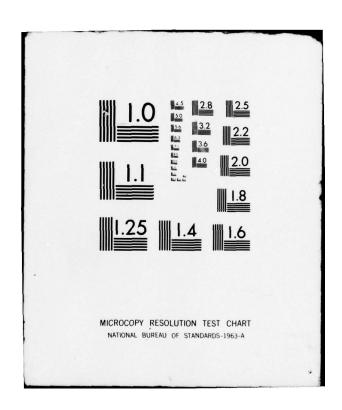
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HOW TO SPEED UP YOUR TRANSPORTATION MODEL

TECHNICAL REPORT

BY T.M. BEATTY

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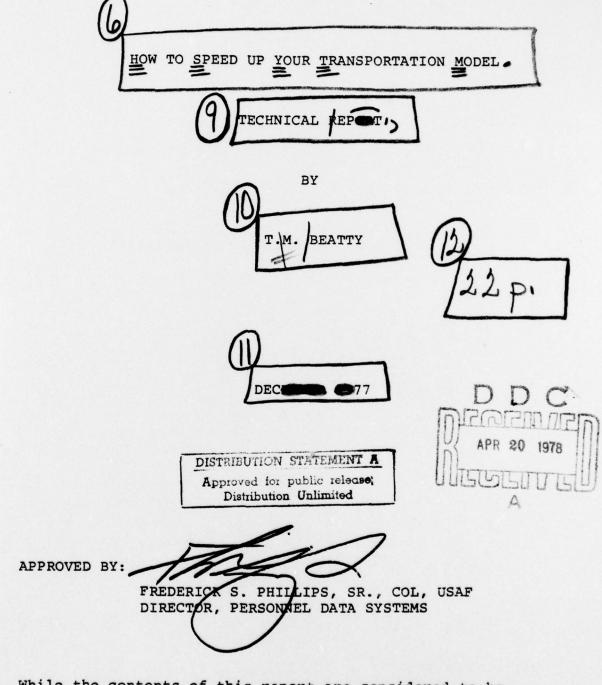
DECEMBER 1977

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MODELING BRANCH
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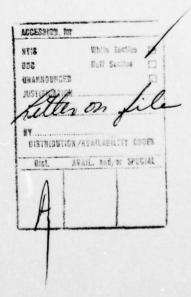
While the contents of this report are considered to be correct, they are subject to modification upon further study. This report does not promulgate official Air Force policies or positions. The technical conclusions are solely those of the author.

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ABSTRACT

This report presents a new method to compute a more nearly optimal initial basic feasible solution for the Transportation Model. The intergration of two techniques; (1) The Decision Index (DI) and (2) An Admissability Index (AI), have resulted in 50 to 75 percent reductions in computer run time required to derive an optimal solution.



FOREWORD

This report and the BEST program were prepared by the Modeling Branch of the Air Force Military Personnel Center in response to the need to solve large transportation and assignment problems in the management of the approximately one million personnel employed by the Air Force. The work of Dr. Joe Ward of the Air Force Human Resources Laboratory, who originally authored The Decision Index, is acknowledged for its contribution to the technique presented. Additionally, Gloria Jeaneatte McWilliams, whose thesis at the University of Texas indicated the efficiency of the Decision Index in developing approximate solutions for transportation problems, is acknowledged.

INTRODUCTION

To solve a transportation problem you need an initial basic feasible solution. The better (more nearly optimal) the starting solution, the more rapid the transportation algorithm will go to convergence. As so succintly stated by Hadley (#1) in 1962, "----, It is worth while to spend some time finding a 'good' initial solution because it can considerably reduce the total number of iterations required to reach an optimal solution." For any transportation problem there exists a continuum of initial solutions ranging from the Northwest Corner Rule (probably the worst) to one of the numerous optimal solutions. The objective of this report is to describe a new technique which derives initial solutions which are very near optimum, i.e. will require a reduced number of iterations to reach an optimal solution.

