

DEFICIENCY ANALYSIS:

**Security Assistance Legacy
Management Information Systems:**

MISIL, CISIL, SAMIS, CMCS, DSAMS, DIFS, Other

19 April 2001

Office of the Secretary of Defense (OSD)
Defense Security Cooperation Agency (DSCA)
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Freda Lodge, DSCA P³

EXECUTIVE SUMMARY

Deficiency Analysis - Summary

Forty-one (41) deficiencies of the current legacy case execution systems were identified and then ranked by key members of the Security Assistance community (the Program Policy Group (PPG) -see attached list) in an eight-week accelerated Deficiency Analysis process. The legacy systems included are: the Army Centralized Integrated System for International Logistics (CISIL), the Navy Management Information System for International Logistics (MISIL), the Air Force Security Assistance Management Information System (SAMIS)/Case Management Control System (CMCS), and also the Defense Integrated Financial System (DIFS) - although the latter was not specifically reviewed/demonstrated for this report.

Five functional categories were reviewed: logistics, financial, acquisition, systems, and reporting. Most of the deficiencies were evenly spread between the two primary functional areas of case execution: (logistics (8) and financial (12)). There were very few in the acquisition area (3). Twelve deficiencies were identified in the "systems" area, with six deficiencies identified in the functional area of "reporting".

Background

The management information systems (MIS) that support Case Execution requires the largest informational technology (IT) supporting infrastructure in the Security Assistance (SA) Community. Case execution is the heart of the business processes that support Security Assistance - the logistics and financial categories.

It currently costs approximately \$20 million a year to maintain the existing case execution legacy systems (CISIL, MISIL, SAMIS/CMCS, and DIFS). Most of the legacy systems are aging, and MS-DOS vice windows-based. The Army CISIL was originally developed in 1976 and is the oldest legacy system. SAMIS was developed in the late 1970s and fully operational by 1983, and CMCS as well as the MISIL were developed in 1989.

A "brown-out" on any major upgrades of the legacy systems has been in effect for the last several years in view of the anticipated migration to the Defense Security Assistance Management System (DSAMS). Estimates indicate that any upgrades/modernization to the existing management information systems, or development of any new system(s) could cost approximately \$100 million or more, depending on the Requirements identified by the entire SA community. Hence, the decision-process to support this potentially sizeable IT investment is being run in accordance with DOD major systems acquisition Instructions: DOD 5000.1 and 5000.2. In a Requirements Definition process, Deficiency Analysis is the first step.

Methodology of Analysis

Any PPG member could submit a deficiency - the guidelines were that if something was a deficiency for even one User group, then it was to be included as a deficiency in this analysis.

Principal User groups were identified as 1.) DSCA, 2.) the International Customer,

3.) the Military Departments, and 4.) related agencies such as DFAS or DLA. All of the User groups submitted deficiencies, and some groups submitted the same or similar deficiencies. These deficiencies were initially staffed for review and comment, and then mid-way through the eight-week process there were legacy system Demonstrations and discussions (held March 20-21 2001).

After the legacy system Demonstrations, some of the deficiencies were consolidated or rewritten, and there were several new ones that were identified as a direct result of the legacy system Demonstrations. The revised deficiencies were restaffed, and each of the principle User groups ranked each deficiency on a scale of 1-5, with 1 being mission critical, and 5 being "nice to have" (see ranking matrix in following pages). Ideally, both the User groups and the specific deficiency topics should have been weighted, but in this accelerated process, they were not.

General Results

While some deficiencies were ranked approximately the same by all User groups, most deficiency rankings reflected a wide-range dependent on the perspective of each User-group. The following basic statistics are provided:

- DSCA ranked 61% of the deficiencies as #1 or #2, the international customer and DFAS ranked 20% of all of the deficiencies as #1 or #2, while the MILDEPs ranked 12% of the deficiencies as #1 or #2.
- While DSCA and the International Customer generally ranked very high in importance those deficiencies related to tri-service information and tri-service policy management issues, the MILDEPs did not rank those deficiencies high. MILDEPs generally ranked many of the deficiencies as N/A, meaning that the deficiency is not applicable to the system(s) they use or that they do not consider it a deficiency.
 - The Army ranked 26 deficiencies as N/A, 2 deficiencies as #1, no deficiencies as #2 or #3, and 13 of the deficiencies as #4 or #5.
 - The Air Force ranked 22 deficiencies as N/A, 2 deficiencies as #1, and 7 deficiencies as #2 or #3, and 10 deficiencies as #4 or #5.
 - The Navy ranked 6 deficiencies as N/A, 2 deficiencies as #1, 8 deficiencies as #2 or #3, and 25 deficiencies as #4 or #5.
 - DFAS ranked 12 deficiencies as N/A, 1 deficiency as #1, 13 as #2 or #3, and 15 as either #4 or #5.
- In terms of ranking, the only deficiencies that were ranked consistently by all User groups were the deficiency on CFO/FMFIA compliance (page 22) and the deficiency on EDI compliance (page 39).

Conclusion

The results of the Deficiency Analysis were briefed to the Senior Steering Group (SSG) on 18 April 2001. The SSG decided that even though there was no consensus on an overall ranking for each deficiency at this time, that there are sufficient deficiencies to warrant moving on to the next phase in the Requirements Definition process. The Deficiency Analysis and the SSG recommendation will be briefed to the Executive Committee (EXCOM) on 26 April 2001 for decision on whether to move forward to the next stage in the Requirement Definition process - the Mission Needs Statement (MNS).

