

Defense Travel Management Office

Change Management Plan



January 2007

Version 2.0

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Executive Summary

The Defense Travel Management Office (DTMO) was established in February 2006. At that time, it was determined that a change management program was required to administer the commercial travel requirements of the Department of Defense. Under this purview, the DTMO serves as the single focal point for travel policy, centrally managed commercial travel programs, commercial travel office contracts, functional oversight of the Defense Travel System (DTS), and strategic direction for all such areas.

The DTMO will achieve these objectives in the following ways:

- Institutionalized a Defense Travel Improvement Board (DTIB) for managing changes to travel requirements.
- Institutionalized a Defense Travel Steering Committee (DTSC) to oversee implementation of changes, render decisions on enterprise wide applications, or any application exceeding a cost of \$500K, and to resolve appeals generated by DTIB members
- Consolidate and manage commercial travel office (CTO) services for DoD
- Manage the DoDs Travel Card Program
- Mandate use of DTS and other future standardized travel systems; champion the retirement of legacy systems through the Governance Boards
- Conduct impact studies of changes to ensure validity and positive change
- Develop new and innovative travel processes throughout the Department

This DTMO Change Management (CM) Plan details how changes to the DoD's travel requirements are identified, improved, managed, implemented, and studied. This Plan may be used by DoD personnel as a guide to the DTMO change management program.

1.0 Introduction

The DTMO is tasked to consolidate passenger travel requirements, streamline travel business processes, re-invent regulations and directives, and develop new technologies for the future.

The military Services/Agencies (S/A) will actively participate in the DTMO change management program by overseeing the current baseline requirements throughout the life-cycle of their change. The magnitude and complexity of changing such requirements is acknowledged by the DTMO. All such changes will be carefully managed by the scope of this Plan, as outlined in the subsequent paragraphs.

1.1 Overview

Change management is a critical organizational element. Change management practices and principles have been adopted by the Department to oversee some of the most complicated processes, requirements and systems ever developed. Industry recommendations from organizations like the International Standards Organization (ISO) and the Software Engineering Institute (SEI) are strongly advocated for complex programs.

The DTMO change management program ensures a continual dialog among key DTMO personnel, S/A representatives, Travel Improvement Working Group (TIWG) members, process owners, system developers, and travel industry partners. The DTMO will ensure that input from each of the aforementioned entities is heard and soundly managed.

This DTMO Change Management Plan is to be used as a guideline for understanding the DTMO change management program. The processes outlined in this Plan guarantee sound, structured management of DoD requirements relating to commercial passenger travel. This Plan also defines responsibilities of key entities and the scope of the DTMO change management program.

1.2 Scope

The scope of the change management activities described in this Plan is restricted to the formal change management program instituted by the DTMO. As travel requirements evolve or technical advances are introduced, these proposed changes to the Department's current processes, applications, or regulations will be managed as outlined in this Plan. To ensure proper management of these changes by the DTMO, DoD activities are responsible for reviewing change requests that are submitted by DoD customers prior to acceptance by the DTMO. To ensure successful management of these changes, the DTMO has established the Defense Travel Improvement Board (DTIB) which will be comprised of key S/A O6 level cross-functional representatives or

their equivalents. The DTMO DTIB Charter is the document that identifies those key representatives. The following activities will be represented by the DTIB:

- Business Transformation Agency (BTA)
- Defense Finance and Accounting Service (DFAS)
- Defense Information Systems Agency (DISA)
- Defense Logistics Agency (DLA)
- Defense Travel Management Office (DTMO)
- Department of the Navy (DON)
- Office of the Under Secretary of Defense, Acquisition, Technology, and Logistics [OUSD (AT&L)]
- United States Air Force (USAF)
- United States Army (USA)
- United States Marine Corps (USMC)
- United States Transportation Command (USTRANSCOM)

The DTIB is also comprised of advisory members representing the following activities:

- Per Diem, Travel, and Transportation Allowance Committee
- Program Management Office – Defense Travel System

To ensure sound management of the DTMO change management program, and activities of the DTIB, a separate Defense Travel Steering Committee (DTSC) is established. The DTSC members will represent the same activities, as listed above. Additional information about the DTSC is provided at paragraph 10.0 below.

