
**Document management — Strategy
markup language (StratML) —**

**Part 1:
StratML core elements**

*Gestion de documents — Langage de marquage de stratégie
(StratML) —*

Partie 1: Éléments principaux du StratML





COPYRIGHT PROTECTED DOCUMENT

© ISO 2015

All rights reserved. Unless otherwise specified, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
Case postale 56 • CH-1211 Geneva 20
Tel. + 41 22 749 01 11
Fax + 41 22 749 09 47
E-mail copyright@iso.org
Web www.iso.org

Published in Switzerland

Contents

Page

Foreword	iv
Introduction	v
1 Scope	1
2 Terms and definitions	1
3 Strategy markup language	1
3.1 General	1
3.2 StratML core	2
3.2.1 General	2
3.2.2 Organization	2
3.2.3 Name	2
3.2.4 Description	3
3.2.5 Acronym	3
3.2.6 Mission	3
3.2.7 Vision	4
3.2.8 Value	4
3.2.9 Goal	4
3.2.10 Objective	5
3.2.11 Stakeholder	5
3.2.12 Identifier	5
3.2.13 SequenceIndicator	6
3.3 Administrative information	6
3.3.1 General	6
3.3.2 StartDate	6
3.3.3 EndDate	7
3.3.4 PublicationDate	7
3.3.5 Source	7
3.3.6 Submitter	8
3.3.7 GivenName	8
3.3.8 Surname	8
3.3.9 EmailAddress	8
3.3.10 PhoneNumber	9
3.4 Graphical depiction	9
4 Schema	10
Annex A (informative) Related ISO standards committees	15
Bibliography	17

Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation on the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the WTO principles in the Technical Barriers to Trade (TBT), see the following URL: [Foreword — Supplementary information](#).

The committee responsible for this document is ISO/TC 171, *Document Management Applications*, Subcommittee SC 2, *Application Issues*.

ISO 17469 consists of the following parts, under the general title *Document management — Strategy markup language (StratML)*:

— *Part 1: StratML core elements*

Introduction

This International Standard formalizes the practice that is commonly accepted but often implemented inconsistently. It will enable efficient discovery, sharing, and analysis of the information commonly contained in the strategic plans of organizations worldwide. While other initiatives have been mounted to compile abstract and theoretical models of the strategic planning process, this is the first to enable the concept of “strategic alignment” to be realized on the Web, through literal hypertext linkages to goal and objective statements.

NOTE For example, see the Business Motivation Model compiled by the Business Rules Group.

This is the first of a planned multipart International Standard. It specifies the elements that are common and deemed to be essential for inclusion in strategic plans. ISO 17469-2 will specify the extensions to the core that are deemed essential for inclusion in performance plans and reports. ISO 17469-3 and perhaps additional parts will include further extensions encompassing elements that, while not essential, can add value to the core elements and can be required for more specialized purposes, e.g. identifying the methodology and assessing the quality of the processes used to identify strategic goals and objectives as well as stakeholders.

NOTE 1 U.S. federal agencies are required by the Government Performance and Results Act (GPRA) to compile and maintain strategic plans. OMB Circular A-119 directs agencies to use international voluntary consensus standards as applicable.

NOTE 2 As documented on Wikipedia, two [situational/environmental analysis](#) methodologies for identifying goals and objectives include [SWOT](#) and [PESTLE](#).

The purposes of StratML include the following:

- Facilitate the sharing, referencing, indexing, discovering, linking, reusing, and analysing of the elements of strategic plans, including goal and objective statements as well as the names and descriptions of stakeholder groups and any other content commonly included in strategic plans.
- Enable the concept of “strategic alignment” to be realized in literal linkages among goal and objective statements and all other records created by organizations in the routine course of their business processes.
- Facilitate the discovery of potential performance partners who share common goals and objectives and/or either produce inputs needed or require outputs produced by the organization compiling the strategic plan.
- Facilitate stakeholder feedback on strategic goals and objectives.
- Facilitate updating and maintenance of discrete elements of strategic plans without requiring review and approval of the entire plan through bureaucratic channels, thereby helping to make the strategic planning process more agile and responsive to stakeholder feedback and changing circumstances, thus, helping to overcome the tendency of strategic plans to become outdated “shelfware”.
- Reduce the time, effort, inconsistencies, and delays associated with maintaining goal and objective statements redundantly in myriad “stovepipe” systems rather than referencing the authoritative sources.
- Build upon content management and emerging social networking technologies to enable creation of the *Strategic Semantic Web* comprising a worldwide network of intents (goals and objectives) as well as organizational values and stakeholders.

Value-added intermediaries will be free to apply style sheets to display the information in any manner desired by their stakeholders on computer screens and other devices as well as in print media. The primary way in which this International Standard will impact the quality of plans will be by facilitating feedback from stakeholders. However, by specifying kinds of information to include the International Standard will enable planners and intermediary service providers to focus more directly and intensively on the quality of the information itself.

Document management — Strategy markup language (StratML) —

Part 1: StratML core elements

1 Scope

This International Standard specifies an Extensible Markup Language (XML) vocabulary and schema (XSD) for the elements that are common and considered to be part of the essential core of the strategic plans of all organizations worldwide.

This International Standard will not address

- how the information contained in strategic and performance plans and reports should be presented,
- specify font sizes or colours, page margins or numbering, or how graphics should be displayed, and
- provide guidance on how to compile high-quality plans, beyond specifying the basic elements that they should contain.

