

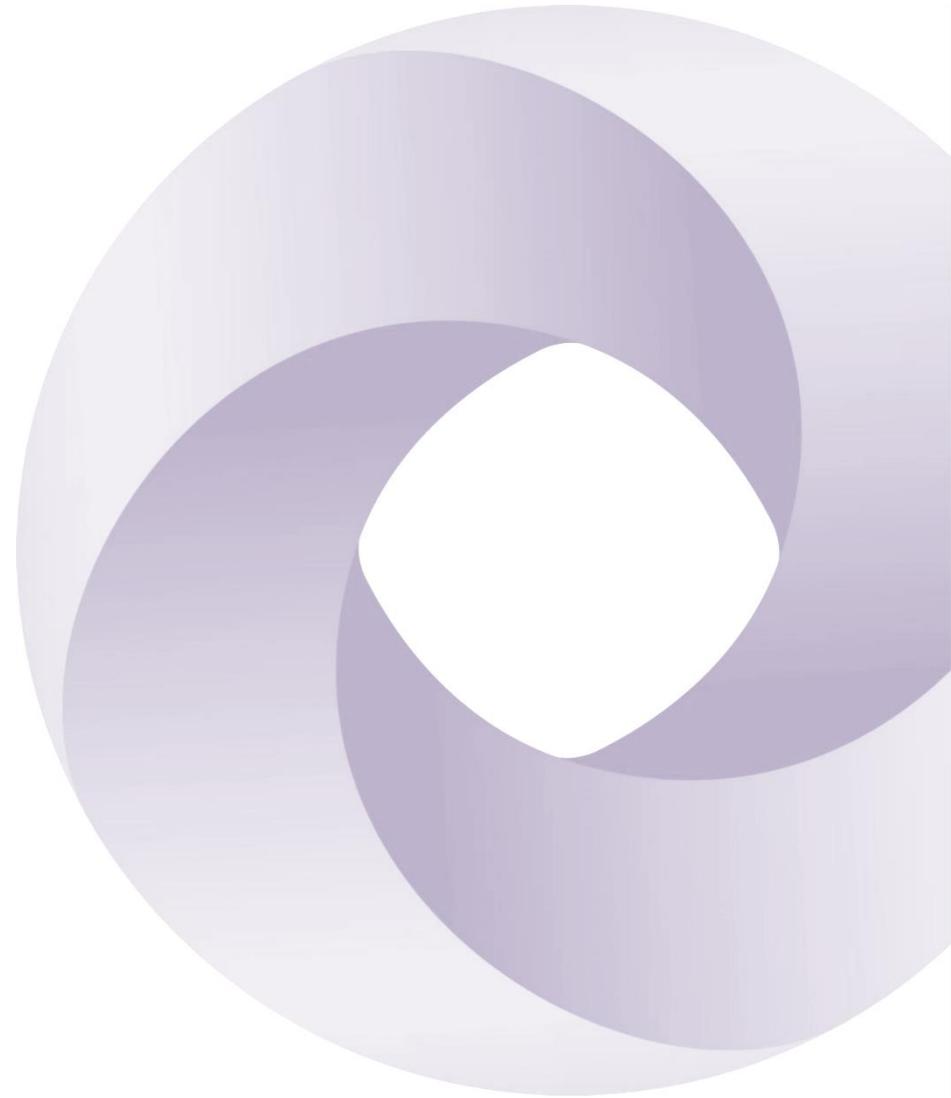


Leveraging Data Analytics

June 1, 2018

Agenda

- **Introduction**
- Approach to Data Analytics
- Army Chaplains Use Case
- Keys to Success
- Questions and Answers



Introduction

Paul Seckar, Principal, Grant Thornton LLP

Mr. Seckar leads Grant Thornton's Decision Analytics Service Line within Public Sector. He is responsible for Analytic solutions and services ranging from data management to foundational analytics to advanced analytics across federal and state & local. Mr. Seckar has over 20 years of experience, spanning technology-based analytic solutions and applications, as well as decision analytic studies and engagements that deliver implementation recommendations for improved performance, streamlined operations, and strategic decision making.

