

# 13-Payment Processing – Non-Employee & Non-PO Transactions

January-March 2017

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## Overview

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This set of processes incorporates all the methods of paying a non-employee or Student when a Purchase Order has not been presented for payment. The request for payment is completed and then flows through various approvals within the University System before being presented to University Payables for final review and payment. This is done using two systems (Banner and TEM).

This also incorporates the method for correcting an error in a payment already made that is initiated by University Payables and exists in Banner.

All processes end at the point that the approved requests are in Banner for final payment processing.

Illinois Mandate Symbol - 

University Policy Symbol - 

Professional Mandate Symbol - 

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## Process Executive Summary

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### Business Process

This process encompasses the activities necessary to authorize payments made to non-employees or Students when a Purchase Order has not been presented for payment. It also contains the activities necessary to make payment corrections for any errors made on payments already completed for any type of payment made through University Payables.

### Current Process Activities



### Approach

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

### Key Findings

- TEM is hard to use
- Uncertainty as to when TEM can be used, on when Purchasing needs to be involved, etc
- Unhappy vendors, unhappy faculty, unhappy grad students due to length of time to get reimbursed
- Lots of system issues (searching, editing fields, browser)
- Inconsistent reviews and rejection reasons
- Incomplete/poor information provided
- Lack of ability for department to see how the Vendor will be paid

### Improvement Recommendations

The process team identified 34 suggested improvements. From the 34 suggested improvements, the team selected seven improvements to recommend for implementation. The Director Council reviewed the seven recommendations and ranked the proposed recommendations for implementation.

Listed are the top four recommended improvements for implementation:

#### #1 Create a cross-reference look-up for TEM/Banner document codes

This would simplify the reconciliation of charges, and provide ease of use needed to complete daily business.

#### #2 Make training mandatory prior to granting the Power User Role within the TEM payment system

This should improve consistency and clarify the process for the originators, and train Power Users as to

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what specific tasks they can accomplish with this Role. It will also reduce the number of questions fielded by the University Payables department, and speed up the process.

#### **#3 Create exit Survey/offboarding checklist**

This would prevent or reduce the number of instances where TEM transactions are left in limbo when a User leaves the University. We also need to streamline the process and allow for additional system privileges to certain Users to handle the necessary corrections when an employee is not offboarded properly.

#### **#4 Improve customer service by guiding Users to more accessible, understandable information**

This would greatly increase the selection of the correct payment method, and reduce confusion and stress within University system departments and University Payables. The goal would be to allow Users to find their own answers to the majority of the questions they encounter, and free University Payables staff to more quickly respond to complex issues.

## Chapter 1: SIPOC Diagram

Process Name				Date
13-Payment Processing – Non-Employee & Non-PO Transactions				January 17, 2017
SUPPLIERS	INPUTS	PROCESS	OUTPUTS	CUSTOMERS
<u>Who</u> provides input to the process	<u>What</u> goes into the process	<u>How</u> the inputs are transformed to outputs	<u>What</u> comes out of the process	<u>Who</u> received the outputs of the process
Vendors Departments University Payables Grants and Contracts Purchasing Department of Intercollegiate Athletics	Encumbrance Form Invoices Electronic Expense Report Contract for Services under \$10k Receipts Expense Reports Foreign National Forms Substantiation Documents Invitation for Honorarium and Acceptance Supporting Documentation	Payment Request Created Preliminary Review Preliminary Approval UPAY Review UPAY Approval Payment Request Processed	Approved Banner Invoice Rejected payment request Expense Report	University Departments University Payables Grants and Contracts Payroll University Accounting and Financial Reporting Department of Intercollegiate Athletics



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## **Chapter 2: Suppliers**

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### **Vendors**

What they care about: Prompt payment of monies owed them

When they care: Each time they are owed money

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### **University System Departments**

What they care about: Compliance with procurement code and Rules and adherence to University policies and procedures, and prompt payment to students or non-employees for monies owed them

When they care: Each time the department owes money to a student or non-employee and has presented the appropriate documentation for payment

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### **University Payables**

What they care about: Accurate processing of all payments and payment corrections

When they care: Each time a payment or reversal is needed

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### **Grants and Contracts**

What they care about: Oversight of any payment requests involving Grant funds

When they care: Each time a payment is made using Grant funds, or a refund request has been submitted that used Grant funds

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### **Purchasing**

What they care about: Compliance with procurement code and Rules and adherence to University policies and procedures

When they care: Every time a payment request is made for a purchase

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### **Department of Intercollegiate Athletics**

What they care about: Compliance with all NCAA regulations

When they care: Each time a payment request is submitted that involve student athletics

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### **Business Rules**

See listing in Process

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## **Chapter 3: Inputs**

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### **Encumbrance Form**

Documentation of the payment details that the Originator wants to earmark for the expenditure

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### **Invoices**

Legal document presented for payment by the Vendor

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### **Expense Reports**

Official documentation of expenses incurred or a refund that is presented for payment.

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### **Contract for Services under \$10k**

Preapproved University contract template that can be submitted in TEM as long as there is only one payment on that contract.