McWilliams (#2) investigated several promising methods for developing approximate solutions to the transportation problem in her thesis at the University of Texas. In brief her conclusions dismissed the Northwest Corner Rule as a serious alternative and found that the Ward Decision Index and the Cq, in both static and dynamic versions, were superior to other algorithms currently in use, e.g. row/column minima, cost minima, and Vogel's method. She further noted that Ward's method and Cq method differ only by additive and multiplicative constants in the static version when M=N and for this reason the initial feasible solutions are identical for the two methods. (But this is only true when M=N in the static versions). It should be noted that McWilliams'thesis used a slight misinterpretation of Ward's DI. The original DI computation (#3) involves C.j and Ci., the sums of the jth column and ith row of the cost tableau. These sums consider the quotas in their computation. McWilliams' version of the DI computes the row and column sums without quota consideration. Ward suggest (#4) that this incorrect computation of the DI may not have significantly degraded the usefulness of the DI for starting a transportation problem.

The original promulgation of DI was made by Ward (#3) in seeking a near optimal solution to the sequential assignment problem confronting Air Force assignment counselors in dealing with job assignments for non-prior service personnel. Counselors were required to make sequential assignment decisions in the absence of perfect information. As each airman arrived at the assignment station, he was given his initial Air Force career assignment without knowledge of the vast labor pool yet to be considered. The result was intuitively sub-optimal where each sequential assignment subjectively maximized the payoff criteria against whatever happen to be remaining in the job pool. Ward conjectured that given estimates of the row and column means, of admittedly imprecise data, that the sequential assignment problem could be solved in a near optimum manner employing the Decision Index. Wherein the Decision Index is computed thusly:

$$DI_{ij} = \frac{1}{N(M-1)} \left(MC_{ij} - C_{i.} - C_{.j} + C_{..}\right)$$

M = Number of persons to be assigned,

N = Number of jobs to be filled,

Cij = Productivity of the ith person on the jth job,

$$C_{i.} = \sum_{j=1}^{k} C_{ij}$$

$$C._{j} = \sum_{i=1}^{k} C_{ij}$$

$$C.. = \overset{i=1}{\underset{i=1}{\cancel{\sum}}} \overset{N}{\underset{j=1}{\cancel{\sum}}} C_{ij}$$

As is discussed in Ward's paper (#3), this DI is the mean value of the cost used to compute the objective function for all $\frac{(M-1)!}{(M-N)!}$ possible assignments of the ith man to the jth job. (Note: $\frac{(M-N)!}{(M-N)!}$ This seemingly powerful technique has, to the best of this authors knowledge, not been widely implemented either as an assignment tool or in conjunction with the Transportation Model as is now proposed).

Early attempts to implement DIs as a starting solution for the transportation/assignment problem were not successful. These failures resulted from the type of problem being examined in which M, the number of personnel to be assigned, far exceeded N, the number of jobs available. In these first efforts, it was found that a DI start was little better, and in fact more costly in computer time, than a modified row minima start. These early failures led to the consideration of an admissability index.

METHOD

Background: A straight-forward application of DI's to the personnel assignment problem where M>N resulted in solutions not much better than the modified row minima. This, in hindsight, is obvious. If all contenders were at least marginally qualified for all jobs in the case where 2000 persons sought 300 jobs, then the first 300 contenders would enter the solution and remaining 1700 would not. This result could be marginally better than a modified row minima but would consume greater computer resources in deriving. Thus the need for some method of selecting the order of admissability to the solution.

The statistic, \(\frac{\rho_{c,i}}{\rho_{c,i}} \), possessed an intuitive appeal and has proven a useful admissability index in application to personnel assignment problems investigated. Here \(\frac{\rho_{c,i}}{\rho_{c,i}} \) represents the mean value of the costs for the ith person for all real jobs (in application a shadow job is used which has a quota of M, the number of personnel to be assigned and is not used in computing \(\frac{\rho_{c,i}}{\rho_{c,i}} \) and \(\frac{\rho_{c,i}}{\rho_{c,i}} \)). The \(\frac{\rho_{c,i}}{\rho_{c,i}} \) represents the standard deviation of the costs for the ith person for all real jobs. The mean cost for a person is an overt index of which personnel will enter the solution. In general those persons with smallest mean costs will be in the solution and those with the greatest mean cost will not. Inclusion of \(\frac{\rho_{c,i}}{\rho_{c,i}} \) as a moderator provides for earlier introduction to the solution of those who might be otherwise unattractive but have a few good assignment possibilities and limited alternatives.

