " k f g p v k l e c f c " e q p " 2 u g " r t q r » u k a q O' G u c " g u " r c " Ì p l e c " h q t o c " f g " i c t c p v k t c t " s w g " g z k u c " r c " x g p v c " e q p u w o q " f g n' r t q f w e k f q " { " g p " e q p u g e w g p e k " g u " r c " Ì p l e c " o c p g t c " f g " i c t c p v k t c t " s w g " u g " i g p g t g p " k p i t g u q u "

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geqp»o lequ0Gp"gn'ecuq" f g"rcu"gpwcf gu'r Àdriecu" r qf t"cti wo gpvctug" s wg" rqu" kpi tguqu" r tqxlkpgp" f g" rqu" ko r wguvu" s wg" r ci cp" rqu" ekwcf cpqu" { "s wg" uw" r ci q" gu" f g" ect" evgt" pqtto cvkxq" q" rgi cr0' P q" qduvcpvg" eqo q" { c" j go qu" cpqvcf q" gn' s wg" rqu" kpi tguqu" r tqxgpi cp" f gn' Gucf q' p' q' i ctcpxk c' s wg" r" go r tgu" s wg" r tqf weg" gn' ugtxlkq" vgi c" cugi wcf q" uw" hwwtq. " { c" s wg" ug" j c" f go qvctcf q" gp" j gej qu" eqpetgvu" s wg" r" xqnpvcf" f gn' i qdgtpcpv" gu" i ctcpxk ct" r" ecrkcf" { " s wg" gp" gn' ecuq" f g" ugt" pgeguclq" r wgf g" f ktgeekpct" f lej qu" kpi tguqu" c" eqo r tct" q" eqpvcct" eqp" r" go r tgu" r tkxf c" r" r tqf weekp" f g" rqu" ugtxlkq" uk² unc' r' g' i ctcpxk c' s wg" r wgf g" i gpgtcrqu" eqp" o glqtgu" p' f lequ" f g' ecrkcf" { " c" o gpgtgu" eququ. " vni" { " eqo q" qewtk. " r qt" glgo r r. " j ceg" cri wpu" c" o" qu" eqp" r" go r tgu" f g" cugq" f g" r" ekwcf" f g" Dqi qv' 0

Nq" cpvgtkt" gzi rkec" gpvpegu" gn' r tko gt" r wpu" hwpf co gpvcn' f guf g" gn' o cteq" vgtleq" eqpegr wcn' s wg" ug" f gdg" vpgt" gp" ewgpvc" ewcpf q" j cdxo qu" f g" wp" cuadro de mando integral. " c" ucdgt. " ukgo r t g" f gdg" gzkrkt" wpc" Xkukp" Gutcv' i kec" gp" vqf c" go r tgu" Vcn' o cteq" ug" hwpf co gpvc" gp" rqu" uki wgpvqu" cur gevqu' <

Visión y Estrategia

- Nqu" **productos**" { " **servicios**" f kti kf qu" j cekc" gn' erkpvg" uq" " **a medida**". " gu" f gek. " r" r tghgtpekcu" f gn' erkpvg" uq" r tko qtf krgu" f gvtq" f gn' r tgeguq" r tqf wekxq" go r tguclcr0"
- Nc" mco cf c" i rdcik celop" ug" j c" f g" eqo dlpc" eqp" wp" o ctngvpi " rncn' pgeguclq. " gu" f gek. " f gdgo qu" ugt" **eficientes**0"
- Nc" **mejora continua** ug" gu" eqpxk vepf q" gp" wp" vto kpq" pq" cecf² o leq" ukpq" r t^a evkq" gp" vqf cu" uu" f ko gpukppgu' P q" ecdg" f wf c" f g" s wg" r" xkf c" f gn' r tqf weq" j q" { " f" gu" o^a u" eqtv. " uqdtg" vqf q" gp" gn' ugevqt" vgepqni leq0"
- Gn' **capital humano**" gu" vqo cpf q" r" f ko gpukp" gutcv' i kec" pgeguclc" r ctc" s wg" cr qtvg" xcrqt" c" r" go r tgu" 0"

5" Crtqpuq" N»r gl. " r tqhguqt" Wpkxgtukf cf" f g" \ ctc i q| c. " Gur c' o' òEwtuq" uqdtg" rgeekppgu" f gn' EO K0

- Nqu" **procesos**" ecf c" xgl" gu" p" o^a u" **consolidados**" g" **integrados**. " dwè" pf qug" r" o^a zko c' ecrkcf" { " ghlekpek0"
- Nqu" **proveedores**" gu" p" ecf c" xgl" o^a u" kpvgi tcf qu" gp" r" **cadena de producción**0"
- Vqf q" guq" eqpuwkwf g" wp" r kct' d^a uleq" f g" r" s wg" ug" r" c' **Business Intelligence**0"

Vcn' eqo q' cr wvcp' Mer rcp" { " P qt vqp. " gn' r tgeguq" f g" eqphki wtcekp" f gn' EO Kug" kplek" xgtf cf gco gpvg" ewcpf q" r" F ktgeekp" eqo krp| c" c" vcdclct" gp" r" **traducción de la estrategia de su unidad de negocio**" gp" wpu" **objetivos estratégicos concretos**. " f g" hqto c" s wg" ug" r wgf cp" **identificar sus inductores críticos**0"

Uk' f wf c. " gn' hkp" **Anko q' f gn' EO Kgu' r" integración y complementación de todos aquellos objetivos emanados desde la propia estrategia**0"

Objetivos e Indicadores estratégicos

Gn' uki wgpvg" rgo gpvq" s wg" f gdg" vpgt" gp" ewgpvc" vqf q" dvgp" i gtgpvg" gu" r qf gt" r rco ct" gp" qdldkxqu. " o gvcu" { " gutcvgi kcu" eqpetgvu. " o gf krgu" { " tgrk| cdrgu" gp" gn' vgo r q. " r" xkukp" go r tguclcr" cu" o kuo q. " f gdg" o qpkqtgct" r gto cpgpvgo gpvg" s wg" r" cu" cewkxk cf gu" f gn' r tgeguq" ug" gu" p" glgewcpf q" f g" vni" o cpgtc" s wg" ug" i ctcpxk g" gn' ewo r rko krpvq" f g" r" O kukp" kpuwkwepcn' eqphqto g' cn' r rcp" gutcv' i leq" grcdqtcf q' r ctc" vni hkp0"

Guvq" ko r rkec" gpvpegu" s wg" gn' i gtgpvg" f gdg" f gucltqmc" j gttco krpvcu" f g' eqpvcn' { " ugi wko krpvq. " gpeqpvcpf q" cu" s wg" wpc" f g" vrgu" j gttco krpvcu" wtk| cf cu" vpkxgtucno gpvg" r qt" f khtgpvgu" i gtgpvgu" gz kququ" gu" gn' **cuadro de mando integral**. " ew' c" lwxkhecekp" gu" gn' r tqr »ukq" hwpf co gpvcn' f gn' r tgu" vpg" f qewo gpvq" { " s wg" guvctgo qu" f gucltqmc" p' q' gp" rqu" uki wgpvqu" ecr' f wru0"

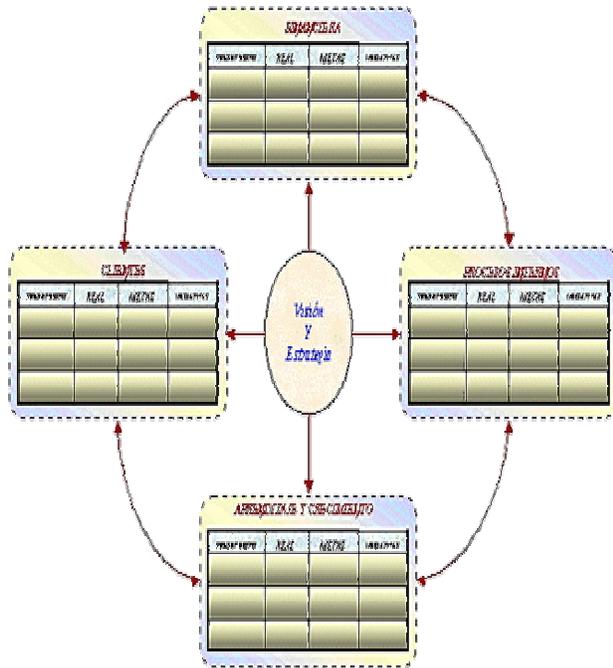
Rgtq" f g" r" o kuo c" hqto c" ug" r wgf g' tgewtk c" wpc" q" xctkcu" f g" r" j gttco krpvcu" s wg" r" cf o kpkmtcekp" o qf gtpc" j c' r wguq" c" f kur qulekp" f g" rqu" i gtgpvgu" { " cf o kpkmtcf qtgu" f g" go r tgu" vrgu" eqo q" r" gu" gzi wguvu" r qt" r" u" f khtgpvgu" guewrgu" vgtlecu" s wg" gpwpekco qu" c" eqpvkpwcekp. " vqo cf cu" f gn' f qewo gpvq" òNgeekppgu" uqdtg" gn' E wcf tq" f g" O cpf q" kpvgi tcn" f gn' r tqhguqt" Crtqpuq" N»r gl" { " s wg" o cpvkgpp" gutgej c" tgrcekp" eqpegr wcn' eqp" r" u" vgtf" f g" rqu" **cuadros de mando integral** <





BSC y otros modelos de Gestión⁴

Uk'dkpg'gn'o qf grq'f g"TOU'Mcr rcp"*1+*"J ctxctf"
Dwkpquu' Uej qqn' {" D. Norton" *2+*" Dcrrpegf"
Ueqtgectf'Eqmcdqtcvkxg'(00)



Ug'wpq'f g"nu"o a u'f kxwi cf qu" {" go r rgef qu' r ctc"
r"o gf lekop'f g"r"cevkxf cf "go r tguclcn'gp"ewcpvq"
c"\$eqpgevt\$"r" guctvgi kc" {" r"cewcekop"mgxcfc" c"
ecdq. "pq"o gpqu'ekgtv"gu"s wg"r qf go qu'gpeqptct"
gp" r" rkgtcwtc" gur gelckk cf c" qvtqu" o qf grqu"
ulo kactgu"q"eqp"xctkcekqpgu"kpvtgucpvgu0P quqtqu"
/f gdlkf q" c" s wg" guco qu" gp" gn' vgo c" gzenwukxq" f g"
DUE/"xco qu" c" ugt"dcucpvg"gzr r'lekqu"gp"ewcpvq" c"
f lej qu" o qf grqu." f guwecpf q" r"u" ectcevt'jwkecu"
gugpekrgu"s wg" gpeqptco qu'gp"ecf c"wpq'f g"gnqu0

Ego gp|ctgo qu" r qt" gn' o qf grq" r tqr wguq" r qt"
Carol J. McNair" *3+:" r tqhguqt" f gn' Dcdugp"
Eqmgi g." Richard L. Lynch" *4+:" r tqhguqt" f g" r"

⁶Chqpuq N»r gl . 'r tqhguqt' Wpkxgtukf cf 'f g"
\ ctcj q| c. 'Gur c° c0dE wtuq' uqdtg' hgeekqpgu' f gn'
EO K60

Uej qqn' qh' Ngcf gtuj kr" cpf" Nkgrmpj " Ngctpkpi "
*Wpkxgtukf cf "f g" T gqti kc" {" Kelvin F. Cross" *5+:"
r t gulk' gpvg' f g' Eqtr qtcvg' Tgpcukcpeg. Tpe0

"F q" Hkpcpekn' cpf" pqp'hkpcpekn' r gthqto cpeg"
o gcuwtgu" j cxg" vq" ci tggA'." Management
Accounting' P qx03; ; 2"

Ug'vcv" f g" wp"o qf grq' egpvtcf q" gp" 5" plxgrgu<"rcu"
unidades de negocio." gn' área operativa" {" nu"
centros de actividad y departamentos0 Nq"
ko r qtcvpg"gp"ewcns wkt'ecuq'gu'pq'r gtf gt'gn'htgpvg"
f g"r"q" s wg"ug" f gpqo kpc"\$XJK P "f g" go r t guc"\$gn"
j gej q" f g" gucdngegt'eqp'emtkf cf "m" s wg" f guco qu"
ugt+0 Culo kuo q" {" gp" ugpxkf q" xgtwecn" nu"
kpf lecf qtgu" go r rgef qu" gu' p" gs wkdctf qu" r qt"
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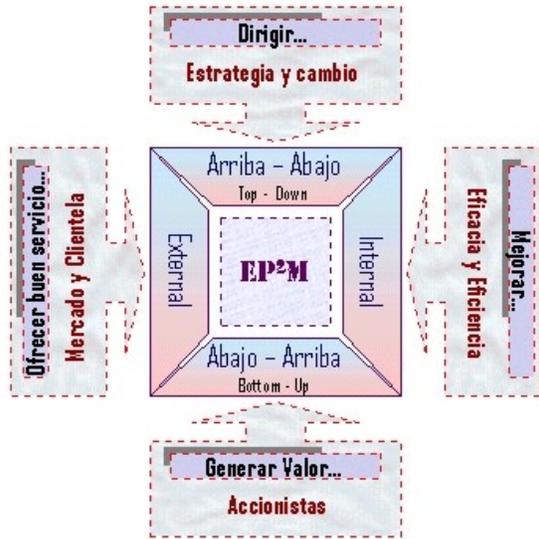
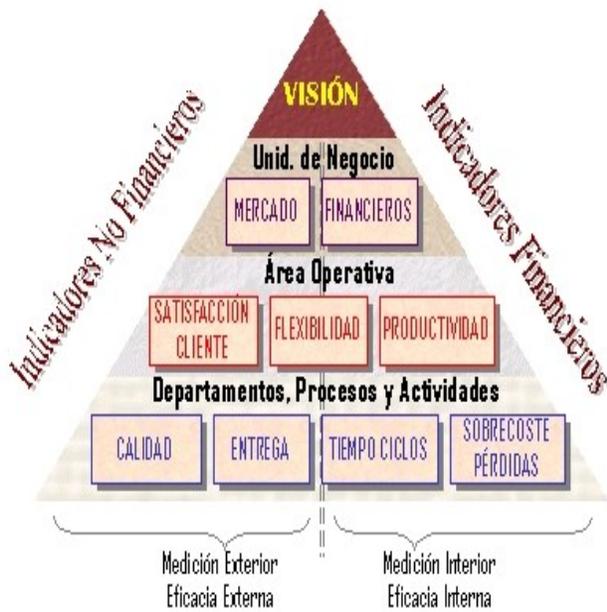
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ug" egpvtc" gp" nu" eqpegr vqu" f g" Tgkpi gplgt'c"
*Gpvtgi c." Vlgo r q" Elenqu+." Ecrkf cf " {" CDE"
*Uqdtgequw/r² tf kf cu+ gp" uw" dcug<"
Departamentos, Procesos y Actividades0"

Tgqti cpk' cpf q" nu" eqpegr vqu" s wg" j cuvc" cs w"
vpggo qu" Ecrkf cf " {" Gpvtgi c" ug" eqpvkxk' fcp" gp"
cur gevqu" ko r qtcvpgu" f g" o gf lekop" gzvgtkt"
*ghkecelc" gzvgtpc+ {" Vlgo r q" gp" Elenqu" {"
Uqdtgequw/r² tf kf cu'gp" cur gevqu" d' ulequ' f g" p'f qng"
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Nqu' qdlgkxqu" {" /r qt" gpf g" /uwu" kpf lecf qtgu." uqp"
wpc" o cvgtk' r tko c" grgo gpvcr'gp" r" tgrmekop" f g" r"
guctvgi kc' f g" r" qti cpk' celop" {" f g" ecf c' wpc' f g' uwu"
cevkxf cf gu0

Gn'uki wkpvg' plxgn' gu' gn' operativo0 Ug'vcv" f g" wp"
plxgn' tgrcekqpcf qt. "gu' f gekl. "nu' qdlgkxqu" s wg" ce"
ug" f ghkpgp" ug" j cegp" gp" dcug" c" etkgtkqu" f g"
Ucvkuccekop" f g" r" erkepvgc." Hgzkdkk' cf " {"
Rtqf wevkxf cf. " {" gu' p" guctgej co gpvg' xlpewrf qu"
vcpvq" c" r"u" o gvcu' gucdngekf cu' gp" gn' plxgn' kphgtkt"
*f gr ctvco gpvqu." r t qeguqu" {" cevkxf cf gu+ "eqo q" gp"
gn' lpo gf kvco gpvg' uwr gktkt *wplf cf gu' f g' pgi qelq+ "
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\$speqo g' f tlxgtu\$ *kpf wevtgu' f g' t guwncf q+ f g" nu"
qdlgkxqu' f g' gu' plxgn' uwr gktkt0





Gri'plxgn'f g"rcu"unidades de negocio"gu'gn'ni ct" r qt" gze'gpele" f qpf g" vcpv" er'epv" *O gtecf q+" eqo q"ceekqpkuc" *Hpcpektqu+f vgt o lpcp"s w" gu" n'xgtf cf gco gpv'gp'rc'qti cpk' cel'p0

Qvc"r tqr w'guc"gu"rc" f g"C. Adams" { "P. Roberts." s'w'gpgu" pqu" r tqr qpgp" gn' o qf gmq" EP2M." wp" o qf gmq"egp'tcf q"gp"gn'cp'a r'uku" f g"rc" gxq'w'el'p" f g" n'qu'lpf lecf qt'gu0

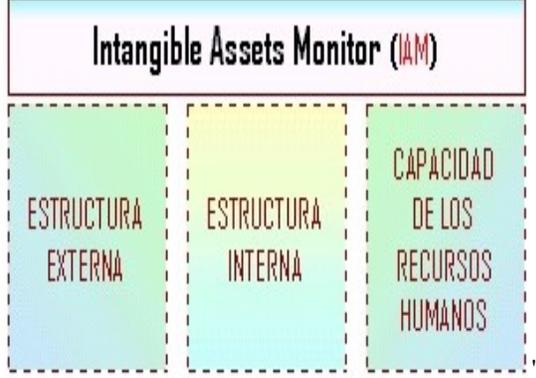
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Hk2 o qpqu." r qt" glgo r n'." gp" rc" r ctvg" P'qtvg" f gn' o qf gmq."eqo q"gp"gn't'guv' f g'o qf gmq's w'g'guco qu" cpc'rk' cpf q." rc" gu'vc'gi' k' l'w'gi' c" wp" tqn' gu'p'ekn" uk'p'f q" wp" r wpv' f g" t'gh'g'p'ek" ko r qt'v'p'g" gp" rc" F'k'geek'p" f g" rc" go r t'guc" {" gp" rc" I' gu'k'p" f gn' eco d'k'q' R'qt" gn' eqp't'ct'k'q." f guf g"rc" | qpc" U'vt." rc" i'gp't'cel'p" f g" x'cn'qt" u'w' r'p'g" wp" g'rgo gpv'q" ko r qt'v'p'g" f guf g"rc" r' g'ur gev'xc" f' gn'iceek'q'pk'nc0

F g" h'qto c" u'ko k'rc" cn' o qf gmq" f g" O e'p' ck" gv' cn0" vco d'k'p"rc" o g'f' k'el'p"gz'vtpc" g"kp'vtpc" l'w'gi' cp" wp" r cr' gn'p'q'v'cd'rg'0 R'qt" glgo r n'." c" pl'x'gn'kp'vtp'q" *j' qpc" G'uv'g+." rc" o gl'qtc" gp" ew'cpv'q" c" gh'le'cel'k" {" gh'le'k'p'ek" f g" r t'q'egu'qu" eq'p'uk'w' g" wp" r wpv' ko r qt'v'p'g" { ." f guf g"gn'rc'f q" f g"rc" o g'f' k'el'p"gz'vtpc" *j' qpc" Q'gu'v'g+ gn' eqp't'qn' f g" rc" er'k'ep'v'rc" {" f gn' o gtecf q" t'gu'w'nc" et'w'ek'rc'0

Gn' o qf gmq" f g" K. Eric Sveiby" *6+." \$Intangible Assets Monitor\$ "IAM+." gu'wp" o qf gmq" s w'g'v'cvc" f g" o g'f' k' n'qu" ce'v'x'qu" kp'v'ci' kd'rgu" {" q'lt'geg" wp" ug'p'ek'n'q" h'qto cv'q" r ctc" rc" x'ku'w'ek' k' cel'p" f g" n'qu" kp'f' lecf qt'gu" o " a u" t'gr'x'cp'v'gu'0 Nc" gu'v'cv'gi' k'c" f g" rc" go r t'guc" p'w'x'co gpv'g" t'gu'w'nc" t'gr'x'cp'v'g" r ctc" rc" f v'g'to kp'cel'p" f g" f'le'j' qu" kp'f' lecf qt'gu'0 Eqo q" gn' o kuo q" U'x'g'kd' { 'ug'° cr'c. 'u'w'o qf gmq' t'gu'w'nc' u'ko k'rc" cn' f g" M'cr' n'p" {" P'qt'v'p'." cw'ps' w'g" eqp" f' k'ht'g'p'ek'cu" er'c't'cu'0 *T'ge'qo gp'f' co qu" gn' ce'egu'q" c'z' /f' k'ht'g'p'ek'cu" eqp'gn'ide/40





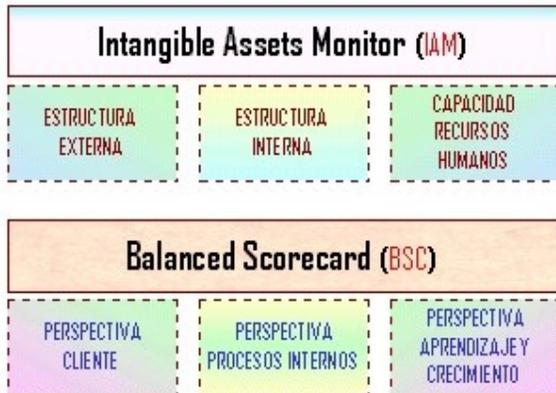
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Gp" guvg" o qf grq." r u" r ctvgu" o " u" ko r qtvcpgu" c" ewdtk" uqp" **Crecimiento** *eco dlq)/**Renovación.** **Eficacia**{ **Estabilidad**0F gdK pf qug'eqphki wtct'wp" r ct" f g" kpf kecf qtgu" r ctc" ecf c" r ctvg0'Guv" o qf grq" r wgf g" wkk ktug" r ctc" f kug° ct" gr' ukungo c" f g" kphqto cekp" r ctc" r' F ktgeekp0

Eqo q" r wgf g" xgtug." tguwnc" ewtkquq" s vg" M0' G0' Uxgk{ "j ceg"wp" gus vgo c" cp" mji q" gp" tgrckep" c" uw" **IAM**{ "gn' **BSC**0Xg" o qurq'gp" r' hki wtc'uki wkgpvg<



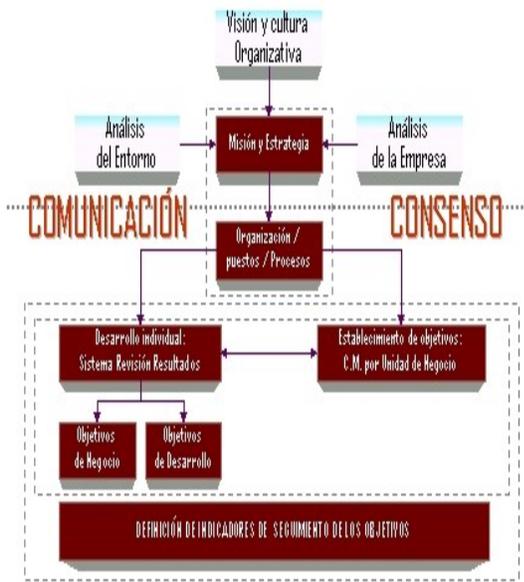
Rctc"ngxct" c" ecdq" r' ko r rcpvckep" f g" guvg" o qf grq." eqo q" cngtpevkc" r ctc" f ct" tgr wguv" c" rqu" r tqdrgo cu" s vg" ug" xcp" c" r rmpvct" gp" hqto c" f g" gvr cu." pqu" ductgo qu" gp" wp" rtqeguq" f g" **definición de la estrategia.** "gp" gn' ewcn' r u" erxgu" ug" gpewgpvcp" gp" r' **comunicación** f g" r' gwtcvgi k" c" qf c" r' **organización** { "gp" r' **alineación** f g" r' qu" qdlgkxqu" r gtuqpcrgu" { " f gr ctvco gpvcrgu" eqp" r' **estrategia.** " j cekp q" gur gekn' j kpeck" gp" r' xlpewckep" f g" r' gwtcvgi k" eqp" r' qu" qdlgkxqu" c" rcti q" r rcl q" f g" r' go r tgu0' Rqt" qvq" rcf q." qvq" cur gevq" erxg" ugt" r' kf gp' hieckep" f g" r' qu" kpf kecf qtgu" cuqekf qu" c" r u" xctkcdrgu" erxg" f g" r' go r tguv." f guf g" vqf cu" uwi" r gtur gevxcu." tgrckepcpf q" r' ko r rcpvckep" f g" r' gwtcvgi k" c" r' cevckf cf" f g" r' qti cpk cekp" gp" vqf qu' uwi" cur gevqu0

