



## Six Sigma DMAIC Improvement Story

**Project Objective:**  
**To Reduce the Time to Pay Vendors for  
Goods and Services**

Last Updated: 12-5-2017

***Team:*** Melissa Belmonte, Monique Caliste, Josephine Barrios, Lucille Benjamin, Patrice Sykes, Bill Busutil, Amy Horton-Tavera, Jose Espinoza, and Roy Ferreira

Frances Morris (Sponsor)

Jennifer Moon (Executive Sponsor)

# Identify Project Charter

The team developed a Project Charter.

Project Charter		
Business Case	Project Name:	Reduce the time it takes for WASD to pay vendors.
	Problem/Impact:	As of January 2017, 76% of WASD's invoices for most of its goods and services were paid within 30 days and 73% of invoices submitted by "small businesses" were paid within 14 days. Late payments to vendors could place the department in non-compliance with County ordinances and policies, and dissuade desirable vendors from providing goods and services to WASD.
	Expected Benefits:	Consistent reductions in the time it takes to pay vendors will ensure compliance with County ordinances and policies, and enable WASD to better retain desirable vendors.
Objectives	Outcome Indicators And Proposed Targets	Q1: 90% of Goods and Services invoices paid within 30 days; Q2: 90% of Goods and Services invoices submitted by SBEs paid within 14 days
	Time Frame:	January through August 2017
	Strategic Alignment:	Supports the County's Business Plan
Scope	In Scope:	All vendor payments within WASD
	Out-of-Scope:	All other vendor payments
	Authorized by:	Jennifer Moon, Lester Sola
Method	Project Methodology:	Lean Six Sigma DMAIC (Define - Measure - Analyze - Improve - Control); observations & interviews
Team	Sponsors:	Jennifer Moon, Frances Morris
	Team Leader:	Amy Horton-Tavera
	Team Members:	Amy Horton-Tavera, Roy Ferreira, Bill Busutil, Jose Espinoza, Josephine Barrios, Melissa Belmonte, Lucille Benjamin, Monique Caliste, Patrice Sykes
	Process Owner(s):	Frances Morris
	Mgmt Review Team:	Jennifer Moon, Hugo Salazar, Lester Sola, Frances Morris
Schedule	Completion Date:	31-Aug-2017
	Review Dates:	Monthly, and Final Review on August 28, 2017



# Develop Project Timeline

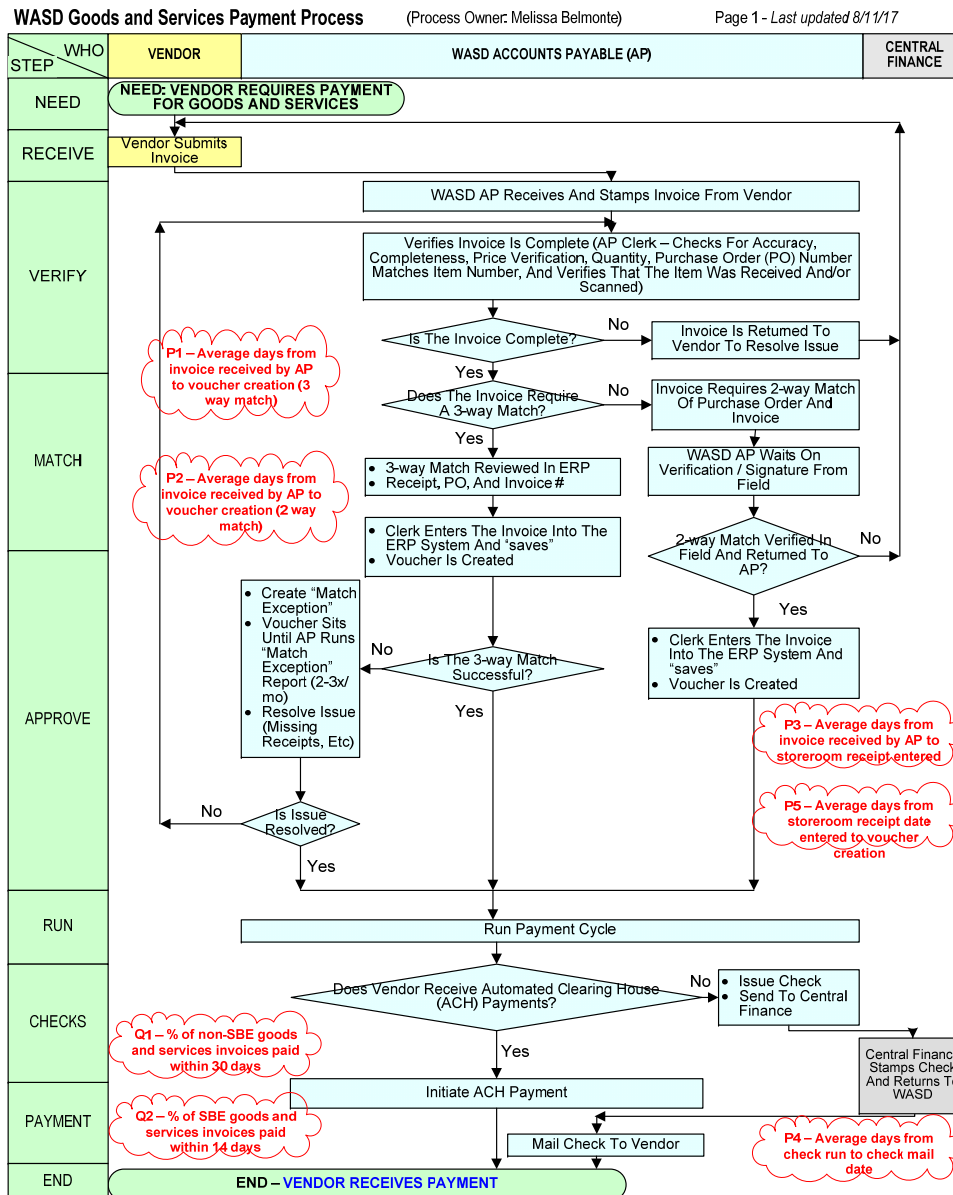
The team developed a schedule to complete the Project.

WHAT: Complete DMAIC Process by August 30th, 2017									
DMAIC Story Process Step		WHEN							
		2017							
		Jan	Feb	Mar	Apr	May	June	July	August
1. Define									
2. Measure									
3. Analyze									
4. Improve									
5. Control									

Next, the team graphically illustrated the payment process.



# Review Process Flowchart

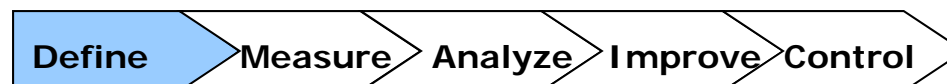


The team constructed a flow chart describing the WASD Accounts Payable process for invoices related to Goods and Services (G&S).

Q1: % G&S Non-SBE invoices paid within 30 days

Q2: % G&S SBE invoices paid within 14 days

The team began to gather data.



# Identify Data Collection Needs

The team developed a data collection spreadsheet and reviewed invoice information from October 2016 through December 2016, each row is a *paid invoice*.

