eTravel Migration Plan Template

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1 Introduction

1.1 Purpose

The Migration Plan will describe the organization structure that will be in place, including roles and responsibilities, and tasks that must be performed during the migration process to ensure eTS migration success at the agency. The document will take the reader through the phases of migration to eTS – planning, preparation, migration, and evaluation – and will also address important factors of project management.

1.2 Scope

This document provides Agencies with an overview of the required resources and tasks necessary to migrate to eTS. The Migration Plan also describes the type of support that the eTravel PMO will provide to agencies as well as the responsibilities of the eTS Vendor. At a minimum, Agencies should include the following sections in their Migration Plan as described in the table below. Other sections found in this document are references that will aid the agency in developing the Migration Plan as well as subsequent plans during the eTS migration process.

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1.3 Background

eTravel provides direct support for the expansion of E-Government. The eTravel vision is to deliver a unified, simplified service that delivers a cost-effective travel experience, supports excellent management, and results in superior customer satisfaction. As a collaborative, inter-agency initiative, the purpose of eTravel is to realize the efficiencies, cost-savings and increased service associated with a common, automated and integrated approach to managing the federal government's travel function. The project consolidates travel processes at the department level, centrally managed through a customer-centric, self-service, web-based environment. The result is an integrated, easy to use end-to-end travel service on the desktop of every government customer – supporting everything from planning, authorization and reservations to claims and voucher reconciliation.

By leveraging policy and state-of-the-art technology, eTravel will give government managers a powerful tool to better collect and report travel data, transforming the entire life cycle of the government's business travel transaction for the benefit of agencies and taxpayers. The eTravel Program Management Office (PMO) will provide the initiative's central management and travel business process reengineering efforts, while facilitating knowledge sharing and best practice exchange in support of individual agency-led migration efforts.

1.4 eTS Timeline

The Office of Governmentwide Policy (OGP) developed a proposed rule to the Federal Travel Regulation (FTR) that will require all federal agencies to begin migrating to eTS in accordance with the schedule below:

- Migration Plans submitted to the eTravel PMO no later than March 31, 2004
- Migration to eTS to begin no later than December 31, 2004
- Migration to eTS completed no later than September 30, 2006

The tasks and activities described in this document are in adherence to the dates set forth in the proposed rule to the FTR. Agencies should use this section to describe the timeline established for migrating to eTS at their Agency.

2   eTS Migration Structure

2.1   Roles and Responsibilities

To ensure team cohesiveness and accountability, it is extremely important that the relationships between the various individuals and groups involved in the eTS initiative are well defined. The following section describes the roles and responsibilities of key individuals and groups in the migration efforts. The number of resources necessary for the migration team is dependent upon the size and scope of the Agency's plan for migrating to eTS. Be aware that the tasks specified below within each role may run in parallel to other tasks (as opposed to running sequentially).

Be sure to identify each resource by name with their contact information in the table provided in Appendix A.

2.1.1   Executive Sponsor

Sponsorship of the eTS initiative at the Agency executive level is essential to its success. The Agency Executive Sponsor's roles and responsibilities are outlined in this section. Agencies are encouraged to augment this list as necessary. The eTravel PMO has determined that minimum Executive Sponsors responsibilities include:

- Assisting Migration Manager and Contracting Office in establishing the eTS ordering strategy and the criteria for selecting one of the eTS vendors
- Providing visible sponsorship and advocacy for the agency's migration to eTS
- Building widespread commitment and support for the initiative
- Assessing and mitigating cultural resistance that could impede success
- Providing the resources necessary to accomplish eTS migration
- Assigning appropriate individuals and levels of resources to handle day-to-day management of the migration effort
- Advocating a common agency-wide business process for travel management
- Quickly resolving internal issues that arise relating to eTS adoption and migration
- Coordinating with and supporting the eTravel PMO to resolve external eTravel issues
- Developing a retirement schedule for legacy systems

2.1.2   Agency Migration Team

Agencies must be able to allocate skilled resources that constitute technical knowledge, functional travel and process knowledge, testing capabilities, change management and training capabilities, as well as sufficient expertise to discuss interfaces and migration tasks. The Migration Manager will provide project management knowledge and skills for the migration effort. The team is a source of information for the eTS Vendor in such areas as data integration, agency travel procedures, cultural factors, agency-specific training requirements, and identification of agency subject matter experts. At a minimum, Agencies should be prepared to staff a migration team with an Agency Contracting Lead, Technical/Integration Lead, Business Process Reengineering Lead, Change Management Lead, Security Lead, and a Superusers' Lead. Additional migration team members depending on the migration approach could be a Testing liaison and a Help Desk Lead. Minimum migration team responsibilities include:

- Developing a coordinated task order acquisition and implementation strategy
- Taking part in the ordering process for an eTS vendor
- Identifying and developing interfaces to automated systems in conjunction with the eTS vendor
- Improving and streamlining the agency's travel management processes
- Identifying the agency's current processes, TAVs and TMC resources, capabilities, and associated contracts/task orders affected by eTS migration.

- Developing the customer preparedness and migration processes with support from the eTS vendor, eTravel PMO, and agency staff
- Determining security requirements for eTS based on agency standards
- Determining changes in job roles and responsibilities due to the new travel procedures
- Establishing a training strategy for agency users
- Developing a communications strategy for stakeholders and customers (managers, travel arrangers, travelers)
- Obtaining individuals within each major organizational component who will act as champions and points of contact (POC) for inquiries during migration
- Identifying and documenting potential barriers to success, actions to mitigate anticipated problems, and outcomes
- Contributing to the Migration Manager's monthly progress reports to the eTravel PMO, using the template to be provided by the eTravel PMO.

Agencies are encouraged to incorporate additional information as necessary to fit individual agency requirements. This section should also state where this position will reside, e.g. the Office of the Chief Financial Officer or Chief Information Officer.

2.1.2.1 Migration Manager

Each agency will appoint a Migration Manager to guide the agency-wide migration to eTS. The Migration Manager will be the eTS project manager, providing direction to Migration Team members during migration efforts. Agencies are encouraged to incorporate additional information as needed to the following responsibilities of this full-time position:

- Coordinating with Executive Sponsor and Contracting Officer to develop eTS ordering strategy for selecting and acquiring eTS
- Teaming with agency IT experts to compare eTravel IV&V test results to agency requirements
- Overseeing development of the tools to support eTS ordering
- Working with the agency's Executive Sponsor to develop an agency-wide migration plan
- Working with the Executive Sponsor to staff an agency Migration Team with the appropriate skill sets and knowledge
- Managing relationships with executive level stakeholders within the agency
- Assessing the current environment focusing on important change factors, such as the impact changing processes will have on existing skills, competencies, policies, etc.
- Leading the agency migration team to improve and streamline the agency's travel management process
- Managing the migration, customer preparedness, and communication efforts within the agency with support from the eTravel PMO
- Identifying and elevating migration issues to the Executive Sponsor or eTravel PMO as appropriate
- Providing recommendations regarding change management issues such as job roles, training, and changing organization structures
- Participating in interagency meetings sponsored by the eTravel PMO and Interagency Travel Management Committee (ITMC) to exchange information and identify opportunities for interagency cooperation
- Managing effort for outcomes and implementing project management controls for on-time, on-budget delivery
- Providing monthly progress reports to the eTravel PMO on success stories, lessons learned, and progress against agency performance management targets

2.1.2.2 Agency Contracting Officer

The Agency Contracting officer is responsible for placing a performing acquisition and implementation planning and implementing the acquisition strategy. Other contracting officer responsibilities include:

- Determining if the task order involves using the menu-ordering or tailored-ordering process
- Developing a performance work statement if using the tailored-ordering process
- Drafting and submitting a Request for Quotation (RFQ) to all eTS Vendors when using tailored ordering procedures.
- Attending vendor demonstrations
- Developing RFQ evaluation methodology and factors
- Reviewing and evaluating each proposal received using the evaluation methodology and factors
- Preparing written task order
- Modifying the terms and conditions of the menu- or tailored- task order if necessary

2.1.2.3 Technical/Integration Lead

The Technical Lead is responsible for executing detailed technical migration activities and establishing integration requirements. This person supports the Migration Manager and coordinates with other elements of the Migration Team. Depending on Agency size and complexity, this role may be developed into two separate positions. The Technical/Integration Lead's responsibilities include:

- Assessing pre-eTS technical infrastructure
- Reviewing the eTS technical documentation provided by the eTS Vendor
- Determining integration requirements
- Ensuring configuration management of agency databases (i.e. financial, H/R) throughout migration
- Reporting on technical migration status and resolving issues (technical support)
- Supporting eTS testing and evaluation
- Submitting configuration requests to the CIO's office
- Coordinating the resolution of technical issues with the eTS Vendor
- Coordinating the management of technical risks in accordance with the eTS Migration Risk Management Plan

2.1.2.4 Business Process Reengineering (BPR) Lead

The BPR Lead ensures the execution of a gap analysis comparing current travel processes with those following eTS migration. The BPR Lead supports the Migration Manager and coordinates with other elements of the Migration Team. Responsibilities also include, but are not limited to:

- Review current agency travel policies
- Documenting current "as is" travel management processes
- Determining travel management processes with the use of eTS
- Assessing impact on current policies and procedures (gap analysis)
- Determining changes in job roles and responsibilities due to the new travel procedures
- Updating policies and procedures to improve and streamline travel processes for the "to be" state

2.1.2.5 Change Management Lead

The Change Management Lead will ensure that an Agency change management strategy is in place during the migration to eTS. Other responsibilities of this individual include:

- Developing the Agency's Change Management Plan for agency-wide migration to eTS
- Defining and executing a training plan to support agency employees

- Defining and executing a communications plan in support of eTS, including conducting a stakeholder impact analysis
- Defining and executing a set of transition activities to perform related to leadership, vision, and culture change
- Conducting a training needs analysis
- Designing and supporting end-user feedback sessions
- Analyzing and communicating information collected from end-user feedback sessions

2.1.2.6 Security Lead

The Security Lead will be the point of contact (POC) for several areas during the migration, with responsibilities to:

- Discuss the integration of data between the eTS and agency financial and HR systems
- Ensure the integrity of data between eTS and agency financial and HR systems
- Establish specific eTS roles and responsibilities (access controls)
- Establish agency specific security requirements that are outside of the requirements already established by the eTS
- Assist with implementation services (i.e. obtaining proper credentials, establishment of accounts, etc.)

