

May 20, 2022

President Cruz Rivera and esteemed University Advisory Board –

The Travel Optimization Coordinating Group (TOCG), on behalf of the work done by the Policy workgroup and the Process and Tools workgroup, respectfully submits its recommendations to improve travel support services for Northern Arizona University.

As per President Cruz Rivera's April 2022 charge, the Taskforce:

- Identified the **high-level key pain points** in the current travel process,
- **Reviewed current processes** as well as ways to improve end-to-end quality of data and documentation inputs which should yield improved speed, accuracy, compliance, and communications, and,
- Developed an **improvement plan with clear, actionable steps**.

The attached recommendations are focused on reducing process and data gaps, providing a consistent and intuitive user experience, improving transparency and communication, facilitating effective information transfer, and seamlessly integrating compliance into the reimbursement process. Further, they include:

- **Embedding processing staff within respective departments** aims to reduce digital handoffs, facilitate organic communication, and generate information synergy.
- **Automating process and workflow** to reduce unnecessary touchpoints and areas of duplicate entry resulting in more efficient, timely delivery of service.
- **Enhancing business processes and underlying systems** to address foundational areas where user experience can be improved and more robust data is required.
- **Transforming foundational data** to support the production of more informative operational and efficiency metrics and reporting.
- Improving systems, data, and processes to enable **more proactive and unified financial compliance oversight**.
- **Creating robust training, policy, and communication resources** to provide transparency to campus, eliminating ambiguity and confusion.

Respectfully,

Travel Optimization Coordinating Group

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BROAD PAIN POINTS

Primary pain points were identified by the taskforce and FST before work began. We agreed that these are givens so that we could dedicate time to collaborating to solve these issues instead of rehashing them. Broad point identified included:

- Reimbursements are not timely
- Communication is not consistent - both departments and FST experience unresponsiveness
- Process seems clunky (for departments as well as FST)
- Cases are not submitted with all information needed (which contributes to lag time)
- No metrics/time expectations have been set
- Confusion around policy
- Desire for travel booking to return to travelers/departments

TRAVEL OPTIMIZATION RECOMMENDATIONS

The following list of recommendations is further supported by various training, knowledge, and technical improvements. Please see appendices for specifics. Implementation dates are dependent upon technology improvements and resource decisions.

- 1. Provide Colleges, Divisions, and central departments with the staffing necessary to complete work efficiently and effectively.**
 - a. The Travel Optimization Coordinating Group (TOCG) believes that process changes and technology enhancements alone will not remedy all of the issues surrounding travel booking and reimbursement processing.
 - b. Staffing levels throughout the organization should be reevaluated.
- 2. Eliminate the concept of “service team.”**
 - a. Discontinue the use of the term “service team.”
 - b. Clarify to all constituents that the Employee Service Center (ESC) is how one accesses finance and business services (travel, HR, purchasing, etc.).
- 3. Move travel booking from central to the travelers and Colleges / Divisions.**
 - a. Anyone who books travel must be “travel certified” via trainings and use university payment methods (not personal funds).
 - b. Travel authorizations will continue to be handled through the ESC.

4. Reorganize the “Finance Service Team” to better support reimbursement processing and compliance.

- a. Create local reimbursement processing resources.
 - i. Embed much of the current “finance service team” staff within Colleges and Divisions as local reimbursement processing resources who will be responsible for creating Expense Claims, having them approved, and entering the Expense Reimbursements into PeopleSoft Financials (PSF).
- b. Approve one (1) new position to manage policy changes, developing and delivering training, and communications.

5. Improve student and non-employee travel support

- a. Prioritize student and non-employee expense reimbursements through technical enhancements.
- b. Create a guide for student travel.
- c. Create a guide for non-employee reimbursements.

6. Improve travel training, resources and technology

- a. Create various training, reference guides, Knowledge Base articles and checklists to support travelers and processors.
- b. Technical Enhancements
 - i. Enhance gathering of data points as to be used for metrics, reporting, and process enhancement base
 - ii. Integrate processes to culminate in an end-to-end integrated process from the travel itinerary in the travel case to case approvals to creation of the EC to PSF ER.
 - iii. Refine processes by eliminating steps

7. Refine travel policy

- a. Two-prong approach to refine travel.
 - i. Shorter-term “strike team” to address immediate pain points, change suggestions, and reorganizing policy.
 - ii. Longer-term overhaul which will include a reconciliation of State of Arizona Policy, ASU/UA policy, and NAU policy to determine opportunities to further simplify policy.
- b. July 1 policy changes to include:
 - i. No longer require meal receipts for student reimbursements.
 - ii. Eliminate receipts for meals and fuel and adopt a % system: 100%, 50%, 0% of maximum reimbursement rates.

8. Institute integrated process for policy and process compliance

- a. Repurpose two (2) existing roles within the Comptroller’s Office into compliance analyst roles, who will review and approve Expense Reimbursements in PSF as well as review Requests for Exception to Policy.

- b. Implement consequences for repeated non-compliance with policy or process may range from a reminder to revocation of “travel certified” status, or to a letter to HR file from one’s supervisor or the Comptroller.

9. Establish metrics and reporting

- a. Determine goal timelines for the entire travel process.
 - i. Goal turnaround times once complete and compliant travel claim is submitted:
 - ii. Employee Travel = 5 days
 - iii. Student / Employee Non-Travel = 7-9 days*
 - iv. Non-Employee Reimbursement = 7-9 days*
 - v. *PSF process is identified as an improvement to reduce this timeline
 - vi. See the current process and proposed process diagrams (both with “complete” and “exception” flows, as well as process timelines).
- b. Establish efficiency metrics which measure how we are decreasing exceptions to policy, reapprovals, etc.
- c. Establish operation metrics which measure issues within the process which may be opportunities for training, process change, etc.
- d. Publish select metrics on the website, such as average turnaround time, % of cases with policy exceptions, % of cases submitted “complete,” % of cases requiring reapprovals, status of backlog, etc.
- e. Implementation of these metrics depends upon availability of data to measure, which depends upon technical changes.

