
COVER FEATURE

Security Assistance Program Management in the Naval Supply Systems Command, Part I

Compiled By

Chuck McKenna
Assistant Deputy Commander (Security Assistance)
Naval Supply Systems Command

[Editor's Note: This is the first part of a two-part article on the Navy's security assistance programs. Part II will be included in the Fall 1993 issue of *The DISAM Journal*.]

This time of year in metropolitan Washington D. C. the air is redolent with the aroma of motor coach exhaust. Restaurants and fast food joints are packed and noisy. Long lines form endlessly at the Washington Monument, the White House, the Capitol Building, and the street vendors. The city is alive with the curiosity of the fearless traveler. In keeping with the season then, let me take you on a summertime tour of the Naval Supply Systems Command and give you an idea of how we go about executing our responsibilities as members of the Navy's Security Assistance Program (SAP) Management team.

My name is Chuck McKenna and as the Assistant Deputy Commander (Security Assistance), Naval Supply Systems Command, I'll be your guide as we work our way through our Headquarters (referred to from now on as NAVSUP) in Crystal City, Arlington VA, just across the 14th Street Bridge from downtown D.C.; to Philadelphia to visit the Navy International Logistics Control Office (NAVILCO) and the Aviation Supply Office; to Mechanicsburg, PA for a stop at the Ships Parts Control Center; and finally, due south to Athens, GA to the Naval Supply Corps School. [Note: this Part I of the article focuses on Washington, D.C., with Part II in our next issue venturing out to the other NAVSUP units.]

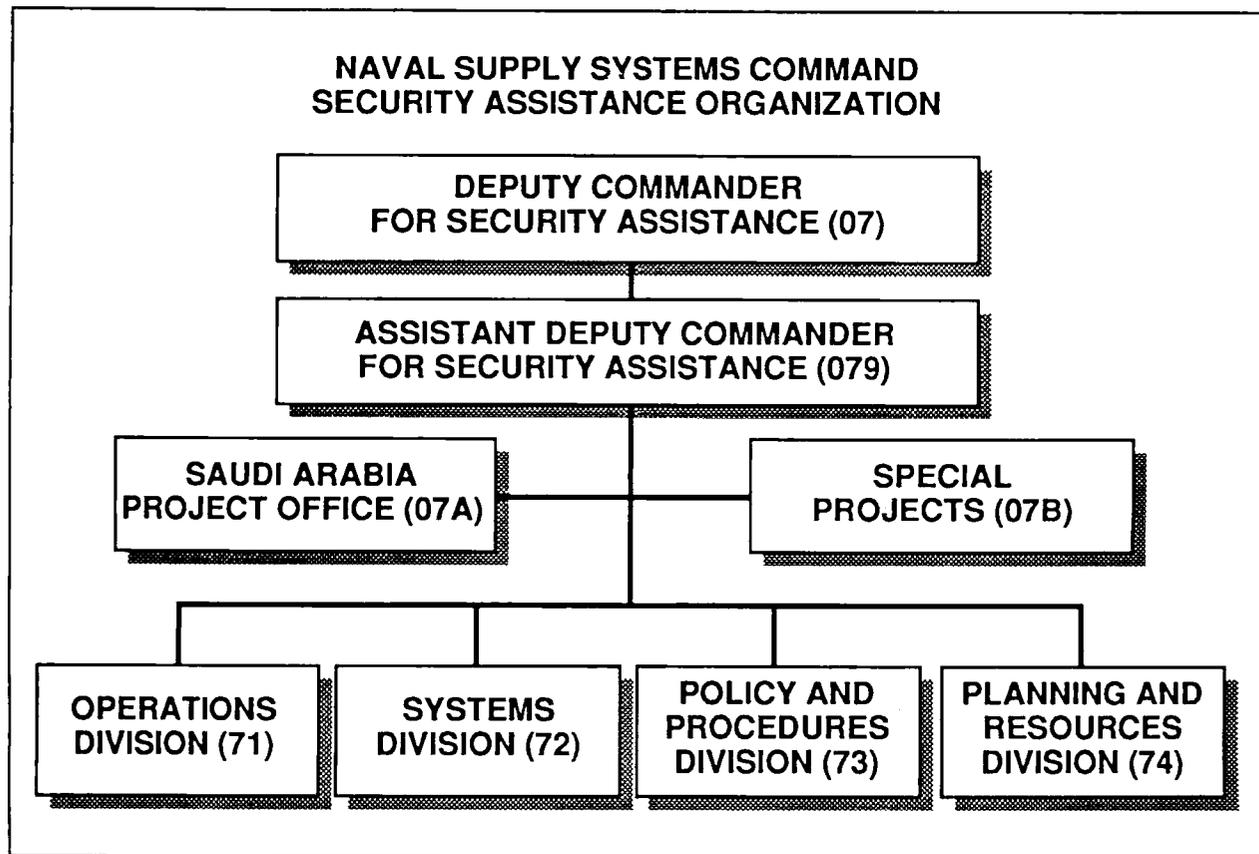
In the course of our travels you will get to meet some of the team members and hear from them, in the form of short articles, regarding some of the current issues, problems, and successes they are experiencing.

