

City of Houston



Green Belt Project



The Learning and Development Center

Billing Process

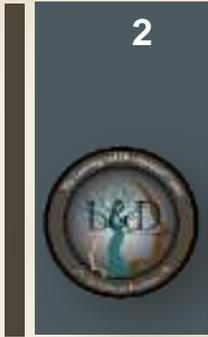
November 18th, 2015

LEARNING & DEVELOPMENT CENTER

- Is a strategy development and employee performance improvement organization.
- They offer comprehensive training solutions that significantly affect performance and institutional outcomes.
- The primary focus is to provide transformational learning programs that enhance the skills, job competencies, and improve performance and overall satisfaction for the City of Houston's workforce.

A large, dark blue, stylized letter 'B' with a classic, slightly calligraphic font style.

Background



PROBLEM STATEMENT

- Deficient internal controls in FY 2015, 244 transactions were not being recorded in the period incurred.

MISSION STATEMENT

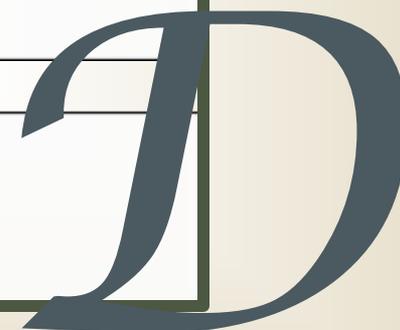
- Ensure that proper internal controls are in place, so revenues generated are recorded, safeguarded, deposited, and reported in the period they are incurred

DESCRIPTION

- The purpose of this procedure is to improve LDC's internal controls as it relates to the billing process originated from the collection of fees related to training classes and facility room rental paid by external customers and/ or city departments .

SCOPE

- Standards, review/ approval process, billing report, reconciliation, and request forms.



Streamline LDC Billing Process - Project Charter

Date:	July 24 th , 2015
Project Title:	Streamline of LDC Billing Process
Project Leader:	
Champion:	
Department Description:	The purpose of this process is to improve LDC's billing process originated from the collection of fees related to training classes and facility room rental paid by external customers and/ or city departments.

