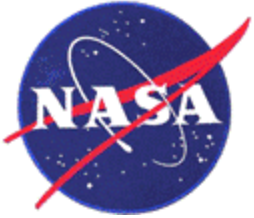


# ***NSSC Travel BOC Process***



**May 10 - 12, 2011**



# *Agenda*



- **Introductions**
- **Charter**
- **Schedule**
- **Event Activities**
- **Current States**
- **Ideal States**
- **Future States**
- **What Changed**
- **Get-To-Excellence (GTE) Plan**

# Charter Summary For: Travel Bill of Collection Process

Problem Statement: There is a lack of standardization in the process for issuance and collection of Travel Bills of Collection (BOC). This results in inconsistencies and inefficiencies causing loss of productivity and errors.

## Objectives / Deliverables:

1. Reduce time required to process BOC issuance by 30%.
2. Reduce time required to post BOC collection by 30%.
3. Reduce the number of internal data entry errors resulting in reversals by 50%.

## Project Scope Information:

Process Start: Incident resulting in issuance of BOC

Process End: Posting of Collection of BOC

Standardization of this process would benefit the NSSC FM Division by providing more timely, accurate posting information and by freeing up productive time to focus on other activities. Travelers would benefit from more clear, concise information on what is owed (amount, reason, payment instruction).

SIA Dates:

Champion: Cindy Epperson

Sponsor: Jim Caldwell

Team Leader: Leslie Anderson

OE Facilitator: Beth Keith

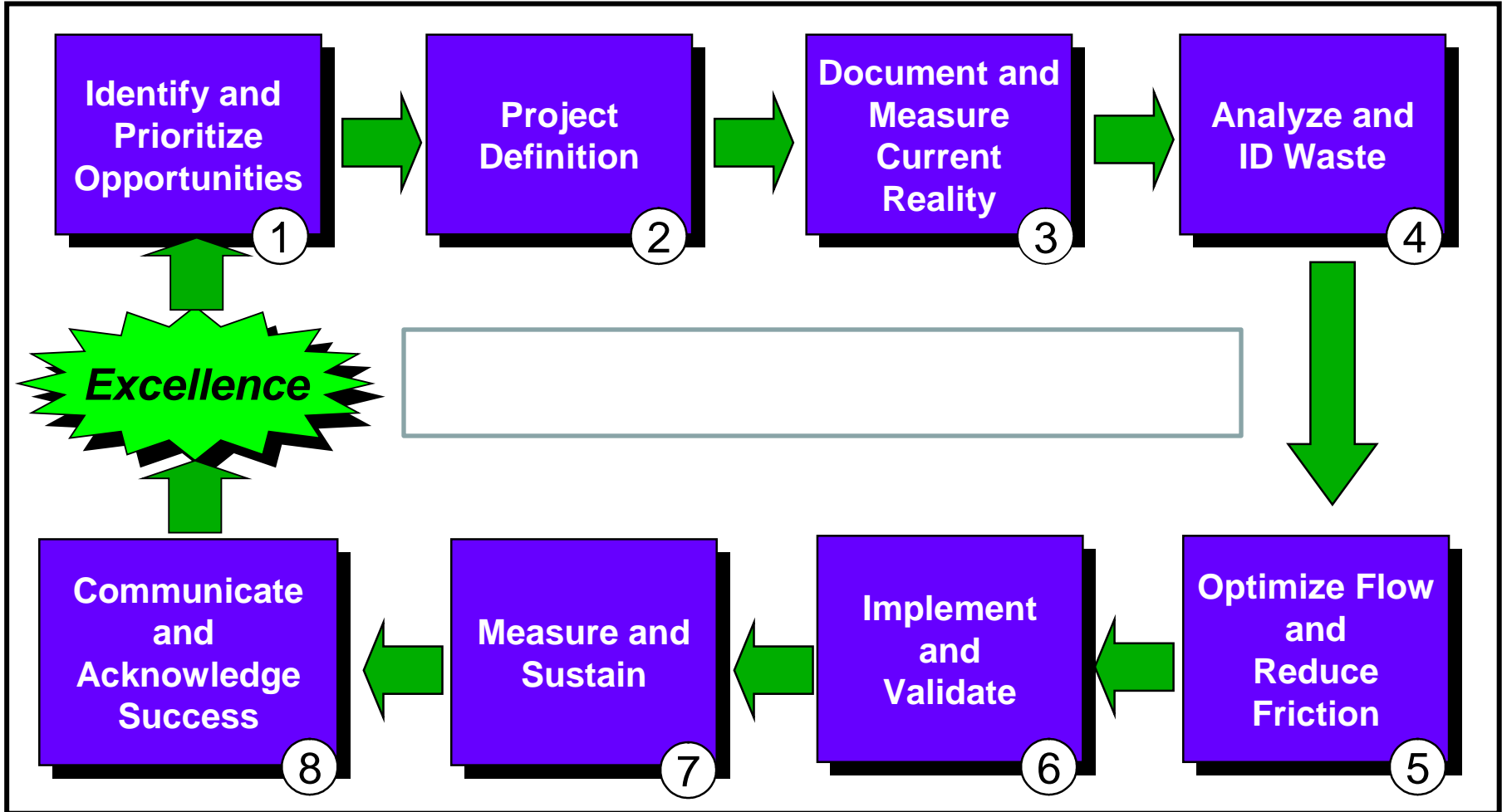
## Team Members:

Brandi McKinley  
Janel Benoit  
Stephanie Neal  
Karen Hill  
Alina Jones  
Jennifer Bolar  
Dedra Hartley  
Jenna Abrams  
Farrah Fouquet  
Paul Hebert  
Michelle Jenkins

# Activity Schedule

	Tuesday, May 10		Wednesday, May 11		Thursday, May 12			
8:00	Kick-Off - Intros		Review - Observations	Capture Enablers	Construct Action Plan - Determine Ownership - Build Outbrief			
8:30	Event Training: Kaizen Process	Capture Enablers	As Is Time Value Analysis					
9:00	Review Steps 1-3		As Is Value Analysis					
9:30	SIPOC & Walk the Flow - High Level							
10:00	Attributes of the current state		Ideal State					
10:30	Map the As-Is Value Stream - Data Collection		Map the to be Value Stream/Process					
11:00								
11:30	Lunch		Lunch			Lunch		
12:00	Map Value Stream in Detail		Capture Enablers			Map the to be Value Stream/Process	Deliver Outbrief	
12:30						Trigger Sheets		
1:00						Trigger Sheets	To Be Metrics	
1:30							To Be Metrics	
2:00				Attributes of the Future State	Brainstorm - Categorize Enablers			
2:30								
3:00	Summary & closing	Summary & closing						

# Path to Excellence



# Path to Excellence

## Event Steps

Step 1: Define The Boundaries  
Step 2: Define The Value  
Step 3: Define The Outcome  
Step 4: Walk The Product/Service Flow

Baseline Team

Step 5: Observe And Gather Data  
Step 6: Map The Value Stream

- Customer
- Product Flow
- Information Flow
- Other Data (Inventory, Takt, Etc.)

Current Conditions

Vision



Plans



Step 7: Analyze Current Conditions  
Step 8: Develop Ideal State

Step 9: Develop Future State Map  
Step 10: Develop Action Plans And Tracking

# ***Event Activities Completed***



- **Constructed Current State**
- **Current State/Analysis/Attributes**
  - **Trigger Sheets**
  - **Value?**
- **Constructed Ideal State**
- **Brainstormed Ideal State vs. Future – What prevents us from implementing the ideal states?**
- **Future State**
- **Identified Actions/Tasks/Enablers**
- **GTE Plan**

**Tools: Flow Charting, Brainstorming, Gap analysis, Trigger sheets. Value Analysis**



# Current State





# Current States - Analysis

## Trigger Sheets



Task:
Trigger:
Done:
Cycle Time:
Touch Time:
Takt Time:
No. of People:
Items in In-Box:
No. of Approvals:
Distance Item Travels:
ESH Issue:
% Rework:
Top 3 Rework Issues:
1.
2.
3.

