Improving Decision Making:

Executive Dashboard and Stimulus

Ms. Radha Sekar

Assistant Deputy Under Secretary of Defense for Financial Management

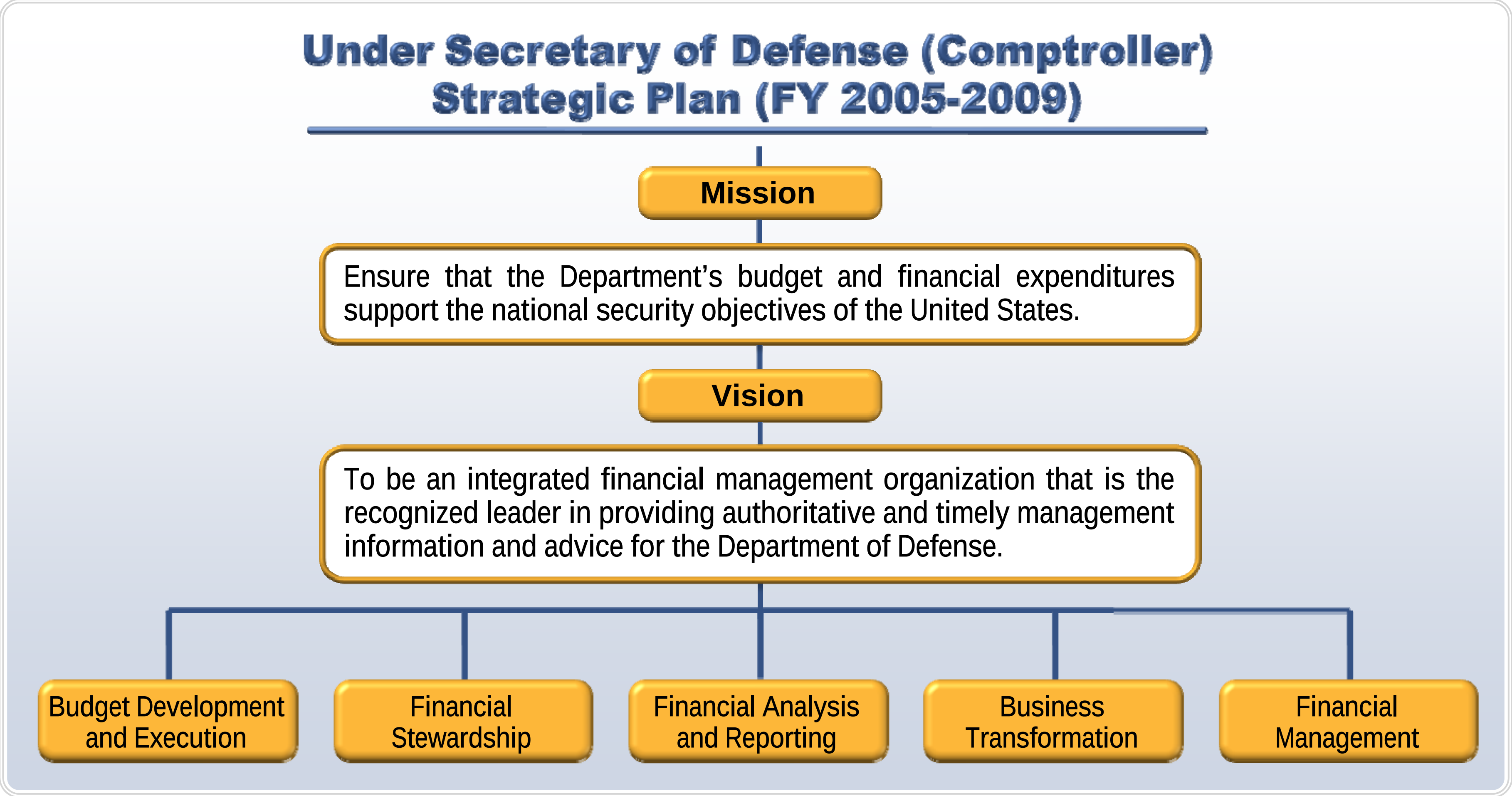
Office of the Under Secretary of Defense (Comptroller)
Financial Reporting and Analysis Directorate

6th Annual IBM Cognos
Government Forum

Information Management

Cognos.
software

Strategic Plan



Under Secretary of Defense (Comptroller) Strategic Plan (FY 2005-2009)

Mission

Ensure that the Department's budget and financial expenditures support the national security objectives of the United States.

Vision

To be an integrated financial management organization that is the recognized leader in providing authoritative and timely management information and advice for the Department of Defense.

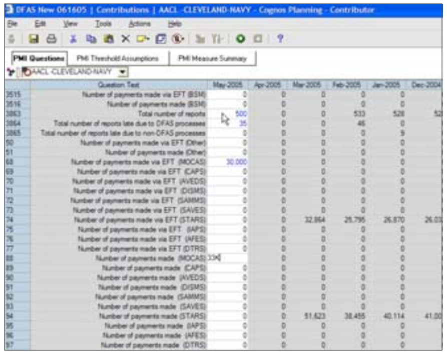
- Budget Development and Execution
- Financial Stewardship
- Financial Analysis and Reporting
- Business Transformation
- Financial Management

