Defense Technical Information Center

Strategic Plan
2017 - 2021
Excellence in Action

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Message from the Administrator

The advancement of technology continues to accelerate. Where new technologies once took decades to mature, we now see game changing innovations fielded in years or even months. Commercial technology is competitive and in some cases exceeds military capability. This acceleration creates new challenges as the Department strives to maintain the most technologically advanced military of any nation.

DTIC plays a critical role in enabling the Department to meet emerging technology challenges and maintain our military's technological edge. Our strategic plan will serve as our guiding document as we put excellence into action over the next five years to support research and development activities within the DoD and with our industry partners to extend our Nations technological edge.

Reporting to the Assistant Secretary of Defense Research and Engineering (ASD(R&E)) and the Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L), DTIC serves both decision makers in the Pentagon, as well as researchers, engineers, and scientist at the lab bench and in the field.

Decision makers need a complete picture of the current state of research to know what options are available, assess where to invest, and when a capability can be available. DTIC will identify laboratories, federally funded research and development centers (FFRDC) and industry partners who are leaders in innovation that can ac-

Our people are critical to our mission success. We will recognize and commend the accomplishments of our workforce. We will invest in their development and the technology they require to deliver the tools the Department needs. We value the diversity and the strengths and talents it brings to our workplace. These strengths and talents will help us cultivate a culture of inclusion and respect and create an open environment to share knowledge and overcome challenges.

celerate progress to field future capabilities. DTIC will enable the research, development, test and evaluation community to rapidly identify which research paths hold promise, which attempts appear unproductive, and which have failed to pan out.

The DoD invests more than $12B in science and technology each year. It is DTIC's mission to maximize that investment by capturing results and sharing them with the Department. To ensure we recognize and build upon best practices we will assist

teams in different geographic locations, working for different organizations, to collaborate and partner to identify solutions.

At every step, we must protect DoD and industry intellectual property, and the DoD network, while continually improving the products and services we offer to help the Department stay abreast of the status of technology within DoD, academia and industry.

Our users span DoD, other elements of the federal government, industry partners, academia, and the general public. DTIC will provide intuitive tools that operate on user preferred devices and platforms across the NIPRNET, SIPRNET and public internet.

Our people are critical to our mission success. We will recognize and commend the accomplishments of our workforce. We will invest in their development and the technology they require to deliver the tools the Department needs. We value the diversity and the strengths and talents it brings to our workplace. These

strengths and talents will help us cultivate a culture of inclusion and respect and create an open environment to share knowledge and overcome challenges.

Our lines of business represent our core functions and are the foundation for accomplishing our mission. The lines of business are collection, information analysis, and dissemination. Our lines of business collect, preserve, secure and enrich DoD-funded technical information; offer technical data search and analysis services; and deliver technical information on the platforms our users work on.

We seek opportunities to work with our industry partners to field the best products and services for our customers across the DoD, in support of our collection and information dissemination. These opportunities include the expanded use of open source software, software as a service offerings, and non-profit resources. It will also support the Information Analysis Centers that provide DoD with access to thousands of subject matter experts across the spectrum of DoD R&D technology focus areas.

Our strategic themes or pillars of success over the next five years will be customer focus, innovation, operational excellence, and strategic partnering. Our strategic objectives will evolve around these four themes (see page 20). Our initiatives will drive accomplishment of our objectives while focusing our efforts on priority areas:

- Search

- Collaboration

- Access Identity Management

- Data Fusion/Analysis

- Cyber Security

- Data Center Optimization/Cloud

Enhancements to our priority areas will include:

- Expand and enhance our data collections to improve the quality and completeness of the data, fill in gaps to reduce the time for our users to discover information and ensure we present the most relevant information first

- Work with our customers to understand their needs and mission objectives

- Gather information from multiple data sources and provide knowledge products that fuse the disparate data sets into a single view of the life cycle of research

- Reduce the expertise a user needs to search for and find key information

- Improve operational research to identify technology trends

- Strengthen methods of user authentication through the use of PKI tokens, biometrics and other methods to grant ease of access to recognized, trusted and authorized users

- Provide collaboration platforms for the DoD science and technology community to work together on investments that efficiently deliver solutions to the Warfighter

- Migrate services to cloud providers to improve availability and redundancy, realize cost savings, and enhance cyber security

- Streamline content submission and storage

- Consolidate three IAC indefinite delivery/indefinite quantity (IDIQ) multi-award contracts (MAC) into a single MAC to reduce time and costs of awarding numerous smaller contracts and allow increased focus on customer task orders

Our strategic plan provides a roadmap through which we will achieve our vision by meeting our objectives. Our goals are ambitious, but I am confident that by working together, we will achieve them, increase taxpayer ROI, and significantly contribute to DoD's continued technological superiority. Most importantly, we recognize our responsibility to our service members; ultimately, everything we do is in support of them and their mission to defend our great Nation.

Christopher E. Thomas

Administrator

*To **deliver** solutions to the Warfighter, DTIC will serve as an efficiency enabler, empowering DoD to build upon past research, eliminate redundancy, analyze technical capabilities and trends, and collaborate on innovative solutions.*

DTIC's Role in Supporting U.S. Technological Superiority

The Defense Technical Information Center supports Defense research and development efforts to preserve and extend U.S. technological superiority, provide affordable new or extended capabilities in military systems, and develop technology surprises that propel the U.S. capability forward. We serve the Department as the central resource for the collection, preservation, protection, analysis, and broad dissemination of technical information to authorized military, industry, academic institutions, other government agencies, and the public.

For the first time since the Cold War, the United States faces risk from near-peer adversaries, state and non-state actors who employ advanced technologies. The U.S. has committed billions to research and development efforts needed to remain dominant. The amount of technical information within and outside of the Department is expanding exponentially. To maintain technological dominance, the Department must build upon past efforts and avoid repeating what does not work. The Department must make the best decisions possible from data that is fragmented, incomplete, and growing in size and complexity. To ensure productive application of the $60 billion the Department will spend on science and technology (S&T) (Fiscal Year 2017 to Fiscal Year 2021) to address warfighter capability needs, the Department must have visibility of the life cycle of research. To deliver solutions to the Warfighter, DTIC will serve as an efficiency enabler, empowering DoD to build on past research, eliminate redundancy, analyze technical capabilities and trends, and collaborate on innovative solutions. By performing these functions, DTIC will enable DoD science and technology investments to efficiently deliver solutions to the Warfighter. In a fiscal climate that imposes significant challenges on the Department, DTIC must multiply the nation's research and development investment by turning technical data into knowledge.

Access to Restricted Technology Information

Each year the Department invests $12B in science and technology research to ensure America's technological superiority. The results of that $12B investment come to rest in DTIC's data collections. It is essential that DTIC capture the results of that investment, and safeguard it from potential adversaries, while granting simplified, broad and effectively controlled access to those working for the benefit of our national security. We will continually enhance our information security technology safeguards to protect information from illegal attempts to extricate data.