Andreas Lucido, Senior Manager, Grant Thornton LLP

Mr. Lucido is a former Army officer that has served in multiple Joint Task Forces and Commands. He has more than 10 years' experience in program management leading various financial management and data analytic engagements including US Army Central Command (ARCENT), Department of Army Chaplains (DACH), The Joint Staff (TJS), US Special Operations Command (USSOCOM) and US Immigration and Customs Enforcement (ICE). Mr. Lucido is a certified Project Management Professional (PMP) and Certified Defense Financial Manager (CDFM).

LTC (CH) Michael Zell, Comptroller, Army Office of the Chief of Chaplains (OCCH)

Chaplain Zell is the Comptroller for the U.S. Army OCCH responsible for Appropriated Fund operations to include program development, contracting, internal controls/audit readiness, budget preparation, and execution enabling Army-wide religious support operations. CH Zell oversees cost-modeling, program analytics and data visualization efforts in support of OCCH transformation initiatives. He has served on Active Duty since 2002 and is a graduate of the Defense Comptroller Program at Syracuse University (2011) and a Certified Defense Financial Manager (CDFM).

Data Analytics Defined

Grant Thornton LLP: Transforming raw data into intelligence for data-driven business performance

- Actionable Insights
- Improve performance
- Streamline operations
- Support strategic decision-making

Benefits of Using Analytics

Provides the ability to make informed, more intelligent decisions based on data

- Creates transparency for leadership and stakeholders
- Integrates accountability and performance
- Measures and provides the means by which to manage risk
- Facilitates process improvements and optimization
- Provides basis for assessing and planning for future events
- Enables a disciplined approach for managing data as a strategic asset across an organization

What is Analytics?



How does Analytics work?

Analytics = $f(\text{data, models, visualization})$ —

Intelligent
Decisions

In words...

...***Analytics*** is a function of *data*, *models*, and *visualization*; from which ***Intelligent Decisions*** can be derived

- ✓ Data can be quantitative/numerical, qualitative, research based, etc.
- ✓ Models are a mathematical or algorithmic expression of any phenomenon....or
- ✓ Visualization is the display of results derived from models or more general exploratory data analysis to illustrate relationships and characteristics

What does it take to do Analytics?

Analytics Success Factors – pre-requisites

- ✓ Translation and Communication – domain and analytic functional experience
- ✓ Analytic and Data Talent
- ✓ Analytic Tools
- ✓ Data Accessibility
- ✓ Data Architecture
- ✓ Hardware Architecture

