Director of Administration and Management

STRATEGIC PLAN
2012 - 2017

Corporate Course Reset

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Director of Administration and Management (DA&M)
Corporate Course Reset

There come certain times in the life of an organization when only a significant course reset will bring about necessary results. For DA&M that moment is now. The Federal fiscal environment, the recent DoD Efficiency Initiatives directed by the Secretary of Defense, and our internal "clean sheet" assessments all converge on a stark reality—status quo operations are not a viable option for the future. With this **DA&M Strategic Plan 2012-2017**, we are embarking on a transformational endeavor—a collective, comprehensive, corporate shift toward excellence.

The DA&M Strategic Plan operationalizes our vision and codifies our values and guiding principles as foundational concepts for the conduct of our day-to-day business. As we reset the DA&M corporate focus, our success will be defined by our ability to deliver customer-focused solutions in collaboration with colleagues and customers, via efficient, transparent business operations. Our vision sets a high bar.

DA&M Vision:

To be an essential mission partner and trusted advisor to the Secretary and Deputy Secretary of Defense and to deliver premier program management and oversight, security services, and support functions that enable uninterrupted operation of the DoD Headquarters.

In itself, this is not a dramatic departure from earlier versions. It would be fair to question what makes this vision or this strategy different. In his August 3, 2011, message to DoD personnel, the Secretary of Defense acknowledged the considerable fiscal challenge in our country and vowed his determination not to repeat the mistakes of the past regarding the Nation's defense. He committed the Department to the President's fiscal framework that calls for conducting "a fundamental review of America's missions, capabilities, and our role in a changing world." We in DA&M can do no less than take this charge as our own. The Secretary's guidance and challenge to us demand that we seize this opportunity to assess, sharpen, and reshape the way we do business. This corporate reset will involve creating positive engagement with customers, sustaining a highly skilled workforce, effecting good governance across a wide spectrum of efficient and cost effective business operations, and communicating strategically.

Customer Driven Excellence:

Delivering Results and Value

We are committed to those we serve. At a foundational level, we are all service providers–we serve the public, we serve the government, and we serve each other. The value and success of our mission depends on the results experienced by those we serve–our customers. Our vision demands customer-driven excellence.

Moving forward, we will reset our focus to better realize our role as a mission partner; we must shift perspective from being a service-provider to being a provider of, and executing on, integrated solutions. Through improved collaboration and communications, we will better understand our customers and increase our operational agility. We will anticipate and meet emerging requirements. Our solutions must be effective, efficient, achievable and include an integrated and collaborative approach across our organizations. Delivering customer-driven excellence is our commitment to own, shape, and enjoin sustained positive experiences with our customers and become an essential mission partner within the DoD.

People Orientation

Partnering, not only with customers but with one another, is crucial to achieving excellence in our transformation. There is an old saying that, "Your future is determined by those you honor." Public service is not just any job; it reflects a personal commitment and conveys honor, dignity, and respect. The unstated reality of an organizational strategic plan is that it can only succeed through execution by a skilled and dedicated workforce. As we reset our strategy, we must seek out, develop, and promote skilled performers who execute effectively. Success now and in the future will only come to those who can envision it–those who can continuously reinvent themselves and the organization in the midst of resource constraints and the unknowns of emerging missions. To that end, we will remain steadfast in providing an environment that fosters personal and professional learning and development. Investing in our competencies and skills will lead to improved service capability and a heightened sense of camaraderie that will enable us to come to work in anticipation of doing great things, and to return home with a genuine feeling of accomplishment. Leadership's pledge is to ensure that DA&M is one of the best places to work in Government.

Stewardship and Governance

Governance is an aspect of public service that is particularly crucial for our success. We are a diverse workforce comprised of individuals from many different backgrounds who share a bond as public servants and guardians of the public's trust. Whether civilian, military, or contractor, we are all on the same team. Our shared mission, core values, and service ethic bond us together to serve with honor, integrity, and excellence. Public organizations are run on public resources–human, financial, and material. It is our responsibility as public servants to govern well and to manage public resources effectively, efficiently, and with transparency. For us, governance

extends through our chain of command, from the President, to the Secretary of Defense to the DA&M as one of the public officials who report directly to and advise the Secretary and Deputy Secretary of Defense. Furthermore, governance implies providing for transparency and smooth operation for the good of the individual and the whole. No matter the nature of our duties and responsibilities, or our positions within the organization, it is imperative that we all participate in and support good governance.

Corporate Communications

Implementing the DA&M strategy and staying the course as we work toward our organizational goals and objectives will require clear and effective communication across the organization and with our stakeholders. By synchronizing communication processes, messages, and media, we will ensure the workforce at all levels of the organization understands our vision, values and guiding principles, goals and objectives. Likewise, maintaining open communication with our stakeholders and customers empowers us to better understand their requirements and expectations as we strive to improve service delivery and results.

Effective communication efforts will depend on leadership engagement and collaboration. Clear and reliable information, in the form of consistent messaging tailored to the needs of target audience groups, will engender trust and build credibility.

The Strategic Challenge

With the DA&M 2012–2017 strategy, we will do our part to fulfill Secretary Panetta's pledge in the August 3, 2011, message to DoD employees to ". . . be accountable to the American people for what we spend, where we spend it, and with what result." Our overarching strategic focus will be directly tied to his direction in the same message in that ". . . we will be guided by the principle that we will do what's right for our Nation now and for its future." To that end, I challenge all to join me in renewal of a personal commitment to public service and all that it signifies:

Honor	**public service is an honor; show dignity and respect to all.**
Integrity	**public service is stewardship; do what's right.**
Excellence	**public service is responsibility; perform with excellence.**

Thank you for your service to the Department and our Nation. I look forward to our shared journey.

Director

DA&M Linkage to the DoD Strategic Plan and Secretary of Defense Guidance

DA&M Linkage to the DoD Strategic Plan and Secretary of Defense Guidance

The mission of the Department of Defense is to protect the American people and advance our nation's interests. The 2010 Quadrennial Defense Review (QDR), as the DoD Strategic Plan, advances two clear objectives. First, to further rebalance the capabilities of America's Armed Forces to prevail in today's wars, while building the capabilities needed to deal with future threats. Second, to further reform the Department's institutions and processes to better support the urgent needs of the warfighter; buy weapons that are usable, affordable, and truly needed; and ensure that taxpayer dollars are spent wisely and responsibly.

The 2010 QDR serves as a capstone institutional document, shaping how the Department of Defense will support America's military personnel today, while building the policy and programmatic foundation that will enable the next generation to protect the American people and advance their interests.

Amplifying the QDR's call for business improvements, the Department of Defense Strategic Management Plan (SMP) FY 2012 – FY 2013 advanced by the Department's Chief Management Officer, the Secretary of Defense, establishes management goals for business operations. The SMP establishes specific business goals that directly support the Strategic Goals of the QDR, and further articulates changes needed in the Department's business domain, while ensuring unity of effort across the enterprise.

Between QDR Reports, the Secretary periodically refocuses the Department on important priorities through his comments and directive memoranda. These priorities were recently described in a memorandum to the Deputy Secretary of Defense shortly after his appointment. Secretary Panetta wrote, "We must focus on maintaining the best military in the world and avoid hollowing out our all-volunteer force, while also meeting our obligations to help get our Nation's economic house in order. To do so, we must implement savings–in efficiencies, personnel costs, force structure, and modernization and procurement reforms–that are driven by strategy rather than expediency. I would also like you to take the lead for eliminating wasteful spending, consolidating duplicative functions, and driving ongoing and new efficiencies initiatives that can help us achieve the aggressive budgetary goals we have set."

DA&M strategic goals specifically link to:

- QDR Goal 5: Reform the business and support functions of the Defense enterprise

- DoD SMP Goals:

  - Strengthen and right-size the DoD total workforce

  - Strengthen DoD financial management

  - Build agile and secure information technology capabilities

  - Increase the buying power of the DoD

  - Increase operational and installation energy efficiency

  - Re-engineer/use end-to-end business processes

  - Create agile business operations that support contingency missions

DoD QDR Strategic Goals – February 2010
1. Prevail in Today's Wars
2. Prevent and Deter Conflict
3. Prepare to Defeat Adversaries & Succeed in a Wide Range of Contengencies
4. Preserve and Enhance the All-Volunteer Force
5. Reform the business and support functions of the Defense enterprise

DoD SMP Business Goals – September 2011
1. Strengthen and right-size the DoD total workforce
2. Strengthen DoD financial management
3. Build agile and secure information technology capabilities
4. Increase the buying power of the DoD
5. Increase operational and installation energy efficiency
6. Re-engineer/use end-to-end business processes
7. Create agile business operations that support contingency missions

DA&M Strategic Goals – January 2012
1. DA&M delivers integrated support and services that are valued by customers and reflect best practices
2. DA&M operations are integrated, efficient and agile
3. DA&M systematically measures and analyzes performance to inform decision-making, promote efficiency, and enable transparency to all
4. DA&M attracts and retains a highly-skilled, versatile, and motivated workforce that reflects diversity and is prepared to meet 21st Century challenges

Figure 1: DoD QDR Strategic Goals, DoD SMP Business Goals, and DA&M Strategic Goals

The achievements of an organization are the results of the combined effort of each individual.