Eqpkelgp q" gn' **BSC** pqu" r gtevcu qu" f g" s vg" r' r gtur gevxc" hpcpektc" pq" gu" vqo cf c" gp" gn' o qf grq" **IAM.** " f g" j gej q" Uxgk{ "/cn' ki wcn' s vg" Mcr rcp" { " P qtvp/ "chko c" s vg" r u" o **gf kf cu' hpcpektcu** f gdgp" ugt" eqo r rgo gpvcf cu" r qt" r u" pq" **hpcpektcu**0' O lgpvcu" s vg" gp" gn' **DUE** r u" vtu" r gtur gevxcu" cr q{ cp." eqphki wtcp" { " chgevcp" c" r' r gtur gevxc" hpcpektc. "gp" gn' **KCO** "gp" ecf c" vpc" f g" r u" r ctvgu" eqo gpvcf cu" j c{ "wp" \$cr ctvcf q\$ hpcpektq" s vg" gu" ewdltq" kpj gtgpvg0' vtc" f hgtgpek" erct" guv" gp" gn' c° q" f g" etgckep<0' lgpvcu" s vg" gn' **KCO** "hwg" etgcf q" gp" Uwgek" uqdtg" 3; : 8/: 9." gn' **DUE** "hwg" gp" **GGOWW0** uqdtg" 3; ; 20' Gzlvup" cri wpcu" f hgtgpekcu" o " u" cwps vg" tgego gpf co qu" gn' ceeguq" c" **DUE/ KCO** r ctc" eqpuwncr u0

Vco dlk p" s wgtgo qu" f guvctc" gn' o qf grq" **SIGER.** " *Skungo c" Ipvgi tcf q" f g" **G**uvk" p" f g" r' **E**utcvgi k" { " f g" r' qu" **R**guwncf qu' 0' Ug' vtc" f g" wp" o qf grq" s vg" hwg" r tguvpvcf q" gp" gn' **Z** "Eqpi tguq" **CGEC** f g" 3; ; ; " r qt" **M. Hernández** { " gn' r tqhgut **A. López Viñegla**0



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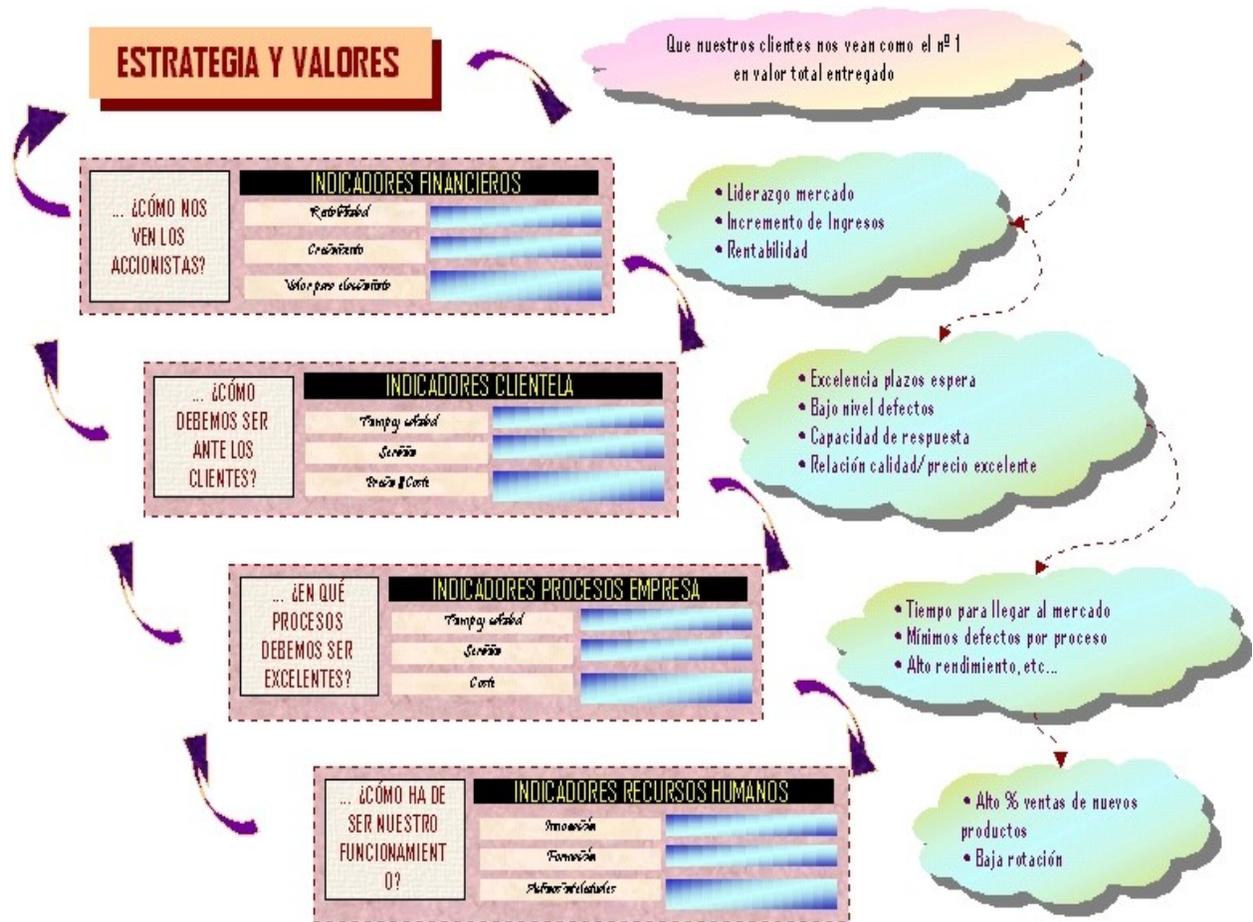


Cuñ"r tqr qtekpctgo qu'c"re"qti cpk ceko'p'wpc'dcug"
 u»nk'c"r ctc"re"r quvgtkqt"lo r rcpvceko'p" f gri"SIGER"
 eqo q"j gttco kgpv" f g"o gf leko'p" { "i guko'p" f g"re"
 guvcvgi kc." { " eqo q" kputwo gpvq" f gri" a tgc" f g"
 Tgevtuqu"J wo cpqu" f g"ectc"cn'ugi wko kgpvq" f g"re"
 crkpgceko'p" f g"iqu'qdlgvkxqu' f g"iqu'vtcdclcf qt gu'eqp"
 re" guvcvgi kc" f g"re" r tqr kc" go r tguv." gpvtg" qvtqu"
 cur gevqu' f g"re" 'gestión del capital humano'

Gn'o qf gny" f g" L.S. Maisel" *7+ "gu's wk' a "wpq" f g"iqu"
 o " a u'uko krtgu'cnf g'Mcr rcp" { "P qt vqp0

" "Rgthqto cpeg" O gcuwtgo gpv0' Vj g" dcrpegf"
 ueqtgectf " cr r tqcej"." **Journal of cost
 management.** "Y cttgp." I qtj co "('Nco qpv." xq108"
 pà4." Uwo o gt." 3; ; 4." r 069"





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Gp"wpc"rtko gtc"eqo rctcvxc"fg"co dqu"o qf grqu."
rcu" f kgtgpekcu"rt^a evlcco gpvg" uqp" kpcr tgekdrgu0'
O clugn'gp"uw'o qf grq"/cn'ki vcn's vg"rt^a evlcco gpvg"
gp" gn' tguq" fg" nqu" eqo gpvcf qu" kpukung" gp" rc"
kpf gr gpf gpekc"fg"cpck ct' nqu" Tgewuqu'J wo cpqu."
gp'gnj gej q'f g'o gf k'uw'ghkeckc"{"ghkegpekc0

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en todos sus órdenes, tendrá un control interno que se ejercerá en los términos que señale la Ley."

Cuñ'o kuo q"gp"grl'Artículo 339'ug'gucdrgeg's wg<

"Las entidades territoriales elaborarán y adoptarán de manera concertada entre ellas y el gobierno nacional, planes de desarrollo, con el objeto de asegurar el uso eficiente de los recursos y el desempeño adecuado de las funciones que les haya sido asignadas por la Constitución y la Ley."

Gp" grl' Artículo 15 de la Ley 489 de 1988" ug' ug° crc's wg<

"Las entidades autónomas, territoriales y las sujetas a regímenes especiales definirán en conjunto de políticas, estrategias, metodologías, técnicas y mecanismos de carácter administrativo y organizacional para la gestión y manejo de los recursos humanos, técnicos, materiales, físicos y financieros de las entidades de la Administración Pública, que constituyen el Sistema de Desarrollo Administrativo."

Gri' Artículo 1 de la Ley 87 de 1993" f ghp" grl' ukungo c" f g" eqpvtqnl' pvtq" eqo qÜ

"el sistema integrado por el esquema de organización y el conjunto de planes, métodos, principios, normas, procedimientos y mecanismos de verificación y evaluación adoptados por la entidad, con el fin de procurar que todas las actividades, operaciones y actuaciones, así como la administración de la información y los recursos, se realice de acuerdo con las normas constitucionales y legales vigentes, dentro de las políticas trazadas por la dirección y en atención a las metas u objetivos previstos."

Gri' r ct" i tchq" Apleq" f g" 2 ug" ct v' f w r q" ug° crc" cf go" a u" s wg<

"El Control Interno se expresa a través de las políticas aprobadas por los niveles de dirección y administración de las respectivas entidades y se cumplirá mediante la elaboración y aplicación de técnicas de dirección, verificación y evaluación de regulaciones administrativas, de manuales de funciones y procedimientos, de sistemas de

información y de programas de selección, inducción y capacitación de personal."

Gri' Ct v' f w r q": " f g" r c" o kuo c" Ng{ " kpf lec" s wg<

"Como parte de aplicación de un apropiado sistema de control interno el representante legal en cada organización deberá velar por el establecimiento formal de un sistema de evaluación y control de gestión, según las características propias de la entidad y de acuerdo con lo establecido en el artículo 343 de la Constitución Nacional y demás disposiciones legales vigentes."

Gp" grl' Artículo 34 de la Ley 734 de 2003." ug' gucdrgeg" s wg" f gpvtq" f g" rqu" f gdtgu" f g" vqf q" ugtxkf qt" r Adrleq" gu' p" rqu" f g" ewo r rkt" eqp" f kki gpek." g h e k e p e k " g" lo r c t e k r k f c f " g r i' u g t x l e k q " s w g " r g " u g c " g p e q o g p f c f q . " h q t o w r c t " q " g l g e w c t " r q u " r r p g u " f g " f g u c t t q m q . " e w o r r k t " r c u " p q t o c u " s w g " r q u " t g i w g p " { " p u b l i c a r m e n s u a l m e n t e g p " r c u " f g r g p f g p e k c u " f g " r c u " t g u r g e v x c u " g p v k f c f g u " g p " m i c t " x k u k d r g " { " r A d r l e q . l o s i n f o r m e s d e g e s t i ó n y r e s u l t a d o s , h k p e k e t q u " { " e q p v c d r g u " r c t c " g h g e v q u " f g r i' e q p v t q n i' u q e k r i f g " s w g " t c v c " r c " N g { " 6 : ; " f g " 3 ; : : " { " f g o " a u' p q t o c u " x k i g p v g u }

K w c n o g p v g " u g ° c r c " g r l' Artículo 114 del Decreto Ley 1421 de 1983 "Estatuto Orgánico de Bogotá D.C." s wg<

"El Control Interno se ejercerá en todas las entidades del Distrito mediante la aplicación de técnicas de dirección, verificación y evaluación de desempeño y de la gestión que se cumple. Con tal fin se adoptarán manuales de funciones y procedimientos, sistemas de información y programas de selección, inducción y capacitación de personal".

Gp" grl' Artículo 116, numerales 1, 2, 3, 4 y 5" f g" r c" o kuo c" p q t o c " e k c f c " c p v t k q t o g p v g . " u g " g u c d r g e g p " r c u " h w p e k q p p u " f g " r c u " g p v k f c f g u " r c t c " g r i' h q i t q " f g " r q u " q d l g v x q u " h k l c f q u " g p " g r i' c t v' f w r q " 336 . " f g p v t q " f g " r c u " e w e r g u " u g " f g u c e c p " r c u " f g " o x g r m t " r q t " g r i' e w o r r k o k g p v q " f g " r c u " r q u i' l e c u . " r q u " r t q i t c o c u " r q u " r t q { g e v q u " { " r c u " o g r c u " c " l w v e c t i q . " { " t g e q o g p f c t " r q u " c l w u g u " s w g " h w t g p " p g e u c t k q u . " " o g u c d r g e g t " r q u " e q p v t q r g u " e q p v c d r g u . " c f o k p u v c v x q u . " f g " i g u k o p " { " h k p e k e t q u " s w g " i c t c p v l e g p " r c " g h e k e p e k . " g h e c e k c . "



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egrgtkf cf " { " qr qtwpkf cf " gp" grl' glgtelekq" f g" rru"
hwpekppgu" { "gp" r" r t guvcel»p" f g" rqu" ugt xlekquó" { "
õcf qr vct" o gecpluo qu" gur gekrgu" f g" xgt k h ecel»p" { "
gxcwcel»pö0
"

Rqt " Æno q. " f gdgo qu" cpqvct" s wg" grl' **Artículo 24
del Acuerdo 119 de 2004, "Plan de Desarrollo
2004-2008"**, " guvcdngeg" r vpwcmo gpg" s wg<
"

"Así mismo, para garantizar el monitoreo y seguimiento de las políticas públicas y de los planes y proyectos de la Administración Distrital, se implementarán sistemas de cuadro de mando integral como modelo de gestión basado en la estrategia".





II. LA CULTURA DE LA MEDICIÓN EN LA ADMINISTRACIÓN PÚBLICA



30'NC"GXCNWCEK P"FGN"FGUGO RG§ Q"FG" NC" I GUVK P" R—DNKEC< IO RQTVCP EKC." WVKNE CF ["RCTVKEWNCTKE CF GU

Ego q"ug"o gpekqpc" gp"nu"eqpvqpkf qu" f gni ewtuq" oī gukōp"RAdreec"eqp"o gvqf qmī "G"retpkpi "ó" Ego r gvpeku" i gpgtergu."o »f wq" 4ō." gredqtcf q" r qt" r" Crecif "O c{qt" f g" Dqi qv̄." " rēu" kpukwekqpgu" r Adreecu" r tqf weg" w" i tcp" pAo gtq" f g" kphqto cekōp" s w" pceg" f g" nu" qdlgvxqu." r rēpu." r tqi tco cu" { " r tq{ gevqu" s w" o wej cu" xgegu" ug" s wgf cp" ulp" r tqeguco kgpvq." cp" ruku" { " f gur rēgi wē." ulp" i gpgtct" pwxqu" gmo gpvqu" s w" vtcpuhqto gp" r" kphqto cekōp" gp" eqpqeko kgpvq" cni ugtxleq" f gni s wgi cegt" o kukqpcif

Rctc" s w" guc" vtcpuhqto cekōp" cf s wktc" gni xrcit" ci tgi cf q" f gni s w" ug" j cdir." gu" ppeguctk" s w" nu" ugtxkf qtgu" r Adreecu" cuwo cp" gni j" a dkq" f g" f ct" ko r qt vpekc" c<

- o Nc" kphqto cekōp." uw" tgeqgeekōp."
- o qti cpkē cekōp" { "erukheceekōp"
- o Gnit gi kuxq" qrt wq" { "eqphkcdig"
- o Gni r tqeguco kgpvq" { "cp" ruku"

Guq" r ctc" tgeqpqegt" nu" kpuwo qu" hwpf co gpvrgu" s w" r gto kcp" r" eqpuw weekōp" f g" kpf lecf qtgu" c" hkp" f g' xgtk hlect" gni p kxgifi g' ewo r rko kgpvq" f g" rēu" o gcu" gp" nu" r rēpu." r tqi tco cu" { " r tq{ gevqu

Nc" ko r qt vpekc" f g" rē" o gf lekōp" wkgp" hwpf co gpvq" gp" rēu" uki wkgpvgu" ukwcekqpgu" f gni f gxgpk" kpukwekqpcn<

- o Rctc" eqpqegt" f »pf g" guxco qu" { " e»o q" xco qu" eqp" tgrcekōp" c" rēu" o gcu" r t g x k c o g p v g " g u c d r e g k f c u " * e q p e g t w e k e p . " r r e p " f g " f g u c t t q m q +
- o Rctc" cwo gpvct" rē" etgf kdkkf cf " f g" m" s w" chkt o co qu"
- o Rctc" qdvgpgt" cr q { q. " rē" o glqt" hqto c" f g" o qutct" tguwncf qu"
- o Rctc" f kuo kpwkt" rē" uwdlgvxxkf cf " q" rē" i gtgpek" r qt" kpwlekōp"
- o Rctc" lpegpvxct" rē" dAs wgf c" f g' uqnekqpgu" etgcvxqu" c" rēu" ukwcekqpgu" gph gpvcf cu" q" c" rē" o cpgtc" eqo q" r qf go qu" crecp| ct" rē" o gv<

Gni r qts w" f g" rē" ko r qt vpekc" f g" rē" o gf lekōp" ug" tghgtg" c" hq" hwpf co gpvrgu" p q" c" nu" kpuwō gpvqu." rēu" j gttco kgpvcu" { " nu" etkgtkqu" s w" ug" j c { cp" wktk cf q." ukpq" c" rē" r gt wkgpekc" f g" nu" hcevtgu" cuqekf qu" s w" eqpngxcp" c" s w" nu" tguwncf qu" qdvgpkf qu" gp" gni glgtelekq" f g" rē" o gf lekōp" ug" r wgf cp" j cegt" vcpī kdrgu" r ctc" rē" i gukōp" kpukwekqpcni" { " r ctc" rē" o cpgtc" f g" o glqtct" nu" r tqeguqu" f g" nu" r wguvqu" f g" vtdclq." gp" nu" s w" r qt" glgo r m." eqp" t gur gevq" c" rēu" t gwplkqpgu." o p q" gu" ko r qt vpvē" ucdgt" gni pAo gtq" f g" t gwplkqpgu" t g r i k f c f c u " f w t c p v g " w p c " u g o c p c < " g u " t g c m g p v g " k o r q t v p v g " { " v t c u e g p f g p v c n i e q p q e g t " { " c r r e c t " m " s w g u g " q d w x q " f g " g u c u " t g w p l k q p g u o

Nc" t ghgz kōp" f gdg' ugt" gni t guwncf q" kpo gf kvq" f g" w" cp" ruku" f g" kpf lecf qtgu" s w" eqpf wj ec" cni o glqtco kgpvq" f gni f gugo r g" o q" kpf kxkf wcn" { " eqrgevxxq" Rqt" glgo r m." ug" f gdg" vgpgt" gp" ewgpvc" s w" rē" o gf lekōp" gp" gni r wguvq" f g" vtdclq" ug" j cegt" r ctc<

- o O glqtct" nu" r tqeguqu"
- o Guvdrgegt" pwxqu" { " o glqtgu" o gvqf qmī "cu" f g" vtdclq"
- o Rct v e k r c t " g p " n u " r t q i t c o c u " f g " c f l g u t c o k g p v q " { " e c r c e k s c e k e p "
- o Crecp| ct" rēu" o gcu" guvdrgekf cu" gp" gni Rrēp" Qr gtcvxxq" C p v c n i
- o O glqtct" gni f gugo r g" o q" rēdqtcni

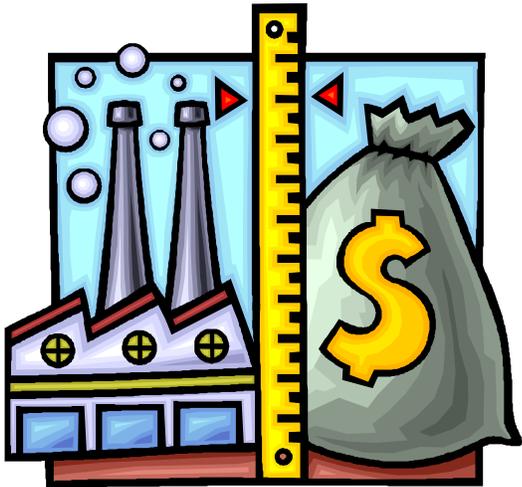
äRqt" s w" wktk ct" kpf lecf qtgu" f g" i gukōpA



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Vqf q"ugt xkf qt" r Àdriec f gdg" tgpf k" ewgpvcu" f g" uw" i guvøp" cpvg" r" uqekgf cf. "pq" u»m" r qt" r tkpekr kqu" f g" o qtcnk cf " { "2 vlec." ukpq" r qts wg" gu" wp" r tkpekr kq" eqpuwkewkpcr" { " rgi cn" { " pq" ewo r rkt" eqp" gug" o cpf co kgpvq" ko r rlec" ucpekpqgu" s wg" r" u" o kuo cu" pqto cu" j cp" r tgxkuvø

Nc" hwpeløp" cf o kpkutcvkxc" f gn" Guvcf q" ug" hwpf co gpvc" gp" s wg" f gdg" guvt" qt kpvvcf c" c" r" ucukuceeløp" f g" r" u" pgeguvk cf gu" f g" r" eqo wplk cf. " r" ewcn" eqp" uuu" cr qt vgu" c" vxc2 u" f g" vtdwqu" q" ko r wguvu" gu" r" s wg" høpcekc" r" cevkxf cf" f gn" o kuo q" Guvcf qø" Gp" eqpugewgpck. "cu" eqo q" gp" r" go r tguv" r tkcf c" r" u" ceekqpkucv" cr qt vep" gn" ecr kcn" r ctc" s wg" r" u" cf o kpkutcf qt gu" glgewgp" wp" r tgeguq" r tqf vevkxq" c" vxc2 u" f gn" ewcn" ug" gur gtc" s wg" ug" i gpgtgp" tgpf ko kgpvqu" { " wvkxf cf gu" geqp» o lecu. "cu" vco dk p" gp" r" cf o kpkutceløp" r Àdriec" ug" gur gtc" s wg" eqp" gn" øecr kcn" s wg" r" u" ekwf cf cpqu" cr qt vep. " ug" i gpgtgp" ki wcn" gpvg" r tgeguqu" r tqf vevkqu" ghelgpvgu" { " ghvkvqu" c" vxc2 u" f g" r" u" ewcngu" ug" r tqf w" ecp" ugt xlekqu" f g" cnc" ecrkf cf" s wg" ucukuci cp" r" u" pgeguvk cf gu" { " f go cpf cu" f g" r" eqo wplk cf ø

Gp" eqpugewgpck. " r ctc" r qf gt" tgpf k" ewgpvcu" f g" r" i guvøp. " pq" dcuc" eqp" s wg" gn" ugt xlekq" ug" guvø" uko r rgo gpvg" r tguvcf q. " ukpq" s wg" ug" f gdg" o gf k. " gxcnct. " r ctc" ucdgt" c" ekpck" ekgtvc" uk" ug" guvø" i gpgtcpf q" gp" r" u" eqpf kelpqgu" s wg" r" uqekgf cf" gur gtc" { " pgeguvk ø

F guf g" gn" o qo gpvq" gp" s wg" wpc" eqo wplk cf" grki g" c" uuu" i qdgtpcpvø. " ug" guvø" i gpgtcpf q" wp"

eqo r tqo kuq" o wvq" gpvtg" gn" i qdgtpcpvø" { " gn" i qdgtpcf q" r qt" r" u" vcpvq. " r" f gekuøp" r qr wrci" f g" grgi k" f gvto kpcf q" r tqi tco c" f g" wp" ecpf kf cvq" gpekttc" gn" eqo r tqo kuq" f g" ewo r rkt" r" u" qdlgvkqu" { " r" u" o gvcu" r" tqr wguvu" gp" r" r" r" vchqto c" f g" i qdgtcpq. " r" ewcn" hpcrn" gpvg" ug" eqpxkgtvg" gp" pqto c" cil" ugt" cf qr vcf c" o gf kcpvg" wp" cevq" cf o kpkutcvkxq" eqo q" gn" Rrcp" f g" F guvtqmqø Rqt" r" u" vcpvq. " gn" i qdgtpcpvø" guvø" gp" r" qdrki celøp" f g" tgpf k" r gtløf leco gpvg" ewgpvcu" cpvg" uw" eqo wplk cf" uqdtg" gn" ewo r rko kgpvq" f g" guqu" qdlgvkqu" { " o gvcu. " { " r" o glqt" o cpgtc" f g" j cegtq" gu" o kf kgpvq" r gtløf leco gpvg" c" vxc2 u" f g" kpf kecf qt gu" r" u" t guwncf qu" qdvgplk quø

Cu" o kuo q. " s wkgp" f kklc" q" i gtpck" wpc" gpwlf cf" f gn" Guvcf q" vkgp" wpc" xlpewrceløp" f k gvc" eqp" r" u" eqo r tqo kuq" f gn" Rrcp" f g" F guvtqmq" cf qr vcf q" r qt" gn" i qdgtpcpvø" r qt" r" u" vcpvq. " f g" r" o kuo c" hqto c" f gdg" { " vkgp" s wg" tgpf k" ewgpvcu" uqdtg" uk" uw" i guvøp" guvø" r" eckkcpf q" { " eqpvtkdw" gpf q" eqp" r" u" qdlgvkqu" { " r" u" o gvcu" f gn" o kuo q" gp" ecuq" eqpvtkq. " r" i guvøp" f gdgt" ugt" eckkcecf c" eqo q" pgi cvkxcø

Eqo q" ug" chko c" gp" r" r" qppekc" r tguvvcf c" gp" gn" XXXX Eqpi tguq" kpvtpcekqpcr" f gn" ENCF" uqdtg" r" Tghqto c" f gn" Guvcf q" { " f g" r" C f o kpkutceløp" RÀdriec. " Rcpco a. " 4: /53" Qevø 4225. " økxf kecf qt gu" f g" i guvøp" r ctc" r" u" gpwlf cf gu" r Àdriec" uø" r qt" Luqr" O ctk" I wkpctv" K Uqk. " f g" r" Guewgr" f g" C f o kpkutceløp" RÀdriec" f g" Ecwcnø c<