2 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

2.1

performance plan

document identifying inputs and processes required to accomplish objectives and establishing metrics by which progress will be assessed within a single budgetary planning and resource allocation cycle

2.2

strategic plan

document identifying goals and objectives to be pursued by an organization over a multi-year period, typically three to five years, in support of its mission and being consistent with its values

2.3

XSD

XML schema definition

specifies how to formally describe the elements in an XML document that define a shared vocabulary

[SOURCE: World Wide Web Consortium (W3C)]

3 Strategy markup language

3.1 General

This International Standard specifies two kinds of elements: 1) the StratML core itself, and 2) administrative metadata providing a minimal amount of useful information about the core. The essence of the International Standard is contained in the core. An <OtherInformation> element is also specified as a catch-all for information that is not more expressly addressed in other elements of the schema.

3.2 StratML core

3.2.1 General

The following seven elements, together with their child elements, comprise the StratML Core.

- <Organization>
- <Mission>
- <Vision>
- <Value>
- <Goal>
- <Objective>
- <Stakeholder>

Each of those elements and their children are defined in the following tables. Appropriately, examples are provided and alternate element names are listed, together with terms that have broader and narrower meanings or are otherwise related. Usage notes provide additional guidance. At a minimum, to be considered valid, a StratML document shall contain the name of the plan and at least one goal statement.

NOTE In hierarchical data structures like StratML, the relationship between upper level elements and lower level elements is commonly called a parent-child relationship or, more technically speaking, a subtype-supertype relationship.

3.2.2 Organization

Concept: Organization	
Preferred term	Organization
Alternate terms	Agency, Company, Institution, Charity, Person
Definition	The legal or logical entity to which the plan or report applies.
Usage note	While the plan itself must be named and can have only one name, use of this element is optional and repeatable to enable identification of as many organizations as may be involved in pursuit of the goals and objectives it contains. In addition to organizations, individuals can also use StratML to document their goals, objectives, and stakeholders.
Examples	AIIM Government Printing Office United Nations
Narrower terms	Department, Division, Regional Office, Program Office, Project Office, Sub-organization
Broader terms	Consortium, Partnership, Alliance, Public, or Private

3.2.3 Name

Concept: Name	
Preferred term	Name
Alternate term	Moniker

Definition	A word or short phrase intended to identify a concept within the context in which it is being applied.
Usage note	This element is a child of Organization, Value, Goal, Objective, and Stakeholder as well as the root element of the plan. It is commonly paired with the Description element.
Example	See the examples for Organization, Value, and Stakeholder. (The examples provided for Goal and Objective are descriptions rather than names.)
Narrower terms	None
Broader terms	Description

3.2.4 Description

Concept: Description	
Preferred term	Description
Alternate terms	Explanation, Definition
Definition	A sentence or short paragraph defining and explaining a concept.
Usage note	This element is a child of Organization, Value, Goal, Objective and Stakeholder as well as the root element of the plan. It is commonly paired with the Name element.
Example	N/A
Narrower terms	Name
Broader terms	None

3.2.5 Acronym

Concept: Acronym	
Preferred term	Acronym
Alternate terms	None
Definition	An abbreviation of a proper name, usually composed of the first letters of each word in the name.
Usage note	This element is a child of Organization.
Example	GPO AIIM (formerly known as the Association for Information and Image Management)
Narrower terms	None
Broader terms	None

3.2.6 Mission

Concept: Mission	
Preferred term	Mission
Alternate terms	Purpose
Definition	A brief description of the basic purpose of the organization.
Usage note	While use of this element is optional, good practice dictates that it should be included.

Example	Eliminate world hunger.
Narrower terms	Goal, Program, Project
Broader terms	None

3.2.7 Vision

Concept: Vision	
Preferred term	Vision
Alternate terms	None
Definition	A concise and inspirational statement implicitly relating an organization's purpose to its values, thus motivating its actions toward a future state it strives to achieve.
Usage note	While use of this element is optional, good practice dictates that it should be included.
Example	A world in which no child goes to sleep hungry.
Narrower terms	Value
Broader terms	None

3.2.8 Value

Concept: Value	
Preferred term	Value
Alternate terms	Principle, Ideal
Definition	A principle that is important and helps to define the essential character of the organization.
Usage note	While use of this element is optional, good practice dictates that it should be included. It is repeatable to enable identification of as many values as may be appropriate.
Examples	honesty, integrity, diligence, compassion, tolerance, trust, moderation, freedom, self-expression, innovation
Narrower terms	None
Broader terms	Vision

3.2.9 Goal

Concept: Goal	
Preferred term	Goal
Alternate terms	General Goal, Aim
Definition	A relatively broad statement of intended results to be achieved over more than one resource allocation and performance measurement cycle.
Usage note	At least one occurrence of this element must be included in order for a document to be considered to be a strategic plan. It is repeatable to enable identification of as many goals as may be appropriate.
Example	Reduce hunger in the United States by 50 percent by 2012.
Narrower terms	Objective
Broader terms	Mission, Vision

Related terms	Aim
---------------	-----

3.2.10 Objective

Concept: Objective	
Preferred term	Objective
Alternate terms	Performance goal
Definition	A target level of results against which achievement is to be measured within a single resource allocation and performance execution cycle.
Usage note	While use of this element is optional in strategic plans, at least one measurable objective must be specified in a performance plan and most organizations will want to specify multiple objectives in their strategic plans as well.
Example	Serve healthy breakfasts to an average of 500 underprivileged children in Montgomery County, Maryland, each day during the year 2008.
Narrower terms	Task, Activity
Broader terms	Goal

