



Finance & Accounting Travel Reimbursement Process Analysis

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Overview of Presentation

- Objective
- Methodology
- Process Flow
- Volume of Documents, Errors
- Interview, Survey and Staff Data
- Training Participation Data
- Process Observations
- Preliminary Recommendations



Objective

- Identify potential areas for improvement
 - Customer Service
 - Compliance
 - Work Environment



Methodology

- Interview Processors (11)
- Development of Process Flowcharts
- Preparer Survey
 - 149 out of 200 preparers responded
 - 30 questions;
 - Overall satisfaction
 - Different aspects: accuracy, consistency, customer service, knowledge, training (preparer), etc
 - Open ended questions



Methodology (continued)

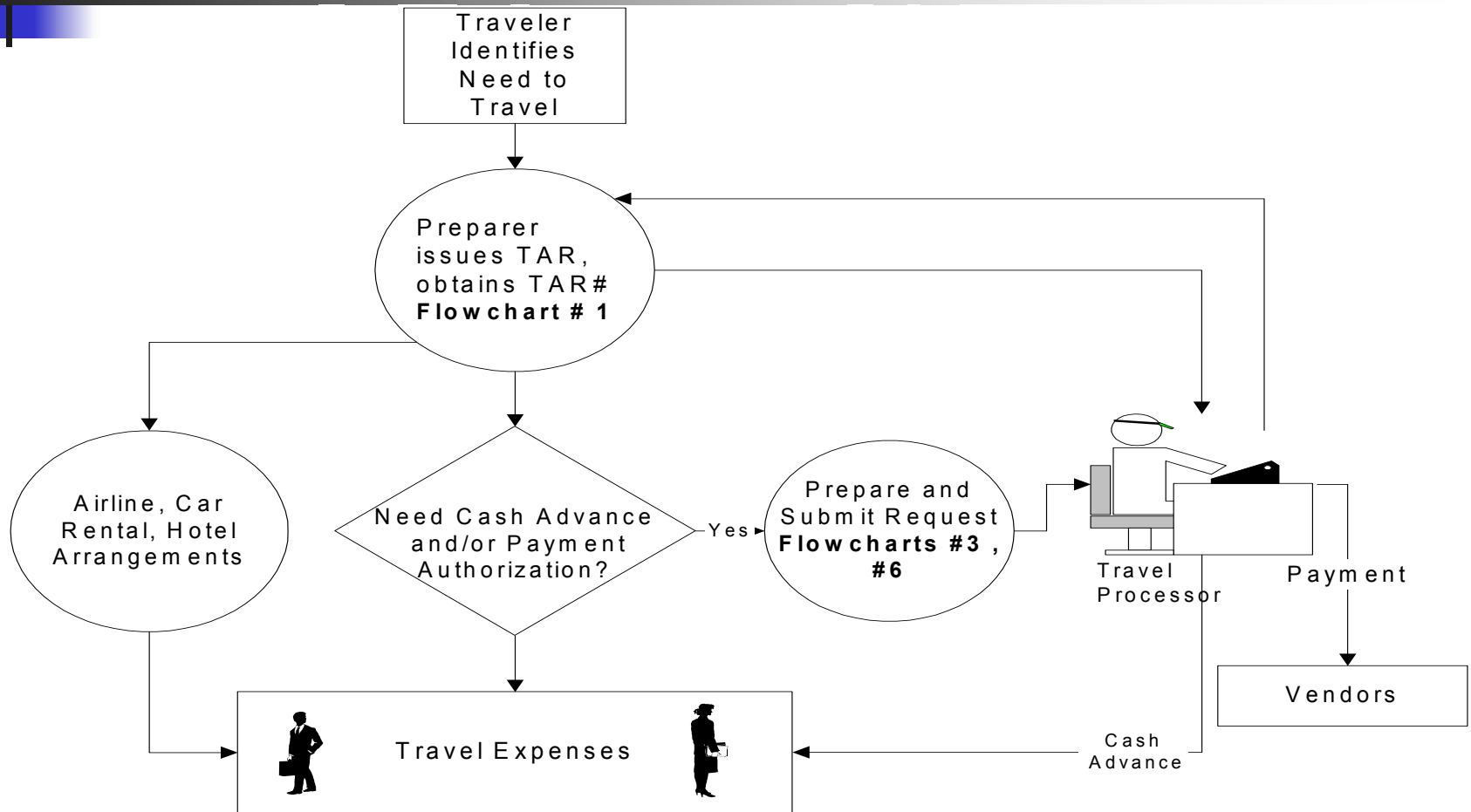
- Traveler Survey
 - 150 out of 650+ travelers responded
 - 30 questions
 - Overall satisfaction
 - Different aspects: accuracy, consistency, customer service, knowledge, training (preparer), etc
 - Open ended questions



Methodology (continued)

- Process Observations
 - General observations
 - Timing of different tasks
 - Collection and analysis of data
 - Turnover Data
 - Capacity analysis
 - RV's processing lead time (department approval and F&A Travel processing)

Process Flow – Before Traveling

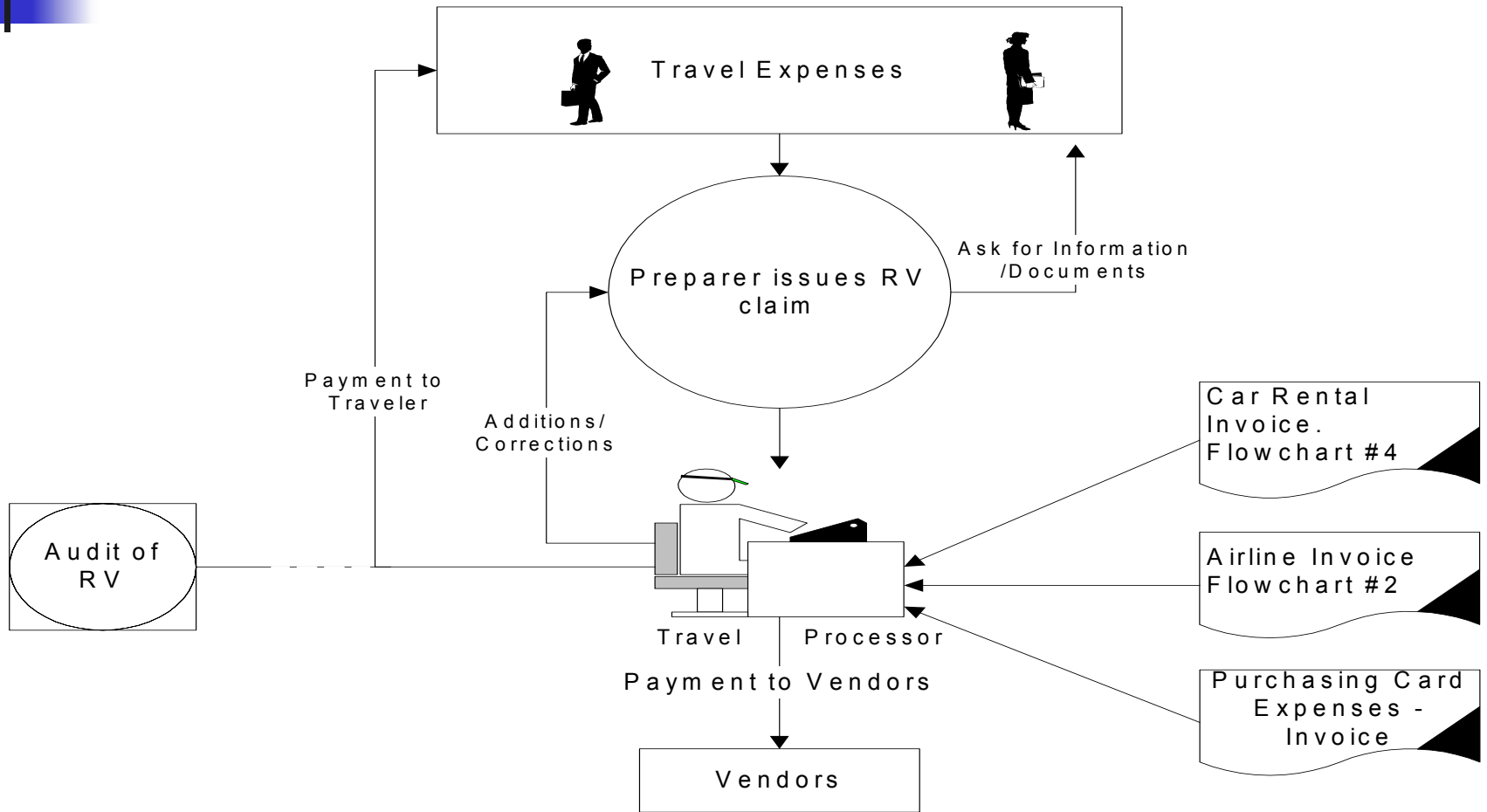




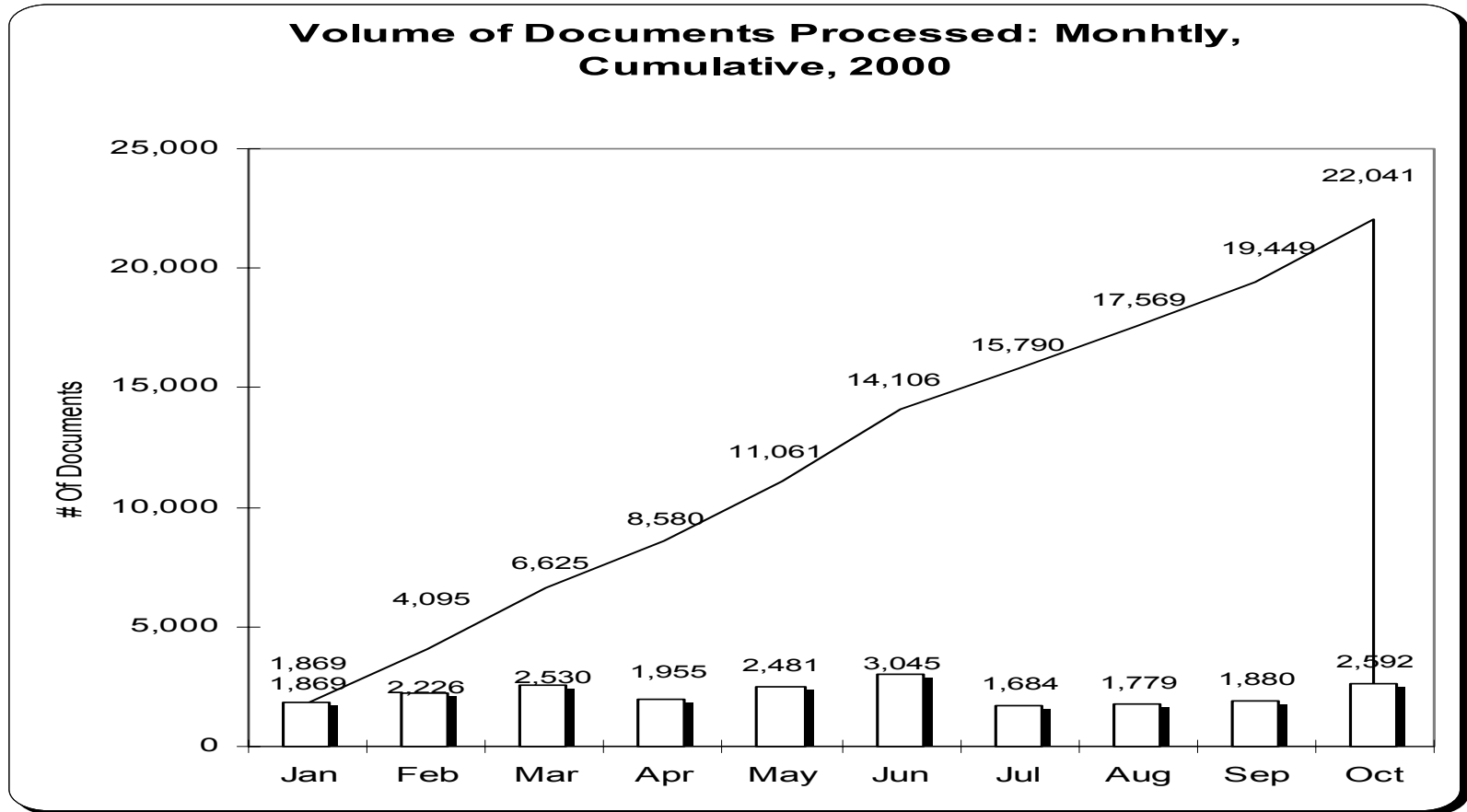
Cash Advance & Payment Authorization documents