We link resources to planned & actual business outcomes & warfighter missions

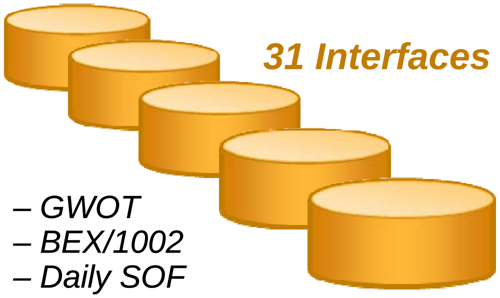
Executive Dashboard Overview

Direct Input

56 input screens
10 modules



Automated Interfaces



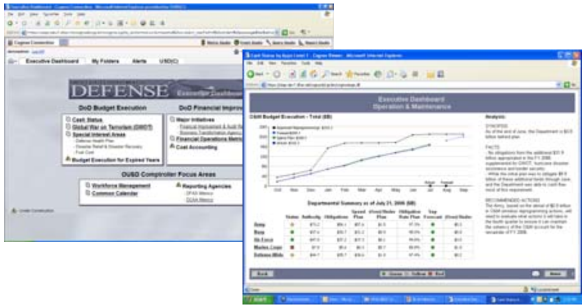
31 Interfaces

- *GWOT*
- *BEX/1002*
- *Daily SOF*

Comptroller Executive View

Quick Response Times
Intuitive Navigation
Alert Capability

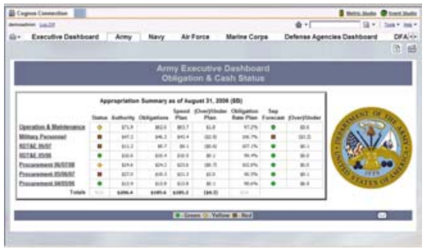
326 report views



Service Executive View

Common Executive Views
Service Specific Content

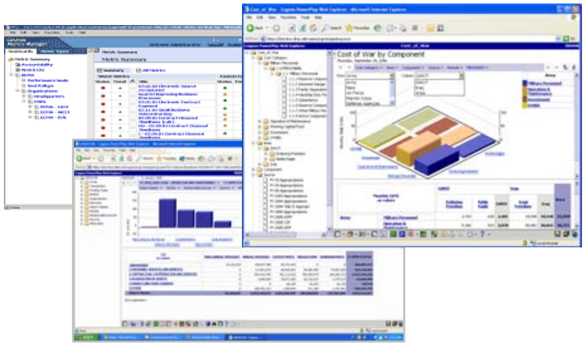
920 report views



Analyst View

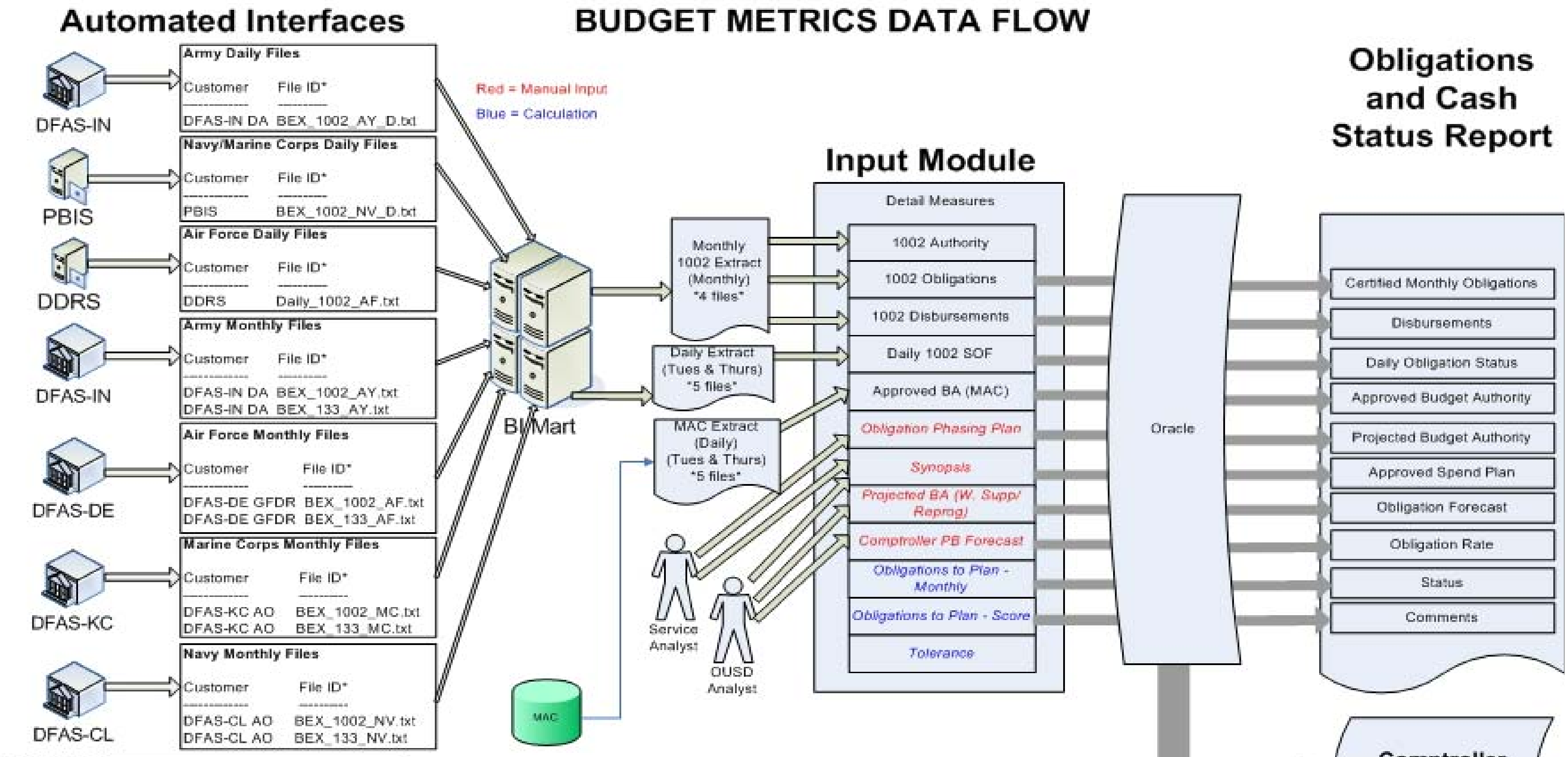
Metrics Analysis
Drill Down to Source
Online Analysis

413 report views



The Executive Dashboard reports on the results of the OUSD(C) Strategic Plan

Executive Dashboard Solution View



Automated Interfaces

BUDGET METRICS DATA FLOW

Red = Manual Input
Blue = Calculation

DFAS-IN
PBIS
DDRS
DFAS-IN
DFAS-DE
DFAS-KC
DFAS-CL

Army Daily Files

Customer	File ID*
DFAS-IN DA	BEX_1002_AY_D.txt

Navy/Marine Corps Daily Files

Customer	File ID*
PBIS	BEX_1002_NV_D.txt

Air Force Daily Files

Customer	File ID*
DDRS	Daily_1002_AF.txt

Army Monthly Files

Customer	File ID*
DFAS-IN DA	BEX_1002_AY.txt
DFAS-IN DA	BEX_133_AY.txt

Air Force Monthly Files

Customer	File ID*
DFAS-DE GFDR	BEX_1002_AF.txt
DFAS-DE GFDR	BEX_133_AF.txt

Marine Corps Monthly Files

Customer	File ID*
DFAS-KC AO	BEX_1002_MC.txt
DFAS-KC AO	BEX_133_MC.txt

Navy Monthly Files

Customer	File ID*
DFAS-CL AO	BEX_1002_NV.txt
DFAS-CL AO	BEX_133_NV.txt

BI Mart

Monthly 1002 Extract (Monthly) "4 files"

Daily Extract (Tues & Thurs) "5 files"

MAC Extract (Daily) (Tues & Thurs) "5 files"

MAC

Service Analyst

OUSD Analyst

Input Module

Detail Measures

- 1002 Authority
- 1002 Obligations
- 1002 Disbursements
- Daily 1002 SOF
- Approved BA (MAC)
- Obligation Phasing Plan
- Synopsis
- Projected BA (W. Supp/ Reprog)
- Comptroller PB Forecast
- Obligations to Plan - Monthly
- Obligations to Plan - Score
- Tolerance

Oracle

Obligations and Cash Status Report

- Certified Monthly Obligations
- Disbursements
- Daily Obligation Status
- Approved Budget Authority
- Projected Budget Authority
- Approved Spend Plan
- Obligation Forecast
- Obligation Rate
- Status
- Comments

Comptroller Dashboard Metric Store

GAFS-R POC
Functional Primary: Rita Debraccio (303) 676-8192
Functional Alternate: Jerry Waugh (303) 676-7181
System Primary: Audrey Schneider (303) 676-8442
System Alternate: Lisa Duggan (303) 676-8444

DCMS POC
Functional Primary: Bobby Laviolette (303) 676-8446
Functional Alternate: Dennis Robertson (303) 676-8446

PBIS POC
Functional Primary: Ramona Jones (703) 692-4811
Functional Alternate: Pamela Balla (703) 614-9513
System Primary: Diane Williams (703) 692-4812
System Alternate: David Burriss (703) 697-2268