DTIC's mission is to ensure our national information assets are utilized (discoverable, meaningful and accessible) by authorized users, not locked away. We are the only DoD provider of unclassified (public), controlled unclassified (NIPR), and classified (SIPR) knowledge management resources that grant authorized DoD and federal government employees and industry contractors access to DoD funded scientific and technical information based on distribution statements.

The research information we protect must be available for users, based on a user's credentials, to build upon past research, avoid pitfalls, and to make critical, well-informed decisions that can lead to more effective technology development and efficient use of the taxpayer-funded research. To do this we will apply DoD-approved identity authentication standards to continuously strengthen our authentication capabilities for users in the DoD, federal government, and our industry and allied partners. Today we are working to eliminate use of passwords, and we are supporting public key infrastructure (PKI) through the use of Common Access Cards (CAC), Personal Identity Verification (PIV), and External Certification Authority (ECA) credentials. We will support new standards and methods, upon approval (e.g. biometric, two factor...), to optimize the flow of information and encourage collaboration between our users.

DTIC serves a broad spectrum of users. Our public (unclassified) sites and collections encourage industry innovation, citizen science and technology transfer. Our NIPR (controlled unclassified) sites and collections connect the lab scientists, engineers, and researchers to reduce duplication and build on success. The SIPR (classified) sites and collections support the work on Combatant Command requirements to deliver innovative technologies today and in the future. We will continue to expand and standardize the tools and information on each platform our customers use to ensure they have the tools and information they need when they need it, where they need it.
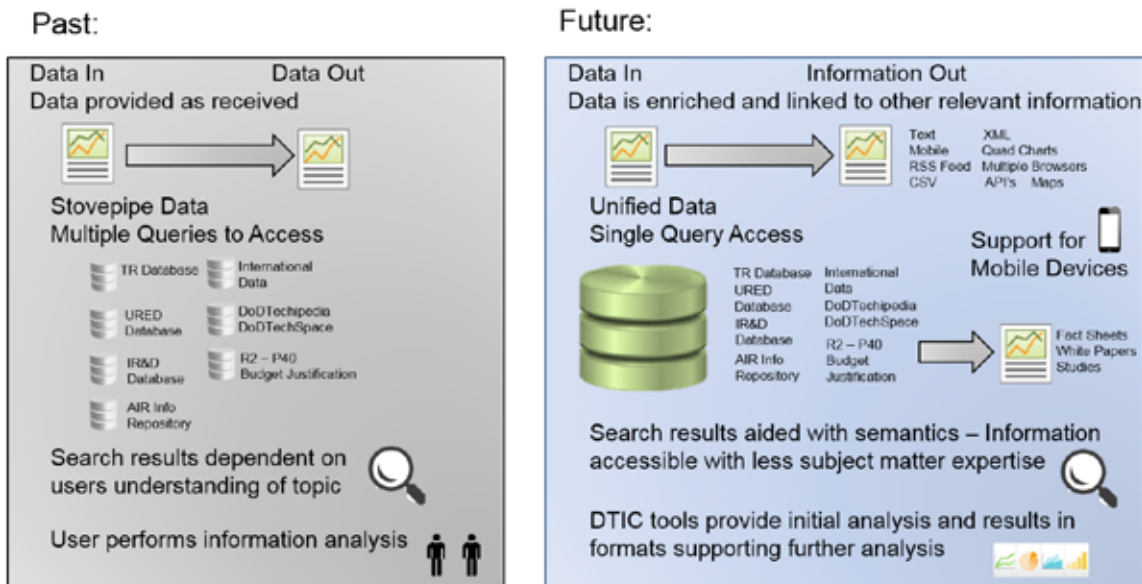
DTIC: Fiscal Years 2017 to 2021

Information Level / Tool	Publicly Accessible Information	Limited to Federal Government & Contractors	Limited to DoD & DoD Contractors	Limited to Federal Government	Limited to DoD	Industry Proprietary Information
DTIC – R&E Gateway	✓	✓	✓	✓	✓	✓
Google.com	✓					
Intellipedia	✓	✓	✓			
MilSuite	✓		✓			
NTIS	✓					

As our users diversify, and the devices they choose to access the web and the internet of things increase, we will expand the devices and environments we support based on user preferences. We will support the devices our users work on (desktop, laptop, mobile, wearable...); run a variety of operating systems (Windows, Linux, Mac OS, iOS, Android...); through a range of browsers (Edge/IE, Chrome, Firefox, Safari...); in the format users require (web pages, documents, xml, web services, CSV, through API's, and other interfaces).

Providing access to DoD S&T information is more than credentials, platforms and devices; it also includes ensuring our information is discoverable through the tools where the DoD research enterprise is working and communicating. We need to make sure our customers find DTIC's services, tools and public information during their use of commercial search engines, while they use other government sites or are on social media sites.

The way the world communicates continues to evolve at a fast pace. We must quickly support our users with the next generation of technologies. This requires us to take risk and adapt quickly to changing requirements. We will continue to consolidate and simplify our systems and back-end environment using software as a service, developing repeatable processes, and delivering incremental capability in response to evolving requirements.

Past:

Data In — Data Out
Data provided as received

Stovepipe Data
Multiple Queries to Access

TR Database, International Data, URED Database, DoDTechipedia, DoDTechSpace, IR&D Database, R2 – P40 Budget Justification, AIR Info Repository

Search results dependent on users understanding of topic

User performs information analysis

Future:

Data In — Information Out
Data is enriched and linked to other relevant information

Text, XML, Mobile, Quad Charts, RSS Feed, Multiple Browsers, CSV, API's, Maps

Unified Data
Single Query Access

TR Database, International Data, URED Database, DoDTechipedia, IR&D Database, DoDTechSpace, AIR Info Repository, R2 – P40 Budget Justification

Support for Mobile Devices

Fact Sheets, White Papers, Studies

Search results aided with semantics – Information accessible with less subject matter expertise

DTIC tools provide initial analysis and results in formats supporting further analysis

Acronyms: TR – Technical Reports, URED – Unified Research and Engineering Database – work in progress reports, IR&D – Independent Research and Development, DoDTechSpace (Facebook for RDT&E) AIR Acquisition Information Repository, API – Application Program Interface, CSV comma separated values, RSS Rich Site Summary, XML eXtensible Markup Language, DoDTechipedia (Technical Information Wiki)

Streamlining Content Submission and Storage

We will optimize our data collection, storage tools and processes to support the Department's workforce efforts to extract quality information from the vast amounts of available data. To accomplish this we must identify the Department's research, development, test and evaluation investments, and efficiently collect and store the data generated by that work.

