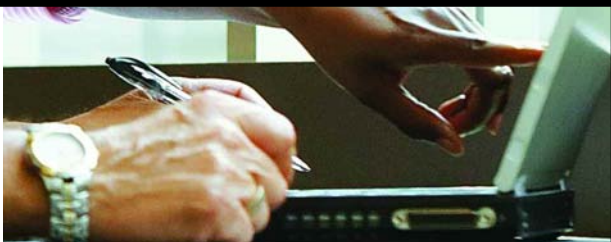


# U.S. DEFENSE BUDGET PLANNING: PROGRAM OBJECTIVE MEMORANDUM (POM)



**PERFORMANCE BLUEPRINT  
APPLICATION BRIEF**

**A WEB-BASED PERFORMANCE MANAGEMENT  
APPLICATION**



## INTRODUCTION

The budgeting process used by the U.S. Department of Defense (DoD) is called Planning, Programming, Budgeting, and Execution (PPBE). For the PPBE process, the Secretary of Defense establishes policies, strategy, and prioritized goals for the Department, which is subsequently used to guide resource allocation decisions that balance the guidance with fiscal constraints.

The programming phase begins with the development of document called the Program Objective Memorandum (POM). When completed, the POM provides a fairly detailed and comprehensive description of the proposed programs, including a time-phased allocation of resources (forces, funding, and manpower) by program projected six years into the future.

Preparation of the POM is an inflexible, time-consuming, cumbersome process. Most defense agencies use spreadsheets as the primary means for planning, budgeting, and reporting.

The *POM Performance Blueprint* will help DoD organizations improve management accountability, visibility, and control by establishing an environment that enables budget owners to:

- Analyze trends, history, and projections.
- Produce dynamic reports with hierarchical drilling capability from summary to detail and back.
- Create efficient and rapid changes across all levels.
- Provide a collaborative application with narrative ability.
- Plan for the entire year with ability to submit modification.

## **BLUEPRINT OBJECTIVES**

The *POM Blueprint* has been designed for organizations to model and do scenario planning in support of specific mission objectives. For example, a planner could consider the total cost of deploying a fighting or support unit—including people, equipment, and infrastructure—and determine whether the unit is fully capable and the mission objective can be fully met within established mission guidelines.

The *POM Blueprint* has application beyond defense agencies. For analysis and goal-achievement as a budgeting driver, it could be extended to include civilian agencies (notably Department of Homeland Security) or any other civilian agencies using the PPBE process.

The business benefits for an organization using this *Blueprint* include:

- Improved budget accuracy.
- Better consistency through integrated planning.
- Increased accountability through high participation and visibility.
- Improved flexibility:
  - o Driver variables can be easily changed.
  - o “What-if” analysis modeling can be performed.
  - o Scenario analyses can compare alternatives.
- Better agency cohesion in the budgeting process as a result of collaboration across a distributed environment.

This *POM Blueprint* application brief demonstrates a Web-based process for planning headcount and equipment requirements and expense using the Cognos 8 Planning solution.

This Cognos *Blueprint* provides a full-circle performance management model that allows defense agencies to perform top-down and bottom-up planning, budgeting, and forecasting. The *Blueprint* ensures that budgets are in line with specific targets and encourages better analysis of the costs needed to achieve goals.

Additionally, the *Blueprint* supports an effective, intuitive, and integrated planning platform for any governmental branch and resolves the challenges of limited visibility into the process. The models and processes described in this document can be used by all government agencies involved in, but not limited to, the POM process. The model can be configured to support alternative goal requirements or to accommodate government planning in any country.

#### ***Key Cognos Planning Benefits***

- Flexible model development to support a wide variety of planning models.
- Web- or Excel-based deployment of models for data collection and consolidation.
- Easy version control.
- Real-time workflow to enhance collaboration.
- Real-time consolidation.
- Real-time reporting.
- Real-time browser-based calculations to provide immediate results.
- Audit and user text annotations at cell, worksheet, and model levels to further improve collaboration.
- Drop-down validation lists to ensure data consistency.
- Scalable architecture with proven deployments to thousands of users.
- Linking functionality to provide divergent, yet interrelated components of planning environment.
- Off-line capabilities.
- Custom date capabilities with no limit on the time dimension, allowing planning by the week, season, period, quarter, or year.
- Unique multi-directional calculation engine that allows input across any dimension at the detail level or the total level.

## OVERVIEW

The POM planning process is the primary template for a DoD agency budget. Forward- looking collaboration must occur so that expense planning is based on measurable goals. The *POM Blueprint* allows budget officers or analysts to deploy demand planning to the appropriate DoD level when determining anticipated needs for the coming years. The starting point for this *Blueprint* may be at the agency, branch, or department level.

The *POM Blueprint* consists of two major components—the POM Master Template and the Cost Models.

The POM Master Template is the primary means for input of POM data, either manually through planner input or automatically through the Cost Models.

The *Blueprint* is designed to allow planners to embed Cost Model estimations in the POM Master Template as an alternative to manual input. The *Blueprint* includes several models, although the full Cognos 8 Planning suite allows development of multiple Cost Models based on individual agency requirements.

