



Defense Travel System Base Implementation Plan

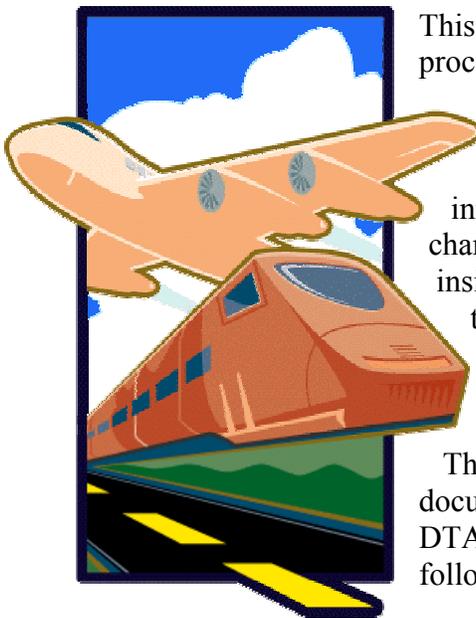
1. Introduction

Implementing the Defense Travel System (DTS) at any Air Force base or installation is a daunting task. As Lead/Site DTA, you will find that you have many challenges ahead of you—but you will also find that you have a lot of help available.

As you would expect, the keys to successful DTS deployment and implementation are good planning and enthusiastic execution. The purpose of this document—and this DTS Implementation Web Site established by the Assistant Secretary of the Air Force (Financial Management and Comptroller) or SAFFM—is to help you with the planning part of this complex task. Enthusiastic execution of your plan is up to you!

2. Overall Concept

The DTS deployment concept calls for early selection and training for the Lead/Site DTA, who is then responsible—with the help of the DTS Program Management Office (PMO), the DTS supporting contractor (TRW), and SAFFM—for putting together the local team to plan and execute DTS implementation. All timelines are based on backward planning from the mandated date of initial implementation.



This planning document has been developed to help you with that process. It is based on the experience and insights of DTS pilot sites and early implementing DTS bases, especially Whiteman AFB, and the expert assistance of the Air Force Travel Reengineering Office of SAFFM. This document is intended to be a dynamic, process-oriented tool to aid those charged with DTS implementation—as additional experience and insights are gained, this document will be improved and added to in order to keep it current and useful. Your feedback ([see Feedback button on the web site](#)) will be instrumental in that process.

This implementation planning document, along with the other documents on this web site, are written primarily for the Lead/Site DTA; however, organizational DTAs may also find benefit in following a similar planning process.

3. Planning

This document provides a framework for planning for DTS implementation based on experience and common sense. However, it is not intended to be a straitjacket, nor is it meant to force every base to implement DTS in exactly the same way or by exactly the same schedule. You should adopt what you find to be useful, modify it to meet your particular requirements, and ignore any aspects that do not apply to your situation.

- Lead/Site DTA.

Selection of the right person to be the Lead/Site DTA is extremely important. Ideally, the person selected should have the following attributes and experience:

- NCO or equivalent civilian rank
- Selected from the Financial Services Office (FSO)
- Detailed knowledge of travel regulations and procedures
- At least 18 months retainability at the base
- Good organizational and planning skills
- Good computer skills

The task of being Lead/Site DTA is a full-time job, at least until all organizations have implemented DTS. This job cannot be performed as an additional duty—attempting to do so will almost surely impede effective implementation of DTS.