Team Members

Problem Statement:	LDC expects for transactions to be processed 100% on time and accurately. Currently, without the proper internal controls in place, accuracy is not verified and transactions are not recorded on time. By implementing the proper internal controls, billing will be streamlined; therefore avoiding costs to the city.
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Mission Statement:	Ensure revenue is generated, received, recorded, safeguarded, summarized, deposited, and reported accurately and in a timely manner by November 2015.
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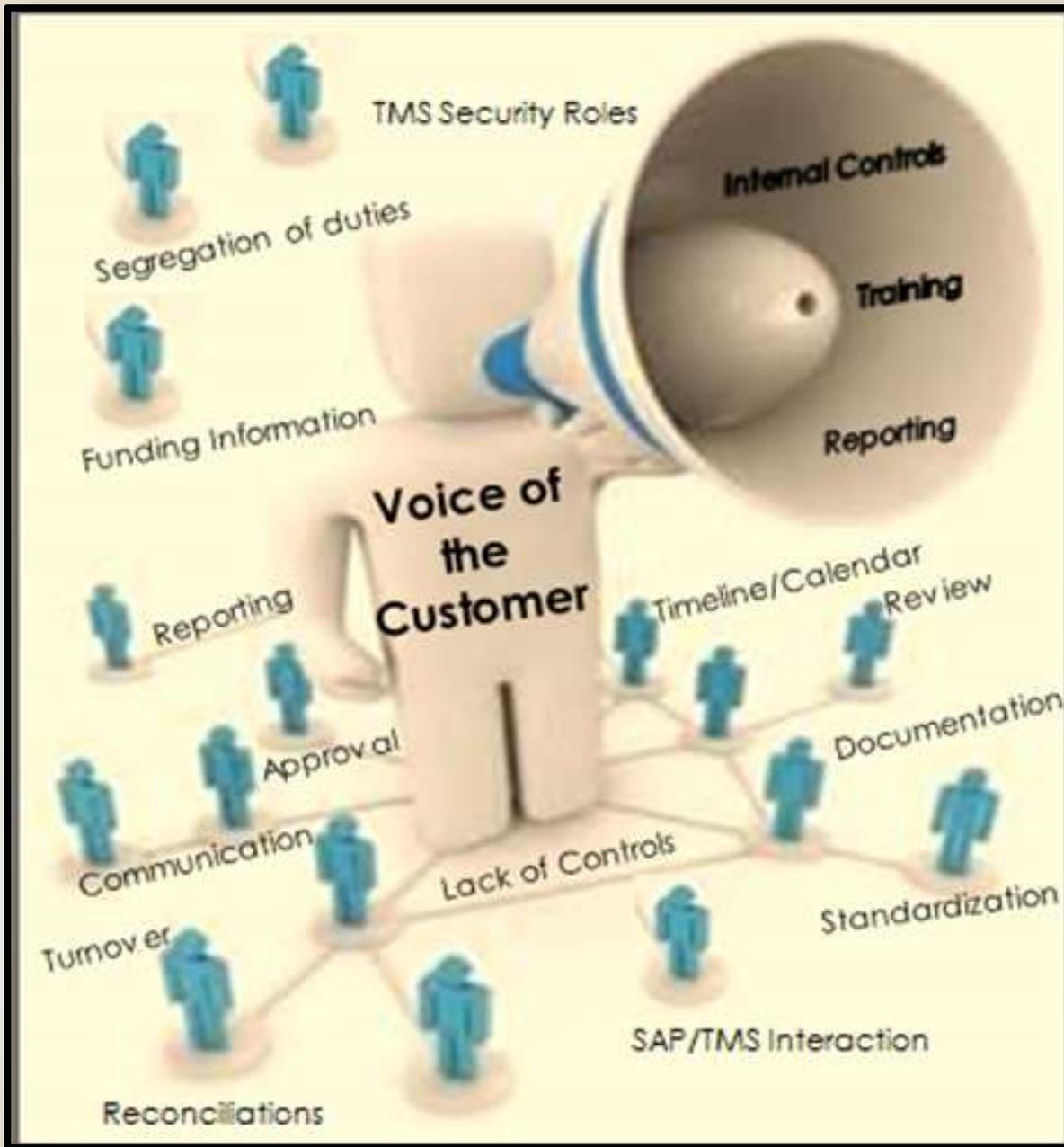
Stakeholders:	LDC and HRFAM
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Project Scope

Process Start:	April 2015
Process End:	November 2015
In Scope:	Standards, review/ approval process, billing report, reconciliation, and request forms.

Project Charter





VOICE OF THE CUSTOMER

Internal Controls	Reporting	Training
Authorization	Accurate and Timely	Standard processes
Recording	Funding	Frequency
Safeguard/ Security	Reconciliations	Documentation
Segregation of Duties	Budget	Personnel

DIAGRAM

FISHBONE

PEOPLE

TECHNOLOGY

Turnover

Training

Training

Data Quality

Roles & Responsibilities

Documentation

Timely Revenue Recognition

Written procedures/ Manual process

Statistical reports

Standardized process (Manual)

Forms/ Logs

Internal controls

Manual Process

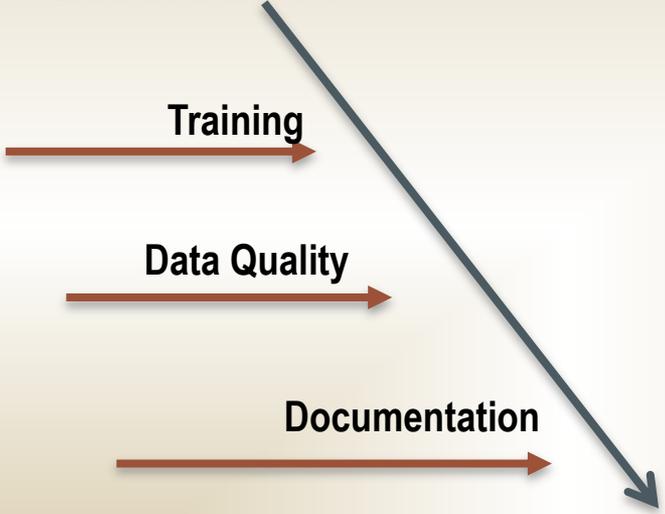
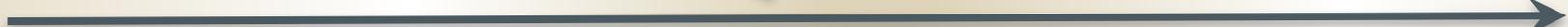
Quality review

Tracking methods

PROCESS

REPORTS

Analyze





BASELINE MEASUREMENT

Deficient internal controls and inconsistent standard processes constricted LDC from consistently recording revenues in FY 2015 after experiencing turnover and a major systems upgrade.