We will continue to seek innovative ways to collect, store and increase the discoverability of the Department's intellectual property to provide the DoD with rapid, searchable access to the full scope of research activity funded by the Department.

Improved knowledge of science and associated technology increases innovation, which is why DTIC is a fundamental resource for the Department.

We are consolidating our data collection into one system with a standardized submission application. The new system will be able to accept multiple types and formats of data, such as technical reports, datasets, models, and budget data. This consolidation will improve data quality and security, while increasing the scope of data we are collecting.

To accurately track and efficiently manage the DoD-funded research in our collections we will implement industry standard identifiers. We will assign digital object identifiers to the content in our collection, creating permanent links. We will also use individual identifiers (Orcid) and organization identifiers to track and link content. These identifiers will enable us to capture more data, increase citations of the work within the collection, boost reuse, and raise recognition of DoD researchers. We will also use semantic tagging of records to decrease the time needed to process documents into the collection and improve search results by normalizing tags across the collection.

DTIC is also integrating siloed data storage systems to enable DTIC to provide more context to the data and begin linking related data across different data sets to show the life cycle of related research efforts. These activities will also help DTIC improve the quality of the data to make sure the community receives the most accurate technical information possible.

Turning Data into Knowledge

Improved knowledge of science and associated technology increases innovation, which is why DTIC is a fundamental resource for the Department. We will provide decision makers with knowledge, empowering them to focus efforts on needed capabilities. DTIC will provide the tools our workforce needs to build on discoveries, recognize dead-ends and identify technology area subject matter experts.

DTIC's tools will be intuitive, provide quick access to data and subject matter experts, tap into ideas at all levels and provide meaningful ways to display data that support the decision making process of our leaders. We will design displays based on technology searchers are familiar with, aid with the visualization of data, and provide a common interface between NIPR and SIPR products.

As we move forward, the ways we accomplish our mission will continue to evolve with new technology developments and requirements of the DoD research and engineering enterprise.

To improve the discovery of information, we will enhance our search and analytic capabilities to include new technologies. Our tools will not require a subject matter expert to find required information. To ensure we are providing the most complete data to the Department, we will partner with industry and other federal agencies to leverage both their knowledge and capabilities.

Our IACs continue to build networks of science and technology subject matter experts to evaluate the state of technologies, conduct research to fill knowledge gaps within the Department, and assess technology, systems, and military operations to enhance current practices – turning information into knowledge. We will maintain these contract vehicles to extend DoD research activities and identify the best opportunities to mature capabilities within the Department or with industry.

Our society continues to become more reliant on virtual connections and interactions. DTIC will enhance its collaboration capabilities to encourage different segments within the DoD and federal government to work together to solve our most difficult challenges. We will further develop virtual workspaces that enable the DoD to build on shared knowledge and solve problems we do not envision today.

As we move forward, the ways we accomplish our mission will continue to evolve with new technology developments and requirements of the DoD research and engineering enterprise. To successfully execute our mission and meet the needs of the Department we will expand our customer focus, stimulate innovation to deliver RDT&E knowledge, and strive for operational excellence.

Strategic Framework

DTIC is the central scientific, research, and engineering information support activity for the Assistant Secretary of Defense for Research and Engineering (ASD(R&E)) in facilitating his or her duties, in accordance with DoDD 5134.3[1], and executing the programs and functions of the DoD Scientific and Technical Information Program (STIP), as specified in DoDI 3200.12[2] and DoDM 3200.14[3].
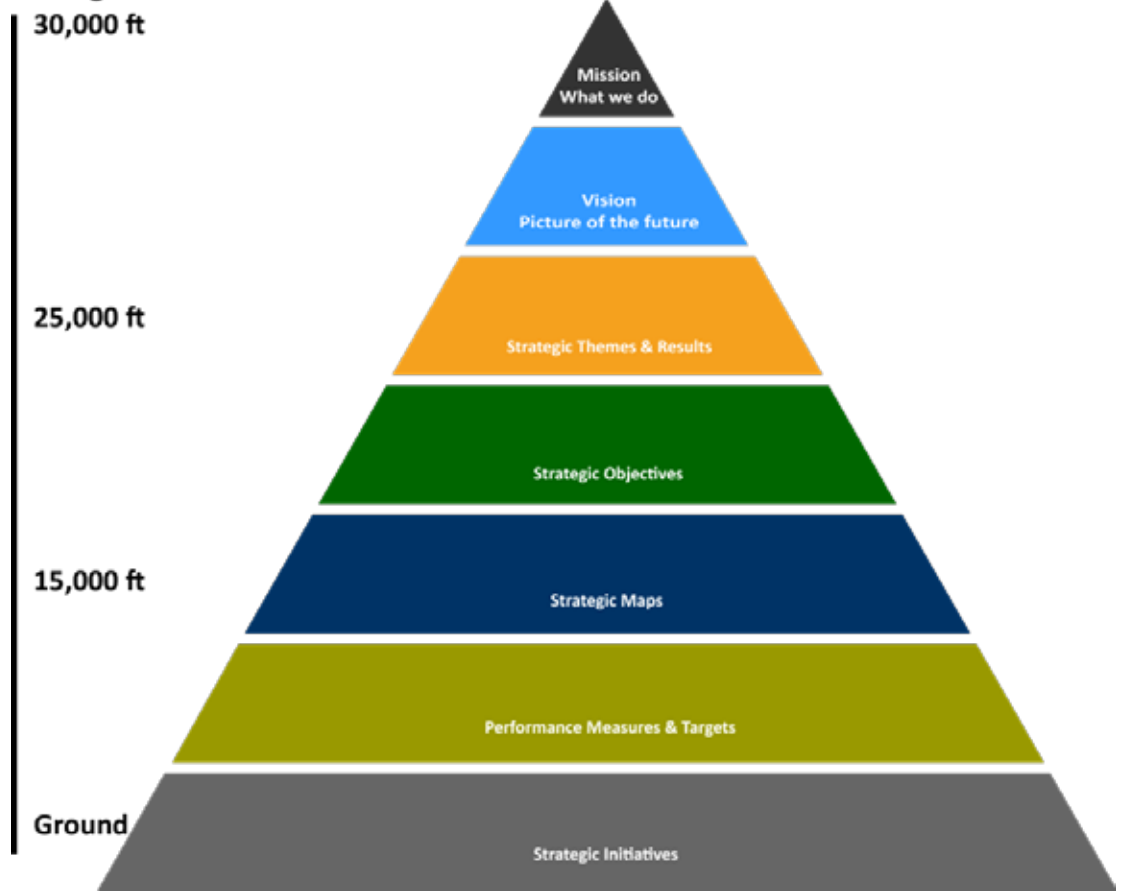
[1] DoD Directive 5134.3 Director of Defense Research and Engineering (DDR&E)

[2] DoD Instruction 3200.12 DoD Scientific and Technical Information Program (STIP)

[3] DoD Manual 3200.14 Vol. 1 & 2 Principles and Operational Parameters of the DoD Scientific and Technical Information Program (STIP)

This strategic plan will serve as our guide based on a five-year outlook. Our Excellence in Action plan builds a shared vision, sets priorities, and focuses energy and resources to ensure employees work cross functionally toward common goals. We must strengthen our operations to ensure we are nimble and always able to assess and adjust our bearing in the changing Defense environment.

