HEADCOUNT AND COMPENSATION PLANNING



PLAN-TO-PERFORM BLUEPRINT WEB-BASED PLANNING FOR Managing Headcount And Salary decisions

VERSION 2.0

COGNOS | INNOVATION CENTER for Performance Management™

EXECUTIVE SUMMARY

This application brief demonstrates a webbased planning process for managing headcount and compensation projections using Cognos Planning. By implementing the Headcount and Compensation Planning Blueprint, a company will have forward-looking visibility into workforce decisions at the divisional level, and at the company level as a whole. The headcount projections can be leveraged as a driver in other planning processes of the organization. The Blueprint and processes described in this document are generic for employees in any industry in the US, but can be configured to support the complexity of fixed and variable compensation requirements for any industry across many countries.



OVERVIEW

Employee-related expenses are often the largest expense lines on a company's Profit and Loss statement. At the corporate level, maximal effort is made to manage employee-related spending, while at the divisional level, line managers make salary and headcount decisions to optimize the efficiency and output of their staff. Continuous collaboration is required to ensure that divisional level decisions are in line with corporate expectations.

Proper headcount assignment can be dependent upon a number of drivers such as sale volume trends and customer KPI objectives, and may be affected by business operational issues like business unit relocation and restructuring. Headcount may also be a driver for many other areas, such as help desk support, IT spending, call center support planning, and even sales volume when revenue projections are tied to revenue productivity of sales agents.

Therefore, it is critical that tactical workforce decisions made at the divisional level are aligned with corporate strategy and objectives.

Employee compensation can also be a key driver towards employee productivity. Merit increases tied to individual, team, divisional, and corporate performance objectives can act as an incentive with much more return for the company than an arbitrary annual pay increase.

BLUEPRINT OBJECTIVES:

The *Headcount and* Compensation Planning *Blueprint* achieves a number of planning objectives:

- 1. Manages headcount for existing, new, and sales employees.
- 2. Manages salary, merit, and bonus decisions at the employee and/or group level.
- 3. Determines benefit and tax expenses.
- **4.** Links salary and headcount projections as drivers for other items on an expense plan.
- 5. Demonstrates variable compensation capabilities.
- 6. Demonstrates internal transfer planning capabilities.

KEY BENEFITS OF THE COGNOS ENTERPRISE PLANNING SOLUTION:

- Flexible *Blueprint* development using Cognos Analyst to support any *Headcount and Compensation Blueprint*.
- Web-based deployment of models for data collection and consolidation.
- Real-time workflow.
- Real-time consolidation.
- Real-time calculations in the browser for immediate results.
- Scalable architecture with proven deployments to thousands of line managers.
- Linking functionality to provide collaboration between all areas of the corporation.
- Capability to perform form-based planning with selection boxes to drive application logic and calculations.



EMPLOYEE INFORMATION

Headcount and Comp Pla	anning-7 C	ontributions	s US IT	Cogne	os Planning -	Contributor				
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	Department	Employee #	FT/PT	FTE	Merit Month	Salary	Position	Grade	Location	Health Plan
CUNNINGHAM, LARA M	6001	98257	FT	1	Apr	103,000.00	IT Director	14	Boston, MA	Individual Plan
FLETCHER, JENNIFER G	6001	228486	FT	1	Oct	83,000.00	IT Manager	12	Los Angeles, CA	Individual + 1
GUPPY, ROSE MARIE	6001	4305	PT	.75	Jan	49,500.00	IT Supervisor	9	Boston, MA	Individual + 1
JOHNSON, MARIE	6001	216568	FT	1	Sep	72,500.00	IT Security Specialist	11	Boston, MA	Individual Plan
MAJZEL, JOAN E	6001	188849	FT	1	Aug	71,000.00	Consultant Systems Engineering	11	Boston, MA	Family Plan
MALENSKY, NANCY	6001	242744	FT	1	Oct	28,250.00	Receptionist	6	Minneapolis, MN	Individual Plan
MCCRARY, SUSAN B	6001	15416	FT	1	Jan	32,000 00	Principal Review Analyst	9	Boston, MA	Individual Plan
MCQUERN-WEBB, MARLYN J	6001	2273	FT	1	Jan	33,010.00	Licensing Coord	7	Boston, MA	Family Plan
MIZEUR, EVA	6001	97312	FT	1	Apr	32,750.00	Network Computing Eng	7	London, UK	Family Plan
PACKENHAM, NANCY J	6001	22533	PT	.5	Jan	37.000.00	Senior Database Specialist	8	Boston, MA	Individual Plan
PARROTT, SANDRA	6001	163736	FT	1	Jul	32,490.00	Senior IT Project Manager.doc	7	Boston, MA	Individual Plan
STEINDL, KIMBERLY I	6001	67789	PT	.75	Mar	24,850.00	Administrative Assistant	5	Boston, MA	Individual + 1
TEBRUGGE, PRISCILLA	6001	83502	FT	1	Apr	23,600.00	Admin Assist II	4	Boston, MA	Family Plan
VESPER, DENISE D	6001	152223	FT	1	Jul	48,250.00	Senior Networking Analyst	9	Boston, MA	Individual + 1
US IT						671,200.00				
									Current owner: wi	coxm

The first tab in the *Blueprint*, *Employee Information*, contains information uploaded from the current payroll system to calculate both salaries and benefits.

There are no selections to be made on this tab, as it is for informational purposes only.