# Current States - Analysis

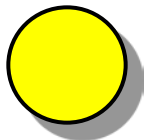
## Value

### *Value-Added Activities*



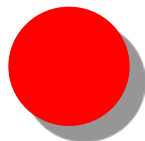
- Activities which change the form, fit or function of the product/service AND
- Activities which, when asked, the customer is willing to pay more if we did more of it AND
- Activities done right the first time

### *Non Value-Added Required - Needed Activities*



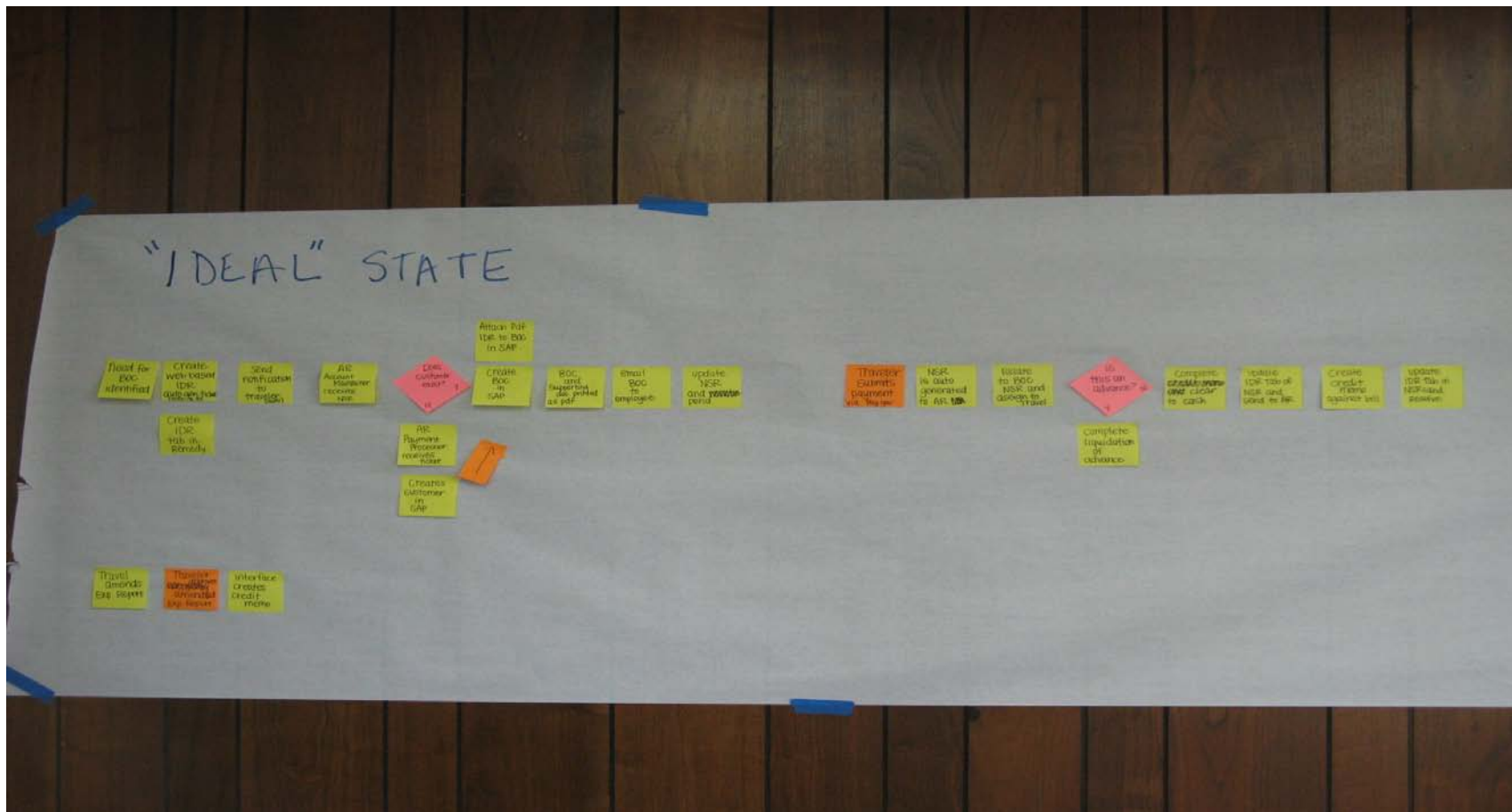
- Activities which may be necessary but the customer will not pay you to do
- Cannot be eliminated (due to non-robustness of process) based on current state of technology
- Required (regulatory, customer mandate, legal)