Below are descriptions of the POM Master Template, the Cost Models, and how they work together. A detailed description of a Cost Model is provided, demonstrating how the *Blueprint* can be used to analyze optimal throughput using a mixture of labor and equipment through different goal levels and scenarios. The example will focus on planning the optimum headcount and equipment mix to adequately meet defined volume or throughput goals. The user has the option of planning multiple goals for various scenarios.

While this *Blueprint* contains input for five goals with three possible scenarios, it can be easily modified to accommodate individual agency or department requirements. The output will be a goal achievement level for each of these goal percentages and scenarios.

## REPRESENTATIVE WORKFLOW

The following sections of this application brief describe the basic workflows in which the owner of a division budget might participate during the POM planning process.

After signing on to the Cognos Information Portal, the first screen displayed is a dashboard that provides significant information to the division budget manager.

1. The upper left shows a graphical representation of program element costs for the entire division.
2. To the right is a summary view of program elements for each Agency reporting to this Division.
3. The area at the bottom shows other key reports, including ranking by agency for each of the top ten program elements.

**Division Level - PS&B, CS&S by Program Element (thous \$)**

Program Element	Cost (thous \$)
Pre-LDR	~100,000
Case Development	~50,000
Case Execution	~50,000
Case Closure	~10,000
Business Sustaining	~180,000
Other Security Cooperation	~50,000

**Agency Level Summary w/FTE's - Selected Program Element**

Agency	FTE's	PERSONAL SERVICES AND BENEFITS	CONTRACTUAL SERVICES AND SUPPLIES	3122 ADP Equipment (Greater Than \$50,000)	Object Class Total
Agency 1	2,058	117,621,219	80,832,160	5,502,700	203,956,079
Agency 2	2,164	120,838,098	80,054,100	5,829,500	206,721,698
Agency 3	2,058	117,629,098	80,048,660	5,743,300	203,421,058

**Agency Level Summary - Select Agency for Program Element Detail**

Agency	PERSONAL SERVICES AND BENEFITS	CONTRACTUAL SERVICES AND SUPPLIES	3122 ADP Equipment (Greater Than \$50,000)	Object Class Total
Agency 1	117,621,219	80,832,160	5,502,700	203,956,079
Agency 2	120,838,098	80,054,100	5,829,500	206,721,698
Agency 3	117,629,098	80,048,660	5,743,300	203,421,058

**Program Element Ranking (Top 10) - Agency Prompt**

Program Elements	Object Class Total	Rank
26.05 IT-STARR-PC2	\$6,885,322	1
12 Missile Tech Cntl Regime	\$6,648,759	2
19 Case Closure	\$6,377,430	3
1 Support FMS	\$6,232,309	4
22 General Admin.	\$6,206,735	5
13 Acquisition	\$6,162,411	6
26.01 IT-CISIL	\$5,998,062	7
26.09 IT-PORTAL	\$5,962,086	8
28 EDA	\$5,929,023	9
26.07 IT-DSAMS	\$5,889,850	10

**Blueprint**

Name #	Actions
Blueprints Launch Page	More...
POM Blueprint	More...
POM Master Analysis	More...

The following view shows specific program elements for all agencies reporting to this Division. The example shows object class costs (and FTEs) for a specific program element (32 IMET).

**Agency Level Summary w/FTEs - Selected Program Element**

32 IMET

	FTEs	PERSONAL SERVICES AND BENEFITS	CONTRACTUAL SERVICES AND SUPPLIES	3122 ADP Equipment (Greater Than \$50,000)	Object Class Total
Agency 1	75	3,500,219	383,160	0	3,883,379
Agency 2	97	4,887,800	2,109,100	157,900	7,154,800
Agency 3	5	1,165,600	2,065,300	140,600	3,371,500

The next report is a monthly flash which gives the user a prompt option to select a specific agency. It displays the data with a ranking of the highest YTD costs for various Program elements.

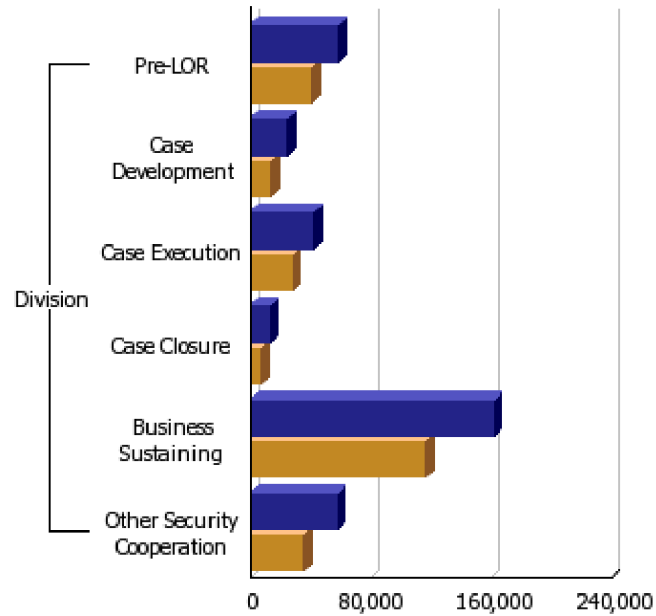
**Program Element Ranking (Top 10) - Agency Prompt**

Agency 1


Program Elements	Object Class Total	Rank
22 General Admin.	\$2,445,088	1
1 Support FMS	\$2,433,469	2
26.08 IT-CEMIS	\$2,426,431	3
26.05 IT-STARR-PC2	\$2,420,266	4
26.09 IT-PORTAL	\$2,387,590	5
7 International Agreements	\$2,310,666	6
13 Acquisition	\$2,200,222	7
12 Missile Tech Cntl Regime	\$2,151,940	8
19 Case Closure	\$2,146,785	9
32 IMET	\$2,117,733	10



The report below shows a bar chart of Labor and Contractual budgets.










