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Commander Naval Surface, U.S. Pacific Fleet (CNSP) and Commander Naval Surface, U.S. Atlantic Fleet (CNSL) Travel Support Services Analysis and Recommendations

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Commander Naval Surface, U.S. Pacific Fleet (CNSP) and Commander Naval Surface, U.S. Atlantic Fleet (CNSL) Travel Support Services Analysis and Recommendations

Presentation for CNSP

December 2, 2011

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Overview

- Background
- Project Objectives
- Project Scope
- Project Methodology
- Project Results
- Recommendations
- Wrap Up
- Optimization Model Demonstration
- Back Up Slides

Background

- Defense Travel System (DTS) Mandated for All DoD Travelers in 2008

- CNSP and CNSL Ships Cannot Connect; Temporary Exemption Granted

- Limited Shore-Based Centrally Managed Travel Office Concept Developed to Test the Use of DTS to Support Ship-Based Travelers

- Exemption Expired; All Ships Must Now Use DTS

- CNSP and CNSL Need Staffing Alternatives and Recommendations for Centrally Managed Travel Offices
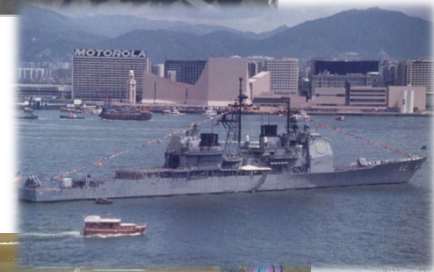
Project Objectives

- Provide Staffing Alternatives and Recommendations to Support CNSP and CNSL Travel Requirements

- Review CNSP and CNSL Travel Volume, Reporting, and Management Requirements

- Review CNSP Pilot Program Information

- Review Other DoD Centrally Managed Travel Offices and DTS PMO Data (Removed From Scope)

- Develop Optimization Models to Identify Optimal Staffing Solutions

Project Scope

- Limited to
  - Travel Authorization Processing
  - Travel Voucher Processing
  - Debt Management
  - Centrally Billed Account (CBA) Management
  - DTS Administration
  - Financial Reconciliation
  - Management Reports

Project Scope (Continued)

- What Was Not Covered
  - CNSL Staff Interviews
  - CNSP Pilot Program Contractor Interviews
  - Shift Schedule Analysis for After-Hour Emergency Travel
  - Individually Billed Account (IBA) Management Analysis
  - Other DoD Centrally Managed Travel Offices Data Analysis
  - DTS Program Management Office (PMO) Data Analysis

Project Methodology

- Interviewed Front-End and Back-End Travel Support Personnel

- Observed Travel Support Processes

- Researched and Reviewed Literature Related to Travel Requirements, Regulations, and Processes

- Analyzed Data Consisting of Travel Volume, Number and Grade Level of Personnel Performing Each Travel Function, and Average Processing Times to Complete Each Task

- Developed Optimization Models

Project Results

- Travel Baseline

FY11 STARS-FL TRAVEL ORDERS	CNSP	CNSL
Ships and Shore	21,831	10,654
Less Multiple ACRNs and Duplicate Travel Authorization Numbers	3,398	574
Total Ships and Shore	18,433	10,080

	CNSP	CNSL
Ships	11,034	5,531
Less Multiple ACRNs and Duplicate Travel Authorization Numbers	1,978	482
Total Ships	9,056	5,049