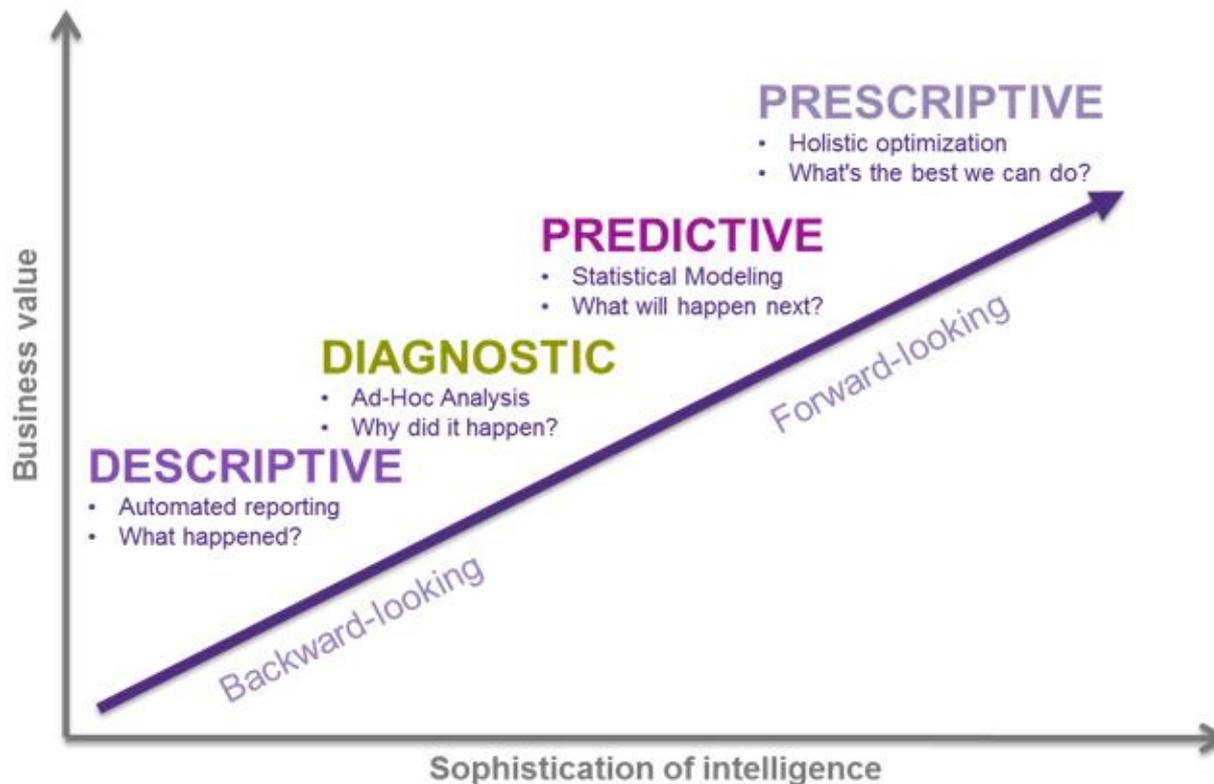
Approach

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What is Analytics – a look at Maturity

Making data timely and actionable



- Data is **historical**
- Decisions are about the **future**
- Leverage knowledge and technology to **bridge the gap**

Department of Veterans Affairs Data Analytics

Improving Veteran's Experience

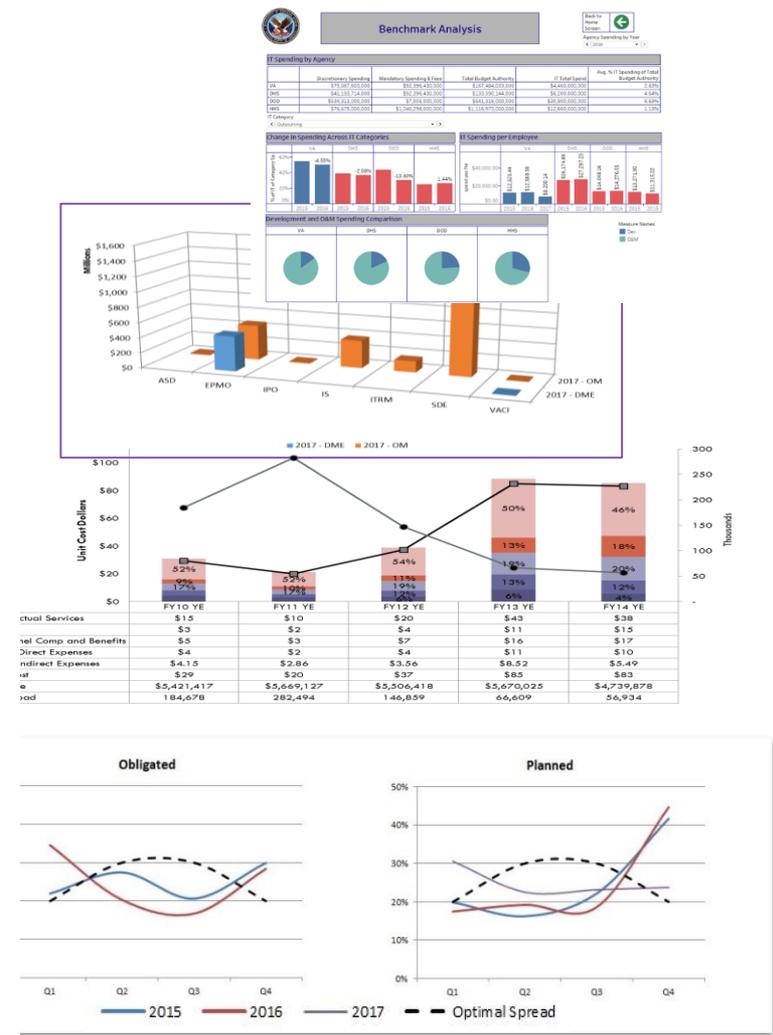
- Using Data Analytics to identify value of budget dollars spent and optimize future spend for improved resource decision-making

Applied Expertise

- (DESC):** Collected and aggregated data to characterize and report spend
- (DIAG):** Identified spending and associated budget trends and benchmarked against industry standards
- (PRED):** Estimated budget change impact to identify at-risk programs
- (PRESC):** Optimizing spend and budget management through the creation of analytic tools, e.g., value-to-spend analytics and spend (re-) distribution models

