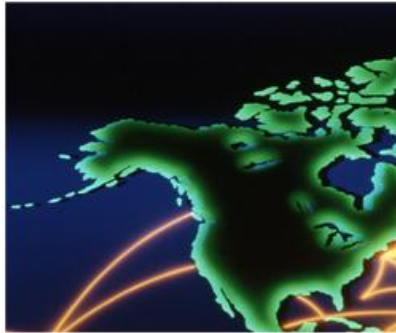




# DEFENSE TRAVEL MANAGEMENT OFFICE



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## Defense Travel Management Office Business Operations Plan FY 2017 – FY 2021

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## Revision History

<b>Revision Number</b>	<b>Revision Date</b>	<b>Nature of Revision</b>	<b>Approved By</b>
1.0	2/28/2017	Original Release	Director, DTMO
2.0	10/20/2017	Conducted annual strategic review; added Appendix A	Director, DTMO
3.0	8/31/2018	Conducted annual strategic review; aligned plan with the National Defense Business Operations Plan and the DHRA Business Operations Plan; added Appendix B	Director, DTMO
4.0	9/30/2019	Conducted annual strategic review; added Appendix C	Director, DTMO

## Forward

Effectively managing and reforming a \$9 billion Defense Travel Enterprise demands effective strategy development and execution. The success of the Defense Travel Management (DTMO) is rooted in our adherence to strategic management processes and an integrated management model that combines strategy, operations, policy, governance, programs, and systems to manage the enterprise.

The creation of DTMO in 2006 provided the Department its first enterprise view of travel management. DTMO spent its early years organizing and staffing; consolidating services, contracts, and program management; and establishing itself as the focal point for travel management in the Department of Defense (DoD). In 2011 we began focusing on reforming the now recognized Defense Travel Enterprise. From the implementation of travel efficiencies and the merger of the Joint Federal Travel Regulations (JFTR) and Joint Travel Regulations (JTR), to the launch of our lodging and travel system pilots, we have made strides to reform. But there is much more for us to do.

Working together with our stakeholders, partners, and customers we must continue to simplify our travel policy and improve our business processes to maximize travel policy understanding for our travelers. We must ensure that we fully understand our customers' needs and adopt industry leading technology and best practices to improve the delivery of travel services. We must maximize visibility into DoD travel spend to better understand supplier and traveler behavior, so we can better leverage the strategic sourcing of our travel services.

This five-year business operations plan is our blueprint to more fully realize our vision of a reformed travel enterprise. It is a dynamic document that we will review and revise annually with feedback from our stakeholders, partners, and customers. It is a strategy that we will execute by embracing a business operations approach to the DoD travel enterprise, implementing performance-based management as a driving force for continuous improvement and a results-oriented culture. We are in the business of travel and I intend to operate from that perspective, focused on the greatest return on investment of taxpayer dollars. We will rely on data to enable evidence based decision-making. Analysis of Defense Travel Enterprise data empowers us to better understand travel spend, inform policy formulation, increase policy compliance, develop program recommendations, strategically source travel services, address customer needs, and ultimately identify cost savings and efficiencies. Analytical rigor enhances the confidence in decisions and recommendations. The creation of business intelligence to generate return on investment for the Department and the taxpayers underlies our strategy.

I will champion these strategic goals and objectives to meet the needs and exceed the expectations of our customers. I am honored to lead the dedicated staff of DTMO in the execution of this business operations plan and our quest to improving travel across the Department.



William R. Mansell, Jr.  
Director  
Defense Travel Management Office

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## Introduction

DTMO is the single focal point for commercial travel within DoD, managing an \$9.2 billion travel enterprise. When established in 2006, DTMO focused on consolidating and improving disparate, stove-piped travel programs and services. Through this consolidation, the Department standardized management practices, leveraged economies of scale, reduced administrative and program costs, and began working toward a common set of goals. By 2011, DTMO began shifting the focus to explore travel and allowance reform opportunities to streamline processes, simplify rules, leverage current technologies, and reduce the overall cost of travel without impairing DoD's mission. Our accomplishments over the last five year plan made travel policy less onerous and produced strategic initiatives that have provided significant savings and return on investment. Highlights include:

- Implemented and expanded the Integrated Lodging Program Pilot designed to assist the Department in determining the best approach for providing quality government (DoD) and commercial lodging with the goal of achieving reduced rates, better services, and greater safety and security for the traveler.
- Established the DoD Travel Policy Compliance Program to comply with Congressional mandates including the Improper Payments Elimination and Recovery Act. This initiative helps ensure travel claims do not exceed reasonable or actual expenses and minimizes inaccurate, unauthorized, overstated, inflated, or duplicate travel claims.
- Implemented travel and transportation allowance initiatives that simplified, standardized and/or provided cost savings while ensuring that travelers are compensated for necessary expenses incurred in the performance of their duties.
- Merged the Joint Federal Travel Regulations (JFTR) and Joint Travel Regulations (JTR) into one JTR that eliminated redundancy between military and civilian travelers and reducing the total number of pages from 2,318 to 1,634. This single set of consolidated travel regulations was the first step in further simplifying DoD travel policy. Today plain language experts are rewriting the JTR with the ultimate goal of further reducing its size by simplifying business rules and computations, standardizing allowances for military and civilian travelers, eliminating additional redundancy and reducing confusion for travelers and Authorizing Officials.
- Published DoD Instruction 5154.31, a concise multi-volume issuance for commercial travel programs to reduce the quantity, diversity, and dispersion of policy and guidance. Volumes include: Commercial Travel Management; General Travel Provisions; Defense Travel System; Per Diem Travel and Transportation Allowance Committee (PDTATAC); Government Travel Charge Card (GTCC); Uniformed Housing and Station Allowances; and Commercial Surface Travel.
- Established the Travel Certificate Program, a knowledge, skill and assessment-based professional development program to validate the capabilities of personnel who manage travel for DoD. This program created a framework for successful travel program management by establishing a standard set of knowledge and skills competencies for key travel positions; increases performance abilities by using hands-on methods to learn skills; assists the Department's financial management and audit readiness by validating and strengthening essential travel knowledge; and identifies opportunities for continuous learning on travel regulations and travel system functions.

As DTMO continues down its path of travel and allowance reform, this business operations plan for FY 2017-2021 remains focused on our customers—DoD travelers and those that help manage the multi-billion dollar Defense Travel Enterprise. We are committed to improving the delivery of travel services and providing a positive customer experience; maximizing policy understanding and compliance; maximizing control and visibility into travel spend; improving the cost-effectiveness across the Defense Travel Enterprise; and providing duty of care to our Service Members and civilian employees within the Department of Defense.

