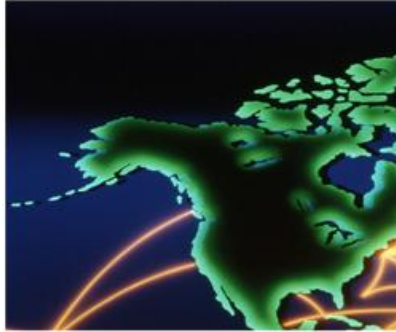




DEFENSE TRAVEL MANAGEMENT OFFICE



Defense Travel Management Office – Implementation Plan for Consolidation and Reform of Travel and Transportation Authorities

April 2012

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Section I – General

Introduction

This plan implements requirements set forth in Subtitle B – Consolidation and Reform of Travel and Transportation Authorities, 2012 NDAA as follows:

“SEC. 622. TRANSITION PROVISIONS

***(a) IMPLEMENTATION PLAN** —The Secretary of Defense shall develop a plan to implement subchapters I and II of chapter 8 of title 37, United States Code (as added by section 621(b) of this Act), and to transition all of the travel and transportation programs for members of the uniformed services under chapter 7 of title 37, United States Code, solely to provisions of those subchapters by the end of the transition period.”*

Travel Transformation

Implementation of the new travel and transportation statutes is a key part of a far reaching travel transformation effort being led by the Defense Travel Management Office (DTMO) and supporting governance boards. Information about Travel Transformation is contained in the DTMO’s Strategic Plan and a supporting charter and project plan. Additional supporting plans will be developed as required (e.g., NextGen travel system, travel programs). Travel Transformation will be executed through six Integrated Product Teams (IPTs): Integrated Data and Business Intelligence (BI), Information Technology (IT), Strategic Sourcing and Supplier Management (Travel Programs), Customer Support, Policy and Compliance, and Business Process Reengineering (BPR). This framework is displayed at [Annex A](#).

Executive Summary

Statutory reform is the principal catalyst for transformation of travel and simplification of thousands of business rules and over one hundred allowance computations. Because of the magnitude of change, implementation is organized into manageable tracks to be implemented incrementally over time. The four main tracks consist of:

- **Track #1** - Consolidating Purposes For Travel and Standardizing Travel Allowances
- **Track #2** - Simple and Efficient Computations and Rules
- **Track #3** - Simplification of Business Rules and Reengineering Selected Travel Processes
- **Track #4** - Policy Formulation

Several new provisions require special attention: implementation of a compliance program within one year, electronic processing of travel claims within five years (i.e., NextGen system), and conducting congressionally approved pilot programs (e.g., to gain efficiencies). Other significant activities proceeding concurrently include: the rewrite of the Federal Travel Regulation (FTR), and consolidation of the Joint Travel Regulations (JTR) and Joint Federal Travel Regulations (JFTR). Some changes will require a supporting predecessor event, like a new IT platform, or a pilot program. Significant changes will be vetted through multiple governance boards, presented to various communities, staffs, and agencies. Although the new statutes (i.e., title 37), and this implementation plan, focus on uniformed

members, transformation will include travel for civilians. Implementation is complete when all travel policies, regulations, and allowances are supported by provisions of the new law.

Vision and Objectives

Implementation of the new statutory authorities will achieve the following vision and objectives:

Vision

- Simplified travel rules for the traveler
- Reduced outlays for the Department
- Leverage capabilities of travel industry
- Increase mission flexibility for leaders

Objective

- Simple
- Efficient
- Relevant
- Flexible

Objective	What
Reduce complexity for travelers and leaders	1, 000 pages of rules (i.e., JTR, JFTR), 200+ purposes for travel, 100+ allowance computations, 32 training modules
Reduce direct and indirect costs	Direct costs \$11.78B FY10, indirect cost ~\$1.53B FY10 (i.e., 13% for DoD versus 3% to 5% for private sector)
Facilitate online support , retire legacy systems	Complex computations, extensive DTS coding, frequent use of help services and Commercial Travel Offices
Provide mission flexibility and better support our Service members and their families	Provide flexibility to react to mission requirements like: wounded warrior, yellow ribbon, deployments, evacuation...
Leverage industry capabilities, react to changing markets	Slow to change or take advantage of industry service capabilities (e.g., unbundling of costs, coach+)

Figure 1 – Implementation of New Travel Statutes

Section II – Understanding the New Statutory Framework

Challenges with Old Statutes

Legacy travel and transportation statutes have been revised and expanded for the past 60 years. This has resulted in a complicated web of travel policies, excessive rules to address nearly every situation, inflexible authority, and confusing terminology. This complicated web has presented the Department with numerous challenges:

