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HEADQUARTERS, UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY
OFFICE OF OPERATIONS RESEARCH, SYSTEMS ANALYSIS CELL
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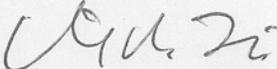
09 January 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Strategic Readiness System (SRS) Information Brochure.

1. Enclosed please find a brochure on the Strategic Readiness System (SRS) published by Department of the Army. This brochure, which is useful for senior leaders and action officers alike, provides a brief overview of the SRS balanced scorecard methodology.
2. As you know, SRS is gaining momentum within USAREUR. The USAREUR CG is currently revising his scorecard in concert with the Major Subordinate Commanders. Once the USAREUR scorecard is published, Level 2 organizations will be asked to establish or update as well as populate their scorecards, which should be mutually supportive with the USAREUR scorecard.
3. Please distribute the enclosed brochure to senior leaders and personnel responsible for SRS within your organization. Hard copies have already been provided to the USAREUR CG, DCG, Deputy Chief of Staff, and G3. Additional copies are available.
4. POC this office is MAJ Bill McLagan at 370-7161 or Mr. Harry Jenkins at 370-6129.

Encl
SRS Brochure


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LTC, GS
Chief, ORSA Cell



Using the Balanced Scorecard to manage current Army Readiness, prepare for the future and operate as a Strategy-Focused Organization.



U.S. Army - Winner of the 2003
Balanced Scorecard Hall of Fame Award



Hall of Fame



PURPOSE

The Army's purpose is to serve the American people, protect enduring national interests, and fulfill national military responsibilities.

INTRODUCTION

A 1999 Army War College study indicated that the Army needed to change. It found that we have major gaps in the Army, including between:

- ⊙ Perceived and actual readiness.
- ⊙ Strategy and day-to-day operations.
- ⊙ Strategy and resourcing decisions.

The study also found that we do not have an Army that addresses its readiness posture well, articulates its requirements well, or that is organized as efficiently or effectively as it should be.

In response, the Army's Strategic Readiness System (SRS) was implemented in October 2002 as a comprehensive strategic management and readiness assessment tool. It provides Army leadership with accurate, objective, predictive, and actionable readiness information to dramatically enhance strategic resource management.

SRS is intended to provide the Army leadership with a single system that communicates the Army's mission, vision, strategic objectives, priorities and focus. Through strategic measurement, SRS enables Army leaders to monitor progress against that vision.

WHAT DOES SRS DO?

- ⊙ Communicates the Army vision, mission and strategy by linking what is important to what is measured
- ⊙ Provides one framework for all Army organizations to articulate, execute and report on strategy
- ⊙ Fundamentally changes readiness culture from "reporting" to "managing"
- ⊙ Links disparate data sources from thousands of databases into one secure central location
- ⊙ Enables strategic management and collection of Army readiness information across the Active, Reserve and Guard components
- ⊙ Allows for proactive management through leading indicators and performance.
- ⊙ Allows Army leaders to manage Army operations as a Strategy-Focused Organization





**STRATEGY
PEOPLE
READINESS
TRANSFORMATION**

STRATEGIC READINESS SYSTEM

The Strategic Readiness System is all about the Army. It is a window into current operations, measuring our ability to fulfill missions across the world and a strategic tool to manage future operations. It ensures that vital data from the field reaches key leaders who make informed decisions based on all available information. It ties together the Reserve and National Guard with the regular Army components and provides a holistic picture of current needs and abilities. It speaks to the Army's capabilities – today, tomorrow and the future.

In short, SRS is the first Army enterprise-wide management system that integrates readiness information from the entire Army, including the Active, Reserve and National Guard components – enabling the Army to improve support to Combatant Commanders, invest in Soldiers and their families, and adopt sound business practices. This management system markedly improves how we measure readiness by gathering timely information with precision and expands the scope of the data considered. We are further developing this system to leverage leading indicators and predict trends – resolving issues that affect readiness before they become problems.



"SRS is a critical framework that is helping focus the Army on what is truly strategically important – SRS data is now being used to conduct strategy-focused meetings in the Balanced Scorecard framework, enabling more in-depth reviews on the Army's critical objectives and core competencies in a proactive nature versus a reactive one."

MG Fred D. Robinson, Jr.
Director of Operations
Readiness and Mobilization

SRS is based on the Balanced Scorecard methodology, which was endorsed by Harvard Business Review as one of the most important management ideas of the last 75 years.



