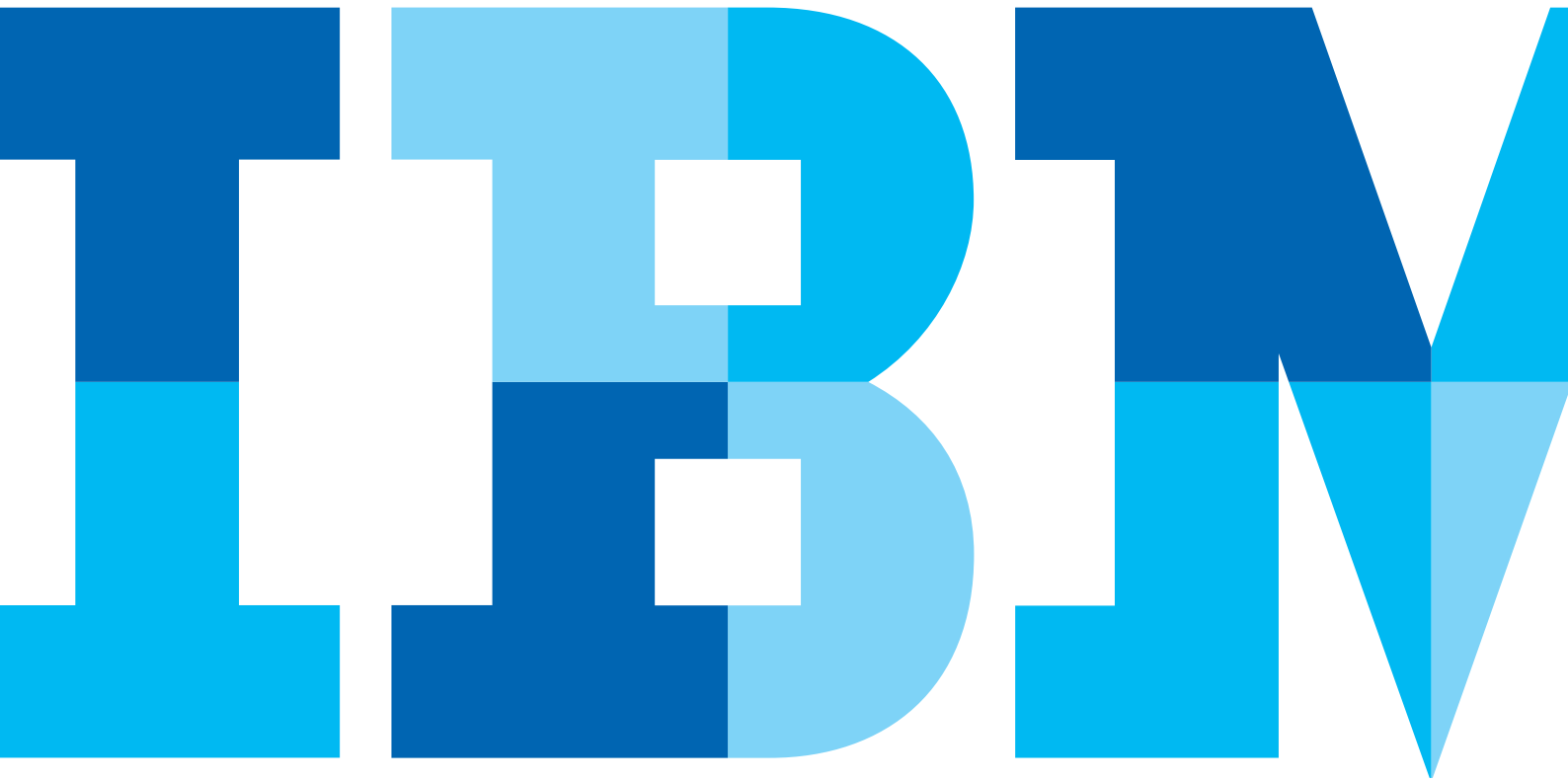


**Workforce Planning
Performance Blueprint
Powered by IBM Cognos Express**



Executive summary

This application brief describes the objectives and the content of a web-based planning application for managing headcount and compensation planning projections using IBM Cognos® Express. By implementing the *IBM Cognos Workforce Planning Blueprint Powered by IBM Cognos Express*, a company will have forward-looking visibility into workforce decisions at the operational level, at the company level as a whole and by geographical preference. Headcount projections can be used to drive other planning processes of the organization. The *Blueprint* and processes described in this document apply to employees in any industry. You can configure the model to support the complexity of fixed and variable compensation requirements for any industry. There are also a number of countries reflected in the design.

Introduction

Employee-related costs often make up the greatest share of corporate operating expenses. It is no surprise, then, that executive management focuses on controlling employee expenses in every way possible. At divisional and departmental levels, however, managers must make hiring and compensation decisions that will help their units meet objectives: hiring the right people for the right jobs, compensating them fairly,

helping them become productive and retaining them for as long as possible.

Human Resources (HR) administers the headcount and compensation planning process. It makes sure managers adhere to corporate hiring and compensation policies. HR seeks forward visibility for hiring decisions so that it can source the best talent. It analyzes employee trends, such as attrition, so that their corporation can make decisions to help retain top talent.

Workforce planning helps corporations manage cross-enterprise employee headcount, compensation and benefit costs so that they can align business unit decisions with corporate objectives. However, most companies use human resource management systems and spreadsheets for the planning process, which often creates errors, delay and difficulty.

Consequently, executive management, finance and HR are looking for tools and disciplines to manage headcount and compensation planning. To boost accuracy in this vital planning process, a solution with flexible modeling capabilities, personalized analytics and integrated workflows is required.

The *Workforce Planning Performance Blueprint Powered by IBM Cognos Express* is that solution, enabling an integrated workforce planning process that aligns corporate financial objectives with divisional workforce decisions.

IBM Cognos Performance Blueprints are pre-configured solution building blocks that enable companies to jump-start their implementations. Blueprints are pre-defined data models that encapsulate the collective best-practice knowledge from the IBM Cognos Innovation Center for Performance Management and its leading customers in specific business process areas. Blueprints enable streamlined project implementation schedules and improve project success rates.

Using the *Workforce Planning Blueprint Powered by IBM Cognos Express*, companies can align corporate financial objectives with divisional workforce decisions. Links to business drivers in other planning areas—such as sales or customer service—can be established to ensure proper alignment with headcount plans. Staff managers throughout a corporation can manage existing and new employee headcounts from one integrated system. Salary, merit and bonus decisions can be managed at the employee level, group level or both. The complexity of fixed and variable compensation requirements can be managed for any industry and company—even those spread over multiple countries.

