

SOLUTIONS FOR U.S. FEDERAL GOVERNMENT

A MANDATE TO PERFORM.



COGNOS

THE NEXT LEVEL OF PERFORMANCE



A MANDATE TO PERFORM.

“What matters in the end is completion. Performance. Results. Not just making promises, but making good on promises.”

President George W. Bush, as quoted in
The President’s Management Agenda



YOU'VE SEEN IT BEFORE...

- **A suspected operative from a terrorist cell** has entered the U.S. but no one knows where he is. As a director in the new Homeland Defense Department, you are under intense pressure to respond quickly but most of the agencies you are dealing with have data sources that are incompatible. You need key information now: a source for a photo, physical details. Your desk is full of spreadsheets and CNN is on hold.
- **You've noticed a big jump in Medicare payments** from a Midwest hospital. As a program director with Medicare, you are having difficulty getting the information you need to determine if this is a case of fraud. The information spans across applications in Medicare, in other agencies, and other jurisdictions. You wonder how much it's costing just to find the right numbers to compare.
- **A major airline has declared bankruptcy.** As a program manager in the federal Department of Transportation, you're not sure how Air Carrier Compensation will be affected by the bankruptcy. Your budget is due tomorrow morning and it should reflect the new reality. How will you get your hands on the numbers you need as soon as possible?
- **The IT group is overworked** and your IT manager is threatening to quit. As the director responsible for human capital management in your department, you plan to install a new ERP for pension and manpower analysis because you know the department needs the information. But is the demand for reports by users across the organization going to tax your IT group even more? You have a meeting this afternoon with the IT manager. What will you tell her?
- **A rail accident with a chemical spill** in Georgia has just been reported to the National Response Center of the Department of Transportation. You need to gather as much information as you can on the crash and distribute it to the appropriate agencies. You need info on the level of the crash, the chemical involved, residences in the vicinity, the availability of rescue workers and equipment in the area. The clock is ticking.

...NOW, WHAT CAN YOU DO ABOUT IT?

IMPLEMENTING THE PRESIDENT'S MANAGEMENT AGENDA – THE CRITICAL ROLE OF BUSINESS INTELLIGENCE

The President's Management Agenda is a bold strategy for improving the management and performance of the federal government.

The *Agenda* puts forward a number of practical solutions for improving government performance, for ensuring the federal government is citizen-centered, results-oriented, and market-based. The President proposes a plan that is coherent and co-ordinated, and will achieve the objectives of the *Management Agenda*.

Cognos can help you meet these objectives. We can help you focus on results. Cognos solutions will ensure you can monitor, understand, evaluate, and act on the critical information that you deal with every day.

“Congress and the new administration face an array of challenges and opportunities to enhance performance and assure the accountability of the federal government. Increased globalization, rapid technological advances, shifting demographics, changing security threats, and various quality of life considerations are prompting fundamental changes in the environment in which the government operates.”

Comptroller General David M. Walker as quoted in *The President's Management Agenda*



Inside this document, you will learn how Cognos solutions will help you meet the five government-wide initiatives of The President's Management Agenda:

- 1.) STRATEGIC MANAGEMENT OF HUMAN CAPITAL
- 2.) COMPETITIVE SOURCING
- 3.) IMPROVED FINANCIAL PERFORMANCE
- 4.) EXPANDED ELECTRONIC GOVERNMENT
- 5.) BUDGET AND PERFORMANCE INTEGRATION





IMPROVE PERFORMANCE AND ASSURE ACCOUNTABILITY



Every manager in the public sector has mountains of information, and the amount of data is increasing daily. Cognos can help you turn this problem into an opportunity.

If you can put information to work for you, you can meet and exceed the demands you face. With performance management solutions from Cognos, you will:

Increase organizational performance


Enhance mission effectiveness

Enhance operational readiness

Corporate Performance Management: Align Your Actions with Strategy

Only Cognos delivers solutions to drive your organization's performance to the next level, by enabling the ability to drive, monitor, and understand business performance.

Cognos enables corporate performance management (CPM) with software capabilities for planning, scorecarding, and business intelligence. Cognos CPM solutions are the key to aligning tactics with strategy across the enterprise to outperform the competition.