DTIC approached the development of our strategic plan using the balanced scorecard planning and management system. This system will help the organization understand and work towards a shared vision and strategy. DTIC selected this system to link short-term goals and daily activities to our strategic plan to ensure that our employees, operations and organization focus on results.

In this plan, we outline our mission, vision, strategic themes, strategic results (goals) and strategic objectives. The major elements of the scorecard system (Figure 1) set the groundwork for DTIC's strategy. As we move through each of these components, the strategic direction is further refined and provides greater understanding of the cause and effect relationships between the organizational objectives.
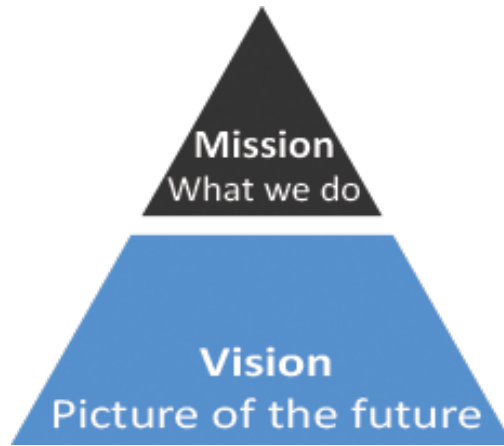
Mission

DTIC's mission is the basis for our support to DoD in the defense of the United States. Our mission statement further defines our mission and reflects DTIC's evolution from an information repository to a provider of information products and knowledge management tools. Our vision creates the picture of success for where our organization will be in 2020. It is the inspiration for our strategic themes, results and objectives.   Our core values are the ethical guidelines that define the code of conduct for DTIC. They align with our culture and vision to define our identity.

Mission Statement

DTIC aggregates and fuses science and technology data to rapidly, accurately and reliably deliver the knowledge needed to develop the next generation of technologies to support our Warfighters and help assure national security.

Vision

DTIC will be the organization of choice for, and pre-eminent provider of, technical research, knowledge management, collaboration and analysis within the Department of Defense.

Core Values

- Commitment – We recognize and value our ultimate purpose to support our customers, who provide capability support to the Warfighter. We appreciate their diverse needs and how they consume and use information. We have a collective responsibility to serve our customers, partners, co-workers and stakeholders.

- Respect – We treat our co-workers, customers, partners, and stakeholders with respect and dignity, listening to and acknowledging different viewpoints to create positive relationships.

- Leadership – We seek ways to improve as professionals and leaders to improve our ability to achieve our mission and vision.

- Accountability – We accept ownership of projects, products, and systems. We honor our commitment to DoD, our customers, our partners and each other. Continuous evaluation and delivery of solutions is vital to our success.

- Teamwork – We are better together. As a team, we realize better outcomes; no one person can do his or her job without the support of the team. Together we increase innovation and efficiency.

Our customer value proposition is the unique value that we provide to our customers. It is the logical link between the action the customer takes and the payoff received.

Customer Value Proposition

Search, discover, analyze and collaborate on DoD-funded research activities to save time, reduce duplication, build on results, and inform decisions.

We keep the Defense research, development, test, and evaluation workforce informed, knowledgeable, agile and responsive. We are the sole organization in DoD that provides the full scope of research activity within the Department, academia and industry to identify research gaps and shape future technology developments.

- Search more than 4 million research reports and records

- Analyze the state of technology in DoD

- Connect, communicate and collaborate across the globe

- Learn from negative results and leverage successes

Our customer value proposition is the unique value that we provide to our customers. It is the logical link between the action the customer takes and the payoff received.

Strategy Building Blocks

Perspectives
Different views of
organization performance

Perspectives

Perspectives are a view of organizational strategic performance from different, but complimentary, points of view or "lenses" that help us transform our mission and vision into an actionable strategy. The perspectives, from which we view our strategy, are organizational capacity, internal processes, financial stewardship, and customer and stakeholder.

PERSPECTIVE	DEFINITION
Customer/Stakeholder	How will we increase value for our customers?
Financial Stewardship	How do we maximize value and effectiveness of our mission?
Internal Process	What internal processes must we excel at to satisfy customer needs?
Organizational Capacity	What capacities must our agency have and improve to excel at our processes?

Strategic Themes & Results
Main focus area (pillars of excellence)
driving key results

Strategic Themes and Results

A strategic theme is an area in which our organization must excel in order to achieve our vision. Themes build on our customer value proposition and define our high-level strategy to achieve our vision. They are the focus areas, or "pillars of excellence," that translate business strategy into operations; break down our vision and mission, make it actionable, and focus our efforts on desired outcomes. The strategic results (goals) are the desired outcome for each theme and enable us to know we achieved success.

Strategic Theme: *Customer Focus*

Strategic Result: We know our customers and understand their needs. We provide secure and high quality tools, products, and services based on customer requirements. Our products and tools reduce the expertise needed for our customers to share, discover, analyze, and collaborate on the life cycle of DoD-funded research that promotes innovation and timely support to the warfighter.

Strategic Theme: *Innovation*

Strategic Result: Our organization is innovative, future thinking, and adapts resiliently to change. We provide an environment that encourages creative thinking in the design and delivery of new or enhanced products, services and capabilities valued by our customers. We continuously evaluate, acquire, and apply new technologies to expand the functionality and ease of use of our tools to provide users with a holistic view of the life cycle of DoD-funded research.

Strategic Theme: *Operational Excellence*

Strategic Result: Our organization is results oriented, strategic minded and mission focused. We understand and seek continuous improvement to our processes, use our resources efficiently, and make informed data-driven decisions. Our project management processes are agile, adaptive and facilitate the release of incremental functionality improvements that provide users continuous benefits.


Strategic Theme: *Strategic Partnering*

Strategic Result: Our partnerships with DoD, industry, federal government, and academia are mutually beneficial, create value, reduce risk and expand capabilities and resource opportunities. Our relationships are built on trust, sharing information and combining capabilities that produce positive outcomes for all. Our strategic collaborations create opportunities to expand our footprint, grow our collections, and enhance our products and services.

