

eTravel

PROJECT CHARTER



JULY 9, 2002

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1 INTRODUCTION

The eTravel project was launched in response to the President's Management Agenda and its mission to improve the internal efficiency and effectiveness of the Federal Government. eTravel is a collaborative, inter-agency initiative whose purpose 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 and centrally manages them through a customer-centric, self-service, web-based environment offering end-to-end travel services from planning, authorization and reservation, through claims and voucher reconciliation. The eTravel Program Management Office provides central management of the initiative and its travel process reengineering efforts, while facilitating knowledge sharing and best practice exchange among the Agencies in support of their individual implementation efforts.

eTravel will deliver much more than a common, governmentwide online voucher system or web-based, self-service reservation system. eTravel will leverage policy, and state-of-the-art technologies to deliver a trusted, easy to use, integrated travel service tool to the desktop of every government customer. eTravel will give government managers a powerful tool for managing travel to the benefit of their Agency and taxpayers by providing greater visibility of the function through improved data collection and reporting. eTravel will transform the entire life cycle of the government's business travel transaction.

The project charter summarizes the essential information for the eTravel Project. The purpose of the charter is to:

- Ensure that the eTravel PMO is aligned with the project sponsor as to the purpose, timeframe, support and key checkpoints
- Establish an operating and reporting structure for the eTravel PMO that will enable the timely launch of eTravel services
- Define the new common Travel Management Service (TMS) that will be used governmentwide
- Define a collaborative work process for the PMO, Agencies, and stakeholders that will maximize early adoption and result in a shared sense of ownership throughout the development, deployment and on-going improvement cycle of the TMS system

2 DETAILED SECTION DEFINITIONS

2.1 Background

This document has been prepared in accordance with direction and guidance provided by the Office of Management and Budget.

Over the last several years, the Federal Government has enacted laws and developed guidance for agencies to move away from paper-based manual processes and loosely integrated systems toward electronic processing for internal and external transactions. One of the many E-Government initiatives the Federal Government is promoting is travel management. The Federal Travel Regulation (FTR) 301-73.102 mandates all government agencies to utilize a Travel Management System by January 2001. Also, Public Law 105-264 states that by the year 2000 agencies must pay the traveler no later than 30 days after submission of a claim for reimbursement. Furthermore, the President's Management Agenda, released in August 2001, provides direct support for the expansion of E-Government.

The eTravel Project was borne out of the Quicksilver Task Force, which was established to address performance gaps in existing Government systems as they relate to E-Government, a key component of the President's Management Agenda. Two alternatives were originally defined and analyzed: (1) status quo – maintain the current environment with multiple travel systems and numerous manual processes, and (2) eTravel – a common, self-service TMS that is a highly automated, streamlined, web-based travel management process that interfaces with Human Capital and life cycle platforms, email for electronic notifications, financial systems, and the travel card vendor. The eTravel approach was chosen to provide a fully integrated, governmentwide, end-to-end Travel Management Service.

The implementation of an eTravel service will significantly improve the internal efficiency and effectiveness of the travel management function within the Federal Government. When fully deployed, the Quicksilver Task Force Report estimates \$300 million per year in savings, and the initial eTravel business case estimates 649% return on investment (ROI). To achieve these goals, the OMB E-Government Strategy and leadership provide the following direction to the eTravel Initiative:

“Agencies will use a common travel management system throughout the federal government. Existing travel management resources will be consolidated and processes will be simplified for cheaper, more efficient operation.”

The E-Government leadership has directed all E-Gov managing partners to: *“deploy modules for each initiative in six-month increments as modules become operational.”*

2.2 The Issue

2.2.1 Problem Statement

For years, the Federal Government has worked with disconnected reservation, voucher and approval systems and processes that are slow, fragmented, and expensive to maintain. A majority of all levels of government live with outdated, paper-intensive planning, vouchering, and reimbursement processes even though Commercial-Off-The-Shelf (COTS) and Government-Off-The-Shelf (GOTS) solutions are readily available. The system places a heavy burden on the traveler to navigate cumbersome processes and/or a patchwork of automated, stand-alone systems.

Decisions regarding how travel will be processed have traditionally been delegated to departments, divisions or even individual sites. This highly decentralized model for travel operations has resulted in inconsistent processes and procedures, duplicative and labor-intensive tasks, the need to maintain multiple, redundant systems on a stand-alone basis, and an inability to effectively monitor and manage the travel function at the Agency level.

