

ORGANIZATION NAME

FullCost

Project Plan

process version August 1, 2016

client version January 1, 2015

copyright 2016 N. Dean Meyer and Associates Inc.

Participants:

Executive: ??

Project Managers: ??

Senior Managers: direct reports to Executive

Budget Unit Managers: participating management team (including Senior Managers)

Account Reps: ??

Supporting Managers: ??

Guests (for introduction): ??

Key Decisions:

FMM Level: ??

Scope of organization: ??

Fiscal year: ??

Workshop 1:
Telephone

Preliminary Planning
(Executive)

- * Discuss objectives: financial, cultural.
- * Discuss role of Project Managers, thoughts on selection.
- * Discuss tentative time-frame for process.
- * Discuss role of FullCost Consultant based on approximate project budget, need for train-the-trainer mode, need for draft development support.
- * Determine attendees at Senior Management Meeting: Senior Managers, Guests.
- * Discuss role of Executive.

Client Task 1:
1 week

Appoint Project Managers, Procure License
(Executive)

- * Gain approvals.
- * Appoint Project Managers.
- * NDMA: Submit license agreement.
- * NDMA: Draft custom project plan with dates, write proposal.
- * Confirm all project dates with leadership team.

Workshop 2:
Telephone

Project Plan
(Executive, Project Managers)

- * Finalize terms of license and consulting agreement.
- * Confirm project plan with dates.

Client Task 2:
4 weeks

Prepare for Senior Management Meeting
(Executive, Project Managers)

- * Procure FullCost license.
- * Procure implementation consulting.
- * Invite attendees to Senior Management Meeting.
- * Invite Guests.
- * Order materials for all Senior Managers and Project Managers.
- * Arrange logistics for Senior Management Meeting, coordinate with FullCost Consultant.

Workshop 3:

2 days

Workshop: Senior Management Meeting

(Executive, Project Managers, Senior Managers)

[Coach certification suggested]

- * Executive introduction.
- * Discussion: What problems related to resources are of concern to Senior Managers?
- * FullCost overview.
- * Overview of steps in process (Project Plan).
- * Determine/confirm FMM level.
- * Determine scope of organization (corporatewide).
- * Determine international considerations.
- * Determine Clients (corporatewide), Segments. {FMM 2+}
- * Determine Checkbooks. {FMM 2+}
- * Determine Contract Bundles, Initiatives, Sale Types, Product Sets (corporatewide). {FMM 3+}
- * Determine Service Portfolios.
- * Determine Cost Towers.
- * Determine Staffing Categories (corporatewide).
- * Determine Priority Scheme (corporatewide).
- * Role of Budget Unit Managers; determine criteria for participants; preliminary count (for materials).
- * Decide on inviting to next workshop Account Reps, Supporting Managers, Guests.
- * Decide level of detail on deliverables, growth rows. {FMM 3+}
- * Agree on schedule.
- * Discuss role of Senior Management: priority, watch timing, responsibility for numbers, coaching on cultural changes.
- * Discuss communications plan.

Workshop 4:
1 day**Project Managers Training: Concepts**
(Project Managers)
[Coach certification required]

- * Objectives of this meeting.
- * Review FMM, layers of cost.
- * Overview of process; schedule.
- * Role of Project Managers.
- * Overview of workbooks.
- * Discuss Expense Code columns: level of detail; capital versus expense (corporatewide).
- * Discuss Handbook Addendum.
- * Summarize to-do list.

Client Task 3:
in parallel**Communicate Process**
(Executive, Project Managers, Senior Managers)

- * Senior Managers submit to Project Managers the exact list of Budget Unit Managers who will participate in the process.
- * Communicate to staff.
- * Communicate to corporate executives; begin education.

Client Task 4:
2 weeks**Prepare for Budget Unit Managers Education**
(Project Managers)

- * Finalize list of Budget Unit Managers; invite and schedule Budget Unit Managers for entire process.
- * Confirm schedule for entire process with Consultant.
- * Distribute copies of final project plan (and schedule all calendars); remind participants of next workshop date, time, and place.
- * Arrange logistics for upcoming meetings, especially details of next meeting.
- * Determine final materials counts; order from NDMA copies of FullCost Handbooks, *Internal Market Economics*, and *Building Blocks of Organization Charts* books {FMM 4+} for all participants.
- * Set up shared folder to hold FullCost files, and folder within for this year's files.
- * Start Handbook Addendum.
- * Draft Expense Code columns list.
- * Research benefits burdens for each Staffing Category.
- * Help the Executive prepare opening remarks (if requested).

