OFFICE OF BUSINESS AND FINANCIAL SERVICES

Procurement Services

16.0 & 17.0 Payment Scheduling and Method

Process Report

December 2017

UNIVERSITY OF ILLINOIS SYSTEM

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Overview

The Payment Scheduling and method process is the ability to set up and process payments and to vendors.

Illinois Mandate Symbol -

University Policy Symbol -

Professional Mandate Symbol -

Process Executive Summary

Business Process

The process begins when an invoice or payment request has been received by University Payables either by electronic invoices from iBuy, feeder files, invoices processed by the HOV in Rantoul, and expense reports from TEM. In addition, Payables will also receive any special payment requests, or wire transfers, and sometimes users will email Payables with an invoice which is then sent to HOV in Rantoul. During the review and approve process steps, many requests such as the invoices from iBuy, Feeder files, and expense reports go through the automated system approval. Whereas the special payment requests and invoices from HOVs in Rantoul go through a manual review where Payables verifies the dates, address, amounts, and line items. If approved, Payables determines if they need another department or supervisor approval which is based on department and processor dollar thresholds.

The approved transactions then go through the automatic payment process in Banner, this includes checking wire transfers, vendor holds, and then transmitting payments via ACH or printing checks. Finally, payments are delivered, payment information is sent from Banner to TEM, and in TEM the expense report's status is marked as DONE.

Current Process Activities

Approach

Complete Approach

The current state process activities were mapped by the Subject Matter Expert (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 internal process for submitting payments
- A lot of vendors just send their invoices directly to the departments not to Rantoul
- Like using TEM for this process so they can track the status of the transaction
- Feels Rantoul is a "black hole"
- Departments not contacted if vendors are missing information on their invoices

Improvement Recommendations

The process team identified 7 suggested improvements. The Director Council reviewed the recommendations and ranked the proposed recommendations for implementation.

16.0 & 17.0 Payment Scheduling and Method

Listed are the 4 top recommendations for implementation:

1. An automatic waiver for non-conforming purchase orders with contracted vendors
2. Hire and fill positions within Payables
3. Mandate online training for units
4. Mandate the use of strategic contracts

Chapter 1: SIPOC Diagram

Process Name	Date
16 & 17.0 Payment Scheduling and Method	September 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
Vendor Purchasing Strategic Procurement University System Department Payables Banner approved payment transaction Cash Management Rantoul (HOV) Bank	Approval Department Receiving report or email Deposits/prepayments PO Payment Terms/includes discounts E-Payables Remittance information Vendor payment type information EFT Wire Transfer form Documentation EFT Spreadsheet	1.Payment Request Received /Invoice Request Received (Banner) 2. Review & Approve Request 3. Process Payment 4. Payment delivered	Completed Payment Request Approved Payment requests Mailed Check Direct Deposit transmitted Credit Card Authorization is emailed Wire Transfer executed Reports	University System Department Vendor Payables UAFR USFSCO Bank Cash Management

Chapter 2: Suppliers

Suppliers provide input to the process:

University System Departments

What they care about: They want to maintain the relationship with vendors and get their supplies and services.

When they care: Every time they have a transaction that needs to be paid

University Purchasing Units

What they care about: Making sure departments get what they ordered in a timely manner.

When they care: When purchasing has to get involved in the payment process of a transaction

Vendors

What they care about: Getting paid, and maintaining a good relationship for repeat business

When they care: When they didn’t get paid for goods and services

Strategic Procurement

What they care about: When the terms and conditions of the contract are not being followed.

When they care: Anytime a transaction is rejected and has to help resolve issue

Payables

What they care about: Receiving correct invoices as soon as possible and includes all the information needed to process the payment.

When they care: As soon as an invoice is submitted

Rantoul (HOV)

What they care about: Receiving invoices to the PO box

When they care: Every time a vendor submits an invoice

Cash Management

What they care about: Receiving requests for payments in a timely manner and having all the information needed to handle a special payment, large single payments over $2 million dollars and information to complete a wire transfer.

When they care: As soon as Payables sends them a request for a same day payment and high dollar payments.