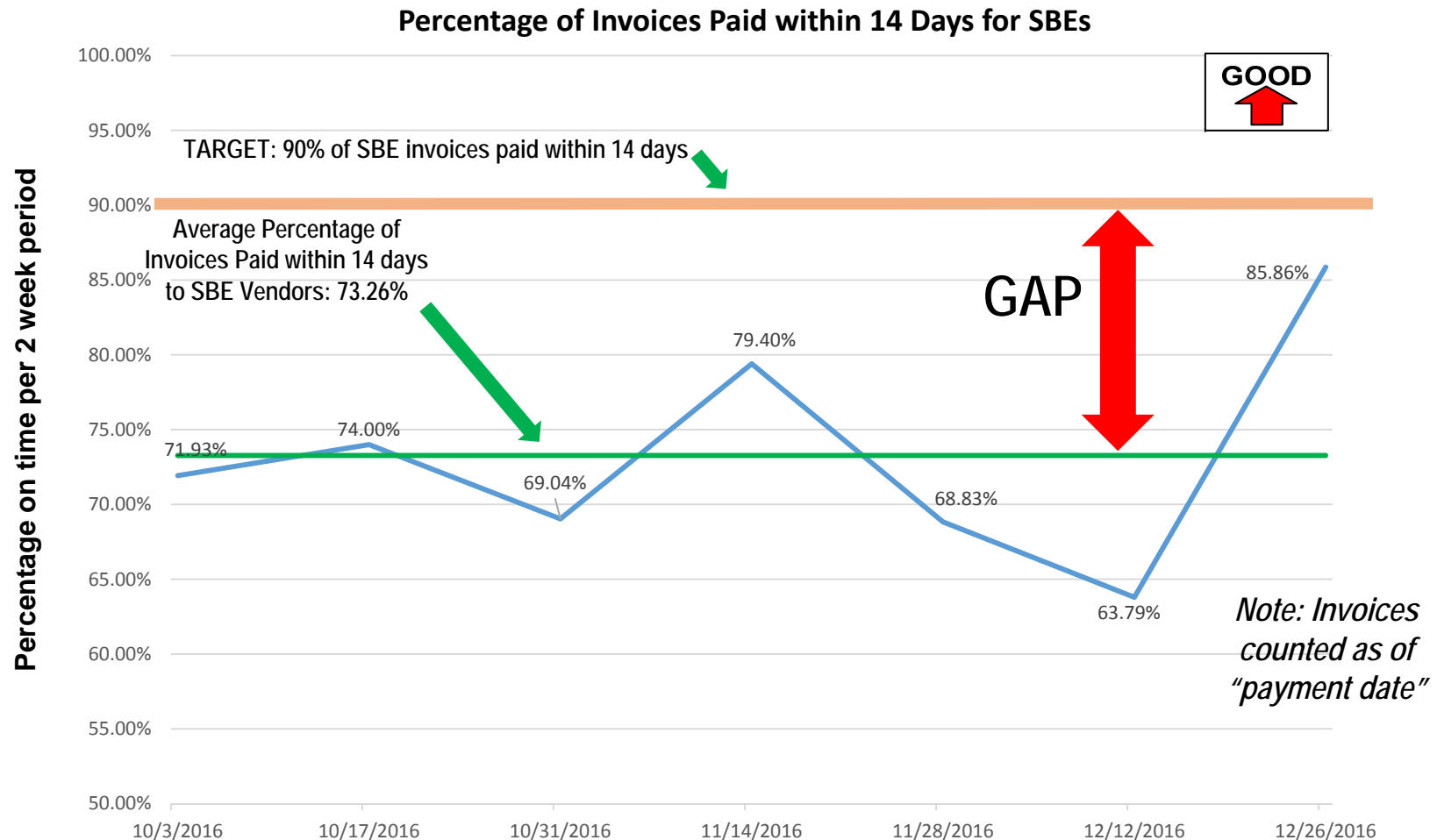
Voucher ID	Invoice	Invoice Rcpt Date	Amount	Vendor ID	Voucher Line Descr	PO #	PO Date	Payment Date	Vendor Name
00828806	259046	10/1/2016	\$102.81	0000002451	BAR, TUNNEL, CHISEL END AND TA	0000222131	9/13/2016	11/28/2016	GRAINGER
00828928	232305	10/1/2016	\$131.25	0000016533	SAFETY SHOES FOR LEONARD ROBI	0000226634	12/9/2016	12/21/2016	INTERNATIONAL FOOTWEAR INC
00834515	13115270	10/25/2016	\$138.74	0000016533	SAFETY SHOES FOR CARLOS PEREZ	0000226634	12/9/2016	12/21/2016	INTERNATIONAL FOOTWEAR INC
00836715	13120064	10/25/2016	\$148.56	0000015623	FLUID, OPEN AND SHUT PENETRANT	0000225355	11/16/2016	12/6/2016	LAWSON PRODUCTS INC
00828532	207002	6/1/2016	\$70.44	0000003689	air filter part # 6744 napa in	0000223631	10/13/2016	11/23/2016	NAPA AUTO PARTS
00829349	016095	10/1/2016	\$12.40	0000003689	220560 SPINDLE WASHER	0000223425	10/11/2016	11/28/2016	NAPA AUTO PARTS
00828488	240764	6/1/2016	\$81.00	0000003689	7236 CORE DEPOSIT	0000216095	5/23/2016	11/28/2016	NAPA AUTO PARTS
00828806	259046	10/1/2016	\$189.00	0000003689	7237 CORE DEPOSIT	0000213002	3/28/2016	10/3/2016	NAPA AUTO PARTS
00834488	12901208	9/21/2016	\$34.28	0000003689	7624 HYD FILTER	0000216270	5/25/2016	11/21/2016	NAPA AUTO PARTS
00834480	12899709	9/21/2016	\$66.60	0000003689	4886924 FRONT BRAKE ROTOR	0000215926	5/19/2016	11/21/2016	NAPA AUTO PARTS
00834507	13115255	10/25/2016	\$182.00	0000003689	G31124-0606 COUPLING	0000223860	10/17/2016	11/28/2016	NAPA AUTO PARTS
00823625	9229902250	9/26/2016	\$318.99	0000003689	22082168 12K HUB	0000223425	10/11/2016	11/28/2016	NAPA AUTO PARTS
00834481	12899726	9/21/2016	\$133.20	0000003689	FLUID, DIESEL EXHAUST (DEF), V	0000222034	9/12/2016	11/28/2016	NAPA AUTO PARTS
00836706	13119195	10/25/2016	\$61.50	0000003689	D2S TENSIONER	0000222855	9/26/2016	11/23/2016	NAPA AUTO PARTS
00836702	13119190	10/25/2016	\$1.78	0000003689	DC # 10-0082 needs a a/c orifi	0000222915	9/26/2016	11/23/2016	NAPA AUTO PARTS
00834512	13115268	10/25/2016	\$220.16	0000017944	COPIER RENTAL PAYMENT	0000224470	10/28/2016	12/15/2016	TOSHIBA AMERICA BUSINESS S
00834484	12900971	9/21/2016	\$462.13	0000017944	TOSHIBA COPIER PAYMENTS	0000225457	11/17/2016	12/28/2016	TOSHIBA AMERICA BUSINESS S
00834481	12899726	9/21/2016	\$102.13	0000017944	TOSHIBA COPIER RENTAL PAYMENT	0000225461	11/17/2016	12/28/2016	TOSHIBA AMERICA BUSINESS S
00836613	13148738	10/18/2016	\$223.47	0000017944	TOSHIBA COPIER RENTAL PAYMENT	0000225461	11/17/2016	12/28/2016	TOSHIBA AMERICA BUSINESS S
00834501	12900381	9/21/2016	\$735.66	0000017944	COPIER RENTAL PAYMENT	0000224470	10/28/2016	12/15/2016	TOSHIBA AMERICA BUSINESS S
00828535	206999	6/1/2016	\$111.25	0000017944	TOSHIBA COPIER PAYMENTS	0000225457	11/17/2016	12/28/2016	TOSHIBA AMERICA BUSINESS S
00823627	9229902243	9/26/2016	\$469.98	0000017944	PAYMENTS FOR TOSHIBA COPIERS	0000216672	6/1/2016	12/28/2016	TOSHIBA AMERICA BUSINESS S
00828537	206998	6/1/2016	\$220.16	0000017944	COPIER RENTAL PAYMENT	0000224470	10/28/2016	12/15/2016	TOSHIBA AMERICA BUSINESS S

Next, the team examined outcome indicator data.



# Review Selected Indicator

The team collected sample outcome indicator data from October 2016 through December 2016 related to Small Business Enterprises (SBE) and reviewed performance trends:



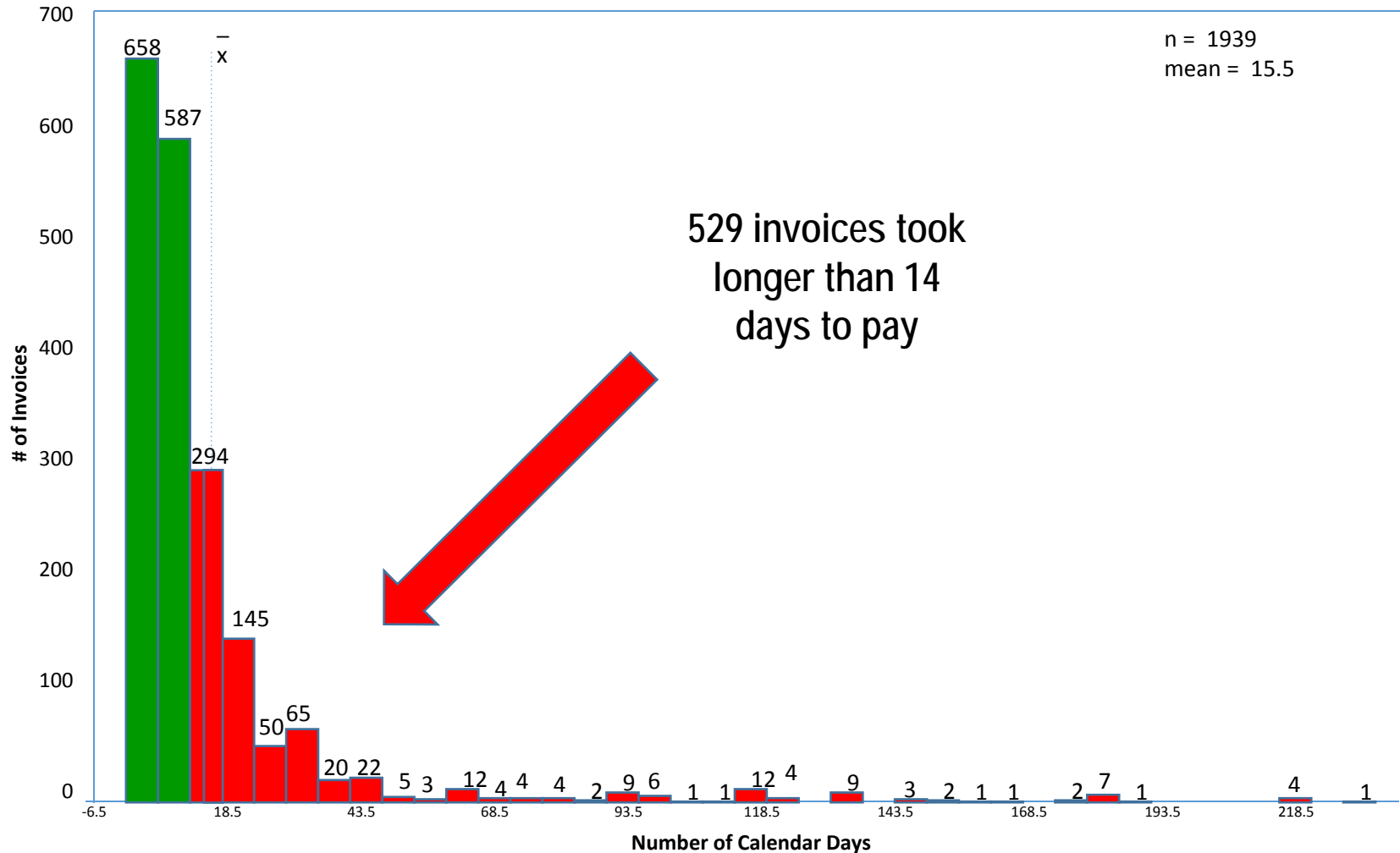
The team looked closer at invoices paid from October to December 2016



# Review Selected Indicator

The team looked at paid SBE invoices data from October 2016 through December 2016.

## Number of Days to Pay an Invoice to SBE Vendors

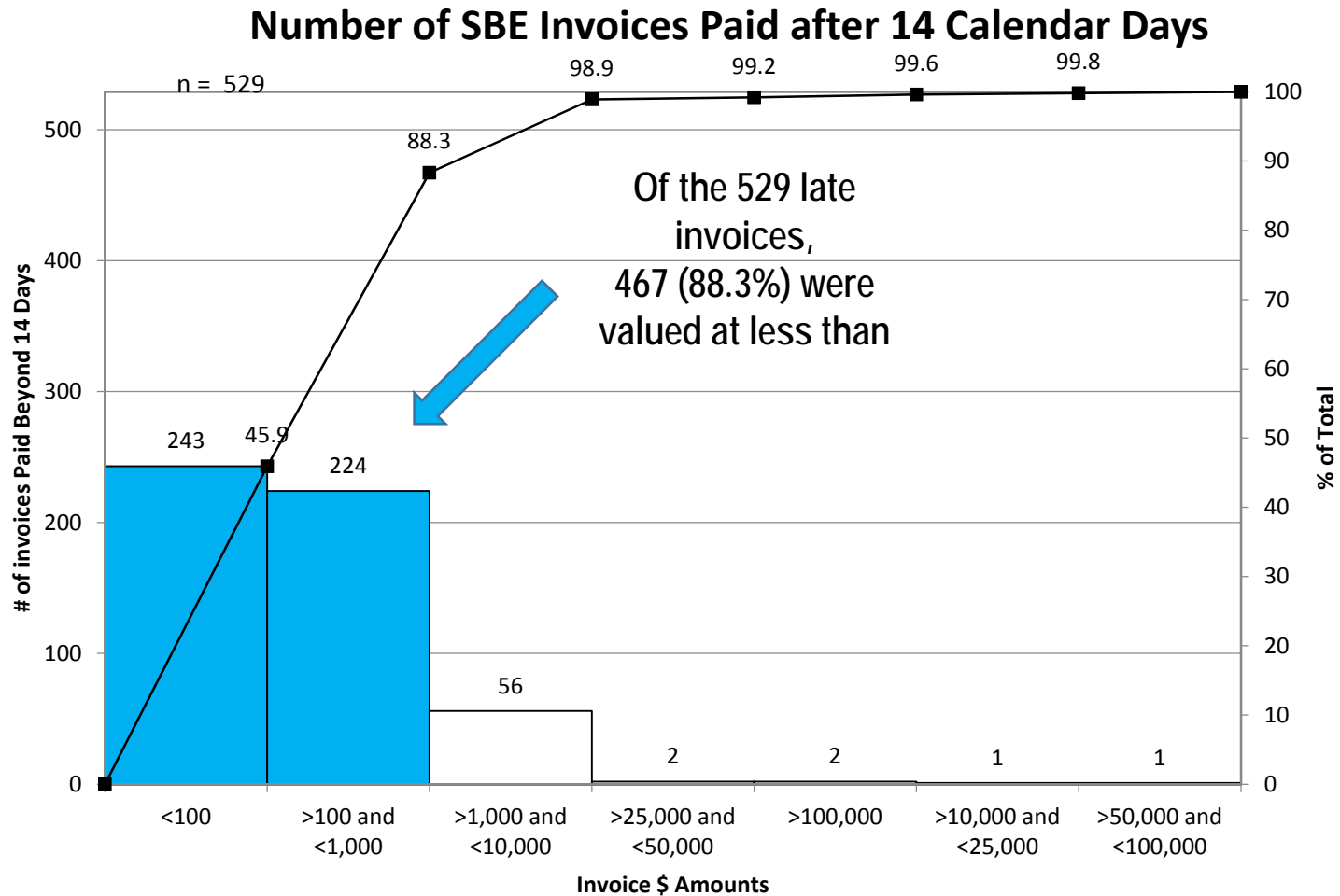


The team looked closer at paid invoices for SBE that took longer than 14 days



# Stratify the Problem

The team stratified the sample of SBE invoices that took longer than 14 days to pay, by the amount of the invoice, and found:



The team looked closer at the 467 late invoices valued at less than \$1,000

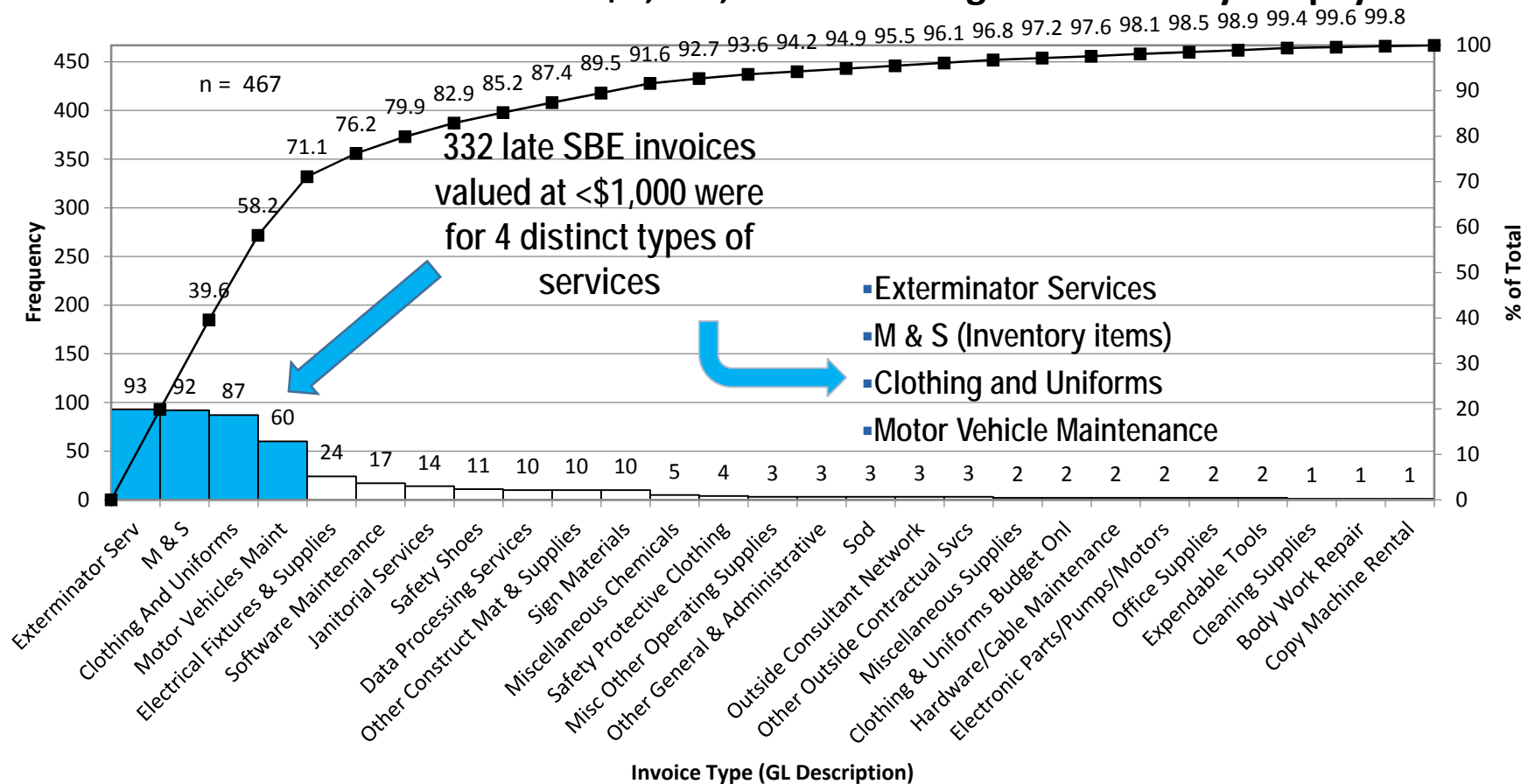




# Stratify the Problem

The team further stratified the sample of SBE invoices that took longer than 14 days to pay and were valued at <\$1,000, by invoice type, and found:

## SBE Invoices valued at <\$1,000, that took longer than 14 days to pay



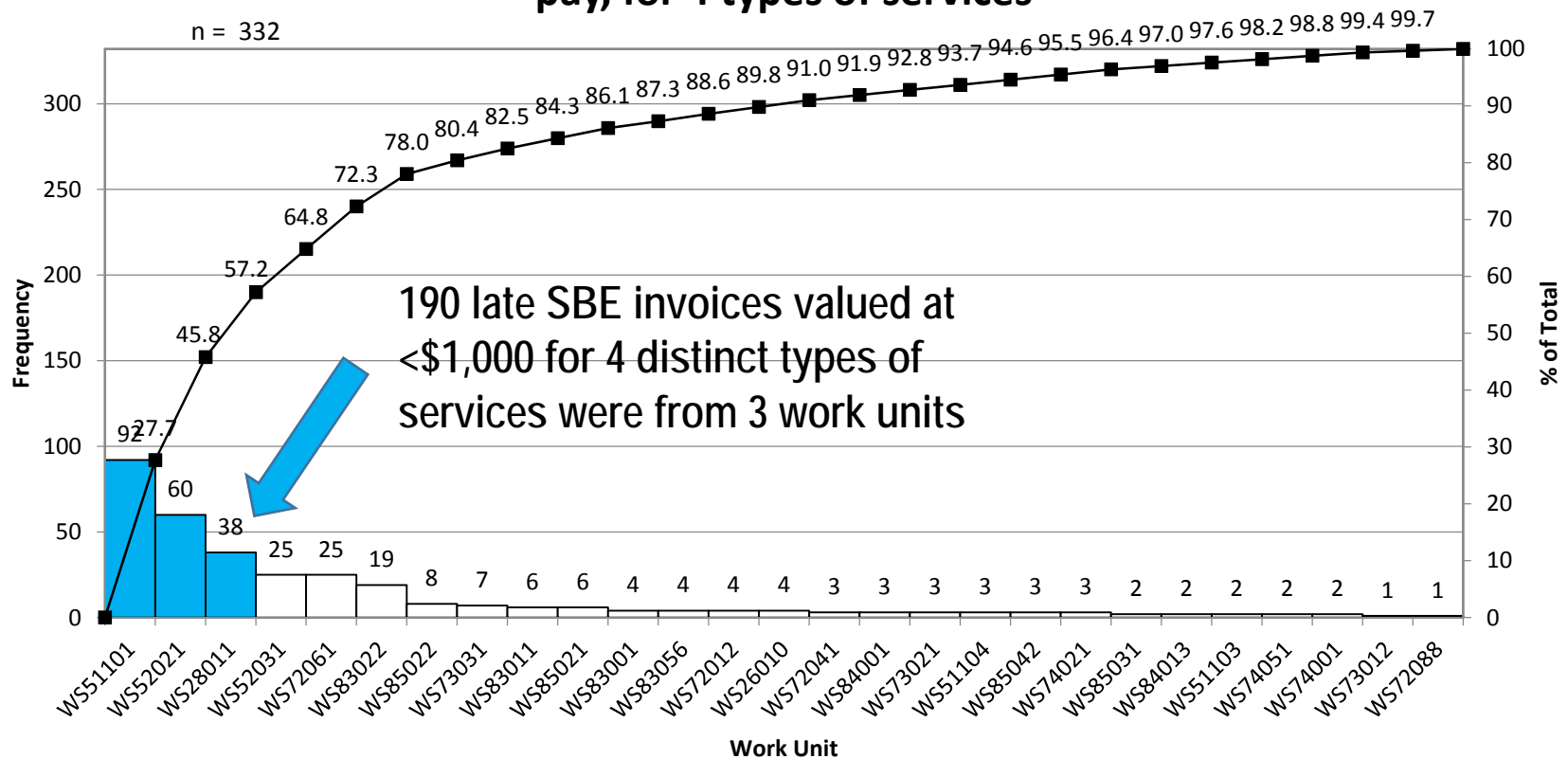
The team looked closer at the 332 SBE invoices valued at less than \$1,000, for 4 types of goods and services took longer than 14 days to pay.



# Stratify the Problem

The team further stratified the sample of SBE invoices that took longer than 14 days to pay and were valued at <\$1,000, by invoice type, and found:

**SBE Invoices valued at <\$1,000, that took longer than 14 days to pay, for 4 types of services**

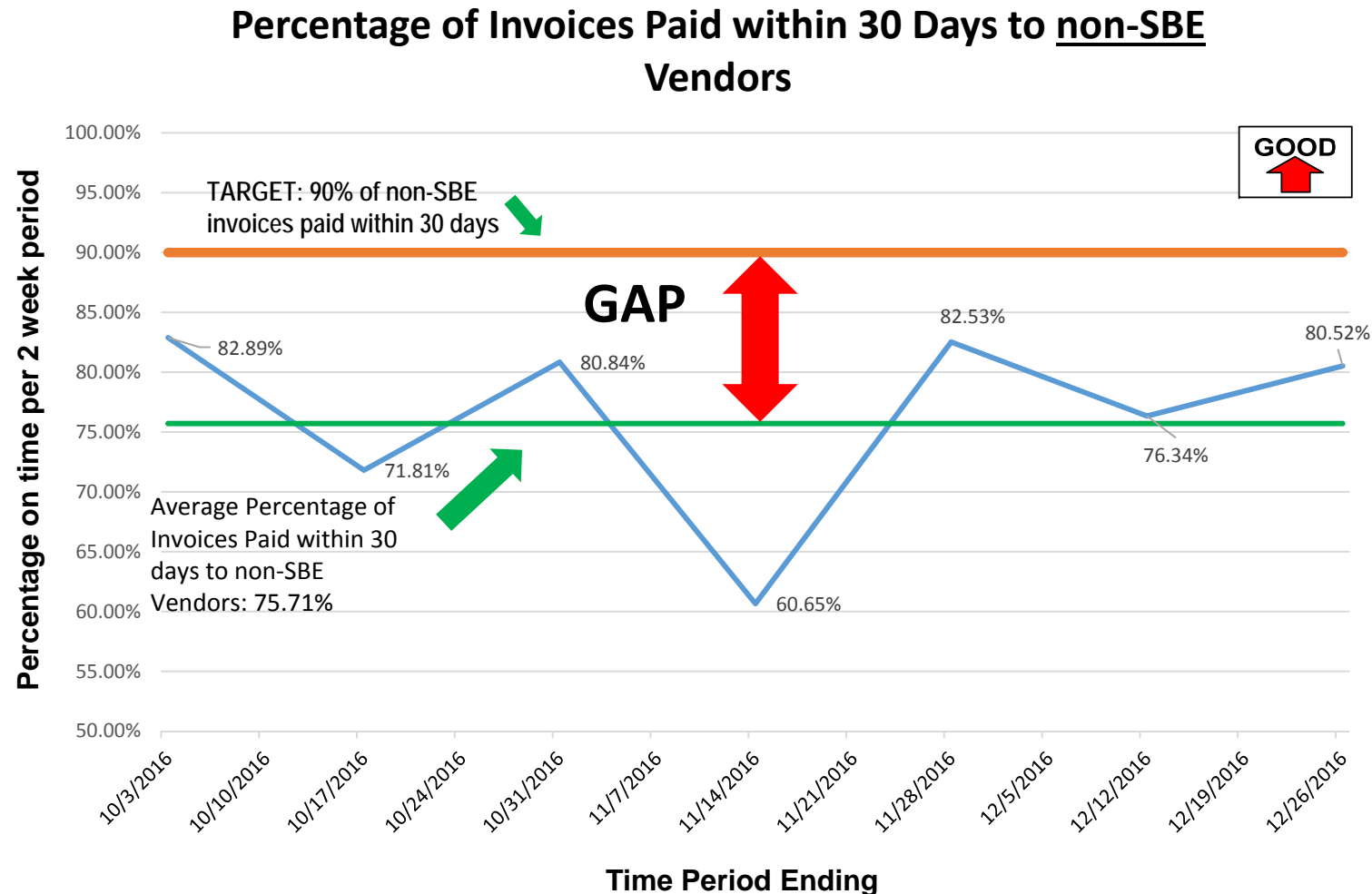


**Problem Statement:** 190 SBE invoices that took longer than 14 days to pay were valued at less than \$1,000, for 4 types of goods and services, and belonged to 3 different work units



