
ITPC PROJECT REVIEW ITPC-0258

TRAVEL AND EXPENSE MANAGEMENT SYSTEM REVIEW

CAMPUSES PARTICIPATING IN REVIEW (UIC/UIUC/UIS/UA): ALL

DATE REVIEW SUBMITTED: APRIL 29, 2014

EXECUTIVE SUMMARY

As part of the ITPC process an assessment of completed projects is conducted to provide information to the ITPC committees on the performance of the project relative to the success measures identified in the original ITPC template. In the case of the Travel and Expense Management System, Michael Bass, Senior Associate Vice President for Business and Finance, requested that a more thorough than customary process be conducted due to the pervasiveness of use of TEM across the university. Please see the methods section of this document for information related to the scope of the review.

The review findings indicate that ongoing improvements to the TEM system need to be accomplished in order to improve the effectiveness and efficiency with which the University undertakes the management of travel reimbursements and payment of miscellaneous expenses. Three strategies clearly emerge that will guide future efforts to make improvements in both the process and the software used to execute these transactions.

1. Optimize the time it takes to accurately execute a transaction from start to finish and during each process step.
2. Assure that each person, in whatever role they are assigned in the system, has the information they need to produce an accurate transaction in their first attempt.
3. Provide transparency throughout the transaction processing cycle that includes contact information at each step of the process and an overall estimated time to completion for each transaction.

In order to accomplish the above strategies, implementation of the following tactics is recommended.

1. Manage the relationship with the TEM vendor more aggressively so that the University of Illinois has influence over future product features and design. When such influence is not possible, assess the expenditure of funds for customized enhancements based on the degree to which they will achieve the above strategies.
2. Create a TEM governance structure comprised of representatives from each campus and from every system role. This group will provide input into future product and process changes and will participate in testing and future product deployment strategies at the university.
3. Allocate resources within OBFS so that by July, 2018 a similar broad review of TEM will result in improved customer satisfaction.
4. Improve customer service responses to be more timely and accurate and provide more consistent adjudication of transactions in UPAY.
5. Work to return resources to the university through negotiated savings, process efficiencies and other opportunities that might arise.

The remaining sections of this document describe in detail the methods by which the review was conducted, the original scope and success measures for the TEM project, and the respondents' prioritized recommendations for improvements to both the process and application.

METHOD OF REVIEW

Data for this review was gathered using several methods, including: online surveys, gathering feedback at Business Manager Group meetings, individual interviews, group interviews, and conference calls. Participants included both faculty and staff that held the TEM roles of proxies, approvers and submitters. Participants were asked to propose improvements, provide comments and prioritize improvements by ranking between 5-14 suggested improvements, their own suggestions and suggestions generated from group discussion. In total, hundreds of university employees provided feedback via these methods giving this review a statistically relevant and valid sample size.

- UIUC Presentations, Interviews and Focus Group Participants
 - Business Managers Group
 - Computer Science Faculty Assistants
 - Greg Anderson, Engineering
 - Roy Campbell, Faculty Senate
 - Liz Clawson, Applied Health Sciences
 - Cindy Dillman, Vet Med
 - Angie Helmuth, Housing
 - Kara Johnson, Beckman
 - Mona Knight, IL Geological Survey
 - Christine Majers, Chemistry
 - Catherine Ocen, Education
 - Paul Redman, Fine & Applied Arts
 - Sharee Robinson, Graduate College
 - Jaime Waymouth, Social Work
 - Darren Wright, Physics
- UIC Presentations, Interview and Focus Group Participants:
 - Business Managers Group
 - Mary Berta, Occupational Therapy
 - Eve Ali Boles, Learning Sciences Research Institute
 - Judy Bolton, Pharmacy
 - Rodney Chambers, Library
 - Sonia Chung, Dentistry
 - Craig Conrad, Pharmacy
 - Deana Donzal, Learning Sciences Research Institute
 - Jan Engle, Pharmacy
 - Alexandra Filindra, Political Science
 - Nick Gabardella, Engineering
 - Marily Getzov, Political Science
 - Elbert Gordon, Psychology
 - Hannah Higgins, Art
 - Laura Hostetler, History
 - Minne Jones, Earth and Environmental Sciences
 - Kathryn Kernick, ACCC
 - Alexander Mankin, Pharmacy
 - Herminio Morelos, Nursing
 - Mary Parks, History
 - Barbara Risman,

- Edna Rivera, Earth and Environmental Sciences
 - Francis Schlemmer, Pharmacy
 - Marieka Schoen, Pharmacy
 - Susanne Uslenghi, Art
- UIS
 - Business Managers Group
- Faculty Senate Meetings
 - UIUC:
 - Roy Campbell
 - UIC
 - Elizabeth Dooley
 - Senate Research Committee (2)
 - UIS:
 - Lynn Fisher
 - Faculty Senate

WHAT THE PROJECT EXPECTED TO ACHIEVE

Automated travel and expense systems provide online information collection and processing. The TEM solution offers an employee the ability to enter expenses (both travel and miscellaneous) into the system, allows repetitive information to be defaulted into the system eliminating the need for double entry, and provides functionality for scanning receipts into the system. The system also includes online approval, electronic routing of transactions, audit review and direct deposit. Implementing the TEM system also includes the following benefits:

- The web application ensures staff on all campuses are able to access the application
- Provides a user-friendly reimbursement experience within an automatic workflow process that allows document attachments and follows the University approved reimbursement policies.
- Enables reporting capability to monitor commonly used vendors to allow the University to identify targets of opportunity for negotiation for more favorable prices and value-added services.
- Provides the capability to submit reimbursements electronically, obtain confirmation and check the status of a reimbursement voucher which improves customer service through visibility and accountability.
- Furnishes an approval workflow system that is customizable to meet departmental review and approval needs not currently in place today.
- Currently, the existing paper process does not provide for systemic signature recognition which could compromise both the existing certification and the authorization/approval requirements. The TEM system resolves this by affixing electronic credentials (netid, electronic signature, etc.) to the transaction.

Based on the above expectations, the project team provided the following criteria that would be used to evaluate success during the ITPC project review.

1. Increased usage of the system and reduction in number of paper vouchers
2. Less re-work and resubmission of (initially) non-compliant voucher requests
3. Unit satisfaction
 - a. Ease of use
 - b. Visibility of voucher status
 - c. Reduction in 'lost' vouchers and receipts
4. Maintenance of existing turn-around time with optimal FTE staff in units and UA

- The proxy role allows support staff to optimize the faculty experience by preparing travel reimbursement documents for their review and submission.
 - Automated workflow moves transactions from one reviewer to another instantaneously.
 - University Payables is now able to monitor transactions that have been returned and prioritize those transactions for expedited processing when they return to the final workflow step.
 - University payables has reduced the number of staff required to perform travel and expense processing, reducing a historical budget underfunding situation.
5. Increased credit card usage (and rebate) for travel expenses
 - Rebates from the introduction of the travel card also supports the funding needs of University Payables at a time when resources are shrinking.
 6. Initial data capture regarding travel spend
 - Use of the University travel agents has enabled the capture of significant airline miles that have been allocated to campus provosts for the purpose of reducing travel costs.

It should also be noted that additional achievements have been realized even though the project team did not originally identify them as a success measure.

- The web application and new attachment process ensures that University staff can access the application any time they have access to a web browser connected to a network.
- The level of signature assurance in the electronic environment is very high due to the affixation of electronic credentials by the traveler and the automated workflow that guarantees reviews are done and captures information about who performed the review and authorized the expenditures.
- Additional reporting capability helps university units to make management decisions based on better information about historical travel spend. These capabilities also improve the University's ability to respond to audit questions, make the process more efficient and less time-consuming.
- Automated business rules minimize the risk of duplicate submission of travel reimbursement requests.

WHAT THE PROJECT HAS ACHIEVED AFTER THE FIRST FULL YEAR OF DEPLOYMENT

1. Increased usage of system and reduction in number of paper vouchers
 - The number of travel and expense management vouchers have been reduced to near zero because it was determined that both travel and miscellaneous expenses would be included in the scope of the project.
2. Less re-work and resubmission of (initially) non-compliant voucher requests.

Re-work that is sent back for more information is now related to compliance. There is no longer a need to return incomplete transactions because the business rules related to the software application. This has eliminated a significant failing of the old process that often caused a long delay because of the transit time of the paper voucher to and from departments and University Payables.

3. Unit satisfaction
 - a. ease-of-use
 - i. Among questionnaire respondents, 50% of those with no pre-TEM experience rated the system as "very easy" or "mostly easy" to use.¹
 - ii. Those with no pre-TEM experience also agreed or strongly agreed with the following statements at the following rates:

¹ For a full summary of questionnaire results, see Appendix ____.

1. "I receive reimbursements quickly" (47% agreement).
2. "I know enough about how to use TEM to get reimbursements when I need them" (63% agreement).
3. "I have had few problems with rejected submissions in TEM" (47% agreement).
- iii. Among interviewees, there was general consensus that TEM needed to be improved based on ease-of-use criteria
- b. visibility of voucher status
 - i. Among questionnaire respondents who could compare their experiences before and after TEM, 42% of respondents agreed or strongly agreed with the statement, "With TEM, it is easier to track the status of my expense report."
 - ii. Similarly, 58% of those with no pre-TEM experience agreed or strongly agreed with the statement, "It is easy to track the status of my expense report."
 - iii. Among interviewees, there were general reports that status information, while provided, was confusing and difficult to interpret
- c. reduction in 'lost' vouchers and accompanying receipts

The number of lost vouchers and accompanying receipts has been reduced to zero since there are no longer paper submissions and it is impossible for the electronic transactions to be misplaced. There can be delays in transaction cycle times, however, if personnel in the approval chain do not log into TEM to review transactions in their queue regularly.

4. Maintenance of existing turn-around time with optimal FTE staff in units and UA
 - a. Many questionnaire respondents perceived no discernable difference in the speed of reimbursement associated with the implementation of TEM.
 - Although the ideal would clearly be to reduce turn-around time for travel reimbursements, many factors contribute to the success or failure of this statistic. It is notable that UPAY has reduced their FTE count, however, without increasing the perception that travel reimbursement turn-around times have changed.
 - The individual interviews also clearly highlighted that higher satisfaction and optimal processing speeds occur in units where one or several staff members perform the function of TEM proxy for faculty. For faculty who are asked to enter their own travel reimbursement information into TEM, their perception is that they spend more time to get their reimbursements than under the previous paper system.
5. Increased credit card usage (and rebate) for travel expenses
 - University payables has been able to reduce their significantly underfunded budget position through the introduction of the TCard and resulting rebate dollars flowing back to the University.
6. Initial data capture regarding travel spend with increased vendor negotiation savings
 - Negotiations for more flights and different destinations into Willard have been conducted due to reports based on flight pair reports.
 - Analysis regarding the use of train travel has also been possible because of data available in TEM.

WHAT WE'VE LEARNED

LESSONS LEARNED FROM POST-PROJECT REVIEW

| Situation | Proposal | Target |
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| Testing | | |

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| There were situations where testing was interrupted and/or wiped out by a refresh of the TEM environment or Banner test environment. | Don't know how, but would like to devise a strategy for more stable testing environments on long projects like this. | Using the Banner Test environment update schedule. Drops often came within a day or two of a refresh and had to be worked around, but often delayed testing. Working with vendors to determine drop dates that correspond better with Banner dates. Or a dedicated Banner instance to the project. |
| There were times when, although we had a sound testing plan, it was unclear who was doing what and what the current status was. | Set a test plan/strategy and stick to it. | DB was a moving target and the vendor often broke things that worked previously. |
| Focus groups could have been used more effectively to do process design and system testing. | | In the future, the project managers will coordinate focus group activities and ensure that college and department stakeholders have a larger voice in requirements gathering and system testing. Additionally, there needs to be more general user communication earlier in our projects. |
| Team | | |
| On the positive side, the team was strong and worked well together. | Always try to do a good job of identifying who the correct contributors are and clearly define their roles. | Workshop settings for doing work together helped to build collaboration. Pulling UI2 project members in with newer University employees to help continue the experiences and knowledge. |
| Roles, responsibilities, and decision making authority of team members needs to be clearly defined at the beginning of the project and maintained throughout the project. | | |
| The team members assigned had appropriate expertise to help the project be successful, although there were insufficient resources for certain phases of the project as outlined in more detail below. | | |
| The internal UPAY employees were not considered adequately in the communications and change management plans... | | in the future we will include more detailed plans for the internal OBFS staff required to use and support applications |
| Vendor Challenges | | |
| Vendor difficulties with our accounting system. | Make sure that when a vendor indicates that they can handle any accounting system that they fully understand our accounting system and all of its complexities. Get assurances that the individual elements of our accounting strings are understood and can be accommodated. | Vendor assumed that the FOAPAL structure was hierarchical. This information needs to be explained in the RFP so they have to understand. Does UI need to look at our chart structure? Does it need to change and be better to ease these implementations? |
| The difficulties with the system deployment and working with the vendor distracted the project team from adequately addressing process issues and constrained the creation of training materials. Timelines were not adequately adjusted because there was a long period | | |

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| of time when there was serious consideration for ending the project. | | |
| Requirements / Project Scope | | |
| The use of new artifacts related to security requirements and design worked well. | | |
| Requirements Management | I believe that a more structured and formal method of capturing, maintaining, and approving business requirements would benefit future projects. This might include more rigorous strategies for requirements base-lining and change management. | As above, documenting and ensuring assumptions are minimized to ensure a common goal is defined well. Internally and externally to capture this information. |
| There was a lot of addition, change, and rework of requirements – even to date. Some of that is natural, but this was excessive. Were all the required people involved from the beginning? | Need to get a clear, concise definition of the requirements up front <u>and stick to it</u> . Make sure the proper SMEs are identified and brought in at the beginning. | The project touched many OBFS units that were unknown at the beginning. In hindsight, RFP definition could be more detailed and no work authorized/started without the PO in place. Requirements could have been more detailed and shared with other OBFS units and AITS. |
| People asking why a particular decision was made or why a certain course of action was taken. | Need better documentation showing decisions that have been made and who approved them. If the decision is changed later on, there should be additional documentation and who approved the change. This will help prevent all of the second-guessing by the team and management as to why a course of action was followed. This will keep the development team, the steering team and management on the same page during the project. | Issue tracking in SharePoint had limitations but if there was an unlimited way to track the resolutions. Decision analysis process documentation would have been helpful in tracking key decisions. Key decisions with the impacts and understandings documented is helpful later on. Definition of the requirements upfront could have resolved some of this more in the beginning. Knowledge of the resources assigned to the project was lacking. |
| The scope was too large Iterative deployment might have been smoother. | | Focus on just travel reimbursement first and then deploy direct pay as a second set of functions. |
| Reporting: although there was a reporting solution delivered with the product, the team decided that it was more effective to populate our existing EDW with TEM data. | | |
| Implementation / Deployment | | |
| Clear target dates for milestones and task completion. | Even as activities move, the milestones and tasks need to be recalculated and communicated. | This hurt the momentum of the timeline. Slack time often was eaten up by missed commitments by the vendor. |
| Misinformation was given to early adopters. | | In the future, project teams and those people supporting deployments need to have a very clear understanding of and documentation for processes and business rules related to system automations as well as just the knowledge of how to use the new system. |
| Although departmental deployment meetings were scheduled by both UPAY staff (to plan for deployment) and BIS staff (to discuss roles and USC duties), these discussions could have been | | |

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| combined to promote understanding across units as there were many comments related to disconnects between business managers and USCs. | | |
| The job aids did not contain screen shots because of resource constraints. This caused many units to embellish the published job aids by capturing system screen shots and added department specific business process and rule information. | | In the future, we need to assess the most effective level of training and change management resources and resource projects appropriately. |
| There needs to be more focus on business process analysis for every system deployment. | | |

FUTURE ENHANCEMENTS PROPOSED BY THE PROJECT TEAM

- 1 Card approach – combining the Tcard and Pcard Processes
- Encumbrance Functionality
- Index Codes
- Foreign National Feed to Payroll
- Booking Travel within XM
- Location code feed from USPS
- Upgrade to newer version of XM
- Upgrade to Newer version of KwikTag
- Upgrade to Internal XM Receipt Management Utility
- Airport Code Search Functionality
- Advance HRBKG Custom Mod
- Payment Request Module
- XM Receipt Functionality
- Updated SAT Fields to make more intuitive (Ex: Approver)
- Revise Project Code field to CFOPAL
- Automated Security Feed
- Prevention of 'rogue' grand foapals in Project Code Request Frontend

HIGHLIGHTS: TEM SUBMITTER SURVEY RESULTS

TEM FAMILIARITY AND USAGE

- 91% of respondents had accessed the TEM system.
- 72% of respondents had submitted travel expenses for reimbursement using the paper-based procedure that pre-dated TEM. 27% had only used TEM; in other words, they had no experience with the prior procedure.