	CNSP	CNSL
Shore	10,797	5,123
Less Multiple ACRNs and Duplicate Travel Authorization Numbers	1,420	92
Total Shore	9,377	5,031
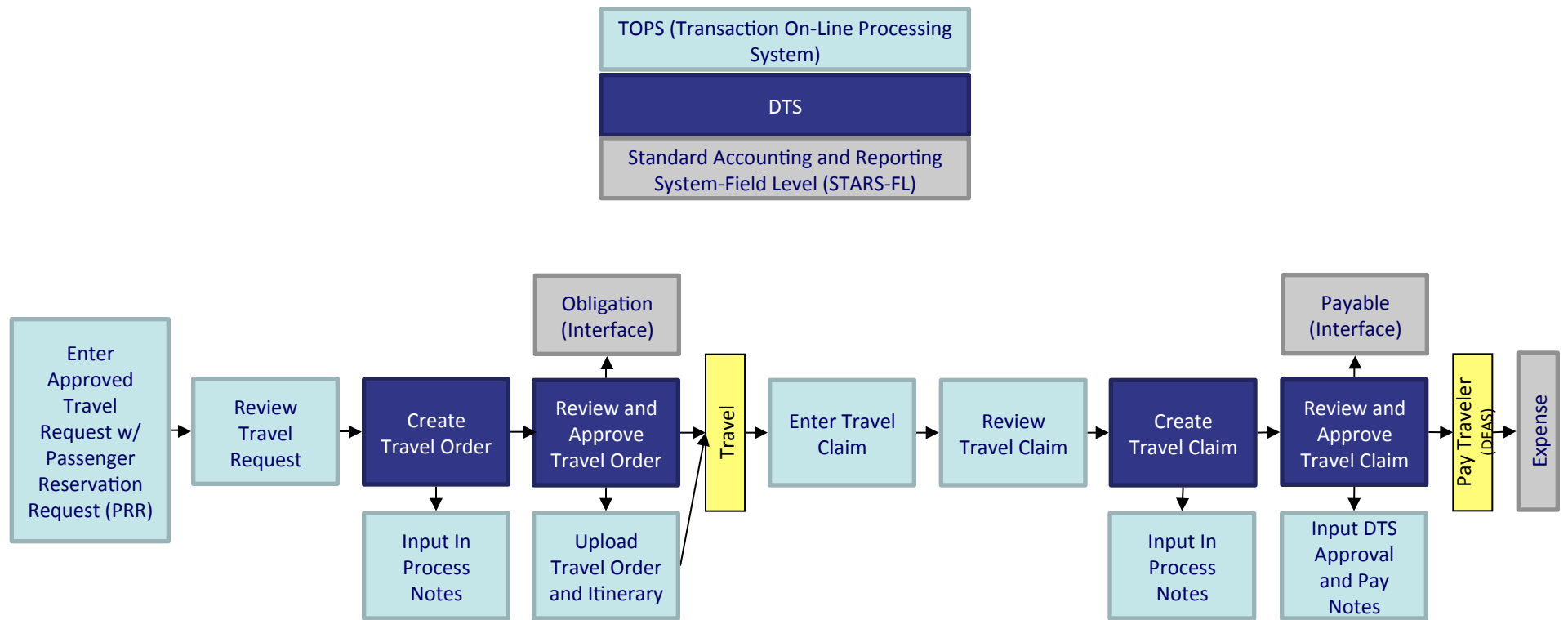
Project Results (Continued)

- Travel Processing Times –
  <u>41 Travel Tasks</u> Categorized Into 7 Functions:

  1. Travel Authorizations (Front-End)

  2. Travel Vouchers (Front-End)

  3. Debt Management (Back-End)

  4. DTS Administration (Front-End / Back-End)

  5. CBA Management (Back-End)

  6. Financial Reconciliation (Back-End)

  7. Management Reports (Back-End)

- Tasks Range in Difficulty and a Weighted Average Was Calculated

Project Results (Continued)

- ## Workload Requirements
  - 94 CNSP and 71 CNSL Ships Require Front-End and Back-End Support
  - 40 CNSP and 25 CNSL Shore Commands Require Back-End Support

- ## Labor Costs

SAN DIEGO		
Civilian	**Hourly Rate***	**Annual Cost**
Supervisor (GS 12)	$40.65	$104,844.48
Senior-Level (GS 11)	$33.91	$87,460.67
Contractors**	**Hourly Rate****	**Annual Cost**
Mid-Level (Accounting Clerk III)	$19.61	$67,560.37
Junior-Level (Travel Clerk III)	$16.21	$55,846.69