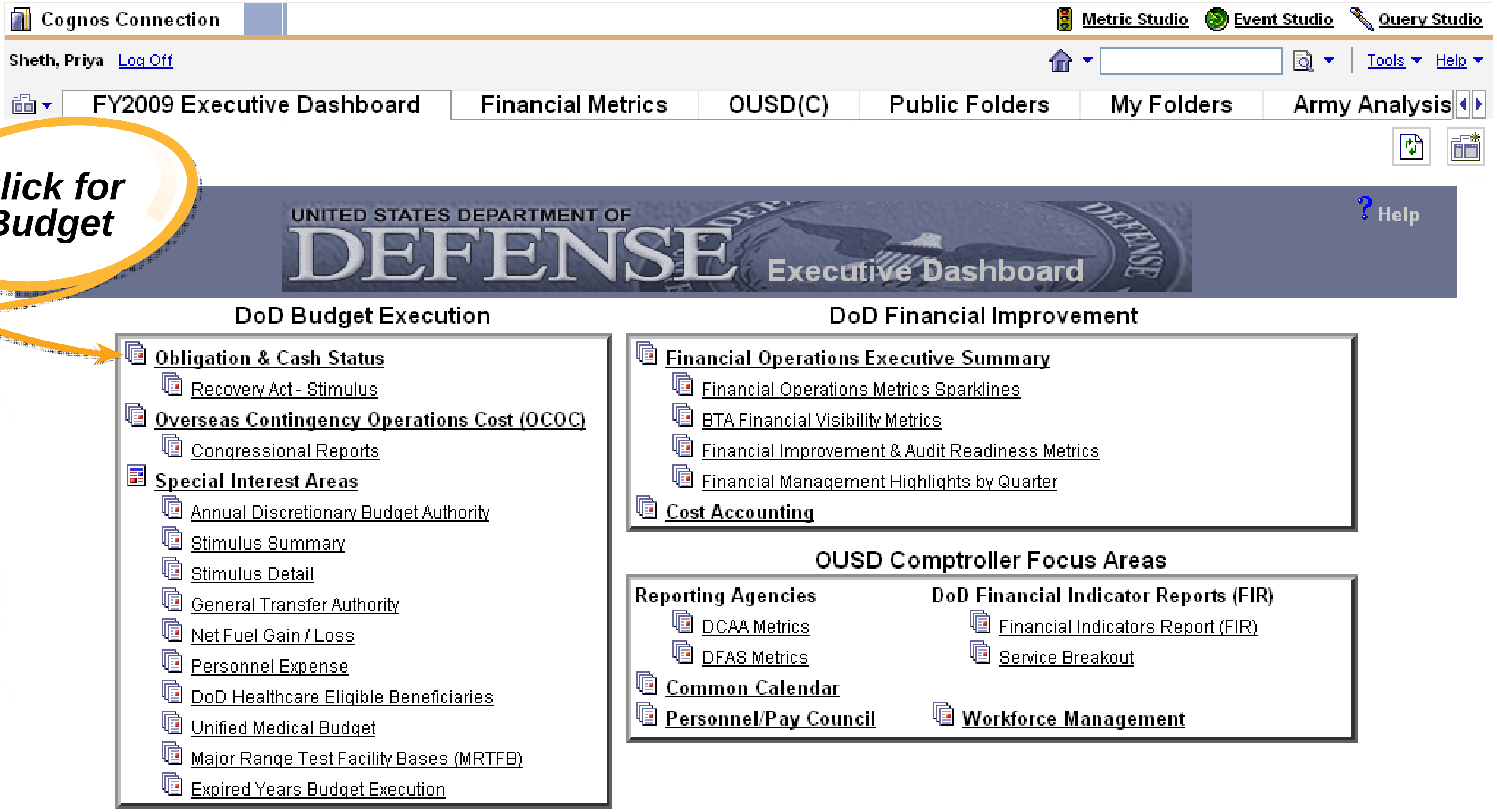
DFAS-IN DA POC
Functional Primary: Nancy Diaz (317) 510-6190
Functional Alternate: Brook Avey (317) 510-7132
System Primary: Ernie Kivett (317) 510-4442
System Alternate: Mark Hastings (317) 510-7689

DFAS-DE GFDR POC
Functional Primary: Tom Bingel (303) 676-6071
Functional Alternate: Sylvia Taylor-Porter (303) 676-7750

DFAS-KC AO POC
Functional Primary: Sharon Freeman (816) 926-7000
Functional Alternate: Scott Roysler (816) 926-3873

DFAS-CL AO POC
Functional Primary: Scott Furay (216) 204-2750
Functional Alternate: Jeff Wuorinen (216) 204-2749
System Primary: Lisa Tedeschi (216) 204-7034
System Alternate: Scott Fela (216) 204-2747

Executive Dashboard Entry Portal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Sheth, Priya
Log Off
Tools
Help
FY2009 Executive Dashboard
Financial Metrics
OUSD(C)
Public Folders
My Folders
Army Analysis
UNITED STATES DEPARTMENT OF
DEFENSE
Executive Dashboard
Help

Click for Budget

DoD Budget Execution

- **Obligation & Cash Status**
  - Recovery Act - Stimulus
- **Overseas Contingency Operations Cost (OCOC)**
  - Congressional Reports
- **Special Interest Areas**
  - Annual Discretionary Budget Authority
  - Stimulus Summary
  - Stimulus Detail
  - General Transfer Authority
  - Net Fuel Gain / Loss
  - Personnel Expense
  - DoD Healthcare Eligible Beneficiaries
  - Unified Medical Budget
  - Major Range Test Facility Bases (MRTFB)
  - Expired Years Budget Execution

DoD Financial Improvement

- **Financial Operations Executive Summary**
  - Financial Operations Metrics Sparklines
  - BTA Financial Visibility Metrics
  - Financial Improvement & Audit Readiness Metrics
  - Financial Management Highlights by Quarter
- **Cost Accounting**

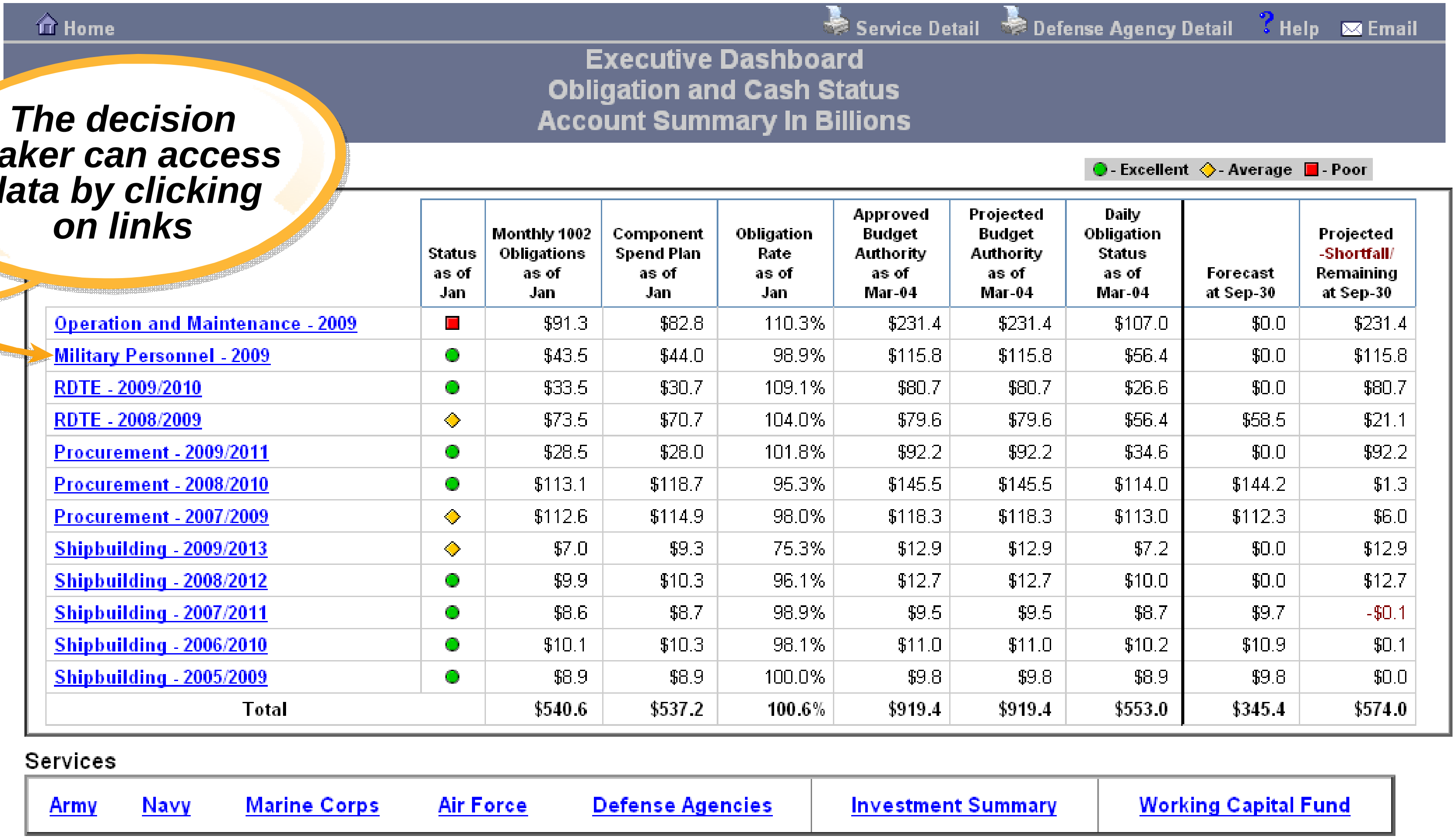
OUSD Comptroller Focus Areas

- Reporting Agencies
  - DCAA Metrics
  - DFAS Metrics
- DoD Financial Indicator Reports (FIR)
  - Financial Indicators Report (FIR)
  - Service Breakout
- **Common Calendar**
- **Personnel/Pay Council**
- **Workforce Management**

The Executive Dashboard delivers financial visibility of budget execution, financial improvement & Comptroller focus areas in a single integrated website… just click, click, click!