Bank

What they care about: Receiving correct payment files

When they care: Every time the University sends them a payment file

Business Rules

None applicable

Chapter 3: Inputs

Inputs are information or verification which goes into the process

Vendor Payment Type Information

Method in which the vendor has agreed to be paid by (vendor record payment terms)

E-Payables Remittance Information

Includes:

- Invoice number being paid
- Amount being paid
- Card number to use

EFT Wire Transfer Form

Includes bank routing information for the vendor

Documentation

Invoices, special payment form, conference information, vendor number, bank routing information

EFT Spreadsheet

Information about same day payment that payables sends to cash management

Approval

PO Payment Terms

Documents when to pay the invoice and can include payment discounts

Department Receiving Report or Email

Deposits/prepayments

Business Rules

None applicable

Chapter 4: Process

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

Payment Request Received

During this phase is when the actual payment requests are submitted to Payables either by Electronic invoices from iBuy, feeder files, HOV from Rantoul, and expense reports from TEM. In addition, Payables will also receive any special payment requests, wire transfers, and sometimes users will email payables with an invoice which is then sent to HOV in Rantoul. These requests are then loaded into Banner.

Review and Approve Request

During review and approve, many requests such as the invoices from iBuy, feeder files and expense reports go through the automated system approval. Whereas the special payment requests, invoicers processed by the HOV from Rantoul go through a manual review where payables verifies the dates, address, amounts, and line items. If approved, Payables determines if they need another department or supervisor approval which is based on department and processor dollar thresholds. If not approved, the transaction is flagged by Payables, and sent back to the departments and at UIC, purchasing for resolution and/or resubmission to Payables. Most common reasons for rejection include: non-conforming purchase, insufficient funds, items don't match PO, vendor ID does not match, or invoices are incorrect.

Process Payment

The approved transactions then go through the automatic payment process in Banner, this includes checking wire transfers, vendor holds, and then transmitting ACH payments or printing checks. Cash management gets involved when they receive a notification from Payables to approve a release on a vendor hold.

Payment Delivered

Finally, payments are delivered. Payment information is sent from Banner back to TEM, the expense report's status is marked as DONE, and the invoice number and check number are populated on the expense report. In addition, if there is a wire transfer, Cash management gets sent the transaction to make the payment and then send the completed information back to Payables.

Business Rules

- University Purchasing policies and procedures
- Vendor holds based on high dollar amounts of $2 million+
- University Payables policies and procedures
- IRS regulations – if a W9 is not on file, payment must be put on hold

Chapter 5: Outputs

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

Completed and Approved Payment Request

[Describe each type of output]

Mailed Check

Transmitted Direct Deposit

Emailed Credit Card Authorization

Executed Wire Transfer

Reports

Check register reports from Banner

Business Rules

None applicable

Chapter 6: Customers

Customers receive the output of the process.

Vendors

What they want: Receiving their payment and repetitive business

University Accounting and Financial Reports (UAFR)

What they want: Expenses to be posted in a timely manner in the proper accounting period

Payables

What they want: Correctly paid invoices

University Student Financial Services & Cashier Operations (USFSCO)

What they want: They want to receive check files on a timely, consistent schedule so they can print the checks

Bank

What they want: The want the verified ACH files on a timely, consistent schedule

Cash Management

What they want: All the correct and complete information to process wire transfer requests and notifications on large dollar transactions, such as $2 million or more.

Business Rules

None applicable

Chapter 7: Customer - Oversight Roles

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

Grants and Contracts

What they want: Make sure we are fulfilling the terms of the grant

Cash Management

What they want: Concerned for payments over $2 million or more

Business Rules

None applicable

Chapter 8: Questionnaire for Current State Analysis

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

   To have a process in place to set up and schedule payments.

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

   To approve, process, manage and track scheduled payments and methods.

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

   The process begins when an invoice or payment request has been received by University Payables.

   This process ends when a payment is made to the vendor, check number is populated into Banner and payment is delivered.

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?**

   People expecting payments, Vendors, UAFR, USFSCO, Cash Management, Bank, Payables and Strategic Procurement

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 and inputs are required for the process to run and create the outputs.