2.1.2.7 Superusers' Lead

The Superusers' Lead will be a member of the Migration Team and serve as the direct interface between the team and the Superusers Group, who will interact directly with agency personnel. Responsibilities include but are not limited to:

- Understanding current and future business processes
- Developing and sharing pertinent communications and feedback from Executive Sponsor, Migration Manager, and/or Migration Team with Superusers
- Acting as main Superuser point-of-contact during migration activities
- Bringing identified Superusers "up to speed" on eTS solution during initial migration activities

2.1.2.8 Testing Liaison

The Testing Liaison is responsible for ensuring that the Agency participates in system testing and evaluation activities. Testing Liaison responsibilities include:

- Reviewing the eTravel PMO Independent Validation and Verification (IV&V) results
- Managing the test plan for integration developed with the eTS vendor
- Participating in the development and/or modification of test scenarios/test scripts for integration
- Coordinating necessary Agency level testing resources and schedule
- Coordinating with the eTS vendor on technical issues and possible maintenance of test environment
- Working with eTS vendor to resolve any test discrepancies
- Developing the final Agency level test report
- Coordinating management of testing risks

2.1.2.9 Help Desk Lead

Agencies will only need a Help Desk Lead if it is determined that eTS concerns will be handled by the agency's existing agency-wide help desk function in addition to the customer support services provided by the eTS

Vendor.   Both eTS Vendors are required to provide basic customer support for all user roles established in the eTS from 8:00 am to 9:00 pm eastern time, Monday through Friday (excluding Federal holidays). Additional customer support requirements of the eTS Vendor are stated in the Statement of Objectives in the RFP for eTS services.

The Help Desk Lead is responsible for ensuring accurate and timely responses to questions or problems submitted by customers via telephone or e-mail. Responsibilities specific to the Help Desk Lead include:

- Reviewing established Help Desk Procedures
- Developing, if not already in place, Help Desk operational procedures including but not limited to system functionality, network connectivity, and policy issues (also may need to define hours of operation and/or after-hours procedures)
- Maintaining a list of Frequently Asked Questions (FAQs) which will be distributed within the Agency for user access
- Assessing the need for and developing a solution to support incident tracking
- Structuring a Help Desk that includes personnel having sufficient familiarity with functionality and understanding of the infrastructure of the eTS solution to be able respond to end-user questions

2.1.3 Superusers Group

A group of Superusers will be identified during the planning stages of migration to become a communication and support network for eTS users.   The eTravel PMO recommends having one Superuser per 100 eTS users. This group will:

Serve as the spokespeople "on the shop floor" for the project – explaining its objectives, challenges, and benefits
- Provide points of contact for inquiries during migration
- Participate in baselining of existing travel management processes
- Gather feedback to be relayed to the migration team
- Ensure that two-way communication is maintained throughout the migration
- Identify training needs of resident personnel

2.1.4 Vendors

The eTS Vendors will offer several levels of standard implementation services (found in the Statement of Objectives in the RFP), from which agencies will be able to choose. Responsibilities in this section will differ slightly, depending on the level of service chosen by the agency. At a minimum the eTS vendor will:

- Provide implementation support services required to establish agency-specific configuration and operational readiness
- Identify and provide a implementation team for each agency, providing initial and ongoing account management
- Host an agency kick-off or planning meeting for key travel management personnel
- Identify online, role-based training and training curricula available, and conduct one instructor-led course per each agency user role
- Provide technical support to coordinate with agency personnel to develop Integration Agreements, establishing an interface between agency internal business systems and eTS data exchange capabilities
- Provide continuing priority implementation support during the two months following an agency's eTS migration
- Support a monthly conference call with agency and eTravel PMO representatives through the agency's sixth month of migration

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- Document the agency-specific configuration established for the eTS during implementation activities at that agency in an eTS Implementation Report

2.1.5 eTravel PMO

The eTravel Program Management Office (PMO) manages the eTravel initiative, while facilitating knowledge sharing and best practice exchange among agencies in support of their individual migration efforts.   The eTravel PMO is also responsible for targeted activities in support of agency migration teams designed to:

- Provide leadership support and guidance to the eTravel initiative
- Award and provide administration of the eTS Master Contract
- Assist agencies with customer preparedness to promote enterprise-wide adoption during the migration to eTravel services
- Provide eTravel guides and templates to help agencies plan, implement, and monitor the migration
- Review and coordinate approval of agency Migration Plans and schedules as required by the FTR
- Provide communication tools to aid agencies with end user outreach programs
- Assess progress to expected outcomes through established performance metrics
- Provide a Customer Service Representative (CSR) to guide agencies during migration
- Provide common project management tools to help standardize issue tracking and reporting across multiple agency migration efforts
- Make information available to all agencies via a centralized document management system (i.e., best practices, lessons learned, proposed eTravel policies across agencies)
- Advise agencies in the successful acquisition under the eTS contracts

2.2 Organization Chart

The organization chart should graphically depict the Agency eTS Migration Structure based on the roles and responsibilities outlined in the previous section. The chart below represents a generic eTS Migration Structure that delineates roles and responsibilities of the Agency Executive Sponsor, Migration Team members, the eTS Vendor, and the eTravel PMO.   The chart below indicates that the Agency Executive Sponsor is the overall sponsor of their eTS migration with guidance and input from the eTS Vendor and the eTravel PMO. The Migration Manager is charged with leading a team of functional experts and assisting the Contracting Officer. The Superusers, although not an official part of the Migration Team, provide advice to the Migration Manager and their lead based on their field perspective.
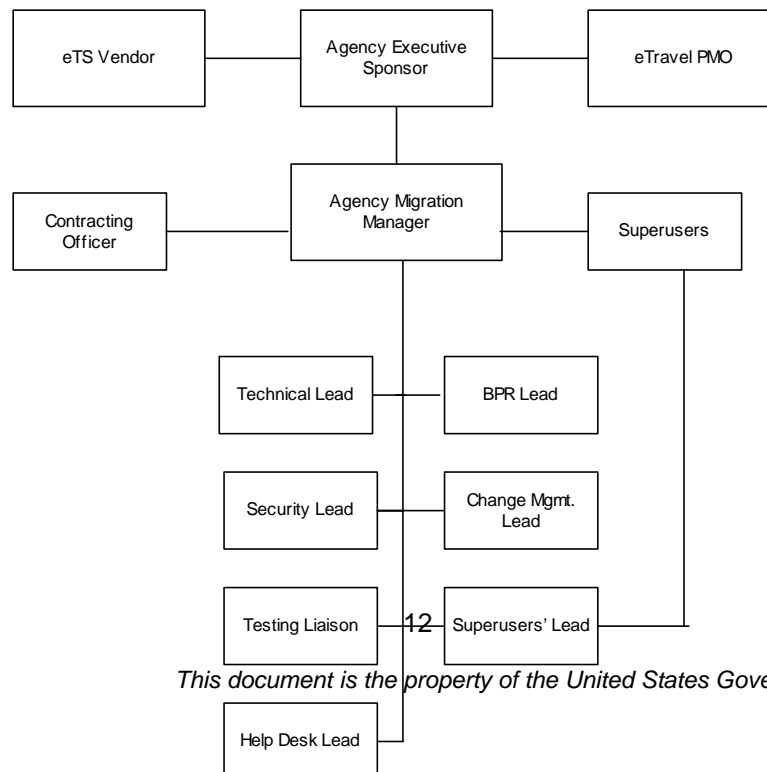
3 eTS Migration Process

Migration to eTS should be a systematic approach that will ensure success, and will require close coordination of project management and migration activities. Early consideration of the eTS Ordering Guide is essential. The four-phased process includes various steps that must be taken prior to moving to a new phase or done in conjunction with the following phase. The four phases of migration are: planning, preparation, migration, and feedback.

Planning → Preparation → Migration → Complete Migration → Feedback
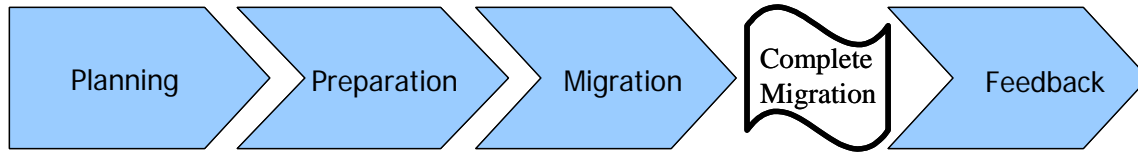
A Migration Checklist ("Checklist") was developed with the Migration Manager in mind and provides a valuable project management tool. The Checklist found in Appendix B lists the key activities and products that must be developed within each phase to ensure the most successful migration possible. Some items on the checklist will be developed during the first phase(s) and revised throughout the project to reflect changes in events, timing, resources, etc. For example, although the agency's migration project schedule will be finalized during the Planning phase, the Migration Manager will need to adjust it as necessary to reflect various decisions made throughout the migration process. The Checklist should be used and completed for each phase of the migration.

3.1 Planning Phase

Planning activities include identifying migration team members, developing an agency migration plan, defining project controls, and reviewing travel processes and policies. The eTravel PMO developed eTS Planning Worksheets that address eTS standards described in the proposals of both vendors versus agency requirements. The worksheets will help agencies identify and estimate costs as well as potential gaps for their migration. Many of the activities described in the following sections will be further developed in the next phase.

3.1.1 Allocation of Agency Resources

Before the migration to eTS can officially begin, Executive Sponsors need to determine the costs of the migration and make appropriate allocation in their budget to support the migration. The eTravel PMO created an eTravel Budget Estimating worksheet to aid agencies in determining costs associated with the migration to eTS. The eTravel PMO also created integration and test and approval worksheets to further establish costs. In establishing migration costs, the agency needs to select potential migration team members. The agency cannot begin the majority of eTS migration activities until migration funding is in place.

Once migration team members have been identified, the Executive Sponsor and Migration Manager should host a formal migration kick-off meeting.

