



SPO Alignment Project Goals

- **Reduce the number of entry points for pay & personnel transactions to improve CFO Audit compliance and control for over 2.9 billion dollars in annual payroll**
- **Re-level workload to align with tasking and serviced populations**
- **Align military personnel support within the DCMS Mission Support Business Model**
- **Leave adequate staffing at former SPO units for remaining Personnel & Admin (P&A) functions**
- **Prior to Phase I - 96 SPOs total.
Post Phase I – Reduced to 67 SPOs.
Post Phase II –20 SPOs located at Bases and larger TRACENS.**





SPO Alignment Background

- **September 2012:** DCMS chartered a working group of key stake holders to conduct a comprehensive review of existing SPO operations.
 - A two phase approach to aligning SPO services was recommended and approved:
 - Phase I of SPO alignment – aligning SPOs within 50 miles of a Coast Guard Base or Base Detachment was completed in fall 2014.
 - Phase II addressed remaining SPOs outside the 50 miles and FORCECOM SPOs.
- **May 2013:** CG-1 approved the group's recommendations for Phase I.
- **Dec 2013-Aug 2014:** Executed a change management plan working with DOL & local units.
- **September 2014:** Phase I alignment completed; Phase II development commenced.
- **November 2015:** Phase II OMR approved.
- **January 2016:** Phase II alignment began and will continue until completion in AY 2018.





YN SPO and P&A Responsibilities

• SPO Responsibilities

- Process all pay transactions accurate and timely.
- Carry out auditor responsibilities.
- Ensure all HR transactions are supported by required documentation.
- Process all pay & personnel transactions related to PCS orders.
- Process all pay & personnel transactions for Reserve recall, mobilization and Reserve on AD.
- Prepare & process all documentation required for admin & disciplinary actions.
- Maintain and process SPO-PDRs.
- Liaison with unit P&As and PPC.

• P&A Responsibilities

- Customer Interface
- Manage TDY and PCS orders
- DEERS/RAPIDS and ID cards services
- Provide travel & transportation support, counseling and travel claim assistance.
- Manage GTCC program.
- Coordinate administration of military justice processes
- Manage unit award, weight, & urinalysis
- Liaison with SPO
- Initiate Pay Transactions

SPO Alignment Benefits

- **Meets CFO Audit recommendations to reduce the number of entry points for pay & personnel transactions.**
- **SPO and Personnel & Admin workload is properly re-leveled to improve efficiency and effectiveness. New billet maps redistributes the existing billets to optimize ability to successfully complete work.**
- **Military personnel support is aligned with the DCMS Mission Support Business Model.**
- **Maintains continuity of SPO services throughout the Coast Guard.**



SPO Alignment – Phase II

BASE	Status		BASE	Status
Base Cape Cod	2017		Base NOLA	2014
CG Academy	2016		Base Kodiak	2016
TRACEN Cape May	2017		Base Det. St. Louis	2016
Base Portsmouth	2016		Base Cleveland	2018
TRACEN Yorktown	2017		Base LA/LB	2016
Base E-City	2017		TRACEN Petaluma	2016
Base NCR	2016		Base Alameda	2017
Base Miami Beach	2018		Base Seattle	2017
Base Charleston	2016		Base Honolulu	2017
ATC Mobile	2016			



SPO LOCATIONS AFTER PHASE II

BASE	Record #s Pre/Post	BASE	Record #s Pre/Post
Base Cape Cod	0/4500	Base NOLA	447/1500
CG Academy	406/1000	Base Kodiak	976/2000
TRACEN Cape May	448/1500	Base Det. St. Louis	373/1500
Base Portsmouth	2165/3000	Base Cleveland	336/2500
TRACEN Yorktown	976/1200	Base LA/LB	549/2000
Base E-City	258/2000	TRACEN Petaluma	750/750
Base NCR	1691/4500	Base Alameda	1749/3000
Base Miami Beach	504/4500	Base Seattle	1181/3500
Base Charleston	0/2500	Base Honolulu	811/1500
ATC Mobile	764/2000		



SPO Alignment - Next Steps

- Lessons Learned – Survey and document the impacts of Phase I of alignment on the Base staffs; impacts to the P&A offices in the field to determine any recommendations/course corrections to senior leadership.
- Review the impacts of 9.1 implementation of the workload completion; determine if a review of the SPO staffing logic is needed.
- Review the role of the A&T manager and the workload impacts on each of the Base PSD offices; work with DOL-1 on a solution and recommendation for senior leadership.
- A comprehensive review of Reserve SPO workload and the role of the drilling reservists at Bases; determine if further alignment of Reserve work is a better solution.