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Employee Information Input	a 🔿 🖬	Headco	unt Input-Ne	ew Headcount Input	Compensation Planni	ng Existing Empl	oyee Salary Calc			
	Status	FT/PT	Ment Month	Action	Action Date - Start	Action Date - End	Current Department	Transfer to	Severence	WARNING
CUNNINGHAM, LARA M	Active	FT	Apr	Change Ment month to:	Jun		6001		0	
FLETCHER, JENNIFER G	Active	FT	Oct	Term w/Severance	Jul		6001		1,200	
GUPPY, ROSE MARIE	Active	PT	Jan	Transfer	Aug		6001	6005	0	
JOHNSON, MARIE	Active	FT	Sep	Suspension	Sep	Nov	6001		0	
MAJZEL, JOAN E	Active	FT	Aug	Suspension w/Pay	Oct		6001		0	
MALENSKY, NANCY	Active	FT	Oct	Leave	Nov		6001		0	
MCCRARY, SUSAN B	Active	FT	Jan	Leave w/Pay	Apr		6001		0	
MCQUERN-WEBB, MARLYN J	Active	FT	Jan	Retirement	Mar		6001		0	
MIZEUR, EVA	Active	FT	Apr	Termination	Apr		6001		0	
PACKENHAM, NANCY J	Inactive	PT	Jan	Active	May		6001		0	
PARROTT, SANDRA	Active	FT	Jul	Retirement	Mar		6001		0	
STEINDL, KIMBERLY I	Active	PT	Mar	Leave	Mar	Jul	6001		0	
TEBRUGGE, PRISCILLA	Active	FT	Apr				6001		0	
VESPER, DENISE D	Active	FT	Jul				6001		0	
US IT									1.200	

INPUT-EXISTING HEADCOUNT

The second tab of the *Blueprint*, *Input-Existing Headcount* is used to manage headcount of existing employees.

Fields in gray are non-editable and are linked over from the *Employee Information* tab. Fields in white are editable and used to manage existing headcount.

As changes are made, they are highlighted in **BLUE** along with any cells affected by the change; headcount and salary data is updated automatically to other tabs affected.

Action	Action Date	Headcount and Comp P	anning-7	I Contril	butions I US	IT - Cognos Planning	- Contributor					
Change Merit month to:	Jun	File Edit View Too	ls Action	is Hel	D		,					
Term w/Severance	Jul		XP	- 🗊 🖲	D- 🐌 11-	007						
Transfer	Aug							1				888
Suspension	Sep	Employee Information Inp	ut - Existing	g Headco	unt Input - N	lew Headcount Input	Compensation Plannin	ng Existing Emp	loyee Salary Calc			
Suspension w/Pay	Oct	3 UNUS IT	-									
Lanua	Mau		Status	FT/PT	Ment Month	Action	Action Date - Start	Action Date - End	Current Department	Transfer to	Severence	WARNING
Leave	INOV	CUNNINGHAM, LARA M	Active	FI	Apr	Change Ment month to:	Jun		6001		0	
Leave w/Pay	Dec	FLETCHER, JENNIFER G	Active	FI	Oct	Term w/Severance	Jul		6001		1,200	
Retirement	Mar	GUPPY, HOSE MARIE	Active	PI	Jan	Iranster	Aug	Maria	6001	6005	0	
Ticoromora	(MGA	JUHNSON, MARIE	Active	FI CT	Sep	Suspension	Sep	NOV	5001		0	
Termination	Apr	MAJZEL, JUAN E	Active	- F1	Aug	Suspension w/r/ay	Uct		6001		0	
Active		MOCDADY SUGAN P	Active	ET	ba	Leave	Acr		6001		0	-
		MCOUERN-WERE MARLYN J	Active	FT	Jan	Retirement	Mar		6001			
•		MIZEUR EVA	Active	FT	Aor	Termination	Aor		6001		0	
Active		PACKENHAM, NANCY J	Inactive	PT	Jan	Active	May		6001		d	
Suspension w/Pav		PARROTT, SANDRA	Active	FT	Ju	Retirement	Mar		6001		0	1
Leave w/Pau I		STEINDL, KIMBERLY I	Active	PT	Mar	Leave	Mar	Jul	6001		0	
Leave wirdy he		TEBRUGGE, PRISCILLA	Active	FT	Apr				6001		0	
change Ment month to:		VESPER, DENISE D	Active	FT	Jul				6001		0	
Term w/Severance		US IT									1.200	1
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Suspension										Curre	ent owner: wild	oxm
Leave												
Retirement												
Termination												

The selections in this *Blueprint* are below:

Action. The Action Code field is a list of codes describing the reason for a status change. Each of the codes is associated with different business rules. Financial implications are calculated automatically month-by-month using standardized assumptions. There is no fixed limit to the number of action codes that may be included in the system, and any business rules and conditions may be used.

Action Date-Start. The Action Date-Start provides the effective month for the status change and the corresponding action code. Action Date-Start drives the financial month-by-month changes that occur based upon status changes.

Action Date-End. Action Date-End provides a mechanism to stop the *LEAVE* or *SUSPENSION* actions within the current time scale if desired. Action Date-End drives the financial month-by-month changes that occur based upon Status Changes.

There are additional fields to the right:

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Employee Information	ut - Existing	y Headco	unt Input - Ne	ew Headcount Input	Compensation Planni	ng Existing Empl	oyee Salary Calc			
	-									
	Status	FT/PT	Ment Month	Action	Action Date - Start	Action Date - End	Current Department	Transfer to	Severence	WARNING
CUNNINGHAM, LARA M	Active	FT	Apr	Change Ment month to:	Jun		6001		0	
FLETCHER, JENNIFER G	Active	FT	Oct	Term w/Severance	Jul		6001		1.200	
GUPPY, ROSE MARIE	Active	PT	Jan	Transfer	Aug		6001	6005	0	
JOHNSON, MARIE	Active	FT	Sep	Suspension	Sep	Nov	6001		. 0	
MAJZEL, JOAN E	Active	FT	Aug	Suspension w/Pay	Oct	1111	6001		0	
MALENSKY, NANCY	Active	FT	Oct	Leave	Nov		6001		0	
MCCRARY, SUSAN B	Active	FT	Jan	Leave w/Pay	Apr		6001		0	
MCQUERN-WEBB, MARLYN J	Active	FT	Jan	Retirement	Mar		6001		0	
MIZEUR, EVA	Active	FT	Apr	Termination	Apr		6001		0	
PACKENHAM, NANCY J	Inactive	PT	Jan	Active	May		6001		0	
PARROTT, SANDRA	Active	FT	Jul	Retirement	Mar		6001		0	
STEINDL, KIMBERLY I	Active	PT	Mar	Leave	Mar	Jul	6001			
TEBRUGGE, PRISCILLA	Active	FT	Apr				6001		0	
VESPER, DENISE D	Active	FT	Jul				6001		a	
US IT									1,200	

Transfer To. Companies often have difficulty planning employee transfers in the upcoming year. Employees can sometimes "fall through the cracks." For example, one departmental plan may recognize the transfer-out of a given employee while the receiving depart fails to recognize the transfer-in. The collaborative capabilities of the Cognos Planning Platform allow for processes to manage planned employee transfers effectively.