When asked what kinds of reimbursements they had sought through TEM in the past year, the three most common responses were:

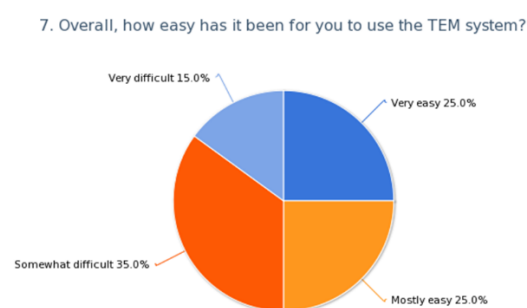
- Employee travel reimbursement and/or T-Card charge (76%)
- Employee miscellaneous reimbursement (49%)
- Miscellaneous payment to a vendor, non-vendor, employee or student (28%)

The majority of respondents do not create their own expense reports in TEM. 57% reported that a proxy always creates their expense reports, and 10% reported that a proxy sometimes creates their expense reports. Only 18% reported that they always create their own expense report. Faculty members (tenure-track, non-tenure track, and visiting researchers) were most likely to report that a proxy always creates their expense report (38/47), and academic professionals were most likely to report that they always create their own expense report (9/17).

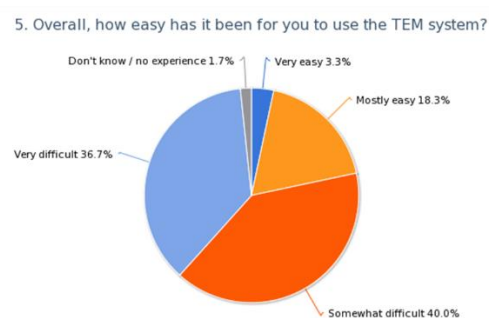
PERCEPTIONS OF THE EASE OR DIFFICULTY OF USING TEM

People who could not compare TEM to the prior system were much more likely to rate the system as “very easy” or “mostly easy” to use.

Sample with No Pre-TEM Experience (n=20)



Sample with Pre-TEM Experience (n=60)



In the No-Pre-TEM Experience sample, 50% reported that TEM was “very easy” or “mostly easy” to use, while in the other group, only 22% selected “very easy” or “mostly easy.” A chi square test comparing the ease of use ratings of the pre-TEM group with those of the no-pre-TEM group found that the differences were statistically significant ($p < .05$). The sample with no pre-TEM experience was evenly distributed among the job classification groups; this difference in perception appears to relate to the presence or lack of a point of comparison to the pre-TEM procedure.

Those who responded that it has been “mostly easy” or “very easy” for them to use the TEM system were asked, “What has made the experience of submitting reimbursements in TEM easy? Please describe.” Their responses appear below.

- I had help figuring out how to use the system.
- I like the online process
- It has easy way to submit necessary documents fastly
- Jo in the Dean's office has been very helpful and she made the reimbursement process easy.
- Online access.
- The system is user friendly
- easy access to list of expenses
- listed expenses online
- staff inputs the information for me (I'm a faculty member) the information is clearly presented in the TEM system I get my reimbursements on a timely basis
- The process is easy to learn. Process on cancellation of hotel and flight should be explained more.
- The system is easy enough to use (with instructions from Jo in the Dean's office), BUT.... it took more than two weeks for me to be added to the system initially, which seems a a little extreme.
- Overall the system was improved after the initial launch. I know where the requests are at any given point
- It is a system ... ergo ... systematic to use once it is understood. Previously there was too much variation across the campuses.

- My expense reports are entered by proxy -- generally my department's administrative assistant. From my perspective, I like being able to track the reports myself online rather than having to ask what the status is. The administrative assistant reports struggling with complex screens for entering data; I sometimes find that I'm getting more rejections, but in recent months have found it useful that any rejections are including increasingly specific advice about how to correct the problem. In the balance, I'm finding it useful.
- The website instructions and use interface are very direct and unambiguous, and there are numerous automatic blocks and corrections (e.g. itemization).
- The instructions are laid out very clearly and are easy to follow. The website itself is also very simple and not confusing.
- I've not had to deal with the paperwork portion except to provide documentation to Office Coordinators and such. It's always been a matter of me simply pressing a button to submit the items within the system.
- So long as support staff is still available to input the info and track it, and all I have to do is verify it, it's ok to use, now that I've used it a few times. There's just so little time for extra clerical work on my end, so anything that requires little of my time in this regard, is best.

Similarly, those who responded that it has been “mostly difficult” or “very difficult” for them to use the TEM system were asked, “What has made the experience of submitting reimbursements in TEM difficult? Please describe.” Their comments appear below.

- Confusing interface. Hard to interact.
- I am really disappointed with the TEM system. It moves excruciatingly slow
- Icons are non-intuitive. Constantly need to refer back to instructions.
- It requires more back and forth than before.
- It was hard to begin and it is very complicate.
- The process is clumsy.
- The process is not intuitive or user friendly.
- The submission and finalization is not very intuitive.
- The system is not user friendly for those who are not account techs.
- The various code are like a quiz, and you're never sure if you have the right answer or not.
- they system is not intuitive
- The software is very obtuse and non-intuitive. One of the least user-friendly pieces of software that I've ever encountered.
- I don't know how to use it. I submit paper reimbursements to my business office and they deal with TEM
- Before TEM the coding was all done in our Business Office and now the coding portion has been moved to a lower level. Many people do not understand the various differences in the codes. Also, there are rules now that were not there when we did the paper forms and many of those are hard to understand.
- It's not very clear on what to do when. Also, why do I need to email a scanned in copy of my documentation. Why can't it just be uploaded to the system?
- I am a faculty member using the TEM system. Therefore, our administrative assistants submit the reimbursements for me through TEM, and then I go online to submit them when they tell me that it is ready for me to submit. Unfortunately, I have yet to submit a TEM that does not get rejected at least a couple times before it finally goes through. I am not sure if this is due to TEM itself or if more training is needed on how to use TEM and the reimbursement process. In addition, because of the rejected TEM submissions, I am constantly having to explain why my submission is past the 60 day deadline. I always submit my requests for reimbursements to the administrative assistants within 1 week of my travel or purchase, and due to the number of rejections I receive (or sometimes due to delay of processing the paperwork by the administrative assistants), I have received tax deductions from my reimbursements. I think this is extremely unfair that I am deducted for taxes on reimbursements that I should legitimately receive in full due to university-related expenses. I also think that it is unfair that I have to constantly explain why the submission is 60 days late due to reasons that are beyond my control. These are issues that I did not experience with the previous paperwork. In addition, because of these issues, I don't actually receive the processing of my reimbursements any sooner than they were done so in the past. These issues

NEED to be addressed! It is extremely stressful from the faculty perspective, because there is very little that we can do to solve this issue, and it is not our job responsibility to have to deal with this hassle.

- Too many gray areas, foreign travel problems, need to break down daily items. Overall complexity of the system.
- Its just not that user friendly. I think it was the "edit" function, viewing the report, and what to do if the hotel was more than allowed that made it weird.
- AS a faculty, not filling out forms frequently, it is really hard to find where the attachments are with the actual receipts and other information. Interface is not user friendly. Putting the approve button on the right hand side so it is NOT on most screens is outright stupid. I waster hours of my time when this system was introduced figuring out what to do.
- Rules for acceptable expenses are not published or easily accessible. Notification of change in status would be more helpful if e-mails were sent when changes occur and better explanations of issues were provided.
- It is difficult to remember all of the nuances and make the correct choices in terms of categorizing the expense. If you make one mistake in the beginning, you can't change the category; you have to completely redo the report. There are so many details, it is hard to remember what to do.
- Sending the scanned receipts and supporting documents was always a hassle. But no with TEM it has become a headache. No one can explain to me why more of the supporting information I send gets rejected or lost with TEM.
- Often when a reimbursement is rejected, the entire process has to be initiated again. Often the reason for the rejection is not clear and it changes from one reimbursement to the next, even if the types of expense are identical. The interface is clunky and it is not always clear when approval is required for reimbursements that my staff and students have submitted.
- Secretary helps with getting things entered. The interface itself is not intuitive to find what you want to review and to print. The GUIs are not at all intuitive.
- It is not very clear from the user interface where to go to open a reimbursement request, and what to do once it has been forwarded to a proxy. I remember being very confused when I had to approve a request filled out by our admin. assistant. Also, I don't think the system handles email notifications to accompany the process when more than one person is involved, as in my case.
- The entire system seems very clumsy. First of all I had to set up a proxy. Then despite the fact that I had a proxy I still had to submit the report myself anyway. The website is very confusing and it was very difficult to negotiate it.
- The web site is simply AWFUL. Who has designed it? Nothing is intuitive, actually, it is counterintuitive. This system has frustrated every single colleague I have talked to. Many, including myself, do not even bother submitting reimbursement requests for small expenses, so much is the bother dealing with TEM.
- The TEM system is easily the worst online system for managing ANY financial aspect that I've ever encountered. It is clumsy and non-intuitive. Moreover, I would say nearly 100% of my reimbursements are rejected, even with the help of 1 or 2 administrators in the submission process. The process of submitting to TEM is like submitting to a crooked insurance company - all submissions are initially rejected out of hand, followed by arguments and resubmissions.
- It seems that if I don't put the detailed information in the way they like it they will send it back to me and have me reword my details even though they have the receipt to look at. Seems unfair to send it back for that and hold up payment. Sometimes I cannot find the drop down reason that matches my needs and I have to call the shared service office and they help me figure out what fits closes to what I need. Then if I don't explain it the exact way the TEM people think it should be they send it back and again hold up the payment making me do it over and resend it.
- They have all taken a huge amount of work. I've simply given up on some because of the difficulties. Delays have made some submissions late. Very frustrating.
- TEM has been a complete pain in the posterior. Even worse than dealing with Banner. I am getting routine rejections that have to be redone, sometimes for discrepancies of even a single penny. The justifications for booking travel in advance, for example, drive me crazy. I HATE TEM AND I HAVE GROWN TO HATE THE PEOPLE THAT MADE THIS HORRIBLE PIECE OF SOFTWARE. So typical of the UI Administration over the past decade.

- The system is very confusing. Although it was presented to us as a way to simplify and speed-up the travel reimbursement process, it has proven to be exactly the opposite.
- system is not at all intuitive; specific answers are difficult to find on OBFS; job aids do not provide specific enough information, including links to information/answers on OBFS
- It's hard to determine which categories to choose when making reimbursement requests. The drop down menu options are not intuitive for explaining the reimbursement choices. For example, I never know what to list for a reimbursement for a graduate student- they are a paid research assistant, so are they considered an employee, a student, or a student employee? The purpose drop down menu is also confusing. Reimbursing a postdoctoral candidate is considered a temporary vendor payment? I always have to go back to a previous TEM expense report I put through to figure out which options I need to choose in order for it not to get rejected.
- It took a few uses to figure out how to use the system. It is still a bit convoluted to find the correct number, to find my contact person, and the redundant searching. Furthermore, it is not always clear how to enter some things like mileage or per diems. On more than one instance I've issues with per diems because if you honestly enter time (let's say that I get up at 6 am and go to bed at 11 pm and eat three meals during that time), the system reduces the amount because it is not a full 24 hours. Figuring this out is in no way intuitive, and it took my TEM person and I a few tries to figure out how to "force" the system to recognize the per diem that actually applied to me. Essentially, I am left with the impression that as long as your information is straightforward, it will go in the system easily. If, for whatever reason, your expense doesn't have a category but is a legitimate expense, you may have to get creative. Overall, the system is a bit tedious, not overly intuitive, and unnecessarily redundant in places.
- Submissions are rejected about 90% of the time, even for simple reimbursement requests. Often the reasons are obscure so it's not straightforward to correct whatever problem the reviewer identified. Also, it is not always straightforward to make the changes, and I've had to get additional assistance from higher up in the administrative system in order to make changes. As a result of very common multiple submissions and rejections it can take over a month to finally get the reimbursements approved. Ridiculous waste of time!
- The screen is highly un-intuitive. It took me a long time to figure out which buttons to push. Now that I have a proxy, my administrative assistant does most of the work, so it's easier for me but much harder for her. I give her more information than I did before TEM for reimbursements because she's concerned that TEM will reject our requests.
- I often pay my conference registration and air tickets more than 90 days in advance. It's a pain to explain why I do this every time. Also, my admin can't access my TEM account if I am logged in. Often she will have to call me and ask me to log out first so that she could work on my reimbursement. Then I'll wait until she logs out, so that I can re-login to approve. It's quite inconvenient.
- The "Purposes" provided aren't clear to the user; not all expense types are available as an option; many times, there are two sets of rules for TEMs submitted depending on who receives the submission in Payables; what works on one ER isn't always excepted on another -- the rules are not uniform.
- I get a lot of notices from TEM that require log-in only to find no actions are required. I find the site non-intuitive. It is tricky to figure out how to "approve".
- Accessing the website interface took some phone calls. It was buried in the bowels of our website. When you access the site, it's not clear what you're supposed to do, as there are icons but no descriptions. It's like the programmers speak a different language than those submitting the reimbursement requests. But payment has been fast. Would like to see a situation where scanned/mailed receipts are acceptable as the front end process of submitting paper through secretaries hasn't really changed that much. And a clearer web interface with a nice big red button that says 'click here to review/approve' would be great!
- The system isn't transparent -- it is quite difficult to just accept submissions that have been completed for me.
- System was "sold" as intuitive implying that anyone not able to figure it out was stupid. Takes longer to create a request. Can't save and reuse previous form. Training aids were horribly done in the beginning, however they have gotten better - lots of room for continued improvement.
- Often poor explanations of what (or how) to fix when submission is rejected. Appropriate codes are often not obvious. The notes supposedly to indicate the location in the process mean nothing to me, so I don't

know where the submission is. Looking up flights and cities, or adding people for meals is cumbersome. The way the thing is set up is neither intuitive nor user-friendly. In all honesty, using TEM regularly inspires a feeling of doom every time I have to use the wretched thing. I dread the reject notices.