10. Improve Communications

- a. Embed local reimbursement processing resources into Colleges / Divisions to organically enhance relationship-building and communications.
- b. Decommission the Finance Service Team website.
- c. Establish a Reimbursement Processing website.
- d. Re-confirm the Knowledge Base as the primary repository for reimbursement training documents and support resources.
- e. Communicate policy and process changes through multiple channels, such as email, website, and ESC, that all point to Knowledge Base resources.

11. Provide transparency into the Travel Optimization process

- a. Publish this recommendations document online.

12. Engage in ongoing conversation

- a. Process and Tools group is scheduled to meet again in August.
- b. Coordinating Group is scheduled to meet again in August.
- c. Consider other working groups for ongoing process improvement prioritization and metric monitoring.



OVERVIEW OF TRAVEL OPTIMIZATION PROCESS

The Travel Optimization Task Force work was conducted in two “tracks”: Policy and Process & Tools. Each group convened five (5) times for 90 minutes each meeting. Meetings began Tuesday, April 19 and concluded on Wednesday, May 4. Each meeting was structured to review current process and policy, straw model concepts put forward by the Finance Service Team as well as engaged discussion and input from the group. The group also reviewed and agreed to a set of broad pain points which would serve as problems to manage and solve.

After the Task Force tracks had concluded, a smaller group drawn from both teams was convened to review the conversations and suggestions of both groups. This team, referred to as the Travel Optimization Coordinating Group (TOCG), began work on Monday, May 2 and concluded on Thursday, May 19. A total of eight (8) meetings were held for 90 minutes each session.

Nearly all of the concepts discussed are presented in this document.

The participants are listed on the next page. Please note the variety of Colleges and Divisions as well as Departments that are represented. Care was also given to invite high volume “users” of the travel services including travelers (2 of the top 10), case initiators (4 of the top 15), and approvers (7 of the top 10). Further, role representation was also important. Therefore, consideration was given to:

- Research, centers, and institute roles
- Academic areas as well as divisional departments
- Faculty, Staff, Chairs, Directors, Fiscal Oversight, and the Finance Service Team

<i>NAME</i>	<i>TITLE</i>	<i>DEPARTMENT</i>	<i>COLLEGE/ DIVISION</i>	<i>GROUP(S)</i>
Anita Antoninka	Asst Research Professor	Forestry	CEFNS	Process
Courtney Blakesley	Asst Manager (Booking)	FST	Univ Fin & Bus Svcs	Policy, Process
Bree Bullard	Admin Services Asst, Sr	CHER / SHERC	HHS	Process, TOCG
Tyler Cegler	Asst Dir, Enroll Mgmt	Admissions	Enroll Mgmt	Process
Cornel Ciocanel	Chair / Professor	Mech Eng	CEIAS	Process, TOCG
Bryan Cornn	Asst Dir, Fin Oversight	Athletics	Athletics	Policy, Process, TOCG
Julie Ellsworth	Manager, Fin Oversight	Dean's Office	COE	Policy
Kate Florman	Asst Dir, Fin Admin	FST	Univ Fin & Bus Svcs	Policy, Process, TOCG
Janelle Hedges	Admin Services Asst, Sr	IHD	SBS	Process
Holly Hulen	Asst Director, Institute	IHD	SBS	Process
Karletta Jones	Manager, Fin Oversight	Dean's Office	FCB	Policy, Process, TOCG
Erin Konefal	Fiscal Oversight Analyst, Int	Dean's Office	HHS	Process
Jie Kunkel	Manager, Fin Oversight	IHD	SBS	Policy
Becky Lyons	Bus Intell & Ops Mgr	Comptroller's Office	Univ Fin & Bus Svcs	Policy, Process, TOCG
Kelly Mercer	Fiscal Oversight Analyst, Sr	Dean's Office	CAL	Policy
Brad Miner	Asst Comptroller	Comptroller's Office	Univ Fin & Bus Svcs	Policy, Process, TOCG
Cheryl Mossman	Asst Dir, Fin Oversight	Dean's Office	CEFNS	Policy
Adinindeen Nez	Manager, Fin Oversight	Dean's Office	CEIAS	Policy
Dawn Rivas	Int Dir / Assoc Clinical Prof	School of Nursing	HHS	Policy
Kelly Roberts	Executive Dir / Professor	IHD	SBS / COE	Policy
Shannon Shoots	Asst Dir, Operations	President	President	Policy
Singne Slayton	Asst Manager (Processing)	FST	Univ Fin & Bus Svcs	Policy, Process, TOCG
Abe Springer	Professor	Scl Earth & Sustain	CEFNS	Policy
Wendy Swartz	Assoc VP, Fin Admin	Comptroller	Univ Fin & Bus Svcs	Policy, Process, TOCG
Virginia Tom	Business Analyst, Int	Comptroller	Univ Fin & Bus Svcs	Process
Mathilde Willis	Executive Asst, Sr	NAU Online	NAU Online	Process
Matthew Wint	Grant & Proj Supp Coord, Sr	Dean's Office	CEFNS	Process, TOCG

