REPORT TO THE COMMITTEE ON APPROPRIATIONS HOUSE OF REPRESENTATIVES

The Navy Integrated Command/Management Information System (NAICOM/MIS)

B-163074

BY THE COMPTROLLER GENERAL OF THE UNITED STATES

SEPT. 10, 1971

COMPTROLLER GENERAL OF THE UNITED STATES
WASHINGTON, D.C. 20548

B-163074

Dear Mr. Chairman:

By letter dated September 24, 1969, you asked us to maintain a continuing effort in the area of development, installation, and operation of automatic data processing systems. You expressed an interest in the development of systems, such as the Air Force Advanced Logistics System (ALS-X), and the Navy Integrated Command/Management Information System (NAICOM/MIS). The first system mentioned was the subject of an earlier report. This report concerns our review of NAICOM/MIS.

NAICOM/MIS is described as a conceptual framework and a general approach for progessively improving and changing the existing information and data systems under the cognizance of the Chief of Naval Operations until they evolve by planned development into a more economical, integrated, and effective total information system. The concept envisions that ultimately the total information system will be a network of integrated information and functional systems. They will be interconnected by communications for the exchange of data and that will be designed to meet the total information and data needs of the Chief of Naval Operations and each of his subordinate commanders.

Our review showed that after NAICOM/MIS was established as a Navy program in November 1968, progress toward its development has been slow, partly because the Chief of Naval Operations did not assign a full-time staff to its development until October 1970. Therefore we were unable to evaluate the effectiveness of the concept or the general approach to achievement of an effective, integrated, management information system. We found that the Information Systems Division, which is responsible for developing NAICOM/MIS, had not created a master plan for it and was not contemplating the creation of one within the foreseeable future. We noted that the need for a master plan was emphasized by the study committee which had conceived the concept and by the Chief of Naval Operations.

We believe that an approved master plan is needed to define the desired system structure in more detail and to provide a model for the automated systems that will make up NAICOM/MIS. Such a plan seems essential for ensuring compatibility of systems with each other and with the approved concept, for ensuring integration or interface of systems where appropriate, and for mitigating the necessity for extensive revisions to systems and procedures that are likely to result when systems are developed independently of an overall plan. You may wish to explore this need with the Secretary of the Navy.

Our review further showed that NAICOM/MIS was to be developed in consonance with a Department of the Navy long-range plan to integrate the information systems of the Navy and Marine Corps into a Department of the Navy management information system. We were informed, however, that the long-range plan was not being pursued because (1) top management would not support it, (2) there was a lack of qualified staffing, (3) management was unable to define its total information needs, and (4) the consensus of opinion within the Navy was that the Navy was not ready for such finite planning. Therefore it appears that NAICOM/MIS will now be developed independent of systems not under the cognizance of the Chief of Naval Operations.

We believe that it would be desirable for the development of NAICOM/MIS, as well as systems not under the cognizance of the Chief of Naval Operations, to be guided by a Department of the Navy long-range plan. Such a plan would help ensure that the Navy's information and data systems would (1) be compatible with each other, (2) be standardized, integrated, or interfaced where appropriate, and (3) serve the information and data needs of all Navy managers including those within the Office of the Secretary of the Navy.

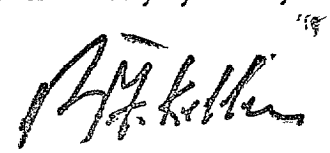
Therefore the Secretary of the Navy should reevaluate the Department's existing long-range plan to determine whether it is still applicable to the Navy's systems development efforts. In the event that the Secretary concludes

that the plan no longer applies or is unworkable, we believe that a new long-range plan, which would include the Department's goals and objectives for its information and data systems, should be considered. You may wish to discuss this matter with the Secretary of the Navy.

These matters are discussed in more detail in the report.

We did not request formal comments on this report from the Department of the Navy. We plan to make no further distribution of this report unless copies are specifically requested, and then we shall make distribution only after your agreement has been obtained or public announcement has been made by you concerning the contents of the report.

Sincerely yours,



Acting Comptroller General
of the United States

The Honorable George H. Mahon
Chairman, Committee on Appropriations
House of Representatives

THE NAVY INTEGRATED COMMAND/MANAGEMENT INFORMATION SYSTEM (NAICOM/MIS)

The Chairman, Committee on Appropriations, House of Representatives, by letter dated September 24, 1969 (see app. II), asked the General Accounting Office to maintain a continuing effort in the area of development, installation, and operation of automatic data processing (ADP) systems. In that letter the Chairman expressed an interest in the development of systems, such as the Air Force Advanced Logistics System (ALS-X), and the Navy Integrated Command/Management Information System (NAICOM/MIS). The first system mentioned was the subject of an earlier report. This report concerns our review of NAICOM/MIS.