- In principle it should be possible for travelers to submit directly to TEM, but the Engineering College Business office has found this to be almost impossible and thus processes our submissions for us. When I tried this myself, it was almost impossible to meet the file size limits for scanned receipts, and considerable effort to do this was wasted because TEM rejected the submission even when all of the files had apparently been properly prepared. There is a lot of duplicated effort involved in using TEM, which out to be set up for travelers to submit requests themselves. It needs a thorough redesign to achieve the considerable savings in support staff time that should be realizable with such a system.
- The user interface is obscure to the point of being nearly unintelligible. More importantly, I'm a faculty member who travels often, and I ask a secretary enter many of my expenses. Sometimes she forgets to tell me when she's finished entering expenses so that I can enter TEM and approve them. This results in delays, almost to the point of going outside the submission window. And because she's in possession of the receipts when I do the approval, there's no easy way for me to compare the receipts to the entries, or to check whether she's applied the appropriate currency conversion factor.
- Two things: 1) First, repeatedly having to resubmit requests for reimbursement for items that should be (and ultimately are) reimbursed, even things like comp rate for meals / MIE / hotel cost. The non-compliance or rejection responses are often mystifying, refer to codes or processes I do not understand (and specialized), and not communicated in plain English. Very time consuming and there's no clear reason why this should be since everything I have submitted has been covered eventually. But plenty of pointless delays (from my perspective). 2) Because of the bottleneck caused by these mysterious rejections, processing (and re-processing) reimbursements seem to have become quite time consuming and burdensome for administrative support staff. I get a "rejection" email then I have to contact the dept secretary or someone in the dean's office. They then spend a lot of time navigating the process AGAIN, resubmitting items, responding to rejections, or just requesting clarification. All of this in addition to their other duties. So this too adds to the delays. Quite frustrating. When the system works smoothly, it works well and quickly. But right now it's about 50-50; about half the requests I've submitted worked through the system well, and about half have not. And they have been very similar requests so I do not understand why. But I have seen reimbursements delayed for quite a while 1-2 months or even a little more because the process is so complicated and involves so much back-and-forth, again, over some pretty basic, routine expenses.
- Our secretary used to handle all the reimbursement for us. Now, I am confused and don't want to learn.
- Not sure the issue is TEM as it is the number of people who interact with TEM x the number times they must open and do something with a submittal that is out of whack. Some of my recent submittals were opened over fifty times (looking at the documented history in TEM), and took many weeks to reimburse.
- Often after a rejection, the system does not allow me to make changes to update with the requested information or altered information
- You are not allowed to combine invoices for a single vendor on one report. Before TEM, I could pay 3-4 invoices to one vendor on the same report. My business office told me to use arranged travel for an employee hotel expense after OBFS had me change to the Employee Tcard expense. I was also told that the hotel charge might be rejected because the date I entered on the report didn't match exactly the date of travel. The date I entered matched the date of the Tcard transaction which was the date of checkout from the hotel. To the best of my knowledge this transaction did go through, but it is confusing to get one answer from OBFS and a different one from my business office.
- It seems like everything I submit gets rejected...sometimes I'll even do the same type of reimbursement and once it gets rejected for one thing and the next time it gets rejected for something else.
- The TEM systems is NOT user friendly for those actually submitting the reports. It might be user friendly for those in OBFS or payroll that process the reports on the back end. The system does not make sense and makes things MUCH harder to complete in a timely manner. Keeping up with ongoing changes makes it difficult to be fluent in TEM and the properly submit reports. Having reports rejected is a common occurrence and really just depends on the person processing the report on the back in. Several times I have submitted 3 or 4 EXACT SAME reports and 2 will be rejected while the other 2 will go through without issue. There is no consistency with the TEM system. Also, the tracking is horrible. When the TEM systems

was created, they should have worked more with the people who would submit the reports to help with creation, not the people who approve the reports on the back end.

- There are steps that seem to be rather unnecessary: first I create the report, then I submit them to our staff member who has to scan them in. Usually, I get an email letting me know that they have been scanned in, but sometimes I don't, which means it may take several days before I then go in to submit the report. These extra steps requiring confirmation that I want to create a report, then confirmation that I want to submit the report are unnecessary and time consuming, and make it difficult for me to keep track of where in the submission process I am at times when I have multiple submissions to make in short periods of time.
- I don't get any reminder if there's something waiting for me to sign off. There are several items listed on my account at all times, and I don't know why. I can't add notes myself, and am unclear how/when to send addendums to others. I can't undo something if I make a slight mistake. It's all awkward, fussy, and hard to read. It has simply added work, at least from my end, and my secretary seems to hate it.

USER “BEFORE AND AFTER” COMPARISONS

Those respondents who had used the reimbursement procedure that pre-dated TEM (n=60) were asked to compare their perceptions of speed of reimbursement, ease of tracking requests, and frequency of rejection of submissions before and after the implementation of TEM.

PERCEIVED IMPROVEMENT: EASE OF TRACKING

Respondents reported that it is easier to track expense reports with TEM than it was in the prior work system. 42% of respondents agreed or strongly agreed with the present-oriented version of this statement, and 37% disagreed or strongly disagreed with the past-oriented version of the statement.

| | Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree | Don't Know / Not Applicable |
|--|-------------------|--------------------|----------------------------|--------------------|-------------------|-----------------------------|
| With TEM, it is easier to track the status of my expense report. | 8.3% 5 | 13.3% 8 | 28.3% 17 | 26.7% 16 | 15.0% 9 | 8.3% 5 |
| Before TEM, it was easier to track the status of my expense report. | 15.0% 9 | 21.7% 13 | 33.3% 20 | 10.0% 6 | 8.3% 5 | 11.7% 7 |

PERCEIVE NEUTRAL: SPEED OF REIMBURSEMENT

Respondents were somewhat divided on this point: The majority selected “neither agree nor disagree” to the statements below, suggesting no notable change. The remainder of participants were split, suggesting mixed perceptions (i.e., some positive and some negative).

| | Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree | Don't Know / Not Applicable |
|---|--------------------|--------------------|----------------------------|-------------------|--------------------|-----------------------------|
| I used to receive reimbursements more quickly before TEM. | 6.8% 4 | 16.9% 10 | 33.9% 20 | 11.9% 7 | 16.9% 10 | 13.6% 8 |
| With TEM, I receive reimbursements more quickly than I did before TEM. | 16.9% 10 | 11.9% 7 | 44.1% 26 | 10.2% 6 | 5.1% 3 | 11.9% 7 |

PERCEIVED DETRIMENTS: PERCEPTIONS OF PROCESS EFFICIENCY, FREQUENCY OF REJECTED SUBMISSIONS

The primary pain point for respondents appears to be the frequency with which their expense reports are rejected as non-complaint, requiring re-work, review and resubmission. 69% of respondents disagreed or strongly disagreed with the statement, “I have fewer problems with ‘non-compliant’ submissions now that we are using TEM.” Similarly, 71% agreed or strongly agreed with the statement, “It seems like more of my submissions get rejected now than they used to before TEM.”

| | Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree | Don't Know / Not Applicable |
|--|--------------------|--------------------|----------------------------|--------------------|--------------------|-----------------------------|
| I have fewer problems with "non-compliant" submissions now that we are using TEM. | 46.7% 28 | 21.7% 13 | 10.0% 6 | 8.3% 5 | 5.0% 3 | 8.3% 5 |
| It seems like more of my submissions get rejected now than they used to before TEM. | 0.0% 0 | 3.4% 2 | 16.9% 10 | 35.6% 21 | 35.6% 21 | 8.5% 5 |

Respondents also expressed a lack of understanding of the system and a perception – almost certainly related – that it is difficult.

| | Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree | Don't Know / Not Applicable |
|--|--------------------|--------------------|----------------------------|--------------------|--------------------|-----------------------------|
| I understand how to use TEM better than I understood how to submit reimbursement requests in the paper system that preceded it. | 28.3% 17 | 36.7% 22 | 18.3% 11 | 8.3% 5 | 3.3% 2 | 5.0% 3 |
| The way that we used to submit paper reimbursement requests was easier than using TEM. | 1.7% 1 | 8.3% 5 | 11.7% 7 | 26.7% 16 | 45.0% 27 | 6.7% 4 |

PRESENT-STATE ONLY EVALUATIONS

Those who could not compare TEM to the prior work system (n=20) reported having some confusion about the system and some experience with rejected submissions, but their perceptions were generally more positive.

| | Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree | Don't Know / Not Applicable |
|---|-------------------|-------------------|----------------------------|-------------------|-------------------|-----------------------------|
| I receive reimbursements quickly. | 21.1% 4 | 21.1% 4 | 10.5% 2 | 5.3% 1 | 42.1% 8 | 0.0% 0 |
| It is easy to track the status of my expense report. | 5.3% 1 | 21.1% 4 | 15.8% 3 | 42.1% 8 | 15.8% 3 | 0.0% 0 |
| I know enough about how to use TEM to get reimbursements when I need them. | 10.5% 2 | 15.8% 3 | 5.3% 1 | 36.8% 7 | 26.3% 5 | 5.3% 1 |

| | | | | | | |
|--|-------------|--------------|--------------|--------------|--------------|-------------|
| I have had few problems with rejected submissions in TEM. | 5.3% | 31.6% | 10.5% | 21.1% | 26.3% | 5.3% |
| | 1 | 6 | 2 | 4 | 5 | 1 |

ADDITIONAL STATISTICAL ANALYSES

ADDITIONAL STATISTICAL TESTING SHOWED:

- Respondents who tended to agree with “better before” items were significantly more likely to report that they found TEM “somewhat difficult” or “very difficult” to use ($p < .05$).
- The “better before” scale (which included all items report in the before-after comparison section, with reverse-coded items transposed) had one dimension and a strong scale reliability of 0.818 (Cronbach’s alpha).
- In a regression analysis, a respondent’s response to the “easy-difficult to use” question was an excellent predictor of his average rating of the items on the “better before” scale ($p < .001$). Approximately 50% of the variance in the composite “better before” scale ratings could be explained by the respondent’s response to the “easy-difficult to use” question.
- In another regression analysis, the number of years employed by the University of Illinois was a good predictor of the respondent’s average rating on the “better before” scale ($p < .01$). In this model, approximately 13% of the variance could be explained by the duration of employment variable. This model suggests that, with every one year more that someone had worked at the U of I, his agreement that travel reimbursements were better before TEM increased by 4%.

PROFILE OF SURVEY RESPONDENTS

88 TOTAL RESPONSES

- 47 faculty members (53%)
 - 6 non-tenure track faculty or visiting researchers
 - 41 tenure-track faculty
- 37 academic unit business staff members (42%)
 - 19 academic professional staff members
 - 17 civil service staff members
 - 1 college administrator

The number of years that respondents have been employed by the University of Illinois ranged from 0 to 36 years, with an average of 9.9 years. Tenure-track faculty and academic professionals averaged the longest employment: 12.5 and 12.8 years, respectively.

The number of trips for which respondents sought reimbursements in the past year (either for themselves or as proxy for others), ranged from 0 to 100. Among academic professionals, who often serve as proxies, the average number of trips in the past year was approximately 16. Among tenure-track faculty members, the average number of trips in the past year was 6.

The majority of respondents (76%) did not have a T-Card. Of the 24% who reported having a T-Card, the majority were civil service staff, academic professional staff, and college administrators (90% of T-Card holders in the sample).

RECOMMENDED NEXT STEPS

TOP TEN PROPOSED IMPROVEMENTS ACCORDING TO OVERALL AVERAGE SCORE (BASED ON RANKING DATA)

| Proposed Improvement | Overall Average Score | UIC Average Score | UIS Average Score | UIUC Average Score | Effort in hours | Expense |
|--|-----------------------|-------------------|-------------------|--------------------|-----------------|--|
| A. One card approach (combine Tcard and Pcard) | 5.08 | 3.89 | 5.21 | 6.63 | 5000+ | >\$250,000 |
| L. Allow charge code reviewer to modify | 4.63 | 5.62 | 0.00 | 4.99 | 850+ | |
| O. Ability to edit account codes | 4.26 | 6.81 | 4.54 | 0.76 | 250-850 | |
| H. Enhance functionality for non-travel exp. | 3.96 | 3.79 | 4.13 | 4.13 | 850+ | >\$100,00 |
| X. Enhanced Auto fill/copy (Justification, business reason, vendor info, employee names/UIN) | 3.90 | 5.63 | 7.67 | 0.25 | 250-850 | |
| U. Better availability and consistency of help desk support & service from UPAY | 3.31 | 4.89 | 2.50 | 1.49 | | Possible funding for more staff and training |
| P. Ability to edit dropdown lists (CFOP, locations, guests, etc.) | 2.86 | 5.45 | 0.50 | 0.27 | 250-850 | |
| I. Improve security management | 2.49 | 2.28 | 3.08 | 2.55 | 850+ | |
| K. Ability to view transactions not in your queue | 2.49 | 1.90 | 0.00 | 4.16 | DONE | DONE |
| G. Offer Encumbrance Functionality | 2.11 | 2.19 | 1.92 | 2.07 | | |

ONE CARD APPROACH

A project to consolidate card functionality into one system would require process analysis to identify ideal processes for conducting business with a charge card at the University of Illinois, including modification to policy. It would then involve selection or construction of appropriate software to support the application in addition to contract negotiation and selection of a charge card program supplier that provides all the necessary card issuance and administrative functions. Deployment resources would include – training and job aid preparation, card distribution and maintenance activities.

The final review team recommended that this proposal is out of scope for the purposes of this review, although the understanding is that this proposal was designed to avoid confusion over which card to use. A future project to assess the current software market in this area would be useful if a single card system could help to achieve the overall strategies articulated in this review document.

ALLOW CHARGE CODE REVIEWER TO MODIFY

This request indicates that a process evaluation needs to be conducted to determine where appropriate edits can be made and how the roles should interact in the workflow cycle. Additionally, based on findings, custom modifications to the software may be required.

The greatest interest in this area is around the functionality to change CFOAPs specifically. It would also be important for roles to be identified that would allow a differentiation between ‘self-serve’ and ‘power’ users.

ABILITY TO EDIT ACCOUNT CODES

Current functionality for account codes provides a drop-down list. This list needs to be managed in departments so that new accounts may be added and account codes that the department doesn’t use

can be removed. This does, however, introduce the risk that use of account codes that don't exist in Banner would cause downstream correction processes.

The review team recommends a lower priority to this action item.

ENHANCE FUNCTIONALITY FOR NON-TRAVEL EXPENSES (VENDOR PAYMENTS)

This project would enhance the TEM product by segregating functionality specific to reimbursements from vendor payment functionality. It would entail requirements gathering to better define the specific needs for improvement, assessment of the vendor's offerings in this area, and purchase or construction of the desired features.

The review team recommends that this functionality would be a significant step toward achieving the strategies articulated in this document.

