UNITED STATES ARMY

STRATEGIC READINESS SYSTEM

SRS USER GUIDE

October 2003

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1 INTRODUCTION

1.1 BACKGROUND

SRS is a customized commercial-off-the-shelf (COTS)-based Balanced Scorecard solution that provides a view of cascading Scorecards used for determining readiness across the Army. Organizations will build their Scorecards to leverage data from existing readiness reporting information systems to support the population of Scorecards. SRS displays the Mission Map and uses the Metrics template to populate Measure and target information within each Mission Map.

SRS employs a suite of software products from CorVu to provide a visual display of the Mission Map, provide drill-down capabilities, and generate reports. Through a web-enabled Graphical User Interface (GUI), the Army will have the ability to view Army Mission Maps, explore relationships, and update Scorecard Measures. Additional functionality will be added as SRS continues to evolve.

SRS imports and stores existing readiness data in order to display readiness information via a Balanced Scorecard. SRS interfaces with Army information systems through unique data linkages built specifically for each Army information system (SRS component systems) identified in a Scorecard. These data linkages pull the data from the Army's existing information systems and store it in a data warehouse. The data pulled in to this data warehouse must be validated to ensure its accuracy for use in SRS.

Figure 1 shows the high-level SRS System Architecture. The SRS is hosted by the Chief Technology Office (CTO) and is accessible through Army Knowledge Online (AKO) using a standard web browser.

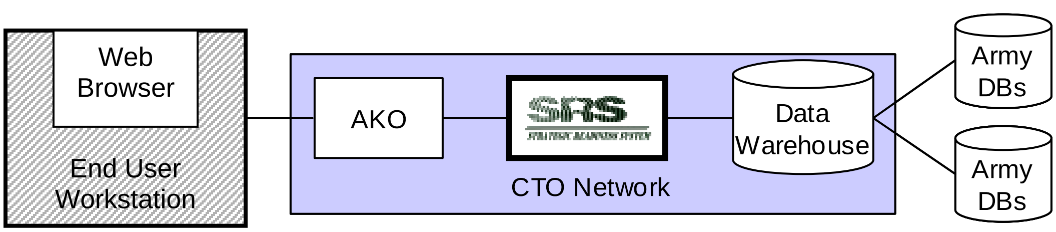


Figure 1 – SRS Operational Environment

SRS gives the User the ability to query the data provided by these multiple existing databases and view readiness data from a source to identify readiness "up and down" the Army. This performance data will be evaluated and correlated to the Mission Maps that reflect the local priorities and criteria set forth to support the overall Army mission. All these initiatives together will help provide data required to implement SRS predictive capability and enhance the ability to track near-term readiness.

1.2 PURPOSE

The purpose of this document is to orient Army Users to the SRS software application. The tutorials guide the User through the menus, screens, and functionalities. Additional explanations of the complete software functionality are available through the SRS software HELP features.

1.3 SCOPE

This document contains the steps and procedures to orient Users to the SRS software application. These tutorials encompass the functional capabilities and software screen flow. It is assumed that the reader of this document is familiar with Balanced Scorecard terminology.

1.4 DOCUMENT ORGANIZATION

This document is organized as follows:

- **Section 1** (Introduction) contains the background, purpose, and scope of SRS.
- **Section 2** (An Introduction to SRS) contains information on logging into SRS, SRS menu options and basic functions, and a description of user roles.
- **Section 3** (Viewing a Scorecard as a Viewer) contains information on how to view a Scorecard as an SRS Viewer.
- **Section 4** (Adding Comments as a Scorecard Owner) contains information on how to add comments as an SRS Scorecard Owner.
- **Section 5** (Updating Measure Values as a Measure Performance Reporter) provides information on how to update or add actual values to Measures as an SRS Measure Performance Reporter.
- **Section 6** (Updating Scorecard Components as a Scorecard Updater) contains the steps to update Scorecard components (Scorecards, Perspectives, Objectives, and Measures) as an SRS Scorecard Updater. *(Please note that the functionality described in this section is currently limited to select individuals in HQDA*[1]*.)*
- **Section 7** (Adding New Scorecard Components as a Scorecard Updater) contains the steps to add new Scorecards, Perspectives, Objectives, and Measures as an SRS Scorecard Updater. *(Please note that the functionality described in this section is currently limited to select individuals in HQDA.)*
- **Section 8** (Building a Mission Map) describes how to construct a Mission Map from the SRS Strategy Map Pane.
- **Section 9** (Running CorManage Reports) provides the steps on how to run reports in CorManage.

[1] *Headquarters, Department of the Army*

- **Section 10** (Other Functions) provides instructions on how to run searches, reload and refresh data and publish panes in SRS to HTML for print purposes.
- **Section 11** (Common Errors) provides information on common errors a User may get while accessing SRS and workarounds.
- **Section 12** (Help Options) provides information on the help options available to the SRS User.
- **Appendix A** (References) provides sources for more information on the concepts for Strategy-Focused Organizations and Balanced Scorecards.
- **Appendix B** (Acronyms) defines those commonly used in readiness reporting.
- **Appendix C** (Glossary) explains terms found in this document or in common use in the Army SRS community.

New users should work through each section in sequence, because the information is cumulative. Each section builds upon the knowledge of the previous section. Note that many sections are keyed to a specific User access level; only Users at the specified level or higher will be able to perform the procedures explained in that section.

2 AN INTRODUCTION TO SRS

This section introduces the new user to SRS. Remember that SRS is a COTS product composed of two main software packages. The first is "CorStrategy[2]", and it allows the user to create, view, and edit scorecards. The second software package is "CorManage"; it allows the user to print reports and view "drill down" data. Section 2.0 is organized as follows:

- Section 2.1 describes logon-logoff procedures in detail.
- Section 2.2 covers the SRS Homepage and its menu bars.
- Section 2.3 provides a brief description of user access levels and their respective privileges.

2.1 LOGGING INTO SRS (ALL USER LEVELS)

SRS is a Web-enabled application maintained on the Army Intranet Army Knowledge Online (AKO); you will therefore need the following to continue:

- An active Internet connection
- Web browser: Recommend Internet Explorer version 5.0 or higher. (Netscape version 4.7 or higher may be used but not all functionality will work correctly.)
- The Internet address for the SRS application
- An AKO account
- A SRS account (i.e. a CorStrategy account)[3]

If you do not have all of these components or encounter problems locating them, please contact your local systems administrator. If a problem exists with your user account or you do not have one, contact the HQDA SRS Ops Center by phone at 703-693-8977 or by email at:

ArmySRS@hqda-aoc.army.pentagon.mil - unclassified
ArmySRS@hqda-aoc.army.pentagon.smil.mil - classified

If problems or errors are encountered in the course of using SRS:

If an error is generated and you are unable to fix it yourself, please record the following prior to contacting the SRS Ops Center:

- Steps taken
- What the result was
- What the error message says

The SRS Ops Center will document the error and its remediation in their call log.

[2] *Formerly called "RapidScorecard".*
[3] *Please be aware that all SRS user account requests must be approved before the new user account will be created.*

2.1.1 Log into AKO

1. After you have verified the presence of all of the above required components, open a web browser window. Type https://www.us.army.mil/ in the address bar, as shown below, and press Enter to continue.

When you press Enter to go to the AKO website, the following security certificate message will be displayed:

Select “Yes” to continue

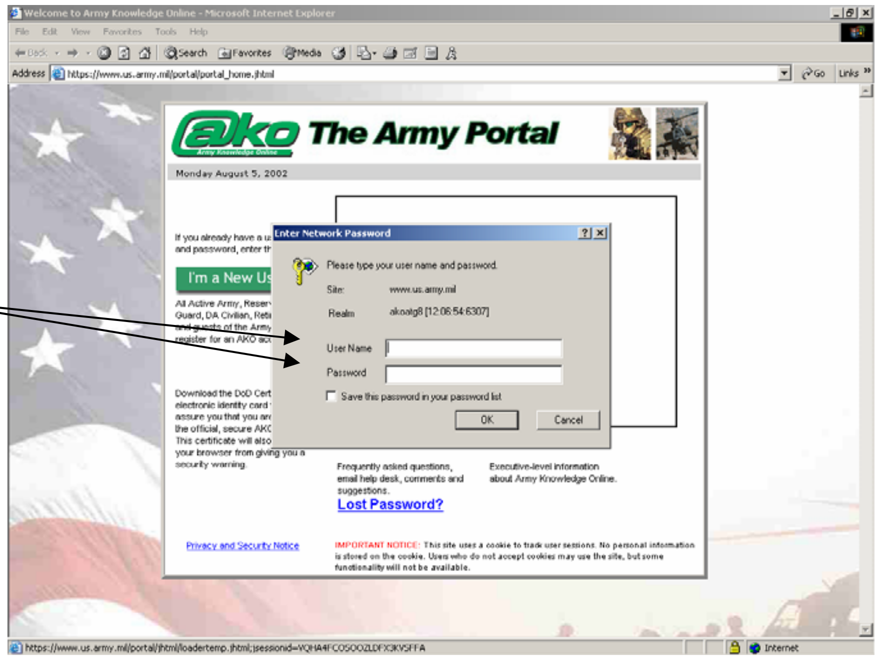
2. Select “Yes” to continue.

3. The Army Knowledge On-line (AKO) homepage, shown below, will be displayed. Army personnel use AKO to connect to Army web applications, and it is the main method of connecting to SRS. Select “Sign In” to continue.

Select “Sign In” to continue

4. After you select "Sign In" on the screen above, you will see a dialogue box similar to the following that will prompt you for your AKO username and password. Enter your username and password.

Enter your User Name and Password

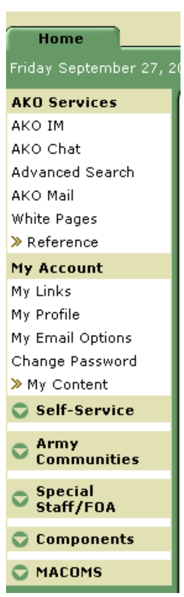


5. After you have entered your username and password, select "OK" to access AKO and continue.

2.1.2 Access SRS

1. To load SRS, locate the sidebar menu on the AKO home page. From the left hand Sidebar Menu, select "Army Communities".

Select "Army Communities"

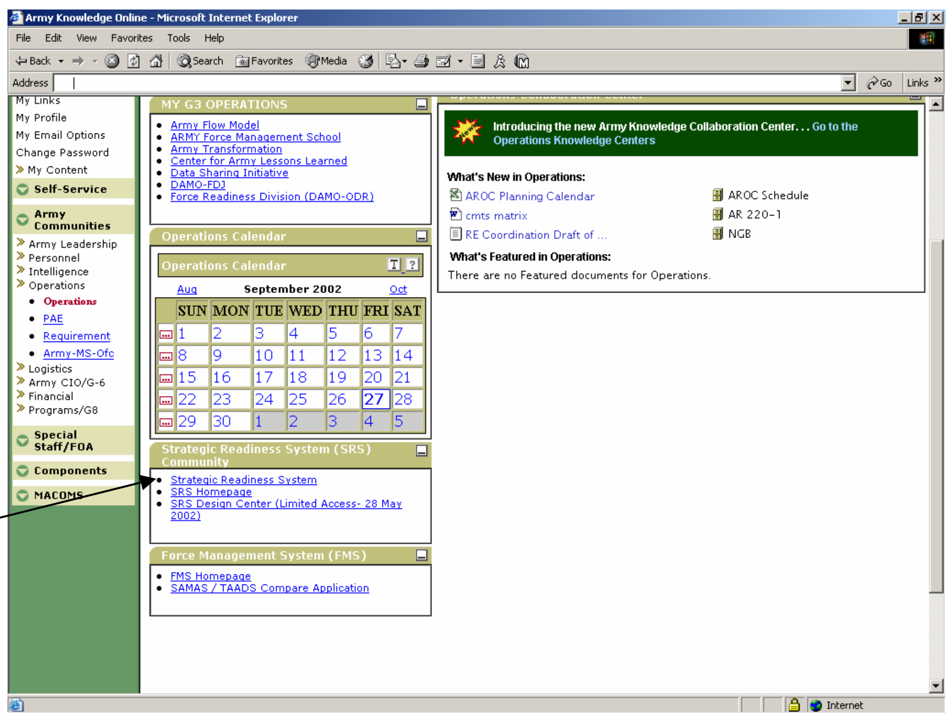


2. The “Army Communities” menu will expand as shown below. From the expanded menu, select “Operations”.

Select “Operations”

3. The AKO Homepage content will change to display information and links directly to Army G3 Operations. Scroll to the bottom of the screen to the “Strategic Readiness System (SRS) Community” box. Locate and select the “Strategic Readiness System” link.

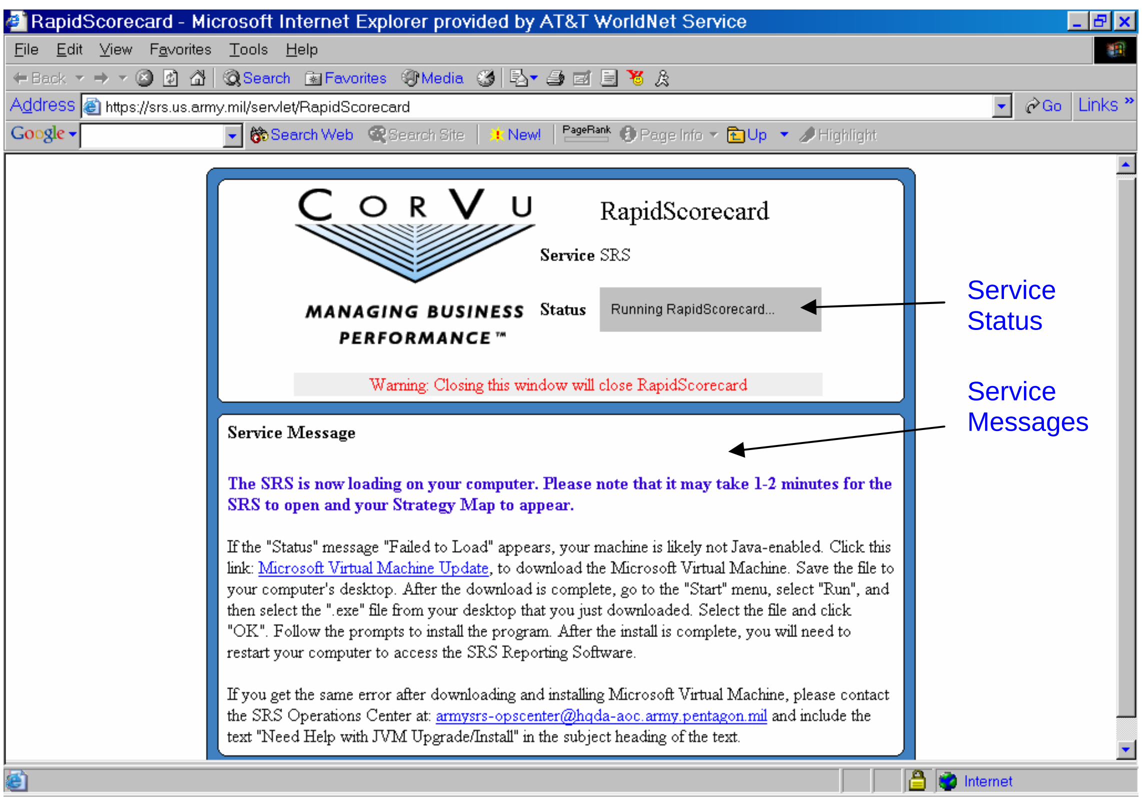
Select “Strategic Readiness System”



The following screen, the certificate verification screen, will be displayed:

4. Select “Yes” to continue.

5. After the application has successfully connected to the database, you will see the following screen in your browser window:



IMPORTANT: This browser window MUST stay open while running the SRS application.

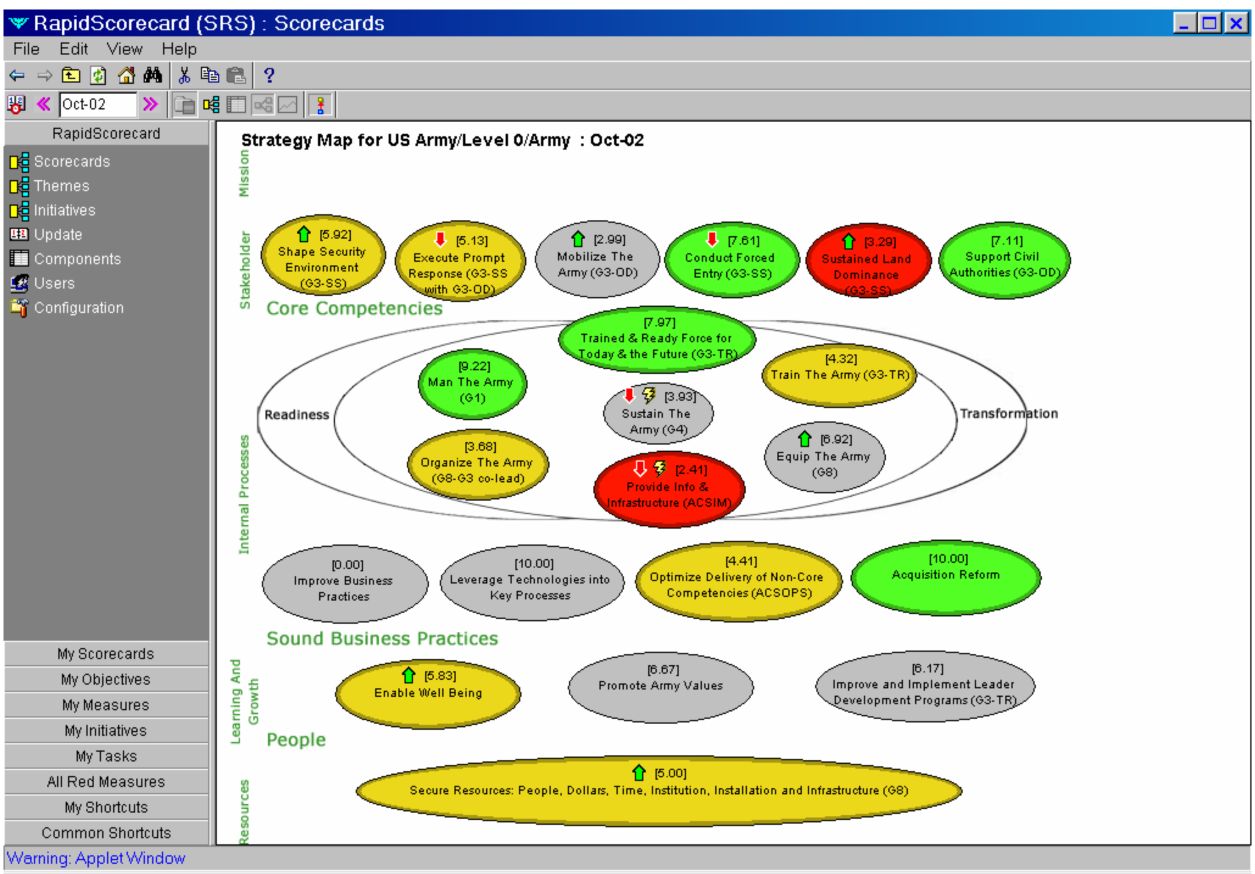
This is the Connection Status Window, which consists of two parts: the Service Status and Service Messages.

Service Status: This portion of the screen will show you how the progress or status of your connection. You should see one of the following:

Loading CorStrategy means the application is being loaded (this process normally takes 45-60 seconds).
Running CorStrategy means the application is ready to use. A second window will open automatically with the SRS application.
Failed to Load means the system is not loading correctly and your machine may not be "java-enabled". Follow the directions given in the Service Message to solve this issue.

Service Messages: The lower section of the screen displays important messages from the System Administrator concerning system service, problems or issues, maintenance, and availability. If you are unable to connect to the database, this portion of the screen may be useful in determining the cause.

If the connection is established satisfactorily, your SRS Homepage (i.e., a custom-tailored view of CorStrategy) will automatically appear in a NEW browser window similar to the following screen shot. You are now in SRS. The Army Mission Map is displayed in the large window.



NOTE: Depending on your level of access (see Section 2.3), you may not have a screen that looks exactly like the one above.

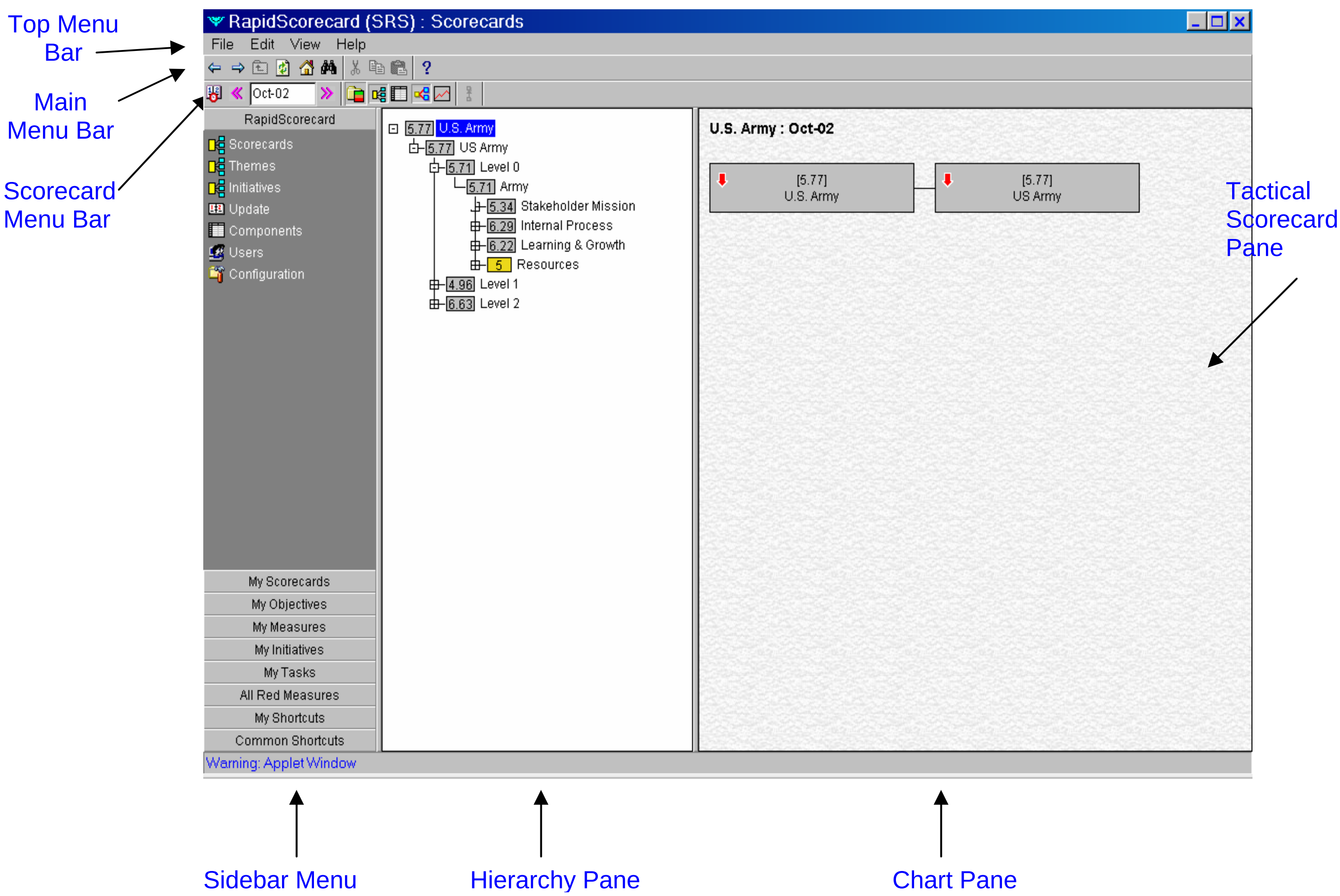
2.1.3 Logging off SRS

To log off SRS, close your web browser by clicking on the “x” in the top right corner of the window. A confirmation message will appear. Click “OK” to complete the logging off process.

2.2 FAMILIARIZING YOURSELF WITH SRS

After successfully logging in to SRS, the first screen displayed is the SRS Homepage (i.e., CorStrategy) shown in Section 2.1. Click on the “Scorecards” link in the left Sidebar Menu to view the page below. The page consists of the following:

- Top Menu Bar
- Main Menu Bar
- Scorecard Menu Bar
- Sidebar Menu
- Hierarchy Pane
- Tactical Scorecard Pane

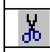
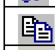
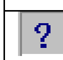


2.2.1 Top Menu Bar

The Top Menu Bar, also known as the File Menu Bar, provides access to typical Microsoft Windows functions such as Save, Cut, Paste, Find, and Help.

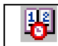
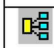
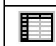
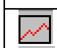
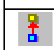
2.2.2 Main Menu Bar

The Main Menu tool bar is located directly below the Top Menu Bar. The following icons may be accessed from this toolbar on any page in the SRS application.

	**Back**: This icon works the same as the **Back** button in a web browser, used to move to the previous screen in the history.
	**Forward**: This icon works the same as the **Forward** button in a web browser, used to move to the next screen in the history.
	**Up Level**: Used to move to the next higher level of the hierarchy.
	**Refresh**: Used to reload the current item from the CorStrategy database.
	**Home**: Returns to the top level of the Scorecards hierarchy.
	**Find**: Searches the CorStrategy for specific text or items belonging to a specific User. This button is only active when a Scorecard is selected. Search options include From Entire Hierarchy, From This Sub-Hierarchy, This Level, selecting a specific user, or giving a word description of what you are looking for.
	**Cut**: Removes the current item but keeps a copy of it on the clipboard.
	**Copy**: Stores a copy of the current item on the clipboard.
	**Paste**: Inserts an item stored on the clipboard by the previous **Cut** or **Copy** operation.
	**Help:** Use this button to access information about useful SRS functions. This function is not the same as the HELP button in the Top Menu Bar and it may contain additional information related specifically to the SRS.

2.2.3 Scorecard Menu Bar

The following Scorecard buttons are accessible when **Scorecards** is selected from the CorStrategy group of the Sidebar Menu and an object from the Hierarchy Pane is highlighted:

	**Select Period**: Allows you to select a period from a calendar. After you have selected a period, the data and scores you see will be based on that period.
	**Previous Period**: Changes the scores to reflect the data for the period prior to the period that is currently displayed.
	**Next Period**: Changes the scores to reflect the data for the period following the period that is currently displayed.
	**Hierarchy Score**: When this button is depressed, calculated scores and colors are shown at all levels in the Hierarchy Pane.
	**Hierarchy Pane**: When this button is depressed, the Hierarchy Pane is displayed on the left hand side of the window; otherwise the pane is hidden.
	**Table Pane**: When this button is depressed, the Table Pane is displayed on the right hand side of the window; otherwise the pane is hidden.
	**Tactical Scorecard Pane**: When this button is depressed, the Tactical Scorecard Pane is displayed on the right hand side of the window; otherwise the pane is hidden.
	**Chart Pane**: When this button is depressed, the Chart Pane is displayed on the right hand side of the window; otherwise the pane is hidden.
	**Strategy Map Pane**: When this button is depressed the Strategy Map Pane is displayed; otherwise the Pane is hidden. Note that this button is only enabled when a Scorecard is selected in the Hierarchy pane.

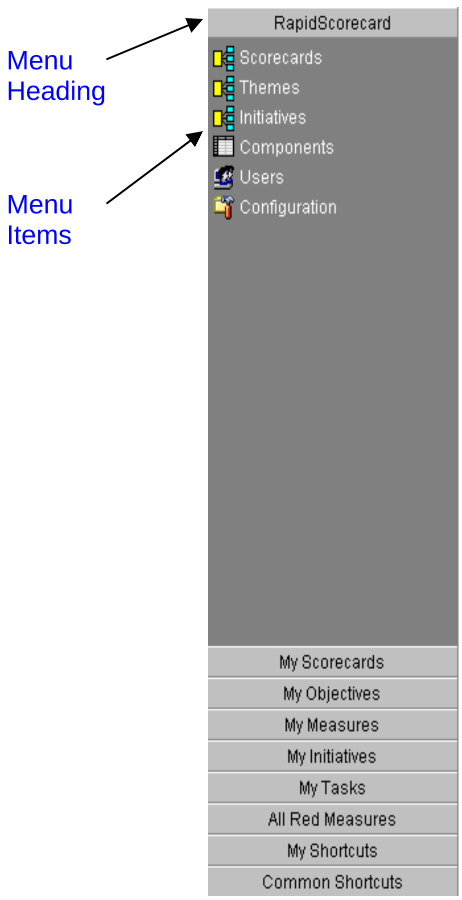
NOTE: The current period is displayed between the **Previous Period** and **Next Period** buttons, but cannot be directly edited. To change the period, use “Select Period,” “Previous Period,” or “Next Period.”

2.2.4 Sidebar Menus

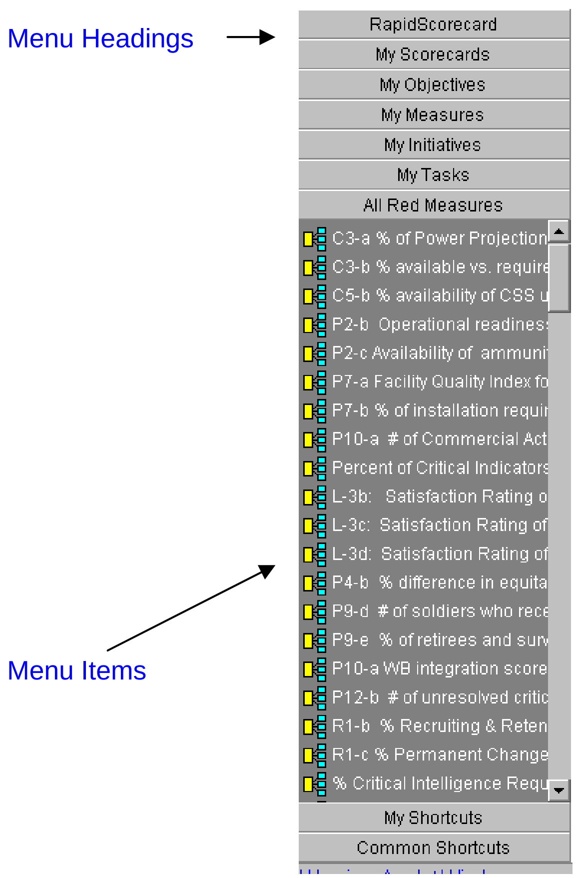
The left-most pane, the Sidebar Menu, provides quick access to all areas within a performance model. The Sidebar Menu is constant throughout the site. The items on the Sidebar Menu are arranged in groups. Please note that not all tabs in the Sidebar Menu are displayed for every User (See Section 2.3). To access a tab, click on the gray bar to explore the menu options.

Two samples of the Menu Bar are shown below. The left-hand display shows the menu bar following login. To view the contents of any Menu item, select the appropriate Menu heading. For example, the display on the right shows the menu contents when "My Objectives" is selected.

Sidebar Menu with CorStrategy Selected (Default)



Sidebar Menu with "My Objectives" Menu Selected



Three Side Bar items are constant and are seen by users at all levels: "Scorecards" (set by the system), "My Shortcuts" (set by the individual user), and "Common Shortcuts" (set by the system).

The "My Scorecards", "My Objectives," "My Measures," "My Initiatives," and "My Tasks" items are displayed only for users who are designated as "owners" of the specific item and therefore are capable of viewing the specific Headings that belong to them.

The following table explains each Menu Heading.

Group	Purpose
CorStrategy	Provides access to the core elements common to all Users of all performance models. ▪ **Scorecards –** Lists all the Scorecards in the "Hierarchy Pane" ▪ **Themes –** Lists the themes to the specific Measures ▪ **Initiatives –** Lists the initiatives to the specific Measures ▪ **Update –** Updates the Measures (the Measure you are an owner of must be highlighted before updating) ▪ **Components –** Lists the components in each Scorecard, Perspective, Objective, and Measure
My Scorecards	Lists the Scorecards that are owned by the current User.
My Objectives	Lists the Objectives that are owned by the current User.
My Measures	Lists the Measures that are owned by the current User.
My Initiatives	Lists the Initiatives that are owned by the current User.
My Tasks	Lists the Tasks that are owned by the current User.
All Red Measures	Lists all red Measures in the system at any given time.
My Shortcuts	Lists any shortcuts created by the current User.
Common Shortcuts	Lists Shortcuts that have been set up for all Users of the current service. Only the System Administrators may perform an update to "Common Shortcuts"..

2.3 User Roles and Security

In SRS, there are five unique User Groups (Roles). As shown in the following table, each successive user group has all of the functionality of all groups above it, plus new/additional privileges for its level.

Role Name (Terminology)		Current: Privileges and Functionality					
Army	**CorVu**	**View Scorecards**	**Add Commentary**	**Update Measure Values**	**Update All Components and Values in a Scorecard**	**Update All Scorecards (All Components and Values)**	**Add Users and Modify RSC Configurations**
Viewers	Read	✓					
Scorecard Owner	Update	✓	✓				
Measure Performance Reporter & Measure Owner	Change and Update	✓	✓	✓			
Scorecard Updater	Full Control	✓	✓	✓	✓		
Developer/Administrator (SRS Ops Center & DBT)	Admin	✓	✓	✓	✓	✓	✓

2.3.1 Viewer

The Viewer is a user who can only *view* everything in SRS, but cannot perform any functions. The Viewer is allowed to drill down in the Hierarchy Pane and view the different Scorecards, Perspectives, Objectives, and Measures. The Viewer also has access to everything in the Scorecard Menu Bar, Top Menu Bar, Sidebar Menu, and Main Menu Bar; i.e. they can view the different panes in SRS. In addition the Viewer can access the Themes and Initiatives options from under the "RapidScorecard" tab in the Sidebar Menu. In the Sidebar Menu, the User has access to "Scorecard," "Themes," and "Initiatives."

2.3.2 Scorecard Owner

The Scorecard Owner has all Viewer privileges, plus one additional function: In addition to being able to view everything in the SRS, the Scorecard Owner may add Commentary to Scorecards, Perspectives, Objectives, and Measures. Commentary may be added and deleted; and then viewed by all SRS users. In the Sidebar Menu, this user has access to "Scorecard," "Themes," and "Initiatives."

2.3.3 Measure Performance Reporter and Measure Owner

Measure Performance Reporter and Measure Owner have all Viewer and Scorecard Owner functionality, with two additional capabilities. First, the Measure Performance Reporter and Measure owner have the ability to update Measure values in the system. If this user is designated the "Updater" of a Measure, he/she will receive automated emails at the end of each month requesting an update of the Measure values for which he/she is responsible. If this user is designated the "Owner" of a Measure, he/she will receive an automated courtesy-copy of each email that the "Updater receives. Second, the Measure Performance Reporter and Measure Owner may add measure value specific comments (viewed using the "mouse-over" function). From the Sidebar Menu this user has access to "Scorecard," "Themes," and "Initiatives.

2.3.4 Scorecard Updater

(Please note that the functionality described in this section is currently limited to select individuals in HQDA.)

Scorecard Updater privileges include the functionalities of all levels above it in the table, plus the ability to update components. This user is responsible for updating or editing existing components (Scorecards, Perspectives, Objectives, and Measures) and for adding necessary hyperlinks to the system for each specific object. From the Sidebar Menu, this user has access to "Scorecards," "Themes," "Update," "Initiatives," and "Components." This user also has the additional right-click menu options available: "Edit Component," "Update," "Commentary," and "Properties."

2.3.5 Local Administrator

Refer to the SRS Knowledge Collaboration Center (KCC) located within AKO for details on Local Administrator roles and functionality. This document will be located in the SRS (Active) knowledge center in the folder "SRS Users Guide".

2.3.6 Full Control

(Please note that the functionality described in this section is currently limited to select individuals in HQDA.)

The Developer has all of the privileges of the other four access levels, plus the ability to add users and perform overall configuration updates. This role is not discussed further in this document.

3 VIEWING A SCORECARD (ALL USER LEVELS)

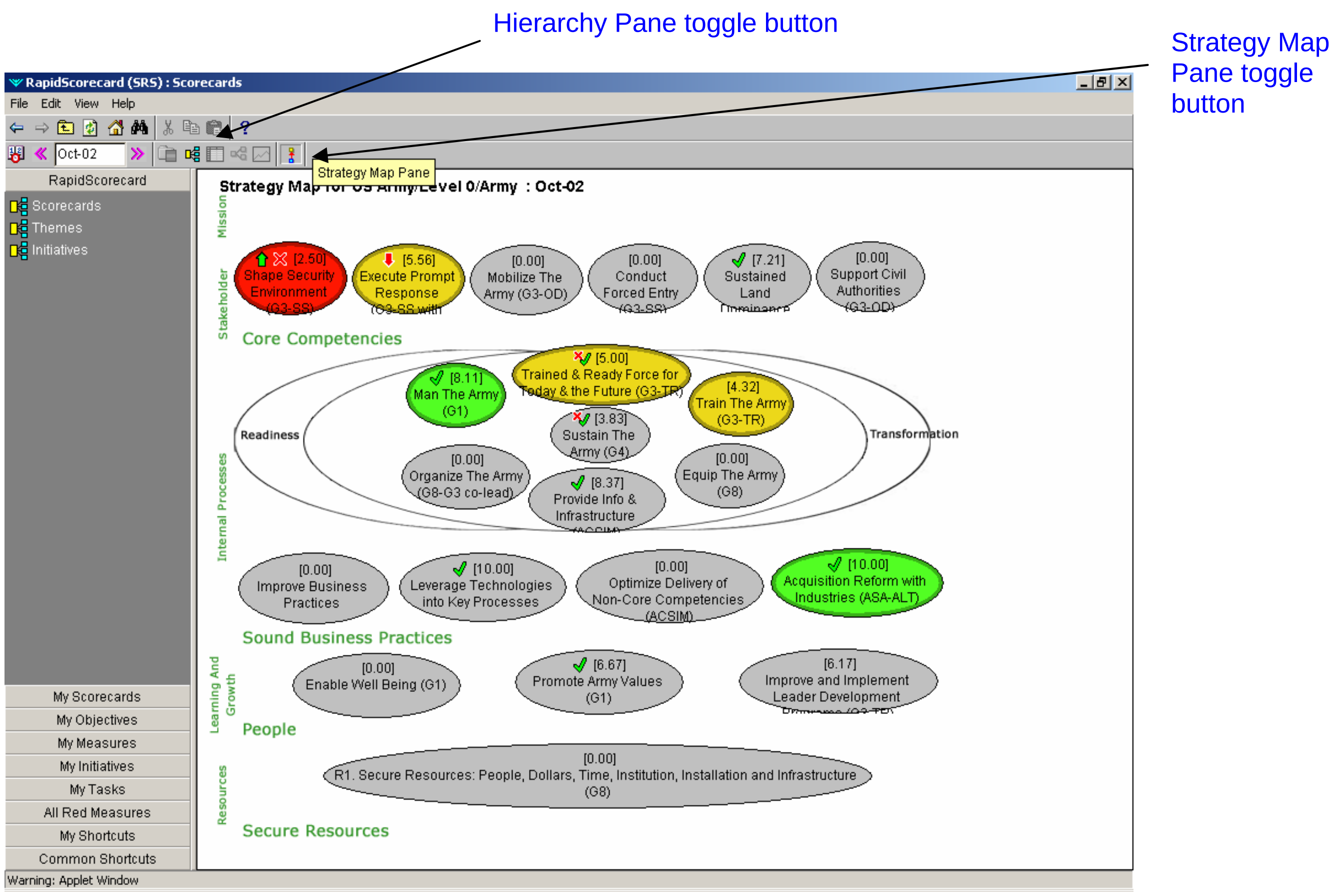
This section details the many ways of viewing a Scorecard. SRS users at all access levels are allowed to perform the steps outlined in this section.

3.1 STRATEGY MAP PANE AND DRILL DOWN CAPABILITY

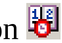
The default view for all users is the Strategy Map Pane, which shows the organization's Mission Map[4] that displays the organization's Objectives in a graphical arrangement. The default date associated with the Mission Map is the previous month.

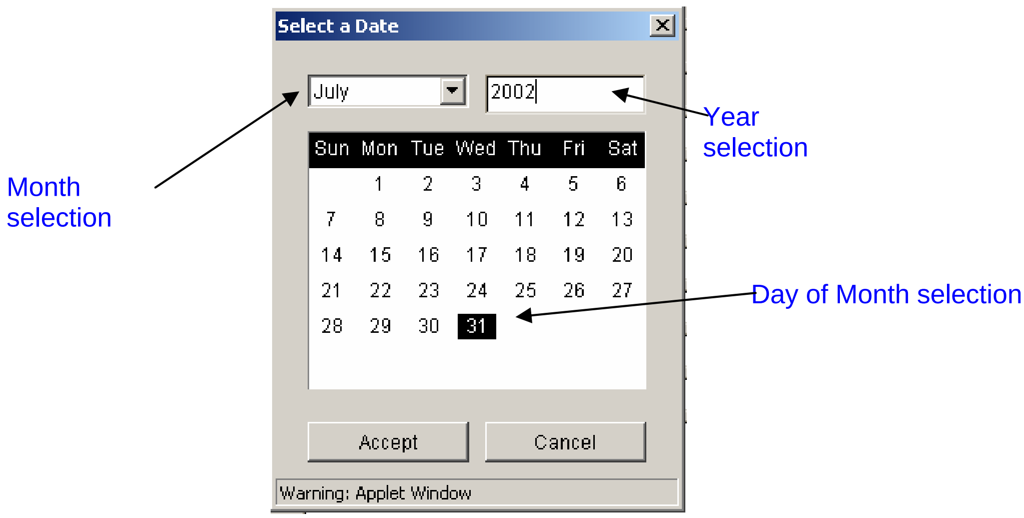
1. If the application does not automatically open to the Strategy Map Pane, click on the name of the organization for which you want to view the Hierarchy Pane. To highlight the Strategy Map Pane, toggle the button on the menu.

2. To get the Mission Map to fill the entire display, close the Hierarchy Pane by clicking the Hierarchy Pane toggle button. The organization's Mission Map will then be displayed as shown below.



[4] *The terms "Strategy Map" and "Mission Map" are used interchangeably and have the same meaning in the SRS.*

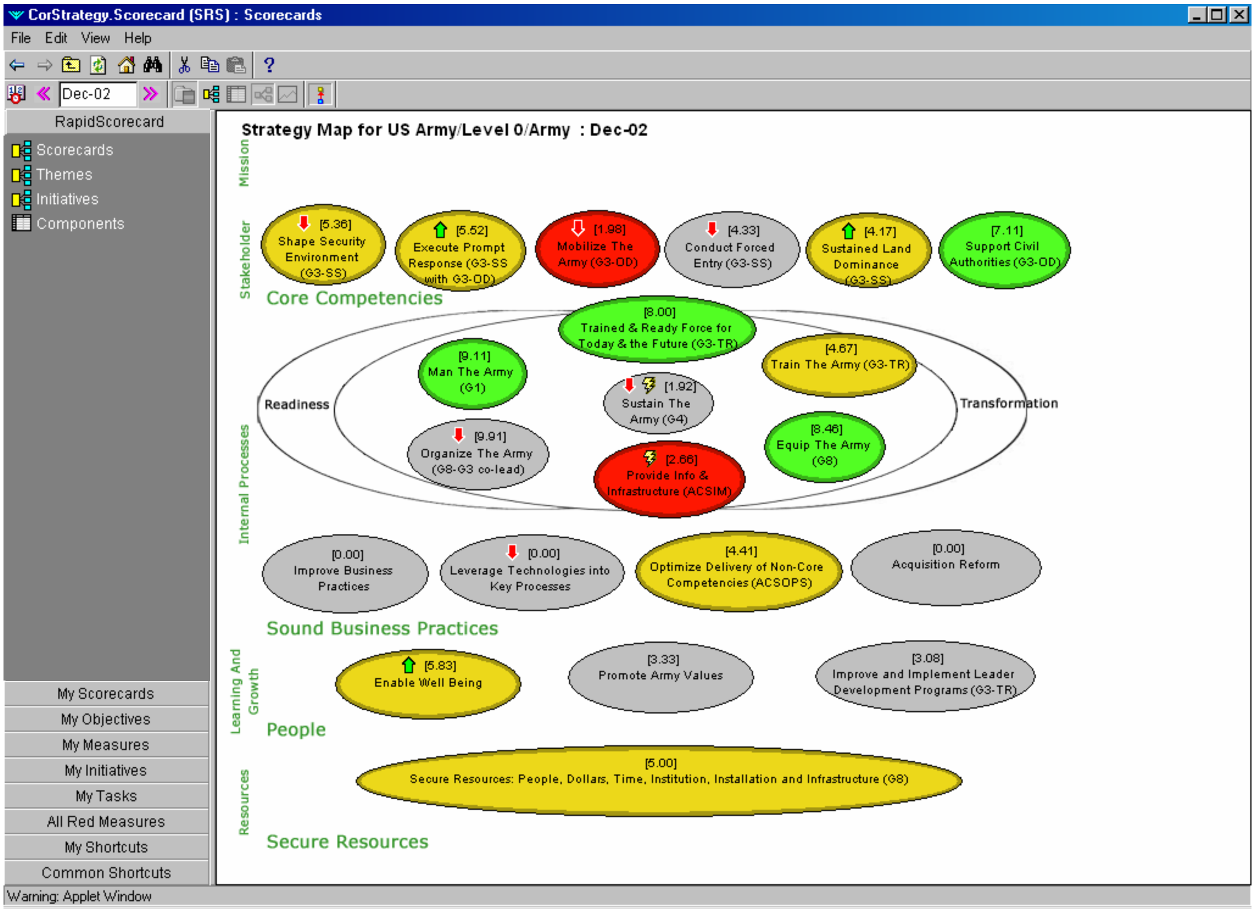
3. To change the date associated with the Mission Map click on the pink arrows in the Menu Bar to move back and forth through the months or click on the calendar button  to bring up the following screen. You may now choose the desired date by select the Month via the drop-down box and typing the year in the text box. Click on the desired day of the month in the Calendar display.



After selecting the date, click "Accept" to continue. Click "Cancel" to disregard your changes.

Each Objective on the Mission Map provides the user with the following details:

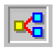
- The title of the Objective.
- The Objective Score, which is displayed between brackets, is the normalized value of the Measures that support the Objective. The Objective Score determines the color the objective is shaded. Scores from 0 - 3.33 are red, from 3.34 – 6.66 are yellow, and 6.67 – 10 are green. (Reference section 3.7 for more information.)
- Color shading carries over from the reporting period it was entered in SRS up to the current reporting period (i.e. actual date by month). (Reference section 3.7 for more information.)
- Whether the current period performance is better or worse than the previous month's performance. This is indicated by a green up or red down arrow respectively.
- Whether any of the Measures that support the Objective have actual values that are meeting the target (green check mark inside the Objective's oval) or are below the minimum value (red "X" inside the Objective's oval) respectively.
- If Initiatives have been identified for that Objective, then a "thunderbolt"  appears in the objective's oval.