Workshop 5:

2 days {FMM 1-3}

3 days {FMM 4+}

Workshop: Budget Unit Managers Education

(Executive, Project Managers, Budget Unit Managers,

Supporting Managers and Account Reps first two days only,

Guests first day only)

[Coach certification suggested]

DAY ONE: All

- * Executive introduction.
- * FullCost overview.

DAY TWO: All except Guests

- * Overview of steps in process (Project Plan).
- * Decide Budget Units (lines of business).
- * Review Contract Bundles, Initiatives, Sales Types, Product Sets (or brainstorm if not done by Senior Managers).
- * Review Service Portfolios (or brainstorm if not done by Senior Managers).
- * Review Cost Towers.
- * Discuss need for custom overhead proponents.

DAY THREE: Executive, Project Managers, Budget Unit Managers

- * Review workbooks; teach Budget Unit commands.
- * Teach details of next steps: Catalog and Units.
- * Summarize to-do list.
- * Develop communications plan.

Workshop 6:
2 days**Project Managers Workshop: Generate FullCost Workbooks**
(Project Managers)

- * Study workbooks.
- * Masterfile Overview worksheet, Question 1-7: Module acronym, Organization name, Fiscal year, Report footer, Priority Threshold and comment, Allow viewing salary data without password, Default checkbook.
- * Masterfile Staffing Categories worksheet.
- * Masterfile Clients worksheet.
- * Masterfile Consortia worksheet: how to use it, mass-market consortia (if applicable). {FMM 2+}
- * Masterfile Checkbooks worksheet.
- * Masterfile Contract Bundles worksheet.
- * Masterfile Initiatives worksheet.
- * Masterfile Sale Types worksheet.
- * Masterfile Product Sets worksheet.
- * Masterfile Service Portfolios worksheet.
- * Masterfile Cost Towers worksheet.
- * Masterfile Currencies worksheet (international only), both codes and multipliers.
- * Masterfile Overhead worksheet (if applicable).
- * Masterfile Deliverables worksheet.
- * Modify Budget Unit "Staffing Plan" worksheet.
- * Set master-password.
- * Masterfile Budget Units worksheet.
- * Generate Budget Unit workbooks.
- * Try the Jump command.
- * Technical training.
- * Summarize to-do list.

Client Task 5:
in parallel**Distribute FullCost Workbooks**
(Project Managers)

- * Put actual FullCost workbooks in shared folder.
- * Update Handbook Addendum.
- * Notify the team of availability of workbooks.
- * Set up in advance any mass-market consortia. {FMM 2+}

Workshop 7: Project Managers Training: Catalog, Units, and Deliverables

3 days

(Project Managers)

[only mandatory if TT; in lieu of Workshops 8-10]

[Coach certification required]

- * Catalog, Units.
- * Deliverables.
- * Priority, Forecasted Units.
- * Resell: code, forecasted units, mark-up.
- * Summarize to-do list.

Client Task 6:

2 weeks

Catalog and Units, Draft

(Budget Unit Managers)

- * Catalog worksheet Q1, Q2, Q3, Q4, Q5: Items, Units, Service portfolios, Cost towers, Includes.
- * Units worksheet Q1, Q2: Units, Includes subcontractors. {FMM 5}

Client Task 7:

in parallel

Catalog and Units, Draft, Coaching

(Project Managers)

- * Track and coach Budget Unit Managers on assignment.
- * Develop short list of applications.
- * Plan next workshop.
- * Run Catalog List and Units reports just before next workshop.

