



Coast Guard Personnel Service Center (CG PSC)

Government Travel Charge Card Program Business Plan



FY 2011 – 2014

To the Men and Women of the Coast Guard Personnel Service Center:

This document provides the *Coast Guard Personnel Service Center (CG PSC) Government Travel Charge Card (GTCC) Business Plan for Fiscal Years 2011 – 2014*. CG PSC provides program execution and field level delivery of a multitude of Human Resource (HR) functions for our service to ensure operational excellence and sustainable mission execution in the 21st century. Guided by Joint Federal Travel (JFTR) and General Service Administration (GSA) regulations, Department of Homeland Security (DHS) *Financial Management Policy* guidance, and the *CG PSC Business Plan (2011-2014)*, this plan charts the course for the GTCC programs in a mission support organization.



The GTCC program delivers the tools to ensure Coast Guard personnel can travel anywhere and anytime to meet mission requirements while assuring compliance with applicable laws, regulations, and policy. These tools include the Travel Management Center/SATO contract for both Temporary Duty (TDY) and Permanent Change of Station (PCS) travel, the Individually Billed Account (IBA) and Centrally Billed Account (CBA) travel cards, and the Debit Card Program for emergency travel. Providing travel services to enable our people to perform at the level necessary to meet operational requirements remains an essential element in achieving mission success.

To meet mission demands, this plan charts the way ahead by identifying goals, objectives, and initiatives in the core areas below. By providing a comprehensive focus in each of these areas, CG PSC can improve GTCC mission support to Coast Guard personnel and improve the internal controls over the related financial and operational systems.

Unity of Effort; GTCC Service Delivery Models:	Coordinate an integrated effort with partners and service providers to provide centralized GTCC program management, technical authority and support services to the active duty, civilian, and Reserve workforce. Within this construct, develop policy, processes, and practices that provide cost-effective and efficient service delivery across all GTCC programs.
Individual Billed Account (IBA) Management:	Provide efficient, effective, and aligned IBA GTCC program management, technical authority, and support that comports with direction and guidance from GSA, DHS, and IBA GTCC service providers.
Centrally Billed Accounts (CBA) Management:	Provide efficient, effective, and aligned CBA program management, technical authority, and support that comports with direction and guidance from the GSA, DHS, and CBA service providers.
Debit Card Management:	Provide efficient, effective, and aligned Debit Card program management, technical authority and support that comports with direction and guidance from the GSA, DHS and Debit Card service providers.
Travel Management Center (TMC) Management:	Provide efficient, effective, and aligned TMC program management, Contracting Officer's Technical Representative (COTR), technical authority and support that comports with direction and guidance from GSA, DHS and TMC service providers.

Our objective is to create complimentary GTCC programs that are agile, flexible, and responsive to dynamic operational and personnel requirements. By doing so, CG PSC will be well positioned to help the Coast Guard execute its missions to save lives, safeguard our maritime borders, respond to natural and man-made disasters, interdict illegal drugs, and move commerce across the high seas.

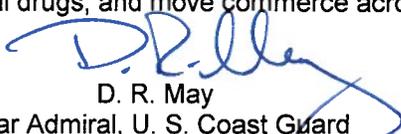

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INTRODUCTION

Government Travel Charge Card Evolution

Coast Guard modernization was a massive and unprecedented effort to completely restructure around mission execution and mission support models. In March 2009, CG PSC was established to align and transform personnel support services by eliminating geographic and organizational bifurcation; providing integrated military workforce management; and delivering regional depot-level personnel services. Building on this model, in September 2009 the GTCC program was moved from the Assistant Commandant for Human Resources (CG-1) to the Deputy Commandant for Mission Support (DCMS). In May 2010, the GTCC program was moved to CG PSC Business Operations staff, Resources Branch (BOPS-r) to further integrate and align key personnel services with appropriate field commands.

"Moving Modernization forward to completion is one of my highest priorities and central to my principle of steadying the service."

Admiral Robert J. Papp, Commandant, U. S. Coast Guard

Capitalizing on today's technologies and best practices, CG PSC BOPS-r will enhance GTCC programs to position the Coast Guard for operational excellence and sustainable mission execution in the 21st century.