3.2.11 Stakeholder

Concept: Stakeholder	
Preferred term	Stakeholder
Alternate terms	Beneficiary, Partner
Definition	An individual whose interests can be affected by or whose action can be required in order to achieve a goal or objective.
Usage note	<p>Stakeholders can be of the beneficiary or performer type. In some cases, individuals should be named, such as to identify stakeholders who are managers or leaders responsible for achieving the goal or objective. However, in most cases, groups of stakeholders will be generically named, particularly stakeholders of the beneficiary type. Use of this element will enable discovery as well as tracking of organizational performance in achieving goals and objectives based upon the stakeholder groups to which they apply.</p> <p>Stakeholders can also be typed as individuals, organizations, or generic groups.</p> <p>While use of this element is optional, good practice dictates that it should be used at the objective level. It is repeatable to enable identification of as many stakeholders as may be appropriate.</p> <p>Stakeholders can also be identified more generically at the goal and plan levels, particularly if they are the same for all objectives. However, preferred practice is to associate Stakeholders with each Objective individually.</p>
Examples	senior citizens, children, low-income citizens, students, project manager, program manager, task leader, team member, partner, Adam Schwartz, Owen Ambur, StratML committee members
Narrower terms	Individual, Organization, Generic_Group
Broader terms	None

3.2.12 Identifier

Concept: Identifier	
Preferred term	Identifier

Alternate terms	UniqueIdentifier, GloballyUniqueIdentifier
Definition	A string of alphanumeric characters by which the information contained within an element is distinguished from other versions of the same information as well as information contained in other instances of the same element.
Usage note	This attribute is used to enable explicit referencing of elements or groups of elements in StratML documents. It is good practice to apply either globally unique identifiers (GUIDs) or identifiers from a well-known standard.
Examples	Any of the IDs in the StratML schema.
Narrower terms	None
Broader terms	None

3.2.13 SequenceIndicator

Concept: SequenceIndicator	
Preferred term	SequenceIndicator
Alternate terms	None
Definition	An alphanumeric identifier applied to an element to designate its order in a series.
Usage note	Sequence indicators are typically any number, letter, or combination thereof, often separated by periods or hyphens. While this element is useful for referencing goal and objective statements within the context of collections contained within a version of a plan or report at a particular time, it is not well-suited to version control or to referencing discrete elements over time. Separate means are required to enable referencing of discrete elements over time so as to avoid imposing dependencies needlessly tying the status of any particular element to any other element.
Examples	1.4, A-3
Narrower terms	None
Broader terms	None

3.3 Administrative information

3.3.1 General

Although they are not essential to strategic plans per se, the following elements have been identified as providing useful context. Many other elements might be applied and the use of other administrative information does not affect the essence of the plans themselves.

3.3.2 StartDate

Concept: StartDate	
Preferred term	StartDate
Alternate terms	None
Definition	The year, month, and day the element with which it is associated is scheduled to begin.
Usage note	Although use of this element is optional, good practice dictates that it be used. Typically the beginning of a calendar or fiscal year.
Examples	2008 January 1; 2008 October 1 (beginning of U.S. federal fiscal year)

Narrower terms	None
Broader terms	None

3.3.3 EndDate

Concept: EndDate	
Preferred term	EndDate
Alternate terms	None
Definition	The year, month, and day the element with which it is associated is projected to cease, if it is not subsequently extended. Typically, the end of a calendar or fiscal year.
Usage note	Although use of this element is optional, good practice dictates that it be used. Typically, the end of a calendar or fiscal year.
Examples	2008 December 31; 2008 September 30 (end of US federal fiscal year)
Narrower terms	Milestone
Broader terms	None

3.3.4 PublicationDate

Concept: PublicationDate	
Preferred term	PublicationDate
Alternate terms	None
Definition	The day, month, and year a strategic plan was published in its current form.
Usage note	This element should be updated whenever a change is made to any element of a plan.
Examples	2008-07-24
Narrower terms	Day, Month, Year, Time
Broader terms	None

3.3.5 Source

Concept: Source	
Preferred term	Source
Alternate terms	Web Address, Uniform Resource Locator
Definition	The web address (URL) of the authoritative source for the information contained in the StratML document in which this element is used.
Usage note	During the demonstration/piloting phase of StratML, this element is being used to reference the authoritative source from which the information was copied into StratML format. Eventually, the intent is to use it to reference the URL for the StratML document itself, as the authoritative source for the organization's strategic plan.
Examples	http://www.gsa.gov/portal/content/183023 , http://xml.fido.gov/stratml/GSAs-stratplan.xml
Narrower terms	None
Broader terms	None

3.3.6 Submitter

Concept: Submitter	
Preferred term	Submitter
Alternate terms	Author, Steward
Definition	The person submitting the plan in StratML format.
Usage note	During the piloting, proof-of-concept phase, when plans have been converted to StratML format by intermediaries who are not associated with the organizations who issued the plans, use of the term “Submitter” has been deemed to be appropriate. However, when StratML is used by organizations to maintain their own plans, it may be more appropriate to use the term “Steward” to describe the person who is responsible for doing so.
Examples	Owen Ambur, Adam Schwartz
Narrower terms	GivenName, Surname
Broader terms	None

3.3.7 GivenName

Concept: GivenName	
Preferred term	GivenName
Alternate terms	FirstName
Definition	The first name of the person submitting the plan.
Usage note	See the usage note for the Submitter element.
Examples	Owen, Adam
Narrower terms	FirstInitial
Broader terms	Submitter

3.3.8 Surname

Concept: Surname	
Preferred term	Surname
Alternate terms	LastName, FamilyName
Definition	The last name of the person submitting the plan.
Usage note	See the usage note for the Submitter element.
Examples	Schwartz, Ambur
Narrower terms	None
Broader terms	Submitter

3.3.9 EmailAddress

Concept: EmailAddress	
Preferred term	EmailAddress
Alternate term	E-mail
Definition	The email address of the person submitting the plan.
Usage note	See the usage note for the Submitter element.

