

APPENDIX C - FOREIGN MILITARY SALES CORE FUNCTIONS

This section of the plan focuses on the Foreign Military Sales (FMS) Core Functions. The Core Functions were agreed upon by the Military Departments (MILDEPs) through an iterative process that included sessions with the MILDEPs jointly and individually. They were subsequently revised on November 29, 2000 at the request of MILDEPs during a Core Function Performance Measures development session.

The current revision primarily impacts the Case Execution and Business Sustaining core functions. These are sub-divided into more discrete categories to provide meaningful insight into their underlying activity costs. It is imperative to note that direct supervisory duties and core function-specific training are considered to accrue to the appropriate core function supported by these efforts rather than to Business Sustaining categories. General managerial duties such as conducting performance appraisals and providing career development guidance, however, are considered to be "overhead" tasks and should be assigned to the Business Sustaining core function.

The revised six FMS Core Functions and sub-functions are shown below.

- Pre-LOR
 - Perform Pre-LOR Activities
- Case Development
 - Develop and Prepare LOA
- Case Execution
 - Implement Case
 - Manage Program/Case/Lines
 - Manage Teams
 - Acquire Articles and Services
 - Manage Finances
 - Provide Technical Support
 - Provide Logistical/Service Support
- Case Closure
 - Reconcile and Certify Case/Line
- Other Security Cooperation
 - Perform Other Security Cooperation Activities
- Business Sustaining
 - Perform General Administrative Services
 - Perform Manpower Activities
 - Perform Management Duties
 - Develop Policies/Procedures
 - Provide IT Support
 - Develop/Execute Budget
 - Participate in Developmental Training/Education



The remainder of the document contains the definitions and some of the activities/ processes for the six FMS Core Functions as proposed by the Army PBC Team, and described within the Army Corporate Dictionary for Security Assistance. These have been deemed acceptable for use within the Air Force PBC effort.

Activity:	Perform Pre-LOR Activities
Activity Description:	Efforts expended prior to receipt of a Letter of Request including responding to inquiries, pre-requirements determination, developing Total Package Approach requirements, staffing technology release issues, and pricing and availability information. Also includes Partnering (ie, country marketing and “Team USA” efforts).
DSCA Core Function:	Pre-LOR

Activity:	Develop and Prepare LOA
Activity Description:	Efforts required to process customer request, gather, develop and integrate data for preparation of a Letter of Offer and Acceptance (LOA) under the Total Package Approach (TPA) concept. These efforts continue from receipt of a customer's Letter of Request (LOR) through pricing and availability. Efforts required to prepare a LOA including case, staffing requirements determination, countersignature and customer acceptance.
DSCA Core Function:	Case Development

Activity:	Implement Case
Activity Description:	Initial financial and logistical actions required to process an accepted Letter of Offer and Acceptance; process, implement and staff LOA; and update associated reports.
DSCA Core Function:	Case Execution

Activity:	Manage Program/Case/Lines
Activity Description:	Efforts required to manage, execute and administer the delivery of products and services in support of LOAs. Perform case coordination efforts, case documentation, and case reporting. These efforts may be handled by different organizations at the case level and/or case line level as appropriate. These efforts include case/line planning, program management reviews, country management reviews, oversight of materiel processing efforts, and other wide ranging efforts that provide case/line oversight.
DSCA Core Function:	Case Execution

Activity:	Manage Teams
Activity Description:	Efforts required to manage field teams tasked with delivery of products and services in support of LOAs. Perform team coordination efforts, scheduling, and equipment transport that support field delivery. These teams are commonly tasked with training, site surveys, and on-site inspections as well as QATs, TATs, and TAFTs. This may also include receiving call-up messages from SAOs, conducting or completing detailed mission analysis, entering SAT data into SATMS, SAT Personnel Sourcing, SAT Preparation, SAT deployment, SAT Support or Sustainment, and ending SAT missions.
DSCA Core Function:	Case Execution

Activity:	Acquire Articles & Services
Activity Description:	Acquisition efforts associated with planning, document preparation, solicitation, contract negotiations, contract award and contract administration in support of security assistance operations.
DSCA Core Function:	Case Execution