- Cash Advance
 - Approximately 14 data elements
- Payment Authorization
 - Approximately 17 data elements
- Elements in common: 11-12

Process Flow – After Traveling



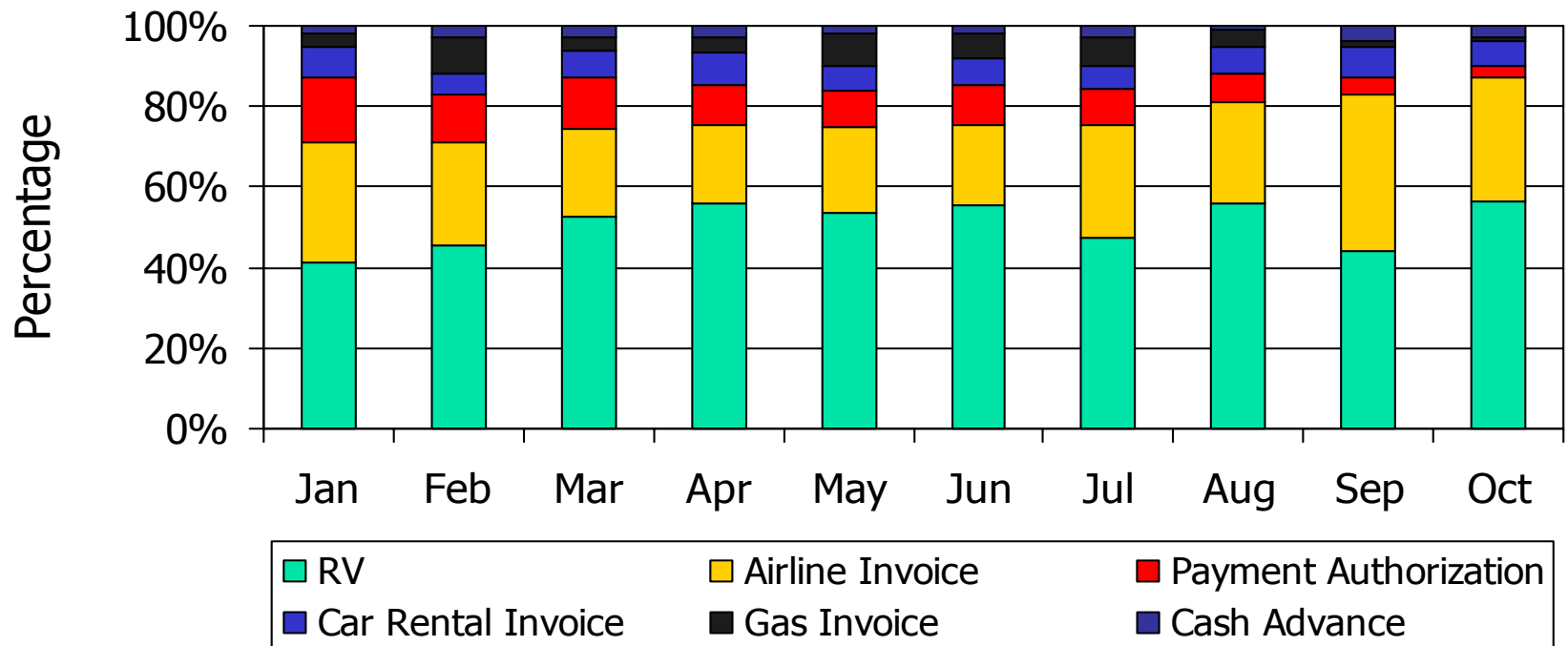
Volume of Documents



F&A Travel Process Analysis -
OEAS

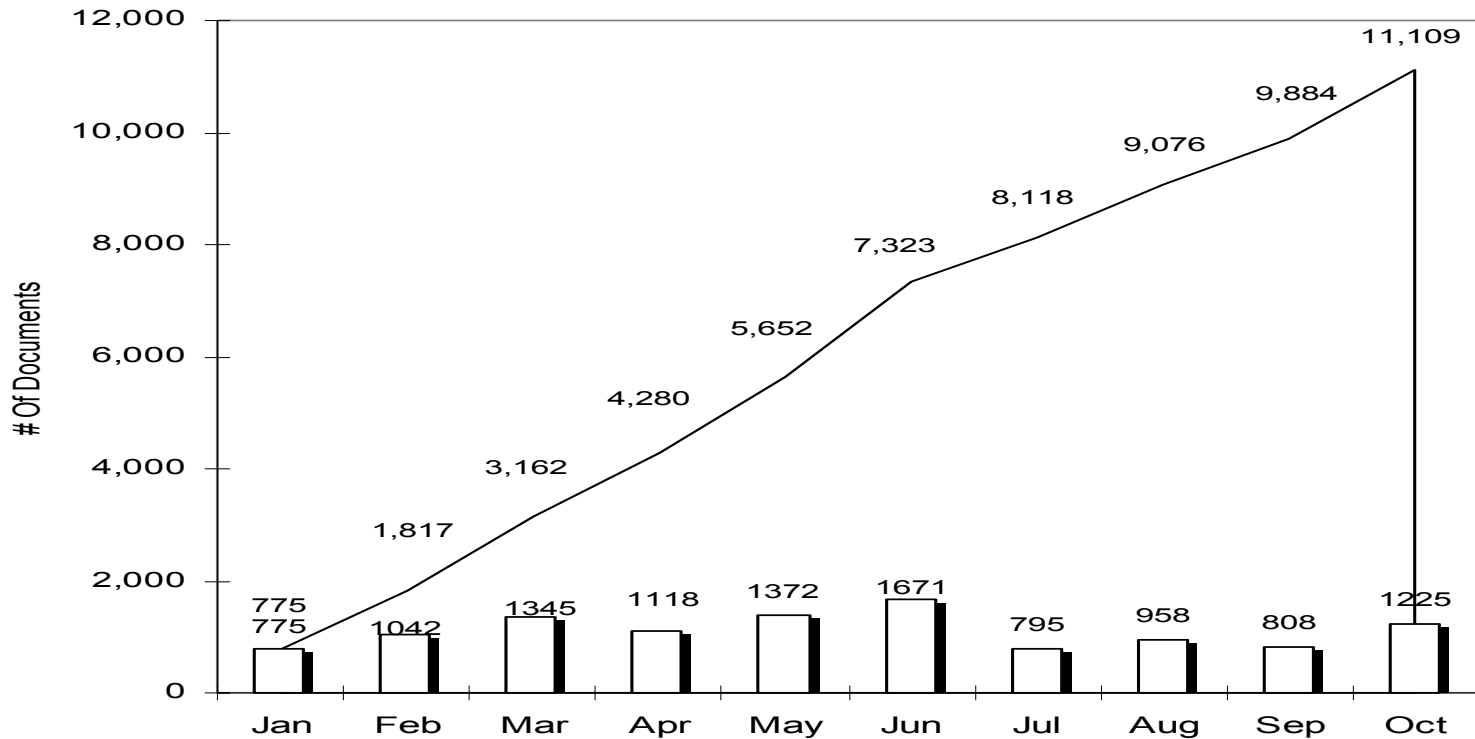
Volume of Documents by Type

Volume of Documents by Type - 2000



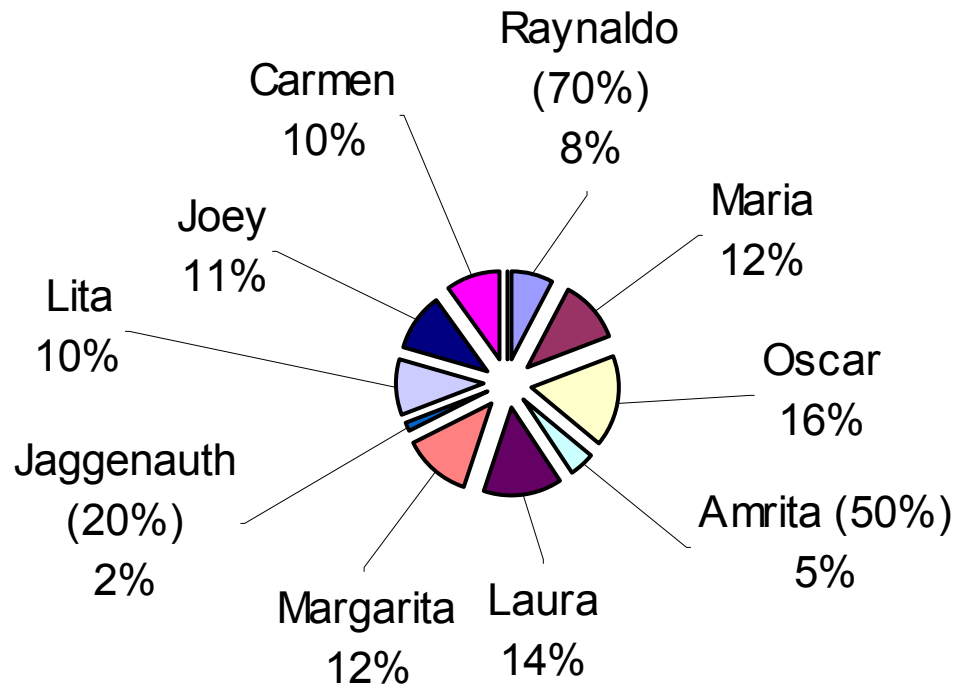
Volume of Documents- RV's

Volume of RV's Processed: Monthly, Cumulative, Jan-Oct 2000



Distribution of RV's

Distribution of Processed RV's by Individual
Jan-Oct 2000





Processors – Turnover, 2000

Category	Total Employees Jan 2000	Total Remaining Dec 2000	Turnover
USPS	8	5	37% (3/8)
OPS	3	0	100% (3/3)
A&P	2	1	50% (1/2)
Total	13	6	54% (7/13)