Strategic Objectives
Key continuous improvement
strategy components

Strategic Objectives

To refine our strategy, DTIC's strategic themes and results were broken down into strategic objectives. These objectives link cause-effect relationships, and break down the strategy into actionable, continuous improvement components necessary to achieve our vision. The following strategic objectives operationalize our strategic themes and results and are the building blocks or DNA of our strategy. To understand the scope and intended results, focus is on the definition of each objective. The perspectives help us link the organizational objectives, which demonstrate the inter-dependence between the objectives.
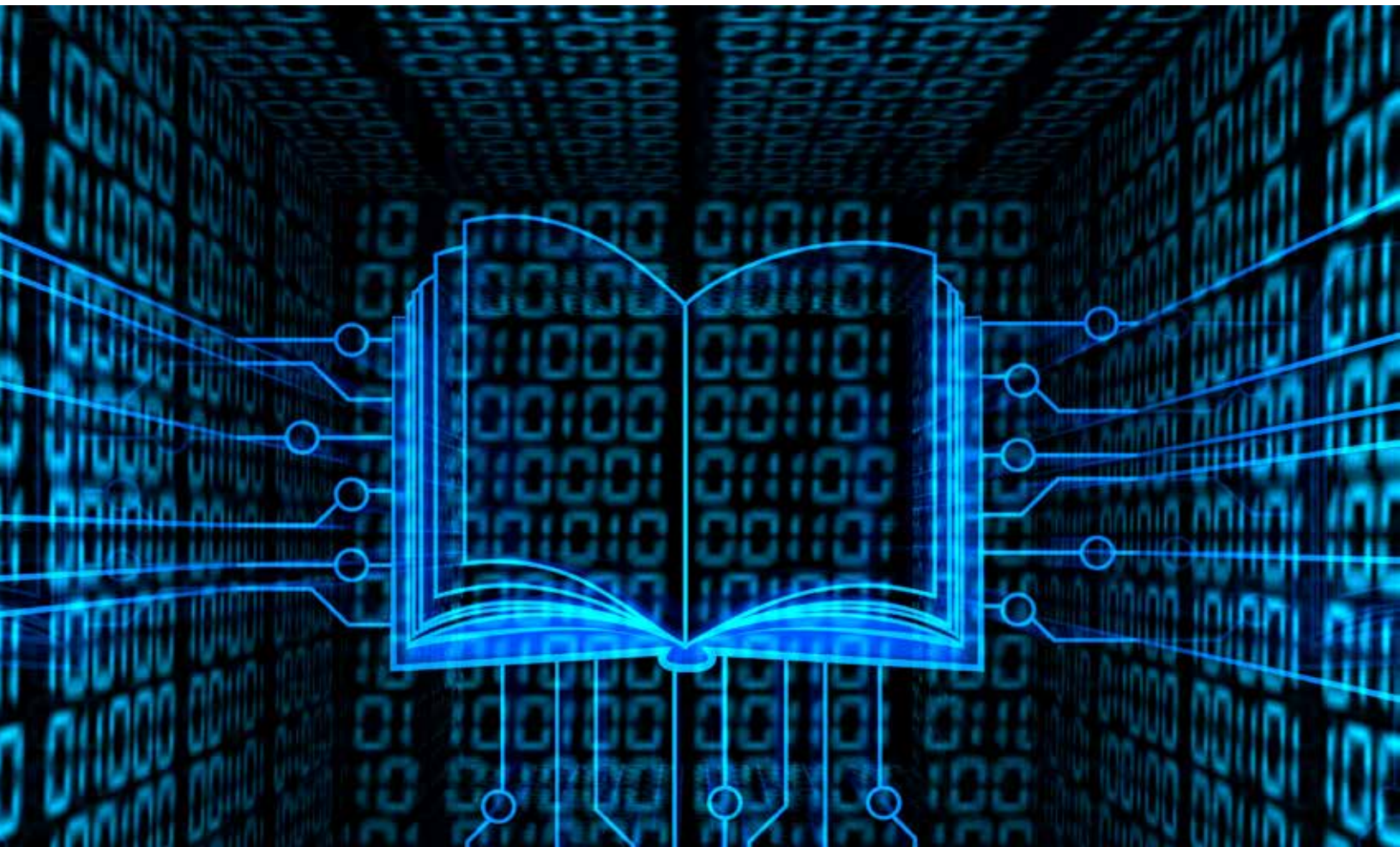
Strategic Objectives and Commentary

Organizational Capacity Perspective

1.1 **Increase Staff Development and Retention**—Improve employee understanding of DTIC's strategic direction. Provide learning opportunities to enable all employees to obtain needed skill sets for the organization. Nurture future leaders and provide internal advancement opportunities. Reward and recognize success. Empower employees to think creatively and strategically. Intended results:

- Skilled and agile workforce

- Increased employee motivation, satisfaction and retention

- Employees are innovative, future-thinking, take reasonable risks and share our strategic vision

- Employees are mission, results and customer focused

- Increased performance and productivity

1.2 **Improve Hiring**—Attract skilled and experienced staff who are motivated, results-oriented and share our core values. Hire the right employees and place them in the right position at the right time. Intended results:

- Fully staffed work force with needed skills to accomplish the mission

- Minimize time and cost associated with vacant positions

- Increased performance and productivity

- All new hires are aligned with organizational strategy

1.3 **Strengthen Partnerships**—Establish, develop and nurture partnerships with contractors and service providers that are mutually beneficial, expand resource opportunities and service capacities, minimize costs, and maximize operational effectiveness. Intended results:

- Expand capabilities and minimize skill gaps

- Increase performance and productivity

- Increase operational capacity with outsourced services

1.4 **Improve Technology**—Improve the tools and technology we utilize, or acquire needed tools and technology, to support DTIC strategy, operations and product development. Intended results:

- Enhanced customer relationship management

- Increased productivity

- Accurately and reliably capture strategic, operational and project metrics

We are the sole organization in DoD that provides the full scope of research activity within the Department, academia and industry to identify research gaps and shape future technology developments.

We seek opportunities to work with our industry partners to field the best products and services for our customers across the DoD, in support of our collection and information dissemination.

Our lines of business represent our core functions and are the foundation for accomplishing our mission.