**Division Level - PS&B, CS&S by Program Element (thous\$)**



By clicking on the link to the Cognos Contributor application at the top right of the portal, the division manager can continue the review process.

Blueprint 

Entries:  -   




Name	Actions
 <a href="#">Blueprints Launch Page</a>	 <a href="#">More...</a>
 <a href="#">POM Blueprint</a>	 <a href="#">More...</a>
 <a href="#">POM Master Analysis</a>	    <a href="#">More...</a>

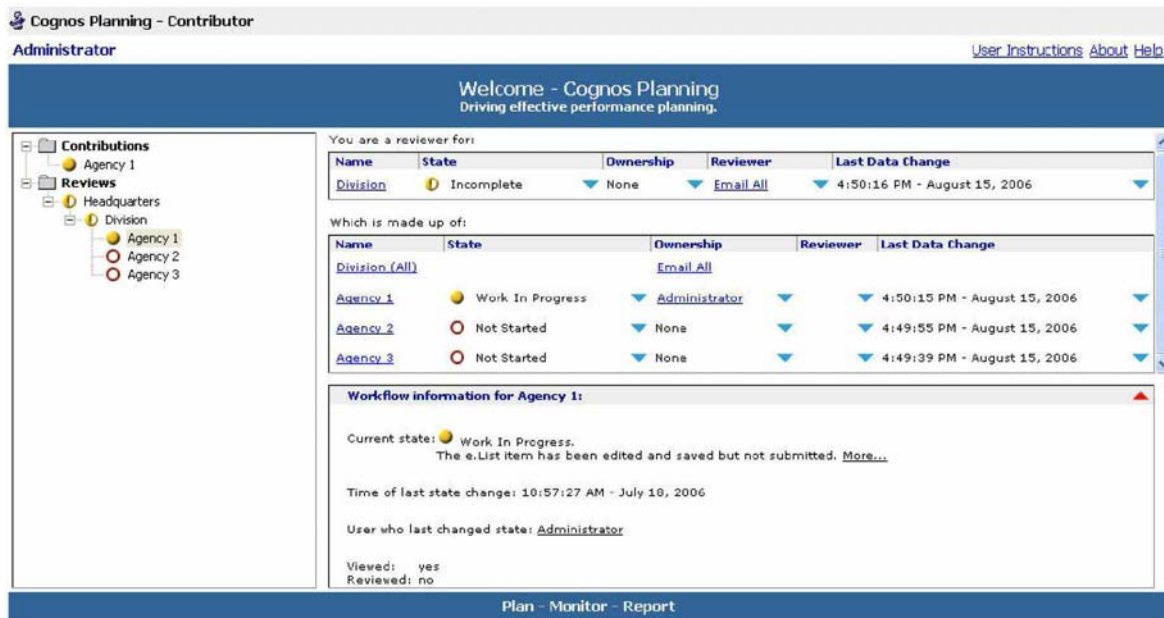


## REAL-TIME WORKFLOW VISIBILITY

As planners must respond to increased security needs, so must the planning process accommodate rapidly changing requirements.

In this example, the division manager, also known as the “reviewer,” can see the workflow status for each agency. All workflow status changes, data consolidations, and aggregations occur in real-time—without a batch process. This drives down the time needed to perform the planning iteration.

Before data is entered, state of the plan is “Not started” . Once a plan is saved, the state becomes “Work in Progress”  and remains accessible for further editing. When an item is submitted, the plan is “Locked”  and no more changes can be made. The Locked state indicates that the plan is ready for review. A reviewer can review the plan in any state, but can only reject a Locked plan item. When a Locked plan is rejected, it returns to a state of Work in Progress, making it editable once again for the agency, branch or department.



The screenshot shows the Cognos Planning - Contributor interface. The main header displays "Welcome - Cognos Planning" and "Driving effective performance planning." The user is identified as "Administrator".

On the left, a navigation tree shows "Contributions" with "Agency 1" selected, and "Reviews" with "Headquarters" and "Division" expanded. Under "Division", "Agency 1" is selected, with "Agency 2" and "Agency 3" listed below it.


The main content area shows "You are a reviewer for:" followed by a table:

Name	State	Ownership	Reviewer	Last Data Change
<a href="#">Division</a>	Incomplete	None	<a href="#">Email All</a>	4:50:16 PM - August 15, 2006

Below this, it says "Which is made up of:" followed by another table:

Name	State	Ownership	Reviewer	Last Data Change
<a href="#">Division (All)</a>		<a href="#">Email All</a>		
<a href="#">Agency 1</a>	Work In Progress	Administrator		4:50:15 PM - August 15, 2006
<a href="#">Agency 2</a>	Not Started	None		4:49:55 PM - August 15, 2006
<a href="#">Agency 3</a>	Not Started	None		4:49:39 PM - August 15, 2006

At the bottom, there is a section for "Workflow information for Agency 1:"

Current state:  Work In Progress.  
 The e.List item has been edited and saved but not submitted. [More...](#)

Time of last state change: 10:57:27 AM - July 10, 2006

User who last changed state: [Administrator](#)

Viewed: yes  
 Reviewed: no

The footer of the interface shows "Plan - Monitor - Report".