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### **Receipts**

Documentation of expenses incurred

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### **Foreign National Documentation**

Documentation required by Payroll to determine the foreign national residency status

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### **Supporting Documentation**

Includes other documentation such as email approvals, risk management certifications, Invitation for Honorarium and Acceptance, exceptions, and other substantiating documentation

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### **Business Rules**

See listing in Process

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## Chapter 4: Process

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### Payment Request Created

Request for payment is initiated by a University System Department, or University Payables identifies the need for a payment correction.

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### Preliminary Review

Originating Department completes initial review of the request, and obtains any clarifications if necessary from the requestor.

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### Preliminary Approval

Originating Department and, if necessary, other administrative Departments (i.e.Grants and Contracts, Department of Intercollegiate Athletics) approves or denies the request for payment.

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### UPAY Review

University Payables completes the review of the payment request.

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### UPAY Approval

University Payables approves or denies the request for payment


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### Payment Request Processed

Approved payment request exists in Banner for payment.

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### Business Rules

OBFS Policy & Procedures 

30 ILCS 500: Illinois Procurement Code 

44 ILAC 4: Illinois Administrative Code for Higher Education 

Uniform Guidance

Grants and Accountability Transparency Act

Sponsoring Agency's terms and conditions

Internal Revenue Service

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OBFS Policies and procedures

NCAA rules and regulations

University Payables contacts other authoritative sources when making determination if it is outside their level of expertise. This may include Purchasing, Legal Counsel, University Payroll and Benefits, University Student Financial Services and Cashiering Operations, etc.

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## **Chapter 5: Outputs**

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### **Approved Banner Invoice**

Payment request is approved in Banner

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### **Rejected payment request**

Payment request was rejected by either the Originating Department, one of the Administrative oversight departments, or University Payables

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### **Expense Report**

Detailed listing of expenses that were paid. This is often used in reconciliation or in determination of the appropriateness of the payments made.

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### **Business Rules**

See listing in Process

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## **Chapter 6: Customers**

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### **University System Departments**

What they want: Compliance with procurement code and Rules and adherence to University policies and procedures, and prompt payment to students or non-employees for monies owed them. Payment status history and details are also needed within the process.

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### **University Payables**

What they want: Accurate payment document within Banner that is ready to be paid

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### **Grants and Contracts**

What they want: Compliance with Uniform Guidance, GATA, adherence to University policies and procedures, and sponsoring agency's terms and conditions.

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### **Students and non-employees**

What they want: Prompt accurate payment for requests presented to University Payables

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### **Business Rules**

See listing in Process

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## **Chapter 7: Customer - Oversight Roles**

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### **University Payroll and Benefits**

What they want: Compliance with Internal Revenue Service and Homeland Security Policies and guidelines

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### **University Accounting and Financial Services**

What they want: Compliance with Generally Acceptable Accounting Principles (GAAP), all applicable State procurement and Federal cost principles

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### **Internal and External Auditors**

What they want: Access to the data and documentation to make determination of all applicable laws, rules, requirements, and regulations.

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### **University Legal Counsel**

What they want: Oversight that all settlement payments are made in a correct manner

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### **Business Rules**

See listing in Process

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## Chapter 8: Questionnaire for Current State Analysis

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

- Exists to pay Vendors, non-employees and students following Federal, State and University guidelines for these payment types

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

- Mechanism to make certain payments to students or non-employees that do not require POs and cannot be paid through other processes that are not to the benefit of the University System.

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

- START
  - Unit submits request in TEM
    - OR
  - Unit submits Encumbrance Form and Invoice to UPAY
    - OR
  - UPAY notified of error in previous payment
- END
  - Request approved for payment in Banner

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

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

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

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

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

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

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

- University System Departments benefit from prompt payments and continued relationship with Vendors, Students, Faculty, and Staff
- Recipients of the payments or refunds benefit from this process

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

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

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

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

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

- The payment or refund requests cannot be completed without all the required information

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

- University System Departments and University Payables

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

- See [Chapter 2 Suppliers](#) and [Chapter 6 Customers](#)

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

- Banner



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- Banner Document Management
- ICS
- Quali Coeus
- ORS Web
- Outlook
- TEM

### 14. What policies guide or constrain the process?

- GATA-Grant Accountability and Transparency Act
- Homeland Security applicable laws, rules and regulations
- Illinois Administrative Code
- Illinois Procurement Code and rules
- IRS tax laws
- OBFS policies and procedures
- Sponsor terms and conditions
- Sub-award agreements
- Uniform Guidance

### 15. How often does the process get executed?

- 700-1,100 payment requests received per day, inclusive of all employee reimbursements

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

- Multiple systems to process payment
- Lack of understanding on the part of the Originator as to which system and/or which process to use
- Lack of understanding on the part of the Originator as to how to characterize a payment
- Too many exceptions within the process that are hard to interpret by all parties involved

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

- Multiple times per day

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

- See the Issues listed in [Chapter 12 Opportunities for Improvement](#)

