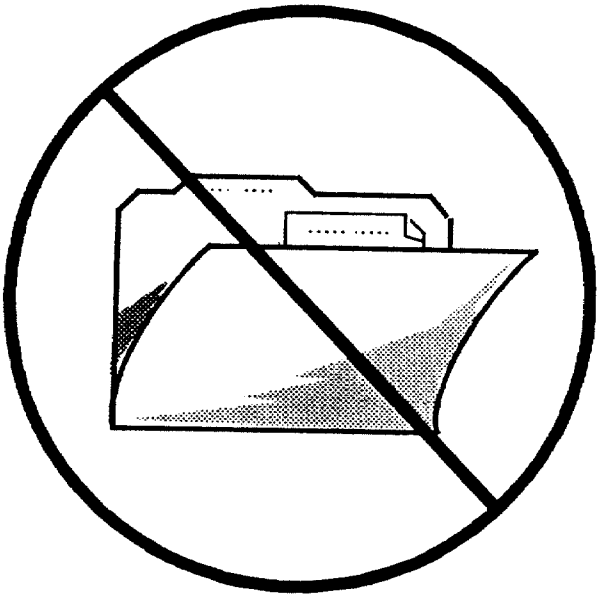
Department of Defense

CORPORATE INFORMATION MANAGEMENT



Contract Payment CIM Functional Group

FUNCTIONAL BUSINESS PLAN

June 13, 1991

CONTRACT PAYMENT CIM FUNCTIONAL GROUP

BRIEFING FOR THE
FINANCIAL MANAGEMENT FUNCTIONAL STEERING COMMITTEE

PHASE II RESULTS
(INTERIM FUNCTIONAL BUSINESS PLAN)

June 13, 1991

Corporate Information Management

FINANCIAL MANAGEMENT FUNCTIONAL STEERING COMMITTEE

Mr. Sean O'Keefe, Chairman

AGENDA

For June 13, 1991, Meeting

Opening Comments	Mr. O'Keefe
Background on Contract Payment	Ms. Leong-Hong
Briefing on Contract Payment	Mr. Adolphi
• Phase II Products	Mr. Adolphi
Briefing on DFAS Issues	Capt Daeschner
• FY 91 CIM Funding Allocations	Capt Daeschner
• DFAS Current Consolidation and Standardization Initiatives	Capt Daeschner
Questions and Discussion	All Members
New Business - Next Meeting	Mr. O'Keefe

CONTRACT PAYMENT CIM FUNCTIONAL GROUP

TOPICS

OVERVIEW / MISSION / SCOPE

VISION

FUTURE FUNCTIONAL CONCEPTS

COMPARISON WITH INDUSTRY

COMPARISON WITH CURRENT OPERATIONS

ASSESSMENT OF EXISTING SYSTEMS

IMPLEMENTATION ISSUES

ACTION PLAN MILESTONES

QUESTIONS AND ANSWERS

APPROVAL

(5 JUNE 91)

MISSION

VERIFY THAT PAYMENT AND ASSOCIATED PERFORMANCE TERMS AND CONDITIONS OF THE CONTRACT OR LIKE-AGREEMENT HAVE BEEN MET; ASCERTAIN THE MONETARY ENTITLEMENT DUE THE PAYEE; ENSURE THAT PAYMENTS ARE SCHEDULED AND APPROVED FOR TIMELY RELEASE ACCORDING TO LAWS AND REGULATIONS; AND ASSURE THE INTEGRITY AND AVAILABILITY OF CONTRACT PAYMENT INFORMATION FOR CUSTOMERS AND OTHER USERS.

SCOPE

THE CONTRACT PAYMENT FUNCTION BEGINS WITH A REQUIREMENT FOR PAYMENT. IT ENDS WHEN ALL PAYMENT TERMS AND CONDITIONS OF THE CONTRACT OR LIKE-AGREEMENT HAVE BEEN MET AND ASSOCIATED INFORMATION HAS BEEN PROVIDED. EXCLUSIONS ARE NOT LIMITED TO, BUT INCLUDE, ALL OBLIGATING, DISBURSING, AND REGULATORY FINANCIAL REPORTING FUNCTIONS WHICH WILL BE COVERED BY OTHER FINANCIAL OPERATIONS.

VISION NARRATIVE

THE CONTRACT PAYMENT FUNCTION OPERATES USING STANDARDIZED POLICY THAT IS UNIFORMLY APPLIED BY ALL DOD COMPONENTS. IT COMPLIES WITH ALL STATUTORY AND REGULATORY REQUIREMENTS AND IS RESPONSIVE TO CHANGING CONDITIONS. IT USES AND PROVIDES ONLY CREDIBLE INFORMATION THAT IS ESTABLISHED AND MAINTAINED BY ITS ACCOUNTABLE STEWARD. IT IS RESPONSIVE TO ITS CUSTOMERS THROUGH A HIGHLY SKILLED WORKFORCE.

(5 JUNE 91)

FUTURE FUNCTIONAL CONCEPTS

STANDARDIZED POLICIES AND PROCEDURES

STATE-OF-THE-ART AUTOMATION

CONSOLIDATED SITES

DECENTRALIZED RESPONSIBILITY FOR TIMELINESS AND ACCURACY OF DATA

TWO FUNCTIONAL ACTIVITIES

- PERFORMANCE DETERMINATION
- PAYMENT DETERMINATION

(5 JUNE 91)

COMPARISON WITH INDUSTRY

10 SITE VISITS

DoD GENERALLY "ON THE LEADING EDGE"

IDENTIFIED ONE PRACTICE FOR INCORPORATION

- ELIMINATION OF INVOICES WHERE PRACTICAL

(5 JUNE 91)

COMPARISON WITH CURRENT OPERATIONS

CURRENT	FUTURE
MULTIPLE ORGANIZATIONS	SINGLE STANDARD
MULTIPLE PRACTICES	
MULTIPLE PROCEDURES	
MULTIPLE PRODUCTS	

ASSESSMENT OF EXISTING SYSTEMS

FUNCTIONAL CHARACTERISTICS

MAJOR CATEGORIES

- INSTALLATION
- MAJOR END ITEM
- SUBSISTENCE
- TRANSPORTATION
- REIMBURSABLE

FINDINGS

CONTRACT PAYMENT CIM FUNCTIONAL GROUP

ACTION PLAN MILESTONES

TASK	START	FINISH
DEVELOP AND APPROVE CONCEPT OF OPERATIONS	JUN 91	JUL 91
STANDARDIZE POLICIES AND PROCEDURES	JUN 91	SEP 92
IMPROVE QUALITY OF OPERATIONS	JUN 91	SEP 92
CONSOLIDATE AND REALIGN	JUN 91	SEP 93
OBTAIN SOURCE DATA ACCESS	JUN 91	SEP 99
ELIMINATE/REDUCE HARD COPY DOCUMENTS	JUN 91	SEP 99
TRANSITION INTERIM SYSTEMS	SEP 91	SEP 99

(5 JUNE 91)

IMPLEMENTATION ISSUES

ACCOUNTABILITY

DEPENDENCY

NON-STANDARD EXTERNAL FUNCTIONS

STATUTORY & REGULATORY CONSIDERATIONS

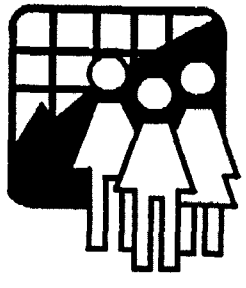
- PECUNIARY LIABILITY
- PAYMENT CERTIFICATION
- HARD COPY DOCUMENT REQUIREMENT

FOCUS ON QUALITY

- WORK PLACE
- MEASUREMENT TOOLS

(5 JUNE 91)

QUESTIONS AND ANSWERS APPROVAL



(5 JUNE 91)

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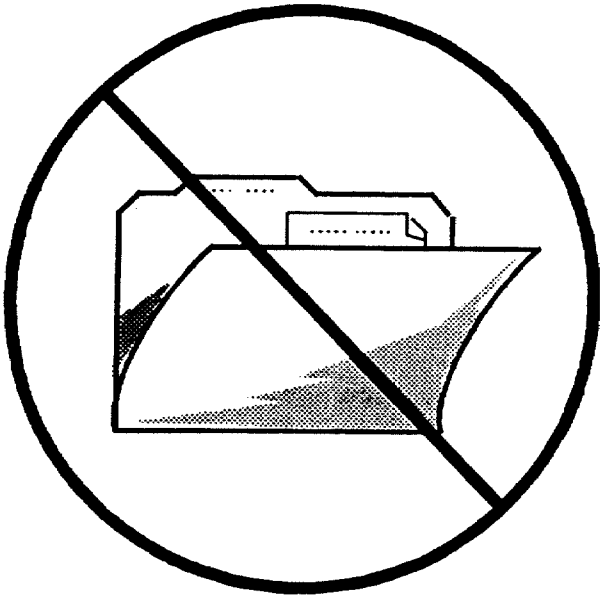

Contract Payment CIM Functional Group

FUNCTIONAL BUSINESS PLAN

June 13, 1991

CORPORATE INFORMATION MANAGEMENT
CONTRACT PAYMENT FUNCTIONAL GROUP

EXECUTIVE SUMMARY

Contract Payment is a function within the Finance and Accounting discipline. The mission of Contract Payment is to verify that payment and associated performance terms and conditions of the contract or like-agreement have been met; ascertain the monetary entitlement due the payee; ensure that payments are scheduled and approved for timely release according to laws and regulations; and assure the integrity and availability of contract payment information for customers and other users. The scope of the Contract Payment function begins with a requirement for payment. It ends when all payment terms and conditions of the contract or like-agreement have been met and associated information has been provided. Exclusions are not limited to, but include, all obligating, disbursing, and regulatory financial reporting functions which will be covered by other financial operations. The term like-agreement has been defined as:

> An understanding within DoD or between DoD and other governmental elements (federal, state, local or international) for which financial consideration is exchanged for performance.

Currently, there also is a Financial Operations Functional Group. Since, many of the issues, problems and opportunities of Contract Payment are subsets of the Accounts Payable Function within Financial Operations, the two groups have met regularly to assure integration.

Broad policies governing DoD-wide accounting, finance and Contract Payment are promulgated by the Office of the DoD Comptroller; responsibility for developing supporting operating policies and procedures has been delegated to the Defense Finance and Accounting Service (DFAS). Implementation of these policies and procedures rests with the individual DoD Components and different interpretations of this guidance by the Components often result in widely varying field operations.

Currently the Military Departments and several of the Defense Agencies operate a number of separate accounting and finance systems, portions of which support Contract Payment. Many of DoD's systems have been designed to meet specific information needs, which has resulted in the development of essentially redundant capability.

The anticipated reduction in DoD budget toplines means that DoD can no longer afford duplicative financial operations. As one responds to this challenge, the DFAS was

established in January 1991. A comparison of the Contract Payment Group's products with the DFAS Strategic Plan and relevant approved DMRDs reveals a strong similarity among the Visions, Goals, Objectives and Strategies.

In the future, management of information for the Contract Payment function will eliminate duplication and provide for the electronic exchange of data among all authorized users. The Contract Payment function will incorporate industry standards for electronic commerce wherever possible and provide appropriate security for all levels of access. The function will use a single set of Department of Defense regulations sufficient for execution at the lowest level without supplementation. The latest affordable technologies will be used to enhance productivity and minimize manual intervention and error. Timely and accurate payments and responsive answers to any inquiries will promote goodwill and ensure customer satisfaction. Process improvement will be a continuous effort. Efficiency and productivity will be promoted through a healthful work environment. Current and continuous training will be used to maintain a quality professional workforce.

On February 21, 1991, the Financial Management Functional Steering Committee (FSC) approved the Contract Payment CIM Phase I products, and those through 2.1.4 of Phase II (as identified in the CIM Process Guide). Specifically, the FSC approved the following as related to Contract Payment within DoD: (a) mission statement, (b) narrative scope statement, (c) customers, (d) products and services, (e) internal and external interfaces, (f) functional activities, (g) policies and guiding principles, (h) trends and impacts, (i) visions, (j) goals, (k) objectives and (l) strategies.

This ideal future can be achieved by adopting the Contract Payment action plan contained in the Group's Business Plan. The action plan, which uses a critical path analysis, identifies all key milestones and relational timeframes necessary for accomplishment. By approving and implementing this action plan, the vision of the Contract Payment Functional Group is feasible and achievable within projected budget constraints.

CONTRACT PAYMENT
FUNCTIONAL BUSINESS PLAN NARRATIVE

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FOREWORD

The Corporate Information Management (CIM) initiative was established by the Deputy Secretary of Defense on October 4, 1989 (Appendix A) with the goals of increasing efficiency and reducing duplicative information systems supporting the same functional requirements. The Contract Payment Functional Group began its analysis of Contract Payment operations on July 9, 1990. The members of the Functional Group are listed in Appendix B.

The Comptroller of the Department of Defense is the chairman of the Financial Management Functional Steering Committee (FSC). The FSC is a board of senior representatives from the Office of the Secretary of Defense (OSD), the Military Departments, Joint Chiefs of Staff, Defense Finance and Accounting Service (DFAS), Defense Logistics Agency (DLA) and Washington Headquarters Services (WHS). This body has oversight of all CIM financial functional work groups, of which Contract Payment is one, and has approval authority over each Group's Business Plan. The FSC has identified DFAS as the Executive Agent for final development and fielding of the Contract Payment process of the future.

This document, the Contract Payment Functional Business Plan, results from following the arduous process required by Phases I and II of the CIM Process Guide (version of August 17, 1990). This Plan defines the Contract Payment mission, policies and guiding principles, visions, current systems assessment and the functional requirements to support the Contract Payment function of the future. The following narrative summarizes portions of the Information Engineering Workbench/Workstation (IEW) documentation for ease of understanding. The complete IEW documentation and other products required by the CIM Process Guide are enclosed as Appendix C to facilitate easy review at that level of detail.

In order to accelerate completion of Phase II by the Functional Group, the last three elements of the Functional Business Plan, as well as the Automated Information System Capabilities Assessment, will be completed by the DFAS under the oversight of the FSC. Upon approval by the FSC, development of an information systems strategy to meet future requirements may commence using Phase III of the CIM Process Guide.

CHAPTER I

INTRODUCTION

A. Background

1. Defense Management Review. In response to the President's request for management improvement, the Secretary of Defense initiated a complete review of Defense Management. This review represents a sustained, long-term effort to streamline Department of Defense (DoD) management and achieve the improvements the President is seeking.

Since its submission to the President in July 1989, DoD has been aggressively implementing the recommendations contained in the Defense Management Report (DMR). From the top down, DoD's management is committed to actions that will produce fundamental and durable changes in the performance of DoD's mission. Management improvements are guided by the philosophy of centralizing policies, procedures, standards and systems. Local commanders will be empowered with the authority for decentralized execution, implementation and operations. By cutting excess infrastructure, eliminating redundant functions and initiating common business practices, the DMR process is increasing efficiency.

The President's Budget is the vehicle being used to initiate and institutionalize management improvements. An initial set of management improvement initiatives was incorporated into the Fiscal Year (FY) 1991 Defense Budget Review in the form of Defense Management Review Decisions (DMRDs). The FY 1992 Defense Budget submitted to the President again was influenced heavily by DMRDs and related Program Budget Decisions (PBDs). Recognizing that DoD's ability to meet mission requirements is directly related to accurate, timely and comprehensive information, the Deputy Secretary of Defense created the Corporate Information Management (CIM) initiative to assist DoD's functional managers in streamlining and restructuring their business practices.

2. Corporate Information Management. The CIM initiative was established on October 4, 1989, to bring managerial control to the plethora of activities developing information systems. The November 10, 1989 approval by the Deputy Secretary of Defense of DMRD 925 (Develop Standard ADP Systems) solidified DoD's top management commitment to automation standardization via the CIM approach. The principal issue addressed by DMRD 925 was a need to eliminate the expenditure of scarce funds on multiple ADP systems performing the same functions. Up to that time, computer systems had been developed, as technology and resources permitted, only to meet functional needs within each DoD

Component. Consequently, DoD has a variety of systems that address similar functions but lack effective interfaces across or within functional areas.

3. Contract Payment Functional Group. The Contract Payment Group was the eighth functional group formed, beginning its work on July 9, 1990. In a separate but harmonious action, the DFAS was created in January 1991 as a result of DMRD 910. A comparison of the Contract Payment Group's products with the DFAS Strategic Plan and relevant approved DMRDs reveals a strong similarity among the Visions, Goals, Objectives and Strategies. A detailed discussion of these concepts and their benefits are in subsequent chapters.

It should be noted that Contract Payment is a function within the Finance and Accounting discipline. Currently there also is a Financial Operations Functional Group that is addressing accounting and disbursing functions. Many of the issues, problems and opportunities of Contract Payment are subsets within the Accounts Payable module of Financial Operations, and integration meetings have been conducted between the two groups as necessary.

4. Related Initiatives. Since the inception of the DMR process, DoD has developed and is implementing other initiatives for improving DoD management and operations. Those within Contract Payment's purview include Electronic Data Interchange, a methodology allowing electronic transmission of information; Vendor Express, a U.S. Treasury effort to reduce the number of checks written with electronic transfer of funds; and the International Merchant Purchase Authorization Card (IMPAC), a General Services Administration contract for agency VISA cards to streamline local purchase and eliminate cash imprest funds.

B. Contract Payment System

1. DoD Perspective and Overview. The following has been derived from the April 1990 Report on the Consolidation and Improvement of Financial Operations Within the Department of Defense.

Presently, the Military Departments and several of the Defense Agencies operate a number of separate accounting and finance systems, portions of which support Contract Payment. For the most part, operations are accomplished through the following organizational structure: a headquarters comptroller organization; one or more finance and accounting centers; intermediate commands; and accounting, finance and disbursing activities and stations at various installations. Broad policies governing DoD-wide accounting, finance and Contract Payment are promulgated by the Office of the DoD Comptroller; responsibility for developing supporting operating policies and procedures has been delegated to the DFAS. Implementation

of these policies and procedures rests with the individual DoD Components and different interpretations of this guidance by the Components often result in widely varying field operations.

Many of the Component systems have been designed to meet specific information needs. This has resulted in the replication of essentially the same functions by different Components. In some instances, different organizations within the same Component have developed unique systems to perform similar functions. The anticipated reduction in DoD toplines means that DoD can no longer afford duplicative financial operations.

2. Basic Problems. Different interpretations of DoD policy have led each Component independently to develop organizations, policies and procedures, as well as acquire separate automated data processing hardware and software systems, to manage and perform Contract Payment. Each has evolved its own unique management and organizational structure. The planning, programming and budgeting for operations and capital investments also are done independently. Component management information systems and the automated storage and retrieval systems also have been designed and maintained separately. While each Component has some unique functions that it performs, the Group found that basic Contract Payment functions are nearly identical.

The various automated systems have evolved as the Components sought to work smarter with fewer personnel resources. The fact that the organizational structures and support systems are different does not make one right and the others wrong or one better than the others. However, each Component has expended considerable resources to optimize its unique system(s), but the use of different systems to perform the same functional activities is redundant and inefficient from a total DoD perspective.

The basic interrelated problems that constrain service to Contract Payment customers and inhibit DoD-wide efficiencies are duplication and inflexibility to change. The absence of timeliness and credibility of required data also are significant factors. Duplication exists in the Contract Payment function, the ADP systems that support it and their databases. This duplication causes reconciliation problems that must be resolved prior to making timely and accurate payments. This absence of systems integration also inhibits DoD's ability to implement policy and procedural changes rapidly or capitalize on existing and emerging technological innovations. For example, EDI technology is far from new, yet DoD has not fully adopted the application to support its Contract Payment function.

The Contract Payment Functional Business Plan described in the following chapters is predicated upon the Group's visions for the future. These visions serve as a baseline to be enhanced and expanded. The resulting information management system will be flexible, adjusting rapidly to additional or changing visions, policies, procedures and technologies.

3. **Favorable Development Climate**. The current fiscal retrenchment, resulting from concerns over budget deficits and the perception of reduced military threat, is impacting all DoD Components. If implemented, the effects of planned base closures and force structure reductions will be felt for years to come. The DMRD process provides one way to deal efficiently with these challenges. The process brings to management's attention the cost and implications of duplicative systems and procedures, including those for Contract Payment. The question of "can DoD afford to modernize its payment process?" became the statement "DoD can ill afford not to!"

With activation of the DFAS, uniformity of processes and procedures can become the norm. In part, this will be accomplished through a single set of regulations, as detailed both in the DFAS Strategic Plan and the Contract Payment Group's objectives for its vision on Uniformity. Regulatory changes will be institutionalized through reductions in the number of supporting systems and a streamlined functional infrastructure for Contract Payment.

The momentum of this Functional Information Management (FIM) effort must be maintained to capitalize on the current favorable environmental factors. For this reason, the Group recommends that transition of the Contract Payment Functional Business Plan to the Executive Agent be effected immediately. It also recommends that a core segment of Functional Group members be retained to aid in the transition and facilitate completion of Phase III under the CIM Process Guide.

C. Business Plan Organization

The Business Plan herein discusses (1) the current environment in which Contract Payment operates, (2) the policies and guiding principles, business trends and visions and their impact on the future functional concept and operations and (3) the implementation of those policies, principles, visions and concepts.

Specifically, the function as presently constituted is addressed in Chapter II and the visionary future is described in Chapter III. Chapter IV highlights the plan for transition and Chapter V documents the Business Case for the Function. Chapter VI summarizes the effort to include conclusions and a recommended plan of action.

CHAPTER II

CURRENT ENVIRONMENT

A. Functional Situation Analysis

1. Operational. There are 55 automated systems that currently process Contract Payments within DoD. Each of these systems has its own proponency, carries its own development and maintenance costs and often interfaces only with other Component-unique applications thereby preventing development of the most efficient operation(s). Furthermore, in an attempt to keep pace with the technology and business trends in today's environment, many of these systems are in a perpetual state of improvement or enhancement. The application of resources and expertise to development and maintenance of redundant systems compounds the inefficiency.

In the Contract Payment arena, there is a requirement for interaction within and between the DoD Components. This is made difficult, if not impossible, when many systems are involved that have varying degrees of compatibility or ability to communicate.

The entire function also is made more difficult and less efficient in terms of resource utilization because each Component uses its own policies, procedures and regulations. In order to begin resolving these problems, all functions affecting Contract Payment must be controlled by a single set of functional regulations that are uniformly applied and procedures performed by personnel who are uniformly and appropriately trained.

Customer service in the Contract Payment function has become a "hit or miss" proposition, relegated to information and time available. In addition, customer service often is attempted using an insufficient number of undertrained personnel. Much of the need for customer service is created by the previously outlined ineffective and inefficient use of resources. Quality service must be the principal product, with customer needs being met in a professional and responsive manner.

The Group found that some eighty percent of the information necessary for the payment of contracts and like-agreements comes from sources outside of the Contract Payment function. The present inability to compel these outside activities to correct erroneous data or submit approvals and acceptances in a timely manner causes late payments, incorrect payments and inefficient use of resources. Consequently, functional areas affecting Contract Payment must be accountable for the quality and regulatory compliance of their

data. The burden of correcting data must lie with the originator.

Operational enhancements (to include automation) often are justified through inadequate analysis that provides an insufficient number of personnel to operate the resulting systems effectively. Additionally, functional expertise often is diverted to fragmented systems development and special projects, thereby compounding the resource inefficiency problem. In the future, resource decrements to pay for operational enhancements must be validated after implementation. Removal of such resources must be limited to those that represent validated savings following implementation. Special projects must be appropriately prioritized, and ongoing functional activities must be adequately staffed with permanent personnel.

2. Technology. None of the 55 systems (hardware and software) fully satisfy current operational and functional requirements. This results in the development of workaround procedures and contributes to erroneous and/or late payments.

The processing capabilities of the Contract Payment function range from totally manual to highly automated. Many of the current Contract Payment systems are dependent on manual input of procurement and acceptance/approval information, a labor-intensive process that results in high error rates or processing delays. This manual input is required because systems supporting other functional areas contain information needed by Contract Payment. Interfaces between the systems, however, either are absent or ineffective, or the current standards for system interfaces (e.g., MILS) have not been implemented fully by all DoD Components. In addition, today's environment fails to take advantage fully of technological advances and business practices that allow interfacing with vendors via Electronic Commerce (EC). Furthermore, many of the current systems are noncompliant with General Accounting Office standards that gauge system integrity (e.g., reduced information credibility, multiple data entry and limited responsiveness to changing reporting requirements).

DoD systems supporting the functional areas critical to Contract Payment must be fully integrated, easily modified in a timely manner, fully implemented by all DoD Components, capable of being deployed for emergency operations and designed to use standard data elements and conform to all regulatory and audit requirements. The Contract Payment system of the future must include the capability to interact with the functions upon which Contract Payment relies (e.g., procurement and accepting offices), as well as with vendors wherever practicable, and support the full use of EC. Electronic transactions must be accepted totally by all activities (Components as well as audit and legal communities)

to satisfy compliance and recording requirements, i.e., elimination of all hard copy documents.

The Group believes that DoD must use timely single source unreplicated data. Changes to that data must be accomplished only by the originating activity which must be accountable for the quality and regulatory compliance of its input.

3. Organization. Within DoD the Contract Payment function is performed by different organizational elements and frequently receives diversified directions from, and is accountable to, various levels and chains of command. This may lead to conflicts in policy and regulatory compliance. In addition, the Contract Payment workforce is transitory since current OPM classification standards do not address adequately the complexity, scope and consequences of the duties in the functional activities and are not uniformly applied throughout DoD. Compensation does not support a quality workforce in high cost areas, and the workforce frequently is hampered by inadequate skills, inconsistent training and substandard workplace environments.

The Group suggests that DoD create an environment which supports a motivated staff using advanced skills in an environment that promotes high productivity and efficiency. A standard Contract Payment organizational structure must be established and a consistent chain of command enforced. To recruit and retain qualified personnel, compensation must address locality costs of living and classification standards must reflect the knowledge, authority and responsibility required to perform the function. The standards must be uniformly applied across DoD.

Emphasis on quality service must become a priority, and efforts to standardize and consolidate functional areas must continue. The cost of these improvements will be offset by the decreasing workforce needed to perform the function due to automation, consolidation and standardization initiatives. Cost savings also will be realized as a result of fewer errors generated by a more effective staff.

4. Legislative, Regulatory and Policy. Over time, the Contract Payment function has become increasingly complicated by its governing laws and regulations. Because DoD does not always issue guidance sufficient for execution of OSD or central agency regulations, each Component issues successive levels of regulations that may result in inconsistent interpretations. In addition, no policy to place accountability for accuracy and completeness of data with the originator exists or is consistently enforced or enforceable. The burden of correcting data most often is left to the user of the information (i.e., Contract Payment), rather than the originator.

A single set of clear and concise DoD regulations for each functional area must be developed and issued for use at the level necessary for execution. Such use would eliminate DoD Component supplementation. This standard DoD policy must include the use of standardized paperless transactions and must place the responsibility for accuracy and completeness of data with the originator. All policies must be consistently enforced.

B. Ongoing Complementary Initiatives

Since the inception of the DMR process, DoD has developed and is implementing many initiatives for improving DoD management and operations. The following paragraphs describe some of those initiatives within and outside DoD that are ongoing and expected to support and complement the CIM effort.

1. DMRD 910/912 (Consolidation of Finance and Accounting Operations). This initiative originally proposed consolidation of accounting and finance operations through the establishment of a Defense Accounting and Finance Agency. A single finance and accounting organization for the DoD would provide the necessary framework for standardization of financial and accounting information and effect considerable cost savings from consolidation of functions. This proposal included installation functions.

In July 1990, the Deputy Secretary of Defense approved the establishment of a single finance and accounting organization for DoD in order to strengthen the overall effectiveness of financial management within the Department. He directed consolidation of the finance and accounting centers then operated by the Military Services, the Defense Logistics Agency and certain other OSD and WHS functions to standardize financial and accounting information, policy, procedures and operations. This resulting organization, DFAS, was activated on January 20, 1991. It eventually will be the Executive Agent for all finance and accounting systems.

2. DMRD 925 (Develop Standard ADP Systems). The objective of this DMRD is to identify and implement management efficiencies throughout the information system's life cycle, eliminate duplication of effort in the development and maintenance of multiple information systems designed to meet a single functional requirement and ensure information systems support functional policy direction. This will ensure the standardization, quality and consistency of data from DoD's multiple management information systems and determine standard functional requirements for meeting DoD's systems needs.

3. DMRD 941 (Implementation of Electronic Data Interchange in DoD). The strategic goal of DoD's current Electronic Data Interchange (EDI) efforts is to provide the Department with the capability to initiate, conduct and

maintain its external business related transactions and internal logistics, contracting and financial activities without requiring the use of hard copy media. While at the forefront of electronic funds transfer, DoD is lagging behind the private sector in the development and proliferation of other EC applications.

This initiative proposes to accelerate the development and implementation of EDI in DoD with an $85 million investment to achieve an eight year direct cost savings of $548 million. Of the $85 million, approximately 25 percent of this amount will be spent for hardware (Other Procurement) and 75 percent for non-hardware items (O&M). Approximately 50 percent of the investment dollars will be given to the Military Departments and the Defense Agencies for expenditure. The bulk of the remaining funds are dedicated to systems development and engineering. A small portion is to be used for project administration and test network communications.

4. DMRD 971 (DoD Financial Systems). The Defense Business Operations Fund (DBOF) is a financial management construct for support activities. DBOF expands the use of the current industrial fund to include support activities that can be run like a business. The DBOF changes the flow of funding and gives customers greater flexibility in acquiring low-cost goods and services. Customers, including both operating forces and DBOF business activities, will have relatively larger budgets once DBOF is implemented, which will be offset by decreases in direct appropriations to support activities.

5. DMRD 985 (Financial Management Education and Training). This initiative provides more effective financial management education and training to members of the DoD financial management community. This will be accomplished by eliminating duplicative course offerings, upgrading and integrating available technology and other nontraditional instructional delivery methods into the instructional process, building career ladders with clearly defined skill and training requirements and assigning responsibility for training in designated functional areas of financial management to lead Components or DoD agencies. The Defense Resource Management Education Center at the Naval Postgraduate School will act in a consultative role for both DoD and the Components in this regard.

6. Vendor Express. The Federal Government's Electronic Funds Transfer (EFT) Program was pioneered by Treasury's Financial Management Service to convert vendor payments from check to EFT as the preferred method of payment. This is an ongoing effort that is gaining popularity within the Federal sector. This initiative will change the way we do business (electronic versus paper), allow for more efficient use of cash and reduce manpower needs.

C. Current Baselines

The following functional baselines portray the Contract Payment arena of today. They were developed in the Phase I and II Contract Payment effort by senior policy, operational and information systems specialists in the Contract Payment field and included representation from the Army, Navy, Air Force, Marine Corps, DFAS and the Defense Logistics Agency. Additional functional baselines were obtained from the Defense Communications Agency, the Defense Mapping Agency and the Defense Nuclear Agency.

1. Department of the Army Baseline. Contract Payment for installation level Army contracts normally is accomplished on a decentralized basis at the installation through the use of various interfacing automated systems. Contract Payment for transportation contracts for the Departments of the Army, Air Force and Labor (Job Corps), the DLA and other Defense agencies are centralized at the DFAS-Indianapolis Center (DFAS-IN) and paid through a centralized process. A newly developed system, the Transportation Integrated Payment System (TIPS), will be fielded in January 1992. Commissary vendors are paid through five Troop Support Agency (TSA) regional offices using the Army's Standard Automated Voucher Examining System (SAVES).

There is no prescribed organizational placement for the Contract Payment function within the Army. It may be managed and executed in a variety of functional areas depending on the type of agreement, the size and type of organization and management discretion. Reimbursable charges generally are processed in the accounting area. Payment requests for contracts between the government and the private sector are generally processed in a Commercial Accounts or Accounts Payable area.

The processing of contract payments is performed in a wide variety of environments within the Army. The most widely used automated system is the Computerized Accounts Payable System (CAPS), which is a module of the Standard Army Finance System (STANFINS) Redesign-Subsystem 1 (SRD-1). CAPS interfaces with both the Disbursing and Accounting functions to prepare the payment voucher and update all official accounting records. The Standard Army Automated Contracting System (SAACONS) interfaces with CAPS to upload all contracting information electronically through the use of tapes, diskettes or modems. All U.S. Army National Guard Property and Fiscal Offices (USPFOs) utilize the CAPS system as well as some Defense Agencies and three Corps of Engineers locations. CAPS also has an electronic receiving/ acceptance capability. The Army Material Command (AMC) is in the process of fielding the Automated Finance Entitlement System (AFES), an integrated financial system with a commercial accounts module that interfaces with SAACONS. The Corps of Engineers' Financial

Management System (CEFMS) is scheduled to be fielded in the summer of 1991 and is a fully integrated system that allows data to be extracted from accounting, procurement and acceptance offices.

Entitlement for reimbursable orders is done in a variety of ways and can be fairly complex. The scope covered here involves only the accounts payable view of a reimbursable order activity and includes the accounts payable view of payments made through the Interfund billing system (wherein the Financial Operations Functional Group has cognizance over the accounts receivable side of the transaction). This means that the performing activity collects its payment from the accounts of the buying activity and then sends a bill to be confirmed and posted to the buying activity's accounting records. This is an automated process in the case of Interfund bills and reimbursable orders where the accounting office is the same for both the buying and selling activity. The processing generally is manual for reimbursable orders from other accounting offices and installations not equipped to handle the automated Interfund bills.

Payment of contractual agreements by the government involves three major functional activities: Charge Determination, Performance Determination and Payment Determination. Processing in most commercial accounts offices is performed by low graded voucher examiners. Activity in the accounting offices is performed by midrange accounting technicians.

- Charge Determination begins with the receipt of a paid bill from a government activity that has provided goods or services and has taken the payment from the account of the buying activity. Upon receipt of a paid bill, the accounting office of the buying activity checks the accounting records to determine whether there is an obligation in place against which to record the charge. If there is an obligation, the charge is recorded. If there is no record of the obligation or if the obligation is insufficient to cover the entire charge, the paid bill is analyzed to determine if the error is in the accounting records or the bill. The problem resolution process involves requesting adjustments from the billing activity or requiring the buying activity to provide additional obligating documents to enable processing. Interfund paid bills can be disputed only if they exceed dollar values established by Chapter 4 of DoD 4000.25-7-M. If a bill is for less than the prescribed dollar limits, the buying activity absorbs the cost.

- Performance Determination begins with the receipt of a request for payment. The request for payment is a notification that goods or services have been provided and the provider is expecting payment. Upon receipt, a request for payment is validated against a contract or like-agreement; date/time stamped; and reviewed to determine ownership and

completeness, assure nonduplication and establish a target due date. A voucher examiner establishes entitlement by assuring that performance terms and conditions have been satisfied. This is done by comparing the terms and conditions stated in the contractual document to the documentation provided. This usually consists of a payment request and an approval or acceptance. Once entitlement has been validated, a payment date is established and the Payment Determination process begins.

- Payment Determination involves calculation of the gross amount due and posting all amounts to the commercial accounts bills register. The pending payment then is suspensed and monitored until it is time to process the payment in accordance with current cash management guidance. The timing of this last stage of payment processing is determined by the level of automation and staff available to assure that the payment voucher reaches the disbursing office in sufficient time to prepare a check on the payment date. Applicable deductions (discounts, recoupments, receivables, etc.) are applied to the gross payment and posted to the commercial accounts bills register. The Unliquidated Obligation and Expenditure Authority (for Foreign Military Sales) is verified. If there are any interest payments owed due to failure to meet the constraints of the Prompt Payment Act, they are added to the payment and charged to the activity that caused the late payment if that activity is within the Department of the Army. A final check of the pending payment is made by a person authorized to certify vouchers for payment. If all terms and conditions have been met and all calculations have been properly performed, the pending payment is certified and passed to a disbursing office for payment.

Relationships between the Contract Payment function and other functional areas are a critical element in understanding the process of entitlement for contracts and like-agreements. The great majority of information leading to a pending payment or reimbursable charge comes from areas external to Contract Payment. The Accounting function provides accounting information for reimbursable orders, the Accepting and Approving functions provide all necessary approvals and acceptances. The Buying function provides the contractual information, and the Selling function provides payment requests or paid bills. Internally, the Performance Determination functional activity provides validated entitlements to Payment Determination, and Payment Determination can receive valid entitlements only from Performance Determination. The Contract Payment function provides the Accounting function with accepted bills and adjustments to be charged to the proper accounts and processes certified payments to the Disbursing function. The Contract Payment function issues payment discrepancy notifications on unmatched paid bills and returns payment requests with notices of discrepancy. In addition, inquiries related to the status of payment requests and paid bills are answered, and

entitlement information is supplied to interested parties such as budget offices, legal offices, liaison/oversight offices, program managers and private interests.

2. Department of the Navy (USN/USMC) Baseline. The Public Vouchers (Commercial Accounts) portion of the Contract Payment function within the Department of the Navy is performed at various disbursing offices. The three types of disbursing offices are the Financial Information Processing Centers (FIPCs), independent disbursing offices and afloat disbursing offices. Although this part of the Contract Payment function is performed in each type of disbursing office, it is primarily found at the Navy FIPCs or independent Marine Corps Disbursing Offices. Afloat disbursing offices process public vouchers (commercial accounts) for those payments not designated for a particular FIPC or independent Marine Corps Disbursing Office. Finance and accounting policy is provided to the various disbursing offices by the Defense Finance and Accounting Service, Washington and Kansas City Centers (DFAS-WC and DFAS-KC).

The five primary commercial accounts automated systems currently in use are: Navy - Standard Accounting and Reporting System (STARS); Marine Corps - Marine Corps Commercial Accounts Processing System (MCCAPS), Kodak Automated Retrieval System (KARS), Transportation Management System (TMS) and Commissary Management Information System (CMIS). However, many offices still process commercial accounts manually. The personnel performing the function are of low grade levels, usually in transition to higher level positions. This results in heavy personnel turbulence.

The Contract Payment function provides information or services to vendors, contractors, suppliers and the following types of functional offices: contracting, accounting, order accepting, requisitioners (ordering) and disbursing (fiscal). This information is provided through a variety of output products that notify or alert interested parties about the status of, or problems associated with, processing requests for payment as follows:

- accepted bills
- adjustments
- inquiry answers
- approved payments
- entitlement information (to include substantiating documentation)
- payment discrepancy notifications
- returned (rejected) payment requests

Organizationally, within the Department of the Navy, the Contract Payment function (Commercial Accounts) usually resides in a FIPC/Disbursing Office. The Disbursing Officer is responsible for ensuring that all required documentation

for payment is present (e.g., contract, receiving/acceptance report, invoice) and prepared properly even if prepared outside the disbursing office. All computations and accounting data must be complete and correct since Disbursing Officers are held personally and pecuniarily liable for their disbursing acts, to include the Contract Payment function. Disbursing Officers must maintain detailed accounts of their office's activities for examination as to their correctness by the Department of the Navy and the General Accounting Office. Actions for like-agreements (reimbursable orders or Interfund) normally are accomplished within the Reimbursable Section of an Accounting Office.

The Contract Payment function consists of three major functional activities: Charge Determination, Performance Determination and Payment Determination. The following physical or organizational duties are embodied in these three functional activities:

- Charge Determination begins with the receipt of a paid bill from a government activity that has provided goods or services and has taken the payment from the account of the buying activity. Upon receipt of a paid bill, the accounting office of the buying activity checks the accounting records to determine whether there is an obligation in place against which to record the charge. If there is an obligation, the charge is recorded. If there is no record of the obligation or if the obligation is insufficient to cover the entire charge, the paid bill is analyzed to determine if the error is in the accounting records or the bill. The problem resolution process involves requesting adjustments from the billing activity or requiring the buying activity to provide additional obligating documents to enable processing. Interfund paid bills can be disputed only if they exceed dollar values established by Chapter 4 of DoD 4000.25-7-M. If a bill is for less than the prescribed dollar limits, the buying activity absorbs the cost.

- Performance Determination. The Control/Input Section receives all incoming documentation necessary for the Public Voucher Section (i.e., commercial accounts) to process the requests for payment. The vast majority of this information is received by the mailroom (or equivalent) which is responsible for opening the "mail", date stamping and distributing all incoming documentation. All documentation required to determine entitlement is forwarded to a Data Input clerk for recording in a manual logbook or an automated system, depending on the resources available. In many offices, file folders are established to store, maintain and manage the documentation for all open contracts, to include disbursement information. The Control/Input Section also returns any invalid or erroneous documentation to the submitter if necessary. This area is usually the most labor-intensive since most documentation must be entered manually into the Contract

Payment system (if there is one) as opposed to receiving it automatically from the originating activity through a system interface.

The Performance Determination functional activity also verifies that all required documentation (e.g., contract, invoice and receiving/acceptance report) is present and proper for payment. Within the Department of the Navy this process may be performed by one or a combination of the following: the funds control activity, the contracting activity, the office requiring the goods or services and the FIPC/Disbursing Office.

If part of the Performance Determination process is performed by an activity other than the FIPC/Disbursing Office, this office will receive a pre-approved payment/certified invoice or approved voucher which verifies that goods or services have been received and accepted rather than the FIPC/Disbursing Office receiving the invoice and shipment and acceptance information directly.

The responsibility for verifying the receipt and acceptance of goods or services lies with the purchasing organization, not the Disbursing Office. If an organization other than the FIPC/Disbursing Office is responsible for providing a certified invoice or approved voucher, documentation that is not properly certified or approved is returned to the responsible activity for appropriate action.

If responsibility for compiling the required documentation lies with the FIPC/Disbursing Office, the designated office takes all necessary steps to obtain any missing or corrected information by coordinating with the appropriate functional area. Documentation that cannot be held pending correction is returned to the submitter. Obtaining missing or corrected information currently is a major part of the Contract Payment function. After verification that all required documentation is present and proper for payment, it is forwarded to the Payment Determination functional activity for continued processing.

- Payment Determination. This element determines the gross amount payable, the due date for payment, applicable adjustments (e.g., discounts or offsets) and the appropriation(s) to be charged or credited and certifies the voucher for payment. At some offices a prepared voucher is not received by Control/Input, thus requiring the payment voucher to be prepared prior to certification. Once certified, payment vouchers are submitted to the area within the FIPC/Disbursing Office (i.e., the Fiscal Section) that controls the actual check production or EFT transmission.

The Analysis and Reconciliation process within Payment Determination is conducted by coordinating with the

appropriate functional area in order to reconcile discrepant conditions such as insufficient unliquidated obligations or unliquidated obligation credit balances. This is a significant part of the workload within the Contract Payment function. In addition this is where coordination with the appropriate activity is conducted in order to facilitate distribution of collections to the proper accounts.

A primary effort provided by Contract Payment is that of Customer Service. Personnel in this area respond to vendor queries or complaints about payments and payment requests. They are responsible for knowing, understanding and explaining to the customer the reason(s) why a payment request was not honored or was paid differently than the vendor/contractor expected and for effecting any required corrective action. In some FIPCs/Disbursing Offices, the Payment Information Branch provides customer service.

Navy transportation charges on shipments moving under U.S. Government Bills of Lading are paid by the Navy Material Transportation Office in Norfolk, Virginia. Under certain circumstances the Disbursing Officer serving the shipping and receiving activity and the Military Sealift Command area and its sub-area commanders will make transportation payments. Transportation Payments for the Marine Corps currently are processed at the Marine Corps Logistics Base in Albany, Georgia. The Performance Determination steps are completed in the Transportation Voucher Certification Branch (TVCB) of the Comptroller Division. This branch receives its guidance, policy and direction from Commandant of the Marine Corps, Installations and Logistics (CMC, I&L) and not from the Fiscal Director of the Marine Corps.

CMC, I&L also controls the processing of commissary entitlement determinations which is performed at Marine Corps Base, Camp Lejeune, North Carolina and Marine Corps Air Station, El Toro, California. The Defense Commissary Agency (DeCA) is in the process of absorbing the responsibility for commissary entitlement determination while the DFAS expects to develop a plan by May 1991 to have the DFAS-Indianapolis Center absorb the transportation entitlements.

3. <u>Department of the Air Force Baseline</u>. The Contract Payment function within the Department of the Air Force is performed at Accounting and Finance Offices (AFOs) located at base level installations worldwide. Summary level fund control is provided by the Comptroller at the Major Air Command (MAJCOM) level. Departmental reporting is provided by the Defense Finance and Accounting Service - Denver Center (DFAS-DE) while accounting and finance policy is shared between the Office of the Assistant Secretary of the Air Force (Financial Management and Comptroller) and DFAS-DE.

The Contract Payment function at base level is organized in the Office of the Comptroller under the management and direction of the AFO. The AFOs are standardized throughout the Air Force, and all Contract Payment functions are performed either by the Commercial Services group or the Materiel group.

Contract Payment functions within the AFO utilize a standard Air Force automated accounts payable system known as the Integrated Accounts Payable System (IAPS). IAPS is used to pay all Air Force contract payments with the exception of some central procurement contracts paid only at Air Force Logistics Command bases. With few exceptions, central procurement contract payments currently are processed by DLA's Defense Contract Management Districts (DCMDs). IAPS is used to process payments for all appropriated fund or stock fund contracts. The Materiel Payment Group is responsible for all stock funded contracts while all other appropriated fund contracts are under the Commercial Services Group. Contractual payment processing is standard for each clerk and functionally includes three major activities as shown below:

- Charge Determination begins with the receipt of a paid bill from a government activity that has provided goods or services and has taken the payment from the account of the buying activity. Upon receipt of a paid bill, the accounting office of the buying activity checks the accounting records to determine whether there is an obligation in place against which to record the charge. If there is an obligation, the charge is recorded. If there is no record of the obligation or if the obligation is insufficient to cover the entire charge, the paid bill is analyzed to determine if the error is in the accounting records or the bill. The problem resolution process involves requesting adjustments from the billing activity or requiring the buying activity to provide additional obligating documents to enable processing. Interfund paid bills can be disputed only if they exceed dollar values established by Chapter 4 of DoD 4000.25-7-M. If a bill is for less than the prescribed dollar limits, the buying activity absorbs the cost. Disputed bills over one year old are automatically absorbed.

- Performance Determination. This activity is performed by the Customer Service and System Validation Unit, which provides customer service and system validation for all contract payments and automated system processes and output products. Receipt control and distribution of contract payment documents are accomplished by the Administrative Section. Documents are date stamped into the AFO and distributed to the appropriate clerk. Primary source of contractual data input is from the Base Contracting Automated System (BCAS). Daily interfaces between BCAS and IAPS are used to load contractual data input automatically into IAPS. For contracts awarded outside the base contracting office (e.g., Commissary Blanket Purchase

Agreements), hard copy contracts are provided to the AFO for manual entry into IAPS.

As shipments are received at various base locations, receipt data in the materiel area is captured via an electronic file transfer from the Standard Base Supply System (SBSS), the Medical Materiel Accounting System (MMAS) or the Automated Commissary Accounting System (ACAS). Hard copy receipt documentation on construction contracts and other one-time orders for goods is received in the AFO and entered manually into IAPS.

Payment request data input is the most labor-intensive function in the Contract Payment process. All payment request data currently must be manually entered into IAPS. IAPS controls requests for missing receipts or payment request data. After all the above steps are completed the information is passed to the Payment Determination functional activity.

- Payment Determination. IAPS controls the verification of entitlement based on contract and vendor data, including vendor debt records. IAPS applies logic required by the Prompt Payment Act for payment computation and scheduling. All discount and interest penalty computations are automated and applied when applicable to the payment computation process. IAPS generates payment vouchers for final manual analysis, reconciliation and certification.

IAPS passes disbursement data to the Integrated Paying and Collecting System (IPCS) which is external to the process for preparation of vendor payments. Vendor payments may be made via electronic funds transfer (EFT) or check. Payment data is matched with certified vouchers prior to release. Check numbers then are passed back to IAPS to update the voucher and contract records.

Contract Payment also provides Customer Service for all vendor inquiries or problems concerning returned invoices or late payments. The major products that result from Contract Payment are: Contractual Payment information (i.e., payment terms and conditions, price, quantity discount terms and accounting class), Accounting information (e.g., accounts payable and accounts receivable) and Disbursement information (e.g., amounts paid, canceled or voided; voucher number).

4. Defense Logistics Agency (DLA) Baseline. The Contract Payment function within the DLA is performed at a variety of subordinate activities. Until the recent activation of the DFAS, finance and accounting policy was provided exclusively by the DLA Comptroller. Many of the DLA contracts and like-agreements are paid by the DFAS-Columbus Center (DFAS-CO). It is anticipated that all DLA payment functions will be transferred to DFAS-CO by FY 1993.

Throughout DLA, the Contract Payment function is organized in the Office of Comptroller under the management and oversight of the Finance and Accounting Office (FAO). The organization is standard for each category of activity. While the Contract Payment function is similar throughout DLA, the process is unique to each category of activity. Categories of subordinate activities performing this function include:

a. Defense Supply Centers. These activities provide for acquisition and stock level management of assigned items. The Contract Payment function is performed by the Examination, Stock Fund Accounting and Appropriated Fund Accounting Branches.

The Examination Branch receives and routes documents to all branches. Control/Input verifies, posts and manages invoices/requests-for-payment from the vendor/supplier. Contractual information and financial obligation limits are provided through on-line access to the procurement subsystem of the Standard Automated Materiel Management System (SAMMS). Acceptance information also is automated by the depot receiving activity which posts notification of acceptance of goods or services to SAMMS and automatically creates an accounts payable (AP) file. Through the financial subsystem of SAMMS, the contract, accounts payable and invoice are compared to determine if payment conditions have been met and to compute the amount due.

The Payment Determination functional activity oversees the automated process and evaluates, analyzes and manually computes those payments not matching the automated criteria. Voucher preparation is performed automatically for all payments including those for prompt payment interest. Records Management maintains hard copy files for payment documentation. Analysis and Reconciliation and Customer Services are also performed. Certification to authorize expenditure of Government funds is provided to the Disbursing Branch by a control function external to Examination.

The Accounting function is divided into two basic areas, Stock Fund Accounting and Appropriated Fund Accounting. In the Stock Fund Accounting area, Analysis and Reconciliation reviews creditable returns and approved Reports of Discrepancy (RODs) and initiates action to adjust billings. In the Appropriated Fund Accounting area, Operation and Maintenance (O&M) commercial invoices, Interfund billings for purchases and claims pertaining to interservice support agreements are processed manually. Supplier entitlement is determined and vouchered and certification authorizing expenditure of government funds is provided to the Disbursing Branch.

Most of the Supply Centers are hardware inventory control points (ICPs) and, therefore, their Contract Payment functions are very much the same. Exceptions to this are found at (1)

the Fuels Center where Contract Payment is performed using the Automated Voucher Examination and Disbursing System (AVEDS) and (2) the Personnel Support Center (for subsistence) where the Defense Integrated Subsistence Management System (DISMS) is used for Contract Payment. Payment scheduling and release of the payment to the payee are controlled by the Disbursing Branch, which is external to Contract Payment.

b. Defense Depots. These activities provide for warehousing and distribution of assigned items. The Contract Payment function performed by the Examination Branch at a depot is much smaller than that of a Supply Center. Payments normally are associated with operation and maintenance of the depot. The payment operation is mostly manual with limited automated record keeping.

c. Defense Service Centers. These activities provide a wide variety of technical and logistical support services to DoD Components, other Government agencies and others as authorized. Only one of the service centers, the Defense Reutilization and Marketing Service (DRMS), currently performs the Contract Payment function; this will be transferred to DFAS-CO in FY 1993.

d. Defense Contract Management Districts (DCMDs) and Transition Management Offices (TMOs). These activities manage a network of Contract Administration Offices (CAOs) that provide the full range of contract administration services to all DoD Components. The TMOs were disestablished in May 1991.

The Contract Payment function is performed by Contract Accounting Operations Branches at DCMDs and/or TMOs using the MOCAS System. Contractual documents assigned to the DCMD and/or TMOs for administration are received from Document Control. Through a labor-intensive, on-line interactive process, Contract Input analyzes and interprets the contract administrative, financial and line item schedule data, converting it to the appropriate input format to update automated files. Material Inspection and Receiving Reports are posted to the automated contract files by the applicable CAO. This creates the accounts payable (AP) file automatically when goods or services are accepted at source. The Line Item Research section at the DCMD receives and posts notification from the receiving activity to create the AP when acceptance is at destination.

Invoice Input receives, verifies, posts and manages invoices /requests-for-payment from the vendor/supplier. Through an automated process of payment entitlement verification, the contractual, accounts payable and invoice information is compared to determine if payment conditions have been met and to compute the amount due. The Payment Determination functional activity oversees the automated process and evaluates, analyzes and manually computes those payments not

matching the automated criteria. Voucher preparation is performed automatically for all payments except those for prompt payment interest; these are manually prepared. Records Management maintains a complete hard copy file for all contractual and payment documentation. Analysis and Reconciliation and Customer Services are also performed. Certification to authorize expenditure of Government funds is provided to the Disbursing Branch by a control function external to Contract Accounting Operations.

The Pay and Examination section manually processes Operations and Maintenance commercial invoices, Interfund billings for purchases, prompt payment interest and claims pertaining to interservice support agreements. Supplier entitlement is determined and vouchered, and certification authorizing expenditure of Government funds is provided to the Disbursing Branch. The same functional activities as described for Contract Accounting Operations are performed on a smaller scale and in less detail. All processes are manual with no automated support. Payment scheduling and release of the payment to the payee are controlled by the Disbursing function, which is external to Contract Payment.

e. Defense Contract Management Operations Office (DCMOO). This activity, formerly the Air Force Contract Management Division, provides Contract Payment using AMIS for all Air Force contracts administered at Air Force cognizant contractor plants. The payment function is much the same as that of a DCMD and will be transferred to DFAS-CO in FY 93. The office has had particular success recently in converting contractors to electronic payments; monthly EFT disbursements reportedly exceed $1 billion.

5. Defense Finance and Accounting Service (DFAS) Baseline. The Contract Payment function within the DFAS is performed at activities currently aligned to the Military Services and DLA. Finance and accounting policy is provided by the DoD Comptroller and DFAS. All contracts and like-agreements paid by DLA are being transferred to the DFAS-Columbus Center (DFAS-CO). It is anticipated that this transfer will be completed by FY 93.

Within DFAS-CO, the Contract Payment function is performed in three organizations: (1) Contract Administration Services (CAS) Payments using the MOCAS System, (2) General Accounting and Payments and (3) Stock Fund Accounting and Payments using the financial subsystem of SAMMS. While the Contract Payment functions are similar, the process is unique to each organization.

The CAS Contract Payment function is performed by Contract Accounting Operations Branches. Contractual documents assigned to DFAS-CO for payment are received from the Mailroom. Through a labor-intensive, on-line interactive process,

Contract Input analyzes and interprets the contractual information and converts it to the appropriate input format applicable to contract administrative, financial and line item schedule data to update automated files. Material Inspection and Receiving Reports are posted to the automated contract files by the applicable Contract Administration Office's (CAO), Shipment Acceptance Input function. This automatically creates the AP file when goods or services are accepted at source. The Line Item Research function at DFAS-CO receives and posts notification from the receiving activity to create the AP when the goods or services are accepted at the destination. Invoice Input receives, verifies, posts and manages invoices/requests-for-payment from the vendor/supplier.

Through an automated process of payment entitlement verification, the contract, accounts payable and invoice are compared to determine if payment conditions have been met and to compute the amount due. The Payment Determination function oversees the automated process and evaluates, analyzes and manually computes those payments not matching the automated criteria plus any prompt payment interest that may be due. Voucher preparation is performed automatically for all payments. Records Management maintains a complete hard copy file for all contract and payment documentation. Analysis and Reconciliation and Customer Services also are performed. Certification for authorization of expenditure of Government funds is provided to the Disbursing function by a control function external to Contract Accounting Operations Branch.

The DFAS-CO General Accounting Entitlement Division, Contract Payment Operations and Maintenance (O&M) Branch, currently processes all contract payments manually. Coordination between DFAS-CO and DFAS-IN has resulted in agreement to field the CAPS module of the Army's SRD-1 for the processing of all commercial payments by July 1991. CAPS interfaces with the STANFINS Disbursement Office Processing System (DOPS) module for payment and passing of expenditure data from Disbursing to the Accounting Division. Under this system all contract information, as well as all acceptance/receiving information and payment requests, are loaded manually into CAPS. CAPS computes the payment and establishes the payment date and interest penalties in accordance with existing regulations. SRD-1 is scheduled for deployment by DFAS-IN to DFAS-CO by October 1, 1991.

With respect to Charge Determination, Interfund bills are processed through the Base Operation Supply System (BOSS) for the clearance of supply requisitions entered into the BOSS system. BOSS has an accounting interface that passes all accounting information to the Appropriated Accounting System used by DFAS-CO. Interfund bills that reject in BOSS are manually resolved in the Accounting Division.

The Stock Fund Accounting Division, Analysis and Reconciliation, reviews creditable returns and approved Reports of Discrepancy (RODs) from Material Management for customers requesting credit and initiates action to adjust the associated Interfund billings. The Stock Fund Contract Payment function is performed by the Stock Fund Entitlement Division. Document Control, external to Stock Fund Entitlement, receives and routes documents to the proper functional activity. Contractual information and financial obligation limits are provided through an automated on-line access to the procurement subsystem of SAMMS. Acceptance information from depot receiving activities is provided via an on-line system interface that posts notification of acceptance of goods or services to SAMMS and automatically creates an AP file. Control/Input receives, verifies, posts and manages invoices/requests-for-payment from the vendor/supplier. Through the financial subsystem of SAMMS, the contract, accounts payable and invoice are compared to determine if payment conditions have been met and to compute the amount due.

The MOCAS Division oversees the automated process and evaluates, analyzes and manually computes those payments not matching the automated criteria. Voucher Preparation is performed automatically for all payments, including those for prompt payment interest. Records Management maintains hard copy files for payment documentation. Analysis and Reconciliation and Customer Services also are performed. Certification to authorize expenditure of Government funds is provided to the Disbursing function by a control function external to the Stock Fund Entitlement function. Payment scheduling and release to the payee are controlled by the Disbursing function, external to Contract Payment.

6. <u>Defense Communications Agency (DCA) Baseline</u>. The Contract Payment function within the DCA is performed at several locations. Both DCA Headquarters, located in Arlington, Virginia, and the Defense Commercial Communications Office (DECCO), located at Scott AFB, Illinois, perform the Contract Payment function in accordance with guidance provided by DFAS-DE. Other DCA locations throughout the world utilize local accounting and finance activities (e.g., DCA-Europe is supported by U.S. Army VII Corps while DCA-Pacific is supported by the U.S. Navy at Pearl Harbor, Hawaii).

Within DCA, the Contract Payment function is under the management and oversight of the Finance and Accounting Division within the Office of the Comptroller. While Contract Payment functions are similar throughout the Agency, some differences in operations exist.

a. <u>DCA Headquarters</u>. In accordance with the Prompt Payment Act, all contractor invoices are received and date stamped in the Commercial Services Branch. Utilizing the Automated Accounting Invoice System (AAIS), a database

management program of DCA contracts, invoices are recorded as received, and contract status is verified. Receipt of goods or services is verified, and payment is scheduled according to type of payment (e.g., Prompt Payment, inter-governmental, Cost Plus Contract). Public Vouchers (SF 1034) are used for processing vendor payments. Standard Forms 1080 are utilized for inter-governmental payments. The DCA Disbursing Branch processes all payments scheduled on a daily basis. Checks are issued under Disbursing Station Symbol Number (DSSN) 8425. Monthly reports are forwarded to the appropriate office, e.g., DFAS-DE or WHS.

b. Defense Commercial Communications Office (DECCO). Within DECCO, as at DCA Headquarters, the Contract Payment function is under the direct control of the Accounting and Finance Division within the Comptroller Directorate. Commercial Services Industrial Fund (CSIF) invoices are received in the Disbursements Branch and date stamped in accordance with the Prompt Payment Act. Invoices are received via paper as well as in automated format. Paper invoices are coded for data input into the computer mainframe. Automated invoices are loaded directly into the mainframe.

The Bill Pay System, a subsystem of the Finance and Accounting and Budget System (FABS), matches invoices with the obligations and creates the Public Voucher, which is used to process and record vendor payments. The Standard Form 1080 is utilized for inter-governmental payments. The Paying and Collecting Function processes all scheduled payments on a daily basis under Disbursing Station Symbol Number (DSSN) 5988, as assigned and controlled by DFAS-DE. Monthly reports are forwarded to the appropriate offices.

7. Defense Mapping Agency (DMA) Baseline. The Contract Payment function within the DMA is performed at the Accounting and Finance Office, DMA (CMFS), St. Louis, Missouri under the management and guidance of the Comptroller Office, HQ DMA. Until the recent activation of the DFAS, accounting and finance policy and guidance was provided by the DoD Comptroller and the Air Force Accounting and Finance Center (AFAFC), Denver, Colorado. AFAFC historically provided Accounting and Finance regulations, procedures, systems and systems support to DMA, and it is anticipated that DFAS-DE will continue that role for the foreseeable future.

Organizational elements performing contracting activities include:

a. Acquisition Offices. DMA has three acquisition/logistics offices: (1) the DMA Aerospace Center, DMAAC(LO), St. Louis, Missouri; (2) the DMA Systems Center, DMASC(EG), Reston, Virginia; and (3) the DMA Hydrographic/Topographic Center, DMAHTC(LO), Brookmont, Maryland. These offices are responsible for contract award and administration for all non-

Stock Fund contracts. Contract data is entered into the Base Contracting Automated System (BCAS), an Air Force system designed to track small contracts. BCAS interfaces with the Accounting and Finance database maintained by the Commercial Services Section, DMA (CMFSC).

b. Stock Fund Contracts. Payments for any contract issued through the Standard Base Supply System (SBSS) are made by the Air Force. DMA has an interservice support agreement (ISSA) with Scott AFB, Illinois, and Langley AFB, Virginia, whereby the SBSS inventory remains Air Force property; DMA reimburses the Air Force only when there is an issuance to a DMA customer. Consequently, DMA is not responsible for contract administration in this area.

c. Resource Management Offices. DMA has Resource Management Offices (RMOs) at DMAAC, DMAHTC and DMASC in Reston, Virginia; at HQ DMA in Merrifield, Virginia; at the DMA Combat Support Center in Brookmont, Maryland; at the DMA Reston Center; at the DMA Technical Services Center in Merrifield, Virginia and at the Defense Mapping School at Ft. Belvoir, Virginia. The RMO certifies that funds are available at the time that a purchase request is initiated. The RMO also enters the commitment into the accounting system prior to preparation of the purchase order and award of the contract.

The Commercial Services Section, DMA (DMFSC), is responsible for ensuring that the obligation is recorded in the accounting records, that an invoice and properly certified receiving report are on hand prior to authorizing and scheduling the payment. Payments are scheduled using the Air Force Commercial Services Accounts Payable System (COMSAPS). COMSAPS determines automatically if a cash discount is effective and interfaces with IAPS maintained by the Paying and Collecting Section, DMA (CMFSP). DMA (CMFSP) is responsible for preparing the disbursing document and check and mailing the payment to the contractor.

8. Defense Nuclear Agency (DNA) Baseline. The Contract Payment function for the DNA is performed at three locations: (1) DNA Headquarters in Alexandria, Virginia; (2) Field Command, DNA at Kirtland AFB, New Mexico; and (3) the DNA Armed Forces Radiobiology Research Institute (AFRRI) at the National Naval Medical Center in Bethesda, Maryland.

The Contract Payment function is under the management of the Finance and Accounting Officer within the Office of the Comptroller. Contracts are normally the result of issuing Orders for Supplies or Services (DD Form 1155) or Awards/ Contracts (SF 26). Payment of vouchers applicable to these contracts is made by either the DNA Disbursing Office (DSSN 5553) for Headquarters and AFRRI or the Kirtland AFB AFO for the Field Command.

The Finance and Accounting Offices (FAOs) at the three DNA locations perform the Contract Payment and appropriate fund accounting functions. Appropriate fund accounting is performed using the DNA Centralized Accounting and Financial Resource Management System (CAFRMS). Payments made include progress payments, applicable to DNA RDT&E contracts, and small purchases. Payments for the latter are subject to the Prompt Payment Act.

Payments for small purchases are made at Headquarters and AFRRI utilizing the Army's CAPS module. This PC based system performs detailed accounting and management of individual orders, to include the control and receipt of obligation documents, invoices, receiving reports and payment of the vouchers. It is capable of generating a multitude of reports which include daily, weekly, suspense, error reports and dunning letters for non-receipt of receiving reports. Payments for vouchers applicable to DNA RDT&E contracts are made utilizing a locally developed PC system (R:BASE SYSTEM V) that accounts for payments at the contract level, by appropriation, fixed fee limitation, etc. This PC system is used only at Headquarters. These two systems, in conjunction with CAFRMS, serve as the systems that control and account for the commercial account and appropriated fund accounting functions.

The SF 26 payments are for RDT&E contracts while the small purchase orders are for supplies and equipment. The traditional Contract Payment processes are performed at all locations, e.g., matching and verifying the three basic documents: contract, invoice, and receiving report. Any defective invoices are processed in accordance with the procedures outlined in the Prompt Payment Act. Receiving reports are requested, and any late receipt or non-receipt of reports are monitored. If responses are not received as requested, a letter is sent to the employee's supervisor requesting that the receiving report be signed. Final vouchers applicable to RDT&E contracts are processed through the Acquisition Management Office and paid per the Prompt Payment Act.

CHAPTER III

FUTURE CONTRACT PAYMENT FUNCTION

A. Overview

This chapter describes the mission, scope and concept for the Contract Payment function as it will exist in the future. In developing the concept, the future mission, scope, visions, policies, guiding principles and strategies were reviewed and adjusted where necessary. The future organizational structure, operational environment and information requirements also were addressed.

In addition, the concept was compared with industry trends to ensure that it incorporates the most innovative business practices and ideas industry has to offer. The Contract Payment function itself will be standardized and uniformly operated within the established environment. The function will be highly dependent on information resource management that utilizes state-of-the-art automation and EC capabilities to retrieve, provide and store timely and accurate information. DoD already is on the "leading edge" for EDI, and applications of electronic commerce should become the standard method of business operation.

B. Future Mission and Scope

The following describes the future mission and scope of the Contract Payment function.

Mission Statement. Verify that payment and associated performance terms and conditions of the contract or like-agreement have been met; ascertain the monetary entitlement due the payee; ensure that payments are scheduled and approved for timely release according to laws and regulations; and assure the integrity and availability of Contract Payment information for customers and other users.

"Like-agreement" is defined as an understanding within DoD or between DoD and other governmental elements (Federal, state, local or international) for which financial consideration is exchanged for performance.

Narrative Scope. The Contract Payment function begins with a requirement for payment. It ends when all payment terms and conditions of the contract or like-agreement have been met and associated information has been provided. Exclusions are not limited to, but will include, all obligating, disbursing and regulatory financial reporting functions, which will be covered by other Financial Operations.

C. Management Policies and Principles

1. Policies. The following three policies will form the basis of managing the Contract Payment function.

- **Information Management** - Contract Payment will eliminate duplication of information and provide free exchange with all authorized users.

- **Innovation** - The Contract Payment function will incorporate the best industry standards where practical and provide appropriate security for all levels of access.

- **Standard Guidance** - The Contract Payment function will use a single set of DoD regulations sufficient for execution at the lowest level without supplementation.

2. Guiding Principles. The following six guiding principles will support the policies governing the Contract Payment function and ensure the responsiveness of the function to its customers. The future function will:

- **Maximize the use of state-of-the-art technologies to enhance productivity and minimize manual intervention and error.** The Contract Payment community will maintain visibility of innovative technologies in other governmental activities as well as the private sector and incorporate any feasible advances to improve its process.

- **Promote goodwill via timely and accurate payments and responses.** The adoption of a uniform, standard, flexible and highly automated Contract Payment process that considers customer service to be a principle product will allow Contract Payment to improve its standing in the business community.

- **Receive, acknowledge and provide information electronically, thereby minimizing the use of hard copy documents.** Handling and annotating paper source documents is inefficient as well as time consuming. Whenever possible, information will be shared electronically thus eliminating or reducing the flow of paper. A paperless environment concept will extend throughout the Contract Payment process.

- **Provide an atmosphere for ongoing process improvement.** Future trends dictate that Contract Payment managers address the total needs of an employee while aggressively seeking ways to reduce operating costs. Contract Payment will implement management practices that support and further those principles.

- **Promote a healthy work environment conducive to efficiency and productivity.** The Contract Payment vision of a highly automated process that operates through a very small

well trained workforce will be greatly dependent on the ability of the environment to attract the type and quality of personnel it needs. It is expected that this will include a healthy workplace, appropriate wages and benefits, effective training and management that promotes pride and satisfaction in the employee.

- **Provide current and continuous training to maintain a quality professional workforce.** A highly automated process that changes to stay on the leading edge of technology will require that training of personnel be effective and continuous.

D. Operational Concept

The Contract Payment function will operate with standardized policies and uniform applications disciplined through a fully automated state-of-the-art system that minimizes human intervention and complies with all statutory, regulatory and audit requirements. The process will require shared information that is established and accessed at source, eliminating the use of paper as a medium to transfer information. Originating activities will be accountable for the timeliness and accuracy of their data, and only they will be authorized to change their data. The system will be flexible in order to be responsive in a changing environment. Quality service will be provided by a small highly skilled workforce.

The future Contract Payment function will have two Functional Activities to receive, verify and manage requests for contractual payment and associated information.

- Performance Determination. The Performance Determination activity of the future will be responsible exclusively for receiving, entering, deleting and returning payment requests, primarily through electronic means. It will be automated with supporting documentation maintained at the source for performance processing and also will review the source data to expedite resolution of missing data or erroneous conditions. Additionally, through the automated system, this activity will (a) determine the payment request due dates and age all payment requests, (b) verify payment requests to ensure validity, (c) maintain and monitor the status of payment requests and (d) validate payment requests against contractual performance terms and conditions, receiving/acceptance information and, when appropriate, the contractual line item information.

- Payment Determination. The Payment Determination activity of the future will (a) determine the gross amount due, (b) establish reservations of unliquidated obligations for pending disbursements and (c) manage pending payments in accordance with statutory and regulatory guidance. It also will (a) calculate the net payment, (b) when applicable,

determine interest due and the activity to be charged for the interest and (c) certify and forward approved payments to Disbursing.

E. Future Organizational and Operational Environment

1. Organization. In the future, the bulk of entitlement determinations for contracts and like-agreements will be centralized at one or more DFAS Centers of Excellence (COEs). Remaining decentralized Contract Payment functions will not be under the operational control of the local commander, but will report directly to a COE (e.g., a tenant activity on an installation). DFAS will control policy and operations through the COEs.

The composition of the business area for funds control, accounting and reporting, accounts payable and receivable, and disbursing and collection at the individual operating centers will be determined by DFAS and reflected in the Financial Operations Functional Group products. Payments that are part of Contract Payment's scope will be aligned accordingly.

2. Function. The Contract Payment function itself will be standardized and uniformly operated within the established environment. The function will be highly dependent on information resource management that utilizes state-of-the-art automation and EC capabilities to retrieve, provide and store timely and accurate information. Regardless of geographic location, it will use data at source, verify and reserve unliquidated balances through formal entries to the official accounting records and reduce unliquidated obligations through the disbursement process. In accordance with scenarios developed in Phase I, the Contract Payment process will (1) be impervious to changes in volume, (2) accommodate all contract complexities through routine operation and (3) accommodate fluctuations in workload due to either mobilization or demobilization. The system will be mobile to support deployed and emergency situations. Flexibility of the system will provide ad hoc report capability and accommodate retroactive statutory and regulatory changes.

The use of hard copy documents will be minimized. Only those documents specified by statute will be retained; all others will be maintained in a paperless medium. Data stewards will be held accountable for the quality and timeliness of their data, and interest and penalty costs incurred as a result of late payments will be borne by the responsible activity. In addition, the legal requirements for pecuniary liability must change so that data stewards will be liable personally for erroneous and/or improper payments made due to inaccurate source data.

A smaller Contract Payment workforce will be well-trained so that its personnel are multi-skilled to resolve the limited

number of exception cases. This training will permit personnel to be moved from one like activity to another without affecting productivity. The training program will provide both training for new personnel and refresher training for existing personnel. It will provide for skills and knowledge in all aspects of the entitlement operation and will positively impact customer service. It will have motivational characteristics that instill the desire to improve and provide quality operations in the workplace. The training program will include the capability for self-training.

3. Scenarios. The following scenarios depict the effects on the Contract Payment function of specific changes from the military status quo:

- Mobilization. An increased threat will result in the increase of major procurement contracts and associated payments. An increase in the number of DoD personnel also may facilitate a decrease in the number of service-type contracts and associated payments. Reassessment of business, organization and policy structures will result in larger staffs operating at more sites and a change in workload mix. Management will need to accommodate initial training requirements and quality of life concerns.

- Demobilization. Demobilization could reduce dramatically the number of uniformed personnel with a concomitant loss of morale, productivity and efficiency due to terminations, reassignments and a mismatch of skills. A decline in the number of DoD personnel will necessitate an increase in service-type contracts and associated payments unless base structure is reduced in consonance with the force reduction. A reduced threat also will result in the reduction of major procurement contracts and associated payments. Increased peacetime congressional and audit oversight will require increased reporting requirements. Reassessment of business, organization and policy structures will result in smaller staffs operating at fewer sites and a change in workload mix. Management will need to accommodate cross-training requirements and quality of life concerns.

F. Business Trends and Impacts

The future visions of the Contract Payment function will be affected by trends that are shaping the way business is conducted in today's world. These trends and their impacts on the Contract Payment function are:

1. A reduction in operating activities and headquarters will continue under the Defense Management Review and similar initiatives. This will encourage standardization within and across Components and provide opportunities for significant cost savings, especially in the areas of systems development, error correction, data conversion and training.

2. The DoD will continue to standardize operations by efficient use of automation which will enable personnel reductions, employee mobility, increased efficiency and improved communications. It also will encourage cooperation among the Components and instill operational rigor and discipline.

3. The DoD increasingly will rely on electronic means to transmit and receive financial data. This will result in more timely and accurate information, increased efficiency, reduced paper and associated staffing requirements and reduced interest payments and lost discounts.

4. The use of automated processes will escalate reductions in personnel costs, generate new training requirements, increase computer acceptance, facilitate single source data and provide more accurate and timely information.

5. The DoD will use all measures available to improve quality in order to compete with industry through improved efficiency and accuracy, changes in mindsets and methods and increased employee satisfaction. One strategy getting special emphasis within DoD is Total Quality Management. This is a comprehensive management approach for meeting customer needs and expectations that involves all employees in improving continuously the organization's processes, products and services.

6. Competition in the international marketplace will continue to increase, creating a need for new payment practices and increasing business complexity and foreign currency payments.

7. The DoD will continue to restructure its organizations to achieve efficiencies. This will drive the drift toward contracting out, and drives the search for innovative contracting and finance methods.

8. Credit cards will become a standard method for small purchases made by the DoD. This will eliminate the need for imprest funds, streamline purchasing and reduce the volume of disbursements.

9. Changing workforce demographics will challenge DoD management and lead to new training requirements and changes in personnel practices and motivational methods.

10. Environmental concerns will require greater allocation of DoD's resources. This will result in increasingly complex contracts, emphasis on correction of workplace hazards and more funds directed toward environmental concerns.

11. The level of worldwide political unrest will affect the perception of threat to national security, with resulting fluctuations in force structure and workload.

12. Congressional action and public awareness will continue to influence and focus on the Contract Payment function. This results in requirements for more expedient payments as well as changes in legal, accountability and information requirements.

G. Comparison With Industry

The future functional concept has been compared with industry trends to ensure it incorporates the most innovative business practices and ideas industry has to offer. During ten site visits by the Contract Payment Group, two innovative practices were identified. First, Ford Motor Company has eliminated the requirement to receive invoices and instead pays based on a verified receipt in its Evaluated Receipt Settlement (ERS) process. Implementation of ERS has required Ford customers to change their business procedures. DeCA and Chevron Industries, Inc., are planning to test similar practices in the near future. The Contract Payment function will incorporate this innovation where practical.

Second, Proctor & Gamble, Inc., functionally aligns the Contract Payment (accounts payable) function with the Procurement function rather than its traditional placement in Finance. While this demonstrates the highly dependent relationship Contract Payment has with Contracting, this practice is not recommended in DoD for internal control reasons.

Third, the Food and Drug Administration piloted and fielded a procedure that streamlined payments and significantly reduced interest paid under the Prompt Payment Act. Unlike the "Fast Pay" procedure authorized in the Federal Acquisition Regulations (but held in low regard in many quarters due both to incidences of payment acceleration and payments made for goods not received or unacceptable), the FDA procedures retains receiving documentation for small purchases (under $750) in ordering offices rather than transmitting them to finance offices. Rather than awaiting or seeking receiving reports, FDA finance offices pay from invoices following the normal "30-day" rule contained in the Prompt Payment Act. The Contract Payment function will incorporate this innovation where practical.

DoD already is on the "leading edge" for EDI, and the DoD Electronic Commerce Program being developed by Lawrence Livermore National Laboratory should make business without paper the standard for future operations. Site visits to these and other businesses revealed no other innovations; however, they did reveal an increasing level in the automation of current business practices.

H. Future Functional Requirements

The future functional requirements for the Contract Payment process are derived from the mission, scope, future organizational and operational environments and high level information needs developed in this phase of the process. The critical success factors and strategies developed with the goals delineate some specific requirements of achieving the future functional concept. The action plan sets up some time frames for implementation of proposed changes. These requirements and time frames will be refined in the data model and process model developed in Phase III.

I. Vision Elements and Definitions

The Contract Payment function operates using standardized policy that is applied uniformly by all DoD Components. It complies with all statutory and regulatory requirements and is responsive to changing conditions. It uses and provides only credible information that is established and maintained by its accountable steward. It is responsive to its customers through a highly skilled workforce.

The following visions are based on the future mission and scope of the Contract Payment function and are listed in logical order, i.e., Customer Service is the end result of the other five visions.

1. Uniformity. **The Contract Payment process is the same for all DoD Components and has standard policies and procedures.** Currently, many DoD Components have unique regulations to interpret DoD or central agency guidance. This leads to poor communication, incomplete data in the payment system and increased interest penalties. Because of differing interpretations of the regulations, changes to the process are not uniformly applied. In the future, a single set of DoD regulations for Contract Payment will be used exclusively, without supplementation, and will be uniformly applied.

2. Compliance. **The Contract Payment process embodies all statutory, regulatory and audit requirements.** Currently, some DoD Component systems (to include manual processes) do not comply with Government-wide standards (e.g., GAO Title II, Core Financial System Requirements and use of the Government-wide Standard General Ledger). This results in reduced information credibility, duplicate entries, untimely reporting and inability to produce auditable financial statements.

3. Data Credibility. **Contract Payment uses information only from the official source which provides maximum confidence in its completeness and accuracy.** Currently, information received by Contract Payment often is redundant, inaccurate, incomplete or untimely. This causes delayed,

duplicate, untimely or inaccurate payments, interest penalties and labor-intensive research and reconciliations.

In the future, all data used in the Contract Payment function will be reliable and readily available. In addition, the proliferation of paper for the passing and processing of required information must be curtailed. Paper is labor-intensive, increases significantly the opportunity for errors and creates delays in the entire process when Contract Payment must convert the information to a suitable format. Use of paper files also means that information is not readily available for audit and inquiry.

4. Accountability. **Contract Payment functional activities are accountable only for the quality and regulatory compliance of the data they generate.** Currently, the burden of correcting data most often is left to the user of the information (i.e., Contract Payment) rather than the originator (e.g., receiving activity). Inadequate standardization and automation preclude clear audit trails. In addition to loss of credibility, these conditions make an acceptable chargeback policy difficult to implement. Thus, many originators have little incentive to improve the accuracy or timeliness of their data.

One method of increasing efficiency is through implementation of an effective interest chargeback procedure. If a responsible activity loses operating funds due to interest paid as a result of its error or untimeliness, the managers of that activity will have an incentive to reduce those conditions. In turn, such action will facilitate payment and reduce Contract Payment inquiries.

5. Flexibility. **The Contract Payment process is responsive to changing conditions.** Currently, multiple stand-alone processes across DoD cannot respond rapidly to changing conditions (e.g., mobilization, demobilization, technology advances and changing regulatory and legislative requirements). Two specific examples of this problem follow. First, when amendments to the Prompt Payment Act were enacted, the guidance could not be provided until well after enactment. This resulted in delays in compliance and diversion of valuable resources to record and then reprocess entitlement determinations for payments affected by the new law. Second, contingency operations resulting from Hurricane Hugo and Operations Desert Shield and Desert Storm required modification of some normal process requirements in order to accomplish the Contract Payment mission (e.g., on-the-scene cash payments based on oral "good faith" commitments).

6. Customer Service. **The Contract Payment function is responsive to its customers.** Currently, quality service (or "goodwill" in the private sector) typically is not considered a principal product. One reason for this is that "quality of

service" is difficult to quantify and, therefore, is seen as an intangible. It frequently is difficult to determine whether an intangible goal has been reached; thus, quality service usually is defined as a lack of negative input (e.g., less than "x" number of vendor complaints).

Contract Payment personnel cannot respond in a timely and accurate manner because of a lack of tools/resources, information and training. Additionally, classification standards published by the Office of Personnel Management (OPM) do not address adequately the complexity, scope and responsibility levels of duties in the functional areas. Even these standards are not applied uniformly throughout DoD. These problems are compounded by labor-intensive procedures, multiple interpretations of various regulatory guidance and incompatible systems. The result is lost discounts, poor cash management, high interest penalties, backlogs of unprocessed requests for payment, high levels of overtime and dissatisfied customers. By improving productivity and efficiency in the process, fewer customer inquiries will occur.

Customers prefer talking to a competent individual who can understand and answer questions without referral to another person or office. Due to systems sophistication and changing workforce demographics, this type of service will be more difficult to provide in the future. Contract Payment personnel will need to be highly trained to answer the vast majority of questions. The workforce will need to be literate and very proficient in the English language since the current trend points to a future workforce whose first language is not English.

CHAPTER IV

TRANSITION PLAN

A. Comparison of Future and Composite Functional Requirements

1. Operations. Currently, DoD Components have their own procedures and a number of systems to process contract payments. Some of these systems were developed to meet the functions of subordinate commands with little regard for interfacing with other systems. When interfacing is required, it generally is accomplished by manual data entry of hard copy documents. AUTODIN transmissions (e.g., MILSCAP, Army RCS 302 report) also are used in some cases. In the future, the Contract Payment system and procedures will be standardized throughout DoD. The system automatically will interface with other Business Area systems to streamline processing time and eliminate/reduce errors from manual entry. Also, the adoption of Electronic Commerce will eliminate the need for hard copy documents to support the payment determination.

2. Processes. In the current Contract Payment environment, there are two sets of rules that govern the manner in which payments are processed: those that are within government and those between the government and the private sector. The future vision reduces the Contract Payment function to one set of rules. This will be accomplished by eliminating the Charge Determination Functional Activity and adopting the future concept of requiring evidence of performance or acceptance of goods or services prior to payment.

3. Practices. Contractual payment business practices are not the same for all DoD Components. For example, DLA and the Army have chargeback practices for interest charges within their Components, but the Navy, Air Force and Marine Corps do not. Some elements of the Components still manually confirm voucher amounts sent to disbursing. DLA and Army have some degree of automated confirmation. Likewise, DLA has an automated voucher system that does not require individual certification. The Air Force, while automated, still requires a manually signed certification. The Army and Air Force hold Certifying Officers personally pecuniarily liable for the documents they certify; DLA, Navy and Marine Corps hold only the Disbursing Officer personally pecuniarily liable. These practices must be standardized to realize the full effectiveness and efficiency of automation and centralization. In the future, there will be a standard practice for chargeback of interest, automated confirmation and certification and personal pecuniary liability.

4. Organizational Structure. Today, DoD Components have decentralized contractual payment organizational structures with multiple chains of command exercising management authority over the function. This variety of organizational structures has led to poor communications, differing procedures and incompatible systems.

In the future, contractual payments should be centralized at one or more of the DFAS Centers of Excellence (COEs). If any decentralized Contract Payment functions remain, they should report directly to the COE and not the local operational commander. With DFAS in control of policy and operations through the COE(s), a single organizational structure and chain of command will be achieved.

5. Products. Currently, all Components have various products, unique in content and format, to accomplish similar actions or provide information. As a result, these products often must be changed manually to a particular format or content when used as a media aside from their unique purpose. Additionally, products often are system and paper oriented, especially when produced for use outside Contract Payment's function. This causes high, manually intensive workloads.

In the future, Contract Payment will be standardized in systems, procedures and capability. Therefore, product contents and formats also will be standardized. In addition, the future Contract Payment process will be fully integrated/interfaced with internal and external functions and rely on electronic source data as the transfer media for products. These actions should eliminate most manual workloads and paper media products. Contract Payment standardization efforts will eliminate three current products (i.e., Accepted Bill, Paid Bill and Undistributed Collections); however, four new products will be added (i.e., Expenditure Authority Notification, Reserve ULO, Chargeback Details and Chargeback Notification). The effectiveness and efficiency that can be gained in the product area are totally dependent on the full implementation of a standardized, fully integrated/interfaced and source data-oriented system. In the near term, the standardization of product contents and formats would greatly enhance the streamlining efforts for the function and would facilitate the creation of a standard data dictionary.

6. Services. Today only DLA has an electronic inquiry capability that provides contractors with an up-to-date status of their payment requests. In the future, this electronic inquiry capability will exist for all DoD Contract Payment activities. DoD needs to review the capability as it exists today in DLA to determine where and what kind of improvements are needed. Once the improvements have been implemented, then the capability needs to be installed in current or the chosen interim Contract Payment systems. This process, once implemented, will improve customer service and reduce

contractor dependency on contacts with Contract Payment personnel.

7. Functional Activities. Currently, the processing of self-reimbursement charges requires a unique functional activity known as Charge Determination. Charge Determination is the process of deciding the appropriate funding line to charge for a payment that already has been made. The Contract Payment process differs from the self-reimbursement process in that the cost is applied to a funding line prior to a payment. In the future, the Charge Determination functional activity will be eliminated, and all payments will be processed the same way. In order to eliminate the Charge Determination functional activity, a change in the business practice of processing self-reimbursement charges must take place.

8. Impediments to Transition from the Current Operation to the Future Concept. The following are areas that have been identified as impediments to the transition from the current Contract Payment operation to the future concept:

- Developmental costs to provide the necessary integration/interfaces with other system(s). Changes required in fielding the interim Contract Payment system(s).

- Acquisition costs to procure additional hardware and software that may be required.

- Training dollars necessary to field the interim system(s).

- Implementation of Military Standards for Contract Payment. All the Components have been signatories since the inception of these standards, yet few have implemented them.

- Component parochialism at the operational level because of perceived uniqueness of their Contract Payment needs.

- The volume of current regulations that will need to be reviewed and considered for inclusion into a single set.

- Acceptance by government providers of goods and services of the future vision to eliminate self-reimbursement as a method of payment, e.g., Interfund, Intra-Service Support Agreements, Military Interdepartmental Purchase Requests.

B. Goals, Objectives, Critical Success Factors and Strategies

The following goals, objectives, critical success factors and strategies were formulated from the Contract Payment visions. They represent a structured approach to the development of the future Contract Payment function.

1. Uniformity. **The Contract Payment process is the same for all DoD Components and has standard policies and procedures.** This vision element has a goal of conducting Contract Payment business in a single manner throughout DoD. In order for this to be accomplished, the DFAS must (a) provide input for a standard data element dictionary with an anticipated publication date of 1992, (b) issue a single set of DoD regulations written to the executable level for Contract Payment by 1993 and (c) develop and implement standard processes for Contract Payment by 1994 across the Components.

Before this goal can be achieved: (1) a single DoD entity must be empowered to ensure standardization and uniformity, (2) a single set of DoD regulations, that prohibits supplementation and is executable at the lowest level, must be issued for each function that affects Contract Payment, (3) each Contract Payment office must interpret all regulations the same way when applying them and (4) all processes that affect Contract Payment must be standard throughout DoD. The impediments to achieving this goal are: (1) the absence of Component consensus on definitions, accounting classification and document numbers, (2) the volume of current regulations, making it a complex and labor-intensive task and (3) real and perceived uniqueness in Contract Payment at the operational level which foster Component parochialism.

The strategy for reaching this vision is for the DoD Comptroller/DFAS to issue a single set of Contract Payment regulations for all DoD Components that contains a standard data element dictionary, is executable at the operational level, prohibits supplementation and responds to all Contract Payment requirements.

2. Compliance. **The Contract Payment process embodies requisite statutory, regulatory and audit requirements.** Compliance also is the goal which will include all Contract Payment statutory, regulatory and audit requirements in the process. First, DFAS and the Components must identify and evaluate statutory, regulatory and audit requirements by 1992, and second, DFAS must incorporate the statutory, regulatory and audit requirements in the process by 1993.

This goal will be achieved when the requirements affecting Contract Payment actually have been incorporated in the process. However, present Component regulations frequently are ambiguous, duplicative, obsolete and reinterpreted at all levels of Command making it difficult to identify the appropriate statutory, regulatory and audit requirements. Failure to effectively identify all necessary requirements in a timely manner will delay reaching this goal.

The strategy developed for this vision is for DFAS to identify and evaluate all regulatory and audit requirements

and include them in the Contract Payment Functional Description by compiling a unified, unduplicated set of regulations and audit requirements. This may involve the use of a multi-Component Task Force to ensure the timely and effective identification of the appropriate requirements.

3. Data Credibility. **Contract Payment uses information only from the official source which provides maximum confidence in its completeness and accuracy.** In order to achieve the goal of accessing the originator's data within Contract Payment, DFAS must work with USD(A) and ASD(C3I) to obtain and provide Contract Payment information at source through paperless communication media within the next 6-7 years.

This goal will be considered met when 95 percent of the information required by the Contract Payment process is accessed at source as well as information from Contract Payment being electronically provided to all authorized users. The following are the impediments to reaching these critical success factors:

- Contract payment is some eighty percent dependent on outside sources for information required.

- Organizations within or outside DoD may not agree to accept responsibility or participate.

- Paperless documentation currently is not acceptable as source information, e.g., GAO requires hard copy documents to be maintained on file somewhere for audit purposes.

- Users will not easily give up hard copy documentation due to "hard copy" mindsets.

To accomplish this vision, the following strategy has been developed: design and field a process that allows access to an originator's (these may include contractors) files by those who must use elements of the originator's data. Access will not require the use of paper, thereby resulting in more timely processing and eliminating errors often caused by information transcription. This process also will eliminate redundancies.

In its role as Executive Agent, DFAS must develop and field a process that permits access to all necessary data by Contract Payment. Part of the development would include managing resolution of integration issues with USD(A) on EDI applications. This strategy will involve (a) complete successful integration with functions upon which Contract Payment is dependent, (b) assigning a DoD responsible agent to coordinate and resolve issues with organizations that do not voluntarily participate or accept primary responsibility, (c) coordination to have paperless documentation accepted by all concerned and (d) educating users to the benefits of electronic commerce through adequate training.

4. <u>Accountability</u>. **Contract Payment functional activities are accountable only for the quality and regulatory compliance of the data they generate.** The goal of accountability is to accept and provide only accurate data in the Contract Payment environment. For this to occur (a) the DoD Comptroller must implement a policy that will determine and assign to the responsible activity all interest costs resulting from its inaccurate or untimely data by 1994 and (b) DFAS, with the assistance of USD(A) and ASD(C3I), must implement a process that provides timely notification to activities responsible for incomplete/inaccurate data causing suspension of a payment request by 1993.

Before this goal is considered to be accomplished: (a) all activities that provide data required for the Contract Payment function must be exclusively accountable for the quality and regulatory compliance of their data and (b) all Federal Government activities that originate data required for the Contract Payment function must bear, through a chargeback method, the costs associated with any erroneous or late payments that are due to their inaccurate or untimely source information. This shifts the burden of the late payment interest expense to the responsible activity. However, the responsible activities may resist such policies since current processes do not allow for accurate and timely identification of inadequate data or the responsible party. This includes the difficulty in identifying the responsible activity when delegations of authority are involved or when the responsible activity lies outside DoD.

The strategy for this effort necessitates that the DoD Comptroller promulgate an enforceable accountability policy that includes the following elements:

- The method for assignment of responsibility;

- The operating fund cites to be used, e.g., Component Headquarters Operation and Maintenance Funds with identification of the responsible activity;

- The authority of the identified Component specifically to charge the operating funds of the responsible activity; and

- A resolution procedure to follow for disputed chargebacks.

It also will require the fielding of a process that provides management with the tools to enforce accountability, e.g., an effective tracking procedure and assigning a DFAS action office to coordinate and resolve issues with responsible activities that do not fully support or accept the notification process or source data accountability.

5. Flexibility. **The Contract Payment process is responsive to changing conditions.** In order to achieve this vision an adaptable process must be implemented that facilitates changes in mission needs. This means that the DoD Comptroller must require DFAS to implement a process that meets all categories of user needs (e.g., emergency operations, regulatory changes) and process requirements within 6-8 years.

This goal will be achieved when a Contract Payment process is fielded that (a) is easily modified to meet changing mission requirements, (b) provides a capability to implement changes that affect entitlements retroactively (e.g., changes to FAR, statutes or currency exchange rates), (c) responds rapidly to routine and ad hoc requests for information and (d) is usable regardless of the mission environment. Impediments to these critical success factors are: difficulty in identifying, and adapting to, *all* user needs and the inability to predict future requirements with certainty.

The strategy for this vision is to field a process that (a) meets Contract Payment needs, to include portability for emergency operations or deployed situations, and (b) accommodates changes with minimal impact to users. It is expected that the process will accommodate large-scale operations (such as are needed in effecting payments for major end items) yet will be flexible enough for use aboard ship or during contingency operations. Since DFAS is responsible for finance and accounting requirements and systems it must (a) monitor the development of the DoD Contract Payment system per the Functional Description and (b) implement the developed process DoD-wide. The process will need to be easily modified to satisfy newly identified user needs and allow the user to design and extract output reports as desired or required.

6. Customer Service. **The Contract Payment function is responsive to its customers.** Quality customer service is the ultimate goal of Contract Payment as well as the specific goal for our final vision element. This involves operating in a quality-conscious environment that instills an individual sense of responsibility throughout the organization for the level of service provided.

To effect this vision, the DFAS must implement (a) a mandatory Contract Payment training program to include functional, technical and managerial competencies as well as English literacy improvement, (b) a quality initiatives program (e.g., TQM) and (c) an effective method to analyze and improve the efficiency and productivity of the process(es) within the next two years.

In addition, (a) OPM classification standards must be implemented that reflect the complexity, scope and responsibility levels of the function, (b) these new OPM classification standards must be applied uniformly across the

function and (c) a method to measure the consistency of the process(es) must be implemented. In addition, interest payments must have been reduced by at least 50 percent and cost-effective discounts taken increased by at least 50 percent. The following are the major impediments to these critical success factors:

- Lack of resources (e.g., time, equipment, accessibility to materials) or difficulty in committing resources to a long-term quality service program;

- Inconsistent emphasis on quality (e.g., emphasis typically is on quantity vice quality or on short-term results as opposed to long-term goals);

- Inability to control the process. As noted previously, some eighty percent of information that Contract Payment uses is originated by vendor, supplier, contracting officer and receiving activity.

The strategy for accomplishing this vision is to develop and field a Contract Payment process that includes an effective method for measuring the efficiency and productivity of the process. Evaluation criteria are expected to include: interest payments, lost discounts, cash management overrides, errors in data, etc. Procedures will be in place to use these analyses in developing ways to improve service. As the DoD executive agent for finance and accounting requirements and systems, the DFAS would provide the guidance necessary to ensure that (a) the process is improved to the extent possible, (b) Contract Payment personnel receive the training necessary to understand and improve the process and (c) appropriate classification standards are developed and submitted to OPM for approval and implementation.

7. Alternative Strategies. Alternative strategies considered for each of the visions are listed in Appendix C.

C. Assessment of Existing Information Systems Capabilities

1. Review and Summarize Assessment of Current Information Systems Capabilities. The Group identified the functional information required to complete an assessment of existing financial systems that perform Contract Payment. In cooperation with the Financial Operations Functional Group, a single data call to the DoD Components was accomplished via a memorandum dated November 28, 1990 that addressed all financial systems. An inventory of 309 systems was compiled. Of these, 55 systems with a wide variety of capabilities were reported as performing Contract Payment operations.

The Group analyzed all functional characteristics to determine those that were essential to the visions. Initially, the Group focused on 43 functional characteristics

of systems that perform Contract Payment. Appendix D contains the list of functional descriptors, an additional list of nine systems that were not included in the data call and an AIS catalogue developed from the data call. The Group then determined the most essential features required of systems for this function. Following an initial validation of results, the Group further determined that, in the current environment, specific categories of procurement require unique payment systems. These categories include: installations level (I), major items (central) procurement (M), subsistence (i.e., food and fuels) (S), transportation (e.g., GBLs) (T) and reimbursable orders (R).

Essential Functional Characteristics

	Description	System Categories				
		I	M	S	T	R
1.	Verifies transactions to avoid payment of duplicate invoices	X	X	X	X	X
2.	Validates payment requests against the liability resulting from the receipt and acceptance	X	X	X	X	X
3.	Generates request for billing adjustments to include AIS request preparation, aging of request and regulatory followup					X
4.	Provides for the tracking of invoices from receipt of the invoice through through disbursement	X	X	X	X	X
5.	Provides for the processing of progress payments	X	X			
6.	Provides information required for payments made by EFT	X	X	X	X	
7.	Computes payment amounts, deducting discount or withholdings and adding interest or penalties when appropriate	X	X	X	X	X
8.	Provides all relevant payment identification information such as order number, invoice number, reason and amount of disallowances, interest penalty amount, payment number and final payment notification	X	X	X	X	X

Description	System Categories				
	I	M	S	T	R
9. Provides the ability to select items for audit, based on user defined criteria					X
10. Verifies that all contractual conditions affecting Contract Payment have been met	X	X	X	X	X

The result of comparing the data call responses to the weighted criteria is that 22 systems were identified for further evaluation. Eight of these meet the criteria for installation and major item contract payments, 17 meet the criteria for subsistence payments, 2 are designed specifically for transportation payments and 20 manage reimbursables.

Contract Payment Systems
Reporting Essential Functional Characteristics

System Name	Component	System Category				
		I	M	S	T	R
1. Integrated Accounts Payable System-Commercial Services (IAPS/COMSAPS)	AF	X	X	X		X
2. Integrated Accounts Payable System-Commissary A/P (IAPS/CAPS)	AF	X	X	X		X
3. Mechanization of Contract Administration Services (MOCAS)	DLA	X	X	X		
4. Automated Voucher Examination Disbursing System (AVEDS)	DLA			X		X
5. Defense Fuel Automated Management System (DFAMS)	DLA			X		X
6. Defense Integrated Subsistence Management System (DISMS)	DLA			X		X
7. Standard Automated Material Management System (SAMMS)	DLA			X		X

	System Name	Component	System Category				
			I	M	S	T	R
8.	Shipyards Management Information System (SYMIS)	DON			X		X
9.	Naval Weapons Center China Lake	DON					X
10.	Naval Surface Warfare Center Dahlgren	DON					X
11.	Naval Avionics Center Indiana (NAC)	DON			X		X
12.	Naval Ship Weapons Systems Engineering Station Port Hueneme (STAFS)	DON			X		X
13.	Naval Coastal Systems Center Panama City	DON					X
14.	Standard Accounting and Reporting System (STARS)	DON	X	X	X		X
15.	Navy Material Transportation Office Operation and Management Information System (NAOMIS)	DON				X	
16.	DCA/DECCO Commercial Communications Industrial Funds (CCIF)	DCA	X	X	X		X
17.	DCA/WAAS Modified (Headquarters) (DCA)	DCA	X	X	X		X
18.	College & University Financial System (CUFS)	USUHS			X		
19.	Standard Finance & Accounting System (STANFINS)	USA	X	X	X		X
20.	Corps of Engineers' Management Information System (Accounting Module) (COEMIS)	USA	X	X	X		X
21.	Transportation Integrated Payment System (TIPS)	USA				X	
22.	Test & Evaluation Command Accounting & Management Uniformity Plan (Team-Up)	USA	X	X	X		

Because of the True/False nature of the questions in the data call, no identification is made of the level of system automation or efficiency. Complete data also are not available as to the level of ADP hardware requirement necessary for system operation or the systems capacity or architecture. All available data was provided to DFAS to evaluate in its role as Executive Agent for Contract Payment.

As a result of the Group's review, and the belief that no single system currently can embrace efficiently all three payment types in the near term, the Group endorsed the following as interim systems:

- Installation Level. The Air Force IAPS System and the Army STANFINS-Redesign (SRD-1 and 2) System.

- Major Procurement. The DLA MOCAS System, blended with EDI enhancements currently available in the Air Force AMIS System.

- Subsistence. The DLA DISMS System for perishables, semiperishables and commissary brand name items. The Group also recommends that DISMS be enhanced to include (1) an electronic data interchange/electronic funds transfer capability and (2) a module to process the not dissimilar fuels payments (bulk; into-plane; and post, camp and station) currently managed under DLA's DFAMS and AVEDS Systems. The Group understands that DeCA has selected the Army's Standard Automated Voucher Examining System (SAVES) as its interim standard system.

- Transportation. Transportation systems were not reviewed because the payment of government bills of lading currently is highly centralized. The Navy NAOMIS System and the Marine Corps' TMS System perform this function. DFAS-IN plans to begin using the Army TIPS System in December 1991.

The Group also highlighted for further consideration the Army Corps of Engineers' Financial Management System (CEFMS), an integrated finance, accounting and Contract Payment system due for fielding beginning in July 1991. This system, which was developed under a process similar to CIM, includes capabilities consistent with many of the Group's visions.

D. Implementation Issues

At various points in the process, the Group identified issues, problems and deficiencies that are potential impediments to accomplishing the functional requirements. In addition, the Group identified the opportunities that are necessary to overcome these impediments.

The issues, problems and deficiencies are identified under such categories as accountability, dependency, systems inadequacies, nonstandardization, quality service and regulatory considerations. The problem of accountability refers to the originator of data being held responsible for initiating remedial action to resolve missing or erroneous data conditions. Today, the current policy for accountability is not consistently enforced, or accountability is diffused due to the Components' multiple chains of command. Accountability must be enforced to make sure that erroneous acceptance reports are corrected in a timely manner, invoices are certified properly by the certifying official and dollar obligations and modifications are established in the accounting records. Any one of these situations may result in incorrect or untimely payments.

Another problem that the Contract Payment function faces is that of dependency. The function almost totally is dependent on outside sources for data necessary to make timely and accurate payments. Contract Payment relies on others to properly align the accounting classification reference number (ACRN) to the contract line item number (CLIN) and the sub-line item number (SLIN) and properly identify the line of accounting to be charged. Such dependency limits Contract Payment's ability to operate effectively.

Currently, the hardware and software supporting Contract Payment systems do not fully satisfy operational, functional or management requirements. Systems lack the flexibility necessary to handle the wide variety of payment types, and some lack the internal controls necessary to prevent duplicate or erroneous payments. System inadequacy also results in over-expending on contracts. Most systems do not have access to source information needed to determine entitlement and therefore require reentering of data which results in numerous errors and inefficient use of resources.

Other functional areas, which provide information to Contract Payment, operate systems that interface ineffectively or lack the capability to interface at all. Numerous workaround procedures are needed to transfer information from one system to another which is very labor-intensive and complicated.

Nonstandardization is another problem identified within the Contract Payment function. Most regulations are vague and ambiguous, resulting in multiple interpretations. This lack of standardization inhibits efficiency and the ability to communicate among activities. It also leads Components to adopt inconsistent business practices and multiple sets of operating procedures to meet their missions.

Quality service often is ignored in the Contract Payment function. The reason for this is that the criteria for measuring quality service is neither regularly available nor consistently applied. Measurement standards tend to focus on

quantity versus quality. Today's Contract Payment process is absent of the validation methods used to control quality or the methods are not being fully utilized.

Finally, the Contract Payment function is faced with operating under regulatory requirements that do not support the environment. With more advanced ways of storing and retrieving information, the requirement to keep hard copy documents still exists. Requirements and procedures used to clear Interfund bills and process cross-disbursements are neither effective nor efficient; rather they tend to be both very complicated and time-consuming.

In order for Contract Payment to overcome the various issues, problems and deficiencies mentioned above, there need to be initiatives established that focus on standardizing and centralizing functional areas. (Operational deficiencies should be eliminated through state-of-the-art management techniques.) Improvements also are needed in the areas of accountability and internal controls. A procedure for charging back payment interest penalties must be established to hold originators accountable for their data. Such events as duplicate payments and overdisbursed contracts should never occur once the proper internal controls are established. A quality assurance program should be implemented and utilized to ensure data integrity and prevent errors from going uncorrected by the data originator. These opportunities along with today's advanced technology will enhance the Contract Payment process.

CHAPTER V

BUSINESS CASE

A. Benefits Identification and Quantification

Upon DFAS' receipt and analysis of Component data submitted in response to the "Business Case" data call, the benefits of implementing the vision-driven strategies identified by the Group may be quantified according to the specific alternative selected.

1. Uniformity will resolve many problems existing within the current Contract Payment function. A single standard system, as opposed to multiple systems, will result in a single communication network, reduce maintenance and training costs, facilitate test and implementation of systems changes and increase productivity at different work sites. Standard policies and procedures also will decrease the chances for misinterpretation of requirements.

2. Compliance with all statutory, regulatory and audit requirements will enable DoD to realize benefits in several areas. Foremost is improved "cash management" as the process will result in fewer interest and penalty payments and the timely acceptance of favorable trade discounts. Consistency in data and reporting will provide real savings when the Government-wide Standard General Ledger is fully implemented. Additional savings also will be made since compliance with all audit requirements will streamline the audit process and reduce related overhead costs.

3. Accessing data at the source will (a) reduce manpower costs associated with manual input, filing, reconciliation and research; (b) reduce overhead costs associated with hard copy documentation and (c) increase the accuracy of payments. In addition, the increased use of EDI will better enable the Department to take trade discounts, when advantageous.

4. Accountability places responsibility for source data with the originator. It will remove Contract Payment personnel from the business of "chasing data" and significantly reduce exception processing. This will result both in manpower and overhead savings. The assignment of interest costs and penalties to the appropriate responsible activity will highlight problem areas and allow management to streamline operations. Emphasis will be placed on better source data thereby resulting in more timely and accurate payments and a reduction in overall interest costs.

5. Adaptability will enable the Contract Payment function to accommodate changes in mission rapidly with little impact

on operations. The benefits include avoidance of costs associated with maintaining and modifying multiple stand-alone processes.

6. Quality service in the future will be considered a principal product of the Contract Payment function. The benefits of this product will be reduced overhead costs, fewer inquiries and improved customer relations.

The following are constraints to implementing the Contract Payment Group's visions:

- There is a general lack of standardization among DoD Components with regard to policies, procedures, systems (hardware and software) and functional processes. This is particularly evident in forms and formats used for passing information.

- Perceived differences in mission requirements among DoD Components make standardization difficult.

- There is an inability within the function to control the process. Contract Payment is some eighty percent dependent on outside sources for data availability and credibility.

- Current Component systems (hardware, software and compliance with applicable audit requirements) do not adequately support current or future needs.

- By law, the Disbursing Officer personally is pecuniarily liable for all payments made by his/her station. This law must change in order to fully implement the vision of accountability.

B. Estimate of Costs and Other Resources

The data to complete this is dependent on the information gathered to support Section 2.1.1.1, "Chart of Resources," and Section 2.3, "Information Systems." These sections have been forwarded to the DFAS, with an estimated completion of September 30, 1991. To assist in this effort, the Group gathered and shared with the DFAS available detailed information on the major Contract Payment systems, developed the third tier cost elements for the economic model and prepared a standard datacall worksheet for completion by the DoD Components (Appendix E).

These cost elements and the data call worksheet have been coordinated with the Defense Base Operations Fund (DBOF) Contract Payment Unit Cost Group, DFAS (Deputates for Policy, Operations and Information Management) and DFAS-KC (the lead organization for DFAS Strategy 7.2 to standardize installation-level vendor payments). These cost elements also have been shared with the Institute for Defense Analysis (IDA)

which is under contract to the Director of Defense Information to develop the model to support Business Case analyses.

C. Business Case

Completion of this section is dependent upon information to be gathered and produced in accordance with the Steps 2.1.9.6, "Identify and Quantify Benefits" and 2.1.9.7, "Estimate of Costs and Other Resources" of the CIM Process Guide. These sections have been tasked to the DFAS for completion by September 30, 1991.

Included at Appendix F is a copy of the Functional Steering Committee Minutes of February 21, 1991 that reflects approval of the Group's products through Section 2.1.4. of the CIM Process Guide.

CHAPTER VI

SUMMARY

A. Conclusion

1. Underpinning. This Functional Business Plan is the result of completing the first two phases of a functional information analysis of DoD's Contract Payment operations. Using the CIM Process Guide (version of August 17, 1990), Contract Payment operations have been documented both as they currently exist and as they are envisioned to exist by the year 2000.

Currently, Contract Payment management is spread among the various DoD Components holding disbursing authority. These include the four Military Services, the DCA, DMA, DNA, DLA and DFAS. This arrangement results in the absence of standardization and uniformity, the nonenforcement of accountability and some noncompliance with Government-wide compliance standards.

Information is transmitted (mostly via paper) rather than being available for access at source by all authorized users. Contract Payment personnel are specialized rather than multi-skilled, and training is conducted on-the-job on a "need to know" basis rather than being an integral part of an individual's position.

2. Differences. The future functional requirements in this plan are more evolutionary than radically different from the current requirements. However, they have the potential for significant benefits to DoD. The major differences are:

a. There will be one system capable of processing Contract Payment requirements/operations.

b. The capability for centralized control of Contract Payment activities will exist because all will be managed by DFAS and will be networked together.

c. Personal pecuniary liability will lie with the certifying officer at the source of the data rather than the Disbursing Officer.

d. Chargebacks to the responsible activity, within and across Components, will occur for Prompt Payment interest incurred.

e. State-of-the-art technology in the input and display of data will be available to Contract Payment personnel and authorized users.

f. The workforce will be multi-skilled providing greater personal satisfaction and enabling management to shift resources without loss of productivity.

The detailed description of these and other functional requirements are contained in Appendix C; however, the following are two specific examples address the implications of savings or benefits that may be obtained from implementing the Future Functional Concept.

a. Concept Requirement: Consolidation of Contract Payment operations and information management.

• Situational Analysis: The logical processes of the Contract Payment function are identical for each Component, yet each Component has one or more systems to perform or support the function. The use of different systems (each with its own proponency, carrying its own development and maintenance costs and often interfacing with other Component-unique applications) to perform the same basic functional activities is redundant and inefficient from a total DoD perspective thereby preventing development of the most efficient operation(s). Furthermore, many of these systems are in a perpetual state of improvement or enhancement.

The absence of system integration inhibits DoD's ability to implement policy and procedural changes rapidly or capitalize on existing and emerging technological innovations. The expertise devoted to developing optional or redundant systems compounds the resource inefficiency problem.

In addition, each has evolved its own unique management and organizational structures that frequently receive diversified directions from, and are accountable to, various levels and chains of command. This may lead to conflicts in policy and regulatory compliance. Given that each Component uses its own procedures, regulations and policies, which may result in inconsistent interpretations between the Components, the entire function also is made more difficult and less efficient in terms of resource utilization.

• Future Concept: Contract Payment operations in the future will be under the management control of the DFAS. The information management system of the future will be flexible, rapidly adjusting to additional or changing visions, policies, procedures and technologies. In addition, uniformity of processes and procedures will become the norm. This will be accomplished through a single set of regulations, as stated in the DFAS strategic plan and the Functional Group's objectives for their vision on uniformity.

b. Concept Requirement: Shared Data by All Functional Areas and Users.

• Situational Analysis: Many of the current Contract Payment systems are dependent on manual input of procurement and acceptance/approval information, a labor-intensive process that results in high error rates or processing delays. This manual input is required since some eighty percent of the information necessary for performing the Contract Payment function comes from outside sources and, in many cases, the systems that support these outside functional areas contain the information needed by Contract Payment.

However, interfaces between the systems of the various functional areas either are absent or ineffective, and/or current standards for system interfaces (e.g., MILS) have not been totally implemented by all DoD Components. The present inability to compel these outside functional areas to correct erroneous data or submit approvals and acceptances in a timely manner tends to cause late payments, incorrect payments and inefficient use of resources.

• Future Concept: The Contract Payment function will operate with a fully automated state-of-the-art system that minimizes human intervention and complies with all statutory, regulatory and audit requirements. The process will require shared information that is established and accessed at source, eliminating the use of paper as a medium to transfer information. Originating activities will be accountable for the timeliness and accuracy of their data, and only they will be authorized to change their data. Through implementation of an effective interest chargeback procedure, accountability will be enforced and efficiency increased.

B. Critical Success Factors

Successful accomplishment of the goals and objectives described in Chapter IV is dependent on the presence of certain factors. These critical success factors may involve events or circumstances that partially or entirely are outside the jurisdiction of Contract Payment. A critical success factor may relate to one or more goals. Each goal has at least one success factor on which it is dependent.

• Single Set of Regulations. A single set of DoD regulations will be issued for each function that affects Contract Payment. It will prohibit supplementation and be executable at the lowest level.

• Responsible Entity. A single DoD entity will be empowered to ensure standardization and uniformity.

• Standard Interpretation of Regulations. When regulations are applied, they will be interpreted the same way in each office.

- Standard Processes. All processes that affect Contract Payment will be standard throughout DoD.

- Functional Requirements Incorporated. Statutory, regulatory and audit requirements affecting Contract Payment will be incorporated in the process.

- Accountability of Data. All interfaces that provide data required for the Contract Payment function will be exclusively accountable for the quality and regulatory compliance of their data.

- Chargeback Method Adopted. All Federal Government activities that originate data required for the Contract Payment function will bear, through a chargeback method, the costs associated with any erroneous or late payments that are due to their inaccurate or untimely source information. This shifts the burden of the interest expense to the responsible activity.

- Information Access. Information required by the Contract Payment process will be accessed at source.

- Flexibility. The Contract Payment process will be easily modified to meet changing mission requirements.

- Retroactive Capabilities. The process will provide a capability to implement changes that affect entitlements retroactively (e.g., changes to FAR, statutes or currency exchange rates).

- Routine and Ad Hoc Requests Accommodated. The process will respond rapidly to routine and ad hoc requests for information.

- Information Availability. Source information from Contract Payment will be provided to all authorized users.

- Adaptability. The process can be used regardless of the mission environment.

- Consistency. Method(s) to measure the consistency of the process(es) will be implemented.

- Quality Initiatives Program. A quality initiatives program will be implemented.

- New OPM Classification Standards. OPM will implement classification standards that reflect the complexity, scope and responsibility levels of the function.

- Uniform Application of OPM Standards. The new OPM classification standards will be applied uniformly across the function.

C. Feasibility Analysis

While the FIM procedure described in this document is not a radical departure from the current Contract Payment function, it brings several new concepts into underlying operations. The first is brought about by the fact that Contract Payment will eventually have only one system. This allows for a single set of procedures to define how integration and interfaces will take place between all management information systems across all Components, not just the finance and accounting organization within a single Component. The FIM effort provides a total review of the Contract Payment function, not just an improved computer system. FIM also is being developed in the new environment where functional experts use CASE (Computer Aided Software Engineering) tools to virtually write the program code of the system. This development efficiency should reduce development costs and keep maintenance and change requirement costs to a minimum.

The successful implementation of the Contract Payment visions is some eighty percent dependent on the accurate and timely receipt of information from external sources. The three critical pieces of information required to determine contractor entitlement are: contractual terms and conditions, evidence of successful performance of contractual requirements and the seller's request for payment. In today's environment the Contract Payment function usually is responsible for obtaining this information prior to determining contractor entitlement. Without a commitment from the Acquisition Community to provide the required contractual information and the Material Receiving/ Accepting Community to provide acceptance information in an unreplicated electronic format, the visions cannot be fully achieved.

The DoD Components currently have nonstandard policies, procedures and systems that do not fully satisfy operational, functional and management requirements. Systems supporting other functional areas contain the information upon which Contract Payment is dependent, yet the system interfaces either are absent or ineffective. These current conditions cause labor-intensive manual processes, errors and internal control weaknesses that lead to inaccurate and unreliable financial records. Whenever manual intervention, duplication and information manipulation (to meet Component-unique policies, procedures and systems) are required to process contract payments, the possibility of error greatly increases. The opportunities for standardization and technological advances indicate that manual intervention can be minimized, and the efficiency and effectiveness of the Contract Payment process greatly improved. Coupled with policy changes, a minimal investment in standardization and technological advancements should eliminate interest costs and significantly reduce

workforce costs associated with numerous manual processes. Also noteworthy is that, with increasing frequency, private sector trading partners are billing and receiving payments electronically. This presents an opportunity in the DoD for expanded use of such labor-saving tools.

Each DoD Component has policies, procedures and business practices that serve its segment of the Contract Payment function. These business rules have evolved over many years, and each Component has expended considerable effort to optimize its particular process. The fact that these rules are implemented differently does not make one right over all others. However, the use of different rules to perform the same basic activity is inefficient and less than optimal from a DoD-wide perspective. Separate Component business rules directly contribute to duplicative and labor-intensive information structures that impede effective communication of financial information among activities. The development of concise DoD-wide Contract Payment business rules, that are uniformly applied, will greatly facilitate operational restructuring and consolidation. Intuitively, the Group believes that subsequent savings in manpower from these actions should more than offset the costs associated with developing the uniform rules.

Currently, by law, DoD Disbursing Officers are personally pecuniarily liable for all payments made on behalf of their Disbursing Stations. Consequently, Disbursing Officers are accountable for all data affecting the validity of their disbursement, even though they lack the managerial and physical control of the data. It is clear that the liability and accountability should reside with the person responsible for submitting the erroneous data as opposed to the Disbursing Office. In effect, these individuals, irrespective of position (e.g., Quality Assurance Representative or Contracting Officer), would be singularly liable for information resulting in an improper or erroneous payment.

The potential benefits are significant because the quality of information that substantiates the payment would be improved and repeated requests for missing and corrected information from the source would be avoided. It appears that 31 USC 3528(a) must be revised to effect this proposed change, which is a major departure from the current definition of "pecuniary liability." From a functional perspective this proposal is achievable within the near term.

The Group recommends establishment of a DoD-wide interest chargeback process. This process will identify and charge interest to the Activity responsible for causing the interest to be incurred. Today, most Components do not charge back interest costs. Instead, they generally charge the interest to their respective Operations and Maintenance (O&M) Accounts. These actions unduly perpetuate the problem of interest

incurrence, as opposed to resolution of the underlying issues. The effect of implementing an interest chargeback process is improved quality and timeliness of payment entitlement information and the gradual elimination of interest costs. Since the Department of the Army and Defense Logistics Agency have implemented a chargeback system within their respective Components, a precedent has been established which demonstrates feasibility and efficacy.

The Contract Payment Visions fully support the DoD budget-driven objective to downsize operations 25 percent by FY 1996. Notwithstanding the fact that the visionary time line is for a nine year period, interim policy, systems and functional changes provide the immediate opportunity for significantly reduced overhead expenditures. It is our belief that the Business Case and Economic Analysis will substantiate the visionary conclusion that substantial savings can be achieved through reduced manpower, facility, systems development and maintenance costs.

D. Action Plan

The Contract Payment Action Plan was developed based on the Future Functional Concept of operations and the supporting Visions. It considers issues previously identified in the Goals, Objectives and Strategies; it reflects conclusions reached as a result of comparisons with industry and current operations; and it incorporates, where applicable, the concepts of the DRMDs referenced in Chapter II, Section B. The time line was developed to support the need to downsize operations by FY 1996, but does allow extended time for completion of transition actions.

The Action Plan is divided into the following areas and identifies high level actions necessary to complete each:

- Development/Approval of the Concept of Operations
- Consolidation and Realignment
- Standardization of Policies and Procedures
- Source Data Access
- Elimination/Reduction of Hard Copy Documentation
- Improved Quality of Operations
- Transition of Interim System(s)

Action items for the Development/Approval of the Concept of Operations solicit the participation and coordination of external functional activities.

Action items for Consolidation and Realignment address organizational and functional restructuring, to include elimination of invoicing where practical and consolidation of payments through credit card purchases, and interim system support.

Action items for Standardization of Policies and Procedures reflect changes needed in statutory and regulatory requirements.

Action items for Source Data Access and Elimination/ Reduction of Hard Copy Documentation help resolve current issues surrounding data base integrity and multiple copies of replicated information.

Action items for Improved Quality in Operations focus on methods for evaluating the effectiveness of the organization and assessing current and future training requirements.

The visions of Accountability, Compliance and Flexibility are baseline concepts in all the actions, but are fully embodied in the action items for Transition of Interim System(s). Additionally, this area encompasses the following near term recommendations:

- Automated tracking of all payment requests.
- Automated payment of "accepted amounts less than billed amounts".
- Automated balancing with the Disbursing Office.
- Automated processing of cost vouchers.
- Automated payment certification.
- Automated customer service inquiry.
- Automated processing of progress payments.
- Automatic calculation of interest payments and inclusion on regular payment voucher.
- Invoicing and disbursement through EDI.
- Full compliance with MILSCAP standards.

The actions presented are the responsibility of the Executive Agent; however, some of the items will be further refined and expanded in the CIM Phase III effort.

For this reason, it is essential that a core subset of the Functional Group members be retained to aid in the transition

and facilitate completion of Phase III under the CIM Process Guide. The momentum of this FIM effort must be maintained to capitalize on the current favorable environmental factors.

E. Request for Approval

The FSC has determined that this is an opportune time to transition the Contract Payment effort to the DFAS as Executive Agent. This being the case, the last three elements of the Functional Business Plan were assigned to the DFAS. The elements that have not been completed by the Phase II Functional Group are: (1) "Estimates of Resource Requirements" (the data to complete this is dependent on the information gathered to support Section 2.1.1.1, "Chart of Resources," and Section 2.3, "Information Systems"), (2) "Business Case" and (3) "Action Plan."

The FSC is asked to review this Functional Group document and associated products (as appended). Upon approval, the FSC should direct the transition to the EA for completion of the Business Plan and the initiation of Phase III of the Contract Payment FIM development effort.

FINANCIAL MANAGEMENT STEERING GROUP

CHAIRMAN

Mr. Sean O'Keefe	DoD Comptroller

DOD COMPTROLLER

Mr. Don Shycoff	Principal Deputy Comptroller
Mr. Alvin Tucker	Deputy Comptroller, Management Systems
Mr. Nelson Toye	Steering Committee Executive Secretary

DEFENSE FINANCE AND ACCOUNTING SERVICE

Mr. Al Conte	Director
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*Mr. Charles Chase	Deputy Assistant Secretary of the Army for Financial Operations

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Mr. Robert McCormack	Comptroller of the Navy
*Captain John Kavanaugh	Assistant Comptroller of the Navy for Financial Management Systems
*Mr. Fred Wyant	Director, Office of Financial Management Systems

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*Mr. Ronald Hovell	Principal Deputy Assistant for the Secretary (Financial Management)

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Mr. Richard J. Connelly	Comptroller
*Ms. Helen McCoy	Deputy Comptroller

WASHINGTON HEADQUARTERS SERVICES

Mr. David Cooke	Director
*Mr. Joseph Friedl	Director for Budget and Finance

* Alternate

THE DEPUTY SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301

4 OCT 1989

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DIRECTOR, RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
COMPTROLLER
GENERAL COUNSEL
INSPECTOR GENERAL
DIRECTOR, OPERATIONAL TEST AND EVALUATION
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: DoD Corporate Information Management

In order to reduce non-value-added work and costs, as highlighted by the Secretary's Report to the President on Defense Management, there appears to be a need to improve the standardization, quality, and consistency of data from DoD's multiple management information systems. More effective use of information systems must be a high priority.

Along these lines, DoD should not expend resources to develop and maintain multiple systems or software to meet the same functional requirements. To reduce unnecessary redundancy, common data requirements and formats must be developed, especially in those areas of most utility to the sound management of the entire Department. The successes in industry in developing integrated management information systems suggests that much can be done in DoD.

In order to evaluate the depth of this problem and to develop corrective measures as necessary, the following actions will be taken.

- An executive level group of outside experts and DoD officials will be established to:
  (1) recommend an overall approach and action plan to enhance the availability and standardization of information in common areas through a Corporate Information Management program for the DoD;
  (2) review the procedures of functional groups described below and, as needed, the products of the groups, including information requirements and data formats;
  (3) review the processes and procedures used for overseeing the development of new information systems and software in DoD; and, where applicable,
  (4) recommend corrective actions.

- The Information Resources Management staff will draft a management plan, including a process guide for developing integrated management information systems.

- Upon completion of the guide, functional groups both in technical areas and in common business areas (e.g., inventory, warehousing, civilian personnel, financial management, civilian payroll, and contract payment) will be established. The groups will be led by OSD officials and should consist of Service and Defense Agency functional experts. The groups will support the executive level group and will:

  (1) review information requirements of the OSD, Services, and Defense Agencies and consider levels of compatibility and redundancy within each area; and
  (2) develop uniform and consistent information requirements and data formats within each functional area.

In the interim:

- Current life-cycle management principles and processes will remain in effect for automated information systems.

- The Major Automated Information System Review Council (MAISRC) will be established as a committee of the Defense Acquisition Board (DAB), with the DoD Comptroller as the chair. The DAB committee will continue to operate under current MAISRC procedures and will review all automated information systems and telecommunications programs prior to DAB meetings.

It is essential that the Department improve its information management to realize savings in both the $9 billion spent annually on information technology and in the DoD business areas these systems support. The total cooperation and commitment of your staffs will be required to achieve this high-priority effort.

Donald J. Atwood

APPENDIX C

CIM PROCESS GUIDE PRODUCTS

General

The products within this appendix document the "brainstorming" and analysis of the Contract Payment Functional Group. The Group followed the CIM process sequence of activities for Phases I and II as depicted in the diagram on page C-2. These documents served as the basis for formulating the Group's Business Plan.

- Phase I - Functional Vision. The Phase I focus is entirely on the business aspects of a function and develops a visionary perspective of the function as it ultimately will evolve.

- Phase II - Functional Business Plan. In Phase II, strategies are developd to meet the future vision, documents the current environment and functional requirements, projects the future environment and functional requirements, and formulates the business plan for management decisions.

Description of Products and Developmental Process

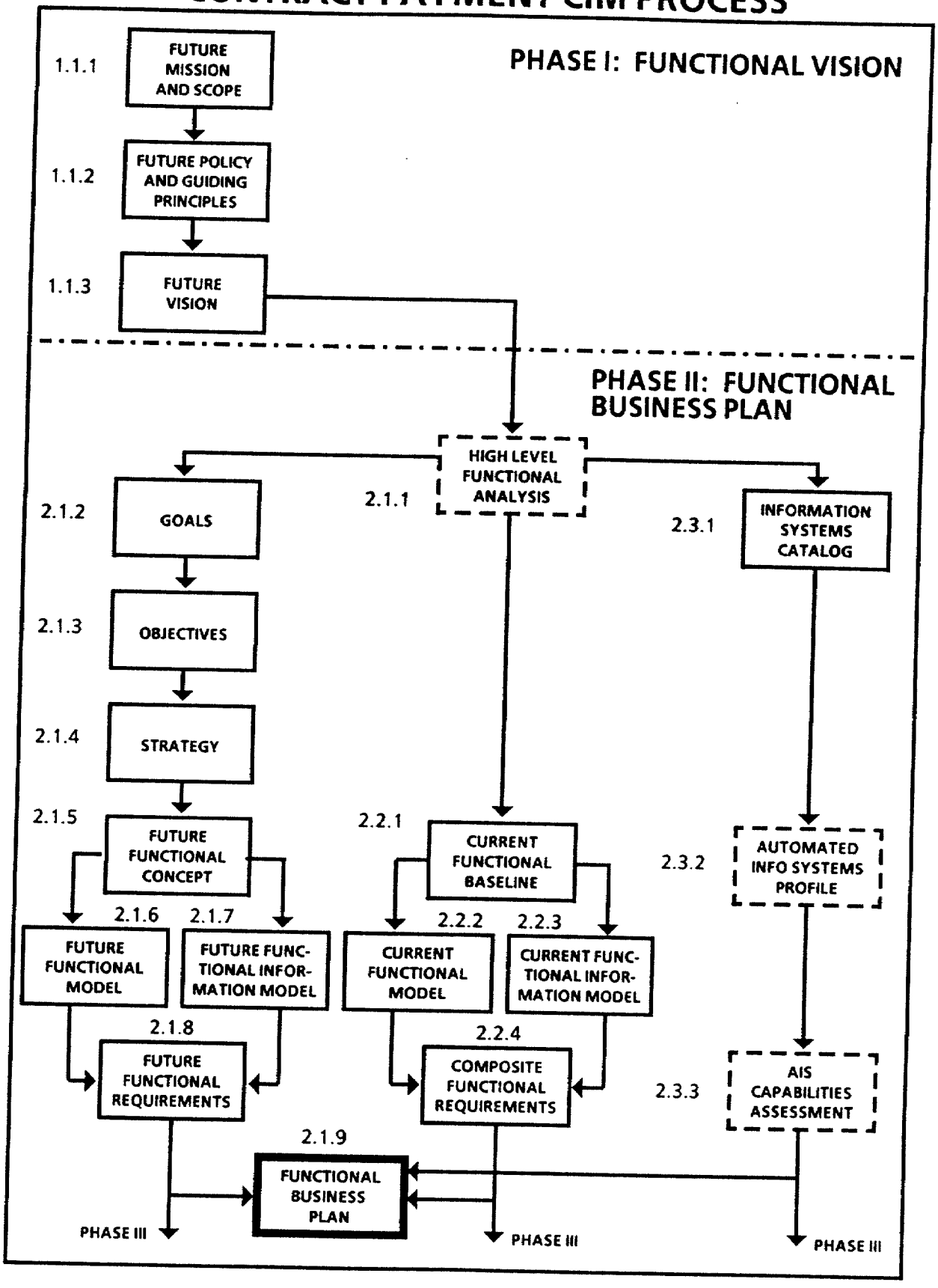
The following narrative describes the purpose or methodology for each product prepared in accordance with the CIM Process Guide (version of August 17, 1990). The descriptions are keyed to the respective numbered step from the Process Guide and, except for Step 2.1.9, are presented in numerical sequence. Step 2.1.9 (Functional Business Plan) is the ultimate deliverable; consequently, it is found at the end of this compilation of products.