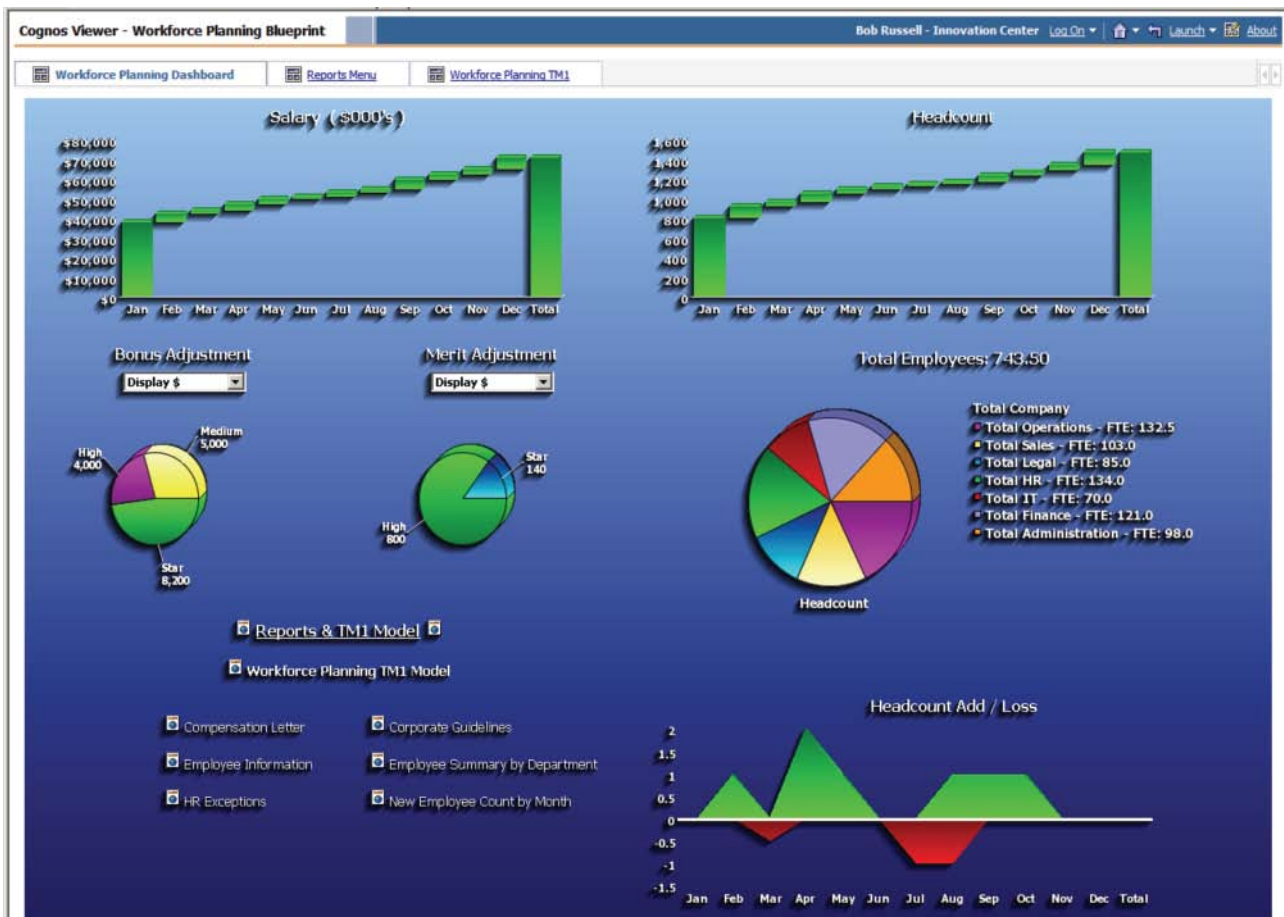
More specifically, the *Blueprint* helps your company:

- Manage headcount for existing and new employees.
- Manage salary, merit and bonus decisions at the employee and/or group level.
- Determine benefit and tax expenses in multiple countries.
- Link salary and headcount projections as drivers for other items on an expense plan.
- Demonstrate variable compensation capabilities.
- Demonstrate internal transfer planning capabilities.

The *Workforce Planning Blueprint Powered by IBM Cognos Express* has two primary components:

- Reporting, analysis and dashboards
- Planning and forecasting

The remainder of this document describes these components in detail.



Business intelligence model

The Workforce Planning Dashboard presents critical information to executives at a glance. The top graphs present the trending statistics for salary and headcount over the course

of the year. The middle left graphs focus on adjustments and the middle right graph uses drill up and drill down functionality to display total headcounts at the department level so managers can see how employee salaries contribute to the overall totals.

Cognos Viewer - Workforce Planning Blueprint Bob Russell - Innovation Center Log On

Workforce Planning Dashboard Reports Menu Workforce Planning TM1

Workforce Planning TM1 Model Report Page

TH1 Model Back to default entry

Name

Managed Reports ? ? ? ?

Managed Reports

Name

- ▶ Compensation Letter
- ▶ Corporate Guidelines Summary
- ▶ Employee Information
- ▶ Employee Summary
- ▶ HR Exceptions
- ▶ New Employee Count by Month

Ad-hoc ? ? ? ?

Ad-hoc Reports

Name

Existing Employees New Salary Breakdown by Org

Cognos Search ? ? ? ?

Search: Name field

Advanced

Employee Details

Australia Comp

Employee	Status	FTE	Action	Action Date	Current Department	Transfer To	Severance	Merit Increase	Merit Month	New Salary	Rec. Bonus	Stock Options	% of Midpoint	Bonus Adjustment \$	Salary w/ Bonus	Performance	Previous Rating
Sally Foster		1.00					\$0	\$115	Dec	\$46,050	\$3,684	0	100.73%	\$0	\$49,734	Medium	Low
Samantha Hamill		1.00					\$0	\$141	Dec	\$33,927	\$6,785	0	101.03%	\$0	\$40,712	High	Medium
Shayne Reese		1.00					\$0	\$671	Nov	\$134,802	\$18,872	0	100.27%	\$0	\$153,674	Medium	Medium
Sophie Edington		1.00					\$0	\$2,640	Jan	\$55,432	\$12,195	0	100.66%	\$0	\$67,627	High	Medium
Stephanie Rice		1.00					\$0	\$4,683	Jun	\$111,713	\$35,748	0	100.29%	\$0	\$147,462	Star	Medium
Tamnee White		1.00					\$0	\$310	Apr	\$41,675	\$0	0	100.78%	\$0	\$41,675	Low	Medium
Travis Nederpelt		1.00					\$0	\$1,867	Feb	\$29,021	\$8,706	0	101.49%	\$0	\$37,728	Star	Medium

Top Page up Page down Bottom

The Employee Summary report prompts a user to select a department and provides the employee details for a breakdown on vital salary related attributes.

Cognos Viewer - Workforce Planning Blueprint Bob Russell - Innovation Center Log On

Workforce Planning Dashboard Reports Menu Workforce Planning TM1

Workforce Planning TM1 Model Report Page

TH1 Model Back to default entry

Name

Managed Reports ? ? ? ?

Managed Reports

Name

- ▶ Compensation Letter
- ▶ Corporate Guidelines Summary
- ▶ Employee Information
- ▶ Employee Summary
- ▶ HR Exceptions
- ▶ New Employee Count by Month

Ad-hoc ? ? ? ?

Ad-hoc Reports

Name

Existing Employees New Salary Breakdown by Org

Cognos Search ? ? ? ?

Search: Name field

Advanced

Dec 24, 2009

ATTN: Kristi Harrower
DEPT: Australia Production

Dear Kristi Harrower,

After reviewing your performance, we have evaluated you as a High performer compared to your performance rating from last year as a Medium performer. After achieving the current performance level and evaluating your base salary of \$105,203.42 which is 1.0% of the midpoint at \$0 we are adjusting your current salary by \$1,315.04 - 0% which brings your new base salary to \$106,818.46. We also are adjusting your bonus amount \$26,704.62 - 25.00%. Effective immediately your new salary with bonus is \$133,523.08 and will paid on future imbursements.

Thank you,
Your Management Team

Dec 24, 2009 12 1:49:22 AM

Top Page up Page down Bottom

There is a compensation letter report that management can use to inform an employee about their performance review and merit increase. This form-based letter pulls the data from the Workforce Planning details.

Planning model

The *Workforce Planning Blueprint Powered by IBM Cognos Express* features a planning model based on a best-in-class planning process and technology with the following attributes:

- Driver-based
- Modeling flexibility
- High participation
- Top down/bottom up reconciliation
- Web-based deployment of models for data collection and consolidation
- On-demand workflow
- On-demand consolidation
- On-demand calculations in the browser for immediate results
- 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

Real-time workflow visibility

When you log in to the planning application as an administrator, you see the Welcome screen, which displays the first level of the hierarchy for all areas of the company with Total Operations and Total Legal expanded another level down.

The screenshot displays the Cognos Workforce Planning application interface. On the left is a tree view under 'Contributions' and 'Reviews'. The 'Total Company' folder is expanded, showing 'Total Operations' and 'Total Legal'. Under 'Total Operations', several regional operations are listed, including 'Germany Operations'. Under 'Total Legal', 'Germany Legal' is listed. On the right, a table titled 'You are a reviewer or contributor for:' shows the workflow details for 'Germany Legal'. Below this, a section titled 'Which consists of:' lists sub-contributions like 'Germany Legal (All)', 'Germany General Counsel', and 'Germany Patent Protection/IP'. At the bottom, a 'Workflow Detail for Germany Legal' section shows the current state as 'Not Started' and provides a message: 'This contribution still requires an owner to edit or submit.' It also shows 'Viewed: no' and 'Reviewed: no'.