Level 1 Summary Report

The decision maker can access data by clicking on links



Executive Dashboard
Obligation and Cash Status
Account Summary In Billions

🟢 - Excellent 🔶 - Average 🟥 - Poor

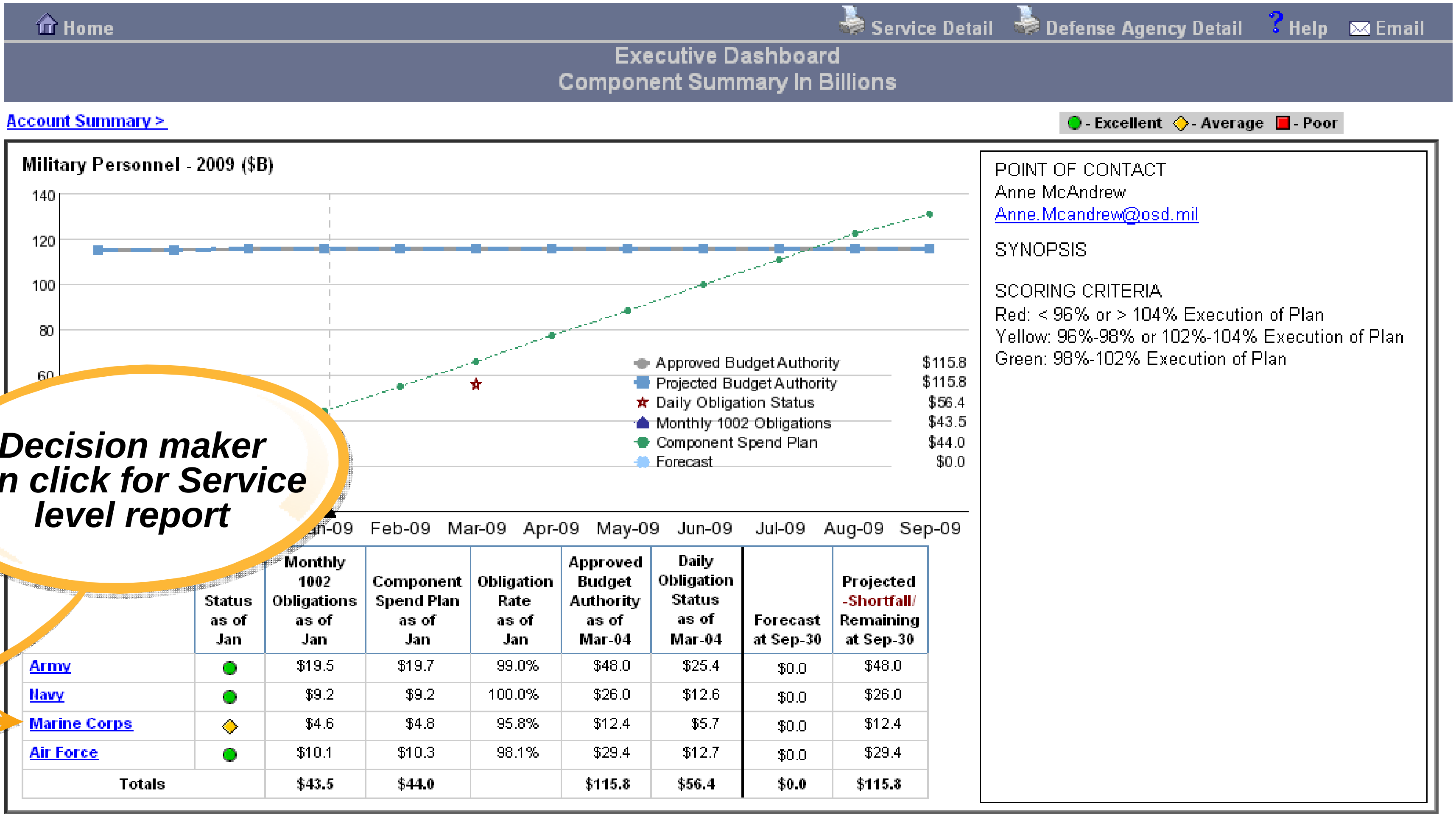
	Status as of Jan	Monthly 1002 Obligations as of Jan	Component Spend Plan as of Jan	Obligation Rate as of Jan	Approved Budget Authority as of Mar-04	Projected Budget Authority as of Mar-04	Daily Obligation Status as of Mar-04	Forecast at Sep-30	Projected -Shortfall/ Remaining at Sep-30
Operation and Maintenance - 2009	🟥	$91.3	$82.8	110.3%	$231.4	$231.4	$107.0	$0.0	$231.4
Military Personnel - 2009	🟢	$43.5	$44.0	98.9%	$115.8	$115.8	$56.4	$0.0	$115.8
RDTE - 2009/2010	🟢	$33.5	$30.7	109.1%	$80.7	$80.7	$26.6	$0.0	$80.7
RDTE - 2008/2009	🔶	$73.5	$70.7	104.0%	$79.6	$79.6	$56.4	$58.5	$21.1
Procurement - 2009/2011	🟢	$28.5	$28.0	101.8%	$92.2	$92.2	$34.6	$0.0	$92.2
Procurement - 2008/2010	🟢	$113.1	$118.7	95.3%	$145.5	$145.5	$114.0	$144.2	$1.3
Procurement - 2007/2009	🔶	$112.6	$114.9	98.0%	$118.3	$118.3	$113.0	$112.3	$6.0
Shipbuilding - 2009/2013	🔶	$7.0	$9.3	75.3%	$12.9	$12.9	$7.2	$0.0	$12.9
Shipbuilding - 2008/2012	🟢	$9.9	$10.3	96.1%	$12.7	$12.7	$10.0	$0.0	$12.7
Shipbuilding - 2007/2011	🟢	$8.6	$8.7	98.9%	$9.5	$9.5	$8.7	$9.7	-$0.1
Shipbuilding - 2006/2010	🟢	$10.1	$10.3	98.1%	$11.0	$11.0	$10.2	$10.9	$0.1
Shipbuilding - 2005/2009	🟢	$8.9	$8.9	100.0%	$9.8	$9.8	$8.9	$9.8	$0.0
Total		**$540.6**	**$537.2**	**100.6%**	**$919.4**	**$919.4**	**$553.0**	**$345.4**	**$574.0**

Services

Army	Navy	Marine Corps	Air Force	Defense Agencies	Investment Summary	Working Capital Fund

It offers the highest level summary of budget execution data across major appropriation groups

Level 2 Service-Level Report


Home
Service Detail
Defense Agency Detail
Help
Email

Executive Dashboard
Component Summary In Billions

Account Summary >

● - Excellent ◇ - Average ■ - Poor

Military Personnel - 2009 ($B)

140
120
100
80
60
Approved Budget Authority $115.8
Projected Budget Authority $115.8
Daily Obligation Status $56.4
Monthly 1002 Obligations $43.5
Component Spend Plan $44.0
Forecast $0.0
n-09
Feb-09
Mar-09
Apr-09
May-09
Jun-09
Jul-09
Aug-09
Sep-09

	Status as of Jan	Monthly 1002 Obligations as of Jan	Component Spend Plan as of Jan	Obligation Rate as of Jan	Approved Budget Authority as of Mar-04	Daily Obligation Status as of Mar-04	Forecast at Sep-30	Projected -Shortfall/ Remaining at Sep-30
Army	●	$19.5	$19.7	99.0%	$48.0	$25.4	$0.0	$48.0
Navy	●	$9.2	$9.2	100.0%	$26.0	$12.6	$0.0	$26.0
Marine Corps	◇	$4.6	$4.8	95.8%	$12.4	$5.7	$0.0	$12.4
Air Force	●	$10.1	$10.3	98.1%	$29.4	$12.7	$0.0	$29.4
Totals		$43.5	$44.0		$115.8	$56.4	$0.0	$115.8