General Ledger Accounts	Begin. Bal	Period 1	Period 2	Period 3	Period 4
426370 Training Services					94,205.00-

General Ledger Accounts	Period 5	Period 6	Period 7	Period 8	Period 9
426370 Training Services	3,875.00-	6,765.00-			931.50-

General Ledger Accounts	Period 10	Period 11	Period 12
426370 Training Services			35,840.00-



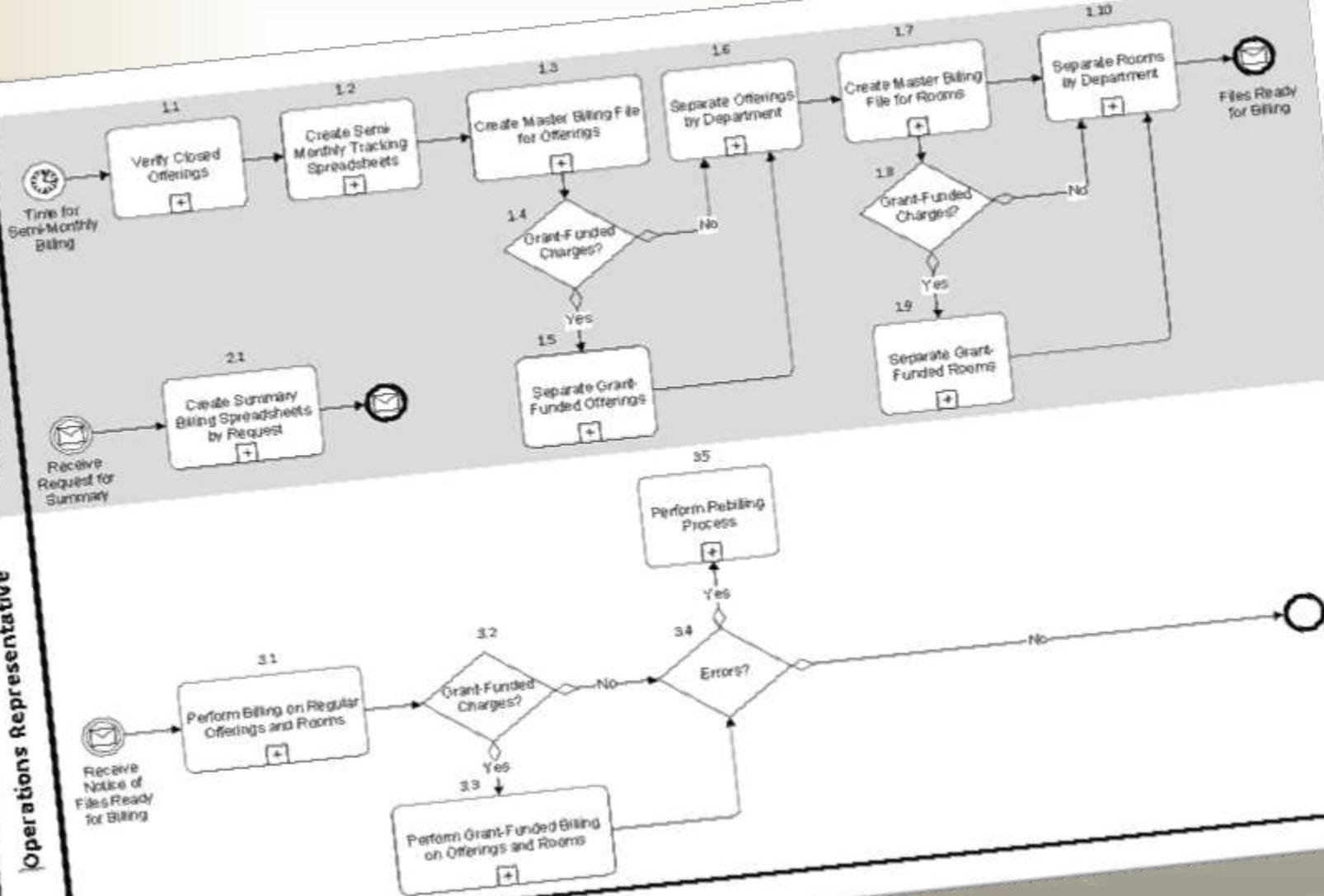
PROCESS MAP



OLD PROCESS MAP CLASS OFFERING

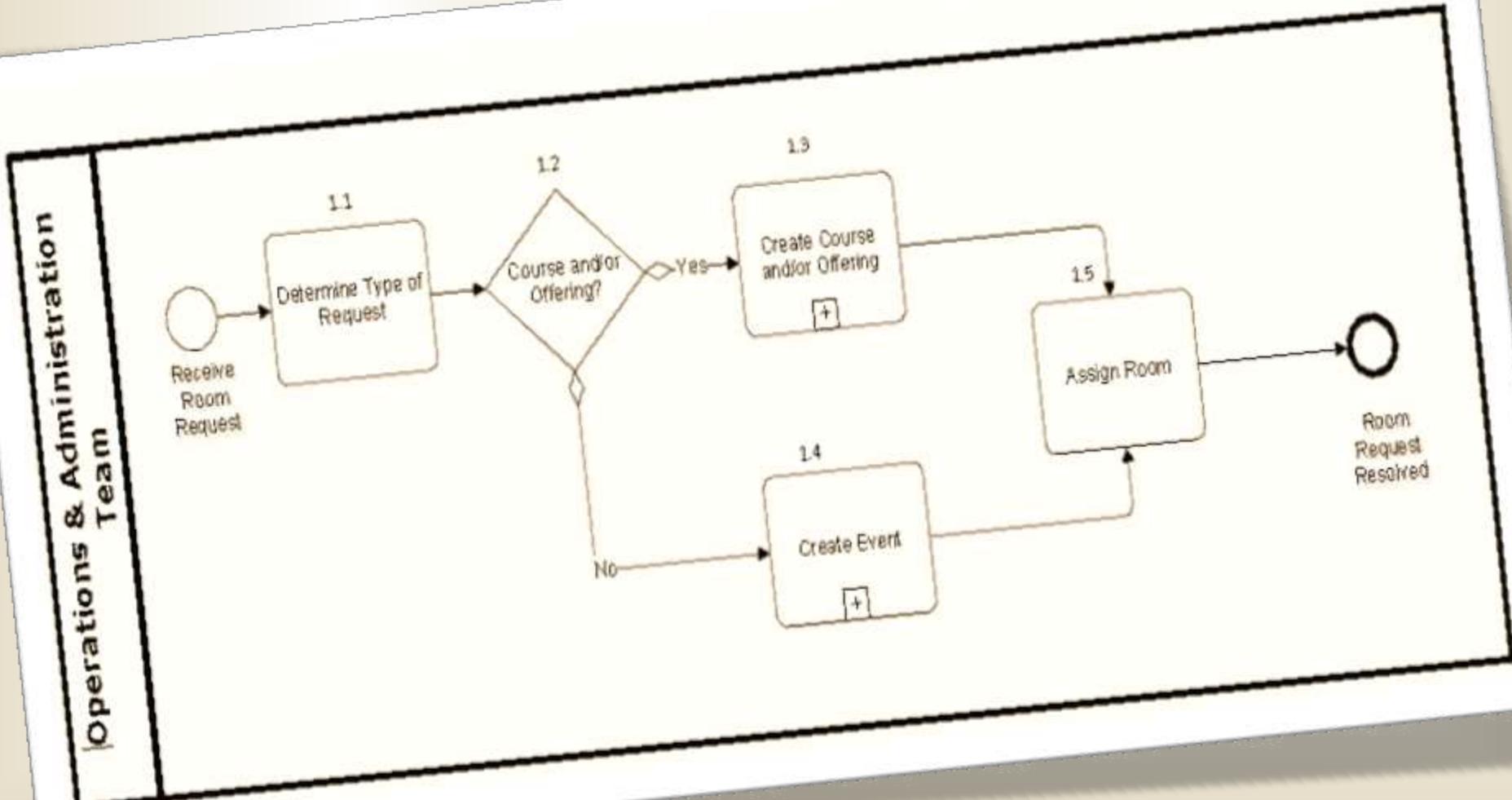
Learning Technologies Team

Operations Representative