ENHANCED AUTO FILL/COPY (JUSTIFICATION, BUSINESS REASON, VENDOR INFO, EMPLOYEE NAMES/UIN)

Additional requirements evaluation needs to be conducted to understand more specifically which fields could benefit from this capability. In addition, the copy function can be evaluated to determine its best business use at the University.

BETTER AVAILABILITY AND CONSISTENCY OF HELP DESK SUPPORT & SERVICE FROM UPAY

Improvements in this area will require a review of the deployment of staff within UPAY, a skills assessment, and the development of training and performance measurement materials.

ABILITY TO EDIT DROPDOWN LISTS (CFOP, LOCATIONS, GUESTS, ETC.)

Existing functionality needs to be explored after specific requirements are gathered. A subsequent gap analysis will need to be conducted to inform the size of the effort.

IMPROVE SECURITY MANAGEMENT

Assessment of ways to improve security management will involve a process analysis to identify current gaps, possible modifications to process and policy, and possible enhancements of existing or creation of new systems to automate manual processes. There should be conversation with the ongoing IAM project to understand if some needs may be satisfied as part of this project.

ABILITY TO VIEW TRANSACTIONS NOT IN YOUR QUEUE... DONE

This functionality now exists as the result of the February, 2014 upgrade. TEM users cross-matched with Banner inquiry permissions have the ability to search for any ER. This has been automated so that no action has to be initiated by the department to request this functionality.

OFFER ENCUMBRANCE FUNCTIONALITY

It was not clear by the comments made, exactly what business need this functionality was intended to satisfy. It is possible that the Travel plan functionality might meet this need if the intent of the voters was to allow pre-travel approvals to move through the process from encumbrance, to expense reimbursement, to the relieving of the encumbrance when the reimbursement is successfully completed. Additional requirements gathering will need to be conducted prior to any preliminary estimate on size of this effort.

The review team recommends that this is a low priority.

APPENDIX I

TOP TEN PROPOSED IMPROVEMENTS ACCORDING TO OVERALL AVERAGE SCORE (BASED ON RANKING DATA)

| Proposed Improvement | Overall Average Score | UIC Average Score | UIS Average Score | UIUC Average Score |
|--|-----------------------|-------------------|-------------------|--------------------|
| A. One card approach (combine Tcard and Pcard) | 5.08 | 3.89 | 5.21 | 6.63 |
| L. Allow charge code reviewer to modify | 4.63 | 5.62 | 0.00 | 4.99 |
| O. Ability to edit account codes | 4.26 | 6.81 | 4.54 | 0.76 |
| H. Enhance functionality for non-travel exp. | 3.96 | 3.79 | 4.13 | 4.13 |
| X. Enhanced Auto fill/copy (Justification, business reason, vendor info, employee names/UIN) | 3.90 | 5.63 | 7.67 | 0.25 |
| U. Better availability and consistency of help desk support & service from UPAY | 3.31 | 4.89 | 2.50 | 1.49 |
| P. Ability to edit dropdown lists (CFOP, locations, guests, etc.) | 2.86 | 5.45 | 0.50 | 0.27 |
| I. Improve security management | 2.49 | 2.28 | 3.08 | 2.55 |
| K. Ability to view transactions not in your queue | 2.49 | 1.90 | 0.00 | 4.16 |
| G. Offer Encumbrance Functionality | 2.11 | 2.19 | 1.92 | 2.07 |

TOP FIVE FOR UIC (BASED ON TOTAL SCORE)

| Proposed Improvement | UIC |
|--|-----|
| O. Ability to edit account codes | 606 |
| X. Enhanced Auto fill/copy (Justification, business reason, vendor info, employee names/UIN) | 501 |
| L. Allow charge code reviewer to modify | 500 |
| P. Ability to edit dropdown lists (CFOP, locations, guests, etc.) | 485 |
| U. Better availability and consistency of help desk support & service from UPAY | 435 |

TOP FIVE FOR UIS (BASED ON TOTAL SCORE)

| Proposed Improvement | UIS |
|--|-----|
| X. Enhanced Auto fill/copy (Justification, business reason, vendor info, employee names/UIN) | 184 |
| A. One card approach (combine Tcard and Pcard) | 125 |
| O. Ability to edit account codes | 109 |
| T. Attachments viewable at all approval levels | 105 |
| H. Enhance functionality for non travel exp. | 99 |

TOP FIVE FOR UIUC (BASED ON TOTAL SCORE)

| Proposed Improvement | UIUC |
|--|------|
| A. One card approach (combine Tcard and Pcard) | 444 |
| H. Enhance functionality for non travel exp. | 277 |
| O. Ability to edit account codes | 51 |
| X. Enhanced Auto fill/copy (Justification, business reason, vendor info, employee names/UIN) | 17 |
| T. Attachments viewable at all approval levels | 17 |

Below are the suggestions and comments collected from the presentations to Business Manager Groups at all three campus. Attendees were asked to rank and comment on suggested improvements.

- Suggestion: 1. One card approach (combine Tcard and Pcard)
 - Comment: This would be an excellent change!
 - Comment: That would be great to combine the logs
 - Comment: TEM is pretty clear on when and where not to use each card
 - Comment: Need to have more detailed information
 - Comment: Ok- but not every user should be granted a T card. We need functionality of T or P cards or both.
 - Comment: One card would eliminate 'mistakes' in using wrong card for expenses
 - Comment: Yes, for dept. employees, no for professors.
 - Comment: If ability to limit type of transaction "owner" can do needs to be done in conjunction w/ secretary management
 - Comment: Wonderful! Do it!
 - Comment: This would make things so much easier. Less testing. Less thought
 - Comment: Yes-one card would be great
- Suggestion: 2. Offer Encumbrance Functionality
 - Comment: Not that important.
 - Comment: shows as encumbered when posted
 - Comment: Make it optional
- Suggestion: 3. Enhance functionality for non-travel expenses
 - Comment: Specifically account codes
 - Comment: I love the enhanced guest list. I feel like I search for the names a lot.
 - Comment: It would be nice to use TEM more extensively w/ non-travel expenses
 - Comment: pay more than one invoice on ER for same vendor
 - Comment: Enhance them how?
- Suggestion: 4. Improve security management
 - Comment: proxy works fine
 - Comment: Also on TEM interface show who is the manager and who is the FOP reviewer
 - Comment: Not enough info to evaluate. Improve what?
 - Comment: Should be done in conjunction with change to combo T card/ P card
 - Comment: Security is always good!
 - Comment: Yes- this is difficult w/ revolving employees, or part time- those that may only use system once while employed
- Suggestion: 5. Book travel within TEM
 - Comment: I do prefer to book online using the T card
 - Comment: Not necessary. Could be nice but not necessary.
 - Comment: Might be useful, but I still have concerns given current functionality/ glitches of TEM
 - Comment: Sometimes I get a TEM CFOP review or manager review, but there is nothing in the inbox. This is in addition to the emails I receive for transactions relating to the approvals to the manager proxy
 - Comment: Will make it easier!
 - Comment: Would like to use hotel reward card.
 - Comment: This would be pretty nifty!
- Suggestion: 6. Ability to view transactions not in your queue
 - Comment: can if handled already
 - Comment: Assume this would be the ability to look up anything by ER number
 - Comment: Necessary for dept. business office when reconciling statements
 - Comment: If you are a proxy, this shouldn't be necessary
 - Comment: ability to see all charges on your org whether you "touched" it or not
 - Comment: This would be very helpful
 - Comment: Should be allowed to each by ER # web extender (or TEM)
- Suggestion: 7. Allow charge code reviewer to modify
 - Comment: Too much time spent on rejecting ER's just to change c-fop
 - Comment: Why have this approver otherwise?
 - Comment: I do NOT agree. The submitter is the one who should make modifications because they are acknowledging it is accurate in the system.
- Suggestion: 8. Move Charge Code Reviewer function to be prior to Manager approval.
 - Comment: would be fixed with #7
 - Comment: I have no preference on this
- Suggestion: 9. Show who was the proxy

- Comment: does on some
- Suggestion: 10. One reference number
 - Comment: Very frustrating
- Suggestion: 11. TEM receipts accessible via Banner
 - Comment: would be helpful, especially when tracking multiple acct codes/c-fops on single ER
- Suggestion: 12. Allow multiple managers/approvers per CFOP
 - Comment: when splitting CFOPs
- Suggestion: 13. Pre-approval should populate TEM reimbursement transaction
 - Comment: We don't use trip planner
- Suggestion: 14. Better description showing on statements
 - Comment: 1 reference # would help w this too
- A better way to check status if something is paid
- A link to "allowability" of certain expenses
- A transaction total on the scan page
- Ability of DCM to view transactions/reports even if not proxy
- Ability to autofill when asked for same info "business justification"
- Ability to change expense type without deleting report/expense items
- Ability to charge code manager/reviewer to change FOAP string
- Ability to choose/type in acct. code to be more accurate/entire CFOAP
- Ability to copy a frequent transaction
- ability to delete errors from drop down list
- ability to delete FOAPLS and auto-delete closed FOAPs or with fiscal year FOAPs
- ability to delete old locations training how
- Ability to delete/edit guests and enter by UIN (not name)
- Ability to edit and FOAPs in drop down list
- Ability to edit FOAPL drop down list
- ability to enter cfoaps (or at least acct codes) in real time
- ability to get check printed at UIS
- Ability to have approvers see all attachments
- Ability to pull up original receipts prior to approval
- Ability to pull up original receipts prior to approval
- Ability to pull up original receipts prior to approval
- Ability to pull up original receipts prior to approval
- Ability to pull up original receipts prior to approval
- Ability to recall submitted transactions
- Ability to remove expired accts from drop down list
- ability to request deletion of invalid foapals
- ability to request deletion of invalid foapals
- ability to request deletion of invalid foapals
- Ability to review all transactions within our org
- Ability to review receipts as approver/change code approver
- Ability to view guests as CFOP reviewer
- Ability to view attachment when approving
- Access for departments to access staff accounts when terminated and separations take place
- Account code description for TEM drop down options
- Comment: A job aid to distribute to users to correct common mistakes
- Account code situation needs to be cleaned up
- Accounts not listed
- Acct code crosswalk sharing which acct codes are in which groupings
- acct codes
- Add ability for approver to change FOAPL
- add business rules
- Add CFOAPs more intuitively
- Adjust airport listing to search by code not drilldown by state
- airport codes improved. Currency to use isn't clear
- airport search should be flexible
- airport search should be flexible
- Allow a proxy submittal

- Allow a proxy submittal
- allow ability to edit guest names
- Allow for manager and CCR to be the same person and approve at one stop
 - Comment: Added pr
- allow MGRS to see transactions of others w/o being a proxy
- Allow more than one manager/approver
- Allow multiple arranged travel items on one ER
 - Comment: Airfare-train-hotel-etc.
- Allow multiple managers/approvers per CFOP (12)
- Allow proxies to submit
- Allow proxy to submit
- Allow proxy to submit
 - Comment: We had a staff member who forgot his password every time he was on TEM. It was a terrible thing.
- Allow proxy to submit
 - Comment: This would be great.
- Allow proxy to submit as traveled
- Allow proxy to submit.
- Allow registration on T card
- Allow reimbursements for conference registration and airfare before conference takes place
- Allows proxy to submit an annual statement
- Approval cues fixed
- Attach receipts to ER in TEM not e-mail
- Attaching T-Card transactions is not a "smooth flow" you need to hunt a lot.
- Attachments, new feature to come.
 - Comment: Would love to get away from faxes, scans, etc.
- Auto fill descriptions so you don't have to retype
- Auto fill function
 - Comment: It would give me more time to spend on other things
- Auto fill function for justification
- Auto fill functionality
- Auto fill functionality
- Auto fill functionality to allow justification to replace
- Auto fill of functionality/business reason
- Auto fill the justification
- Auto populate vender information
- autofill functionality
- autofill functionality
- autofill functionality
- autofill functionality
- Autofill information that you have previously used or is available already in another university system (banner info)
- Autofill information that you have previously used or is available already in another university system (banner info)
- Automatic Fill in
- be able to delete errors from the drop down menu
- Being able to see all ER's on our orgs
- Better access for help
- Better access to assistance- call and get an answer
- Better access to call "help"
- Better access to call someone
- Better access to call someone
- Better access to humans at Pay
- Better access to resolve issues
 - Comment: e-mail responses slow
- Better access to talk to a real person
- Better access to verbal assistance
- Better description showing on statements (14)
- Better flow when attaching Tcard (Ex. Hotel Expenses)

- better ID of codes/ Bring back the blue sheets/ accordians of codes. CCR approval before final approval- want to change codes
- Better information is description field for OL transaction review
- better meal management
- better meal management
- better meal management
- Better search capability for vendors or a direct feed option
- better summary info
- Better user education or change in policy.
 - Comment: Too many users continue to charge personal meals to the card.
- Better visibility of trans not in your process chain
- Better way to add CFOAPS
- Comment: Needs to be quicker
- Better way to find all FOAPALS and account codes
 - Comment: I still can't find some of FOAPALS in the system
- Better/timely responses from OBFS to our inquiries
- Breakdown travel and integrate to one travel account
- calling access
- CFOAP approval
- CFOAP approver can correct CFOAPs
- CFOAP approver can correct CFOAPs
- changing "purpose" requires you to delete ER
- Charge code reviewer should be able to see expense item.
- Charge code reviewers should have vision of all ER activities and info such as per diem changes, shared hotels, etc. (15)
- Condense info on TEM printouts. Make the info more user friendly
- consistency in rule adjudication RE approval
- consistency in rule adjudication RE approval
- consistency of meals/attendees
- consistent @ OBFS
- consistent rule adjudication @ pay - specialize
- consistent rule adjudication @ pay - specialize
- consistent rule adjudication @ upay - specialize
- consistent rule adjudication @ upay - specialize
- correct pre-trip approval w/ travel reimbursement
- Cross walk for specific account code to account code grouping in TEM
- Crosswalk for specific account code groups
- Crosswalk for specific account code to account code grouping in TEM
- Crosswalk for specific account codes to account code grouping in TEM
- Crosswalk for specific acct codes to acct code in TEM
- Current workaround is manager has proxy access but that is not best practice. "View only" of all the people Manager approves might be useful.
- Currently the only time you who approved the expense report is when there is an exception (over 60 days/conference lodging/missing receipt, etc.)... We believe it would be helpful to see who approved the expense report (17)
- Currently, the only date showing in TEM is when the expense report was created... We believe it would be helpful to see all of the tracking dates: created, submitted, manager approved, charge code approved, etc. (16)
- Date sorting is glitchy. Dates do not clear out after searches
- Definitions, Help Me examples for users to see samples of responses to enter
- delete drop down acct codes
- Delete staff
- Detach in order to determine correct CFOAPAR for each item.
- Difficult finding vendors in Banner
- directions on deleting old locations
- Do not add proxy submit!
 - Comment: I don't want that responsibility for verifying expenses for my 50 faculty. They don't submit, they don't get paid. I see this as a nonissue.
- Do not have person who puts in expense pick. FOAPL but at the point of FOAPL approval