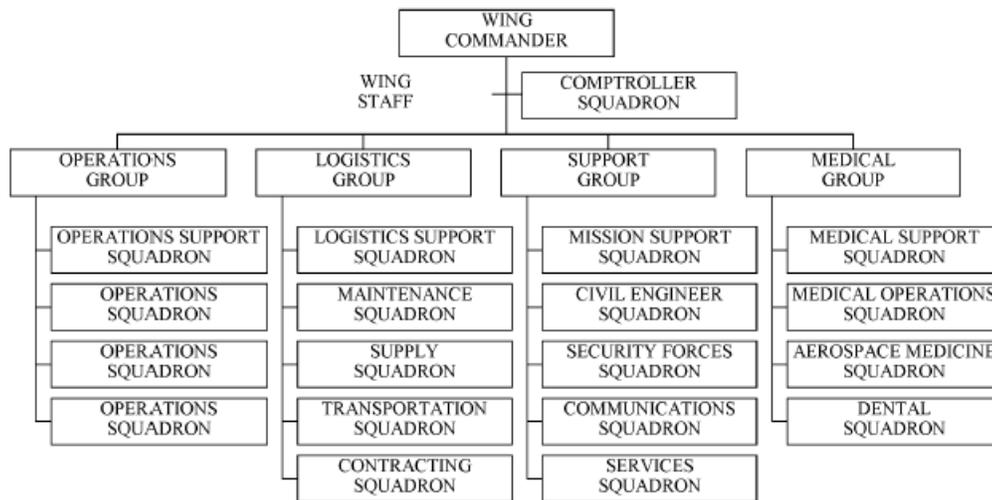
As soon as practicable after selection, the Lead/Site DTA should begin DTS training (see Training Plan). The first place to start is with the DTS computer-based training developed by the support contractor, TRW. It is available on CD-ROM from the PMO office; alternatively, you can access the course online at http://www.defensetravel.com/training/cbt_ibt/plugindownload.html. This course is an excellent introduction to the DTS Common User Interface, and will acquaint the new Lead/Site DTA with the terminology to be used in DTS.

The Lead/Site DTA will also attend a three-day DTA seminar at least 150 days before implementation, and should then arrange to attend PMO/TRW-provided DTA training (one week) at an earlier implementing Air Force base.

- Notional Organization.

The planning process in this document is based upon the Standard Wing organization (AFI 38-101). You should adjust any planning factors herein—such as training loads and facilities requirements—according to the actual organization at your base. Remember to

include any General Support Units (GSUs) and tenant organizations that may be included as part of your DTS implementation effort.



- Base DTS Planning Group.

Perhaps your first task, upon appointment as Lead DTA, is to form a Base DTS Planning Group. The name of the group is not important—what *is* important is to get the right representatives of all concerned organizations involved in and committed to the success of DTS as early in the process as possible. Some of the members of your group will transition eventually to become members of the Site DTA; others may phase out their participation as implementation occurs.

Some issues for your consideration include:

- Membership. You need to have representation from all the critical organizations, but should avoid allowing the group to become so large that you find it difficult to get anything done. One solution is to form an Executive Council—without ODTAs—and a full Planning Group—with ODTAs.

It's critical to get not just the right organizations represented, but the right people. You will need the help of experienced and talented personnel in each functional area to be successful—and if you don't get them, you may have to discuss the problem with the Comptroller or even the wing commander. Planning group members should include, at a minimum:

- Site DTA personnel (including budget, Help Desk)
- Communications DTA/Local Registration Authority (LRA);
- Transportation DTA
- Public Affairs
- ODTAs—down to UIC level, and including tenants and GSUs

- Where, when, and how often to meet. You will want to conduct an initial organizational meeting—in a suitable conference room rather than a classroom setting—as soon as possible after identifying the members of your planning group. This initial meeting is intended to:
 - Introduce the members of the group to each other.
 - Provide you with the opportunity to lay out in broad terms the complexity and scope of the implementation task ahead—planning group members may underestimate the level of effort that will be required unless you forcefully make this point. They may need to go back to their parent organizations and get the support and resources they will need to participate.
 - Acquaint the members of the group with their responsibilities for DTS implementation.
 - Begin the team-building effort necessary to plan and execute base-wide implementation.

Subsequent meetings of the planning group can be held as required. As a starting point, you may want to hold meetings at least monthly initially, then each week for the last two months prior to implementation.

- E-mail groups. Meetings of the planning group are not the only way, or even necessarily the best way, to keep members involved and informed, and to insure that they are accomplishing what they need to do. E-mail is a great way to keep everyone up to date on the latest DTS development or task, and for them to keep you informed on their progress and problems.