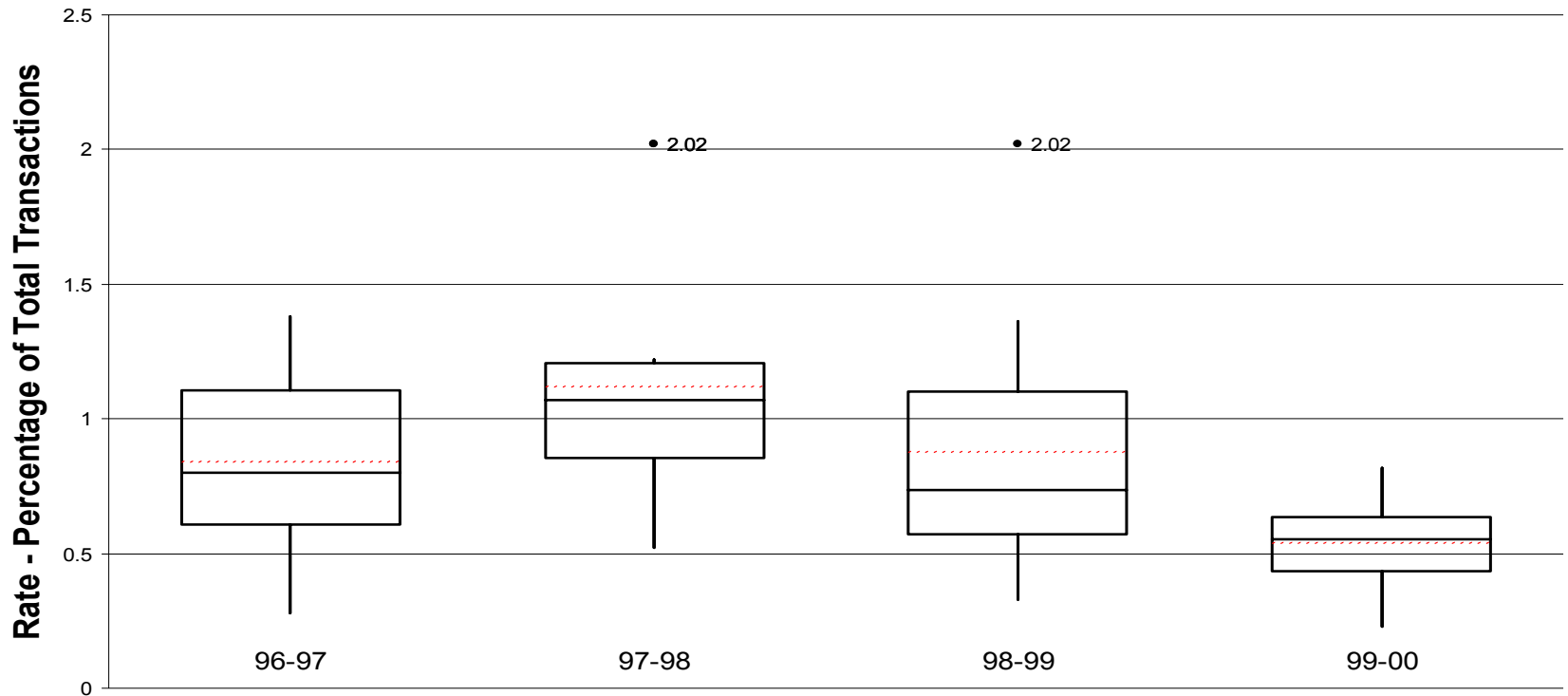


Processors – Turnover, 2000

Category	Hired During 2000	Remaining Dec 2000	Turnover
OPS	4	1	75% (3/4)
USPS	1	1	0
Total	5	2	60% (3/5)

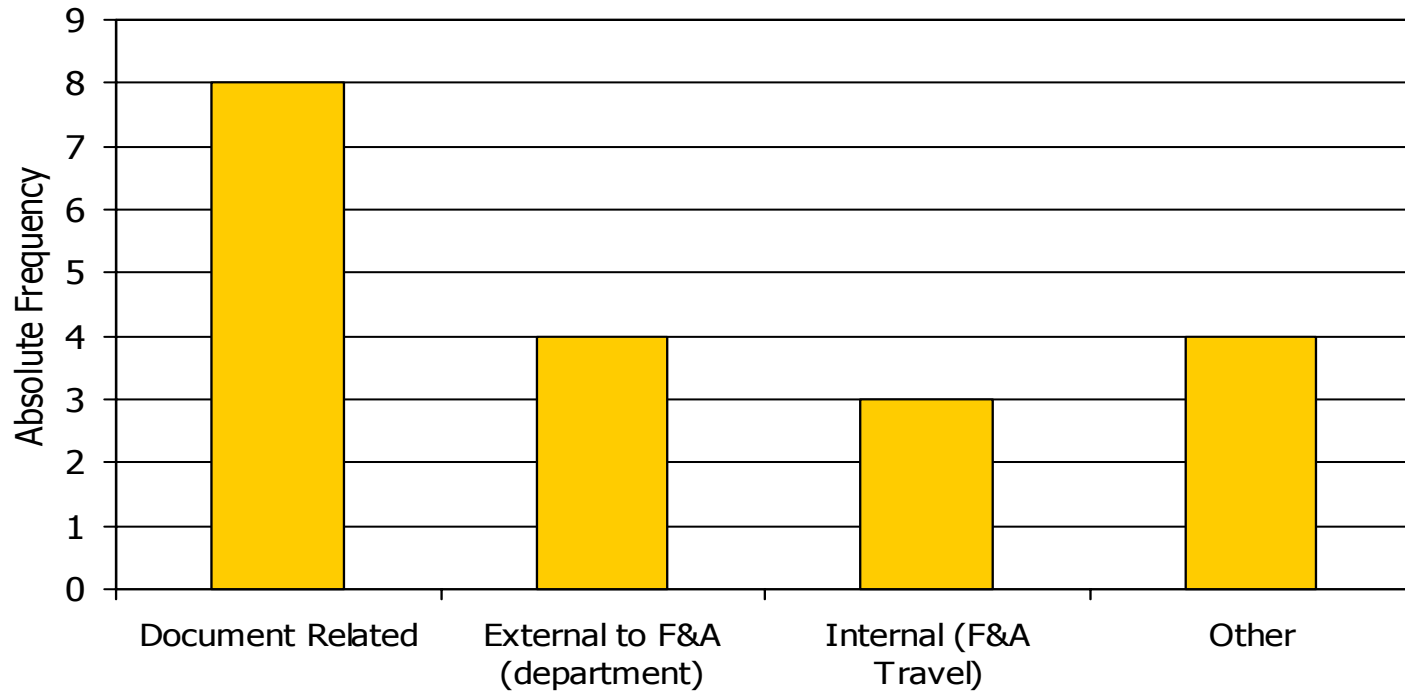
Error Rate

Monthly Error Rate



Interview Responses—Processors (11)

Greatest Difficulty in Getting Job Done





Interview Responses – Processors (continued)

- External
 - Departments do not cooperate
 - Preparers not following through on faxes
 - Preparers reluctant to obtain information
 - Preparers: buffer between traveler and processor



Interview Responses – Processors (continued)

- Internal
 - Desktop procedures need to be uniform
 - Policies: fax ok or not?, phone call ok?
 - Conflicting interpretation of Statutes

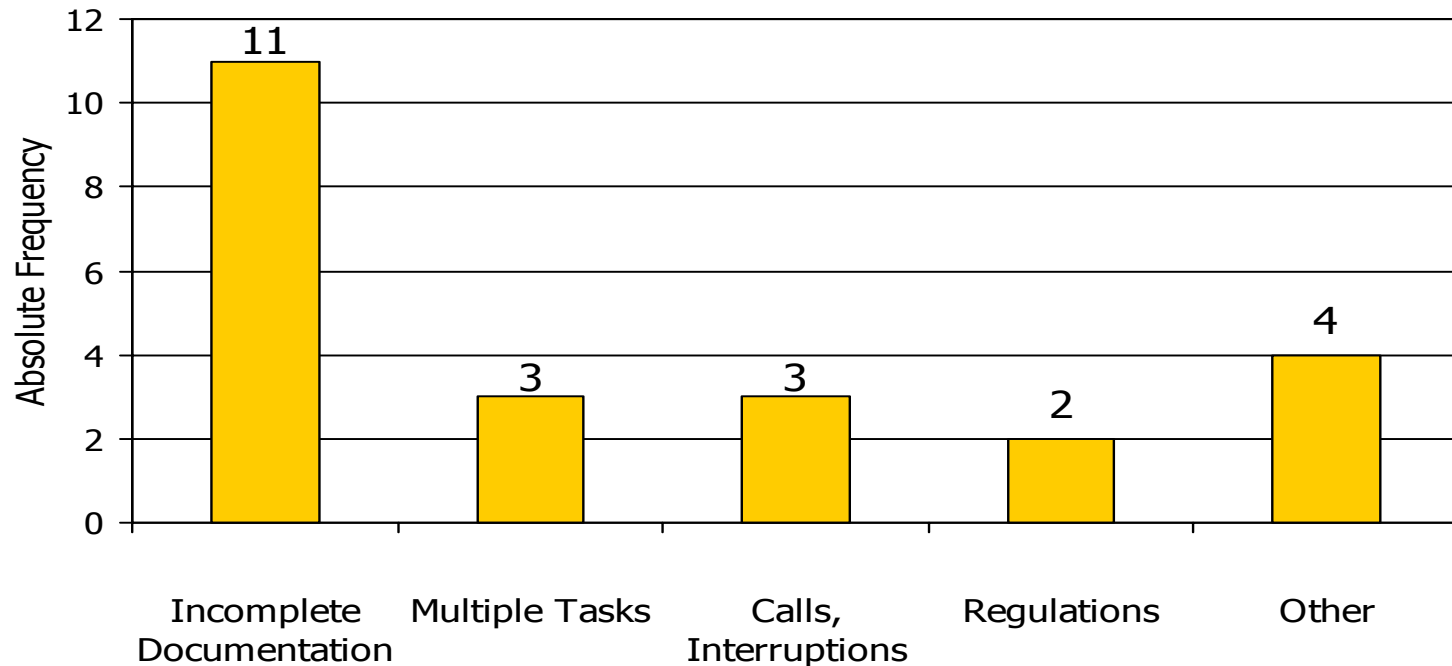


Interview Responses – Processors (continued)

- Other
 - Respond to all inquiries
 - Filing
 - Answering phone calls, e-mails
 - Interruptions

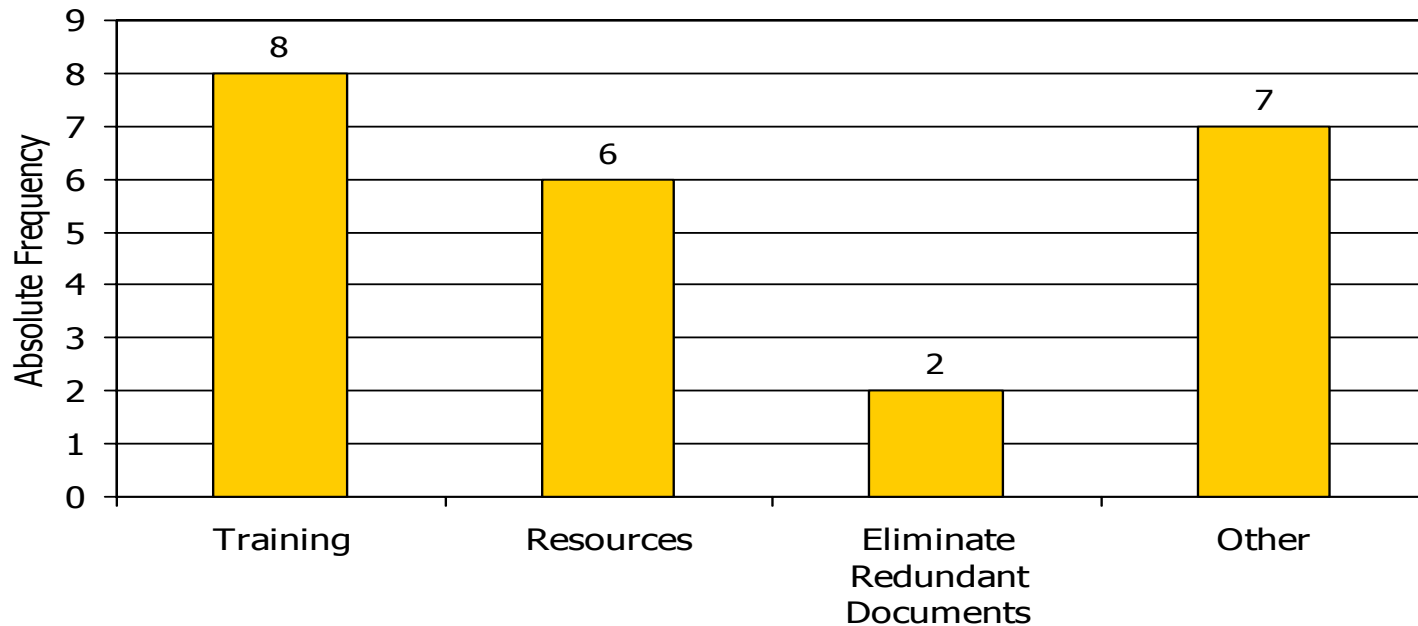
Interview Responses – Processors (Continued)