1.1.1 Future Mission and Scope. This step clearly describes the future Contract Payment function in terms of its unique role within the DoD Financial Operations environment. It also identifies the scope of that role in terms of its customers, products, services, those organizations external to it, and its internal functional activities.

The scope of Contract Payment was expanded, after inception of the Contract Payment Group effort, to include "like-agreements." This is defined as an understanding within DoD or between DoD and other governmental elements (Federal, state, local or international) for which financial consideration is exchanged for performance.

This step also calls for the definition of the following as they relate to the future mission and scope:

CONTRACT PAYMENT CIM PROCESS



- **Customer.** This is one who systematically or frequently receives a product or service that is provided by Contract Payment. Customers may be individuals, organizations, or other functions, which Contract Payment is specifically intended to serve.

- **Products and Services.** These are the tangible and intangible results of the work accomplished or provided by the Contract Payment function and intended primarily for the benefit or welfare of its customers.

- **Internal Interfaces.** These are activities that were identified as part of the functional area. They either provide products or information to, or receive products or information from, the function.

- **External Interfaces.** These are organizations or functions that are not part of Contract Payment. The organizations or functions either provide products or information to, or receive products or information from, Contract Payment.

- **Future Functional Activities.** A functional activity is a collection of decisions and actions required to execute or manage some aspect of the function. The two functional activities identified, Performance Determination and Payment Determination, constitute a high level view of the function. These are the activities that will execute the mission of Contract Payment of the future.

1.1.2 Proposed Future Policy and Guiding Principles. The identification of changes to policy developed in this step were not exhaustive; however, they address the major driving factors that will shape Contract Payment in the future. Guiding principles are the statements developed to reflect the general concepts, values, beliefs, and attitudes under which the Contract Payment function will be managed and executed. The policies and guiding principles developed in this step served as a reference point to ensure consistency throughout the subsequent steps of the CIM process.

1.1.3 Future Vision. In this step, the Group determined the trends and impacts that may influence Contract Payment in the future. It then developed its future perspective of Contract Payment in the form of vision elements. These are intended to describe the distinctive, major characteristics of the function as it will exist approximately ten years in the future. The vision elements identify the "target" for the business of the function and later were used by the Group as the primary basis for developing its Business Plan and the vision-driven functional requirements of Phase II. Additionally, they were used directly in setting goals for the function in Step 2.1.2.

- **Trends.** These are factors, both internal and external to the Department, that could influence the function in the future. The factors identified for Contract Payment

were: Functional, Management Philosophy, Political, Social and Technology.

- **Impacts.** These are statements of the influence that trends will have on the function in the future.

- **Scenarios.** Scenarios were developed to confirm that the vision elements were sufficiently comprehensive to meet future potential scenarios. The following scenarios were considered: a condition of conflict; transition between peace and conflict, e.g., mobilization; and the condition of peacetime and the Department's probable environment during peacetime.

- **Vision Narrative.** This statement summarizes the vision elements that were developed for the Contract Payment Function of the future. It was used in developing goals, objectives and strategies and revalidated and updated in the Future Functional Concept.

2.1.1 High Level Functional Situation Analysis. This step established the current baseline for the Contract Payment function. It describes the environment that affects the function. To gain a better perspective of Contract Payment in the current environment, the Group identified initiatives, programs, and current policies. They examined issues, problems, deficiencies and opportunities that must be addressed to achieve the vision of the future for Contract Payment.

This high level description of the current function (operational environment) includes:

- **Customer.** This is one who systematically or frequently receives a product or service that is provided by Contract Payment. Customers may be individuals, organizations or other functions, which Contract Payment is specifically intended to serve.

- **Products and Services.** These are the tangible and intangible results of the work accomplished or provided by the Contract Payment function and intended primarily for the benefit or welfare of its customers.

- **Internal Interfaces.** These are activities that were identified as part of the functional area. They either provide products or information to, or receive products or information from, the function.

- **External Interfaces.** These are organizations or functions that are not part of Contract Payment. The organizations or functions either provide products or information to, or receive products or information from, Contract Payment.

- **Current Functional Activities.** A functional activity is a collection of decisions and actions required to execute

or manage some aspect of the function. The three functional activities identified (Charge Determination, Performance Determination and Payment Determination) constitute a high level view of the function. These are the major activities that currently execute the mission of Contract Payment.

- **Current Policy, Regulations, and Statutes.** In this task, the Group identified only the principal policies, regulations and statutes that currently govern the Contract Payment function.

- **Organizational Structure.** Both high level charts and lists were developed for organizational structures that currently manage the Contract Payment function in OSD, the Military Departments and the Defense Agencies.

- **Chart of Resources.** This chart is designed to show the relationship, by DoD Component, of resources executing the contract Payment Function in terms of cost and personnel. The data later is used to complete Steps 2.1.9.7 (Estimate of Costs and Other Resources) and 2.1.9.8 (Business Case).

NOTE: This section, along with Steps 2.1.9.7 and 2.1.9.8, has been tasked to DFAS for completion by September 30, 1991. To assist in this effort, the Group developed and provided to DFAS the third tier cost elements for the economic model and prepared a standard data call worksheet for completion by the Components. These cost elements and the data call worksheet have been coordinated with the Defense Base Operations Fund (DBOF) Contract Payment Unit Cost Group, DFAS, (Deputates for Policy, Operations and Information Management) and DFAS-KC (which is responsible for DFAS Strategic Plan, Strategy 7.2, consolidation of installation vendor payments). These cost elements also have been shared with the Institute for Defense Analysis (IDA) which is under contract with the Director of Defense Information to develop the model to support Business Case analyses.

- **Functional Programs.** The Group identified programs that were designed to enhance the current Contract Payment functional activities including: on-going programs, special programs, pilot programs and prototypes.

- **Automated Information Systems.** The major automated information systems that support Contract Payment were identified and described for each Component. This data, together with Step 2.3 (Information Systems), which DFAS is to complete by September 30, 1991, will be used to complete Steps 2.1.9.7 (Estimate of Costs and Other Resources) and 2.1.9.8 (Business Case).

- **Environmental Statements.** These describe the Contract Payment function in terms of its legislative and regulatory, operational, organizational, and technological environments. For each statement, the Group has provided a

high level assessment of changes needed to achieve its visions.

- **Issues, Problems, Deficiencies and Opportunities.** From the environmental assessments, the Group identified issues, problems, deficiencies and opportunities that must be addressed to achieve the Contract Payment visions of the future.

- **Current Initiatives.** The Group developed a list of broad-based Federal and private sector initiatives that will affect the Contract Payment function. An assessment was made of the impact of the initiatives on the future function. These were used later in developing Goals, Objectives and Strategies.

- **Assessment of Needed Changes (Environmental Changes).** After reviewing the functional programs, initiatives, issues, problems, deficiencies and opportunities related to the future Contract Payment function, the Group documented proposed changes to transition to the future environment. These became part of the Environmental Statements.

2.1.2/2.1.3/2.1.4 Goals, Objectives, and Strategies. Building upon work from previous steps, the Group then developed goals, objectives, critical success factors and strategies for Contract Payment. The Hierarchy Report summarizes these major elements along with their related visions.

- **Goals.** These are statements of conditions or environments that must be satisfied to achieve a vision. They represent the "what" that must be accomplished to attain these visions of Contract Payment and to establish critical success factors. The goals will be used in developing the objectives.

- **Critical Success Factors.** These are the key elements necessary to the successful accomplishment of the goals and are the standards that will be used to measure the achievement of those goals.

- **Objectives.** In this task, the Group documented objectives along with impediments and resolutions of these impediments. Objectives are distinct measures that must be satisfied to meet a goal. They prescribe "what, when, where, how much, to whom or by whom." The objectives are later used in developing the strategies for achieving the visions of the Contract Payment Future and in identifying critical milestones in the Functional Business Plan.

- **Strategies.** The emphasis in this task was "how" to achieve the vision, the path or selected direction. Alternative strategies also were developed by the Group.

2.1.5 Future Functional Concept. This step describes the concept for the Contract Payment function as it will exist in

the future. This is the beginning of the development of the future functional and information requirements. The vision elements and the mission and scope that previously were developed in Phase I provided the perspective of Contract Payment in the future. Using the information that was documented in previous steps, in addition to a revalidation process, the Group built a picture of its function in the future. They documented critical decisions that define many of the high level functional and information needs for the future.

Government and industry visits were made to determine the best practices that were being applied to the performance of Contract Payment in selected government activities and the private sector. The results of these visits were compared to the future functional concept.

A description of the organizational and operational environment as it will exist in the future was developed including how it will operate under the scenarios that were developed in Phase I. Major benefits and opportunities that will accrue to DoD as a consequence of implementing the future functional concept were identified as well as the major constraints or impediments to implementing this concept.

The future functional activities were revalidated and future information classes identified.

- **Revalidation of Functional Activities.** This task included determining the validity of the previously documented functional activities and refining their titles and definitions where it was found necessary.

- **Future Information Classes.** At a high level, this is the information required to execute and manage the activities within Contract Payment in the future.

2.1.6 Future Functional Model. In this step, the functional activities that were identified in Phase I (later revalidated as Performance Determination and Payment Determination) were decomposed to two additional levels of detail, i.e., functional process and subprocess levels. Functional decomposition diagrams were developed for each functional activity to show the relationship of each subprocess to its process and functional activity.

- **Functional Process.** This is a high level grouping of logically related actions (tasks, steps) that are taken to accomplish a portion of a functional activity.

- **Subprocesses.** These are a further decomposition of the functional processes described above.

As the Group analyzed each of the functional activities and identified the decisions and actions that lie within each activity, it identified the information needed to take the

action or make the decision and the information resulting from that action or decision. This information is found, along with the processes, subprocesses and business practices, in the Hierarchy Report for each functional activity.

- **Business Practices.** These are expressions of "how" to manage and execute an aspect of a functional process or subprocess.

Matrices were developed to depict the organizational roles and responsibilities by functional process, i.e., policy making, performance or execution, both policy and execution, support or no involvement.

External Interfaces initially were identified in Phase I as part of the mission and scope of the function, then revalidated as part of the Group's determination of the future functional concept. In this step, the Group reviewed and revalidated these interfaces to ensure their completeness and stability for use in later tasks. In Step 2.1.8 (Future Functional Requirements), the information flows that characterize these external relationships will be fully identified.

2.1.7 Future Functional Information Model. The information model developed in this step establishes the "common" language used in Contract Payment to describe the way business is conducted. It does this by defining the entities, their characteristics and the relationships between the entities.

Using the information classes developed in Step 2.1.5, the Group analyzed each class to develop narrative definitions, relationships, descriptions and appropriate graphical representations.

- **Entities.** These are persons, things or concepts about which information may be collected and utilized to manage and execute the function.

- **Relationships.** These are associations between two entities and are modeled as: "lines" between entities, verbs that describe these relationships and degrees or cardinality of these relationships (Business Rule Symbols).

Once the entities, their characteristics and relationships were described, the Group developed an entity-relationship diagram that graphically presents an overview of the information needs of Contract Payment.

- **Entity-Relationship Diagram (ERD).** This diagram provides a graphic depiction of the function's entities and their relationships. The relationship (line) between each entity (box) is read "clockwise", e.g., Refer to the ERD: "Contractual Agreement" controls "Credit Memo/Payment Request", and "Credit Memo/Payment Request" requires "Contractual Agreement." The verb is the descriptor of the relationship. Other

data modeling conventions, Business Rule Symbols (described below), record the business rule relationship. For example, "Contractual Agreement" controls <u>one</u> <u>or</u> <u>more</u> "Credit Memo/ Payment Request" and "Credit Memo/Payment Request" requires <u>one</u> <u>and</u> <u>only</u> <u>one</u> "Contractual Agreement."

NOTE: The following Business Rule Symbols are used to identify relationships:

Associated with one and only one	—||
Associated with zero or one	—O|
Associated with one or more	—|<
Associated with zero, one or more	—O<
Associated with more than one	—<

2.1.8 Future Functional Requirements. Portions of the future functional requirements were developed in the previous three steps. They include the Contract Payment mission and scope, future organizational and operational environments and high level information needs. In this step, the Group finished developing the mid-level functional requirements by mapping the functional subprocesses to the entities. These mid-level functional requirements will be used to support decisions about the strategy for providing information support for the function. They will be refined to greater levels of detail in the data model and process model that will be developed in Phase III.

- **Functional Flow Diagram.** This diagram is a graphical depiction of inflowing information, processing and outflowing information among the subprocesses within a given process of the Contract Payment function. The process is identified in the lower left corner of the diagram page. A description of the process, including information needed and information produced, can be found under the report heading, Revalidated Future Functional Processes, by referring to the identification code, e.g., "faaa" for the process Validate Memo/Request. Subprocesses are identified in the diagram as "rounded boxes", also with codes such as "faab". The subprocesses are described, following the processes. Inflowing and outflowing information is depicted by "arrowed" lines on the diagram. The rectangular boxes are either entities, other processes or external interfaces to or from which information flows.

- **Process to Entity Matrix.** The relationships between the functional processes/subprocesses and the entities were identified and mapped. This mapping process is referred to as a CRUD matrix. The matrix shows whether the process:

CREATES (C) information about the entity;

READS (R) (i.e., uses) information about the entity;

UPDATES (U) information about the entity;

DELETES (D) information about the entity; or

(BLANK) has no relationship to the entity.

For example, The process, Validate Memo/Request, **(R)** reads the entity, Contractual Agreement.

The Group then compared the functional entities and their relationships with the functional model. Differences were reconciled and documented.

2.2.1/2.2.2/2.2.3/2.2.4 Current Functional Baseline, Models, and Requirements. These steps establish the current baseline for Contract Payment as it is found in each DoD component today. They include how the function operates, the processes and subprocesses that make up the functional activities, the internal and external interfaces, the information classes and the information that flows through the Contract Payment function. Organizational structures, as they exist today to manage and execute the function, were identified and documented. Previously identified issues, problems, deficiencies and opportunities were revalidated. Differences among Components were documented.

- **Organizational Structure.** Both charts and lists were developed for organizational structures that currently manage the Contract Payment function in OSD, the Military Departments and the Defense Agencies. Matrices were developed to depict the organizational roles and responsibilities by functional process, i.e., policy making, performance or execution, both policy and execution, support or no involvement.

- **Customer.** This is one who systematically or frequently receives a product or service that is provided by Contract Payment. Customers may be individuals, organizations or other functions which Contract Payment is specifically intended to serve.

- **Products and Services.** These are the tangible and intangible results of the work accomplished or provided by the Contract Payment function and intended primarily for the benefit or welfare of its customers.

- **Internal Interfaces.** These are activities that were identified as part of the functional area. They either provide products or information to, or receive products or information from, the function.

- **External Interfaces.** These are organizations or functions that are not part of Contract Payment. The organizations or functions either provide products or information to, or receive products or information from, Contract Payment.

- **Revalidation of Functional Activities.** This task included determining the validity of the previously documented functional activities and refining their titles and definitions where it was found necessary. Functional decomposition diagrams were developed for each functional activity which show the relationship of each subprocess to process to functional activity.

- **Functional Process.** This is a high level grouping of logically related actions (tasks, steps) that are taken to accomplish a portion of a functional activity.

- **Subprocesses.** These are a further decomposition of the functional processes described above.

- **Business Practices.** These are expressions of "how" to manage and execute an aspect of a functional process or subprocess.

As the Group analyzed each of the functional activities and identified the decisions and actions that lie within each activity, it also identified the information needed to take the action or make the decision and the information resulting from the action or decision. This information is found, along with the processes, subprocesses and business practices, in the Hierarchy Report for each functional activity.

- **Information Classes.** At a high level, this is the information required to execute and manage the activities within Contract Payment.

- **Current Information Flows/Functional Flow Diagram.** This diagram is a graphical depiction of inflowing information, processing and outflowing information among the subprocesses within a given process of the Contract Payment function. The process is identified in the lower left corner of the diagram page. Description of the process, including information needed and information produced, can be found under the report heading, Hierarchy Report, (later in this tab) by referring to the identification code, e.g., "cdaa" for the process Validate Memo/Request. Subprocesses are identified in the diagram as "rounded boxes", also with codes such as "cdab". The subprocesses are described following the processes. Inflowing and outflowing information is depicted by "arrowed" lines on the diagram. The rectangular boxes are either entities, other processes or external interfaces to or from which information flows.

Using the information classes developed in Step 2.2.1.3, the Group analyzed each class to develop narrative

definitions, relationships, descriptions and appropriate graphical representations.

- **Entities.** These are persons, things or concepts about which information may be collected and utilized to manage and execute the function.

- **Relationships.** These are associations between two entities and are modeled as: "lines" between entities, verbs that describe these relationships and degrees or cardinality of these relationships (Business Rule Symbols).

Once the entities, their characteristics and relationships were described, the Group developed an Entity-Relationship Diagram (ERD) that graphically presents an overview of the information needs of Contract Payment.

- **Entity-Relationship Diagram (ERD).** As in Step 2.1.7 (with respect to the future), this diagram provides a graphic depiction of the function's current entities and their relationships. The relationship (line) between each entity (box) is read "clockwise", e.g., Refer to the ERD: "Contractual Agreement" controls "Credit Memo/Payment Request" and "Credit Memo/Payment Request" requires "Contractual Agreement." The verb is the descriptor of the relationship. Other data modeling conventions, Business Rule Symbols (described below), record the business rule relationship. For example, "Contractual Agreement" controls one or more "Credit Memo/Payment Request" and "Credit Memo/Payment Request" requires one and only one "Contractual Agreement."

- **Process to Entity Matrix.** As in Step 2.1.8 (with respect to the future), the relationships between the functional processes/subprocesses and the entities were identified and mapped using a CRUD matrix.

2.3.1 Information Systems Catalog. Information gathered for this step has been provided for evaluation and completion of the tasks by DFAS under its role as Executive Agent for Contract Payment. Documentation is contained in Appendix D.

2.1.9 Functional Business Plan. This is the final step in Phase II of the CIM process. As indicated in the diagram on page C-2, all work performed in the previous steps "ties together" in this step which is highlighted on the diagram by the bold lines. The broken lines indicate that completion of some of the tasks within those steps remain, therefore also the completion of the Final Business Plan. As noted in the product documentation of these steps, the unfinished steps have been tasked to DFAS for completion.

Using products from previous steps, the Group performed a number of analytical and assessment tasks in this step which is aimed at making the business case for the vision-driven functional requirements. A comparative functional analysis

between the future functional requirements and the composite functional requirements was performed. The result of this analysis was used in developing transition strategies for the function and assigning responsibilities for accomplishing the actions.

A list of Automated Information Systems supporting the Contract Payment function was developed. The list was based on documentation in Step 2.1.1.1 in addition to responses from DoD Components to a data call that addressed all financial systems. An initial assessment was made to determine the capabilities of existing information systems solutions. All available data was provided to DFAS for evaluation under its role as Executive Agency for Contract Payment.

A high level feasibility analysis for Future Functional Requirements was performed. This was approached in terms of applicability, technology, achievability, timeliness and acceptability.

At various points during the CIM process, the Group identified issues, problems, deficiencies and opportunities. These were updated after review and analysis of the previous work.

A key section in this step is the Benefits Identification and Quantification. The future functional concept represents a better, more efficient and more economical way of doing business within the Contract Payment function. The Group identified both the benefits that can be derived from doing business in the proposed functional concept and the constraints to implementing its visions. These will be quantified in a final version of this task and will be completed by DFAS along with the next two tasks: "Estimate of Costs and Other Resources" and the "Business Case." Development of cost elements and a data call worksheet, and the coordination of these efforts, are further defined in the CIM product.

The composite results of the Group's effort come together in the Action Plan. The Action Plan reflects the steps necessary to crosswalk from the Current Environment to the Future Functional Concept. It considers issues previously identified in the Goals, Objectives and Strategies; it reflects conclusions reached as a result of comparisons with industry and current operations; and it incorporates the concepts of the DMRDs referenced in Chapter II, Section B. The time line supports the downsizing of operations by FY 1996, but also allows extended time for completion of transition actions. A graphic depiction of the Action Plan is shown in the Pert and Gantt charts.

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Current Automated Information Systems
Current Function to Functional Activities
Decomposition Diagram
Current Organizational Structures
Current Organizational Decomposition Diagrams
Matrices:
Current Customers to Functional Activities
Current Products and Services to Functional Activities
Current Internal Interfaces to Functional Activities
Current External Interfaces to Functional Activities
Current Products and Services to Customers
Current Products and Services to Internal Interfaces
Current Products and Services to External Interfaces

2.1.1.2 Environmental Statements and Descriptions
(includes 2.1.1.4 - Environmental Changes Needed)
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Opportunities
Matrices:
Vision Elements to Issues-Problems-Deficiencies
Vision Elements to Opportunities

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Matrices:
Goals to Initiatives
Goals to Issues-Problems-Deficiencies
Goals to Opportunities

2.1.2.2 Critical Success Factors
Matrix: Critical Success Factors to Goals

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2.1.4.3 Strategy Statements
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Narrative Comparative Analysis of Future Concept and
Best Industry Practices and Trends
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Revalidated Vision Narrative
Revalidated Vision Elements
Revalidated Policies
Revalidated Guiding Principles
Revalidated Strategies
Updated Vision Elements-Goals-Objectives
Decomposition Diagrams

2.1.5.2 Future Organizational and Operational Environment
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Future Organization Decomposition Diagram

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Decomposition Diagrams

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Business Practices to Processes/Subprocesses

TAB

2.1.6.3 Matrices:
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2.1.6.4 Revalidated External Interfaces

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2.1.7.3 Entity Relationship Diagram

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Future Functional Processes to Entities (CRUD)
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2.1.8.3 Future Reconciliation Report
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Revalidated Future Functional Processes
Revalidated Future Functional Subprocesses
Revised Functional Activity to Processes
Decomposition Diagrams
Revised Functional Activity to Processes/
Subprocesses Decomposition Diagrams
Matrices:
Revised Future Functional Processes to Entities (CRUD)
Revised Future Functional Subprocesses to Entities (CRUD)
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2.2.1.1 Current Functional Baselines
Current Organizational Structures
Revalidated Current Customers
Revalidated Current Products and Services
Revalidated Current Internal Interfaces
Revalidated Current External Interfaces
Revalidated Current Functional Activities
Current Organization Decomposition Diagrams

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2.2.1.2 Hierarchy Reports
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Level of Responsibility

2.2.1.3 Current Information Classes
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2.2.1.4 Revalidated Issues, Problems, Deficiencies
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2.2.2.1 Current Functional Subprocesses
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Decomposition Diagrams

2.2.2.2 Current Business Practices
Matrices:
Current Business Practices to Processes
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2.2.2.3 Matrices:
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Matrices:
Updated External Interfaces to Functional Activities
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2.2.3.1 Current Entities and Characteristics
Matrix: Current Entities to Information Classes

2.2.3.2 Current Entity Relationships

2.2.3.3 Current Entity Relationship Diagram

2.2.4.1 Comparative Analysis of Components With Summary of
Changes Required
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Matrices:
Differences to Types of Differences
Differences to Components

2.2.4.2 Revalidated Current Functional Activity to
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2.1.9.4 Feasibility Analysis

2.1.9.5 Updated Issues-Problems-Deficiencies
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2.1.9.6 Benefits Identification and Quantification

2.1.9.7 Estimate of Costs and Other Resources

2.1.9.8 Business Case

2.1.9.9 Action Plan

CIM CONTRACT PAYMENT
FUTURE MISSION STATEMENT AND NARRATIVE SCOPE

Function: f CONTRACT PAYMENT

FUTURE CONTRACT PAYMENT MISSION STATEMENT (1.1.1.1): Verify that payment and associated performance terms and conditions of the contract or like-agreement have been met; ascertain the monetary entitlement due the payee; ensure that payments are scheduled and approved for timely release according to laws and regulations; and assure the integrity and availability of Contract Payment information for customers and other users.

FUTURE CONTRACT PAYMENT NARRATIVE SCOPE: (1.1.1.2) The Contract Payment function begins with a requirement for payment. It ends when all payment terms and conditions of the contract or like-agreement have been met and associated information has been provided. Exclusions are not limited to, but will include, all obligating, disbursing and regulatory financial reporting functions, which will be covered by other Financial Operations.

CIM CONTRACT PAYMENT
FUTURE CUSTOMERS

Customer: fc Acctg Ofc

fc ACCOUNTING OFFICES (1.1.1.2)--Organizations that control and maintain official accounting records.

Customer: fc Cntrctg Ofc

fc CONTRACTING OFFICES (1.1.1.2)--Organizations that support individuals with warrants and the authority to enter into (Procurement Contracting Officers), administer (Administrative Contracting Officers), and/or terminate (Termination Contracting Officers) contracts and make related determinations and findings.

Customer: fc Dsbrsg Ofc

fc DISBURSING OFFICES (1.1.1.2)--Organizations that are authorized to make outlays of public funds, receive collections and deposit receipts to Treasury accounts.

Customer: fc Ordr Acptg Ofc

fc ORDER ACCEPTING OFFICES (1.1.1.2)--Organizations that support individuals at the performing activity with the authority to sign like-agreements.

Customer: fc Ordrg Ofc

fc ORDERING OFFICES (1.1.1.2)--Organizations that support individuals likened to contracting officers performing similar functions in relation to like-agreements (to include reimbursable work for Non-Appropriated Funds Instrumentalities).

Customer: fc Vndr/Cntrctr/Spplr

fc VENDORS/CONTRACTORS/SUPPLIERS (1.1.1.2)--Individuals or government/non-government organizations that sell goods and/or services to an element within Department of Defense.

CIM CONTRACT PAYMENT
FUTURE PRODUCTS/SERVICES

ACCOMPLISHED BY CONTRACT PAYMENT

Product/Service: fda Adjstmt

fda ADJUSTMENTS (1.1.1.2)--Lowest level of detail that is necessary for recording accounts receivable or accounts payable information in the proper accounts.

Product/Service: fda Answr To Inqry

fda ANSWERS TO INQUIRIES (1.1.1.2)--Responses to requests for information concerning entitlements and related data.

Product/Service: fda Chrgbck Dtl

fda CHARGEBACK DETAILS (1.1.1.2)--The lowest level of information necessary to identify and report responsibility for interest charges incurred.

Product/Service: fda Chrgbck Ntfcn

fda CHARGEBACK NOTIFICATIONS (1.1.1.2)--Level of information necessary to advise an activity of its responsibility for interest charges incurred.

Product/Service: fda Crtfd Pymt

fda CERTIFIED PAYMENTS (1.1.1.2)--Entitlement authorizations that are forwarded to the Disbursing Office for payment.

Product/Service: fda Entlmt Info

fda ENTITLEMENT INFORMATION (1.1.1.2)--Scheduled or as required compilations of information.

Product/Service: fda Expndtr Authrty Ntfcn

fda EXPENDITURE AUTHORITY NOTIFICATIONS (1.1.1.2)--Advance information related to a pending payment that allows accounting to forecast outlay requirements and ensure timely availability of funds.

Product/Service: fda Fnl Pymt Ntfcn

fda FINAL PAYMENT NOTIFICATIONS (1.1.1.2)--Information provided that indicates final payments for contractual agreements have been made.

CIM CONTRACT PAYMENT
FUTURE PRODUCTS/SERVICES

Product/Service: fda Pymt Dscrpncy Ntfcn

fda PAYMENT DISCREPANCY NOTIFICATIONS (1.1.1.2)--Information necessary to advise the "seller" of amounts owed due to overpayment.

Product/Service: fda Resrvn Of ULO

fda RESERVATIONS OF ULO (1.1.1.2)--Entries made to the official accounting records, prior to actual disbursement, that identify and reserve monies that will be disbursed.

Product/Service: fda Retrnd Pymt Reqst

fda RETURNED REQUESTS (1.1.1.2)--Payment requests returned to the originator with notification of discrepancies.

PROVIDED TO CONTRACT PAYMENT

Product/Service: fdp Acctg Info

fdp ACCOUNTING INFORMATION (1.1.1.2)--Data, other than disbursement information, from the official accounting records (e.g., accounts payable and accounts receivable).

Product/Service: fdp Acptnc Info

fdp ACCEPTANCE INFORMATION (1.1.1.2)--A formal certification that the goods or services have been received and conform to the terms of the contract or like-agreement.

Product/Service: fdp Cmplnc Aprvl

fdp COMPLIANCE APPROVALS (1.1.1.2)--Authorizations received from responsible officials (e.g., transportation offices, contracting offices or accounting offices) that are necessary to validate entitlement to payment.

Product/Service: fdp Cntrctl Info

fdp CONTRACTUAL INFORMATION (1.1.1.2)--Data that influences and/or controls payment. It includes (but is not limited to) payment terms and conditions, obligation amount, accounting classification data, items, quantity ordered, unit price, discount terms, payee name and address, FOB and acceptance points.

CIM CONTRACT PAYMENT
FUTURE PRODUCTS/SERVICES

Product/Service: fdp Crdt Memo

fdp CREDIT MEMOS (1.1.1.2)--Notifications that constitute a refund to the Government of payment received by vendors/ contractors/suppliers.

Product/Service: fdp Dsbrsmt Info

fdp DISBURSEMENT INFORMATION (1.1.1.2)--Data provided to Performance Determination that identifies a specific payment (e.g., amounts paid, cancelled or voided; voucher number; check number; date of payment; disbursing station).

Product/Service: fdp Pymt Reqst

fdp PAYMENT REQUESTS (1.1.1.2)--Notifications that constitute a vendor's/contractor's/supplier's demand for payment.

CIM CONTRACT PAYMENT
FUTURE INTERNAL INTERFACES

Internal Interface: fi Prfrmnc Dtrmntn

fi PERFORMANCE DETERMINATION (1.1.1.2)--Provides validated entitlements to Payment Determination. Receives requests to resolve missing/erroneous data from and provides adjustment transactions to Payment Determination.

Internal Interface: fi Pymt Dtrmntn

fi PAYMENT DETERMINATION (1.1.1.2)--Receives validated entitlements from Performance Determination and refers conditions of missing/erroneous data to and receives adjustment transactions from Performance Determination.

CIM CONTRACT PAYMENT
FUTURE EXTERNAL INTERFACES

FUNCTIONAL EXTERNAL INTERFACES

External Interface: fxf Acctg Fnctn

fxf ACCOUNTING FUNCTION (1.1.1.2)--Provides contractual accounting information (e.g., accounts payable, accounts receivable) to both Contract Payment functional activities. Receives reservations of ULO from Payment Determination.

External Interface: fxf Acptg/Recvg Fnctn

fxf ACCEPTING/RECEIVING FUNCTION (1.1.1.2)--Provides information about the receipt and acceptance of goods and services to Performance Determination.

External Interface: fxf Aprvg Fnctn

fxf APPROVING FUNCTION (1.1.1.2)--Provides approval of compliance with specific conditions affecting entitlement for contractual payments to both Contract Payment functional activities.

External Interface: fxf Byg/Admnstrg Fnctn

fxf BUYING/ADMINISTERING FUNCTION (1.1.1.2)--Provides contractual information to both Contract Payment functional activities. Receives final payment notifications from Payment Determination.

External Interface: fxf Dsbrsg Fnctn

fxf DISBURSING FUNCTION (1.1.1.2)--Receives certified payments, adjustments and chargeback details from Payment Determination. Provides disbursement information regarding payments to Performance Determination.

External Interface: fxf Sellg Fnctn

fxf SELLING FUNCTION (1.1.1.2)--Provides credit memos and payment requests to Performance Determination. Receives payment request rejections from Performance Determination. Receives and responds to notifications of payment discrepancies from Performance Determination.

CIM CONTRACT PAYMENT
FUTURE EXTERNAL INTERFACES

INFORMATIONAL EXTERNAL INTERFACES

External Interface: fxi Bdgt Ofc

fxi BUDGET OFFICES (1.1.1.2)--Receive answers to inquiries and/or entitlement reports.

External Interface: fxi Lgl Ofc (SJA)

fxi LEGAL OFFICES (STAFF JUDGE ADVOCATES) (1.1.1.2)--Receive answers to inquiries and/or entitlement reports.

External Interface: fxi Liaison/Ovsgt Ofc

fxi LIAISON/OVERSIGHT OFFICES (1.1.1.2)--Receive answers to inquiries and/or entitlement reports.

External Interface: fxi Progrm Mgr

fxi PROGRAM MANAGERS (1.1.1.2)--Receive answers to inquiries and/or entitlement reports.

External Interface: fxi Prvt Intrst

fxi PRIVATE INTERESTS (1.1.1.2)--Receive answers to inquiries and/or entitlement reports.

CIM CONTRACT PAYMENT
FUTURE FUNCTIONAL ACTIVITIES

Functional Activity: fa Prfrmnc Dtrmntn

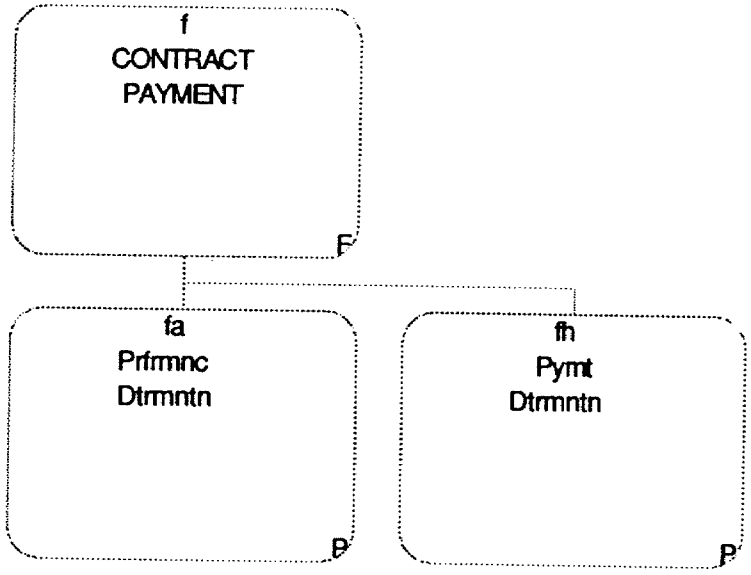
fa PERFORMANCE DETERMINATION (1.1.1.2)--Receives, validates and manages credit memos and requests for payment on contracts and like-agreements. Reviews information to assure that performance terms and conditions have been satisfied.

Functional Activity: fh Pymt Dtrmntn

fh PAYMENT DETERMINATION (1.1.1.2)--Computes and manages pending payments in accordance with law and regulatory guidance, determines prompt payment interest and/or penalties due, certifies for release and maintains accounts control for Contract Payment.

Future Function to Functional Activities (1.1.1.2)

June 6, 1991 11:57am



Future Customers to Functional Activities (1.1.1.2)

June 6, 1991 8:47am

	fnPymt Dtrmntn	faPrfrmnc Dtrmntn
fc Acctg Ofc	√	√
fc Cntrctg Ofc	√	√
fc Dsbrsg Ofc	√	√
fc Ordr Acptg Ofc	√	
fc Ordrg Ofc	√	√
fc Vndr/Cntrctr/Sppir	√	

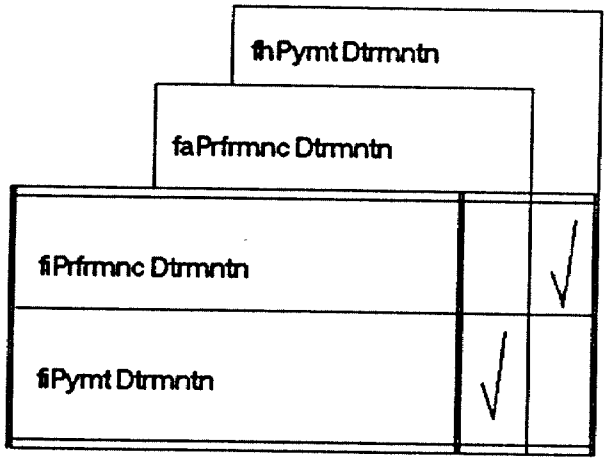
Future Products/Services to Functional Activities (1.1.1.2)

June 6, 1991 8:48am

	fhPymt Dtrmntn	faPrfrmnc Dtrmntn
fda Adjstmt		√
fda Answr To Inqry	√	√
fda Chrgbck Dtl		√
fda Chrgbck Ntfcn		√
fda Crtfd Pymt		√
fda Entlmt Info	√	√
fda Expndtr Authrty Ntfcn		√
fda Fnl Pymt Ntfcn		√
fda Pymt Dscrpncy Ntfcn	√	
fda Resrvn Of ULO		√
fda Retrnd Pymt Reqst	√	
fdp Acctg Info	√	√
fdp Acptnc Info	√	√
fdp Cmplnc Aprvl	√	√
fdp Cntrctl Info	√	√
fdp Crdt Memo	√	
fdp Dsbrsmt Info	√	√
fdp Pymt Reqst	√	

Future Internal Interfaces to Functional Activities (1.1.1.2)

June 6, 1991 8:49am



Future External Interfaces to Functional Activities (1.1.1.2)

June 6, 1991 8:50am

	fh Pymt Dtrmntn	
	fa Prfrmnc Dtrmntn	
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fxf Acptg/Recvg Fnctn	√	
fxf Aprvg Fnctn	√	√
fxf Byg/Admnstrg Fnctn	√	√
fxf Dsbrsg Fnctn	√	√
fxf Sellg Fnctn	√	
fxi Bdgt Ofc	√	√
fxi Lgl Ofc (SJA)	√	√
fxi Liaison/Ovsgt Ofc	√	√
fxi Progrm Mgr	√	√
fxi Prvt Intrst	√	√

Future Products/Services to Customers (1.1.1.2)

June 6, 1991 8:43am

	fc Acctg Ofc	fc Cntrctg Ofc	fc Dsbrsg Ofc	fc Ordr Acptg Ofc	fc Ordrg Ofc	fc Vndr/Cntrctr/Spplr
fda Adjstmt			√			
fda Answr To Inqry	√	√	√	√	√	√
fda Chrgbck Dtl	√		√			
fda Chrgbck Ntfcn	√	√	√	√	√	
fda Crtfd Pymt			√			
fda Entlmt Info	√	√	√	√	√	√
fda Expndtr Authrty Ntfcn	√					
fda Fnl Pymt Ntfcn		√				
fda Pymt Dscrpncy Ntfcn				√		
fda Resrvn Of ULO	√					
fda Retrnd Pymt Reqst		√		√	√	√
fdp Acctg Info	√					
fdp Acptnc Info		√			√	
fdp Cmplnc Aprvl	√	√			√	
fdp Cntrctl Info		√			√	
fdp Crdt Memo						√
fdp Dsbrsmt Info			√			
fdp Pymt Reqst		√		√	√	√

Future Products/Services to Internal Interfaces (1.1.1.2)

June 6, 1991 8:45am

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fda Answr To Inqry	√	√
fda Chrgbck Dtl		√
fda Chrgbck Ntfcn		√
fda Crtfd Pymt		√
fda Entlmt Info	√	√
fda Expndtr Authrty Ntfcn		√
fda Fnl Pymt Ntfcn		√
fda Pymt Dscrpncy Ntfcn	√	
fda Resrvn Of ULO	√	
fda Retrnd Pymt Reqst	√	
fdp Acctg Info	√	√
fdp Acptnc Info	√	
fdp Cmplnc Aprvl	√	√
fdp Cntrctl Info	√	√
fdp Crdt Memo	√	
fdp Dsbrsmt Info	√	√
fdp Pymt Reqst	√	

Future Products/Services to External Interfaces (1.1.1.2)

June 6, 1991 8:46am

	fxf Acctg Fnctn	fxf Acptg/Recvg Fnctn	fxf Aprvg Fnctn	fxf Byg/Admnstrg Fnctn	fxf Dsbrsg Fnctn	fxf Sellg Fnctn	fxi Bdgt Ofc	fxi Lgl Ofc (SJA)	fxi Liaison/Ovsgt Ofc	fxi Progrm Mgr	fxi Prvt Intrst
fda Adjstmt					√						
fda Answr To Inqry	√	√	√	√	√	√	√	√	√	√	√
fda Chrgbck Dtl	√				√						
fda Chrgbck Ntfcn	√	√	√	√	√						
fda Crtfd Pymt					√						
fda Entlmt Info	√	√	√	√	√	√	√	√	√	√	√
fda Expndtr Authrty Ntfcn	√										
fda Fnl Pymt Ntfcn				√							
fda Pymt Dscrpncy Ntfcn						√					
fda Resrvn Of ULO	√										
fda Retrnd Pymt Reqst				√		√					
fdp Acctg Info	√										
fdp Acptnc Info		√									
fdp Cmplnc Aprvl			√								
fdp Cntrctl Info				√							
fdp Crdt Memo						√					
fdp Dsbrsmt Info					√						
fdp Pymt Reqst			√			√					

CIM CONTRACT PAYMENT
POLICIES

Policy: p Info Mgt

p INFORMATION MANAGEMENT (1.1.2.1)--Contract Payment will eliminate duplication of information and provide free exchange with all authorized users.

Policy: p Inovtn

p INNOVATION (1.1.2.1)--The Contract Payment function will incorporate the best industry standards where practical and provide appropriate security for all levels of access.

Policy: p Stndrd Gdnc

p STANDARD GUIDANCE (1.1.2.1)--The Contract Payment function will use a single set of DoD regulations sufficient for execution at the lowest level without supplementation.

CIM CONTRACT PAYMENT
GUIDING PRINCIPLES

Guiding Principle: g Mxmz Autmtn

g MAXIMIZE AUTOMATION (1.1.2.2)--Contract Payment will maximize the use of state-of-the-art technologies to enhance productivity and minimize manual intervention and error.

Guiding Principle: g Mxmz Cstmr Stsfcn

g MAXIMIZE CUSTOMER SATISFACTION (1.1.2.2)--Contract Payment will promote goodwill via timely and accurate payments and responses.

Guiding Principle: g Pprlss Envrnmt

g PAPERLESS ENVIRONMENT (1.1.2.2)--Contract Payment will receive, acknowledge and provide information electronically, thereby minimizing the use of hard copy documents.

Guiding Principle: g Prmt Procs Imprvmt

g PROMOTE PROCESS IMPROVEMENT (1.1.2.2)--Contract Payment will provide an atmosphere for ongoing process improvement.

Guiding Principle: g Prmt Wrkplc Imprvmt

g PROMOTE WORKPLACE IMPROVEMENT (1.1.2.2)--Contract Payment will promote a healthy work environment conducive to efficiency and productivity.

Guiding Principle: g Provd Conts Trng

g PROVIDE CONTINUOUS TRAINING (1.1.2.2)--Contract Payment will provide current and continuous training to maintain a quality professional workforce.

CIM CONTRACT PAYMENT
TRENDS

Trend: tf Cnsldn

tf CONSOLIDATION (1.1.3.1)--A reduction in operating activities and headquarters will continue under the Defense Management Review and similar initiatives.

Trend: tf Crdt Card

tf CREDIT CARDS (1.1.3.1)--Credit cards will become a standard method for small purchases made by DoD.

Trend: tf Elctrnc Cmrc

tf ELECTRONIC COMMERCE (1.1.3.1)--The DoD increasingly will rely on electronic means to transmit and receive financial data.

Trend: tm Emphs On Qlty

tm EMPHASIS ON QUALITY (1.1.3.1)--The DoD will use all measures available to improve quality, e.g., TQM.

Trend: tm Stndrdzn

tm STANDARDIZATION (1.1.3.1)--The DoD will continue to standardize operations by efficient use of automation.

Trend: tp Chngg Threat

tp CHANGING THREAT (1.1.3.1)--The level of worldwide political unrest will affect the perception of threat to national security.

Trend: tp Cngrsnl Actn

tp CONGRESSIONAL ACTION (1.1.3.1)--Congressional action will continue to influence the Contract Payment function.

Trend: tp DoD Restrctrg

tp DEPARTMENT OF DEFENSE (DoD) RESTRUCTURING (1.1.3.1)--The DoD will continue to restructure its organizations to achieve efficiencies.

CIM CONTRACT PAYMENT
TRENDS

Trend: tp Interntnl Cmpetn

tp INTERNATIONAL COMPETITION (1.1.3.1)--Competition in the international marketplace will continue to increase.

Trend: tp Pblc Awrns

tp PUBLIC AWARENESS (1.1.3.1)--The public will continue to focus on DoD's activities.

Trend: ts Chngg Wrk Frc Dmgrpc

ts CHANGING WORKFORCE DEMOGRAPHICS (1.1.3.1)--Changing workforce demographics will challenge DoD management.

Trend: ts Envrnmtl Cncrn

ts ENVIRONMENTAL CONCERNS (1.1.3.1)--Environmental concerns will require greater allocation of DoD's resources.

Trend: tt More Autmtd Procs

tt MORE AUTOMATED PROCESSES (1.1.3.1)--DoD's use of automated processes will escalate.

CIM CONTRACT PAYMENT
IMPACTS

Impact: i Cause Fluctg Invntry

i CAUSES FLUCTUATING INVENTORIES (1.1.3.1)--

Impact: i Cause Frc Strctr/Bdgt Chng

i CAUSES FORCE STRUCTURE AND BUDGET CHANGES (1.1.3.1)--

Impact: i Chng Law

i CHANGES LAWS (e.g., Financing Methods) (1.1.3.1)--

Impact: i Chng Mndset/Mthd

i CHANGES MIND-SETS AND METHODS (1.1.3.1)--

Impact: i Chng Mtvtnl Mthd

i CHANGES MOTIVATIONAL METHODS (1.1.3.1)--

Impact: i Chng Prsnl Prctc

i CHANGES PERSONNEL PRACTICES (1.1.3.1)--

Impact: i Creates New Pymt Prctc

i CREATES NEW PAYMENT PRACTICES (1.1.3.1)--

Impact: i Drct Fund Twd Envrnmtl Cncrn

i DIRECTS FUNDS TOWARD ENVIRONMENTAL CONCERNS (1.1.3.1)--

Impact: i Elmnt Imprest Fund

i ELIMINATES IMPREST FUNDS (1.1.3.1)--

Impact: i Emphsz Crctn Of Wrkplc Hzrd

i EMPHASIZES CORRECTION OF WORKPLACE HAZARDS (1.1.3.1)--

Impact: i Encrg A High Lvl Of Efrt

i ENCOURAGES A HIGH LEVEL OF EFFORT (1.1.3.1)--

Impact: i Fcltat Emplyee Mblty

i FACILITATES EMPLOYEE MOBILITY (1.1.3.1)--

CIM CONTRACT PAYMENT
IMPACTS

Impact: i Fcltat Sngl Src Data

i FACILITATES SINGLE SOURCE DATA (1.1.3.1)--

Impact: i Fcltat Stndrdzn

i FACILITATES STANDARDIZATION (1.1.3.1)--

Impact: i Gen New Trng Reqrmt

i GENERATES NEW TRAINING REQUIREMENTS (1.1.3.1)--

Impact: i Gnrt Adtnl Info Reqrmt

i GENERATES ADDITIONAL INFORMATION REQUIREMENTS (1.1.3.1)--

Impact: i Imprv Cmuncn

i IMPROVES COMMUNICATIONS (1.1.3.1)--

Impact: i Imprv Efcncy/Acrcy

i IMPROVES EFFICIENCY AND ACCURACY (1.1.3.1)--

Impact: i Incrs Acctblty

i INCREASES ACCOUNTABILITY (1.1.3.1)--

Impact: i Incrs Bsns Cmplxty

i INCREASES BUSINESS COMPLEXITY (1.1.3.1)--

Impact: i Incrs Cmplxty Of Cntrct

i INCREASES COMPLEXITY OF CONTRACTS (1.1.3.1)--

Impact: i Incrs Cmptr Acptnc

i INCREASES COMPUTER ACCEPTANCE (1.1.3.1)--

Impact: i Incrs Cntrctg Out

i INCREASES CONTRACTING OUT (1.1.3.1)--

CIM CONTRACT PAYMENT
IMPACTS

Impact: i Incrs Efcncy

i INCREASES EFFICIENCY (1.1.3.1)--

Impact: i Incrs Frgn Crncy Pymt

i INCREASES FOREIGN CURRENCY PAYMENTS (1.1.3.1)--

Impact: i Incrs Ptntl For Bttr Info

i INCREASES POTENTIAL FOR BETTER INFORMATION (1.1.3.1)--

Impact: i Incrs Skl Thru Trng

i INCREASES SKILLS THROUGH TRAINING (1.1.3.1)--

Impact: i Instl Oprtnl Rgr And Dscpln

i INSTILLS OPERATIONAL RIGOR AND DISCIPLINE (1.1.3.1)--

Impact: i Lead To New Trng Reqrmt

i LEADS TO NEW TRAINING REQUIREMENTS (1.1.3.1)--(e.g., ESL)

Impact: i Prodc Wrkld Fluctn

i PRODUCES WORKLOAD FLUCTUATIONS (1.1.3.1)--

- Fluctuating Contract Payments
- Fluctuating Contract Volume
- Fluctuating Defense Employment
- Fluctuating Foreign Currency Contracts

Impact: i Provd Oprtnty For Saving

i PROVIDES OPPORTUNITY FOR SAVINGS(1.1.3.1)--

Impact: i Redc Dsbrsmt Vol

i REDUCES DISBURSEMENT VOLUME (1.1.3.1)--

Impact: i Redc Intrst Pymt/Lost Dscnt

i REDUCES INTEREST PAYMENTS AND LOST DISCOUNTS (1.1.3.1)--

CIM CONTRACT PAYMENT IMPACTS

Impact: i Redc Ppr/Assocd Stfg Reqrmt

i REDUCES PAPER AND ASSOCIATED STAFFING REQUIREMENTS (1.1.3.1)--

Impact: i Redc Prchlsm

i REDUCES PAROCHIALISM (1.1.3.1)--

Impact: i Redc Prsnl

i REDUCES PERSONNEL (1.1.3.1)--

Impact: i Redc Prsnl Cost

i REDUCES PERSONNEL COSTS (1.1.3.1)--

Impact: i Rslt In Cngrsnl Attn

i RESULTS IN CONGRESSIONAL ATTENTION (1.1.3.1)--

Impact: i Rslt In Inovtv Cntrctg/Fnncg

i RESULTS IN INNOVATIVE CONTRACTING AND FINANCING (1.1.3.1)--

Impact: i Rslt In More Expdnt Pymt

i RESULTS IN MORE EXPEDIENT PAYMENTS (1.1.3.1)--

Impact: i Rslt In More Tmly/Acrt Info

i RESULTS IN MORE TIMELY AND ACCURATE INFORMATION (1.1.3.1)--

Impact: i Rslt In Stndrdzn/Strmlng

i RESULTS IN STANDARDIZATION/STREAMLINING (1.1.3.1)--

Impact: i Strmln Prchsg

i STREAMLINES PURCHASING (1.1.3.1)--

CIM CONTRACT PAYMENT
TRENDS AND IMPACTS

FUNCTIONAL TRENDS AND IMPACTS

TREND: Consolidation

- Facilitates Standardization
- Provides Opportunity For Savings
- Reduces Personnel Costs

TREND: Credit Card

- Eliminates Imprest Funds
- Streamlines Purchasing
- Reduces Disbursement Volume

TREND: Electronic Commerce

- Reduces Interest Payments And Lost Discounts
- Results In More Timely And Accurate Information
- Reduces Paper And Associated Staffing Requirements
- Increases Efficiency

MANAGEMENT PHILOSOPHY TRENDS AND IMPACTS

TREND: Emphasis on Quality

- Improves Efficiency And Accuracy
- Changes Mind-sets And Methods
- Increases Skills Through Training
- Encourages A High Level Of Effort

TREND: Standardization

- Reduces Parochialism
- Reduces Personnel
- Facilitates Employee Mobility
- Increases Efficiency
- Improves Communications
- Instills Operational Rigor And Discipline

CIM CONTRACT PAYMENT
TRENDS AND IMPACTS

POLITICAL TRENDS AND IMPACTS

TREND: Changing Threat

- o Causes Force Structure And Budget Changes
- o Produces Workload Fluctuations
  - Fluctuating Defense Employment
  - Fluctuating Contract Volume
  - Fluctuating Contract Payments
  - Fluctuating Foreign Currency Contracts

TREND: Congressional Action

- o Results In More Expedient Payments
- o Changes Laws (e.g., Financing Methods)
- o Increases Accountability
- o Generates Additional Information Requirements

TREND: DoD Restructuring

- o Results In Innovative Contracting And Financing
- o Increases Contracting Out
- o Causes Fluctuating Inventories
- o Results in Standardization/Streamlining

TREND: International Competition

- o Increases Foreign Currency Payments
- o Increases Business Complexity
- o Creates New Payment Practices

TREND: Public Awareness

- o Results In Congressional Attention

SOCIAL TRENDS AND IMPACTS

TREND: Changing Workforce Demographics

- o Changes Motivational Methods
- o Leads To New Training Requirements
- o Changes Personnel Practices

CIM CONTRACT PAYMENT
TRENDS AND IMPACTS

TREND: Environmental Concerns

- o Increases Complexity Of Contracts
- o Emphasizes Correction Of Workplace Hazards
- o Directs Funds Toward Environmental Concerns

TECHNOLOGY TRENDS AND IMPACTS

TREND: More Automated Processes

- o Reduces Personnel Costs
- o Generates New Training Requirements
- o Increases Computer Acceptance
- o Facilitates Single Source Data
- o Increases Potential For Better Information

Impacts to Trends (1.1.3.1)

June 6, 1991 8:59am

	tf Cnsldn	tf Crdt Card	tf Elctrnc Cmrc	tm Emphs On Qlty	tm Stndrdzn	tp Chngg Threat	tp Cngrsnl Actn	tp DoD Restrctrg	tp Intemtnl Cmpetn	tp Pblc Awrns	ts Chngg Wrk Frc Dmgrpc	ts Envrnmtl Cncrn	tt More Autmtd Procs
i Cause Fluctg Invntry								√					
i Cause Frc Strctr/Bdgt Chng						√							
i Chng Law							√						
i Chng Mndset/Mthd				√									
i Chng Mtvtnl Mthd											√		
i Chng Prsnl Prctc											√		
i Creates New Pymt Prctc									√				
i Drct Fund Twd Envrnmtl Cncrn												√	
i Elmnt Imprest Fund		√											
i Emphsz Crctn Of Wrkplc Hzrd												√	
i Encrg A High Lvl Of Efrt				√									
i Fcltat Emplyee Mblty					√								
i Fcltat Sngl Src Data													√
i Fcltat Stndrdzn	√												
i Gen New Trng Reqrmt													√
i Gnrt Adtnl Info Reqrmt							√						
i Imprv Cmuncn					√								
i Imprv Efcncy/Acrcy				√									
i Incrs Acctblty							√						
i Incrs Bsns Cmplxty									√				
i Incrs Cmplxty Of Cntrct												√	
i Incrs Cmptr Acptnc													√
i Incrs Cntrctg Out								√					
i Incrs Efcncy			√		√								
i Incrs Frgn Crncy Pymt									√				
i Incrs Ptntl For Bttr Info													√
i Incrs Skl Thru Trng				√									
i Instl Oprtnl Rgr And Dscpln					√								
i Lead To New Trng Reqrmt											√		
i Prodc Wrkld Fluctn						√							
i Provd Oprtnty For Saving	√												
i Redc Dsbrsmt Vol		√											
i Redc Intrst Pymt/Lost Dscnt			√										
i Redc Ppr/Assocd Stfg Reqrmt			√										
i Redc Prchlsm					√								
i Redc Prsnl					√								
i Redc Prsnl Cost	√												√
i Rslt In Cngrsnl Attn										√			
i Rslt In Inovtv Cntrctg/Fnncg								√					
i Rslt In More Expdnt Pymt							√						
i Rslt In More Tmly/Acrt Info			√										
i Rslt In Stndrdzn/Strmlng								√					
i Strmln Prchsg		√											

CIM CONTRACT PAYMENT
VISION ELEMENTS

OPERATIONAL

Vision Element: vn Cstmr Svc

vn CUSTOMER SERVICE (1.1.3.2)--The Contract Payment function is responsive to its customers.

Narrative: Currently, quality service (or "goodwill" in the private sector) typically is not considered a principal product. One reason for this is that "quality of service" is difficult to quantify and, therefore, is seen as an intangible. It frequently is difficult to determine whether an intangible goal has been reached; thus, quality service usually is defined as a lack of negative input (e.g., less than "x" number of vendor complaints).

Contract Payment personnel cannot respond in a timely and accurate manner because of a lack of tools/resources, information and training. Additionally, classification standards published by the Office of Personnel Management (OPM) do not address adequately the complexity, scope and responsibility levels of duties in the functional areas. Even these standards are not applied uniformly throughout DoD. These problems are compounded by labor-intensive procedures, multiple interpretations of various regulatory guidance and incompatible systems. The result is lost discounts, poor cash management, high interest penalties, backlogs of unprocessed requests for payment, high levels of overtime and dissatisfied customers. By improving productivity and efficiency in the process, fewer customer inquiries will occur.

Customers prefer talking to a competent individual who can understand and answer questions without referral to another person or office. Due to systems sophistication and changing workforce demographics, this type of service will be more difficult to provide in the future. Contract Payment personnel will need to be highly trained to answer the vast majority of questions. The workforce will need to be literate and very proficient in the English language since the current trend points to a future workforce whose first language is not English.

CIM CONTRACT PAYMENT
VISION ELEMENTS

Vision Element: vn Flxblty

vn FLEXIBILITY (1.1.3.2)--The Contract Payment process is responsive to changing conditions.

Narrative: Currently, multiple stand-alone processes across DoD cannot respond rapidly to changing conditions (e.g., mobilization, demobilization, technology advances and changing regulatory and legislative requirements). Two specific examples of this problem follow. First, when amendments to the Prompt Payment Act were enacted, the guidance could not be provided until well after enactment. This resulted in delays in compliance and diversion of valuable resources to record and then reprocess entitlement determinations for payments affected by the new law. Second, contingency operations resulting from Hurricane Hugo and Operation Desert Shield required modification of some normal process requirements in order to accomplish the Contract Payment mission (e.g., on-the-scene cash payments based on oral "good faith" commitments).

Vision Element: vn Unfrmty

vn UNIFORMITY (1.1.3.2)--The Contract Payment process is the same for all DoD Components and has standard policies and procedures.

Narrative: Currently, many DoD Components have unique regulations to interpret DoD or central agency guidance. This leads to poor communication, incomplete data in the payment system and increased interest penalties. Because of differing interpretations of the regulations, changes to the process are not uniformly applied. In the future, a single set of DoD regulations for Contract Payment will be used exclusively, without supplementation, and will be uniformly applied.

TECHNOLOGY

Vision Element: vt Data Crdblty

vt DATA CREDIBILITY (1.1.3.2)--Contract Payment uses information only from the official source which provides maximum confidence in its completeness and accuracy.

CIM CONTRACT PAYMENT
VISION ELEMENTS

Narrative: Currently, information received by Contract Payment often is redundant, inaccurate, incomplete or untimely. This causes delayed, duplicate, untimely or inaccurate payments, interest penalties and labor-intensive research and reconciliations.

In addition, the proliferation of paper for the passing and processing of required information is labor-intensive, increases significantly the opportunity for errors and creates delays in the entire process when Contract Payment must convert the information to a suitable format. Use of paper files also means that information is not readily available for audit and inquiry.

In the future, all data used in the Contract Payment function will be reliable and readily available.

POLICY

Vision Element: vy Acctblty

vy ACCOUNTABILITY (1.1.3.2)--Contract Payment functional activities are accountable only for the quality and regulatory compliance of the data they generate.

Narrative: Currently, the burden of correcting data most often is left to the user of the information (i.e., Contract Payment) rather than the originator (e.g., receiving activity). Inadequate standardization and automation preclude clear audit trails. In addition to loss of credibility, these conditions make an acceptable chargeback policy difficult to implement. Thus, many originators have little incentive to improve the accuracy or timeliness of their data.

One method of increasing efficiency is through implementation of an effective interest chargeback procedure. If a responsible activity loses operating funds due to interest paid as a result of its error or untimeliness, the managers of that activity will have an incentive to reduce those conditions. In turn, such action will facilitate payment and reduce Contract Payment inquiries.

Vision Element: vy Cmplnc

vy COMPLIANCE (1.1.3.2)--The Contract Payment process embodies all statutory, regulatory and audit requirements.

CIM CONTRACT PAYMENT
VISION ELEMENTS

Narrative: Currently, some DoD Component systems (to include manual processes) do not comply with Government-wide standards (e.g., GAO Title II, Core Financial System Requirements and use of the Government-wide Standard General Ledger). This results in reduced information credibility, duplicate entries, untimely reporting and inability to produce auditable financial statements.

CIM CONTRACT PAYMENT
PHASE I SCENARIOS

SCENARIO (1.1.3.2)--The following scenarios depict the effects on the Contract Payment function of specific changes from the Military status quo:

Mobilization: An increased threat will result in the increase of major procurement contracts and associated payments. An increase in the number of DoD personnel also may facilitate a decrease in the number of service-type contracts and associated payments. Reassessment of business, organization and policy structures will result in larger staffs operating at more sites and a change in workload mix. Management will need to accommodate initial training requirements and quality of life concerns.

Demobilization: Demobilization could reduce dramatically the number of uniformed personnel with a concomitant loss of morale, productivity and efficiency due to terminations, reassignments and a mismatch of skills. A decline in the number of DoD personnel will necessitate an increase in service-type contracts and associated payments unless base structure is reduced in consonance with force reductions. A reduced threat also will result in the reduction of major procurement contracts and associated payments. Increased peacetime congressional and audit oversight will require increased reporting requirements. Reassessment of business, organization and policy structures will result in smaller staffs operating at fewer sites and a change in workload mix. Management will need to accommodate cross-training requirements and quality of life concerns.

Trends to Vision Elements (1.1.3.2)

June 6, 1991 9:06am

	vn Cstmr Svc	vn Fbdblty	vn Unfrmty	vt Data Crdblty	vy Acctblty	vy Cmplnc
tf Cnsldn			√			
tf Crdt Card		√				
tf Elctrnc Cmrc				√		
tm Emphs On Qlty	√		√	√	√	√
tm Stndrdzn			√	√		
tp Chngg Threat		√				
tp Cngrsnl Actn	√	√			√	√
tp DoD Restrctrg		√	√			
tp Interntnl Cmpetn		√				
tp Pblc Awrns	√					√
ts Chngg Wrk Frc Dmgrpc		√				
ts Envrnmntl Cncrn		√				
tt More Autmtd Procs	√		√	√	√	√

Vision Elements to Future Functional Activities (1.1.3.2)

June 6, 1991 9:00am

	fh Pymt Dtrmntn	fa Prfrmnc Dtrmntn
vn Cstmr Svc	√	√
vn Fbxblty	√	√
vn Unfrmty	√	√
vt Data Crdblty	√	√
vy Acctblty	√	√
vy Cmplnc	√	√

Vision Elements to Policies (1.1.3.2)

June 6, 1991 9:05am

	p Info Mgt	p Inovtn	p Stndrd Gdnc
vn Cstmr Svc	√		√
vn Fbdblty		√	
vn Unfrmty	√	√	
vt Data Crdblty	√	√	
vy Acctblty	√		
vy Cmplnc		√	√

Vision Elements to Guiding Principles (1.1.3.2)

June 6, 1991 9:01am

	gProvd Conts Trng	gPrmt Wrkplc Imprvmt	gPrmt Procs Imprvmt	gPpriss Envrnmt	gMxmz Cstmr Stsfcn	gMxmz Autmtn
vn Cstmr Svc		√		√		√
vn Flxblty	√		√			
vn Unfrmty	√	√	√			
vt Data Crdblty	√		√			
vy Acctblty	√		√	√		
vy Cmplnc	√	√		√	√	√

CIM CONTRACT PAYMENT
VISION NARRATIVE

VISION NARRATIVE (1.1.3.3)--The Contract Payment function operates using standardized policy that is uniformly applied by all DoD Components. It complies with all statutory and regulatory requirements and is responsive to changing conditions. It uses and provides only credible information that is established and maintained by its accountable steward. It is responsive to its customers through a highly skilled workforce.

CIM CONTRACT PAYMENT
CURRENT CUSTOMERS

Customer: cc Acctg Ofc

cc ACCOUNTING OFFICES (2.1.1.1)--Organizations that control and maintain official accounting records.

Customer: cc Cntrctg Ofc

cc CONTRACTING OFFICES (2.1.1.1)--Organizations that support individuals with warrants and the authority to enter into (Procurement Contracting Officers), administer (Administrative Contracting Officers), and/or terminate (Termination Contracting Officers) contracts and make related determinations and findings.

Customer: cc Dsbrsg Ofc

cc DISBURSING OFFICES (2.1.1.1)--Organizations that are authorized to make outlays of public funds, receive collections and deposit receipts to Treasury accounts.

Customer: cc Ordr Acptg Ofc

cc ORDER ACCEPTING OFFICES (2.1.1.1)--Organizations that support individuals at the performing activity with the authority to sign like-agreements.

Customer: cc Ordrg Ofc

cc ORDERING OFFICES (2.1.1.1)--Organizations that support individuals likened to contracting officers performing similar functions in relation to like-agreements (to include reimbursable work for Non-Appropriated Funds Instrumentalities).

Customer: cc Vndr/Cntrct/Spplr

cc VENDORS/CONTRACTORS/SUPPLIERS (2.1.1.1)--Individuals or government/non-government organizations that sell goods and/or services to an element within Department of Defense.

CIM CONTRACT PAYMENT
CURRENT PRODUCTS/SERVICES

ACCOMPLISHED BY CONTRACT PAYMENT

Product/Service: cda Acptd Bill

cda ACCEPTED BILL (2.1.1.1)--The information necessary for the Accounting function to liquidate the obligation against a reimbursable order.

Product/Service: cda Adjstmt

cda ADJUSTMENTS (2.1.1.1)--The lowest level of detail that is necessary for recording accounts receivable or accounts payable information in the proper accounts.

Product/Service: cda Answr To Inqry

cda ANSWERS TO INQUIRIES (2.1.1.1)--Responses to requests for information concerning entitlements and related data.

Product/Service: cda Crtfd Pymt

cda CERTIFIED PAYMENTS (2.1.1.1)--Entitlement authorizations (including Prompt Payment Act interest details) that are forwarded to the Disbursing Office for payment.

Product/Service: cda Entlmt Info

cda ENTITLEMENT INFORMATION (2.1.1.1)--Scheduled or as required compilations of information (e.g., supporting documentation, billings, reports, vouchers).

Product/Service: cda Fnl Pymt Ntfcn

cda FINAL PAYMENT NOTIFICATIONS (2.1.1.1)--Information provided that indicates final payments for contractual agreements have been made.

Product/Service: cda Pymt Dscrpncy Ntfcn

cda PAYMENT DISCREPANCY NOTIFICATIONS (2.1.1.1)--Information necessary to advise the "seller" of amounts owed due to overpayment.

CIM CONTRACT PAYMENT
CURRENT PRODUCTS/SERVICES

Product/Service: cda Retrnd Reqst

cda RETURNED REQUESTS (2.1.1.1)--Payment requests returned to the originator with notification of discrepancies.

PROVIDED TO CONTRACT PAYMENT

Product/Service: cdp Acctg Info

cdp ACCOUNTING INFORMATION (2.1.1.1)--Data, other than disbursement information, from the official accounting records (e.g., accounts payable and accounts receivable).

Product/Service: cdp Acptnc Info

cdp ACCEPTANCE INFORMATION (2.1.1.1)--A formal certification that the goods or services have been received and conform to the terms of the contract or like-agreement.

Product/Service: cdp Cmplnc Aprvl

cdp COMPLIANCE APPROVALS (2.1.1.1)--Authorizations received from responsible officials (e.g., transportation offices or contracting offices) that are necessary to validate entitlement to payment.

Product/Service: cdp Cntrctl Info

cdp CONTRACTUAL INFORMATION (2.1.1.1)--Data that influences and/or controls payment. It includes (but is not limited to) payment terms and conditions, obligation amount, accounting classification data, items, quantity ordered, unit price, discount terms, payee name and address, FOB and acceptance points.

Product/Service: cdp Crdt Memo

cdp CREDIT MEMOS (2.1.1.1)--Notifications that constitute a refund to the Government of payment received by vendors/contractors/suppliers.

CIM CONTRACT PAYMENT
CURRENT PRODUCTS/SERVICES

Product/Service: cdp Dsbrsmt Info

cdp DISBURSEMENT INFORMATION (2.1.1.1)--Data provided to Performance Determination that identifies a specific payment (e.g., amounts paid, cancelled or voided; voucher number; check number; date of payment; disbursing station).

Product/Service: cdp Expndtr Authrty

cdp EXPENDITURE AUTHORITY (2.1.1.1)--The approval to make disbursements against funds on deposit with the U.S. Treasury for Foreign Military Sales (FMS).

Product/Service: cdp Pd Bill

cdp PAID BILLS (2.1.1.1)--Notifications of self-reimbursable charges.

Product/Service: cdp Pymt Reqst

cdp PAYMENT REQUESTS (2.1.1.1)--Notifications that constitute a vendor's/contractor's/supplier's demand for payment.

Product/Service: cdp Undstrbtd Clctn

cdp UNDISTRIBUTED COLLECTIONS (2.1.1.1)--Monies received by the Disbursing Office from vendors/contractors/suppliers that are deposited in a suspense account, pending determination of the accounts to which the monies are to be applied.

CIM CONTRACT PAYMENT
CURRENT INTERNAL INTERFACES

Internal Interface: ci Prfrmnc Dtrmntn

ci PERFORMANCE DETERMINATION (2.1.1.1)--Provides validated entitlements to Payment Determination.

Internal Interface: ci Pymt Dtrmntn

ci PAYMENT DETERMINATION (2.1.1.1)--Receives validated entitlements from Performance Determination.

CIM CONTRACT PAYMENT
CURRENT EXTERNAL INTERFACES

FUNCTIONAL EXTERNAL INTERFACES

External Interface: cxf Acctg Fnctn

cxf ACCOUNTING FUNCTION (2.1.1.1)--Provides contractual accounting information to Charge Determination (reimbursable orders) and to Performance Determination and Payment Determination (e.g., accounts payable, accounts receivable). Receives accepted bills from Charge Determination.

External Interface: cxf Acptg/Recvg Fnctn

cxf ACCEPTING/RECEIVING FUNCTION (2.1.1.1)--Provides information about the receipt and acceptance of goods and services to Performance Determination. Receives requests for missing/corrected information from Performance Determination.

External Interface: cxf Aprvg Fnctn

cxf APPROVING FUNCTION (2.1.1.1)--Provides approval of compliance with specific conditions affecting entitlement for contractual payments to Performance Determination and Payment Determination. Receives requests for missing/corrected information from Performance Determination.

External Interface: cxf Byg/Admnstrg Fnctn

cxf BUYING/ADMINISTERING FUNCTION (2.1.1.1)--Provides contractual information to all three Contract Payment functional activities. Receives final payment notifications from Payment Determination. Receives requests for missing/corrected information from Charge Determination and Performance Determination.

External Interface: cxf Dsbrsg Fnctn

cxf DISBURSING FUNCTION (2.1.1.1)--Receives certified payments, adjustments and chargeback details from Payment Determination. Provides disbursement information regarding payments to Performance Determination.

CIM CONTRACT PAYMENT
CURRENT EXTERNAL INTERFACES

External Interface: cxf Sellg Fnctn

cxf SELLING FUNCTION (2.1.1.1)--Provides paid bills and credits to Charge Determination or credit memos and payment requests to Performance Determination. Receives payment request rejections from Performance Determination. Receives adjustment requests for reimbursable charges from Charge Determination.

INFORMATIONAL EXTERNAL INTERFACES

External Interface: cxi Bdgt Ofc

cxi BUDGET OFFICES (2.1.1.1)--Receive answers to inquiries and/or entitlement reports.

External Interface: cxi Lgl Ofc (SJA)

cxi LEGAL OFFICES (STAFF JUDGE ADVOCATES) (2.1.1.1)--Receive answers to inquiries and/or entitlement reports.

External Interface: cxi Liaison/Ovsgt Ofc

cxi LIAISON/OVERSIGHT OFFICES (2.1.1.1)--Receive answers to inquiries and/or entitlement reports.

External Interface: cxi Progrm Mgr

cxi PROGRAM MANAGERS (2.1.1.1)--Receive answers to inquiries and/or entitlement reports.

External Interface: cxi Prvt Intrst

cxi PRIVATE INTERESTS (2.1.1.1)--Receive answers to inquiries and/or entitlement reports.

CIM CONTRACT PAYMENT
CURRENT FUNCTIONAL ACTIVITIES

Functional Activity: ca Chrg Dtrmntn

ca CHARGE DETERMINATION (2.1.1.1)--Matches self-reimbursable charges or credits received to the unliquidated obligations in the official accounting records and, if there is a match, records them as disbursements or credits. Unmatched items are researched to determine ownership and/or locate the obligations. Disputed charges are resolved between the buyer and seller or absorbed as required by regulatory guidance.

Functional Activity: cd Prfrmnc Dtrmntn

cd PERFORMANCE DETERMINATION (2.1.1.1)--Receives, validates and manages credit memos and requests for payment on contracts and like-agreements. Reviews information to assure that performance terms and conditions have been satisfied.

Functional Activity: ch Pymt Dtrmntn

ch PAYMENT DETERMINATION (2.1.1.1)--Computes and manages pending payments in accordance with law and regulatory guidance, determines prompt payment interest and/or penalties due, certifies for release and maintains accounts control for Contract Payment.

CIM CONTRACT PAYMENT
CURRENT POLICIES/REGULATIONS/STATUTES

Policy/Regulation/Statute: cp Air Frc Reg Fnncl Mgt

cp AIR FORCE REGULATION FINANCIAL MANAGEMENT (2.1.1.1)--Air Force Financial Management Regulations, AFR 177 Series (Ref: Air Force).

Policy/Regulation/Statute: cp Army Reg Fnncl Mgt

cp ARMY REGULATION FINANCIAL MANAGEMENT (2.1.1.1)--Army Financial Management Regulations, AR 37 Series (Ref: Army).

Policy/Regulation/Statute: cp Asgnmt Of Claim Act

cp ASSIGNMENT OF CLAIMS ACT (31 USC 3727 and 41 USC 15) (2.1.1.1)--Rules for assignment of claim payees on GBLs.

Policy/Regulation/Statute: cp Davis Bacon Act

cp DAVIS-BACON ACT (2.1.1.1)--Among other provisions, allows offsets to be performed as implemented under a Department of Labor directive.

Policy/Regulation/Statute: cp Cmptrlr Gen Dcsn

cp COMPTROLLER GENERAL DECISIONS (2.1.1.1)--Binding determinations made by the Head of the General Accounting Office (Ref: Comptroller General of U.S.).

Policy/Regulation/Statute: cp Cntrct Dspt Act

cp CONTRACT DISPUTE ACT (41 USC 601-613)--This 1978 Act, as amended, provides rules for the amount and timing of interest payments on contractor claims (Ref: Congress).

Policy/Regulation/Statute: cp Debt Clctn Act

cp DEBT COLLECTION ACT (2.1.1.1)--This 1982 Act, as amended, identifies rules under which the Executive Branch processes accounts receivable for collection (Ref: Congress).

Policy/Regulation/Statute: cp DFARS

cp DoD FEDERAL ACQUISITION REGULATIONS SUPPLEMENT (2.1.1.1)--Provides DoD unique guidance for provisions contained in the FAR. (Ref: DoD).

CIM CONTRACT PAYMENT
CURRENT POLICIES/REGULATIONS/STATUTES

Policy/Regulation/Statute: cp DLAM/DLAR

cp DEFENSE LOGISTICS AGENCY MANUALS AND DEFENSE LOGISTICS AGENCY REGULATIONS (2.1.1.1)--(Ref: DLA).

Policy/Regulation/Statute: cp DNAR

cp DEFENSE NUCLEAR AGENCY REGULATIONS (2.1.1.1)--(Ref: DNA).

Policy/Regulation/Statute: cp DoD Acctg Mnl

cp DoD ACCOUNTING MANUAL (2.1.1.1.)--(Ref: OSD/DFAS).

Policy/Regulation/Statute: cp Engnrg Reg Fnncl Mgt

cp ENGINEERING REGULATIONS FINANCIAL MANAGEMENT (2.1.1.1)--Engineering Regulations Financial Management, ER 37 Series (Ref: Corps of Engineers).

Policy/Regulation/Statute: cp FAR

cp FEDERAL ACQUISITION REGULATIONS (2.1.1.1)--(Ref: GSA).

Policy/Regulation/Statute: cp Fed Mgr Fnncl Intgrty Act

cp FEDERAL MANAGERS FINANCIAL INTEGRITY ACT (2.1.1.1)--(Ref: Congress).

Policy/Regulation/Statute: cp Fnncl Sys Reg

cp FINANCIAL SYSTEMS REQUIREMENTS (2.1.1.1)--(Ref: JFMIP).

Policy/Regulation/Statute: cp Frgn Govt Trty/Agrmt

cp FOREIGN GOVERNMENT TREATIES AND AGREEMENTS (2.1.1.1)--(Ref: State Department).

Policy/Regulation/Statute: cp Frgn Mltry Sale Fnncl Mgt*

cp FOREIGN MILITARY SALES FINANCIAL MANAGEMENT MANUAL (2.1.1.1)--Foreign Military Sales Financial Management Manual (Ref: OSD).

Policy/Regulation/Statute: cp FRR (EFT)

cp FEDERAL RESERVE SYSTEM REGULATION E (EFT) (2.1.1.1)--(Ref: Federal Reserve Board).

CIM CONTRACT PAYMENT
CURRENT POLICIES/REGULATIONS/STATUTES

Policy/Regulation/Statute: cp MILSCAP

cp MILITARY STANDARD CONTRACT ADMINISTRATIVE PROCEDURES (2.1.1.1)--(Ref: DoD).

Policy/Regulation/Statute: cp Navy Cmptrlr Mnl

cp NAVY COMPTROLLER'S MANUAL (2.1.1.1)--Navy Financial Management Regulations (Ref: Navy/Marine Corps).

Policy/Regulation/Statute: cp OMB Crclr

cp OFFICE OF MANAGEMENT AND BUDGET CIRCULARS (2.1.1.1)--(Ref: OMB).

Policy/Regulation/Statute: cp Othr Dfns Agcy Reg

cp OTHER DEFENSE AGENCIES REGULATIONS (2.1.1.1)--(Ref: Other Agencies).

Policy/Regulation/Statute: cp PPA

cp PROMPT PAYMENT ACT (2.1.1.1)--This 1982 act, as amended, identifies the parameters for payment of vendors by the Executive Branch (Ref: Congress).

Policy/Regulation/Statute: cp Ppr Redctn Act

cp PAPER REDUCTION ACT (2.1.1.1)--(Ref: Congress).

Policy/Regulation/Statute: cp SAMM

cp SECURITY ASSISTANCE MANAGEMENT MANUAL (2.1.1.1)--(Ref: Defense Security Assistance Agency).

Policy/Regulation/Statute: cp TFM

cp TREASURY FINANCIAL MANUAL (2.1.1.1)--(Ref: Treasury Financial Management Service).

CIM CONTRACT PAYMENT
CURRENT CHART OF RESOURCES
COST/PERSONNEL

CURRENT CHART OF RESOURCES COST/PERSONNEL (2.1.1.1)--This section has been tasked to DFAS for completion by September 30, 1991. Refer to the Business Plan, Step 2.1.9.7.

CIM CONTRACT PAYMENT
CURRENT FUNCTIONAL PROGRAMS

Functional Program: fprog A-76

fprog A-76 (2.1.1.1)--Initiative to contract out services unless services can be performed more efficiently in-house.

Functional Program: fprog Army Vldtn Progrm

fprog ARMY VALIDATION PROGRAM (2.1.1.1)--Program that requires reviews of prior payments for impropriety and may result in requests for criminal investigation services.

Functional Program: fprog CIM

fprog CORPORATE INFORMATION MANAGEMENT (2.1.1.1)--Initiative to standardize and improve business practices, increase management efficiencies and reduce redundant information systems which meet the same functional requirements.

Functional Program: fprog DoD Cmpnt Trng Progrm

fprog DOD COMPONENT TRAINING PROGRAMS (2.1.1.1)--Training programs to enhance skills in functional areas.

Functional Program: fprog FFMIP

fprog FOREIGN MILITARY SALES FINANCIAL MANAGEMENT IMPROVEMENT PROGRAM (2.1.1.1)--Initiative to develop improvements in automation between the Services and SAAC for foreign military sales.

Functional Program: fprog FPQISD

fprog FEDERAL PRODUCTIVITY AND QUALITY IMPROVEMENT AND SERVICE DELIVERY (2.1.1.1)--Program to promote operational level initiatives that improve processes with greater productivity at less cost. Program which embraces participative management and builds quality into the process as opposed to end (final) inspection.

CIM CONTRACT PAYMENT
CURRENT FUNCTIONAL PROGRAMS

Functional Program: fprog JFMIP

fprog JOINT FINANCIAL MANAGEMENT IMPROVEMENT PROGRAM (2.1.1.1)--Organization directed by the Secretary of Treasury, Director of OMB and Comptroller General for all federal departments and agencies to implement financial systems containing standard requirements and policy guidance. All departments and agencies are required to certify their level of compliance with the program requirements as part of the Federal Managers Financial Integrity Act reports.

Functional Program: fprog MODELS

fprog MODERNIZATION OF DEFENSE LOGISTICS STANDARD SYSTEMS (2.1.1.1)--Program to modernize the MIL Systems. The functional requirements report reflects the many interfaces that must be considered and defined in the formulation of revised variable length Defense Logistics Standard Systems transactions.

Functional Program: fprog Sgstn Progrm

fprog SUGGESTION PROGRAM (2.1.1.1)--Suggestion program for DoD personnel to recommend changes in methods, regulations, manuals, work environments and systems to promote productivity. Monetary awards to suggestors can result.

Functional Program: fprog Total Cost Per Outpt

fprog TOTAL COST PER OUTPUT (2.1.1.1)--A program to determine resource requirements by using input/output measures, thereby achieving performance and quality goals at the lowest possible cost.

CIM CONTRACT PAYMENT
AUTOMATED INFORMATION SYSTEMS

The following identify and describe the major automated information systems that support Contract Payment within DoD.

Automated Information System: aa AFES

aa AUTOMATED FINANCIAL ENTITLEMENT SYSTEM (2.1.1.1)--An automated commercial accounts, travel and disbursing system used within the Army Material Command. The Commercial Accounts Payable module of AFES is a fourth generation database management system used to automate manual functions in the accounts payable office. (C&L)

Automated Information System: aa CCSS

aa CCSS (2.1.1.1)--This automated wholesale stock fund accounting system is used within the Army Material Command to account for the stock fund used to finance the purchase of secondary items for the Federal government and allied forces. The system comprises both manual and automated processes to perform the accounting functions for fund distribution and control, budget execution and reporting, inventory accounting, general ledger control and reporting, accounts receivable, accounts payable and sales. (L)

Automated Information System: aa COEMIS

aa CORPS OF ENGINEERS' MANAGEMENT INFORMATION SYSTEM (ACCOUNTING MODULE) (2.1.1.1)--An automated Accounts Payable system being replaced by the Army Corps of Engineers' Financial Management System (CEFMS). CEFMS is an automated Contract Payment accounting and disbursing system that supports civil, military and revolving fund appropriations and payments for the U.S. Army Corps of Engineers and is scheduled for deployment in the first quarter of FY92. (C&L)

Automated Information System: aa RASFIARS

aa RETAIL ARMY STOCK FUND INVENTORY ACCOUNTING AND REPORTING SYSTEM (RASFIARS) (2.1.1.1)--This automated retail stock fund accounting system is used by the U.S. Army Materiel Command's field accounting offices to account for the stock fund used to finance day-to-day supply needs. The system comprises both manual and automated processes to perform the accounting functions of fund distribution and control, budget execution and reporting, inventory accounting, general ledger control and reporting, accounts receivable, accounts payable and sales. (C&L)

Automated Information System: aa SAVES

aa STANDARD AUTOMATED VOUCHER EXAMINING SYSTEM (SAVES) (2.1.1.1)--An accounts payable system used by the Army Troop Support Agency to examine and calculate vouchers for commissary vendor payments. (C&L)

Automated Information System: aa SIFS

aa STANDARD INDUSTRIAL FUND SYSTEM (SIFS) (2.1.1.1)--This is an industrial fund system that comprises both manual and automated processes to perform the accounting functions of fund distribution and control, budget execution and reporting, inventory accounting, property accounting, cost accounting, general ledger control and reporting, accounts receivable, accounts payable and sales. (C&L)

Automated Information System: aa SOMARDS

aa STANDARD OPERATIONS AND MAINTENANCE, ARMY AND RESEARCH, DEVELOPMENT, TEST AND EVALUATION SYSTEM (SOMARDS) (2.1.1.1)--This system used by the Army Material Command is designed to report financial and program execution for the Operation and Maintenance, Research and Development and miscellaneous appropriations. SOMARDS performs fund distribution and control, general ledger control and reporting, budget execution and reporting, accounts receivable, accounts payable, inventory accounting, property accounting, cost accounting and billing functions. (L)

Automated Information System: aa STANFINS-R (SRD-1)

aa STANDARD FINANCE SYSTEM REDESIGN, SUBSYSTEM 1 (2.1.1.1)--An integrated accounts payable, accounting and disbursing system designed by the U.S. Army to pay installation level contracts and like-agreements. The Accounts Payable module is called the Computerized Accounts Payable System (CAPS) and is a knowledge-based microcomputer program developed to automate manual functions in the accounts payable offices. (C&L)

Automated Information System: aa STARFIARS-M

aa STARFIARS-M (2.1.1.1)--The current STARFIARS is an automated subsystem approved by the General Accounting Office (GAO). STARFIARS-M (the new subsystem) will accomplish total stock fund and financial inventory accounting at CONUS Army

installations and comparable overseas commands. It will interface with STANFINS-R for local purchase disbursements and collections transactions to accomplish budgetary and fiduciary accounting requirements. (L)

Automated Information System: aa TEAMUP

aa TEST AND EVALUATION COMMAND ACCOUNTING AND MANAGEMENT UNIFORMITY PLAN (2.1.1.1)--(C)

Automated Information System: aa TIPS

aa TRANSPORTATION INTEGRATED PAYMENT SYSTEM (2.1.1.1)--An integrated transportation payment system scheduled for implementation in early FY92 that will replace the centralize Transportation Payment System currently in use by the DFAS-Indianapolis Center in paying transportation charges for the Departments of the Army, Air Force and Labor, DLA and other DoD activities. (C)

Automated Information System: dd AMIS

dd ACQUISITION MANAGEMENT INFORMATION SYSTEM (2.1.1.1)--An integrated Contract Payment system for central acquisition of weapon systems, subsystems and research and development for the Air Force Systems Command. (C&L)

Automated Information System: dd DFAMS/AVEDS

dd DEFENSE FUEL AUTOMATED MANAGEMENT SYSTEM/AUTOMATED VOUCHER EXAMINATION DISBURSING SYSTEM (2.1.1.1)--AVEDS is the automated Contract Payment module which is integrated with DFAMS for accounting and supports the Defense Fuel Supply Center Contract Payment function. (C&L)

Automated Information System: dd DISMS

dd DEFENSE INTEGRATED SUBSISTENCE MANAGEMENT SYSTEM (2.1.1.1)--An automated contract payment and accounting system designed to support the Defense Logistics Agency commissary subsistence payment function. (C&L)

CIM CONTRACT PAYMENT
AUTOMATED INFORMATION SYSTEMS

Automated Information System: dd MOCAS

dd MECHANIZATION OF CONTRACT ADMINISTRATION SERVICES (2.1.1.1)--An automated contract administration, contract payment and disbursing system designed to support the Defense Logistics Agency in the administration and payment of major DoD end-item type contracts. (C)

Automated Information System: dd SAMMS

dd STANDARD AUTOMATED MATERIAL MANAGEMENT SYSTEM (2.1.1.1)--SAMMS provides for automated processing of a variety of functions including distribution, requirements, supply, control, financial management, accounting and billing. (C&L)

Automated Information System: ff CPAS

ff CENTRAL PROCUREMENT ACCOUNTING SYSTEM (2.1.1.1)--An integrated accounting, disbursing and Contract Payment system for control of central procurement, foreign military sales, depot maintenance, industrial funds and program and budget for the Air Force Logistics Command. (C)

Automated Information System: ff IAPS

ff INTEGRATED ACCOUNTS PAYABLE SYSTEM (2.1.1.1)--An automated and integrated accounts payable, accounting and disbursing system designed to pay and account for Air Force installation level commissary, material and commercial vendor bills.

Automated Information System: mm CMIS

mm COMMISSARY MANAGEMENT INFORMATION SYSTEM (2.1.1.1)--A commercially developed automated information system that supports the Marine Corps commissary Contract Payment operation. (C&L)

Automated Information System: mm KARS

mm KODAK AUTOMATED RETRIEVAL SYSTEM (KARS) (2.1.1.1)--A commercially developed, off the shelf, automated retrieval and image processing system that has been enhanced to process commercial accounts payments to meet specific Marine Corps installation Contract Payment and disbursing requirements. (C&L)

CIM CONTRACT PAYMENT
AUTOMATED INFORMATION SYSTEMS

Automated Information System: mm MCCAPS

mm MARINE CORPS COMMERCIAL ACCOUNTS PAYABLE SYSTEM (MCCAPS) (2.1.1.1)--An automated Contract Payment and disbursing system adapted by the Marine Corps Finance Center, Kansas City, Missouri, from the Army's CAPS module to meet Marine Corps requirements. (C&L)

Automated Information System: mm TMS

mm TRANSPORTATION MANAGEMENT SYSTEM (2.1.1.1)--An automated transportation payment and disbursing system supporting the Marine Corps' freight, GBL and storage bill paying function. (C)

Automated Information System: nn NAOMIS

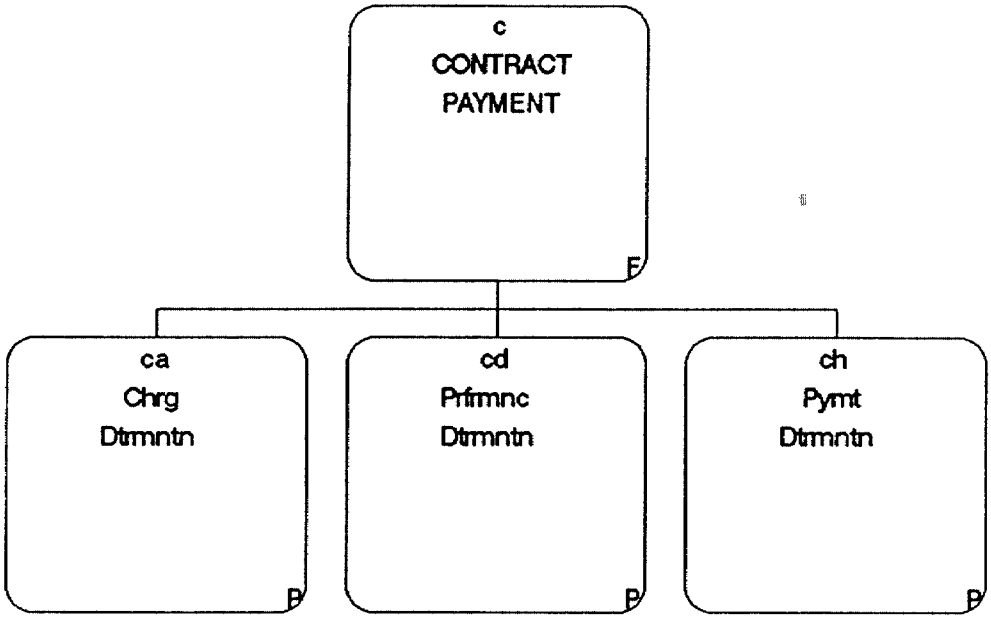
nn NAVY MATERIAL TRANSPORTATION OFFICE OPERATION AND MANAGEMENT INFORMATION SYSTEM (2.1.1.1)--An automated transportation payment and disbursing system supporting the Navy freight and government bills of lading function. (C)

Automated Information System: nn STARS

nn STANDARD ACCOUNTING AND REPORTING SYSTEM (2.1.1.1)--An automated Contract Payment, disbursing and accounting system developed by the U.S. Navy Regional Finance Center to support the Center's Contract Payment function. (C&L)

Current Function to Functional Activities (2.1.1.1)

June 6, 1991 2:38pm



CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - ARMY

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

Organizational Structure: caab Secy Army

caab SECRETARY OF THE ARMY (2.1.1.1)--The official responsible for the management of all Army programs in an efficient, economical and effective manner.

Organizational Structure: caac ASA (FM)

caac ASSISTANT SECRETARY FOR FINANCIAL MANAGEMENT (2.1.1.1)--The official who reports to the Secretary of the Army and promulgates high-level policy and procedures and confirms antideficiency violations.

Organizational Structure: caae MACOMs

caae MAJOR ARMY COMMANDS (MACOMs) (2.1.1.1)--These organizations represent the major military mission subdivisions and manage the entitlement function through internal controls and quality assurance inspections at subordinate activities. The MACOMs reserve the authority to approve some specific payments. Every Major Command has a least one Accounts Office to control the execution of programs and expenditures.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - NAVY

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

Organizational Structure: cmnb Secy Navy

cmnb SECRETARY OF THE NAVY (2.1.1.1)--The official responsible for managing and directing Navy and Marine Corps programs in an efficient, economical and effective manner. Also responsible for establishing financial management comptroller organizations in all offices, bureaus, systems commands, Headquarters U.S. Marine Corps and major field activities of the Navy and Marine Corps.

Organizational Structure: cmnc ASN(FM)/NC

cmnc ASSISTANT SECRETARY OF THE NAVY (FINANCIAL MANAGEMENT)/ NAVY COMPTROLLER (2.1.1.1)--The official who reports to the Secretary of the Navy and is responsible for budgeting, accounting, progress and statistical reporting, internal auditing, management information systems, providing financial assistance to defense contractors and for the administrative organization structure and managerial procedures relating to such responsibilities within the Department of the Navy (which includes the U.S. Navy and the U.S. Marine Corps). The mission is to formulate principles and policies and prescribe procedures and systems which will exercise effective control over the financial operations of the Department of the Navy. In addition, distributes funds to that Major Naval organizations to execute their programs and accomplish their mission.

Organizational Structure: cnnd Mjr Nvl Orgzn

cnnd MAJOR NAVAL ORGANIZATIONS (2.1.1.1)--These organizations are responsible for effectively managing and controlling funds distributed to them from the ASN/FM for their assigned programs. They translate program requirements into the required financial plan and formulates the activity's budget; direct a progress and statistical reporting system; are responsible for the conduct of accounting and for the effective coordination of budget, accounting, progress reports

and statistics; exercise such internal fiscal review and control as may be deemed appropriate; and promote economy and efficiency in the performance of assigned programs.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - AIR FORCE

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

Organizational Structure: cffb Secy AF

cffb SECRETARY OF THE AIR FORCE (2.1.1.1)--The official responsible for the management of all Air Force programs in an efficient, economical and effective manner.

Organizational Structure: cffc ASAF (FM/Cmptrlr)

cffc ASSISTANT SECRETARY OF THE AIR FORCE (FINANCIAL MANAGEMENT AND COMPTROLLER) (2.1.1.1)--The official who reports to the Secretary of the Air Force and issues allocation documents, Budget Authorizations (BAs) and Operating Budget Authorizations (OBAs) to Intermediate level Major Commands to fund the mission of the command.

Organizational Structure: cffe Base AFO

cffe BASE ACCOUNTING AND FINANCE OFFICE (AFAFO) (2.1.1.1)--Organization at installation level bases and Separate Operating Agencies that records BAs, allotments and OBAs in appropriate accounting records. The base AFO and Budget office makes funds distributions to base organization accounting records. Funds are then available for obligation. Fund managers within the organizations submit Purchase Request to the Accounting and Finance Office for funding. Funded purchase requests are forwarded to base contracting, and the AFO records a commitment in the appropriate accounting record. Base contracting office awards a contract based on the funded purchase request and forwards a copy of the contract to the AFO as the supporting document for recording an obligation against previously committed funds in the accounting records. Daily or as required operating Budget Reports are provided to base level organization fund managers. Monthly accounting fund status reports are submitted by each base to the funding major command for consolidation. Monthly disbursing reports are forwarded to DFAS-DE. Base AFOs also submit a quarterly prompt Payment Act Report to their major command for consolidation.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - MARINE CORPS

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

Organizational Structure: cmnb Secy Navy

cmnb SECRETARY OF THE NAVY (2.1.1.1)--The official responsible for managing and directing Navy and Marine Corps programs in an efficient, economical and effective manner. Also responsible for establishing financial management comptroller organizations in all offices, bureaus, systems commands, Headquarters U.S. Marine Corps and major field activities of the Navy and Marine Corps.

Organizational Structure: cmnc ASN(FM)/NC

cmnc ASSISTANT SECRETARY OF THE NAVY (FINANCIAL MANAGEMENT)/ NAVY COMPTROLLER (2.1.1.1)--The official who reports to the Secretary of the Navy and is responsible for budgeting, accounting, progress and statistical reporting, internal auditing, management information systems, providing financial assistance to defense contractors and for the administrative organization structure and managerial procedures relating to such responsibilities within the Department of the Navy (which includes the U.S. Navy and the U.S. Marine Corps). The mission is to formulate principles and policies and prescribe procedures and systems which will exercise effective control over the financial operations of the Department of the Navy. In addition, distributes funds to that Major Naval organizations to execute their programs and accomplish their mission.

Organizational Structure: cmmd FD USMC

cmmd FISCAL DIRECTOR (FD) U.S. MARINE CORPS (2.1.1.1)--The official who is responsible to the Commandant of the Marine Corps for formulating principles and policies and for prescribing procedures and systems to exercise effective control over financial operations of the Marine Corps in the functional area of budget, accounting and finance, audit and review and financial information systems.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - DLA

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

Organizational Structure: cdob Undr Secy Acqsn

cdob UNDER SECRETARY FOR ACQUISITION (2.1.1.1)-- Under the direction of the Secretary of Defense, the USD(A) is the principal staff assistant and advisor to the Secretary of Defense for all matters relating to the DoD Acquisition System; research and development; production; logistics; command, control, communications and intelligence activities related to acquisition; military construction and procurement.

Organizational Structure: cddc DLA

cddc DEFENSE LOGISTICS AGENCY (2.1.1.1)--Under the control, direction and authority of the Under Secretary of Defense (Acquisition), this Agency provides world-wide logistics support for the Military Departments, the Unified and Specified Commands, DoD Components, Federal agencies, foreign governments and international organizations. It performs functional activities relative to contracting, supply, contract administration, financial management, etc.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - DFAS

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

Organizational Structure: cssb DoD Cmptrlr

cssb DoD COMPTROLLER (2.1.1.1)--The Chief Financial Officer (CFO) of the Department who reports to the Secretary of Defense and formulates and issues all financial management policies.

Organizational Structure: cssc DFAS

cssc DEFENSE FINANCE AND ACCOUNTING SERVICE (2.1.1.1)--The Director reports directly to the DoD Comptroller and executes policy and issues guidelines to the six DFAS Centers. The DFAS was established by DoD Directive 5118.5, dated November 26, 1990.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - DEFENSE COMMUNICATIONS AGENCY

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

Organizational Structure: coob C3I

coob ASSISTANT SECRETARY FOR COMMAND, CONTROL, COMMUNICATIONS AND INTELLIGENCE (2.1.1.1)--The principal staff assistant and advisor to the Secretary of Defense for C3I policy, requirements, priorities, systems, resources and programs, including related warning and reconnaissance activities and those national programs and intelligence-related activities for which the Secretary of Defense has execution authority.

Organizational Structure: cooc DCA

cooc DEFENSE COMMUNICATIONS AGENCY (2.1.1.1)--A combat support agency under the direction, authority and control of the ASD(C3I). DCA plans, develops and supports command, control, communications and information systems, and manages the DoD Corporate Information Management Program. The agency receives guidance from the Chairman, Joint Chiefs of Staff, regarding military and communications doctrine, operational policies, requirements and procedures. It provides guidance and support on technical and operational C3 and information systems issues affecting the Office of the Secretary of Defense, the Military Departments, the Joint Chiefs of Staff and Joint Staff, the Unified and Specified Commands and the Defense Agencies. It ensures the interoperability of the Worldwide Military Command and Control System, the Defense Communications System, theater and tactical command and control systems, NATO and/or allied C3 systems and national and/or international commercial systems. This agency provides telecommunications integration support to OSD and U.S. law enforcement agencies in support of counter-drug missions pursuant to the President's National Drug Control Strategy and supports national security emergency preparedness telecommunications functions.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - DEFENSE MAPPING AGENCY

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

Organizational Structure: cdob Undr Secy Acqsn

cdob UNDER SECRETARY FOR ACQUISITION (2.1.1.1)--Under the direction of the Secretary of Defense, the USD(A) is the principal staff assistant and advisor to the Secretary of Defense for all matters relating to the DoD Acquisition System; research and development; production; logistics; command, control, communications and intelligence activities related to acquisition; military construction and procurement.

Organizational Structure: cooc DMA

cooc DEFENSE MAPPING AGENCY (2.1.1.1)--The organization responsible for overall management, direction and control of all organizations and functions assigned by DoD Directive 5105.40, Subject: Defense Mapping Agency (DMA).

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - DEFENSE NUCLEAR AGENCY

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

Organizational Structure: cdob Undr Secy Acqsn

cdob UNDER SECRETARY FOR ACQUISITION (2.1.1.1)--Under the direction of the Secretary of Defense, the USD(A) is the principal staff assistant and advisor to the Secretary of Defense for all matters relating to the DoD Acquisition System; research and development; production; logistics; command, control, communications and intelligence activities related to acquisition; military construction and procurement.

Organizational Structure: cooc DNA

cooc DEFENSE NUCLEAR AGENCY (DNA) (2.1.1.1)--DNA is under the direction, authority and control of the Director of Defense Research and Engineering (DDR&E). This Agency supports the DoD and other Federal Agencies on matters concerning nuclear weapons, nuclear weapons system acquisitions, nuclear weapons effects on weapons systems and forces, and nuclear weapons safety and security.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - OTHER DEFENSE AGENCIES

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

DEFENSE COMMISSARY AGENCY

Organizational Structure: cdob Undr Secy Acqsn

cdob UNDER SECRETARY FOR ACQUISITION (2.1.1.1)--Under the direction of the Secretary of Defense, the USD(A) is the principal staff assistant and advisor to the Secretary of Defense for all matters relating to the DoD Acquisition System; research and development; production; logistics; command, control, communications and intelligence activities related to acquisition; military construction and procurement.

Organizational Structure: cooc DeCA

cooc DEFENSE COMMISSARY AGENCY (2.1.1.1)--The Director of the Defense Commissary Agency (DeCA) reports directly to the Under Secretary for Acquisition. This Agency is responsible for the DoD commissary system throughout the United States and consists of the unification of the commissary systems of the Army, Navy, Air Force and Marine Corps to improve efficiency and enhance services. The DeCA is headquartered at Fort Lee, Virginia and provides centralized management in achieving the necessary economies available to large grocery store chains.

NATIONAL SECURITY AGENCY

Organizational Structure: coob NSA

coob NATIONAL SECURITY AGENCY (2.1.1.1)--The National Security Agency/Central Security Service (NSA/CSS) is a Combat Support Agency of the DoD under the direction, authority and control of the Secretary of Defense. This organization is responsible for centralized coordination, direction and performance of highly specialized intelligence functions in support of U.S. Government activities. NSA carries out the responsibilities of the Secretary of Defense as the Executive Agency for U.S. Government signals intelligence, communications security, computer security and operations security training activities. The CSS serves the Military Services as a unified cryptologic

organization within the DoD designed to assure proper control of the planning, programming, budgeting and expenditure of resources for cryptologic activities.

DEFENSE INVESTIGATIVE SERVICE

Organizational Structure: coob Undr Secy Plcy

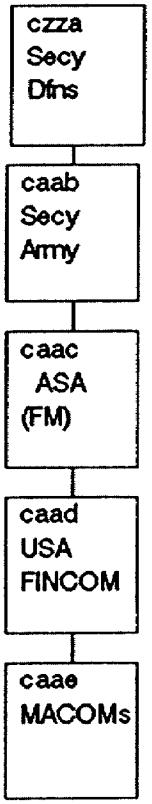
coob UNDER SECRETARY FOR POLICY (2.1.1.1)--The Under Secretary for Policy is the Principal Staff Assistant and advisor to the Secretary of Defense for all matters concerning the integration of DoD plans and policies with overall national security objectives.

Organizational Structure: cooc Dfns Invstgtv Srv

cooc DEFENSE INVESTIGATIVE SERVICE (2.1.1.1)--The Defense Investigative Service (DIS) is under the direction, authority and control of the Under Secretary of Defense (Policy) and conducts all Personnel Security Investigations for the DoD Components and, when appropriate, other U.S. Government activities. DIS is responsible for other major programs involving industrial security; e.g., Defense Industrial Security Program, the Key Assets Protection Program, the Inspection Program for Contractors.

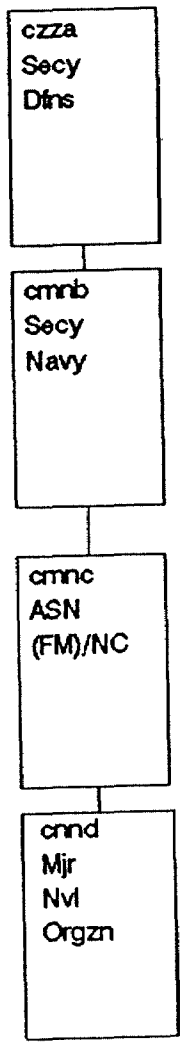
ARMY (2.1.1.1)

June 6, 1991 3:12pm



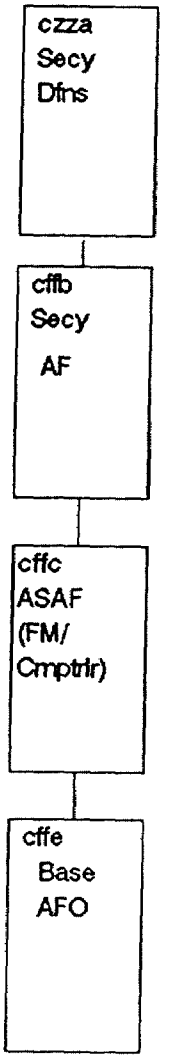
NAVY (2.1.1.1)

June 6, 1991 4:04pm



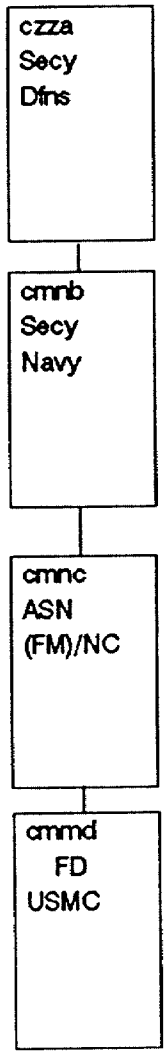
AIR FORCE (2.1.1.1)

June 6, 1991 8:52am



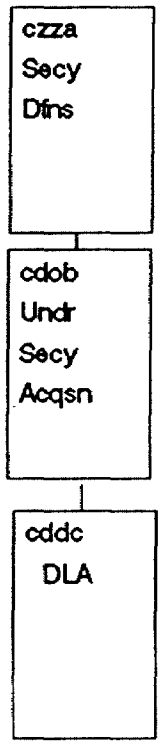
MARINES (2.1.1.1)

June 6, 1991 3:54pm



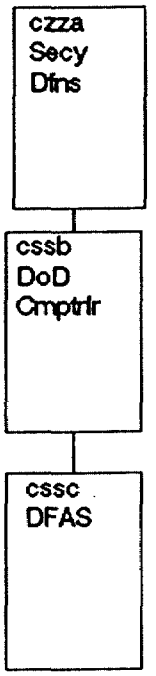
DEFENSE LOGISTICS AGENCY (2.1.1.1)

June 6, 1991 4:40pm



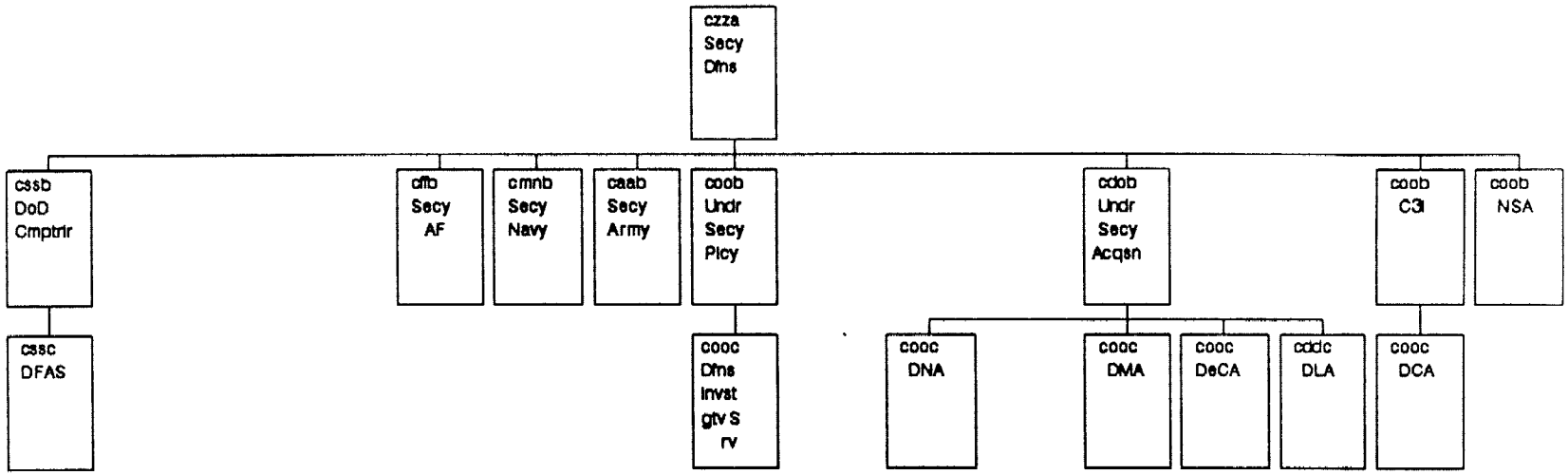
DEFENSE FINANCE AND ACCOUNTING SERVICE (2.1.1.1)

June 6, 1991 4:28pm



OTHER DEFEI AGENCIES (2.1.1.1)

June 6, 1991 4:24pm



Current Customers to Functional Activities (2.1.1.1)

June 6, 1991 2:49pm

	ca Chrg Dtrmntn	cd Prfrmnc Dtrmntn	ch Pymt Dtrmntn
cc Acctg Ofc	√	√	
cc Cntrctg Ofc		√	√
cc Dsbrsg Ofc			√
cc Ordr Acptg Ofc	√		
cc Ordrg Ofc	√		
cc Vndr/Cntrct/Spplr	√	√	

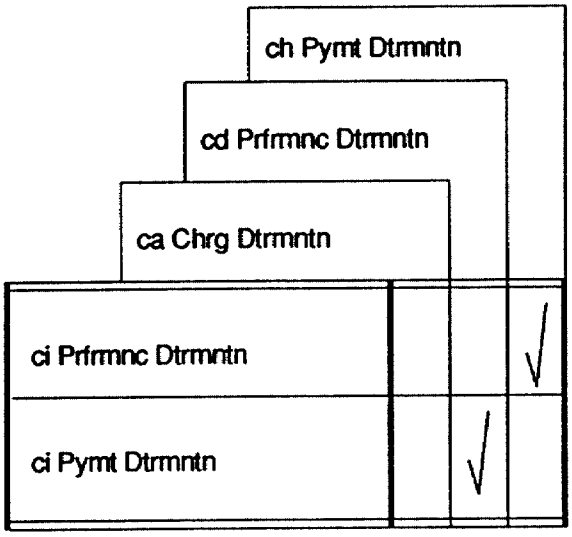
Current Products/Services to Functional Activities (2.1.1.1)

June 6, 1991 12:16pm

	ca Chrg Dtrmntn	cd Prfrmnc Dtrmntn	ch Pymt Dtrmntn
cda Acptd Bill	√		
cda Adjstmt	√		√
cda Answr To Inqry	√	√	√
cda Crtfd Pymt			√
cda Entlmt Info	√	√	√
cda Fnl Pymt Ntfcn			√
cda Pymt Dscrpncy Ntfcn	√		
cda Retrnd Reqst		√	
cdp Acctg Info	√	√	
cdp Acptnc Info		√	
cdp Cmplnc Aprvl		√	√
cdp Cntrctl Info	√	√	√
cdp Crdt Memo		√	
cdp Dsbrsmt Info		√	
cdp Expndtr Authrty			√
cdp Pd Bill	√		
cdp Pymt Reqst		√	
cdp Undstrbtd Clctn			√

Current Internal Interfaces to Functional Activities (2.1.1.1)

June 6,1991 12:09pm



NOTE: Charge Determination does not interface with the other two functional activities.

Current External Interfaces to Functional Activities (2.1.1.1)

June 6, 1991 12:12pm

	ca Chrg Dtrmntn	cd Prfrmnc Dtrmntn	ch Pymt Dtrmntn
cxf Acctg Fnctn	√	√	
cxf Acptg/Recvg Fnctn		√	
cxf Aprvg Fnctn		√	√
cxf Byg/Admnstrg Fnctn	√	√	√
cxf Dsbrsg Fnctn			√
cxf Sellg Fnctn	√	√	
cxi Bdgt Ofc	√	√	√
cxi Lgl Ofc (SJA)		√	√
cxi Liaison/Ovsgt Ofc	√	√	√
cxi Progrm Mgr		√	√
cxi Prvt Intrst		√	√

Current Products/Services to Customers (2.1.1.1)

June 6, 1991 12:14pm

	cc Acctg Ofc	cc Cntrctg Ofc	cc Dsbrsg Ofc	cc Ordr Acptg Ofc	cc Ordrg Ofc	cc Vndr/Cntrct/Spplr
cda Acptd Bill	√			√		
cda Adjstmt			√	√		
cda Answr To Inqry	√	√	√	√	√	√
cda Crtfd Pymt			√			
cda Entlmt Info	√	√	√	√	√	√
cda Fnl Pymt Ntfcn		√				
cda Pymt Dscrpncy Ntfcn	√			√		√
cda Retrnd Reqst				√		√
cdp Acctg Info	√					
cdp Acptnc Info		√			√	
cdp Cmplnc Aprvl		√			√	√
cdp Cntrctl Info		√			√	
cdp Crdt Memo						√
cdp Dsbrsmt Info	√		√			
cdp Expndtr Authrty	√					
cdp Pd Bill	√					
cdp Pymt Reqst		√		√		√
cdp Undstrbtd Clctn	√		√			

Current Products/Services to Internal Interfaces (2.1.1.1)

June 6, 1991 12:13pm

	ci Prfrmnc Dtrmntn	ci Pymt Dtrmntn
cda Acptd Bill		
cda Adjstmt		√
cda Answr To Inqry	√	√
cda Crtfd Pymt		√
cda Entlmt Info	√	√
cda Fnl Pymt Ntfcn		√
cda Pymt Dscrpncy Ntfcn		
cda Retrnd Reqst	√	
cdp Acctg Info		
cdp Acptnc Info	√	
cdp Cmplnc Aprvl	√	√
cdp Cntrctl Info	√	√
cdp Crdt Memo	√	
cdp Dsbrsmt Info	√	
cdp Expndtr Authrty		√
cdp Pd Bill		
cdp Pymt Reqst	√	
cdp Undstrbtd Clctn		√

NOTE: Unchecked boxes indicate products and services that are accomplished by or provided to Charge Determination, which does not interface with the other two functional activities.

Current Products/Services to External Interfaces (2.1.1.1)

June 6, 1991 12:15pm

	cxf Acctg Fnctn	cxf Acptg/Recvg Fnctn	cxf Aprvg Fnctn	cxf Byg/Admnstrg Fnctn	cxf Dsbrsg Fnctn	cxf Sellg Fnctn	cxi Bdgt Ofc	cxi Lgl Ofc (SJA)	cxi Liaison/Ovsgt Ofc	cxi Progrm Mgr	cxi Prvt Intrst
cda Acptd Bill	√					√					
cda Adjstmt	√				√						
cda Answr To Inqry	√	√	√	√	√	√	√	√	√	√	√
cda Crtfd Pymt					√						
cda Entlmt Info	√	√	√	√	√	√	√	√	√	√	√
cda Fnl Pymt Ntfcn				√							
cda Pymt Dscrpncy Ntfcn	√										
cda Retrnd Reqst						√					
cdp Acctg Info	√										
cdp Acptnc Info		√									
cdp Cmplnc Aprvl			√								
cdp Cntrctl Info				√							
cdp Crdt Memo						√					
cdp Dsbrsmt Info					√						
cdp Expndtr Authrty	√		√								
cdp Pd Bill	√										
cdp Pymt Reqst						√					
cdp Undstrbtd Clctn	√				√						

CIM CONTRACT PAYMENT
ENVIRONMENTAL STATEMENTS

Environmental Statement: e Lgsltv/Rgltry/Plcy

e LEGISLATIVE, REGULATORY AND POLICY (2.1.1.4) (2.1.1.2)--Laws and regulations contain a variety of provisions that contribute significantly to the complexity of the Contract Payment function. Because DoD does not always issue guidance sufficient for execution of DoD or central agency regulations, each Component issues successive levels of regulations that may result in inconsistent interpretations.

Additionally, policy that places accountability for accuracy and completeness of data with the originator is absent or not consistently enforced or enforceable. The burden of correcting data most often is left to the user of the information, rather than the originator.

(NOTE: Examples of central agencies that issue regulations are Office of Management and Budget, Office of Personnel Management, Office of Federal Procurement Policy, General Services Administration and the Treasury Department).

Assessment of Needed Changes:

DoD policy and regulations for all processes must be clear, concise and consistent across all functional activities. A single set of DoD regulations, covering each functional area, must be written to the level necessary for execution and issued without supplementation. In addition:

- Contracts must be written and administered using a standard DoD interpretation of the FAR for execution at the lowest level.

- Like-agreements must be written and administered using standard DoD formats, policies and procedures for execution at the lowest level.

DoD policy must require use of standardized paperless transactions.

DoD policy must require functional accountability for the quality and regulatory compliance of data. The responsibility for accuracy and completeness of data must lie with the originator. This DoD policy must be consistently enforced.

Environmental Statement: e Oprtnl

e OPERATIONAL (2.1.1.4) (2.1.1.2)--Current operational inefficiencies are created by use of different systems, varying interpretations of policies and procedures, loss of personnel when developing or implementing new systems and ineffective use of personnel.

- Multiple systems require excessive expenditure of manhours and training costs in cross-training on various operational hardware/software and preclude development of uniform training programs and material.

- DoD Components operate using separate procedures and formats leading to communication difficulties and "missing" data in the entitlement system.

- Operational enhancements (to include automation) are most often justified through inadequate analysis that provides insufficient personnel to operate resulting systems effectively. Additionally, functional expertise often is diverted to fragmented system development and special projects, thereby compounding the resource inefficiency problem.

Customer service is limited to the information and time available.

Assessment of Needed Changes:

DoD procedures for all functions affecting the entitlement process must be uniformly applied.

The functional areas must conform to a single set of procedures and formats and must provide uniform training for all levels of operation.

Resource decrements to pay for operational enhancements must be validated after implementation. Removal of such resources must be limited to those that represent validated savings after implementation.

Special projects must be appropriately prioritized, and ongoing functional activities must be adequately staffed with permanent personnel.

Activities affecting Contract Payment must be accountable for the quality and regulatory compliance of their data. The burden of correcting data must lie with the originator.

Quality service must be the principal product, and customer needs must be met in a professional and responsive manner.

Environmental Statement: e Orgnzn

e ORGANIZATION (2.1.1.4) (2.1.1.2)--OPM classification standards do not adequately address the complexity, scope and consequences of the duties in the Contract Payment functional activities, and are not uniformly applied throughout DoD. Compensation does not support a quality workforce in high cost areas. In addition, much of the workforce is subject to such factors as: inadequate skills, inconsistent training and substandard workplace environment.

The Contract Payment function is performed in different organizational elements within DoD and frequently receives diversified directions from, and is accountable to, various levels and chains of command.

Assessment of Needed Changes:

DoD must have a motivated staff that uses advanced skills in an environment that promotes high productivity, efficiency and an emphasis on quality service.

Classification standards must reflect the knowledge, authority and responsibility required to perform the function, and must be uniformly applied across DoD.

Compensation must address locality costs of living in order to recruit and retain qualified personnel.

Continued efforts are required to standardize and consolidate functional areas.

DoD must establish a standard organizational structure and enforce a consistent chain of command.

Environmental Statement: e Tchnlgy

e TECHNOLOGY (2.1.1.4) (2.1.1.2)--The processing for the Contract Payment function ranges from totally manual to highly automated.

Current automated systems (hardware and software) do not fully satisfy operational and functional requirements. This causes numerous workaround procedures and contributes to erroneous and/or late payments.

Systems supporting other functional areas contain information needed by Contract Payment, but interfaces either are absent or ineffective. Current standards for system interfaces have not been totally implemented by all DoD Components. Consequently, information must be input manually to the various Contract Payment systems, thereby increasing the number of errors and delays in the process.

Many of the current systems are noncompliant with General Accounting Office standards that gauge system integrity (e.g., reduced information credibility, multiple data entry and limited responsiveness to changing reporting requirements).

Assessment of Needed Changes:

The future system must conform to regulatory and audit requirements (e.g., GAO, OMB, Treasury).

In the future, automation must be used effectively to discipline the process and minimize errors. Electronic transactions must be totally accepted by all functions (Components, audit, legal) to satisfy compliance and recording requirements, i.e., elimination of all hard copy documents.

DoD must use timely single source unreplicated data. Fully integrated secure systems with standard data elements are required. Changes to the input must be accomplished only by the originating activity which must be accountable for the quality and regulatory compliance of its data.

DoD systems supporting functional areas must be fully integrated, easily modified in a timely manner, fully implemented by all DoD Components and capable of being deployed for emergency operations.

CIM CONTRACT PAYMENT
ISSUES/PROBLEMS/DEFICIENCIES

Issue/Problem/Deficiency: p Acctblty

p ACCOUNTABILITY (2.1.1.2)--Erroneous or missing data conditions currently are not resolved in a responsive manner. Further, remedial action for such conditions seldom is initiated by the originator. Multiple sets of records result in inefficient use of resources and an insurmountable number of reconciliations (All).

Issue/Problem/Deficiency: p Dpndncy

p DEPENDENCY (2.1.1.2)--Contract Payment almost totally is dependent on sources outside the function for data necessary to effect timely and accurate payment (All).

Issue/Problem/Deficiency: p Inadqt Sys

p INADEQUATE SYSTEMS (2.1.1.2)--Current automated systems (both hardware and software) do not fully satisfy operational, functional and management requirements. Systems supporting other functional areas contain information upon which Contract Payment is extremely dependent, yet the systems' interfaces either are absent or ineffective. This causes numerous workaround procedures and contributes to late or erroneous payments (All).

Issue/Problem/Deficiency: p Nonstndrdzn

p NONSTANDARDIZATION (2.1.1.2)--Regulations are vague and ambiguous resulting in multiple interpretations. This lack of standardization inhibits efficiency and the ability to communicate between and within Components (All).

Issue/Problem/Deficiency: p Qlty Srv

p QUALITY SERVICE (2.1.1.2)--Management tends to focus on quantity versus quality. Work measurement standards stress quantity as well. The absence of Total Quality Management contributes to poor quality service (All).

CIM CONTRACT PAYMENT
ISSUES/PROBLEMS/DEFICIENCIES

Issue/Problem/Deficiency: p Rgltry

p REGULATORY (2.1.1.2)--Changes are needed in regulatory requirements to allow Contract Payment to take advantage of state-of-the-art technologies and innovations. Multiple interpretations of regulations prevent effective communication within and between Components, as well as between the Government and its customers (All).

CIM CONTRACT PAYMENT
OPPORTUNITIES

Opportunity: o Imprvd Cmuncn

o IMPROVED COMMUNICATIONS (2.1.1.2)--Improve communications through advanced technologies (e.g., Computer Aided Systems Engineering, Electronic Commerce, Image Processing Systems, Fourth Generation Languages and Computer Based Training).

Opportunity: o Mgmt Intiatv

o MANAGEMENT INITIATIVES (2.1.1.2)--Use state-of-the-art management techniques to eliminate operational deficiencies and to enhance quality service.

Opportunity: o Stndrdz Fnctnl Area

o STANDARDIZE FUNCTIONAL AREAS (2.1.1.2)--Focus on initiatives to centralize and standardize functional areas will result in standard regulations and procedures, a standard Contract Payment system and a single chain of command.

Vision Elements to Issues/Problems/Deficiencies (2.1.1.2)

May 22, 1991 10:22am

	vn Cstmr Svc	vn Fixblty	vn Unfrmty	vt Data Crdblty	vy Acctblty	vy Cmplnc
p Acctblty			√	√		√
p Dpndncy	√	√	√	√		√
p Inadqt Sys	√	√	√	√		√
p Nonstndrdzn	√					√
p Qlty Srv	√		√	√	√	√
p Regltry	√			√	√	√

Vision Elements to Opportunities (2.1.1.2)

June 6, 1991 9:04am

	o Stndrdz Fnctnl Area	o Mgmt Intiatv	o Imprvd Cmuncn
vn Cstmr Svc	√	√	√
vn Flxblty	√	√	
vn Unfrmty	√		√
vt Data Crdblty	√		√
vy Acctblty	√		
vy Cmplnc	√	√	

CIM CONTRACT PAYMENT
CURRENT INITIATIVES

Initiative: i ECS

i ELECTRONIC CERTIFICATION SYSTEM (2.1.1.3)--The U.S. Treasury Financial Management Service's automated system for voucher preparation, certification, transmission and verification. Has been approved by GAO.

Initiating Organization: U.S. Treasury

Responsible Organization: U.S. Treasury

Organization Affected: All DoD and other Federal Agencies

Status: Partially Implemented

Completion Date: Ongoing

Impact: Reduces paper and manual processing and certification of payment vouchers. Results in quicker, more accurate processing and provides positive control over payment dates. Protects against forged certifications and altered vouchers.

Initiative: i Elctrnc Cmrc

i ELECTRONIC COMMERCE (2.1.1.3)--Methodology allowing electronic transmission of information.

Initiating Organization: ANSI

Responsible Organization: ANSI

Organization Affected: All DoD and private industry

Status: Partially Implemented

Completion Date: Ongoing

Impact: Eliminates paper and provides standard transaction sets. Results in quicker, more accurate processing.

Initiative: i IMPAC

i INTERNATIONAL MERCHANT PURCHASE AUTHORIZATION CARD (2.1.1.3)--VISA credit card replaces imprest fund.

Initiating Organization: Rocky Mountain Bank Card Systems

CIM CONTRACT PAYMENT
CURRENT INITIATIVES

Responsible Organization: GSA

Organization Affected: All DoD and other Federal Agencies

Status: Partially Implemented

Completion Date: Ongoing

Impact: Reduces cash holdings by imprest fund cashiers. Allows buyers (e.g., maintenance) flexibility in obtaining required goods.

Initiative: i VEXP

i VENDOR EXPRESS (2.1.1.3)--The Federal Government's Electronic Funds Transfer (EFT) Program. Pioneered by Treasury's Financial Management Service to convert vendor payments from check to EFT as the preferred method of payment.

Initiating Organization: U.S. Treasury

Responsible Organization: U.S. Treasury and Federal Agencies with statutory or delegated disbursing authority.

Organization Affected: All DoD and other Federal Agencies

Status: Partially Implemented

Completion Date: Ongoing

Impact: Changes the way we do business (electronic versus paper). Expedites cash flow and reduces manpower. DoD continues to increase the use of electronic funds transfer and automated information flows. The Financial Management Service is focusing on activities to influence greater use by participating Federal program agencies and by more non-Treasury disbursing offices (e.g., DoD).

Current Organizations to Initiatives (2.1.1.3)

June 6, 1991 12:18pm

	i ECS	i Elctrnc Cmrc	i IMPAC	i VEXP
caab Secy Army				
caac ASA (FM)				
caad USAFINCOM				
caae MACOMs		√		√
cddc DLA		√		√
cdob Undr Secy Acqsn				
cffb Secy AF				
cffc ASAF (FM/Cmptrlr)				
cffe Base AFO		√		√
cmmd FD USMC		√	√	√
cmnb Secy Navy		√	√	√
cmnc ASN(FM)/NC		√	√	√
cnnd Mjr Nvl Orgzn		√	√	√
coob C3I		√		
coob NSA				
coob Undr Secy Plcy				
cooc DCA				
cooc DeCA		√		√
cooc Dfns Invstgtv Srv				
cooc DMA			√	
cooc DNA				
cssb DoD Cmptrlr	√	√	√	√
cssc DFAS	√	√	√	√
czza Secy Dfns		√		√

CIM CONTRACT PAYMENT
HIERARCHY REPORT
VISIONS/GOALS/CRITICAL SUCCESS FACTORS/
OBJECTIVES/STRATEGIES

Vision Element: vn Uniformity

g Operate Uniformly
- c Standard Interpretation of Regulations
- c Standard Processes
- c Responsible Entity
- c Single Set of Regulations
  - o Data Element Dictionary
  - o Single Set of Regulations
  - o Standard Processes
    - s Single Set of Regulations

Vision Element: vy Compliance

g Compliance
- c Functional Requirement Incorporated
  - o Identify and Evaluate Requirements
  - o Incorporate Requirement
    - s Implement Unified Requirement

Vision Element: vt Data Credibility

g Source Information
- c Information Access
- c Information Availability
  - o Communication Media
    - s Incorporate Paperless Record Access

Vision Element: vy Accountability

g Accountability
- c Accountability of Data
- c Chargeback Method Adopted
  - o Responsibility Assignment
  - o Notification
    - s Accountability Policy

CIM CONTRACT PAYMENT
HIERARCHY REPORT
VISIONS/GOALS/CRITICAL SUCCESS FACTORS/
OBJECTIVES/STRATEGIES

Vision Element: vn Flexibility

g Adaptable Process
- c Routine/Ad Hoc Requests Accommodated
- c Retroactive Capabilities
- c Flexibility
- c Adaptability
  - o Meet User Need and Process Requirements
    - s Meet User Needs

Vision Element: vn Customer Service

g Quality Customer Service
- c Consistency
- c New OPM Classification Standards
- c Uniform Application Of OPM Standards
- c Quality Initiatives Programs
  - o Mandatory Training Program
  - o Quality Initiatives Program
  - o Analyze and Improve Process
    - s Improvement Program

CIM CONTRACT PAYMENT
UNIFORMITY

Vision Element: vn Unfrmty

vn UNIFORMITY (1.1.3.2)--The Contract Payment process is the same for all DoD Components and has standard policies and procedures.