2.0 Change Identification

Change identification is the process of classifying, documenting, and maintaining the baseline of a requirement. Changes may be categorized by regulatory or non-regulatory documentation, processes, or technology, i.e., software or systems. Change identification is required for managing change throughout the life-cycle of the requirement. The change identification process includes:

- The establishment and maintenance of the functional requirements' baseline
- The identification of the change and, where applicable, all supporting references and documentation
- The determination of the types of documentation required for each change, if applicable
- The issuance of identifiers affixed to the change and to the technical documentation that defines the change, including internal and external interfaces when relating to technology
- The implementation of the functional requirements and its associated documentation

- Identifying the result of the impact study to determine continued application

3.0 Change Control

The primary purpose of change control is to manage changes to the functional requirements baseline. This includes the identification of a requirement, and the implementation of approved changes. The change control process includes the following:

- Identifying the need for a change
- Agreement among the S/A is necessary before an enterprise-wide Departmental change can be approved and implemented
- Evaluating a Change Request (CR)
- Evaluating a Functional Requirements Document (FRD)
- Conducting Defense Travel Improvement Board (DTIB) meetings
- Performing post-DTIB meeting activities
- Tracking the implementation of the change
- Conducting impact studies for validity and economics

4.0 Change Requests

When a new requirement or a change to an existing requirement is proposed, the submitter will forward their CR to their appropriate DTIB representative for review and validation. Other changes relating to commercial travel policy, programs, business processes will also be reviewed by the appropriate S/A DTIB representative for substance and validity. All proposed changes will be submitted in the format of a change request. A sample CR and the field descriptions have been provided in Appendix A of this document.

Once a change has been approved, the DTIB S/A representative will forward the CR to the DTMO change management team email account: DTMOCM@dtmo.pentagon.mil for processing. The DTMO CM team will enter the request into the Rational ClearQuest software tool. Rational ClearQuest is the change management software selected by the DTMO for complete management of all CM activities. Once logged, the CR is assigned to a DTMO Requirements Analyst (RA) for action. *At that time*, the CR submitter and author will receive electronic acknowledgement from the DTMO that the item is received and is in review status. The RA will conduct an initial review of the proposed change for determination of the complexity of the issue presented, and whether or not a TIWG review is necessary.

Funding of changes: The DTMO may fund approved changes to current requirements as directed by legislation or regulation. Subject to funding availability and priority, changes to any current requirement requested by the Services and Agencies that benefit the entire Department may be covered by the DTMO. Costs for changes to any

requirement which benefit a single Service or Agency will be covered by the requesting organization.

4.2 Rating the Change Request

Each change request will be categorized in the following areas:

- **Budget/Finance** – Proposed changes to policies and procedures on financial or reimbursement issues
- **Policy** - Proposed changes to policies and procedures regarding travel services, entitlements, or finance. This category may overlap into the other categories. The review will identify if the proposed change conflicts with an existing DoD policy
- **Technical** - Proposed changes that impact a particular software or system. The review will also identify possible impact to other system interfaces or end-to-end components. Technical changes relating to DTS will automatically be transferred to the Program Management Office-Defense Travel System (PMO-DTS). The PMO-DTS is responsible for development, integration, testing and maintenance of the DTS.
- **Functional** – Proposed enhancement
- **Industry** – Proposed changes that relate to commercial products, services, or companies or corporations
- **Usability** – Proposed changes to user interfaces

Each change request will be assigned a prioritization score with an implementation order, as depicted in the table below. Technical changes will be submitted and forwarded to the PMO-DTS Configuration Management Team for processing.