POINT OF CONTACT
Anne McAndrew
Anne.Mcandrew@osd.mil

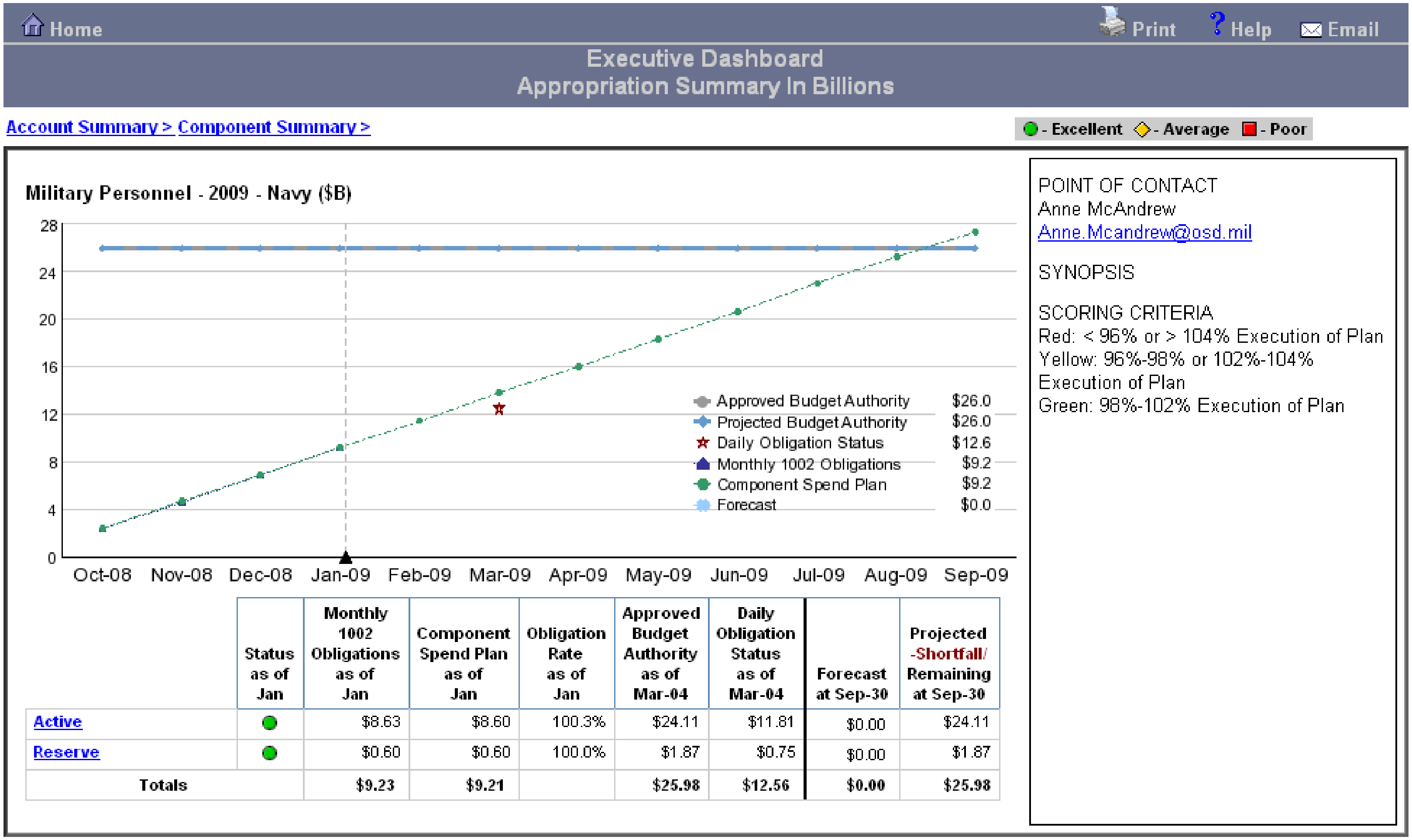
SYNOPSIS

SCORING CRITERIA
Red: < 96% or > 104% Execution of Plan
Yellow: 96%-98% or 102%-104% Execution of Plan
Green: 98%-102% Execution of Plan

Decision maker can click for Service level report

It allows users to filter major appropriation groups with all Components

Level 3 Service-Specific Report


Home
Print
Help
Email

Executive Dashboard
Appropriation Summary In Billions

Account Summary > Component Summary >

● - Excellent ◆ - Average 🟥 - Poor

Military Personnel - 2009 - Navy ($B)

28
24
20
16
12
8
4
0
Oct-08
Nov-08
Dec-08
Jan-09
Feb-09
Mar-09
Apr-09
May-09
Jun-09
Jul-09
Aug-09
Sep-09
Approved Budget Authority $26.0
Projected Budget Authority $26.0
Daily Obligation Status $12.6
Monthly 1002 Obligations $9.2
Component Spend Plan $9.2
Forecast $0.0

	Status as of Jan	Monthly 1002 Obligations as of Jan	Component Spend Plan as of Jan	Obligation Rate as of Jan	Approved Budget Authority as of Mar-04	Daily Obligation Status as of Mar-04	Forecast at Sep-30	Projected -Shortfall/ Remaining at Sep-30
Active	●	$8.63	$8.60	100.3%	$24.11	$11.81	$0.00	$24.11
Reserve	●	$0.60	$0.60	100.0%	$1.87	$0.75	$0.00	$1.87
Totals		**$9.23**	**$9.21**		**$25.98**	**$12.56**	**$0.00**	**$25.98**

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SYNOPSIS

SCORING CRITERIA
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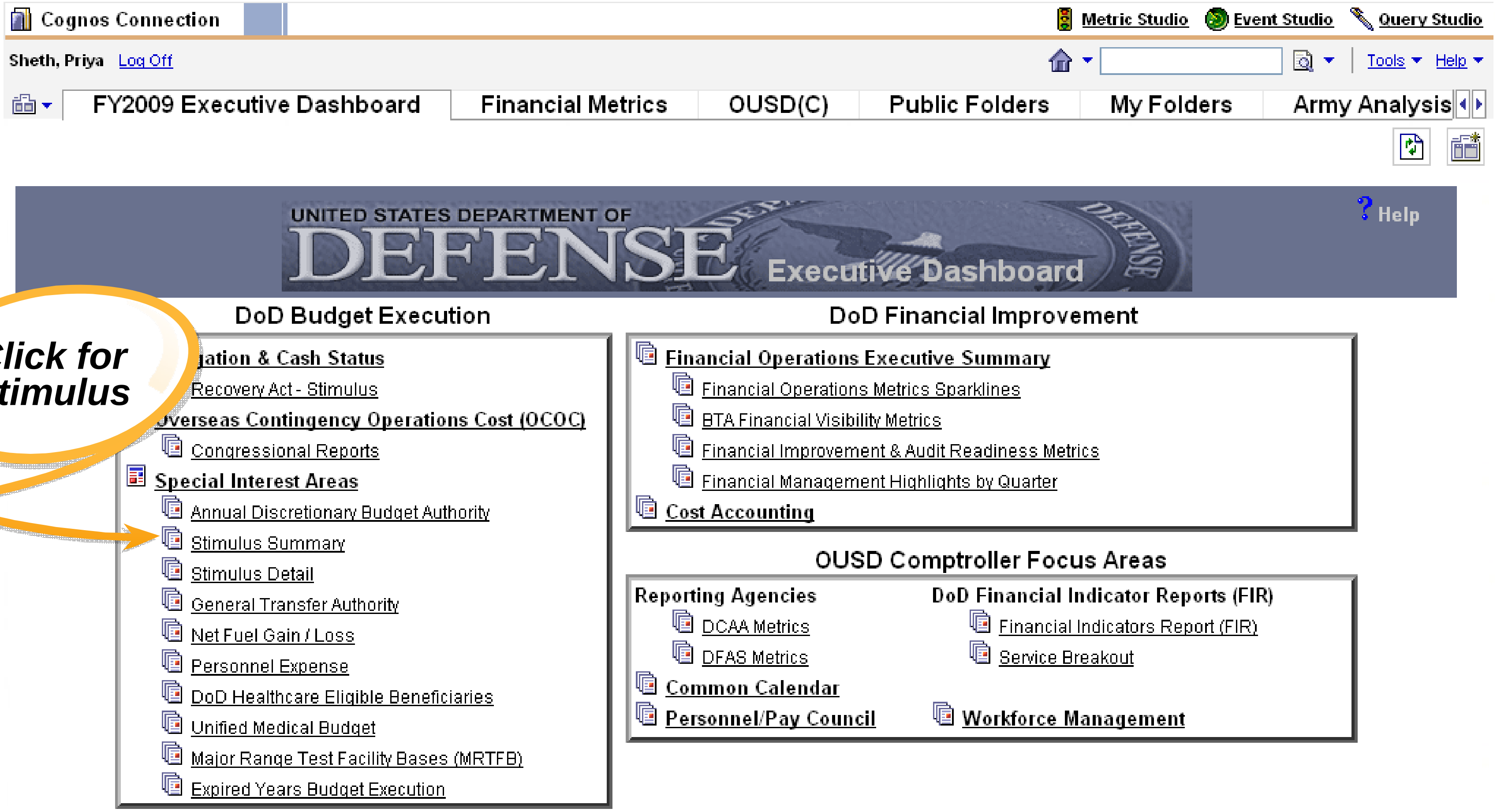
Yellow: 96%-98% or 102%-104% Execution of Plan
Green: 98%-102% Execution of Plan