Severance. When choosing an Action that requires severance pay, a warning is issued to enter the severance amount. Other warnings are issued based upon the selections made. For example, all Actions require an Action Month.

INPUT-NEW HEADCOUNT

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	Position	FTE	FT/PT	Start Month	End Month (For Temp)	Location	Health Plan	Differential %	Target Base	Market Adjustment	Hiring Salary	WARNING	^
1	Admin Assist II 💌	1	FT	Feb		Boston, MA	Individual Plan	80.00%	18,800		18,800		
2	Administrative Assistant	.75	PT	Feb		Boston, MA	Individual + 1	80.00%	15,000	2,500	17,500		
3	Associate Business Analyst	1	FT	Mar		Boston, MA	Family Plan	80.00%	26,000		26,000		
4	Associate Office Support Clerk	1	FT	Apr		Boston, MA	Individual Plan	80.00%	20,000		20,000		
5	Business Analyst	1	FT	Aug		Boston, MA	Family Plan	80.00%	30,000		30,000		
6	Admin Asst III	1	FT	Nov		Boston, MA	Individual Plan	80.00%	16,800		16.800		
7	Business Analyst	1	FT	Oct		Boston, MA	Family Plan	80.00%	30,000	(3,375)	26,625		
8	Data Administrator	1	FT	Sep		Boston, MA	Family Plan	80.00%	26,000		26,000		
9	College Intern Senior	1	FT	Dec		Boston, MA	Individual + 1	80.00%	12,000		12,000		
10	Office Support Clerk	1	FT	Oct		Boston, MA	Family Plan	80.00%	22.000		22,000		
11	Receptionist	.5	PT	Jun		Boston, MA	1.1	80.00%	11,000		11,000		
12	TEMPORARY EMPLOYEE	1	FT	Feb	Sep	Boston, MA		80.00%	12,000		12,000		
13													1
14													
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The third tab, Input-New Headcount manages the headcount or hiring of new employees.

The department manager enters the projected hiring schedule for the upcoming year. All of the editable fields are white. The fields in gray are determined by the choices made in the white fields. For example, entering an employee's FTE (Full Time Equivalent) as 1 would designate the employee as FT (Full Time), making a choice of .75 or .5 would designate the employee as PT (Part Time). All of the text fields are selected by dropdown.

As before, the changes are highlighted in **BLUE**. Headcount and salary impacts are reflected automatically in any tabs affected.

Planning by position:

- A selection is made from a list of pre-approved positions.
- The employee's FTE is chosen.
- The FT/PT field is instantly calculated.
- A start month is selected.
- An End Month is selected for a temporary employee whose contract will terminate within the current timescale.
- The employee's working location is selected.
- The employee's health plan choice is selected.

The *Blueprint* allows a differential to be paid based upon employee location. If Minneapolis is the baseline, a Minneapolis location would pay 100 percent of the recommended midpoint for this position. Someone working in New York would get a differential equal to 135 percent of the midpoint, while someone working in Sioux Falls, SD would get 85 percent of the midpoint.

Each position has its associated salary grade. The combination of this salary grade and differential choice causes the Target Base to be populated. The manager makes a Market Adjustment to the Target Base to arrive at a Hiring Salary.

Bonus % is calculated using business rules embedded in the model. Based upon grade, and assuming all firstyear employees perform at mid-level, a Bonus % is brought via a lookup table. The model pays a bonus to employees who serve at least six months during the calendar year. That bonus is spread over their entire pay period. The rules are assumptions made within the existing *Blueprint*. It is very easy to modify a *Blueprint* to reflect a customer's own set of headcount and payroll assumptions.

This tab's form-based paradigm allows users to plan based upon the decisions they make to manage their employees, and eliminates burdensome month-by-month calculations of cost and headcount. This streamlines workforce planning for department managers, and offers corporate management visibility into the decisions that drive changes to the workforce, rather than a mere superficial view of departmental dollar spend.

INPUT-COMPENSATION PLANNING

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Employee Information	Input - Existing He	adcount	Input-1	New Headcount	Input - Compensa	tion Planning	Existing Emplo	yee Salary Calc New B	Imployee Salary Calc	1	
USIT	•									-	
	Base Salary	FTE	Salary	% of Midpoint	Previous Rating	Performance	Ment Target %	Rec. Ment Increase	Ment Adjustment \$	Ment Adjustment %	New Salary
UNNINGHAM, LARA M	103,000	1	103,000	93.64	% High	Star	7.50%	4,506	200	4.57%	107,706
LETCHER, JENNIFER G	83,000	1	83,000	97.65	% High	Star	7.50%	1,556	0	1.88%	84,556
UPPY, ROSE MARIE	49,500	.75	37,125	103.13	% Medium	Low	1.00%	371	0	1.00%	37,496
OHNSON, MARIE	72,500	1	72,500	96.67	% Low	Low	1.00%	242	0	0.33%	72,742
IAJZEL, JOAN E	71,000	1	71,000	94.67	% Medium	Low	1.00%	296	0	0.42%	71,296
ALENSKY, NANCY	28.250	1	28,250	102.73	7. Star	Star	7.50%	530	0	1.88%	28,780
ICCRARY, SUSAN B	32.000	1	32,000	66.67	% High	Medium	4.00%	1,280	0	4.00%	33,280
CQUERN-WEBB, MARLYN J	33,010	1	33,010	101.57	% Medium	High	5.00%	1,651	0	5.00%	34,661
NZEUR, EVA	32,750	1	32,750	100.77	% Medium	Medium	3.00%	737	0	2.25%	33,487
ACKENHAM, NANCY J	37,000	.5	18,500	98.67	% Medium	High	5.00%	925	0	5.00%	19,425
ARROTT, SANDRA	32.490	1	32,490	99.97	% High	Medium	3.00%	487	0	1.50%	32,977
TEINDL, KIMBERLY I	24,850	.75	18,638	99.40	% Low	Medium	3.00%	466	0	2.50%	19,103
EBRUGGE, PRISCILLA	23,600	1	23,600	100.43	% Star	High	5.00%	885	0	3.75%	24,485
ESPER, DENISE D	48,250	1	48,250	100.52	% High	Star	7.50%	1,809	0	3.75%	50,059
IS IT	671 200		634,113	95.89	2		4.51%	15,741	200	2.51%	650.053

The first three tabs have focused on headcount planning. In *Input-Compensation Planning* tab, we manage existing employee compensation, which will require decisions in four areas.