5.0 Travel Improvement Working Group Analysis

When a change request requires an in-depth analysis, the RA will forward the CR to the TIWG for review and concurrence. The TIWG members will be selected based on area(s) of expertise defined by the change request, as described in paragraph 4.2, above. The TIWG will conduct their analysis and provide recommendation for concurrence or withdrawal to their DTIB representative. Where possible, the TIWG will examine alternatives and/or improvements to the proposed change. If an alternative solution provides a better cost, schedule, or performance advantage, the group review may include that alternative in their recommendation. The DTMO RA will revise the CR, as appropriate, to incorporate any improvement revision. Figure 1 below outlines the process for CR analysis.

If a CR does not receive a concurrence at TWIG, or the RA determines the CR is not feasible following concurrence at TWIG; the CR will be placed in a withdraw state. Once this state is established the RA will notify the submitter and author of the decision with supporting analysis to include, if necessary, applicable documentation. The submitter and author may appeal the decision in 7 calendar days from notification. If an appeal is not received within the 7 day period, the

CR will be closed. If an appeal is received, the CR will be elevated to management within the DTMO for review, in which the RA will provide the thorough analysis and supporting documentation for management decision. If the CR is accepted it will return to a DTMO review state for the RA to make any necessary revisions and continue processing the CR according to the change management processes. If the DTMO management review determines the CR still is not feasible, the change request will be closed with notification provided to the author and submitter. The Withdraw status can be given any point during the analysis phase leading up to DTIB Review.

