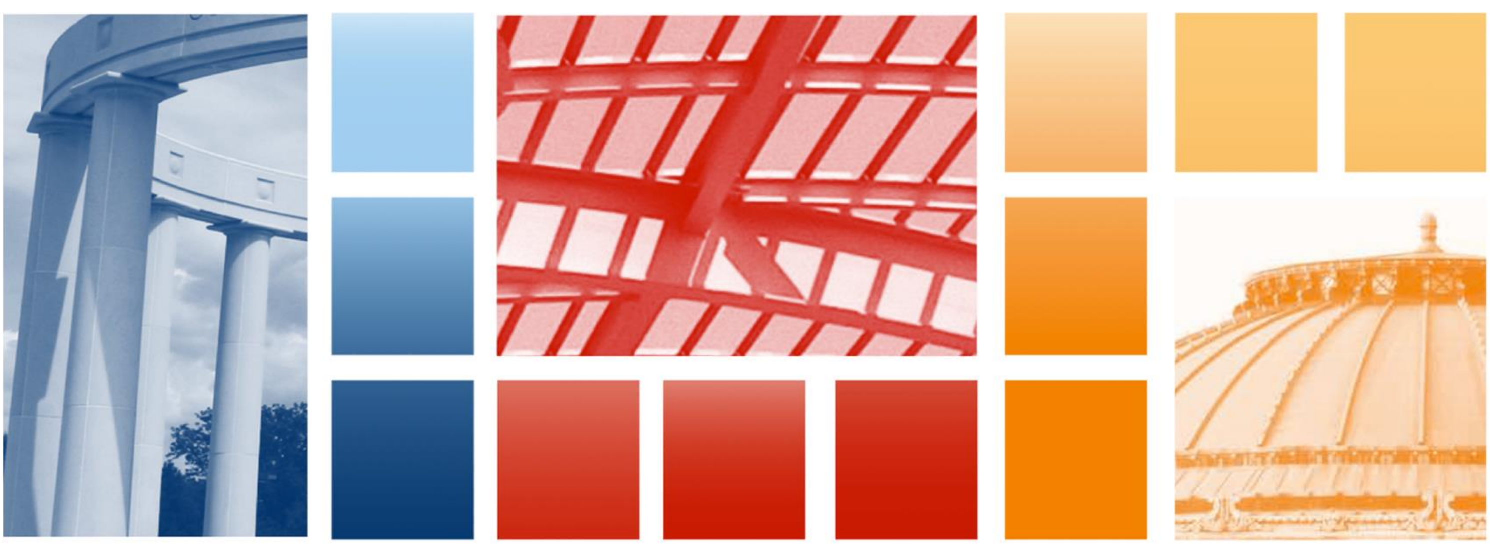
OFFICE OF BUSINESS AND FINANCIAL SERVICES

Procurement Services

14.0 Payment Processing – Employee Travel Expense Management (TEM) Reimbursement

Process Report

December 2017



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Overview

Payment processing of employee TEM reimbursements is the ability to issue payments for employee travel, miscellaneous reimbursements, and petty cash.

The following mandates and policies are complied with in this process.

Illinois Mandate Symbol -

University Policy Symbol -

Professional Mandate Symbol -

Process Executive Summary

Business Process

The process begins when an employee or employee proxy enters a payment request into the travel expense management system, TEM. Included in the request is the report title, business purpose/justification, expense line items, CFOAPAL, documentation, and any receipts. Once entered in TEM, the department's manager or a manger proxy will receive an email notifying them there is a Request for Payment that needs to be reviewed and approved. Once the Manager or Manager Proxy has completed their review, the Charge Code review is performed. The Charge Code review is similar to the Manager Review with the exception of the ability to update an amount on an expense item. After internal approvals are complete Payables staff will receive the submitted request for payment. The submitted Request for Payment is reviewed within the TEM application as an expense report. The Advance Request and Petty Cash request of payments are processed first, then the remaining expense reports are processed.

Once an hour a process is run to export the data from TEM and import into Banner for processing. Once in Banner the data is processed, if passed all the validation checks, the ER (expense report) number is assigned to a TM document for the invoice number in Banner. Finally, the payment information is sent back to the TEM system and the status is set to DONE.

Current Process Activities

Approach

The current state process activities were mapped by the Subject Matter Experts, SME, and project process team. A SIPOC diagram was created to capture the tasks executed by the University System departments. The SME project team identified opportunities for improvement and brainstormed potential solutions. The current state was presented, issues were identified, and recommendations were discussed at customer focus group meetings in the University System. The process report was presented to the Source2Pay Director Council where they ranked the proposed recommendations for implementation.

Key Findings

- Many departments have their own process outside of TEM, usually approvals and some internal business rules
- Many departments use proxies who do all the entering and notify them via email it's ready to submit for processing
- Overall experienced inconsistent processing of TEM, some expense reports get rejected and some don't, even when submitting multiple expense reports that are identical in content
- Wish searches could be by ER number not by person who summits the expense report, in case the person who submits the report leaves the department it is difficult to track

Improvement Recommendations

The process team identified 10 suggested improvements. The Director Council reviewed the 10 recommendations and ranked the proposed recommendations for implementation.