Workshop 8:

3 days

[optional if TT]

Workshop: Catalog and Units, Draft {FMM 3+}

(Executive (optional), Project Managers, Budget Unit Managers)

in LOB groups)

[Coach certification suggested]

- * Review key concepts, templates.
- * Review all Catalog Items; concept and language.
- * Review all Units; concept and language. {FMM 5}
- * Schedule:
 - Asset-based Service Providers: 8 hours
 - People-based Service Providers: 8 hours
 - Engineers: 3 hours
 - Sales and Marketing: 3 hours
 - Coordinators: 3 hours
 - Supervisors: 1 hour

Client Task 8:
2 weeks

Catalog and Units, Final
(Budget Unit Managers)

- * Complete Catalog worksheet Q1, Q2, Q3, Q4, Q5: Items, Units, Service portfolios, Cost towers, Includes.
- * Complete Units worksheet Q1, Q2: Units, Includes subcontractors. {FMM 5}

Client Task 9:
in parallel

Catalog and Units, Final, Coaching
(Project Managers)

- * Track and coach Budget Unit Managers on assignment.
- * Plan next workshop.
- * Run Catalog List and Units reports just before next workshop.
- * FTP folder to NDMA.

Analysis 1:
1 day @ NDMA

Catalog and Units, Final
(NDMA)

- * Inspect "Catalog" and "Units" worksheets; report opportunities.

Workshop 9:
3 days
[optional if TT]

Workshop: Catalog and Units, Final; Teach Deliverables
(Executive, Project Managers, Budget Unit Managers)
[Coach certification suggested]

- * Review all Catalog Items, Units.

At End:

- * Teach details of next steps: Deliverables.
- * Agree on prime contractors for Subsidies, Ventures.
- * Questions and answers.

Client Task 10:
2 weeks**Deliverables, Draft**
(Budget Unit Managers)

- * Finalize Catalog Items, Units.
- * Deliverables worksheet: create rows, Q1-2 Catalog Item, Details.
- * Deliverables worksheet: Q3 Code; work with peers to link primes and subs.
- * Deliverables worksheet: Q4 Prime.
- * Deliverables worksheet: Q5 Contract bundle (primes only; not Internal and Overhead).
- * Deliverables worksheet: Q6 Initiative (primes only; not Internal and Overhead).
- * Deliverables worksheet: Q7 Sale type (primes only; not Internal and Overhead).
- * Deliverables worksheet: Q8 Product Set (primes only; not Internal and Overhead).
- * Deliverables worksheet: Q9 Revenue Source.
- * Deliverables worksheet: Q10b Proponent (for primes; Client, Corporate, and Internal deliverables only).

Client Task 11:
in parallel**Deliverables, Draft, Coaching {FMM 3+}**
(Project Managers)

- * Update Handbook Addendum.
- * Track and coach Budget Unit Managers on assignment.
- * Register consortia as requested. {FMM 2+}
- * Define custom Overhead Proponents as needed.
- * Run Deliverables Verify report just before next workshop.

Workshop 10:
3 days
[optional if TT]**Workshop: Deliverables, Draft {FMM 3+}**
(Executive, Project Managers, Budget Unit Managers)
{add 1 day for each additional 500 people over 300 people}
[Coach certification suggested]

- * Review and address questions on work to date.
- * Review walk-throughs, approaches.
- * Inspect Overhead Proponents.
- * Review Deliverables Verify report.

Client Task 12:
2 weeks

Deliverables, Final
(Budget Unit Managers)

- * Complete Deliverables Q1-10.
- * Resolve missing/duplicate primes, synchronize Revenue Source, Proponent (if checking primes/subs on Internal and Overhead deliverables).

Client Task 13:
in parallel

Deliverables, Final, Coaching
(Project Managers)

- * Update Handbook Addendum with templates, other results of prior workshop.
- * Register consortia as requested. {FMM 2+ }
- * Define custom Overhead Proponents as needed.
- * Track and coach Budget Unit Managers on assignment.
- * Workshop on primes and subs.
- * Run Deliverables Verify report just before next workshop.
- * FTP folder to NDMA.

Analysis 2:
2 days @ NDMA

Deliverables, Final
(NDMA)

- * Inspect "Deliverables" worksheets; report opportunities.

Workshop 11:
3 days
[optional if TT]

Workshop: Deliverables, Final
(Executive, Project Managers, Budget Unit Managers)
{add 1 day for each additional 500 people over 300 people}
[Coach certification suggested]

- * Address Deliverables Verify errors.
- * Review all primes; identify missing subcontracts.
- * Teach details of next steps: Priorities and Forecasted Units.
- * Summarize to-do list.