3.1.2 Vendor Selection

Each agency will be required to use standard ordering processes to place a task order for eTS vendor services. Ordering procedures and in-depth guidance regarding placing task orders may be found in the GSA eTS Ordering Guide. Because there is more than one contractor, agencies must provide fair opportunity when placing task orders. Agencies may choose to place a Menu Order or a Tailored Order. Agencies that choose to place a tailored TO must submit a request for quotation (RFQ) to all qualified vendors. The Statement of Work (SOW) from the agency will provide the agency's requirements. Upon reviewing the vendor responses

the agency will then select a vendor and place a TO. The eTravel PMO will provide an RFQ template for agencies' use.

An agency's ordering strategy will depend on whether they are using the travel agent services of the eTS provider or bringing their travel agent to the use of eTS. Ordering agencies may want to include language in their Task Orders which provides full flexibility to change the TMC throughout the performance period of the Task Order. Please refer to "Accommodation of Agency TMCs and the FedTrip™ On-Line Booking Engine" in the "Ordering Procedures" section of the eTS Ordering Guide for additional information on ordering when using non-eTS TMCs. The GSA PMO is available to assist agencies in crafting this language.

The Migration Manager will be key in this process, determining agency needs in terms of schedules, option periods, and the use of menu-ordered or tailored-ordering processes. Agencies should also determine if pooling with another agency is a viable option. Finding another agency with similar eTS requirements can increase those agencies' buying power. For more information on the RFQ and TO process, agencies should refer to the eTS Ordering Guide provided by the eTravel PMO.

After determining the required eTS services, selecting a vendor, and determining the task order method the agency will prepare to place a task order with the eTS vendor. Placing a task order will set the stage for moving forward with migration, determining specific "to-be" processes and procedures as related to the specific eTS vendor's services, and will aid the technology decisions to be made. The agency will also have the vendor's implementation schedule and tasks to incorporate into their migration schedule.

3.1.3 Agency-wide Migration Approach

There are various methods that an Agency can choose from in order to migrate their agency to eTS. The "Big Bang" approach allows the Agency to migrate *all* Agency users, within *all* organizations, at one single time. The phased approach allows the Agency to identify an *initial* group of users within a small number of organizations to be trained and setup to use eTS. This approach can either be phased by organization, or phased by a combination of organization and user type. Either migration approach can be utilized in a combination of ways. The eTravel PMO recommends that the Agency work with their migration team and their Customer Service Representative (CSR) to understand the pros and cons of both approaches, and then to solidify the best approach for migration. The Agency-wide migration approach must be documented in this section.

3.1.4 Draft Migration Plan

The Migration Plan, due to the eTravel PMO no later than March 31, 2004, is considered a living document. As more detailed information is collected, it should be incorporated in the plan. The Migration Plan will be reviewed at the end of the eTS migration in the Feedback Phase to assess lessons learned in regard to its usefulness and effectiveness. This is further expanded upon in the Feedback Phase in section 3.4.

3.1.5 Project Controls

Project controls are necessary for effective project management, and will keep the eTS migration project under budget, on schedule, and within scope. Project controls must be developed in conjunction with the Migration Plan, as establishing accountability for executing critical tasks and marking achievement of key objectives and program milestones will be vital to ensuring successful migration to eTS.

3.1.5.1 Quality Management

The project quality process will provide the procedures and controls necessary to ensure all migration tasks are completed on time, within budget, and with high standards of quality. Agencies should design an approach to providing proactive quality control procedures to avoid migration difficulties. Planning for quality

management involves determining the organizational structure for the migration project, defining performance goals and metrics, and determining other procedures and processes needed to ensure quality standards are documented and met during the eTS migration. In addition, establishing review periods for all outgoing documentation is important. Examples of outgoing documentation include Migration Plan, Vendor RFQ (including evaluation criteria), and the Integration Agreement. One person, operating in a vacuum, cannot successfully complete these documents. All documents should go through a review process prior to being sent to their final destinations.

Overall project performance should be evaluated on a regular basis via reporting and meeting mechanisms, which will allow performance goals review, work breakdown structure (WBS) and project schedule maintenance, and cost management review.

3.1.5.2 Reporting Structure/Requirements

It is critical that a reporting structure between individuals involved in an agency migration be established. Status updates and project reporting will provide the Executive Sponsor and Migration Manager with the necessary information to track and manage migration progress. The Executive Sponsor, Migration Manager, and the eTS Migration team will use the information to make informed, proactive decisions concerning any dynamic changes to the eTS migration effort. Realizing that the process of tracking progress can become bureaucratic and time consuming, agencies should set up a system that is simple enough to require limited time commitments to maintain it, yet strong enough to provide the management team with the required information. A sample of typical reports during a migration effort is provided below. Report templates can be found in Appendix C.

Report	Description	Timing	Templates	Receiver
Weekly Status Report (from Migration Team members)	Describes status and performance metric for each task, provides explanations for any tasks not starting or completed on time, status of migration issues, forecasting of next steps	Weekly	Status Report Template	Migration Manager
Migration Progress Report (from Migration Manager)	Describes the progress made (key accomplishments) during the month on the eTS migration	Monthly	Status Template	Executive Sponsor, eTravel PMO
Risk Management Report (from Migration Manager)	Describes identified risks, owners, and mitigation strategies	Monthly	Risk Management Template	Executive Sponsor, eTravel PMO

Conducting recurring meetings will foster cross-team coordination, communication, and situational awareness. Guidelines for scheduling recurring meetings include the following:

- The number and duration of meetings limited to minimize the impact on key migration team members
- Structured, recurring agendas for regularly scheduled meetings assist in preparing for and completing them on time
- In the event a team leader required to attend a meeting is not present, a knowledgeable substitute will attend
- Coordinate and disseminate a conference call number for out of town participants
- Capture of meeting minutes to be distributed to all team members

A sample of typical recurring meetings is provided below.

Meeting	Purpose	Timing

Migration Team Meeting	Identify and coordinate migration tasks and issues, discuss project progress and future requirements, coordinate changes to the project schedule	Weekly
eTravel PMO/CSR Meeting	Discuss project status, agency concerns, vendor concerns, project issues, provide support to agency from eTravel PMO level	Bi-weekly
Executive Sponsor Status Meeting	Migration status update, discuss project requirements, changes to the migration schedule, and key accomplishments	Monthly
Risk Management Meeting	Monitors previously identified risks and reviews the adequacy of their response strategies as well as identify and assess new risks	Quarterly

3.1.5.3 Agency Migration Schedule

The agency migration schedule will establish the planning, tracking, and change management procedures necessary to efficiently develop and manage project tasks and milestones for the comprehensive project schedule. The Migration Manager will have the ultimate responsibility to review, customize, and track overall progress and variance to the baseline. The eTravel PMO is providing a project schedule template (see Appendix D) that agencies will customize to fit to their individual migration needs. Each agency is accountable for including supplemental tasks and activities deemed necessary by that agency. During the Planning Phase, the agency should review the project schedule template, determine agency specific requirements to be included for migration, and develop a draft schedule. A final agency migration schedule will include implementation information received from the chosen eTS Vendor.

3.1.5.4 Performance Measures

- Establishing accountability for executing critical tasks and marking achievement of key objectives and program milestones will be vital to ensuring successful migration to eTS. Although the eTravel PMO has performance goals and metrics defined for eTS, each agency will be responsible for determining agency specific goals and metrics to measure the progress and success of their eTS migration. Agencies must determine their target goals and measures based on overall eTS goals. The following baseline for performance goals include:

eTS Milestone	Fiscal Year	Time Frame	No. of Agencies	Estimated Voucher Transactions	eTS Online Vouchers Target	Online Booking Engine Reservations Target *
IOC**	FY03 - 04	Jul 2003 – Nov 2003	1	800	100%	40%***
1	FY04	Dec 2003 – Sep 2004	7	751,000	50%	60%***
2	FY05	Oct 2004 – Sep 2005	12	1,395,000	65%	60%
3	FY06	Oct 2005 – Sep 2006	24	3,330,000	80%	60%
4	FY07	Oct 2006 – Sep 2007	All	3,500,000	95%	65%
5	FY08 out	Oct 2007 and beyond	All	3,500,000	100%	70%

*   Online booking engine reservation targets apply to number of TDY vouchers requiring reservations and fulfillment.

**   IOC adoption targets apply to each contract awardee. Remaining adoption targets represent total civilian Executive Branch travel estimates.

*** Online booking engine transaction targets for FY03 and FY04 include FedTrip™ and eTS booking engine transactions. Online booking engine targets for FY05 and beyond represent eTS booking engine targets only because the FedTrip™ contract expires in FY04.

3.1.5.5 Financial Management

Financial controls should be determined by contract type and vehicle. The Migration Manager will establish a cost management mechanism that will ensure the eTS migration project stays within the budget specified by the Executive Sponsor.

3.1.5.6 Information Management

Appropriate project information and documentation should be available to all stakeholders, including the Executive Sponsor, at all times and distributed in a timely manner. Migration documents should be stored electronically on a shared drive that all migration team members can access. Agencies need to determine how documents will be presented and distributed using formal and informal methods, including a specific naming convention for migration documents.

3.1.6 Business Process Reengineering (BPR)

Migration to eTS will cause existing travel processes and procedures to change across the federal government. There is also a possibility that systems, the responsibilities of staff, and the staff assigned to carry out travel processing at the Agency will also change. The staff assigned to execute travel processing at the Agency will need to assist the Migration Team in developing, documenting, and implementing new business travel processes and procedures. For this reason, it is necessary that one of the first tasks an Agency needs to accomplish is to document current "as is" travel business processes and procedures.

Each Agency will need to document their current travel processes determining all process names, definitions, process business objectives, primary process tasks and subtasks, and opportunities for improvement. Agencies should also utilize tools such as process flow diagrams to graphically depict current processes. The level of detail at which the processes are examined may vary depending on the complexity and significance of the process. These "as-is" documents will show the above elements discussed as well as staff responsible within those processes. Because these changes may also affect staff job descriptions and functions it is essential that staff responsibilities are documented during this phase. A sample "as-is" travel process flow is provided in Appendix E.

Agencies should also review current policies related to travel and the makeup of their organizational structure. Updates may be needed to reflect using eTS and to streamline the current area. In addition, during the initial phases of migration Agencies will need to review and determine what entity in their organization "owns" the eTS solution.