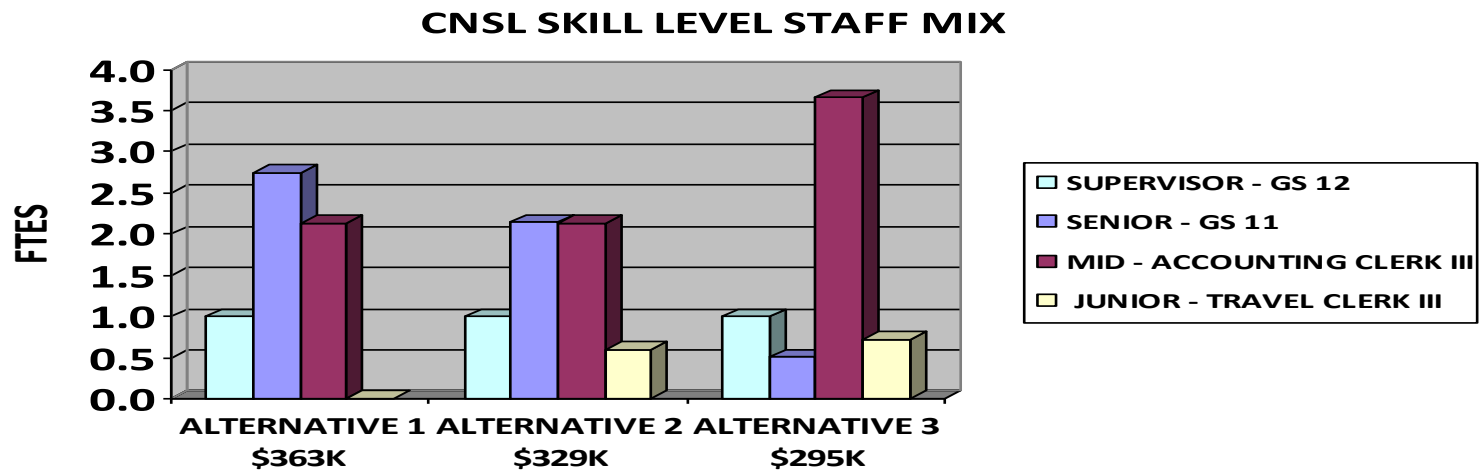| NORFOLK		
Civilian	**Hourly Rate***	**Annual Cost**
Supervisor (GS 12)	$37.37	$96,384.70
Senior-Level (GS 11)	$31.17	$80,393.66
Contractors**	**Hourly Rate ****	**Annual Cost**
Mid-Level (Accounting Clerk III)	$17.61	$60,669.97
Junior-Level (Travel Clerk III)	$13.09	$45,097.67

* OPM, 2011. GS Salary table San Diego/Norfolk
** DOL, 2011. Register of Wage Determinations for Service Contracts; San Diego/Norfolk

Civilian hourly rate multiplied by 2,080 hours and accelerated by 24% to calculate annual cost
Contractor hourly rate multiplied by 1,980 hours and accelerated by 74% to calculate annual cost

Project Results (Continued)

- Optimization Model FTEs: 10.55 CNSP, 5.88 CNSL

CNSP SKILL LEVEL STAFF MIX

Legend:
- SUPERVISOR – GS 12
- SENIOR – GS 11
- MID – ACCOUNTING CLERK III
- JUNIOR – TRAVEL CLERK III

CNSL SKILL LEVEL STAFF MIX

Legend:
- SUPERVISOR – GS 12
- SENIOR – GS 11
- MID – ACCOUNTING CLERK III
- JUNIOR – TRAVEL CLERK III
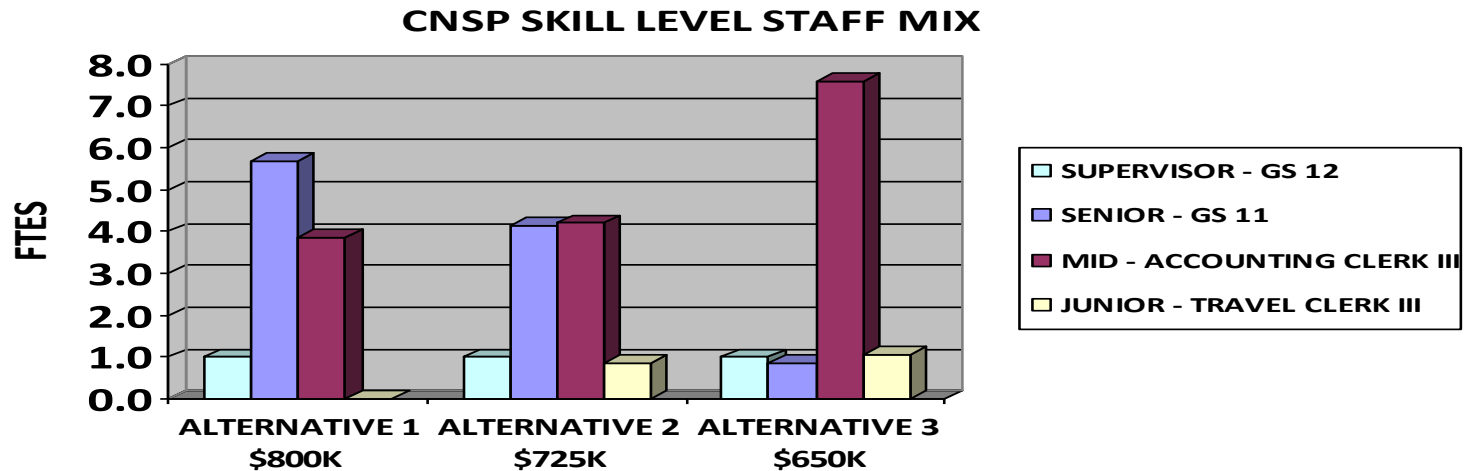
Project Results (Continued)