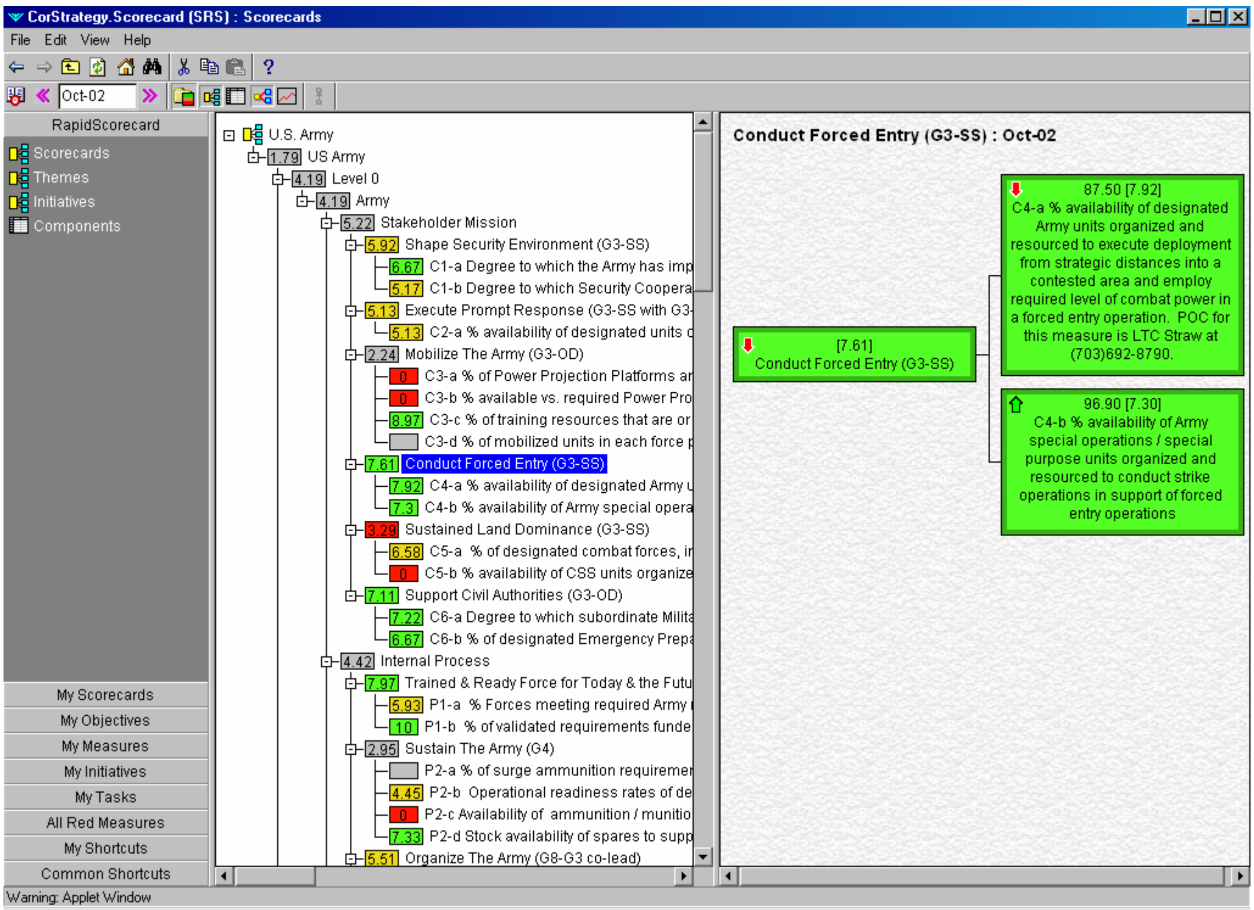


4. To view the Measures that support a particular Objective, double click on the Objective. This will open the Tactical Scorecard Pane, which will display the Objective along with its supporting Measures in a graphical manner as described in the section below.

3.2 TACTICAL SCORECARD PANE

The Tactical Scorecard Pane displays in a graphical manner the readiness status of one Scorecard component and that component's supporting sub-components.

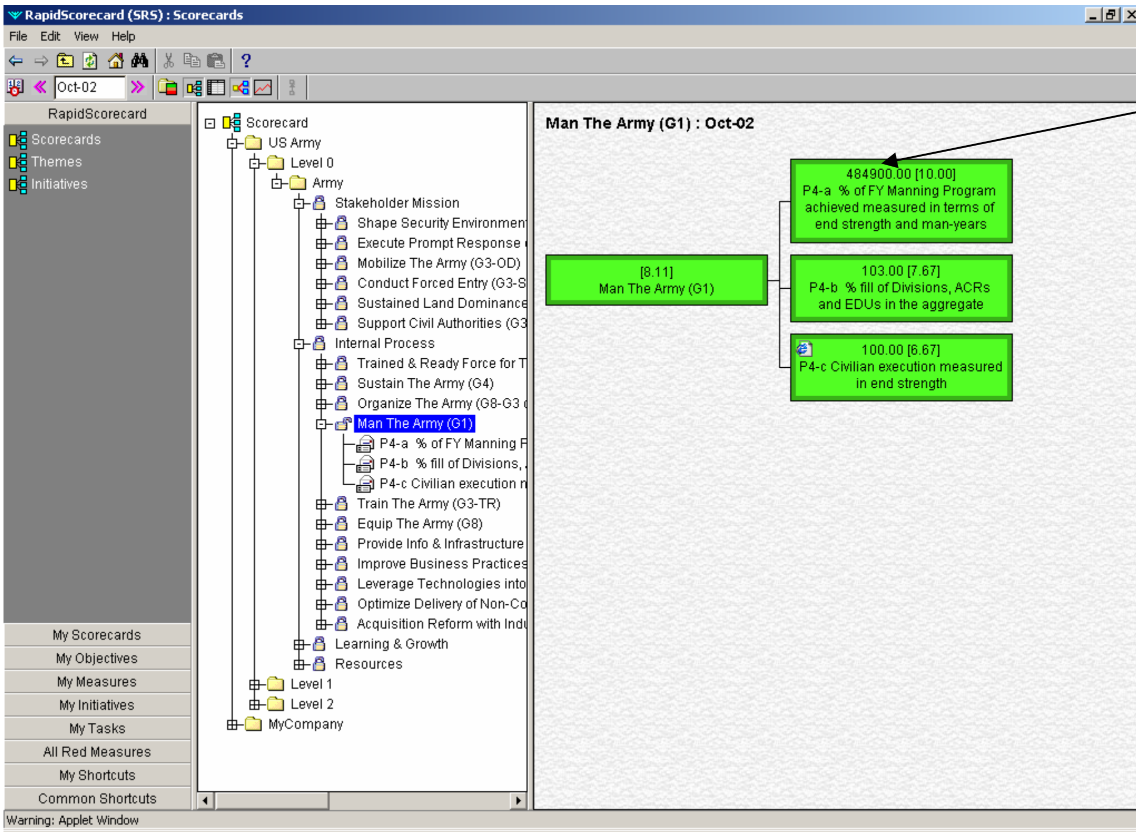
1. The Tactical Scorecard Pane can be accessed by drilling down through the Mission Map Objectives from the Strategy Map Pane or by toggling on the Tactical Scorecard Pane button  from the Main Menu as shown below.



Note: The Tactical Scorecard Pane also provides a color-coded representation of whether the current Scorecard component's performance is better or worse than the previous month's performance. This is indicated by a green up or red down arrow respectively.

Note: A gray readiness color means that actual values are missing for the component or for one or more of the component's subcomponents.

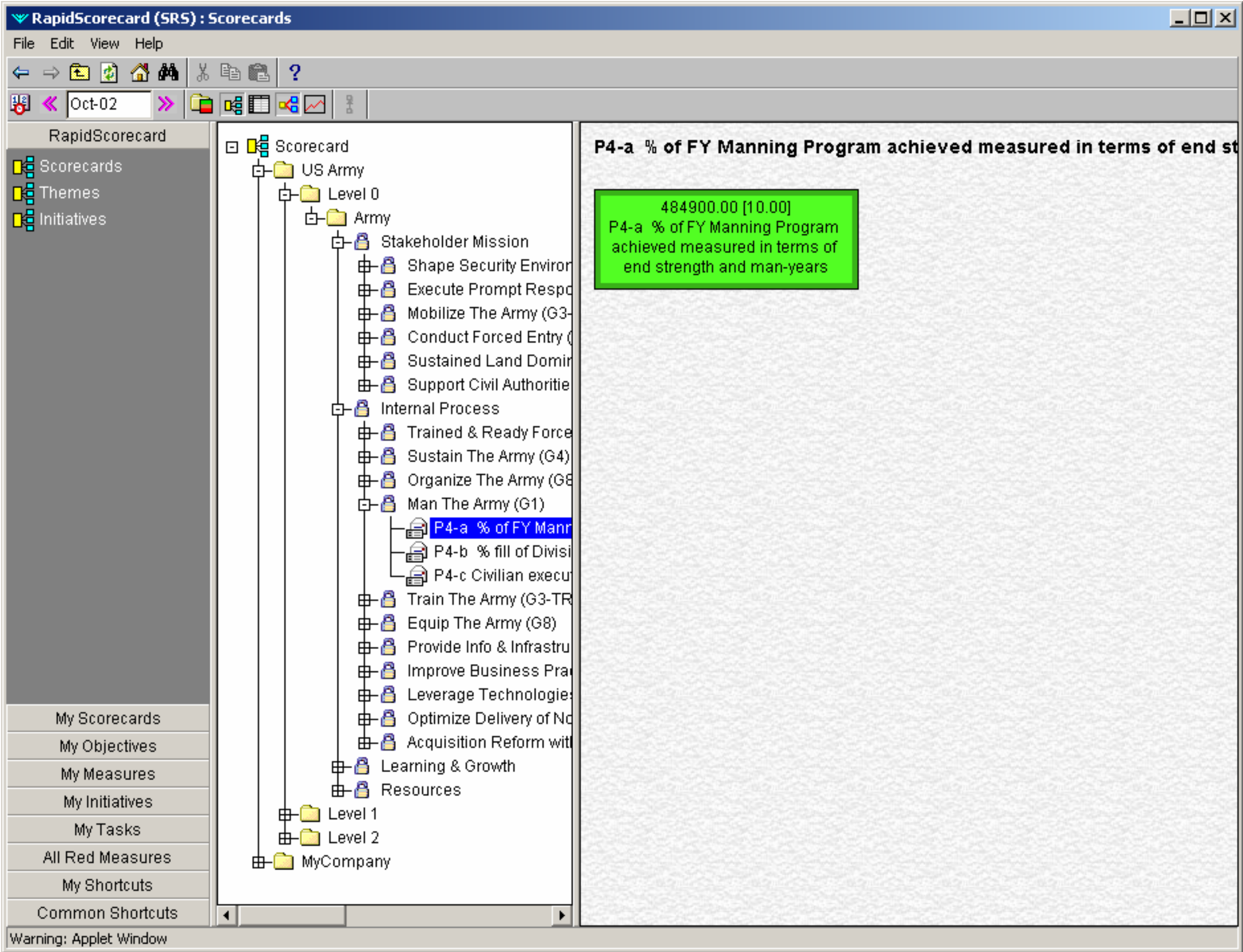
The following example shows the Objective "Man the Army" and its supporting Measures. The Objective is displayed with its normalized score. Each Measure is also shown with its associated score in brackets. To the left of the score is the actual value reported for the Measure. If there are any additional reports associated with the Measure the Explorer icon will also be displayed.



Actual Value to the left of the bracketed Score

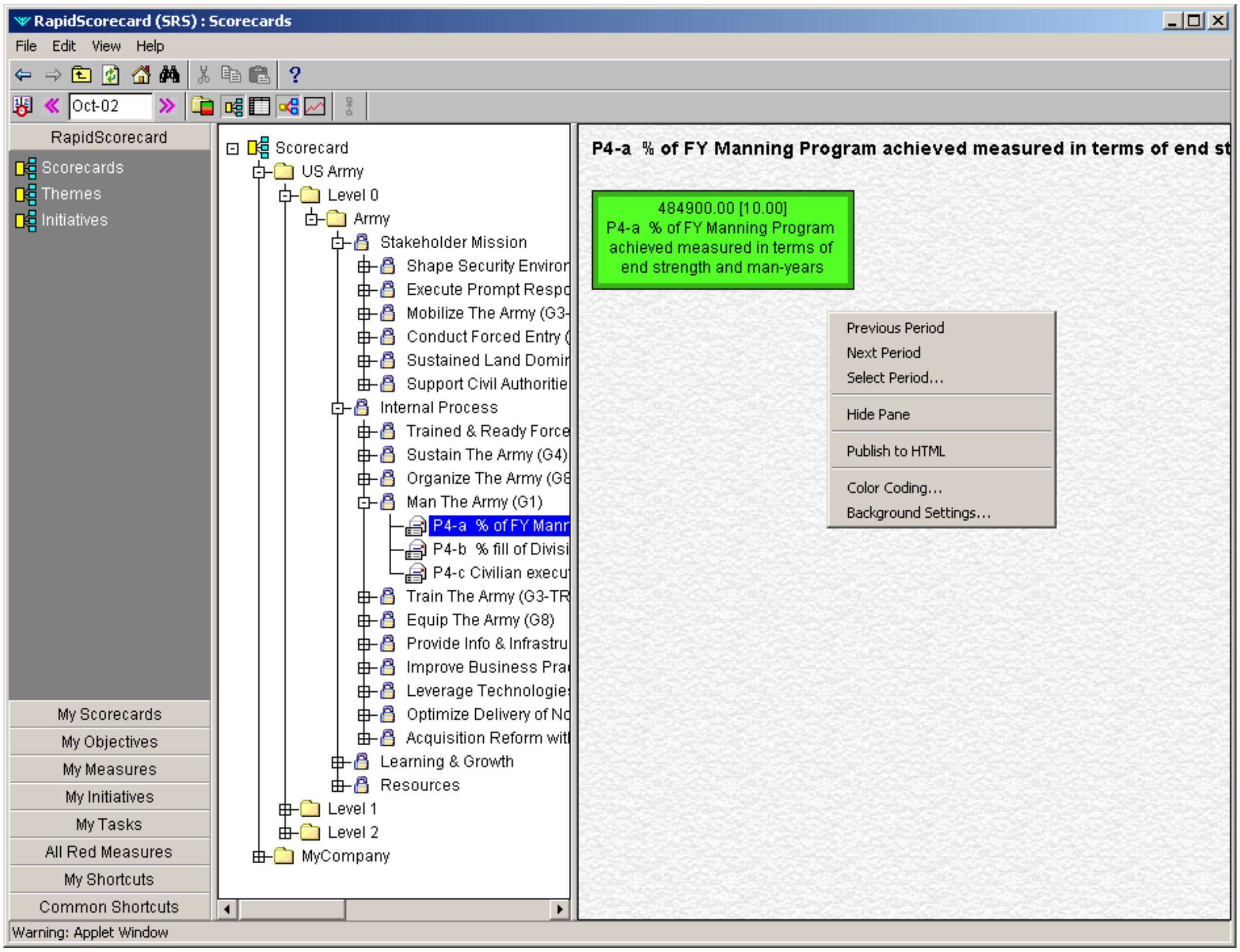
2. To view a report or access a hyperlink associated with a Measure, double-click on the Explorer icon  in the Measure box. A new browser window will open to display to information.

3. To view the details of a specific Measure double-click the Measure to get the following screen.



Other options may be selected from the Tactical Scorecard Pane by right-clicking to bring up the Tactical Scorecard pop-up menu.

4. To move to the previous or next period, click on the pink arrows in the Menu Bar to move back and forth through the months or right-click on the Tactical Scorecard Pane and select “Previous Period” or “Next Period”.



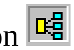
5. To select a specific date, click on the calendar button or right-click on the Tactical Scorecard Pane and select "Select Period…" to bring up the following screen. You may now select the date. Select the Month via the drop-down box. Type the year in the text box. Click on the desired day of the month in the calendar display.

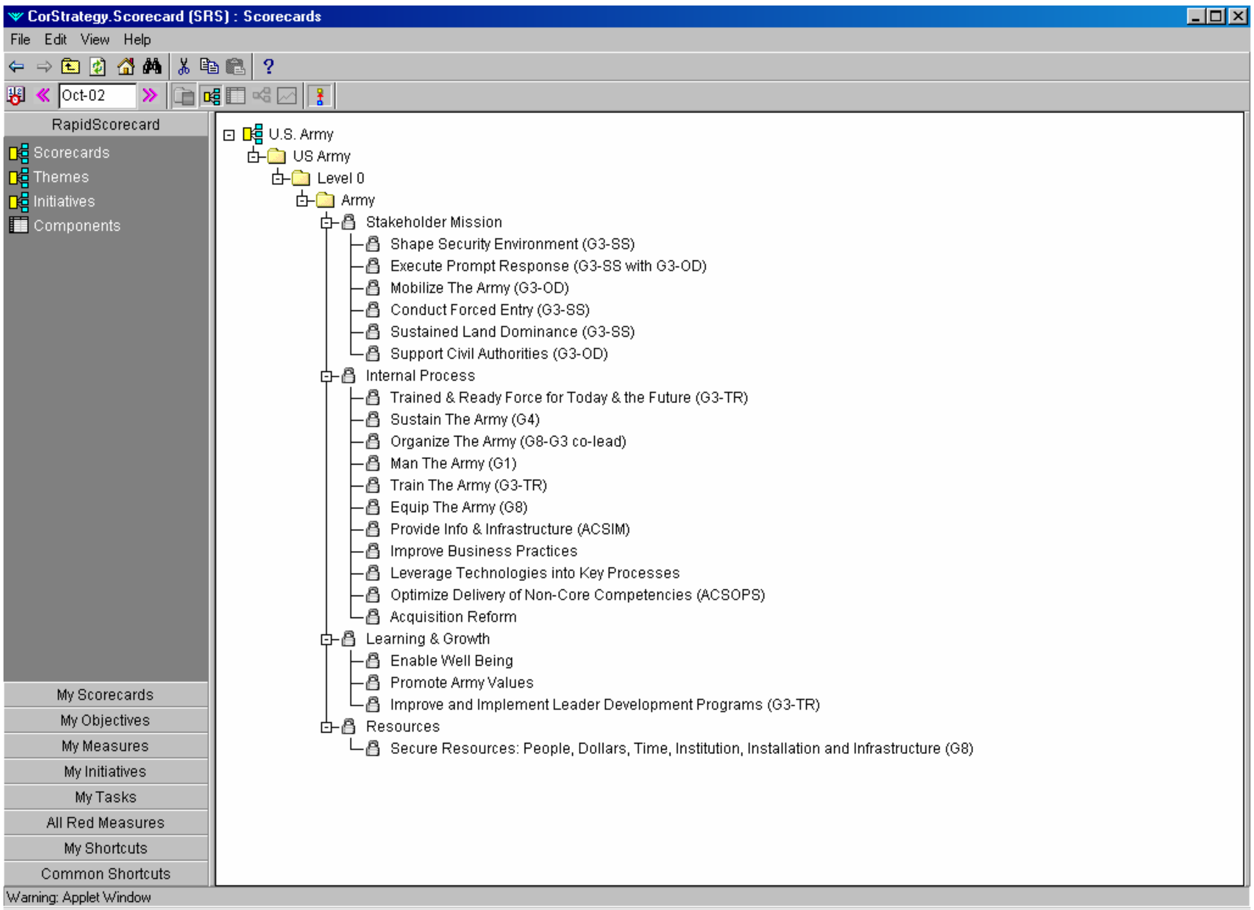
After selecting the date, click "Accept" to continue. Click "Cancel" if you wish to disregard your changes.

6. By right-clicking on the Tactical Scorecard Pane to bring up the chart pop-up menu, users may also hide the pane or publish it to HTML.

3.3 HIERARCHY PANE AND DRILL DOWN CAPABILITY

The Hierarchy Pane displays the tree structure of all the Scorecards in SRS.

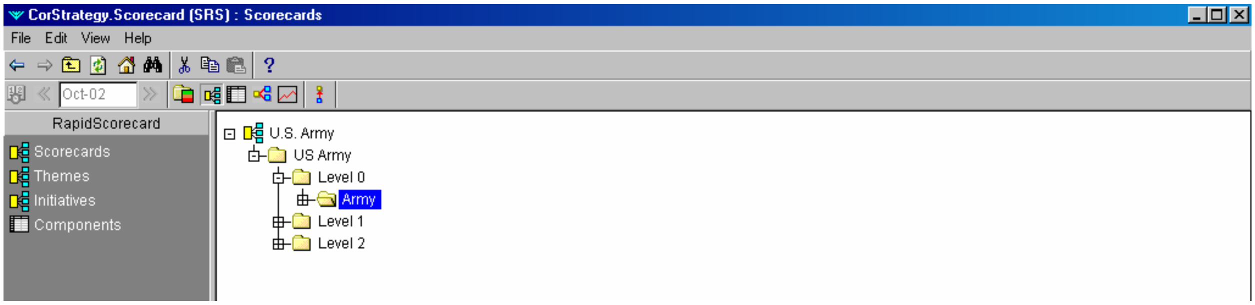
1. To access the Hierarchy Pane, click the Hierarchy Pane toggle button  on the Main Menu.



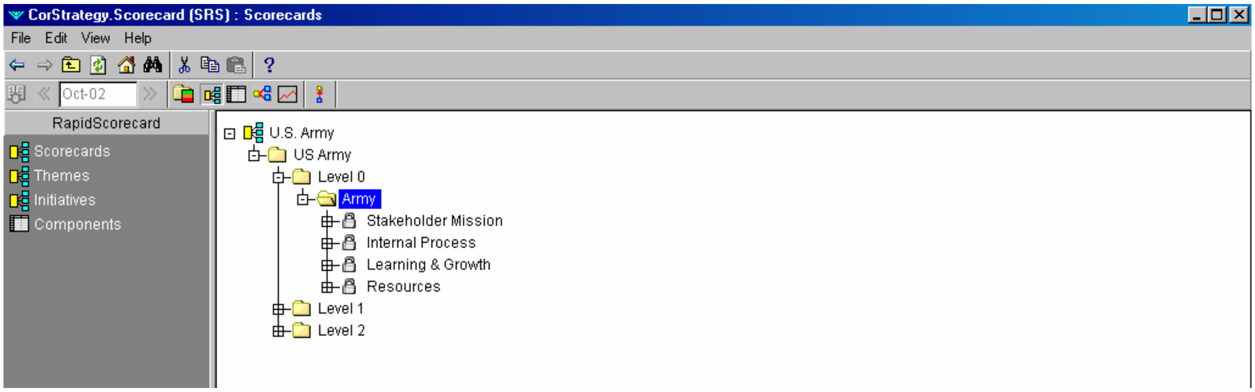
Note: In this example, all other Pane display options have been toggled off. This is accomplished by clicking on each of those toggle buttons.

2. To view/expand a level to show its components and/or sublevels, click on the plus (+) in front of the text.

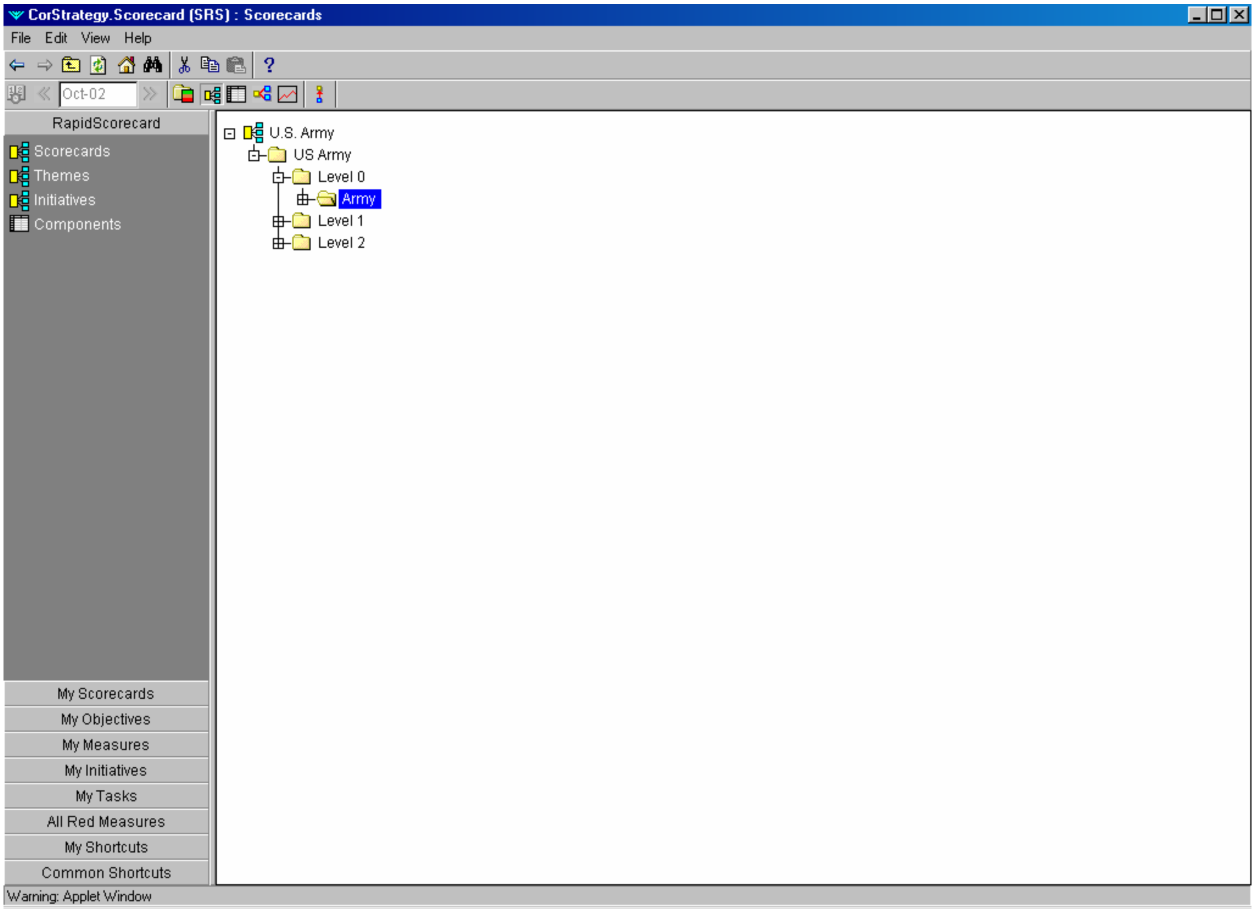
For example, the screen shot below shows the components visible prior to clicking a plus (+).



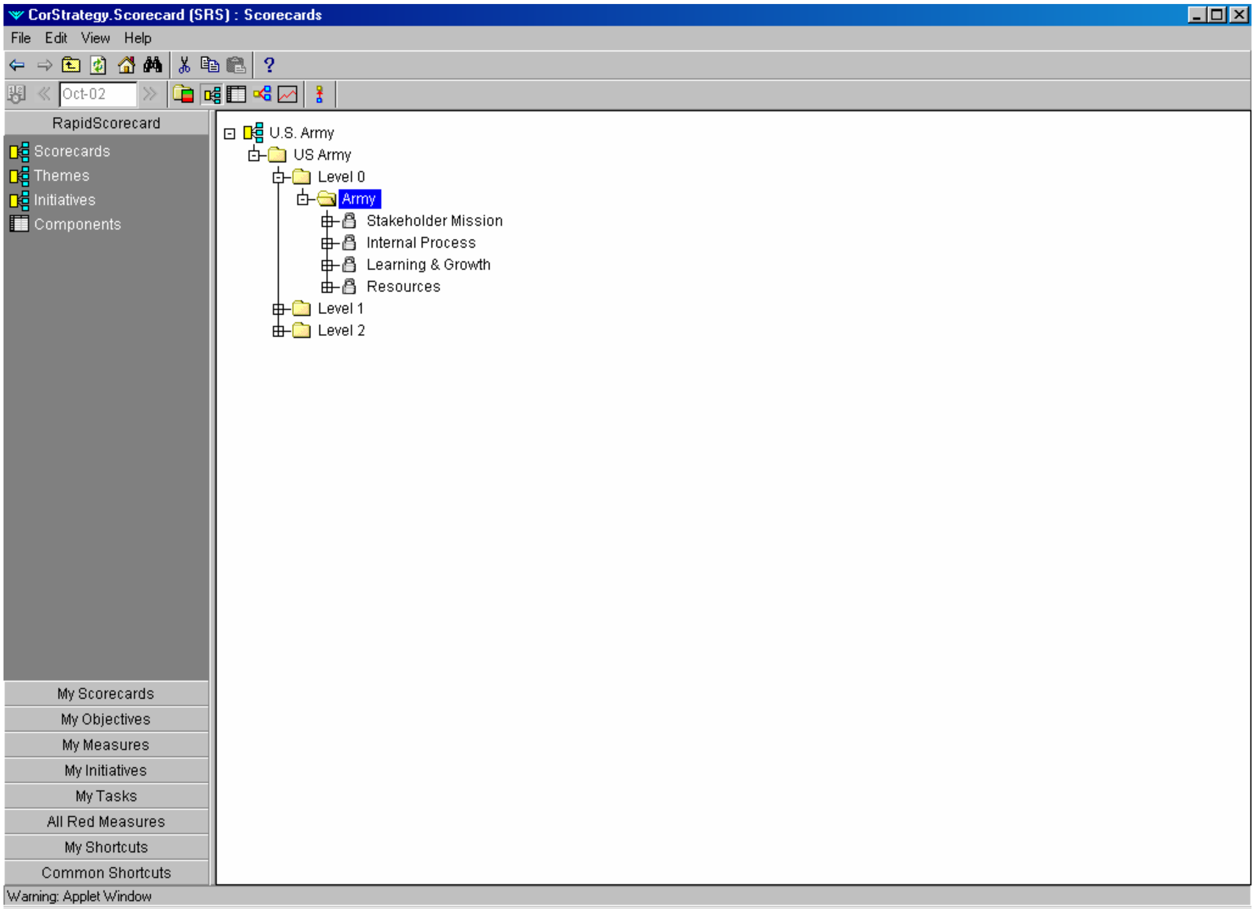
If the user clicked the plus (+) in front of "Army", Army would expand and the perspectives would appear. This is shown in the screen shot below.



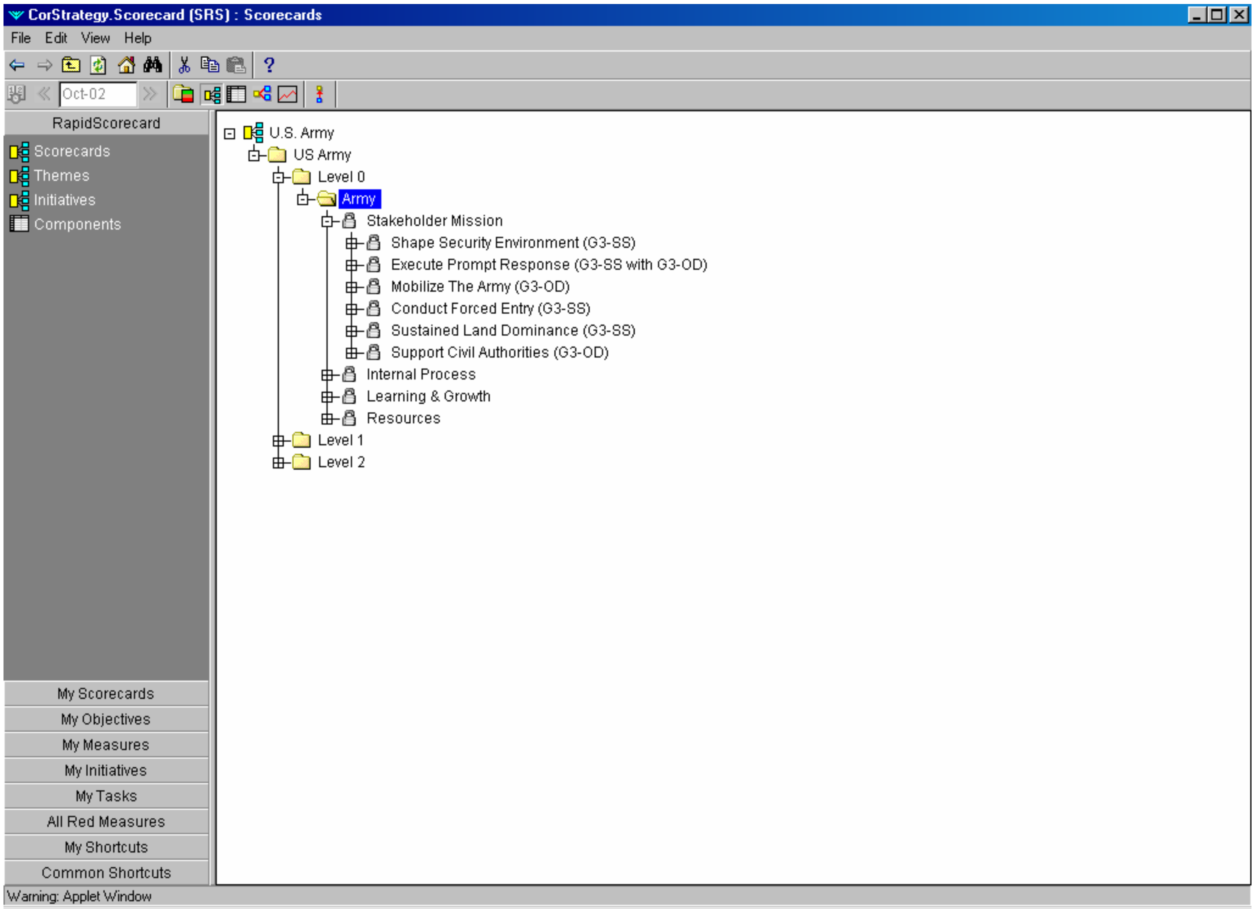
3. To view the Scorecards under a specific Level, click on the plus (+) next to the Level to expand it. In the figure below, the Army Scorecard is under Level 0.



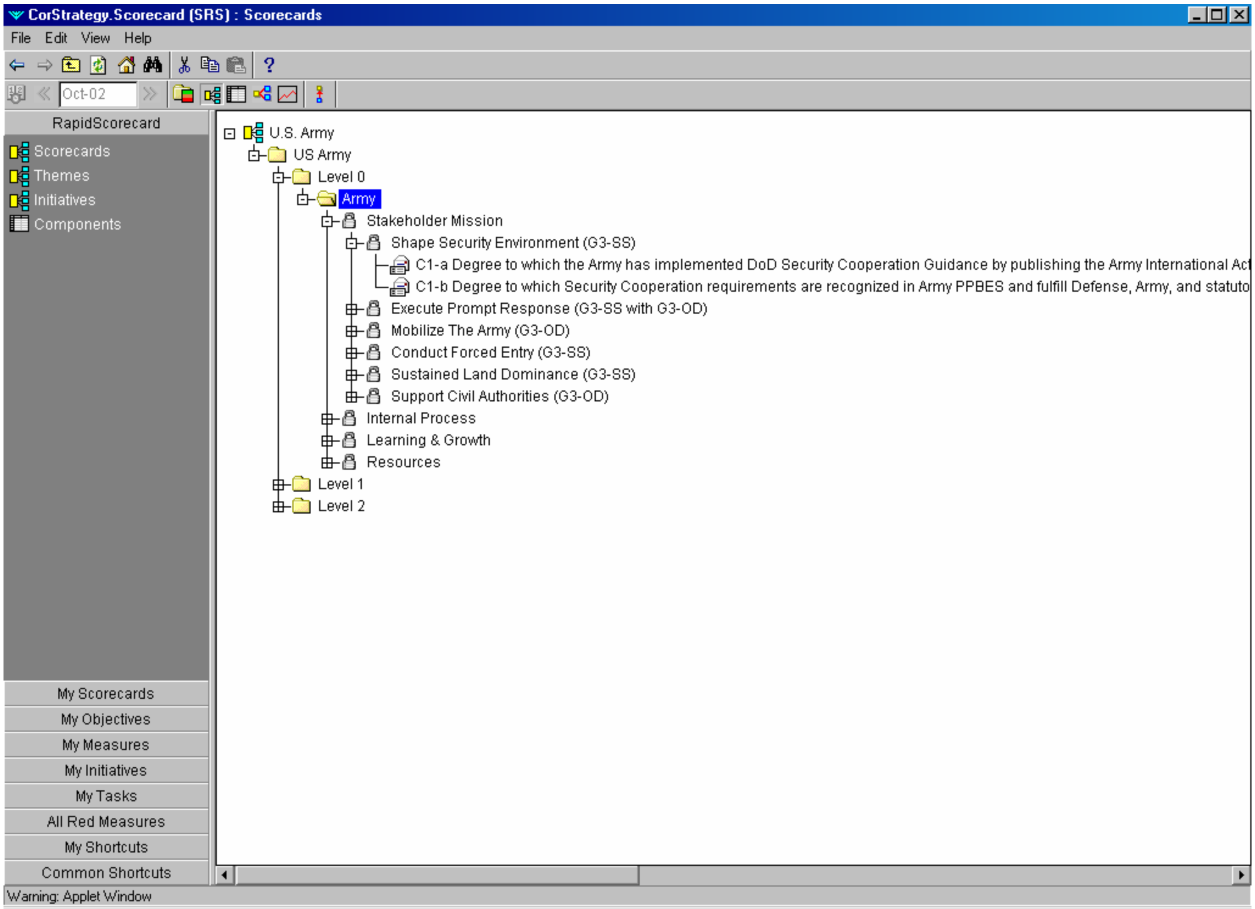
4. To view the Perspectives under a Scorecard, click on the plus (+) next to the Scorecard to expand it.



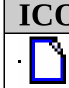
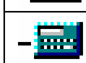
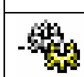
5. To view the Objectives supporting a specific Perspective, click on the plus (+) next to the Perspective to expand it.



6. To view the Measures under a specific Objective, click on the plus (+) next to the Objective to expand it.



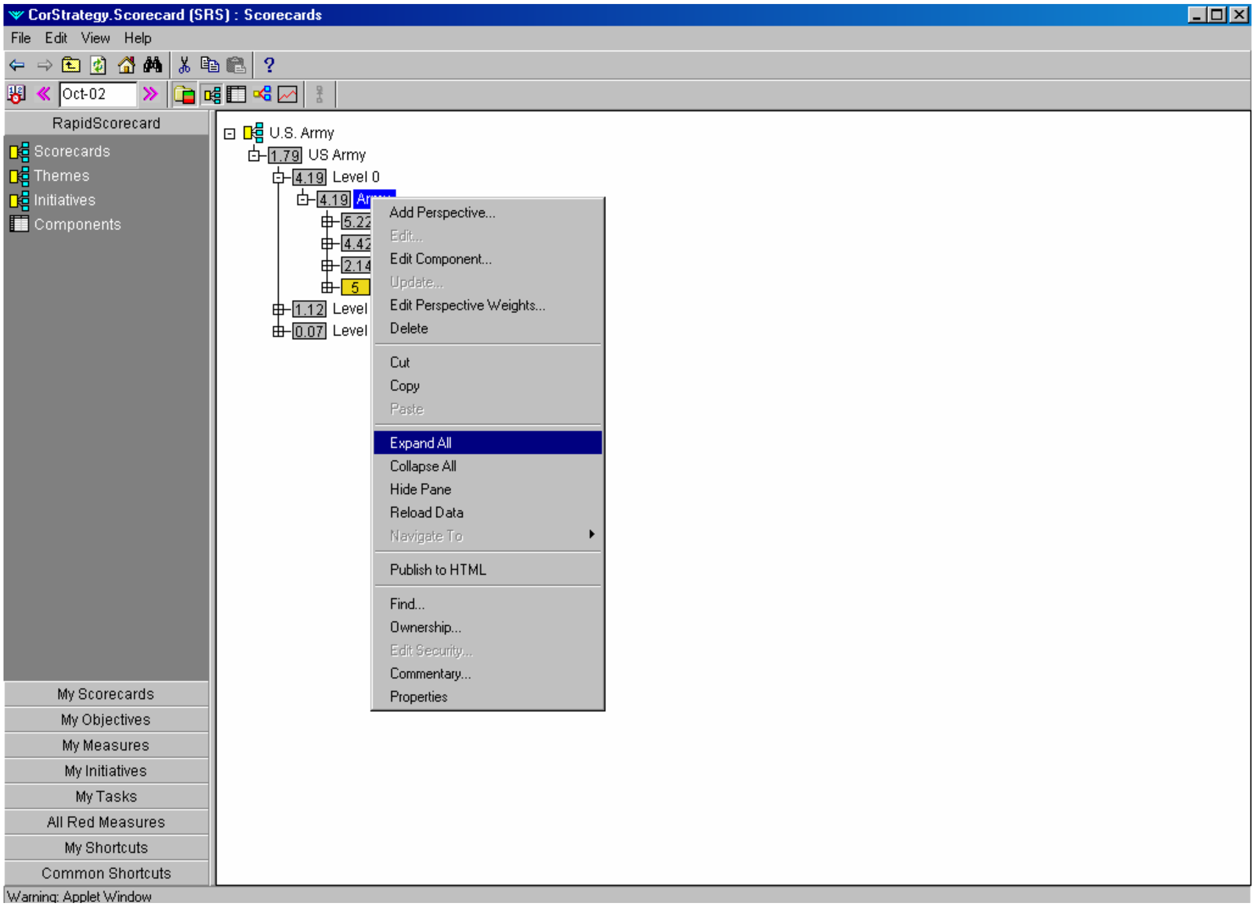
Note: On the Hierarchy Pane, each Measure is associated with an icon that denotes how the measure value is entered in SRS. These icons are:

ICON	ICON DEFINITION
	Manual: Identifies Measures that have values that are input manually.
	Email: Identifies Measures that have values that are populated through an HTML Email notification.
	Calculated: Identifies Measures that have values that are calculated from formulas and/or other Measure values.
	Automatic or ETL: Identifies Measures that have values that are automatically populated via a direct or indirect database interface.

These icons do NOT appear if the Hierarchy Score toggle button  has been turned on. (Reference Section 3.4 for more information.)

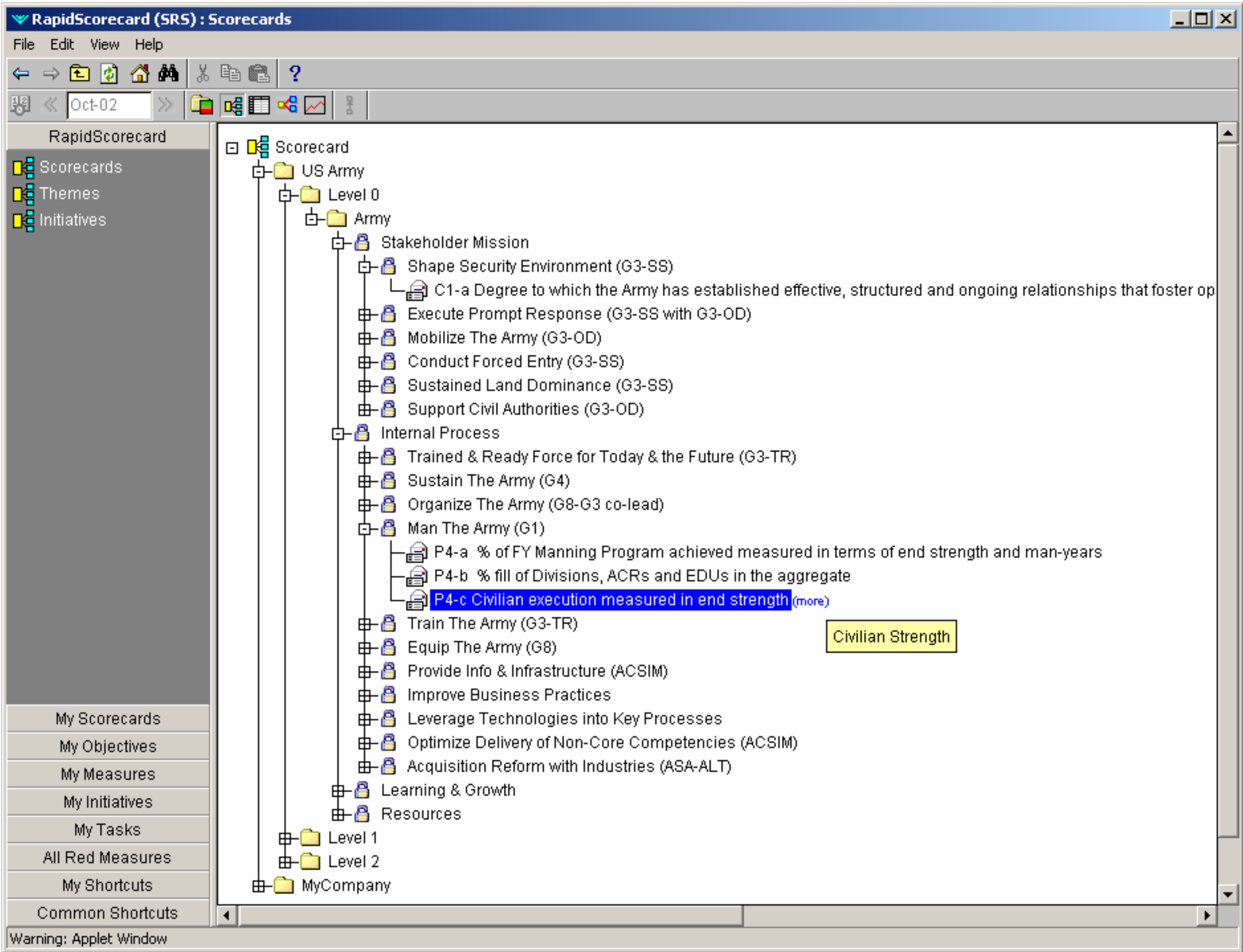
Alternate Method to Expand and Collapse Items:

Note: Another way to Expand or Collapse items on the Hierarchy Pane is to right-click on the item and select the “Expand All” or “Collapse All” option. This is demonstrated in the screen shot below.



Additional information may be available and associated with any Scorecard component (i.e. Scorecard, Perspective, Objective, and/or Measure). These details may be in the form of MS PowerPoint presentations, MS Excel spreadsheets, CorManage reports, or other web sites. A "More" hyperlink (more) next to an item on the Hierarchy Pane identifies that additional information is available about the Scorecard component.

