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## Challenge

- POM cycle estimation process was ad hoc and time consuming
- Estimates not aligned to budgets and spend plans
- Cost team not part of quarterly in-progress reviews
- High error rate in cost models (escalation math errors, inconsistent use WBS terminology)

## Approach

- Standardize and simplify deliverable to align to program objectives
- Add cost modeling SMEs to train and mentor
- Train entire staff on estimation best practices and model development
- Standardize cost reports

## Results

- Standardized cost modeling process
- Established CFO guidance for POM process
- Developed cost estimating/financial management dashboards
- Standardized briefing templates
- Established QA/QC business processes

## Lessons Learned

- Continually engage with PMO staff and leadership to ensure common understanding of the team's business value
- Operationalizing cost analysis across entire PPBE framework
- Implement continuous learning for professional growth (strategy & decision support)