Things that Slow down Travel Processing



Interview Responses – Processors (Continued)

Greatest Opportunity for Improving Travel Claim Processing





Interview Responses – Processors; Other

- Preparer/Traveler including justification
- Committee to look at Statutes
- Standardize Cash Advance
- Provide manual for preparer
- Distribute accounts evenly
- Focus on customer service
- Processor to review checklist

Training Participation – Basic, Advance

(Source: Human Resources)

Position	1998	1999	2000
Clerical	63	62	95
F & A	7	4	1
Exec./Adm./Mgr.	2	2	5
Tech/Paraprof.	0	3	1
Faculty	1	0	0
Other Professional	18	26	16
Other	10	6	10
N/A	36	21	17
Total	137	124	145



Training Participation – Preparer, Self reported

- Took Training?
 - 127 or 85% of total preparers took training

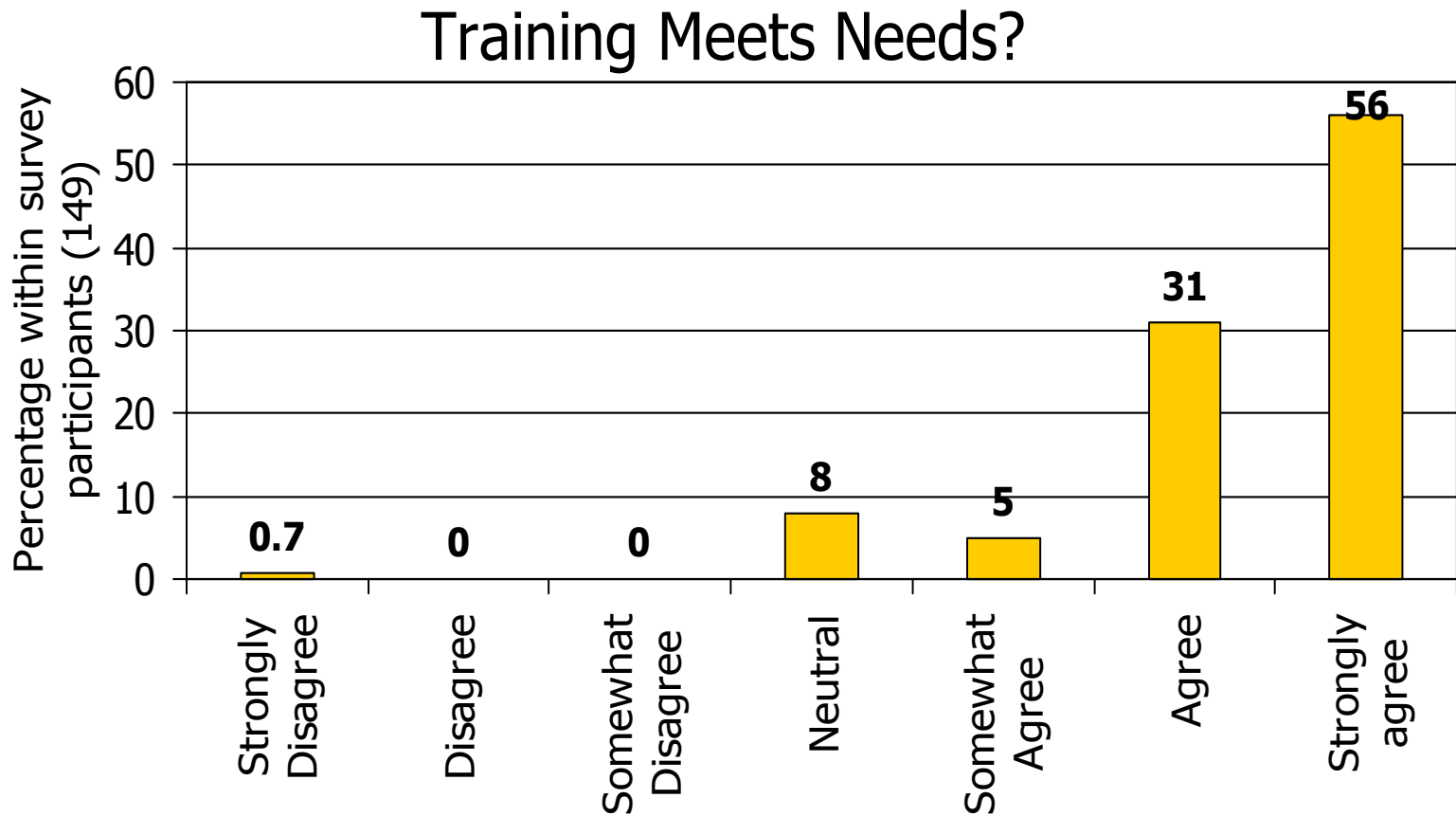
- Source: Preparer Survey, n=149



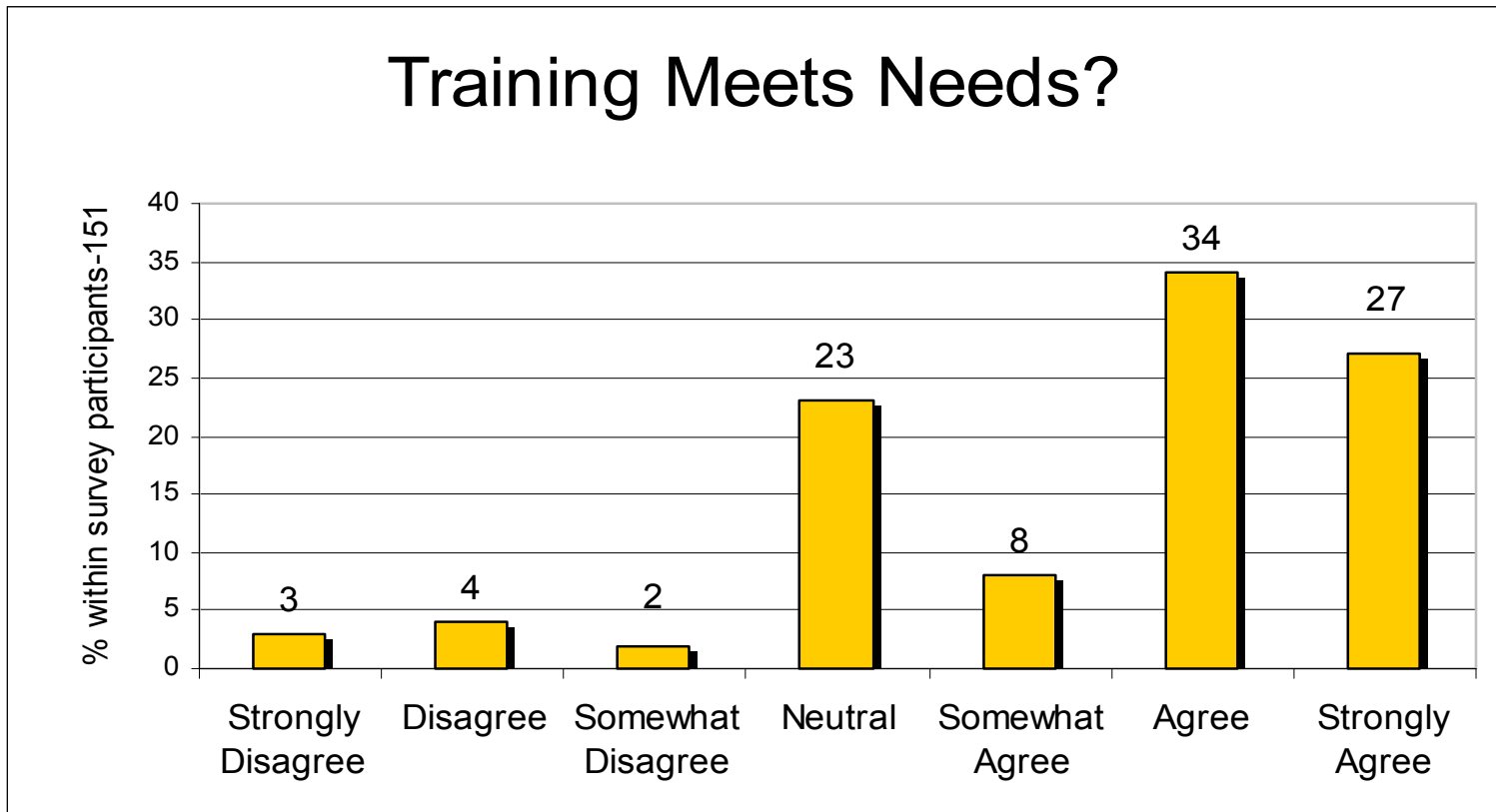
Training Participation – Traveler, Self reported

- Took Training?
 - 66 or 44% of travelers took training
 - Source: Traveler Survey, n=151