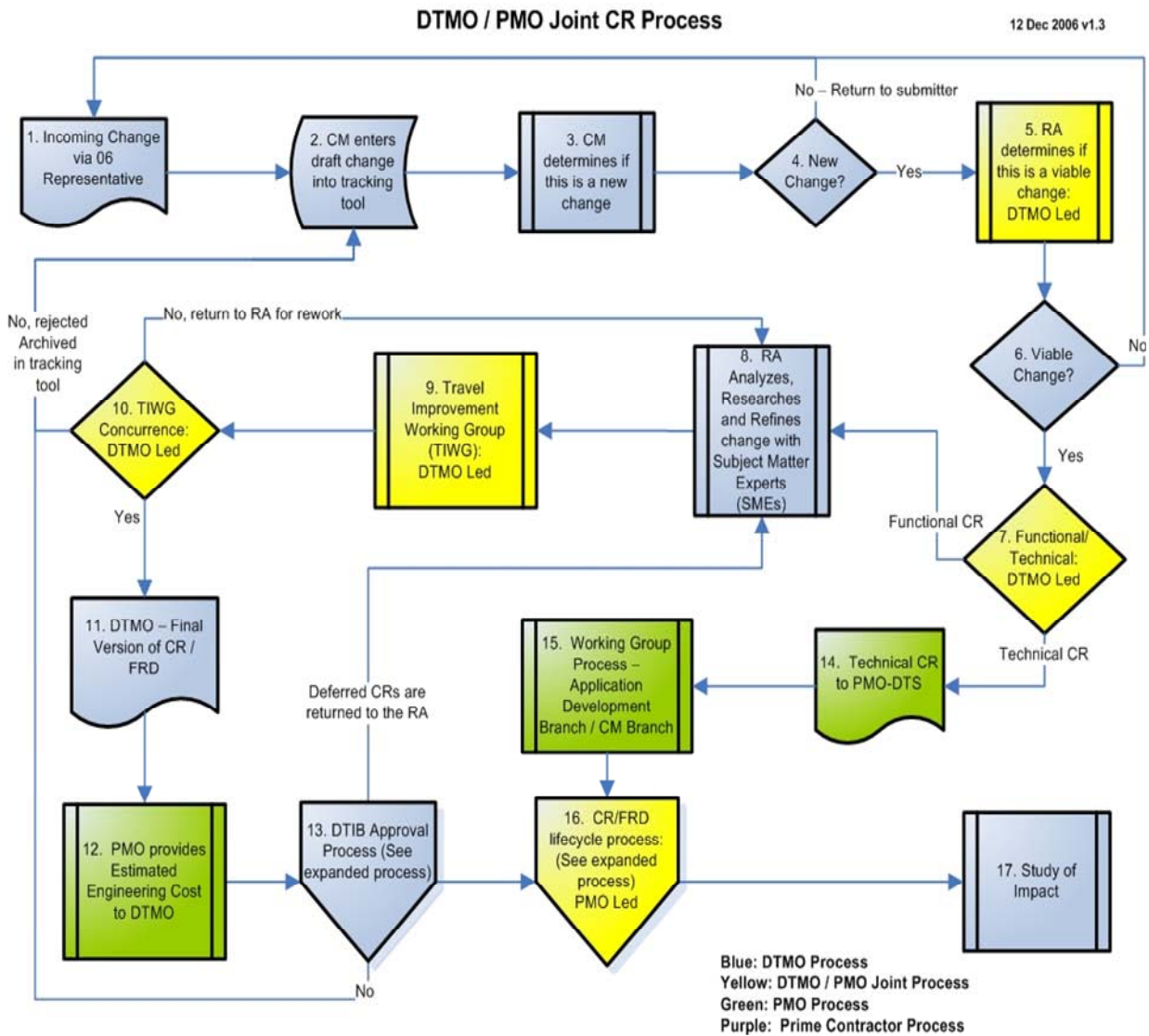


Figure - 1

The TIWG will normally meet on the 1st Wednesday of each month, or in cases where there is a need to call for a special session. Once the TIWG adopts the change request for implementation the PMO-DTS will prepare a Rough Order of Magnitude (ROM).

In the case of a CR requiring streamlined (rapid) or emergency review the item will be determined as such by one or both Co-Chairs and released to the DTIB for determination. Streamlined (rapid) or emergency CRs may or may not require an actual DTIB meeting to take place.

As a sample, Figure 2 below represents the analysis timeline of the TIWG for a CR relating to DTS requiring a ROM from the PMO-DTS.

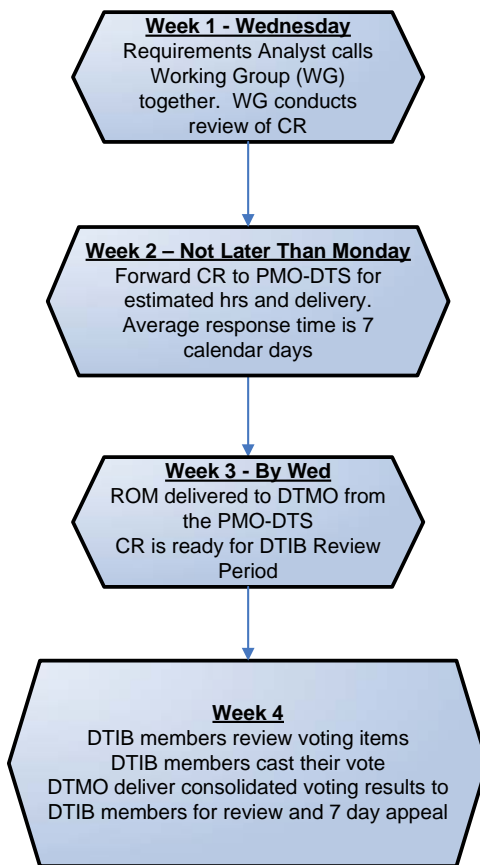


Figure - 2

6.0 Defense Travel Improvement Board Meeting Preparation

The DTMO Requirements team will conduct a pre-briefing with the DTMO Co-Chairs to finalize the read-ahead package. Once approved, the read-ahead package will be distributed to the members.

The read-ahead package for the DTIB members will be developed by the DTMO Requirements Branch. The package will be delivered to the members 5-7 calendar days prior to the DTIB meeting. This allows the members ample time to conduct a thorough review of the materials presented for the upcoming meeting. An average read-ahead package contains the following:

- A copy of the presentation, including the meeting agenda
- Action Items
- Governance Board Update
- DTIB Decision Item Update
- Information Items
- Coming Attractions

A meeting request via the MS Outlook Calendar will follow to confirm attendance at the meeting. On the day of the DTIB meeting, the DTIB Meeting Coordinator prepares the meeting room.