Listed are the top four recommendations for implementation:

1. Create a comprehensive off boarding (leave or retires) checklist
2. Revise TEM/Banner interface to recognize date of travel rather than purchase date
3. Post 1 on 1 training classes in a more common area such as on the OBFS web site
4. Upgrade TEM to the latest version

Chapter 1: SIPOC Diagram

Process Name	Date
14.0 Payment Processing Employee TEM Reimbursement	October 2017

SUPPLIERS	INPUTS	PROCESS	OUTPUTS	CUSTOMERS
Who provides input to the process	***What*** goes into the process	***How*** the inputs are transformed to outputs	***What*** comes out of the process	***Who*** received the outputs of the process
University/University System Employee	Electronic Expense Reports	Enters Request for Payment	Completed payment request	University Department Unit
University/University System Employee Proxy	Advance Request (Program, travel)	Review & approve Request for Payment	Payment Status Update	University/University System Employee
University Purchasing	Documentation	Review & Approve Submitted Request for Payment	Rejected Payment Request	University/University System Employee Proxy
University Payables	Receipts	Export Request for Payment	Pending Payment Request	Banner
University Departments	Approvals	Complete Request for Payment		
USFSCO				
AITS				

Chapter 2: Suppliers

Suppliers provide input to the process:

University/University System Unit Employee

What they care about: Care about getting reimbursed for their travel and business expenses.

When they care: As soon as possible or as soon as they submit the expense.

University/University System Employee Proxy

What they care about: Getting the complete documentation including all receipts, anything that supports the expense, and making sure the employee is paid in a timely manner without having the expense report be rejected.

When they care: Beginning the TEM transaction in the required amount of time (60 days)

University Purchasing

What they care about: Proper purchasing procedures are followed including procurement code

When they care: For every transaction that involves the purchase of goods or services.

University Payables

What they care about: Receiving complete and accurate documentation that comply with University and outside governing agency.

When they care: For every expense report that is submitted to Payables for reimbursement.

University Departments

What they care about: That the funds used come from proper allocation, ensuring complete and accurate documentation that comply with University and governing agencies. Also to make sure the reimbursement matches the travel plan.

When they care: For every expense report that is submitted for reimbursement by their unit.

University Student Financial Services and Cashier Operations (USFSCO)

What they care about: Notes are provided by the department in the system, the check can be cashed and the currency denominations are available.

When they care: When an advance or petty cash is approved by Payables.

AITS

What they care about: Workflow processes are executed correctly

When they care: Every time an expense report is exported to Banner

Business Rules

- Requestor cannot be an approver for themselves
- Proxy cannot submit an employee reimbursement
- Manager can approve by individual
- Charge Code Reviewer can approve by an entire Org code
- An approver can add a receipt into the TEM application, but cannot delete a receipt (system rule)

Chapter 3: Inputs

Inputs are information or verification which goes into the process

Electronic Expense Reports

The actual transaction created in TEM

Advance Request

Request for cash in advance. There are two types of Advance request, Program and Travel.

Documentation

- Confidential Study
- Exception approvals
- Exception form
- Program registration form
- Proof of conference lodging
- Reconciliation report
- Travel Justification
- Travel Plan

Receipts

Documentation that matches each expense item

Approvals

Include approvals from the following;

- Department head
- Primary Investigator (PI) for Grants
- SPA Sponsor Program Administration (a.k.a grants and contracts)
- University Purchasing

Business Rules

Must have a receipt for any reimbursable expense over $10.00

Chapter 4: Process

A process is defined as the method for transforming inputs into outputs:

Enter Request for Payment

The University Department employee or employee proxy will create and submit (employee can only submit) a request for payment within the TEM application. Included in the request is the report title, business purpose/justification, expense line items, CFOAPAL, documentation, and any receipts. If the requested payment is either an Advance or Petty Cash request, the values of either ADV for Advance or PC for Petty Cash will be placed in the first position of the Report Title.

Review & Approve Request for Payment

The University Department Unit either a manager or a manger proxy will receive an email notifying them there is a Request for Payment that needs to be reviewed and approved. The Request for Payment will be reviewed for the following:

- Allowable Funding
- Budget
- Business Purpose/Justification
- CFOAPAL
- Exceptions (for exception form to be include)
- Receipts

After the review for completeness and compliance, attachments of additional receipts or notes are included, along with the ability to update the amount on each expense item on the request. Once this is all completed the request for payment is approved and submitted in the TEM application

Once the Manager or Manager Proxy has completed their review, the Charge Code review is completed. The Charge Code review is similar to the Manager with the exception of the ability to update an amount on an expense item.

If transaction is rejected, notes are required, entered, and sent back to the document owner.

Review & Approve Submitted Request for Payment

The University Payable staff will receive submitted request for payments. The submitted Request for Payments are reviewed within the TEM application as an expense report. The types of expense reports include Advance Request, Petty Cash, and any expense reports for reimbursement. The Advance Request and Petty Cash request of payments are processed first, then the remaining expense reports are processed.

Each field on the submitted Request for Payment is reviewed for compliance with the IRS rules, OBFS Policies and Procedures, and Travel Control Board. If there are any issues the submitted Request for Payment is return the original submitter, the employee, for resolution.