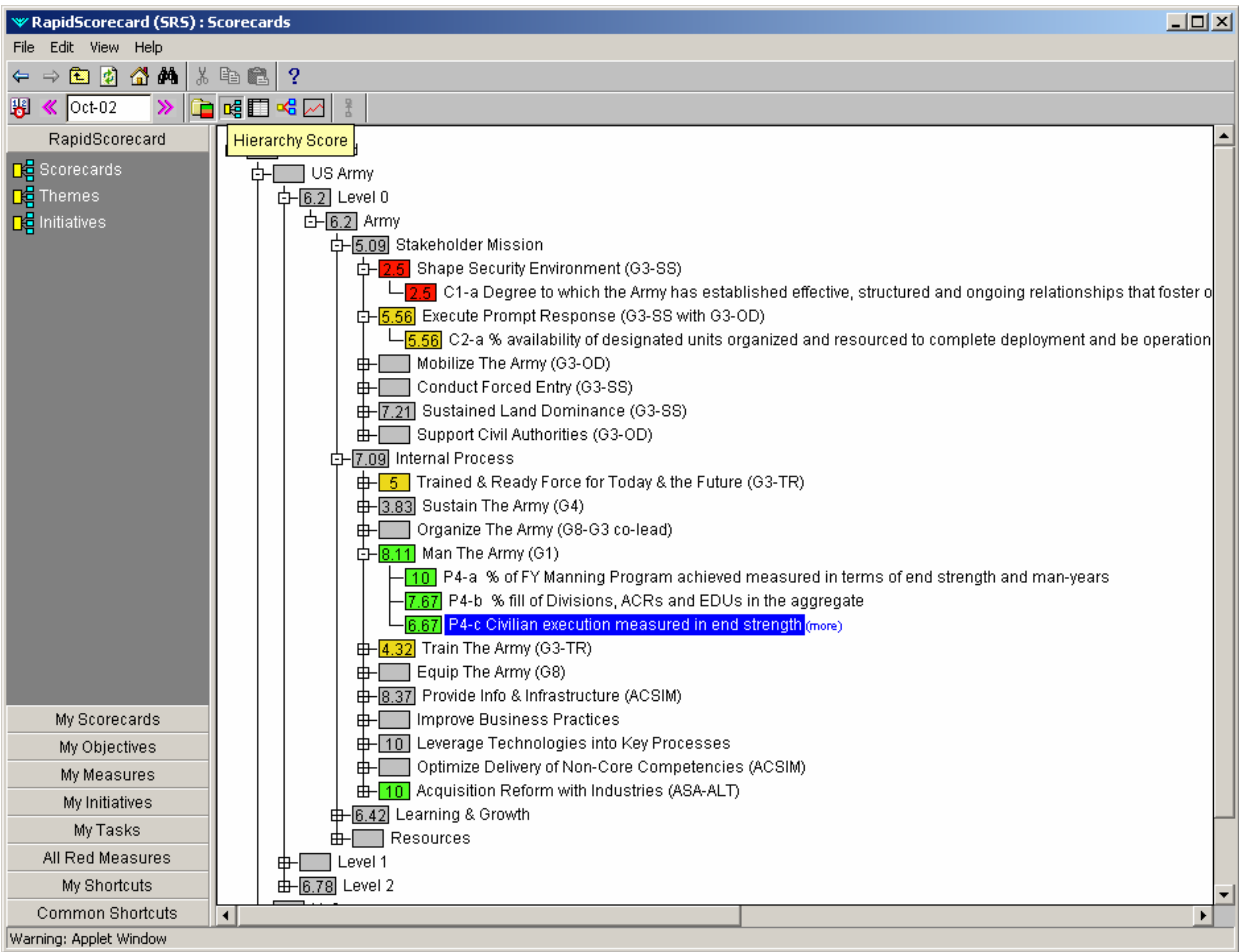
7. To view these details, click on the "more" hyperlink.



3.4 HIERARCHY SCORE PANE

The Hierarchy Score toggle button  may be used to display the scores and readiness colors of each object on the Hierarchy Pane.

1. To use this function, click on the Hierarchy Score toggle button on the Main Menu. The gray readiness color means that actual values are missing for the component or for one or more of the component's subcomponents.

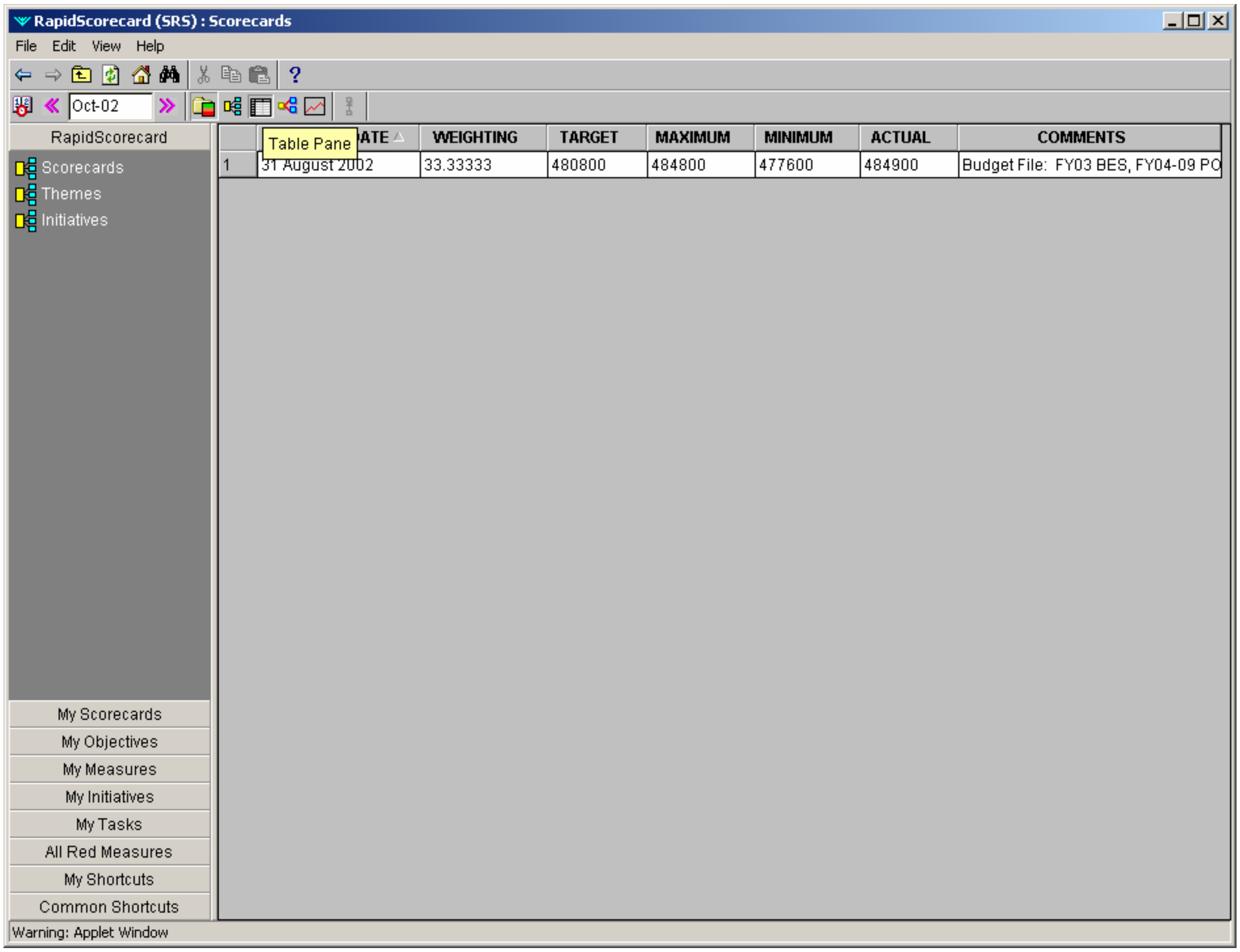


Note: All other Pane display options have been toggled off.

3.5 TABLE PANE

The Table Pane may be used to view the details about a particular Measure.

1. To use this function, click on the Table Pane toggle button  on the Main Menu.



Note: All other Pane display options have been toggled off.

The following items are detailed on the Table Pane.

Item	Definition
Effective Date	Date for which the actual value is valid.
Weighting	The score for the Measure is calculated by a weighted sum of the normalized values of that Objective's Measures. The weighting for each Measure reflects the importance of its contribution to the Objective. Weights are expressed as a percentage; the sum of the weights for all Measures within each Objective should be 100.
Target	The value that identifies when performance will change from amber to green.
Maximum	The value that represents your stretch target or goal for performance.
Minimum	The value that identifies when performance will change from red to amber.
Actual	The actual performance value for the Measure.
Comments	Additional narrative information about the Measure.

3.5.1 Table/Report View

As an alternative to the table of values in the Table pane, a Report view of the Scorecard hierarchy can be displayed in the Table pane. To turn the Report view on or off:

- Right-click in the Table pane and choose **Report View** from the shortcut menu.

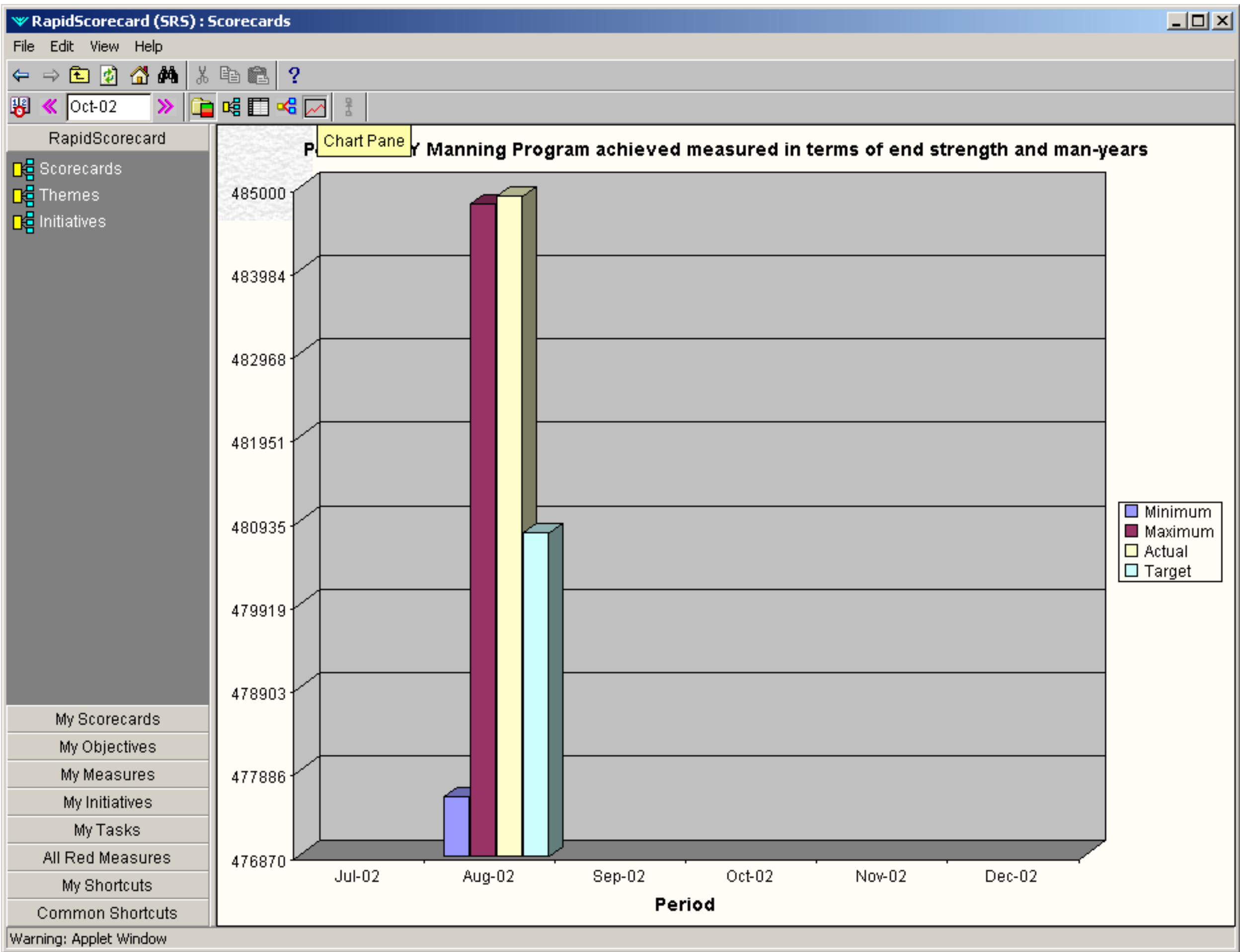
  A plus sign next to any element indicates that there is further detail beneath that element. Click on the plus sign to expand the tree. Similarly, clicking on the minus sign adjacent to a component will collapse the tree at that level of detail.
  For each level in the Scorecard hierarchy, the current score for the period is represented by a tick, cross or triangle according to it's position in regard to the specified score threshold and displayed in the color corresponding to the threshold settings. Trend indicators are also included to provide immediate feedback on the performance of a Scorecard component compared to the previous period. In addition, the Report View indicates the existence of any commentary or hyperlinks, any initiatives associated with the component (represented by the lightning bolt icon) and the owner of the component.
- Clicking on any parent component in the Report View will result in a further breakdown of the components that contribute to that parent component. For example, clicking on a Scorecard component displays the Perspective components that exist for that Scorecard.

- Clicking on the commentary icon opens in the Commentary dialog box for you to view or add commentary. For more information, see Adding commentary.
- Clicking on a Hyperlink will automatically load your web browser and activate the Hyperlink. For more information, see Hyperlinks
- Clicking on an Owner will automatically load your email application with a new message open and the Owner's email address in the 'To' field.

3.6 CHART PANE

The Chart Pane may be used to view the actual and target details about a particular Measure graphically over a period of time.

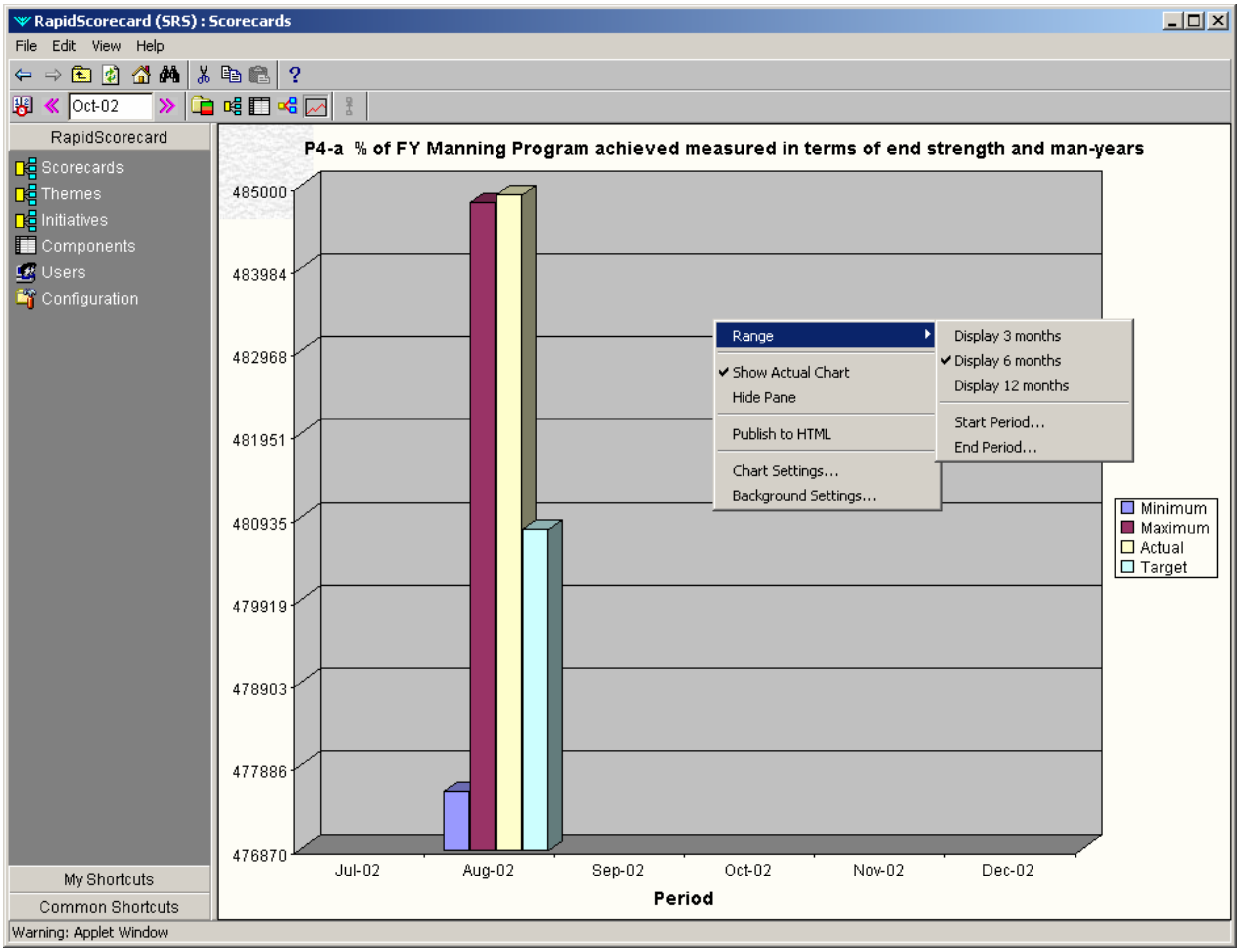
1. To use this function, click on the Chart Pane toggle button on the Main Menu.



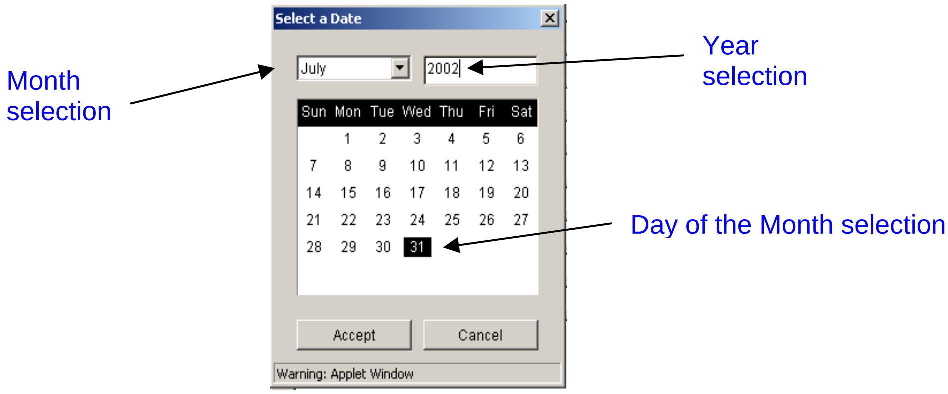
Note: All other Pane display options have been toggled off.

Additional options may be selected from the Chart Pane.

2. To view the chart over a 3-, 6-, or 12-month period, right-click on the chart to bring up the chart pop-up menu and select "Range" and the time period you wish to view.



3. To select a specific start or end period, right-click on the chart to bring up the chart pop-up menu and select "Range / Start Period…" or "Range / End Period…" to bring up the following screen. You may now select the date. Select the Month via the drop-down box. Type the year in the text box. Click on the desired day of the month in the calendar display.



After selecting the date, click "Accept" to continue. Click "Cancel" if you want to disregard your changes.

4. To toggle between viewing Measure scores and actual values on the graph, right-click on the chart to bring up the chart pop-up menu and uncheck the "Show Actual Chart" option. This option is beneficial when viewing measures that are not monthly in frequency (i.e. daily, weekly, quarterly).

5. By right-clicking on the Chart Pane to bring up the chart pop-up menu, users may also hide the Chart Pane, publish it to HTML, or change the chart and background settings.

3.7 UNDERSTANDING COLORS, SCORES, AND ROLLOVER OF DATA

1. In order to compare the unique measures in the SRS to each other, a mathematical relationship must be established. This is referred to as "normalization." Using the target, target maximum, and target minimum, this process of normalization is accomplished. These three values are input in to an equation to create a 1-10 scale for each measure that determines the "color" of that measure. By using this common equation for all measure values, the values are "normalized" throughout all the data in the SRS. These normalized values are the values used to determine the "color" for higher level components (i.e. objectives, perspectives, and scorecards).

2. The normalized value is set on a scale of 1 to 10. Values from 0 - 3.34 are red, from 3.35 – 6.66 are yellow, and 6.67 – 10 are green.

3. The shading of the background of the objective or measure in the color gray denotes that no measure value has been provided for that measure. A gray objective, perspective, or

scorecard means that actual values are missing for one or more of the underlying components.

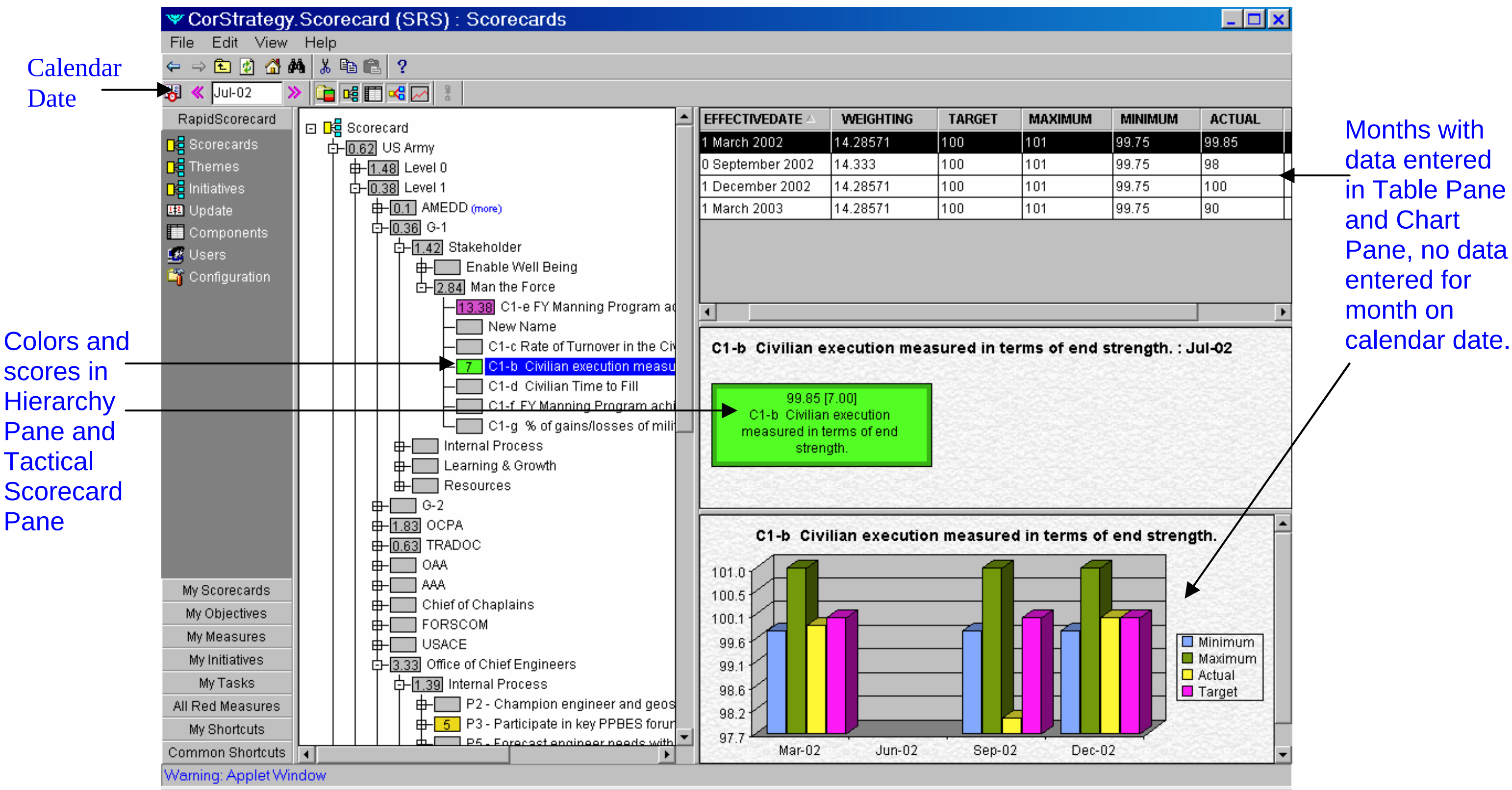
4. The coloring of components and the calculation of scores "roll-over" from reporting period to subsequent reporting period IF AND ONLY IF measure value data for the proceeding reporting periods (to which measure value data has been entered) is not entered into SRS.

For example, assume a measure has a frequency of "monthly". (Reference section 6.4.2.5 for more information on "frequency".) Assume the current month is January 02. For this measure, the measure value data is entered into the system for this specific month, January 02. SRS then scores and colors that measure for January 02. Now assume that time passes and the current month is now March 02, but no new measure value data has been entered into the system since January 02's data was entered. The color and score for that measure will "roll-over" to the next two months (February 02 and March 02). This "roll-over" continues for the months that do not contain data up to the most current month. April 02 will not be colored and scored because it is in the future of the current reporting period.

5. The concept of "roll-over" is accounted for in unique manners in each of the Panes in SRS.

- If there is no data entered for a specific time period, then the data will not appear in the Table Pane or the Chart Pane. "Roll-over" is not viewed in these panes.
- "Roll-over" impacts the Hierarchy Score Pane and the Tactical Scorecard Pane. Both color and score will "roll-over" in these two panes.
- "Roll-over" impacts the calculation of scores for higher level components (i.e. objectives, perspectives, scorecards). The "roll-over" score for a measure will carry into the highest available level of the scorecard for calculating the scoring of higher level components.

In the screen shot below, note that the only months that have data entered are March 02, September 02, December 02, and March 03. The calendar month we are looking at is July 02, therefore, the color and score represented in the Hierarchy Score Pane and the Tactical Scorecard Pane are from March 02. Note that the Table Pane and Chart Pane show an empty data set (no measure value) for the month of July 02.

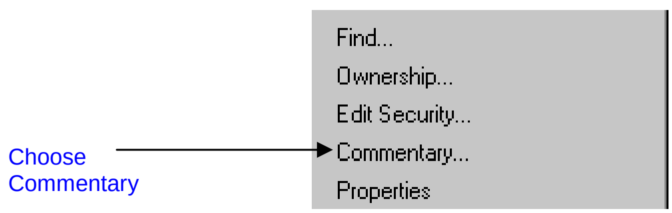


4 ADDING COMMENTARY (SCORECARD OWNER AND HIGHER)

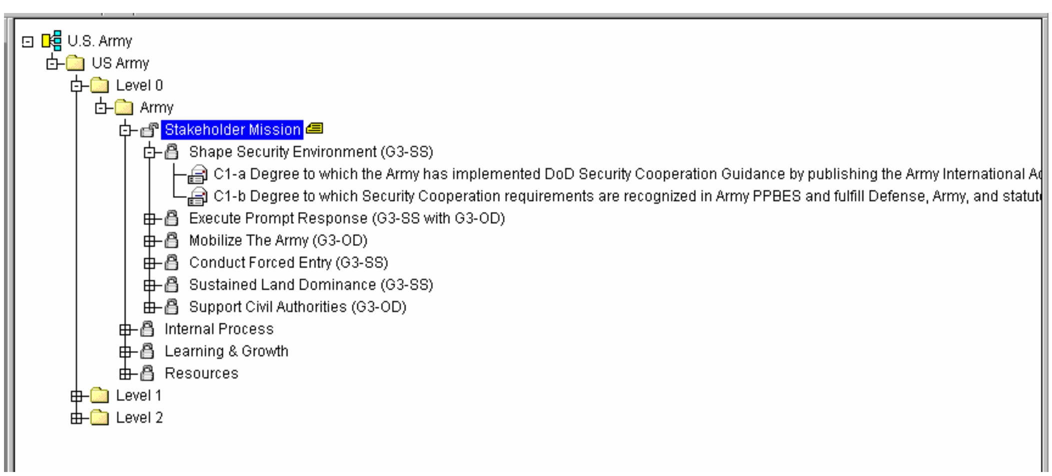
This section describes the commentary function, a pseudo-bulletin board that enables SRS users to share information with one another on a particular component of the SRS such as Scorecard, Perspective, Objective, or Measure. Although all users can view commentary information, only those who are Scorecard Owners, Measure Performance Reporters, Measure Owners, Scorecard Updaters, or Administrators can add, delete, or modify the information in the commentary[5].

4.1 VIEWING COMMENTARY (ALL USERS)

1. Highlight a Scorecard, Perspective, Objective, or Measure to identify the component whose commentary you wish to view.
2. Right-mouse click to open the Right Mouse Click Menu. From the right-mouse-click-menu, choose Commentary.



3. Commentary may also be accessed by clicking on the Commentary shortcut link on the Hierarchy and/or Hierarchy Score Panes. The screen shot below shows this link as it appears in the Hierarchy Pane.

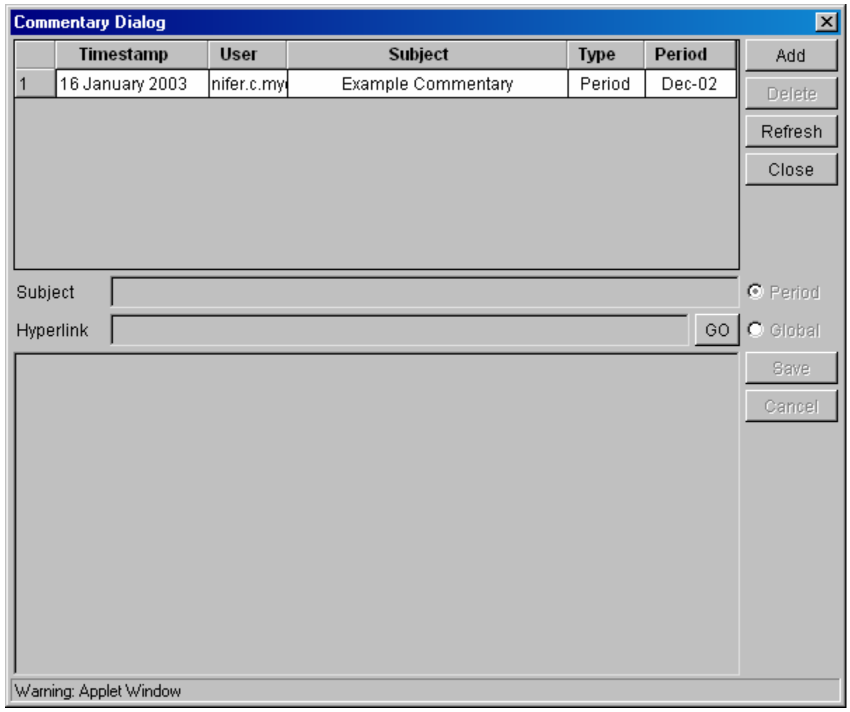


[5] *Commentary is a unique function from "adding Comments to a measure or objective". Comments can only be added by an Owner or Updater of a specific component (measure and/or objective). "Comments" not "Commentary" appear in the mouse-over capability on the Mission Map.*

4. After selecting Commentary, the Commentary Dialog box will appear. All commentary previously entered will be shown in the top pane. The top pane displays the date the commentary was created (timestamp), the user who created the commentary, the subject of the commentary, the type (per period or for all periods) of commentary and the period of the commentary. The bottom pane will be grayed out until the user is ready to add a commentary.

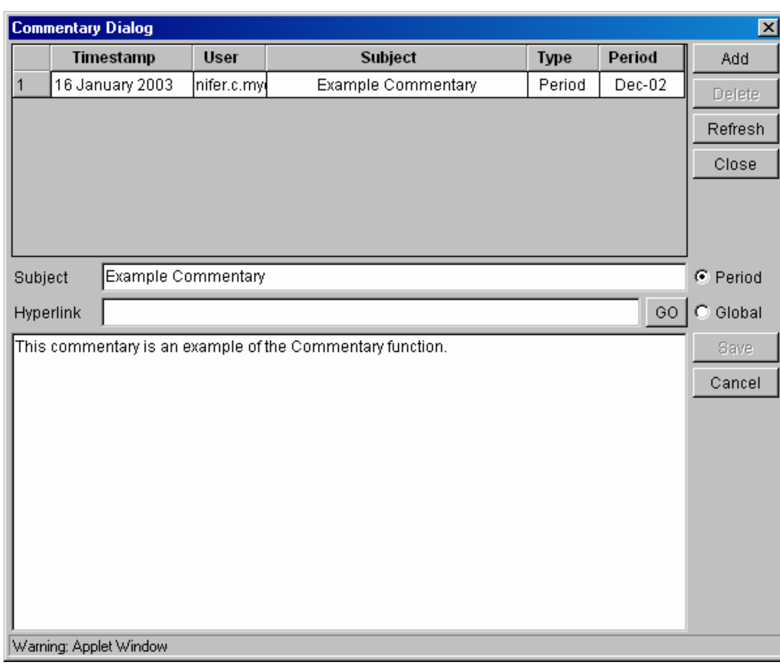
Top Pane

Bottom Pane



5. The view the full content of the existing commentary, double click on any cell in the row and the full text of the commentary will appear in the bottom pane.

Double click on the commentary row to view the information in the Bottom Pane



Click on "Close" to exit (Reference Step # 6)

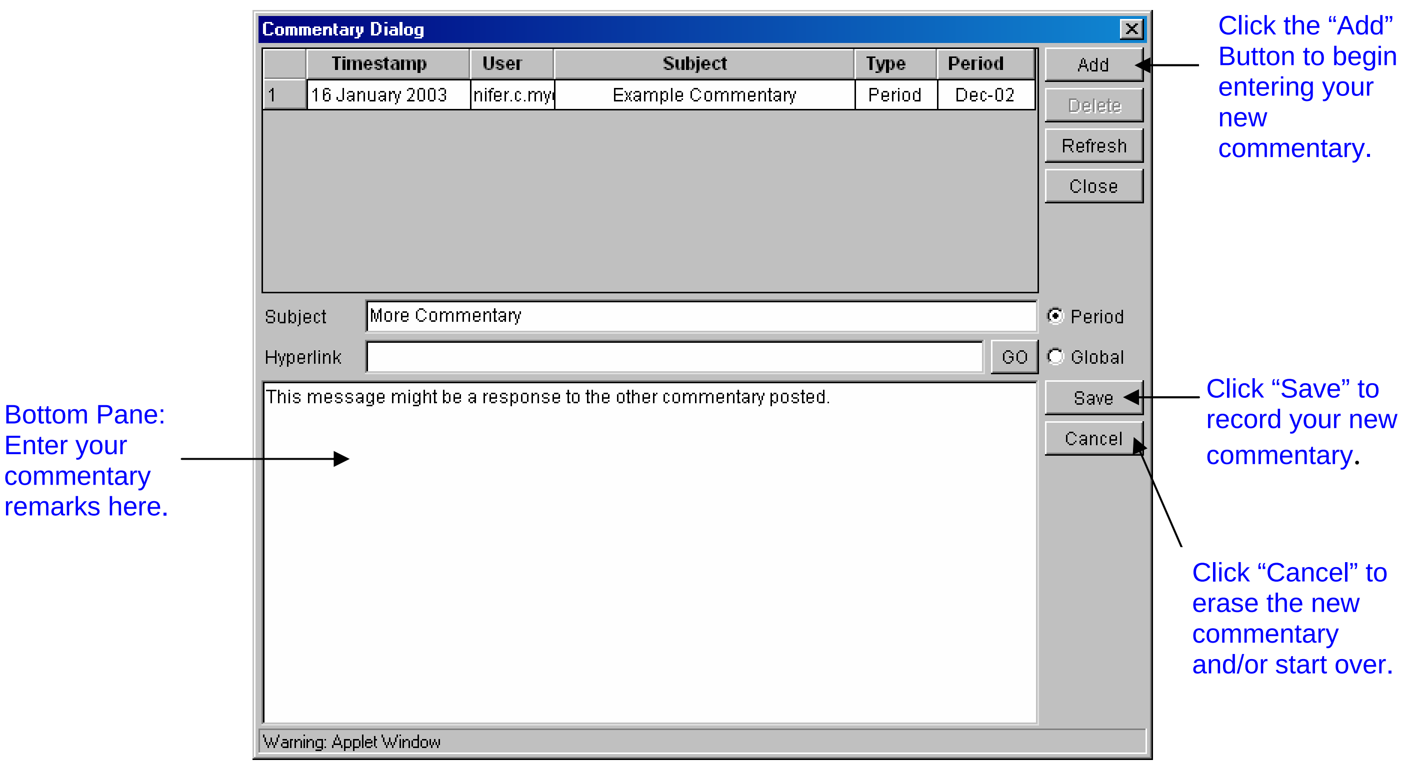
Bottom Pane

6. Click the “Close” button when you have finished reviewing the commentary.

4.2 ADDING COMMENTARY

To add new commentary to a particular component:

1. Follow steps 1 through 4, Section 4.1 – *Viewing Commentary* to open the Commentary Dialog box
2. After the Commentary Dialog box appears, click on the Add button. The Bottom Pane will be highlighted to indicate that you may now enter commentary in the following fields:
   - Subject: The subject of the commentary.
   - Hyperlink: A web site or documents (in MS Word or PowerPoint, for example) associated with the commentary.
   - Bottom Pane: Enter your commentary.

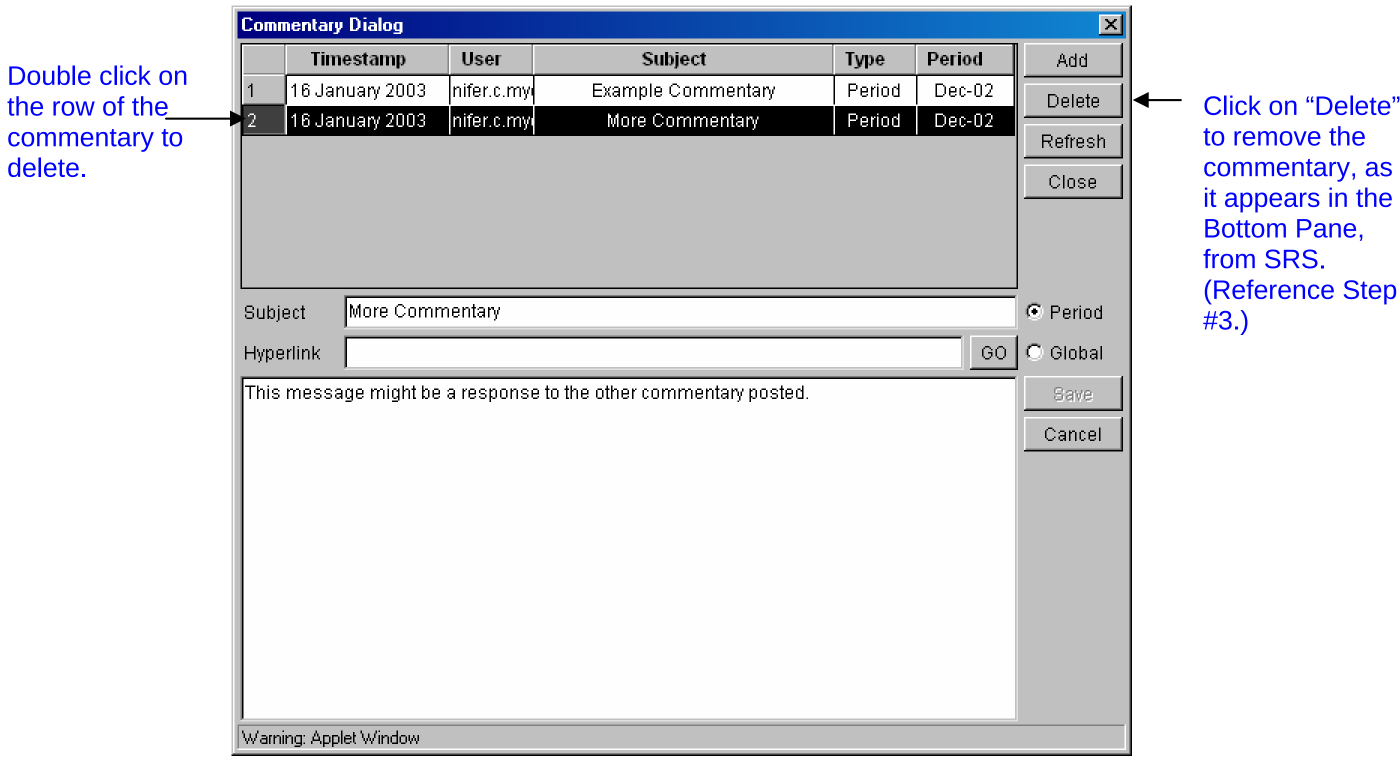


3. Click “Save” to save the commentary or click “Cancel” if you change your mind. Timestamp, user, and type will automatically appear in the upper dialog box after you save the commentary.

4. After saving the information, click “Close” to exit or continue clicking the “Add” button (repeat steps 1-3) in order to add more commentary.

4.3 Deleting Commentary

1. Follow steps 1 through 3, Section 4.1 – *Viewing Commentary* to open the Commentary Dialog box.
2. After the Commentary Dialog box appears, double-click the row of the commentary you wish to delete. The commentary will appear at the bottom pane. The “Delete” button will now light up.



3. Click the Delete button to delete the commentary. A Confirmation Box will appear asking if you are sure you wish to delete.

4. Click “OK” to delete or “Cancel” to cancel the operation.

4.4 MODIFYING COMMENTARY

1. Follow steps 1 through 3, Section 4.1 – *Viewing Commentary* to open the Commentary Dialog box.
2. After the Commentary Dialog box appears, double-click the comment to delete. The comments will appear in the Bottom Pane.
3. Make appropriate changes to the commentary in the Bottom Pane.
4. Click “Save” to record the changes in SRS.

Note: The “Save” button appears only if you have entered a change in the commentary.

5 UPDATING MEASURE VALUES (MEASURE PERFORMANCE REPORTER AND HIGHER)

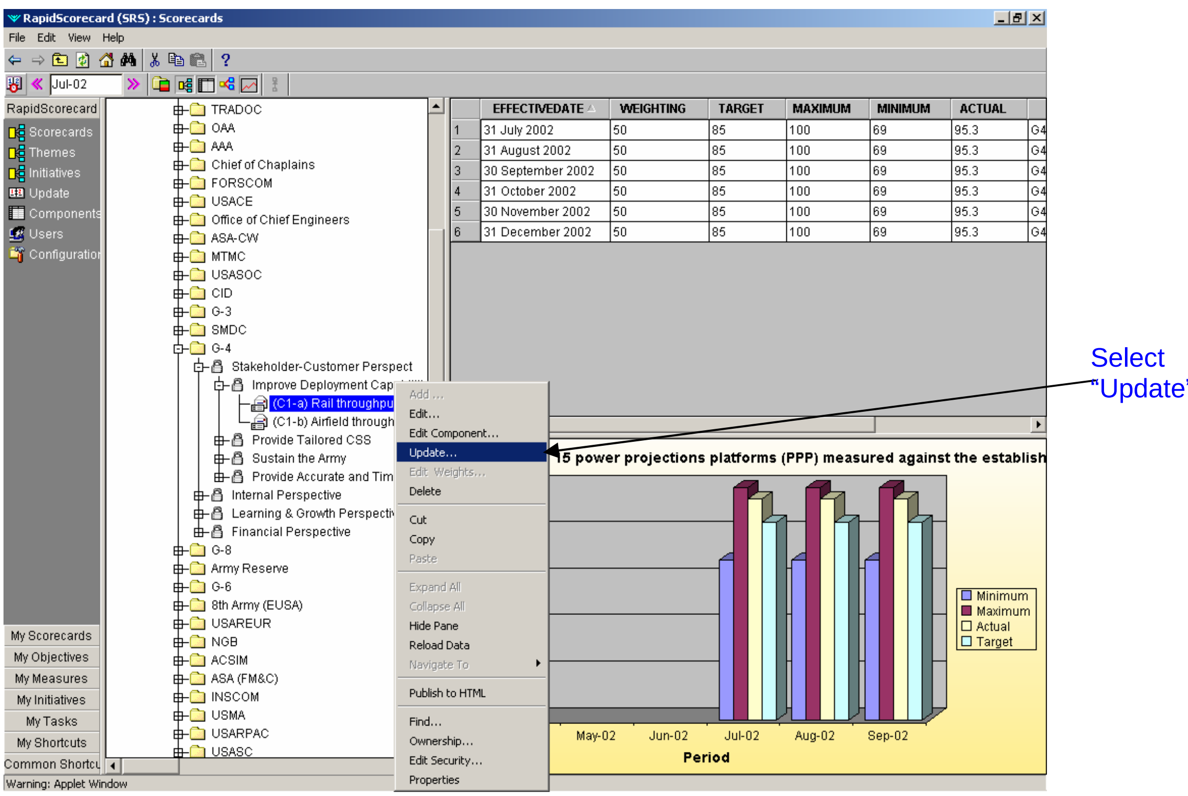
This section describes the function of updating Measure values in order to show a Measure's readiness. Although all users may view Measure values, only those who are Measure Performance Reporters, Measure Owners, Scorecard Updaters, and Administrators are permitted to add, delete, or modify this information.