7.0 Conducting a Defense Travel Improvement Board Meeting

The DTIB will convene at the DTMO on the 3rd Wednesday of every other month for a period of two hours. The DTIB Chairs may call for additional DTIB meetings when reengineering CRs require more timely action, or other urgencies. The DTIB Chairs will set the time of the meeting.

Each meeting of the DTIB will follow the published agenda. The meetings will be conducted in presentation format with the DTMO Co-Chairs serving as the mediators. Figure 3 below represents the activities related to a DTIB meeting. The meetings will have two primary components:

Part I

- A review of agenda items
- A review of any open action items from the previous meeting, if applicable
- A review of approved items from the previous meeting.

Part II

- Governance Board updates will be presented by the DTMO Requirements & Initiatives Branch Chief
- Informational items will be presented including current topics by each DTMO Division
- Coming attractions will be presented

Working level discussions are not appropriate for the DTIB meeting forum.

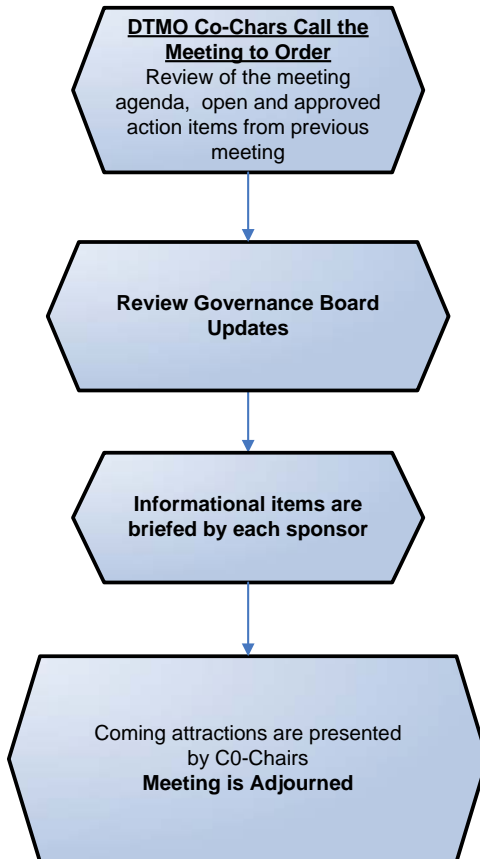


Figure - 3

8.0 Post Defense Travel Improvement Board Activities

Post DTIB activities involve the following:

- Preparing and distributing the minutes of a DTIB meeting. This activity includes a review of the minutes by the Co-Chairs prior to distribution to the DTIB members and meeting attendees. The final minutes will be released within 3 working days of the DTIB.
- The DTIB Meeting Coordinator will manage all action items from the DTIB meeting. This tracking will include contacting the person(s) responsible for each action item to ensure that they meet the suspense date of the item. During the interval between DTIB meetings, the coordinator will track the status of each action item as a prelude to reporting the status of the action items at the next meeting of the DTIB.

9.0 Voting by the Defense Travel Improvement Board

When decision items require DTIB members' review and action, an email notification will be sent to key DTIB personnel notifying them that the items require their vote and score rating; see figure 4.1 below. The DTIB primary members, or their alternates will cast their votes and apply their score in the Rational, ClearQuest tool. All DTIB actions are recorded in the Rational software application. Each voting member will be required to vote on whether or not they agree with implementation of the proposed item. The Rational product computes the votes and scoring of each decision item. The majority vote will govern the decision. No response from the S/A representative will be taken as concurrence. The members are allowed 14 calendar days to cast their vote. If a voting member disagrees with the consolidated vote, the member has the option to appeal. The appeal process is further outlined in paragraph 11.0 of this document. The decision authority limitation of the DTIB is \$500K and/or enterprise wide application, per item. Figure 4 below depicts the Governance board decision process.

