Training Plan

1. Introduction

There is no activity more critical to the successful deployment and implementation of DTS than training. A well-designed and enthusiastically executed training plan will be the foundation of your efforts, as Lead DTA, to make the Defense Travel System a winner at your base. Good training will:

- Engender enthusiasm about DTS—helping achieve your marketing objectives
- Assist you in identifying common (typical) user problems
- Make users (and organizations) at every level more self-sufficient—easing the load on your Help Desk personnel
- Reduce error rates for travel authorizations and payments
- Enhance user acceptance of DTS

2. Responsibilities

As Lead DTA, you're responsible for designing and executing the base/installation DTS training plan. However, you'll have lots of help:

- Lead DTA

  - Develop DTS Training Plan
  - Determine any resource requirements (see below)—funds, facilities, equipment, personnel
  - Obtain necessary approvals/concurrences
  - Oversee execution

- PMO/TRW—discussed in paragraphs 4 and 5

- Organizational DTAs

  - Provide support to Lead DTA as indicated in training plan

3. Target Audiences and Objectives

You may find it helpful in conceptualizing the overall training challenge to list the characteristics of the various DTS target audiences and the training objectives for each group. This kind of analysis is the basis of any good training program, because it allows the planner to determine the overall training loads, calculate resource requirements, and schedule training to take best advantage of training assets. Here is *one* way of examining your DTS target audiences and a starting list of training objectives for each; you may have your own list:

Target Audience	Size	Training Objectives	Training By
Lead/Site DTA		• With support from PMO/TRW and SAFFM, plan and implement DTS deployment • Organize/oversee Site DTA function	PMO/TRW
Organizational DTAs		• Become organizational expert on DTS • Maintain up-to-date traveler, AO, CO data within DTS	PMO/TRW and DTA/Local DTS Trainers
Local DTS Trainers		• Provide DTS user-level instruction to travelers, AOs, COs	PMO/TRW
Authorizing Officials (AOs) and Certifying Officials (COs)		• Carry out AO and CO responsibilities within DTS—to authorize travel and certify travel payments and obligate travel funds • Understand AO and CO pecuniary liability	DTA/Local DTS Trainers
Frequent Travelers		• Create own travel documents (authorizations and vouchers) as needed • Know how to get Tier 1 Help Desk support • Safeguard digital signature	DTA/Local DTS Trainers
Other Travelers		• Know who in organization will prepare travel documents • Provide necessary information to travel clerk or individual who will prepare travel documents • If necessary, create own travel documents as needed	DTA/Local DTS Trainers

Target Audience	Size	Training Objectives	Training By
Local Registration Authority (LRA)		• Implement public key infrastructure (PKI) and digital signature processes • Maintain current digital signature data IAW DTS Security Users Guide	PKI Special Program Office
Help Desk Personnel		• Provide Tier 2 Help Desk support to all DTS users • Maintain Help Desk data files on recurring problems • Forward system problems (CUI-related) which cannot be solved locally to Tier 1 support (TRW) • Forward finance-related problems which cannot be solved locally to DFAS	DTA

As you can see, once you fill in the size column (by looking at the organizations that will be included in your DTS system and consulting with ODTAs), you will have a pretty good understanding of *who* has to be trained, *how many* are in each category, *what* instruction they need, and *whose responsibility* it will be to provide it.

Remember, however, that the overall responsibility is yours: the Lead DTA has to put it all together and make it happen.

4. PMO/TRW-Provided Training

As indicated above, the PMO/TRW team provides valuable assistance in meeting your training challenges. Specifically, PMO/TRW will offer the following training:

- Lead/Site DTA Training

  As Lead DTA, your own training will begin when you attend a three-day DTA seminar—at a location to be determined (usually at the TRW training facility in Fairlakes, Virginia—where you will learn the basics of DTS and gain an appreciation of the resources available to assist you in meeting implementation challenges. These seminars are scheduled every quarter (or as needed). You should attend as soon as possible after your appointment as Lead DTA, but *at least* 150 days prior to DTS implementation at your base.