### *Non Value – Added Activities*



- Activities that consume resources but create no value in the eyes of the customer
- The customer is not willing to pay
- Pure waste (8 forms)

# Ideal State



## Why Not The Ideal State?

# Future State



# ***What Changed?***



- **Replaced the current Invoice Data Request (IDR) spreadsheet with web form/NSR ticket**
  - **Web form will create a pdf version of IDR that captures accounting data and reason for BOC**
  - **Creation of NSR for BOC action will now be automated**
  - **Continual updates to the IDR spreadsheet will be eliminated**
  - **Certain data elements from the current IDR will now be included on the NSR generated by the collection (i.e., SAP document numbers)**
  - **Data required for posting transactions will be more simple to find**

# What Changed?

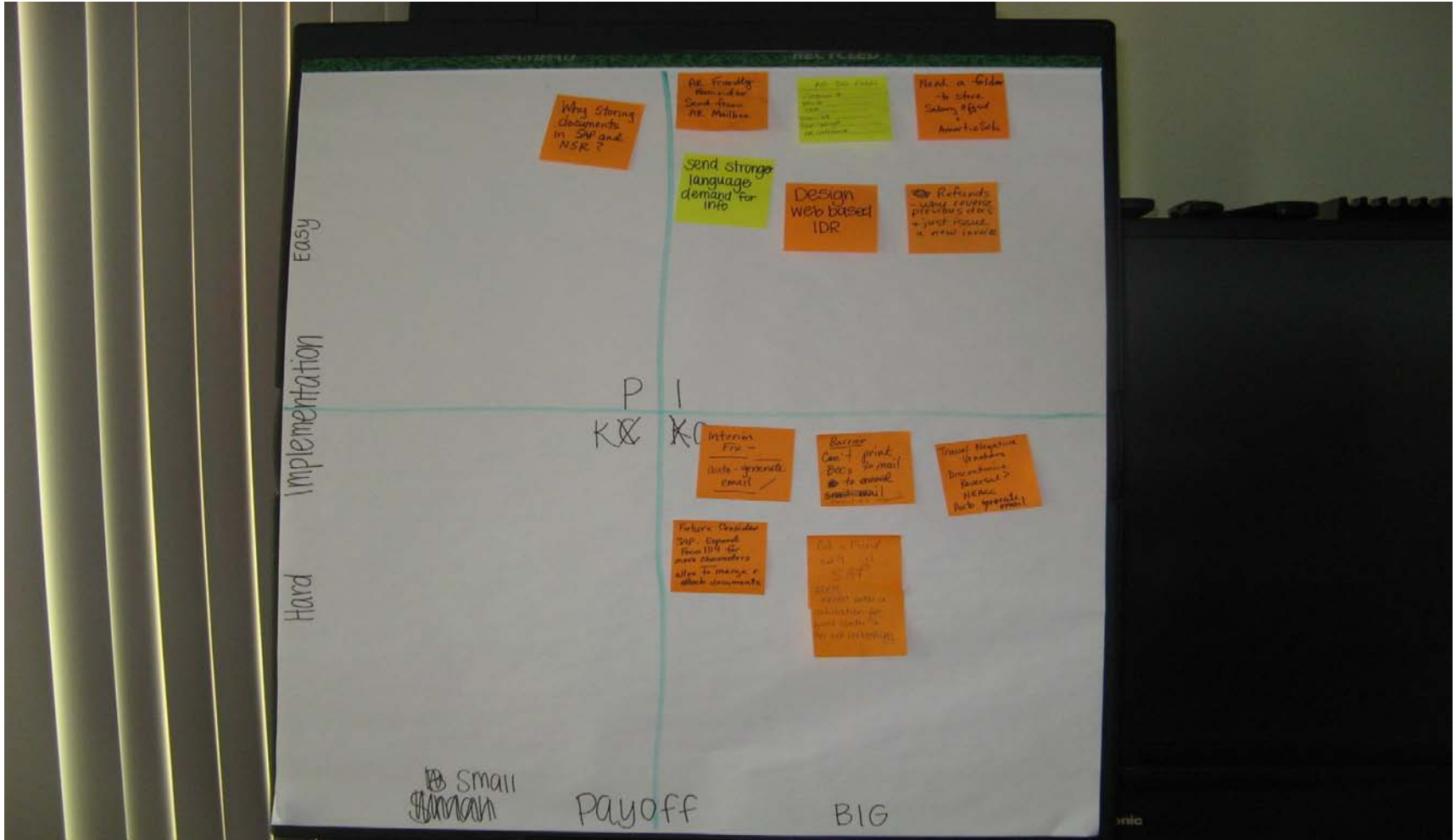


	Current	Future	Improvement
<b>Steps</b>	<b>81</b>	<b>59</b>	27%
<b>Cycle Time</b>	<b>113 hrs</b>	<b>94 hrs</b>	17%
<b>Touch Time</b>	<b>10 hrs</b>	<b>7 hrs</b>	31%

The majority of the Cycle Time is related to the JV approval and requests for funding from the Center.



# Actions/Enablers



# Get to Excellence Plan and Follow-up



<u>#</u>	<u>Type</u>	<u>Event Description</u>	<u>Target Date</u>	<u>% Comp</u>	<u>Owner</u>
1	JDI	Begin sending "friendly reminders" from AR mailbox	6/1/2011	0%	Michelle Jenkins
2	JDI	Request fields to be added to AR tab (form) in Remedy	5/19/2011	0%	Farrah Fouquet