RECOMMENDATIONS: ACTIONS AND TECHNICAL ENHANCEMENTS

RECOMMENDATIONS	ACTIONS	ACTION TIMELINE	TECHNICAL ENHANCEMENTS	ENHANCEMENT TIMELINE
1. Provide Colleges, Divisions, and central departments with the staffing necessary to complete work efficiently and effectively.	Review the number of cases that a Local Reimbursement Processing Resource can reasonably manage relative to the number of FY23+ travel cases expected and make recommendation.	June 22		
	Review the administrative needs of Colleges and Divisions including resources for travel booking.	TBD		
2. Eliminate the concept of "service team."	Discontinue the use of the term "service team."	June 22		
	Clarify to all constituents that the Employee Service Center (ESC) is how one accesses finance and business services (travel, HR, purchasing, etc.).	June 22		
3. Move travel booking from central to the travelers and Colleges / Divisions.	Create "Travel Certified" training.	Aug 22		
	Create "Foreign Certified" training.	Aug 22		
	Explore the use travel cards.	Spring 23		
	Explore the use a of travel agency for foreign travel (voluntary)	Spring 23		
4. Reorganize the "Finance Service Team" to better support reimbursement processing and compliance.	Embed much of the current "finance service team" staff within Colleges and Divisions as local reimbursement processing resources who will be responsible for creating Expense Claims, having them approved, and entering the Expense Reimbursements into PeopleSoft Financials (PSF).	Summ - Fall 22		
	Approve one (1) new position to manage policy changes, developing and delivering training, and communications.	Summ - Fall 22		
5. Improve student and non-employee travel support	Apply policy consistently to students and employees by no longer requiring meal receipts for reimbursement.	Aug 22	Add "NAU Student" as a choice in the "Individual" travel service.	Aug 22
	Prioritize student and non-employee expense reimbursements through technical enhancements.	Aug 22	Determine if students can be processed through the PSF ER process.	Spring 23
	Create a guide for non-employee reimbursements.	Nov 22	Refine PSF process that supports student, non-employee, and employee non-travel process.	Spring 23
	Create a comprehensive guide for all types student travel.	Winter 23		
6. Improve travel resources and technology	Create a guide to reimbursement documentation requirements.	Aug 22	Enhance Data	

RECOMMENDATIONS: ACTIONS AND TECHNICAL ENHANCEMENTS

RECOMMENDATIONS	ACTIONS	ACTION TIMELINE	TECHNICAL ENHANCEMENTS	ENHANCEMENT TIMELINE
	Create a guide to using process sub-statuses.	Aug 22	Add fields to the travel case to gather needed data points: 100%, 50%, 0% for M&IE /mileage, personally owned vehicle, duty post drop down, conference website, mailing address for non-employee reimbursements.	Aug 22
	Create reimbursement policy and process FAQs.	Aug 22 ongoing	Upgrade the view for the Supervisor/Approver to improve accessibility of information.	Nov 22
	Refine the travel booking "quick" reference.	Aug 22	Create a task for LFO to enter required fields such as speedchart, budget, makes changes per notes field.	Summer 23
	Create a guide to using reports to answer operational questions	Aug 22	Integrate Processes	
	Create a guide to documenting cost comparisons.	Aug 22	Incorporate Annual Travel Cert into individual travel request (ready to submit).	Aug 22
	Create a guide to business meals while in travel status.	Aug 22	Finalize PI approval in ESC (ready to submit).	Aug 22
	Create a guide for third party payments applied to reimbursements.	Aug 22	Add Justification for Exception to Policy service (child case to EC).	Nov 22
	Post the electronic version of the travel folio.	Aug 22	Integrate EC form into travel case.	Winter 23
	Refine reimbursement processing training and support documents.	Aug 22 ongoing	Integrate itinerary elements into the ESC case (still allow upload).	Spring 23
	Create "Non-Certified" traveler training.	Summ - Fall 22	Scope an end to end integrated process starting with the travel itinerary in the travel case to case approvals to creation of the EC to PSF ER.	Summer 23
	Create a policy and process guide for student travel.	Winter 23	Explore how to improve the case submission experience for group travel.	Spring 23
			Refine Processes	
			Reduce travel services from 3 to 2 (individual or group).	Aug 22
			Eliminate self-approval if "Opened For" and "Responsible Employee" are the same person.	Aug 22
			Remove checklist items from agent view (already submitted to IT).	Aug 22
7. Refine travel policy	Document roles within the travel process, their responsibilities, and the reasons for them.	Aug 22	Create "tips" for imbedded guidance in the travel case submission.	Nov 22 ongoing
	Mobilize "strike team" to address immediate policy pain points, change suggestions, and document organization.	Aug 22 ongoing	Request to house policy in KB (auto update AND searchable) as well as UPL.	Nov 22
	Eliminate receipts as a basis for fuel and meals reimbursement.	Aug 22	Incorporate SAAM lodging and M&IE rates into ESC.	Summer 23
	Consider travel days reimbursement amount alternatives to 75%	Aug 22		