You should set up one or more base e-mail DTS groups in your e-mail system. That way, rather than addressing e-mails separately to each member, you just click on the group name and the message is automatically sent to everyone in the group. If you don't know how to do this yourself, your system administrator can do it for you, or show you how.

- Implementation Phasing.

Early on, your planning group should prepare a draft DTS implementation schedule—lay out the order and timelines for each organization that will implement DTS. This will permit phasing of system administration tasks, training, LRA responsibilities, and other implementation chores.

There is no school solution implementation phasing answer. Among the factors you will want to consider are:

- Commanders' priorities
- PMO/TRW schedule

- Number and size of organizations to implement—and numbers of frequent travelers in each
- Exercises or real-world missions that must be supported and that could impact on DTS implementation
- Availability of resources to support implementation
- Other local considerations—such as reorganizations that may be pending, etc.

You will want to start at a pace that the planning group is comfortable with, then accelerate as you gain experience and confidence. One such schedule would look like this:

- Comptroller Squadron initially
 - Wing CC and staff
 - Medical Group
 - 2 UICs every two months for first 6 months (including tenants and GSUs)
 - Then 3 UICs every month until completed
- Site Survey Questionnaire.

To help implementing bases and installations determine their information technology capability and state of readiness to successfully install DTS on information systems and networks, PMO/TRW has developed a Site Survey Questionnaire. As soon as practicable, you should request the Communications Squadron to access and complete the survey.

The survey is found online at <http://192.35.84.76/dtsweb/training/survey/login.asp>. A username and password are necessary to access the survey; they may be obtained from the IT Branch of PMO: (703) 607-1498.

Should the survey identify significant shortfalls in your capabilities, you should notify the Air Force Travel Reengineering Office and your MAJCOM DTS point of contact immediately.

- Personnel Requirements.

Once DTS is fully operational throughout the Department of Defense, major manpower savings will be achieved. However, the experience of early implementing bases is that during the planning and implementation period, there will be a requirement for additional personnel. These faces and spaces must be found locally.

The total manpower bill is dependent on many factors, including the size and number of implementing organizations and the implementation schedule. The following suggestions are for guidance only:

- Full-time Personnel. These jobs will be require full time manning, at least through the initial implementation period, following which they may be scaled down to minimum manning levels.
 - Site DTA
 - Help desk personnel (see Help Desk Guide for discussion of personnel requirement)
 - LRA (primary and alternate) through implementation
- Part-time Personnel. These tasks may be performed as additional duties; however, they can be very time-consuming during certain surge periods.
 - LRA after implementation
 - Transportation DTA
 - Budget DTA
 - Communications DTA
- Organizational DTAs. It will be the responsibility of group and squadron commanders to select their own ODTAs. Many ODTAs will be orderly room clerks. However, you can influence this process for the better by suggesting selection guidelines to the appointing authorities:
 - Retainability—at least 12 months if possible.
 - Computer literacy—ODTAs are part of Tier 1 DTS help (technical support), and must become comfortable with the CUI.
 - Some knowledge of travel regulations.

Commanders and appointing authorities must also be made to appreciate the level of effort required of ODTAs during implementation—a dedicated effort will be required for each ODTA for approximately one week during database set up. Aside from that intense period, ODTA duties can be performed as an additional, but very important, duty.

- Appointing/Selecting AOs. The Authorizing Official is the official at the operational level who has the responsibility for the mission and the authority to obligate funds to support the TDY travel for the mission. The AO authorizes only that travel necessary to accomplish the mission of the organization.

For the most part, AOs will be first level supervisors or commanders. Resource Advisors will also frequently be appointed as AOs.

AOs must be appointed in writing—see the DTS Finance Guide for sample letters. AOs are trained in their responsibilities by local (DTA) trainers who have completed the Train-the-Trainer course.