The current methods for managing travel in the Federal Government are inefficient and divert resources away from mission-critical tasks. Several agencies have recognized the need to improve travel management operations for years and have been taking steps, to varying degrees, to move towards a streamlined and centralized Travel Authorization and Voucher System (TAVS). Much of this new direction is captured in the Joint Financial Management Improvement Program (JFMIP) Travel System Requirements.

The travel industry has been very dynamic in recent years. Commissions provided to Travel Management Centers (TMCs) have been significantly reduced or eliminated. Federal agencies that formerly received cash rebates and free services from their TMCs now pay transaction fees ranging from \$24 to over \$45. Travel management fees charged back to the government continue to increase and are forecast to reach \$75 per trip within a few years. These fees currently cost the Federal Government an estimated \$100 million annually for travel planning, reserving, and documenting services.

The current trend in the private sector is to reduce fees and operational costs by implementing eTravel services. Through mandates and focused deployment strategies, companies are experiencing 60% or greater use of online self-service travel planning and reservation products and achieving corresponding reductions in travel agency costs. The commercial sector is also integrating direct payment of corporate charge card vendors with the expense report/voucher reimbursement process to increase charge card rebates, to improve cash management and to reduce charge card delinquencies. *However, the commercial sector has not widely adopted comparative end-to-end products that incorporate the complexity of the government's approval and budget process at the scale that the government requires.*

2.2.2 Scope

Travel in the Federal Government is a necessary function to achieve mission-critical goals, therefore, all civilian organizations will benefit from the eTravel Initiative. GSA will lead the initiative among civilian agencies and will be responsible for coordination. In addition, eTravel will push to transform the policy environment to simplify travel processes for travelers and managers while preserving the public trust. Due to the reasons articulated in section 2.8 Linkages, the Department of Defense (DoD) will not be included.

The vision of eTravel is a unified, simplified service that delivers a cost-effective travel experience, supports excellent management, and results in superior customer satisfaction. This initiative will provide a common, web-based, governmentwide service that integrates:

- A self-service reservation system
- A self-service Travel Authorization and Voucher System (TAVS)
- Agency financial, travel card and human resource systems

eTravel will provide integration of a modular-based system, deployed in iterative stages, that incorporates as many commercial best practices as possible. This system will transform the electronic preparation and processing of travel authorizations, travel arrangements, and travel vouchers through its integration of these services into a customer-centric, governmentwide, web-based service. The modularity of the integrated system ensures that the TMS will be configurable by each Agency and its subcomponents or business lines while delivering the reduced costs of an integrated, scalable, and common Travel Management Service.

The TAVS will produce a standard data output for integration to Agency financial systems and/or third-party payment and reimbursement systems, however, the cost of integration to accept that data will be borne by the Agencies. The financial systems integration is expected to be sufficiently robust that it supports eTravel's funds verification, split payment and prompt payment goals. Agencies approved for customized integrated services will be required to absorb any associated costs.

eTravel will engage the services of a systems integrator to ensure the development of a cohesive, modularized TMS. The E-Government and eTravel solution architects have consulted and concur that an iterative deployment plan supports enterprise success. In addition, eTravel will utilize Booz, Allen, Hamilton's (BAH) Value Measuring Methodology (VMM) to measure and evaluate the risks and benefits of the eTravel initiative to the various stakeholders.

eTravel's adoption and deployment strategy utilizes the following:

- Iterative roll-out of modules as they become available to realize earliest cost savings and value
- Prioritization of module roll-out based on urgency of need and complexity of development. The first module to be deployed will be the self-service reservation system.
- Prioritization of Agency adoption based on urgency of need and Agency readiness, defined on the basis of the strength and complexity of Agency implementation plans
- Oversight of deployment through regular, periodic status meetings with Agencies
- Knowledge exchange through the PMO of lessons learned and best practices
- Measurement of outcomes and assessment of value through VMM.

eTravel's adoption and deployment strategy relies on strong collaboration with Agencies who bear primary responsibility for developing and implementing individual deployment plans. Agencies will:

- Designate Agency leadership to meet with the eTravel PMO during the June-August, 2002 timeframe to qualify their requirements and assess their readiness
- Develop participation plans for their individual agencies
- Bear reporting responsibility to the PMO on deployment and engage in periodic status meetings
- Bear the costs of any agency-specific pre-approved customizations

2.3 Goals

The goals of the eTravel Project include:

- A government-wide, web-based, end-to-end Travel Management Service
- Establishment of a cost model that reduces or eliminates capital investment and minimizes total cost per transaction for the government
- A policy environment based on the use of best travel management practices

2.3.1 Date for Completion of Project

The fully integrated service is scheduled for launch in December 2003.