Client Task 14:
2 weeks

Priorities and Forecasted Units
(Budget Unit Managers)

- * Deliverables worksheet Q11: Priority.
- * Overview worksheet Q1: Maximum Growth Percent.
- * Deliverables worksheet Q12: Forecasted Units (leave blank if Unit = Hour).
- * Deliverables worksheet Q13: Resell Code, Forecasted Units, Mark-up.

Client Task 15:
in parallel

Priorities and Forecasted Units Coaching
(Project Managers)

- * Confirm consortia percentages per member. {FMM 2+}
- * Track and coach Budget Unit Managers on assignment.
- * Synchronize primes and subs Revenue Source, Proponent (Internal and Overhead), Priority.

Workshop 12:
2 days

Project Managers Training: Compensation and Costs, Revenues
(Project Managers)

[only mandatory if TT; in lieu of Workshops 12-14]

[Coach certification required]

- * Deliverables worksheet: Billable Hours (Q14).
- * Staffing Plan worksheet.
- * People worksheet.
- * Overview worksheet Q4: Amortization switch: hour-based, or direct expenses.
- * External costs.
- * Revenues.
- * Summarize to-do list.

Workshop 13:
1 day
[optional if TT]

Workshop: Compensation Costs, Hours
(Executive (optional), Project Managers, Budget Unit Managers)

- * Review and address questions on work to date.
- * Teach details of next steps: Compensation costs, Hours.
- * Determine the standard for hours per contractor-year.
- * Summarize to-do list.

Client Task 16:
3 weeks

Compensation Costs, Hours
(Budget Unit Managers)

- * People worksheet.
- * Staffing Plan worksheet.
- * Deliverables worksheet: Billable hours.
- * Overview worksheet Q4: Amortization switch: hour-based, or direct expenses.
- * Special treatment of supervisors' time.

Client Task 17:
in parallel

Compensation Costs, Hours Coaching
(Project Managers)

- * Resolve all problems on the Deliverables Verify report.
- * Resolve all problems on BudgetUnit Overview worksheet.
- * Research actual compensation data to help Budget Unit Managers forecast next year's salaries per type of staff.
- * Publish policies relevant to the capitalization of labor costs.
- * Track and coach Budget Unit Managers on assignment.
- * Run Cost Drivers report and Staffing report just prior to next workshop.
- * FTP folder to NDMA.

Analysis 3:
1 day @ NDMA

Compensation Costs, Hours
(NDMA)

- * Inspect "Staffing Plan" worksheets; report opportunities.

Workshop 14:
2 days
[optional if TT]

Workshop: Compensation Costs, Hours; Teach External Costs
(Executive (optional), Project Managers, Budget Unit Managers)

- * Review and address questions on work to date.
- * Review billable-time ratios.
- * Inspect optimistic over pessimistic rates: optimistic greater, excessive difference.
- * Project Managers: Teach Expense Code columns.
- * Teach details of next steps: External costs, Cost Pools.
- * Summarize to-do list.

Client Task 18:
2 weeks

External Costs, Draft
(Project Managers, Budget Unit Managers)

- * External costs: direct versus external-indirect.
 - Comments: timing in braces {}, explanation.

- * Units worksheet: Direct costs (Q5a, Q5b).
- * Deliverables worksheet: Direct costs (Q16).
- * External Indirect worksheet:
 - Q2 Include indirect in rates?
 - Q3 Cost Pools: link to Units Q4 or Deliverables Q13.
 - Q4 Cost Towers.
 - Q5 Tracking codes: optional, for tracking purposes.

- * Overview worksheet Q4: Amortization switch: hour-based, or direct expenses.

Client Task 19:
in parallel

External Costs, Coaching
(Project Managers)

- * Resolve all problems on Deliverables Verify report.
- * Resolve all problems on BudgetUnit Overview worksheets ("Files, Open and update all" messages).
- * Research historical cost data to help Budget Unit Managers forecast next year's salaries per type of staff.
- * Track and coach Budget Unit Managers on assignment.
- * Schedule time slots for next workshop.
- * Run Upload and Rates reports just prior to next workshop.
- * FTP folder to NDMA.