Export Request for Payment

Once an hour a process is run to export the data from TEM and import into Banner for processing. Once in Banner the data is processed, if passed all the validation checks, the ER number is assigned to a TM document for the invoice number in Banner.

Complete Request for Payment

During this phase, the payment information is sent back to the TEM system and the status is set to DONE.

Business Rules

OBFS Policies and Procedures, Chapter 15 – Travel, Chapter 16 – Grants and Research Contracts

IRS rules

SPA sponsor rules

Chapter 5: Outputs

Outputs are the resulting information or entities that are produced as part of the process:

Completed Payment Request

The actual check or direct deposit being completed.

Payment Status Update

When the payment information is populated in Banner and in TEM.

Rejected Payment Request

A failed validation transaction could be returned to the document owner or Payables will correct if possible. There are two ways to reject a expense report, one is from the approver and the other way is from within the Banner. Approvers must enter notes for the rejected transaction.

Pending Payment Request

Requests that are waiting in the queue or waiting in Banner for the check run.

Business Rules

All employees must have a valid PR (permanent residence) address

Chapter 6: Customers

Customers receive the output of the process.

University Department Units

What they want: Timely, accurate, and complete transaction

University/University System Employee

What they want: Timely, accurate, and complete transaction

University/University System Employee Proxy

What they want: The employee to submit a transaction with complete documentation

Banner

What they want: Required, accurate information that meets all required data elements

Business Rules

None

Chapter 7: Customer - Oversight Roles

Customers who provide oversight and what oversight is needed: (Example Funders, OBFS, Auditors, Board of Trustees (BOT), Legislature, Public)

Auditors (Internal, External, IRS)

What they want: Making sure the business rules are being executed

Board of Trustees (BOT)

What they want: Want OBFS to follow all the general rules and published travel policies and procedures

Office of Business and Financial Services (OBFS)

What they want: Want the departments to follow all the general rules published travel policies and procedures

Purchasing

What they want: The departments to follow all the general procurement codes

Sponsored Programs Administration (SPA)

What they want: The SPA wants to meet the requirements of the sponsors and uniform guidance

Sponsors

What they want: The terms of the agreement (contracts and funding agreements) followed and any rules and regulations

Higher Education Travel Control Board

What they want: The lodging rates set by the Higher Education Travel Control Board are being followed, and has the ability to review any reimbursements that exceed the rates.

Business Rules

IRS rules
Procurement policies
Sponsor agreement
Uniform guidance

Chapter 8: Questionnaire for Current State Analysis

1. **Why does the process exist?**

   To have a process in place to request and pay employees for reimbursements, advances and petty cash.

2. **What is the purpose of the process?**

   To pay, track and manage employee payments.

3. **What are the process boundaries (i.e., when does it start and end?)**

   This process begins when a unit enters a payment request into TEM.

   This process ends when the payment request is done.

4. **What are the major activities/steps in the process?**

   See Chapter 4: Process (Ctrl-click to follow link)

5. **What is the expected outcome or output of the process?**

   See Chapter 5: Outputs (Ctrl-click to follow link)

6. **Who uses the output of the process, and why?**

   See Chapter 6: Customers (Ctrl-click to follow link)

7. **Who benefits from the process, and how?**

   - University and University System employees
   - University department units
   - University System

   How: Because payments are trackable

8. **What information is necessary for the process?**

   See Chapter 3: Inputs (Ctrl-click to follow link)

9. **Where does that information come from?**

   See Chapter 2: Suppliers (Ctrl-click to follow link)

10. **What effect does that information have on the process and output?**

    The information that the suppliers provide is run through the process and turned into the outputs

11. **Who is primarily responsible for the process?**

    - University/University System Employee
    - University/University System Employee Proxy
    - University/University System Approvers
    - University Payables

12. **What other units/organizations participate in or support the process?**

    - AITS
    - Grants & Contracts at each University (SPA)
    - IRS
    - State Government
    - University Accounting and Financial Reporting (UAFR)

- University Auditing
- University Purchasing

13. What Information Technology system(s) support the process?

- Banner
- Department Shadow System, portal used for travel approval
- Email
- Internet
- Microsoft Office Suite
- Security application
- TEM
- Application Manager (System AITS uses)

14. What policies guide or constrain the process?

- IRS Guidelines
- OBFS Policies and Procedures
- State laws or guidelines

15. How often does the process get executed?

Over 100 times in a single day

16. What are potential defects with respect to the process?

- Lack of consistent training
- Employee expectations – think they should be given the payment right away
- System not user friendly – bad navigation
- Lack of help with in the system
- Expense types by purpose – appear differently or don't appear
- Different roles see different screens, so troubleshooting is difficult
- Having to have a separate database just for sorting – so more workflow flexibility
- Travel Expense Report number doesn't match invoice number
- Retention around Travel expense and receipts
- Costly to upgrade TEM
- Lack of business rule flexibility – ex. If you buy a ticket 3 months ago and then it's over the time and this is an extra step for units and payables
- Better user manual
- Browser issues – compatibility issues: Ex. Departments can't see every receipt within certain browsers, also in internet explorer users can't see beyond the first receipt
- Rejects must go back to the beginning, can't be corrected by the Charge code reviewer
- Payables doesn't make or accept phone calls for simple rejects, they are documented within the expense report
- Only a 30 minute time out in TEM and requires the users to sign in again