# Review Selected Indicator

The team collected sample outcome indicator data from October 2016 through December 2016 for non-SBE Goods and Services invoices and reviewed performance trends:

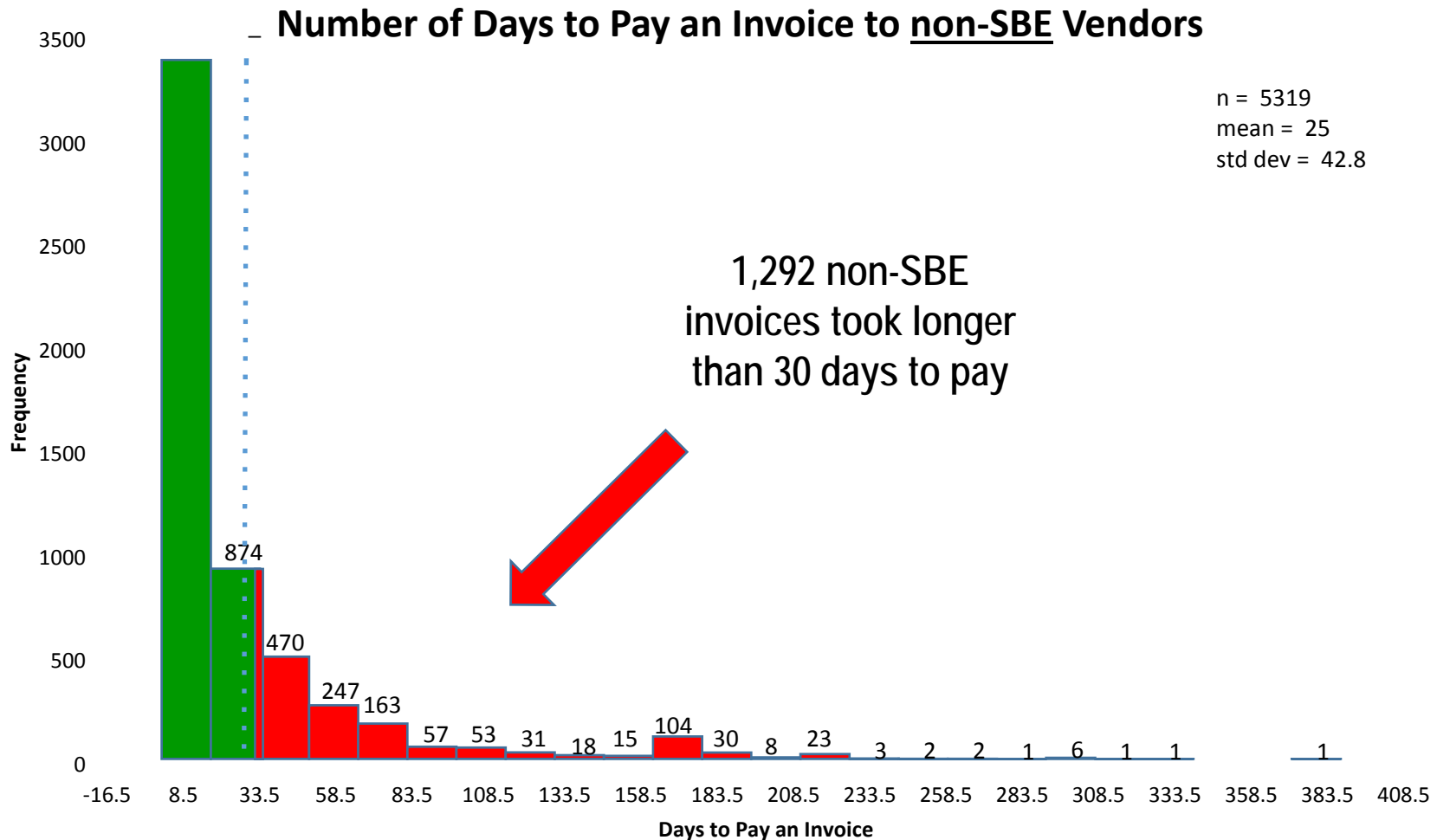


The team looked closer at paid invoices from October 2016 to December 2016



# Stratify the Problem

The team stratified the sample of non-SBE invoices that took longer than 30 days to pay and found:

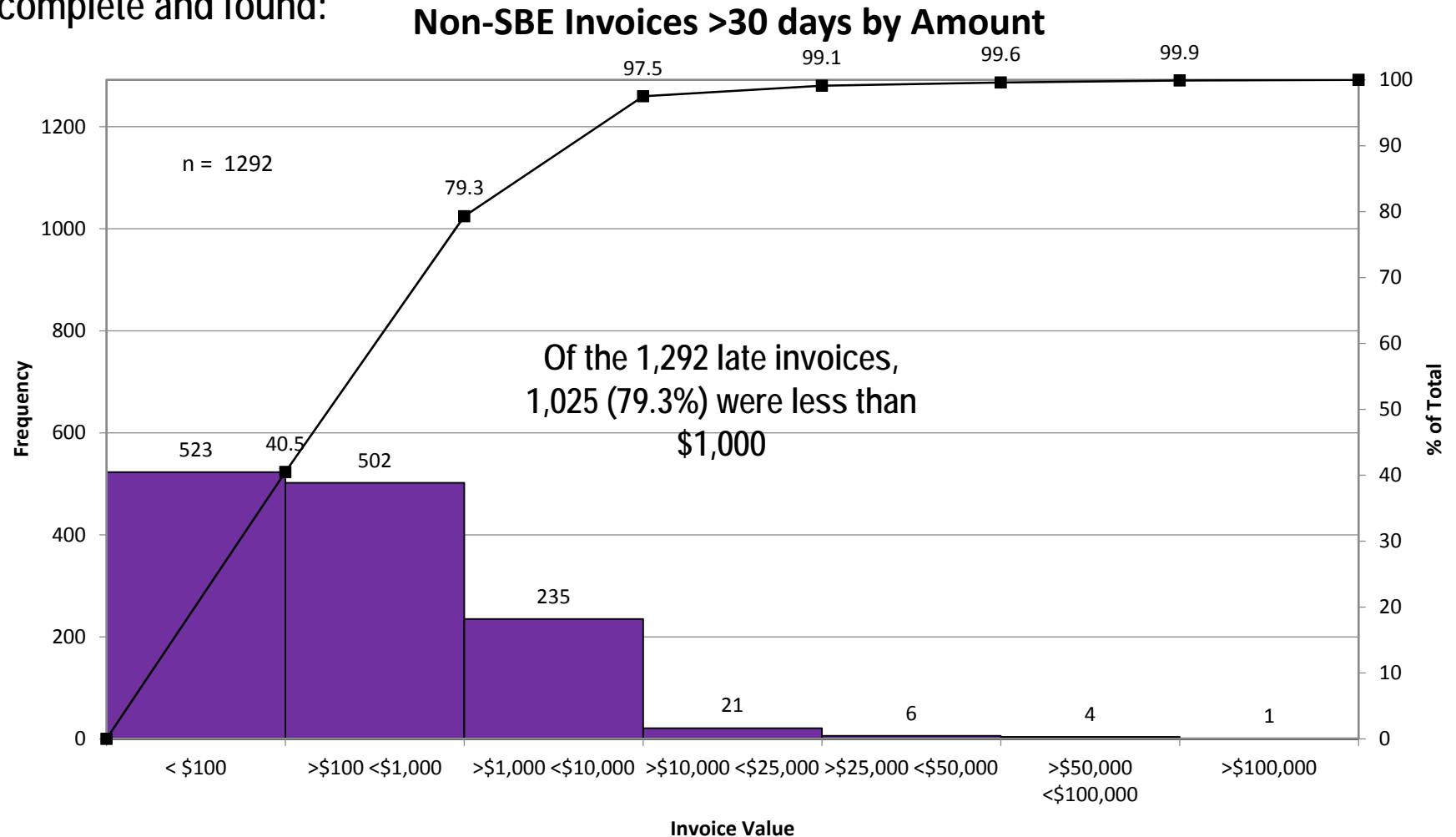


The team looked closer at the 1,292 invoices for non-SBE that took longer than 30 days to pay