## DTMO At-A-Glance

DTMO is effectively managing and reforming the Defense Travel Enterprise through its unique integrated management model that combines strategy, operations, policy, governance, programs and systems in order to reduce the cost of travel. This approach requires customer input and relies on a data science capability to drive evidence based decision-making to improve programs, modernize technology, strategically source travel services, and drive down costs for travel. This integrated approach is applied to all five of our functional program areas:

- Travel Policy and Implementation
- Commercial Travel Management
- Functional Oversight of the Defense Travel System (DTS)
- Travel Card Program Management
- Customer Support and Training



## Products and Services

In support of these program areas, DTMO provides its customers with the following products and services.

### Travel Policy and Implementation

- **Per Diem Travel and Transportation Allowance Committee (PDTATAC) Support** – Provides support to the PDTATAC staff by developing, administering, and maintaining uniform travel and transportation, station, and housing allowance regulations.
- **JTR and JTR Change Management** – Sets, reviews and updates travel, transportation and allowance policy in the JTR.
- **Travel Policy Compliance Program Management** – Manages and maintains the DoD Travel Policy Compliance Program to include the Travel Policy Compliance Tool. Manages application development, performs data analysis, and provides customer support and outreach.
- **Department of Defense Instruction (DoDI) Management** – Drafts and reviews Department of Defense Instructions to include DoDI 5154.31 "Commercial Travel Management."
- **JTR field support services** – Answers regulatory questions from the field.
- **Civilian Board of Contract Appeals and Defense Office of Hearings and Appeals Request Management** – Provides historical regulatory documents/information per Civilian Board of

Contract Appeals for civilian employees, and Defense Office of Hearings and Appeals for the Uniformed Services requests necessary to adjudicate a claimant case against the Federal Government.

### Commercial Travel Management

- **Travel Management Company (TMC) Services Procurement and Program Management** – Acquires and manages TMC services for DoD, providing cost efficient commercial travel support that affords travelers uninterrupted travel services and the ability to meet their mission.
- **US Government Rental Car/Truck Programs Management** – Provides special rental benefits and reduced rates to all federal government employees traveling on official business. The programs are designed to meet the needs of the federal traveler, and provide quality rentals at over 10,000 rental locations.
- **Recruit Travel and Assistance Services** – Provides 24/7/365 assistance to new recruits in all Military Departments, including the U.S. Coast Guard. Provides lodging, transportation, meals, medical support and guidance, and emergency support for recruits while they are enroute to their basic training locations.
- **Military Bus Program Management** – Provides safe, secure, reliable and cost-effective ground transportation services for DoD personnel on official duty that consistently meets DoD standards of service. Over 500 carriers participate in the program, offering ground transportation to individual and group DoD passengers, that includes military movement solicitations for military exercises, contingencies, evacuations, and national emergencies/natural disasters, as well as recruit travel.
- **Passenger Surface Inspection Management** – Assesses a bus company's operational capability and verifies a carrier's compliance with commercial bus laws/standards to ensure equipment used to transport DoD personnel is safe and secure. The program helps maintain a core base of qualified carriers through extensive pre-qualification and periodic inspection process that includes stringent safety and security reviews, verification of a carrier's knowledge of regulations and equipment safety, ongoing unscheduled onsite facility and equipment inspections every two years or as required, as well as roadside inspections during transportation operation.
- **Group Travel Services** – Manages group moves for Military Service members in support of military exercises, annual training, deployments and redeployments, and emergency evacuations.
- **Commercial Air Management** – Serves as the DoD interface for GSA's City Pair Program (CPP); manages Premium Class Travel and unused tickets, and implements the use of restricted airfares.
- **Integrated Lodging Program Pilot Management** – Manages the Integrated Lodging Program Pilot to assist the Department in determining the best approach for providing quality government (DoD), privatized and commercial lodging with the goal of achieving reduced rates, better services, and greater safety and security for the traveler.
- **Preferred Dining Program Pilot** – Manages the Preferred Dining Program Pilot, a corporate style program enabling travelers to dine at participating restaurants. Objectives include maximizing rebates and inclusion of restaurants where DoD travelers currently dine; creating incentive for travelers to use the program (loyalty program); and increase the use of the Government Travel Charge Card.

## Functional Oversight of the Defense Travel System

- **Functional Requirements Analysis and Management of the Defense Travel System (DTS)** – Oversees and facilitates the change management process for DTS functional requirements in coordination with the Program Management Office (PMO)-DTS.
- **DTS Sustainment Management** – Determines any necessary enhancements to DTS; reviews and provides concurrence on system level requirements and design; coordinates consensus on new requirements for DTS through the DoD Components; obtains approval and prioritization from the Defense Travel Improvement Board; coordinates the implementation schedule with PMO-DTS and conducts testing prior to implementation.
- **Defense Travel System Regulations Management** – Establishes and maintains the Defense Travel System Regulations that define the responsibilities of DTS users by user role, types of official travel documents created in DTS, financial aspects of DTS, and minimum required training for each user role.

## Government Travel Charge Card Management

- **Government Travel Charge Card (GTCC) Regulations Management** – Establishes DoD-specific policy to implement Public Law 105-264, 107-314, 112-194 and others as applicable through the DoD Government Travel Charge Card Regulations.
- **GSA Smart Pay Task Order Management** – Develops requirements for and ensures compliance with the DoD-Tailored Task Order for the GSA SmartPay Master Contract.
- **Component Program Management (CPM) Support** – Serves as CPM for Defense Agencies by assisting with program oversight; providing direction to Agency Program Coordinators (APCs); ensuring Individually Billed Accounts (IBAs) and Centrally Billed Accounts (CBAs) are approved, and credit limits are established and maintained; monitoring card utilization; and maintaining component organization structure.
- **Training Development and Oversight** – Ensures required training resources are provided; both DoD developed resources as well as training resources provided by the Travel Card Vendor.
- **DTS CBA Reconciliation Support** – assists the Services/Agencies with implementation of the DTS CBA Reconciliation Module and reconciling charges made to CBAs in DTS.

## Customer Support and Training

- **Travel Assistance Center (24/7 Help Desk Support)** – Provides 24/7/365 enhanced customer support to well over one million DoD travelers annually. The TAC assists DoD travelers across the spectrum of DoD travel, including DTS, GTCC, commercial travel programs, and travel policy. The TAC offers support via telephone, electronic mail and automated web based tools to effectively communicate and assist travelers before, during, and after trips.
- **DoD Travel Training and Reference Materials** – Provides development and delivery of over 250 comprehensive training resources to include web-based training; distance learning and online demonstrations; instructor resources; reference materials and Frequently Asked Questions; and management of the DoD Travel Certificate Program. Travel Explorer (TraX) provides a centralized source for online training as well online access to the Travel Assistance Center and to other trip tools and useful information.
- **Outreach and Travel Support** – Provides direct communication and outreach to HQ-Level travel managers and stakeholders in support of DoD travel programs and systems; facilitates DTS sustainment initiatives and change management processes.