Name	State	Ownership	Reviewer	Last Data Commit
Germany Legal	<input type="radio"/> Not Started	None	ADMIN	Never committed

Name	State	Ownership	Reviewer	Last Data Commit
Germany Legal (All)	<input type="radio"/> Not Started		ADMIN	
Germany General Counsel	<input type="radio"/> Not Started	None	ADMIN	Never committed
Germany Patent Protection/IP	<input type="radio"/> Not Started	None	ADMIN	Never committed

Workflow Detail for Germany Legal

Current state: Not Started
 This contribution still requires an owner to edit or submit.

Viewed: no
 Reviewed: no

You can expand each geographical operations area to get down to a department level. When an individual contributor logs on, the workflow perspective contains only those departments that he or she is responsible for. You can view additional information about the status of the plan and the individual department by clicking the down triangles for each cell. In the following example, we selected the down arrow next to Exec 51 for U.S. Procurement to find out other contributors that could take ownership of this node in the hierarchy. The same row provides information about the state of the node, which in this case is *Work in Progress*, and the last time data was saved and by whom.

From Total Company, the model breaks down into seven operational areas (Operations, Legal, HR, IT, Finance, Administration and Sales), which are then broken down by country (Australia, Japan, U.S., France, U.K. and Germany). There are 98 departments rolling up to these 6 countries. You

can create any hierarchical design you desire. The application also calculates the appropriate taxes based upon country, such as Social Security in the U.S., Superannuation Guarantee (GS) in Australia or CSG (general social contribution) in France.

Before anyone enters data, the state of the plan is designated as **Not Started**. After someone saves a plan, the state becomes **Work in Progress** and remains accessible for further editing. When a contributor submits an item, 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 the work in progress state and a departmental manager can make changes to it.

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

The screenshot displays a software interface with a hierarchical tree on the left and a table of plan items on the right. The tree shows a structure of operations across different countries, with 'US Operations' expanded. The table, titled 'US Operations', lists various plan items with their respective states, ownership, reviewers, and last data commit dates. The 'US Procurement' row is highlighted, showing a state of 'Work In Progress' and ownership by 'Exec 51'. Below the table, there is a section for 'Ownership Information for US Procurement' showing the current owner and a list of groups that could own this node.

Name	State	Ownership	Reviewer	Last Data Commit
US Operations (All)	Incomplete		ADMIN	
US Procurement	Work In Progress	Exec 51	ADMIN	October 19, 2009 3:43:53 PM CDT
US Manufacturing Control	Not Started	None	ADMIN	Never committed
US QC/QA	Not Started	None	ADMIN	Never committed
US Production	Not Started	None	ADMIN	Never committed

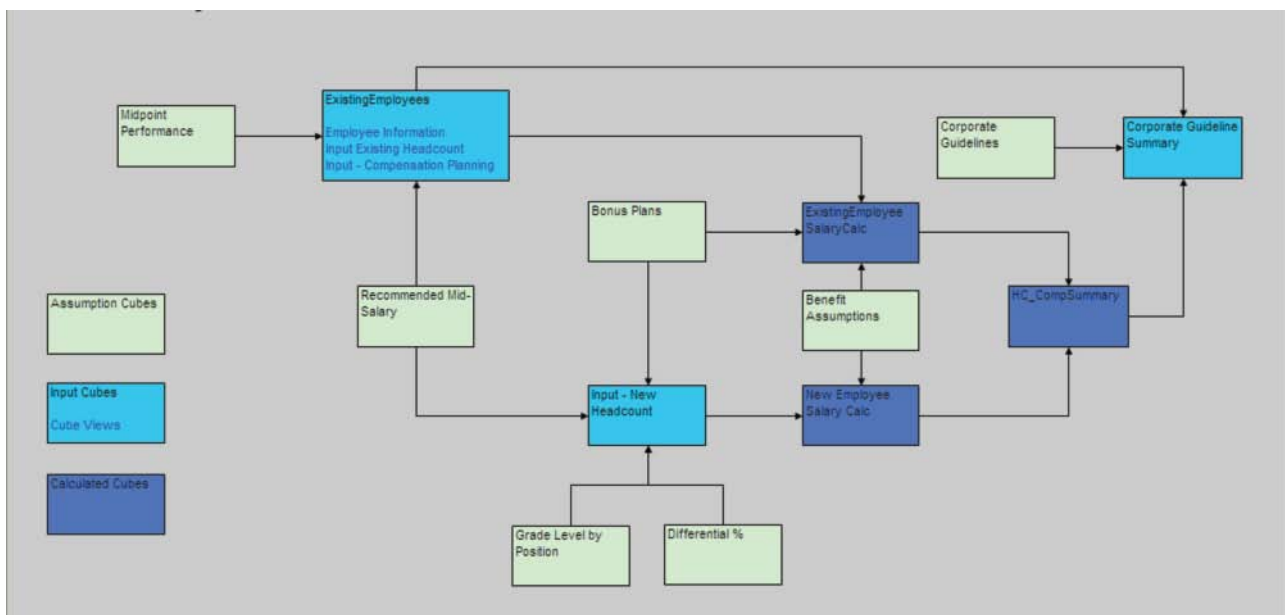
Ownership Information for US Procurement

Current owner: Exec 51

Groups that could own this node:

- ADMIN
- Exec 1
- Exec 5
- Exec 51
- ADMIN
- Exec 1
- Exec 5
- Exec 51

The following chart highlights the work and information flows for the planning application:



The cubes represented above in light blue are the points in the model where a contributor may enter data. The model is designed around existing employees and new employees. The Existing Employees cube has three views; **Employee Information**, **Input – Existing Headcount** and **Input**

Compensation Planning. Input New Headcount is where new employee information is entered. The dark blue cubes are either calculated or consolidated cubes. The light green cubes hold assumption data used in the application. The sections that follow describe these cubes in greater detail.

Employee Information

The first tab in the Blueprint is **Employee Information**. It is here that the forecasting and budgeting process begins. A user may view the employees that currently report to a specific department and see information uploaded from your current payroll system. This information is used for calculating both salaries and benefits in the application. A user may change

someone's health plan, work location or position from this input screen. This tab is a view of the Existing Employees cube in the model. Here, we have logged in as the contributor to U.S. Procurement. If we had the security clearance and were to log into a different department, we would see the employees in that specific department.

Department	Employee #	FT/PT	FTE	Merit Month	Salary	Position	Grade	Location	Health Plan
Total Company			7		252,668				
Total Operations			7		252,668				
US Operations			7		252,668				
US Procurement			7		252,668				
Nation, Anne	1101 15613	FT	1	Jun	37,656	Senior Buyer	8	Minneapolis, MN	Individual Plan
Owens, Julie A	1101 18454	FT	1	Apr	43,310	Senior Buyer	8	Chicago, IL	
Post, Karon K	1101 19204	FT	1	Feb	50,817	Purchase & Sales Coord	8	New York, NY	Family Plan
Sarginson, Dawn R	1101 15697	FT	1	Mar	38,557	Accounting Mgr	9	Boston, MA	Individual Plan
Shepherd, Kelly Ann	1101 15950	FT	1	Nov	25,360	Order Clerk	3	Los Angeles, CA	Individual Plan
Smith, Heather M	1101 15788	FT	1	Mar	32,658	Advisory Serv Spec	7	Minneapolis, MN	Individual + 1
Spencer, Ceclia	1101 16048	FT	1	Sep	24,310	Order Clerk	3	Chicago, IL	

When a user is making selections for a specific employee, dropdown lists are available to aid the user wherever appropriate. The following screen shot shows the dropdown list for position. It becomes viewable when you click on the cell.