  Coordinate with the PMO office—through SAF/FMBOT—to attend this training.

- DTA Functional Training

  Depending on the deployment schedule and workload, PMO/TRW will provide training for your DTA personnel either at your base or at a centrally located site. This detailed DTS instruction is aimed at Lead/Site DTA personnel, and includes presentations, practical

exercises, and discussions. The PMO/TRW team will bring with them a local area network version of DTS, along with all required software and databases, for use by instructors and students. Much of the training is hands-on instruction—just what you'll need to set up DTS yourself when the time comes.

The training, which takes 4-5 days, should be scheduled with PMO as soon as DTA members are identified, and as close to 150 days prior to implementation. You should coordinate with PMO to determine seat availability, and make sure to take advantage of every seat offered to you—certainly, all key members of your DTA team should attend, and as many ODTAs as you can get seats for (don't forget tenant and GSU DTAs who will be part of your DTS effort). The instruction will generally be presented approximately 120 days prior to implementation.

- Train-the-Trainer Training

In connection with DTA Functional Training (described above), the PMO/TRW team will conduct Train-the-Trainer Training for personnel, nominated by you, who will form the nucleus of your user training team. Normally, Train-the-Trainer instruction will occur the week following DTA Functional Training. The PMO/TRW team will provide the instructional materials—briefing slides, notes, and handouts—your trainers will need in training AOs (and COs) and travelers.

Based on your analysis of the training loads for each of these target audiences (see paragraph 3) and the organizational implementation schedule, you should determine how many trainers you will need, and coordinate with PMO for the necessary Train-the-Trainer seats.

- If your implementation schedule is spread out over a long period—for example, two squadrons a month—you may find that a small team of trainers will be sufficient. But make sure you will have enough trainers to cover absences and personnel departures, and can surge if necessary to meet special requirements, such as major exercises.

- Since your DTS Help Desk personnel will need many of the same skills as your trainers, you may be able to use some of the same people to cover both requirements. This will also help to keep your training current, since Help Desk personnel will know precisely the problems that users are facing. Again, make sure you can comfortably cover both the training and support functions, however.

Train-the-Trainer instruction may begin as early as 120 days before implementation, but in every case should be completed no later than 60 days prior to implementation to allow sufficient time for AO and traveler training.

5. LRA Training

Local Registration Authority training is conducted periodically at Kelly AFB. This training focuses on public key infrastructure (PKI) and digital signature processes, and meets all training requirements for the LRA DTA. See the Air Force PKI SPO web site for further information.

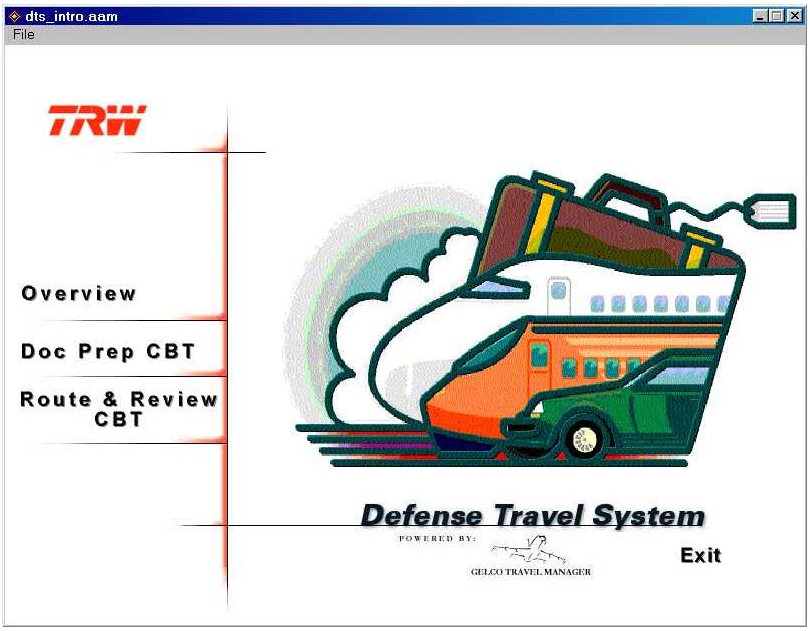
6. Training Methods and Media

There are a variety of training methods you can use to achieve the training objectives for each of your target audiences, including:

- CBT/IBT

The DTS contractor, TRW, has developed a simple and user-friendly self-paced instructional tool to introduce users to DTS and the common user interface (CUI), incorporating graphics, text, and animations. It is available either as an Internet-based training (IBT) course—at http://www.defensetravel.com/training/cbt_ibt/plugindownload.html—or as computer-based training (CBT) as a CD-ROM. The course requires download and installation of the Authorware Web Player Plug-In, available free at the same web address.

There are three parts to this training: an Overview of DTS; Doc Prep CBT; and Route and Review CBT. The Overview and Doc Prep CBT modules are excellent for showing travelers how to accomplish basic actions with the CUI. AOs and COs should work through all three modules.



The course can be used in a variety of ways. It can be integrated into classroom instruction of users and AOs/COs conducted by (your) local DTS trainers; accessed as necessary by users who are unable to attend classroom instruction; or used as refresher training, especially by infrequent travelers who need to prepare their own travel vouchers. If the course is to be integrated into classroom instruction, use of the CD-ROM version is highly recommended in order to reduce demand on Internet and LAN bandwidth. The CD-ROM version is also faster than the IBT version for most users who do not have broadband access. Contact SAF/FMBOT to obtain copies of the CD-ROM.

Organizational DTAs who have not attended the PMO/TRW-provided DTA training will also need to work through the CBT/IBT; however, they will also need additional instruction and assistance from the Lead/Site DTA.

- Training Video

TRW has also produced a CUI training video entitled "The Right Travel System at the Right Time, A Guide to the New Defense Travel System Common User Interface." The video provides a user with an introduction to the critical CUI processes, including:

- Logging on using a Digital Signature Diskette
- Trip planning
- Explanation of the digital signature
- Initiation of a travel authorization request
- Reservations by the CTO
- AO approval process
- Making changes en-route
- Post-travel expense voucher generation, authorization, and payment

This video can also be integrated into classroom instruction of users and AOs/COs conducted by local DTS trainers; however, if the CBT/IBT is to be used during the instruction, the video may not be needed. Contact PMO to obtain copies of the video.

- Platform (Classroom) Training

Your DTS trainers—who will have completed the PMO/TRW Train-the-Trainer course—will provide classroom training for the following target audiences:

- Authorizing Officials (and Certifying Officials if different from AOs). This instruction should ideally be conducted in a specially configured training room (see paragraph 7), and should include platform presentations, hands-on training using the client-server version of DTS on a LAN, and practical exercises. The Lead DTA will want to be involved personally in this training, perhaps introducing the instruction.

  As discussed above, the instruction may incorporate the training video and the CBT/IBT; alternatively, AOs may be required to work through the CBT/IBT *before* attending the classroom training. This is perhaps the most efficient method, as it permits the classroom training to progress rapidly to higher training levels.

- Frequent Travelers. Depending on the local DTS implementation schedule and the numbers of frequent travelers to be trained, this training may be conducted either in the DTS training room or—if there are too many to be trained in this manner—in a larger classroom or auditorium setting.

  Since frequent travelers may need to know how to use the CUI themselves to produce travel documents, they will require fairly detailed instruction on the Doc Prep module. DTS trainers may integrate the video, the CBT/IBT training, and platform presentations to achieve the desired training objectives. If resources allow, training of frequent travelers in small groups—perhaps in the DTS training room—is best. Handouts (see below) should be provided.

- Other Travelers. Personnel who expect to travel rarely will not require the same level of individualized instruction as the groups discussed above. In general they need to know what DTS is and who in their organization will prepare travel documents for them. They also need to know how to begin should they have to prepare their own documents, and how to get help.