Analysis 4:
1 day @ NDMA

External Costs
(NDMA)

- * Inspect "External Indirect", "Units", "Deliverables" worksheets; report opportunities.

Workshop 15:
2 days
[optional if TT]

Coaching: External Costs; Teach Revenues
(Executive (optional), Project Managers, Senior managers,
Budget Unit Managers in small groups by line of business;
one hour at end for entire team)

- * Review and address questions on work to date.
- * Inspect for fair amortization of external-indirect costs, especially in Asset-based Service Providers.
- * Inspect Rates report for errors.
- * Teach details of next steps: Revenues.
- * Summarize to-do list.

Workshop 16:
1 day
[only mandatory if TT; in lieu of Workshops 17-18]

Project Managers Training: Internal and Overhead
(Project Managers)
[Coach certification required]

- * Approving Internal sales, circularity.
- * Approving Overhead sales.
- * Circularity process.
- * Management scrutiny process.
- * Summarize to-do list.

Client Task 20:
2 weeks

Revenues
(Budget Unit Managers)

- * Finalize external costs.
- * Capital conversion (Q17).
- * Revenues (Q18).
- * Fee-for-service and Checkbooks (Q19).

Workshop 17:
2 days
[optional if TT]

Workshop: Internal Sales
(Executive, Project Managers, Budget Unit Managers)
{add 1 day for each additional 500 people over 300 people}

- * Decide all Internal sales.

Client Task 21:
1 week
Internal Indirect Questions
(Budget Unit Managers)

- * Review all rows on your "Internal Indirect" worksheet to ensure you really need them.
- * Internal Indirect worksheet:
 - Q1 Include indirect in rates?
 - Q2 Cost Pools: link to Units Q4 or Deliverables Q13.
- * Revise "Staffing Plan" worksheet and Billable Hours, if needed.

Workshop 17C:
1 day
(same trip as next)
Workshop: Internal Sales
(Project Managers)

- * Training in analyzing and resolving internal-indirect circularity.

Client Task 22:
in parallel
Check Internal-indirect Data and Calculations
(Project Managers)

- * Resolve problems with circular references that prevent calculation.
- * Use the "Files, Open all and update" command to look for amortization problems.
- * Use Deliverables Verify report to ensure no broken Internal-indirect links.
- * Ensure that Cost Pools are being entered where appropriate.
- * FTP folder to NDMA.

Workshop 18:
1 day
[optional if TT]
Workshop: Overhead Sales
(Executive, Project Managers, Budget Unit Managers)
{add 1 day for each additional 500 people over 300 people}

- * Decide all Overhead sales.

Analysis 5:
2 days @ NDMA
Data Cleanup
(NDMA)

- * Inspect entire model; report opportunities.

Workshop 19:

4 days

Project Managers Workshop: Data Cleanup

(Project Managers, Budget Unit Managers on call as needed)

- * Address all problems on BudgetUnit Overview worksheets.
- * Address all problems on Deliverables Verify report.
- * Circularity resolved; circles legitimate.

- * Ensure no errors on Gather.
- * Cost Pools.
- * Use of reimbursables.
- * Catalog Items
- * Rate problems.
- * Capital costs.
- * "MISC" Initiatives, Product Sets, Sales Types, Contract Bundles, Service Portfolios, Cost Towers.
- * Checkbooks.
- * Profits/losses.

- * How to match budget targets.
- * Produce reports for next step.

- * Executive: training for scrutiny.
- * All team: Status and to-do list.

Client Task 23:

1 week

Prepare for Management Scrutiny

(Project Managers)

- * Prepare reports for scrutiny process: Cost Drivers, Staffing Summary, Minimum Hours Usage, Maximum Growth Cap, External Indirect List, Internal Indirect List, Direct Costs List, Costs-Revenues, Internal-Overhead, Profitability, Rates.
- * Coordinate management scrutiny process.

Client Task 24:
2 weeks

Management Scrutiny
(Executive, Project Managers, Budget Unit Managers)

- * Cost Drivers:
 - Compensation costs versus contractors.
 - Billable-time ratios.
 - External-indirect costs.
 - Internal-indirect bought.
 - Overhead sold.

