

# **Business Case Analysis for Reduced Stateroom Cleaning**

**Prepared for:  
The Under Secretary of the Navy**



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## 1. Executive Summary

**1.1 Description:** Junior Officer cleaning of staterooms will not significantly improve Quality of Life or reduce workload afloat. There is no reduction or elimination of workload by transferring stateroom cleaning from Food Service Attendants to Junior Officers. Cleaning responsibilities would shift from non-rated junior enlisted personnel to Junior Officers. Though possibly improving Quality of Life and morale for a limited number of Food Service Attendants, Quality of Life and morale will be negatively impacted for most Junior Officers afloat. From a Return on Investment perspective, this study does not support transferring stateroom cleaning functions to the Junior Officer as demonstrated by the table below.

### 1.2 Summary Table 5-Year ROI (Cost/Savings/ROI Per Annum):

	FY 00	FY 01	FY 02	FY 03	FY 04	Total
<b>Total Annual Cost (Cost for Officers to Perform)</b>	7.15	15.54	15.79	16.05	16.38	70.91
<b>Total Annual Savings (FSA Workload Savings)</b>	2.35	4.78	4.85	4.93	5.03	21.94
<b>Return on Investment</b>	<b>-4.80</b>	<b>-10.76</b>	<b>-10.94</b>	<b>-11.12</b>	<b>-11.35</b>	<b>-48.97</b>

There are no investment costs for this proposal. No additional officers are required and existing officer manning is already funded. Their salary is a “sunk cost.” The total annual cost reflected in the above table reflects the cost of lost productivity for officers if they perform the stateroom cleaning function.

**Return on Investment in manpower savings should be realized only after this initiative is proven on deployment and the corresponding workload reduction is validated by NAVMAC and tied to specific billets.**

**Goal: Reduce Food Service Attendant workload.**  
**Requirement: Paradigm shift for maintaining Officers’ Country.**

**1.3 Benefits:** Afloat units are currently manned at 88 percent of allowance for General Detail (GENDET) Sailors, E1-E3. Junior Sailors are often serving as Food Service Attendants more than 90 days per tour. Reduced workload by transferring stateroom cleaning to Junior Officers will decrease Food Service Attendant “drudge” work and make more time available for Food Service Attendants to accomplish other work and pursue professional/personal growth that is not being accomplished due to current manning shortages.

## 2. Background

**2.1 Objectives/Scope – Detailed Description:** Stateroom cleaning includes wiping/cleaning stateroom washbowls, dusting, sweeping/mopping decks and removing trash. The Food Service Attendant performs these general housekeeping duties under the supervision of a senior enlisted Mess Management Specialist. Only stateroom cleaning for officers, paygrade O-4 and below, would be impacted. Less than one hour per week would be required by each Junior Officer in order to clean his or her individual stateroom. Senior Officer staterooms would

continue to be cleaned by Food Service Attendants. Common heads and passageways would also be maintained by Food Service Attendants. Making of beds is not included as part of this proposal since most Junior Officers already perform this function. Assumption of cleaning responsibilities will add to the Junior Officer's daily list of requirements and decrease time available for skilled technical, managerial, and leadership functions. The Quality of Life, workload and savings impact of this proposal was reviewed for 177 active ships. Submarines, Minehunters, Minesweepers and several other small ship types were excluded from this study due to the limited size of their wardrooms.

**2.2 Implementation Components:** Approximately 13,100 officers, paygrade O-4 and below, would be impacted. Implementation of this proposal requires a policy and paradigm change in Navy. Food Service Attendants currently cleaning Junior Officer staterooms could be assigned other functions or be returned to their parent division once officers have assumed the stateroom cleaning function. Some small quantities of cleaning materials would have to be made available to the officers. Officers would clean their stateroom as time permits within the workday.

### **3. Benefits**

**3.1 Summary List:** Potential benefits will include:

- Reduced workload
- Improved Quality of Life

#### **3.2 Individual Benefit Description**

**3.2.1 Reduced Workload:** Transferring stateroom-cleaning responsibilities to Junior Officers will reduce Food Service Attendant workload afloat. 168 Food Service Attendants are currently dedicated to stateroom cleaning afloat on 177 ships. Approximately 619,000 hours are expended annually cleaning staterooms. This workload would transfer to Junior Officers, allowing these Food Service Attendants to perform other functions.

**3.2.2 Improved Quality of Life:** Elimination of this menial workload will improve the morale and Quality of Life for a limited number of Food Service Attendants. These Food Service Attendants will be able to pursue alternate professional or personal growth opportunities.

### **4. Associated Cost Savings**

The savings associated transferring of stateroom cleaning from Food Service Attendants to Junior Officers (paygrade O-4 and below) consist of tangible and intangible savings. Tangible savings can be quantified accurately. Intangible savings are considered as those either impossible to quantify or beyond the scope of this analysis.

## **4.1 Tangible Savings**

**4.1.1 Workload Reduction (\$4.7M annual savings):** Transferring stateroom cleaning from Food Service Attendants to Junior Officers will result in 619,000 less hours of work performed by Food Service Attendants. For purposes of this proposal, Food Service Attendants impacted were assumed to be at the E-2 paygrade with an FY 00 composite standard pay rate of \$26,250 annually. Food Service Attendant workload savings would approximate \$4.7M, annually.

## **4.2 Intangible Savings**

**4.2.1 Quality of Life Impact:** Quality of Life for some Food Service Attendants will improve due to reduced workload. Additionally, since food service is arguably the #1 morale driver afloat, any improvements in the working conditions of food service personnel could improve the overall food service operation and resultant morale of the ship.

## **5. Cost to Implement**

**5.1 Proof of Concept Costs (Prototypes):** There are no proof of concept costs. This initiative is currently being prototyped onboard USS TARAWA (LHA-1).

**5.2 Deployed Systems Costs (Fleet-Wide Implementation):** The estimated costs for deployment of this proposal consist of tangible costs and intangible costs. Tangible costs consist of the cost to have Junior Officers perform the stateroom cleaning function. The cost for officers to assume stateroom cleaning was based on the salary of an O-3, with an FY 00 composite standard pay rate of \$86,050 annually. The cost for Junior Officers to assume approximately 619,000 man-hours of stateroom cleaning is \$15.3M annually. Intangible costs may also exist. Morale for Junior Officers may degrade due to assuming the cleaning function. Junior Officer retention may be negatively impacted.

## **6. Conclusions**

**6.1 Short Summary of Benefits:** Based on the methodology applied in this analysis, Navy will not obtain workload reduction savings. Rather, workload will be transferred within the lifelines of the ship. Although this proposal will provide Food Service Attendants with additional time to dedicate to other workload, the workload for Junior Officers will increase.

**6.2 Assumed Cumulative Implementation Plan:** This proposal could be implemented Fleet-wide in FY 00.

**6.3 Total Costs Savings over 5-Year Period:** Using the estimated cost and potential savings, an estimated total cost (vice savings) of \$48.97M is forecast for a five-year period. This cost does not represent a requirement for additional investment funding. Rather, it represents the cost of lost productivity by having officers perform the stateroom cleaning function. Quality of

Life for approximately 168 Food Service Attendants will be positively impacted; however, Quality of Life and retention for approximately 13,000 Junior Officers may be negatively impacted.