



DefenseTravel
Management Office

DTMO DTS Change Management

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Revision History

Version	Revision Date	Revision Type	Effective Date	Author
1.0	9/30/2021	Original	9/30/2021	Brian Hodge and Eshita Shaheed
1.1	10/27/2022	DTMO URL updates and DTS CR form update	10/31/2022	Eshita Shaheed
1.2	7/17/2023	DWG schedule update	7/17/2023	Brian Hodge
1.3	6/01/2025	DTAP Membership Update	6/01/2025	Brian Hodge

Executive Summary

The Defense Travel Management Office (DTMO) was established in February 2006. At that time, DTMO developed a Change Management (CM) process to administer the commercial travel requirements for the Department of Defense (DoD). Under this purview, the DTMO serves as the single focal point for travel policy, centrally managed commercial travel programs, travel management company contracts, functional oversight of the Defense Travel Systems, and strategic direction for all such areas.

The DTMO continues to achieve these objectives in the following ways:

- Established a Defense Travel Advisory Panel (DTAP) for managing changes to travel requirements
- Established a Defense Travel Governance Board (DTGB) to oversee implementation of changes, advise on enterprise-wide application decisions, and to resolve appeals generated by DTAP members
- Consolidate and manage Travel Management Company (TMC) services for DoD
- Manage the Government Travel Charge Card (GTCC) program for DoD
- Mandate use of Defense Travel System (DTS) and other future enterprise travel systems
- Develop new and efficient travel processes throughout the Department

This Change Management document details how changes to the DoD's enterprise travel system requirements are identified, improved, managed and implemented. This document may be used by DoD personnel as a guide to the DTMO DTS CM process.

I. Introduction

The DTMO is responsible for consolidating passenger travel requirements, streamlining travel business processes, simplifying regulations and directives, and defining functional requirements to develop new technologies for the future. The DoD Services and Agencies (S/A) actively participate in the DTMO DTS CM process by defining the business need of proposed changes and providing support throughout the CM lifecycle.

Change Management defines how an organization describes and implements changes within its systems. Developing a structured approach to CM is critical to ensure successful implementation of proposed functional changes and monitor post change activities. The DTMO DTS CM process ensures continued dialog among key DTMO personnel, S/A representatives, Travel Systems Working Group (TSWG) members, process owners, system developers, and travel industry partners. This allows the DTMO DTS CM team to collect and manage input from all stakeholders. This DTMO DTS Change Management document serves as a guideline for understanding the scope of the DTMO DTS CM process and defines responsibilities of all the key stakeholders.

II. Overview

To ensure the DTMO properly manages proposed Change Requests (CR), only CRs received by the S/A DTAP representatives are accepted for further consideration. The DTAP, which includes key S/A O-6/GS-15/GS-14 level cross-functional representatives or their equivalents, is comprised of the following:

- Defense Travel Management Office (Travel Systems and Services Division Chief, Co-Chair)
- Defense Manpower Data Center (DMDC) (Personnel Support Program Office, Co-Chair)
- Service Financial Management and Comptroller representatives
- Service Transportation representatives
- Defense Logistics Agency
- Defense Finance and Accounting Service
- U.S. Transportation Command
- OUSD Military Personnel and Policy
- Reserve Integration
- Defense Travel Management Office Division Chiefs
- Office of the Under Secretary of Defense (Comptroller)

The DTGB is a Tier 2 SES/O-8 level body representing the same S/A as DTAP. This governing body sets strategic direction and manages the execution of change across the Defense Travel Enterprise. The DTGB makes decisions and forwards recommendations regarding travel policy and regulations, processes, travel system changes, and legislation.

III. Submitting a Change Request

To initiate the submission of a CR, submitters must use the approved [DTS Change Request Form](#) available on the DTMO Website at <https://www.travel.dod.mil/Programs/Defense-Travel-System/Change-Management/>. Refer to a sample template in [Appendix A](#).

While any Service or Agency employee can author a CR, only designated POCs from the Services and Agencies can officially submit a CR. When a designated submitter agrees to sponsor the CR, the completed CR form is then officially submitted to the **DTMO DTS CM Inbox** via dodhra.mc-alex.dtmo.mbx.cm@mail.mil.