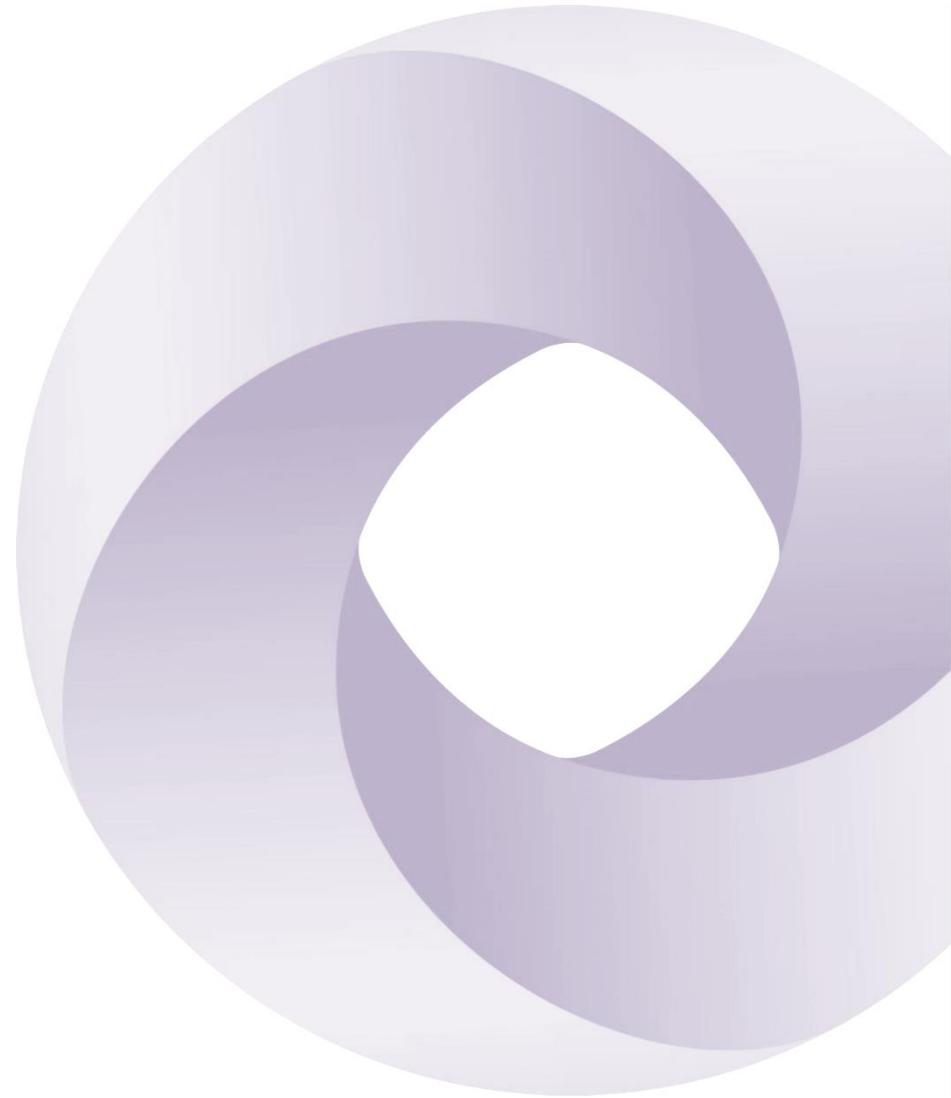
Benefits and Value Achieved

- Veteran's experience is the means by which IT programs are evaluated in order to deliver against strategic outcomes
- Data Analytic techniques and tools are the basis for reconfiguring VA's budget and finance function, leading to new organizational practices and processes to support empirically-based resource decision making



Case Study

- Introduction
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- **Army Chaplain's Use Case**
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- Questions and Answers

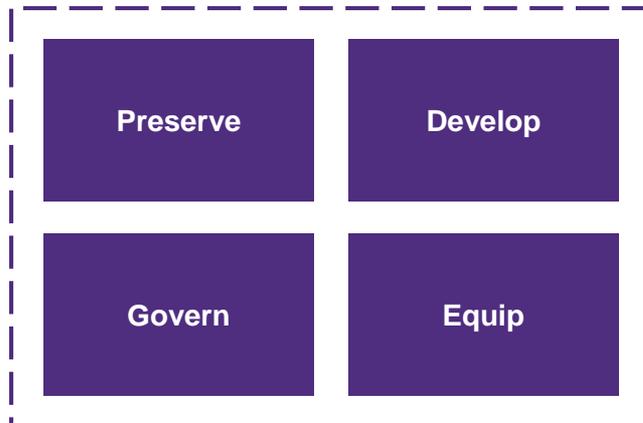


Army Office of the Chief of Chaplains (OCCH)