Purpose

This document provides a business plan that focuses on developing and improving GTCC programs to support Coast Guard mission execution over the next four years. CG PSC BOPS-r will continually assess its performance by establishing goals and objectives. Performance measures will be used to monitor our progress and program success.

"It is incumbent on each of us to help each other through this transition, focus on the future state and move forward smartly to fully realize consistent and robust field mission support."

Admiral Robert J. Papp, Commandant, U. S. Coast Guard

This process will ensure CG PSC BOPS-r goals are aligned with CG PSC, Coast Guard and DHS goals, linking programs and integrating activities to performance measures, resource priorities, and strategic objectives.

Scope

The utility of this plan is to provide the GTCC staff within CG PSC BOPS-r a roadmap that can be used to review current state, propose future state, and plan for long-term processes, practices and programs over the next four years. Moreover, the plan serves as a living document to identify issues or detect problems early and to amend them holistically, as appropriate, based on policy or process course changes, review of best practices, and analysis of performance measure results.

The strength of our Coast Guard is in the professionalism, dedication, and tenacity of our people. Tomorrow's mission execution challenges, and how they are supported, will be different from those we face today. In order to improve GTCC programs, every CG PSC employee that supports the program must remain vigilant to changing operational requirements. The GTCC program must continually adjust procedures and support structure to improve mission execution while maintaining the needed internal controls and integrity of the Program's operation.

BACKGROUND

Current Environment

The U.S. Coast Guard, one of the nation's five armed services, is the principal Federal agency responsible for maritime safety, security, and stewardship. As such, we protect the vital economic, environmental, and security interests of the United States. This includes the personal safety and security of the maritime public, our natural and economic resources, the global commerce infrastructure, and the integrity of our maritime borders. We are committed to addressing all threats and hazards in a manner consistent with the law and in alignment with the goals and objectives of DHS. We do this throughout the maritime domain including in U.S. ports and inland waterways, along the coasts, on the high seas, and in other regions where our maritime equities are at stake.

As a military, multi-mission, and maritime service, we have three fundamental roles: maritime safety, security, and stewardship. In each of these roles, the Coast Guard depends on mission support, specifically program management support of GTCC programs, from CG PSC BOPS-r to achieve its missions.

In support of GTCC programs, over 400 military members and civilian employees throughout the country serve as regional depot-level:

- IBA GTCC Coordinators,
- CBA Account Managers, and
- Debit Card Issuing Agents.

In addition, a select cadre of military members and civilian employees serve as account auditors at PPC and FINCEN to manage the split-disbursement, CBA account reconciliation, and Salary Offset processes.

Most importantly, these vital functions are performed as collateral duties at a wide variety of unit types, and require close oversight including written designation, recurring training mandated by GSA and DHS, and liaison with partners and service providers.

Mission Support Challenges

Throughout history, the Coast Guard has undergone significant organizational changes driven by vital national interests that have altered and expanded our missions. Building on studies and analysis of events such as 9/11, Hurricane Katrina and the Deepwater Horizon oil spill response, the Coast Guard took a holistic view of mission execution and realized change was necessary in order to position the Service to meet current and future challenges. In addition to adjusting to organizational change, the GTCC program must continually assess emerging support requirements for operational response efforts such as Deepwater Horizon and the Haitian earthquake. Providing compliant, yet agile and responsive support to such dynamic challenges is the hallmark of the GTCC program.

CG PSC BOPS-r must meet legacy and future GTCC program challenges. By benchmarking business practices against best practices, and building GTCC support systems that achieve a consistent business model to foster sustainability via standardized, repeatable, and scalable processes, we will address these challenges by making strategy-driven decisions. Future

challenges will emerge and evolve, and the following list highlights a few the GTCC program currently faces:

- **Developing Internal Controls:** The ability to develop internal controls, document the process of monitoring them, and deploy them consistently enterprise wide is a key element in managing a multifaceted data driven system with a variety of internal and external partners and service providers. We will continue to operate in a more complex, technologically sophisticated environment. Internal control strategies, including enterprise-wide policy enforcement and accountability, must align and leverage resources to improve efficiency and effectiveness of managing GTCC programs and their associated processes.
- **Building Partnerships with Key Stakeholders (GSA/DHS):** The complexity of Coast Guard operations (Deepwater Horizon and Haitian Earthquake) and the demand for Coast Guard services continue to expand. To provide timely and proficient support we must continue to work with government partners to develop innovative methods to improve GTCC service delivery models. In order to retain the proficiency required to meet emergent requirements, we must ensure GTCC support personnel are 'trained to proficiency' by working to update relevant GSA/DHS training programs, as well as working to align policy guidance that best supports dynamic Coast Guard operations.
- **Service Partner (JP Morgan Chase) Data Systems Integrity:** Unprecedented complexity and advances in technology over the past 15 years resulted in an explosion in the volume of data and information. Incorporating and balancing JP Morgan Chase (JPMC) data-based systems supporting management of GTCC programs is a necessity. Whether validating the accuracy and timeliness of credit and debit card reports, incorporating account delinquency strategies, improving functionality of Debit Card Agent reports or improving account access services to make day-to-day data-driven GTCC decisions, CG PSC BOPS-r must work with the service provider to incorporate data-based system reports into our business intelligence processes.
- **Coordination with Coast Guard Partners (CG1/FINCEN/PPC Topeka):** As the modernized Coast Guard organizational structure takes shape, the importance of coordinating efforts among internal partners (CG-1, PPC Topeka, FINCEN, field commands) to ensure unity of effort across all GTCC programs cannot be overstated. From senior leadership programmatic support of GTCC policy (for example; GTCC hierarchy changes and Direct Access functionality), to coordinated efforts with PPC Topeka and FINCEN to extract raw travel data for tracking and measurement, CG PSC BOPS-r must recognize and quickly seize opportunities to align efforts and leverage limited resources to improve efficiency and effectiveness of GTCC programs.
- **Implementation of the Fed-Travel System:** Although awarded in 2003 as a 10-year \$450M contract, the Coast Guard has yet to transition to this system, which provides full cycle travel support ranging from travel authorization, approval, travel reservations, and travel settlement processing. Coordination of current GTCC programs to ensure continuous support is provided up to and throughout the transition will be a critical success factor for the program, particularly during anticipated austere budget years.

Strategic Guidance

A central theme in the strategic management of GTCC program support services is the alignment of mission support strategies with GSA, DHS and Coast Guard missions, goals, and objectives through analysis, planning, investment, and management of GTCC services. Integrating, aligning, and implementing these strategic tenets with the GTCC business plan are key success factors in building a highly effective and efficient performance based program.

The *CG PSC Business Plan for FY2011-2014* includes important guiding principles that further steer GTCC programs direction over the next four years. The CG PSC guiding principles include:

- 1. Unity of Effort; Human Resource (HR) Service Delivery Models:** Place all elements that support the workforce under one command to provide centralized personnel support services and expertise that exceed the individual unit responsibility and capacity. Within this construct, develop HR Service Delivery Models that provide cost-effective and efficient service lines
- 2. Military Workforce Management:** Deliver efficient, effective, and aligned services from recruitment of a diverse and highly qualified workforce to military career management through separation/retirement.
- 3. Regional Personnel Support Services:** Provide programmatic oversight, technical authority, and support to Servicing Personnel Offices (SPO), and Morale, Well-Being, and Recreation (MWR) services through field level personnel business lines across the Coast Guard.
- 4. Compensation and Benefits:** Deliver centralized compensation and benefits support by minimizing material risks through timely, accurate, and complete HR payroll systems input, internal controls, and data quality assurance efforts.

The *CG PSC Business Plan for FY2011-2014* provides the vision, mission, and guidance needed to modernize CG PSC BOPS-r GTCC programs support model. To the maximum extent possible, CG PSC BOPS-r GTCC goals are designed to align with the Commandant's Guiding Principles, the Commandant's Direction, the *CG PSC Business Plan for FY2011-2014*, as well as the draft *DHS Financial Management Manual*

STRATEGIC GOALS AND OBJECTIVES

Goal 1 – Unity of Effort; Government Travel Charge Card (GTCC) Service Delivery Models:

Coordinate an integrated effort with partners and service providers to provide centralized GTCC program management, technical authority, and support services to the active duty, civilian, and Reserve workforce. Within this construct, develop policy, processes, and practices that provide cost-effective and efficient service delivery across all GTCC programs.