2.3.2 Impact of Goal Achievement

eTravel will achieve cost savings through travel process unification and simplification. eTravel will significantly enhance customer satisfaction through ease of use, a simplified and unified process, a single point of contact for customer service and promptly reimbursed claims. For agencies still relying heavily on paper-intensive (or partially automated) travel processes, this initiative will enable:

- Order-of-magnitude reductions in cycle time (a study of voucher claim processing cycles suggests that 70% reductions are achievable in this area)
- Significant cost savings (private sector experience demonstrates reductions of 50-60% in end-to-end processing costs per incident of travel)
- "One-stop" integrated travel services for Federal employees
- A common, simplified and standardized travel function across agencies

Even where agencies have already automated travel functions as standalone services or as part of an enterprise HR/Finance system, migrating to an enterprise eTravel environment will still:

- Eliminate substantial downstream maintenance and enhancement costs for stovepipe systems (small-to-medium size agencies, for example, will no longer need to develop and maintain duplicative "full-service" travel functionality)
- Broaden the range of travel-related services available to agency employees and managers in an integrated fashion
- Provide an intermediate level of cycle time reduction and cost savings over time through the adoption of Governmentwide best practices

- Improve security by managing access to confidential data and minimizing the number of interfaces used to transmit confidential data.

2.4 Key Objectives, Milestones and Timeline

The following objectives and milestones were established at eTravel’s governmentwide concurrence meeting on March 25, 2002.

Objective/Milestone	Completion Date
Initial assessment of employee requirements	May 2002
Identify and evaluate (including activity based cost driver analysis) at least 3 realistic alternative business models	July 2002
Draft legislative changes	July 2002
Conduct near-term and mid-term cost benefits and risk assessment of alternatives	Sept. 2002
Create a new cost-benefit model for end-to-end services	Sept. 2002
Migrate to a standardized self-booking website	Oct. 2002
Deploy the initial governmentwide self-booking engine	Dec. 2002
Redefine “Travel Management System” in FTR	Oct. 2002
Act on enabling regulatory changes	June 2003
Deploy a standardized reimbursement/voucher module	June 2003
Fully integrated solution	Dec. 2003

2.5 Roles

The General Services Administration is the Agency Managing Partner for the eTravel initiative. GSA is responsible for ensuring the accuracy of the business case and management of the project to achieve the cost, schedule and performance goals for the project implementation.

The Agency Managing Partner and its project manager are subject to oversight from:

- The OMB Associate Director for Information and Technology and E-Government, Mark Forman
- The Portfolio Management Office and the IEE Portfolio Manager, Stephen Galvan
- The President’s Management Council (PMC) including the PMC’s E-Gov Steering Committee
- The Quad Council that is comprised of senior level interagency representatives from CIO, CFO and other management offices

2.5.1 Agency Managing Partner's Leadership

The Agency Managing Partner's senior leadership provides oversight for the eTravel project and is primarily responsible for devising and implementing a TMS deployment strategy.

Name	Title	Comments
Steven Perry	GSA Administrator	
Martin Wagner	OGP Deputy Administrator	
Donna D. Bennett	FSS Commissioner	
Sandra N. Bates	FTS Commissioner	
F. Joseph Moravec	PBS Commissioner	
Mike Carleton	GSA CIO	
Vacant	Director, Office of Citizen Svcs	

2.5.2 Agency Managing Partner's Executive Sponsor

The executive sponsor provides leadership support and guidance to the initiative.

Name	Title	Comments
Martin Wagner	OGP Deputy Administrator	GSA

2.5.3 Project Manager

The eTravel Project Manager is responsible for defining and meeting the specific measurable objectives for the project in terms of performance, cost and schedule goals.