3.1.7 Change Management

Implementing any new technology agency-wide is a major initiative that can disrupt an organization's performance. Even the best technical solutions can fail due to declining senior level support, expectations not being met, end users not understanding the need for the new solution, or being ill-equipped to perform their jobs in the new environment. To facilitate a seamless eTS migration and help mitigate the inherent risks associated with technology-driven change, the eTravel PMO strongly encourages agencies to implement a change management strategy. Change management is the people side of migrating to a new system or service. Its sole purpose is to manage expectations, gain and maintain support throughout the life of the project, and prepare users to operate effectively in the new operating environment. The change management strategy is comprised of several components, including communications and training.

Communication is at the heart of an effective change management program. While there is no single formula for success, migrations to new services and processes have a significantly higher chance of success when they encourage stakeholder and end user participation throughout the process. To effectively communicate across the agency and to external stakeholders, it is important to tailor the messages to the appropriate audiences. Before creating the communications strategy, agencies should first identify their stakeholder groups and their particular information needs. Stakeholder groups will generally include agency senior leadership, external entities (eTravel PMO, OMB, etc.), end users, and Migration Team members. The information required by these stakeholder groups will vary greatly in level of detail, and the communications strategy will allow each Agency to anticipate and prepare for these disparities.

As some staff members' roles and responsibilities may be altered due to the level of technology insertion, varying degrees of education and training for agency staff members will be necessary to develop new skills as well as learn new policies and procedures. Some agencies use completely manual travel management processes, while some have already incorporated technical solutions to enable these processes. Agencies should assess resident skill levels and determine the level of impact eTS will have on their staff. The resulting gap analysis will be used to inform vendor trainers as they develop curriculum and will be used by the Migration Team in revising policies, procedures, and possibly job descriptions of their travel management staff. Agencies need to develop a training plan during this phase.

This section of the Migration Plan should describe at a high level how the agency plans to involve their stakeholders in the eTS migration effort and their approach to training end users. The Agency's Change Management Lead should develop a supplemental and detailed Change Management Plan during this phase, although it is not required to be submitted with the Migration Plan. Change management is discussed in greater detail in Section 4.

3.1.8 Migration Plan Approval Process

Migration Plans must be approved by the eTravel PMO. CSRs will be available to Agencies to guide them in the development of the most appropriate and comprehensive migration strategy to be documented and submitted to the eTravel PMO for review. To ensure that the eTravel PMO review process is as efficient as possible, it is important to send the Migration Plan to the Agency's CSR electronically in MS Word with the Agency's eTS migration project schedule attached as a MS Project file. If an Agency does not have a CSR assigned the Agency should refer to the www.egov.gsa.gov website under eTravel News which provides an email link for submittal. Emails should have "Migration Plan" and the agency name in the subject line. The front page of the Migration Plan must include a cover letter (see Appendix F for the template) signed by the Agency's Executive Sponsor. The Agency's Migration Plan with a signed letter will serve as the Agency's commitment to migrate to eTS within the timeframes specified by the FTR.

The eTravel PMO will approve Migration Plans based on criteria established to review plans. Once the Migration Plan is approved, the CSR will meet with the Agency to discuss the results of the review and next steps. If the eTravel PMO does not approve the Migration Plan, the reasons are documented and reviewed with the Agency by the CSR. The Agency is then given 10 days to resubmit their Migration Plan. If necessary the CSR will assist the Agency in revising their Migration Plans.

3.2 Preparation Phase

The majority of the preparation for the migration will be performed during this phase. At this point in the migration process the eTS Vendor has been chosen, therefore the timeline will vary based on the implementation services ordered from the Vendor and the migration approach chosen by the agency. Based on these factors, Agencies may have to adjust their staffing levels. The following sections will provide the steps within the Preparation phase.

3.2.1 Business Process Reengineering (BPR)

The next step in the BPR will be to determine what changes eTS will bring to the current processes. The "as-is" documents must provide sufficient detail to assist the BPR Lead in identifying changes eTS will create. During this phase, it is crucial that all "as-is" current processes and procedures are finalized. A gap analysis must be conducted between the Agency's "as-is" current business travel processes and the processes of the eTS solution. The gap analysis will highlight to agencies where there may be a break between the ways that travel is being processed now (as-is) versus the way travel will be processed using eTS (to-be).

3.2.1.1 Finalize To-Be Processes

Documenting to-be processes is essential as these processes will be the basis from which a training program will be developed to acclimate Agency users to new travel processes and procedures.   Each Agency will need to determine all new or improved process names, definitions, process business objectives, and primary process tasks and subtasks. Again, Agencies should also utilize tools such as process flow diagrams to graphically depict all to-be processes. The level of detail at which the processes are examined may vary depending on the complexity and significance of the process. To-be documentation should show the above elements discussed as well as responsible staff. The BPR Lead needs to note where changes are in terms of staff roles and responsibilities, which will feed into the training needs assessment described in Section 3.2.1.3. A sample "to-be" travel process flow is provided in Appendix G.

3.2.1.2 Revise Travel Policies

The gap analysis will also allow the Agency to verify which Agency specific policies and standard operating procedures (SOPs) to revise. The BPR Lead should make recommended changes to policies to the Agency's policy office and follow protocol to get the identified policies amended. All agency specific policies need to be aligned with the new proposed amendment to the FTR.

3.2.1.3 Needs Analysis

A result of the Migration Team's BPR effort will be a Needs Analysis, documenting the learning and/or skills gap between the current travel process and the "to-be" process as driven by eTS and industry best practices. Updated policies and procedures that support the new process will also be reflected in the Needs Analysis as this information will need to be incorporated into the training curriculum. Lastly, job descriptions of travel staff may change to reflect a greater emphasis on technical skills. The Needs Analysis will highlight these changes, driving several change management initiatives described in the following section.

3.2.2 Change Management

During the Preparation Phase of the eTS migration, the Migration Team will begin to develop communications content and determine agency-specific process or policy training that should be incorporated into the overall eTS training. It is important to coordinate these efforts with the other areas of the migration since much of the timing for these tasks will be interdependent as the BPR efforts and the eTS solution will be lending much of the content for the change management products. Detailed change management activities should be described in the Agency's supplemental Change Management Plan.

3.2.2.1 Communication Vehicles

Based on the vehicles specified in the Communications Plan, the Migration Team will develop the necessary tools and content necessary to deliver messages. Teams planning to use existing newsletters, websites, etc. will need to establish relationships with the owners of these vehicles. Each one will have a pre-determined schedule for refreshment / production of their communication products and specific guidelines for submitting content.

Teams planning to launch Awareness Campaigns or deliver general presentations on eTS to a wide audience will need to develop these vehicles during the Preparation Phase. All materials must be reviewed and approved at appropriate levels before being released for wide readership. Also, email distribution lists should be identified and/or developed where appropriate, to include the Migration Team and its members. All presentations and other change management tools should be made available to Migration Team members through the Team's document management system or shared drive to lessen the chance that contradicting messages are conveyed to eTS stakeholders, and that efforts to develop these documents are not unnecessarily duplicated.

3.2.2.2 Training

The eTS Vendor is required to provide instructor-led training classes for each user role identified in eTS based on the Standard Implementation Service Level chosen by the agency. The Migration Team must develop management processes around their eTS training offering to include training registration, booking on-site training, facilities management, and course evaluation and modification. In addition to developing these processes, the Migration Team should decide the level of effort required to perform these functions effectively and secure the necessary resources. Processes should be created with resource constraints in mind.

A team of Superusers, identified earlier representing each user group, and the appropriate members of the Migration Team will be trained shortly before the Migration Phase begins. This group can be used to test any last minute functionality, training revisions, or accessibility issues before eTS is available agency-wide. This group of Superusers will be most active in their day-to-day environment answering essentially Tier 1 questions to assist their fellow peers in the office.

3.2.3 Technology

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Although eTS will not be a traditional system implementation there will be some technical aspects to determine. Agencies will need to determine their security requirements, configure system tables, assess their agency infrastructure, design the integration approach, and determine testing requirements. Those items are described in the following sections.

3.2.3.1 Security Requirements

eTS will safeguard all data on the service by employing 128-bit encryption and Secure Socket Layer (SSL) that meets NIST-approved standards as described in Federal Information Processing Standard (FIPS) 46-3 and FIPS 197 (e.g., AES, Triple DES, etc.). eTS also will conform to GSA CIO HB 2100.1.A, the National Information Assurance Certification and Accreditation Process (NIACAP) and other applicable guidance for IT system security. Sensitive But Unclassified data will be protected at the "Medium" level. eTS will interface with and authenticate eTS user credentials via the eAuthentication Gateway, which is being developed. In the interim the eTS Vendor should use the interim eAuthentication Gateway and credentials from supported Federal credential providers.

The Security Lead will have the responsibility to determine their Agency's security requirements for migrating to the eTS solution. The Agency may have to get approval from a security authority before the actual migration to eTS. The Security Lead will identify certifications that have been required in the past for web based services at the Agency as well as define user permission levels.

3.2.3.2 Configuration

Agencies will work with the vendor to address its plan to configure the system tables. The preparation for configuration would include documentation of:

Element	Description
Employee data	Determine the timing for loading employees into the database and the mechanism (i.e., will the employees be batch-loaded and/or loaded individually as they go on travel)
Organization structure	Determine which organizations will be identified in the database and mapping employees to each organization
Security levels	Determine which employees will be able to view other personnel data, create documents for other travelers, view/edit administrative tables, edit routing lists
Workflow	Determine approach for routing lists • How many approvals are required for each document type • Whether they will allow multiple approvers at each step in routing list • Whether travelers will be able to dictate part or the entire routing list
Expense information	Determine budget object class codes, expense categories, and expense types - how do these levels of expense would map to each other
Accounting code information	Determine which accounting codes need to be loaded into the system and how they relate to the organizational structure

This list is not exhaustive, but it is a good start for agencies as they prepare to migrate to eTS.

3.2.3.3 Infrastructure Assessment

Agencies need to assess their infrastructure's ability to satisfactorily utilize eTS as eTS is a web service hosted entirely on the Internet. Agency desktops will only need to have Microsoft Internet Explorer browser (version 5.5 or later) or a Netscape Navigator browser (version 7.x or later). From the communications standpoint, Agencies will need sufficient bandwidth to access an Internet hosted application. If an Agency believes their infrastructure may need upgrades to accommodate eTS, this is the section where the Agency should discuss its strategy to upgrade. If an Agency determines that they do not need to upgrade based on eTS requirements, that determination should be documented in this section.