- Current title 37 language required a new change for almost every travel situation such as for wounded warrior caregivers and attendants
- Statutes were prescriptive with confusing language
- The legal framework for travel became increasingly complex; entanglements between statutes, case law, and regulations made real change difficult without resetting the overall statutory framework

Reformed Travel and Transportation Statutes

The new statutes overcome many of the old shortfalls by:

- Consolidating and simplifying travel authorities into a new chapter 8, Consolidation and Reform of Travel and Transportation Authorities
- Defining travel-related terms to provide enduring meaning and a greater understanding of entitlements and travel allowances
- Providing broader travel authorities to enable the Secretary of Defense and other administering Secretaries to promulgate more flexible, less complicated travel regulations
- Permitting a low-risk approach to implementation which incorporates retention of old and new statutes for a period NTE 10 years
- Including authority for pilot programs that provide DoD a test environment to evaluate innovative programs, policies, and procedures
- Requiring an Implementation Plan to ensure successful execution

New Statutory Framework

The new framework consists of simple and concise sections that include broader authorities, define travel terms, and authorize types of allowance and methods for reimbursement without providing prescriptive conditions for application of the new law. These changes require a basic understanding of their purpose in order to properly implement the new provisions. The purpose of the new statutes is codified as follows:

SEC. 621. CONSOLIDATION AND REFORM OF TRAVEL AND TRANSPORTATION AUTHORITIES OF THE UNIFORMED SERVICES

(a) PURPOSE — This section establishes general travel and transportation provisions for members of the uniformed services and other travelers authorized to travel under official conditions. Recognizing the complexities and the changing nature of travel, the amendments made by this section provide the Secretary of Defense and the other administering Secretaries with the authority to prescribe and implement travel and transportation policy that is simple, clear, efficient, and flexible, and that meets mission and Service member needs, while realizing cost savings that should come with a more efficient and less cumbersome system for travel and transportation.

Basic Framework

The basic framework for the new travel and transportation statutes is straightforward and easy to understand as outlined in [Annex B](#).

Transition Period

The statute provides for a ten-year period during which both the old and the new laws will be in effect (see statute below). This will require some tracking of statutory authority as the new law is implemented. These provisions will facilitate a smooth transition before sun setting the old law. It is not anticipated that the full period will be required.

***“(e) TRANSITION PERIOD** – In this section, the term “transition period” means the 10-year period beginning on the first day of the first month beginning after the date of the enactment of this Act.”*

Section III – Implementation

General

The new travel and transportation statutes provide broad authorities crafted to enable comprehensive change in policies, business rules, and allowances. In other words, the new law is less prescriptive and no longer segmented for each type of travel. The relationship of law to rules has changed from a “one-to-one” to a “one-to-many.” For example, many sections of old law specified a unique type of traveler, outlined the eligibility criteria for that type of travel, and detailed specific allowances paid to that traveler. In contrast, the new law defines all eligible travelers in one section and the options for paying the allowances in another. Therefore, implementation requires a comprehensive approach to the entire legacy rule set. Current policies, allowances, and business rules must be analyzed and examined for possible revision and reengineering using a very broad approach. This is a huge, complex undertaking. To accomplish the majority of this in the next three to five years, implementation will proceed on multiple tracks, subdivided as required to organize and focus the effort to enable staffing and implementation at the earliest possible date. The primary intent of the new statutes is to simplify travel and make it more cost effective.

In addition, there are several very specific provisions that must be implemented to comply with the new law:

- “§ 463. Programs of Compliance
- “§ 463. Electronic Processing of Travel Claims
- “§ 454. Travel and Transportation: Pilot Programs

Track #1 – Consolidating Purposes for Travel and Standardizing Travel Allowances

- The ~225 various reasons for travel outlined in the JFTR will be arrayed in an analytical model along with related dependent and independent variables for analysis. For example, there are over 50 different approval authorities specified (e.g., medical authority, competent medical authority) which we anticipate being able to consolidate. The objective function is to identify opportunities to simplify, consolidate, and standardize travel.
- The configuration of the model will be flexible to add additional variables and expand to include additional data. The configuration, in simple terms, includes a vertical axis to capture the various purposes for travel and the horizontal axis to capture the independent variables, like approval authority, frequency of trip, or applicable location (e.g., OCONUS). The data layers will be built in three tiers to best array the variables for analysis as follows:
 - **Tier One**
 - Primary data: reasons, travelers, locations
 - Attribute data: categories, reference, allowance summary, frequency, and duration
 - **Tier Two**
 - Special conditions and triggers
 - **Tier Three**
 - Allowable allowances
 - En-route transportation and per diem
 - Temporary Duty (TDY) transportation and per diem, reimbursable expenses