DESCRIPTION

NAICOM/MIS is a conceptual framework and a general approach for progressively improving and changing the existing command information systems[1] of the Chief of Naval Operations, the command information systems of his subordinate commands, and a series of major functional subsystems until they evolve by planned development into a more economical, integrated, and effective total information system.

The concept envisions that ultimately the total information system will be a network of integrated command/management information systems designed to meet the total information and data needs of each commander. These will be interconnected by communications so data can be interchanged. They will also be vertically integrated with major functional subsystems, such as financial, logistical, and personnel systems. It is intended that the system will support the management needs and decisionmaking activities of the Chief of Naval Operations and each subordinate command and also satisfy that part of the information needs of higher authorities.

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[1]A generic term which applies to all Navy information systems including both command and control systems and management information systems. Command information systems include the facilities, personnel, procedures, doctrine, equipment, and communications that provide information and data to support command and management functions and decisions.

EVENTS LEADING TO DEVELOPMENT OF THE CONCEPT

The Department of the Navy, as a result of a review conducted in 1962 and 1963, identified significant opportunities for improving its management by exploiting the potential of rapidly increasing computer capabilities and management science techniques. The Department recognized that this potential made it feasible to improve and integrate management systems to provide data and information keyed to basic Navy missions and objectives and thus to establish the basis for more effective operations and better decisions at all levels. The Department recognized also that exploiting this potential necessitated integrating requirements without regard to organizational boundaries, integrating systems design, and standardizing data elements and programming languages; this would permit elimination of duplicate input, system processing, and output.

In 1964 the Secretary of the Navy took certain significant implementing steps. Among these steps was the establishment of the position of Special Assistant to the Secretary of the Navy as a civilian executive on an organizational par with the Assistant Secretaries of the Navy. This position was charged with (1) improving the management information provided to the Secretary of the Navy and (2) initiating and directing steps to control, improve, and integrate information and data systems, including the automatic data processing support.

In 1966 the Secretary of the Navy, the Chief of Naval Operations, and the Commandant of the Marine Corps expressed personal interest in further accelerating actions to exploit the potential of automated management systems. Also at that time the President and the Secretary of Defense issued new policies designed to increase the efficiency and effectiveness of the management of data systems and computers.

Because of this increased emphasis, a comprehensive study of the Navy's data systems and computer policies, procedures, and objectives was made by the Special Assistant to the Secretary of the Navy and his staff. In February 1967 the Secretary of the Navy, as a result of this study, announced implementation of a long-range plan for orderly improvement of computer-based information systems and automatic data processing capabilities within a departmental master framework. The Secretary also directed that a task force of representatives of major Navy commands and offices be formed to make recommendations for its development.

The task force, which deliberated between February and July 1967, determined that one of the major initial requirements which had to be fulfilled was the establishment of a conceptual base from which to build or a target for Navy-wide systems planning efforts. This became known as the Department of the Navy Management Information and Control System (DONMICS) concept--a long-range planning effort for the integration of the hundreds of information systems in the Navy and Marine Corps.

The Secretary of the Navy promulgated the DONMICS concept Navy-wide on July 16, 1968. DONMICS was described as follows:

> "The DONMICS is conceptualized as an integrated information system which will have as major subsystems the master information systems of the Chief of Naval Operations, the Commandant of the Marine Corps, the Chief of Naval Research, the Comptroller of the Navy, and the Director, Civilian Manpower Management. It includes any future information systems of SECNAV, but is intended to serve the needs of managers and commanders at all levels of the Department of the Navy organization. *** This Concept *** provides for the linking of many geographically dispersed data bases through a system of equipment, communications, languages and procedures. Certain of these systems will also serve as 'directors' to assist users in locating other information systems which correspond with their needs for information at any given time and which cannot be satisfied in their own system. *** This system will constitute a departmental master framework, incorporating and integrating within its purview Navy ADP systems that are designed to meet specified Department of the Navy information and control needs. The *** Concept incorporates and stems from reasoning which leads to the conclusion that a total and adaptive information system is required to accommodate the changing mix of information requirements in the Department of the Navy. It will over a period of time and through appropriate and necessary discipline, become an integrated, or fully linked, system and will permit interaction within and between staffs. Ultimately it will provide managers at all levels within the Department of the Navy, management information to support the execution of their responsibilities."