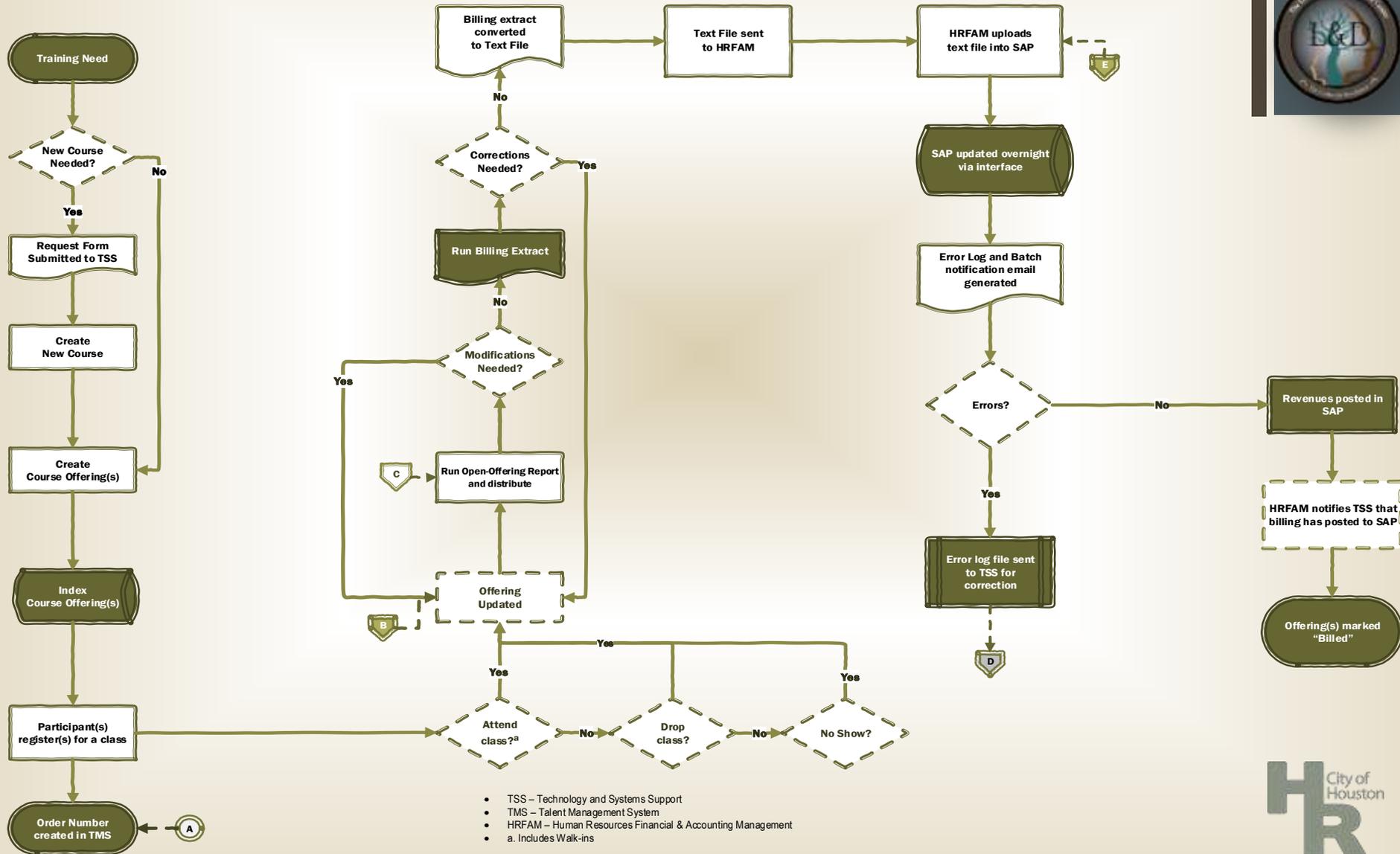
OLD PROCESS MAPPING

ROOM RENTAL



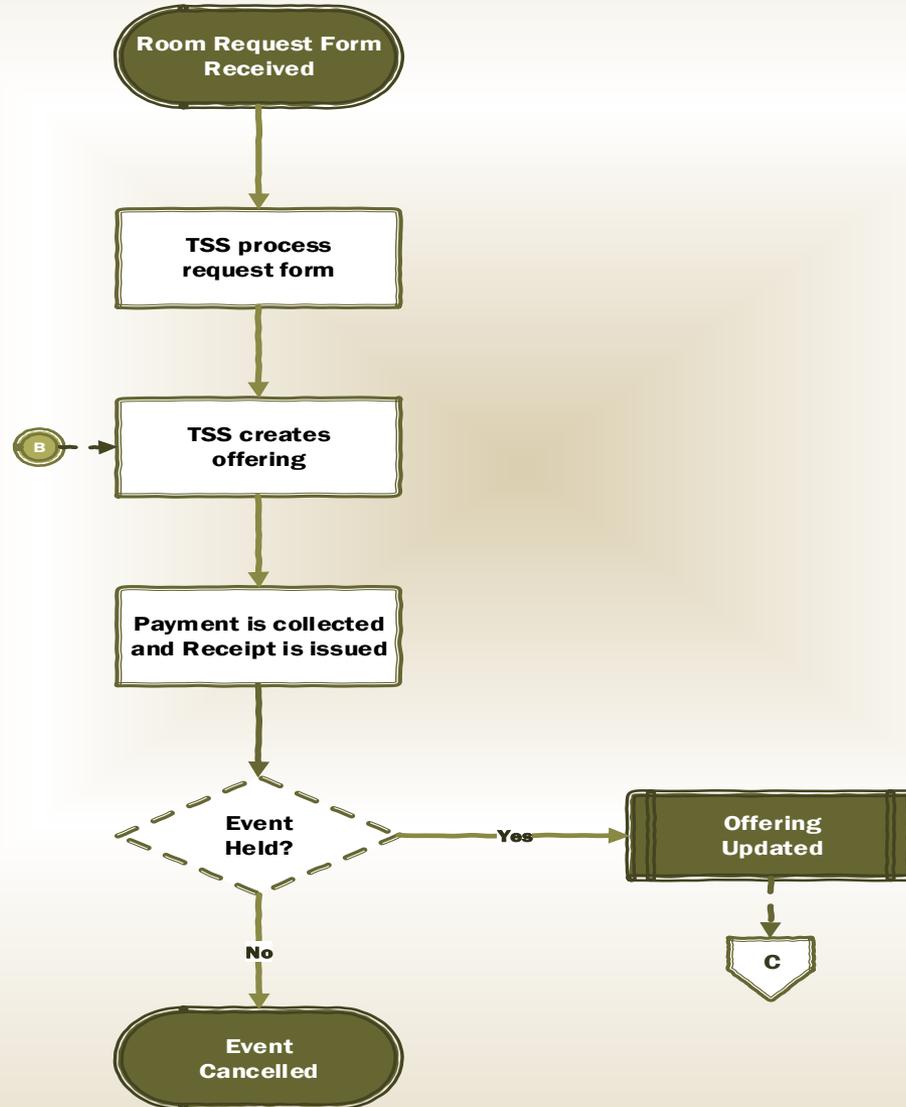
CURRENT PROCESS MAPPING

CLASS OFFERING(S)