- Top 10 Workload Requirements by FTE Count

CNSP	
Travel Task	**FTE**
Create Travel Authorization	1.74
CBA Unmatched Transactions	1.42
Create Travel Voucher	1.05
STARS Rejects (Authorizations)	1.00
Shore Help Desk - Calls	0.93
STARS/CMP/DTS Obs/Exp Reconciliation	0.53
Outstanding Travel Advances Report	0.45
Approve Travel Voucher	0.44
Approve Travel Authorization	0.33
DTS Budget Reconciliation (DTS to CMP)	0.32
Total	**8.21**

CNSL	
Travel Task	**FTE**
Create Travel Authorization	0.97
Create Travel Voucher	0.58
STARS Rejects (Authorizations)	0.55
Shore Help Desk - Calls	0.50
Outstanding Travel Advances Report	0.45
STARS/CMP/DTS Obs/Exp Reconciliation	0.24
Approve Travel Voucher	0.24
DTS Budget Reconciliation (DTS to CMP)	0.24
Approve Travel Authorization	0.18
STARS Rejects (CBA)	0.15
Total	**4.10**

Recommendations

- ## Optimal Staffing Solution
  - CNSP: 10.55 FTEs

  - CNSL: 5.88 FTEs

- ## Optimization Model Alternative 2 Skill Level Mix

SKILL LEVEL	CNSP	CNSL
Supervisor (GS 12)	1.00	1.00
Senior-Level (GS 11)	4.51	2.14
Mid-Level (Accounting Clerk III)	4.20	2.13
Junior-Level (Travel Clerk III)	.85	.60
TOTAL*	10.55	5.88

* Rounding

- ## Optimization Model Alternative 2 Provides Flexibility
  - Skill Level to Perform Analytical Tasks

  - Potential Reduction in FTEs Due to Requirements Change/ Process Efficiencies

Recommendations (Continued)

- Additional Recommendations
  - Impacts on Resources
    - Complete After-Hours Emergency Travel Shift Requirements Study
    - Complete Post-Implementation Time and Volume Study (Top 10 Workload Requirements by FTE Count)
    - Complete Seasonal Volume Study
    - Complete IBA Time and Volume Study
    - Review Processes and Requirements to Identify Efficiencies
  - Other
    - Ensure Processes Support DoD and DoN Audit Readiness and Assertion Goals

Wrap Up

- Provided Optimal Staffing Recommendation for Centrally Managed Travel Office to Support DoD Mandated Transition to DTS

- Provided Resource Allocation Tool for Future Requirement Changes
  - Completion of Time/Volume Studies
  - Process/Requirement Efficiencies
  - Federal Government Budget Pressures

Optimization Model Demonstration

- Excel File Overview
  - Baseline Information
  - Supporting Data
  - Optimization Models
  - Answer Report
  - Summary of Model Results
  - Adjust Excel File Data

- Execute Excel File Solver Add-In for Optimal Solution

Back Up Slides

Travel Tasks

TRAVEL AUTHORIZATION TASKS
Create Authorization
Approve Authorization
Cancel Authorization
Amend Authorizations
Approve Amended Authorizations
STARS Rejects
Unapproved Travel Authorization Report

TRAVEL VOUCHER TASKS
Create Voucher
Approve Voucher
STARS Rejects
Unsubmitted Voucher Report
Post Payment Random Audit
Post Payment Random Audit Report

CENTRALLY BILLED ACCOUNT TASKS
Unmatched CBA Invoice
Invoice Certifications
STARS Rejects
CBA Invoice/Payment Certification Report
DTS PMO Delinquency Report

DEBT MANAGEMENT TASKS
In-Service Debt
Out-of-Service
Debt Management Report
Outstanding Travel Advance Report

DTS ADMINISTRATION TASKS
Cross Organization Travel Requests
Routing List Reviews
Budget Loads
Budget Reconciliations
User Profile Creation
User Profile Transfer or Delete
User Profile Reviews
Help Desk – Calls
Help Desk – Emails
DTS Trouble Tickets
Unused Airline Tickets Report

FINANCIAL RECONCILIATION TASKS
Budget Reconciliations

REPORTING TASKS
Contract Expenditure
Travel Executed
Government Issues
Travel Metrics: # of Vouchers and Authorizations Prepared
Travel Metrics: Average Processing Time from TOPs to Final
Travel Metrics: # of After-Hours Authorizations
Illegal Activity