COGNOS – THE FIRST CHOICE FOR BUSINESS INTELLIGENCE IN THE PUBLIC SECTOR

Cognos is the world leader in business intelligence and enterprise planning, with more customers, revenue, and a broader product portfolio than any other independent vendor. Cognos BI delivers the ability to bring disparate data sources together, report and analyze this information, and place it in the context of your mandate.

Cognos serves more than 22,000 customers in over 135 countries, in the private and public sectors. Cognos is a leading supplier of business intelligence solutions to the U.S. government.

Cognos performance solutions and services are also available from more than 3,000 worldwide partners and resellers.

Cognos Solutions are Section 508 Compliant

Cognos BI solutions are Section 508 compliant, in line with the 1998 federal Rehabilitation Act.

Cognos drives accessibility support across its industry-leading product lines, customer support, developer training, and consulting practices.





1.) STRATEGIC MANAGEMENT OF HUMAN CAPITAL

People are your most valuable asset. One of your biggest challenges is understanding what knowledge, skills, and abilities you have now and will need in the future. How can you effectively manage this fundamental, complex issue?

The President's Management Agenda establishes that the government currently has a unique opportunity to redefine the way it manages human capital. Agencies need to reduce the number of managers and organizational layers, reduce the time it takes to make decisions, change the span of control, and increase the number of employees who provide services to citizens.

Accordingly, agencies need to develop an effective strategy that will help generate, capture, and disseminate knowledge and information relevant to the organization's mission.

Challenges—

Can your organization easily assemble the relevant data and conduct workforce analysis?

What is the inventory of skills your organization needs to effectively deliver on its mission and do you know how these skills are dispersed across the organization? Can you answer these questions projecting out three years?

What kind of training will you need to undertake to ensure that the organization has the appropriate skills?

Are there areas that should be contracted out?

Cognos Solutions—

Help organizations manage their human capital.

Track and manage personnel skills inventories and help you to effectively deploy resources and identify critical skills gaps.

Eliminate administrative inefficiency by putting actionable information in the hands of employees across the organization.

Consolidate information from disparate sources into a single, coordinated, decision-ready repository.

Offer central administration, Web-based reporting, and a state-of-the-art security model.



“Agencies will use strategic workforce planning and flexible tools to recruit, retrain, and reward employees and develop a high-performing workforce.”

The President’s Management Agenda



2.) COMPETITIVE SOURCING

“Quality service at reasonable cost” is the aim of competitive sourcing as expressed in *The President’s Management Agenda*. Agencies need to accurately track work performed in-house and be able to compare the cost of in-house performance to private sector performance. Agencies also need to calculate the full cost of government performance. And, wherever possible, they must realize cost savings by acquiring those services in the commercial marketplace.

Challenges—

Can you quickly, easily, and consistently determine the full cost of work performed in-house?

Do you have a robust and deployable reporting solution that can support the activity-based cost accounting and analysis you require?

Are you able to analyze financial and business processes to compare potential sources?

Can you measure and track performance, and be assured that the delivery of outsourced services is consistent with negotiated service levels?

Can you incorporate the full cost of agency work into the daily budget and acquisition process?

Cognos Solutions—

Help agencies perform cost-based accounting and analysis in calculating the total cost of services, including payroll, benefits, and equipment.

Deliver necessary performance metrics to measure, monitor, and track the performance of an outsourced service so you can determine true cost.

Consolidate information from disparate sources into a single, co-ordinated decision-ready repository.

Focus on desired results and outcomes in order to lower the cost of government.

Track and manage personnel skills requirement and inventories to effectively deploy resources, identify critical skills gaps, and anticipate when and where you need to acquire outsourced services.