Legacy System Deficiencies

Primary Categories:

- Logistics
- Financial
- Acquisition
- System
- Reporting

Business Process Categories:

Case Direction and Obligational Authority Control
 Pre-Requisitioning Processes
 Requisitioning Processes
 Acquisition Processing
 Supply Status Processing
 Suspension Processing
 Shipment Status Processing
 Special Tracking
 SDR Processing
 Case Management
 Case Reconciliation
 Expenditure Review
 Delivery Reporting
 Case Closure
 Overall Deficiencies

Rank of Deficiency

- 1 = Mission Essential: Correction of Deficiency is Mission Essential, vital to the Security Assistance mission (includes requirements that are dictated by laws)
- 2 = Mission Critical: Correction of Deficiency is Mission Critical, very important to accomplishing the Security Assistance mission (includes requirements dictated by existing OSD/DSCA policy)
- 3 = Definite need: There is a Definite Need for correction of Deficiency, in order to accomplish the Security Assistance mission – (includes significant labor or system dollar savings, or improved customer service)
- 4 = Enhancement: Correction of Deficiency can be considered Enhancement – workaround available; could live without, but there are resultant labor and cost impacts
- 5 = Nice to Have: Correction of Deficiency is considered Nice to have, would improve process; but could live without, and only minor labor and cost impacts

DEFICIENCIES BY CATEGORIES

I. LOGISTICS

Absence of Single Commercial Buying Service (CBS) Contract/Support Software
 Absence of Automated SDR Processing
 Lack of Automated Country Suspension Processing
 Absence of a Single Admin/Case-Funded Repair Tracking Database
 Difficulty in Making System Changes in Response to Policy Changes
 Lack of Automated Reconciliations
 Lack of Tools for Automated Correction of Controlled Exception Errors
 Lack of a Timely and Complete Stock number Related Data Interface

II. FINANCIAL

Lack of Automated Case Direction Capability
 Lack of Travel Tracking
 Lack of Automated Performance Tracking
 Limited Capability for Closure at Line Item Level
 No Accounting System (CFO and FMFIA) Compliance
 Lack of Automated Financial Reconciliation
 Lack of Automated CBS Accounting Functions
 Lack of Automated Seamless Non-Recurring Cost Recoupment Process
 Lack of Timely Financial Data
 Obligational Authority
Difficulty in Making System Changes in Response to Policy Changes (logistics & financial)
Lack of Automated Country Suspension Processing (logistics & financial)

III. ACQUISITION

Lack of Automated Processing of Material Inspection & Receiving Rpt (MIRR) Data
 Lack of Acquisition Information on End-Items
 Lack of Acquisition Management Control Information

IV. SYSTEMS

Lack of Electronic Means to Communicate Supplemental Data with Supplier/Customers
 Highly Fragmented, Non-Automated Requisition Management Processes
 Lack of Multi-Service Case/Line Management Process
 Difficulty in Making System Changes in Response to Changes in Other Systems
 Not EDI Compliant
 Lack of Automated International Customer Interface
 Lack of Tri-Service View of Status Information
 Lack of Consistent Ad Hoc Reporting Capability
 Lack of User-Friendliness of the Existing Systems
 Data Interfaces Not Timely and Age of Data Not Obvious to the User
 Lack of a Single User Training Package
 Lack of Capability to Fully Process Classified Cases

V. REPORTING

No Comprehensive Centralized Reporting Capability

Lack of Automated Online Metrics/LRT Measurements/Customer/Supplier Report Card

Lack of Automated Weapons System Program Analysis (Case/Program Health Report)

Lack of Standardized Checklists

Lack of Standardized Processing and Consistent Information for International Customers

Lack of Standardized Reports and Terminology

DEFICIENCIES IN THE LOGISTICS CATEGORY

Absence of Single Commercial Buying Service (CBS) Contract and Support Software

Primary Category	Logistics
Business Process Category	Requisition Processing

- There is currently an absence of single commercial buying service (CBS) contract and support software. MILDEPs currently employ various methodologies for acquiring non-standard and/or non-centrally stocked/non-centrally managed material. Because the three MILDEPs employ slightly different approaches to acquiring non-standard material, existing software and interfaces are not considered reusable, and therefore, cannot be shared.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 4
- International Customer 4
- Army N/A
- Navy 4
- Air Force N/A
- DFAS N/A

Absence of Automated SDR Processing

Primary Category	Logistics
Business Process Category	SDR (Supply Discrepancy Report) Processing

- There is currently an absence of automated SDR processing - the existing SDR process is highly manual in nature.
- SDR Reports for Multi-country arrangements (e.g. NATO cases) are confusing.
- Data fields, which can be modified by the MILDEPs upon SDR receipt, vary.
- The interface between the SDR process and freight tracking process is primitive.
- The use of Power Track to return, and track the return of defective material, is not wide-spread.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 4
- International Customer 4
- Army N/A
- Navy 4
- Air Force 4
- DFAS 4

Lack of Automated Country Suspension Processing*

*This deficiency applies to both logistics and financial categories

Primary Category	Logistics
Business Process Category	Suspension Processing

- There is a lack of automated country suspension processing. When a country program is suspended for political or financial reasons, material in the “pipeline” must be assessed quickly, so that it is not delivered to the customer or his agent, if delivery is deemed to be inappropriate. Existing cable and email guidance can be confusing in nature, in most cases are not timely, and often fail to address all of the nuances of the FMS acquisition process.
- Lack of automated mechanism to provide timely and accurate suspension notification to suppliers. DoD depots frequently are not aware of a country suspension until days after it has occurred. This process is currently performed 100% manually (via correspondence and phone calls) by DSCA, the MILDEPs, Case Managers, and the ILCOs when a customer program is suspended.