In calculating the statistics "cand" as well as the Decision Index, an important deviation was introduced. BIG M was observed to possess dramatic influence in the starting solution. (BIG M originally generated in the cost tableau is two orders of magnitude greater than the largest admissable real cost.) Early on, it was observed that using the original BIG M caused marginal assignments in the starting solution which subsequently left the optimal solution. This of course results from the use of can the admissability index and the follow-on use of the column means in computing the Decision Index. Reference to an example best illustrates why this occurred.

Given 10 person competing for five jobs with admissability indices computed using the original BIG M, the following results:

Person#	Pai	Ge;	AI	
1	200	1000	.20	
2	210	1050	.20	
3	1100	4400	.25	IN
4	350	1166	.30	
5	300	750	.40	
6	400	800	.50	
7	450	818	.55	
8	460	767	.60	OUT
9	500	769	.65	
10	550	786	.70	

The moderating effect of c; has effected exactly as intended and persons #3 and 4 were driven upward on the admissability list.

Given further that there was one highly difficult job in the quota bank on which most personnel had a BIG M cost and person #3 had a high cost, marginally acceptable. The resulting large column mean for the difficult job when used in computing the DI (see discussion below) caused person #3 to have an attractive DI and to enter the starting solution on an assignment that later must leave the optimal solution.

If however a suitable substitution were made for BIG M, the following results:

Person#	Pei	5c;	_AI	
1	200	1000	.20	
2	210	1050	.20	
5	300	750	.40	IN
6	400	800	.50	
4	340	654	.52	
7	450	818	.55	
8	460	767	.60	
9	500	769	.65	
10	550	786	.70	
3	800	1111	.72	

Note that #3 leaves the starting solution and #4 remains but enters later.

The above example, intended only as illustrative and probably not derivable with real data, demonstrates an anomaly of Decision Indexing noted by and currently under study by Ward(#5) A rigorous derivation of how to handle this problem is expected from Ward's study (#5).

In this work, an empirical derivation of BIG M = 1025 with real

costs \leq 998 and > 0 was found to result in good starting solutions.

Another important consideration is the cost of the shadow job. In early usage of transportation modeling to solve personnel problems, shadow jobs were costed at a fixed cost, less than BIG M but greater than the greatest admissable actual cost. The rationale was, of course, to assign all eligible contenders to actual jobs and assure that no BIG M assignments were in the optimal solution. When this shadow cost was used in computing DIs, the shadow DIs did not discriminate over contenders since all DIs in the shadow job column were equal to zero, i.e. Cshadow - (Cshadow)*M. Again the statistic

(the AI) has an intuitive appeal. Since there will be no contention concerning people with small AIs, they will be in the solution and likewise, the large AIs will not be in the solution, the cost index for shadow jobs must discriminate about the threshold just prior to exhausting the quota bank. At this point there are perhaps contenders who should not be included in the initial start but should be assigned to the shadow job while the search continues for more cost-effective assignments. In several test runs, the AI used as shadow cost has demonstrated the required discrimination about the threshold. Therefore, from empirical considerations only, the AI is proposed for this role.

Decision Indices, as promulgated by Ward (#3), were computed with DI_{ij} = $\frac{1}{N(M-1)}$ (MC_{ij} - C_i. - C_j + C_..) (see page $\frac{5}{M}$

above for amplification). Several elements of this calculation are not needed in computing DI for starting a Transportation Model. Since the initial assignments are made in a sequential manner, the division by $\frac{1}{N(M-1)}$ may be deleted. Also the

subtraction of the row total, C_{i} , may be removed as well as the addition of C_{i} , the total sum of the cost tableau. This leaves MC_{ij} - C_{ij} which is computationally easier to implement as C_{ij} - C_{ij} , or the deviation from the column mean.

Software: The BEST program is presented in ALGOL in Appendix A. The various computations executed in BEST to produce the basis for Langley's Primal Simplex Transportation Model (#6) will be documented in this section. As appropriate, reference will be made to line numbers in the program listing. In line 300 through 4300, declarations of files and variables are found. Only three of the files are pertinent to the general application of starting a transportation problem. These are INP1 or CAREERS/DATA/TRANS which provides the number

of destinations, the number of sources, the demand at each destination, and the cost tableau. ADVAN or CAREERS/DATA/BASIS which is used to write the basis for later input to Langley's Primal Simplex. The third file DIJS or CAREERS/DATA/REVERSE is used as a transient storage medium in computing the DI's from the cost tableau.