- Rejections are often rejected one at a time instead of identifying all the rejected issues
- Having to explain or write out the acronyms
- Difficult to differentiate a transaction for a proxy and self (screens look the same), can cause re-work
- Difficult to identify who is getting the payment - picking the correct type of transaction (is it a direct deposit to the employee or does the vendor get paid)

   a. **How often do the potential defects occur?**

      Daily

17. What types of challenges have employees who participate in the process raised?

- Lack of training on the allowability for reimbursements
- Many managers don’t do a review, they just approve it without looking

18. What types of challenges or concerns have customers raised?

- System Not user friendly
- Terminology is changing and challenging

19. Will the process be changed by another initiative in the near future?

None

Chapter 9: Questionnaire for Potential Process Improvement Candidates

1. **How would the process operate differently in the "Perfect Situation?"**
    - Everyone would receive the same training, training would be uniform
    - Like it if once the receipts were scanned they would create the expense automatically
    - A profile for every traveler or employee – general info is automatically populated with the ability to change information as needed like CFOAPAL
    - Validation on fields at the time the expense is created
    - An acronym database
    - Users throughout the process being able to edit or send back to the original employee
    - Return for re-work that payables could use or automatically rejected so Payables does not have to process it further
    - Be able to manage the workload/workflow within the system to assign to Payables staff (Automatic sort distribution system)
    - Bigger field for business justification
    - Flexibility in field set up and layout
    - System would help direct the user when creating an expense report. (Example: Select expense type first)
    - Mobile application and features; like snap a photo of a receipt and starts the expense report
    - System reporting and metrics
    - Allow notifications to be sent from the system especially to active users (Example: Notifying TEM users when system will be down)
    - Allow payables to send information to a document owner without impacting the expense report process
    - Make sure all training manuals and materials are basic and user friendly
    - System templates for frequently used expense reports
    - A link to the videos and training materials directly in the system
2. **What does the team hope to achieve through this improvement?**

    Time savings for everyone who has to interact with the expense report (including employees, Payables and approvers)

    Less user error
3. **Who would benefit from the desired improvement to the process?**

    Employees, Payables, Approvers, Purchasing

    a. **How would we know?**

    Purchasing would have less expense reports to review

    Less negative customer feedback

4. **What data can be provided with respect to the process performance (e.g. service rating, cycle time, customer survey responses, etc.)?**

   Reduction in cycle change

   Number of rejections

   Identifying which departments have the most rejections

5. **Who should be included in any improvement discussions for the process?**

   Payables, Purchasing, Department unit representatives, Approvers, IT support

Chapter 10: Current State Metrics

Metrics in three areas is being collected on each process. These metrics will be used to measure success in the future state.

- How long does the process take from start to finish?

  From 24 hours to 8+weeks
- How many touchpoints are there per process?

  At least 7 but could be more
- How many steps are involved in each process?

  Approximately 63 steps

Chapter 11: Feedback from Customer Focus Groups – Current State

The Current State process was presented to each University's Customer Focus Group on October 9, 10, and 11, 2017. A total of 13 people attended with 3 people in attendance from UIC, 2 people from UIS, and 8 people from UIUC.

Campus Focus Group Summary

- Many departments have their own process outside of TEM, usually approvals and some internal business rules
- Many departments use proxies who do all the entering and let them know via email its ready to submit
- Not sure what causes advances to bypass the Charge Code Reviewer – would like more info on this
- Overall experienced inconsistent processing of TEM, some get rejected and some don't even if submitting multiple and expense reports are identical
- Wish searches could be by expense report number not by person who summits the expense report, in case they leave its difficult to track

Campus Focus Group Report

- Have internal rule that within 48 hours of return from travel then they are to submit everything to their proxy for entry
- Just because supervisor approved travel, cannot charge another person's CFOAPAL and have an internal process to verify the cross-county expenditures are approved before payment
- Have a separate process built into TEM for NCAA compliance that after goes to charge-code reviewer, then routes for NCAA (sports games) compliance
- Paperwork is usually filled prior to the NCAA, and IF rejected, then it goes back to the originator, could be for a violation, or just for lack of proper documentation
- So I do all that and I'm also the proxy for our faculty, I have them give them the receipts, I put it into an expense report, let them know when it's ready via email and tell them to review it and submit
- TEM is not compatible with vision impaired software
- Feels TEM works better for larger units with more approval staff, otherwise smaller units are having the expense reports approved by someone who is not familiar with their purchases

Issues:

- Advances bypass the Charge Code reviewer
- Not sure what is the trigger that causes them to bypass that fund? Is it due to the CFOAP used?
- They don't know about them until they're getting the receipts after the travel
- Experienced Inconsistent processing of TEMs
- Don't like the word "rejected" Too harsh
- Current search is based on the person that input the request, if that person leaves, cannot search for those Expense Reports unless we have the expense report number - Why can't it be by Org code instead?
- Department Card Manager can see everything, but Charge Code Reviewer does not
- Examples of different types of purchases would be helpful
- Example: Had an issue where a professor paid for rooms on behalf of some grad students, got rejected and we had to jump through hoops to finally get it approved
- Hotels require the cardholder to be present at check-in