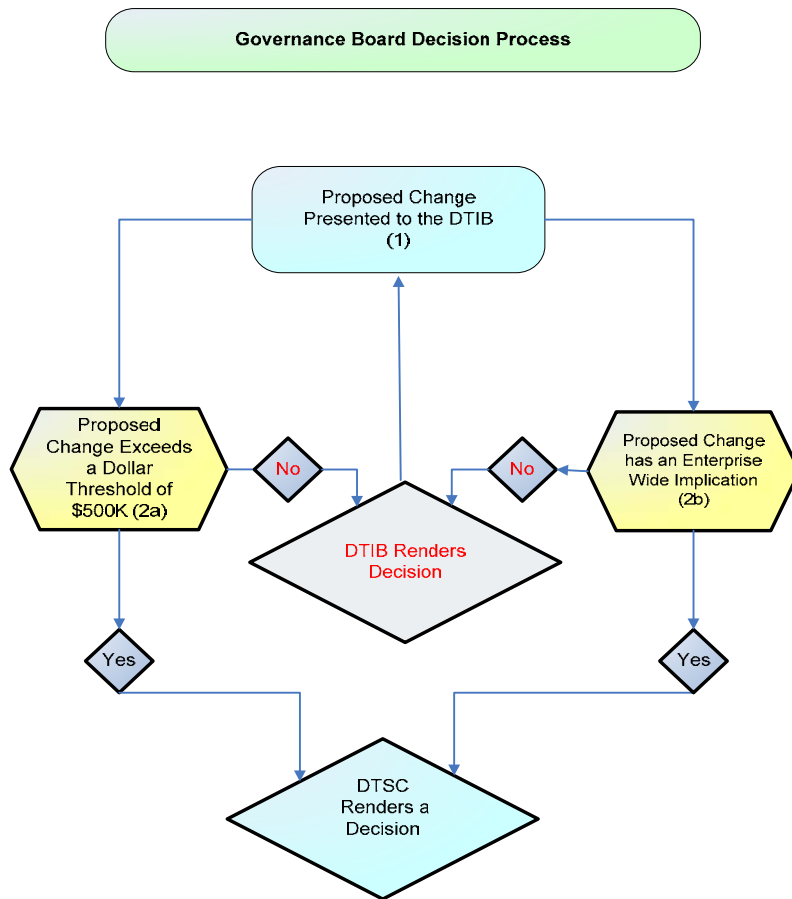


Figure - 4

DTIB PRIORITIZATION TABLE	
Prioritization Score: The Defense Travel Improvement Board (DTIB) must set priorities within any planned software release. Priorities will be numbered in relative order and development is authorized to proceed with implementation in that order.	
1 - Critical	Lack of function or element impairs the capability of the system; primary function not working and user acceptable workarounds do not exist; other high priority issues/enhancements, policy and regulatory changes.
2 - Serious	New function or existing function that requires improvement; any system change that is required to allow a user to execute a desired function or improves the operation of the system, and for which no acceptable workaround exists.
3 - Moderate	New function or existing function that needs improvement; any system change that is needed to allow a user to execute a desired function or improves the operation of the system, and an acceptable workaround exists.
4 - Minor	New function or existing function that presents operator inconvenience and does not affect the capability of the system. Similarly, a desired system change that improves a condition that is inconvenient to users or system administrators.
5 - Cosmetic	New function or existing function that is merely nuisance or cosmetic change (typographical errors that do not change the meaning of and instruction of a message, a more descriptive error message, or screen color change, etc.)
Implementation Order: The Defense Travel Improvement Board (DTIB) must set the implementation order for a prioritization score within any planned software release. The implementation order will be alphabetized in relative order and development is authorized to proceed with implementation in that order.	
A - High	High impact to the service/agency.
B - Medium	Medium impact to the service/agency.
C - Low	Low impact to the service/agency.