## POM MASTER COMPONENT

### POM Master

If used as a stand-alone component, the POM Master can accommodate automated linking of data from an external *Cost Model*, or manual input of POM data where cost models are not being used. It represents the summary expense for the POM budgeting process. It includes the relevant *Object Classes* and *Program Elements*.

	Program Element Total	Pre-LOR	1 Support FMS	3 Tradeshows	4 Responding to RFPs	6 SAO/Combatant Cnds.	national Agree
FTE's	1,862	343	93	23	44	43	89
Personal Services Cost per FTE	51,059	50,373	46,791	65,065	52,870	51,535	
Personal Services Benefits %	5.61%	5.36%	4.55%	12.90%	5.89%	7.69%	
Personal Services Retirement %	5.78%	5.27%	2.52%	9.48%	5.23%	7.69%	
Travel Costs per FTE	2,912	2,805	1,389	8,378	3,475	4,537	
Average W/Y Cost	40,782	39,738	38,741	57,457	42,589	38,824	
1111 Full-Time Permanent Employees Basic Salaries	23,365,126	4,439,496	1,188,491	414,815	506,914	480,282	
1131 Oth Than FT Permanent Employee Basic Salaries	23,748,451	4,020,390	879,828	411,700	647,404	480,729	
1157 Premium Pay	23,490,398	4,244,031	1,336,622	301,896	582,499	537,916	
1181 Reimbursable Employees of Other Agencies	24,466,995	4,574,183	946,659	369,090	589,483	717,073	
<b>PERSONAL SERVICES</b>	<b>95,070,969</b>	<b>17,278,100</b>	<b>4,351,600</b>	<b>1,496,500</b>	<b>2,326,300</b>	<b>2,216,000</b>	
1211 Civil Service Retirement Fund Contributions	5,331,400	926,300	198,000	193,100	137,100	170,500	
<b>BENEFITS</b>	<b>5,331,400</b>	<b>926,300</b>	<b>198,000</b>	<b>193,100</b>	<b>137,100</b>	<b>170,500</b>	
1302 Retirement Benefits	5,495,800	910,400	109,600	141,900	121,700	170,300	
<b>PERSONAL SERVICES AND BENEFITS</b>	<b>105,898,169</b>	<b>19,114,800</b>	<b>4,659,200</b>	<b>1,831,500</b>	<b>2,585,100</b>	<b>2,556,800</b>	
2321 Rental Of Space	5,291,300	969,600	182,700	118,100	188,600	153,200	
2236 PCS - Housing Goods	5,195,600	822,200	195,900	115,400	154,500	105,400	
2335 Communications Network	5,240,000	894,700	145,700	133,600	141,500	147,100	
2455 Printing & Reproduction - GPO	5,362,800	943,200	189,500	122,800	174,100	106,700	
2561 Physical Examinations	5,403,800	829,100	160,200	120,000	117,200	158,500	
2611 ADP Supplies	4,906,000	843,700	198,900	113,200	130,000	134,500	
2101 Travel & Transportation of Persons	5,421,300	962,000	129,200	192,700	152,900	195,100	
2311 Rental Payments To GSA	5,272,600	824,700	169,600	131,300	143,600	161,700	
2511 Advisory and Assistance Services	5,412,200	1,037,400	195,800	198,500	161,300	167,300	
2521 Other Services	5,183,400	805,900	111,400	170,800	110,600	149,700	
2531 Oth Purch of Goods & Services fr Govt Accts	5,411,200	923,700	121,200	157,400	166,700	187,700	
2541 Operation and Maintenance of Facilities	5,231,300	808,900	114,100	123,000	117,300	125,500	
2571 Operation and Maintenance of Equipment	5,296,800	845,300	127,800	124,500	103,100	178,000	
2581 Subsistence and Support of Persons	5,324,400	869,200	103,100	155,700	179,500	188,100	
<b>CONTRACTUAL SERVICES AND SUPPLIES</b>	<b>73,952,700</b>	<b>12,369,600</b>	<b>2,145,100</b>	<b>1,977,000</b>	<b>2,040,900</b>	<b>2,158,500</b>	
3122 ADP Equipment (Greater Than \$50,000)	5,035,100	935,600	183,600	190,600	120,800	107,500	
Required Adjustment	0	0	0	0	0	0	
<b>Object Class Total</b>	<b>184,885,969</b>	<b>32,420,000</b>	<b>6,987,900</b>	<b>3,999,100</b>	<b>4,746,800</b>	<b>4,822,800</b>	

## COST MODEL COMPONENT

### *Inflation Assumption*

This tab provides government assumptions for inflation over the next four years. These assumptions will be used to inflate base expense amounts for the respective forecast years.

	Inflation Factor
Curr Y+1	3.00%
Curr Y+2	3.00%
Curr Y+3	2.50%
Curr Y+4	2.00%

### *Goals*

This tab is used to input the goals and thresholds desired for each scenario. It will be used to measure goal results in a later tab.