Rating of Training by Preparer

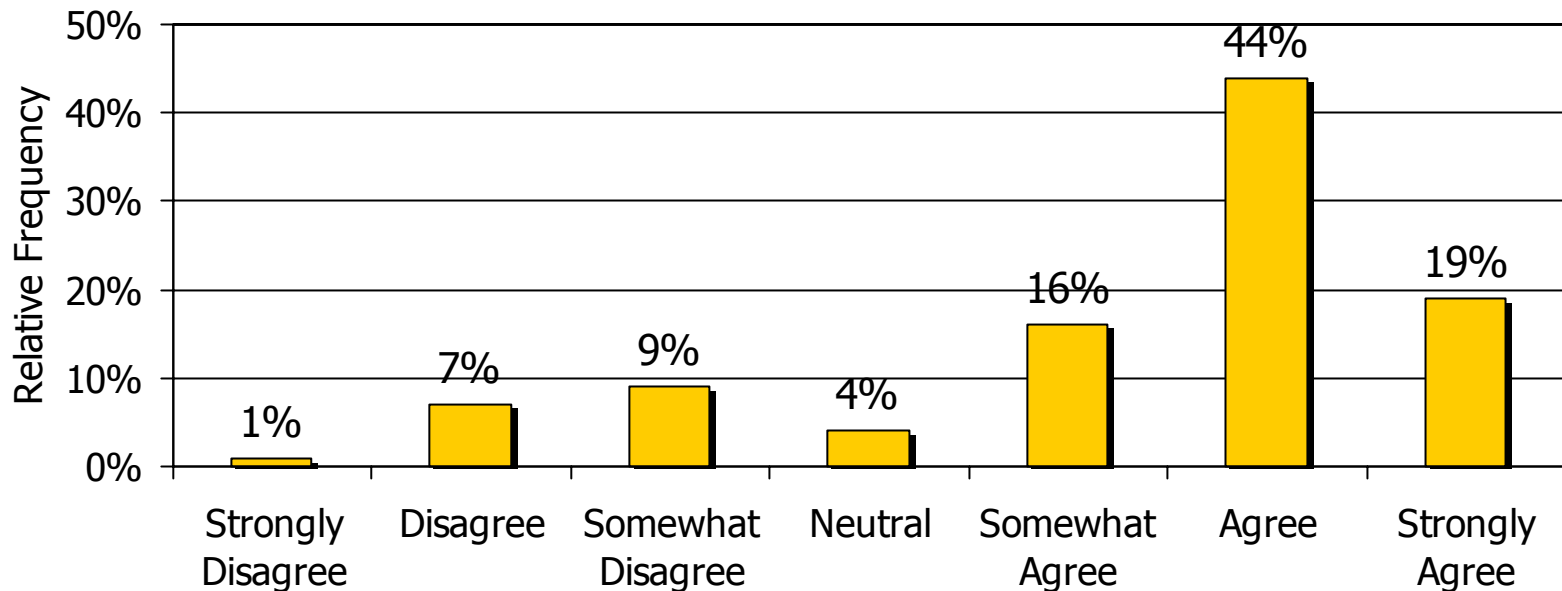


Rating of Training by Traveler



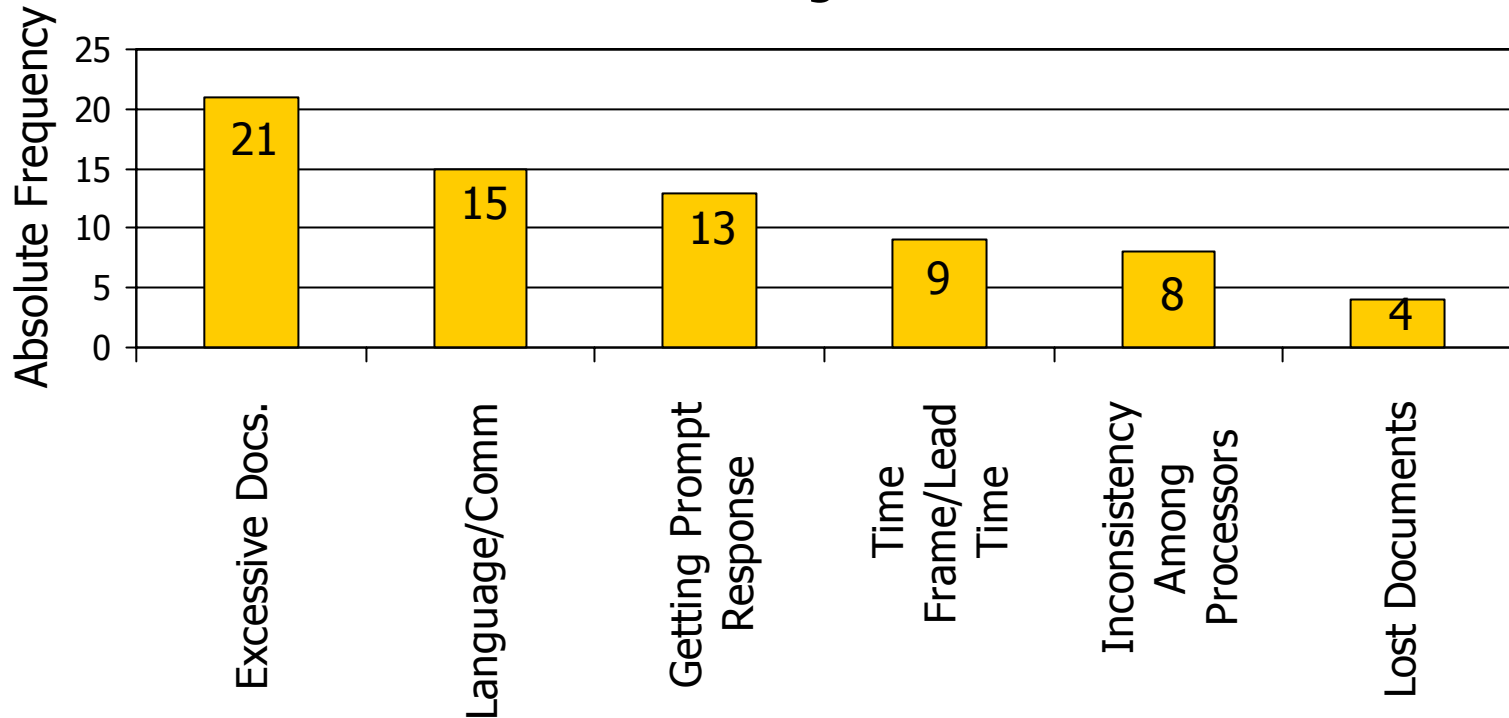
Survey Data – Overall Satisfaction, Preparer

Overall, I am satisfied with the UCF Travel Unit
(n=135)



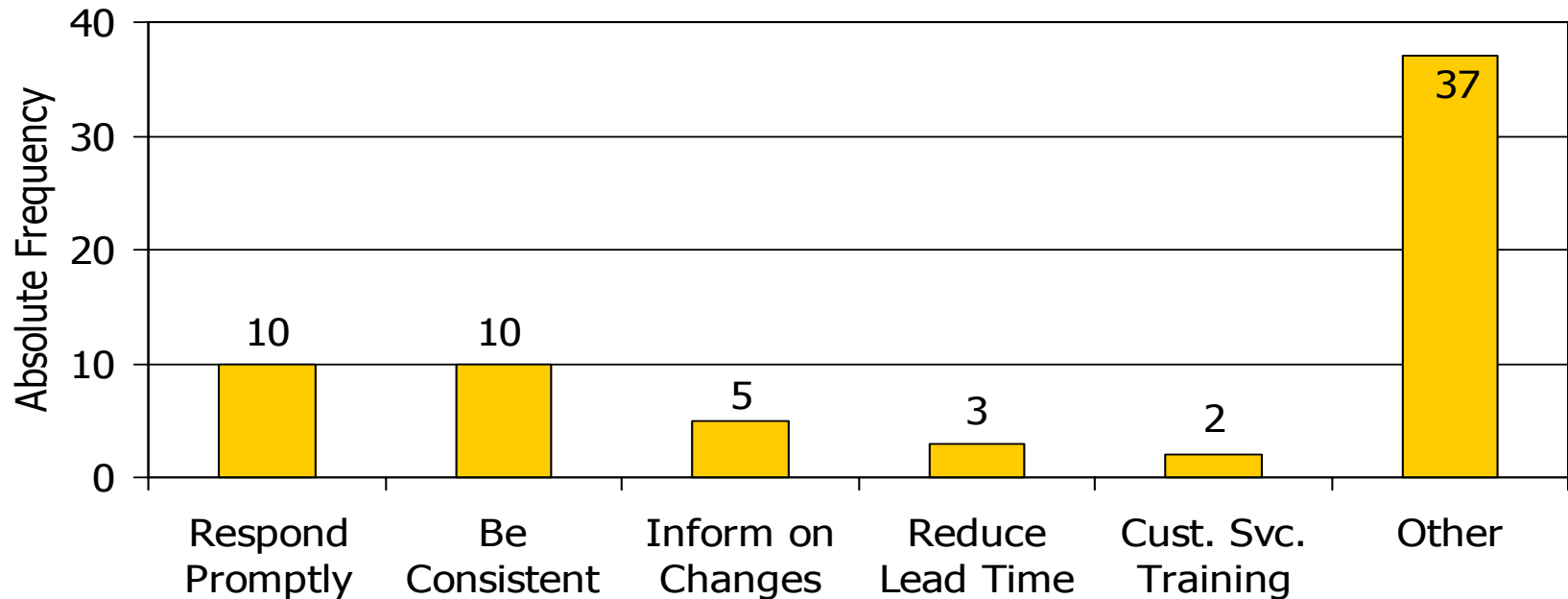
Preparer Survey Data – Challenges with Travel

Most Common Challenges with Travel Unit



Preparer Survey Data - Opportunities

What can Travel unit do to increase satisfaction as a travel preparer?
(Total responses: N=90)





Preparer Survey Data – Opportunities (Continued)

- Inform on errors with enough time
- Have backup people
- Allow tracking via the Web
- Do not return RV for one simple error
- Work with same person
- Meet with department
- Assign helpers
- Make rules more precise
- Fix On-line forms



Preparer Survey Data – Other Comments (challenges/opportunities)

- “I don’t think it is the Unit’s fault as much as the State requirements”
- “They are very fast and if there is a question, they contact me right away..”
- “I have been very satisfied with ones I deal with”
- “I have no problems- I don’t expect perfection, only communication”

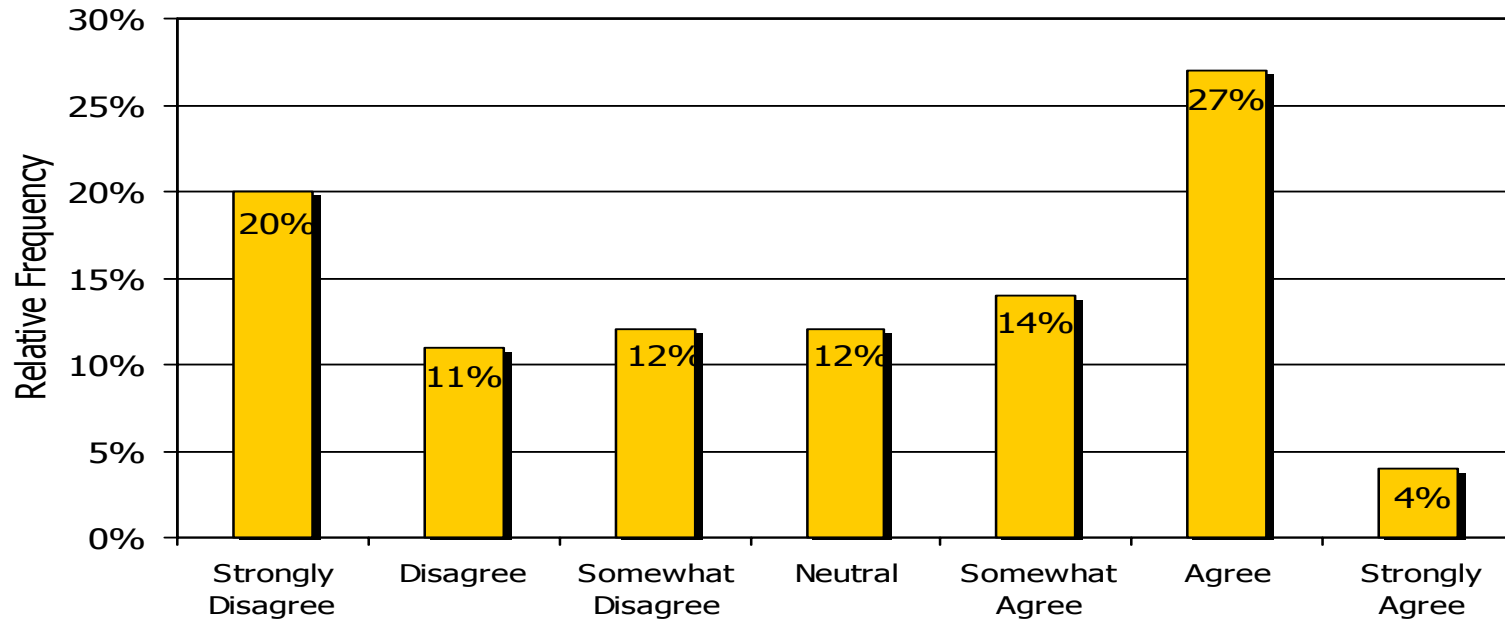


Preparer Survey Data – Other Comments (challenges/opportunities)

- “Since we got Carmen, our problems with travel have ended – she is great!!”
- Margarita, Maria and Joey have been very efficient”
- “Ray is is always helpful and cooperative”
- “The Travel unit is very patient and helpful”