- The major steps to complete this track are as follows:
 1. Configure model
 2. Populate model (data entry)
 3. Validate content using subject matter experts (SMEs)
 4. Perform analysis of data and run reverse queries to identify opportunities and options for consolidation and standardization
 5. Develop feasible courses of action and alternatives
 6. Conduct model orientation workshop for SMEs
 7. Identify optimum courses of action
 8. Collaborate results with governance and key players to determine supportable solution
 9. Develop regulatory language, staff in manageable groupings, publish changes (some changes will be dependent on external considerations, like a system change)

Track #2 – Simple and Efficient Computations and Rules

- Allowance computations (i.e., over 100) will be analyzed to examine how and why the financial computations are so varied and complex. Additionally, the related policies and rules that lead to the complexity for each segment of travel will be analyzed for potential simplification (e.g., directed versus authorized mode of transportation). The objective function is to achieve both simplicity and cost effectiveness. The results will be fewer, more standardized, and simpler allowances.
- This task will be grouped into four major travel segments:
 - Transportation
 - Lodging
 - Meals
 - Incidental and Miscellaneous Expenses
- The steps to complete this track are as follows:
 1. Develop the capture matrix to compile, stratify, and organize travel allowances and computations
 2. Populate the capture matrix
 3. Validate input using SMEs
 4. Perform analysis of data and run supporting queries for analysis
 5. Develop feasible courses of action and alternatives
 6. Prepare supporting presentations for SME workshop
 7. Identify optimum courses of action
 8. Collaborate results with governance and key players to determine supportable solution
 9. Develop regulatory language, staff actions, publish changes (some changes will be dependent on considerations like a system change)

Track #3 – Simplification of Business Rules and Reengineering of Selected Travel Processes

- The simplification of business rules and the reengineering of business processes will be accomplished through four complementary approaches.
 - First, mapping the major policies and business rules to process flows and identifying opportunities for streamlining. The objective function is to identify overly burdensome policies and business rules that complicate travel. The results will be fewer, more standardized, and simpler business rules.

- Second, compiling all the business rules of like type (e.g., orders, leave) for a specific functional area enabling a comprehensive analysis and opportunity for streamlining. This will provide a functional cross reference of rules. The objective function is to eliminate excessive or overly prescriptive rules, simplify language, and to streamline rule sets. The results will be fewer, more standardized, and simpler rules.
 - Third, completion of traditional Business Process Reengineering (BPR) of selected travel processes. The objective function is to modernize, streamline, and lean processes. The results will be simpler, more traveler friendly processes.
 - Fourth, consolidation of the JTR and JFTR into a single reference document. The objective function is to consolidate and standardize to the extent possible regulatory guidance for both uniformed and civilian travelers. The results will provide a major first step in moving to a simple “one stop” rule book.
- In general, the steps to complete this track are as follows:
 1. Develop the capture tools: policy oriented process flow charts for the major travel processes, flexible data base to group and organize over a thousand pages of business rules, and traditional BPR flow charts for selected processes
 2. Populate the various capture tools (data entry)
 3. Validate input using SMEs
 4. Perform analyses of process flows and business rules
 5. Compile and analyze supporting data queries as needed
 6. Develop feasible courses of action and alternatives
 7. Prepare supporting presentations for SME workshop
 8. Identify optimum courses of action
 9. Collaborate results with governance and key players to determine supportable solutions
 10. Develop regulatory language, staff actions, publish changes (some changes will be dependent on considerations, like a system change)

Track #4 – Policy Formulation

- Concurrently implementing a supporting policy framework that efficiently fills the gap between statute and regulation is critical. A fine balance is required between over and under regulating, thus providing sufficient checks and balances with flexibility. A DoD Instruction (DODI 5154.31, dated September 8, 2011) established the policy baseline. Future volumes will provide specific policy for selected areas.
- Within the DoDI, each of the major travel areas will have a separate volume, including such areas as:
 - Travel Programs (e.g., lodging, air)
 - Government Travel Charge Card (GTCC)
 - Travel System (e.g., Defense Travel System (DTS))
 - Governance
- In general, the steps to complete this track are as follows:
 1. Draft and staff the base DoDI (completed September 2011)
 2. Draft subsequent volumes for staffing using DoD’s issuances portal; the portal affords legal review and coordination across the Department
 3. Update policies, as required

Programs of Compliance and Cost Management

To support major travel policy and allowance reform, a robust compliance and cost management program will be implemented. The compliance program provision is stated as follows:

“§ 463. Programs of compliance; electronic processing of travel claims

“(a) PROGRAMS OF COMPLIANCE.—The administering Secretaries shall provide for compliance with the requirements of this chapter through programs of compliance established and maintained for that purpose.