- Do pre-approval to link with final reimbursements
- Drop down bars/Hover for more information (on screen help)
- Drop down bars/Hover for more information (on screen help)
- drop-downs confusing - faculty/candidate?
- Dual expense reports. Travel/Misc.
 - Comment: When travel and misc. expenses are included for certain trips
- Duplicate exp. needs to be smarter
- Duplicate expense
- duplicate expense - different vendors paid same amount each time
- Duplicate expense needs to be smarter
- Duplicate expense recognize different people can be on the same account.
 - Comment: Takes a long time to fill in an extra screen.
- Duplicate expense should be smart enough to recognize different people may be paid for the same account.
- Duplicate expense smart enough to recognize different people, same experience
- Duplicate expense smart enough to recognize different people, same experience
- Duplicate Expenses
- Duplicate expenses
 - Comment: Yes-get this fixed.
- Duplicate expenses should be smart enough to recognize different people paid for same amount
- Edit ER's at approval level
- Electronic receipts availability along with ER
- Eliminate invoice number or auto generate one based on algorithm
- E-mail reminder
- Email reminders sometimes don't work in warning pent.
- Email responses take too long/ phone calls are not answered-need to leave messages
- email to professor to submit
- email to submitter with link
- emails and submitters w/ instructions to TEM
- Enhanced training materials for managers
- enter "business justification" once only
- Entering a trip for multiple participants
- ER number and Banner number should be the same
- escalation issues - approved as final moments best voucher was still escalated
- expanded acct codes
- expanded acct codes
- expanded acct codes
- expanded acct codes
- expanded acct codes
- expanded acct codes
- Explain the reject for rework. Why is it there? It doesn't seem to work.
- Find vendors in Banner
- finding the vendors in banner
- Finding Vendors
- Flow chart to show if transaction was split and sent to more than one person
- FOPAL and guest list should be able to be modified. Ex: delete unused
- FOPALS should be easier to search
- For then travel employees in the drop-down put that at the beginning instead of having to scroll all the way at the home
- From approver P.O.V be able to see
- Get rid of travel plan
 - Comment: not necessary
- Give business managers ability to see history of ER's
- Guest list should be able to be synchronized w/ proxies usual list regardless of who you are proxy for
- Hard time finding vendors in Banner
 - Comment: It's a tedious process. It will eat up an hour.
- Hard time finding vendors in Banner
- Have system ID T card vs D card

- Have system ID T card vs D card
- Have system ID T card vs D card
- Help function individual. Titles (Alt-L)
- Hover for instructions
- Hover for instructions/on screen help
- I can't search TEM for TEM transactions that could get charged to our FOP erroneously by another dept.
- I really like the TEM system- Much better than paper vouchers
- If doing away with 1st page= the 2 page optional print= would be nice to see that in report to show what CFOAP and amounts for reconciling monthly.
- If proxy could get emails regarding the progress of the transaction
- Improve approval/Queue
- Improve fund management
- improve funding management - be able to delete rogue or expired CFOAP
- Improve funding options
- Improve guest list- Allow updates to existing list
- improve search functionality
- improve the pulling up of CFOAP - from pull down instead of search
- Improve wildcard FOAPL employee search
- improve workflow approval
- improved scanning
- Increase e-mail reminders
- increase non travel invoices from \$499 to \$1500
- Instead of every transaction being either "JPMC University card" or "Employee Paid", have the payment method more accurately reflect the actual transaction
- Instead of the creator of the expense report being listed as an employee, be listed as document creator
- Keep info previously
- Live support-the ability to call someone
- Look at a more intuitive way to add CFOAP
- Look at a more intuitive way to add CFOAP
- Look for more intuitive ways to add CFOAPs
- Make adding CFOAPs easier/more intuitive; maybe just type in the CFOAP
- make approval guide more efficient
- make boxes wider (business justification)
- Make it clear who/when/where needs to be approved and step by step string of events for all users for each ER
- Make sure TC/ER appear in both TEM and Banner and visible for anyone with org
- Make the TEM transactions and receipts available in same systems
- management reprinting tools
- Manager has no idea where a TEM unit is until it lands in their inbox. For ex, if a user forgets to hit "submit" we don't know that thus step has failed.
- maybe have a document that has all vendors on it on the website and update it monthly
- more consistent responses to questions
- More consistent responses to questions and justifications with requiring escalation.
- more detail in OL descriptions
- more hands on instead of all the webinar
- More intuitive way to add CFOAPS
- More intuitive way to add CFOPAL
- More intuitive way to add CFOPAPs
- more timely responses
- More transaction visibility for manager- alternative for being proxy
- More visibility of all transactions
- Move charge code reviewer function to be prior to manager approval (8)
- Move charge code reviewer to be prior to management approval
- Need the ability to pull up all TEM documents even if I didn't approve it, I still need access.
- Once proxy has completed expense report, auto email to person getting reimbursed telling them to submit their travel expense
- One reference number (10)

- Overall, my compliments to TEM. It's a great system and once staff learns it, they seem to get through it okay. General improvements are fine but I understand that TEM cannot and should not cater to every single small request. In many ways, I think it wor
- People have a hard time finding the vendors
- Per diem vs. charge card for meals
 - Comment: How about allowing users to charge meals to the card while traveling and then take reimbursement from them if their meals exceed per diem
- per diem- if travel on day one begins at 2 pm- that travel time populates throughout report instead of recognizing 24 hours/day in travel status and must be changed manually
- Populate tour- FOAPLSs and closeout
- Pre approval should populate TEM reimbursement transaction
- Pre-approval should populate TEM reimbursement transaction (13)
- Proxies to CFOP. CCR does A. Want to see receipts. Want to see proxies
- Proxy for approver
- proxy view
- Proxys want to look @ TEM. Email sent to confirm but doesn't look vendor codes- add- now in Banner; some have no access
- Real time help for fields
 - Comment: Or link to TEM guide
- Release voucher and receipts so they are scanned into Banner
- report option
- Report with all pending/unattached T card transactions by org. code within TEM
- Re-vamp travel advance options. I don't know where to begin.
- Reviewer not able to "view history"
- Review original receipts before approval
- Rework of ER should be easier
- Rework of ER should be easier
- Rework of ER should be easier
- same acct codes in Banner and TEM have the same title
- Scan documents and add them to the report so everything is electronic
- Second reminder if transactions are not approved within 10 days
- Separate honorarium and speaker fee code to avoid exceptions
- sequence address code
- set up app for dept. cards managers incorporates as part of TEM to manage cards
- Show status of transaction on manager's screen
- Show who was the proxy (9)
- show who was the proxy and contact info
- some auto fill functionality
- some auto fill functionality
- Some auto fill functionality
- Some auto fill functionality to allow justification to replace.
- Sometimes 1 transaction will go to 2 different CFOP reviewers or managers. This creates confusion.
- specialize in a group of units training about student program
- split allocations>subtotal CCP approves before manager to see receipts
- Statement reconciler to be able to pull up TEM transaction to match with card on statement
- status tracker
- Stronger enforcement of policies
 - Comment: TEM charge reviewers are allowing improper charges to pass
- Support from OBFS on problem resolution when checks cut are wrong
- System doesn't notify user of transactions sitting in queue after certain amt. of time
 - Comment: E.G. Faculty member not frequently reimbursed had a year-old transaction sitting in queue
- system ID download vs T card
- system ID download vs T card
- T card for flights. Wants to know airport search mechanisms is different currency to use with foreign travel is unclear. Split allocations. 4 students, 5 accts, different % very difficult
- TEM receipts accessible via Banner
- TEM receipts accessible via Banner (11)
- TEM tied to banner vendor database

- TEM/Banner document # the scan
- Temporary/guest improvement users reimbursements
- The ER number should be the same as the Banner number
- The manager needs the ability to see in process TEM transactions by users
- The person who rejects your voucher; if they can make a phone call if it is an easy fix instead of rejecting the whole voucher.
- TM or TC # when searching ER's in TEM
- trans codes
- Travel advance allowed for expenses paid by Tcard
 - Comment: Colleges at UIS don't give faculty TCard b/c funding is so limited
- Unable to edit per diem
- Vendor address information needs to be easier to locate in Banner
- Vendor Research
- Visibility of transactions "in progress"- not completed effectively an unknown encumbrance
 - Comment: Manager or charge code should be able to see any pending reports not submitted-
 - e.g. an unsubmitted P card log can be viewed by P card manager
- We continue to have expenses rejected many times. It would be nice if there are multiple comments to make them all at once so that the expense isn't rejected multiple times.
- When adding attendees for meals, should only have one place to enter them instead of having to add them many times
- workflow
 - Comment: In days of paper, BM processed certified, reviewed, and approved. Why can't TEM streamline?
- would like either 1 trans # for whole process or make both available to everyone

APPENDIX III – COMMENTS FROM INTERVIEWS

Position: Account Technician

User friendly. He uses it on a daily basis and is proxy for the whole department. 3-4 days total transaction time. Better now than 1 and 2 years ago. Likes the features to find FOAPAL. Likes the T card notifications

Position: Assistant Professor

Comments:

No T card experience. Doesn't travel extensively - uses college car. Does not collect or submit receipts often (2-3 times per year). Reimbursement speed is better than paper receipts. More problems with not being able to get into the system. Logging in- notifications to do something remind him how to do it and its been good. Enterprise ID is only for TEM. The use of college/dept. T card has gone smoothly.

Position: Assistant to the Head

Comments:

Collecting and submitting receipts. Faculty doesn't want to touch it (like iBuy). Logging in to submit. Be prepared to send them an email. Question how to submit. Number of returns - extensive because different people in UPAY. Reimbursements are coming in faster - usually in a week or 2. Wanted to give reimbursement to faculty but too complicated. Scanning receipts complicated. Students work on the faxes. Faculty gets emails.

Position: Director of Graduate Studies/Professor

Comments:

I find the system of copying materials and faxing, and submitting paper work online very strange. It seems like an odd combo of technologies that seems uncalled for. Suggestions: Perhaps there could be a sample section where it walks you through the steps. Maybe it could be for professional meetings or other work related trips because those are frequently used.

Position: Ambulatory Care Pharmacy

Comments:

Annette Garcia is most experienced TEM user. T card primarily used for catering.

Position: Assistant to the Head

Comments:

They like to assign several FOAPs to 1 expense receipt. Would like to do that like with the P card. Gmail pending her receipt: She sent it in and then had to send it again. Also, if something is missing, it is not clear what is missing so she has to call the help desk to get it clarified. FOAPALs- she doesn't get everything on her list and the asterisk doesn't work. With the project name and project code, no one knows what that is. The labels need to be more clear. Need to let people know what to try. They created their own job aide for people who cannot figure it out. They have students and faculty doing expense receipts. She knows she is FOAPAR and is concerned that there is expenses if people know FOAPAR. Thinks they are getting reimbursed quickly. Getting more used to the system and knowing what it does and what it collects and provides. She has a T card and uses it. Likes to use the T card to book hotels in advance. However, its time consuming and tedious to have to put in every single day for the hotel. At the beginning the overall system was a nightmare but she has slowly gotten used to it and its gotten easier to use over time. Would be nice in the job aide to exchange that selecting the purpose directs you to different screens. I9 tracker is awful.

Position: Assistant to the Head & Secretary/Business Affairs

Comments:

Minnie does proxy- has problems scanning and faxing. Resubmitting is hard for faculty. When something is rejected, it would be good for her to be able to submit instead of faculty having to. Per diem is different- she feels its not calculating correctly; feels its too low. Mileage is ok. The frequent travelers have fewer problems. A little pencil is not enough- better indicator inside of aps more clean where they have to take action. They do not explain the reimbursements as much. They know when they submit. The reimbursement email could be more clear. Likes the Tcard for airfare, booking hotels, and reimbursements. Would like to use grant and state account in same TEM. When faculty go on travels and do research, would be nice to do all in one document. Would like to be able to change the FOAPAL-promised job aide would help. Usually only one active at a time so seeing a memory and a way to submit would be better.

Position: Business Manager Sociology

Comments:

She goes to Excel spreadsheet and then back to TEM. Ability to save a draft before time out. Per diem issue: Travel multiple days, they want not to claim she has to enter it all and then delete if they do not want it.

Position: Professor

Comments:

The system was counter-intuitive in comparison with other such web forms for doing business. It did not use standard symbols for functions, so the symbols did not by themselves inform the user what they meant. It did not use words in the standard way for computerized web forms. Whoever made up the system appears not to have been someone who is accustomed to the usual meaning of the words. And it did not have the usual most common ways of using, moving within, and moving to and from screens. For example, there was no obvious way to move from screen to screen when one had ended up in the wrong screen. I finally figured out that you had to click save to do that. However, save is not the usual command for that function. It would be save and leave, not just save. In addition, when one is moving around a form to find the right screen (sometimes known as page), one usually

does not want to do a save, because one is not yet in the right screen. Any functions that one might have done mistakenly when in the wrong screen would not be good things to save, as they would be erroneous. There were many such examples in the form, where common sense and experience in form-filling systems appear not to have been used in the design of the system.

More important, the system did not avail itself of the well-established and helpful icon- or function-aids that other systems take advantage of. For example, in my project, we use a computerized form for entering data and notes about scientific observations, operations, and collecting. We create fields for the different functions and some of them are linked to a data base or set of maps etc., just as the TEM system form you fill out links to CFOP numbers, to regulations, etc. We use words in a standard way since most users will think that a term in the form means what they are most used to. But, in case someone has a different idea or does not understand the function they need to carry out to properly fill in an entry space or list, we use a common function that allows users to hover the cursor over the term or the icon, at which point words will appear that explain the icon or inform them how to fill the field. With so many counter-intuitive and unusual ways the system used keyboard functions, one could have been very much helped had one been able to hover to get information or advice.

Another problem was that the system used different types of long groups of numbers and letters that the user was supposed to understand as if they were a word. They were completely enigmatic. A macro-command or a registration number must be understandable to the user. Otherwise, how are they to proceed?

The result of such problems was that it took literally months of back and forth with no good result before each step in the process could be accomplished. I spent many hours trying, as did staff members in the Teem department downstate. Our department really does not have a business officer because those staff were cut in the last state funding problem for the university. The system assumes that every department has a business manager. But the single staffer in anthropology is not a business manager. She really had trouble knowing what information to give me. A lot of the delays and problems filling the form came because the wrong type of account number was used. Something about where the grant money came from and was spent, vis a vis Chicago, Illinois, the US, and abroad. Another problem was that the type of number I was given to use for the cash advance request was not the right one to use for an immediate need, such as to get cash before leaving the country. The advance was OK'd but because it was not the right sort of number, nobody knew to send the money by a certain date. I had to leave the country with \$20 in my pocket, not even enough to pay a cab at the foreign airport when I arrived. And, to get cash there, I had to pay big fees for credit card advances. Those costs were absorbed by me, as the grants obviously did not have those costs provided. This problem getting cash. made my trip much more anxious-making.

I spent many wasted hours I could ill afford trying to make the system work. I found the TEM staff quite willing to help, mostly, but also found that different levels of staff did not have the same knowledge. The person who worked with the forms every day, had learned its quirks and so was able to navigate more successfully. However, the mistakes by staff at our department level in the assignment of account numbers led to her efforts also not reaching the goal. The next level up, the person sort of knew some of the functions but not entirely, so working with her did not accomplish the goal without input from the first level person. The department head told me she did not feel the need to work with the forms. The lower staff could. However, it is my experience that all levels of staff need to be able to navigate a technical aid that is a key to the department's work. I highly recommend to the supervisory level over the department to communicate such a philosophy of work and figure out a way to accomplish it.