Name	Title	Comments
Timothy J. Burke	Travel Management Policy Director	GSA

2.5.4 Agency Participation

eTravel is a collaborative, inter-agency initiative which provides a central management and knowledge sharing function through the GSA PMO on behalf of Agencies and stakeholders. The initiative has defined three levels of involvement on the basis of which Agencies may participate: Partner, Participating and Interested.

2.5.4.1 Partner Agency

These agencies redirect to eTravel current travel systems funds or in-kind contributions of \$500,000 or more per year and/or provide personnel who are dedicated full-time to the project for a minimum of six months. Full-time professionals serve as core members. We expect agencies to lead specific

components of the project. Full-time personnel on extended assignments are necessary to ensure continuity and a timely launch of governmentwide eTravel services.

GSA, the Agency Managing Partner, is contributing four full-time personnel, including the project manager, facilities for the eTravel PMO, and funds of \$2.4 million in FY 2002 and \$3.6 million in FY 2003.

Partner Agency core members are as follows:

Name	Title	Comments
Frank Robinson	Program Expert	GSA
Gary Goode	Program Expert	GSA
Susan May	Agency Expert	GSA/FSS
Kathy Cooper	Information Technology Specialist	National Science Foundation
Doug Hansen	Senior Systems Analyst	Treasury
Arnie Linares	Travel Mgt Coordinator	Dept. of Transportation

2.5.4.2 Participating Agency

These Agencies redirect to eTravel, travel system funds or in-kind contributions from \$25,000 up to \$500,000 per fiscal year and/or provide support group members who work part-time as required by the PMO to complete specific tasks. Support group members will work specific 2- to 3-day periods per week for 30 to 120 days.

The following agencies have expressed interest in serving as participating agencies:

- Department of Energy
- Department of Health and Human Services
- Department of Housing & Urban Development
- Department of the Interior
- Environmental Protection Agency
- National Institute of Health
- U.S. Department of Agriculture
- U.S. International Trade Commission

2.5.4.3 Interested Agency

These Agencies are unable to provide personnel or in-kind funds but want to participate in interagency meetings where the direction and progress of the eTravel initiative are presented. These agencies are looking for travel management solutions. Interested Agencies will participate in the Interagency Travel Management Committee (ITMC) and receive updates through ITMC's established communications network.

The ITMC is comprised of designated representatives from Federal agencies and chaired by GSA's Travel Management Policy Director. The group meets periodically, as determined by the ITMC chairman, to discuss the Travel Management policy and status and recommendations of the Travel initiative.

2.5.5 Project Stakeholders

eTravel has identified the following stakeholders and the communications plan will address their involvement.

Stakeholder	Stake	Consultation Approach	Representative	Title
OMB Portfolio Manager	Success of project		Stephen D. Galvan	
Government Travelers	Efficient and user-friendly travel service			
Federal Agency Top Management	Cost efficient travel system with actionable data			
Federal Agency CFO's	Cost efficient travel service			
Federal Agency CIO's	Secure efficient system			
Travel industry	Business interest			
Government Employee Unions	Fairness to employees			
SBA	Fairness to small businesses			
Federal Travel Managers	Improved travel management tools			

2.6 Resources/Constraints

Resources	Constraints
Personnel	Key positions are vacant
Funding	Long term costs are unknown at present No model exists for sustaining funding
Requirements	Requirements unverified
Commitment	Agency willingness to use the unknown

2.7 Assumptions and Risks

2.7.1 Assumptions

- Business requirements were derived from the Quicksilver findings and Business Case Concept of Operations.
- Clinger-Cohen Act favors leveraging COTS products when possible.
- A majority of the federal agencies rely on disconnected manual processes to perform travel-related functions.
- There are currently efforts in place to interface the Travel Management System Travel Authorization and Voucher Systems (TAVS) and the financial system.
- Some Agencies are currently using or piloting emerging end-to-end solutions, but this is not yet wide-spread or used at high volume on a nationwide or enterprise level. Current systems are segmented and not seamlessly interfaced.
- Target technology environment will be standards-based to the maximum extent possible.
- The target technology environment must be modular, flexible, adaptable, and extensible.
- The target technology environment must be scalable to address the “unplanned” peak processing.
- Target technology environment is defined at a conceptual/logical level of detail.
- Agencies will develop and implement a compatible, trusted security plan for web services.
- There is sufficient available network capacity to support anticipated transaction volumes.
- The principal interface with the target technology environment will be web-based.
- Manual interfaces (e.g., person to person, mail) between Government agencies and its citizens/users/customers will continue to be supported.
- The agencies have adequate skilled staff (and training programs) to deploy and manage eTravel services or can contract for needed eTravel resources.
- The agencies have primary responsibility for devising and implementing a deployment strategy in collaboration with the GSA PMO.