- **Customer/Stakeholder Surveys** – Deploys DoD travel program area customer satisfaction surveys to better assess and improve the overall traveler experience.

## Enterprise Management

DTMO performs cross-functional enterprise management functions that support the overall organization. These functions drive evidence based decision-making, assess progress, and effectively communicate with customers and key stakeholders. Enterprise management functions include:

- **Strategic Planning** – Sets the overall strategic direction and develops and executes the strategy for the Defense Travel Enterprise.
- **Enterprise Performance Management** – An ongoing process of establishing strategic objectives; measuring and monitoring performance, analyzing performance data to create business intelligence; and leveraging those insights to drive accountability, management decisions, reporting, compliance, resource allocation, risk management, and continuous improvement.
- **Data Analytics** – Conducts rigorous analytical studies with a standardized approach to assist program managers and process owners with identifying problems or opportunities for program improvement; includes the application of scientific methods to improve the effectiveness and efficiency of operations, decisions, and management via means such as analyzing data, creating and testing statistical models, interpreting information, and proposing innovative approaches.
- **Strategic Communications** – Develops and executes comprehensive communications plans and develops and updates communications products and marketing materials for strategic initiatives, projects, and programs. This includes responding to legislative issues and public affairs issues relating to the Defense Travel Enterprise.

This Enterprise Management approach is intrinsic to DTMO’s integrated management model that drives evidence based decisions, assesses program progress, and effectively communicates with customers and key stakeholders.

## Customers, Stakeholders, and Partners

Customers	Stakeholders	Partners
<ul style="list-style-type: none"> <li>• Services and Defense Agencies</li> <li>• Travel Managers</li> <li>• Travel Administrators</li> <li>• DoD Travelers</li> <li>• Federal Travelers</li> <li>• Spouses/Families</li> <li>• Uniformed Service Members</li> <li>• Public</li> <li>• Other Federal Agencies</li> <li>• Veterans</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial Travel Industry</li> <li>• Media</li> <li>• Congress</li> <li>• Oversight (DoD Inspector General (DoDIG); U.S. Government Accountability Office (GAO))</li> <li>• Office of Management &amp; Budget (OMB)</li> <li>• General Services Administration (GSA) – Office of Gov-wide policy</li> <li>• Governance Boards</li> <li>• Taxpayers</li> </ul>	<ul style="list-style-type: none"> <li>• Defense Finance and Accounting Service</li> <li>• Defense Manpower Data Center</li> <li>• Department of State</li> <li>• DoD Services/Agencies</li> <li>• Commercial Travel Vendors</li> <li>• DTMO Support Contractors</li> <li>• National Defense Transportation Association</li> <li>• Senior Travel Official Council</li> <li>• United States Digital Service/Defense Digital Service</li> <li>• Transportation Security Administration</li> </ul>

	<ul style="list-style-type: none"> <li>• DoD Leadership (Comptroller; Deputy Chief Management Officer; Chief Information Officer, Acquisition, Technology and Logistics)</li> <li>• Unions</li> <li>• Veterans Service Organizations</li> <li>• Civilian Board of Contract Appeals/Defense Office of Hearings and Appeals</li> <li>• Non-Governmental Organizations</li> </ul>	<ul style="list-style-type: none"> <li>• GSA Program Support (FedRooms, City Pair Program, Per Diem, SmartPay)</li> <li>• US Transportation Command</li> <li>• United States Military Entrance Processing Command</li> <li>• Department of Transportation</li> </ul>
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DTMO values its wide range of customers, stakeholders and partners. Their input informs our strategy and ensures our success. Our customers desire easy-to-use modernized travel solutions, simple travel rules, and fair and equitable travel and station/housing allowances. Our stakeholders require cost effective solutions and improved processes and programs with the ability to fairly compensate members and still meet mission requirements. Developing strong relationships with our partners is necessary to improve travel services, achieve better buying power, and improve spend management. DTMO considers these diverse needs and develops products, delivers services, and tailors messages according to those needs.

## Governance

DTMO coordinates and engages with Travel and Allowance Governance boards to oversee the management of the Defense Travel Enterprise, providing the DTMO with strategic guidance in the performance of its mission. This governance framework is under review. Current governance bodies include:

- **Defense Travel Steering Committee** – The Defense Travel Steering Committee (DTSC) is chaired by the Director, DTMO and is an O-8 or equivalent level body. The DTSC sets strategic direction and provides oversight. Permanent Principals include: Department of the Army; Department of the Navy; Department of the Air Force; Acquisition, Technology & Logistics; Defense Finance & Accounting Service; Defense Information Systems Agency; Defense Logistics Agency; and the United States Transportation Command. The DTSC serves as a governing body for appeals submitted by Defense Travel Improvement Board (DTIB) members and provides oversight of DTIB activities. The final decision authority is the Director, DTMO.
- **Defense Travel Improvement Board** – The DTIB has authority for managing changes to current and future travel requirements. It is chaired by DTMO and is an O-6/GS-15 level body. The permanent Principals include: Military Departments; United States Marine Corps; Under Secretary of Defense for Acquisition, Technology, and Logistics; Defense Information System Agency; Defense Logistics Agency; Defense Finance Accounting Service; and United States Transportation Command. Advisory members are the Per Diem, Travel, and Transportation Allowance Committee and the Program Management Office - Defense Travel System. The chair retains final decision authority.
- **Per Diem Travel and Transportation Allowance Committee** – The Per Diem Travel and Transportation Allowance Committee (PDTATAC) is composed of senior executive and flag

officers from the three Military Departments, U.S. Coast Guard, Public Health Service, and the National Oceanic and Atmospheric Administration Corps (NOAA). Its permanent chair is the Deputy Assistant Secretary of Defense for Military Personnel Policy (DASD/MPP). Committee business is usually conducted electronically and through advisory panel representatives. Members include: a Deputy Assistant Secretary from each of the Military Departments; the Director of NOAA; the Commandant of the Coast Guard (USCG); the Surgeon General of the Public Health Service (USPHS).