Figure 4.1

10.0 Defense Travel Steering Committee

The Defense Travel Steering Committee (DTSC) will be comprised of S/A representatives in the rank of O8 or civilian equivalent. The purpose of this committee is to oversee activities by the DTIB, review high level DoD changes prior to implementation by the DTIB, and to serve as a decision body for DTIB appeals. Additional information on the appeal process is outlined in paragraph 11.0, below. The meeting schedule of the DTSC is determined by this Committee, as requirements dictate. More detailed information on the DTSC is provided in the DTMO DTSC Charter.

11.0 Appeal Process

One objective of the DTMO change review process is to identify, discuss, assess, and resolve, whenever possible, all substantive issues prior to presenting change requests to a formal DTIB. Except under the most unusual circumstances, an appeal should not be used to raise new issues that should have been considered during the initial review process.

Individual DTIB members may appeal a Boards' decision by notifying their appropriate DTSC representative within seven working days of the DTIB decision. Email may be the medium of the appeal notification; DTIB members and Chairs must be carbon copied. Both sides, the DTIB member and the *DTIB Chairs, are required to provide to the DTSC Chairs a history with supporting documentation supporting their reasoning for the decision. The DTSC will analyze both sides of the issue to reach their governing verdict. The DTSC will announce their verdict to the DTIB Chairs.

* The DTMO will support the DTIB Chairs in preparing their appeal package for the DTSC.

If the appeal process is not initiated within the seven day window, the Chairs' decision will stand.

12.0 Impact Studies

Impact studies examine the functional and physical aspects of the approved change. This in-depth review will occur within 6 months of implementation to verify validity, cost effectiveness, and overall impact of the approved process. A summary report will be provided to all DTIB members upon completion of the study by the Requirements and Initiatives Branch Chief.

Appendix A

DTMO Change Request Form and Field Description

DTMO CHANGE REQUEST FORM

CR Number: <i>(Field Description: This number is generated by DTMO Tracking System each time a CR is submitted. The originator of the request should not fill out this field. This number is essential to both the submitting party and the Configuration Management Team. The submitter will need this number to check the status of their requested change.)</i>	Date Submitted: <i>(Field Description: This is the date the CR is submitted for approval.)</i>
CR Title: <i>(Field Description: Identifies the subject of the proposed change.)</i>	
Submitter: <i>(Field Description: This is the contact information of the individual submitting the request. This information is required and may be used by the DTMO RA for coordination and follow-up.)</i>	Submitter Phone: <i>(Field Description: This is the contact information of the individual submitting the request. This information is required and may be used by the DTMO RA for coordination and follow-up.)</i>
Organization: <i>(Field Description: This is the contact information of the individual submitting the request. This information is required and may be used by the DTMO RA for coordination and follow-up.)</i>	Submitter Email: <i>(Field Description: This is the contact information of the individual submitting the request. This information is required and may be used by the DTMO RA for coordination and follow-up.)</i>
Description of Change: <i>(Field Description: Provide a detailed description of the desired change. Please reference any existing regulatory or policy guidance by title, section or paragraph. Please provide as much detail as possible on your proposed change.)</i>	
Reason for Change: <i>(Field Description: Identify the necessity and/or benefit of the proposed change. Include rationale or benefit of the proposed change.)</i>	
Impact of Nonincorporation: <i>(Field Description: Please describe consequence or impact if change proposal is not adopted.)</i>	
Recommendation/Remarks: <i>(Field Description: Additional information that may be helpful.)</i>	
Estimated Cost Impact:	
Estimated Cost: <i>(Field Description: This section will be completed by the PMO-DTS. An estimated schedule for implementation will be identified by the PMO-DTS and presented to the DTIB members during their Governance Board meeting.)</i>	Estimated Hours: <i>(Field Description: This section will be completed by the PMO-DTS. An estimated schedule for implementation will be identified by the PMO-DTS and presented to the DTIB members during their Governance Board meeting.)</i>
Basis of Estimate: <i>(Field Description: This section will be completed by the PMO-DTS. An estimated schedule for implementation will be identified by the PMO-DTS and presented to the DTIB members during their Governance Board meeting.)</i>	