

# GREENSBORO **HOUSING** AUTHORITY

## *GLOSSARY OF TERMS*



Last Updated: June 2025

## TERM

## DESCRIPTION

## "In Short"

### WHY & WHERE

|                |                                                                              |                       |
|----------------|------------------------------------------------------------------------------|-----------------------|
| <b>Mission</b> | A statement of a company's fundamental reason for existing                   | The WHAT and for WHOM |
| <b>Purpose</b> | A statement of a company's fundamental reason for "why" it exists            | WHY we do what we do  |
| <b>Vision</b>  | A statement of where a company is going and how it looks when they are there | WHERE are we going?   |

### WHO & VALUES

|                         |                                                                                                                                                                                                                                                       |                                                   |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| <b>Culture</b>          | A way of life of a group of people. Their language, behaviors, beliefs, values, and celebrations that they accept, generally without thinking about them, and that are passed along by communication and imitation from one "generation" to the next. | Who WE ARE. The "Personality" of the organization |
| <b>Core Values</b>      | Unwavering guiding principles that dictate behavior and actions. It helps us to understand the difference between right and wrong. The cornerstones of our culture.                                                                                   | What is IMPORTANT to us. Our guiding compass.     |
| <b>Customer (Guest)</b> | Those who we are called to serve and the recipient of our goodwill.                                                                                                                                                                                   | WHO we serve                                      |
| <b>Guest</b>            | A customer who enters our work spaces is referred to as a "Guest."                                                                                                                                                                                    |                                                   |
| <b>Goodwill</b>         | Friendly disposition, friendly, helpful, and cooperative attitude.                                                                                                                                                                                    |                                                   |
| <b>Customer value</b>   | That which is most important to the customer (guest).                                                                                                                                                                                                 |                                                   |
| <b>Excellence</b>       | Attention to details that produce superior results                                                                                                                                                                                                    |                                                   |
| <b>Expectations</b>     | The level of performance and results to be achieved.                                                                                                                                                                                                  |                                                   |

### WHAT

|                                 |                                                                                                                                                                                                      |                                              |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| <b>Goals</b>                    | The broad <b>primary outcomes</b> in achieving the mission and realizing the vision. The targets to achievement.                                                                                     | How we know that we are getting there        |
| <b>Key Result (Focus) Areas</b> | Broad <b>categories</b> on which we focus efforts and measure results. They are where result and indicators are visualized. They are the "BIG BOXES" that hold everything we do and what we measure. | Where results and indicators are visualized. |
| <b>Objectives</b>               | Broad <b>statements</b> of what needs to be achieved in each Key Result Area and are the measurable steps or precise actions you take to achieve a goal.                                             | How are we going to get there?               |