øRqf go qu" r gpuct" gp" r" tguv qpucdkkf cf" r Àdriec" eqo q" r ctvg" f g" wp" øeqpvvcvq" qtki kpcrkø" gpvtg" r" u" ekwf cf cpqu" { " uw" i qdgtcpq" gp" ewcn" wkg" uqekgf cf" f go qet" vlecø" Nqu" ekwf cf cpqu" eqpegf gp" c" uuu" i qdgtcpqu" wp" cnq" plxgnf g" eqpvtnuqdtg" uuu" xkf cu. " r gto kkgpf q" s wg" gn" i qdgtcpq" ug" r" mxg" r ctvg" f g" uuu" kpi tguqu" c" vxc2 u" f g" ko r wguvu" { " s wg" rko kq" uw" rldgtvcf" c" vxc2 u" f g" r" glgeweløp" f g" r" u" r" g" { " r" u" tgi wrcelqpgu" ø" Ukp" go dcti q. " gp" r" o c" { " qt" f g" r" u" ecuqu. " r" u" ekwf cf cpqu" tguv gvcp" guvg" eqpvtni" { " r" u" ci tcf gegp. " { " c" s wg" r" u" tghkgtgp" c" xkxk" gp" wp" o wf q" cp" ts wleqø

Rgtq" r" u" ekwf cf cpqu" gur gtc. " c" uw" xgl. " s wg" r" u" i qdgtcpqu" ugc" tguv qpucdrgu" f gn" o qf q" eqo q" gltegp" uw" r" qf gtø Rqt" gmq" r" qf go qu" chko c" s wg" r" u" tguv qpucdkkf cf" j celc" r" u" ekwf cf cpqu" r" u" f g" xwrg" gn" r" qf gt. " { " 2 uc" gu" r" u" eqpvtr ctvg" f gn" eqpvvcvq" < " pq" s wkgp" f c" c" r" u" i qdgtcpqu" eqo r r" v" rldgtvcf" r ctc" wklk ct" gn" r" qf gt" gp" gn" o qf q" s wg" gmqu" rnkcp. " gu"



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f gekl."pq"ug"ngu"fgdg"r gto kkt"gr'cdwauq"fg"r qf gt" s wg"ka" ukgo r tg"gp"eqpvc"fgn'kpvgt²u"r Adikeq"q" i gpgtcri0

40' CVTIDWWQU' FUGUCDNGU' GP" NC" CEVWCEK P"R-DNIEC"

Gp" r" o kuo c" r qpgpek" ekscf c" gp" gr' r^a ttchq" cpvgtkqt."ug"ug" cr" s wg<

õGxcnæct" r" i gukøp" f g" wpc" kpukweløp" r Adriec" gzki g"gr'f gucttqm" f g"wp"eqplwpq" f g"lpf kecf qt gu" s wg"eqo r tgpfc" r u" f kgt gpgu" f ko gpukpqu" f g" r" o kuo c0' F lej cu" f ko gpukpqu" ug" gpewgptcp" ectcevtk cf cu" r qt" r u" c v k d w q u" s w g" u g" f g u c t t q m p" gp" r u" u k i w k p v g u" r p g c u" { " e w { c" r t k p e k c n i" * { " o" a u" c v t c e k c + " e c t c e v t" l u e c" g u" g n' j g e j q" f g" u g t" o g u w t c d r g u 0

c+Geppqo "c"



Gug"r tko gt"cvtdwq"ug"tghgtg"cu"eqpf lekqpgu"gp" s wg" wp" f g v g t o k p c f q" q t i c p k u o q" q" k p u k w e l ø p" c e e f g" c" n u" t g e w t u q u" h k p c e l g t q u." j w o c p q u" { " o c v g t k r g u 0

Gp" guv" a o d k q" r" h k c e l ø p" f g" n u" e t k g t k u" q" k p f k e c f q t g u" f g" i g u k ø p" * g u" f g e k t." n u" e t k g t k u" f g" o g f l e k ø p + " u w r q p g" r" f g v g t o k p c e l ø p" q" k f g p w h e c e l ø p" f g" n u" e q t t g u r q p f k p v g u" g u v p f c t g u" q" r c v t p g u" e q p" t g u r g e v q" c" c u r g e v q u" c p" k o r q t v p v g u" e q o q" g r i e q p q e k o k p v q" t g c n i f g" n u" p g e g u k f c f g u" s w g" f g d g p" u g t" c v g p f k f c u" { " u w" e q o r c t c e l ø p" e q p" n i" s w g" u g" j c" c f s w k t k q" q" u g" r t g v g p f g" c f s w k t k." r" f g v g t o k p c e l ø p" f g" n u" e c r k f c f g u" c f o k u d r g u" g n' i t c f q" f g" w k k c e l ø p" f g" n u" d l g p g u" q" u g t x l e k q u" r q t" c f s w k t k." { " h k p c m g p v g." n u" r q u d k r k f c f g u." n u"

r n| qu" { " r c u" e q p f l e k q p g u" f g" r e" e q o r t c x g p v c" f g" n u" t g e w t u q u" o c v g t k r g u 0

Rctc" s w g" w p c" q r g t c e l ø p" u g c" g e a p" o l e c" g r i c e e g u q" c" n u" t g e w t u q u" f g d g" t g c r k t c t u g" g p" g n' o q o g p v q" { " r" e c p w k f c f" c f g e w c f q u" { " e q p" r" o g l q t" * g p" g u v g" e c u q" r" o g p q t + " t g n e l ø p" e q u v q/ e c r k f c f" r q u d r g 0' G p" t g u w o g p." u g" r q f t" c" f g e k t" s w g" r" g e a p q o" c" u g" c r e c p l c" e w c p f q" u g" c f s w k g t g p" n u" t g e w t u q u" o" a u" c f g e w c f q u" * g p" e c p w k f c f" { " e c r k f c f + " c n' e q u q" o" a u" d c l q 0

d+Ghcecelø



E q o q" g u" f g" u q d t c" e q p q e k f q." r" g h e c e l ø p" f g" w p c" q t i c p k c e l ø p" u g" o k f g" r q t" g n' i t c f q" f g" u c v k u c e e l ø p" f g" n u" q d l g v k x q u" h k c f q u" g p" u w u" r t q i t c o c u" f g" c e w c e l ø p." q" f g" n u" q d l g v k x q u" k p e n k f q u" v ø k s c" q" g z r n f e k c o g p v g" g p" u w o k u k ø p" = g u" f g e k t." e q o r c t c p f q" n u" t g u w n c f q u" t g c r g u" e q p" n u" r t g x k u r q u." k p f g r g p f k p v g o g p v g" f g" n u" o g f k u" w k k k f c f q u 0

Nc" g x c n æ c e l ø p" f g" r" g h e c e l ø p" f g" w p" f g v g t o k p c f q" q t i c p k u o q" p q" r w g f g" t g c r k t c t u g" u l p" r" g z k u v g p e k" r t g x k c" f g" w p c" r n p h e c e l ø p" o r r u o c f c" g p" w p q u" r t q i t c o c u" g p" f q p f g" n u" q d l g v k x q u" c r c t g l e c p" e r t c o g p v g" g u v c d r g e k f q u" { " e w c p w h e c f q u" c u" e q o q" f g" w p c" g z r t g u k ø p" e r t c" f g" r" h q t o c" g p" s w g" 2 u q u" u g" r t g v g p f g p" c r e c p l c t 0' G u v q" g p" x k t w f" f g" s w g." r c t c" n g x c t" c" e c d q" r" g x c n æ c e l ø p." u g t" r t g e k u q" c p c r k t c t" r" h q t o c" { " o c i p k w f" g p" s w g" n u" t g u w n c f q u" q d v g p k f q u" o g p" h q t o c" f g" d l g p g u" q" u g t x l e k q u" u g" c l w u c p" c" n u" g h g e v q u" r t g x k u r q u 0

F g" g u v" h q t o c." r" g h e c e l ø p" r w g f g" u g t" e q p u k f g t c f c." p q" u" n u" e q o q" r" e q o r c t c e l ø p" f g" n u" t g u w n c f q u" q d v g p k f q u" e q p" n u" g u r g t c f q u" o r w p v q" f g" x k u c" v c f l e k q p c r o." u l p q" w o d k p" o { " c w p" o" a u" k o r q t v c p v g o" e q o q" r" e q o r c t c e l ø p" g p v t g" n u"



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tguwncf qu" qdvpgkf qu" { " wp" »r vko q" hcevdng." f g" hqto c"vri's wg"guvg"eqpegr vq"eqkpek c"eqp"rc"r tqr kc" gxcncel»p" f g" r tqi tco cu" "

Nqu" r vpvqu" ercxg" uqdtg" nqu" swg" kpek g" rc" gxcncel»p" f g" rc" ghlecek" uap. "gpvtg" qvtqu" hcekrkt" kphqto cel»p" uqdtg" rc" eqpvpwcf . "o qf kkecek»p" q" uwur gpuk»p" f g" wp" r tqi tco c." eqpgegt" uk" nqu" r tqi tco cu" ewo r rnf qu" q" vgtokpcf qu" j cp" eqpugi wkf q" nqu" hkpgu" r tqr wguvu" g" kphqto ct" cni" r Adrleq" tgr ge vq" cni" tguwncf q" f g" rcu" f gekukppgu" i vdgtpco gpvcngu" q" cni" Rctico gpvq" uqdtg" gr" f gucttqmj" q" rc" gxqncel»p" f g" nqu" r tqi tco cu" go r tgpf kf qu" "

e+Ghlegpek"



Gri" i tcf q" f g" ghlegpek" f g" wpc" cewcel»p" guv" f ghkpkf q" r qt" rc" tgrcel»p" gzkngpv" gpvtg" nqu" dlpgu" q" ugtxlekqu" eqpuwo kf qu" { " nqu" dlpgu" q" ugtxlekqu" r tqf wkf qu" q." eqp" o c { qt" co r rkwf." r qt" nqu" ugtxlekqu" r tguvcf qu" *outputs+ " gp" tgrcel»p" eqp" nqu" tgewtuqu" go r rncf qu" t c" cni" ghgeva" *inputs+ " "

Cu" f" wpc" cewcel»p" ghlegpv" ug" f ghkpkf" c" eqo q" cs w" rc" swg" eqp" wpu" tgewtuqu" f g vgtokpcf qu" qdvkpg" gr" o " zko q" tguwncf q" r qukdng." q" cs w" rc" swg" eqp" wpu" tgewtuqu" o " pko qu" o cpvkpg" rc" ecrkf cf" { " ecpwcf cf" " cf gewcf cu" f g" wp" f g vgtokpcf qu" ugtxlekqu" "

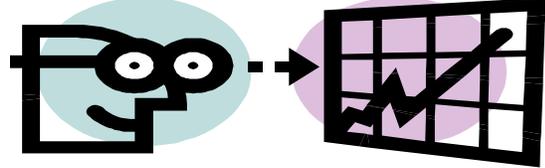
F guf g" guvc" r gtur ge vxc. "gricp" ruku" f g" rc" ghlegpek" r wfg g" cdctect" nqu" uki wkpvgu" cur ge vqu" "

/" Gri" tgpf ko kpvq" q" f gugo r go" q" f gr" ugtxlekq" r tguvcf q" q" f gr" dlpg" cf swk kf q" q" xgpf kf q" eqp" tgrcel»p" c" uw'equvq" "

/" Nc" eqo r ctcel»p" f g" f lej q" tgpf ko kpvq" eqp" wp" tghgtgpv" q" guv" pf ct" *benchmark+ "

/" Wp" eqplwpvq" f g" tgeqo gpf celkppgu" q" tgpvcf cu" c" rc" et" hlec" { . " uk" r tqegf g. " rc" o glqtc" f g" nqu" tguwncf qu" qdvpgkf qu" "

f +Ghgevkxf cf" "



Nc" ghgevkxf cf" o kf g" gr" ko r ce vq" hpcni" f g" rc" cewcel»p" uqdtg" gr" vqrci" f g" rc" r qdrkel»p" kpxqnetcf c. " tc | » p" r qt" rc" s wg" c" guvu" kpf lecf qt gu" ug" nqu" f gpqo kpc" vco dl p" indicadores de impacto" "

Gri" xcniq. " ghgevkx" q" r qvpekcno gpvg" etgcf q. " pq" r wfg g" o gf ktug" gzenwukxco gpvg" gp" dcug" c" nqu" r tqf wevqu" *outputs+ " { c" swg" " 2 uqu" ectgegp" gp" i gpgtci" f g" wpc" uki p hlecek»p" r tqr kc. " ukpq" gp" tgrcel»p" eqp" nqu" tguwncf qu" g" ko r ce vqu" *outcomes+ " swg" i gpgtcp" "

Nqu" kpf lecf qt gu" f g" ghgevkxf cf" eqpuvkwf gp" wp" xcniqu" eqo r ngo gpvq" f g" nqu" kpf lecf qt gu" f g" ghlegpek. " f cf q" s wg" rc" ghlegpek. " gp" gr" o dlq" f g" rc" i guk»p" r Adrlec. " f gdg" gpvpgf gtug" eqo q" tgrcel»p" gpvtg" eqvqu" { " xcniq" ghgevkxco gpvg" r tqf wkf q" *ko r ce vq+ " Rqt" guvc" tc | » p" ug" f gdg" r tqewct" o czko k ct" gr" xcniq" ghgevkxco gpvg" etgcf q" c" vtcx2 u" f g" rc" cewcel»p" f g" nqu" r qf gtgu" r Adrlequ. " o kpk k cpf q" nqu" tgewtuqu" wkrk cf qu" r ctc" eqpugi wktm" "

g+Gs wkf cf" "



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Nc"gs wlf cf "ug"o kf g"gp"hwpelep"fg"r"r qukdrlkf cf " f g"ceeguq" c"nqu"ugtxlekqu"r Adrelequ"fg"nqu"i twr qu" uqelcngu"o gpqu"hxqtgekf qu"gp"eqo r ctcelep"eqp" rnu"o kuo cu'r qukdrlkf cf gu'f g'rc"o gf lc" f gnr c"fu0

F guf g"guvc" r gtur gevxc." gnr r tlpekr kq" f g"gs wlf cf " dwaec"i ctepwk ct"r"li wvrf cf "gp"r"r qukdrlkf cf "f g" ceeguq" c"r" wklk celp" f g"nqu"tgewtuqu"gpvtg"nqu" swg"vkgpp" f gtgej q" c"gmqu0Gp" qvtcu"r crdtecu." r" o gf lelep" f g"rc"gs wlf cf "ko r rlec"o gf k"grlpxgn'f g" luvlek" gp" r" f kurtkdvkep" f g" nqu" ugtxlekqu" r Adrelequ0

h" Gzegrpekc"



Gn'v to kpq"q"rc"pqelap"fg"gzegrpelc"pqu'tgo kgp" c" r" eckf cf " f g" nqu"ugtxlekqu." f guf g" r" »r vlec" f gnr wuwctkq0 Rqt" guvc"tc| »p." gp" guvg" r wvq" eqpxkpg" r qpqt" gur gekil' 2 phcuku" gp" gnr gphqs wg" qtkpvcf q" j cekl" gnr eikpvg." gnr ewcn' ug" gpewpvtc" gurtgej co gpvg'xkpewrcf q"eqp"rc"eqpegr elap" f g's wg"

rc" Cf o kplmtcelep"pq" gu" ukpq" wp" ugtxlekq." {" r" r qdrcelep. 'uw'entkpgvrc"r qvpekrf0

Guxu"kf gcu"pqu"tgo kgp" c" wp" gphqs wg"vgtc2 f tleq" uqdtg"rcu"ectcevtglwecu'of gugcdngu"q" gur gtf cu0 f g'rc" Cf o kplmtcelep<

" S wg"ugc"eqo r tgpukdng"r ctc"gn'ekwf cf cpq"

" S wg" ugc" gur cekn" vgo r qtcn' {" o cvgtkcm gpvg" ceegukdng"

" S wg" tgur qpf c" c" rnu" gnr gevxcu" gp" gnr" f gr qukcf cu" s wg"cr qtvg'uqnvkqpgu"

" S wg"r gto kc"rc"r ctvlekr celp" f gnr'ekwf cf cpq"gp" r" f vgt o kpcelp" f g" pgegukf cf gu" cf o kplmtcvkcu" swg"ng'chgevq"

i +Gpvtpq"

Gnr r tgeguq" f g" i rtdcrk celp" {" f g" eco dkqu" eqpuvcpvgu" swg" xlxg" cewcm gpvg" r" geppqo 0c" o wpf kcn" j ceg" ko r tguelpf kdng" gnr eqpvtqn' f gnr gpvtppq0 Gnr ko r rlec" eqpgegrng." gpvqpf gnr {" cf cr vctug'hrzkdngo gpvg" c" nqu'eco dkqu's wg"gp" 2 n'ug" r tqf wj ecp0

Gp"guvg" o dksq"griceeguq" c"rc"lphqto celp"uqdtg"rc" gxqnvkep"uqelqgeq»o kec" f gnr'gpvtppq." cu"eqo q" gnr'eqpkelo kgpvq" f g"rcu"ceekqpgu." nqu"ugtxlekqu" {" nqu" r tqf vevqu" swg" guv p" f gucttqmpf q" nqu" f lhtgppvgu" ci gpvgu" swg" kpvgtceVAc" gp" guvg" eqpvzq." ug"eqpxkgt vgp"gp"wp' hrevqt'erxg'r ctc"rcu" qti cplk celpqgu'r Adrelecu0

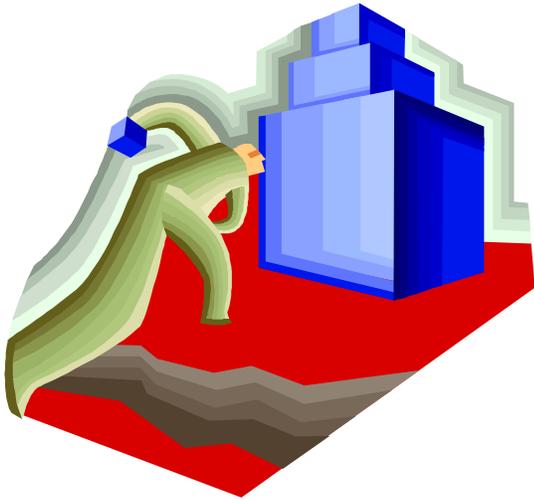
j +Uquvqpkdrlkf cf "



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"

Gri' eqpegr vq" f g" uqvgpkdkkf cf" ug" tghgtg" c" r" ecr cefcf" f g" o cpvgpgt" wp" ugtxlekq" eqp" wpc" ecrkf cf" cegr vcdrg" f wcpvg" wp" rcti q" r gt" hq q" f g" vgo r q0'

"

P q" gu' whlekpgv's wg' rqu' qdlgkxqu' f g' wp' r tqi tco c" ug" eqpuki cp." ulpq" s wg" gu" kpf kur gpucdrg" s wg" usu" dpgghlekqu' ug' r tqmipi wgp" { "ug" o cpvgpi cp." c" r guct" f g" rqu" eco dkqu" v' eplequ" q" f gni' gpvqtpq" s wg" ug" r wgf cp' r tqf wek0'

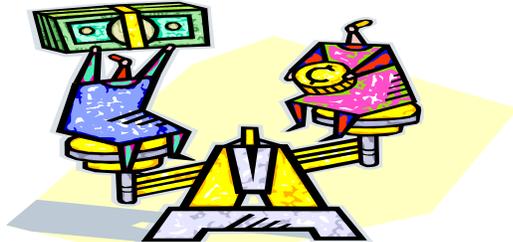
"

Dclq" guc" r gtur gevxc." r" eqputwek»p" f g" wp" eqplwpvq" f g" kpf lecf qtgu" ecr c| " f g" tguwo kt" f g" o cpgtc" uwekpw" { "erctc" r" kphqto cek»p" eqpvpgkfc" gp" rqu" a o dkqu" cttkdc" o gpekqpcfqu" gu" wpc" pgegukf cf" hmpf co gpvni' r ctc" ru" Cf o kpkutcekqpgu" RAdreku. { c' s wg" gp" wp" gpvqtpq" eqo q" gni' cewcn" f g" etgekgpv" r ctvlek" cek»p" { "gzki gpek" ekwf cf cpc." { " f g" f kfkni' ceeguq" c" rqu" tgewtuqu." rqu" i guvqtgu" r Adreku" j cp" f g" cr rlect" o qf grqu" f g" i guv»p" go rtguctkni' eqp" gni' hkp" f g" ucukucegt" ru" pgegukf cf gu" f g" usu" erkepvgu" eqp" gni' o pko q" eqpuwo q' f g" inputs0'

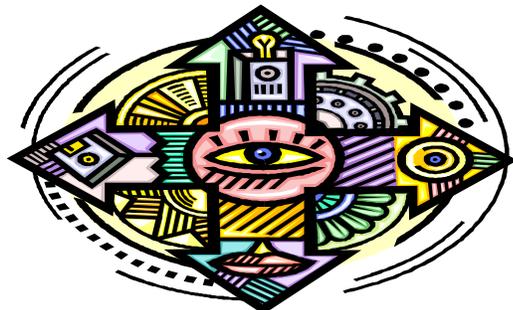
"



III. ¿QUÉ ES EL BSC O CMI?



Gn'Dcncpegf "Ueqtgectf "DUE+"q"Ewcf tq"fg"O cpf q" kpgi tcn' *EO K" gu" vpc" j gttco kpgvc" f g" ect" evgt" cf o kpkntcwxq"s wg'rg'r gto kg'c'nc"i gtgpek"fg'vqf c" gpvk cf "q" go r tgucc"tgcik ct" wp"o qpkqtgq" {" vpc" gxcncelap" r gto cpgpv" f gn' ewo r rko kpvq" f g" nqu" qdlgvxqu" {" "rcu" o gvcu" f gn' Rrcp" f g" F gucttqmj" kpkwckqpcn"cu" eqo q"clwvct"eqpucpvg"o gpvg"rcu" gvtcvgi kcu'r ctc"gn'iqi tq"fg"nqu"o kuo qu" {" qtkpvc" rc"i gvkop"j cekc"gn'ewo r rko kpvq"fg"rc"o kuko"p" f g" rc"gpvk cf 0"



Gu'kpgi tcn'r qts wg'rg'r gto kg'cn'gs vkr q"fg"kvxq"q" c" rc" cnc" i gtgpek" xkucnk ct" kpgi tcm gpvg" gn' ewo r rko kpvq"fg"nqu"qdlgvxqu" {" "rcu"o gvcu"fguf g" rcu" ewctq" r gtur gevxcu" hmpfco gpvcgu" f g" rc" i gvkop"go r tguctkn"cu"cdgt-2"

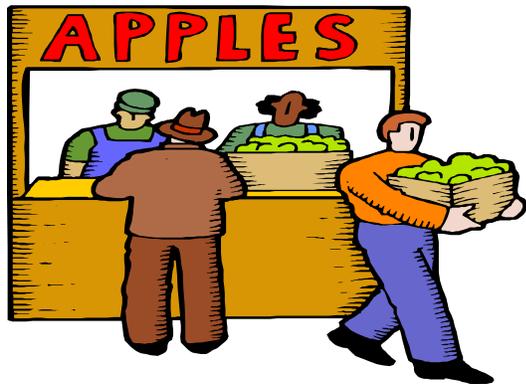
Nc'r gtur gevxc'hkpcpektc"
Nc'r gtur gevxc'fg'nerkpv"
Nc'r gtur gevxc'fg'nqu'r tqeguqu"
Nc'r gtur gevxc'fg'rc'hqto cekop" {" gn'etgelo kpvq"

1. Perspectiva financiera



F guf g'rc"r gtur gevxc'hkpcpektc"gn'gs vkr q"fg"kvxq" r wfg"o qpkqtgct" {" gxcncct" gn' ewo r rko kpvq"fg" nqu"qdlgvxqu"geq"o lequ"fg'rc"gpvk cf .ukp'qirkf ct" swg"vqf c"gpvk cf "q" go r tgucc"dlgp"ugc"r Aditec"q" r tkxcf c."vkgp"wp"qdlgvxq"geq"o leq"s wg" gp"gn' ecucq" f g" rc" go r tgucc" r tkxcf c." i gpgtcm gpvg" guv" qtkpvc"q" c" qdvpgt"i cpcpekcu"q" f kxf gpf qu" r ctc" nqu"ceekpkvcu"q" f wg" qu"fg"rc" go r tgucc" {" gp"gn' ecucq" f g" rc" go r tgucc" q" gpvk cf " r Aditec." guv" qtkpvc"q" c" qdvpgt"tgpf ko kpvqu"geq"o lequ"fg" qtf gp"uqeknc"r ctkv"fg"wp"vuq"cf gevcc"q"fg"nqu" tgevtuqu" s wg" rc" ekwf cf cp"rc" ng" gvtgi wg" r ctc" uw" cf o kpkntcelap." nqu" ewrcgu" ug" eqpetgvc" gp" ugtxlekqu" s wg" rc" ekwf cf cp"rc" gur gtc" ng" ugc"p" r tgucc"qu'r qt" r ctvg'fg's vkgp'rcu"cf o kpkntc0"