The first decision will be to select a Performance level for each employee from a drop-down list of choices. In the *Blueprint*, an employee may fall into the category of Star, High, Medium, or Low. This information, combined with an employee's position relative to the midpoint salary, determines Recommended Merit Increase.

Recommended Merit Increase may be adjusted to reflect the user's ultimate desire. Adjustment may be made by changing either the Merit Adjustment \$ or the Merit Adjustment %. Manipulating either will reflect in a New Salary being calculated for the employee.

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Employee Information	Input · Existing Headcou	nt Input - New Head	count Input - I	Compensation Pla	anning Existin	g Employee Salary Calc	New Employee Salary	Cale		Į	
T SUCIT	-										
	Merit Adjustment \$	Menit Adjustment %	New Salary	Bonus Target %	Rec. Bonus	Bonus Adjustment \$	Bonus Adjustment %	New Salary w/Bonus	Stock Optiona	RSU's	other
CUNNINGHAM, LARA M	200	4.57%	107,706	35.00%	37,697	6,111	40.67%	151,514	1,584	166	0
FLETCHER, JENNIFER G	0	1.88%	84,556	33.00%	27,904	0	33.00%	112,460	784	82	0
GUPPY, ROSE MARIE	0	1.00%	37.496	0.00%	0	0	0.00%	37.496	400	42	0
JOHNSON, MARIE	0	0.33%	72,742	0.00%	0	0	0.00%	72,742	385	40	C
MAJZEL JOAN E	0	0.42%	71,296	0.00%	0	0	0.00%	71,296	431	45	0
MALENSKY, NANCY	0	1.88%	28,780	30.00%	8,634	0	30.00%	37,414	1.369	143	0
MCCRARY, SUSAN B	0	4.00%	33,280	9.00%	2,995	0	9.00%	36.275	584	61	C
MCQUERN-WEBB, MARLYN J	0	5.00%	34,661	21.00%	7,279	D	21.00%	41,939	508	53	0
MIZEUR, EVA	0	2.25%	33,487	7.00%	2,344	0	7.00%	35,831	584	61	0
PACKENHAM, NANCY J	0	5.00%	19,425	22.00%	4.274	0	22.00%	23,699	692	72	0
PARROTT, SANDRA	0	1.50%	32,977	7.00%	2,308	(500)	5.48%	34,786	461	48	0
STEINDL KIMBERLY I	0	2.50%	19,103	5.00%	955	0	5.00%	20.059	385	40	0
TEBRUGGE, PRISCILLA	0	3.75%	24,485	18,00%	4,407	0	18.00%	28,892	1,061	111	0
VESPER, DENISE D	0	3.75%	50,059	32.00%	16,019	0	32.00%	66,078	1,292	135	C
US IT	200	2.51%	650,053	17.50%	114,816	5,611	18.35%	770,480	10,520	1,100	C

Having arrived at a New Salary, a user may adjust the Recommended Bonus. Bonus % is looked up in a table based upon the employee's performance and grade level. Bonus % is therefore a corporate guideline. As with the Merit Increase, Recommended Bonus may be adjusted using either the Bonus Adjustment \$ or the Bonus Adjustment % fields. Adjusting either will cause a New Salary with Bonus to be calculated.

The fourth and final decision centers on Equity. A user may grant Stock Options, RSU's (Restricted Share Units), or "other" compensation to the employee.

Once having completed these four decisions, the *Blueprint* has all the information it needs to calculate monthly Salary, Benefits, and Headcount.

It should be noted that a user could plan for an individual employee or for all employees at once. Planning at the Total Department level allows managers to target specific corporate guidelines in areas such as Merit Compensation or Department Bonuses.

EXISTING EMPLOYEE SALARY CALC

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Administration	T 1MA	LENSKY, NANCY	· ·						nep
11.	- 11				-	0.1		-	T . 1 V
0	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total Year
base Salary	/4,100	/4,100	74,100	/4,100	74,100	/4,100	74,100	74,100	74,100
Ment %						3./4%	3 745	3 745	
Ment & Cumm						3.14%	3.14%	3.14%	
Action Comm	0	0		0	0	0	Leave	0	10
Action Cumm	0	2 400	2.400	2 400	2.400	2 400	8	8	24 50
Bonus	2,400	2,400	2,400	2,460	2,460	2,460	0	0	24,33
Total Calany	9.025	9 626	9 626	9 626	9 626	9.900	0	0	90 50
local Salary	6,635	0,035	0,635	0,035	0,035	0,000	0.00	0.00	80,00
Capital Cognitive	E2E 2C	100	0.00	0.00	4 994 9				
Social Security	030.36	00.05	030.30	030.36	030.36	100.02	0.00	0.00	4,304.0
medicare	00.33	0.00	0.00	0.00	0.00	00.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	30.0
Other Departite	1 720 00	1 700 00	1 770 99	1 776 99	1 776 99	1 772 19	0.00	0.00	17 216 0
Juner benefits	1,720.38	1,726.38	1,726.38	1,726.38	1,726.38	1,773.18	Luchada al Dise	Judicial Disc.	17,316.0
Health Flan Cost	Individual Plan	Individual Plan	Individual Plan	Individual Flan	Individual Flan	Individual Plan	Individual Plan	Individual Flan	1 50
Health Fian Cost	125	125	125	125	125	125	125	125	1,50
VTD Calant	42 175	E1 900	CD 444	CO 070	77 714	90 590	90 590	00 500	90 69
VTD Salary	43,173	42 175	60,444	69,079	C9 079	77 714	00,00	90,000	90,00
Status (hasinging)	Artina	43,175	Active	Actine .	63,073	Active	00,00	00,000	00,00
Social Security Pate %	6 20%	6 20%	6 20%	6 20%	6 20%	6 20%	6 20%	6 20%	6 201
Social Security Note 4	e90.400	een 400	e90.400	e90.400	e90.400	e90 400	e90 400	e90.400	C.20
Medicare Pate 1/	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1 005
SIII Pate 1/	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.005
SUII Can	000.02	\$9,000	\$9,000	\$9,000	\$9,000	000 62	\$9,000	\$9,000	\$9.00
FUTA Rate %	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00
FUTA Can	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7.00
Receit Rate %	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00
Salary	6 175	6 175	6 175	6 175	6 175	6 175	0	20.00%	61 75
FTF	1	0.175	0.175	0.175	0.175	0.175	1	1	01,75
FTF	1.00	1 00	1.00	1.00	1.00	1.00	1.00	1 00	12.0
Roous X	39 84%	39 84%	39 84%	39 84%	39 84%	38 40%	0.00%	0.00%	33.085