“(b) ELEMENTS.—The programs of compliance under subsection (a) shall—

*“(1) minimize the provision of benefits under this chapter based on inaccurate claims, unauthorized claims, overstated or inflated claims, and multiple claims for the same benefits through the **electronic verification of travel claims on a near-time basis** and such other means as the administering Secretaries may establish for purposes of the programs of compliance; and*

“(2) ensure that benefits provided under this chapter do not exceed reasonable or actual and necessary expenses of travel claimed or reasonable allowances based on commercial travel rates.”

- In support of a robust compliance program, simplified travel policies and allowances will be implemented in a way that they can be mapped to data tables (e.g., per diem, distance, air fare) for broad monitoring of compliance not currently possible. The Department will have the capability to concurrently pursue four separate causes of improper claims: inaccurate claims (e.g., incorrect rates), unauthorized claims (e.g., rental car insurance) overstated or inflated claims (e.g., parking fees), or multiple claims for the same expense (e.g., duplicate air or lodging). The compliance program will both monitor travel claims for compliance as well as assist in controlling spending by pushing information proactively to managers at all levels.
- There are several types of compliance that will be enacted over time:
 - Prevention – before the fact (e.g., training or internal edit flags in the travel system).
 - Detection – after the fact (e.g., computer scans, audits). This approach will rely heavily on use of technology. A concept for design (see Figure 2 below) of a compliance process includes indentifying various error conditions on the database, then notifying the Approving Official (AO), the traveler, and the Component via e-mail with instructions concerning the error condition. The traveler’s options would be to either file a corrected voucher (amended) or provide an explanation through the AO as to why the claim is proper.

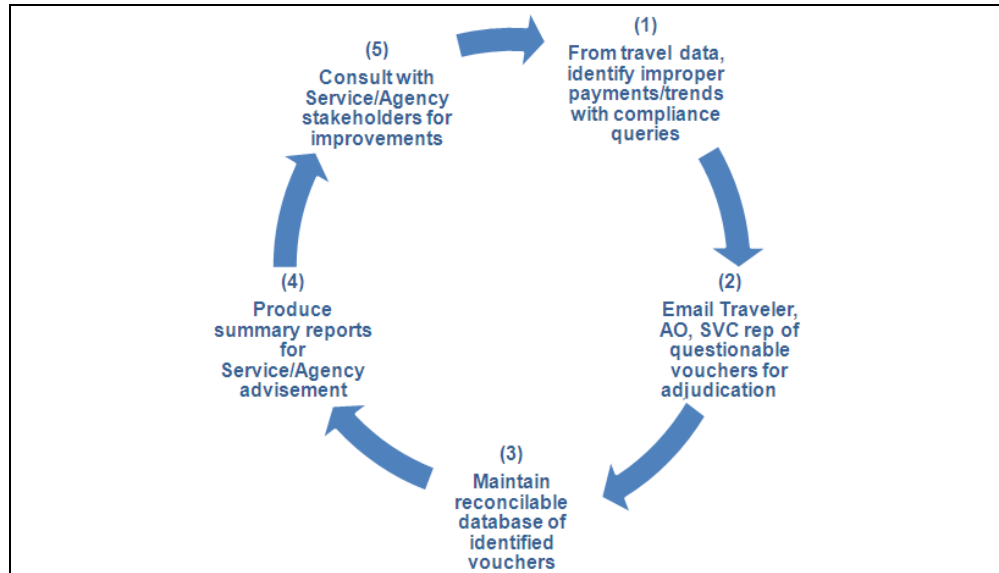


Figure 2 – Automated Process Concept

- The major steps for implementing a compliance program are as follows:
 1. Develop the approach and design concept
 2. Brief the governance and obtain approval for the approach and design concept
 3. Conduct research and analysis to identify potential improper payments
 4. Construct a prototype model
 5. Conduct a pilot with a limited number of improper payments working through several selected service and/or agencies
 6. Validate the approach making required modifications
 7. Expand compliance program in both scope and usability
 8. Analyze and brief results identifying changes in training, systems, and policy that will assist in minimizing inaccurate claims