Official Change Requests are submitted by one of the following:

- Service and Agency level representatives such as DTAP Member or DTAP Member Designee from across the DoD (e.g., Air Force, Army, Navy, Marine Corps, Space Force, DLA, etc.).
- Designated DTMO Personnel (Requirements Analysts, Branch Leads, Branch Chiefs, Program Managers and Division Chiefs)
- DMDC Program Management Office (PMO) CM Team

The DTMO DTS CM Manager will conduct an initial assessment of the CR prior to documenting it in the DTMO DTS CM tool. The Defense Travel Systems Change Requests can be classified into the following categories:

- **Functional Change Request** – The proposed change requires the addition/modification of functionality in the system and results in configuration/code change (e.g., Preventing user from submitting travel expenses without required receipts)
- **Technical Change Request** – The proposed change requires technical addition/modification in the system and results in backend/infrastructure change (e.g., Integrating with a new accounting system)

Funding for changes to any new and current requirement requested by the Services and Agencies must generally be covered by the requesting organization.

IV. Change Control

Change control allows for the proper management of the functional requirements baseline. This includes identifying and implementing approved functional requirement changes. The change control process includes the following:

- Identifying the need for a change
- Evaluating CRs
- Agreement among the S/A for implementing enterprise-wide Departmental change
- Briefing and soliciting DTAP votes on proposed CRs
- Tracking the implementation of approved CR's through the development lifecycle

V. DoD Travel Systems Working Group Review

When a CR requires an in-depth analysis, the Requirements Analyst (RA) will forward the CR to the DoD Travel Systems Working Group (TSWG) for review and concurrence. The TSWG will conduct their analysis and provide recommendation for concurrence or withdrawal to their DTAP representative. The TSWG may recommend 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 alternatives and/or improvements.

[Appendix B](#) outlines the workflow for DTS CR Processing.

If a CR does not receive concurrence at TSWG, or the RA determines the CR is not feasible following concurrence at TSWG, the CR will be placed in a withdrawn status. Once this status is established, the DTMO DTS CM Manager 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 within 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. The RA will provide management with a thorough analysis and supporting documentation to facilitate their decision.

If the DTMO management review determines the CR is accepted, the CR will return to a DTMO review status for the RA to make any necessary revisions and continue processing the CR in accordance with the change management process. 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 Withdrawn status can be assigned at any point during the analysis phase leading up to DTAP Review. The TSWG will normally meet quarterly. Once the TSWG recommends the change request for implementation, the DMDC will prepare a Rough Order of Magnitude (ROM). A ROM estimates level of effort and cost to complete a proposed change requested by S/As.

VI. Defense Travel Advisory Panel Review

The DTMO DTS CM Manager will conduct a pre-briefing with the DTMO DTAP Co-Chair to finalize the proposed change requests that are ready to be presented to the DTAP. The DTAP Chairs may call for additional DTAP meetings when proposed CRs require more timely action. Governance Board updates will be presented by the DTMO Travel Systems and Services Division Chief.

The DTAP Meeting Coordinator will manage all action items related to the CR review activities from the DTAP meeting, to include tracking and providing updates to the DTMO CM team for further action. This tracking will include contacting the person(s) responsible for each action item to ensure that they meet the action item suspense date.

The DTMO DTS CM Manager will coordinate with the DTAP meeting coordinator for a vote on the proposed CRs presented to the DTAP members. The DTAP primary members, or their alternates, will cast their votes in writing via email and notify the DTAP Meeting Coordinator. The DTAP Meeting Coordinator will inform the DTMO DTS CM team of the voting results.

The DTMO DTS CM Manager will consolidate the votes and record the results in the DTMO CM Tool. The members are allowed 14 calendar days to cast their vote and the majority vote will govern the decision. No

response from the S/A representative will be taken as concurrence. If a voting member disagrees with the consolidated vote, the member has the option to appeal.

The appeal process is further outlined in section [6.2 Defense Travel Advisory Panel Appeal Process](#) of this document. The decision authority limitation of the DTAP is \$500,000 and/or enterprise wide application, per change.