NAICOM/MIS Study

Following the task force's report to the Secretary of the Navy on the development of DONMICS, the Chief of Naval Operations in December 1967 initiated a study of systems under his cognizance. The purpose and objectives of this study were (1) to identify and resolve problems of interfacing command and control systems, communications systems, management systems, and other automated systems that were imposing information requirements on the Navy and (2) to develop concepts which would lead to the development of an integrated command management information system that would satisfy the information requirements levied on the Chief of Naval Operations by DONMICS and the Worldwide Military Command and Control System.

The study was completed in July 1968 by a committee comprising leading representatives of the Navy organizations concerned. In conducting the study the committee explored the information systems problems facing the Chief of Naval Operations, system requirements, policies, and information needs of higher authorities, as well as the information system requirements of the Chief of Naval Operations and subordinates.

In its report the committee stated that the overall basic problem facing the Navy was a lack of integration of command and control systems and management systems which had resulted in the underdevelopment of ADP capabilities, inadequate and untimely information, uneconomical use of resources, duplication of files, and overlapping information-reporting requirements on field activities. The committee concluded that the solution to this problem was the development of NAICOM/MIS which would serve the individual commander at each command level and which would include features for control of both the design of systems and the flow of information.

NAICOM/MIS ESTABLISHED AS A NAVY PROGRAM

In September 1968 the Vice Chief of Naval Operations fully endorsed the NAICOM/MIS objectives, overall concept, and plan to initiate suitable actions to accomplish the objectives. In his endorsement he stated that the Navy recognized that the size of the task was enormous and that an evolutionary approach which builds on existing systems was the only path to success. He stated also that, despite the size of the job, the Navy could not afford to delay a moment longer in embarking on a program with well-defined goals to improve the communication and exchange of information throughout the Navy.

In November 1968 the Chief of Naval Operations assigned planning responsibilities within his office and to subordinate commands. He also prescribed actions for initiation of a comprehensive plan for overall information systems development which, when fully developed, was to be known as the Navy Integrated Command/Management Information System Master Plan. In making the assignments he stated that it was imperative that a current, cohesive, comprehensive, and effective overall plan for information systems development and operation be established and maintained.

The Information Systems Division within the Office of the Chief of Naval Operations was given the responsibility for the development of a planning system which was intended to be the principal means for accomplishing the evolutionary development of NAICOM/MIS. The planning system was to produce a series of information system plans that were to be integrated into a master plan. The master plan and its supporting plans, in turn, were to be the primary operating tools for the Division to control decisions and direct actions.

INITIAL EFFORTS TO DEVELOP NAICOM/MIS PROGRESSED SLOWLY

Although the Office of Chief of Naval Operations had taken the position that the Navy could not afford to defer the development of NAICOM/MIS, we found that initial progress toward its development had been slow. The Information Systems Division--during the period of December 1968 through September 1970, about 22 months--did not have a full-time staff working on NAICOM/MIS. During this period, however, the Division developed and promulgated a planning system and developed a management plan.

NAICOM/MIS Planning System

The planning system was implemented in July 1969 to provide a planning discipline for improving management of existing and planned computer-based information systems and for integrating those systems.

The planning system requires each organization involved in the development, operation, or support of systems to prepare a detailed system development plan in accordance with a standardized format. These plans are used to (1) identify, document, and justify system requirements, (2) identify resources

needed and to plan for those resources, (3) coordinate system development efforts to effect functional and technical integration, and (4) notify higher echelons of the planned development and operation of systems prior to committing resources. A synopsis of the data required in the plan is attached as appendix I.

The planning system initially required system development plans for uniform command/management information systems--systems common to two or more commands--and for uniform functional information systems--systems that meet the information and data needs within a functional area--to be reviewed by the Information Systems Division and approved by the Chief of Naval Operations. Plans for command/management information systems--systems that meet the total information and data needs of each commander--were to be reviewed and approved by the commander immediately senior to the system proponent.

The planning system generated a large number of detailed system development plans for review by the Information Systems Division. This work load, however, proved to be beyond the capabilities of the Division, and the planning system subsequently was modified. This modification, which is discussed further on page 8, reduced the number of plans and the detail to be reviewed by the Information Systems Division.