Narrative: Currently, many DoD Components have unique regulations to interpret DoD or central agency guidance. This leads to poor communication, incomplete data in the payment system and increased interest penalties. Because of differing interpretations of the regulations, changes to the process are not uniformly applied. In the future, a single set of DoD regulations for Contract Payment will be used exclusively, without supplementation, and will be uniformly applied.

Goal: g Oprt Unfrmly

g OPERATE UNIFORMLY (2.1.2.1)--Conduct Contract Payment business in a single manner throughout DoD.

Critical Success Factor: c Respnsbl Entty

c RESPONSIBLE ENTITY (2.1.2.2)--A single DoD entity will be empowered to ensure standardization and uniformity.

Critical Success Factor: c Sngl Set Of Reg

c SINGLE SET OF REGULATIONS (2.1.2.2)--A single set of DoD regulations will be issued for each function that affects Contract Payment. It will prohibit supplementation and be executable at the lowest level.

Critical Success Factor: c Stndrd Intrprtn Of Reg

c STANDARD INTERPRETATION OF REGULATIONS (2.1.2.2)--When regulations are applied, they are interpreted the same way in each office.

Critical Success Factor: c Stndrd Procs

c STANDARD PROCESSES (2.1.2.2)--All processes that affect Contract Payment are standard throughout DoD.

CIM CONTRACT PAYMENT
UNIFORMITY

Critical Success Factors Measurement Criteria:

- o All processes are uniformly applied.
- o Each known data element has a single standard definition.

Objective: o Data Elmt Dctnry

o DATA ELEMENT DICTIONARY (2.1.3.1)--Provide input for a standard data element dictionary.

Start Date: 1991

Completion Date: 1992

Directing Organization: Defense Finance and Accounting Service (DFAS)/ASD(C3I)

Organization/Customers: All DoD Components

Objective Measurement Criteria: A data element dictionary is published.

Impediment: Absence of Component consensus on definitions, accounting classification and document numbers.

Resolution of Impediment: Each OSD proponent for a functional area (e.g., DFAS for finance and accounting) defines the data elements that are owned by that community. OSD resolves ownership issues and arbitrates disagreements on definitions, and ASD(C3I) publishes the dictionary.

Objective: o Sngl Set of Reg

o SINGLE SET OF REGULATIONS (2.1.3.1)--Issue a single set of DoD regulations written to the executable level for Contract Payment.

Start Date: 1991

Completion Date: 1993

Directing Organization: DFAS

Organizations/Customers: All DoD Components

Objective Measurement Criteria: Publication of a single set of regulations for Contract Payment.

Impediment: The volume of current regulations will make this a complex and labor-intensive task.

Resolution of Impediment: DFAS establishes a Task Force with Component representatives knowledgeable in procedural requirements. The Task Force should take advantage of recent experience gained within DoD in regulation consolidation.

Objective: o Stndrd Procdr

o STANDARD PROCEDURES (2.1.3.1)--Develop and implement standard procedures for Contract Payment.

Start Date: 1991

Completion Date: 1994

Directing Organization: DFAS

Organizations/Customers: All DoD Components

Objective Measurement Criteria: Implementation of standard procedures for Contract Payment by all Components.

Impediment: Real and perceived uniqueness in Contract Payment at the operational level which fosters Component parochialism.

Resolution of Impediment: A DFAS led Task Force develops a single set of procedures that respond to all Contract Payment requirements.

Strategy: s Sngl Set of Reg

s SINGLE SET OF REGULATIONS (2.1.4.3) (2.1.4.2)--DoD Comptroller/DFAS will issue a single set of Contract Payment regulations for all DoD Components that contains a standard data element dictionary, is executable at the operational level and prohibits supplementation.

Alternative Strategy: Each Component will update and consolidate its own regulation (which will include a standard data element dictionary) and then submit this regulation to DFAS for further consolidation.

CIM CONTRACT PAYMENT
COMPLIANCE

Vision Element: vy Cmplnc

vy COMPLIANCE (1.1.3.2)--The Contract Payment process embodies all statutory, regulatory and audit requirements.

Narrative: Currently, some DoD Component systems (to include manual processes) do not comply with Government-wide standards (e.g., GAO Title II, Core Financial System Requirements and use of the Government-wide Standard General Ledger). This results in reduced information credibility, duplicate entries, untimely reporting and inability to produce auditable financial statements.

Goal: g Cmplnc

g COMPLIANCE (2.1.2.1)--Include all Contract Payment statutory, regulatory and audit requirements in the process.

Critical Success Factor: c Fnctnl Reqrmt Incrprtd

c FUNCTIONAL REQUIREMENTS INCORPORATED (2.1.2.2)--Statutory, regulatory and audit requirements affecting Contract Payment will be incorporated in the process.

Critical Success Factors Measurement Criteria:

- o All known statutory, regulatory and audit requirements have been incorporated in the Contract Payment process.

Objective: o Idntfy/Evlt Reqrmt

o IDENTIFY AND EVALUATE REQUIREMENTS (2.1.3.1)--Identify and evaluate statutory, regulatory and audit requirements.

Start Date: 1991

Completion Date: 1992

Directing Organization: Defense Finance and Accounting Service (DFAS)/DoD Components

Organizations/Customers: DFAS/DoD Components

Objective Measurement Criteria: Identification and evaluation of the statutory, regulatory and audit requirements have been completed.

CIM CONTRACT PAYMENT
COMPLIANCE

Impediment: Present Component regulations frequently are ambiguous, duplicative, obsolete and reinterpreted at all levels of Command making it difficult to identify the appropriate statutory, regulatory and audit requirements.

Resolution of Impediment:

- o Develop a unified, nonduplicative set of regulations and audit requirements.
- o DFAS validates the Functional Group's list of statutory, regulatory and audit requirements for Contract Payment in a timely and effective manner.

Objective: o Incrprt Reqrmt

o INCORPORATE REQUIREMENTS (2.1.3.1)--Incorporate statutory, regulatory and audit requirements in the process.

Start Date: 1992

Completion Date: 1993

Directing Organization: DFAS

Organizations/Customers: DFAS/DoD Components

Objective Measurement Criteria: All statutory, regulatory and audit requirements are incorporated in the Functional Description.

Impediment: Failure to effectively identify all necessary requirements in a timely manner.

Resolution of Impediment: DFAS leadership of a multi-Component Task Force ensures timely and effective identification of appropriate requirements for inclusion in the Functional Description.

Strategy: s Implmt Unifd Reqrmt

s IMPLEMENT UNIFIED REQUIREMENTS (2.1.4.3) (2.1.4.2)--DFAS will identify and evaluate regulatory and audit requirements and include them in the Contract Payment Functional Description.

CIM CONTRACT PAYMENT COMPLIANCE

Alternative Strategy: Component audit staffs identify regulatory and audit requirements; the DFAS evaluates, consolidates and includes the requirements in the Contract Payment Functional Description.

CIM CONTRACT PAYMENT
DATA CREDIBILITY

Vision Element: vt Data Crdblty

vt DATA CREDIBILITY (1.1.3.2)--Contract Payment uses information only from the official source which provides maximum confidence in its completeness and accuracy.

Narrative: Currently, information received by Contract Payment often is redundant, inaccurate, incomplete or untimely. This causes delayed, duplicate, untimely or inaccurate payments, interest penalties and labor-intensive research and reconciliations.

In addition, the proliferation of paper for the passing and processing of required information is labor-intensive, increases significantly the opportunity for errors and creates delays in the entire process when Contract Payment must convert the information to a suitable format. Use of paper files also means that information is not readily available for audit and inquiry.

In the future, all data used in the Contract Payment function will be reliable and readily available.

Goal: g Src Info

g SOURCE INFORMATION (2.1.2.1)--Direct access of originator's data within Contract Payment.

Critical Success Factor: c Info Acs

c INFORMATION ACCESS (2.1.2.2)--Information required by the Contract Payment process will be accessed at source.

Critical Success Factor: c Info Avlblty

c INFORMATION AVAILABILITY (2.1.2.2)--Source information from Contract Payment will be provided to all authorized users.

Critical Success Factors Measurement Criteria:

- Information is obtained at source 95 percent of the time.
- Source information is provided to authorized users 95 percent of the time.

CIM CONTRACT PAYMENT
DATA CREDIBILITY

Objective: o Cmuncn Media

o COMMUNICATION MEDIA (2.1.3.1)--Obtain and provide Contract Payment information at source through paperless communication media.

Start Date: 1992

Completion Date: Long-range (6-10 years)

Directing Organization: Defense Finance and Accounting Service (DFAS)/ASD(C3I)/ASD(P&L)

Organizations/Customers: All identified future customers and functional external interfaces for Contract Payment.

Objective Measurement Criteria:

- Required information is obtained at source through the paperless communication media.
- Required information is provided from source through the paperless communication media.

Impediments:

- Contract payment is 80 - 90 percent dependent on outside sources for information required.
- Organizations within or outside DoD may not agree to accept responsibility or participate.
- Paperless documentation is not currently acceptable as source information, e.g., GAO requires hard copy documents to be maintained on file somewhere for audit purposes.
- Users will not easily give up hard copy documentation due to "hard copy" mind-sets.

Resolution of Impediments:

- A DFAS action office takes the lead to effect successful integration with functions upon which Contract Payment is dependent.

- Assign a DoD responsible agent to coordinate and resolve issues with organizations that do not voluntarily participate or accept primary responsibility.

- Begin coordination to have paperless documentation accepted by all concerned.

- Educate users to the benefits of electronic commerce through adequate training.

Strategy: s Incrprt Pprlss Recrd Acs

s INCORPORATE PAPERLESS RECORDS ACCESS (2.1.4.3) (2.1.4.2)-- Successful completion of the CIM effort will field a process that allows access to an originator's files by those who must use elements of the originator's data. This access may include contractors' files. Access will not require the use of paper, thereby resulting in more timely processing and eliminating errors often caused by information transcription. This process also will eliminate redundancies. DFAS is the appropriate Executive Agent for developing and fielding a process that permits access to all necessary data by Contract Payment. Part of the development will include managing resolution of integration issues with OASD(P&L) on EDI applications.

Alternative Strategy:

- Provide for standard record format transmission to Contract Payment.

- Increase resources for Contract Payment to handle hard copy documents in an accurate and timely manner.

CIM CONTRACT PAYMENT
ACCOUNTABILITY

Vision Element: vy Acctblty

vy ACCOUNTABILITY (1.1.3.2)--Contract Payment functional activities are accountable only for the quality and regulatory compliance of the data they generate.

Narrative: Currently, the burden of correcting data most often is left to the user of the information (i.e., Contract Payment) rather than the originator (e.g., receiving activity). Inadequate standardization and automation preclude clear audit trails. In addition to loss of credibility, these conditions make an acceptable chargeback policy difficult to implement. Thus, many originators have little incentive to improve the accuracy or timeliness of their data.

One method of increasing efficiency is through implementation of an effective interest chargeback procedure. If a responsible activity loses operating funds due to interest paid as a result of its error or untimeliness, the managers of that activity will have an incentive to reduce those conditions. In turn, such action will facilitate payment and reduce Contract Payment inquiries.

Goal: g Acctblty

g ACCOUNTABILITY (2.1.2.1)--Accept and provide only accurate data in the Contract Payment environment.

Critical Success Factor: c Acctblty Of Data

c ACCOUNTABILITY OF DATA (2.1.2.2)--All interfaces that provide data required for the Contract Payment function will be exclusively accountable for the quality and regulatory compliance of their data.

Critical Success Factor: c Chrgbck Mthd Adptd

c CHARGEBACK METHOD ADOPTED (2.1.2.2)--All Federal Government external interfaces that originate data required for the Contract Payment function will bear, through a chargeback method, the costs associated with any erroneous or late payments that are due to their inaccurate or untimely source information. This shifts the burden of the interest expense to the responsible activity.

CIM CONTRACT PAYMENT
ACCOUNTABILITY

Critical Success Factors Measurement Criteria:

- Only originating activities are authorized and have the capability to change their data.
- An effective chargeback process has been implemented at all DoD activities.

Objective: o Ntfcn

o NOTIFICATION (2.1.3.1)--Implement a process that provides timely notification to activities responsible for incomplete/inaccurate data causing suspension of a payment request.

Start Date: 1991

Completion Date: 1993

Directing Organization: Defense Finance and Accounting Service (DFAS)/ASD(C3I)/ASD(P&L)

Organizations/Customers: All identified future customers and interfaces for Contract Payment.

Objective Measurement Criteria: Notification process requirements have been included in the Functional Description.

Impediments:

- Difficulty in identifying the responsible activity when delegations of authority are involved.
- Responsible activities may not fully support the process required for timely notification of discrepancies and their subsequent responses.
- Responsible activities may be outside DoD.

Resolution of Impediments:

- Develop an effective tracking procedure.
- Assign a DFAS action office to coordinate and resolve issues with responsible activities that do not fully support or accept the notification process or source data accountability.

CIM CONTRACT PAYMENT ACCOUNTABILITY

Objective: o Respnsblty Asgnmt

o RESPONSIBILITY ASSIGNMENT (2.1.3.1)--Implement a process that will determine and assign to the responsible activity all interest costs resulting from their inaccurate or untimely data.

Start Date: 1992

Completion Date: 1994

Directing Organization: DoD Comptroller

Organizations/Customers: All Government agencies.

Objective Measurement Criteria:

- The process has been incorporated in the Functional Description.
- The process has been incorporated in the regulatory and procedural guidance.

Impediments:

- Responsible activities may resist a policy requiring accountability since current processes do not allow for accurate and timely identification of inadequate data or for the identification of the responsible party.
- Responsible activities may not want to accept accountability or participate.
- Difficulty in assigning responsibility.

Resolution of Impediments:

- OSD directs implementation of an effective policy.
- Develop a process that facilitates management's ability to enforce accountability.
- Develop an effective tracking procedure.

- Assign a DFAS action office to coordinate and resolve issues with organizations that will not participate or accept accountability.

Strategy: s Acctblty Plcy

s ACCOUNTABILITY POLICY (2.1.4.3) (2.1.4.2)--The DoD Comptroller will promulgate an enforceable accountability policy. This policy will include the following elements:

- The method for assignment of responsibility;
- The operating fund cites to be used, e.g., Component Headquarters Operation and Maintenance Funds with identification of the responsible activity;
- The authority of the identified Component to specifically charge the operating funds of the responsible activity; and
- A resolution procedure to follow for disputed chargebacks.

Successful completion of this CIM effort will field a process that provides management with the tools to enforce accountability.

Alternative Strategy:

- Hold Components accountable through the Internal Control Program and hold financial managers accountable through individual performance standards.
- Increase resources to field quality assurance and audit agencies to ensure additional compliance reviews are made. Increase resources in the Contract Payment function to ensure all regulatory and audit requirements are met.

CIM CONTRACT PAYMENT FLEXIBILITY

Vision Element: vn Flxblty

vn FLEXIBILITY (1.1.3.2)--The Contract Payment process is responsive to changing conditions.

Narrative: Currently, multiple stand-alone processes across DoD cannot respond rapidly to changing conditions (e.g., mobilization, demobilization, technology advances and changing regulatory and legislative requirements). Two specific examples of this problem follow. First, when amendments to the Prompt Payment Act were enacted, the guidance could not be provided until well after enactment. This resulted in delays in compliance and diversion of valuable resources to record and then reprocess entitlement determinations for payments affected by the new law. Second, contingency operations resulting from Hurricane Hugo and Operation Desert Shield required modification of some normal process requirements in order to accomplish the Contract Payment mission (e.g., on-the-scene cash payments based on oral "good faith" commitments).

Goal: g Adptbl Procs

g ADAPTABLE PROCESS (2.1.2.1)--Implement a process that facilitates changes in mission needs.

Critical Success Factor: c Adptblty

c ADAPTABILITY (2.1.2.2)--The process can be used regardless of the mission environment.

Critical Success Factor: c Flxblty

c FLEXIBILITY (2.1.2.2)--The Contract Payment process is easily modified to meet changing mission requirements.

Critical Success Factor: c Retractv Cpblty

c RETROACTIVE CAPABILITIES (2.1.2.2)--The process provides a capability to implement changes that affect entitlements retroactively (e.g., changes to FAR, statutes or currency exchange rates).

CIM CONTRACT PAYMENT
FLEXIBILITY

Critical Success Factor: c Routn/Ad Hoc Reqst Acmdtd

c ROUTINE AND AD HOC REQUESTS ACCOMMODATED (2.1.2.2)--The process responds rapidly to routine and ad hoc requests for information.

Critical Success Factors Measurement Criteria:

- o Ninety-seven percent of the changes are implemented according to schedule.
- o The process fully supports contingency operations.
- o The user is able to obtain at least 90 percent of essential information in a format that is beneficial and expedient to the user.
- o The process is fully documented and available (e.g., current functional description and programming logic).

Objective: o Meet User Need/Procs Reqrmt

o MEET USERS' NEEDS AND PROCESS REQUIREMENTS (2.1.3.1)--Implement a process that meets all categories of user needs and process requirements.

Start Date: 1991

Completion Date: Long-range (6-10 years)

Directing Organization: DoD Comptroller/DFAS

Organizations/Customers: All identified future customers and functional interfaces for Contract Payment.

Objective Measurement Criteria:

- o User needs and process requirements have been identified and categorized (e.g., emergency operations, regulatory changes).
- o Process satisfies identified user needs within each category.

CIM CONTRACT PAYMENT FLEXIBILITY

Impediments:

- o Difficulty in identifying and adapting to *all* user needs.
- o Inability to predict future requirements with certainty.

Resolution of Impediments:

- o DFAS ensure the design of a process that can be easily modified to satisfy newly identified user needs.
- o Develop a process that allows the user to design and extract output reports as desired or required.

Strategy: s Meet User Need

s MEET USER NEEDS (2.1.4.3) (2.1.4.2)--Successful completion of this CIM effort will field a process that (1) meets Contract Payment needs, to include portability for emergency operations or deployed situations, and (2) accommodates changes with minimal impact to users.

It is expected that the process will accommodate large-scale operations (such as are needed in effecting payments for major end items) yet will be flexible enough for use aboard ship or during contingency operations. Since DFAS is responsible for finance and accounting requirements and systems it should (1) monitor the development of the DoD Contract Payment system per the Functional Description and (2) implement the developed process DoD-wide.

Alternative Strategy: Implement a process that includes only non-tactical requirements as identified by DFAS.

CIM CONTRACT PAYMENT
CUSTOMER SERVICE

Vision Element: vn Cstmr Svc

vn CUSTOMER SERVICE (1.1.3.2)--The Contract Payment function is responsive to its customers.

Narrative: Currently, quality service (or "goodwill" in the private sector) typically is not considered a principal product. One reason for this is that "quality of service" is difficult to quantify and, therefore, is seen as an intangible. It frequently is difficult to determine whether an intangible goal has been reached; thus, quality service usually is defined as a lack of negative input (e.g., less than "x" number of vendor complaints).

Contract Payment personnel cannot respond in a timely and accurate manner because of a lack of tools/resources, information and training. Additionally, classification standards published by the Office of Personnel Management (OPM) do not address adequately the complexity, scope and responsibility levels of duties in the functional areas. Even these standards are not applied uniformly throughout DoD. These problems are compounded by labor-intensive procedures, multiple interpretations of various regulatory guidance and incompatible systems. The result is lost discounts, poor cash management, high interest penalties, backlogs of unprocessed requests for payment, high levels of overtime and dissatisfied customers. By improving productivity and efficiency in the process, fewer customer inquiries will occur.

Customers prefer talking to a competent individual who can understand and answer questions without referral to another person or office. Due to systems sophistication and changing workforce demographics, this type of service will be more difficult to provide in the future. Contract Payment personnel will need to be highly trained to answer the vast majority of questions. The workforce will need to be literate and very proficient in the English language since the current trend points to a future workforce whose first language is not English.

Goal: g Qlty Cstmr Srv

g QUALITY CUSTOMER SERVICE (2.1.2.1)--Operate in a quality-conscious environment that instills an individual sense of responsibility throughout the organization for the level of service provided.

CIM CONTRACT PAYMENT
CUSTOMER SERVICE

Critical Success Factor: c Cnstncy

c CONSISTENCY (2.1.2.2)--Implement method(s) to measure the consistency of the process(es).

Critical Success Factor: c New OPM Clsfcn Stndrd

c NEW OFFICE OF PERSONNEL MANAGEMENT (OPM) CLASSIFICATION STANDARDS (2.1.2.2)--Implement OPM classification standards that reflect the complexity, scope and responsibility levels of the function.

Critical Success Factor: c Qlty Intiatv Progrm

c QUALITY INITIATIVES PROGRAM (2.1.2.2)--Implement a quality initiatives program.

Critical Success Factor: c Unfrm Aplcn Of OPM Stndrd

c UNIFORM APPLICATION OF OFFICE OF PERSONNEL MANAGEMENT (OPM) STANDARDS (2.1.2.2)--Apply the new OPM classification standards uniformly across the function.

Critical Success Factors Measurement Criteria:

- o Measurement methods are established for 90 percent of the process(es).
- o Appropriate standards have been published by OPM and are uniformly applied.
- o The program is operational at 98 percent of sites where Contract Payment is performed.

Objective: o Anlyz/Imprv Procs

o ANALYZE AND IMPROVE PROCESS (2.1.3.1)--Implement an effective method to analyze and improve the efficiency and productivity of the process(es).

Start Date: 1991

Completion Date: Short-range (0-2 years)

Directing Organization: Defense Finance and Accounting Service (DFAS)

Organizations/Customers: All identified future customers and functional external interfaces for Contract Payment.

Objective Measurement Criteria:

- o Performance measurement methods have been developed for all of the process(es).
- o The method has been implemented at all the sites.
- o Interest payments have been reduced by at least 50 percent and cost-effective discounts taken have increased by at least 50 percent.

Impediments:

- o Inability to control the process. Eighty to ninety percent of information that Contract Payment uses is originated by vendor, supplier, contracting officer and receiving activity.
- o Difficulty in committing resources to a long-term quality service program.

Resolution of Impediments:

- o DFAS modifies regulations to promulgate and enforce accountability (i.e., require the source of the information to make any required corrections).
- o Emphasize commitment to quality.

Objective: o Mndtry Trng Progrm

o MANDATORY TRAINING PROGRAM (2.1.3.1)--Implement a mandatory training program to include functional, technical and managerial competencies as well as English literacy improvement.

Start Date: 1991

Completion Date: Short-range (0-2 years)

Directing Organization: DFAS

Organizations/Customers: All identified future customers and functional external interfaces for Contract Payment.

CIM CONTRACT PAYMENT
CUSTOMER SERVICE

Objective Measurement Criteria:

- o A training program is implemented at all Contract Payment sites.
- o The training program is implemented for all Contract Payment functional activities.
- o Training requirements are in all Individual Development Plans (IDPs) and performance/advancement requirements.

Impediments:

- o Lack of resources (e.g., time, equipment, accessibility to materials).
- o Lack of emphasis on long-term goals as opposed to short-term results.
- o Outdated training materials.
- o Materials written at too technical or high a level.
- o Personnel may not have sufficient skills in spoken or written English.

Resolution of Impediments:

- o Obtain commitment at all levels.
- o DFAS, through the Defense Resource Management Education Center or other appropriate organization, develops methods to update and distribute training materials in a timely manner.
- o Ensure materials are written at an appropriate "user friendly" level.
- o Where locally necessary, establish English classes for personnel to improve literacy levels.

Objective: o Qlty Intiatv Progrm

o QUALITY INITIATIVES PROGRAM (2.1.3.1)--Implement a quality initiatives program (e.g., Suggestion Program, TQM).

CIM CONTRACT PAYMENT
CUSTOMER SERVICE

Start Date: 1991

Completion Date: Short-range (0-2 years)

Directing Organization: DFAS

Organizations/Customers: All identified future customers and functional external interfaces for Contract Payment.

Objective Measurement Criteria:

- A quality initiatives program is implemented for all Contract Payment functional activities.
- A quality initiatives program is implemented at all Contract Payment sites.

Impediments:

- Inconsistent emphasis on quality.
- Emphasis typically is on quantity vice quality.
- A lack of understanding of quality objectives exists at all levels.

Resolution of Impediments:

- DFAS, through its Centers of Excellence, emphasizes commitment to and enforcement of quality initiatives.
- Place emphasis on initially doing the task correctly.
- Provide sufficient and appropriate resources to allow quality work in addition to quantity requirements. Merely adding resources does not ensure an improvement in quality.
- Conduct an education program on quality initiatives techniques.

Strategy: s Imprvmt Progrm

s IMPROVEMENT PROGRAM (2.1.4.3) (2.1.4.2))--Upon successful completion of the CIM effort, a Contract Payment process will be fielded that includes an effective method for measuring the efficiency and productivity of the process. Evaluation

criteria are expected to include: interest payments, lost discounts, cash management overrides, errors in data, etc. Procedures will be in place to use these analyses in developing ways to improve service. As the DoD Executive Agent for finance and accounting requirements and systems, DFAS should provide the guidance necessary to ensure that (1) the process is improved to the extent possible, (2) Contract Payment personnel receive the training necessary to understand and improve the process and (3) appropriate classification standards are developed and submitted to OPM for approval and implementation.

Alternative Strategy:

- Assign responsibility for developing the above guidance to a Service Executive Agent.
- Hold personnel responsible for quality service through individual performance standards.
- Rely on automation to provide customers the capability to directly access Contract Payment information to determine payment status.

CIM CONTRACT PAYMENT
GOALS

Goal: g Acctblty

g ACCOUNTABILITY (2.1.2.1)--Accept and provide only accurate data in the Contract Payment environment.

Goal: g Adptbl Procs

g ADAPTABLE PROCESS (2.1.2.1)--Implement a process that facilitates changes in mission needs.

Goal: g Cmplnc

g COMPLIANCE (2.1.2.1)--Include all Contract Payment statutory, regulatory and audit requirements in the process.

Goal: g Oprt Unfrmly

g OPERATE UNIFORMLY (2.1.2.1)--Conduct Contract Payment business in a single manner throughout DoD.

Goal: g Qlty Cstmr Srv

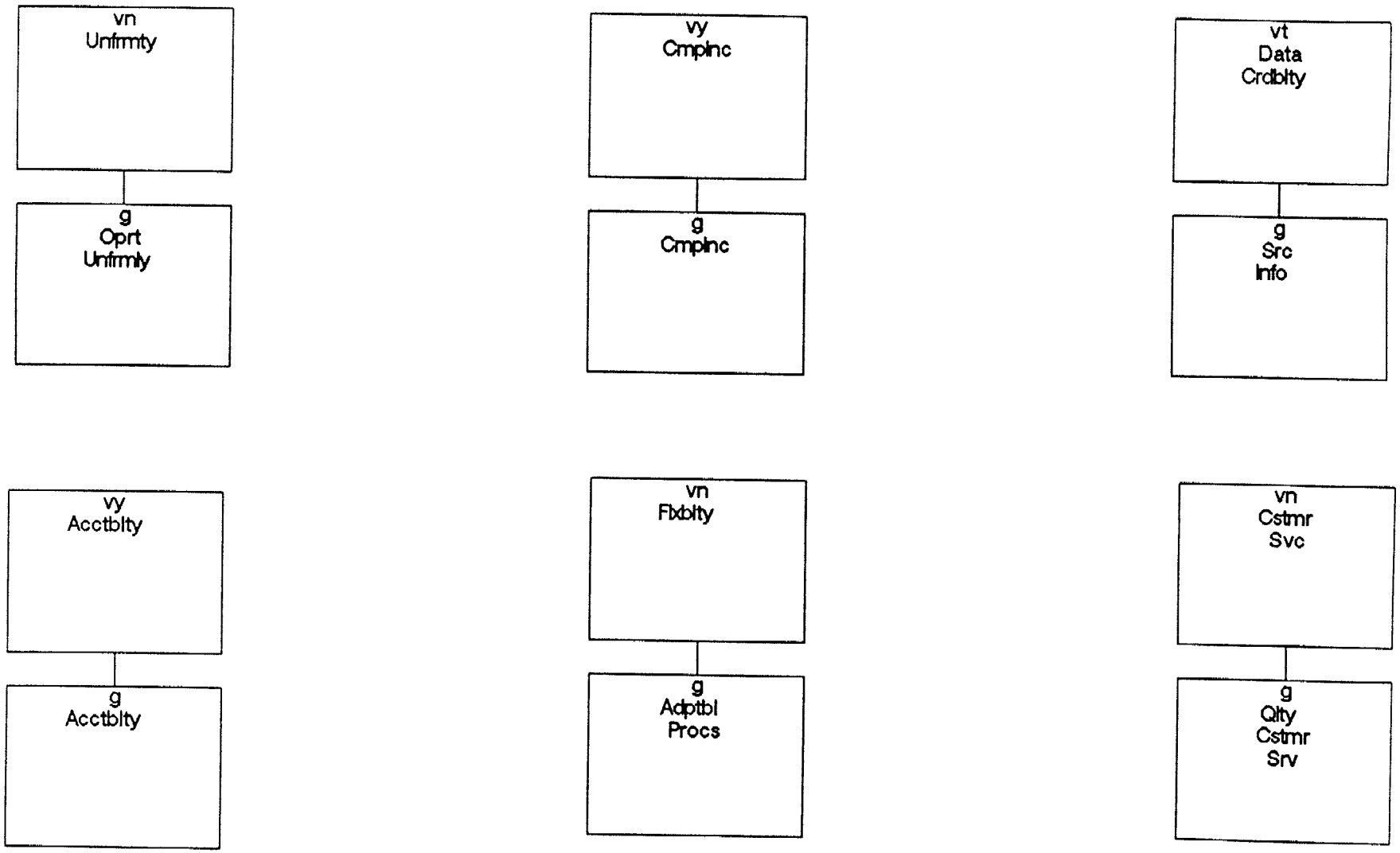
g QUALITY CUSTOMER SERVICE (2.1.2.1)--Operate in a quality-conscious environment that instills an individual sense of responsibility throughout the organization for the level of service provided.

Goal: g Src Info

g SOURCE INFORMATION (2.1.2.1)--Direct access of originator's data within Contract Payment.

Vision Elements to Goals (2.1.2.1)

June 6, 1991 2:15pm



Goals to Initiatives (2.1.2.1)

June 6, 1991 8:52am

	iECS	iElctrnc Cmrc	iIMPAC	iVEXP
gAcctblty	√	√		
gAdptbl Procs		√	√	√
gCmplnc	√	√	√	√
gOprt Unfrmly		√	√	√
gQlty Cstmr Srv	√	√	√	√
gSrc Info	√	√		

Goals to Issues/Problems/Deficiencies (2.1.2.1)

June 6, 1991 8:53am

	p Acctblty	p Dpndncy	p Inadqt Sys	p Nonstndrdzn	p Qlty Srv	p Rgltry
g Acctblty	√	√	√		√	√
g Adptbl Procs	√		√			
g Cmplnc				√	√	√
g Oprt Unfrmly				√	√	
g Qlty Cstmr Srv	√	√	√		√	√
g Src Info	√	√	√	√	√	√

Goals to Opportunities (2.1.2.1)

June 6, 1991 8:54am

	o Stndrdz Fnctnl Area	o Mgmt Intiatv	o Imprvd Cmuncn
g Acctblty	√	√	√
g Adptbl Procs	√	√	√
g Cmplnc	√	√	√
g Oprt Unfrmly	√	√	√
g Qlty Cstmr Srv	√		
g Src Info	√	√	√

CIM CONTRACT PAYMENT
CRITICAL SUCCESS FACTORS

Critical Success Factor: c Acctblty Of Data

c ACCOUNTABILITY OF DATA (2.1.2.2)--All interfaces that provide data required for the Contract Payment function will be exclusively accountable for the quality and regulatory compliance of their data.

Critical Success Factor: c Adptblty

c ADAPTABILITY (2.1.2.2)--The process can be used regardless of the mission environment.

Critical Success Factor: c Chrgbck Mthd Adptd

c CHARGEBACK METHOD ADOPTED (2.1.2.2)--All Federal Government external interfaces that originate data required for the Contract Payment function will bear, through a chargeback method, the costs associated with any erroneous or late payments that are due to their inaccurate or untimely source information. This shifts the burden of the interest expense to the responsible activity.

Critical Success Factor: c Cnstncy

c CONSISTENCY (2.1.2.2)--Implement method(s) to measure the consistency of the process(es).

Critical Success Factor: c Flxblty

c FLEXIBILITY (2.1.2.2)--The Contract Payment process is easily modified to meet changing mission requirements.

Critical Success Factor: c Fnctnl Reqrmt Incrprtd

c FUNCTIONAL REQUIREMENTS INCORPORATED (2.1.2.2)--Statutory, regulatory and audit requirements affecting Contract Payment will be incorporated in the process.

Critical Success Factor: c Info Acs

c INFORMATION ACCESS (2.1.2.2)--Information required by the Contract Payment process will be accessed at source.

Critical Success Factor: c Info Avlblty

c INFORMATION AVAILABILITY (2.1.2.2)--Source information from Contract Payment will be provided to all authorized users.

CIM CONTRACT PAYMENT
CRITICAL SUCCESS FACTORS

Critical Success Factor: c New OPM Clsfcn Stndrd

c NEW OFFICE OF PERSONNEL MANAGEMENT (OPM) CLASSIFICATION STANDARDS (2.1.2.2)--Implement OPM classification standards that reflect the complexity, scope and responsibility levels of the function.

Critical Success Factor: c Qlty Intiatv Progrm

c QUALITY INITIATIVES PROGRAM (2.1.2.2)--Implement a quality initiatives program.

Critical Success Factor: c Respnsbl Entty

c RESPONSIBLE ENTITY (2.1.2.2)--A single DoD entity will be empowered to ensure standardization and uniformity.

Critical Success Factor: c Retractv Cpblty

c RETROACTIVE CAPABILITIES (2.1.2.2)--The process provides a capability to implement changes that affect entitlements retroactively (e.g., changes to FAR, statutes or currency exchange rates).

Critical Success Factor: c Routn/Ad Hoc Reqst Acmdtd

c ROUTINE AND AD HOC REQUESTS ACCOMMODATED (2.1.2.2)--The process responds rapidly to routine and ad hoc requests for information.

Critical Success Factor: c Sngl Set Of Reg

c SINGLE SET OF REGULATIONS (2.1.2.2)--A single set of DoD regulations will be issued for each function that affects Contract Payment. It will prohibit supplementation and be executable at the lowest level.

Critical Success Factor: c Stndrd Intrprtn Of Reg

c STANDARD INTERPRETATION OF REGULATIONS (2.1.2.2)--When regulations are applied, they are interpreted the same way in each office.

CIM CONTRACT PAYMENT
CRITICAL SUCCESS FACTORS

Critical Success Factor: c Stndrd Procs

c STANDARD PROCESSES (2.1.2.2)--All processes that affect Contract Payment are standard throughout DoD.

Critical Success Factor: c Unfrm Aplcn Of OPM Stndrd

c UNIFORM APPLICATION OF OFFICE OF PERSONNEL MANAGEMENT (OPM) STANDARDS (2.1.2.2)--Apply the new OPM classification standards uniformly across the function.

Critical Success Factors to Goals (2.1.2.2)

June 6, 1991 8:51am

	g Acctblty	g Adptbl Procs	gCmplnc	gOprt Unfrmly	g Qlty Cstmr Srv	gSrc Info
c Acctblty Of Data	√					
c Adptblty		√				
c Chrgbck Mthd Adptd	√					
c Cnstncy					√	
c Flxblty		√				
c Fnctnl Reqrmt Incrprtd			√			
c Info Acs						√
c Info Avlblty						√
c New OPM Clsfcn Stndrd					√	
c Qlty Intiatv Progrm					√	
c Respnsbl Entty				√		
c Retractv Cpblty		√				
c Routn/Ad Hoc Reqst Acmdtd		√				
c Sngl Set Of Reg				√		
c Stndrd Intrprtn Of Reg				√		
c Stndrd Procs				√		
c Unfrm Aplcn Of OPM Stndrd					√	

CIM CONTRACT PAYMENT
OBJECTIVES

Objective: o Anlyz/Imprv Procs

o ANALYZE AND IMPROVE PROCESS (2.1.3.1)--Implement an effective method to analyze and improve the efficiency and productivity of the process(es).

Start Date: 1991

Completion Date: Short-range (0-2 years)

Directing Organization: Defense Finance and Accounting Service (DFAS)

Organizations/Customers: All identified future customers and functional external interfaces for Contract Payment.

Objective Measurement Criteria:

- o Performance measurement methods have been developed for all of the process(es).
- o The method has been implemented at all the sites.
- o Interest payments have been reduced by at least 50 percent and cost-effective discounts taken have increased by at least 50 percent.

Impediments:

- o Inability to control the process. Eighty to ninety percent of information that Contract Payment uses is originated by vendor, supplier, contracting officer and receiving activity.
- o Difficulty in committing resources to a long-term quality service program.

Resolution of Impediments:

- o DFAS modifies regulations to promulgate and enforce accountability (i.e., require the source of the information to make any required corrections).
- o Emphasize commitment to quality.

CIM CONTRACT PAYMENT
OBJECTIVES

Objective: o Cmuncn Media

o COMMUNICATION MEDIA (2.1.3.1)--Obtain and provide Contract Payment information at source through paperless communication media.

Start Date: 1992

Completion Date: Long-range (6-10 years)

Directing Organization: Defense Finance and Accounting Service (DFAS)/ASD(C3I)/ASD(P&L)

Organizations/Customers: All identified future customers and functional external interfaces for Contract Payment.

Objective Measurement Criteria:

- Required information is obtained at source through the paperless communication media.
- Required information is provided from source through the paperless communication media.

Impediments:

- Contract payment is 80 - 90 percent dependent on outside sources for information required.
- Organizations within or outside DoD may not agree to accept responsibility or participate.
- Paperless documentation is not currently acceptable as source information, e.g., GAO requires hard copy documents to be maintained on file somewhere for audit purposes.
- Users will not easily give up hard copy documentation due to "hard copy" mind-sets.

Resolution of Impediments:

- A DFAS action office takes the lead to effect successful integration with functions upon which Contract Payment is dependent.

CIM CONTRACT PAYMENT OBJECTIVES

- o Assign a DoD responsible agent to coordinate and resolve issues with organizations that do not voluntarily participate or accept primary responsibility.
- o Begin coordination to have paperless documentation accepted by all concerned.
- o Educate users to the benefits of electronic commerce through adequate training.

Objective: o Data Elmt Dctnry

o DATA ELEMENT DICTIONARY (2.1.3.1)--Provide input for a standard data element dictionary.

Start Date: 1991

Completion Date: 1992

Directing Organization: Defense Finance and Accounting Service (DFAS)/ASD(C3I)

Organization/Customers: All DoD Components

Objective Measurement Criteria: A data element dictionary is published.

Impediment: Absence of Component consensus on definitions, accounting classification and document numbers.

Resolution of Impediment: Each OSD proponent for a functional area (e.g., DFAS for finance and accounting) defines the data elements that are owned by that community. OSD resolves ownership issues and arbitrates disagreements on definitions, and ASD(C3I) publishes the dictionary.

Objective: o Idntfy/Evlt Reqrmt

o IDENTIFY AND EVALUATE REQUIREMENTS (2.1.3.1)--Identify and evaluate statutory, regulatory and audit requirements.

Start Date: 1991

Completion Date: 1992

Directing Organization: Defense Finance and Accounting Service (DFAS)/DoD Components

CIM CONTRACT PAYMENT
OBJECTIVES

Organizations/Customers: DFAS/DoD Components

Objective Measurement Criteria: Identification and evaluation of the statutory, regulatory and audit requirements have been completed.

Impediment: Present Component regulations frequently are ambiguous, duplicative, obsolete and reinterpreted at all levels of Command making it difficult to identify the appropriate statutory, regulatory and audit requirements.

Resolution of Impediment:

- o Develop a unified, nonduplicative set of regulations and audit requirements.
- o DFAS validates the Functional Group's list of statutory, regulatory and audit requirements for Contract Payment in a timely and effective manner.

Objective: o Incrprt Reqrmt

o INCORPORATE REQUIREMENTS (2.1.3.1)--Incorporate statutory, regulatory and audit requirements in the process.

Start Date: 1992

Completion Date: 1993

Directing Organization: DFAS

Organizations/Customers: DFAS/DoD Components

Objective Measurement Criteria: All statutory, regulatory and audit requirements are incorporated in the Functional Description.

Impediment: Failure to effectively identify all necessary requirements in a timely manner.

Resolution of Impediment: DFAS leadership of a multi-Component Task Force ensures timely and effective identification of appropriate requirements for inclusion in the Functional Description.

CIM CONTRACT PAYMENT
OBJECTIVES

Objective: o Meet User Need/Procs Reqrmt

o MEET USERS' NEEDS AND PROCESS REQUIREMENTS (2.1.3.1)--Implement a process that meets all categories of user needs and process requirements.

Start Date: 1991

Completion Date: Long-range (6-10 years)

Directing Organization: DoD Comptroller/DFAS

Organizations/Customers: All identified future customers and functional interfaces for Contract Payment.

Objective Measurement Criteria:

- o User needs and process requirements have been identified and categorized (e.g., emergency operations, regulatory changes).
- o Process satisfies identified user needs within each category.

Impediments:

- o Difficulty in identifying and adapting to *all* user needs.
- o Inability to predict future requirements with certainty.

Resolution of Impediments:

- o DFAS ensure the design of a process that can be easily modified to satisfy newly identified user needs.
- o Develop a process that allows the user to design and extract output reports as desired or required.

Objective: o Mndtry Trng Progrm

o MANDATORY TRAINING PROGRAM (2.1.3.1)--Implement a mandatory training program to include functional, technical and managerial competencies as well as English literacy improvement.

Start Date: 1991

CIM CONTRACT PAYMENT
OBJECTIVES

Completion Date: Short-range (0-2 years)

Directing Organization: DFAS

Organizations/Customers: All identified future customers and functional external interfaces for Contract Payment.

Objective Measurement Criteria:

- A training program is implemented at all Contract Payment sites.
- The training program is implemented for all Contract Payment functional activities.
- Training requirements are in all Individual Development Plans (IDPs) and performance/advancement requirements.

Impediments:

- Lack of resources (e.g., time, equipment, accessibility to materials).
- Lack of emphasis on long-term goals as opposed to short-term results.
- Outdated training materials.
- Materials written at too technical or high a level.
- Personnel may not have sufficient skills in spoken or written English.

Resolution of Impediments:

- Obtain commitment at all levels.
- DFAS, through the Defense Resource Management Education Center or other appropriate organization, develops methods to update and distribute training materials in a timely manner.
- Ensure materials are written at an appropriate "user friendly" level.

- Where locally necessary, establish English classes for personnel to improve literacy levels.

Objective: o Ntfcn

o NOTIFICATION (2.1.3.1)--Implement a process that provides timely notification to activities responsible for incomplete/inaccurate data causing suspension of a payment request.

Start Date: 1991

Completion Date: 1993

Directing Organization: Defense Finance and Accounting Service (DFAS)/ASD(C3I)/ASD(P&L)

Organizations/Customers: All identified future customers and interfaces for Contract Payment.

Objective Measurement Criteria: Notification process requirements have been included in the Functional Description.

Impediments:

- Difficulty in identifying the responsible activity when delegations of authority are involved.
- Responsible activities may not fully support the process required for timely notification of discrepancies and their subsequent responses.
- Responsible activities may be outside DoD.

Resolution of Impediments:

- Develop an effective tracking procedure.
- Assign a DFAS action office to coordinate and resolve issues with responsible activities that do not fully support or accept the notification process or source data accountability.

CIM CONTRACT PAYMENT
OBJECTIVES

Objective: o Qlty Intiatv Progrm

o QUALITY INITIATIVES PROGRAM (2.1.3.1)--Implement a quality initiatives program (e.g., Suggestion Program, TQM).

Start Date: 1991

Completion Date: Short-range (0-2 years)

Directing Organization: DFAS

Organizations/Customers: All identified future customers and functional external interfaces for Contract Payment.

Objective Measurement Criteria:

- o A quality initiatives program is implemented for all Contract Payment functional activities.
- o A quality initiatives program is implemented at all Contract Payment sites.

Impediments:

- o Inconsistent emphasis on quality.
- o Emphasis typically is on quantity vice quality.
- o A lack of understanding of quality objectives exists at all levels.

Resolution of Impediments:

- o DFAS, through its Centers of Excellence, emphasizes commitment to and enforcement of quality initiatives.
- o Place emphasis on initially doing the task correctly.
- o Provide sufficient and appropriate resources to allow quality work in addition to quantity requirements. Merely adding resources does not ensure an improvement in quality.
- o Conduct an education program on quality initiatives techniques.

CIM CONTRACT PAYMENT
OBJECTIVES

Objective: o Respnsblty Asgnmt

o RESPONSIBILITY ASSIGNMENT (2.1.3.1)--Implement a process that will determine and assign to the responsible activity all interest costs resulting from their inaccurate or untimely data.

Start Date: 1992

Completion Date: 1994

Directing Organization: DoD Comptroller

Organizations/Customers: All Government agencies.

Objective Measurement Criteria:

- The process has been incorporated in the Functional Description.
- The process has been incorporated in the regulatory and procedural guidance.

Impediments:

- Responsible activities may resist a policy requiring accountability since current processes do not allow for accurate and timely identification of inadequate data or for the identification of the responsible party.
- Responsible activities may not want to accept accountability or participate.
- Difficulty in assigning responsibility.

Resolution of Impediments:

- OSD directs implementation of an effective policy.
- Develop a process that facilitates management's ability to enforce accountability.
- Develop an effective tracking procedure.
- Assign a DFAS action office to coordinate and resolve issues with organizations that will not participate or accept accountability.

CIM CONTRACT PAYMENT
OBJECTIVES

Objective: o Sngl Set of Reg

o SINGLE SET OF REGULATIONS (2.1.3.1)--Issue a single set of DoD regulations written to the executable level for Contract Payment.

Start Date: 1991

Completion Date: 1993

Directing Organization: DFAS

Organizations/Customers: All DoD Components

Objective Measurement Criteria: Publication of a single set of regulations for Contract Payment.

Impediment: The volume of current regulations will make this a complex and labor-intensive task.

Resolution of Impediment: DFAS establishes a Task Force with Component representatives knowledgeable in procedural requirements. The Task Force should take advantage of recent experience gained within DoD in regulation consolidation.

Objective: o Stndrd Procdr

o STANDARD PROCEDURES (2.1.3.1)--Develop and implement standard procedures for Contract Payment.

Start Date: 1991

Completion Date: 1994

Directing Organization: DFAS

Organizations/Customers: All DoD Components

Objective Measurement Criteria: Implementation of standard procedures for Contract Payment by all Components.

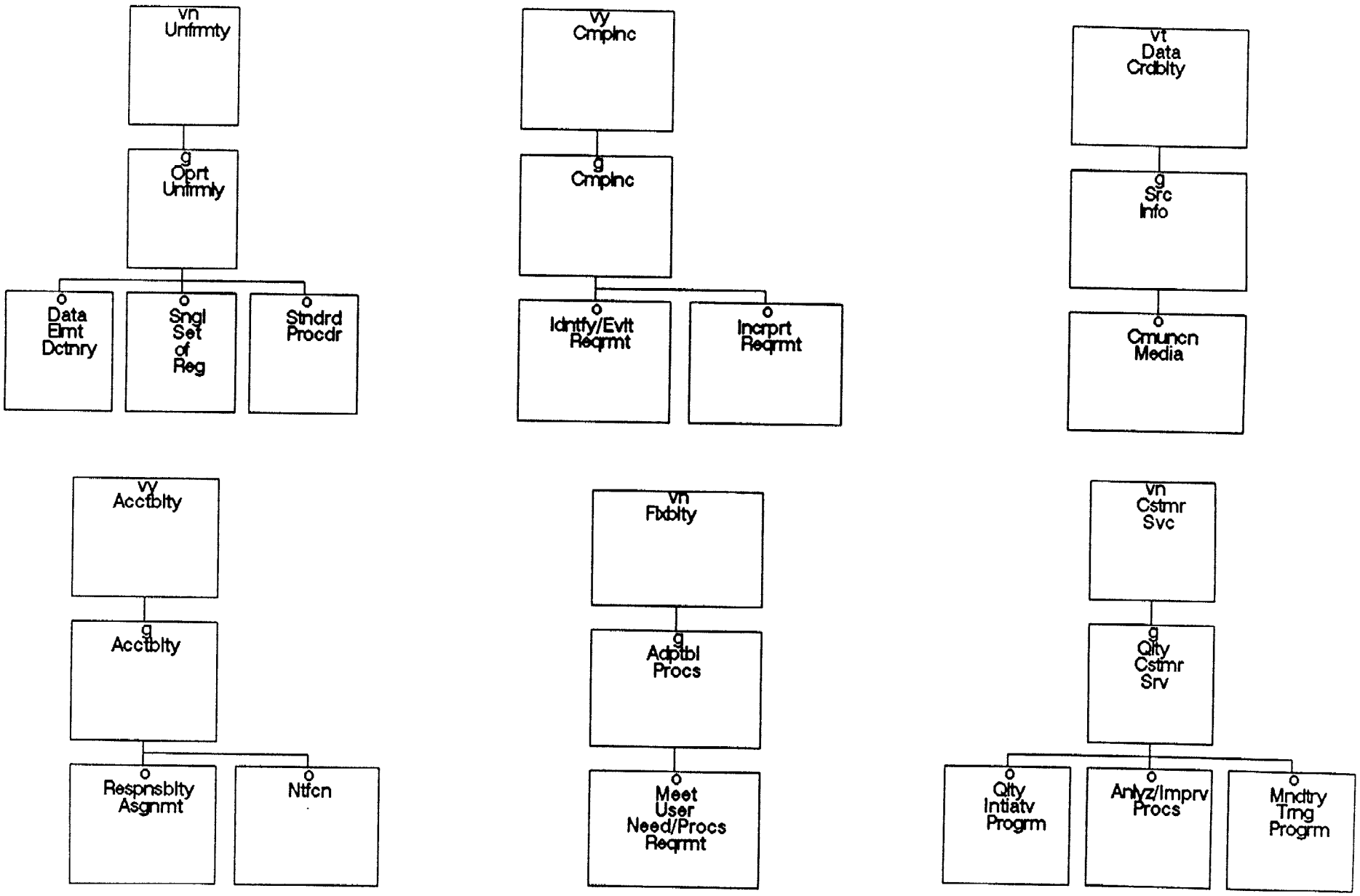
CIM CONTRACT PAYMENT
OBJECTIVES

Impediment: Real and perceived uniqueness in Contract Payment at the operational level which fosters Component parochialism.

Resolution of Impediment: A DFAS led Task Force develops a single set of procedures that respond to all Contract Payment requirements.

Vision Elements t als/Objectives (2.1.3.1)

June 6, 1991 1:58pm



Objectives to Current Customers (2.1.3.1)

June 6, 1991 12:19pm

	cc Acctg Ofc	cc Cntrctg Ofc	cc Dsbrsg Ofc	cc Ordr Acptg Ofc	cc Ordrg Ofc	cc Vndr/Cntrct/Spplr
o Anlyz/Imprv Procs	√	√	√	√	√	√
o Cmuncn Media	√	√	√	√	√	√
o Data Elmt Dctnry	√	√	√	√	√	
o Idntfy/Evlt Reqrmt	√	√	√	√	√	√
o Incrprt Reqrmt	√	√	√	√	√	√
o Meet User Need/Procs Reqrmt	√	√	√	√	√	√
o Mndtry Trng Progrm	√	√	√	√	√	√
o Ntfcn	√	√	√	√	√	√
o Qlty Intiatv Progrm	√	√	√	√	√	√
o Respnsblty Asgnmt	√	√	√	√	√	
o Sngl Set of Reg	√	√	√	√	√	√
o Stndrd Procdr	√	√	√	√	√	√

CIM CONTRACT PAYMENT ACTIONS

ACTION LISTS (2.1.4.1)--Action lists to accomplish the objectives were not developed based on guidance from the leader of the CIM Integration Team during December 1990.

CIM CONTRACT PAYMENT STRATEGIES

Strategy: s Acctblty Plcy

s ACCOUNTABILITY POLICY (2.1.4.3) (2.1.4.2)--The DoD Comptroller will promulgate an enforceable accountability policy. This policy will include the following elements:

- The method for assignment of responsibility;
- The operating fund cites to be used, e.g., Component Headquarters Operation and Maintenance Funds with identification of the responsible activity;
- The authority of the identified Component to specifically charge the operating funds of the responsible activity; and
- A resolution procedure to follow for disputed chargebacks.

Successful completion of this CIM effort will field a process that provides management with the tools to enforce accountability.

Alternative Strategy:

- Hold Components accountable through the Internal Control Program and hold financial managers accountable through individual performance standards.
- Increase resources to field quality assurance and audit agencies to ensure additional compliance reviews are made. Increase resources in the Contract Payment function to ensure all regulatory and audit requirements are met.

Strategy: s Implmt Unifd Reqrmt

s IMPLEMENT UNIFIED REQUIREMENTS (2.1.4.3) (2.1.4.2)--DFAS will identify and evaluate regulatory and audit requirements and include them in the Contract Payment Functional Description.

Alternative Strategy: Component audit staffs identify regulatory and audit requirements; the DFAS evaluates, consolidates and includes the requirements in the Contract Payment Functional Description.

CIM CONTRACT PAYMENT STRATEGIES

Strategy: s Imprvmt Progrm

s IMPROVEMENT PROGRAM (2.1.4.3) (2.1.4.2)--Upon successful completion of the CIM effort, a Contract Payment process will be fielded that includes an effective method for measuring the efficiency and productivity of the process. Evaluation criteria are expected to include: interest payments, lost discounts, cash management overrides, errors in data, etc. Procedures will be in place to use these analyses in developing ways to improve service. As the DoD Executive Agent for finance and accounting requirements and systems, DFAS should provide the guidance necessary to ensure that (1) the process is improved to the extent possible, (2) Contract Payment personnel receive the training necessary to understand and improve the process and (3) appropriate classification standards are developed and submitted to OPM for approval and implementation.

Alternative Strategy:

- Assign responsibility for developing the above guidance to a Service Executive Agent.
- Hold personnel responsible for quality service through individual performance standards.
- Rely on automation to provide customers the capability to directly access Contract Payment information to determine payment status.

Strategy: s Incrprt Pprlss Recrd Acs

s INCORPORATE PAPERLESS RECORDS ACCESS (2.1.4.3) (2.1.4.2)--Successful completion of the CIM effort will field a process that allows access to an originator's files by those who must use elements of the originator's data. This access may include contractors' files. Access will not require the use of paper, thereby resulting in more timely processing and eliminating errors often caused by information transcription. This process also will eliminate redundancies. DFAS is the appropriate Executive Agent for developing and fielding a process that permits access to all necessary data by Contract Payment. Part of the development will include managing resolution of integration issues with OASD(P&L) on EDI applications.

Alternative Strategy:

- o Provide for standard record format transmission to Contract Payment.
- o Increase resources for Contract Payment to handle hard copy documents in an accurate and timely manner.

Strategy: s Meet User Need

s MEET USER NEEDS (2.1.4.3) (2.1.4.2)--Successful completion of this CIM effort will field a process that (1) meets Contract Payment needs, to include portability for emergency operations or deployed situations, and (2) accommodates changes with minimal impact to users.

It is expected that the process will accommodate large-scale operations (such as are needed in effecting payments for major end items) yet will be flexible enough for use aboard ship or during contingency operations. Since DFAS is responsible for finance and accounting requirements and systems it should (1) monitor the development of the DoD Contract Payment system per the Functional Description and (2) implement the developed process DoD-wide.

Alternative Strategy: Implement a process that includes only non-tactical requirements as identified by DFAS.

Strategy: s Sngl Set of Reg

s SINGLE SET OF REGULATIONS (2.1.4.3) (2.1.4.2)--DoD Comptroller/DFAS will issue a single set of Contract Payment regulations for all DoD Components that contains a standard data element dictionary, is executable at the operational level and prohibits supplementation.

Alternative Strategy: Each Component will update and consolidate its own regulation (which will include a standard data element dictionary) and then submit this regulation to DFAS for further consolidation.

Critical Success Factors to Strategies (2.1.4.2)

June 6, 1991 8:56am

	s Acctblty Plcy	s Implmt Unifd Reqrmt	s Imprvmt Progrm	s Incrprt Ppriss Recrd Acs	s Meet User Need	s Sngl Set of Reg
c Acctblty Of Data	√					
c Adptblty					√	
c Chrgbck Mthd Adptd	√					
c Cnstncy			√			
c Flxblty					√	
c Fnctnl Reqrmt Incrprtd		√				
c Info Acs				√		
c Info Avlblty				√		
c New OPM Clsfcn Stndrd			√			
c Qlty Intiatv Progrm			√			
c Respnsbl Entty						√
c Retractv Cpblty					√	
c Routn/Ad Hoc Reqst Acmdtd					√	
c Sngl Set Of Reg						√
c Stndrd Intrprtn Of Reg						√
c Stndrd Procs						√
c Unfrm Aplcn Of OPM Stndrd			√			

Strategies to Vision Elements (2.1.4.3)

June 6, 1991 8:57am

	vn Cstmr Svc	vn Fbxblty	vn Unfrmty	vt Data Crdblty	vy Acctblty	vy Cmplnc
s Acctblty Plcy					√	
s Implmt Unifd Reqrmt						√
s Imprvmt Progrm	√					
s Incrprt Pprlss Recrd Acs				√		
s Meet User Need		√				
s Sngl Set of Reg			√			

CIM CONTRACT PAYMENT
FUTURE FUNCTIONAL CONCEPTS

Functional Concept: f Functl Cncpt

f FUNCTIONAL CONCEPT (2.1.5)--This step describes the concept for the Contract Payment function as it will exist in the future. In developing this concept, the future mission, scope, visions, policies, guiding principles and strategies were reviewed and adjusted where necessary. The future organizational structure, operational environment and information requirements also were addressed. In addition, the concept was compared with industry trends to ensure it incorporates the most innovative business practices and ideas industry has to offer. DoD already is on the "leading edge" for EDI, and applications of electronic commerce should become the standard method of business operation. The Contract Payment function itself will be standardized and uniformly operated within the established environment. The function will be highly dependent on information resource management that utilizes state-of-the-art automation and electronic commerce capabilities to retrieve, provide and store timely and accurate information.

Functional Concept: f Oprtnl Cncpt

f OPERATIONAL CONCEPT (2.1.5.1)--The Contract Payment function will operate with standardized policies and uniform applications disciplined through a fully automated state-of-the-art system that minimizes human intervention and complies with all statutory, regulatory and audit requirements. The process will require shared information that is established and accessed at source, eliminating the use of paper as a medium to transfer information. Originating activities will be accountable for the timeliness and accuracy of their data, and only they will be authorized to change their data. The system will be flexible in order to be responsive in a changing environment. Quality service will be provided by a small highly skilled workforce.

The future Contract Payment function will have two Functional Activities that will receive, verify and manage requests for contractual payment and associated information.

Functional Concept: fac Prfmnc Dtrmntn

fac PERFORMANCE DETERMINATION (2.1.5.1)--The Performance Determination activity of the future will be exclusively responsible for receiving, entering, deleting and returning payment requests and credit memos, primarily through electronic means. It will be automated with supporting documentation maintained at the source for performance processing and will also review the source data to expedite resolution of credit memos, missing data or erroneous conditions. Additionally, through the automated system, this activity will (1) determine the due dates and age all payment and credit memos (2) verify payment requests and credit memos to ensure validity, (3) maintain and monitor the status of payment requests and (4) validate payment requests against contractual performance terms and conditions, receiving/acceptance information and, when appropriate, the contractual line item information.

Functional Concept: fhc Pymt Dtrmntn

fhc PAYMENT DETERMINATION (2.1.5.1)--The Payment Determination activity of the future will (1) determine the gross amount due, (2) establish reservations of unliquidated obligations for pending disbursements and (3) manage pending payments in accordance with statutory and regulatory guidance. It also will (1) calculate the net payment, (2) when applicable, determine interest due and the activity to be charged for the interest and (3) certify and release payments to Disbursing.

Functional Concept: f Cmprtv Anlys With Indstry

f COMPARATIVE ANALYSIS WITH INDUSTRY (2.1.5.1)--The future functional concept has been compared with industry trends to ensure it incorporates the most innovative business practices and ideas industry has to offer. During ten site visits by the Contract Payment Group, two innovative practices were identified. First, Ford Motor Company has eliminated the requirement to receive invoices and instead pays based on a verified receipt in their Evaluated Receipt Settlement (ERS) process. Implementation of ERS has required Ford customers to change their business procedures. DeCA and Chevron Industries, Inc., are planning to test similar practices in the near future. The Contract Payment function will incorporate this innovation where practical.

Second, Proctor & Gamble, Inc., functionally aligns the Contract Payment (accounts payable) function with the Procurement function rather than it's traditional placement in Finance. While this demonstrates the highly dependent relationship Contract Payment has with Contracting, this practice is not recommended for internal control reasons. DoD already is on the "leading edge" for EDI, and the DoD Electronic Commerce Program being developed by Lawrence Livermore National Laboratory should make business without paper the standard for future operations. Site visits to these and other businesses revealed no other innovations; however, they did reveal an increasing level in automation of current business practices.

CIM CONTRACT PAYMENT
FUTURE BENEFITS

Function: f Bnft

f BENEFITS (2.1.5)(2.1.5.1)(2.1.5.2)--The following are benefits to the Contract Payment process:

UNIFORMITY:

Uniformity will resolve many problems existing within the current Contract Payment function. One standard system, as opposed to multiple systems, will result in a single communication network, reduce maintenance and training costs, facilitate test and implementation of systems changes and increase productivity at different work sites. Standard policies and procedures also will decrease the chances for misinterpretation of requirements.

COMPLIANCE:

Compliance with all statutory, regulatory and audit requirements will enable the Department to realize benefits in several areas. Foremost is improved "Cash Management" as the process will result in fewer interest and penalty payments. Consistency in data and reporting will provide real savings when the Government-wide Standard General Ledger is fully implemented. Additional savings also will be made since compliance with all audit requirements will streamline the audit process and reduce related overhead costs.

DATA CREDIBILITY:

Accessing data at the source will (1) reduce manpower costs associated with manual input, filing, reconciliation and research, (2) reduce overhead costs associated with hard copy documentation and (3) increase the accuracy of payments. In addition, the increased use of electronic data interchange will better enable the Department to take more trade discounts, when advantageous.

ACCOUNTABILITY:

Accountability places responsibility for source data with the originator. It will remove Contract Payment from the business of "chasing data" and significantly reduce exception processing. This will result both in manpower and overhead savings. The assignment of interest costs and penalties to the appropriate responsible activity will highlight problem areas and allow management to streamline operations. Emphasis will be placed on more timely and accurate source data thereby resulting in more timely and accurate payments and a reduction in overall interest costs.

CIM CONTRACT PAYMENT
FUTURE BENEFITS

FLEXIBILITY:

The Contract Payment function will be an adaptable process that rapidly accommodates changes in mission with little impact on operations. The benefits include avoidance of costs associated with maintaining and modifying multiple stand-alone systems.

CUSTOMER SERVICE:

Quality service in the future will be considered a principal product of the Contract Payment function. The benefits of this product will be reduced overhead costs, fewer inquiries and improved customer relations.

CIM CONTRACT PAYMENT
FUTURE CONSTRAINTS

f Cnstrnt

f CONSTRAINTS (2.1.5) (2.1.5.1) (2.1.5.2)--The following are constraints to the Contract Payment process:

o Lack of standardization. DoD Components have nonstandard policies, procedures, systems (hardware and software) and functional processes.

o Uniqueness. Perceived differences in mission requirements among DoD Components make standardization difficult.

o Inability to control the process. Contract Payment is 80-90 percent dependent on outside sources for data availability and credibility.

o System problems. Current Component systems (hardware, software and applicable audit requirements) do not adequately support current or future needs.

o Personal pecuniary liability. By law, the Disbursing Officer personally is pecuniarily liable for all payments made by his/her station.

CIM CONTRACT PAYMENT
REVALIDATED FUTURE MISSION STATEMENT AND NARRATIVE SCOPE

Function: f CONTRACT PAYMENT

FUTURE CONTRACT PAYMENT MISSION STATEMENT (2.1.5.1) (1.1.1.1): Verify that payment and associated performance terms and conditions of the contract or like-agreement have been met; ascertain the monetary entitlement due the payee; ensure that payments are scheduled and approved for timely release according to laws and regulations; and assure the integrity and availability of Contract Payment information for customers and other users.

FUTURE CONTRACT PAYMENT NARRATIVE SCOPE: (2.1.5.1) (1.1.1.2) The Contract Payment function begins with a requirement for payment. It ends when all payment terms and conditions of the contract or like-agreement have been met and associated information has been provided. Exclusions are not limited to, but will include, all obligating, disbursing and regulatory financial reporting functions, which will be covered by other Financial Operations.

CIM CONTRACT PAYMENT
REVALIDATED VISION NARRATIVE

VISION NARRATIVE (2.1.5.1) (1.1.3.3)--The Contract Payment function operates using standardized policy that is uniformly applied by all DoD Components. It complies with all statutory and regulatory requirements and is responsive to changing conditions. It uses and provides only credible information that is established and maintained by its accountable steward. It is responsive to its customers through a highly skilled workforce.

CIM CONTRACT PAYMENT
REVALIDATED VISION ELEMENTS

OPERATIONAL

Vision Element: vn Cstmr Svc

vn CUSTOMER SERVICE (2.1.5.1) (1.1.3.2)--The Contract Payment function is responsive to its customers.

Narrative: Currently, quality service (or "goodwill" in the private sector) typically is not considered a principal product. One reason for this is that "quality of service" is difficult to quantify and, therefore, is seen as an intangible. It frequently is difficult to determine whether an intangible goal has been reached; thus, quality service usually is defined as a lack of negative input (e.g., less than "x" number of vendor complaints).

Contract Payment personnel cannot respond in a timely and accurate manner because of a lack of tools/resources, information and training. Additionally, classification standards published by the Office of Personnel Management (OPM) do not address adequately the complexity, scope and responsibility levels of duties in the functional areas. Even these standards are not applied uniformly throughout DoD. These problems are compounded by labor-intensive procedures, multiple interpretations of various regulatory guidance and incompatible systems. The result is lost discounts, poor cash management, high interest penalties, backlogs of unprocessed requests for payment, high levels of overtime and dissatisfied customers. By improving productivity and efficiency in the process, fewer customer inquiries will occur.

Customers prefer talking to a competent individual who can understand and answer questions without referral to another person or office. Due to systems sophistication and changing workforce demographics, this type of service will be more difficult to provide in the future. Contract Payment personnel will need to be highly trained to answer the vast majority of questions. The workforce will need to be literate and very proficient in the English language since the current trend points to a future workforce whose first language is not English.

CIM CONTRACT PAYMENT
REVALIDATED VISION ELEMENTS

Vision Element: vn Flxblty

vn FLEXIBILITY (2.1.5.1) (1.1.3.2)--The Contract Payment process is responsive to changing conditions.

Narrative: Currently, multiple stand-alone processes across DoD cannot respond rapidly to changing conditions (e.g., mobilization, demobilization, technology advances and changing regulatory and legislative requirements). Two specific examples of this problem follow. First, when amendments to the Prompt Payment Act were enacted, the guidance could not be provided until well after enactment. This resulted in delays in compliance and diversion of valuable resources to record and then reprocess entitlement determinations for payments affected by the new law. Second, contingency operations resulting from Hurricane Hugo and Operation Desert Shield required modification of some normal process requirements in order to accomplish the Contract Payment mission (e.g., on-the-scene cash payments based on oral "good faith" commitments).

Vision Element: vn Unfrmty

vn UNIFORMITY (2.1.5.1) (1.1.3.2)--The Contract Payment process is the same for all DoD Components and has standard policies and procedures.

Narrative: Currently, many DoD Components have unique regulations to interpret DoD or central agency guidance. This leads to poor communication, incomplete data in the payment system and increased interest penalties. Because of differing interpretations of the regulations, changes to the process are not uniformly applied. In the future, a single set of DoD regulations for Contract Payment will be used exclusively, without supplementation, and will be uniformly applied.

TECHNOLOGY

Vision Element: vt Data Crdblty

vt DATA CREDIBILITY (2.1.5.1) (1.1.3.2)--Contract Payment uses information only from the official source which provides maximum confidence in its completeness and accuracy.

CIM CONTRACT PAYMENT
REVALIDATED VISION ELEMENTS

Narrative: Currently, information received by Contract Payment often is redundant, inaccurate, incomplete or untimely. This causes delayed, duplicate, untimely or inaccurate payments, interest penalties and labor-intensive research and reconciliations.

In addition, the proliferation of paper for the passing and processing of required information is labor-intensive, increases significantly the opportunity for errors and creates delays in the entire process when Contract Payment must convert the information to a suitable format. Use of paper files also means that information is not readily available for audit and inquiry.

In the future, all data used in the Contract Payment function will be reliable and readily available.

POLICY

Vision Element: vy Acctblty

vy ACCOUNTABILITY (2.1.5.1) (1.1.3.2)--Contract Payment functional activities are accountable only for the quality and regulatory compliance of the data they generate.

Narrative: Currently, the burden of correcting data most often is left to the user of the information (i.e., Contract Payment) rather than the originator (e.g., receiving activity). Inadequate standardization and automation preclude clear audit trails. In addition to loss of credibility, these conditions make an acceptable chargeback policy difficult to implement. Thus, many originators have little incentive to improve the accuracy or timeliness of their data.

One method of increasing efficiency is through implementation of an effective interest chargeback procedure. If a responsible activity loses operating funds due to interest paid as a result of its error or untimeliness, the managers of that activity will have an incentive to reduce those conditions. In turn, such action will facilitate payment and reduce Contract Payment inquiries.

Vision Element: vy Cmplnc

vy COMPLIANCE (2.1.5.1) (1.1.3.2)--The Contract Payment process embodies all statutory, regulatory and audit requirements.

CIM CONTRACT PAYMENT
REVALIDATED VISION ELEMENTS

Narrative: Currently, some DoD Component systems (to include manual processes) do not comply with Government-wide standards (e.g., GAO Title II, Core Financial System Requirements and use of the Government-wide Standard General Ledger). This results in reduced information credibility, duplicate entries, untimely reporting and inability to produce auditable financial statements.

CIM CONTRACT PAYMENT
REVALIDATED POLICIES

Policy: p Info Mgt

p INFORMATION MANAGEMENT (2.1.5.1) (1.1.2.1)--Contract Payment will eliminate duplication of information and provide free exchange with all authorized users.

Policy: p Inovtn

p INNOVATION (2.1.5.1) (1.1.2.1)--The Contract Payment function will incorporate the best industry standards where practical and provide appropriate security for all levels of access.

Policy: p Stndrd Gdnc

p STANDARD GUIDANCE (2.1.5.1) (1.1.2.1)--The Contract Payment function will use a single set of DoD regulations sufficient for execution at the lowest level without supplementation.

CIM CONTRACT PAYMENT
REVALIDATED GUIDING PRINCIPLES

Guiding Principle: g Mxmz Autmtn

g MAXIMIZE AUTOMATION (2.1.5.1) (1.1.2.2)--Contract Payment will maximize the use of state-of-the-art technologies to enhance productivity and minimize manual intervention and error.

Guiding Principle: g Mxmz Cstmr Stsfcn

g MAXIMIZE CUSTOMER SATISFACTION (2.1.5.1) (1.1.2.2)--Contract Payment will promote goodwill via timely and accurate payments and responses.

Guiding Principle: g Pprlss Envrnmt

g PAPERLESS ENVIRONMENT (2.1.5.1) (1.1.2.2)--Contract Payment will receive, acknowledge and provide information electronically, thereby minimizing the use of hard copy documents.

Guiding Principle: g Prmt Procs Imprvmt

g PROMOTE PROCESS IMPROVEMENT (2.1.5.1) (1.1.2.2)--Contract Payment will provide an atmosphere for ongoing process improvement.

Guiding Principle: g Prmt Wrkplc Imprvmt

g PROMOTE WORKPLACE IMPROVEMENT (2.1.5.1) (1.1.2.2)--Contract Payment will promote a healthy work environment conducive to efficiency and productivity.

Guiding Principle: g Provd Conts Trng

g PROVIDE CONTINUOUS TRAINING (2.1.5.1) (1.1.2.2)--Contract Payment will provide current and continuous training to maintain a quality professional workforce.

CIM CONTRACT PAYMENT
REVALIDATED STRATEGIES

Strategy: s Acctblty Plcy

s ACCOUNTABILITY POLICY (2.1.5.1) (2.1.4.3) (2.1.4.2)--The DoD Comptroller will promulgate an enforceable accountability policy. This policy will include the following elements:

- The method for assignment of responsibility;
- The operating fund cites to be used, e.g., Component Headquarters Operation and Maintenance Funds with identification of the responsible activity;
- The authority of the identified Component to specifically charge the operating funds of the responsible activity; and
- A resolution procedure to follow for disputed chargebacks.

Successful completion of this CIM effort will field a process that provides management with the tools to enforce accountability.

Alternative Strategy:

- Hold Components accountable through the Internal Control Program and hold financial managers accountable through individual performance standards.
- Increase resources to field quality assurance and audit agencies to ensure additional compliance reviews are made. Increase resources in the Contract Payment function to ensure all regulatory and audit requirements are met.

Strategy: s Implmt Unifd Reqrmt

s IMPLEMENT UNIFIED REQUIREMENTS (2.1.5.1) (2.1.4.3) (2.1.4.2)--DFAS will identify and evaluate regulatory and audit requirements and include them in the Contract Payment Functional Description.

Alternative Strategy: Component audit staffs identify regulatory and audit requirements; the DFAS evaluates, consolidates and includes the requirements in the Contract Payment Functional Description.

CIM CONTRACT PAYMENT
REVALIDATED STRATEGIES

Strategy: s Imprvmt Progrm

s IMPROVEMENT PROGRAM (2.1.5.1) (2.1.4.3) (2.1.4.2)--Upon successful completion of the CIM effort, a Contract Payment process will be fielded that includes an effective method for measuring the efficiency and productivity of the process. Evaluation criteria are expected to include: interest payments, lost discounts, cash management overrides, errors in data, etc. Procedures will be in place to use these analyses in developing ways to improve service. As the DoD Executive Agent for finance and accounting requirements and systems, DFAS should provide the guidance necessary to ensure that (1) the process is improved to the extent possible, (2) Contract Payment personnel receive the training necessary to understand and improve the process and (3) appropriate classification standards are developed and submitted to OPM for approval and implementation.

Alternative Strategy:

- Assign responsibility for developing the above guidance to a Service Executive Agent.
- Hold personnel responsible for quality service through individual performance standards.
- Rely on automation to provide customers the capability to directly access Contract Payment information to determine payment status.

Strategy: s Incrprt Pprlss Recrd Acs

s INCORPORATE PAPERLESS RECORDS ACCESS (2.1.5.1) (2.1.4.3) (2.1.4.2)--Successful completion of the CIM effort will field a process that allows access to an originator's files by those who must use elements of the originator's data. This access may include contractors' files. Access will not require the use of paper, thereby resulting in more timely processing and eliminating errors often caused by information transcription. This process also will eliminate redundancies. DFAS is the appropriate Executive Agent for developing and fielding a process that permits access to all necessary data by Contract Payment. Part of the development will include managing resolution of integration issues with OASD(P&L) on EDI applications.

Alternative Strategy:

- o Provide for standard record format transmission to Contract Payment.
- o Increase resources for Contract Payment to handle hard copy documents in an accurate and timely manner.

Strategy: s Meet User Need

s MEET USER NEEDS (2.1.5.1) (2.1.4.3) (2.1.4.2)--Successful completion of this CIM effort will field a process that (1) meets Contract Payment needs, to include portability for emergency operations or deployed situations, and (2) accommodates changes with minimal impact to users.

It is expected that the process will accommodate large-scale operations (such as are needed in effecting payments for major end items) yet will be flexible enough for use aboard ship or during contingency operations. Since DFAS is responsible for finance and accounting requirements and systems it should (1) monitor the development of the DoD Contract Payment system per the Functional Description and (2) implement the developed process DoD-wide.

Alternative Strategy: Implement a process that includes only non-tactical requirements as identified by DFAS.

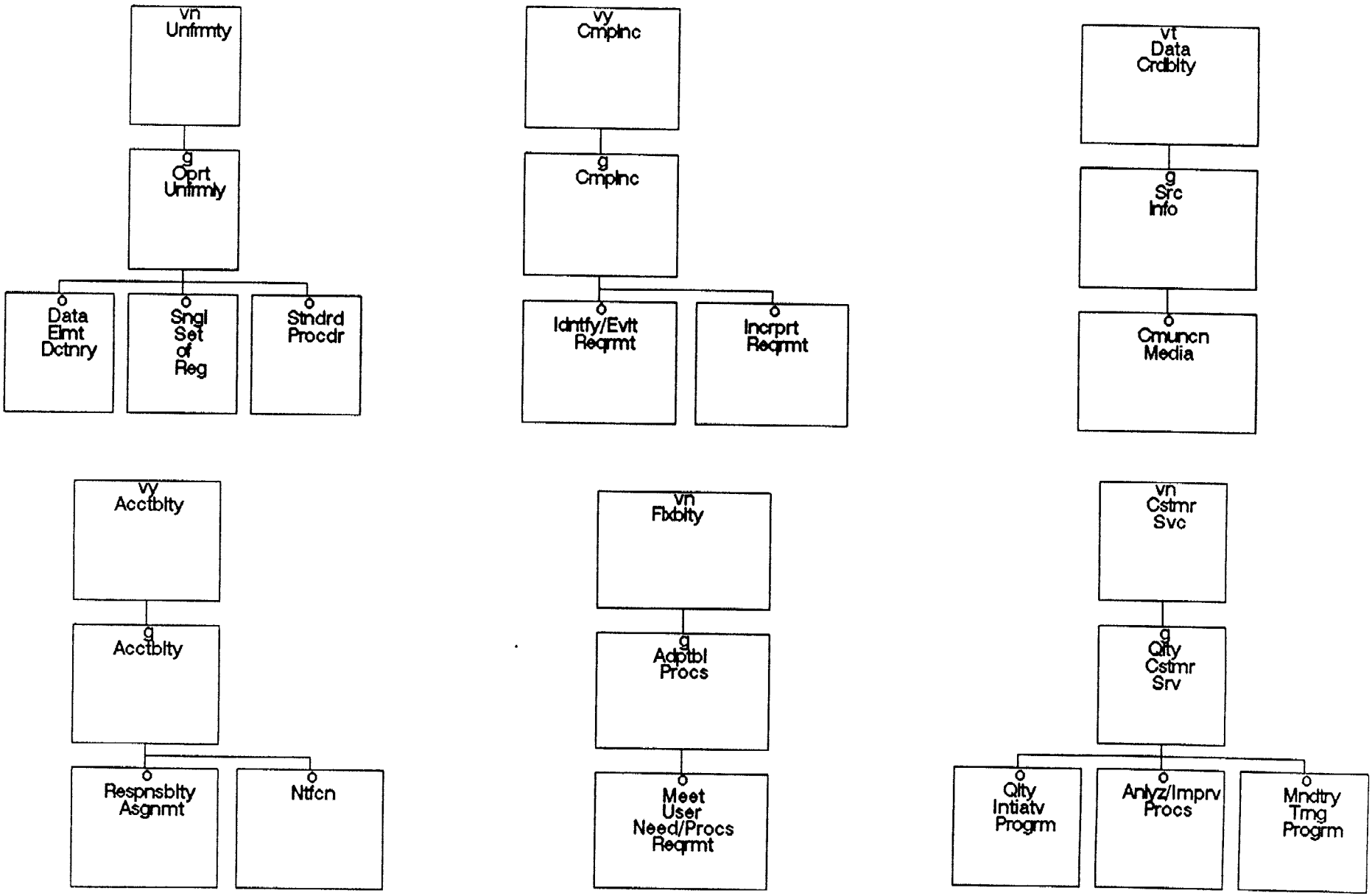
Strategy: s Sngl Set of Reg

s SINGLE SET OF REGULATIONS (2.1.5.1) (2.1.4.3) (2.1.4.2)--DoD Comptroller/DFAS will issue a single set of Contract Payment regulations for all DoD Components that contains a standard data element dictionary, is executable at the operational level and prohibits supplementation.

Alternative Strategy: Each Component will update and consolidate its own regulation (which will include a standard data element dictionary) and then submit this regulation to DFAS for further consolidation.

Updated Vision Elements to Goals/Objectives (2.1.5.1)

June 6, 1991 1:58pm



CIM CONTRACT PAYMENT
FUTURE ORGANIZATIONAL STRUCTURE AND OPERATIONAL ENVIRONMENT

Function: f Orgl Strctr/Oprtnl Envrnmt

f ORGANIZATIONAL STRUCTURE AND OPERATIONAL ENVIRONMENT (2.1.5.2)--In the future, the bulk of entitlement determinations for contracts and like-agreements will be centralized at one or more Defense Finance and Accounting Service (DFAS) Centers of Excellence (COEs). Remaining decentralized Contract Payment functions will not be under the operational control of the local commander, but will report directly to a COE (e.g., a tenant activity on an installation). DFAS will control policy and operations through the COEs. The make-up and composition of the business area for funds control, accounting and reporting, accounts payable and receivable, and disbursing and collection at the individual operating centers will be determined by DFAS and reflected in the Financial Operations CIM Group products. Payments that are part of Contract Payment's scope will be aligned accordingly.

The Contract Payment function itself will be standardized and uniformly operated within the established environment. The function will be highly dependent on information resource management that utilizes state-of-the-art automation and electronic commerce capabilities to retrieve, provide and store timely and accurate information. Regardless of geographic location, it will use data at source, verify and reserve unliquidated balances through formal entries to the official accounting records and reduce unliquidated obligations through the disbursement process. In accordance with scenarios developed in Phase I, the Contract Payment process will (1) be impervious to changes in volume, (2) accommodate all contract complexities through routine operations and (3) accommodate fluctuations in workload due to either mobilization or demobilization. The system will be mobile to support deployed and emergency situations. Flexibility of the system will provide ad hoc report capability and accommodate retroactive statutory and regulatory changes.

The use of hard copy documents will be minimized. Only those documents specified by statute will be retained; all others will be maintained in a paperless medium. Data stewards will be held accountable for the quality and timeliness of their data, and interest and penalty costs incurred as a result of late payments will be borne by the responsible activity. In

addition, the legal requirements for pecuniary liability must change so that data stewards will be personally liable for erroneous and/or improper payments made due to inaccurate source data.

A smaller Contract Payment workforce will be well-trained so that its personnel are multi-skilled to resolve the limited number of exception cases. This training will permit personnel to be moved from one like activity to another without affecting productivity. The training program will provide both training for new personnel and refresher training for existing personnel. It will provide for skills and knowledge in all aspects of the entitlement operation and will positively impact customer service. It will have motivational characteristics that instill the desire to improve and provide quality operations in the workplace. The training program will include the capability for self-training.

CIM CONTRACT PAYMENT
FUTURE ORGANIZATIONAL STRUCTURE

Organizational Structure: fazz Secy Dfns

fazz SECRETARY OF DEFENSE (2.1.5.2)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

Organizational Structure: fbzz DoD Cmptrlr

fbzz DEPARTMENT OF DEFENSE COMPTROLLER (2.1.5.2)--The Chief Financial Officer (CFO) of the Department who reports to the Secretary of Defense and formulates and issues all financial management policies.

Organizational Structure: fczz DFAS

fczz DEFENSE FINANCE AND ACCOUNTING SERVICE (2.1.5.2)--Formulates and issues all Contract Payment policy and procedures for execution at the lowest level. As the executive agent for the Contract Payment system, coordinates integration issues with other related functional areas and controls the six DFAS Centers of Excellence. Has the responsibility for managing the Table of Organization for the entire Contract Payment function down to, and including, the Contract Payment activities.

Organizational Structure: fdzz DFAS Ctr

fdzz DEFENSE FINANCE AND ACCOUNTING SERVICE CENTERS (2.1.5.2)--Execute the policy and procedures issued by DFAS for Contract Payment. Provide support to installation/regional DFAS offices and Contract Payment activities as directed by DFAS. Have direct responsibility for resident Contract Payment functions.

Organizational Structure: fezz Fld Fnnc Ofc (Taccl)

fezz FIELD FINANCE OFFICES (TACTICAL) (2.1.5.2)--Execute Contract Payment policy and procedures issued by DFAS. Provide support to Contract Payment activities (tactical) as directed by the operational commander. Directly responsible for resident Contract Payment functions. The operational commander will be responsible for control, location and safety of deployed accounting and finance personnel and resources (to include Contract Payment).

CIM CONTRACT PAYMENT
FUTURE ORGANIZATIONAL STRUCTURE

Organizational Structure: fezz Instln/Regnl DFAS Ofc

fezz INSTALLATION/REGIONAL DFAS OFFICES (2.1.5.2)--Execute Contract Payment policy and procedures issued by DFAS. Provide support to Contract Payment activities as directed by the COEs. Directly responsible for resident Contract Payment functions. Will be tenant organizations when located on DoD installations.

Organizational Structure: ffzz Cntrct Pymt Actvty

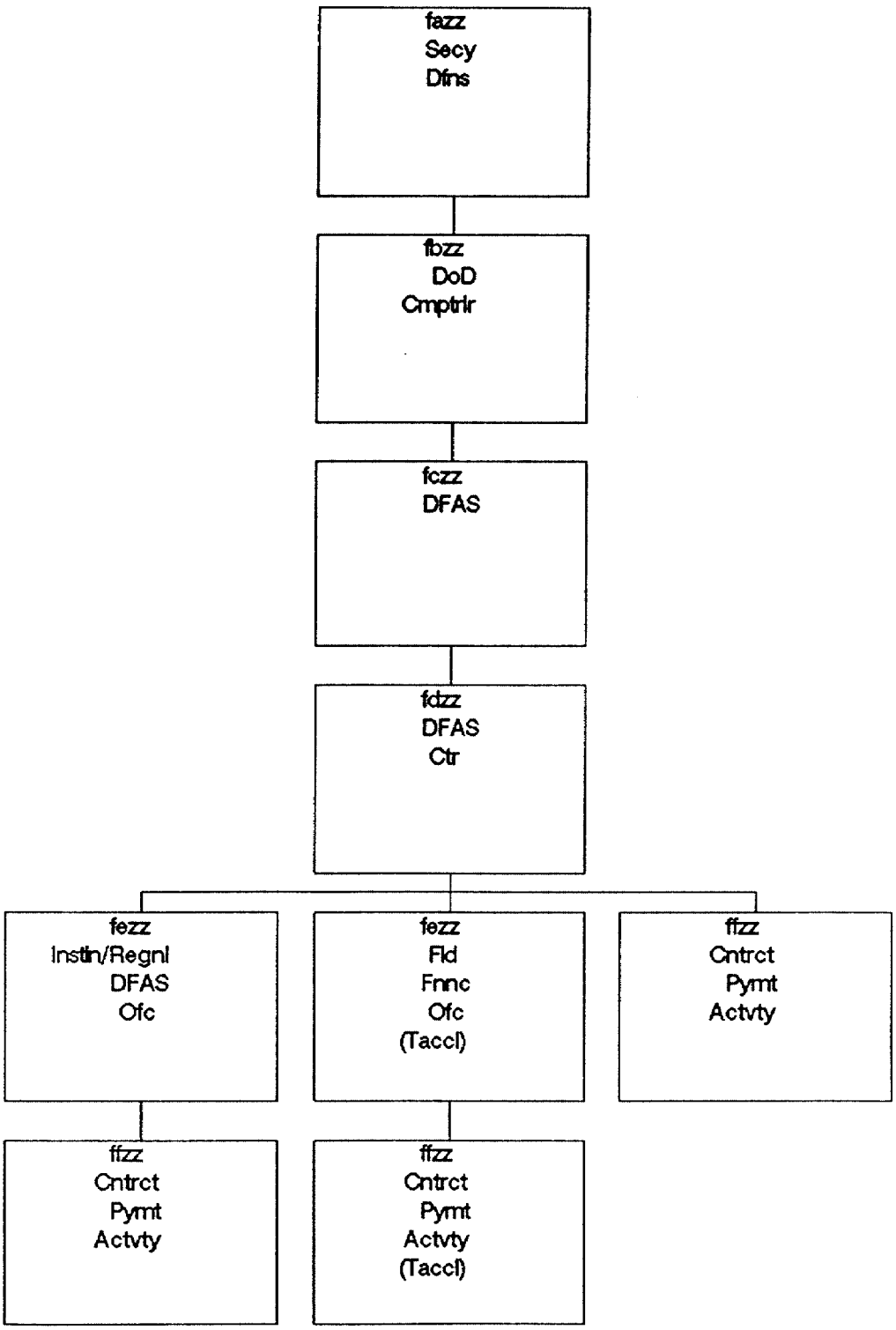
ffzz CONTRACT PAYMENT ACTIVITIES (2.1.5.2)--Perform the Contract Payment function under the policy and procedures issued by DFAS. May be an integral part of a COE or an installation/regional DFAS office.

Organizational Structure: ffzz Cntrct Pymt Actvty (Taccl)

ffzz CONTRACT PAYMENT ACTIVITIES (TACTICAL) (2.1.5.2)--Perform the Contract Payment function under the policy and procedures issued by DFAS. Report functional information through a field finance office (tactical). The operational commander will be responsible for the control, location and safety of deployed accounting and finance personnel and resources (to include Contract Payment).

Future Organizations (2.1.5.2)

June 6, 1991 3:23pm



CIM CONTRACT PAYMENT
REVALIDATED PHASE I SCENARIOS

SCENARIO (2.1.5.2) (1.1.3.2)--The following scenarios depict the effects on the Contract Payment function of specific changes from the Military status quo:

Mobilization: An increased threat will result in the increase of major procurement contracts and associated payments. An increase in the number of DoD personnel also may facilitate a decrease in the number of service-type contracts and associated payments. Reassessment of business, organization and policy structures will result in larger staffs operating at more sites and a change in workload mix. Management will need to accommodate initial training requirements and quality of life concerns.

Demobilization: Demobilization could reduce dramatically the number of uniformed personnel with a concomitant loss of morale, productivity and efficiency due to terminations, reassignments and a mismatch of skills. A decline in the number of DoD personnel will necessitate an increase in service-type contracts and associated payments unless base structure is reduced in consonance with force reductions. A reduced threat also will result in the reduction of major procurement contracts and associated payments. Increased peacetime congressional and audit oversight will require increased reporting requirements. Reassessment of business, organization and policy structures will result in smaller staffs operating at fewer sites and a change in workload mix. Management will need to accommodate cross-training requirements and quality of life concerns.

CIM CONTRACT PAYMENT
REVALIDATED FUTURE FUNCTIONAL ACTIVITIES

Functional Activity: fa Prfrmnc Dtrmntn

fa PERFORMANCE DETERMINATION (2.1.5.3) (1.1.1.2)--Receives, validates and manages credit memos and requests for payment on contracts and like-agreements. Reviews information to assure that performance terms and conditions have been satisfied.

Functional Activity: fh Pymt Dtrmntn

fh PAYMENT DETERMINATION (2.1.5.3) (1.1.1.2)--Computes and manages pending payments in accordance with law and regulatory guidance, determines prompt payment interest and/or penalties due, certifies for release and maintains accounts control for Contract Payment.

	fa Prfrmnc Dtrmntn	fh Pymt Dtrmntn
fazz Secy Dfns		
fbzz DoD Cmptrlr		√
fczz DFAS HQ	√	√
fdzz DFAS Ctr	√	√
fezz Fld Fnnc Ofc (Taccl)	√	√
fezz Instln/Regnl DFAS Ofc	√	√
ffzz Cntrct Pymt Actvty	√	√
ffzz Cntrct Pymt Actvty (Taccl)	√	√

Future Organization Structure to Functional Activities (2.1.5.3)

May 16, 1991 14:06:32

Future Organizations to Functional Activities (2.1.5.3)

June 6, 1991 1:14pm

	fa Prfrmnc Dtrmntn	fh Pymt Dtrmntn
fazz Secy Dfns		
fbzz DoD Cmptrlr		PO
fczz DFAS	PO	PO
fdzz DFAS Ctr	SU	SU
fezz Fld Fnnc Ofc (Taccl)	SU	SU
fezz Instln/Regnl DFAS Ofc	SU	SU
ffzz Cntrct Pymt Actvty	PE	PE
ffzz Cntrct Pymt Actvty (Taccl)	PE	PE

PO-Policy Making, making policy for the functional activity.

PE-Performance/Evaluation, performing or executing the functional activity.

BO-Both Policy and Performance, both policy making and performance.

SU-Support, providing significant support to the functional activity.

*-No involvement (Blank)

CIM CONTRACT PAYMENT
FUTURE INFORMATION CLASSES

Information Class: f Dtrmntn

f DETERMINATION (2.1.5.4)--Information necessary to ascertain an organization's right to receive financial consideration.

Information Class: f Fscl

f FISCAL (2.1.5.4)--Information necessary to properly record, process and summarize accounting and disbursement transactions.

Information Class: f Gdnc

f GUIDANCE (2.1.5.4)--Statutory and regulatory information that governs the Contract Payment function.

CIM CONTRACT PAYMENT
HIERARCHY REPORT
FUTURE PERFORMANCE DETERMINATION

Functional Activity: fa Prfrmnc Dtrmntn

fa PERFORMANCE DETERMINATION (2.1.5.3) (1.1.1.2)--Receives, validates and manages credit memos and requests for payment on contracts and like-agreements. Reviews information to assure that performance terms and conditions have been satisfied.

Process: faaa Vldt Memo/Reqst

faaa VALIDATE MEMORANDUM OR REQUEST (2.1.6.1)--Establishes the credit memo or payment request in the inventory, ensures nonduplication, determines validity and ownership and establishes a target date for collection or payment.

Information Needed: Credit Memo, Payment Request, Administrative Details, Inventory Status, Payment Rules, Terminated Entitlement

Information Produced: Valid Credit Memo, Valid Payment Request, Returned Credit Memo, Returned Request

Business Practice: faaazz Unpybl Rqst

faaazz UNPAYABLE REQUESTS (2.1.6.2)--All unpayable requests will be returned to the submitter, together with all known errors and/or reasons identified, no later than the limit specified by statutory or regulatory guidance.

Subprocess: faab Invntry Memo/Reqst

faab INVENTORY MEMO OR REQUEST (2.1.8.3) (2.1.6.1)--Records credit memo or payment request information necessary to establish it in the inventory, annotates date and time of receipt and returns memo or request when appropriate.

Information Needed: Credit Memo, Payment Request, Terminated Entitlement

Information Produced: Inventoried Credit Memo, Inventoried Payment Request, Returned Request, Returned Credit Memo

CIM CONTRACT PAYMENT
HIERARCHY REPORT
FUTURE PERFORMANCE DETERMINATION

Business Practice: faabzz Cntrl

faabzz CONTROL (2.1.6.2)--All credit memos and payment requests received will be accounted for by Contract Payment.

Business Practice: faabzz Rcpt

faabzz RECEIPT (2.1.6.2)--All credit memos and payment requests will reflect the date and time received by Contract Payment.

Business Practice: faabzz Recrd

faabzz RECORD (2.1.6.2)--All credit memos and payment requests will be entered into the inventory within one business day of receipt.

Subprocess: faac Ensure NonDupn

faac ENSURE NONDUPLICATION (2.1.8.3) (2.1.6.1)--Searches the inventory to ensure credit memo or payment request has not been previously processed.

Information Needed: Inventoried Credit Memo, Inventoried Payment Request, Inventory Status

Information Produced: Unduplicated Payment Request, Unduplicated Credit Memo

Subprocess: faad Estb Trgt Date

faad ESTABLISH TARGET DATE (2.1.8.3) (2.1.6.1)--Determines a potential collection or payment date based on information contained in the credit memo or payment request (e.g., voluntary discount terms). Establishes initial priority for processing credit memos or payment requests.

Information Needed: Unduplicated Credit Memo, Unduplicated Payment Request, Payment Rules

Information Produced: Targeted Payment Request, Targeted Credit Memo

CIM CONTRACT PAYMENT
HIERARCHY REPORT
FUTURE PERFORMANCE DETERMINATION

Business Practice: faadzz Trgt Due Date

faadzz TARGET DUE DATE (2.1.6.2)--The potential due date will be based upon the type of credit memo or payment request received and processing will be prioritized accordingly.

Subprocess: faae Vrfy Ownrshp

faae VERIFY OWNERSHIP (2.1.8.3) (2.1.6.1)--Determines if the credit memo or payment request is designated to be processed by the receiving Contract Payment activity.

Information Needed: Targeted Credit Memo, Targeted Payment Request, Administrative Details

Information Produced: Valid Payment Request, Valid Credit Memo

Process: faba Vldt Term/Cndtn

faba VALIDATE TERMS AND CONDITIONS (2.1.6.1)--Reviews entitlement information to assure evidence of performance terms and conditions has been satisfied and establishes the payment due date.

Information Needed: Valid Credit Memo, Valid Payment Request, Performance Terms, Payment Terms, Acceptance/Receiving Information, Approval Information, Payment Rules

Information Produced: Validated Entitlement, Adjustment

Business Practice: fabazz Cntrct Vldty

fabazz CONTRACT VALIDITY (2.1.6.2)--Contract Payment will only honor terms and conditions on contracts that are in accordance with the FAR, DFARS and/or statutory guidance.

Business Practice: fabazz Like Agrmt Vldty

fabazz LIKE-AGREEMENT VALIDITY (2.1.6.2)--Contract Payment will only honor terms and conditions on like-agreements that are in accordance with regulatory guidance.

Subprocess: fabb Dtrmn Stts

fabb DETERMINE STATUS (2.1.8.3) (2.1.6.1)--Reviews accounting, disbursing and entitlement information to determine status of the credit memo and updates accounts receivable.

Information Needed: Valid Credit Memo, Acceptance, Approval, Performance Terms

Information Produced: Adjustment

Business Practice: fabbzz Crdt Memo

fabbzz CREDIT MEMOS (2.1.6.2)--Credit memos will be reviewed to assure that they are applied to the correct account.

Subprocess: fabc Ensure Pymt Reqst Cmpltns

fabc ENSURE PAYMENT REQUEST COMPLETENESS (2.1.8.3) (2.1.6.1)--Reviews all available entitlement information for evidence that all performance terms and conditions have been met and payment can continue to be processed.

Information Needed: Valid Payment Request, Performance Terms, Acceptance/Receiving Information, Approval Information

Information Produced: Entitlement

Business Practice: fabczz Elctrnc Cnfrmtn

fabczz ELECTRONIC CONFIRMATION (2.1.6.2)--Receipt of request for correction of missing or erroneous data will be ascertained via electronic (other than paper) means.

Business Practice: fabczz Info Reqst

fabczz INFORMATION REQUESTS (2.1.6.2)--After two unanswered requests for information, requests will be elevated to the next level of management.

Business Practice: fabczz Ntfcn

fabczz NOTIFICATION (2.1.6.2)--Activities will be notified of missing or erroneous information within one business day.

CIM CONTRACT PAYMENT
HIERARCHY REPORT
FUTURE PERFORMANCE DETERMINATION

Business Practice: fabczz Prrtzn

fabczz PRIORITIZATION (2.1.6.2)--Payment due date will govern the order of requests for data.

Business Practice: fabczz Respns

fabczz RESPONSE (2.1.6.2)--Requests for correction of missing or erroneous information will include "last date to respond" before activity becomes accountable for interest charges incurred.

Business Practice: fabczz Splt Invc Pymt

fabczz SPLIT INVOICE PAYMENTS (2.1.6.2)--Partial invoice payments will be processed when appropriate.

Subprocess: fabd Estb Pymt Due Date

fabd ESTABLISH PAYMENT DUE DATE (2.1.8.3) (2.1.6.1)--Determines the date the payment request must be paid in order to take an advantageous discount or avoid interest penalties.

Information Needed: Entitlement, Payment Terms, Payment Rules

Information Produced: Validated Entitlement

Business Practice: fabdzz Due Date

fabdzz DUE DATES (2.1.6.2)--Payment due dates will be established according to statutory and regulatory guidance.

CIM CONTRACT PAYMENT
HIERARCHY REPORT
FUTURE PAYMENT DETERMINATION

Functional Activity: fh Pymt Dtrmntn

fh PAYMENT DETERMINATION (2.1.5.3) (1.1.1.2)--Computes and manages pending payments in accordance with law and regulatory guidance, determines prompt payment interest and/or penalties due, certifies for release and maintains accounts control for Contract Payment.

Process: fhaa Clculat Pndg Pymt

fhaa CALCULATE PENDING PAYMENT (2.1.6.1)--Determines gross amount payable, makes reservation(s) of ULO and cash-manages the pending payments.

Information Needed: Validated Entitlement, Payment Terms, Approval Information, Accounting Information (e.g., Payment Limit, Accounts Payable), Release Requirements

Information Produced: Pending Payment, Terminated Entitlement, ULO Reservation

Subprocess: fhab Dtrmn Gross Amt

fhab DETERMINE GROSS AMOUNT (2.1.8.3) (2.1.6.1)--Compares entitlement information and calculates the gross amount due.

Information Needed: Validated Entitlement, Payment Terms, Approval Information, Accounting Information (e.g., Payment Limit, Accounts Payable)

Information Produced: Gross Payment

Business Practice: fhabzz Pymt Lmt

fhabzz PAYMENT LIMITS (2.1.6.2)--The gross amount payable will be limited to that authorized by the terms and conditions of the contractual agreement and the balance of available ULO.

Subprocess: fhac Resrv ULO

fhac RESERVE UNLIQUIDATED OBLIGATION(S) (2.1.8.3) (2.1.6.1)--Issues an accounting transaction to set aside the monetary value of the calculated gross amount from the unliquidated balance.

CIM CONTRACT PAYMENT
HIERARCHY REPORT
FUTURE PAYMENT DETERMINATION

Information Needed: Gross Payment

Information Produced: ULO Reservation(s), Reserved Payment

Business Practice: fhaczz Expndtr Authrty

fhaczz EXPENDITURE AUTHORITY (2.1.6.2)--Concurrent with the reservation of ULO, Contract Payment will simultaneously issue advance notification for all pending payments requiring expenditure authority.

Business Practice: fhaczz Retrnd ULO

fhaczz RETAINED ULO (2.1.6.2)--The appropriate unliquidated obligation will be specifically reserved for each entitlement.

Subprocess: fhad Susps Pymt

fhad SUSPENSE PAYMENT (2.1.8.3) (2.1.6.1)--Suspenses the payment for disbursement on the proper date, provides for early release or delays for outlay management purposes and captures required reporting information (e.g., early release).

Information Needed: Reserved Payment, Release Requirements

Information Produced: Pending Payment, Terminated Entitlement

Business Practice: fhadzz Early Rels

fhadzz EARLY RELEASE (2.1.6.2)--Appropriate authorization will be required to release payments earlier than the timeframe specified by regulatory guidance.

Business Practice: fhadzz Jstfctn

fhadzz JUSTIFICATION (2.1.6.2)--The reason for early release of payments must be properly documented.

Business Practice: fhadzz Rels

fhadzz RELEASE (2.1.6.2)--Like-agreements will be scheduled and released when all terms and conditions are met.

Business Practice: fhadzz Schdld Rels

fhadzz SCHEDULED RELEASE (2.1.6.2)--All commercial payments will be scheduled for release in accordance with statutory and regulatory guidance.

Process: fhca Clculat Amt Due

fhca CALCULATE AMOUNT DUE (2.1.6.1)--Applies applicable deductions (e.g., discounts, recoupments, receivables), verifies ULO, obtains Expenditure Authority (e.g., FMS, other limitations), calculates interest and/or penalties due and assigns responsibility for interest paid.

Information Needed: Pending Payment, Accounting Information, Payment Terms, Expenditure Authority, ULO, Payment Limits, Late Disbursement Date, Payment Rules

Information Produced: Certified Payment, Chargeback Details, Chargeback Notification

Subprocess: fhcb Dtrmn Adjstmt

fhcb DETERMINE ADJUSTMENTS (2.1.8.3) (2.1.6.1)--Calculates the deductions to be applied to the gross amount prior to payment (e.g., discounts, recoupments, receivables).

Information Needed: Pending Payment, Accounting Information (Payment Limit), Payment Terms

Information Produced: Adjusted Payment, Late Payment

Business Practice: fhcbzz Ofset

fhcbzz OFFSET (2.1.6.2)--Accounts receivable that are valid for offset will be collected against the first available payment.

Subprocess: fhcc Cmpt Intrst

fhcc COMPUTE INTEREST (2.1.8.3) (2.1.6.1)--Calculates and captures information concerning the interest and/or penalties due on late payments.

Information Needed: Late Payment, Late Disbursement Date, Payment Rules

Information Produced: Interest Payment, Chargeback Notification, Chargeback Details

Business Practice: fhcczz Chrgbck

fhcczz CHARGEBACK (2.1.6.2)--Source data activities will be responsible for interest charges incurred if necessary information is not provided to Contract Payment within the first half of the allowable time to make payment.

Business Practice: fhcczz Intrst

fhcczz INTEREST (2.1.6.2)--Interest due will be calculated and reported in accordance with statutory guidance.

Business Practice: fhcczz Totl Amt

fhcczz TOTAL AMOUNT (2.1.6.2)--Interest amount due will be routinely included in total amount due.

Subprocess: fhcd Vrfy Pymt Ablty

fhcd VERIFY PAYMENT ABILITY (2.1.8.3) (2.1.6.1)--Determines funds availability and certifies the payment for release.

Information Needed: Adjusted Payment, Interest Payment, Chargeback Details, Accounting Information (e.g., Expenditure Authority, ULO)

Information Produced: Certified Payment, Chargeback Details

Business Practice: fhcdzz Crtfcn

fhcdzz CERTIFICATION (2.1.6.2)--Payments will be released for disbursement based on automated payment certification.

Business Practice: fhcdzz Lblty

fhcdzz LIABILITY (2.1.6.2)--Personal pecuniary liability will reside with the individual supplying the information upon which the payment is based.

Business Practice: fhcdzz Rels Time

fhcdzz RELEASE TIMES (2.1.6.2)--Release and confirmation of certified payments will occur at least once each business day.

CIM CONTRACT PAYMENT
FUTURE FUNCTIONAL PROCESSES

Process: faaa Vldt Memo/Reqst

faaa VALIDATE MEMORANDUM OR REQUEST (2.1.6.1)--Establishes the credit memo or payment request in the inventory, ensures nonduplication, determines validity and ownership and establishes a target date for collection or payment.

Information Needed: Credit Memo, Payment Request, Administrative Details, Inventory Status, Payment Rules, Terminated Entitlement

Information Produced: Valid Credit Memo, Valid Payment Request, Returned Credit Memo, Returned Request

Process: faba Vldt Term/Cndtn

faba VALIDATE TERMS AND CONDITIONS (2.1.6.1)--Reviews entitlement information to assure evidence of performance terms and conditions has been satisfied and establishes the payment due date.

Information Needed: Valid Credit Memo, Valid Payment Request, Performance Terms, Payment Terms, Acceptance/Receiving Information, Approval Information, Payment Rules

Information Produced: Validated Entitlement, Adjustment

Process: fhaa Clculat Pndg Pymt

fhaa CALCULATE PENDING PAYMENT (2.1.6.1)--Determines gross amount payable, makes reservation(s) of ULO and cash-manages the pending payments.

Information Needed: Validated Entitlement, Payment Terms, Approval Information, Accounting Information (e.g., Payment Limit, Accounts Payable), Release Requirements

Information Produced: Pending Payment, Terminated Entitlement, ULO Reservation

Process: fhca Clculat Amt Due

fhca CALCULATE AMOUNT DUE (2.1.6.1)--Applies applicable deductions (e.g., discounts, recoupments, receivables), verifies ULO, obtains Expenditure Authority (e.g., FMS, other limitations), calculates interest and/or penalties due and assigns responsibility for interest paid.

Information Needed: Pending Payment, Accounting Information, Payment Terms, Expenditure Authority, ULO, Payment Limits, Late Disbursement Date, Payment Rules

Information Produced: Certified Payment, Chargeback Details, Chargeback Notification

CIM CONTRACT PAYMENT
FUTURE FUNCTIONAL SUBPROCESSES

Subprocess: faab Invntry Memo/Reqst

faab INVENTORY MEMO OR REQUEST (2.1.6.1)--Records credit memo or payment request information necessary to establish it in the inventory, annotates date and time of receipt and returns memo or request when appropriate.

Information Needed: Credit Memo, Payment Request, Terminated Entitlement

Information Produced: Inventoried Credit Memo, Inventoried Payment Request, Returned Request, Returned Credit Memo

Subprocess: faac Ensure NonDupn

faac ENSURE NONDUPLICATION (2.1.6.1)--Searches the inventory to ensure credit memo or payment request has not been previously processed.

Information Needed: Inventoried Credit Memo, Inventoried Payment Request, Inventory Status

Information Produced: Unduplicated Payment Request, Unduplicated Credit Memo

Subprocess: faad Estb Trgt Date

faad ESTABLISH TARGET DATE (2.1.6.1)--Determines a potential collection or payment date based on information contained in the credit memo or payment request (e.g., voluntary discount terms). Establishes initial priority for processing credit memos or payment requests.

Information Needed: Unduplicated Credit Memo, Unduplicated Payment Request, Payment Rules

Information Produced: Targeted Payment Request, Targeted Credit Memo

Subprocess: faae Vrfy Ownrshp

faae VERIFY OWNERSHIP (2.1.6.1)--Determines if the credit memo or payment request is designated to be processed by the receiving Contract Payment activity.

Information Needed: Targeted Credit Memo, Targeted Payment Request, Administrative Details

Information Produced: Valid Payment Request, Valid Credit Memo

Subprocess: fabb Dtrmn Stts

fabb DETERMINE STATUS (2.1.6.1)--Reviews accounting, disbursing and entitlement information to determine status of the credit memo and updates accounts receivable.

Information Needed: Valid Credit Memo, Acceptance, Approval, Performance Terms

Information Produced: Adjustment

Subprocess: fabc Ensure Pymt Reqst Cmpltns

fabc ENSURE PAYMENT REQUEST COMPLETENESS (2.1.6.1)--Reviews all available entitlement information for evidence that all performance terms and conditions have been met and payment can continue to be processed.

Information Needed: Valid Payment Request, Performance Terms, Acceptance/Receiving Information, Approval Information

Information Produced: Entitlement

Subprocess: fabd Estb Pymt Due Date

fabd ESTABLISH PAYMENT DUE DATE (2.1.6.1)--Determines the date the payment request must be paid in order to take an advantageous discount or avoid interest penalties.

Information Needed: Entitlement, Payment Terms, Payment Rules

Information Produced: Validated Entitlement

Subprocess: fhab Dtrmn Gross Amt

fhab DETERMINE GROSS AMOUNT (2.1.6.1)--Compares entitlement information and calculates the gross amount due.

Information Needed: Validated Entitlement, Payment Terms, Approval Information, Accounting Information (e.g., Payment Limit, Accounts Payable)

Information Produced: Gross Payment

CIM CONTRACT PAYMENT
FUTURE FUNCTIONAL SUBPROCESSES

Subprocess: fhac Resrv ULO

fhac RESERVE UNLIQUIDATED OBLIGATION(S) (2.1.6.1)--Issues an accounting transaction to set aside the monetary value of the calculated gross amount from the unliquidated balance.

Information Needed: Gross Payment

Information Produced: ULO Reservation(s), Reserved Payment

Subprocess: fhad Susps Pymt

fhad SUSPENSE PAYMENT (2.1.6.1)--Suspenses the payment for disbursement on the proper date, provides for early release or delays for outlay management purposes and captures required reporting information (e.g., early release).

Information Needed: Reserved Payment, Release Requirements

Information Produced: Pending Payment, Terminated Entitlement

Subprocess: fhcb Dtrmn Adjstmt

fhcb DETERMINE ADJUSTMENTS (2.1.6.1)--Calculates the deductions to be applied to the gross amount prior to payment (e.g., discounts, recoupments, receivables).

Information Needed: Pending Payment, Accounting Information (Payment Limit), Payment Terms

Information Produced: Adjusted Payment, Late Payment

Subprocess: fhcc Cmpt Intrst

fhcc COMPUTE INTEREST (2.1.6.1)--Calculates and captures information concerning the interest and/or penalties due on late payments.

Information Needed: Late Payment, Late Disbursement Date, Payment Rules

Information Produced: Interest Payment, Chargeback Notification, Chargeback Details

Subprocess: fhcd Vrfy Pymt Ablty

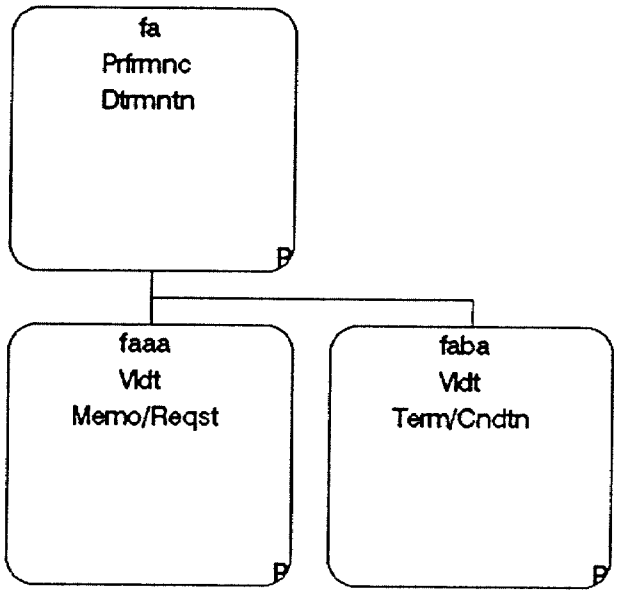
fhcd VERIFY PAYMENT ABILITY (2.1.6.1)--Determines funds availability and certifies the payment for release.

Information Needed: Adjusted Payment, Interest Payment, Chargeback Details, Accounting Information (e.g., Expenditure Authority, ULO)

Information Produced: Certified Payment, Chargeback Details

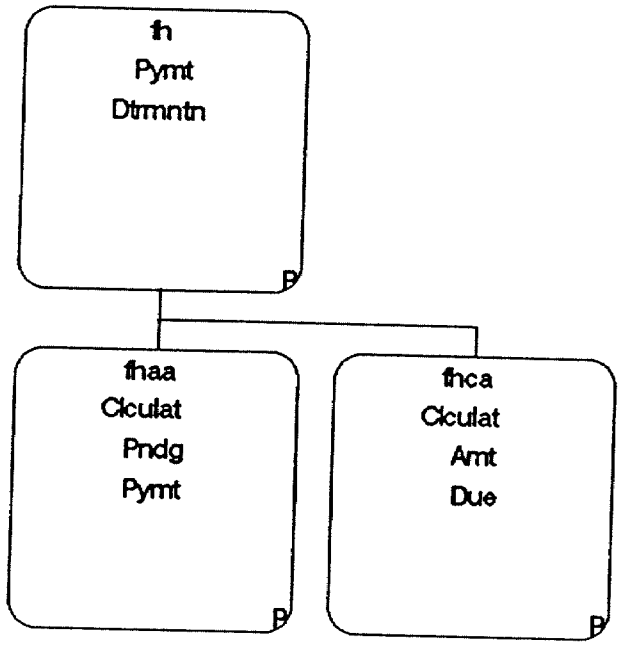
Future Functional Activity to Processes (2.1.6.1)

June 6, 1991 2:36pm



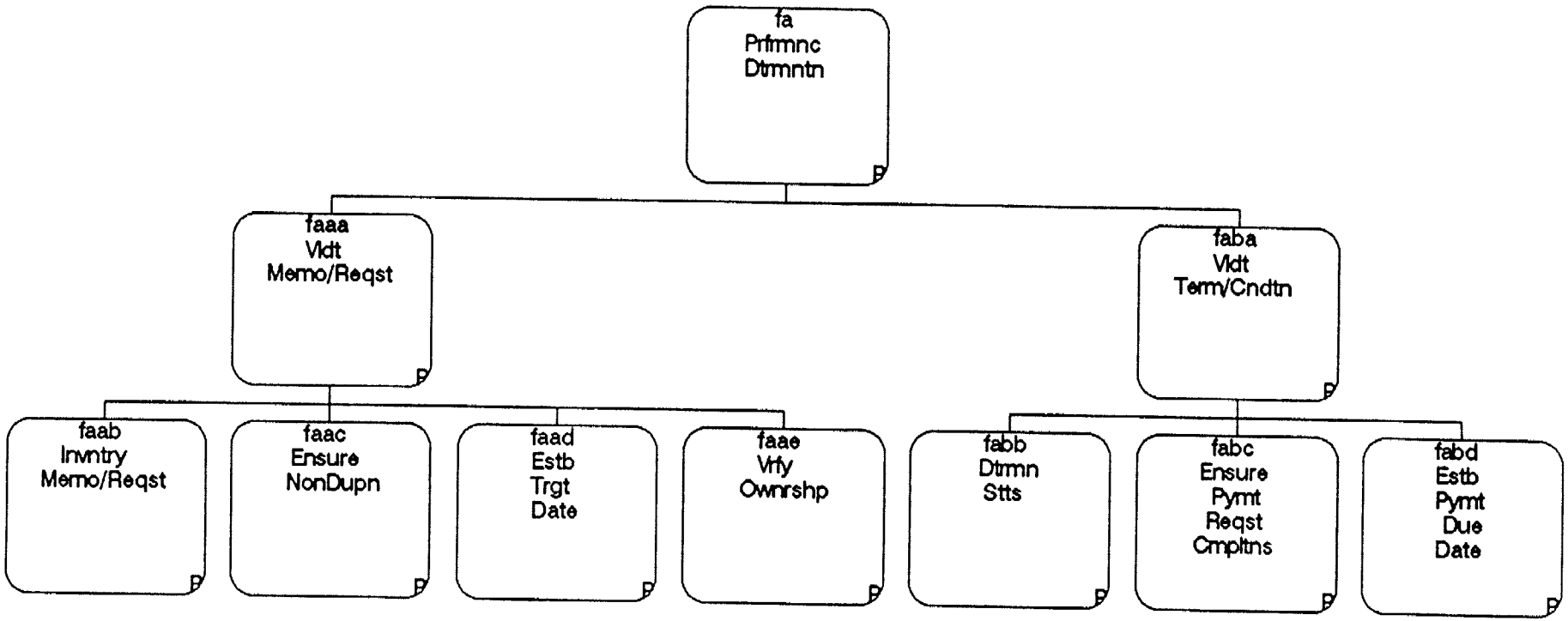
Future Functional Activity to Processes (2.1.6.1)

June 6, 1991 2:52pm



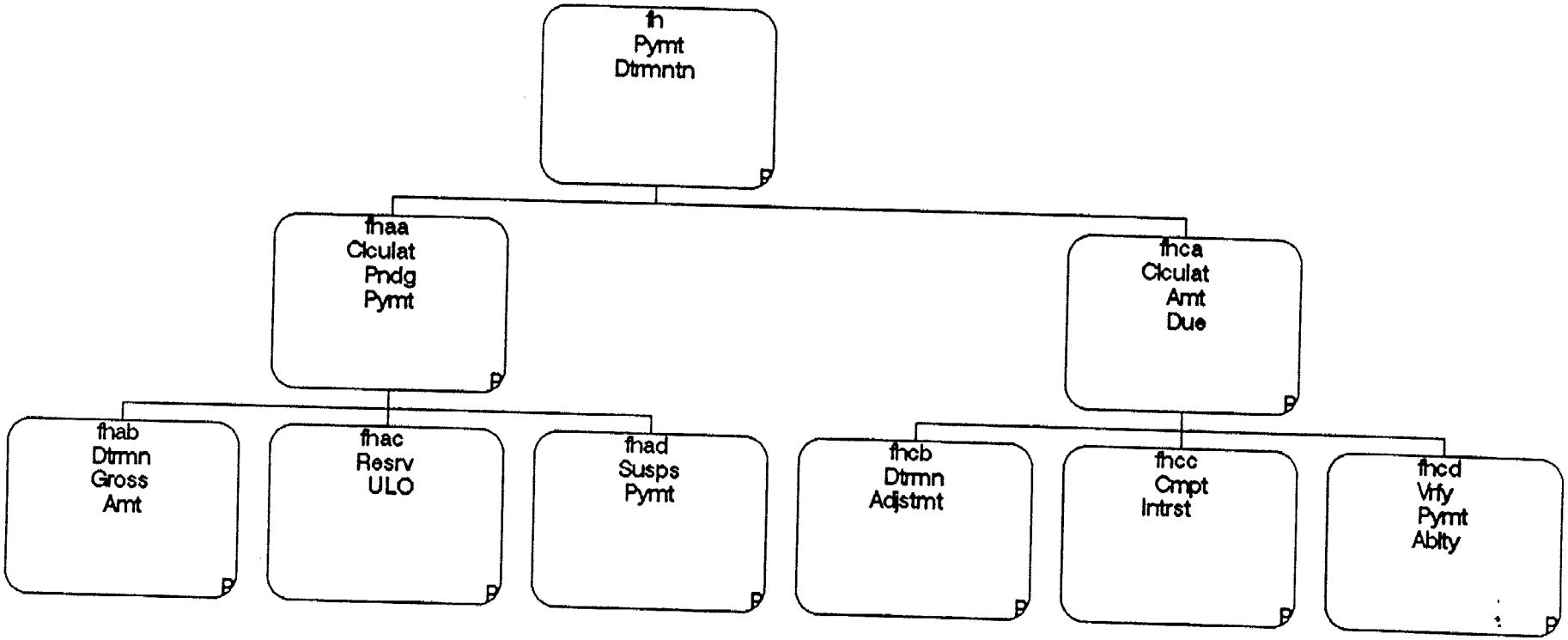
Future Functional Activity to Processes/Subprocesses (2.1.6.1)

June 6, 1991 2:50pm



Future Functional Activity to Processes/Subprocesses (2.1.6.1)

June 6, 1991 2:54pm



CIM CONTRACT PAYMENT
FUTURE BUSINESS PRACTICES

Business Practice: faaazz Unpybl Rqst

faaazz UNPAYABLE REQUESTS (2.1.6.2)--All unpayable requests will be returned to the submitter, together with all known errors and/or reasons identified, no later than the limit specified by statutory or regulatory guidance.

Business Practice: faabzz Cntrl

faabzz CONTROL (2.1.6.2)--All credit memos and payment requests received will be accounted for by Contract Payment.

Business Practice: faabzz Rcpt

faabzz RECEIPT (2.1.6.2)--All credit memos and payment requests will reflect the date and time received by Contract Payment.

Business Practice: faabzz Recrd

faabzz RECORD (2.1.6.2)--All credit memos and payment requests will be entered into the inventory within one business day of receipt.

Business Practice: faadzz Trgt Due Date

faadzz TARGET DUE DATE (2.1.6.2)--The potential due date will be based upon the type of credit memo or payment request received and processing will be prioritized accordingly.

Business Practice: fabazz Cntrct Vldty

fabazz CONTRACT VALIDITY (2.1.6.2)--Contract Payment will only honor terms and conditions on contracts that are in accordance with the FAR, DFARS and/or statutory guidance.

Business Practice: fabazz Like Agrmt Vldty

fabazz LIKE-AGREEMENT VALIDITY (2.1.6.2)--Contract Payment will only honor terms and conditions on like-agreements that are in accordance with regulatory guidance.

Business Practice: fabbzz Crdt Memo

fabbzz CREDIT MEMOS (2.1.6.2)--Credit memos will be reviewed to assure that they are applied to the correct account.

Business Practice: fabczz Elctrnc Cnfrmtn

fabczz ELECTRONIC CONFIRMATION (2.1.6.2)--Receipt of request for correction of missing or erroneous data will be ascertained via electronic (other than paper) means.

Business Practice: fabczz Info Reqst

fabczz INFORMATION REQUESTS (2.1.6.2)--After two unanswered requests for information, requests will be elevated to the next level of management.

Business Practice: fabczz Ntfcn

fabczz NOTIFICATION (2.1.6.2)--Activities will be notified of missing or erroneous information within one business day.

Business Practice: fabczz Prrtzn

fabczz PRIORITIZATION (2.1.6.2)--Payment due date will govern the order of requests for data.

Business Practice: fabczz Respns

fabczz RESPONSE (2.1.6.2)--Requests for correction of missing or erroneous information will include "last date to respond" before activity becomes accountable for interest charges incurred.

Business Practice: fabczz Splt Invc Pymt

fabczz SPLIT INVOICE PAYMENTS (2.1.6.2)--Partial invoice payments will be processed when appropriate.

Business Practice: fabdzz Due Date

fabdzz DUE DATES (2.1.6.2)--Payment due dates will be established according to statutory and regulatory guidance.

Business Practice: fhabzz Pymt Lmt

fhabzz PAYMENT LIMITS (2.1.6.2)--The gross amount payable will be limited to that authorized by the terms and conditions of the contractual agreement and the balance of available ULO.

CIM CONTRACT PAYMENT
FUTURE BUSINESS PRACTICES

Business Practice: fhaczz Expndtr Authrty

fhaczz EXPENDITURE AUTHORITY (2.1.6.2)--Concurrent with the reservation of ULO, Contract Payment will simultaneously issue advance notification for all pending payments requiring expenditure authority.

Business Practice: fhaczz Retrnd ULO

fhaczz RETAINED ULO (2.1.6.2)--The appropriate unliquidated obligation will be specifically reserved for each entitlement.

Business Practice: fhadzz Early Rels

fhadzz EARLY RELEASE (2.1.6.2)--Appropriate authorization will be required to release payments earlier than the timeframe specified by regulatory guidance.

Business Practice: fhadzz Jstfctn

fhadzz JUSTIFICATION (2.1.6.2)--The reason for early release of payments must be properly documented.

Business Practice: fhadzz Rels

fhadzz RELEASE (2.1.6.2)--Like-agreements will be scheduled and released when all terms and conditions are met.

Business Practice: fhadzz Schdld Rels

fhadzz SCHEDULED RELEASE (2.1.6.2)--All commercial payments will be scheduled for release in accordance with statutory and regulatory guidance.

Business Practice: fhcbzz Ofset

fhcbzz OFFSET (2.1.6.2)--Accounts receivable that are valid for offset will be collected against the first available payment.

Business Practice: fhcczz Chrgbck

fhcczz CHARGEBACK (2.1.6.2)--Source data activities will be responsible for interest charges incurred if necessary information is not provided to Contract Payment within the first half of the allowable time to make payment.

CIM CONTRACT PAYMENT
FUTURE BUSINESS PRACTICES

Business Practice: fhcczz Intrst

fhcczz INTEREST (2.1.6.2)--Interest due will be calculated and reported in accordance with statutory guidance.

Business Practice: fhcczz Totl Amt

fhcczz TOTAL AMOUNT (2.1.6.2)--Interest amount due will be routinely included in total amount due.

Business Practice: fhcdzz Crtfcn

fhcdzz CERTIFICATION (2.1.6.2)--Payments will be released for disbursement based on automated payment certification.

Business Practice: fhcdzz Lblty

fhcdzz LIABILITY (2.1.6.2)--Personal pecuniary liability will reside with the individual supplying the information upon which the payment is based.

Business Practice: fhcdzz Rels Time

fhcdzz RELEASE TIMES (2.1.6.2)--Release and confirmation of certified payments will occur at least once each business day.

Future Business Practices to Processes (2.1.6.2)

June 6, 1991 1:15pm

	faaa Vldt Memo/Reqst	faba Vldt Term/Cndtn	fhaa Clculat Pndg Pymt	fhca Clculat Amt Due
faaazz Unpybl Rqst	√			
faabzz Cntrl	√			
faabzz Rcpt	√			
faabzz Recrd	√			
faadzz Trgt Due Date	√			
fabazz Cntrct Vldty		√		
fabazz Like Agrmt Vldty		√		
fabbzz Crdt Memo		√		
fabczz Elctrnc Cnfrmtn		√		
fabczz Info Reqst		√		
fabczz Ntfcn		√		
fabczz Prrtzn		√		
fabczz Respns		√		
fabczz Splt Invc Pymt		√		
fabdzz Due Date		√		
fhabzz Pymt Lmt			√	
fhaczz Expndtr Authrty			√	
fhaczz Retrnd ULO			√	
fhadzz Early Rels			√	
fhadzz Jstfctn			√	
fhadzz Rels			√	
fhadzz Schdld Rels			√	
fhcbzz Ofset				√
fhcczz Chrgbck				√
fhcczz Intrst				√
fhcczz Totl Amt				√
fhcdzz Crtfcn				√
fhcdzz Lblty				√
fhcdzz Rels Time				√

Future Business Practices to Processes/Subprocesses (2.1.6.2)

June 10, 1991 10:33am

	faaa Vldt Memo/Reqst	faab Invntry Memo/Reqst	faac Ensure NonDupn	faad Estb Trgt Date	faae Vrfy Ownrshp	faba Vldt Term/Cndtn	fabb Dtrmn Stts	fabc Ensure Pymt Reqst Cmpltns	fabd Estb Pymt Due Date	fhaa Clculat Pndg Pymt	fhab Dtrmn Gross Amt	fhac Resrv ULO	fhad Susps Pymt	fhca Clculat Amt Due	fhcb Dtrmn Adjstmt	fhcc Cmpt Intrst	fhcd Vrfy Pymt Ablty
faaazz Unpybl Rqst	√	√	√	√	√												
faabzz Cntrl	√	√															
faabzz Rcpt	√	√															
faabzz Recrd	√	√															
faadzz Trgt Due Date	√			√													
fabazz Cntrct Vldty						√	√	√	√								
fabazz Like Agrmt Vldty						√	√	√	√								
fabbzz Crdt Memo						√	√										
fabczz Elctrnc Cnfrmtn						√		√									
fabczz Info Reqst						√		√									
fabczz Ntfcn						√		√									
fabczz Prrtzn						√		√									
fabczz Respns						√		√									
fabczz Splt Invc Pymt						√		√									
fabdzz Due Date						√			√								
fhabzz Pymt Lmt										√	√						
fhaczz Expndtr Authrty										√		√					
fhaczz Retrnd ULO										√		√					
fhadzz Early Rels										√			√				
fhadzz Jstfctn										√			√				
fhadzz Rels										√			√				
fhadzz Schdld Rels										√			√				
fhcbzz Ofset														√	√		
fhcczz Chrgbck																√	
fhcczz Intrst																√	
fhcczz Totl Amt																√	
fhcdzz Crtfcn																√	
fhcdzz Lblty																√	
fhcdzz Rels Time																√	

Future Organizations to Processes (2.1.6.3)

June 10, 1991 1:24pm

	faaa Vldt Memo/Reqst	faba Vldt Term/Cndtn	fhaa Clculat Pndg Pymt	fhca Clculat Amt Due
fazz Secy Dfns				
fbzz DoD Cmptrlr			PO	PO
fczz DFAS	PO	PO	PO	PO
fdzz DFAS Ctr	SU	SU	SU	SU
fezz Fld Fnnc Ofc (Taccl)	SU	SU	SU	SU
fezz Instln/Regnl DFAS Ofc	SU	SU	SU	SU
ffzz Cntrct Pymt Actvty	PE	PE	PE	PE
ffzz Cntrct Pymt Actvty (Taccl)	PE	PE	PE	PE

PO-Policy Making, making policy for the functional activity.