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

- TEM is hard to use
- Lack of understanding as to when TEM can be used
- Lack of understanding by Departments as to who to call for help with TEM
- Lack of understanding of the "non-employee" designation
- Extra steps required for TEM non-employee payments
- For TEM non-employee payments for small invoices, in the past we were able to submit with no issue, now we have to send to Purchasing for approval to pay in TEM
- Unhappy Vendors, unhappy faculty, unhappy grad students due to length of time to get reimbursed

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

- Potential changes due to legislative actions
- Potential changes due to upgrades of Banner or TEM

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## Chapter 9: Questionnaire for Potential Process Improvement Candidates

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1. **How would the process operate differently in the “Perfect Situation?”**
  - One system to handle all the processes
  - Communication is captured along the way
  - More audit and record tracking
2. **What does the team hope to achieve through this improvement?**
  - Fewer errors
  - Smoother process, more efficient and effective
  - Ability to correct a process once it started rather than having to recreate it
3. **Who would benefit from the desired improvement to the process?**
  - University Departments
  - University Payables
  - Grants and Contracts
  - Payroll
  - University Accounting and Financial Reporting
  - Department of Intercollegiate Athletics
    - **How would we know?**
      - Faster payments
      - Fewer errors
      - Increased customer satisfaction
4. **What data can be provided with respect to the process performance (e.g. service rating, cycle time, customer survey responses, etc.)?**
  - Time spent from start to finish for each process
5. **Who should be included in any improvement discussions for the process?**
  - Vendors
  - Departments
  - University Payables
  - Grants and Contracts
  - Purchasing
  - Department of Intercollegiate Athletics
  - AITS

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## Chapter 10: Current State Metrics

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

- **How long does the process take from Start to finish?**
  - Payments through TEM
    - Complete process takes on average between 30-60 business days. This process can take much longer due to delays with all the various approval queues and delays within each.
  - Payments through Banner
    - Typically take 5-7 business days
  - Payment Corrections
    - Typically take 1-2 business days
  
- **How many touchpoints are there per process?**
  - Payments through TEM
    - 4-12 touchpoints, dependent on whether proxy or compliance is involved.
  - Payments through Banner
    - 5-12 touchpoints, depending on the size of the request and the various approvals required
  - Payment Corrections
    - 5-9 touchpoints, depending on the size of the request and the various approvals required
  
- **How many steps are involved in each process?**
  - Payments through TEM
    - Approximately 20-25 steps
  - Payments through Banner
    - Approximately 12-15 steps
  - Payment Corrections
    - Approximately 9-13 steps

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## Chapter 11: Feedback from Customer Focus Groups – Current State

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The Current State process was presented to each University's Customer Focus Group on January 24-26, 2017. A total of 12 people attended with 3 people in attendance from UIC, 2 people from UIS, and 7 people from UIUC.

### Campus Focus Group Summary

- **Overall**
  - TEM is hard to use
  - Lack of understanding as to when TEM can be used
  - Lack of understanding by Departments as to who to call for help with TEM
  - Lack of understanding of the "non-employee" designation
  - Extra steps required for TEM non-employee payments
    - For TEM non-employee payments for small invoices, in the past we were able to submit with no issue, now we have to send to Purchasing for approval to pay in TEM
      - Get an Invoice for \$20 (vendor doesn't take PCARD)
      - Submit through TEM
      - TEM approver rejects stating that Approval required by Purchasing
      - Must print and email Purchasing to request approval
      - Then print/upload back into TEM the approval by Purchasing
        - Alternative would be a non-conforming, or the person that bought the dye would have had to pay and reimburse
  - Unhappy Vendors, unhappy faculty, unhappy grad students due to length of time to get reimbursed

### Campus Focus Group Report

- **Suggested improvements**
  - Add a dropdown for a Proxy that lists the last few Proxies you've accessed
    - Similar to the dropdown list of the last few CFOAPALS
  - Proxy needs better control over being able to see all the people for which they are a proxy and view when they haven't completed their request
  - Easier ability for a Proxy to designate someone else to be a Proxy for their proxies
    - Useful when someone goes on vacation
  - In TEM as Approver, nice to be able to edit things that don't impact the actual transaction without rejecting
    - CFOAP
  - Add a "Copy" ability in TEM
- **Issues**
  - Missing accounts
  - Issues when someone does not have access to Banner to determine Address Type
  - Small Vendors that cannot take credit cards or any form of electronic payment
  - Flagging as EPR doesn't always work
    - Even if it's in the notes, they don't always read them
  - Incompatibility with certain browsers
    - Certain fields disappear dependent on the browser being used