OK, let's get started.

First let us visit Headquarters, NAVSUP, Crystal City, under the command of Rear Admiral Robert M. Moore, Supply Corps, USN. NAVSUP is one of the five Naval Systems Commands (the others being Naval Air, Sea, Space and Naval Warfare, and Facilities Engineering Systems Commands) with the mission to provide our customers with the right stuff, at the right place, at the right time, and at the right price.

One of the major directorates which report directly to the Commander NAVSUP is SUP 07, the Security Assistance Directorate. Headed by Captain Dave Davies, SUP 07 has the responsibility for overall SAP management and execution in the Supply Systems Command. SUP 07 is a small organization of 34 civilians and three military officers, organized as shown on Figure 1.

FIGURE 1



The Operations Division, SUP 71, has case management responsibility for over 1500 FMS cases for which NAVSUP is the Case Administering Office.

The Systems Division, SUP 72, exercises control over the Management Information System International Logistics (MISIL). MISIL is the primary logistics and financial system used throughout the USN and is currently supporting over 800 users, including foreign embassies, offices of defense cooperation (ODCs), and other similar overseas security assistance organizations (SAOs).

SUP 73, the Policy and Procedures Division, is responsible for supply-related policy guidance system wide, and for publishing and maintaining two major FMS publications: Pub 526, the *FMS Customer Guide*, directed toward our foreign customers, and Pub 541, the *FMS Management Manual*.

The Planning and Resources Division, SUP 74, functions as the business manager for the NAVSUP Security Assistance Program. Its functions include budget, financial execution, foreign training, performance oversight, support contracts, Total Quality Management, and DMRD and BRAC coordination.

SUP 07A and 07B are both one person shops: the former is the Saudi Arabia Project Officer and the latter is a Special Projects Officer, who recently initiated the FAST-Line Program.

In welcoming us to SUP 07, its head, Captain Davies, offers these insights: "The positioning of SUP 07 as a directorate in the NAVSUP organization gives me direct and easy access to the Commander, NAVSUP. It also confirms the sense of importance NAVSUP has always placed upon the Security Assistance Program as an integral part of the Command's mission and strategic plan. In support of NAVSUP's strategic plan, SUP 07 is committed to the production of a set of 'Deliverables' (shown at Figure 2). While not all encompassing, of course, the Deliverables do set a clear guide for our staff as to what some of our current most important projects are. The Deliverables are customer focused, and are challenging. As we accomplish them, we have a sense that as a team we've made some lasting contributions to improvements in SAP management."

**FIGURE 2
SUP 07 MISSION/VISION DELIVERABLES**

DELIVERABLE	Vision Element: Material and Logistics Services	
I	Become the Premier Material and Support Services Manager for Allied and Friendly Foreign Nations.	
	GOALS	
	<ol style="list-style-type: none"> 1. Develop a close partnership between all elements of the USN Security Assistance Program. 2. Establish and foster an extended family relationship to provide customers with the full range of material and logistics support services. 3. Alert FMS customers of our capabilities in this arena. 4. Develop FISC San Diego as the prototype for waterfront logistics support for FMS customers. 5. Establish and foster open communications and business relationships with DLA. 	
	Multi-year	Lead: SUP 71

DELIVERABLE	Vision Element: Material and Logistics Services	
II	Provide follow-on support which is tailored to customer needs.	
	GOALS	
	<ol style="list-style-type: none"> 1. Ensure an array of support options are made available to customers when follow-on support is negotiated. 2. Tailored customer support options are discussed and understood by all participants. 	
	Multi-year	Lead: SUP 71

DELIVERABLE III	<p>Vision Element: Logistics Information, Technology, and Business Systems</p> <p>Position the Management Information System International Logistics (MISIL) for potential DoD use.</p> <p>GOALS</p> <ol style="list-style-type: none"> 1. MISIL capabilities will be put directly into the hands of the FMS customer 2. MISIL will be further developed to increase use by Hardware Systems Commands. 3. MISIL information will be made available for exploitation by users. 4. MISIL will become the best-of-breed of all DoD and MILDEP FMS Systems. 5. Exploit use of ADP productivity tools with developers and end users. <p>Multi-year Lead: SUP 72</p>
--------------------------------------	---