2. Perspectiva del cliente



F guf g" rc" r gtur gevxc" f gn' erkpvg" gn' gs vkr q" fg"kvxq"r wfg"o qpkqtgct"gn'ewo r rko kpvq"fg"nqu" qdlgvxqu" {" "rcu"o gvcu"tgn'ekppcf qu'eqp"rc"ecrkf cf " f g"nqu"dlkgpu"q"ugt'xlekqu"s wg"r tqf weg"q"i gpgtc"rc" gpvk cf " q" go r tgucc" cu" eqo q" gn' pkgn' f g" ucukceekop" s wg" vkgp" nqu"erkpvgu"q" wvctkqu"



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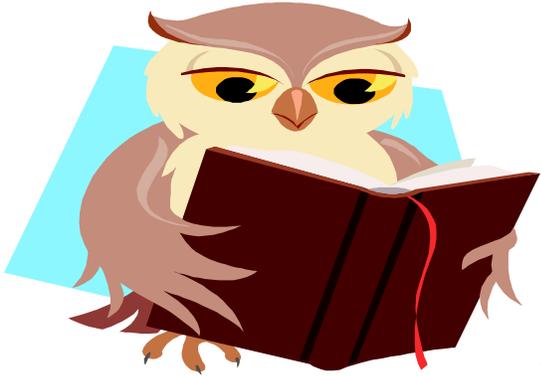
dpgghlektqu" f g" f lej qu" r tqf wexqu" q" ugtxlekqu." hcevqt" hwpf co gpwn'r ctc" eqp qegt" r" ecr cekf cf " f g" uw r t g u c " f g p v q " f g n ' o g t e c f q . " g u ' f g e k t . " e q p q e g t " r " v p f g p e k c " f g " c e g r v e l e p " q " t g e j c | q " s w g " v k p p g " r c " g o r t g u c " q " g p v k f c f " f g p v q " f g n ' o g t e c f q 0'

3. Perspectiva de los procesos



F g u f g " r " r g t u r g e v k x c " f g " m u " r t q e g u q u " r " i g t g p e k c " r w f g " o q p k q t g c t " g n ' e w o r r k o l g p v q " f g " m u " q d l g v k x q u " { " r u " o g v u " t g r e k q p c f q u " e q p " g n ' o g l q t c o l g p v q " e q p v k p v q " f g " m u " r t q e g u q u " r t q f w e v k x q u " c n l k p v g t k q t " f g " r c " g o r t g u c " q " g p v k f c f " g p " g u r g e k c n " o g f k " r g t o c p g p v g o g p v g " u k " " r u " o k u o q u " u g " g u v p " g l g e w c p f q " d c l q " m u " r t l p e k r k q u " " f g " g h e v k x k f c f . " g h e c e k c " { " g h e l e p e k c . " g u " f g e k t . " u k " m u " r t q e g u q u " g u v p " f g u c t t q m i p f q u g " f g " w p c " h q t o c " q t l g p v c f c " c " r " u c v k u r c e e k p " t g c n i f g " r u " p g e g u k f c f g u " f g " m u " e n l g p v g u " q " w u w c t k q u " f g " m u " r t q f w e v q u " q " u g t x l e k q u " { " u k 2 u x q u " g u v p . " c u " o k u o q . " q t l g p v c f q u c " m i t c t " w p c " o c { q t " g e q p q o " f c " { " c " l p e t g o g p v c t " r " t g p v d k r k f c f " g e q p » o l e c " q " u e k e n i f g " r c " g o r t g u c " q " g p v k f c f 0'

4. Perspectiva de la formación y el crecimiento

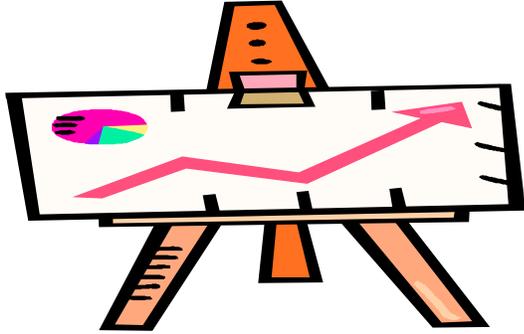


F g u f g " r " r g t u r g e v k x c " f g " r " h q t o c e l e p " { " g n ' e t g e k o l g p v q " r " i g t g p e k c " r w f g " o q p k q t g c t " { " o g f k " " s w g " m u " q d l g v k x q u " { " r u " o g v u " t g r e k q p c f q u " e q p " r " h q t o c e l e p . " r " e c r c e k c e l e p . " g n ' g p v g p c o l g p v q " { " g n ' f g u c t t q m i " f g n ' v r g p v q " j w o c p q " f g " r " g p v k f c f " q " g o r t g u c . " g u v p " q t l g p v c f q u c " s w g " r u " r g t u p c u " s w g " v t c d e l c p " q " g l g e w c p " m u " r t q e g u q u " r t q f w e v k x q u " { " f g " c r q { q " g l g e w g p " u w u " c e v k x k f c f g u " f g p v q " f g " m u " r c t a o g v t q u " f g " r " e c r k f c f " { " r " g h e l e p e k c . " e q p " c o d l g p v g u " r d q t c r g u " { " e q p f l e k q p p g u " f l e k e c u " u c p q u " { " s w g " r " e w a w t c " q t i c p k c e k p c n i g u v . " c " u w " x g l . " q t l g p v c f c " c " c r e c p l c t " w p " o c { q t " { " o g l q t " p l x g n i f g " e c r k f c f " f g " x k f c " f g n ' g o r r g c f q " q " v t c d e l c f q t " r c t c " s w g " c s w n " c " u w " x g l . " u g " t g h g l g " g p " o c { q t g u " p f l e g u " f g " r t q f w e v k x k f c f " f g n i r g t u p c n i 0'

C u " g p v q p e g u " r q f g o q u " e q p e n k " s w g " r c " l p v g i t c r k f c f " u g " g p e w g p v c " e w c p f q " r " i g t g p e k c " r w f g " o g f k " u w " i g u k p " g z c o l p c p f q " u k " m u " g o r r g c f q u " q " v t c d e l c f q t g u " v k p p p " w p " o c { q t " p l x g n i g p " r " e c r k f c f " f g " x k f c " r d d q t c n " u k " g z k u g p " e q p f l e k q p p g u " c f g e w c f c u " r c t c " u w " f g u g o r g o " q " { " u k " g u x u " f q u " h e v t g u " u g " t g h g l c p " g p " w p c " o c { q t " r t q f w e v k x k f c f = c u " o k u o q . " g z c o l p c p f q " u k " g z k u k p f q " o c { q t " r t q f w e v k x k f c f " m u " r t q e g u q u " u g " f g u c t t q m p " f g p v q " f g " m u " r c t a o g v t q u " f g " e c r k f c f " { " g e q p q o " f c . " u k 2 u x q u " c r w p v c p " f g " h q t o c " c f g e w c f c " c " r " u c v k u r c e e k p " f g " r u " p g e g u k f c f g u " { " g z r g e v v k x c u " f g n i e r k e p v g " q " w u w c t k q " { . " g p " e q p u g e w g p e k c . " u k " g u v p " c u g i w c p f q " o c { q t g u l p i t g u q u " q " o g l q t g u " p l x g r g u " f g " t g p v d k r k f c f " g e q p » o l e c " q " u e k e n i r c t c " r " g o r t g u c " f g p v q " f g " w p " o g t e c f q " e q o r g v k x q 0'



IV. ¿CÓMO PODEMOS MEDIR LA GESTIÓN?



1. INDICADORES: CONCEPTO

Nc'i gukøp'f g'rc'i gtgpek'f g'qf c'go r tgue'r Àdrlec' q' rtkxcfc' ug' fgdg' o gfk' c' vxc²u' f g' nqu' kpf kecf qtgu'f g'i gukøp' { "f g'tguwncf q." nqu'ewrcgu' uqp" hto wrcu' o cvgo a veku' q' guwcf furecu' s wg' r gto kgp" eqo r ctct' o gf kcpvg' ekktcu' j gej qu' tgerk' cf qu'q' r qt' tgerk' ct' eqp' ukwcekppgu'f guwcf cu' q' kf gcrgu' gp' qv cu' r crdtcu. "wp' kpf kecf qt' gu' wp' f kur qukxq" q' wpc' ug' cni' s wg' eqo wplec' q' r qpg' f g' o cplkguq' wp' j gej q0 kpf lect' gu' gzi rlect' q' f ct' c' gpvpg' gt' wpc' equc' eqp' kpf lekqu' { "ug' crgu' r tqf wevq' f g' iqu' eqo r qpgpvu' f g' r u' o gvcu' qdlgvkxq' - "xcnqt' - 'r rc| q'0' "

Nqu' kpf kecf qtgu' uqp' r' o cplkguceløp' vpi kdng' f g' r' i gukøp' q' i gtgpek' f g' wp' r rcp. " r tqi tco c' q' r tq { gevq= uqp' tguwncf qu' s wg' eqo r ctcp' ectcevt furecu' { " r wgf gp' gzi r tgu' tgerk' qpgu' f g' ecwuc' { " ghgevq' gptg' kpuwo qu' s wg' kpvtxkpgp' gp' nqu' r tgeguq. " r u' cevxlk' cf gu' { " nqu' tguwncf qu' qdvgpk' qu'0' "

Vco dløp' ug' f ghpg' eqo q' ðrc' tgerkøp' gptg' xctkdngu' ewp' vsc' vxcu' q' ewrc' vxcu' s wg' r gto kgp' qdugt' xct' r' ukwcekøp' { " r u' vpg' gpekcu' f g' eco dløp' i gptg' cf cu' gp' gn' qdlgvq' q' hgp»o gpq' qdugt' xcf q. " tgu' gevq' f g' nqu' qdlgvkxqu' { " r u' o gvcu' r t g x k r u' q' { " r u' kphwpekcu' gur g' tcf cu'0' "

Nc' hwpøkøp' d' a ulec' f g' nqu' kpf kecf qtgu' gu' gpvpegu' r' f g' ðf guetkldtø' gn' guwcf q' tgen' f g' wpc' cevcekøp' "

7 Dgnit' a p' lctco kmq. 'Igu' ur' O' ewtkekø Indicadores de Gestión. Herramientas para lograr la competitividad 05T' Gf kq' tgu' 3; ; : 0' "

It gpv' c' wp' qdlgvkxq. 'wpc' o gvc' q' wp' r tq { gevq' f g' wp' r rcp= pqu' r gto kgp' eqp' qeg' r' kphqto celøp' uqdtg' gn' cxcpeg' gp' gn' ewo r rko kgpvq' f g' f lej qu' qdlgvkxqu' { " o gvcu' { . " gp' ugi wpf q' nwi ct. " pqu' r gto kgp' ðewcp' v' rlectø' q' xcnc' tct' gp' v' to kpu' o cvgo a veku' q' guwcf furecu' f lej q' cxcpeg'0' "

2. CONDICIONES QUE DEBEN REUNIR LOS INDICADORES



Gn' r tqhguqt' lqugr' O' ctke' I' wkpctv' k' Uqnk. " f g' r' Guewgr' f g' Cf o kplutceløp' R' Àdrlec' f g' E' cvnwø' c. " gp' r' r' qpgpek' r' tguwv' c' " gp' gn' X' kkk' Eqpi tguq' k' vgt' p' c' k' p' r' f' gn' ENCF " uqdtg' r' T' ghqto c' f' gn' Guwcf q' { " f g' r' Cf o kplutceløp' R' Àdrlec. " R' cpo a. " 4: /53' Q' ew' 4225. " ð' k' k' kecf qtgu' f g' i' gukøp' r' ctc' r' u' gp' v' cf gu' r' Àdrlec' u. " ug' c' r' s' wg' r' u' ectcevt furecu' q' eqpf lek' q' gu' f g' wp' kpf kecf qt' uqp' r' u' uki wkgpvu' "

ð' Gp' r' tlo gt' nwi ct. " gn' kpf kecf qt' f g' dg' ugt' **relevante** r' ctc' r' i' gukøp. " gu' f' gek. " s' wg' cr' q' tv' w' kphqto celøp' lo r' t' guel' k' kdng' r' ctc' kphqto ct. " eqp' v' q' r' t. " g' x' c' n' c' t' { " vqo ct' f' gek' u' k' q' gu'0' "

C' uw' x' g' l. " gn' e' a' r' ewq' s' wg' ug' t' g' r' e' g' c' r' ct' v' k' f' g' r' u' o' ci' pkw' f' gu' qdugt' xcf cu' **no** r' wgf g' f' ct' nwi ct' c' **ambigüedades**0' Guw' ewrc' k' cf' j' c' f' g' r' gto kkt' s' wg' nqu' kpf kecf qtgu' r' wgf cp' ugt' c' w' f' k' c' d' r' u' q' { " s' wg' ug' g' x' c' n' a' g' f' g' hqto c' g' z' v' g' t' p' c' u' w' h' c' d' k' k' f' cf' u' l' g' o' r' t' g' s' wg' ugc' r' t' g' e' k' u' q'0' C' guw' ewrc' k' cf' f' g' dg' c' o' cf' f' u' g' r' g' s' wg' wp' kpf kecf qt' f' g' dg' ugt' **inequívoco**. " gu' f' gek. " s' wg' p' q' r' gto k' c' k' p' v' g' r' t' g' v' e' k' q' p' g' u' eqp' v' t' c' r' w' g' u' c' u'0' "

Gn' eqp' egr' v' q' s' wg' g' z' r' t' g' u' c' gn' k' p' f' kecf qt' gu' er' ct' q' { " u' g' o' c' p' v' k' p' g' gp' gn' v' g' o' r' q'0' Gn' k' p' f' kecf qt' gu' cf' g' ew' f' q' c' " n' q' s' wg' ug' r' t' g' v' p' f' g' o' g' f' k' t' **pertinencia**0' Nc' kphqto celøp' f' g' dg' guw' c' t' f' kur' q' p' k' d' ng' gp' gn' o' qo' gp' v' q' gp' s' wg' ug' f' g' d' c' p' v' qo' ct' r' u' f' gek' u' k' q' gu'0' "





Qwteectcevt¶jwlec" f gugcdng"gu"rc" **objetividad** Nqu"
kpf kecf qt gu" f gdgp" gkct" guvt" eqpf kekpcf qu" r qt"
hcevt gu" gz vtpqu. "wrgu" eqo q" r" ukwcekp" f gn" c¶u."
q" ceekpct" c" vtegtqu. " { c" ugc p" f gn" o dkq" r Adneq" q"
r tkxf q0" Vco dlē p." gp" guvg" ecuq." f gdgp" ugt"
uwegr vdrgu" f g" gxcnwcekp" r qt" r ctvg" f g" wp"
gz vtpq0

Nc" o gf kf c" f gn" kpf kecf qt" vkgp" s wg" ugt" nq"
uw hkekpgo gpvg" ghlec" r ctc" kf gp w hlect" xctkcekppgu"
r gs wg" cu0" Gu" r" ectcevt¶jwlec" f g" r" **sensibilidad**
f g" wp" kpf kecf qt." s wg" f gdg" eqput wktug" eqp" wpc"
ecrkf cf" vcn" s wg" r gto kc" kf gp w hlect"
cwqo a weco gpvg" eco dkqu" gp" r" dqpf cf" f g" nqu"
f cxqu0

C" uw xgl. " gn" kpf kecf qt" f gdg" ugt **preciso** < uw o cti gp"
f g" gttqt" f gdg" ugt" cegr vdrng0

C" gucu" ewrkf cf gu" f gdg" c" cf ktug" r" **accesibilidad** <
uw qd vgpel p" vkgp" wp" equq" cegr vdrng" s wg" gn" equq"
f g" r" qd vgpel p" ugc" uw r gtcf q" r qt" nqu" dgpghlekqu"
s wg" tgr qt v" r" lphqto celp" gz vtc¶f c" { " gu" f ekf f g"
ecrwrt" g" lpgtr t gct0

Gp" tguwo gp. " gn" kpf kecf qt" f gdg" r tqr qtekpct" wpc"
ecrkf cf" { " wpc" ecpwcf" t c" qpcedrgu" f g" lphqto celp"
* t gr xcpel c- r ctc" p q" f kurqtukpcti " r u" eqpenwukppgu"
s wg" f g" 2 n" ug" r wgf cp" gz vtcgt " pgs w xqeq+ " c" r" xgl "
s wg" f gdg" guvt" f kur qpldrng" gp" gn" o qo gpvq"
cf gewcf q" r ctc" r" vqo c" f g" f gekukppgu" * r gt vkgpkel. "
qr qt wplkf cf +. " { " vqf q" gmq. " ukgo r tg" s wg" nqu" eququ"
f g" qd vgpel p" p q" uw r gtp" nqu" dgpghlekqu" r qvgekrngu"
f g" r" lphqto celp" gz vtc¶f drng0

3. METODOLOGÍA PARA LA CONSTRUCCIÓN DE LOS INDICADORES



Tguixgt" r u" uki wkgpvgu" r tgi wpcu" r gto kg"
f gucttqmt" wpc" o gvqf qm¶i ¶c" ugpelkx" r ctc"
eqput wkt" kpf kecf qt gu<

"¿Cuál es el objetivo que se persigue?"

F gyto kpc" eqp" erckf cf" { " f g" hqto c" eqpetgvc" gn"
qdlgkxq" s wg" ug" dwæc" eqp" r" cewcekp" f g" r"
qti cpk celp. " s w" r tqf wevq" gu" gn" s wg" ug" gur gtc" s wg"
ug" i gpgt g" c" vtcx² u" f gn" r tqeguq" r tqf wevq" f g" r"
go r t guc" q" gpwcf. " ew" ngu" uq" r u" ectcevt¶jwlec"
f g" gug" r tqf wevq. " s w" ecpwcf gu" { " gp" s w" vgo r q"
ug" xcp" c" r tqf wekt. " s w" t guwncf qu" q" lo r cevqu" ug"
gur gtc p" eqp" gug" r tqf wevq. " { " r ctc" s w" pgu" ug" guv"
r tqf wekpf q. " gu" wp" hcevt" s wg" r gto kg" erckhlect" { "
ewcp w hlect" gn" qdlgkxq0

Gp" qvqu" v to kpqu. " guco qu" t g xkicpf q" r" o kul p" { "
r" xkul p" f g" r" gpwcf" q" go r t guc. " { " guco qu"
eqpetgvc p q" eqp" ekhtcu" r u" o gcu" { " r u" gurtcvi kcu"
cu¶¶ eqo q" nqu" t guwncf qu" s wg" gur gtc o qu" s wg" ug"
i gpgt gp" c" vtcx² u" f gn" r tqeguq" r tqf wevq0

Rqt" glgo r nq < gp" gn" Rrc p" f g" F gucttqmq" 4226" 6" 422: "
f g" Dqi qv" F (E0" ug" eqp vgo r r" gn" uki wkgpvg"
qdlgkxq<

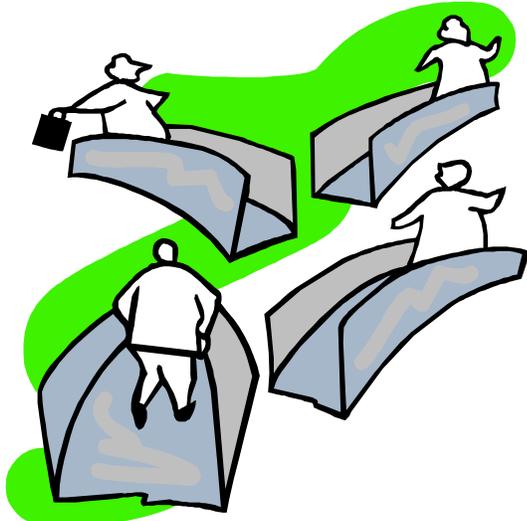
Dtkpf ct" wp" ugt xlekq" qr qt wppq" { " cf gewcf q" c" nqu"
ekwcf cpqu" { " c" r u" ekwcf cpqu" o gf kcpvg" r"
o qf gtpk celp" { " cf gewcekp" f g" r" C f o kplwtcekp"
F kurkcn" { " c" vtcx² u" f gn" hqt vgeko kgpvq" f g" r"
ecr celf cf" qr gtcvxc" eqp" r" t gcnk celp" f g" qdtcu" f g"





cf gewcelop" { "eqpwt weelop" f g" gur cekqu" hñeque" gp"
ru" gpwf cf gu" Adreco"

" *"¿Qué se desea medir?"*



"
C" r ctvt "f g" ru" o gvu" { "ru" gwtevgi kcu" kf gpwhecf cu"
gp" gr" r wvq" cpvgtkt. "ug" r tqegf g" c" kf gpwhect "ru"
cevkxf cf gu" erxg" r ctc" nñi tct" nñu" tguwncf qu"
gur gtcf qu" egpvt" pf qug" gp" cs w" ru" s wg" f go cpf gp"
o c { qt" guhwgt | q" { "t gewtuqu" q" s wg" ug" eqpukf gt gp"
et hñeque" gp" gr" r tqegu" r tqf wevkxq0 Rctc" gmñ" gu" xkcn"
kf gpwhect" emctco gpvg" ru" wpkf cf gu" f g" o gf kelop"
f gnñ" f g" ru" r tqf wevq0"

"
Rctc" eqpvkwct "eqp" gnñlgo r nñ" cpvgtkt. "vopf tñco qu"
s wg" ru" cevkxf cf gu" erxg" tghgt gp" r "eqpwt weelop"
{ "cf gewcelop" f g" gur cekqu" hñeque" gp" ru" gpwf cf gu"
f kwkcnñu" { "ru" wpkf cf gu" f g" o gf kf c" f gr" r tqf wevq"
gur gtcf q= ugtñcp" nñu" o 4" f g" gur cekqu" hñeque"
cf gewcf qu" q" eqpwt wkf qu" f kur qpkdrgu" r ctc" r"
cvpelo" p f g" ru" ekwf cf cpqu0"

" *"¿Quién utilizará la información?"*

"
Wpc" xgl "f guetkcu" { "xcñtcf cu" ru" cevkxf cf gu" ug"
f gdgp" ugngeekpct" nñu" f gwkwcvctkqu" f g" r"
kñhñto celo" p. " { c" s wg" nñu" kpf lecf qtgu" f kñgtk" a" p"
uwuwpckro gpvg" gp" hwpelep" f g" s wk2 p" nñu" j c" f g"
wkwk ct0"

" *"¿Cuáles son las variables por medir?"*

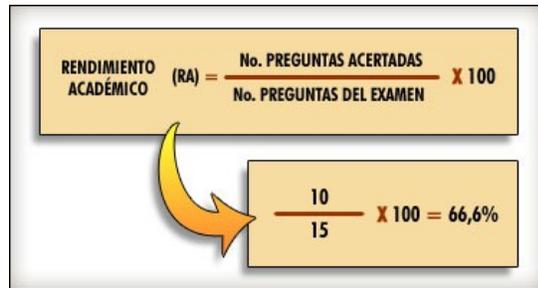


"
Wpc" xgl " kf gpwhecf q" nñ" s wg" ug" s wkgg" o gf kt."
r tqegf go qu" c" kf gpwhect" ru" xctkdrñu" f g" nñ" s wg"
xco qu" c" o gf kt0"

"
Gp" gr" lgo r nñ" r tqf wvuvq" vopf tñco qu" gpvpegu"
s wg" ru" xctkdrñu" tghgt gp<

- o Nqu" o 4" f g" gur cekqu" hñeque" eqpwt wkf qu" q"
cf gewcf qu" f kur qpkdrgu" r ctc" r" cvpelo" p"
- o Gn" pAo gtq" f g" r gtuqpcu" s wg" ug"
dgpghelct" a" p f g" guqu" gur cekqu" hñeque"

" *"¿Cuál es la relación de esas variables?"*



"
Gp" gwv" r wvq" guvco qu" gnñdqtcpf q" gr" kpf lecf qt"
s wg" pu" o quwtct" gnñtguwncf q" f g" r" ceelo" p0"

"
Rctc" gnñ" luo q" lgo r nñ" vopf tñco qu" gpvpegu" s wg"
nñ" s wg" gur gtco qu" o gf kt" gu" gnñ" pAo gtq" f g" o gwqu"
ewcf tcf qu" f kur qpkdrgu" r qt" ecf c" r gtuqpc" q"
dgpghelctkq" f g" r" ceelo" p= gp" eqpugewpelo." gnñ"
kpf lecf qt" ugtñc<

"
P q0" vqcnñ" f g" o 4" eqpwt wkf qu" { " cf gewcf qu"
f kur qpkdrgu" TP q0" vqcnñ" f g" dgpghelctkqu0"

" *"¿Cada cuánto tiempo se mide la acción?"*



F gr gpf kpf q "f g" s wkp "wkle g" r "kphqto cekp" { "f g" rqu "vko r qu" r t gxlruqu "gp" r "o gvc" r ctc "tgerk ct" r "kphqto cekp." f gvtg lpcu qu" r " r gkqf kelf cf " f gni kpf lecf qt0

Gp "pwgvt q" glgo r m "v gpf t co qu" s wg. "f gr gpf kpf q" f g "rqu" r tq { gevqu "f g" kpvgt xgpek p" gp "rqu" gur cekqu "hilequ" { "f g" r "o ci pkwf "f g" r "u" qdtcu. "gn kpf lecf qt" f gdt c "o gf ktug "cpvu" f g "kplekt "ru" qdtcu "pwgxcu." f vtcpv " r " eqput wek p" q " cf gewcek p" ugi Ap " cxcpegu "f g" r "u" qdtcu. { "cni hpcn f g" r "u" o kuo cu" r ctc " r qf gt "eqo r cct "rqu" t guwncf qu0

"¿Con qué se compara?"