Vince Lombardi
NFL FOOTBALL COACH

Linkage with ODA&M Elements and Operational Activities

The DA&M Strategic Plan is the central strategy document governing ODA&M elements and operational activities. As a part of the strategic planning process, the DA&M senior leadership officially adopted and endorsed the DA&M vision statement, values, and guiding principles as the core tenets for their respective organizations.
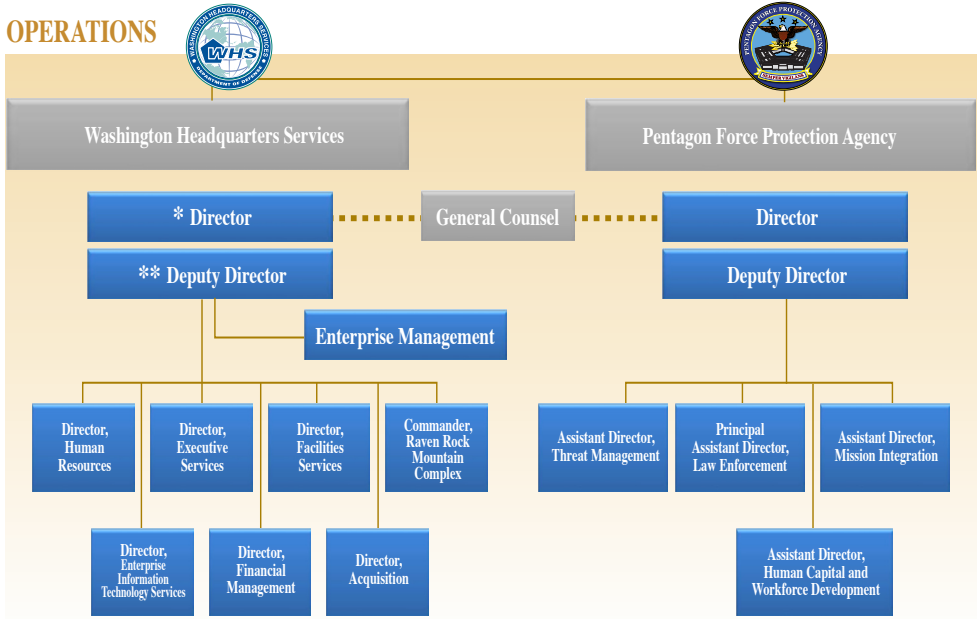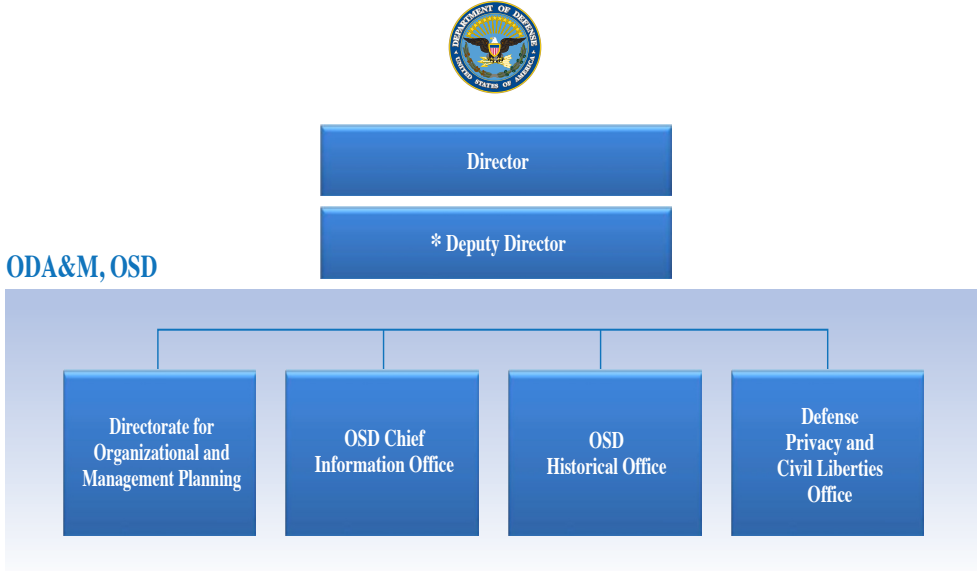
ODA&M elements and operational activities:

- Must cascade DA&M mission, vision, values and guiding principles, goals, and objectives, throughout their organizations as the foundation for supporting business plans.

- Must fully engage in accomplishment of the DA&M Strategic Plan and must not create additional DA&M mission-related goals and objectives.

- May develop and deploy additional goals and objectives, specific to the individual ODA&M element or operational activity.

Figure 2: Linkage of the DA&M Strategic Plan with ODA&M Elements and Operational Activities

Organization Charts

Our organizational family is comprised of the Office of the Director of Administration and Management, the Washington Headquarters Services, and the Pentagon Force Protection Agency. The organizational charts provide a high level overview of the ODA&M elements and operational activities.

Director

＊ Deputy Director

ODA&M, OSD

| Directorate for Organizational and Management Planning | OSD Chief Information Office | OSD Historical Office | Defense Privacy and Civil Liberties Office |

OPERATIONS

Washington Headquarters Services

Pentagon Force Protection Agency

＊ Director ···· **General Counsel** ···· **Director**

＊＊ Deputy Director

Deputy Director

Enterprise Management

| Director, Human Resources | Director, Executive Services | Director, Facilities Services | Commander, Raven Rock Mountain Complex |

| Assistant Director, Threat Management | Principal Assistant Director, Law Enforcement | Assistant Director, Mission Integration |

| Director, Enterprise Information Technology Services | Director, Financial Management | Director, Acquisition |

| Assistant Director, Human Capital and Workforce Development |

＊ Director is dual-hatted as Deputy, DA&M
＊＊ Deputy Director, WHS is dual-hatted as Director, Enterprise Management

DA&M Mission, Vision, Values, and Guiding Principles

Mission

The Director of Administration and Management (DA&M) has three broad missions in support of the Secretary and Deputy Secretary of Defense, the Office of the Secretary of Defense (OSD), tenants of the Pentagon Reservation, and specified Defense activities:

- Principal Staff Assistant and advisor to the Secretary and Deputy Secretary of Defense on specified organizational, management, and administrative matters;

- Administrative services agent in the National Capital Region and senior responsible official for the Pentagon Reservation; and

- Security, law enforcement, and emergency management provider for the Pentagon, and designated Department of Defense (DoD) facilities in the National Capital Region.

The DA&M exercises authority, direction, and control over the staffs and resources of ODA&M, Washington Headquarters Services, and Pentagon Force Protection Agency, and engages partners and stakeholders in its management, governance, services, and contingency and continuity of operations functions.

Vision

To be an essential mission partner and trusted advisor to the Secretary and Deputy Secretary of Defense and to deliver premier program management and oversight, security services, and support functions that enable uninterrupted operation of the DoD Headquarters.

The beginning is the most important part of the work.

Plato
GREEK PHILOSOPHER

Values and Guiding Principles

1. ### Customer Focus - We are committed to those we serve.

   - We demonstrate through our actions and results that customers have top priority in our daily work.

   - We strive to provide high quality service that helps customers succeed and can be depended on 24/7.

   - We communicate openly to learn from our customers, provide transparency, anticipate their future needs, and follow up to ensure their satisfaction.

2. ### Innovation - We are creative and responsive problem solvers.

   - We encourage adaptive change for greater efficiency and effectiveness.

   - We create an environment that champions creative thinking and continuous improvement; this means that our work is never done.

   - We meet challenges of resource constraints with responsive and sustainable service solutions.

3. ### Integrity - We bring honor, pride, and character to our work.