Example	John.Doe@verizon.net
Narrower terms	Name, Domain
Broader terms	None

3.3.10 PhoneNumber

Concept: PhoneNumber	
Preferred term	PhoneNumber
Alternate term	Telephone
Definition	The phone number of the person submitting the plan.
Usage note	See the usage note for the Submitter element.
Example	999-999-9999
Narrower terms	AreaCode, LocalExchange, Extension
Broader terms	None

3.4 Graphical depiction

Figure 1 depicts the StratML core and administrative metadata elements graphically.

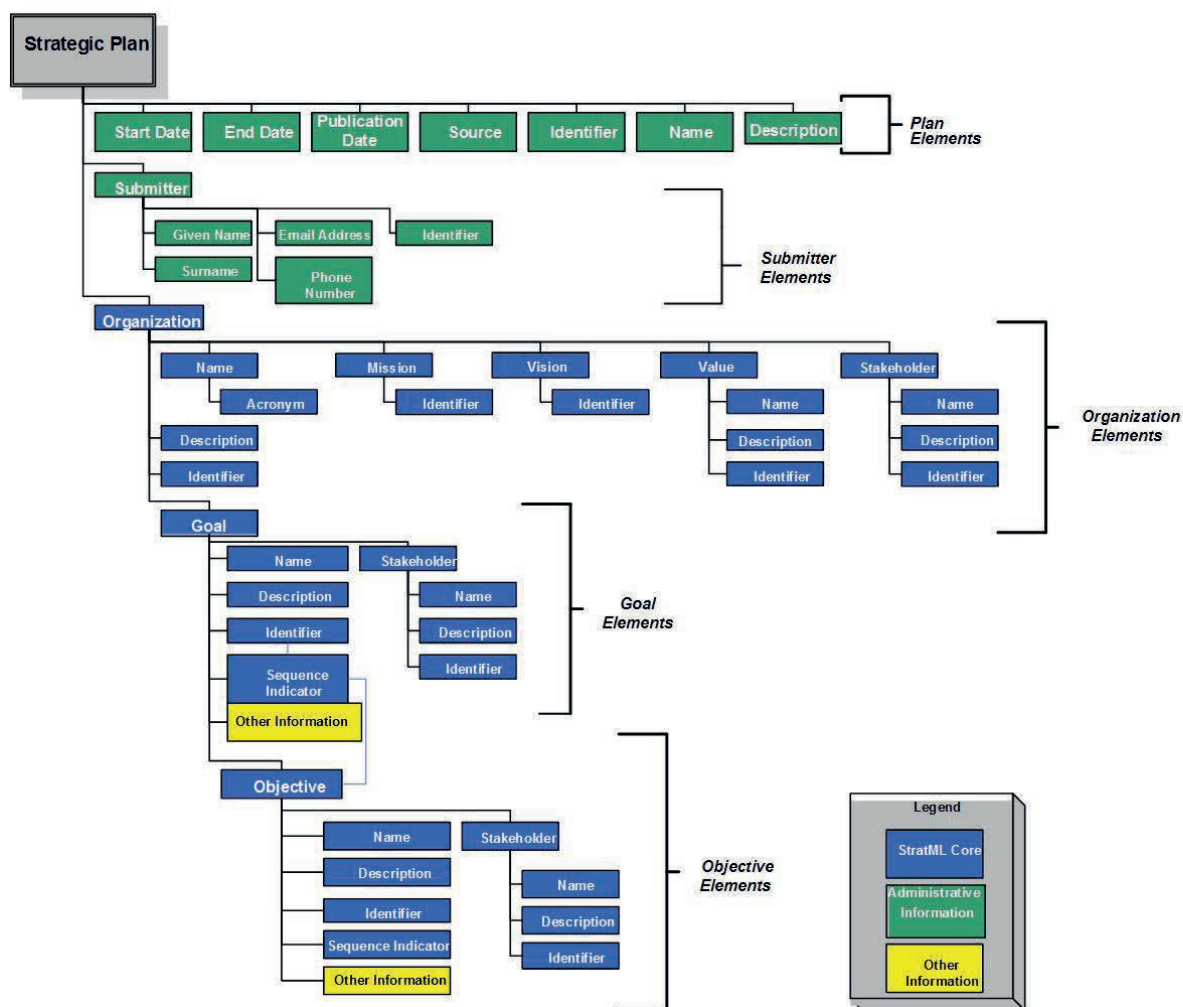


Figure 1 — StratML core and administrative elements

4 Schema

The normative XML schema, which is displayed below for informative purposes, is available at <http://www.aiim.org/Research-and-Publications/Standards/Committees/StratML>. The schema is normative. Everything contained in this part of ISO 17469 is informative in nature to support understanding and usage of the schema.

```
<!--
  Schema agency: ISO AIIM Schema version: 1.1 Schema date: April 1, 2014 Disclaimer: This
  document and the information contained herein is provided on an "as is" basis and AIIM
  disclaims all warranties, express or implied, including but not limited to any warranty
  that the use of the information herein will not infringe any rights or any rights or any
  implied warranties of merchantability or fitness for a particular purpose.
-->
<xsd:schema xmlns:xsd="http://www.w3.org/2001/XMLSchema"
  xmlns:stratml="urn:ISO:std:iso:17469:tech:xsd:stratml_
  core" targetNamespace="urn:ISO:std:iso:17469:tech:xsd:stratml_core"
  elementFormDefault="qualified" attributeFormDefault="unqualified" version="1.1">
  <xsd:element name="Acronym" type="xsd:string" id="uuid-a21e6dc4-b67c-4120-b881-
  ce72882fc958">
    <xsd:annotation>
      <xsd:documentation source="documentation" xml:lang="EN">
        An abbreviation of a proper name, usually composed of the first letters of each word in
        the name.
      </xsd:documentation>
    </xsd:annotation>
  </xsd:element>
  <xsd:element name="AdministrativeInformation" type="stratml:AdministrativeInformationType"
  id="uuid-9d240214-9768-4dd9-b98a-c62448b63f26"/>
  <xsd:element name="Description" type="xsd:string" id="uuid-6289635d-98a7-40bd-978c-
  37ae6ede5f7e">
    <xsd:annotation>
      <xsd:documentation source="documentation">
        A sentence or short paragraph defining and explaining a concept.
      </xsd:documentation>
    </xsd:annotation>
  </xsd:element>
  <xsd:element name="EmailAddress" type="xsd:string" id="uuid-412bb450-d116-4dec-9269-
  a92209232df1">
    <xsd:annotation>
      <xsd:documentation source="documentation">
        The Email address of the person submitting the plan.
      </xsd:documentation>
    </xsd:annotation>
  </xsd:element>
  <xsd:element name="EndDate" type="xsd:date" id="uuid-19977fd4-556d-41bc-be29-
  477e05e4c971">
    <xsd:annotation>
      <xsd:documentation source="documentation" xml:lang="EN">
        The year, month, and day the element with which it is associated is projected to cease, if
        it is not subsequently extended. Typically the end of a calendar or fiscal year.
      </xsd:documentation>
    </xsd:annotation>
  </xsd:element>
  <xsd:element name="GivenName" type="xsd:string" id="uuid-a8c3e55c-96f2-404a-97b5-
  16022d9369ac">
    <xsd:annotation>
      <xsd:documentation source="documentation">The given name of the person submitting the
      plan.</xsd:documentation>
    </xsd:annotation>
  </xsd:element>
  <xsd:element name="Goal" id="uuid-1e56b2c9-c6d6-4f79-8ad7-cdb1508a9614">
    <xsd:annotation>
      <xsd:documentation source="documentation">General Goal</xsd:documentation>
      <xsd:documentation source="documentation">