SRS leverages the Balanced Scorecard methodology to better manage and report on current and future Readiness.

A Balanced Scorecard is a tool that translates an organization's mission and strategy into a comprehensive set of performance measures that provides the framework for a strategic measurement and management system. Introduced in 1992, by Drs. Robert Kaplan and David Norton, founders of the Balanced Scorecard Collaborative, the Balanced Scorecard is widely used by for-profit and not-for-profit organizations worldwide and has become the centerpiece of many strategic management systems.

The Balanced Scorecard starts with a one-page "strategy map" which clearly tells the story of the Army's vision for the future.

Performance measures are used to gauge whether the strategy is being successfully executed and targets set the bar for the desired level of performance. Data populates performance measures in order to gain the most accurate picture of an organization's progress on its strategic agenda, and to provide a "snapshot" of strategic operations. Thus, decision makers understand where the organization is today in relation to the vision for the future by comparing performance to targets.

This knowledge is used to direct resources most efficiently in order to meet strategic objectives. Therefore, the Balanced Scorecard is the important link between strategy and action.

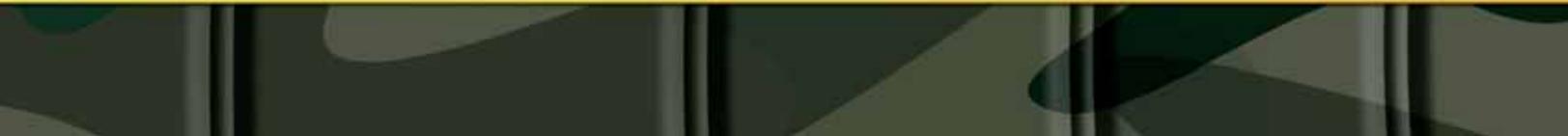


SRS looks at the strategy through these perspectives:

- Stateholder** What do the SA, CSA, The Joint Staff, Congress and the Combatant Commanders expect from The Army?
- Internal Process** What activities enable us to accomplish our mission?
- Learning and Growth** How do we take care of our people?
- Resources** How well are we procuring and allocating resources?



STRATEGY IN ACTION





STRATEGY IN ACTION

The Army Strategy Map depicts the top-level Army strategy, explained across four perspectives – Stakeholder, Internal Process, learning and Growth, and Resources. Each perspective supports the overall Army Mission. The Strategy Map shows how the Army will reach its overall mission objectives – by managing Resources, equipping and caring for its People, having efficient Internal Processes and meeting Stakeholder requirements.

The Army Strategy Map serves as the starting point for all subordinate organizations to develop their own strategies that align to the overall Army strategy. This process is called “cascading” and it has already resulted in hundreds of Army Balanced Scorecards across various Commands and Headquarters’ Staff Organizations. Each organization that cascades the Balanced Scorecard can implement its strategy down throughout each unit. The Army Strategy Map sets the context for what the strategic direction of every organization should be and allows each organization to best determine how to meet the evolving needs of the Army.

How does SRS help your organization?

- ⊙ Communicates your organization’s strategic priorities and demonstrates how it supports the overall Army strategy
- ⊙ Helps your organization’s leaders by providing them with accurate and timely readiness information to make informed decisions in a standard framework
- ⊙ Reduces soldier workloads by eliminating redundant reporting efforts and streamlining the current information gathering process from a reporting-driven process to a management process
- ⊙ Provides “one stop shopping” for information in a central system
- ⊙ Leverages technology without micro-managing operations
- ⊙ Prioritizes current operations so that resources are allocated properly
- ⊙ Allows your organization’s leaders to manage operations as a Strategy-Focused Organization

“SRS has the potential to present commanders with a clear, timely picture of the state of their commands, enabling delivery and sustainment of readiness to combatant commanders across a wide range of contingencies.”

MG John Stevens
Assistant to the DCG for US Army Reserve Affairs

SRS centralizes data from thousands of Army databases into one integrated state of the art system.



There are many resources to learn more about SRS.

Visit the SRS Homepage on AKO under:
Army Communities > Operations > SRS

For more information on how you can become a part of this effort
contact the SRS Operations Center at (703) 693-8977.

Produced by:  **BALANCED
SCORECARD
COLLABORATIVE**

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