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- Also a problem with different browsers that won't allow a person to see multiple pages
- What is the "misc" field used for?
- UPS Statements never paid within 30 days, getting late fees from UPS
- Have to keep physical hard copy of receipts for one year in TEM
  - If you are not the approver or Originator in TEM, the Business manager cannot see the receipts
- Nice if TEM allowed for the search capabilities for certain persons that don't have approval ability within TEM but need the ability to use it for auditing
  - Can contact Payables, but it would be faster if we could access it
  - Banner used to be able to see it
- Scanning physical receipts, then filing the physical receipts AND a scanned copy
- Would be nice to have a single card to replace TCard and Pcard
  - Headaches of using the wrong card in the wrong place
- Notifications need to be improved
  - Sometimes get too many so they get ignored
  - As a proxy, you sometimes ignore since you don't always have to act
  - Be nice if the business office staff could be a proxy for everyone in the Department instead of each person having to delegate
    - Workaround is to ask TEM to allow someone to be a proxy for a proxy
    - Get notifications when rejected, don't get notification when approved
    - No notification when they are paid
- Travel request button doesn't work and has never worked
- Training for TEM would be helpful, there is no formal TEM training, been told that there are too few people in Springfield to attend to have a classroom over here
- Too many specific issues to be able to use a Job Aid
- Business Justification is listed in two places, why do we have to enter it twice?
  - UPAY rejected once since we didn't spell out the conference name that was attended.
  - They didn't care that we abbreviated in the 2nd location for the Business Justification
- Limitation as the number of CFOAPALS that are stored as favorites, seems to only show the last 10-15
- Would be nice if the same person worked the issues when something was rejected
- Purchasing seems to be split up into areas of expertise, Payables seems totally random
- If something rejected in TEM, hard to determine why? Just says "rejected"
- Hate TEM, use it as the last resort
- Never leave a message at UPAY, no one ever calls back
  - Have waited 5+ days for answers
- Issues with invoices, supposed to be entered within 3 days, now taking 20+ days
  - End up sending them through twice which causes problems
- **Positive comments**
  - Like some things in TEM, such as the electronic approval flows
    - Searching is handy
    - Ability to print receipts when reconciling
  - Some Vendors are flagged in TEM to process within two weeks to make sure we don't miss payment
    - They are making the deadlines

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- TEM is better than it was with paper
- Had some inconsistencies but recently the time it takes to get through TEM seems faster

#### **Issues outside the process**

- Vendors have issues downloading the vendor form - sometimes the version of Adobe might not be compatible
- Vendors having issues filling out the vendor form and required the department to walk through
- Should be the same rule that the State has where we pay interest when a payment takes too long

## Chapter 12: Opportunities for Improvements

The following opportunities for improvement were identified through team discussions, focus groups, Director Council, and OBFS Partners. Items in BOLD are addressed in the Recommendations in [Chapter 15](#)

Number	Communications-Issues related to providing information
<b>C1</b>	<b>Inaccurate Charge Code reviewer due to employee turnover</b>
C2	Refund checks need option for expedited approval process when needed
<b>C3</b>	<b>More detailed information needed on rejections</b>
C4	Supporting documentation is not always scanned into Banner when sub award invoices need review
C5	Proxies sometimes ignore because action isn't always required
C6	Purchasing seems split into areas of expertise, Payables seems totally random
<b>C7</b>	<b>Changes to mailing address after the payment request submitted</b>

Number	Policy/Procedure-Issues related to lack of documentation
<b>P1</b>	<b>Too many nuances in the Payables review process</b>
P2	Having to ask non-employees to complete Vendor Information Form to be paid an honorarium
P3	Obtaining details on non-employee travel in excess of what's needed
P4	Applying employee travel policy to non-employee travel
<b>P5</b>	<b>Uncertainty on when Purchasing needs to be involved</b>
<b>P6</b>	<b>Uncertainty on what goes into each process</b>
P7	Have to keep physical hard copy of receipts for one year, even though they are scanned in TEM
<b>P8</b>	<b>Too many specific issues to be able to use a Job Aid</b>

Number	Resources (Financial, Human) Issues related to lack of sufficient staff or funding
<b>R1</b>	<b>Length of time to process payments</b>
<b>R2</b>	<b>Volume of ERs to approve</b>
<b>R3</b>	<b>Lack of resources-Personnel (payables and University-wide), system</b>
<b>R4</b>	<b>Never leave a message at UPAY, no one ever calls back</b>
<b>R5</b>	<b>Have waited 5+ days for answers</b>

Number	Technology - Issues related to system's lack of functionality to support the process
<b>S1</b>	<b>Data entry duplicate fields</b>
<b>S2</b>	<b>Cannot copy previous requests</b>
<b>S3</b>	<b>Document scanning quality issues</b>
<b>S4</b>	<b>TEM transactions cannot be searched in Banner or TM in TEM</b>



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Number	Technology - Issues related to system's lack of functionality to support the process
S5	Lack of escalation procedures for returned ERs
S6	Cannot return for more info
S7	CCR cannot edit or append to Business and Purpose Justification-only can add notes
S8	Still using paper forms in Encumbrance process
S9	CCR cannot edit header/title
S10	No system-based approval in TEM like there is in Banner
S11	Rejection does not get submitted to originating dept. when disapproving sub invoices
S12	CCR cannot edit CFOAPAL
S13	TEM not user friendly
S14	Lack of encumbrance functionality in TEM
S15	Encumbrance payment request not received by UPAY/No receipt
S16	Have to look in Banner for address and Banner ID
S17	Two systems for a single process
S18	Lack of option for Summary or Detail View in Banner
S19	Lack of ability for department to see how the Vendor will be paid (EFT, check, etc.)
S20	No notification when payments made
S21	Business Managers cannot see receipts in TEM unless they are Approver or Originator
S22	Hate TEM, used as a last resort
S23	When a TEM ER is rejected back to the originator and then resubmitted, it does not go back to the person that initially rejected it
S24	Different browsers work differently and do not display multiple pages
S25	Each person has to designate a proxy
S26	Not getting notifications for approvals

