

## Organizational Excellence Initiative Summary

### Initiative Title: Internal Communications

#### Initiative Contact(s):

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#### Core Team Members:

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Luke Anderson	University Communications	Jonathan Kates	University Bookstore
Mary Brackett	Organizational Excellence	Alex Reborn	HR
Virginia Carter	Student Affairs	Johann Reinicke	SFS
Sarah Collie	Organizational Excellence	Valerie Oswald	A&S Development
William Corey	University Library	Jerilyn Teahan	EVP/COO's Office
Margaret Harden	Provost's Office		

### Problem Statement

The University's administration does not have a coordinated institutional approach to communicate with faculty and staff about strategic priorities or operations-related information. Information is distributed by schools and units, and the channels, quality, and accuracy of messages varies. This results in missed opportunities, lack of coordination and potentially inefficient or ineffective processes at work. Stakeholder feedback from Organizational Excellence's (OE) recent Benchmark Study of Administrative Services across all functions showed a gap between the importance and the effectiveness of internal communication and that the effectiveness of internal communications needed improvement.

### Project Overview:

#### Project Description

This initiative will investigate the current state, research best practices and propose a comprehensive approach for providing proactive, collaborative, consistent and clearly articulated internal communications across Grounds to Academic Division faculty and staff.

#### Scope

This initiative covers internal communications to, from, and across Academic Division faculty and staff, including information related to initiatives, announcements, policy,

procedure, process, and performance. Communications to students is out-of-scope for this project; however, this initiative will address the coordination of faculty/staff communications that overlap with student communications.

**Project Goals and Outcomes**

**Goals:**

- Define current state of internal communications at UVa
- Research best practices for internal communications
- Design and propose an effective internal communications model. Ownership, roles and responsibilities, communication guidelines, media choices, and a defined protocol for both pan-institutional and unit-level internal communications are to be addressed as part of the design, as well as two-way (feedback) communications methodologies.

**Outcomes:**

If implemented, effective internal communications should result in:

- Enhanced employee understanding of institutional strategy and operations and clarity of goals and expectations
- More engaged and committed faculty and staff, greater collaboration and teamwork
- Open channels for two-way communication
- More effective, productive work
- Better positioning of faculty and staff to be ambassadors for University Define current state of internal communications at UVa

**Timeline:**

Establish Team	late July/early August
Assessment of current state through feedback from a diverse sample of the University community	August – October 2014
Review of possible solutions	October – November 2014
Recommendations to OELC/Ex Sponsors	November-December 2014