3.2.3.4   Integration Approach

Developing a strategy for integrating eTS with its business systems is vital to reach the anticipated benefits and ROI for eTS. To expedite the work, eTS provides a standard data output. In many cases, this will be an iterative approach, with a batch interface between the financial system and eTS as the first step. Further work may include nearly real-time fund checks between eTS and the financial system, nearly real-time transaction posting between eTS and the financial system, and two-way synchronization of data between eTS and the personnel system. The eTravel PMO has benchmarked costs for typical interface work and can provide that information to assist the Agency planners.

This section should include an assessment of the current environment to include a list of the agency business systems and system capabilities, providing as much detail as possible regarding existing interfaces and interface capabilities. The eTS vendor chosen by the agency is required to provide a comprehensive list of data elements, but the agency is responsible for data mapping. If specifications for current interfaces exist, the agency should use this work as a baseline. This section should also include cost estimates and project timelines to complete the work.

3.2.3.5   Testing

Prior to releasing to agencies, the eTS PMO will conduct extensive functionality testing of eTS through an independent validation and verification (IV&V) process.   The eTravel PMO developed and distributed a worksheet for agencies that outlines the requirements by which eTS will be evaluated and/or tested during the IV&V testing period. Both JFMIP and OFFM have reviewed and validated the requirements prior to testing. As some agency requirements may exceed eTS standard requirements in some areas, that worksheet will assist agencies in determining whether additional agency testing will be needed and to what extent. Documentation on the testing will be distributed to Agencies.

Any additional testing of eTS and/or plans to test interfaces to financial or human resources systems should be documented in this section.

3.3 Migration Phase

This section will describe the objectives and activities necessary to complete a successful migration. During the migration phase, agencies will begin to use eTS and, if desired, a non-eTS TMC to craft end-to-end travel management. To ensure all necessary task have been completed prior to rolling out eTS, Agencies are requested to conduct an Operational Readiness Review with the eTS Vendor and eTravel PMO. During this phase, end-user training will be conducted and the integration plan will be implemented.

3.3.1 *Operational Readiness Review (ORR)*

Each Agency will have to conduct an ORR with the eTravel PMO and eTS Vendor to ensure all necessary components have been completed to begin Agency Migration. If all parties are in agreement, Agency migration will commence. If an agreement cannot be reached, Agency migration will not commence until all parties are satisfied that pre-migration phase tasks have been accomplished.

3.3.2 eTS Phase I

It is recommended that each Agency select a group of users for the initial migration to the eTS solution. Agencies need to determine what group of users or departments will be the pilot group and document that approach. This allows a relatively small number of skilled users to "try" the solution prior to the majority of the Agency. This could increase the buy-in of future Agency users through a successful initial migration. The pilot will allow the migration team to track initial solution functional performance, solution response time, and help desk issues and preparedness. For example, the results of the pilot may lead to adjustments in travel business processes. This group acts as a "proof of concept" for the Agency. Documenting lessons learned from the eTS pilot will allow agencies to adjust their migration approach according to the results of the pilot to ensure a seamless migration with the next group(s) migrating.

3.3.3 Full Training Rollout

Instructor-led training will be offered for all agency user roles in Agency facilities or vendor facilities, depending on the task order. Separate classes will be offered for each user level, based on demand. Continuous evaluation of the CBT tutorials will begin immediately following their launch on the eTravel portal. The Migration Team will deploy a combination of surveys and interviews to assess train-the-trainer and instructor-led training sessions as they are offered. Input from these evaluations will be processed through the evaluation process and the Migration Team will work with the vendor to assess progress to performance targets and prioritize training modifications. Any additional training deemed necessary in the Agency's training approach will be rolled out in this phase as well.

3.3.4 Integration

Agencies will implement their integration plan to integrate eTS with their desired systems. Depending on the agency's approach to migrating to eTS, this section will describe what must occur to integrate agency systems with eTS during this phase.

3.3.5 Migration Checklist

Migration managers should review the Migration Checklist. This checklist denotes the high-level tasks that must be completed during each phase of the Agency's migration. The migration checklist should be used as a guide throughout the entire migration process.

3.4 Feedback Phase

This section will outline the objectives of the Feedback Phase and will recommend activities to help set performance targets. Agencies should maintain a change-ready organization that is motivated to continually improve travel management as the migration takes place. Determining if performance goals have been met, documenting lessons learned, and describing eTS enhancements will assist agencies during similar agency migration projects.

3.4.1 Post Migration Review

Once Agency migration is complete, each Agency must conduct a Post Migration Review with the eTravel PMO. The review assists in determining which migration activities were successful and should be continued, and which activities proved less successful and require modification. In order for the Agency and the PMO to

continuously improve the migration process, the Post Migration Review is the best way to solicit direct feedback from all stakeholders and parties.

3.4.2 Performance Measures

As agencies are responsible for determining agency specific performance goals and metrics to measure the progress and success of their eTS migration, during the Feedback Phase each performance goal will be reviewed with the appropriate metrics applied. Agencies should determine how a performance goal was achieved or document why that goal was not achieved. Performance goals that did not attain the appropriate measure need to be analyzed and documented in the lessons learned report discussed below.

3.4.3 Lessons Learned

Agencies should document lessons learned on an ongoing basis throughout the migration, however the eTravel PMO requires a formal lessons learned document from each agency at the end of migration. Lessons learned include the causes of project variances, actions taken to rectify variances, project risks, contingency plans implemented, and factors that lead to migration successes. This document will become part of the agencies' historical database of service implementation projects.

3.4.4 eTS Enhancements

Documenting enhancements to the eTravel service is essential to further ensure eTS performance goals are met and maintained. Agencies need to have a system that handles change requests. Agencies will document if the proposed eTS enhancement is a value-added change or a nice-to-have addition to the current service and if the enhancement concerns a changing government policy.

4 Supplemental Plans

4.1 Change Management

Change management is a methodology for facilitating the smooth transition from a "current state" to a "future state." Change management methodologies can be used to facilitate changes caused by business process reengineering and organizational wide service implementation. A change management initiative creates a framework for immersing users in communications, guidance, coaching, and training. Agencies should develop a change management plan for their eTS migration. The following sections provide samples of the types of activities that should take place during various phases in migration.

4.1.1 Planning Phase

The following tasks should be conducted during the planning phase of migration.

4.1.1.1 Communications

Stakeholders will require two types of communication: programmatic and targeted. Programmatic communication contains general information about the program and is made available at regular intervals or continuously. Some examples of programmatic communication are a monthly status reports to senior leadership and general information about eTS and its benefits. Targeted communication, on the other hand, is timed to specific project milestones and aims to share information about that particular event. Agencies will want to use targeted communication to help prepare users to anticipate changes and operate effectively in the new environment (i.e., launch dates, upcoming training opportunities).

Once stakeholder needs have been identified, agencies will determine the appropriate vehicle to deliver these messages. It is important to note that communication vehicles that are deemed appropriate for end users are not necessarily appropriate for senior stakeholders. We suggest that agencies attempt to use communication vehicles already resident within their agencies than to spend additional resources in this area. Experience shows that vehicles already familiar to audiences are the most effective. The following matrix illustrates the components of the communications plan:

Stakeholder Group	Info Need	Timing	Vehicle	Responsibility	Metric
Sr. Leadership & eTravel PMO	*GENERAL* eTS benefits Timeline *TARGETED* - Progress - Upcoming milestones - Impact to performance	Monthly	- Meetings - Email	Migration Manager	- Uninterrupted endorsement and resources for eTS
End User	*GENERAL* - What is eTS - eTS benefits - Timeline - Impact *TARGETED*		- Monthly newsletter - Staff mtgs - Intranet - Email	Communications Lead	- # of website hits - Level of response - Mtg attendance - 100% access to information
Migration Team	*GENERAL*	Ongoing	- Document mgmt system	Migration Team Members	- On schedule / budget

		TARGETED		- Meetings		- Performance targets met

It is important to gauge the effectiveness of the communications effort periodically. Simple metrics should be developed and applied to help pinpoint areas for improvement. For example, if there are no hits on the eTS website, chances are pretty good that people don't know of its existence or they have limited or no access to it. The Communications Lead will be responsible for the development, execution, and maintenance of the communications plan and all communications activities.

Internal communication mechanisms should especially be established during this Planning Phase. Standard reporting tools and other project controls should be created and available for Migration Team members on a central document management system or shared drive. The Communications Lead should work with the Migration Manager to establish a regular meeting schedule and format for the team as well as to help shape the discussion topics for each meeting.

4.1.1.2 Training

The Migration Team will complete a Competency Model to identify resident skills of each user level and compare these to what knowledge and skills will be required under the eTS environment. This exercise will be most important for travel staff who must possess specific skills and achieve performance goals. Travelers, on the other hand, will have varying levels of literacy in booking travel online, thus their training needs should be judged accordingly. Job descriptions of travel management staff may change significantly to reflect a greater emphasis on technical and relationship management skills. Together with the Needs Analysis, the Competency Assessment will define the scope of training and allow the Agency to choose the training package that is most appropriate.

As part of the training plan, Agencies will determine the appropriate mix of training delivery (instructor-led, computer-based training (CBT), and train-the-trainer) based on their individual culture, demography, and size. Based on these specifications, each Agency will choose a vendor-provided training option that best meets their needs (see Statement of Objectives (SOO) in the RFP, Section C).

The Migration Team may choose to work with their eTS vendor and the Agency's resident training function to further define training objectives and develop quantitative and qualitative performance measures. Some suggested training metrics include:

Sample Training Goals	Suggested Measurement	Change Strategy
100% of Travel staff trained and fully operational in eTS environment	• Number of actual class seats filled • Number of hits to online eTS tutorial per department	• Strengthen comm efforts • Target specific departments • Enlist management's support to encourage participation
80% of travel vouchers submitted and processed online	• Number of actual class seats filled (all user levels) • Number of hits to online eTS tutorial per department (all user levels) • % of travel vouchers submitted online • % of travel vouchers submitted AND processed electronically	• Strengthen comm efforts • Target specific departments
95% satisfaction rating for training	• High approval ratings on post-training surveys/interviews • High manager approval rating on post-training surveys/interviews	• Solicit / incorporate suggestions for improvement (where possible)
High level of endorsement for training by Management	• Number of class seats reserved versus actual seats filled (or hits per department)	• Enlist senior leadership's support to persuade Management
Little to no decline in performance levels	• High customer satisfaction ratings for Training department • Backlog reduction • Reduced processing times • Lower cost per transaction	• Work with other Migration Team members to conduct root cause analysis • Revamp training as appropriate • Deliver targeted training and/or comm as needed

Training evaluation should focus on trainees, soliciting their input on training delivery as well as the applicability of training on their actual job performance. Travel managers should also be surveyed and/or interviewed to evaluate training effectiveness relative to the performance of their staff. Migration Team members are strongly encouraged to conduct brief surveys and interviews after each training offering to collect this data and work with the eTS vendor to incorporate feasible improvements. Agencies should consider borrowing existing evaluation tools from their resident training function, where applicable. Frequent evaluation will help Agencies to improve their training program and increase customer satisfaction as the migration progresses.