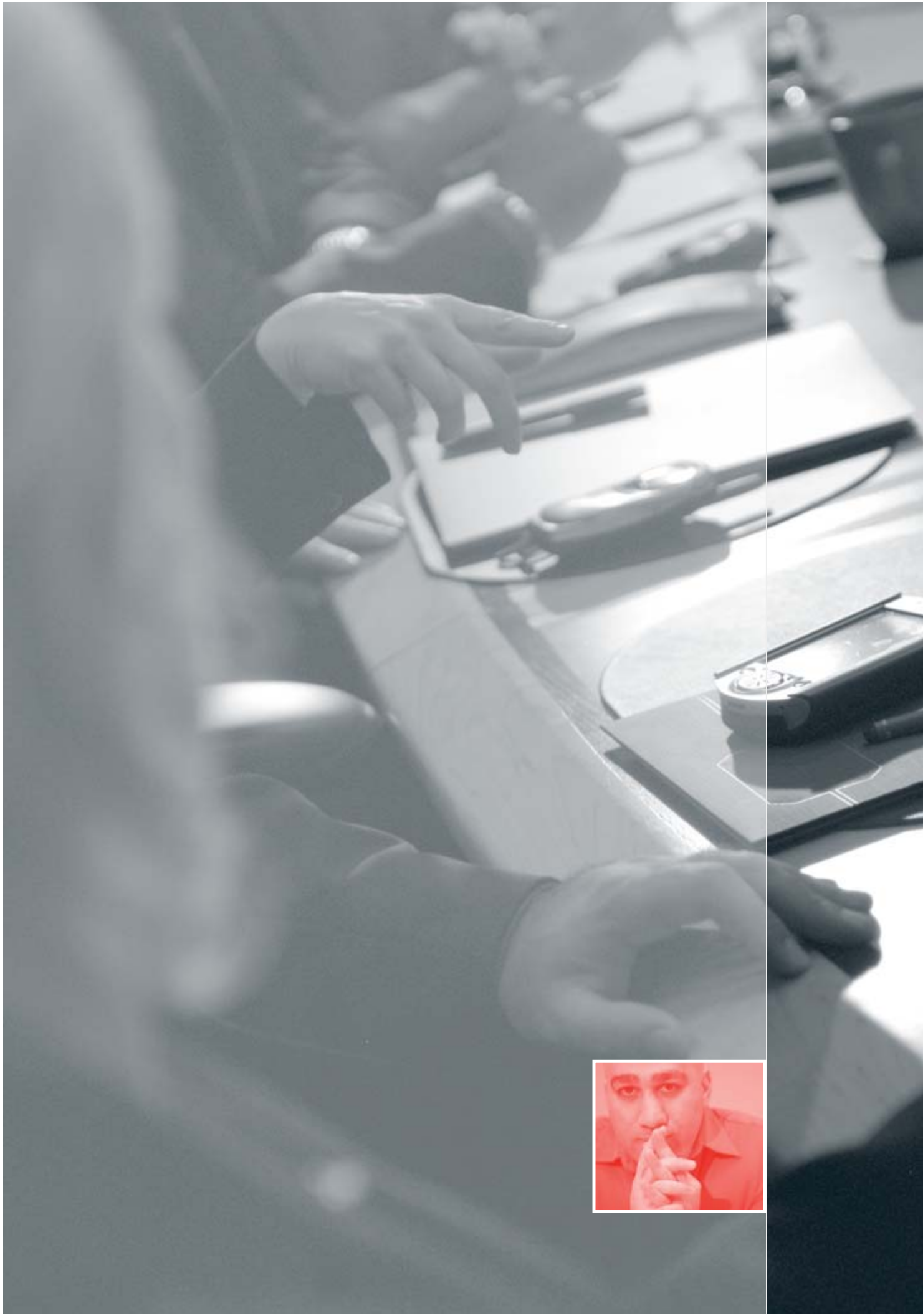
Integrate planning, budget, and execution to improve organizational performance and mission effectiveness.

Help you easily and quickly fulfill requirements for compliance and routine reports.



“Competition promotes innovation, efficiency, and greater effectiveness... The process of competition provides an imperative for the public sector to focus on continuous improvement and removing roadblocks to greater efficiency.”

The President’s Management Agenda



3.) IMPROVED FINANCIAL PERFORMANCE

In 2000, the Medicare Fee-for-Service Program made an estimated \$11.9 billion in erroneous payments. Other federal agencies have similar examples. The scale and complexity of federal programs make effective oversight a challenging prospect.

This aspect of the President's Management Agenda is really targeted at what might be called "low hanging fruit" – erroneous payments made to recipients who do not qualify for such government support. Solving this problem requires more accurate and timely information, and the tools to track, analyze, and identify obvious payment errors. Data must be not only timely, but useful and reliable.