Chaplain Corps Mission

The Army Chaplain Corps carries out the critical mission of **advising Commanders** and **providing religious support** to the global force of Soldiers accommodating the “**free exercise**” of religion. The core competencies of the Chaplain Corps are to **Nurture the Living, Care for the Wounded, and Honor the Fallen** across the full spectrum of military operations. To accomplish this mission, OCCH must **Preserve, Develop, Equip, and Govern** to generate a fully functional Chaplain Corps.

Chaplain Base Budget (FACB)



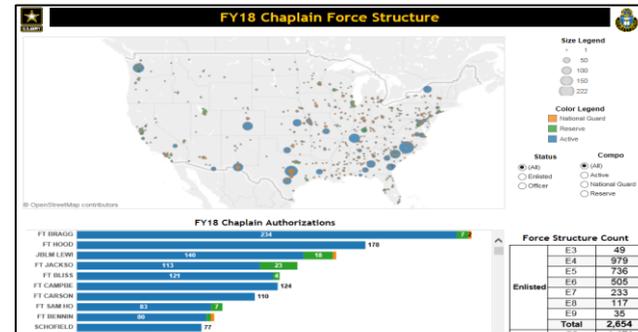
Chaplain Led Programs (FACC)



OCCH Analytical Models and Dashboards

Budget and Manpower Analysis

- Interactive force structure and distribution model that drives staffing decisions based on mission requirements
- PPBE reporting tool that manages funding allocations (Appropriated and Non-Appropriated) during each phase of the budget cycle from formulation to execution
- Facilities management dashboard that categorizes investments of 302 assets across 8 countries, 17 states and 73 garrisons



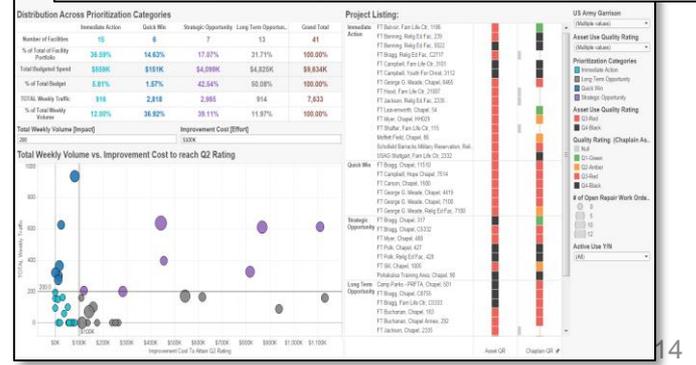
Applied Expertise

- Developed a suite of dashboards that integrates personnel strength, force structure, programming, and execution data
- Automated daily Status of Funds (SoF) analyses and migrated data from disparate files to web-based reporting dashboards
- Analyzed necessary monetary investment to improve facility status and developed a prioritization model based on estimated impact and effort to optimize budget allocations from Installation Status Report (ISR)



Benefits and Value Achieved

- Introduced data-driven decision-making into workforce and budgetary management at the enterprise level
- Aligned costing analyses with staffing requirements to support Program Objectives Memorandum (POM)
- Reduced time spent conducting analysis on SoF and increased management and reporting capabilities related to obligations and revenue
- Prioritized facility construction by impact on the stakeholder population and the quantitative understanding of existing state of portfolio
- Provided web-based, dynamic dashboards with drill-down capability to provide senior leaders direct access to organizational performance analysis



Final Thoughts

- Introduction
- Approach to Data Analytics
- Army Chaplain's Use Case
- **Keys to Success**
- Questions and Answers



Keys to Success

- ☑ Make investments in tools, technology and people
- ☑ Focus on change management
- ☑ Share data and collaborate with teams across the enterprise
- ☑ Sustain a continuous process improvement mentality
- ☑ Develop mission-driven indicators and performance metrics beyond financial measures
- ☑ Communicate results that are relevant to the organization
- ☑ Encourage leadership commitment to integrate decision-making through analytics

Discussion

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