3	JDI	Add a folder to the N:Drive to store salary offset and amortization schedules	6/1/2011	0%	Jenna Abrams
4	JDI	Determine need for stronger language to demand information from Travelers	6/1/2011	0%	Brandi McKinley
5	JDI	Design and submit request for the web based IDR	5/27/2011	0%	Janel Benoit
6	JDI	Determine if travel can make refunds when a salary offset has been rescinded	6/30/2011	0%	Leslie Anderson
7	JDI	Determine if documents need to be stored in SAP or could NSR be considered the source document	6/1/2011	0%	Dedra Hartley
8	JDI	Determine if Remedy could autogenerate email to include attachments	6/1/2011	0%	Paul Hebert

# Get to Excellence Plan and Follow-up Continued



<u>#</u>	<u>Type</u>	<u>Event Description</u>	<u>Target Date</u>	<u>% Comp</u>	<u>Owner</u>
9	JDI	Request ability to print BOCs to mail in SAP (as a PDF)	5/19/2011	0%	Jennifer Bolar
10	JDI	Request ability to have more characters on Form 1114 and allow to merge and attach documents	5/19/2011	0%	Jennifer Bolar
11	JDI	Request that negative travel expense reports bypass the SAP interface and auto generated email be sent to NSSC Contact Center for notification	6/30/2011	0%	Brandi McKinley
12	JDI	Request a BA and Fund Center edit in SAP	5/19/2011	0%	Michelle Jenkins
13	JDI	Update Travel SDG	8/1/2011	0%	Alina Jones
14	JDI	Update Non-Reimbursable AR SDG	8/1/2011	0%	Farrah Fouquet
15	JDI	Modify Stat Sampling process to keep Audit NSR's open to monitor amendment of expense reports for BOCs	6/1/2011	0%	Janel Benoit