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

    University Payables

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

    - AITS
    - External organizations (Bank)
    - OBFS
    - Purchasing
    - Strategic procurements
    - University system departments
    - Vendors

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

    - Access databases
    - Banner
    - BDM

- Bulletin
- iBuy
- iCS
- Microsoft office suite
- P-Card
- Pear
- SharePoint
- TEM

14. What policies guide or constrain the process?

- ACH rules
- IRS rules
- State of Illinois policies and procedures

15. How often does the process get executed?

Multiple time a day

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

- Too many entry points
- Too many systems being used
- Too many overlapping systems
- Systems don't interface

  a. How often do the potential defects occur?

  Daily

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

- Just to pay an invoice it takes at least 3 systems
- System being down/BDM down
- Manpower – lack of resources
- A lot of non-conforming orders
- Have a lot of customers shopping around for answers
- Questions will go right to purchasing and not go to payables
- Vendors not very good at billing
- Business managers have to correct what the PI has gotten into
- Inability to track spend against contracts

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

- Not knowing what to do
- Not getting info to know what's wrong with an invoice and why it's not getting paid – to help resolve
- Requestor has changed, and the email still goes to that person who is no longer there
- Not knowing what is involved in the process and what you need for each process

- Lack of clarity of the process
- Lack of training, especially in the field office
- Customers want to see the invoice before the payment is paid
- HOV doesn't notify departments when they reject vendor invoices

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

- Banner 9 update
- TEM upgrade
- Outsourcing the check printing and delivery

Chapter 9: Questionnaire for Potential Process Improvement Candidates

1. **How would the process operate differently in the "Perfect Situation?"**
   - Be more automated with workflow
   - Internal systems would communicate with each other or have one system
   - More notification being sent to departments Ex. When invoices are rejected
   - Make clearer the status of an payment and where it's at
   - More electronic invoicing
   - Making users aware when there is a contract is involved
   - No need for an outsourced scanning (HOV)
   - More self-service inquiries (i.e. vendor portal)
2. **What does the team hope to achieve through this improvement?**
   - Reduction or eliminate non-conforming invoices for awarded/contracted vendors
   - Timely payments to vendors
   - Overall reduction in workload processing and increase in efficiency
   - More transparency since more people would be notified of status
3. **Who would benefit from the desired improvement to the process?**

   Vendors, everyone involved in the process, University System, Payables, Purchasing

   a. **How would we know?**

      Less phone calls from vendors

      Less phone calls to payables asking questions

      Less invoices flagged as non-conforming
4. **What data can be provided with respect to the process performance (e.g. service rating, cycle time, customer survey responses, etc.)?**
   - Reduction in the cycle time from the moment Payables receives an invoice to the moment they approve the payment is ready.
   - Increase in number of invoices approved and completed
   - Reduction in phone calls from vendors and departments for payment status
5. **Who should be included in any improvement discussions for the process?**
   - Reduction in the cycle time from the moment Payables receives an invoice to the moment they approve the payment is ready.
   - Increase in number of invoices approved and completed
   - Reduction in phone calls from vendors and departments for payment status

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?

  Phase #1: takes 8 min per feeder up to day

  Phase #2: takes up to a day

  Phase #3: takes 8 min up to an hour

  Phase #4: within a day

- How many touchpoints are there per process?

  At least 4, but could be multiple

- How many steps are involved in each process?

  At least 42 steps to process a requested report

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 – 11, 2017. A total of 15 people attended with 3 people in attendance from UIC, 2 people from UIS, and 10 people from UIUC.

Campus Focus Group Summary

- Many departments have their own internal process for submitting payments
- A lot of vendors just send their invoices directly to the departments not to Rantoul
- Like using TEM for this process so they can track the status of the transaction
- Issues with overseas vendors using the reverse date format – Payables rejects and marks as non-conforming
- Feels Rantoul is a "black hole"
- Many vendor invoices just get thrown away if missing info, instead of contacting the vendor or department to help correct the issue.