Rows: ExistingEmployees [ExistingEmployees] Columns: EmployeeDetails [EmployeeDetails] Context: US Procurement [Organization]

	Department	Employee #	FT/PT	FTE	Merit Month	Salary	Position	Grade	Location	Health Plan
Total Company				7		252,668				
Total Operations				7		252,668				
US Operations				7		252,668				
US Procurement				7		252,668				
Nation, Anne	1101	15613	FT	1	Jun	37,656	Senior Buyer	8	Minneapolis, MN	Individual Plan
Owens, Julie A	1101	18454	FT	1	Apr	43,310	Senior Buyer		Chicago, IL	
Post, Karon K	1101	19204	FT	1	Feb	50,817			York, NY	Family Plan
Sarginson, Dawn R	1101	15697	FT	1	Mar	38,557	Account Consultant		h, MA	Individual Plan
Shepherd, Kelly Ann	1101	15950	FT	1	Nov	25,360	Account Entry Spclst		ngeles, CA	Individual Plan
Smith, Heather M	1101	15788	FT	1	Mar	32,658	Account Transfer Coordinator		apolis, MN	Individual + 1
Spencer, Cecilia	1101	16048	FT	1	Sep	24,310	Accountant		go, IL	

Dropdown list for Position:

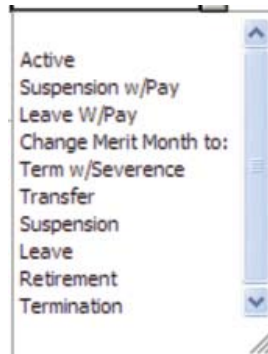
- Senior Buyer
- Account Consultant
- Account Entry Spclst
- Account Transfer Coordinator
- Accountant
- Accounting Clerk
- Accounting Coordinator
- Accounting Dir
- Accounting Mgr
- Accounts Processor I
- Actuarial Analyst
- Actuarial Assistant
- Actuarial Assistant I
- Actuarial Associate
- Actuarial Trainee
- Admin Assist II
- Admin Asst III
- Administrative Assistant
- Advisory Serv Spec
- Agency Manager
- Asc Real Estate Finance Legal
- Assoc Budget Analyst
- Assoc Case Coordinator
- Assoc Finance Dir
- Assoc New Business Rep
- Assoc, Mortgage Loan Servicing
- Associate Business Analyst
- Associate Call Center Director
- Associate Funding Rep
- Associate Imaging Clerk
- Associate New Business Coord
- Associate Office Support Clerk
- Associate Press Operator
- Associate Quality Analyst
- Associate Research Analyst
- Associate Voice Comm Specials

Input – Existing Headcount

The second tab in the *Blueprint*, **Input – Existing Headcount**, is also a view of the Existing Employees cube. After having first verified that we are working with the correct employee pool, we may now manage the status of our existing employees. For each employee, we may take the desired action and decide when said action starts.

The Action Code field is a list of codes describing the reason for the Status change. Each of the codes has different business rules associated with it, and the financial ramifications are calculated automatically month-by-month for the user using standardized assumptions. There are no set limits to the number of Action Codes that can be set up in the system; additionally, any business rules and conditions can be set up.

The Action Date provides the effective month for the Status Change and the Corresponding Action Code. The Action Date drives the financial month-by-month changes that occur based on Status Changes or changes to an Action Code.



Below, for Dawn Sarginson, we have selected **Retirement** from the dropdown list for Action and received a Warning that this action needs a date.

Department	FT/PT	Merit Month	Status	Action	Action Date - Start	Action Date - End	Transfer To	Severance	Warning
Total Company								5000	
Total Operations								5000	
US Operations								5000	
US Procurement								5000	
Nation, Anne	1101	FT	Jun					0	
Owens, Julie A	1101	FT	Apr					0	
Post, Karon K	1101	FT	Feb	Term w/Severance	Mar			5000	
Sarginson, Dawn R	1101	FT	Mar	Retirement				0	Selected Action Requires an Action Date
Shepherd, Kelly Ann	1101	FT	Nov					0	
Smith, Heather M	1101	FT	Mar					0	
Spencer, Cecilia	1101	FT	Sep					0	

Rows:	ExistingEmployees [ExistingEmployees]	Columns:	EmployeeDetails [EmployeeDetails]	Context:	US Procurement [Organization]
Department FT/PT Merit Month Status Action Action Date - Start Action Date - End Transfer To Severance Warning					
Total Company					
Total Operations					
US Operations					
US Procurement					
Nation, Anne	1101	FT	Jun		
Owens, Julie A	1101	FT	Apr		
Post, Karon K	1101	FT	Feb	Term w/Severance	Mar
Sarginson, Dawn R	1101	FT	Mar	Retirement	Feb
Shepherd, Kelly Ann	1101	FT	Nov		
Smith, Heather M	1101	FT	Mar		
Spencer, Cecilia	1101	FT	Sep		
					5000
					5000
					5000
					5000
					0
					0
					5000
					0
					0
					0
					0

When we make a selection from the Action Date – Start dropdown, the warning will disappear.

Certain actions on the list also require an end date such as Suspension or Leave. A Termination with Severance would require a severance amount to prevent a warning.

Companies often have difficulty planning employee transfers in the upcoming year. Employees can sometimes “fall through the cracks” as a department recognizes the transfer out on their plan while the receiving department fails to recognize the incoming employee. The *Blueprint* has processes to manage planned employee transfers effectively.

Fields in gray cannot be edited. Fields in white can be edited and used to manage our existing headcount. As we make changes, they are highlighted in blue along with any cells affected by the change and headcount and salary impacts are being made automatically to all the other tabs affected by the changes.

Input – Compensation Planning

Input – Compensation Planning is the third tab in the *Blueprint* and the final view of the Existing Employees cube. In the first two tabs, we’ve made decisions about headcount planning for our existing employees. Here, we will manage their compensation. Doing so requires making decisions in four main areas.

We start by selecting a Performance level for each employee from a drop down list of predetermined choices. In our *Blueprint*, an employee may fall into the categories of **Star**, **High**, **Medium** or **Low**. This information combined with where an employee stands relative to their midpoint salary determines the recommended merit increase. We can then adjust the recommended merit increase to reflect what we want. Managing the employee’s performance rating will calculate a new salary for the employee.

Having arrived at a new salary, we can, if we wish, make an adjustment to the recommended bonus. The Bonus percentage

is looked up in a table based on the employee's performance and what grade level they are. The bonus percentage is a corporate guideline. As with the merit increase, we can adjust the recommended bonus if we wish, which will result in the calculation of a new salary with bonus. Our final decision involves equity. The user may grant employees stock options, restricted share units or other compensation.

After you have made all four of these decisions, the Blueprint has all the information it needs to go forward and calculate the monthly salary, benefits and headcount for you. You can plan at

the individual employee level or for all employees at one time. Planning at the total department level enables managers to target specific corporate guidelines in areas such as merit compensation or department bonuses.

For example, the following screen capture shows that by terminating Dawn Sarginson, we have affected her merit increase and recommended bonus. The changes caused by our actions are flowing through to this tab and are highlighted in blue.

	FTE	Salary	Base Salary	% of Midpoint	Previous Rating	Performance	Merit Target %	Rec. Merit Increase	Merit Adjustment \$	Merit Adjustment %	New Salary	Bonus Target %	Rec. Bonus	Bonus Adjustment \$
Total Company	7	252,668	252,668	703.42%			2.63%		6,648	0	259,316	13.65%	35,407	17,200
Total Operations	7	252,668	252,668	703.42%			2.63%		6,648	0	259,316	13.65%	35,407	17,200
US Operations	7	252,668	252,668	703.42%			2.63%		6,648	0	259,316	13.65%	35,407	17,200
US Procurement	7	252,668	252,668	703.42%			2.63%		6,648	0	259,316	13.65%	35,407	17,200
Nation, Anne	1	37,656	37,656	100.42%	High	High	5.00%		1,098	0	38,754	22.00%	8,526	4,000
Owens, Julie A	1	43,310	43,310	100.43%	High	Star	7.50%		2,436	0	45,746	32.50%	14,867	4,200
Post, Karon K	1	50,817	50,817	100.38%	Medium	Low	1.00%		466	0	51,283	.00%	0	0
Sarginson, Dawn R	1	38,557	38,557	100.41%	Low	Low	1.00%		321	0	38,878	.00%	0	0
Shepherd, Kelly Ann	1	25,360	25,360	100.63%	Medium	Low	1.00%		42	0	25,402	.00%	0	0
Smith, Heather M	1	32,658	32,658	100.49%	Star	Star	7.50%		2,041	0	34,699	32.50%	11,277	4,000
Spencer, Ceclia	1	24,310	24,310	100.66%	High	Medium	3.00%		243	0	24,554	3.00%	737	5,000

The following screenshot shows a change in the bonus adjustment dollars for my department from 17,200 to 22,000

dollars. Making the change causes the dollar amount to break back proportionally over those persons receiving bonuses.