5.1 ADDING/UPDATING A MEASURE VALUE THROUGH THE HIERARCHY PANE

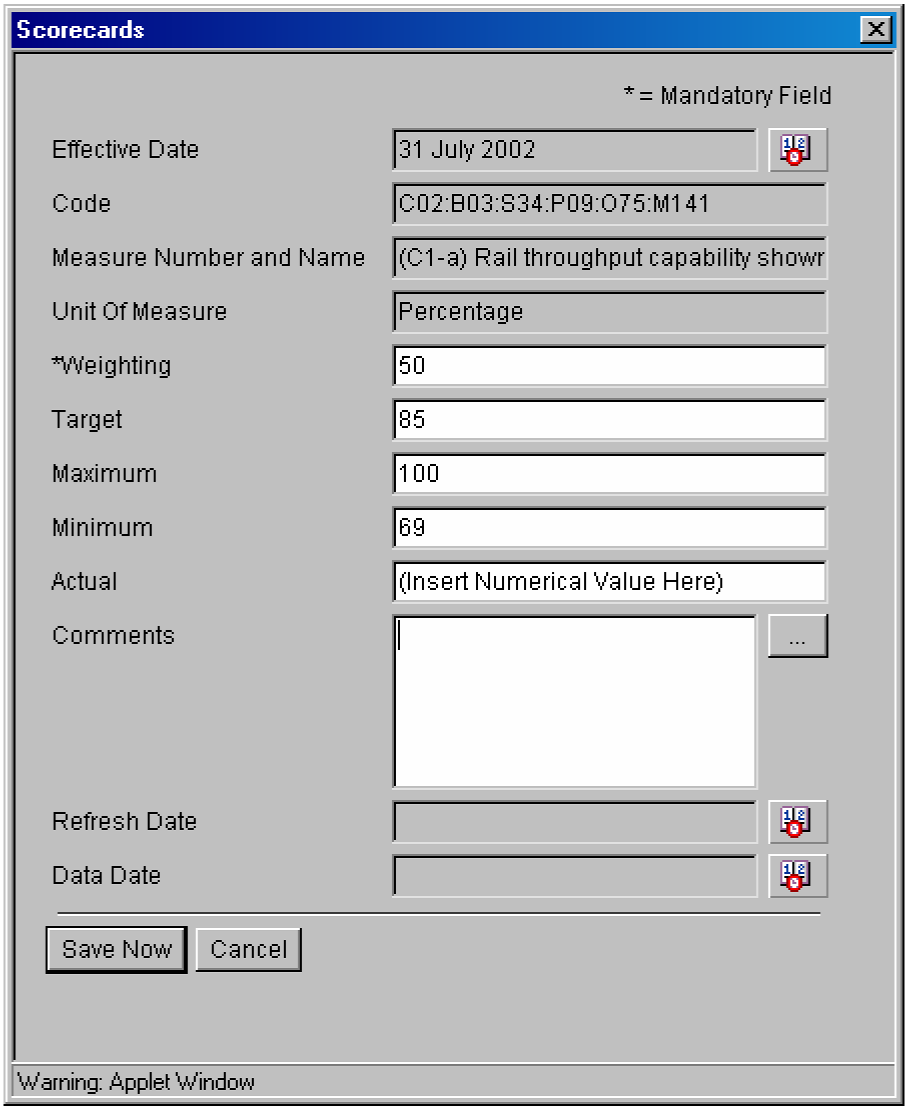
To update a Measure value from the Hierarchy Pane:

1. Drill down to the Measure to be modified and right-click on it. Click on "Update."

NOTE: The following steps must be completed for each Measure for each reporting period.



2. Click on “Update” in the resulting pop-up box. This will bring up the following pop-up window:



This text entry pop-up window may be used to change the data value of the Measure. All fields with an asterisk (“*”) are required and must be completed. All fields with a “white” background are available for adding information. Fields with a gray background may not be modified – except for the Effective Date field, which may be modified even though it is grayed-out by clicking on the Calendar icon.

The fields in the “Scorecards” screen (above) are described in the following table. Items in **bold** are to be completed when adding a Measure data value. Consistent with the scoring methodology employed by the Army for the SRS, items in italics do not require data entry during this step.

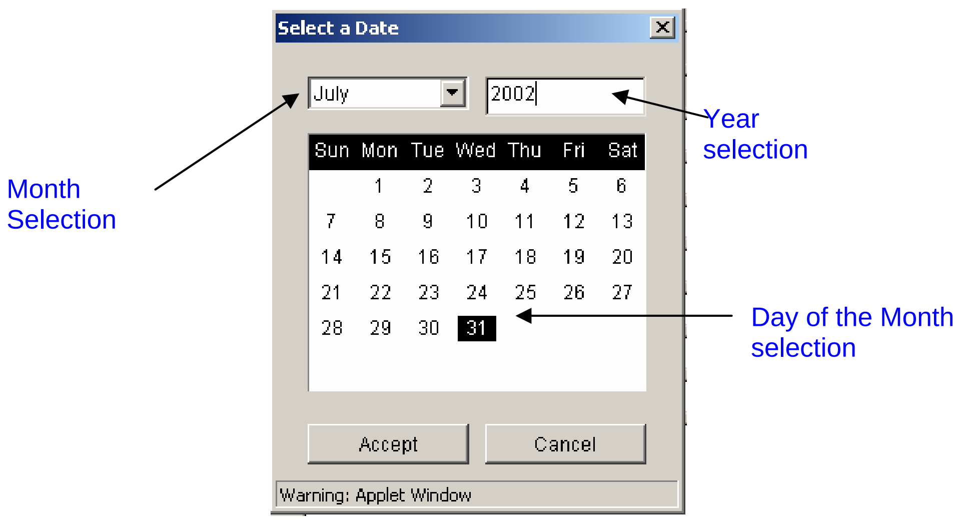
Item	Definition
Effective Date	The Effective Date can be set to any date that corresponds to the reporting period frequency. In order for the value to be included for scoring the Effective Date must be set to the last day of the reporting period.
Code	*This number is auto-generated by the SRS.*
Measure Number and Name	*Number and Name of the Measure.*
Unit Of Measure	*The unit of Measure used for data entry: e.g., days, dollars or percentage.*
Weighting	The score for each Objective is calculated by a weighted sum of the normalized values of that Objective's Measures. The weighting for each Measure reflects the importance of its contribution to the Objective. Weights are expressed as a percentage and the sum of the weights for all Measures within each Objective should be 100. If you leave this attribute empty, it is assumed that all Measures are of equal importance to the parent Objective. The sample shows a weight of 50. Currently there are two Measures that are weighted equally.
Target	The value that identifies when performance will change from amber to green. *This value should be pre-populated.*
Maximum	The value that represents the maximum value of performance for the Measure. This value will denote exceeding performance target values. *This value should be pre-populated.*
Minimum	The value that identifies when performance will change from red to amber.
Actual	The actual data value of the Measure for the selected period.
Comments	Descriptive message about the data you have entered. For example, your "comments" may explain why a value has declined.
Refresh Date	*This date will be auto-generated by SRS.*
Data Date	*This date will be auto-generated by SRS.*

Note: IN THIS TABLE - Items in italics are not updated from this "Update" window. Items in **bold and green** should only be updated from the "Edit" screen only. If Weighting, Target, Maximum, and Minimum are populated on this screen, these values will apply only to the current reporting period. They will have to be re-entered for each reporting period. For additional information on the "Edit" window, reference Section 6.0.

3. Select Reporting Period (Date). The first row in the pop-up window is the "Effective Date" field.

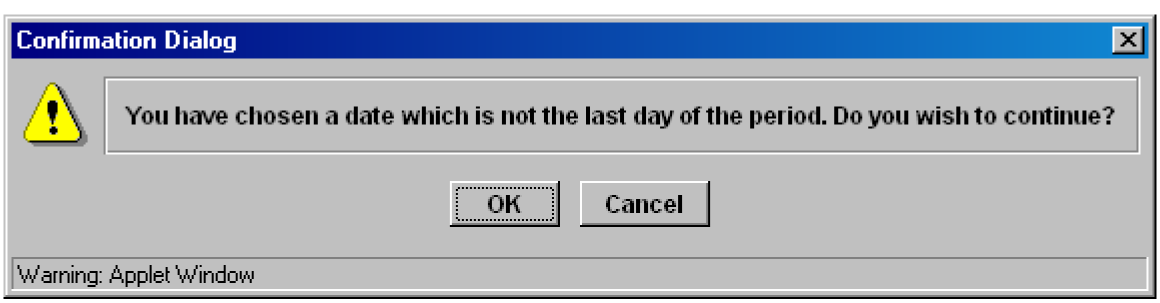
If the date is correct, proceed to the next step.

If the date is not correct, click on the calendar button to the right of the field. The following pop-up box will appear. You may now choose the desired date by selecting the Month via the drop-down box and typing the year in the text box. Click on the desired day of the month in the calendar display.



After selecting the date, click "Accept" to continue. Click "Cancel" if you want to disregard your changes.

NOTE: If you do not select the last day of the reporting period as the Effective Date, SRS will not score the value you enter. This means the value will not be associated with a readiness color. The following error will appear if you have chosen the incorrect end date for the reporting period:



If you receive this error, it means that you are entering data to be stored on a different calendar date than has been previously defined as the frequency for reporting this measure value. For example, if a measure is set to a frequency of "Weekly", then only values chosen to be stored on "Friday" are accepted. This is because Friday is the end of the reporting period for a weekly measure. If a "Thursday" was selected, then the above error message would appear. To determine what a measure's frequency is set to and for additional information on frequency and reporting period, please reference section 6.4.2.5.

4. Enter in the Measure Values. In order to correctly input the Measure value for each reporting period, please use the following table to determine how to input your data in to the SRS.

Balanced Scorecard Nomenclature	SRS Item	How to input in SRS
Measure Value	**Actual**	Input the actual Measure Value

Place your cursor in the text box next to "Actual" title and type in the desired value.

About Entering Values:

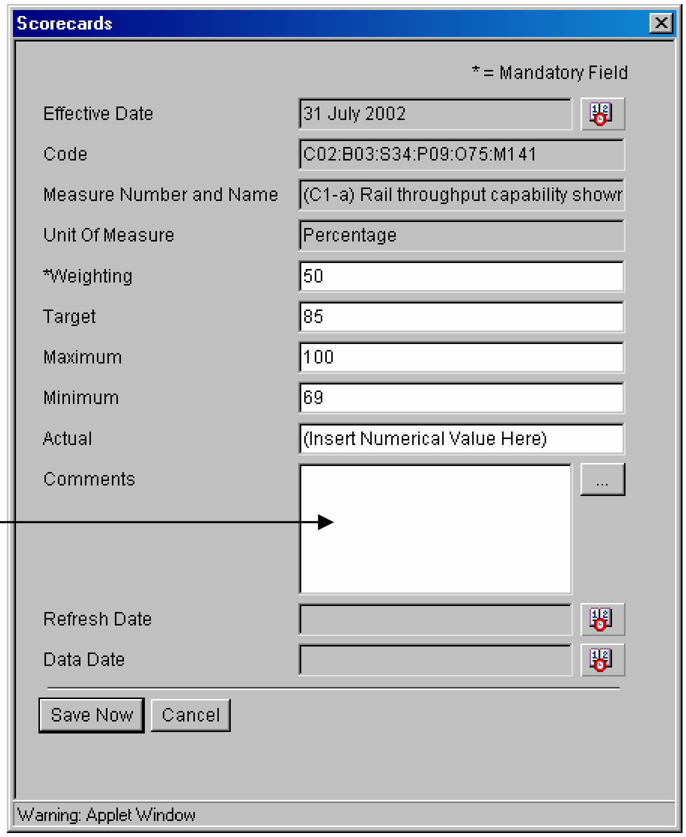
PERCENTAGES – Percentages should be entered as they appear before dividing them by 100. For example, 99% would be entered as "99" and 35.5% should be entered as "35.5".

DOLLAR VALUES – Dollar values should be entered without the dollar sign and as a decimal value to the hundredths place. For example, $38.50 should be entered as "38.50".

NOTE: Designating the type of value (e.g., dollars, days, etc.) is covered in another section.

5. Enter Comments. Place your cursor in the text box next to the title "Comments." This field is used to add supplementary information to explain beyond the numbers displayed, such as: the rationale for the "Target," "Minimum," "Maximum," and "Actual" values; notes about progress and current status; or plans for improvement.

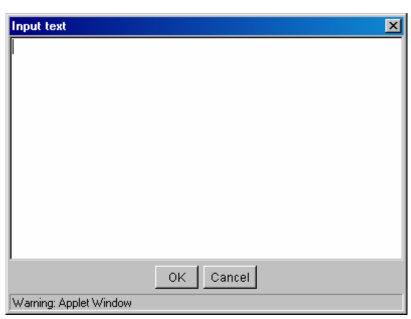
Comments



Note: These comments will appear in the "mouse-over" functionality. These comments are displayed by the reporting period for which they are entered.

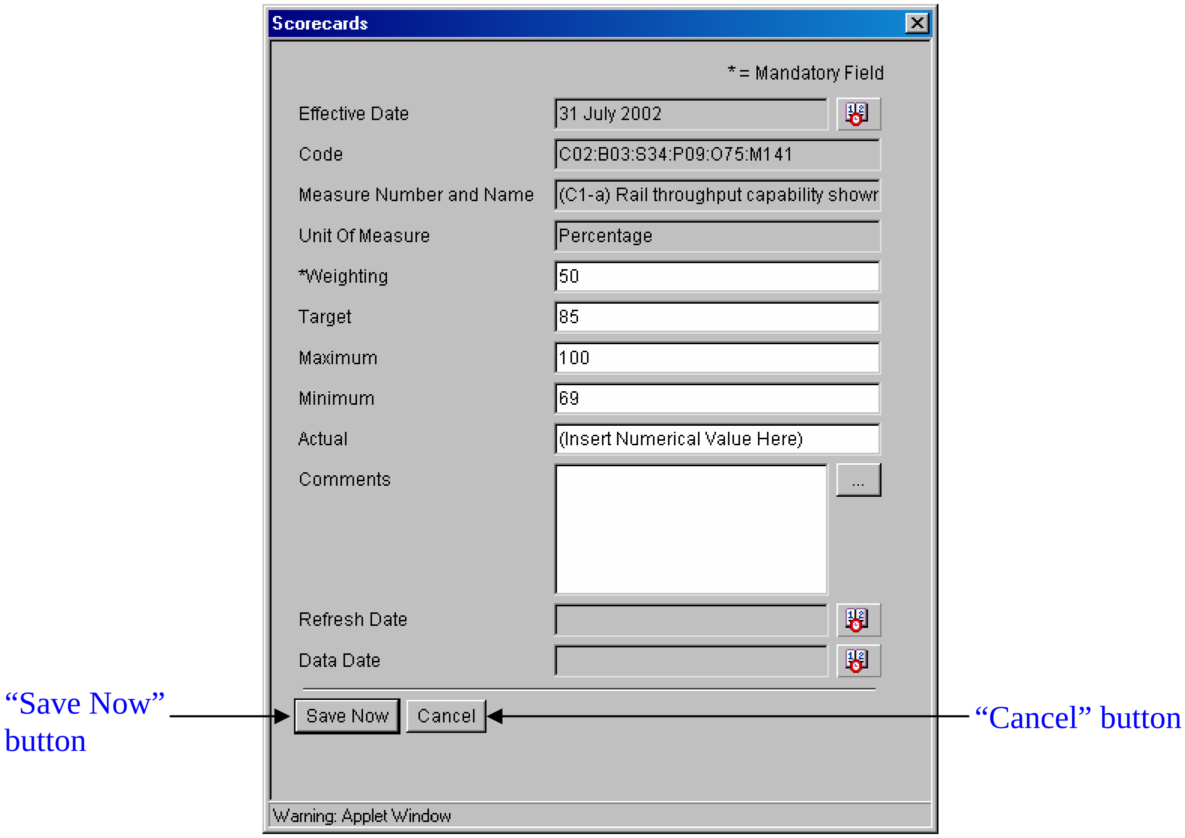
If your comments exceed the space provided in the on screen text box, click on the button 

to open the following larger Input Text box:



Click "OK" to save your entries or click "Cancel" to disregard your changes.

6. Save Measure Data. To save your data after entering your modifications, select "Save Now." Select "Cancel" to disregard your changes.

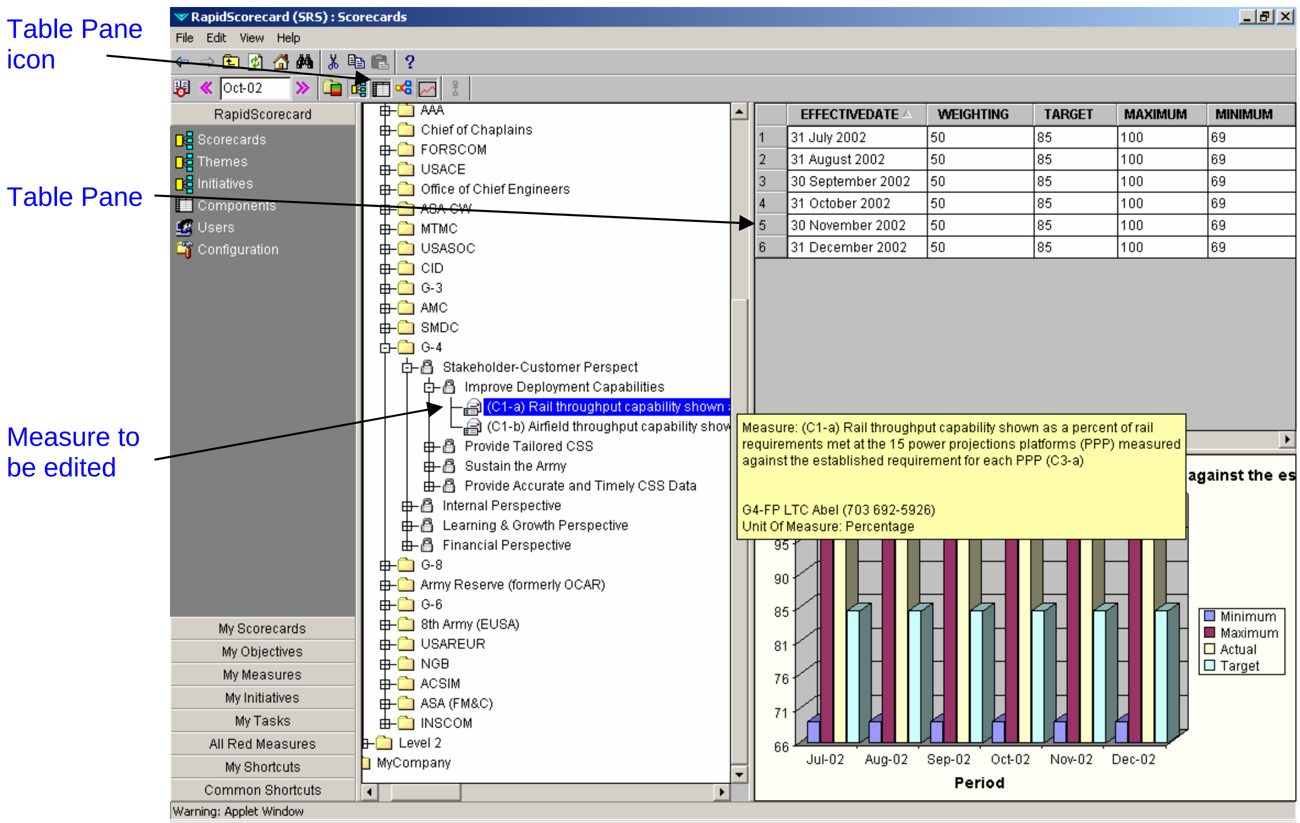


5.2 EDITING A MEASURE VALUE VIA THE TABLE PANE EDIT ROW

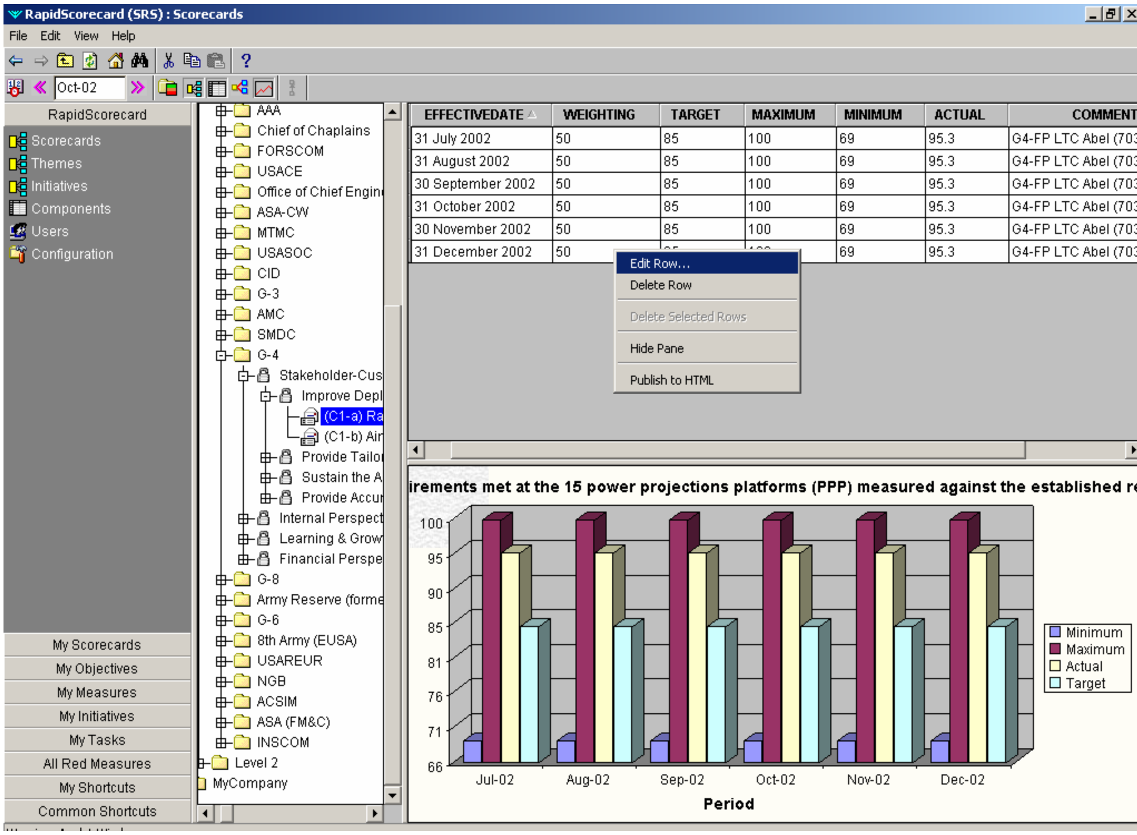
1. In the hierarchy pane, select the Existing Measure that you wish to edit. Drill down to the Measure to be edited.

   Verify that the Table Pane is toggled on. If it is not, click on the Table Pane icon , located in the Scorecard Menu Bar, to view the Measure components available for editing.

   With the completion of Step 1, the screen should be similar to the one pictured below.

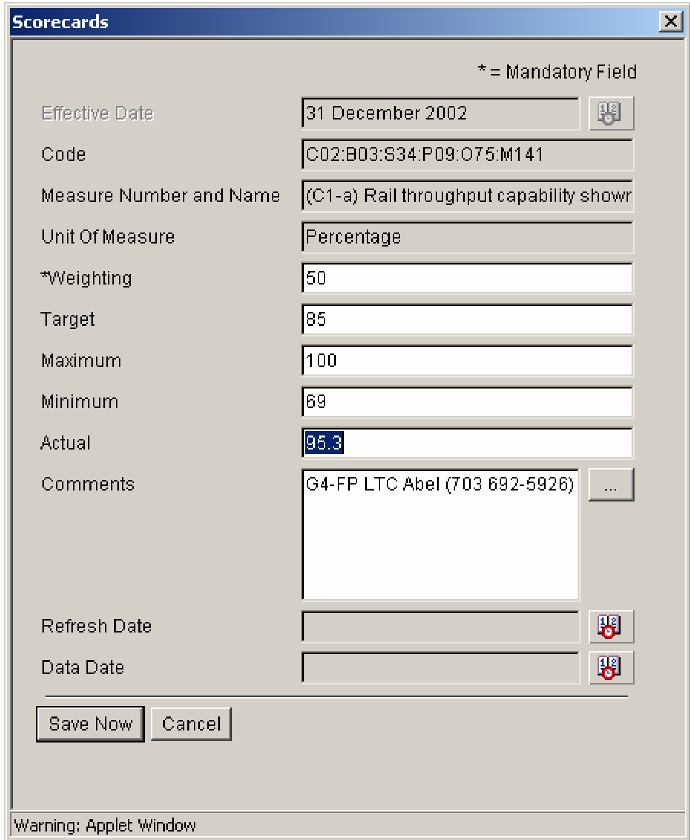


2. Select the row to be edited. While in the Table Pane, place your cursor on the row that displays the information to be edited. Then right-click with your mouse and select "Edit Row…" from the menu displayed.



Row to be edited

3. Edit the Measure information for the month selected. Selecting the “Edit Row…” menu option will bring up the following pop-up window:



This text entry pop-up window will allow you to edit Measure information based on a specific time period. Before modifying fields in the pop-up window, verify that the Effective Date field is correct so that editing of the Measure is completed for the correct time period. If the time period is incorrect, check to see that you have highlighted the correct row. If necessary, repeat Step 2.

4. After verification of the Effective Date, complete the rest of the pop-up window as appropriate. For a detailed description of the fields in this pop-up window, please refer to *Step 2* of Section 5.1, *Updating a Measure Through the Hierarchy Pane.*

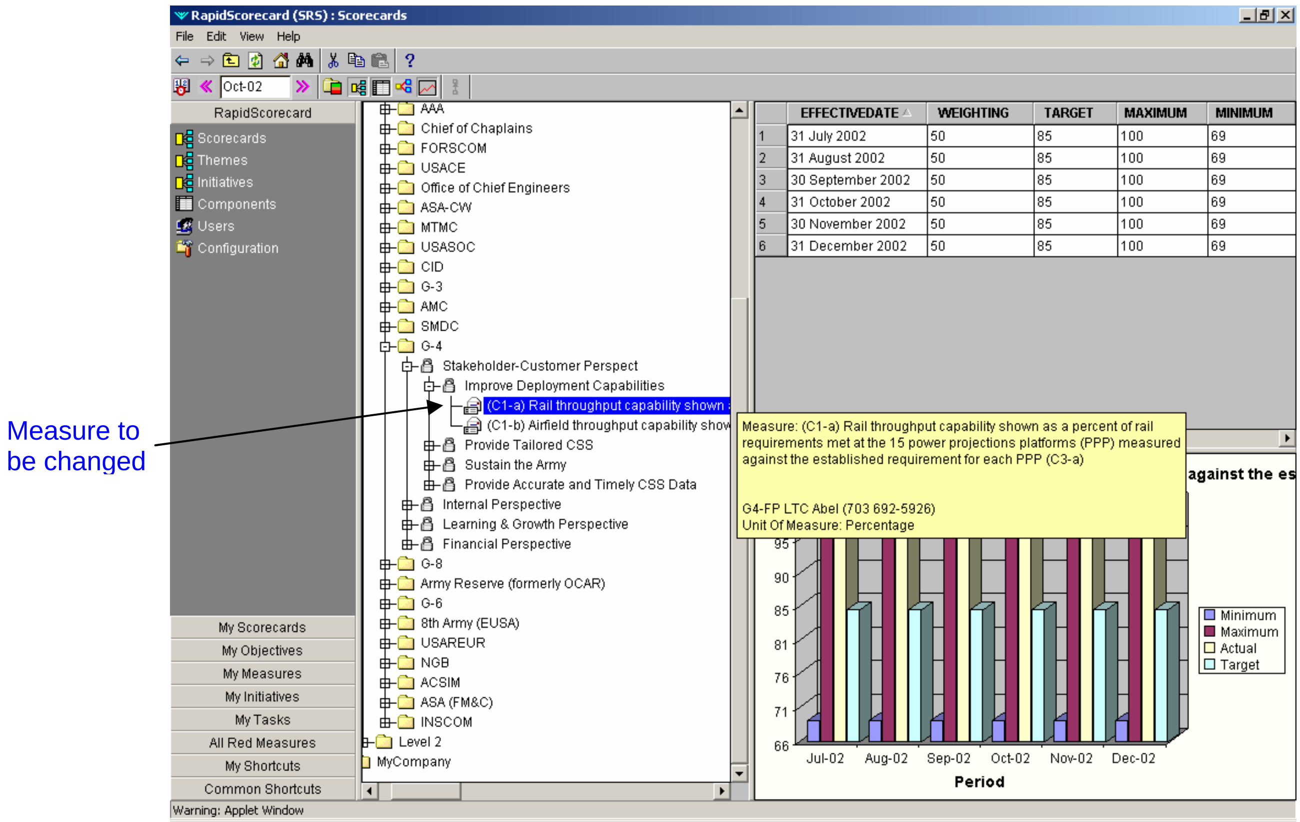
5. “Save” or “Cancel” edits made to the Measure. When editing of the Measure is complete, click on the “Save Now” button in the pop-up window. To disregard changes, click on the “Cancel” button.

5.3 Deleting a Measure Value Row from the Table Pane

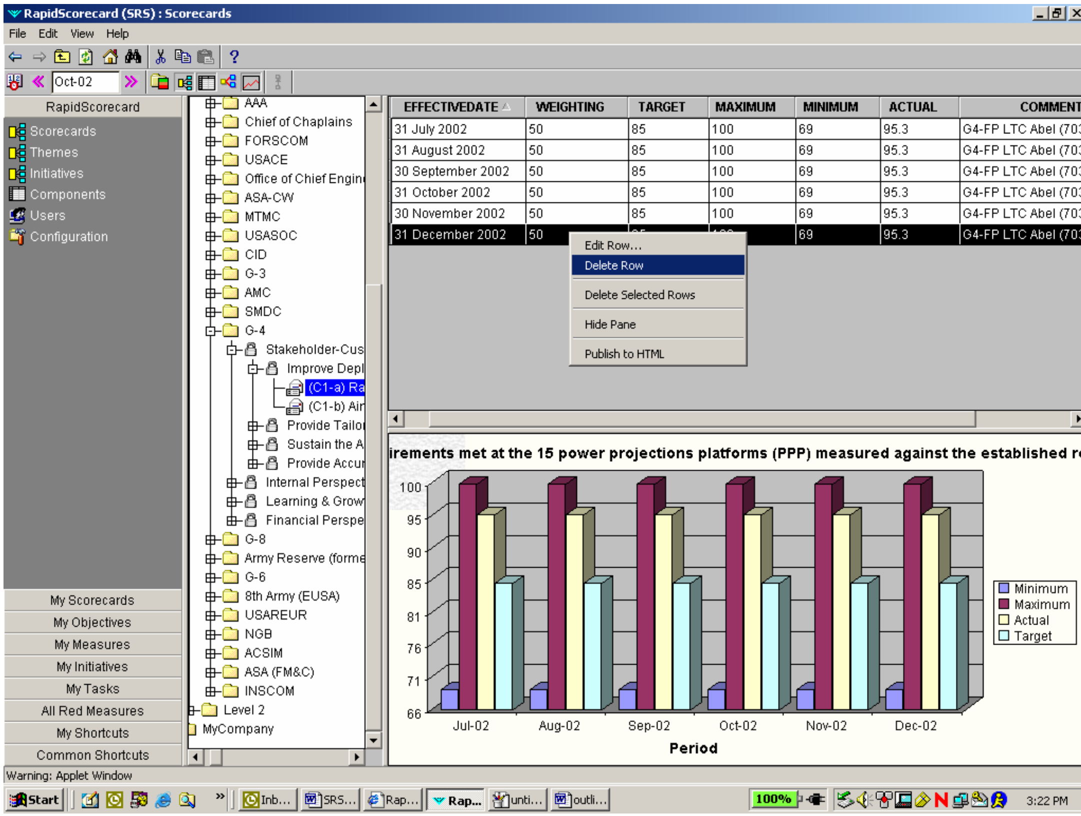
1. Select the Existing Measure containing Measure information to be deleted. Drill down to the Measure to be changed.

Verify that the Table Pane is turned on. If it is not, click on the Table Pane icon located in the Scorecard Menu Bar to view the Measure attributes available for editing.

With the completion of Step 1, your screen display should be similar to the following:

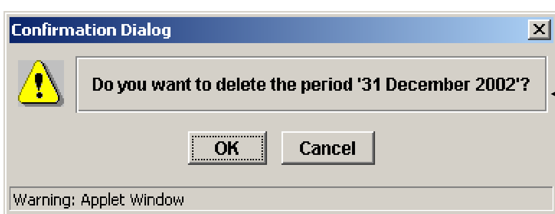


2. Select the row to be deleted. While in the Table Pane, place your cursor on the row that displays the information to be deleted. Right-click with your mouse and select “Delete Row” from the menu displayed.



Row to be deleted

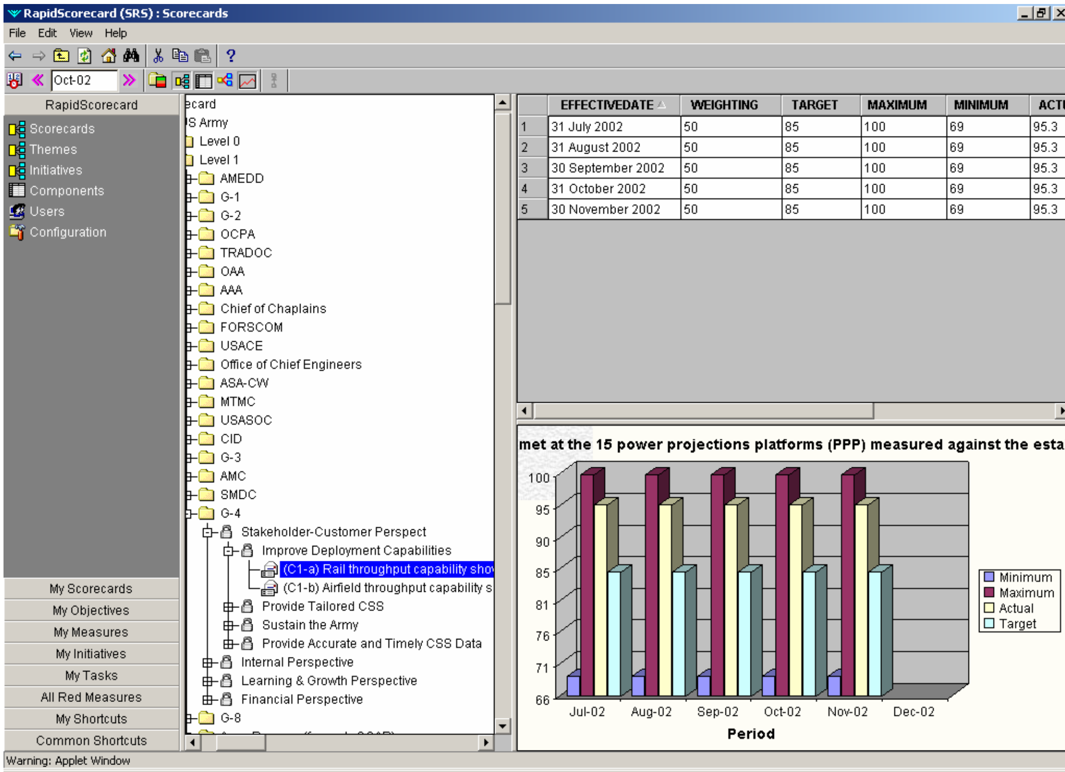
3. Verify deletion of row. Selecting the “Delete Row ” menu option will bring up the following pop-up window:



Time period for which information will be deleted

This pop-up window will allow you to complete the deletion of Measure information for a specific time period. Verify that the Time Period listed (e.g., “ 31 December 2002”) is correct. If the time period is correct, click on the “OK” button. To abort deletion of Measure information or if time period is incorrect, click on the “Cancel” button. If the time period is incorrect in the Confirmation Dialogue pop-up box and Measure information still needs deletion, repeat Step 2 to select the correct time period.

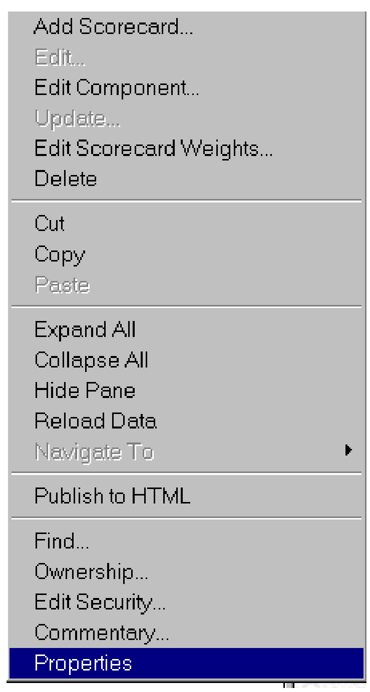
After “OK” has been selected from the Confirmation Dialogue, the Measure will be removed automatically from the Table Pane display.



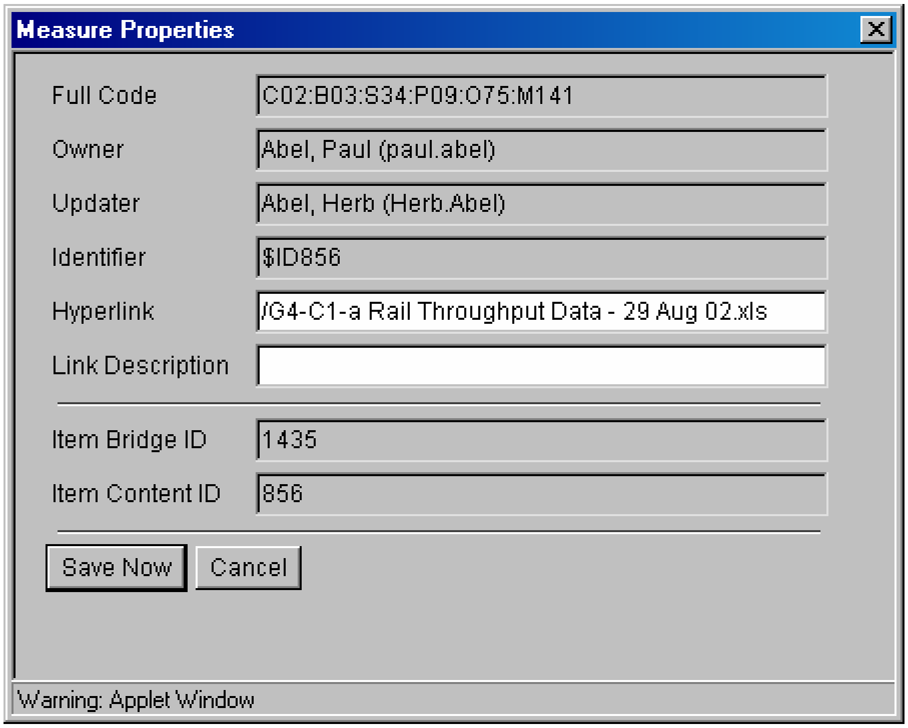
"31 December 2002" has been deleted.

5.4 PROPERTIES: ADDING HYPERLINKS

1. Adding Hyperlinks. Select and right-click on the measure to which a hyperlink is to be added. The following pop-up window will appear.



2. Select "Properties" from the list and this pop-up screen will appear.



3. In the "Link" textbox, you may add a hyperlink or add a file link.

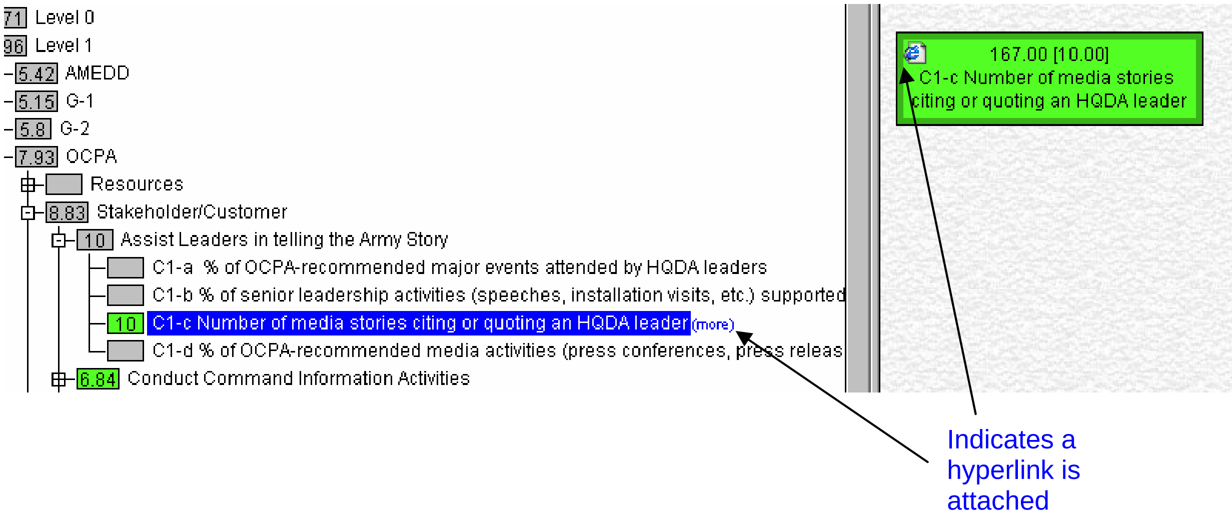
To add a hyperlink, type in the link address (http://www.).

To add a file link type a path description (/directory/filename) to show a link to a MS Word document, MS Excel spreadsheet, or MS PowerPoint presentation as it is maintained on SRS. To request that a file be loaded to SRS to create a file link and/or to obtain a list of files currently loaded on SRS, please send an email to the HQDA SRS Ops Center at:

ArmySRS@hqda-aoc.army.pentagon.mil - unclassified
ArmySRS@hqda-aoc.army.smil.mil - classified

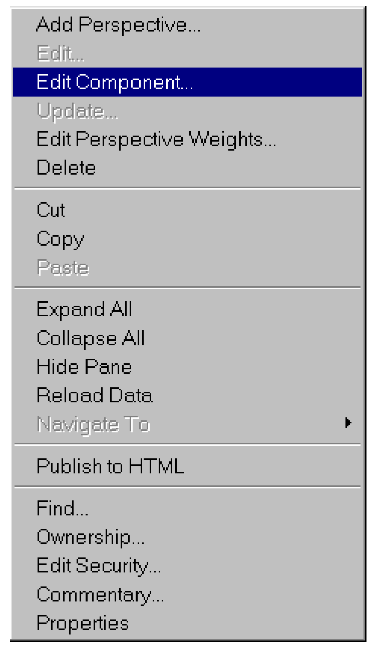
The subject of your email should read "Assistance with Creating a File Link in SRS." The SRS System Administrators will then assist you with your request.

4. Click "Save Now". You should see a link symbol next to the Measure and on the tactical Scorecard pane as below.



6 UPDATING SCORECARD COMPONENTS (SCORECARD UPDATER AND HIGHER)

Users at Scorecard Updater level and higher are allowed to add and/or edit the Scorecard components (Scorecards, Perspectives, Objectives, and Measures) and hyperlinks. This section details how to modify and delete existing Scorecard components. To learn how to add NEW components, please reference Section 7.0 "Adding New Scorecard Components".



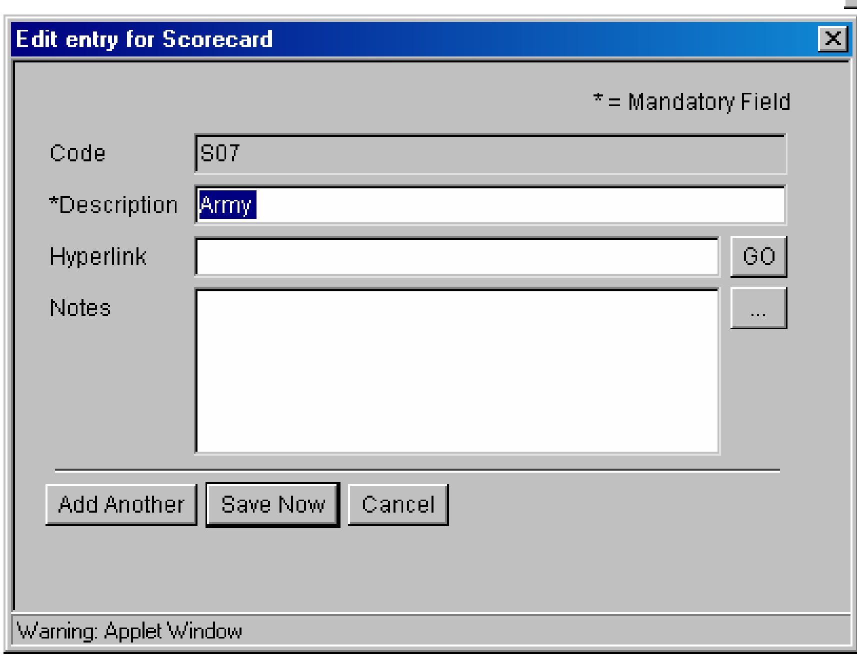
6.1 SCORECARDS

6.1.1 Modify a Scorecard

1. Select the Scorecard you wish to modify (one that you own) and right-mouse click on it to display the menu shown below. Click on "Edit Component" from this menu.

The "Edit Entry for Scorecard" box will appear. This box will allow you to edit all information related to the Scorecard.

NOTE: You will not be allowed to edit the "Code" field.



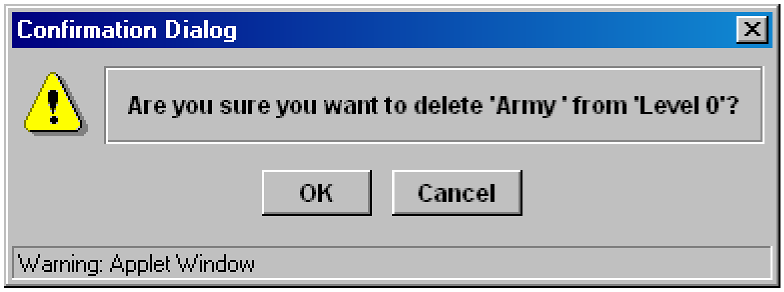
2. Input your desired modifications. To save your entry, select the "Save Now" button. If

you select “Cancel,” changes will not be saved.

6.1.2 Delete a Scorecard

1. Select the Scorecard you wish to delete and right mouse click on it to display the drop-down menu. Click on “Delete.”

You will be asked to confirm your request to delete the Scorecard. The following pop-up box will appear:



2. Click “OK” to delete the Scorecard. Click “Cancel” to disregard your changes.

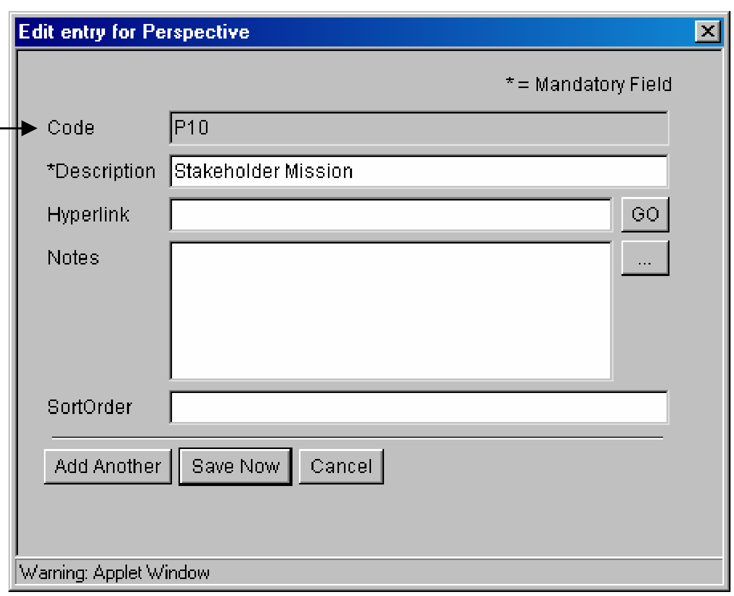
6.2 PERSPECTIVES

6.2.1 Modify a Perspective

1. Select the Perspective you wish to modify and right-mouse click on it to display the drop-down menu. Click on “Edit Component.”

The “Edit Entry for Perspective” box will appear. This box will allow you to edit all information related to that Perspective.