Rqt "Anko q. "gu" pgeguclq "s wg" ug "vgpi c" wp "t ghgt gpv" r ctc "r qf gt "gxcnct" { "go kkt" wp "eqpegr vq" uqdtg "gn" ko r cevq "f g" r "ceek p0

Gp "gn" glgo r m "f g" r "t ghgt gpek" v gpf t co qu" s wg" ug" r qf t "t gewtkt" c "gu" p f ct gu "f g" q t cu "gp" v cf gu "f g" ectcevt "vlecu" uko kctgu" q " f g" q t cu " ekwf cf gu" q " r c u0

Wp " glgo r m " k wutcvkxq" ugt c " gn" s wg" ug" wklk c " cewcm gpv" r ctc " o gf k " r " f kur qpkklk cf " f g" gur cekqu" r Adreku" r qt " j cdkcpvu. "ewf q "t ghgt gpv" kpvtpcekqpcn" vklec" gn" gu" p f ct " gp" 32" o "4" r qt " j cdkcpv. " { "gp" gn" ecua "f g" Dqi q" "ug" gpewvpc "gp" : " o "4" cr tqzko cf co gpv" r qt " j cdkcpv. " uwo cpf q " gur cekqu" r Adreku" f g" ekewcek p" r gcvpcn" elemqt wcu. "t get gcek p" { " | qpcu" xgtf gu0

4. BENEFICIARIOS DE LOS INDICADORES



Nc " kphqto cekp" qdv gpk c " c " vcx2 u" f g" rqu" kpf lecf qt gu" f g" i guk p" { "t guwncf q" gu" f g" kpvgt2 u" xkcn" gp" r tko gtc" kpuvpek. " r ctc" gn" gs vkr q" f kt gevxxq "q" i gt gpeknf g "vqf c" gpv cf "r Adreke" eqo q" f kt gevq "t gur qpucdrg "f g" r "o kuo c0C "vcx2 u" f g" rqu" kpf lecf qt gu" gn" gs vkr q" f kt gevxxq "r wgf g" o qpkqt gct " uk'ug" gu" "f cpf q "ewo r rko kpvq "c" rqu" qdlgvkxqu" { "ru" o gvcu" f gn" Rrcp" kpvkwekqpcn" uk" r "u" guvcvgi keu" gu" p "f cpf q "rqu" t guwncf qu" gur gtcf qu. "uk'rc" gpv cf " gu" " ewo r kpvq " u" o kuo p" { " uk" ug" gu" " i ctcvki cpf q "gn" cecpeg "f g" r "xkuk" p "f g" rcti q "r r" q " eqo q "dcug" hwpf co gpvcn" r ctc "gn" r tqegvq "f g" vqo c " f g" f gekukppgu0

Gp "ugi vpf c" kpuvpek. "rqu" kpf lecf qt gu" r gto kgp "c" vqf q "gn" gs vkr q "f g" i qdktpq "ucdgt "uk" r "u" ceekppgu" cf gncv cf cu" r qt "ru" gpv cf gu" gu" p "r gto kkp f q" { " hceklkcpf q" gn" ewo r rko kpvq "f g" rqu" qdlgvkxqu" f g" i qdktpq "r r "uo cf qu" gp" gn" Rrcp "f g" F guctt qm "cu" o kuo q. " r wgf gp" tgf kgeekpct " ru" guvcvgi keu" i mdcrgu "f g" f lej q " r rcp " q " clwvct " ru" o gvcu. "cu" eqo q "vpgt "ru" j gttco kpvu" r ctc "t gpf kng" ewgvcu" cilekw cf cpq0

Gp "vgtgt "nvi ct. "cr ctgegp "rqu" »ti cpqu" f g" eqvqt qn" cf o kpvkcvkxq" { " hkecn" vpvq" kpvtpqu" eqo q" gzvtpqu. " {c" s wg" c " vcx2 u" f g" rqu" kpf lecf qt gu" r qf t "p" go kkt "rqu" eqpegr vqu" uqdtg "ru" gxcnwekppgu" f g" r "i guk p" s wg" r qt "Ng" { "rqu" eqtt gur qpf g" go kkt0

Gp "ewctvq" nvi ct. "hi vtcp" vqf qu" rqu" »ti cpqu" { "ru" gpv cf gu" s wg" gltegp "wp" eqvqt qn" uqekn" { "r qv" kq "uqdtg" r " cf o kpvkcek p. " vrgu" eqo q " eqpeglqu" o vplek crgu" q "f kvtkcrgu. "xggf w" cu. "cuqekcekppgu" f g" tgr t gupvcek p" eqo vpkctk. " cuqekcekppgu" f g" wvctkqu. "o gf kqu" f g" eqo vplecek p. "i tgo kqu. "gve0



Rqt " Ænko q." guct"cp"vqf cu"cs wgnru" gpvk cf gu" f g"
ect^a evgt" r Aditeq" q" r tkxf q" s wg" vepi cp" kpgt gugu"
gur ge"tequ" uqdtg" r" ce wcelop" f g" ru" gpvk cf gu."
vrgu" eqo q" e^a o ctu" f g" eqo gteq." r tqxggf qtgu."
ugevqt" hpcpelgtq" {" geqp>o leq." kpxgtukpkruc."
cetggf qtgu." kpuwkekppgu"cecf² o lecu" {" ekgp"tecu."
qti cpluo qu" kpgt pcekppcrgu." gve0

5. UTILIZACIÓN DE REFERENTES:
Benchmarking



Rctc" r qf gt" hqto ctug" wp" lwlekq" f g" xcrqt" s wg"
r gto kc" ecrhlect" r" i guk>p" gp" wpc" gpvk cf ." gu"
pgeguctkq" g" kpf kur gpucdr" vpgt" tghgt gpvu" q" r wvqu"
f g" eqo r ctcelop" c" r ctvt" f g" wvqu" guv pf ctgu." ru"
evcrgu." c" uw" xgl." r wgf gp" f ghkptug" r qt"
eqo r qtvo kpvqu" j ku>tlequ" q" r qt" kpf lecf qtgu"
qdvgpkf qu" r qt" r" i guk>p" cf gncpvc" gp" qvcu"
gpvk cf gu" s wg" t gÀpcp" ectcevt" r lecu" uko kctgu" c" r"
s wg" guvgo qu" gxcncpf q" eqp" wv" kpf lecf qt0

Rctc" r qf gt" cf gncpvc" wpc" eqo r ctcelop" eqp"
guv pf ctgu" f g" qvcu" gpvk cf gu" ug" wktk c" wpc"
j gttco kpv" i gtpekrn" eqpqekf c" eqo q" gn"
ðBenchmarkingö. gn" ewcn" ug" r wgf g" f ghkpt" eqo q"
ðun sistema integral de medición que permite el
examen sistemático y riguroso de los bienes,
servicios y procesos de trabajo que ofrecen las
organizaciones, medidos con respecto a
homónimos de organizaciones reconocidas como
las mejores, con el fin de producir cambios y
mejoras en la organización0

Cu" vpgftgo qu" gpvpegu" swg" ug" r wgf gp"
kf gpvklect" guv pf ctgu" gp" gn" eqo r qtvo kpvq" cn"
kpvtkqt" f g" r" o luo c" go r tgu" q" gpvk cf ."
kf gpvklectp q" cs wgnru" a tgu" q" f gr gpf gpeku" gp"
f ppf g" ug" glgewgp" r tgeguqu" q" cevkxf cf gu"
ecrhlect cu" eqo q" ru" o glqtgu" {" s wg" r wgf cp" ugtxk"
f g" glgo r mq" r ctc" cr hlect" f lej qu" tguwncf qu" gp" gn"
a tgc" q" f gr gpf gpek" swg" guvgo qu" gxcncpf q0
Cn" wvqu" cwqtgu" mco cp" c" guv" r tgeguq" f g"
kf gpvklectop" f g" guv pf ctgu" ðBenchmarking
internoö0

Qvc" hqto c" f g" gpeqvtct" f lej qu" guv pf ctgu" gu"
guwfkcpf q" gn" eqo r qtvo kpvq" f g" qvcu" gpvk cf gu" q"
go r tgu" s wg" tgcrlgp" cevkxf cf gu" q" r tgeguqu"
uko kctgu" c" ru" s wg" guvgo qu" gxcncpf q." gu" f gek."
tgxkcpf q" gn" eqo r qtvo kpvq" f g" pwgumc"
eqo r gvpekc0 C" guv" r tgeguq" ug" r g" eqpqeg" eqo q"
ðBenchmarking competitivoö0

Cn" wvqu" cwqtgu" kf gpvklect" vco dkp" r"
o gvqf qmqi "c" f gn" ðBenchmarking genéricoö." r"
ewcn" gznlect" eqo q" gn" r tgegf ko kpvq" r ctc"
gpeqvtct" guv pf ctgu" f g" eqo r qtvo kpvq" c" r ctvt"
f gn" guvdrgeklo kpvq" f g" pwgqu" eqo r qtvo kpvqu"
s wg" tqo r cp" ru" gus wgo cu" vcf lekppcrgu" f gn"
r tgeguq." gu" f gek." gn" guvdrgeklo kpvq" f g"
o gpvckf cf gu" f g" eqo r gvkkxf cf " c" r ctvt" f g" r"
tvw wtc" f g" ru" r ctcf ki o cu." f gn" cdcpf ppa" f g" r"
vcf lekppcn" htcug" ðulgo r tg" ug" j k q" cu" ö." f cpf q"
ni ct." gpvpegu" c" eqo r qtvo kpvqu" kppqxcf qtgu0

6. LIMITACIONES RESPECTO A LA
UTILIZACIÓN DE INDICADORES



Ewcpf q" ug" guv p" wktk cpf q" kpf lecf qtgu" r ctc"
gxcncct" {" o gf k" gn" eqo r qtvo kpvq." r" i guk>p" {" gn"



SECRETARIA

GENERAL

ALCALDÍA MAYOR DE BOGOTÁ

f gucttqmj f g r t q e g u q u q c e v x k f c f g u . g p e q p t c o q u c n i w p q u r t q d r e g o c u s w g u g f g d g p v g p g t g p e w g p v c c n i o q o g p v q f g n i t g u w n c f q f g f l e j q k p f k e c f q t . f g p t q f g r i q u e w c r g u g p w o g t c o q u c n i w p q u r c t c s w g g p u w o q o g p v q u g w g p i c p g p e w g p v c n i u h e v q t g u f g e q t t g e e k p c n i o q o g p v q f g g o k k t w p l w e k q f g x c n i t u q d t g n i t g u w n c f q <

Op r t k o g t n i c t . g p e q p t c o q u s w g r f k h e w n c f f g t g e q r g e e k p f g f c v q u r w g f g f k u q t u k p c t n i u x c n i t g u f g r u x c t k c d r g u t g r e k q p c f c u g p g n i k p f k e c f q t r q t g l g o r n i . e w c p f q d w e c o q u o g f k n i u p f l e g u f g c e g r c e l e p q u c u h e c e k p f g n i e i k g p v g . w u w c t k q e k w f c f c p q l t g p v g c w p r t q f w e v q q u g t x l e k q . r t t g u r w g u c f g n i k p f k e c f q t f g r g p f g f g r c u e c t c e v g t i n e c u { o g v q f q n i f u e q p s w g u g t g e q i k f l e j c q r k p l e p . f g s w k g p c f g r p w r t g e q r g e e k p f g n i f c v q . c f g o a u f g s w g r w g f g g p e g t t c t x c n i t g u u w d l g v x q u f g c e w g t f q e q p g n i o q o g p v q { r e k t e w p u c p e k g p s w g n i g p v t g x k u c f q q g p e w g u c f q f k q r t g u r w g u c f

C w a t g u e q o q g n i s w g j g o q u x g p k f q e k c p f q g p g n i r t g u g p v g f q e w o g p v q . g n i r t q h g u q t l q u g r O c t k I w k p c t v k U q n . k f g p w k e c p q t q u h e v q t g u s w g r w g f g p l p e k f k g p n i t g u w n c f q f g w p k p f k e c f q t . n i u e w c r g u s w g g p w o g t c o q u c e q p w k e c p p >

o "Existencia de incentivos perversos"

R w g f g p g z k u k t e q p u g e w g p e k u p g h e u c u r c t c g n i f g u g o r g o q q t i c p k c e k q p c n u k u g g u e q i g w p u g v c r g c v t k q f g o g f k f c u f g n i f g u g o r g o q O N q u k p f k e c f q t g u g p x f p r q f g t q u c u u g o c r g u f g p v t q f g r c q t i c p k c e k p o E w e p f q r e c t t g t c r t q h g u k p c n i { r t t g r w c e l e p u g o k f g p c t x c 2 u f g g u v p f c t g u f g f g u g o r g o q . n i u c i g p v g u . g p g u v g e c u q n i u g o r r g c f q u r A d r e q u p q k o r q t v c u w p k x g n t g u r q p f g t a p e q o q u g g u r g t c f

[" g p e c u q f g o g f k r c t a o g v t q u g s w k x q e c f q u . r c i g p v g c o g p w f q t g u r q p f g t a c e w c p f q k p e q t t g e w o g p v g f

"El tradeoff" (o disyuntiva) entre los resultados significativos o relevantes y los resultados controlables ("el problema de la atribución")

81 I w k p c t v k U q n . l q u g r O c t k c O T g h t o c f g n i G u c f q { f g r c f o l p k u c e k p R A d r e c . X K K E q p i t g u q f p v g t p c e k q p c n i f g n i E N C F . R e p c o a . 4 2 2 5 0

N q s w g r q f g o q u c h k o c t e q p e g t v g c g u s w g e c u k u k o r t g g z k u k a w p t r a d e o f f s w g u q r x g p v c t O P q u r t g e w r c o q u r q t n i u t g u w n c f q u s w g c o g p w f q u q p n i u o g p q u k p f k e c f q u r c t c u g t w k r k c f q u e q o q o g f k f c u f g n i f g u g o r g o q f g n i o k u o q o q f q . n i u t g u w n c f q u { n i u o u t p u t s s w g u q p o a u c f g e w c f q u r c t c u g t w k r k c f q u e q o q k p f k e c f q t g u r q t s w g j c d n p f g h g p o g p q u u q d t g n i u e w c r g u n i u r t q i t c o c u w g p g p w e q p v t q n i u k i p k h e c v x q w k p f g p c u g t c r c t v c f q u f g n i u t g u w n c f q u s w g o a u p q u k p v g t g u c p f

"El tradeoff" entre los resultados significativos o relevantes y los resultados que demuestran cambios relevantes a corto plazo

J c d k w c r o g p v g n i u k p f k e c f q t g u c r q t v c p r c k p h q t o c e k p r c t c r g t k q f q u f g w g o r q c p w c r g u O U k p g o d c t i q . w o c t o g f l e k q p p u c w p e q t v q r n i q r w g f g g x k c t x g t r c g x q n w e k p x g t f c f g t c f g n i u q d l g v x q u o k c p f q n i u r g t k q f q u c p w c r g u r q t u g r c t c f q . u g r w g f g e q p e n k t . r q t g l g o r n i . s w g g n i p k x g n i f g h w o c f q t g u j c c w o g p v c f q O U n i u g u g p g n i r c t i q r n i q g p r g t k q f q u f g s w k a u e k p e q c o q u s w g r q f g o q u q d v g p g t e q p e n w u k q p p u k i p k h e c v x c u u q d t g w p f g p e k u . c r e k u c u q f g e t g e k e p v g u f

"El tradeoff" entre los resultados significativos o relevantes y los resultados que se alcanzan a un nivel de costo y esfuerzo relativos

W p x g l q d v g p k f q u n i u k p f k e c f q t g u . n i r t k o g t q s w g c f x g t v k o q u g u s w g n i u f c v q u t g r e k q p c f q u e q p n i u t g u w n c f q u r q t g l g o r n i . p a o g t q f g r g t u q p c u s w g x g p n i u c p w p e k u . k o r c e v q f g r u e c o r c o c u g p r u c e v k w f g u f g n i u g u r g e v c f q t g u . e c o d k u g p g n i p a o g t q f g h w o c f q t g u r w g f g p p q g u v c t k u r q p k i n g u f k g e v c o g p v g p r c t i c p k c e k p o G u r q k o r r e c o a u w g o r q { g u h w g t l q r c t c t g e q i g t n i u f c v q u f g n i s w g k o r r e c t f c g p e c u q f g t c v t u g f g k p f k e c f q t g u f g i n p u t s . f g c e v k x k f c f g u q q w r w u o R q t g l g o r n i . e q p g n i h p f g u q p f g c t g n i k o r c e v q f g r u e c o r c o c u r w d r e k e t k e u u q d t g n i u c e v k w f g u f g n i u g u r g e v c f q t g u . r q f t f c u g t p e g e u c t k q m g x c t c e c d q g p e v g u c u . g u w f l q u f g g x c n e c e k p { g u w f l q u u q d t g r q d r e k e p q d l g v x q f

G n i r c v t p i g p g t c n i g u s w g c o g f k f c s w g p q u c e g t e c o q u c n i u t g u w n c f q u p q u v g p g o q u s w g p h t g p v c t c o c q t g u e q u q u { g u h w g t l q u g p r c





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tgeqr kxekp" f g" f cvqu" s wg" ug" r tgekucp" r ctc" nu"
kpf kecf qtgu" f g" f gugo r g° qd

Rctc" r crct" vrgu" ghgevu" pgi cvkqu." nu" r qf go qu"
xcnqtct" gp" wpc" guecnc" f g" dcnqö. "öo gf kqö" { "ödcldqö."
cu" f

/" Uki pkkceekp" f grl kpf kecf qt" gp" tgrcekp" eqp" nu"
tguwncf qu" r tguji vkf qu" dcnö" gu" kf gcn'

/" F hkwncf " gp" r" tgeqr kxekp" f g" f cvqu" dclcö" gu"
kf gcn'

/" P kxgrl g" eqpvt qnl' gnl' tqi tco c" uqdtg" grlhgp» o gpq"
o gf kf q" dcnqö" gu" kf gcn'

/" Tlgui q" f g" etgct" kpegpvxxqu" r gtxgtuqu" dclcö" gu"
kf gcn'

/" Eco dlq" uki pkkceekp" uqdtg" wpc" dcug" cpwcn"
öcnqö" gu" kf gcn'

Rqt" qvtq" rcf q. " qvtcu" f hkwncf qu" uwti gp" f gpvtq" f g"
r" r tqrk" qti cpk celp" cn' etgctug" elgtvcu"
tguvnpcku' Ncu" tcl qpgu" s wg" qtki kpcp" guvcu"
tguvnpcku" r wgf gp" ugt. " gupckm gpvg. " grlo kfg q" cn'
eco dlq. " grlo kfg q" c" r" o c { qt" vcpur ctgpek. " { " grl'
vgo qt" c" w" kpetgo gpvq" f g" r" eqphkcvkcf" r" dclcö"
gpvtg" qvtqu'

Cni wpcu" f g" r" u" cevwf gu" s wg" cf qr vt" r qt" r ctvg" f g"
r" f kgeekp" gp" grlo qo gpvq" f g" f kug° ct" r" gmtvci k"
r wgf gp" ugt<

/" F kur qpgt" f g" wpc" ukvgo c" eqpvcdng" { "
r tguw wguvctkq" cf gevvcf q< r" eqpvcdkrf cf"
r tguw wguvctk" en' ukc" pq" gu" uvhkegpvg. " eqo q"
o " plo q" ug" pgegukc" wpc" r tguw wguvq" gmtvvcf q"
gp" m" r qukdng" r qt" qdlgvkxqu' Vco dlk p" ug" r tgekuc"
vpgt" eqpqeko kcpvq" f g" nu" eququ" f g" nu" ugtxlekqu"
r tguwcf qu'

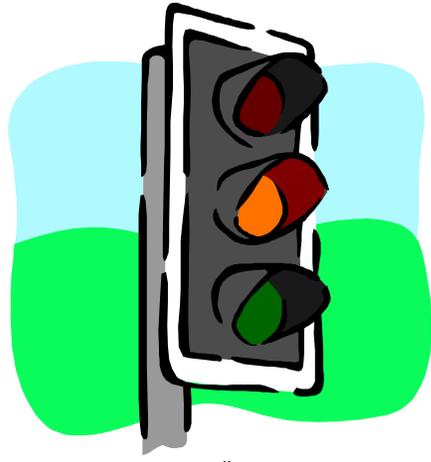
/" Hqo gpvt" r" eqrdqtcelp" f grl' r tguvpcn' chgevcf q<
nu" ukvgo cu" f g" tgvtkdwek» p" hgzkdngu"
eqpf lekqpcf qu" c' tguwncf qu" r qf t" cp" ugt" wpc" o qf grl"
r qt" ugi vkt'

/" Rtr qtekpct" nu" o gf kqu' pgeguctkqu" r ctc" grl' zlkq"
f g" r" ko r ngo gpvcekp" eqp" r" tguvncf p" f g" cni wpcu"
r qukdngu' kpuvkuhceekp" gu" f g" nu" vtdclcf qtgu'

/" Etgct" i twr qu" f g" o glqtc" gp" grl' o cteq" f g" wpc"
r qtl' kcf" f g" ecrkf cf ö'

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"

Wpc" xgl" s wg" vpi co qu" kf gpvkkcf qu" nu"
kpf kecf qtgu" f g" i guk» p" { " tguwncf qu" hgpvg" c" ecf c"
qdlgvkxq" { " o gvc" f grl' rcp" I gpgtcnf g" F guvttqm" f g"
r" gpvvcf" q" go r tguv. " r tqegf go qu" c" grdqtct" grl'
Ewef tq" f g" O cpf q" kvgi tcn' *EO K: " grl' ewcn' r g"
r gto kv" c" r" i gtgpek" kvgi tct" vqf qu" nu"
kpf kecf qtgu" dclq" r" u" ewvq" r gtur gevvcu"
gpvpekcf cu" { . " f g" guc" hqto c. " eqpuvkrf ct" r"
gxcwcekp" i gpgtcnf g" r" i guk» p'



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CUADRO DE MANDO INTEGRAL	
OBJETIVO: Gestión Pública Humana	

	CONSOLIDADO DE CUMPLIMIENTO 76%	CALIFICACION DEFINITIVA /5 3.81	
PERSPECTIVA FINANCIERA	PERSPECTIVA DEL CIUDADANO	PERSPECTIVA DE PROCESOS	PERSPECTIVA DE FORMACION Y CRECIMIENTO
62%	86%	78%	78%
Recaudos por ingresos tributarios	Satisfacción y fidelización	Prestación oportuna	Adecuación Plantas
74%	91%	100%	30%
Gestión de activos	Vinculación al control social	Fortalecimiento de infraestructura	Clima organizacional
0%	7%	98%	75%
Gestión de ingresos	Capacitación	Red de comunicaciones	Competencias
44%	110%	80%	100%
Gestión de gastos y costos		Transparencia y efectividad	Sistemas de información
91%		60%	80%
Productividad y rentabilidad			
40%			
Presupuesto por objetivos			
79%			

SISTEMA DE ALERTAS	
50%	80%

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V0 ¿CUÁL ES LA METODOLOGÍA PARA ELABORAR UN BSC O CMI?