Campus Focus Group Report

- Sometimes we want to deliver the payment ourselves so that we can attach additional documentation, we ask payables to hold the check for payment and put in notes into TEM
- Depends on the invoice, if we have a PO, then we email it to obfsupay box, a lot of vendors do not send invoices to Rantoul
- For Urgent issues, we use the TEM "special handling" box as an express payment – we enter " EVR" in report title and enter a reason why you need this
- Like using TEM for this process to watch where the invoice is in the process, would like this on all PO's in Banner – get vendors contacting me for an update
- Almost every vendor we work with sends us the invoice instead of Rantoul – we think that many vendors don't read their POs and maybe think they get a personalized response from our department

Issues

- Have requested the check to be returned to the department and it doesn't happen. They are now holding the checks at UPAY and requiring us to pick them up - if this is intentional, would be nice to hear from UPAY why and when they are not honoring our requests
- Many invoices get flagged as Non-conforming when it's a subscription or a known nonconforming, even though it was preapproved
- Sometimes the service happens so quickly that the PO and invoice have the same dates. Ex. Flowers ordered for a wedding at Housing, order date and invoice date match and have to get Vendor to edit wording on invoicing so that it can be paid
- Invoicing dates for overseas vendors is an issue - they tend to flip the month and day, which payables doesn't recognize and rejects it or marks it as non-conforming.
- When a Vendor sends an invoice and is missing info, it seems to get thrown away since all the info is not on the invoice - Why don't they contact us to investigate rather than deleting it
- Prepayment overall are an issue
- New Special Payment Request form (smart PDF) was implemented with no feedback from the departments - It asks for the PO # and we would not have that, also they are having to print it, get a wet signature, and then scan it back in – not very efficient. In addition, If you use the old form, it gets rejected

- Future: have an easier way to know when it's been paid on the PO's, and get a notification that a payment was made instead of going in and looking up, it would be helpful to know when a vendor has sent an invoice, currently don't know when it was sent to Rantoul
- Feels Rantoul can be a "black hole" Example. Fitness equipment: sent the invoices in and everything was correct, and it would never get processed, the vendor put the account on hold and it impacted the entire university from buying from that vendor

Chapter 12: Opportunities for Improvements

The following opportunities for improvement were identified through team discussions, and feedback provided from focus groups, and Director Council. Issues were categorized into six categories covering Communications, Documentation, Policy/Procedures, Resources, Technology, and Training.

Communications – Issues related to providing information	
C1	Questions will go right to purchasing and not go to payables (also applies to training)
C2	Have a lot of customers shopping around for answers
C3	Not getting information to know what's wrong with an invoice and why it's not getting paid to help resolve
C4	Lack of clarify of the process (also applies to training)
C5	A lot of non-conforming orders (applies to training and policy)

Documentation – Issues related to lack of documentation	
D1	Customers want to see the invoice before the payment is paid

Policy/Procedures – Issues related to Policies and Procedures	
P1	HOV doesn't notify departments when they reject a vendor invoice (also applies to communications)

Resources (Financial, Human) – Issues related to lack of sufficient staff or funding	
R1	Manpower, lack of resources
R2	Inconsistency with Payables processors (also applies to training and communications)

Technology – Issues related to system's lack of functionality to support the process	
T1	Systems don't interface
T2	Just to pay an invoice it takes at least 3 systems
T3	Too many overlapping systems
T4	Inability to track spend against contracts
T5	Requestor has changed and the email still goes to that person who is no longer here (also applies to communications)
T6	System being down
T7	Too many entry points

Training – Issues related to lack of understanding the process	
TR1	Lack of training, especially in the field office
TR2	Vendors not very good at billing (also a communications)
TR3	Business managers have to correct what the PI has gotten information (also communications)
TR4	Not knowing what to do
TR5	Not knowing what is involved in the process and what you need for each process
TR6	Departments don't send their people to training

Chapter 13: Suggested Improvements

The following recommendations came from discussions with the process team members, and/or the Director Council, and/or University System 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**	**An automatic waiver for non-conforming contracted vendors**
2	Communications	Develop a process map with links to payables personnel for help
3	Documentation	Processors should add notes in the system especially around reasons why invoice was rejected without having to open another screen
4	Documentation	Install a document mange system
5	Documentation	Electronic workflow
6	**Documentation**	**Vendors invoices should go to departments first to verify and then sent to payables**
7	**Policy and Procedure**	**Quick reference guide for policies and procedures for staff**
8	**Policy and Procedure**	**Mandate the uses of contracts**
9	**Policy and procedure**	**Vendors should receive a copy of the Uof I polices around invoices and receiving payments at the time of vendor setup and maintenance**
10	**Resources**	**Hire and fill positions**
11	Resources	Get state to pay us the dollars form the budget
12	Systems	Build process to notify departs of rejects
13	Systems	Have employee Fill out form on departure they are leaving
14	**Systems**	**When invoice is put on hold, make sure it goes to a department email and not to an individual users email and auto bounce back to the departments if invoice cannot be paid**
15	**Training**	**Online tutorial for vendors that includes instructional aids, payment rules to receive payment**
16	**Training**	**Mandate or mandatory training for staff that includes online training, cross training for units and understanding the current receiving process**

