



Resource Management Awards Program Individual Nomination Form

Nominations must be received by 13 November 2014

Award Category: (Select One)

- | | | | |
|---------------------------------------------------------|------------------------------------|----------------------------------------------------------------|----------------------------------------------|
| <input type="checkbox"/> Accounting/Finance | <input type="checkbox"/> Budgeting | <input checked="" type="checkbox"/> Resource Mgmt | <input type="checkbox"/> Analysis/Evaluation |
| <input type="checkbox"/> Cost Analysis | <input type="checkbox"/> Auditing | <input type="checkbox"/> Intern * | <input type="checkbox"/> Author of the Year |
| <input type="checkbox"/> Comptroller/Deputy Comptroller | | <input type="checkbox"/> Education/Training/Career Development | |
| <input type="checkbox"/> Resource Mgmt/Acquisition | | <input type="checkbox"/> Cost Savings Initiative | |
| <input type="checkbox"/> Neil R. Ginnett Award | | <input type="checkbox"/> LTG (Retired) Jerry L. Sinn | |

(* Intern/Trainee From: YY/MM/DD _____ To: _____)

Nominee Data

Command Level (Must be checked)

- ☒ ACOM, ASCC, DRU Headquarters
☐ Below ACOM, ASCC, DRU Headquarters

**** Command:**

Name:

Position/Title: Operations Research System Analyst

Office Address:

Nominator Data



Resource Management Awards Program Team Nomination Form

Justification Data; Specific FY Accomplishments (must be limited to one page)

Name: [REDACTED]

Tasking: The National Defense Authorization Act of 2012, section 1054, and the GAO Performance and Accountability Report of 2012, direct the services to identify significant savings opportunities and report the realization of savings as a result of financial benefits initiatives. Historically, the Army did not have a single process to thoroughly consolidate, review, and/or integrate financial benefit decisions across the Planning, Programming, Budgeting, and Execution (PPBE) process to track the realization of savings. The result was inflated and duplicative claims, and an inability to account for actual savings. The Assistant Secretary of the Army, Financial Management and Comptroller (ASA(FM&C)), Military Deputy directed a project to develop a single reporting and tracking tool for all Army financial benefits initiatives.

Accomplishment: Working within the PPBE process, the Army Financial Benefits Reporting and Tracking (AFBRT) project, [REDACTED], assisted the budgeting and programming processes. This resulted in significant improvements to capturing and harvesting financial benefits for the Army. [REDACTED] led a cross organizational Tiger Team, composed of representatives from across ASA(FM&C), General Funds Enterprise Business System (GFEBS), Office of the Secretary of the Army, Office of Business Transformation, and G-8. Through his efforts, in August of 2013, the Secretary of the Army signed the Qualification, Reporting and Tracking of Army Financial Benefits memorandum. This memo directs Commands and Headquarters, Department of the Army staff principals to use the AFBRT process to report initiatives projected to generate financial benefits. It was followed, in December of 2013, by an ASA(FM&C) Implementation Guidance memo.

[REDACTED] the leader of the Tiger Team, coordinated with multiple functional systems to determine best fit at lowest cost. These systems included: Cost and Performance Portal, Army PowerSteering, ePROBE, and GFEBS. He worked with representatives from each system to: investigate capabilities; determine what data elements it already captured; minimize manual work; and assess system's ability to be modified and with associated costs. He determined that the best fit, at lowest cost option was to build a submission tool on ePROBE. This far exceeded expectations, as the submission tool was built onto an existing system, resulting in no additional cost to the Army. The team, led by [REDACTED] worked collaboratively and efficiently by dividing the tasks and reporting back to the group on a weekly basis. Based on areas of expertise, the team divided the work into five lines of effort and, with group collaboration, developed solutions for each area. The speed of delivery also exceeded expectations as [REDACTED] led the team to meet its goal in three months, well before the scheduled deadline.

The project far exceeded expectations by proving that reporting and tracking financial benefits can be done using ePROBE and GFEBS. [REDACTED] successfully implemented this change, across the Army enterprise, by addressing any organizational, technical, and/or cultural resistance. He closely collaborated with and won advocates as they identified the required data elements needed for resource informed decision making. This will be the first time the Army can comprehensively account for savings initiatives and provide a complete audit trail of initiatives across the PPBE process, to include both budgeting and programming.

[REDACTED] and the team worked on validating the AFBRT process to provide a tool for resource managers and analysts to fully accomplish their assigned mission and functions. The process is broken into three main phases:

1. Submit and Validate: An organization submits a narrative describing the initiative and the program(s) affected, and any operational impact of the proposed efficiency. Validation provides: an approved cost estimate for implementation and benefits realized over time, tied to specific programs and cost objects; and looks for any redundancies with another initiative.
2. Review and Decide: Makes recommendations and comments on the initiative by each reviewing entity, with Senior Leader decision on inclusion in the Army budget and the Program Objective Memorandum (POM).
3. Track Execution: Analysts assign unique identifiers to track initiatives in GFEBS. This allows for a potential revision to forecast, based on actual execution of financial benefits; feedback to decision makers; and identifies and documents replication opportunities, and demonstrates the actual financial benefits across the Army.

Significance: The AFBRT process has reviewed approximately \$450M in claimed financial benefits to date. The validated financial benefits will be tracked throughout their lifecycle to ensure savings are actually realized, without compromising the ability to accomplish core missions. The AFBRT process: de-conflicts overlapping initiatives before they get to decision; ensures projected financial benefits have a sound analytical basis; provides required information for programming upfront; and provides auditable financial benefits.

The impact of the AFBRT project on financial benefits for the Army enterprise cannot be understated. The Army can now effectively and efficiently track and record financial benefits for managerial accounting and auditability. It provides a catalyst for financial benefits, because savings realized will be attributable to other organizations and the Army enterprise as a whole. It will increase transparency and allow leaders to make better resource informed decisions. Now senior leaders can direct efficiencies to the Army's highest priorities, improving readiness. Armed with valid information, Army leaders can better defend and execute the budget, and tell the Army's story.