At line number 4400, the size of the problem is read in from INP1. These data are then printed in the output report. Line numbers 5000 through 10200 provide more declarations. Three defines are shown at 10300 to 10600. These are used to bit pack/unpack the variable A which is tag sorted in the procedure SORTER.

An in place tag sort is shown in the procedure SORTER at line number 10700 to 23900.

Demands at each of the destinations are read into the array NJOBS at line number 24/00. Then the total number of jobs to allocated is accumulated in the variable, TOTJOBS.

Costs are read in sequentially from INP1 at line numbers 26500 through 30800. In this block of code the BIG M adjustment is made and then the necessary computations for computing Nc_i and C_i are made. From these calculations the AI is computed, bit packed with the row index, and stored in the array ROWTOT. The AI is also stored in cost (\emptyset) to be used later as the cost for the shadow job. The adjusted costs are then written to the transient file, DIJS.

SORTER is invoked at line number 30900 to sort the array ROWTOT on ascending AI value.

Beginning at line number 32300 through line number 38700, the adjusted costs are randomly read (based on the sorted AI) from the file DIJS, the DI's are computed, and the basis is stored in the appropriate arrays. Of particular note in this area is the decrementing and testing on the variable TOTJOBS which is the number of jobs to be allocated. When all jobs have been allocated, this area is left and a wrapup area is used to assign all remaining personnel to the Shadow Job. Also note at line number 34000, the DI is computed dynamically as a function of the number of personnel remaining to be assigned. To accomplish this, the column totals are adjusted appropriately at line number 38400 through 38500 after each assignment in the starting solution.

The wrapup area is shown at line number 4020° through 45200. Here the necessary elements of the basis are calculated to assign all remaining personnel to the Shadow Job. Then the basis is written to file, ADVAN. Other reports and timing statistics are also written at this point.

RESULTS

A typical application of AI/DI starting technique is its production usage in the Air Force CAREERS JOB FINDER System. In this system, first-term airman who do not have reenlistment quotas in their current AFSCs are costed against jobs which do not have sufficient applicants to meet Air Force career manpower objectives. This produces a cost tableau.

In the problem run, 1908 prospective reenlistees were optimized against 939 jobs in 79 job categories producing an implicit cost array of 1,791,612 cells. The explicit array contained 150,732 cells with 100% density, i.e. inadmissable personjob-matches were costed at BIG M but were defined to Primal Simplex.

Primal Simplex using Langley's internal artifical start converged to a solution in 1,643 seconds of processor time. The problem was then solved using the AI/DI to generate the initial basic feasible solution. This required 87 seconds to generate the basis and 306 seconds in Langley's Primal Simplex to go to an optimal solution. That is, the problem takes 4 times longer to run with the artifical start than it does with the AI/DI start.

CONCLUSION

Hadley's truism stands. Ward's contribution to the arena of optimization is again recognized. McWilliam's initial investigation has served to stimulate further investigation.

The AI/DI technique is implemented with the prototype code shown at Appendix A. Results are satisfactory. Large person-job-match problems are now taken in stride without regard to ADP impact. In fact, these problems consume so little time that the stringent limitations on memory utilization can be relaxed. This relieves the user of the onerous problems of memory management which may prevail in some installations. There are, however, areas in which further research may be fruitful.

Given that many optimization problems deal with imprecise data, even to the extent of being subjective in some cases, how near optimal must a solution be, to be good enough? Does the AI coupled with a dynamic DI get close enough for most, some, or any optimization problems? Can tests be applied to the AI/DI objective function to determine if it is good enough, i.e. 1, 2,3, or perhaps 22 standard deviations from the mean objective value? Can the AI/DI be applied to sparse matrix problems? Network problems? Is the documented computation of the AI the correct method? The best? or only one of many? Is there a better index than the AI to use for costing Shadow Jobs? Is there adequate payoff from the introduction of Shadow Jobs to make it worthwhile?

