



UNIVERSITY of VIRGINIA
 ORGANIZATIONAL EXCELLENCE
 ENGAGE. SIMPLIFY. ENABLE THE MISSION.

ANNUAL REPORT
 2014 - 2015

2014-2015 OE PROGRAM AT-A-GLANCE

First Year Office Supply Savings

\$700,000

FTE Hours Saved

1,000

Reduction in Travel Reimbursement Process Time (projected)

82%

252

Quality CORE Network Participants

10 Sessions

Individuals Involved in OE Projects Around Grounds

500+

Travel Processes Automated

20

Research Files Digitized

55,000

Filing Cabinets Eliminated!

200

MISSION

Create a culture and structure of excellence to enable core mission and strategic priorities.

GUIDING PRINCIPLES

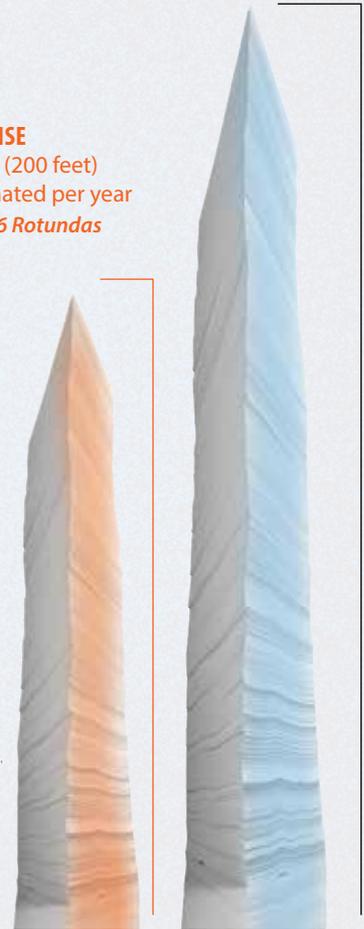
- Academic and administrative collaboration
- Data-driven and results-oriented
- Stewardship of resources
- Strategic, long-term focus

RESEARCH ADMINISTRATION

880,000 sheets (283 feet) of paper eliminated per year
The height of 3.8 Rotundas

TRAVEL & EXPENSE

620,000 sheets (200 feet) of paper eliminated per year
The height of 2.6 Rotundas



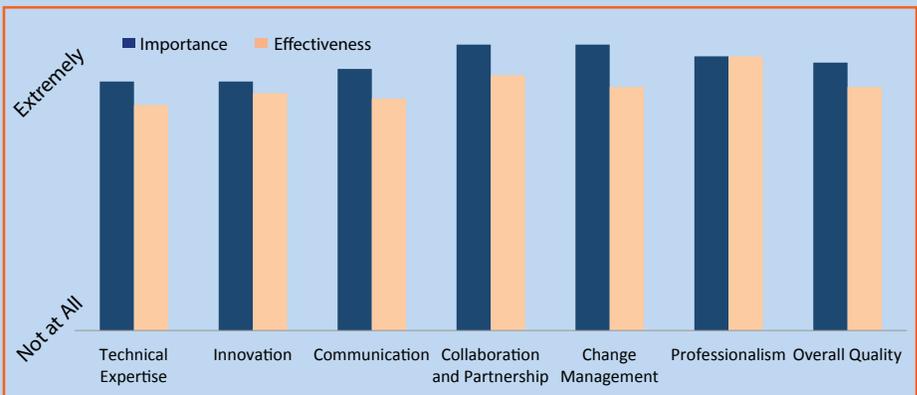
PARTNERS AROUND GROUNDS VALUE OE

Organizational Excellence partners around Grounds shared feedback on their experiences with OE, rating the importance and the effectiveness across various service attributes.

STAKEHOLDER FEEDBACK

“The pan-University view of the many initiatives underway is of great benefit. Keep up the good work!”

• “OE adds great value and momentum.” • “OE is very effective and plays a unique and critical role to help drive improvement.” • “Thank you for putting the train back on track, again and again.”