RECOMMENDATIONS: ACTIONS AND TECHNICAL ENHANCEMENTS

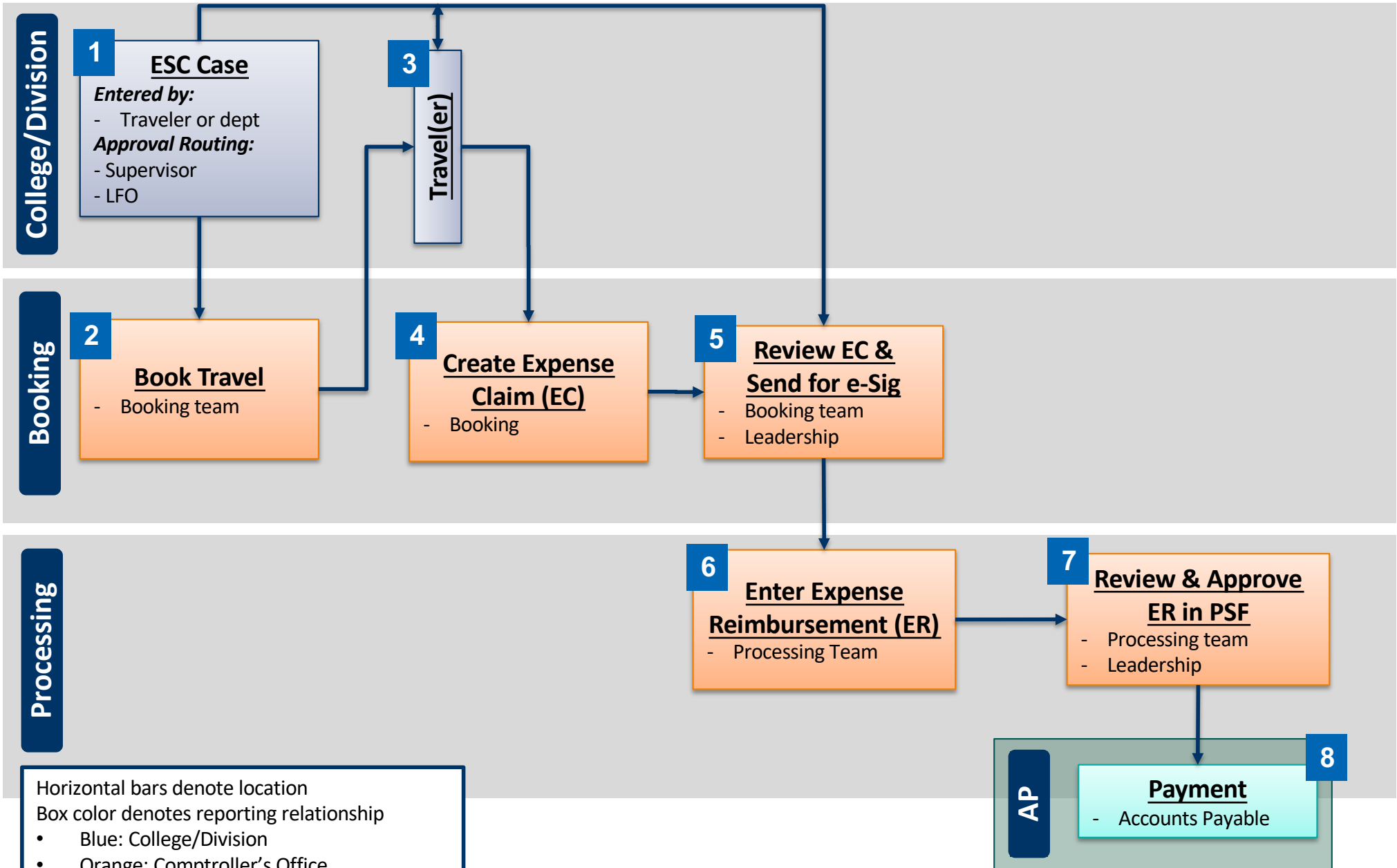
RECOMMENDATIONS	ACTIONS	ACTION TIMELINE	TECHNICAL ENHANCEMENTS	ENHANCEMENT TIMELINE
	Create a guide to what is included in M&IE vs. what is reimbursable.	Aug 22		
	Refine recurring blanket travel exception process.	Aug 22		
	Reconcile State of Arizona Policy, ASU/UA policy, and NAU policy to determine opportunities for simplification.	Summer 23		
8. Institute integrated process for policy and process compliance	Repurpose two (2) existing roles within the Comptroller's Office into compliance analyst roles, who will review and approve Expense Reimbursements in PSF as well as review Requests for Exception to Policy.		Add Policy Compliance service and notification to traveler/submitter that reimbursement is being routed for policy review and may be delayed.	Nov 22
	Implement consequences for repeated non-compliance with policy or process may range from a reminder to revocation of "travel certified" status, or to a letter to HR file from one's supervisor or the Comptroller.		Create compliance dashboards and reports.	Spring 23
9. Establish metrics and reporting	Create travel process graphic with associated goal timeline.	Aug 22	Publish metrics to website.	Winter 23
	Determine goal timelines for the entire travel process when a case is submitted with complete documentation, data, and is in compliance with policy:	June 22	Refine operational metrics.	Winter 23 (ongoing)
	<ul style="list-style-type: none"> - Employee travel = 5 days - Student / Employee non-travel = 7-9 days* - Non-employee = 7-9 days* * PSF process is identified as an improvement to reduce this timeline		Define efficiency metrics.	Winter 23 (ongoing)
	Establish efficiency metrics which measure how we are decreasing exceptions to policy, reapprovals, etc.	Aug 22	Create report to monitor stall points in the process stream.	Summer 23
	Establish operation metrics which measure issues within the process which may be opportunities for training, process change, etc.	Winter 23		
	Publish select metrics on the website, such as average turnaround time, % of cases with policy exceptions, % of cases submitted "complete," % of cases requiring reapprovals, status of backlog, etc. **Implementation of these metrics depends upon availability of data to measure, which depends upon technical changes.**	Aug 22 - Nov 22		

