

## USAA (United Services Automobile Association)

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### Organization Profile

USAA, a company of 22,000 employees, provides financial products and services primarily to the armed forces and their families. USAA's mobile employees rely on diverse transportation options, including commercial air transportation, private aircraft, and/or business vehicles, depending on business requirements.

### Workforce Mobility Profile

USAA recognizes that employee mobility programs help support its mission of facilitating the financial security of its members, associates, and their families through provision of a full range of highly competitive financial products and services. As a services organization, USAA's ability to meet client needs through the efficient movement and deployment of its talent is essential. Placing the right person, with the right skills, in the right place at the right time to support the client are talent management critical success factors for USAA.

### Holistic Program Management

Since 2004, business vehicle, business travel, and corporate aircraft programs are managed by a single shared services unit called Employee Support Services. In 2008, USAA's Logistics operation was also added to promote an even more holistic approach. As a result of these changes, USAA has been able to reduce overall headcount by 10 full-time employees, eliminating redundant processes and enabling USAA to more efficiently utilize its staff.

### Examples of Process Integration and Efficiencies

The organizational structure has also allowed USAA to provide a single way of servicing mobile employees, regardless of transportation options (land, sea or air). It has also enabled USAA to develop integrated policies and procedures.

For example, when an employee is booking a seat on USAA's corporate jet, they are immediately linked to lodging options that are in compliance with the company's Travel Policy. The employee is also directed to use USAA's U-Drive It program, an alternative to renting a vehicle where they can reserve a car from a pool of vehicles that are located in six regional office locations. Utilization of the U-Drive It program has increased by 18%, offering substantial cost savings.

As additional examples, all USAA mobility policies and forms are placed in one central location on the company's intranet site. Furthermore, all USAA Employee Support Services representatives are trained to assist employees with the full gamut of mobility-related questions, with subject matter experts available in the different areas of mobility. When booking commercial air travel, USAA employees use the corporate on-line booking tool, which automatically presents the employee with an option to contact USAA's in-house Corporate Travel Department if they need assistance with their booking and to consider using USAA's Corporate Aircraft Services. The latter are available to all USAA employees provided that the return on investment (ROI) of Corporate Aircraft Services is greater than using commercial air transportation.

USAA's Corporate Aircraft site automatically loads employee average salary and benefits data by pay category and corporate jet schedulers check the price of commercial air travel. If commercial air travel would result in an overnight trip whereas use of the company's corporate jet would provide a one day travel option, then the cost of lodging and transportation are also added to the calculation. The resulting ROI analysis helps the employee decide whether traveling by commercial aircraft offers the most cost effective and productive option for them.

## **Summary**

USAA's holistic approach to employee transportation management has enhanced employee safety and security, generated significant cost savings and process efficiencies and resulted in more satisfied and productive employees.



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