Tabs five and six in the *Blueprint*, *Existing Employee Salary Calc* and *New Employee Salary Calc* calculate — by Employee or New Position — monthly Salary, Merit Increases, Bonuses, Government Impositions, Benefits, and Headcount. All calculations reflect choices made on preceding tabs. It is not necessary to display this information. They are included for informational purposes. An Administrator of the Cognos Contributor application could decide to hide these tabs and allow users to see results in the following *Headcount and Compensation Summary* tab.

As staffing changes were made on the previous tabs, financial impacts were automatically calculated for each month and highlighted in **BLUE**. Notice how many calculations are performed automatically by just a few changes to the plan!! Managers are spared having to figure out the financial impact of workforce changes, allowing the system to do it for them.

The Salaries, Variable Comp, Bonus, and Severance lines are calculated by entries on the previous tabs. The Benefits lines are calculated as a standard rate per active employee. Social Security, Medicare, and FUTA taxes are calculated employee-by-employee using the appropriate rates and taxable caps.

Headcount can be a driver for additional expense line items. Many of the IT allocations are sensitive to headcount change, since they use a standard cost rate per active employee. So, as the employee headcount changes, the associated IT expenses would automatically be calculated.

Additional driver-based planning sensitivities could be adopted in the *Blueprint*. For example, travel expenses could be driven by headcount, but also made sensitive to the employee's position. A sales person could have a higher travel cost estimate than an administrative assistant. Travel expenses could be automatically estimated based on staffing and positions in the department.

Headcount and Con Ble Edit View	np Planning Icols Ac	7 Contrib	putions U P	K IT - Cognos	Planning	- Contributo	r						
	6 🖻 X	- 🗗 🔞	> 🐉 🚻	• • •	?								
Employee Information	Input - Exis	sting Headcour	nt Input-	New Headcount	Input -	Compensation F	Manning	Existing E	nployee Sa	alary Calc			
	-	CLINK, B	ETT	-	100			-					
	Jan	Feb	CLINK, BE	TTY	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total Year
Base Salary	49,750	49.750	49.750	49.750	49.750	49,750	49.750	49.750	49,750	49.750	49.750	49.750	49.750
Ment %									1.67%				
Action						Suspension							
Bonus	1,454	1,454	1,454	1,454	1,454	0	0	0	0	1,454	1,454	1,454	11,633
Severence	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Salary	5,600	5,600	5,600	5,600	5,600	0	0	0	0	5,669	5,669	5,669	45,007
Headcount	1.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00
National Insurance	644	644	644	644	644	0	0	0	0	653	653	653	5,178
Other Benefits	1,512.00	1,512.00	1,512.00	1.512.00	1.512.00	0.00	0.00	0.00	0.00	1,530.65	1.530.65	1.530.65	12.151.94
Health Plan Expense	185	185	185	185	185	0	0	0	0	185	185	185	1,480
YTD Salary	5,600	11,200	16,800	22,400	28,000	28,000	28,000	28,000	28,000	33,669	39,338	45,007	45,007
Benefit Bate %	27.00%	27.00%	27.00%	27.00%	27.00%	27.00%	27.00%	27.00%	27.00%	27.00%	27.00%	27.00%	27.00%

Note in the screen above—where we've logged in as IT manager in the UK—Social Security, Medicare, and FUTA taxes are no longer displayed. Since the *Blueprint* enables appropriate local tax calculation, for the UK we would calculate National Insurance.