- **Certifying Officer or Official and Accountable Official.** Certifying officers or officials certify the reasonableness and validity of travel claims in accordance with criteria outlined in the DoD Financial Management Regulation and forward certified claims to the paying office. Certifying officials are individuals in an organization who have been authorized specifically, in writing, to certify claims for payment. *In DTS, this is often the authorizing official.*

Certifying officers must appoint accountable officials in writing, advising them of their pecuniary liability. Accountable officials include all those who provide information or data which COs use to certify vouchers (but travelers are not necessarily accountable officials). An appointment letter and signature card must be used to accomplish the appointment of both the certifying officer and the accountable official.

On-line training in the duties and pecuniary liability of Certifying Officers and accountable officials is available on the SAFFM web site at <http://www.saffm.hq.af.mil/coaotut/>.

- **Equipment Requirements.**

Site DTA personnel will require office space and office equipment, including DTS-suitable PCs. Other equipment requirements are associated with:

- Establishing a DTS Training Room—see the Training Plan for suggested equipment list and configuration
- Equipping the Tier 2 Help Desk—see the Help Desk Guide for suggested requirements

- **Facilities.**

In addition to the facility requirements for the DTA, training (see the Training Plan), and help desk (see the Help Desk Guide), you will be asked to provide temporary facilities for the PMO/TRW deployment team, including office and storage space. These specific requirements will be coordinated with you well in advance, along with any special requirements: phone lines, data connections, etc.

- **Funding.**

No additional funding is provided to bases for DTS implementation, nor is funding provided to support travel for DTS training or coordination (such as your attendance at the DTA seminar) or marketing.

- **Web Site.**

It is strongly recommended that you establish a local Defense Travel System web site. This will aid in your marketing effort (see Marketing Plan); it's also an excellent way to communicate with your planning group, and provides a central point planning group members can go to for the latest information on implementation.

As suggested in the Marketing Plan, you should work closely with Wing Public Affairs to establish your web site; they may also be willing to provide basic webmaster services. Be sure to include an e-mail link on your web site so that interested parties can easily send you an e-mail to provide feedback and suggestions. You can also link the PMO, TRW, and SAFFM web sites to your own.

- Publishing your Implementation Plan.

While not a requirement, you may wish to consider publishing your implementation plan as a written (although dynamic) document. It needn't be lengthy or too detailed, but it should include:

- Planning group members and responsibilities
- Local DTS implementation schedule
- Training schedule by UIC for each target audience
- Any additional resource requirements

4. Execution

Once your implementation plan has taken shape—a plan that will continue to evolve throughout the process—it's time to execute it. As Lead/Site DTA, you must oversee execution...and that means involvement at every step of the operation, without interfering in the functional areas of your local DTS team.

- Milestone List. An Air Force-specific milestone list is under development and can be accessed through SAF/FMBOT.
- Database Development and Deployment.

Perhaps the biggest task to be accomplished during execution is getting the DTS databases set up at your location.

Before the databases can be set up, certain preliminary steps must occur (see Milestone List). The Lead/Site DTA must provide PMO/TRW with:

- Organization naming structure

- Main group structure
- Reject e-mail address

Then PMO will download personal data into the DTS database from the Defense Manpower Data Center. This data may not be up to date in all cases, and will require editing by DTA and ODTA personnel.

PMO/TRW has established a nine-step logical flow process, explained in great detail in the *Defense Travel Administration Guide*, for setting up the local DTS databases. In some steps, we have provided supplemental step-by-step guides, tailored to Air Force needs, to assist you.