- **Military Advisory Panel** – The Military Advisory Panel (MAP) includes representatives from the seven uniformed services and invited guests. It meets every two weeks, and generates and evaluates issues pertaining to per diem, travel and transportation allowances, housing allowances, and cost of living allowances.
- **Civilian Advisory Panel** – The Civilian Advisory Panel (CAP) meets monthly and includes representatives from the DoD Components, and invited guests. It generates and evaluates issues pertaining to per diem, travel and transportation allowances for DoD civilian employees.

## Stakeholder Engagement

An effective strategy depends largely on effective stakeholder engagement. We will only achieve our strategic goals and objectives through the creation of shared values that require continuous, constructive relationships with our government and industry stakeholders. These relationships within both Government and the travel industry enable the exchange of ideas for a more effective travel enterprise. DTMO engages with the following government and industry forums:

### Defense Lodging Council

The Defense Lodging Council (DLC) serves to facilitate efforts to move toward an enterprise-wide lodging strategy that includes integrating the capability to book military lodging through DTS, forming a centrally led commercial lodging network and monitoring progress towards meeting the Department's lodging vision and objectives, and ultimately reducing overall travel costs. This council is co-chaired by DTMO and Military Community & Family Policy and its membership is comprised of Service representatives at the GS-14-15/O-5/O-6 level.

### Passenger Services Advisory Group

The Passenger Services Advisory Group (PSAG) serves to maintain awareness among the Services and OSD of military passenger service secretarial initiatives, priorities, and responsibilities. Additionally, the PSAG leverages related initiatives and similar functional areas of responsibility such as managing costs and quality of life issues. Participation enhances each passenger service organization and improves coordination with agencies related to military and civilian passenger policy areas. The group incorporates new developments while fostering an environment of accountable performance standards to meet passenger travel initiative development in both government and commercial travel service areas. PSAG is comprised of Government representatives from each of the Services. DTMO participates as an advisory member.

### Component Program Managers

DoD Government Travel Charge Card (GTCC) Component Program Managers (CPMs) have overall management responsibility for their respective GTCC programs. At a minimum, CPMs ensure: proper establishment and execution/maintenance of their Component's Program; that adequate travel card training is provided; GTCC policies for the Department and the Component are enforced; delinquencies are minimized; and that travel card program benefits are maximized. CPMs proactively network with

their counterparts in other Components, and other DoD business lines to address mutual areas of concern and to share ideas and solutions to solving common business challenges.

### **Office of Management and Budget - Category Management Leadership Council (CMLC)**

Chaired by OMB's Administrator, Office of Federal Procurement Policy, the CMLC is comprised of agency acquisition, information technology, financial, and other senior agency leadership and serves as the primary governing body for category management. Category management creates common categories of products and services across Federal agencies and allows the Federal Government to buy smarter and more like a single enterprise. The CMLC approves the government-wide category structure and governance, and advises on category strategies and initiatives. The CMLC also provides direction on how the Government should prioritize its efforts to reduce redundancy and leverage buying power. In addition, the CMLC will support the approval and execution of category strategic plans and review and monitor category performance. The CMLC approved dividing the federal marketplace into ten super categories of commonly purchased items, including Travel and Lodging.

### **Senior Travel Official Council**

The Senior Travel Official Council (STOC) serves as the principal interagency council responsible for creating a forum for collaboration and opportunity identification to better align government-wide strategies; promoting efficient and effective spending; influencing measurable outcomes; informing stakeholders and generating support for the business of travel; and professionalizing the role of the government travel manager. It is co-chaired by the General Services Administration (GSA) and DTMO.

### **General Services Administration (GSA)**

DTMO engages with GSA Travel Programs and the Office of Government-wide Policy to discuss program and policy solutions that are advantageous to DoD and the federal government. DTMO also participates in GSA established forums to discuss and exchange ideas with other federal agencies on government-wide travel policies, regulations and programs to drive the future direction of travel programs.

### **National Defense Transportation Association**

The National Defense Transportation Association (NDTA) is a non-political, non-profit educational association of government, military, and industry professionals dedicated to fostering a strong and efficient global transportation and distribution system in support of national security. NDTA promotes exchange on current matters of transportation, travel, distribution, logistics and security, allowing for knowledge sharing in a non-partisan, fair, and objective environment. Over 9,000 members around the world participate, and are able to discuss critical issues openly in a professional atmosphere consistent with the principles of government ethics and without commercial trade constraints. Results are shared with various interested parties. NDTA is a tax exempt organization, fully recognized federally by the Internal Revenue Service.

### **Global Business Travel Association**

The Global Business Travel Association (GBTA) is the premier business travel and meetings organization. Collectively, GBTA's 5,000-plus members manage over \$340 billion of global business travel and meetings expenditures annually. GBTA provides its network of 21,000 business and government travel and meetings managers, as well as travel service providers, with networking events, news, education & professional development, research, and advocacy.

## Customer & Stakeholder Values

Customer and stakeholder values play an important role in the strategic planning process. They serve as a guide in implementing solutions that enable mission accomplishment. The values of our customers and stakeholders include:

- **Choice** – Travel services that provide choice and flexibility.
- **Reliability and consistency** – Travel and station/housing allowances related services that are delivered reliably and consistently over time.
- **Simplicity** – Simple, easy-to-use travel policies and solutions that support mission achievement.
- **User Friendly Technology** – Modernized, easy-to-use technology that embeds improved processes and simplified policies.
- **Responsiveness** – Responsive to customer feedback and requirements and remains responsive to changing needs and market trends.
- **Equity and fairness** – Travel allowances that are fair and equitable.
- **Accurate and timely reimbursement** – Travel payments that are accurate and processed in a timely fashion.
- **Accurate and timely information** – Accurate, understandable and timely information relating to travel services.
- **Accountability and transparency** – Travel policy and technology systems support the stated desire for increased transparency and accountability across the federal government.
- **Cost effectiveness** - Travel related costs represent a significant investment for DoD. DTMO customers and stakeholders expect a return on their investment.

## DTMO Guiding Principles

DTMO organizational values serve as the foundation in every action taken and every decision made impacting the Defense Travel Enterprise. These values underlie our work, and help to determine which strategies we will employ to realize our mission. Our values are reflected in the following DTMO guiding principles:

- **Duty of care** – Travel services that provide the traveler safety and security, quality accommodations, financial protections and conveniences.
- **Fair Compensation** – Fairly compensate Service members and civilian employees for travel while meeting mission requirements.
- **Evidence Based Decision Making** – Using accurate and timely data to more effectively source travel services, ensure quality service delivery from vendors, improve travel programs and processes, and reduce the overall cost of travel.
- **Customer-focused** – Deliver quality services and choice and provide a positive customer experience.
- **Do No Harm** – Manage the efficiency and effectiveness of the Defense Travel Enterprise without harming the Service member or traveler.
- **Simple Travel Solutions** – Simplifying the travel process is a key element of travel reform. Complex rules and processes must be streamlined and mission outcome must drive decisions.