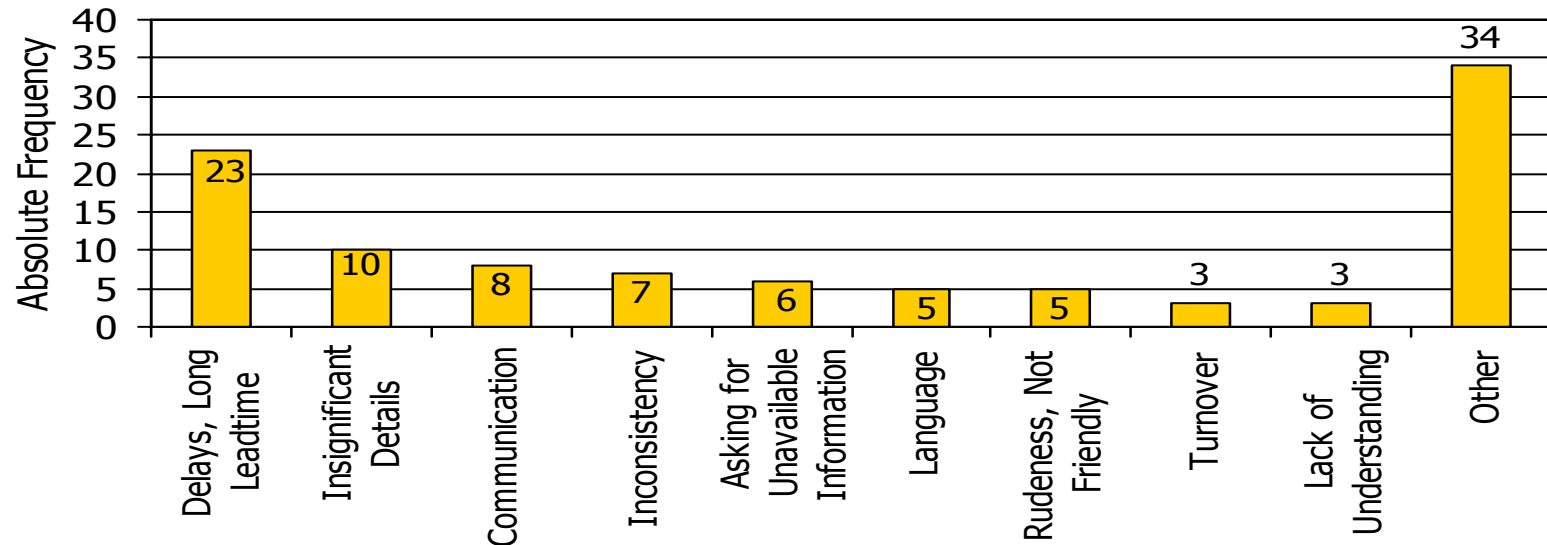
Traveler Survey Data – Overall Satisfaction

Overall, I am satisfied with UCF Travel Unit
(responses: 126)



Traveler Survey Data – Most Common Challenges with Travel

What are the most common challenges encounter with Travel Unit
(total responses=104)



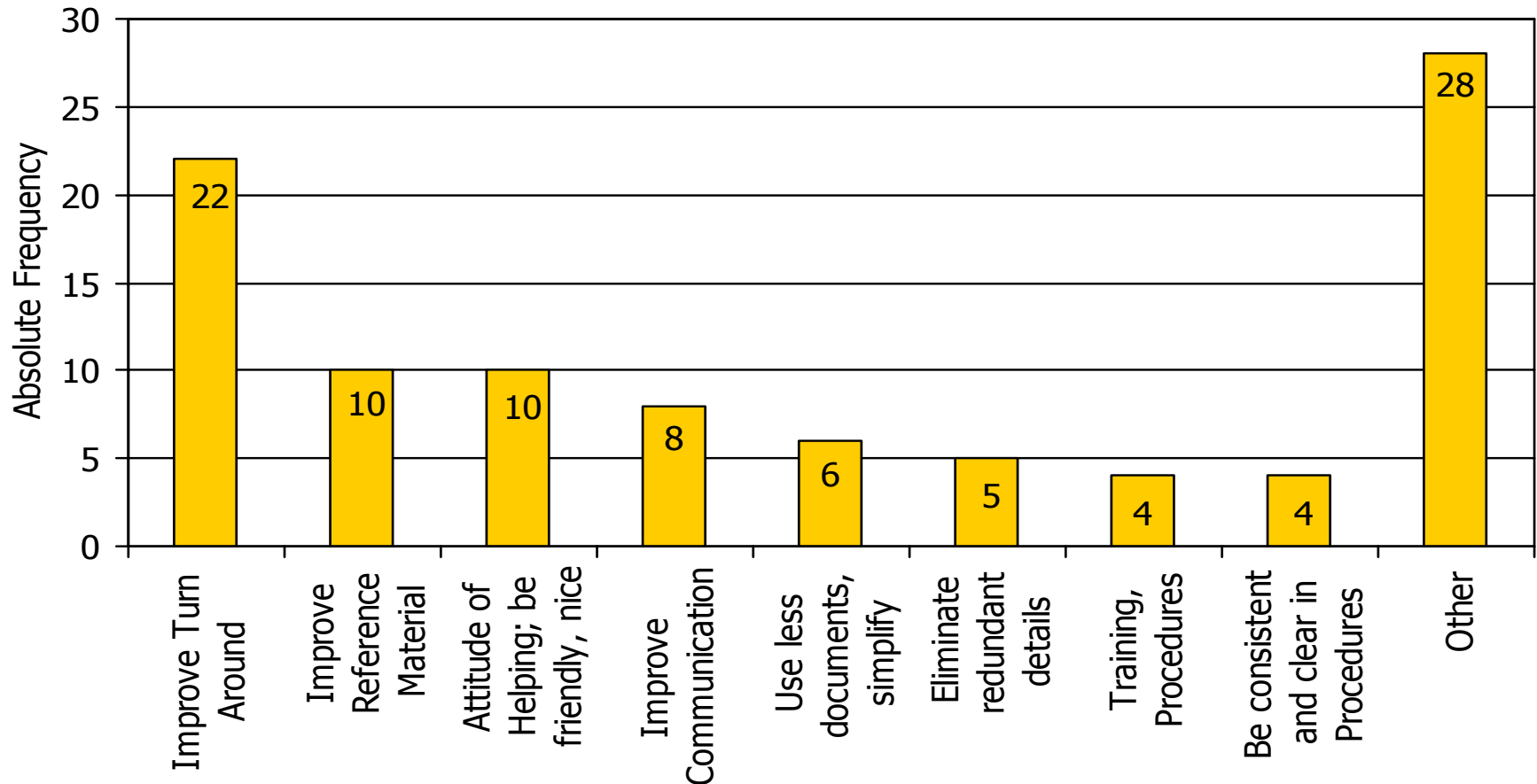


Traveler Survey Data – Most Common Challenges, Other

- Changes on Procedures
- Reference Material
- More than one [processor] looking for information
- Inflexibility
- Asking for personal bills
- Per Diem
- Lack of Professionalism
- Lost Documents
 - Frequency for all responses above is 3 or less

Traveler Survey Data – Opportunities

What can the Travel Unit do to increase your satisfaction as a traveler?
(Total responses: 97)

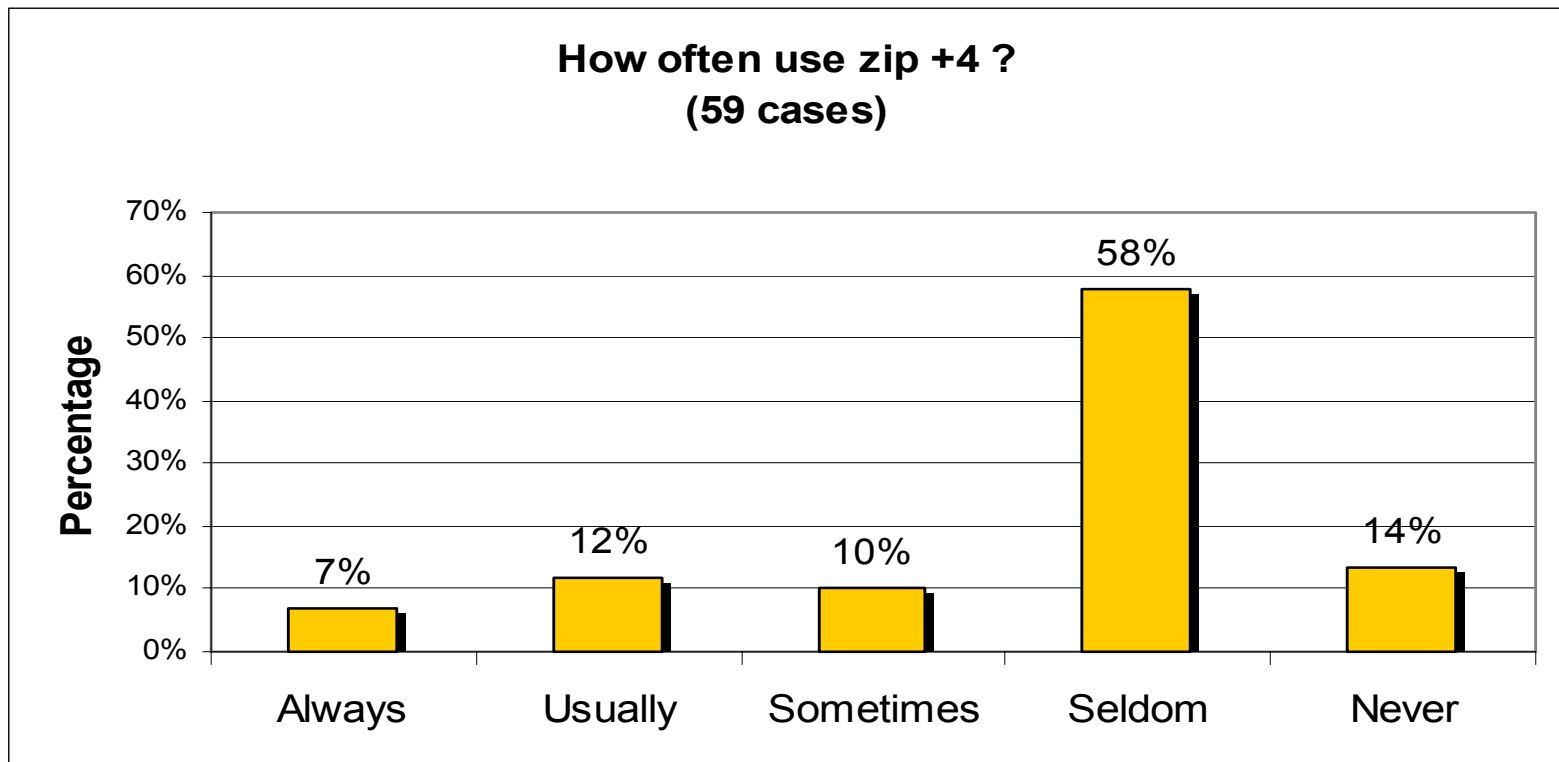




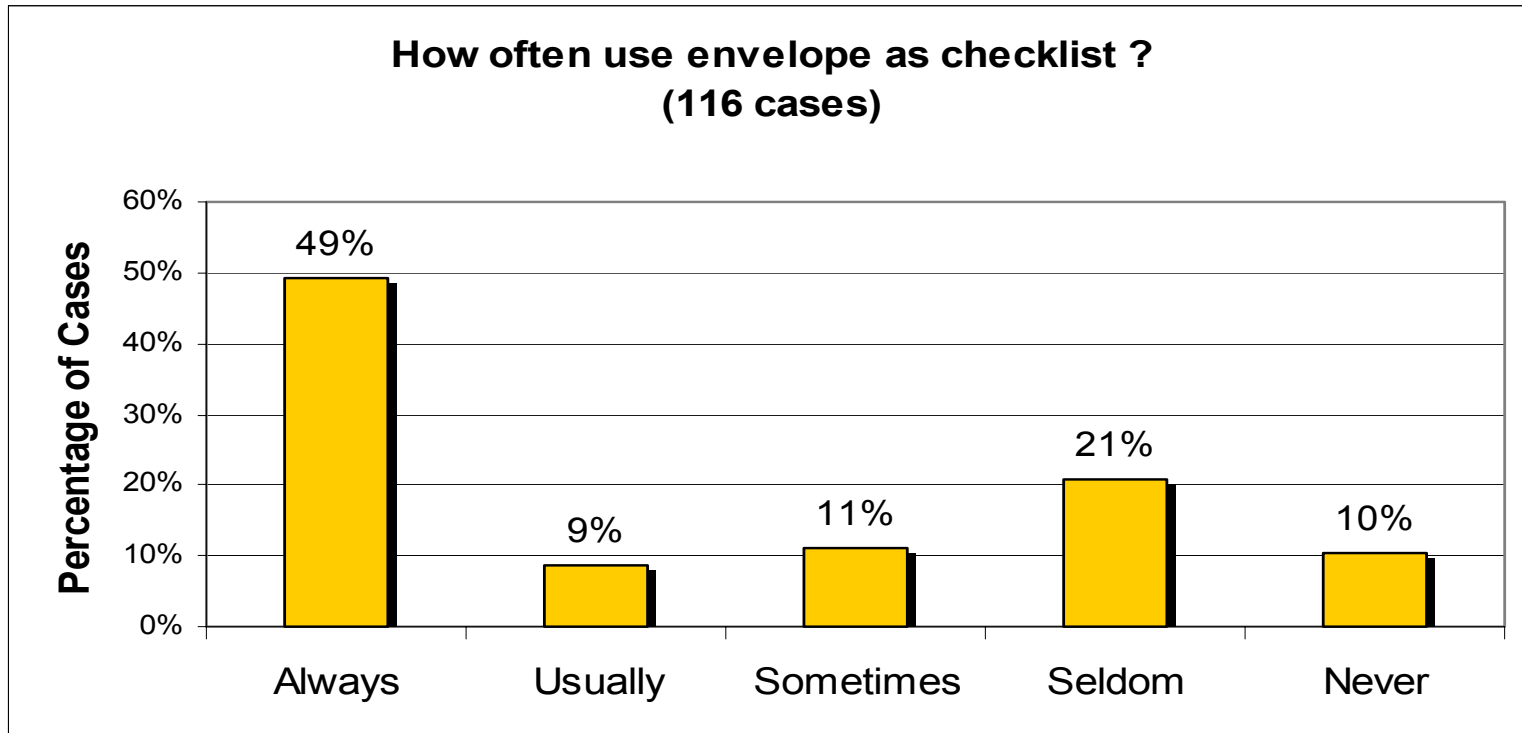
Traveler Survey Data – Opportunities, Other

