

Customer — The recipients, user, and beneficiaries of a product or service. Customers can be internal and external.

Goal — A specific desired level of performance at a particular point in time. A goal includes the measure, the level of performance, and a time component.

HIOs — High Impact Objectives; the objectives that will result in leveraging the effort; they are based on the results of the interrelationship diagram between all objectives.

Initiative — Action projects that are used to evaluate strategic direction and test strategic hypotheses. Initiatives need time and resource commitments and should be aligned with the organization's strategy.

Measure — A performance metric, preferably quantitative, of an organization's relative success in achieving the desired results, objectives, and operational goals. Measures help communicate the behavior required to achieve objectives. Each measure should include the units of measurement. For each objective, there should be both a leading and a lagging measure. A lag measure provides historical data on what was accomplished. A leading measure predicts future performance and leads one to assume that success will be achieved.

Mission — A concise, inspirational statement of purpose, including fundamental values and beliefs, that reflects the unique nature of an organization. A mission statement is built from an understanding of an organization's products, services, customers, markets, values, and strengths.

Objective — A measurable statement of strategic intent that indicates how strategy will be made operational. Objectives are the basic building blocks for the overall organizational strategy and are critical to success.

Perspective — A view of an organization from a specific vantage point. Typically, financial, customer, learning and growth, and internal business processes are used to describe the organi-

zation's span of influence. A perspective is a component into which the strategy is decomposed to drive implementation.

SBU — Strategic Business Unit; an organizational division that focuses on individual business in a functional organization that has more than one business.

Scorecard — A graphic depiction of the Strategic Map in one dimension (it does not show cause-and-effect relationships specifically). Generally, it includes the perspectives, objectives, measures, initiatives, and owners. Some include tasks, themes, and budget.

Span of Control — The area(s) over which one has the ability to determine what will be done and how it will be done.

Strategy — "The relationship between the company's vision and the operational plans to be followed on a day-to-day basis ... the ground rules, events, and decisions required for the company to proceed from the present situation to the one desired in the future." (Olve, et al, p. 59)

Strategic planning — A collection of cause-and-effect relationships that show the linkage among key objectives.

Strategic thinking — Using analysis and a structured process to determine and document the decisions made about the future of the organization; a general road map to a future state.

Strategic thinking — Using synthesis and other critical thinking tools to design the future.

SWOT — Analysis focusing on Strengths, Weaknesses, Opportunities, and Threats

Target — The expected level of performance of a measure at a specific time. Thresholds (upper and lower control limits) should be specified for each measure. Stretch targets drive business to higher levels of performance.

Vision — A broad statement of future intent clearly defining the results that the organization is seeking to achieve.

DAU Publishes Fast-Track Initiatives

The Defense Acquisition University (DAU) is restructuring and building a strategic plan to rethink DoD's business processes, reduce costs, improve efficiency, and prepare the Acquisition, Technology and Logistics Workforce for new ways of doing business.

To communicate their efforts, DAU has published a new *DAU Fast-Track Initiatives* brochure, which details how the University intends to go about developing new ways of doing business. These initiatives, once implemented, should lead to better business practices throughout DoD. Viewed as "The Way Ahead for Acquisition Training," the DAU's Fast-Track Initiatives include:

- Headquarters, DAU collaboration with the Defense Systems Management College at Fort Belvoir, Va.
- Revision of PM Training Curriculum
- Critical Thinking and Case-Based Curriculum
- Faculty Development and Currency
- Budget Reassessment and Realignment
- Functional Integrated Process Team/ Overarching Integrated Process Team (FIPT/OIPT) Jump-Start
- Supporting the new "5000" Changes
- Knowledge Management
- Change Management Center
- Strategic Alliances



Through improved acquisition training and reorganization of DAU staff functions, DAU will offer the DoD acquisition community an acquisition education, training, and career development program that meets their educational needs well into the 21st century.

For Fast-Track Initiatives progress, visit our Web site at www.dau.mil/pubs/misc/dau_fast-track.htm or www.dsmc.mil/pubs/misc/dau_fast-track.htm.

NOW ONLINE!

PERFORMANCE SUPPORT AND LEARNING MODULES FOR THE AT&L WORKFORCE

The Defense Acquisition University is developing a comprehensive set of online performance support and learning modules for the AT&L workforce that are accessible through the DAU Acquisition Support Center knowledge portal at: http://center.dsmc.dsm.mil/job_support_and_CoPs/support_modules/acquisition_management_topics.htm

The Balanced Scorecard module is an example of where the DAU is going to provide real tools to help the workforce do their jobs. The BSC module can be accessed directly at <http://leadership.dsmc.dsm.mil/> and through the Support Center in the Acquisition Program Management and Leadership area.