- Automated submission and storage tools to increase consistency, improve efficiency, and link data across the life cycle of research

- Improved availability and cost savings to focus our efforts on information management and customer service

- Increased visibility and awareness of new technology

- Expanded use of open software and software as a service

- Quickly and efficiently employ state-of-the-art cybersecurity and access identity management methods to DTIC's systems to protect the integrity of the data

Internal Processes Perspective

2.1 **Improve Evidence-Based Decision Making**—Improve fact-based and data-driven decision making to ensure we prioritize and align DTIC initiatives with strategy. Increase use of performance metrics to drive strategy decisions. Intended results:

- Timely, informed strategy and performance based decisions

- Initiatives and actions are prioritized and aligned with strategy

- Key metrics are identified, evaluated, and monitored to drive performance and results

2.2 **Improve Internal Efficiency**—Evaluate, improve and streamline processes to ensure that operations are efficient and effective. Improve internal communications and collaboration to ensure a shared vision, better utilize resources, develop effective solutions, and produce quality results. Intended results:

- Business operations are streamlined

- Well documented and consistently followed policies and procedures

- Increase actionable information and effective solutions through shared knowledge

- Optimal use of resources and application of agile project management to deliver value to customers and stakeholders early and often

- Consistent application of best practices, increased innovation and continuous improvement across the agency

2.3   **Improve Products and Services**—Develop new or enhanced products and services that have a high impact on results and improve customer satisfaction. Improve quality control to deliver products and services valued by customers. Identify and evaluate technologies to facilitate new ideas, discontinue low impact products and integrate new and existing system solutions. Intended results:

- Continuous product improvement, delivering incremental functionality to increase users' benefits

- Improved quality control

- Provide intuitive tools that operate on user preferred devices and platforms on internet, NIPRNET and SIPRNET

- Products evolve with technological advancements to meet changing customer needs

- Products fuse data from multiple data points into a single view of the life cycle of defense funded research

- Tools and products reduce the skill needed to discover relevant information and collaborate

- Strengthened user authentication with the application of the latest DoD-approved identity authentication standards to protect DoD and industry intellectual property

Decision makers need a complete picture of the current state of research to know what options are available, assess where to invest, and when a capability can be available.

2.4   **Improve Communications and Outreach**—Increase knowledge of our customers and their needs. Improve strategies to ensure customers are aware of the value of DTIC's products and services. Intended results:

- Customer segments identified

- Expanded customer base

- Understand customer needs and mission objectives

Financial Stewardship Perspective

3.1   **Maximize Value**—Efficiently utilize resources to provide our users with high quality products and services delivered on time and within budget. Improve financial accountability and minimize waste to be good stewards of taxpayer dollars. Allocate financial resources for initiatives and actions only when aligned with strategy. Intended results:

- Financial accountability and audit readiness

- Reduced costs

- Operate within budget

- Proper allocation and use of funds

- Financial allocations are timely and informed by priority

Customer and Stakeholder Perspective

4.1   **Increase Customer and Stakeholder Satisfaction**—Inspire trust and confidence in our products and services. Meet the needs and exceed expectations of our customers and stakeholders by delivering quality products and excellent customer service. Intended results:

- Improved customer satisfaction

- Increased submissions

- Increased use of products

- Customers/stakeholders recommend DTIC's products and services to peers

- Increased data quality inspires trust in DTIC's products

- Expanded support of the devices and environments our users prefer

4.2   **Increase Customer Retention**—Foster customer relationships that produce mutual understanding and thought sharing, and create customer loyalty. Develop and deliver products and services that customers want, are easy and intuitive to use, save customers time and energy, and are comparable to commercial offerings. Intended results:

- Customers for life

Strategy Maps
Connect strategic objectives to tell a
cause-and-effect value creation story

Excellence in Action—Strategy Map

The strategy map tells the story of how DTIC creates value for our customers and stakeholders. We construct the strategy map from the strategic objectives and utilize the perspectives to link the cause and effect relationships from one objective to another. The perspectives help us analyze our strategy from different views within the agency. The strategy map demonstrates how improvements in objectives, in the same or other perspectives "drive" improvements in other objectives.

DTIC Excellence in Action Strategy Map
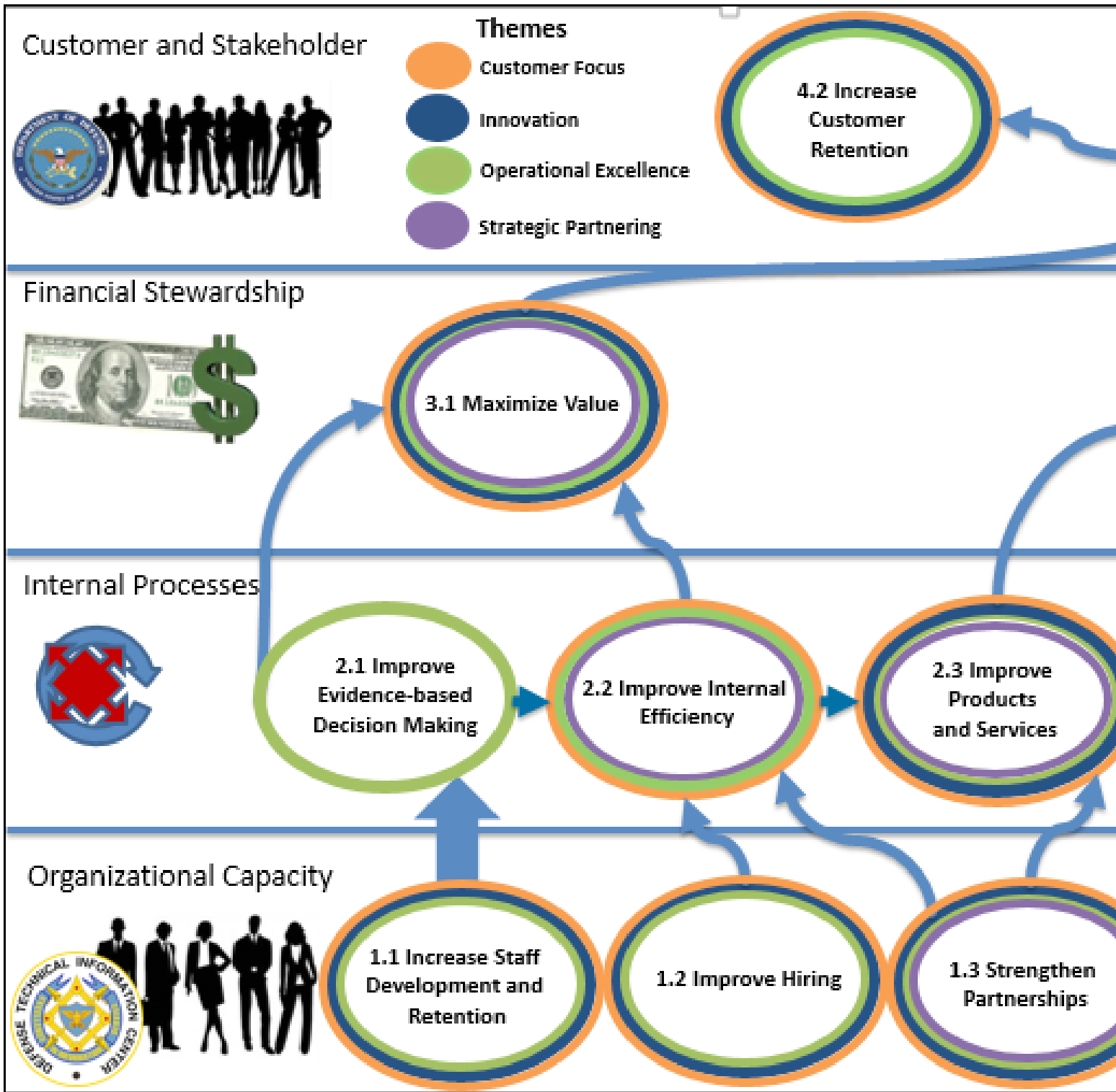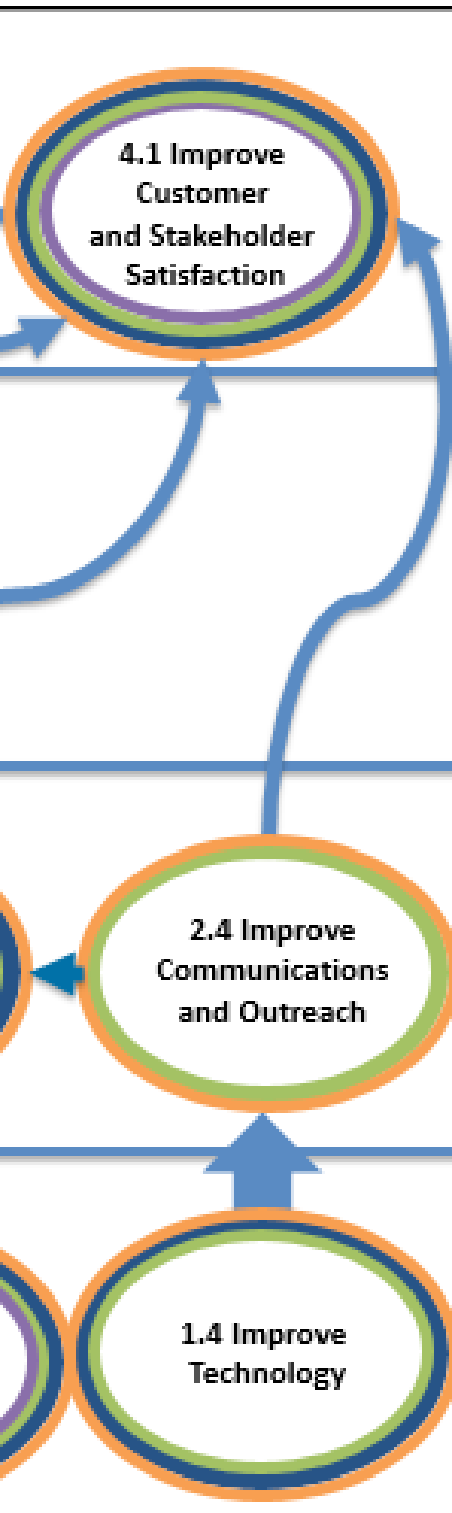
Our Excellence in Action Strategy Map Story