DELIVERABLE IV	<p>Vision Element: Innovative DoD Logistics Solutions</p> <p>Incorporate Global Asset Visibility in FMS Support.</p> <p>GOALS</p> <ol style="list-style-type: none"> 1. Develop procedures to allow FMS requisitions to screen through a Global Asset System. 2. Include both Initial and follow-on support. 3. Identify industrial activity excess inventories. 4. Develop coordinated approach with activities for issuing financial procedures. 5. Establish pricing policies, test system for effectiveness, and institutionalize the process. <p>Multi-year Lead: SUP 73</p>
-------------------------------------	--

DELIVERABLE V	<p>Mission</p> <p>Develop a "Market Basket" of NAVSUP capabilities.</p> <p>GOALS</p> <ol style="list-style-type: none"> 1. Package NAVSUP logistics services, Information Products and Automation capabilities tailored to customer needs. 2. Deliver products to the NAVSUP Security Assistance Community FMS Customers, Hardware Systems Commands, Navy International Programs Office, Defense Security Assistance Agency, Security Assistance Offices, CINCs, etc. <p>Multi-year Lead: SUP 74</p>
------------------------------------	--

DELIVERABLE VI	<p>Mission</p> <p>Develop the Commercial Stocking Concept for Long Term Support for obsolete FMS equipment.</p> <p>GOALS</p> <ol style="list-style-type: none"> 1. Provide an alternative to System Support Buy Out for providing long-term supply/services to foreign governments owning US-origin weapon systems/equipment which are obsolete in US DoD. 2. Using the British Navy "Dead Stock" model as a general guide, develop a statement of work to serve as the basis for a USN contracted Commercial Stocking Service. 3. Award contract for Commercial Stocking Service. <p>Multi-year Lead: SUP 7B</p>
---------------------------	--

DELIVERABLE VII	<p>Mission</p> <p>Expand the Commercial Buying Service.</p> <p>GOALS</p> <ol style="list-style-type: none"> 1. Award FASTLINE contract. 2. Include EDI capability 3. Contract scope to include USN and other MILDEPs. 3. Include DLA cog (selected AAC) requisitions in new scope. <p>Multi-year Lead: SUP 7B</p>
----------------------------	---

DELIVERABLE VIII	<p>Mission</p> <p>Improve the cohesiveness of the NAVSUP Security Assistance Family.</p> <p>GOALS</p> <ol style="list-style-type: none"> 1. Facilitate the interaction and community spirit between key organizations by holding annual retreats, conducting semi-annual ICP reviews, chairing the MISIL Executive Committee (EXCOM), establishing FMS performance goals, providing training opportunities, and convening Process Action Teams. Emphasize TQL and use of TQL tools and techniques to improve productivity. <p>Multi-year Lead: SUP 74</p>
-----------------------------	--

DELIVERABLE IX	<p>Mission</p> <p>Continually Improve FMS Case Management.</p> <p>GOALS</p> <ol style="list-style-type: none"> 1. Exploit state-of-the-art technology. 2. Aggressively manage supply and financial issues from case implementation through closure. 3. Renegotiate Foreign Military Sales Order (FMSO I) cases when there is a +25% deviation between forecast and actual demand. Terminate CLSSAs for all obsolete and obsolescent weapons systems. 4. Enhance business relationships with customers. <p>Multi-year Lead: SUP 71</p>
---------------------------	---

DELIVERABLE X	<p>Mission</p> <p>Improve the FMS Repair of Repairables (ROR) Process.</p> <p>GOALS</p> <ol style="list-style-type: none"> 1. Convene and conduct ROR conferences with NAVSUP field activities. 2. Hold ROR conferences with HSCs, their field activities, DOPs, DCAS, and foreign government representatives. 3. Develop and implement new methods of processing FMS repairables. 4. Act as "Honest Broker" between HSCs and ICPs. <p>Multi-year Lead: SUP 73</p>
--------------------------	--

DELIVERABLE XI	<p>Mission</p> <p>Participate in, coordinate, and implement DMRDs as they impact Security Assistance.</p> <p>GOALS</p> <ol style="list-style-type: none"> 1. Effect smooth transition of NAVILCO financial management to DAO Philadelphia. 2. Establish NAVILCO Det Mech for MISIL CDA. 3. Control costs in ASO Data Center Fee For Service environment. 4. Advise USN SAP community and FMS customers of DMRD impact. <p>Multi-year Lead: SUP 74/72</p>
---------------------------	--