- Only one processor from start to end
- Only one request
- Update on changes in procedures; keep traveler informed
- Increase Per diem amount
- Upgrade processor position
- Trust traveler
- Provide status to travelers
- Stability among processors
 - Frequency of all responses above: 3 or less

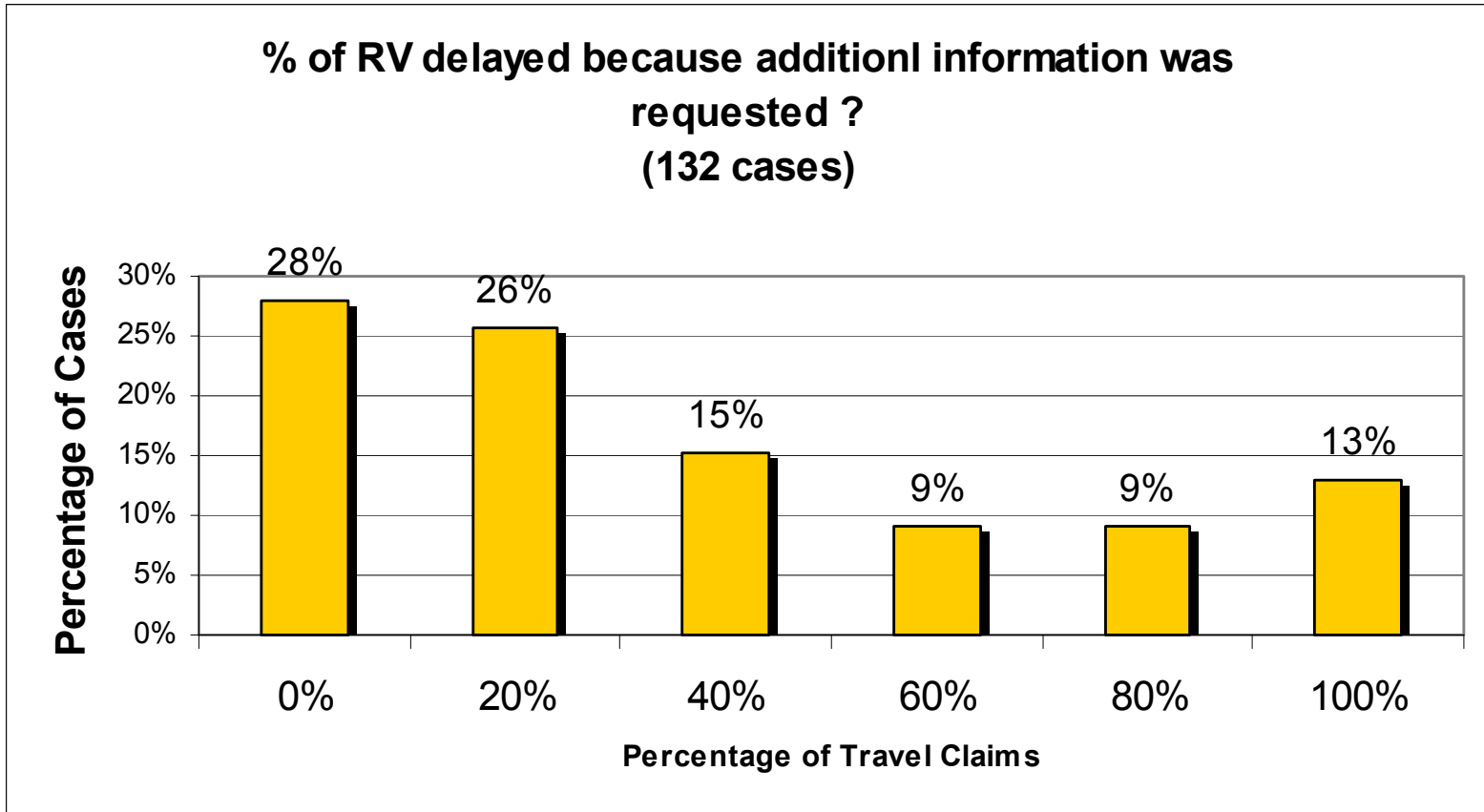
Traveler Survey Data, zip+4 on mail



Traveler Survey Data, Travel Envelope as Checklist



Traveler Survey Data, Claims Delayed



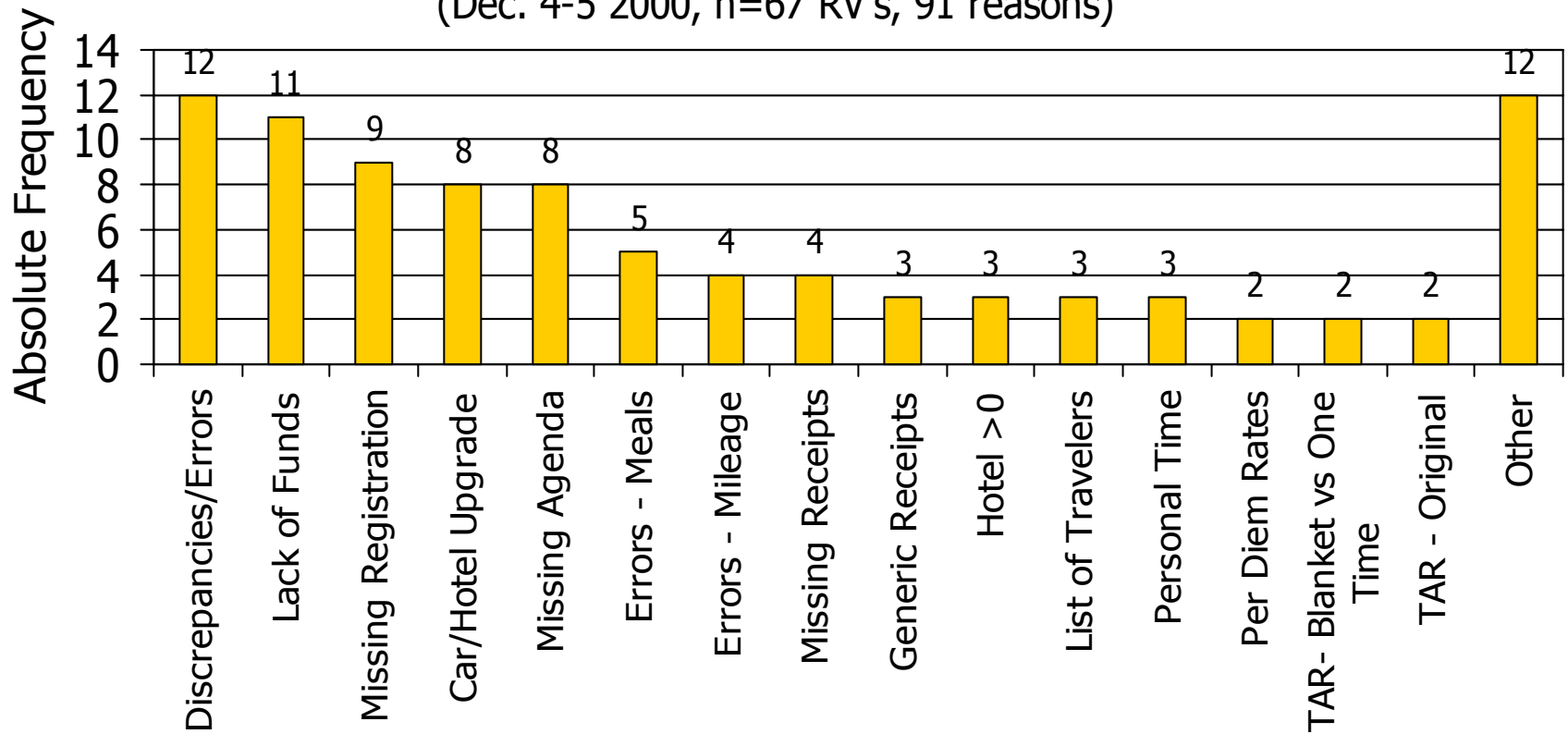


Process Observations

- Review of Pending RV's
 - 7 processors
 - 83 documents
- Observations - processing RV's and other documents
 - 7 processors
 - 84 transactions (document review, posting)
- Review of RV's – file room
 - 231 documents reviewed

Pending RV's - Reasons

Reason for Pending RV's
(Dec. 4-5 2000, n=67 RV's, 91 reasons)





Delay Elements vs. Training Material

- Not Included in Training Material
 - No funds available
 - Missing agenda
 - Wrong account or TAR #
 - Contact/Back up for generic receipts
 - Benefit to the State statement
 - List of travelers/signatures (group travel)
 - Date or time discrepancies