   - We act in ways that build trust, confidence, and respect.

   - We speak candidly, provide sound and professional advice, and keep our commitments.

   - We are accountable for our actions and make decisions based on facts and sound judgment.

4. ### Collaboration - We work together to achieve shared goals.

   - We build trusted relationships.

   - We respect and support each other's roles and responsibilities.

   - We communicate and coordinate across functions and organizations to maximize productivity and achieve results.

5. ### Employee Focus - We are committed to our workforce.

   - We take care of each other.

   - We build healthy, strong interpersonal relationships.

   - We treat colleagues with dignity and respect.

6. ### Results - We get the job done right and on time.

   - We value determination, perseverance, and the sense of urgency for accomplishment and improvement.

   - We produce results that meet or exceed the standards that our customers expect.

   - We are responsible stewards of resources and time.

DA&M Strategic Plan Goal Tenders and Objective Managers

Overview of Roles

The DA&M Strategic Plan 2012-2017 will be executed by Goal Tenders and Objective Managers. Goal Tenders are DA&M senior leaders selected by the DA&M to serve as the responsible official to advocate for their assigned strategic goal, and to supervise the execution of objectives within the goal. The Goal Tender recommends Objective Managers for approval by the DA&M Small Group. Goal Tenders and Objective Managers present progress updates and reports on a scheduled basis at DA&M senior leadership meetings.

Objective Managers are those individuals who have been identified by the Goal Tender, endorsed by the DA&M Small Group, and approved by the DA&M to:

- Oversee the objective team's work, managing to tasks, milestones, and target dates;

- Serve as the Goal Tender's representative, communicate intent, and integrate overall efforts;

- Coordinate team meetings with members and supporting elements;

- Provide status reports to Goal Tender;

- Update the strategic plan tracking system; and

- Present progress reports on a scheduled basis to DA&M senior leadership.

Meet Our Goal Tenders

Bill Brazis

Director
Washington
Headquarters Services
(WHS) and
Deputy, DA&M

Steven Calvery

Director
Pentagon Force
Protection Agency
(PFPA)

Regina Meiners

Director for
Organizational and
Management Planning

Don Perkal

General Counsel
WHS and PFPA

GOAL 1

Customer Focus

DA&M delivers integrated support and services that are valued by customers and reflect best practices

1.1

Jointly identify DA&M customers' requirements and expectations

1.2

Promote a customer-centric culture

1.3

Continuously improve the customer experience

GOAL 2

Operations Focus

DA&M operations are integrated, efficient, and agile

2.1

Streamline, standardize, and improve key business processes

2.2

Increase collaboration and integration of services across DA&M, DoD, and interagency partners

2.3

Reduce operating and sustainment costs and resource consumption, while assuring mission critical resources remain available

GOAL 3

Measurement, Analysis, and Knowledge Management

DA&M systematically measures and analyzes performance to inform decision-making, promote efficiency, and enable transparency to all

3.1

Implement a corporate-level performance measurement capability

3.2

Maximize utilization of resources to meet authorized responsibilities and functions

3.3

Provide accessible and comprehensive performance information

GOAL 4

Workforce Focus

DA&M attracts and retains a highly-skilled, versatile, and motivated workforce that reflects diversity and is prepared to meet 21st Century challenges
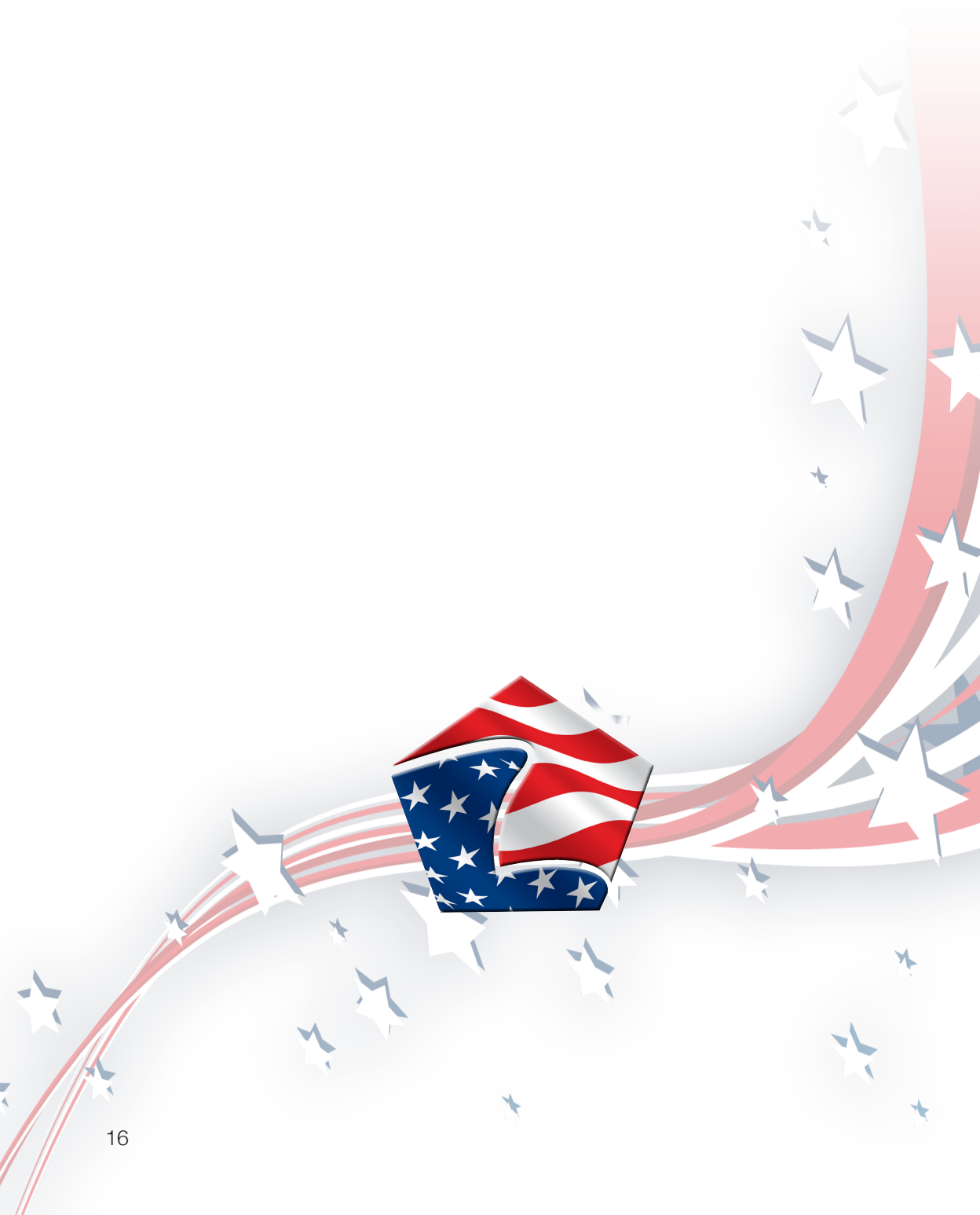
4.1

DA&M organizations will be among or comparable to the top five of "Best Places to Work" in DoD

4.2

DA&M achieves an open and collaborative workforce environment

4.3

Train, educate, and mentor the workforce to foster a performance-oriented culture

Conclusion

The DA&M Corporate Course Reset signifies an important shift in our business strategy–a shared commitment and a collaborative approach to excellence in all we do. There is no doubt that the Department faces significant challenges on the horizon. But, the first step toward success is taken with a conscious choice not to be a captive of the environment in which you find yourself. Organizations create their futures through the strategies they pursue. Our commitment to you is to lead this transformative effort to reinvent how we execute our mission; to live to the values and guiding principles of DA&M; and to demonstrate our personal commitment to public service, to the national security mission, and to the DA&M team that enables our collective success.

Act as if what you do makes a difference. It does.