SUMMARY OF BENCHMARKING STUDY

An assessment of the University's current structure and performance in key support areas: HR, IT, finance, procurement, research administration, and student services.

KEY FINDINGS

1. Highly Distributed Structure - **2/3 of administrative work** occurs in the schools and units.
2. Majority of **activity is transactional**, rather than analytical. It varies by function - as high as 75% transactional.
3. Enabling **technology is mixed and inconsistent**, and includes many manual activities.
4. Service providers are viewed as **gatekeepers and administrators**, rather than valued partners and experts.

GUIDING FRAMEWORK

LEVERAGING BENCHMARKING RESULTS TO DESIGN PROCESSES AND SERVICES TO "GET IT RIGHT."

RIGHT FOR THE MISSION

RIGHT STRUCTURE - Service delivery model, central and/or distributed, sourcing

RIGHT PEOPLE/RIGHT JOB - Right type of staff engaged in right level of activity with right skills, strategic workforce planning

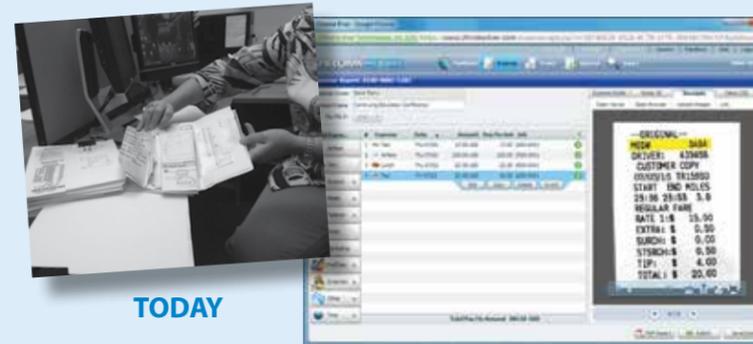
RIGHT PROCESS - Efficient and effective, eliminate redundancies, leverage standards, right the first time

RIGHT TECHNOLOGY - Meet needs, automate transactions, lessen complexity, provide analytical data for informed decisions

RIGHT FOR FACULTY, STAFF, STUDENTS - Effective communication, monitor and demonstrate performance

TRAVEL & EXPENSE MANAGEMENT REDESIGN

BENEFITING 7,000 UVA TRAVELERS, GUESTS, AND SUPPORT STAFF, the redesign will simplify and streamline travel and expense management. UVA's current **\$85 process cost-per-travel reimbursement** will be significantly reduced as automation yields a projected **82% reduction** in reimbursement process time.



TODAY

FUTURE

SIMPLIFY		PROVIDING BETTER PAYMENT OPTIONS FOR FACULTY AND STAFF TRAVEL
AUTOMATE		AUTOMATING AND INTEGRATING RECEIPTS, CURRENCY EXCHANGE RATES, APPROVALS, POLICIES, AND PROCEDURES
MODERNIZE		PROVIDING A MOBILE SOLUTION FOR TRAVEL BOOKING AND EXPENSE MANAGEMENT
SAFETY		ENHANCING SAFETY OF FACULTY/STAFF/STUDENT TRAVEL
PRICING		BETTER PRICING FOR AIR, HOTEL, AND RENTAL CAR SERVICES



HR STRATEGIC DESIGN

CREATING A STRATEGIC VISION and high-performing, efficient service model for human resources to advance the University's goals and aspirations. The University community co-created design principles and a future-state model to:

- Deliver seamless, consistent, high-quality service and user experience
- Reduce the amount of time that faculty, staff, and managers spend on HR-related tasks
- Increase support for the schools/units



From Patrick D. Hogan

Since its creation in 2013, Organizational Excellence has quickly made a difference at the University. The OE team builds community and contributes to high morale by fostering collaboration across the University. OE initiatives bring together faculty and staff to improve services and processes that have long-term positive effects and align resources to support institutional priorities.