## DTMO Business Operations Plan

DTMO regularly develops, publishes, and implements a five-year business operations plan designed to guide our efforts. This plan continues the progress of travel reform initiatives of the previous five years that coincided with, and was in response to, Congressional and Executive mandates to reduce the costs of travel.

These mandates included:

- National Defense Authorization Acts (NDAA) for FY 2010 and FY 2012 providing increased authorities to reform and simplify travel, including pilot authority
- NDAA FY 2015 providing more specific pilot authority for the DoD Integrated Lodging Program Pilot
- Office of Management and Budget (OMB) Memorandum M-12-12, *Promoting Efficient Spending to Support Agency Operations* to reduce travel by 30%
- OMB M-13-02, *Improving Acquisition through Strategic Sourcing*.



## Strategic Alignment

The DTMO Business Operations Plan aligns with the National Defense Business Operations Plan for Fiscal Years 2018-2022. It supports *Strategic Goal 3: Reform the Department’s business practices for greater performance and affordability*. It further aligns to the DoD Strategic Objective 3.1: Improve and strengthen business operation through a move to DoD-enterprise or shared services; reduce administrative and regulatory burden.

In addition, DTMO is operationally and administratively aligned to the Defense Human Resources Activity (DHRA) to work as a single, unified organization in accomplishing a diverse mission set that supports the war fighter. DTMO is an integral component of DHRA with a strategy fully aligned with the DHRA Business Operations Plan. Supporting the plan’s first goal, “Drive business transformation through data driven analysis and rationalization of Human Resources requirements and solutions,” is the strategic initiative to “Reform travel by streamlining processes, simplifying policies, improving compliance, leveraging current technologies, and reducing costs.” DTMO’s strategy and business operations are in synch with DHRA’s priorities to:

- Operate as an enterprise; be a lean nimble organization improving continually
- Be a financially auditable organization
- Accomplish assigned missions through the implementation of repeatable processes and reliance on fact-based decision-making
- Achieve minimum 1% efficiency per year over the Future Year Defense Program (FYDP) to invest in unfunded requirements
- Ensure sustained security posture through the delivery of all services and missions

- Be a trusted enterprise provider to ensure continuation of crucial services and protection of human resources information

## Mission

DTMO's mission is grounded in the DoD Management Initiative Decision (MID) that resulted in the establishment of DTMO in February 2006. MID 921 directed the Department to provide an integrated travel management approach within DoD and authorized DTMO to serve as the "single face" to the travel industry for information exchanges with the government. The DTMO mission as stated is to:

*Serve as the single focal point for commercial travel within the Department of Defense. Establish strategic direction, set policy, and centrally manage commercial travel programs.*

## Vision

DTMO's continued charge is to rethink the way we do business, identify industry best practices, and develop innovative solutions to meet mission requirements. Our focus is on achieving measurable results that demonstrate value for our customers and generate a return on investment for the Department and the taxpayers. Focused on our customers, the DTMO vision is:

*A Defense Travel Enterprise that incorporates government and industry best practices to meet the needs and exceed the expectations of our customers.*

## Strategic Goals, Objectives, and Initiatives

DTMO's strategic goals are high-level end outcomes necessary to achieve its vision and reflect our continued commitment to travel and allowance reform. DTMO's strategic objectives are intermediate outcomes that are aligned to our strategic goals. Strategic initiatives translate strategy into operational terms, representing "how" the strategic objective will be accomplished. They are specific projects ensuring progress is made in accomplishing each strategic objective over a period of time. Below is DTMO's strategy.

### Strategic Goal: Maximize Travel Policy Understanding

DTMO will develop simple, comprehensive, and easily-understood travel policies and regulations. Clear and concise policies must facilitate the creation of simple, easy-to-use travel solutions that drive high compliance.

#### *Strategic Objective: Simplify travel policy through simple, clear, and concise policies*

Travel policy will be reduced and simplified to eliminate redundancies and reduce confusion for travelers and Authorizing Officials.

**Strategic Initiative:** *Rewrite the Joint Travel Regulations (JTR)*

Improve usability and enhance policy compliance by rewriting the JTR in clear, concise and simple language. Rewriting the JTR is a result of our overall policy simplification effort designed to standardize and/or simplify travel policy and allowances, and/or provide cost savings opportunities. The end result is simplified travel rules and a JTR that is easy to comprehend, facilitates travel management technology solutions, and enables an optimum compliance platform. The overall policy simplification effort is a high visibility initiative sponsored by the Office of the Under Secretary of Defense for Personnel and Readiness with involvement from the United States Digital Service and the Defense Digital Service.

**Strategic Initiative:** *Explore the issuance of the Government Travel Charge Card (IBA) to all travelers, assessing the current usage policy and its enforcement*

Explore whether all DoD employees with a travel requirement should be required to apply for (and use) the Government Travel Charge Card (GTCC). DTMO will assess compliance of the current policy and determine benefits, challenges, costs and risks of expanding the policy.

**Strategic Objective:** *Improve DoD travel processes to reduce confusion for travelers and travel administrators*

Technology holds great promise in helping to maximize policy understanding and make travel less confusing for our travelers, administrators, and travel managers. To facilitate industry leading technology solutions requires the Department to examine not only its travel policies, but also the business processes used to implement them.

**Strategic Initiative:** *Identify process reengineering opportunities from the DoD Travel System Pilot*

Identify process reengineering opportunities as a result of the DoD Travel System Pilot. The pilot is testing the viability of using a Commercial-off-the-Shelf, Software as a Service (COTS/SaaS) product for travel reservations and expense management. DTMO will identify DoD inherent processes (e.g., financial) requiring reengineering to better fit commercially available products and provide cost savings to the Department.

**Strategic Initiative:** *Expand and improve the DoD Travel Policy Compliance Program*

Expand and improve the DoD Travel Policy Compliance Program by automating current manual processes and implementing additional queries in order to reduce travel improper payments and improve usability for DoD Components.

**Strategic Goal:** *Improve Delivery of Travel Services*

DTMO will pursue innovative ways to enhance the customer travel experience by providing user-friendly, value-added travel products and services to DoD travel customers and stakeholders.

**Strategic Objective:** *Understand and respond to customer needs*

DTMO will continue to understand and respond to customer and stakeholder needs by improving customer and stakeholder engagement through the implementation of improved processes and tools.