PE-Performance/Evaluation, performing or executing the functional activity.

BO-Both Policy and Performance, both policy making and performance.

SU-Support, providing significant support to the functional activity.

*-No involvement (Blank)

Future Processes/Subprocesses to Organizations (2.1.6.3)

June 10, 1991 10:39am

	fazz Secy Dfns	fbzz DoD Cmptrlr	fczz DFAS	fdzz DFAS Ctr	fezz Fld Fnnc Ofc (Taccl)	fezz Instln/Regnl DFAS Ofc	ffzz Cntrct Pymt Actvty	ffzz Cntrct Pymt Actvty (Taccl)
faaa Vldt Memo/Reqst			PO	SU	SU	SU	PE	PE
faab Invntry Memo/Reqst			PO	SU	SU	SU	PE	PE
faac Ensure NonDupn			PO	SU	SU	SU	PE	PE
faad Estb Trgt Date			PO	SU	SU	SU	PE	PE
faae Vrfy Ownrshp			PO	SU	SU	SU	PE	PE
faba Vldt Term/Cndtn			PO	SU	SU	SU	PE	PE
fabb Dtrmn Stts			PO	SU	SU	SU	PE	PO
fabc Ensure Pymt Reqst Cmpltns			PO	SU	SU	SU	PE	PE
fabd Estb Pymt Due Date			PO	SU	SU	SU	PE	PE
fhaa Clculat Pndg Pymt		PO	PO	SU	SU	SU	PE	PE
fhab Dtrmn Gross Amt			PO	SU	SU	SU	PE	PE
fhac Resrv ULO		PO	PO	SU	SU	SU	PE	PE
fhad Susps Pymt		PO	PO	SU	SU	SU	PE	PE
fhca Clculat Amt Due			PO	SU	SU	SU	PE	PE
fhcb Dtrmn Adjstmt			PO	SU	SU	SU	PE	PE
fhcc Cmpt Intrst		PO	PO	SU	SU	SU	PE	PE
fhcd Vrfy Pymt Ablty			PO	SU	SU	SU	PE	PE

PO-Policy Making, making policy for the functional activity.

PE-Performance/Evaluation, performing or executing the functional activity.

BO-Both Policy and Performance, both policy making and performance.

SU-Support, providing significant support to the functional activity.

*-No involvement (Blank)

CIM CONTRACT PAYMENT
REVALIDATED FUTURE EXTERNAL INTERFACES

FUNCTIONAL EXTERNAL INTERFACES

External Interface: fxf Acctg Fnctn

fxf ACCOUNTING FUNCTION (2.1.6.4) (1.1.1.2)--Provides contractual accounting information (e.g., accounts payable, accounts receivable) to both Contract Payment functional activities. Receives reservations of ULO from Payment Determination.

External Interface: fxf Acptg/Recvg Fnctn

fxf ACCEPTING/RECEIVING FUNCTION (2.1.6.4) (1.1.1.2)--Provides information about the receipt and acceptance of goods and services to Performance Determination.

External Interface: fxf Aprvg Fnctn

fxf APPROVING FUNCTION (2.1.6.4) (1.1.1.2)--Provides approval of compliance with specific conditions affecting entitlement for contractual payments to both Contract Payment functional activities.

External Interface: fxf Byg/Admnstrg Fnctn

fxf BUYING/ADMINISTERING FUNCTION (2.1.6.4) (1.1.1.2)--Provides contractual information to both Contract Payment functional activities. Receives final payment notifications from Payment Determination.

External Interface: fxf Dsbrsg Fnctn

fxf DISBURSING FUNCTION (2.1.6.4) (1.1.1.2)--Receives certified payments, adjustments and chargeback details from Payment Determination. Provides disbursement information regarding payments to Performance Determination.

External Interface: fxf Sellg Fnctn

fxf SELLING FUNCTION (2.1.6.4) (1.1.1.2)--Provides credit memos and payment requests to Performance Determination. Receives payment request rejections from Performance Determination. Receives and responds to notifications of payment discrepancies from Performance Determination.

INFORMATIONAL EXTERNAL INTERFACES

External Interface: fxi Bdgt Ofc

fxi BUDGET OFFICES (2.1.6.4) (1.1.1.2)--Receive answers to inquiries and/or entitlement reports.

External Interface: fxi Lgl Ofc (SJA)

fxi LEGAL OFFICES (STAFF JUDGE ADVOCATES) (2.1.6.4) (1.1.1.2)--Receive answers to inquiries and/or entitlement reports.

External Interface: fxi Liaison/Ovsgt Ofc

fxi LIAISON/OVERSIGHT OFFICES (2.1.6.4) (1.1.1.2)--Receive answers to inquiries and/or entitlement reports.

External Interface: fxi Progrm Mgr

fxi PROGRAM MANAGERS (2.1.6.4) (1.1.1.2)--Receive answers to inquiries and/or entitlement reports.

External Interface: fxi Prvt Intrst

fxi PRIVATE INTERESTS (2.1.6.4) (1.1.1.2)--Receive answers to inquiries and/or entitlement reports.

CIM CONTRACT PAYMENT
FUTURE ENTITIES

Entity: f Cntrctl Agrmt

f CONTRACTUAL AGREEMENT (2.1.7.1)--Formal or informal understanding between parties to provide goods or services for compensation.

Purpose: To identify the terms and conditions of the performance and payment requirements for both the buyer and the seller.

Examples: Contract, Memorandum of Understanding (MOU), Reimbursable Order

Characteristics: Generic--Line Items, Buyer, Seller, Financial Terms, Free On Board (FOB), Payment Provisions, Delivery Schedule;

Unique--Document Identification Number

Entity: f Crdt Memo/Pymt Reqst

f CREDIT MEMORANDUM OR PAYMENT REQUEST (2.1.7.1)--A demand for payment or advice of credit, their transaction details and amounts certified for disbursement or recoupment.

NOTE: A certification is created in the Calculate Amount Due/Verify Payment Ability process/subprocess although the entity itself is only updated in the Create-Read-Update-Delete (CRUD) Matrix.

Purpose: To initiate the entitlement determination action and record the details of the compensation made for goods and services provided.

Examples: Invoice, Progress Payment, Certified Payment

Characteristics: Generic--Amounts, Line Items or Costs Incurred;

Unique--Document Identification Number with Payment Request Number, Voucher Number

CIM CONTRACT PAYMENT
FUTURE ENTITIES

Entity: f Evdnc

f EVIDENCE (2.1.7.1)--Approval(s) of performance and/or information about goods or services that have been provided.

Purpose: To provide evidence of performance.

Examples: Acceptance Information, Approvals, Shipment Information

Characteristics: Generic--Quantities, Shipment Point, Accepting Activity, Approving Activity;

Unique--Document Identification Number with Shipment Number

Entity: f Funds

f FUNDS (2.1.7.1)--Monetary resources and related accounting control data.

Purpose: To identify accounts and dollar balances that control disbursement.

Examples: Unliquidated Obligations, Accounts Payable, Accounts Receivable

Characteristics: Generic--Accounting Classifications, Obligations, Disbursements;

Unique--Document Identification Number with Accounting Classification Reference Number (ACRN) with Line Item Number

Entity: f Reg

f REGULATIONS (2.1.7.1)--Authoritative rules controlling payment actions.

Purpose: To determine payment amounts and due dates under specific conditions.

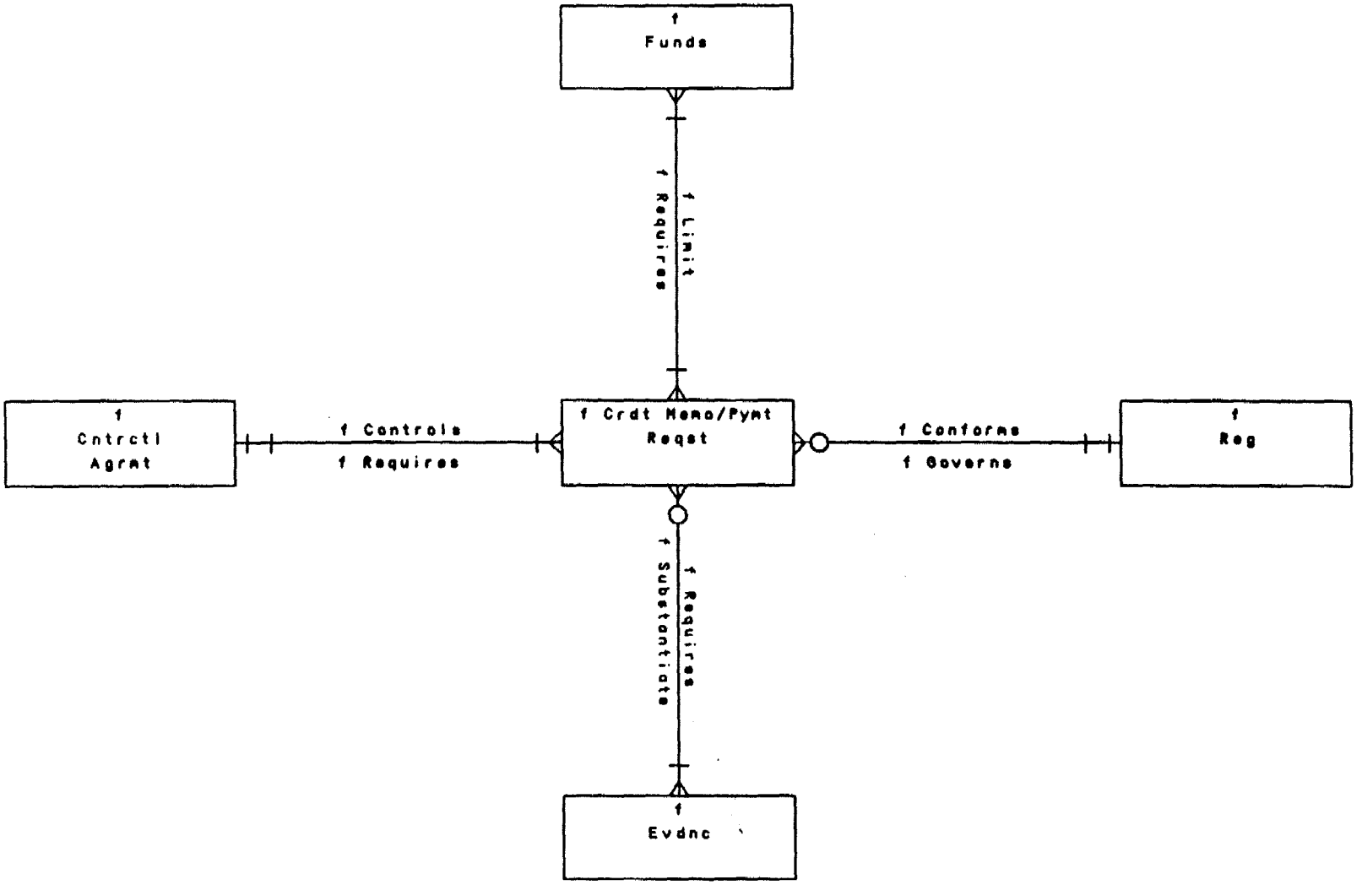
Examples: Treasury Rates, Prompt Payment Act, Treasury Financial Manual, DoD Issuances, Cash Management requirements

Characteristics: Generic--Discount Rate, Interest Rate

	f Dtrmnto	f Fscl	f Gdnc
f Cntrctl Agrmt	√		
f Crdt Memo/Pymt Reqst	√		
f Evdnc	√		
f Funds		√	
f Reg			√

Future Entities to Information Classes (2.1.7.1)

April 26, 1991 13:34:23



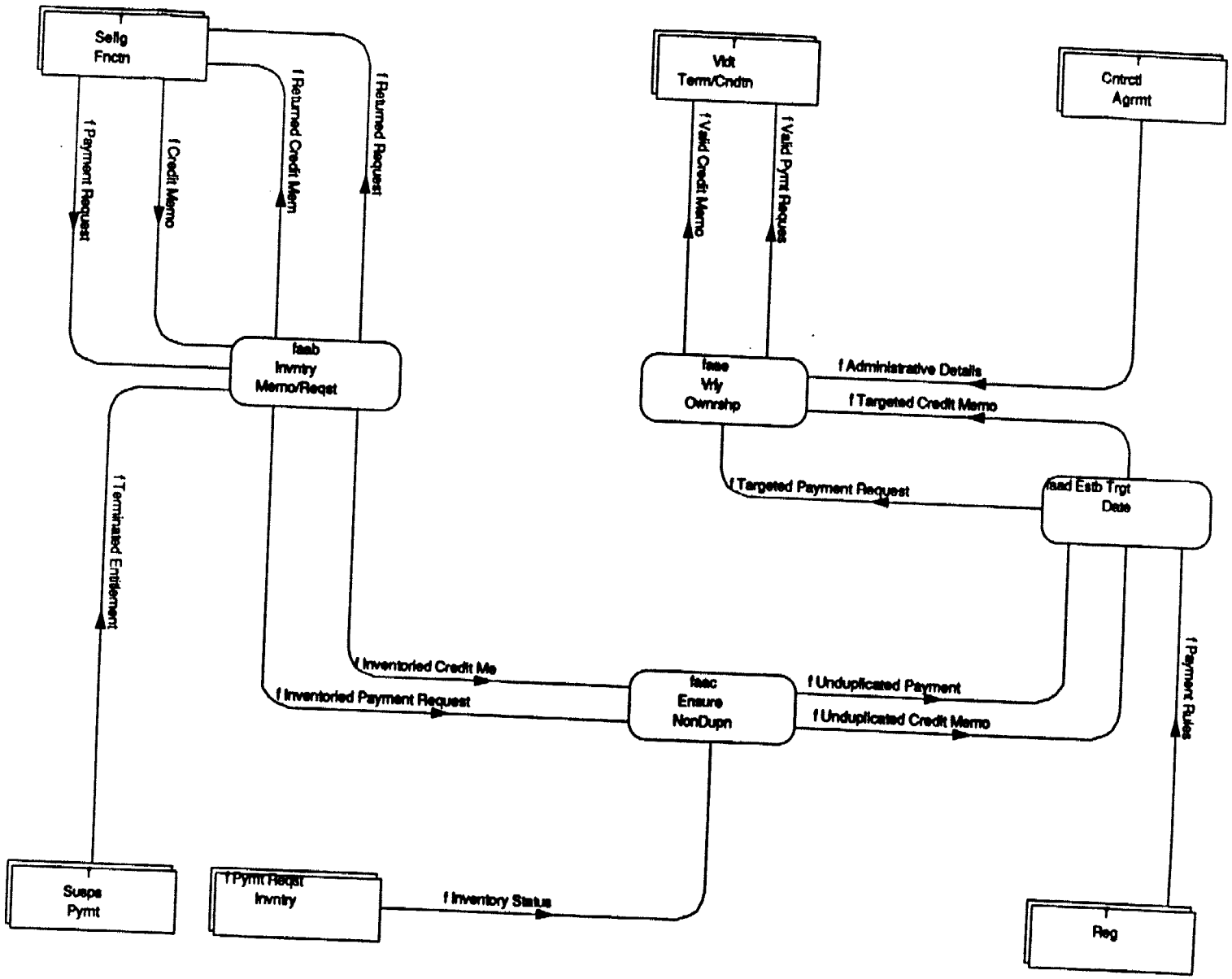
Future Entity Relationship Diagram (2.1.7.2) (2.1.7.3)

April 28, 1991 10:14:48

Future Functio. Flow Diagram (2.1.8.1)

June 6, 1991 10:20am

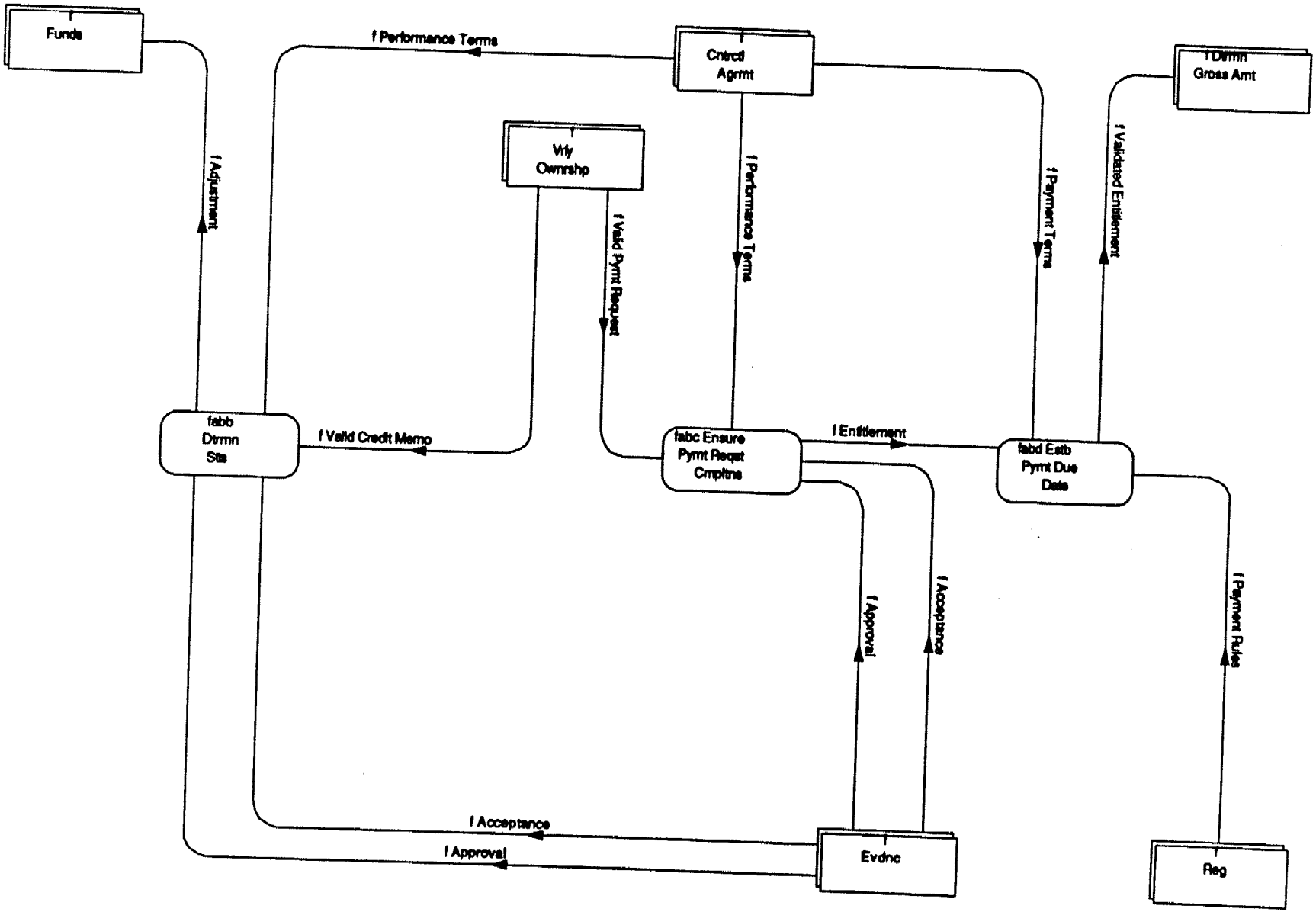
faaa Validate Memo/Request



Future Functional Flow Diagram (2.1.8.1)

June 6, 1991 10:35am

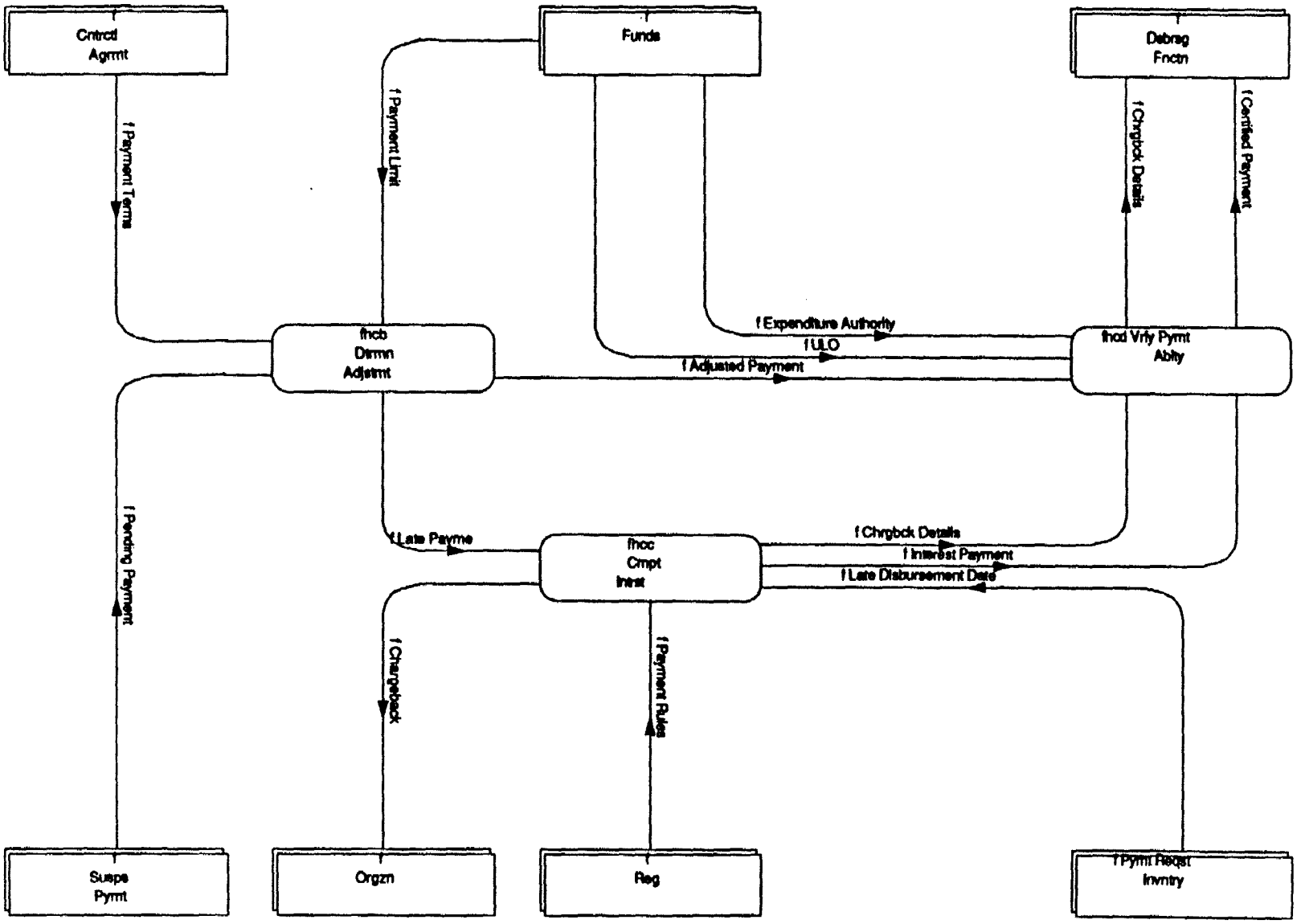
faba Validate Terms/Conditions



Future Functional Flow Diagram (2.1.8.1)

June 6, 1991 10:40am

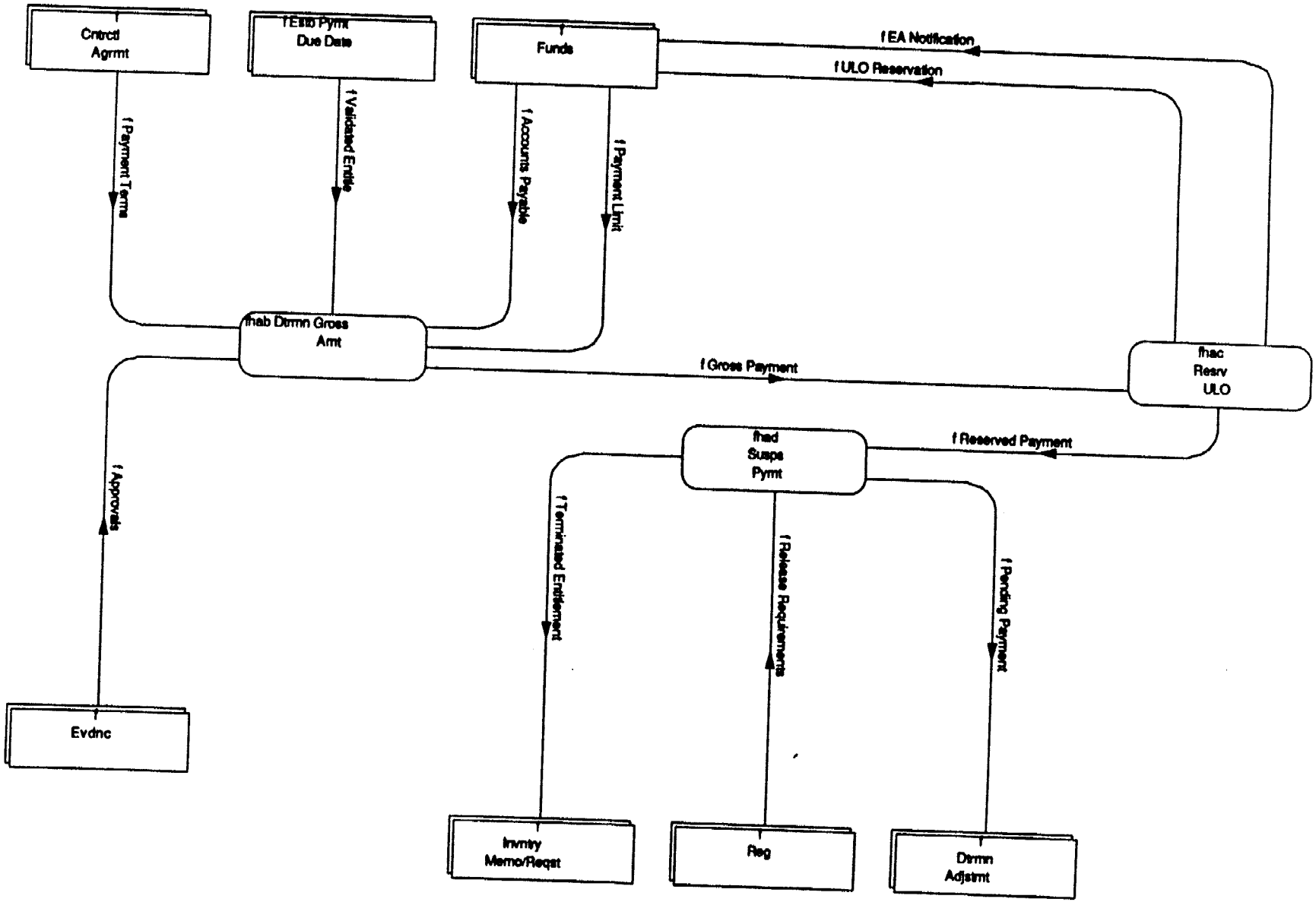
fhca Calculate Amount Due



Future Functio low Diagram (2.1.8.1)

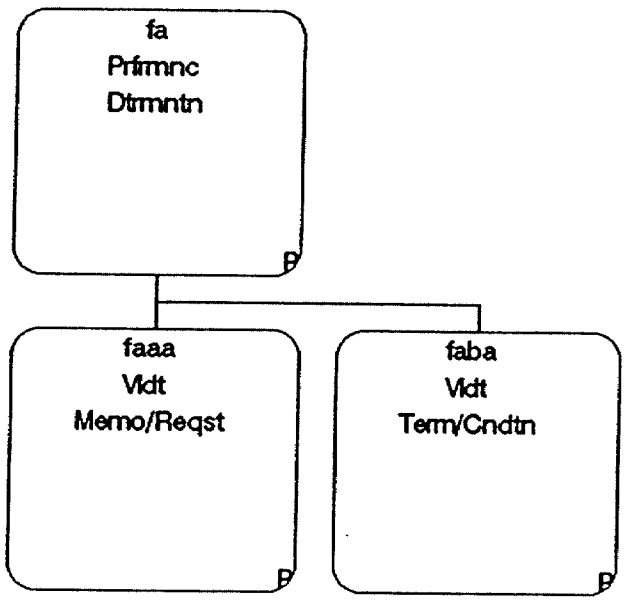
June 6, 1991 10:37am

fhaa Calculate Pending Payment



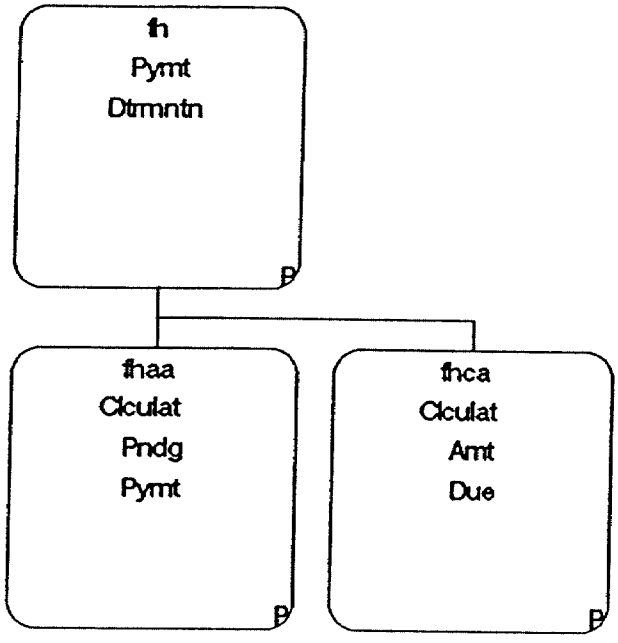
Revalidated Future Functional Activity to Processes (2.1.8.1)

June 6, 1991 2:36pm



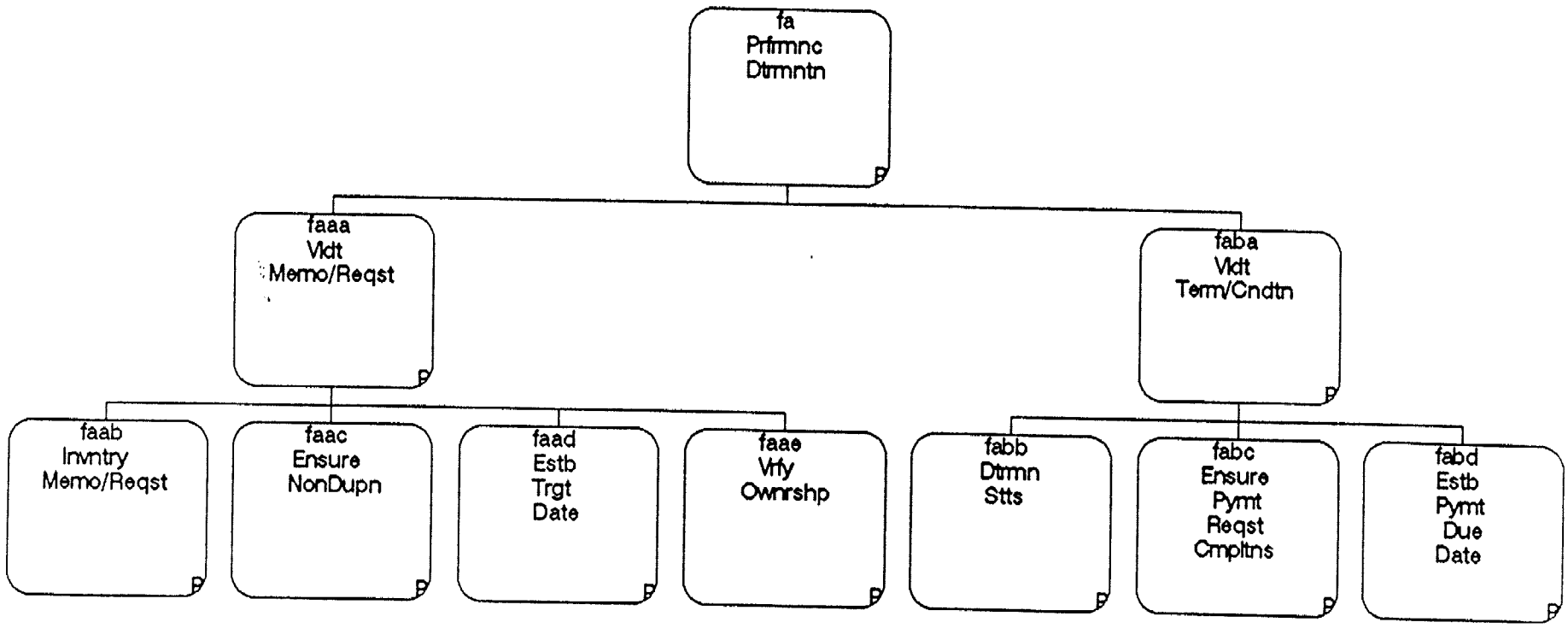
Revalidated Future Functional Activity to Processes (2.1.8.1)

June 6, 1991 2:52pm



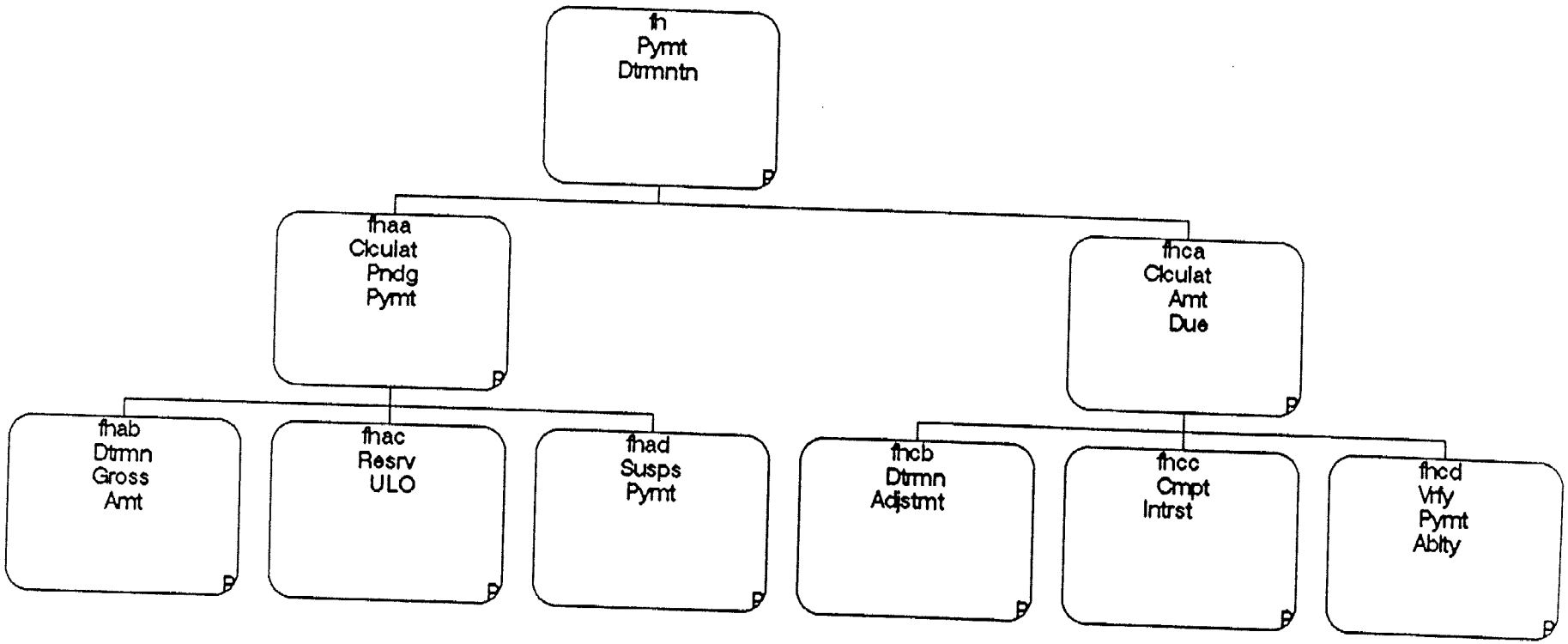
Revalidated Future Functional Activity to Processes/Subprocesses
(2.1.8.1)

June 6, 1991 2:50pm



Revalidated Future Functional Activity to Processes/Subprocesses
(2.1.8.1)

June 6, 1991 2:54pm



Future Functional Processes to Entities (2.1.8.2)

June 6, 1991 1:30pm

	f Cntrctl Agrmt	f Crdt Memo/Pymt Reqst	f Evdnc	f Funds	f Reg
faaa Vldt Memo/Reqst	R	CUD			R
faba Vldt Term/Cndtn	R	U	R	U	R
fhaa Clculat Pndg Pymt	R	U	R	CR	R
fhca Clculat Amt Due	R	UD*	R	R	R

*NOTE: A certification is created in the Calculate Amount Due/Verify Payment Ability process\subprocess although the entity itself is only updated in the CRUD.

C- Creates information about the entity

R-Reads information about the entity

U-Updates information about the entity

D-Deletes information about the entity

*-Has no relationship to the entity (Blank)

Future Processes/Subprocesses to Entities (2.1.8.2)

June 6, 1991 4:04pm

	fCntrctl Agrmt	fCrdt Memo/Pymt Reqst	f Evdnc	fFunds	fReg
faaa Vldt Memo/Reqst	R	CUD			R
faab Invntry Memo/Reqst		CUD			
faac Ensure NonDupn		U			
faad Estb Trgt Date		U			R
faae Vrfy Ownrshp	R	U			
faba Vldt Term/Cndtn	R	U	R	U	R
fabb Dtrmn Stts	R	U	R	U	
fabc Ensure Pymt Reqst Cmpltns	R	U	R	R	
fabd Estb Pymt Due Date	R	U	R		R
fhaa Clculat Pndg Pymt	R	U	R	CR	R
fhab Dtrmn Gross Amt		U	R	R	
fhac Resrv ULO		U		C	
fhad Susps Pymt	R	U		R	R
fhca Clculat Amt Due	R	UD	R	R	R
fhcb Dtrmn Adjstmt	R	U	R	R	
fhcc Cmpt Intrst	R	U	R		R
fhcd Vrfy Pymt Ablty		UD		R	

*NOTE: A certification is created in the Calculate Amount Due/Verify Payment Ability process\subprocess although the entity itself is only updated in the CRUD.

C- Creates information about the entity

R-Reads information about the entity

U-Updates information about the entity

D-Deletes information about the entity

*-Has no relationship to the entity (Blank)

2.1.8.3 Reconciliation Report

The functional entities and their relationships were compared to the functional model. The level of the entity "treasury rates" was inconsistent with the level of the other entities. Additionally, this entity should have included information related to the Prompt Payment Act and Cash Management Policy. The entity was changed to "Regulation" which now incorporates the additional information and places the entity at a broader level. Differences in wording of information flows between the diagram and process narrative were noted and corrected.

CIM CONTRACT PAYMENT
REVALIDATED FUTURE ENTITIES

Entity: f Cntrctl Agrmt

f CONTRACTUAL AGREEMENT (2.1.8.3) (2.1.7.1)--Formal or informal understanding between parties to provide goods or services for compensation.

Purpose: To identify the terms and conditions of the performance and payment requirements for both the buyer and the seller.

Examples: Contract, Memorandum of Understanding (MOU), Reimbursable Order

Characteristics: Generic--Line Items, Buyer, Seller, Financial Terms, Free On Board (FOB), Payment Provisions, Delivery Schedule;

Unique--Document Identification Number

Entity: f Crdt Memo/Pymt Reqst

f CREDIT MEMORANDUM OR PAYMENT REQUEST (2.1.8.3) (2.1.7.1)--A demand for payment or advice of credit, their transaction details and amounts certified for disbursement or recoupment.

NOTE: A certification is created in the Calculate Amount Due/Verify Payment Ability process/subprocess although the entity itself is only updated in the Create-Read-Update-Delete (CRUD) Matrix.

Purpose: To initiate the entitlement determination action and record the details of the compensation made for goods and services provided.

Examples: Invoice, Progress Payment, Certified Payment

Characteristics: Generic--Amounts, Line Items or Costs Incurred;

Unique--Document Identification Number with Payment Request Number, Voucher Number

CIM CONTRACT PAYMENT
REVALIDATED FUTURE ENTITIES

Entity: f Evdnc

f EVIDENCE (2.1.8.3) (2.1.7.1)--Approval(s) of performance and/or information about goods or services that have been provided.

Purpose: To provide evidence of performance.

Examples: Acceptance Information, Approvals, Shipment Information

Characteristics: Generic--Quantities, Shipment Point, Accepting Activity, Approving Activity;

Unique--Document Identification Number with Shipment Number

Entity: f Funds

f FUNDS (2.1.8.3) (2.1.7.1)--Monetary resources and related accounting control data.

Purpose: To identify accounts and dollar balances that control disbursement.

Examples: Unliquidated Obligations, Accounts Payable, Accounts Receivable

Characteristics: Generic--Accounting Classifications, Obligations, Disbursements;

Unique--Document Identification Number with Accounting Classification Reference Number (ACRN) with Line Item Number

Entity: f Reg

f REGULATIONS (2.1.8.3) (2.1.7.1)--Authoritative rules controlling payment actions.

Purpose: To determine payment amounts and due dates under specific conditions.

Examples: Treasury Rates, Prompt Payment Act, Treasury Financial Manual, DoD Issuances, Cash Management requirements

Characteristics: Generic--Discount Rate, Interest Rate

CIM CONTRACT PAYMENT
REVALIDATED FUTURE FUNCTIONAL PROCESSES

Process: faaa Vldt Memo/Reqst

faaa VALIDATE MEMORANDUM OR REQUEST (2.1.8.3) (2.1.6.1)--Establishes the credit memo or payment request in the inventory, ensures nonduplication, determines validity and ownership and establishes a target date for collection or payment.

Information Needed: Credit Memo, Payment Request, Administrative Details, Inventory Status, Payment Rules, Terminated Entitlement

Information Produced: Valid Credit Memo, Valid Payment Request, Returned Credit Memo, Returned Request

Process: faba Vldt Term/Cndtn

faba VALIDATE TERMS AND CONDITIONS (2.1.8.3) (2.1.6.1)--Reviews entitlement information to assure evidence of performance terms and conditions has been satisfied and establishes the payment due date.

Information Needed: Valid Credit Memo, Valid Payment Request, Performance Terms, Payment Terms, Acceptance/Receiving Information, Approval Information, Payment Rules

Information Produced: Validated Entitlement, Adjustment

Process: fhaa Clculat Pndg Pymt

fhaa CALCULATE PENDING PAYMENT (2.1.8.3) (2.1.6.1)--Determines gross amount payable, makes reservation(s) of ULO and cash-manages the pending payments.

Information Needed: Validated Entitlement, Payment Terms, Approval Information, Accounting Information (e.g., Payment Limit, Accounts Payable), Release Requirements

Information Produced: Pending Payment, Terminated Entitlement, ULO Reservation

Process: fhca Clculat Amt Due

fhca CALCULATE AMOUNT DUE (2.1.8.3) (2.1.6.1)--Applies applicable deductions (e.g., discounts, recoupments, receivables), verifies ULO, obtains Expenditure Authority (e.g., FMS, other limitations), calculates interest and/or penalties due and assigns responsibility for interest paid.

Information Needed: Pending Payment, Accounting Information, Payment Terms, Expenditure Authority, ULO, Payment Limits, Late Disbursement Date, Payment Rules

Information Produced: Certified Payment, Chargeback Details, Chargeback Notification

CIM CONTRACT PAYMENT
REVALIDATED FUTURE FUNCTIONAL SUBPROCESSES

Subprocess: faab Invntry Memo/Reqst

faab INVENTORY MEMO OR REQUEST (2.1.8.3) (2.1.6.1)--Records credit memo or payment request information necessary to establish it in the inventory, annotates date and time of receipt and returns memo or request when appropriate.

Information Needed: Credit Memo, Payment Request, Terminated Entitlement

Information Produced: Inventoried Credit Memo, Inventoried Payment Request, Returned Request, Returned Credit Memo

Subprocess: faac Ensure NonDupn

faac ENSURE NONDUPLICATION (2.1.8.3) (2.1.6.1)--Searches the inventory to ensure credit memo or payment request has not been previously processed.

Information Needed: Inventoried Credit Memo, Inventoried Payment Request, Inventory Status

Information Produced: Unduplicated Payment Request, Unduplicated Credit Memo

Subprocess: faad Estb Trgt Date

faad ESTABLISH TARGET DATE (2.1.8.3) (2.1.6.1)--Determines a potential collection or payment date based on information contained in the credit memo or payment request (e.g., voluntary discount terms). Establishes initial priority for processing credit memos or payment requests.

Information Needed: Unduplicated Credit Memo, Unduplicated Payment Request, Payment Rules

Information Produced: Targeted Payment Request, Targeted Credit Memo

Subprocess: faae Vrfy Ownrshp

faae VERIFY OWNERSHIP (2.1.8.3) (2.1.6.1)--Determines if the credit memo or payment request is designated to be processed by the receiving Contract Payment activity.

Information Needed: Targeted Credit Memo, Targeted Payment Request, Administrative Details

Information Produced: Valid Payment Request, Valid Credit Memo

Subprocess: fabb Dtrmn Stts

fabb DETERMINE STATUS (2.1.8.3) (2.1.6.1)--Reviews accounting, disbursing and entitlement information to determine status of the credit memo and updates accounts receivable.

Information Needed: Valid Credit Memo, Acceptance, Approval, Performance Terms

Information Produced: Adjustment

Subprocess: fabc Ensure Pymt Reqst Cmpltns

fabc ENSURE PAYMENT REQUEST COMPLETENESS (2.1.8.3) (2.1.6.1)--Reviews all available entitlement information for evidence that all performance terms and conditions have been met and payment can continue to be processed.

Information Needed: Valid Payment Request, Performance Terms, Acceptance/Receiving Information, Approval Information

Information Produced: Entitlement

Subprocess: fabd Estb Pymt Due Date

fabd ESTABLISH PAYMENT DUE DATE (2.1.8.3) (2.1.6.1)--Determines the date the payment request must be paid in order to take an advantageous discount or avoid interest penalties.

Information Needed: Entitlement, Payment Terms, Payment Rules

Information Produced: Validated Entitlement

Subprocess: fhab Dtrmn Gross Amt

fhab DETERMINE GROSS AMOUNT (2.1.8.3) (2.1.6.1)--Compares entitlement information and calculates the gross amount due.

Information Needed: Validated Entitlement, Payment Terms, Approval Information, Accounting Information (e.g., Payment Limit, Accounts Payable)

Information Produced: Gross Payment

Subprocess: fhac Resrv ULO

fhac RESERVE UNLIQUIDATED OBLIGATION(S) (2.1.8.3) (2.1.6.1)--Issues an accounting transaction to set aside the monetary value of the calculated gross amount from the unliquidated balance.

Information Needed: Gross Payment

Information Produced: ULO Reservation(s), Reserved Payment

Subprocess: fhad Susps Pymt

fhad SUSPENSE PAYMENT (2.1.8.3) (2.1.6.1)--Suspenses the payment for disbursement on the proper date, provides for early release or delays for outlay management purposes and captures required reporting information (e.g., early release).

Information Needed: Reserved Payment, Release Requirements

Information Produced: Pending Payment, Terminated Entitlement

Subprocess: fhcb Dtrmn Adjstmt

fhcb DETERMINE ADJUSTMENTS (2.1.8.3) (2.1.6.1)--Calculates the deductions to be applied to the gross amount prior to payment (e.g., discounts, recoupments, receivables).

Information Needed: Pending Payment, Accounting Information (Payment Limit), Payment Terms

Information Produced: Adjusted Payment, Late Payment

Subprocess: fhcc Cmpt Intrst

fhcc COMPUTE INTEREST (2.1.8.3) (2.1.6.1)--Calculates and captures information concerning the interest and/or penalties due on late payments.

Information Needed: Late Payment, Late Disbursement Date, Payment Rules

Information Produced: Interest Payment, Chargeback Notification, Chargeback Details

Subprocess: fhcd Vrfy Pymt Ablty

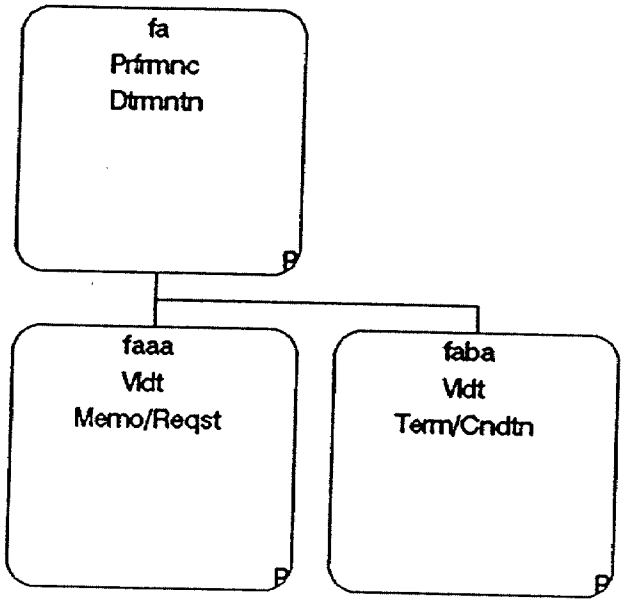
fhcd VERIFY PAYMENT ABILITY (2.1.8.3) (2.1.6.1)--Determines funds availability and certifies the payment for release.

Information Needed: Adjusted Payment, Interest Payment, Chargeback Details, Accounting Information (e.g., Expenditure Authority, ULO)

Information Produced: Certified Payment, Chargeback Details

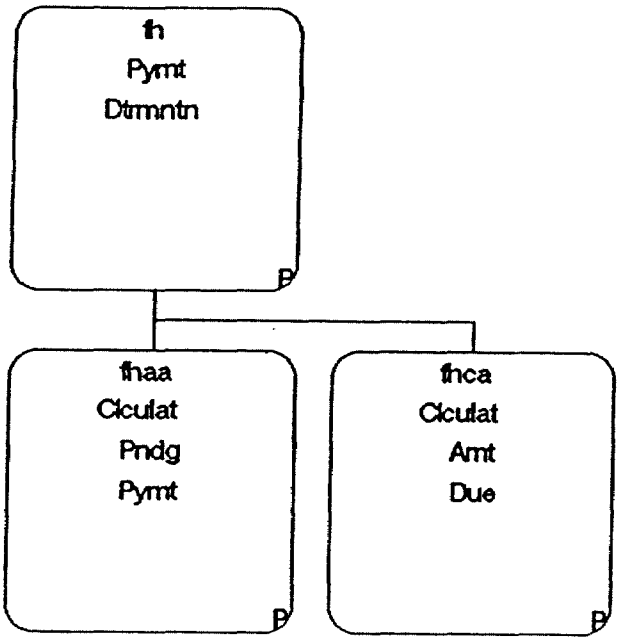
Revised Future Functional Activity to Processes (2.1.8.3)

June 6, 1991 2:36pm



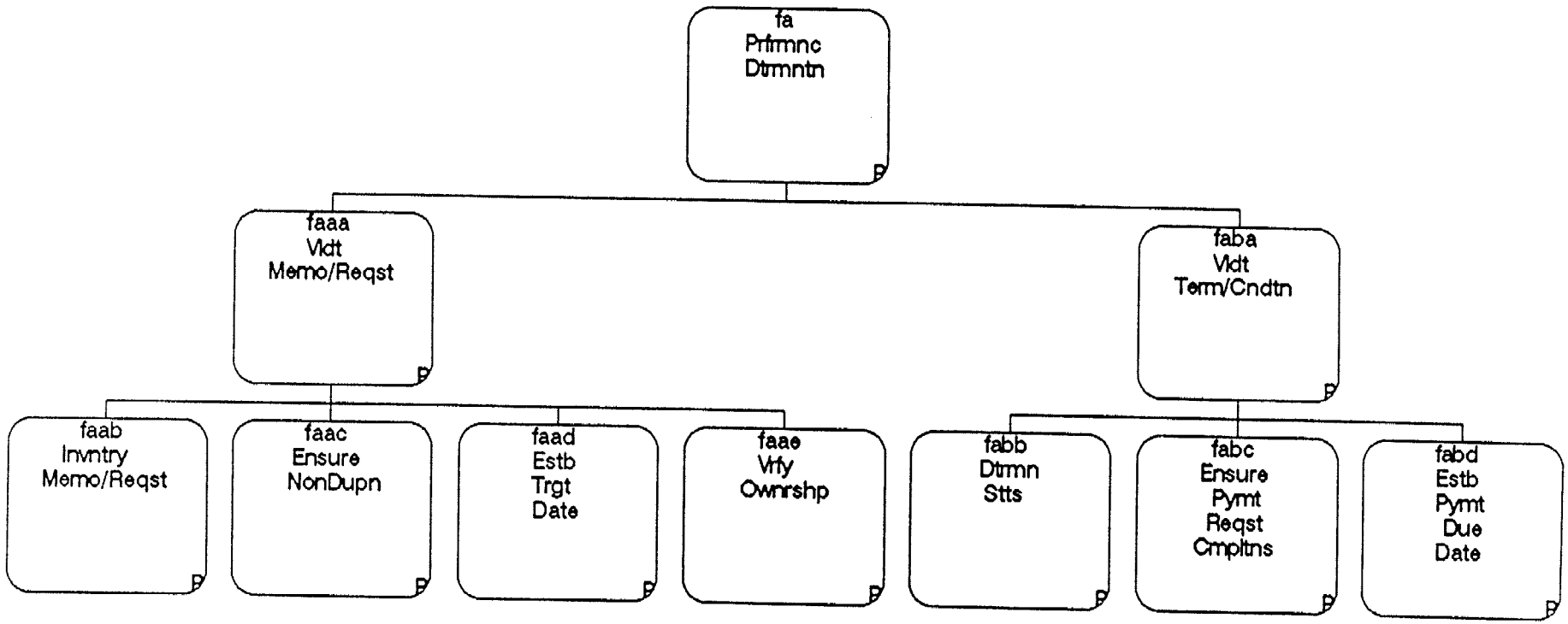
Revised Future Functional Activity to Processes (2.1.8.3)

June 6, 1991 2:52pm



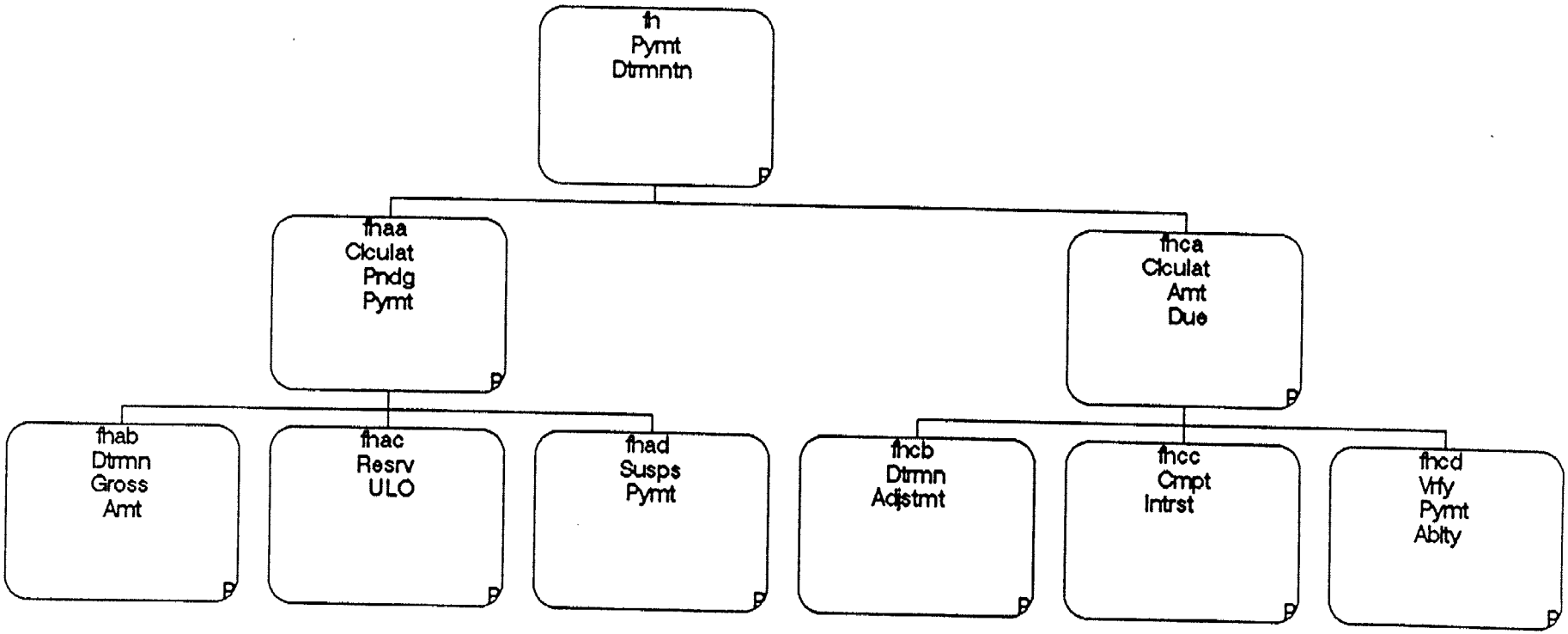
Revised Future Functional Activity to Processes/Subprocesses (2.1.8.3)

June 6, 1991 2:50pm



Revised Future Functional Activity to Processes/Subprocesses (2.1.8.3)

June 6, 1991 2:54pm



Revised Future Functional Processes to Entities (2.1.8.3) (2.1.8.2)

June 6, 1991 1:30pm

	f Cntrctl Agrmt	f Crdt Memo/Pymt Reqst	f Evdnc	f Funds	f Reg
faaa Vldt Memo/Reqst	R	CUD			R
faba Vldt Term/Cndtn	R	U	R	U	R
fhaa Clculat Pndg Pymt	R	U	R	CR	R
fhca Clculat Amt Due	R	UD*	R	R	R

*NOTE: A certification is created in the Calculate Amount Due/Verify Payment Ability process\subprocess although the entity itself is only updated in the CRUD.

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D-Deletes information about the entity

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Revised Future Functional Subprocesses to Entities (2.1.8.3) (2.1.8.2)

June 6, 1991 4:04pm

	fCntrctl Agrmt	fCrdt Memo/Pymt Reqst	f Evdnc	fFunds	fReg
faaa Vldt Memo/Reqst	R	CUD			R
faab Invntry Memo/Reqst		CUD			
faac Ensure NonDupn		U			
faad Estb Trgt Date		U			R
faae Vrfy Ownrshp	R	U			
faba Vldt Term/Cndtn	R	U	R	U	R
fabb Dtrmn Stts	R	U	R	U	
fabc Ensure Pymt Reqst Cmpltns	R	U	R	R	
fabd Estb Pymt Due Date	R	U	R		R
fhaa Clculat Pndg Pymt	R	U	R	CR	R
fhab Dtrmn Gross Amt		U	R	R	
fhac Resrv ULO		U		C	
fhad Susps Pymt	R	U		R	R
fhca Clculat Amt Due	R	UD	R	R	R
fhcb Dtrmn Adjstmt	R	U	R	R	
fhcc Cmpt Intrst	R	U	R		R
fhcd Vrfy Pymt Ablty		UD		R	

*NOTE: A certification is created in the Calculate Amount Due/Verify Payment Ability process\subprocess although the entity itself is only updated in the CRUD.

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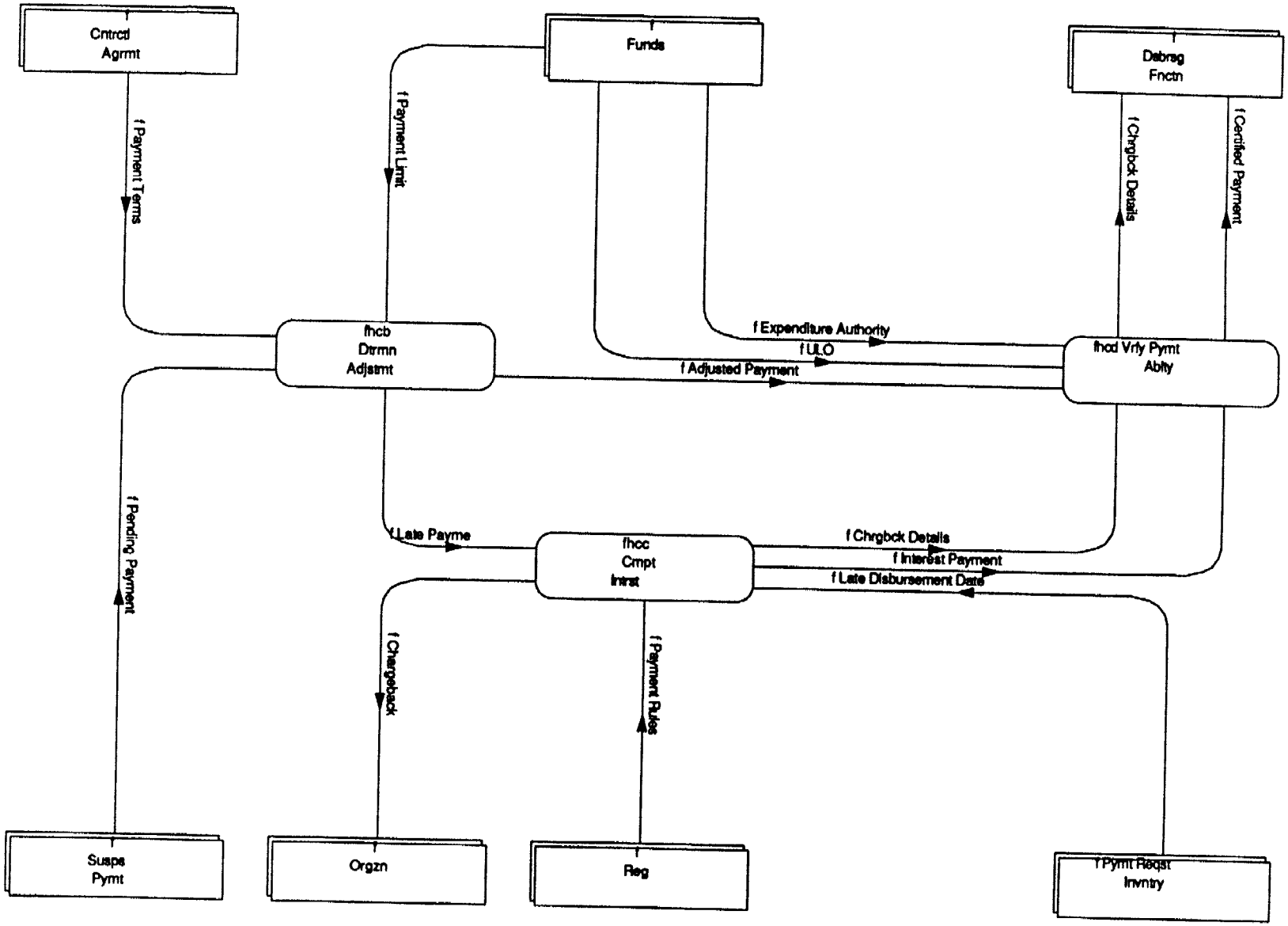
*-Has no relationship to the entity (Blank)

Revalidated Future Functional Flow Diagram (2.1.8.3)

June 6, 1991 10:40am

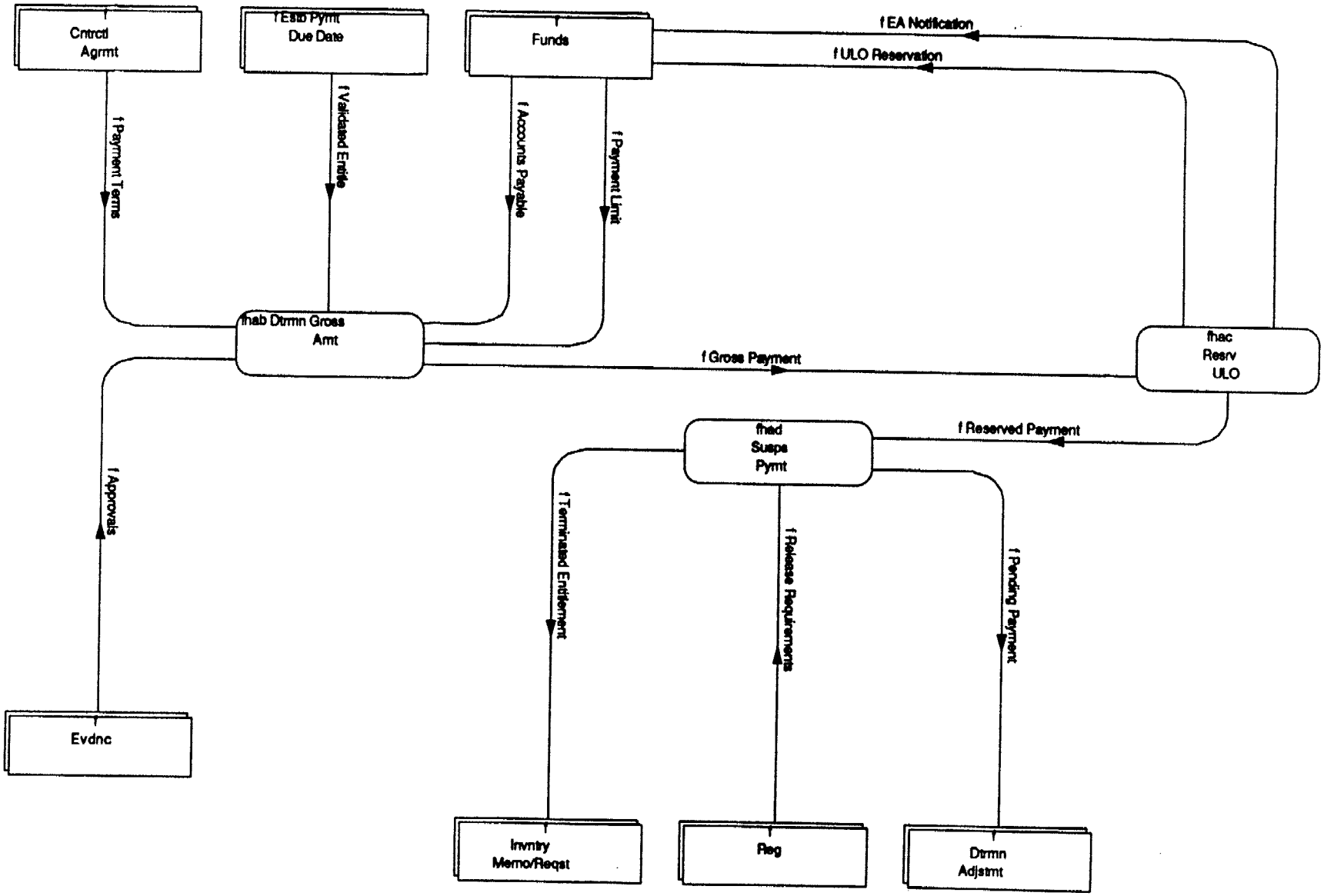
fhca Calculate Amount Due



Revalidated Future Functi Flow Diagram (2.1.8.3)

June 6, 1991 10:37am

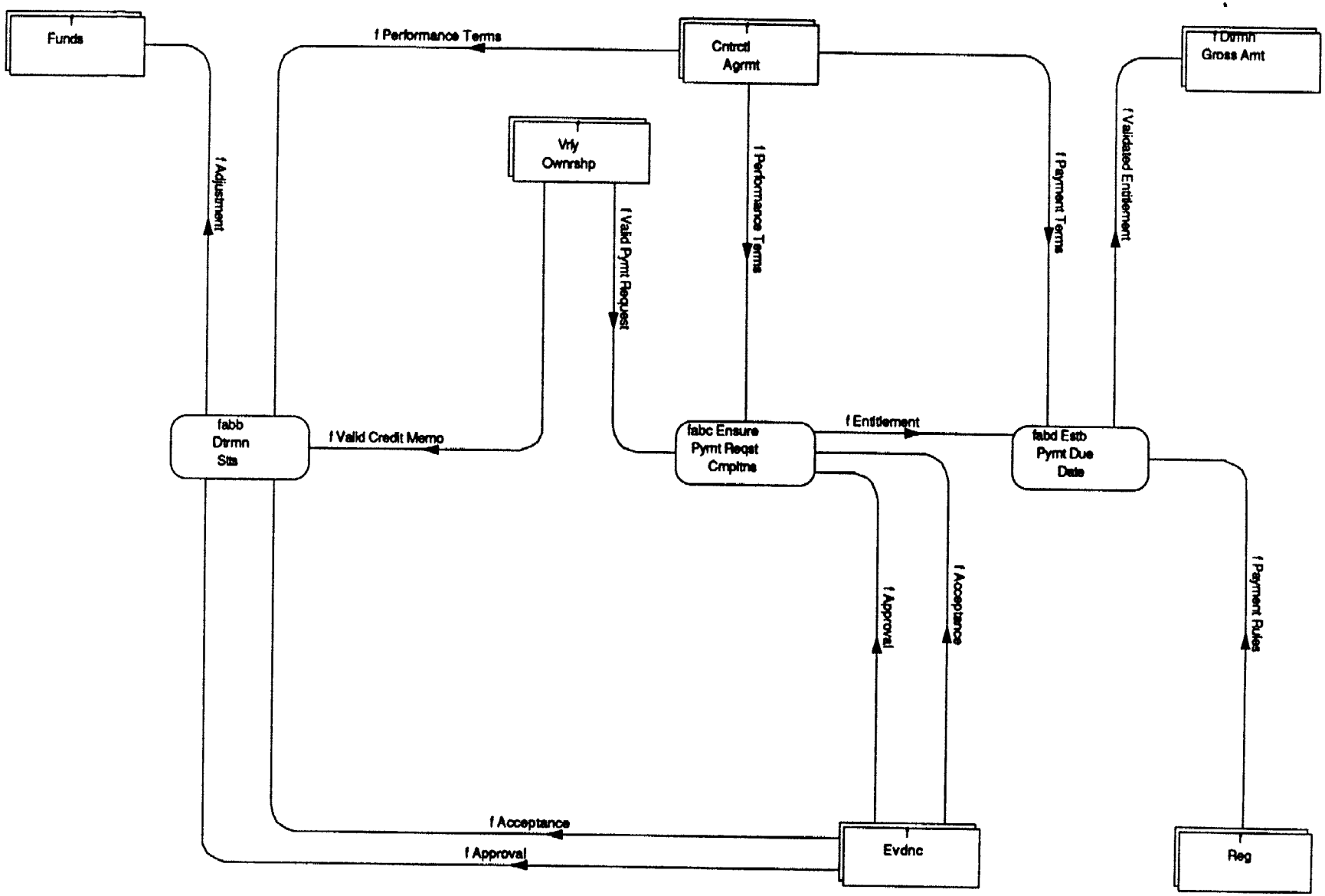
fhaa Calculate Pending Payment



Revalidated Future Functional Data Flow Diagram (2.1.8.3)

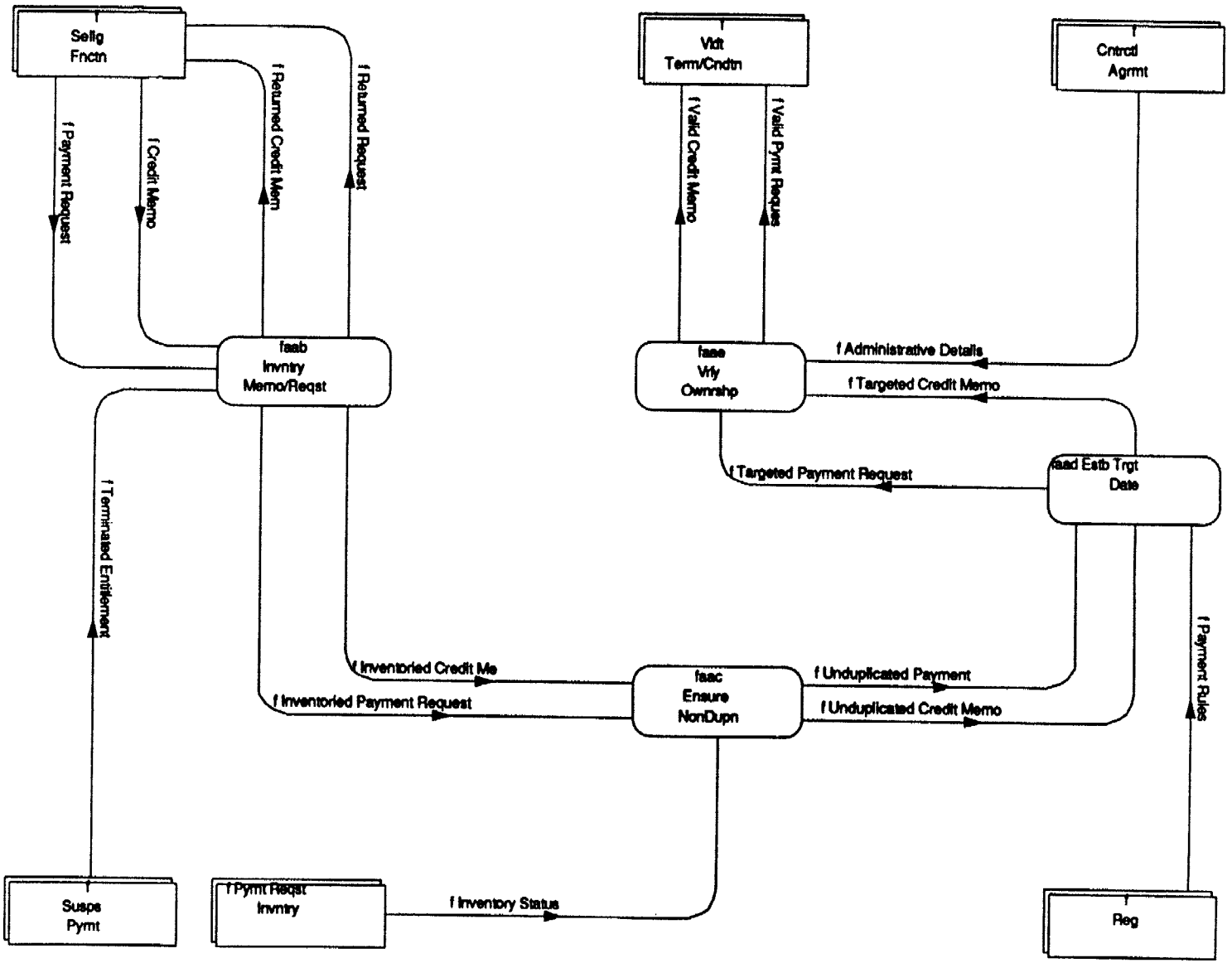
June 6, 1991 10:35am

faba Validate Terms/Conditions



Revalidated Future Fu. onal Flow Diagram (2.1.8.3)
June 6, 1991 10:20am

faaa Validate Memo/Request



CIM CONTRACT PAYMENT
CURRENT FUNCTIONAL BASELINE
ARMY

FUNCTIONAL BASELINE (2.2.1.1)--Contract Payment for installation level Army contracts normally is accomplished on a decentralized basis at the installation through the use of various interfacing automated systems. Contract Payment for transportation contracts for the Departments of the Army, Air Force and Labor (Job Corps), the Defense Logistics Agency and other Defense agencies are centralized at the DFAS-Indianapolis Center (DFAS-IN) and paid through a centralized process. A newly developed system, the Transportation Integrated Payment System (TIPS), will be fielded in January 1992. Commissary vendors are paid through five Troop Support Agency (TSA) regional offices using the Army's Standard Automated Voucher Examining System (SAVES).

There is no prescribed organizational placement for the Contract Payment function within the Army. It may be managed and executed in a variety of functional areas depending on the type of agreement, the size and type of organization and management discretion. Reimbursable charges generally are processed in the accounting area. Payment requests for contracts between the government and the private sector are generally processed in a Commercial Accounts or Accounts Payable area.

The processing of contract payments is performed in a wide variety of environments within the Army. The most widely used automated system is the Computerized Accounts Payable System (CAPS), which is a module of the Standard Army Finance System (STANFINS) Redesign-Subsystem 1 (SRD-1). CAPS interfaces with the Disbursing and the Accounting functions to both prepare the payment voucher and update all official accounting records. The Standard Army Automated Contracting System (SAACONS) interfaces with CAPS to upload all contracting information electronically through the use of tapes, diskettes or modems. All U.S. Army National Guard Property and Fiscal Offices (USPFOs) utilize the CAPS system as well as some Defense Agencies and three Corps of Engineers locations. CAPS also has an electronic receiving/acceptance capability. The Army Material Command (AMC) is in the process of fielding the Automated Finance Entitlement System (AFES), an integrated financial system with a commercial accounts module that interfaces with SAACONS. The Corps of Engineers Financial Management System (CEFMS) is scheduled to be fielded in the summer of 1991 and is a fully integrated system that allows data to be extracted from accounting, procurement and acceptance offices.

Entitlement for reimbursable orders is done in a variety of ways and can be fairly complex. The scope covered here involves only the accounts payable view of a reimbursable order activity and

includes the accounts payable view of payments made through the Interfund billing system (wherein the Financial Operations Functional Group has cognizance over the accounts receivable side of the transaction). This means that the performing activity collects its payment from the accounts of the buying activity and then sends a bill to be confirmed and posted to the buying activity's accounting records. This is an automated process in the case of Interfund bills and reimbursable orders when the accounting office is the same for both the buying and selling activity. The processing generally is manual for reimbursable orders from other accounting offices and installations not equipped to handle the automated Interfund bills.

Payment of contractual agreements by the government involves three major functional activities: Charge Determination, Performance Determination and Payment Determination. Processing in most commercial accounts offices is performed by low graded voucher examiners. Activity in the accounting offices is performed by midrange accounting technicians.

o Charge Determination begins with the receipt of a paid bill from a government activity that has provided goods or services and has taken the payment from the account of the buying activity. Upon receipt of a paid bill, the accounting office of the buying activity checks the accounting records to determine whether there is an obligation in place against which to record the charge. If there is an obligation, the charge is recorded. If there is no record of the obligation or if the obligation is insufficient to cover the entire charge, the paid bill is analyzed to determine if the error is in the accounting records or the bill. The problem resolution process involves requesting adjustments from the billing activity or requiring the buying activity to provide additional obligating documents to enable processing. Interfund paid bills can be disputed only if they exceed dollar values established by Chapter 4 of DoD 4000.25-7-M. If a bill is for less than the prescribed dollar limits, the buying activity absorbs the cost.

o Performance Determination begins with the receipt of a request for payment. The request for payment is a notification that goods or services have been provided and the provider is expecting payment. Upon receipt, a request for payment is validated against a contract or like-agreement; date/time stamped; and reviewed to determine ownership and completeness, assure nonduplication and establish a target due date. A voucher examiner establishes entitlement by assuring that performance terms and

conditions have been satisfied. This is done by comparing the terms and conditions stated in the contractual document to the documentation provided. This usually consists of a payment request and an approval or acceptance. Once entitlement has been validated, a payment date is established and the Payment Determination process begins.

o Payment Determination involves calculation of the gross amount due and posting all amounts to the commercial accounts bills register. The pending payment then is suspensed and monitored until it is time to process the payment in accordance with current cash management guidance. The timing of this last stage of payment processing is determined by the level of automation and staff available to assure that the payment voucher reaches the disbursing office in sufficient time to prepare a check on the payment date. Applicable deductions (discounts, recoupments, receivables, etc.) are applied to the gross payment and posted to the commercial accounts bills register. The Unliquidated Obligation and Expenditure Authority (for Foreign Military Sales) is verified. If there are any interest payments owed due to failure to meet the constraints of the Prompt Payment Act, they are added to the payment and charged to the activity that caused the late payment if that activity is within the Department of the Army. A final check of the pending payment is made by a person authorized to certify vouchers for payment. If all terms and conditions have been met and all calculations have been properly performed, the pending payment is certified and passed to a disbursing office for payment.

Relationships between the Contract Payment function and other functional areas are a critical element in understanding the process of entitlement for contracts and like-agreements. The great majority of information leading to a pending payment or reimbursable charge comes from areas external to Contract Payment. The Accounting function provides accounting information for reimbursable orders, the Accepting and Approving functions provide all necessary approvals and acceptances. The Buying function provides the contractual information, and the Selling function provides payment requests or paid bills. Internally, the Performance Determination functional activity provides validated entitlements to Payment Determination, and Payment Determination can receive valid entitlements only from Performance Determination. The Contract Payment function provides the Accounting function with accepted bills and adjustments to be charged to the proper accounts and processes certified payments to the Disbursing function. The Contract Payment function issues payment discrepancy notifications

on unmatched paid bills and returns payment requests with notices of discrepancy. In addition, inquiries related to the status of payment requests and paid bills are answered, and entitlement information is supplied to interested parties such as budget offices, legal offices, liaison/oversight offices, program managers and private interests.

CIM CONTRACT PAYMENT
CURRENT FUNCTIONAL BASELINE
USN/USMC

FUNCTIONAL BASELINE (2.2.1.1)--The Public Vouchers (Commercial Accounts) portion of the Contract Payment function within the Department of the Navy is performed at various disbursing offices. The three types of disbursing offices are the Financial Information Processing Centers (FIPCs), independent disbursing offices and afloat disbursing offices. Although this part of the Contract Payment function is performed in each type of disbursing office, it is primarily found at the Navy FIPCs or independent Marine Corps Disbursing Offices. Afloat disbursing offices process public vouchers (commercial accounts) for those payments not designated for a particular FIPC or independent Marine Corps Disbursing Office. Finance and accounting policy is provided to the various disbursing offices by the Defense Finance and Accounting Service, Washington and Kansas City Centers (DFAS-WC and DFAS-KC).

The five primary commercial accounts automated systems currently in use are: Navy - Standard Accounting and Reporting System (STARS); Marine Corps - Marine Corps Commercial Accounts Processing System (MCCAPS), Kodak Automated Retrieval System (KARS), Transportation Management System (TMS) and Commissary Management Information System (CMIS). However, many offices still process commercial accounts manually. The personnel performing the function are of low grade levels, usually in transition to higher level positions. This results in heavy personnel turbulence.

The Contract Payment function provides information or services to vendors, contractors, suppliers and the following types of functional offices: contracting, accounting, order accepting, requisitioners (ordering) and disbursing (fiscal). This information is provided through a variety of output products that notify or alert interested parties about the status of, or problems associated with, processing requests for payment as follows:

- accepted bills
- adjustments
- inquiry answers
- approved payments
- entitlement information (to include substantiating documentation)
- payment discrepancy notifications

o returned (rejected) payment requests

Organizationally, within the Department of the Navy, the Contract Payment function (Commercial Accounts) usually resides in a FIPC/Disbursing Office. The Disbursing Officer is responsible for ensuring that all required documentation for payment is present (e.g., contract, receiving/acceptance report, invoice) and prepared properly even if prepared outside the disbursing office. All computations and accounting data must be complete and correct since Disbursing Officers are held personally and pecuniarily liable for their disbursing acts, to include the Contract Payment function. Disbursing Officers must maintain detailed accounts of their office's activities for examination as to their correctness by the Department of the Navy and the General Accounting Office. Actions for like-agreements (reimbursable orders or Interfund) normally are accomplished within the Reimbursable Section of an Accounting Office. The Contract Payment function consists of three major functional activities: Charge Determination, Performance Determination and Payment Determination. The following physical or organizational duties are embodied in these three functional activities:

o Charge Determination begins with the receipt of a paid bill from a government activity that has provided goods or services and has taken the payment from the account of the buying activity. Upon receipt of a paid bill, the accounting office of the buying activity checks the accounting records to determine whether there is an obligation in place against which to record the charge. If there is an obligation, the charge is recorded. If there is no record of the obligation or if the obligation is insufficient to cover the entire charge, the paid bill is analyzed to determine if the error is in the accounting records or the bill. The problem resolution process involves requesting adjustments from the billing activity or requiring the buying activity to provide additional obligating documents to enable processing. Interfund paid bills can be disputed only if they exceed dollar values established by Chapter 4 of DoD 4000.25-7-M. If a bill is for less than the prescribed dollar limits, the buying activity absorbs the cost.

o Performance Determination. The Control/Input Section receives all incoming documentation necessary for the Public Voucher Section (i.e., commercial accounts) to process the requests for payment. The vast majority of this information is received by the mailroom (or equivalent) which is responsible for opening the "mail", date stamping and distributing all incoming documentation. All documentation required to determine entitlement is forwarded to a Data Input clerk for recording in a manual logbook or an

automated system, depending on the resources available. In many offices, file folders are established to store, maintain and manage the documentation for all open contracts, to include disbursement information. The Control/Input Section also returns any invalid or erroneous documentation to the submitter if necessary. This area is usually the most labor-intensive since most documentation must be entered manually into the Contract Payment system (if there is one) as opposed to receiving it automatically from the originating activity through a system interface.

The Performance Determination functional activity also verifies that all required documentation (e.g., contract, and invoice receiving/acceptance report) is present and proper for payment. Within the Department of the Navy this process may be performed by one or a combination of the following: the funds control activity, the contracting activity, the office requiring the goods or services and the FIPC/Disbursing Office.

o If part of the Performance Determination process is performed by an activity other than the FIPC/Disbursing Office, this office will receive a preapproved payment/certified invoice or approved voucher which verifies that goods or services have been received and accepted rather than the FIPC/Disbursing Office receiving the invoice and shipment and acceptance information directly.

o The responsibility for verifying the receipt and acceptance of goods or services lies with the purchasing organization, not the Disbursing Office. If an organization other than the FIPC/ Disbursing Office is responsible for providing a certified invoice or approved voucher, documentation that is not properly certified or approved is returned to the responsible activity for appropriate action.

o If responsibility for compiling the required documentation lies with the FIPC/Disbursing Office, the designated office takes all necessary steps to obtain any missing or corrected information by coordinating with the appropriate functional area. Documentation that cannot be held pending correction is returned to the submitter. Obtaining missing or corrected information currently is a major part of the Contract Payment function.

After verification that all required documentation is present and proper for payment, it is forwarded to the Payment Determination functional activity for continued processing.

o Payment Determination. This element determines the gross amount payable, the due date for payment, applicable adjustments (e.g., discounts or offsets) and the appropriation(s) to be charged or credited and certifies the voucher for payment. At some offices a prepared voucher is not received by Control/Input, thus requiring the payment voucher to be prepared prior to certification. Once certified, payment vouchers are submitted to the area within the FIPC/Disbursing Office (i.e., the Fiscal Section) that controls the actual check production or EFT transmission.

The Analysis and Reconciliation process within Payment Determination is conducted by coordinating with the appropriate functional area in order to reconcile discrepant conditions such as insufficient unliquidated obligations or unliquidated obligation credit balances. This is a significant part of the workload within the Contract Payment function. In addition this is where coordination with the appropriate activity is conducted in order to facilitate distribution of collections to the proper accounts.

A primary service provided by Contract Payment is that of Customer Service. Personnel in this area respond to vendor queries or complaints about payments and payment requests. They are responsible for knowing, understanding and explaining to the customer the reason(s) why a payment request was not honored or was paid differently than the vendor/contractor expected and for effecting any required corrective action. In some FIPCs/Disbursing Offices, the Payment Information Branch provides customer service.

Navy transportation charges on shipments moving under U.S. Government Bills of Lading are paid by the Navy Material Transportation Office in Norfolk, Virginia. Under certain circumstances the Disbursing Officer serving the shipping and receiving activity and the Military Sealift Command area and its sub-area commanders will make transportation payments. Transportation Payments for the Marine Corps currently are processed at Marine Corps Logistics Base in Albany, Georgia. The Performance Determination steps are completed in the Transportation Voucher Certification Branch (TVCB) of the Comptroller Division. This branch receives its guidance, policy and direction from Commandant of the Marine Corps, Installations and Logistics (CMC, I&L) and not from the Fiscal Director of the Marine Corps.

CMC, I&L also controls the processing of commissary entitlement determinations which is performed at Marine Corps Base, Camp Lejeune, North Carolina and Marine Corps Air Station, El Toro,

California. The Defense Commissary Agency (DeCA) is in the process of absorbing the responsibility for commissary entitlement determination while the DFAS expects to develop a plan by May 1991 to have the DFAS-Indianapolis Center absorb the transportation entitlements.

CIM CONTRACT PAYMENT
CURRENT FUNCTIONAL BASELINE
AIR FORCE

FUNCTIONAL BASELINE (2.2.1.1)--The Contract Payment function within the Department of the Air Force is performed at Accounting and Finance Offices (AFOs) located at base level installations worldwide. Summary level fund control is provided by the Comptroller at the Major Air Command (MAJCOM) level. Departmental reporting is provided by the Defense Finance and Accounting Service, Denver Center (DFAS-DE) while accounting and finance policy is shared between the Office of the Assistant Secretary of the Air Force (Financial Management and Comptroller) and DFAS-DE.

The Contract Payment function at base level is organized in the Office of the Comptroller under the management and direction of the AFO. The AFOs are standardized throughout the Air Force, and all Contract Payment functions are performed either by the Commercial Services group or the Materiel group.

Contract Payment functions within the AFO utilize a standard Air Force automated accounts payable system known as the Integrated Accounts Payable System (IAPS). IAPS is used to pay all Air Force contract payments with the exception of some central procurement contracts paid only at Air Force Logistics Command bases. With few exceptions, central procurement contract payments currently are processed by DLA's Defense Contract Management Districts (DCMDs). IAPS is used to process payments for all appropriated fund or stock fund contracts. The Materiel Payment Group is responsible for all stock funded contracts while all other appropriated fund contracts are under the Commercial Services Group. Contractual payment processing is standard for each clerk and functionally includes three major activities as shown below:

o <u>Charge Determination</u> begins with the receipt of a paid bill from a government activity that has provided goods or services and has taken the payment from the account of the buying activity. Upon receipt of a paid bill, the accounting office of the buying activity checks the accounting records to determine whether there is an obligation in place against which to record the charge. If there is an obligation, the charge is recorded. If there is no record of the obligation or if the obligation is insufficient to cover the entire charge, the paid bill is analyzed to determine if the error is in the accounting records or the bill. The problem resolution process involves requesting adjustments from the billing activity or requiring the buying activity to provide additional obligating documents to enable processing. Interfund paid bills can be disputed only if they exceed dollar values established by Chapter 4 of DoD 4000.25-7-M. If a bill is for less than the prescribed dollar limits, the buying activity absorbs the cost. Disputed bills over one year old are automatically absorbed.

o Performance Determination. This activity is performed by the Customer Service and System Validation Unit which provides customer service and system validation for all contract payments and automated system processes and output products. Receipt control and distribution of contract payment documents are accomplished by the Administrative Section. Documents are date stamped into the AFO and distributed to the appropriate clerk. Primary source of contractual data input is from the Base Contracting Automated System (BCAS). Daily interfaces between BCAS and IAPS are used to load contractual data input automatically into IAPS. For contracts awarded outside the base contracting office (e.g., Commissary Blanket Purchase Agreements), hard copy contracts are provided to the AFO for manual entry into IAPS.

As shipments are received at various base locations, receipt data in the materiel area is captured via an electronic file transfer from the Standard Base Supply System (SBSS), the Medical Materiel Accounting System (MMAS) or the Automated Commissary Accounting System (ACAS). Hard copy receipt documentation on construction contracts and other one-time orders for goods is received in the AFO and entered manually into IAPS.

Payment request data input is the most labor-intensive function in the Contract Payment process. All payment request data currently must be manually entered into IAPS. IAPS controls requests for missing receipts or payment request data. After all the above steps are completed the information is passed to the Payment Determination functional activity.

o Payment Determination. IAPS controls the verification of entitlement based on contract and vendor data, including vendor debt records. IAPS applies logic required by the Prompt Payment Act for payment computation and scheduling. All discount and interest penalty computations are automated and applied when applicable to the payment computation process. IAPS generates payment vouchers for final manual analysis, reconciliation and certification.

IAPS passes disbursement data to the Integrated Paying and Collecting System (IPCS) which is external to the process for preparation of vendor payments. Vendor payments may be made via electronic funds transfer (EFT) or check. Payment data is matched with certified vouchers prior to release. Check numbers then are passed back to IAPS to update the voucher and contract records.

Contract Payment also provides Customer Service for all vendor inquiries or problems concerning returned invoices or late payments. The major products that result from Contract Payment are: Contractual Payment information (i.e., payment terms and conditions, price, quantity discount terms and accounting class), Accounting information (e.g., accounts payable and accounts receivable) and Disbursement information (e.g., amounts paid, cancelled or voided; voucher number).

CIM CONTRACT PAYMENT
CURRENT FUNCTIONAL BASELINE
DLA

FUNCTIONAL BASELINE (2.2.1.1)--The Contract Payment function within the Defense Logistics Agency (DLA) is performed at a variety of subordinate activities. Until the recent activation of the DFAS, finance and accounting policy was provided exclusively by the DLA Comptroller. Many of the DLA contracts and like-agreements are paid by DFAS-Columbus Center (DFAS-CO). It is anticipated that all DLA payment functions will be transferred to DFAS-CO by FY93.

Throughout DLA, the Contract Payment function is organized in the Office of Comptroller under the management and oversight of the Finance and Accounting Office (FAO). The organization is standard for each category of activity. While the Contract Payment function is similar throughout DLA, the process is unique to each category of activity. Categories of subordinate activities performing this function include:

a. **Defense Supply Centers**. These activities provide for acquisition and stock level management of assigned items. The Contract Payment function is performed by the Examination, Stock Fund Accounting and Appropriated Fund Accounting Branches.

The Examination Branch receives and routes documents to all branches. Control/Input verifies, posts and manages invoices/ requests-for-payment from the vendor/supplier. Contractual information and financial obligation limits are provided through on-line access to the procurement subsystem of the Standard Automated Materiel Management System (SAMMS). Acceptance information also is automated by the depot receiving activity which posts notification of acceptance of goods or services to SAMMS and automatically creates an accounts payable (AP) file. Through the financial subsystem of SAMMS, the contract, accounts payable and invoice are compared to determine if payment conditions have been met and to compute the amount due.

The Payment Determination functional activity oversees the automated process and evaluates, analyzes and manually computes those payments not matching the automated criteria. Voucher preparation is performed automatically for all payments including those for prompt payment interest. Records Management maintains hard copy files for payment documentation. Analysis and Reconciliation and Customer Services are also performed. Certification to authorize expenditure of Government funds is provided to the Disbursing Branch by a control function external to Examination.

The Accounting function is divided into two basic areas, Stock Fund Accounting and Appropriated Fund Accounting. In the Stock Fund Accounting area, Analysis and Reconciliation reviews creditable returns and approved Reports of Discrepancy (RODs) and initiates action to adjust billings. In the Appropriated Fund Accounting area, Operation and Maintenance (O&M) commercial invoices, Interfund billings for purchases and claims pertaining to interservice support agreements are processed manually. Supplier entitlement is determined and vouchered and certification authorizing expenditure of Government funds is provided to the Disbursing Branch.

Most of the Supply Centers are hardware inventory control points (ICPs) and, therefore, their Contract Payment functions are very much the same. Exceptions to this are found at (1) the Fuels Center where Contract Payment is performed using the Automated Voucher Examination and Disbursing System (AVEDS) and (2) the Personnel Support Center (for subsistence) where the Defense Integrated Subsistence Management System (DISMS) is used for Contract Payment. Payment scheduling and release of the payment to the payee are controlled by the Disbursing Branch, which is external to Contract Payment.

b. **Defense Depots**. These activities provide for warehousing and distribution of assigned items. The Contract Payment function performed by the Examination Branch at a depot is much smaller than that of a Supply Center. Payments normally are associated with operation and maintenance of the depot. The payment operation is mostly manual with limited automated record keeping.

c. **Defense Service Centers**. These activities provide a wide variety of technical and logistical support services to DoD Components, other Government agencies and others as authorized. Only one of the service centers, the Defense Reutilization and Marketing Service (DRMS), currently performs the Contract Payment function; this will be transferred to DFAS-CO in FY93.

d. **Defense Contract Management Districts (DCMDs) and Transition Management Offices (TMOs)** These activities manage a network of Contract Administration Offices (CAOs) that provide the full range of contract administration services to all DoD Components. The TMOs were disestablished in May 1991.

The Contract Payment function is performed by Contract Accounting Operations Branches at DCMDs and/or TMOs using the MOCAS System. Contractual documents assigned to the DCMD and/or TMOs for

administration are received from Document Control. Through a labor-intensive, on-line interactive process, Contract Input analyzes and interprets the contract administrative, financial and line item schedule data, converting it to the appropriate input format to update automated files. Material Inspection and Receiving Reports are posted to the automated contract files by the applicable CAO. This creates the accounts payable (AP) file automatically when goods or services are accepted at source. The Line Item Research section at the DCMD receives and posts notification from the receiving activity to create the AP when acceptance is at destination.

Invoice Input receives, verifies, posts and manages invoices/ requests-for-payment from the vendor/supplier. Through an automated process of payment entitlement verification, the contractual, accounts payable and invoice information is compared to determine if payment conditions have been met and to compute the amount due. The Payment Determination functional activity oversees the automated process and evaluates, analyzes and manually computes those payments not matching the automated criteria. Voucher preparation is performed automatically for all payments except those for prompt payment interest; these are manually prepared. Records Management maintains a complete hard copy file for all contractual and payment documentation. Analysis and Reconciliation and Customer Services are also performed. Certification to authorize expenditure of Government funds is provided to the Disbursing Branch by a control function external to Contract Accounting Operations.

The Pay and Examination section manually processes Operation and Maintenance commercial invoices, Interfund billings for purchases, prompt payment interest and claims pertaining to interservice support agreements. Supplier entitlement is determined and vouchered, and certification authorizing expenditure of Government funds is provided to the Disbursing Branch. The same functional activities as described for Contract Accounting Operations are performed on a smaller scale and in less detail. All processes are manual with no automated support. Payment scheduling and release of the payment to the payee are controlled by the Disbursing function, which is external to Contract Payment.

e. <u>Defense Contract Management Operations Office (DCMOO)</u>. This activity, formerly the Air Force Contract Management Division, provides Contract Payment using AMIS for all Air Force contracts administered at Air Force cognizant contractor plants. The office has had particular success recently in converting contractors to electronic payments; monthly EFT disbursements reportedly exceed $1 billion. The payment function is much the same as that of a DCMD and will be transferred to DFAS-CO in FY93.

CIM CONTRACT PAYMENT
CURRENT FUNCTIONAL BASELINE
DFAS

FUNCTIONAL BASELINE (2.2.1.1)--The Contract Payment function within the DFAS is performed at activities currently aligned to the Military Services and Defense Logistics Agency (DLA). Finance and accounting policy is provided by the DoD Comptroller and DFAS. All contracts and like-agreements paid by DLA are being transferred to the DFAS-Columbus Center (DFAS-CO). It is anticipated that this transfer will be completed by FY93.

Within DFAS-CO, the Contract Payment function is performed in three organizations: (1) Contract Administration Services (CAS) Payments using the MOCAS System, (2) General Accounting and Payments and (3) Stock Fund Accounting and Payments using the financial subsystem of SAMMS. While the Contract Payment functions are similar, the process is unique to each organization.

The CAS Contract Payment function is performed by Contract Accounting Operations Branches. Contractual documents assigned to DFAS-CO for payment are received from the Mailroom. Through a labor-intensive, on-line interactive process, Contract Input analyzes and interprets the contractual information and converts it to the appropriate input format applicable to contract administrative, financial and line item schedule data to update automated files. Material Inspection and Receiving Reports are posted to the automated contract files by the applicable Contract Administration Office's (CAO), Shipment Acceptance Input function. This automatically creates the AP file when goods or services are accepted at source. The Line Item Research function at DFAS-CO receives and posts notification from the receiving activity to create the AP when the goods or services are accepted at the destination. Invoice Input receives, verifies, posts and manages invoices/requests-for-payment from the vendor/supplier.

Through an automated process of payment entitlement verification, the contract, accounts payable and invoice are compared to determine if payment conditions have been met and to compute the amount due. The Payment Determination function oversees the automated process and evaluates, analyzes and manually computes those payments not matching the automated criteria plus any prompt payment interest that may be due. Voucher preparation is performed automatically for all payments. Records Management maintains a complete hard copy file for all contract and payment documentation. Analysis and Reconciliation and Customer Services also are performed. Certification for authorization of expenditure of Government funds is provided to the Disbursing function by a control function external to Contract Accounting Operations Branch.

CIM CONTRACT PAYMENT
CURRENT FUNCTIONAL BASELINE
DFAS

The DFAS-CO General Accounting Entitlement Division, Contact Payment Operations and Maintenance (O&M) Branch, currently processes all contract payments manually. Coordination between DFAS-CO and DFAS-IN has resulted in agreement to field the CAPS module of the Army's SRD-1 for the processing of all commercial payments by July 1991. CAPS interfaces with the STANFINS Disbursement Office Processing System (DOPS) module for payment and passing of expenditure data from Disbursing to the Accounting Division. Under this system all contract information, as well as all acceptance/receiving information and payment requests, are loaded manually into CAPS. CAPS computes the payment and establishes the payment date and interest penalties in accordance with existing regulations. SRD-1 is scheduled for deployment by DFAS-IN to DFAS-CO by October 1, 1991.

With respect to Charge Determination, Interfund bills are processed through the Base Operation Supply System (BOSS) for the clearance of supply requisitions entered into the BOSS system. BOSS has an accounting interface that passes all accounting information to the Appropriated Accounting System used by DFAS-CO. Interfund bills that reject in BOSS are manually resolved in the Accounting Division.

The Stock Fund Accounting Division, Analysis and Reconciliation, reviews creditable returns and approved Reports of Discrepancy (RODs) from Material Management for customers requesting credit and initiates action to adjust the associated Interfund billings. The Stock Fund Contract Payment function is performed by the Stock Fund Entitlement Division. Document Control, external to Stock Fund Entitlement, receives and routes documents to the proper functional activity. Contractual information and financial obligation limits are provided through an automated on-line access to the procurement subsystem of SAMMS. Acceptance information from depot receiving activities is provided via an on-line system interface that posts notification of acceptance of goods or services to SAMMS and automatically creates an AP file. Control/Input receives, verifies, posts and manages invoices/requests-for-payment from the vendor/supplier. Through the financial subsystem of SAMMS, the contract, accounts payable and invoice are compared to determine if payment conditions have been met and to compute the amount due.

The MOCAS Division oversees the automated process and evaluates, analyzes and manually computes those payments not matching the automated criteria. Voucher Preparation is performed automatically for all payments, including those for prompt payment interest. Records Management maintains hard copy files for payment

documentation. Analysis and Reconciliation and Customer Services also are performed. Certification to authorize expenditure of Government funds is provided to the Disbursing function by a control function external to the Stock Fund Entitlement function. Payment scheduling and release to the payee are controlled by the Disbursing function, external to Contract Payment.

CIM CONTRACT PAYMENT
CURRENT FUNCTIONAL BASELINE
DCA

FUNCTIONAL BASELINE (2.2.1.1)--The Contract Payment function within the DCA is performed at several locations. Both DCA Headquarters located in Arlington, Virginia, and the Defense Commercial Communications Office (DECCO), located at Scott AFB, Illinois, perform the Contract Payment function in accordance with guidance provided by DFAS-DE. Other DCA locations throughout the world utilize local accounting and finance activities (e.g., DCA Europe utilizes U.S. Army VII Corps Finance support while DCA Pacific in Honolulu, Hawaii, utilizes U.S. Navy Pearl Harbor support).

Within DCA, the Contract Payment function is under the management and oversight of the Finance and Accounting Division within the Office of the Comptroller. While Contract Payment functions are similar throughout the Agency, some differences in operations exist.

a. **DCA Headquarters**. In accordance with the Prompt Payment Act, all contractor invoices are received and date stamped in the Commercial Services Branch. Utilizing the Automated Accounting Invoice System (AAIS), a database management program of DCA contracts, invoices are recorded as received, and contract status is verified. Receipt of goods or services is verified, and payment is scheduled according to type of payment (e.g., Prompt Payment, inter-governmental, Cost Plus Contract). Public Vouchers (SF-1034) are used for processing vendor payments. Standard Forms 1080 are utilized for inter-governmental payments. The DCA Disbursing Branch processes all payments scheduled on a daily basis. Checks are issued under Disbursing Station Symbol Number (DSSN) 8425. Monthly reports are forwarded to the appropriate office, e.g., DFAS-DE or WHS.

b. **Defense Commercial Communications Office (DECCO)**. Within DECCO, as at DCA Headquarters, the Contract Payment function is under the direct control of the Accounting and Finance Division within the Comptroller Directorate. Commercial Services Industrial Fund (CSIF) invoices are received in the Disbursements Branch and date stamped in accordance with the Prompt Payment Act. Invoices are received via paper as well as in automated format. Paper invoices are coded for data input into the computer mainframe. Automated invoices are loaded directly into the mainframe.

CIM CONTRACT PAYMENT
CURRENT FUNCTIONAL BASELINE
DCA

The Bill Pay System, a subsystem of the Finance and Accounting and Budget System (FABS), matches invoices with the obligations and creates the Public Voucher, which is used to process and record vendor payments. The Standard Form 1080 is utilized for inter-governmental payments. The Paying and Collecting Function processes all scheduled payments on a daily basis under Disbursing Station Symbol Number (DSSN) 5988, as assigned and controlled by DFAS-DE. Monthly reports are forwarded to the appropriate offices.

CIM CONTRACT PAYMENT
CURRENT FUNCTIONAL BASELINE
DMA

FUNCTIONAL BASELINE (2.2.1.1)--The Contract Payment function within the DMA is performed at the Accounting and Finance Office, DMA (CMFS), St. Louis, Missouri under the management and guidance of the Comptroller Office, HQ DMA. Until the recent activation of the DFAS, accounting and finance policy and guidance was provided by the DoD Comptroller and the Air Force Accounting and Finance Center (AFAFC), Denver, Colorado. AFAFC historically provided Accounting and Finance regulations, procedures, systems and systems support to DMA.

Organizational elements performing contracting activities include:

a. **Acquisition Offices**. DMA has three acquisition/logistics offices: (1) the DMA Aerospace Center, DMAAC(LO), St. Louis, Missouri; (2) the DMA Systems Center, DMASC(EG), Reston, Virginia; and (3) the DMA Hydrographic/Topographic Center, DMAHTC(LO), Brookmont, Maryland. These offices are responsible for contract award and administration for all non-Stock Fund contracts. Contract data is entered into the Base Contracting Automated System (BCAS), an Air Force system designed to track small contracts. BCAS interfaces with the Accounting and Finance database maintained by the Commercial Services Section, DMA (CMFSC).

b. **Stock Fund Contracts**. Payments for any contract issued through the Standard Base Supply System (SBSS) are made by the Air Force. DMA has an interservice support agreement (ISSA) with Scott AFB, Illinois, and Langley AFB, Virginia, whereby the SBSS inventory remains Air Force property; DMA reimburses the Air Force only when there is an issuance to a DMA customer. Consequently, DMA is not responsible for contract administration in this area.

c. **Resource Management Offices**. DMA has Resource Management Offices (RMOs) at DMAAC, DMAHTC and DMASC in Reston, Virginia; at HQ DMA in Merrifield, Virginia; at the DMA Combat Support Center in Brookmont, Maryland; at the DMA Reston Center; at the DMA Technical Services Center in Merrifield, Virginia and at the Defense Mapping School at Ft. Belvoir, Virginia. The RMO certifies that funds are available at the time that a purchase request is initiated. The RMO also enters the commitment into the accounting system prior to preparation of the purchase order and award of the contract.

CIM CONTRACT PAYMENT
CURRENT FUNCTIONAL BASELINE
DMA

The Commercial Services Section, DMA (DMFSC), is responsible for ensuring that the obligation is recorded in the accounting records, that an invoice and properly certified receiving report are on hand prior to authorizing and scheduling the payment. Payments are scheduled using the Air Force's Commercial Services Accounts Payable System (COMSAPS). COMSAPS determines automatically if a cash discount is effective and interfaces with IAPS maintained by the Paying and Collecting Section, DMA (CMFSP). DMA (CMFSP) is responsible for preparing the disbursing document and check and mailing the payment to the contractor.

CIM CONTRACT PAYMENT
CURRENT FUNCTIONAL BASELINE
DNA

FUNCTIONAL BASELINE (2.2.1.1)--The Contract Payment function for the DNA is performed at three locations: (1) DNA Headquarters in Alexandria, Virginia; (2) Field Command, DNA at Kirtland AFB, New Mexico; and (3) the DNA Armed Forces Radiobiology Research Institute (AFRRI), at the the National Naval Medical Center in Bethesda, Maryland.

The Contract Payment function is under the management of the Finance and Accounting Officer within the Office of the Comptroller. Contracts are normally the result of issuing Orders for Supplies or Services (DD Form 1155) or Awards/Contracts (SF 26). Payment of vouchers applicable to these contracts is made by either the DNA Disbursing Office (DSSN 5553) for Headquarters and AFRRI or the Kirtland AFB AFO for the Field Command.

The Finance and Accounting Offices (FAOs) at the three DNA locations perform the Contract Payment and appropriate fund accounting functions. Appropriate fund accounting is performed using the DNA Centralized Accounting and Financial Resource Management System (CAFRMS). Payments made include progress payments, applicable to DNA RDT&E contracts, and small purchases. Payments for the latter are subject to the Prompt Payment Act.

Payments for small purchases are made at Headquarters and AFRRI utilizing the Army's CAPS module. This PC based system performs detailed accounting and management of individual orders, to include the control and receipt of obligation documents, invoices, receiving reports and payment of the vouchers. It is capable of generating a multitude of reports which include daily, weekly, suspense, error reports and dunning letters for non-receipt of receiving reports. Payments for vouchers applicable to DNA RDT&E contracts are made utilizing a locally developed PC system (R:BASE SYSTEM V) that accounts for payments at the contract level, by appropriation, fixed fee limitation, etc. This PC system is used only at Headquarters. These two systems, in conjunction with CAFRMS, serve as the systems that control and account for the commercial account and appropriated fund accounting functions.

The SF 26 payments are for RDT&E contracts while the small purchase orders are for supplies and equipment. The traditional Contract Payment processes are performed at all locations, e.g., matching and verifying the three basic documents: contract, invoice, and receiving report. Any defective invoices are processed in accordance with the procedures outlined in the Prompt Payment Act.

Receiving reports are requested, and any late receipt or non-receipt of reports are monitored. If responses are not received as requested, a letter is sent to the employee's supervisor requesting that the receiving report be signed. Final vouchers applicable to RDT&E contracts are processed through the Acquisition Management Office and paid per the Prompt Payment Act.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - ARMY

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.2.1.1) (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

Organizational Structure: caab Secy Army

caab SECRETARY OF THE ARMY (2.2.1.1) (2.1.1.1)--The official responsible for the management of all Army programs in an efficient, economical and effective manner.

Organizational Structure: caac ASA (FM)

caac ASSISTANT SECRETARY FOR FINANCIAL MANAGEMENT (2.2.1.1) (2.1.1.1)--The official who reports to the Secretary of the Army and promulgates high-level policy and procedures and confirms antideficiency violations.

Organizational Structure: caad USAFINCOM

caad UNITED STATES ARMY FINANCE COMMAND (USAFINCOM) (2.2.1.1)--USAFINCOM performs three functions: (1) special reviews (classified programs and Army-unique functions) (2) Tactical Finance and Accounting Management and (3) Finance and Accounting Network Oversight (to include FMFIA, military banking, fund distribution, systems interfaces, performance analysis and MACOM liaison).

Organizational Structure: caae MACOMs

caae MAJOR ARMY COMMANDS (MACOMs) (2.2.1.1) (2.1.1.1)--These organizations represent the major military mission subdivisions and manage the entitlement function through internal controls and quality assurance inspections at subordinate activities. The MACOMs reserve the authority to approve some specific payments. Every Major Command has a least one Accounts Office to control the execution of programs and expenditures.

Organizational Structure: caaf Subordnt Intermdt Cmnd

caaf SUBORDINATE INTERMEDIATE COMMANDS (2.2.1.1)--Multi-roled activities, such as National Inventory Control Points, responsible for controlling specific large missions.

Organizational Structure: caag Suprvsry/Gen Oprtg Agcy

caag SUPERVISORY/GENERAL OPERATING AGENCY (2.2.1.1)--The Supervisory Operating Agency performs the financial management function over the General Operating agencies that are allocated funds for each specific mission that comprises a major Army mission.

Organizational Structure: caah Instln Cmndr

caah INSTALLATION COMMANDER (2.2.1.1)--The Installation Commander or Head of an Organization is ultimately responsible for administrative control of funds and has the authority to suspend any or all payments. The Installation Commander manages such activities as Finance and Accounting Offices and Disbursing Stations (e.g., Cash Management).

Organizational Structure: caai Acctg Ofc

caai ACCOUNTING OFFICE (2.2.1.1)--Any Army financial office performing an inter-government entitlement function supervising branches performing commercial and interfund payments. The three types of organizations represented by Accounting Offices are: Decentralized FSN with a Commercial Payment organization but a nonintegrated disbursing station (DSSN), Decentralized FSN with no Commercial payment organization and nonintegrated DSSN, and Centralized FSN with both Commercial Payment organization and an integrated DSSN. The FSN houses the Commercial payment organization, Customer Order Control Point (COCP), Appropriation Accounting and other organizations.

A Finance and Accounting Officer or Accounting Officer implements procedures to make payments on time and supervises the Accounting Officer. FAOs and AOs are the highest level of financial entitlement management at FSNs. While there is no fixed or CAP prescribed Army organizational structure for the CAP office, generically the function may be referred to as: Commercial Accounts Payable. It could be an element of Pay and Examination, Travel and Accounts Payable, or an undesignated separate organization within Appropriation Accounting.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - ARMY

Organizational Structure: caaj Apropn Acctg

caaj APPROPRIATION ACCOUNTING (2.2.1.1)--The organization responsible for validating disbursements, generating interfund credits for material purchased and maintaining accounting records.

Organizational Structure: caaj CAP

caaj COMMERCIAL ACCOUNTS PAYABLE (CAP) (2.2.1.1)--The lowest organizational level authorized to determine entitlements for most "like-agreement" payments.

OTHER SUPPORTING AGENCIES - DLA

Organizational Structure: cdob Undr Secy Acqsn

cdob UNDER SECRETARY FOR ACQUISITION (2.2.1.1) (2.1.1.1)--Under the direction of the Secretary of Defense, the USD(A) is the principal staff assistant and advisor to the Secretary of Defense for all matters relating to the DoD Acquisition System; research and development; production; logistics; command, control, communications and intelligence activities related to acquisition; military construction and procurement.

Organizational Structure: cddc DLA

cddc DEFENSE LOGISTICS AGENCY (2.2.1.1) (2.1.1.1)--Under the control, direction and authority of the Under Secretary of Defense (Acquisition), this Agency provides world-wide logistics support for the Military Departments, the Unified and Specified Commands, DoD Components, Federal agencies, foreign governments and international organizations. It performs functional activities relative to contracting, supply, contract administration, financial management, etc.

Organizational Structure: cddd DCMC

cddd DEFENSE CONTRACT MANAGEMENT COMMAND (2.2.1.1)--The Commander of the DCMC serves in a dual "hatted" position as Deputy Director (Acquisition Management) of the Defense Logistics Agency, issues policy and guidance to the Defense Contract Management Districts (DCMDs) and reports to the Director of the Defense Logistics Agency.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - ARMY

Organizational Structure: cdde DCMDs

cdde DEFENSE CONTRACT MANAGEMENT DISTRICTS (2.2.1.1)--Currently, the Contract Payment function is being performed in four of the six districts. These are: DCMDS (South), DCMDN (Northeast), DCMDC (Central), and DCMDM (Mid-Atlantic). Contract Payment for the DCMD International at Wright-Patterson AFB, Ohio is being performed elsewhere. Prior to the establishment of the Defense Contract Management Command (DCMC), the Defense Contract Administration Services Regions (DCASRs) payment offices were already consolidating and transitioning to the DLA Finance Center in Columbus, Ohio (now DFAS-CO). Of the nine previous DCASRs, two have been transitioned to DFAS-CO and the remaining are scheduled to transition not later than FY93. The DCMD Commanders report to the DCMC Commander.

Organizational Structure: cddf TMOs

cddf TRANSITION MANAGEMENT OFFICES (2.2.1.1)--These are transitioning offices which were previously identified as the Defense Contract Administration Services Regions (DCASRs) prior to the establishment of DCMC and subsequent consolidation of DCASRs into the DCMC. These TMOs are located at Cleveland, Dallas, and St. Louis and report to a District Commander, who, in turn, reports to the DCMC Commander. The TMOs will be disestablished in May 1991. At this time, the Contract Payment function will remain in place through transition, reporting through the DCMC Commander to DFAS-CO.

OTHER SUPPORTING AGENCIES - DFAS

Organizational Structure: cssb DoD Cmptrlr

cssb DoD COMPTROLLER (2.2.1.1) (2.1.1.1)--The Chief Financial Officer (CFO) of the Department who reports to the Secretary of Defense and formulates and issues all financial management policies.

Organizational Structure: cssc DFAS

cssc DEFENSE FINANCE AND ACCOUNTING SERVICE (2.2.1.1)--The Director reports directly to the DoD Comptroller and executes policy and issues guidelines to the six DFAS Centers. The DFAS was established by DoD Directive 5118.5, dated November 26, 1990.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - ARMY

Organizational Structure: cssd DFAS CO

cssd DEFENSE FINANCE AND ACCOUNTING SERVICE-COLUMBUS CENTER (2.2.1.1)--Formerly the Defense Logistics Agency Finance Center. The Center executes policy and performs the Contract Payment function in three organizations: Contract Administration Services Payments, General Accounting and Payments and Stock Fund Accounting and Payments. Performs general accounting, travel and Civilian Payroll Services. The Director of this Center reports to the Director, DFAS.

Organizational Structure: cssd DFAS IN

cssd DEFENSE AND ACCOUNTING SERVICE - INDIANAPOLIS CENTER (2.2.1.1)--Formerly the U.S. Army Finance and Accounting Center. The Center provides centralized finance and accounting services to the Army and selected government agencies. This Center pays Army soldiers, West Point and ROTC cadets, health professional scholarship students, retirees, annuitants, non-appropriated fund employees and Job Corps enrollees. It also executes policy and performs the Contract Payment function for Government Bills of Lading (GBLs) issued by the Army, Air Force and Defense Agencies. The Director of this Center reports to the Director, DFAS.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - NAVY

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.2.1.1) (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

Organizational Structure: cmnb Secy Navy

cmnb SECRETARY OF THE NAVY (2.2.1.1) (2.1.1.1)--The official responsible for managing and directing Navy and Marine Corps programs in an efficient, economical and effective manner. Also responsible for establishing financial management comptroller organizations in all offices, bureaus, systems commands, Headquarters U.S. Marine Corps and major field activities of the Navy and Marine Corps.

Organizational Structure: cmnc ASN(FM)/NC

cmnc ASSISTANT SECRETARY OF THE NAVY (FINANCIAL MANAGEMENT)/ NAVY COMPTROLLER (2.2.1.1) (2.1.1.1)--The official who reports to the Secretary of the Navy and is responsible for budgeting, accounting, progress and statistical reporting, internal auditing, management information systems, providing financial assistance to defense contractors and for the administrative organization structure and managerial procedures relating to such responsibilities within the Department of the Navy (which includes the U.S. Navy and the U.S. Marine Corps). The mission is to formulate principles and policies and prescribe procedures and systems which will exercise effective control over the financial operations of the Department of the Navy. In addition, distributes funds to that Major Naval organizations to execute their programs and accomplish their mission.

Organizational Structure: cnnd Mjr Nvl Orgzn

cnnd MAJOR NAVAL ORGANIZATIONS (2.2.1.1) (2.1.1.1)--These organizations are responsible for effectively managing and controlling funds distributed to them from the ASN/FM for their assigned programs. They translate program requirements into the required financial plan and formulates the activity's budget; direct a progress and statistical reporting system; are responsible for the conduct of accounting and for the effective coordination of budget, accounting, progress reports and statistics; exercise such internal fiscal review and

control as may be deemed appropriate; and promote economy and efficiency in the performance of assigned programs.

Organizational Structure: cmne Acctg Ofc

cmne ACCOUNTING OFFICE (2.2.1.1)--As part of its mission this office, in conjunction with the Budget Office, is responsible for monitoring the processing of reimbursable charges and/or interfund transactions. A section within the office processes all reimbursable costs and transactions to include posting, expensing and liquidating such charges and creating a monthly status of funds for each customer.

Organizational Structure: cnne Dsbrsg Ofc/FIPC

cnne DISBURSING OFFICE/FINANCIAL INFORMATION PROCESSING CENTER (FIPC) (2.2.1.1)--This office is responsible for the actual preparation or auditing and payment of public vouchers. The Disbursing Officer within this office performs several duties relating to the disbursement of and accountability for public funds entrusted by virtue of the office. Disbursing Officers are responsible for monitoring compliance with applicable regulations concerning timely acceptance of goods or services and timely approval of invoices for payment.

Disbursing Officers are held personally and pecuniarily accountable for their disbursing acts and for the legal expenditure of the funds placed under their control. Every disbursing officer is required to maintain detailed records of all transactions.

Organizational Structure: cnnf Pblc Vchr/Cmrcl Acct

cnnf PUBLIC VOUCHERS/COMMERCIAL ACCOUNTS SECTION (2.2.1.1)--The Contract Payment functional activities of Performance Determination and Payment Determination are usually performed in the Public Voucher section of the Disbursing Office. Within the section, all documentation required to determine entitlement is received and verified to ensure it is proper for payment.

All information and documentation approved for payment is forwarded to the Fiscal Section of the Disbursing Office.

NOTE: Vouchers for most transportation charges on shipment moving under U.S. Government Bills of Lading are paid by the Commanding Officer, Navy Material Transportation Office

Norfolk, VA. There are cases when the Disbursing Officer serving the shipping and receiving activity and the Military Sealift Command area and sub-area commanders will make transportation payments.

OTHER SUPPORTING AGENCIES - DLA

Organizational Structure: cdob Undr Secy Acqsn

cdob UNDER SECRETARY FOR ACQUISITION (2.2.1.1) (2.1.1.1)--Under the direction of the Secretary of Defense, the USD(A) is the principal staff assistant and advisor to the Secretary of Defense for all matters relating to the DoD Acquisition System; research and development; production; logistics; command, control, communications and intelligence activities related to acquisition; military construction and procurement.

Organizational Structure: cddc DLA

cddc DEFENSE LOGISTICS AGENCY (2.2.1.1) (2.1.1.1)--Under the control, direction and authority of the Under Secretary of Defense (Acquisition), this Agency provides world-wide logistics support for the Military Departments, the Unified and Specified Commands, DoD Components, Federal agencies, foreign governments and international organizations. It performs functional activities relative to contracting, supply, contract administration, financial management, etc.

Organizational Structure: cddd DCMC

cddd DEFENSE CONTRACT MANAGEMENT COMMAND (2.2.1.1)--The Commander of the DCMC serves in a dual "hatted" position as Deputy Director (Acquisition Management) of the Defense Logistics Agency, issues policy and guidance to the Defense Contract Management Districts (DCMDs) and reports to the Director of the Defense Logistics Agency.

Organizational Structure: cdde DCMDs

cdde DEFENSE CONTRACT MANAGEMENT DISTRICTS (2.2.1.1)--Currently, the Contract Payment function is being performed in four of the six districts. These are: DCMDS (South), DCMDN (Northeast), DCMDC (Central), and DCMDM (Mid-Atlantic). Contract Payment for the DCMD International at Wright-Patterson AFB, Ohio is being performed elsewhere. Prior to the establishment of the Defense Contract Management Command (DCMC), the Defense Contract Administration Services

Regions (DCASRs) payment offices were already consolidating and transitioning to the DLA Finance Center in Columbus, Ohio (now DFAS-CO). Of the nine previous DCASRs, two have been transitioned to DFAS-CO and the remaining are scheduled to transition not later than FY93. The DCMD Commanders report to the DCMC Commander.

Organizational Structure: cddf TMOs

cddf TRANSITION MANAGEMENT OFFICES (2.2.1.1)--These are transitioning offices which were previously identified as the Defense Contract Administration Services Regions (DCASRs) prior to the establishment of DCMC and subsequent consolidation of DCASRs into the DCMC. These TMOs are located at Cleveland, Dallas, and St. Louis and report to a District Commander, who, in turn, reports to the DCMC Commander. The TMOs will be disestablished in May 1991. At this time, the Contract Payment function will remain in place through transition, reporting through the DCMC Commander to DFAS-CO.

OTHER SUPPORTING AGENCIES - DFAS

Organizational Structure: cssb DoD Cmptrlr

cssb DoD COMPTROLLER (2.2.1.1) (2.1.1.1)--The Chief Financial Officer (CFO) of the Department who reports to the Secretary of Defense and formulates and issues all financial management policies.

Organizational Structure: cssc DFAS

cssc DEFENSE FINANCE AND ACCOUNTING SERVICE (2.2.1.1)--The Director reports directly to the DoD Comptroller and executes policy and issues guidelines to the six DFAS Centers. The DFAS was established by DoD Directive 5118.5, dated November 26, 1990.

Organizational Structure: cssd DFAS CO

cssd DEFENSE FINANCE AND ACCOUNTING SERVICE-COLUMBUS CENTER (2.2.1.1)--Formerly the Defense Logistics Agency Finance Center. The Center executes policy and performs the Contract Payment function in three organizations: Contract Administration Services Payments, General Accounting and Payments and Stock Fund Accounting and Payments. Performs general accounting, travel and Civilian Payroll Services. The Director of this Center reports to the Director, DFAS.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - NAVY

Organizational Structure: cssd DFAS WC

cssd DEFENSE FINANCE AND ACCOUNTING SERVICE - WASHINGTON CENTER (DFAS-WC) (2.2.1.1)--Formerly the U.S. Navy Accounting and Finance Center. DFAS-WC is responsible for issuing Navy, and in some cases Marine Corps, policy and procedures to the Financial Information Processing Centers (FIPCs) and Disbursing Offices. DFAS-WC will consolidate disbursing reports received from the FIPCs and Disbursing Offices and forward them to the ASN(FM) or the U.S. Treasury. The Director of this Center reports to the Director, DFAS.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - AIR FORCE

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.2.1.1) (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

Organizational Structure: cffb Secy AF

cffb SECRETARY OF THE AIR FORCE (2.2.1.1) (2.1.1.1)--The official responsible for the management of all Air Force programs in an efficient, economical and effective manner.

Organizational Structure: cffc ASAF (FM/Cmptrlr)

cffc ASSISTANT SECRETARY OF THE AIR FORCE (FINANCIAL MANAGEMENT AND COMPTROLLER) (2.2.1.1) (2.1.1.1)--The official who reports to the Secretary of the Air Force and issues allocation documents, Budget Authorizations (BAs) and Operating Budget Authorizations (OBAs) to Intermediate level Major Commands to fund the mission of the command.

Organizational Structure: cffd Mjr Air Cmnd

cffd MAJOR AIR COMMAND (2.2.1.1)--Organization that receives allocations for further suballocation, allotment or suballotment. The command Accounting and Finance Office (AFO) and Budget Office enters the allocations received in appropriate accounting records and issue allotment documents to Intermediate Level Numbered Air Force Offices or directly to Installation Level Bases. Major Command AFOs establish and maintain accounting records for each allocation or suballocation received.

Organizational Structure: cffe Base AFO

cffe BASE ACCOUNTING AND FINANCE OFFICE (AFAFO) (2.2.1.1) (2.1.1.1)--Organization at installation level bases and Separate Operating Agencies that records BAs, allotments and OBAs in appropriate accounting records. The base AFO and Budget office makes funds distributions to base organization accounting records. Funds are then available for obligation. Fund managers within the organizations submit Purchase Request to the Accounting and Finance Office for funding. Funded purchase requests are forwarded to base contracting, and the AFO records a commitment in the appropriate accounting record.

Base contracting office awards a contract based on the funded purchase request and forwards a copy of the contract to the AFO as the supporting document for recording an obligation against previously committed funds in the accounting records. Daily or as required operating Budget Reports are provided to base level organization fund managers. Monthly accounting fund status reports are submitted by each base to the funding major command for consolidation. Monthly disbursing reports are forwarded to DFAS-DE. Base AFOs also submit a quarterly prompt Payment Act Report to their major command for consolidation.

Organizational Structure: cfff Cmrcl Srv

cfff COMMERCIAL SERVICES (2.2.1.1)--The Contract Payment Office operates within the base AFO. It is responsible for matching receiving reports that certify receipt of goods or services against what was ordered on a contract. Once the demand for payment (invoice) is received from the vendor and all items billed match to what was received, it passes the payment authorization on to disbursement.

OTHER SUPPORTING AGENCIES - DLA

Organizational Structure: cdob Undr Secy Acqsn

cdob UNDER SECRETARY FOR ACQUISITION (2.2.1.1) (2.1.1.1)--Under the direction of the Secretary of Defense, the USD(A) is the principal staff assistant and advisor to the Secretary of Defense for all matters relating to the DoD Acquisition System; research and development; production; logistics; command, control, communications and intelligence activities related to acquisition; military construction and procurement.

Organizational Structure: cddc DLA

cddc DEFENSE LOGISTICS AGENCY (2.2.1.1) (2.1.1.1)--Under the control, direction and authority of the Under Secretary of Defense (Acquisition), this Agency provides world-wide logistics support for the Military Departments, the Unified and Specified Commands, DoD Components, Federal agencies, foreign governments and international organizations. It performs functional activities relative to contracting, supply, contract administration, financial management, etc.

Organizational Structure: cddd DCMC

cddd DEFENSE CONTRACT MANAGEMENT COMMAND (2.2.1.1)--The Commander of the DCMC serves in a dual "hatted" position as Deputy Director (Acquisition Management) of the Defense Logistics Agency, issues policy and guidance to the Defense Contract Management Districts (DCMDs) and reports to the Director of the Defense Logistics Agency.

