

Performance Management for Defense

Delivering readiness.

Readiness: The number one goal of the U.S. Department of Defense. And one of its greatest challenges.

With more than 1.3 million men and women on active duty, and another 1.1 million serving in the National Guard and Reserve forces, the U.S. Department of Defense (DoD) is the nation's oldest and largest employer.

Readiness across this operational breadth means warfighters are well-trained, well-equipped, and have the funds to support their mission end-to-end. Readiness demands operational efficiency throughout the entire organization. Readiness means being able to link operational efficiency to budget efficiency.

Herein lies the challenge. Training, equipment, and funding, for example, are three separate disciplines handled in different departments within this mammoth organization.

To ensure successful operations, individual departments must be able to share information with and leverage information from other parts of the larger organization. Agencies must be able to track warfighters while managing suppliers, materiel, and distribution. Defense must unite this information to get a complete picture of operational performance—operational efficiency tracked to budget efficiency—to ensure readiness.

Cognos, an IBM company, provides an integrated, best-practices software platform for operational performance management. With integrated plans, business intelligence, and performance metrics, you can dramatically improve your understanding of the current state of your agency and improve your ability to make timely, informed decisions in all areas: operations, budgets, personnel, and logistics.

Answers to your performance questions

Complete operational performance management for defense is built upon the answers to these questions:

How are we doing? Why? What should we be doing?

The answers to these questions let you build a common understanding of performance, ensure accountable decisions and actions, and achieve a high degree of readiness. Scorecards and dashboards let you measure and monitor your performance and track your key metrics. Reporting and analysis let you see the why behind the data, gain

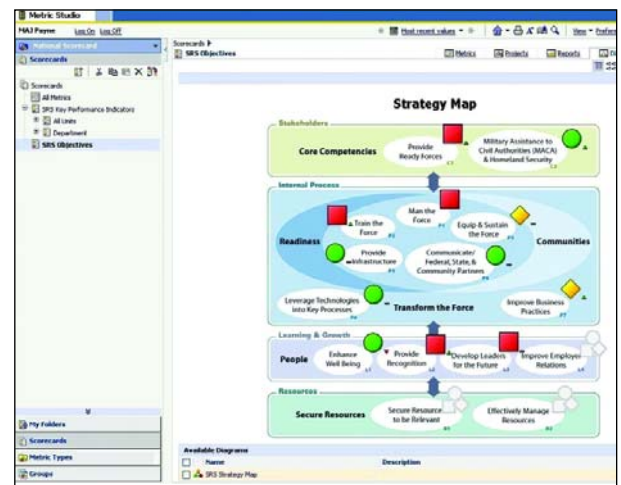
context, understand trends, and spot anomalies. Planning, budgets, and forecasts let you set a course your entire organization can follow.

Scorecards and dashboards

Cognos scorecards use baseline metrics to directly match program objectives against performance and cost metrics. Built from organizational strategy maps, scorecards foster integration among groups. Cognos dashboards combine and distill graphical information for immediate, at-a-glance understanding of performance.

Defense customers are using Cognos scorecards and dashboards today to:

- Align operational decisions with strategy
- Track operational efficiency
- Know the exact state of readiness at any time
- Match training costs to performance outcomes.



A defense strategy map emphasizes readiness and the leading (green) and trailing (red) factors influencing it: training, staffing, equipping, sustaining, and providing infrastructure. You can drill down from this map into a scorecard and more detailed reports and analyses on any of these factors.

Reporting and analysis

With Cognos analysis you can quickly access and make sense of vast amounts of disparate data. Communicating this insight through reporting leads to more informed decisions and better performance throughout the agency.

Defense customers are using Cognos reporting and analysis today to:

- Manage personnel skills requirements and inventories to effectively deploy resources, identify critical skills gaps, and anticipate when to acquire outsourced services
- Provide timely reports on the status of all troops and assets
- Maintain accountability reports to track what decisions have been made and when.



The scorecard on the left shows the state and trend of several factors affecting readiness, which are fleshed out in graphical reporting elements on the right.

Planning and budgeting

IBM Cognos 8 Planning provides a collaborative environment that delivers real-time insight into cross-agency performance on a single platform. IBM Cognos 8 Planning lets you define goals and turn them into discrete plans and budgets for the entire organization.

Defense customers are using IBM Cognos 8 Planning today to:

- Transform strategy into specific and measurable goals
- Manage and rapidly reallocate resources, including personnel and supplies
- Use unit demand forecasts and supply schedules to plan storage capacity, labor requirements, and transportation
- Conduct “what-if” scenarios for different strategies and tactics.

Readiness: Delivered

Defense Agencies need to be highly responsive, agile, and sustainable. They must be ready and able to deploy forces anywhere in the world, rapidly and effectively.

Effective management depends on having access to accurate, current information you can act on, fast. Whether you have to manage personnel, allocate resources, or deliver goods and services in a mobile operation, Cognos government performance management delivers the insight you need. Our decision-making platform can help you leverage your data and resources—to ensure everyone in your organization is trained, informed, equipped, and mission-ready at all times.

About Cognos, an IBM company

Cognos, an IBM company, is the world leader in business intelligence and performance management solutions. It provides world-class enterprise planning and BI software and services to help companies plan, understand and manage financial and operational performance. Cognos was acquired by IBM in February 2008. For more information, visit <http://www.cognos.com>.

Armed forces worldwide rely on Cognos to enhance logistics and ensure mission readiness. The U.S. Army, Navy, Marine Corps, and Air Force all use Cognos to improve operational performance.

? For more information

For more information on Cognos solutions for defense, please visit www.cognos.com/defense

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To request a call or ask a question, go to www.cognos.com/contactme A Cognos representative will respond to your enquiry within two business days.