6.1 Defense Travel Advisory Panel Prioritization Table

The DTAP must set priorities for Approved CRs within any planned software release. Priorities will be numbered in relative order and development is authorized to proceed with implementation in that same order (although note that the PMO may choose to modify the order based on resources available).

Ranking	Description
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 or 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.)

6.2 Defense Travel Advisory Panel Appeal Process

One objective of the DTMO DTS change review process is to identify, discuss, assess, and resolve, whenever possible, all substantive issues prior to presenting change requests to a formal DTAP session. 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 DTAP members may appeal a Boards' decision by notifying their appropriate DTGB representative within 7 working days of the DTAP decision. Email may be the medium of the appeal notification; DTAP members and Chairs must be copied on such email communications. Both sides, the DTAP member and the DTAP Chairs, are required to provide to the DTGB Chairs a history with supporting documentation supporting their reasoning for the decision. The DTGB will analyze both sides of the issue to reach their governing verdict. The DTGB will announce their verdict to the DTAP Chairs.

If the appeal process is not initiated within the 7 day window, the Chairs' decision will stand.

VII. Defense Travel Governance Board Approval

When the DTAP approves a CR for implementation efforts, the proposed change may be presented to the DTGB forum for further approval as well as to serve as a decision body for DTAP appeals. The DTMO DTAP Co-Chair may recommend DTGB Review for any Change Request regardless of the ROM cost.

VIII. Change Request Transfer to the Program Management Office

The DTMO DTS CM Manager will transfer the approved CRs to the DMDC for implementation. The CR will go through the PMO Change Control Board (CCB) for review, prioritization, and implementation scheduling. After the PMO implements the change, the DTMO DTS CM Manager will then ensure verification of the change with the Author and Submitter of the change.

Appendix A – DTS Change Request Form



Defense Travel System Change Request Form

September 2024

All fields in this form are mandatory. Incomplete forms will not be considered for review. Once completed, the form must be approved and submitted to the DTMO by the author's Service/Agency Representative as confirmation to sponsor the change.

AUTHOR

Name:

Organization:

Phone:

Email:

SERVICE/AGENCY REPRESENTATIVE

Name:

Phone:

Email:

Date S/A Approved:

SELECTION CRITERIA (select at least one option)

- ☐ Change reduces improper payments
- ☐ Change reduces travel document amendments
- ☐ Technical Change Request (e.g., financial interface for a new accounting system)
- ☐ Audit readiness change (verified by OSD comptroller)
- ☐ Change is mandated by Law/Regulation/Policy