But, this process will always be difficult if the university stays with this form. A form that everyone has to use every term, but most people do not use every day, cannot be the kind that requires daily use to become conversant

with it. This is why such forms usually are designed in a user friendly way. That is, they are not designed to be used by software engineers or program writers or even data entry people. They are designed for the regular person to use. When designed for a regular person to use, the forms must be intuitive and elegant in their functions, not enigmatic, counter-intuitive, sticky, and glitchy. You should not have to learn all the unreasonable quirks of a web software program to use it successfully. And you really cannot. Only those who use them every day can.

My observations of the TEM webform are that it was designed by a software engineer without any thought of how the design should be to be usable and effective for the kinds of people who would be using it, most of whom would not be software engineers or programmers. There are many such systems, notably NASA's ELAS software system, the earliest system for analyzing remote sensing imagery from space. When I was in a workshop for archaeologists with the designers, we spoke to them about the problems using their system. Their response was that they did not understand the problem. They made up the acronyms and macro-commands and therefore knew what they meant and how to use them.

So, I suggest that the TEM system, obviously a canned program some benighted administrator decided to buy, probably at a great and unnecessary cost to the university, be discarded. A do-it-yourself web form software program that the university TEM accounting program experts can arrange in such a way as to suit their needs and the characteristics of the non-department people who will have to use the form should be chosen. There is no way that such a form would be worse than TEM and every reason to expect that it would be better.

Position: Professor of Chemistry

Comments:

Timeout is too short. The icons are not clear and you have to hover over them to remember what they do. The approval process has too many links and clicks. When he adds his approval he is saying that the expense was allowable on his grant, that he agrees the right CFOP is being used, that the travel was approved, so why should he have to approve again when the issue is related to travel rules. He is not the expert on that nor does he really care about the account being used or whether the receipts are clear so that it should have to go back through all the steps for every error that has occurred. It would be best for the system to have more business rules related to the workflow and who needs to see what related to certain error messages.

When people choose the wrong transaction it would be ideal to have the information transfer to the new transaction type without having to re-key it again.

Their unit gets advances mostly as insurance against not getting graduate students reimbursed in time to pay their credit cards. They see the process as the full cycle: grad student returns from travel... can take 2 weeks to submit request for reimbursement, proxy can take several days to enter, department can take time to get through all approvals (up to 2 weeks), central takes time to process (2 weeks) and then something may go wrong and you have to start all over again.

He recommended setting up new grad students with access to TEM before they need to travel and also provide TEM training materials to new grads and post-docs when they come to campus. This would help decrease the delay for first time users of TEM. They need to go to USC to get access to the system, then they need to log in to set up their proxy and this is time consuming and delays their first reimbursement even longer.

He related a situation with a grad student who was awarded a fellowship and went through all the right exception processes (grants, benefits, acad HR) to receive authorization to pay his health insurance through fellowship. It was very difficult to be reimbursed because almost every time the transaction was submitted it was rejected for a different reason. Then they would try in the next month to do the new thing and it would get rejected and they

would be advised that it needed to return to the original way they had submitted it. This clearly caused a lot of frustration for everyone.

There needs to be more details in rejection emails. Grad students do not understand what to do and usually can't make the changes anyway. Karen (his proxy) said that they try to catch the emails and contact the grad students before they see them but they can't always be successful.

He would also like the mobile app to work better. He suggested that it would be very helpful to know which documents were new and which ones had been sent back for review because this requires a different level of scrutiny. It would also be helpful to highlight changes that had been made in re-work documents in some way.

Position: Director of Budget and Resource Planning, Associate Dean Business Dev. And Admin. Affairs

Comments:

They would like to get information on our ability to negotiate better travel prices. This will go a long way to helping people understand the pain was worth it. When Jim submits receipts, he would like a drop down menu and drop down limits. Business rules i.e. lunch limits. Travel status reminder. They would like Gloria to stress the importance of a good description. If a random audit happens seeing it right in the transaction is helpful. The TEM help desk would be better if it were answered: would be good to get statements.

Position: Associate and Assistant Director

Comments:

They learned TEM but found it hard. They started filing requests about a year ago. There needs to be a departmental manager: There are notes but no one in the department has covered them. Two new grants were set up but their HS needed to be added to TEM. They had some trouble with the CFOAP form but when they contacted the TEM help desk, they need to know who/how they got in there. They need to understand the process and also be let know when it happens automatically.

Changed approvers: Should be an automated process but she couldn't see her orders. She needed to change the filter to see. Then she only saw hers and no one else – it was not responding to her.

Should not have to wait a week to get a response from help desk.

She likes the ability to pull reimbursements from the bank like the P card but she feels it's a big gap that the bank transactions do not get recalled. So, you can do a manual transaction for the same thing as the bank.

Trouble allocating outstanding charges when delays in emailing happen- General facts get changed and grants that should be charged get closed.

Position: Department Assistant: School of Art and Art History

Comments:

Likes not having to get people's signatures on paper. When she clicks on the calendar, her screen blinks(?). Travel reimbursement from foreign travel to Germany and didn't have a city- Let people type in foreign city or others if its just about audits then show fewer cities. Would like to be able to include non-travel expenses on a travel reimbursement to not have to do two ER's. Professor doing foreign travel: You can either do per diem or submit business meals but she felt per diem was too high and she doesn't know what to do. She does not use a T card. She does not want the extra responsibility. When interacting with faculty, its easier for some names to be set up as a proxy. Submitting is not a problem- Sent an email.

Position: Professor: Art and Art History

Comments:

She prepares her own TEMs. She uses once or twice a year and has to collect her receipts for different things, then has to re-learn every time. If you're buying an item it just tells you what you need to do. The language should be simplified. Used to just type up receipts and then give them to the secretary. She does not have any issues with how it operates. Hotel prices are not reliable. Sometimes she can't go because she can't afford the extra so she splits the room but was not aware how to claim an exception for this. Reimbursements are about the same as paper- maybe a little slower.

Position: Coordinator of Research Programs

Comments:

Confirmed that more detailed job aids are needed for: Reimbursing a vendor, Travel vs. non-travel, Business meal, Honorarium. She is a CFOAP approver- let people know they really need to explain the expense. Sometimes people kick it back because they didn't describe it well. Security issue (general manager): Caused problems; hard to manually enter each and every person. Sometimes our code needs to be added.

APPENDIX III

The following report details the results of the survey instrument offered to business managers for distribution in their departments at Chicago and Champaign/Urbana and to the faculty senate in Springfield. Approximately 50% of the respondents were faculty submitters and 50% were administrators and business support staff.



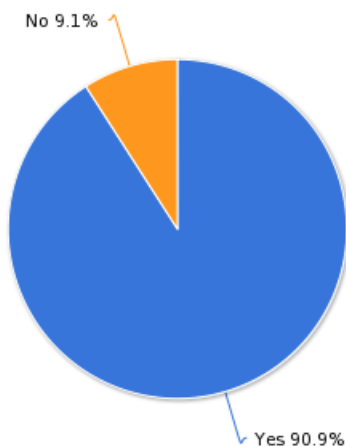
Online Surveys, Data Collection and Integration
www.SurveyGizmo.com

SUMMARY REPORT - FEB 3, 2014

Survey: Travel and Expense Management (TEM) Impact Survey

1. TO YOUR KNOWLEDGE, HAVE YOU EVER ACCESSED THE TEM SYSTEM? (SEE A SCREEN SHOT OF THE TEM HOME PAGE, BELOW.)

1. To your knowledge, have you ever accessed the TEM system? (See a screen shot of the TEM home page, below.)

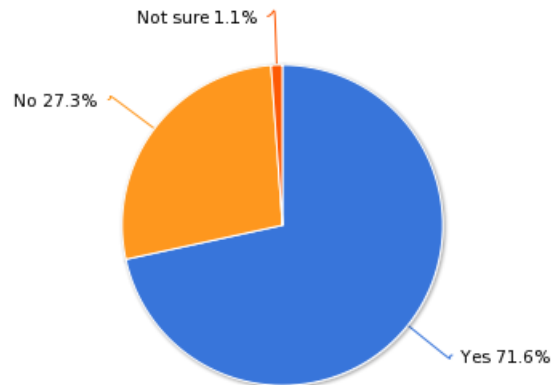


| Value | Count | Percent |
|----------|-------|---------|
| Yes | 80 | 90.9% |
| No | 8 | 9.1% |
| Not sure | 0 | 0.0% |

| Statistics | |
|-----------------|----|
| Total Responses | 88 |

2. BEFORE THE IMPLEMENTATION OF TEM, DID YOU EVER SUBMIT TRAVEL OR MISCELLANEOUS EXPENSES TO THE UNIVERSITY FOR REIMBURSEMENT? (IN OTHER WORDS, DID YOU EVER USE THE PAPER-BASED PROCEDURE THAT PRECEDED THE IMPLEMENTATION OF THE TEM SYSTEM?)

2. BEFORE the implementation of TEM, did you ever submit travel or miscellaneous expenses to the University for reimbursement? (In other words, did you ever use the paper-based procedure that preceded the implementation of the TEM system?)



| Value | Count | Percent |
|----------|-------|---------|
| Yes | 63 | 71.6% |
| No | 24 | 27.3% |
| Not sure | 1 | 1.1% |

| Statistics | |
|-----------------|----|
| Total Responses | 88 |

3. COMPARISON: BEFORE AND AFTER TEM THE ITEMS BELOW ASK YOU TO COMPARE YOUR EXPERIENCES WITH TRAVEL- AND GRANT-RELATED REIMBURSEMENTS BEFORE AND AFTER THE IMPLEMENTATION OF THE TEM SYSTEM. FOR EACH STATEMENT BELOW, PLEASE CHOOSE THE NUMBER THAT BEST MATCHES YOUR AGREEMENT WITH THE STATEMENT (1 = "STRONGLY DISAGREE" TO 5 = "STRONGLY AGREE").

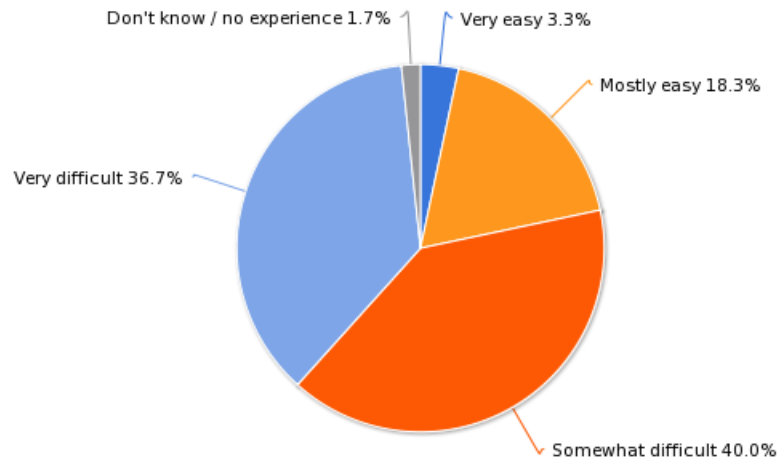
| | Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree | Don't Know / Not Applicable | Responses |
|--|-------------------|-------------|----------------------------|-------------|----------------|-----------------------------|-----------|
| I used to receive reimbursements more quickly before TEM. | 6.8% 4 | 16.9% 10 | 33.9% 20 | 11.9% 7 | 16.9% 10 | 13.6% 8 | 59 |
| Before TEM, it was easier to track the status of my expense report. | 15.0% 9 | 21.7% 13 | 33.3% 20 | 10.0% 6 | 8.3% 5 | 11.7% 7 | 60 |
| The way that we used to submit paper reimbursement requests was easier than using TEM. | 1.7% 1 | 8.3% 5 | 11.7% 7 | 26.7% 16 | 45.0% 27 | 6.7% 4 | 60 |
| I have fewer problems with "non-compliant" submissions now that we are using TEM. | 46.7% 28 | 21.7% 13 | 10.0% 6 | 8.3% 5 | 5.0% 3 | 8.3% 5 | 60 |

4. AGAIN, FOR EACH STATEMENT BELOW, PLEASE CHOOSE THE NUMBER THAT BEST MATCHES YOUR AGREEMENT WITH THE STATEMENT (1 = "STRONGLY DISAGREE" TO 5 = "STRONGLY AGREE").

| | Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree | Don't Know / Not Applicable | Responses |
|---|-------------------|-------------|----------------------------|-------------|----------------|-----------------------------|-----------|
| With TEM, I receive reimbursements more quickly than I did before TEM. | 16.9% 10 | 11.9% 7 | 44.1% 26 | 10.2% 6 | 5.1% 3 | 11.9% 7 | 59 |
| With TEM, it is easier to track the status of my expense report. | 8.3% 5 | 13.3% 8 | 28.3% 17 | 26.7% 16 | 15.0% 9 | 8.3% 5 | 60 |
| I understand how to use TEM better than I understood how to submit reimbursement requests in the paper system that preceded it. | 28.3% 17 | 36.7% 22 | 18.3% 11 | 8.3% 5 | 3.3% 2 | 5.0% 3 | 60 |
| It seems like more of my submissions get rejected now than they used to before TEM. | 0.0% 0 | 3.4% 2 | 16.9% 10 | 35.6% 21 | 35.6% 21 | 8.5% 5 | 59 |

5. OVERALL, HOW EASY HAS IT BEEN FOR YOU TO USE THE TEM SYSTEM?

5. Overall, how easy has it been for you to use the TEM system?



| Value | Count | Percent |
|----------------------------|-------|---------|
| Very easy | 2 | 3.3% |
| Mostly easy | 11 | 18.3% |
| Somewhat difficult | 24 | 40.0% |
| Very difficult | 22 | 36.7% |
| Don't know / no experience | 1 | 1.7% |

Statistics

| | |
|-----------------|----|
| Total Responses | 60 |
|-----------------|----|

6. PERCEPTIONS OF TEM

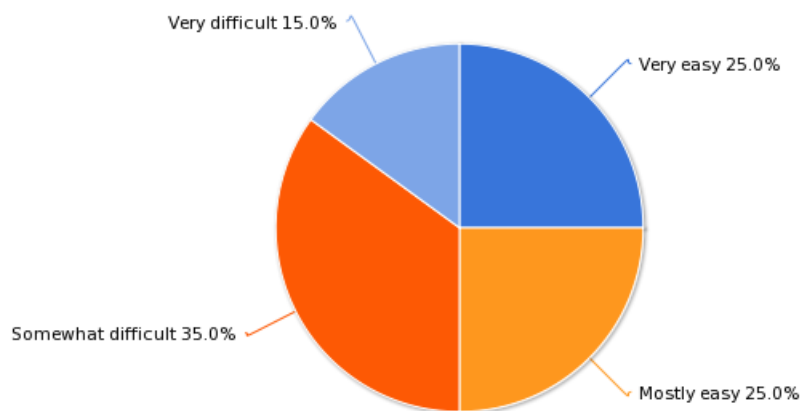
The items below ask you about your experiences with travel- and grant-related reimbursements using the TEM system. For each statement below, please choose the number that best matches your agreement with the statement (1 = "strongly disagree" to 5 = "strongly agree").

| | Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree | Don't Know / Not Applicable | Responses |
|--|-------------------|------------|----------------------------|------------|----------------|-----------------------------|-----------|
| I receive reimbursements quickly. | 21.1% 4 | 21.1% 4 | 10.5% 2 | 5.3% 1 | 42.1% 8 | 0.0% 0 | 19 |
| It is easy to track the status of my expense report. | 5.3% 1 | 21.1% 4 | 15.8% 3 | 42.1% 8 | 15.8% 3 | 0.0% 0 | 19 |

| | | | | | | | |
|--|------------|------------|------------|------------|------------|-----------|----|
| I know enough about how to use TEM to get reimbursements when I need them. | 10.5% 2 | 15.8% 3 | 5.3% 1 | 36.8% 7 | 26.3% 5 | 5.3% 1 | 19 |
| I have had few problems with rejected submissions in TEM. | 5.3% 1 | 31.6% 6 | 10.5% 2 | 21.1% 4 | 26.3% 5 | 5.3% 1 | 19 |

7. OVERALL, HOW EASY HAS IT BEEN FOR YOU TO USE THE TEM SYSTEM?

7. Overall, how easy has it been for you to use the TEM system?



| Value | Count | Percent |
|----------------------------|-------|---------|
| Very easy | 5 | 25.0% |
| Mostly easy | 5 | 25.0% |
| Somewhat difficult | 7 | 35.0% |
| Very difficult | 3 | 15.0% |
| Don't know / no experience | 0 | 0.0% |

| Statistics | |
|-----------------|----|
| Total Responses | 20 |

8. YOU ANSWERED THAT IT HAS BEEN RELATIVELY EASY FOR YOU TO USE THE TEM SYSTEM. WHAT HAS MADE THE EXPERIENCE OF SUBMITTING REIMBURSEMENTS IN TEM EASY? PLEASE DESCRIBE.

| Count | Response |
|-------|---|
| 1 | I had help figuring out how to use the system. |
| 1 | I like the online process |
| 1 | It has easy way to submit necessary documents fastly |
| 1 | Jo in the Dean's office has been very helpful and she made the reimbursement process easy. |
| 1 | Online access. |
| 1 | The system is user friendly |
| 1 | easy access to list of expenses |
| 1 | listed expenses online |
| 1 | staff inputs the information for me (I'm a faculty member) the information is clearly presented in the TEM system I get my reimbursements on a timely basis |
| 1 | The process is easy to learn. Process on cancellation of hotel and flight should be explained more. |
| 1 | The system is easy enough to use (with instructions from Jo in the Dean's office), BUT.... it took more than two weeks for me to be added to the system initially, which seems a a little extreme. |
| 1 | Overall the system was improved after the initial launch. I know where the requests are at any given point |
| 1 | It is a system ... ergo ... systematic to use once it is understood. Previously there was too much variation across the campuses. |
| 1 | My expense reports are entered by proxy -- generally my department's administrative assistant. From my perspective, I like being able to track the reports myself online rather than having to ask what the status is. The administrative assistant reports struggling with complex screens for entering data; I sometimes find that I'm getting more rejections, but in recent months have found it useful that any rejections are including increasingly specific advice about how to correct the problem. In the balance, I'm finding it useful. |
| 1 | The website instructions and use interface are very direct and unambiguous, and there are numerous automatic blocks and corrections (e.g. itemization). |
| 1 | The instructions are laid out very clearly and are easy to follow. The website itself is also very simple and not confusing. |
| 1 | I've not had to deal with the paperwork portion except to provide documentation to Office Coordinators and such. It's always been a matter of me simply pressing a button to submit the items within the system. |
| 1 | So long as support staff is still available to input the info and track it, and all I have to do is verify it, it's ok to use, now that I've used it a few times. There's just so little time for extra clerical work on my end, so anything that requires little of my time in this regard, is best. |

9. YOU ANSWERED THAT IT HAS BEEN RELATIVELY DIFFICULT FOR YOU TO USE THE TEM SYSTEM. WHAT HAS MADE THE EXPERIENCE OF SUBMITTING REIMBURSEMENTS IN TEM DIFFICULT? PLEASE DESCRIBE.

| Count | Response |
|-------|---|
| 1 | Confusing interface. Hard to interact. |
| 1 | I am really disappointed with the TEM system. It moves excruciatingly slow |
| 1 | Icons are non-intuitive. Constantly need to refer back to instructions. |
| 1 | It requires more back and forth than before. |
| 1 | It was hard to begin and it is very complicate. |
| 1 | The process is clumsy. |
| 1 | The process is not intuitive or user friendly. |
| 1 | The submission and finalization is not very intuitive. |
| 1 | The system is not user friendly for those who are not account techs. |
| 1 | The various code are like a quiz, and you're never sure if you have the right answer or not. |
| 1 | they system is not intuitive |
| 1 | The software is very obtuse and non-intuitive. One of the least user-friendly pieces of software that I've ever encountered. |
| 1 | I don't know how to use it. I submit paper reimbursements to my business office and they deal with TEM |
| 1 | Before TEM the coding was all done in our Business Office and now the coding portion has been moved to a lower level. Many people do not understand the various differences in the codes. Also, there are rules now that were not there when we did the paper forms and many of those are hard to understand. |
| 1 | It's not very clear on what to do when. Also, why do I need to email a scanned in copy of my documentation. Why can't it just be uploaded to the system? |
| 1 | I am a faculty member using the TEM system. Therefore, our administrative assistants submit the reimbursements for me through TEM, and then I go online to submit them when they tell me that it is ready for me to submit. Unfortunately, I have yet to submit a TEM that does not get rejected at least a couple times before it finally goes through. I am not sure if this is due to TEM itself or if more training is needed on how to use TEM and the reimbursement process. In addition, because of the rejected TEM submissions, I am constantly having to explain why my submission is past the 60 day deadline. I always submit my requests for reimbursements to the administrative assistants within 1 week of my travel or purchase, and due to the number of rejections I receive (or sometimes due to delay of processing the paperwork by the administrative assistants), I have received tax deductions from my reimbursements. I think this is extremely unfair that I am deducted for taxes on reimbursements that I should legitimately receive in full due to university-related expenses. I also think that it is unfair that I have to constantly explain why the submission is 60 days late due to reasons that are beyond my control. These are issues that I did not experience with the previous paperwork. In addition, because of these issues, I don't actually receive the processing of my reimbursements any sooner than they were done so in the past. These issues NEED to be addressed! It is extremely stressful from the faculty perspective, because there is very little that we can do to solve this issue, and it is not our job responsibility to have to deal with this hassle. |
| 1 | Too many gray areas, foreign travel problems, need to break down daily items. Overall complexity of the system. |
| 1 | Its just not that user friendly. I think it was the "edit" function, viewing the report, and what to do if the hotel was more than allowed that made it weird. |
| 1 | AS a faculty, not filling out forms frequently, it is really hard to find where the attachments are with the actual receipts and other information. Interface is not user friendly. Putting the approve button on the right hand side so it is NOT on most screens is outright stupid. I waster hours of my time when this system was introduced figuring out what to do. |
| 1 | Rules for acceptable expenses are not published or easily accessible. Notification of change in status would be more helpful if e-mails were sent when changes occur and better explanations of issues were provided. |
| 1 | It is difficult to remember all of the nuances and make the correct choices in terms of categorizing the expense. If you make one mistake in the beginning, you can't change the category; you have to completely redo the report. There are so many details, it is hard to remember what to do. |
| 1 | Sending the scanned receipts and supporting documents was always a hassle. But no with TEM it has become a headache. No one can explain to me why more of the supporting information I send gets rejected or lost with TEM. |
| 1 | Often when a reimbursement is rejected, the entire process has to be initiated again. Often the reason for the rejection is not clear and it changes from one reimbursement to the next, even if the types of expense are identical. The interface is clunky and it is not always clear when approval is required for reimbursements that my staff and students have submitted. |

| | |
|---|--|
| 1 | Secretary helps with getting things entered. The interface itself is not intuitive to find what you want to review and to print. The GUIs are not at all intuitive. |
| 1 | It is not very clear from the user interface where to go to open a reimbursement request, and what to do once it has been forwarded to a proxy. I remember being very confused when I had to approve a request filled out by our admin. assistant. Also, I don't think the system handles email notifications to accompany the process when more than one person is involved, as in my case. |
| 1 | The entire system seems very clumsy. First of all I had to set up a proxy. Then despite the fact that I had a proxy I still had to submit the report myself anyway. The website is very confusing and it was very difficult to negotiate it. |
| 1 | The web site is simply AWFUL. Who has designed it? Nothing is intuitive, actually, it is counterintuitive. This system has frustrated every single colleague I have talked to. Many, including myself, do not even bother submitting reimbursement requests for small expenses, so much is the bother dealing with TEM. |
| 1 | The TEM system is easily the worst online system for managing ANY financial aspect that I've ever encountered. It is clumsy and non-intuitive. Moreover, I would say nearly 100% of my reimbursements are rejected, even with the help of 1 or 2 administrators in the submission process. The process of submitting to TEM is like submitting to a crooked insurance company - all submissions are initially rejected out of hand, followed by arguments and resubmissions. |
| 1 | It seems that if I don't put the detailed information in the way they like it they will send it back to me and have me reword my details even though they have the receipt to look at. Seems unfair to send it back for that and hold up payment. Sometimes I can not find the drop down reason that matches my needs and I have to call the shared service office and they help me figure out what fits closest to what I need. Then if I don't explain it the exact way the TEM people think it should be they send it back and again hold up the payment making me do it over and resend it. |
| 1 | They have all taken a huge amount of work. I've simply given up on some because of the difficulties. Delays have made some submissions late. Very frustrating. |
| 1 | TEM has been a complete pain in the posterior. Even worse than dealing with Banner. I am getting routine rejections that have to be redone, sometimes for discrepancies of even a single penny. The justifications for booking travel in advance, for example, drive me crazy. I HATE TEM AND I HAVE GROWN TO HATE THE PEOPLE THAT MADE THIS HORRIBLE PIECE OF SOFTWARE. So typical of the UI Administration over the past decade. |
| 1 | The system is very confusing. Although it was presented to us as a way to simplify and speed-up the travel reimbursement process, it has proven to be exactly the opposite. |
| 1 | system is not at all intuitive; specific answers are difficult to find on OBFS; job aids do not provide specific enough information, including links to information/answers on OBFS |
| 1 | It's hard to determine which categories to choose when making reimbursement requests. The drop down menu options are not intuitive for explaining the reimbursement choices. For example, I never know what to list for a reimbursement for a graduate student- they are a paid research assistant, so are they considered an employee, a student, or a student employee? The purpose drop down menu is also confusing. Reimbursing a postdoctoral candidate is considered a temporary vendor payment? I always have to go back to a previous TEM expense report I put through to figure out which options I need to choose in order for it not to get rejected. |
| 1 | It took a few uses to figure out how to use the system. It is still a bit convoluted to find the correct number, to find my contact person, and the redundant searching. Furthermore, it is not always clear how to enter some things like mileage or per diems. On more than one instance I've issues with per diems because if you honestly enter time (let's say that I get up at 6 am and go to bed at 11 pm and eat three meals during that time), the system reduces the amount because it is not a full 24 hours. Figuring this out is in no way intuitive, and it took my TEM person and I a few tries to figure out how to "force" the system to recognize the per diem that actually applied to me. Essentially, I am left with the impression that as long as your information is straightforward, it will go in the system easily. If, for whatever reason, your expense doesn't have a category but is a legitimate expense, you may have to get creative. Overall, the system is a bit tedious, not overly intuitive, and unnecessarily redundant in places. |
| 1 | Submissions are rejected about 90% of the time, even for simple reimbursement requests. Often the reasons are obscure so it's not straightforward to correct whatever problem the reviewer identified. Also, it is not always straightforward to make the changes, and I've had to get additional assistance from higher up in the administrative system in order to make changes. As a result of very common multiple submissions and rejections it can take over a month to finally get the reimbursements approved. Ridiculous waste of time! |
| 1 | The screen is highly un-intuitive. It took me a long time to figure out which buttons to push. Now that I have a proxy, my administrative assistant does most of the work, so it's easier for me but much harder for her. I give her more information than I did before TEM for reimbursements because she's concerned that TEM will reject our requests. |

| | |
|---|---|
| 1 | I often pay my conference registration and air tickets more than 90 days in advance. It's a pain to explain why I do this every time. Also, my admin can't access my TEM account if I am logged in. Often she will have to call me and ask me to log out first so that she could work on my reimbursement. Then I'll wait until she logs out, so that I can re-login to approve. It's quite inconvenient. |
| 1 | The "Purposes" provided aren't clear to the user; not all expense types are available as an option; many times, there are two sets of rules for TEMs submitted depending on who receives the submission in Payables; what works on one ER isn't always excepted on another -- the rules are not uniform. |
| 1 | I get a lot of notices from TEM that require log-in only to find no actions are required. I find the site non-intuitive. It is tricky to figure out how to "approve". |
| 1 | Accessing the website interface took some phone calls. It was buried in the bowels of our website. When you access the site, it's not clear what you're supposed to do, as there are icons but no descriptions. It's like the programmers speak a different language than those submitting the reimbursement requests. But payment has been fast. Would like to see a situation where scanned/emailed receipts are acceptable as the front end process of submitting paper through secretaries hasn't really changed that much. And a clearer web interface with a nice big red button that says 'click here to review/approve' would be great! |
| 1 | The system isn't transparent -- it is quite difficult to just accept submissions that have been completed for me. |
| 1 | system was "sold" as intuitive implying that anyone not able to figure it out was stupid. Takes longer to create a request. Can't save and reuse previous form. Training aids were horribly done in the beginning, however they have gotten better - lots of room for continued improvement. |
| 1 | Often poor explanations of what (or how) to fix when submission is rejected. Appropriate codes are often not obvious. The notes supposedly to indicate the location in the process mean nothing to me, so I don't know where the submission is. Looking up flights and cities, or adding people for meals is cumbersome. The way the thing is set up is neither intuitive nor user-friendly. In all honesty, using TEM regularly inspires a feeling of doom every time I have to use the wretched thing. I dread the reject notices. |
| 1 | In principle it should be possible for traveller's to submit directly to TEM, but the Engineering College Business office has found this to be almost impossible and thus processes our submissions for us. When I tried this myself, it was almost impossible to meet the file size limits for scanned receipts, and considerable effort to do this was wasted because TEM rejected the submission even when all of the files had apparently been properly prepared. There is a lot of duplicated effort involved in using TEM, which out to be set up for traveller's to submit requests themselves. It needs a thorough redesign to achieve the considerable savings in support staff time that should be realizable with such a system. |
| 1 | The user interface is obscure to the point of being nearly unintelligible. More importantly, I'm a faculty member who travels often, and I ask a secretary enter many of my expenses. Sometimes she forgets to tell me when she's finished entering expenses so that I can enter TEM and approve them. This results in delays, almost to the point of going outside the submission window. And because she's in possession of the receipts when I do the approval, there's no easy way for me to compare the receipts to the entries, or to check whether she's applied the appropriate currency conversion factor. |
| 1 | Two things: 1) First, repeatedly having to resubmit requests for reimbursement for items that should be (and ultimately are) reimbursed, even things like comp rate for meals / MIE / hotel cost The non-compliance or rejection responses are often mystifying, refer to codes or processes I do not understand (and specialized), and not communicated in plain English. Very time consuming and there's no clear reason why this should be since everything I have submitted has been covered eventually. But plenty of pointless delays (from my perspective). 2) Because of the bottleneck caused by these mysterious rejections, processing (and re-processing) reimbursements seem to have become quite time consuming and burdensome for administrative support staff. I get a "rejection" email then I have to contact the dept secretary or someone in the dean's office. They then spend a lot of time navigating the process AGAIN, resubmitting items, responding to rejections, or just requesting clarification. All of this in addition to their other duties. So this too adds to the delays. Quite frustrating. When the system works smoothly, it works well and quickly. But right now it's about 50-50; about half the requests I've submitted worked through the system well, and about half have not. And they have been very similar requests so I do not understand why. But I have seen reimbursements delayed for quite a while 1-2 months or even a little more because the process is so complicated and involves so much back-and-forth, again, over some pretty basic, routine expenses. |
| 1 | Our secretary used to handle all the reimbursement for us. Now, I am confused and don't want to learn. |
| 1 | Not sure the issue is TEM as it is the number of people who interact with TEM x the number times they must open and do something with a submittal that is out of whack. Some of my recent submittals were opened over fifty times (looking at the documented history in TEM), and took many weeks to reimburse. |
| 1 | Often after a rejection, the system does not allow me to make changes to update with the requested information or altered information |