RECOMMENDATIONS: ACTIONS AND TECHNICAL ENHANCEMENTS

RECOMMENDATIONS	ACTIONS	ACTION TIMELINE	TECHNICAL ENHANCEMENTS	ENHANCEMENT TIMELINE
10. Improve Communications	Embed local reimbursement processing resources into Colleges / Divisions to organically enhance relationship-building and communications.	Aug 22 - Nov 22	Send notification to agent when an attachment is added to a case.	Aug 22
	Decommission the Finance Service Team website.	Aug 22	Publish policy updates and system changes on ESC and website.	Aug 22
	Establish a Reimbursement Processing website.	Aug 22	Create traveler summary notification.	Winter 23 (ongoing)
	Re-confirm the Knowledge Base as the primary repository for reimbursement training documents and support resources.	June 22	Create a reporting/subscription notification service regarding ER finalized.	Spring 23
	Communicate policy and process changes through multiple channels, such as email, website, and ESC, that all point to Knowledge Base resources.	June 22		
11. Provide transparency into the Travel Optimization process	Publish this recommendations document online.	June 22		
12. Engage in ongoing conversation	Process and Tools group is scheduled to meet again in August.	Aug 22		
	Coordinating Group is scheduled to meet again in August.	Aug 22		
	Consider other working groups for ongoing process improvement prioritization and metric monitoring.	Nov 22 ongoing		

TRAVEL & REIMBURSEMENT PROCESS

CURRENT

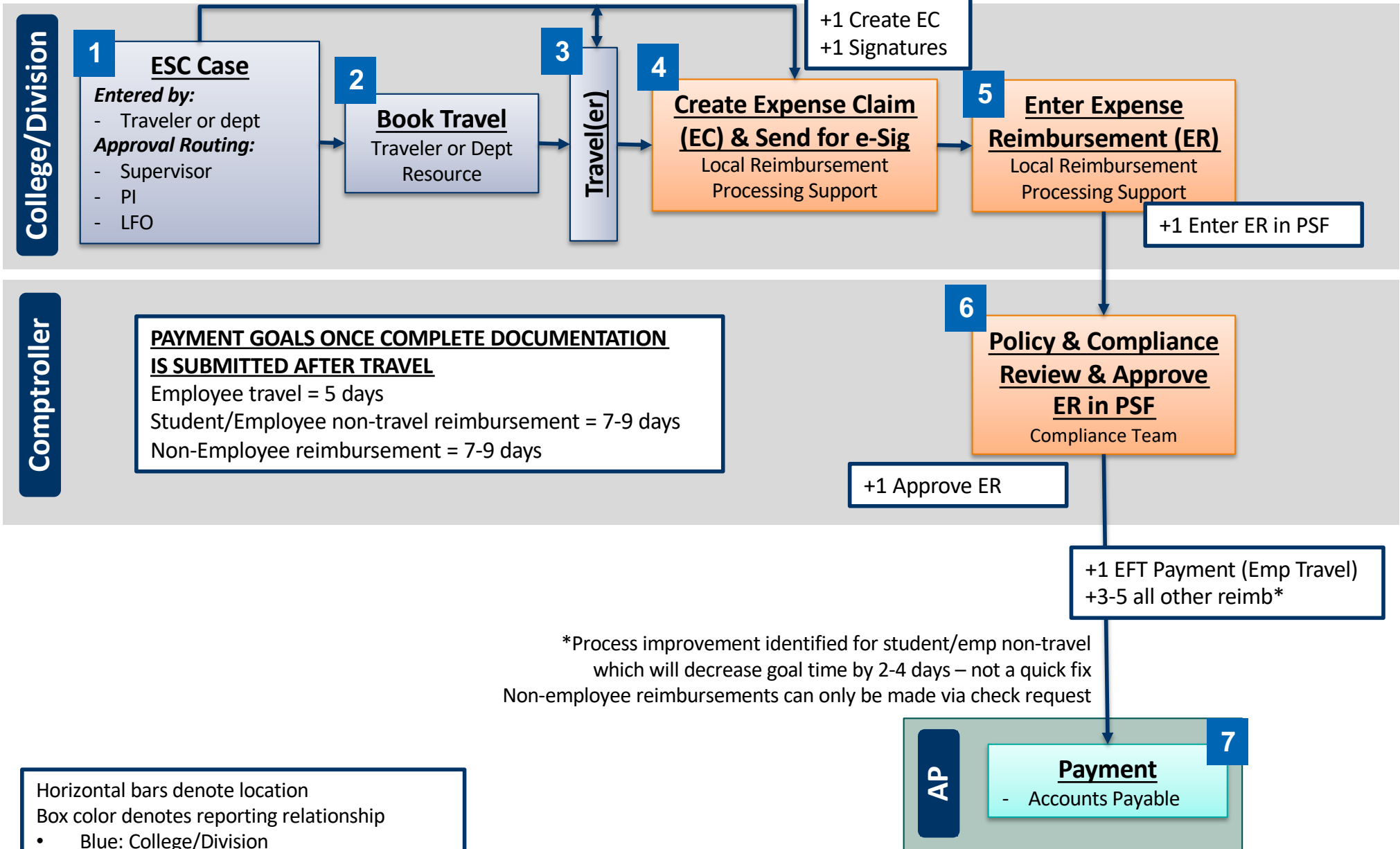


Horizontal bars denote location
Box color denotes reporting relationship

- Blue: College/Division
- Orange: Comptroller's Office
- Green: Accounts Payable