In this example, we have set *Goal 1* at 20 percent. We also have input a tolerance threshold of 10 percent. Therefore, attainment between the goal of 20 percent and the goal, less the tolerance of 10 percent (18 percent in this example), is within an acceptable level of tolerance. Anything below the threshold will result in an unacceptable level of tolerance.

	Scenario 1		Scenario 2		Scenario 3	
	Goal %	Threshold %	Goal %	Threshold %	Goal %	Threshold %
Goal 1	20.00%	10.00%	15.00%	10.00%	23.00%	10.00%
Goal 2	22.00%	10.00%	18.00%	10.00%	25.00%	10.00%
Goal 3	25.00%	10.00%	20.00%	10.00%	27.00%	10.00%
Goal 4	27.00%	10.00%	22.00%	10.00%	30.00%	10.00%
Goal 5	30.00%	10.00%	26.00%	10.00%	35.00%	10.00%

### *Employee Assumptions*

This tab contains predetermined assumptions for average recruitment, promotion ramp-up times, and annual COLA increases by grades. The ramp-up time shows the months of training required to effectively perform the job at each grade level.

Inflation Assumption   GS Salary Table   Goals   <b>Employee Assumptions</b>   Employee Monthly Productivity   Recruitment and Promotion   Equipment Assumptions				
Curr Yr+1		Employee Assumptions		
	Recruitment Ramp-up Time	Promotion Ramp-up Time	COLA Differential	
GS05	2.00	2.00	0.260%	
GS06	2.00	2.00	0.260%	
GS07	2.00	2.00	0.260%	
GS08	2.00	2.00	0.260%	
GS09	3.00	2.00	0.260%	
GS10	3.00	2.00	0.260%	

### *Employee Monthly Productivity*

This tab shows average productivity for the prior year and expected productivity for current and future years by grade level. It should be viewed as an activity level, such as number of containers screened per month. The higher the grade level, the more productive the individual is. The model helps balance people costs and productivity against the accomplishment of the goals.

Inflation Assumption   GS Salary Table   Goals   Employee Assumptions   <b>Employee Monthly Productivity</b>   Recruitment and Promotion   Equipment Assumptions						
Agency 1		Monthly Productivity				
	Prior Yr	Curr Yr	Curr Yr+1	Curr Yr+2	Curr Yr+3	Curr Yr+4
GS05	240	240	240	240	240	240
GS06	250	250	250	250	250	250
GS07	260	260	260	260	260	260
GS08	270	270	270	270	270	270
GS09	280	280	280	280	280	280
GS10	300	300	300	300	300	300
<b>Total</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>

### Recruitment and Promotion

This tab is used to plan headcount requirements by grade level. The user inputs planned *Recruitment* and any expected grade level *Promotion Out*, which is input as a negative number and will be linked to *Promotion In* for the next grade level. In this example, we show a *Promotion Out* for a GS06 in February. This will result in a *Promotion In* for GS07 grade. The net effect of headcount increases and decreases are shown in the Total line. *Effective Headcount* shows the month in which the employee is effectively performing at the new level.

Information on average salaries is linked from a hidden table: *GS Salary table*. (Note: This model uses civilian pay, but could easily be modified to use military pay scales or a combination of both). This hidden table is populated with current Grade/Step level salaries.

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Full Year
<b>Current Positions</b>	15	15	15	15	17	16	16	16	16	16	16	16	15
Recruitment													
Promotion In				2									2
(Promotion Out)					(1)								(1)
<b>Total</b>	15	15	15	17	16	16	16	16	16	16	16	16	16
No Required to Meet Goal	17	17	17	17	17	17	17	17	17	17	17	17	17
<b>Effective Headcount</b>	15	15	15	15	14	16	16	16	16	16	16	16	16
<b>Average Monthly Salary + COLA</b>	39,641	39,641	39,641	44,926	42,283	42,283	42,283	42,283	42,283	42,283	42,283	42,283	502,116
<b>Average Annual Salary + COLA</b>	31,713	31,713	31,713	31,713	31,713	31,713	31,713	31,713	31,713	31,713	31,713	31,713	31,713

### Equipment Assumptions

This tab is used to input the current and expected equipment purchases and productivity levels. In our example, *Agency 1* has three types of equipment with varying levels of productivity. *Equipment Class 1*, for example has a productivity factor of two, which implies that employees working with this equipment will be twice as productive. An *Equipment Class 2* device will result in an even larger increase, and so on.

	Machine 1	Machine 2	Machine 3	Machine 4	Machine 5
Equipment Description	Equipment Class 1	Equipment Class 2	Equipment Class 3		
Equipment Productivity Factor	2.00	3.50	5.00	0.00	0.00
Monthly Maintenance	\$1,000	\$2,000	\$3,000	\$0	\$0
<b>Annual Maintenance</b>	<b>\$12,000</b>	<b>\$24,000</b>	<b>\$36,000</b>	<b>\$0</b>	<b>\$0</b>
New Equipment Cost	\$1,000,000	\$2,000,000	\$2,500,000	\$0	\$0

### Equipment Employee Requirements

This tab is used to input the employee equipment requirements by grade level. In the example, it is assumed that higher grade levels are required to operate the more technologically advanced equipment.