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

Mandate the use of strategic contracts - Need to communicate to the people purchasing what the strategic contracts are - difficult to find the strategic contracts.

Vendors should receive a copy of the U of I policies - It is nice for a vendor to be aware of the process and what the University is expecting and make it part of the vendor portal. Helpful to also include the email address of who to send the invoices to also hlpful that it comes from the University, not just one individual. Question how some vendors access the training if it's a small mom and pop vendor

Campus Focus Group Report

1. An automatic waiver for non-conforming POs with contracted vendors
    a. Feedback
        i. Helpful
2. Electronic Workflow
    a. Feedback
        i. Helpful, it is hard to know where to look and find information
3. Mandate the use of strategic contracts
    a. Feedback
        i. Need to communicate to the people purchasing what the strategic contracts are.
        ii. Difficult to find the strategic contracts
        iii. okay with this but only mandate it for smaller purchases or for under $5000 and commodities and allow for exceptions.
4. Vendors should receive a copy of the U of I policies
    a. Feedback
        i. It is nice for a vendor to be aware of the process and what the University is expecting and make it part of the vendor portal
        ii. Helpful to also include the email address of who to send the invoices to
5. Use department email and not individual users email on requisition
    a. Feedback
        i. If there is no department email, add a secondary email
        ii. Help the department set up a department email
6. Online tutorial for vendors
    a. Feedback
        i. Some vendors would use it
        ii. Helpful that it comes from the University, not just one individual
        iii. Question how some vendors access the training if it's a small mom and pop vendor
7. Mandate or mandatory training for staff
    a. Feedback

i. It could be helpful. But wants mixed formats online and instructor lead

Other Suggestions

- They feel that everything was covered

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 Communication, Documentation, Policy and Procedures, Resources, 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	**An automatic waiver for non-conforming POs with contracted vendors** We receive invoices with vendors on Strategic contracts that are currently being held up as non-conforming (invoice/service date is prior to the PO date) due to dates, moving forward we would like these to just pass through to payables without a hold. These are purchases that would be covered under the current contract. Applied to every purchase not limited to dollar threshold. Ex. Office Max (iBuy radio buttons) Who should be involved? AITS, Purchasing, Payables, Strategic Procurement	Communications	Short Term	C5
2	**Electronic Workflow** Create a working group that would research and determine if there is an electronic workflow to use to route payments to payables and provide a status of where payments are in the process. Who should be involved? AITS, Payables, Dept Units, Purchasing	Documentation	Short Term/Long Term	D1
3	**Mandate the uses of strategic contracts** The mandated use of strategic contracts will help avoid non-conforming, paper sent to Rantoul, delay in terms in conditions, unnecessary p-card transactions and processing costs, the more we use SCs the lower our spend becomes for goods. Who should be involved? Strategic Procurement, Purchasing, Policy Rep	Policy and Procedure	Short Term	P1
4	**Vendors should receive a copy of the U of I polices around invoices and receiving payments at the time of vendor setup and maintenance** This should be set up as part of vendor maintenance but affects payment scheduling b/c it determines how and when they would be paid.	Policy and procedure	Short Term	P1