        A relatively broad statement of intended results to be achieved over more than one
        resource allocation and performance measurement cycle.
      </xsd:documentation>
      <xsd:documentation source="documentation">Supports Mission</xsd:documentation>
    </xsd:annotation>
  </xsd:element>
  </xsd:schema>
```



```

<xsd:complexType>
  <xsd:sequence>
    <xsd:element ref="stratml:Name" id="uuid-0b19dff1-b98e-470f-ac80-92a755d8aa37"/>
    <xsd:element ref="stratml:Description" id="uuid-b454f40f-721c-42a1-ba43-3a56ef37766e"/>
    <xsd:element ref="stratml:Identifier" id="uuid-f0543f96-c5be-4d77-a86d-d2f04122a5ea"
minOccurs="0"/>
    <xsd:element ref="stratml:SequenceIndicator" id="uuid-af23adab-d9d6-46b2-a627-
8cd2547d8192" minOccurs="0"/>
    <xsd:element ref="stratml:Stakeholder" id="uuid-93270a8d-75b5-4052-974e-19e5bd9c5931"
minOccurs="0" maxOccurs="unbounded"/>
    <xsd:element ref="stratml:OtherInformation" id="uuid-edd05fe8-91ca-4511-8f5b-
c360ac07ebe8" minOccurs="0"/>
    <xsd:element ref="stratml:Objective" id="uuid-f0648650-fa4d-49a3-bb6e-e1ca03894334"
minOccurs="0" maxOccurs="unbounded"/>
  </xsd:sequence>
</xsd:complexType>
</xsd:element>
<xsd:element name="Identifier" type="xsd:ID" id="uuid-a9cee972-59f3-42a9-8876-
03bd0166689c">
  <xsd:annotation>
    <xsd:documentation source="documentation" xml:lang="EN">
A string of alphanumeric characters by which the information contained within an element
is distinguished from other versions of the same information as well as information
contained in other instances of the same element.
    </xsd:documentation>
  </xsd:annotation>
</xsd:element>
<xsd:element name="Mission" id="uuid-755706ea-40d6-40f0-a8e5-998b91390620">
  <xsd:annotation>
    <xsd:documentation source="documentation">
A brief description of the basic purpose of the organization.
    </xsd:documentation>
  </xsd:annotation>
  <xsd:complexType>
    <xsd:sequence>
      <xsd:element ref="stratml:Description" id="uuid-d4000d59-fc40-4f93-bbae-f92de9808818"
minOccurs="0"/>
      <xsd:element ref="stratml:Identifier" id="uuid-e8484845-ea0e-47f3-8fe2-55b54db21202"
minOccurs="0"/>
    </xsd:sequence>
  </xsd:complexType>
</xsd:element>
<xsd:element name="Name" type="xsd:string" id="uuid-f6300ca4-40bc-455c-a963-dfef45f558d3">
  <xsd:annotation>
    <xsd:documentation source="documentation">
A word or short phrase intended to identify a concept within the context in which is it
being applied.
    </xsd:documentation>
  </xsd:annotation>
</xsd:element>
<xsd:element name="Objective" id="uuid-2c39ac60-63c1-4c50-8ec6-26ea646c173b">
  <xsd:annotation>
    <xsd:documentation source="documentation">Performance Goal</xsd:documentation>
    <xsd:documentation source="documentation">Strategy</xsd:documentation>
    <xsd:documentation source="documentation">
A target level of results expressed in units against which achievement is to be measured
within a single resource allocation and performance execution cycle.
    </xsd:documentation>
  </xsd:annotation>
  <xsd:complexType>
    <xsd:sequence>
      <xsd:element ref="stratml:Name" id="uuid-36e8852b-2761-460d-b911-0c01c7bdec3"
minOccurs="0"/>
      <xsd:element ref="stratml:Description" id="uuid-687daacf-3b29-4e91-b1e7-8e9191d17338"
minOccurs="0"/>
      <xsd:element ref="stratml:Identifier" id="uuid-8e762c3e-85b6-4f5c-93d1-a2513667507f"
minOccurs="0"/>
      <xsd:element ref="stratml:SequenceIndicator" id="uuid-abbc7e84-6083-4c89-9c8e-
30a9d09616d2" minOccurs="0"/>
      <xsd:element ref="stratml:Stakeholder" id="uuid-3c9c0a38-4d9b-4641-a0f0-f05e722e6f4c"
minOccurs="0" maxOccurs="unbounded"/>
    </xsd:sequence>
  </xsd:complexType>