  Large classroom settings or auditoriums are ideal for this training. DTS trainers can provide a 1-2 hour introduction to DTS, incorporating the training video into platform presentations. Handouts (see below) should be provided.

- Training Materials

In addition to the CBT/IBT and DTS video, you will want to use these in your training program (all are in Adobe Acrobat format):

- *The Defense Travel Administration Guide*. Developed by TRW, this step-by-step guide is used in DTA training classes to teach the use of the Document Preparation Administration Module, the Electronic Processing Module, and the Budget Module of the CUI. The guide provides the DTA with specific instructions on the CUI System Administration functions relative to document preparation, electronic document processing, and budget setup. The guide also contains basic instruction on Document Preparation and AO procedures. The guide may be downloaded at http://www.defensetravel.com/training/manual/main.html.

- *The Train-the-Trainer Document Preparation Guide*. Another TRW product, this guide provides instruction on the basic traveler/user and AO functions of the CUI. It is for use in the Train-the-Trainer classes for travelers and AOs. This guide teaches users how to create, sign, and review authorizations, vouchers from authorizations, local vouchers, and amendments to travel documents. The guide provides AOs with instruction on how to pre-audit, sign, or adjust documents within the Route & Review module of the CUI. This document is provided to trainers at Train-the-Trainer instruction.

- Job Aids and Quick Reference Guides

PMO and TRW have developed several job aids and quick reference guides that assist with training and may be printed and distributed as training handouts:

- *The DTS Brochure.* This introductory brochure explains the benefits and capabilities of DTS. Primarily a marketing tool, it may be downloaded at http://www.defensetravel.com/brochure.pdf.

- *PMO DTS New Travelers Log On*. A one-page guide to help new travelers log on to DTS, available at http://192.35.84.76/dtsweb/training/jobAids/PMO_InitialLogin012601.pdf.

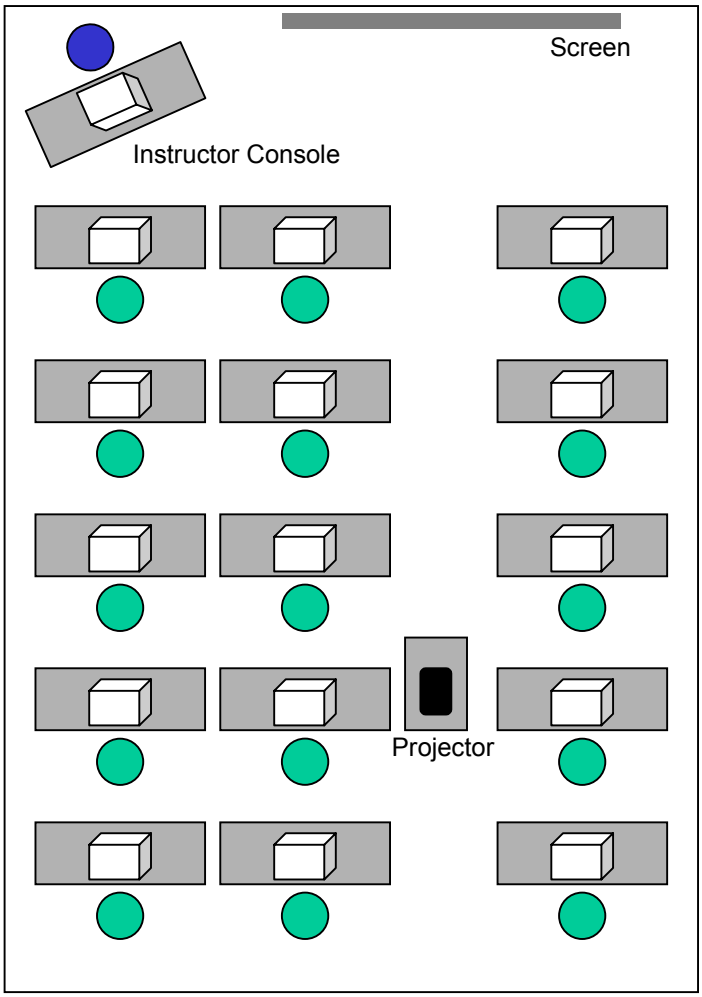
- *PMO DTS Step by Step Guide for Travelers & AOs*. A very helpful tri-fold that summarizes the basic DTS CUI procedures for travelers and AOs, available at http://192.35.84.76/dtsweb/training/jobAids/PMO_DTSTrifold012601.pdf.

