
The Security Cooperation Enterprise Solution: Transforming Case Execution Through Standardization and Integration

**By
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In July 2008, the Defense Security Cooperation Agency (DSCA) and the Business Transformation Agency (BTA) partnered to design, develop, implement, and field the Security Cooperation Enterprise Solution (SCES). SCES is designed to improve the access and visibility of case execution data across acquisition, logistics, and financial functional areas to better manage security cooperation programs. DSCA partnered with BTA because of its knowledge and expertise in: program management; Business Enterprise Architecture (BEA) standards, process modeling; Enterprise Resource Planning (ERP) systems

Approach

The SCES Program Management Office (PMO) is utilizing the Department of Defense's (DoD) Business Capability Lifecycle (BCL) approach as a framework for planning and managing cost, schedule, and performance of SCES throughout its lifecycle. BCL is designed to address long-standing challenges impacting the delivery of defense business information capabilities across DoD.

For requirements development, the SCES team, which consists of DSCA, Military Department (MILDEP), and BTA representatives, identified four End-to-End (E2E) business processes applicable to SCES and used them to develop functional and technical requirements for foreign military sales (FMS). The four business processes utilized by the SCES team are as follows:

- Prospect-to-Order (P2O) encompasses all business functions necessary to generate and sustain sales by pursuing qualified leads, employing effective sales techniques, processing orders efficiently, maintaining customer relationships, and providing support functions.
- Budget-to-Report (B2R) encompasses all business functions necessary to plan, formulate, create, execute against, and report on the budget and business activities of the entity.
- Order-to-Cash (O2C) encompasses all business functions necessary to accept and process customer orders for services and/or inventory held for sale. This includes such functions as managing customers, accepting orders, prioritizing orders, fulfilling orders, performing distribution, managing receivables, and managing cash collections.
- Procure-to-Pay (P2P) encompasses all business functions necessary to obtain goods and services. This includes such functions as requirements identification, sourcing, contract management, purchasing, payment management, and receipt/debt management.

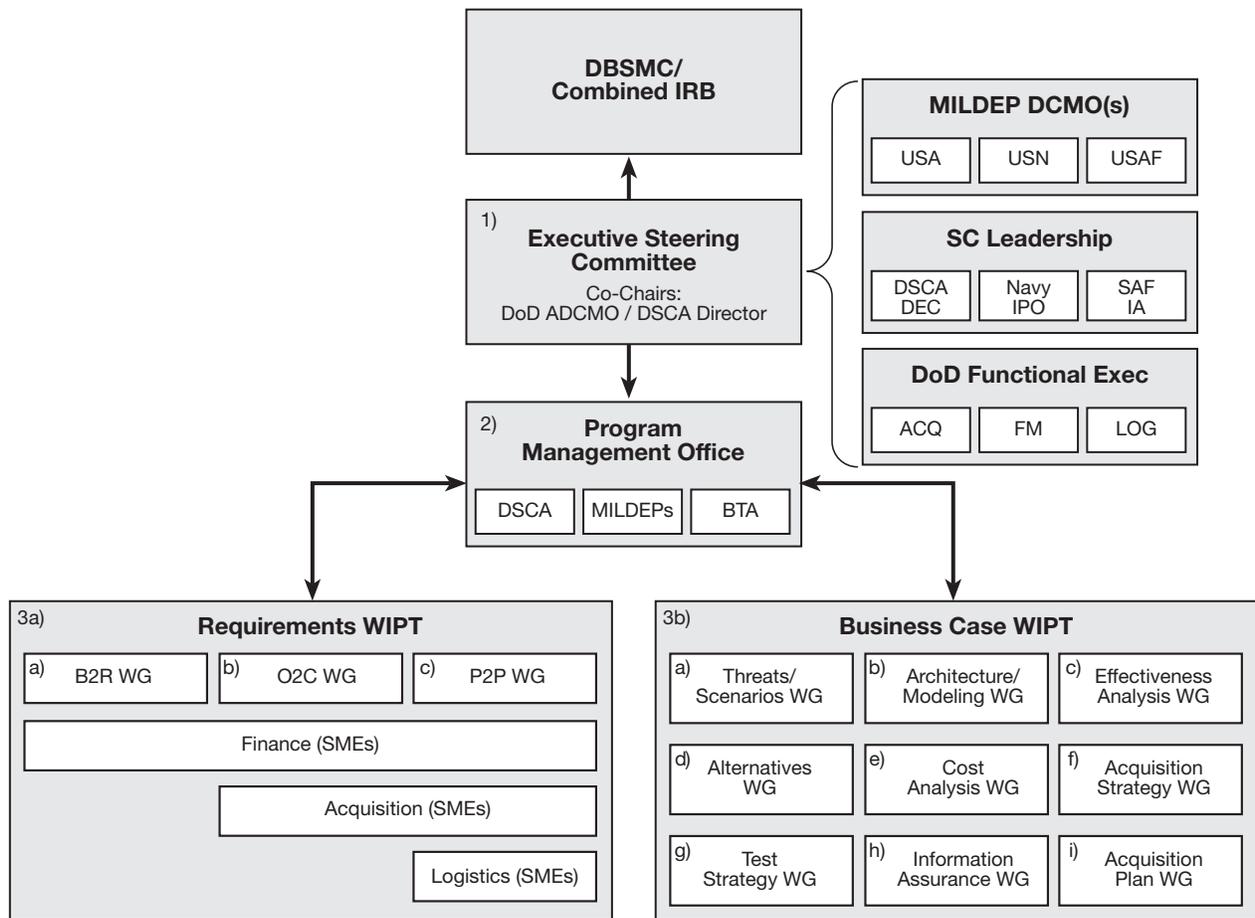
The SCES team established SCES Requirements Working Groups (WGs) for each of the four business processes and invited representatives from the security cooperation, ERP, and functional communities to participate in the development of SCES requirements. Additionally, the SCES PMO established a Business Case Working Integrated Product Team (WIPT) for the development of the