Fie East Yew Ioc	is Actions	Help 	0 0	?						6			
Sales Employees Heat	doount & Compensat	tionSummary	Corporate Guid	eline Summery	Corporate Guidelin	es Benefit /	sumptions	Grade-lavel by Positi	ion Bonus Plans	Recommen	ded Mid-Salary	Differential %	
Votheast Sales	* * ADO	OCK, FRANCES											1753.000.000
10000 CO.	Jan	Feb	Mar	Apr	May	Jun	3.1	Aug	Sep	Oct	Nov	Dec	Total Year
SALES COMPENSATION													
Monthly Base Salary	10.000	10.000	10.000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10.000	10,000	120,000
Commission Earned	2.500	2.500	2.500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2.500	2.500	30,000
Recoverable Draw	0	0	0	0	0	0	0	0	0	0	0	0	0
Minimum Guarantee Draw	0	0	0	0	0	0	0	0	0	0	0	0	0
Bonus	625	625	625	625	625	625	625	625	625	625	625	625	7,500
Total Sales Compensation	13,125	13,125	13,125	13,125	13,125	13,125	13,125	13,125	13,125	13,125	13,125	13,125	157,500
Headcount	1	1	1	1	1	1	1	1	1	1	1	1	1
Social Security	813.75	813.75	813.75	813.75	813.75	813.75	697.50	0.00	0.00	0.00	0.00	0.00	5,580.00
Federal Taxes	3,281.25	3,281.25	3,281.25	3,281.25	3,281.25	3,281.25	3,281.25	3,281.25	3,281.25	3.281.25	3.281.25	3.281.25	39,375.00
Medicare	190.31	190.31	190.31	190.31	190.31	190.31	190.31	190.31	190.31	190.31	190.31	190.31	2.283.75
SUI	90.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	90.00
FUTA	56.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	56.00
Other Benefits	3,543.75	3,543.75	3,543.75	3,543.75	3,543.75	3,543.75	3,543.75	3,543.75	3,543.75	3,543.75	3,543.75	3,543.75	42,525.00
Health Plan	Individual Plan	Individual Plan	Individual Plan	Individual Plan	Individual Flan	Individual Plan	Individual Plan	Individual Plan	Individual Plan	Individual Flan	Individual Plan	Individual Plan	in and the second
Health Plan Cost	125.00	125.00	125.00	125.00	125.00	125.00	125,00	125.00	125.00	125.00	125.00	125.00	1,500.00
Health Plan Expense	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	1,500.00
YTD Salary	13,125.00	26,250.00	39,375.00	52,500.00	65,625.00	78,750.00	91,875.00	105,000.00	118,125.00	131,250.00	144.375.00	157,500.00	1,023,750.00
YTD Salary Lag	0.00	13,125.00	26,250.00	39,375.00	52,500.00	65,625.00	78,750.00	91,875.00	105,000.00	118,125.00	131,250.00	144.375.00	866,250.00
Social Security Rate %	6.20%	6.20%	6.20%	6.20%	6.20%	6.20%	6.20%	6.20%	6.20%	6.20%	6.20%	6.20%	74.40%
Social Security Cap	90,000	90,000	90,000	90,000	90,000	90,000	90,000	50,000	90,000	90,000	90.000	90,000	1,080,000
Medicare Rate %	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%	1,45%	17.40%
SUI Rate %	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	12.00%
SUI Cap	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	108,000
FUTA Rate %	0.80%	0.80%	0.80%	0.80%	0.80%	0.80%	0.80%	0.80%	Z 08.0	0.80%	0.80%	0.80%	9.60%
FUTA Cap	7,000	7.000	7.000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7.000	7,000	84,000
Benefit Rate %	27.00%	27.00%	27.00%	27.00%	27.00%	27.00%	27.00%	27.00%	27.00%	27.00%	27.00%	27.00%	324.00%

The *Sales Employees* tab above is visible only to locations actually having sales employees, and is fed sales compensation information from the *Sales Compensation Release 2 Blueprint*. Using that *Blueprint*, managers plan for sales staff and calculate staff compensation. Information is fed into the *Sales Employees* tab to calculate government impositions, healthcare costs, and other headcount-driven expenses. A sales manager need not enter the *Headcount and Compensation Blueprint* for these calculations to run. The Contributor Administrator executes the link necessary to feed required information. Calculated information is then available to a P&L for review.

Though designed to work in conjunction with the *Sales Compensation Release 2 Blueprint*, the *Sales Employees* tab may be fed from any source containing appropriate data.