Number	Training - Issues related to lack of understanding the process
T1	Wrong purpose used-have to delete line items
T2	Inconsistent reviews
T3	Misuse of EPR (What is EPR)
T4	Info in rejection is not thorough
T5	Lack of training entering ERs
T6	Lack of business purposes
T7	Things being entered into TEM that shouldn't be
T8	Lack of P-Card/IBuy use
T9	Lack of attendance at training sessions
T10	Inconsistent rejection reasons

13-Payment Processing – Non-Employee & Non-PO Transactions

<b>Number</b>	<b>Training - Issues related to lack of understanding the process</b>
T11	Not submitting ERs in timely manner
<b>T12</b>	<b>Incomplete business purpose</b>
<b>T13</b>	<b>Not knowing what business purpose to use</b>
<b>T14</b>	<b>Account Codes don't match what you want</b>
<b>T15</b>	<b>Poor information provided</b>
<b>T16</b>	<b>Determining Purpose code</b>
<b>T17</b>	<b>Banner ID# and Sequence knowledge needed</b>
<b>T18</b>	<b>Uncertainty as to what goes through each process</b>
T19	Lack of education by units on handling non-standard pay (ACH, wire, expedited)
<b>T20</b>	<b>Limitation as to the number of CFOAPALs stored as favorites</b>
<b>T21</b>	<b>Issues with Invoices, supposed to take 3 days, now taking 20+ days</b>
<b>T22</b>	<b>Items sent through twice because of delays</b>
<b>T23</b>	<b>Payables doesn't always read the notes in TEM</b>
T24	Have to scan and attach receipts, but still retain physical original and a copy
<b>T25</b>	<b>Business Justification listed twice, why?</b>
T26	Flagging as Expedited Payment Request doesn't always work
<b>T27</b>	<b>Temp vendor-no route to companies(can do a temp Vendor to company for approved payments</b>
<b>T28</b>	<b>Determination of whether the payment is for "University benefit" too confusing</b>

## Chapter 13: Suggested Improvements

The following recommendations came from discussions with the process team members, the director council, and University focus groups. Not all improvements were selected by the process team. The selected improvements were present to the University focus groups for feedback, and are recommended from review by the Director Council. (Further discussed in [Chapter 15: Recommendations for Improvements](#))

Number	Change Category	Suggested Improvement
1	Communications	Automatically send an email once an EPR has been denied
2	Communications	Department have the Charge Code Reviewer changed during exit process when current CCR leaves
3	Communications	Do not process sub-invoices for approvals until supporting documentation is scanned into Banner
4	Communications	Exit Survey checklist

Number	Change Category	Suggested Improvement
5	Policy and Procedure	Clearly defined process/policies to cover nuances, or have adequate staff to contact for unique situations
6	Policy and Procedure	Establish updated guidelines on when Purchasing needs to be involved and train certain stakeholders on these guidelines
7	Policy and Procedure	Publish an updated document on what types of transactions are handled through each process/system (e.g. TEM)
8	Policy and Procedure	Stop answering to State of IL-Eliminate them from the process

Number	Change Category	Suggested Improvement
9	Resources	More resources-hire employees in Payables, work on retention to keep employees
10	Resources	Properly staff departments

Number	Change Category	Suggested Improvement
11	Technology	Auto approvals
12	Technology	Automatic return email to acknowledge receipt of encumbered payment request sent to "OBFS payments" email
13	Technology	Clone Tammy
14	Technology	Combine Banner and TEM into one comprehensive and dynamic system that is user-friendly
15	Technology	Create a cross-reference look-up for TEM/Banner doc codes (BannerER mapped to TEM TM#)
16	Technology	Have character-recognition capabilities to recognize and alert Users to potential lack of information

**13-Payment Processing – Non-Employee & Non-PO Transactions**

<b>Number</b>	<b>Change Category</b>	<b>Suggested Improvement</b>
17	Technology	Have payables queue route ERs that have previously been rejected route to a senior payables processor
18	Technology	Links to source system for information (Address, Banner Vendor #, Acct Code, etc)
19	Technology	Make business-purpose justification field and CFOP fields editable during Manager/CCR review
20	Technology	Make ER# a field that can be queried in Banner
21	Technology	Notify Dept Users as to what browsers are compatible with TEM
22	Technology	Restrict EPR to a select group of reasons in a drop-down box
23	Technology	Review business rules in TEM for non-employee travel
24	Technology	Robust/configurable business rules
25	Technology	System Wizard to walk the User through each process
26	Technology	Upgrade TEM
27	Technology	Vendor info in same system, separate access not required
28	Technology	Visual difference on screen when in another's queue as Proxy
29	Technology	Web-based/mobile-friendly
30	Technology	When item rejected have the response returned to initial UPAY processor that rejected it

<b>Number</b>	<b>Change Category</b>	<b>Suggested Improvement</b>
31	Training	Develop comprehensive flowchart to determine payment mechanism (PO, P-card, TEM, etc)
32	Training	Develop Video training library
33	Training	Mandatory training to use system
34	Training	PI gets training on OBFS policies

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## Chapter 14: Feedback from Customer Focus Groups – Future State

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The Future State process was presented to each University's Customer Focus Group on February 28, March 1, and March 2, 2017. A total of eleven people attended with two people in attendance from UIC, five people from UIS, and five people from UIUC.