- TEM is not compatible with vision impaired software, we have some employees who are visually disabled and they need someone else to talk them through the screens and submit their ER.
- TEM works better for larger units with more people, but harder for smaller units b/c there is only person that does the processing forcing us to use our assistant to the dean who doesn't really know about our purchases but still has to sign off on them
- Overall likes TEM it a lot better than the paper vouchers
- If you made a mistake, you couldn't fix it right away, now it has a recall feature
- I had an issue where I recalled it but the system wouldn't immediately change it, it has to go through the approvals
- Process itself I think works pretty well, seems people are getting paid pretty fast
- Submit multiple TEM a week - at least 10 a week

Chapter 12: Opportunities for Improvements

The following opportunities for improvement were identified through team discussions, and feedback provided by University Customer Focus Groups, and the Director Council. Issues were categorized into 6 categories, covering Communications, Documentation, Policy and Procedures, Resources, Technology, and Training. Issues shown in **Bold** are connected to a Recommendation for Improvement in Chapter 15: Recommendations for Improvements

Communications – Issues related to providing information	
C1	**Terminology is changing and challenging**
C2	**Employee expectations, many think they should be given payment right away**
C3	**No list of email database to send announcements to specific roles (ex. CCC or Manager)**

Documentation – Issues related to lack of documentation	
D1	Having to explain or write out the acronyms
D2	Payables doesn't make or accept phone calls for simple rejects, they are documented within the expense report

Policy/Procedures – Issues related to Procurement Policies and Procedures	
P1	Rejects must go back to the beginning, can't be corrected by the charge code reviewer
P2	Retention around travel expense and receipts
P3	Explore raising the $10 limit for receipts

Resources (Financial, Human) – Issues related to lack of sufficient staff or funding	
R1	**Cost to upgrade TEM**

Technology – Issues related to system's lack of functionality to support the process	
T1	**Travel expense report number doesn't match invoice number**
T2	**Difficult to identify who is getting the payment – picking the correct type of transaction is an issue**
T3	**Difficult to differentiate a transaction for a proxy and self (screens look the same and can cause re-work**
T4	**Only a 30-60 minute time out in TEM and requires the users to sign in again**
T5	**Having to have a separate database just for sorting for work assignment**
T6	**Expense types by purpose appear differently or don't appear**
T7	**Different roles see different screens, so troubleshooting is difficult**
T8	**System is not user friendly - bad navigation**

Technology – Issues related to system's lack of functionality to support the process	
T9	**Lack of help within the system**
T10	**Lack of business rule flexibility, example if you buy a ticket 3 months ago and then it's over the time and this is an extra step for units and payables**
T11	**Browser compatibility issues**
T12	**Search is case sensitive**
T13	**Account codes lines may appear in different fiscal periods for the same transactions**

Training – Issues related to lack of understanding the process	
TR1	**Rejections are often rejected one at a time instead of identifying all the rejected issues**
TR2	Lack of training on the allow ability for reimbursements
TR3	Many managers don't do a review, they just approve it without looking
TR4	Lack of consistent training
TR 5	Better user manuals

Chapter 13: Suggested Improvements

The following recommendations came from discussions with the process team members, and/or the Director Council, and/or University customer focus groups. Not all improvements were selected by the process team. The selected improvements were presented to the University focus groups for feedback, and are recommended from review by the Director Council. A Suggested Improvement displayed in **bold** is associated with a Recommendation for Improvement, and is further discussed in Chapter 15: Recommendations for Improvements

Number	Category	Suggested Improvement
1	Communications	Users and employees should not be so critical of terms
2	Communications	Use USC report as an email database
3	**Communications**	**Explore new modes of communications, eweek, social media, OBFS conferences and digital bill boards**
4	**Communications**	**Consistent Reasons – have boiler plate language**
5	**Documentation**	**Install and uses a chat (IM) function**
6	Policy & Procedure	Need to examine impact of travel allocation by fiscal year and the processing time for approval – does allocation apply regardless of when the travel is approved , may apply when travel happens near the end of a grant
7	Policy & Procedure	Raise receipt limit to $25
8	Policy & Procedure	Move to electronic archives only
9	Resources	Upgrade system so we don't have an many problems
10	**Resources**	**Budget for future upgrades**
11	Resources	Do a cost analysis of cos vs. labor resources
12	System	Allow modifications to certain fields of expense reports after initial traveler submission such as the ability to change CFOAPAL
13	System	Ability to expense types
14	System	Ability to edit drop down lists
15	System	Ability to autofill and copy
16	**System**	**Color coded statuses for reimbursements**
17	System	Modify the cover sheet to show CFOAPAL title
18	**System**	**Quick look up abilities such as terms and acronyms, hover overs and option pop ups**
19	**System**	**Revise TEM/Banner interface to recognize date of travel rather than purchase date**
20	**System**	**Upgrade TEM to the latest version**
21	System	Have campus IT write new program
22	Training	Training for one-on-one for staff
23	Training	Make transaction/workflow status message more clear
24	Training	Look into improving off boarding process so approval processing doesn't get interrupted
25	Training	Review rules prior to travel and university purpose for travel needs to be more clear
26	Training	Anything to get the users on board
27	**Training**	**Post the 1 on 1 training classes in a more common area such as the 1st sign on the OBFS WEB**
28	**Training**	**Create comprehensive off boarding checklist**
29	**Training**	**Hold managers and CCRs accountable for errors and missing info and allow them to be backups for audits**

Chapter 14: Feedback from Customer Focus Groups – Future State

The Future State process was presented to each University's Customer Focus Group on November 13, 14, and 15, 2017. A total of 10 people attended with 3 people in attendance from UIC, 1 person from UIS, and 6 people from UIUC.