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:067	L100:		EN	17				-

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FOR 1:= 15 FF UNITL NOUS-1 DG MIDS 1:= 14 MILL NOUS-	
NOTE	008:0026:2
WRITE(PRIN / TENTRAL NCOLG = 1 DO 100 10	008:002B:1
FOR 1:0 31EP UNITL NOLS 10 10 10 10 10 10 10 1	008:002F:5
FOR 11 to 3 TEP 1 UNTIL MONSTER) 00022400	0:000:000
FOR 1 = 0 SIFE UNTIL NROWSHIDD 00025300	0000:0039:2
The control of the	008:003E:1
FOR 1:= 1 STEP 1 UNTIL NRGWS+NCGLS DG 00025300 0	008:0048:5
FOR	008:004D:5
The content of the	
Introduction Internation Internation Internation Internation Internation Internati	008:0057:3
DATINGTON STATE 1 1 1 1 1 1 1 1 1	400 : 000 3 : 4
MANITI	008:008:1
INIT = 0; OCCERTOR OCCEPTOR OCCERTOR OCCEPTOR OCCEPT	1.1000.000
INIT := 0; O0026200 O002600	0000.0000.0
UP := NROWS-1) COL LO1 := 0; FOR 1:=NIT STEP 1 UNTIL NROWS-1 DO FOR 1:=NIT STEP 1 UNTIL NROWS-1 DO FOR 1:=NIT STEP 1 UNTIL NROWS-1 DO FOR 2:=NIT STEP 1 UNTIL NROWS-1 DO FOR 3:=NIT STEP 1 UNTIL NROWS-1 DO	008:0069:2
FOR = NIT STEP UNTIL NROWS - DO	008:006A:0
CGL (Q1 # Q); EQ (Q1 1 1 1 1 1 1 1 1 1	008:0068:2
F QUANTI STEP UNTIL NROWS-1 DG	
ANTII 1> 0 THEN WASUM := 0; WASUM := 0; AD (INPITI + 21, NCCL S, COST); AD (INPIT + 21, NCCL S, COST);	008:0060:2
#3UH := 0; #3QH := 0; #5QH := 1	008:0070:5
#3UH := 0; #3G := 0; #3G := 0; #3G := 0; #3G := 0; #4D (INPT[1 + 2], NCCL S, COST); #5D := TIME(2); #5D := TIME(2); #6D := TIME(2); #	008:0071:5
11, NCTLS, COST); 1 (MT1L NCTLS-1 DD 00027200 121, NCTLS-1 DD 00027200 121, NCTLS-1 DD 00027200 121, NCTLS-1 DD 00027200 122, 1 (MT1L NCTLS-1 DD 00027200 123	008:0072:2
21, NCOLS, COST); 21 UNTIL NGLS-1 DQ 00027200 21 UNTIL NGLS-1 DQ 00027300 21 UNTIL NGLS-1 DQ 00027400 21 UNTIL NGLS-1 DQ 00027400 22 1 UNTIL NGLS-1 DQ 00027300 23 1 UNTIL NGLS-1 DQ 00027300 24 1	008:0073:0
UNTIL MCGLS-! DG	008:0073:4
UNTIL NCGLS-! DQ	00 B: 00 ZB: 2
COSTICUTE COSTICUTE COOCERS	
COSTICULORS	008:0081:4
## COSTION CONTROL ## COSTION ## COS	008:008114
O	008:0082:5
[1] := 1026 [J] := 1026 [J] := 1026 [J] := CGST[J]; = *+(KGSTJ*KGSTJ); ************************************	
	008:0084:0
J := 1026	
COST[J]; COST[J]; 00028500 COSSE[J]; COST[J]; 00028500 COSSE[J]; COST[J]; COST[J]; COSSE[J];	
	008:008:00
## (## (## ## ## ## ## ## ## ## ## ## ##	0008:00088:0
KGSTJ*JGBS; **KGMTEM; **KGMTEM; **KGMTEM; **KGSTJ*QUANT[1]; **KGSTJ; **KGSTGJ; **KGSTGJ; **KGSTGJ; **KGSTGJ; **KGSTGJ; **KGSTGJ**IO0; **KGSTGJ**IO1; **KGSTGJ**IO1; **KGSTGJ**IO2; **KGSTGJ**IO2; **KGSTGJ**IO3; **KG	000:0009:4
##ROWIEM; ##KOSTJ*QUANT[1]; ##KOSTJ*QUANT[1]; ##KOSTJ*QUANT[1]; ##COSTJ; ##COST[0]; ##COST[0]; ##SONO	008:0088:5
#+KGSTJ*QUANT[1]; #+KGSTJ*QUANT[1]; #CGSTJ; #CGSTJ; #CGSTGD]; #MSUMAL(IDIJDBS*(COSTGD)); #MSUMAL(IDIJDBS*(CO	0008:0080:1
+ROWTEM*KOSTJ; - KG3TJ; - KG3TJ; - COSTGO]; - KG3TJ; - COSTGO]; -	008:008E:3
KOSTJ; O0029100 O0029100 O0029200 O0029300 O0029400 O0029400 O0029400 O0029400 O0029400 O0029400 INTEGER(ROWTOT[1]); O0029900 O0029900 O0029900	1:1000:000
### ### ### ### ### ### #### #########	0:600:000
### 10029300 ##################################	
00029400 00029400 00029600 00029600 00029600 00029600 00029600 00029600 00029600 00029900 00029900	008:0094:5
00029600 M3UM/(10110BS*(COST(01+1,0000)); COST(01*100; INTEGER(ROWTOT(11)); 00029900 1,1);	0008:0097:3
M3UM/(1011/085*(C051(01+1,0000)); 00029700 COST(01*100; 00029600 INTEGER(ROWTOT(11)); 00029900 1,1);	1:8600:000
COST(01*100; 00029800 1NTEGER(ROWTOT(11); 00029900 00029900 00020000	1: A600: 000
INTEGER(ROWTOT[1]); 00029900	008:0090:4
1,1)	000 . 000E . 4
	2000:000
	6:1400:000
00030500	1
Ed UP THEN	008:0008:0
TECH ISEL I NOOI & COST)	2.000.000
ME(2) - TIME3:	- CASC : 000
:	008:00B3:2
0000000	7.7.000