Rank of Deficiency

- 1 = Mission Essential:
- 2 = Mission Critical:
- 3 = Definite need:
- 4 = Enhancement:
- 5 = Nice to Have:
- N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 1
- International Customer 3
- Army 5
- Navy 3
- Air Force 3
- DFAS 3

Absence of a Single Admin/Case-Funded Repair Tracking Database

Primary Category	Logistics
Business Process Category	Special Tracking

- There is a lack of current capability to generate a comprehensive report to the international customer to profile an entire country repair posture.
- There is a lack of current capability to generate a comprehensive world-wide report on this topic.
- Legacy systems do not have the capability to properly process and track repair transactions, when the item quantity to be repaired is greater than one, particularly when serial number tracking is required.
- Legacy systems do not maintain reparable historical data to permit customer trend analysis, and do not maintain maximum price information for reparable items, thus not facilitating customer financial planning.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 4
- International Customer 3
- Army N/A
- Navy 4
- Air Force N/A
- DFAS N/A

Difficulty in Making System Changes in Response to Policy Changes*

*This deficiency applies to both logistics and financial categories

Primary Category	Logistics
Business Process Category	Overall deficiencies

- When DoD-level policy changes occur which require system changes/updates, they currently must be done through each individual MILDEP system.
- Each of these efforts involved policy guidance by DSCA which was slow (and potentially costly) to be implemented because there was no central database in which these changes could be made.
- Changes made in each system are not shared between each MILDEP because the existing systems are so different from each other. When programming changes are required to respond to policy requirements, it involves 3 (at least) separate and distinct programming efforts.
- Changes made in each system are not consistent, which may result in inconsistent application and interpretation of policy requirements. Causes may include domestic system requirements, organizational differences between the MILDEPs, or merely different programming choices.
- Because there is little or no documentation accompanying many of the legacy systems, changes are difficult and often require re-generation of systems documentation in order to fully understand the system changes that might be required.
- Many of the functions in the legacy systems are “hard coded” instead of “table-driven.” This makes changes more difficult and costly.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 1
- International Customer 3
- Army 4
- Navy 3
- Air Force N/A
- DFAS 5

Lack of Automated Reconciliations

Primary Category	Logistics
Business Process Category	Case Reconciliation

- Lack of automated reconciliations. Currently, the MILDEPs perform reconciliations between FMS legacy systems and other external (e.g. supplier) databases on an “as needed” basis, usually just prior to program reviews or in-country visits, or during the case closure process. Most (i.e. there are a few automated reconciliations in existence) of the actions taken to reconcile/update legacy system records are performed manually on a requisition-by-requisition basis, which requires the user to query both systems, analyze the differences, and prepare one or more updates to the legacy system.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 2
- International Customer 3
- Army N/A
- Navy 3
- Air Force N/A
- DFAS 3

Lack of Tools for Automated Correction of Controlled Exception Errors

Primary Category	Logistics
Business Process Category	Overall Deficiencies

- Currently, legacy systems manage data errors on an exception basis, transaction by transaction. Although some Review and Analysis (R&A) products exist to determine the cause of exceptions, most exceptions are still reviewed and corrected manually, be it individually, or en masse through a mass correction process.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual of Deficiency by User Groups:

- DSCA 4
- International Customer 3
- Army N/A
- Navy N/A
- Air Force N/A
- DFAS N/A

Lack of a Timely and Complete Stock Number Related Data Interface

Primary Category	Logistics
Business Process Category	Requisition Processing

- At least one system currently maintains only stock number data of interest. This data is updated once a month. Since stock number related data such as Price and Acquisition Advice Code (AAC) can change on a daily basis, the data in the system is at times stale and inaccurate. Data for stock numbers of interest to other services and DLA are not maintained at all. As a result, requisitions are at times established with default values in the price field which deviate significantly from the actual material price. Requisition processing is also adversely impacted at times when the AAC is inaccurate.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 3
- International Customer 3
- Army N/A
- Navy 3
- Air Force N/A
- DFAS N/A

DEFICIENCIES IN THE FINANCIAL CATEGORY

Lack of Automated Case Direction Capability

Primary Category	Financial
Business Process Category	Case Direction and Obligational Authority Control

- There is a lack of automated case direction capability. Providing Case Direction and/or Obligational Authority (OA) to performing activities is essentially a manual process, employing a variety of pre-printed forms, e-mail communications, letters, DoD messages, and phone calls.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 2
- International Customer 4
- Army N/A
- Navy 5
- Air Force N/A
- DFAS 2

Lack of Travel Tracking

Primary Category	Financial
Business Process Category	Requisition Processing

- There is no automated tri-Service methodology that would provide details of the travel order, travel advance (if appropriate in a credit card environment), ticketing and travel claim processes, as they occur on an FMS case. No MilDep legacy system currently interfaces with, or receives information directly from, the Defense Travel System (DTS).