### Customer Focus Group Summary

- Receptive to all recommendations discussed
  - Particularly receptive to required training for Power User within TEM
  - Supportive of any additional training that can also be offered to other user types
- Understand the difficulties in University Payables and supportive of efforts to retain staff, as it has big impact to departments due to delays and inconsistencies caused with new staff
- Very excited at the idea of interactive guide to make selection of system and payment method, would solve many issues

### Customer Focus Group Report

- Suggestions and comments grouped by the Recommendation they address

#### #1 Required training for Power User

- **Suggestions**
  - General users need training too
  - Would be nice to have training where Payables, Purchasing and Campus Units are all in one room so that everyone understands the issues the others have
- **Comments**
  - Required training seems to make sense, we have it for other systems such as HR
  - Particularly great for new staff
  - Had an instance when needed to get Purchasing approval to do a payment in TEM, received that approval, then it got hung up again because Payables wanted to approve as well, wasn't stated up front
  - Training fine as long as it's not confusing, prefer instructor-led but know that others like the webinars
  - Training cannot hurt

#### #2 Create/update documents and interactive flowchart

- **Suggestions**
  - Make sure you can select the payment method without having to go through the wizard, if you don't need the help
- **Comments**
  - Had done contracts for rentals, recently found out we should be doing a PO

#### #3 exit survey/offboarding checklist

- **Suggestions**
  - Need a way to know if something is in the system that has no Approver assigned
    - Discovered 5-6 months after someone left because we had no approver for our POs
    - Have experienced internal approvals staff leave, and the new person's level didn't have approval setup

### 13-Payment Processing – Non-Employee & Non-PO Transactions

- Should be someone within the department to clean up those outstanding TEM transactions
  - Also is an issue if someone is out for an extended illness
    - Maybe a Super-User Role would be good
- Need a way to be able to identify if someone has something outstanding in TEM
  - A checklist is helpful, but we don't know if the person leaving has anything outstanding in TEM
- **Comments**
  - If we know an employee is leaving and there is insufficient time to get reimbursed prior to the departure, we wait to process ERs after the employee leaves as a non-employees
  - If they're an approver for someone else then it hangs those up too

#### **#4 Banner cross-reference**

- **Suggestions**
  - Allow the search field to search across all of the various numbering formats (TC, TM, ER, Banner Invoice)
    - No consensus on whether to implement this first in Banner or in TEM
      - Some prefer it first in TEM since they have the Banner information and just need to find the ER # in TEM
      - Some commented that TEM takes too long to execute searches
  - Add the ability to see check numbers in TEM

#### **#5 Evaluate ERs that are rejected 2 or more times**

- **Suggestions**
  - Call instead of reject
    - Simple phone call can more efficiently resolve it
    - Call the proxy, not the person being paid
- **Comments**
  - Definite pain-point for the Departments
  - Excited to hear of the recommendation
  - I've had an issue of having been told to cancel and start all over (not just edit it but start all over) - is this part of this? No, but we will bring this back

#### **#6 Retention ideas for UPAY**

- **Comments**
  - Key idea for any department
  - Won't necessarily stop them from going to campus departments

#### **#7 New system**

- **Comments**
  - Like the ability to specify payment date

## Chapter 15: Recommendations for Improvements

Within the process Payment Processing – Non-Employee & Non-PO Transactions, seven recommendations have been identified for improvement. Five different categories were identified for the improvements, and each improvement received a level of implementation. The five categories include Training, Communication, Technology, Policy and Procedure, and System. There are two levels of implementation: “short-term” indicates improvements suggested for the current system and process prior to the development of an RFP, and “long-term” indicates improvement to the process with an RFP for a new system. The recommendations are in order to make the process better, help the users understand the process, and make sure the process works.

Number	Describe Potential Solutions	Category	Implementation Level	Related Issue(s)
1	<p><b>Make training mandatory prior to granting the Power User Role within the TEM payment system</b></p> <p>We are recommending required training prior to granting access for the Power User role to the TEM payment system. This would be applied to those users that are commonly within the business office and those designated as a proxy within each University System department. We propose evaluation of all facets of the process to include guidance on each step including the Banner Encumbrance process. This should improve consistency and clarify the process for the originators, and train Power Users as to what specific tasks they can accomplish with this Role. It will also reduce the number of questions fielded by the University Payables department, and speed up the process.</p>	Training	Short-term	P1, P5, P6, P8, S13, S22, T1, T5, T6, T7, T9, T12, T13, T14, T15, T16, T17, T18, T20, T25, T28
2	<p><b>Improve customer service by guiding Users to more accessible, understandable information</b></p> <p>Create/update documents on the OBFS website as to what types of transactions are handled through each process/system (e.g. TEM), and develop interactive flowchart to determine transaction mechanism (PO, P-card, TEM, etc)</p> <p>This will guide Users through the selection process of which system to use for the various payment types. We would also recommend the inclusion of guidelines as to when Purchasing must be involved in the decision. This would guide the design of an interactive system that would require the User to answer a series of questions that would guide them to that same decision. This would greatly increase the selection of the correct payment method, and reduce confusion and stress within University system departments and University Payables.</p>	Training/Communication	Short-term	P1, P5, P6, P8, S13, S22, T1