HEADCOUNT AND COMPENSATION SUMMARY

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Input - New Hea	deount Input - Compensation Planning	Existing Employ	ee Salary Cal	c New	Employee S	alary Calc	Headcour	st & Compe	nsationSu	nmary	Corporate G	uideline Sum	many	Corporate Guie	keines B	enefit Accump	tions	
VI US IT	-																	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Qtr 1	Citr 2	Qtr 3	Qtr 4	Total Yea
	Salary	51,301	51,301	44,290	41,560	43,102	43,102	37,739	34,645	28,603	28,603	32.291	32,291	146,892	127,765	100,986	93,184	468,8
	Ment	2/5	2/5	138	211	288	681	8/0	864	864	908	884	884	688	1,180	2,598	2.6/6	1.1
	Meril 7	0.54%	0.54%	0.31%	0.51%	0.67%	1.58%	2.31%	2.49%	3.02%	3.1/2	2./4%	2.14%	0.4/%	0.92%	2.5/%	2.87%	1.5
	Total Salary	51,576	51,576	44,427	41,772	43,391	43,783	38,609	35,509	29,467	29,511	33,175	33,175	147,580	128,945	103,585	95,861	475,9
Contra Frederica	Ender (Deck Deck)	16,061	10,001	11,698	11,115	11,601	11,501	A119	7,119	7,113	7.119	6.406	5.235	45,019	34,418	21,358	19,631	120,4
Externing Employees	Edney (Coll Date)	1,139	1,123	994	331	303	3/6	1 200	/50	944	040	034	024	3,390	2,0/0	2,221	2,033	10,5
	Severence Tatal Evolution Cours Area For a A	40.177	40.177	FF 115	E3.000	CE CAL		1,200	12 620		10.014		20.421	103 500	102.202	120.143	115 400	507.5
	Total Employee Comp (east Equity)	60,13/	60.12/	57 317	52 910	55 010	50.433	49.700	42 279	30,000	30.931	40 125	40 125	192,009	165,363	120,143	117,625	597,5 609 1
	Headmost	12.60	13.60	0.75	0.75	0.75	0.75	0.50	44,074	37.231	37,275	1 72	7.75	0.76	0.7	7.75	7.75	
	Post of Y	22 112	72 115	76 792	26 617	30 954	26 612	10 443	20.053	74 165	74 175	10 001	10 001	30 515	26 692	20 622	20 492	26.2
	Color:	32.114	1025	6 192	7 05.0	7 050	20.01%	8 775	11 275	12 4/2	16 464	17 864	10.00%	10 217	24 492	32 492	57 281	120 4
	Ment	ů	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	120,1
	Month 7	0.001	0.001	0.007	0.007	0.007	0.002	0.002	0.001	0.001	0.007	0.000	0.002	0.001	0.002	0.001	0.000	0.0
	Total Salary	0.001	4.025	6 192	7.858	7.858	8.775	8 775	11 275	12.442	15 494	17.894	18.894	10 217	24 492	32 492	53 281	120.4
New Employees	Bonus	0	0	0	0	0	0	0	293	677	927	927	1.312	0	0	976	3.167	4.1
the manufactory	Total Employee Comp (ene Equity)	0	4.025	6.192	7.858	7.858	\$ 775	8.775	11.573	13 119	17.421	18.821	20,206	10 217	24.492	33 467	56.449	124.6
	Total Employee Comp (Including Equity)	0	4.025	6,192	7.858	7.858	8.775	8.775	11.573	13,119	17.421	18.821	20,206	10,217	24.492	33.467	56.449	124.6
	Headcourt	0.00	2.75	3.75	4.75	4.75	5.25	5.25	6.25	6.25	8.25	9.25	10.25	3.75	5.25	6.25	10.25	10.
	Boran %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.65%	5.45%	5.62%	5.18%	6.95%	0.00%	0.00%	3.00%	5.94%	3.4
	Salary	51,301	55,326	50,481	49,419	50,960	51,877	46,514	45,920	41,045	45,097	50,184	51,184	157,108	152,256	133,478	146,466	589,3
	Merit	275	275	138	211	288	681	870	864	864	908	884	884	688	1,180	2.598	2,676	7.1
	Ment %	0.54%	0.50%	0.27%	0.43%	0.57%	1.31%	1.87%	1.88%	2.10%	2.01%	1.76%	1.73%	0.44%	0.78%	1.95%	1.83%	1.2
	Total Salary	51,576	55,601	50,619	49,630	51,249	52,558	47.384	46,784	41,909	46,005	51.068	52,068	157,796	153,437	136.076	149,142	596,4
	Commission Earned	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Recoverable Draw	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Minimum Guarantee Draw	0	0	0	0	0	0	0	0	0	0	0	0	0	0	U	0	
Total Employees	Bonue	16,561	16,561	11.898	11.116	11.651	11,651	7.119	7.418	7.797	8.047	7.183	7,568	45.019	34,418	22,334	22,799	124,5
	Equity (Cost Basis)	1,199	1,199	992	931	969	976	826	750	644	645	694	694	3,390	2,876	2,221	2,033	10,5
	Severence	0	0	0	0	0	0	1,200	0	0	0	0	0	0	0	1,200	0	1,2
	Total Employee Comp (ess Equity)	68,137	72,162	62,517	50,747	62,899	64,208	55,703	54,201	49,706	54,052	58,252	59,637	202,816	187,854	159,610	171,941	722,2
	Total Employee Comp (Including Equity)	69,336	73,361	63,508	61,678	63,868	65,184	56,529	54,952	50,350	54,697	58,946	60,331	206,206	190,730	161,831	173,974	732,7
	Headcount	12.50	15.25	13.50	13.50	14.50	15.00	14.75	15.00	14.00	16.00	17.00	18.00	13.50	15.00	14.00	18.00	18.
	Bonus %	32.11%	29.78%	23.50%	22.40%	22.73%	22.17%	15.03%	15.86%	18.60%	17.49%	14.07%	14.54%	28.53%	22.43%	16.41%	15.29%	20.8

The seventh tab in the *Blueprint*, *Headcount and Compensation Summary*, consolidates the information in the two or three preceding tabs to provide a view of the entire Headcount and Compensation proposed for the department.

Users who are reviewers for more than one department may re-orient this tab to view the Compensation for all reporting departments for easy comparisons and evaluation.

Headcount an	d Comp Planning-7 Reviews US Admi	nistration - Cognos Pla	nning - Cont	ributor			
<u>File Edit V</u>	ew <u>T</u> ools <u>A</u> ctions <u>H</u> elp						
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Input - Compen	sation Planning Existing Employee Salary Calc	New Employee Salary C	aic Headc	ount & Compensati	ionSummary		
Tr Iotal Year				m.	II.	m	
	C.h.	US Ad inistration	US IT O	US Marketing	US Finance	US Legal	US HR
	Salary	3,6/5,903	468,827	1,117,015	706,553	800,171	583,338
	Ment	49,938	7,143	15,028	5,730	12,179	9,858
	Ment %	1.36%	1.52%	1.35%	0.81%	1.52%	1.69%
	Total Salary	3,725,841	4/5,9/0	1,132,042	/12,283	812,350	593, 196
	Bonus	/05,689	120,427	224,943	105,258	149,975	105,087
Existing Employees	Equity (Cost Basis)	34.412	10.520	9,952	4.607	4.743	4.590
	Severence	2,700	1.200	1.000	017541	000 000	000 000
	Total Employee Comp (less Equity)	4,434,230	597,597	1,358,485	81/,541	962,325	698.283
	Landacust	4,468,642	508,117	1,368,437	822,148	367,068	102,873
	Headcount Remue %	19.04%	7.75	26.50	14 70%	19.40%	17 72%
	Bonus 4 Calaat	18.944	120 401	13.874	120 401	130 401	120 491
	Salary	602,406	120,481	120,481	120,481	120,481	120,481
	Merit	0.00*	0.001	0.00%	0.001	0.00%	0.00*
	Ment 4	0.004	120 491	120 491	120 491	120 491	120 491
New Eveloperat	Page Page Page Page Page Page Page Page	002,406	120,481	120,481	120,481	120,481	120,481
vew Employees	Total Employee Come (and Employee	20,713	4,143	4,143	124 624	124 024	4,143
	Total Employee Comp (less Equity)	623,122	124,624	124,624	124,624	124,624	124,624
	Visition of the second se	623,122	10.25	124,024	124,024	10.25	10.25
	Reaccount	51.25	2 44%	10.25	10.25	10.25	2 44%
	Bonus 4	3.444	3.44 4	1 227 400	3.444	3.444	3.444
	Jointy Marit	4,270,310	7 142	1,237,430	627,034 E 720	12 170	0.050
	Merit V	43,330	1 21%	1 317	0,730	1 275	3,636
	Total Salary	4 229 247	596 451	1 252 522	922 765	922 921	712 677
	Commission Famed	4,320,247	0,401	1,232,323	032,703	332,031	/13.0//
	Recoverable Draw	0	0	0	0	0	0
	Minimum Guarantee Draw	0	0	0	0	0	0
Total Employees	Bonus	726 405	124 570	229 086	109 401	154 118	109 230
	Fourthy (Cost Basis)	34 412	10 520	9 952	4 607	4 743	4 590
	Severence	2 700	1 200	1 500	4.007		4,000
	Total Employee Comp (less Equity)	5 057 352	722 221	1 483 109	942 166	1 086 949	822 907
	Total Employee Comp (locluding Equity)	5 091 764	732 741	1 493 061	946 772	1 091 692	827 497
	Headcount	128 25	18.00	36.75	23.75	23.25	26.50
	Bonus %	16 78%	20 89%	18 29%	13 14%	16.52%	15 317
					Currer	nt owner: None	<u>) (</u>