		Machine 1	Machine 2	Machine 3	Machine 4	Machine 5
Equipment Description		Equipment Class 1	Equipment Class 2	Equipment Class 3		
Employees req per unit	Grade					
	GS05	3				
	GS06		2			
	GS07					
	GS08					
	GS09					
	GS10			1		
	<b>Total</b>	<b>3</b>	<b>2</b>	<b>1</b>		

### Employees

This tab shows the output of planned headcount changes. It also shows the agency's total monthly productivity and annual salaries.

	GS05	GS06	GS07	GS08	GS09	GS10	Total
Current Positions	15	16	11	6	4	5	57
Effective Headcount	14	16	11	6	4	5	56
Current Monthly Productivity	3,360	4,000	2,860	1,620	1,120	1,500	14,460
Total Annual Salaries	426,772	507,401	387,644	234,152	172,418	237,359	387,113

### Equipment

This tab represents the summary output of the *Equipment Employee Requirements* and *Equipment Assumptions* tabs. Based on the equipment plan, the total number of employees required is output.

	Machine 1	Machine 2	Machine 3	Machine 4	Machine 5
Equipment Description	Equipment Class 1	Equipment Class 2	Equipment Class 3		
Current Equipment	1	0	0	0	0
New/(Obsolete) Eqmpt	2	1	1	0	0
Planned Equipment	3	1	1	0	0
Equipment Productivity Factor	2.00	3.50	5.00	0.00	0.00
<b>Total Employees Required</b>	<b>9</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>

### Equipment Productivity

This tab shows the change in productivity resulting from planned equipment changes. In this example, there is an increase in productivity. A message will appear if additional headcount is required to operate the equipment.

Recruitment and Promotion							Equipment Assumptions					Equipment Employee Requirements					Employees					Equipment					Equipment Productivity					Base Cost				
GS05							Agency 1					Scenario 1					Cur Yr																			
Equipment Description	Machine 1	Machine 2	Machine 3	Machine 4	Machine 5		Machine 1	Machine 2	Machine 3	Machine 4	Machine 5		Machine 1	Machine 2	Machine 3	Machine 4	Machine 5		Machine 1	Machine 2	Machine 3	Machine 4	Machine 5		Machine 1	Machine 2	Machine 3	Machine 4	Machine 5							
Planned Equipment	3	1	1	0	0																															
Headcount shortage (Y/N)?																																				
Total Employees Required	9	0	0	0	0																															
Grade Level Headcount	15	0	0	0	0																															
Current Monthly Productivity	3,600	0	0	0	0																															
Monthly Productivity Uplift	4,320	0	0	0	0																															
Current Annual Productivity	43,200	0	0	0	0																															
Annual Productivity Uplift	69,120	0	0	0	0																															

### Base Cost

This tab is used to input the current year *Base Cost* for each object class and to select the appropriate *Program Element* from the drop-down. Future-year expenses are calculated using *Inflation Assumptions*. The data here will link to the POM Master.

Equipment Assumptions		Equipment Employee Requirements		Employees		Equipment		Equipment Productivity		Base Cost		Throughput Input		Goal Result	
Scenario 1		Agency 1													
FTE's	Cur Yr	Select Program Element	Cur Yr+1	Cur Yr+2	Cur Yr+3	Cur Yr+4									
Personal Services Cost per FTE	34,532		44,896	58,376	72,977	87,581									
Personal Services Benefits %	6.46%		5.12%	4.06%	3.34%	2.87%									
Personal Services Retirement %	7.76%		6.15%	4.87%	4.01%	3.44%									
Travel Costs per FTE	5,357		5,518	5,683	5,854	6,030									
1111 Full-Time Permanent Employees Basic Salaries	1,933,767	32 IMET	2,514,148	3,269,045	4,086,714	4,904,545									
1131 Oth Than FT Permanent Employee Basic Salaries	0	KO and Other Funded In	0	0	0	0									
1157 Premium Pay	0	26.05 IT-STAR-PC2	0	0	0	0									
1181 Reimbursable Employees of Other Agencies	0	26.06 IT-STAR	0	0	0	0									
<b>PERSONAL SERVICES</b>	<b>1,933,767</b>				<b>5</b>	<b>4,086,714</b>									
1211 Civil Service Retirement Fund Contributions	125,000	26.08 IT-DSAMS	0	0	0	0									
<b>BENEFITS</b>	<b>125,000</b>	26.08 IT-CEMIS	0	0	0	0									
1302 Retirement Benefits	150,000	26.09 IT-PORTAL	0	0	0	0									
<b>PERSONAL SERVICES AND BENEFITS</b>	<b>2,208,767</b>	26.10 IT-LAN/PC	0	0	0	0									
2321 Rental Of Space	0	26.11 IT-General	0	0	0	0									
2236 PCS - Housing Goods	0	Other Security Cooperation	0	0	0	0									
2335 Communications Network	0	27 EUM	0	0	0	0									
2455 Printing & Reproduction - GPO	0	28 EDA	0	0	0	0									
2561 Physical Examinations	0	30 Drawdowns	0	0	0	0									
2611 ADP Supplies	0	31 FMF Admin.	0	0	0	0									
2101 Travel & Transportation of Persons	300,000	32 IMET	309,000	318,270	327,818	337,653									
2311 Rental Payments To GSA	0	32 IMET	0	0	0	0									
2511 Advisory and Assistance Services	0	32 IMET	0	0	0	0									
2521 Other Services	0	32 IMET	0	0	0	0									
2531 Oth Purch of Goods & Services Fr Govt Accts	0	32 IMET	0	0	0	0									
2541 Operation and Maintenance of Facilities	0	32 IMET	0	0	0	0									
2571 Operation and Maintenance of Equipment	72,000	32 IMET	74,160	76,385	78,676	81,037									
2581 Subsistence and Support of Persons	0	32 IMET	0	0	0	0									
<b>CONTRACTUAL SERVICES AND SUPPLIES</b>	<b>372,000</b>		<b>383,160</b>	<b>394,655</b>	<b>406,494</b>	<b>418,689</b>									
3122 ADP Equipment (Greater Than \$50,000)	0	32 IMET	0	0	0	0									
<b>Total Budget Authority</b>	<b>2,580,767</b>		<b>3,180,558</b>	<b>3,955,447</b>	<b>4,793,708</b>	<b>5,632,749</b>									
Current Positions	56	32 IMET	56	56	56	56									
No employees required	9		0	0	0	0									