**Strategic Initiative:** *Assess and strengthen Defense travel governance & stakeholder engagement*

DTMO has not reexamined its governance structure and operating model since the establishment of DTMO in 2006. Much has changed since then. This initiative will look to strengthen our governance



framework and develop an updated governance operating model to more effectively provide strategic guidance for the Defense Travel Enterprise. DTMO will also assess its stakeholder engagement to develop and execute a refreshed stakeholder engagement strategy to complement the revised governance operating model.

**Strategic Initiative:** *Complete enterprise-wide collection and analysis of travel program customer satisfaction surveys*

To better assess and improve the overall traveler experience, this initiative will complete the deployment of DoD travel program area customer satisfaction surveys for air, lodging, rental car, TMC services, and the Government Travel Charge Card. These surveys will provide insight into the gap between product/service delivery and customer expectations, facilitating an understanding of what drives customer satisfaction. This will further enable informed enterprise decision-making to more effectively source travel services, ensure quality service delivery from vendors, and improve travel programs and processes.

*Strategic Objective: Leverage industry leading technology solutions*

Today's travelers are more technically savvy and want tools that mirror those they use in their personal lives. Suppliers are partnering and changing the way they do business. Since the Department depends on industry for its travel-related products and services, DTMO must more quickly adapt industry leading technology. Technology is changing rapidly, providing alternatives to traditional travel that may be more cost effective.

**Strategic Initiative:** *Assess the results of the DoD Travel System Pilot to make recommendations on the feasibility for procuring and implementing a Commercial-off-the-shelf/Software as a Service solution DoD-wide*

The Department has been piloting a COTS/SaaS travel product to assess its feasibility for DoD travel. This initiative will employ a mix of system metrics, user feedback, cost analysis, and narrative analysis to assess its progress and report the results to Congress.

**Strategic Initiative:** *Redesign the DTMO website using US Web Design Standards to enhance mobile access and enable an effective social media strategy*

While the current DTMO website provides comprehensive and useful information, it has not been redesigned since 2009. The current site is not mobile friendly and inhibits an effective social media strategy. This initiative will redesign the website using US Web Design Standards, the government's very own set of common User Interface components and visual styles for websites. It's a resource designed with the assistance of the U.S. Digital Service to make things easier for government designers and developers, while raising the bar on what our web users can expect from their digital experience.

*Strategic Objective: Improve travel programs and program management*

When managing billions of dollars of travel spend, the smallest management improvement may yield millions of dollars in savings. DTMO program managers continuously seek to improve the management of travel and travel-related services. The result is not only potential savings, but improved customer service and increased stakeholder value.

**Strategic Initiative:** *Develop and implement a strategy to improve the DoD Recruit Assistance Program*

DTMO will assess the current DoD Recruit Assistance Program and identify both program and process improvements to more effectively assist DoD recruits. Improvements will integrate improved lodging and dining processes with better negotiated rates, improved GTCC controls for centrally billed accounts, and enhanced data and performance management capabilities.

**Strategic Initiative:** *Expand the Travel Certificate Program to include additional travel management/administration roles*

DTMO will look to expand its successful Travel Certificate Program by evaluating the feasibility of developing certificates for additional travel roles beyond the DTS Authorizing Official and Defense Travel Administrator. This program provides a framework for successful travel program management, increases performance ability using hands-on developmental validation, and provides opportunities for continuous learning on travel regulations, system updates, and enterprise partnerships. This continuous validation of performance capabilities promotes improvement in the Department's travel and financial program management with a focus on optimal processes to support the traveler and decreasing improper payments.

**Strategic Initiative:** *Develop the SmartPay 3 requirements and Plan of Action & Milestones to improve GTCC program management*

Improve GTCC program management by developing DoD unique requirements for the SmartPay3 DoD tailored task order and a Plan of Action & Milestones for implementation. This initiative will provide value to cardholders and Agency Program Coordinators through the use of more innovative card products and tools with which to manage the program and will maximize rebates the Department receives. SmartPay3 is scheduled to begin in November 2018.

## Strategic Goal: Optimize Cost Effective Travel

DTMO will continue to examine and track travel expenditures and program costs, and implement process efficiencies to achieve cost savings.

*Strategic Objective: Maximize visibility into DoD travel spend to better understand supplier and traveler behavior*

DTMO will continue to consolidate and enhance the quality of travel data providing the capability to develop and leverage the business intelligence required to produce greater efficiency and effectiveness across the Defense Travel Enterprise. Business intelligence is crucial for negotiating contracts with commercial travel vendors to ensure the greatest value for the Department and the taxpayers.

**Strategic Initiative:** *Leverage program area Super Users to expand the deployment of DTMO's data visualization and dashboard application in support of Defense Travel Enterprise Performance Management*

Expand usage of DTMO's data visualization and dashboard application, Tableau, by increasing the amount of super users and providing enhanced training enabling program managers to better manage commercial travel programs. This approach takes advantage of Tableau best practices and will serve as a force multiplier to further expand analytics across the organization and Defense Travel Enterprise.

**Strategic Initiative:** *Institute a quarterly Defense Travel Enterprise Performance review*

This initiative will result in the incremental deployment of Tableau dashboards for key performance indicators to assess the overall health of the Defense Travel Enterprise. The incremental approach will begin with internal reporting and then expand to customized reports for key stakeholders.

**Strategic Initiative:** *Integrate new sources of Government and commercially available travel data into DTMO's Commercial Travel Information Management (CTIM) operational and business intelligence platform*

Integrate additional government and commercially available data sources into CTIM providing a more holistic view of DoD travel spend to determine opportunities for program improvement or expansion.

*Strategic Objective: Adopt industry best practices to leverage strategic sourcing opportunities*

Throughout DoD, the mandate is to more fully employ the management philosophy of strategic sourcing as a means to better meet DoD's requirements while generating savings for the Department. This includes the procurement of travel and travel-related services. DTMO will continue to expand its use of strategic sourcing, working with our partners to create value for our customers and stakeholders.

**Strategic Initiative:** *Expand and formally institutionalize the DoD Integrated Lodging Program*

Expand the number of locations and properties under the Integrated Lodging Program Pilot, increasing the availability of Commercial (DoD Preferred), Government (DoD Lodging) and Public-Private Venture Lodging to DoD employees on official travel. In addition, DTMO will work with our stakeholders to transition and formally institutionalize the pilot as a DoD program. This will further provide quality lodging with reduced rates, better services, and greater safety and security for DoD travelers into the future.