As ownership for eTS transitions from the Migration Team to Agency line management, responsibilities for training processes must also transition. The Migration Team should work with the Executive Sponsor, the Migration Manager, and any resident Training entities within the Agency to develop a comprehensive transition plan. This plan should include a proposed timeline and level of resources needed to successfully transition this responsibility to its permanent position within the Agency.

4.1.2 Preparation Phase

For managing registration and requests for instructor-led courses at various sites, we recommend Migration Teams either establish an online registration system using their intranet and a simple email link to a central in-box, or arrange to use their internal training office's Learning Management System (LMS), where available. Migration

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Teams should also work with their resident training staff(s) to define the necessary physical requirements necessary to conduct instructor-led training and to identify and reserve training facilities. Ample resources must be reserved to perform the registration and facilities management functions and these processes should be tested prior to the Migration Phase to ensure they function properly. The improper function of these management processes could result indirectly in declining levels of customer satisfaction with eTS.

4.1.2.1   Training Development/Preparation

Agency Migration Teams will be responsible for providing the eTS vendor with their training plan and agency-specific policies and procedures. The eTS vendor will be responsible for developing training curriculum for both instructor-led classroom and train-the-trainer formats. We recommend conducting small focus groups consisting of non-Migration Team personnel from each user role to test and validate the applicability of the curriculum prior to rolling out training to the agency at large. This testing exercise will also contribute greatly and positively in creating user-level sponsors for eTS and generally wider user acceptance through word-of-mouth.

It is very important to archive the eTS training curriculum properly. This information will be passed to another center of responsibility within the agency once the eTS migration is complete. This future entity may not have been decided at this point in time, but, nevertheless, someone other than the Migration Team will eventually be responsible for keeping this curriculum fresh and current and accurate archiving can make the transition more seamless.

4.1.2.2   Change Job Descriptions

As outlined in the Planning Phase, some travel management personnel will require additional knowledge and skills in the eTS environment. Job descriptions for these user levels should be examined and revised as appropriate. The Migration Team should present the proposed revisions and appropriate background information to their Human Resources function and union representatives for approval and publication.

4.2 Risk Management

A risk management process will provide the forum to surface potential risks that arise while the agency manages the migration to eTS. Risk management is designed to prevent or reduce risks and their impact throughout eTS migration. This section describes risk management elements that will provide the forum to surface potential risk that arise while the Migration Team manages the eTS migration.

A risk is defined as the probability of an event, situation, or condition occurring that might adversely impact the historical accounting project relative to resources, schedule, and quality. A **risk** is different from an **issue** in that a risk has a high degree of uncertainty and lack of clarity, while an issue is a condition or circumstance that is clearly understood, but a needed decision has not been made so that required action can be taken. The Migration Team will identify, track, and resolve issues separately from risks.

Risk management will be practiced in a consistent and coordinated manner throughout the life cycle of the eTS migration.   As illustrated in Exhibit 1, the Migration Teams key risk management activities include: (1) risk identification, (2) risk assessment and analysis, (3) risk response, (4) risk monitoring and control, and (5) risk communication.

Figure 1. Risk Management Activities
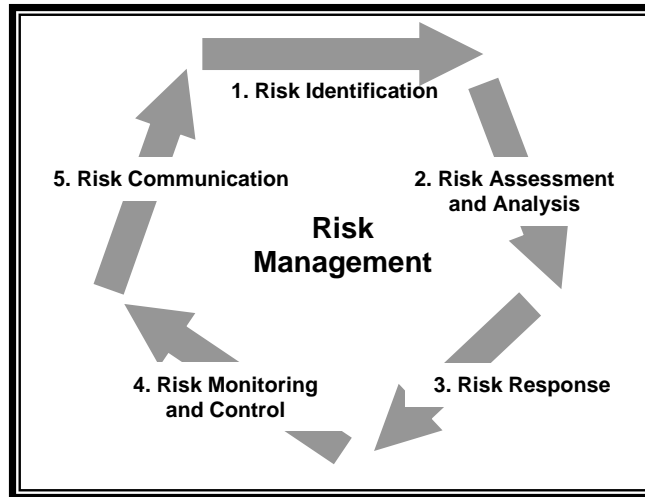
Risk Identification systematically finds the factors driving project risk including cost, schedule, and programmatic factors. Risks are identified through review of project documentation and discussions with the Executive Sponsor, Migration Manager, vendor, and subject matter experts.

Risk Assessment and Analysis consists of determining the likelihood the risk will occur, and the impact the risk occurrence will have on the success of the project.

Risk Response uses the information from analyzing risk to develop and implement strategies to minimize or eliminate the impact of identified risks on the successful outcome of the project. Four basic strategies are available to respond to project risks – avoidance, mitigation, acceptance, and transference.

- *Avoidance* – altering the scope of the project to eliminate conditions that "trigger" the risk event

- *Mitigation* – developing and implementing plans to reduce the likelihood of occurrence or the impact

- *Acceptance* – merely acknowledging the existence of a risk that will be monitored, but no response provided. This response is typically used when there are no other appropriate responses.

- *Transference* – shifting the risk impact and burden of action to another party

Risk Monitoring and Control involves the monitoring of identified risks, identification of new risks, and assessment of risk control activities taken. It also includes developing contingency plans in case risk events occur despite previous strategies to minimize or eliminate.

Risk Communication requires communicating the results of risk management activities to the Migration Manager and other stakeholders.

The Migration Team weekly meeting agenda should include a discussion on potential and current risks identified to the eTS Migration. The Migration Manager should appoint a Migration Team member to the duty of tracking and documenting all risks. The risk information should have at a minimum the following information pertaining to the risk. A Risk Information Template is provided in Appendix H.

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Risk Management Activities	Elements	Description
Risk Identification	Number	A unique identifier given to each risk
	Title	A clear, concise name for the risk
	Risk Source	The source used to identify the risk (rather than the source of the risk)
	Identification Date	The date the risk was first identified
	Description	A brief description of the risk
Risk Analysis	Category	A description of the risk category
	Timeframe	The timeframe over which the impact of the risk can affect the project. Short-term is generally considered to be 0 to 3 months, mid-term is generally considered to be 4 to 12 months, and long-term is generally considered to be longer than 12 months.
	Priority	A measure of the importance/urgency of the risk. The measure may be qualitative, or, if a structured weighting methodology is used, quantitative.
Risk Response	Risk Response	A determination of whether the risk will be accepted, avoided, mitigated, or transferred
	Action	A description of the manner in which the risk is to be avoided, transferred, or mitigated
	Risk Owner	The individual responsible and accountable for the action.
	Completion Date	The date by which action is expected to be accomplished
	Contingency Plan	For a mitigated or accepted risk – A description of planned contingency actions if mitigation actions fail and the risk event occurs
Risk Monitoring	Status	A description of significant activities that occurred during the management of this risk
	Status Date	Date on which management activities for this risk are scheduled for review
Risk Closure	Rationale for Closure	Reason for eliminating the risk from consideration
	Closed by	Person who approved risk closure
	Closed Date	Date of risk closure

Appendices

A – Agency Migration Contact Information

ROLE	NAME	PHONE	EMAIL

B – Migration Checklist

On-Going Activities

The activities below have been identified as regular, on-going Project Management tasks that will need to be completed throughout the lifecycle of the migration to eTS.

Ongoing Activities across Phases	✓	Reference Materials
Review and complete Migration Checklist activities		
Prepare monthly status reports		
Submit the status reports to eTS PMO for review		
Monitor project risks		

Phase: Planning

It should be noted that during the migration, tasks may overlap within phases. Additionally, multiple tasks may go on simultaneously based on the structure of the Agency's Migration Team.

Planning Steps	✓
Review eTS Planning Worksheets	
Review costs and allocate Agency funding	
Identify and mobilize members of the Agency Migration Team Migration Manager Agency Contracting Lead Technical/Integration Lead Business Process Reengineering Lead Testing Liaison Change Management Lead Security Lead Help Desk Lead Superusers' Lead	
Review vendor information	
Prepare and submit RFQ	
View eTS Vendor demos	
Select vendor solution	
Place task order	
Discuss and select Agency-wide migration approach	
Develop draft Migration Plan	
Determine project controls	
Draft project schedule	
Document current travel business processes and associated job responsibilities	
Review travel business policies	
Draft/finalize Communications Approach	
Draft/finalize Training Approach	
Submit Migration Plan	
Migration Plan approved	
Update Migration Checklist	

Phase: Preparation

It should be noted that during the migration, tasks may overlap within phases. Additionally, multiple tasks may go on simultaneously based on the structure of the Agency's Migration Team.

Preparation Steps	✓
Finalize "to be" travel business processes and procedures	
Conduct gap analysis between "as is" and "to be" processes	
Review vendor training curriculum	
Perform Training gap analysis	
Develop/prepare for training	
Develop and implement Communications Vehicles	
Assess security requirements	
Determine configuration elements	
Assess infrastructure	
Establish integration approach	
Establish testing requirements/procedures	
Conduct training for Migration Team and Superusers	
Continue to update Migration Checklist	

Phase: Migration

It should be noted that during the migration, tasks may overlap within phases. Additionally, multiple tasks may go on simultaneously based on the structure of the Agency's Migration Team.

Migration Step	✓
Conduct Operational Readiness Review (ORR)	
Complete Phase I migration	
Conduct Training	
Implement Integration Plan	
Update Migration Plan (if necessary)	
Continue to update Migration Checklist	

Phase: Feedback

It should be noted that during the migration, tasks may overlap within phases. Additionally, multiple tasks may go on simultaneously based on the structure of the Agency's Migration Team.

