

# DOLLARS *and* SENSE

A Process Improvement Approach to  
Logistics Financial Management



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# Dollars And Sense A Process Improvement Approach To Logistics Financial Management

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## **Dollars And Sense A Process Improvement Approach To Logistics Financial Management:**

*Dollars and Sense: A Process Improvement Approach to Logistics Financial Management*, 2000 In 1992 the Department of Defense began requiring the services to procure and repair all depot level reparable DLRs through their stock funds As a result customers of the Army stock fund began paying for DLRs which were previously financed through procurement appropriations and issued free to customers based on their stated need Customers also began receiving credits for DLRs returned to the stock fund On a DoD wide basis implementing the requirement that DLRs be stock funded reduced the demand for DLRs and increased the return of unserviceable assets for repair From the DoD Army perspective working capital funding has resulted in significant reductions in materiel costs and civilian personnel While expenditures by logistics customers have been reduced senior Army logistics managers have become concerned that the current implementation may not be cost effective when evaluated from an Army wide perspective A wide range of behaviors have changed as a result of the incentives created by the implementation policies As a result there is a need to examine logistics financial management in a more rigorous analytical manner To this end the Army decided to apply its Velocity Management VM approach to the logistics financial management system Begun in 1995 VM has achieved impressive success in improving the performance of key Army logistics processes As a result the Army established a Financial Management Process Improvement Team FM PIT The initial focus of the FM PIT has been on financial management processes that occur on the Army s active component installations from the company level through the interface between the operating units or activities which are funded by Operations and Maintenance Army OMA appropriations and the supporting installation s Retail Stock Fund RSF component of the Army Working Capital Fund AWCF *Dollars and Sense* Marygail K. Brauner, 2000 As the Army has implemented initiatives to improve its basic logistics processes it has found that these processes are hampered by a financial management system that is slow and inaccurate and that creates errors and delays This report documents analysis supporting the Army s effort to improve its logistics financial management FM processes using Velocity Management s Define Measure Improve methodology In defining the FM process researchers developed process maps that showed that the delivery of conflicting information from the supply and finance systems forces units to create time consuming manual reconciliation processes to determine their remaining budgets Researchers identified metrics to measure performance To improve the quality of price and credit information and eliminate the need for manual reconciliation the researchers recommended that when a transaction is first undertaken the prices and credits should be used for all records of the transaction **Selected Rand**

**Abstracts** Rand Corporation, 2000 Includes Reports R series Rand Memorandums RM series papers P series and Books

Evaluating Five Proposed Price and Credit Policies for the Army Marygail K. Brauner, 2000 To streamline its financial management system for spare parts the Army is planning to implement a major initiative called Single Stock Fund SSF As part of this implementation important decisions must be made on the adoption of new price and credit policies for spare

parts The purpose of stock funding is to set up a buyer supplier relationship between operating units and the Army s wholesale supply system Logistics customers in operating units receive an Operations and Maintenance Army OMA budget to buy spare parts from the wholesale supply system and they receive credits when they return parts to the wholesale supply system for repair and or restocking The Army s wholesale supply system is financed by the Army Working Capital Fund AWCF It must cover the cost of maintaining wholesale inventories with the income it receives from sales of parts to logistics customers and maintain a positive cash balance Thus price and credit policies affect the supply and repair decisions of logistics customers as well as the financial health of the wholesale supply system In the spring of 1998 the Army established a Credit Pricing Integrated Product Team CPIPT to recommend several alternative pricing and credit policies and a set of criteria by which to assess how these alternatives would affect key Army processes RAND Arroyo Center was asked to conduct the assessment of these alternatives This documented briefing presents the results of RAND s analysis of the CPIPT price and credit policy alternatives We focus on two quantitative criteria First the new price and credit policy should enable logistics customers to maintain their current operating tempo OPTEMPO without significantly increasing their OMA budget for spare parts Second the new policy should not significantly increase the AWCF s costs to replenish wholesale inventories through repair and procurement

**Rand Review** ,2002 **Annual Report** Rand Corporation,2000 *Issue Paper* ,2000  
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