Electronic Processing of Travel Claims

- DTS is incapable of processing all types of travel claims and it would not be cost effective to incorporate additional complexity. During its lifecycle, additional types of travel (e.g., escort, cadet) have been added, as has additional functionality (e.g., an enhanced reservation/booking process). DTS currently consists of more than 2.5 million lines of code and supports thousands of simultaneous users, with more than 312,000 authorizations and 301,000 vouchers processed per month. It has exceeded the original intent of supporting routine temporary duty travel. However, the appetite to expand DTS usage by adding further functionality has caused the Department to recognize that continued success requires a next generation platform to ensure a stable, reliable, available and secure travel system. Therefore, the Department has reevaluated the DTS developmental timeline and has suspended any major new functionality. Instead, the Department has completed a Technical Refresh to stabilize the current platform and ensure system reliability. Completing travel simplification first, as outlined in this report, is the best strategy from a cost and benefit perspective. The electronic processing of travel claims provision is stated as follows:

“§ 463. Electronic processing of travel claims

“(c) ELECTRONIC PROCESSING OF TRAVEL CLAIMS.—(1) By not later than the date that is five years after the date of the enactment of the National Defense Authorization Act for Fiscal Year 2012, any travel claim under this chapter shall be processed electronically.

“(2) The administering Secretary, or the Secretary’s designee, may waive the requirement in paragraph (1) with respect to a particular claim in the interests of the department concerned.

“(3) The electronic processing of claims under this subsection shall be subject to the regulations prescribed by the Secretary of Defense under section 464 of this title which shall apply uniformly to all members of the uniformed services and, to the extent practicable, to all other authorized travelers.

- Preliminary work is underway to determine the best solution for the NextGen travel system. This includes such activities as the development of compliant architecture. All options will be explored to determine the optimum solution that potentially includes leveraging the General Services Administration (GSA) travel system, and use of a COTS or GOTS product that would perform in an open architecture. The development of a separate implementation plan which complies with the Department’s requirements will be required.

Pilot Programs

- Pilot programs provide proof of principal within a framework of innovation and risk management. Statutory authority provides for a controlled approach by providing relief from provisions of law and regulation, assist in making participants whole if there are impacts not anticipated, gain support and reduce institutional resistance, and avoid possible contractual issues (i.e., Commercial Travel Office Services contracts, GTCC contract, DTS contract). Pilot authority provision is stated as follows:

“§ 454. Travel and transportation: pilot programs

“(a) PILOT PROGRAMS.—Except as otherwise prohibited by law, the Secretary of Defense may conduct pilot programs to evaluate alternative travel and transportation programs, policies, and processes for Department of Defense authorized travelers. Any such pilot program shall be designed to enhance cost savings or other efficiencies that accrue to the Government and be conducted so as to evaluate one or more of the following:

“(1) Alternative methods for performing and reimbursing travel.

“(2) Means for limiting the need for travel.

“(3) Means for reducing the environmental impact of travel.

“(b) LIMITATIONS.—(1) Not more than three pilot programs may be carried out under subsection (a) at any one time.

“(2) The duration of a pilot program may not exceed four years.

“(3) The authority to carry out a pilot program is subject to the availability of appropriated funds.

“(c) REPORTS.—(1) Not later than 30 days before the commencement of a pilot program under subsection (a), the Secretary shall submit to the congressional defense committees a report on the pilot program. The report on a pilot program under this paragraph shall set forth a description of the pilot program, including the following:

“(A) The purpose of the pilot program.

“(B) The duration of the pilot program.

“(C) The cost savings or other efficiencies anticipated to accrue to the Government under the pilot program.

“(2) Not later than 60 days after the completion of a pilot program, the Secretary shall submit to the congressional defense committees a report on the pilot program. The report on a pilot program under this paragraph shall set forth the following:

“(A) A description of results of the pilot program.

“(B) Such recommendations for legislative or administrative action as the Secretary considers appropriate in light of the pilot program.

“(d) CONGRESSIONAL DEFENSE COMMITTEES DEFINED.—In this section, the term ‘congressional defense committees’ has the meaning given that term in section 2 101(a)(16) of title 10.”

- This authority allows the Department to pilot recommendations of the travel policy review aimed at simplifying and clarifying DoD travel while meeting the DoD mission. This allows the Department to test new approaches to travel policy in a controlled manner without seeking specific legislative authority. It allows the Department to test travel policy for military as well as civilian employees within the Department.
- The primary objectives of each pilot are to improve the travel experience and reduce costs (e.g., DoD is ~13% overhead while private is ~ 3 to 5% in overhead).
- Some examples of possible pilots include the following:
 - **Simplified Computations** - This will test simplified allowance concepts and provide supporting data for such changes as standardizing per diem rates, reducing itemization, and limiting cost comparisons. Potential benefits include providing both the traveler and the approving official with reliable cost estimates and eliminating many of the

