# INFORMATION STREAMLINES

Optimizing U.S. Federal Government Agency Performance

**Oracle Solutions for Data Integrity, Analysis, and Insight**

The strategies and successes of today's government agencies are determined by three basic factors. The first is the agency's ability to generate, analyze, and manage accurate data. The second is its ability to develop budgets and a strategic plan based on sound performance metrics. Last is the ability to efficiently implement government regulations. The challenge is that today's government agencies must comply with ever more stringent regulations while working with disparate new and legacy systems that demand inefficient manual processes to bridge the gap.

The Oracle enterprise performance management (EPM) system will enable your government agency to establish all three of these critical factors for success. With this centralized Web-based solution, you will be able to continuously measure agency performance against goals; increase agency and departmental accountability; simplify regulatory compliance; make decisions within a robust analytics framework; and ultimately, deliver timely service to citizens.

# The Challenges for Government

The challenges of tracking and dramatically improving performance at government agencies are great. Agency managers need easy access to reliable data that is seamlessly shared across the organization. You also need to extract meaningful insights from that data—to make the right decisions at the right time in an increasingly demanding and dynamic environment.

In addition to grappling with accountability to regulating bodies and the difficulties of disparate systems, government agencies face the ongoing pressures of budget constraints. To properly draw up departmental budgets, you need immediate and intuitive access to financial and business process data, in-depth analyses, on-demand reports, and more. You must also be well informed when allocating resources and making staffing decisions. When data resides in multiple systems, it is difficult to reconcile information for sound analysis.

Without a unified solution for these challenges, how can agencies manage operations for peak performance? As the following examples indicate, government agencies committed to performance improvements can provide their managers with the data integrity, analysis, and insight needed to make the best decisions.

## U.S. Department of Agriculture

The U.S. Department of Agriculture (USDA) comprises more than two dozen agencies. Together, their mission is to provide leadership and develop public policy on food, agriculture, natural resources, and related issues. Many of these agencies needed help complying with various regulations regarding mission-critical processes, such as how their budgets are formulated and how they report data. In addition, several agencies needed to generate performance metrics and integrate them with budget line items—a difficult task for an agency with a large, dispersed staff of end users.

To tackle these challenges, Oracle was invited to implement its Web-enabled business intelligence (BI) solution, a part of the Oracle EPM system. As a result, in one agency alone, more than 1,000 dispersed end users gained access to vital information and were easily able to tie outputs to outcomes and better justify budget requests. Moreover, Oracle's BI solution makes it possible to create your own custom analytic applications. Using this capability, many of the agencies developed applications to address evolving problems.

The number of users at several USDA agencies that use Oracle's BI solution has reached more than 10,000. This solution is robust enough to serve such a massive user population, providing each with insight into and analysis of their financial, performance, and operational data. This insight supports key decision-making processes across the USDA. Today more than half the USDA agencies use Oracle's EPM system to more easily reach their goals.

## The U.S. Army

The U.S. Army Recruiting Command (USAREC) is a unit of the U.S. Army Accessions Command with approximately 25,000 personnel. Headquartered in Fort Knox, Kentucky, USAREC operates nearly 1,700 recruiting stations overseas and in 50 states and U.S. territories, totaling 200 companies, 41 battalions, and 5 brigades. Their mission is to bring dedicated, competent young men and women into the army to complete their tours of duty and make a contribution to national defense.

Nearly 75 percent of the army's recruiters are assigned to their role for two to three years and must meet aggressive recruiting goals. This built-in employee turnover requires systems that record every action taken with a potential recruit. The organization is run much like a civilian sales organization, with automated sales force management that monitors recruit leads and the recruiters' actual performance versus their goals. USAREC relies on Oracle's BI solutions to empower staff scattered across the United States and around the world with timely, accurate data on recruiting performance and historical trends. USAREC chose Oracle's solution to meet new demands for Web reporting necessitated by a new data warehouse. As a result of implementing this solution, the headquarters staff is more informed of their performance toward meeting assigned goals and has improved management of the enlistment process.

The ease of use of Oracle's BI reporting solution empowers army personnel to explore data and find trends. The staff is freed from spending valuable time finding data, keying it into spreadsheets, and manually preparing reports. Instead, their time is now spent analyzing data to create action plans to increase recruiting effectiveness. Additionally, the Oracle solution has streamlined the enlistment process because the necessary data can be retrieved quickly from the data warehouse and the information is far more accurate. Across the organization, users now have the tools to better obtain information and analyze trends and results.