Current owner: Administrator

### Throughput Input

This tab is used to input the anticipated annual throughput. In the example, it represents the total number of items being processed per year.

Agency 1	Curr Yr	Curr Yr+1	Curr Yr+2	Curr Yr+3	Curr Yr+4
Scenario 1	750,000	750,000	750,000	750,000	750,000
Scenario 2	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000
Scenario 3	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000

### Goal Result

This tab represents the summarized output for the various goals and scenarios. The information here indicates whether those goals can be achieved with the current headcount/equipment assumptions. It also shows the resulting productivity uplift. *Goal % Achieved* shows the percent of items that can be processed for a given equipment/ employee combination. The *Goal w/in Threshold* field is intended for use in reporting as a “heat map” indicator, and can be hidden.

Scenario 1	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Goal %	20.00%	22.00%	25.00%	27.00%	30.00%
Threshold %	10.00%	10.00%	10.00%	10.00%	10.00%
Current Monthly Productivity	8,870	8,870	8,870	8,870	8,870
Monthly Productivity Uplift	6,130	6,130	6,130	6,130	6,130
Annual Productivity Uplift	153,120	153,120	153,120	153,120	153,120
Throughput Per Year	750,000	750,000	750,000	750,000	750,000
<b>Goal % Achieved</b>	<b>20.42%</b>	<b>20.42%</b>	<b>20.42%</b>	<b>20.42%</b>	<b>20.42%</b>
<b>Goal w/in Threshold</b>	<b>Green</b>	<b>Yellow</b>	<b>Red</b>	<b>Red</b>	<b>Red</b>
<b>Variance Goal %</b>	<b>0.42%</b>	<b>(1.58%)</b>	<b>(4.58%)</b>	<b>(6.58%)</b>	<b>(9.58%)</b>
Grade Headcount	56	56	56	56	56
No Required to Meet Goal	54	59	67	72	80
<b>Variance Headcount</b>	<b>2</b>	<b>(3)</b>	<b>(11)</b>	<b>(16)</b>	<b>(24)</b>
Current No. of GS5	14	14	14	14	14
Current No. of GS6	17	17	17	17	17
Current No. of GS7	10	10	10	10	10
Current No. of GS8	6	6	6	6	6
Current No. of GS9	4	4	4	4	4
Current No. of GS10	5	5	5	5	5
<b>Current Headcount</b>	<b>56</b>	<b>56</b>	<b>56</b>	<b>56</b>	<b>56</b>



## POM MASTER COMPONENT

The second component of this model, the POM Master, can accommodate automated linking of data from the first component, the Cost Model, or manual input of POM data where Cost Models are not being used. It represents the summary expense for the POM budgeting process. It includes the relevant *Object Class* and *Program Element* expenses, as well as metrics related to headcount.