Objective 1.1. We will manage and oversee field level execution of GTCC programs, and create, implement, and model effective and efficient business line processes via the modernized Coast Guard construct. We will promulgate doctrine and best-practices that define our role as the GTCC technical authority and the roles of our operational partners. We will determine what tools, systems, and training are needed to fully achieve effectiveness as the Coast Guard GTCC technical authority.

Objective 1.2. We will research and partner with external key organization stakeholders and service providers to align our current GTCC programs with federal statutes and requirements. We will work with DHS Chief Financial Officers representatives to finalize the draft DHS Financial Management Policy Manual to ensure DHS policy aligns with support and training requirements that meet dynamic Coast Guard operations.

Objective 1.3. We will research and partner with internal key organization stakeholders to design and implement a new GTCC hierarchy that aligns with the modernized Coast Guard construct. The existing hierarchy has experienced unconstrained growth of key personnel and is misaligned with the legacy organizational construct. We will work with Coast Guard stakeholders to design, deploy, and monitor a new hierarchy that allows field GTCC programs and processes to be efficiently and effectively executed.

Objective 1.4. We will design and deploy GTCC raw travel data extraction systems that allow GTCC processes and data to be tracked, analyzed and measured more efficiently and effectively. The existing data systems do not permit mass batching or multiple query requests, which often forces manual extraction in order to monitor myriad GTCC parameters for reports or data calls. We will leverage technology and work with key stakeholders, including assistance of service providers where appropriate, in accomplishing this objective.

Objective 1.5. We will redesign a single GTCC website to create a more user-friendly site that provides forms, information and reference material in a more logical manner. We will leverage technology and work with key stakeholders in accomplishing this objective.

Objective 1.6. We will establish GTCC programs that provide effective and efficient processes and that operate in the spirit of the Coast Guard Mission Support Business Model (MSBM). We will tailor the four cornerstones of the MSBM into our GTCC world of work to improve productivity, realize efficiencies, and consolidate functions.

Objective 1.7. We will update all GTCC program policy into a comprehensive Commandant Instruction. We will consolidate the existing IBA GTCC, CBA and Debit Card Commandant Instructions, and will eliminate reference to outdated programs, such as the Travelers Check program, in this revision. We will comply with all existing policy direction when revising the Commandant Instruction.

Goal 2 – Individual Billed Account (IBA) Management:

Provide efficient, effective, and aligned IBA GTCC program management, technical authority and support that comports with direction and guidance from GSA, DHS, and IBA GTCC service providers.

Objective 2.1. We will utilize existing or establish new performance measures to develop a Measurement Plan to ensure alignment with CG PSC's Business Plan, the Commandant's Guiding Principles and the Commandant's Direction. We will incorporate a robust overarching GTCC quality assurance program that will ensure we are delivering the best possible service and support that is timely, efficient, and effective.

Objective 2.2. We will incorporate new or improve existing training and internal control responsibilities into a recurring, systematic concept of operations. We will develop an Agency/Organization Program Coordinator (A/OPC) guide (PQS Desk Guide), institute a DHS GTCC training tracking system, and conduct A/OPC Webinar training review sessions. We will manage and track qualifications and designations while ensuring letters of designation and relief letters are processed.

Objective 2.3. We will incorporate new or improve existing administrative internal control responsibilities into a recurring, systematic concept of operations. We will process monthly/quarterly/annual GSA/DHS reports, monitor IBA GTCC misuse/disciplinary action, verify cardholder account setting, and establish salary offset processing agreements with PPC Topeka and the National Finance Center.

Objective 2.4. We will coordinate the annual SMARTPAY Conference for key GTCC personnel. We will integrate key subject matter experts, review of GSA/DHS policy/processes, an opportunity for personal mentoring, and create an inspiring, professionally presented agenda.

Goal 3 – Centrally Billed Accounts (CBA) Management:

Provide efficient, effective, and aligned CBA program management, technical authority and support that comports with direction and guidance from the GSA, DHS, and CBA service providers.

Objective 3.1. We will incorporate new or improve existing administrative internal control responsibilities into a recurring, systematic concept of operations. We will review and refine Merchant Category Code (MCC) restrictions and limits, conduct CBA account use reviews, monitor CBAs for non-automated credits, conduct audits and account reconciliations.