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 3
- International Customer 3
- Army 5
- Navy 5
- Air Force 5
- DFAS 4

Lack of Automated Performance Tracking

Primary Category	Financial
Business Process Category	Delivery Reporting

- There is currently a lack of automated performance tracking. The Army uses several different methods for preparing “1517” transactions to report physical deliveries under Security Assistance. The “1517” transactions, regardless of source or entry method, are used as the basis for CISIL to create monthly “N_” performance transactions, which are transmitted to DFAS-DE for incorporation into the Quarterly Customer Billing Statement. Some “1517’s” are generated by CISIL (the USA legacy system) or TACOM (the MSC’s only other automated 1517 system), some are “mechanically” entered, and some are “manually” calculated and entered by DFAS.
- Although DIFS has an automated interface with DSCA 1200, C1 processes depends on MilDeps systems to report physical deliveries in accurate and timely manner. Automation level is dependent on MilDep systems. Most rely on manual inputs, and subsequently the DSCA 1200 system.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 2
- International Customer 3
- Army N/A
- Navy N/A
- Air Force N/A
- DFAS 2

Limited Capability for Closure at Line Item Level

Primary Category	Financial
Business Process Category	Case Closure

- Currently, there is limited capability to close an FMS case below the case level. Air Force can close at line level, and Army has a limited related capability. DIFS, the DFAS system responsible for storing official tri-service case closure information/values, cannot close cases at Line level. The process should allow multiple Implementing Agencies (IAs) to execute their individual Line Items within a case, and subsequently close their “portion” of the case. In addition, Line Managers within an IA, and multiple Participating Managers within a Case Line, should have to ability to incrementally “close” the portion of the case that they manage.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 3
- International Customer 3
- Army N/A
- Navy 4
- Air Force N/A
- DFAS 4

No Accounting System (CFO and FMFIA) Compliance

Primary Category	Financial
Business Process Category	Overall Deficiencies

- DEPSECDEF memo of 19 May 2000 states that all financial management systems must be compliant with Federal Financial Management System Requirements (FFMR) by 30 September 2003. A Chief Financial Officers (CFO) Act and Federal Managers Financial Integrity Act (FMFIA) Compliance Assessment will have to be performed and corrective action taken for any of the departures/ noncompliance for each of the FMS systems that will still be in existence on 30 September 2003.
- The “Chief Financial Officers Act of 1990” established CFO positions in the major federal agencies and mandated that agencies implement integrated financial management systems. The “Federal Financial Management Improvement Act of 1996” requires federal agencies to implement and maintain financial management systems that comply substantially with: 1) federal financial management systems requirements, 2) federal accounting standards, 3) the United States Government Standard General Ledger (USGSL) at the transaction level, and 4) other legislative and regulatory requirements, such as the FMFIA of 1982.

Rank of Deficiency

- 1 = Mission Essential:**
- 2 = Mission Critical:**
- 3 = Definite need:**
- 4 = Enhancement:**
- 5 = Nice to Have:**
- N/A= Not Applicable**

Individual Ranking of Deficiency by User Groups:

- DSCA 1
- International Customer N/A
- Army 1
- Navy 1
- Air Force 1
- DFAS 1

Lack of Automated Financial Reconciliation

Primary Category	Financial
Business Process Category	Case Reconciliation

- There is currently a lack of automated financial reconciliation. Current accounting and case management systems offer only very limited means of comparing and validating financial aspects of an FMS case. Reconciliation effort requires comparison and validation of a variety of transactions and transactional data, including commitments, expenditures, obligations, and obligational authority between these systems. Due to the location of financial and transactional data in numerous systems, reconciliation is a labor-intensive effort.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 2
- International Customer 4
- Army N/A
- Navy 2
- Air Force 3
- DFAS 2

Automate CBS Accounting Functions

Primary Category	Financial
Business Process Category	Requisition Processing

- Commercial Buying Service (CBS) is a direct cite financial procedure. Funds management is almost entirely manual. OA is drawn manually. Expenditure authority is requested from DIFS manually.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 3
- International Customer 3
- Army N/A
- Navy N/A
- Air Force 3
- DFAS 3

Lack of Automated Seamless Non-Recurring Cost Recoupment Process

Primary Category	Financial
Business Process Category	Delivery Reporting

- The current Non-recurring Cost (NC) identification, delivery reporting, and billing process is not seamless and requires manual initiation and intervention. Notification of when to delivery report NC usually requires manual delivery history searches. Subsequent request for billing usually requires manual communication. Because of the manual processes NC occasionally does not get delivered and/or billed in a timely fashion.

Rank of Deficiency

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2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Group:

- DSCA 2
- International Customer 3
- Army 4
- Navy 4
- Air Force 4
- DFAS 4

Lack of Timely Financial Data

Primary Category	Financial
Business Process Category	Case Management

- Financial data, i.e. Obligation Authority, Commitments, Obligations and Expenditures are interfaced into some legacy systems not at the same time, and not in a timely manner. Therefore legacy system reports cannot be used to prepare financial status to management or the FMS customer. The data is too old by the time it shows up in budget reports and/or reconciliation reports. This situation causes the financial managers to manually collect the financial data.