Campus Focus Group Summary

Explore new modes of communications – helpful, no emails, need more information on how to fix rejections

IM Chat – helpful but question if there are resources available to chat

One-on-one training – helpful, but recommend a calendar

Off-boarding checklist – helpful, but look into Proxys submitting expense reports if person leaves

Hold managers & credit card reviewers (CCR) accountable - Controversy over if it is unfair to hold the managers & CCR accountable for items they cannot fix. They can only approve or reject- they cannot fix the problems. Would like to have more tools. It needs to be defined what they are being accountable for

Campus Focus Group Report

1. Explore new modes of communications (e-week, social media, conferences)
    a. Feedback
        i. Would be helpful to have a new features tab on the OBFS webpage
        ii. Helpful to have a place for definitions for rejection terms
        iii. Instructions for how to fix something that was rejected (how to remove items, revise items, etc.) Not efficient to read through many chapters of the manual.
    b. What modes of commination is most useful?
        i. No emails
        ii. Announcements on the TEM page or in the system itself
2. Install and uses a chat (Instant Message (IM)) function
    a. Feedback
        i. They were all in favor. Love this idea
        ii. Would like all users & proxies to have access to chat since they constantly use it
        iii. They don't see it actually happening or feasible- would at least like someone to answer the phone. If they don't have someone to answer the phone, don't see them answering the chat.
        iv. They would be happy having a simple search engine if it is less costly
        v. It would be much more efficient to fix problems
3. Color coded TEM sessions.
    a. Feedback
        i. Not necessary but would be useful
4. Quick look up abilities
    a. Feedback – would prefer a quick way to look up a previous TEM similar to amazon or google
5. Revise TEM/Banner interface to recognize date of travel
    a. Feedback – liked it

6. Post the 1 on 1 training classes
    a. Feedback
        i. There should be a calendar tool
        ii. Pop-ups would be helpful to announce different tools/training
        iii. Put the trainings in the newsletter ahead of time
7. Create off-boarding checklist
    a. Feedback
        i. It would be helpful. yes very supportive, but also would like to have a proxy be able to handle peoples TEM if gone, have had to cancel it and resubmit it as a temp vendor, found payables is not as fast getting these turned around, have even put in the notes if they know someone is leaving, and payables doesn't do anything, would like at least a checkbox. Maybe have approvers do an annual review of who is active in TEM, we currently wait until TEMs have a DONE status, but if its active and outstanding currently can't do anything until them
8. Hold managers & credit card reviewers (CCR) accountable
    a. Feedback
        i. Controversy over if it is unfair to hold the managers & CCR accountable for items they cannot fix. They can only approve or reject- they cannot fix the problems.
            1. Would like to have more tools.
            2. Could have issues with accountability if more than one person is able to change items.
        ii. It needs to be defined what they are being accountable for
        iii. The initiators should be held accountable (the users)
        iv. The wording of the recommendation sounds malicious and pointing the blame instead of describing a solution
        v. The cardholders and proxies need to learn how to use the system, so they don’t keep making the mistakes
        vi. Ability to be able to fix simple mistakes such as a wrong account code or type. Not add or remove items.
        vii. Would be helpful to have checkpoints to stop people from quickly hitting approve.
        viii. Think it depends on who in payables get it, some get approved and another processor doesn't, and may get fined. Do feel it’s the department responsibility. IN the reject message have an example. Payables needs to be consistent b/c how would you ever hold the departments consistent
        ix. Think about partial payment, so if they can get paid for the stuff that's been approved like a conference, but if one line item get rejected instead of holding up the entire reimbursement, and you know exactly what is being rejected.

<u>Other Suggestions</u>

1. There is a small box for the source of reject. Need a bigger box
2. Hard to figure out how to do mileage
    a. Is it one-way or total mileage?
    b. Hard to know where to look for the current rate (if it is updated or not)
    c. Asks you if it is a round trip but it doesn’t double the mileage
3. Reword the “reject” button
4. It would be helpful to have a fact or FAQ page within the system
5. Regular training videos/how-to page for individuals who don’t use the TEM system regularly
    a. A way to “brush up” on skills
6. Add a comment in the form to not use acronyms

7. Before hitting the submit button, have a pop-up that has advice on how to have the request approved
8. Have a drop down for how this befits the university

Chapter 15: Recommendations for Improvements

The recommendations have been identified for improvement. Five different categories were identified for the improvements, and each improvement received a level of implementation. The categories include Communications, Policy and Procedures, Resources, System, and Training. There are two levels of implementation: "short-term" indicates improvements suggested for the current system and process prior to the development of an RFP, and "long-term" indicates improvement to the process with an RFP for a new system. The recommendations are in order to make the process better, help the users understand the process, and make sure the process works.

