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

Esparza, Christine; Griffith, Chiho; Martin, William

Monterey, California. Naval Postgraduate School

http://hdl.handle.net/10945/7072

Downloaded from NPS Archive: Calhoun
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

AD Consulting
Christine Esparza
Chiho Griffith
William Martin
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
• 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**

<table>
<thead>
<tr>
<th>FY11 STARS-FL TRAVEL ORDERS</th>
<th>CNSP</th>
<th>CNSL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ships and Shore</td>
<td>21,831</td>
<td>10,654</td>
</tr>
<tr>
<td>Less Multiple ACRNs and Duplicate Travel Authority Numbers</td>
<td>3,398</td>
<td>574</td>
</tr>
<tr>
<td>Total Ships and Shore</td>
<td>18,433</td>
<td>10,080</td>
</tr>
</tbody>
</table>

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ships</td>
<td>11,034</td>
<td>5,531</td>
</tr>
<tr>
<td>Less Multiple ACRNs and Duplicate Travel Authority Numbers</td>
<td>1,978</td>
<td>482</td>
</tr>
<tr>
<td>Total Ships</td>
<td>9,056</td>
<td>5,049</td>
</tr>
</tbody>
</table>

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Shore</td>
<td>10,797</td>
<td>5,123</td>
</tr>
<tr>
<td>Less Multiple ACRNs and Duplicate Travel Authority Numbers</td>
<td>1,420</td>
<td>92</td>
</tr>
<tr>
<td>Total Shore</td>
<td>9,377</td>
<td>5,031</td>
</tr>
</tbody>
</table>
Project Results (Continued)

- Travel Process Flow

  - TOPS (Transaction On-Line Processing System)
  - DTS
  - Standard Accounting and Reporting System-Field Level (STARS-FL)

  Enter Approved Travel Request w/ Passenger Reservation Request (PRR) → Review Travel Request → Create Travel Order → Review and Approve Travel Order → Upload Travel Order and Itinerary → Enter Travel Claim → Review Travel Claim → Create Travel Claim → Review and Approve Travel Claim → Pay Traveler (DFAS)

  Payable (Interface) → Expense
Travel Processing Times – **41 Travel Tasks** 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

<table>
<thead>
<tr>
<th></th>
<th>SAN DIEGO</th>
<th>NORFOLK</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Civilian</td>
<td>Civilian</td>
</tr>
<tr>
<td>Supervisor (GS 12)</td>
<td>$40.65</td>
<td>$37.37</td>
</tr>
<tr>
<td>Senior-Level (GS 11)</td>
<td>$33.91</td>
<td>$31.17</td>
</tr>
<tr>
<td><strong>Contractors</strong></td>
<td><strong>Civilian</strong></td>
<td><strong>Civilian</strong></td>
</tr>
<tr>
<td>Mid-Level (Accounting Clerk III)</td>
<td>$19.61</td>
<td>$17.61</td>
</tr>
<tr>
<td>Junior-Level (Travel Clerk III)</td>
<td>$16.21</td>
<td>$13.09</td>
</tr>
</tbody>
</table>

* 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](chart1)

![CNSL Skill Level Staff Mix](chart2)
**Project Results (Continued)**

- **Top 10 Workload Requirements by FTE Count**

<table>
<thead>
<tr>
<th>CNSP</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create Travel Authorization</td>
<td>1.74</td>
</tr>
<tr>
<td>CBA Unmatched Transactions</td>
<td>1.42</td>
</tr>
<tr>
<td>Create Travel Voucher</td>
<td>1.05</td>
</tr>
<tr>
<td>STARS Rejects (Authorizations)</td>
<td>1.00</td>
</tr>
<tr>
<td>Shore Help Desk - Calls</td>
<td>0.93</td>
</tr>
<tr>
<td>STARS/CMP/DTS Obs/Exp Reconciliation</td>
<td>0.53</td>
</tr>
<tr>
<td>Outstanding Travel Advances Report</td>
<td>0.45</td>
</tr>
<tr>
<td>Approve Travel Voucher</td>
<td>0.44</td>
</tr>
<tr>
<td>Approve Travel Authorization</td>
<td>0.33</td>
</tr>
<tr>
<td>DTS Budget Reconciliation (DTS to CMP)</td>
<td>0.32</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>8.21</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CNSL</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create Travel Authorization</td>
<td>0.97</td>
</tr>
<tr>
<td>Create Travel Voucher</td>
<td>0.58</td>
</tr>
<tr>
<td>STARS Rejects (Authorizations)</td>
<td>0.55</td>
</tr>
<tr>
<td>Shore Help Desk - Calls</td>
<td>0.50</td>
</tr>
<tr>
<td>Outstanding Travel Advances Report</td>
<td>0.45</td>
</tr>
<tr>
<td>STARS/CMP/DTS Obs/Exp Reconciliation</td>
<td>0.24</td>
</tr>
<tr>
<td>Approve Travel Voucher</td>
<td>0.24</td>
</tr>
<tr>
<td>DTS Budget Reconciliation (DTS to CMP)</td>
<td>0.24</td>
</tr>
<tr>
<td>Approve Travel Authorization</td>
<td>0.18</td>
</tr>
<tr>
<td>STARS Rejects (CBA)</td>
<td>0.15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4.10</strong></td>
</tr>
</tbody>
</table>
Recommendations

- **Optimal Staffing Solution**
  - CNSP: 10.55 FTEs
  - CNSL: 5.88 FTEs

- **Optimization Model Alternative 2 Skill Level Mix**

<table>
<thead>
<tr>
<th>SKILL LEVEL</th>
<th>CNSP</th>
<th>CNSL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor (GS 12)</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Senior-Level (GS 11)</td>
<td>4.51</td>
<td>2.14</td>
</tr>
<tr>
<td>Mid-Level (Accounting Clerk III)</td>
<td>4.20</td>
<td>2.13</td>
</tr>
<tr>
<td>Junior-Level (Travel Clerk III)</td>
<td>.85</td>
<td>.60</td>
</tr>
<tr>
<td><strong>TOTAL</strong>*</td>
<td><strong>10.55</strong></td>
<td><strong>5.88</strong></td>
</tr>
</tbody>
</table>

* Rounding

- **Optimization Model Alternative 2 Provides Flexibility**
  - Skill Level to Perform Analytical Tasks
  - Potential Reduction in FTEs Due to Requirements Change/Process Efficiencies
• 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