

## RECOMMENDATIONS: ACTIONS, UPDATES & RESOURCES

RECOMMENDATIONS	ACTIONS	TIMELINE	STATUS as of NOVEMBER 30, 2022	RELATED RESOURCES
1. Provide Colleges, Divisions, and central departments with the staffing necessary to complete work efficiently and effectively.	Review the number of requests that a Local Reimbursement Processing Resource can reasonably manage relative to the number of FY23+ travel requests expected and make recommendation.	June 22	<b>In process:</b> Traveler education, technical enhancements and functional changes continue. Task load will continue to evolve as a result.	
	Review the administrative needs of Colleges and Divisions including resources for travel booking.	Fall 22		
2. Eliminate the concept of “service team.”	Discontinue the use of the term “service team.”	June 22	<b>Complete:</b> In July 22, we have realigned our work to serve as the Reimbursement Processing Support unit.	<a href="#">Reimbursement Processing Support Unit website</a>
	Clarify to all constituents that the Employee Service Center (ESC) is how one accesses finance and business services (travel, HR, purchasing, etc.).	June 22	<b>Complete:</b> Most constituents are consistently turning to the ESC for services. We continue to message as necessary.	
3. Move travel booking from central to the travelers and Colleges / Divisions.	Create "Travel Booking Certified" training.	Aug 22	<b>In process:</b> Travel training has begun. Specific trainings and requirements are needed to book and/or travel. Approval training is also offered.  Training is now offered live with on-demand training planned.	<a href="#">NAU Travel Training</a>
	Create "Foreign Certified" training.	Aug 22	<b>Removed:</b> After review, it was determined that this was not needed.	<a href="#">NAU Travel Training</a>
	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	<b>In process:</b> RPS staff are now assigned to specific colleges and divisions. RPS staff training for EC's and ER's concluded in August. Evaluation of support model will continue.	<a href="#">Find Your RPS Contact</a>
	Approve one (1) new position to manage policy changes, developing and delivering training, and communications.	Summ - Fall 22	<b>In process:</b> Discussions are underway relative to this need.	
5. Improve student and non-employee travel support	Apply policy consistently to students and employees by no longer requiring receipts for M&IE reimbursement.	Aug 22	<b>Complete:</b> Receipts are no longer needed for NAU employee or student M&IE reimbursements.  Please note that they are still required for <a href="#">Business Meals</a> .	<a href="#">MIE policy</a>

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	Prioritize student and non-employee expense reimbursements through technical enhancements.	Aug 22	<b>Complete:</b> The ESC request for Individual Travel now includes: NAU Employee, NAU Student, Community member. These statuses allow us to prioritize student and community member reimbursements.	<a href="#">ESC Changes</a>
	Create a guide for non-employee reimbursements.	Nov 22	<b>Complete:</b> The Community Member Quick Reference is available in Knowledge Base.	Knowledge Base: <a href="#">NAU Sponsored Travel: Community Member Quick Reference</a>
	Create a comprehensive guide for all types student travel.	Winter 23		
	Determine if students can be processed through the PSF ER process.	Spring 23		
	Refine PSF process that supports student, non-employee, and employee non-travel process.	Spring 23		
6. Improve travel resources and technology	Create a guide to reimbursement documentation requirements.	Aug 22	<b>Complete:</b> ESC Travel Case Submission - Quick Reference outlines documentation requirements. Pre- and post-travel emails to travelers with reminders about documentation were automated in the Fall.	Knowledge Base: <a href="#">ESC Travel Case Submission - Quick Reference</a>
	Create a guide to using process sub-statuses for RPSU use.	Aug 22	<b>Complete:</b> A guide has been created and shared with RPSU staff as well as updated online.	Knowledge Base: <a href="#">ESC Case Sub-States: What They Are and When They Change</a>
	Create reimbursement policy and process FAQs.	Aug 22 ongoing	<b>In process:</b> We are gathering FAQs from training sessions and will publish these in Fall.	
	Refine the travel booking "quick" reference.	Aug 22	<b>Complete:</b> The Travel Booking Certified - Booking Guide reference is available in the Knowledge Base.	Knowledge Base: <a href="#">Travel Booking Certified - Booking Guide</a>
	Create a guide to using reports to answer operational questions	Aug 22	<b>Complete:</b> The Comptroller's Office and University Budget Office will assist Fiscal Oversight personnel with similar questions. Delivery date is TBD.	
	Create a guide to documenting cost comparisons.	Aug 22	<b>Complete:</b> The Travel Booking Certified - Booking Guide reference is available in the Knowledge Base. Cost comparisons are included.	Knowledge Base: <a href="#">Travel Booking Certified - Booking Guide</a>
	Create a guide to business meals while in travel status.	Aug 22	<b>Complete:</b> The Travel Booking Certified - Booking Guide reference is available in the Knowledge Base. Business meals are included.	Knowledge Base: <a href="#">Travel Booking Certified - Booking Guide</a>
	Create a guide for third party payments applied to reimbursements.	Aug 22	<b>In process:</b> This is part of the travel training. A Quick Reference will be created and added in Knowledge Base this fall.	