**Strategic Initiative:** *Conduct a Dining Program Pilot*

Conduct a corporate style Preferred Dining Program enabling travelers to dine at participating restaurants, thereby generating rebates for DoD. This initiative will provide a managed approach to dining estimated to yield 3 to 7 percent in rebates based on dining spend for DoD. It will create incentives for travelers to use the Dining Program through a loyalty program and as a result, increase usage of the GTCC generating both dining and increased GTCC rebates. This pilot will be conducted under Title 37 U.S.C. 454.

**Strategic Initiative:** *Develop an acquisition strategy for Travel Management Company (TMC) services that supports DoD Travel System Modernization*

DTMO made huge strides in consolidating the Department's multitude of TMC services contracts to a manageable number. This initiative will take a more forward-leading approach to developing an acquisition strategy that is both cost effective and will meet DoD's future TMC support requirements as we transition to a next generation travel system.

**Strategic Initiative:** *Expand and manage the use of restricted air fares*

While the JTR authorizes the use of restricted air fares, DoD has not optimized their use to maximize savings. This initiative will look to expand and more effectively manage the use of restricted fares through technology, TMC support contracts, policy, training, communications, and enhanced oversight. Increasing the use of restricted fares can provide additional cost savings to the Department.

## Measuring Success

DTMO uses performance-based management to improve strategic decision making. Performance management is a set of integrated processes which measure the efficiency and effectiveness of the enterprise and act as a driving force for continuous improvement. This approach allows DTMO to:

- Achieve strategic performance objectives through a disciplined, structured approach
- Provide credible, decision-ready business intelligence to leadership
- Provide an analytic mechanism for linking performance and resource allocations
- Provide a mechanism for accurately reporting performance to senior leadership and stakeholders
- Provide an excellent framework for accountability

To track progress and assess performance of travel programs and key initiatives, DTMO is developing measures and supporting dashboards that in turn, provide credible, decision-ready business intelligence to leadership to assist in enhancing accountability, management decisions, reporting, compliance, resource allocation, and risk management. Strategic initiatives to further advance this capability are prominent in this five-year business operations plan.

DTMO conducts analytical studies using Defense Travel Enterprise data to better understand travel spend, develop program recommendations, inform policy formulation, and identify cost savings/efficiencies. These studies assist program managers with the end-to-end problem solving process and provide analytical rigor which enhance the confidence in decisions and recommendations.

In addition to enabling DTMO to increase cost effectiveness across the Defense Travel Enterprise, maximize visibility into travel spend, and improve program management; benefits include:

- Increased accountability and transparency of expenditure of DoD travel funds
- Audit compliance with established policies
- Enhanced consistency in the quality of supplier products and services
- Ability to drive strategic sourcing decisions and mandate usage of preferred vendors, approved booking, expensing, and payment methods
- Increased visibility into customer behaviors and preferences to drive future requirements

Information is vital to the management of the Defense Travel Enterprise. DTMO's CTIM tool is integral to the performance management system. CTIM integrates performance data and optimizes performance reporting. It enhances DTMO's analytic capabilities, enabling a more comprehensive understanding of DoD travel processes and the development of business intelligence to reduce overall travel costs.

No picture of what the government is accomplishing with the taxpayers' money can be complete without adequate program cost and performance information. DTMO will present its stakeholders with the most salient information that reports the health of the enterprise.

## Summary

We are pleased to publish DTMO's Business Operations Plan for FY 2017-2021 outlining our mission, vision and strategy. This plan provides DTMO with a clear path to achieve our three strategic goals to: maximize travel policy understanding, improve delivery of travel services; and optimize cost effective travel. Our performance management framework will help us evaluate our effectiveness and better inform our management decisions for the \$9.2 billion Defense Travel Enterprise. DTMO is positioned to continue to reform travel over the next five years.

## Appendix A: FY 2018 Business Operations Plan Update

DTMO leadership conducts annual strategic reviews to validate goals, objectives and strategic initiatives and assess performance against milestone targets. Below is the output from the strategic review reflecting DTMO’s updated Business Operations Plan for FY 2018.

<b>Strategic Goal 1 - Maximize Travel Policy Understanding</b>	
<b>Strategic Objectives</b>	<b>Strategic Initiatives</b>
Simplify travel policy through simple, clear, and concise policies	<ul style="list-style-type: none"> <li>Review and implement simplified policy changes for Temporary Duty Travel to support the CFT—Travel acquisition strategy</li> <li>Assess the current Government Travel Charge Card usage policy and its enforcement</li> </ul>
Improve DoD travel processes to reduce confusion for travelers and travel administrators	<ul style="list-style-type: none"> <li>Identify process reengineering opportunities from the DoD Travel System Pilot to support the CFT—Travel acquisition strategy</li> <li>Expand and improve the Travel Policy Compliance Program</li> </ul>
<b>Strategic Goal 2 - Improve the Delivery of Travel Services</b>	
<b>Strategic Objectives</b>	<b>Strategic Initiatives</b>
Understand and respond to customer needs	<ul style="list-style-type: none"> <li>Assess and strengthen Defense travel governance &amp; stakeholder engagement</li> <li>Complete enterprise-wide collection and analysis of travel program customer satisfaction surveys</li> <li>Develop a comprehensive communications plan and the associated business processes for communicating with DoD travelers, Authorizing Officials, and travel system administrators</li> </ul>
Leverage industry leading technology solutions	<ul style="list-style-type: none"> <li>Provide functional oversight and support to implement the CFT-Travel vision to modernize DoD travel</li> <li>Redesign the DTMO website using US Web Design Standards to enhance mobile access and enable an effective social media strategy</li> </ul>
Improve travel programs and program management	<ul style="list-style-type: none"> <li>Develop &amp; implement a strategy to improve the DoD Recruit Assistance Program</li> <li>Expand the Travel Certificate Program to include additional travel management/administration roles</li> <li>Implement the SmartPay 3 Plan of Action &amp; Milestones to improve Government Travel Charge Card program management</li> </ul>

<b>Strategic Goal 3 – Optimize Cost Effective Travel</b>	
<b>Strategic Objectives</b>	<b>Strategic Initiatives</b>
Maximize visibility into DoD travel spend to better understand supplier and traveler behavior	<ul style="list-style-type: none"> <li>• Leverage program area Super Users to expand the deployment of DTMO’s data visualization and dashboard application in support of Defense Travel Enterprise Performance Management</li> <li>• Institute a quarterly Defense Travel Enterprise Performance review</li> <li>• Integrate new sources of Government and commercially available travel data into DTMO’s Commercial Travel Information Management operational and business intelligence platform</li> </ul>
Adopt industry best practices to leverage strategic sourcing opportunities	<ul style="list-style-type: none"> <li>• Expand and formally institutionalize the DoD Integrated Lodging Program</li> <li>• Conduct a Dining Program Pilot</li> <li>• Develop an acquisition strategy for TMC services that supports DoD Travel System Modernization</li> <li>• Expand and manage the use of restricted air fares</li> </ul>

## Appendix B: FY 2019 Business Operations Plan Update

DTMO leadership conducts annual strategic reviews to validate goals, objectives and strategic initiatives and assess performance against milestone targets. Below is the output from the strategic review reflecting DTMO’s updated Business Operations Plan for FY 2019.