NAICOM/MIS Management Plan

The Information Systems Division's initial objectives included preparing a plan for managing the development of NAICOM/MIS. This task began in May 1970 and resulted in a draft plan in July 1970. The management plan summarized the NAICOM/MIS objectives and established goals and detailed the implementing tasks necessary to achieve the objectives and goals. It included also an estimate of the total manpower resources needed to complete the tasks. The plan, in effect, was to be the groundwork for developing the master plan.

Approval of the management plan was held in abeyance for 3 months because of a pending change of command within the Information Systems Division. We were informed that subsequently the plan was not approved because it was too broad and conceptual.

REORGANIZATION OF THE DEPARTMENT OF THE NAVY ADP MANAGEMENT STRUCTURE

Progress toward the development of NAICOM/MIS during calendar year 1970 was affected by a reorganization of the Navy's ADP management structure. Under this reorganization, which occurred in October 1970, the Assistant Secretary of the Navy (Financial Management) became the Senior ADP Policy Official of the Department of the Navy. Also a Director, Department of the Navy ADP Management, was established within the Office of Chief of Naval Operations.

The Director of Navy ADP Management is also the Director of the Information Systems Division. In his dual capacity he is responsible to the Senior ADP Policy Official for accomplishing the Navy-wide ADP program objectives and actions, and for coordination of all ADP matters relating to the Office of the Comptroller of the Navy, the Office of Naval Research, the Office of Civilian Manpower Management, and other departmental organizations not under the command of the Chief of Naval Operations or the Commandant of the Marine Corps. The Commandant of the Marine Corps is directly responsible to the Senior ADP Policy Official for the Corps ADP program objectives.

These responsibilities before the reorganization were those of the Special Assistant to the Secretary of the Navy, who was the Senior ADP Policy Official, and his Office of Information Systems Planning and Development. The reorganization made the Special Assistant to the Secretary of the Navy an advisory position under the Assistant Secretary of the Navy (Financial Management) and abolished its supporting office.

As a result of the reorganization, the Information Systems Division also was reorganized and a NAICOM/MIS Planning Branch was established within it. The Branch was staffed with 11 professionals, the first full-time personnel assigned to NAICOM/MIS.

ACTIONS TAKEN SUBSEQUENT TO REORGANIZATION

Since its establishment in October 1970, the Planning Branch has developed a new management plan and has modified the planning system.

The new management plan was prepared and approved by the Director, Information Systems Division, in the latter part of October 1970. The plan states that the goals of the Planning Branch are to develop and implement a planning and management process for (1) effectively developing and operating all information systems under the Chief of Naval Operations and (2) acquiring and operating ADP equipment that will meet most effectively the needs of the Chief of Naval Operations and his subordinate commands.

The plan also briefly describes the tasks that must be accomplished to achieve these goals. The tasks related to the first goal include such matters as developing criteria for the validation of ADP requirements, criteria for the review of proposed data systems, and a description of the organization needed to implement and maintain the plan. Most of the tasks related to the second goal involve the activities of ADP installations and include the development of methods and performance standards, work-load control techniques and policies, and management and operational objectives. The latest management plan differed from the original plan especially in that it did not provide for the development of a master plan.

The planning system, which was intended to produce a series of information system plans that were to be integrated into a master plan, was modified in March 1971. Officials of the Planning Branch advised us that one of the reasons for its modification was that they could not adequately review such a large number of detailed systems plans.

The modification had the effect of reducing the number of plans submitted to that branch for review and approval, as well as substantially reducing the amount of detail required to be submitted. Under the modified system automated data systems are designated as either developmental or operational. An automated data system is developmental from the time the preliminary analysis of need is conducted and the system objectives are approved until the system is turned over to a command or ADP installation for operational use. An automated data system is operational when it has been turned over to a command or ADP installation for operational use, where such operation requires only routine program maintenance or modification and hardware replacement which does not involve system redesign or reprogramming.

A developmental system was further defined as major if (1) it required expenditures of $200,000 or more during the budget year by any single command or (2) if more than one command within the NAICOM/MIS structure was effected.

The Planning Branch is now responsible for reviewing only those systems designated as major developmental systems. In addition, the detail currently required to be submitted for a major developmental system is limited to modified versions of sections 1 and 5 of the standardized format of the System Development Plan previously required for submission. (See p. 5 and app. I.)