	Merit Target %	Rec. Merit Increase	Merit Adjustment \$	Merit Adjustment %	New Salary	Bonus Target %	Rec. Bonus	Bonus Adjustment \$	Bonus Adjustment %	New Salary w/Bonus	Stock Options	RSUs	Other
Total Company	2.63%		6,648	0	259,316	13.65%	35,407	22,000	22.14%	316,723	1,000	0	0
Total Operations	2.63%		6,648	0	259,316	13.65%	35,407	22,000	22.14%	316,723	1,000	0	0
US Operations	2.63%		6,648	0	259,316	13.65%	35,407	22,000	22.14%	316,723	1,000	0	0
US Procurement	2.63%		6,648	0	259,316	13.65%	35,407	22,000	22.14%	316,723	1,000	0	0
Nation, Anne	5.00%		1,098	0	38,754	22.00%	8,526	5,116	35.20%	52,397	250	0	0
Owens, Julie A	7.50%		2,436	0	45,746	32.50%	14,867	5,372	44.24%	65,985	250	0	0
Post, Karon K	1.00%		466	0	51,283	.00%	0	0	.00%	51,283	0	0	0
Sarginson, Dawn R	1.00%		321	0	38,878	.00%	0	0	.00%	38,878	0	0	0
Shepherd, Kelly Ann	1.00%		42	0	25,402	.00%	0	0	.00%	25,402	0	0	0
Smith, Heather M	7.50%		2,041	0	34,699	32.50%	11,277	5,116	47.24%	51,092	250	0	0
Spencer, Ceclia	3.00%		243	0	24,554	3.00%	737	6,395	29.05%	31,686	250	0	0

Dawn Sarginson retired in February.

Rows:	Columns:	Context:										
SalaryCalc [SalaryCalc]	Months [Months]	US Procurement [Organization] Sarginson, Dawn R [ExistingEmployees]										
	Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Total Year											
Base Salary	38,557 38,557 38,557 38,557 38,557 38,557 38,557 38,557 38,557 38,557 38,557 38,557	38,557										
Action	Retirement											
Total Salary	3,213 0 0 0 0 0 0 0 0 0 0 0	3,213										
Govt Taxes	319.70 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	319.70										
Social Security	199.21 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	199.21										
Medicare	46.59 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	46.59										
SUI	48.20 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	48.20										
FUTA	25.70 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	25.70										
Other Benefits	867.53 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	867.53										
Health Plan Expense	150 0 0 0 0 0 0 0 0 0 0 0	150										

You will notice that in all these screen captures that the government impositions are all U.S.-based. This is because we are looking at a U.S. department, specifically, U.S. Procurement. If we were to look at departments in other

countries, we would see the corresponding government impositions for those countries being calculated as shown in the following examples.

- Australia

Rows:	Columns:	Context:										
SalaryCalc [SalaryCalc]	Months [Months]	Australia Procurement [Organization] Patrick Mills [ExistingEmployees]										
	Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Total Year											
Base Salary	45,942 45,942 45,942 45,942 45,942 45,942 45,942 45,942 45,942 45,942 45,942 45,942	45,942										
Action	Term w/Severance											
Bonus	2,277 2,277 2,277 2,277 2,277 2,277 0 0 0 0 0 0	13,662										
Severance	0 0 0 0 0 0 1,000 0 0 0 0 0	1,000										
Total Salary	6,106 6,106 6,106 6,316 6,316 6,316 1,000 0 0 0 0 0	38,264										
Govt Taxes	223.72 1,139.55 2,055.37 3,009.90 3,957.26 5,244.19 5,363.19 5,329.14 5,329.14 5,329.14 5,329.14 5,329.14	47,638.86										
Superannuation Guarantee (GS)	116.31 116.31 116.31 120.32 120.32 120.32 19.05 0.00 0.00 0.00 0.00 0.00	728.93										
AUS Income Tax	15.83 931.65 1,847.48 2,794.84 3,742.21 5,029.14 5,329.14 5,329.14 5,329.14 5,329.14 5,329.14 5,329.14	46,335.97										
AUS Medical Levy	91.58 91.58 91.58 94.74 94.74 94.74 15.00 0.00 0.00 0.00 0.00 0.00	573.96										
Other Benefits	1,648.49 1,648.49 1,648.49 1,705.25 1,705.25 1,705.25 270.00 0.00 0.00 0.00 0.00 0.00	10,331.22										
Health Plan Expense	150 150 150 150 150 150 0 0 0 0 0 0	900										

The tab may also be re-orientated to a department – employee – salary calc view. In the following example, you can see the calculations for some French employees in the France

Manufacturing Control Department. Note the France-specific government impositions.

Rows:		Columns:											
Existing Employees [ExistingEmployees]		Months [Months]											
SalaryCalc [SalaryCalc]		Context: France Manufacturing Control [Organisation]											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
France Manufacturing Control	Base Salary	897,925	897,925	897,925	897,925	897,925	897,925	897,925	897,925	897,925	897,925	897,925	897,925
	Bonus	13,399	13,399	13,399	13,399	13,399	13,399	13,399	13,399	13,399	13,399	13,399	13,399
	Total Salary	88,352	88,352	88,352	88,352	88,352	88,352	88,352	88,352	88,592	88,592	88,773	88,89
	Govt Taxes	7,068.14	7,068.14	7,068.14	7,068.14	7,068.14	7,068.14	7,068.14	7,068.14	7,087.37	7,087.37	7,101.80	7,111.2
	CSG (general social contribution)	6,626.38	6,626.38	6,626.38	6,626.38	6,626.38	6,626.38	6,626.38	6,626.38	6,644.41	6,644.41	6,657.94	6,666.7
	CRDS (repayment of the debt of social security)	441.76	441.76	441.76	441.76	441.76	441.76	441.76	441.76	442.96	442.96	443.86	444.4
	Other Benefits	23,854.96	23,854.96	23,854.96	23,854.96	23,854.96	23,854.96	23,854.96	23,854.96	23,919.89	23,919.89	23,968.59	24,000.3
Health Plan Expense	775	775	775	775	775	775	775	775	775	775	775	77	
Mala Metella	Base Salary	173,160	173,160	173,160	173,160	173,160	173,160	173,160	173,160	173,160	173,160	173,160	173,16
	Bonus	3,228	3,228	3,228	3,228	3,228	3,228	3,228	3,228	3,228	3,228	3,228	3,22
	Total Salary	17,657	17,657	17,657	17,657	17,657	17,657	17,657	17,657	17,898	17,898	17,898	17,89
	Govt Taxes	1,412.60	1,412.60	1,412.60	1,412.60	1,412.60	1,412.60	1,412.60	1,412.60	1,431.84	1,431.84	1,431.84	1,431.8
	CSG (general social contribution)	1,324.31	1,324.31	1,324.31	1,324.31	1,324.31	1,324.31	1,324.31	1,324.31	1,342.35	1,342.35	1,342.35	1,342.3
	CRDS (repayment of the debt of social security)	88.29	88.29	88.29	88.29	88.29	88.29	88.29	88.29	89.49	89.49	89.49	89.4
	Other Benefits	4,767.51	4,767.51	4,767.51	4,767.51	4,767.51	4,767.51	4,767.51	4,767.51	4,832.45	4,832.45	4,832.45	4,832.4
Health Plan Expense	150	150	150	150	150	150	150	150	150	150	150	15	
Manuel Reynaert	Base Salary	199,025	199,025	199,025	199,025	199,025	199,025	199,025	199,025	199,025	199,025	199,025	199,02
	Bonus	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,424	5,42
	Total Salary	22,009	22,009	22,009	22,009	22,009	22,009	22,009	22,009	22,009	22,009	22,009	22,11
	Govt Taxes	1,760.75	1,760.75	1,760.75	1,760.75	1,760.75	1,760.75	1,760.75	1,760.75	1,760.75	1,760.75	1,760.75	1,760.0
	CSG (general social contribution)	1,650.70	1,650.70	1,650.70	1,650.70	1,650.70	1,650.70	1,650.70	1,650.70	1,650.70	1,650.70	1,650.70	1,658.4
	CRDS (repayment of the debt of social security)	110.05	110.05	110.05	110.05	110.05	110.05	110.05	110.05	110.05	110.05	110.05	110.5
	Other Benefits	5,942.52	5,942.52	5,942.52	5,942.52	5,942.52	5,942.52	5,942.52	5,942.52	5,942.52	5,942.52	5,942.52	5,970.5
Manuela Montebrun	Base Salary	202,480	202,480	202,480	202,480	202,480	202,480	202,480	202,480	202,480	202,480	202,480	202,48
	Total Salary	16,873	16,873	16,873	16,873	16,873	16,873	16,873	16,873	16,873	16,873	16,873	16,88
	Govt Taxes	1,349.87	1,349.87	1,349.87	1,349.87	1,349.87	1,349.87	1,349.87	1,349.87	1,349.87	1,349.87	1,349.87	1,350.9
	CSG (general social contribution)	1,265.50	1,265.50	1,265.50	1,265.50	1,265.50	1,265.50	1,265.50	1,265.50	1,265.50	1,265.50	1,265.50	1,266.5
	CRDS (repayment of the debt of social security)	84.37	84.37	84.37	84.37	84.37	84.37	84.37	84.37	84.37	84.37	84.37	84.4
	Other Benefits	4,555.80	4,555.80	4,555.80	4,555.80	4,555.80	4,555.80	4,555.80	4,555.80	4,555.80	4,555.80	4,555.80	4,559.6
	Health Plan Expense	325	325	325	325	325	325	325	325	325	325	325	32
	Base Salary	173,147	173,147	173,147	173,147	173,147	173,147	173,147	173,147	173,147	173,147	173,147	173,14
	Bonus	4,748	4,748	4,748	4,748	4,748	4,748	4,748	4,748	4,748	4,748	4,748	4,74
	Total Salary	19,177	19,177	19,177	19,177	19,177	19,177	19,177	19,177	19,177	19,177	19,357	19,35