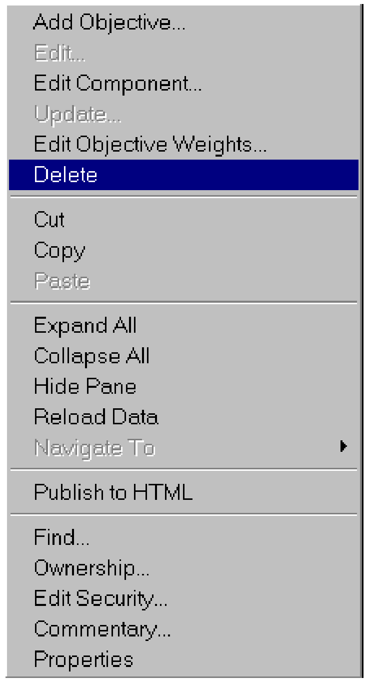
NOTE: You will not be allowed to edit the “Code” field.



2. Input your desired modifications. To save your entry, select the “Save Now” button. If you select “Cancel,” changes will not be saved.

6.2.2 Delete a Perspective

1. Select the Perspective you wish to delete and right-mouse click on it to display the drop-down menu shown below. Click on "Delete."



2. You will be asked to confirm your request to delete the Perspective. Click "OK" to delete the Perspective. Click "Cancel" to disregard your changes.

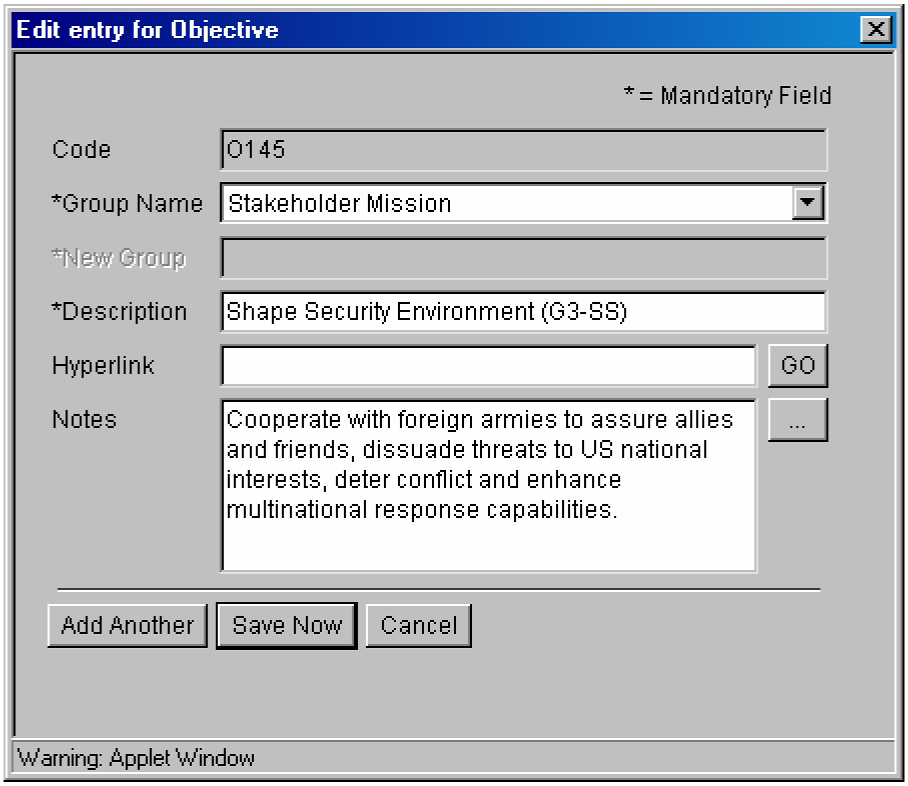
6.3 OBJECTIVES

6.3.1 Modify an Objective

1. Select the Objective you wish to modify and right mouse click on it to display the drop-down menu. Click on "Edit Component" from this menu.

The "Edit Entry for Objective" box will appear. This box will allow you to edit all information related to that Objective.

NOTE: You will not be allowed to edit the "Code" field.



2. Input your desired modifications. To save your entry, select the "Save Now" button. If you select "Cancel," changes will not be saved.

6.3.2 Delete an Objective

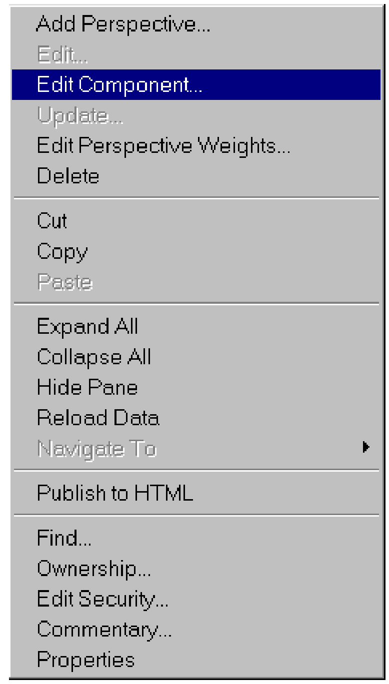
1. Select the Objective you wish to delete and right-mouse click on it to display the drop-down menu shown below. Click on "Delete."

2. You will be asked to confirm your request to delete the Objective by the same "Confirmation Dialog" box as before. Click "OK" to delete the Objective. Click "Cancel" to disregard your changes.

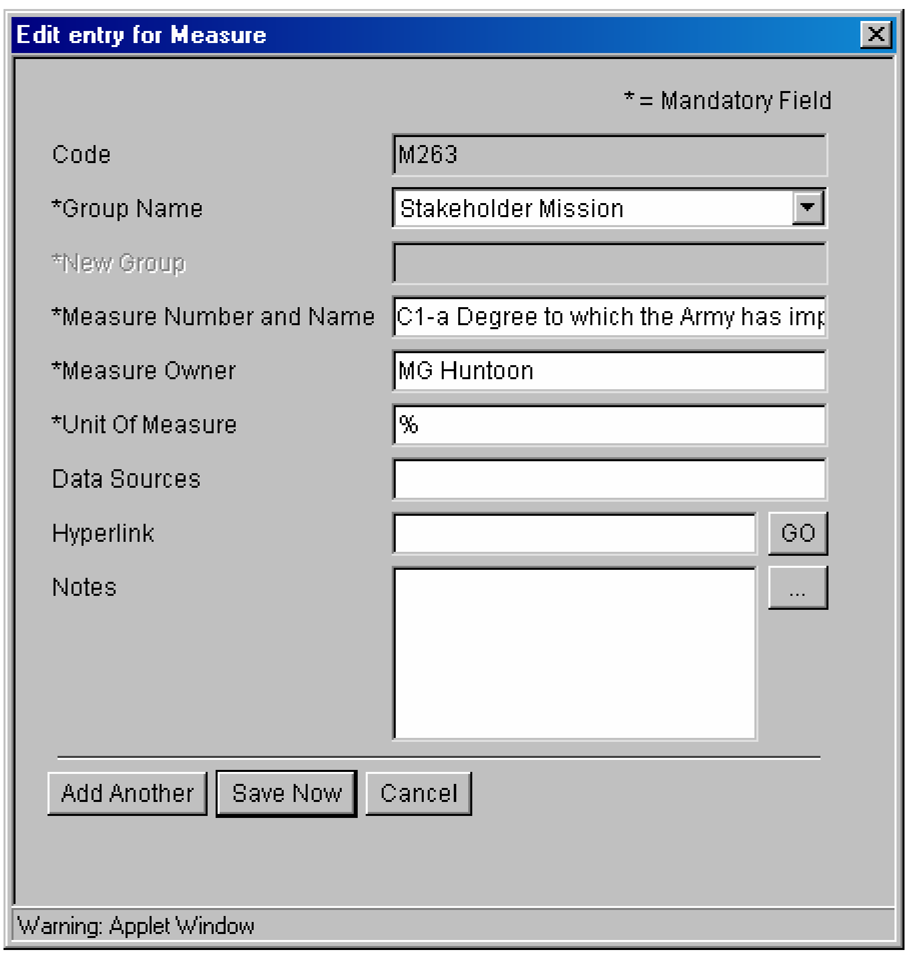
6.4 MEASURES

6.4.1 Modify a Measure

1. Select the Measure you wish to modify and right mouse click on it to display the drop-down menu shown in the screen shot below. Click on "Edit Component" from this menu.



The "Edit Entry for Measure" box will appear. This box will allow you to edit all information related to that Measure.

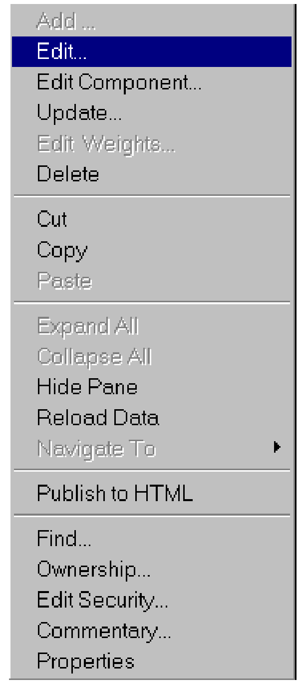


2. Input your desired modifications. To save your entry, select the "Save Now" button. If you select "Cancel," changes will not be saved. All fields with "*" are required and must be completed.

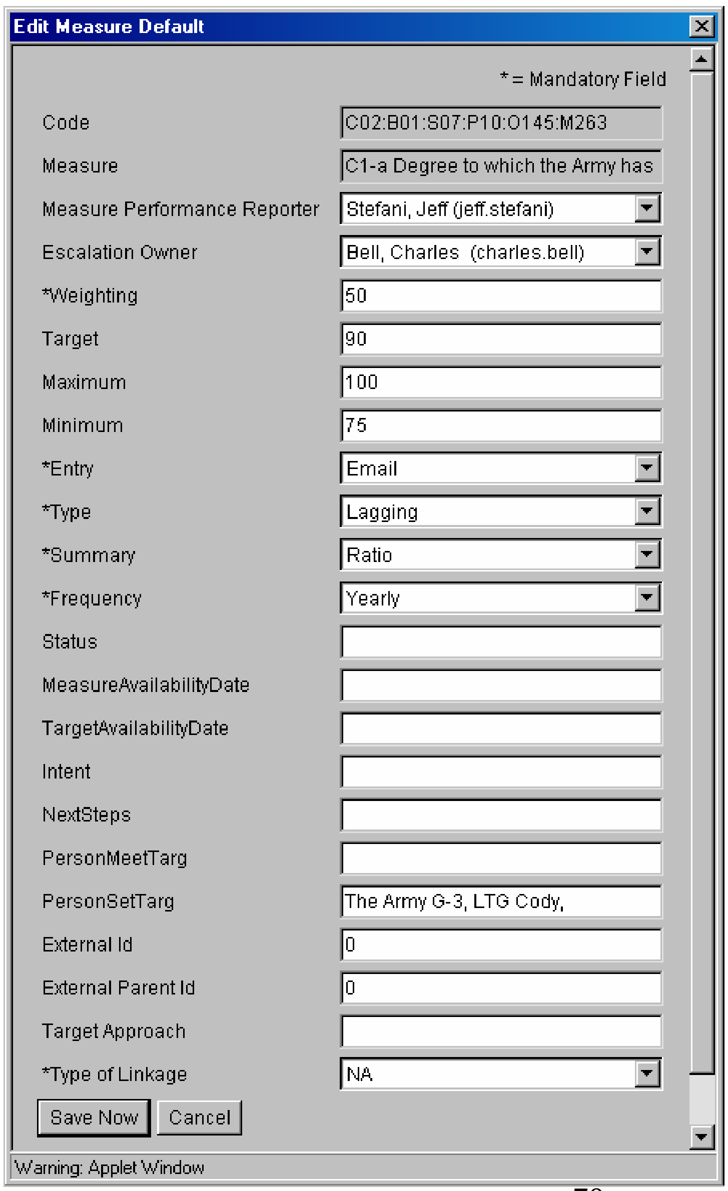
NOTE: You may not be allowed to edit the "Code" field.

6.4.2 Modify Measure Attributes

1. Select the Measure you wish to modify and right-mouse click on it to display the menu shown in the screen shot below. Click on "Edit."



The "Edit Measure Default" box will appear. This box will allow you to edit all information related to the Measure chosen.



NOTE: Explanations about how to modify specific fields on the "Edit Measure Default" form are found in sections 6.4.2.1 through 6.4.2.6.

2. When you have completed making your modifications, click “Save Now” to save all the changes and/or additions made or “Cancel” to disregard your changes.

6.4.2.1 “Measure Performance Reporter”

NOTE: The “Measure Performance Reporter” is also referred to as the “Measure Updater”.

From the ”Edit Measure Default” form, you may select a Measure Performance Reporter who will have the primary responsibility for updating measure values. This is also the person who will receive the automatic emails that are sent out informing the Measure Performance Reporter that it is time for their measure to be updated for that period.

NOTE: This person must have been identified previously as a Measure Performance Reporter in the Access Roster submittal process and must have been added as a User of the system in order for his/her name to appear in the drop-down list.

Note: The Escalation Owner may be selected at this point as well, but this person does not have any responsibilities at this time. The Escalation Owner is the person ultimately responsible for the measure and its readiness status.

6.4.2.2 Assigning Constant Values to a Measure (Targets & Weights)

From the “Edit Measure Default” form you may also set a constant (or default) Target value, Minimum value, and Maximum value that will apply to every reporting period for that measure.

1. Enter Target Values. In order to correctly input the Target values, please use the following table to determine how to input your data in to SRS.

Balanced Scorecard Nomenclature	SRS Item	How to input in SRS
Target	**Target**	Input the Target Value
Maximum Target	**Maximum**	Input the Maximum Value
Minimum Target	**Minimum**	Input the Minimum Value

Place your cursor in the text box next to each “SRS Item” title and type in the desired value.

About Entering Values:

PERCENTAGES – Percentages should be entered as they appear before dividing them by 100. For example, 99% would be entered as "99" and 35.5% should be entered as "35.5".

DOLLAR VALUES – Dollar values should be entered without the dollar sign and as a decimal value to the hundredths place. For example, $38.50 should be entered as "38.50".

NOTE: Designating the type of value (e.g., dollars, days, etc.) is covered in another section**.**

From the "Edit Measure Default" form you may also set a Weighting value that will apply to every reporting period for that measure.

2. Verify / Change Measure Weight. When Measures are created, the Measure Weights default to the equal balance of all Measures in providing an Objective's rating of Green/Amber/Red. Measure weights can be manually changed to indicate if Measures have unequal weights.

   The sum of the Measure Weights MUST equal 100%. Therefore, the default for an Objective composed of two Measures is that each Measure is assigned a weight of 50%. If an Objective has only one Measure, then the default weighting for that Measure would be 100%.

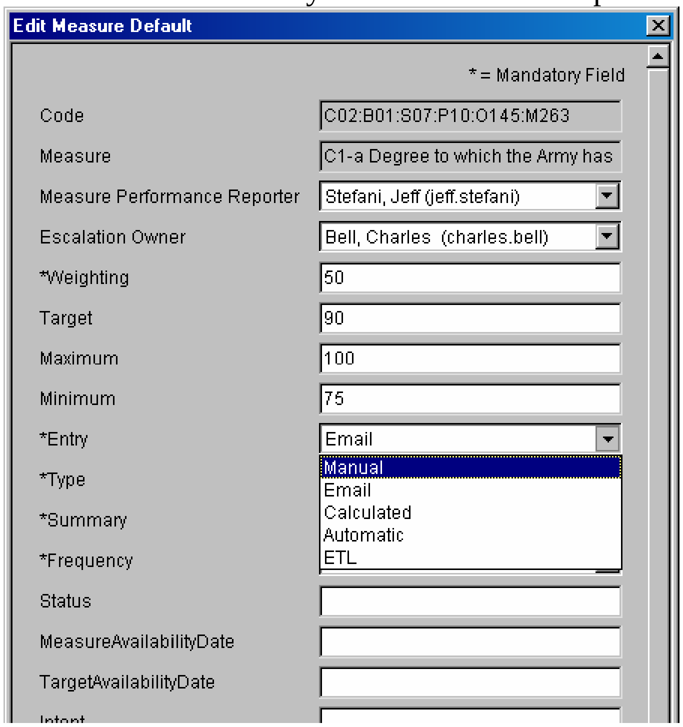
3. To change the Measure Weight, place your cursor in the text box next to the title "Weighting" and type in the weight value. The number must have a positive value. Ensure that sum of this value and the value of the other Measures in the Objective equals 100.

Note: SRS does NOT "auto-update" the Weighting value of a Measure based on changes to another Measure's Weighting value. **You will need to manually update the Weighting for each affected Measure when you choose to modify the Weightings for a single Measure.**

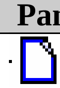
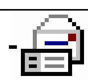
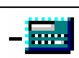
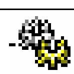
6.4.2.3 Entry Method

From the “Edit Measure Default” form, you may select how the measure value will be entered into the system.

1. Select the dropdown box next to “Entry” and click on the respective method.



2. The table below describes the Entry Methods along with the associated icons that are displayed on the Hierarchy Pane:

Entry Type	Hierarchy Pane Icon	Definition
Manual		Identifies Measures that have values that are manually input Measure.
Email		Identifies Measures that have values that are populated through an HTML Email notification submittal.
Calculated		**IDENTIFIES MEASURES THAT HAVE VALUES THAT ARE CALCULATED FROM FORMULAS AND/OR OTHER MEASURE VALUES.**
Automatic or ETL		Identifies Measures that have values that are automatically populated via a direct or indirect database interface.

About Measure Updates Via Email:
SRS has the ability to receive and distribute Measure updates via email. To do so, the Measure must first be set up to accept email updates. Setting this up also sets up email notification when a Measure is past due for update. Email updates may be set for either existing (Option One) or new Measures (Option Two); the update process is the same for either. To set up email notification, go to the "Entry" field and select "Email" from the drop down menu. Next, contact the system administrator to enable that Measure for email update.

After the Measure has been enabled for email, an email message similar to the following will be sent automatically when updates are past due.

Dear User,

Your password is password.

Account details:
Code: W13
Login: Some.User Password = password
Email: some_user@us.army.mil

You currently have 2 Measures that need to be updated.

Please go to Monthly: http://srs.us.army.mil and update them.

Here is the list of Measures:

G-4

$ID43 –Stakeholder/ Improve Deployment Capabilities
- Never updated
- Requires update for 31-Aug-2002 (SRS User)
$ID44 – Internal Perspective /Improve Equipment Serviceability (Monthly)
- Never updated
- Requires update for 31-Aug-2002 (SRS User)

Please update them ASAP.

You may update these Measures via email by replying to this email.
You must include the key from below without the character usually prepended by your mail software.

Or go to Monthly: http://srs.us.army.mil and update there.

This is an automated message from CorStrategy

Selecting one of the links displayed in this email message will load AKO, if you are not already logged in. Once logged in, an entry box will display and you will be prompted for your input to update the Measure(s).

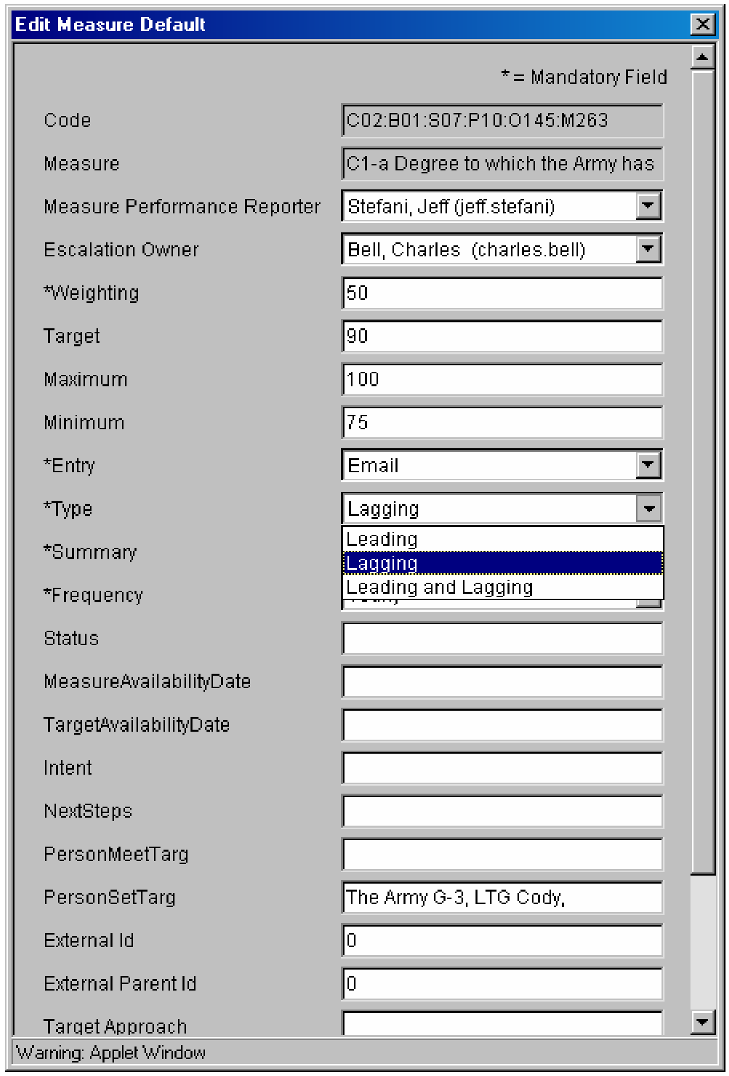
6.4.2.4 Entry Type

From the “Edit Measure Default” form, you may define the “Entry Type” and select how the performance actual value will be entered into the system.

1. The “Entry Type” drop down box is used to define whether the measure value is a “leading”, “lagging”, or “leading and lagging” indicator.

2. Select the appropriate “Type” form the drop down box.

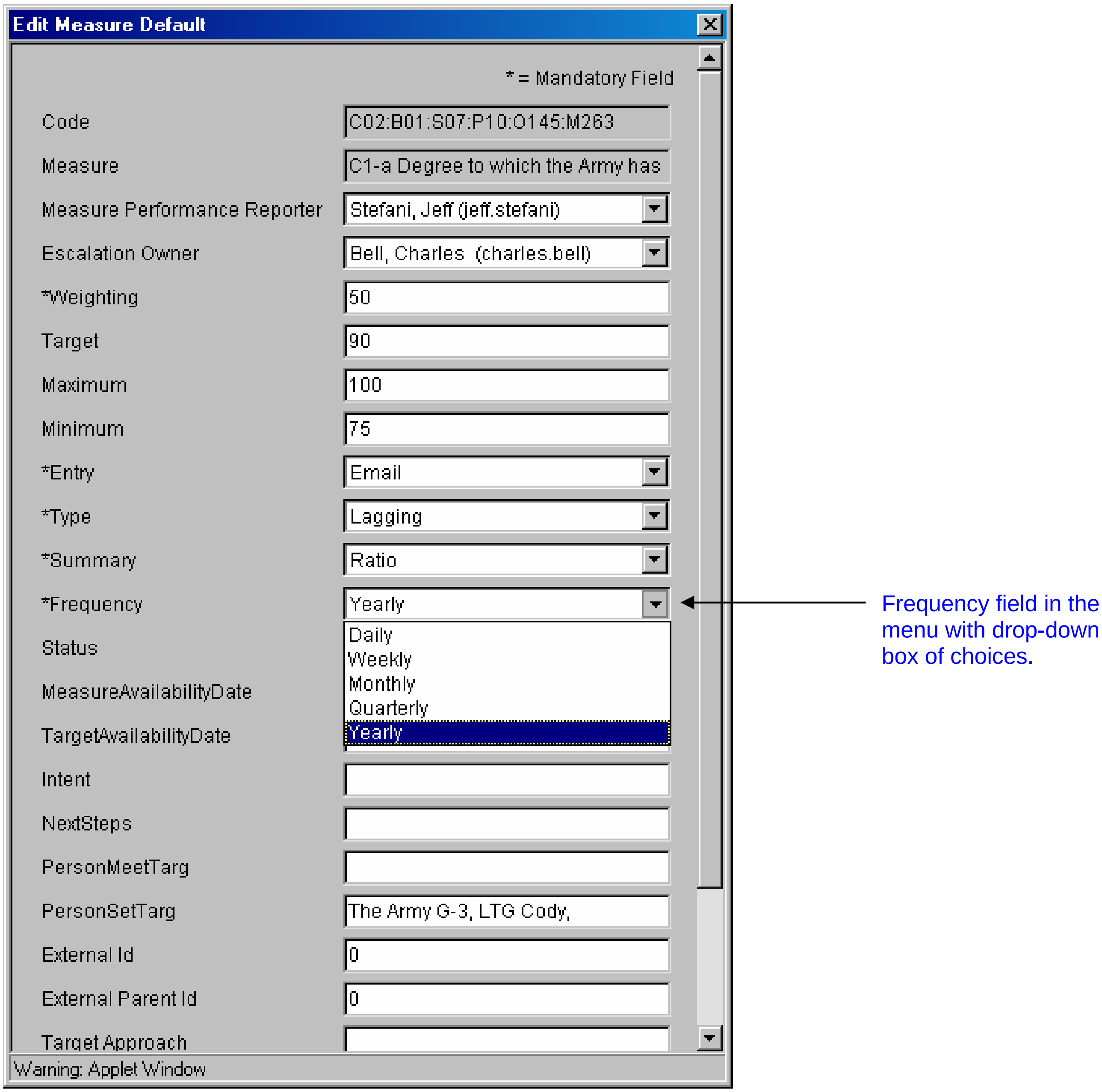
Note: You may have any combination of “Entry Method” and “Entry Type” for a measure. You may also have multiple combinations within a specific Objective, Perspective, and/or Scorecard.



6.4.2.5 Frequency

Frequency defines how often the data for the Measure needs to be updated: it may be set to "daily", "weekly," "monthly," "quarterly," or "annually" using the "Edit Measure Default" form depicted in section 6.4.2.

1. The "Frequency" drop down box is used to define how often the measure value is updated: "daily", "weekly", "monthly", "quarterly", or "yearly". Click on the drop down box and select the desired frequency.



2. The following table below describes the five unique frequency settings.

Frequency Type	Definition
Daily	If a measure is set at daily, it can be updated with new data every day. The last day that contains new data is the color and score that will roll over to the following days and months. This is the most current data and therefore will continue to carry over to the most recent date.
Weekly	If a measure is set at weekly, it can be updated on a weekly schedule. Currently the end of the week is set to “Friday” so that the measure may be updated each Friday. The information for the last Friday with data contained is what will roll over to the next period as the most current data. This will be the score and the color.
Monthly	If a measure is set at monthly, it can be updated on a monthly schedule. The last month that contains data will be the month that carries over to the current period.
Quarterly	If a measure is set at quarterly, it can be updated on a quarterly schedule. Currently the quarter is set at March 31, June 30, September 30, and December 31. The information that is set at the last month of the period with data contained is what will show in the roll over to the next period. New data can be added in the appropriate quarterly month in the Update menu.
Yearly	If a measure is set at yearly, it can be updated on a yearly schedule. The last month that has data will roll over to the next month throughout the year.

6.4.2.6 Other Measure Data Items

The table below contains explanations of each item on the "Edit Measure Default" form. The items in **bold** are mandatory fields that must be completed. Items in **bold and blue** are recommended to be completed.

Item	Definition
Updater	The User responsible for the periodic entry of data for the Measure. This user will receive HTML email notifications if the Measure entry type is set to Email.
Escalation Owner	The User responsible for the Measure itself, including the description of the Measure and its stretch targets. (Note: This item is not currently used in SRS. This user does not receive any email notifications. Reference 6.4.2.1 for additional information.)
Weighting	The score for each Objective is calculated by a weighted sum of the normalized values of that Objective's Measures. The weighting for each Measure reflects the importance of its contribution to the Objective. Weights are expressed as a percentage; the sum of the weights for all Measures within each Objective should be 100. If you leave this field empty, it is assumed that all Measures are of equal importance to the parent Objective.
Target	The value that identifies when performance will change from amber to green. (This is the *TARGET* number you should have developed and entered into the Design Center Express (DCE)).
Maximum	The value that represents your stretch target or goal for performance. (This is the *MAXIMUM TARGET* you should have developed and entered into the Design Center Express (DCE)).
Minimum	The value that identifies when performance will change from red to amber. (This is the *MINIMUM TARGET* number you should have developed and entered into the Design Center Express (DCE)).
Entry	Defines how data for the Measure will be entered. One of the following, from the drop down menu: ▪ The Updater will enter manual Values each period. ▪ Email Values will either be entered by the Updater or submitted to CorStrategy via email each period. ▪ Calculated Values will be calculated using the formula defined in the Equation field. Automatic Values will be imported from the external file or database specified in the Import Source field.
Type	Whether the Measure is expected to be a Leading, Lagging, or Leading and Lagging performance indicator.

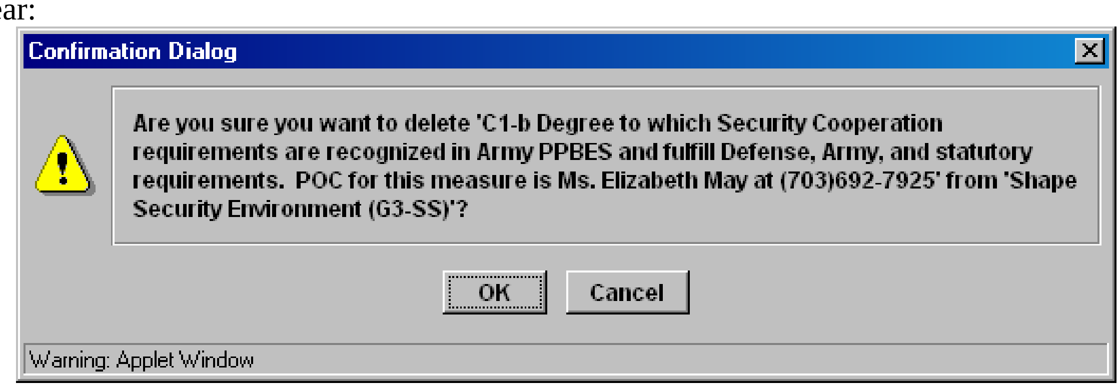
Item	Definition
Summary	Whether the Measure should be summarized as a ration or as an aggregate.
Frequency	Defines the periodicity of the Measure; i.e., how often the data for the Measure should be updated.
Status	Measure condition and availability information.
MeasureAvailabilityDate	Date Measure ready for use in the application.
TargetAvailabilityDate	Date the Target will be available for use.
Intent	Rationale behind Measure.
Nextsteps	Enter comments relating to the next steps required to meet the Metric.
PersonMeetTarg	Person responsible for meeting the Measure target.
PersonSetTarg	Person responsible for setting the Measure target.
External ID	Identification number for that Measure level.
External Parent ID	Identification number for the Parent level of that Measure.
Target Approach	To be defined at a later date.
Type of Linkage	Used to show a linkage to a datasheet Access or datasheet Excel. Note: This is mandatory only if an outside data source is used to populate the measure value. The SRS System Administrator will populate this field.

Note: Text boxes shaded gray may not be modified in the "Edit" window. In addition, several of the data fields are auto-populated from other windows. It is recommended that you add/modify/delete only those data items you are familiar with their contents.

6.4.3 Delete a Measure

1. Select the Measure you wish to delete and right-mouse click on it to display the menu. Click on "Delete."

You will be asked to confirm your request to delete the Measure. The following pop-up box will appear:



2. Click "OK" to delete the Measure. Click "Cancel" to disregard your changes.

6.5 Options Available For All Components

6.5.1 Ownership

Many components within CorStrategy are allocated an Owner. Ownership affects a user's interaction with CorStrategy in various ways, including:

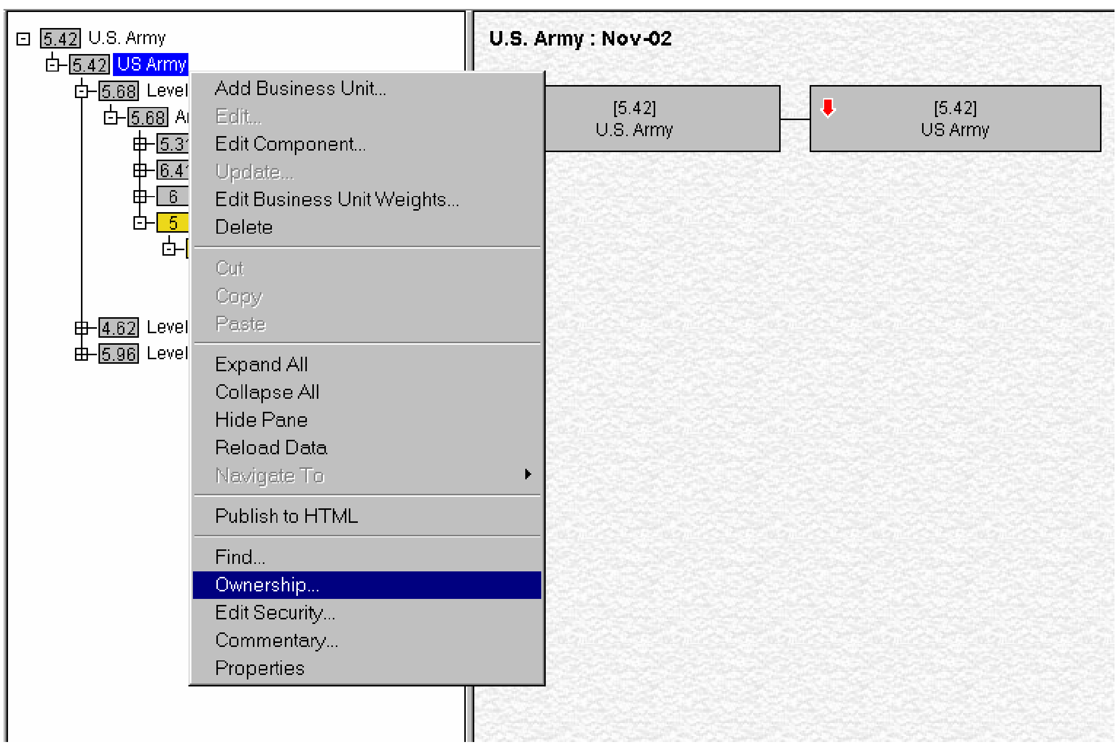
- Defining some aspects of security according to ownership. Users may be restricted to viewing only those areas of the performance model they own.
- Email may be automatically generated to Owners informing them when their Measures require updating.
- Some of the standard performance reports in CorManage are structured according to Owner.

To assign ownership to a specific user, follow the steps below:

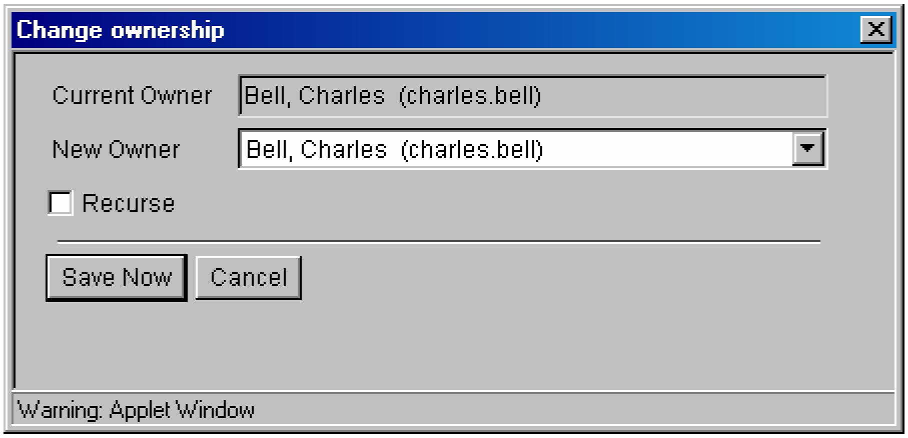
1. Select the appropriate Scorecard or level component in the Hierarchy Pane (i.e., Perspective, Objective, Measure) and right-click on the component.

Note: The following example is performed at the scorecard level.

2. Click on "Ownership."



A table will open that tells you who the Current Owner is, and allows you to choose a New Owner*:*



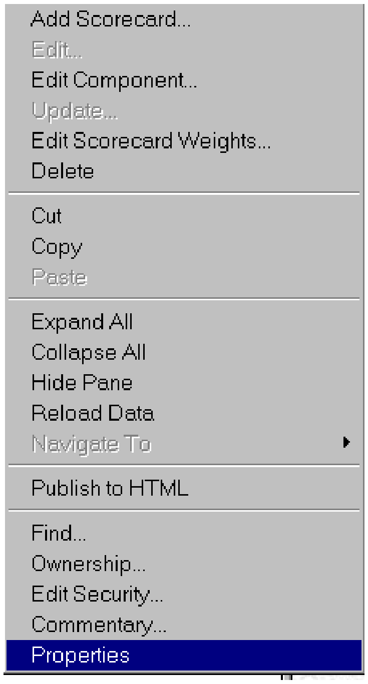
3. Scroll down the New Owner list and select the desired user name.

4. Click on "Recurse" if necessary (Recurse means that the ownership privileges extend from the current level to all the components below it/indented in on the Hierarchy Pane).
5. Click "Save Now" to save your changes. Click "Cancel" if you change your mind.
NOTE: For an individual's name to appear in the drop down list, he/she must have been identified previously as an Owner in the Access Roster submittal process and been added as a User of the system.

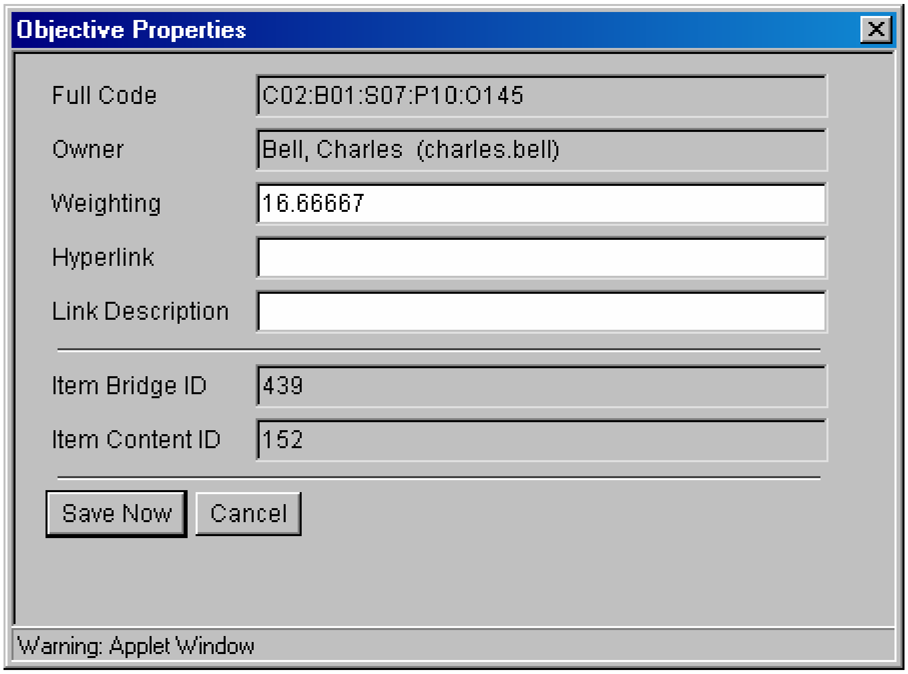
6.5.2 Properties

1. Adding Hyperlinks. Select and right-click on the object (i.e., Scorecard, Perspective, Objective, Measure) to which a hyperlink is to be added.

The pop-up window to the right will appear.



2. Select "Properties" from the list and this pop-up screen will appear.



3. In the "Link" textbox, you may add a hyperlink or add a file link.

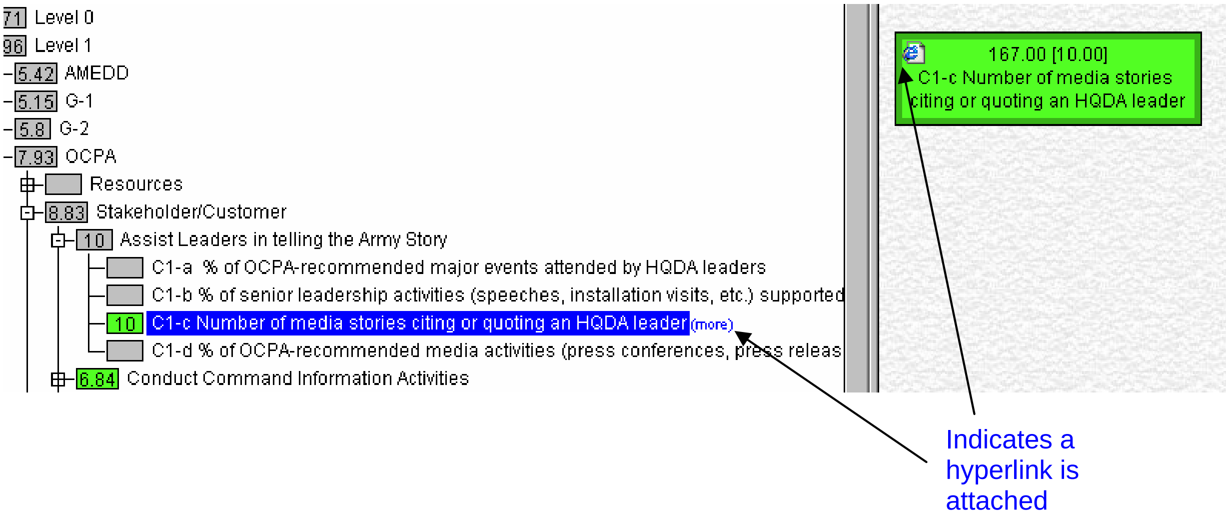
To add a hyperlink, type in the link address (http://www.).

To add a file link type a path description (/directory/filename) to show a link to a MS Word document, MS Excel spreadsheet, or MS PowerPoint presentation as it is maintained on SRS. To request that a file be loaded to SRS to create a file link and/or to obtain a list of files currently loaded on SRS, please send an email to the HQDA SRS Ops Center at:

ArmySRS@hqda-aoc.army.pentagon.mil - unclassified
ArmySRS@hqda-aoc.army.smil.mil - classified

The subject of your email should read "Assistance with Creating a File Link in SRS." The SRS System Administrators will then assist you with your request.

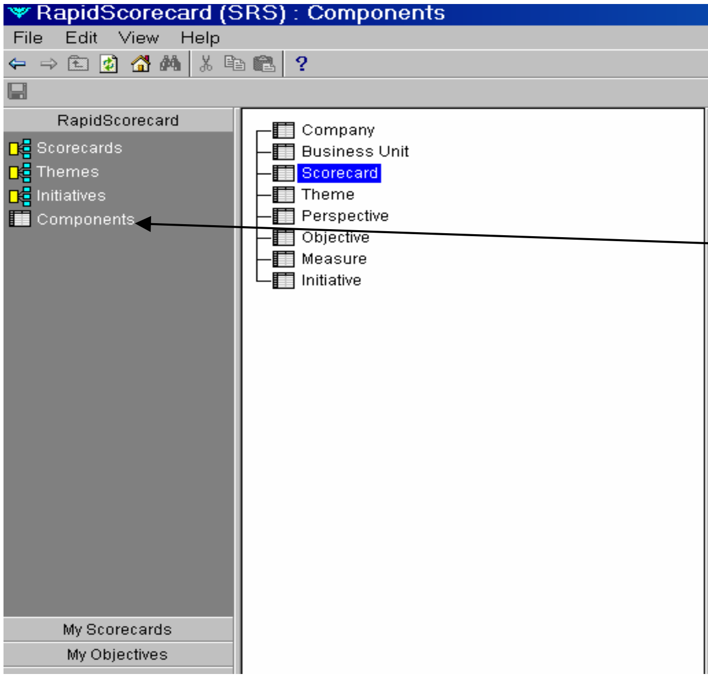
4. Click "Save Now". You should see a link symbol next to the Measure and on the tactical Scorecard pane as below.



6.6 Alternate Method for Updating Components

This section describes the use of the "Components" Sidebar Menu as an alternate method for updating the text associated with the components of a Scorecard, Perspective, Objective, or Measure.

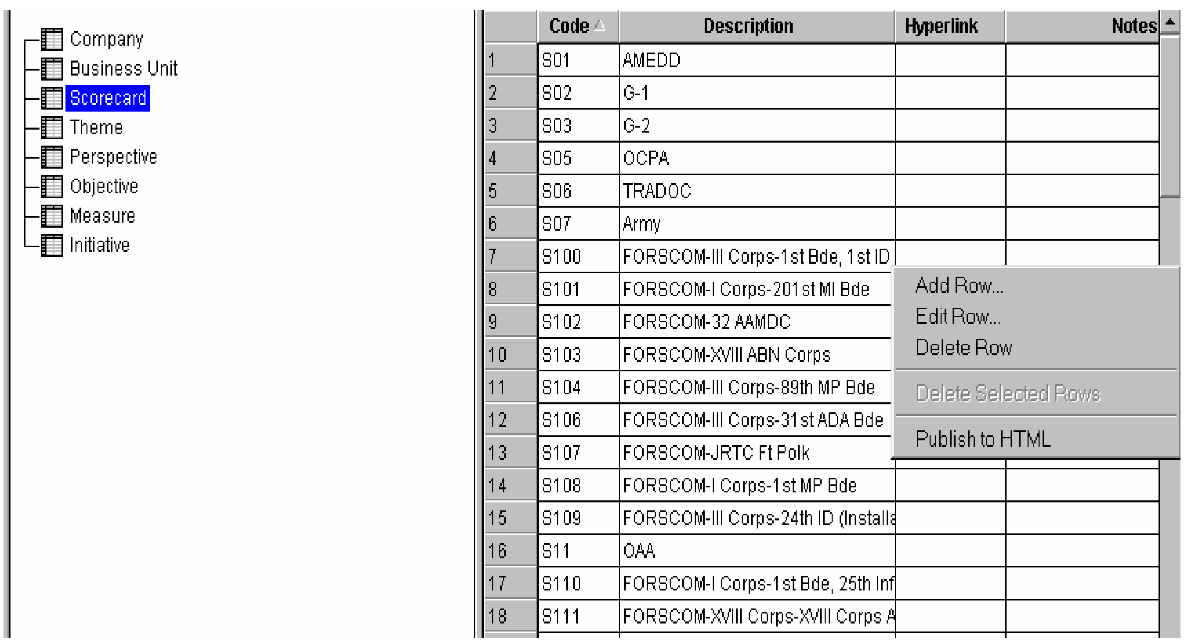
1. Click on "Components" in the Sidebar Menu under CorStrategy. The following screen will appear.