C" eqpwpcekp" gznreco qu" r cuq" c" r cuq" n" o gvqf qmí "c" d" ulec" s vg" ug" f gdg" ugi wkt" r ctc" gndqctc"wp"EO KJ

1. Contar con un plan estratégico



Gn" r wpvq" f g" r ctvfc" f g" vqf q" r tqeguq" f g" ugi wlo kpvq" {" gxcwcekp" gu" vpgt" c" o cpq" nqu" qdlgvkxu." ncu" gultvci kcu" {" ncu" o gvcu" s vg" n" cf o kpkntcekp" ug" j cd" r tqr vguvq" cnleqo kgp| q" f gn" r gt" qf q" s vg" gungo qu" gxcwcpf q0" Fgdgo qu" tgeqtf ct" s vg" gn" r wpvq" kplekn" f gn" r tqeguq" f g" r rnpgecekp" cttepec" eqp" ncu" f ghkplekp" f g" ncu" o kulop." ncu" xkulop" {" nqu" xcmqgu" eqtr qtcvku" {" s vg" c" r ctvkt" f g" gmqu" ug" f gdgp" hqto wct" nqu" qdlgvkxu" eqpetgvqu" r ctc" wp" r gt" qf q." ncu" gultvci kcu" c" vtcx² u" f g" ncu" ewcrgu" ug" r tgvvpg" g" ewo r rkt" eqp" guqu" qdlgvkxu" {" ncu" o gvcu" eqpetgvqu" {" gur ge" hlecu" s vg" ug" cur kcp" ewo r rkt" gp" f gvgo kpcf qu" r gt" qf q" u" f g" vgo r q0"

Gp" gn" ecuq" f g" ncu" go r tgucu" r tkxcf cu" nqu" r rnpgu" gultvci kcu" uqp" gp" o vej cu" qecukppgu" eqpegtv f qu" eqp" nqu" »ti cpqu" f g" o a zlo c" cwqtkf cf" {" tgr tgugpvecekp" f g" nqu" ceekpku" ncu" eqo q" nqu" uqp" ncu" lwpvcu" f kvevxcu" q" f g" uqekqu" Gp" gn" ecuq" f g" ncu" go r tgucu" r Adnlecu" guqu" r rnpgu" pcegp" gp" ecf c" gpvfcf" q" f gr gpf gpek" f g" ncu" cf o kpkntcekp" r Adnlec" {" f gdgp" gult" pgeguctkco gpv" hki cf qu" c" nqu" r rnpgu" f g" f guctqmq" geqp» o leq" {" uqekni" s vg" f ghpc" gn" i qdlgtpq" egpvcf0" Rqt" nqu" wcpvq." gp" ncu" cf o kpkntcekp" r Adnlec" ug" f gdg" f guctqmq" wpc"

o gvqf qmí "c" cf kelpcn" f g" f gur nigi wv" f g" r qmí hlecu" *gznreco c" gp" ncu" r ctv" eqpegr wcn" s vg" ncu" r gto kc" c" ecf c" i gtgpv" q" cf o kpkntcf qt" f guí nuct" ncu" r qmí hlecu" gp" qdlgvkxu" gultvci kcu" {" o gvcu" gur ge" hlecu" r ctc" ecf c" gpvfcf 0

2. Definir factores críticos de éxito



Wpc" xgl" kf gpv hlecf qu" nqu" qdlgvkxu" {" ncu" gultvci kcu." cu" eqo q" ncu" o gvcu" gur ge" hlecu" r qt" crecp| ct" gp" wp" r gt" qf q" f g" vgo r q." ug" f gdg" kf gpv hlect" htgpv" c" ecf c" qdlgvkxu" gn" tgr gevku" hcvqt" et" hleq" f g" zkvq." gu" f gek." ug" f gdgp" kf gpv hlect" vqf qu" cs wgmqu" cur gevqu" s vg" pgeguctkco gpv" ug" vkgpp" s vg" o cpvpgt" dclq" eqpvqn" r ctc" nqu" tct" gn" zkvq" f g" ncu" i gultvci kcu." gn" r tqeguq" q" ncu" rcdq" s vg" ug" r tgvvpg" g" cf grvpcv0

õNqu" hcvqtgu" et" hleq" f g" zkvq" *HEG+ uqp" gn" eqplwpvq" o "pko q" nku kcf q" f g" a tgc" hcvqtgu" q" r wpvqu" f gvgo kpcpvqu" gp" ncu" ewcrgu" ukug" qd vkgpp" tguwncf qu" uc vuhcvqt kqu" ug" cugi vtc" wp" f gugo r g" o q" gzkvqu" r ctc" wp" kpf kxkf vq." wp" f gr ctvco gpvq" q" wpc" qti cpk ceko p00

Wpc" f ghkplekp" f guf g" ncu" r gtur gevkc" i gtgpekni" pqu" f leg" s vg" õuqp" xctkedrgu" s vg" ncu" i gtgpek" r wgf g" kphwgepekt" c" vtcx² u" f g" uwi" f gekukppgu" {" s vg" r wgf gp" chgevt" uki p hlecvkxco gpv" ncu" r qulekp" eqo r gvkvx" f g" ncu" hto cu" gp" wpc" kpf wultk00

Ncu" ectcevgt" hlecu" f g" nqu" HEG<



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/ äS w² "equcu" fgdgt "cp" qewttk "r ctc" s wg" gn' pgi qekq "r rcpvgcf q" vpi c" nqu" erkpvgu. "nqu" r tqxggf qtgu. "n" eqdgt wtc "kf gcnr" ctc "vpgt" gn² z kq "s wg" ug" gur gtc A'

/ äS w² "hcevtgu" uqp "f gvtgo kpcpvgr" ctc "s wg" gn' pgi qekq "ugc" gzkquq A'

/ äS w² " hcevtgu" j ct "cp" s wg" gn' pgi qekq " hcecutc" q" ug" xkgtc" ugtkco gpvg" eqo r tqo gwkf q A'

/ äS w² "hcevtgu" uqp "gugpekrgu" r ctc "etgegt" gp "hcto c" uquvgpkrg A'

/ äS w² " equcu" fgdgt "cp" gkctug" gp" gn' pgi qekq A'

/ äGp "s w² " j cp" hcecutc q "qtqu" f gn' o kuo q" pgi qekq A'

/ äE » o q " r qf t " cp" chgevt " ncu" eqpf lekqpgu" gzvtpcu "cn' pgi qekq A'

/ Ncu" r qn' kcu" i wdgt pco gpvrgu. " go r tguclrgu. " nqecrgu "

/ Guv² pf ctgu "kpvt pcekqrcrgu "

/ Gn'r wpvq "f g' xkuc" f gn'r gtupcn' qrg gtcvkxq "

Wpc "xg| " qdvpgkf qu " nqu " HEG " r qt " ecf c " qdlgvkxq " { " ecf c " gwtcvgi kc. " ug" r tqegf g" c" kf gpvklect " nqu" kpf lecf qtgu "s wg" o kf cp " ncu " xctkcdrgu " ug² cncf cu " gp" ecf c " HEG " Dwuecpf q " s wg" nqu " o kuo qu " o wgvgt gp " gn' tguwncf q " f g " n " ceek » p " glgewcf c "

Cn' eqpvgt " ecf c " wpc " f g " gucu " r tgi wpcu " f gdg " ugt " uqo gwkf c " cn' tki qt " f g " ncu " r gtur gevkc " s wg " uki pkllec " s wg " r qt " ecf c " r gtur gevkc " f gdgt " r tgi wpcvtug <

F guf g " n " r gtur gevkc " hpcpektc < " r ctc " vpgt " ² z kq " hpcpektco gpvg " äE » o q " f gdgp " xgtpqu " pwgvtqu " kpxgtukpknucu A'

F guf g " n " r gtur gevkc " f gn' erkpvg < " Rctc " nqi tct " pwgvtc " xkuc » p. " äE » o q " f gdgp " r gtekltpqu " pwgvtqu " erkpvgu A'

F guf g " n " r gtur gevkc " f gn' r tqeguq " kpvtpq < " Rctc " ucvkuegt " c " pwgvtqu " kpxgtukpknucu " { " erkpvgu " ägp " s w² " r tqeguq " f gdgo qu " f ctngu " gzegrpck A'

F guf g " n " r gtur gevkc " f gn' etgelo kgpvq " { " cr tgpf k clg < " r ctc " nqi tct " pwgvtc " o kuc » p " äE » o q " f gdgo qu " cr q { ctppu " gp " pwgvtcu " j cdktkf cf gu " r ctc " o glqtct " g " kppqxct A'

Eqp " nqu " HEG " dwueco qu " kf gpvklect " ncu " xctkcdrgu " xkcrnu " s wg " r wgf gp " f ghpk " gn' ² z kq " r ctc " ecf c " qdlgvkxq. " f g " wri " hcto c " s wg " nq " s wg " ug " o kf c " ugc " xgtf cf gto gpvg " gugpekrgu "

Nqu " HEG " gztgucp " nqu " resultados finales. " pq " nqu " kpvtgo gf lqu " Rctc " gpeqvtct " nqu " HEG " ug " f gdgp " eqpukf gtct. " cf go " a u. " nqu " uki wkpvgu " cur gevqu <

/ Gn'r wpvq " f g " xkuc " f g " nqu " dgpghelctkqu " { " f g " nqu " ugevqtgu " f g " n " uqekgf cf " kpxqmetcf qu "





3. Establecer indicadores para cada FCEO



Cj qtc" hrgpv" c" efc" HEG" eqputw{c" nqu" kpf kecf qtgu"cuqekf qu'c"r"ghgexkcf cf . 'r"ghhecekc." r" ghhegpek" {" f go a u" cur gevqu" q" r tkpek kqu" s wg" tki gp" r" i guk"p" {" s wg" eqphqto g" nqu" qdlgkxqu" r rpvqcf qu" ug" gur gtcp" ewo r rkt' Ug° crg" rcu" xctkcdrgu" tgrckqpcf cu" eqp" r" o gv" f g" efc" qdlgkxq' "

Tgewtfg" s wg" f guf g" wp" r wpvq" f g" xkrc" eqpegr wcn" eqo q" ug° crx" Rlpc" X0' {" Vqtgu" N0' gp" gr' evtuq/ f qewo gpvq" "Gestión en las administraciones públicas", òr" grcdqtcckp" f g" kpf kecf qtgu" {" r" erukhecekc"p" f g" nqu" o kuo qu" r gto kg." gp" i gpgten" wpc" gran flexibilidad dependiendo de lo que se pretende evaluar" ewo r rko kpvq" f g" nqu" qdlgkxqu" f g" wp" r tqi tco c." ghhegpek" gp" gr' wuq" f g" nqu" tgewtuqu." tgxkuk"p" f g" ugtxlekqu" r ctc" o glqct" uw" ecikf cf .(00) Ug" vtcvt a. " r wgu" f g" ugrgeekqpc" gr' eqplwpvq" f g" kpf kecf qtgu" s wg" o glqt" ug" cf cr vg" c" efc" ecuaq" eqpetgvq' Cu" r qf go qu" guvdrgegt" vtu" erukhecekc"p" g' ngtpcvku" gp' hmpck"p" f g' "

a) Nc" posición relativa" s wg" qew cp" nqu" kpf kecf qtgu" gp" gr' r tqeguq" f g" rtgucekc"p" f g" ugtxlekqu" "Inputs, Outputs, Outcomes" "

b) Gr' área informativa de procedencia" kpf kecf qtgu" r tguw wguvctkqu" eqpvcdrgu." "

⁹Rlpc" X' {" Vqtgu" N' 4223+ "Gestión en las Administraciones Públicas" *gp' hpgc+7eco r wuqeo . eqpvcdkcf 'r òrkec' "

qti cpk cckqpcrgu." uqekrgu." f g" gpvqtpq" {" f g" ko r cevq+ "

c) Gr' objetivo de análisis" Ceapqo "c. Ghhegpek" {" Ghhecekc'0 "

Xgco qu" gp" f gvcmg" gp" s wg" eqpukuv" efc c" wpq" f g" grnu< "

Indicadores de medios (inputs), actividad (outputs) y eficacia social (outcomes):

Indicadores de kpr wu

Nqu" kpf kecf qtgu" f g" inputs." uqp" medidas que permiten conocer la naturaleza y cuantía de los factores que directa o indirectamente utilizan las entidades para llevar a cabo su actividad' Uqp" r" dcug" r ctc" r" gxcnckep" f g" r" geapqo "f" {" f g" r" ghhegpek" gp" r' i guk"p" f g" nqu" ugtxlekqu' t cp" r ctvg" f g" r" kphqto cckp" pgeguvck" r ctc" grcdqtcnqu" r tqxkpg" f g" r" eqpvcdkcf cf " f g" equvqu' "

Nqu" r tkpek crgu" tgewtuqu" "inputs" eqp" nqu" s wg" ewpvc" wpc" gpvkf cf "r òrkec" {" s wg" nqu" kpf kecf qtgu" vtcvt a p" f g" gxcnct" uqp" f g" vkr q' o cvgtkn" j' wo cpq" {" hpcpekgtq' "

Indicadores de outputs

Nqu" kpf kecf qtgu" f g" outputs." r gto kgp" medir los resultados de un programa o servicio' Uw" f gvgt o kpeck"p" gzi g' gn' cp' rku' f gvcmf q' f g' 2 ug" {" eqpqegt. " f g" hqto c" r qto gpqtk cf c. " r" vqvkf cf " f g" uwu" cevckf cf gu' Rwgf gp" guvdrgegtug" f khtgpvgu" erukhecekc"p" f g" r" u" o gf kf cu" f gn' output" gp" hmpck"p" f g" s wg" ug" gztguv" gp" vto kpu" tgrckqpcf qu' eqp" nqu" qdlgkxqu" f g" r" qti cpk cckp." f g" s wg" j' ci cp" tghgtgpek" c" wpc" cevckf cf " ugi wkf c" r qt" r' qti cpk cckp" / wco dk p' ug' rgu' rco c' o gf kf cu" f g" r' tqf wckkf cf / . " q" f g" s wg" gxcnckep" nqu" cur gevqu" uqekrgu" f g" r" gpvkf cf . " cvps wg" gp" guv' ecuaq' r wgf gp" xgtug' chgevcf qu' r' qt' xctkcdrgu" gz> i gpcu' "

Indicadores de outcomes

Nqu" kpf kecf qtgu" f g" outcomes" q" f g" ko r cevq" uqekn' reflejan los efectos económicos o sociales." hcxqcdrgu" q' pq. " f g" r" glgewek"p" f g" wp" r tqi tco c" q" f g" r" r tguvck"p" f g" wp" ugtxlekq' ug" f ghpgp" gp" vto kpu" f g" eqdgtwvc" f g" nqu" qdlgkxqu" f gn' o kuo q. "



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gu" f gekl." uqp" kpf lecf qtgu" f g" gheceke" uqekrf' I gpgtcm gpvg'ug'o kf gp'c'vcx²u'f g'gpewgucuo

Indicadores del presupuesto, contables, de organización, sociales y de entorno

Nc" t g x k u k » p " f g n i r t g u w r w g u v q " f g " r c u " g p w k f c f g u " r A d i r e c u ' r g t o k k t a " g r c d q t c t " w p c " u g t k g " f g " r a t i o s o i n d i c a d o r e s " o g f k c p v g " n q u " e w c r g u " u g " c p c r k j c t a p " r c t w k f c u . r t q r q t e k q p g u " g " p f k e g u o

Gn' cp^a r k u k u " f g " n q u " g u w c f q u " e q p v c d r g u " u » n q " g u " u k i p k h e c v k x q . " u k ' r t g x l c o g p v g " ² u v u " j c p " u k f q " a u d i t a d o s . " r w g u v q " s w g " u » n q " c u " i c t c p w k j c t a p " r c " h c d k r k f c f " f g ' t w u ' e k t c u "

Nc" qti cpk celop"gp"rcu" Cf o k p k u t c e k q p g u " R A d i r e c u " x c t k t a " g p " h w p e k » p " f g " f k x t u q u " c u r g e v u " e q o q " u w " c e v k k f c f . " u w " f l o g p u k » p . " u w " n e c r i k j c e k » p (0 0) R c t c " g r c d q t c t " k p f l e c f q t g u " u q d t g " r c " o k u o c " u g " c p c r k j c t a . " g p " r t k p e k r k q . " g n i o r g a n i g r a m a f u n c i o n a l . " k p e n w f g p f q " n q u " » t i c p q u " f g " f k t g e e k » p . " f g " g l g e w e k » p . " r c " c f o k p k u t c e k » p " { " n q u " » t i c p q u " f g " e q p v t q n " f g r i k o k c p f q " r c " f g r g p f g p e k " q t i a p l e c " { " r c u " n f p g c u " f g " t g u r q p u c d k r k f c f o ' U g t a " r t g e k u q " e q p u k f g t c t . " c f g o a u . r c " p q t o c v k x c " f g " r c " g p w k f c f . " t g i n o g p v u " { " o c p w c r g u " k p v g t p q u " f g " h w p e k q p c o k g p v q " s w g " g p e w c f t c p " r c " c e v k k f c f " f g " r c " q t i c p k c e l o p " f g r i k o k c p f q " h w p e k q p g u . " q d r i k i c e k q p g u " { " f g t g e j q u o "

Nqu" kpf lecf qtgu" uqekrgu" uqp" kputwo gpvqu" s wg" **valoran la responsabilidad social de la entidad** O' Guvqu" kpf lecf qtgu. " g z r t g u c t a p " h g p » o g p q u " q " c u r g e v u " f g " e c t a e v g t " u q e k r n { " s w g " r q t " u w " r t q r k c " p c w t c r g l c " t g s w l g t g p " f g u e t k r e k q p g u " g u r g e " h e c u o N c " r t g u g p c e k » p " f g " g u w c " k p h q t o c e k » p " u g " n g x c t a " c " e c d q " g p " h w p e k » p " f g " r c u " p g e g u k f c f g u " f g " n q u " i t w r q u s w g " r c t w k e r c p " f g " r c " c e v k k f c f " f g " r c " g p w k f c f < c o n t r i b u y e n t e s , s u m i n i s t r a d o r e s o p r o v e e d o r e s y t r a b a j a d o r e s .

Los indicadores de entorno ofrecen información sobre variables exógenas al programa, centro o servicio, pero que pueden condicionar la prestación del mismo, fundamentalmente la cantidad de recursos a utilizar.

Indicadores de economía, eficiencia y eficacia

- Los indicadores de economía

Los indicadores de economía detectarán si los recursos se han adquirido al menor costo y en el tiempo oportuno, así como en cuantía precisa y calidad deseada. En función de las características propias de cada entidad podrán establecerse indicadores respecto de los recursos utilizados que informarán sobre el grado de economía con que se utilizan aquéllos.

Ug" guvcdrgt^a p" kpf lecf qtgu" f g" geqqo "c" r ctc" nqu" f k v k p v u " k r q u " f g " t g e w t u q u " h k p c p e k t q u . " j w o c p q u " { " o c v t k c r g u " * g a s t o s d e m a n t e n i m i e n t o e x c e s i v o s , m a t e r i a l i n f r a u t i l i z a d o , t i e m p o s d e a v e r í a d e e q u i p o s i n f o r m á t i c o s , s i s t e m a s a b a n d o n a d o s u o b s o l e t o s , . . . + "

T g u w n c t a " h w p f c o g p v c n " f g u f g " g n i r w p v q " f g " x k u c " f g " n q u " t g e w t u q u . " r c " f g h k p e k » p " r t g x l c " f g " r c u " p g e g u k f c f g u " r c t c " g x k c t " r t q d r g o c u " f g " f g " f g u g s w k i d t k u " g e q p » o l e q u o

- Los indicadores de eficiencia

Nqu" kpf lecf qtgu" f g" g h e k g p e k " t c v c t a p " f g " d e t e c t a r s i l a t r a n s f o r m a c i ó n d e r e c u r s o s e n b i e n e s y s e r v i c i o s s e r e a l i z a c o n u n r e n d i m i e n t o a d e c u a d o o n o O' R c t c " g m q . " f g d g " e w g u k q p c t u g " g u w c " t g r e k » p " w p v q " f g u f g " g n i r w p v q " f g " x k u c " f g " n q u " t g e w t u q u . " e q o q " f g " r c u " q r g t e k q p g u " { " r t q e g f k o k g p v u " t g c r k j c f q u " r c t c " r c " q d v g p e k » p " f g " n q u " d l e g p u " q " u g t x l e k u . " e q o q " f g " n q u " u g t x l e k u " r t q r q t e k q p c f q u " r t " r c " g p w k f c f . " v q f q " g m q " q t l e g p v c f q " c " r c " o g f k f c " { " o g l q t c " f g n i r t g p f k o k g p v q " f g " r c " g p w k f c f o "

- Los indicadores de eficacia

Nqu" kpf lecf qtgu" f g" g h e c e k " t c v c t a p " f g " m e d i r e l g r a d o e n q u e s o n a l c a n z a d o s l o s o b j e t i v o s d e u n p r o g r a m a , a c t i v i d a d u o r g a n i z a c i ó n O' G p " i g p g t c n " r c " g h e c e k " u w g r g " u g t " r c " o a u " f k f k e k i " f g " o g f k t . " r w g u v q " s w g " g p " r c u " g p w k f c f g u " r A d i r e c u " p q " u l g o r t g " g z k u v g p " q d l g v k x q u " f g h k p k q u " { " o g v c u " e r t c u . " g p " r c t v g " f g d k f q " c " r c u " k o r t g e k u c u " f g o c p f c u " f g n i r A d i r e q " { " q h g t v c u " r q n f k e c u o "

I g p g t c m g p v g " g n i k p f l e c f q t " u g " g z r t g u c " o g f k c p v g " w p c t g r e k » p " f g " x c t k c d r g u " g p " h q t o c " f g " f k x k u k » p . " g p " r c " s w g " g p " g n i p w o g t c f q t " u g " e q n e c " r c " x c t k c d r g " s w g " k p f l e c " g n i t g u w n c f q " q d v g p k f q " { " g p " g n i f g p q o k p c f q t " g n i t g u w n c f q " q " o g v c " g u r g t c f c = u k p " g o d c t i q . "



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f gdgo qu" vpgt" gp" ewgpc" swg" nqu" kpf lecf qtgu" r wgf gp" ugt" xcrqtgu" wplf cf gu" p f legu" ugtkgu" gucf p nkecu" gve0

Cu" o kuo q" tgewtfg" swg" qtc" erukhecelep" f g" kpf lecf qtgu" r qt vcpvgr" ctc" vpgt" gp" ewgpc" gu" r" swg" ug" ug" cnc" gp" gn' o »f wq" 4" dE qo r gvpeku" I ppgtcrgu" f gn' ewtuq" f g" I guk»p" RAdirec" F kurtken" f g" r" Crecf" c" O c{qt" f g" Dqi qv" gp" f qpf g" ug" guvdrgeg" r" uki wkgpv" erukhecelep" f g" nqu" r tpekr crgu" kpf lecf qtgu"

Rqt" uw'pcwtcrq" c<

- Kpf lecf qtgu" f g" i guk»p" q" f g" Ghelgpek"
- Kpf lecf qtgu" f g" Ghelcelec" q" Nqi tq"
- Kpf lecf qtgu" f g" Ghewkxkf cf" q" K r cevq"

Nqu" kpf lecf qtgu" f g" i guk»p" r gto kgp" r xcrqtcelep" f g" r" oghelgpek" o" gp" r" wkkk" cel»p" f g" nqu" tgewtuqu" f wcpvg" gn' vgo r q" swg" ug" cf grcpvg" gn' r rcp." r tqi tco c" q" r tq{ gevq0" Wpc" ectcevt" p nkec" f g" nqu" kpf lecf qtgu" f g" i guk»p" q" ghelgpek" gu" s w" cr rcep" f wcpvg" r" glgewek»p" f gn' r tq{ gevq" q" r tqi tco c0

Nqu" kpf lecf qtgu" r wgf gp" o gf k" wpc" r q nkec." w" r rcp." w" r tqi tco c." w" r tq{ gevq." wpc" cevkkf cf" q" wpc" vctgc0

Rqt" glgo r nq." w" kpf lecf qt" f g" i guk»p" q" ghelgpek" cr rlecq" q" c" r" cf o kpkurtcel»p" r Adirec" ugt" c" gn' s w" pqu" r gto kc" o gf k" gn' ewo r rko gpvq" f g" r" u" o gvcu" f g" eqdgtw" c" f g" nqu" ewr qu" gueqrtgu" gp" w" f gvtgto kpcf q" r gt" qf q" f g" vgo r q" {" swg" gzt r tguet" c" o qu" o gf kcpvg" r" uki wkgpv" h>to wr<

Eqdgtw" c" ewr qu" gueqrtgu" ?" P q0' F g" ewr qu" cuki pcf qu" T Vqcnr qdrcelep" pgegukcf c0

Nqu" kpf lecf qtgu" f g" ghelcelec" q" nqi tq" uqp" vco dk»p" nco cf qu" kpf lecf qtgu" f g" 2 zkk" {" ug" eqpurt w" gp" uqdtg" t guwncf qu" eqpetgvqu" xgtkhecdrgu." o gf kdrqu." gxcnecdrqu." guvdrgek qu" c" r ctkt" f g" ecf c" qdlgvkxq." {" s w" ug" cr rcep" cni hpcnif gn' r tq{ gevq0

Gn' glgo r nq" r ctc" kxwtct" guv" vkr q" f g" kpf lecf qt" gp" r" cf o kpkurtcel»p" r Adirec." {" gp" r" o kuo c" hpc" f gn' vqo cf q" cpvgtkqto gpv." ugt" c" gn' s w" pqu" r gto kc" o gf k" gn' ewo r rko kpvq" f g" nqu" qdlgvkxqu" f g" kpek gpek" f g" r" ecrk cf" f g" nqu" r tqi tco cu" gf wevwxqu" gp" r" vuc" f g" qew cel»p" rcdqtcn" f g" r"

ekwcf" {" swg" gzt r tguet" c" o qu" eqp" r" uki wkgpv" h>to wr<

Kpek gpek" rcdqtcn" ?" P q0' f g" gi tguet" qu" f g" r tqi tco cu" o qltcf qu" gp" gf wecel»p" o gf k" T Vqcnr go r rcf qu" pwxqu" gp" r" xkf c" rcdqtcn0

Nc" ghewkxkf cf" j c" ukf q" f ghkpc" eqo q" gn' i tcf q" gp" swg" ug" nqi tcp" nqu" qdlgvkxqu" {" ug" ucwkecep" rnu" pgegukf cf gu" q" ug" tguwrg" gn' r tqdrgo c" r ctc" gn' ewen' hmg' etgcf q" gn' rcp." r tqi tco c" q" r tq{ gevq0

Gn' glgo r nq" cr rlecdr" c" guv" vkr q" f g" kpf lecf qtgu." gp" gn' ugevq" f g" r" gf wecel»p." t ghgtk" c" gn' ko r cevq" tgn' swg" vpi cp" nqu" r tqi tco cu" f g" o qltco kpvq" f g" r tqi tco cu" gf wevwxqu" gp" r" xkf c" geqp» o lec" f g" nqu" j cdkcpvgu" f g" wpc" ekwcf." gpvgtf kpf q" swg" r" r qdrcelep" ug" gf wec" r ctc" o qltct" uw" plxgn' f g" ecrk cf" f g" xkf c" c" vcx2" u" f gn' o qltco kpvq" f g" uwi" kpi tguqu" {" ug" r qf t" c" gzt r tguet" f g" r" uki wkgpv" o cpgtc<

Ghewkxkf cf" f g" r tqi tco cu" gf wevwxqu" ?" Kpi tguq" r tqo gf kq" i ppgtcf q" r qt" pwxq" gi tguet" f g" r tqi tco cu" o qltcf qu" T Kpi tguq" r tqo gf kq" hco kkt0

F g" cewtfg" q" eqp" gn' r gt" qf q" gp" s w" ugc" o gf k" qu" nqu" kpf lecf qtgu" ug" erukhecp" gp<