Number	Describe Potential Solutions	Category	Implementation Level	Related Issue(s)
	In addition, this effort should include an online tutorial for vendors that includes instructional aids, payment rules to receive payments Create tutorials for vendors that includes how they should send an invoice. Who should be involved: Training department, vendor set up rep			
5	**Hire and fill positions within Payables**	Resources	Short Term	R1
6	**When an invoice is put on hold, make sure it goes to a department email and not to an individual users email and auto bounce back to the departments if invoice cannot be paid** Have the requisitioner enter a department/group distribution list email address on requisition so that more than one person can be notified later if there is an issue with the payment or put on hold. Some departments may have to set up a group or department email address. This effort should look into if more than one email address can be entered – so that a department can enter both a group and an individual. This would apply to both Banner and iBuy, but in iBuy there is only one contact email address field. Who should be involved? Department Units, Training department	Training and Communication	Short Term	T1-8
7	**Online tutorial for vendors that includes instructional aids, payment rules to receive payments** Create tutorials for vendors that includes how they should send an invoice. Who should be involved: Training department, vendor set up rep. The current certification program could include the topics and objectives of this training. An overview process with links and help guides as where to go to and how to process payments and the receiving process. Who should be involved? Training department, Payables, Purchasing, Dept. Units, Certification team	Training	Short Term	T1-6

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 Scheduling and Method

	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	An automatic waiver for non-conforming POs with contracted vendors		5	5	5	3	174.71	1
2	Electronic Workflow		2	5	5	2	50.00	7
3	Mandate the uses of strategic		3	5	5	5	97.71	4
4	Vendors should receive a copy of the U of I polices around invoices and receiving payments at the time of vendor setup and maintenance		5	5	2	3	97.71	4
5	Hire and fill positions within Payables		3	3	3	4	171.43	2

Solution Prioritization Matrix: Payment Scheduling and Method

	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
6	When an invoice is put on hold, make sure it goes to a department email and not to an individual users email and auto bounce back to the departments if invoice cannot be paid		1	3	1	3	77.14	6
7	Mandate or mandatory training for staff that includes online training, cross training for units and understanding the current receiving process		3	3	3	3	147.29	3

Chapter 17: Future State SIPOC Diagram

Process Name	Date
Payment Schedule and Method – Future State	December 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
Vendor Purchasing Strategic Procurement University System Department Payables Banner approved payment transaction Cash Management Rantoul (HOV) Bank	Approval Department Receiving report or email Deposits/prepayments PO Payment Terms/includes discounts E-Payables Remittance Information Vendor payment type info EFT Wire Transfer info Documentation	1.Payment Request Received /Invoice Request Received (Banner) 2. Review & Approve Request 3. Process Payment 4. Payment delivered	Completed Payment Request Approved Payment requests Mailed Check Direct Deposit transmitted Credit Card Authorization is emailed Wire Transfer executed Reports	University System Depart. Vendors Payables UAFR USFSCO Bank Cash Management

Chapter 18: Future State Requirements

This is a comprehensive list of functional requirements and technical requirements for the future state of the Payment Scheduling and Method 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. Have online/ punch out catalogs
2. Auto matching invoices process
3. Purchase order Flip to Invoice
4. Allow digital invoices to flow into system
5. Allow vendors to view status of payment and all their PO’s
6. Departments get a least copies or notified of all vendor invoices submitted for payment on PO’s, especially on rejected and on hold invoices
7. User friendly contract search by keyword or any value
8. Vendors getting better instructions on PO’s and invoices (clear terms and conditions for payment)
9. View workflow for all transactions at any time
10. Vendors or departments can email or scan all invoices
11. Allow vendors to enter their invoice and upload to payables
12. Have system help throughout the process (help tags, links to policy)
13. Allow certain roles to approve invoices, payments and non-conforming within the system

Chapter 19: Subject Matter Expert Team

The following individuals participated on the Subject Matter Expert Team of the BPI Payment Scheduling and Method project:

Name	University/Department	Title
Catherine Griffiths	Corporative Extension	Office support
Daniel Wesley	UIC Purchasing	Business Admin
Darren Strater	Payables	Associate Director
John Jones	Facility Services	Accountant
Marcy Wright	Strategic Procurement	Business Admin
Michael Nevill	AITS	ASST DIR BUS INTELLIGENCE
Mike Long	AITS	Application Specialist

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 Payment Scheduling and Method project.

Name	University
Angie Helmuth	UIUC
Carla Pinaire	UIUC
Denise Lee	UIC
Jana Sage	UIUC
Maria Thompson	UIUC
Penny Brenner	UIUC
Sandra Helregel	UIUC
Tisha Ford	UIC
Treva Grant	UIS
Yolanda Rodriguez	UIC

Appendix A: Business Glossary

None were defined