Investing in the development and capabilities of our staff, improving employee understanding of our strategic direction, and taking steps to empower, inspire and retain employees (1.1), will drive improvements in all Internal Processes objectives (2.1-2.4). Improvements in our hiring practices to bring on the right people, for the right positions at the right time (1.2), will enable improvements in internal efficiency (2.2).

Establishing, developing and nurturing mutually beneficial partnerships with contractors and service providers (1.3) will enable improvements in internal efficiency (2.2) as well as products and services (2.3). Improving the tools or technology we utilize, and/or acquiring new tools and technology, that support our strategy, operations and product development (1.4) will also drive improvements in all Internal Processes objectives (2.1-2.4). Improving evidence-based decision-making (2.1) will allow us to make performance-driven decisions, and prioritize and align initiatives with strategy, to facilitate internal efficiency improvements (2.2). Improving internal efficiency (2.2), and communications and outreach (2.4), will drive improvements in products and services (2.3).

As a result of making better evidence-based decisions (2.1) and improving internal efficiency (2.2), we will efficiently and strategically utilize resources and streamline processes to maximize our value (3.1). By enhancing our products and services (2.3), and communications and outreach (2.4), we will improve customer and stakeholder satisfaction (4.1). Maximizing value through efficient and effective use of resources (3.1) will also drive improvements in customer and stakeholder satisfaction (4.1). Ultimately, continuously exceeding customer and stakeholder expectations, and satisfying their needs (4.1), will enable us to increase customer retention and create customers for life (4.2).

Strategic Management Process— Next Steps

This strategic plan is only one part of the balanced scorecard planning and management process. To complete the balanced scorecard we will build on this plan to provide the framework for measuring and evaluating the results of our strategy and identifying initiatives that will achieve our vision. The completed scorecard aligns our shared vision and business strategy to daily operations and employee outcomes.

Figure 2

Figure 2 shows the balanced scorecard Nine Steps to Success Framework. With this plan, we have completed steps one through four. As we work through the remaining steps, we will continue to cascade (align) the strategy through each level of the organization to tie in the activities of each directorate, division, team and employee to the high-level strategic objectives. This plan serves as the basis for strategic decisions and will be continually evaluated and adjusted to attain our vision and align DTIC to ASD(R&E), AT&L and the Department of Defense strategy.

Strategic Management Process Next Steps

We have set the foundation for our strategy; now we begin implementation. To achieve our vision we need to evaluate our objectives, identify what is working and recognize the obstacles to our success. To do this we will develop performance measures, targets and initiatives based on our strategic objectives.

Performance measures are the indicators of our progress toward meeting the intended results of our strategic objectives. They help us focus on what matters most and determine our priorities. The targets identify our desired performance level and if we are on track to meet our goals. Our initiatives are the projects, and activities associated with one or more strategic objective that are critical for us to achieve our objectives and realize our vision.

Every employee, team, division, and directorate has a role in the success of DTIC. Together we will move DTIC forward to execute our mission and realize our vision to be the organization of choice for, and pre-eminent provider of, technical research, knowledge management, collaboration and analysis within the Department of Defense. One team, one direction – Excellence in Action.

strategic management system through the organization each Directorate will develop a scorecard.

These scorecards will support the DTIC strategic objectives, as well as the development of team and individual objectives. As we cascade the objectives and performance measures through the agency they become operational and tactical. Once we have fully implemented the balanced scorecard, and used it for an extended period of time, we will evaluate the scorecard and make adjustments in order to achieve our vision.