It allows users to see a Component’s status and its pieces by appropriation (basic symbol)

Executive Dashboard Stimulus



Cognos Connection

Metric Studio | Event Studio | Query Studio

Sheth, Priya Log Off

Tools Help

FY2009 Executive Dashboard | Financial Metrics | OUSD(C) | Public Folders | My Folders | Army Analysis

UNITED STATES DEPARTMENT OF DEFENSE Executive Dashboard

Help

DoD Budget Execution

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DoD Financial Improvement

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OUSD Comptroller Focus Areas

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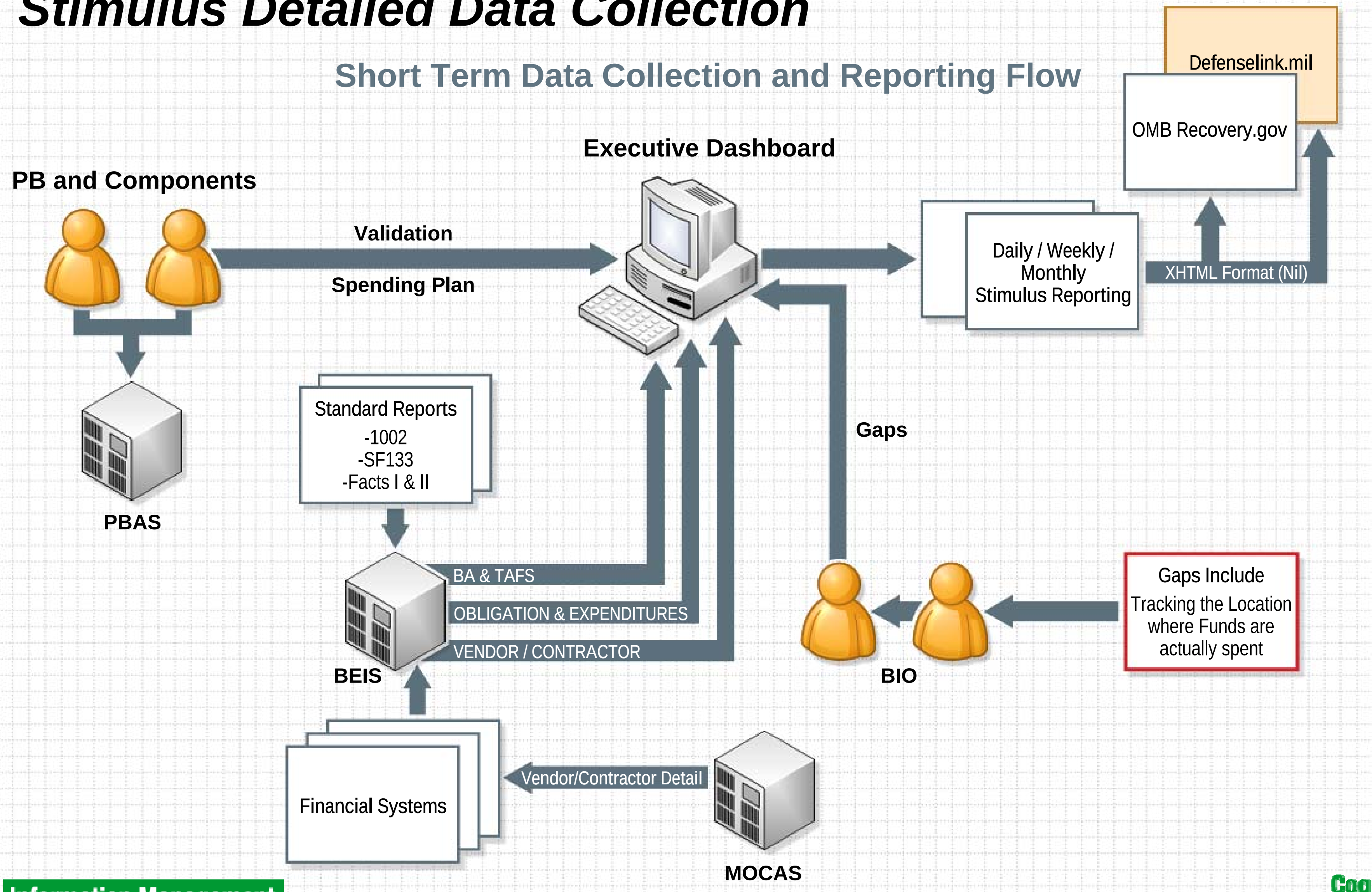
Click for Stimulus

We keep the Executive Dashboard user friendly to access accurate, reliable, and timely information. So timely…It also includes the Stimulus!

Stimulus Detailed Data Collection



Short Term Data Collection and Reporting Flow

Executive Dashboard

PB and Components

Validation

Spending Plan

PBAS

Standard Reports
-1002
-SF133
-Facts I & II

BA & TAFS

OBLIGATION & EXPENDITURES

VENDOR / CONTRACTOR

BEIS

Financial Systems

Vendor/Contractor Detail

MOCAS

Defenselink.mil

OMB Recovery.gov

Daily / Weekly / Monthly Stimulus Reporting

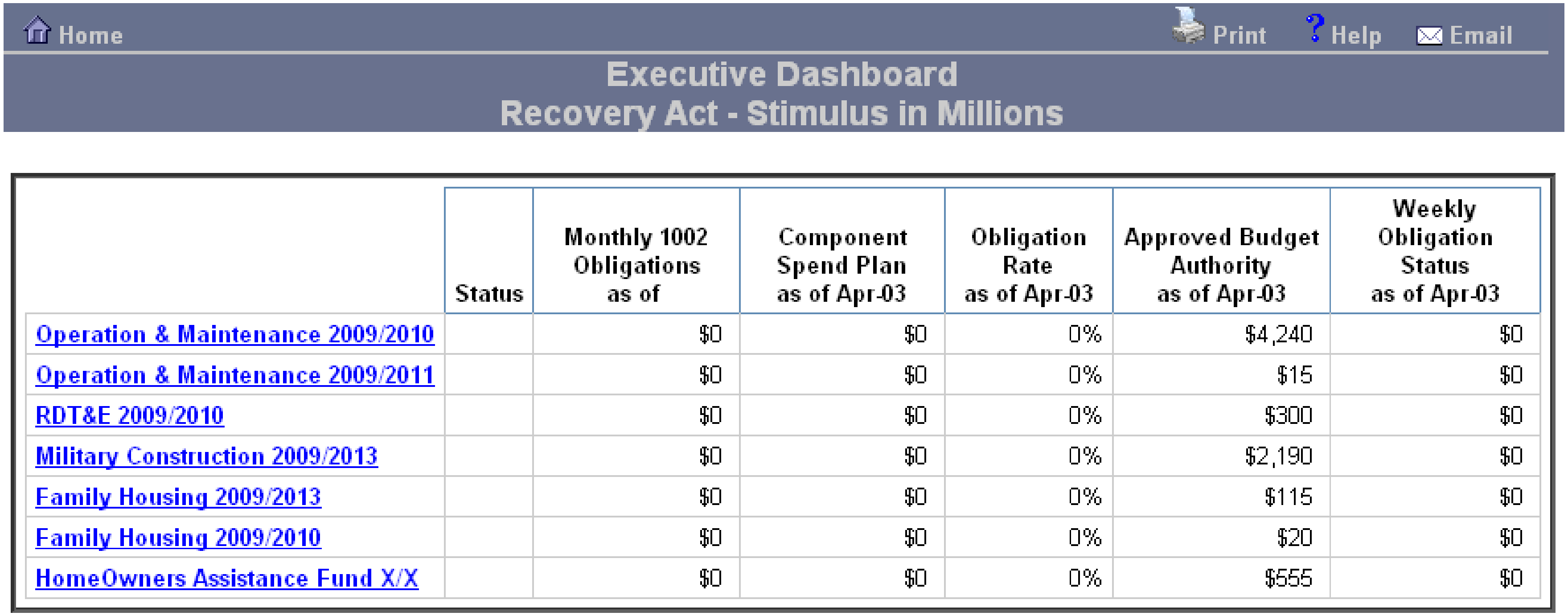
XHTML Format (Nil)