- The movement to fee-based travel agents will continue to increase the cost for travel planning, reservation and document services.

2.7.2 Risks

Risk	Mitigation Strategy
<ul style="list-style-type: none"> ▪ Multi-agency management structure and cooperation ▪ Some Government agencies are ahead of others in planning for their EA efforts. Decisions made on COTS products, or other elements may impact choices of many other Government agencies ▪ Achieving consensus on final requirements sufficient for an acquisition has proven to be difficult in projects crossing many functional areas as well as many separate Agencies. 	<ul style="list-style-type: none"> ▪ An agreement with key Government representatives must be made on the go-forward strategies prior to finalization of any implementation plan being created or executed. ▪ The senior steering committee composed of representatives from Agencies will provide guidance and de-conflict requirements that cannot be worked at lower levels. Lessons learned from past and current travel reengineering initiatives (e.g., International Trade Commission, Veterans Administration, and the Defense Travel System) will be used.
<ul style="list-style-type: none"> ▪ Government Enterprise- and Program-wide project initiatives of this magnitude can fail due to lack of senior management support at the initiation of the project or declining support during the out-years of a long term project. 	<ul style="list-style-type: none"> ▪ Two main strategies are recommended to address this risk: First, a change management strategy is proposed to include senior management briefings. Second, a steering committee composed of senior management to oversee and advise the implementation is proposed.
<ul style="list-style-type: none"> ▪ Stakeholders may dictate specific IT/process changes that are inconsistent with the strategic approach and may hamper long-term efforts. 	<ul style="list-style-type: none"> ▪ Utilize the E-Gov hierarchy ▪ Provide for single Agency points of contact that report to the highest levels within an Agency and have been empowered ▪ The PMO will define and establish a change control process.
<ul style="list-style-type: none"> ▪ Low or slow adoption of the product line by Agencies and Federal travelers ▪ Industry experience has shown that staff may not be able to adapt to significant process and technology change without appropriate support. 	<ul style="list-style-type: none"> ▪ Utilize a multi-faceted approach maintaining a consistent theme across all Agencies ▪ Marketing of the product line to Agencies and Federal travelers ▪ Ensure all personnel, top-to-bottom receive information regarding the system and its benefits ▪ Embrace unions up front and early ▪ To address this risk, a change management strategy is proposed that includes a strong training and continuing support program. Additionally, the use of prototypes and pilots serve to identify human factor and process issues in the advance of the major deployment.
<ul style="list-style-type: none"> ▪ Relevant Agency-specific legal and regulatory provisions are supported 	<ul style="list-style-type: none"> ▪ Include legal personnel early in the process ▪ Foster a single, central legal point of contact for each Agency

Risk	Mitigation Strategy
<ul style="list-style-type: none"> ▪ Enterprise architecture not robust enough to provide effective management information 	<ul style="list-style-type: none"> ▪ Utilize the worldwide web as the primary access media. Provide multiple avenues for access as exceptions ▪ Continually monitor information technology performance metrics
<ul style="list-style-type: none"> ▪ Information technology/interoperability ▪ The ability to change inter/intra-Government agency interfaces and associated scheduling is unknown and can impact many things, including scheduling activities. ▪ Implementations of COTS products often fail when product changes exceed 20%. ▪ Security mechanisms may fail or not function adequately, leaving Government data vulnerable ▪ The use of prototypes intended for evaluation and proof-of-concepts can be put into production – failing due to: inability to scale, lack of security or other production related designs. 	<ul style="list-style-type: none"> ▪ Establish core data requirements all systems will use. Although the Government applications may change, the data transmitted and received from external interfaces will for the most part remain similar in format or will be modified to accommodate a standard interface. ▪ The number of systems that must be interfaced with are reduced as some Agencies are using another Agency’s financial system ▪ COTS products will only be selected when changes are less than 20%. This may result in major changes to business process to accommodate the COTS product. ▪ A defense in depth strategy will help mitigate the failure of any single security mechanism and increase the ability to prevent, detect, respond to, and recover from any security incident. ▪ When possible, an operational prototype methodology will be used. In this case, the prototypes will be based on the selected COTS, which are inherently designed for production.