As we develop performance measures, targets and strategic initiatives, we will begin to align our financial planning/budgeting and our operational planning with our strategy. To accomplish this we need to automate the tracking of our performance measures and ensure that the entire agency has access to the data so that it becomes knowledge. Ensuring it is available to everyone in the agency will help us stay on track to meet our vision. In order to cascade the

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Strategic Altitude

30,000 ft

25,000 ft

15,000 ft

Ground

Mission
What we do

Vision
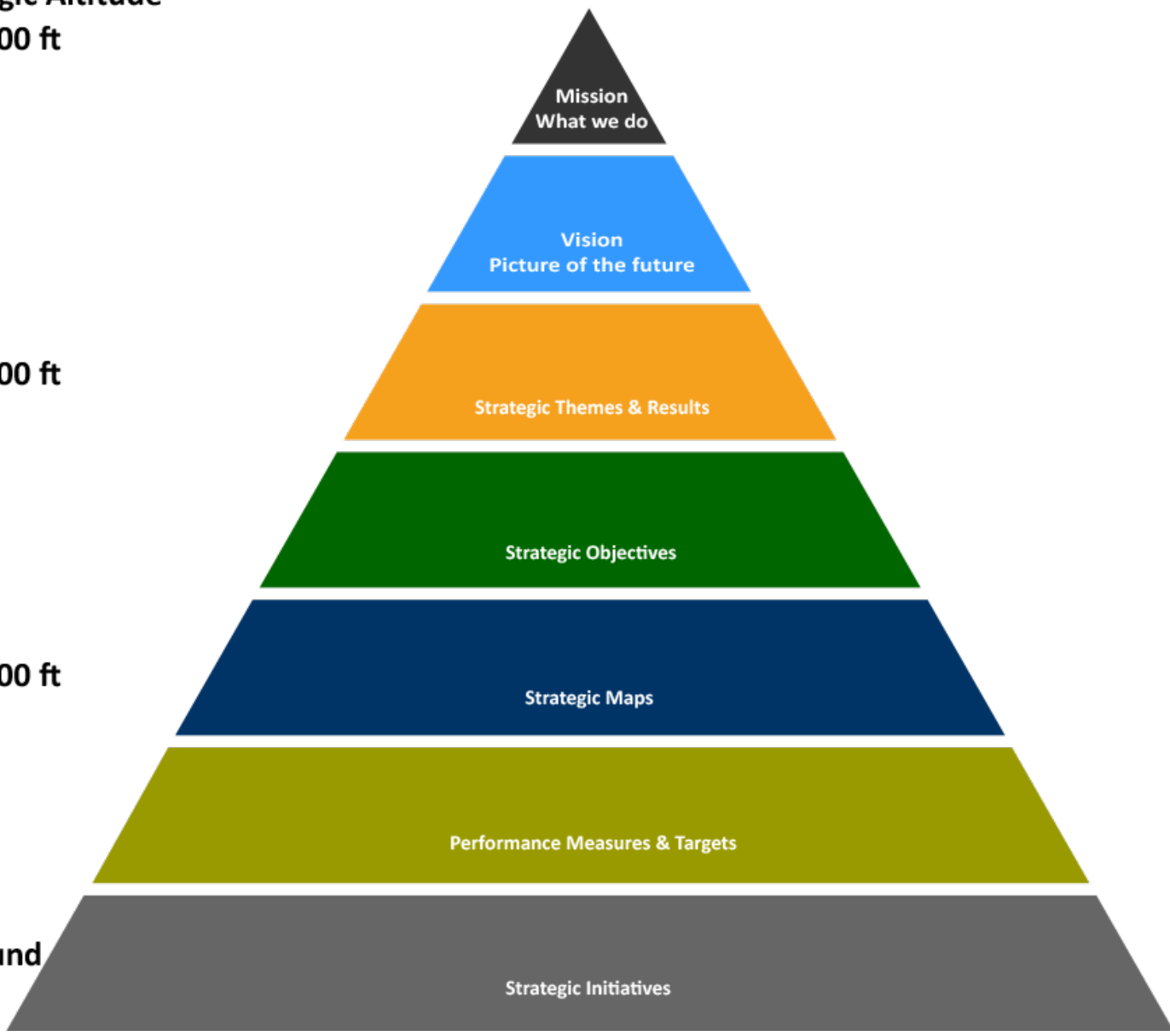Picture of the future

Strategic Themes & Results

Strategic Objectives

Strategic Maps

Performance Measures & Targets

Strategic Initiatives

Glossary of Strategic Terms

Balanced scorecard – An integrated strategic planning and performance system that clearly communicates the agency's vision, mission, and strategy; it aligns daily work to the vision and strategy; provides a framework for prioritizing programs and projects; and uses performance measures and targets to measure progress.

Cascade – To translate the agency-wide strategy down to the directorates, divisions, teams and employees to create organizational alignment.

Core values – The organizations beliefs and ethical code of conduct. They are the principles that articulate the organizations culture and describe expected behaviors of employees and the organization.

Customers – The direct beneficiaries of our products and services.

Customer value proposition – A clear and concise statement of the benefits the agency offers through its products and services that provide value to its customers.

Engaged leadership – All leaders are committed and working together to achieve our mission and vision.

Initiatives – Prioritized strategic projects that reduce performance gaps on strategic objectives. Translate strategy into operational terms, and provide a basis for prioritizing the budget and identifying the most important projects for the organization to undertake.

Interactive communications – A two-way dialogue and understanding.

Lines of business – A focus on highly related products that serve a specific customer need and are critical to the success of our mission and vision.

Mission – Our agency's purpose, as defined in DoD Directive.

Mission statement – Our purpose, defines what we are about and why we exist.

Organizational challenges – The unforeseen obstacles or tests of our abilities that we must overcome to accomplish our mission and vision.

Organizational enablers – The skills, knowledge, tools, resources and culture needed to achieve our mission.

Performance measures – Metrics used to provide an analytical basis for decision-making and to focus attention on what matters most.

Perspectives – A view of the agency from a specific point of view or lens.

Stakeholders – An individual or group of individuals that have an interest in the agency's products and services or in the success of the agency, including customers, employees, DoD leadership, policy makers, ASD(R&E) agencies, etc.

Strategic objectives – Continuous improvement activities that must be achieved to reach our vision. They are balanced across the perspectives and break down the strategy into smaller activities. They make the strategy actionable and involve all employees in operationalizing the organizations strategic results (goals).

Strategic results – The desired outcome (goals) for a strategic theme. These are essential to complete in order to achieve the agency's vision.
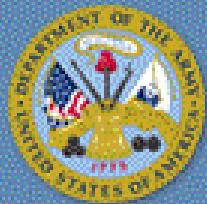
Strategic themes – Key areas that an organization determines it must excel at in order to achieve its vision and deliver value to its customers. These are the "pillars of excellence" for the agency.

Strategy – A defined process or plan to achieve the agency's vision and accomplish the mission.

Strategy map – A graphical representation of the cause and effect relationships between the strategic objectives to show how the agency creates value.

Targets – The desired level of performance for a specific period.

Vision – The picture of future success for our agency.