It is not necessary to display this tab. We have included it here as a courtesy for informational purposes. An administrator could make the determination to hide this tab and allow the user to see the consolidated results in the Headcount Comp Summary tab.

The Salaries, Bonus and Severance lines are calculated by entries in the previous tabs. The Benefits lines are calculated as a standard rate per active employee. Government impositions

are calculated employee-by-employee using the appropriate rates and taxable caps. Headcount can be a driver for additional expense line items.

All information is calculated in the local currency. This *Blueprint* can feed the *Expense Planning and Control Blueprint Powered by IBM Cognos Express*, which would convert the information from the local currency to the chosen corporate standard.

Input New Headcount

Having completed our modeling for our existing employees, we can make decisions regarding new hires. This tab allows 20 new hires per department. This number can be increased or

decreased based on company need. Planning is by position, dropdown boxes are provided to assist in the decision-making process.

	FTE	Position	Location	Health Plan	Warning	Bonus Amount	Start Month	Differential %	Target Base	Market Adjustment	Hiring Salary	Bonus Month
Total New Employees	7					0		%	251,500	0	251,500	
1	FT	1 Senior Buyer	Minneapolis, MN	Individual Plan		1,750	Jun	100%	37,500	0	37,500	Dec
2	FT	1 Senior Buyer	Chicago, IL			2,588	Apr	115%	43,125	0	43,125	Oct
3	FT	1 Purchase & Sales Coord	New York, NY	Family Plan		3,713	Feb	135%	50,625	0	50,625	Aug
4	FT	1 Accounting Mgr	Boston, MA	Individual Plan		2,880	Mar	80%	38,400	0	38,400	Sep
5	FT	1 Order Clerk	Los Angeles, CA	Individual Plan		126	Nov	120%	25,200	0	25,200	
6	FT	1 Advisory Serv Spec	Minneapolis, MN	Individual + 1		1,896	Mar	100%	32,500	0	32,500	Sep
7	FT	1 Order Clerk	Chicago, IL			242	Sep	115%	24,150	0	24,150	
8	0					0		%	0	0	0	
9	0					0		%	0	0	0	
10	0					0		%	0	0	0	
11	0					0		%	0	0	0	
12	0					0		%	0	0	0	
13	0					0		%	0	0	0	
14	0					0		%	0	0	0	
15	0					0		%	0	0	0	
16	0					0		%	0	0	0	
17	0					0		%	0	0	0	
18	0					0		%	0	0	0	
19	0					0		%	0	0	0	
20	0					0		%	0	0	0	

To hire a new employee:

1. A selection is made from a list of pre-approved positions.
2. The employee's FTE is chosen and then the FT/PT field is instantly calculated.
3. A location where this employee will be working is picked from a list you tailor.
4. The new employee is assigned to a Health Plan Choice if known.
5. A start month is selected.

The *Blueprint* calculates a differential to be paid based on where the employee will be located. Minneapolis is our baseline, so a location of Minneapolis would pay 100% of the recommended midpoint for this position. Someone working in New York, as you can see, would get a differential equal to 135% of the midpoint, while someone working in Sioux Falls, South Dakota would get 85% of the midpoint. The midpoints also have exchange rates built into them so that a position in Narita, Japan, being paid in Yen instead of dollars would have a very large differential associated with it. Differentials are described later in this document.

Each position has an associated salary grade. It is the combination of salary grade and location choice that causes the target base to be populated. The user can make a marketing adjustment to the target base to arrive at a hiring salary. The Bonus percentage is arrived at using business rules embedded in the model. Based on the grade, and assuming all first year employees perform at mid level, a lookup table brings up a bonus. Our model pays a bonus to employees who serve at least six months in the calendar year. These rules are assumptions made in the existing *Blueprint*. It is very easy to modify a *Blueprint* to reflect your own set of headcount and payroll assumptions.

This tab is form-based so that you can prepare a plan based on the decisions you would make to manage their employees, rather than burdening you with the month-by-month calculations of cost and headcount. This makes workforce planning easy for department managers, while providing visibility for corporate into the decisions that make up changes to the workforce, rather than just receiving the change in dollars spent in a department.

New Employee Salary Calc

The sixth tab in the *Blueprint* is **NewEmployeeSalaryCalc**. It requires no input and in this case is based entirely on information entered into **Input – New Headcount** and the

assumptions and rules built into the model. This tab is displayed for the convenience of the user and can be hidden in a deployed model by an administrator

Rows:	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	# Total Year
Base Salary	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500
Bonus	0	0	0	0	0	0	0	0	0	0	0	1,750	1,750
Total Salary	0	0	0	0	0	3,125	3,125	3,125	3,125	3,125	3,125	4,875	23,625
Headcount Status	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Govt Taxes	0.00	0.00	0.00	0.00	0.00	310.94	310.94	291.94	285.94	285.94	285.94	446.06	2,217.69
Social Security	0.00	0.00	0.00	0.00	0.00	193.75	193.75	193.75	193.75	193.75	193.75	302.25	1,464.75
Medicare	0.00	0.00	0.00	0.00	0.00	45.31	45.31	45.31	45.31	45.31	45.31	70.69	342.56
SUI	0.00	0.00	0.00	0.00	0.00	46.88	46.88	46.88	46.88	46.88	46.88	73.13	354.38
FUTA	0.00	0.00	0.00	0.00	0.00	25.00	25.00	6.00	0.00	0.00	0.00	0.00	56.00
Other Benefits	0.00	0.00	0.00	0.00	0.00	843.75	843.75	843.75	843.75	843.75	843.75	1,316.25	6,378.75
Health Plan Expense	0	0	0	0	0	150	150	150	150	150	150	150	1,050
Position	Senior Buyer	Senior Buyer	Senior Buyer	Senior Buyer	Senior Buyer	Senior Buyer	Senior Buyer	Senior Buyer	Senior Buyer	Senior Buyer	Senior Buyer	Senior Buyer	Senior Buyer

In the previous section, our first hire was for a Senior Buyer that we wanted to start in June at a target base of 37,500 with a 1,750 bonus payable in December. In the screen capture here

you can view the results for those choices. As with existing employees, the appropriate government impositions are charged based on location.