Organizational Structure: cdde DCMDs

cdde DEFENSE CONTRACT MANAGEMENT DISTRICTS (2.2.1.1)--Currently, the Contract Payment function is being performed in four of the six districts. These are: DCMDS (South), DCMDN (Northeast), DCMDC (Central), and DCMDM (Mid-Atlantic). Contract Payment for the DCMD International at Wright-Patterson AFB, Ohio is being performed elsewhere. Prior to the establishment of the Defense Contract Management Command (DCMC), the Defense Contract Administration Services Regions (DCASRs) payment offices were already consolidating and transitioning to the DLA Finance Center in Columbus, Ohio (now DFAS-CO) Of the nine previous DCASRs, two have been transitioned to DFAS-CO and the remaining are scheduled to transition not later than FY93. The DCMD Commanders report to the DCMC Commander.

Organizational Structure: cdde DCMOO

cdde DEFENSE CONTRACT MANAGEMENT OPERATIONS OFFICE (2.2.1.1)--This office is located in Albuquerque, NM and was an Air Force organization prior to the DCMC consolidation. This organization continues to pay those Air Force contracts which were in the Air Force's possession prior to establishment of DCMC. This organization reports to the Commander of the DCMC, who, in turn, reports to the Director of the Defense Logistics Agency. The Contract Payment function will continue within this organization until transition to DFAS-CO in FY93.

Organizational Structure: cddf TMOs

cddf TRANSITION MANAGEMENT OFFICES (2.2.1.1)--These are transitioning offices which were previously identified as the Defense Contract Administration Services Regions (DCASRs) prior to the establishment of DCMC and subsequent consolidation of DCASRs into the DCMC. These TMOs are located at Cleveland, Dallas, and St. Louis and report to a District Commander, who, in turn, reports to the DCMC Commander. The

TMOs will be disestablished in May 1991. At this time, the Contract Payment function will remain in place through transition, reporting through the DCMC Commander to DFAS-CO.

OTHER SUPPORTING AGENCIES - DFAS

Organizational Structure: cssb DoD Cmptrlr

cssb DoD COMPTROLLER (2.2.1.1) (2.1.1.1)--The Chief Financial Officer (CFO) of the Department who reports to the Secretary of Defense and formulates and issues all financial management policies.

Organizational Structure: cssc DFAS

cssc DEFENSE FINANCE AND ACCOUNTING SERVICE (2.2.1.1)--The Director reports directly to the DoD Comptroller and executes policy and issues guidelines to the six DFAS Centers. The DFAS was established by DoD Directive 5118.5, dated November 26, 1990.

Organizational Structure: cssd DFAS CO

cssd DEFENSE FINANCE AND ACCOUNTING SERVICE-COLUMBUS CENTER (2.2.1.1)--Formerly the Defense Logistics Agency Finance Center. The Center executes policy and performs the Contract Payment function in three organizations: Contract Administration Services Payments, General Accounting and Payments and Stock Fund Accounting and Payments. Performs general accounting, travel and Civilian Payroll Services. The Director of this Center reports to the Director, DFAS.

Organizational Structure: cssd DFAS DE

cssd DEFENSE FINANCE AND ACCOUNTING SERVICE - DENVER CENTER (2.2.1.1)--Formerly the U.S. Air Force Accounting and Finance Center. This Center continues to execute policy and perform management functions for the Air Force. The Director of this Center reports to the Director, DFAS.

Organizational Structure: cssd DFAS IN

cssd DEFENSE AND ACCOUNTING SERVICE - INDIANAPOLIS CENTER (2.2.1.1)--Formerly the U.S. Army Finance and Accounting Center. The Center provides centralized finance and accounting services to the Army and selected government agencies. This Center pays Army soldiers, West Point and ROTC

cadets, health professional scholarship students, retirees, annuitants, non-appropriated fund employees and Job Corps enrollees. It also executes policy and performs the Contract Payment function for Government Bills of Lading (GBLs) issued by the Army, Air Force and Defense Agencies. The Director of this Center reports to the Director, DFAS.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - MARINE CORPS

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.2.1.1) (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

Organizational Structure: cmnb Secy Navy

cmnb SECRETARY OF THE NAVY (2.2.1.1) (2.1.1.1)--The official responsible for managing and directing Navy and Marine Corps programs in an efficient, economical and effective manner. Also responsible for establishing financial management comptroller organizations in all offices, bureaus, systems commands, Headquarters U.S. Marine Corps and major field activities of the Navy and Marine Corps.

Organizational Structure: cmnc ASN(FM)/NC

cmnc ASSISTANT SECRETARY OF THE NAVY (FINANCIAL MANAGEMENT)/ NAVY COMPTROLLER (2.2.1.1) (2.1.1.1)--The official who reports to the Secretary of the Navy and is responsible for budgeting, accounting, progress and statistical reporting, internal auditing, management information systems, providing financial assistance to defense contractors and for the administrative organization structure and managerial procedures relating to such responsibilities within the Department of the Navy (which includes the U.S. Navy and the U.S. Marine Corps). The mission is to formulate principles and policies and prescribe procedures and systems which will exercise effective control over the financial operations of the Department of the Navy. In addition, distributes funds to that Major Naval organizations to execute their programs and accomplish their mission.

Organizational Structure: cmmd FD USMC

cmmd FISCAL DIRECTOR (FD) U.S. MARINE CORPS (2.2.1.1) (2.1.1.1)--The official who is responsible to the Commandant of the Marine Corps for formulating principles and policies and for prescribing procedures and systems to exercise effective control over financial operations of the Marine Corps in the functional area of budget, accounting and finance, audit and review and financial information systems.

Organizational Structure: cmme Dsbrsg Ofc

cmme DISBURSING OFFICE (2.2.1.1)--This office is responsible for the actual preparation or auditing and payment of public vouchers. The Disbursing Officer within this office performs several duties relating to the disbursement of and accountability for public funds entrusted by virtue of the office. Disbursing Officers are responsible for monitoring compliance with applicable regulations concerning timely acceptance of goods or services and timely approval of invoices for payment.

Disbursing Officers are held personally and pecuniarily accountable for their disbursing acts and for the legal expenditure of the funds placed under their control. Every disbursing officer is required to maintain detailed records of all transactions.

Organizational Structure: cmmf Pblc Vchr/Cmrcl Acct

cmmf PUBLIC VOUCHER/COMMERCIAL ACCOUNTS SECTION (2.2.1.1)--The Contract Payment functional activities of Performance Determination and Payment Determination are usually performed in the Public Voucher section of the Disbursing Office. Within the section, all documentation required to determine entitlement is received and verified to ensure it is proper for payment.

All information and documentation approved for payment is forwarded to the Fiscal Section of the Disbursing Office.

NOTE: Transportation Payments for the Marine Corps are currently processed at Marine Corps Logistics Base, Albany, Georgia. The Performance Determination steps are completed in the Transportation Voucher Certification Branch (TVCB) of the Comptroller Division. This branch receives its guidance, policy and direction from Commandant of the Marine Corps, Installations and Logistics (CMC, I&L) and not from the Fiscal Director of the Marine Corps. CMC, I&L also controls the processing of commissary entitlements which are handled at MCB, Camp Lejeune, NC and MCAS El Toro, CA. DeCA is in the process of absorbing the responsibility for commissary entitlement determination while DFAS expects to develop a plan by May 1991 to have DFAS, Indianapolis Center absorb the transportation entitlements.

Organizational Structure: cmne Acctg Ofc

cmne ACCOUNTING OFFICE (2.2.1.1)--As part of its mission this office, in conjunction with the Budget Office, is responsible for monitoring the processing of reimbursable charges and/or interfund transactions. A section within the office processes all reimbursable costs and transactions to include posting, expensing and liquidating such charges and creating a monthly status of funds for each customer.

OTHER SUPPORTING AGENCIES - DLA

Organizational Structure: cdob Undr Secy Acqsn

cdob UNDER SECRETARY FOR ACQUISITION (2.2.1.1) (2.1.1.1)--Under the direction of the Secretary of Defense, the USD(A) is the principal staff assistant and advisor to the Secretary of Defense for all matters relating to the DoD Acquisition System; research and development; production; logistics; command, control, communications and intelligence activities related to acquisition; military construction and procurement.

Organizational Structure: cddc DLA

cddc DEFENSE LOGISTICS AGENCY (2.2.1.1) (2.1.1.1)--Under the control, direction and authority of the Under Secretary of Defense (Acquisition), this Agency provides world-wide logistics support for the Military Departments, the Unified and Specified Commands, DoD Components, Federal agencies, foreign governments and international organizations. It performs functional activities relative to contracting, supply, contract administration, financial management, etc.

Organizational Structure: cddd DCMC

cddd DEFENSE CONTRACT MANAGEMENT COMMAND (2.2.1.1)--The Commander of the DCMC serves in a dual "hatted" position as Deputy Director (Acquisition Management) of the Defense Logistics Agency, issues policy and guidance to the Defense Contract Management Districts (DCMDs) and reports to the Director of the Defense Logistics Agency.

Organizational Structure: cdde DCMDs

cdde DEFENSE CONTRACT MANAGEMENT DISTRICTS (2.2.1.1)--Currently, the Contract Payment function is being performed in four of the six districts. These are: DCMDS (South), DCMDN (Northeast), DCMDC (Central), and DCMDM (Mid-Atlantic). Contract Payment for the DCMD International at Wright-Patterson AFB, Ohio is being performed elsewhere. Prior to the establishment of the Defense Contract Management Command (DCMC), the Defense Contract Administration Services Regions (DCASRs) payment offices were already consolidating and transitioning to the DLA Finance Center in Columbus, Ohio (now DFAS-CO). Of the nine previous DCASRs, two have been transitioned to DFAS-CO and the remaining are scheduled to transition not later than FY93. The DCMD Commanders report to the DCMC Commander.

Organizational Structure: cddf TMOs

cddf TRANSITION MANAGEMENT OFFICES (2.2.1.1)--These are transitioning offices which were previously identified as the Defense Contract Administration Services Regions (DCASRs) prior to the establishment of DCMC and subsequent consolidation of DCASRs into the DCMC. These TMOs are located at Cleveland, Dallas, and St. Louis and report to a District Commander, who, in turn, reports to the DCMC Commander. The TMOs will be disestablished in May 1991. At this time, the Contract Payment function will remain in place through transition, reporting through the DCMC Commander to DFAS-CO.

OTHER SUPPORTING AGENCIES - DFAS

Organizational Structure: cssb DoD Cmptrlr

cssb DoD COMPTROLLER (2.2.1.1) (2.1.1.1)--The Chief Financial Officer (CFO) of the Department who reports to the Secretary of Defense and formulates and issues all financial management policies.

Organizational Structure: cssc DFAS

cssc DEFENSE FINANCE AND ACCOUNTING SERVICE (2.2.1.1)--The Director reports directly to the DoD Comptroller and executes policy and issues guidelines to the six DFAS Centers. The DFAS was established by DoD Directive 5118.5, dated November 26, 1990.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - MARINE CORPS

Organizational Structure: cssd DFAS CO

cssd DEFENSE FINANCE AND ACCOUNTING SERVICE-COLUMBUS CENTER (2.2.1.1)--Formerly the Defense Logistics Agency Finance Center. The Center executes policy and performs the Contract Payment function in three organizations: Contract Administration Services Payments, General Accounting and Payments and Stock Fund Accounting and Payments. Performs general accounting, travel and Civilian Payroll Services. The Director of this Center reports to the Director, DFAS.

Organizational Structure: cssd DFAS KC

cssd DEFENSE FINANCE AND ACCOUNTING SERVICE - KANSAS CITY CENTER (2.2.1.1)--Formerly the U.S. Marine Corps Finance Center. DFAS-KC is responsible for issuing Marine Corps policy and procedures to the Marine Corps Disbursing Offices. DFAS-KC consolidates disbursing reports received from Disbursing Offices and forwards them to the ASN(FM) or the U.S. Treasury as appropriate. The Director of this Center reports to the Director, DFAS.

Organizational Structure: cssd DFAS WC

cssd DEFENSE FINANCE AND ACCOUNTING SERVICE - WASHINGTON CENTER (DFAS-WC) (2.2.1.1)--Formerly the U.S. Navy Accounting and Finance Center. DFAS-WC is responsible for issuing Navy, and in some cases Marine Corps, policy and procedures to the Financial Information Processing Centers (FIPCs) and Disbursing Offices. DFAS-WC will consolidate disbursing reports received from the FIPCs and Disbursing Offices and forward them to the ASN(FM) or the U.S. Treasury. The Director of this Center reports to the Director, DFAS.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - DLA

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.2.1.1) (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

Organizational Structure: cdob Undr Secy Acqsn

cdob UNDER SECRETARY FOR ACQUISITION (2.2.1.1) (2.1.1.1)--Under the direction of the Secretary of Defense, the USD(A) is the principal staff assistant and advisor to the Secretary of Defense for all matters relating to the DoD Acquisition System; research and development; production; logistics; command, control, communications and intelligence activities related to acquisition; military construction and procurement.

Organizational Structure: cddc DLA

cddc DEFENSE LOGISTICS AGENCY (2.2.1.1) (2.1.1.1)--Under the control, direction and authority of the Under Secretary of Defense (Acquisition), this agency provides world-wide logistics support for the Military Departments, the Unified and Specified Commands, DoD Components, Federal agencies, foreign governments and international organizations. It performs functional activities relative to contracting, supply, contract administration, financial management, etc.

Organizational Structure: cddd DCMC

cddd DEFENSE CONTRACT MANAGEMENT COMMAND (2.2.1.1)--The Commander of the DCMC serves in a dual "hatted" position as Deputy Director (Acquisition Management) of the Defense Logistics Agency, issues policy and guidance to the Defense Contract Management Districts (DCMDs) and reports to the Director of the Defense Logistics Agency.

Organizational Structure: cddd Depot

cddd DEPOTS (2.2.1.1)--There are six depots that perform the contract payment function within the Office of Comptroller under the management and oversight of the Accounting and Finance Office. These are: Defense Depot Mechanicsburg (DDMP), Defense Depot Memphis (DDMT), Defense Depot Columbus (DDCO), Defense Depot Ogden (DDOU), Defense Distribution Region West (DDRW), and the Defense Depot Richmond (DDRV).

The Depots are identified as Primary Level Field Activities and are headed by Commanders who report through the Deputy Director of DLA to the Director of DLA. Centralization of the Contract Payment function, through DoD restructuring, will transfer the DLA payments to DFAS, Columbus Center (DFAS-CO). Upon completion of the Supply Depot consolidation by FY95, the number of depots will increase to 29.

Organizational Structure: cddd Spply Ctr

cddd SUPPLY CENTERS (2.2.1.1)--There are six supply centers that perform the Contract Payment function within the Office of the Comptroller under the management and oversight of the Accounting and Finance Office. They are: Defense Construction Supply Center (DCSC), Defense Electronics Supply Center (DESC), Defense Fuel Supply Center (DFSC), Defense General Supply Center (DGSC), Defense Industrial Supply Center (DISC), and the Defense Personnel Support Center (DPSC). The Centers are identified as Primary Level Field Activities and are headed up by Commanders who report through the Deputy Director of DLA to the Director of DLA. Centralization of the Contract Payment function, through DoD restructuring, will transfer the DLA payment to DFAS-CO.

Organizational Structure: cddd Srv Ctr

cddd SERVICE CENTERS (2.2.1.1)--There are seven service centers that perform the Contract Payment function within the Office of Comptroller under the management and oversight of the Accounting and Finance Office. They are: DLA Support Center (DASC), Defense Logistics Services Center (DLSC), DLA Systems Automation Center (DSAC), Defense National Stockpile Center (DNSC), Defense Technical Information Center (DTIC), Defense Industrial Plant Equipment Center (DIPEC), and the Defense Reutilization and Marketing Service (DRMS). The Service Centers are Primary Level Field Activities and are headed by either a Commander or an Administrator who report through the Deputy Director of DLA to the Director of DLA. Centralization of the Contract Payment function, through DoD restructuring, will transfer all DLA payments to DFAS-CO.

Organizational Structure: cdde DCMDs

cdde DEFENSE CONTRACT MANAGEMENT DISTRICTS (2.2.1.1)--Currently, the Contract Payment function is being performed in four of the six districts. These are: DCMDS (South), DCMDN (Northeast), DCMDC (Central), and DCMDM (Mid-Atlantic).

Contract Payment for the DCMD International at Wright-Patterson AFB, Ohio is being performed elsewhere. Prior to the establishment of the Defense Contract Management Command (DCMC), the Defense Contract Administration Services Regions (DCASRs) payment offices were already consolidating and transitioning to the DLA Finance Center in Columbus, Ohio (now DFAS-CO) Of the nine previous DCASRs, two have been transitioned to DFAS-CO and the remaining are scheduled to transition not later than FY93. The DCMD Commanders report to the DCMC Commander.

Organizational Structure: cdde DCMOO

cdde DEFENSE CONTRACT MANAGEMENT OPERATIONS OFFICE (2.2.1.1)--This office is located in Albuquerque, NM and was an Air Force organization prior to the DCMC consolidation. This organization continues to pay those Air Force contracts which were in the Air Force's possession prior to establishment of DCMC. This organization reports to the Commander of the DCMC, who, in turn, reports to the Director of the Defense Logistics Agency. The Contract Payment function will continue within this organization until transition to DFAS-CO in FY93.

Organizational Structure: cddf TMOs

cddf TRANSITION MANAGEMENT OFFICES (2.2.1.1)--These are transitioning offices which were previously identified as the Defense Contract Administration Services Regions (DCASRs) prior to the establishment of DCMC and subsequent consolidation of DCASRs into the DCMC. These TMOs are located at Cleveland, Dallas, and St. Louis and report to a District Commander, who, in turn, reports to the DCMC Commander. The TMOs will be disestablished in May 1991. At this time, the Contract Payment function will remain in place through transition, reporting through the DCMC Commander to DFAS-CO.

<u>OTHER SUPPORTING AGENCIES - DFAS</u>

Organizational Structure: cssb DoD Cmptrlr

cssb DoD COMPTROLLER (2.2.1.1) (2.1.1.1)--The Chief Financial Officer (CFO) of the Department who reports to the Secretary of Defense and formulates and issues all financial management policies.

Organizational Structure: cssc DFAS

cssc DEFENSE FINANCE AND ACCOUNTING SERVICE (2.2.1.1)--The Director reports directly to the DoD Comptroller and executes policy and issues guidelines to the six DFAS Centers. The DFAS was established by DoD Directive 5118.5, dated November 26, 1990.

Organizational Structure: cssd DFAS CO

cssd DEFENSE FINANCE AND ACCOUNTING SERVICE-COLUMBUS CENTER (2.2.1.1)--Formerly the Defense Logistics Agency Finance Center. The Center executes policy and performs the Contract Payment function in three organizations: Contract Administration Services Payments, General Accounting and Payments and Stock Fund Accounting and Payments. Performs general accounting, travel and Civilian Payroll Services. The Director of this Center reports to the Director, DFAS.

Organizational Structure: cssd DFAS IN

cssd DEFENSE AND ACCOUNTING SERVICE - INDIANAPOLIS CENTER (2.2.1.1)--Formerly the U.S. Army Finance and Accounting Center. The Center provides centralized finance and accounting services to the Army and selected government agencies. This Center pays Army soldiers, West Point and ROTC cadets, health professional scholarship students, retirees, annuitants, non-appropriated fund employees and Job Corps enrollees. It also executes policy and performs the Contract Payment function for Government Bills of Lading (GBLs) issued by the Army, Air Force and Defense Agencies. The Director of this Center reports to the Director, DFAS.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - DFAS

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.2.1.1) (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

Organizational Structure: cssb DoD Cmptrlr

cssb DoD COMPTROLLER (2.2.1.1) (2.1.1.1)--The Chief Financial Officer (CFO) of the Department who reports to the Secretary of Defense and formulates and issues all financial management policies.

Organizational Structure: cssc DFAS

cssc DEFENSE FINANCE AND ACCOUNTING SERVICE (2.2.1.1) (2.1.1.1)--The Director reports directly to the DoD Comptroller and executes policy and issues guidelines to the six DFAS Centers. The DFAS was established by DoD Directive 5118.5, dated November 26, 1990.

Organizational Structure: cssd DFAS CL

cssd DEFENSE FINANCE AND ACCOUNTING SERVICE CENTER - CLEVELAND (2.2.1.1)--Formerly the U.S. Navy Finance Center. This Center continues to perform civilian and military pay for Navy personnel, and executes policy and performs management functions. The Director of this Center reports to the Director, DFAS.

Organizational Structure: cssd DFAS CO

cssd DEFENSE FINANCE AND ACCOUNTING SERVICE-COLUMBUS CENTER (2.2.1.1)--Formerly the Defense Logistics Agency Finance Center. The Center executes policy and performs the Contract Payment function in three organizations: Contract Administration Services Payments, General Accounting and Payments and Stock Fund Accounting and Payments. Performs general accounting, travel and Civilian Payroll Services. The Director of this Center reports to the Director, DFAS.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - DFAS

Organizational Structure: cssd DFAS DE

cssd DEFENSE FINANCE AND ACCOUNTING SERVICE - DENVER CENTER (2.2.1.1)--Formerly the U.S. Air Force Accounting and Finance Center. This Center continues to execute policy and perform management functions for the Air Force. The Director of this Center reports to the Director, DFAS.

Organizational Structure: cssd DFAS IN

cssd DEFENSE AND ACCOUNTING SERVICE - INDIANAPOLIS CENTER (2.2.1.1)--Formerly the U.S. Army Finance and Accounting Center. The Center provides centralized finance and accounting services to the Army and selected government agencies. This Center pays Army soldiers, West Point and ROTC cadets, health professional scholarship students, retirees, annuitants, non-appropriated fund employees and Job Corps enrollees. It also executes policy and performs the Contract Payment function for Government Bills of Lading (GBLs) issued by the Army, Air Force and Defense Agencies. The Director of this Center reports to the Director, DFAS.

Organizational Structure: cssd DFAS KC

cssd DEFENSE FINANCE AND ACCOUNTING SERVICE - KANSAS CITY CENTER (2.2.1.1)--Formerly the U.S. Marine Corps Finance Center. DFAS-KC is responsible for issuing Marine Corps policy and procedures to the Marine Corps Disbursing Offices. DFAS-KC consolidates disbursing reports received from Disbursing Offices and forwards them to the ASN(FM) or the U.S. Treasury as appropriate. The Director of this Center reports to the Director, DFAS.

Organizational Structure: cssd DFAS WC

cssd DEFENSE FINANCE AND ACCOUNTING SERVICE - WASHINGTON CENTER (DFAS-WC) (2.2.1.1)--Formerly the U.S. Navy Accounting and Finance Center. DFAS-WC is responsible for issuing Navy, and in some cases Marine Corps, policy and procedures to the Financial Information Processing Centers (FIPCs) and Disbursing Offices. DFAS-WC will consolidate disbursing reports received from the FIPCs and Disbursing Offices and forward them to the ASN(FM) or the U.S. Treasury. The Director of this Center reports to the Director, DFAS.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - DEFENSE COMMUNICATIONS AGENCY

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.2.1.1) (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

Organizational Structure: coob C3I

coob ASSISTANT SECRETARY FOR COMMAND, CONTROL, COMMUNICATIONS AND INTELLIGENCE (2.2.1.1) (2.1.1.1)--The principal staff assistant and advisor to the Secretary of Defense for C3I policy, requirements, priorities, systems, resources and programs, including related warning and reconnaissance activities and those national programs and intelligence-related activities for which the Secretary of Defense has execution authority.

Organizational Structure: cooc DCA

cooc DEFENSE COMMUNICATIONS AGENCY (2.2.1.1) (2.1.1.1)--A combat support agency under the direction, authority and control of the ASD(C3I). DCA plans, develops and supports command, control, communications and information systems, and manages the DoD Corporate Information Management Program. The agency receives guidance from the Chairman, Joint Chiefs of Staff, regarding military and communications doctrine, operational policies, requirements and procedures. It provides guidance and support on technical and operational C3 and information systems issues affecting the Office of the Secretary of Defense, the Military Departments, the Joint Chiefs of Staff and Joint Staff, the Unified and Specified Commands and the Defense Agencies. It ensures the interoperability of the Worldwide Military Command and Control System, the Defense Communications System, theater and tactical command and control systems, NATO and/or allied C3 systems and national and/or international commercial systems. This agency provides telecommunications integration support to OSD and U.S. law enforcement agencies in support of counter-drug missions pursuant to the President's National Drug Control Strategy and supports national security emergency preparedness telecommunications functions.

Organizational Structure: cood DCA Cmptrlr

cood DEFENSE COMMUNICATIONS AGENCY COMPTROLLER (2.2.1.1)--The principal financial advisor to the Director, DCA, and the Manager, National Communications System (NCS), regarding the financial management, manpower resources and general management programs of DCA and Office of the Manager, NCS.

Organizational Structure: cooe DCA Acctg/Fnnc Div

cooe DCA ACCOUNTING AND FINANCE DIVISION (2.2.1.1)--The office responsible for all aspects of DCA accounting and finance support worldwide. Responsibilities include operating agency accounting, installation accounting for DCA Headquarters and Washington area field activities, interagency fund accounting, reporting at all levels and development and maintenance of accounting systems in support of the agency.

Within this Division, there is (1) an Operating Agency Accounts Branch which receives and accounts for incoming funds allocated by the Office of the Secretary of Defense at the operating agency level and distributes funds to all DCA field activities; (2) an Accounting Branch which performs centralized accounting and reporting functions for DCA, Washington, DC, metropolitan area activities and provides financial and accounting advice and guidance to all elements of DCA; and (3) a Disbursing Office which is accountable for all U.S. Treasury checks issued under Disbursing Station Symbol Number (DSSN) 8425 and issues Treasury checks for commercial payments. Accounting and finance support for DCA field office locations outside the DC metropolitan area are performed by local accounting and finance organizations in accordance with locally negotiated host/tenant or interservice support agreements.

Organizational Structure: coof DCA Cmrcl Svc Br

coof DCA COMMERCIAL SERVICES BRANCH (2.2.1.1)--The Commercial Services Branch performs all aspects of receipt, control and processing of commercial invoices and intra-government billings requiring expenditure of DCA appropriated funds and funds of other government agencies. This includes acquiring receiving reports or other documentation necessary to support the receipt of goods or services. Control of documents is important to assure compliance with public law and to prevent interest penalty payments.

Organizational Structure: coog DCA DECCO

coog DCA DEFENSE COMMERCIAL COMMUNICATIONS OFFICE (DECCO) (2.2.1.1)--The Contract Payment function is performed at this location, Scott AFB, Illinois, within a complete accounting system to include Accounts Payable and Accounts Receivable. This automated system also runs the Commercial Services Industrial Fund (CSIF).

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - DEFENSE MAPPING AGENCY

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.2.1.1) (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

Organizational Structure: cdob Undr Secy Acqsn

cdob UNDER SECRETARY FOR ACQUISITION (2.2.1.1) (2.1.1.1)--Under the direction of the Secretary of Defense, the USD(A) is the principal staff assistant and advisor to the Secretary of Defense for all matters relating to the DoD Acquisition System; research and development; production; logistics; command, control, communications and intelligence activities related to acquisition; military construction and procurement.

Organizational Structure: cooc DMA

cooc DEFENSE MAPPING AGENCY (2.2.1.1) (2.1.1.1)--The organization responsible for overall management, direction and control of all organizations and functions assigned by DoD Directive 5105.40, Subject: Defense Mapping Agency (DMA).

Organizational Structure: cood DMA Cmptrlr

cood DMA COMPTROLLER (2.2.1.1)--The principal financial advisor to the Director, DMA, who exercises authority and responsibility for planning, organizing, directing and implementing an integrated program of accounting, financial management, budgeting, manpower and management analysis for DMA.

Organizational Structure: cooe DMA Fnnc/Acctg Div

cooe DMA FINANCE AND ACCOUNTING DIVISION (2.2.1.1)--The office that plans and directs a comprehensive finance and accounting program for HQ DMA and subordinate organizations. Oversees and directs DMA finance and accounting operations performed by the Accounting and Finance Division, DA Office of Comptroller, DMA(CMFS), St. Louis, MO. Exploits automated information system technology to extend the capability of accounting and finance personnel and selectively employs the combined knowledge and experience of public and private organizations to meet DMA's business information requirements.

Organizational Structure: coof DMA Acctg/Fnnc Div

coof DMA ACCOUNTING AND FINANCE DIVISION (2.2.1.1)--Manages DMA-wide financial service operations; maintains a financial systems operation to develop and enhance DMA's integrated finance and accounting system; carries out a quality assurance and internal control program to assure the accuracy of financial information and ensures compliance with instructions, directives and public laws.

Organizational Structure: coog DMA Cmrcl Svc Sctn

coog DMA COMMERCIAL SERVICES SECTION (2.2.1.1)--The Contract Payment functional activities of Charge Determination, Performance Determination and Payment Determination are performed by the DMA Commercial Services Section. This section (1) performs billing, collection and accounting for the sale of DMA products and services; (2) prepares, processes and audits payment vouchers for contractual supplies, equipment, non-personal services, procurement under small purchase procedures, utilities and rents, equipment maintenance, communications, purchased printing and reproduction, facilities contracts, training, miscellaneous services and intragovernmental transactions; (3) establishes and maintains internal control procedures to prevent duplicate obligations and payments; and (4) utilizes available automation capabilities to ensure that payments are made in accordance with the Prompt Payment Act and sound cash management practices.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - DEFENSE NUCLEAR AGENCY

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

Organizational Structure: cdob Undr Secy Acqsn

cdob UNDER SECRETARY FOR ACQUISITION (2.2.1.1) (2.1.1.1)--Under the direction of the Secretary of Defense, the USD(A) is the principal staff assistant and advisor to the Secretary of Defense for all matters relating to the DoD Acquisition System; research and development; production; logistics; command, control, communications and intelligence activities related to acquisition; military construction and procurement.

Organizational Structure: cooc DNA

cooc DEFENSE NUCLEAR AGENCY (DNA) (2.2.1.1) (2.1.1.1)--DNA is under the direction, authority and control of the Director of Defense Research and Engineering (DDR&E). This Agency supports the DoD and other Federal Agencies on matters concerning nuclear weapons, nucelar weapons system acquisitions, nuclear weapons effects on weapons systems and forces, and nuclear weapons safety and security.

Organizational Structure: cood AFRRI

cooe ARMED FORCES RADIOBIOLOGY RESEARCH INSTITUTE (AFRRI) (2.2.1.1)--The Director of AFRRI reports to the Director of the Defense Nuclear Agency. This organization conducts research in the field of radiobiology and related matters essential to the operational and medical support of the DoD and Military Services. The organization serves as the principal ionizing radiation radiobiology research laboratory of DoD. It provides services and performs cooperative research with other Federal and civilian Agencies and institutions.

Organizational Structure: cood DNA Cmptrlr

cood DNA COMPTROLLER (2.2.1.1)--The DNA Comptroller reports directly to the Director of the Defense Nuclear Agency. The DNA Comptroller advises the Director and acts as staff coordinator on all Agency Financial Management matters concerned with budgeting, programming, entitlements and appropriated fund accounting, reporting and disbursing.

Organizational Structure: cood DNA Fld Cmnd

cood DNA FIELD COMMAND (2.2.1.1)--The Commander of the Field Command reports directly to the Director of the Defense Nuclear Agency. This Command performs a number of management functions involving nuclear weapons, publications, safety rules and inspections systems.

Organizational Structure: cooe AFRRI Cmptrlr

cooe ARMED FORCES RADIOBIOLOGY RESEARCH INSTITUTE (AFRRI) COMPTROLLER (2.2.1.1)--The Comptroller for AFRRI reports to the Director of AFRRI. This office is responsible for performing responsibilities involving resource management and advising the Director of AFRRI on the utilization of same. Accountability of the Institute's budgets and use of monetary resources falls within this organization's purview.

Organizational Structure: cooe DNA Fld Cmnd Cmptrlr

cooe DNA FIELD COMMAND COMPTROLLER (2.2.1.1)--The Comptroller of the Field Command reports to the Commander of the Field Command and is responsible for the Finance and Accounting Office at this activity.

Organizational Structure: cooe DNA Fnnc/Acctg Ofcr

cooe DNA FINANCE AND ACCOUNTING OFFICER (2.2.1.1)--The DNA Finance and Accounting Officer reports directly to the DNA Comptroller. This indiviudal is responsible for the establishment and implementation of all finance and accounting policy for DNA command-wide activities, and is responsible for a wide range of functions pertaining to financial matters, to include interpretation of directives; resolution of entitlement questions; and guidance concerning travel, commercial accounts, disbursing, accounting and all related financial activities.

Organizational Structure: coof AFRRI F&AO

coof AFRRI FINANCE AND ACCOUNTING OFFICER (2.2.1.1)--The Finance and Accounting Officer, Armed Forces Radiobiology Research Institute comes under the direction of the DNA Comptroller. This office operates an integrated Finance and Accounting Office that provides finance and accounting support to the Institute and operates a Commercial Accounts Section to ensure timely and accurate payment of payables in compliance with the Prompt Payment Act.

Organizational Structure: coof DNA Cmrcl Acct

coof DNA COMMERCIAL ACCOUNTS (2.2.1.1)--Commercial Accounts is one functional area that falls within the purview of the DNA Finance and Accounting Officer's responsibilities.

Organizational Structure: coof DNA Fld Fnnc/Acctg Ofc

coof DNA FIELD FINANCE AND ACCOUNTING OFFICE (2.2.1.1)--The Finance and Accounting Officer responsible for this office reports to the Comptroller at the Field Command. Thiis organization provides finance and accounting support to the Commander which involves accountability for all funds received, obligated and disbursed. This includes control of all accounts recivable and accounts payable, in addition to computation of travel entitlements and commercial accounts vouchers.

CIM CONTRACT PAYMENT
CURRENT ORGANIZATIONAL STRUCTURE - OTHER DEFENSE AGENCIES

Organizational Structure: czza Secy Dfns

czza SECRETARY OF DEFENSE (2.2.1.1) (2.1.1.1)--The cabinet-level official responsible for all aspects of directing the three Military Departments, fourteen Defense Agencies and their concomitant responsibilities in maintaining the U.S. Armed Forces.

DEFENSE COMMISSARY AGENCY

Organizational Structure: cdob Undr Secy Acqsn

cdob UNDER SECRETARY FOR ACQUISITION (2.2.1.1) (2.1.1.1)--Under the direction of the Secretary of Defense, the USD(A) is the principal staff assistant and advisor to the Secretary of Defense for all matters relating to the DoD Acquisition System; research and development; production; logistics; command, control, communications and intelligence activities related to acquisition; military construction and procurement.

Organizational Structure: cooc DeCA

cooc DEFENSE COMMISSARY AGENCY (2.2.1.1) (2.1.1.1)--The Director of the Defense Commissary Agency (DeCA) reports directly to the Under Secretary for Acquisition. This Agency is responsible for the DoD commissary system throughout the United States and consists of the unification of the commissary systems of the Army, Navy, Air Force and Marine Corps to improve efficiency and enhance services. The DeCA is headquartered at Fort Lee, Virginia and provides centralized management in achieving the necessary economies available to large grocery store chains.

NATIONAL SECURITY AGENCY

Organizational Structure: coob NSA

coob NATIONAL SECURITY AGENCY (2.2.1.1) (2.1.1.1)--The National Security Agency/Central Security Service (NSA/CSS) is a Combat Support Agency of the DoD under the direction, authority and control of the Secretary of Defense. This organization is responsible for centralized coordination, direction and performance of highly specialized intelligence functions in support of U.S. Government activities. NSA carries out the responsibilities of the Secretary of Defense as the Executive Agency for U.S. Government signals intelligence, communications security, computer security and

operations security training activities. The CSS serves the Military Services as a unified cryptologic organization within the DoD designed to assure proper control of the planning, programming, budgeting and expenditure of resources for cryptologic activities.

DEFENSE INVESTIGATIVE SERVICE

Organizational Structure: coob Undr Secy Plcy

coob UNDER SECRETARY FOR POLICY (2.2.1.1) (2.1.1.1)--The Under Secretary for Policy is the Principal Staff Assistant and advisor to the Secretary of Defense for all matters concerning the integration of DoD plans and policies with overall national security objectives.

Organizational Structure: cooc Dfns Invstgtv Srv

cooc DEFENSE INVESTIGATIVE SERVICE (2.2.1.1) (2.1.1.1)--The Defense Investigative Service (DIS) is under the direction, authority and control of the Under Secretary of Defense (Policy) and conducts all Personnel Security Investigations for the DoD Components and, when appropriate, other U.S. Government activities. DIS is responsible for other major programs involving industrial security; e.g., Defense Industrial Security Program, the Key Assets Protection Program, the Inspection Program for Contractors.

CIM CONTRACT PAYMENT
REVALIDATED CURRENT CUSTOMERS

Customer: cc Acctg Ofc

cc ACCOUNTING OFFICES (2.2.1.1) (2.1.1.1)--Organizations that control and maintain official accounting records.

Customer: cc Cntrctg Ofc

cc CONTRACTING OFFICES (2.2.1.1) (2.1.1.1)--Organizations that support individuals with warrants and the authority to enter into (Procurement Contracting Officers), administer (Administrative Contracting Officers), and/or terminate (Termination Contracting Officers) contracts and make related determinations and findings.

Customer: cc Dsbrsg Ofc

cc DISBURSING OFFICES (2.2.1.1) (2.1.1.1)--Organizations that are authorized to make outlays of public funds, receive collections and deposit receipts to Treasury accounts.

Customer: cc Ordr Acptg Ofc

cc ORDER ACCEPTING OFFICES (2.2.1.1) (2.1.1.1)--Organizations that support individuals at the performing activity with the authority to sign like-agreements.

Customer: cc Ordrg Ofc

cc ORDERING OFFICES (2.2.1.1) (2.1.1.1)--Organizations that support individuals likened to contracting officers performing similar functions in relation to like-agreements (to include reimbursable work for Non-Appropriated Funds Instrumentalities).

Customer: cc Vndr/Cntrct/Spplr

cc VENDORS/CONTRACTORS/SUPPLIERS (2.2.1.1) (2.1.1.1)--Individuals or government/non-government organizations that sell goods and/or services to an element within Department of Defense.

CIM CONTRACT PAYMENT
REVALIDATED CURRENT PRODUCTS/SERVICES

ACCOMPLISHED BY CONTRACT PAYMENT

Product/Service: cda Acptd Bill

cda ACCEPTED BILL (2.2.1.1) (2.1.1.1)--The information necessary for the Accounting function to liquidate the obligation against a reimbursable order.

Product/Service: cda Adjstmt

cda ADJUSTMENTS (2.2.1.1) (2.1.1.1)--The lowest level of detail that is necessary for recording accounts receivable or accounts payable information in the proper accounts.

Product/Service: cda Answr To Inqry

cda ANSWERS TO INQUIRIES (2.2.1.1) (2.1.1.1)--Responses to requests for information concerning entitlements and related data.

Product/Service: cda Crtfd Pymt

cda CERTIFIED PAYMENTS (2.2.1.1) (2.1.1.1)--Entitlement authorizations (including Prompt Payment Act interest details) that are forwarded to the Disbursing Office for payment.

Product/Service: cda Entlmt Info

cda ENTITLEMENT INFORMATION (2.2.1.1) (2.1.1.1)--Scheduled or as required compilations of information (e.g., supporting documentation, billings, reports, vouchers).

Product/Service: cda Fnl Pymt Ntfctn

cda FINAL PAYMENT NOTIFICATIONS (2.2.1.1) (2.1.1.1)--Information provided that indicates final payments for contractual agreements have been made.

Product/Service: cda Pymt Dscrpncy Ntfcn

cda PAYMENT DISCREPANCY NOTIFICATIONS (2.2.1.1) (2.1.1.1)--Information necessary to advise the "seller" of amounts owed due to overpayment.

CIM CONTRACT PAYMENT
REVALIDATED CURRENT PRODUCTS/SERVICES

Product/Service: cda Retrnd Reqst

cda RETURNED REQUESTS (2.2.1.1) (2.1.1.1)--Payment requests returned to the originator with notification of discrepancies.

PROVIDED TO CONTRACT PAYMENT

Product/Service: cdp Acctg Info

cdp ACCOUNTING INFORMATION (2.2.1.1) (2.1.1.1)--Data, other than disbursement information, from the official accounting records (e.g., accounts payable and accounts receivable).

Product/Service: cdp Acptnc Info

cdp ACCEPTANCE INFORMATION (2.2.1.1) (2.1.1.1)--A formal certification that the goods or services have been received and conform to the terms of the contract or like-agreement.

Product/Service: cdp Cmplnc Aprvl

cdp COMPLIANCE APPROVALS (2.2.1.1) (2.1.1.1)--Authorizations received from responsible officials (e.g., transportation offices or contracting offices) that are necessary to validate entitlement to payment.

Product/Service: cdp Cntrctl Info

cdp CONTRACTUAL INFORMATION (2.2.1.1) (2.1.1.1)--Data that influences and/or controls payment. It includes (but is not limited to) payment terms and conditions, obligation amount, accounting classification data, items, quantity ordered, unit price, discount terms, payee name and address, FOB and acceptance points.

Product/Service: cdp Crdt Memo

cdp CREDIT MEMOS (2.2.1.1) (2.1.1.1)--Notifications that constitute a refund to the Government of payment received by vendors/contractors/suppliers.

CIM CONTRACT PAYMENT
REVALIDATED CURRENT PRODUCTS/SERVICES

Product/Service: cdp Dsbrsmt Info

cdp DISBURSEMENT INFORMATION (2.2.1.1) (2.1.1.1)--Data provided to Performance Determination that identifies a specific payment (e.g., amounts paid, cancelled or voided; voucher number; check number; date of payment; disbursing station).

Product/Service: cdp Expndtr Authrty

cdp EXPENDITURE AUTHORITY (2.2.1.1) (2.1.1.1)--The approval to make disbursements against funds on deposit with the U.S. Treasury for Foreign Military Sales (FMS).

Product/Service: cdp Pd Bill

cdp PAID BILLS (2.2.1.1) (2.1.1.1)--Notifications of self-reimbursable charges.

Product/Service: cdp Pymt Reqst

cdp PAYMENT REQUESTS (2.2.1.1) (2.1.1.1)--Notifications that constitute a vendor's/contractor's/supplier's demand for payment.

Product/Service: cdp Undstrbtd Clctn

cdp UNDISTRIBUTED COLLECTIONS (2.2.1.1) (2.1.1.1)--Monies received by the Disbursing Office from vendors/contractors/ suppliers that are deposited in a suspense account, pending determination of the accounts to which the monies are to be applied.

CIM CONTRACT PAYMENT
REVALIDATED CURRENT INTERNAL INTERFACES

Internal Interface: ci Prfrmnc Dtrmntn

ci PERFORMANCE DETERMINATION (2.2.1.1) (2.1.1.1)--Provides validated entitlements to Payment Determination.

Internal Interface: ci Pymt Dtrmntn

ci PAYMENT DETERMINATION (2.2.1.1) (2.1.1.1)--Receives validated entitlements from Performance Determination.

CIM CONTRACT PAYMENT
REVALIDATED CURRENT EXTERNAL INTERFACES

FUNCTIONAL EXTERNAL INTERFACES

External Interface: cxf Acctg Fnctn

cxf ACCOUNTING FUNCTION (2.2.1.1) (2.1.1.1)--Provides contractual accounting information to Charge Determination (reimbursable orders) and to Performance Determination and Payment Determination (e.g., accounts payable, accounts receivable). Receives accepted bills from Charge Determination.

External Interface: cxf Acptg/Recvg Fnctn

cxf ACCEPTING/RECEIVING FUNCTION (2.2.1.1) (2.1.1.1)--Provides information about the receipt and acceptance of goods and services to Performance Determination. Receives requests for missing/corrected information from Performance Determination.

External Interface: cxf Aprvg Fnctn

cxf APPROVING FUNCTION (2.2.1.1) (2.1.1.1)--Provides approval of compliance with specific conditions affecting entitlement for contractual payments to Performance Determination and Payment Determination. Receives requests for missing/corrected information from Performance Determination.

External Interface: cxf Byg/Admnstrg Fnctn

cxf BUYING/ADMINISTERING FUNCTION (2.2.1.1) (2.1.1.1)--Provides contractual information to all three Contract Payment functional activities. Receives final payment notifications from Payment Determination. Receives requests for missing/corrected information from Charge Determination and Performance Determination.

External Interface: cxf Dsbrsg Fnctn

cxf DISBURSING FUNCTION (2.2.1.1) (2.1.1.1)--Receives certified payments, adjustments and chargeback details from Payment Determination. Provides disbursement information regarding payments to Performance Determination.

External Interface: cxf Sellg Fnctn

cxf SELLING FUNCTION (2.2.1.1) (2.1.1.1)--Provides paid bills and credits to Charge Determination or credit memos and payment requests to Performance Determination. Receives

CIM CONTRACT PAYMENT
CURRENT EXTERNAL INTERFACES

External Interface: cxf Sellg Fnctn

cxf SELLING FUNCTION (2.1.1.1)--Provides paid bills and credits to Charge Determination or credit memos and payment requests to Performance Determination. Receives payment request rejections from Performance Determination. Receives adjustment requests for reimbursable charges from Charge Determination.

INFORMATIONAL EXTERNAL INTERFACES

External Interface: cxi Bdgt Ofc

cxi BUDGET OFFICES (2.1.1.1)--Receive answers to inquiries and/or entitlement reports.

External Interface: cxi Lgl Ofc (SJA)

cxi LEGAL OFFICES (STAFF JUDGE ADVOCATES) (2.1.1.1)--Receive answers to inquiries and/or entitlement reports.

External Interface: cxi Liaison/Ovsgt Ofc

cxi LIAISON/OVERSIGHT OFFICES (2.1.1.1)--Receive answers to inquiries and/or entitlement reports.

External Interface: cxi Progrm Mgr

cxi PROGRAM MANAGERS (2.1.1.1)--Receive answers to inquiries and/or entitlement reports.

External Interface: cxi Prvt Intrst

cxi PRIVATE INTERESTS (2.1.1.1)--Receive answers to inquiries and/or entitlement reports.

CIM CONTRACT PAYMENT
REVALIDATED CURRENT FUNCTIONAL ACTIVITIES

Functional Activity: ca Chrg Dtrmntn

ca CHARGE DETERMINATION (2.2.1.1) (2.1.1.1)--Matches self-reimbursable charges or credits received to the unliquidated obligations in the official accounting records and, if there is a match, records them as disbursements or credits. Unmatched items are researched to determine ownership and/or locate the obligations. Disputed charges are resolved between the buyer and seller or absorbed as required by regulatory guidance.

Functional Activity: cd Prfrmnc Dtrmntn

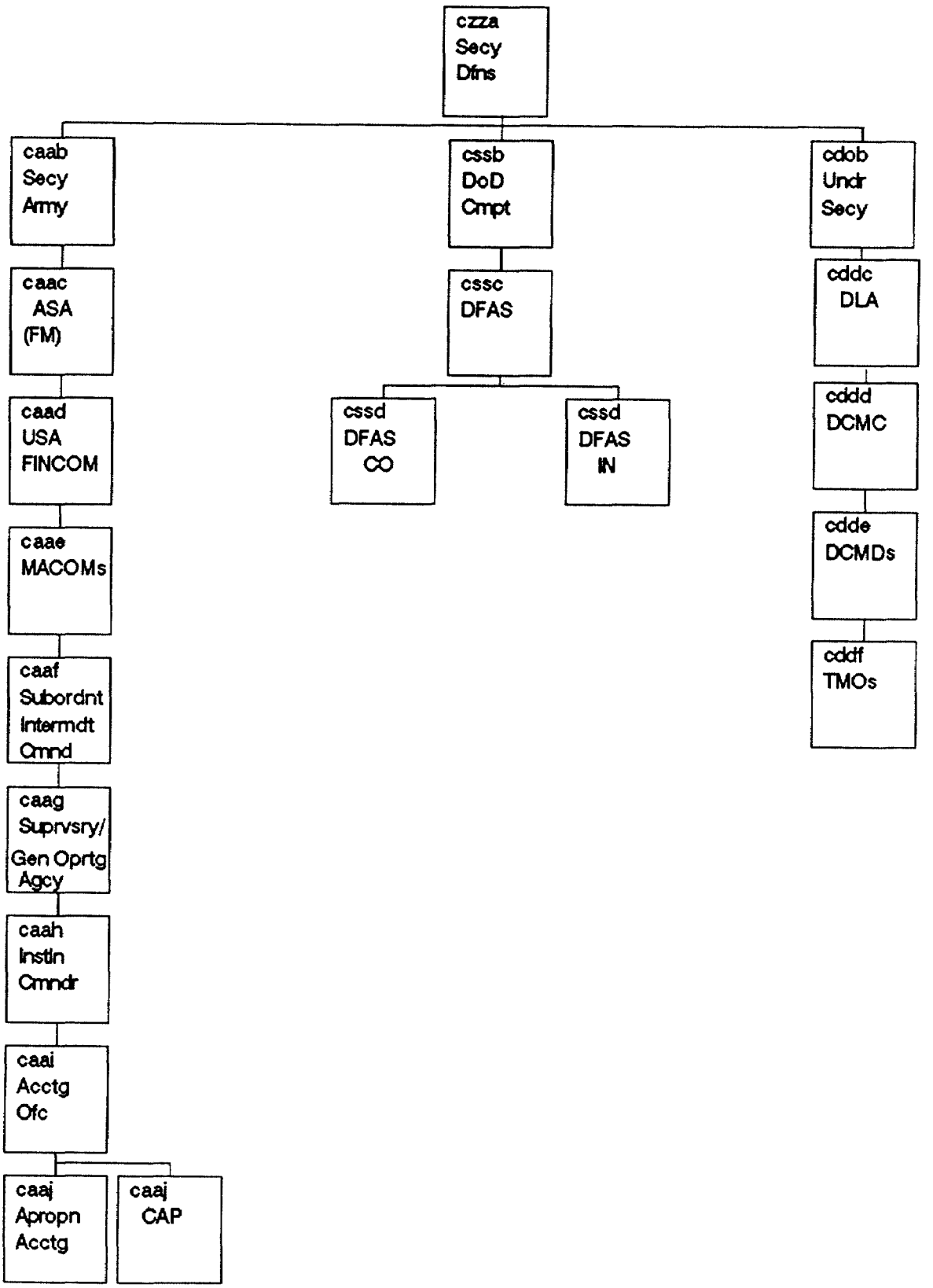
cd PERFORMANCE DETERMINATION (2.2.1.1) (2.1.1.1)--Receives, validates and manages credit memos and requests for payment on contracts and like-agreements. Reviews information to assure that performance terms and conditions have been satisfied.

Functional Activity: ch Pymt Dtrmntn

ch PAYMENT DETERMINATION (2.2.1.1) (2.1.1.1)--Computes and manages pending payments in accordance with law and regulatory guidance, determines prompt payment interest and/or penalties due, certifies for release and maintains accounts control for Contract Payment.

ARMY (2.2.1.1)

June 6, 1991 8:49am



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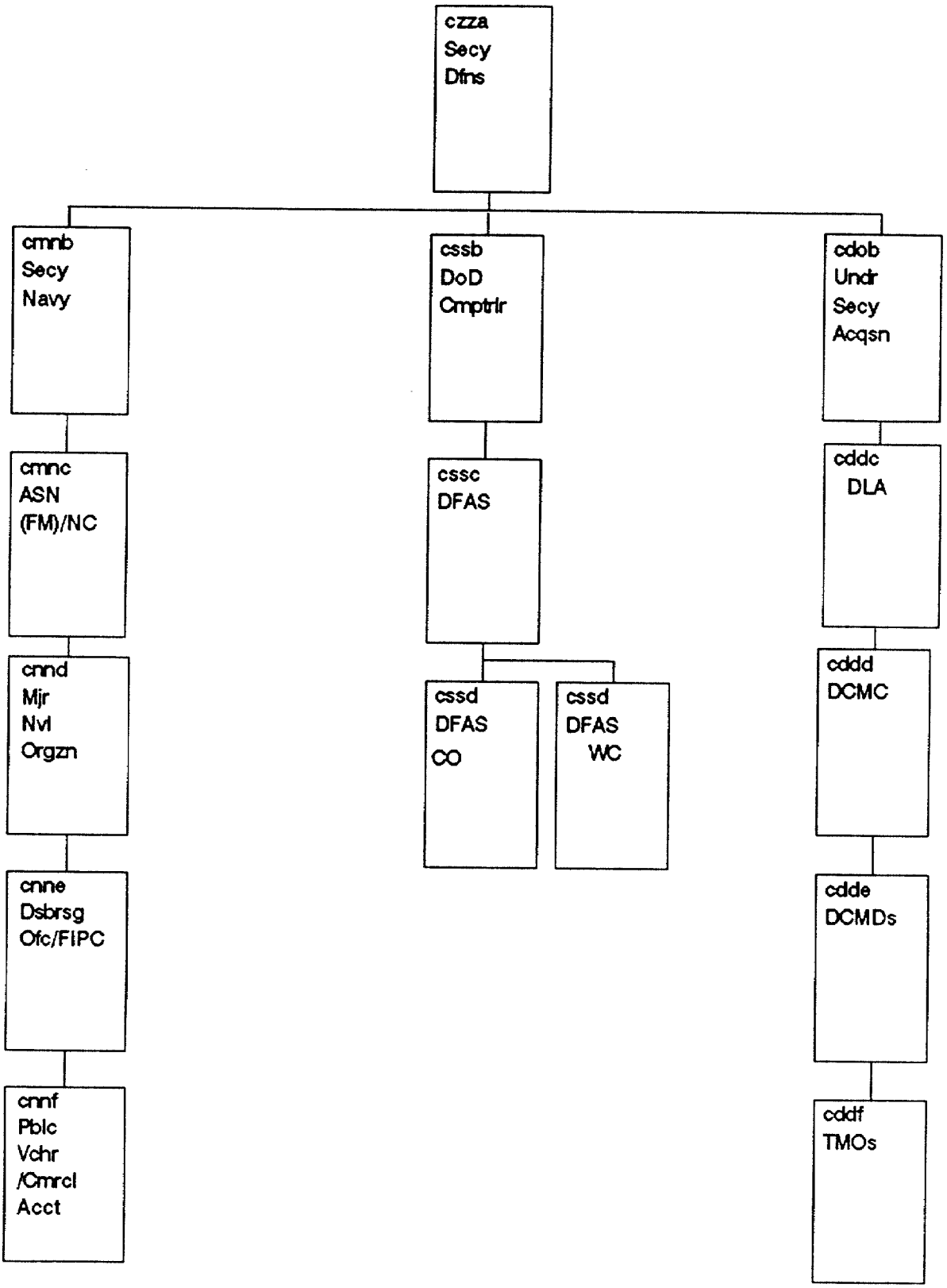

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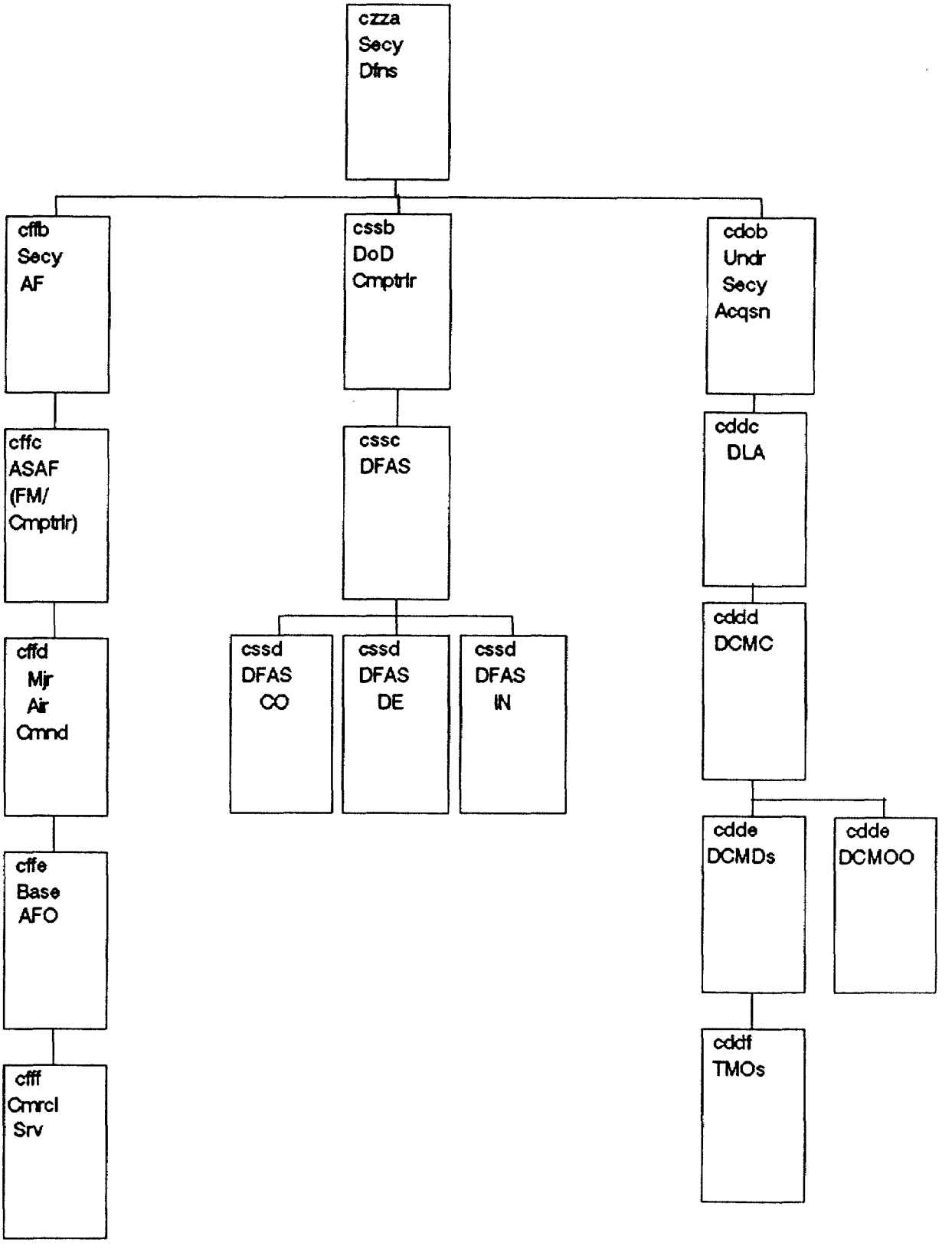

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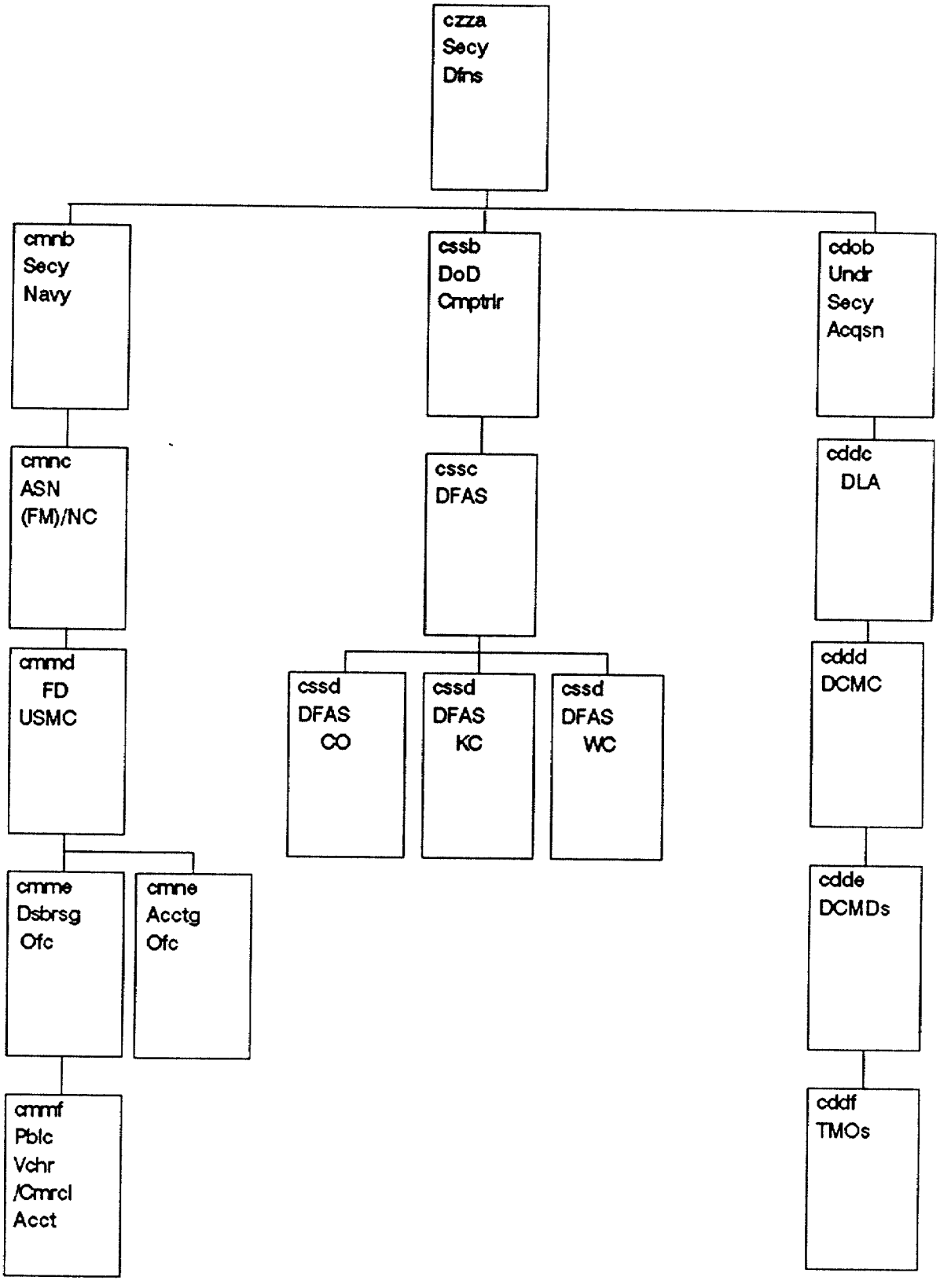
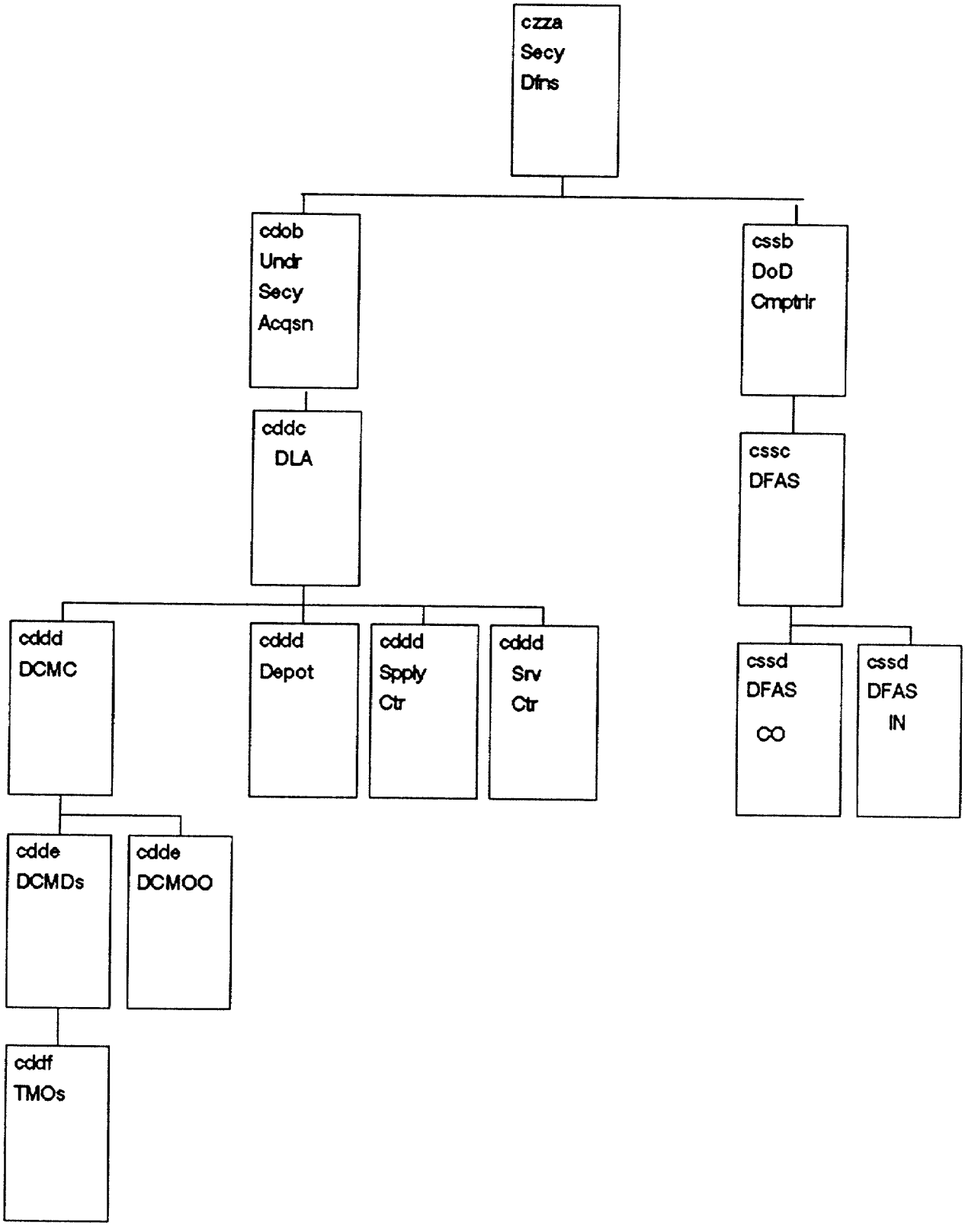


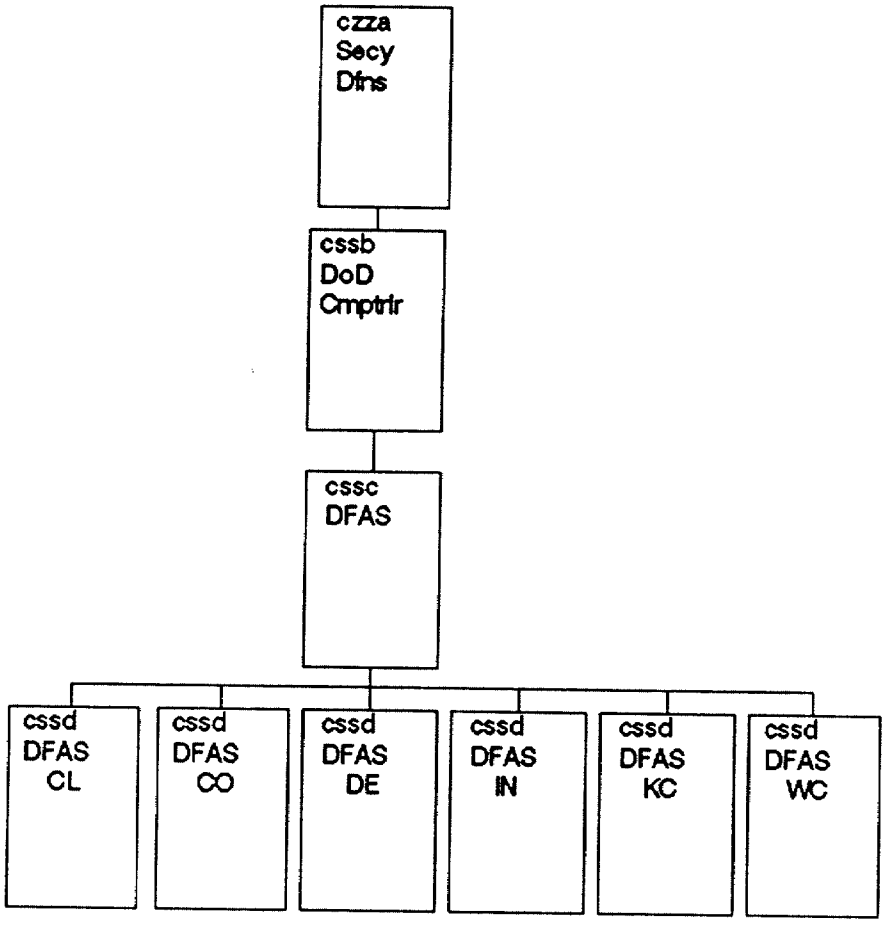
DEFENSE LOGISTICS AGENCY (2.2.1.1)

June 6, 1991 4:40pm



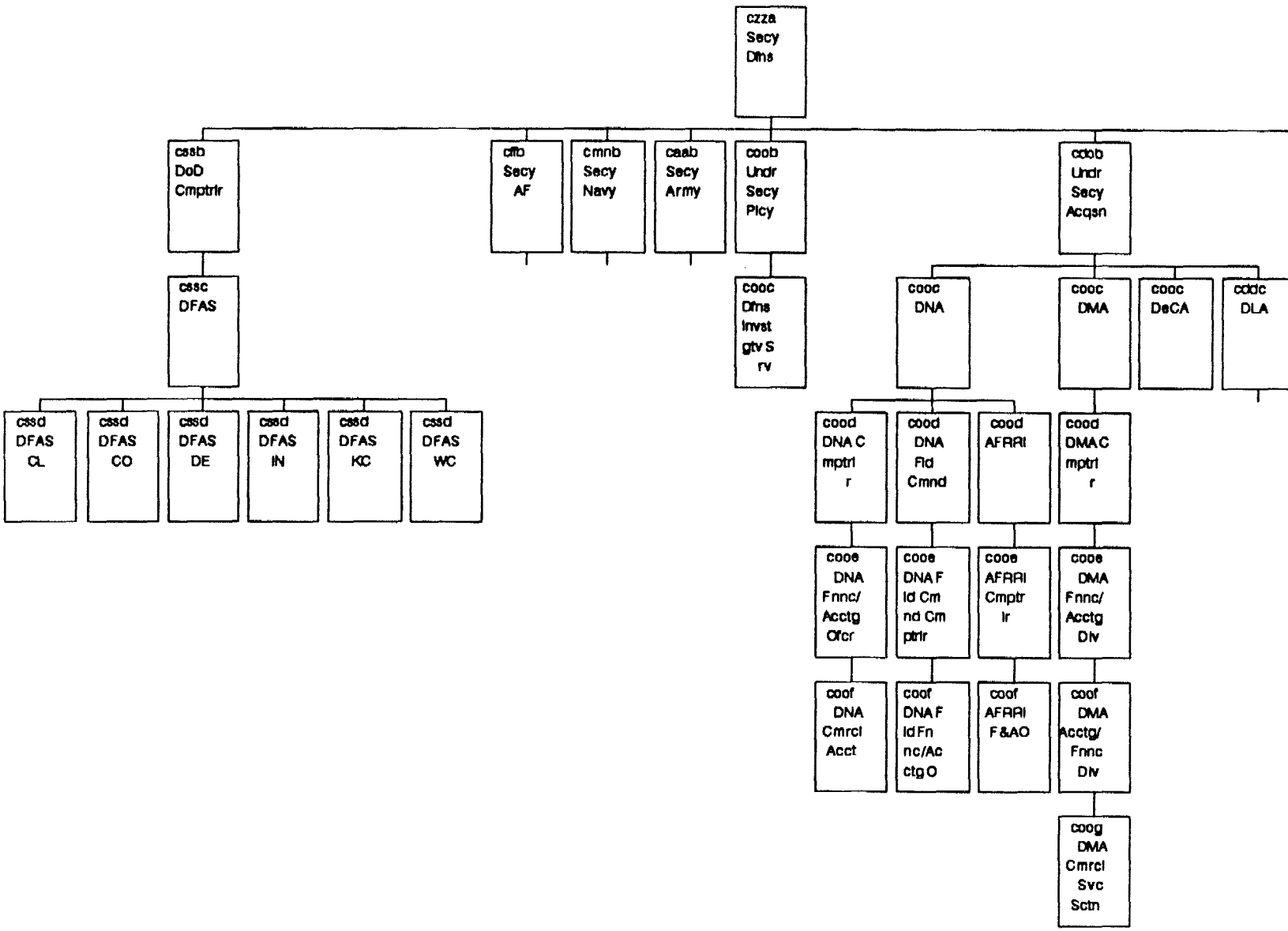
DEFENSE FINANCE AND ACCOUNTING SERVICE (2.2.1.1)

June 6, 1991 4:28pm



OTHER DEFENSE AGENCIES (2.2.1.1)

June 6, 1991 4:24pm



CIM CONTRACT PAYMENT
HIERARCHY REPORT
CURRENT CHARGE DETERMINATION

Functional Activity: ca Chrg Dtrmntn

ca CHARGE DETERMINATION (2.2.1.1) (2.1.1.1)--Matches self-reimbursable charges or credits received to the unliquidated obligations in the official accounting records and, if there is a match, records them as disbursements or credits. Unmatched items are researched to determine ownership and/or locate the obligations. Disputed charges are resolved between the buyer and seller or absorbed as required by regulatory guidance.

Process: caaa Vldt Paid Bill

caaa VALIDATE PAID BILL (2.2.1.2)--Compares Paid Bill or Credit Bill to reimbursable order or requisition to assure that the amount charged or credited is correct. Buyers and sellers are notified to resolve discrepancies and disputed billings.

Information Needed: Paid Bill, Credit Bill, Obligation

Information Produced: Payment Discrepancy Notifications, Accepted Bill

Subprocess: caab Mtch Bill

caab MATCH BILL (2.2.2.1)--Compares Paid Bill or Credit Bill to reimbursable order or requisition to assure that the amount charged against or credited to the account is correct.

Information Needed: Paid Bill, Credit Bill, Obligation

Information Produced: Unmatched Bill, Accepted Bill

Business Practice: caabzz Vldtn

caabzz VALIDATION (2.2.2.2)--Paid bills are validated to assure the amount charged agrees with the reimbursable order.

Subprocess: caac Reslv Unmtchd Cndtn

caac RESOLVE UNMATCHED CONDITIONS (2.2.2.1)--Notifies buyers and sellers to resolve discrepancies and disputed billings.

Information Needed: Unmatched Bill

CIM CONTRACT PAYMENT
HIERARCHY REPORT
CURRENT CHARGE DETERMINATION

Information Produced: Payment Discrepancy Notification

Business Practice: caaczz Dsptd Bill

caaczz DISPUTED BILLS (2.2.2.2)--Discrepancies or disputed bills are resolved by contacting the buyer or seller.

Business Practice: caaczz Intrfnd

caaczz INTERFUND (2.2.2.2)--Interfund bills can be disputed only if their dollar amounts exceed prescribed limits and must be absorbed by the billed activity if under the limits.

CIM CONTRACT PAYMENT
HIERARCHY REPORT
CURRENT PERFORMANCE DETERMINATION

Functional Activity: cd Prfrmnc Dtrmntn

cd PERFORMANCE DETERMINATION (2.2.1.1) (2.1.1.1)--Receives, validates and manages credit memos and requests for payment on contracts and like-agreements. Reviews information to assure that performance terms and conditions have been satisfied.

Process: cdaa Vldt Memo/Reqst

cdaa VALIDATE MEMORANDUM OR REQUEST (2.2.1.2)--Establishes the credit memo or payment request in the register, ensures nonduplication, determines validity and ownership and establishes a target date for collection or payment.

Information Needed: Credit Memo, Payment Request, Administrative Details, Inventory Status, Payment Rules, Terminated Entitlement, Rejected Request

Information Produced: Requests for Information, Valid Credit Memo, Valid Payment Request, Returned Credit Memo, Returned Request

Business Practice: cdaazz Prrty

cdaazz PRIORITY (2.2.2.2)--Due date is the factor used to prioritize work within Contract Payment.

Business Practice: cdaazz Unpybl Reqst

cdaazz UNPAYABLE REQUESTS (2.2.2.2)--All unpayable requests are returned to the submitter, together with all known errors and/or reasons identified, no later than the limit specified by statutory or regulatory guidance.

Subprocess: cdab Rgstr Memo Or Reqst

cdab REGISTER MEMO OR REQUEST (2.2.2.1)--Records credit memo or payment request information necessary to establish it in the register, annotates date and time of receipt and returns memo or request when appropriate.

Information Needed: Credit Memo, Payment Request, Terminated Entitlement, Rejected Request, Duplicate Payment Request

Information Produced: Registered Credit Memo, Registered

Payment Request, Returned Request, Returned Credit Memo

Business Practice: cdabzz Cntrl

cdabzz CONTROL (2.2.2.2)--All credit memos and payment requests received are accounted for by Contract Payment.

Business Practice: cdabzz Inqry

cdabzz INQUIRY (2.2.2.2)--All hard copy information requests reflect the date and time received.

Business Practice: cdabzz Rcpt

cdabzz RECEIPT (2.2.2.2)--All credit memos and payment requests reflect the date and time received by Contract Payment.

Business Practice: cdabzz Recrd

cdabzz RECORD (2.2.2.2)--All credit memos and payment requests are recorded within two business days of receipt.

Subprocess: cdac Ensure NonDupn

cdac ENSURE NONDUPLICATION (2.2.2.1)--Searches the inventory to ensure credit memo or payment request has not been previously processed.

Information Needed: Registered Credit Memo, Registered Request, Inventory Status

Information Produced: Unduplicated Payment Request, Unduplicated Credit Memo, Duplicate Memo/Request

Subprocess: cdad Estb Trgt Date

cdad ESTABLISH TARGET DATE (2.2.2.1)--Determines a potential collection or payment date based on information contained in the credit memo or payment request (e.g., voluntary discount terms). Establishes initial priority for processing credit memos or payment requests.

Information Needed: Unduplicated Credit Memo, Unduplicated Payment Request, Payment Rules

Information Produced: Targeted Payment Request, Targeted

Credit Memo

Business Practice: cdadzz Trgt Due Date

cdadzz TARGET DUE DATE (2.2.2.2)--The potential due date is based upon the type of credit memo or payment request received and processing is prioritized accordingly.

Subprocess: cdae Vrfy Ownrshp

cdae VERIFY OWNERSHIP (2.2.2.1)--Determines if the credit memo or payment request is designated to be processed by the receiving Contract Payment activity.

Information Needed: Targeted Credit Memo, Targeted Payment Request, Administrative Details

Information Produced: Valid Payment Request, Valid Credit Memo, Request for Missing/Corrected Information, Unowned Memo/Request

Process: cdba Vldt Term/Cndtn

cdba VALIDATE TERMS AND CONDITIONS (2.2.1.2)--Reviews entitlement information to assure evidence of performance terms and conditions has been satisfied and establishes the payment due date.

Information Needed: Valid Credit Memo, Valid Payment Request, Performance Terms, Payment Terms, Acceptance/Receiving Information, Approval Information, Payment Rules

Information Provided: Validated Entitlement, Missing/Corrected Information Requirement, Rejected Request

Subprocess: cdbb Dtrmn Stts

cdbb DETERMINE STATUS (2.2.2.1)--Reviews accounting, disbursing and entitlement information to determine status of the credit memo and updates accounts receivable.

Information Needed: Valid Credit Memo, Acceptance, Approval, Performance Terms

Information Produced: Adjustment

Business Practice: cdbbzz Crdt Memo

cdbbzz CREDIT MEMOS (2.2.2.2)--Credit memos are reviewed to assure that they are applied to the correct account.

Subprocess: cdbc Ensure Pymt Reqst Cmpltns

cdbc ENSURE PAYMENT REQUEST COMPLETENESS (2.2.2.1)--Reviews all available entitlement information for evidence that all performance terms and conditions have been met and payment can continue to be processed.

Information Needed: Valid Credit Memo, Valid Payment Request, Performance Terms, Approval Information, Acceptance/Receiving Information

Information Produced: Entitlement, Discrepant/Incomplete Conditions

Business Practice: cdbczz Dcmtn

cdbczz DOCUMENTATION (2.2.2.2)--Prior to payment certification, the following additional documentation must be present: the contract or like-agreement, evidence of performance and necessary approvals.

Business Practice: cdbczz Splt Invc Pymt

cdbczz SPLIT INVOICE PAYMENTS (2.2.2.2)--Partial invoice payments are processed when appropriate.

Subprocess: cdbd Reslv Dscrpncy

cdbd RESOLVE DISCREPANCIES (2.2.2.1)--Interacts with appropriate functional activities to obtain missing or corrected information to complete entitlement determination.

Information Needed: Discrepant/Incomplete Conditions

Information Produced: Request for Missing/Corrected Information, Rejected Request

Business Practice: cdbdzz Dscrpncy Rsltn

cdbdzz DISCREPANCY RESOLUTION (2.2.2.2)--Requests for missing or corrected information are pursued until resolved.

Business Practice: cdbdzz Ntfcn

cdbdzz NOTIFICATION (2.2.2.2)--Contract Payment provides activities with notification of missing/erroneous information.

Subprocess: cdbe Estb Pymt Due Date

cdbe ESTABLISH PAYMENT DUE DATE (2.2.2.1)--Determines the date the payment request must be paid in order to take an advantageous discount or avoid interest penalties.

Information Needed: Entitlement, Payment Terms, Payment Rules

Information Produced: Validated Entitlement

Business Practice: cdbezz Due Date

cdbezz DUE DATES (2.2.2.2)--Payment due dates are established according to statutory and regulatory guidance.

CIM CONTRACT PAYMENT
HIERARCHY REPORT
CURRENT PAYMENT DETERMINATION

Functional Activity: ch Pymt Dtrmntn

ch PAYMENT DETERMINATION (2.2.1.1) (2.1.1.1)--Computes and manages pending payments in accordance with law and regulatory guidance, determines prompt payment interest and/or penalties due, certifies for release and maintains accounts control for Contract Payment.

Process: chaa Clculat Pndg Pymt

chaa CALCULATE PENDING PAYMENT (2.2.1.2)--Determines gross amount payable, posts subsidiary Commercial Accounts Ledger information and cash-manages the pending payments.

Information Needed: Validated Entitlement, Funding Information, Payment Terms, Inventory Status, Release Requirements, Rejected Payment

Information Produced: Missing/Corrected Information Request, Suspense Payment Information, Pending Payment, Funding Adjustments, Terminated Entitlement

Business Practice: chaazz Prrtzn

chaazz PRIORITIZATION (2.2.2.2)--Payment due date is the factor used to prioritize work within Contract Payment.

Subprocess: chab Dtrmn Gross Amt

chab DETERMINE GROSS AMOUNT (2.2.2.1)--Compares entitlement information and calculates the gross amount due.

Information Needed: Validated Entitlement, Funding Details, Payment Terms, Rejected Payment

Information Produced: Gross Payment, Insufficient Funds Notice

Business Practice: chabzz Pymt Lmt

chabzz PAYMENT LIMITS (2.2.2.2)--The gross amount payable is limited to that authorized by the terms and conditions of the contractual agreement and the balance of available ULO annotated in the subsidiary Commercial Accounts Ledgers or official accounting records.

CIM CONTRACT PAYMENT
HIERARCHY REPORT
CURRENT PAYMENT DETERMINATION

Subprocess: chac Prfrm Anlys/Rcncln

chac PERFORM ANALYSIS AND RECONCILIATION (2.2.2.1)--Analyzes funding deficiencies and takes appropriate action.

Information Needed: Insufficient Funds Notice, Payment Terms, Funding Details, Inventory Status

Information Produced: Funding Adjustment, Request for Contractual Details

Business Practice: chaczz Ntfcn

chaczz NOTIFICATION (2.2.2.2)--Contract Payment provides activities with notification of missing/erroneous information.

Business Practice: chaczz Rcncln

chaczz RECONCILIATION (2.2.2.2)--Funding deficiencies are pursued until resolved.

Subprocess: chad Susps Pymt

chad SUSPENSE PAYMENT (2.2.2.1)--Suspenses payment for disbursement on the proper date, provides for early release or delays for outlay management purposes and captures required reporting information (e.g., early release).

Information Needed: Gross Payment, Release Requirements

Information Produced: Pending Payment, Suspense Payment Details, Terminated Entitlement

Business Practice: chadzz Early Rels

chadzz EARLY RELEASE (2.2.2.2)--Appropriate authorization is required to release payments earlier than the timeframe specified by regulatory guidance.

Business Practice: chadzz Jstfctn

chadzz JUSTIFICATION (2.2.2.2)--The reason for early release of payments is properly documented.

Business Practice: chadzz Rels

chadzz RELEASE (2.2.2.2)--Excluding self-reimbursed charges, like-agreements are scheduled and released when all terms and conditions are met.

Business Practice: chadzz Schdld Rels

chadzz SCHEDULED RELEASE (2.2.2.2)--All commercial payments are scheduled for release in accordance with statutory and regulatory guidance.

Process: chba Clculat Amt Due

chba CALCULATE AMOUNT DUE (2.2.1.2)--Applies applicable deductions (e.g., discounts, recoupments, receivables), verifies ULO in either the subsidiary Commercial Accounts Ledgers or the official accounting records, obtains Expenditure Authority (e.g., FMS, other limitations), calculates interest and/or penalties due and assigns responsibility for interest paid.

Information Needed: Pending Payment, Funding Information, Payment Terms, Expenditure Authority, Payment Rules

Information Provided: Certified Payment, Rejected Payment

Subprocess: chbb Dtrmn Adjstmt

chbb DETERMINE ADJUSTMENTS (2.2.2.1)--Calculates the deductions to be applied to the gross amount prior to payment (e.g., discounts, recoupments, receivables).

Information Needed: Pending Payment, Payment Terms, Funding Details

Information Produced: Adjusted Payment, Late Payment

Business Practice: chbbzz Ofset

chbbzz OFFSET (2.2.2.2)--Accounts receivable that are valid for offset are collected against the first available payment.

CIM CONTRACT PAYMENT
HIERARCHY REPORT
CURRENT PAYMENT DETERMINATION

Subprocess: chbc Cmpt Intrst

chbc COMPUTE INTEREST (2.2.2.1)--Calculates and captures information concerning the interest and/or penalties due on late payments.

Information Needed: Late Payment, Payment Rules

Information Produced: Interest Payment

Business Practice: chbcaa Late Dcmtn

chbcaa LATE DOCUMENTATION (2.2.2.2)--Supporting documentation is "late" if it reaches the Contract Payment office after close of business on the day that is one-half the payment period.

Business Practice: chbcad Chrgbck

chbcad CHARGEBACK (2.2.2.2)--Prompt Payment interest incurred is charged to the responsible activity if such activity is within the Component.

Business Practice: chbcfh Totl Amt

chbcfh TOTAL AMOUNT (2.2.2.2)--Interest amount due is routinely included in the total amount due.

Business Practice: chbcmn Intrst Idntfd

chbcmn INTEREST IDENTIFIED (2.2.2.2)--Prompt Payment interest charges are identified to the accountable station level.

Business Practice: chbczz Intrst

chbczz INTEREST (2.2.2.2)--Interest due is calculated and reported in accordance with the Prompt Payment Act and implementing regulations.

Business Practice: chbczz Intrst Incrd

chbczz INTEREST INCURRED (2.2.2.2)--Prompt Payment interest charges incurred are identified as to the cause.

CIM CONTRACT PAYMENT
HIERARCHY REPORT
CURRENT PAYMENT DETERMINATION

Business Practice: chbczz Pnlty

chbczz PENALTIES (2.2.2.2)--Interest penalties are due if interest owed is not paid within 10 days of the payment request paid date.

Subprocess: chbd Vrfy Pymt Ablty

chbd VERIFY PAYMENT ABILITY (2.2.2.1)--Determines fund availability and certifies payment for release.

Information Needed: Adjusted Payment, Interest Payment, Funding Details, Expenditure Authority (FMS)

Information Produced: Certified Payment, Rejected Payment

Business Practice: chbdaa Lblty

chbdaa LIABILITY (2.2.2.2)--Personal pecuniary liability is deemed to reside with the official certifying the payment.

Business Practice: chbddf Accts Cntrl

chbddf ACCOUNTS CONTROL (2.2.2.2)--Entries (i.e., daily business) made to the system are balanced daily.

Business Practice: chbdth Precrtfcn

chbdth PRECERTIFICATION (2.2.2.2)--Persons in organizations external to Contract Payment are granted authority to compute and precertify contractual payments.

Business Practice: chbdzz Crtfcn

chbdzz CERTIFICATION (2.2.2.2)--Payments are released for disbursement based on final certification by authorized personnel.

CIM CONTRACT PAYMENT
CURRENT FUNCTIONAL PROCESSES

Process: caaa Vldt Paid Bill

caaa VALIDATE PAID BILL (2.2.1.2)--Compares Paid Bill or Credit Bill to reimbursable order or requisition to assure that the amount charged or credited is correct. Buyers and sellers are notified to resolve discrepancies and disputed billings.

Information Needed: Paid Bill, Credit Bill, Obligation

Information Produced: Payment Discrepancy Notifications, Accepted Bill

Process: cdaa Vldt Memo/Reqst

cdaa VALIDATE MEMORANDUM OR REQUEST (2.2.1.2)--Establishes the credit memo or payment request in the register, ensures nonduplication, determines validity and ownership and establishes a target date for collection or payment.

Information Needed: Credit Memo, Payment Request, Administrative Details, Inventory Status, Payment Rules, Terminated Entitlement, Rejected Request

Information Produced: Requests for Information, Valid Credit Memo, Valid Payment Request, Returned Credit Memo, Returned Request

Process: cdba Vldt Term/Cndtn

cdba VALIDATE TERMS AND CONDITIONS (2.2.1.2)--Reviews entitlement information to assure evidence of performance terms and conditions has been satisfied and establishes the payment due date.

Information Needed: Valid Credit Memo, Valid Payment Request, Performance Terms, Payment Terms, Acceptance/Receiving Information, Approval Information, Payment Rules

Information Provided: Validated Entitlement, Missing/Corrected Information Requirement, Rejected Request

Process: chaa Clculat Pndg Pymt

chaa CALCULATE PENDING PAYMENT (2.2.1.2)--Determines gross amount payable, posts subsidiary Commercial Accounts Ledger information and cash-manages the pending payments.

Information Needed: Validated Entitlement, Funding Information, Payment Terms, Inventory Status, Release Requirements, Rejected Payment

Information Produced: Missing/Corrected Information Request, Suspense Payment Information, Pending Payment, Funding Adjustments, Terminated Entitlement

Process: chba Clculat Amt Due

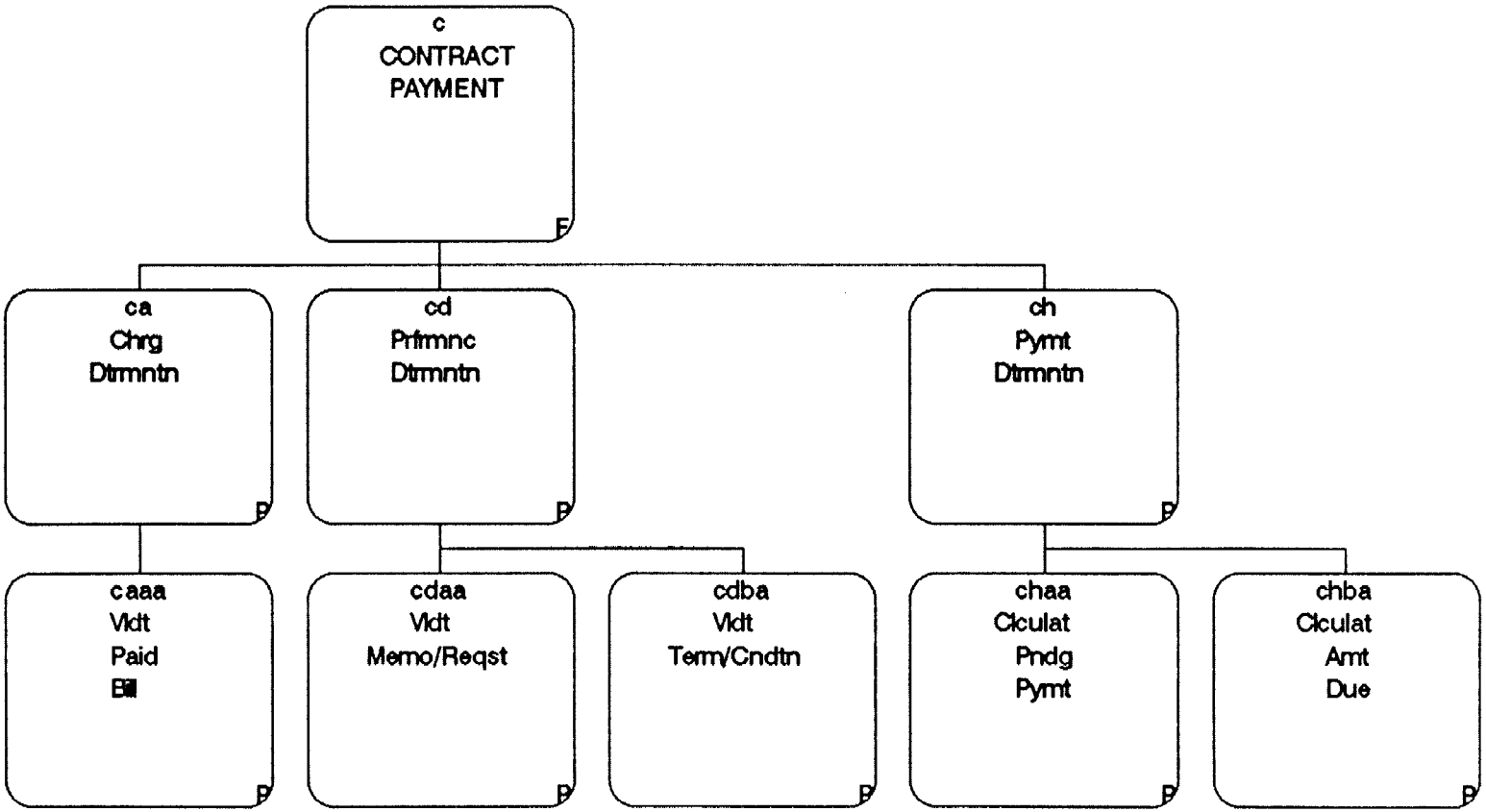
chba CALCULATE AMOUNT DUE (2.2.1.2)--Applies applicable deductions (e.g., discounts, recoupments, receivables), verifies ULO in either the subsidiary Commercial Accounts Ledgers or the official accounting records, obtains Expenditure Authority (e.g., FMS, other limitations), calculates interest and/or penalties due and assigns responsibility for interest paid.

Information Needed: Pending Payment, Funding Information, Payment Terms, Expenditure Authority, Payment Rules

Information Provided: Certified Payment, Rejected Payment

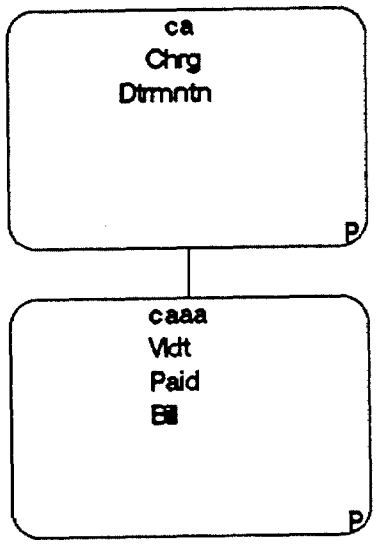
Current Functional A[illegible]es to Processes (2.2.1.2)

June 6, 1991 2:41pm



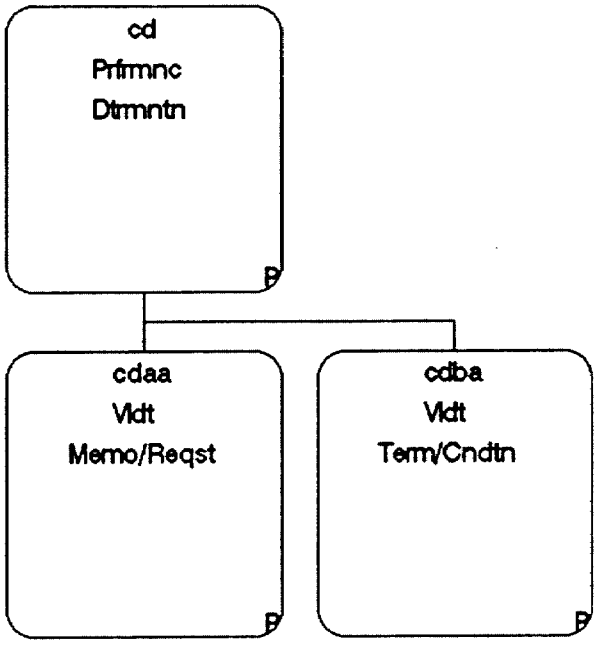
Current Functional Activity to Process (2.2.1.2)

June 6, 1991 2:28pm



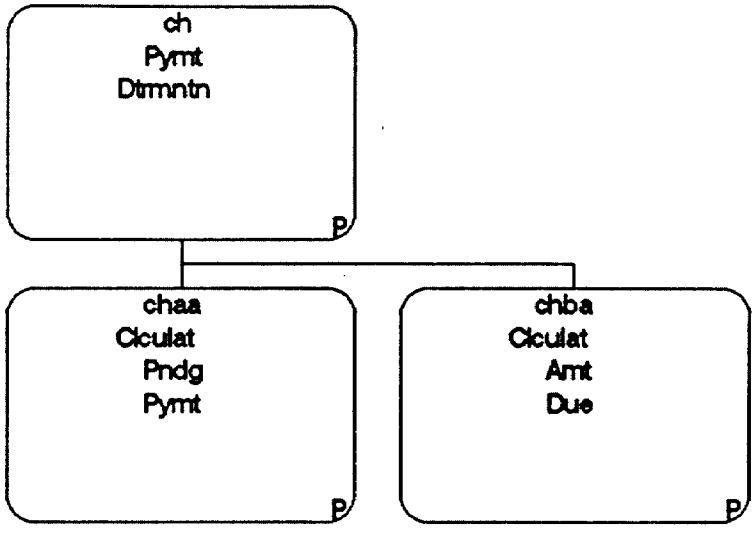
Current Functional Activity to Processes (2.2.1.2)

June 6, 1991 2:23pm



Current Functional Activity to Processes (2.2.1.2)

June 6, 1991 2:31pm



Current Organizations to Processes (2.2.1.2)

June 6, 1991 3:41pm

	caaa Vldt Paid Bill	cdaa Vldt Memo/Reqst	cdba Vldt Term/Cndtn	chaa Clculat Pndg Pymt	chba Clculat Amt Due
caab Secy Army					
caac ASA (FM)	PO	PO	PO	PO	PO
caad USAFINCOM	SU	SU	SU	SU	SU
caae MACOMs	SU	SU	SU	SU	SU
caaf Subordnt Intermdt Cmnd	SU	SU	SU	SU	SU
caag Suprvsry/Gen Oprtg Agcy	SU	SU	SU	SU	SU
caah Instln Cmndr	SU	SU	SU	SU	SU
caai Acctg Ofc	SU	SU	SU	SU	SU
caaj Apropn Acctg	PE	PE			
caaj CAP		PE	PE	PE	PE
cddc DLA	PO	PO	PO	PO	PO
cddd DCMC					
cddd Depot	PE	PE	PE	PE	PE
cddd Spply Ctr	PE	PE	PE	PE	PE
cddd Srv Ctr	SU	SU	SU	SU	SU
cdde DCMDs	PE	PE	PE	PE	PE
cdde DCMOO	PE	PE	PE	PE	PE
cddf TMOs	PE	PE	PE	PE	PE
cdob Undr Secy Acqsn					
cffb Secy AF	PO	PO	PO	PO	PO
cffc ASAF (FM/Cmptrlr)	PO	PO	PO	PO	PO
cffd Mjr Air Cmnd	SU	SU	SU	SU	SU
cffe Base AFO	PE	PE	PE	PE	PE
cfff Cmrcl Srv	PE	PE	PE	PE	PE
cmmd FD USMC	SU	SU	SU	SU	SU
cmme Dsbrsg Ofc		SU	SU	SU	SU
cmmf Pblc Vchr/Cmrcl Acct		PE	PE	PE	PE
cmnb Secy Navy	PO	PO	PO	PO	PO
cmnc ASN(FM)/NC	PO	PO	PO	PO	PO
cmne Acctg Ofc	PE				
cnnd Mjr Nvl Orgzn	SU	PE	SU		
cnne Dsbrsg Ofc/FIPC		SU	SU	SU	SU
cnnf Pblc Vchr/Cmrcl Acct		PE	PE	PE	PE
czza Secy Dfns					

PO-Policy Making, making policy for the functional activity.

PE-Performance/Evaluation, performing or executing the functional activity.

BO-Both Policy and Performance, both policy making and performance.

SU-Support, providing significant support to the functional activity.

*-No involvement (Blank)

Current Organizations to Processes (2.2.1.2)

June 6, 1991 3:43pm

	caaa Vldt Paid Bill	cdaa Vldt Memo/Reqst	cdba Vldt Term/Cndtn	chaa Clculat Pndg Pymt	chba Clculat Amt Due
czza Secy Dfns					
coob C3I					
coob NSA	BO	BO	BO	BO	BO
coob Undr Secy Plcy					
cooc DCA	SU	SU	SU	SU	SU
cooc DeCA	BO	BO	BO	BO	BO
cooc Dfns Invstgtv Srv	BO	BO	BO	BO	BO
cooc DMA	BO	BO	BO	BO	BO
cooc DNA	BO	BO	BO	BO	BO
cood AFRRI	PO	PO	PO	PO	PO
cood DCA Cmptrlr	PO	PO	PO	PO	PO
cood DMA Cmptrlr	PO	PO	PO	PO	PO
cood DNA Cmptrlr	PO	PO	PO	PO	PO
cood DNA Fld Cmnd	PO	PO	PO	PO	PO
cooe AFRRI Cmptrlr	PO	PO	PO	PO	PO
cooe DCA Acctg/Fnnc Div	PE	PE	PE	PE	PE
cooe DMA Fnnc/Acctg Div	PE	PE	PE	PE	PE
cooe DNA Fld Cmnd Cmptrlr	PO	PO	PO	PO	PO
cooe DNA Fnnc/Acctg Ofcr	PE	PE	PE	PE	PE
coof AFRRI F&AO	PO	PO	PO	PO	PO
coof DCA Cmrcl Svc Br	PE	PE	PE	PE	PE
coof DMA Acctg/Fnnc Div	SU	SU	SU	SU	SU
coof DNA Cmrcl Acct		PE	PE	PE	PE
coof DNA Fld Fnnc/Acctg Ofc	PE	SU	SU	SU	SU
coog DCA DECCO	PE	PE	PE	PE	PE
coog DMA Cmrcl Svc Sctn	PE	PE	PE	PE	PE
cssb DoD Cmptrlr					
cssc DFAS	PO	PO	PO	PO	PO
cssd DFAS CL					
cssd DFAS CO	PE	PE	PE	PE	PE
cssd DFAS DE	PO	PO	PO	PO	PO
cssd DFAS IN	BO	BO	BO	BO	BO
cssd DFAS KC	BO	BO	BO	BO	BO
cssd DFAS WC	PO	PO	PO	PO	PO

PO-Policy Making, making policy for the functional activity.

PE-Performance/Evaluation, performing or executing the functional activity.

BO-Both Policy and Performance, both policy making and performance.

SU-Support, providing significant support to the functional activity.

*-No involvement (Blank)

CIM CONTRACT PAYMENT
CURRENT INFORMATION CLASSES

Information Class: c Dtrmntn

c DETERMINATION (2.2.1.3)--Information necessary to ascertain an organization's right to receive financial consideration.

Information Class: c Fscl

c FISCAL (2.2.1.3)--Information necessary to properly record, process and summarize accounting and disbursement transactions.

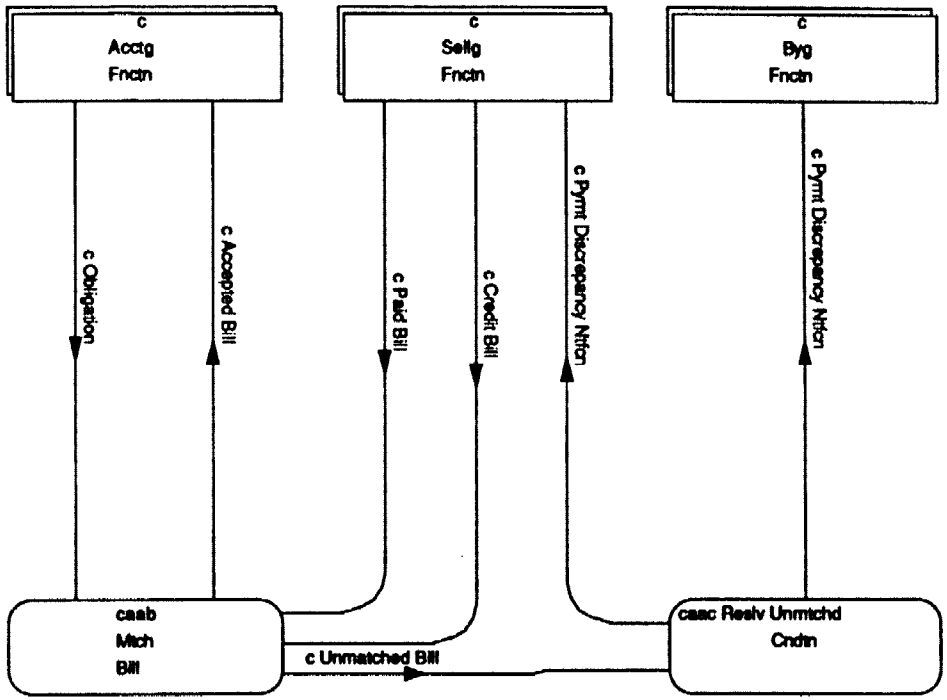
Information Class: c Gdnc

c GUIDANCE (2.2.1.3)--Statutory and regulatory information that governs the Contract Payment function.

Current Functional Flow Diagram (2.2.1.3)

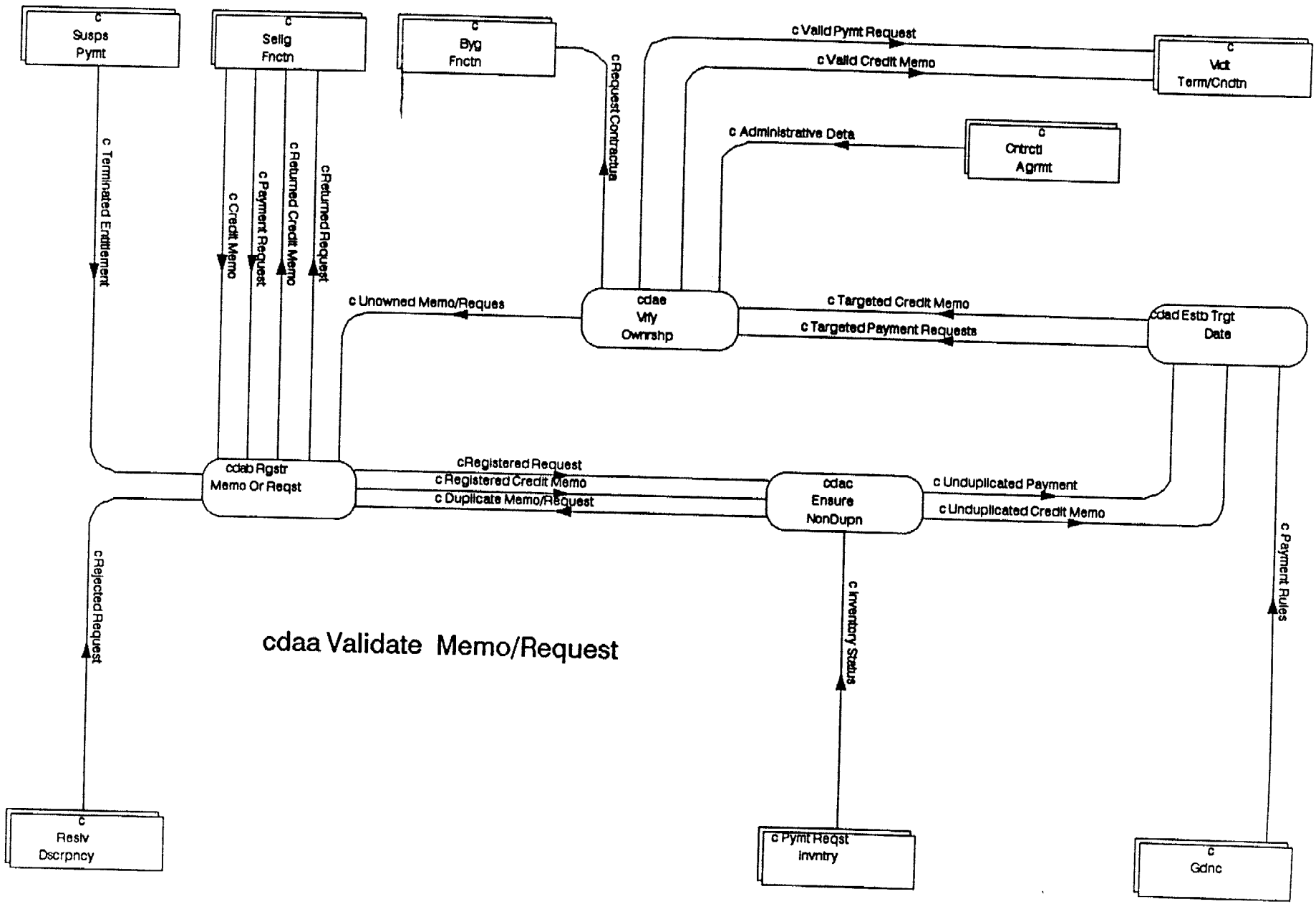
June 6, 1991 9:40am

caaa Validate Paid Bill



Current Functio Flow Diagram (2.2.1.3)

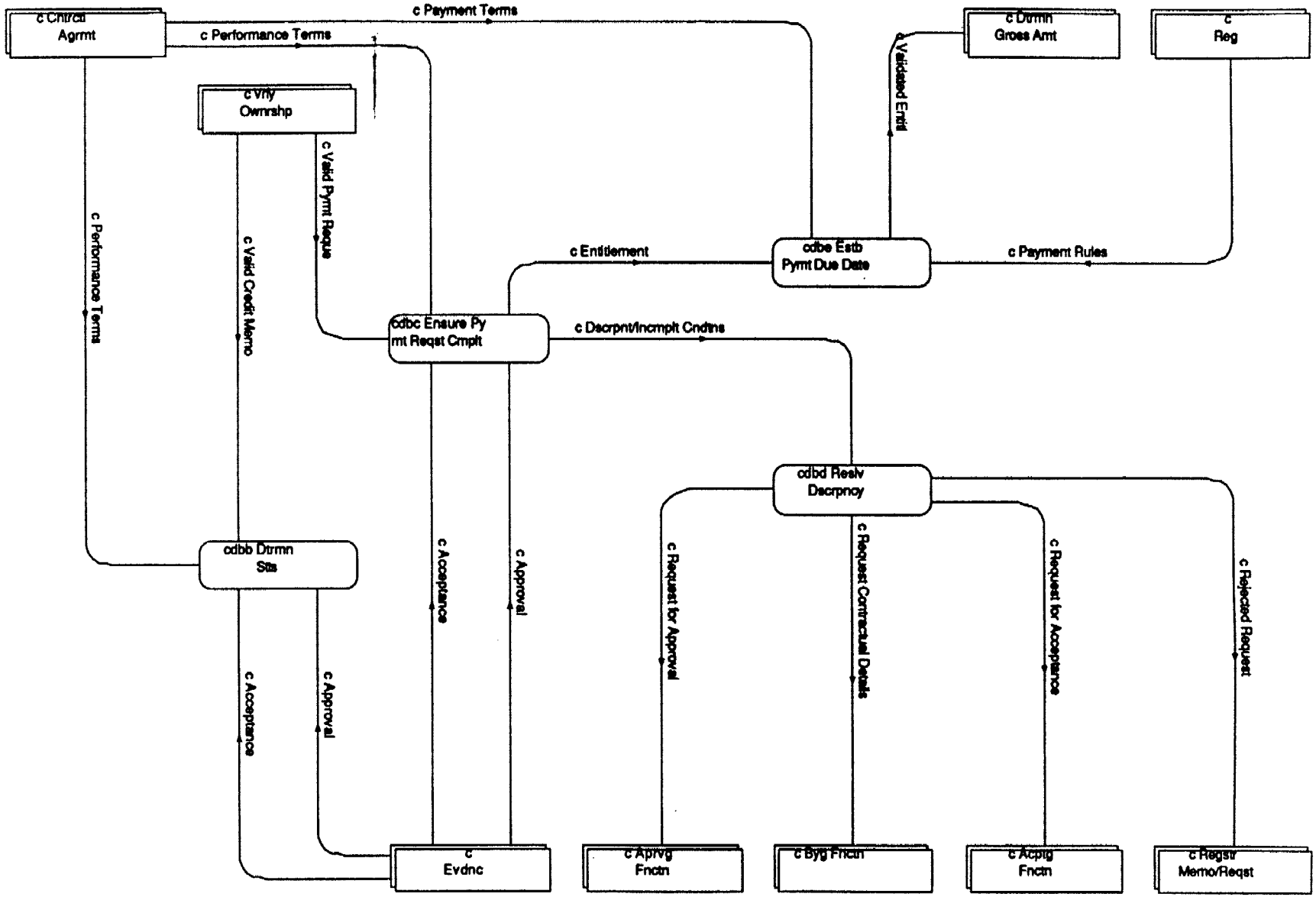
June 10, 1991 9:40am



Current Functional Flow Diagram (2.2.1.3)

June 6, 1991 10:00am

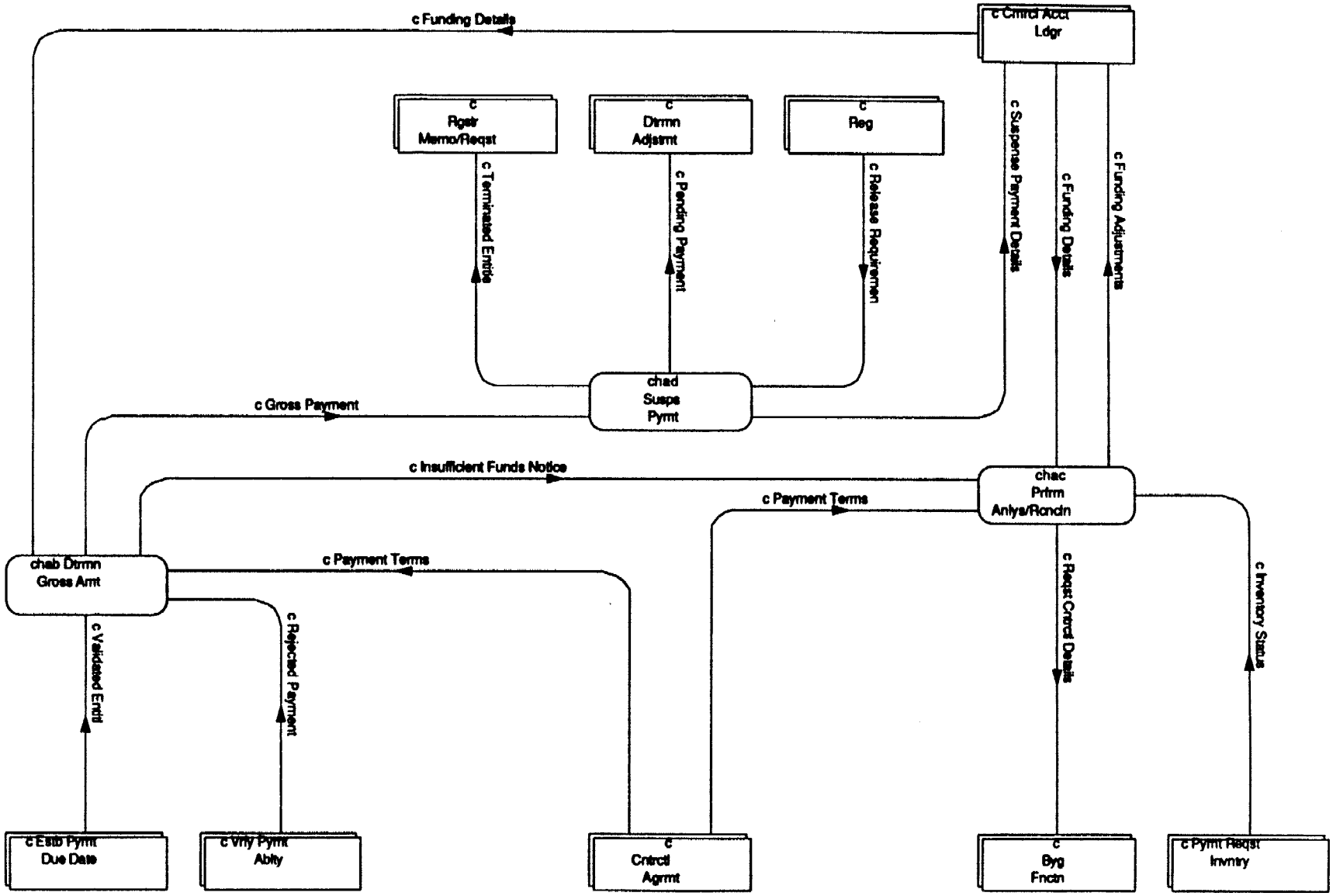
cdba Validate Terms/Conditions



Current Functional Flow Diagram (2.2.1.3)

June 6, 1991 10:00am

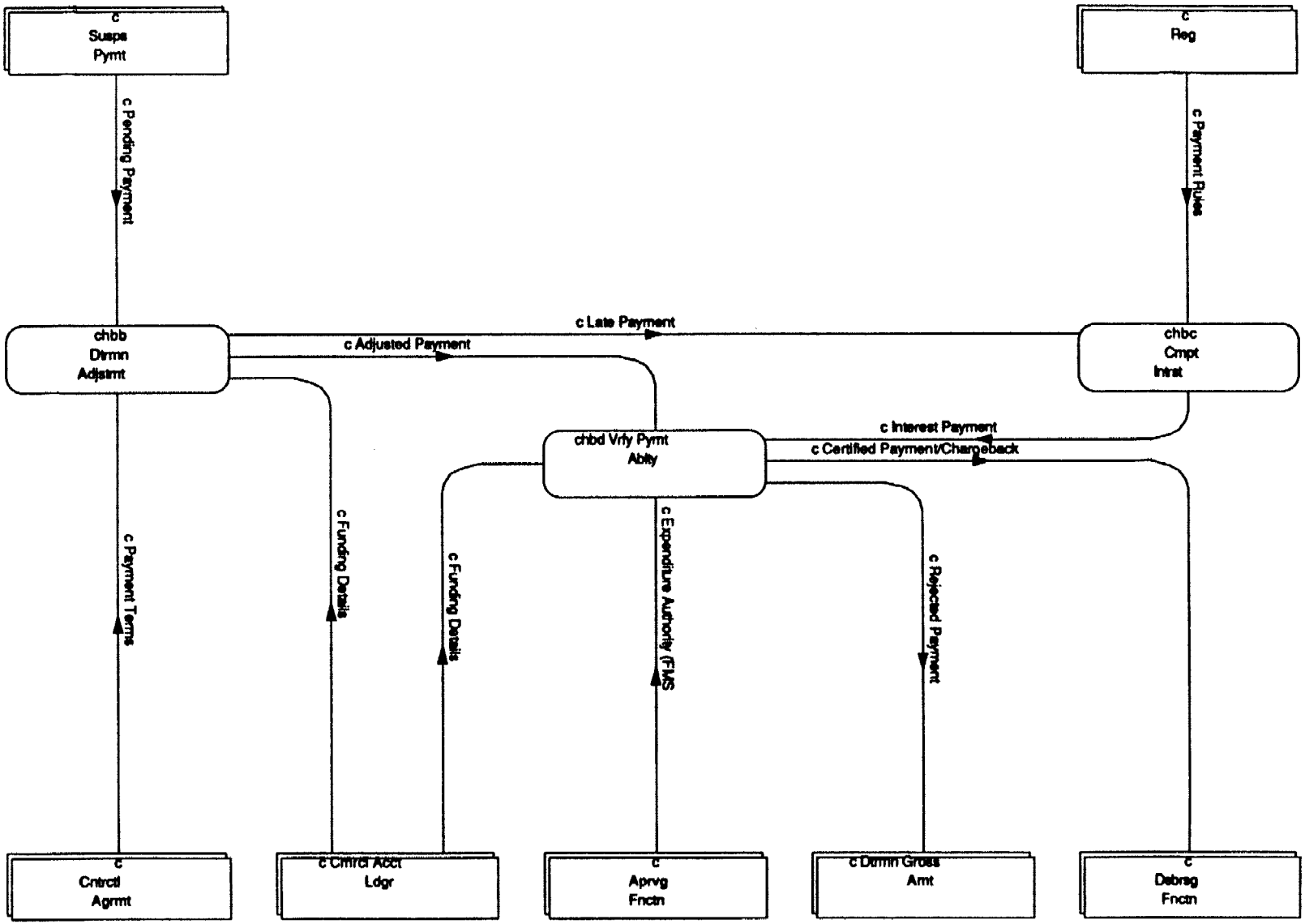
chaa Calculate Pending Payment



Current Functional Flow Diagram (2.2.1.3)

June 6, 1991 10:10am

chba Calculate Amount Due



CIM CONTRACT PAYMENT
REVALIDATED ISSUES/PROBLEMS/DEFICIENCIES

Issue/Problem/Deficiency: p Acctblty

p ACCOUNTABILITY (2.1.1.2)--Erroneous or missing data conditions currently are not resolved in a responsive manner. Further, remedial action for such conditions seldom is initiated by the originator. Multiple sets of records result in inefficient use of resources and an insurmountable number of reconciliations (All).

Issue/Problem/Deficiency: p ACRN CLIN/SLIN Reltshp

p ACRN CLIN/SLIN RELATIONSHIP (2.2.1.4)--Failure to properly align the accounting classification reference number (ACRN) to the contract line item number (CLIN) and/or to the sub-line item number (SLIN) causes payments to be rejected from the automatic to manual mode of payment processing (Navy, DLA). (DE)

Issue/Problem/Deficiency: p Acs to Src Info

p ACCESS TO SOURCE INFORMATION (2.2.1.4)--With most systems, Components do not have access to the source information needed to determine entitlement, thereby requiring re-input of data. This results in inefficient and ineffective use of resources (All). (IS)

Issue/Problem/Deficiency: p Chng To Rgltry Reqrmt

p CHANGES TO REGULATORY REQUIREMENTS (2.2.1.4)-- Requirements for hard copy documents must be eliminated (All). (RE)

Issue/Problem/Deficiency: p Clrg Intrfnd

p CLEARING INTERFUND (2.2.1.4)--Clearance of Interfund bills within DoD is difficult because the process is very labor-intensive, time-consuming and involves complicated procedures (All). (RE)

Issue/Problem/Deficiency: p Cntrct Not Clsd

p CONTRACTS NOT CLOSED (2.2.1.4)--Procedures are not followed in closing contracts in a timely manner (DLA). (DE)

CIM CONTRACT PAYMENT
REVALIDATED ISSUES/PROBLEMS/DEFICIENCIES

Issue/Problem/Deficiency: p Cross Dsbrsmt

p CROSS DISBURSEMENTS (2.2.1.4)--Cross disbursements within DoD neither are effective nor efficient (All). (RE)

Issue/Problem/Deficiency: p Dpndncy

p DEPENDENCY (2.1.1.2)--Contract Payment almost totally is dependent on sources outside the function for data necessary to effect timely and accurate payment (All).

Issue/Problem/Deficiency: p Flxblty

p FLEXIBILITY (2.2.1.4)--Present Contract Payment systems tend to lack the flexibility necessary to handle the wide variety of payment types processed within DoD (e.g., undefinitized prices/schedules, progress payments) (All). (IS)

Issue/Problem/Deficiency: p Inadqt Sys

p INADEQUATE SYSTEMS (2.1.1.2)--Current automated systems (both hardware and software) do not fully satisfy operational, functional and management requirements. Systems supporting other functional areas contain information upon which Contract Payment is extremely dependent, yet the systems' interfaces either are absent or ineffective. This causes numerous workaround procedures and contributes to late or erroneous payments (All).

Issue/Problem/Deficiency: p Inadqt Trng

p INADEQUATE TRAINING (2.2.1.4)--Current training programs often are inadequate and do not meet functional needs (All). (QS)

Issue/Problem/Deficiency: p Incnstnt Dcmt ID

p INCONSISTENT DOCUMENT IDENTIFICATION (2.2.1.4)-- Due to multiple sets of operating procedures, no single specific standard document identification number is perpetuated from the requisition to the payment (All). (NS)

Issue/Problem/Deficiency: p Intrnl Cntrl

p INTERNAL CONTROLS (2.2.1.4)--Systems to prevent duplicate or erroneous payments or the over-expenditure of contracts are inadequate (All). (IS)

CIM CONTRACT PAYMENT
REVALIDATED ISSUES/PROBLEMS/DEFICIENCIES

Issue/Problem/Deficiency: p Invc Imprprly Crtfd

p INVOICES IMPROPERLY CERTIFIED (2.2.1.4)-- Certifying officials are not personally pecuniarily liable for funds disbursed and therefore have little incentive to certify invoices properly (Navy, Marines). (AC)

Issue/Problem/Deficiency: p Mltpl Chain Of Cmnd

p MULTIPLE CHAINS OF COMMAND (2.2.1.4)--Multiple chains of command result in diffused accountability (Army, Navy, Air Force, Marine Corps). (AC)

Issue/Problem/Deficiency: p Mltry Stndrd

p MILITARY STANDARDS (2.2.1.4)--Military standards for processing payments are not adequate to support the payment of contracts and like-agreements or fully implemented by the Components (All). (IS)

Issue/Problem/Deficiency: p Nonstndrdzn

p NONSTANDARDIZATION (2.1.1.2)--Regulations are vague and ambiguous resulting in multiple interpretations. This lack of standardization inhibits efficiency and the ability to communicate between and within Components (All).

Issue/Problem/Deficiency: p Oblgn Not Estbd

p OBLIGATIONS NOT ESTABLISHED (2.2.1.4)--Obligations are not established in the official accounting records due to nonreceipt of contract modifications (All). (AC)

Issue/Problem/Deficiency: p Plcy Not Enfrcd

p POLICY NOT ENFORCED (2.2.1.4)--The current policy for accountability is not consistently enforced (All). (AC)

Issue/Problem/Deficiency: p Qlty Srv

p QUALITY SERVICE (2.1.1.2)--Management tends to focus on quantity versus quality. Work measurement standards stress quantity as well. The absence of Total Quality Management contributes to poor quality service (All).

CIM CONTRACT PAYMENT
REVALIDATED ISSUES/PROBLEMS/DEFICIENCIES

Issue/Problem/Deficiency: p Rcnclg Pymt Info

p RECONCILING PAYMENT INFORMATION (2.2.1.4)-- Reconciling payment information that is processed by other (TFOs) is difficult, due to the multiple sets of accounting records(All). (AC)

Issue/Problem/Deficiency: p Rcpt Of Dcmt

p RECEIPT OF DOCUMENTS (2.2.1.4)--Untimely receipt of contractual documents, acceptances and approvals often results in delayed payment and payment of unnecessary interest (All). (DE)

Issue/Problem/Deficiency: p Rgltry

p REGULATORY (2.1.1.2)--Changes are needed in regulatory requirements to allow Contract Payment to take advantage of state-of-the-art technologies and innovations. Multiple interpretations of regulations prevent effective communication within and between Components, as well as between the Government and its customers (All).

Issue/Problem/Deficiency: p Totl DoD Chrgbck Plcy

p TOTAL DoD CHARGEBACK POLICY (2.2.1.4)--The chargeback of prompt payment interest and penalties to the responsible activity's operating funds is required to promote accountability (All). (RE)

Issue/Problem/Deficiency: p Vldtn Mthd Not Utlzd

p VALIDATION METHODS NOT UTILIZED (2.2.1.4)-- Validation methods to control quality either are absent or not being fully utilized (All). (QS)

CIM CONTRACT PAYMENT
REVALIDATED OPPORTUNITIES

Opportunity: o Implmt Chrgbck Procdr

o IMPLEMENT CHARGEBACK PROCEDURES (2.2.1.4)-- Identify and charge interest to the party or parties responsible for causing the interest to exist.

Opportunity: o Implmt/Utlz Qlty Asurnc Progrm

o IMPLEMENT AND UTILIZE QUALITY ASSURANCE PROGRAM (2.2.1.4)-- Implement and utilize a quality assurance program to ensure data integrity.

Opportunity: o Imprv Acctblty

o IMPROVE ACCOUNTABILITY (2.2.1.4)--Hold originators accountable for the accuracy and timeliness of their data.

Opportunity: o Imprv Intrnl Cntrl

o IMPROVE INTERNAL CONTROLS (2.2.1.4)--Design systems with imbedded internal controls to prevent such events as duplicate payments, overdisbursed contracts and manual intervention.

Opportunity: o Imprvd Cmuncn

o IMPROVED COMMUNICATIONS (2.2.1.4) (2.1.1.2)--Improve communications through advanced technologies (e.g., Computer Aided Systems Engineering, Electronic Commerce, Image Processing Systems, Fourth Generation Languages and Computer Based Training).

Opportunity: o Mgmt Intiatv

o MANAGEMENT INITIATIVES (2.2.1.4) (2.1.1.2)--Use state-of-the-art management techniques to eliminate operational deficiencies and to enhance quality service.

Opportunity: o Stndrdz Fnctnl Area

o STANDARDIZE FUNCTIONAL AREAS (2.2.1.4) (2.1.1.2)--Focus on initiatives to centralize and standardize functional areas will result in standard regulations and procedures, a standard Contract Payment system and a single chain of command.

CIM CONTRACT PAYMENT
CURRENT FUNCTIONAL SUBPROCESSES

Subprocess: caab Mtch Bill

caab MATCH BILL (2.2.2.1)--Compares Paid Bill or Credit Bill to reimbursable order or requisition to assure that the amount charged against or credited to the account is correct.

Information Needed: Paid Bill, Credit Bill, Obligation

Information Produced: Unmatched Bill, Accepted Bill

Subprocess: caac Reslv Unmtchd Cndtn

caac RESOLVE UNMATCHED CONDITIONS (2.2.2.1)--Notifies buyers and sellers to resolve discrepancies and disputed billings.