William James
AMERICAN PSYCHOLOGIST AND PHILOSOPHER

Michael L. Rhodes
Director, Administration and Management

Bill Brazis
GOAL TENDER-CUSTOMER FOCUS
Director, Washington Headquarters Services/
Deputy, DA&M

Steven Calvery
GOAL TENDER-OPERATIONS FOCUS
Director, Pentagon Force Protection Agency

Regina Meiners
GOAL TENDER-MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT
Director for Organizational and Management Planning

Don Perkal
GOAL TENDER-WORKFORCE FOCUS
General Counsel,
Washington Headquarters Services and Pentagon Force Protection Agency

Appendix

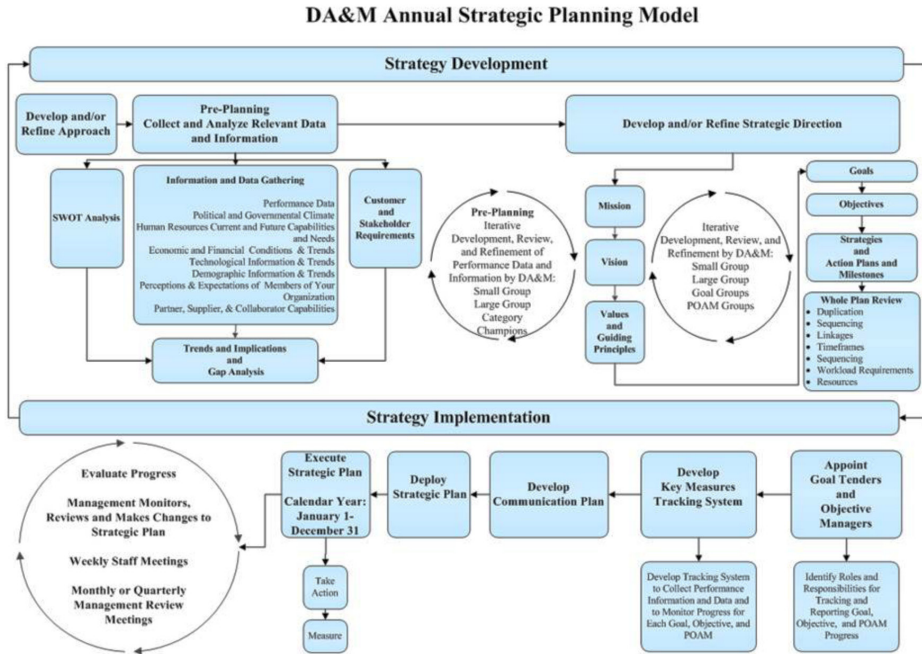# DA&M Strategic Plan Development Process

Figure 6: DA&M Strategic Planning Model

Overview of DA&M Strategic Planning Process

The Director of Administration and Management is the owner of DA&M strategic planning. In this role, the Director is responsible for corporate strategy development, deployment, tracking, monitoring, and reporting.

The 2012-2017 DA&M Strategic Plan is a five-year plan with scheduled progress reviews and an annual full strategic plan review and update. The 2012-2017 DA&M Strategic Plan was developed as described in the DA&M Strategic Planning Model (Figure 6).

Strategic planning participants represented ODA&M elements and operational activities and contributed to the development of the plan as members of the following groups:

- DA&M Small Group
- DA&M Large Group
- DA&M Trends and Implications Champions
- DA&M Goal Groups
- DA&M POAM Groups
- DA&M Consolidated POAM Group
- DA&M Leadership and Governance

During strategy development, the ODA&M, WHS, and PFPA senior leadership selected the Baldrige Criteria for Performance Excellence as the corporate management framework for improving organizational performance management. The structure of the 2012-2017 DA&M Strategic Plan is based on this framework.
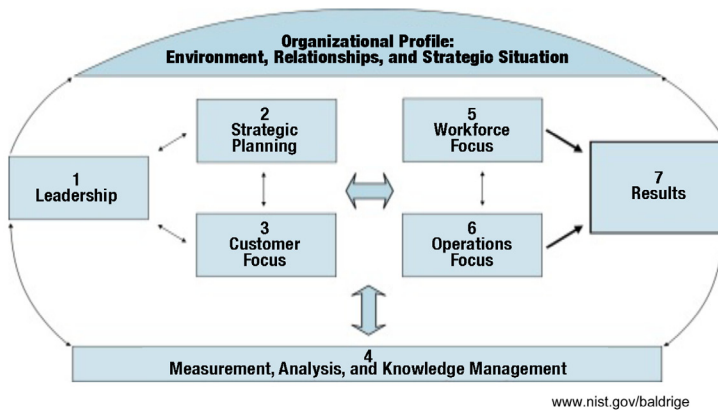
Baldrige Criteria for Performance Excellence

Figure 7: Baldrige Criteria Framework: A Systems Perspective

Overview of the Baldrige Criteria for Performance Excellence

The Baldrige Criteria for Performance Excellence are the foundation of the Baldrige Performance Excellence Program and are recognized globally as the de facto criteria for defining performance excellence. The Baldrige Criteria for Performance Excellence are a:

- Set of expectations or requirements;

- Structured approach to performance improvement; and

- Framework for a systems view of performance management.

There are three types of criteria: Business/Nonprofit Criteria, Health Care Criteria, and Education Criteria. The DA&M uses the Business/Nonprofit Criteria.

About the Baldrige Framework

The framework provides a high-level overview of the Baldrige Criteria for Performance Excellence and illustrates how the Criteria provide a systems perspective for managing the organization to achieve performance excellence. From top to bottom, the framework has three basic elements—the Organizational Profile, the system operations, and the system foundation (Measurement, Analysis, and Knowledge Management).

The Organizational Profile (the umbrella at the top of the figure) sets the context for the way an organization operates. The environment, key

working relationships, and strategic challenges and advantages serve as an overarching guide for the organizational performance management system.

The system operations (middle of the figure) are composed of the six Baldrige Categories that define operations and results.

- The leadership triad—Leadership, Strategic Planning, and Customer Focus—emphasizes the importance of a leadership focus on strategy and customers. Senior leaders set organizational direction and seek future opportunities.

- The results triad—Workforce Focus, Operations Focus, and Results—focuses on the workforce and key processes that accomplish the work of the organization that yields overall performance results.

- ALL actions point toward results.

The horizontal arrow in the center of the framework links the two triads—a linkage critical to organizational success—and indicates the importance of feedback in an effective performance management system.

The system foundation (bottom of the figure) is composed of Measurement, Analysis, and Knowledge Management, which are critical to a fact-based, knowledge-driven system for improving performance and competitiveness.[1]

Far and away the best prize that life has to offer is the chance to work hard at work worth doing.

Theodore Roosevelt
26TH PRESIDENT OF THE UNITED STATES

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[1]   *Baldrige National Quality Program. 2011-2012 Criteria for Performance Excellence, Baldrige Performance Excellence. Washington, DC: National Institute of Standards and Technology of the US Department of Commerce, 2011*
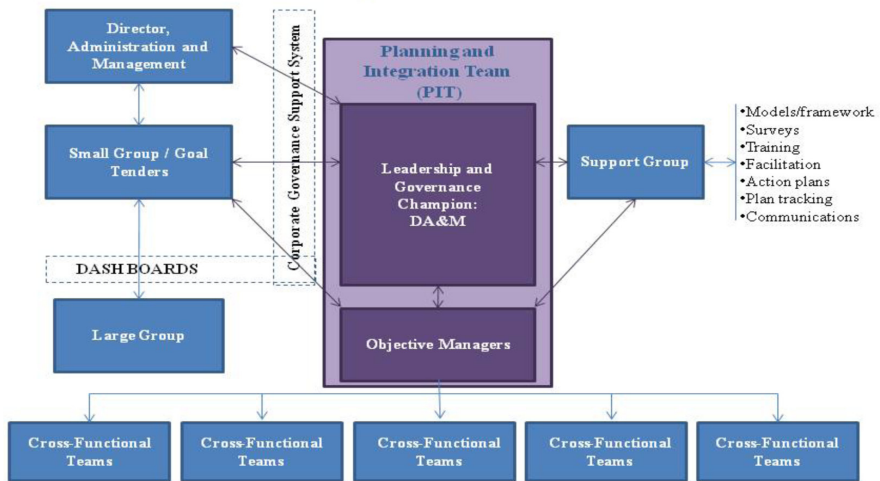
Strategic Plan Execution

Figure 8: DA&M Leadership and Governance Model

Overview of Leadership and Governance

The DA&M Leadership and Governance Model (Figure 8) provides an overview of the linkages of the DA&M leadership groups and cross-functional teams involved in the execution of the 2012-2017 DA&M Strategic Plan. Listed below is the composition of each group.