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	Post the electronic version of the travel folio.	Aug 22	<b>Removed:</b> Due to other resources, this one is no longer relevant.	
	Refine reimbursement processing training and support documents for the RPSU team.	Aug 22 ongoing	<b>Complete:</b> The RPSU team received revised and enhanced training on EC and ER processes in August, 2022.	
	Finalize PI approval in ESC.	Aug 22	<b>Complete:</b> PI approvals for purchases was completed in August. This functionality was previously in place for travel transactions.	
	Add fields to the travel request 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	<b>Complete:</b> All items are now in production.	<a href="#">ESC Changes</a>
	Eliminate self-approval if "Opened For" and "Responsible Employee" are the same person.	Aug 22	<b>Complete:</b> This item was delivered in September.	
	Remove checklist items from RPSU view.	Aug 22	<b>Complete:</b> This was delivered in July.	
	Create traveler training. "Travels but does not book travel."	Summ - Fall 22	<b>In process:</b> Travel training has begun. Specific trainings and requirements are needed to book and/or travel. Approval training is also offered.  Training is now offered live with on-demand training planned.	<a href="#">NAU Travel Training</a>
	Add Justification for Exception to Policy service (child to EC).	Nov 22	<b>In process:</b> We are reworking the Justification for Exception to Policy process including adding it as part of a travel request. Solution development is underway.	
	Upgrade the view for the Supervisor/Approver to improve accessibility of information.	Nov 22		
	Create a policy and process guide for student travel.	Winter 23	<b>Removed:</b> Item is duplicative of one in Improve Student Travel section.	
	Incorporate Annual Travel Cert into individual travel request.	Aug 22 -> Spring 23	<b>In process:</b> An initial solution has been devised and implemented but does not address when a travel request is submitted by someone other than the traveler. Solution to be reworked and delivered Spring, 2023.	
	Create a task for LFO to enter required fields such as speedchart, budget, makes changes per notes field.	Summer 23		
	Integrate EC form into travel request.	Winter 23		
	Integrate itinerary elements into the ESC (still allow upload).	Spring 23		
	Explore how to improve the request submission experience for group travel.	Spring 23		
	Scope an end to end integrated process starting with the travel itinerary in the travel request to approvals to creation of the EC to PSF ER.	Summer 23		

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7. Refine travel policy	Document roles within the travel process, their responsibilities, and the reasons for them.	Aug 22 -> Fall	<b>In process:</b> This is slated as one of the next policies for revision. This will be delivered in early 2023.	
	Mobilize "strike team" to address immediate policy pain points, change suggestions, and document organization.	Aug 22 ongoing	<b>Complete:</b> Several policies have undergone reorganization and rewording for clarity and useability.	<a href="#">Travel Optimization Policy Updates</a>
	Eliminate receipts as a basis for fuel and meals reimbursement.	Aug 22	<b>Complete:</b> Completed in July. Mileage is now the only basis for reimbursement.	<a href="#">Transportation Expenses Policy</a>
	Consider travel days reimbursement amount alternatives to 75%	Aug 22	<b>Complete:</b> Departure and return days will be reimbursed at 50% if leaving before noon and at 100% if leaving after noon when the 0%, 50%, and 100% M&IE functionality is implemented in the ESC.	<a href="#">Meal and Incidental Expense Reimbursement Policy</a>
	Create a guide to what is included in M&IE vs. what is reimbursable.	Aug 22	<b>Complete:</b> Travel policy has also been clarified for specificity. See item C.	<a href="#">Meal and Incidental Expense Reimbursement Policy</a>
	Refine recurring blanket travel exception process.	Aug 22	<b>In process:</b> Requirements gathering has started for this process. Delivery is expected in early 2023.	Knowledge Base: <a href="#">Blanket Travel Approval Memo</a>
	Reconcile State of Arizona Policy, ASU/UA policy, and NAU policy to determine opportunities for simplification.	Summer 23		
	Create "tips" for imbedded guidance in the travel request submission.	Nov 22 ongoing	<b>Complete:</b> Help text has been added to case fields in the ESC.	
	Request to house policy in KB (auto update AND searchable) as well as UPL.	Nov 22	<b>Complete:</b> Policy is updated online in the University Policy Library as we complete revisions.	<a href="#">Travel Policy</a>
	Incorporate SAAM lodging and M&IE rates into ESC.	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.	Fall 22	<b>In process:</b> Organizational planning is currently underway.	
	Implement consequences for repeated non-compliance with policy or process may range from a reminder to revocation of "travel booking certified" status, or to a letter to HR file from one's supervisor or the Comptroller.	Fall 22 ongoing	<b>In process:</b> As metrics and reporting are further enhanced, we are able to do specific policy reminders when we see trends emerging.	
	Add Policy Compliance service and notification to traveler/submitter that reimbursement will be routed for policy review and may be delayed.	Nov 22		
	Create compliance dashboards and reports.	Spring 23		