Information Needed: Unmatched Bill

Information Produced: Payment Discrepancy Notification

Subprocess: cdab Rgstr Memo Or Reqst

cdab REGISTER MEMO OR REQUEST (2.2.2.1)--Records credit memo or payment request information necessary to establish it in the register, annotates date and time of receipt and returns memo or request when appropriate.

Information Needed: Credit Memo, Payment Request, Terminated Entitlement, Rejected Request, Duplicate Payment Request

Information Produced: Registered Credit Memo, Registered Payment Request, Returned Request, Returned Credit Memo

Subprocess: cdac Ensure NonDupn

cdac ENSURE NONDUPLICATION (2.2.2.1)--Searches the inventory to ensure credit memo or payment request has not been previously processed.

Information Needed: Registered Credit Memo, Registered Request, Inventory Status

Information Produced: Unduplicated Payment Request, Unduplicated Credit Memo, Duplicate Memo/Request

CIM CONTRACT PAYMENT
CURRENT FUNCTIONAL SUBPROCESSES

Subprocess: cdad Estb Trgt Date

cdad ESTABLISH TARGET DATE (2.2.2.1)--Determines a potential collection or payment date based on information contained in the credit memo or payment request (e.g., voluntary discount terms). Establishes initial priority for processing credit memos or payment requests.

Information Needed: Unduplicated Credit Memo, Unduplicated Payment Request, Payment Rules

Information Produced: Targeted Payment Request, Targeted Credit Memo

Subprocess: cdae Vrfy Ownrshp

cdae VERIFY OWNERSHIP (2.2.2.1)--Determines if the credit memo or payment request is designated to be processed by the receiving Contract Payment activity.

Information Needed: Targeted Credit Memo, Targeted Payment Request, Administrative Details

Information Produced: Valid Payment Request, Valid Credit Memo, Request for Missing/Corrected Information, Unowned Memo/Request

Subprocess: cdbb Dtrmn Stts

cdbb DETERMINE STATUS (2.2.2.1)--Reviews accounting, disbursing and entitlement information to determine status of the credit memo and updates accounts receivable.

Information Needed: Valid Credit Memo, Acceptance, Approval, Performance Terms

Information Produced: Adjustment

Subprocess: cdbc Ensure Pymt Reqst Cmpltns

cdbc ENSURE PAYMENT REQUEST COMPLETENESS (2.2.2.1)--Reviews all available entitlement information for evidence that all performance terms and conditions have been met and payment can continue to be processed.

Information Needed: Valid Credit Memo, Valid Payment Request, Performance Terms, Approval Information, Acceptance/Receiving Information

Information Produced: Entitlement, Discrepant/Incomplete Conditions

Subprocess: cdbd Reslv Dscrpncy

cdbd RESOLVE DISCREPANCIES (2.2.2.1)--Interacts with appropriate functional activities to obtain missing or corrected information to complete entitlement determination.

Information Needed: Discrepant/Incomplete Conditions

Information Produced: Request for Missing/Corrected Information, Rejected Request

Subprocess: cdbe Estb Pymt Due Date

cdbe ESTABLISH PAYMENT DUE DATE (2.2.2.1)--Determines the date the payment request must be paid in order to take an advantageous discount or avoid interest penalties.

Information Needed: Entitlement, Payment Terms, Payment Rules

Information Produced: Validated Entitlement

Subprocess: chab Dtrmn Gross Amt

chab DETERMINE GROSS AMOUNT (2.2.2.1)--Compares entitlement information and calculates the gross amount due.

Information Needed: Validated Entitlement, Funding Details, Payment Terms, Rejected Payment

Information Produced: Gross Payment, Insufficient Funds Notice

Subprocess: chac Prfrm Anlys/Rcncln

chac PERFORM ANALYSIS AND RECONCILIATION (2.2.2.1)--Analyzes funding deficiencies and takes appropriate action.

Information Needed: Insufficient Funds Notice, Payment Terms, Funding Details, Inventory Status

Information Produced: Funding Adjustment, Request for Contractual Details

Subprocess: chad Susps Pymt

chad SUSPENSE PAYMENT (2.2.2.1)--Suspenses payment for disbursement on the proper date, provides for early release or delays for outlay management purposes and captures required reporting information (e.g., early release).

Information Needed: Gross Payment, Release Requirements

Information Produced: Pending Payment, Suspense Payment Details, Terminated Entitlement

Subprocess: chbb Dtrmn Adjstmt

chbb DETERMINE ADJUSTMENTS (2.2.2.1)--Calculates the deductions to be applied to the gross amount prior to payment (e.g., discounts, recoupments, receivables).

Information Needed: Pending Payment, Payment Terms, Funding Details

Information Produced: Adjusted Payment, Late Payment

Subprocess: chbc Cmpt Intrst

chbc COMPUTE INTEREST (2.2.2.1)--Calculates and captures information concerning the interest and/or penalties due on late payments.

Information Needed: Late Payment, Payment Rules

Information Produced: Interest Payment

Subprocess: chbd Vrfy Pymt Ablty

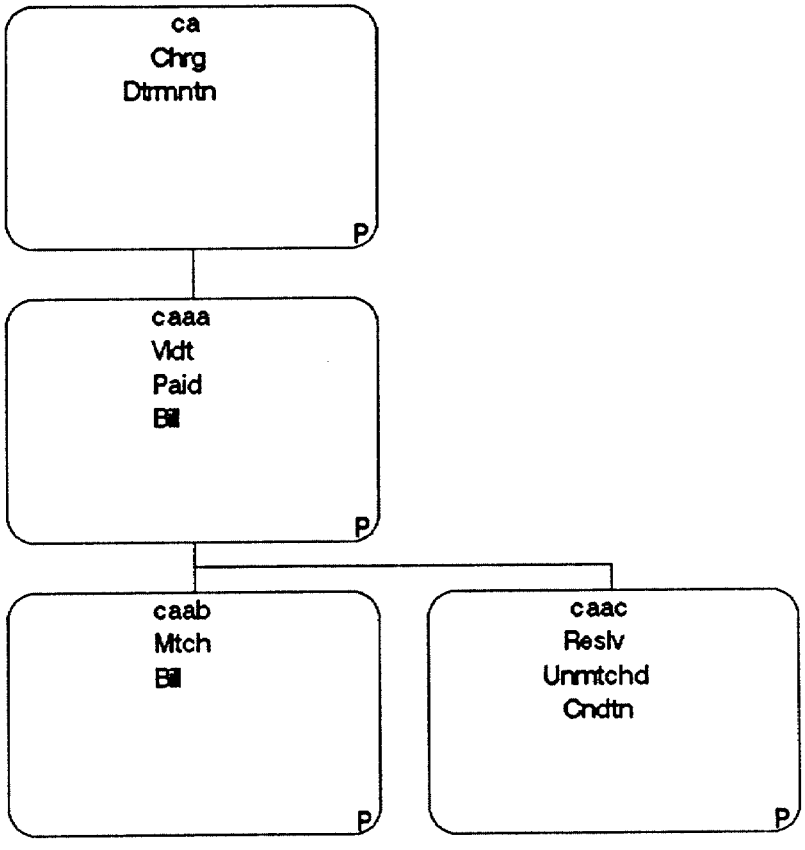
chbd VERIFY PAYMENT ABILITY (2.2.2.1)--Determines fund availability and certifies payment for release.

Information Needed: Adjusted Payment, Interest Payment, Funding Details, Expenditure Authority (FMS)

Information Produced: Certified Payment, Rejected Payment

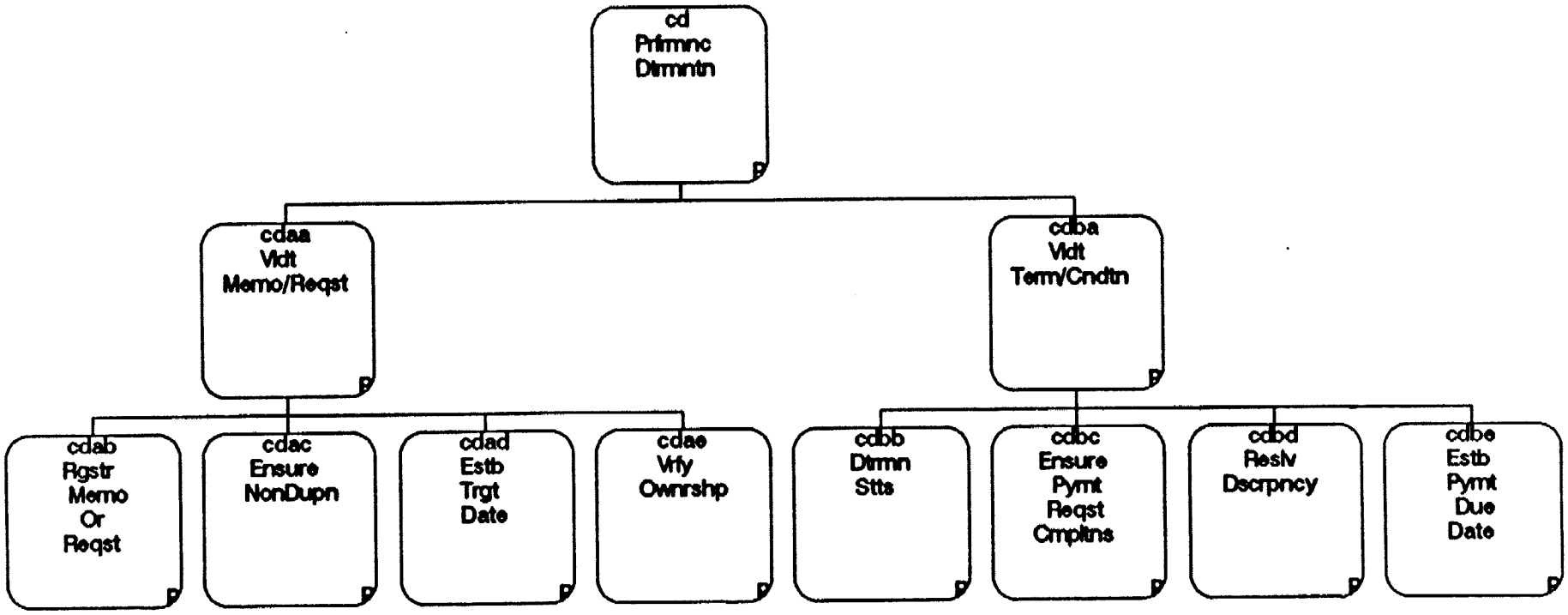
Current Functional Activity to Process/Subprocesses (2.2.2.1)

June 6, 1991 2:25pm



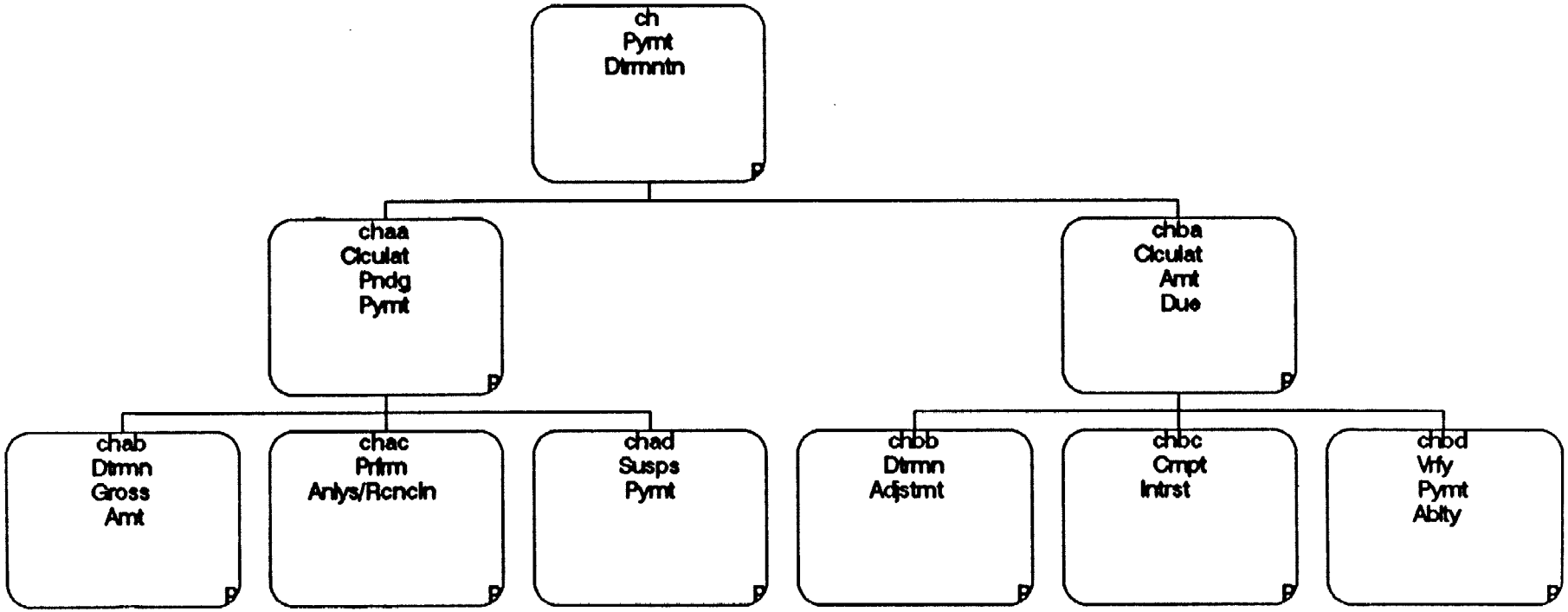
Current Functional Activity to Processes/Subprocesses (2.2.2.1)

June 6, 1991 2:29pm



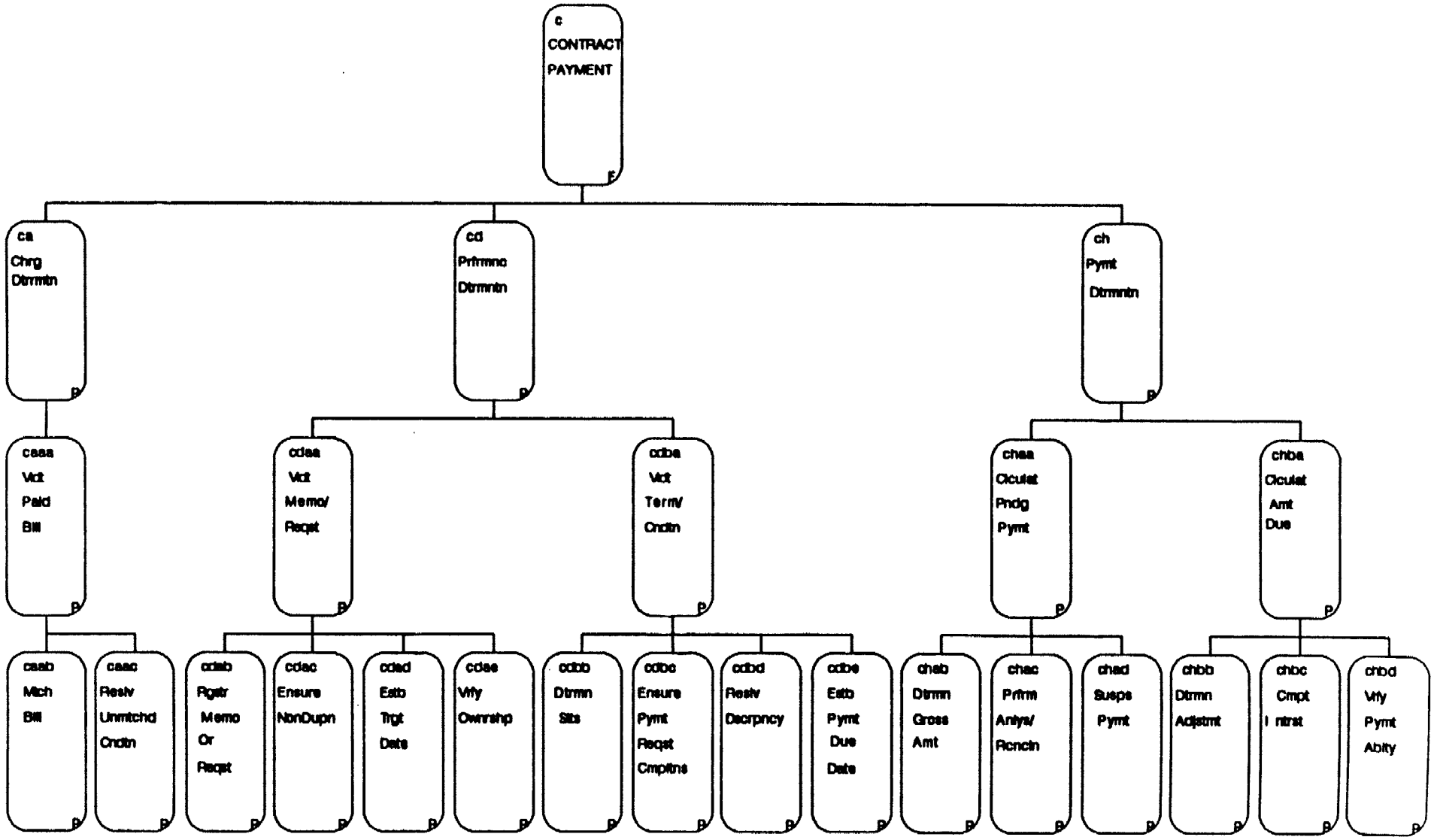
Current Functional Activity to Processes/Subprocesses (2.2.2.1)

June 6, 1991 2:34pm



Current Functional Activities to Processes/Subprocesses (2.2.2.1)

June 6, 1991 2:49pm



CIM CONTRACT PAYMENT
CURRENT BUSINESS PRACTICES

Business Practice: caabzz Vldtn

caabzz VALIDATION (2.2.2.2)--Paid bills are validated to assure the amount charged agrees with the reimbursable order.

Business Practice: caaczz Dsptd Bill

caaczz DISPUTED BILLS (2.2.2.2)--Discrepancies or disputed bills are resolved by contacting the buyer or seller.

Business Practice: caaczz Intrfnd

caaczz INTERFUND (2.2.2.2)--Interfund bills can be disputed only if their dollar amounts exceed prescribed limits and must be absorbed by the billed activity if under the limits.

Business Practice: cdaazz Prrty

cdaazz PRIORITY (2.2.2.2)--Due date is the factor used to prioritize work within Contract Payment.

Business Practice: cdaazz Unpybl Reqst

cdaazz UNPAYABLE REQUESTS (2.2.2.2)--All unpayable requests are returned to the submitter, together with all known errors and/or reasons identified, no later than the limit specified by statutory or regulatory guidance.

Business Practice: cdabzz Cntrl

cdabzz CONTROL (2.2.2.2)--All credit memos and payment requests received are accounted for by Contract Payment.

Business Practice: cdabzz Inqry

cdabzz INQUIRY (2.2.2.2)--All hard copy information requests reflect the date and time received.

Business Practice: cdabzz Rcpt

cdabzz RECEIPT (2.2.2.2)--All credit memos and payment requests reflect the date and time received by Contract Payment.

CIM CONTRACT PAYMENT
CURRENT BUSINESS PRACTICES

Business Practice: cdabzz Recrd

cdabzz RECORD (2.2.2.2)--All credit memos and payment requests are recorded within two business days of receipt.

Business Practice: cdadzz Trgt Due Date

cdadzz TARGET DUE DATE (2.2.2.2)--The potential due date is based upon the type of credit memo or payment request received and processing is prioritized accordingly.

Business Practice: cdbbzz Crdt Memo

cdbbzz CREDIT MEMOS (2.2.2.2)--Credit memos are reviewed to assure that they are applied to the correct account.

Business Practice: cdbczz Dcmtn

cdbczz DOCUMENTATION (2.2.2.2)--Prior to payment certification, the following additional documentation must be present: the contract or like-agreement, evidence of performance and necessary approvals.

Business Practice: cdbczz Splt Invc Pymt

cdbczz SPLIT INVOICE PAYMENTS (2.2.2.2)--Partial invoice payments are processed when appropriate.

Business Practice: cdbdzz Dscrpncy Rsltn

cdbdzz DISCREPANCY RESOLUTION (2.2.2.2)--Requests for missing or corrected information are pursued until resolved.

Business Practice: cdbdzz Ntfcn

cdbdzz NOTIFICATION (2.2.2.2)--Contract Payment provides activities with notification of missing/erroneous information.

Business Practice: cdbezz Due Date

cdbezz DUE DATES (2.2.2.2)--Payment due dates are established according to statutory and regulatory guidance.

Business Practice: chaazz Prrtzn

chaazz PRIORITIZATION (2.2.2.2)--Payment due date is the factor used to prioritize work within Contract Payment.

Business Practice: chabzz Pymt Lmt

chabzz PAYMENT LIMITS (2.2.2.2)--The gross amount payable is limited to that authorized by the terms and conditions of the contractual agreement and the balance of available ULO annotated in the subsidiary Commercial Accounts Ledgers or official accounting records.

Business Practice: chaczz Ntfcn

chaczz NOTIFICATION (2.2.2.2)--Contract Payment provides activities with notification of missing/erroneous information.

Business Practice: chaczz Rcncln

chaczz RECONCILIATION (2.2.2.2)--Funding deficiencies are pursued until resolved.

Business Practice: chadzz Early Rels

chadzz EARLY RELEASE (2.2.2.2)--Appropriate authorization is required to release payments earlier than the timeframe specified by regulatory guidance.

Business Practice: chadzz Jstfctn

chadzz JUSTIFICATION (2.2.2.2)--The reason for early release of payments is properly documented.

Business Practice: chadzz Rels

chadzz RELEASE (2.2.2.2)--Excluding self-reimbursed charges, like-agreements are scheduled and released when all terms and conditions are met.

Business Practice: chadzz Schdld Rels

chadzz SCHEDULED RELEASE (2.2.2.2)--All commercial payments are scheduled for release in accordance with statutory and regulatory guidance.

Business Practice: chbbzz Ofset

chbbzz OFFSET (2.2.2.2)--Accounts receivable that are valid for offset are collected against the first available payment.

Business Practice: chbcaa Late Dcmtn

chbcaa LATE DOCUMENTATION (2.2.2.2)--Supporting documentation is "late" if it reaches the Contract Payment office after close of business on the day that is one-half the payment period.

Business Practice: chbcad Chrgbck

chbcad CHARGEBACK (2.2.2.2)--Prompt Payment interest incurred is charged to the responsible activity if such activity is within the Component.

Business Practice: chbcfh Totl Amt

chbcfh TOTAL AMOUNT (2.2.2.2)--Interest amount due is routinely included in the total amount due.

Business Practice: chbcmn Intrst Idntfd

chbcmn INTEREST IDENTIFIED (2.2.2.2)--Prompt Payment interest charges are identified to the accountable station level.

Business Practice: chbczz Intrst

chbczz INTEREST (2.2.2.2)--Interest due is calculated and reported in accordance with the Prompt Payment Act and implementing regulations.

Business Practice: chbczz Intrst Incrd

chbczz INTEREST INCURRED (2.2.2.2)--Prompt Payment interest charges incurred are identified as to the cause.

Business Practice: chbczz Pnlty

chbczz PENALTIES (2.2.2.2)--Interest penalties are due if interest owed is not paid within 10 days of the payment request paid date.

Business Practice: chbdaa Lblty

chbdaa LIABILITY (2.2.2.2)--Personal pecuniary liability is deemed to reside with the official certifying the payment.

CIM CONTRACT PAYMENT
CURRENT BUSINESS PRACTICES

Business Practice: chbddf Accts Cntrl

chbddf ACCOUNTS CONTROL (2.2.2.2)--Entries (i.e., daily business) made to the system are balanced daily.

Business Practice: chbdth Precrtfcn

chbdth PRECERTIFICATION (2.2.2.2)--Persons in organizations external to Contract Payment are granted authority to compute and precertify contractual payments.

Business Practice: chbdzz Crtfcn

chbdzz CERTIFICATION (2.2.2.2)--Payments are released for disbursement based on final certification by authorized personnel.

Current Business Practices to Processes (2.2.2.2)

June 6, 1991 1:40pm

	caaa Vldt Paid Bill	cdaa Vldt Memo/Reqst	cdba Vldt Term/Cndtn	chaa Clculat Pndg Pymt	chba Clculat Amt Due
caabzz Vldtn	✓				
caaczz Dsptd Bill	✓				
caaczz Intrfnd	✓				
cdaazz Prrty		✓			
cdaazz Unpybl Reqst		✓			
cdabzz Cntrl		✓			
cdabzz Inqry		✓			
cdabzz Rcpt		✓			
cdabzz Recrd		✓			
cdadzz Trgt Due Date		✓			
cdbbzz Crdt Memo			✓		
cdbczz Dcmtn			✓		
cdbczz Splt Invc Pymt			✓		
cdbdzz Dscrpncy Rsltn			✓		
cdbdzz Ntfcn			✓		
cdbezz Due Date			✓		
chaazz Prrtzn				✓	
chabzz Pymt Lmt				✓	
chaczz Ntfcn				✓	
chaczz Rcncln				✓	
chadzz Early Rels				✓	
chadzz Jstfctn				✓	
chadzz Rels				✓	
chadzz Schdld Rels				✓	
chbbzz Ofset					✓
chbcaa Late Dcmtn					✓
chbcad Chrgbck					✓
chbcfh Totl Amt					✓
chbcmn Intrst Idntfd					✓
chbczz Intrst					✓
chbczz Intrst Incrd					✓
chbczz Pnlty					✓
chbdaa Lblty					✓
chbddf Accts Cntrl					✓
chbdth Precrtfcn					✓
chbdzz Crtfcn					✓

Current Business Practices to Processes/Subprocesses (2.2.2.2)

(Charge Determination and Performance Determination)

June 10, 1991 9:50am

	caaa Vldt Paid Bill	caab Mtch Bill	caac Reslv Unmtchd Cndtn	cdaa Vldt Memo/Reqst	cdab Rgstr Memo Or Reqst	cdac Ensure NonDupn	cdad Estb Trgt Date	cdae Vrfy Ownrshp	cdba Vldt Term/Cndtn	cdbb Dtrmn Stts	cdbc Ensure Pymt Reqst Cmpltns	cdbd Reslv Dscrpncy	cdbe Estb Pymt Due Date
caabzz Vldtn	√	√											
caaczz Dsptd Bill	√		√										
caaczz Intrfnd	√		√										
cdaazz Prrty				√	√	√	√	√					
cdaazz Unpybl Reqst				√	√	√	√	√					
cdabzz Cntrl				√	√								
cdabzz Inqry				√	√								
cdabzz Rcpt				√	√								
cdabzz Recrd				√	√								
cdadzz Trgt Due Date				√			√						
cdbbzz Crdt Memo									√	√			
cdbczz Dcmtn									√		√		
cdbczz Splt Invc Pymt									√		√		
cdbdzz Dscrpncy Rsltn									√			√	
cdbdzz Ntfcn									√			√	
cdbezz Due Date									√				√

Current Business Practices to Processes/Subprocesses (2.2.2.2)

(Payment Determination)

June 10, 1991 9:51am

	chaa Clculat Pndg Pymt	chab Dtrmn Gross Amt	chac Prfrm Anlys/Rcncln	chad Susps Pymt	chba Clculat Amt Due	chbb Dtrmn Adjstmt	chbc Cmpt Intrst	chbd Vrfy Pymt Ablty
chaazz Prrtzn	√	√	√	√				
chabzz Pymt Lmt	√	√						
chaczz Ntfcn	√		√					
chaczz Rcncln	√		√					
chadzz Early Rels	√			√				
chadzz Jstfctn	√			√				
chadzz Rels	√			√				
chadzz Schdld Rels	√			√				
chbbzz Ofset					√	√		
chbcaa Late Dcmtn					√		√	
chbcad Chrgbck					√		√	
chbcfh Totl Amt					√		√	
chbcmn Intrst Idntfd					√		√	
chbczz Intrst					√		√	
chbczz Intrst Incrd					√		√	
chbczz Pnlty					√		√	
chbdaa Lblty					√			√
chbddf Accts Cntrl					√			√
chbdth Precrtfcn					√			√
chbdzz Crtfcn					√			√

Current Processes/Subprocesses to Organizations (2.2.2.3)

June 6, 1991 1:49pm

	czza Secy Dfns	caab Secy Army	caac ASA (FM)	caad USAFINCOM	caae MACOMs	caaf Subordnt Intermdt Cmnd	caag Suprvsry/Gen Oprtg Agcy	caah Instln Cmndr	caai Acctg Ofc	caaj Apropn Acctg	caaj CAP
caaa Vldt Paid Bill			PO	SU	SU	SU	SU	SU	SU	PE	
caab Mtch Bill			PO	SU	SU	SU	SU	SU	SU	PE	
caac Reslv Unmtchd Cndtn			PO	SU	SU	SU	SU	SU	SU	PE	
cdaa Vldt Memo/Reqst			PO	SU	SU	SU	SU	SU	SU	PE	PE
cdab Rgstr Memo Or Reqst			PO	SU	SU	SU	SU	SU	SU		PE
cdac Ensure NonDupn			PO	SU	SU	SU	SU	SU	SU	PE	PE
cdad Estb Trgt Date			PO	SU	SU	SU	SU	SU	SU		PE
cdae Vrfy Ownrshp			PO	SU	SU	SU	SU	SU	SU	PE	PE
cdba Vldt Term/Cndtn			PO	SU	SU	SU	SU	SU	SU		PE
cdbb Dtrmn Stts			PO	SU	SU	SU	SU	SU	SU	PE	PE
cdbc Ensure Pymt Reqst Cmpltns			PO	SU	SU	SU	SU	SU	SU	PE	PE
cdbd Reslv Dscrpncy			PO	SU	SU	SU	SU	SU	SU	PE	PE
cdbe Estb Pymt Due Date			PO	SU	SU	SU	SU	SU	SU		PE
chaa Clculat Pndg Pymt			PO	SU	SU	SU	SU	SU	SU		PE
chab Dtrmn Gross Amt			PO	SU	SU	SU	SU	SU	SU		PE
chac Prfrm Anlys/Rcncln			PO	SU	SU	SU	SU	SU	SU	PE	PE
chad Susps Pymt			PO	SU	SU	SU	SU	SU	SU		PE
chba Clculat Amt Due			PO	SU	SU	SU	SU	SU	SU		PE
chbb Dtrmn Adjstmt			PO	SU	SU	SU	SU	SU	SU	PE	PE
chbc Cmpt Intrst			PO	SU	SU	SU	SU	SU	SU		PE
chbd Vrfy Pymt Ablty			PO	SU	SU	SU	SU	SU	SU	PE	PE

PO-Policy Making, making policy for the functional activity.

PE-Performance/Evaluation, performing or executing the functional activity.

BO-Both Policy and Performance, both policy making and performance.

SU-Support, providing significant support to the functional activity.

*-No involvement (Blank)

Current Processes/Subprocesses to Organizations (2.2.2.3)

June 6, 1991 1:54pm

	czza Secy Dfns	cmnb Secy Navy	cmnc ASN(FM)/NC	cnnd Mjr Nvl Orgzn	cmne Acctg Ofc	cnne Dsbrsg Ofc/FIPC	cnnf Pblc Vchr/Cmrcl Acct
caaa Vldt Paid Bill		PO	PO	SU	PE		
caab Mtch Bill			PO	SU	PE		
caac Reslv Unmtchd Cndtn			PO	SU	PE		
cdaa Vldt Memo/Reqst		PO	PO	PE		SU	PE
cdab Rgstr Memo Or Reqst			PO			SU	PE
cdac Ensure NonDupn			PO	SU		SU	PE
cdad Estb Trgt Date			PO			SU	PE
cdae Vrfy Ownrshp			PO	PE		SU	PE
cdba Vldt Term/Cndtn		PO	PO	SU		SU	PE
cdbb Dtrmn Stts			PO	SU		SU	PE
cdbc Ensure Pymt Reqst Cmpltns			PO	PE		SU	PE
cdbd Reslv Dscrpncy			PO	SU		SU	PE
cdbe Estb Pymt Due Date			PO			SU	PE
chaa Clculat Pndg Pymt		PO	PO			SU	PE
chab Dtrmn Gross Amt			PO			SU	PE
chac Prfrm Anlys/Rcncln			PO	SU		SU	PE
chad Susps Pymt			PO			SU	PE
chba Clculat Amt Due		PO	PO			SU	PE
chbb Dtrmn Adjstmt			PO			SU	PE
chbc Cmpt Intrst			PO			SU	PE
chbd Vrfy Pymt Ablty			PO	PE		SU	PE

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PE-Performance/Evaluation, performing or executing the functional activity.

BO-Both Policy and Performance, both policy making and performance.

SU-Support, providing significant support to the functional activity.

*-No involvement (Blank)

Current Processes/Subprocesses to Organizations (2.2.2.3)

June 6, 1991 1:51pm

	czza Secy Dfns	cffb Secy AF	cffc ASAF (FM/Cmptrlr)	cffd Mjr Air Cmnd	cffe Base AFO	cfff Cmrcl Srv
caaa Vldt Paid Bill		PO	PO	SU	PE	PE
caab Mtch Bill		PO	PO	SU	SU	PE
caac Reslv Unmtchd Cndtn		PO	PO	SU	SU	PE
cdaa Vldt Memo/Reqst		PO	PO	SU	PE	PE
cdab Rgstr Memo Or Reqst		PO	PO	SU	SU	PE
cdac Ensure NonDupn		PO	PO	SU	SU	PE
cdad Estb Trgt Date		PO	PO	SU	SU	PE
cdae Vrfy Ownrshp		PO	PO	SU	SU	PE
cdba Vldt Term/Cndtn		PO	PO	SU	PE	PE
cdbb Dtrmn Stts		PO	PO	SU	PE	PE
cdbc Ensure Pymt Reqst Cmpltns		PO	PO	SU	SU	PE
cdbd Reslv Dscrpncy		PO	PO	SU	SU	PE
cdbe Estb Pymt Due Date		PO	PO	SU	SU	PE
chaa Clculat Pndg Pymt		PO	PO	SU	PE	PE
chab Dtrmn Gross Amt		PO	PO	SU	SU	PE
chac Prfrm Anlys/Rcncln		PO	PO	SU	SU	PE
chad Susps Pymt		PO	PO	SU	SU	PE
chba Clculat Amt Due		PO	PO	SU	PE	PE
chbb Dtrmn Adjstmt		PO	PO	SU	SU	PE
chbc Cmpt Intrst		PO	PO	SU	SU	PE
chbd Vrfy Pymt Ablty		PO	PO	SU	SU	PE

PO-Policy Making, making policy for the functional activity.

PE-Performance/Evaluation, performing or executing the functional activity.

BO-Both Policy and Performance, both policy making and performance.

SU-Support, providing significant support to the functional activity.

*-No involvement (Blank)

Current Processes/Subprocesses to Organizations (2.2.23)

June 6, 1991 1:53pm

	czza Secy Dfns	cmnb Secy Navy	cmnc ASN(FM)/NC	cmmd FD USMC	cmne Acctg Ofc	cmme Dsbrsg Ofc	cmmf Pblc Vchr/Cmrcl Acct
caaa Vldt Paid Bill		PO	PO	SU	PE		
caab Mtch Bill			PO	SU	PE		
caac Reslv Unmtchd Cndtn			PO	SU	PE		
cdaa Vldt Memo/Reqst		PO	PO	SU		SU	PE
cdab Rgstr Memo Or Reqst			PO	SU		SU	PE
cdac Ensure NonDupn			PO	SU		SU	PE
cdad Estb Trgt Date			PO	SU		SU	PE
cdae Vrfy Ownrshp			PO	SU		SU	PE
cdba Vldt Term/Cndtn		PO	PO	SU		SU	PE
cdbb Dtrmn Stts			PO	SU		SU	PE
cdbc Ensure Pymt Reqst Cmpltns			PO	SU		SU	PE
cdbd Reslv Dscrpncy			PO	SU		SU	PE
cdbe Estb Pymt Due Date			PO	SU		SU	PE
chaa Clculat Pndg Pymt		PO	PO	SU		SU	PE
chab Dtrmn Gross Amt			PO	SU		SU	PE
chac Prfrm Anlys/Rcncln			PO	SU		SU	PE
chad Susps Pymt			PO	SU		SU	PE
chba Clculat Amt Due		PO	PO	SU		SU	PE
chbb Dtrmn Adjstmt			PO	SU		SU	PE
chbc Cmpt Intrst			PO	SU		SU	PE
chbd Vrfy Pymt Abltу			PO	SU		SU	PE

PO-Policy Making, making policy for the functional activity.

PE-Performance/Evaluation, performing or executing the functional activity.

BO-Both Policy and Performance, both policy making and performance.

SU-Support, providing significant support to the functional activity.

*-No involvement (Blank)

Current Processes/Subprocesses to Organizations (2.2.23)

June 6, 1991 1:50pm

	czza Secy Dfns	cdob Undr Secy Acqsn	cddc DLA	cddd DCMC	cddd Depot	cddd Spply Ctr	cddd Srv Ctr	cdde DCMDs	cdde DCMOO	cddf TMOs
caaa Vldt Paid Bill			PO		PE	PE	SU	PE	PE	PE
caab Mtch Bill			PO		PE	PE	SU	PE	PE	PE
caac Reslv Unmtchd Cndtn			PO		PE	PE	SU	PE	PE	PE
cdaa Vldt Memo/Reqst			PO		PE	PE	SU	PE	PE	PE
cdab Rgstr Memo Or Reqst			PO		PE	PE	SU	PE	PE	PE
cdac Ensure NonDupn			PO		PE	PE	SU	PE	PE	PE
cdad Estb Trgt Date			PO		PE	PE	SU	PE	PE	PE
cdae Vrfy Ownrshp			PO		PE	PE	SU	PE	PE	PE
cdba Vldt Term/Cndtn			PO		PE	PE	SU	PE	PE	PE
cdbb Dtrmn Stts			PO		PE	PE	SU	PE	PE	PE
cdbc Ensure Pymt Reqst Cmpltns			PO		PE	PE	SU	PE	PE	PE
cdbd Reslv Dscrpncy			PO		PE	PE	SU	PE	PE	PE
cdbe Estb Pymt Due Date			PO		PE	PE	SU	PE	PE	PE
chaa Clculat Pndg Pymt			PO		PE	PE	SU	PE	PE	PE
chab Dtrmn Gross Amt			PO		PE	PE	SU	PE	PE	PE
chac Prfrm Anlys/Rcncln			PO		PE	PE	SU	PE	PE	PE
chad Susps Pymt			PO		PE	PE	SU	PE	PE	PE
chba Clculat Amt Due			PO		PE	PE	SU	PE	PE	PE
chbb Dtrmn Adjstmt			PO		PE	PE	SU	PE	PE	PE
chbc Cmpt Intrst			PO		PE	PE	SU	PE	PE	PE
chbd Vrfy Pymt Ablty			PO		PE	PE	SU	PE	PE	PE

PO-Policy Making, making policy for the functional activity.

PE-Performance/Evaluation, performing or executing the functional activity.

BO-Both Policy and Performance, both policy making and performance.

SU-Support, providing significant support to the functional activity.

*-No involvement (Blank)

Current Processes/Subprocesses to Organizations (2.2.2.3)

June 6, 1991 1:58pm

	czza Secy Dfns	cssb DoD Cmptrlr	cssc DFAS	cssd DFAS CL	cssd DFAS CO	cssd DFAS DE	cssd DFAS IN	cssd DFAS KC	cssd DFAS WC
caaa Vldt Paid Bill			PO		PE	PO	BO	BO	PO
caab Mtch Bill			PO		PE	PO	BO	BO	PO
caac Reslv Unmtchd Cndtn			PO		PE	PO	BO	BO	PO
cdaa Vldt Memo/Reqst			PO		PE	PO	BO	BO	PO
cdab Rgstr Memo Or Reqst			PO		PE	PO	BO	BO	PO
cdac Ensure NonDupn			PO		PE	PO	BO	BO	PO
cdad Estb Trgt Date			PO		PE	PO	BO	BO	PO
cdae Vrfy Ownrshp			PO		PE	PO	BO	BO	PO
cdba Vldt Term/Cndtn			PO		PE	PO	BO	BO	PO
cdbb Dtrmn Stts			PO		PE	PO	BO	PO	PO
cdbc Ensure Pymt Reqst Cmplitns			PO		PE	PO	BO	BO	PO
cdbd Reslv Dscrpncy			PO		PE	PO	BO	BO	PO
cdbe Estb Pymt Due Date			PO		PE	PO	BO	BO	PO
chaa Clculat Pndg Pymt			PO		PE	PO	BO	BO	PO
chab Dtrmn Gross Amt			PO		PE	PO	BO	BO	PO
chac Prfrm Anlys/Rcncln			PO		PE	PO	BO	BO	PO
chad Susps Pymt			PO		PE	PO	BO	BO	PO
chba Clculat Amt Due			PO		PE	PO	BO	BO	PO
chbb Dtrmn Adjstmt			PO		PE	PO	BO	BO	PO
chbc Cmpt Intrst			PO		PE	PO	BO	BO	PO
chbd Vrfy Pymt Abilty			PO		PE	PO	BO	BO	PO

PO-Policy Making, making policy for the functional activity.

PE-Performance/Evaluation, performing or executing the functional activity.

BO-Both Policy and Performance, both policy making and performance.

SU-Support, providing significant support to the functional activity.

*-No involvement (Blank)

Current Processes/Subprocesses to Organizations (2.2.2.3)

June 10, 1991 9:57am

	czza Secy Dfns	coob NSA	cooc DCA	cood DCA Cmptrlr	cooe DCA Acctg/Fnnc Div	coof DCA Cmrcl Svc Br	coog DCA DECCO
caaa Vldt Paid Bill		BO	SU	PO	PE	PE	PE
caab Mtch Bill		BO	SU	PO	PE	PE	PE
caac Reslv Unmtchd Cndtn		BO	SU	PO	PE	PE	PE
cdaa Vldt Memo/Reqst		BO	SU	PO	PE	PE	PE
cdab Rgstr Memo Or Reqst		BO	SU	PO	PE	PE	PE
cdac Ensure NonDupn		BO	SU	PO	PE	PE	PE
cdad Estb Trgt Date		BO	SU	PO	PE	PE	PE
cdae Vrfy Ownrshp		BO	SU	PO	PE	PE	PE
cdba Vldt Term/Cndtn		BO	SU	PO	PE	PE	PE
cdbb Dtrmn Stts		BO	SU	PO	PE	PE	PE
cdbc Ensure Pymt Reqst Cmpltns		BO	SU	PO	PE	PE	PE
cdbd Reslv Dscrpncy		BO	SU	PO	PE	PE	PE
cdbe Estb Pymt Due Date		BO	SU	PO	PE	PE	PE
chaa Clculat Pndg Pymt		BO	SU	PO	PE	PE	PE
chab Dtrmn Gross Amt		BO	SU	PO	PE	PE	PE
chac Prfrm Anlys/Rcncln		BO	SU	PO	PE	PE	PE
chad Susps Pymt		BO	SU	PO	PE	PE	PE
chba Clculat Amt Due		BO	SU	PO	PE	PE	PE
chbb Dtrmn Adjstmt		BO	SU	PO	PE	PE	PE
chbc Cmpt Intrst		BO	SU	PO	PE	PE	PE
chbd Vrfy Pymt Ablty		BO	SU	PO	PE	PE	PE

PO-Policy Making, making policy for the functional activity.

PE-Performance/Evaluation, performing or executing the functional activity.

BO-Both Policy and Performance, both policy making and performance.

SU-Support, providing significant support to the functional activity.

*-No involvement (Blank)

Current Processes/Subprocesses to Organizations (2.2.2.3)

June 10, 1991 1:00pm

	czza Secy Dfns	cdob Undr Secy Acqsn	cooc DeCA	cooc DMA	cood DMA Cmptrlr	cooe DMA Fnnc/Acctg Div	coof DMA Acctg/Fnnc Div	coog DMA Cmrcl Svc Sctn
caaa Vldt Paid Bill			BO	BO	PO	PE	SU	PE
caab Mtch Bill			BO	BO	PO	PO	SU	PE
caac Reslv Unmtchd Cndtn			BO	BO	PO	PO	SU	PE
cdaa Vldt Memo/Reqst			BO	BO	PO	PE	SU	PE
cdab Rgstr Memo Or Reqst			BO	BO	PO	PO	SU	PE
cdac Ensure NonDupn			BO	BO	PO	PO	SU	PE
cdad Estb Trgt Date			BO	BO	PO	PO	SU	PE
cdae Vrfy Ownrshp			BO	BO	PO	PO	SU	PE
cdba Vldt Term/Cndtn			BO	BO	PO	PE	SU	PE
cdbb Dtrmn Stts			BO	BO	PO	PO	SU	PE
cdbc Ensure Pymt Reqst Cmpltns			BO	BO	PO	PO	SU	PE
cdbd Reslv Dscrpncy			BO	BO	PO	PO	SU	PE
cdbe Estb Pymt Due Date			BO	BO	PO	PO	SU	PE
chaa Clculat Pndg Pymt			BO	BO	PO	PE	SU	PE
chab Dtrmn Gross Amt			BO	BO	PO	PO	SU	PE
chac Prfrm Anlys/Rcncln			BO	BO	PO	PO	SU	PE
chad Susps Pymt			BO	BO	PO	PO	SU	PE
chba Clculat Amt Due			BO	BO	PO	PE	SU	PE
chbb Dtrmn Adjstmt			BO	BO	PO	PO	SU	PE
chbc Cmpt Intrst			BO	BO	PO	PO	SU	PE
chbd Vrfy Pymt Ablty			BO	BO	PO	PO	SU	PE

PO-Policy Making, making policy for the functional activity.

PE-Performance/Evaluation, performing or executing the functional activity.

BO-Both Policy and Performance, both policy making and performance.

SU-Support, providing significant support to the functional activity.

*-No involvement (Blank)

Current Processes/Subprocesses to Organizations (2.2.2.3)

June 10, 1991 9:38am

	coob Undr Secy Plcy	cooc DNA	coodAFRRI	cood DNA Cmptrlr	cood DNA Fld Cmnd	cooe AFRRI Cmptrlr	cooe DNA Fld Cmnd Cmptrlr	cooe DNA Fnnc/Acctg Ofcr	coofAFRRI F&A Ofc	coof DNA Cmrcl Acct	coof DNA Fld Fnnc/Acctg Ofc
caaa Vldt Paid Bill		BO	PO	PO	PO	PO	PO	PO	PE	PE	PE
caab Mtch Bill		BO	PO	PO	PO	PO	PO	PO	PE	PE	PE
caac Reslv Unmtchd Cndtn		BO	PO	PO	PO	PO	PO	PO	PE	PE	PE
cdaa Vldt Memo/Reqst		BO	PO	PO	PO	PO	PO	PO	PE	PE	SU
cdab Rgstr Memo Or Reqst		BO	PO	PO	PO	PO	PO	PO	PE	PE	SU
cdac Ensure NonDupn		BO	PO	PO	PO	PO	PO	PO	PE	PE	PE
cdad Estb Trgt Date		BO	PO	PO	PO	PO	PO	PO	PE	PE	PE
cdae Vrfy Ownrshp		BO	PO	PO	PO	PO	PO	PO	PE	PE	PE
cdba Vldt Term/Cndtn		BO	PO	PO	PO	PO	PO	PO	PO	PE	SU
cdbb Dtrmn Stts		BO	PO	PO	PO	PO	PO	PO	PO	PE	SU
cdbc Ensure Pymt Reqst Cmpltns		BO	PO	PO	PO	PO	PO	PO	PO	PE	SU
cdbd Reslv Dscrpncy		BO	PO	PO	PO	PO	PO	PO	PE	PE	PE
cdbe Estb Pymt Due Date		BO	PO	PO	PO	PO	PO	PO	PE	PE	PE
chaa Clculat Pndg Pymt		BO	PO	PO	PO	PO	PO	PO	PE	PE	PE
chab Dtrmn Gross Amt		BO	PO	PO	PO	PO	PO	PO	PE	PE	PE
chac Prfrm Anlys/Rcncln		BO	PO	PO	PO	PO	PO	PO	PE	PE	PE
chad Susps Pymt		BO	PO	PO	PO	PO	PO	PO	PE	PE	PE
chba Clculat Amt Due		BO	PO	PO	PO	PO	PO	PO	PE	PE	PE
chbb Dtrmn Adjstmt		BO	PO	PO	PO	PO	PO	PO	PE	PE	PE
chbc Cmpt Intrst		BO	PO	PO	PO	PO	PO	PO	PE	PE	PE
chbd Vrfy Pymt Ablty		BO	PO	PO	PO	PO	PO	PO	PE	PE	PE

PO-Policy Making, making policy for the functional activity.

PE-Performance/Evaluation, performing or executing the functional activity.

BO-Both Policy and Performance, both policy making and performance.

SU-Support, providing significant support to the functional activity.

*-No involvement (Blank)

Current Business Practices to Organizations (2.2.2.3)

ne 10, 1991 9:54am

	czza Secy Dfns	caab Secy Army	caac ASA (FM)	caad USAFINCOM	caae MACOMs	caaf Subordnt Intermdt Cmnd	caag Suprvsry/Gen Oprtg Agcy	caah Instln Cmndr	caai Acctg Ofc	caaj Apropn Acctg	caaj CAP
caabzz Vldtn										√	√
caaczz Dsptd Bill										√	
caaczz Intrfnd										√	
cdaazz Prrty											√
cdaazz Unpybl Reqst											√
cdabzz Cntrl										√	√
cdabzz Inqry											√
cdabzz Rcpt										√	√
cdabzz Recrd										√	√
cdadzz Trgt Due Date											√
cdbbzz Crdt Memo											√
cdbczz Dcmtn										√	√
cdbczz Splt Invc Pymt											√
cdbdzz Dscrpncy Rsltn											√
cdbdzz Ntfcn										√	
cdbezz Due Date											√
chaazz Prrtzn											√
chabzz Pymt Lmt											√
chaczz Ntfcn											√
chaczz Rcncln										√	√
chadzz Early Rels											√
chadzz Jstfctn											√
chadzz Rels											√
chadzz Schdld Rels											√
chbbzz Ofset											√
chbcaa Late Dcmtn											√
chbcad Chrgbck											√
chbcfh Totl Amt											√
chbcmn Intrst Idntfd											
chbczz Intrst											√
chbczz Intrst Incrd											√
chbczz Pnlty											√
chbdaa Lblty											√
chbddf Accts Cntrl											
chbdth Precrtfcn											√
chbdzz Crtfcn										√	√

Current Business Practices to Organizations (2.2.2.3)

June 6, 1991 2:05pm

	czza Secy Dfns	cmnb Secy Navy	cmnc ASN(FM)/NC	cnnd Mjr Nvl Orgzn	cmne Acctg Ofc	cnne Dsbrsg Ofc/FIPC	cnnf Pblc Vchr/Cmrcl Acct
caabzz Vldtn					✓		
caaczz Dsptd Bill					✓		
caaczz Intrfnd					✓		
cdaazz Prrty							✓
cdaazz Unpybl Reqst							✓
cdabzz Cntrl							✓
cdabzz Inqry							✓
cdabzz Rcpt							✓
cdabzz Recrd							✓
cdadzz Trgt Due Date							✓
cdbbzz Crdt Memo							✓
cdbczz Dcmtn							✓
cdbczz Splt Invc Pymt							✓
cdbdzz Dscrpncy Rsltn							✓
cdbdzz Ntfcn							✓
cdbezz Due Date							✓
chaazz Prrtzn							✓
chabzz Pymt Lmt							✓
chaczz Ntfcn							✓
chaczz Rcncln							✓
chadzz Early Rels							✓
chadzz Jstfctn							✓
chadzz Rels							✓
chadzz Schdld Rels							✓
chbbzz Ofset							✓
chbcaa Late Dcmtn							
chbcad Chrgbck							
chbcfh Totl Amt							✓
chbcmn Intrst Idntfd							✓
chbczz Intrst							✓
chbczz Intrst Incrd							✓
chbczz Pnlty							✓
chbdaa Lblty							
chbddf Accts Cntrl							
chbdth Precrtfcn							✓
chbdzz Crtfcn							✓

Current Business Practices to Organizations (2.2.2.3)

June 6, 1991 2:03pm

	czza Secy Dfns	cffb Secy AF	cffc ASAF (FM/Cmptrlr)	cffd Mjr Air Cmnd	cffe Base AFO	cff Cmrcl Srv
caabzz Vldtn					√	
caaczz Dsptd Bill					√	
caaczz Intrfnd					√	
cdaazz Prrty						√
cdaazz Unpybl Reqst						√
cdabzz Cntrl						√
cdabzz Inqry						√
cdabzz Rcpt						√
cdabzz Recrd						√
cdadzz Trgt Due Date						√
cdbbzz Crdt Memo						√
cdbczz Dcmtn						√
cdbczz Splt Invc Pymt						√
cdbdzz Dscrpncy Rsltn						√
cdbdzz Ntfcn						√
cdbezz Due Date						√
chaazz Prrtzn						√
chabzz Pymt Lmt						√
chaczz Ntfcn						√
chaczz Rcncln						√
*chadzz Early Rels						√
chadzz Jstfctn						√
chadzz Rels						√
chadzz Schdld Rels						√
chbbzz Ofset						√
chbcaa Late Dcmtn						
chbcad Chrgbck						
chbcfh Totl Amt						√
chbcmn Intrst Idntfd						
chbczz Intrst						√
chbczz Intrst Incrd						√
chbczz Pnlty						√
chbdaa Lblty						
chbddf Accts Cntrl						√
chbdth Precrtfcn						√
chbdzz Crtfcn						√

Current Business Practices to Organizations (2.2.2.3)

June 6, 1991 2:04pm

	czza Secy Dfns	cmnb Secy Navy	cmnc ASN(FM)/NC	cmmd FD USMC	cmne Acctg Ofc	cmme Dsbrsg Ofc	cmmf Pblc Vchr/Cmrcl Acct
caabzz Vldtn					✓		
caaczz Dsptd Bill					✓		
caaczz Intrfnd					✓		
cdaazz Prrty							✓
cdaazz Unpybl Reqst							✓
cdabzz Cntrl							✓
cdabzz Inqry							✓
cdabzz Rcpt							✓
cdabzz Recrd							✓
cdadzz Trgt Due Date							✓
cdbbzz Crdt Memo							✓
cdbczz Dcmtn							✓
cdbczz Splt Invc Pymt							✓
cdbdzz Dscrpncy Rsltn							✓
cdbdzz Ntfcn							✓
cdbezz Due Date							✓
chaazz Prrtzn							✓
chabzz Pymt Lmt							✓
chaczz Nttfcn							✓
chaczz Rcncln							✓
chadzz Early Rels							✓
chadzz Jstfctn							✓
chadzz Rels							✓
chadzz Schdld Rels							✓
chbbzz Ofset							✓
chbcaa Late Dcmtn							
chbcad Chrgbck							
chbcfh Totl Amt							✓
chbcmn Intrst Idntfd							✓
chbczz Intrst							✓
chbczz Intrst Incrd							✓
chbczz Pnlty							✓
chbdaa Lblty							
chbddf Accts Cntrl							
chbdth Precrtfcn							✓
chbdzz Crtfcn							✓

Current Business Practices to Organizations (2.2.2.3)

June 6, 1991 2:02pm

	czza Secy Dfns	cdob Undr Secy Acqsn	cddc DLA	cddd DCMC	cddd Depot	cddd Spply Ctr	cddd Srv Ctr	cdde DCMDs	cdde DCMOO	cddf TMOs
caabzz Vldtn					√	√	√	√	√	√
caaczz Dsptd Bill					√	√	√	√	√	√
caaczz Intrfnd					√	√	√	√	√	√
cdaazz Prrty					√	√	√	√	√	√
cdaazz Unpybl Reqst					√	√	√	√	√	√
cdabzz Cntrl					√	√	√	√	√	√
cdabzz Inqry					√	√	√	√	√	√
cdabzz Rcpt					√	√	√	√	√	√
cdabzz Recrd					√	√	√	√	√	√
cdadzz Trgt Due Date					√	√	√	√	√	√
cdbbzz Crdt Memo					√	√	√	√	√	√
cdbczz Dcmtn					√	√	√	√	√	√
cdbczz Splt Invc Pymt					√	√	√	√	√	√
cdbdzz Dscrpncy Rsltn					√	√	√	√	√	√
cdbdzz Ntfcn					√	√	√	√	√	√
cdbezz Due Date					√	√	√	√	√	√
chaazz Prrtzn					√	√	√	√	√	√
chabzz Pymt Lmt					√	√	√	√	√	√
chaczz Ntfcn					√	√	√	√	√	√
chaczz Rcncln					√	√	√	√	√	√
chadzz Early Rels					√	√	√	√	√	√
chadzz Jstfctn					√	√	√	√	√	√
chadzz Rels					√	√	√	√	√	√
chadzz Schdld Rels					√	√	√	√	√	√
chbbzz Ofset					√	√	√	√	√	√
chbcaa Late Dcmtn										
chbcad Chrgbck					√	√	√	√	√	√
chbcfh Totl Amt					√	√	√	√	√	√
chbcmn Intrst Idntfd										
chbczz Intrst					√	√	√	√	√	√
chbczz Intrst Incrd					√	√	√	√	√	√
chbczz Pnlty					√	√	√	√	√	√
chbdaa Lblty										
chbddf Accts Cntrl					√	√	√	√	√	√
chbdth Precrtfcn					√	√	√	√	√	√
chbdzz Crtfcn					√	√	√	√	√	√

Current Business Practices to Organizations (2.2.2.3)

June 6, 1991 2:10pm

	cssb DoD Cmptrlr	cssc DFAS	cssd DFAS CL	cssd DFAS CO	cssd DFAS DE	cssd DFAS IN	cssd DFAS KC	cssd DFAS WC	czza Secy Dfns	
caabzz Vldtn				√	√	√	√	√		
caaczz Dsptd Bill				√	√	√	√	√		
caaczz Intrfnd				√	√	√	√	√		
cdaazz Prrty				√	√	√	√	√		
cdaazz Unpybl Reqst				√	√	√	√	√		
cdabzz Cntrl				√	√	√	√	√		
cdabzz Inqry				√	√	√	√	√		
cdabzz Rcpt				√	√	√	√	√		
cdabzz Recrd				√	√	√	√	√		
cdadzz Trgt Due Date				√	√	√	√	√		
cdbbzz Crdt Memo				√	√	√	√	√		
cdbczz Dcmtn				√	√	√	√	√		
cdbczz Splt Invc Pymt				√	√	√	√	√		
cdbdzz Dscrpncy Rsltn				√	√	√	√	√		
cdbdzz Ntfcn				√	√	√	√	√		
cdbezz Due Date				√	√	√	√	√		
chaazz Prrtzn				√	√	√	√	√		
chabzz Pymt Lmt				√	√	√	√	√		
chaczz Ntfcn				√	√	√	√	√		
chaczz Rcncln				√	√	√	√	√		
chadzz Early Rels				√	√	√	√	√		
chadzz Jstfctn				√	√	√	√	√		
chadzz Rels				√	√	√	√	√		
chadzz Schdld Rels				√	√	√	√	√		
chbbzz Ofset				√	√	√	√	√		
chbcaa Late Dcmtn						√				
chbcad Chrgbck						√				
chbcfh Totl Amt				√	√	√	√	√		
chbcmn Intrst Idntfd							√	√		
chbczz Intrst				√	√	√	√	√		
chbczz Intrst Incrd					√	√	√			
chbczz Pnlty				√	√	√	√	√		
chbdaa Lblty						√				
chbddf Accts Cntrl					√	√				
chbdth Precrtfcn				√	√	√	√	√		
chbdzz Crtfcn				√	√	√	√	√		

Current Business Practices to Organizations (2.2.2.3)

June 6, 1991 2:07pm

	czza Secy Dfns	coob C3I	coob NSA	coob Undr Secy Plcy	cooc DCA	cooc Dfns Invstgtv Srv	cood DCA Cmptrlr	cooe DCA Acctg/Fnnc Div	coof DCA Cmrcl Svc Br	coog DCA DECCO
caabzz Vldtn			√		√	√			√	√
caaczz Dsptd Bill			√		√	√			√	√
caaczz Intrfnd			√		√	√			√	√
cdaazz Prrty			√		√	√			√	√
cdaazz Unpybl Reqst			√		√	√			√	√
cdabzz Cntrl			√		√	√			√	√
cdabzz Inqry			√		√	√			√	√
cdabzz Rcpt			√		√	√			√	√
cdabzz Recrd			√		√	√			√	√
cdadzz Trgt Due Date			√		√	√			√	√
cdbbzz Crdt Memo			√		√	√			√	√
cdbczz Dcmtn			√		√	√			√	√
cdbczz Splt Invc Pymt			√		√	√			√	√
cdbdzz Dscrpncy Rsltn			√		√	√			√	√
cdbdzz Ntfcn			√		√	√			√	√
cdbezz Due Date			√		√	√			√	√
chaazz Prrtzn			√		√	√			√	√
chabzz Pymt Lmt			√		√	√			√	√
chaczz Ntfcn			√		√	√			√	√
chaczz Rcncln			√		√	√			√	√
chadzz Early Rels			√		√	√			√	√
chadzz Jstfctn			√		√	√			√	√
chadzz Rels			√		√	√			√	√
chadzz Schdld Rels			√		√	√			√	√
chbbzz Ofset			√		√	√			√	√
chbcaa Late Dcmtn										
chbcad Chrgbck										
chbcfh Totl Amt			√		√	√			√	√
chbcmn Intrst Idntfd										
chbczz Intrst			√		√	√			√	√
chbczz Intrst Incrd			√		√	√			√	√
chbczz Pnlty			√		√	√			√	√
chbdaa Lblty										
chbddf Accts Cntrl					√				√	√
chbdth Precrtfcn										
chbdzz Crtfcn			√		√	√			√	√

Current Business Practices to Organizations (2.2.2.3)

June 10, 1991 1:09pm

	czza Secy Dfns	cdob Undr Secy Acqsn	cooc DMA	cood DMA Cmptrlr	cooe DMA Fnnc/Acctg Div	coof DMA Acctg/Fnnc Div	coog DMA Cmrcl Svc Sctn
caabzz Vldtn			√	√	√	√	√
caaczz Dsptd Bill			√	√	√	√	√
caaczz Intrfnd			√	√	√	√	√
cdaazz Prrty			√	√	√	√	√
cdaazz Unpybl Reqst			√	√	√	√	√
cdabzz Cntrl			√	√	√	√	√
cdabzz Inqry			√	√	√	√	√
cdabzz Rcpt			√	√	√	√	√
cdabzz Recrd			√	√	√	√	√
cdadzz Trgt Due Date			√	√	√	√	√
cdbbzz Crdt Memo			√	√	√	√	√
cdbczz Dcmtn			√	√	√	√	√
cdbczz Splt Invc Pymt			√	√	√	√	√
cdbdzz Dscrpncy Rsltn			√	√	√	√	√
cdbdzz Ntfcn			√	√	√	√	√
cdbezz Due Date			√	√	√	√	√
chaazz Prrtzn			√	√	√	√	√
chabzz Pymt Lmt			√	√	√	√	√
chaczz Ntfcn			√	√	√	√	√
chaczz Rcncln			√	√	√	√	√
chadzz Early Rels			√	√	√	√	√
chadzz Jstfctn			√	√	√	√	√
chadzz Rels			√	√	√	√	√
chadzz Schdld Rels			√	√	√	√	√
chbbzz Ofset			√	√	√	√	√
chbcaa Late Dcmtn							
chbcad Chrgbck							
chbcfh Totl Amt			√	√	√	√	√
chbcmn Intrst Idntfd							
chbczz Intrst			√	√	√	√	√
chbczz Intrst Incrd			√	√	√	√	√
chbczz Pnlty			√	√	√	√	√
chbdaa Lblty							
chbddf Accts Cntrl							
chbdth Precrtfcn			√	√	√	√	√
chbdzz Crtfcn			√	√	√	√	√

Current Business Practices to Organizations (2.2.2.3)

June 10, 1991 10:59am

	czza Secy Dfns	cdob Undr Secy Acqsn	cooc DeCA	cooc DNA	cood DNA Cmptrlr	cood DNA Fld Cmnd	cooe AFRRI Cmptrlr	cooe DNA Fld Cmnd Cmptrlr	cooe DNA Fnnc/Acctg Ofcr	coof AFRRI F&A Ofc	coof DNA Cmrcl Acct	coof DNA Fld Fnnc/Acctg Ofc
caabzz Vldtn			√	√	√	√	√	√	√	√	√	√
caaczz Dsptd Bill			√	√	√	√	√	√	√	√	√	√
caaczz Intrfnd			√	√	√	√	√	√	√	√	√	√
cdaazz Prrty			√	√	√	√	√	√	√	√	√	√
cdaazz Unpybl Reqst			√	√	√	√	√	√	√	√	√	√
cdabzz Cntrl			√	√	√	√	√	√	√	√	√	√
cdabzz Inqry			√	√	√	√	√	√	√	√	√	√
cdabzz Rcpt			√	√	√	√	√	√	√	√	√	√
cdabzz Recrd			√	√	√	√	√	√	√	√	√	√
cdadzz Trgt Due Date			√	√	√	√	√	√	√	√	√	√
cdbbzz Crdt Memo			√	√	√	√	√	√	√	√	√	√
cdbczz Dcmtn			√	√	√	√	√	√	√	√	√	√
cdbczz Splt Invc Pymt			√	√	√	√	√	√	√	√	√	√
cdbdzz Dscrpncy Rsltn			√	√	√	√	√	√	√	√	√	√
cdbdzz Ntfcn			√	√	√	√	√	√	√	√	√	√
cdbezz Due Date			√	√	√	√	√	√	√	√	√	√
chaazz Prrtzn			√	√	√	√	√	√	√	√	√	√
chabzz Pymt Lmt			√	√	√	√	√	√	√	√	√	√
chaczz Ntfcn			√	√	√	√	√	√	√	√	√	√
chaczz Rcncln			√	√	√	√	√	√	√	√	√	√
chadzz Early Rels			√	√	√	√	√	√	√	√	√	√
chadzz Jstfctn			√	√	√	√	√	√	√	√	√	√
chadzz Rels			√	√	√	√	√	√	√	√	√	√
chadzz Schdld Rels			√	√	√	√	√	√	√	√	√	√
chbbzz Ofset			√	√	√	√	√	√	√	√	√	√
chbcaa Late Dcmtn												
chbcad Chrgbck												
chbcfh Totl Amt			√	√	√	√	√	√	√	√	√	√
chbcmn Intrst Idntfd												
chbczz Intrst			√	√	√	√	√	√	√	√	√	√
chbczz Intrst Incrd			√	√	√	√	√	√	√	√	√	√
chbczz Pnlty			√	√	√	√	√	√	√	√	√	√
chbdaa Lblty												
chbddf Accts Cntrl												
chbdth Precrtfcn			√	√	√	√	√	√	√	√	√	√
chbdzz Crtfcn			√	√	√	√	√	√	√	√	√	√

CIM CONTRACT PAYMENT
UPDATED CURRENT EXTERNAL INTERFACES

FUNCTIONAL EXTERNAL INTERFACES

External Interface: cxf Acctg Fnctn

cxf ACCOUNTING FUNCTION (2.2.2.4) (2.2.1.1) (2.1.1.1)--Provides contractual accounting information to Charge Determination (reimbursable orders) and to Performance Determination and Payment Determination (e.g., accounts payable, accounts receivable). Receives accepted bills from Charge Determination.

External Interface: cxf Acptg Fnctn

cxf ACCEPTING FUNCTION (2.2.2.4) (2.2.1.1) (2.1.1.1)--Provides acceptance information to Performance Determination. Receives requests for missing/corrected information from Performance Determination.

External Interface: cxf Aprvg Fnctn

cxf APPROVING FUNCTION (2.2.2.4) (2.2.1.1) (2.1.1.1)--Provides approval of compliance with specific conditions affecting entitlement for contractual payments to Performance Determination and Payment Determination. Receives requests for missing/corrected information from Performance Determination.

External Interface: cxf Byg/Admnstrg Fnctn

cxf BUYING/ADMINISTERING FUNCTION (2.2.2.4) (2.2.1.1) (2.1.1.1)--Provides contractual information to all three Contract Payment functional activities. Receives final payment notifications from Payment Determination. Receives requests for missing/corrected information from Charge Determination and Performance Determination.

External Interface: cxf Dsbrsg Fnctn

cxf DISBURSING FUNCTION (2.2.2.4) (2.2.1.1) (2.1.1.1)--Receives certified payments, adjustments and chargeback details from Payment Determination. Provides disbursement information regarding payments to Performance Determination.

External Interface: cxf Sellg Fnctn

cxf SELLING FUNCTION (2.2.2.4) (2.2.1.1) (2.1.1.1)--Provides paid bills and credit memos to Charge Determination or credit memos and payment requests to Performance Determination. Receives payment request rejections from Performance Determination. Receives adjustment requests for reimbursable charges from Charge Determination.

INFORMATIONAL EXTERNAL INTERFACES

External Interface: cxi Bdgt Ofc

cxi BUDGET OFFICES (2.2.2.4) (2.2.1.1) (2.1.1.1)--Receive answers to inquiries and/or entitlement reports.

External Interface: cxi Lgl Ofc (SJA)

cxi LEGAL OFFICES (STAFF JUDGE ADVOCATES) (2.2.2.4) (2.2.1.1) (2.1.1.1)--Receive answers to inquiries and/or entitlement reports.

External Interface: cxi Liaison/Ovsgt Ofc

cxi LIAISON/OVERSIGHT OFFICES (2.2.2.4) (2.2.1.1) (2.1.1.1)--Receive answers to inquiries and/or entitlement reports.

External Interface: cxi Progrm Mgr

cxi PROGRAM MANAGERS (2.2.2.4) (2.2.1.1) (2.1.1.1)--Receive answers to inquiries and/or entitlement reports.

External Interface: cxi Prvt Intrst

cxi PRIVATE INTERESTS (2.2.2.4) (2.2.1.1) (2.1.1.1)--Receive answers to inquiries and/or entitlement reports.

CIM CONTRACT PAYMENT
UPDATED CURRENT INTERNAL INTERFACES

Internal Interface: ci Prfrmnc Dtrmntn

ci PERFORMANCE DETERMINATION (2.2.2.4) (2.2.1.1) (2.1.1.1)--
Provides validated entitlements to Payment Determination.

Internal Interface: ci Pymt Dtrmntn

ci PAYMENT DETERMINATION (2.2.2.4) (2.2.1.1) (2.1.1.1)--
Receives validated entitlements from Performance Determination.

Updated Current External Interfaces to Functional Activities (2.2.2.4)

June 6, 1991 12:12pm

	ca Chrg Dtrmntn	cd Prfrmnc Dtrmntn	ch Pymt Dtrmntn
cxf Acctg Fnctn	√	√	
cxf Acptg/Recvg Fnctn		√	
cxf Aprvg Fnctn		√	√
cxf Byg/Admnstrg Fnctn	√	√	√
cxf Dsbrsg Fnctn			√
cxf Sellg Fnctn	√	√	
cxi Bdgt Ofc	√	√	√
cxi Lgl Ofc (SJA)		√	√
cxi Liaison/Ovsgt Ofc	√	√	√
cxi Progrm Mgr		√	√
cxi Prvt Intrst		√	√

Updated Current Internal Interfaces to Functional Activities (2.2.2.4)

June 6,1991 12:09pm

	ch Pymt Dtrmntn	cd Prfrmnc Dtrmntn	ca Chrg Dtrmntn
ci Prfrmnc Dtrmntn			√
ci Pymt Dtrmntn		√	

NOTE: Charge Determination does not interface with the other two functional activities.

CIM CONTRACT PAYMENT
CURRENT ENTITIES

Entity: c Chrg Ntfcn

c CHARGE NOTIFICATION (2.2.3.1)--A notification of a self-reimbursable charge.

Purpose: To initiate the determination action on self-reimbursable charges.

Example: Paid Bill

Characteristics: Generic--Amounts, Line Items or Costs Incurred;

Unique--Document Identification Number with Bill Number or Requisition Number

Entity: c Cntrctl Agrmt

c CONTRACTUAL AGREEMENT (2.2.3.1)--Formal or informal understanding between parties to provide goods or services for compensation.

Purpose: To identify the terms and conditions of the performance and payment requirements for both the buyer and seller.

Examples: Contract, Memorandum of Understanding (MOU), Reimbursable Order

Characteristics: Generic--Line Items, Buyer, Seller, Financial Terms, Free On Board (FOB), Payment Provisions, Delivery Schedule;

Unique--Document Identification Number

Entity: c Crdt Memo/Pymt Reqst

c CREDIT MEMORANDUM OR PAYMENT REQUEST (2.2.3.1)--A demand for payment or advice of credit, their transaction details and amounts certified for disbursement or recoupment.

NOTE: A certification is created in the Calculate Amount Due/Verify Payment Ability process/subprocess although the entity itself is only updated in the Create-Read-Update-Delete (CRUD) Matrix.

Purpose: To initiate the entitlement determination action and record the details of the compensation made for goods and services provided.

Example: Invoice, Progress Payment, Certified Payment

Characteristics: Generic--Amounts, Line Items or Costs Incurred;

Unique--Document Identification Number with Payment Request Number, Voucher Number

Entity: c Evdnc

c EVIDENCE (2.2.3.1)--Approval(s) of performance and/or information about goods or services that have been provided.

Purpose: To provide evidence of performance and approvals.

Examples: Acceptance Information, Approvals, Shipment Information

Characteristics: Generic--Quantities, Shipment Point, Accepting Activity, Approving Activity;

Unique--Document Identification Number with Shipment Number

Entity: c Funds

c FUNDS (2.2.3.1)--Monetary resources and related accounting control data in either the official accounting records or the Commercial Accounts subsidiary ledgers that limit or adjust the amount of payment.

Purpose: To identify accounts and dollar balances that control disbursement.

Examples: Unliquidated Obligations, Accounts Payable, Accounts Receivable

Characteristics: Generic--Accounting Classifications, Obligations, Disbursements;

Unique--Document Identification Number with Accounting Classification Reference Number (ACRN) with Line Item Number

Entity: c Reg

c REGULATIONS (2.2.3.1)--Authoritative rules controlling payment actions.

Purpose: To determine payment amounts and due dates under specific conditions.

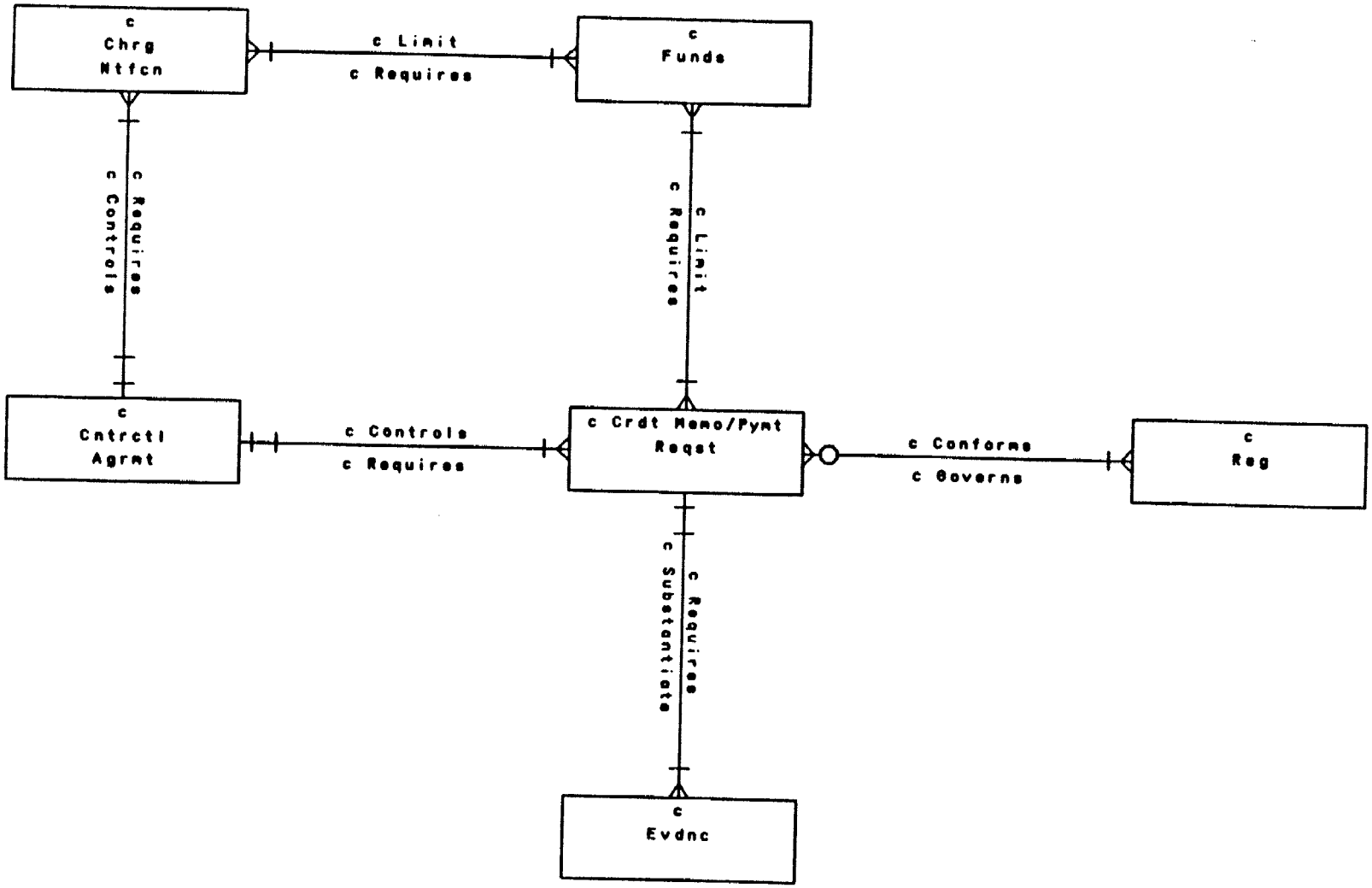
Examples: Treasury Rates, Prompt Payment Act, Treasury Financial Manual, DoD Issuances, Cash Management requirements

Characteristics: Generic--Discount Rate, Interest Rate

	c Dtrmntn	c Fscl	c Gdnc
c Chrg Ntfcn	√		
c Cntrctl Agrmt	√		
c Crdt Memo/Pymt Reqst	√		
c Evdnc	√		
c Funds		√	
c Reg			√

Current Entities to Information Classes (2.2.3.1)

May 14, 1991 13:53:32



Current Entity Relationship Diagram (2.2.3.2) (2.2.3.3)

April 26, 1991 10:14:22

CIM CONTRACT PAYMENT
COMPARATIVE ANALYSIS OF COMPONENTS
WITH SUMMARY OF CHANGES REQUIRED

Comparative Analysis: d Acct Cntrl

d ACCOUNTS CONTROL (2.2.4.1)--

ARMY: The balancing process is performed by the Disbursing Office before checks are released. Disbursing assigns all voucher numbers.

NAVY: The balancing process is performed by the Fiscal Section of the Disbursing Office before checks are released. The Fiscal Section of Disbursing assigns all voucher numbers.

AIR FORCE: Vouchers are numbered and brief blocked for payment within the payment determination section prior to transfer to disbursing for check preparation. Each day's business is balanced daily between accounting and disbursing to ensure all transactions have been properly accounted for and documented. The disbursing section is responsible to ensure that payment vouchers and check preparation agree.

MARINE CORPS: The balancing process is performed by the Fiscal Section of the Disbursing Office before checks are released. The Fiscal Section of Disbursing assigns all voucher numbers.

DLA: A balancing process is performed within Contract Payment before checks are released. Disbursing assigns all voucher numbers.

Recommendations: To establish uniformity among Components, the balancing process should be performed by the Disbursing Office before checks are released. For consistency and effective internal controls, the Disbursing Office also should assign and control all voucher numbers.

Comparative Analysis: d Cmplnc With MILSCAP Stndrd

d COMPLIANCE WITH MILSCAP STANDARDS (2.2.4.1)--

ARMY: Capability exists to comply with MILSCAP standards depending on the system.

NAVY: Capability exists. Interface with MILSCAP is not fully implemented.

AIR FORCE: Capability exists to comply with MILSCAP standards. However, not all Contract Payment systems comply with the standards.

MARINE CORPS: Capability exists.

DLA: Fully MILSCAP compatible.

Recommendations: In the near term all Components should fully implement the MILSCAP standards and all Component systems should be made MILSCAP compatible. This will improve data quality and integrity through reduced input errors, increased emphasis on accountability and will result in reduced staffing costs.

Comparative Analysis: d Cost Vchr

d COST VOUCHERS (2.2.4.1)--

ARMY: Depending on the system, costs either may be prorated or applied to the oldest open appropriation or as identified by a certifying official.

NAVY: Handled manually. Costs are applied to the line of accounting that is available or has been identified by a certifying official.

AIR FORCE: Vouchers are generally paid against the oldest open appropriation on multi-funded contracts when not identified by the contractor.

MARINE CORPS: Handled manually. Costs are applied to the line of accounting that has been identified by a certifying official.

DLA: Handled automatically. Prorates the cost against all the lines of accounting on the contract or as identified by a certifying official.

Recommendations: Cost vouchers should be processed automatically and paid against the oldest open appropriation on multi-funded contracts when not identified by the certifying official or contractor. Recently enacted rules for treating M-Accounts and Merged surplus necessitate the execution of oldest funds first.

CIM CONTRACT PAYMENT
COMPARATIVE ANALYSIS OF COMPONENTS
WITH SUMMARY OF CHANGES REQUIRED

Comparative Analysis: d Crtfcn Of Vchr

d CERTIFICATION OF VOUCHERS (2.2.4.1)--

ARMY: Payment vouchers can be certified by the Finance and Accounting Officer or the designated certifying official. The Finance and Accounting Officer or the designated certifying official can be held pecuniarily liable. Electronic certification of payments is allowed.

NAVY: Vouchers are certified for payment by the Disbursing Officer. Only the Disbursing Officer is held pecuniarily liable. Electronic certification of vouchers for payment is allowed.

AIR FORCE: All Contract Payment vouchers transferred to disbursing for check preparation must be certified. Certification means that the legal requirements for payment have been met. All documents required to support payment must be received before certification. Pecuniary liability rests either with the Accounting and Finance Officer or the Certifying Official designated in writing. A 100 percent manual certification of payments is required. Electronic certification is not allowed.

MARINE CORPS: Vouchers are certified for payment by the Disbursing Office or by a certifying officer appointed by the local commander. However, only the Disbursing Officer is held personally pecuniarily liable. Therefore, those vouchers certified by officials not under the cognizance of the Disbursing Officer are revalidated within the Disbursing Office. A 100 percent manual certification of payments is required. Electronic certification is not allowed.

DLA: Supply and contract administration systems automatically produce vouchers and checks based on automated validations. There is no signed certification. The Finance and Accounting Officer is pecuniarily liable for all erroneous payments made. Electronic certification of payments is allowed.

Recommendations: Component Contract Payment systems should contain necessary controls to produce payments that fully meet all legal requirements. When accomplished, manual voucher certification will be eliminated. Pecuniary liability should be delegated to all certifying officials that provide

information to Contract Payment (e.g., certified vouchers, receiving, acceptance and approval information). This will enforce accountability.

Comparative Analysis: d Cstmr Svc

d CUSTOMER SERVICE (2.2.4.1)--

ARMY: Voucher examiners, who perform other functions, provide the vendor/contractor with the status of invoice payments. There is no capability that allows the vendor/contractor to access the payment system for the status of their payments.

NAVY: Accounting technicians, who perform other functions, provide the vendor/contractor with the status of invoice payments. There is no capability that allows the vendor/contractor to access the payment system for the status of their payments.

AIR FORCE: The Air Force system is an integrated system with all accounting and finance functions and is interfaced with contracting, procurement and supply. The system is readily capable of identifying the progress of a payment request at any point in the process. Customer service is the duty of all personnel assigned.

MARINE CORPS: Voucher examiners within the Disbursing Office provide the vendor/contractor with the status of invoice payments. There is no capability that allows the vendor/contractor to access the payment system for the status of their payments.

DLA: Designated personnel are specifically assigned to customer relations duties with vendors/contractors. Electronic capability is available for contractors to access the payment system for status of their invoices.

Recommendations: All Component systems should have the electronic capability available for contractors to inquire on the status of their payment requests. This improves responsiveness to contractor queries while reducing the number of telephone calls or letters needing response.

CIM CONTRACT PAYMENT
COMPARATIVE ANALYSIS OF COMPONENTS
WITH SUMMARY OF CHANGES REQUIRED

Comparative Analysis: d Intgrtn/Intrfcg

d INTEGRATION/INTERFACING (2.2.4.1)--

ARMY: (1) Installation level STANFINS-Redesign, subsystem 1 integrates Contract Payment, disbursing and accounting. Procurement interfaces via SAACONS through the use of diskette or modem. (2) AMC utilizes the AFES Contract Payment system, which interfaces with SAACONS and is integrated with disbursing. (3) The Army Troop Support Agency utilizes the SAVES Contract Payment system. SAVES interfaces with DOPS for payment. (4) The Army Corps of Engineers will shortly implement CEFMS which will integrate Contract Payment, disbursing and accounting. Procurement interfaces will be via SAACONS.

NAVY: No single Contract Payment system is integrated with disbursing, accounting and procurement. However, there are systems that have interfaces between disbursing and accounting. Procurement does not interface with accounting and disbursing.

AIR FORCE: The Air Force IAPS system interfaces with procurement, contracting and supply on a read-only basis. It is fully integrated with accounting and finance functions.

MARINE CORPS: No Contract Payment system is integrated with disbursing, accounting and procurement. However, there are systems that interface disbursing and accounting. Procurement does not interface with accounting and disbursing.

DLA: Contract Payment is integrated with accounting, procurement and disbursing within SAMMS and DISMS. Contract Payment is integrated with contract administration and disbursing within MOCAS. MOCAS Contract Payment can interface with procurement distribution and accounting through MILSCAP.

Recommendations: The Components' Contract Payment systems should interface electronically with essential external activities, e.g., contracting, receiving activities and vendors. This will reduce duplication of effort, error rates and paper.

Comparative Analysis: d Prgrs Pymt Procs

d PROGRESS PAYMENT PROCESS (2.2.4.1)--

ARMY: Financing payments made specifically to finance vendors (e.g., progress payments) are not subject to the Prompt Payment Act and are based either on the costs incurred by the contractor as work progresses or on a percentage or stage of contract completion. These types are scheduled for payment as directed by the contract. If the contract is silent, payments generally are paid in 5 to 10 days after approval by the contracting officer. Progress payments may be prorated depending on the system. When not prorated, they generally are applied to the oldest open appropriation.

NAVY: Progress payments are prorated manually to the available line of accounting represented by an accounting classification reference number. It is the responsibility of the certifying officials to identify the correct line of accounting to be charged. Progress payments are generally paid within 7 to 10 days.

AIR FORCE: The contractor submits the progress payment request to the ACO. The ACO submits it to the designated paying AFO, with supporting information for payment. These payments are made from 7 to 30 days after receipt of properly approved requests. Progress payments are generally not prorated but are paid against the oldest open appropriation on multi-funded contracts when not identified by the contractor. Processing is automated within the system.

MARINE CORPS: The ACO submits Progress Payment Requests with supporting documentation to the Disbursing Officer. It is the responsibility of the certifying official to identify properly the correct line of accounting to be charged. Progress payments are generally paid within 7 to 10 days.

DLA: The DLA Contract Administration System automatically processes progress payments to include validation of each line on the Progress Payment Request. Except for FMS cases, progress payments are pro-rated against all U.S. funded lines on a contract. FMS progress payments are pro-rated against the lines for the countries listed on the FMS country code distribution schedule. Progress payment requests are sent to the paying office by the contractor after a progress payment master for automatic payment is established by the ACO unless

reviews of each request is required. Progress payments are generally paid within 5 to 30 days.

Recommendations: DoD Component systems should process progress payments automatically to include validation of each line on the Progress Payment Request. In the short run, U.S. dollar-funded progress payments (excluding progress payments based on performance accomplished or stage of completion) should be prorated against all lines on the contract when no specific line is identified. In the long run, progress payments for supplies and services should be applied based on the delivery schedule. Progress payments should be sent to the Disbursing Office for payment as soon as possible after receipt and validation of a proper request. ACOs should establish progress payment master files within Component systems that allow the contractor to submit the progress payment request directly to the paying office. This results in more timely, accurate payments and assures the objective of contractor forward financing.

Comparative Analysis: d Prmpt Pymt Intrst Procs

d PROMPT PAYMENT INTEREST PROCESS (2.2.4.1)--

ARMY: Under AFES, payment of interest is made automatically but paid on a separate voucher. Under SRD-1/CAPS and CEFMS, payment of interest is made automatically and paid on same voucher. Interest is charged to the mission funds of the responsible activity at the time of payment within the Army. Interest penalties are not charged to an organization outside the Army but are paid from the FAO's operating account and resolved through management channels.

NAVY: Payment of interest is done automatically and is not paid on a separate check. Interest penalty payments are financed by the headquarters O&M appropriation. Activities responsible for causing the late payments and interest charges are identified in the Property Accounting Activity (PAA) field within the line of accounting. A direct chargeback process is not in use.

AIR FORCE: Payment of interest is calculated automatically by the system and paid on the applicable voucher in one check payment. Interest payments are financed by the paying office's O&M appropriation only. The Air Force does not have a chargeback process.

MARINE CORPS: Payment of interest is not paid on a separate check. Interest penalty payments are charged to a Headquarters Marine Corps O&M appropriation. Activities responsible for causing the late payments and interest charges are identified in the Property Accounting Activity (PPA) field within the line of accounting. A direct chargeback process is not in use.

DLA: The DLA Supply Systems pay interest on the same voucher with the late payment. The Contract Administration System (MOCAS) tracks potential interest, but because DLA disburses under separate Component DSSNs, the payment of interest is done manually on a separate voucher. DLA paying offices use the FAO's Operation and Maintenance Funds to pay interest penalties, but subsequently can reimburse themselves by collecting the amount of interest paid from the DLA activity that caused the late payment.

Recommendations: In order to streamline operations and improve customer service, interest should be paid on the same voucher as the late payment and should be calculated automatically. To enforce accountability, interest payments should be charged to the O&M appropriation of the activity responsible for causing the late payment.

Comparative Analysis: d Pymt Reqst Mgmt

d PAYMENT REQUEST MANAGEMENT (2.2.4.1)--

ARMY: Payment requests are verified for ownership before being logged in. Erroneous billing amounts are handled by paying the lesser of the invoice amount or the accounts payable.

NAVY: Payment requests are verified for ownership before being logged in. For erroneous billing amounts of $10 or less, a voucher is prepared to show the amount billed plus the difference. When the difference is $10 or more, the bill will be vouchered and paid in the amount billed or the bill may be returned for restatement.

AIR FORCE: When there is no question of the Government's liability or dispute of facts or performance of a business concern and acceptance has occurred, the AFO is responsible

for obtaining a payment request from the contractor within 30 days after acceptance. Payment request errors of $30 or less are corrected automatically without notifying the business concern. For errors over $30, the payment request is sent back to the business concern for correction. Within the process, ownership of the invoice is determined before it is entered into the system. After system entry, the payment request is automatically controlled through payment release.

MARINE CORPS: Payment requests are logged in before being verified for ownership. For erroneous billing amounts the bill is vouchered and paid in the amount billed or the amount on the contract whichever is less.

DLA: Payment requests are logged in the MOCAS system to determine ownership. Erroneous billing amounts are handled by paying the lesser of the invoice amount or the accounts payable.

Recommendations: All payment requests should be logged into the Component systems as soon as possible after receipt. The system then should track the payment request's progress through the rest of the processing. Dollar value discrepancies should be handled by paying the lesser of the payment request amount or the accounts payable. This will eliminate the "paper-chase" between the contractor and the paying office and could reduce possible interest charges.

Comparative Analysis: d Use Of EFT

d USE OF ELECTRONIC COMMERCE (2.2.4.1)--

ARMY: EFT capability exists. However, only central transportation and the Corps of Engineers are paying via EFT.

NAVY: Uses EFT to pay some vendors and universities. Small volume contractors generally are not using EFT.

AIR FORCE: EFT capability exists within Air Force systems. However, the level of use varies from station to station. Stations making payments to large contractors generally pay more by EFT. Stations with small contractors generally use EFT less.

MARINE CORPS: Uses EFT to pay a small number of transportation and commissary vendors from two sites (MCLB

Albany, GA and Camp Lejeune, NC). Electronic invoicing has been tested at both sites.

DLA: Currently the supply and contract administration systems regularly receive invoices and transmit payments through EDI. The Defense Contract Management Operation Office (DCMOO) induces electronic invoicing through EFT marketing strategies. (e.g., electronic payments in exchange for electronic invoicing).

Recommendations: All Component systems should maximize the use of EFT. Furthermore, Components should actively pursue an electronic trading partnership with industry. This will result in reduced overhead costs for both DoD and the contractor and improve cash flow for the contractor.

CIM CONTRACT PAYMENT
NON-VALUE ADDED PROCESSES, PRACTICES AND INFORMATION

NON-VALUE ADDED PROCESSES, PRACTICES AND INFORMATION (2.2.4.1)--

PARTIAL MILSCAP IMPLEMENTATION AND COMPATIBILITY. MILSCAP is a valuable tool that could improve data quality and integrity by reducing input errors and reducing staffing costs. However, since the DoD Components have only partially implemented the standards and have not made all Contract Payment systems MILSCAP compatible, the value of this standardized process has been greatly diminished.

MANUAL COST VOUCHER PROCESSING. Manual processing of cost vouchers is labor-intensive and increases significantly the incidence of errors. This is an unnecessary practice since some Components have viable automated processes.

MANUAL PAYMENT CERTIFICATION. Manual payment certification is used to ensure that the legal requirements for payment have been met. While ensuring that a payment meets all legal requirements is essential, manual certification is labor-intensive and prone to error. Some Components have systems that automatically ensure contract payments meet legal requirements and therefore have eliminated manual payment certification.

MANUAL INQUIRY CAPABILITY. Most DoD Components depend on manual research to respond to a contractor's inquiry on a payment request. This a very labor-intensive and time-consuming. Having an electronic capabiity for contractors to ascertain the status of their payment requests would reduce the labor costs and greatly improve customer service.

MANUAL INTEGRATION AND INTERFACING. All DoD Components having Contract Payment systems, processes and practices developed them independently of each other. Yet, all of the Components must interface with each other in the conduct of normal business. As a result, paper has been the major means of communication and transfer of data. Because of the reliance on paper, labor-intensive manual processes and duplication of effort have been the rule. While these processes, practices and systems have had value to the Contract Payment process of their respective Component, they have had little value to the optimization of DoD-wide business. A DoD-wide standard system that is fully integrated/interfaced electronically with all external activities is needed to end the "paper chase" and reduce the costs of manual processes.

PROMPT PAYMENT INTEREST PROCESSING. All Components charge interest costs to their respective Operations and Maintenance (O&M) Accounts as required by law. However, most Components charge their O&M accounts without reference to the activity that caused the interest

cost to be incurred. This practice has little value in controlling interest costs and actually seems to perpetuate interest incurrence because it does not discipline the responsible activity. To improve the quality and timeliness of payment entitlement information, interest costs should be charged to the O&M appropriation of the activity responsible for causing the late payment.

	c Info	c Orgzn	c Prctc	c Procs	c Systm
d Acct Cntrl		√			√
d Cmplnc With MILSCAP Stndrd			√		√
d Cost Vchr			√	√	√
d Crtfcn Of Vchr			√	√	√
d Cstmr Svc		√			√
d Intgrtn/Intrfcg	√				√
d Prgrs Pymt Procs	√		√	√	√
d Prmpt Pymt Intrst Procs			√	√	√
d Pymt Reqst Mgmt		√	√	√	
d Use Of EFT					√

Differences to Types of Differences (2.2.4.1)

May 22, 1991 8:47:10

	o AIR FORCE	o ARMY	o DFAS (1)	o DLA	o MARINE CORPS	o NAVY	o OTHER DEFENSE AGENCIES (2)
d Acct Cntrl	√			√			
d Cmplnc With MILSCAP Stndrd				√			
dCost Vchr				√			
d Crtfcn Of Vchr				√			
d Cstmr Svc				√			
dIntgrtn/Intrfcg	√	√		√	√	√	
d Prgrs Pymt Procs	√						
d Prmpt Pymt Intrst Procs		√		√			
d Pymt Reqst Mgmt				√	√		
d Use Of EFT				√			

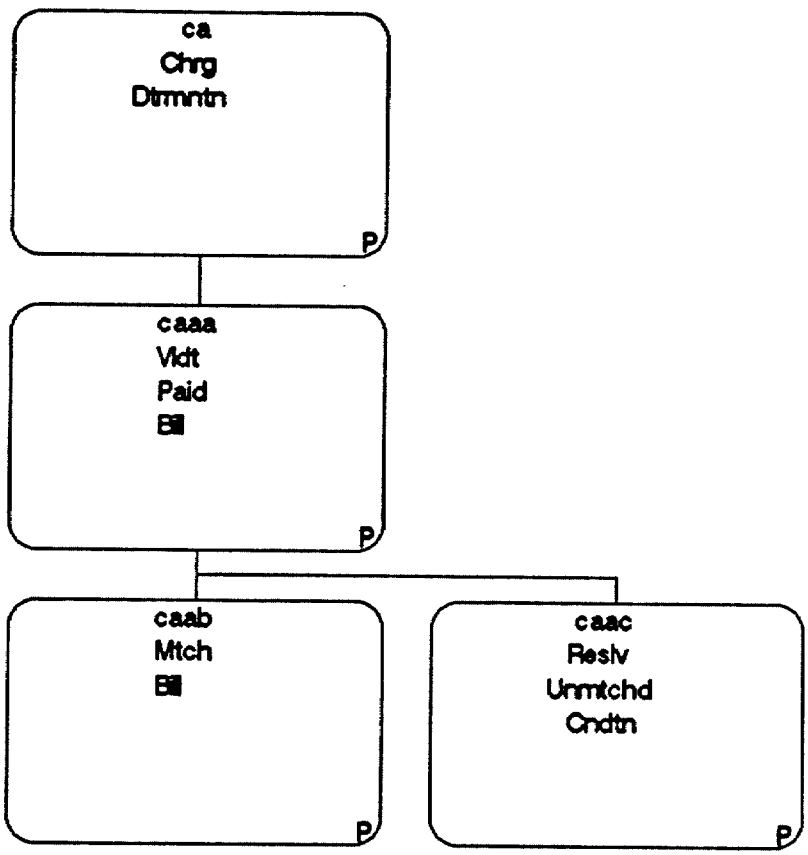
(1) DFAS was not evaluated because the Service Components and DLA were evaluated and organizationally fall under DFAS.

(2) Other Defense Agencies were not evaluated because the information was unavailable.

Differences to Components (2.2.4.1)

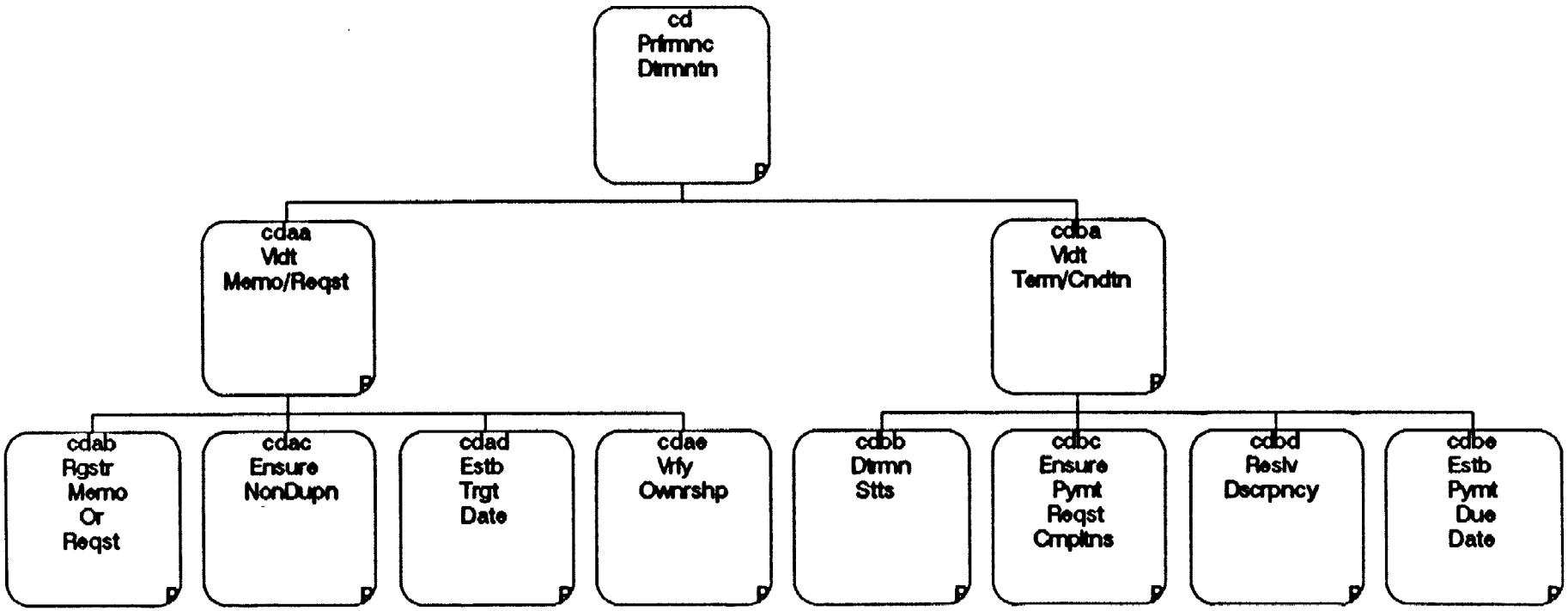
Revalidated Current Functional Activity to Process/Subprocesses
(2.2.4.2)

June 6, 1991 2:25pm



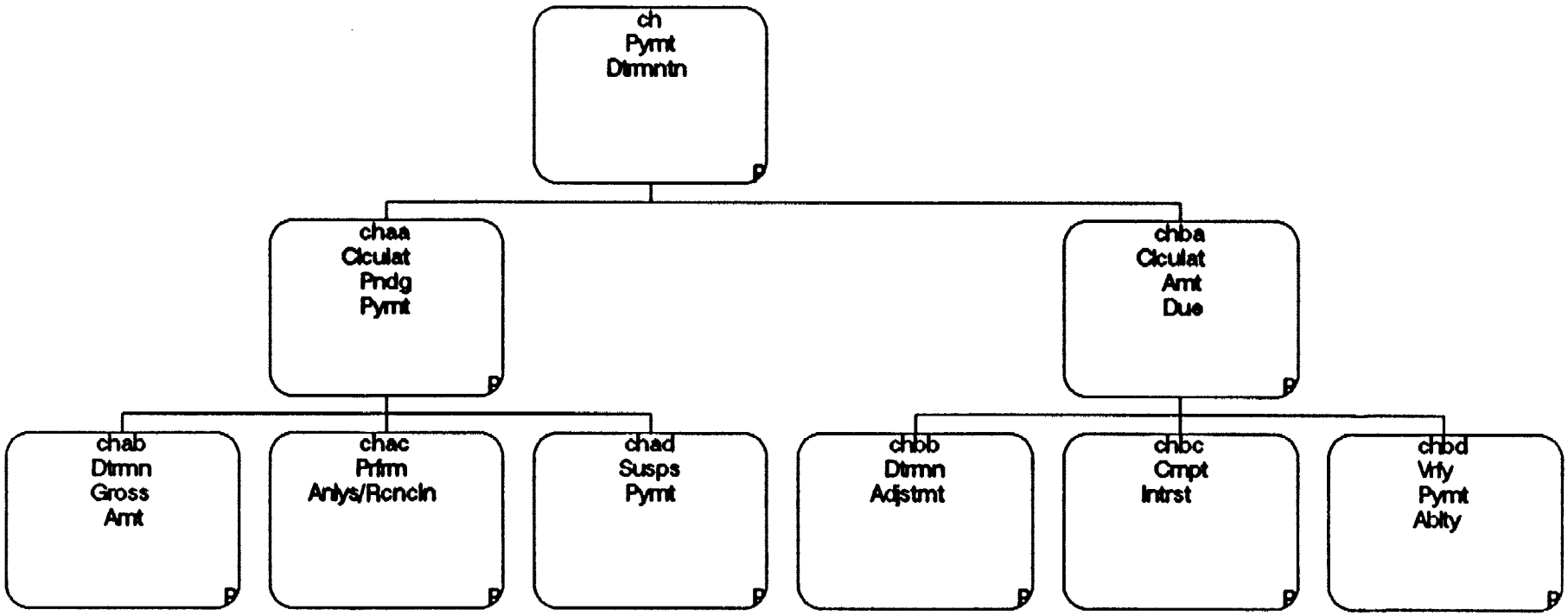
Revalidated Current Functional Activity to Processes/Subprocesses
(2.2.4.2)

June 6, 1991 2:29pm



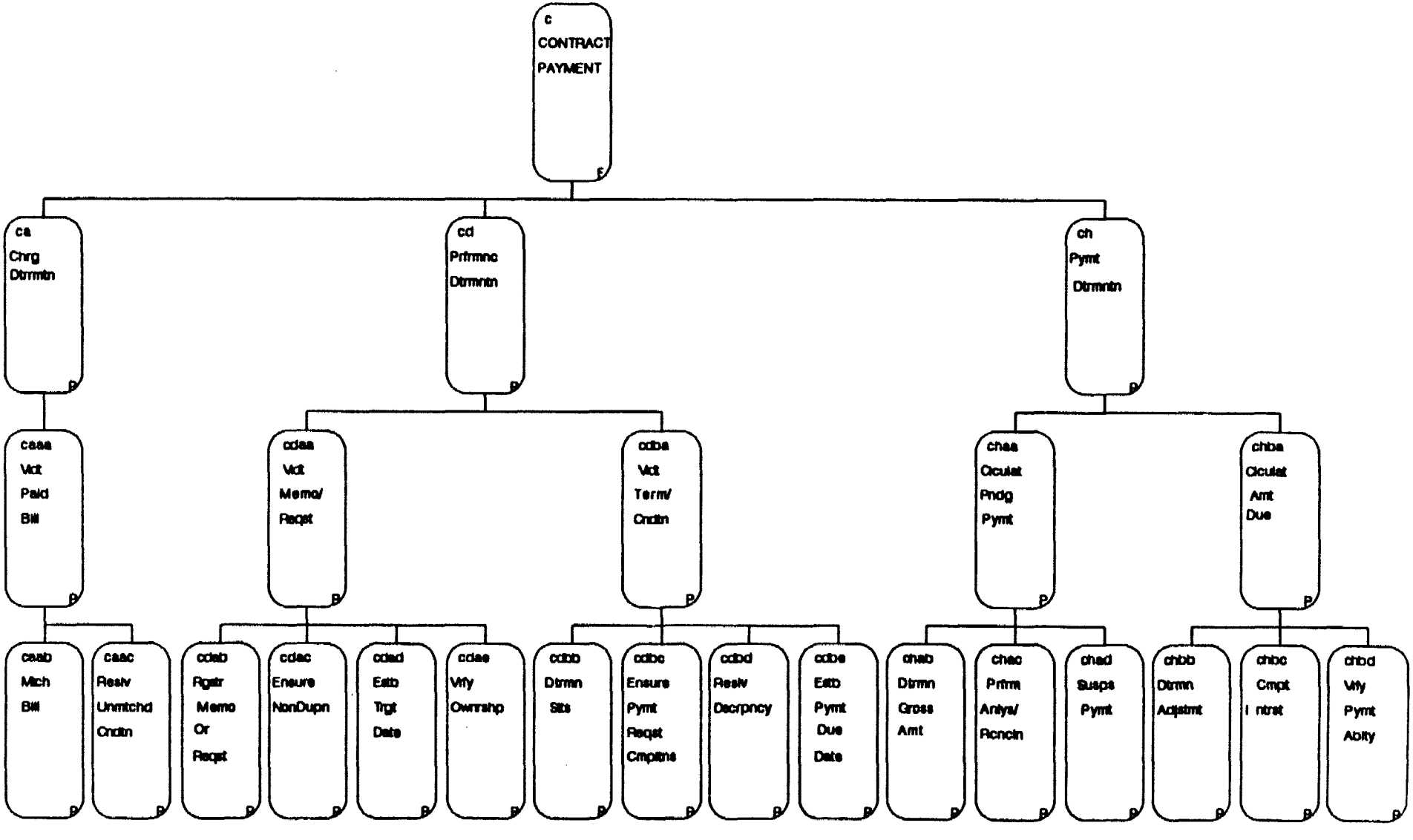
Revalidated Current Functional Activity to Processes/Subprocesses
(2.2.4.2)

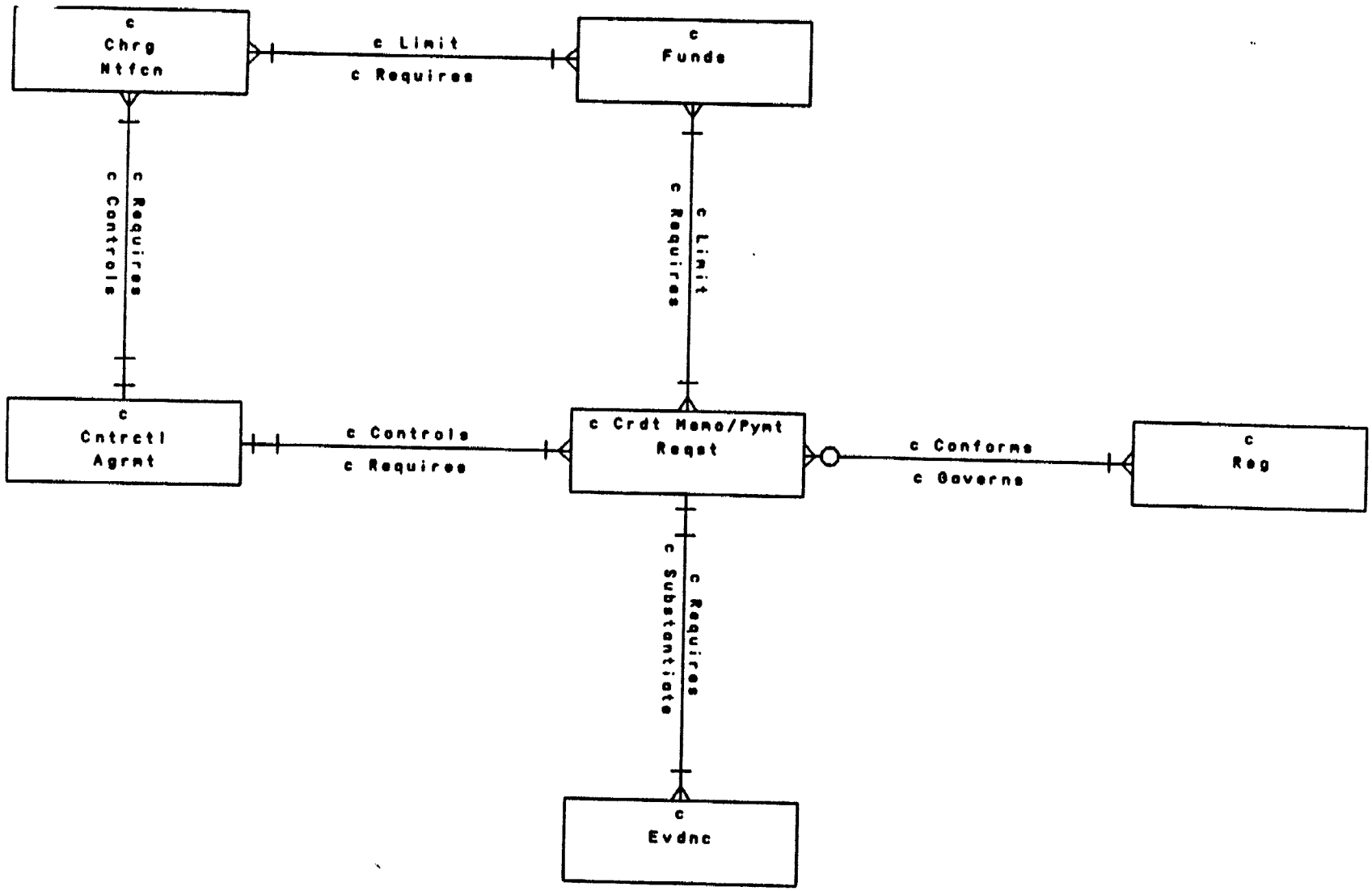
June 6, 1991 2:34pm



Revalidated Current Functional Activity to Processes/Subprocesses (2.2.4.2)

June 6, 1991 2:49pm





Revalidated Current Entity Relationship Diagram (2.2.4.2)

April 26, 1991 10:14:22

Current Functional Processes to Entities (2.2.4.2)

June 6, 1991 2:51pm

	c Chrg Ntfcn	c Cntrctl Agrmt	c Crdt Memo/Pymt Reqst	c Evdnc	c Funds	c Reg
caaa Vldt Paid Bill	UR	U			U	
cdaa Vldt Memo/Reqst		R	CUD			R
cdba Vldt Term/Cndtn		R	U	R		R
chaa Clculat Pndg Pymt		R	U	R	UR	R
chba Clculat Amt Due		R	UD*	R	R	R

*NOTE: A certification is created in the Calculate Amount Due/Verify Payment Ability process\subprocess although the entity itself is only updated in the CRUD.

C-Creates information about the entity

R-Reads information about the entity

U-Updates information about the entity

D-Deletes information about the entity

*-Has no relationship to the entity (Blank)

Current Processes/Subprocesses to Entities (2.2.4.2)

June 6, 1991 2:15pm

	c Chrg Ntfcn	c Cntrctl Agrmt	c Crdt Memo/Pymt Reqst	c Evdnc	c Funds	c Reg
caaa Vldt Paid Bill	UR	U			U	
caab Mtch Bill	U	R			U	
caac Reslv Unmtchd Cndtn	R	R				
cdaa Vldt Memo/Reqst		R	CUD			R
cdab Rgstr Memo Or Reqst			CUD			
cdac Ensure NonDupn			U			
cdad Estb Trgt Date			U			R
cdae Vrfy Ownrshp		R	U			
cdba Vldt Term/Cndtn		R	U	R		R
cdbb Dtrmn Stts						
cdbc Ensure Pymt Reqst Cmpltns		R	U	R		
cdbd Reslv Dscrpncy		R	U	R		
cdbe Estb Pymt Due Date		R	U	R		R
chaa Clculat Pndg Pymt		R	U	R	UR	R
chab Dtrmn Gross Amt		R	U		R	
chac Prfrm Anlys/Rcncln		R	U	R	R	
chad Susps Pymt			U		U	R
chba Clculat Amt Due		R	UD*	R	R	R
chbb Dtrmn Adjstmt		R	U		R	
chbc Cmpt Intrst			U			R
chbd Vrfy Pymt Abilty			UD	R	R	

*NOTE: A certification is created in the Calculate Amount Due/Verify Payment Ability process\subprocess although the entity itself is only updated in the CRUD.

C- Creates information about the entity

R-Reads information about the entity

U-Updates information about the entity

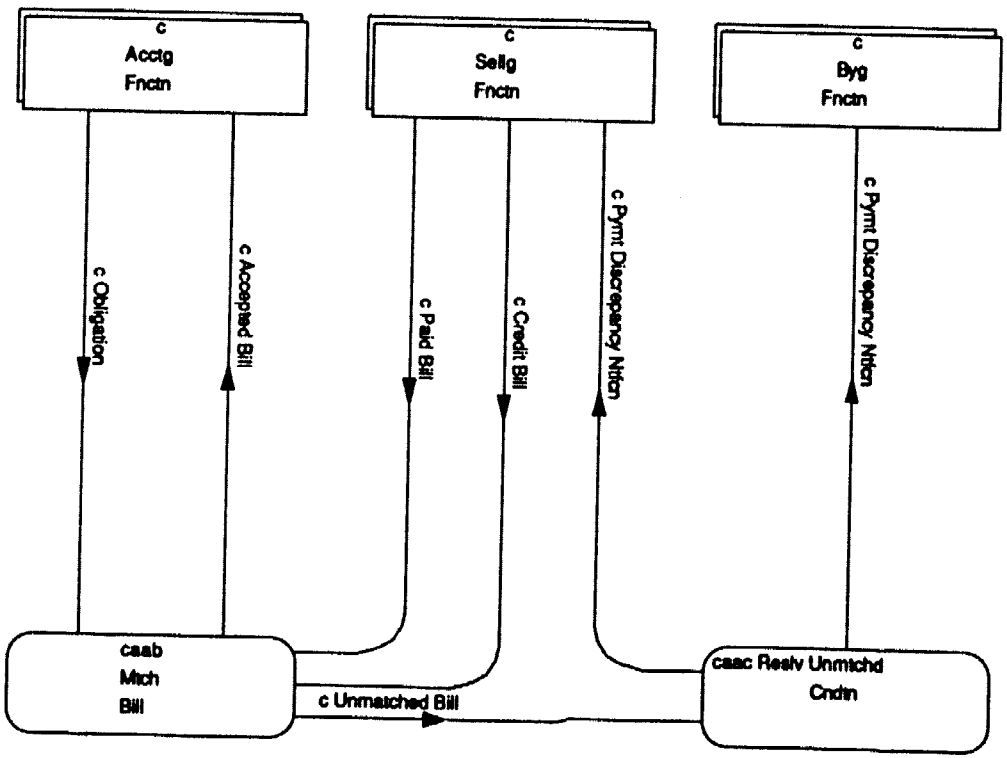
D-Deletes information about the entity

*-Has no relationship to the entity (Blank)

Revalidated Current Functional Flow Diagram (2.2.4.2)

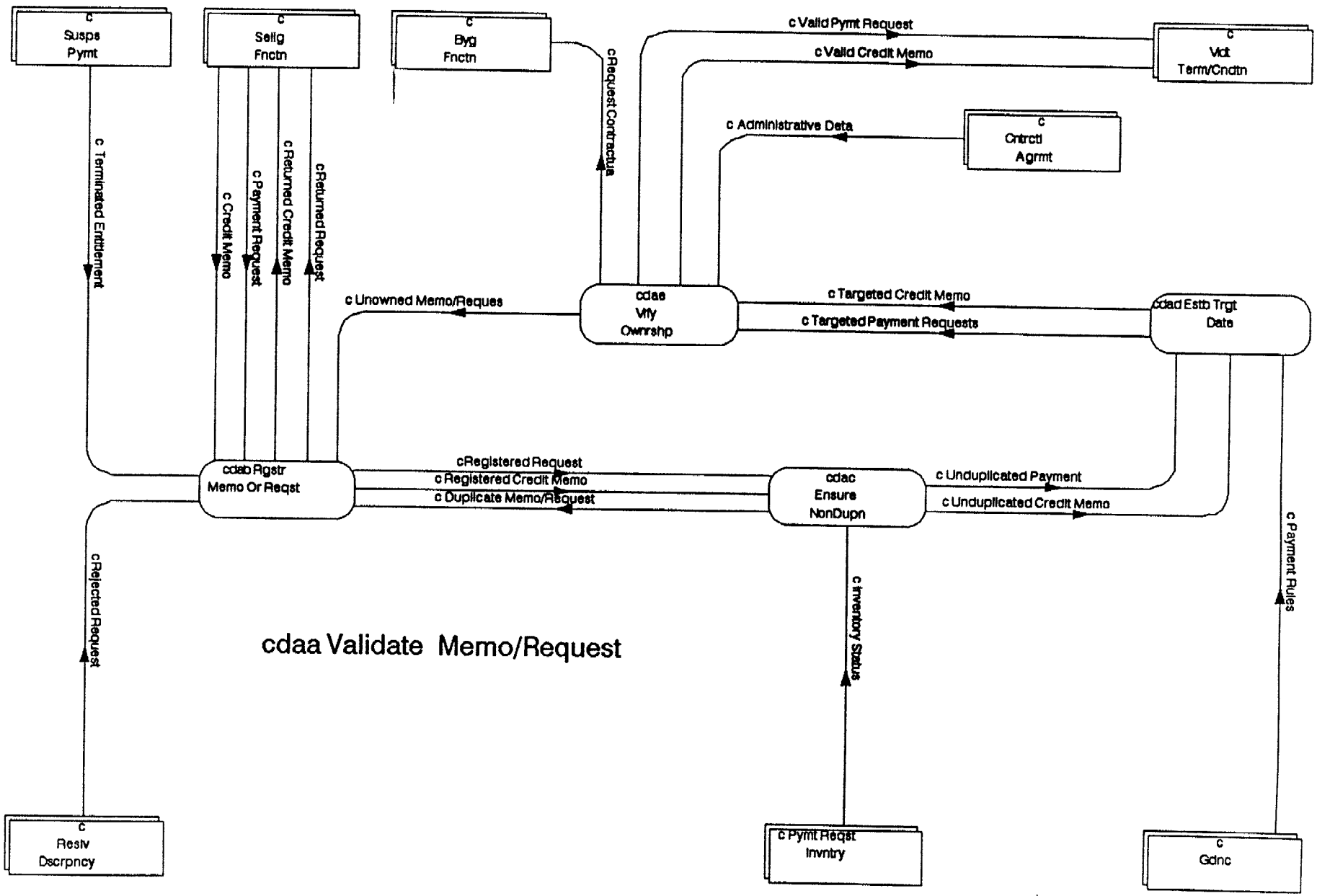
June 6, 1991 9:40am

caaa Validate Paid Bill



Revalidated Current Fı 'onal Flow Diagram (2.2.4.2)

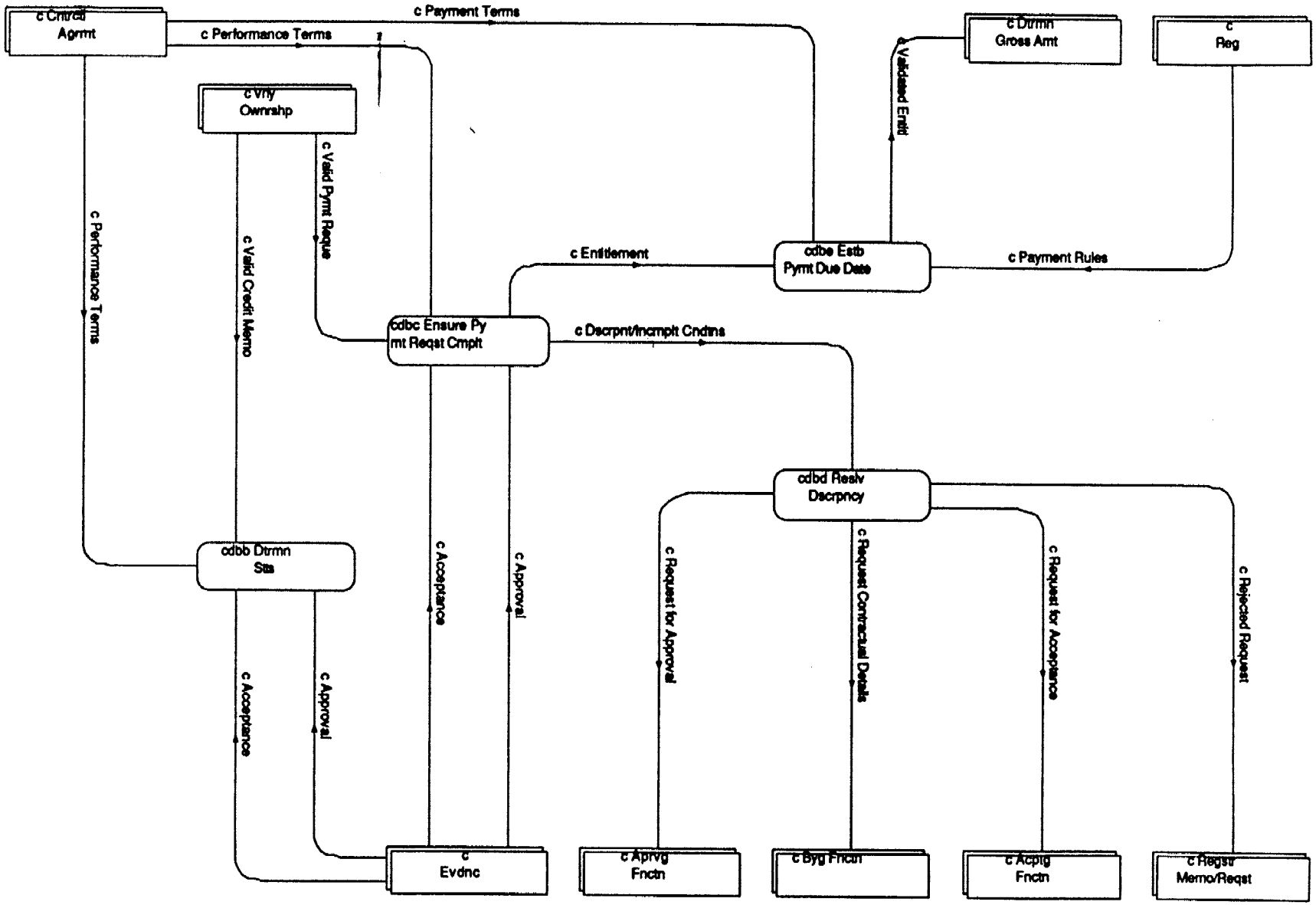
June 10, 1991 9:40am



Revalidated Current Functional Flow Diagram (2.2.4.2)

June 6, 1991 10:00am

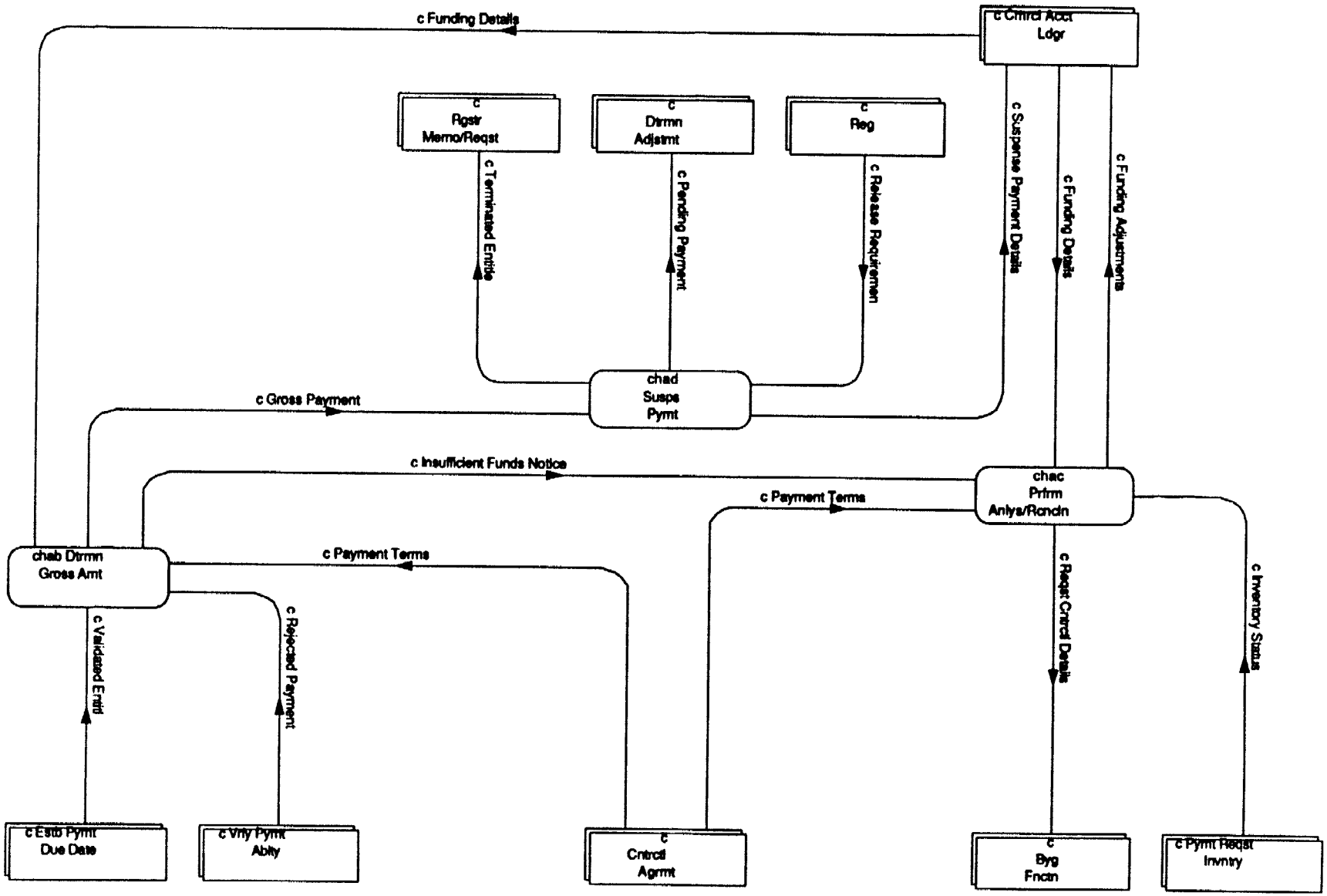
cdba Validate Terms/Conditions



Revalidated Current Functional Flow Diagram (2.2.4.2)

June 6, 1991 10:05am

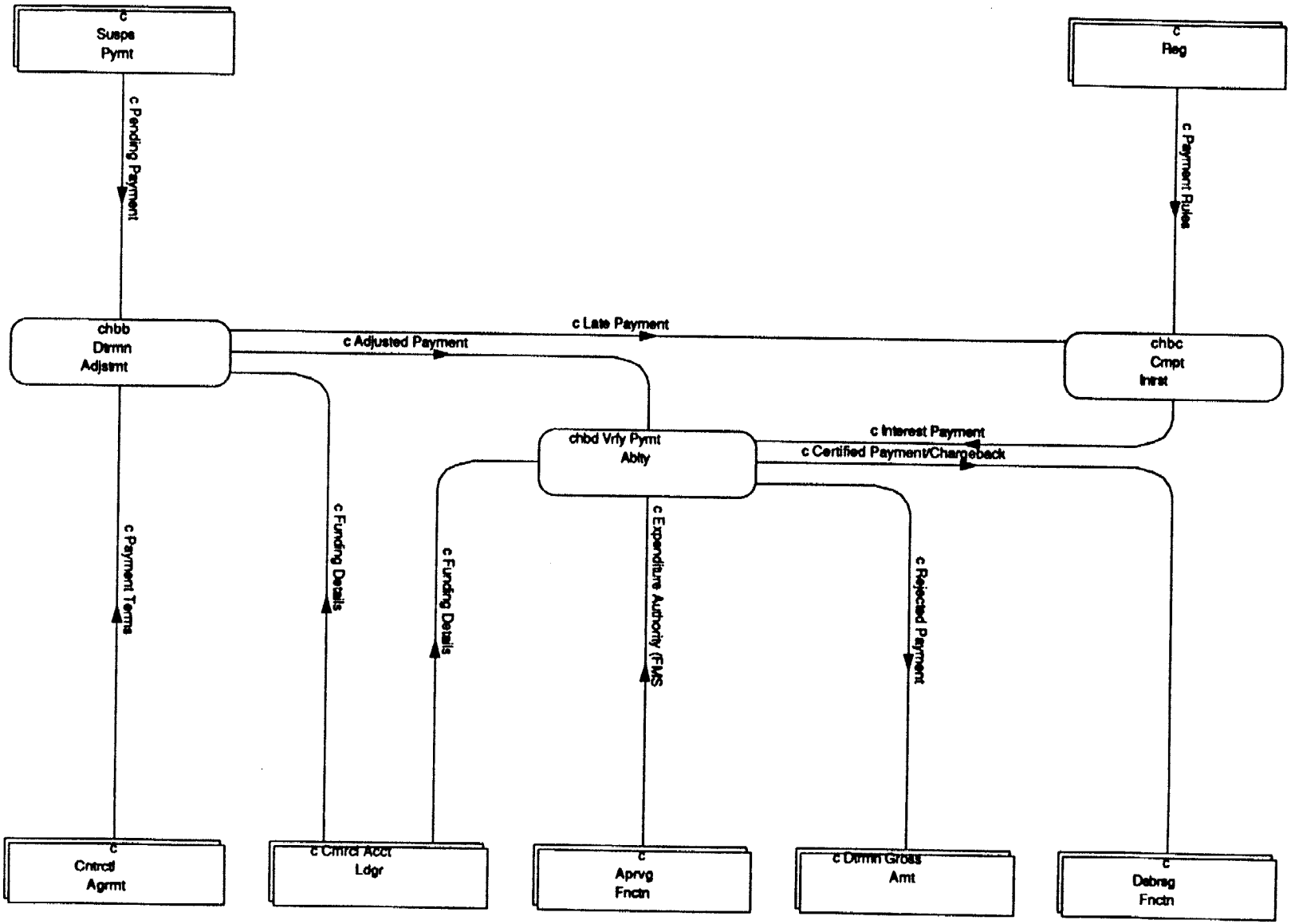
chaa Calculate Pending Payment



Revalidated Current Functional Flow Diagram (2.2.4.2)

June 6, 1991 10:10am

chba Calculate Amount Due



CIM CONTRACT PAYMENT
CURRENT RECONCILIATION REPORT

RECONCILIATION REPORT (2.2.4.3)--The functional entities and their relationships were compared to the functional model. The level of the entity "treasury rates" was inconsistent with the level of the other entities. Additionally, this entity should have included information related to the Prompt Payment Act and Cash Management Policy. The entity was changed to "Regulation" which now incorporates the additional information and places the entity at a broader level. Differences in wording of information flows between the diagram and process narrative were noted and corrected.