DA&M Small Group:

1.   Director of Administration and Management, Chair
2.   Director, WHS/Deputy, DA&M
3.   Director, PFPA
4.   Director for O&MP
5.   General Counsel WHS and PFPA
6.   Leadership Governance Champion

Goal Tenders:

1.   Goal 1: Bill Brazis, Director, WHS/Deputy, DA&M
2.   Goal 2: Steven Calvery, Director, PFPA
3.   Goal 3: Regina Meiners, Director for O&MP
4.   Goal 4: Don Perkal, General Counsel WHS and PFPA

DA&M Large Group:

1.   Director of Administration and Management, Chair
2.   DA&M Small Group
3.   OSD Chief Information Office
4.   OSD Historian
5.   Director, Defense Privacy and Civil Liberties Office
6.   Deputy Director, WHS
7.   Directors, WHS Directorates
8.   Deputy Director, PFPA
9.   Assistant Directors, PFPA

DA&M Planning and Integration Team

1.   Leadership and Governance Team
2.   Objective Managers/Integrators

DA&M Objective Managers

1.   Goal 1: Customer Focus
       Objective Managers

2.   Goal 2: Operations Focus
       Objective Managers

3.   Goal 3: Measurement, Analysis, and Knowledge Management
       Objective Managers

4.   Goal 4: Workforce Focus
       Objective Managers

DA&M Cross-Functional Teams

1.   ODA&M, WHS, and PFPA—One representative from each organization
2.   Two subject matter experts
3.   One Leadership and Governance member
4.   Other

DA&M Leadership and Governance Group

1. Leadership and Governance Champion, DA&M
2. ODA&M Representative(s)
3. WHS Representative(s)
4. PFPA Representative(s)

Leadership and Governance provides management oversight and coordination on behalf of the DA&M in strategy development, implementation, execution, and in the governance of the formal DA&M strategy management process. This includes:

1. Intent
2. Goals
3. Scope
4. Authorities
5. DA&M recurring performance reviews
6. Ongoing use of operational performance information and data tailored to the needs of DA&M, ODA&M elements and operational activities, as needed
    a. Expected performance analysis content
    b. Reporting frequency
    c. Performance information
    d. Reporting mechanisms
    e. Supporting technology
7. Review and analysis capability
8. Performance communications framework
9. Manage development, approval, and deployment of strategic plan cross-functional teams
10. Manage development, deployment, and tracking of corporate training related to the strategic plan
11. Manage approval process for all DA&M surveys: manage design, administration, analysis, and action planning.

If everyone is thinking alike, then somebody isn't thinking.

General George S. Patton
US ARMY

Acronym List

CGSS	Corporate Governance Support System
DA&M	Director of Administration and Management
DoD	Department of Defense
HRD	Human Resources Directorate
IDP	Individual Development Plan
IPP	Individual Performance Plan
MCO	Mission Critical Occupations
O&MP	Organizational and Management Planning
ODA&M	Office of the Director of Administration and Management
OPM	Office of Personnel Management
OSD	Office of the Secretary of Defense
PFPA	Pentagon Force Protection Agency
PGC	Pentagon Governance Council
PIT	Project Integration Team
POAM	Plan of Action and Milestones
PPBE	Planning, Programming, Budgeting, and Execution
QDR	Quadrennial Defense Review
SAOF	Senior Administrative Officer Forum
SLA	Service Level Agreement
SLS	Service Level Standard
SMP	Strategic Management Plan
WHS	Washington Headquarters Services

Glossary of Key Terms

The Glossary of Key Terms defines terms that are important to DA&M strategic planning and organizational performance management.

Alignment

Consistency of plans, processes, information, resource decisions, actions, results, and analyses to support key organization-wide goals. Effective alignment requires a common understanding of purposes and goals. It also requires the use of complementary measures and information for planning, tracking, analysis, and improvement at three levels: the organizational level, the key process level, and the work unit level.

Anecdotal

Process information that lacks specific methods, measures, deployment mechanisms and evaluation, improvement, and learning factors. Anecdotal information frequently uses examples and describes individual activities rather than systematic processes.

An anecdotal response to how senior leaders deploy performance expectations might describe a specific occasion when a senior leader visited all of the organization's facilities. On the other hand, a systematic process might describe the communication methods used by all senior leaders to deliver performance expectations on a regular basis to all organizational locations and workforce members, the measures used to assess the effectiveness of the methods, and the tools and techniques used to evaluate and improve the communications methods.

Approach

Methods used to accomplish a process. It includes the appropriateness of the methods to requirements and the organization's operating environment, the effectiveness of methods, and the degree to which the approach is repeatable and based on reliable data and information (e.g., systematic).

Baldrige Criteria for Performance Excellence

Management framework the DA&M senior leadership selected for corporate use by all ODA&M elements and operational activities for improving organizational performance management.

The Baldrige Criteria for Performance Excellence are a:

1. Set of expectations or requirements
2. Structured approach to performance improvement
3. Framework for a systems view of performance management

The criteria are the foundation of the Baldrige Performance Excellence Program and are recognized globally as the de facto criteria for defining performance excellence. There are three types of criteria: Business/Nonprofit Criteria, Health Care Criteria, and Education Criteria. The DA&M uses the Business/Nonprofit Criteria.

Benchmarks

Processes and results that represent best practices and performance for similar activities, inside or outside an organization's industry. Organizations engage in benchmarking to understand the current dimensions of world-class performance and to achieve discontinuous (nonincremental) or "breakthrough" improvement.

Collaborators

Organizations or individuals who cooperate with the organization to support a particular activity or event or who cooperate on an intermittent basis when short-term goals are aligned or are the same. Typically, collaborations do not involve formal agreements or arrangements.

Continuous Improvement

Continuous improvement is the systematic ongoing improvement of products, programs, services, or processes by small increments or major breakthroughs, including innovation and reengineering.

Core Competencies

The organization's greatest areas of expertise. The organization's core competencies are those strategically important capabilities that are central to fulfilling the mission or provide an advantage in the service environment. Core competencies frequently are challenging for competitors or suppliers and partners to imitate, and they may provide sustainable competitive advantage. Absence of a needed organizational core competency may result in a significant strategic challenge or disadvantage.

Core competencies may involve technology expertise, unique service offerings, a marketplace niche, or particular business acumen (e.g. business acquisitions).

Corporate

Corporate in the DA&M strategic plan refers to a deliberate, common, and united organizational approach, deployment, implementation, and/or evaluation methods approved by the ODA&M senior leadership, managed by ODA&M, and used by all ODA&M elements and operational activities as the sanctioned method of doing business.

Corporate Governance Support System (CGSS)

CGSS is a dynamic and relational database that provides insight for ODA&M senior leadership by providing the capability to effectively and efficiently track and manage a wide range of corporate governance bodies and the implementation of strategic management initiatives. This system will be used to track and report on the 2012-2017 DA&M Strategic Plan. Objective Managers and other authorized individuals will input progress updates directly into the system. The system then allows ODA&M senior leadership, Goal Tenders, and Objective Managers to derive status updates and reports on a routine, regular basis. CGSS and associated training is supported by O&MP.

Cross-Functional Team

Cross-Functional Teams are convened as required to address specific strategy execution tasks; cross-functional aspects may be across organizations or disciplines. Cross-Functional Teams are often used to address requirements common to several objective teams and/or to establish a corporate approach in a functional area in order to enhance and enable strategy execution. Responsibilities include, but are not limited to:

1. Maximizing efficient use of resources
2. Developing a standardized approach
3. Developing common tools
4. Coordinating a collaborative effort across objectives
5. Developing communication resources

Cross-Purposes

Actions taken by different people or units in an organization that do not support the overall mission and objectives of the organization. For example, to improve customer contact and satisfaction, the Information Technology unit installs a new phone system but neglects to work with the Training unit to ensure everyone understands and can use the system. Customers become angry when their calls go unanswered, resulting in lower customer satisfaction and loyalty than with the old system.

Customer Chain

Several entities that are involved as customers at different stages of the life of a product, program, or service. An example in the automotive world would be from the original car maker to dealer to cab company to cab driver to passengers. Customer chains can be considered to extend through the life cycle of the product, program, or service, and each customer in the chain may have different requirements that must be met.

Customer

Actual and potential users of the organization's products, programs, or services. Customers include the end users of the products, programs, or services, as well as others who might be their immediate purchasers or users. Customer-driven excellence is a core value embedded in the beliefs and behaviors of high-performing organizations. Customer focus impacts and should integrate an organization's strategic directions, its work systems and work processes, and its business results.

Customer-Driven Excellence

Customer-driven excellence is a Baldrige core value embedded in the beliefs and behaviors of high-performance organizations. Customer focus impacts and integrates an organization's strategic directions, its value creation processes, and its business results.