Challenges—

Do you have a reporting solution that delivers timely, consistent, repeatable results to support the needs of the entire organization?

Do you need a Web-based solution that allows efficient access across a geographically-dispersed organization, and that also benefits from centralized administration?

Do you need to improve the speed with which information can be assembled and reported on, for compliance and quarterly reporting, and for ad hoc requests?

Can you create, track, and manage critical financial performance measurements?

Do you need to become a results-driven organization, and tie budget to program performance?

Cognos Solutions—

Deliver an end-to-end solution that ensures improved financial performance.

Provide visibility into core business processes, track and manage business performance, and uncover process or program inefficiency, misuse or fraud.

Consolidate data from disparate sources and manage reporting with consistent, timely reports.

Establish a framework for effective organizational and financial performance management.

Deliver a dedicated scorecarding and performance metrics application.

Deliver accurate, consistent, and repeatable reports, even in complex compliance and quarterly reporting environments.



“Without accurate and timely financial information, it is not possible to accomplish the President’s Agenda to secure the best performance and highest measure of accountability for the American people.”

The President’s Management Agenda

4.) EXPANDED ELECTRONIC GOVERNMENT

The federal E-government strategy seeks to make it simpler for citizens to receive services while lowering the cost of delivering them. The 24 E-government initiatives establish key government services that have been targeted for centralized delivery over the Web.

Business intelligence is a crucial enabling technology for delivering electronic government.

Challenges—

Do non-integrated systems, which may cross agencies, make it difficult to create a single point of information access?

Are existing systems developed to support current business processes—which may be labor-intensive and paper-based—making information sharing difficult?

Are financial systems not integrated with other operational systems, which significantly increases cost and minimizes opportunities for savings?

Do you need to support a wide range of users, from senior bureaucrats who need access to broad, sometimes highly confidential material, to citizens who want information your agency controls?

Cognos Solutions—

Offer Web-based deployment with central administration, enabling a rich, user-friendly environment for decision-ready information.

Consolidate data from multiple disparate sources into an integrated repository.

Provide a robust, centrally administered security model that seamlessly supports users inside your organization, users in other agencies, business users, and citizens—all within the same application.



“The American people should be able to see how government programs are performing and compare performance and cost across programs. The lack of a consistent information and reporting framework for performance, budgeting, and accounting obscures this necessary transparency.”

The President’s Management Agenda

5.) BUDGET AND PERFORMANCE INTEGRATION

The President's Management Agenda states that budgets must be tied to performance. At present, however, performance measures are seldom used to monitor and reward staff, or to hold managers of programs responsible for results. Managers simply do not have the timely and complete information they need to gauge and improve their results.

The ability to monitor and measure performance will be essential to fulfilling the mandate of *The President's Management Agenda*. Performance management solutions from Cognos can provide that capability and ensure every agency has the information it needs, in place and on time.

Challenges—

Is there a lack of integration between systems, making it difficult to obtain consistent, reliable information across your organization?

Are your planning, budgeting, and execution disconnected from each other?

Do you want to drive a results-oriented culture down into the organization, but have no real way to connect high-level strategy to practical execution?

Do your teams understand your performance targets?

Cognos Solutions—

Measure execution against strategy to ensure the two are aligned at all levels across the organization.

Link people, information, and decision-making processes.

Enable the complete management cycle with planning, budgeting, reporting and analysis, and scorecarding.

Combine information from the entire organization to let people make smart decisions and drive performance.



"I will insist on measurable improvements from each department. We ... need to know how effective we have become."

Tom Ridge, Homeland Security Secretary, Senate confirmation hearing, Jan. 17, 2003 (quoted from GovExec.com)

THE MARKET LEADER

Cognos is the world leader in business intelligence and enterprise planning, and the key supplier for the U.S. public sector, at the local, state, and federal levels.

Cognos solutions have been tried, proven, and established in thousands of implementations in public and private sectors around the world.

Cognos is already working today with numerous public sector agencies to implement the initiatives of *The President's Management Agenda*.

COGNOS CAN HELP YOU DELIVER RESULTS

Cognos can help you put crucial information in the hands of those who need it, making your data work for you and your constituents.