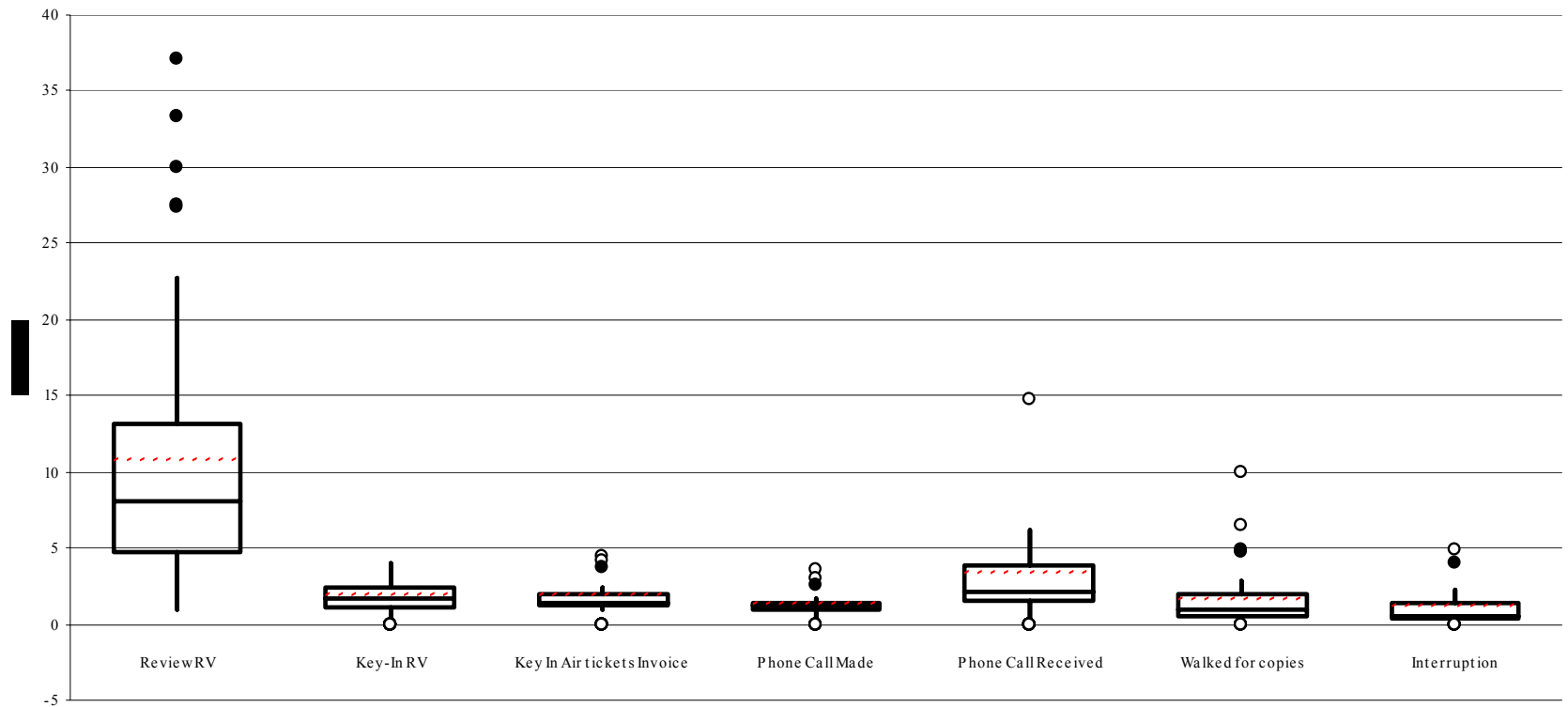


Observations – Highlights

- In 84 transactions observed
 - 26 phone calls made
 - 13 phone calls received
 - 17 interruptions
 - 38 trips to photocopier

Observations – Processing Time (minutes)

Processing Time





Workload vs. Resources

	Monthly	Daily(2)
Workload (documents) (1)	2,200	105
Workload (minutes) (3)	66,000	3,150
Workload (hours) (3)	1,100	53

Capacity (documents) (4)	2,352	112
Capacity (minutes) (4)	70,560	3,360
Capacity (hours) (4)	1,176	56

(1) 10 months average.

(2) 21 days per month.

(3) All documents @ 30 minutes processing time.

(4) 8 employees @ 7 hours/day.



Process Observations – Other Highlights

- When necessary, processors call department immediately after reviewing the RV
- Some processors willing to provide consultation to department (by phone or in person)

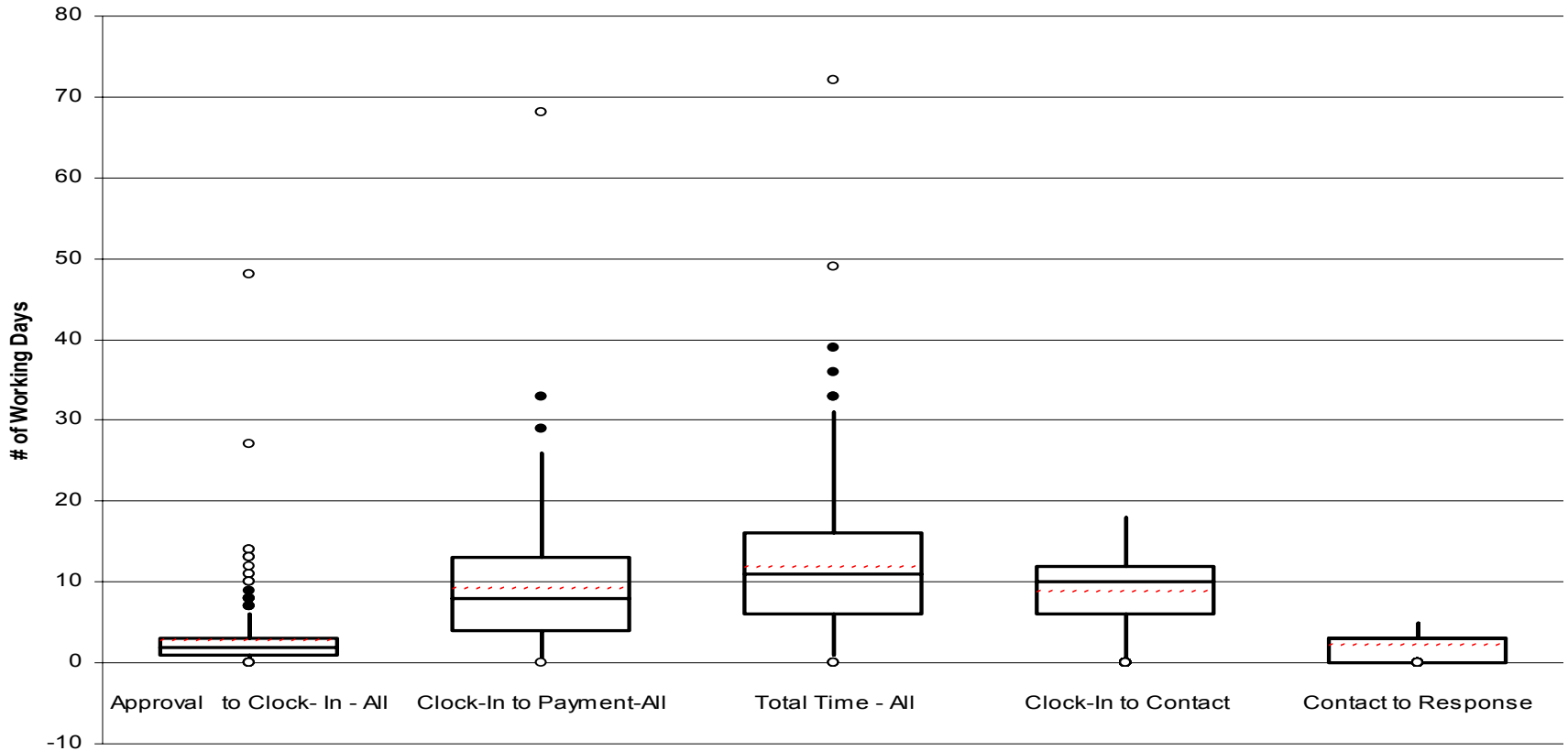


Process Observations – Other Highlights (continued)

- RV Processing sequence of tasks – Differences Among Processors:
 - Immediate posting: Review and post if ready for payment
 - Batch Posting: Review a batch of various RV's, then post the batch (the ones ready for payment)
 - Delayed Batch Posting: review a batch, then, build up new batch for posting

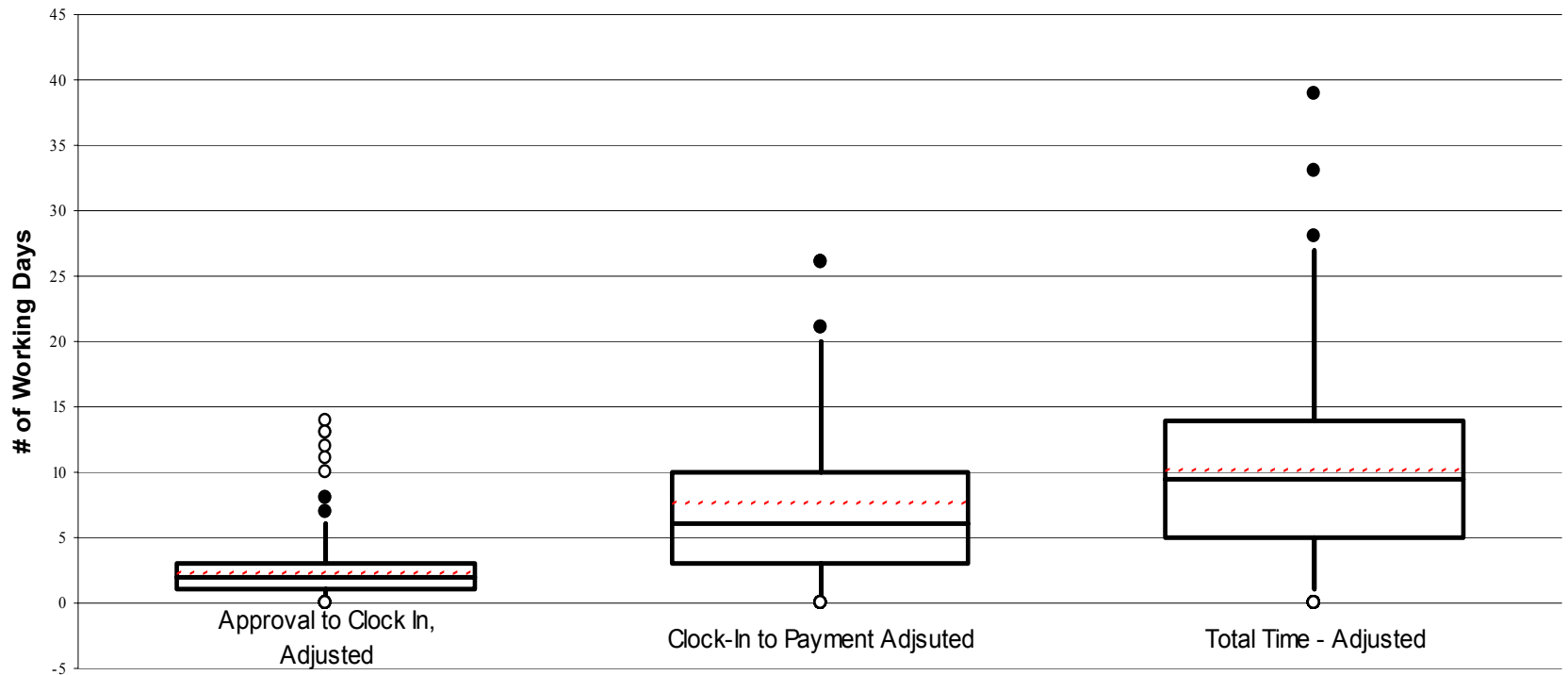
Reimbursement Processing Lead Time

Reimbursement Voucher Lead Time - All Cases



Reimbursement Processing Lead Time (continued)

Reimbursement Voucher Processing Lead Time - Adjusted for Missing Documents and Errors





Statutes vs. actual requirements

- Agenda (conference/convention vs. other activities) (9%*)
 - Hotel and Car upgrade Justifications (9%*)
 - Zero Balance Hotel Bill (3%*)
-
- * in 67 RV's pending processing



Preliminary Recommendations- Training

- Travelers
 - Different alternatives (delivery) to faculty and staff
- Update training material/content based on most recent errors and reasons for delays



Preliminary Recommendations- Process

- Documents
 - Consider reduction of number of documents: Can the, Cash Advance and Payment Authorization documents/transactions be combined?
- Review and post RV's within 1-2 days
 - 141 out of 231 (61%) RV's showed no documented reason for delay but the median time to review the claim was 6-8 days
- Audit of RV's
 - Dedicated resource (other than supervisor)
 - Perform audit before posting



Preliminary Recommendations- Process (continued)

- Photocopies
 - 38 trips in 84 transactions (45%)
 - Are they really needed?
 - OPS assistant to do it
 - Impact: 100-200 hours/year



Preliminary Recommendations- General Procedures

- Immediate response to customer on inquiries (phone calls, e-mail, etc.)
- Performance Measurement
 - Document and review processing lead time
 - Provide feedback to customers; periodic meetings with travelers and/or preparers
 - Document and review delay reasons, errors, etc.
 - Provide feedback to customers; periodic meetings with travelers and/or preparers



Preliminary Recommendations- General Procedures

- Documentation
 - Standardize how to make notations on RV's
 - Standardize how to document communication with customer (request for additional information, etc.)
- Customer Relations
 - Conduct annual survey to assess improvement (travelers, preparers)