# The Management Cycle

In striving to achieve peak performance, understanding past performance is a crucial starting point, and achieving mandates is a must. However, managing performance for future success takes more than understanding. Building a performance-accountable agency—and sustaining this accountability over time—requires management processes and business systems that empower employees to contribute to the management cycle. This means allowing them to link strategy to execution, plan dynamically, and monitor performance on demand.

**Managing Performance in Government**

Management processes ideally flow one to the other, in a continuous cycle of planning, monitoring, and reporting. Planning consists of

· Setting realistic and attainable goals and objectives

· Modeling key drivers based on known constraints to anticipate results

· Using adaptive planning to manage performance and achieve goals

"We get users started with comprehensive data models and reports. They take that information, grab more data, drill into the details, create new views, and customize charts and graphs. Oracle's ease of use makes it easy for analysts to quickly learn more about their operations. They love working with [Oracle's] Hyperion products."

**Thomas Gielow**
Contract Team Leader, Portal Administration and Development U.S. Army Recruiting Command

Oracle solutions help government agencies translate strategies into plans they can execute. They help you monitor execution and provide the insights you need to manage and improve both financial and operational performance. With demand for more measurable, effective, and accountable operations at all levels of government, it's no surprise that Oracle's EPM system is increasingly the solution of choice for government agencies. The system transforms not only government agencies' performance, but greatly deepens their understanding of that performance.

Monitoring consists of

- Tracking progress continuously with performance dashboards that are easy to use and provide insights that are easy to understand

- Measuring against plans using agency-appropriate metrics and key performance indicators

Reporting consists of

- Analyzing outcomes to better understand what drives agency performance

- Reporting and communicating results to internal and external stakeholders

**Leading the Way to High-Performance Government**

The Oracle EPM system includes a comprehensive range of applications and an integrated BI platform that allows organizations to complement and leverage enterprise resource planning and other operational systems.

Oracle solutions help your agency run smoothly by providing the following benefits:

- BI applications deliver a single version of the truth, ensure data integrity, and rapidly respond to changes in your technical and organizational environments.

- Highly scalable solutions support large numbers of users and analyze massive amounts of data without degradation in technical performance. Independent benchmarking ranks Oracle applications as the most scalable in the industry.

- A platform-independent architecture supports any technical infrastructure.

- Third-party tool integration capabilities make it easy to meet your specific needs. Oracle provides many front-end tools to complement and extend the capabilities of its system.

- Compliance and regulatory support simplifies the process of meeting the requirements of regulating bodies such as the President's Management Agenda (PMA), the Program Assessment Rating Tool (PART), the Government Performance and Results Act (GPRA), the Chief Financial Officers (CFO) Act, and the Office of Management and Budget (OMB) Circular A-123.

- Robust functionality is provided out of the box—users can easily tailor solutions in-house or with consulting partners.
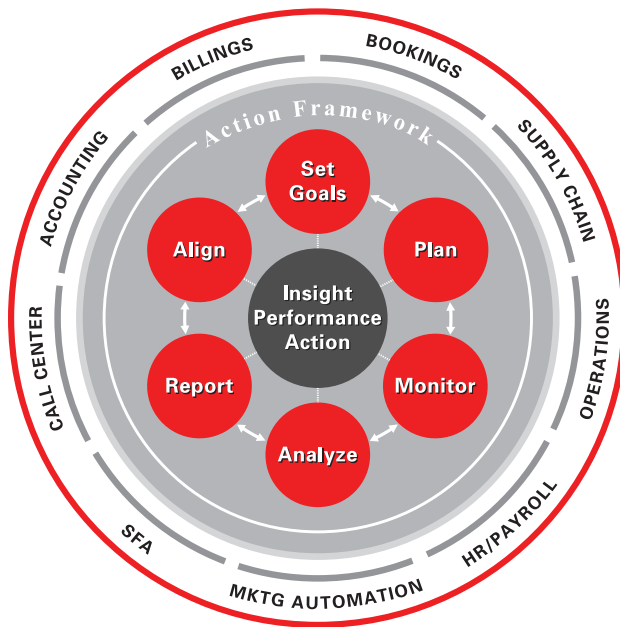
Each link in the performance management cycle—planning, monitoring, and reporting—must be aligned to drive the best agency strategy and performance.