Gaps

BIO

Gaps Include
Tracking the Location where Funds are actually spent

Executive Dashboard Stimulus

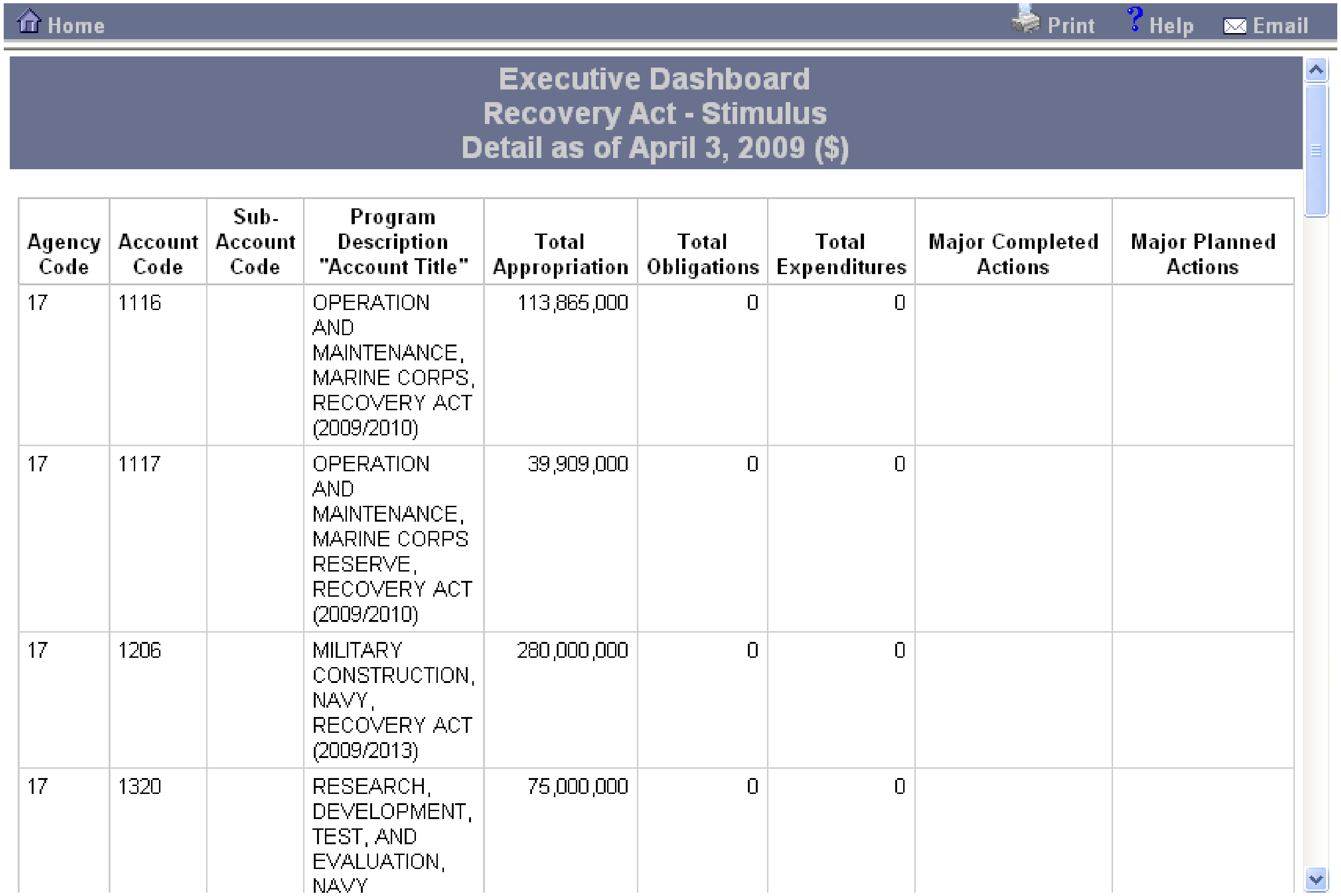


Executive Dashboard
Recovery Act - Stimulus in Millions

	Status	Monthly 1002 Obligations as of	Component Spend Plan as of Apr-03	Obligation Rate as of Apr-03	Approved Budget Authority as of Apr-03	Weekly Obligation Status as of Apr-03
Operation & Maintenance 2009/2010		$0	$0	0%	$4,240	$0
Operation & Maintenance 2009/2011		$0	$0	0%	$15	$0
RDT&E 2009/2010		$0	$0	0%	$300	$0
Military Construction 2009/2013		$0	$0	0%	$2,190	$0
Family Housing 2009/2013		$0	$0	0%	$115	$0
Family Housing 2009/2010		$0	$0	0%	$20	$0
HomeOwners Assistance Fund X/X		$0	$0	0%	$555	$0