Customer-Centric

The focus on listening systematically to customers and acting quickly on what they say. The organization must build positive relationships with its customers through focusing on accessibility and management of complaints. The most successful organizations keep an eye on customers who are not satisfied and work to understand their preferences and meet their expectations.

Customer-Interaction Process

Customer-interaction process refers to the process by which an organization approaches, responds to, and follows up with customers. It builds ongoing business and learns about customer needs and expectations. The process of interacting with an organization can be by many methods including phone, e-mail, and face-to-face meetings. Attending to these interactions is important because customers frequently make decisions about the organization based on one interaction.

Customer Engagement

The customers' investment in or commitment to the organization's service offerings, product, or brand. It is based on the ongoing ability to serve their needs and build relationships so they will continue using the offered products or services. Characteristics of customer engagement include customer retention and loyalty, customers' willingness to make an effort to do business with the organization, customers' willingness to actively advocate for and recommend service offerings, product, or brand.

Cycle Time

Time required to fulfill commitments or to complete tasks. Time measurements play a major role in the Baldrige Criteria for Performance Excellence because of the great importance of time performance to overall performance. "Cycle time" refers to all aspects of time performance. Cycle time improvement might include time to market, order fulfillment, delivery time, changeover time, customer response time, and other key measures of time.

Data Validity and Utility

Data are numerical information. They are used as a basis for reasoning, discussion, determining status, decision making, and analysis. Data proven to measure a particular construct are valid data.

Deployment

Deployment refers to the extent to which an approach is:

1. Applied in addressing requirements relevant and important to the organization;
2. Applied consistently; and
3. Used by all appropriate work units.

Effective

How well a process or measure addresses its intended purpose. Determining effectiveness requires the evaluation of how well a need is met by the approach taken and its deployment or by the outcome of the measure used.

Empowerment

Giving people the authority and responsibility to make decisions and take actions. Empowerment results in decisions being made closest to the front line, where work-related knowledge and understanding reside.

Empowerment is aimed at enabling people to satisfy customers on first contact, to improve processes and increase productivity, and to improve the organization's performance results. An empowered workforce requires information to make appropriate decisions; therefore, an organizational requirement is to provide that information in a timely and useful way.

End User

The ultimate user of the products, programs, or services an organization produces and delivers. An example in the automotive world would be when a manufacturer of automobiles sells to a network of dealers who sells to the person at the end of the customer chain actually using the car (see definition of customer chain).

Ethical Behavior

How an organization ensures that all its decisions, actions, and stakeholder interactions conform to the organization's moral and professional principles of conduct. These principles should support all applicable laws and regulations and are the foundation for the organization's culture and values. They distinguish "right" from "wrong."

Well-designed and clearly articulated ethical principles should empower people to make effective decisions with great confidence. Some organizations also may view their ethical principles as boundary conditions restricting behavior that otherwise could have adverse impacts on their organizations and/or society.

Execution-Strategic Planning

A system-wide approach that consistently drives organizations to do the right things - and to do those things right. It requires three components be in place in order to be successful:

1. Commitment to identify, map out, and prioritize the necessary project investments so that everyone understands what they must do and how they should interact with others to execute strategy.
2. Regular revisiting the investment decisions to make sure they stay on track, recognizing that execution is a process.
3. A series of integrated decisions or actions over time, recognizing that execution is not the result of a single decision or action. (Lawrence Hrebrinak, 2005, 11)

Goal–DA&M Strategic Planning

A future condition or performance level that is intended or desired to attain. Goals are ends that guide actions. Goals can serve many purposes, including:

1. Clarifying strategic objectives and action plans to indicate how the organization will measure success;
2. Fostering teamwork by focusing on a common end;
3. Encouraging "out-of-the-box" thinking (innovation) to achieve a stretch goal; and
4. Providing a basis for measuring and accelerating progress.

Goals are:

1. An end toward which an effort is directed;
2. Approximately 5 years;
3. Helpful for the organization to achieve its vision successfully;
4. One phrase or sentence written so that it is clear and easy to understand; and
5. Created without targets and measures; the supporting objectives have them.

Goal Tender–DA&M Strategic Planning

A DA&M senior leader selected by the DA&M to serve as advocate for the assigned goal and to supervise the execution of objectives, strategies and POAMs within the goal. The Goal Tender recommends Objective Managers for approval by the DA&M Small Group. Goal Tenders and Objective Managers present progress updates and reports on a scheduled basis at DA&M senior leadership meetings.

Governance

Governance is a process and system of management and controls exercised in the stewardship of the organization. It includes the responsibilities of senior leaders. Corporate or organizational charters, bylaws, and policies document the authorities and responsibilities of each of the parties and describe how the organization will be directed and controlled to ensure (1) accountability, (2) transparency of operations, and (3) fair treatment of all stakeholders. Governance processes may include the approval of strategic direction, and organizational reporting. Ensuring effective governance is important to stakeholders, the larger society's trust and to organizational effectiveness.

Guiding Principles – DA&M Strategic Planning

Guiding principles reflect the values of the organization; they are guides to behavior so employees are clear about what actions are necessary for them to successfully fit into the culture of the organization. Guiding principles answer the question, "How will I act and behave daily as I live and work to fulfill our purpose in pursuit of our vision?"

Indicators and Measures

Indicators and measures are relevant when:

1. Two or more measurements are required to provide a more complete picture of performance.
2. Input, output, and performance dimensions of processes, products, programs, services, and the overall organization are being counted. Indicators and measures might be simple (derived from one measurement) or composite.

Some users of these terms prefer the term indicator when:

1. Measurement relates to performance, but is not a direct or exclusive measure of such performance (for example, the number of complaints is an indicator of dissatisfaction, but not a direct or exclusive measure of it).
2. Measurement is a predictor (leading indicator) of some more significant performance (e.g., increase in customer satisfaction might be a leading indicator of market-share gain).

Innovation

Making meaningful change to improve products, processes, services or organizational effectiveness and to create new value for stakeholders. Innovation involves the adoption of an idea, process, technology, product, or business model that is either new or new to its proposed application. The outcome of innovation is a discontinuous or breakthrough change in results, products, or processes.

Successful organizational innovation is a multi-step process that involves development and knowledge sharing, a decision to implement, implementation, evaluation, and learning. Although innovation is often associated with technological innovation, it is applicable to all key organizational processes that would benefit from change, whether by breakthrough improvement or change in approach or outputs. It could include fundamental changes in organizational structure or the business model to more effectively accomplish the organization's work.

Integration

The harmonization of plans, processes, information, resource decisions, actions, results, and analyses to support key organization-wide goals. Effective integration goes beyond alignment and is achieved when the individual components of a performance management system operate as a fully interconnected unit.

Integration is one of the dimensions considered in evaluating both process and results.

Integration refers to the extent:

1. The approach is aligned with the organizational needs and other process items;
2. The measures, information, and improvement systems are complementary across processes and work units; and
3. The plans, processes, results, analyses, learning, and actions are harmonized across processes and work units to support organization-wide goals.

Key

The major or most important elements or factors, those that are critical to achieving your intended outcome. The Baldrige Criteria, for example, refer to key challenges, key plans, key work processes, and key measures, i.e., those that are most important to the organization's success. They are the essential elements for pursuing or monitoring a desired outcome.

Knowledge Assets

The accumulated intellectual resources of the organization. It is the knowledge possessed by the organization and its workforce in the form of information, ideas, learning, understanding, memory, insights, cognitive and technical skills, and capabilities. The workforce, software, patents, databases, documents, guides, policies and procedures, and technical drawings are repositories of the organization's knowledge assets. Knowledge assets are held not only by an organization but reside within its customers, suppliers, and partners, as well.

Knowledge assets are the "know-how" that the organization has available to use, to invest, and to grow. Building and managing its knowledge assets are key components for the organization to create value for stakeholders and to help sustain a competitive advantage.

Leadership System

How leadership is exercised, formally and informally, throughout the organization; it is the basis for and the way key decisions are made, communicated, and carried out. It includes structures and mechanisms for decision making; two-way communication; selection and development of leaders and managers; and reinforcement of values, ethical behavior, directions, and performance expectations.

An effective leadership system respects the capabilities and requirements of workforce members and other stakeholders, and it sets high expectations for performance and performance improvement. It builds loyalties and teamwork based on the organization's vision and values and the pursuit of shared goals. It encourages and supports initiative and appropriate risk taking, subordinates' organizational structure to purpose and function, and avoids chains of command that require long decision paths. An effective leadership system includes mechanisms for the leaders to conduct self-examination, receive feedback, and improve.