Rank of Deficiency

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2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Group:

- DSCA 2
- International Customer 2
- Army 4
- Navy 5
- Air Force 4
- DFAS 2

Obligational Authority

Primary Category	Financial
Business Process Category	Obligational Authority

- Determining and issuing Obligational Authority (OA) is a budgetary function. Currently OA is primarily issued and controlled by DFAS DIFS. CMCS, MISIL and PBAS are also involved.
- This responsibility belongs to the MILDEPS. DFAS's OA involvement should only be in the recording of funds available for subsequent commitment, obligation, disbursement etc.

Rank of Deficiency

- 1 = Mission Essential:**
- 2 = Mission Critical:**
- 3 = Definite need:**
- 4 = Enhancement:**
- 5 = Nice to Have:**
- N/A= Not Applicable**

Individual Ranking of Deficiency by User Groups:

- DSCA 2
- International Customer 3
- Army N/A
- Navy 5
- Air Force N/A
- DFAS 5

*Difficulty in Making System Changes in Response to Policy Changes**

*This deficiency applies to both the logistics and financial categories

Primary Category	Financial
Business Process Category	Overall deficiencies

- When DoD-level policy changes occur which require system changes/updates, they currently must be done through each individual MILDEP system.
- Each of these efforts involved policy guidance by DSCA which was slow (and potentially costly) to be implemented because there was no central database in which these changes could be made.
- Changes made in each system are not shared between each MILDEP because the existing systems are so different from each other. When programming changes are required to respond to policy requirements, it involves 3 (at least) separate and distinct programming efforts.
- Changes made in each system are not consistent, which may result in inconsistent application and interpretation of policy requirements. Causes may include domestic system requirements, organizational differences between the MILDEPs, or merely different programming choices.
- Because there is little or no documentation accompanying many of the legacy systems, changes are difficult and often require re-generation of systems documentation in order to fully understand the system changes that might be required.
- Many of the functions in the legacy systems are “hard coded” instead of “table-driven.” This makes changes more difficult and costly.

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5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 1
- International Customer 3
- Army 4
- Navy 3
- Air Force N/A
- DFAS 5

*Lack of Automated Country Suspension Processing**

* This deficiency applies to both Logistics and Financial Categories

Primary Category	Financial
Business Process Category	Suspension Processing

- There is a lack of automated country suspension processing. When a country program is suspended for political or financial reasons, material in the “pipeline” must be assessed quickly, so that it is not delivered to the customer or his agent, if delivery is deemed to be inappropriate. Existing cable and email guidance can be confusing in nature, are not timely, and often fail to address all of the nuances of the FMS acquisition process.
- Lack of automated mechanism to provide timely and accurate suspension notification to suppliers. DoD depots frequently are not aware of a country suspension until days after it has occurred. This process is currently performed 100% manually (via correspondence and phone calls) by DSCA, the MILDEPs, Case Managers, and the ILCOs when a customer program is suspended.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- | | |
|--------------------------|---|
| • DSCA | 1 |
| • International Customer | 3 |
| • Army | 5 |
| • Navy | 3 |
| • Air Force | 3 |
| • DFAS | 3 |

DEFICIENCIES IN THE ACQUISITION CATEGORY

Lack of Automated Processing of Material Inspection & Receiving Report (MIRR) Data

Primary Category	Acquisition
Business Process Category	Shipment Status Processing

- Whereas “MILSTRIP” shipment process for stock issues is highly automated - electronic shipment status is received from a DoD depot or Inventory Control Point depot within 24 hours of the shipment - the shipment process related to commercial vendors is not automated. That processing of shipment status for material shipped from commercial vendors is highly labor-intensive and extremely paperbound.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 4
- International Customer 4
- Army 5
- Navy 4
- Air Force N/A
- DFAS N/A

Lack of Acquisition Information on End-Items

Primary Category	Acquisition
Business Process Category	Case Management

- Lack of acquisition information on end-items: For Major End items acquired through the FMS process, the USAF/USA FMS legacy systems maintain little more than a requisition reference to the end item, to allow for delivery reporting to DFAS-DE. All acquisition information and status is retained within the domestic USAF/USA systems, with information NOT being readily available to the International Customer. In addition, procurement information that is processed into the FMS legacy system by the USN is done manually, based upon the receipt of hardcopy contract and reimbursable order documents.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 2
- International Customer 2
- Army 5
- Navy N/A
- Air Force 4
- DFAS N/A

Lack of Acquisition Management Control Information

Primary Category	Acquisition
Business Process Category	Case Management

- FMS legacy systems do not contain integrated cost and schedule performance data required to monitor program execution. Required data would a) indicate work progress; b) properly relate cost, schedule, and technical accomplishment; c) be valid, timely and able to be audited; and d) provide management information to DoD managers and International Customers at a practical level of summarization.
- This is required by DOD 5000.1 and 5000.2 for acquisition management.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 2
- International Customer 3
- Army 4
- Navy 2
- Air Force N/A
- DFAS 2

DEFICIENCIES IN THE "SYSTEMS" CATEGORY

Lack of Electronic Means to Communicate Supplemental Data with Suppliers/Customers