The steps are:

1. Establish Organizations—see *Establishing Organizations - Step-by-Step Guide* (currently in development)
 2. Set Up Accounting Codes—see *Setting Up Lines of Accounting - Step-by-Step Guide* (currently in development)
 3. Set Up Groups—see *Setting Up Groups - Step-by-Step Guide* (currently in development)
 4. Establish Traveler Information for the Certifying Official & Authorizing Official
 5. Establish Routing Lists—see *Establishing Routing Lists - Step-by-Step Guide* (currently in development)
 6. Establish Conditional Routing Lists—see *Establishing Routing Lists - Step-by-Step Guide* (currently in development)
 7. Establish Traveler Information for the Travelers
 8. Establish Budgets—see *Establishing Budgets - Step-by-Step Guide* (currently in development)
 9. Generate Reports
- Digital Signatures. The task of establishing and maintaining digital signatures will be a major challenge for the LRA. All DTS users must coordinate with their Local Registration Authority (LRA) to obtain their Digital Signature Diskette. During the registration process, the LRA will provide users with a one-time, random password to use to log on to the DoD Certification Authority to obtain your certificate. The LRA verifies the user's identity and provides them with a User Number and one-time password. A DTS Security Users Guide is available at http://192.35.84.76/dtsweb/deployment/docs_library/documents/SBU_statement.doc.

You must insure that the LRA is closely tied into the help desk operation, since problems in logging on to the system—due to lost or damaged diskettes, for example—are common.

- ODTA Actions. ODTAs will then complete database set up—a process that will require several days for each organization. This includes:
 - Tiering out group table
 - Setting up frequent travelers
 - Setting up routing lists
 - Setting up user groups
- Quality Assurance. At each step, quality assurance procedures and process must be followed. TRW has developed a Lead/Site DTA Organizational Setup Quality Control Checklist to be used to ensure that the organization(s) entered in DTS have all the required information for document processing. This checklist can be downloaded from the TRW web site at http://192.35.84.76/dtsweb/deployment/docs_library/documents/Level_5_Org_QC_Checklist.doc.

- Help Desk.

Establishing and running a customer-oriented help desk is essential in enhancing use satisfaction with DTS, and is critical to successful DTS implementation. As the system matures, it is expected that the help desk infrastructure will diminish; nevertheless, some residual help desk function is likely to persist.

For guidance in setting up a help desk, to include training of help desk personnel and notifications to users, see the Help Desk Guide .

- In/out processing

While the PMO/TRW logical flow process described above prescribes procedures to include within DTS those personnel currently assigned to your base/installation, it will not necessarily automatically pick-up personnel newly assigned (or hired) or eliminate those who are leaving the base. You will need to work closely with the personnel and finance offices to establish procedures so that these changes are caught by DTS. You may be able to include some of these steps on the base in-processing and clearance forms.

- In-processing. New personnel must be briefed on their DTS responsibilities, including getting a digital signature diskette from the LRA. ODTAs must be notified to enter the new person in the system, then inform the DTA to complete travel card and electronic funds transfer data entry.

- Out-processing. Outgoing personnel must turn their digital signature diskette in to the LRA. However, currently only PMO can remove personnel from the DTS system.

References

Draft Deployment Plan, <http://www.dtic.mil/travelink/docs/deployplan.html#5135>

DTS Lesson Plans, <http://www.dtic.mil/travelink/training/lessons.html>

DTS CUI Administration Guide,
http://www.defensetravel.com/training/manual/book/DTSCUI_2_1_Manual.zip

DTS Computer-based Training/Internet-based Training,
http://www.defensetravel.com/training/cbt_ibt/dts_intro.htm

DTA Logical Flow Process-Step by Step Setup Guide,
http://192.35.84.76/dtsweb/training/jobAids/Final_041101.PDF

Site DTA Implementation Step by Step Guide,
http://192.35.84.76/dtsweb/deployment/docs_library/documents/DTA_Step_by_Step_Guide.doc

Implementation Process Chart,
http://192.35.84.76/dtsweb/deployment/docs_library/documents/DTA_Site_Impl_Timeline_Master.ppt

New Organization Quality Control Checklist,
http://192.35.84.76/dtsweb/deployment/docs_library/documents/Level_5_Org_QC_Checklist.doc

DTA Traveler Profile Quality Control Checklist,
http://192.35.84.76/dtsweb/deployment/docs_library/documents/Level_0_Traveler_QC_Checklist.doc

DTS Security Users Guide,
http://192.35.84.76/dtsweb/deployment/docs_library/documents/SBU_statement.doc