**13-Payment Processing – Non-Employee & Non-PO Transactions**

Number	Describe Potential Solutions	Category	Implementation Level	Related Issue(s)
	<p>We would also improve customer service by guiding Users to more accessible, understandable information. The goal would be to allow Users to find their own answers to the majority of the questions they encounter, and free University Payables staff to more quickly respond to complex issues. This could include a revamp of the OBFS website with better search capabilities, and evaluating different training methods that are more easily consumed by the User.</p>			
3	<p><b>Create exit Survey/offboarding checklist</b></p> <p>Currently each department has its own processes for removing access to TEM, and there are many instances when transactions are still pending when a person has left the University.</p> <p>We also need to streamline the process with the possibility of allowing for additional system privileges to certain Users to handle the necessary corrections when an employee is not offboarded properly.</p>	Policy & Procedure	Short-term	C1
4	<p><b>Create a cross-reference look-up for TEM/Banner document codes</b></p> <p>We are recommending new functionality to allow for searching of an ER number within Banner, and searching for the TM/TC number in TEM. This would simplify the reconciliation of charges, and provide ease of use needed to complete daily business.</p>	Technology	Short-term	S4
5	<p><b>Evaluate Expense Reimbursements that are rejected 2 or more times.</b></p> <p>We are recommending the evaluation of the process of rework involved with rejected ERs. This is intended to reduce the customer frustration involved when requests are rejected two or more times. Ideas the group could evaluate would include things such as the same person getting the rejected ones back, having a Supervisor review it prior to a 2<sup>nd</sup> reject, different modes of communicating a rejected ER, etc. Additional routing functionality to potentially reduce the occurrences will be discussed with the current TEM vendor.</p>	Policy and Procedure/Training	Short-term	C3, T2, T4, T5, T10, R2, R3



**13 - Payment Processing – Non-Employee & Non-PO Transactions**

Number	Describe Potential Solutions	Category	Implementation Level	Related Issue(s)
6	<p><b>Evaluate retention ideas for the UPAY department</b></p> <p>We are recommending the evaluation of retention practices to help maintain staffing levels within University Payables. The high volume and detail-oriented, production-driven nature of the work makes retention especially important. Any extra effort and monies spent in retention will serve to make more satisfied customers and University Payables staff, and reduce employee loss.</p> <p>Training takes nearly a year to fully train personnel to the level of detail and expertise required to be an effective employee.</p>	Policy and Procedure	Short-term	C3, P1, R1, R4, R6, T2, T4, T10, T12, T21, T22, T23
7	<p><b>New system to replace Banner/TEM</b></p> <p>As with all other processes, this process could be greatly simplified with a single system that would incorporate all the functionality in one.</p>	System	Long-term	C7, P5, S1, S3, S4, S7, S8, S9, S10, S11, S12, S14, S16, S17, S18, S19, S20, S21, S24, S26, T13, T14, T15, T16

## Chapter 16: Solutions Prioritization Matrix

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

Solution Prioritization Matrix: 13 Payment Processing - Non-Employee & Non-PO Transactions								
<p>There are two levels of implementation</p> <p><b>‘Short Term’ notes improvements on the current system and processes prior to the RFP for a new system</b></p> <p>‘Long Term’ notes improvement to the process with a RFP for a new system.</p>								
	Describe Potential Solutions	Category	Ease of Implementation:	Permanence of the Solution:	Impact of the Solution:	Cost of the Solution:	Total Score (Average of The total product from each participant):	Ranking
			1 (very difficult) - 5 (very easy)	1 (temporary) - 5 (permanent)	1 (low) - 5 (high)	1 (high) - 5 (low)		
			Avg of attribute from each participant)	Avg of attribute from each participant)	Avg of attribute from each participant)	Avg of attribute from each participant)		
1	Create a cross-reference look-up for TEM/Banner document codes	Technology	4	4.56	4.11	4.22	316.3018	1
2	Make training mandatory prior to granting the Power User Role within the TEM payment system	Training	4	4.22	4.11	3.33	231.4403	2
3	Create exit Survey/offboarding checklist	Policy & Procedure	3.11	4.11	3.67	3.44	161.5345	3
4	Improve customer service by guiding Users to more accessible, understandable information	Training/Communication	3.11	3.44	3.67	3.33	130.9739	4

**13 - Payment Processing – Non-Employee & Non-PO Transactions**

5	Evaluate Expense Reimbursements that are rejected 2 or more times.	Policy & Procedure/Trainin g	2.56	3.33	3	3.22	82.34568	5
6	Evaluate retention ideas for the UPAY department	Policy & Procedure	1.89	3	3.33	2.11	39.87654	6

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## Chapter 17: Future State Requirements

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This is a comprehensive list of functional requirements and technical requirements for the future state of the 13-Payment Processing – Non-Employee & Non-PO Transactions process. Excluded from this list are any requirements for functionality outside of the scope of this specific process, such as security, accessibility, etc, which will be handled in a different process.