"Components" in Sidebar Menu

2. Find and select the object you wish to edit. You will see a list of items available for update.

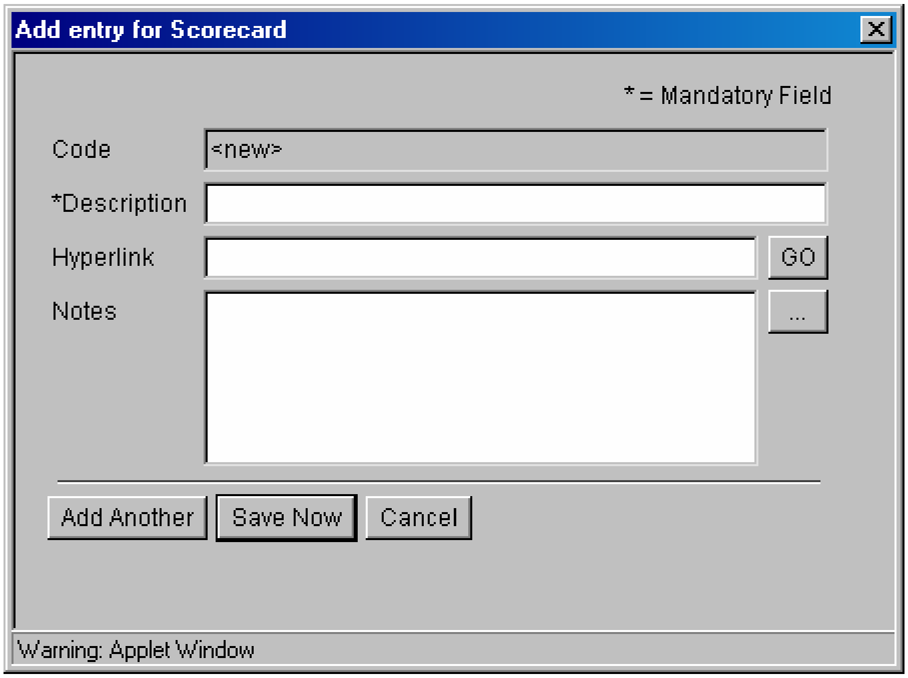
3. In the right-hand pane, select the object you wish to edit and right-mouse click on it.



From this menu, you may choose to add a row, edit a row, or delete a row, using the following procedures.

6.6.1 Add a Row

Selecting "Add Row" will display a popup screen allowing you to enter data for the new component.



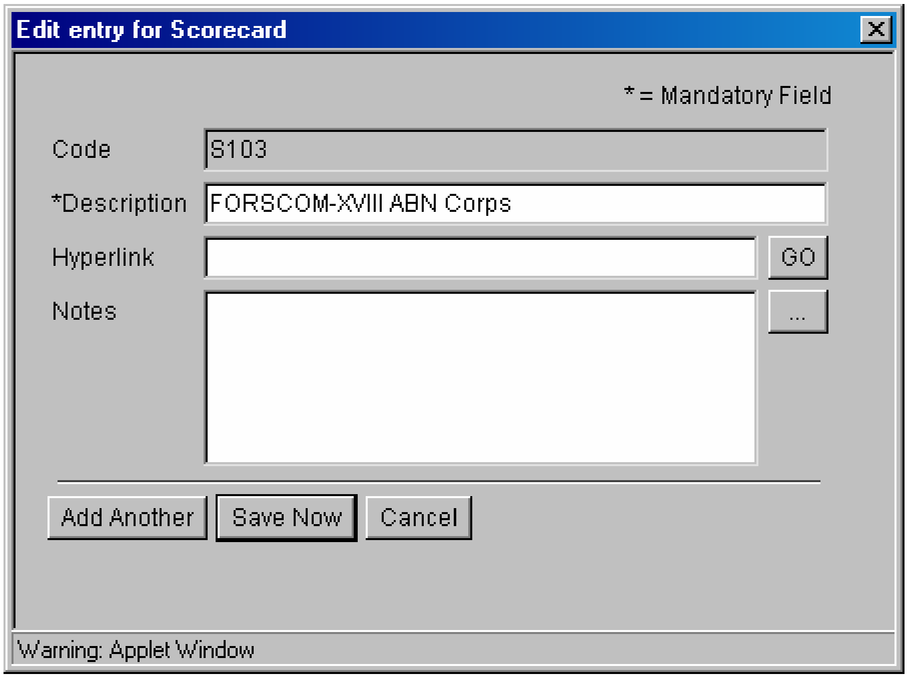
Typical fields seen in this window include:

- Description (the only mandatory field) of the item being added
- Hyperlink (if needed)
- Notes for additional information.

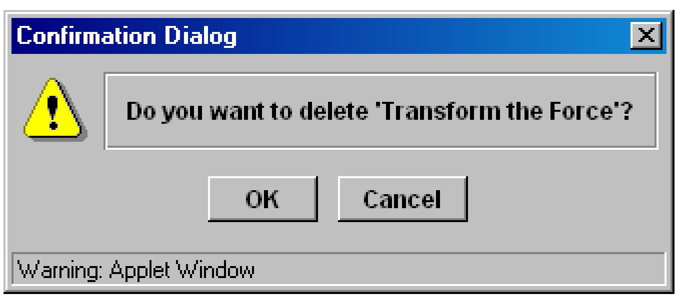
Complete the desired fields and select "Save Now" to save your changes. Select "Cancel" if you change your mind.

NOTE: Actual fields may differ depending on the item to be added

6.6.2 Edit a Row
Selecting "Edit Row" will allow you to modify the "Description," "Hyperlink," or "Notes" fields.



6.6.3 Delete a Row
This option is available only for a Theme, Perspective, Objective, Measure, or Initiative. The following Confirmation Dialog will appear to allow you to choose whether you want to delete the object or disregard the deletion. Click "OK" to delete or "Cancel" to disregard.



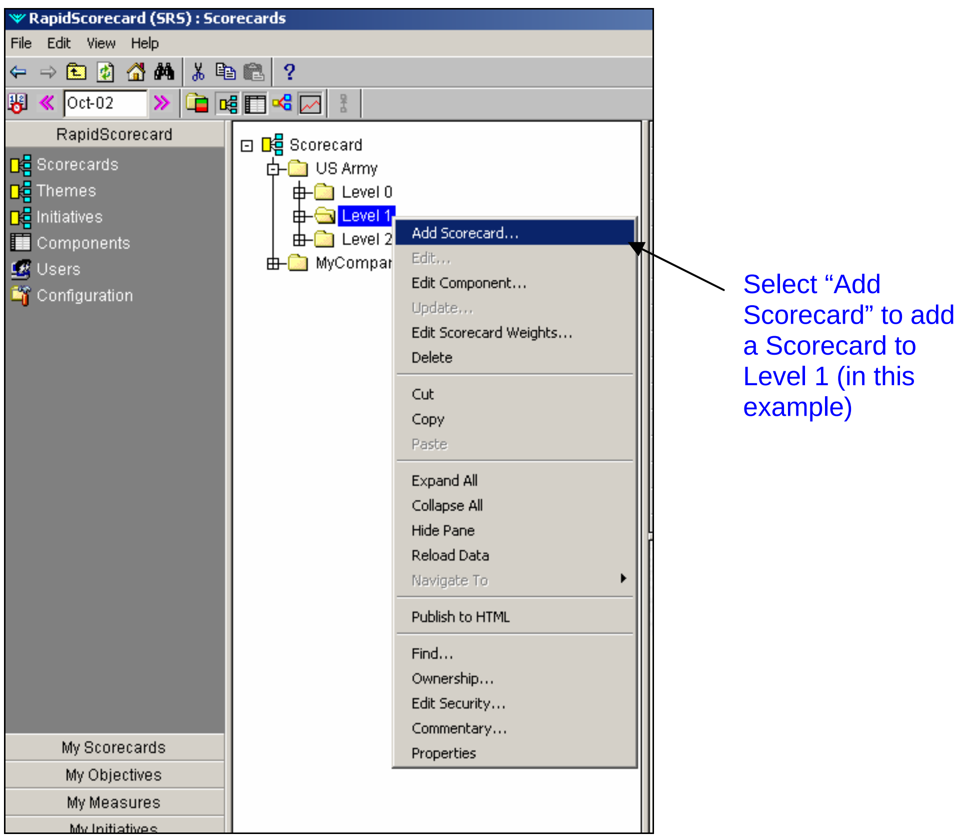
7 ADDING NEW SCORECARD COMPONENTS (SCORECARD UPDATER AND HIGHER)

This section describes the procedures for manually adding Scorecards, Perspectives, Objectives, and Measures to the SRS. All users are permitted to view Scorecards, but only those who are Scorecard Updaters and Administrators are allowed to add a Scorecard to the SRS.

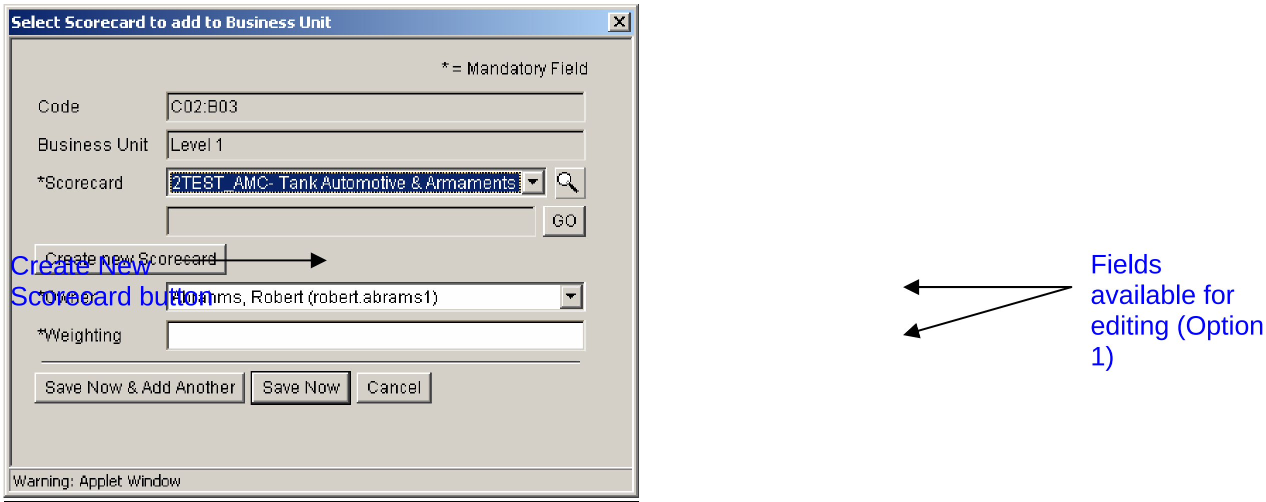
NOTE: Components must be added manually when they are not imported automatically into the SRS.

7.1 ADDING A SCORECARD

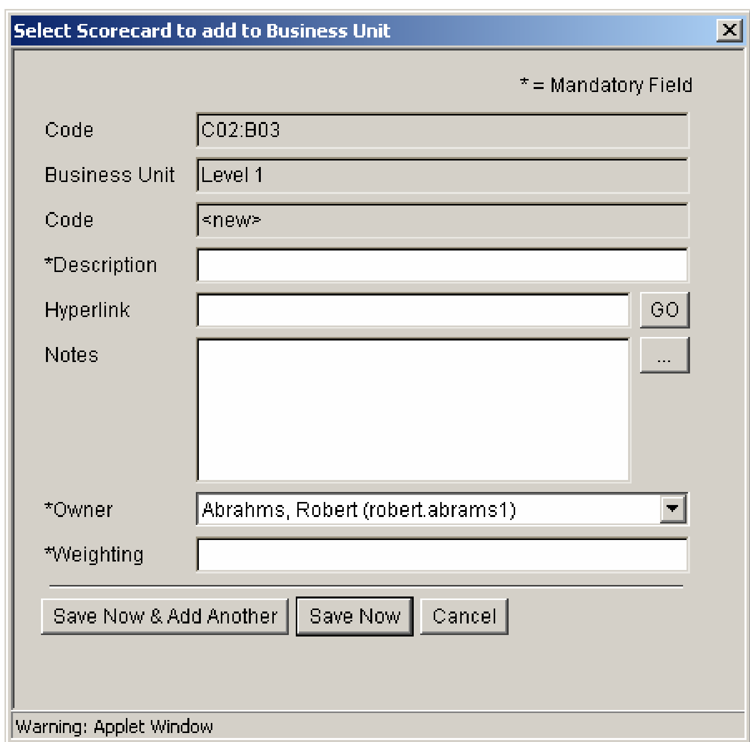
1. To add a Scorecard, right-mouse click on the Level to which you wish to add the Scorecard and select "Add Scorecard."



The “Select Scorecard to add to Business Unit” pop-up window will appear:



2. Select the “Create new Scorecard” button from the middle of the pop-up window. The following pop-up window will appear.



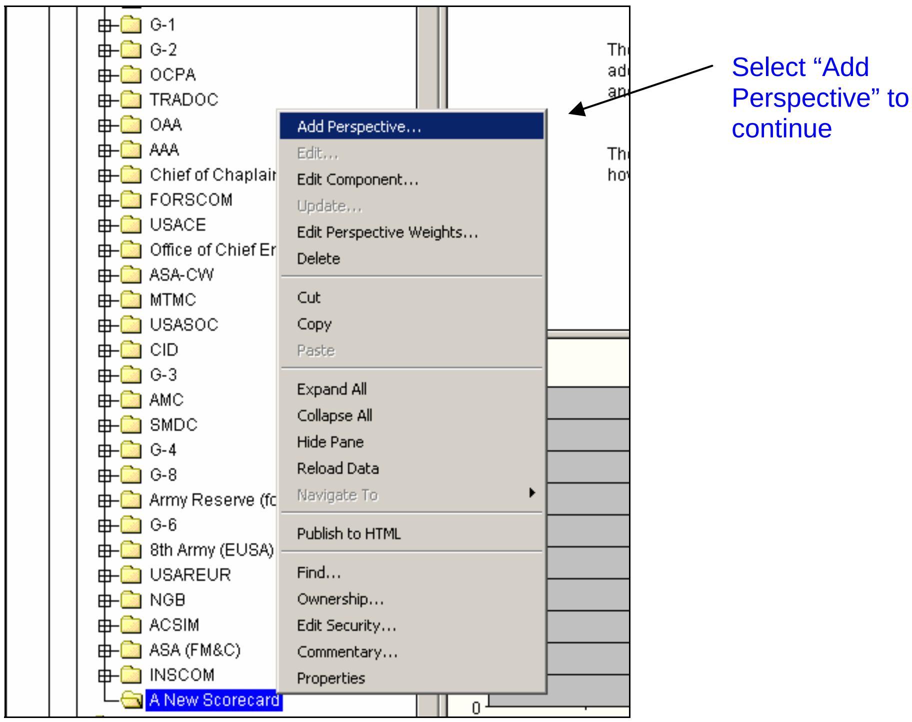
All fields with a “white” background are available for adding information. All fields with an asterisk (“*”) are required and must be completed. Fields seen on this screen are explained in the following table.

Item	Definition
Code	A number auto-generated by SRS.
Business Unit	A Scorecard is created under a Business Unit (a.k.a. Army Level).
Code	New Code added by SRS.
Description	The name of the Scorecard is entered here.
Hyperlink	Field that contains the web address for the Organization to which this Scorecard applies.
Notes	User may enter comments or notes.
Owner	The owner of the Scorecard. Select this individual from the drop down menu provided.
Weighting	The score for each Scorecard is calculated by a weighted sum of the normalized values of all Scorecards. The weighting for each Scorecard reflects the importance of its contribution to the Army Level (Business Unit). Weights are expressed as a percentage and therefore sum of the weights for all Scorecards within each Level should be 100. Note: It is recommended that you take the current number of scorecards (including the new one) and divide 100 by that number. That number as a percent should be entered into this field.

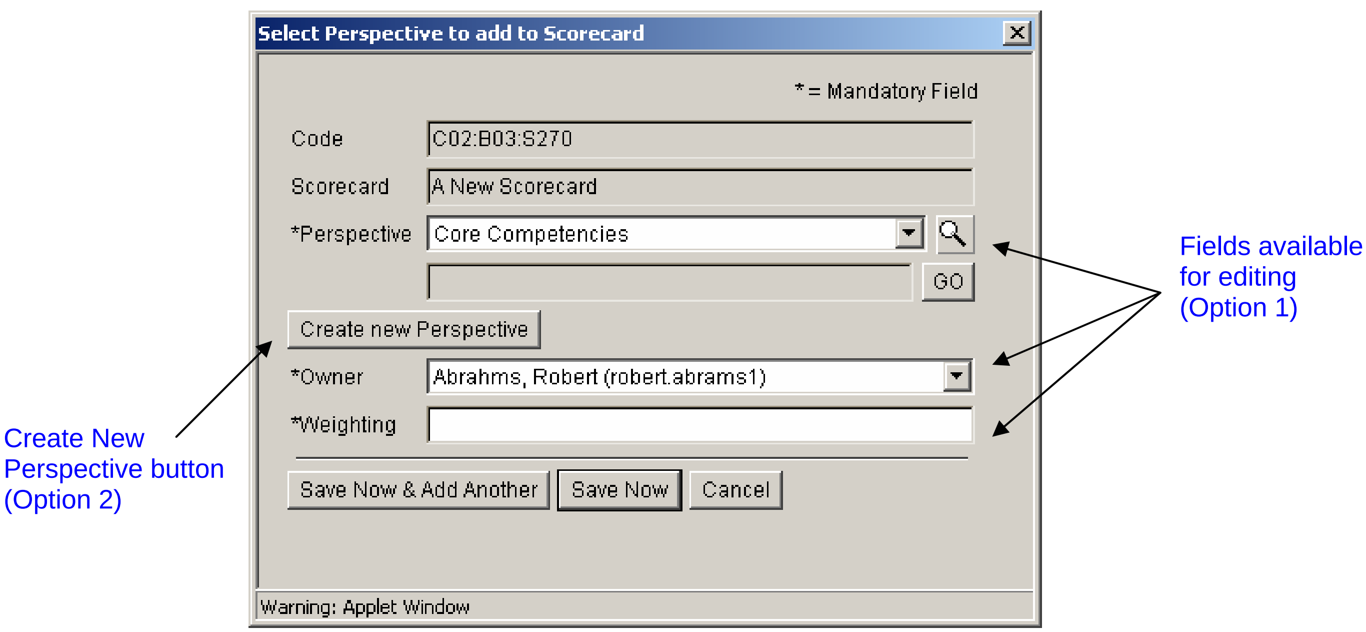
3. Enter your data and then click the “Save Now” button to save or select the “Cancel” button to disregard your changes.

7.2 ADDING A PERSPECTIVE

1. To add a Perspective, right-mouse click on the Scorecard to which you wish to add the Perspective and select "Add Perspective."



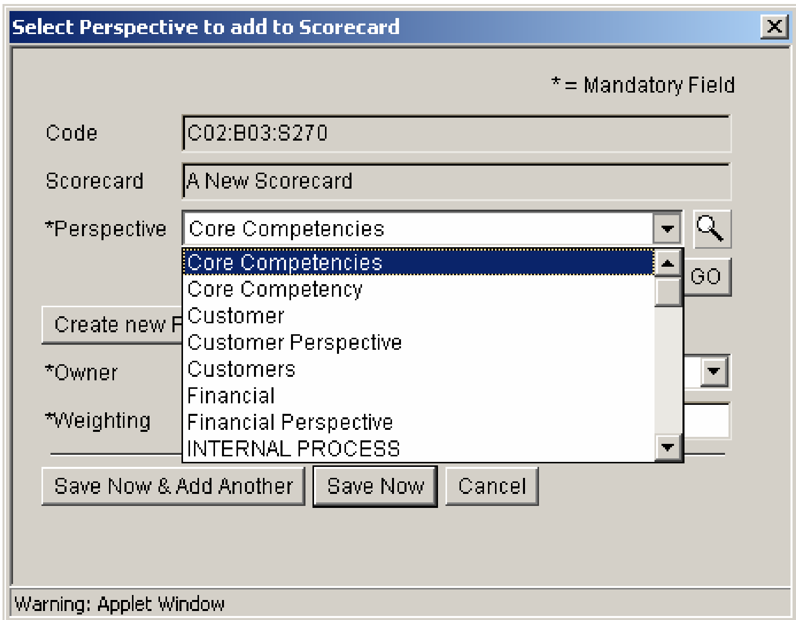
The "Select Perspective to add to Scorecard" pop-up window will appear:



You may now add an existing Perspective (Option One) or create a new Perspective (Option Two).

7.2.1 Option One: Add an Existing Perspective

1. To add an existing Perspective, click on the "Perspective" drop down box to display the list of existing Perspectives.

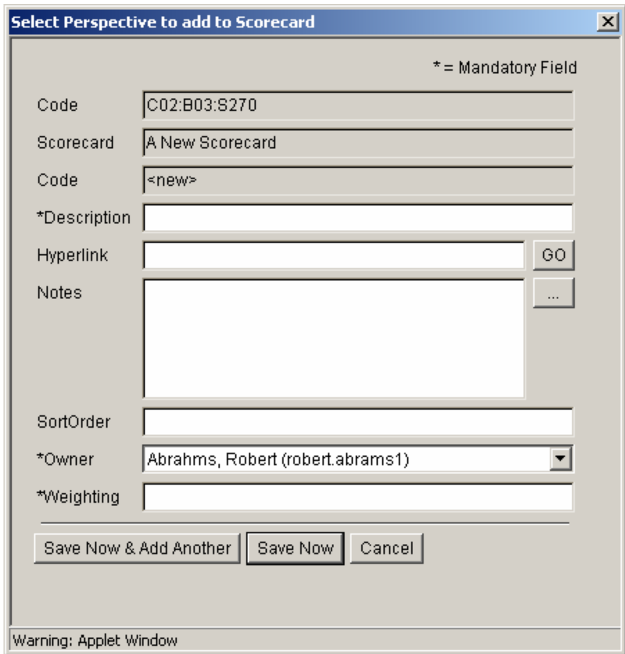


2. Select the desired Perspective from the drop-down list.

3. To save your entry, select the "Save Now" button. Select "Cancel" to disregard your changes.

7.2.2 Option Two: Create a New Perspective

1. To create a new Perspective, select the "Create new Perspective" button from the middle of the pop-up window. The following pop-up window will appear:



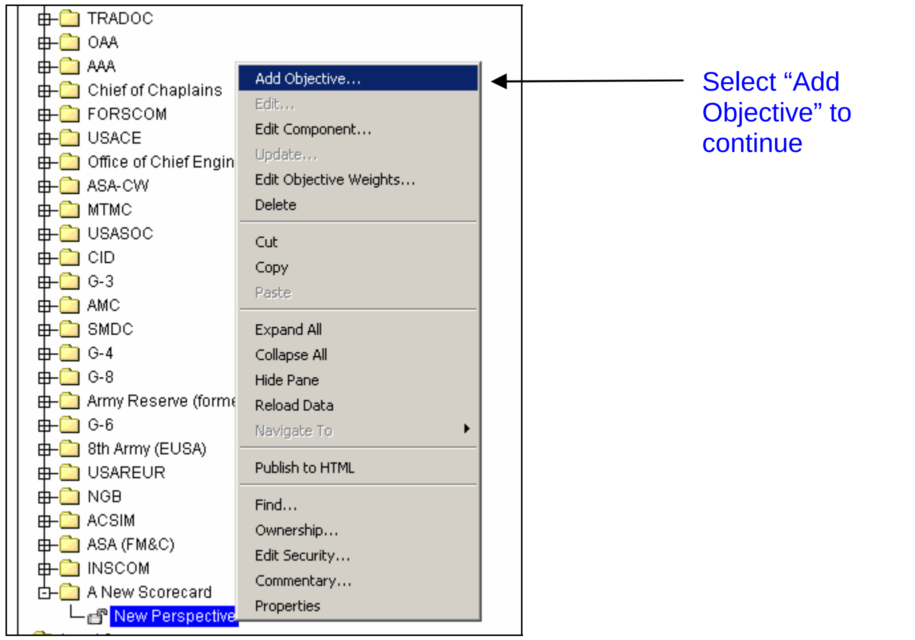
All fields with a "white" background are available for adding information. All fields with an asterisk ("*") are required and must be completed. Fields seen on this screen are explained in the following table.

Item	Definition
Code	A number auto-generated by SRS.
Scorecard	The name of the Scorecard for which the Perspective is created.
Code	New Code added by SRS.
Description	The name of the Perspective is entered here.
Hyperlink	Field that contains the web address for the Organization to which this Scorecard applies.
Notes	User may enter comments or notes.
Owner	The owner of the Perspective. Select this individual from the drop down menu provided.
Weighting	The score for each Scorecard is calculated by a weighted sum of the normalized values of that Scorecard‘s Perspectives. The weighting for each Perspective reflects the importance of its contribution to the Scorecard. Weights are expressed as a percentage and therefore the sum of the weights for all Perspectives within each Scorecard should equal 100. Note: It is recommended that you take the total number of perspectives you wish to add and divide 100 by that number. That number as a percent should be entered into this field.

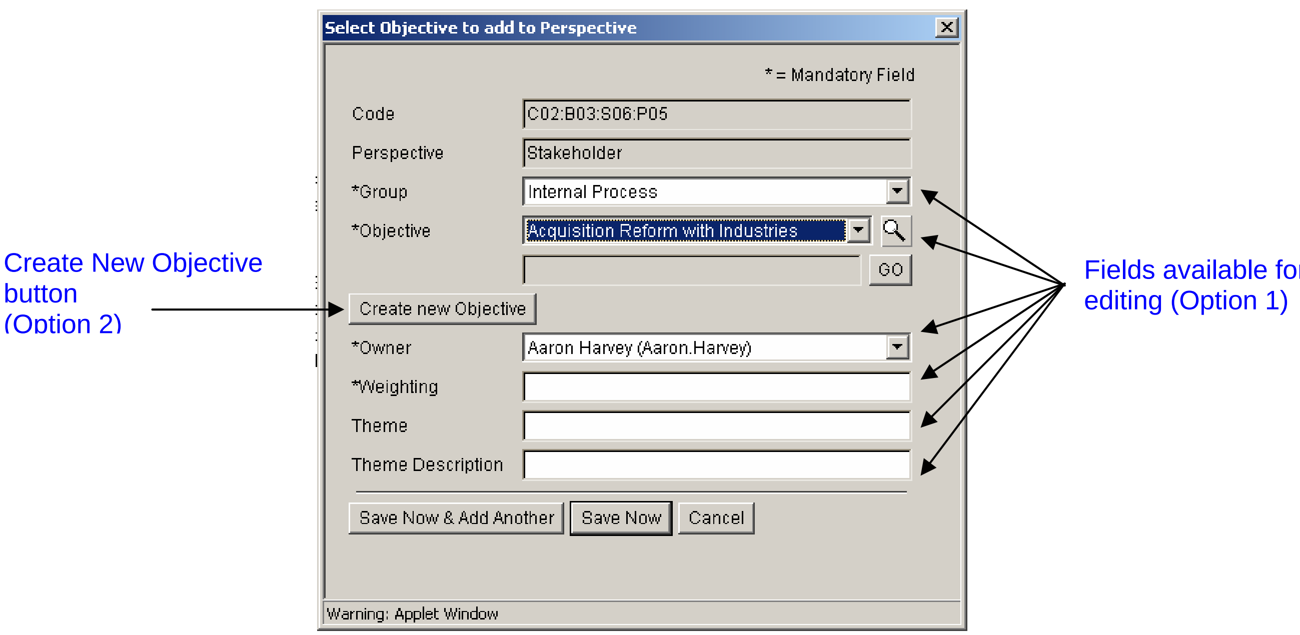
2. Enter your data and then click the “Save Now” button to save or select the “Cancel” button to disregard your changes.

7.3 ADDING AN OBJECTIVE

1. To add an Objective, right mouse click on the Perspective to which you wish to add the Objective and select “Add Objective.”



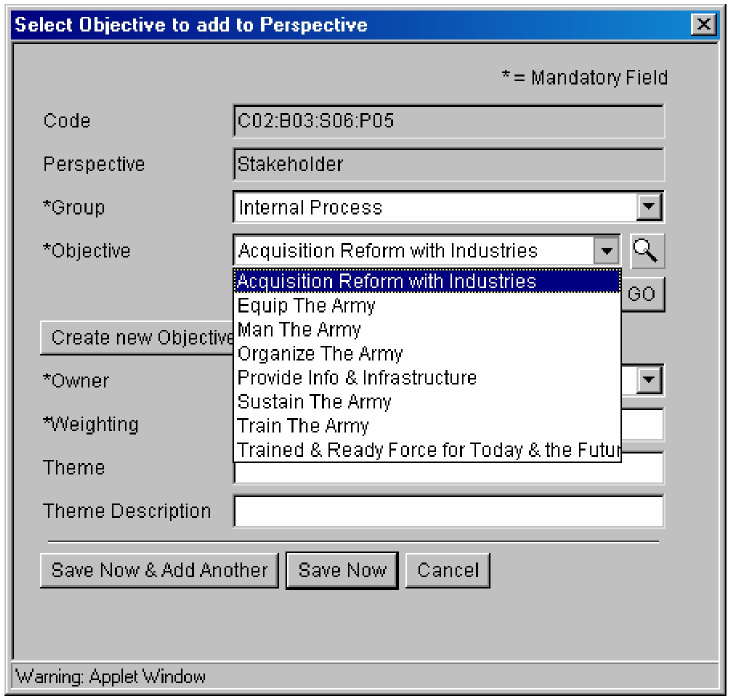
The "Select Objective to add to Perspective" pop-up window will appear:



You may now add an existing Objective (Option One) or create a new Objective (Option Two).

7.3.1 Option One: Add an Existing Objective

1. To add an existing Objective, click on the "Objective" drop down box to display the list of existing Objectives:

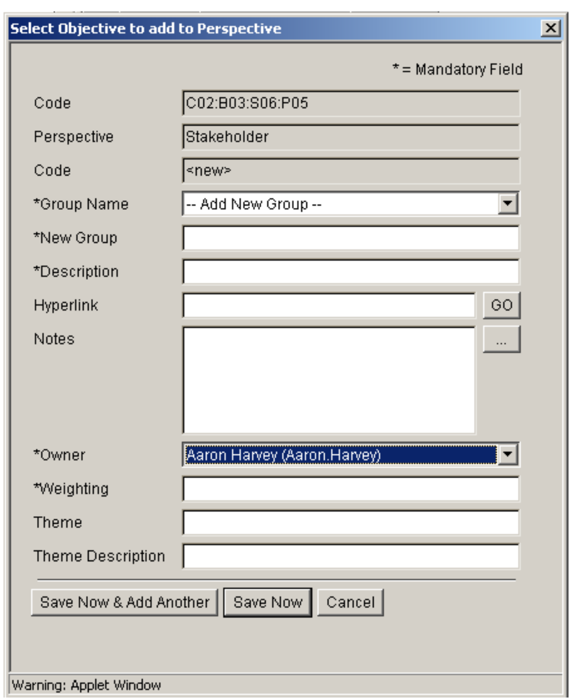


2. Select the desired Objective from the list.

3. To save your entry, select the "Save Now" button. Select "Cancel" to disregard your changes.

7.3.2 Option Two: Create a New Objective

1. To create a new Objective, select the "Create new Objective" button from the middle of the pop-up window to display the "Select Objective to add to Perspective" window:



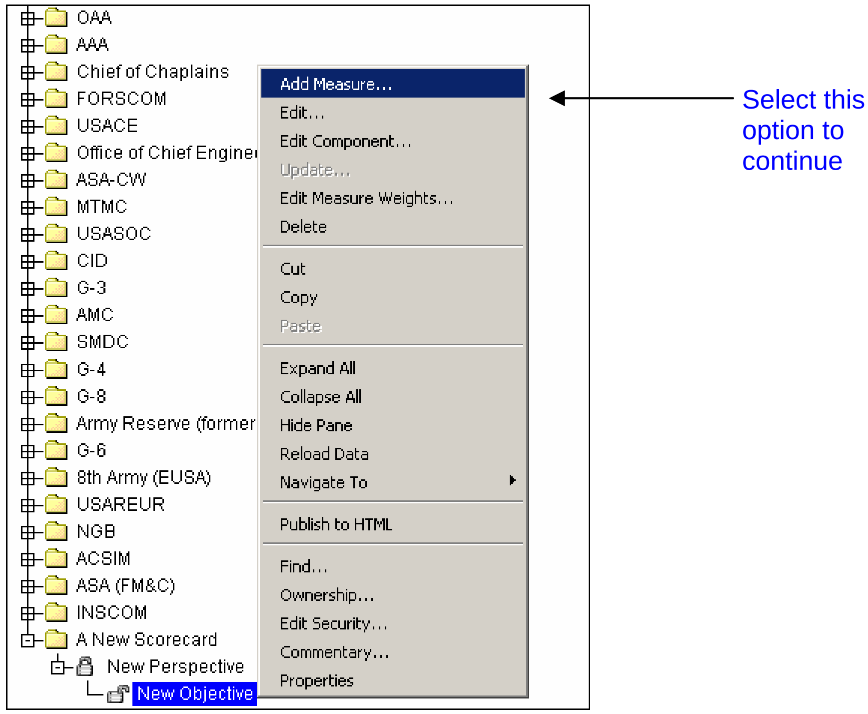
All fields with a "white" background are available for adding information. All fields with an asterisk ("*") are required and must be completed in order to add the Objective. Fields seen on this screen are explained in the following table.

Item	Definition
Code	A number auto- generated by SRS.
Perspective	A Perspective is created under a Scorecard.
Code	New Code added by SRS.
Group Name	From the drop down menu, select the Theme that this Objective will be added to: Stakeholder Mission; Internal Process; Learning and Growth; or Resources.
New Group	If you do not find a group under the Group Name heading above, you may enter your own here. This is NOT recommended.
Description	A brief description of the Objective.
Hyperlink	Field that contains the web address for the Organization to which this Scorecard applies.
Notes	User may enter comments or notes.
Owner	The owner of the Objective. Select this individual from the drop down menu provided.
Weighting	The score for each Objective is calculated by a weighted sum of the normalized values of that Objective's Measures. The weighting for each Measure reflects the importance of its contribution to the Objective. Weights are expressed as a percentage and therefore sum of the weights for all Measures within each Objective should be 100. Note: It is recommended that you take the total number of Objectives you wish to add and divide 100 by that number. That number as a percent should be entered into this field.
Theme	The SRS allows related Objectives to be grouped according to common Themes. For instance, increasing employee satisfaction and efficiency may both be seen as part of a Theme.
Theme Description	Details about a Theme.

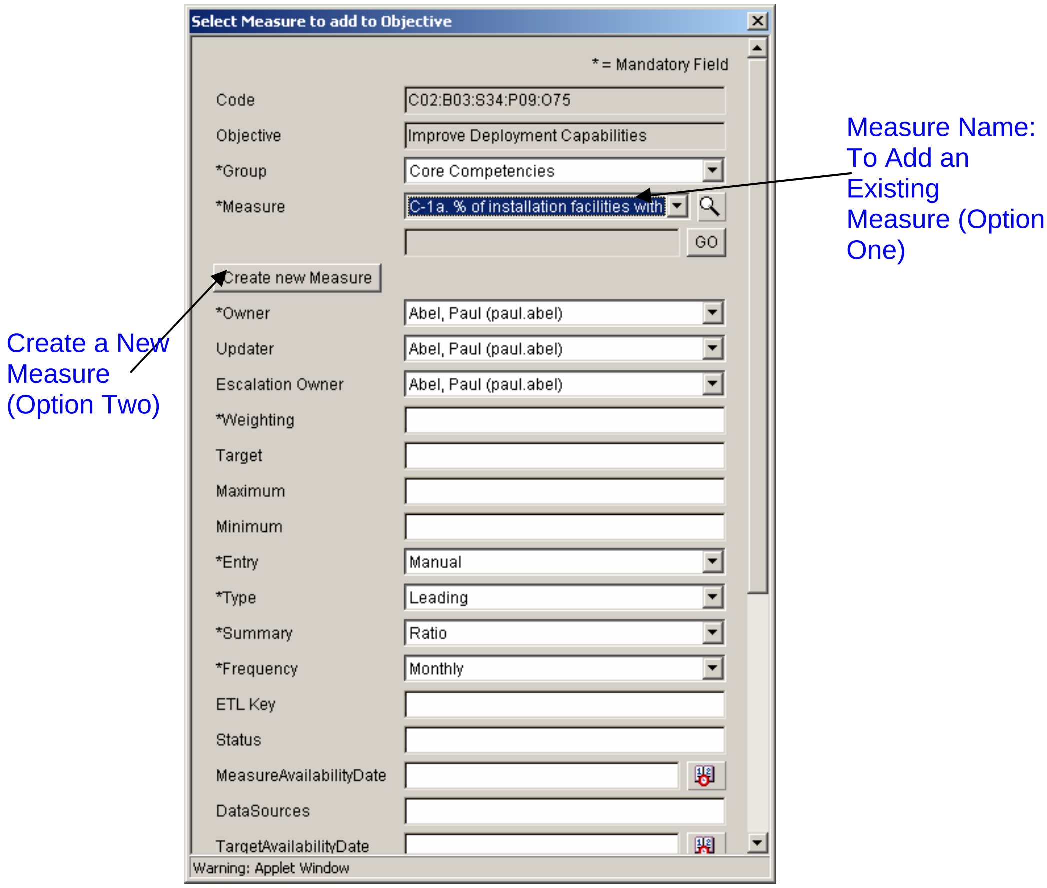
2. Input your modifications as required. To save your entry, select the "Save Now" button. Select "Cancel" to disregard your changes.

7.4 Adding a Measure

1. To add a new Measure, right-mouse click on the Objective to which you wish to add the Measure and select “Add Measure”:



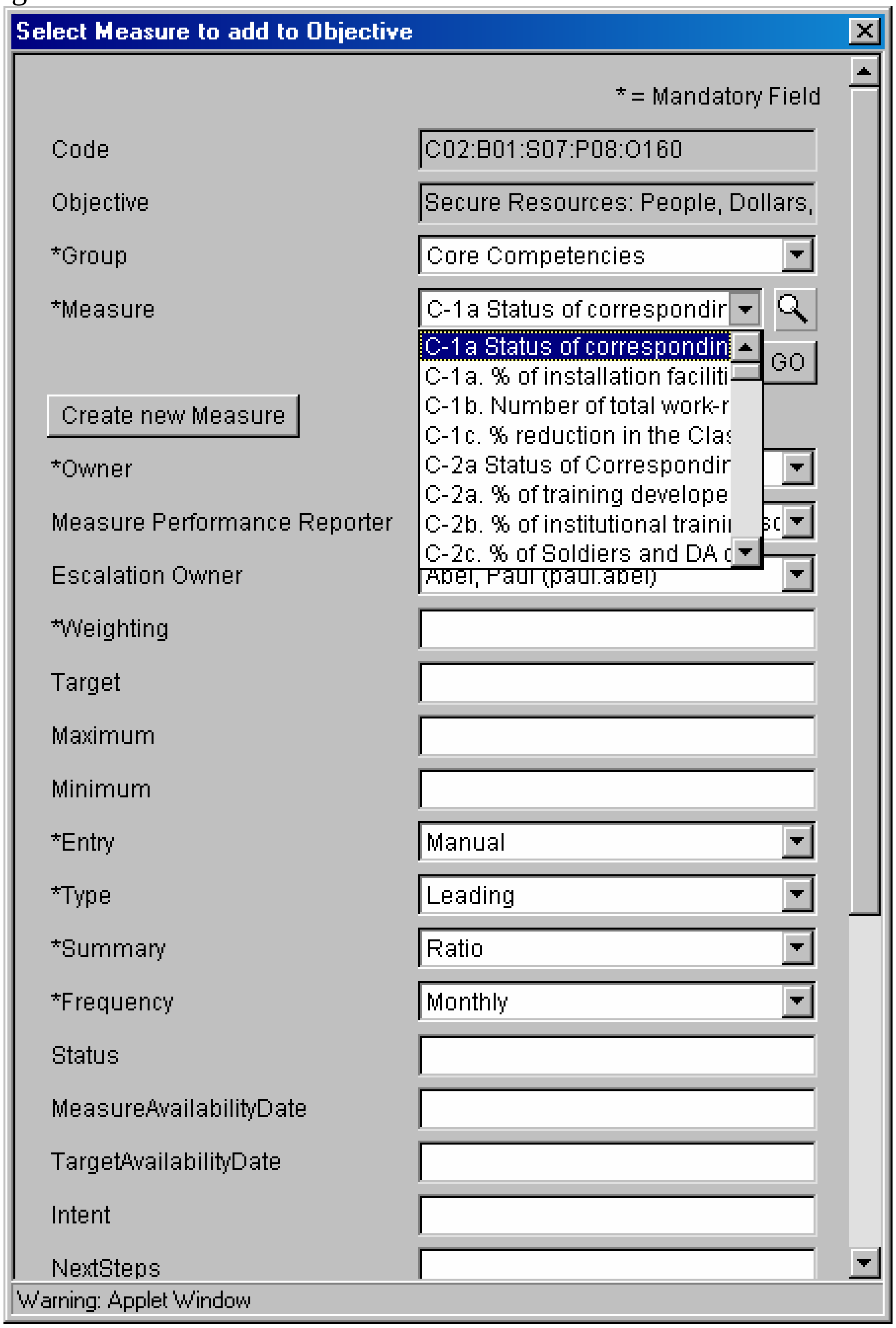
After selecting the “Add Measure” menu option, the “Select Measure to add to Objective” pop-up window will appear:



You may add an existing Measure to the Objective (Option One) or create a new Measure (Option Two) to add to the existing Objective.

7.4.1 Option One: Add an Existing Measure.

1. To add an existing Measure, click on the "Measure" drop down box to display the list of existing Measures:

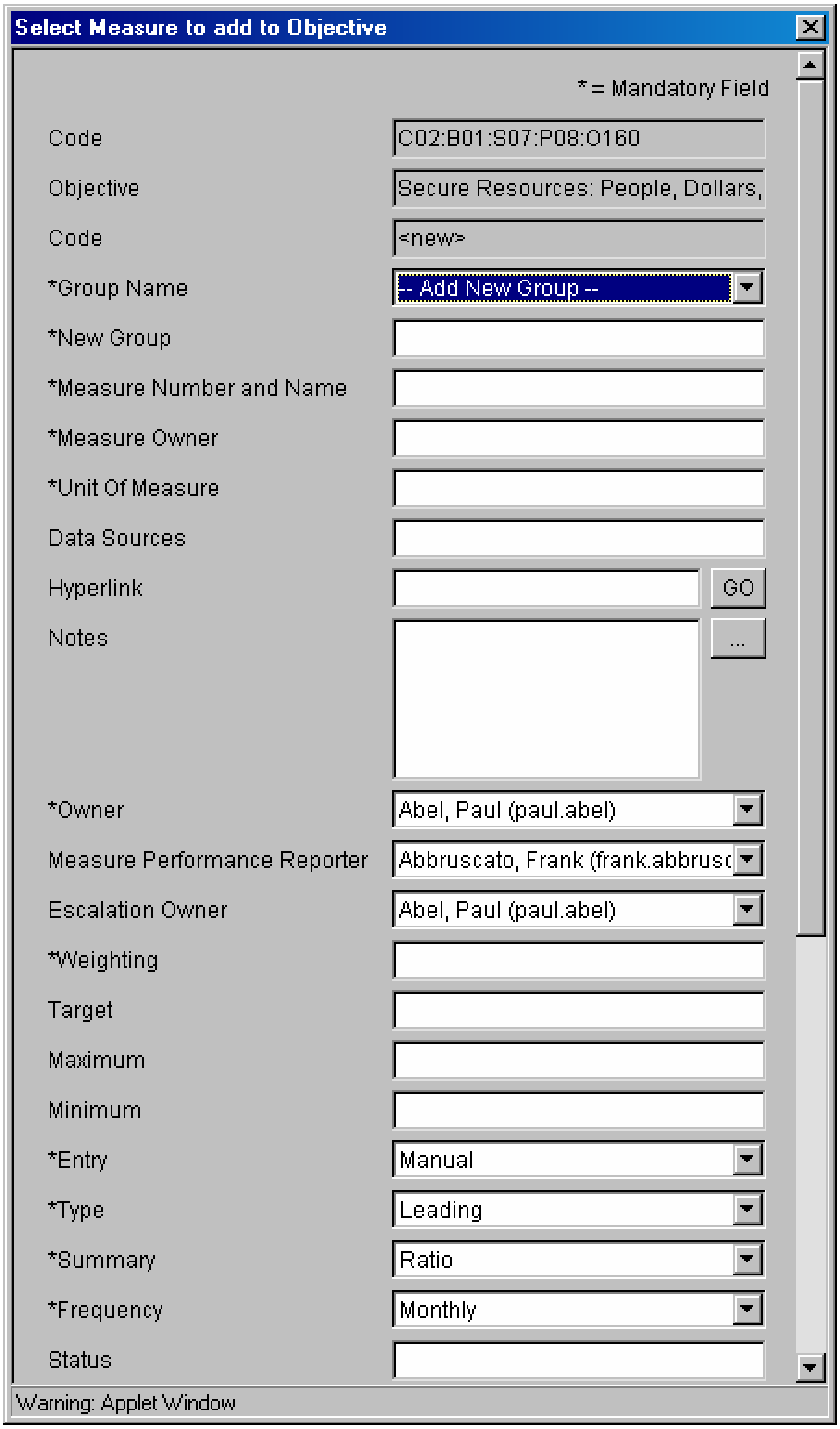


2. Select the desired Measure from the drop down List.

3. To save your entry, scroll to the bottom of this screen and select the "Save Now" button. Select "Cancel" to disregard your changes.

7.4.2 Option Two: Create a New Measure

1. To create a new Measure, select the “Create new Measure” button from the middle of the pop-up window (refer to the earlier screen shot for Option One). The following pop-up window will appear:



All fields with a “white” background are available for adding information. All fields with an asterisk (“*”) are required and must be completed in order to add the new Measure.

Items from “Code” through “Owner” have been described previously.

The items following “Owner” are explained in the following table.

Item	Definition
Updater	The User responsible for the periodic entry of data for the Measure.
Escalation Owner	The User responsible for the Measure itself, including the description of the Measure and its stretch targets.
Weighting	The score for each Objective is calculated by a weighted sum of the normalized values of that Objective’s Measures. The weighting for each Measure reflects the importance of its contribution to the Objective. Weights are expressed as a percentage; the sum of the weights for all Measures within each Objective should be 100.
Target	The value that identifies when performance will change from amber to green.
Maximum	The value that represents your stretch target or goal for performance.
Minimum Value	The value that identifies when performance will change from red to amber.
Entry	Defines how data for the Measure will be entered. One of the following, from the drop down menu: ▪ Manual Values will be entered by the Updater each period. ▪ Email Values will either be entered by the Updater or submitted to CorStrategy via email notifications each period. ▪ Calculated Values will be calculated using the formula defined in the Equation field. Automatic Values will be imported from an external file or database specified in the Import Source field.
Type	Whether the Measure is expected to be a Leading, Lagging, or Leading and Lagging performance indicator.
Summary	Whether the Measure should be summarized as a ratio or as an aggregate.
Frequency	This defines the periodicity of the Measure; i.e., how often the data for the Measure should be updated.
Definition	Meaning / Details behind a Measure.