# Get To Excellence Activity: # 1 Begin sending “friendly reminders” from AR mailbox

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

**Estimated Task Dates: 6/1/2011**

**Owner: Michelle Jenkins**

**Potential Team Lead and Members:**

## Description/Problem Statement:

Currently Accounts Receivable is sending “friendly reminders” from their personal mailbox. Customers are directly responding to the Tech and not going through the NSSC Customer Contact Center.

## Objectives/Deliverables:

Accounts Receivable Civil Servants begin using the NSSC AR mailbox to send correspondence to customers.

**Level of Effort: *1 hour***

**Benefits:** Customer will work through the Contact Center  
Contact with Customer will be tracked

# Get To Excellence Activity: #2 Update AR Tab (form) in Remedy

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

**Estimated Task Dates: 5/19/2011**

**Owner: Farrah Fouquet**

**Potential Team Lead and Members:**

**Karen Hill  
Stephanie Neal  
Jenna Abrams  
Jennifer Bolar**

## **Description/Problem Statement:**

**The Accounts Receivable tab in Remedy has limited information. Information needed to post collections is currently being stored in an excel spreadsheet.**

## **Objectives/Deliverables:**

**The Accounts Receivable tab in Remedy will be updated to include the TA# and SAP posting document numbers.**

**(Customer #, BOC#, TA#, Travel Credit Memo#, Travel Clearing #, and AR Credit Memo #)**

**Level of Effort: 2 hours**

**Benefits: Updating the NSR ticket (AR Tab) instead of the IDR Form. NSR ticket will be more simple to search and find.**

# Get To Excellence Activity: # 3 Add folder to the N: Drive to store salary offset and amortization schedules

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

**Estimated Task Dates: 6/1/2011**

**Owner: Jenna Abrams**

**Potential Team Lead and Members:**

**Farrah Fouquet  
Karen Hill**

## **Description/Problem Statement:**

**The current IDR excel workbook is the present location for the salary offset and amortization schedules. Since the IDR form is being eliminated, a new space will be created to house these items for tracking purposes.**

## **Objectives/Deliverables:**

**A new folder is to be created on the N: Drive where these two spreadsheets can be stored and updated by AR and Travel.**

**Level of Effort: *1 hour***

## **Benefits:**

**Ease of use  
Accurate tracking**



# Get To Excellence Activity: # 4 Determine need for stronger language in demand requests to Travelers

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

**Estimated Task Dates:** 6/1/2011

**Owner:** Brandi McKinley

**Potential Team Lead and Members:**

Janel Benoit  
Karen Hill

## **Description/Problem Statement:**

Some BOCs have to be rescinded because travelers subsequently provide information originally requested such as receipt(s) and/or ITRA/RITA vouchers.

## **Objectives/Deliverables:**

Incorporate stronger language in audit notifications requesting additional information to warn them of a potential BOC.

**Level of Effort:** *8 hours*

**Benefits:** Stronger language may help reduce the amount of Bill of Collections and/or rescinded BOCs.

# Get To Excellence Activity: # 5 Design and submit request for the web based IDR

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

**Estimated Task Dates:** 5/27/2011

**Owner:** Janel Benoit

**Potential Team Lead and Members:**

**Karen Hill**  
**Stephanie Neal**  
**Dedra Hartley**

## **Description/Problem Statement:**

**The current IDR form is a spreadsheet. The form is not user friendly and a manual NSR is created after the form is complete. It can also be difficult to find because there are several different folders where they can be stored based on the type of BOC.**

## **Objectives/Deliverables:**

**Create a web based IDR form that meets the requirements needed to create an accurate bill of collection. An auto generated NSR would also be created upon submission of form. This form would contain key data elements to simply search for a specific BOC.**