# Stratify the Problem

The team stratified the sample of non-SBE invoices that took longer than 30 days to complete and found:

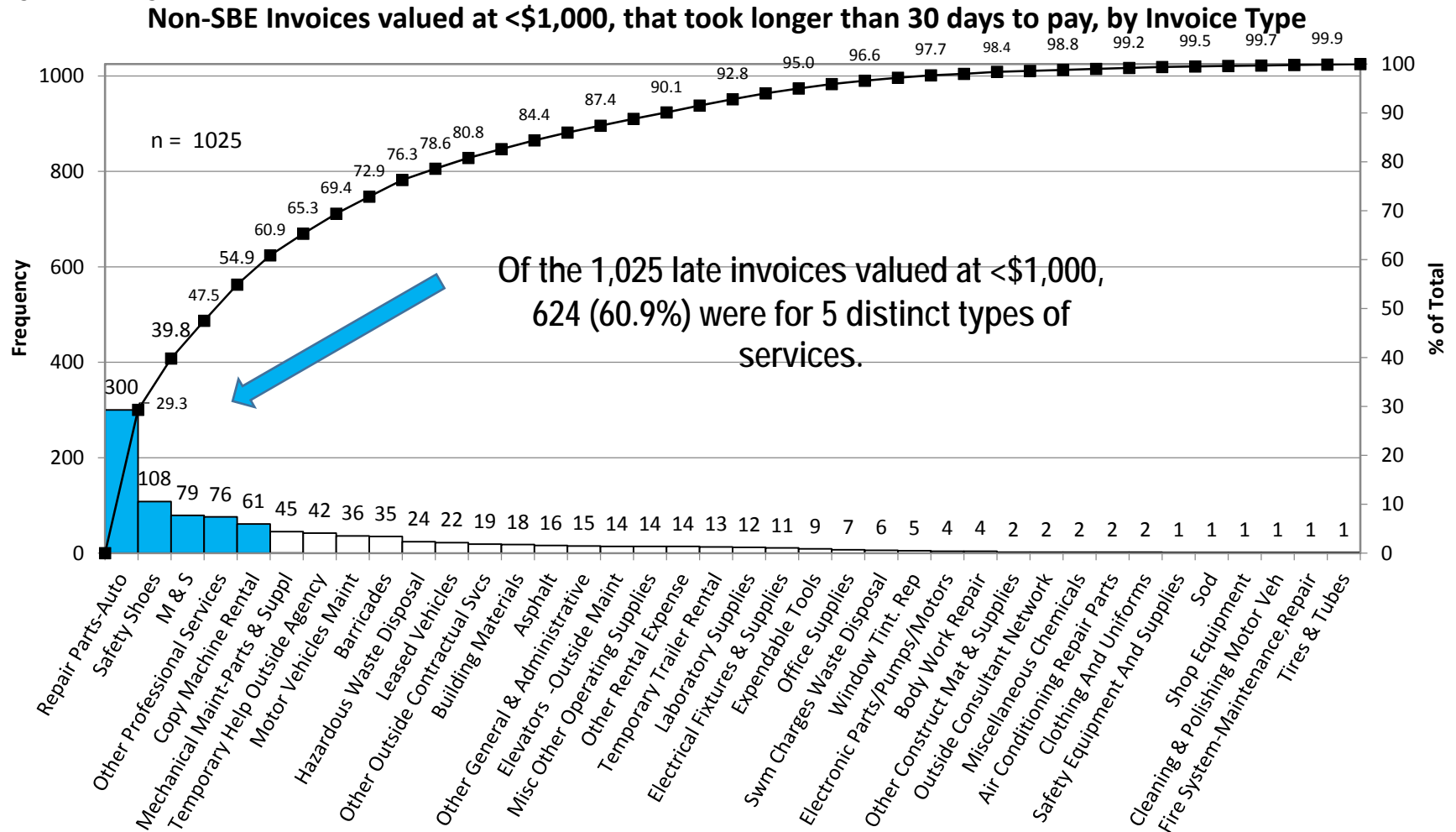


The team looked closer at the 1,025 invoices valued at less than \$1,000, that took longer than 30 days to pay



# Stratify the Problem

The team further stratified the invoices valued at less than \$1,000, that took longer than 30 days to pay and found:



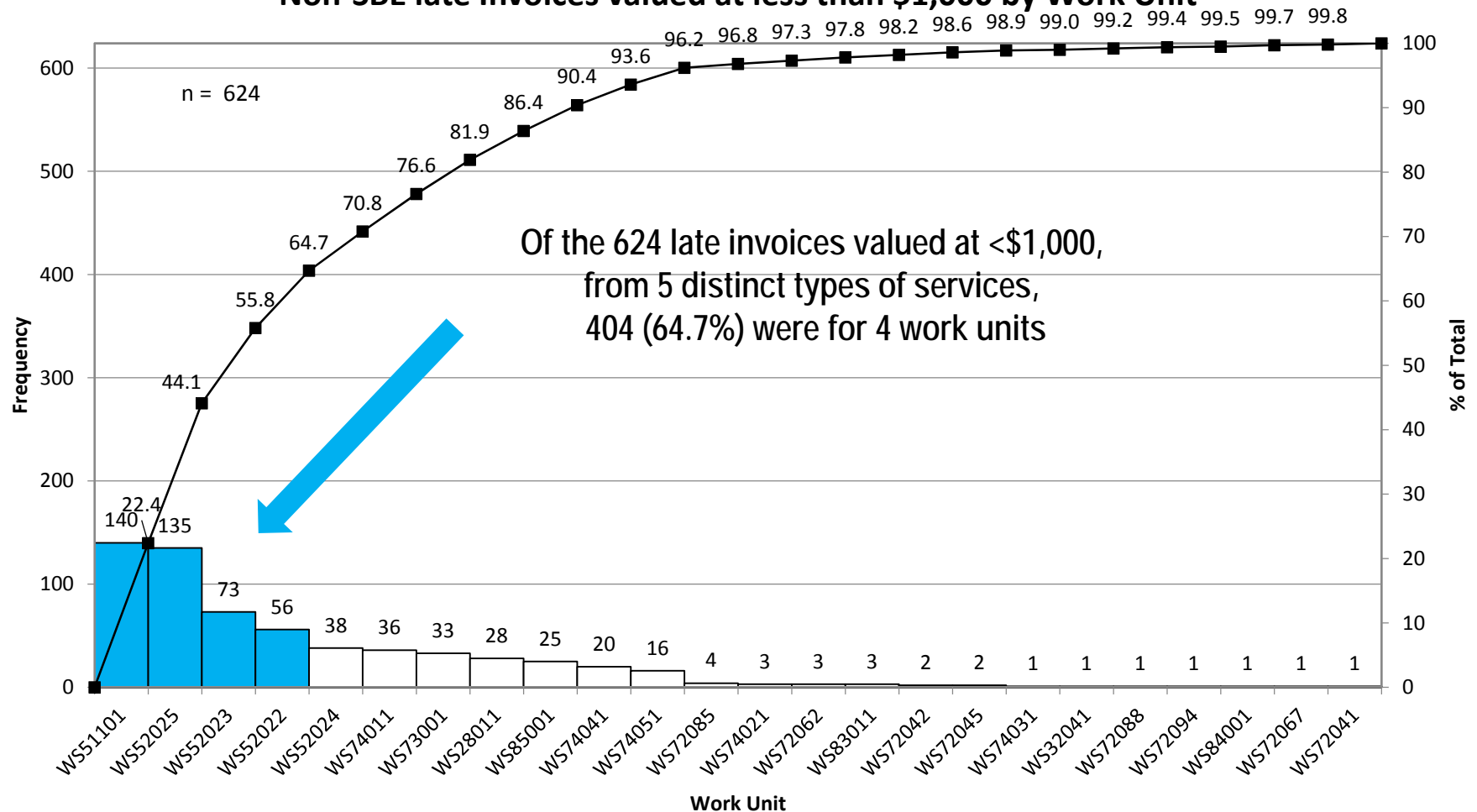
The team looked closer at the 624 invoices that took longer than 30 days to pay and were valued at less than \$1,000



# Stratify the Problem

The team further stratified 5 types of late non-SBE invoices valued at less than \$1,000 and found:

**Non-SBE late Invoices valued at less than \$1,000 by Work Unit**



**Problem Statement:** 404 late non-SBE invoices for Goods and Services from 5 distinct types of services valued at less than \$1,000, were from 4 work units



# Stratify the Problem

The team stratified both SBE and non-SBE invoices and came up with 2 problem statements:

**Problem Statement:** 190 SBE invoices that took longer than 14 days to pay were valued at less than \$1,000, for 4 types of goods and services, and belonged to 3 different work units

**Problem Statement:** 404 late non-SBE invoices for Goods and Services from 5 distinct types of services valued at less than \$1,000, were from 4 work units

Next, the team looked closer at selected invoices.