2.8 Linkages

Since 1995, the Department of Defense has had a similar project underway, Defense Travel System. DOD expects to finish pilot tests of DTS at the end of 2002 and complete deployment by the end of 2006. eTravel has established a very constructive relationship with the DTS Project manager. The eTravel PMO receives briefings on the DTS project and demonstrations of the DTS product. While the objectives of the two programs are similar, the requirements are significantly different. To date, eTravel and DTS have determined that there is no overlap or conflict. eTravel and DTS will continue to share information, lessons learned and explore common strategies.

The eTravel Initiative will establish a governmentwide service that will replace existing stove-piped TMS's in departments, agencies, bureaus and local offices throughout the government. eTravel's goal is to encourage transformation and cultural change that is underway that supports a common, web-based self-service, customer-centric travel service. Agencies are also being advised that their current efforts should be viewed as investments in change management rather than systems, since systems in place today may not be transferable to the governmentwide eTravel service that will be available in the last calendar quarter of 2003.

The Government's eTravel Initiative is consistent with trends in the travel industry. The eTravel business case recognizes that the travel industry is changing and evolving, both external and internal to corporations/organizations. Externally, travel service providers including airlines, hotels, rental car companies, travel agencies, reservation systems, etc. are significantly changing their relationships, both functionally and financially. Suppliers are creating new distribution channels, travel agencies are employing the web to serve and retain customers, and travelers are obtaining direct access via the internet to the information necessary to plan, reserve and purchase business travel arrangements. Travelers can easily obtain policy compliant travel arrangements using online self-service reservation tools provided by their companies. Web-based self-service reservations reduce costs for suppliers, travel agencies and the companies that promote their use. Travel agents are still required to fulfill self-service reservations for complex travel arrangements and to provide other value-added services such as assistance with passport/visa applications and making reservations where the provider has not yet fully automated their operations.

The move towards web-based systems provides opportunities to increase the user base, increase access to the system regardless of location, and provide travelers with more control over travel plans with 24-hour online access. For example, while booking foreign travel will continue to require the use of traditional travel services, even those federal travelers will utilize the common travel authorization vouchering system and have access to expanded customer service and information.

Self-service reservation systems are being interfaced with TAVS's to fully automate the travel management function from start to finish. Travelers can log onto a Travel Management Service and access travel information through the online booking engine. Once travel is reserved, travel itineraries and information are transmitted to and incorporated into the TAVS. This functionality is transparent to the user and reduces numerous manual processes and data entry into multiple systems.

Outsourcing of the entire travel management service to Application Service Providers (ASP) is a growing trend as well. With the ASP model, organizations are purchasing the travel management services and logging into the ASP system to conduct travel activities. Like the COTS software, the ASP's system can be interfaced with an organization's financial system to make the travel management process completely transparent to the user. An ASP model allows an organization to better use resources for value-added tasks rather than operating and maintaining an additional administrative system.

2.9 Decision Making

Decision-making, communication and knowledge management are made extremely complex by the distributed nature and time constraints of this initiative. This initiative's members are not only people from across organizational boundaries but agency and department boundaries. Furthermore, it is expected that as the initiative matures, citizens, businesses, and Federal employees from across the country, if not the world, will play a vital part in its success. Therefore, it is recognized that decision-making, communication and knowledge management are not separate and distinct processes of this initiative. Rather, they are interwoven components of a complex whole.

When business and technical decisions need action, all GSA initiatives are supported by designated 'solution architects' to promote consistency across initiatives and to seek opportunities to leverage investments.

2.9.1 Internal

Agency members will adhere to the following decision-making guidelines. The project manager will work to arrive at consensus through open lines of communications at all times. When consensus cannot be reached, the issue will be brought before the appropriate level for adjudication and disposition.

Given that time and other resources are in short supply, the following decision-making procedures will be utilized when necessary. However, these will be used for administrative actions as opposed to substantial issues with governmentwide impact.