Number	Describe Potential Solutions	Category	Implementation Level	Related Issue(s)
1	Explore new modes of communications such as, eweek, social media, OBFS conferences and digital bill boards This solution involves creating a working group who will determine who the audience should be and which are the best modes of communication for the target audience. Include the BMG (business managers group) to help determine the most useful and popular digital media. Topics should include training on TEM, reminders of common mistakes, FAQs, reasons for rejections, provide samples and scenarios. Working group should look into involving other internal resources such as the social media, marketing or communications team. Who should be involved: BMG, Payables, Some TEM frequent users, inconsistent submitters, web team member	Communications	Short Term	C1,C2,C3
2	Install and uses a chat (IM) function Create a technical working group to determine what IM functions are available and if this is included as part of the TEM Upgrade or is this a separate function that can be used. The IM function should have a way to store chat history and be able to set options as to who has access the chat. Who's involved: AITS, Payables, TEM Vendor, Dept managers	Communications	Short/Long Term	C1, C2,C3
3	Budget for future, regular or routine upgrades	Resources	Short Term	R1

Number	Describe Potential Solutions	Category	Implementation Level	Related Issue(s)
	Who's involved: Comptroller's office, contract manager			
4	Color coded for a proxy session and for who the payment is for in the current TEM system Work with the TEM vendor to determine if the background or sessions screens can be color coded to help differentiate between roles and payees.	System	Short Term/Long Terms	T1
5	Quick look up abilities such as terms and acronyms, hover overs and option pop ups in the current TEM System to help navigate and clarify the process while entering a TEM.	System	Short Term/Long Term	T1-13
6	Revise TEM/Banner interface to recognize date of travel rather than purchase date. This recognizes what fiscal year the travel occurred vs what year the tickets were purchased. Ex. If airfare was purchased in FY 17 but travel is not in FY18, in the past we took the swipe date, but now we want to take the date of the event or travel. This involves identifying those transactions for accounting. Work with AITS, Payables and accounting (UAFR) to update the Banner interface to recognize date of travel.	System	Short Term	T1-13
7	Upgrade TEM to the latest version We are currently at least 2+ versions behind, and the TEM vendor is no longer supporting us. There are a lot of issues with staying compatible with all the web browsers we use at the University and the TEM vendor is not updating the current university version. Research what is included in the latest version and determine if it will meet the business needs.	System	Short Term/Long Term	T1-13
8	Post the 1 on 1 training classes in a more common area such as the 1st sign on the OBFS WEB site	System/Communications/Training	Short Term	T1-13

Number	Describe Potential Solutions	Category	Implementation Level	Related Issue(s)
	This would involve working with the OBFS web team to help advertise the one-on-one training that is currently available at least on a monthly basis. This could also be a popup as soon as the user opens TEM.			
9	Create comprehensive off boarding (leaves or retires) checklist This involves removing retired employees out of the TEM system, re-routing their TEM's, removing or changing their permissions & access as well as making sure the charge codes get reset and queues transferred. This effort should involve Payables, Dept Mangers, USCs, DCMs	Training	Short Term	T1-13
10	Hold managers and credit card reviewers accountable for errors and missing info and allow them to be backups for audits This effort should involve updating university policy so that it holds managers and CCR accountable for specific audit errors. In addition it would have to be determined and defined how we hold managers and CCR accountable and possibly implementing fines for audit findings and errors. Core areas that are a concern are business purpose, receipts and the time. Look into what other Universities are doing to handle this issues. This would help reduce the number of rejects by payables. Accountability needs to go back to the unit. Members of payables, Dept managers, CCR, University policy and auditors, Legal and Risk Management, USCs	Training/Policy and Procedure	Short Term	TR1

Chapter 16: Solutions Prioritization Matrix

The recommendation for improvements were reviewed and the potential solutions were prioritized by the Director Council. The below matrix contains the potential solutions for short term implementation and each ranked score.

	Solution Prioritization Matrix: Payment Processing Employee TEM Reimbursements							
	Describe Potential Solutions	Category	Ease of Implementation: 1 (very difficult) - 5 (very easy) Avg of attribute from each participant)	Permanence of the Solution: 1 (temporary) - 5 (permanent) Avg of attribute from each participant)	Impact of the Solution: 1 (low) - 5 (high) Avg of attribute from each participant)	Cost of the Solution: 1 (high) - 5 (low) Avg of attribute from each participant)	Total Score (Average of The total product from each participant):	Ranking
1	Explore new modes of communications, eweek, social media, OBFS conferences and digital bill boards	Communications	3	4	1	5	40.71	8
2	Install and uses a chat (IM) function	System	2	3	1	2	25.14	10
3	Budget for future, regular or routine upgrades	Resources	1	1	1	1	56.00	7
4	Color coded for a proxy session and for who the payment is for in the current TEM system	System	3	3	3	4	58.29	6
5	Revise TEM/Banner interface to recognize date of travel rather than purchase date	System	1	5	4	4	180.43	2
6	Upgrade TEM to the latest version	System	1	2	3	4	74.00	4
7	Post the 1 on 1 training classes in a more common area such as the 1st sign on the OBFS WEB site	Training	1	5	1	2	118.29	3
8	Create comprehensive off boarding (leaves or retires) checklist	Training	1	5	5	4	208.43	1
9	Hold managers and CCRs accountable for errors and missing info and allow them to be backups for audits	Resources	1	5	1	1	33.00	9