Headcount Comp Summary

The seventh tab is **HeadcountCompSummary**. It displays the results based on the choices made by a user. There are a number of expandable calculations. A user may also view

quarterly results if desired. This functionality is available for all tabs calculated by month. This view gives the contributor a consolidated view of Existing Employees, New Employees and all employees within the department.

Workforce Planning V2 Work InProgress US Procurement [3] - Microsoft Internet Explorer																
EmployeeInformation Input - Existing Headcount Input - Compensation Planning ExistingEmployeeSalaryCalc Input - New Headcount NewEmployeeSalaryCalc Headcount Comp Summary																
CorporateGuidelineSummary BenefitAssumptions BonusPlans CorporateGuidelines Differential GradeLevelBy Position MidpointPerformance RecommendedMidSalary																
Rows:	EmployeeSummary [EmployeeSummary]	HC_CompSummary [HC_CompSummary]	Columns: Months [Months]										Context: US Procurement [Organization]			
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total Year	
Existing Employees	Salary		21,056	17,843	13,608	13,608	13,608	13,608	13,608	13,608	13,608	13,608	13,608	13,608	174,976	
	Merit		0	39	170	373	373	465	465	465	485	485	488	488	4,296	
	Merit%		.00%	.22%	1.25%	2.74%	2.74%	3.41%	3.41%	3.41%	3.56%	3.56%	3.59%	3.59%	2.45%	
	Total Salary		21,056	17,881	13,778	13,981	13,981	14,072	14,072	14,072	14,093	14,093	14,096	14,096	179,272	
	Salary		21,056	17,843	13,608	13,608	13,608	13,608	13,608	13,608	13,608	13,608	13,608	13,608	174,976	
	Merit		0	39	170	373	373	465	465	465	485	485	488	488	4,296	
	Severance		0	0	5,000	0	0	0	0	0	0	0	0	0	0	5,000
	Total Employee Comp (less Equity)		25,840	22,665	23,562	18,765	18,765	18,856	18,856	18,856	18,877	18,877	18,880	18,880	241,679	
	Total Employee Comp (Including Equity)		25,840	22,665	23,562	18,765	18,765	18,856	18,856	18,856	18,877	18,877	18,880	18,880	241,679	
	Total Employee Comp (less Equity)		25,840	22,665	23,562	18,765	18,765	18,856	18,856	18,856	18,877	18,877	18,880	18,880	241,679	
Headcount		7.00	6.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	7.00		
Bonus %		22.72%	26.75%	34.72%	34.22%	34.22%	34.00%	34.00%	34.00%	33.95%	33.95%	33.94%	33.94%	32.02%		
New Employee	Salary		0	4,219	10,127	13,721	13,721	16,846	16,846	16,846	18,858	18,858	20,958	20,958	171,958	
	Merit		0	0	0	0	0	0	0	0	0	0	0	0	0	
	Total Salary		0	4,219	10,127	13,721	13,721	16,846	16,846	16,846	18,858	18,858	20,958	20,958	171,958	
	Salary		0	4,219	10,127	13,721	13,721	16,846	16,846	16,846	18,858	18,858	20,958	20,958	171,958	
	Merit		0	0	0	0	0	0	0	0	0	0	0	0	0	
	Total Employee Comp (less Equity)		0	4,219	10,127	13,721	13,721	16,846	16,846	17,588	20,795	21,657	23,757	25,507	184,784	
	Total Employee Comp (Including Equity)		0	4,219	10,127	13,721	13,721	16,846	16,846	17,588	20,795	21,657	23,757	25,507	184,784	
	Total Employee Comp (less Equity)		0	4,219	10,127	13,721	13,721	16,846	16,846	17,588	20,795	21,657	23,757	25,507	184,784	
	Headcount		0.00	1.00	3.00	4.00	4.00	5.00	5.00	5.00	6.00	6.00	7.00	7.00	7.00	
	Bonus %		.00%	.00%	.00%	.00%	.00%	.00%	.00%	4.41%	10.27%	14.84%	13.35%	21.70%	7.46%	
Total Employees	Salary		21,056	22,061	23,735	27,329	27,329	30,454	30,454	30,454	32,466	32,466	34,566	34,566	346,934	
	Merit		0	39	170	373	373	465	465	465	485	485	488	488	4,296	
	Merit%		.00%	.18%	.72%	1.37%	1.37%	1.53%	1.53%	1.53%	1.49%	1.49%	1.41%	1.41%	1.24%	
	Total Salary		21,056	22,100	23,905	27,702	27,702	30,918	30,918	30,918	32,951	32,951	35,055	35,055	351,230	
	Salary		21,056	22,061	23,735	27,329	27,329	30,454	30,454	30,454	32,466	32,466	34,566	34,566	346,934	
	Merit		0	39	170	373	373	465	465	465	485	485	488	488	4,296	
	Severance		0	0	5,000	0	0	0	0	0	0	0	0	0	0	5,000
	Total Employee Comp (less Equity)		25,840	26,884	33,689	32,486	32,486	35,702	35,702	36,445	39,671	40,534	42,637	44,387	426,463	
	Total Employee Comp (Including Equity)		25,840	26,884	33,689	32,486	32,486	35,702	35,702	36,445	39,671	40,534	42,637	44,387	426,463	
	Total Employee Comp (less Equity)		25,840	26,884	33,689	32,486	32,486	35,702	35,702	36,445	39,671	40,534	42,637	44,387	426,463	
Headcount		7.00	7.00	8.00	9.00	9.00	10.00	10.00	10.00	11.00	11.00	12.00	12.00	116.00		
Bonus %		22.72%	21.65%	20.01%	17.27%	17.27%	15.47%	15.47%	17.87%	20.40%	23.01%	21.63%	26.62%	20.00%		

If a user happens to be a reviewer of more than one department, they may re-orientate this tab to view the compensation for all their reporting departments for easy comparisons and evaluation.

		US Operations				
		US Procurement	US Manufacturing Control	US QC/QA	US Production	
Existing Employees	Salary	1,672,020	174,976	379,961	303,971	813,112
	Merit	24,178	4,296	5,930	3,944	10,008
	Merit%	1.45%	2.45%	1.56%	1.30%	1.23%
	Total Salary	1,696,198	179,272	385,890	307,915	823,120
	Severance	5,000	5,000	0	0	0
	Total Employee Comp (less Equity)	2,017,460	241,679	452,707	358,515	964,559
	Total Employee Comp (Including Equity)	2,017,460	241,679	452,707	358,515	964,559
	Headcount	41.00	7.00	9.00	8.00	17.00
New Employee	Bonus %	18.65%	32.02%	17.31%	16.43%	17.18%
	Salary	961,650	171,958	207,927	152,615	429,150
	Merit	(0)	(0)	(0)	0	(0)
	Total Salary	961,650	171,958	207,927	152,615	429,150
	Total Employee Comp (less Equity)	1,029,930	184,784	221,977	160,885	462,284
	Total Employee Comp (Including Equity)	1,029,930	184,784	221,977	160,885	462,284
	Headcount	41.00	7.00	9.00	8.00	17.00
	Bonus %	7.10%	7.46%	6.76%	5.42%	7.72%
Total Employees	Salary	2,633,670	346,934	587,888	456,585	1,242,262
	Merit	24,178	4,296	5,930	3,944	10,008
	Merit%	.92%	1.24%	1.01%	.86%	.81%
	Total Salary	2,657,848	351,230	593,818	460,530	1,252,270
	Severance	5,000	5,000	0	0	0
	Total Employee Comp (less Equity)	3,047,389	426,463	674,684	519,399	1,426,843
	Total Employee Comp (Including Equity)	3,047,389	426,463	674,684	519,399	1,426,843
	Headcount	738.00	116.00	169.00	143.00	310.00
Bonus %	14.47%	20.00%	13.62%	12.78%	13.94%	

Corporate Guideline Summary

Tab eight, **CorporateGuidelineSummary**, compares **Proposed Merit Increase, Bonuses granted, and Equity** awarded to the corporate guidelines that have been set. Looking at the following screen, we notice that we were in a position to grant more merit dollars and stock options.