<b>Strategic Goal 1 - Maximize Travel Policy Understanding</b>	
<b>Strategic Objectives</b>	<b>Strategic Initiatives</b>
Simplify travel policy through simple, clear, and concise policies	<ul style="list-style-type: none"> <li>• Review and implement simplified policy changes for Temporary Duty Travel to support Defense Travel Modernization</li> <li>• Assess the current Government Travel Charge Card usage policy and its enforcement</li> </ul>
Improve DoD travel processes to reduce confusion for travelers and travel administrators	<ul style="list-style-type: none"> <li>• Expand and improve the Travel Policy Compliance Program</li> </ul>
<b>Strategic Goal 2 - Improve the Delivery of Travel Services</b>	
<b>Strategic Objectives</b>	<b>Strategic Initiatives</b>
Understand and respond to customer needs	<ul style="list-style-type: none"> <li>• Assess and strengthen Defense travel governance &amp; stakeholder engagement</li> <li>• Complete enterprise-wide collection and analysis of travel program customer satisfaction surveys</li> <li>• Develop a comprehensive communications plan and the associated business processes for communicating with DoD travelers, Authorizing Officials, and travel system administrators</li> </ul>
Leverage industry leading technology solutions	<ul style="list-style-type: none"> <li>• Provide functional oversight to support Defense Travel Modernization</li> <li>• Redesign the DTMO website using US Web Design Standards to enhance mobile access and enable an effective social media strategy</li> <li>• Plan and conduct a SmartPay 3 pilot using Virtual Card Accounts for travel</li> </ul>
Improve travel programs and program management	<ul style="list-style-type: none"> <li>• Develop &amp; implement a strategy to improve the DoD Recruit Assistance Program</li> <li>• Implement the SmartPay 3 Plan of Action &amp; Milestones to improve Government Travel Charge Card program management</li> <li>• Expand and improve the Military Bus Program</li> <li>• Establish an Innovation Lab to explore/test new ideas in a practical, actionable way as a means to creatively solve problems</li> </ul>



<b>Strategic Goal 3 – Optimize Cost Effective Travel</b>	
<b>Strategic Objectives</b>	<b>Strategic Initiatives</b>
Maximize visibility into DoD travel spend to better understand supplier and traveler behavior	<ul style="list-style-type: none"> <li>• Leverage program area Super Users to expand the deployment of DTMO’s data visualization and dashboard application in support of Defense Travel Enterprise Performance Management</li> <li>• Institute a quarterly Defense Travel Enterprise Performance review</li> <li>• Integrate new sources of Government and commercially available travel data into DTMO’s Commercial Travel Information Management operational and business intelligence platform</li> </ul>
Adopt industry best practices to leverage strategic sourcing opportunities	<ul style="list-style-type: none"> <li>• Expand and formally institutionalize the DoD Integrated Lodging Program</li> <li>• Conduct a Dining Program Pilot</li> <li>• Develop an acquisition and implementation strategy for TMC services</li> <li>• Expand and manage the use of restricted air fares</li> </ul>

## Appendix C: FY 2020 Business Operations Plan Update

DTMO leadership conducts annual strategic reviews to validate goals, objectives and strategic initiatives and assess performance against milestone targets. Below is the output from the strategic review reflecting DTMO’s updated Business Operations Plan for FY 2020.

Strategic Goal 1 - Maximize Travel Policy Understanding	
Strategic Objectives	Current Strategic Initiatives
Simplify travel policy through simple, clear, and concise policies	<ul style="list-style-type: none"> <li>Review and implement simplified policy changes for Temporary Duty Travel to support Defense Travel Modernization</li> </ul>
Improve DoD travel processes to reduce confusion for travelers and travel administrators	<ul style="list-style-type: none"> <li>Expand and improve the Travel Policy Compliance Program</li> </ul>
Strategic Goal 2 - Improve the Delivery of Travel Services	
Strategic Objectives	Strategic Initiatives
Understand and respond to customer needs	<ul style="list-style-type: none"> <li>Complete enterprise-wide collection and analysis of travel program customer satisfaction surveys</li> <li>Develop a stakeholder engagement strategy supported by a comprehensive communications plan that outlines key business processes for engaging and communicating with stakeholders. This will include a focused branding strategy for travel programs and travel modernization efforts.</li> </ul>
Leverage industry leading technology solutions	<ul style="list-style-type: none"> <li>Provide functional and implementation support for Defense Travel Modernization</li> <li>Redesign the DTMO website using US Web Design Standards to enhance mobile access and enable an effective social media strategy</li> <li>Plan and conduct a SmartPay 3 pilot using Virtual Card Accounts for travel</li> <li>Identify commercial technology to understand and enhance the customer experience for the traveler</li> <li>Develop requirements to establish an interoperability platform that enhances communication and streamlines processes with industry partners and other key stakeholders</li> </ul>

<p>Improve travel programs and program management</p>	<ul style="list-style-type: none"> <li>• Expand and improve the Military Bus Program</li> <li>• Establish an Innovation Lab to explore/test new ideas in a practical, actionable way as a means to creatively solve problems</li> <li>• Establish a Train-the-Trainer Program in support of Defense Travel Modernization</li> </ul>
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<p><b>Strategic Goal 3 – Optimize Cost Effective Travel</b></p>	
<p><b>Strategic Objectives</b></p>	<p><b>Strategic Initiatives</b></p>
<p><i>Maximize visibility into DoD travel spend to better understand supplier and traveler behavior</i></p>	<ul style="list-style-type: none"> <li>• Institute a quarterly Defense Travel Enterprise Performance review</li> <li>• Conduct market research and analysis to create the data strategy and design the infrastructure to support a modernized travel enterprise</li> </ul>
<p>Adopt industry best practices to leverage strategic sourcing opportunities</p>	<ul style="list-style-type: none"> <li>• Expand and formally institutionalize the DoD Integrated Lodging Program</li> <li>• Conduct a Dining Program Pilot</li> <li>• Develop an acquisition and implementation strategy for TMC services</li> <li>• Expand and manage the use of restricted air fares</li> </ul>