Feedback Step	✓
Develop Lessons Learned deliverable	
Discuss enhancements to eTS solution and process	
Discuss maintenance of eTS solution	
Conduct Post Migration Review	
Transition Agency Migration Team	
Complete Migration Checklist	

C – Sample Agency Migration Schedule

ID	ⓘ	Task Name	Duration	Start	Finish	Jul 20, '03 F S S M T W T F S S	Jul
1		**Agency Migration Plan**	**151 days**	**Fri 7/18/03**	**Fri 2/13/04**		
2		**eTravel PMO Program Management**	**10 days**	**Fri 7/18/03**	**Thu 7/31/03**		
3		Initial Migration Meeting	1 day	Fri 7/18/03	Fri 7/18/03		
4	▦	Ongoing Migration Meetings	1 day	Thu 7/31/03	Thu 7/31/03		
5		**Project Planning**	**113 days**	**Fri 7/18/03**	**Tue 12/23/03**		
6		**Allocate Resources**	**3 days**	**Fri 7/18/03**	**Tue 7/22/03**		
7		Develop migration organizational structure	3 days	Fri 7/18/03	Tue 7/22/03		
8	▦	Analyze Vendor materials	4 days	Mon 8/11/03	Thu 8/14/03		
9	▦	Prepare RFP	2 days	Tue 8/19/03	Wed 8/20/03		
10		Submit RFP	1 day	Thu 8/21/03	Thu 8/21/03		
11	▦	Attend vendor demo(s)	1 day	Fri 8/15/03	Fri 8/15/03		
12		Analyze and understand eTS capabilities	3 days	Fri 8/15/03	Tue 8/19/03		
13		Review Vendor proposals	5 days	Fri 8/29/03	Thu 9/4/03		
14		Select Vendor	1 day	Fri 9/5/03	Fri 9/5/03		
15		Prepare written eTS task order	2 days	Mon 9/8/03	Tue 9/9/03		
16		Develop Integration Agreement	2 days	Wed 9/10/03	Thu 9/11/03		
17		Submit task order	0 days	Thu 9/11/03	Thu 9/11/03		
18		Hold Agency-Vendor Kickoff Meeting	0 days	Tue 9/16/03	Tue 9/16/03		
19		Gain initial access to e-Travel solution	2 days	Fri 9/19/03	Mon 9/22/03		
20		Familiarize migration team members on solution	5 days	Tue 9/23/03	Mon 9/29/03		
21		**Draft Migration Plan**	**113 days**	**Fri 7/18/03**	**Tue 12/23/03**		
22		**Determine Project Controls**	**35 days**	**Wed 8/6/03**	**Tue 9/23/03**		
23		**eTS Migration project schedule**	**35 days**	**Wed 8/6/03**	**Tue 9/23/03**		
24		Develop Project Schedule	5 days	Mon 9/8/03	Fri 9/12/03		
25		Submit Project Schedule to PMO for review	1 day	Mon 9/15/03	Mon 9/15/03		
26		Revise Project Schedule (if necessary)	1 day	Tue 9/23/03	Tue 9/23/03		
27		Submit Project Schedule to eTS PMO for approval	0 days	Tue 9/23/03	Tue 9/23/03		
28		Project Schedule approved by eTS PMO	1 day	Wed 8/6/03	Wed 8/6/03		
29	▦	Review project reporting requirements	2 days	Fri 8/15/03	Mon 8/18/03		
30	▦	Determine quality standards	1 day	Fri 8/15/03	Fri 8/15/03		
31	▦	Establish performance metrics	3 days	Fri 9/5/03	Tue 9/9/03		
32	▦	Determine financial controls	1 day	Fri 8/15/03	Fri 8/15/03		
33	▦	Develop Information management strategy	4 days	Fri 8/15/03	Wed 8/20/03		
34		**Business Process Reengineering (BPR)**	**12 days**	**Mon 8/11/03**	**Tue 8/26/03**		
35	▦	Determine functional experts in travel management processes	1 day	Mon 8/11/03	Mon 8/11/03		
36		Hold focus groups to gather as-is processes	6 days	Tue 8/12/03	Tue 8/19/03		
37		Document As-Is processes	5 days	Wed 8/20/03	Tue 8/26/03		

ID	ⓘ	Task Name	Duration	Start	Finish
38		**Change Management**	**113 days**	**Fri 7/18/03**	**Tue 12/23/03**
39		**Communications**	**113 days**	**Fri 7/18/03**	**Tue 12/23/03**
40		Conduct stakeholder analysis	2 days	Wed 7/23/03	Thu 7/24/03
41		Define communication objectives	1 day	Fri 7/25/03	Fri 7/25/03
42	📝	Develop communication plan	3 days	Fri 7/18/03	Tue 7/22/03
43		Develop communications messages and tools (newsletters, emails, etc.)	5 days	Fri 7/18/03	Thu 7/24/03
44		Execute communications plan	110 days	Wed 7/23/03	Tue 12/23/03
45		**Training**	**7 days**	**Tue 10/21/03**	**Wed 10/29/03**
46	📊	Conduct competency assessment	2 days	Tue 10/21/03	Wed 10/22/03
47	📝	Develop training strategy	5 days	Thu 10/23/03	Wed 10/29/03
48		**Administration**	**54 days**	**Fri 7/18/03**	**Wed 10/1/03**
49		Submit migration plan to eTravel PMO	0 days	Thu 9/11/03	Thu 9/11/03
50		Revise migration plan based on PMO feedback	5 days	Fri 9/12/03	Thu 9/18/03
51	🔄	**Hold Migration Team Meetings**	**21 days**	**Wed 9/3/03**	**Wed 10/1/03**
57		Review Migration Readiness Checklist	1 day	Fri 7/18/03	Fri 7/18/03
58		**Project Preparation**	**74 days**	**Fri 7/18/03**	**Wed 10/29/03**
59		Submit final draft migration plan to eTravel PMO	2 days	Fri 7/18/03	Mon 7/21/03
60		Determine Migration Approach	3 days	Fri 8/1/03	Tue 8/5/03
61		**BPR**	**39 days**	**Wed 8/27/03**	**Mon 10/20/03**
62		Review As-Is Processes and Policies	2 days	Wed 8/27/03	Thu 8/28/03
63		Review eTS standard processes	3 days	Tue 9/30/03	Thu 10/2/03
64		Document To-Be eTS processes and policies	3 days	Fri 10/3/03	Tue 10/7/03
65		Conduct gap analysis b/n as-is processes and eTS	3 days	Wed 10/8/03	Fri 10/10/03
66		Modify processes and/or policies to meet gap	2 days	Mon 10/13/03	Tue 10/14/03
67		Finalize to-be processes	1 day	Wed 10/15/03	Wed 10/15/03
68		Determine changes in job functions	2 days	Thu 10/16/03	Fri 10/17/03
69		Develop training needs analysis	1 day	Mon 10/20/03	Mon 10/20/03
70		**Change Management**	**67 days**	**Fri 7/18/03**	**Mon 10/20/03**
71		**Training**	**67 days**	**Fri 7/18/03**	**Mon 10/20/03**
72		Review vendor training curriculum	2 days	Wed 9/17/03	Thu 9/18/03
73		Develop or revise agency training plan	60 days	Fri 7/18/03	Thu 10/9/03
74		Incorporate agency training plan into vendor training program	2 days	Fri 10/10/03	Mon 10/13/03
75	📝	Implement training management strategy (schedule training sessions)	5 days	Tue 10/14/03	Mon 10/20/03
76		Test and update training materials	5 days	Fri 7/18/03	Thu 7/24/03
77		Train Migration Team members	3 days	Fri 7/18/03	Tue 7/22/03
78		Train agency Superusers	5 days	Fri 7/18/03	Thu 7/24/03
79		Evaluate Training	5 days	Fri 7/25/03	Thu 7/31/03

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ID	ⓘ	Task Name	Duration	Start	Finish	Jul 20, '03 F S S M T W T F S S	Jul S
80		**eTS Environment Preparation**	**69 days**	**Fri 7/18/03**	**Wed 10/22/03**	████	
81		**Determine security requirements**	**2 days**	**Tue 9/23/03**	**Wed 9/24/03**		
82		Define user permission levels	2 days	Tue 9/23/03	Wed 9/24/03		
83		Assess current infrastructure	4 days	Fri 7/18/03	Wed 7/23/03	████	
84		Develop Integration Specifications	10 days	Mon 9/8/03	Fri 9/19/03		
85		Determine integration testing needs	2 days	Mon 9/22/03	Tue 9/23/03		
86		**eTS Configuration**	**49 days**	**Fri 8/15/03**	**Wed 10/22/03**		
87		Load Users	5 days	Tue 9/23/03	Mon 9/29/03		
88		Define Routing Lists	5 days	Thu 10/16/03	Wed 10/22/03		
89		Define Document Naming Schema	2 days	Thu 10/16/03	Fri 10/17/03		
90		Develop Groups	5 days	Thu 10/16/03	Wed 10/22/03		
91		Map accounting code structure to eTS	3 days	Fri 8/15/03	Tue 8/19/03		
92	▦	Establish other system preferences	2 days	Fri 8/29/03	Mon 9/1/03		
93		**Administration**	**74 days**	**Fri 7/18/03**	**Wed 10/29/03**	████	
94	⟳	Hold Migration Team Meetings	16 days	Wed 10/8/03	Wed 10/29/03		
99		Review Migration Readiness Checklist	1 day	Fri 7/18/03	Fri 7/18/03	█	
100		**Migration**	**119 days**	**Fri 7/18/03**	**Wed 12/31/03**	████	
101		**Administration**	**119 days**	**Fri 7/18/03**	**Wed 12/31/03**	████	
102	⟳	Hold Migration Team Meetings	36 days	Wed 11/12/03	Wed 12/31/03		
111		Review Migration Readiness Checklist	1 day	Fri 7/18/03	Fri 7/18/03	█	
112	📝	**Integration**	**30 days**	**Fri 7/18/03**	**Thu 8/28/03**	████	
113		Build Interface	20 days	Fri 7/18/03	Thu 8/14/03	████	
114		**Interface Testing**	**10 days**	**Fri 8/15/03**	**Thu 8/28/03**		
115		Unit testing	10 days	Fri 8/15/03	Thu 8/28/03		
116		Acceptance testing	10 days	Fri 8/15/03	Thu 8/28/03		
117	▦	Production	0 days	Thu 8/28/03	Thu 8/28/03		
118		**eTS Initial Go-live Phase**	**61 days**	**Fri 7/18/03**	**Fri 10/10/03**	████	
119		Deliver training to Phase 1 users	15 days	Fri 7/18/03	Thu 8/7/03	████	
120		Deliver default end user ID name and password	5 days	Fri 7/18/03	Thu 7/24/03	████	
121		Conduct Operational Readiness Review	1 day	Fri 8/29/03	Fri 8/29/03		
122		eTS Phase 1 Go-live	1 day	Fri 8/29/03	Fri 8/29/03		
123		Document lessons learned from eTS Phase 1	10 days	Mon 9/29/03	Fri 10/10/03		
124		Adjust training material as appropriate	5 days	Mon 9/1/03	Fri 9/5/03		
125		Adjust communications material as appropriate	5 days	Mon 9/1/03	Fri 9/5/03		
126		Deliver training to remaining agency users	30 days	Mon 9/8/03	Fri 10/17/03		
127		Go-live (remaining phases)	20 days	Mon 9/8/03	Fri 10/3/03		
128		**Feedback**	**75 days**	**Mon 11/3/03**	**Fri 2/13/04**		
129		Review post migration review questionnaire	1 day	Mon 11/3/03	Mon 11/3/03		
130		Conduct post migration review with eTravel PMO	1 day	Mon 12/29/03	Mon 12/29/03		
131		Measure performance goals	5 days	Mon 2/9/04	Fri 2/13/04		
132		Document lessons learned	3 days	Mon 11/3/03	Wed 11/5/03		