Corporate Guideline	Proposed	Variance	Comments
Merit%	3.00%	1.24%	1.76%
Bonus%	20.00%	20.00%	.00%
Options	2,000	1,000	1,000
RSU's	1,000	0	1,000
Other	0	0	0

This tab may also be re-orientated to give us a view of multiple departments.

Organization	Corporate Guideline					Proposed					Variance				
	Merit%	Bonus%	Options	RSU's	Other	Merit%	Bonus%	Options	RSU's	Other	Merit%	Bonus%	Options	RSU's	Other
US Operations	3.00%	20.00%	0	0	0	.92%	14.47%	4,475	0	0	2.08%	5.53%	(4,475)	0	0
US Procurement	3.00%	20.00%	2,000	1,000	0	1.24%	20.00%	1,000	0	0	1.76%	.00%	1,000	1,000	0
US Manufacturing Control	3.00%	20.00%	2,000	1,000	0	1.01%	13.62%	900	0	0	1.99%	6.38%	1,100	1,000	0
US QC/QA	3.00%	20.00%	2,000	1,000	0	.86%	12.78%	875	0	0	2.14%	7.22%	1,125	1,000	0
US Production	3.00%	20.00%	2,000	1,000	0	.81%	13.94%	1,700	0	0	2.19%	6.06%	300	1,000	0

Benefit Assumptions

This tab is the first of seven that are used to hold assumptions and corporate guidelines. The information they contain does not vary by department and no user input is allowed. At the discretion of your administrator, they may be hidden from the *Blueprint* users.

To show both types of functionality, some government impositions are calculated by referring to this cube for rates and caps; other government impositions have the caps and rates built into the calculation rules. Both methods work well and are easily updated.

Rows:	
BenefitAssumptions [BenefitAssumptions]	
	Amount
Social Security Rate %	6.20%
Social Security Cap	102,000
Medicare Rate %	1.45%
SUI Rate %	1.50%
SUI Cap	26,000
FUTA Rate %	.80%
FUTA Cap	7,000
Benefit Rate %	27.00%
Individual Plan	150.00
Individual + 1	290.00
Family Plan	325.00

Bonus Plans

When entering a performance level in the Input – Compensation Plan tab, this tab is referred to for calculating the bonus target percentage.

Rows:				
SubLevelGrade [SubLevelGrade]				
	Star	High	Medium	Low
15	0.35	0.28	0.15	0.00
14	0.35	0.28	0.14	0.00
13	0.33	0.27	0.13	0.00
12	0.33	0.26	0.12	0.00
11	0.33	0.25	0.11	0.00
10	0.32	0.24	0.10	0.00
9	0.32	0.23	0.09	0.00
8	0.33	0.22	0.08	0.00
7	0.33	0.21	0.07	0.00
6	0.30	0.20	0.06	0.00
5	0.30	0.19	0.05	0.00
4	0.30	0.18	0.04	0.00
3	0.29	0.17	0.03	0.00
2	0.29	0.17	0.03	0.00
1	0.29	0.17	0.03	0.00

Corporate Guidelines

Corporate guidelines are used in the Corporate Guidelines Summary tab. In our model, corporate guidelines are the same.

Rows:	
CorporateGuidelines [CorporateGuidelines]	
	Amount
Merit%	3.00%
Bonus%	20.00%
Options	2,000
RSU's	1,000
Other	0

Grade Level by Position

When selecting a position for a new employee, the corresponding grade is looked up in this table.

PositionCategory	Grade Level
Account Consultant	9
Account Entry Spdst	7
Account Transfer Coordinator	7
Accountant	8
Accounting Clerk	5
Accounting Coordinator	7
Accounting Dir	9
Accounting Mgr	9
Accounts Processor I	2
Actuarial Analyst	5
Actuarial Assistant	3
Actuarial Assistant I	2
Actuarial Associate	4
Actuarial Trainee	15
Admin Assist II	4
Admin Asst III	3
Administrative Assistant	5
Advisory Serv Spec	7
Agency Manager	9
Asc Real Estate Finance Legal	11
Assoc Budget Analyst	7
Assoc Case Coordinator	10
Assoc Finance Dir	11
Assoc New Business Rep	7
Assoc, Mortgage Loan Servicing	6
Associate Business Analyst	7
Associate Call Center Director	8
Associate Funding Rep	7
Associate Imaging Clerk	6
Associate New Business Coord	6
Associate Office Support Clerk	5
Associate Press Operator	3
Associate Quality Analyst	6

Midpoint Performance

The model calculates, in the Input – Compensation tab, the percentage of midpoint for an individual’s salary and then, based on which midpoint range that falls into and their performance rating, a merit target percentage is looked up in this table.

MidpointRanges	Star	High	Medium	Low
<90%	9.50%	7.00%	4.00%	1.50%
90-105%	7.50%	5.00%	3.00%	1.00%
105-115%	6.00%	4.00%	2.00%	.00%
>115%	5.00%	3.50%	1.50%	.00%

Plans	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1
Plan 1	125000	110000	100000	85000	75000	65000	48000	37500	32500	27500	25000	23500	21000	18000	15000
Plan 2	137500	121000	110000	93500	82500	71500	52800	41250	35750	30250	27500	25850	23100	19800	16500
Plan 3	112500	99000	90000	76500	67500	58500	43200	33750	29250	24750	22500	21150	18900	16200	13500
Plan 4	131250	115500	105000	89250	78750	68250	50400	39375	34125	28875	26250	24675	22050	18900	15750
Plan 5	118750	104500	95000	80750	71250	61750	45600	35625	30875	26125	23750	22325	19950	17100	14250
Plan Used	125000	110000	100000	85000	75000	65000	48000	37500	32500	27500	25000	23500	21000	18000	15000

Recommended Mid Salary

In the Input – New Headcount tab, when a position is selected, the grade is automatically looked up from the GradeLevelBy Position tab. That grade is then used to look up a

recommended mid-salary from this table. That amount is then acted upon by the differential percentage, which is based upon location. The resulting calculation results in the target base for the new hire.



About IBM Business Analytics

IBM Business Analytics software delivers complete, consistent and accurate information that decision-makers trust to improve business performance. A comprehensive portfolio of [business intelligence](#), [advanced analytics](#), [financial performance and strategy management](#) and [analytic applications](#) gives you clear, immediate and actionable insights into current performance and the ability to predict future outcomes.

Combined with rich industry solutions, proven practices and professional services, organizations of every size can drive the highest IT productivity and deliver better results.

For more information

For further information or to reach a representative:
ibm.com/cognos

Request a call

To request a call or to ask a question, go to ibm.com/cognos/contactus. An IBM Cognos representative will respond to your enquiry within two business days.

© Copyright IBM Corporation 2010

IBM Canada Ltd.
3755 Riverside Drive
Ottawa ON K1G 4K9
Canada

Produced in Canada
December 2010
All Rights Reserved

IBM, the IBM logo, ibm.com and Cognos are trademarks or registered trademarks of International Business Machines Corporation in the United States, other countries, or both. If these and other IBM trademarked terms are marked on their first occurrence in this information with a trademark symbol (® or ™), these symbols indicate U.S. registered or common law trademarks owned by IBM at the time this information was published. Such trademarks may also be registered or common law trademarks in other countries. A current list of IBM trademarks is available on the Web at "Copyright and trademark information" at ibm.com/legal/copytrade.shtml

Other company, product and service names may be trademarks or service marks of others.

References in this publication to IBM products and services do not imply that IBM intends to make them available in all countries in which IBM operates.

Any reference in this information to non-IBM Web sites are provided for convenience only and do not in any manner serve as an endorsement of those Web sites. The materials at those Web sites are not part of the materials for this IBM product and use of those Web sites is at your own risk.

P25592



Please Recycle