A STANDARD

Super State Congress

	00031000	008:00BC:4
SQRT((CCL SQL[1] - (CCL [1]) * CCL [1]) / NROWS) / NROWS);	00031200	
COLLIJ : # #:	00031300	008:0007:0
TIME4 := TIME4/60;	00031600	008:00CD:4
1	00031800	
BEGIN	00032000	0:000:0000
T0TJ088=0 THEN	3 00032300	
GO TO WRAP;	00032400	008:00DB:4
COUNT := UNPACKJ(ROWTOT(COUNTJ);	00032700	
9	00032900	
10 · · · · · · · · · · · · · · · · · · ·	00000000	008:00E6
# 0:	00033200	1
0**63;	00033300	
1: 0 STEP 1 UNTIL NCOLS-1 DO	00033400	
DEBIN	00033500	DOM: DOE
NI	00033700	
	00033800	
DI := COSTIL1-COLIL1/(NASSN-J+0.001);	00034000	
BUF	00034300	
- :	6 00034500	008:00F8:
K to I .	00034700	
END:	00034800	
Z	6 00034900	
END;		
- X-	4 0003\$100	
	00035200	
IF COSILITY SEED ON 1 = 0 IMEN	00035300	000
NJ085[1] := #-1;	4 00035500	1
0		
TOTJOBS	00036700	
NT := #+1:	00032800	
IF IUINROWSFILT NEG O THEN	00655000	008:0102
INTERPORT : COUNT:	00036100	
	00036200	
IP[COUNT] := IP[NROWS+[+1]1+999	00036300	
	00036400	
#	00036500	
KON:	00036600	
DALNEGWS+I+I : s s - I;	00036700	900
OFFERSTONE 11 := 1:	00036900	
	00032000	
	00037100	-
	00037200	
08JVAL := #+999	00037300	
GEIVAL . * * + CASTELL.	00037800	000.0120
TOTAL TERMS IN THE PROPERTY OF	0001000	

NUMBER OF STREET

- Topic and the line will

REZZI, PEZZI, CODMT, DI, CODILIJ, OBJUAL, COSTIOJ, COORSTOOD
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Univaries

00043800 008:01BE:5 00044000 008:01C0:2 00044000 008:01C0:2 00044300 008:01C0:2 00044400 008:01C2:5 00044500 008:01C2:5 00044600 008:01D8:2 0004700 008:01D8:5	000045100 008:01E6:2 0001(008) 13 0210 LCNO 00045200 003:0016:0 DATA 15 0010 LCNO ERRECHERNISSERIESER STREET			
## ADVAN. MAXRECSIZE:=5*NRGWS; ##NRGWS;	END; END;	21		

The state of the s