CURRENT PROCESS MAPPING

ROOM RENTAL



CURRENT PROCESS MAPPING

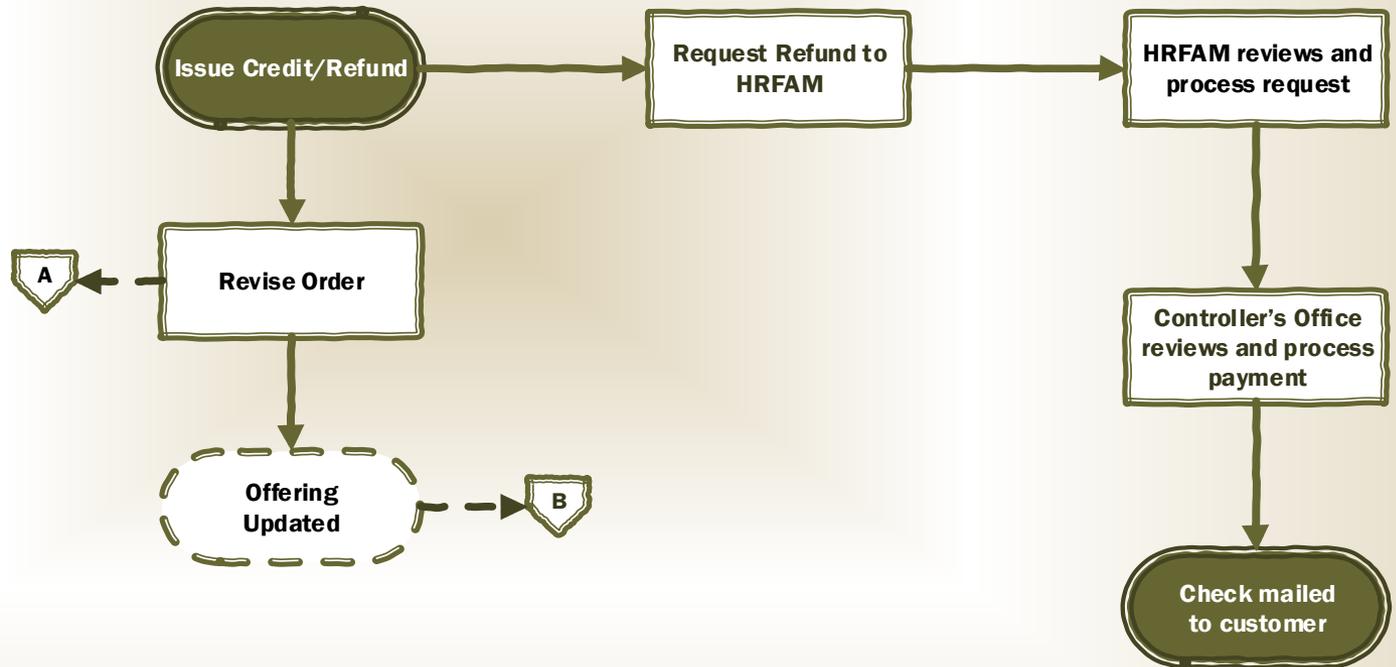
SUB PROCESSES



Line Correction



Credit/Refund





CITY OF HOUSTON, HUMAN RESOURCES BILLING PROCESS WORK INSTRUCTIONS LEARNING & DEVELOPMENT CENTER

1.0 PURPOSE

The purpose of this procedure is to establish appropriate internal controls to the Learning & Development Center's monthly billing process.

The Learning & Development Center recognizes revenue from fees charged to internal¹ and to external customers for training classes and room/ facility rental.

2.0 SCOPE

This process starts with the request for training and/ or with the request to rent a training room. This process ends with posting of fees in SAP per department.

3.0 DEFINITIONS

Course	Class created in TMS and used to create offerings. The set up includes adding the corresponding price for billing purposes
External Customer	Customers not part of the City department structures
HRFAM	HR Financial & Accounting Management
Index Offering	Automated process in TMS that allows participants to view offerings for registration
Internal Customer	City Departments
LDC	Learning & Development Center
Offering	Course offered at a specific date and time
Order Number	Automatic number assigned by TMS to each offering registration
Price	Billable rates (fees)
Price List	Billable rates (fees) structure
TMS	Talent Management System
TSS	Technology Support Services

¹ Internal Customers = City Departments (City employees)



PROCESSES OFFERINGS ORDER

om Request Form to TSS
can generate an order
g, such as payments,
charge offering status to
TSS and cancellation policy

Orders are dropped in
(if applied)
has cost in the order

requesting payment. The

Training Manager
business day of receipt by
sent to the Controller's
payment has been issued.

to TSS
to have

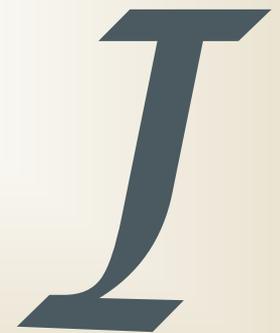


Work Instructions





PROCESS IMPROVEMENTS



Improve

New Results

General Ledger Accounts	Begin. Bal	Period 1	Period 2	Period 3	Period 4
					
426370 Training Services		600.00-	70.00-	17,290.00-	51,065.00-

- ❑ Revenues are now recoded in a more consistent manner.
- ❑ Implemented process for closing offerings.