# A Closer Look at Solutions for Government from Oracle

**Performance-Based Budgeting**

Most agencies are eager to eliminate the multiple spreadsheets, feeder applications, and individual processes that currently make up their budgeting process. Oracle provides a single solution for enterprise budget formulation, execution, and distribution that eliminates those roadblocks, so you can focus on budget analysis and linking budget to program successes as prescribed by the PMA. With Oracle's solution, you can

- Shorten budgeting and reporting cycles to save time and money

- Comply more easily with new regulatory requirements

- Improve performance continuously across the agency

- Tie agency performance to budget, creating a performance-based budget that meets congressional requirements

- Enhance the strategic planning process by continuously measuring agency performance against targets and providing accountability for results

- Generate budget books and other internal and external budgeting reports, as well as producing OMB MAX Budget Information System output

- Use performance scorecards to track how well agencies and departments are executing management initiatives

- Work within a robust decision analytics framework that supports the entire agency

- Model agency drivers, predict results, and align departmental objectives with organizational objectives

### Financial Consolidation, Compliance, Reporting, and Analysis

Oracle's market-leading financial consolidation and reporting solution allows agencies to quickly and seamlessly consolidate financial data across disparate transaction and legacy systems. Financial data can be consolidated into a single version of the truth to provide "push button" federal agencies' centralized trial-balance system (FACTSI and FACTSII) reporting and data analysis. This increases the integrity, efficiency, and audit readiness of financial statements and the reporting process for a nonqualified financial audit. With Oracle's solution, you can

- Generate interactive financial statements such as FACTSI/II and a full suite of reports required by the CFO Act

- Simplify reporting and compliance required by the PMA, GPRA, and other internal and external regulating bodies

- Increase agency and departmental accountability, as well as financial data integrity, by sharing a single, unified version of the truth across the enterprise

### Operational Reporting and Analysis

Oracle offers one of the most flexible suites of tools to measure strategic metrics, goals, and accountability in support of agency reporting. With its easy-to-use dashboards and a fully integrated strategic framework that assigns accountability throughout the program or organization, Oracle's tools ensure the effective deployment of resources and measure results against any initiative or mission. With Oracle's solution, you can

- Model agency drivers and predict results

- Make smarter, faster decisions based on timely, accurate financial and operational data

- Gain personalized insight with rich reports, graphic analysis, and easy-to-use dashboards

- Fine-tune operations and optimize resources in response to triggered alerts, notifications, and exception-based reports

- Gain analytic insight into data stored in existing IT investments such as enterprise resource planning, customer relationship management, and legacy systems

- Support massive numbers of concurrent users (20,000 and more)

# Is Oracle's Enterprise Performance Management System Right for Your Agency?

Oracle's EPM system answers critical questions with data integrity, analysis, and insight; but how do you know if Oracle is right for you, your department, or your agency? If your agency faces these challenges, a performance management solution might be the answer:

- You are struggling to submit budgets by OMB deadlines.

- You are pressed to meet legally mandated deadlines for performance and accountability reports.

- You are drowning in data but lack information that provides insight you can act on to manage and improve performance.

- You are challenged to fully integrate performance management, budgeting, and reporting across multiple departments and disparate systems.

- You need to implement a system that ties performance to budget for this year—and for next year too.

- You require a common language to define your business drivers and a way to communicate them throughout your agency.

- You need complete and integrated data across departments—including historical results as well as projected returns—so that you can easily understand key drivers and trends.

- You lack consistency of information, and so cannot be assured a single version of the truth.

Oracle offers a full spectrum of EPM solutions for government agencies. Your agency might seek to expand the benefits of BI software that has already been implemented; to improve operational and financial planning, monitoring, or reporting; or to design and implement a comprehensive EPM initiative from scratch. No matter what the needs of your particular government agency, Oracle has scalable solutions that will measure performance, increase accountability, simplify compliance, and provide the robust analytics framework that will support decisions to ensure your agency's success.

**High-Performance Reporting**

With the Oracle EPM system, you can report on huge amounts of data using a high-performance reporting engine—more than 240 pages per second per processor used (based on the 2005 HP 64-bit Itanium benchmark, an independent benchmark). The solution enables you to schedule reports based on time or events, and automatically generates parameter collection forms for reports that prompt the user for values.

**CONTACT US**

For more information on Oracle's business intelligence and enterprise performance management systems, please visit **oracle.com/solutions/business_intelligence** or call **+1.800.ORACLE1** to speak to an Oracle representative.

Outside North America, visit **oracle.com/corporate/contact** to find the phone number for your local Oracle office.

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