COSTS OF NAICOM/MIS

The costs of the Information Systems Division associated with implementing NAICOM/MIS consist primarily of employee salaries. From November 1968, when NAICOM/MIS was formally recognized as an official program, until the establishment of the Planning Branch in October 1970, a full-time staff was not assigned to NAICOM/MIS, and we were unable to establish either the number of people or the amount of time spent during this period. Based on the staffing of 11 professionals (see p. 7), the salary costs of the Planning Branch would amount to about $230,000 annually. The Navy believes that, as progress is made, additional personnel may be needed. These requirements, however, have not been defined. We have not determined the costs of planning and developing NAICOM/MIS at the subordinate commands.

NEED FOR A MASTER PLAN

At the time of our review, the Information Systems Division had not created a master plan for developing NAICOM/MIS and was not contemplating the creation of one within the foreseeable future. An official within the Planning Branch informed us that such a plan was not being prepared because it would not serve any useful purpose.

The need for a master plan had been emphasized by the NAICOM/MIS study committee in its report. The committee stated that one of the first steps in developing the system should be the preparation of a master plan. It envisioned that the plan would encompass the ADP requirements of all commands within NAICOM/MIS and would consolidate and set forth the actual plans for mechanization and/or upgrading of

their systems. It further envisioned that the plan would include a proposed timetable and a communications supplement which would outline the specific communications requirements. The study group concluded that a master plan or a blueprint must be provided toward which all commands could work.

The need for a plan was further emphasized by the Chief of Naval Operations in November 1968. In assigning planning responsibilities he stated that it was imperative that a current, cohesive, comprehensive, and effective overall plan for information systems development and operation be established and maintained.

We believe that an approved master plan is needed to define the desired structure in more detail and to provide a model for planning, developing and/or improving, and implementing the various automated systems that will make up NAICOM/MIS. Such a plan seems essential for ensuring compatibility of systems with each other and with the approved concept, for ensuring integration or interface of systems where appropriate, and for mitigating the necessity for extensive revisions to systems and procedures that are likely to result when systems are developed independently of an overall plan.

IMPACT OF THE REORGANIZATION ON DONMICS

A major responsibility of the Special Assistant to the Secretary of the Navy was to work toward improving and integrating the Navy's information and data systems. For this purpose the Secretary of the Navy had established the DONMICS concept as the Department's long-range plan. Because NAICOM/MIS was intended to be a major subsystem of DONMICS, we discussed the current status of DONMICS with the Special Assistant to the Secretary of the Navy and other Navy officials.

We were informed that DONMICS--the Department's long-range plan for integrating its systems--is not being pursued because (1) top management would not support it, (2) there was a lack of qualified staffing, (3) management was unable to define its total information needs, and (4) the consensus of opinion within the Navy was that the Department was not ready for such finite planning. Therefore it appears that, since the long-range plan originally developed by the Department is not now being pursued, NAICOM/MIS will be developed independently of systems not under the cognizance of the Chief of Naval Operations.

CONCLUSIONS

The development of NAICOM/MIS has not progressed sufficiently to permit us to evaluate the effectiveness of the concept or the general approach to the achievement of an effective, integrated management information system. Nevertheless it is our opinion that the size and complexity of the task requires a master plan as emphasized by the NAICOM/MIS study committee to guide development and to ensure that all systems under the purview of the Chief of Naval Operations are planned, developed, and improved within the concepts and objectives established.

The Department had recognized that the development and improvement of its information and data systems should be guided by a Navy-wide, long-range plan. Therefore the Navy developed such a plan (DONMICS), but it is not now being pursued.

We believe that it would be desirable to guide the development of NAICOM/MIS, as well as systems not under the cognizance of the Chief of Naval Operations, by a Department of the Navy long-range plan. Such a plan would help ensure that the Navy's information and data systems would (1) be compatible with each other, (2) be standardized, integrated, and interfaced where appropriate, and (3) serve the information and data needs of all Navy managers including those within the Office of the Secretary of the Navy.

Therefore the Secretary of the Navy should reevaluate the Department's existing long-range plan to determine whether it is still applicable to the Navy's systems development efforts. In the event that the Secretary concludes that the plan no longer applies or is unworkable, we believe that a new long-range plan, which would include the Department's goals and objectives for its information and data systems, should be considered.

APPENDIXES

Narrative Explanation of Data Contained in Systems Development Plans (Format detail omitted)

Section 1 - System Summary and Evaluation

The information presented in this Section should be consistent with the planning data presented in subsequent sections of the Plan. However, unlike some of the following sections, Section 1 should address the entire command information system, rather than just the automated segments of that system. It should document the organizational missions which the system will support and, thus, provide the context within which the planned actions described in subsequent sections of the Plan should be evaluated.