Learning

New knowledge or skills acquired through evaluation, study, experience, and innovation. The Baldrige Criteria include two distinct kinds of learning: organizational and personal. Organizational learning is achieved through research and development, evaluation and improvement cycles, workforce and stakeholder ideas and input, best-practice sharing, and benchmarking. Personal learning is achieved through education, training, and developmental opportunities that further individual growth. To be effective, learning should be embedded in the way an organization operates.

Learning contributes to a competitive advantage and sustainability for the organization and its workforce. Learning is one of the dimensions considered in evaluating process items.

"Learning" refers to:

1. Refining your approach through cycles of evaluation and improvement;
2. Encouraging breakthrough change to your approach through innovation; and
3. Sharing refinements and innovations with other relevant work units and processes in your organization.

Levels

Numerical information that places or positions an organization's results and performance on a meaningful measurement scale. Performance levels

permit evaluation relative to past performance, projections, goals, and appropriate comparisons.

Measure–DA&M Strategic Planning

Measure is used in DA&M strategic planning to mean the method of collection; the source of the data or information used to evaluate the target for an objective.

Mission–DA&M Strategic Planning

An organization's overall reason for being. The mission might define customers served, distinctive or core competencies, or technologies used.

Objectives–DA&M Strategic Planning

Strategic objectives refers to an organization's articulated aims or responses to address major change or improvement, competitiveness or social issues, and business advantages. Strategic objectives generally are focused both externally and internally and relate to significant customer, product, service or technological opportunities and challenges (strategic challenges). Broadly stated, they are what an organization must achieve to remain or become competitive and ensure long-term sustainability. Strategic objectives set an organization's longer-term directions and guide resource allocations and redistributions.

In DA&M strategic planning, objectives:

1. Clearly link to the expected outcome and the goal;
2. Take two to five years to accomplish. Those things that take more than 5 years are probably a goal;
3. Should be challenging, yet achievable, specific and measurable; must have a target and measure;
4. Focus on outcomes (program results and impact), not on activities and count data; and
5. Are goal components, because a goal has two or more objectives.

Objective Manager–DA&M Strategic Planning

Objective Manager refers to the individual identified by the Goal Tender and approved by the DA&M Small Group to:

1. Oversee team's work managing to task and target date
2. Serve as the Goal Tender's representative, communicate intent and integrating overall efforts
3. Coordinate team meetings with members and supporting elements

4. Provide status reports to Goal Tender
5. Update the strategic plan tracking system
6. Present progress reports on a scheduled basis to DA&M senior leadership, as requested.

Objective Team

An Objective Team is normally comprised of DA&M, PFPA, and WHS staff that serves as organizational representatives and/or subject matter experts. Team members report to the Objective Manager. The team is responsible for planning, coordinating, and executing tasks related to achieving the objective.

ODA&M Elements and Operational Activities

Elements and operational activities refers to the ODA&M organizations, Defense Agency and Field Operating Activity which comprise ODA&M.

Partners

Key organizations or individuals who are working in concert with the organization to achieve a common goal or to improve performance. Typically, partnerships are formal arrangements for a specific aim or purpose, such as to achieve a strategic objective or to deliver a specific project. Formal partnerships are usually for an extended period of time and involve a clear understanding of the individual and mutual roles and benefits for the partners.

Performance

Outputs and their outcomes obtained from processes, products, programs, services, and customers that permit the organization to evaluate and compare its results relative to performance projections, standards, past results, goals, and the results of other organizations. Performance can be expressed in nonfinancial and financial terms.

There are four types of performance: (1) product, program, or service; (2) customer-focused; (3) operational; and (4) financial.

"Product, program or service performance" refers to performance relative to measures and indicators of product, program or service characteristics important to customers. Examples include product reliability, on-time delivery, customer-experience defect levels, and service response time. For nonprofit organizations, "product performance" examples might include program and project performance in the area of rapid response to emergencies or multilingual services.

"Customer-focused performance" refers to performance relative to measures and indicators of customers' perceptions, reactions, and behaviors. Examples include customer retention, complaints, and customer survey results.

"Operational performance" refers to workforce, leadership, organizational, ethical performance relative to effectiveness, efficiency, and accountability measures and indicators. Examples include cycle time, productivity, waste reduction, workforce turnover, workforce cross-training rates, regulatory compliance, fiscal accountability, strategy accomplishment, and community involvement. Operational performance might be measured at the work unit level, key work process level, and organizational level.

"Financial performance" refers to performance relative to measures of cost and budget.

Performance Excellence

An integrated approach to organizational performance management that results in (1) delivery of ever-improving value to customers and stakeholders, contributing to organizational sustainability; (2) improvement of overall organizational effectiveness and capabilities; and (3) organizational and personal learning.

Performance Projection

Estimates of future performance. Projections should be based on an understanding of past performance, rates of improvement, and assumptions about future internal changes and innovations, as well as assumptions about changes in the external environment that result in internal changes. Thus performance projections can serve as a key tool in both management of operations and strategy development and implementation.

Plan of Action and Milestones (POAMs)–DA&M Strategic Planning

Specific actions that respond to short- and longer-term strategic objectives. POAM development represents the critical stage in planning when strategic goals and objectives are made specific so that effective, organization-wide understanding and deployment are possible.

POAMs are:

1. Specific means for achieving the objectives and getting the desired results;
2. Short term–accomplished in one year;
3. Time-bounded with Start and End dates;

4. Evaluated in terms of how well they contribute to the outcome of the objective;

5. Written using output-oriented verbs (e.g., develop, implement); and

6. Listed in sequential order of accomplishment.

Process

Linked activities with the purpose of producing a product, program or service for a customer (end user) within or outside the organization. Generally, processes involve combinations of people, machines, tools, techniques, materials, and improvements in a defined series of steps or actions. Processes rarely operate in isolation and must be considered in relation to other processes that impact them (end-to-end). In some situations, processes might require adherence to a specific sequence of steps, with documentation (sometimes formal) of procedures and requirements, including well-defined measurement and control steps.

In many service situations, particularly when customers are directly involved in the service, process is used in a more general way (e.g., to spell out what must be done, possibly including a preferred or expected sequence). If a sequence is critical, the service needs to include information to help customers understand and follow the sequence. Such service processes also require guidance to the providers of those services on handling contingencies related to the possible actions or behaviors of those served.

In knowledge work, such as strategic planning, research, development, and analysis, process does not necessarily imply formal sequence of steps. Rather, process implies general understandings regarding competent performance, such as timing, options to be included, evaluation, and reporting. Sequence might arise as part of these understandings.

Productivity

Measures of the efficiency of resource use. Although the term often is applied to single factors, such as the workforce (labor productivity), machines, materials, energy, and capital, the productivity concept applies as well to the total resources used in producing outputs. The use of an aggregate measure of overall productivity allows a determination of whether the net effect of overall changes in a process—possibly involving resource trade-offs—is beneficial.

Responsibilities and Functions

The obligations to carry forward assigned tasks to successful conclusions. With responsibility goes the authority to direct and take the necessary

action to ensure success. It includes the obligation for the proper custody, care, and safekeeping of property or funds entrusted to the possession or supervision of a public officer. Functions are appropriate or assigned duties, (more focused) responsibilities, missions, or tasks of an individual, office, or organization. As defined in the National Security Act of 1947, as amended, the term "function" includes functions, powers, and duties. The Heads of the DoD Components are assigned responsibilities and functions by statute, Presidential guidance, and/or Secretary of Defense guidance and/or direction. These are often referred to as "chartered responsibilities and functions," because one of the primary means of assigning them within DoD is the DoD chartering directive.

Results

Outputs and outcomes achieved by an organization. Results are evaluated on the basis of current performance; performance relative to appropriate comparisons; the rate, breadth, and importance of performance improvements; and the relationship of results measures to organizational performance requirements.

The four factors used to evaluate results are levels, trends, comparisons, and integration:

1. Levels refer to the current level of performance
2. Trends refers to the rate of performance improvement or the sustainability of good performance (e.g., the slope of trend data)
3. Comparisons refer to specific performance relative to appropriate comparisons, such as competitors or similar organizations, and pertinent benchmarks or industry leaders.
4. Integration refers to the "extent" to which results measures (often through segmentation) address important customer, product, market, process, and action plan performance requirements for the Organization Profile and in process items. They include valid indicators of future performance and are harmonized across processes and work units to support organization-wide goals.