Primary Category	Systems
Business Process Category	Case Management

- There is currently a lack of electronic means to communicate supplemental data with Suppliers/Customers. For the vast majority of requisitions entering the DoD supply system, MILSTRIP status transactions are remarkably effective at providing information, and no manual intervention is required. However, when a supplier has a question, requires technical information for an item being procured, or needs additional funding, status codes *cannot* communicate the informational query, nor the response from the requisitioner (e.g. the ILCO). Back-and-forth communication becomes manual at this point.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 4
- International Customer 4
- Army N/A
- Navy 4
- Air Force N/A
- DFAS N/A

Highly Fragmented, Non-Automated Requisition Management Processes

Primary Category	Systems
Business Process Category	Case Management

- There are currently highly fragmented, non-automated requisition management processes which are extremely labor intensive and do not provide comprehensive case management. Currently, the MILDEPs access a number of DoD and commercial logistics, financial, and technical databases (in addition to their FMS legacy databases) to perform day-to-day requisition and case management functions. This process requires a tremendous amount of “touch labor”. In addition, supply status becomes aged (e.g. backorders over 1 year old), or “stale”, requiring manual intervention when automated processes are lacking to expedite or accelerate processing.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 3
- International Customer 2
- Army N/A
- Navy 4
- Air Force N/A
- DFAS N/A

Lack of Multi-Service Case/Line Management Process

Primary Category	Systems
Business Process Category	Case Management

- There is no single DoD (vice military department) system would allow multiple Services to manage lines on cases. When a customer wishes to purchase a program consisting of some items managed by one US military department and other items managed by another, either 1.) Multiple cases are written so that each military department may manage its own case; or 2.) One military department is designated as the “lead” Service and is given the responsibility of preparing the FMS case. The case contains lines to be managed by the lead Service as well as lines which fall under the purview of another Service.
- Because each military department currently maintains its own computer database (which does not interface with other military department system databases), these consolidated cases are difficult and cumbersome to manage, & tracking is manual.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 3
- International Customer 4
- Army N/A
- Navy 4
- Air Force 2
- DFAS 4

Difficulty in Making System Changes in Response to Changes in Other Systems*

*This deficiency applies to all categories

Primary Category	Systems
Business Process Category	Overall Deficiencies

- Each of the MILDEP FMS legacy systems interfaces with a variety of other non-security assistance data systems. While some of these interfaces involved domestic systems that are unique to each Service, other interfaces are with systems that are common across all three MILDEPs.
- Because there are multiple case execution systems, each system must include a separate interface with these outside systems. This may involve unique & specialized software which must be purchased/programmed 3 (at least) different times.
- As new systems are developed (i.e., JAMSS, JCALS, SPS, ERP), this problem continues to grow. A single execution system would allow for single programming changes to accommodate changes in other systems.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- | | |
|--------------------------|-----|
| • DSCA | 2 |
| • International Customer | 3 |
| • Army | N/A |
| • Navy | 4 |
| • Air Force | N/A |
| • DFAS | 2 |

Not EDI Compliant

Primary Category	Systems
Business Process Category	Overall Deficiencies

- Department of Defense (DoD) Directive 8190.1, DoD Logistics Use of Electronic Data Interchange (EDI) Standards, directs the replacement of DoD-unique logistics data exchange standards with approved EDI standards and supporting implementation conventions (ICs) for DoD logistics business transactional data exchange.
- Changes are being made in the DLMS (e.g. a 3-position SDR Typical Action Activity Response Code and new transactions for verification of excessive quantity) which the Security Assistance legacy systems cannot accommodate.
- With some exceptions, the Security Assistance legacy systems generally use fixed-length, inflexible Defense Logistics Standard System (DLSS), or MILS, transactions to communicate with the DoD supply system and International Customers. Where use of these transactions is not possible, Security Assistance uses manual methods.

Rank of Deficiency

- 1 = Mission Essential:**
2 = Mission Critical:
3 = Definite need:
4 = Enhancement:
5 = Nice to Have:
N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- | | |
|--------------------------|-----|
| • DSCA | 2 |
| • International Customer | N/A |
| • Army | 1 |
| • Navy | 1 |
| • Air Force | 1 |
| • DFAS | 2 |

Lack of Automated International Customer Interface

Primary Category	Systems
Business Process Category	Overall Deficiencies

- Within the 4 principal legacy systems, there is no electronic means for International Customers to input certain information directly into the case execution system. Some data elements are supplied by the foreign customer, and it would be a time savings to have this information fed directly into the case execution system(s) vice hardcopy paper submittals or entries through other data systems (for example, freight forwarder information, or STARR-PC (which the customers have to purchase separately), or a supplemental work-around system.
- There is also no method for the customer to enter directly into the legacy system(s) any requests for *expedited* supply action on multiple records at the same time and for the execution system to code these records for later mass query & follow-up. Currently this requires a manual process.
- This interface is required to both input and to pull real-time status on cases and requisitions, electronic signature, and other time-saving measures for case managers.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- | | |
|--------------------------|-----|
| • DSCA | 1 |
| • International Customer | 3 |
| • Army | N/A |
| • Navy | 4 |
| • Air Force | N/A |
| • DFAS | N/A |