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D – Report Templates

Weekly Status Report

Weekly Status from Migration Leads

    Name -
    Role -
    Date -

TASKS

Identify all tasks & WBS number and describe the progress made this reporting period. Describe the performance metric used to track progress and the percentage complete. Estimate the task completion date and provide comments as necessary.

WBS Number	Task	Progress This Period	Performance Metric	% Complete (Metric)	Estimated Completion Date	Comments

ISSUES

Outstanding Issues

Title / WBS #			
Issue Number			
Description			
Priority		Status	
Progress this period			
Estimated Completion			
Comments			

New Issues

Title	
Description	
Date	
Point of Contact	
Priority (L/M/H)	
Recommended Action	
Tasks/WBS #'s Impacted	

UPCOMING ACTIVITIES

WBS Number	Task	Next Week's Activities	Comments

OTHER

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Monthly Progress Report

eTravel Migration Initiative

From   ***Migration Manager***
Date

KEY ACCOMPLISHMENTS

Listing of key accomplishments

Task Name	Accomplishments

UPCOMING ACTIVITIES

Anticipated accomplishments for the next month

Task Name	Activities

ISSUES

Outstanding or new issues with their current status

Title / WBS #		
Issue Number		
Description		
Priority	Status	
Progress this period		
Estimated Completion		
Comments		

Monthly Risk Management Report

eTravel Migration Initiative

From   ***eTS Migration Team***
Date

RISK INVENTORY

Last Month	
Total Number of Risks	
Number of open Risks	
Number of closed Risks	
Current Month	
Total Number of Risks	
Number of open Risks	
Number of closed Risks	

OUTSTANDING RISKS

This section provides a brief update on current risks. Detailed information can be found on individual risk information sheets or in the risk management spreadsheet.

Risk Name/ID #: **Severity Level:** **Risk Owner:**	*Name, R1001* *(High, medium, low or 1-5)*
Risk Description:	*A brief description of the risk*
Response:	A determination of whether the risk will be accepted, avoided, mitigated or transferred and how. Describes planned contingency actions if mitigation actions fail and the risk event occurs.
Task(s) Impacted:	*List the tasks that can be impacted by this risk.*
Status:	*This is a description of significant activities that occurred during the management of this risk.*
Cost of Potential Impact:	
Standing Meetings:	*(Optional) meeting days and times and sponsor names and telephone numbers for recurring meetings that cover this risk.*

Risk Name/ID #: **Severity Level:** **Risk Owner:**	*Name, R1002* *(High, medium, low or 1-5)*
Risk Description:	*A brief description of the risk*
Response:	A determination of whether the risk will be accepted, avoided, mitigated or transferred and how. Describes planned contingency actions if mitigation actions fail and the risk event occurs.
Task(s) Impacted:	*List the tasks that can be impacted by this risk.*

Status:	*This is a description of significant activities that occurred during the management of this risk.*
Cost of Potential Impact:	
Standing Meetings:	*(Optional) meeting days and times and sponsor names and telephone numbers for recurring meetings that cover this risk.*

E – AS IS Travel Process Flows

Traveler

Receive signed authorization and funds cite (13) → Notify TMC of approval/ticket request (14)

Receive ticket and itinerary (17) → Review and determine itinerary accuracy (18) → Use travel tickets (19)

Travel Arranger

Receive signed authorization and funds cite (13a) → Notify TMC of approval/ticket request (14a)

Authorizing Approving Official

Approve and sign travel request (9) → Forward copy of approved request to Budget Office/ fulfillment (10)

Budget Office

Receive request and verify funds (11) → Notify traveler of approval/funds availability (12)

Post obligation for travel cost (20)

Fulfillment/ TMC

Receive budget approval/ticket request (15) → Issue and forward ticket and invoice to agency (16)

Finance & Accounting

Traveler	Obtain and pay for rental car (23)	Complete Travel (24)	Complete travel voucher form and attach receipts (25)	Forward voucher to AO (26)

Travel Arranger

Authorizing Approving Official		Review and approve voucher (27)	Forward approval to disbursement office (finance and accounting) (28)

Budget Office — Bill Finance and accounting for tickets (21)

Steps 21 and 22 will not occur if agency policy is for all expenses to be paid with IBA travel card

Fulfillment/ TMC

Finance & Accounting	Receive bill for travel expenses (22)	Receive approval and back-up for travel expenses (29)	Review material for accuracy and completeness (30)	Compute travel claim and enter into financial system (31)

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F – Migration Plan Submittal Cover Letter

Date, 2003

Mr. Timothy Burke
Program Manager/Managing Partner
U.S. General Services Administration
Crystal Park One, Mailstop 1AA
2011 Crystal Drive, Suite 911
Arlington, VA 22202

Dear Mr. Burke,

[Agency name] is pleased to submit its Migration Plan for the migration to eTravel Service. The Migration Plan defines resources, describes our approach to program management, and provides a comprehensive strategy to move forward with the eTS migration effort. The baseline agency migration schedule is attached as a MS Project file within this email message. The project migration schedule lists the tasks that will be performed during the migration process to ensure a seamless transition to eTS at [Agency].

[Agency] is committed to begin migration efforts by (on) [date] by submitting a task order to an eTS vendor. We look forward to working with the eTravel PMO and an eTS vendor during our migration. Please inform me when our migration plan review is complete. I can be contacted at [phone] or [email].

Sincerely,

Executive Sponsor

G – TO BE Travel Process Flows

eTravel Service
(Travel Planning without TMC)

Traveler — Identify Need to Travel → Log into eTS → Input Travel Request → Finalize Travel Request

Authorizing Official

eAuthentication Gateway — Verify level of credentials

eTS Vendor — Request to Verify Credentials → Grant System Access → Establish Trip Request → Finalize Trip Itinerary → A

GDS/CRS — Verify Availability → Book Reservation

eTS Data Warehouse

Govt Charge Card Vendor

Agency Financial System

eTravel Service

(Travel Authorizing and Approval)

Traveler

Authorizing
Official

```
┌─────────┐
│ Log Into│
│   eTS   │
└─────────┘
```

eAuthentication
Gateway

```
┌──────────────┐
│Verify Level of│
│ Credentials  │
└──────────────┘
```

Review
Trip
Request

Approve
Trip Request

eTS Vendor

(A)

| Send Email to Authorizing Official | Request to Verify Credentials | Grant System Access | Present Should Cost Estimate | | Update Trip Request | Request Ticket Issuance |

Generate
Ticket

GDS/CRS

eTS Data
Warehouse

Govt Charge
Card Vendor

Agency Financial
System

Check
Funds
Availability

Obligate
Funds

eTravel Service

(Post-Travel Claims)

Traveler

Log Into eTS

Create Tvl Voucher from Auth

Authorizing Official

Log Into eTS

Review Travel Claim

Approve Travel Claim

(B)

Verify Credentials

Verify Credentials

eTS Vendor

Request to Verify Credentials

Grant System Access

Calculate Travel Voucher

Email Authorizing Official

Request to Verify Credentials

Grant System Access

Update Trip Record

GDS/CRS

Archive Trip Record

Govt Charge Card Vendor

Agency Financial System

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eTravel Service

(Post-Travel Payment)

Traveler

Receive Payment to Bank

Receive Updated Charge Card Statement

Authorizing Official

(B) → Adjust obligation → Generate Payment Request

eAuthentication Gateway

Verify Credentials

eTS Vendor

Request to Verify Credentials

Grant System Access

GDS/CRS

eTS Data Warehouse

Access Trip Record

Govt Charge Card Vendor

Receive Payment & Update Statement → Send Adjusted Statement to Traveler

Agency Financial System

Post Obligation Adjustment

Pay Traveler

Pay Govt Charge Card Vendor

Log into eTS

Find Trip Record

Conduct Post Payment Review

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H – Risk Information Template

Risk Information Template

Detailed Risk Information

Risk Identification	Risk Number	Risk Title			Risk Source	Identification Date
	Description of Risk – including the project objective that is affected (e.g., cost, schedule, scope, quality)					
Risk Analysis	Category	Likelihood of Occurrence	Impact of Occurrence	Timeframe	Priority	Last Analysis Date
Risk Response	**Risk Response** (e.g., acceptance, avoidance, mitigation, transference)					
	Action to be Taken			Objective	Assigned to	Planned Completion Date
	Contingency Action		Trigger Point	Termination Point	Assigned to	Readiness Date

Risk Control and Monitoring	Risk Status		Date Status Updated	Next Update Date	Risk Information Reviewed by
Risk Closure	Rationale for Closing Risk				
	Closed By		Closing Date		