```

```

    <xsd:element ref="stratml:OtherInformation" id="uuid-75d113e5-ae18-4c6f-87ca-
1811557471fb" minOccurs="0"/>
  </xsd:sequence>
</xsd:complexType>
</xsd:element>
<xsd:element name="Organization" id="uuid-9d589d53-ec24-4c18-b5db-5be8075c1be5">
  <xsd:annotation>
    <xsd:documentation source="documentation">
The legal or logical entity to which the plan or report applies.
    </xsd:documentation>
  </xsd:annotation>
</xsd:complexType>
  <xsd:sequence>
    <xsd:element ref="stratml:Name" id="uuid-e871651e-e943-4414-b0b6-eb1f5754f3be"
minOccurs="0"/>
    <xsd:element ref="stratml:Acronym" id="uuid-eb510ea2-9d70-40ec-95f1-abdf6644e002"
minOccurs="0"/>
    <xsd:element ref="stratml:Identifier" id="uuid-d5b4b082-8326-46a8-a475-533813a4ed29"
minOccurs="0"/>
    <xsd:element ref="stratml:Description" id="uuid-2741f038-8123-4644-a649-dcf19a773673"
minOccurs="0"/>
    <xsd:element ref="stratml:Stakeholder" id="uuid-d9bccbbf-67ae-402c-8914-56d12c1a7190"
minOccurs="0" maxOccurs="unbounded"/>
  </xsd:sequence>
</xsd:complexType>
</xsd:element>
<xsd:element name="OtherInformation" type="xsd:string" id="uuid-2cfca418-05c2-4fa1-b233-
d1bd60d0d86a">
  <xsd:annotation>
    <xsd:documentation source="documentation">
Additional explanation or guidance that is not expressly addressed in other elements of
the schema.
    </xsd:documentation>
  </xsd:annotation>
</xsd:element>
<xsd:element name="PhoneNumber" type="xsd:string" id="uuid-9084c2d2-4b7e-4189-a784-
a86a4469a01c">
  <xsd:annotation>
    <xsd:documentation source="documentation">
The telephone number of the person submitting the plan.
    </xsd:documentation>
  </xsd:annotation>
</xsd:element>
<xsd:element name="PublicationDate" type="xsd:date" id="uuid-04d8f96c-b5fc-458e-8de4-
f5e2746e8b8b">
  <xsd:annotation>
    <xsd:documentation source="documentation" xml:lang="EN">
The day, month, and year a strategic plan was published in its current form.
    </xsd:documentation>
  </xsd:annotation>
</xsd:element>
<xsd:element name="SequenceIndicator" type="xsd:string" id="uuid-7f10f639-e7cf-4513-804c-
5f4f7592c5e5">
  <xsd:annotation>
    <xsd:documentation source="documentation">
An alphanumeric identifier applied to an element to designate its order in a series.
    </xsd:documentation>
  </xsd:annotation>
</xsd:element>
<xsd:element name="Source" type="xsd:anyURI" id="uuid-03b90177-d13b-4e32-ada9-
7c7a1eb1703b">
  <xsd:annotation>
    <xsd:documentation source="documentation" xml:lang="EN">
The Web address (URL) for the authoritative source of this document.
    </xsd:documentation>
  </xsd:annotation>
</xsd:element>
<xsd:element name="Stakeholder" id="uuid-1effcb49-9462-4c9b-bdc2-92971c9fc9cf">
  <xsd:annotation>
    <xsd:documentation source="documentation">
An individual, organization, or generic group whose interests may be affected by or whose