	Program Element Total	Pre-LOR	1 Support FMS	3 Tradeshows	4 Responding to RFPs	6 SAD/Combatant Cmds.	national Agree
FTE's	1,862	343	93	23	44	43	89
Personal Services Cost per FTE	51,059	50,373	46,791	65,065	52,870	51,535	
Personal Services Benefits %	5.61%	5.36%	4.55%	12.90%	5.89%	7.69%	
Personal Services Retirement %	5.78%	5.27%	2.52%	9.48%	5.23%	7.69%	
Travel Costs per FTE	2,912	2,805	1,389	8,378	3,475	4,537	
Average W/Y Cost	40,782	39,738	38,741	57,457	42,589	38,824	
1111 Full-Time Permanent Employees Basic Salaries	23,365,126	4,439,496	1,188,491	414,815	506,914	480,282	
1131 Oth Than FT Permanent Employee Basic Salaries	23,748,451	4,020,390	879,828	411,700	647,404	480,729	
1157 Premium Pay	23,490,398	4,244,031	1,336,622	301,896	582,499	537,916	
1181 Reimbursable Employees of Other Agencies	24,466,995	4,574,183	946,659	368,090	589,483	717,073	
<b>PERSONAL SERVICES</b>	<b>95,070,969</b>	<b>17,278,100</b>	<b>4,351,600</b>	<b>1,496,500</b>	<b>2,326,300</b>	<b>2,216,000</b>	
1211 Civil Service Retirement Fund Contributions	5,331,400	926,300	198,000	193,100	137,100	170,500	
<b>BENEFITS</b>	<b>5,331,400</b>	<b>926,300</b>	<b>198,000</b>	<b>193,100</b>	<b>137,100</b>	<b>170,500</b>	
1302 Retirement Benefits	5,495,800	910,400	109,600	141,900	121,700	170,300	
<b>PERSONAL SERVICES AND BENEFITS</b>	<b>105,898,169</b>	<b>19,114,800</b>	<b>4,659,200</b>	<b>1,831,500</b>	<b>2,585,100</b>	<b>2,556,800</b>	
2321 Rental Of Space	5,291,300	969,600	182,700	118,100	188,600	153,200	
2236 PCS - Housing Goods	5,195,600	822,200	195,900	115,400	154,500	105,400	
2335 Communications Network	5,240,000	884,700	145,700	133,600	141,500	147,100	
2455 Printing & Reproduction - GPO	5,362,800	943,200	189,500	122,800	174,100	106,700	
2561 Physical Examinations	5,403,800	829,100	160,200	120,000	117,200	158,500	
2611 ADP Supplies	4,906,000	843,700	198,900	113,200	130,000	134,500	
2101 Travel & Transportation of Persons	5,421,300	962,000	129,200	192,700	152,900	195,100	
2311 Rental Payments To GSA	5,272,600	824,700	169,600	131,300	143,600	161,700	
2511 Advisory and Assistance Services	5,412,200	1,037,400	195,800	198,500	161,300	167,300	
2521 Other Services	5,183,400	805,900	111,400	170,800	110,600	149,700	
2531 Oth Purch of Goods & Services fr Govt Accts	5,411,200	923,700	121,200	157,400	166,700	187,700	
2541 Operation and Maintenance of Facilities	5,231,300	808,900	114,100	123,000	117,300	125,500	
2571 Operation and Maintenance of Equipment	5,296,800	845,300	127,800	124,500	103,100	178,000	
2581 Subsistence and Support of Persons	5,324,400	869,200	103,100	155,700	179,500	188,100	
<b>CONTRACTUAL SERVICES AND SUPPLIES</b>	<b>73,952,700</b>	<b>12,369,600</b>	<b>2,145,100</b>	<b>1,977,000</b>	<b>2,040,900</b>	<b>2,158,500</b>	
3122 ADP Equipment (Greater Than \$50,000)	5,035,100	935,600	183,600	190,600	120,800	107,500	
Required Adjustment	0	0	0	0	0	0	
<b>Object Class Total</b>	<b>184,885,969</b>	<b>32,420,000</b>	<b>6,987,900</b>	<b>3,999,100</b>	<b>4,746,800</b>	<b>4,822,800</b>	

Current owner: Administrator

### Execution Report

This tab shows a monthly representation of budget execution data. It includes *Variance from Prior to Current Year*.

	Actual	Budget	Variance
FTE's	180	180	0
Personal Services Cost per FTE	47,216	47,160	56
Personal Services Benefits %	5.46%	5.47%	(0.01%)
Personal Services Retirement %	5.63%	5.63%	
Travel Costs per FTE	2,621	2,622	(1)
Average W/Y Cost	37,655	37,502	0
1111 Full-Time Permanent Employees Basic Salaries	2,035,714	2,031,897	3,817
1131 Oth Than FT Permanent Employee Basic Salaries	2,139,907	2,135,744	4,163
1157 Premium Pay	2,137,929	2,132,596	5,333
1181 Reimbursable-Employees of Other Agencies	2,185,299	2,188,484	(3,185)
<b>PERSONAL SERVICES</b>	<b>8,498,849</b>	<b>8,488,721</b>	<b>10,128</b>
1211 Civil Service Retirement Fund Contributions	464,318	464,522	(204)
<b>BENEFITS</b>	<b>464,318</b>	<b>464,522</b>	<b>(204)</b>
1302 Retirement Benefits	478,639	478,211	428
<b>PERSONAL SERVICES AND BENEFITS</b>	<b>9,441,806</b>	<b>9,431,454</b>	<b>10,352</b>
2321 Rental Of Space	478,399	478,221	178
2236 PCS - Housing Goods	466,634	469,235	(2,601)
2335 Communications Network	470,003	469,330	673
2495 Printing & Reproduction - GPO	478,132	476,155	1,977
2561 Physical Examinations	486,462	484,623	1,839
2611 ADP Supplies	441,508	441,814	(306)
2101 Travel & Transportation of Persons	471,724	471,960	(236)
2311 Rental Payments To GSA	472,600	472,779	(179)
2511 Advisory and Assistance Services	483,415	484,495	(1,080)
2521 Other Services	463,678	462,169	1,509
2531 Oth Purch of Goods & Services fr Govt. Accts	484,030	484,162	(132)
2541 Operation and Maintenance of Facilities	472,290	470,346	1,952
2571 Operation and Maintenance of Equipment	461,100	460,779	321
2581 Subsistence and Support of Persons	478,607	476,719	1,888
<b>CONTRACTUAL SERVICES AND SUPPLIES</b>	<b>6,608,590</b>	<b>6,602,787</b>	<b>5,803</b>
3122 ADP Equipment (Greater Than \$50,000)	451,264	449,551	1,713
Required Adjustment	0	0	0
<b>Object Class Total</b>	<b>16,501,660</b>	<b>16,483,792</b>	<b>17,868</b>

Current owner: Administrator

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