**Level of Effort:** *3 hours*

## **Benefits:**

**Eliminate updates of IDR form**  
**Automatic creation of NSR**  
**Standardization of form**

# Get To Excellence Activity: # 6 Determine if travel can issue refunds when salary offset has been rescinded

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I X
	K	C
	Small	Big
	Pay-off	

**Estimated Task Dates: 6/1/2011**

**Owner: Leslie Anderson**

**Potential Team Lead and Members:**

## **Description/Problem Statement:**

**There is no audit trail for refunds to traveler where the collection was previously via salary offset. Funding is required to reverse collections and delays are experienced in refunding traveler because Centers do not have funding for reversals. Often the required funds are expired causing additional delays.**

**Objectives/Deliverables: Discuss a process change to allow Travel to (1) not reverse collection documents and (2) issue a payment via regular payment process (rather than DOI)**

**Level of Effort: 2 hours**

**Benefits: (1) Audit trail is established to reflect refund payment to traveler. (2) Centers are not required to obtain funding for a collection reversal.**

# Get To Excellence Activity: # 7 Determine if BOC support documentation needs to be stored in SAP or could NSR be considered the source document

- JDI
- Kaizen
- Project
- VSM

Implementation	Hard	X	P	I
	Easy		K	C
		Small	Big	
		Pay-off		

**Estimated Task Dates:** 6/1/2011

**Owner:** Dedra Hartley

**Potential Team Lead and Members:**

Alison Butsch  
Michelle Jenkins  
Farrah Fouquet

## **Description/Problem Statement:**

The IDR form is currently being attached to the BOC in SAP as a source document. The IDR form is also being stored in the NSR (and Tech Doc).

**Objectives/Deliverables:** Determine NPR and audit requirements for storing source documentation for Bills of Collection. Consider possibility of documenting an NSR number in SAP to reference source documents rather than uploading them.

**Level of Effort:** 8 hours

**Benefits:** Reduce duplication of effort  
Shorten process time

# Get To Excellence Activity: # 8 Determine if Remedy could auto-generate emails to include attachments

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I
	K	C
	Small	Big
	Pay-off	

Estimated Task Dates: 6/1/2011

Owner: Paul Hebert

Potential Team Lead and Members:  
Karen Hill

## Description/Problem Statement:

Change of Station Travel is currently manually sending back up documentation for Bills of Collection to Travelers.

## Objectives/Deliverables:

To deliver Change of Station back up documentation to the Travelers automatically through Remedy. (Would still need to password protect RITA documentation)

Level of Effort: *1 hour*

Benefits: Technician does not have to send manual email, therefore, saves time.

# Get To Excellence Activity: # 9 Request ability to print BOC to mail in SAP (as a PDF)

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I
	K	C
	Small	Big
	Pay-off	

Estimated Task Dates: 6/1/2011

Owner: Jennifer Bolar

Potential Team Lead and Members:

## Description/Problem Statement:

SAP currently does not have the capability to save a Bill of Collection as a PDF. When soft copies of documentation must be provided, they must be printed, scanned and uploaded. This results in a waste of time and paper.

## Objectives/Deliverables:

Bill of Collection would be sent directly to the AR Tech's NASA inbox and saved in the SAP outbox as a PDF.

Level of Effort: *1 hour*

Benefits: Eliminate the need to print and scan the BOC when a soft copy is needed.



# Get To Excellence Activity: # 10 Request ability to have more characters on Form 1114

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I
	K	C
	Small	Big
	Pay-off	

**Estimated Task Dates: 6/1/2011**

**Owner: Jennifer Bolar**

## Description/Problem Statement:

**There is currently a limited number of characters available in SAP when inputting the information on the Bill of Collection. This requires additional back up documentation to be provided with the bill.**

**Potential Team Lead and Members:**

## Objectives/Deliverables:

**Include all BOC information in the SF1114. This would include Pay.gov, Debt Collection and Travel explanation of the billing.**

**Level of Effort: *1 hour***

**Benefits: Reduce the number of pages to be printed. Also, this would limit the number of pages the customer receives eliminating confusion.**

# Get To Excellence Activity: # 11 Request that negative travel expense reports bypass the SAP interface and auto generated email be sent to NSSC Contact Center for notification Update SDG

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I
	K	C
	Small	Big
	Pay-off	

Estimated Task Dates: 6/30/2011

Owner: Brandi McKinley

Potential Team Lead and Members:

## Description/Problem Statement:

Currently credit memos are automatically generated when a credit is received through FedTraveler.com. These credit memos must be reversed in order to avoid potential duplication of credit postings.