|                  | TERM                                             | DESCRIPTION                                                                                                                                                                                                                                                                                            | "In Short"                                                                     |
|------------------|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| HOW              | Strategy                                         | The <b>approach</b> you take to achieve a goal. It is a specific <b>course of action</b> taken to reach the desired, future state we envision.                                                                                                                                                         | How are we going to do it?                                                     |
|                  | Tactic                                           | A tool used in pursuing an objective associated with a strategy.                                                                                                                                                                                                                                       |                                                                                |
|                  | "SMART Goals"                                    | Specific "individual" annual benchmarks per team member. (Specific, Measurable, Achievable, Realistic, Time Bound)                                                                                                                                                                                     | How YOU know that YOU are getting there.                                       |
| HOW TO           | Business Plan                                    | A <b>document</b> setting out a business's goals/objectives and strategies for achieving them. It summarizes the operational and financial aims of a business unit/division and contains the detailed plans and budgets showing how the goals/objectives are to be realized.                           | HOW are we going to do it? It is the road map to the success of your business. |
|                  | Operating and Procedure Manual                   | A set of <b>step-by-step instructions</b> compiled by an organization to help workers carry out complex and routine operations. Its aim is to achieve efficiency, quality output, and uniformity of performance, while reducing miscommunication and failure to comply with regulations and standards. | HOW we do it and the WAY we will go.                                           |
|                  | Operational Plan                                 | A department, team or position's <b>plan</b> of activities, task, data collection, and assessment.                                                                                                                                                                                                     |                                                                                |
| HOW WE ARE DOING | Data                                             | Direct "neutral" information                                                                                                                                                                                                                                                                           |                                                                                |
|                  | Measures                                         | A <b>value</b> that does not provide enough information to make meaningful decisions.                                                                                                                                                                                                                  | # work orders ; # lease units, # grant awards (Count)                          |
|                  | Metrics                                          | A <b>comparison</b> of two or more measures.                                                                                                                                                                                                                                                           | # work orders/day ; # vouchers lease/month (Rate)                              |
|                  | Performance Indicators (PI)                      | A <b>comparison of metrics against a baseline</b> or expected result which helps in making decisions.                                                                                                                                                                                                  |                                                                                |
|                  | Key Performance Indicators (KPI):                | <b>Corporate level performance indicators</b> that reflect strategic value and drives future actions and business decisions.                                                                                                                                                                           | Key Indicators - tracking the achievement                                      |
|                  | ▪ Output                                         | The direct product produced from an activity or task. (direct results produced).                                                                                                                                                                                                                       | Exactly what you get out of what you put in.                                   |
|                  | ▪ Outcomes                                       | The level of <b>achievement or measures</b> produced from an activity, task, or services provided. (measure of results)                                                                                                                                                                                | A direct indicator of "customer/guest" satisfaction.                           |
|                  | ▪ Results                                        | The direct effect or consequence of specific action(s).                                                                                                                                                                                                                                                |                                                                                |
|                  | ▪ Impact                                         | The long-term or indirect <b>effect</b> of the outcomes.                                                                                                                                                                                                                                               |                                                                                |
| HOW WE'VE DONE   | 5 Stars of Excellence Assessment & Rating System | GHA's corporate assessment & rating systems                                                                                                                                                                                                                                                            | How do we know that we are there?                                              |

**TERM****DESCRIPTION**

|                                                            |                                                                                                                                          |
|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Business Unit</b>                                       | A revenue generating division of GHA                                                                                                     |
| <b>Divisions</b>                                           | A functional operating area of GHA responsible for specific activity and performance outcomes.                                           |
| <b>Departments</b>                                         | A subsection of a division that provides critical functions and services to meet the performance outcomes of a branch/section/unit/area. |
| <b>Team Member</b>                                         | Formerly known as "staff"                                                                                                                |
| <b>Real Estate Development &amp; Construction Division</b> | Formerly known as "Real Estate Development / Capital Improvements"                                                                       |
| <b>Property Management Division</b>                        | Formerly known as "Operations"                                                                                                           |
| <b>Voucher Administration Division</b>                     | Formerly known as "Assisted Housing"                                                                                                     |
| <b>Finance &amp; Asset Management Division</b>             | Formerly known as "Finance, Administration & Information Technology"                                                                     |
| <b>Innovation &amp; Business Systems Department</b>        | Formerly known as "Information Technology"                                                                                               |
| <b>Human Resources &amp; Development Department</b>        | Formerly known as "Human Resources"                                                                                                      |
| <b>Resident Engagement &amp; Services Department</b>       | Formerly known as "Residents Services"                                                                                                   |