SCES business case that is required under Department of Defense's BCL framework. The SCES Program Manager provides bi-weekly updates on SCES to the DSCA Director and the DoD Assistant Deputy Chief Management Office (ADCMO) and monthly updates to the IT Governance Board, which consists of senior-level representatives from the security cooperation community.

Governance Structure

Figure 1 shows the governance structure which was established for the development of SCES and begins with the SCES PMO. The SCES PMO consists of representatives from DSCA, BTA, and the MILDEPs. The SCES Executive Steering Committee (ESC) was established June 1, 2009 to engage and maintain support from the senior leadership across the security cooperation, ERP, and functional communities. The SCES ESC is cochaired by the DoD ADCMO and the DSCA Director. The ESC held its first meeting on July 16, 2009 and will reconvene every 4 to 6 weeks to discuss SCES.

Figure 1
Security Cooperation Enterprise Solution



SCES was presented to the Combined Investment Review Board in November 2008 and the Defense Business Systems Management Committee (DBSMC) in April 2008 and April 2009, and both bodies support the project. SCES will continue to provide the Combined Investment Review Board and DBSMC periodic updates and seek their guidance for key milestone decisions throughout its lifecycle.

Current Status

SCES is currently in the Requirements Definition Phase. Other key activities planned for SCES in FY 2009-2010 include:

- Requirements Validation and Modeling (Proof of Concept)
- Business Case Analysis
- Analysis of Alternatives (AoA)

The SCES PMO will continue to need the assistance of the MILDEP representatives throughout the program lifecycle to participate in requirements validation, testing, blueprinting, training, and deployment of SCES. Funding for SCES has been programmed for fiscal years 2010-2013.

The SCES effort is a tremendous undertaking, and its success depends upon the coordinated effort, support, and continued engagement of the entire security cooperation community. To keep the security cooperation community updated on the progress of SCES, the SCES PMO uses various communication vehicles such as SCES Bi-Weekly Webinars, weekly status reports, meetings, conferences, and news articles. The SCES PMO is also developing a public web site.

For more information on the SCES effort, please contact Anita Eggleston, DSCA's SCES Representative, at anita.eggleston@dscamil. You may also contact your respective MILDEP representative(s) on the SCES team, which are as follows:

- Army, Mr. Greg Myers at greg.myers@us.army.mil and Ms. Nicole Sarcinelli at nicole.sarcinelli@us.army.mil
- Navy, Mr. Terry O'Connor at terrence.o'connor@navy.mil
- Air Force, Mr. Kenneth Bradley at kenneth.bradley-02@pentagon.af.mil and Mr. Earl Sollmann at earl.sollmann@wpafb.af.mil

We are in the process of establishing a mailbox and web site for SCES.

About the Author

Ms. Anita Eggleston is a Security Assistance Policy Analyst in the Strategy Directorate, Policy Division of the Defense Security Cooperation Agency. She is currently serving as the DSCA Lead for the Security Cooperation Enterprise Solution (SCES) project. Her responsibilities include being a liaison between DSCA and the SCES Program Management Office (PMO), providing guidance to the SCES PMO, and serving as the SCES Strategic Communications co-lead. Prior to working at DSCA, she worked ten years for the Naval Sea Systems Command (NAVSEA) as a Case Manager in both the Office of International Programs and the Program Executive Office Submarines. She was also a Logistics Management Specialist within NAVSEA's DD (X) Program Office where she was responsible for developing, reviewing, and analyzing logistics life cycle requirements.