Lack of Tri-Service View of Status Information

Primary Category	Systems
Business Process Category	Overall Deficiencies

- Currently, when the foreign customer or DSCA want to know, for example, the status of requisitions or other case-related information they have a couple of options:
 - Log on to each individual MILDEP system and check by MILDEP
 - Contact each individual MILDEP and request the information
- There is no current view which would provide this information at a country (all Services) level for review.
- DSCA needs to have trend and metric-type information at the tri-Service level as well. Currently, to find out trend information (i.e., oldest requisitions; number of backorders; cases ready for closure; etc.) we must request this from each Service and then put the information together outside of the data systems for manipulation.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency of User Group:

- DSCA 1
- International Customer 1
- Army N/A
- Navy 4
- Air Force N/A
- DFAS 5

Lack of Consistent Ad Hoc Reporting Capability

Primary Category	Systems
Business Process Category	Overall Deficiencies

- Each of the MILDEP legacy demonstrations showed some capability to produce ad hoc reports. Unfortunately, there is no consistency across the MILDEPs in what these reports look like or how they are produced. Some use Oracle, others use the mainframe screens, and others use windows-like functionality.
- This is confusing for tri-Service users (i.e., DSCA, International Customers) who need similar information from all three systems.
- Each individual system had several “canned” reports for anticipated high demand queries---but no consistency across the Services for what these reports look like or the information they may include.
- These reports were difficult to view on the screen and in one MILDEP system needed to be re-run once they had been printed (vice viewed on the screen).

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency:

- | | |
|--------------------------|-----|
| • DSCA | 2 |
| • International Customer | 3 |
| • Army | N/A |
| • Navy | 4 |
| • Air Force | 5 |
| • DFAS | 3 |

Lack of User-Friendliness of the Existing Systems

Primary Category	Systems
Business Process Category	Overall Deficiencies

- All of the existing legacy systems screens are not windows-based and are difficult for the user to read. This difficulty arises from:
 - Amount of information on each screen
 - Different formats for each MILDEP to display similar information
 - Codes used with little/no explanation for what they mean (vice clear text information)
- For one legacy system, once a report was printed, it was no longer available on the screen and the user was forced to re-run the report.
- Multiple screens cannot be opened at one time---in many instances, once a screen is cleared for the next screen, the user cannot go back to previous information easily.
- Not all fields have help available---and the information that is there is not always sufficient.
- Many screens demonstrated show each error individually, vice identifying all the errors at one time for users to correct.
- The fact that some of the MILDEPs has put much energy/effort into creating front-end “systems” to make their mainframes more user-friendly reinforces this point.

Rank of Deficiency

- 1 = Mission Essential:**
- 2 = Mission Critical:**
- 3 = Definite need:**
- 4 = Enhancement:**
- 5 = Nice to Have:**
- N/A= Not Applicable**

Individual Ranking of Deficiency by User Groups:

- DSCA 2
- International Customer 3
- Army 4
- Navy 4
- Air Force 3
- DFAS 4

Data Interfaces Not Timely and Age of Data Not Obvious to the User

Primary Category	Systems
Business Process Category	Overall Deficiencies

- All of the legacy systems receive data feeds from various other systems. However, these interfaces are not done consistently---some are daily, others are end-of-month.
- It is not obvious on the screens what the source of these data elements are nor how old this data might be. Some reports did show the source/age---but others did not.
- Not sure that the monthly interfaces are adequate to address real-time data concerns. Some users indicated they had to check the source systems (rather than rely on the data that had been transmitted to the legacy systems) because they needed the most current, up-to-date information.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 1
- International Customer 3
- Army N/A
- Navy 5
- Air Force 3
- DFAS 3

Lack of a Single User Training Package

Primary Category	Systems
Business Process Category	Overall Deficiencies

- There is currently a lack of a single user training package. Currently, Security Cooperation community users at the MILDEPs are provided with training through a variety of instructions. Training aids, ranging from on-line help to on-line desk guides to hard copy desk procedures are provided to the end-user to facilitate the business process. However, little formal instructional materials are available, and there is little more than informal on-the-job training to guide them through their new duties. In addition, each MILDEP must document its own legacy system, due to the unique nature of that system and its business interfaces, and therefore cannot share the information with other MILDEPs. By implementing a single execution system, only one single training/on-line Help package need be developed.

Rank of Deficiency

- 1 = Mission Essential:**
2 = Mission Critical:
3 = Definite need:
4 = Enhancement:
5 = Nice to Have:
N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 3
- International Customer N/A
- Army N/A
- Navy N/A
- Air Force N/A
- DFAS 4

Lack of Capability to Fully Process Classified Cases

Primary Category	Systems
Business Process Category	Overall Deficiencies

- There is a long-standing issue regarding the interface of case line item data, when the line item involves MASL NSNs designated by DSCA as classified (C) or secret (S). When case line items carrying these NSNs are posted to any of the various S.A. databases, a classified NSN together with its generic code, item description, ordered quantity, ordered cost, etc. in effect makes the combination classified. DIFS solves the classified database issue by separating the line item NSN, generic code, U/I, and description in the RSN/Generic File which resides on a magnetic tape stored in a classified safe. This tape is mounted for 2 hrs each night during the DIFS daily Central Update, and then is returned to the safe. But when DIFS generates the monthly cumulative case line item update to the DSCA 1200 System, the RSN Generic information is married with the Case Control ordered and delivered quantities/values for each line item and transmitted via FTP-IP to the 1200 System.
- This issue will also have to be addressed in whatever case line item interface is developed between DSAM and the “future DIFS” database.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- | | |
|--------------------------|---|
| • DSCA | 4 |
| • International Customer | 3 |
| • Army | 4 |
| • Navy | 4 |
| • Air Force | 4 |
| • DFAS | 4 |