Objective 3.2. We will incorporate new training and internal control responsibilities into a recurring, systematic concept of operations. We will develop a CBA training course and associated certification process to ensure initial qualification and designation meets program goals. We will coordinate a newly designed CBA training conference to maintain proficiency by integrating key subject matter experts, reviewing of GSA/DHS policy/processes, providing an opportunity for personal mentoring, and creating an inspiring, professionally presented agenda.

Objective 3.3. We will continue to develop and consolidate the CBA program while it matures and receives further programmatic direction from GSA/DHS. We will restructure the CBA account by reducing the number of CBA Account to align with FEDTRAVEL functional guidelines.

Goal 4 – Debit Card Management:

Provide efficient, effective, and aligned Debit Card program management, technical authority and support that comports with direction and guidance from the GSA, DHS and Debit Card service providers.

Objective 4.1. We will incorporate new administrative internal control responsibilities into a recurring, systematic concept of operations. We will develop a standardized Debit Card Audit Report template, develop a Debit Card quarterly audit and tracking process, link Debit Card issuance to PPC Topeka to ensure recoupment via an established process, and create a Debit Card profile access validation process.

Objective 4.2. We will incorporate new training and internal control responsibilities into a recurring, systematic concept of operations. We will develop a Debit Card Issuing Agent training program and associated certification process to ensure initial qualification and designation meets program goals. We will coordinate a newly designed Debit Card training conference to maintain proficiency by integrating key subject matter experts, reviewing of GSA/DHS policy/processes, providing an opportunity for personal mentoring, and creating an inspiring, professionally presented agenda.

Goal 5 – Travel Management Center (TMC) Management:

Provide efficient, effective, and aligned TMC program management, Contracting Officer's Technical Representative (COTR), technical authority and support that comports with direction and guidance from GSA, DHS and TMC service providers.

Objective 5.1. We will execute TMC modifications and new contracts to meet evolving Coast Guard Travel Requirements and ensure continued travel support service delivery up to and throughout the implementation of the Fed-Travel System.

Objective 5.2. We will improve data management and flow among the Coast Guard, the TMC/SATO, and JPMC to bolster our internal control procedures. We will incorporate new administrative internal control responsibilities into a recurring, systematic concept of operations.

Objective 5.3. We will develop and document a CBA reconciliation process for both manual and automated procedures to enforce CBA use policy and provide required internal controls over this financial system. As part of this effort, we will assist SATO with the CBA reconciliation process to include linking record locators to JPMC transactions.

Objective 5.4. We will market the tools available via the TMC and raise traveler awareness through educational communications to improve traveler satisfaction and reduce travel service expenses through tracking and reporting of CG-wide utilization of Self-Service versus Full-Service transactions.

CONCLUSION

The urgency of the Coast Guard mission to safeguard the nation against all threats, hazards, and challenges in the maritime domain, today and in the future, requires strategic intent and action at all levels of our service. Supporting the men and women of the Coast Guard charged with accomplishing this mission requires a forward-looking plan and call for action that effectively and efficiently meets GTCC program support needs. By focusing on key priorities and developing strategies for current and emerging challenges, we will further strengthen our commitment to our people while remaining Semper Paratus.

Now more than ever, people are our most valuable resource. They are the enduring strength of our service and provide the asymmetric advantage that will assure successful Coast Guard modernization and strategic transformation. Our objective to create GTCC programs that are agile, flexible, and responsive to dynamic operational and personnel requirements is ultimately dependant on the human factor.

The GTCC program support executed by CG PSC BOPS-r compliments the personnel services PSC at large provides our operational partners through a standardized single point of contact with clear responsibility. GTCC services will be centrally managed, but regionally executed throughout the Coast Guard.

This four-year business plan focuses on generating significant results in each GTCC program area: Individually Billed Account Government Travel Charge Cards, Centrally Billed Accounts, the Debit Card program, and the Travel Management Center. By realizing these results we will improve the quality, reliability, and efficiency of existing personnel services.

These are exciting and dynamic times for our Service. This GTCC Business Plan helps move the Coast Guard toward a modern, standardized, and integrated mission support model with the agility, flexibility, and responsiveness to work collaboratively to support mission execution in the 21st century.