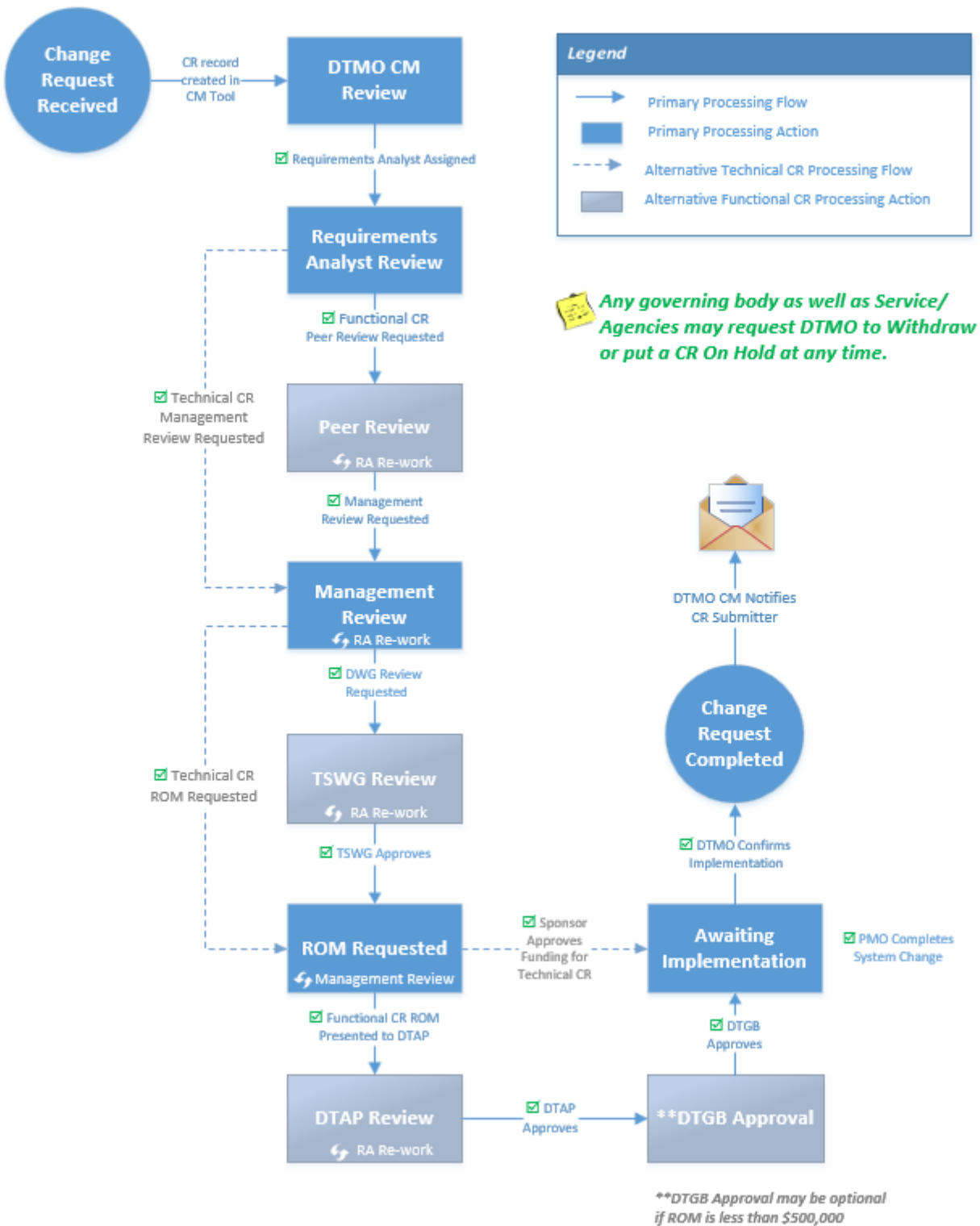
CHANGE REQUEST TITLE

(Provide a short title)

EXECUTIVE SUMMARY

(Provide a short summary of the changes requested)

Appendix B – DTS Change Request Workflow



Appendix C – DTS CR Processing Timeline

Step #	Description	Timeline	Action Owner
Step 1	CR Submission to DTMO by DTAP Member/DTMO Division Chief	1 Month	DTMO
Step 2	DTMO CM Review		
Step 3	DTMO Requirements Analyst Review		
Step 4	DTMO Peer Review	1-3 Weeks	
Step 5	DTMO Management Review	1-2 Weeks	
Step 6	TSWG Review	1-2 Months	TSWG
Step 7	ROM Request	1-3 Months	PMO-DTS
Step 8	ECP Request		
Step 9	DTAP Review	1-2 Months	DTAP
Step 10	DTGB Review (Dependent on ROM Cost)		DTGB
Step 11	Transfer to PMO-DTS for Implementation Scheduling	Varies based on complexity of the CR	PMO-DTS

Appendix D – Acronyms

Acronym	Description
CCB	Change Control Board
CM	Change Management
CR	Change Request
DMDC	Defense Manpower Data Center
DoD	Department of Defense
DTAP	Defense Travel Advisory Panel
DTGB	Defense Travel Governance Board
DTMO	Defense Travel Management Office
DTS	Defense Travel System
TSWG	Travel Systems Work Group
ECP	Engineering Change Proposal
PMO-DTS	Program Management Office - Defense Travel System
RA	Requirements Analyst
ROM	Rough Order of Magnitude

Appendix E – Useful Links

DTMO Change Management Page:

<https://www.travel.dod.mil/Programs/Defense-Travel-System/Change-Management/>

DTS Change Request Submission Process:

<https://www.travel.dod.mil/Programs/Defense-Travel-System/Change-Management/>

DTS Change Request Form:

https://www.travel.dod.mil/Portals/119/Documents/DTS/DTMO_Change_Request_Form.pdf