- Customizable user interface that guides all Users through the complex process
  - This would include online guided instructions to the User specific to each task
  - Ability to link within the system to external training aids
- Ability to customize the system to enforce business rules for specific payment methods and audiences (Vendor, Student, non-employee)
  - Ability to configure cross-validations across several parameters, both internal to the system, and external to other University Systems (such as Banner)
  - Ability to perform validations prior to submission to catch rejection issues before they happen
    - Ability to instruct Users how to correct their errors
- Ability to customize automatic approvals based on the payee, type of purchase, dollar amounts, keywords, etc.
  - Ability to perform post-audit reviews by internal or external Users
- Ability to perform tasks on mobile devices in real-time
  - Expense reports
  - UPAY review/approvals
  - Departmental review/approvals
- Web-based system
- Ability to maintain secure environment
- Ability to design and maintain workflow capabilities
- Ability to interface with other systems for validation
- Ability for each User to be able to customize email notifications
  - Based on status change in the workflow
  - Approval, payments made to vendors, rejections, etc.
- Ability to report on status of each task within the workflow
- Ability for real-time processing status
  - Metrics for number of requests in the system
- Ability to specify payment date with enforcement of business rules and roles
- Ability to capture and report on all user-generated data in a data warehouse
  - Ability to create standard reports and ad-hoc reports
- Ability to upload supporting documentation
  - Ability to attach to workflow items
  - Robust document management
  - Ability for multiple Users to view attached documentation
- Ability for multiple Users to view records simultaneously
- Ability for real-time online collaboration
- Ability to highlight changes within a workflow after it has begun
- Ability to have real-time online chat functionality

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## Chapter 18: Subject Matter Expert Team

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The following individuals participated on the Subject Matter Expert Team of the BPI Payment Processing – Non-Employee & Non-PO Transactions project:

<b>Name</b>	<b>University/Department</b>	<b>Title</b>
<b>Aaron Rosenthal</b>	UIC Purchasing	ASST DIR CONTRACTS AND SYST
<b>Amy Johnson</b>	Dept of Intercollegiate Athletics	STAFF CLERK
<b>Carla Ross</b>	UIC Psychiatry	Director
<b>Darren Strater</b>	University Payables	ASSOC DIR SUPPORT SERV,
<b>DeAnn Behrens</b>	AITS	ENTERPRISE SYST SPEC
<b>Deborah Caparoon</b>	UIUC Facilities and Services	BUSINESS/ADMINV ASSOCIATE
<b>Deborah Gorvin</b>	UIUC Purchasing	BUSINESS/ADMINV ASSOCIATE,
<b>Jennifer Daly</b>	UIUC English	BUSINESS MANAGER I
<b>Jenny Gibson</b>	UIUC Provost Office	BUSINESS/ADMINV ASSOCIATE
<b>Kevin Frerichs</b>	UIUC Grants & Contracts	ASST DIR STATE AWARDS
<b>Tammy Ziegler</b>	University Payables	BUSINESS/ADMINV ASSOCIATE
<b>Tracy Sikorski</b>	UIC LAS Social Science Research	Director

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## Chapter 19: University Focus Group Participants

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

Name	University/Department
Benner, Penny J	UIUC
Billhymer, Jacqueline N	UIUC
Black, Jennie	UIUC
Curtis, Beverly A	UIUC
Gochanour, Wendy L	UIS
Langdon, Toni L	UIS
Lee, Denise	UIC
Lile, Andrea S	UIUC
McArthur, Jason A	UIUC
Riddle, Lynette	UIS
Sully, Myra L	UIUC
Thornley, Allison M	UIS
Umbarger, Mary E	UIS
Urbina, Mary	UIC

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## Appendix A: Business Glossary

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### **Approved Banner Invoice**

Payment transaction that has been reviewed and approved for payment, and is stored in Banner awaiting final payment

### **CCR**

Charge Code Reviewer, the person in the University Department that reviews all Expense Reimbursement requests for proper coding.

### **ER**

Expense Reimbursement

### **EPR**

Emergency Payment Request

### **Encumbrance**

Allocated funds earmarked for an expense.

### **GATA**

Grant Accountability and Transparency Act

### **ICS**

Illinois Contract System

### **Kuali Coeus**

An electronic system used to standardize research administration processes

### **Non-Employee**

Person being paid by the University System that was never an employee, or was an employee but has now left the University System

### **ORS Web**

Office of Research Systems website

### **P-Card**

Credit Card from the University System for approved miscellaneous expenses

### **T-Card**

Credit Card from the University System for approved travel expenses

### **TEM**

Travel and Expense Management System

### **Vendor**

A person or organization external to the University of Illinois that provides goods or services to the University for the purposes of payment