Majority Control	Used when sufficient time is lacking for decision by consensus or when the decision is not so important that consensus needs to be used and when complete member commitment is not necessary for implementing the decision.
Average of members' opinions	Used when it is difficult to get group members together to discuss, when the decision is so urgent that there is not time for group discussion, when member commitment is not necessary for implementing the decision, etc. This method is applicable to simple, routing decisions.
Expert member	Used when the expertise of one person is so far superior to that of all other group members that little is to be gained by discussion. Used only when the need for membership action in implementing the decision is slight.
Decision by authority without discussion	Used for simple routine decisions, when very little time is available to make the decision, when group members expect the designated leader to make the decision, and when group members lack the information to make the decision any other way.

2.9.2 External

Issues that require a deeper consideration of governmentwide impact will be approached in two ways:

- The decision-making channels for GSA acting as the managing partner are represented on the left in the figure below. The project manager will consult with the designated GSA service commissioner who will, if need be, further consult with the GSA Administrator, Commissioners of the other GSA services, the Director of the Office of Governmentwide Policy and the GSA CIO.
- Decision-making channels for OMB, acting as the coordinating entity on issues requiring broader coordination, legislative changes, etc., is represented on the right in the figure below. The project manager will consult with the designated portfolio manager who will, if need be, further

consult with the portfolio steering committee and the OMB Portfolio Management Office.