TRAVEL & REIMBURSEMENT PROCESS

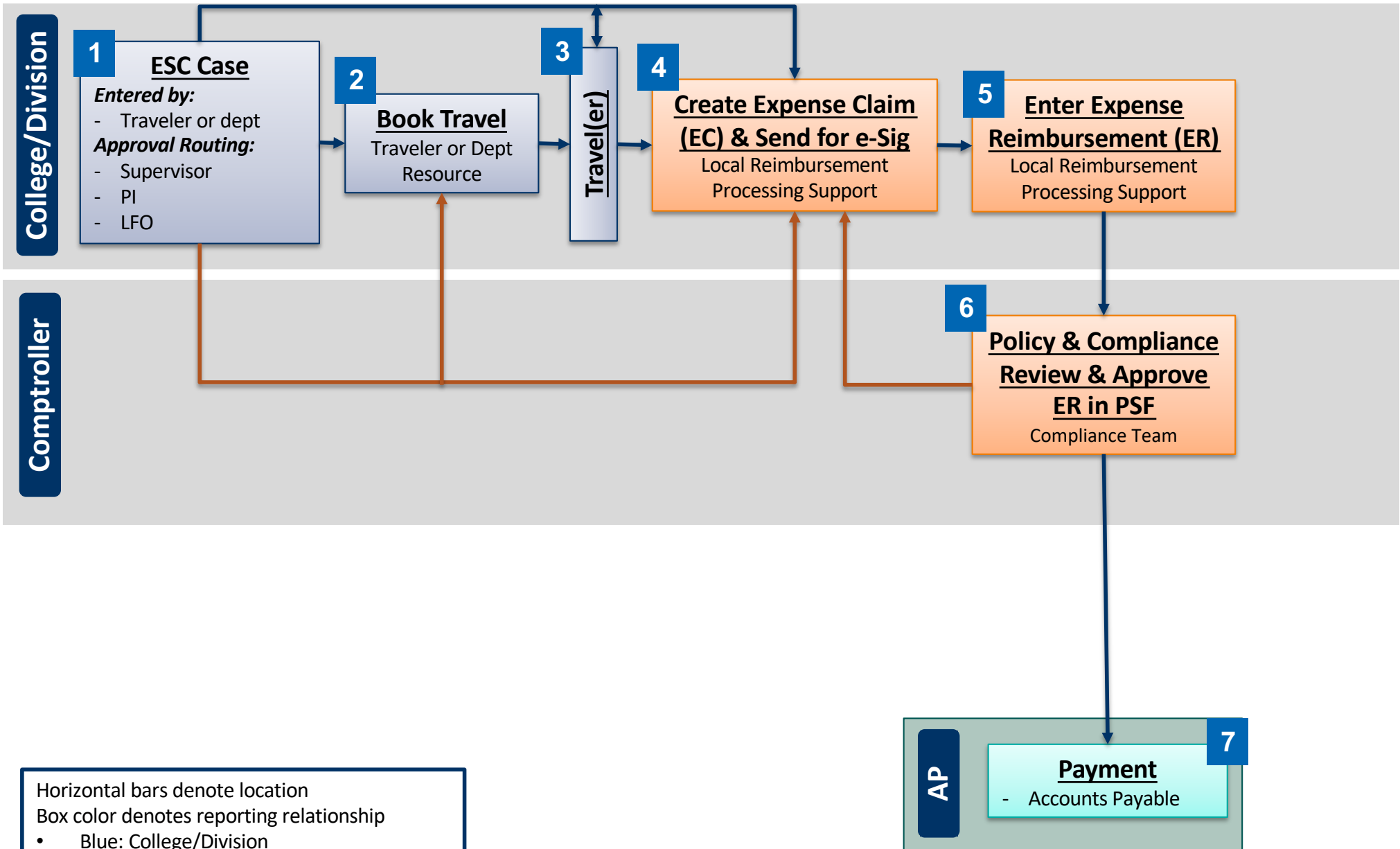
PROPOSED + TIMELINE



*Process improvement identified for student/emp non-travel which will decrease goal time by 2-4 days – not a quick fix
Non-employee reimbursements can only be made via check request

TRAVEL & REIMBURSEMENT PROCESS

PROPOSED + EXCEPTION FLOW



Horizontal bars denote location
 Box color denotes reporting relationship

- Blue: College/Division
- Orange: Comptroller's Office
- Green: Accounts Payable