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<b>9. Establish metrics and reporting</b>	Create travel process graphic with associated goal timeline.	Aug 22	<b>Complete:</b> Available in the Travel Optimization Recommendations document, page 13.	<a href="#">Travel Optimization Recommendations</a> page 13
	Determine goal timelines for the travel process from the date that the travel submits post-travel documentation to payment - assumes the case has <b>complete documentation, data, and is in compliance with policy:</b> - 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	June 22	<b>Complete:</b> Available in the Travel Optimization Recommendations document, page 13.	<a href="#">Travel Optimization Recommendations</a> page 13
	Establish efficiency metrics which measure how we are decreasing exceptions to policy, reapprovals, etc.	Aug 22	<b>In process:</b> Several metrics have been identified for measurement. Some have data gaps that must be solved in order to measure. A new webpage has been established to track the progress of creating and implementing the metrics as well as process performance.	<a href="#">Travel Optimization Metrics</a>
	Establish operation metrics which measure issues within the process which may be opportunities for training, process change, etc.	Winter 23	<b>In process:</b> Several metrics have been identified for measurement. Some have data gaps that must be solved in order to measure. A new webpage has been established to track the progress of creating and implementing the metrics as well as process performance.	<a href="#">Travel Optimization Metrics</a>
	Publish select metrics on the website, such as average turnaround time, % of requests with policy exceptions, % of requests submitted "complete," % of requests 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	<b>In process:</b> Several metrics have been identified for measurement. Some have data gaps that must be solved in order to measure. A new webpage has been established to track the progress of creating and implementing the metrics as well as process performance. We hope to begin trend reporting in February.	<a href="#">Travel Optimization Metrics</a>
	Create report to monitor stall points in the process stream.	Summer 23		
<b>10. Improve Communications</b>	Embed local reimbursement processing resources into Colleges / Divisions to organically enhance relationship-building and communications.	Aug 22 - Nov 22	<b>In process:</b> RPS staff is now assigned to specific colleges and divisions. RPS staff training for EC's and ER's concluded in August. Evaluation of support model will continue.	<a href="#">My RPS contact</a>
	Decommission the Finance Service Team website.	Aug 22	<b>Complete:</b> Completed in August.	
	Establish a Reimbursement Processing website.	Aug 22	<b>Complete:</b> Completed in August.	<a href="#">Reimbursement Processing Support Unit website</a>

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	Re-confirm the Knowledge Base as the primary repository for reimbursement training documents and support resources.	June 22	<b>Complete:</b> This is the primary repository of resources for travel.	<a href="#">Knowledge Base</a>
	Communicate policy and process changes through multiple channels, such as email, website, and ESC, that all point to Knowledge Base resources.	June 22	<b>Ongoing:</b> Updates are disseminated through emails, website, ESC landing page which point to RPS webpages and Knowledge Base as appropriate.	<a href="#">Travel Optimization Recommendation Updates</a>
	Send notification to RPSU when an attachment is added to a request.	Aug 22	<b>Complete:</b> This functionality was implemented in September.	
	Publish policy updates and system changes on ESC and website.	Aug 22	<b>Complete:</b> This functionality was implemented in September. Ongoing communications are planned.	
	Create traveler summary notification.	Winter 23 (ongoing)		
	Create a reporting/subscription notification service regarding ER finalized.	Spring 23		
<b>11. Provide transparency into the Travel Optimization process</b>	Publish Travel Optimization Recommendations document online.	June 22	<b>Complete:</b> The Travel Optimization Recommendations document was published in June, 2022.	<a href="#">Travel Optimization Recommendations</a>
<b>12. Engage in ongoing conversation</b>	Process and Tools group is scheduled to meet again in August.	Aug 22	<b>Complete:</b> The Process and Tools group met August, 23. They will meet again in January, 2023.	
	Coordinating Group is scheduled to meet again in August.	Aug 22	<b>Removed:</b> This item was removed as the Coordinating Group members were largely involved in the Process and Tools group meeting held in August.	
	Consider other working groups for ongoing process improvement prioritization and metric monitoring.	Ongoing		