```

action may be required to achieve a goal or objective.

```

    </xsd:documentation>
  </xsd:annotation>
<xsd:complexType>
  <xsd:sequence>
    <xsd:element ref="stratml:Name" id="uuid-35cc454d-43d4-46b2-a548-eeb3ff8605dd"/>
    <xsd:element ref="stratml:Description" id="uuid-7e18eb24-475c-4bcf-a3c4-1c43adaf127c"
minOccurs="0"/>
  </xsd:sequence>
<xsd:attribute name="StakeholderTypeType" use="optional" id="uuid-F64605F4-D372-487C-9C5D-D68F1031BA86">
  <xsd:annotation>
    <xsd:documentation source="documentation" xml:lang="EN">
An attribute indicating whether the stakeholder is an individual person, an organization,
or a generic group of people.
    </xsd:documentation>
  </xsd:annotation>
<xsd:simpleType>
  <xsd:restriction base="xsd:string">
    <xsd:enumeration value="Person"/>
    <xsd:enumeration value="Organization"/>
    <xsd:enumeration value="Generic_Group"/>
  </xsd:restriction>
</xsd:simpleType>
</xsd:attribute>
</xsd:complexType>
</xsd:element>
<xsd:element name="StartDate" type="xsd:date" id="uuid-11ale9c3-959b-4c2e-b3de-
5e1296eb6ab3">
  <xsd:annotation>
    <xsd:documentation source="documentation" xml:lang="EN">
The year, month and day the element with which it is associated is scheduled to begin.
    </xsd:documentation>
  </xsd:annotation>
</xsd:element>
<xsd:element name="StrategicPlan" id="uuid-63a6e34c-737d-4d24-955b-bbf72d8c1511">
  <xsd:complexType>
    <xsd:sequence>
      <xsd:element ref="stratml:Name" id="uuid-eeb5b011-9843-4fa3-a280-1af6bb3477f4"/>
      <xsd:element ref="stratml:Description" id="uuid-8e497247-1d8b-4f09-8332-06d3666f1dae"
minOccurs="0"/>
      <xsd:element ref="stratml:OtherInformation" id="uuid-63f013cf-6bd3-4050-a4b3-
0eaa33bea69a" minOccurs="0"/>
      <xsd:element ref="stratml:StrategicPlanCore" id="uuid-314a1a55-714a-4b74-85da-
4fc705457800"/>
      <xsd:element ref="stratml:AdministrativeInformation" id="uuid-1453760d-6cf8-4916-8c45-
862adde59002" minOccurs="0"/>
    </xsd:sequence>
  </xsd:complexType>
</xsd:element>
<xsd:element name="StrategicPlanCore" id="uuid-ce9c9293-e374-4800-8d62-9ee87d0c9887">
  <xsd:complexType>
    <xsd:sequence>
      <xsd:element ref="stratml:Organization" id="uuid-f8d6372e-52e8-4a60-ab1c-274aad8bcf33"
minOccurs="0" maxOccurs="unbounded"/>
      <xsd:element ref="stratml:Vision" id="uuid-d4dbdad8-0cdd-4294-b091-b8bec961d03b"
minOccurs="0"/>
      <xsd:element ref="stratml:Mission" id="uuid-f66bec3e-2714-49ec-8e15-8820cecba9ae"
minOccurs="0"/>
      <xsd:element ref="stratml:Value" id="uuid-1ab0aa31-a42f-410e-8b2c-29c22eed8a77"
minOccurs="0" maxOccurs="unbounded"/>
      <xsd:element ref="stratml:Goal" id="uuid-294b80a3-7288-4477-9458-35292f7a47c3"
maxOccurs="unbounded"/>
    </xsd:sequence>
  </xsd:complexType>
</xsd:element>
<xsd:element name="Submitter" type="stratml:ContactInformationType" id="uuid-1dec258f-
1656-4173-acfe-677c1cf24bf3">
  <xsd:annotation>
    <xsd:documentation source="documentation">The person submitting the plan in StratML
format.</xsd:documentation>
  </xsd:annotation>

```

```

</xsd:annotation>
</xsd:element>
<xsd:element name="Surname" type="xsd:string" id="uuid-d48842b4-9324-4f71-9502-
1a991b707b38">
  <xsd:annotation>
    <xsd:documentation source="documentation">The family name of the person submitting the
plan.</xsd:documentation>
  </xsd:annotation>
</xsd:element>
<xsd:element name="Value" id="uuid-50f98ade-573c-4afa-8696-1d0e4a2c7ff3">
  <xsd:annotation>
    <xsd:documentation source="documentation">
A principle that is important and helps to define the essential character of the
organization.
  </xsd:documentation>
  </xsd:annotation>
<xsd:complexType>
  <xsd:sequence>
    <xsd:element ref="stratml:Name" id="uuid-54768289-ad1d-4983-8b30-081f6b1fdeb3"
minOccurs="0"/>
    <xsd:element ref="stratml:Description" id="uuid-f285ccf3-d061-47a5-ac0d-873a8971883b"
minOccurs="0"/>
  </xsd:sequence>
</xsd:complexType>
</xsd:element>
<xsd:element name="Vision" id="uuid-5e02d6ec-d669-47c4-b443-e7716bd27528">
  <xsd:annotation>
    <xsd:documentation source="documentation">
A concise and inspirational statement implicitly relating an organization's purpose to its
values, thus motivating its actions toward a future state it strives to achieve.
  </xsd:documentation>
  </xsd:annotation>
<xsd:complexType>
  <xsd:sequence>
    <xsd:element ref="stratml:Description" id="uuid-8201c15c-8206-49f3-9bd3-d816209a8b3c"
minOccurs="0"/>
    <xsd:element ref="stratml:Identifier" id="uuid-333e71c6-6b27-4bd2-bf39-c6e7b69d0404"
minOccurs="0"/>
  </xsd:sequence>
</xsd:complexType>
</xsd:element>
<xsd:complexType name="AdministrativeInformationType" id="uuid-32864389-230a-4f77-9c09-
c083386fcad9">
  <xsd:sequence>
    <xsd:element ref="stratml:StartDate" id="uuid-9bafef734-ca3f-4d53-bbb1-2d904412a09e"
minOccurs="0"/>
    <xsd:element ref="stratml:EndDate" id="uuid-42642fba-a33a-469b-b1e0-d37b8782a741"
minOccurs="0"/>
    <xsd:element ref="stratml:PublicationDate" id="uuid-6ebfbf00-e08c-4118-8980-
abalf91c3936" minOccurs="0"/>
    <xsd:element ref="stratml:Source" id="uuid-f2e49267-3f70-497a-827e-3b65644badd8"
minOccurs="0"/>
    <xsd:element ref="stratml:Submitter" id="uuid-6db73538-b4f3-449c-8715-90bb794a6caa"
minOccurs="0"/>
  </xsd:sequence>
</xsd:complexType>
<xsd:complexType name="ContactInformationType" id="uuid-b07e1586-6676-4212-8a6a-
4a365a4977ec">
  <xsd:sequence>
    <xsd:element ref="stratml:GivenName" id="uuid-be2396f2-cdf9-498c-82ef-1celb9209086"
minOccurs="0"/>
    <xsd:element ref="stratml:Surname" id="uuid-3d5034e0-328a-46a0-b5fb-776e070cca5f"
minOccurs="0"/>
    <xsd:element ref="stratml:PhoneNumber" id="uuid-160fe527-9d1d-423a-bc95-ad48f3257276"
minOccurs="0"/>
    <xsd:element ref="stratml:EmailAddress" id="uuid-9e408a3b-034a-486f-b045-7cc74505b44d"
minOccurs="0"/>
  </xsd:sequence>
</xsd:complexType>
</xsd:schema>