- confusing rule sets and computations that complicate travel. Simplified computations will also provide increased opportunity to leverage commercially available products.
- **Technology Demonstrations** - Industry technologies are not always directly transferable to the DoD environment. Therefore, changes in the business rules must be identified in order to take full advantage of these capabilities. In most cases, there are multiple options in the market place that need to be evaluated via a pilot before acquiring the product and proliferating department-wide.
 - **Alternative Payment Technologies** - This would test new approaches and evaluate alternative methods for paying for TDY and permanent change of station (PCS) travel in lieu of the currently used individually billed and centrally billed accounts. The Department will explore opportunities to test alternative payment methods under the Government Travel Charge Card Program (SmartPay2).
 - **Standardizing Military and Civilian Travel Rules** - This will help eliminate separate rule sets and disparities between military and civilian travelers. For example, Uniformed members TDY in CONUS more than seven days receive up to \$2.00 per day averaged over the length of the TDY in CONUS, while civilians TDY for over four nights can receive laundry reimbursement without a dollar limit, yet no laundry is reimbursable OCONUS because it is included in per diem.
 - **Travel Programs and Capabilities** - Industry continues to offer new programs and capabilities that, in many instances, take years for DoD to adopt because of restrictive rule sets. Some examples on the horizon include green travel alternatives, short term rental cars (e.g., Zip Cars), the Global Entry Program, auto sharing, coach plus fares, and adapting to the “unbundling” of services (e.g., air, hotel, rental car).

GSA’s FTR Rewrite

A companion piece to this is GSA’s collaborative government-wide task force approach to rewrite the Federal Travel Regulation (FTR) that began in September 2011. This effort is currently reviewing per diem, transportation (e.g., air travel), and special conveyance (e.g., rental car). Close coordination with the Government-wide Policy Division of GSA is ongoing.

Analytic Approach

Travel policies must be based on analysis of data. Because work on a single, authoritative source of commercial travel data is still underway, data analysis must be accomplished using separate data sources (e.g., travel card data, DTS voucher data) and adhoc data queries.

Considerations

Some of the complex business rules are rooted in authorities based in other statutes and issuances and will require separate examination. Some examples include leave, government lodging, and government transportation. To the extent possible, these intersecting functional areas will also be simplified where possible. Another major consideration is the expansive change management and communications effort required as well as the constant need to keep multiple stakeholders informed and provided the opportunity to provide input.

Section IV – Execution and Coordination

Execution

Ultimately all changes to travel policies and allowances must be documented in a travel regulation or other issuance (see statutory language below). As a precursor, the JFTR and JTR are now being standardized and the language simplified, resulting in both volumes being essentially identical. The next step will be to consolidate the two volumes into a single regulation. This will result in a single travel regulation, providing an efficient and effective reference for the uniformed travel community. The statutory authority for travel and transportation regulations is as follows:

“§ 464. Regulations

“This subchapter and subchapter I shall be administered under terms, rates, conditions, and regulations prescribed by the Secretary of Defense in consultation with the other administering Secretaries for members of the uniformed services. Such regulations shall be uniform for the Department of Defense and shall apply as uniformly as practicable to the uniformed services under the jurisdiction of the other administering Secretaries.

Supporting Governance Boards

Changes of this magnitude must be coordinated at numerous levels. [Annex C](#) lists the primary governance boards that will be engaged throughout implementation of the new statutes.

Conclusion

This Implementation Plan will be executed meticulously within a larger, well managed, transformation framework that includes a charter, project plan, IPTs, governance oversight, and program reviews. Displayed below is a summary schematic displaying how travel simplification and implementation of the new “Consolidation and Reform of Travel and Transportation Authorities” will be executed.