- o Gz" o" cpvg"
- o F wcpvg"
- o Gz" /" r quv"

Vqf q" r tq{ gevq" tgs wgtg" f g" wpc" r hpc" dcug" q" r wpvq" f g" tghgtpek." gp" vcn' ugpw" q" cr ctgegp" nqu" kpf lecf qtgu" f gpqo kpcf qu" ex ante" nqu" ewrcgu" uqp" o gf k" qu" cpvgu" f g" kpekct" w" r tq{ gevq" {" r gto kgp" f gvtgto kpc" r" xkcdkcf cf" f g" nqu" o kuo qu0

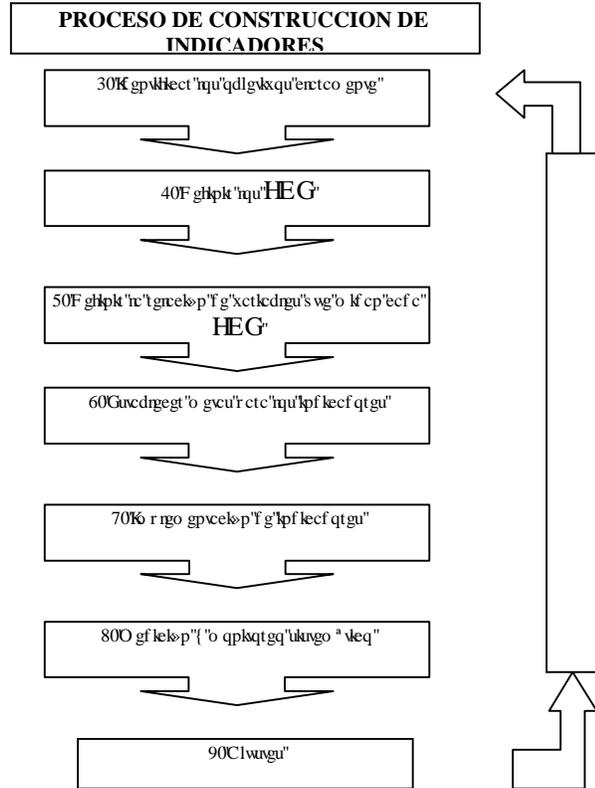
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Hpcrk cf qu" nqu" r tq{ gevq" nqi c" r" j qtc" f g" nqu" dcwpegu." {" " gu" gp" gu" kpuvpg" f qpf g" nqu" kpf lecf qtgu" ex post" " j cegp" uw" cr ctkelep." guqu" r gto kgp" o gf k" gn' nqi tq" f g" o gvcu" {" t guwncf qu" Ukp" go dcti q. gu" ko r qt vcpvg" o gf k" gn' eqo r qt vco kpvq" f g" nqu" r tq{ gevq" gp" gn' vgo r q" {" gu" cni" f qpf g"



uwti gp'iqu'lpf lecf qtgu'f g"prospectiva."go r rfcf qu"
 r ctc"o ktct'rc'uquvpldkkcf "f g'iqu"o kuo qu0
 "

Rqt" Ànko q."r qf go qu"qdugt xct" gp" nqu"uki wkpvgu"
 i t" hēqu" nqu" r tqeguqu" tguwo kf qu" r ctc" rc"
 eqputwekōp" f g" kpf lecf qtgu" {" wco dkēp" nqu"
 tgs wgtkf qu'r ctc"uw'ko r rcpcekōp<
 "



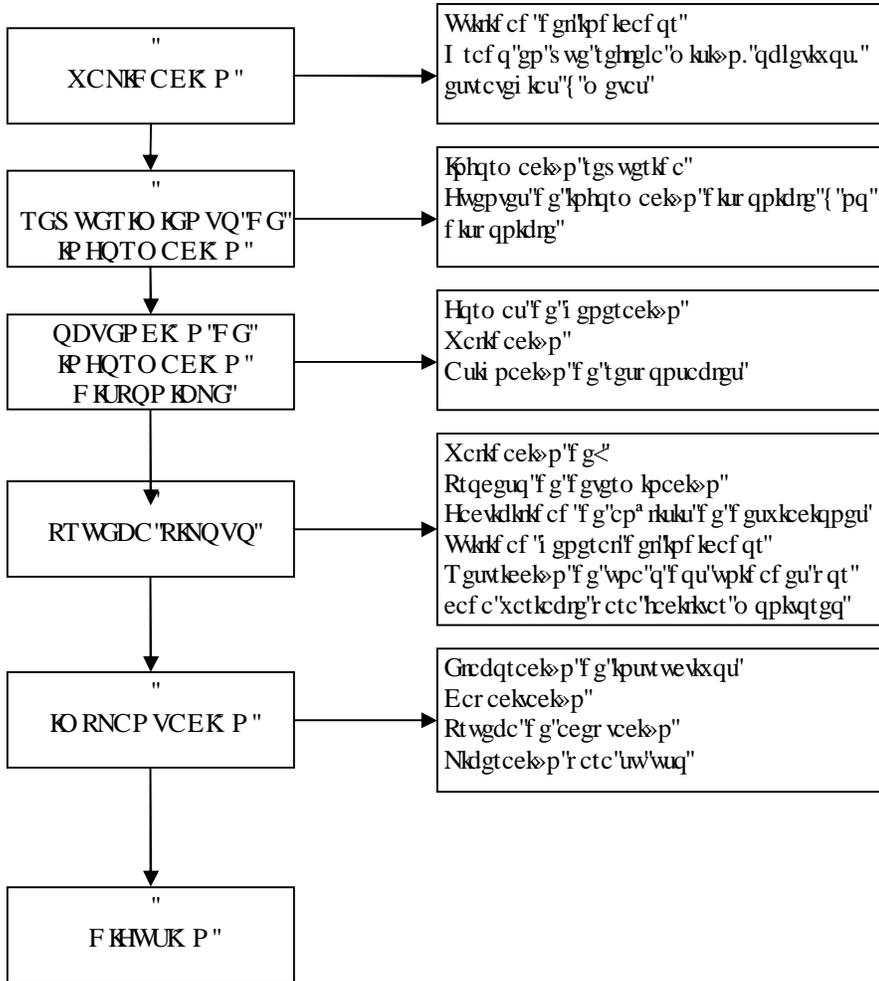


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PROCESO DE IMPLANTACIÓN DE INDICADORES





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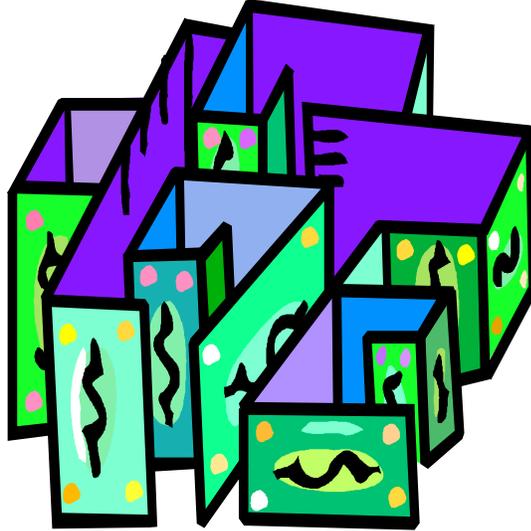
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Xgco qu" c" eqpvkpwcekp" wp" glgo r nq" f g" e»o q" eqputwkt"wp"kp f lecf qt" c" r ctvt" f g"wp"qdlgvkxq" f gn" Rñp" f g" F gucttqm" Geq»o leq" {" "Uqekñi" f g" rñ" Cf o kpvtkcekp" F kvtkcñi" f g" Dqi qv" r ctc" gn" r gt"qf q"4226/422: 0"

"Uk" gn" **objetivo**" j ceg" tghgtgpele" c" i ctcpvk ct" gn" hqtvrgeko kpvq" {" " rñ" o qf gtpk cekp" f g" rñ" kpvkwekpcñi cf" r ctc" cvpfgt" nqu" fgtgej qu" j wo cpqu" rñu"pgeguk cf gu" {" tgvqu" f g" vpc" r qñ"lec" uqekñi" rñ" kpvgi tcekp" tgi kqpcñi" rñ" tgeqpekvcekp" {" " rñ" r ctvlekr cekp" {" " rñ" **metas**" gur ge"ñecu" ugt" cp" rñu" f g" cf geuct" rñ" gutwewtc" f g" rñ" cf o kpvtkcekp" r ctc" tgr qpf gt" c" rñu"pgeguk cf gu" {" tgvqu" f g" rñ" ekvf cf" {" " gn" hqtvrgeko kpvq" f g" rñ" ecr celf cf" qv gtcvkc" f g" rñu" gpvk cf gu" gp" ewcvtq" c" o qu" gpvpegu" vpf tgo qu" s wg" wpq" f g" nqu" **FCE**" f g" gvg" r tgeguq" gu" gn" f g" o qf gtpk ct" {" cf geuct" rñ" gutwewtc" cf o kpvtkcekp" {" " qti cpk cekpcñi" Rqt" nq" vcpvq." **el primer indicador**" f g" 2 uq" HEG" r ctc" o qpktgct" gn" ewo r rño kpvq" f gn" qdlgvkxq" {" " rñ" o gvc" tgr gevkc" ugt" c" s wgn" s wg" pqu" r gto kc" eqpgegt" f vtcpvg" gn" r tgeguq" gn" cxpeg" f g" nqu" r rñpgu" f g" ceekp." f g" o qf gtpk cekp" {" f g" o qltco kpvq" f g" rñ" gutwewtc" qti a plec" {" " nq" f gpqo kpc" c" o qu" eqo q" **porcentaje (%) de cumplimiento del plan de acción** {" " rñ" hto wñ" o cvgo a ñec" f gn" kp f lecf qt" ugt" c" <

r qtegpvlg" * + f g" a tgcñu" hñlecu" pwxcu" eqputwkt cu" {" co r rñcf cu. ew{ c' hto wñ" o cvgo a ñec" ugt" c" <



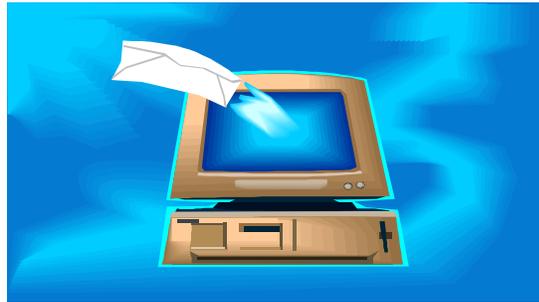
Vqcnñ" o 4" eqputwkt qu" {" cf geuct qu" l" Vqcnñ" o 4" r tqi tco cf qu" c" eqputwkt" {" cf geuct" *; 322-#

[. " r qtegpvlg" * + f g" f qvcekp" vgepqñi kec" pwxcu" cf s wktkf c" ew{ c' hto wñ" ugt" c" <



P q0f g" cevkkf cf gu" glgewcf cu" l' P q0f g" cevkkf cf gu" r tqi tco cf cu" *; 322-#

Gn" **segundo FCE**" ugt" c" gn" hqtvrgeko kpvq" f g" rñu" gutwewtcñu" hñlecu" {" " vgepqñi lecu" " {" " gp" eqpugevpele. " f gdt" c" eqputwktug" wp" **indicador** r ctc" o gf k" ecf c" wpq" f g" guqu" hcevqtgu" cu" ¶



P q0vqcnñ" f g" gs wkr qu" {" " uqhñy ctg" pwxqu" cf s wktkf qu" l' Vqcnñ" f g" gs wkr qu" {" " uqhñy ctg" r tqi tco cf qu" *; 322-#

Eqo q" r qf go qu" qdugtct." gp" gn" glgo r nq" cpvgtkqt" ug" j cp" ugrgeekp cf q" kp f lecf qt gu" f g" ghlekpelc" {" " ghlecek" s wg" o kf gp" gn" ewo r rño kpvq" f g" rñu" o gvcu" {" " gn" qdlgvkxq0 Rqt" nq" vcpvq. " r gto ksp" c" rñ" i gtgpele" q" cf o kpvtkcekp" o qpktgct" rñ" i guvkp" cf gñpvcf c" gp" rñu" o gvcu" {" " gn" qdlgvkxq0 Cñi hñkpcñi f gn" r gt" qf q" ug" gur gtct" c" s wg" nqu" kp f lecf qt gu" tghñlctep" gn" 322' "



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f g" ewo r nio kgpvq" { " " ug" r qf t f" eqpenwk" s wg" gn' qdlgkxq" ug" j c" ewo r rnk q=ukp" go dcti q. "ecdg" cpqvt" s wg" r ctc" gwg" ecuq" pq" ug" j c" ugrgeekpfcf q" wp" kpf kfcf qt" f g" ko r cevq" q" ghgkxkf cf. "gn' ewcnf" gdgt f" o qvtctpqu" uk' rcu" ceekpqu" cf gxpvcf cu" gp" gn' ugpvkf q" f g" o qf gtpk ct" r" gutvewtc" qti cpk celqpcil' f g" r" cf o kpkntcek" p" { " co r rkt" r" ecr cef cf" qr gtcvxc" c" vtcx² u' f g" r" cf gewcek" p" f g" hqu" gur celqu" h' h' lequ" { " f g" r" vepqmi f" c" ni t»" ko r cevct" r qukxco gpv" gp" r" c" vgpkep" f g" r" u' pgegukf cf gu' f g" r" eqo wplcf " q" f g" r" qu" wvctkqu" f g" r" qu" ugtxlekqu" s wg" r" tguvcp" r" u' gpvkf cf gu' f g" r"

Rqt" ni" vcpvq. "eqo q" gu" r qukdrg" s wg" gp" qvtqu" f g" r" qu" qdlgkxqu" f gn' o kuo q" Rrnp" f g" r" F guctqm" ug" gu² p" r rcpvcpf q" o gvcu' tghgtkf cu' cn' p' kgn' f g" uc' vukceek" p" f g" r" qu" wvctkqu" q" f g" r" eqo wplcf " gp" i" gpctm" { " s wg" wpq" f g" r" uwi" HEG" ugc" gn' f g" o gfk" r gto cpgvgo gpv" f lej q" p' kxgn' c" vtcx² u' f g" gpewgucu" ô { " gp" eqpugevgepk" ug" vpi cp" kpf kfcf qtgu" r ctc" o gfk" { " gxcnct" vcpvq" r" r gtegrek" p" eqo q" gn' p' kxgn' f g" uc' vukceek" p" . " vepf t f" co qu" gpvqpegu" s wg" gu" cs w" f" f qpf g" ug" gpvkp f g" { " gzi r nec" erctco gpv" gn' r tqr » ukq" f g" r" w" Ewcf tq" f g" r" O cpf q" k' p' vgi tcn" { " c" s wg" c" vtcx² u' f g" r" eqpuqikf cel" p" { " eqo r ctcek" p" f g" r" guvqu" kpf kfcf qtgu" dclq" r" u' r" gtur gevxcu" f g" r" qu" r" tqeguqu" { " f gn' r k' p' v" r qf go qu" qdugtxct" r" eqo r ngo gpvctk' f cf " f g" r" u" o kuo cu' f g" r"

4. Determinar, para cada indicador, el estado, el umbral y el rango de gestión



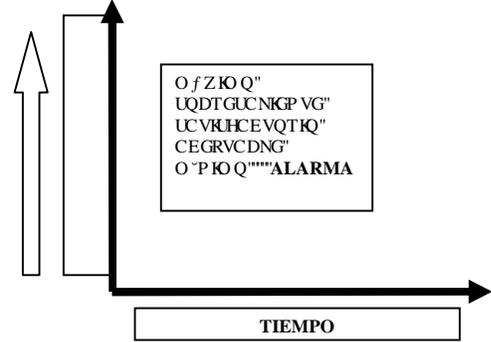
Nqu' gngo gpvqu' c" vgpvt" gp" ewgpc" gp" gung' r cuq" uqp" <

Estado < Eqtgur qpf g" r" cni' xcmqt" k' p' lekcn' q" cewcn' f gn' kpf kfcf qt' Gp" cni wpuq" ecuqu" pq" gzkug" r" k' p' hqto cel" p" pgeguctk' r" ctc" ecrcwct" gn' xcmqt" k' p' lekcn' q" cewcn' f gn' kpf kfcf qt. " ni" ewcn' pq" uki p' h' k' ec" pgeguctkco gpv" s wg" r" u" equcu" pq" ug" gu² p"

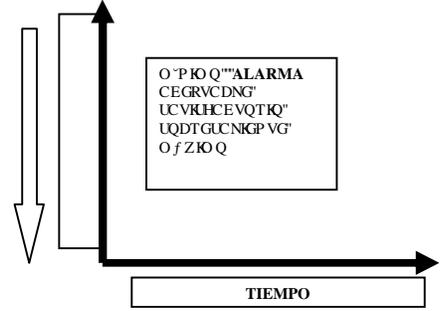
j celkpf q" eqtt gevco gpv" r wgu" guvq" vco dk' p" r wgf g" qewttk" ewcpf q" pq" ug" v' k' p' p" tgi kntqu" uqdtg" gn' eqo r qtvcu k' p' vq" f g" r" u' xctkcdrgu' s wg" eqphqto cp" gn' kpf kfcf qt' Gp" guvqu" ecuqu" gu" wuwn' gpeqvtct" q" w' k' k' ct' r" v' p' q' v' f g" P Q' CRN' EC" P C- f' f

Umbral < Ug" tghgtg" cni' xcmqt" f gn' kpf kfcf qt" s wg" ug" tgs wgtg" ni' tct" q" o cpv' p' g' t' f

Rango de gestión < Gung' v' to k' p' q" h' q' cew' co qu' r' ctc" f g' uki pct" gn' gur celq" eqo r tgp' k' f q" gpv' g" r" qu' xcmqt" g' o { " p' lo q" { " o" a' zko q" s wg" gn' kpf kfcf qt" r wgf g" vqo ct' f' Gp" r" uki w' k' p' v' g" h' ki vtc. " r" r tqr w' g' u' v' eqpukug" gp" guvcdrgct" r ctc" ecf c" k' p' kfcf qt" w" t' cpi q" f g" eqo r qtvcu k' p' vq" s wg" pqu" r gto kc" j cegtrg" w" ugi wko k' p' vq. " v' p' k' p' f q" gp" ewgpc" gn' j' gej q" f g" s wg" gu" o w' f" f' k' f' k' ni' s wg" wpc" xctkcdrg" ug" eqo r qtvcu" ukgo r t' g' f' g' o cp' g' t' c' k' f' 2' p' v' k' ec' f' f



EWCP F Q" NQ" EQP XGP KGP VG" GU" S WG" GN" XCNQT" F GN" R F K ECF QT" UG" R ETGO GP VG" Q" UGC" ECF C" XG\ " O C[QT"



EWCP F Q" NQ" EQP XGP KGP VG" GU" S WG" GN" XCNQT" F GN" R F K ECF QT" UG" TGF W\ EC" Q" UGC" ECF C" XG\ " O GP QT"

Rqt" ni" i" gpctcn' o" { " guvq" eqpuksw' g" w" gttqt" ug" cequwo dtc" cuki pctrg" c" ecf c" k' p' kfcf qt" w" xcmqt"



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Æpleq." wpc" o gvc0' Cri' vpgt" wp" u»nq" xcmqt" f g"
 tghgtgpek."nq"o " u'ugi wtq'gu's wg'f lej q'xcmqt'pq'ug"
 mji tg." dlgp"ugc"r qt"gzeguq"q"r qt"f ghgevq0'Uwti g"
 gpvqpegu"rc"lps wkwf"fg's w²"vcp"egtec."r qt"cttkdc"
 q"r qt'cdclq."ug"guwxq"fg"mji tct"rc"o gvc."{ "nq"s wg"
 gu"o " u'ko r qtvcpg"Ap."c"s wg"f kucpek"o " zko c"
 citgf gf qt" f g" rc" o gvc" rc" ukwcek»p" f glc" f g" ugt"
 hcxqtcdrg"r ctc"rc"qti cpk cek»p0'Ego q"tgur wguvc"c"
 guvq." { " c" hkp" f g" i gpgtct" r tqeguqu" ghgevku" { "
 r tqf wekxqu"fg"vqo c"fg"fgelkqpgu."ug"r rcpvc"rc"
 eqpxgplgpek" f g" guvcdrgct" elpeq" xcmqtgu" f g"
 tghgtgpek."uk'pq'r ctc'vqf qu."uk'r ctc'hqu'lpf kecf qtgu"
 d" ulequ"fg'gn'pgi qekq." plxgn'q"r tqeguq"fg" s wg"ug"
 vcvq0'
 "

gn's wg'ug'f kdwlgp'hqu'pkxgrgu'fg'ecf c'r gtur gevkc" { "
 f gpvtq'fg'ecf c'wpq'fg'gmqu'ug'gpwo gtgp'gp'hqto c"
 tguwo kf c"nqu"HEG'fg'ecf c"wpq'fg"nqu'qdlgvkxqu"
 gultc² i lequ" { "eqp"eqpgevqtgu'i tª hlequ'guvcdrgct"
 rc"kpvgttgrcek»p"fg'nqu"o kuo qu."eqo q"ug"o wguvc"
 gp"rc"uki wkgpv'fg' tª hlec<
 "

5. Construir el mapa de enlaces



Gri'o cr c"fg"gpncegu"gu"wpc"j gttco kgpvc"s wg"pqu"
 r gto kg." c" vtcx²u" f g" " wp" ewcf tq" q" i tª hleq"
 eqo r ctcvqxq."xkuwrik ct'fg'hqto c'kpvgi tcnhqu"HEG"
 fg" ecf c" qdlgvkxq." rcu" o gvcu" gur ge'hlecu" { " nqu"
 kpf kecf qtgu'fg'gpvtq'fg'ecf c'wpc'fg'rcu'r gtur gevkcuc"
 fg" cpª nkuku" fg"rc" i guk»p0'F g"rcn' hqto c" s wg"ug"
 r wgf c"etw ct" { " vpgt" erctc"rc" tgrcek»p" fg" ecf c"
 qdlgvkxq"ug"guv²p"ewcpf q"guvgo qu'cpcrk cpf q"nqu"
 tguwncf qu" fg" ecf c" kpf kecf qt" r ctc" eqo r ctcnqu"
 gpvtg'uk' { "cu'imgi ct"ceqpenukqpgu'xª rkf cu'iqdtg'rc"
 kpvgi tcrkf cf"fg'gn'r tqeguq=gu'f gekl."nq"s wg'ug'dwæc"
 eqp"guvg"o cr c"gu"s wg'gn'cf o kpkutcf qt"q"i gtgpvg"
 pq"r kgtf c"rc" xkuk»p"kpvgi tcnf fg"nqu'qdlgvkxqu"fg"
 fgucttqm"fg"vcrpvq"j wo cpq."fg"r tqf wekxkf cf."
 fg"o glqto kgpvq"fg"nqu'r tqeguqu."fg"ucvukceek»p"
 fg"nqu'wuwctku" { "fg"nqu'qdlgvkxqu"guv² i lequ'fg"
 ectª evgt" hpcpekgtq" { "cf go " u"r wgf c" qdugt xct"rc"
 eqo r ngo gpvctkgf cf"fg'nqu"o kuo qu0'
 "

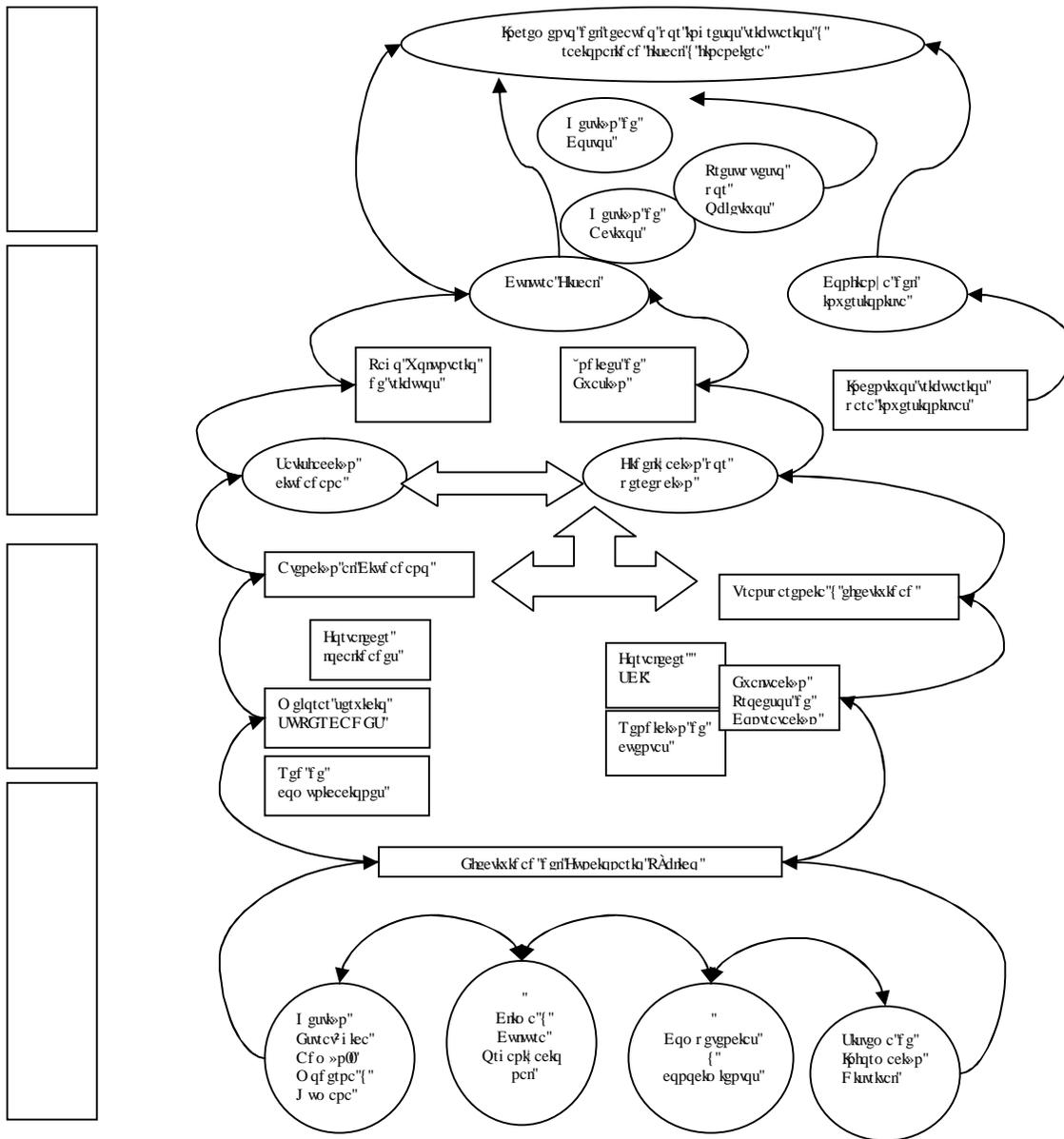
Rqt"nq"cpvgtkqt."gn'o cr c"fg"gpncegu"dlgp"r wgf g"
 tgr tguvpctug"o gfkcpvg'wp'i tª hleq'fg'tgrcekqpgu'gp"



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6. Elaboración del cuadro de mando

Cj qtc"s wg" { c"ug" vkgpp" emtco gpvg" f ghkpf qu" mqu" qdlgvkxqu" { "o gvcu" gutcv? i lecu" r qt" ecf c" wpc" f g" rcu" ewctq" r gtur gevxcu" c" cpcrk ct" { " s wg" r u" j c" i tchkecf q" gp" gritgur gevxcq" o cr c" f g" gprcegu" { " f g" r u" o kuo c" hqto c" vkgpp" f ghkpf qu" mqu" HEG" eqp" usu" t gur gevxcu" kpf kecf qt gu" f g" i guvkp" { " t guwncf qu" ug" r tqegf g" c" grxdqct" gn' ewcf tq" f g" o cpf q" f g" r u" uki vkgpvg" hqto c" <

c0' C" r ctvk" f gn' Rncp" Gutcv? i leq" { " eqp" gn' o cr c" f g" gprcegu" f ghkpc" gp" hqto c" eqpegtvcf c" eqp" r u" cnc" i gtgpek" f g" r u" gpvkf cf " q" go r t guc" ewcrgu" uqp" mqu" HEG" f g" ecf c" wpc" f g" r u" r gtur gevxcu" c" cpcrk ct" guvqu" hcevqt gu" f gdgp" eqttgur qpf gt " c" r u" r qm' lecu" { " qdlgvkxqu" i gpgtcrgu" f gn' Rncp" f g" F gucttqm" kpuvkwekqpcr0'Rqt" glgo r m."