CORPORATE GUIDELINE SUMMARY

🚰 Headcount and Comp Planning-7 Contributions US IT - Cognos 🔲 🗖 🔀												
<u>File E</u> d	dit	<u>V</u> iew	Tools	<u>A</u> cti	ons	<u>H</u> elp						
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Hea	Headcount & CompensationSummary											
₩ [] ₩ US	🐦 🛛 🛡 US IT 📃											
	Corpo	rate Gui	ideline	Propose	d	Variance	Cor	mments:				
Merit %			3.0%	1.	2%	1.8%						
Bonus %			20.0%	20.	9%	(0.9%)						
Options			10,000	10,5	20	(520)						N
RSU's			1,000	1,1	00	(100)						R
other			0		0	0						
Current owner: wilcoxm												

The final tab is *Blueprint* is *Corporate Guideline Summary*, which compares proposed merit increases, bonuses granted, and equity awarded to the corporate guidelines that have been set. This tab may also be re-orientated to provide a view across multiple departments.

Salary Calc New	Headcount &	Comp Summ	ary Corpo	rate Guide	line Summary	Corporate Guidelines 4 >		
						Help		
Proposed		•						
	Merit %	Bonus %	Options	RSU's	other			
Administration	3.2%	21.6%	10,520	1,100	0			
Finance	3.3%	18.2%	9,952	1,208	0	\mathbf{k}		
Operations	4.3%	19.1%	10,050	1,150	0	v		
Sales	4.0%	20.8%	9,985	986	0			
🙆 Legal	3.0%	17.5%	10,000	1,000	0			
🜙 HR	3.6%	19.3%	10,120	985	0			
🕛 IT	4.5%	20.2%	10,055	1,045	0			

REAL-TIME WORKFLOW VISIBILITY

🚈 Headcount and Salary - Microsoft Internet Explorer 📃 🗌 🗙									
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COGNOS® MANAGEMENT SERIES PLANNING:CONTRIBUTOR Steve Taylor: Planning at Web Speed User Instructions Application Help									
Contributions You are the owner of:									
Department 415	Name	State	Ownership	Reviewer	Last Data Change				
	Department 415	Work In Progress	Steve Tavlor	Paul 🤝	3:09:42 PM - Tuesday March 02, 2004	· 🚽 🛄			
	 Workflow information for Department 415: Current state: Work In Progress. The e.List item has been edited and saved but not submitted. More Time of last state change: 1:42:51 PM - Wednesday, February 11, 2004 User who last changed state: Nigel Gray Viewed: yes Reviewed: no 								
http://localhost/headcount_and_sa	alary/views/rightFra	ame.asp#			📃 😼 Local intranet	li			

Logged in as Steve Taylor, manager of Department 415.

Steve Taylor is the manager of Department 415. When Steve logs in, the workflow perspective contains only the departments that he is responsible for. Steve can view additional information regarding the status of the plan by clicking on the down triangles within each cell.

Before data is entered, the state of the plan is designated as \bigcirc Not started. Once a plan is saved, the state becomes \bigcirc 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 departmental manager.

REAL-TIME WORKFLOW VISIBILITY

Headcount and Salary - Microsoft Inte File Edit View Favorites Tools Hell Back	ernet Explorer D Search 🦟 salary/views/fram	' Favorites 🛯 Əो Media eset.asp	C S	ray: Plannin User	_ □ ×		
E- Reviews	You are the	e owner of:					
E-U Total Company	Name	State	Ownership	Reviewer	Last Data Change		
Department 415	Retail Bank	🕖 Incomplete 🤜	Paul Sheen 🔻	Nigel 🚽 🥣	3:09:42 PM - Tuesday, 🚽 March 02, 2004		
O Department 225	Which is made up of:						
	Name	State	Ownership	Reviewer	Last Data Change		
O Department 412 Oepartment 256	Department 415	Work In Progress	Steve Taylor 🔻	Paul Sheen	3:09:42 PM - Tuesday, 🚽 March 02, 2004		
Insurance Ops	Department 225	🛱 Locked 🛛 🤝	Tim Besson 🤝	Paul Sheen 🔫	1:48:19 PM - Wednesday, 🔫 July 16, 2003		
Department 61	Department 218	O Not Started 💙	Alexandra 🚽	Paul 🚽	1:48:12 PM - Wednesday, 🚽 July 16, 2003		
Department 112 Department 116							

Logged in as Nigel Gray, manager at the Total Company level.

As managers are making changes to the departmental plans, upper-level managers have real-time visibility to the workflow status of the company-wide headcount and salary plan.

In this example, Nigel Gray is the manager at the Total Company level, and can see the workflow status of each submission. Nigel can see that Steve Taylor, manager of Department 415, is still working on the plan for this department. Nigel can view Steve's plan and can also see the consolidated expense plan for all departments in the Retail Bank or consolidated at the entire Total Company level.

The workflow status changes, while data consolidation and aggregation all occur in real-time, without the need for a batch process to be performed on the database.

ABOUT THE COGNOS INNOVATION CENTER FOR PERFORMANCE MANAGEMENT

The Cognos Innovation Center is dedicated to transforming routine performance management practices into "next practices" that help cut costs, minimize risk, streamline processes, boost productivity, enable rapid response to opportunity, and increase management visibility.

