

**Organizational Excellence Leadership Council Meeting Summary**  
**Wednesday, October 22, 2014**

***Attendees*** Council: Chair, Bob Pianta; Virginia Evans, Hossein Haj-Hariri, Chris Holstege, Rich Kovatch, Rick Myers, Len Schoppa, Arlene Keeling, Peter Brunjes, Jim Matteo, Christina Morrell, Tamara Sole  
Ex Officio: Milton Adams, Nancy Rivers Sarah Collie, Lee Baszczewski, Mary Brackett  
Guests: Susan Carkeek, Pat Hogan, John McHugh, Eric Denby, Shannon Wampler

**I. HR Service Delivery Redesign**

Pat Hogan complimented the OELC on its work and commitment to improvement. He noted that we have an opportunity to be bold and redesign the Human Resources functions. This is an opportunity to transform business processes and services and the delivery of HR across the University to serve the University community.

Susan Carkeek described the proposed HR project as a moment of opportunity to develop a strategic, longer-term vision and roadmap for the delivery of Human Resources across the University. The current project, One HR, is focused on only staff processing and transactions, but there is a recognized need for a broader scope to address all employee types (faculty, staff, and students). There appears to be a readiness for a bigger vision and to build on the benchmarking data findings.

We are working with Ernst and Young consultants to develop a proposal and project plan, with the intent to use a rapid design methodology and complete the design work (vision and roadmap) in the spring of 2015.

OELC members discussed the importance of engaging key groups, such as Provost, OELC, A&S, SOM, a small school, faculty voice (link to Fac Senate). Other critical aspects raised were organizational behavior and culture, communications, and supporting technology. The scope was clarified as including all HR processes and services, and all activities whether central or distributed. Pat Hogan added that we may need to invest in technology as part of this project. The council requested that as part of the project best practices at other AAU institutions are explored.

**II. Discussion of Strategic Sourcing**

In follow-up to the strategic sourcing of office supplies, Procurement Services has been working with OE staff to develop a multi-year strategic sourcing plan. Nine additional commodities or services have been identified and evaluated in terms of estimated cost-savings, complexity to execute and time to realize. The OELC reviewed the overall plan and supporting data by commodity and generally supports the plan, although several commodities require additional study prior to implementation.

Procurement will periodically update the OELC on progress, and OE will discuss with Managerial Reporting the need for more granular and detailed expenditure data on purchases of goods and services to support strategic sourcing.

### **III. JLARC – Joint Legislative Audit and Review Committee**

The OELC reviewed a summary of the major efficiency opportunities identified in the JLARC report: *Support Costs and Staffing at Virginia's Higher Education Institutions*. This study reports on Virginia public higher education's cost efficiency and opportunities to reduce the cost of higher education in the Commonwealth (report did not consider quality). Several OE projects underway correlate with the efficiency opportunities identified by JLARC:

1. Strategic sourcing
2. Center for Leadership Excellence – organizational structure
3. Co-location of IT servers