

Military Sealift Command 's Transformation Success Story

Over the past several years, Military Sealift Command (MSC) has transformed itself to improve its global enterprise and build a world-class organization for 21st century operations. Functional alignment was key to MSC's transformation. The proper alignment of people, skills and workload has greatly enhanced MSC's ability to provide customers with more efficient and cost-effective service.

MSC realigned its area commands with the Navy fleet commands to engender more war-fighting efficiency and synergy. The operations functions from the MSC area commands were integrated with the Navy numbered fleets. This merger eliminated redundant or non-core functions, streamlined operations and made MSC better able to respond to the needs of the Fleets. MSC established Military Sealift Fleet Support Command, or MSFSC, in Norfolk, Virginia in November 2005. MSFSC is responsible for executing type commander functions, including crewing, training, equipping, and maintaining, for MSC's government owned and operated vessels - fleet ocean tugs, fast combat support ships, fleet replenishment oilers, combat stores ships, ammunition ships, hospital ships, salvage ships, cable ships and command ships. This organization consolidated functions previously administered partially by MSC Headquarters, the former Naval Fleet Auxiliary Force East in Norfolk, Va., NFAF West in San Diego, and the Afloat Personnel Management Center in Norfolk. MSC established MSFSC Ship Support Units in Singapore, Italy, Japan, Guam, Bahrain and San Diego to support type commander functions/tasks at the local level, as directed, and, right-sized, relocated and in some cases closed MSC outposts, based on validated workload and requirements to support wartime contingencies.

While still in its infancy, MSC's transformed organization has fostered MSC's ability to more effectively complete each of our missions, with the best results, in the most efficient manner. As a result, the Navy is entrusting MSC with additional ships and missions, thereby enabling sailors to return to warfighting billets. Beginning in 2006, the Navy's four ARS 50-class rescue/salvage ships are being added to the MSC's Naval Fleet Auxiliary Force for operation with Civilian Mariner (CIVMAR) crews. On June 20, 2006, USNS LEWIS AND CLARK, a dry cargo/ammunition ship, was delivered from new construction to MSC. The ship, designated T-AKE, is the first in a new class of Combat Logistics Force ships, and will be CIVMAR crewed. These ships are able to deliver ammunition, provisions, stores, spare parts, potable water and petroleum products to the Navy's carrier strike groups and other naval forces worldwide, replacing the aging ammunition class (T-AE) and combat stores class (T-AFS) ships. MSC has also moved beyond combat fleet logistics to other missions. MSC currently has CIVMARs aboard the command ships USS CORONADO and USS MOUNT WHITNEY serving in ship operations billets under a Navy commanding officer.

While assuming additional ships and undergoing transformation, MSC has embraced formidable challenges. The Global War on Terrorism is ongoing and MSC is the prime mover. Whether it's combat gear for new units being deployed to Afghanistan and Iraq or cargo being returned to the United States or Europe for forces leaving the theater, MSC is

delivering combat power for U.S. forces wherever the mission requires. Tanks, trucks, Humvees, Bradley fighting vehicles, fuel, supplies — MSC delivers them all, wherever and whenever needed, efficiently and effectively. MSC has also played a key role in humanitarian assistance. In the wake of one of the most devastating natural disasters in the history of our country, Hurricanes Katrina and Rita, Military Sealift Command was on station, providing compassionate relief to our fellow Americans on the U.S. Gulf Coast. Thousands of dedicated Sailors, Marines and U.S. Merchant Mariners aboard 21 MSC ships worked tirelessly to save lives and restore hope. Additionally, the U.S. Naval hospital ship USNS MERCY departed in late April, 06, in support of a five-month humanitarian assistance mission to the Western Pacific and Southeast Asia. MSC is currently providing Evacuation Relief & Support for Americans in the Israel-Lebanon conflict. Americans helping Americans and assisting others in times of need - that's the spirit of MSC.

While heavily involved in the Global War on Terrorism (GWOT) and in humanitarian efforts, MSC has also made great strides in the financial arena, in spite of financial staff reductions, made as a result of our global reorganization. MSC assumed the role of the (??) pilot for the working capital fund to obtain a clean audit opinion. In that vein we have recently commenced implementation the Defense Travel System, implemented a decentralized version of Standard Labor Data Collection And Distribution Application (SLDCADA), commenced work on a workflow system that will significantly enhance the current paper intensive invoice processing process and reorganized the Comptroller's office to significantly improve the accuracy of our financial results and statements. initiative.

The Defense Travel System will not only result in more timely payments for MSC's travelers but will increase split disbursements, thereby significantly decreasing delinquencies; decreasing prevalidation efforts and decreasing problem disbursements and Daily Expenditure File (DEF) errors.

Centralized SLDCADA is less paper intensive and offers a web-based system whereby any employer/supervisor can enter time and attendance data remotely. The Customer Service Representative can now focus on more critical functions inclusive of payroll audits and resolving human resource/payroll interface problems rather than concentrating on data entry.

The workflow system, to be used as an integral part of invoice processing, will enable submission of electronic invoices, automatic invoice tracking and simultaneous access to documents, thereby minimizing lost invoices, increasing efficiency by allowing immediate access to invoices for all employees involved in the certification process, and minimizing payment of Prompt Payment interest penalties.

We reorganized our Comptroller's office to play a more critical role in the requisitioning and receipting process in our automated financial system. This reorganization has significantly increased the accuracy of the recorded commitments, obligations and

expenses; decreased rework; decreased customer rate perturbations; decreased inflow to the number of documents requiring validation as a result of the triannual review; decreased problem disbursements and significantly improved our potential auditability. We are also focusing on providing Comptroller-developed training to our staff to better equip them to perform intensive analysis and to better enable them to make the right decisions in today's challenging environment.

Point of Contact:

Doris E. Perry,
Deputy Comptroller, Military Sealift Command
202-685-5430
doris.perry@navy.mil