Section 2 - Information System Performance Requirements

The purpose of the Section is to identify the information requirement(s) supported by the proposed/existing system and the constraints imposed by the operating environment on meeting these requirements.

Section 3 - System Support Plan

The purpose of this Section is to identify the resources required to support the automated part of the command information system and to indicate whether or not they have been included in other programming or budgeting estimates such as the Activity Operating Budget, Logistic Support Requirement, etc. Resources included in other estimates will be identified with the document and line number, if applicable. The extent to which the resource requirements incorporate "get well" estimates will be indicated. The impact on the accomplishment of command functions if these requirements are not approved will be stated. In estimating costs, the system proponent will rely on existing accounting procedures; this Instruction should not be construed as a requirement to establish a new cost accounting system. If the system proponent is not responsible for funding all of the required resources, he will include separate resource estimates for each responsible major claimant. Resource requirements will be specified for each of the fiscal years shown in paragraph 105.

Section 4 - Management Plan

The purpose of this Section is to delineate responsibility for specific actions necessary for the design, development, implementation, and operation of the command information system. Summarize planned and completed arrangements in each of the following areas. Identify the organization charged with responsibility for the accomplishment of specific tasks. Treat by Data Processing Installation and/or functional area where appropriate.

Section 5 - Implementation Schedule

The purpose of this Section is to identify and schedule critical milestones, i.e., events controlling system development and implementation. Where a definite schedule is not known, establish an acceptable time schedule. Identify any milestones which represent events which cannot occur before, or should not occur after, the stipulated time. Comment on the consequences of not meeting the planned schedule. If the schedule is based on the assumption of a significant increase in resources, prepare a second schedule based on level funding.

Section 6 - ADPE Development Plan

The purpose of this Section is to identify existing and projected ADPE requirements to support the system. The Plan should be sufficiently detailed so that reviewing and approval authorities are fully aware, at least twelve months in advance, of requests which the system proponent plans to submit for new ADPE installations or augmentations or major replacements in existing installations. Cross-reference to Section 3, as required, to make the cost implications of planned installations readily apparent. Requirements will be specified by ADP unit.

Section 7 - Applications Plan

The purpose of this Section is to identify existing ADP applications which will continue to support the requirements stated in Section 2, to describe planned applications which will be developed to meet outstanding requirements, and to document plans for developing the ADP system. These applications should be described in terms of their functional characteristics rather than their technical characteristics. Cross-reference to the mission requirements in Section 1 and the

information and system performance requirements in Section 2, as required for clarity and brevity.

Section 8 - Information System Standards and Integration Plan

The purpose of this Section is to provide a basis for a greater degree of systems integration. Detailed instructions for effecting technical integration and standardization will be promulgated by separate actions.

Section 9 - Telecommunications Requirements

The purpose of this Section is to identify existing communications capabilities and projected requirements.

Section 10 - Data Collection Plan

The purpose of this Section is to identify the nature and scope of the reporting requirements imposed on operating forces and departmental components in support of the command information system.

Congress of the United States
House of Representatives
Committee on Appropriations
Washington, D.C. 20515

September 24, 1969

Honorable Elmer B. Staats
Comptroller General of the United States
U. S. General Accounting Office
Washington, D. C. 20458

Dear Mr. Staats:

The Committee hearings on the Department of Defense Operation and Maintenance budget requests for 1970 contain discussions of several new Automatic Data Processing (ADP) systems planned for installation in fiscal year 1970 and future years. Such systems as the Army "Conarc Class One Automatic System (COCOAS)," the Navy "Integrated Command/Management Information System (NICOMIS)," and the Air Force "Advanced Logistics System (ALS-X)" are actively under development.

It would be most helpful if the General Accounting Office maintained a direct effort in the area of development, installation, and operation of automatic data processing systems with periodic reporting of the results of its reviews. The guidelines established in earlier, related, Committee letters of November 28, 1967 and August 6, 1968 adequately state the scope of the work to be undertaken. Reports such as yours of March 13, 1968 and January 16, 1969 are of the type in which the Committee is interested.

The Committee would also be interested in an opinion as to the effectiveness of the directive of the Deputy Secretary of Defense, dated June 7, 1968, which places the responsibility for the management of automatic data processing functions under the control of the Office of the Assistant Secretary of Defense, Comptroller.

The Committee will appreciate the continued effort of the General Accounting Office in this area and your reporting of significant findings.

Sincerely,

George Mahon

Chairman