Activity:	Manage Finances
Activity Description:	<i>All financial actions required from case implementation up to case closure, including development and execution of financial plans, database management, financial delivery reporting, and surcharge review.</i>
DSCA Core Function:	Case Execution

Activity:	Provide Technical Support
Activity Description:	All efforts that contribute to the technical support of the case/line tasks. These efforts include technical reviews, customization of products/services, engineering design, and quality assurance. This activity also includes the technical efforts performed by Program Management or PEO staffs.
DSCA Core Function:	Case Execution

Activity:	Provide Logistical/Service Support
Activity Description:	All efforts that contribute to the logistical/service support of the case/line tasks. These efforts include pre-fielding logistics/maintenance, sustainment, materiel/item management, CLSSA Program management, and Repair and Return Program management.
DSCA Core Function:	Case Execution

Activity:	Reconcile and Certify Case/Line
Activity Description:	All actions required to perform logistical, service, and financial reconciliations of a case and/or line. Completion of this activity indicates transfer of the case/line to the next reviewing authority.
DSCA Core Function:	Case Closure

Activity:	Perform Other Security Cooperation Activities
Activity Description:	All actions required to perform a variety of security cooperation efforts that are not addressed elsewhere. These actions include the following: Presidential Determinations; munitions control review/assessment; excess defense articles; releaseability disclosure; Army/Industry conference activities; Peacekeeping Operations, leases; coproduction; licensing; program monitoring; special defense acquisition fund; and internal audits. Also includes Direct Commercial Sales support. This does not include IMET training or Counter Narcotics activities which are included as part of the normal case/line activities.
DSCA Core Function:	Other Security Cooperation

Activity:	Perform General Administrative Services
Activity Description:	Efforts required in providing administrative and secretarial support which are not directly related to the Case/Line. This may include managing correspondence, maintaining files, coordinating and scheduling meetings and conferences, and inputting time and attendance, and providing other administrative support services (i.e. processing passport/visas, requisitions for internal purchases, administering personnel related programs, developing contingency plans, etc).
DSCA Core Function:	Business Sustaining

Activity:	Perform Manpower Activities
Activity Description:	Efforts required in performing human resource/manpower related activities. This may include maintaining TDA and personnel control documents, validating or evaluating manpower requirements, or participating in manpower studies.
DSCA Core Function:	Business Sustaining

Activity:	Perform Management Duties
Activity Description:	Efforts expended in providing general supervision and other related managerial duties. Management duties may include providing leadership and guidance, completing performance appraisals, providing guidance on training and development including IDPs, counseling employees and resolves personnel conflicts/issues, performing internal management control evaluations, developing Strategic plans, or certifying time and attendance. (Note: direct supervision is captured in the specific activity supported)
DSCA Core Function:	Business Sustaining

Activity:	Develop Policies/Procedures
Activity Description:	Efforts required to provide financial and logistical policy. Efforts may include interpreting, establishing and issuing policies/procedures, developing notes and/or developing checklists or SOPs (Smart Books), special studies, and implementation of new management systems.
DSCA Core Function:	Business Sustaining

Activity:	Provide IT Support
Activity Description:	Efforts required to manage and support current and future information systems including related training and systems security. This should include network management, system management, automation training, information security, Help Desk and Visual Information activities.
DSCA Core Function:	Business Sustaining

Activity:	Develop/Execute Budget
Activity Description:	Efforts/actions required to execute and monitor budgets and manpower requirements. This includes preparing budget, executing internal operating budget (including committing, obligating and validating expenditures), monitoring budget execution, as well as conducting work analysis/resource allocation.
DSCA Core Function:	Business Sustaining

Activity:	Participate in Developmental Training/Education
Activity Description:	Efforts/actions taken by individuals to ensure that they are properly trained and educated to perform their duties effectively and efficiently. These may include completing formal course work, attending instructor-led training, and taking on-line training courses.
DSCA Core Function:	Business Sustaining