| TERM                                   | DESCRIPTION                                                                                                                                                                                        | "In Short"                                                                                                                                                                                                                                 |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Alignment</b>                       | In agreement with and in correct position to the greater purpose and mission.                                                                                                                      | Linking of our individual goals, actions, attitudes and service to the organization.                                                                                                                                                       |
| <b>Assessment</b>                      | The evaluation or estimation of the nature, quality, or ability of someone or something                                                                                                            |                                                                                                                                                                                                                                            |
| <b>Areas of Opportunity</b>            | A "space" that has potential for quality growth and expansion resulting in increased value.                                                                                                        |                                                                                                                                                                                                                                            |
| <b>Creativity</b>                      | The act of turning new and imaginative ideas into reality. It involves two processes: thinking and then producing.                                                                                 | The process of bringing something new into being. Creativity requires passion and commitment.                                                                                                                                              |
| <b>"Context" Reporting</b>             | The act of reporting out on the present, past and projected future actions of an item or matter                                                                                                    |                                                                                                                                                                                                                                            |
| <b>Cross &amp; Integrated Training</b> | Training that results in the greater understanding of the connection between multiple business processes, functions and tasks within the organization by the majority of team members.             |                                                                                                                                                                                                                                            |
| <b>Customer Experience</b>             | The impression <b>you</b> leave with <b>your</b> customer/guest, resulting in how they think of your "brand", (you and the organization's brand) <b>across every stage</b> of the guest's journey. | There are multiple touchpoints (or customer interactions) that factor into the customer experience, and these touchpoints occur on a cross-functional basis.                                                                               |
| <b>Effective Communication</b>         | Communication between two or more persons wherein the intended message is successfully delivered, received and understood.                                                                         | Communication is said to be effective when all the parties (sender and receiver) in the communication assign similar meanings to the message and listen carefully to what all has been said and make the sender feel heard and understood. |
| <b>Filing Index</b>                    | A common method for categorizing and labeling files. (electronic and paper files)                                                                                                                  |                                                                                                                                                                                                                                            |
| <b>Innovation</b>                      | The implementation of a new or significantly improved product, service or process that creates value for business, those we serve or society as a whole.                                           |                                                                                                                                                                                                                                            |
| <b>Disrupters</b>                      | An innovation that creates a new market and value network that eventually disrupts an existing market and value network, displacing established market-leading firms, products, and alliances.     |                                                                                                                                                                                                                                            |
| <b>Key Strategic Investment Areas</b>  | Specific commitments of resources that drive our business to meet our primary purpose and mission.                                                                                                 |                                                                                                                                                                                                                                            |
| <b>Tracking Systems = Trackers</b>     | Tools and systems used to monitor and keep up with items or products.                                                                                                                              |                                                                                                                                                                                                                                            |

| TERM                   | DESCRIPTION                                                                                                                                                                                                                                  | "In Short"                                                                                         |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| <b>Ownership</b>       | The act of a party that is ultimately responsible for a function.                                                                                                                                                                            |                                                                                                    |
| <b>Responsibility</b>  | The obligation to execute the successful completion of a function which includes everything from generating recommendations for improvement through complete implementation of a function.                                                   |                                                                                                    |
| <b>Function</b>        | A function in the workplace refers to a specific area of responsibility or set of related tasks within an organization. Where team members focus on specialized tasks that contribute to overall business goals.                             |                                                                                                    |
| <b>Coordination</b>    | The organized effort to align people, tasks, and resources to ensure activities are completed efficiently and in the correct sequence.                                                                                                       |                                                                                                    |
| <b>Administration</b>  | The management of daily operations, including enforcing policies, maintaining records, and ensuring procedures are followed.                                                                                                                 |                                                                                                    |
| <b>Workflow</b>        | A workflow is the step-by-step flow of tasks, information, or responsibilities between people, systems, or departments within a process. It details <i>how</i> a task moves from one stage to the next and who is responsible at each point. | Workflows are the building blocks of a process and help visualize how work gets done.              |
| <b>Process</b>         | A process is a series of structured steps designed to achieve a specific outcome or goal. It represents the <i>overall procedure</i> for how something gets done from start to finish.                                                       | Processes are made up of one or more workflows that guide the detailed actions within the process. |
| <b>SOP<sup>3</sup></b> | Standard Operating Procedures & Protocols                                                                                                                                                                                                    |                                                                                                    |

The logo for the Greensboro Housing Authority features the word "HOUSING" in a bold, dark red, sans-serif font, centered within a white rectangular box. This box is set against a background of a red-to-orange gradient. Above and below this central graphic, the words "GREENSBORO" and "AUTHORITY" are written in a white, sans-serif font. The entire logo is framed by a dark grey stone wall texture at the top and bottom.

# GREENSBORO **HOUSING** AUTHORITY

450 N. Church St. | Greensboro, NC | 27401  
[www.gha-nc.org](http://www.gha-nc.org)

James Cox, CEO