Item	Definition
Status	Measure condition and availibility information.
MeasureAvailabilityDate	Date Measure ready for use in the application.
Valid	Yes or No? (Y or N)
Data Sources	Item / Location where the Measure is imported from.
TargetAvailabilityDate	Date the Target will be available for use.
Intent	Rationale behind Measure.
NextSteps	Enter comments relating to the next steps required to meet the Metric.
PersonMeetTarg	Person responsible for meeting the Measure target.
PersonSetTarg	Person responsible for setting the Measure target.
PersonTrackRep	Person responsible for reporting/tracking the Measure Data.

2. Input your modifications as required. After you have determined Minimum, Target, and Maximum, enter these values into their respective fields as whole numbers.

3. To save your entry, select the “Save Now” button. Select “Cancel” to disregard your changes.

8 BUILDING A MISSION MAP (SCORECARD UPDATERS AND HIGHER)

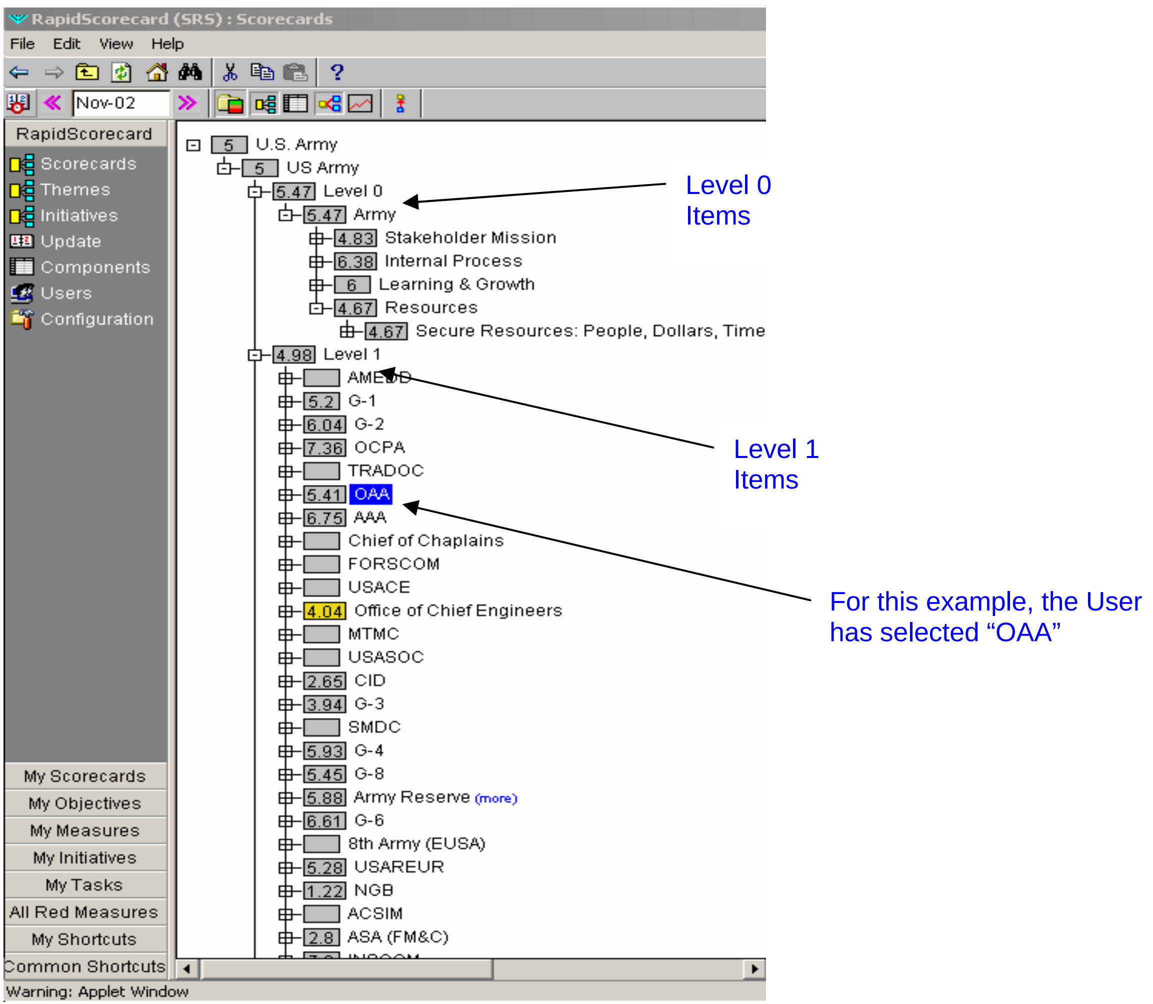
This section describes the procedures for building a Mission Map in the Strategy Map Pane. Only users at Scorecard Updater or Administrator level are allowed to add, delete, or modify the information on the Strategy Map Pane.

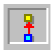
8.1 BUILDING FROM THE STRATEGY MAP HIERARCHY PANE

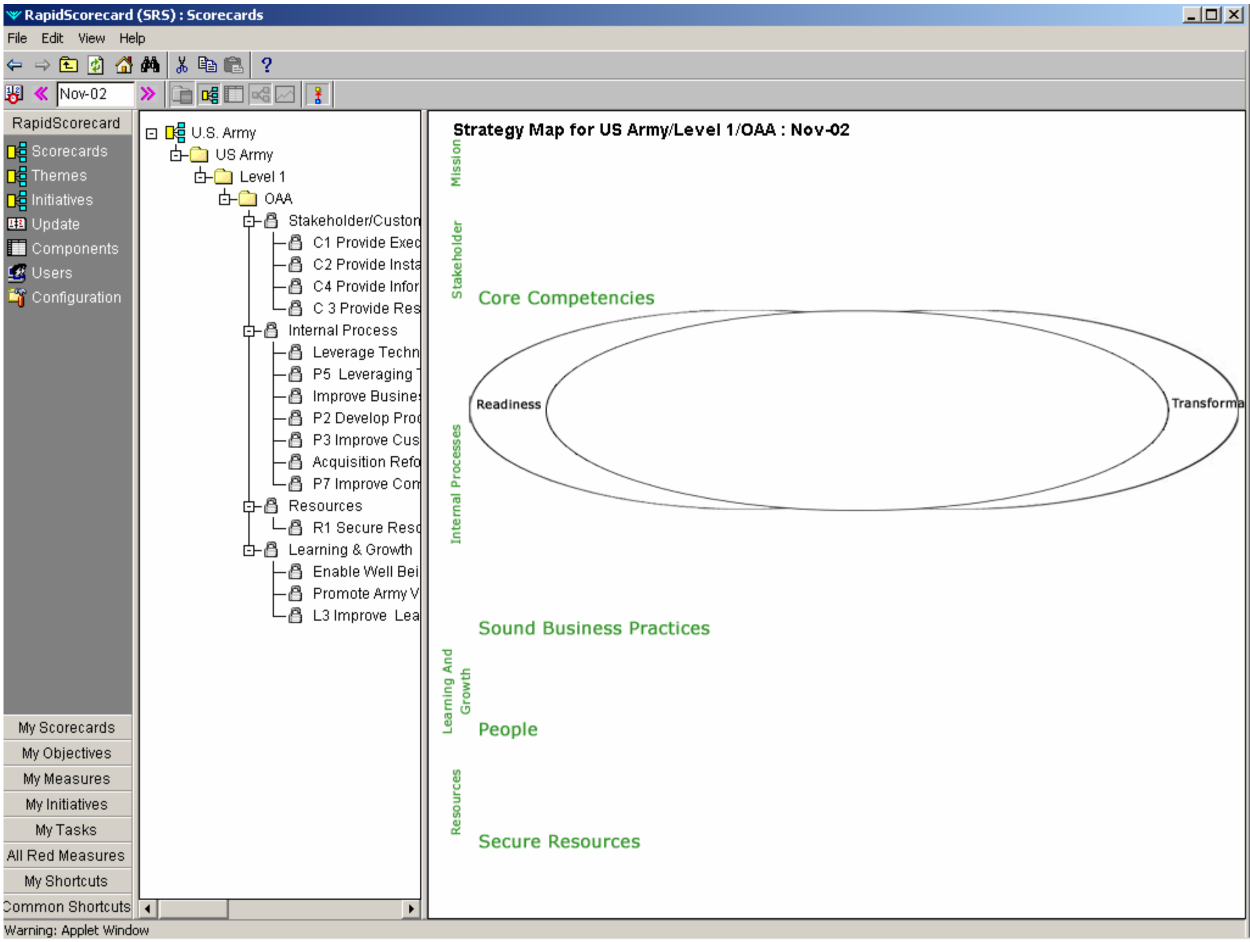
1. Click on "CorStrategy" in the Sidebar Menu.

2. Click on "Scorecards" in the CorStrategy Sidebar Menu. All Scorecards in the SRS are now displayed in the Hierarchy Pane.

3. Select Your Organization. Scroll through the Hierarchy Pane to find your Organization and double-click on it.



4. View the Strategy Map Pane. After you have double-clicked on your Organization name, locate the  "Strategy Map" button and click on it to display the Strategy Map pane. You will see an empty generic Army Scorecard background.

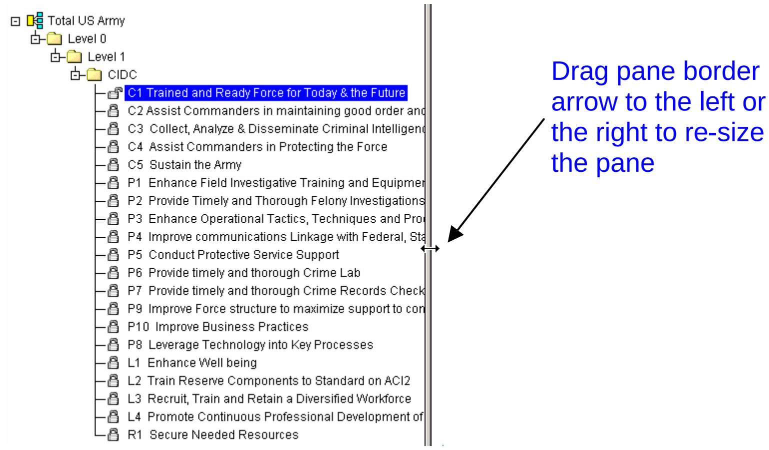


Note several important items on this screen:

- The Sidebar Menu is constant in appearance and functionality.
- The Hierarchy Pane has changed to reflect your menu choice. It now contains your Perspectives and Objectives relating to your Scorecard
- The components (i.e., Objectives) listed in the Hierarchy Pane are used to build the Mission Map.
- You may need to re-size the Hierarchy Pane while you are working in order to read your Objective list or view the entire Mission Map.

About Re-Sizing the Hierarchy Pane:

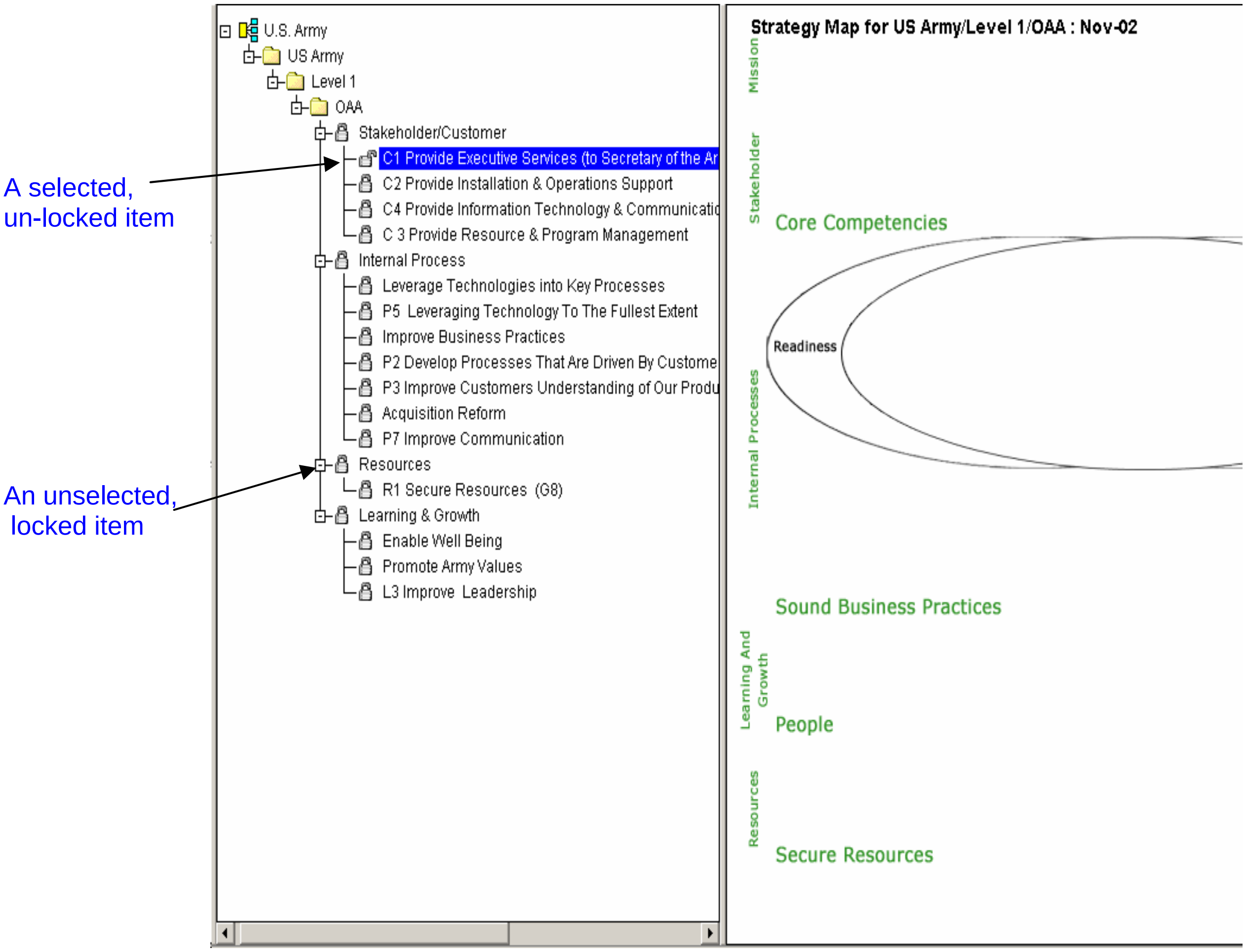
To minimize the size of the Hierarchy Pane in order to view the full Mission Map, move the mouse over the middle pane border until you see the “drag pane border arrow” and drag it until you are able to view the entire Mission Map.



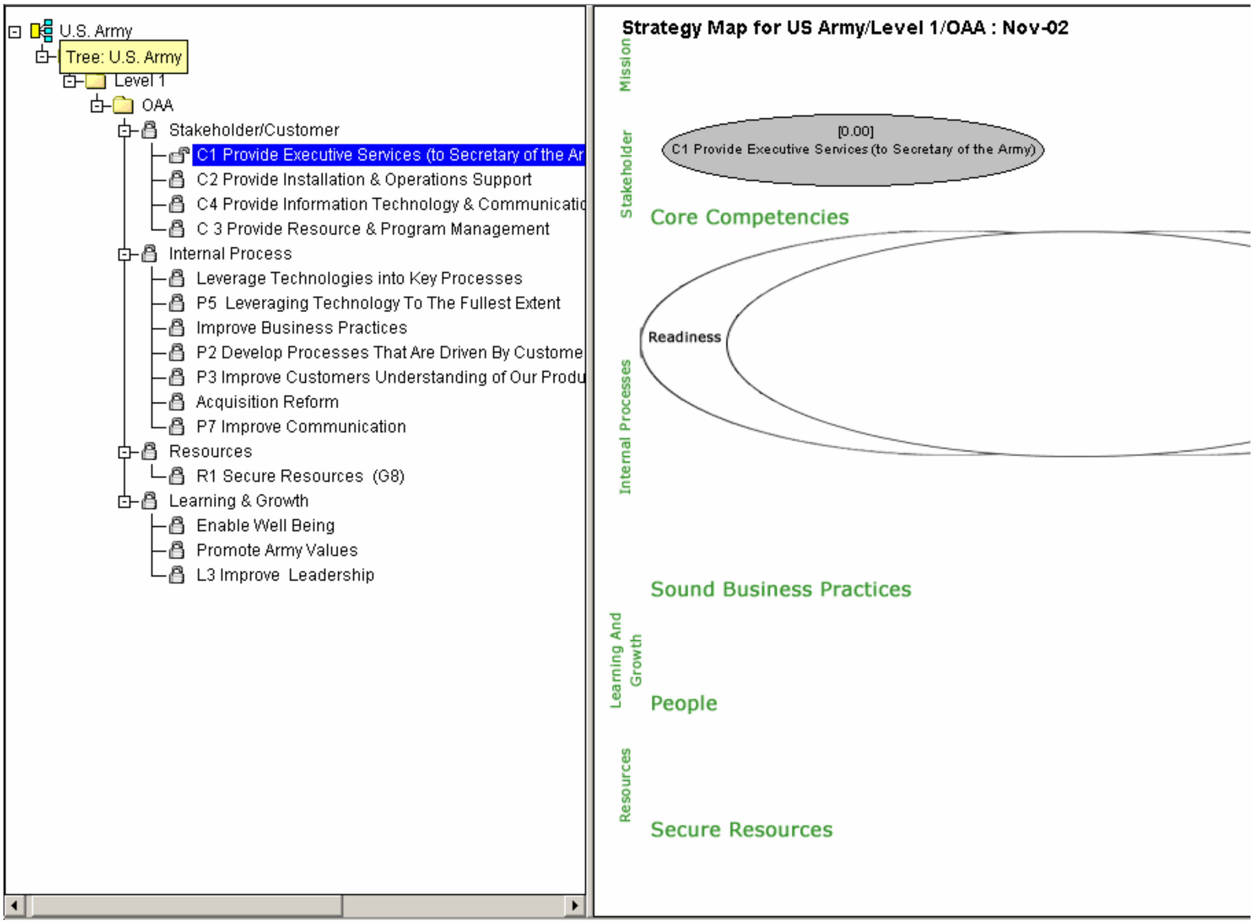
This same procedure may also be employed in order to view the entire name of an Objective. If you select an Objective and cannot read the entire item description, move the mouse over the middle pane border until you see the “drag pane border arrow” and drag it until you can read the entire description.

5. Arrange Objectives on the Mission Map. The following steps are used to add an Objective to a Mission Map and format its appearance.
   - Select an Objective from the Hierarchy Pane.
   - Drag and drop it into the Mission Map window and place it in the appropriate location on the Mission Map template.
   - You will note that when you select an item, the item is highlighted in blue and the padlock symbol to its left appears to be unlocked until another item is selected. Only unlocked items may be dragged and dropped, and only one item may be selected at a time. The application will automatically “Lock” or “Un-Lock” items as they are selected or un-selected.

The following screen shot shows the User choosing the Objective "Provide Executive Services…."



The following screen shot shows the OAA Mission Map after the User has dragged and dropped the Objective "Provide Executive Services…" onto the OAA Mission Map.



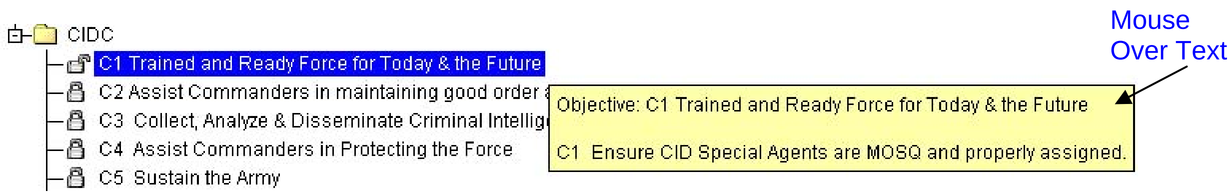
The Objective has been placed within the Perspective "Stakeholder" and the Theme "Core Competencies".

NOTE: Objectives prefaced by an indicator beginning with "C," "P," "L," or "R" are assigned as follows - Items beginning with:

C – Place under "Stakeholder"
P – Place under "Internal Processes"
L – Place under "Learning and Growth"
R – Place under "Resources."

About Objectives – Mouse Over Function:

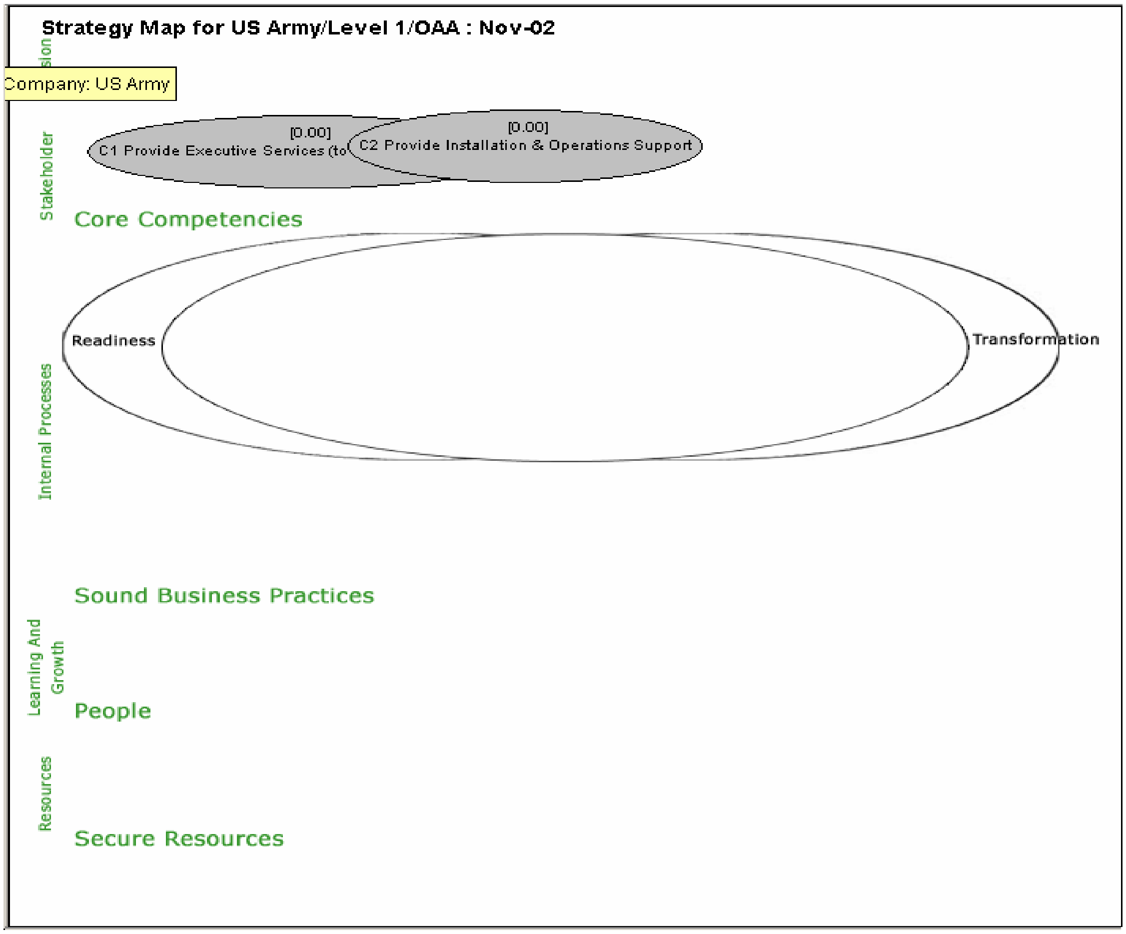
If you are unable to see the entire Objective in the Hierarchy Pane while still viewing the Mission Map, you may view the Objective's full name and description by passing the mouse over the Objective. The following shows what will occur when this is done:



When the mouse is moved, the yellow box will disappear. Move the mouse back over the Objective again to make the text reappear.

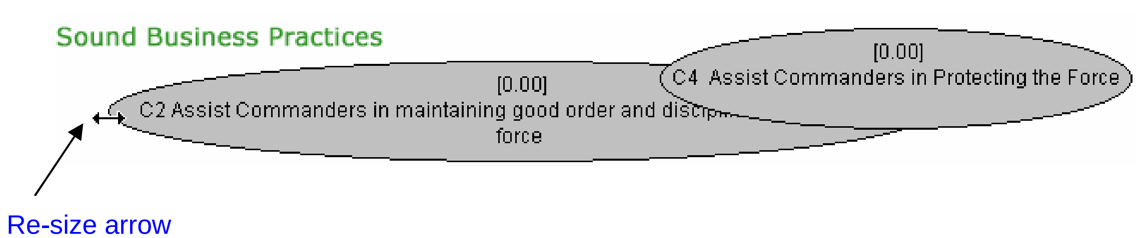
6. Size/Re-size the Display of Objectives on the Mission Map. This step will show you how to size Objectives to fit the Mission Map display.

The following screen shot shows the reasonable placement of Objectives related to the OAA Mission Map.

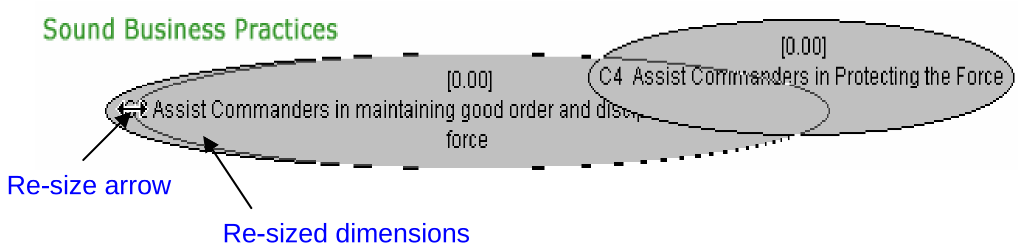


As shown in this example, the ovals containing Objective titles may initially overlap. This is because the intent of the default SRS setting is to size each oval containing an Objective name so that the entire name is displayed. While this is useful for a Mission Map that is small and does not have many Objectives, this may cause a problem for a Mission Map that has a large number of Objectives.

To correct this problem, you may click and drag an oval to a new location and/or you may re-size it. For example, to re-size the oval containing the Objective named "Assist Commanders in Protecting the Force," move your mouse so it appears over the border of the oval until the re-size arrow appears as shown below:



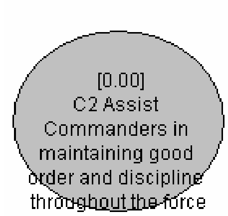
With the re-size arrow displayed, hold down the left mouse button and drag the border of the Objective's oval until you are satisfied with the new size. The following screen shot shows the result of dragging the oval's left side to the right:


Sound Business Practices
[0.00]
Assist Commanders in maintaining good order and disc
force
[0.00]
C4 Assist Commanders in Protecting the Force
Re-size arrow
Re-sized dimensions

About Resizing Objectives:

Sometimes resizing will result in the wrapping of text in the Objective's title as shown below:

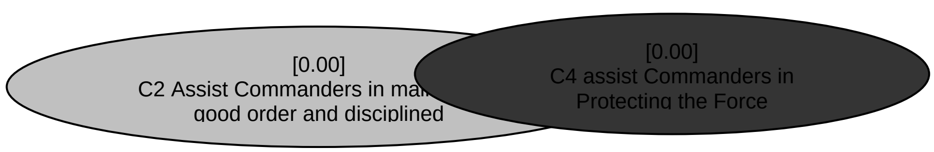
While this is not a major problem, it may make your Mission Map difficult to read. This can be fixed in much the same way that we re-sized the Objective oval in Step 5, this time by re-sizing vertically instead of horizontally. Example:



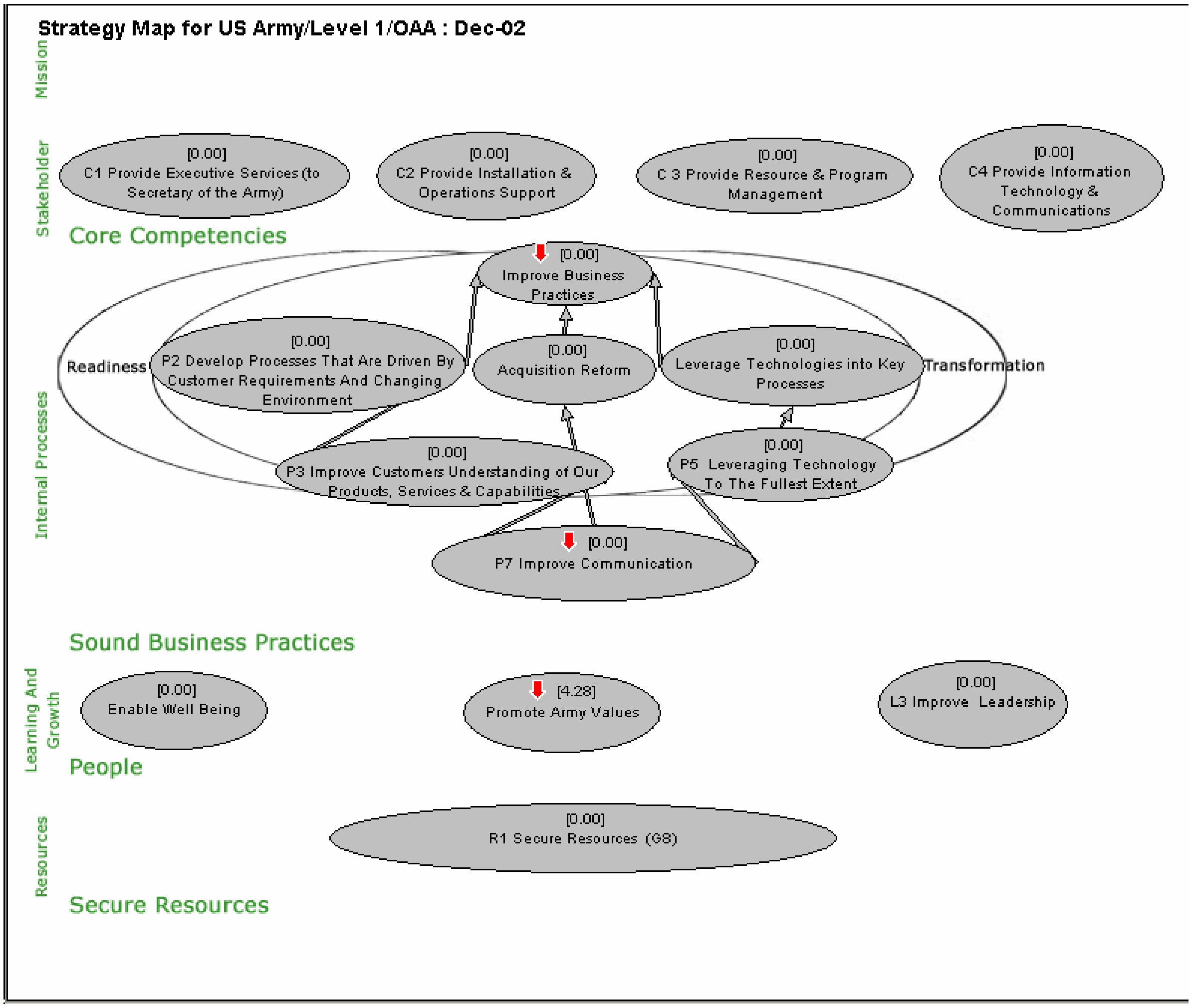
8.2 LINKING

Linking Objectives on the Mission Map. This step will show you how to link Objectives on the Mission Map.

While placing Objectives on your Mission Map, you may have noticed that when you drag an Objective directly over another Objective at times it will change to solid black, as in the following illustration:



After you drop the item, it will change back to its normal gray color and an arrow between the two Objectives will appear. This arrow represents that there is a link between the two Objectives. The following picture shows the completed OAA Mission Map with arrows linking several Objectives.



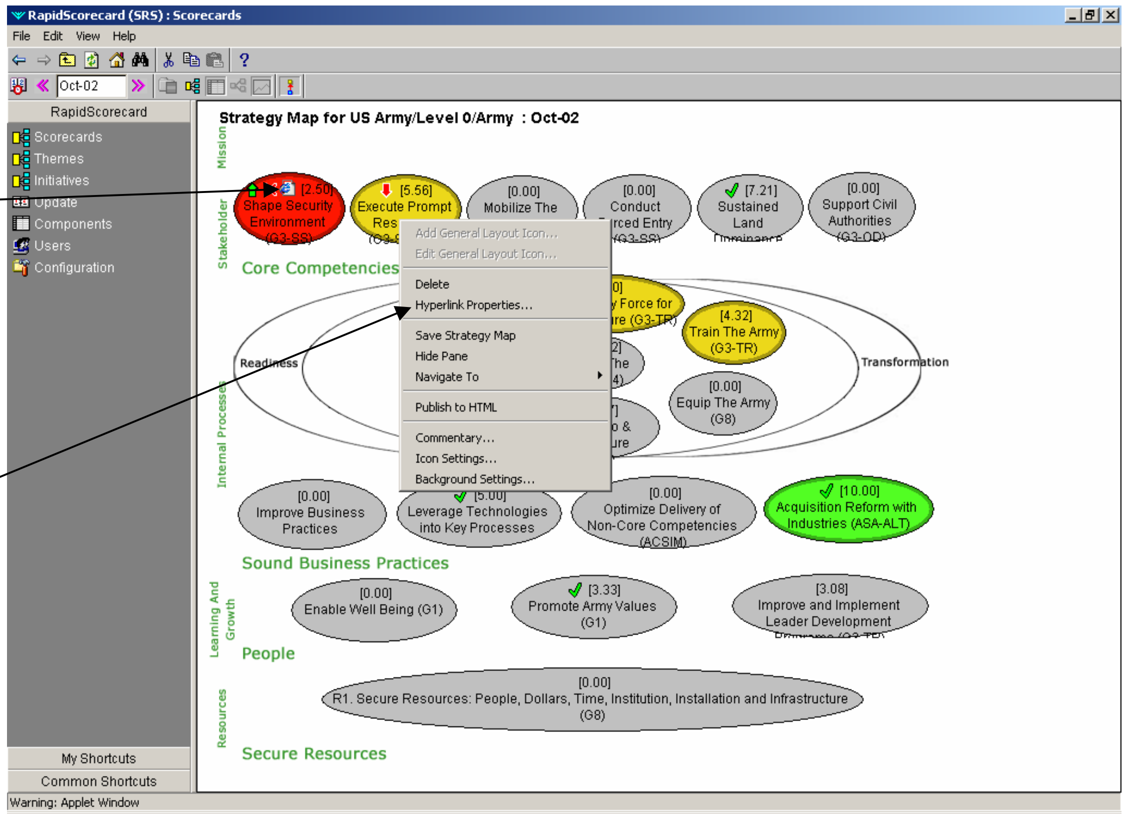
You may continue to move your Objectives around on the Mission Map until you are satisfied with the visual look of your map. When you are finished and ready to exit, the software will display a dialogue box that says, “Strategy Map has not been saved. Do you wish to Save?” If you would like to save changes to your “Strategy Map.” Click “Yes.” If not, click “No.”

8.3 HYPERLINKS

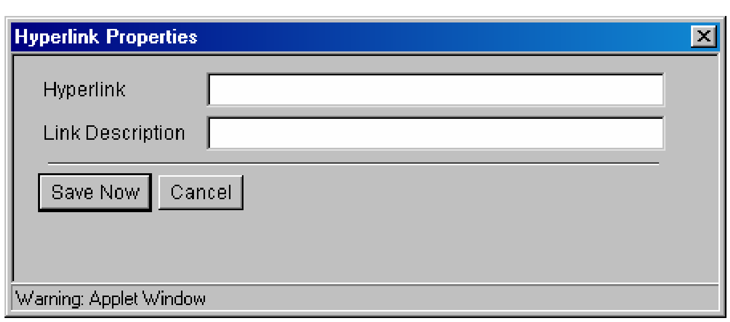
Hyperlinks to additional information may be associated with an Objective from the Strategy Map Pane. Hyperlinks may be links to web hosted reports and documents or Web sites and are denoted by the Explorer icon.

The Explorer Icon denotes a Hyperlink to additional information

Popup Menu Hyperlink Properties Option



1. To add a hyperlink to an Objective on your Mission Map, right-click on an Objective and select “Hyperlink Properties” from the popup menu.
2. The following screen will appear to allow you to enter the web address or URL of the report, document or web site you wish to associate to the Objective.



3. Enter the URL next to "Hyperlink" and enter a description of the hyperlink next to "Link Description." The "Link Description" will be displayed in the mouse-over box for the Objective.

4. When you have completed making your entries, click "Save Now" to save your changes. To disregard your changes click "Cancel."

8.4 Customized Strategy Maps Backgrounds

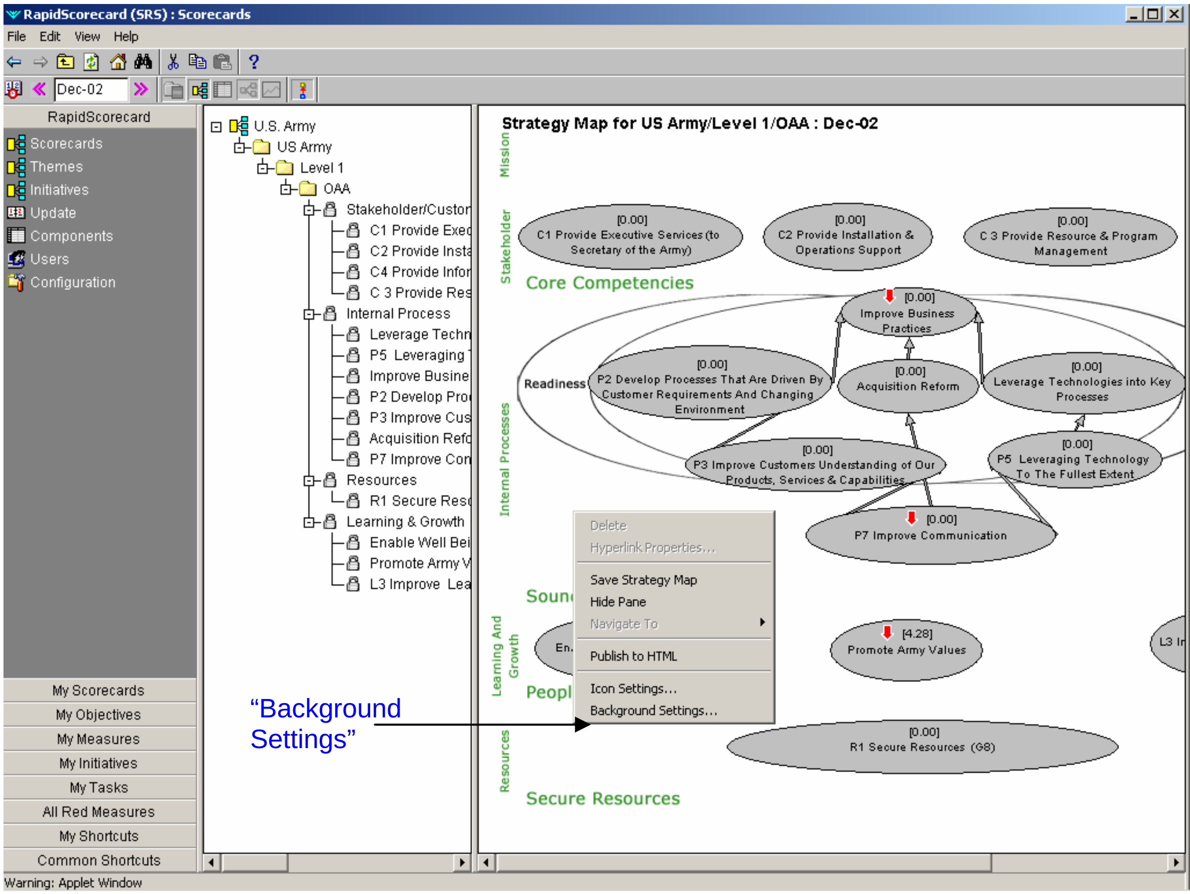
The following steps describe how to set your unique Mission Map background as the default for your Scorecard.

1. Send your Mission Map to the Army SRS Ops Center. A bitmap file is required for upload to SRS but it is likely that your Scorecard was created in PowerPoint. Send your Mission Map file, in either Bitmap or PowerPoint format, to the Army SRS Ops Center at the following email address: ArmySRS@hqda-aoc.army.pentagon.mil.

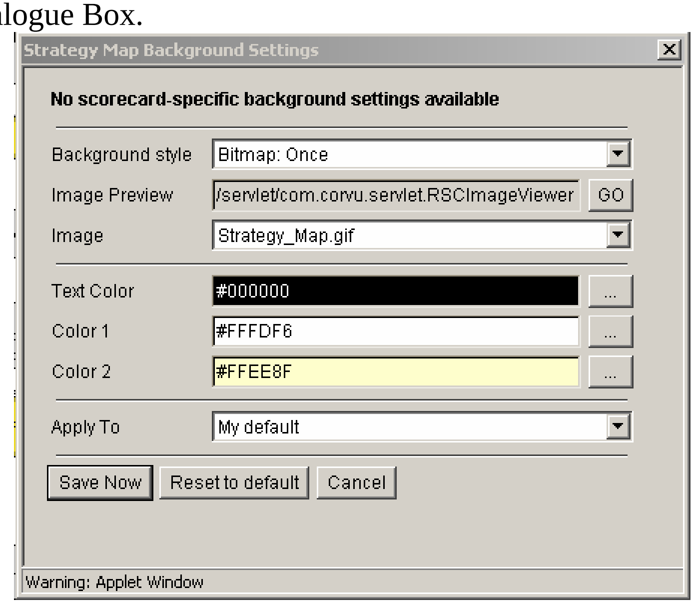
2. The SRS Ops Center will convert the file to a bitmap, if necessary, and upload it to the SRS server. When this has been done, you will receive an email notification from the Ops Center indicating that your bitmap is ready.

3. Access SRS and open the Strategy Map Pane for your Scorecard.

4. Right-click anywhere in the Strategy Map Pane. As shown in the next illustration, you will see the following options when you right-click on the Strategy Map Pane.



5. Choose the "Background Settings" option at the bottom of the list to display the following Dialogue Box.



6. Click on the drop-down arrow next to the “Image” text box. Scroll through the options in the drop-down menu and select the file with the name of your Organization. When you select the name, the name will automatically populate the text box.

   NOTE: **Do not select or change** the items in the boxes labeled “Background Style,” “Text Color,” “Color 1,” and “Color 2” boxes.

7. Click on the drop-down arrow next to the “Apply To” text box and select “This Scorecard.” It is very important that you choose the “This Scorecard” option in order to set the background for your Scorecard only.

8. Click “Save Now” to set your background as the default to your Scorecard. As soon as you select “Save Now,” your unique background will load behind your Objective Ovals.

   NOTE: You will probably need to re-arrange and re-size your Objectives to fit them nicely on your Mission Map, using the procedures described in Section 8.1.

8.5 ADDING CUSTOM MISSION MAPS - *V4.23*

A Map is your road map for managing the implementation of strategic objectives. It tells the story of your strategy from an overall perspective. The Map may be a cause-and-effect diagram for a specific Scorecard, Component, Theme or personal brief on performance strategy. It may also simply be an organized view of strategic imperatives.

Once a Map is created, viewing the performance status of your organization is easy with color-coding and indicators that provide a comprehensive overview of results, trends and feedback. Commentary can also be added and reviewed from the Map pane.

8.5.1 Add a new Map

either:

1. Right-click in the My Shortcuts or Maps group on the Shortcut bar. (The Shortcut bar groups that are available to you vary depending on your security level).
2. Choose **Add|New Map** from the shortcut menu. The **New Map** dialog box opens.
3. Enter a name for the Map and click **Add Map**.

Or

1. If you are adding a Strategy Map, click on the CorStrategy.Scorecard group in the Shortcut Bar and click on the Scorecard hierarchy.

2. From the Hierarchy pane, select a Scorecard component and click on the Strategy Map pane toolbar button . The Strategy Map pane is displayed for you to build the Strategy Map.

Or

1. If you are adding a Theme Strategy Map, click on the CorStrategy.Scorecard group in the Shortcut Bar and click on the Themes hierarchy.

2. From the Hierarchy pane, select a Theme component and click on the Strategy Map pane toolbar button . The Strategy Map pane opens, displaying a non-editable version of the Scorecard Strategy Map that has been filtered to display only the Objectives associated with the selected Theme.

Once the Map is added, components are added to map from the Hierarchy pane and are displayed as icons. General icons can also be added to the Map to enhance the Map's appearance and improve understanding of the concepts conveyed by the Map.
For information on building and modifying the map, see Modifying Maps

Note: *Adding a map from the Shortcut bar allows you the most flexibility and should be used in most cases. Strategy maps and Theme maps are restricted in functionality and may not be supported in later versions of CorStrategy.Scorecard.*

8.5.2 Modifying Maps

The following operations can be used to build and/or modify a Map:

- Double-click on each hierarchy component that you want to include in the Map. As you do, an icon for the component is displayed in the Map pane. Alternatively, drag the component from the Hierarchy pane to the required location in the Map pane.
- To indicate that one component has a causal influence on another, point to an icon in the Map pane and drag it onto another. When you release the mouse, an arrow is drawn from the first icon to the second.
- Icons in the Map can be repositioned by dragging them.
- To remove an icon from the Map, right-click on it and choose **Delete** from the shortcut menu.
- To remove a link between two icons, right-click on the link and choose **Delete** from the shortcut menu.
- To change the background settings for the Map, right-click within the Map pane and choose **Background Settings** from the shortcut menu. For more information, see Background settings .
- To add a hyperlink to an icon or view an existing hyperlink, right-click on the icon and choose **Hyperlink Properties** from the shortcut menu. The **Hyperlink Properties** dialog box opens. Enter a value in the **Hyperlink** field and a description in the **Link Description** field and click **Save Now**. A web explorer icon is displayed to indicate

that a hyperlink exists. You can then click on this icon to go directly to the link. The description for the hyperlink is also displayed as pop-up text as you move the mouse across the icon in the Map pane. For more information, see Hyperlinks . For more information on displaying hyperlink icons, see Adding General Layout icons .