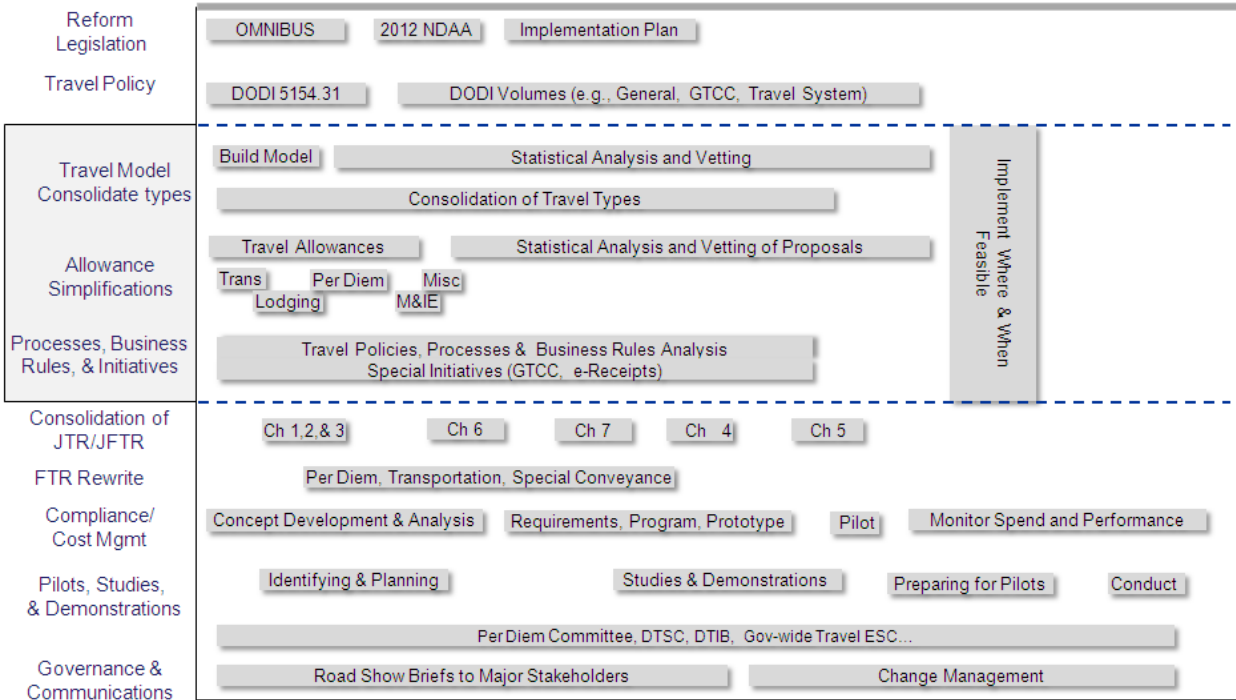
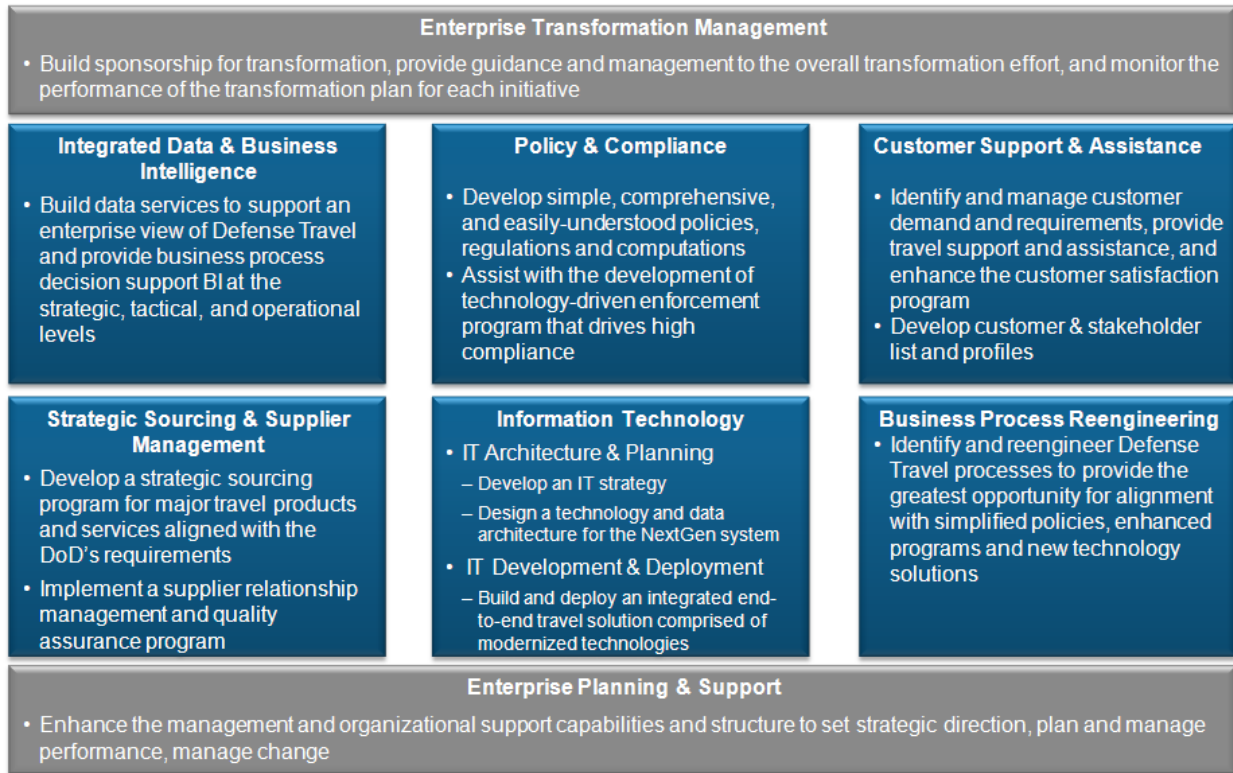