## Objectives/Deliverables:

Request to have credits bypass the FedTraveler.com to SAP interface. Instead, a notification would be sent to the NSSC Customer Contact Center utilizing the INC ticket to determine further action.

Level of Effort: *2 hours*

**Benefits:** Eliminate potential for human error in reversing credit memos and notification to complete a BOC. Creates stronger tracking mechanism for actions related to credit amendments.

# Get To Excellence Activity: # 12 Request a Business Area and Fund Center edit in SAP

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I
	K	C
	Small	Big
	Pay-off	

**Estimated Task Dates: 5/19/2011**

**Owner: Michelle Jenkins**

## **Description/Problem Statement:**

**SAP does not prevent users from creating a BOC that has a Business Area that is different from the Funds Center**

**Potential Team Lead and Members:**

## **Objectives/Deliverables:**

**Submit an SR to the NEACC requesting that an edit be created to give a warning/error (soft error) message when the fund center and business area do not match.**

**Level of Effort: *1 hour***

**Benefits: Prevent variances on CMP reporting**

# Get To Excellence Activity: # 13 Update Travel SDG

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

**Estimated Task Dates: 8/1/2011**

**Owner: Alina Jones**

**Potential Team Lead and Members:**

**Karen Hill  
Stephanie Neal  
Janel Benoit**

**Description/Problem Statement:**

**Update SDG to reflect changes resulting from Kaizen event.**

**Objectives/Deliverables:**

**To provide clear instruction on new process. Updates would be completed on Service Delivery Guides, flow charts, training materials and desk references.**

**Level of Effort: 20 hours**

**Benefits: Standardized process documented**

# Get To Excellence Activity: # 14 Update Non-Reimbursable Accounts Receivable SDG

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I X
	K	C
	Small	Big
	Pay-off	

**Estimated Task Dates: 8/1/2011**

**Owner: Farrah Fouquet**

**Potential Team Lead and Members:**

**Theresa Morgerson**

**Jennifer Bolar**

**Jenna Abrams**

**Description/Problem Statement:**

**Update SDG to reflect changes resulting from Kaizen event.**

**Objectives/Deliverables:**

**To provide clear instruction on new process. Updates would be completed on Service Delivery Guides, flow charts, training materials and desk references.**

**Level of Effort: 20 hours**

**Benefits: Standardized process documented**

# Get To Excellence Activity: # 15 Modify Statistical Sampling process to keep Audit NSR ticket open for BOC's

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I X
	K	C
	Small	Big
	Pay-off	

Estimated Task Dates: 6/1/2011

Owner: Janel Benoit

Potential Team Lead and Members:

Beth Keith  
Leslie Anderson  
Alina Jones

## Description/Problem Statement:

Currently, AR is returning BOC NSR's to Travel when the BOC is related to a Stat Sample audit action. These tickets remain open until traveler files amended Expense Report. This requires extra time for AR to determine which tickets should be returned to Travel.

## Objectives/Deliverables:

Travel Audit will track open BOC's via parent audit NSR ticket. AR will close the BOC ticket.

Level of Effort: *8 hours*

Benefits: Standardizes the BOC NSR resolution process for AR.

## *Future Considerations*

- ***Determine if credit amendments can be bypassed in the FT.com to SAP Interface***
- ***Request larger field for verbiage on SF 1114 to include more information to traveler***
- ***Automate emails sent to travelers by Travel with additional information regarding the BOC***