PERSPECTIVA	FACTOR CRITICO DE EXITO
FINANCIERA	Tgecvf q" f g" kpi tguqu" vtdwctkqu"
	I guvkp" f g" cevxcu"
	I guvkp" f g" eququ" { " i cuqu"
	Rtqf wevkxf cf / tgpvcdkrf cf " { " equvq/ ghkekgpek"
	Rtguw wguvq" r qt" qdlgvkxqu"
CLIENTE – CIUDADANO	Ucvkircelap" { " hkf grk celap" f gn' ekwf cf cpq"
PROCESOS	Hqt vngelo kpvq" UWRGTECF GU"
	Hqt vngelo kpvq" f g" kphfcgwt wewtc"
	Tgf" f g" eqo wplecekppgu"
	Vtcur ctgpek" { " ghgevxf cf " gp" r tqeguq" f g" eqpvccekp"
FORMACION Y CRECIMIENTO	Cf gevcekp" f g" r u" gut wewtc" f g" gpvkf cf gu"
	Erko c" { " ewwnc" qti cpk celqpcr"
	Eqo r gvpekcu" { " eqpqeko kpvqu"
	Ukrgo cu" f g" kphqto celap"

d0' Gp" hqto c" eqpegtvcf c" eqp" r u" i gtgpek" f ghkpc" gn' r guq" r qtegpwcn' s wg" r u" o kuo c" r g" f ct" a" c" ecf c" r gtur gevxc" { " f gptq" f g" ecf c" wpc" f g" gmcu" c" ecf c" hcevqt" gutcv? i leq" f vtcpvg" gn' r gt" qf q" s wg" ug" r tgvppf g" gxcnwt0"

Rctc" gmj" ug" tgego kpf c" s wg" f g" vq" vcn' f g" 3222" r wvqu" { " s wg" r u" i gtgpek" f kvtkdw{ c" ugi Ap" usu" qt kpvcekppgu" { " r qm' lecu" i gpgtcrgu" mqu" r wvqu" s wg" r g" f ct" a" c" ecf c" wpc" f g" r u" ewctq" r gtur gevxcu" { " c"

uw" xgl . " f gptq" f g" ecf c" r gtur gevxc" f kvtkdw{ c" mqu" r wvqu" cuki pcf qu" c" ecf c" HEGORqt" glgo r m."

PERSPECTIVA	PUNTOS ASIGNADOS	FACTOR CRITICO DE ÉXITO	PUNTOS ASIGNADOS
		Tgecvf q" f g" kpi tguqu" vtdwctkqu"	50





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FINANCIERA	250	I guk»p"fg'cevxqu'	10
		I guk»p"fg'lpi tguqu'	40
		I guk»p"fg'equxu"{'i cuqu'	50
		Rtqf wevxkf cf /tgpvedkfk cf " {" equxu/ghekepele"	50
		Rt guwv wguq"r qt'qdlgxqu'	50
CLIENTE - CIUDADANO	220	Uc wuiceek»p" {" hkf grk cek»p" f ghekwf cf cpq"	220
PROCESOS	200	Hqt vigeke kpvq" UWRGTECF GU'	50
		Hqt vigeke kpvq" f g" kphc gux wewtc"	50
		Tgf "fg'eqo wpecekapgu"	10
		Vtcur ctgpele" {" ghgevxkf cf " gp"r tqeguq"fg'eqpvccele»p"	90
FORMACION Y CRECIMIENTO	330	Cf gewcele»p"fg"rc" gut wewtc" fg'gpvk cf gu'	30
		Erko c" {" ewwtc" qti cpk cekpced'	100
		Ego r gvpeku" {" eqpkeke kpvqu'	100
		Ukugo cu"fg'kphqto cek»p"	100
TOTAL	1000		

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"

eO'Eqp"vqf q"gr'gs wkr q"fg'gevxq" kpxqmwetcf q"gp"
ecf c"r gtur gevxk."ug° crg"fg'hqto c"eqpegtwcf c"gr'
r guq"r qtegpwcn's wg"fg'lej q"gs wkr q"rg"fta "c"ecf c"
wpc"fg"rcu"cevxkf cf gu"gutcv? i lecu"eqpvgo r rcf cu"
gp" ecf c" HEG" kf gpvhecf qO' Rctc" gmj" ug" fgdg"
f kuxkdwk" r qtegpwcm gpvg"gp" ecf c" cevxkf cf "gr'
vqcn'fg"r wvqu"s wg"rc" cnc"i gtgpele"rg"culi p»"c"
ecf c"HEGO'

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Rqt'gigo r mq<

PERSPECTIVA FINANCIERA

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Ecttgc': BP q032'6'87''''Vgr05: 35222''''y y y 0lqi qv0 qx0e q''''kphqto cek»p<N'pbc'3; 7"



Factor crítico de éxito	Puntos asignados	Actividad estratégica	Puntos por actividad
"kpi tguqu"vtdwctkqu"	50	Recaudo por ingresos tributarios	20
		Pago voluntario de obligaciones tributarias	15
		Índice de evasión	15

Ego q"ug" r wgf g" qdugtct. " gp" grl glgo r m" ug" j c" vqo cf q" f g" r" r gtur ge vxc " hpcpekte" grl tko gt "HEG" s wg" eqttgur qpf g" cni" tgecwf q" f g" kpi tguqu" vtdwctkqu" { " ugi Ap" r u" r qf" lecu" { " qdlg vku" i gpgtcrgu" ug" cncf qu" gp" grl Rrcp" f g" F gucttqm. " ug" j cp" f gvto kpcf q" vgu" cev xkf cf gu" gutcv? i lecu" s wg" tghgt gp" grl kpetgo gpvq" r qt" kpi tguqu" vtdwctkqu. " grl r ci q" xqnv pvtkq" f g" qdri cekppgu" vtdwctkqu" { " r" f luo kpvk" p" f g" m" u" f legu" f g" gxcuk" p0" Cevq" ugi vlf q. " ug" j cp" f kntkdwf q" gp" ecf c" cev xkf cf" gutcv? i lec" m" u" 72" r wpvu" cuki pcf qu" cni" HEG" gp" grl r cuq" cpvgtkqt0C u" f g" dg" eqp vpwct" eqp" m" u" f go" a" u" hcevqtgu" et" f lequ" f g" r" r gtur ge vxc " hpcpekte" { " f g" r u" f go" a" u" r gtur ge vxc u" j cuv" eqo r r gvt" grl ewcf tq" i gpgtcni f g" cuki pcel" p" f g" r wpvu0

f 0F gvto kpg" eqp" grl gs vkr q" f kt ge v xq" { " r" i gt gpek" r" g u e c r" f g" o gf lek" p" i gpgtcni s wg" ug" go r r gct" a" r ctc" e c r h e c t" m" u" t g u w n c f q u" q d v g p k f q u" g p" e c f c" cev xkf cf. " eqo q" ug" kpf lec" gp" grl ewctvq" r cuq" f g" r" r t g u g p v g" o g v q f q m j " f c 0" G u c" g u e c r" e q t t g u r q p f g" c"

PORCENTAJE DE CUMPLIMIENTO	CALIFICACION
2"	P Q" CRNIEC"
1E-11	O CNQ"
0.7	"TGI WNCT"
0.8	"CEGRVCDNG"
0.95	"DWGP Q"
1.01	"UWRGT KQT"
1.09	"GZEGNGP VG"
1.1	"GZEGNGP VG"

r" e c r h e c e k" p" f g" m" u" f k g t g p v u" t c p i q u" f g p v t q" f g" m" u" e w c r g u" u g" o q x g t" a" p" m" u" k p f l e c f q t g u" r g t o k k t" a" f c t" w p c" p q v c" f g" e c r h e c e k" p" v p v q" r c t c" cev xkf cf" eqo q" r ctc" grl tqo gf kq" i gpgtcni f g" m" u" o luo qu" gp" r u" e w c t q" r gtur ge vxc u" 0" Nc" uki wkgpv" ugt" f" vpc" r tqr vguv" f g" g u e c r" f g" e c r h e c e k" p" d c u v p v g" g z k i g p v g" { " r c t v k" f" g" r n r t k p e k k q" f g" s w g" c r e c p l c t" g n 322" " f g r i t g u w n c f q" f g" w p c" cev xkf cf" r tqi tco cf c" f g d g" u g t" g r l o " p l o q" t g u w n c f q" r c t c" q d v g p g t" w p c" e c r h e c e k" p" f g" d w g p q" u k" u q d t g r c u c" r" o g v c" r" e c r h e c e k" p. " u g t" f c" g z e g n g p v g. " { " u k' g u v" r q t" f g d c l q" f g r i 92' . " q d v g p f t" f c" w p c" e c r h e c e k" p" f g" t g i w r c t" q" f g" o c r e 0' X g c o q u" g r l g l g o r m j" g p" g r l u k i w k g p v g" i t" a" h e q c" <



Qdugt xgo qu" s wg" r" g u e c r" g u v" ceqo r c" o cf c" f g" r" u" eqpx gpekppgu" gp" eqnqtgu" s wg" ug" cf qr vct" f p" r ctc" grl ukungo c" f g" c r g t v c u" f g" r" o luo c. " r" e w c n" r g t o k g" v p g t" w p c" x k u k" p" » r v l e c" k p o g f l e v c" f g" r u" cev xkf cf gu" gutcv? i lecu" s wg" guv? p" t g l c i c f c u" { " s w g" co g t k g p" eqpegpvtct" m" u" g u h w g t l q u" r c t c" o g l q t c t" u w" ewo r r l o k p v q 0

g'0' Eqp" vqf qu" m" u" k p u w o q u" c p v g t k q t g u" { c" g u w c o q u" r k u q u" r c t c" g r e d q t c t" g r l E O K" r c t c" m" u" e w c n" u g" w k k t c t" a" w p c" j q l c" f g" e" a" r e w u q" g p" r" e w c n"

k p e q t r q t c t g o q u" m" u" g r g o g p v u" r t g r c t c f q u" g p" m" u" r c u q u" c p v g t k q t g u" f g" r" u k i w k g p v g" h q t o c <



"
"

Eqnwo pc "C" < "gp" gmn" eqmectgo qu" gn' p'Ào gtq" f g"
qt f gp" f g" ecf c" wpc" f g" ncu" cevkkf cf gu" gutcv? i lecu"
eqpvpkf cu" gp" nqu" HEG" f g" ecf c" r" gtur gevkkc" 0

Eqnwo pc "D" < "gp" gmn" ug" gpwpekt" p" nqu" HEG" f g" ecf c"
r" gtur gevkkc" 0

Eqnwo pc "E" < "ug" gpwpekt" p" nqu" kpf kecf qt gu" r" qt"
ecf c" HEG" { "ecf c" ceekp" gutcv? i lecu" 0

Eqnwo pc "F" < "ug" gzt r tuc" n" wpkf cf " f g" o" gf kf c" f g"
ecf c" kpf kecf qt" 0

Eqnwo pc "G" < "ug" eqmect" gn' xcmqt" gur gtc f q" f g" ecf c"
kpf kecf qt " ugi Àp" n" o" gvc" ncti q" r" n" q" %6/7" c" o" qu" 0

Eqnwo pc "H" < "ug" cpqv" n" n" hgej c" gp" n" s" wg" ug" gur gtc"
gn' ewo r nko kgpvq" f" gn' cpvgtkt" xcmqt" 0

Eqnwo pc "I" < "ug" cpqv" gn' xcmqt" " gur gtc f q" f gn'
kpf kecf qt " c" eqtvq" r" n" q" q" f wcpvg" gn' r" gt" q" f q" gp"
s" wg" ug" guv? " cpckf cpf q" n" i" gukkp" *wp" c" o" q" " wp"
ugo gutg. " wp" tko gutg" q" wp" o" gu" 0

Eqnwo pc "J" < "ug" tgi kwtc" gp" r" qtegpvlg" gn' xcmqt" f g"
nqu" r" wvqu" cuki pcf qu" c" ecf c" cevkkf cf " gutcv? i lecu"
ht gpvg" crn' qv' crif' gn' cuki pcf q" crit gur gevkkc" HEG" 0

Eqnwo pc "K" < "ug" tgi kwtc" gn' xcmqt" f gn' tguwncf q" f gn'
kpf kecf qt " qdvpgp" q" gp" gn' r" gt" q" f q" s" wg" ug" guv? "
gxcncpf q" 0

Eqnwo pc "L" < "ug" tgi kwtc" o" gf kcpvg" hto wr"
o" cvgo " vlec" n" tgnelap" f g" ewo r nko kgpvq" f g" n"
o" gvc. " f kklf kgpvq" n" eqnwo pc "Kuqdtg" n" eqnwo pc "I" 0

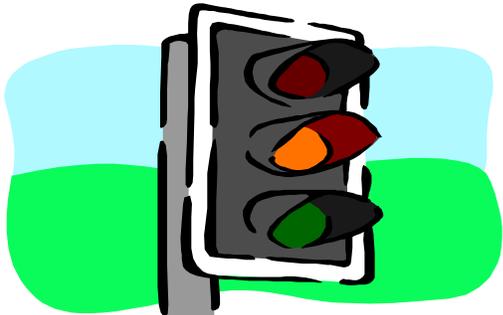
Eqnwo pc "M" < "o" gf kcpvg" " n" cr nlecelap" f g" wpc"
hwpelap" f g" d'Àus wgf c" f g" Gzegn" ug" r" tqegf g" c" vdllect"
gn' r" qtegpvlg" f g" ewo r nko kgpvq" qdvpgp" q" gp" n"
eqnwo pc" cpvgtkt. " kpf kecf q" s" wg. " uk' n" o" gvc" gtc"
egtq. " gn' r" qtegpvlg" ugt" a" f g" egtq. " { " uk' gn' tguwncf q"
uwr gtc" gn' 308. " gn' r" qtegpvlg" ugt" a" f gn' 332' 0

Eqnwo pc "N" < "o" gf kcpvg" hwpelap" f g" d'Àus wgf c" f g"
Gzegn" ug" tgi kwtc" n" ecrnlecelap" t gur gevkkc" ugi Àp"
gn' r" qtegpvlg" qdvpgp" q" gp" n" eqnwo pc" cpvgtkt 0

Eqnwo pc "O" < "o" gf kcpvg" hwpelap" f g" d'Àus wgf c" f g"
Gzegn" ug" kpeqtr qtc" gn' eqmqt" f g" crgt v" f gn' lugo " a" hqtq"

"

ugi Àp" n" ecrnlecelap" qdvpgp" c" gp" n" eqnwo pc"
cpvgtkt 0



Eqnwo pc "P" < "gp" guv" eqnwo pc" ug" tgi kwtc" nqu"
xcmqt gu" cuki pcf qu" c" ecf c" cevkkf cf " gutcv? i lecu"
ugi Àp" gn' eqtt gur qpf kgpvg" f gn' hcevt " et" q" f g" z kq"
f gpvq" f g" ecf c" r" gtur gevkkc. " nqu" ewcrgu" hwtqpp"
eqpegt vcf qu" ugi Àp" n" kpf kecf q" gp" nqu" r" cuqu" d" { " e"
f g" n" r" tguvgv" o" gvcf qmji " 0

Eqnwo pc "Q" < "gp" guv" eqnwo pc" ug" tgi kwtc" gn' p'Ào gtq"
f g" r" wvqu" s" wg" n" eqtt gur qpf g" c" ecf c" cevkkf cf "
gutcv? i lecu" { " c" ecf c" HEG" ugi Àp" gn' tguwncf q"
qdvpgp" q" gp" gn' r" gt" q" f q" s" wg" guv? " uk' p" f q" gxcncf q. " { "
ug" qdvpgp" o" wnk rlecpf q" n" eqnwo pc" M" eqp" n"
eqnwo pc" P" 0

Eqnwo pc "R" < "gp" guv" eqnwo pc" ug" tgi kwtc" nqu"
qdvgt xcelqpgu" pgeguclcu" ht gpvg" c" ecf c" tguwncf q"
qdvpgp" q" { " s" wg" ug" eqpukf gtgp" d" ulecu" r" ctc" gn'
cp" nku" f g" n" i" gtgpek 0

Rqt "Àno q. " ug" r" tqo" gf kcp" nqu" r" wvqu" qdvpgp" qu" gp"
ecf c" wpc" f g" ncu" ewcvt q" r" gtur gevkkc" { " f g" guv"
hqtoc. " qdvpgp" wpc" ecrnlecelap" i nqden" f g" n"
i gukkp" ht gpvg" c" nqu" qd lgvkxqu" { " ncu" o" gvcu" i" gpgtcrgu"
f gn' Rcrp 0



F g"guv"lqto c"j go qu"lceklkcf q"c"r"i gtgpek"wpc"
j gttco kpcv"s wq"r"r gto kw"vpgt"vpc"xlk"p"i mdcni"
f gn" ewo r rko kpvq" f g" uwu" qdlgkxqu." o gvcu" {"
gutcvgi kcu." hceklkcpf q" cf go "u" s wq" o gf kcpvg" gn"
EO K" r wgf c" f gvgevt" nqu" r wvqu" et"lequ" f g"
kpewo r rko kpvq" r ctc"s wq"ug"r tqegf c" c" gxcnct" rcu"
ecwcu" f gn" o kuo q" eqp" gn" gs wkr q" f kgevkxq" {" . "cu"
vqo ct" rcu" o gf kf cu" eqttgevkxqu" c" vgo r q" r ctc"
f kgeekpct" rcu" gutcvgi kcu" {" t gqtkpvt" r" i guk" p" c"
hkp" f g" r qf gt" f ct" ewo r rko kpvq" c" rcu" o gvcu"
r tqr wguwu"

Gp"gnlki wkpvg"ewcf tq"r qf go qu"qdugtxct" r" hqto c"
gp"eqo q" s wgf ct" c" hpcm gpvq" gndqctf q" wv"ewcf tq"
f g" o cpf q" kvgi tcn" vqo cpf q" eqo q" glgo r nq" gn"
qdlgkxq" f g" I guk" p" RAdkcc" J wo cpc" f gn" cewcn"
Rncp" f g" F gucttqmj" cf qr vef q" r ctc" r" ekwf cf" f g"
Dqi qv" o gf kcpvg" gn" Cewgtf q" 33; " f g" 42260



Rqt" Anko q." ug" gndqtc" gn" kphqto g" f g" i guk" p" {"
tguwncf qu" f gn" r gt" hqf q" gxcnctf q" eqp" dcug" gp" gn"
cp" ruku" f gvcncf q" f g" ecf c" wvq" f g" nqu" kpf kcf qt gu"
kpeqtr qtcf qu" gp" gn" ewcf tq" f g" o cpf q" kvgi tcn" {" "ug"
go kw" gn" eqpegr vq" uqdtg" r" eciklkecel" p" f g" r"
i guk" p" kpukwelqpcrf"



SECRETARIA

GENERAL

ALCALDÍA MAYOR DE
BOGOTÁ

"

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"

"

"

Ectgtc": Bp q032"6'87""Vgr05: 35222""y y 0lqi qv0 qx0tq""fphto celop<N"pgc"3; 7"





BIBLIOGRAFIA

/ Mör rcp. "TqdgvtvU" { "P qtvqp" F cxkf "R0öEwef tq" f g" O cpf q" Kvgi tciü0 Gp< *The Balanced Scorecar.* Gur c° c. Gf lekqpgu" I guk»p" 4222" UÜC0"3; ; 90'

/ N»r gl "Eco r u." Lqtf K' { "CrdgtvI cf gc" EcttgteC' *El control de gestión en la administración local.* Gur c° c. " Dctegrupc. Hwfp Go k' Dqqu. " 3; ; 40'

/ O qqtg. " O ctm' J 0' I 0' *Gestión estratégica y creación de valor en el sector público.* Gf kqtken' Rckf »u. " 3; ; : 0' Ecr fwwq" 5< ðNc" gutcvgi kc' qti cplk cvkxc" gp" gnügevqt' r Adrkeqö0'

/ Xcp" O gvt. " F qpcrf " UÜ { " Ectri' G0' Xcp" J qtp0" öGrl' r tqeguq" f g" lo rigo gpwck»p" f g" rcu" r qf ftecu0' Wp' o cteq' eqpegr wcnö0 Gp< " Ci wkrct" Xkrcpwgxc. " Nwku" H0' *Ego r0e." *La Implementación de las Políticas.* " O² zleq. " I twr q" Gf kqtken' O ki wgrl' Cpi grl' Rqt. Äc. " 3; ; 50"

/ Ectruq' Nqucf c' K00 cttqf cp0; *De burócratas a gerentes? Las ciencias de la gestión aplicadas a la Administración del Estado.* Y cuj kpi vqp" F (E0" Dcpeq" Kvgtco gtlecpq" f g" F gucttqmq. " 3; ; ; . "

/ ENCF. " DKF. " GWF GDC0' *La Responsabilización en la Nueva Gestión Pública.* *Gurwf kq" eqqtf kpcf q" r qt" grl' Eqpuglq" Ekgp' vñleq" f grl' ENCF +0 Dwgpqu" Cktgu. Ncvkqco gtlecpc. " 42220'

/ Nkngto cp. " Cpf tgy 0' " *Performance Indicators: 20 Early Lessons from Managerial Use.* Rwdrlc" O qpg { " " (" O cpci go gpv. " Qevqdtg/ F gego dgt" 3; ; 50'

/ IguÄu' O cwtlekq' Dgrntª p" Ltco kmq0 *Indicadores de Gestión.-Herramientas para lograr la competitividad.* Ucpvc" Hª" f g" Dqi qvª 0' Eqmqo dlc. " 5T" Gf kqtgu. " 3; ; : 0'

/ Lwcp" Ectruq" Rcej geq. " Y kf dgtvq" Ecucº gfc. " Ectruq" J gtpª p Eclegf q0' *Indicadores Integrales de Gestión.* " Dqi qvª. O eI tcy / J km Kvgtco gtlecpc " UÜC0' 42240'

/ Crecrf f" O c { qt" f g" Dqi qvª " F (E0' *Curso de Gestión Pública con la metodología E-Learning-0'* F gr ctvco gpvq" Gf wo gf kqu/ P gvöeqo " UÜC. " 42260' O qf wq" 4" Ego r gvpeku" I gpgtcrgu0'

/ Rlpc. " X0' [" Vqttgu. " N0' *Gestión en las administraciones públicas.* *gp" rñpgc+ 7eco r wuöeqo . " eqpvcdkrf cf 'r Adrkec" 42230