Figure 3 – Simplification of Travel Policy and Allowances and Implementation of the Reform of Travel and Transportation Statutes

Annex A – Travel and Transportation Framework



Annex B – Basic Framework for the New Travel and Transportation Statutes

- **Section 621** – The intent of chapter 8 is clearly outlined in the first section (i.e., Purpose) to serve as the foundation for future policy makers and legal counsel. In the past, constant interpretation caused confusion and overregulation.
- **Section 451** – There are two separate sections for definitions. One addressing persons (travelers) and one addressing travel (travel terms).
- **Section 452** – General authorities are further divided into: general, specific circumstance, travel and transportation allowances, method of payment, advance payment, unauthorized expenses, and relationship to other authorities. Together, these provisions outline the authority for travel and to be paid an allowance.
- **Section 453** – Specific authorities, not included in the general provisions, include travel absence from TDY location, movement of property, separation, and other specific circumstances.
- **Section 454** – Authority to conduct travel and transportation pilot programs.
- **Section 461** – Relationship to other authorities.
- **Section 462** – Required repayment for unauthorized or excessive payments.
- **Section 463** – Requirement to implement programs of compliance and for online processing of travel claims.
- **Section 464** – Regulatory framework.
- **Section 471** – Sunset clause of 10 years for the old law.
- **Section 472** – How the definitions in the old chapter 7 relate.
- **Section 622** – Outlines transition provisions like the requirement for an Implementation Plan, authority to modify old law, coordination with other administering secretaries, and the transition period.

Annex C – Supporting Governance Boards

The Per Diem Travel and Transportation Allowance Committee structure will be employed along with the supporting panels for Uniformed services (Military Advisory Panel – MAP) and the civilian (Civilian Advisory Panel – CAP). Additionally, the travel governance boards of the DTSC (Defense Travel Steering Committee) and the DTIB (Defense Travel Improvement Board) will be used. Also, external networking will be accomplished through boards like the GSA/DoD co-hosted TESC (Travel Executive Steering Committee). Membership for each of the boards is outlined below.

- **Per Diem Travel and Transportation Allowance Committee**
 - Deputy Under Secretary of Defense (Military Personnel Policy), Chairman
 - Army, Principal
 - Navy, Principal
 - Air Force, Principal
 - Coast Guard, Principal
 - National Oceanic and Atmospheric Administration(NOAA), Principal
 - United States Public Health Service (USPHS), Principal

- **Military Advisory Panel (MAP)**
 - Chief, Policy and Regulations
 - Army, Member
 - Navy, Member
 - Air Force, Member
 - US Marine Corps, Member
 - Coast Guard, Member
 - NOAA, Member
 - USPHS, Member

- **Civilian Advisory Panel (CAP)**
 - Chief, Policy and Regulations
 - Army, Member
 - Navy, Member
 - Air Force, Member
 - US Marine Corps, Member

- **Defense Travel Steering Committee (DTSC)**
 - Director, Defense Travel Management Office, Chairman
 - Department of the Army Representative, Principal
 - Department of the Navy Representative, Principal
 - Department of the Air Force Representative, Principal
 - Under Secretary of Defense, Acquisition Technology and Logistics (USD, AT&L) Representative, Principal
 - Defense Information Systems Agency (DISA) Representative, Principal
 - Defense Finance and Accounting Services (DFAS) Representative, Principal
 - Defense Logistics Agency (DLA) Representative, Principal
 - United States Transportation Command (USTRANSCOM) Representative, Principal

- **Defense Travel Improvement Board (DTIB)**
 - Deputy Director, Defense Travel Management Office, Chairman
 - Department of the Army Representative, Member
 - Department of the Navy Representative, Member
 - Department of the Air Force Representative, Member
 - United States Marine Corps Representative, Member
 - AT&L Representative, Member
 - DISA Representative, Member
 - DLA Representative, Member
 - DFAS Representative, Member
 - US TRANSCOM Representative, Member
 - Per Diem, Travel, and Transportation Allowance Committee Representative, Advisory Member
 - Program Management Office – Defense Travel System Representative, Advisory Member