DEFICIENCIES IN THE "REPORTING" CATEGORY

No Comprehensive Centralized Reporting Capability

Primary Category	Reporting
Business Process Category	Case Management

- No DoD data warehouse system/reporting capability that can provide corporate-wide Security Cooperation statistical information below Case/Line level, as that data is not currently resident in any centralized system.
- Data currently obtained is often inconsistent or provided with caveats or disclaimers. This situation erodes DoD and customer confidence in the data, which is also frequently delayed due to the need to ensure that each MILDEP is selecting records based upon identical criteria.
- Multi-record type query capabilities (e.g. provide me with the requisition, related exceptions, related bills, and related SDRs simultaneously) needed to research records are weak, due to the non-relational nature of existing Information Warehouse data structures, and require supplemental manual research time/labor.

Rank of Deficiency

- 1 = Mission Essential:**
2 = Mission Critical:
3 = Definite need:
4 = Enhancement:
5 = Nice to Have:
N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 2
- International Customer 2
- Army N/A
- Navy 4
- Air Force N/A
- DFAS N/A

**Lack of Automated Online Metrics/LRT Measurements/
Supplier Report Card/Customer Report Card**

Primary Category	Reporting
Business Process Category	Case Management

- There is a lack of a complete tri-service statistical package, based upon standardized MILDEP-developed measurements, with an associated graphical user interface. Metrics data, when available (predominantly from supplemental systems/data warehouses), is often disjointed, difficult to use due to its highly statistical nature, and unreliable due to quirks in the data. Little graphical depiction of information is directly available from the legacy systems, and its graphical portrayal can only be accomplished by developing and copying statistical information into software products more suited to this need. There is no report card capability for the international customer, supplier, nor a capability to identify negative trends.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 2
- International Customer 2
- Army N/A
- Navy 4
- Air Force 5
- DFAS 5

Lack of Automated Weapons System Program Analysis (Case/Program Health Report)

Primary Category	Reporting
Business Process Category	Case Management

- Lack of Automated Weapons System Program Analysis (Case/Program Health Report). Frequently, International Customer organizations express interest in obtaining information on a Weapons System platform in its totality. The existing legacy systems may maintain all of the cases, but frequently may not maintain all of the data on a complete weapons program. In most instances, information must be manually collected from individual FMS cases .
- Also, for DoD management purposes, there is no current capability to “compare” similar weapons system acquisitions for two or more countries. If both programs are active, this may help achieve economies of scale if “buys” can be coordinated. If one program is inactive, or further along in the follow-on support process, the other could take advantage of historical information maintained in the Case Execution system.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 3
- International Customer 3
- Army N/A
- Navy 4
- Air Force N/A
- DFAS N/A

Lack of Standardized Checklists

Primary Category	Reporting
Business Process Category	Case Management

- Currently, the existence of automated standardized checklists in FMS legacy systems is rare. An online, step-by-step mechanized guideline that identifies the actions to be performed to complete a process, defines prerequisite actions, and monitors milestone achievements, does not exist to any great extent.
- The Reinvention Integrated Process Team (IPT) #4 is currently exploring this issue of a need for standardized checklists throughout our business processes.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 3
- International Customer 3
- Army N/A
- Navy N/A
- Air Force N/A
- DFAS N/A

Lack of Standardized Processing and Consistent Information for International Customers

Primary Category	Reporting
Business Process Category	Overall Deficiencies

- International Customers have identified processes where they are currently receiving inconsistent, or no data from the US military departments:
 - Financial Data – Treasury cash flow data is not visible.
 - Reparable Cost Data
 - Automatic Correction of Requisition Discrepancies
 - Follow-Ups
 - Suffix Codes
 - MILSTRIP/DLMS Changes
- International Customers have identified processes where lack of standardization among the military departments causes confusion and additional workload for them.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 1
- International Customer 1
- Army 5
- Navy 4
- Air Force 5
- DFAS 4

Lack of Standardized Reports and Terminology

Primary Category	Reporting
Business Process Category	Overall Deficiencies

- In order for FMS customers to effectively manage their FMS Cases/Programs, it is essential that they comprehend the information provided to them by the MILDEPs. Most electronic status is provided to the customer in MILSTRIP formats, and notwithstanding some nuances in the interpretation of status codes, most electronic status codes are assigned following standard conventions. When it comes to reports and report terminology extracted from the legacy systems, however, the customer is often confused by the different “languages” used in reports, and by the terminology (vernacular) spoken by the MILDEPs at country reviews and other meetings.

Rank of Deficiency

1 = Mission Essential:

2 = Mission Critical:

3 = Definite need:

4 = Enhancement:

5 = Nice to Have:

N/A= Not Applicable

Individual Ranking of Deficiency by User Groups:

- DSCA 2
- International Customer 1
- Army N/A
- Navy 4
- Air Force 5
- DFAS 4

End Page