- *DTA Logical Flow Process-Step by Step Setup Guide*. Another tri-fold, this handout summarizes the DTA logical flow process to set up DTS in an organization. It is available at http://192.35.84.76/dtsweb/training/jobAids/Final_041101.PDF.

7. Training Room

At the present time, there is no provision to provide the funds necessary to establish a DTS training room—that means that you will need to start early to find the resources locally that you will need for DTS training.

Ideally, you will want to set up a dedicated DTS training room, configured similarly to the diagram at the right. However, if resources do not permit this, you may find that there is another computer training room available on base to which you have access—one that can be configured to support a DTS local area network (LAN) or stand-alone version of DTS.



For training purposes, you can install DTS Limited (client-server version) on a Windows NT server and LAN. PCs must meet the following system requirements:

- Processor: 486-66Mhz or better
- Available Hard Disk Space: 220 MB (250 MB during installation)
- Operating System: Windows 9X, NT
- RAM: 32MB (64MB recommended)

If no suitable server is available, the stand-alone version of DTS Limited may be installed for training. System requirements for this version are:

- Available Hard Disk Space:230 MB
- Processor: 486-66Mhz or better.
- Operating System: Windows 9X, NT Workstation

- RAM: 32MB (64MB recommended)

A training room with space and equipment for 15 students would be ideal; less than 10 spaces is probably not a very efficient use of instructors.

In addition, the DTS training room should have a multimedia color projector, screen, blackboard, and networked instructor console.

8. Other Training Facilities

In addition to a DTS training room (or equivalent), you will need to arrange access to other facilities for training:

- A large classroom that can be used for PMO/TRW-provided DTA Training and Train-the-Trainer-Training (only needed if this training is to be conducted at your base/installation instead of at regional training sites). This room should easily accommodate 30 students and 2-4 instructors, with chairs, desks, and power supply (the PMO/TRW training team will bring their own client-server DTS LAN).

  This facility will be required for at least two weeks—plus one week of set-up—during the period 50-120 days prior to implementation.

- An auditorium or other large facility that can be used for traveler training. The facility must have an audio-visual system, including video support and computer projection capability.

9. Help Desk

Training of help desk personnel is a special challenge for the Lead DTA. Although you may be able to expect some assistance from PMO, TRW, and SAFFM, the principal responsibility for this training is yours.

This training is discussed in greater detail in the Help Desk Guide.

10. Training Schedule/Timeline

There are many variables that will influence your training schedule, including the local DTS implementation schedule, size of the target audiences, availability of instructors and facilities, and other factors such as major exercises that may impact DTS preparation. You may also have to stagger your training plan to accommodate TDYs, leaves, and other absences, both for your instructors and target audience members.

The table below provides a notional timeline for your training plan; you should modify it as necessary to meet your requirements.

When*	Training Event	Training By
D-180 to D-090	Lead DTA attends DTA Seminar	PMO/TRW
D-180 to D-090	LRA Training	PKI SPO
D-120	DTA Functional Training	PMO/TRW
D-120	Train-the-Trainer Training	PMO/TRW
D-100	Brief Wing/CC; senior staff/commanders; comptroller/staff	Lead DTA
D-45	Help Desk Training	DTA/Local DTS Trainers
D-45	AO Training (initial implementing squadrons)	DTA/Local DTS Trainers
D-30	Frequent Traveler Training (initial implementing squadrons)	DTA/Local DTS Trainers
D-15	Other Traveler Training (initial implementing squadrons)	DTA/Local DTS Trainers

* Note: D is the planned day of DTS implementation (first travel authorization processed)