NEXT STEP
Submit monthly billing file the 30th of every month.

R
Results



**LESSONS
LEARNED**

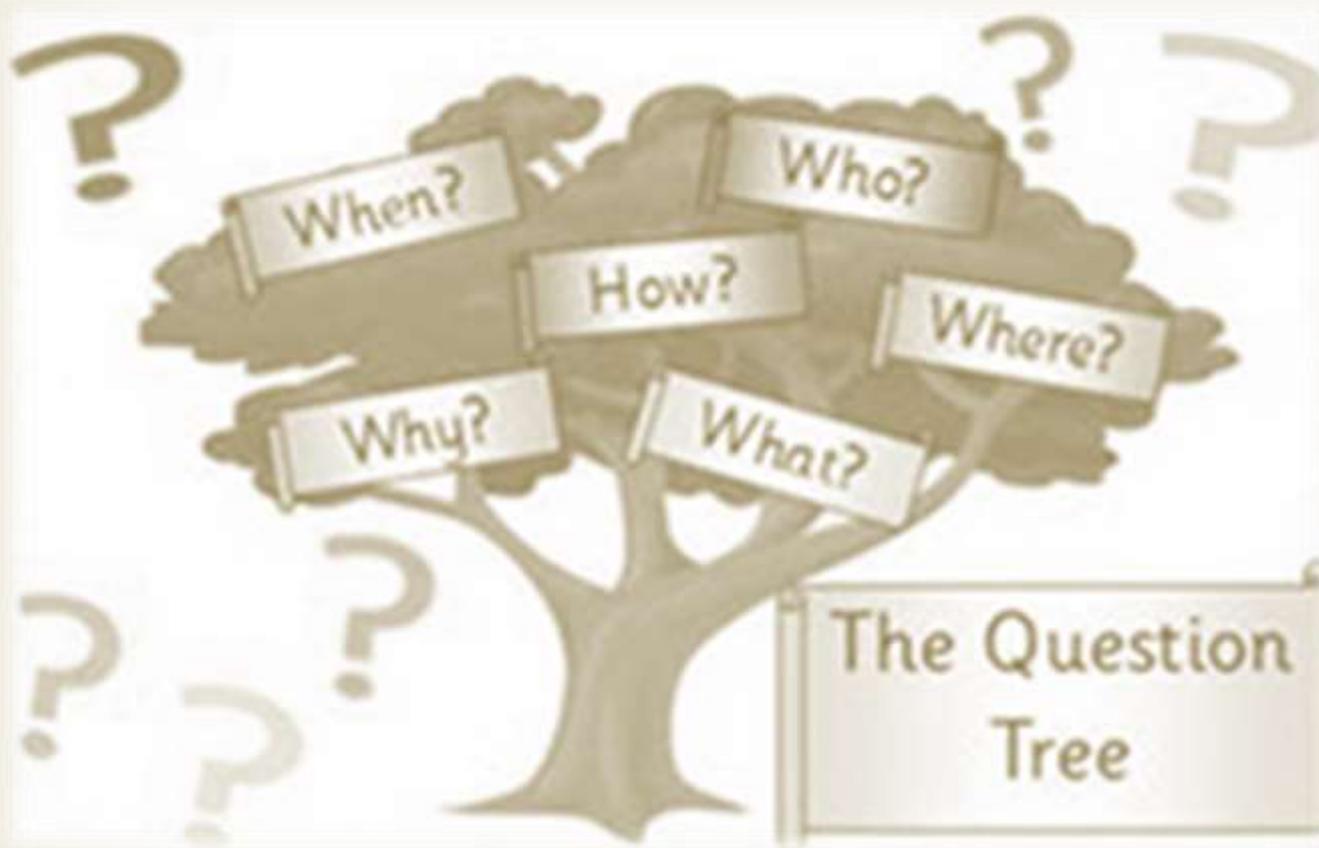
3 Ps: Policy, Process, Procedure

Process mapping identifies the risks and the proper controls needed to mitigate them.

Continuous training ensures duties are performed properly, accurately and timely.

Work Instructions helps to maintain continuity when faced with turnover.

LSS tools allows us to create solutions and apply specific interventions to improve and maintain the performance of the billing process and practices.





Thank
You!



Thank
You!