RECOMMENDATIONS: ACTIONS

RECOMMENDATION #	ACTIONS	TRAINING	RESOURCES	EFFORT	IMPACT	PRIORITY	TIMELINE
1 - Resources	Review the administrative needs of Colleges and Divisions including resources for travel booking.			High	High	1	TBD
9 - Metrics	Determine goal timelines for the entire travel process when a case is submitted with complete documentation, data, and is in compliance with policy: - Employee travel = 5 days - Student / Employee non-travel = 7-9 days* - Non-employee = 7-9 days* * PSF process is identified as an improvement to reduce this timeline			Low	High	1	June 22
5 - Student/Non-Emp Travel	Apply policy consistently to students and employees by no longer requiring meal receipts for reimbursement.			Low	High	1	Aug 22
7 - Policy	Eliminate receipts as a basis for fuel and meals reimbursement.			Low	High	1	Aug 22
1 - Resources	Review the number of cases that a Local Reimbursement Processing Resource can reasonably manage relative to the number of FY23+ travel cases expected and make recommendation.			Medium	High	1	June 22
10 - Communications	Communicate policy and process changes through multiple channels, such as email, website, and ESC, that all point to Knowledge Base resources.			Low	Medium	1	June 22
11 - Travel Optimization process	Provide a synopsis of the process on the Comptroller's website.			Low	Medium	1	June 22
11 - Travel Optimization process	Publish this recommendations document online.			Low	Medium	1	June 22
2 - Eliminate "service team" concept	Discontinue the use of the term "service team."			Low	Medium	2	June 22
2 - Eliminate "service team" concept	Clarify to all constituents that the Employee Service Center (ESC) is how one accesses finance and business services (travel, HR, purchasing, etc.).			Low	Medium	2	June 22
10 - Communications	Re-confirm the Knowledge Base as the primary repository for reimbursement training documents and support resources.			Low	Low	2	June 22
9 - Metrics	Establish efficiency metrics which measure how we are decreasing exceptions to policy, reapprovals, etc.			Medium	High	1	Aug 22
3 - Move travel booking	Create "Travel Certified" training.	Live	Yes - various	Medium	High	1	Aug 22
3 - Move travel booking	Create "Foreign Certified" training.	BBL	Yes - various	Low-Med	Med-High	1	Aug 22
6 - Improve training and resources	Create "Non-Certified" traveler training.	BBL	Yes - various	Low-Med	Med-High	1	Aug 22
7 - Policy	Mobilize "strike team" to address immediate policy pain points, change suggestions, and document organization.			Medium	Med-High	1	Aug 22 ongoing
7 - Policy	Document roles within the travel process, their responsibilities, and the reasons for them.	BBL	Yes	Low-Med	Med-High	1	Aug 22
6 - Improve training and resources	Create a guide to reimbursement documentation requirements.	BBL	Yes	Low	Med-High	1	Aug 22
6 - Improve training and resources	Create a guide to using process sub-statuses.	Live	Yes (internal)	Low	Med-High	1	Aug 22
6 - Improve training and resources	Refine the travel booking "quick" reference.		Yes	Low	Medium	1	Aug 22
6 - Improve training and resources	Create a guide to using reports to answer operational questions	BBL	Yes	Low	Medium	1	Aug 22

RECOMMENDATIONS: ACTIONS

RECOMMENDATION #	ACTIONS	TRAINING	RESOURCES	EFFORT	IMPACT	PRIORITY	TIMELINE
6 - Improve training and resources	Create a guide to documenting cost comparisons.		Yes	Low	Medium	1	Aug 22
7 - Policy	Refine recurring blanket travel exception process.	BBL	Yes	Low	Medium	1	Aug 22
9 - Metrics	Create travel process graphic with associated goal timeline.			Low	Medium	1	Aug 22
12 - Ongoing conversations	Process and Tools group is scheduled to meet again in August.			Low	Medium	1	Aug 22
12 - Ongoing conversations	Coordinating Group is scheduled to meet again in August.			Low	Medium	1	Aug 22
6 - Improve training and resources	Create reimbursement policy and process FAQs.		Yes	Low	Medium	1	Aug 22 ongoing
10 - Communications	Establish a Reimbursement Processing website.			Medium	Medium	1	Aug 22
6 - Improve training and resources	Refine reimbursement processing training and support documents.	Live	Yes (internal)	Low	Low-Med	1	Aug 22 ongoing
6 - Improve training and resources	Create a guide for third party payments applied to reimbursements.		Yes	Low	Low	1	Aug 22
7 - Policy	Create a guide to what is included in M&E vs. what is reimbursable.	BBL	Yes	Low	Low	1	Aug 22
10 - Communications	Decommission the Finance Service Team website.			Low	Low	1	Aug 22
6 - Improve training and resources	Create a guide to business meals while in travel status.		Yes	Low	Low	2	Aug 22
6 - Improve training and resources	Post the electronic version of the travel folio.		Yes	Low	Low	2	Aug 22
7 - Policy	Consider travel days reimbursement amount alternatives to 75%		Yes	Low	Low	2	Aug 22
9 - Metrics	Publish select metrics on the website, such as average turnaround time, % of cases with policy exceptions, % of cases submitted "complete," % of cases requiring reapprovals, status of backlog, etc. **Implementation of these metrics depends upon availability of data to measure, which depends upon technical changes.**			Low	High	1	Summ - Fall 22
4 - Reorganize the "Finance Service Team"	Approve one (1) new position to manage policy changes, developing and delivering training, and communications.			Low	High	1	Summ - Fall 22
8 - Compliance	Repurpose two (2) existing roles within the Comptroller's Office into compliance analyst roles, who will review and approve Expense Reimbursements in PSF as well as review Requests for Exception to Policy.			Medium	High	1	Summ - Fall 22
4 - Reorganize the "Finance Service Team"	Embed much of the current "finance service team" staff within Colleges and Divisions as local reimbursement processing resources who will be responsible for creating Expense Claims, having them approved, and entering the Expense Reimbursements into PeopleSoft Financials (PSF).			High	High	1	Summ - Fall 22
8 - Compliance	Implement consequences for repeated non-compliance with policy or process may range from a reminder to revocation of "travel certified" status, or to a letter to HR file from one's supervisor or the Comptroller.			Low-Med	Medium	1	Summ - Fall 22
5 - Student/Non-Emp Travel	Create a guide for non-employee reimbursements.		Yes	Low	Low	2	Nov 22
12 - Ongoing conversations	Consider other working groups for ongoing process improvement prioritization and metric monitoring.			Low	High	1	Nov 22 ongoing