Patrick D. Hogan

- Pat Hogan, Executive Vice President and Chief Operating Officer

RESEARCH ADMINISTRATION / RESEARCHUVA

STREAMLINING RESEARCH ADMINISTRATIVE PROCESSES and creating a user-friendly web-based system to document and track research proposals and awards.

FACULTY DASHBOARD:

View proposals and awards with easy links to commonly accessed support systems (IRB, COI, Effort@ and Recon@, etc.).

AUTOMATED, ACCESSIBLE AND SIMPLY EASY TO USE, ONCE ALL PHASES ARE COMPLETED:

- User-friendly one-stop portal for proposals and awards
- Simplified workflow to reduce manual duplicative processes
- Integrated reports provide increased analytical capacity
- 55,000 Imaged proposals/awards viewable
- Significant time savings for research faculty and staff



STRATEGIC SOURCING

COMBINING THE PURCHASING of commonly-used supplies, equipment and services for value quality service. The University developed a prioritized plan for 10 commodities. Office supplies sourced commodity, resulting in **\$700,000 in office supply savings** - an average of 20% savings

Other notable outcomes:

- 70% University-wide use of contract
- 91% customer approval rating



discount pricing and high were the first strategically per item.



QUALITY CORE NETWORK

An open network for nearly 200 cross-Grounds professionals to connect and share best practices at monthly collaboration, learning, and skill-building sessions.

2014-2015 Sessions:

- Best Practices
- Change Management
- Liberating Structures to Unleash a Culture of Innovation
- Appreciative Inquiry
- Communication Plans
- Leading Change through Innovation and Collaboration
- Overview and Update on OE projects
- Customer Service
- Engage Others for Innovation
- Design Thinking

FEEDBACK

Survey of Quality CORE Network Sessions

Attendee Ranking on a Scale of 1 - 5

4.77

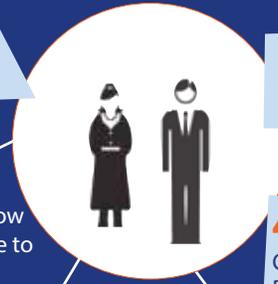
PRESENTERS WERE KNOWLEDGEABLE ABOUT THE SUBJECT MATTER

4.63

OVERALL VALUE OF THE EVENT

4.70

CONTENT INCLUDED IDEAS, PRACTICES, OR INFORMATION I CAN USE IN MY WORK



"Thank you. I've learned how to take my customer service to the next level."

"Networking with like-minded change agents."

"Great practical tools that I can take back and use immediately."



SPOTLIGHT ON EXCELLENCE

In 2015, OE launched Spotlight on Excellence, an ongoing peer-recognition program for those delivering quality while engaging the principles of OE at U.Va. The program asks individuals to submit nominations with a user story illustrating an innovation/improvement, high-quality customer service, and/or productive partnerships.

OE IMPACT ACROSS GROUNDS

Implement ResearchUVA • Automate Research Administration and technology process improvements • Comprehensive review and analysis of strategic sourcing opportunities • Identify key commodities and create a roadmap for implementation • Virginia Higher Education Procurement Cooperative • Implement strategic sourcing of office supplies • Consolidate spend with one vendor for volume discounting • Departmental spend dashboards • Pre-purchasing foreign currency ahead of travel • Collections module for student accounts • University-wide VoIP Transition • Hyperion implementation for managerial reporting • Comprehensive water and energy conservation program • Restructure Student Financial Services contact center • Formal Service Level Agreements • Functional Reviews in Research Administration, HR and Internal Communications • Chronicle of Higher Education "Great Colleges To Work For" program • Process redesign of travel and expense management • Redesign of gift processing • Server and email consolidation • Design a future-state HR model • Leading Change Through Innovation and Collaboration event • Quality CORE Network • Spotlight on Excellence recognition program • Change Leadership Training

NCCI & OE

The Office of Organizational Excellence actively participates in the Network for Change and Continuous Innovation. The team serves on various committees, and presents each year at the NCCI Annual Conference. At the 2015 conference, Sarah Collie was honored as one of two *Leaders of Change*.



CONTACT US

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