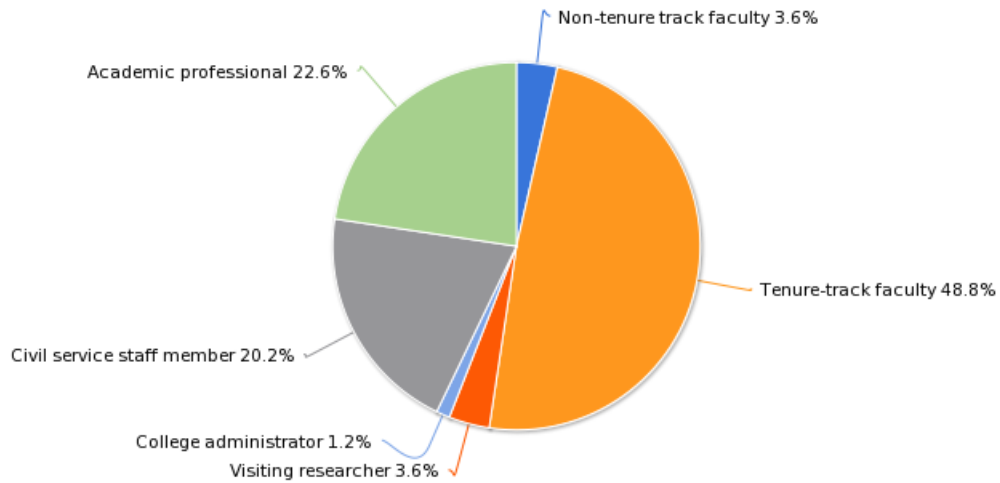
| | |
|---|--|
| 1 | You are not allowed to combine invoices for a single vendor on one report. Before TEM, I could pay 3-4 invoices to one vendor on the same report. My business office told me to use arranged travel for an employee hotel expense after OBFS had me change to the Employee Tcard expense. I was also told that the hotel charge might be rejected because the date I entered on the report didn't match exactly the date of travel. The date I entered matched the date of the Tcard transaction which was the date of checkout from the hotel. To the best of my knowledge this transaction did go through, but it is confusing to get one answer from OBFS and a different one from my business office. |
| 1 | It seems like everything I submit gets rejected...sometimes I'll even do the same type of reimbursement and once it gets rejected for one thing and the next time it gets rejected for something else. |
| 1 | The TEM systems is NOT user friendly for those actually submitting the reports. It might be user friendly for those in OBFS or payroll that process the reports on the back end. The system does not make sense and makes things MUCH harder to complete in a timely manner. Keeping up with ongoing changes makes it difficult to be fluent in TEM and the properly submit reports. Having reports rejected is a common occurrence and really just depends on the person processing the report on the back in. Several times I have submitted 3 or 4 EXACT SAME reports and 2 will be rejected while the other 2 will go through without issue. There is no consistency with the TEM system. Also, the tracking is horrible. When the TEM systems was created, they should have worked more with the people who would submit the reports to help with creation, not the people who approve the reports on the back end. |
| 1 | There are steps that seem to be rather unnecessary: first I create the report, then I submit them to our staff member who has to scan them in. Usually, I get an email letting me know that they have been scanned in, but sometimes I don't, which means it may take several days before I then go in to submit the report. These extra steps requiring confirmation that I want to create a report, then confirmation that I want to submit the report are unnecessary and time consuming, and make it difficult for me to keep track of where in the submission process I am at times when I have multiple submissions to make in short periods of time. |
| 1 | I don't get any reminder if there's something waiting for me to sign off. There are several items listed on my account at all times, and I don't know why. I can't add notes myself, and am unclear how/when to send addendums to others. I can't undo something if I make a slight mistake. It's all awkward, fussy, and hard to read. It has simply added work, at least from my end, and my secretary seems to hate it. |

10. FOR HOW MANY YEARS HAVE YOU BEEN EMPLOYED BY THE UNIVERSITY OF ILLINOIS? (PLEASE ROUND TO THE NEAREST YEAR.)

| Count | Response |
|-------|----------|
| 1 | 0 |
| 14 | 1 |
| 1 | 10 |
| 1 | 11 |
| 4 | 12 |
| 4 | 13 |
| 4 | 14 |
| 1 | 15 |
| 4 | 16 |
| 1 | 17 |
| 3 | 18 |
| 2 | 19 |
| 6 | 2 |
| 2 | 20 |
| 1 | 22 |
| 3 | 25 |
| 1 | 26 |
| 1 | 27 |
| 4 | 3 |
| 1 | 31 |
| 1 | 34 |
| 1 | 36 |
| 5 | 4 |
| 6 | 5 |
| 2 | 6 |
| 3 | 7 |
| 6 | 8 |
| 3 | 9 |

11. WHICH OF THE FOLLOWING BEST DESCRIBES YOUR POSITION HERE AT THE UNIVERSITY?

11. Which of the following best describes your position here at the University?

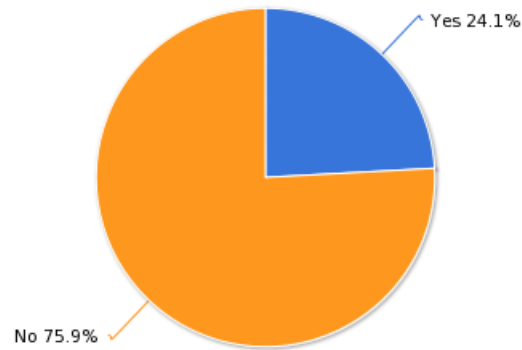


| Value | Count | Percent |
|----------------------------|-------|---------|
| Non-tenure track faculty | 3 | 3.6% |
| Tenure-track faculty | 41 | 48.8% |
| Visiting instructor | 0 | 0.0% |
| Visiting researcher | 3 | 3.6% |
| College administrator | 1 | 1.2% |
| Civil service staff member | 17 | 20.2% |
| Academic professional | 19 | 22.6% |

| Statistics | |
|-----------------|----|
| Total Responses | 84 |

12. DO YOU HAVE A T-CARD? (NOTE: A T-CARD IS A UNIVERSITY-ISSUED CREDIT CARD FOR TRAVEL EXPENSES.)

12. Do you have a T-Card? (Note: A T-Card is a University-issued credit card for travel expenses.)



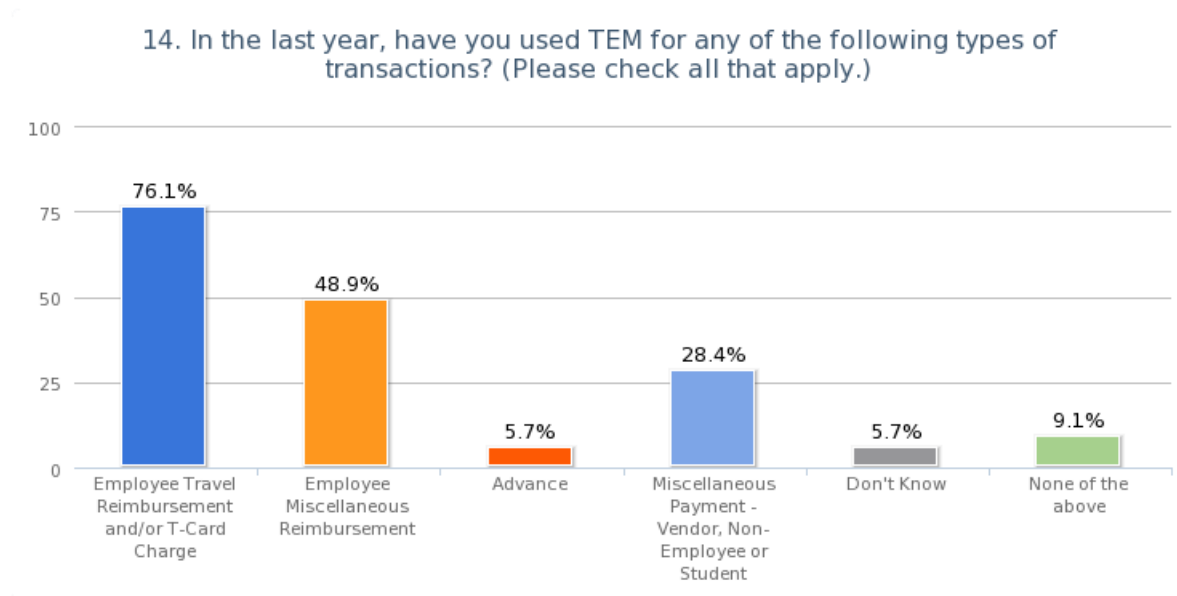
| Value | Count | Percent |
|-------|-------|---------|
| Yes | 21 | 24.1% |
| No | 66 | 75.9% |

| Statistics | |
|-----------------|----|
| Total Responses | 87 |

13. IN THE LAST YEAR, FOR APPROXIMATELY HOW MANY TRIPS HAVE YOU SOUGHT REIMBURSEMENT? (FOR EXAMPLE, ONE CONFERENCE IN SEATTLE WOULD CONSTITUTE ONE "TRIP," REGARDLESS OF THE NUMBER OF EXPENSES RELATED TO THAT TRIP.)

| Count | Response |
|-------|----------|
| 14 | 0 |
| 10 | 1 |
| 11 | 10 |
| 1 | 100 |
| 1 | 12 |
| 3 | 15 |
| 9 | 2 |
| 1 | 25 |
| 8 | 3 |
| 1 | 30 |
| 4 | 4 |
| 1 | 40 |
| 15 | 5 |
| 1 | 52 |
| 3 | 6 |
| 2 | 8 |

14. IN THE LAST YEAR, HAVE YOU USED TEM FOR ANY OF THE FOLLOWING TYPES OF TRANSACTIONS? (PLEASE CHECK ALL THAT APPLY.)

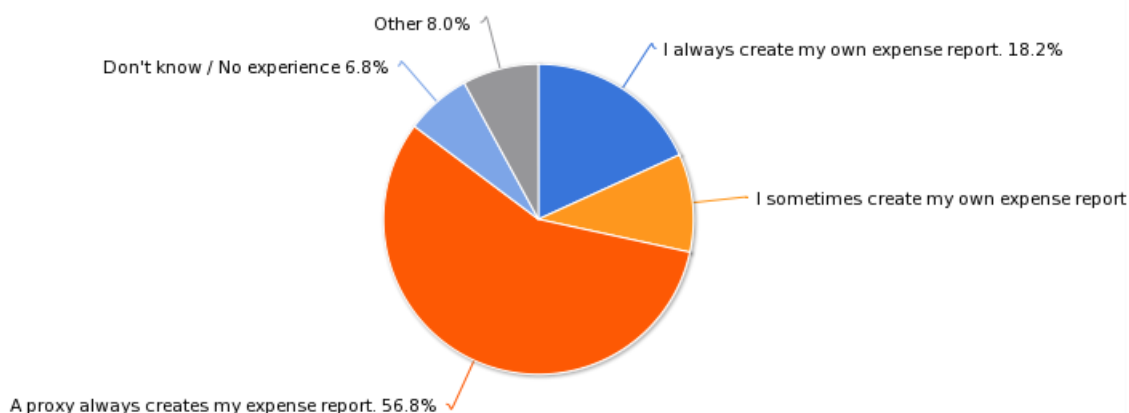


| Value | Count | Percent |
|---|-------|---------|
| Employee Travel Reimbursement and/or T-Card Charge | 67 | 76.1% |
| Employee Miscellaneous Reimbursement | 43 | 48.9% |
| Advance | 5 | 5.7% |
| Miscellaneous Payment - Vendor, Non-Employee or Student | 25 | 28.4% |
| Don't Know | 5 | 5.7% |
| Encumbrance | 0 | 0.0% |
| Honorarium | 0 | 0.0% |
| None of the above | 8 | 9.1% |

| Statistics | |
|-----------------|---------|
| Total Responses | 88 |
| Sum | 5,495.0 |
| Avg. | 62.4 |
| Max | 1,099.0 |

15. IN SOME UNITS IN THE UNIVERSITY, STAFF MEMBERS "PROXY" THE CREATION OF EXPENSE REPORTS TO A BUSINESS MANAGER OR OTHER OFFICE ADMINISTRATOR. IN THESE CASES, A STAFF MEMBER GIVES HER RECEIPTS TO THE BUSINESS MANAGER, THE BUSINESS MANAGER CREATES THE EXPENSE REPORT IN TEM, THEN THE STAFF MEMBER LOGS IN TO THE TEM SYSTEM TO SUBMIT THE REPORT. WHICH OF THE FOLLOWING BEST DESCRIBES HOW THIS PROCESS WORKS FOR YOU?

15. In some units in the University, staff members "proxy" the creation of expense reports to a business manager or other office administrator. In these cases, a staff member gives her receipts to the business manager, the business manager creates the expense report in TEM, then the staff member logs in to the TEM system to submit the report. Which of the following best describes how this process works for you?



| Value | Count | Percent |
|---|-------|---------|
| I always create my own expense report. | 16 | 18.2% |
| I sometimes create my own expense report, or sometimes a proxy creates it for me. | 9 | 10.2% |
| A proxy always creates my expense report. | 50 | 56.8% |
| Don't know / No experience | 6 | 6.8% |
| Other | 7 | 8.0% |

| Statistics | |
|-----------------|----|
| Total Responses | 88 |

| Open-Text Response Breakdown for "Other" | | Count |
|--|--|-------|
| I am a proxy for several people. | | 1 |
| I create all expense reports for me and my faculty | | 1 |
| I create my own expense reports and am proxy for all other staff in my office. | | 1 |
| I proxy for an administrator | | 1 |
| I proxy for many different people who never do their own ERs | | 1 |
| I submit, but usually a proxy has to intervene. | | 1 |
| do not process at all | | 1 |