- * Staffing Summary: Relationship to prior year.
- * Minimum Hours Usage: Inappropriate minimums.
- * Maximum Growth Cap:
 - Appropriate headroom.
 - Lack of speculative deliverables.

- * External Indirect List: Appropriate expenses.
- * Internal Indirect List: Appropriate expenses.
- * Direct Costs List: Appropriate expenses.
- * Reimbursables List: Nothing inappropriately excluded from rates.
- * Costs-Revenues: Total budget comparable to prior years.
- * Internal-Overhead: Appropriate Internal purchases, Overhead sales.
- * Profitability: Revenues set correctly.
- * Rates: Comparable to market.

Client Task 25:
2 weeks

Match Budget Targets
(Executive, Project Managers, Budget Unit Managers)

- * Complete scrutiny action items.
- * Match budget targets; ensure that approved deliverables are limited to certain approvals (workshop).

Client Task 26:
1 day

FLIP: Final Reports
(Project Managers)

- * Update Currencies exchange rates.
- * Final Gather.
- * Produce Budget, Catalog, and Rate Analysis reports.

Workshop 20:

2 days

FLIP: Review Final Reports

(Executive, Senior Managers, Project Managers, Account Reps)

- * Review reports that will be presented to clients.
- * Debrief lessons learned, modifications for next year.
- * Discuss freezing billable hours/unit for flip.
- * Decide whether to combine rate sheets across a line of business. {FMM 5}
- * Overview process for flip.
- * Review details of next steps

Workshop 21:

1 day

FLIP: Prepare for Next Year

(Project Managers)

- * Update Handbook.
- * Copy to a new folder.
- * Delete all reports, delete the Gather.
- * Unsell Internal and Overhead.
- * Reset Max Growth Cap to "Last input."
- * Unfreeze rates.
- * Freeze billable hours per unit.
- * Add, delete, or rename Budget Units if necessary.
- * Adjust and propagate Masterfile configuration if necessary.

Client Task 27:

1 week

FLIP: Catalog, Units

(Executive, Project Managers, Budget Unit Managers)

- * Catalog worksheet Q1, Q2, Q3, Q4, Q5: Items, Units, Service portfolios, Cost towers, Includes.
- * Units worksheet Q1, Q2: Units, Includes subcontractors. {FMM 5}
- * Workshop: Internal status review.

Client Task 28:

3 weeks

FLIP: Deliverables

(Executive, Project Managers, Budget Unit Managers)

- * Deliverables worksheet Q1 - Q10.
- * Deliverables worksheet Q11 - Q12. Forecasted Units, Priorities.
- * Synchronize primes and subs.

Workshop 22: **FLIP: Checkpoint Review 1**
2 days (Executive, Senior Managers, Project Managers, Account Reps)

- * Inspect errors: Budget Units worksheet, Deliverables Verify report.
- * Questions and answers.
- * Review work to date.
- * Review next steps.

Client Task 29: **FLIP: Compensation Costs**
2 weeks (Executive, Project Managers, Budget Unit Managers)

- * People worksheet.
- * Staffing Plan worksheet.
- * Billable Hours on Units / Deliverables worksheets.
- * Maximum Growth Cap.

Client Task 30: **FLIP: External Costs**
3 weeks (Executive, Project Managers, Budget Unit Managers)

- * External-indirect worksheet, cost pools.
- * Direct costs on Units worksheet.
- * Direct costs on Deliverables worksheet.

Workshop 23: **FLIP: Checkpoint Review 2**
2 days (Executive, Senior Managers, Project Managers, Account Reps)

- * Inspect errors: Compensation Costs, External Costs.
- * Questions and answers.
- * Review work to date.
- * Review next steps.

Client Task 31: **FLIP: Internal, Overhead Sales**
2 weeks (Executive, Project Managers, Budget Unit Managers)

- * Workshop: Decide Internal deliverables.
- * Project Managers: resolve circularity.
- * Workshop: Decide Overhead deliverables.