Segment

A part of an organization's overall customer, market, product and/or service offering, or workforce base. Segments typically have common characteristics that can be grouped logically. In results items, the term refers to disaggregating results data in a way that allows for meaningful analysis of an organization's performance. It is up to each organization to determine the specific factors that it uses to segment its customers, markets, products, services, and workforce.

Understanding segments is critical to identifying the distinct needs and expectations of different customer, market, and workforce groups and to tailoring product and/or service offerings to meet their needs and expectations. As an example, market segmentation might be based on distribution channels, business volume, geography, or technology employed. Workforce segmentation might be based on geography, skills, needs, work assignments, or job classifications.

Stakeholders

Stakeholders are all groups that are, or might be, affected by an organization's actions and success. Examples of key stakeholders might include customers, the workforce, partners, collaborators, governing boards, suppliers, taxpayers, regulatory bodies, policy makers, funders, and local and professional communities.

Strategic Challenges

Strategic challenges are those pressures that exert a decisive influence on an organization's likelihood of future success. These challenges frequently are driven by an organization's future competitive position relative to other providers of similar products and/or services. While not exclusively so, strategic challenges generally are externally driven. However, in responding to externally driven strategic challenges, an organization may face internal strategic challenges.

External strategic challenges may relate to customer or market needs or expectations; product, service or technological changes; or financial, societal, and other risks or needs. Internal strategic challenges may relate to an organization's capabilities or its human and other resources.

Strategic Planning

A "disciplined effort to produce fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why it does it." (Bryson, J.M. 1995, p.x). The DA&M strategic planning process includes plan development and implementation to include deployment, execution, tracking, monitoring, evaluation, and reporting. DA&M strategic planning is conducted on an annual cycle with interim reviews provided throughout the year to DA&M senior leadership by the Goal Tenders and Objective Managers.

Strategy–DA&M Strategic Planning

A sentence or paragraph that provides a high level overview of the activities that must be accomplished during the first year of the strategic plan as well as the out-years to achieve the objective.

Systematic

Approaches that are well-ordered, are repeatable, and use data and information so learning is possible. In other words, approaches are systematic if they build in the opportunity for evaluation, improvement, and sharing, thereby permitting a gain in maturity.

Target–DA&M Strategic Planning

Quantitative objectives include a numerical point or range. A target identifies the amount (how much), time or both amount and time required to accomplish the objective. It focuses on outcome and end-of-process measures and might be projections based on comparative or competitive data.

Timetable

A timetable for strategic objectives sets forth the expected levels of achievement that leaders use to monitor progress toward achieving the outcome-based strategic objectives. To be aligned with strategic objectives, each objective should have a corresponding set of milestones to track progress. To be well-integrated, the timetable should be aligned and the intervals in the timetable should match the review cycle of the leaders. For example, if leaders review progress each quarter, then milestones should be developed that identify the level of progress that is expected to be made each quarter. Without timetables that predict the desired level of achievement, it is difficult for leaders to know if progress is on track or adjustments need to be made.

Trends

Trends are numerical information that show the direction and rate of change for an organization's results or the consistency of its performance over time. Trends provide a time sequence of organizational performance.

A minimum of three historical (not projected) data points are generally needed to begin to ascertain a trend. More data points are needed to define a statistically valid trend. The time period for a trend is determined by the cycle time of the process being measured. Shorter cycle times demand

more frequent measurement, while longer cycle times might require longer time periods before meaningful trends can be determined.

Examples of trends include: data related to product or service performance, customer and workforce satisfaction and dissatisfaction results, financial performance, and operational performance, such as cycle time and productivity.

Note: No minimum period of time is required for trend data; however, a minimum of three historical data points are needed to determine a trend. Reporting time intervals between data points should be meaningful for specific measures reported. Trends might be much shorter for some of the organization's more recent results and span several years for others. Because of the importance of showing deployment and focus, new data should be included even if long-term trends and comparisons are not yet well established. It is better to report four quarterly measures covering a one-year period than two measures for the beginning and the end of the year. The four measures may help to demonstrate a sustained trend (if one exists), but two data points cannot be considered a trend.

Trends and Implications–DA&M Strategic Planning

The internal and external environmental assessment conducted in the pre-planning stage of strategic planning. Trends and implications are developed using a systematic process of collecting and analyzing relevant internal and external information and data to identify environmental trends affecting the organization and determining the implications of these on the organization now and in the future.

Areas of information and data include:

1. Performance Information and Data
    a. Service performance (e.g., on-time delivery, service reliability, and service response time)
    b. Customer-focused performance (e.g., customer retention, complaints, and customer survey results)
    c. Organizational performance (e.g., cycle time, productivity, waste reduction, regulatory compliance, fiscal accountability, workforce turnover, and strategy accomplishment
    d. Financial performance (e.g., performance to budget, value added per employee, and amount of funding)
2. Economic and Financial Conditions, Trends, and Forecasts
3. Technological Trends and Forecasts (e.g., improvements, obsolescence, and future technologies)

4. Human Resources Current and Future Capabilities and Needs (e.g., structure, changing roles, rightsizing, aging workforce, replacement of expertise, and diversity)

5. Partner, Supplier, and Collaborator Capabilities

6. Demographic Information Trends and Forecasts

7. Political and Governmental Climate and Expectations

8. Customer Segments, Groups, and Requirements

9. Perceptions, Expectations, and Opinions of Members of the Organization

Following development of Trends and Implications, the organization should complete a gap analysis to inform senior leadership on areas of focus for the strategic plan when developing goals and objectives.

Values–DA&M Strategic Planning

Values reflect a code of conduct; they:

1. Are the foundation of what the organization believes is important;

2. Reinforce the desired culture of an organization;

3. Support and guide the decision making of every workforce member, helping the organization accomplish its mission and attain its vision in an appropriate manner;

4. Are the essence of the organization, understood and respected by all employees; and

Examples of values include demonstrating integrity, customer focus, collaboration, and employee focus.

Vision–DA&M Strategic Planning

The desired future state of the organization. It describes where the organization is headed, what it intends to be, or how it wishes to be perceived in the future.

Voice of the Customer

The process for capturing customer-related information. Voice-of-the customer processes are intended to be proactive and continuously innovative to capture stated, unstated, and anticipated customer requirements, expectations, and desires. The goal is to achieve customer engagement. Listening to the voice of the customer might include gathering and integrating various types of customer data, such as survey data, focus group findings, and complaint data that affect customers' purchasing and engagement decisions.

Work Processes

Work processes are the most important internal value creation processes. They might include product design and delivery, customer support, supply chain management, business, and support processes. They are the processes that involve the majority of the organization's workforce and produce customer, and stakeholder value. Your key work processes frequently relate to your core competencies, to the factors that determine your success relative to competition, and to the factors considered important for business growth by your senior leaders.

Work Systems

How the work of the organization is accomplished. Work systems involve the workforce, the key suppliers and partners, contractors, collaborators, and other components of the supply chain needed to produce and deliver the products and business and support processes. The work systems coordinate the internal work processes and the external resources necessary to develop, produce, and deliver products to customers and to succeed in the marketplace.

Decisions about work systems are strategic. These decisions involve protecting and capitalizing on core competencies and deciding what should be procured or produced outside the organization in order to be efficient and sustainable in the marketplace.

Workforce

All people actively involved in accomplishing the work of the organization, including paid employees (e.g., permanent, part-time, temporary, and telecommuting employees, as well as contract employees supervised by the organization) and volunteers, as appropriate. The workforce includes team leaders, supervisors, and managers at all levels.

Workforce Capacity

The organization's ability to ensure sufficient staffing levels to accomplish its work processes and successfully deliver products to customers, including the ability to meet seasonal or varying demand levels.

Workforce Engagement

The extent of workforce commitment, both emotional and intellectual, to accomplishing the work, mission, and vision of the organization. Organizations with high levels of workforce engagement are often

characterized by high-performing work environments in which people are motivated to do their utmost for the benefit of their customers and for the success of the organization.

In general, members of the workforce feel engaged when they find personal meaning and motivation in their work and when they receive positive interpersonal and workplace support. An engaged workforce benefits from trusting relationships, a safe and cooperative environment, good communication and information flow, empowerment, and performance accountability. Key factors contributing to engagement include training and career development, effective recognition and rewards systems, equal opportunity and fair treatment, and family-friendliness.

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