With Cognos, you can improve operations and fine-tune your strategy. You can gain powerful performance with low total cost of ownership.

At the same time, Cognos will be a key player in helping you fulfill the mandate of *The President's Management Agenda*. With Cognos on your team, you will be assured of results in delivering the President's management initiatives.





SUCCESS STORY

NASA: HR data that works

NASA manages approximately 20,000 civil service employees in a number of locations around the U.S. Managers require up-to-date information on payroll, hires, separations, promotions, reassignments, awards, etc., and must compile regular workforce reports.

NASA's workforce data is used for analysis purposes, to look at trends in the workforce, and to make comparisons between duty centers.

With Cognos, NASA is able to easily update, on a quarterly basis, dozens of graphic workforce reports that appear on their Web site. For example, if a manager wants to know the age distribution of professional staff at NASA (both professional administration as well as S&E) or the occupational distribution (clerical, technical, professional, S&E, and so on), they can obtain this information quickly and easily.

Not only do users get the right information at the right time, but a human resources staff of three instead of eight can handle requests, with a one-day turn-around time instead of a month. This frees staff up for other duties.

NASA has deployed Cognos to give its employees and the public direct access to human resources information through the Internet. Users of the NASA HR Web site can view statistical information as well as their own files, and use advanced reporting and analysis capabilities.

Users can answer their own questions rather than requesting special reports. And they can do it in a fraction of the time it used to take.

Previously, NASA published an annual workforce report that covered a wide range of employee details, such as hires and losses, diversity profiles, education levels, salaries, and employment opportunities. Now, the report is published quarterly and takes a day or less to prepare. The result is the data users receive is up-to-date and still useful.

Thanks to the Cognos security model, the maximum amount of information is made available, but confidential files remain protected and accessible only to those with permission to see them.

With Cognos solutions, NASA has been able to measurably improve organizational performance and operational readiness.

The NASA HR Web site can be found at <http://naade02.msfc.nasa.gov/workforce/>



SUCCESS STORY

U.S. Bureau of Labor Statistics, Office of Compensation and Working Conditions: *Keeping Track*

The Bureau of Labor Statistics is the principal fact-finding agency for the Federal Government in the broad field of labor economics and statistics. OCWC, the Office of Compensation and Working Conditions, a division of the U.S. Bureau of Labor Statistics, focuses specifically on providing comprehensive measures of occupational earnings, compensation cost trends, benefit incidence, and detailed benefit plan provisions.

OCWC is improving multi-dimensional data access and managing the performance of 250 field economists with Cognos business intelligence (BI). The OCWC, which publishes statistical surveys such as the Employment Cost Index (ECI) and the National Compensation Survey, is using Cognos BI to monitor the progress and quality of survey data collection across the U.S.

With Cognos, managers in Washington, D.C. and regional staff based in six other cities can instantly view data collection progress at a regional or national level, determine current establishment refusal rates and calculate refusal turnaround rates. Users will soon be able to monitor these key performance indicators (KPIs) in aggregate at a glance using the stoplight scorecarding features of Cognos Metrics Manager.

The Cognos BI suite also plays an important role in helping OCWC managers improve production processes by analyzing historical production data and identifying where changes should be made in their business processes.

“Cognos has given us the ability to see our business in ways we never thought possible,” said Randy McLin, a computer specialist with the Bureau of Labor Statistics. “Robust reporting, coupled with the ability to perform detailed, drill-through analysis has enabled us to understand in aggregate or in detail where we are successful at collecting statistical data, what some of the parameters for success are, and to use this knowledge to increase our organization’s effectiveness.”





ABOUT COGNOS

Cognos is the world leader in business intelligence (BI) and performance planning software for the enterprise and government. Our solutions let companies and government institutions drive performance with enterprise planning and budgeting; monitor performance with enterprise scorecarding; and understand their performance with the reporting and analysis of enterprise business intelligence. Cognos is the only company to support all of these key management activities as a complete solution from one vendor.

Founded in 1969, Cognos today serves more than 22,000 customers in over 135 countries around the world. Cognos solutions and services are also available from more than 3,000 worldwide partners and resellers.

Contact

For more information on Cognos, visit our Web site at www.cognos.com.

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