Client Task 32:
1 week

FLIP: Revenues
(Executive, Project Managers, Budget Unit Managers)

- * Capital conversion (Q17).
- * Revenues (Q18).
- * Fee-for-service and Checkbooks (Q19).
- * Finalize all data.

Workshop 24:
2 days

FLIP: Project Managers Workshop: Data Cleanup
(Project Managers, Budget Unit Managers on call as needed)

- * Address all problems on BudgetUnit Overview worksheets.
- * Address all problems on Deliverables Verify report.
- * Circularity resolved; acceptable distortion?
- * Validate use of reimbursables.
- * Ensure no errors on Gather.
- * How to match budget targets.
- * Produce reports for next step.

Client Task 33:
1 week

FLIP: Prepare for Management Scrutiny
(Project Managers)

- * Prepare reports for scrutiny process: Cost Drivers, Staffing Summary, Minimum Hours Usage, Maximum Growth Cap, External Indirect List, Internal Indirect List, Direct Costs List, Costs-Revenues, Internal-Overhead, Profitability, Rates.
- * Coordinate management scrutiny process.

Client Task 34:
2 weeks

FLIP: Management Scrutiny
(Executive, Project Managers, Budget Unit Managers)

- * Repeat scrutiny process.

Client Task 35:
2 weeks

FLIP: Match Budget Targets
(Executive, Project Managers, Budget Unit Managers)

- * Complete scrutiny action items.
- * Match budget targets; ensure that approved deliverables are limited to certain approvals (workshop).

Client Task 36:
1 day

Final Reports
(Project Managers)

- * Update Currencies exchange rates.
- * Final Gather.
- * Produce Budget, Catalog, and Rate Analysis reports.

Workshop 25:
2 days

Review Final Reports
(Project Managers only on first day;
Executive, Senior Managers, Project Managers, Account Reps
on second day)
[Coach certification suggested]

DAY ONE: Project Managers

- * Freeze Billable Hours per Unit.
- * Final Gather.
- * Produce Budget, Catalog, and Rate Analysis reports for client presentations.
- * Review tools used during negotiations: Clients, Consortia, Checkbooks, Product Sets, approved.
- * Discuss how to analyze impacts on clients, decide allocations.
- * Discuss how to analyze impacts on working capital and caps.
- * How to analyze Rates report.

DAY TWO: All

- * Reports, and how to interpret them.
- * How to use tools during negotiations.
- * Decide whether to combine rate sheets across a line of business. {FMM 5}
- * Decide whether a presentation by the FullCost Consultant to the corporation's executives is needed.

Client Task 37:
1 week

Budget Negotiation Preparation
(Project Managers, Account Reps)

- * Analyze impacts on clients.
- * Analyze impacts on working capital (if fee-for-service).
- * Prepare budget reports; calculate allocations.

Client Task 38:

4 weeks

Budget Negotiation

(Executive, Project Managers, Account Reps)

- * Prepare client copies of the Masterfile if desired.
- * Pre-negotiation reviews.
- * Informational reviews.
- * Negotiate actual budget.
- * Funding for Subsidies, Ventures.
- * Gain final approval.

Client Task 39:

2 weeks

Final Reports, Upload

(Project Managers)

- * Adjust Priorities to reflect clients' inputs.
- * Freeze rates.
- * Run final reports.
- * Extract rates; labor rates by skill level; adjust rates for clients' reimbursements; special units; benchmarks; market-based rates; publish rates. {FMM 5}
- * Upload to accounting (tracking) systems.
- * Assign budget to appropriate pursers.
- * Assign metrics and caps to appropriate Budget Unit Managers.

Workshop 26:

2 days

Workshop: Next Steps

(Executive, Senior Managers, Project Managers)

[Coach certification suggested]

- * Finish FullCost process.
- * Assess reactions, paradigm shift.
- * Debrief lessons learned, modifications for next year.
- * Plan process to prepare actual budget for next year.
- * Discuss how to keep process alive during year, future training of new Budget Unit Managers.
- * Decide whether to do mid-year rate adjustments.
- * Plan next steps for leadership team, transformation.

Client Task 40: **Prepare for Next Year**
in parallel (Project Managers)

- * Develop training for future Budget Unit Managers.
- * Augment Handbook Addendum lessons for future years.