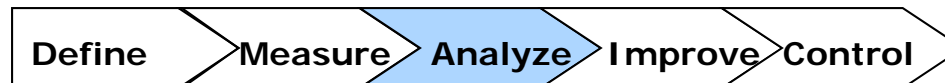


# Single Case Bore Analysis

The team reviewed 20 SBE invoices valued less than \$1,000 for 4 types of goods and services that took longer than 14 days and belonged to 3 different work units.

**Problem Statement:** 190 SBE invoices that took longer than 14 days to pay were valued at less than \$1,000, for 4 types of goods and services, and belonged to 3 different work units

Reasons or Factors <i>(That possibly contributed to delays in payment)</i>	Sampled 20 of the 190 Invoices																				Total	Percentage
	230085	236179	236703	237653	234425	237025	235727	63415	63438	64242	63850	1080832	S1528895	S8898317.001	21639	21649	21655	21661	21660	21649		
Delay in creating requisition number by end user	x																				1	5%
Delay in Accounts Payable		x																			1	5%
Delay in entering receipt into system		x																			1	5%
Delay after rejection in Communication			x	x	x	x	x														5	25%
Delay in making payment after approval								x	x	x	x				x	x	x	x	x	x	10	50%
Delay in receiving complete invoice													x								1	5%
PO amount and Invoice amount did not match														x							1	5%
																					0	
																					0	
																					0	
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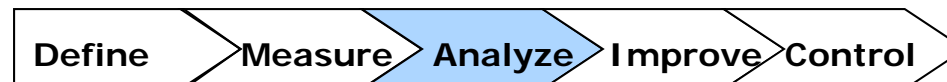
# Single Case Bore Analysis

The team reviewed 30 late Non-SBE invoices from 5 distinct types of services valued at less than \$1,000 were from 4 different work units.

**Problem Statement:** 404 late non-SBE invoices for Goods and Services from 5 distinct types of services valued at less than \$1,000, were from 4 work units.

[illegible]

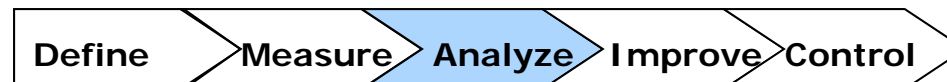
Next, the team took a closer look at the factors to identify potential root causes



# Root Cause Analysis

WASD Accounts Payable Goods and Services Process Root Cause Analysis					
Factors	Why?	Why?	Why?	Why?	Verified Root Cause(s)
Delay in Accounts Payable (Personnel Issue)	Staff is not performing at a sufficient level	Staff not accepting training / refresher coaching			A: No training manual or procedure for key processes or procedures
	Training was not required (optional) prior to disciplinary action				B: No written policy requiring retraining, if deemed necessary
Delay in making payment after approval	Staff did not enter information in the system in order to create a voucher				C: No written or formal internal time requirement for entering information into system
	Staff did not enter information in the system in order to create a voucher	Staff is not held accountable			D: No internal written standard for what triggers the various steps in the progressive disciplinary process
Delay after rejection in Communication Division	Invoices were being rejected by the Communications Division for being incomplete.	Invoices were missing information (towing, zones, route #s, mileage, etc)	Vendor was not aware of requirements		E: Vendor was not sufficiently informed of requirements
	Communication Division staff perceives invoices as duplicates and rejects them				F: No formal policy or delineation of responsibilities between AP and users / divisions / customers

Only verified root causes are shown. The team verified potential root causes through discussions with AP staff and management. Next, the team developed countermeasures.



# Countermeasures Matrix

The team developed countermeasures to improve WASD's accounts payable process.

Countermeasures Matrix WASD Accounts Payable Goods and Services Payments		Ratings Legend: 5 = Extremely 3 = Average 1 = Poor			
<b>Problem Statement:</b> 404 late non-SBE invoices for Goods and Services from 5 distinct types of services valued at less than \$1,000, were from 4 work units <b>Problem Statement:</b> 190 SBE invoices that took longer than 14 days to pay were valued at less than \$1,000, for 4 types of goods and services, and belonged to 3 different work units		Effectiveness E	Feasibility F	Overall (E times F)	Take Action? Yes or No
<b>Verified Root Cause - A</b> No training manual or procedure for key processes or procedures					
<b>Countermeasure A-1</b> Create a training manual for the Accounts Payable unit that includes procedures, processes, and department-specific policies. Receive input from staff and end-users in order to develop a training manual. Involve the business process unit in the creation of the training manual					
<b>Countermeasure A-2</b> Hire a consultant to review the Accounts Payables unit and develop the training manual					
<b>Countermeasure A-3</b> Distribute a copy of the training manual to all Accounts Payable staff and ensure that employees acknowledge its receipt		5	5	25	Yes
<b>Verified Root Cause - B</b> No written policy requiring retraining, if deemed necessary		Effectiveness E	Feasibility F	Overall (E times F)	Take Action? Yes or No
<b>Countermeasure B-1</b> Incorporate retraining policies into training manual distribution form <i>(See Countermeasure A-3)</i>					
<b>Countermeasure B-2</b> Develop performance measures for the Accounts Payable unit. Memoranda from the Accounts Payable supervisor would follow up if performance is below the identified target					
<b>Countermeasure B-3</b> Identify performance levels that would trigger training and retraining requirements <i>(See Countermeasure B-2)</i>					
<b>Countermeasure B-4</b> Develop a policy/procedure to ensure that all Accounts Payable new hires go through some form of training on ERP and the AP systems <i>(See Countermeasure A-1)</i>					
<b>Countermeasure B-5</b> Create and maintain a training log for all Accounts Payable employees					
<b>Countermeasure B-6</b> Ensure that supervisors proactively engage with their employees to address training deficiencies and other areas of potential need					
<b>Countermeasure B-7</b> Develop a mechanism for obtaining input (feedback, reports, and mistakes that consistently occur) from end-users prior to retraining <i>(See Countermeasure F-3)</i>					

# Countermeasures Matrix *(continued)*

Countermeasures Matrix WASD Accounts Payable Goods and Services Payments		Ratings Legend: 5 = Extremely 3 = Average 1 = Poor			
<b>Problem Statement:</b> 404 late non-SBE invoices for Goods and Services from 5 distinct types of services valued at less than \$1,000, were from 4 work units <b>Problem Statement:</b> 190 SBE invoices that took longer than 14 days to pay were valued at less than \$1,000, for 4 types of goods and services, and belonged to 3 different work units		Effectiveness E	Feasibility F	Overall (E times F)	Take Action? Yes or No
<b>Verified Root Cause - C</b> No written internal time requirement for entering information into the ERP system (3-way invoices)					
	<b>Countermeasure C-1</b> Create requirement on when lines from the "Unmatched Report" should be matched	4	3	12	Yes
	<b>Countermeasure C-2</b> Have supervisors create a suggested schedule to assist staff in prioritizing required tasks	3	3	9	No
	<b>Countermeasure C-3</b> Reduce the usage of the voucher form and other manual forms (green or white forms). These guidelines would be incorporated into the training manual (See Countermeasure A-1)	5	4	20	Yes
<b>Verified Root Cause - D</b> No internal or formal standard for what triggers the various steps in the progressive disciplinary process		Effectiveness E	Feasibility F	Overall (E times F)	Take Action? Yes or No
	<b>Countermeasure D-1</b> Keep records of employee performance based on the identified productivity measures (See Countermeasure B-2)				
	<b>Countermeasure D-2</b> Use training and retraining as an alternative to the disciplinary process, whenever possible	4	4	16	Yes
	<b>Countermeasure D-3</b> Conduct informal sit-downs with staff performing below identified productivity measures (See Countermeasure D-1)	4	5	20	Yes
	<b>Countermeasure D-4</b> Consider performance level and peer feedback during disciplinary process (See Countermeasures under Verified Root Cause B)	2	2	4	No