It offers detailed level data for Stimulus tracking

Executive Dashboard Stimulus

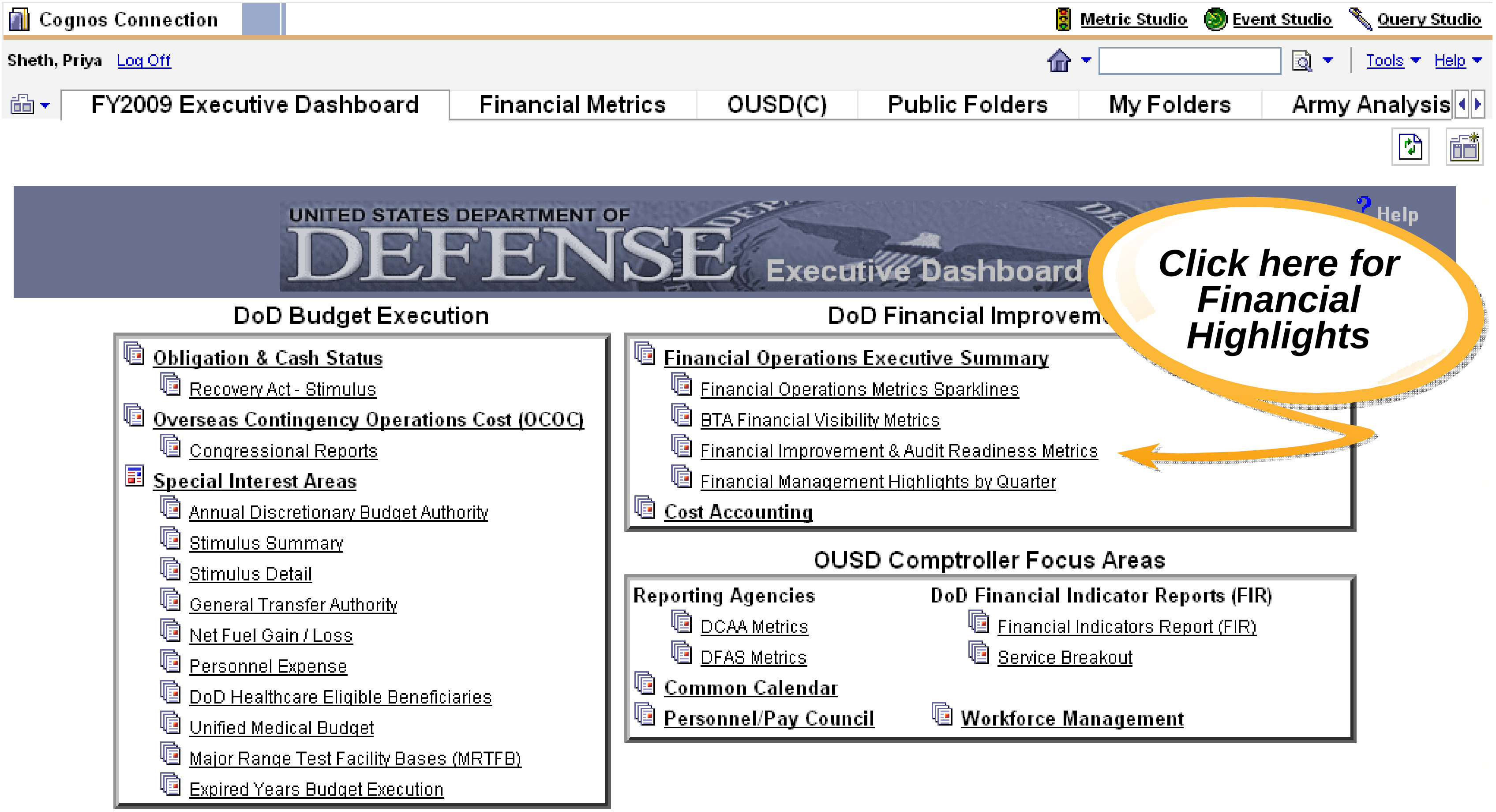


Executive Dashboard
Recovery Act - Stimulus
Detail as of April 3, 2009 ($)

Agency Code	Account Code	Sub-Account Code	Program Description "Account Title"	Total Appropriation	Total Obligations	Total Expenditures	Major Completed Actions	Major Planned Actions
17	1116		OPERATION AND MAINTENANCE, MARINE CORPS, RECOVERY ACT (2009/2010)	113,865,000	0	0		
17	1117		OPERATION AND MAINTENANCE, MARINE CORPS RESERVE, RECOVERY ACT (2009/2010)	39,909,000	0	0		
17	1206		MILITARY CONSTRUCTION, NAVY, RECOVERY ACT (2009/2013)	280,000,000	0	0		
17	1320		RESEARCH, DEVELOPMENT, TEST, AND EVALUATION, NAVY	75,000,000	0	0		

It offers detailed level data for Stimulus tracking

Executive Dashboard Stimulus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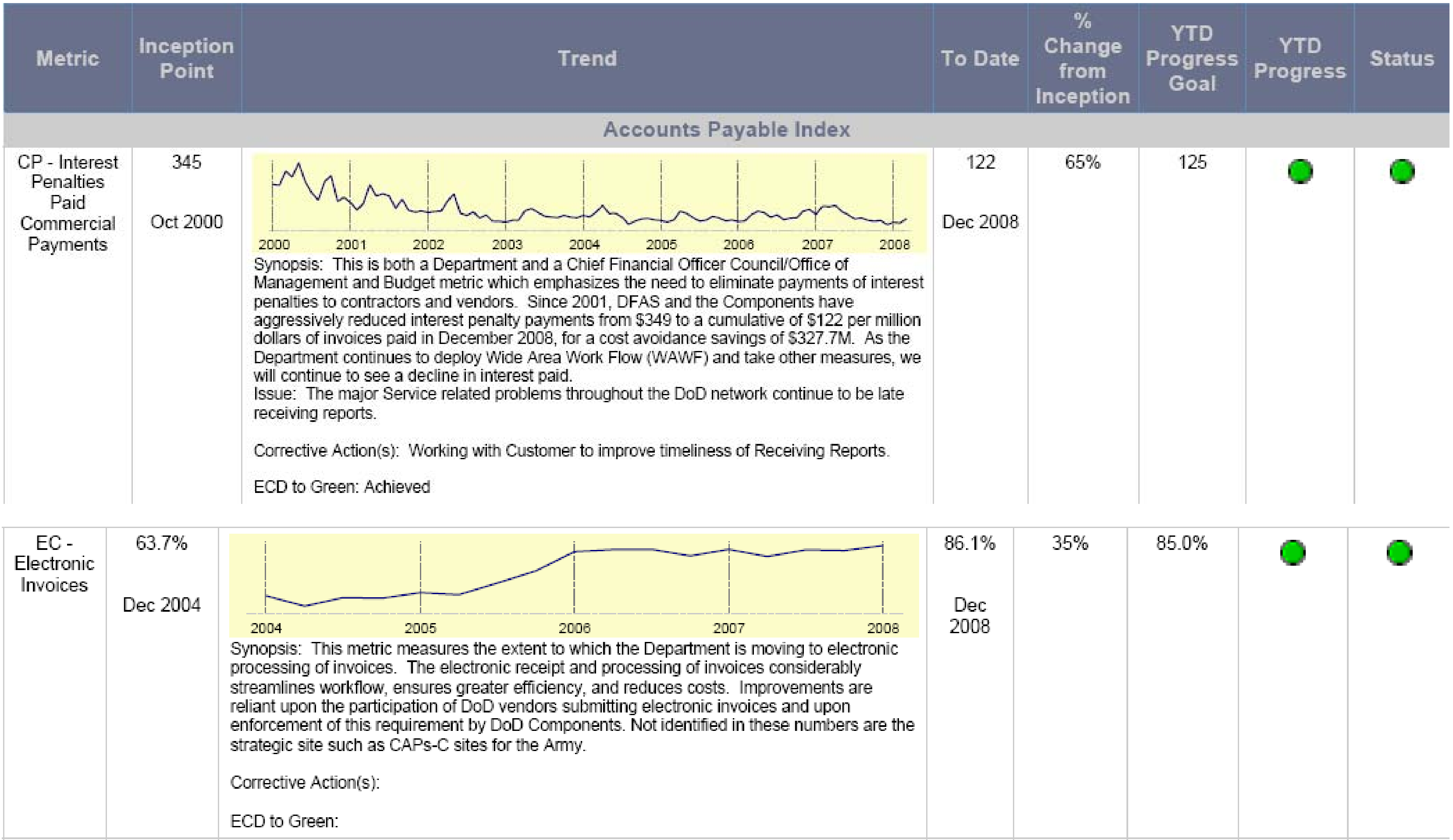
Click here for Financial Highlights

The Executive Dashboard also helps the Department achieve audit readiness to prepare auditable financial statements

Financial Operations Metric Sparklines


2000
2001
2002
2003
2004
2005
2006
2007
2008
2004
2005
2006
2007
2008

Metric	Inception Point	Trend	To Date	% Change from Inception	YTD Progress Goal	YTD Progress	Status
Accounts Payable Index							
CP - Interest Penalties Paid Commercial Payments	345 Oct 2000	Synopsis: This is both a Department and a Chief Financial Officer Council/Office of Management and Budget metric which emphasizes the need to eliminate payments of interest penalties to contractors and vendors. Since 2001, DFAS and the Components have aggressively reduced interest penalty payments from $349 to a cumulative of $122 per million dollars of invoices paid in December 2008, for a cost avoidance savings of $327.7M. As the Department continues to deploy Wide Area Work Flow (WAWF) and take other measures, we will continue to see a decline in interest paid. Issue: The major Service related problems throughout the DoD network continue to be late receiving reports. Corrective Action(s): Working with Customer to improve timeliness of Receiving Reports. ECD to Green: Achieved	122 Dec 2008	65%	125	●	●
EC - Electronic Invoices	63.7% Dec 2004	Synopsis: This metric measures the extent to which the Department is moving to electronic processing of invoices. The electronic receipt and processing of invoices considerably streamlines workflow, ensures greater efficiency, and reduces costs. Improvements are reliant upon the participation of DoD vendors submitting electronic invoices and upon enforcement of this requirement by DoD Components. Not identified in these numbers are the strategic site such as CAPs-C sites for the Army. Corrective Action(s): ECD to Green:	86.1% Dec 2008	35%	85.0%	●	●

Through Sparklines, the Executive Dashboard illustrates progress through time

Ms. Radha Sekar

Assistant Deputy Under Secretary of Defense for Financial Management

Office of the Under Secretary of Defense

For further questions or demonstration, please contact the OUSD(C) Performance Measurement Team at (703) 695-0388

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