CIM CONTRACT PAYMENT
PROPOSED ORGANIZATIONAL AND OPERATIONAL ENVIRONMENT

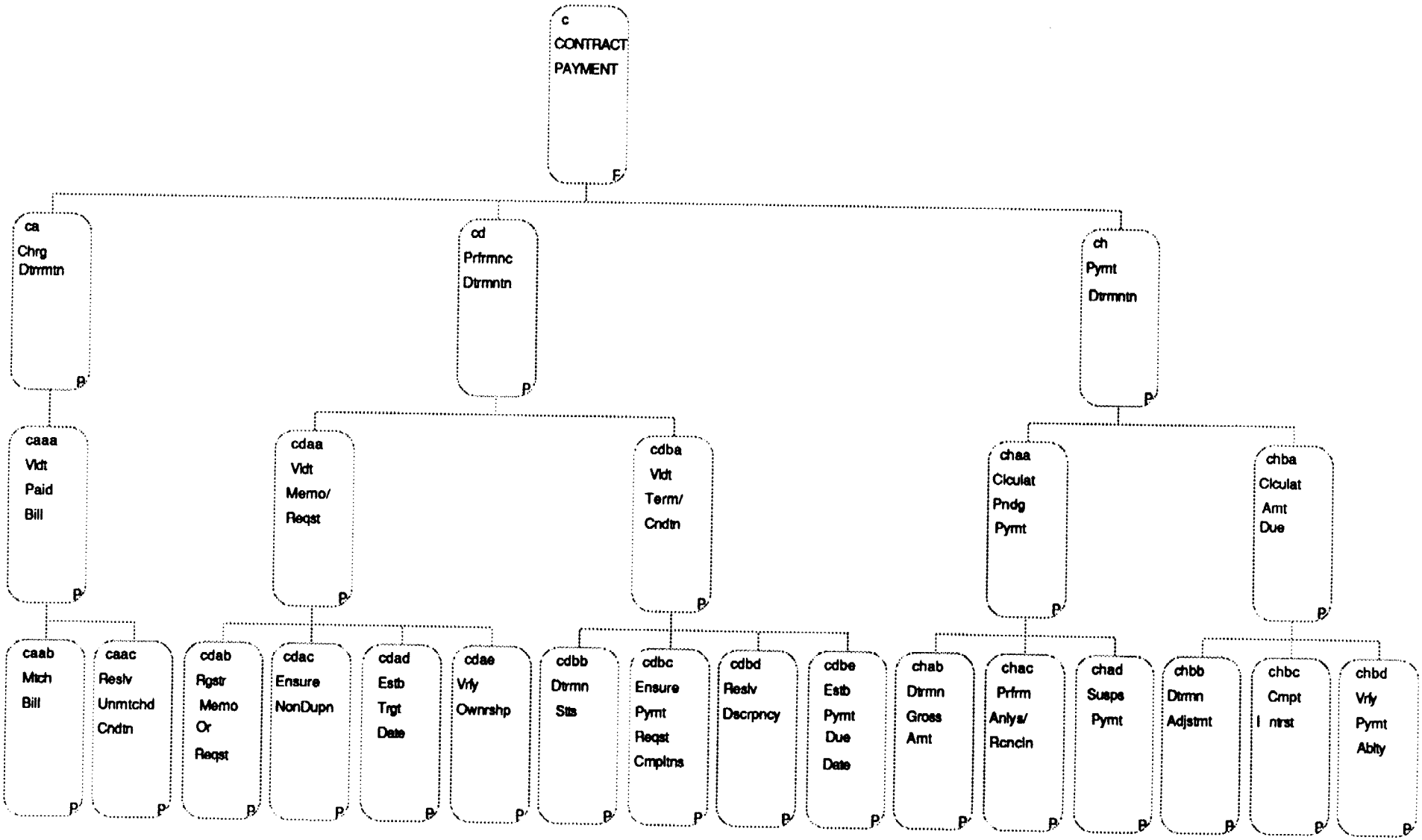
PROPOSED ORGANIZATIONAL AND OPERATIONAL ENVIRONMENT (2.2.4.4)--

The bulk of entitlement determinations for contracts and like-agreements should be centralized at one or two of the Defense Finance and Accounting Service (DFAS) Centers of Excellence (COEs). Any remaining decentralized (i.e., installation or regionalized) Contract Payment functions should be under the operational control of a COE. DFAS should control policy and operations through the COEs.

The Contract Payment function should be standardized and uniformly operated throughout DoD. Baseline processing systems should be selected (see the Group's recommended "interim standard systems") and enhanced, as much as feasible, to incorporate state-of-the-art automation and electronic commerce capabilities. The systems should be integrated/interfaced with external activities, to the maximum extent possible, so that source data can be utilized and hard copy documents kept to a minimum. Only those documents necessary to properly support a payment determination should be retained and, whenever possible, maintained in a paperless medium. Legal requirements should be changed for pecuniary liability so that data stewards are personally liable for erroneous and/or improper payments made due to inaccurate data. A DoD-wide interest chargeback process should be developed that identifies and charges interest to the activity responsible for causing the interest to be incurred. MILSCAP standards should be fully implemented DoD-wide, and the standard system should be fully MILSCAP compatible.

Composite Current Functional Activities to Processes/Subprocesses (2.2.4.4)

June 6, 1991 2:49pm



CIM CONTRACT PAYMENT
HIERARCHY REPORT
COMPOSITE CURRENT CHARGE DETERMINATION

Functional Activity: ca Chrg Dtrmntn

ca CHARGE DETERMINATION (2.2.4.4) (2.2.1.1) (2.1.1.1)--Matches self-reimbursable charges or credits received to the unliquidated obligations in the official accounting records and, if there is a match, records them as disbursements or credits. Unmatched items are researched to determine ownership and/or locate the obligations. Disputed charges are resolved between the buyer and seller or absorbed as required by regulatory guidance.

Process: caaa Vldt Paid Bill

caaa VALIDATE PAID BILL (2.2.4.4) (2.2.1.2)--Compares Paid Bill or Credit Bill to reimbursable order or requisition to assure that the amount charged or credited is correct. Buyers and sellers are notified to resolve discrepancies and disputed billings.

Information Needed: Paid Bill, Credit Bill, Obligation

Information Produced: Payment Discrepancy Notifications, Accepted Bill

Subprocess: caab Mtch Bill

caab MATCH BILL (2.2.4.4) (2.2.2.1)--Compares Paid Bill or Credit Bill to reimbursable order or requisition to assure that the amount charged against or credited to the account is correct.

Information Needed: Paid Bill, Credit Bill, Obligation

Information Produced: Unmatched Bill, Accepted Bill

Business Practice: caabzz Vldtn

caabzz VALIDATION (2.2.4.4) (2.2.2.2)--Paid bills are validated to assure the amount charged agrees with the reimbursable order.

Subprocess: caac Reslv Unmtchd Cndtn

caac RESOLVE UNMATCHED CONDITIONS (2.2.4.4) (2.2.2.1)--Notifies buyers and sellers to resolve discrepancies and disputed billings.

Information Needed: Unmatched Bill

Information Produced: Payment Discrepancy Notification

Business Practice: caaczz Dsptd Bill

caaczz DISPUTED BILLS (2.2.4.4) (2.2.2.2)--Discrepancies or disputed bills are resolved by contacting the buyer or seller.

Business Practice: caaczz Intrfnd

caaczz INTERFUND (2.2.4.4) (2.2.2.2)--Interfund bills can be disputed only if their dollar amounts exceed prescribed limits and must be absorbed by the billed activity if under the limits.

CIM CONTRACT PAYMENT
HIERARCHY REPORT
COMPOSITE CURRENT PERFORMANCE DETERMINATION

Functional Activity: cd Prfrmnc Dtrmntn

cd PERFORMANCE DETERMINATION (2.2.4.4) (2.2.1.1) (2.1.1.1)--Receives, validates and manages credit memos and requests for payment on contracts and like-agreements. Reviews information to assure that performance terms and conditions have been satisfied.

Process: cdaa Vldt Memo/Reqst

cdaa VALIDATE MEMORANDUM OR REQUEST (2.2.4.4) (2.2.1.2)--Establishes the credit memo or payment request in the register, ensures nonduplication, determines validity and ownership and establishes a target date for collection or payment.

Information Needed: Credit Memo, Payment Request, Administrative Details, Inventory Status, Payment Rules, Terminated Entitlement, Rejected Request

Information Produced: Requests for Information, Valid Credit Memo, Valid Payment Request, Returned Credit Memo, Returned Request

Business Practice: cdaazz Prrty

cdaazz PRIORITY (2.2.4.4) (2.2.2.2)--Due date is the factor used to prioritize work within Contract Payment.

Business Practice: cdaazz Unpybl Reqst

cdaazz UNPAYABLE REQUESTS (2.2.4.4) (2.2.2.2)--All unpayable requests are returned to the submitter, together with all known errors and/or reasons identified, no later than the limit specified by statutory or regulatory guidance.

Subprocess: cdab Rgstr Memo Or Reqst

cdab REGISTER MEMO OR REQUEST (2.2.4.4) (2.2.2.1)--Records credit memo or payment request information necessary to establish it in the register, annotates date and time of receipt and returns memo or request when appropriate.

Information Needed: Credit Memo, Payment Request, Terminated Entitlement, Rejected Request, Duplicate Payment Request

Information Produced: Registered Credit Memo, Registered Payment Request, Returned Request, Returned Credit Memo

Business Practice: cdabzz Cntrl

cdabzz CONTROL (2.2.4.4) (2.2.2.2)--All credit memos and payment requests received are accounted for by Contract Payment.

Business Practice: cdabzz Inqry

cdabzz INQUIRY (2.2.4.4) (2.2.2.2)--All hard copy information requests reflect the date and time received.

Business Practice: cdabzz Rcpt

cdabzz RECEIPT (2.2.4.4) (2.2.2.2)--All credit memos and payment requests reflect the date and time received by Contract Payment.

Business Practice: cdabzz Recrd

cdabzz RECORD (2.2.4.4) (2.2.2.2)--All credit memos and payment requests are recorded within two business days of receipt.

Subprocess: cdac Ensure NonDupn

cdac ENSURE NONDUPLICATION (2.2.4.4) (2.2.2.1)--Searches the inventory to ensure credit memo or payment request has not been previously processed.

Information Needed: Registered Credit Memo, Registered Request, Inventory Status

Information Produced: Unduplicated Payment Request, Unduplicated Credit Memo, Duplicate Memo/Request

Subprocess: cdad Estb Trgt Date

cdad ESTABLISH TARGET DATE (2.2.4.4) (2.2.2.1)--Determines a potential collection or payment date based on information contained in the credit memo or payment request (e.g., voluntary discount terms). Establishes initial priority for processing credit memos or payment requests.

Information Needed: Unduplicated Credit Memo, Unduplicated Payment Request, Payment Rules

Information Produced: Targeted Payment Request, Targeted Credit Memo

Business Practice: cdadzz Trgt Due Date

cdadzz TARGET DUE DATE (2.2.4.4) (2.2.2.2)--The potential due date is based upon the type of credit memo or payment request received and processing is prioritized accordingly.

Subprocess: cdae Vrfy Ownrshp

cdae VERIFY OWNERSHIP (2.2.4.4) (2.2.2.1)--Determines if the credit memo or payment request is designated to be processed by the receiving Contract Payment activity.

Information Needed: Targeted Credit Memo, Targeted Payment Request, Administrative Details

Information Produced: Valid Payment Request, Valid Credit Memo, Request for Missing/Corrected Information, Unowned Memo/Request

Process: cdba Vldt Term/Cndtn

cdba VALIDATE TERMS AND CONDITIONS (2.2.4.4) (2.2.1.2)--Reviews entitlement information to assure evidence of performance terms and conditions has been satisfied and establishes the payment due date.

Information Needed: Valid Credit Memo, Valid Payment Request, Performance Terms, Payment Terms, Acceptance/Receiving Information, Approval Information, Payment Rules

Information Provided: Validated Entitlement, Missing/Corrected Information Requirement, Rejected Request

Subprocess: cdbb Dtrmn Stts

cdbb DETERMINE STATUS (2.2.4.4) (2.2.2.1)--Reviews accounting, disbursing and entitlement information to determine status of the credit memo and updates accounts receivable.

Information Needed: Valid Credit Memo, Acceptance, Approval, Performance Terms

Information Produced: Adjustment

Business Practice: cdbbzz Crdt Memo

cdbbzz CREDIT MEMOS (2.2.4.4) (2.2.2.2)--Credit memos are reviewed to assure that they are applied to the correct account.

Subprocess: cdbc Ensure Pymt Reqst Cmpltns

cdbc ENSURE PAYMENT REQUEST COMPLETENESS (2.2.4.4) (2.2.2.1)--Reviews all available entitlement information for evidence that all performance terms and conditions have been met and payment can continue to be processed.

Information Needed: Valid Credit Memo, Valid Payment Request, Performance Terms, Approval Information, Acceptance/Receiving Information

Information Produced: Entitlement, Discrepant/Incomplete Conditions

Business Practice: cdbczz Dcmtn

cdbczz DOCUMENTATION (2.2.4.4) (2.2.2.2)--Prior to payment certification, the following additional documentation must be present: the contract or like-agreement, evidence of performance and necessary approvals.

Business Practice: cdbczz Splt Invc Pymt

cdbczz SPLIT INVOICE PAYMENTS (2.2.4.4) (2.2.2.2)--Partial invoice payments are processed when appropriate.

Subprocess: cdbd Reslv Dscrpncy

cdbd RESOLVE DISCREPANCIES (2.2.4.4) (2.2.2.1)--Interacts with appropriate functional activities to obtain missing or corrected information to complete entitlement determination.

Information Needed: Discrepant/Incomplete Conditions

Information Produced: Request for Missing/Corrected Information, Rejected Request

Business Practice: cdbdzz Dscrpncy Rsltn

cdbdzz DISCREPANCY RESOLUTION (2.2.4.4) (2.2.2.2)--Requests for missing or corrected information are pursued until resolved.

Business Practice: cdbdzz Ntfcn

cdbdzz NOTIFICATION (2.2.4.4) (2.2.2.2)--Contract Payment provides activities with notification of missing/erroneous information.

Subprocess: cdbe Estb Pymt Due Date

cdbe ESTABLISH PAYMENT DUE DATE (2.2.4.4) (2.2.2.1)--Determines the date the payment request must be paid in order to take an advantageous discount or avoid interest penalties.

Information Needed: Entitlement, Payment Terms, Payment Rules

Information Produced: Validated Entitlement

Business Practice: cdbezz Due Date

cdbezz DUE DATES (2.2.4.4) (2.2.2.2)--Payment due dates are established according to statutory and regulatory guidance.

CIM CONTRACT PAYMENT
HIERARCHY REPORT
COMPOSITE CURRENT PAYMENT DETERMINATION

Functional Activity: ch Pymt Dtrmntn

ch PAYMENT DETERMINATION (2.2.4.4) (2.2.1.1) (2.1.1.1)--Computes and manages pending payments in accordance with law and regulatory guidance, determines prompt payment interest and/or penalties due, certifies for release and maintains accounts control for Contract Payment.

Process: chaa Clculat Pndg Pymt

chaa CALCULATE PENDING PAYMENT (2.2.4.4) (2.2.1.2)--Determines gross amount payable, posts subsidiary Commercial Accounts Ledger information and cash-manages the pending payments.

Information Needed: Validated Entitlement, Funding Information, Payment Terms, Inventory Status, Release Requirements, Rejected Payment

Information Produced: Missing/Corrected Information Request, Suspense Payment Information, Pending Payment, Funding Adjustments, Terminated Entitlement

Business Practice: chaazz Prrtzn

chaazz PRIORITIZATION (2.2.4.4) (2.2.2.2)--Payment due date is the factor used to prioritize work within Contract Payment.

Subprocess: chab Dtrmn Gross Amt

chab DETERMINE GROSS AMOUNT (2.2.4.4) (2.2.2.1)--Compares entitlement information and calculates the gross amount due.

Information Needed: Validated Entitlement, Funding Details, Payment Terms, Rejected Payment

Information Produced: Gross Payment, Insufficient Funds Notice

Business Practice: chabzz Pymt Lmt

chabzz PAYMENT LIMITS (2.2.4.4) (2.2.2.2)--The gross amount payable is limited to that authorized by the terms and conditions of the contractual agreement and the balance of available ULO annotated in the subsidiary Commercial Accounts Ledgers or official accounting records.

Subprocess: chac Prfrm Anlys/Rcncln

chac PERFORM ANALYSIS AND RECONCILIATION (2.2.4.4) (2.2.2.1)--Analyzes funding deficiencies and takes appropriate action.

Information Needed: Insufficient Funds Notice, Payment Terms, Funding Details, Inventory Status

Information Produced: Funding Adjustment, Request for Contractual Details

Business Practice: chaczz Ntfcn

chaczz NOTIFICATION (2.2.4.4) (2.2.2.2)--Contract Payment provides activities with notification of missing/erroneous information.

Business Practice: chaczz Rcncln

chaczz RECONCILIATION (2.2.4.4) (2.2.2.2)--Funding deficiencies are pursued until resolved.

Subprocess: chad Susps Pymt

chad SUSPENSE PAYMENT (2.2.4.4) (2.2.2.1)--Suspenses payment for disbursement on the proper date, provides for early release or delays for outlay management purposes and captures required reporting information (e.g., early release).

Information Needed: Gross Payment, Release Requirements

Information Produced: Pending Payment, Suspense Payment Details, Terminated Entitlement

Business Practice: chadzz Early Rels

chadzz EARLY RELEASE (2.2.4.4) (2.2.2.2)--Appropriate authorization is required to release payments earlier than the timeframe specified by regulatory guidance.

Business Practice: chadzz Jstfctn

chadzz JUSTIFICATION (2.2.4.4) (2.2.2.2)--The reason for early release of payments is properly documented.

CIM CONTRACT PAYMENT
HIERARCHY REPORT
COMPOSITE CURRENT PAYMENT DETERMINATION

Business Practice: chadzz Rels

chadzz RELEASE (2.2.4.4) (2.2.2.2)--Excluding self-reimbursed charges, like-agreements are scheduled and released when all terms and conditions are met.

Business Practice: chadzz Schdld Rels

chadzz SCHEDULED RELEASE (2.2.4.4) (2.2.2.2)--All commercial payments are scheduled for release in accordance with statutory and regulatory guidance.

Process: chba Clculat Amt Due

chba CALCULATE AMOUNT DUE (2.2.4.4) (2.2.1.2)--Applies applicable deductions (e.g., discounts, recoupments, receivables), verifies ULO in either the subsidiary Commercial Accounts Ledgers or the official accounting records, obtains Expenditure Authority (e.g., FMS, other limitations), calculates interest and/or penalties due and assigns responsibility for interest paid.

Information Needed: Pending Payment, Funding Information, Payment Terms, Expenditure Authority, Payment Rules

Information Provided: Certified Payment, Rejected Payment

Subprocess: chbb Dtrmn Adjstmt

chbb DETERMINE ADJUSTMENTS (2.2.4.4) (2.2.2.1)--Calculates the deductions to be applied to the gross amount prior to payment (e.g., discounts, recoupments, receivables).

Information Needed: Pending Payment, Payment Terms, Funding Details

Information Produced: Adjusted Payment, Late Payment

Business Practice: chbbzz Ofset

chbbzz OFFSET (2.2.4.4) (2.2.2.2)--Accounts receivable that are valid for offset are collected against the first available payment.

Subprocess: chbc Cmpt Intrst

chbc COMPUTE INTEREST (2.2.4.4) (2.2.2.1)--Calculates and captures information concerning the interest and/or penalties due on late payments.

Information Needed: Late Payment, Payment Rules

Information Produced: Interest Payment

Business Practice: chbcaa Late Dcmtn

chbcaa LATE DOCUMENTATION (2.2.4.4) (2.2.2.2)--Supporting documentation is "late" if it reaches the Contract Payment office after close of business on the day that is one-half the payment period.

Business Practice: chbcad Chrgbck

chbcad CHARGEBACK (2.2.4.4) (2.2.2.2)--Prompt Payment interest incurred is charged to the responsible activity if such activity is within the Component.

Business Practice: chbcfh Totl Amt

chbcfh TOTAL AMOUNT (2.2.4.4) (2.2.2.2)--Interest amount due is routinely included in the total amount due.

Business Practice: chbcmn Intrst Idntfd

chbcmn INTEREST IDENTIFIED (2.2.4.4) (2.2.2.2)--Prompt Payment interest charges are identified to the accountable station level.

Business Practice: chbczz Intrst

chbczz INTEREST (2.2.4.4) (2.2.2.2)--Interest due is calculated and reported in accordance with the Prompt Payment Act and implementing regulations.

Business Practice: chbczz Intrst Incrd

chbczz INTEREST INCURRED (2.2.4.4) (2.2.2.2)--Prompt Payment interest charges incurred are identified as to the cause.

CIM CONTRACT PAYMENT
HIERARCHY REPORT
COMPOSITE CURRENT PAYMENT DETERMINATION

Business Practice: chbczz Pnlty

chbczz PENALTIES (2.2.4.4) (2.2.2.2)--Interest penalties are due if interest owed is not paid within 10 days of the payment request paid date.

Subprocess: chbd Vrfy Pymt Ablty

chbd VERIFY PAYMENT ABILITY (2.2.4.4) (2.2.2.1)--Determines fund availability and certifies payment for release.

Information Needed: Adjusted Payment, Interest Payment, Funding Details, Expenditure Authority (FMS)

Information Produced: Certified Payment, Rejected Payment

Business Practice: chbdaa Lblty

chbdaa LIABILITY (2.2.4.4) (2.2.2.2)--Personal pecuniary liability is deemed to reside with the official certifying the payment.

Business Practice: chbddf Accts Cntrl

chbddf ACCOUNTS CONTROL (2.2.4.4) (2.2.2.2)--Entries (i.e., daily business) made to the system are balanced daily.

Business Practice: chbdth Precrtfcn

chbdth PRECERTIFICATION (2.2.4.4) (2.2.2.2)--Persons in organizations external to Contract Payment are granted authority to compute and precertify contractual payments.

Business Practice: chbdzz Crtfcn

chbdzz CERTIFICATION (2.2.4.4) (2.2.2.2)--Payments are released for disbursement based on final certification by authorized personnel.

CIM CONTRACT PAYMENT
COMPOSITE CURRENT FUNCTIONAL ACTIVITIES

Functional Activity: ca Chrg Dtrmntn

ca CHARGE DETERMINATION (2.2.4.4) (2.2.1.1) (2.1.1.1)--Matches self-reimbursable charges or credits received to the unliquidated obligations in the official accounting records and, if there is a match, records them as disbursements or credits. Unmatched items are researched to determine ownership and/or locate the obligations. Disputed charges are resolved between the buyer and seller or absorbed as required by regulatory guidance.

Functional Activity: cd Prfrmnc Dtrmntn

cd PERFORMANCE DETERMINATION (2.2.4.4) (2.2.1.1) (2.1.1.1)--Receives, validates and manages credit memos and requests for payment on contracts and like-agreements. Reviews information to assure that performance terms and conditions have been satisfied.

Functional Activity: ch Pymt Dtrmntn

ch PAYMENT DETERMINATION (2.2.4.4) (2.2.1.1) (2.1.1.1)--Computes and manages pending payments in accordance with law and regulatory guidance, determines prompt payment interest and/or penalties due, certifies for release and maintains accounts control for Contract Payment.

CIM CONTRACT PAYMENT
COMPOSITE CURRENT FUNCTIONAL PROCESSES

Process: caaa Vldt Paid Bill

caaa VALIDATE PAID BILL (2.2.4.4) (2.2.1.2)--Compares Paid Bill or Credit Bill to reimbursable order or requisition to assure that the amount charged or credited is correct. Buyers and sellers are notified to resolve discrepancies and disputed billings.

Information Needed: Paid Bill, Credit Bill, Obligation

Information Produced: Payment Discrepancy Notifications, Accepted Bill

Process: cdaa Vldt Memo/Reqst

cdaa VALIDATE MEMORANDUM OR REQUEST (2.2.4.4) (2.2.1.2)--Establishes the credit memo or payment request in the register, ensures nonduplication, determines validity and ownership and establishes a target date for collection or payment.

Information Needed: Credit Memo, Payment Request, Administrative Details, Inventory Status, Payment Rules, Terminated Entitlement, Rejected Request

Information Produced: Requests for Information, Valid Credit Memo, Valid Payment Request, Returned Credit Memo, Returned Request

Process: cdba Vldt Term/Cndtn

cdba VALIDATE TERMS AND CONDITIONS (2.2.4.4) (2.2.1.2)--Reviews entitlement information to assure evidence of performance terms and conditions has been satisfied and establishes the payment due date.

Information Needed: Valid Credit Memo, Valid Payment Request, Performance Terms, Payment Terms, Acceptance/Receiving Information, Approval Information, Payment Rules

Information Provided: Validated Entitlement, Missing/Corrected Information Requirement, Rejected Request

Process: chaa Clculat Pndg Pymt

chaa CALCULATE PENDING PAYMENT (2.2.4.4) (2.2.1.2)--Determines gross amount payable, posts subsidiary Commercial Accounts Ledger information and cash-manages the pending payments.

Information Needed: Validated Entitlement, Funding Information, Payment Terms, Inventory Status, Release Requirements, Rejected Payment

Information Produced: Missing/Corrected Information Request, Suspense Payment Information, Pending Payment, Funding Adjustments, Terminated Entitlement

Process: chba Clculat Amt Due

chba CALCULATE AMOUNT DUE (2.2.4.4) (2.2.1.2)--Applies applicable deductions (e.g., discounts, recoupments, receivables), verifies ULO in either the subsidiary Commercial Accounts Ledgers or the official accounting records, obtains Expenditure Authority (e.g., FMS, other limitations), calculates interest and/or penalties due and assigns responsibility for interest paid.

Information Needed: Pending Payment, Funding Information, Payment Terms, Expenditure Authority, Payment Rules

Information Provided: Certified Payment, Rejected Payment

CIM CONTRACT PAYMENT
COMPOSITE CURRENT FUNCTIONAL SUBPROCESSES

Subprocess: caab Mtch Bill

caab MATCH BILL (2.2.4.4) (2.2.2.1)--Compares Paid Bill or Credit Bill to reimbursable order or requisition to assure that the amount charged against or credited to the account is correct.

Information Needed: Paid Bill, Credit Bill, Obligation

Information Produced: Unmatched Bill, Accepted Bill

Subprocess: caac Reslv Unmtchd Cndtn

caac RESOLVE UNMATCHED CONDITIONS (2.2.4.4) (2.2.2.1)--Notifies buyers and sellers to resolve discrepancies and disputed billings.

Information Needed: Unmatched Bill

Information Produced: Payment Discrepancy Notification

Subprocess: cdab Rgstr Memo Or Reqst

cdab REGISTER MEMO OR REQUEST (2.2.4.4) (2.2.2.1)--Records credit memo or payment request information necessary to establish it in the register, annotates date and time of receipt and returns memo or request when appropriate.

Information Needed: Credit Memo, Payment Request, Terminated Entitlement, Rejected Request, Duplicate Payment Request

Information Produced: Registered Credit Memo, Registered Payment Request, Returned Request, Returned Credit Memo

Subprocess: cdac Ensure NonDupn

cdac ENSURE NONDUPLICATION (2.2.4.4) (2.2.2.1)--Searches the inventory to ensure credit memo or payment request has not been previously processed.

Information Needed: Registered Credit Memo, Registered Request, Inventory Status

Information Produced: Unduplicated Payment Request, Unduplicated Credit Memo, Duplicate Memo/Request

Subprocess: cdad Estb Trgt Date

cdad ESTABLISH TARGET DATE (2.2.4.4) (2.2.2.1)--Determines a potential collection or payment date based on information contained in the credit memo or payment request (e.g., voluntary discount terms). Establishes initial priority for processing credit memos or payment requests.

Information Needed: Unduplicated Credit Memo, Unduplicated Payment Request, Payment Rules

Information Produced: Targeted Payment Request, Targeted Credit Memo

Subprocess: cdae Vrfy Ownrshp

cdae VERIFY OWNERSHIP (2.2.4.4) (2.2.2.1)--Determines if the credit memo or payment request is designated to be processed by the receiving Contract Payment activity.

Information Needed: Targeted Credit Memo, Targeted Payment Request, Administrative Details

Information Produced: Valid Payment Request, Valid Credit Memo, Request for Missing/Corrected Information, Unowned Memo/Request

Subprocess: cdbb Dtrmn Stts

cdbb DETERMINE STATUS (2.2.4.4) (2.2.2.1)--Reviews accounting, disbursing and entitlement information to determine status of the credit memo and updates accounts receivable.

Information Needed: Valid Credit Memo, Acceptance, Approval, Performance Terms

Information Produced: Adjustment

Subprocess: cdbc Ensure Pymt Reqst Cmpltns

cdbc ENSURE PAYMENT REQUEST COMPLETENESS (2.2.4.4) (2.2.2.1)--Reviews all available entitlement information for evidence that all performance terms and conditions have been met and payment can continue to be processed.

Information Needed: Valid Credit Memo, Valid Payment Request, Performance Terms, Approval Information, Acceptance/Receiving Information

Information Produced: Entitlement, Discrepant/Incomplete Conditions

Subprocess: cdbd Reslv Dscrpncy

cdbd RESOLVE DISCREPANCIES (2.2.4.4) (2.2.2.1)--Interacts with appropriate functional activities to obtain missing or corrected information to complete entitlement determination.

Information Needed: Discrepant/Incomplete Conditions

Information Produced: Request for Missing/Corrected Information, Rejected Request

Subprocess: cdbe Estb Pymt Due Date

cdbe ESTABLISH PAYMENT DUE DATE (2.2.4.4) (2.2.2.1)--Determines the date the payment request must be paid in order to take an advantageous discount or avoid interest penalties.

Information Needed: Entitlement, Payment Terms, Payment Rules

Information Produced: Validated Entitlement

Subprocess: chab Dtrmn Gross Amt

chab DETERMINE GROSS AMOUNT (2.2.4.4) (2.2.2.1)--Compares entitlement information and calculates the gross amount due.

Information Needed: Validated Entitlement, Funding Details, Payment Terms, Rejected Payment

Information Produced: Gross Payment, Insufficient Funds Notice

Subprocess: chac Prfrm Anlys/Rcncln

chac PERFORM ANALYSIS AND RECONCILIATION (2.2.4.4) (2.2.2.1)--Analyzes funding deficiencies and takes appropriate action.

Information Needed: Insufficient Funds Notice, Payment Terms, Funding Details, Inventory Status

Information Produced: Funding Adjustment, Request for Contractual Details

Subprocess: chad Susps Pymt

chad SUSPENSE PAYMENT (2.2.4.4) (2.2.2.1)--Suspenses payment for disbursement on the proper date, provides for early release or delays for outlay management purposes and captures required reporting information (e.g., early release).

Information Needed: Gross Payment, Release Requirements

Information Produced: Pending Payment, Suspense Payment Details, Terminated Entitlement

Subprocess: chbb Dtrmn Adjstmt

chbb DETERMINE ADJUSTMENTS (2.2.4.4) (2.2.2.1)--Calculates the deductions to be applied to the gross amount prior to payment (e.g., discounts, recoupments, receivables).

Information Needed: Pending Payment, Payment Terms, Funding Details

Information Produced: Adjusted Payment, Late Payment

Subprocess: chbc Cmpt Intrst

chbc COMPUTE INTEREST (2.2.4.4) (2.2.2.1)--Calculates and captures information concerning the interest and/or penalties due on late payments.

Information Needed: Late Payment, Payment Rules

Information Produced: Interest Payment

Subprocess: chbd Vrfy Pymt Ablty

chbd VERIFY PAYMENT ABILITY (2.2.4.4) (2.2.2.1)--Determines fund availability and certifies payment for release.

Information Needed: Adjusted Payment, Interest Payment, Funding Details, Expenditure Authority (FMS)

Information Produced: Certified Payment, Rejected Payment

CIM CONTRACT PAYMENT
COMPOSITE CURRENT BUSINESS PRACTICES

Business Practice: caabzz Vldtn

caabzz VALIDATION (2.2.4.4)(2.2.2.2)--Paid bills are validated to assure the amount charged agrees with the reimbursable order.

Business Practice: caaczz Dsptd Bill

caaczz DISPUTED BILLS (2.2.4.4)(2.2.2.2)--Discrepancies or disputed bills are resolved by contacting the buyer or seller.

Business Practice: caaczz Intrfnd

caaczz INTERFUND (2.2.4.4)(2.2.2.2)--Interfund bills can be disputed only if their dollar amounts exceed prescribed limits and must be absorbed by the billed activity if under the limits.

Business Practice: cdaazz Prrty

cdaazz PRIORITY (2.2.4.4)(2.2.2.2)--Due date is the factor used to prioritize work within Contract Payment.

Business Practice: cdaazz Unpybl Reqst

cdaazz UNPAYABLE REQUESTS (2.2.4.4)(2.2.2.2)--All unpayable requests are returned to the submitter, together with all known errors and/or reasons identified, no later than the limit specified by statutory or regulatory guidance.

Business Practice: cdabzz Cntrl

cdabzz CONTROL (2.2.4.4)(2.2.2.2)--All credit memos and payment requests received are accounted for by Contract Payment.

Business Practice: cdabzz Inqry

cdabzz INQUIRY (2.2.4.4)(2.2.2.2)--All hard copy information requests reflect the date and time received.

CIM CONTRACT PAYMENT
COMPOSITE CURRENT BUSINESS PRACTICES

Business Practice: cdabzz Rcpt

cdabzz RECEIPT (2.2.4.4)(2.2.2.2)--All credit memos and payment requests reflect the date and time received by Contract Payment.

Business Practice: cdabzz Recrd

cdabzz RECORD (2.2.4.4)(2.2.2.2)--All credit memos and payment requests are recorded within two business days of receipt.

Business Practice: cdadzz Trgt Due Date

cdadzz TARGET DUE DATE (2.2.4.4)(2.2.2.2)--The potential due date is based upon the type of credit memo or payment request received and processing is prioritized accordingly.

Business Practice: cdbbzz Crdt Memo

cdbbzz CREDIT MEMOS (2.2.4.4)(2.2.2.2)--Credit memos are reviewed to assure that they are applied to the correct account.

Business Practice: cdbczz Dcmtn

cdbczz DOCUMENTATION (2.2.4.4)(2.2.2.2)--Prior to payment certification, the following additional documentation must be present: the contract or like-agreement, evidence of performance and necessary approvals.

Business Practice: cdbczz Splt Invc Pymt

cdbczz SPLIT INVOICE PAYMENTS (2.2.4.4)(2.2.2.2)--Partial invoice payments are processed when appropriate.

Business Practice: cdbdzz Dscrpncy Rsltn

cdbdzz DISCREPANCY RESOLUTION (2.2.4.4)(2.2.2.2)--Requests for missing or corrected information are pursued until resolved.

Business Practice: cdbdzz Ntfcn

cdbdzz NOTIFICATION (2.2.4.4)(2.2.2.2)--Contract Payment provides activities with notification of missing/erroneous information.

Business Practice: cdbezz Due Date

cdbezz DUE DATES (2.2.4.4)(2.2.2.2)--Payment due dates are established according to statutory and regulatory guidance.

Business Practice: chaazz Prrtzn

chaazz PRIORITIZATION (2.2.4.4)(2.2.2.2)--Payment due date is the factor used to prioritize work within Contract Payment.

Business Practice: chabzz Pymt Lmt

chabzz PAYMENT LIMITS (2.2.4.4)(2.2.2.2)--The gross amount payable is limited to that authorized by the terms and conditions of the contractual agreement and the balance of available ULO annotated in the subsidiary Commercial Accounts Ledgers or official accounting records.

Business Practice: chaczz Ntfcn

chaczz NOTIFICATION (2.2.4.4)(2.2.2.2)--Contract Payment provides activities with notification of missing/erroneous information.

Business Practice: chaczz Rcncln

chaczz RECONCILIATION (2.2.4.4)(2.2.2.2)--Funding deficiencies are pursued until resolved.

Business Practice: chadzz Early Rels

chadzz EARLY RELEASE (2.2.4.4)(2.2.2.2)--Appropriate authorization is required to release payments earlier than the timeframe specified by regulatory guidance.

Business Practice: chadzz Jstfctn

chadzz JUSTIFICATION (2.2.4.4)(2.2.2.2)--The reason for early release of payments is properly documented.

Business Practice: chadzz Rels

chadzz RELEASE (2.2.4.4)(2.2.2.2)--Excluding self-reimbursed charges, like-agreements are scheduled and released when all terms and conditions are met.

Business Practice: chadzz Schdld Rels

chadzz SCHEDULED RELEASE (2.2.4.4)(2.2.2.2)--All commercial payments are scheduled for release in accordance with statutory and regulatory guidance.

Business Practice: chbbzz Ofset

chbbzz OFFSET (2.2.4.4)(2.2.2.2)--Accounts receivable that are valid for offset are collected against the first available payment.

Business Practice: chbcaa Late Dcmtn

chbcaa LATE DOCUMENTATION (2.2.4.4)(2.2.2.2)--Supporting documentation is "late" if it reaches the Contract Payment office after close of business on the day that is one-half the payment period.

Business Practice: chbcad Chrgbck

chbcad CHARGEBACK (2.2.4.4)(2.2.2.2)--Prompt Payment interest incurred is charged to the responsible activity if such activity is within the Component.

Business Practice: chbcfh Totl Amt

chbcfh TOTAL AMOUNT (2.2.4.4)(2.2.2.2)--Interest amount due is routinely included in the total amount due.

Business Practice: chbcmn Intrst Idntfd

chbcmn INTEREST IDENTIFIED (2.2.4.4)(2.2.2.2)--Prompt Payment interest charges are identified to the accountable station level.

Business Practice: chbczz Intrst

chbczz INTEREST (2.2.4.4)(2.2.2.2)--Interest due is calculated and reported in accordance with the Prompt Payment Act and implementing regulations.

Business Practice: chbczz Intrst Incrd

chbczz INTEREST INCURRED (2.2.4.4)(2.2.2.2)--Prompt Payment interest charges incurred are identified as to the cause.

CIM CONTRACT PAYMENT
COMPOSITE CURRENT BUSINESS PRACTICES

Business Practice: chbczz Pnlty

chbczz PENALTIES (2.2.4.4)(2.2.2.2)--Interest penalties are due if interest owed is not paid within 10 days of the payment request paid date.

Business Practice: chbdaa Lblty

chbdaa LIABILITY (2.2.4.4)(2.2.2.2)--Personal pecuniary liability is deemed to reside with the official certifying the payment.

Business Practice: chbddf Accts Cntrl

chbddf ACCOUNTS CONTROL (2.2.4.4)(2.2.2.2)--Entries (i.e., daily business) made to the system are balanced daily.

Business Practice: chbdth Precrtfcn

chbdth PRECERTIFICATION (2.2.4.4)(2.2.2.2)--Persons in organizations external to Contract Payment are granted authority to compute and precertify contractual payments.

Business Practice: chbdzz Crtfcn

chbdzz CERTIFICATION (2.2.4.4)(2.2.2.2)--Payments are released for disbursement based on final certification by authorized personnel.

CIM CONTRACT PAYMENT
COMPOSITE CURRENT ENTITIES

Entity: c Chrg Ntfcn

c CHARGE NOTIFICATION (2.2.4.4)(2.2.3.1)--A notification of a self-reimbursable charge.

Purpose: To initiate the determination action on self-reimbursable charges.

Example: Paid Bill

Characteristics: Generic--Amounts, Line Items or Costs Incurred;

Unique--Document Identification Number with Bill Number or Requisition Number

Entity: c Cntrctl Agrmt

c CONTRACTUAL AGREEMENT (2.2.4.4)(2.2.3.1)--Formal or informal understanding between parties to provide goods or services for compensation.

Purpose: To identify the terms and conditions of the performance and payment requirements for both the buyer and seller.

Examples: Contract, Memorandum of Understanding (MOU), Reimbursable Order

Characteristics: Generic--Line Items, Buyer, Seller, Financial Terms, Free On Board (FOB), Payment Provisions, Delivery Schedule;

Unique--Document Identification Number

Entity: c Crdt Memo/Pymt Reqst

c CREDIT MEMORANDUM OR PAYMENT REQUEST (2.2.4.4)(2.2.3.1)--A demand for payment or advice of credit, their transaction details and amounts certified for disbursement or recoupment.

NOTE: A certification is created in the Calculate Amount Due/Verify Payment Ability process/subprocess although the entity itself is only updated in the Create-Read-Update-Delete (CRUD) Matrix.

Purpose: To initiate the entitlement determination action and record the details of the compensation made for goods and services provided.

Example: Invoice, Progress Payment, Certified Payment

Characteristics: Generic--Amounts, Line Items or Costs Incurred;

Unique--Document Identification Number with Payment Request Number, Voucher Number

Entity: c Evdnc

c EVIDENCE (2.2.4.4)(2.2.3.1)--Approval(s) of performance and/or information about goods or services that have been provided.

Purpose: To provide evidence of performance and approvals.

Examples: Acceptance Information, Approvals, Shipment Information

Characteristics: Generic--Quantities, Shipment Point, Accepting Activity, Approving Activity;

Unique--Document Identification Number with Shipment Number

Entity: c Funds

c FUNDS (2.2.4.4)(2.2.3.1)--Monetary resources and related accounting control data in either the official accounting records or the Commercial Accounts subsidiary ledgers that limit or adjust the amount of payment.

Purpose: To identify accounts and dollar balances that control disbursement.

Examples: Unliquidated Obligations, Accounts Payable, Accounts Receivable

Characteristics: Generic--Accounting Classifications, Obligations, Disbursements;

Unique--Document Identification Number with Accounting Classification Reference Number (ACRN) with Line Item Number

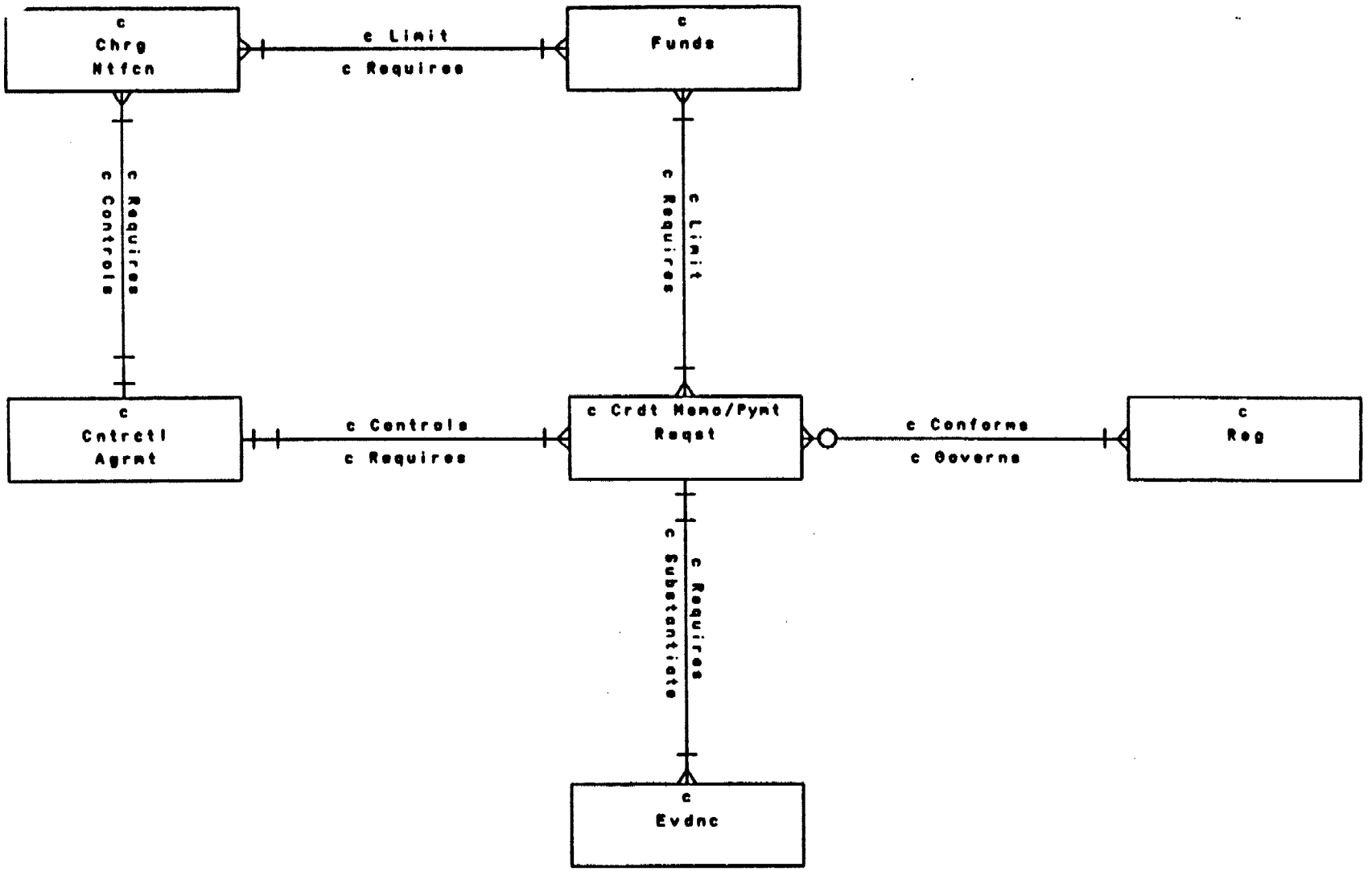
Entity: c Reg

c REGULATIONS (2.2.4.4)(2.2.3.1)--Authoritative rules controlling payment actions.

Purpose: To determine payment amounts and due dates under specific conditions.

Examples: Treasury Rates, Prompt Payment Act, Treasury Financial Manual, DoD Issuances, Cash Management requirements

Characteristics: Generic--Discount Rate, Interest Rate



Composite Current Entity Relationship Diagram (2.2.4.4)

April 26, 1991 10:14:22

Composite Current Functional Processes to Entities (2.2.4.4)

June 6, 1991 2:51pm

	c Chrg Ntfcn	c Cntrctl Agrmt	c Crdt Memo/Pymt Reqst	c Evdnc	c Funds	c Reg
caaa Vldt Paid Bill	UR	U			U	
cdaa Vldt Memo/Reqst		R	CUD			R
cdba Vldt Term/Cndtn		R	U	R		R
chaa Clculat Pndg Pymt		R	U	R	UR	R
chba Clculat Amt Due		R	UD*	R	R	R

*NOTE: A certification is created in the Calculate Amount Due/Verify Payment Ability process\subprocess although the entity itself is only updated in the CRUD.

C-Creates information about the entity

R-Reads information about the entity

U-Updates information about the entity

D-Deletes information about the entity

*-Has no relationship to the entity (Blank)

Composite Current Processes/Subprocesses to Entities (2.2.4.4)

June 6, 1991 2:15pm

	c Chrg Ntfcn	c Cntrctl Agrmt	c Crdt Memo/Pymt Reqst	c Evdnc	c Funds	c Reg
caaa Vldt Paid Bill	UR	U			U	
caab Mtch Bill	U	R			U	
caac Reslv Unmtchd Cndtn	R	R				
cdaa Vldt Memo/Reqst		R	CUD			R
cdab Rgstr Memo Or Reqst			CUD			
cdac Ensure NonDupn			U			
cdad Estb Trgt Date			U			R
cdae Vrfy Ownrshp		R	U			
cdba Vldt Term/Cndtn		R	U	R		R
cdbb Dtrmn Stts						
cdbc Ensure Pymt Reqst Cmpltns		R	U	R		
cdbd Reslv Dscrpncy		R	U	R		
cdbe Estb Pymt Due Date		R	U	R		R
chaa Clculat Pndg Pymt		R	U	R	UR	R
chab Dtrmn Gross Amt		R	U		R	
chac Prfrm Anlys/Rcncln		R	U	R	R	
chad Susps Pymt			U		U	R
chba Clculat Amt Due		R	UD*	R	R	R
chbb Dtrmn Adjstmt		R	U		R	
chbc Cmpt Intrst			U			R
chbd Vrfy Pymt Ablty			UD	R	R	

*NOTE: A certification is created in the Calculate Amount Due/Verify Payment Ability process\subprocess although the entity itself is only updated in the CRUD.

C- Creates information about the entity

R-Reads information about the entity

U-Updates information about the entity

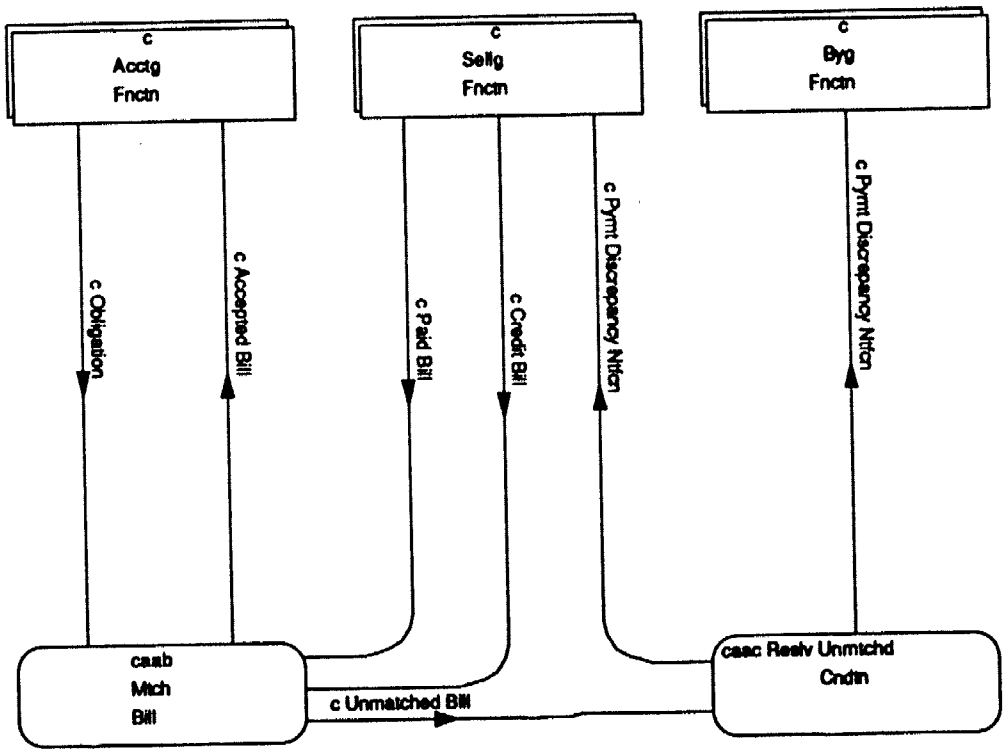
D-Deletes information about the entity

*-Has no relationship to the entity (Blank)

Composite Current Functional Flow Diagram (2.2.4.4)

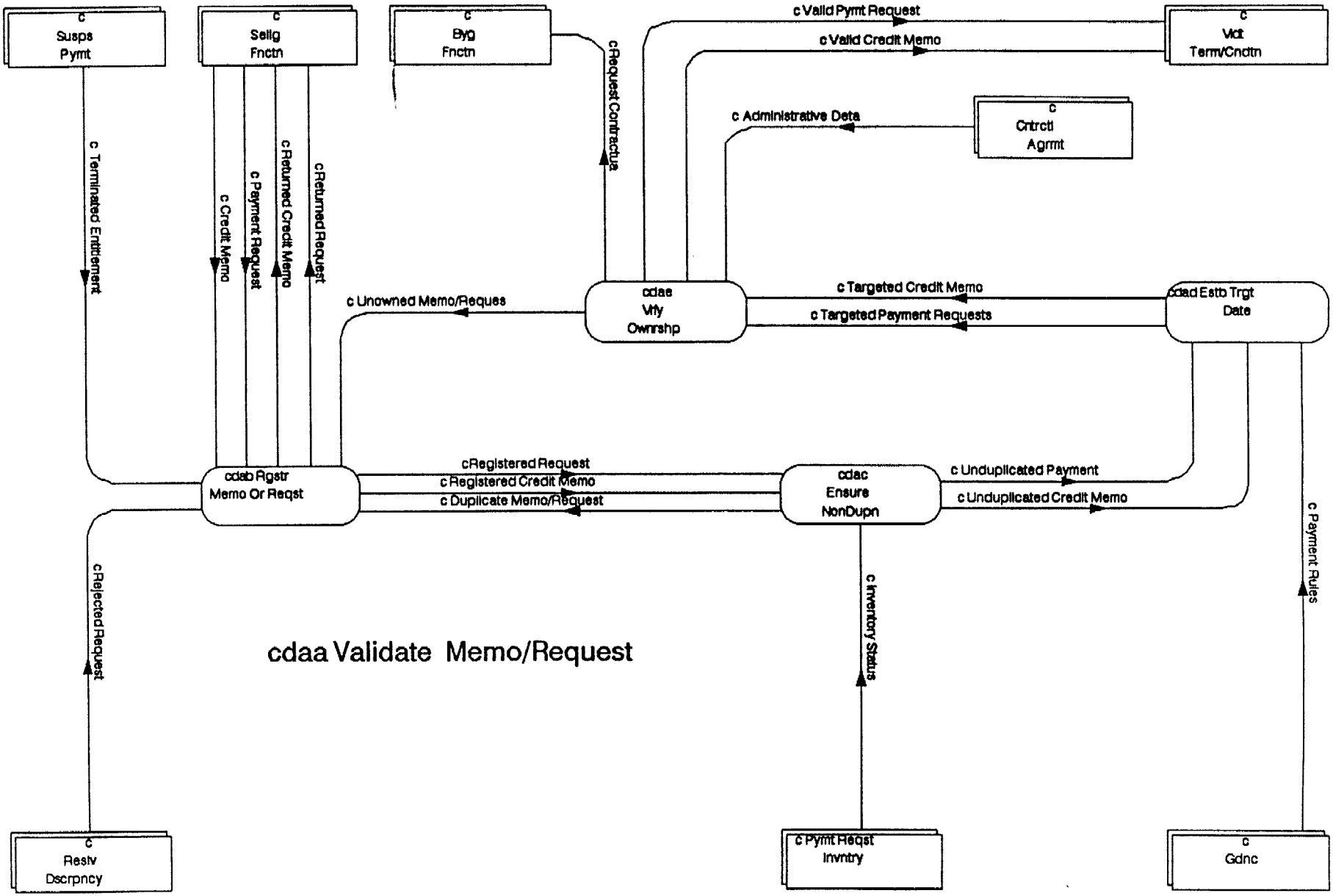
June 6, 1991 9:40am

caaa Validate Paid Bill



Composite Current Fu onal Flow Diagram (2.2.4.4)

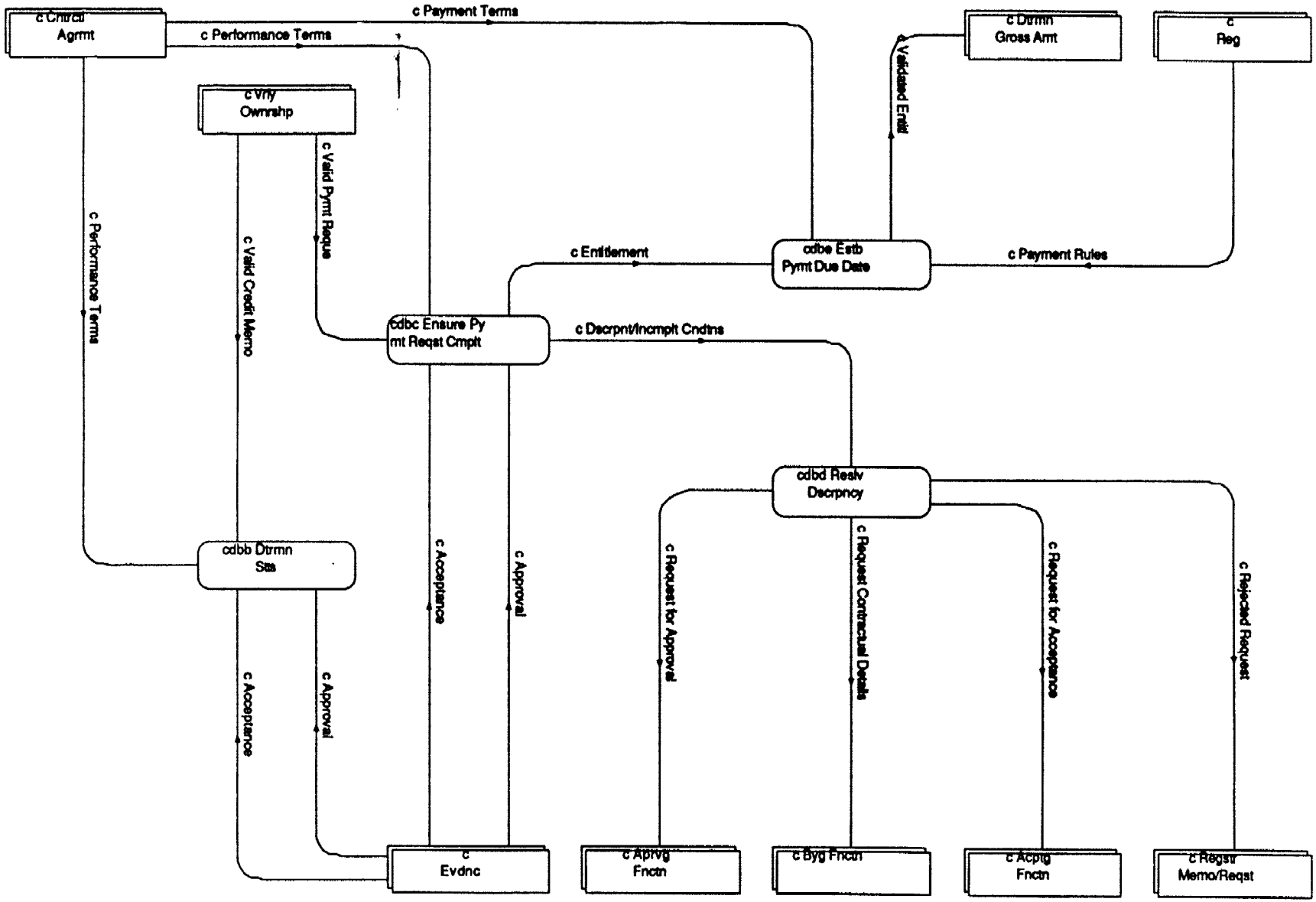
June 10, 1991 9:40am



Composite Current Functional Flow Diagram (2.2.4.4)

June 6, 1991 10:00am

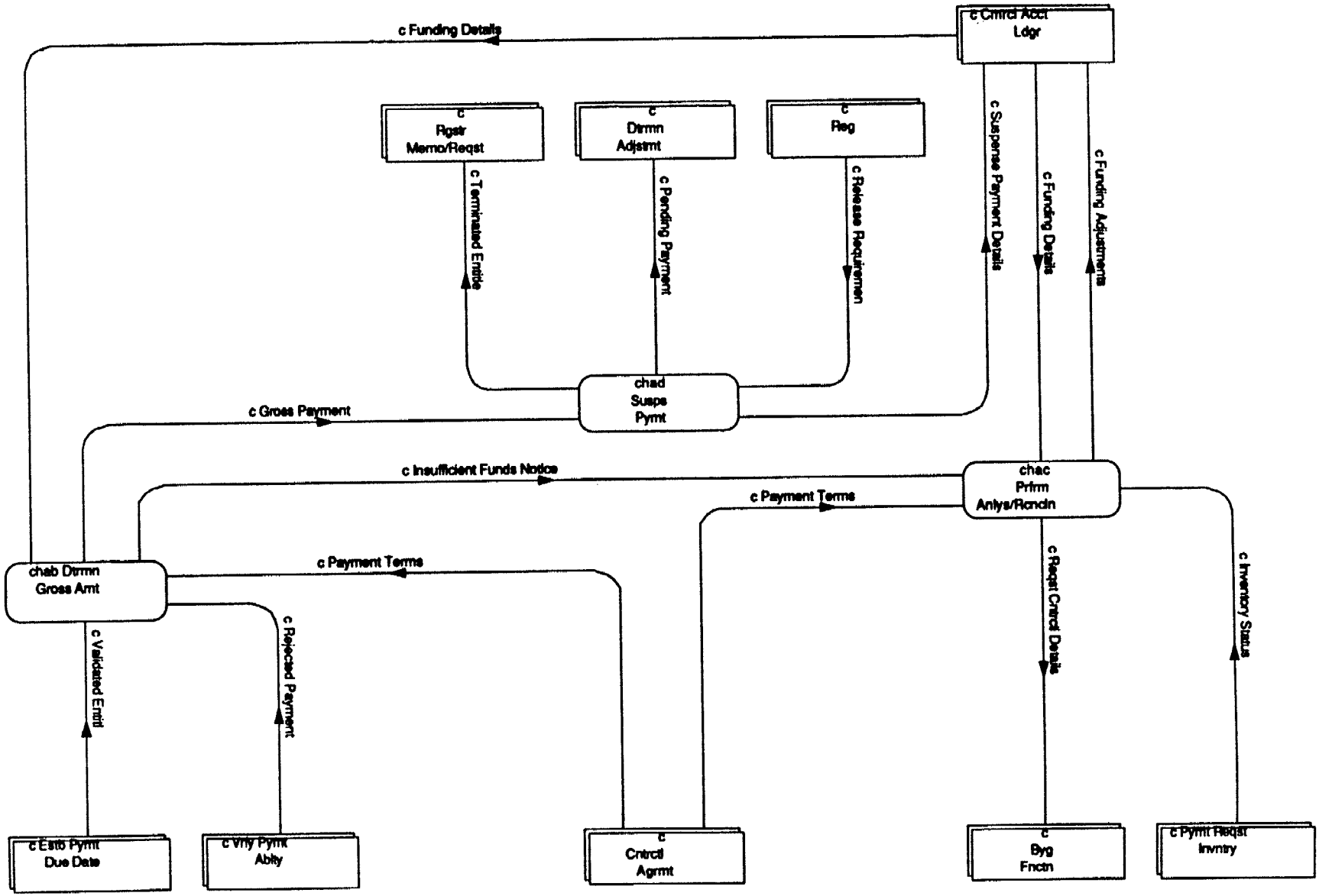
cdba Validate Terms/Conditions



Composite Current Functional Flow Diagram (2.2.4.4)

June 6, 1991 10:05am

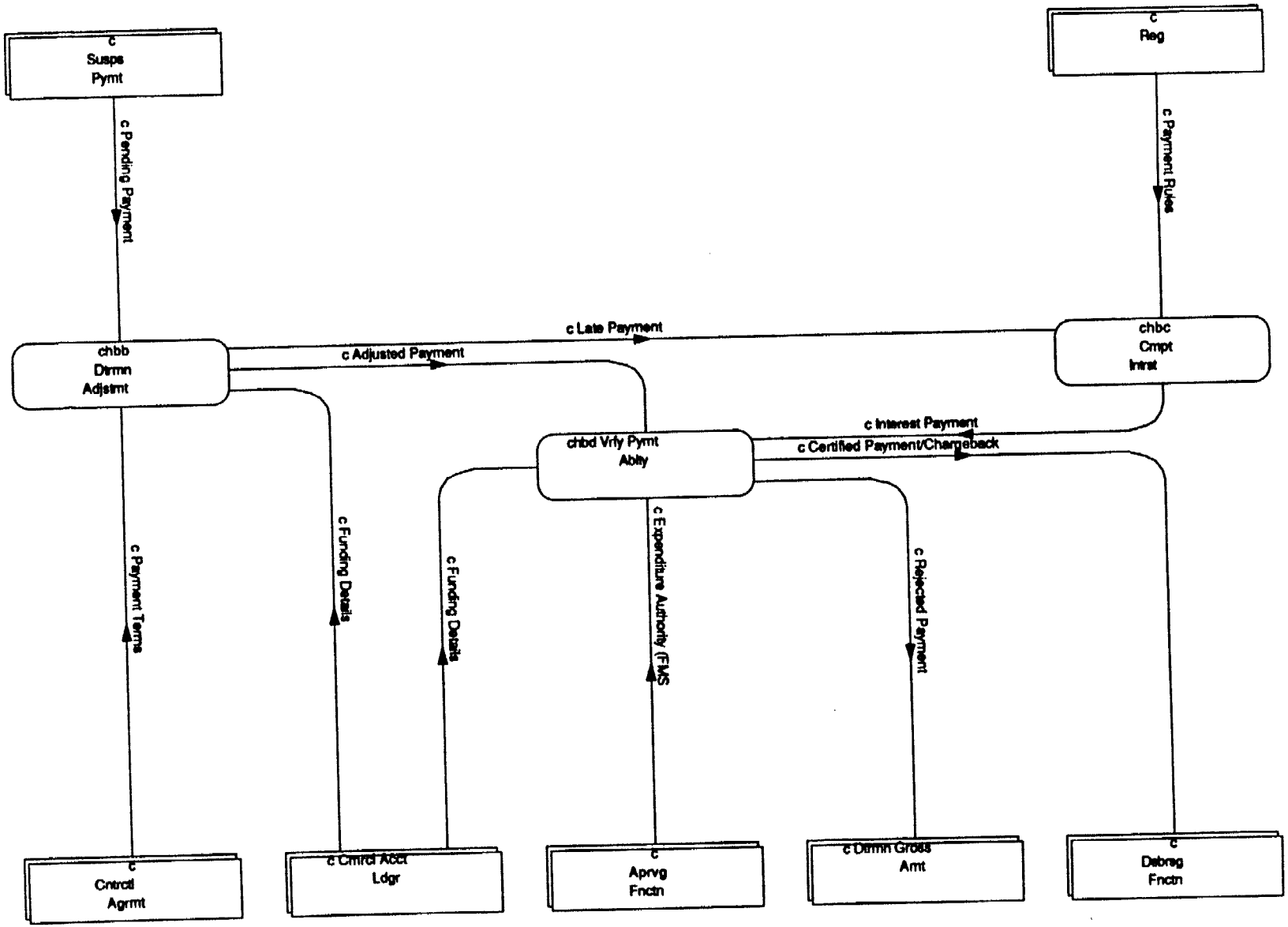
chaa Calculate Pending Payment



Composite Current Functional Flow Diagram (2.2.4.4)

June 6, 1991 10:10am

chba Calculate Amount Due



CIM CONTRACT PAYMENT
COMPOSITE CURRENT RECONCILIATION REPORT

RECONCILIATION REPORT (2.2.4.4) (2.2.4.3)--The functional entities and their relationships were compared to the functional model. The level of the entity "treasury rates" was inconsistent with the level of the other entities. Additionally, this entity should have included information related to the Prompt Payment Act and Cash Management Policy. The entity was changed to "Regulation" which now incorporates the additional information and places the entity at a broader level. Differences in wording of information flows between the diagram and process narrative were noted and corrected.

CIM CONTRACT PAYMENT
COMPARATIVE ANALYSIS OF THE FUTURE
FUNCTIONAL CONCEPT AND CURRENT FUNCTIONAL OPERATION

CURRENT AND FUTURE COMPARISONS (2.1.9.2)--

Operations

Currently, DoD Components have their own procedures and a number of systems to process contract payments. Some of these systems were developed to meet the functions of subordinate commands with little regard for interfacing with other systems. When interfacing is required, it generally is accomplished by manual data entry of hard copy documents. AUTODIN transmissions (e.g., MILSCAP, Army RCS 302 report) also are used in some cases. In the future, the Contract Payment system and procedures will be standardized throughout DoD. The system automatically will interface with other Business Area systems to streamline processing time and eliminate/reduce errors from manual entry. Also, the adoption of Electronic Commerce will eliminate the need for hard copy documents to support the payment determination.

Processes

In the current Contract Payment environment, there are two sets of rules that govern the manner in which payments are processed: those that are within government and those between the government and the private sector. The future vision reduces the Contract Payment function to one set of rules. This will be accomplished by eliminating the Charge Determination Functional Activity and adopting the future concept of requiring evidence of performance or acceptance of goods or services prior to payment.

Practices

Contractual payment business practices are not the same for all DoD Components. For example, DLA and the Army have chargeback practices for interest charges within their Components, but the Navy, Air Force and Marine Corps do not. Some elements of the Components still manually confirm voucher amounts sent to disbursing. DLA and Army have some degree of automated confirmation. Likewise, DLA has an automated voucher system that does not require individual certification. The Air Force, while

automated, still requires a manually signed certification. The Army and Air Force hold Certifying Officers personally pecuniarily liable for the documents they certify; DLA, Navy and Marine Corps hold only the Disbursing Officer personally pecuniarily liable. These practices must be standardized to realize the full effectiveness and efficiency of automation and centralization. In the future, there will be a standard practice for chargeback of interest, automated confirmation and certification and personal pecuniary liability.

Organizational Structure

Today, DoD Components have decentralized contractual payment organizational structures with multiple chains of command exercising management authority over the function. This variety of organizational structures has led to poor communications, differing procedures and incompatible systems.

In the future, contractual payments should be centralized at one or more of the DFAS Centers of Excellence (COEs). If any decentralized Contract Payment functions remain, they should report directly to the COE and not the local operational commander. With DFAS in control of policy and operations through the COE(s), a single organizational structure and chain of command will be achieved.

Products

Currently, all Components have various products, unique in content and format, to accomplish similar actions or provide information. As a result, these products often must be changed manually to a particular format or content when used as media aside from their unique purpose. Additionally, products often are system and paper oriented, especially when produced for use outside Contract Payment's function. This causes high, manually intensive workloads.

In the future, Contract Payment will be standardized in systems, procedures and capability. Therefore, product contents and formats also will be standardized. In addition, future Contract Payment process will be fully integrated/interfaced with internal and external functions and rely on electronic source data as the transfer media for products. These actions should eliminate most manual workloads and paper media products. Contract Payment standardization efforts will eliminate three current products (i.e., Accepted Bill, Paid Bill and Undistributed Collections);

however, four new products will be added (i.e., Expenditure Authority Notification, Reserve ULO, Chargeback Details and Chargeback Notification). The effectiveness and efficiency that can be gained in the product area are totally dependent on the full implementation of a standardized, fully integrated/interfaced and source data-oriented system. In the near term, the standardization of product contents and formats would greatly enhance the streamlining efforts for the function and would facilitate the creation of a standard data dictionary.

Services

Today only DLA has an electronic inquiry capability that provides contractors with an up-to-date status of their payment requests. In the future, this electronic inquiry capability will exist for all DoD Contract Payment activities. DoD needs to review the capability as it exists today in DLA to determine where and what kind of improvements are needed. Once the improvements have been implemented, then the capability needs to be installed in current or the chosen interim Contract Payment systems. This process, once implemented, will improve customer service and reduce contractor dependency on contacts with Contract Payment personnel.

Functional Activities

Currently, the processing of self-reimbursement charges requires a unique functional activity known as Charge Determination. Charge Determination is the process of deciding the appropriate funding line to charge for a payment that already has been made. The Contract Payment process differs from the self-reimbursement process in that the cost is applied to a funding line prior to a payment. In the future, the Charge Determination functional activity will be eliminated, and all payments will be processed the same way. In order to eliminate the Charge Determination functional activity, a change in the business practice of processing self-reimbursement charges must take place.

Impediments to Transition from the Current Operation to the Future Concept

The following are areas that have been identified as impediments to the transition from the current Contract Payment operation to the future concept:

- Developmental costs to provide the necessary integration/ interfaces with other system(s). Changes required in fielding the interim Contract Payment system(s).
- Acquisition costs to procure additional hardware and software that may be required.
- Training dollars necessary to field the interim system(s).
- Implementation of Military Standards for Contract Payment. All the Components have been signatories since the inception of these standards, yet few have implemented them.
- Component parochialism at the operational level because of perceived uniqueness of their Contract Payment needs.
- The volume of current regulations that will need to be reviewed and considered for inclusion into a single set.
- Acceptance by government providers of goods and services of the future vision to eliminate self-reimbursement as a method of payment, e.g., Interfund, Intra-Service Support Agreements, Military Interdepartmental Purchase Requests.

CIM CONTRACT PAYMENT
COMPARATIVE ANALYSIS OF THE FUTURE
FUNCTIONAL CONCEPT AND CURRENT FUNCTIONAL OPERATION

CONCEPT	CURRENT OPERATION	FUTURE CONCEPT
1. Operations	Non-Standard Manual Data Entry Hard Copy Documents Semi-Automation	Standardize Source Data Reduce/Eliminate Full Automation
2. Processes	Validate Paid Bills Resolve Discrepancies Analysis and Reconciliation	Eliminate Reduce Reduce
3. Practices	Non-Standard Semi-Chargeback Manual Confirmation Like-Agreement Validation Manual Certification Disbursing Officer Pecuniary Liability	Standard Full Chargeback Auto-Confirmation Eliminate Auto Certification Certifying Officer Pecuniary Liability
4. Organization	Decentralized Multiple Chains of Command	Centralized Single Chain of Command
5. Products	Accepted Bill Paid Bill Undistributed Collections	Eliminate Eliminate Eliminated from Contract Payment Reserve ULO Chargeback Details Chargeback Notification Expenditure Authority Notification
6. Customer Service	Semi-Electronic Inquiries	Full Electronic Inquiries
7. Functional Activities	Charge Determination	Eliminate

June 5, 1991 7:24 pm

CIM CONTRACT PAYMENT
AUTOMATED INFORMATION SYSTEMS

Automated Information System: aa AFES

aa AUTOMATED FINANCIAL ENTITLEMENT SYSTEM (2.1.1.1)--An automated commercial accounts, travel and disbursing system used within the Army Material Command. The Commercial Accounts Payable module of AFES is a fourth generation database management system used to automate manual functions in the accounts payable office. (C&L)

Automated Information System: aa CCSS

aa CCSS (2.1.1.1)--This automated wholesale stock fund accounting system is used within the Army Material Command to account for the stock fund used to finance the purchase of secondary items for the Federal government and allied forces. The system comprises both manual and automated processes to perform the accounting functions for fund distribution and control, budget execution and reporting, inventory accounting, general ledger control and reporting, accounts receivable, accounts payable and sales. (L)

Automated Information System: aa COEMIS

aa CORPS OF ENGINEERS' MANAGEMENT INFORMATION SYSTEM (ACCOUNTING MODULE) (2.1.9.3) (2.1.1.1)--An automated Accounts Payable system being replaced by the Army Corps of Engineers' Financial Management System (CEFMS). CEFMS is an automated Contract Payment accounting and disbursing system that supports civil, military and revolving fund appropriations and payments for the U.S. Army Corps of Engineers and is scheduled for deployment in the first quarter of FY92. (C&L)

Automated Information System: aa RASFIARS

aa RETAIL ARMY STOCK FUND INVENTORY ACCOUNTING AND REPORTING SYSTEM (RASFIARS) (2.1.1.1)--This automated retail stock fund accounting system is used by the U.S. Army Materiel Command's field accounting offices to account for the stock fund used to finance day-to-day supply needs. The system comprises both manual and automated processes to perform the accounting functions of fund distribution and control, budget execution and reporting, inventory accounting, general ledger control and reporting, accounts receivable, accounts payable and sales. (C&L)

Automated Information System: aa SAVES

aa STANDARD AUTOMATED VOUCHER EXAMINING SYSTEM (SAVES) (2.1.9.3) (2.1.1.1)--An accounts payable system used by the Army Troop Support Agency to examine and calculate vouchers for commissary vendor payments. (C&L)

Automated Information System: aa SIFS

aa STANDARD INDUSTRIAL FUND SYSTEM (SIFS) (2.1.1.1)--This is an industrial fund system that comprises both manual and automated processes to perform the accounting functions of fund distribution and control, budget execution and reporting, inventory accounting, property accounting, cost accounting, general ledger control and reporting, accounts receivable, accounts payable and sales. (C&L)

Automated Information System: aa SOMARDS

aa STANDARD OPERATIONS AND MAINTENANCE, ARMY AND RESEARCH, DEVELOPMENT, TEST AND EVALUATION SYSTEM (SOMARDS) (2.1.1.1)--This system used by the Army Material Command is designed to report financial and program execution for the Operation and Maintenance, Research and Development and miscellaneous appropriations. SOMARDS performs fund distribution and control, general ledger control and reporting, budget execution and reporting, accounts receivable, accounts payable, inventory accounting, property accounting, cost accounting and billing functions. (L)

Automated Information System: aa STANFINS-R (SRD-1)

aa STANDARD FINANCE SYSTEM REDESIGN, SUBSYSTEM 1 (2.1.9.3) (2.1.1.1)--An integrated accounts payable, accounting and disbursing system designed by the U.S. Army to pay installation level contracts and like-agreements. The Accounts Payable module is called the Computerized Accounts Payable System (CAPS) and is a knowledge-based microcomputer program developed to automate manual functions in the accounts payable offices. (C&L)

Automated Information System: aa STARFIARS-M

aa STARFIARS-M (2.1.1.1)--The current STARFIARS is an automated subsystem approved by the General Accounting Office (GAO). STARFIARS-M (the new subsystem) will accomplish total stock fund and financial inventory accounting at CONUS Army

installations and comparable overseas commands. It will interface with STANFINS-R for local purchase disbursements and collections transactions to accomplish budgetary and fiduciary accounting requirements. (L)

Automated Information System: aa TEAMUP

aa TEST AND EVALUATION COMMAND ACCOUNTING AND MANAGEMENT UNIFORMITY PLAN (2.1.9.3) (2.1.1.1)--(C)

Automated Information System: aa TIPS

aa TRANSPORTATION INTEGRATED PAYMENT SYSTEM (2.1.9.3) (2.1.1.1)--An integrated transportation payment system scheduled for implementation in early FY92 that will replace the centralize Transportation Payment System currently in use by the DFAS-Indianapolis Center in paying transportation charges for the Departments of the Army, Air Force and Labor, DLA and other DoD activities. (C)

Automated Information System: dd AMIS

dd ACQUISITION MANAGEMENT INFORMATION SYSTEM (2.1.1.1)--An integrated Contract Payment system for central acquisition of weapon systems, subsystems and research and development for the Air Force Systems Command. (C&L)

Automated Information System: dd DFAMS/AVEDS

dd DEFENSE FUEL AUTOMATED MANAGEMENT SYSTEM/AUTOMATED VOUCHER EXAMINATION DISBURSING SYSTEM (2.1.9.3) (2.1.1.1)--AVEDS is the automated Contract Payment module which is integrated with DFAMS for accounting and supports the Defense Fuel Supply Center Contract Payment function. (C&L)

Automated Information System: dd DISMS

dd DEFENSE INTEGRATED SUBSISTENCE MANAGEMENT SYSTEM (2.1.9.3) (2.1.1.1)--An automated contract payment and accounting system designed to support the Defense Logistics Agency commissary subsistence payment function. (C&L)

Automated Information System: dd MOCAS

dd MECHANIZATION OF CONTRACT ADMINISTRATION SERVICES (2.1.9.3) (2.1.1.1)--An automated contract administration, contract payment and disbursing system designed to support the Defense

Logistics Agency in the administration and payment of major DoD end-item type contracts. (C)

Automated Information System: dd SAMMS

dd STANDARD AUTOMATED MATERIAL MANAGEMENT SYSTEM (2.1.9.3) (2.1.1.1)--SAMMS provides for automated processing of a variety of functions including distribution, requirements, supply, control, financial management, accounting and billing. (C&L)

Automated Information System: ff CPAS

ff CENTRAL PROCUREMENT ACCOUNTING SYSTEM (2.1.1.1)--An integrated accounting, disbursing and Contract Payment system for control of central procurement, foreign military sales, depot maintenance, industrial funds and program and budget for the Air Force Logistics Command. (C)

Automated Information System: ff IAPS

ff INTEGRATED ACCOUNTS PAYABLE SYSTEM (2.1.9.3) (2.1.1.1)--An automated and integrated accounts payable, accounting and disbursing system designed to pay and account for Air Force installation level commissary, material and commercial vendor bills.

Automated Information System: mm CMIS

mm COMMISSARY MANAGEMENT INFORMATION SYSTEM (2.1.1.1)--A commercially developed automated information system that supports the Marine Corps commissary Contract Payment operation. (C&L)

Automated Information System: mm KARS

mm KODAK AUTOMATED RETRIEVAL SYSTEM (KARS) (2.1.9.3) (2.1.1.1)--A commercially developed, off the shelf, automated retrieval and image processing system that has been enhanced to process commercial accounts payments to meet specific Marine Corps installation Contract Payment and disbursing requirements. (C&L)

Automated Information System: mm MCCAPS

mm MARINE CORPS COMMERCIAL ACCOUNTS PAYABLE SYSTEM (MCCAPS) (2.1.9.3) (2.1.1.1)--An automated Contract Payment and disbursing system adapted by the Marine Corps Finance Center, Kansas City, Missouri, from the Army's CAPS module to meet Marine Corps requirements. (C&L)

Automated Information System: mm TMS

mm TRANSPORTATION MANAGEMENT SYSTEM (2.1.1.1)--An automated transportation payment and disbursing system supporting the Marine Corps' freight, GBL and storage bill paying function. (C)

Automated Information System: nn NAC

nn NAVAL AVIONICS CENTER-INDIANA (2.1.9.3)--

Automated Information System: nn NAOMIS

nn NAVY MATERIAL TRANSPORTATION OFFICE OPERATION AND MANAGEMENT INFORMATION SYSTEM (2.1.9.3) (2.1.1.1)--An automated transportation payment and disbursing system supporting the Navy freight and government bills of lading function. (C)

Automated Information System: nn Nvl Cstl Sys Ctr

nn NAVAL COASTAL SYSTEMS CENTER-PANAMA CITY (2.1.9.3)--

Automated Information System: nn Nvl Srfc Wrfr Ctr

nn NAVAL SURFACE WARFARE CENTER-DAHLGREN (2.1.9.3)--

Automated Information System: nn Nvl Wpn Ctr

nn NAVAL WEAPONS CENTER-CHINA LAKE (2.1.9.3)--

Automated Information System: nn STAFS

nn NAVAL SHIP WEAPONS SYSTEMS ENGINEERING STATIO-PORT HUENEME (2.1.9.3)--

CIM CONTRACT PAYMENT
AUTOMATED INFORMATION SYSTEMS

Automated Information System: nn STARS

nn STANDARD ACCOUNTING AND REPORTING SYSTEM (2.1.9.3) (2.1.1.1)--An automated Contract Payment, disbursing and accounting system developed by the U.S. Navy Regional Finance Center to support the Center's Contract Payment function. (C&L)

Automated Information System: nn SYMIS

nn SHIPYARDS MANAGEMENT INFORMATION SYSTEM (2.1.9.3)--

Automated Information System: oo CCIF

oo DCA/DECCO COMMERCIAL COMMUNICATIONS INDUSTRIAL FUNDS (2.1.9.3)--

Automated Information System: oo CUFS

oo COLLEGE AND UNIVERSITY FINANCIAL SYSTEM (2.1.9.3)--

Automated Information System: oo WAAS

oo WAAS MODIFIED (HEADQUARTERS) (2.1.9.3)--

CIM CONTRACT PAYMENT
CURRENT INFORMATION SYSTEMS CAPABILITIES

REVIEW AND SUMMARIZE ASSESSMENT OF CURRENT INFORMATION SYSTEMS CAPABILITIES (2.1.9.3)--The Contract Payment Functional Group identified the functional information required to complete an assessment of existing financial systems that perform Contract Payment. In cooperation with the Financial Operations Functional Group a single data call to the DoD Components was accomplished via a memorandum dated November 28, 1990, that addressed all financial systems. An inventory of 309 systems was compiled. Of these, 55 systems, with a wide variety of capabilities, reported performing Contract Payment operations.

The Group analyzed all functional characteristics to determine those that were essential to the visions. Initially, the Group focused on 43 functional characteristics of the systems that perform Contract Payment. It then determined the most essential features required of systems for this function. Following an initial validation of results, the Group further determined that, in the current environment, specific categories of procurement require a unique payment system. These categories include: installations level (I), major items (central) procurement (M), subsistence (i.e., food and fuels) (S), transportation (GBLs) (T) and reimbursable orders (R).

Essential Functional Characteristics

	Description	System Categories				
		I	M	S	T	R
1.	Verifies transactions to avoid payment of duplicate invoices	X	X	X	X	X
2.	Validates payment requests against the liability resulting from the receipt and acceptance	X	X	X	X	X
3.	Generates request for billing adjustments to include AIS request preparation, ageing of request and regulatory followup					X
4.	Provides for the tracking of invoices from receipt of the invoice through disbursement	X	X	X	X	X
5.	Provides for the processing of progress payments	X	X			

CIM CONTRACT PAYMENT
CURRENT INFORMATION SYSTEMS CAPABILITIES

	Description	System Categories				
		I	M	S	T	R
6.	Provides information required for payments made by EFT	X	X	X	X	
7.	Computes payment amounts, deducting discount or withholdings and adding interest or penalties when appropriate	X	X	X	X	X
8.	Provides all relevant payment identification information such as order number, invoice number, reason and amount of disallowances, interest penalty amount, payment number and final payment notification	X	X	X	X	X
9.	Provides the ability to select items for audit based on user defined criteria					X
10.	Verifies that all contractual conditions affecting Contract Payment have been met	X	X	X	X	X

The result of comparing the data call responses to the weighted criteria is that 22 systems were identified for further evaluation. Eight of these meet the criteria for installation and major item contract payments, 17 meet the criteria for subsistence payments 2 systems are specifically designed for transportation payments, and 20 systems manage reimbursables.

Contract Payment Systems
Reporting Essential Functional Characteristics

	System Name	Component	System Category				
			I	M	S	T	R
1.	Integrated Accounts Payable System-Commercial Services (IAPS/COMSAPS)	AF	X	X	X		X
2.	Integrated Accounts Payable System-Commissary A/P (IAPS/CAPS)	AF	X	X	X		X

CIM CONTRACT PAYMENT
CURRENT INFORMATION SYSTEMS CAPABILITIES

	System Name	Component	System Category I	M	S	T	R
3.	Mechanization of Contract Administration Services (MOCAS)	DLA	X	X	X		
4.	Automated Voucher Examination Disbursing System (AVEDS)	DLA			X		X
5.	Defense Fuel Automated Management System (DFAMS)	DLA			X		X
6.	Defense Integrated Subsistence Management System (DISMS)	DLA			X		X
7.	Standard Automated Material Management System (SAMMS)	DLA			X		X
8.	Shipyards Management Information System (SYMIS)	DON			X		X
9.	Naval Weapons Center China Lake	DON					X
10.	Naval Surface Warfare Center, Dahlgren	DON					X
11.	Naval Avionics Center Indiana (NAC)	DON			X		X
12.	Naval Ship Weapons Systems Engineering Station Port Hueneme (STAFS)	DON			X		X
13.	Naval Coastal Systems Center, Panama City	DON					X
14.	Standard Accounting and Reporting System (STARS)	DON	X	X	X		X
15.	Navy Material Transportation Office Operation and Management Information System (NAOMIS)	DON				X	

CIM CONTRACT PAYMENT
CURRENT INFORMATION SYSTEMS CAPABILITIES

	System Name	Component	System Category				
			I	M	S	T	R
16.	DCA/DECCO Commercial Communications Industrial Funds (CCIF)	DCA	X	X	X		X
17.	DCA/WAAS Modified (Headquarters) (DCA)	DCA	X	X	X		X
18.	College & University Financial System (CUFS)	USUHR					X
19.	Standard Finance & Accounting System (STANFINS)	USA	X	X	X		X
20.	Corps of Engineers Management Information System (Accounting Module) (COEMIS)	USA	X	X	X		X
21.	Transportation Integrated Payment System (TIPS)	USA				X	
22.	Test & Evaluation Command Accounting & Management Uniformity Plan (Team-Up)	USA	X	X	X		

As a result of the Group's review, and the belief that no single system currently can embrace efficiently all three payment types in the near term, the Group endorsed the following as interim systems:

o Installation Level The Air Force IAPS System and the Army STANFINS-Redesign (SRD-1 and 2) System.

o Major Procurement The DLA MOCAS System, blended with EDI enhancements currently available in the Air Force Acquisition Management Information System (AMIS) System.

o Subsistence The DLA DISMS System for perishables, semiperishables and commissary brand name items. The Group recommends that DISMS be enhanced to include (1) an electronic data interchange/electronic funds transfer capability, and (2) a module to process the not dissimilar fuels payments (bulk; into-plane; and post, camp and station) currently managed under DLA's DFAMS and AVEDS Systems. We understand that DeCA has selected the Army's Standard Automated Voucher Examining System (SAVES) as its interim standard system.

o Transportation. Transportation systems were not reviewed because the payment of government bills of lading currently is highly centralized. The Navy NAOMIS System, and the Marine Corps' TMS System perform this function. DFAS-IN plans to begin using the Army TIPS System in December 1991.

The Group also highlighted for further consideration the Army Corps of Engineers' Financial Management System (CEFMS), an integrated finance, accounting and Contract Payment system due for fielding beginning in July 1991. This system, which was developed under a process similar to CIM, includes capabilities consistent with many of the Group's visions.

Because of the True/False nature of the questions in the data call, no identification was made of the level of system automation or efficiency. Complete data also are not available as to the level of ADP hardware requirement necessary for system operation or the system's capacity or architecture. All available data was provided to DFAS to evaluate in its role as Executive Agency for Contract Payment.

Current Automated Information Systems to Organizations (2.1.9.3)

June 6, 1991 1:35pm

	aa ARMY	dd DLA	ff AIR FORCE	mm MARINES	nn NAVY	oo OTHER DEFENSE AGENCIES	ss DFAS
aa AFES	√						
aa CCSS	√						
aa COEMIS	√						
aa RASFIARS	√						
aa SAVES	√						
aa SIFS	√						
aa SOMARDS	√						
aa STANFINS-R (SRD-1)	√						
aa STARFIARS-M	√						
aa TEAMUP	√						
aa TIPS	√						
dd AMIS		√					
dd DFAMS/AVEDS		√					
dd DISMS		√					
dd MOCAS		√					
dd SAMMS		√					
mm CMIS				√			
mm KARS				√			
mm MCCAPS				√			
mm TMS				√			
nn NAC					√		
nn NAOMIS					√		
nn Nvl Cstl Sys Ctr					√		
nn Nvl Srfc Wrfr Ctr					√		
nn Nvl Wpn Ctr					√		
nn STAFS					√		
nn STARS					√		
nn SYMIS					√		
oo CCIF							√
oo CUFS							√
oo WAAS							√

CIM CONTRACT PAYMENT
FEASIBILITY ANALYSIS

FEASIBILITY ANALYSIS FOR FUTURE FUNCTIONAL REQUIREMENTS (2.1.9.4)--The successful implementation of the Contract Payment visions is some eighty percent dependent on the accurate and timely receipt of information from external sources. The three critical pieces of information required to determine contractor entitlement are: contractual terms and conditions, evidence of successful performance of contractual requirements, and the seller's request for payment. In today's environment the Contract Payment function usually is responsible for obtaining this information prior to determining contractor entitlement. Without a commitment from the Acquisition Community to provide the required contractual information and the Material Receiving/Accepting Community to provide acceptance information in an unreplicated electronic format, the visions cannot be fully achieved.

The DoD Components currently have nonstandard policies, procedures and systems that do not fully satisfy operational, functional and management requirements. Systems supporting other functional areas contain the information upon which Contract Payment is dependent, yet the system interfaces either are absent or ineffective. These current conditions cause labor-intensive manual processes, errors and internal control weaknesses that lead to inaccurate and unreliable financial records. Whenever manual intervention, duplication and information manipulation (to meet Component-unique policies, procedures and systems) are required to process contract payments, the possibility of error greatly increases. The opportunities for standardization and technological advances indicate that manual intervention can be minimized, and the efficiency and effectiveness of the Contract Payment process greatly improved. Coupled with policy changes, a minimal investment in standardization and technological advancements should eliminate interest costs and significantly reduce workforce costs associated with numerous manual processes. Also noteworthy is that, with increasing frequency, private sector trading partners are billing and receiving payments electronically. This presents an opportunity in the DoD for expanded use of such labor saving tools.

Each DoD Component has policies, procedures and business practices that serve its segment of the Contract Payment function. These business rules have evolved over many years, and each Component has expended considerable effort to optimize its particular process. The fact that these rules are implemented differently does not make one right over all others. However, the use of different rules to perform the same basic activity is inefficient and less than optimal from a DoD-wide perspective. Separate Component business rules directly contribute to duplicative and labor-intensive information structures that impede effective communication of financial information among activities. The development of concise

CIM CONTRACT PAYMENT
FEASIBILITY ANALYSIS

DoD-wide Contract Payment business rules, that are uniformly applied, will greatly facilitate operational restructuring and consolidation. Intuitively, the Group believes that subsequent savings in manpower from these actions should more than offset the costs associated with developing the uniform rules.

Currently, by law, DoD Disbursing Officers are personally pecuniarily liable for all payments made on behalf of their Disbursing Stations. Consequently, Disbursing Officers are accountable for all data affecting the validity of their disbursement, even though they lack the managerial and physical control of the data. It is clear that the liability and accountability should reside with the person responsible for submitting the erroneous data as opposed to the Disbursing Office. In effect, these individuals, irrespective of position (e.g., Quality Assurance Representative or Contracting Officer), would be singularly liable for information resulting in an improper or erroneous payment.

The potential benefits are significant because the quality of information that substantiates the payment would be improved and repeated requests for missing and corrected information from the source would be avoided. It appears that 31 USC 3528(a) must be revised to effect this proposed change, which is a major departure from the current definition of "pecuniary liability." From a functional perspective this proposal is achievable within the near term.

The Group recommends establishment of a DoD-wide interest chargeback process. This process will identify and charge interest to the Activity responsible for causing the interest to be incurred. Today, most Components do not chargeback interest costs. Instead, they generally charge the interest to their respective Operations and Maintenance (O&M) Accounts. These actions unduly perpetuate the problem of interest incurrence, as opposed to resolution of the underlying issues. The effect of implementing an interest chargeback process is improved quality and timeliness of payment entitlement information, and the gradual elimination of interest costs. Since the Department of the Army and Defense Logistics Agency have implemented a chargeback system within their respective Components, a precedent has been established which demonstrates feasibility and efficacy.

The Contract Payment Visions fully support the DoD budget-driven objective to downsize operations 25 percent by FY 1996. Notwithstanding the fact that the visionary time line is for a nine year period, interim policy, systems and functional changes provide the immediate opportunity for significantly reduced overhead expenditures. It is our belief that the Business Case and Economic

CIM CONTRACT PAYMENT
FEASIBILITY ANALYSIS

Analysis will substantiate the visionary conclusion that substantial savings can be achieved through reduced manpower, facility, systems development and maintenance costs.

CIM CONTRACT PAYMENT
UPDATED ISSUES/PROBLEMS/DEFICIENCIES

Issue/Problem/Deficiency: p Acctblty

p ACCOUNTABILITY (2.1.9.5) (2.1.1.2)--Erroneous or missing data conditions currently are not resolved in a responsive manner. Further, remedial action for such conditions seldom is initiated by the originator. Multiple sets of records result in inefficient use of resources and an insurmountable number of reconciliations (All).

Issue/Problem/Deficiency: p ACRN CLIN/SLIN Reltshp

p ACRN CLIN/SLIN RELATIONSHIP (2.1.9.5) (2.2.1.4)--Failure to properly align the accounting classification reference number (ACRN) to the contract line item number (CLIN) and/or to the sub-line item number (SLIN) causes payments to be rejected from the automatic to manual mode of payment processing (Navy, DLA). (DE)

Issue/Problem/Deficiency: p Acs to Src Info

p ACCESS TO SOURCE INFORMATION (2.1.9.5) (2.2.1.4)--With most systems, Components do not have access to the source information needed to determine entitlement, thereby requiring re-input of data. This results in inefficient and ineffective use of resources (All). (IS)

Issue/Problem/Deficiency: p Chng To Rgltry Reqrmt

p CHANGES TO REGULATORY REQUIREMENTS (2.1.9.5) (2.2.1.4)--Requirements for hard copy documents must be eliminated (All). (RE)

Issue/Problem/Deficiency: p Clrg Intrfnd

p CLEARING INTERFUND (2.1.9.5) (2.2.1.4)--Clearance of Interfund bills within DoD is difficult because the process is very labor-intensive, time-consuming and involves complicated procedures (All). (RE)

Issue/Problem/Deficiency: p Cntrct Not Clsd

p CONTRACTS NOT CLOSED (2.1.9.5) (2.2.1.4)--Procedures are not followed in closing contracts in a timely manner (DLA). (DE)

CIM CONTRACT PAYMENT
UPDATED ISSUES/PROBLEMS/DEFICIENCIES

Issue/Problem/Deficiency: p Cross Dsbrsmt

p CROSS DISBURSEMENTS (2.1.9.5) (2.2.1.4)--Cross disbursements within DoD neither are effective nor efficient (All). (RE)

Issue/Problem/Deficiency: p Dpndncy

p DEPENDENCY (2.1.9.5) (2.1.1.2)--Contract Payment almost totally is dependent on sources outside the function for data necessary to effect timely and accurate payment (All).

Issue/Problem/Deficiency: p Flxblty

p FLEXIBILITY (2.1.9.5) (2.2.1.4)--Present Contract Payment systems tend to lack the flexibility necessary to handle the wide variety of payment types processed within DoD (e.g., undefinitized prices/schedules, progress payments) (All). (IS)

Issue/Problem/Deficiency: p Inadqt Sys

p INADEQUATE SYSTEMS (2.1.9.5) (2.1.1.2)--Current automated systems (both hardware and software) do not fully satisfy operational, functional and management requirements. Systems supporting other functional areas contain information upon which Contract Payment is extremely dependent, yet the systems' interfaces either are absent or ineffective. This causes numerous workaround procedures and contributes to late or erroneous payments (All).

Issue/Problem/Deficiency: p Inadqt Trng

p INADEQUATE TRAINING (2.1.9.5) (2.2.1.4)--Current training programs often are inadequate and do not meet functional needs (All). (QS)

Issue/Problem/Deficiency: p Incnstnt Dcmt ID

p INCONSISTENT DOCUMENT IDENTIFICATION (2.1.9.5) (2.2.1.4)--Due to multiple sets of operating procedures, no single specific standard document identification number is perpetuated from the requisition to the payment (All). (NS)

Issue/Problem/Deficiency: p Intrnl Cntrl

p INTERNAL CONTROLS (2.1.9.5) (2.2.1.4)--Systems to prevent duplicate or erroneous payments or the over-expenditure of contracts are inadequate (All). (IS)

Issue/Problem/Deficiency: p Invc Imprprly Crtfd

p INVOICES IMPROPERLY CERTIFIED (2.1.9.5) (2.2.1.4)--Certifying officials are not personally pecuniarily liable for funds disbursed and therefore have little incentive to certify invoices properly (Navy, Marines). (AC)

Issue/Problem/Deficiency: p Mltpl Chain Of Cmnd

p MULTIPLE CHAINS OF COMMAND (2.1.9.5) (2.2.1.4)--Multiple chains of command result in diffused accountability (Army, Navy, Air Force, Marine Corps). (AC)

Issue/Problem/Deficiency: p Mltry Stndrd

p MILITARY STANDARDS (2.1.9.5) (2.2.1.4)--Military standards for processing payments are not adequate to support the payment of contracts and like-agreements or fully implemented by the Components (All). (IS)

Issue/Problem/Deficiency: p Nonstndrdzn

p NONSTANDARDIZATION (2.1.9.5) (2.1.1.2)--Regulations are vague and ambiguous resulting in multiple interpretations. This lack of standardization inhibits efficiency and the ability to communicate between and within Components (All).

Issue/Problem/Deficiency: p Oblgn Not Estbd

p OBLIGATIONS NOT ESTABLISHED (2.1.9.5) (2.2.1.4)--Obligations are not established in the official accounting records due to nonreceipt of contract modifications (All). (AC)

Issue/Problem/Deficiency: p Plcy Not Enfrcd

p POLICY NOT ENFORCED (2.1.9.5) (2.2.1.4)--The current policy for accountability is not consistently enforced (All). (AC)

Issue/Problem/Deficiency: p Qlty Srv

p QUALITY SERVICE (2.1.9.5) (2.1.1.2)--Management tends to focus on quantity versus quality. Work measurement standards stress quantity as well. The absence of Total Quality Management contributes to poor quality service (All).

CIM CONTRACT PAYMENT
UPDATED ISSUES/PROBLEMS/DEFICIENCIES

Issue/Problem/Deficiency: p Rcnclg Pymt Info

p RECONCILING PAYMENT INFORMATION (2.1.9.5) (2.2.1.4)--Reconciling payment information that is processed by other (TFOs) is difficult, due to the multiple sets of accounting records(All). (AC)

Issue/Problem/Deficiency: p Rcpt Of Dcmt

p RECEIPT OF DOCUMENTS (2.1.9.5) (2.2.1.4)--Untimely receipt of contractual documents, acceptances and approvals often results in delayed payment and payment of unnecessary interest (All). (DE)

Issue/Problem/Deficiency: p Rgltry

p REGULATORY (2.1.9.5) (2.1.1.2)--Changes are needed in regulatory requirements to allow Contract Payment to take advantage of state-of-the-art technologies and innovations. Multiple interpretations of regulations prevent effective communication within and between Components, as well as between the Government and its customers (All).

Issue/Problem/Deficiency: p Totl DoD Chrgbck Plcy

p TOTAL DoD CHARGEBACK POLICY (2.1.9.5) (2.2.1.4)--The chargeback of prompt payment interest and penalties to the responsible activity's operating funds is required to promote accountability (All). (RE)

Issue/Problem/Deficiency: p Vldtn Mthd Not Utlzd

p VALIDATION METHODS NOT UTILIZED (2.1.9.5) (2.2.1.4)--Validation methods to control quality either are absent or not being fully utilized (All). (QS)

CIM CONTRACT PAYMENT
UPDATED OPPORTUNITIES

Opportunity: o Implmt Chrgbck Procdr

o IMPLEMENT CHARGEBACK PROCEDURES (2.1.9.5) (2.2.1.4)--Identify and charge interest to the party or parties responsible for causing the interest to exist.

Opportunity: o Implmt/Utlz Qlty Asurnc Progrm

o IMPLEMENT AND UTILIZE QUALITY ASSURANCE PROGRAM (2.1.9.5) (2.2.1.4)--Implement and utilize a quality assurance program to ensure data integrity.

Opportunity: o Imprv Acctblty

o IMPROVE ACCOUNTABILITY (2.1.9.5) (2.2.1.4)--Hold originators accountable for the accuracy and timeliness of their data.

Opportunity: o Imprv Intrnl Cntrl

o IMPROVE INTERNAL CONTROLS (2.1.9.5) (2.2.1.4)--Design systems with imbedded internal controls to prevent such events as duplicate payments, overdisbursed contracts and manual intervention.

Opportunity: o Imprvd Cmuncn

o IMPROVED COMMUNICATIONS (2.1.9.5) (2.2.1.4) (2.1.1.2)--Improve communications through advanced technologies (e.g., Computer Aided Systems Engineering, Electronic Commerce, Image Processing Systems, Fourth Generation Languages and Computer Based Training).

Opportunity: o Mgmt Intiatv

o MANAGEMENT INITIATIVES (2.1.9.5) (2.2.1.4) (2.1.1.2)--Use state-of-the-art management techniques to eliminate operational deficiencies and to enhance quality service.

Opportunity: o Stndrdz Fnctnl Area

o STANDARDIZE FUNCTIONAL AREAS (2.1.9.5) (2.2.1.4) (2.1.1.2)--Focus on initiatives to centralize and standardize functional areas will result in standard regulations and procedures, a standard Contract Payment system and a single chain of command.

CIM CONTRACT PAYMENT
BENEFITS IDENTIFICATION AND QUANTIFICATION

BENEFITS IDENTIFICATION AND QUANTIFICATION (2.1.9.6)--Upon receipt and analysis of Business Case data by DFAS, the **benefits** of implementing the visions and the related constraints as identified by the Contract Payment Functional Group may be quantified according to the specific alternative selected.

Uniformity will resolve many problems existing within the current Contract Payment function. A single standard system, as opposed to multiple systems, will result in a single communication network, reduce maintenance and training costs, facilitate test and implementation of systems changes and increase productivity at different work sites. Standard policies and procedures also will decrease the chances for misinterpretation of requirements.

Compliance with all statutory, regulatory and audit requirements will enable DoD to realize benefits in several areas. Foremost is improved "Cash Management" as the process will result in fewer interest and penalty payments and the true acceptance of favorable discounts. Consistency in data and reporting will provide real savings when the Government-wide Standard General Ledger is fully implemented. Additional savings also will be made since compliance with all audit requirements will streamline the audit process and reduce related overhead costs.

Accessing data at the source will (1) reduce manpower costs associated with manual input, filing, reconciliation and research; (2) reduce overhead costs associated with hard copy documentation and (3) increase the accuracy of payments. In addition, the increased use of electronic data interchange will enable the Department to take more trade discounts, when advantageous.

Accountability places responsibility for source data/information with the originator. It will remove Contract Payment personnel from the business of "chasing data" and significantly reduce exception processing. This will result both in manpower and overhead savings. The assignment of interest costs and penalties to the appropriate responsible activity will highlight problem areas and allow management to streamline operations. Emphasis will be placed on more timely and accurate source data thereby resulting in more timely and accurate payments and a reduction in overall interest costs.

The Contract Payment function will be an adaptable process that rapidly accommodates changes in mission with little impact on operations. The benefits include avoidance of costs associated with maintaining and modifying multiple stand-alone processes.

CIM CONTRACT PAYMENT
BENEFITS IDENTIFICATION AND QUANTIFICATION

Quality service in the future will be considered a principal product of the Contract Payment function. The benefits of this product will be reduced overhead costs, fewer inquiries and improved customer relations.

The following are constraints to implementing Contract Payment's visions:

- There is a general lack of standardization among DoD Components with regard to policies, procedures, systems (hardware and software) and functional processes. This is particularly evident in forms and formats used for passing information.

- Perceived differences in mission requirements among DoD Components make standardization difficult.

- There is a real inability within the function to control the process. Contract Payment is 80 - 90 percent dependent on outside sources for data credibility and availability.

- Current systems (hardware, software and compliance with applicable audit requirements) do not adequately support current or future needs.

- By law, the Disbursing Officer personally is pecuniarily liable for all payments made by his/her station. This law must change in order to fully implement the vision of accountability.

CIM CONTRACT PAYMENT
ESTIMATE OF COSTS AND OTHER RESOURCES

ESTIMATE OF COSTS AND OTHER RESOURCES (2.1.9.7)--The data to complete this is dependent on the information gathered to support Section 2.1.1.1, "Chart of Resources," and Section 2.3, "Information Systems." These sections have been forwarded to DFAS with an estimated completion of September 30, 1991. To assist in this effort, the Group gathered and shared with DFAS available detailed information on the major Contract Payment systems, developed the third tier cost elements for the economic model and prepared a standard data call worksheet for completion by the Components.

These cost elements and the data call worksheet have been coordinated with the Defense Base Operations Fund (DBOF) Contract Payment Unit Cost Group, DFAS (Deputates for Policy, Operations and Information Management) and DFAS-KC (the lead organization for DFAS Strategy 7.2 to standardize installation-level vendor payments). These cost elements also have been shared with the Institute for Defense Analysis (IDA), which is under contract with the Director of Defense Information to develop the model to support Business Case analyses.

CIM CONTRACT PAYMENT
ESTIMATE OF COSTS AND OTHER RESOURCES

PAYMENTS FOR GOODS AND SERVICES
GUIDELINES FOR IDENTIFICATION OF OPERATING COSTS
AND PREPARATION OF WORKSHEETS

1. For purposes of this data call, the payment function excludes all payments to civilian or military personnel and is divided into ten (10) functional areas. Costs should be accumulated separately for each area. If you make payments in all 10 areas, you should submit 10 separate sets of worksheets.

Functional Areas

A. Payments to Commercial Vendors for Installation Support (includes Minor Construction)

B. Payments to Commercial Vendors for Major End-Items and Wholesale Stock Fund

C. Payments to Commercial Vendors for Subsistence Commodities

D. Payments to Commercial Vendors for Fuel

E. Payments to Commercial Vendors for Transportation

F. Payments to Commercial Vendors for Major Construction (Includes Civil and Military Construction)

G. Interfund Bills

H. Intergovernmental Payments

I. Intra-DoD Payments

J. NAF Instrumentalities

2. Worksheets should reflect total cumulative costs for FY 90.

3. If operating costs are funded by other than the Operations & Maintenance appropriation, they should be separately identified.

4. The payment function begins with the receipt of a request for payment; it includes establishment of all subsidiary records and transactions supporting the payment process, all efforts expended to obtain/correct missing/erroneous information and all related customer service efforts; it ends with the passing

of the voucher to disbursing for payment, but does include balancing efforts between commercial services and disbursing.

5. In situations where personnel divide their time between functional areas, costs should be allocated according to time spent.

6. Overhead costs must include an allocation for all installation support (e.g. a portion of all Office of Civilian Personnel and Disbursing & Collecting costs must be allocated to the specific functional area). See SECTION III.

7. A portion of all Center/Intermediate Command Hq/Command Hq/Department Hq costs must be allocated to the specific functional area. See SECTION V.

8. First line supervisors should be included in direct costs.

9. Include fringe benefits in civilian and military personnel costs.

PAYMENTS FOR GOODS AND SERVICES
COST AND WORKLOAD DATA CALL
Report only counts applicable to the functional area.
Reference "GUIDELINES".

SECTION I.

Installation _____ Functional Area _____

Location/Address _____

Service, Agency or Center _____

Intermediate Command _____
Major Command _____

POC for this Data Call _____

Telephone # (C) _____
(A) _____

# of Payment Requests Processed _____

and Type of Obligating Documents Processed

_____
_____
_____
_____
_____
_____
_____

# of Acceptance Reports Processed _____

# of Vouchers Processed _____

Is the process automated or manual? _____

If automated:

Name of System _____
Design Activity POC _____
Telephone # (C) _____
(A) _____

PAYMENTS FOR GOODS AND SERVICES
COST AND WORKLOAD DATA CALL
Report only costs applicable to the functional area.
Reference "GUIDELINES".
Report costs as of the end of FY 90.

Installation_____Functional Area_____

SECTION II.

DIRECT COSTS **********	O&M	Proc	R&D	Specify ( )	Specify ( )	Specify ( )
Civ & Mil Personnel (Salary & Fringe)						
Contract Data Input						
Voucher Examiners						
Accountants						
Accounting Techs						
Accounting Clerks						
Customer Servc Clrks						
Data Transcribers						
Invoice Control						
Filing						
Records Maintenance						
Mail Room						
Other (Specify)						
Facilities & Supplies						
Supplies						
Space Rental						
Utilities						
Furniture						
File Storage						
Other (Specify)						
Services						
Training						
Telecommunications						
Computer Support (Billed/Unbilled Personnel/Machine Time)						
Microfiche/Micrographics						
Printing						
Postage/Overnight Mail						
Post Office Box Rentals						
Other (Specify)						

PAYMENTS FOR GOODS AND SERVICES
COST AND WORKLOAD DATA CALL
Report only costs applicable to the functional area.
Reference "GUIDELINES".
Report all costs as of the end of FY90.

Installation_____Functional Area_____

DIRECT COSTS (Cont.) **********	O&M	Proc	R&D	Specify ( )	Specify ( )	Specify ( )
ADP Hardware/Software						
Purchase						
Depreciation						
Rental						
Maintenance						
CDA Program Development, Implementation and Maintenance Costs						
Other (Specify)						
Non-ADP Equipment						
Purchase						
Depreciation						
Rental						
Maintenance						
Other (Specify)						

PAYMENTS FOR GOODS AND SERVICES
COST AND WORKLOAD DATA CALL
Report only costs applicable to the functional area.
Reference "GUIDELINES".
Report all costs as of the end of FY90.

SECTION III.
Overhead costs must include an allocation for all installation support. This allocation should be based on the following ratio. Please provide numbers used.

$$\frac{\text{Functional Area Personnel Equivalents}}{\text{Total Installation Personnel Equivalents}} = \text{Ratio} \quad \frac{(\quad)}{(\quad)} = \underline{\qquad}$$

INDIRECT COSTS **********	O&M	Proc	R&D	Specify ( )	Specify ( )	Specify ( )
A&FO Overhead Costs						
Supervisors						
Management						
Disb and Collect						
Accounting						
Quality Assurance						
Internal Review						
Technical Support						
Methods and Procedures						
Travel						
Transportation Office Vchr Exam (CBLs/GBLs)						
Other (Specify)						
ADP Hardware/Software						
Purchase						
Depreciation						
Rental						
Maintenance						
CDA Program Development, Implementation and Maintenance Costs						
Other (Specify)						

PAYMENTS FOR GOODS AND SERVICES
COST AND WORKLOAD DATA CALL
Report only costs applicable to the functional area.
Reference paragraph 5 "GUIDELINES".
Report all costs as of the end of FY90.

Installation_____Functional Area_____

INDIRECT COSTS (Cont.) **(Allocation)** **********	O&M	Proc	R&D	Specify ( )	Specify ( )	Specify ( )
Non-ADP Equipment						
Purchase						
Depreciation						
Rental						
Maintenance						
Other (Specify)						
Support Organizations						
Comptroller						
ilian Personnel						
.itary Personnel						
Training (OJT & Tech Schools)						
Civil Engineering						
Public Affairs						
Base Admin Office						
Telecommunications and Systems						
Other (Specify)						

PAYMENTS FOR GOODS AND SERVICES
COST AND WORKLOAD DATA CALL

Report only costs applicable to the functional area.
Reference "GUIDELINES".
Report costs as of the end of FY 90.

Installation_____ Functional Area_____

SECTION IV.

Civ & Mil Personnel	**Number of Personnel Equivalents**
Contract Data Input	
Voucher Examiners	
Accountants	
Accounting Techs	
Accounting Clerks	
Customer Servc Clrks	
Data Transcribers	
Invoice Control	
Filing	
Records Maintenance	
Mail Room	
Other (Specify)	

PAYMENTS FOR GOODS AND SERVICES
COST AND WORKLOAD DATA CALL

Report only costs applicable to the functional area.
Reference "GUIDELINES".
Report costs as of the end of FY 90.

Installation_____ Functional Area_____

SECTION V. (To be completed by the appropriate Service/Agency)

Please tell us the method of allocation used. Provide formula and numbers.

	O&M	Proc	R&D	Specify ( )	Specify ( )	Specify ( )
Support Organization Costs						
Intermediate Command						
_____ Command						
_____ rtment						
_____ Center						
_____ Other (Specify)						
_____						
_____						

SECTION VI.

Please list the activities within your Service/Agency that have payment functions (as referenced in paragraph 5) and who have not returned this data call.

CIM CONTRACT PAYMENT
BUSINESS CASE

ASSEMBLE "BUSINESS CASE" (2.1.9.8)--This section is dependent upon information to be gathered and produced in accordance with Sections 2.1.9.6, "Identify and Quantify Benefits" and 2.1.9.7, "Estimate of Costs and Other Resources." These sections have been tasked to the DFAS for completion by September 30, 1991. The Financial Management Functional Steering Committee Minutes of February 21, 1991, reflect approval of the products through Section 2.1.4 of the CIM Process Guide.

CONTRACT PAYMENT
ACTION PLAN

CONTRACT PAYMENT ACTION PLAN (2.1.9.9) --

1.1.1 Determine and bound categories of contractor payments, e.g., vendor payments (supplies, services, subsistence, commissary), contractor payments (transportation, major-end item, wholesale stock fund), interfund payments, other reimbursable payments.

TIME FRAME: JUN 91 - JUL 91
RESPONSIBILE AGENT: DFAS

DEPENDENCIES: NONE

1.1.2 Finalize the Concept of Operations based on the Future Functional Concept proposed in in Step 2.1.5 of the CIM Process Guide to standardize, consolidate and functionally realign contractor/vendor/inter-governmental payments, to establish accountability for source data at the source, and to eliminate hard copy documentation.

TIME FRAME: JUL 91 - SEP 91
RESPONSIBLE AGENT: DFAS

DEPENDENCIES: 1.1.1

1.1.3 As validated in the Concept of Operations, indicate high level changes needed to statuatory and regulatory requirements, such as FAR/DFARs, Certifying Officer Act, GAO and OMB approvals.

TIME FRAME: JUL 91 - SEP 91
RESPONSIBLE AGENT: DFAS

DEPENDENCIES: 1.1.2

1.1.4 Perform an economic analysis of the Concept of Operations to ensure viability of the proposal.

TIME FRAME: SEP 91 - OCT 91
RESPONSIBLE AGENT: DFAS

DEPENDENCIES: 1.1.2

1.1.5 Coordinate and obtain formal approvals to the Concept of Operations from each related functional area.

TIME FRAME: NOV 91 - DEC 91
RESPONSIBLE AGENT: DFAS

DEPENDENCIES: 1.1.4

1.1.6 Identify functional requirements necessary for full compliance with GAO standards and principles, OMB guidelines, and JFMIP Core Financial System Requirements.

TIME FRAME: JUL 91 - NOV 91
RESPONSIBLE AGENT: DFAS

DEPENDENCIES: 1.1.5

1.1.7 Task responsibility for assessment of functional consolidation and realignment alternatives, to include:

Interim system candidates' capability to comply with concept of operations, and identification of high level migratory actions necessary to bring it into compliance.

Interim system candidates' compliance with GAO standards and principles and OMB guidelines, and identification of actions needed to bring the system into compliance.

Interim system candidates' ability to respond to required statutory and regulatory changes.

Interim system candidate's ability to meet user needs through ad hoc reports.

TIME FRAME: JUL 91 - DEC 91
RESPONSIBLE AGENT: DFAS

DEPENDENCIES: 1.1.6

2.1.1 Develop and implement a plan for effecting high level changes to statutory and regulatory requirements, to include OPRs and milestone charts.

TIME FRAME: JUL 91 - AUG 92
RESPONSIBLE AGENT: DFAS

DEPENDENCIES: 1.1.3

2.1.2 Perform an economic analysis of the interim system alternative approaches.

TIME FRAME: JAN 92 - JAN 92
RESPONSIBLE AGENT: DFAS

DEPENDENCIES: 1.1.7

2.1.3 Develop and implement a plan to incrementally transition the interim standard system(s) to meet the Concept of Operations, including OPRs and milestone charts. Early enhancements should include:

Automated tracking of all payment requests.

Automated payment of "accepted amounts less than billed amounts".

Automated balancing with the Disbursing Office.

Automated processing of cost vouchers.

Automated payment certification.

Automated customer service inquiry.

Automated processing of progress payments.

Automatic calculation of interest payments and inclusion on regular payment voucher.

Invoicing and disbursement through EDI.

Full compliance with MILSCAP standards.

TIME FRAME: FEB 92 - SEP 99
RESPONSIBLE AGENT(S): DFAS/C3I/USD(A)

DEPENDENCIES: 7.1.3, 6.1.1, 2.1.5, 3.1.2, 5.1.5

2.1.4 Establish an internal DoD work group consisting of Contract Payment functional experts from appropriate Components to write a single set of Contract Payment Regulations that meet the following criteria:

Executable at the lowest operational level.

Prohibit supplementation by Components.

Include standard procedures that respond to all Contract Payment requirements.

TIME FRAME: AUG 91 - SEP 92
RESPONSIBLE AGENT: DFAS

DEPENDENCIES: 2.1.2

2.1.5 Establish a DOD internal task force composed of representatives from Contract Payment and related functional areas to identify, establish ownership, and develop standard data element definitions.

TIME FRAME: AUG 91 - SEP 92
RESPONSIBLE AGENT(S): DFAS/C3I/USD(A)

DEPENDENCIES: 2.1.4

3.1.1 Develop an effective method to identify and address accountability problem areas, to include:

Timely notification to activities responsible for incomplete/inaccurate data.

A process for determining and assessing "damages" (e.g., charge back of interest paid)

An effective tracking procedure.

TIME FRAME: OCT 91 - DEC 91
RESPONSIBLE AGENT: DFAS

DEPENDENCIES: 2.1.2

3.1.2 Develop/promulgate an accountability policy that establishes clear lines of authority and responsibility for timeliness and accuracy of information both provided to and produced by the contract payment function(s). Policy should be independent of proposed change in Certifying Officer Act.

TIME FRAME: JAN 92 - MAR 92
RESPONSIBLE AGENT: DFAS/DoD Comptroller/USD(A)

DEPENDENCIES: 3.1.1

4.1.1 Identify the requirements to access and use source data electronically in the Contract Payment process.

TIME FRAME: JAN 92 - APR 92
RESPONSIBLE AGENT(S): DFAS/C3I/USD(A)

DEPENDENCIES: 2.1.2

4.1.2 Identify the requirements to provide contract payment data electronically to the requiring function(s).

TIME FRAME: JAN 92 - APR 92
RESPONSIBLE AGENT(S): DFAS/C3I/USD(A)

DEPENDENCIES: 2.1.2

4.1.3 Develop and implement a plan for exchanging source data with contract payment customers and interface activities to include OPRs and milestones.

TIME FRAME: APR 92 - SEP 99
RESPONSIBLE AGENT(S): DFAS/C3I/USD(A)

DEPENDENCIES: 4.1.1, 4.1.2

5.1.1 Identify those situations in which payments may be made without an invoice (e.g., Commissary purchases), and those where payment may be made without a receiving report (e.g., small purchases under $750 and receiving report is retained in the ordering office). Coordinate elimination of the requirement with OMB and GAO as needed.

TIME FRAME: AUG 91 - MAY 92
RESPONSIBLE AGENT: DFAS

DEPENDENCIES: 1.1.1

5.1.2 Determine those transactions that can be consolidated for purchase by credit card.

TIME FRAME: AUG 91 - DEC 91
RESPONSIBLE AGENT: DFAS

DEPENDENCIES: 1.1.1

5.1.3 Identify functional requirements for replacing hardcopy documents with electronic media and coordinate Treasury and GAO approvals as needed.

TIME FRAME: AUG 91 - AUG 92
RESPONSIBLE AGENT(S): DFAS/C3I

DEPENDENCIES: 1.1.1

5.1.4 Determine the method to use for automated payment certification, and obtain Treasury and GAO approvals.

TIME FRAME: AUG 91 - AUG 92
RESPONSIBLE AGENT: DFAS

DEPENDENCIES: 1.1.1

5.1.5 Develop and implement a plan to replace hard copy documents with state-of-the-art electronic commerce applications to include OPRs and milestones.

TIME FRAME: MAY 92 - JUL 92
RESPONSIBLE AGENT(S): DFAS/DoD Comptroller/C3I

DEPENDENCIES: 5.1.1, 5.1.2, 5.1.3, 5.1.4, 4.1.3

6.1.1 Develop and implement a program to increase "quality awareness" and "esprit-de-corp", including an effective method to analyze and improve the efficiency and productivity of the process.

TIME FRAME: JUL 91 - SEP 92
RESPONSIBLE AGENT: DFAS

DEPENDENCIES: 2.1.2

7.1.1 Identify training requirements for functional, technical and managerial competency, including improving English language skills.

TIME FRAME: NOV 91 - MAR 92
RESPONSIBLE AGENT: DFAS

DEPENDENCIES: 2.1.2

7.1.2 Develop/promulgate a training policy that specifies minimal, mandatory training standards.

TIME FRAME: MAR 92 - APR 92
RESPONSIBLE AGENT: DFAS

DEPENDENCIES: 7.1.1

7.1.3 Assess current training levels and implement a plan for achieving training objectives to include OPRs and milestones.

TIME FRAME: MAY 92 - SEP 93
RESPONSIBLE AGENT: DFAS

DEPENDENCIES: 7.1.2

Contract Payment Action Plan

Action Item	Item No.	FY Quarter											
		3rd 91	4th 91	1st 92	2nd 92	3rd 92	4th 92	1st 93	2nd 93 Jan91	3rd 93	4th 93	1st 94	Out Yrs
Determine and Bound Categories	1.1.1												
Finalize Concept of Operations	1.1.2												
Indicate Statutory and Regulatory Changes	1.1.3												
Perform Economic Analysis	1.1.4												
Obtain Formal Approvals	1.1.5												
Identify Compliance Requirements	1.1.6												
Task Consolidation and Realignment	1.1.7												
Effect Changes to Statutes/Regulations	2.1.1												
Perform Economic Analysis	2.1.2												
Transition Interim System	2.1.3												
Write Contract Payment Regulations	2.1.4												
Define Data Elements	2.1.5												
Develop Method for Accountability	3.1.1												
Develop Policy for Accountability	3.1.2												
Identify Rqmts for Access to Source Data	4.1.1												
Identify Rqmts to Provide Source Data	4.1.2												
Develop Plan to Exchange Source Data	4.1.3												
Identify Sits of No Invoices or Receiving Reports	5.1.1												
Determine Credit Card Purchases	5.1.2												
Identify Rqmts to Replace Hard Copy Docs	5.1.3												
Determine Method for Auto Certification	5.1.4												
Implement Plan to Replace Hard Copy Docs	5.1.5												
Increase Quality Awareness	6.1.1												
Identify Training Requirements	7.1.1												
Promulgate Training Policy	7.1.2												
Assess Current Training Levels	7.1.3												

KEY TO CONTRACT PAYMENT PERT CHART

THE FOLLOWING PERT CHART DEPICTS VISUALLY THE MAJOR (CONSOLIDATED) ACTIONS REQUIRED BY THE CONTRACT PAYMENT ACTION PLAN TO TRANSITION FROM THE CURRENT ENVIRONMENT TO THE FUTURE FUNCTIONAL CONCEPT.

ACTIONS COVER AN 8 YEAR PERIOD BEGINNING JUNE 1991 AND ENDING SEPTEMBER 1999. THE FINISH DATE IS DEPENDENT ON INTEGRATION WITH EXTERNAL FUNCTIONAL AREAS.