```

Annex A (informative)

Related ISO standards committees

ISO Technical Committees and Subcommittees whose responsibilities appear relevant to this part of ISO 17469 include the following:

ISO/IEC JTC 1 — Information technology

Develop, maintain, promote, and facilitate IT standards required by global markets meeting business and user requirements concerning the following:

- design and development of IT systems and tools;
- performance and quality of IT products and systems;
- security of IT systems and information;
- portability of application programs;
- interoperability of IT products and systems;
- unified tools and environments;
- harmonized IT vocabulary;
- user friendly and ergonomically designed user interfaces.

ISO/TC 46 — Information and documentation

Standardization of practices relating to libraries, documentation and information centers, indexing and abstracting services, archives, information science, and publishing.

SC 4 — Technical interoperability

Standardization of protocols, schemas, etc., and related models and metadata for processes used by information organizations and content providers, including libraries, archives, museums, publishers, and other content producers.

SC 8 — Quality — Statistics and performance evaluation

Standardization of practices relating to the collection of statistics and performance indicators for information organizations and content providers, e.g. libraries, archives, museums, and publishers.

SC 9 — Identification and description

Standardization of information identifiers, description and associated metadata, and models for use in information organizations (including libraries, museums, and archives) and the content industries (including publishing and other content producers and providers).

SC 11 — Archives/Records management

Standardization of principles for the creation and management of documents, records, and archives as evidence of transactions and covering all media including digital multimedia and paper.

ISO/TC 154 — Processes, data elements, and documents in commerce, industry, and administration

International standardization and registration of business and administration processes and supporting data used for information interchange between and within individual organizations and support for standardization activities in the field of industrial data.

ISO/TC 171 — Document management applications

Standardization of technologies and processes involving capture, indexing, storage, retrieval, distribution and communication, presentation, migration, exchange, preservation, integrity maintenance, and disposal in the field of document management applications. Documents can be managed in micrographic or electronic form.

ISO/TC 176 — Quality management and quality assurance

Provide an effective means for improving the performance of individual organizations and providing confidence to people and organizations that products (goods and services) will meet their expectations, thereby enhancing trade, global prosperity, and individual well-being.

Most, if not all of ISO's TCs and SCs have [business plans](#) containing mission, vision, goal, and objective statements that should be rendered in StratML format in order to more efficiently and effectively serve the purposes outlined in this International Standard.

Bibliography

- [1] *The Business Motivation Model*, release 1.4. Business Rules Group, May 2010. Available at <http://www.businessrulesgroup.org/second_paper/BRG-BMM.pdf>
- [2] THE EUROPEAN COMMISSION AT WORK. *Steps in the strategy: strategic planning and programming*. Brussels, Belgium: European Commission. Available at <http://ec.europa.eu/atwork/planning-and-preparing/strategic-planning/index_en.htm>
- [3] FEDERAL PARTICIPATION IN THE DEVELOPMENT AND USE OF VOLUNTARY CONSENSUS STANDARDS AND IN CONFORMITY ASSESSMENT ACTIVITIES. OMB Circular A-119. Washington, D.C.: Office of Management and Budget, February 10, 1998. Available at <<http://www.whitehouse.gov/omb/circulars/a119/a119.html>>
- [4] *Government Performance and Results Act of 1993 (GPRA)*. Public Law 103-62, 103rd Congress, 1st session, August 3, 1993. 5 USC 306. Available at <<http://www.whitehouse.gov/omb/mgmt-gpra/gplaw2m.html>>
- [5] *Strategy Markup Language Value Proposition*. Strategy Markup Language Community of Practice. April 18, 2006. Available at <<http://xml.fido.gov/documents/completed/gpo/stratml.pdf>>
- [6] ISO 8601:2004, *Data elements and interchange formats — Information interchange — Representation of dates and times*
- [7] W3C Recommendation, Associating Style Sheets with XML Documents. Available at <<http://www.w3.org/TR/xml-stylesheet/>>
- [8] W3C Recommendation, Extensible Markup Language (XML). Available at <<http://www.w3.org/TR/REC-xml/>>
- [9] W3C Recommendation, XML Schema Part 1: Structures. Available at <<http://www.w3.org/TR/xmlschema-1/>>