# Countermeasures Matrix *(continued)*

Countermeasures Matrix WASD Accounts Payable Goods and Services Payments		Ratings Legend: 5 = Extremely 3 = Average 1 = Poor			
<b>Problem Statement:</b> 404 late non-SBE invoices for Goods and Services from 5 distinct types of services valued at less than \$1,000, were from 4 work units <b>Problem Statement:</b> 190 SBE invoices that took longer than 14 days to pay were valued at less than \$1,000, for 4 types of goods and services, and belonged to 3 different work units		Effectiveness E	Feasibility F	Overall (E times F)	Take Action? Yes or No
<b>Verified Root Cause - E</b> Vendor was not sufficiently informed of requirements					
<b>Countermeasure E-1</b> Meet with WASD Procurement to review that the relevant invoice information is listed in current contracts (addresses, PO numbers, etc.)		4	5	20	Yes
<b>Countermeasure E-2</b> Add the required/relevant invoice information list to all check stubs		5	1	5	No
<b>Countermeasure E-3</b> Inform vendors of required/relevant invoice information via vendor notice letters. Vendors would be informed of requirements every 6 months		5	5	25	Yes
<b>Countermeasure E-4</b> Update the vendor notice letter language to address process for invoices that do not have a PO number		5	5	25	Yes
<b>Countermeasure E-5</b> Include vendor notice letter as an attachment to all ACH confirmation e-mails		5	3	15	No
<b>Countermeasure E-6</b> Bring in vendors to train and retrain them on the requirements. Make this a requirement for all new vendors		5	2	10	No
<b>Verified Root Cause - F</b> No formal policy or delineation of responsibilities between Accounts Payable and other end-users, divisions, and customers		Effectiveness E	Feasibility F	Overall (E times F)	Take Action? Yes or No
<b>Countermeasure F-1</b> Issue memorandum from the Controller division to all end users on the information that is required in order for the Accounts Payable unit to process an invoice					
<b>Countermeasure F-2</b> Conduct annual trainings to educate end-users on the Accounts Payable process, policies, and practices		4	3	12	Yes
<b>Countermeasure F-3</b> Meet quarterly with end-users on the relevant responsibilities and procedures <i>(See Countermeasures B-7 and F-2)</i>		2	1	2	No
<b>Countermeasure F-4</b> Hold end-users accountable by sending quarterly report to Division Directors		2	1	2	No

# Action Plan

The team developed an action plan to monitor who would be responsible for implementing the selected the countermeasures and by when.

WASD Accounts Payable Goods and Services Payment Action Plan	Take Action? Yes or No	Responsible Person(s)	Target Date
<b>Countermeasure A-1</b> Create a training manual for the Accounts Payable unit that includes procedures, processes, and department-specific policies. Receive input from staff and end-users in order to develop a training manual. Involve the business process unit in the creation of the training manual	Yes	Monique Caliste Patrice Sykes Lucille Benjamin	Dec 2017
<b>Countermeasure A-3</b> Distribute a copy of the training manual to all Accounts Payable staff and ensure that employees acknowledge its receipt	Yes		Mar 2018
<b>Countermeasure B-1</b> Incorporate retraining policies into training manual distribution form (See Countermeasure A-3)	Yes	Monique Caliste Patrice Sykes Lucille Benjamin	
<b>Countermeasure B-2</b> Develop performance measures for the Accounts Payable unit. Memoranda from the Accounts Payable supervisor would follow up if performance is below the identified target	Yes	Monique Caliste Patrice Sykes Lucille Benjamin	Dec 2017
<b>Countermeasure B-3</b> Identify performance levels that would trigger training and retraining requirements (See Countermeasure B-2)	Yes		
<b>Countermeasure B-4</b> Develop a policy/procedure to ensure that all Accounts Payable new hires go through some form of training on ERP and the AP systems (See Countermeasure A-1)	Yes		
<b>Countermeasure B-5</b> Create and maintain a training log for all Accounts Payable employees	Yes		Dec 2017
<b>Countermeasure B-6</b> Ensure that supervisors proactively engage with their employees to address training deficiencies and other areas of potential need	Yes		Ongoing
<b>Countermeasure C-1</b> Create deadline for when lines from the "Unmatched Report" should be matched	Yes	Monique Caliste Patrice Sykes Lucille Benjamin	Dec 2017
<b>Countermeasure C-3</b> Reduce the usage of the voucher form and other manual forms (green or white forms). These guidelines would be incorporated into the training manual (See Countermeasure A-1)	Yes		



# Action Plan *(continued)*

WASD Accounts Payable Goods and Services Payment Action Plan	Take Action? Yes or No	Responsible Person(s)	Target Date
<b>Countermeasure D-1</b> Keep records of employee performance based on the identified productivity measures <i>(See Countermeasure B-2)</i>	Yes	Monique Caliste Patrice Sykes Lucille Benjamin	Jan 2018
<b>Countermeasure D-2</b> Use training and retraining as an alternative to the disciplinary process, whenever possible	Yes		
<b>Countermeasure D-3</b> Conduct informal sit-downs with staff performing below identified productivity measures <i>(See Countermeasure D-1)</i>	Yes		
<b>Countermeasure E-1</b> Meet with WASD Procurement to review that the relevant invoice information is listed in current contracts (addresses, PO numbers, etc.)	Yes	Melissa Belmonte	Dec 2017
<b>Countermeasure E-3</b> Inform vendors of required/relevant invoice information via vendor notice letters. Vendors would be informed of requirements every 6 months	Yes	Monique Caliste Patrice Sykes Lucille Benjamin	Dec 2017
<b>Countermeasure E-4</b> Update the vendor notice letter language to address process for invoices that do not have a PO number	Yes		
<b>Countermeasure F-1</b> Issue memorandum from the Controller division to all end-users on the information that is required in order for the Accounts Payable unit to process an invoice	Yes	Melissa Belmonte	
<b>Countermeasure F-2</b> Conduct annual trainings to educate end-users on the Accounts Payable process, policies, and practices	Yes	Monique Caliste Patrice Sykes Lucille Benjamin	Mar 2018





# Identify Barriers and Aids

Implement 18 countermeasures to improve the number of days to pay a vendor invoice

Barriers		Aids	
Impact (High, Medium, or Low)	Forces Against Implementation	Forces For Implementation	
High	Field employees/storeroom may not prioritize implementation of the team's countermeasures <i>(Supported by Aid: A, C)</i>	A	Some AP employees have requested additional training.
Low	Possible unwillingness of employees to put training into practice <i>(Supported by Aid: A, C)</i>	B	Vendors would be receptive to the idea of getting paid faster.
		C	This process is important to upper management.
		D	The availability of good data (including tracking SBEs) and the accessibility of queries and reports.



# Standardize the Countermeasures

The team developed a Process Control System (PCS) to monitor the implementation of the process.

Process Control System						
Process Name: Pay Goods and Services Vendor Invoices			Process Owner: Josephine Barrios			
Indicators			Checking / Indicator Monitoring			Comments
Process Indicators		Control Limits	Data to Collect	Timeframe (Frequency)	Responsibility	
And						
Quality Indicators		Specs/ Targets	What is Checking Item or Indicator Calculation	When to Collect Data?	Who will Collect Data?	
P1	Average # of days from invoice received by AP to voucher creation (3-way match)	10 calendar days	ERP query request	Monthly	M. Caliste, L. Benjamin, P. Sykes	Assumes receipt has been entered
P2	Average # of days from invoice received by AP to voucher creation (2-way match)	14 calendar days	ERP query request	Monthly	M. Caliste, L. Benjamin, P. Sykes	
P3	Average # of days from invoice received by AP to storeroom receipt entered	14 calendar days	ERP query request	Monthly	M. Caliste, L. Benjamin, P. Sykes	Treat negative number as "0"
P4	Average # of days from check run date to check mail date	3 calendar days	Manual log created by Erica Lee (Account Clerk)	Monthly	M. Caliste, L. Benjamin, P. Sykes	This is not an average of individual checks, this is an average of batches mailed
P5	Average # of days from storeroom receipt entered to voucher creation	3 calendar days	ERP query request	Monthly	M. Caliste, L. Benjamin, P. Sykes	
Q1	Percent (%) of non-SBE goods and services invoices paid within 30 days	90%	ERP query request	Quarterly	J. Barrios	
Q2	Percent (%) of SBE goods and services invoices paid within 14 days	90%	ERP query request	Quarterly	J. Barrios	New field on the Purchase Order header



# Lessons Learned

- 1) The project shed light on the many challenges that are involved in paying an invoice both within AP and throughout the department.
- 2) Team members' willingness to devote time to several long work sessions and openness to critically examining the AP processes were essential to the success of this project.
- 3) The project highlighted the importance of employee development and supervision.
- 4) Worked with Storeroom personnel to achieve buy-in on meeting targets.
- 5) Active participation from supervisors with direct involvement in the process was also a key factor in the success of this project.
- 6) External review validated some of the management concerns in AP.

## Next steps:

- 1) Implement approved countermeasures
- 2) Monitor results and make necessary course corrections