RECOMMENDATIONS: ACTIONS

RECOMMENDATION #	ACTIONS	TRAINING	RESOURCES	EFFORT	IMPACT	PRIORITY	TIMELINE
9 - Metrics	Establish operation metrics which measure issues within the process which may be opportunities for training, process change, etc.			Medium	High	1	Winter 23
6 - Improve training and resources	Create a policy and process guide for student travel.	BBL	Yes	Medium	Medium	1	Winter 23
5 - Student/Non-Emp Travel	Create a comprehensive guide for all types student travel.		Yes	Medium	Med	1	Winter 23
3 - Move travel booking	Explore the use travel cards.			Medium	Medium	2	Spring 23
3 - Move travel booking	Explore the use a of travel agency for foreign travel (voluntary)			Medium	Low	3	Spring 23
7 - Policy	Reconcile State of Arizona Policy, ASU/UA policy, and NAU policy to determine opportunities for simplification.			High	High	1	Summer 23

RECOMMENDATIONS: TECHNICAL ENHANCEMENTS

RECOMMENDATION #	ENHANCEMENT	SYSTEMS IMPACTED	EFFORT	IMPACT	PRIORITY	TIMELINE
5 - Student/Non-Emp Travel	Add "NAU Student" as a choice in the "Individual" travel service	ESC	Low	High	1	Aug 22
6 - Improve systems - Data	Add fields to the travel case to gather needed data points: 100%, 50%, 0% for M&IE /mileage, personally owned vehicle, duty post drop down, conference website, mailing address for non-employee reimbursements	ESC	Low	High	1	Aug 22
6 - Improve systems - Integration	Incorporate Annual Travel Cert into individual travel request (ready to submit)	ESC	Low	High	1	Aug 22
6 - Improve systems - Refine	Reduce travel services from 3 to 2 (individual or group)	ESC	Low	High	1	Aug 22
10 - Communications	Send notification to agent when an attachment is added to a case	ESC	Low	High	1	Aug 22
6 - Improve systems - Integration	Finalize PI approval in ESC (ready to submit)	ESC	Medium	Med-High	1	Aug 22
10 - Communications	Publish policy updates and system changes on ESC and website	ESC/ WEBSITE	Low	Medium	1	Aug 22
6 - Improve systems - Refine	Eliminate self-approval if "Opened For" and "Responsible Employee" are the same person	ESC	Low	Low	1	Aug 22
6 - Improve systems - Refine	Remove checklist items from agent view (already submitted to IT)	ESC	Low	Low	1	Aug 22
9 - Metrics	Publish process stream with goal timeline	WEBSITE	Low	Low	1	Aug 22
7 - Policy	Request to house policy in KB (auto update AND searchable) as well as UPL	KB	Medium	High	3	Nov 22
6 - Improve systems - Integration	Add Justification for Exception to Policy service (child case to EC)	ESC	Medium	Med-High	1	Nov 22
8 - Compliance	Add Policy Compliance service and notification to traveler/submitter that reimbursement is being routed for policy review and may be delayed	ESC	Medium	Med-High	1	Nov 22
6 - Improve systems - Data	Upgrade the view for the Supervisor/Approver to improve accessibility of information	ESC	Medium	Medium	1	Nov 22
7 - Policy	Create "tips" for imbedded guidance in the travel case submission	ESC	Medium	Medium	1	Nov 22 ongoing
6 - Improve systems - Integration	Integrate EC form into travel case	ESC	High	High	1	Winter 23
9 - Metrics	Publish metrics to website	WEBSITE	Low	Medium	1	Winter 23
9 - Metrics	Refine operational metrics	ESC/ WEBSITE	Low	Medium	1	Winter 23 (ongoing)
9 - Metrics	Define efficiency metrics	ESC/ WEBSITE	Medium	Medium	1	Winter 23 (ongoing)
10 - Communications	Create traveler summary notification	ESC	Medium	Med-High	3	Winter 23 (ongoing)
5 - Student/Non-Emp Travel	Determine if students can be processed through the PSF ER process	PSF	High	High	1	Spring 23
5 - Student/Non-Emp Travel	Refine PSF process that supports student, non-employee, and employee non-travel process	PSF	Medium	High	1	Spring 23
6 - Improve systems - Integration	Integrate itinerary elements into the ESC case (still allow upload)	ESC	Med-High	Medium	1	Spring 23
6 - Improve systems - Refine	Explore how to improve the case submission experience for group travel	ESC	Med-High	Medium	2	Spring 23
8 - Compliance	Create compliance dashboards and reports	ESC	Medium	Medium	3	Spring 23
10 - Communications	Create a reporting/subscription notification service regarding ER finalized	ESC/PSF	Med-High	Low	3	Spring 23
6 - Improve systems - Integration	Scope an end to end integrated process starting with the travel itinerary in the travel case to case approvals to creation of the EC to PSF ER	PSF/ESC/ CUSTOM?	Very High	Very High	2	Summer 23
7 - Policy	Incorporate SAAM lodging and M&IE rates into ESC	ESC	High	Very High	1	Summer 23
6 - Improve systems - Data	Create a task for LFO to enter required fields such as speedchart, budget, makes changes per notes field	ESC	High	Med-High	2	Summer 23
9 - Metrics	Create report to monitor stall points in the process stream	ESC	Medium	High	2	Summer 23



GLOSSARY OF ABBREVIATIONS

BBL – BlackBoard Learn

EC – Expense Claim – Reimbursement form which replaced the Exhibit J

ER – Expense Reimbursement – PSF process through which reimbursements are processed

ESC – Employee Service Center – Portal through which travel services are accessed

LFO – Local fiscal oversight – Positions within Colleges and Divisions responsible for reviewing and approving financial transactions

M&IE – Meals and incidentals expense

PSF – PeopleSoft Financials

SAAM – State of Arizona accounting manual where M&IE and lodging rates are published

TOCG – Travel Optimization Coordinating Group

UPL – University policy library