- Any Objective components in the Map that have associated Initiatives will display a lightning bolt icon. To view the Initiatives Hierarchy pane, click on the lightning bolt or right-click on the Objective icon and choose **Navigate to Initiatives Hierarchy** from the shortcut menu. For more information on displaying Initiative icons, see Changing the appearance of icons.
- To add or edit a general layout icon, right-click in the Map Pane and choose **Add General Layout Icon** or **Edit General Layout Icon** from the shortcut menu. A general layout icon can be an image, an icon of any shape or just plain text. The current period date can be added to a General Layout icon by including a date formula in the Icon Text field. For more information on General Layout icons, see Adding General Layout icons .
- To add commentary to any icon in the Map pane, right-click on an icon and choose **Commentary** from the shortcut menu. Once the commentary is added, a post-it note icon is displayed and the comment description is displayed as pop-up text as the mouse moves over the Comments icon. For more information, see Adding commentary.
- To save the Map, right-click within the Map pane and choose **Save Map** from the shortcut menu.
- To cancel recent changes to the Map and return to the last saved version, click the **Refresh** button on the toolbar.
- To hide the Map pane, either right-click within the Map pane and choose **Hide Pane** from the shortcut menu or deselect **View|Strategy Map Pane**. If the Map has been changed, you will be asked whether or not to save the changes before the pane is hidden.

8.5.3 Creating global maps

Global or common Maps can be created by a Map Administrator and shared across user groups.

To create a global Map:

1. Click on the Maps Shortcut group on the Shortcut bar. (This Shortcut group is only available to Administrators.)

   A list of available Maps is displayed. If a new Map is required, see Adding Maps for more information.

2. Right-click on a Map in the list and choose **Copy Link to Common Shortcuts** from the shortcut menu.

All users can then have access to the Map by clicking on the map link from the **Common Shortcuts** group in the Shortcut bar. If a user wishes to use the map as a template for a personal map they can right-click on the Map and choose **Duplicate to My Shortcuts** from the shortcut menu. Once the map exists in the My Shortcuts group it can be used as a template and modified for personal relevance.

8.6 BUILDING A BRIEFING BOOK

A Briefing Book is an ordered 'book' of maps that is created for an individual user and stored in the My Shortcuts group on the Shortcut bar. Each map in the Briefing Book is displayed on a separate page and may display different background settings.

You can select to have your Briefing Book displayed on login. For more information, see Shortcut Settings.

To create a Briefing Book:

1. Right-click in the My Shortcuts group on the Shortcut bar.
2. Choose **Add|New Briefing Book** from the shortcut menu. The **New Briefing Book** dialog box opens.
3. Enter a name for the Briefing Book and any descriptive comments about the book. Click **Add Briefing Book**.

   The Briefing Book is added to the My Shortcuts group on the Shortcut bar. An open-book icon is displayed adjacent to the Briefing Book title.

4. To add maps to the Briefing Book, drag and drop an existing map from the list in the My Shortcuts group on the Shortcut bar onto the Briefing Book component. Once more than one map is added to the Briefing Book, forward and backward arrows are displayed in the bottom corner of the Map so that the user can move through the pages in the book.

   Maps within the Briefing Book can be ordered in the list under the Briefing Book's title by dragging and dropping the Map into the required position.

   New maps can also be created for the Briefing Book by right-clicking on the Briefing Book component and choosing **Add|New Map** from the shortcut menu. The **New Map** dialog box opens. Enter a name for the Map and click **Add Map**. For more information on building and modifying the map, see Modifying Maps.

Note: *For information on modifying background settings for any Maps within the Briefing Book, see Background settings .*

Global Briefing Books can be created by Service Administrators.

To create a global Briefing Book:

1. Right-click in the Common Shortcuts group on the Shortcut bar and choose **Add New Briefing Book** from the shortcut menu. The **New Briefing Book** dialog box opens.

2. Add the new Briefing Book as detailed above.

All users can then have access to the Briefing Book by clicking on the Briefing Book link from the **Common Shortcuts** group in the Shortcut bar. If a user wishes to use the Briefing Book as a template for a personal book they can right-click on the Briefing Book and choose **Duplicate to My Shortcuts** from the shortcut menu. Once the Briefing Book exists in the My Shortcuts group it can be used as a template and modified for personal relevance.

Running CorManage Reports

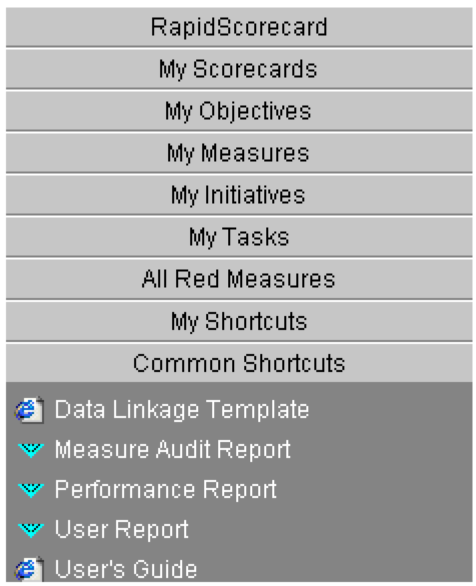
This section describes CorManage Reports, i.e. opening/viewing, printing, and exporting of reports. All users have access to CorManage reports, however the type of report that the user is able to view depends on the user's role in the SRS.

8.7 OPENING/VIEWING A CORMANAGE REPORT (CURRENTLY NOT USED)

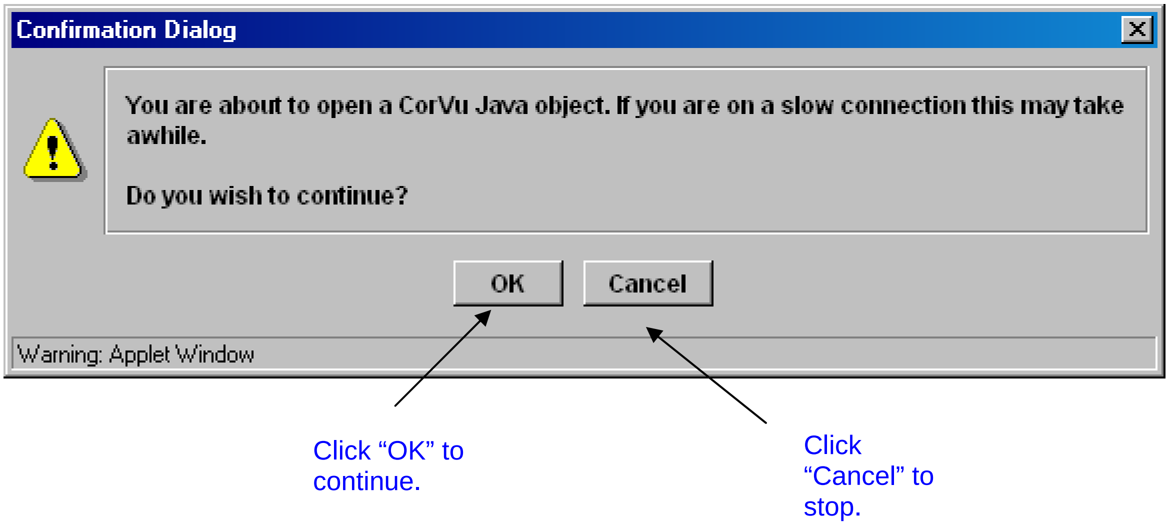
1. Click on the "Common Shortcuts" tab in the left-hand menu to display a list of available reports. Choose the desired CorManage report by clicking on the report's name.

   NOTE: CorManage reports are those reports with a blue teal arrow pointing down. If you hold your mouse cursor over the report name, a description of the report will be shown.

Select the CorManage Report you wish to run.

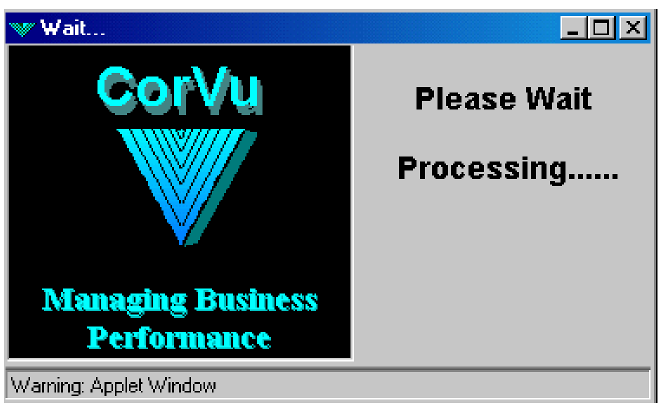


2. After a report name has been clicked, the following "Confirmation Dialog" box appears asking you if you wish to continue with opening the report because it may take a while to load.

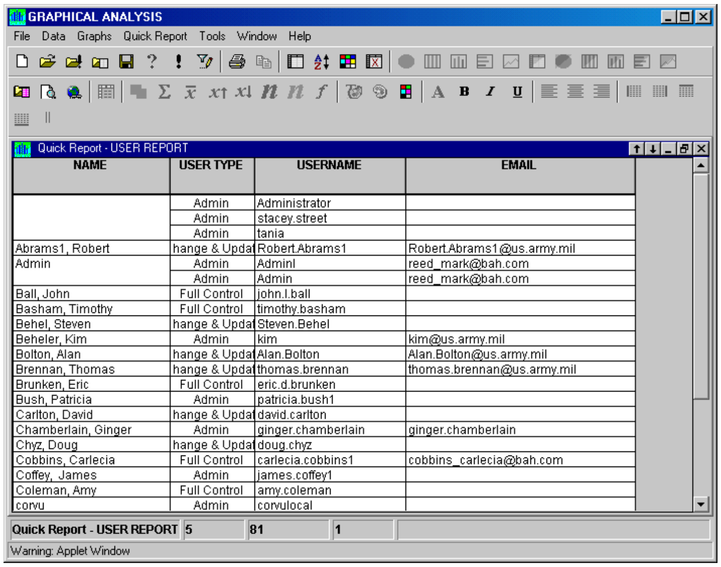


3. Click "OK" to continue or "Cancel" to exit.

4. While you are waiting for the report to load, the "Wait" screen will appear.



After the selected report has been loaded, the display will similar to the following:

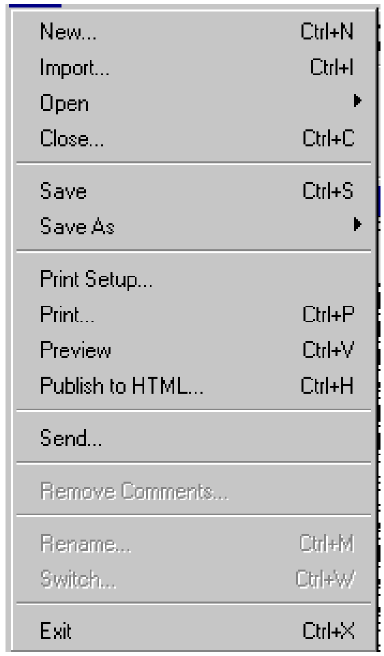


NOTE: To learn more about the various functions and buttons in CorManage, refer to the CorManage Help Menu.

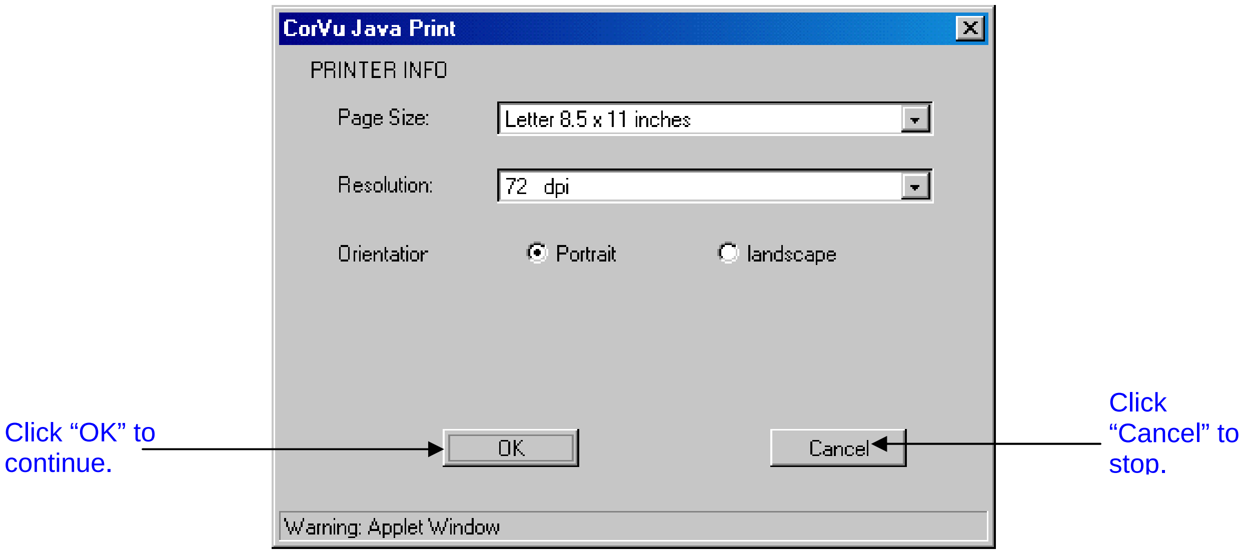
8.8 PRINTING A CORMANAGE REPORT

1. Open a CorManage report, following the steps described in Section 9.1 for opening or viewing a CorManage report.

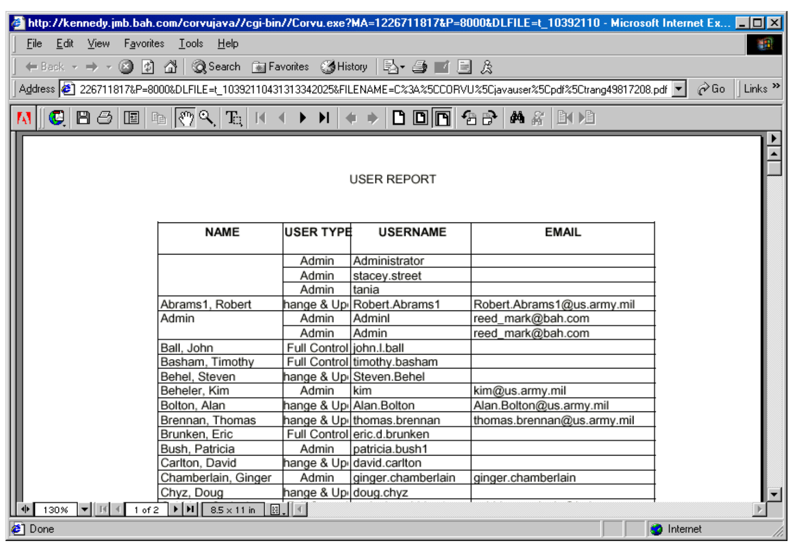
2. After the report opens and appears on the screen, click on the "Print" button  or go to the normal "File-Print" function.


New... Ctrl+N
Import... Ctrl+I
Open
Close... Ctrl+C
Save Ctrl+S
Save As
Print Setup...
Print... Ctrl+P
Preview Ctrl+V
Publish to HTML... Ctrl+H
Send...
Remove Comments...
Rename... Ctrl+M
Switch... Ctrl+W
Exit Ctrl+X

3. After clicking “Print”, a “CorVu Java Print” dialog window will appear. Using this window, you may adjust the page size, resolution, and page orientation of the report to be printed.



4. Click “OK” to continue or “Cancel” to exit.
5. The report will then be formatted and displayed in a new browser window as a PDF file, ready to be printed.



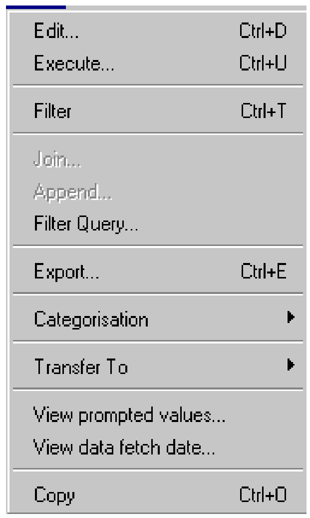
6. Click the “Print” icon or “File-Print” to print the report.

NOTE: This step may be different, depending on which browser you are using.

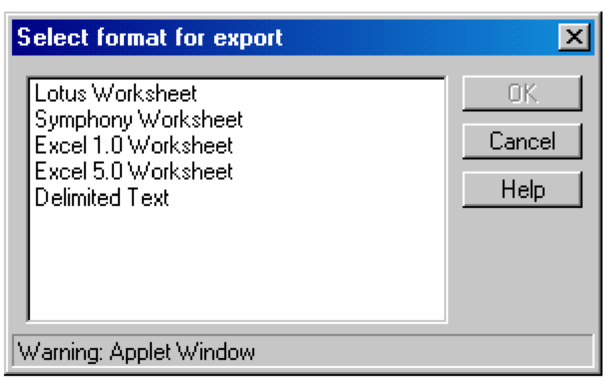
8.9 EXPORTING A CORMANAGE REPORT

A CorManage report may be exported into a Lotus worksheet, Symphony worksheet, Excel worksheet, or a delimited text file.

1. Open a CorManage report, following the steps described in Section 9.1 for opening or viewing a CorManage report.
2. When a report has been opened, click on "Export".



3. The "Select format for export" screen will appear. Choose one of the listed formats for export.



4. After a format for export has been chosen, the "OK" button will no longer be grayed-out.
5. Click "OK" to export the report in the chosen format or click "Cancel" to exit.

8.10 JAVA SERVER PAGE (JSP) REPORTS

The Strategic Readiness System uses Java Server Pages (JSP) technology to query the SRS database and create customized reports. Currently, there are two JSP report available to all users. These reports are located in "Common Shortcuts" on the side navigation bar in SRS. The two available reports are: Scorecard Measure Detail Report and Scorecard Performance Report.

8.10.1 Scorecard Measure Detail Report

The Scorecard Measure Detail Report provides the following information for each measure on a scorecard:

Scorecard name
Perspective
Objective
Measure name
Entry Type (how the measure is populated)
Updater name
Owner name
Effective Date
Actual Value
Normalized Score
Hyperlink (Yes or No)

To run this report:

1. Click on the link in Common Shortcuts for the Scorecard Measure Detail Report.
2. Select the Level you wish to query from the Level drop-down menu.
3. Select your Scorecard from the Scorecard drop-down menu or select All Scorecards to query the entire Level.
4. Select the date you want the report to query.
5. Leave the "Save Results As" block blank if you want the results displayed on the screen. Enter a file name if you want to save the generated report to a .csv file on your local hard drive.
6. Click on the "generate" button.

The report will appear at the bottom of the page or be saved to your local hard drive. You may have to scroll down in the window to see the top of the report if you chose to display the report on screen.

How to use this report:

Use the normalized score to determine if measures have "color". The specific "color" of a measure can be inferred by remembering the following scoring convention:

Color	Score
Red	0 – 3.3
Amber	3.4 – 6.6
Green	6.7 – 10
Gray	N/S

The information in the report can be used by the scorecard owner to review the status of the scorecard and to make sure that the information is current.

8.10.2 Scorecard Performance Report

The Scorecard Performance Report counts the number of green, amber, red and gray measures contained in a scorecard.

To run this report:

1. Click on the link in Common Shortcuts for the Scorecard Performance Report.
2. Select the Level you wish to query from the drop-down menu.
3. Select the Date you want the report to query.
4. Leave the "Save Results As" block blank.
5. Click on the "generate" button.

The report will appear at the bottom of the page. You may have to scroll down in the window to see the top of the report. At this point, you can copy and paste the date into MS Excel.

How to use this report:

This report provides a summary of scorecard performance. Based on the information provided the user will be able to determine if a more detailed report needs to be generated (i.e. the Scorecard Measure Detail Report described above).

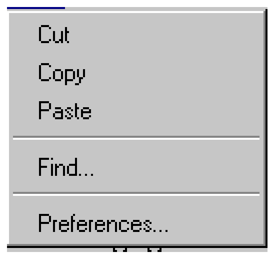
8.11 OTHER FUNCTIONS (ALL USERS)

This section describes additional SRS functions, including Search, Reload, Refresh, and Post to HTML. All users have access to the functions described in this section.

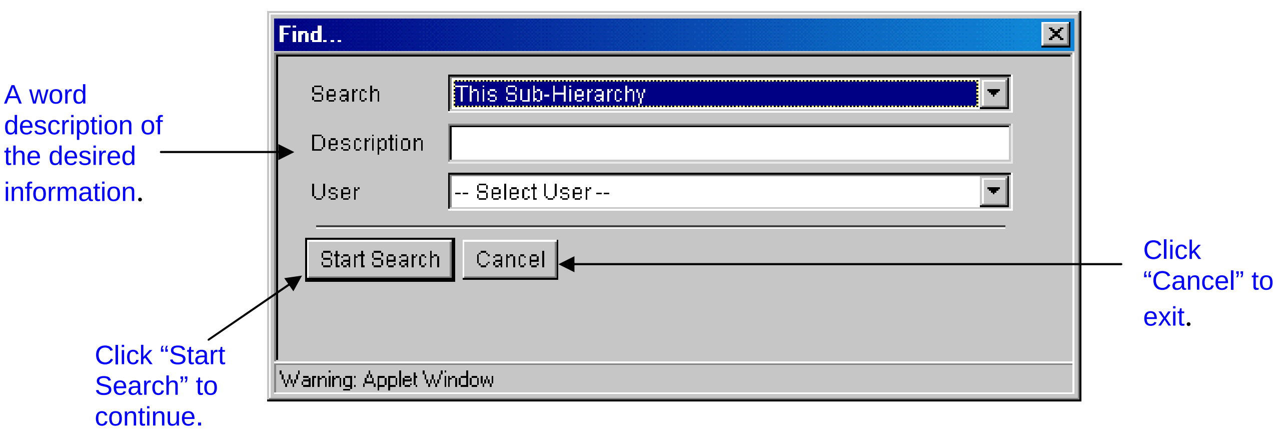
8.12 SEARCH OPTIONS

A user may search for a Scorecard, Perspective, Objective, or Measure.

1. In the Top Menu, click on the "Find" icon  or go to "Edit-Find":



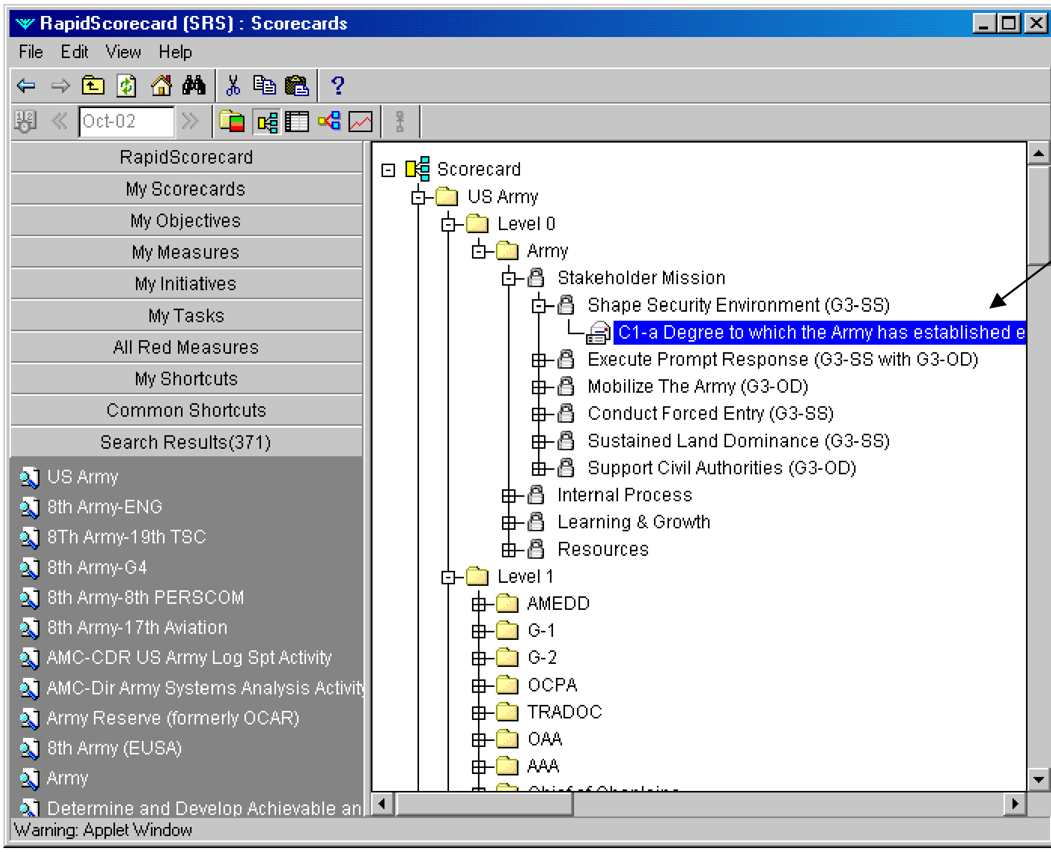
2. The "Find" screen will appear, offering the following criteria for the search:
   - Search: This allows the user to indicate where to perform the search, i.e. entire hierarchy, this sub-hierarchy, or this current level.
   - Description: A word description of the desired information.
   - User: Selecting a user from the drop down list will restrict the search to items that are owned by the selected user.



3. After entering the search criteria information, click the "Start Search" button to begin the search or the "Cancel" button to exit.

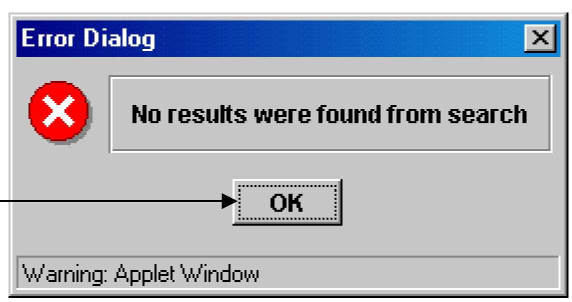
4. After the “Start Search” button is clicked, the results of the search will be displayed on the left panel under the “Search Results” tab. Users may drill down through the search results in order to view the results. To review a particular search result in the hierarchy tree, double-click on the name of the search result you would like to view.

Double click on the name of the search result you wish to view.



Results displayed here.

5. If the search is unsuccessful, the “No Search Results” dialog box appears. Click “OK” to continue.



Click “OK” to continue.

8.13 RELOAD DATA

It may be necessary to reload data from the CorStrategy database for a component that has changed: for example, after data have been updated, deleted, or added to a specific Measure.

1. Choose the Measure to be reloaded by highlighting it.
2. Right mouse click on the Measure to open the Right-Mouse-Click Menu and choose "Reload Data". The data will be reloaded automatically.

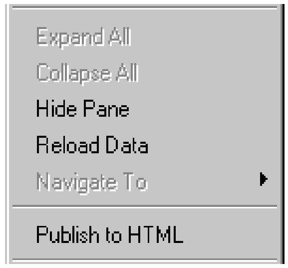
8.14 REFRESH

Click on the "Refresh" icon  to refresh all information on your screen (i.e., the entire hierarchy tree view).

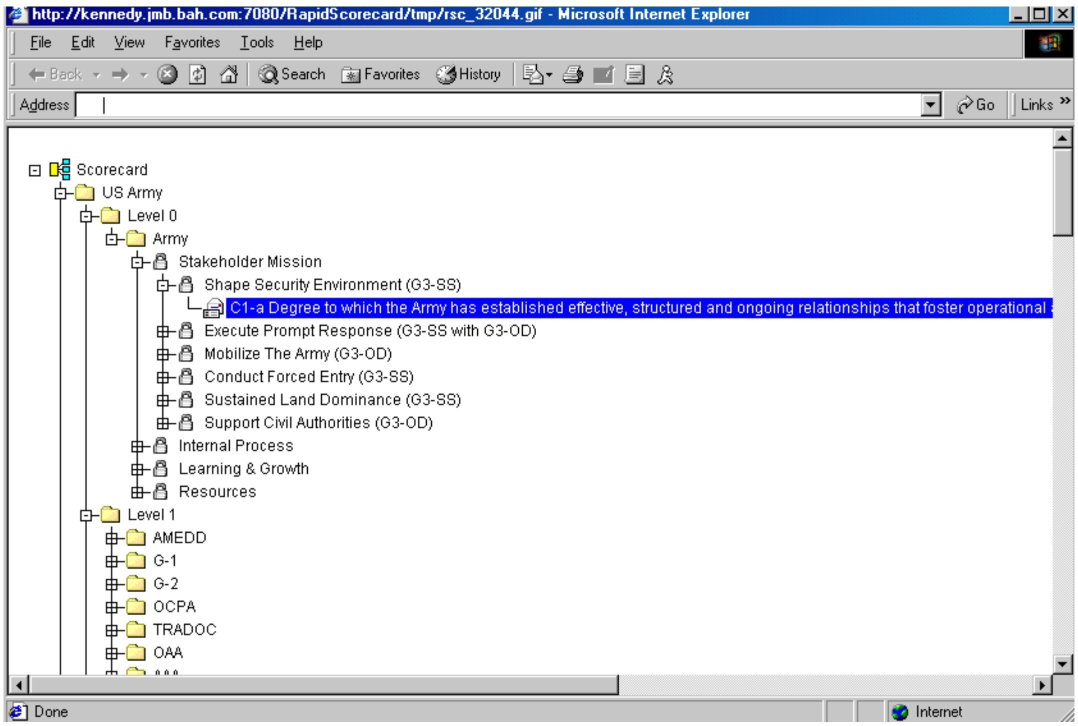
8.15 PUBLISH TO HTML

This function enables a User to publish or print in HTML format any component in the SRS CorStrategy, including information in the Hierarchy Pane, Tactical Scorecard Pane, Chart Pane, Table Pane, and Strategy Map Pane.

1. Place the mouse cursor anywhere in one of the SRS components (the Hierarchy Pane, Tactical Scorecard Pane, Chart Pane, Table Pane, or Strategy Map Pane) in order to publish the information in that component.
2. Right mouse click to open the "Right-Mouse-Click" menu. From the "Right-Mouse-Click" menu, choose "Publish to HTML."



3. The information to be published will be displayed in a new browser window:



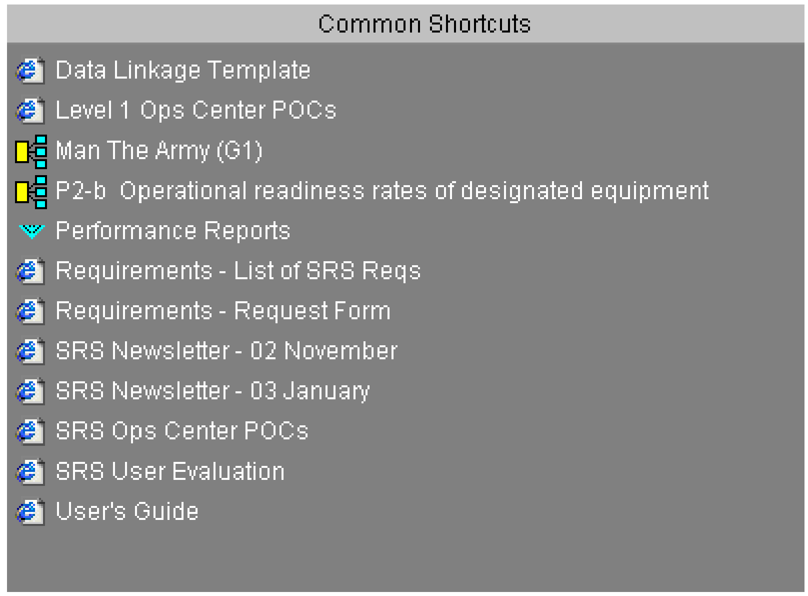
4. Go to “File-Print” in order to publish the information.

Note: This step and accompanying displays may vary, depending on the type of browser in use.

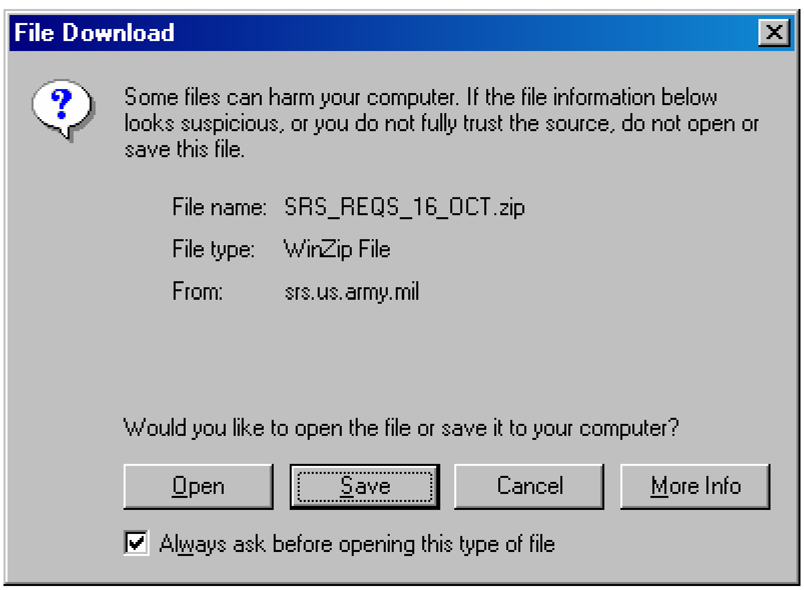
8.16 SRS REQUIREMENTS DOCUMENT

As you continue to use SRS, it is anticipated that you will develop ideas for potential enhancements to SRS. If you would like to submit a recommendation, you will need to complete the following steps.

1. You will need to review the existing SRS Requirements to determine if your potential enhancement has previously been identified. To download the existing SRS Requirements document, go to “Common Shortcuts” and double click on the link “Requirements – List of SRS Reqs.”.



2. A pop-up window will appear prompting you to save the file. Click “Save”.

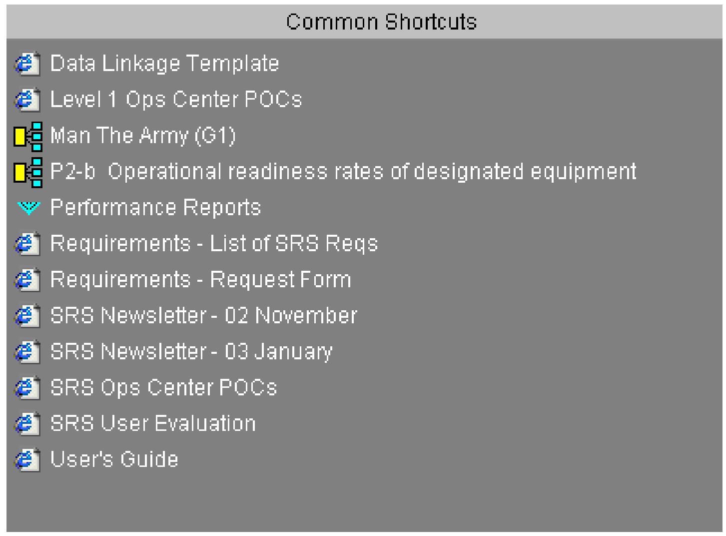


Note: The actual “file name” will vary because the file is updated periodically.

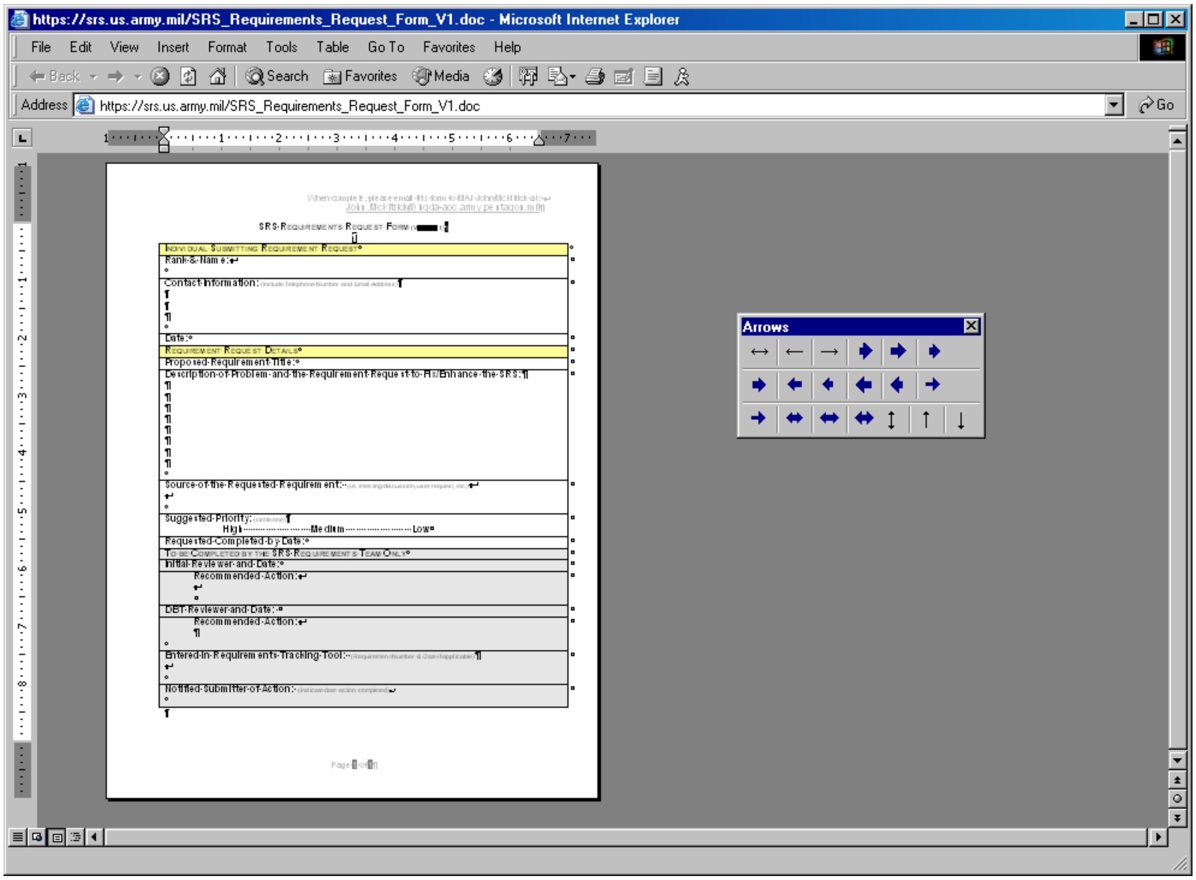
3. The explorer window will appear for you to choose where to save the file on your computer. Select the file location and click “Save”.

4. Once the file is downloaded on your computer, unzip it, and review the contents. You will need to determine if your recommended enhancement has already been identified. If you find your recommendation in the list, you do not need to take further action. If you do not find your recommendation in the list, proceed to Step 5.

5. Download the file “Requirements ‘ Request Form” from “Common Shortcuts”. Double click on the link.



6. A new browser window will open to display the MS Word based Requirements Request form.



Note: It is recommend that you save this form to your computer before continuing. To save this form, go to "File" and then "Save As" and use the explorer window to navigate to the file location where you would like to save this form.

7. Fill out the form and email it to the individual identified in the header of the document.

9 COMMON ERRORS

This section describes the common errors Users may get when accessing the SRS.

9.1 THE "PING" MESSAGE

The "Ping" error message occurs when the user is timed out from SRS. The timeout is the maximum time the server will wait for input before aborting. This occurs because the user has not logged out of SRS but has left the site idle for a long time period without accessing it. If you get this error message, exit the SRS application and log back in (refer to Section 2.1, *Logging Into the SRS*).

9.2 CORMANAGE LOCKS UP

Occasionally you may encounter a lock-up in the CorManage application. You will know that your CorManage session is locked up if you attempt to open a CorManage report (refer to Section 9 – Running CorManage Reports) and nothing happens: i.e., the report does not load or open. Another possible CorManage lock-up could occur if you already have a CorManage report open and you cannot perform any functions, such as exporting or printing of the report. If this error occurs, exit the SRS application and log back in (refer to Section 2.1, *Logging Into the SRS*).

9.3 REPORTING NEW ERRORS

To report new errors encountered while using the SRS, please contact the SRS Ops Center either via email or phone:

- Email: SRS-OpsCenter@hqda-aoc.army.pentagon.mil
- Phone: (703) 693-8977

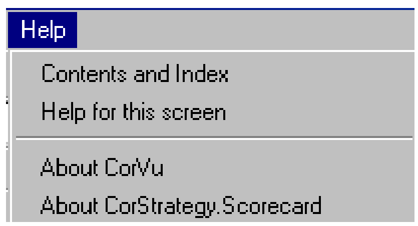
10 HELP OPTIONS

This section describes the various help options and contact information for the SRS system.

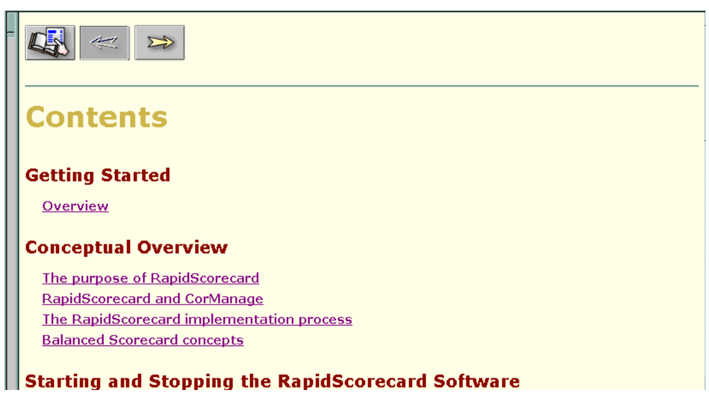
10.1 QUESTION MARK

The help question mark option provides help specific to the screen you are currently viewing. For example, if you are in the Scorecard screen (where the hierarchy tree, strategy map, table pane, tactical Scorecard pane, or chart pane information are displayed), you may view help information related to the use of the Scorecard screen.

1. Click on the item you for which you wish to obtain help information.
2. Click on the "Question Mark"  in the Top Menu Bar or go to the Help menu and choose "Help for this screen."



3. The help option for the chosen screen will be displayed in a new browser window:



4. To navigate in the on-line help option, click on one of the three buttons at the top of the screen:
   - Contents : Click on this button to return to the table of contents.
   - Back : Click on this button to go back to the previous page.
   - Forward : Click on this button to move to the next page.

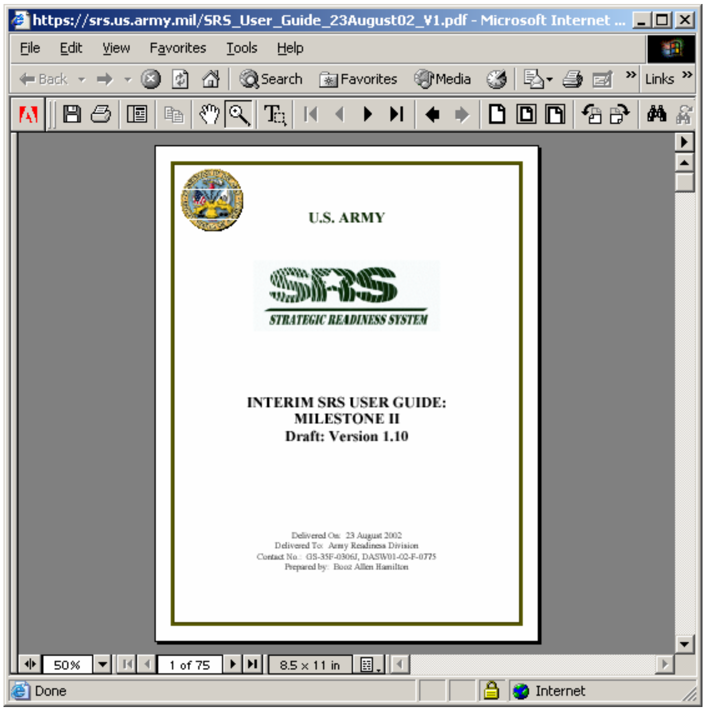
10.2 ON-LINE HELP

The On-line Help option provides help for the entire SRS system. Here you will have the option to search for a specific help topic.

1. Click on "Help" in the Top Menu bar. Choose "Contents and Index."
2. The on-line help option will be displayed in a new browser window.
3. To view information on a particular help topic, click on the hyperlink to the topic's name.
4. The on-line help option has the same navigation buttons as the question mark help discussed in Section 12.1, *Question Mark*.

10.3 USER GUIDE

The SRS User Guide has been specifically written for the U.S. Army and it is designed to help you understand the various components and functions of SRS. Go to the "Common Shortcuts" sidebar menu on the left of the screen. Click on "User's Guide" to open the guide. The User Guide will open in a new browser window as a pdf document. An example of the result of this action is shown below:



10.4 The HQDA SRS Operations Center (SRS Ops Center)

To contact the SRS Ops Center for assistance:

- Address: HQDA: LT Col Kevin L. Smith
  Attention: DAMO-ODR (SRS)
  440 Army Pentagon
  Washington, DC 20310-0440
- Email: ArmySRS@hqda-aoc.army.pentagon.mil - unclassified

  ArmySRS@hqda-aoc.pentagon.smil.mil - classified
- Phone: (703) 693-8977

The SRS hours of operation are 0800-1700 EST/EDT, Monday through Friday.

APPENDIX A REFERENCES

Using CorStrategy. (2002) Edina, Minnesota: CorVu Corporation.

APPENDIX B ACRONYMS

AKO	Army Knowledge Online
BAH	Booz Allen Hamilton
BSC	Balanced Scorecard
BSCol	Balanced Scorecard Collaborative
COTS	Commercial-Off-The-Shelf
CSA	Chief of Staff, Army
CTO	Chief Technology Office
GUI	Graphical User Interface
HQDA	Headquarters, Department of the Army
MACOM	Army Major Command
SFO	Strategy Focused Organization
SRS	Strategic Readiness System

APPENDIX C GLOSSARY

Balanced Scorecard	A performance measurement methodology developed by Drs. Kaplan and Norton[6].
CorVu	The company who developed the commercial-off-the-shelf-software application in which the SRS is maintained.
Main Menu Bar	Located directly below the Top Menu Bar, this toolbar allows you to navigate through the application.
Mission Map	The Army's term for "Strategy Map."
CorStrategy	CorVu's Scorecard management and navigation application.
Scorecards Menu Bar	The toolbar that enables navigation amongst Scorecards.
Service Status	Located on the CorVu loading screen, this shows the status of your Internet connection.
Sidebar Menu	Provides quick access to all areas within a performance model.
Service Message	Displays information from the System Administrator concerning items related to system service, maintenance, and availability.
Strategy Focused Organization	A Strategy Focused Organization places strategy at the heart of management systems, rather than tactics, in order to achieve significant performance improvements – rapidly, reliably, and in a sustainable manner.
Strategy Map	The Strategy Map describes the process for transforming intangible assets in to tangible customer and financial outcomes. It provides executives with a framework for describing and managing strategy in a knowledge economy.
Top Menu Bar	Also referred to as the "File Menu Bar", it provides access to the typical Windows functions such as cut and paste, find and help.

6 *See Appendix A, References.*