



Highlights of [GAO-06-18](#), a report to congressional addressees

### Why GAO Did This Study

The Department of Defense (DOD) has been working to develop and implement a standard end-to-end travel system for the last 10 years. Over the past several years numerous GAO reports and testimonies have highlighted problems with DOD's travel practices that resulted in wasteful spending of millions of dollars. In response, the department has noted that the Defense Travel System (DTS), in part, will help correct these problems. Because of the widespread congressional interest in DTS, GAO initiated the audit under the statutory authority of the Comptroller General of the United States. The objectives of the audit were to (1) determine if DOD effectively tested key DTS functionality, (2) ascertain if DTS will correct the weaknesses previously identified, (3) identify the challenges that remain, and (4) identify opportunities to streamline DOD's travel process.

### What GAO Recommends

GAO is making 10 recommendations to DOD, including the following: (1) properly test new or modified system interfaces, (2) obtain data on utilization of DTS, and (3) streamline DOD's travel management practices. DOD concurred with all of the recommendations and described its efforts to address them.

[www.gao.gov/cgi-bin/getrpt?GAO-06-18](http://www.gao.gov/cgi-bin/getrpt?GAO-06-18).

To view the full product, including the scope and methodology, click on the link above. For more information, contact McCoy Williams at (202) 512-6906 or Keith Rhodes at (202) 512-6412.

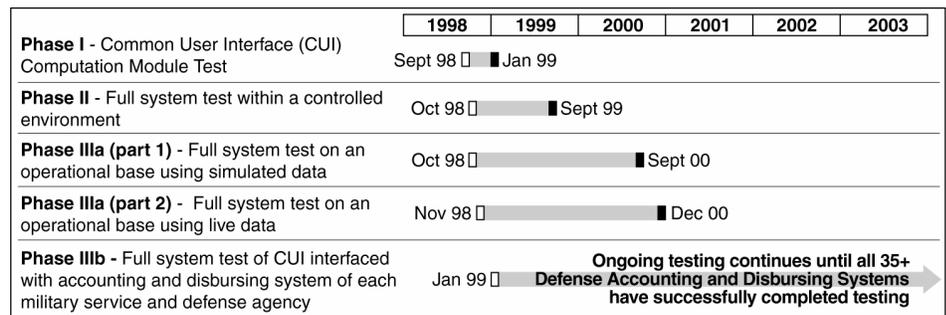
## DOD BUSINESS TRANSFORMATION

### Defense Travel System Continues to Face Implementation Challenges

#### What GAO Found

DTS development and implementation have been problematic, especially in the area of testing key functionality to ensure that the system will perform as intended. Consequently, critical flaws have been identified that resulted in significant schedule slippages between the planned and actual system deployment, as shown below.

#### DTS Schedule Slippages



□ Original date    ■ Schedule delays    ■ Actual date

Source: GAO, based on information provided by DOD.

GAO's recent analysis of selected requirements related to DTS's reservation module disclosed that system testing was ineffective in ensuring that the promised capability has been delivered as intended. For example, GAO found that DOD did not have reasonable assurance that DTS properly displayed flight and airfare information. This problem was not detected prior to deployment, since DOD failed to properly test system interfaces.

While DTS has corrected some of the previously reported travel problems, others remain. Specifically, DTS has resolved the problem related to duplicate payment for airline tickets purchased with the centrally billed accounts. However, problems remain related to improper premium-class travel, unused tickets that are not refunded, and accuracy of travelers' claims. These remaining problems cannot be resolved solely within DTS and will take departmentwide action to address.

GAO also identified two key challenges facing DTS in becoming DOD's standard travel system: (1) developing needed interfaces and (2) underutilization of DTS at sites where it has been deployed. While DTS has developed 36 interfaces with various DOD business systems, it will have to develop interfaces with at least 18 additional systems—not a trivial task. Additionally, the continued use of the existing legacy travel systems results in underutilization of DTS and affects the savings that DTS was planned to achieve. Furthermore, GAO has identified concepts that the department can adopt to streamline its travel management practices.