	Solution Prioritization Matrix: Payment Processing Employee TEM Reimbursements							
	Describe Potential Solutions	Category	Ease of Implementation: 1 (very difficult) - 5 (very easy) Avg of attribute from each participant)	Permanence of the Solution: 1 (temporary) - 5 (permanent) Avg of attribute from each participant)	Impact of the Solution: 1 (low) - 5 (high) Avg of attribute from each participant)	Cost of the Solution: 1 (high) - 5 (low) Avg of attribute from each participant)	Total Score (Average of The total product from each participant):	Ranking
10	Quick look up abilities such as terms and acronyms, hover overs and option pop ups in the current TEM System to help navigate and clarify the process while entering a TEM	System	**2**	**3**	**4**	**1**	62.29	5

Chapter 17: Future State SIPOC Diagram

Process Name	Date
14.0 Payment Processing Employee TEM – Future State	November 2017

SUPPLIERS	INPUTS	PROCESS	OUTPUTS	CUSTOMERS
Who provides input to the process	***What*** goes into the process	***How*** the inputs are transformed to outputs	***What*** comes out of the process	***Who*** received the outputs of the process
University System Employee University System Employee Proxy University Purchasing University Payables University Departments USFSCO AITS	Electronic Expense Reports Advance Request (Program, travel) Documentation Receipts Approvals	Enters Request for Payment Review & approve Request for Payment Review & Approve Submitted Request for Payment Export Request for Payment Complete Request for Payment	Completed payment request Payment Status Update Rejected Payment Request Pending Payment Request	University Department Unit University System Employee University System Employee Proxy Accounting system (Banner)

Chapter 18: Future State Requirements

This is a comprehensive list of functional requirements and technical requirements for the future state of the Payment Processing Employee TEM Reimbursements process. Excluded from this list are any requirements for functionality outside of the scope of this specific process, such as security, accessibility, etc, which will be handled in a different process.

Ability to

1. Use templates for multiple vouchers
2. Have systems communicate with each other (i.e. Banner and TEM)
3. Have everyone see the same screens with some screens as view only for certain users
4. Budget and plan for system updates
5. Use a travel plan to populate the expense report in the system
6. Verify info before submitting (CFOAPAL, Banner ID)
7. One on one training and help
8. Know when the expense report has been rejected (status)
9. To set up business rules to hold mangers accountable
10. Reporting capabilities in the system (real time)
11. Easy communication within expense report with document owner and payables, Live chat, IM
12. Chat and IM that includes a history log and a time out which then sends an email to the responder
13. Attach approved documents
14. Write notes at all levels
15. Add receipts at all levels
16. Help functions in system
17. Mobile receipt capability
18. Allow for Multi CFOAPAL and unit approvals
19. Rejects should be edited with restrictions by manager
20. Have only two drop downs – Vendor Pay and Employee Pay
21. Force users to select expense type first then purpose
22. Easy Receipt look up functions at any level
23. Have expense report number become invoice number
24. When user opens the system, show pop up messages about updates
25. Robust workflow routing within the system
26. Transparency of reimbursement in the process (be able to see where it is in the process and who has it)
27. Robust pre trip approval
28. Configure business rules within the system
29. Visually appealing – icons, proxy, sessions etc.

30. More intuitive, easier to navigate
31. Real time CFOAPAL additions and inactivation ability
32. Multiple Ways to sort payables workload and flow
33. Payment invoice expense report numbers searchable in all systems
34. Real time workflow status
35. CFOAPAL validation at all points of the process
36. Open the whole open queue for processing (no limit)
37. Escalation of charge code review – so transaction doesn't just stop and sit
38. Recall expense reports form review queues
39. Proxy capability
40. OCR capabilities in back up docs
41. Be able to move a reimbursement from one queue to another
42. Complete Mobile platform (approve, attach receipts, respond)

Chapter 19: Subject Matter Expert Team

The following individuals participated on the Subject Matter Experts:

Name	University/Department	Title
DeAnn Behrens	UIUC/AITS	Enterprise Systems Specialist
Jennifer Black	UIUC/Crop Science	Account Technician III
Malgorzata Stanko	UIC/Purchasing	Proc. Office Specialist
Melissa Plotner	UIUC/OBFS - Payables	ASST DIR Payables
Penny Benner	UIUC/Div. Of Animal Research	Business Operational Specialist
Penny Halverson	UIC/Physical Plant	Business Manger
Susan Zukosky	UIUC/Info. Trust Institute	Manger of Res Admin
Tammy Ziegler	UIUC/OBFS - Payables	Business Admin

Chapter 20: University Focus Group Participants

The following list of individuals participated in a University Focus Group meeting either during the current state and/or the future state of the BPI project.

Name	University
Angie Helmuth	UIUC
Brent West	UIUC
Carla Pinaire	UIUC
Denise Lee	UIC
Elizabeth Dooley	UIC
Faith Thurmond	UIC
Jana Sage	UIUC
Jane Gomez	UIUC
Magda Aldana	UIC
Sandra Helregel	UIUC
Trevea Grant	UIS
Yolanda Rodriguez	UIC

Appendix A: Business Glossary

None