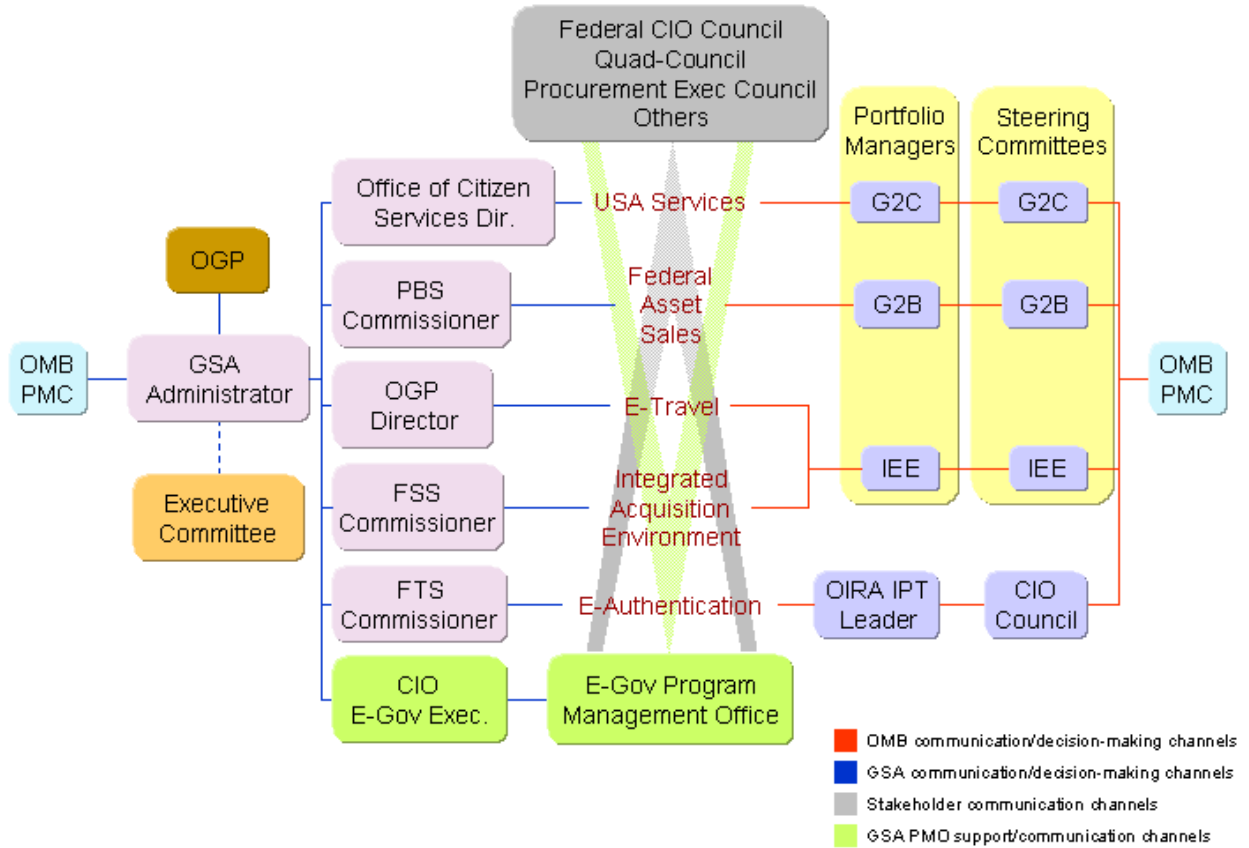


Figure 1. Decision-Making and Communication Channels

2.10 Communication

As a foundation to communication, eTravel will provide periodic updates as the principal method of disseminating project information. The project manager meets periodically with the OGP Director to keep him or her informed. On a quarterly basis, the project manager will brief the OMB IEE Portfolio Manager. The project manager may meet more often with the OGP Director and the OMB IEE Portfolio Manager according to the importance and impact of actions by the initiative team members. In addition, the project manager and the eTravel staff will participate in periodic meetings of the GSA Program Management Office to ensure cross-pollination of ideas among the teams and eliminate groupthink, defensive avoidance, and other barriers to innovation.

2.10.1 Internal

Staff meetings will be held at the discretion of the project manager, and they will be the principal means of interaction and communication.

Through the knowledge management support of the GSA E-Gov Program Office, asynchronous team communications will be sustained through IBM QuickPlace that resides on a GSA extranet server. Discussions, decisions, documents, tasks, and events will be posted to the team's area within the E-Gov QuickPlace. Synchronous communications will be supported either through the aforementioned weekly face-to-face meetings or by virtual meetings sustained through IBM Sametime that also resides on a GSA extranet server. Online awareness, chat, white-boarding or document sharing/collaboration will be performed through Sametime, a web-based meetings tool.

2.10.2 External

External communication will follow a similar path as that for decision-making outlined above. Within the GSA structure, communication will be maintained with the sponsoring service commissioner or the Director of the Office of Governmentwide Policy through to the Administrator as shown on the left in Figure 1 - Decision-Making and Communication Channels diagram.

Communication will incorporate direct consultation with OMB through the portfolio managers, portfolio steering committees, and the Portfolio Management Office on issues requiring broader coordination, legislative changes, etc.

Communication will also be maintained with the President's Management Council, Federal CIO Council, Quad-Council, Procurement Executive Council, partners, stakeholders and others vital to the initiative, with support from the GSA E-Gov Program Management Office.

The following is how the eTravel team will address stakeholders to build customer and user understanding and support:

- Industry Presentations
- Press Releases
- Stakeholder meetings
- Website
- Standard theme, logo and format to communications

The eTravel Communications Plan will provide more detailed communications information.

2.11 Knowledge Management

An organization uses information strategically in three arenas: to make sense of its environment and to make sense of change to that environment; to create new knowledge for innovation; and to make decisions about courses of action. Knowledge management activities enabling knowledge for sense-making, innovation and decision-making for this initiative will be supported by the GSA Program Management Office through meeting facilitation; groupware support using an expertise location tool, IBM QuickPlace (<http://ftswebteams.gsa.gov/E-Gov>) and Sametime; and a series of quantitative and qualitative research methods cataloging best/smart practices, lessons learned or learning histories, after action reports, and other knowledge management methodologies.

QuickPlace	Used to support asynchronous team collaboration. Team workspaces within the E-Gov QuickPlace will house discussions, decisions, reports, presentations, spreadsheets, project management plans, tasks, and events posted to the team's calendar.
Sametime	Used to support synchronous, real time interactions. Online awareness, chat, and web-based meetings and document collaboration are the tools available.
Expert Location	Because the potential of QuickPlace to serve as an expert locator is limited, GSA is pursuing a dedicated solution for expertise location. If it can be implemented while E-Gov initiatives are pursued, expertise location will allow team members to more easily locate individuals with key expertise impacting team efforts.
Best/Smart Practices	The GSA knowledge manager will assist teams in assessing, capturing, and cataloging the smartest practices in the field of the initiative.
After Action Reviews	The GSA knowledge manager will hold periodic discussions to surface issues within the team after it completes objectives or milestones supporting initiative goals. This will serve to capture learning to enhance continued team efforts and strengthen team cohesion.
Lessons Learned / Learning Histories	The GSA knowledge manager will conduct structured and unstructured interviews with team members at the conclusion of the E-Gov project to assess their perspective of the team's efforts, its processes, its success in achieving the stated goals, and suggestions for improvements that future teams can follow.