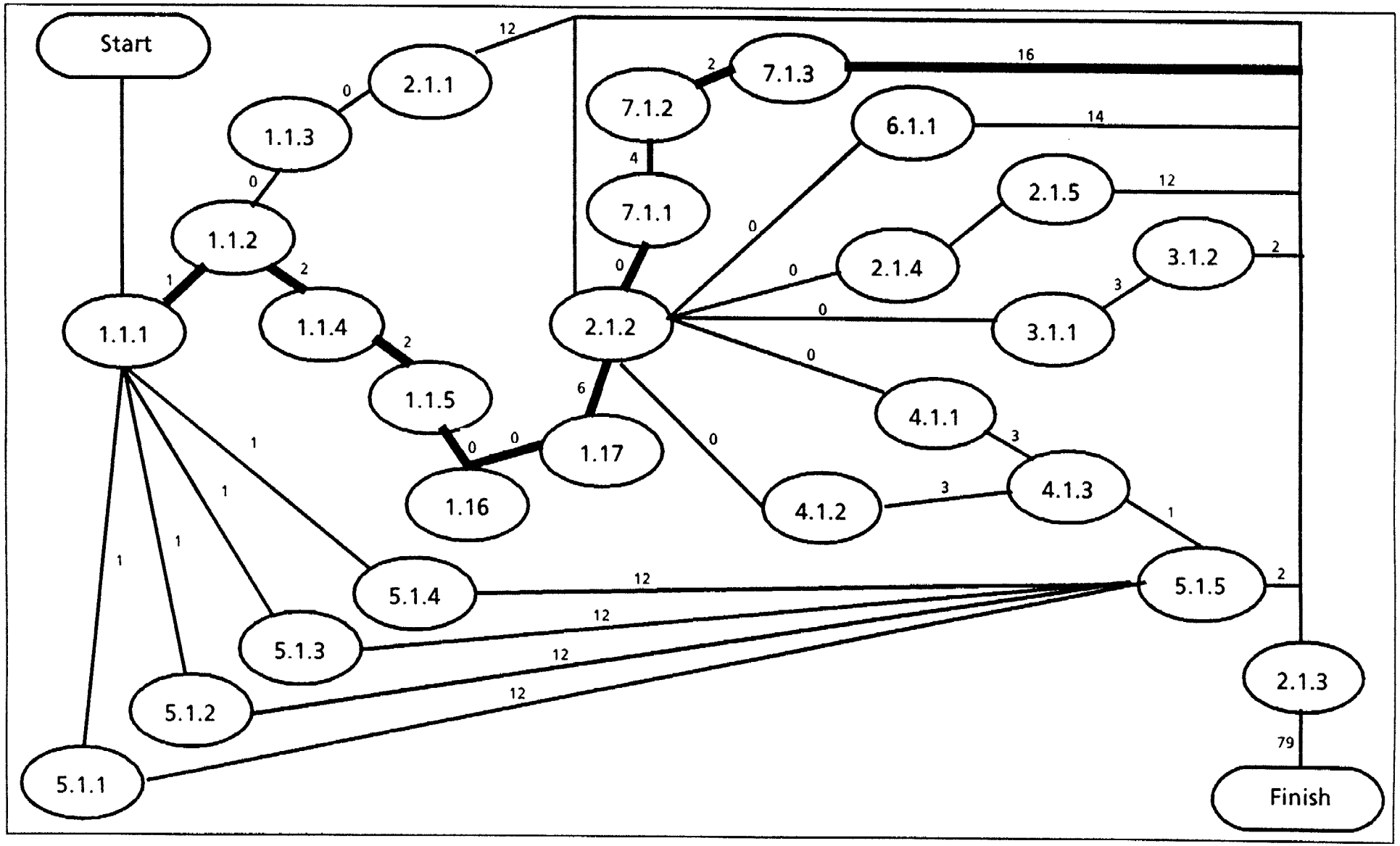
LEGEND: OVALS REPRESENT CONSOLIDATED ACTIONS

NUMBERS IN OVALS REFER TO ACTION PLAN ITEM NUMBERS

NUMBERS ON LINES BETWEEN OVALS INDICATE THE NUMBER OF MONTHS BETWEEN ACTIONS

HEAVY LINES REPRESENT THE CRITICAL PATH

CONTRACT PAYMENT ACTION PLAN



APPENDIX D

CURRENT SYSTEMS CHARACTERISTICS

A. General

This Appendix contains (1) a list of functional descriptors, (2) an AIS catalogue developed from the data call of November 28, 1990 and (3) an additional list of nine systems that were not contained in the data call. This information was generated in part as a result of the requirements of steps 2.3.1, 2.3.2 and 2.3.3 of the CIM Process Guide. These steps have been tasked to the DFAS for completion by September 30, 1991.

The list of 43 functional descriptors were the basis for the responses to the data call and were used by the Group to evaluate the relative merits of systems for interim usage or "best of breed." The descriptors were used to classify the systems into three categories, i.e., those that meet the criteria for: (1) installation and major item use; (2) subsistence payments; and (3) reimbursable payments.

The systems that failed to meet a sufficient number of the descriptors were eliminated. The additional list of nine systems that were not included in the data call are known by the Group to perform Contract Payment. The AIS Catalogue includes major fielded systems, systems in various stages of redesign and in-house stand-alone systems. The proponent agency, as well as a point of contact and phone number, is indicated for each system.

B. Functional Descriptors

The following are the 43 functional descriptors as stated in the data call and used to evaluate the relative merits of the accounts payable systems.

1. Verifies transactions to avoid payment of duplicate invoices.

2. Maintains a vendor file that includes data to support the accounts payable processes.

3. Validates payment requests against the liability resulting from the receipt and acceptance.

4. Provides for automated invoicing input to the AIS.

5. Generates request for billing adjustments to include AIS request preparation, aging of request, and regulatory followup.

6. Provides for withholding payment subject to contractual requirements or pending litigation.

7. Provides for withholding payments subject to contractual requirements or pending litigation.

8. Provides for the tracking of invoices from receipt of the invoice through disbursement.

9. Provides for tracking invoices that have been returned to the vendor.

10. Provides for the processing of progress payment.

11. Provides for maintaining contractor indebtedness information.

12. Provides information necessary to direct payments to financial institutions acting as an agent or an assignee of the vendor.

13. Provides information required for payments by EFT.

14. Provides information on material received and accepted for which no invoice has been received.

15. Provides information on invoices received for which no receipt and acceptance transactions are recorded.

16. Uses presumptive acceptance in determining payment dates.

17. Schedules payments.

18. Computes payment amounts, deducting discounts or withholdings and adding interest or penalties when appropriate.

19. Consolidates multiple invoices for single payments to the vendor.

20. Allows changes to payment schedules by authorized personnel.

21. Allows a payment to be removed from the automated scheduling stream.

22. Provides information about each payment to reflect the stage of the scheduling process that the payment has reached and the date each step was reached.

23. Provides for the recording and processing of manual checks.

24. Reestablishes accounts payables as a result of voided checks.

25. Collects information on discounts taken and lost.

26. Distinguishes between discounts that are advantageous to the government and those that are not.

27. Collects information on interest penalties.

28. Provides all relevant payment identification information such as order number, invoice number, reason and amount of disallowances, interest penalty amount, payment number, and final payment notification.

29. Provides for the payment of transportation FOB origin charges.

30. Provides for advance payments to contractors.

31. Provides for holdback on progress payments.

32. Provides the capability for fast pay.

33. Provides inquiry capability for responding to vendor inquiries.

34. Identifies and records information related to reimbursements made to vendors, employees or others when the payment is considered miscellaneous income which is subject to federal tax and which must be reported to the Internal Revenue System.

35. Produces IRS 1099s.

36. Provides the ability to select items for audit, based on user-defined criteria.

37. Provides information necessary to report:

37.1. the number of interest penalties paid.

37.2. the amount of interest penalties paid.

37.3. the relative frequency, on a percentage basis, of interest penalty payments to the total number of payments.

37.4. the number, total amount, and relative frequency, on a percentage basis, of payments made 5 days or more before the due date, except when cash discounts were taken.

38. Verifies that all contractual conditions affecting contract payment have been met.

39. Provides visibility of missing or erroneous entitlement information.

40. Provides the ability to select items for audit, based on user defined criteria.

C. AIS Catalogue

The AIS catalogue developed from responses to the data call is contained at the end of this Appendix.

D. Additional Systems

The following is the additional list of nine systems that were not included in the data call and are known by the Group to perform Contract Payment.

1. Standard Automated Voucher Examining System (SAVES). An accounts payable system used by the Army Troop Support Agency to examine and calculate vouchers for commissary vendor payments.

2. Standard Industrial Fund System (SIFS). This is an industrial fund system that comprises both manual and automated processes to perform the accounting functions of fund distribution and control, budget execution and reporting, inventory accounting, property accounting, cost accounting, general ledger control and reporting, accounts receivable, accounts payable, and sales.

3. Standard Operations and Maintenance, Army and Research, Development, Test and Evaluation System (SOMARDS). This system used by the Army Material Command is designed to report financial and program execution for the Operations and Maintenance, Research and Development and miscellaneous appropriations. SOMARDS performs fund distribution and control, general ledger control and reporting, budget execution and reporting, accounts receivable, accounts payable, inventory accounting, property accounting, cost accounting and billing functions.

4. STARFIARS-M. The current STARFIARS is an automated subsystem approved by the General Accounting Office (GAO). STARFIARS-M (the new subsystem) will accomplish total stock fund and financial inventory accounting at CONUS Army installations and comparable overseas commands. It will interface with STANFINS-R for local purchase disbursements and collections transactions to accomplish budgetary and fiduciary accounting requirements.

5. Acquisition Management Information System (AMIS). An integrated Contract Payment system for central acquisition of weapon systems, subsystems and research and development for the Air Force Systems Command.

6. Central Procurement Accounting System (CPAS). An integrated accounting, disbursing and Contract Payment system for control of central procurement, foreign military sales, depot maintenance, industrial funds and program and budget for the Air Force Logistics Command.

7. Commissary Management Information System (CMIS). A commercially developed automated information system that supports the Marine Corps commissary Contract Payment operation.

8. Kodak Automated Retrieval System (KARS). A commercially developed, off-the-shelf, automated retrieval and image processing system that has been enhanced to process commercial accounts payments to meet specific Marine Corps installation Contract Payment and disbursing requirements.

9. Transportation Management System (TMS). An automated transportation payment and disbursing system supporting the Marine Corps' freight, GBL and storage bill paying function.

Contract Payment
Remarks information for selected systems

COMP	SYSTEM	FOG No	J1	J2	J3
**			BLANK	BLANK	BLANK
USA	CCSS	A001			
USA	TEAM-UP	A002	TEAM-UP PROVIDES UNIQUE RDTE/MAJOR RANGE AND TEST FACILITY BASE ACCOUNTING/FUNDING/BILL PROCEDURES. THESE PROCEDURES REQUIRE THE CUSTOMERS OVERHEAD IS TREATED/BILLED IN A DIFFERENT MANNER. OVERHEAD IS APPLIED ON A STASTICAL BASIS. SEE INPUT	TEAM-UP INTERFACES DETAILED COST INFO TO DA'S INTEGRATED FACILITIES SYSTEM. TEAM-UP PASSES COST ACCT DATA TO THE TEST RESOURCE MGMT SYSTEM WHICH IS A TEST MISSION LIFE CYCLE MGMT SYSTEM. SEE INPUT	AMC STANDARD INSTALLATION EQUIP MGMT SYSTEM INTERFACES EQUIP AND VEHICLE UTILIZATION COSTS TO TEAM-UP. WHITE SANDS MISS RNG SUPPORT MGMT INFO SYS PROVIDES A MEANS FOR PRICING RANGE SERVICES AND INSTRUMENTATION SUPPORT TO CUSTOMERS ON A STD RATE BASI
USA	SIFS	A003			
USA	SAPAS	A004		CERTIFICATION OF ON-LINE PMD (COP). SAPAS PROVIDES COPS SYSTEM WITH ADJUSTMENT TRANSACTIONS THAT REFLECT CERTIFICATION OF FUNDS ADJUSTMENTS MADE IN SAPAS.	MAINT DATA MGMT SYSTEM AND CERTIFICATION OF ON-LINE PMD (COP). SAPAS PROVIDES AUTOMATED (ON-LINE) CERTIFICATION OF FUNDS FOR BOTH OF THESE SYSTEMS. MILSCAP PROVIDES OBLIGATION DATA TO SAPAS ON A BATCH BASIS SEE INPUT
USA	SOMARDS	A005		CERTIFICATION OF ON-LINE PMDS - SOMARDS PROVIDES COPS SYSTEM WITH ADJUSTMENT TRANSACTIONS THAT REFLECT CERTIFICATION OF FUNDS ADJUSTMENTS MADE IN SOMARDS.	MAINT DATA MGMT SYS AND CERT OF ON-LINE PMDS - SOMARDS PROVIDES AUTOMATED (ON-LINE) CERTIFICATION OF FUNDS FOR BOTH OF THESE SYSTEMS. MILSCAP - PROVIDES OBLIGATION DATA TO SOMARDS ON A BATCH BASIS SEE INPUT
USA	RASFIARS	A006			
USA	AFES	A007			

Contract Payment
Remarks information for selected systems

COMP	SYSTEM	FOG No	J1	J2	J3
USA		A008	INCLUDED IN THIS AIS IS A PRODUCTION PLANNING AND CONTROL FUNCTION RELATED TO THE ARSENAL MANUFACTURING MISSION		
USA		A009			
USA		A010			
USA		A012			
USA	CAMCF	A013			
USA		A014			
USA		A015			
USA		A016			
USA		A017			
USA	PBAS	A018	CENTRAL CONTROL OF DITS, LIMITED PAYABILITY, RECERT PROC FOR ARMY DISB/COLL OPS. AUTO EA/DISB RECON PROC ARE ACCOMP WITHIN SYS. OBTAINS EA/OA USING INTERFACES LISTED BELOW & CONTROLS ISSUANCE OF EA/OA.	SAAC, USASAC ISSUE DATA FOR FMS CASE CONT & REPORTING OF OBLIGS AND EXPENDATURE USED/ISSUED TO OTHER ORGS	TREAS - FMS, AIR FORCE - CROSS DISB ISSUE INFO OF DATA AVAIL TO TREAS/AF THAT IS USED IN THE PROCESS. SAAC, USASAC ISSUE DATA FOR FMS CASE INITIATION AND CONT INCLUDING TOTAL OBLIGATION AND EXPENDATURE CONTROLS.
USA	SABERS	A019			
USA	SFS	A020	SEE Q	SEE Q	SEE Q
USA	STANFINS	A021	BLANK	BLANK	BLANK
USA	STARFIARS-M	A022	BLANK	BLANK	BLANK
USA	STARFIARS	A023	BLANK	BLANK	BLANK
USA	CEFMS	A024	SEE ATTACHMENTS	SEE ATTACHMENTS	SEE ATTACHMENTS
USA	TUFMIS	A025			
USA		A026			
USA	CINFARS	A027			
USA	MTMC-AIF	A028	SEE Q	BLANK	SEE Q
USA	TD&RS	A029	SEE Q	A TAPE IS SENT TO GSA W/INFO REGARDING DEDUCTIONS TAKEN, DATA IS SENT TO AIR FORCE REGARDING POTENTIAL EXCESS COST CASES, DEBT COLLECTION INFO IS ENTERED INTO APAIS, AND PMNT INFO IS SENT TO DEPT ACCT SYSTEMS IN DAFO.	BLANK

Contract Payment

Remarks information for selected systems

COMP	SYSTEM	FOG No	J1	J2	J3
USA	STANFINS-ASF	A030	BLANK	BLANK	BLANK
USA		A031			
USA	JUMPS-RP	A032	BLANK	BLANK	BLANK
USA	JUMPS-AA	A033	BLANK	BLANK	BLANK
USA	RCAPSS	A034			
USA	STARCIPS-R	A035			
USA	TIPS	A035	PROVIDES FOR PAYMENT WAREHOUSING AND PAYMENT COMPUTATION FOR COMMERCIAL CARRIERS OF ARMY GOODS (TRANSPORTATION COSTS) VIA THE USE OF ELECTRONIC DATA INTERCHANGE.	SEE Q	CFM-COSED DATA USED FOR ENTITLEMENT COMPUTATION. WHIST-SHIPPER DATA USED FOR ENTITLEMENT COMPUSTATON. TARPS-DATA FOR ESTABLISHMENT OF WITHHOLDING OF PMNT AND/OR REDOCTION OF PMNT TO VENDORS DUE TO STOP PMNT OR OVERPMNT.
USA	STARCIPS	A036			
USA	COEMIS-PAY	A037			
USA	STARTEPS	A038			
USA		A039			
USA	ASTAMS	A040			
USA	SFS-1	A040	FUNDS TRADOC AND NON-TRADOC TRAINING ACTIVITIES FOR FMS AND IMET TRAINING. BILL AND REIMBURSES INSTALLATIONS FOR TRAINING COSTS INCURRED	PASSES ACCOUNTING DATA TO STANFINS. PREPARES SAAC BILLING DATA FOR FMS FOR DEFENSE INTEGRATED FINANCIAL SYSTEM (DIFS)	USES FUND AUTHORIZATIONS RECEIVED FROM PBAS
DLA	APCAPS	D001			RECEIVES WORKLOAD DATA FOR DMASP & MOCAS. RECEIVES ACCOUNTING DATA FROM BOSS.
DLA	AVEDS	D002			
DLA	BOSS	D003			PASSES RETAIL STOCK FUND DATA TO APCAPS FOR INCLUSION IN GENERAL LEDGER, FOR INTERFUND AND DELMAR REPORTING & CLEARING.

Contract Payment

Remarks information for selected systems

COMP	SYSTEM	FOG No	J1	J2	J3
DLA	DFAMS	D004			
DLA	DISMS	D005			
DLA	DAISY	D006			
DLA	DIF	D007	THE WAGE GRADE WORKERS IN THE CLOTHING FACTORY ARE PAID ON A PIECE RATE BASIS.		
DLA	MOCAS	D008			
DLA	DLAMIS	D013			
DLA	FBC	D014			
DLA	DIPEC	D015			
AF	DOLARS	F001	BLANK	BLANK	BLANK
AF	MAFR	F002	BLANK	BLANK	J
				E_3_11	
AF	JUMPS	F004	BLANK	BLANK	BLANK
AF	ARPAS	F005	BLANK	BLANK	BLANK
AF	DARS	F006	MAINTAINS RECEIVABLES BY ADSN. PREPARES MONTHLY VOUCHERS FOR DISB OFFUNDS TO THE ACCOUNTABLE ADSN FOR THE REVEIVABLE. LETTERS ARE AUTOMATED OF NOTIFICATION OF IMPENDING OFFSET UNDER 5 USC 5514 AND BY IRS.SEE Q	A) DELINQUENT DEBTS ARE REF TO IRS FOR COLL VIA TAX REFUND OFFSET PROG. B) DEL DEBTS ARE REF TO DMDC FOR MATCHING DOD PERSONNEL RECORDS. OTHER GOV'T PERS RECORDS, SOC SEC RECORDS, FOR LOCATING PERS WHOSE DEBTS MAY BE OFFSET UNDER 5 USC 5514. C) SEE Q	JUMPS, JUMPS-RF, CAPS, RETIRED PAY, & CIV PAY SYSTEMS REFER OUT-OF-SERVICE DEBTS VIA INTERFACE TO DARS FOR COLLECTION ACTION. INTERFACE WITH RETIRED AND CIV PAY SYSTEMS ARE NOT YET IN PRODUCTION BUT ARE IN ADVANCED STATE OF DEVELOPMENT.
AF	AIMSET	F007	CENTRALIZED REIMBURSEMENT OF AF/DOD APPROPRIATIONS AND/OR FUNDS FOR ALL AIR FORCE SPONSORED SECURITY ASSISTANCE TRAINING.	TO/FROM: DSAA SYSTEM FOR IMET PROGRAM, TRAINING CONTROL SYSTEM (TRACS) STUDENT DATA. TO: CMCS FOR BUDGET & GENERAL LEDGER (FMS). TO/FROM: GAFS FOR MAFR & DBT REPORTING.	SEE 2 ABOVE.

Contract Payment
Remarks information for selected systems

COMP	SYSTEM	FOG No	J1	J2	J3
AF	IBP	F008	CONSOLIDATES AIR FORCE TRANSACTIONS PERTAINING TO INTERNATIONAL BALANCE OF PAYMENTS FOR REPORTING TO DOD, HQ USAF, AND ARMY.	BLANK	AF DATA RECEIVED FROM BASE-LEVEL GENERAL ACCOUNTING SYSTEM. ARMY DATA SYSTEM NOT KNOWN.
AF	CAPS	F009	BLANK	BLANK	BLANK
AF	RPS	F010	BLANK	BLANK	BLANK
AF	ABIDES	F011	ABIDES REPRESENTS THE TOTAL AIR FORCE BUDGET ENVIRONMENT. ABIDES IS AN INTEGRATED SYSTEM THAT IS BUDGETING, PROGRAMMING, FORMULATING, & JUSTIFYING AF FUNDING. ABIDES IS AN AF CORPORATE DATABASE & CONTAINSFORCES DATA FOR ALL AF APPROPRIATIONS. SEE Q	ABIDES PROVIDES DATA TO OSD FOR THE FYDP 1400 SERIES BUDGET EXECUTION DATA AND OTHER SMALLER SUBMISSIONS AS REQUESTED BY OSD.	INTERFACES ARE MANY FROM A VARIETY OF SOURSES. MAJCOM, OSD, AND OTHER AIR STAFF ORGANIZATIONS. FOR MAORE DETAILED DESSRIPTION, PLEASE CONTACT DENNIS BRYSON AT SAF/FMB FOR COMPLETE DETAILS.
AF	DMS	F012			
AF	EMS	F014			
AF	VMOSCS	F015	SEE ATTACHED	SEE ATTACHED	SEE ATTACHED
AF	COARS	F016	BLANK	BLANK	BLANK
AF	CBAS	F017	CBAS PERFORMS FUNDS CONTROL OF ALL APPROPRIATIONS AT MAJCOM, OBLIGATION OUTLAYS, FORMULATED MAJCOM FINANCIAL PLAN, CIV PAY AND FLYING HOUR ANALYSIS, HANDLES FIELD ISSUANCE OF FUNDING DOCUMENTS, EXECUTION ANALYSIS. SEE Q	DATA TRANSMITTED TO INSTALLATION BBAS SYSTEM ON FUNDING DOCUMENTS, FINANCIAL PLANS, AND PROJECTED ACTIALS ATE FORWARDED TO SAF/FMB.	DATA IS RECEIVED FROM SAF/FMB (FUNDING DOCUMENTS PROVIDE PLAN BODEYS, OB/OUTLAY TARGETS ETC) FLYING HOUR INFORMATION AND MANPOWER DATA IS RECEIVED FROM THE APPROPRIATE MAJCOM SYSTEM.
AF	AMIS	F018			
AF	CPAS-C	F019	CPAS IS AN ON-LINE TRANS PROCESSING MGMT AND ACCT SYS WITH BATCH SUPPORT FUNCTIONS USED TO CONTROL THE PROGRAM, BUDGET & FUND AUTHORIZATIONS FOR HQ AFLC ALLOCATION OF CENTRAL PROCUREMENT APPROPRIATIONS, FC'S 11, 15, & 17. SEE Q	BLANK	BLANK

Contract Payment
Remarks information for selected systrms

COMP	SYSTEM	FOG No	J1	J2	J3
AF	JOCAS-HQ	F020	BLANK	BLANK	BLANK
AF	BUFRS	F021	THIS IS NOT AN ACCOUNTING SYSTEM. THE UNIQUES ARE COMMAND DEVELOPED INTERACTS FORM THE GAFS NOT PROVIDE BY STANDARD AIR FORCE OUTPUT.	BLANK	BLANK
AF	BLGAS	F023	BLANK	BLANK	BLANK
AF	LCVS	F024			
AF	SARS	F025	THIS IS NOT A SYSTEM. IT IS SIMPLY AN ACQUISITION REPORT DIRECTED BY LAW AND SUBMITTED TO CONGRESS. THIS REPORT CONTAINS FINANCIAL, DELIVERY, ETC. INFORMATION AS OF THE DATE OF THE REPORT.	BLANK	BLANK
AF	AVISURS	F026	THE REMIS/EIMSURS IS NOT AN ACCOUNTING SYSTEM HOWEVER THE DATA IS USED BY ACCOUNTING DIVISIONS.	REMIS/EIMSURS USERS HAVE DIRECT PC ACCESS TO THE DATA. AT THIS TIME IT IS NOT KNOWN WHAT ACCOUNTING OFFICES ARE USING THE DATA.	STATUS, UTILIZATION, & INVENTORY DATA FROM CAMS AND WMCCS.
AF	CEMS	F028	BLANK	BLANK	BLANK
AF	CRPIAS	F030	THIS SYS RECEIVES DETAILED INVENTORY INFO FROM INSTALLATION WITHIN MAJCOM & PROCESSES THEM TO PROGIDE MAJCOM MASTER FILE. THIS FILE IS USED TO PROVIDE MAJCOM ENGIN & SVS WITH INVENTORY INFO TO SUPPORT O&M & MIL CON PROJECTS. SEE Q	THERE IS NO AUTO INTERFACE WITH OTHER COMMAND ORGANIZATIONS.A FORM OF MANUAL INTERFACE EXISTS WITH THE COMPTROLLER. THE REAL PROPERTY GENERAL LEDGER RECONCILIATION REPORT IS PRODUCED ANNUALLY TT RECONCILE THE COMMAND GEN LEDG ACCTS WITH REAL PROP	(J2 CONT) INVENTORY REPORT: RCS: HAFL LEE(AR) 7115. J3 BLANK
AF	GAFS	F031	BLANK	BLANK	BLANK
AF	BARS	F032	BLANK	BLANK	BLANK
AF	IPC	F033	BLANK	BLANK	BLANK
AF	IAPS/MAPS	F034	BLANK	BLANK	BLANK

Contract Payment
Remarks information for selected systrms

COMP	SYSTEM	FOG No	J1	J2	J3
AF	IAPS/COMSAPS	F035	A) OFFSET COMMISSARY VENDOR CREDIT MEMO'S. B) BATCH VOUCHERS IN GROUPS OF 20 TO REDUCE CERTIFICATION OF MULTIPLE PAYMENTS. C) PAYS IN FOREIGN CURRENCY.	A) PROVIDES GENERAL LEDGER UPDATE DATA F,OR PAYMENTS TO SMAS. B) INTERFACES PAYMENT DATA FOR CHECK WRITING TO INTEGRATED PAY & COLLECTING SYSTEM	REVEIVES CHECK # DATA FROM IPC AFTER PAYMENT
AF	BCAS	F036	BCAS PROVIDES TRACKING OF PURCHASE REQUESTS CONTRACTUAL INSTRUMENTS, DELIVERY DATES, PAYMENT AND CLOSEOUTS OF ACTIONS.	PROVIDES DATA TO CEMAS REGARDING AWARDS AGAINST CE REQUIREMENTS AND CENTRAL PROCUREMENT ACCOONTIGN SYSTEM (BASE) REGARDING OBLIGATION OF FUNDS.	RECEIVES DATA FROM CEMAS REGARDING CUSTOMER REQUIREMENTS/NEED DATES.
AF	CPAS-B	F037	BLANK	BLANK	BLANK
AF	BBAS	F038	BBAS PROVIDES THE AF INSTALLATIONS WITH BUDGET CAPABILITIES TO ANALYZE CURRENT ACCT STATUS, MONITOR FUNDS EXECUTION AGAINST APPROVED FUNDING TARGETS, AND PREPARATION OF INSTALLATION FINANCIAL PLANS.	THIS SYSTEM INTERFACES WITH GAFS, ALSO RECEIVES ANCILLORY TYPE DATA FROM BASE CONTRACTING SYS, SBSS, AND OTHER INSTALLATION FINANCIAL SYSTEMS AS NECESSARY.	SAME AND 2 ABOVE
AF	CCEMFHS	F039	BLANK	BLANK	BLANK
AF	CECRS	F040			
AF	BEAMS	F041	BLANK	BLANK	BLANK
AF	BFHS	F042			
AF	LAMAS	F043			
AF	SDBVS	F044	COMMAND UNIQUE SYSTEM USED TO VALIDATE TELEPHONE BILLS FROM ILLINOIS BELL TO SCOTT AFB, IL.	BLANK	BLANK
AF	TBS	F045	SYSTEM RUNS ON STD BASE LVL 2200. SEVERAL COBOL PROGS & UNISYS UTILITIES THAT COMPRISE THIS SYS. SYS PRODUCES WATS TELE USAGE RPTS AND BILLS TO BE SENT TO TENANT SERVICED ON THE BASE. SYS ALSO GENERATES TOLL BILLS FROM DATA REC FROM VAR COMM COMPANYS	BLANK	SEE Q

Contract Payment

Remarks information for selected systems

COMP	SYSTEM	FOG No	J1	J2	J3
AF	ECCBS	F046			
AF	FHAOS	F047			
AF	UBEHS	F048			
AF	OCSRBS	F049	BLANK	BLANK	BLANK
AF	CEBS	F050	ENABLES 1960 CS EQUIP CONT OFF THE MEANS TO MANAGE 1960 EQUIP MASTER INV ACCTS. THERE ARE 6 PROGRAMS IN THIS SYSTEM. SYSTEM RUNS ON A S-2200 UNISYS COMP. THE PROGRAMS ALL USE AFOLDS(AIR FORCE ON-LINE DATASYSTEM)	SYSTEM USES A MASTER DATABASE UNDER AFOLDS. TELEPHONE SYSTEM (WW) USES THE AFOLDS DATABASE THIS SYSTEM "MAINFRAME" AND CREATES A TAPE COPY OF THIS DATABASE.	BLANK
AF	JOCAS	F051	PROVIDES FINANCIAL MANAGERS & COST CENTER MANAGERS CURRENT STATUS OF PROGRAMS/PROJECTS VERSUS ESTIMATED AS WELL AS THE REIMBURSEMENT STATUS	AUTOMATED BILLING SYSTEM - PROVIDES DATA FOR INPUT TO THE GENERAL ACCOUNTING SYSTEM	GAFS, CAMS, SBSS, BEAMS
AF	ADS	F052	BLANK	BLANK	BLANK
AF	VIMS	F053	BLANK	BLANK	BLANK
AF	VMOSCS-B	F054	BLANK	BLANK	BLANK
AF	STTES	F055			
AF	MTCS	F056	BLANK	BLANK	BLANK
AF	STTCS	F057	BLANK	BLANK	BLANK
AF	CAMS	F058			
AF	AFSCAPS	F071			
AF	JUMPS-B	F075	BLANK	BLANK	BLANK
AF	JUMPS-ANG	F076			
AF	MSPS	F078	BLANK	BLANK	BLANK
AF	IPAS	F079	BLANK	BLANK	BLANK
AF	AFROTCCPS	F080	BLANK	BLANK	BLANK
AF	AFROTCSCPS	F081	BLANK	BLANK	BLANK
AF	AFACPS	F082	PROVIDES ACCOUNTING FOR THE CADET PERSONNEL INVESTMENT TRUST FUND (CPITF). PROVIDES FOR INTEREST DISTRIBUTION AND GENERATES MONTHLY & YEARLY REPORTS.	THE CADET PAY SYSTEM IS A SUBSYSTEM OF THE CADET AUTOMATED MANAGEMENT INFORMATION SYSTEM	THE CADET PAY SYSTEM IS A SUBSYSTEM OF CAMIS. CAMIS PROVIDES CADET NAMES, SSN, DUTY SQUADRONS & STATUS CODES.

Contract Payment

Remarks information for selected systems

COMP	SYSTEM	FOG No	J1	J2	J3
AF	TDYSAS	F083	SEE ATTACHMENT TO Q	SEE ATTACHMENT TO Q	SEE ATTACHMENT TO Q
AF	IFGLS-D	F084	BLANK	BLANK	BLANK
AF	IFGLS-C	F085	BLANK	BLANK	BLANK
AF	ASIFCRS	F086	THIS AIS RECEIVES, PROCESSES AND BILLS FOR TRAVEL/MOVEMENT ON ASIF FUNDED PLANES. IT ACCOMODATES ACCTS RECEIVABLES FOR THE CHANNEL MOVEMENT AS WELL AS FOR MANUALLY ACCOMPLISHED BILLINGS.	THIS SYSTEM PROVIDES A TRANSACTION TAPE TO THE BASE LEVEL GAFS AS WELL AS THE SYSTEM 2200. THESE TRANSACTIONS COVER CHANNEL MOVEMENT ONLY.	THIS AIS RECEIVES AUTOMATED MOVEMENT DATA FOR MAC UNIQUE PASSENGER AND CARGO TRANSPORTATION SYSTEMS.
AF	IFTIS	F087	THIS SYSTEM PULLS TRAVEL INFORMATION FORN GAFS USING A BUILT IN TABLE. IT THEN PRINTS OUT PRODUCTS THAT WILL BE USED TO ENTER JOURNAL VOUCHERS INTO GAFS.	BLANK	BLANK
AF	IFLDCAS-C	F088	BLANK	BLANK	BLANK
AF	DMIFCAPR	F089	BLANK	BLANK	BLANK
AF	IFGLS-B	F090	SEE Q	BLANK	BLANK
AF	IFLDCAS-B	F091	BLANK	BLANK	BLANK
AF	UCADMBMCS	F092	PROVIDES AN OPERATING COST REPORT FROM MGMT REVIEW & OCBB FOR BUDGET RATE GENERATION. COSTS ARE BROKEN OUT IN DIRECT & INDIRECT MATERIAL & PRODUCTION COST & M&A. ALSO TRACKS ACTUAL COST FOR COMPARISONS.	RECEIVES DATA FROM SEVERAL SYSTEMS, CONSOLIDATES FOR REPORTING PURPOSED & PASSES DATA INTO G072A.	RECEIVES ACTUAL BUDGETED DATA TO BE CONSOLIDATED.
AF	MLDCS	F093	SEE Q	SEE Q	SEE Q
AF	DMWPCS	F094			
AF	EPS	F095			
AF	DMPCS	F096	BLANK	BLANK	BLANK
AF	MAMCS	F097	SEE Q	SEE Q	SEE Q
AF	JOPMS	F098			

Contract Payment
Remarks information for selected systems

COMP	SYSTEM	FOG No	J1	J2	J3
AF	POCS	F099	BLANK	BLANK	BLANK
AF	CDMPCS	F100			
AF	DMIFCAPRS	F101	BLANK	BLANK	BLANK
AF	DPEPS	F102			
AF	GFMTRS	F103	SEE Q	SEE Q	INPUT - D071 - PROVIDES COST OF GFM
AF	ASIFPGFM	F104	BLANK	BLANK	BLANK
AF	MADS	F105	SEE ATTACHED POINT PAPER	BLANK	BLANK
AF	UCAFCS	F106	SEE ATTACHED POINT PAPER	SEE ATTACHED POINT PAPER	SEE ATTACHED POINT PAPER
AF	MMRCS	F107	SEE ATTACHED POINT PAPER	BLANK	BLANK
AF	MLPCS	F108	SEE ATTACHED POINT PAPER	BLANK	BLANK
AF	AMARC-ACS	F109	BLANK	BLANK	BLANK
AF	AMARC-CBS	F110	BLANK	BLANK	BLANK
AF	AFSF	F111	BLANK	BLANK	BLANK
AF	SBSS	F112	INTERFUND BILL PROCESSING - SEE ACCOUNTS PAYABLE SECTION	EXPENSE/OBLIGATION DATA TO GAFS. THIS AIS MAINTAINS FUND AVAILABILITY SHECKS FOR CUSTOMERS OF STOCK FUND.	BLANK
AF	SSSCDS	F113			
AF	SCDS	F114			
AF	ISS	F115	BLANK	BLANK	BLANK
AF	SDRCS	F116			
AF	FIAS	F117	THE PRIMARY PURPOSE OF THIS SYSTEM IS TO SUPPLY FINANCIAL DETAIL FOR BILLING AND STOCK FUND TRIAL BALANCE/GENERAL FUNDS GENERAL LEDGER UPDATES.	BILLING DATA - H042C. STOCK FUND TRIAL BALANCE - H069. GENERAL FUNDS GENERAL LEDGER - H069.	ALL FEEDS ARE FROM AFLC STOCK CONTROL & DISTRIBUTION SYSTEMS.
AF	SGSDSFS	F118	THE PRIMARY PURPOSE OF THIS SYSTEM IS TO SUPPLY FINANCIAL DETAIL FOR BILLING & STOCK FUND TRIAL BALANCE/GENERAL FUNDS GENERAL LEDGER UPDATES.	BILLING DATA - H042C. STOCK FUND TRIAL BALANCE - H069. GENERAL FUNDS GENERAL LEDGER - H069.	ALL FEEDS ARE FROM AFLC STOCK CONTROL & DISTRIBUTION SYSTEMS.

Contract Payment
Remarks information for selected systrms

COMP	SYSTEM	FOG No	J1	J2	J3
AF	SIARS	F119	ROUTES BILLS TO D033 AND H075C, PRODUCES BUYER & SELLER DD FORM 1400 & OBLIGATES F6U TRANSACTIONS. SYSTEM IS SCHEDULED FOR ELIMINATION IN FY91, TO BE ABSORBED BY CHANGES TO GAFS.	BLANK	BLANK
AF	SMAS	F120	ON-LINE TRANSACTION HISTORY WITH VARIABLE SEARCH PARAMETERS. ON-LINE TRANSACTION REJECT CORRECTION AND REPROCESSING FOR INTERFACE TRANSACTIONS. ON-LINE TRANSACTION EDIT AND REJECT.	BLANK	BLANK
AF	IAPS/CAPS	F121	CSAPS CREATES ACCT TRANS FOR EACH TRANS ENTERED TO THE SYS. IT CAN BE MOSIFIED TO PRODUCE GEN LEDG UPDATES FOR EACH TRANS. CONTAINS COMPLETE APPROP DATA & CAN BE USED BY ALL DOD. AN AUTO RECON IS PROCESSED TO COMPARE ACCTS PAYABLE TO GAFS	CSAPS PROVIDES PAYEE & CHECK ISSUE INFO TO THE IPCS FOR CHECK ISSUANCE.	ALL VENDOR CONTRACT & OBLIGATION INFO IS INTERFACEED DAILY FROM THE BASE CONTRACTING AUTOMATED SYSTEM.
AF	ACOS	F122	ACQS AUTOMATES MANY REPETITIVE, LABOR INTENSIVE CLERICAL FUNCT PER BY COMMISSARY PERS WHEN PROCESSING RECEIPTS, TRANSFERS, CHARGE SALES, AND OTHER ACCOUNTABLE TRANS.	ACOS INTERFACES CHARGE SALES AND MILSTRIP SUBSYS WITH SMAS. BDO/BPA RECEIVING TRANS ARE INTERFACED WITH THE CAPS. AT EOM TROOP ISSUE PRICES FROM ACOS ARE INTERFACED WITH THE SIMS.	ACOS RECEIVES STATUS OF MILSTRIP REQUISITIONS FROM THE DEF PERSONNEL SUPPORT CENTER.
AF	ACAS	F123	THE SYS IS DESIGNED TO AUTOMATE THE CLERICAL FUNCTION REQ TO PROCESS COUPON REDEMTION TRANS. IT INCLUDES SHIPPING RECORDS, ACCTS REC, RECORDS FOR THE CLEARING HOUSE & VENDORS, CASH COLLECTION RECORDS & A GEN LEDG SYS FOR BOTH FACE VALUE & COUPON ACCT	SYS PRODUCES DETAILED TRANS LISTINGS & JOURNALS FOR AUDIT TRAIL. AT EOM TRIAL BALANCES ARE PRODUCED FOR BOTH FACE VALUE & COUPON HANDLING FUND ACCT BALANCES. J2-BLANK	BLANK

Contract Payment
Remarks information for selected systrms

COMP	SYSTEM	FOG No	J1	J2	J3
AF	MMAS	F124	INTERFUND BILL - SEE ACCOUNTS PAYABLE SECTION	EXPENSE/OBLIGATION DATA TO GAFS. THIS SYS MAINTAINS FUND AVAILABILITY CHECKS FOR CUSTOMERS OF STOCK FUND	CONTRACT PAYMENT DATA FROM MEDICAL LOGISTICS SYS AND BASE AUTO CONTRACTING SYS. RECEIPT DATA FROM MEDICAL LOGISTICS SYS.
AF	MMMS	F125	MEDLOG IS AN INTEGRATED PEACETIME AND WARTIME MEDICAL LOGISTICS SYS THAT INCLUDES CAPABILITIES TO CONTROL AND MANAGE MED SUPPLIES, MED EQUIP, QUALITY ASSURANCE OF WAR RESERVE MAT, EQUIP/MAINT, EXCESS REP& FUNDS CONT. THIS SYS REPLACED BATCH MMMS.	1-WAY INTERFACE OF DATA RECORDS WITH THE MMAS. TRANSMITS DATA TO DOD ACTIVITIES THROUGH ADRSS. TRANSMITS DATA TO BASE CONTRACTING ACTIVITIES THRU AND INTERFACE WITH THE BCAS.	REC DATA FROM BCAS INTERFACE. REC DATA FROM DOD ACTIVITIES THRU BLAMES.
AF	CFMS	F126	PROVIDES DATA FOR CONTROL & MGMT OF AF AV & GROUND FUELS FOR BOTH MINANCIAL & INVENTORY MGMT. MAJ AREAS OF SUPPORT ARE: INV CONT, LEVELING OF WAR RESERVE MAT, COMPUTATION OF AV FUEL CONSUMP FACTORS & MAJ ELEMENTS OF BUD, STK FND BILLING CUST.	SYSTEM ALSO REFORMATS BASE-LVL FUELS SALES ANALYSIS REPDATA SUBMITTED BY SBSS FOR SUBMISSION TO AFAFC, DOLARS.	RECEIVES MONTHLY FUELS MGMT DATA RPT AND FUELS SALES ANALYSIS RPT DATA FROM SBSS VIA AUTODIN.
AF	MFMS	F127	AF MISS FUELS MECH MGMT SYS IS A SELF-CONT SYS PROVIDING MECH RPTS OF INVENTORY & FIN DATA USED IN MGMT OF MISS FUELS. MAJ FUNCT IS COMPUTATION OF PROJECTED WORLDWIDE MISS FUELS REQ & STATUS OF INV AT AF BASES, MANUFACT PLANTS & STORAGE SITES.	BLANK	BLANK
AF	ASFAS	F128	BLANK	BLANK	BLANK
AF	DIFS	F129	CENTRALIZED ACCT FOR THE FOREIGN MIL SALES PROG, APPROP 97 8242. AIS PREPARES THE QTRLY BILLING RPTS FOR THE FMS CUSTOMER IN ADDITION TO MAINTAINING GENERAL LEDGER DATA USED FOR REPORTING TO TREASURY, DOD& OTHERS.	EACH MIL DEPT HAS A PORTION OF THE FMS PROG IN THE FORM OF A SALES AGREEMENT WITH THE FMS CUSTOMER. EACH MILDEP MAINTAINES ALL DETAILS & HARD COPY SVS DOCS. AIS F129 ACCUMULATES ALL DATA IN A CENTRALIZED EFFORT FOR FMS.	ALL INFO PROVIDED BY THIS AIS ARE FED BACK TO THEM IN THE FORM OF TRANS TO INSURE THE INTEGRITY OF THE INFORMATION PROVIDED.

Contract Payment

Remarks information for selected systrms

COMP	SYSTEM	FOG No	J1	J2	J3
AF	CMCS-AC	F130	SEE ATTACHED DESCRIPTION	BLANK	BLANK
AF	SAMIS	F131	THE DELIVERY REPORTING MODULE IN SAMIS PROVIDES FMS PERF INFO TO GAFS AND DEPT CMCS FIN SYSTEMS. CRITERIA FOR DELIVERIES ARE STATED IN AF REG 170-3. PROVIDES FOR THESE SYSTEMS PERF AND COST DATA RELATIVE TO AF FMS CASES.	BOTH REIMB & CONTRACTUAL DELIVERY DATA IS PROVIDED TO GAFS AND CMCS.	SEE Q FOR LIST
AF	CCPS	F132			
MC	SABRS	M079	PRODUCE TDY TRAVEL ORDERS. CAPITALIZE CONSTRUCTION IN PROGRESS. CREATE NAVCOMPT 621 CORRECTION NOTICE. CREATE SUMMARY STATEMENT OF CHARGES FOR IDB'S. PHASED OBLIGATIONS/LIQUIDATION PLAN VS. ACTUAL BUDGET FORMULATION. SEE QUESTIONNAIRE FOR MOR	PROVIDE FILE OF TRAVEL ORDERS USED TO CREATE VOUCHERS FOR ORDERS ANDSETTLEMENTS. PROVIDE FILE OF MATERIAL/SERVICE ORDERS USED TO CREATEVOUCHERS FOR PAYMENTS. MARINE CORPS EXPENDATURE REIMBURSEMENT RE- PORTING SYSTEM.	DSSC, SASSY, SAMARS, UADPS, MCERRS, DAAS, ITEM MANAGERS, ALPS. SEE QUESTIONNAIRE FOR WHOLE NAMES AND EXPLANATIONS
MC	MCIF	M080	BLANK	BLANK	BLANK
MC	MCERRS	M081	MCERRS ACCESSES THE SABRS OBLIGATIONS WHICH ELIMINATES THE NECESSITYOF THE DISBURSING OFFICE TO RE-ENTER THE LINES OF ACCOUNTING DATA ONEITHER DISBURSEMENTS/COLLECTIONS. SEE QUESTIONNAIRE FOR 2 DIAGRAMS SHOWING INTERACTIONS WITH MCERRS AND OTHERS	BLANK	BLANK
MC	MCTASS	M082	MCTASS IS A PC APPLICATION WORKING IN A LAN ENVIRONMENT. A MCTASS DATA BASE WILL BE MAINTAINED AT EACH DISBURSING SITE FOR COMPUTATIONOF ADVANCE AND DISBURSEMENT VOUCHERS AT THAT SITE. FUTURE ENHANCE- MENTS INCLUDE INTERFACES... SEE "Q" FOR MORE	PLANNED FUTURE ENHANCEMENTS INCLUDE INTERFACES TO MCERRS FOR PASSINGACCOUNTING TRANSACTION TO JUMPS/MMS FOR COLLECTION THROUGH PAY CHECKAGE	PLANNED FUTURE ENHANCEMENTS INCLUDE INTERFACES WITH SABRS TO RECEIVEORDER DATA FROM ADMINISTRATIVE UNITS.

Contract Payment

Remarks information for selected systems

COMP	SYSTEM	FOG	J1	J2	J3
		No			
MC	MCCAPS	M083	BLANK	BLANK	BLANK
MC		M084			
MC	REMMPS	M114	REMMPS IS A SINGLE MANPOWER MGMT AND PAY SYSTEM, AS SUCH, ITS DATA-BASE CONTAINS DATA ELEMENTS TO SUPPORT BOTH PAY AND MANPOWER MGMT. THE SHARED DATABASE IS UPDATED BY THE ON-LINE DIARY SYSTEM WHICH IN-PUTS ALL DATA TO UPDATE THE REMMPS DATABASE.	REMMPS INTERFACES WITH JUMPS, THE ACTIVE COMPONENT MANPOWER MGMT PAYSYSTEM. AFTER COMPLETION OF ACTIVE DUTY OBLIGATION, A MARINE'S RE- CORD IS PASSED AUTOMATICALLY FROM JUMPS TO REMMPS. REMMPS ALSO IN- TERFACES WITH AUTOMATED RECRUIT MGMT SYS (ARMS	THE INTERFACE BETWEEN JUMPS AND REMMPS SERVES TO TRANMSFER APPROP- RIATE RECORDS FOR THOSE MARINES STILL UNDER CONTRACTUAL OBLIGATION.
MC	RPPS	M115	BLANK	BLANK	BLANK
MC	JUMPS/MMS	M116	JUMPS/MMS IS A SINGLE PAY AND PERSONNEL SYSTEM. DATA ELEMENTS IN ITSDATABASE ARE SHARED BETWEEN THE PAY AND MANPOWER FUNCTIONS. THIS SHARED DATABASE IS UPDATED BY THE UNIT DIARY SYSTEM.	JUMPS/MMS INTERFACES WITH THE REMMPS, ARMS, & PREPAS. WHEN A MARINELEAVES ACTIVE DUTY, JUMPS/MMS PASSES THE MARINES PAY RECORD DATA TO REMMPS. IF A MARINE IS REACCESSED FROM THE RESERVE ESTABLISHMENT PAY DATA IS PASSES TO JUMPS/MMS.	RECEIVES PAY RECORD DATA FROM REMMPS FOR REASSESSIONS FROM THE RESERVE ESTABLISHMENT.
DON	NHFS	N001			
DON	CERPS	N002			
DON	LAS	N003	PRODUCES CASH LEDGER TO RECONCILE WITH TREASURY'S TRIAL BALANCE PRODUCES NIF LEDGER FOR NIF ACTIVITY CONTROLS PRODUCES THE DEPARTMENTAL LEVEL DEPOSIT LEDGER		CERPS--FOR"FUNCTIONALITY",CHECK SFD FOR CERPS.
DON	ROARS	N004			
DON		N005			
DON	MAPAS	N006			
DON	NSF CDB	N007	SEE Q		

Contract Payment

Remarks information for selected systems

COMP	SYSTEM	FOG No	J1	J2	J3
DON	UADPS-ICP	N008			
DON	UADPS-SER E&F	N009			
DON	SUADPS-207	N010			
DON		N011			
DON	SUADPS-RT-VER3	N012			
DON	UADPS-SERG&IIB	N013	SEE Q		
DON	ROMS	N014	BLANK	BLANK	BLANK
DON	MICS	N015			
DON		N016			
DON	NIFRS	N017	NIFRS, A RESIDENT ON NMBS IS A BUDGET DEVELOPMENT, COST TRACKING, AND REPORTING SYSTEM. NIFRS IS USED BY NIF BUDGET OFFICES, ACTIVITY GROUPS, AND ACTIVITIES. THE SYSTEM PROVIDES USERS NOT ONLY THE CAPABILITY TO PREPARE BUDGETS BUT ALSO FIDUC RPRTS	NIFRS PROVIDES BUDGET DATA TO NAVSEA BY INTERFACING WITH NSNIF.	NIFRS RECEIVES BOTH BUDGET AND ACCOUNTING DATA FROM NIF ACTIVITIES VIA STANDARD ACCOUNTING SYSTEMS (SEE PAGE 2), STAND ALONE SYSTEMS, PC'S OR HARD COPIES.
DON	SYMIS	N018	SEE Q	NAVSCIPS	
DON	NIFMS	N019	SEE Q	THIS SUBSYSTEM OF NIFMS PREPARES AN INTERFACE FILE TO THE WORKLOAD CONTROL SYSTEM MANAGE FACILITIES PROGRAMS FOR THE PURPOSE OF UPDATING FIXED ASSET PLANT INVENTORY RECORDS.	THIS SUBSYSTEM OF NIFMS RECEIVES INTERFACE FILES FROM THE WORKLOAD CONTROL SYSTEM MANGE FACILITIES PROGRAMS FOR THE PURPOSE OF UPDATING FINANCIAL INFORMATION OF FIXED ASSET PLANT INVENTORY.
DON	NOMIS(NIF)	N020	SEE Q	SEE Q	SEE Q
DON	PWC	N021			
DON		N022			
DON	PRMIS I	N023	PRODUCES ALL COST & FIN RPTS, BOTH CAPITAL STMNTS FORWARDED TO HIGHER AUTH AND OTHER EFFICIENCY, PROD & MGMT RPTS USED BY VARIOUS MGRS IN NPPS.	NO AUTO INTERFACES TO OTH SYS. PRMIS MAY FEED OTH SYS, BUT NOT DIRECTLY NPPS PROV AUTO BILLING TAPE TO NRFC FOR CASH DISB OF NAVY CUST USING THEIR FINANCIAL REPORTING SYS.	NIF CHAS DATA RECEIVED FROM THE INDUSTRIAL FUND CENTRALIZED DISBURSEMENT/REIMBURSEMENT SYSTEM.

Contract Payment

Remarks information for selected systems

COMP	SYSTEM	FOG No	J1	J2	J3
DON		N024	UNIT LEVEL BILLING - COMPUTES REVENUE, RECORDS CARGO MOVEMENT WORKLOAD DETAILS, AND SUBSTANTIATES CARGO BILLS FOR EACH SHIPMENT.	CERTIFIED 04MN INVOICES ARE RE-KEYED INTO IDARMS FOR PAYMENT. OBLIGATION DATA IS KEYED INTO IDARMS.	LISTING OF CASH DISBURSEMENTS IS OBTAINED FROM IFCDRS.
DON		N025			
DON		N026			
DON		N027			
DON		N028			
DON		N029			
DON		N030			
DON	NIFMAS	N031	IN THE PROCESSING OF VENDOR INVOICES, THIS SYSTEM PERFORMS ALL FUNC-TIONS IN THE BILL PAYING PROCESS EXCEPT FOR THE PRINTING OF CHECKS. WHEN PAYMENT IS DUE THE INFORMATION IS TRANSMITTED TO NRFC FOR THE PRINTING AND DISTRIBUTION OF CHECKS.	SYSTEM PASSES ACTUAL COST DATA TO OUR COMMAND WORK LOAD PLANNING SYSTEM IN ORDER TO T RACK ACTUAL COST TO PLANNED DATA. PAXIS, THE PROPERTY ACCOUNTING SYSTEM INTERFACES TO TRACK REQUISITIONS OF BOTH MINOR AND PLANT PROPERTY.	SEE Q
DON		N032	DAVID TAYLOR RESEARCH CENTER HAS AN AUTOMATED PLANT ACCOUNT SYSTEM THAT MAINTAINS CONTROL OVER CLASSES 3 AND 4 AND MINOR PROPERTY.		
DON		N033	PROJECT PLANNING INCLUDING - DTIC REPORTING		
DON	NAC(NIF ACCT)	N034			
DON	STAFS	N035	SEE Q	NAVSCIPS FORMATTED PAYROLL TYPE INTERFACE.	
DON		N036			
DON	LOUMIS	N037	SEE Q	SEE Q	SEE Q

Contract Payment
Remarks information for selected systrms

COMP	SYSTEM	FOG No	J1	J2	J3
DON		N038			
DON	NCEL,NIF,FMD	N039	THE NCEL NIF FMD SYSTEM PROVIDES THE REPORTING MECHANISM NECESSARY TO ACCOMPLISH NCEL'S NAVY INDUSTRIAL FUND REPORTING REQUIREMENTS.		CBC SUPPLY MANAGEMENT INFORMATION SYSTEM (CBC SUPMIS) RECEIVES SMALL PURCHASEACCOUNTING DATA FOR COMMITMENTS, OBLIGATIONS, AND PAYABLES. CBC FINANCIAL MANAGEMENT INFORMATION SYSTEM (CBC FINMIS) PER FORMS GENERAL ACCOUNTING OPERATIONS.
DON		N040			
DON	MISIL	N041	SEE Q	SEE Q	SEE Q
DON	NATDS	N042	SEE COVER MEMO	BLANK	BLANK
DON	STARS	N043	SEE Q	SEE Q	SEE Q
DON		N044	SEE Q		
DON	NAOMIS	N045	INTEGRATE TRANSPORTATION MGMT & FINANCIAL MGMT	BLANK	BLANK
DON	FMTFMS	N046	SEE Q	PROCESS APPROP REIMB DATA VIA IDAFMS, FEEDS CASE OBLIGATION DATA TO DIFS VIA MISIL, INTERFACE WITH DSAA 1200 ON IMET TRAINING DATA.	IMET TRAINING DATA FROM DSAA 1200.
DON		N047		MIDSHIPMEN CHARGE ACCOUNTS ARE BILLED TO THE MIDSHIPMEN DISBURSING OFFICE MONTHLY THROUGH THE NAVAL ACADEMY TIME SHARING (NATS) COMPUTERSYSTEM.	
DON		N048			
DON		N049			
DON		N050			
DON		N051			
DON	AMALGAMAN	N052			
DON	NSCAM	N053			

Contract Payment
Remarks information for selected systems

COMP	SYSTEM	FOG No	J1	J2	J3
DON	RESFMS	N054	SEE Q	AUTOMATED INTERFACE TO NSCAM AUTOMATED INTERFACE TO NAVRESPERSCEN	AUTOMATED INTERFACE FROM FRS.
DON	IDAFMS	N055			
DON	IDARMS	N056	BLANK	BLANK	BLANK
DON	UADPS-SP	N057			
DON		N058			
DON		N059	BLANK	BLANK	BLANK
DON	FINMIS	N060			
DON	FRAM	N061	TIC GENERATION OF NC621'S/NC2035/NC2051'SFOR REVERSAL OF INCORRECT DATA RECEIVED IN FRAM RESULTING IN THE REGISTRATION OF THE CORRECTED DATA.	TO SAC 207 - RETURN OF DATA ERRONEOUSLY PASSED TO FRAM. TO FRS - DATA BEING TRANSFERRED BETWEEN TYPE COMMANDERS AND/OR FISCAL YEARS.	RECEIVE REGISTER 6 DATA FROM IFBS. RECEIVE REGISTER 8 DATA FROM UADPS (E/F SERIES) RECEIVE PUBLIC VOUCHER DATA FROM SAC207.
DON	IDAFMS	N062		SEE Q	SEE Q
DON	AAA RMS ROTA S	N063			
DON	GENACCT	N064			
DON	NARMS	N065			
DON		N066			
DON	FASTDATA	N067	SEE Q	SEE Q	SEE Q
DON		N068	SEE Q	THIS COST INFORMATION IS PROVIDED ANNUALLY TO THE NAVAL EDUCATION AND TRAINING SECURITY ASSISTANCE FIELD ACTIVITY (NETSAFA).	fINANCIAL OBLIGATIONS DATA IS RECEIVED FROM IDAFMS. PERFORMANCE DATA IS RECEIVED FROM THE NAVY INTEGRATED TRAINING RESOURCES AND ADMINISTRATION SYSTEM (NITRAS).
DON	NAVSSES PHILA	N069	PREPARATION OF ALL ACTIVITY LEVEL MGMT REPORTS UTILIZED TO MONITOR AND EXECUTE PLANS, BUDGETS, AND RESOURCES.		
DON	SRF/AAA	N070	SEE Q	NONE	SEE Q

Contract Payment

Remarks information for selected systrms

COMP	SYSTEM	FOG No	J1	J2	J3
DON	MFS	N071			
DON	PRODS	N072			
DON		N073	COLLECTION & MAINT OF MONTHLY AND QUARTERLY RPTS FROM 690 GENERAL MESSES TO CREATE A DATA BASE TO BE QUIRIED FOR REPORTING AND FINANCIAL MGMT OF THE NAVY FOOD SERVICE PROGRAM	BLANK	BLANK
DON		N074			
DON	MCPS	N075	INTERIM AUTOMATED DISBURSING SYSTEM WHICH COMPUTES AND PAYS: A.MILITARY PCS TRAVEL ADVANCE AND TRAVEL SETTLEMENT CLAIMS. B.MILTARY AND CIVILIAN TDY ADVANCE AND SETTLEMENT CLAIMS. C.ACTIVE DUTY FOR TRAINING MILITARY PAYROLLS.	PROVIDES AUTOMATED:A. EXPENDITURE ACCOUNTING DATA TO NAVY'S FRS. B.DETAILED ACT DUTY FOR TRAIN MILPAY ENTITLE COMPUT TO NAVRES FRS. C.CHECK ISSUES TO THE DEPARTMENT OF TREASURY. D.IRS FORM W-2 DATA TO SSA AND IRS.	MCPS RECEIVES TRAVEL ORDER DATA FROM ATOS AND USES IT TO PREPARE AND ISSUE TRAVEL ADVANCES, AND THE ASSOCIATED TRAVEL SETTLEMENTS.
DON	FRS	N076			
DON		N077			
DON	NFADB	N078			
DON	NAVSCIPS	N085			
DON	UADPS "K"	N086			
DON	SYMIS	N087			
DON	UFM	N088			
DON		N089			
DON	NOMIS	N090			
DON		N091			
DON		N092			
DON		N094			
DON		N095			
DON		N096			

Contract Payment

Remarks information for selected systrms

COMP	SYSTEM	FOG No	J1	J2	J3
DON	NAC(CIVPAY)	N097	NAC - CIVPAY PERFORMS AL THE NECESSARY PAYROLL AND LEAVE FUNCTIONS, INCLUDING PAYROLL REPORTING TO NRFC GREAT LAKES.		
DON		N098			
DON		N099			
DON		N100			
DON		N101			
DON		N102			
DON		N103			
DON		N104			
DON	ALPS	N105			
DON		N106			
DON		N107			
DON		N108			
DON		N109			
DON		N110			
DON		N111			
DON		N112			
DON		N113			
DON	ATOS	N117		A.PRODUCES A TRAVEL OBLIGATION RECORD FOR THE AUTOMATED ACCTNG SYS. B.PRODUCES AUTOMATED INTERFACE OF THE TRAVEL ORDER INFORMATION TO THE MCPS SYSTEM TO PROVIDE ADVANCE INFO FOR CHECKAND TO ESTABLISH SKELETON CLAIM INFORMATION.	RECEIVES CLAIM INFORMATION FROM MCPS SYSTEM AND USES CLAIM INFORMA- TION TO POST ACTUALS TO BUDGET RECORDS.
DON	DROO	N118			
DON	IFCDRS	N119	TO MAKE NIF DATA AVAILABLE TO THE NIF ACTIVITIES IMMEDIATELY AFTER POSTING TO CERPS.	THIS SYSTEM PROVIDES THE NIF CERPS DATA ANY WAY THE ACTIVITIES WANT.	THIS SYSTEM RECEIVES ALL NIF APPROPRIATION DATA FROM CERPS (N002).

Contract Payment
Remarks information for selected systrms

COMP	SYSTEM	FOG No	J1	J2	J3
DON	CONTRAMIS	N120	PERFORMS ALL FUNCTIONS ASSOCIATED WIHT TRAVEL INCLUDING DISBURSING AND SETTLEMENT OF CLAIMS.		
DON	ACS	N121			
DON	IBS	N122	RECEIVES INTERFUND BILLS FOR FLEET UNITS AND DISTRIBUTDS DETAILS TO THE CITED AAA, REGISTERING THE SUMMARY DATA THROUGH THE FINANCIAL REPORTING SYSTEM (DFAS-WC OR NAFC).		
DON	SAC 207	N123	CONSOLIDATES FINANCIAL INVENTORY REPORT FOR ALL SPECIAL ACCOUNTING CLASS (SAC) 207 UNITS. RECONCILES RECEIPTS AND EXPENDITURES IN SUPPORT OF SAC 207 FUNCTIONS.	UNMATCHED RECEIPTS AND EXPENDITURES DATA TO SAC 207 UNITS AND TYPE COMMANDERS FOR USE IN SUADPS OR UNMEX V. MANAGEMENT REPORTS TO THE TYPE COMMANDERS AND CINCPACFLT/CINCLANTFLT. FINANCIAL INVENTORY REPORTS FORWARDED TO DFAS & INVENTORY CONTROL MGRS	RECEIPT AND EXPENDITURE DATA RECEIVED FROM SUADPS, INVENTORY CONTROL POINTS, FINANCIAL REPORTING SYSTEMS, INTERFUND BILLING SYSTEM AND UADPS (E SERIES).
DON	SAVINGS BONDS	N124			
DON	CPRRS LEVEL II	N125			
OSD	WAAS	S001	BLANK	BLANK	BLANK
OSD	TFA	S002	IT TRACKS INVESTMENTS, ACCRUES INTEREST RECEIVABLE IN INVESTMENTS, CALCULATES YEILD AT PURCHASE, CALCULATES IMPENDING MATURITIES AND INTEREST COLLECTIONS, AND CALCULATES THE MARKET VALUE OF SECURITIES.		
OSD	DIS	S003	BLANK	BLANK	BLANK
OSD	CCIF	S004	BLANK	BLANK	BLANK
OSD	RAMS	S005	FINANCIAL ACCOUNTING AND REPORTING FOR THE CIVILIAN HEALTH AND MEDICAL PROGRAM OF THE UNIFORMED SERVICES. SEE QUESTIONNAIRE	THE RAMS PROVIDES CONTROLS OF GOVERNMENT COSTS BY SERVICE TO CARE INFORMATION/FIDCERS. CI, RAMS, AND COMS ARE INTERRELATED TO CONTROL COSTS, REPORT DEL ORDER STATUS TO PROJECT NEEDS FOR ADDITIONAL DEL ORDS, BILL SERVICES FOR ACCEPTED CLAIMS - SEE Q	THE MEDICAL CARE INFO DATABASE SUPPORTS THE GOVERNMENT MED COSTS AS WELL AS PROVIDE STATISTICAL MEDICAL CLAIMS DATA. IT HAS 2 SORCES OFDATA - NEW CARE INFORMATION AND OLDER FISCAL INTERMEDIARY DATA COLLECTION, EDITING AND REPORTING SYSTEM (SEE Q)

Contract Payment
Remarks information for selected systems

COMP	SYSTEM	FOG	J1	J2	J3
		No			
OSD	CAFRMS	S006	SEE LENGTHY ADDENDUMS	SEE LENGTHY ADDENDUMS	SEE LENGTHY ADDENDUMS
OSD	DSAA	S007	PREPARES 1176, TRIAL BALANCE, AND 1002 REPORTS. (REPORTS ARE NOT UNIQUE, BUT THE METHODOLOGY APPLIED AND THE PROFORMA ACCOUNTING ENTRIES ARE COMPLETELY UNIQUE)	N/A	DSAA FOREIGN MIL FIN PROGRAM SYSTEM PROVIDES A COMPLETELY UNIQUE INTERFACE OF ALL TRANSACTIONS. THERE ARE SPECIALLY IDENTIFIED AND CODED FOR WAAS PROCESSING. THE INTERFACE IS AT THE VOUCHER LEVEL OF DETAIL.
OSD	DCAA	S008	BLANK	BLANK	BLANK
OSD	AFRTS	S009			
OSD	DCA	S010	BLANK	BLANK	BLANK
OSD	ACRS	S011	BLANK	BLANK	BLANK
OSD	DODDS	S012	BLANK	BLANK	BLANK
OSD	CUFS	S013	BLANK	CUFS PROCESSES ALL PAYMENTS AND THEN AUTOMATED DISBURSING SYSTEM IS RUN IN CUFS TO GENERATE A TAPE WITH ONLY CHECK INFO. ADS ALSO PRODUCES A SF1166. THE TAPE IS SENT WITH THE SF1166 TO BOLLING FOR CHECKS TO BE GENERATED AND MAILED TO VENDORS.	CUFS RECEIVES A PAYROLL TAPE FROM BOLLING WHICH IS INTERFACED WITH CUFS. USUHS PAYROLL IS HANDLED BY BOLLING. FOR COST ACCUMULATION PURPOSES THIS INFO IS RECEIVED FROM BOLLING BY TAPE. CUFS ALSO RECEIVES COST ACCUM INFO FROM SEVERAL DEPTS SEE Q
OSD	SDAF	S014			
OSD	DIFS	S015			
OSD	DODDSDEP	S016	BLANK	BLANK	BLANK
DON		XXXX			
DLA	SAMMS	disp	STANDARD PRICING DEVELOPMENT AND ANALYSIS.	MILITARY SERVICE/DOD & CIVIL AGENCY INTERFACE'S MOCAS, APCAPS, TFO/TBO, AAS ELECTRONIC - DATA INTERCHANGE - FINANCIAL (COMMUNITY NETWORK)	SAME AS J2 ABOVE.
DLA	EMACS	lay			

Contract Payment

Remarks information for selected systrms

COMP SYSTEM	FOG	J1	J2	J3
	No			
DLA DAAS	memo			
DLA MASS	ryDO			

Systems that meet the INSTALLATION and MAJOR ITEM criteria

Financial Systems Administrative Information

FUND CAT	OPER LEVE	COM PON	SYSTEM	SYSTEM NAME	FUNCT PROPO	CONTACT	PHONE NO.	ID CODE	F O NO.
G	B	AF	IAPS/COMSAPS	INTEGRATED ACCOUNTS PAYABLE SYSTEM -COMMERCIAL SERVICES A/P	AIR FORCE	RICH WALL	AV 926-6412	N121F	F035
S	B	AF	IAPS/CAPS	INTEGRATED ACCOUNTS PAYABLE SYSTEM -COMMISSARY A/P	AIR FORCE	SEE F035		N121C	F121
V	B	DLA	MOCAS	MECHANIZATION OF CONTRACT ADMINISTRATION SERVICES	DLA	R.N. CROSSLEY	703-274-6221		D006
I	B	DON	SYMIS	SHIPYARDS MANAGEMENT INFORMATION SYSTEM	NAVY	BILL SOMMA	(703)602-3074		N018
I	B	DON	NAC INDIANA	NAVAL AVIONICS CENTER, INDIANA	NAVY	TOM GILKISON	AV 369-7302		N034
I	B	DON	STAFS	NAVAL SHIP WEAPONS SYSTEMS ENGINEERING STATION, PORT HUENEME	NAVY	GARY SONGER	AV 551-8251		N035
V	C	DON	STARS	STANDARD ACCOUNTING AND REPORTING SYSTEM	NAVY	JACK NUTLER	746-5734		N043
I	B	OSD	CCIF	DCA/DECCO COMMERCIAL COMMUNICATIONS INDUSTRIAL FUND	DCA/DECCO	MARVIN ROUNKLES	AV 576-9201		S004
G	BD	OSD	DCA	DCA/WAAS MODIFIED (HEADQUARTERS)	DCA	JIM BITTNER	703 692-6518		S010
G	B	USA	TEAM-UP	TEST & EVALUATION COMMAND ACCOUNTING & MGT UNIFORMITY PLAN	ARMY	JACK KIESEL	AV 298-4571		A002
V	BC	USA	COEMIS	CORP OF ENGINEERS MANAGEMENT INFORMATION SYSTEM (ACCOUNTING MODULE)	ARMY	BRUCE S. JOHNSON	205-722-1490		A024

Systems that meet the INSTALLATION and MAJOR ITEM criteria

04/26/91

Contract Payment
Data Call (part 1 of 2)
Systems that may meet contract payment needs

Comp	System Name	FOG No	E31	E32	E33	E34	E35	E36	E37	E38	E39	E310	E311	E312	E313	E314	E315	E316	E317	E318	E319	E320	E321
** AF																							
AF	IAPS/COMSAPS	F035	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
AF	IAPS/CAPS	F121	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
** DLA																							
DLA	MOCAS	D008	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
** DON																							
DON	SIMIS	N018	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DON	NAC INDIANA	N034	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DON	STAFS	N035	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DON	STARS	N043	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
** OSD																							
OSD	CCIF	S004	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.F.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
OSD	DCA	S010	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
** USA																							
USA	TEAM-UP	A002	.T.	.T.	.T.	.F.	.F.	.T.	.F.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.F.	.T.
USA	CDEMIS	A024	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.

Systems that meet the INSTALLATION and MAJOR ITEM criteria

Contract Payment
Data Call
Continued (part 2 of 2)

	E322	E323	E324	E325	E326	E327	E328	E329	E330	E331	E332	E333	E334	E335	E336	E337	E3371	E3372	E3373	E3374	E338	E339	E340	FOC No
** AF																								
	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	F035
	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	F121
** DLA																								
	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.T.	.T.	.F.	D008
** DON																								
	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	N018
	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	N034
	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	N035
	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	N043
** OSD																								
	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	S004
	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	S010
** USA																								
	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	A002
	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	A024

Systems that meet the SUBSISTENCE criteria

Financial Systems Administrative Information

FUND CAT	OPER LEVE	COM SYSTEM PON	SYSTEM NAME	FUNCT PROPO	CONTACT	PHONE NO.	ID CODE	F O NO.
G	B	AF IAPS/COMSAPS	INTEGRATED ACCOUNTS PAYABLE SYSTEM -COMMERCIAL SERVICES A/P	AIR FORCE	RICH WALL	AV 926-6412	M121F	F035
S	B	AF IAPS/CAPS	INTEGRATED ACCOUNTS PAYABLE SYSTEM -COMMISSARY A/P	AIR FORCE	SEE F035		M121C	F121
G	B	DLA AVEDS	AUTOMATED VOUCHER EXAMINATION DISBORSING SYSTEM	DLA	BOBBY GRENAL	703-274-6220		D002
S	B	DLA DFAMS	DEFENSE FUEL AUTOMATED MANAGEMENT SYSTEM	DLA	JIM O'LAUGHLIN	274-6097		D004
S	B	DLA DISMS	DEFENSE INTEGRATED SUBSISTENCE MGT SYSTEM	DLA	JOSEPH INHOF	AV 444-2711		D005
V	B	DLA MOCAS	MECHANIZATION OF CONTRACT ADMINISTRATION SERVICES	DLA	R.N. CROSSLEY	703-274-6221		D008
S	B	DLA SAMMS	STANDARD AUTOMATED MATERIAL MANAGEMENT SYSTEM	DLM	JAMES O'LAUGHLIN	274-6224		D009
I	B	DON SYMIS	SHIPYARDS MANAGEMENT INFORMATION SYSTEM	NAVY	BILL SOMMA	(703)602-3074		N018
I	B	DON NAC INDIANA	NAVAL AVIONICS CENTER, INDIANA	NAVY	TOM GILKISON	AV 369-7302		N034
I	B	DON STAFS	NAVAL SHIP WEAPONS SYSTEMS ENGINEERING STATION, PORT HUENEME	NAVY	GARY SONGER	AV 551-8251		N035
V	C	DON STARS	STANDARD ACCOUNTING AND REPORTING SYSTEM	NAVY	JACK HUTLER	746-5734		N043
T	B	DON NAOMIS	NAVY MATERIAL TRANSPORTATION OFFICE OPERATION AND MANAGEMENT INFORMATION SYSTEM	NAVY	RON BLACK	AV 564-3119		N045
I	B	OSD CCIF	DCA/DECCO COMMERCIAL COMMUNICATIONS INDUSTRIAL FUND	DCA/DECCO	MARVIN ROUNKLES	AV 576-9201		S004
G	BD	OSD DCA	DCA/WAAS MODIFIED (HEADQUARTERS)	DCA	JIM BITTNER	703 692-6518		S010
G	B	USA TEAM-UP	TEST & EVALUATION COMMAND ACCOUNTING & MGT UNIFORMITY PLAN	ARMY	JACK KIESEL	AV 298-4571		A002
V	BC	USA COEMIS	CORP OF ENGINEERS MANAGEMENT INFORMATION SYSTEM (ACCOUNTING MODULE)	ARMY	BRUCE S. JOHNSON	205-722-1490		A024
V	D	USA TIPS	TRANSPORTATION INTEGRATED PAYMENT SYSTEM	ARMY	WILLIAM CANNON	AV 699-3153		A035

Systems that meet the SUBSISTENCE criteria

04/26/91

Contract Payment
Data Call (part 1 of 2)
Systems that may meet contract payment needs

Comp	System Name	FOG No	E31	E32	E33	E34	E35	E36	E37	E38	E39	E310	E311	E312	E313	E314	E315	E316	E317	E318	E319	E320	E321
** AF																							
AF	IAPS/CONSAPS	F035	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
AF	IAPS/CAPS	F121	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
** DLA																							
DLA	AVEDS	D002	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.
DLA	DFAMS	D004	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.
DLA	DISMS	D005	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.
DLA	MOCAS	D008	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DLA	SAMMS	D009	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.F.	.T.	.T.
** DON																							
DON	SYMIS	M018	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DON	NAC INDIANA	M034	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DON	STAFS	M035	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DON	STARS	M043	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DON	NAOMIS	M045	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.F.
** OSD																							
OSD	CCIF	S004	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.F.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
OSD	DCA	S010	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
** USA																							
USA	TEAM-UP	A002	.T.	.T.	.T.	.F.	.F.	.T.	.F.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.F.	.T.
USA	COEMIS	A024	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
USA	TIPS	A035	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.

Systems that meet the SUBSISTENCE criteria

Contract Payment
Data Call
Continued (part 2 of 2)

E322	E323	E324	E325	E326	E327	E328	E329	E330	E331	E332	E333	E334	E335	E336	E337	E3371	E3372	E3373	E3374	E338	E339	E340	FOC No
** AF																							
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	F035
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	F121
** DLA																							
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	D002
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	D004
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	D005
.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.T.	.T.	D008
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	D009
** DON																							
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	N018
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	N034
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	N035
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	N043
.T.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.F.	.F.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	N045
** OSD																							
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	S004
.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	S010
** USA																							
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	A002
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	A024
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	A035

Systems that meet the REIMBURSABLE criteria

04/26/91

Financial Systems Administrative Information

FUND CAT	OPER LEVE	COM SYSTEM PON	SYSTEM NAME	FUNCT PROPO	CONTACT	PHONE NO.	ID CODE	F O NO.
G	B	AF IAPS/COMSAPS	INTEGRATED ACCOUNTS PAYABLE SYSTEM -COMMERCIAL SERVICES A/P	AIR FORCE	RICK HALL	AV 926-6412	M121F	F035
S	B	AF IAPS/CAPS	INTEGRATED ACCOUNTS PAYABLE SYSTEM -COMMISSARY A/P	AIR FORCE	SEE F035		M121C	F121
G	B	DLA AVEDS	AUTOMATED VOUCHER EXAMINATION DISBURSING SYSTEM	DLA	BOBBY GREWAL	703-274-6220		D002
S	B	DLA DFAMS	DEFENSE FUEL AUTOMATED MANAGEMENT SYSTEM	DLA	JIM O'LAUGHLIN	274-6097		D004
S	B	DLA DISMS	DEFENSE INTEGRATED SUBSISTENCE MGT SYSTEM	DLA	JOSEPH INHOF	AV 444-2711		D005
S	B	DLA SAMMS	STANDARD AUTOMATED MATERIAL MANAGEMENT SYSTEM	DLM	JAMES O'LAUGHLIN	274-6224		D009
I	B	DON SYMIS	SHIPYARDS MANAGEMENT INFORMATION SYSTEM	NAVY	BILL BOMMA	(703)602-3074		N018
I	B	DON	NAVAL WEAPONS CENTER, CHINA LAKE	NAVY	NANCY HODGE	AV 437-3789		N026
I	B	DON	NAVAL SURFACE WARFARE CENTER, DAHLGREN	NAVY	HARVEY O. WILLIAMS	(703)663-8403		N027
I	B	DON NAC INDIANA	NAVAL AVIONICS CENTER, INDIANA	NAVY	TOM GILKISON	AV 369-7302		N034
I	B	DON STAFS	NAVAL SHIP WEAPONS SYSTEMS ENGINEERING STATION, PORT HUENEME	NAVY	GARY SONGER	AV 551-8251		N035
I	B	DON	NAVAL COASTAL SYSTEMS CENTER, PANAMA CITY	NAVY	JAMES FATH	AV 436-5367		N038
I	C	DON STARS	STANDARD ACCOUNTING AND REPORTING SYSTEM	NAVY	JACK HUTLER	746-5734		N043
I	B	DON NAOMIS	NAVY MATERIAL TRANSPORTATION OFFICE OPERATION AND MANAGEMENT INFORMATION SYSTEM	NAVY	RON BLACK	AV 564-3119		N045
I	B	OSD CCIF	DCA/DECCO COMMERCIAL COMMUNICATIONS INDUSTRIAL FUND	DCA/DECCO	MARVIN ROUNKLES	AV 576-9201		S006
I	BD	OSD DCA	DCA/WAAS MODIFIED (HEADQUARTERS)	DCA	JIM BITTNER	703 692-6518		S010
I	B	OSD CUFS	USUHS COLLEGE & UNIVERSITY FINANCIAL SYSTEM	USUHS	SUSAN LUTZ	301-295-3353		S013
I	B	USA STANFINS	STANDARD FINANCE & ACCTG SYS (IATS, DOPS,CAPS)	ARMY	STEVE YOUNG	AV 699-3160		A021
	BC	USA COEMIS	CORP OF ENGINEERS MANAGEMENT INFORMATION SYSTEM (ACCOUNTING MODULE)	ARMY	BRUCE S. JOHNSON	205-722-1490		A024
	D	USA TIPS	TRANSPORTATION INTEGRATED PAYMENT SYSTEM	ARMY	WILLIAM CANNON	AV 699-3153		A035

Systems that meet the REIMBURSABLE criteria

04/26/91

Contract Payment
Data Call (part 1 of 2)
Systems that may meet contract payment needs

Comp	System Name	FOG No	E31	E32	E33	E34	E35	E36	E37	E38	E39	E310	E311	E312	E313	E314	E315	E316	E317	E318	E319	E320	E321
** AF																							
AF	IAPS/COMSAPS	F035	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
AF	IAPS/CAPS	F121	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
** DLA																							
DLA	AVEDS	D002	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.
DLA	DFAMS	D004	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.
DLA	DISMS	D005	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.
DLA	SAMMS	D009	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.F.	.T.	.T.
** DON																							
DON	SYMIS	N018	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DON		N026	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DON		N027	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.
DON	NAC INDIANA	N034	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DON	STAFS	N035	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DON		N038	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DON	STARS	N043	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DON	NAOMIS	N045	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.F.
** OSD																							
OSD	CCIF	S004	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.F.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
OSD	DCA	S010	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
OSD	CUFS	S013	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
** USA																							
USA	STANFINS	A021	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
USA	COEMIS	A024	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
USA	TIPS	A035	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.

Systems that meet the REIMBURSABLE criteria

Contract Payment
Data Call
Continued (part 2 of 2)

E322	E323	E324	E325	E326	E327	E328	E329	E330	E331	E332	E333	E334	E335	E336	E337	E3371	E3372	E3373	E3374	E338	E339	E340	FOC No
** AF																							
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	F035
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	F121
** DLA																							
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	D002
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	D004
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	D005
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	D009
** DON																							
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	N018
.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	N026
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.F.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	N027
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	N034
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	N035
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	N038
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	N043
.T.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.F.	.F.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	N045
** OSD																							
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	S004
.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	S010
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	S013
** USA																							
.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	A021
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	A024
.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	A035

Systems that DO NOT MEET minimun selection criteria

Financial Systems Administrative Information

FUND CAT	OPER LEVE	CON PON	SYSTEM	SYSTEM NAME	FUNCT PROPO	CONTACT	PHONE NO.	ID CODE	F O NO.
G	B	AF	ADS	ACQUISITION AND DUE-IN SYSTEM	AIR FORCE	SCOTT BURK	AV 787-4851	J041	F052
S	B	AF	SMAS	STANDARD MATERIAL ACCOUNTING SYSTEM	AIR FORCE	RICH WALL	AV 926-6412	H118	F120
S	B	AF	MMAS	MEDICAL MATERIAL ACCOUNTING SYSTEM	AIR FORCE	RICH WALL	AV 926-6412	H101	F124
S	B	AF	MFMS	MISSLE FUELS MANAGEMENT SYSTEM	AIR FORCE	TINA M. BABCOCK	AV 945-4501	D022D	F127
V	B	DLA	BOSS	BASE OPERATIONS SUPPORT SYSTEM	DLA	VERTANNIA WINGFIELD	AV 284-5055		D003
S	B	DON	UADPS-SERG&IIB	UNIFORM AUTOMATED DATA PROCESSING SYSTEM-SP SERIES G & IIB	NAVY	HAROLD MCCORMACK	(703)695-4363		N013
I	B	DON		NAVAIR INDUSTRIAL FINANCIAL MANAGEMENT SYSTEM	NAVY	STEVE HAWKINS	AV 326-4696		N019
I	B	DON	NOMIS	NAVAL ORDNANCE MANAGEMENT INFORMATION SYSTEM	NAVY	DON ROSWELL	(703)602-3075		N020
I	B	DON	PRMIS I	PRINTING RESOURCES MANAGEMENT INFORMATION SYSTEM	NAVY	JAMES W. ALFORD	(202)433-7408		N023
I	C	DON		MILITARY SEALIFT COMMAND INDUSTRIAL FUND ACCOUNTING SYSTEM	NAVY	ELIZABETH HENRIKSEN	202-433-7709		N024
I	B	DON		PACIFIC MISSILE TEST CENTER AUTOMATED FINANCIAL IMPROVEMENT PROGRAM POINT MUGU	NAVY	DAVID LIGHTER	AV 351-7632		N025
I	B	DON		NAVAL UNDERWATER SYSTEMS CENTER, NEWPORT	NAVY	DOUGLAS M. DOMINA	AV 948-4679		N028
I	B	DON		NAVAL OCEAN SYSTEMS CENTER, SAN DIEGO	NAVY	SHELDON RYLAND	AV 553-6187		N030
I	B	DON	NIFMAS	NAVAL AIR TEST CENTER, PATUXENT RIVER-NAVY INDUSTRIAL FUND FINANCIALMANAGEMENT & ACCOUNTING SYSTEM	NAVY	RICHARD V. HAGGERTY	AV 326-4282		N031
I	B	DON		DAVID TAYLOR RESEARCH CENTER, BETHESDA	NAVY	DON MAUZY	AV 287-1197		N032
I	B	DON		NAVAL AIR DEVELOPMENT CENTER, WARMINSTER	NAVY	R. FINKLEMAN	(215)441-1770		N033
T	B	DON	NATDS	NAVY AUTOMATED TRANSPORTATION DATA SYSTEM	NAVY	MIKE BATTAGLINI	703-695-7768		N042
T	B	DON		NAVAL ACADEMY MIDSHIPMEN STORE AND DAIRY FARM	NAVY	RONALD C. BARONTI	AV 281-3808		N047
C	C	DON	AMALGAMAN	AMALGAMATED DATA MANAGEMENT SYSTEM	NAVY	WILLIAM RADULEWICZ	(703)325-8588		N052
G	B	DON	IDARMS	INTEGRATED DISBURSING AND ACCOUNTING RESOURCE MANAGEMENT SYSTEM	NAVY	JACK NULTER	703-746-5134		N056
G	B	DON	IDA - G03/G06	INTEGRATED DISBURSING AND ACCOUNTING G03/G06	NAVY	HAROLD MCCORMACK	(703)695-4363		N059

Systems that DO NOT MEET minimun selection criteria

Financial Systems Administrative Information

FUND CAT	OPER LEVE	CON SYSTEM PON	SYSTEM NAME	FUNCT PROPO	CONTACT	PHONE NO.	ID CODE	F O NO.
G	B	DON FINMIS	FINANCIAL MANAGEMENT INFORMATION SYS CONSTRUCTION BATTALION CENTER INTEGRATED DISBURSING & ACCTG SYS	NAVY	JOHN GOMEZ	AV 551-2258		N060
G	B	DON IDAFMS	INTEGRATED DISBURSING AND ACCOUNTING FINANCIAL MANAGEMENT SYSTEM (REDESIGN) (TERMINATED)	NAVY	GARY NAUMAN	(703)697-7453		N062
V	B	MC MCERRS	MARINE CORPS EXPENDITURE REIMBURSEMENT REPORTING SYSTEM (MCERRS)	MARINE CORPS	BARBARS NOWICKI	AV 465-5057		M081
V	B	MC MCCAPS	MARINE CORPS COMMERCIAL ACCOUNTS PROCESSING SYSTEM	MARINE CORPS	JANIE GREEK	AV 465-5283		M083
G	C	OSD DIS	DIS GENERAL APPROPRIATION SYSTEM	DEF INVEST SVS	ROBERT E. COLEMAN	202-475-0729		S003
G	BC	OSD RAMS	OCHAMPUS RESOURCE ACCOUNTING MANAGEMENT SYSTEM	OCHAMPUS	W.E. DOUGLASS JR.	AV 943-3425		S005
G	BD	OSD CAFRMS	DNA CENTRALIZED ACCOUNTING & FINANCIAL RESOURCES MGT SYSTEM	DEF NUKE AGNCY	LT COL CAPESTANY	AV 221-6080		S006
S	B	USA CCSS	COMMODITY COMMAND STANDARD SYSTEM	ARMY				A001
S	B	USA RASFIARS	RETAIL STOCK FUND INTEGRATED ACCOUNTING AND REPORTING SYSTEM	ARMY	BEN KENNEDY	AV 284-9238		A006
G	B	USA AFES	AUTOMATED FINANCIAL ENTITLEMENTS SYSTEMS	ARMY	JIMI CRIPPEN			A007
G	B	USA SFS	STANDARD FINANCE SYSTEM (STANFINS-R)	ARMY	WILLIAM E. CANNON	AV 699-3187		A020
I	B	USA MTMC-AIF	MILITARY TRAFFIC MGT COMMAND -ARMY INDUSTRIAL FUND	ARMY	GEORGE VRANICH	AV 289-0464		A028

Contract Payment
Data Call (part 1 of 2)
Systems that may meet contract payment needs

Comp	System Name	FOG No	E31	E32	E33	E34	E35	E36	E37	E38	E39	E310	E311	E312	E313	E314	E315	E316	E317	E318	E319	E320	E321
** AF																							
AF	ADS	F052	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.
AF	SHAS	F120	.T.	.F.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.F.	.F.	.F.	.F.	.T.	.T.	.F.	.F.	.F.	.F.	.F.	.F.
AF	MMAS	F124	.T.	.F.	.T.	.T.	.T.	.F.	.F.	.T.	.F.	.F.	.F.	.F.	.F.	.T.	.T.	.F.	.F.	.F.	.F.	.F.	.F.
AF	MFMS	F127	.F.	.T.	.F.	.F.	.F.	.F.	.F.	.T.	.F.	.F.	.F.	.F.	.F.	.T.	.T.	.F.	.F.	.F.	.F.	.F.	.F.
** DLA																							
DLA	BOSS	D003	.F.	.T.	.T.	.F.	.F.	.F.	.F.	.F.	.F.	.T.	.F.	.F.	.F.	.T.	.T.	.F.	.F.	.F.	.T.	.F.	.F.
** DON																							
DON	UADPS-SERG&IIB	N013	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DON		N019	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.
DON	NOMIS	N020	.F.	.F.	.F.	.F.	.F.	.T.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.
DON	PRMIS I	N023	.T.	.T.	.T.	.F.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.F.	.F.	.T.	.T.
DON		N024	.T.	.T.	.F.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.F.	.F.	.T.	.T.	.T.	.T.	.T.
DON		N025	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.F.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DON		N028	.T.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.T.	.F.	.F.	.F.	.F.	.F.	.F.	.F.
DON		N030	.T.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.F.	.F.	.F.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DON	NIFMAS	N031	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DON		N032	.T.	.F.	.T.	.T.	.F.	.T.	.F.	.T.	.F.	.F.	.F.	.T.	.F.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.F.
DON		N033	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.
DON	NATDS	N042	.T.	.F.	.F.	.F.	.F.	.T.	.T.	.F.	.F.	.F.	.F.	.T.	.F.	.F.	.F.	.F.	.T.	.F.	.F.	.T.	.T.
DON		N047	.F.	.T.	.T.	.F.	.F.	.T.	.F.	.F.	.F.	.T.	.F.	.T.	.F.	.F.	.F.	.F.	.T.	.F.	.T.	.T.	.T.
DON	AMALGAMAN	N052	.T.	.T.	.F.	.T.	.F.	.T.	.T.	.T.	.F.	.T.	.F.	.T.	.F.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.
DON	IDARMS	N056	.T.	.T.	.F.	.T.	.F.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.
DON	IDA - G03/G06	N059	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DON	FINMIS	N060	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
DON	IDAFMS	N062	.T.	.T.	.T.	.F.	.F.	.F.	.T.	.T.	.T.	.F.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
** MC																							
MC	MCERRS	M081	.F.	.F.	.F.	.T.	.F.	.T.	.F.	.F.	.F.	.T.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.
MC	MCCAPS	M083	.T.	.T.	.T.	.F.	.T.	.F.	.F.	.T.	.T.	.F.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.
** OSD																							
OSD	DIS	S003	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
OSD	RAMS	S005	.T.	.T.	.F.	.F.	.F.	.F.	.T.	.F.	.F.	.T.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.
OSD	CAFRMS	S006	.T.	.T.	.F.	.F.	.F.	.F.	.T.	.F.	.F.	.T.	.T.	.T.	.F.	.F.	.F.	.F.	.F.	.T.	.F.	.T.	.T.
** USA																							
USA	CCSS	A001	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.T.	.F.	.F.	.F.	.T.	.T.	.F.	.F.	.F.	.F.	.F.	.F.
USA	RASFIARS	A006	.T.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.T.	.F.	.F.	.F.	.F.	.T.	.T.	.F.	.F.	.F.	.F.	.F.	.F.
USA	AFES	A007	.T.	.T.	.T.	.F.	.F.	.F.	.T.	.T.	.T.	.T.	.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.T.
USA	SFS	A020	.T.	.T.	.T.	.T.	.F.	.T.	.F.	.T.	.F.	.T.	.F.	.F.	.F.	.T.	.T.	.F.	.T.	.T.	.F.	.F.	.F.
USA	MTMC-AIF	A028	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.T.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.

Contract Payment
Data Call
Continued (part 2 of 2)

E322	E323	E324	E325	E326	E327	E328	E329	E330	E331	E332	E333	E334	E335	E336	E337	E3371	E3372	E3373	E3374	E338	E339	E340	FOC No
** AF																							
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.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	F120
.T.	.F.	.F.	.T.	.F.	.F.	.F.	.T.	.F.	.F.	.F.	.T.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.T.	F124
.F.	.F.	.F.	.F.	.F.	.F.	.F.	.T.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	F127
** DLA																							
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** DON																							
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.F.	.T.	.T.	.F.	.F.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	N047
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** MC																							
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** OSD																							
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** USA																							
.F.	.F.	.F.	.F.	.F.	.F.	.T.	.F.	.T.	.T.	.T.	.T.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	.F.	A001
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.F.	.T.	.T.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.F.	.F.	.T.	.T.	.T.	.T.	.T.	.F.	.F.	.F.	A020
.F.	.F.	.F.	.F.	.F.	.T.	.F.	.F.	.F.	.F.	.F.	.T.	.F.	.F.	.T.	.T.	.F.	.T.	.F.	.F.	.F.	.F.	.F.	A028

APPENDIX E

GUIDELINES FOR IDENTIFICATION OF OPERATING COSTS AND PREPARATION OF WORKSHEETS

1. For purposes of this data call, the payment function excludes all payments to civilian or military personnel and is divided into ten (10) functional areas. Costs should be accumulated separately for each area. If you make payments in all 10 areas, you should submit 10 separate sets of worksheets.

Functional Areas

- Payments to Commercial Vendors for Installation Support (includes Minor Construction)
- Payments to Commercial Vendors for Major End-Items and Wholesale Stock Fund
- Payments to Commercial Vendors for Subsistence Commodities
- Payments to Commercial Vendors for Fuel
- Payments to Commercial Vendors for Transportation
- Payments to Commercial Vendors for Major Construction (Includes Civil and Military Construction)
- Interfund Bills
- Intergovernmental Payments
- Intra-DoD Payments
- NAF Instrumentalities

Worksheets should reflect total cumulative costs for FY 90.

3. If operating costs are funded by other than the Operations & Maintenance appropriation, they should be separately identified.

4. The payment function begins with the receipt of a request for payment; it includes establishment of all subsidiary records and transactions supporting the payment process, all efforts expended to obtain/correct missing/erroneous information and all related customer service efforts; it ends with the passing of the voucher to disbursing for payment, but does include balancing efforts between commercial services and disbursing.

5. In situations where personnel divide their time between functional areas, costs should be allocated according to time spent.

6. Overhead costs must include an allocation for all installation support (e.g., a portion of all Office of Civilian Personnel and Disbursing & Collecting costs must be allocated to the specific functional area). See SECTION III.

7. A portion of all Center/Intermediate Command Hq/Command Hq/Department costs must be allocated to the specific functional area. See SECTION V.

8. First line supervisors should be included in direct costs.

9 Include fringe benefits in civilian and military personnel costs.

PAYMENTS FOR GOODS AND SERVICES
COST AND WORKLOAD DATA CALL
Report Only Counts Applicable to the Functional Area
Reference "GUIDELINES"

SECTION I

Installation_____ Functional Area_____

Location/Address _____

Service, Agency or Center _____

Intermediate Command _____
Major Command _____

POC for this Data Call _____

Telephone No. (Com'l)_____
(DSN) _____

No. of Payment Requests Processed_____

No. and Type of Obligating Documents Processed

_____
_____
_____
_____
_____
_____
_____

No. of Acceptance Reports Processed_____

No. of Vouchers Processed _____

Is the process automated or manual? _____

If automated:

Name of System _____
Design Activity POC _____
Telephone # (Com'l)_____
(DSN) _____

PAYMENTS FOR GOODS AND SERVICES
COST AND WORKLOAD DATA CALL
Report Only Costs Applicable to the Functional Area
Reference "GUIDELINES"
Report All Costs as of the End of FY 90

Installation_____Functional Area_____

SECTION II

DIRECT COSTS	O&M	Proc	R&D	Specify (_____)	Specify (_____)	Specify (_____)
Civ & Mil Personnel (Salary & Fringe)						
Contract Data Input						
Voucher Examiners						
Accountants						
Accounting Techs						
Accounting Clerks						
Customer Servc Clrks						
Data Transcribers						
Invoice Control						
Filing						
Records Maintenance Room						
Other (Specify)						
Facilities & Supplies						
Supplies						
Space Rental						
Utilities						
Furniture						
File Storage						
Other (Specify)						
Services						
Training						
Telecommunications						
Computer Support (Billed/Unbilled Personnel/Machine Time)						
Microfiche/Micrographics						
Printing						
Postage/Overnight Mail						
Post Office Box Rentals						
Other (Specify)						

PAYMENTS FOR GOODS AND SERVICES
COST AND WORKLOAD DATA CALL
Report Only Costs Applicable to the Functional Area (See "GUIDELINES")
Report All Costs as of the End of FY90

Installation_____ Functional Area_____

DIRECT COSTS (Cont.)	O&M	Proc	R&D	Specify (_____)	Specify (_____)	Specify (_____)
ADP Hardware/Software						
Purchase						
Depreciation						
Rental						
Maintenance						
CDA Program Development, Implementation and Maintenance Costs						
Other (Specify)						
Non-ADP Equipment						
Purchase						
Depreciation						
Rental						
Maintenance						
Other (Specify)						

SECTION III
Overhead costs must include an allocation for all installation support. This allocation should be based on the following ratio. Please provide numbers used.

$$\frac{\text{Functional Area Personnel Equivalents}}{\text{Total Installation Personnel Equivalents}} = \text{Ratio} \quad \frac{(\quad)}{(\quad)} = _____$$

INDIRECT COSTS	O&M	Proc	R&D	Specify (_____)	Specify (_____)	Specify (_____)
A&FO Overhead Costs						
Supervisors						
Management						
Disb and Collect						
Accounting						
Quality Assurance						
Internal Review						
Technical Support						
Methods and Procedures						
Travel						
Transportation Office Vchr Exam (CBLs/GBLs)						
Other (Specify)						

PAYMENTS FOR GOODS AND SERVICES
COST AND WORKLOAD DATA CALL
Report Only Costs Applicable to the Functional Area
Reference Paragraph 5 "GUIDELINES"
Report All Costs as of the End of FY90

Installation_____Functional Area_____

INDIRECT COSTS (Cont.) (Allocation)	O&M	Proc	R&D	Specify (_____)	Specify (_____)	Specify (_____)
ADP Hardware/Software						
Purchase						
Depreciation						
Rental						
Maintenance						
CDA Program Development, Implementation and Maintenance Costs						
Other (Specify)						
Non-ADP Equipment						
Purchase						
Depreciation						
Rental						
Maintenance						
Other (Specify)						
Support Organizations						
Comptroller						
Civilian Personnel						
Military Personnel						
Training (OJT & Tech Schools)						
Civil Engineering						
Public Affairs						
Base Admin Office						
Telecommunications land Systems						
Other (Specify)						

PAYMENTS FOR GOODS AND SERVICES
COST AND WORKLOAD DATA CALL
Report Only Costs Applicable to the Functional Area
Reference "GUIDELINES"
Report All Costs as of the End of FY 90

Installation_____Functional Area_____

SECTION IV

Civ & Mil Personnel	Number of Personnel Equivalents
Contract Data Input	
Voucher Examiners	
Accountants	
Accounting Techs	
Accounting Clerks	
Customer Servc Clrks	
Data Transcribers	
Invoice Control	
Filing	
Records Maintenance	
Mail Room	
Other (Specify)	

PAYMENTS FOR GOODS AND SERVICES
COST AND WORKLOAD DATA CALL
Report Only Costs Applicable to the Functional Area
Reference "GUIDELINES"
Report All Costs as of the End of FY 90

Installation_____ Functional Area_____

SECTION V **(To be completed by the appropriate Service/Agency)**

Please tell us the method of allocation used. Provide formula and numbers.

_____

	O&M	Proc	R&D	Specify (_____)	Specify (_____)	Specify (_____)
Support Organization Costs						
Intermediate Command						
_____ Command						
_____ rtment						
_____ Center						
_____ Other (Specify)						
_____						
_____						

SECTION VI

Please list the activities within your Service/Agency that have payment functions (as referenced in paragraph 5) and who have not returned this data call.

APPENDIX F

FINANCIAL MANAGEMENT FUNCTIONAL STEERING COMMITTEE

MINUTES OF FEBRUARY 21, 1991, MEETING

ROOM 1E801 #7, 2:30 PM to 4:50 PM

Attachments:

- Corporate Information Management Functional Steering Committee Status Chart
- Corporate Information Management Functional Group Status
- DoD Accounting Requirements for GFM
- List of Attendees

Summary of Meeting

The Deputy Comptroller (Management Systems), Mr. Alvin Tucker, opened the meeting by welcoming the members to the sixth meeting of the CIM Financial Management Functional Steering Committee.

The Director for Corporate Information Management, Ms. Belkis Leong-Hong, briefly explained the recent reorganization that moved Information Resource Management and Systems, including the Corporate Information Management initiative, to the Office of the Assistant Secretary of Defense (Command, Control, Communications and Intelligence) (C^3I). She also introduced Ms. Diane Fountaine, the Acting Director for Defense Information for C^3I. Ms. Leong-Hong then reviewed the status of the various functional steering committees and the functional groups and introduced Mr. Ron Adolphi, the Group Leader for the Contract Payment CIM Group.

CONTRACT PAYMENT

Mr. Adolphi reviewed the progress of the Contract Payment Group and explained that the Group was seeking the Steering Committee's approval for its Phase I and initial Phase II products. He also explained that the Group is now at steps 2.1.5 (Future Functional Concept) and 2.2.1 (High Level Functional Analysis). He also described the composition of the Group and indicated that, of the 14 Component representatives, 7 will transfer to the Defense Finance and Accounting Service (DFAS) when the Group completes its work. The estimated target date for the Contract Payment Group to complete its work is May 31, 1991.

Mr. Adolphi then presented the Group's mission and scope. He was followed by Group member Mr. Greg Plasters, who described the current environment that the Group had prepared to describe the contract payment function.

Another Group member, Ms. Carolyn Macri, discussed the Group's vision elements. During the discussion Mr. Ronald Hovell, Principal Deputy Assistant for the Assistant Secretary of the Air Force (Financial Management and Comptroller), commented on the possible need for the DFAS to go back to the contract community to work out payment details in order to assure that needed data requirements are incorporated into contractual documents.

Capt. William Daeschner, DFAS Deputy Director for Information Management, asked if this was a critical issue and whether there is a plan to establish an Acquisition/Contracting CIM. Mr. Adolphi indicated that it was a critical need. Ms. Kendall, Deputy Assistant Secretary of Defense (C3I), advised that there was no Acquisition/Contracting CIM group planned at the current time.

Mr. Shycoff, Principal Deputy Comptroller, commented that there may be a need to look at the contractual process and change the way contracts are written insofar as the payment clauses are concerned. Mr. Hovell suggested that there may be a need to standardized the way contracts are written.

Mr. Shycoff explained that there should be no intent to tie the contract community's hands when contracts are being written. What is really wanted is for the contract community to provide the necessary information to record contract payment transactions in the financial system. Caution should be exercised in trying to impose conditions between the contractor and program communities to get required payment information.

Mr. Neil Ginnetti, Principal Deputy Assistant Secretary of the Army (Financial Management), agreed and stated that discretion should be used and that there should not be a need to hamper the operations of the contract community. There is a need, however, to sit down with the contract community and work out common needs.

Mr. Ginnetti also observed that another issue being discussed is the linkage process among CIM groups. The process has limitations in that each group appears to be working only one part of this process and that it appears that the groups may be avoiding discussing linkages.

Ms. Kendall, explained that it was up to the various Steering Committees to deal with the linkage issue. Ms. Leong-Hong further explained that there are provisions for linkages. A group has been established within the Corporate Information

Directorate to deal with integration of data requirements among the existing groups.

A general discussion ensued on linkages. Mr. Ginnetti expressed a concern that the linkage issue is still a problem but that the problem may be resolved as the issues mature.

The Contract Payment Group's vision statements include a proposal that organizations responsible for late payments should be charged with the resulting interest penalties. Mr. John Springett, DFAS Deputy Director, asked whether the Defense Business Operating Fund concept was considered when the Group developed this vision statement. He suggested that the problem should be examined and that all of the costs incurred as a result of the late payment should be charged back to the group that caused the interest penalty to be incurred.

Ms. Marci noted that the Group was looking at chargeback of interest costs only. The Group understood that cost of operations would be handled differently. The Group was proposing that the interest cost should be charged back to the specific organization responsible for the interest cost incurred.

In response to Captain Daeschner's question as to whether the discussion on contract payment data (refer to page 2) referred to accountability for proper payment or to interest, Ms. Marci responded that the discussion referred to both. Captain Daeschner noted that there has to be accountability for reliability of data. At the present time the Department of Defense does not have certifying officers who can be held responsible for data reliability. Mr. Adolphi indicated that the Group agreed with the need to amend the Certifying Officer Act.

Mr. Hovell noted that this issue crosses lines of responsibility. It is a complex area but whoever has control of the process should determine how to charge back the interest cost.

Mr. Shycoff noted that one way or another, the program managers will ultimately pay for late payments. He agreed that, without direct chargeback, it would be more difficult to force compliance of third parties such as receiving activities not under program manager control.

Group member Ms. Zrelder Smith proceeded with a presentation on the Contract Payment future environment. During her presentation, Mr. Fred Wyant, Director of the Office of Financial Management Systems, OASN(FM), again surfaced the issue of a CIM acquisition management group. He explained that there are two major assumptions regarding savings from the acquisition

and contract payment process (and that neither one of the two has been achieved):

- A MILSCAP or equivalent input to the contract payment process or an equivalent abstract of data that is produced by the PCO so that personnel will be able to use automation to enter data rather than having to rely upon the current manual process, and

- A consistent and reliable process for the receipt of an automated shipment performance report. A typical example of evidence of the receipt of items is the hardcopy DD 250. Such delivery reports should be automated.

Mr. Adolphi explained that 80% to 90% of the information necessary for contract payments must come from sources outside of the finance community, such as organizations associated with the ordering, receiving and acceptance of goods and services. He also observed that there are a number of efforts underway in many areas (such as those efforts in the acquisition community) and the coordination with these effort could help in resolve many of the problems noted by several members of the Committee.

Ms. Carol Covey, Director for Cost, Pricing and Finance, OASD(P&L)P/CPF, stated that acquisition personnel would be made available to assist in the effort to assure that the necessary data to support contract payments would be recognized in acquisition data bases.

Mr. Shycoff also advised the Committee that the acquisition community has agreed to provide representatives for the Contract Payment Group.

Mr. Wyant noted that both the Contract Payment CIM Group and the Government Furnished Material CIM Group have the same dependency on the acquisition community for price information.

Mr. Ginnetti expressed concerns about data credibility and accountability. He pointed out that attention must be given to the need for internal controls to assure that output products are correct when correct input data is provided and to assure correct processing of information. With reference to the interest charge back on late payments, he noted that the Department did not need a labor-intensive process like the one used to report antideficiency violations.

Mr. Wyant asked whether the Contract Payment Group's data on resources were taken from the DMRD 912 study. Mr. Adolphi explained that the information was rudimentary and needed to be refined. The information shown in the chart was "order of magnitude" to illustrate that contract payment entitlement determinations were made throughout the Department, not just at major centers like Columbus, Ohio or Kirtland AFB, New Mexico. Mr. Shycoff explained that the data would not be used to take

resources from the Components. However, it shouldn't take much effort in the current environment to get below the 10,000 staff resources shown in the Contract Payment Group presentation.

Mr. Adolphi explained that the Contract Payment Group expected to complete Phase II by May 31, 1991 and requested Committee approval for its Phase I product and steps 2.1.1 through 2.1.4 of Phase II.

After querying the Committee members, Mr. O'Keefe advised Mr. Adolphi that the Group's Phase I and II products presented to the Steering Committee were approved.

GOVERNMENT FURNISHED MATERIAL

Mr. Nelson Toye, Executive Secretary, explained that page 4 of the meeting minutes for the January 10, 1991 Steering Committee meeting has been amended. The amendment was necessary to note that the implicit acceptance of the third strategy presented by the GFM CIM Group (Develop a comprehensive GFM system) by the Steering Committee at the January 1991 Steering Committee meeting was subject to resolution of applicable issues with the Office of the Assistant Secretary of Defense (Production and Logistics).

Mr. Toye also explained that two open issues dealing with GFM remained. To resolve one of these issues, Mr. O'Keefe had met with the Assistant Secretary of Defense (Production and Logistics). To resolve the other issue, Mr. Schroeder Dodds, Deputy Group Leader for the GFM CIM Group, would report on the results of his meeting with his counterpart in the Material Management CIM Group.

At this point Mr. Toye placed before the Steering Committee members a view graph (copy attached) summarizing the government material issues.

Mr. Shycoff explained that it is necessary to resolve the issue of a single source document for recording GFM transactions and what records are necessary to keep track of the value of material moving to and from the Department of Defense.

Mr. James Kordes, Deputy for Property Policy and Programs, OASD(P&L), stated the P&L does agree with the basic premise but not necessarily on a transactional basis or a separate DoD system to record such information.

Mr. Ginnetti asked if there is agreement that data was required by the financial community from the acquisition community and if P&L was prepared to go for necessary modifications to existing information requirements to meet the financial community's needs. Mr. Kordes explained that conceptually there is such an agreement.

Mr. Toye explained that in the past there was a lack of understanding as to what information is needed. The present effort is intended to reach an understanding of the information requirements.

Mr. Hovell observed that there is a range and depth of assets involved in this issue.

Mr. Ginnetti pointed out that some of the data being requested is contingent on the GFM approval and asked whether this was going to be extended to the overall property issue.

Mr. Wyant asked whether this is an acquisition or a DoD supply issue.

Mr. Shycoff explained it encompassed all items.

Ms. Leong-Hong asked for clarification on the second item under the "Approach" part of the view graph. This item deals with the role of the CIM GFM Group which is to identify the information required and how to obtain such information.

Mr. Toye explained that it relates to Phase 3 of the CIM process.

Mr. Shycoff explained that the acquisition community has agreed to this approach. The data appears to be available. The need is to find out where it is.

Mr. Kordes explained that the finance community must identify its needs. The acquisition community must identify what information it has and can provide to the financial community. This effort would then become the basis for identifying what modifications would be necessary to the existing acquisition data bases.

Ms. Leong-Hong's asked about the forum for resolving acquisition-related issues. Mr. O'Keefe pointed out that the first step is to identify the problem. The Financial Management Steering Committee would be the forum for resolving any issues.

Mr. Ginnetti explained that within the Army there is a deep division as to how far down one must go to assure that property records agree with the general ledger.

Mr. O'Keefe explained that the DoD is not going to undertake this effort just to have general ledger control. The end product from this effort must be one that managers can use.

Mr. Ginnetti then asked whether the overall property issue is to be merged with the Financial Operations Group. Mr. O'Keefe explained that was inevitable.

Mr. Dodds then presented the results of his meeting with his counterpart on the Material Management CIM Group. This discussion centered on the overlaps and gaps in the relationships between the Government Material CIM Group, other CIM Groups, and other DoD Communities.

A general discussion ensued on the presentation. Mr. Dodds pointed out that according to the decision reached by the Steering Committee based on the information presented by Mr. Toye, the GFM CIM Group must now sit down and decide what information is needed. After this is done, the GFM CIM Group's work would be completed.

Mr. O'Keefe rejected the second alternative. He pointed out that any decision regarding the third alternative would need to wait until the Financial Operations CIM Group completed its work.

Mr. O'Keefe pointed out that Mr. Toye, Mr. Kordes, and the GFM CIM group are to get together and assure that the required information is identified and that steps are taken to assure that will be obtained.

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Mr. O'Keefe expressed his appreciation to all who attended the meeting. The meeting adjourned at 4:40 p.m.

APPENDIX G

GLOSSARY

Acceptance Information: A formal certification that the goods or services have been received and conform to the terms of the contract or like-agreement. Ref: DoD 7220.9-M.

Accepted Bill: An information flow title that indicates a self-reimbursable charge that has been matched to a corresponding obligation in the buyer's accounting records.

Accepting Activity: Individual or organization that takes title to goods or services for the government (e.g., COTR/COR, Quality Assurance Representative).

Accepting Function: The functional area that provides acceptance information to the Contract Payment function concerning goods and services provided to DoD. Includes such activities as Contracting Offices, COR/COTR, Inventory Control Points, Depots, Quality Assurance Representatives and other receiving activities.

Accountable Station: A Fiscal Station or an Authorization Accounting Activity (AAA) designated by a unique station identification number.

Accountable Steward: An individual who is responsible for the integrity of data generated within a functional area.

Accounting Classification Data: A series of alpha and numeric characters appearing on accounting source documentation or other documentation (e.g., contractual agreements). The characters represent department, fiscal year, element of expense, fiscal station and other information necessary to enter and categorize transactions in DoD accounting systems.

Accounting Classification Reference Number (ACRN): A two character alpha/numeric code unique to each contractual agreement that corresponds to a long line accounting classification.

Accounting Function: The functional area that currently provides contractual accounting information for reimbursable orders to and processes accepted bills from the Charge Determination functional activity. In the future, this functional area will provide contractual accounting information (e.g., accounts payable and accounts receivable) to and receive reservations of unliquidated obligations from the Contract Payment function. See also Accounting Office.

Accounting Information: Data, other than disbursement information, from the official accounting records (e.g., accounts payable and accounts receivable).

Accounting Office: Organization that controls and maintains official accounting records.

Accounts Control: Management and reconciliation of payment requests that have been certified and released to a Disbursing Office. The reconciliation may be a match of a total number of requests and a grand total monetary amount, or it may be an actual individual match of an amount paid to a specific certified payment request.

Accounts Payable: Amounts owed by DoD for goods and services received. These may or may not yet be recorded in the official accounting office records. Ref: DoD 7220.9-M.

Accounts Receivable: Amounts owed to DoD that may or may not yet be recorded in the official accounting office records.

Adjustment: The lowest level of detail that is necessary for recording accounts receivable or accounts payable information in the proper accounts. Examples: interest, discount, credit memo, amount due government.

Administrative Details: An information flow title for the contractual agreement information necessary to establish the Contract Payment activity responsible for processing a credit memo or payment request.

Analysis and Reconciliation: The current process whereby necessary action is taken to obtain missing funding information or to correct erroneous funding information in a timely manner and facilitate application of collections to the proper accounts.

Approving Activity: See Approving Function.

Approving Function: The functional area that provides approval of compliance with specific conditions affecting entitlement for contractual payments to the Contract Payment function. Includes such activities as Transportation Offices, Defense Contract Audit Agency, Foreign Military Sales Managers and Contracting Offices.

Billing: A request for payment between government agencies. It may be either a reimbursable charge (i.e., requiring check issuance) or a self-reimbursed charge.

Bills Register: See Subsidiary Commercial Accounts Ledger.

Budget Office: Organization responsible for the formulation, execution and control of resources (direct or reimbursable).

Buying/Administering Function: The functional area that provides contractual information to the Contract Payment function. Includes such activities as Contracting Offices, Ordering Offices, Contract Administration Offices and Inventory Control Points.

Cash Management: Practices and techniques designed to accelerate and control collections, ensure prompt deposit of receipts, improve control over disbursement methods and eliminate idle cash balances. Ref: Treasury Financial Manual, Vol. 1, para. 6-8020.

Certified Payment: An entitlement authorization that has passed through the Contract Payment function and has been forwarded to the Disbursing Office for payment.

Charge Determination: The Contract Payment functional activity that matches reimbursable charges received to the unliquidated obligations in the official accounting records, records the charges as disbursements if there is a match and resolves unmatched conditions.

Chargeback: A method of identifying and distributing interest expense incurred under the Prompt Payment Act. See also Chargeback Notification.

Chargeback Details: The lowest level of information necessary to identify and report responsibility for interest charges incurred.

Chargeback Notification: Level of information necessary to advise an activity of its responsibility for interest charges incurred.

Collection: A receipt by DoD of financial consideration.

Compliance Approval: Authorization received from a responsible office (e.g., transportation office or contracting office) that is necessary to validate entitlement to payment.

Contract: An agreement between DoD and a private sector organization wherein financial consideration is exchanged for performance (i.e., the provision of goods or services).

Contract Line Item: See Line Item.

Contract Payment Function: The functional area responsible for (1) matching the payment request with the evidence of performance and/or approvals, (2) verifying that the performance and payment terms and conditions of the contractual agreement have been met, (3) scheduling and certifying the payment for release to a Disbursing Office and (4) providing required associated information.

Contract Terms and Conditions: The provisions in an agreement between the government and the private sector that stipulate performance and payment requirements for goods and services received. See also Payment Terms and Conditions and Performance Terms and Conditions.

Contracting Offices: Organizations that support individuals with warrants and the authority to enter into (PCOs), administer (ACOs) and/or terminate (TCOs) contracts and make related determinations and findings.

Contractual: Refers either to contracts or like-agreements.

Contractual Agreement: A contract or a like-agreement.

Contractor: See Vendor/Contractor/Supplier.

Congress: See Liaison/Oversight Offices.

Contracting Officer's Technical Representative (COTR) or Contracting Officer's Representative (COR): An individual who acts for the Contracting Officer through delegation in a specific area(s).

Credit Billing: A notice of refund between Government agencies. It may be either a reimbursable credit (i.e., requiring check issuance) or a self-reimbursed credit.

Credit Memorandum: A notification that constitutes a refund to the government of payment received by a vendor/contractor/supplier.

Customer Satisfaction: Goodwill resulting from timely and accurate payments and responses (i.e., the absence of negative feedback).

Customer Service: The provision of quality, timely entitlement determinations; answers pertaining to entitlement inquiries; and accurate consolidated information necessary for ad hoc reports. See also High Level of Effort.

Data Credibility: That which permits maximum confidence in the completeness and accuracy of information provided and used.

Data Element Dictionary: See Standard Data Element Dictionary.

Defense Contract Audit Agency: The agency providing information regarding a contractor's cost/price development and incurred cost. It is responsible for certifying the contractor's accounting system, auditing incurred costs and reviewing

the contractor's estimation system. Similar functions may be performed by other organizations (e.g., USACE).

Disbursement Information: Data that identifies a specific payment (e.g., amounts paid, cancelled or voided; voucher number; check number; date of payment; disbursing station).

Disbursing Function: The functional area that receives certified payments, adjustments and chargeback details from and provides disbursement information to the Contract Payment function. See also Disbursing Office.

Disbursing Office: Organization that is authorized to make outlays of public funds, receive collections and deposit receipts to Treasury accounts. Identified by a four digit disbursing station symbol number (DSSN).

Document Identification Number: A structured series of alpha and numeric characters that uniquely identify a document such as a contract or requisition.

DoD Personnel: Military personnel and individual direct or indirect-hire civilian employees for whom DoD determines individual entitlement (e.g., SES, GM, GS, Wage Grade and foreign national).

Electronic Commerce: The end-to-end digital exchange of all information needed to conduct business. Ref: ASD(P&L).

Electronic Data Interchange (EDI): The computer-to-computer exchange of formatted business transactions. Ref: ASD(P&L).

Electronic Funds Transfer (EFT): The act of debiting or crediting accounts in financial institutions by wire rather than source documents, such as, paper checks. Processing typically occurs through the Federal Reserve System and/or the automated clearing houses (ACHs). Ref: DoD 7220.9-M.

Electronic Signature Technique: A computer methodology that provides positive identification of a certifying official who authorizes a transaction and ensures the authenticity of the transmitted data.

Entitlement: Legally established benefit available to any person or unit of Government meeting eligibility requirements established by law. Ref: DoD 7220.9-M.

In the information flows, entitlement means a payment request that is between the subprocesses "Ensure Payment Request Completeness" and "Establish Payment Due Date."

Entitlement Data: See Entitlement Information.

Entitlement Determination: The Contract Payment function for processing payment requests. A review of entitlement information that includes determining if performance and payment terms and conditions have been satisfied and certifying a payment for release to a Disbursing Office for actual payment.

Entitlement Information: Inclusive information (e.g., payment terms and conditions, accounts payable, requests for payment, supporting documentation) that satisfies all requirements and limitations necessary for determining contract or like- agreement payments and for responding to inquiries or requests for reports.

Entity: A person, thing or concept about which information must be collected to manage and execute a function. Ref: CIM Process Guide dtd 17 Aug 90.

Evidence: An entity that reflects an approval of performance and/or information about goods or services that have been provided.

Exception Processing: Any condition that requires handling outside the normal process.

Expenditure Authority: Approval to make disbursements against funds on deposit with the U.S. Treasury.

Expenditure Authority Notifications: Advance information related to a pending payment that allows accounting activities to forecast outlay requirements and ensure timely availability of funds necessary to make the actual payment.

Final Payment Notification: Information provided to a Contract Administration Office indicating that all requests for payment on a contractual agreement have been processed and paid and that the contractual agreement is ready for the process of close-out.

Financial Consideration: A tender of money (i.e., cash, checks and other financial instruments), Electronic Funds Transfer (EFT) and similar inter-governmental transfers of funds.

Foreign Military Sales Managers: Individuals ultimately responsible for the implementation and control of agreements for goods and services furnished to foreign countries.

Free On Board: This term is used in conjunction with a physical point to determine (a) the responsibility and basis for payment of freight charges and (b) unless otherwise agreed, the point at which title for goods passes to the buyer or consignee. Ref: FAR.

Function: See Functional Area.

Functional Activity: A collection of decisions and actions required to execute or manage some aspect of a function; the level of detail immediately below the function itself, e.g., Performance Determination, Payment Determination. Ref: Process Guide Step 1.1.1, page 5.

Functional Area: A distinct aspect of a business. (DoD is a business.)

Funding Deficiency: A request for payment that exceeds the available unliquidated obligation.

Gross Amount Due: Financial consideration that DoD owes to a vendor/contractor/supplier.

High Level of Effort: That degree of endeavor necessary to assure that quality performance and customer satisfaction are achieved.

IMPAC: See International Merchants Purchase Authorization Card (IMPAC).

Imprest Fund: A fixed-cash or petty-cash fund in the form of currency or coin for cash payments specifically authorized. The fund may be a revolving type, replenished to the fixed amount as spent or used, or of a stationary nature, such as a changemaking fund. Ref: DoD 4000.25.7-M.

Interfund: A method for simultaneously disbursing and collecting funds from or to DoD appropriations. Ref: DoD 4000.25.7-M.

International Merchants Purchase Authorization Card (IMPAC): A government-wide program that uses a commercial VISA card rather than an imprest fund for local acquisitions of supplies and services under $25,000 thereby streamlining payment procedures, reducing administrative costs and improving management control improving cash management practices.

Inventory Control Point (ICP): An organizational element that is responsible for system-wide direction and control of material. Acts as a buyer and seller.

Invoice: A bill or written request for payment provided by a business concern for goods or services rendered.

Late Disbursement Date: An information flow title whereby a Disbursing Office provides information to the Contract Payment function that indicates a payment was made beyond the date for which it was actually certified.

Legal Office (Staff Judge Advocate): An organization that renders legal opinions or decisions on claims for or against DoD.

Liaison/Oversight Office: An organization that is established and maintained for communication, especially between agencies, or watchful and responsible supervision. Includes Public Affairs Offices, the Inspector General, Congress (Elected representatives of the United States, their staffs and the General Accounting Office (GAO)).

Like-Agreement: An understanding within DoD or between DoD and other governmental elements (Federal, state, local, international) for which financial consideration is exchanged for performance.

Line Item: A specific product or service being provided on a contractual agreement that is assigned a unique identification number.

Memorandum Reservation of ULO: See Reservation of Unliquidated Obligation.

Military Standards: Record formats developed to provide a common interface between DoD Component systems.

Net Amount Due: Gross amount due plus or minus adjustments, e.g., interest, discount, credit memo, amounts due government.

Obligations: Amounts of orders placed, contracts awarded, services received and similar transactions during an accounting period that will require payment during the same, or a future, period. Such amounts include payments for which obligations previously have not been recorded and adjustments for differences between obligations previously recorded and actual payments to liquidate those obligations. The amount of obligations incurred is segregated into undelivered orders and accrued expenditures - paid or unpaid. Ref: DoD 7220.9-M.

Obligation Amount: See Obligations.

Offset: Financial consideration owed to DoD by a vendor/contractor/supplier that DoD deducts prior to issuance of payment. (This may not apply to inter-governmental agreements.)

Order Accepting Office: Organization that supports individuals at the performing activity who have authority to sign like-agreements.

Ordering Office: Organization that supports individuals, likened to contracting officers and performing similar functions, in relation to like-agreements (includes reimbursable work for Non-Appropriated Fund Instrumentalities).

Other Government Agencies: Government activities outside DoD (i.e., Federal, state, local, international).

Outlay Management: Requirements for managing actual expenditures of funds with the intention of controlling Treasury appropriations. Example: Monitoring $1 million payments to ensure that they are not disbursed if it is deemed financially sound to delay the expenditure over paying interest charges.

Outlays: The amount of checks issued or other payments made (including advances to others), net of refunds and reimbursements. Outlays are net of amounts that are adjustments to obligational authority. Gross outlays are disbursements and net outlays are disbursements (net of refunds) minus reimbursements collected. Ref: DoD 7220.9-M.

Paid Bill: A notification of self-reimbursable charges.

Payable: See Accounts Payable.

Payment: A disbursement of financial consideration by DoD or another Federal agency, principally the Treasury Financial Management Service.

Payment Determination: The Contract Payment functional activity that (1) computes and manages pending payments in accordance with law and regulatory guidance, (2) determines prompt payment interest and/or penalties due, (3) certifies payments for release to a Disbursing Office and (4) maintains accounts control for the function.

Payment Discrepancy Notification: Information necessary to advise the "seller" of amounts owed due to overpayment or overbilling.

Payment Due Date: The date by which payment must be made as specified in Table 32-3 of DoD 7220.9-M.

Payment Limit: A restriction on the availability of funds or the authority to expend appropriations, e.g., the balance of ULO plus accounts receivable eligible for offsets.

Payment Request: A notification that constitutes a vendor's/contractor's/supplier's demand on DoD for payment.

Payment Request Inventory: The future computerized repository that contains all necessary information related to a payment request including credit memos.

Payment Request Register: The current manual or automated repository that contains information related to a payment request. Depending on its degree of automation, this repository may not have all necessary information readily available.

Payment Rules: An information flow title that indicates the information necessary to determine certain limits on a payment determination, e.g., the Treasury rates for interest charges or cost-effective discounts.

Payment Terms and Conditions: Payment requirements or limitations contained in a contractual agreement for determining proper entitlement.

Pending Payment: Approved payment that is awaiting adjustment, certification and release to Disbursing for actual payment based on cash management principles.

Performance Determination: The Contract Payment functional activity that receives, validates and manages credit memos and requests for payment on contracts and like-agreements and that reviews the information necessary to assure that performance terms and conditions have been satisfied.

Performance Terms and Conditions: Performance requirements or limitations contained in a contractual agreement for determining proper financial entitlement.

Private Interests: Individuals or organizations, other than customers, generating inquiries (e.g., taxpayers and media).

Process: A series of actions or operations, either manual or automated, performed on inputs to produce outputs.

Program Manager: Individual responsible for the implementation and control of agreements at the lowest financial level. Depending on funding, this level may be an individual project or a group of projects.

Progress Payment: Payment to a contractor to finance either work in process or construction in progress. Progress payments are liquidated as specified in the progress payment clause of the contract.

Quality Assurance Evaluator: Individual who performs ordering and receiving functions for tenant organizations at Air Force base level.

Quality Assurance Program: A program designed to improve efficiency and quality of the product.

Quality Initiatives Program: Program that focuses on and actively pursues initiatives that improve quality.

Quality Service: An intangible product that provides customer satisfaction. Accomplished through management philosophy, employee involvement and continuous improvement. See also High Level of Effort.

Receivable: See Accounts Receivable.

Receiving Report: A formal certification that the goods and services have been received and that they conform to the terms of the contractual agreement.

Reimbursable Order: An order accepted into a DoD appropriation or fund. Ref: DoD 7220.9-M.

Release Requirements: Necessary information that indicates when or if a suspensed payment may be certified for release to a Disbursing Office.

Reservation of Unliquidated Obligation (ULO): An entry made to the official accounting records, prior to actual disbursement, that identifies and reserves monies that subsequently will be obligated and disbursed (liquidated).

Reserved Payment: An information flow title that indicates a payment request which is passing between the future subprocesses "Reserve ULO" and "Suspense Payment."

Self-Reimburseable Charge: An amount billed by a performing activity and collected from the account(s) of an ordering activity without evidence of performance.

Selling Function: The functional area that provides credit memos and payment requests (currently to include paid bills) to, and receives rejections, payment discrepancies notifications or reimbursable charge adjustment requests from, the Contract Payment function. Includes such activities as Order Accepting Offices, Vendors/Contractors/Suppliers, Inventory Control Points and Non-DoD Government Agencies.

Set-Off: See Offset.

Shared Information: Data that is accessed at source and is not duplicated in its entirety for use in another functional area's system.

Source Data: Data that resides only at its origin.

Source Information: Data established by its accountable steward in a system that is able to be accessed by authorized users but that is only allowed to be modified by the accountable steward.

Standard Data Element Dictionary: Common like-terms and definitions shared among all DoD Components.

Standard General Ledger: Common chart of accounts used throughout the Federal Government.

Subline Item: A further definitization of a line item on a contractual agreement. See Line Item.

Subsidiary Commercial Accounts Ledger: A set of accounting records separate and apart from the official accounting records and often maintained by the Contract Payment function.

Supporting Documentation: Documentation, electronic or paper, that substantiates an entitlement determination.

Supplier: See Vendor/Contractor/Supplier.

Suspense Payment Information: An information flow title that indicates an annotation made in the subsidiary commercial accounts ledgers or the current official accounting records of the amount of an expected payment to be processed.

System: A process or set of processes, either manual or automated.

Target Date: A potential collection, payment date that is based on information contained in the credit memo or payment request. This date is used to ensure priority of processing is given to those items with the earliest collection or payment due date.

Targeted Credit Memo/Payment Request: An information flow title that indicates a credit memo or payment request that is passing between the current subprocesses of "Establish Target Date" and "Verify Ownership."

Terminated Entitlement: An information flow title that indicates a payment request for which the entitlement no longer exists, e.g., an unpayable request due to a contract termination.

Toplines: Control totals set by Congress or the Office of Management and Budget (OMB) for budget authority and outlays.

Transportation Officer: A person responsible for validating transportation charges on payment requests referred by the Contract Payment function.

ULO Reservation: See Reservation of Unliquidated Obligations (ULO).

Undistributed Collection: Monies received by a Disbursing Office from a vendor/contractor/supplier that are deposited in a suspense account pending determination of the accounts to which the monies are to be applied.

Unowned Memo/Request: An information flow title that indicates a credit memo or payable request that is not to be processed by the receiving Contract Payment activity.

Unpayable Request: A payment request that is being rejected to the Selling Function for various reasons, e.g., duplicate request, terminated entitlement, erroneous information.

Unreplicated Data: Compilation of data unreproduced in its original form. This does not preclude portions of the data being reproduced in another functional area's system as "a snapshot in time."

Validated Entitlement: An information flow title that indicates a payment request is passing between the subprocesses "Establish Payment Due Date" and "Determine Gross Amount."

Vendor/Contractor/Supplier: Individual or government/non-government organization that sells goods or services to an element within DoD.

Voucher: An authoritative document used by U.S. government agencies to justify payment for purchases of equipment, supplies, materials and services other than personal. It is legal evidence that government obligations have been liquidated.

Workforce: All DoD personnel assigned for any purpose.