Background Slides



Phase II Base & TRACEN SPO locations

•Base Cape Cod – 4500

Base Boston
Sector Northern New England
SFO Southwest Harbor
Sector Southeast New England
Sector New York

•CG Academy – 1000

Sector Long Island Sound

•TRACEN Cape May - 1500

Air Station Atlantic City
Sector Delaware Bay

•Base Portsmouth – 3500

SFO Eastern Shore
CAMSLANT
MSRT
PATFORSWA

•TRACEN Yorktown – 950

•Base Elizabeth City – 2000

SFO Fort Macon
Sector North Carolina
SMTC

•Base NCR - 4500

Sector Baltimore
SFLC
CG Yard

Phase II Base & TRACEN SPO locations

Base Miami Beach – 4500

Sector Key West
Air Station Clearwater
Sector St. Petersburg
Air Station Borinquen
Sector San Juan

Base Charleston – 2500

Sector Jacksonville
HITRON Jacksonville
MLE Academy

ATC Mobile – 2000

Sector Mobile

Base New Orleans – 1500

Base Det. St. Louis – 1500

PPC
Sector Ohio Valley
Sector Lower Mississippi

Base Cleveland - 2500

Air Station Detroit
Air Station Traverse City
Sector Lake Michigan
Sector Lake Superior
Sector Buffalo
Sector Detroit

Base LA/LB – 2000

Sector San Diego

TRACEN Petaluma – 750

Base Alameda – 3000

Air Station Sacramento
Sector Humboldt Bay

Base Seattle – 3500

Sector North Bend
Sector Columbia River
SFO/Air Station Port Angeles

Base Honolulu – 1500

Sector Guam

Base Kodiak – 2000

Base Det. Ketchikan



Work Analysis Assumptions

- Only SPO functions will be completed at designated SPOs.
- Billets were identified from CGBI ePAL; not all positions performing SPO work were labeled “SPO” so those labeled Admin/PERS were considered as well. Several YN billets ‘exempt’ from consideration (RFRS, Housing,)
- All YN tasks documented in the YN-MRA were validated and used as the basis for measuring the work.
- Alignment of SPOs did not realize billet savings. Some billet upgrades and downgrades were made with nominal savings.
- Measuring the number of records managed per person does not accurately capture workload.





Work Analysis Assumptions

- Assuming 42-hour work week per CG-1B4 policy.
- Each military member generates work that must be done by SPO or P&A. The work generated is dependent on the member, not the record.
- Based on overall workload, statistically, each Active Duty or Reserve member creates the following amount of work for SPO/P&A:
- SPO Work:
 - .15 hours per week per Active Duty member supported (9 minutes)
 - .24 hours per week per Reservist supported (14.4 minutes)
- Personnel & Administration (minus Transportation) Work:
 - .26 hours per week per Active Duty member supported (15.6 minutes)
 - .34 hours per week per Reservist supported (20.4 minutes)





Business Rules for SPO Staffing

- All tasks were divided into 3 categories – worker (YN2/YN3), auditor (YN1) and supervisor (YNC and above).
- In order to better align with CG policy, CWO PERS will not perform as SPO supervisors; they will lead P&A Offices . YNCM, YNCS and YNCs will service as SPO supervisors.
- Calculated hours of work and broke down the SPOs by the population they service.
- Hours of work roughly equate to a YN2/YN3 to an average of 250 members. YN1 equals an auditor. Auditor ratio is 1 to 550 members.
- Each unit requires 2 authorized auditors regardless of population due to span of control and DA requirement.
- P&A staffing logic is applied to Sectors first, then Air Stations, and lastly Bases. Any P&A gaps were absorbed by the Base.
- Billet upgrade and downgrades are aligned with the staffing logic and resulted in alleviating some of CG-12A's pyramid concerns.

