

Organizational Excellence Leadership Council Meeting Summary Wednesday, February 11, 2015

Attendees Council: Chair, Bob Pianta; Peter Brunjes, Virginia Evans, Chris Holstege, Arlene Keeling, Rich Kovatch, Jim Matteo, Christina Morrell, Rick Myers, Nancy Rivers, Len Schoppa, Tamara Sole; Ex Officio: Sarah Collie, Lee Baszczewski, Mary Brackett; **Participants**: Vonda Durrer, Dana German, Kevin Page, Allan Stam, Krit Sundar, Morse Wilkenfeld, Susan Carkeek; **Absent**: Hossein Haj-Hariri, Chris Holstege, and Milton Adams.

I. HR Strategic Design Initiative

A regular update on the HR Strategic Design Initiative will be provided at every upcoming OELC meeting. Below are the findings from the January/February stakeholder interviews and focus groups. The next step in this phase of work is to create a pathway to engage the collective HR entities across the University in improving HR.

HR at the university is characterized by variability:

- The University is made up of many different organizations or units.
 - Many think they are unique.
 - There is also a range of different employee types, also often viewed as unique.
- Most of the units have something that is or approximates an HR organization.
- HR roles, processes, systems, policies and structure also varies widely.
- HR maturity and quality varies greatly from unit to unit. The Academic side and the Health System both have unique requirements and challenges.
- The degree of customer satisfaction and confidence in HR varies widely.
 - In some cases there is good rationale for variation. In some cases there is not.
 - User experience is not being improved as a result of all the variation.

There is clearly room for improvement:

- All HR customers want better service; they want it to be easier to do business with HR; they want HR to be more service oriented; they want HR work to be less confusing and variable.
- There is probably a ‘best way,’ considering the variations in how the work gets done.

There are obstacles to fixing the situation:

- Autonomy and the ability to ‘opt-out’
- Little or no infrastructure for building pan-University solutions
- Little knowledge and familiarity with HR best practices and the art of the possible
- The ‘we’re different’ syndrome
- Inertia; history; momentum

II. IT Project Scope Review and Discussion

Email Consolidation:

A unified email system will reduce infrastructure costs and enable faculty and staff to engage and communicate more efficiently. Phase one will consolidate central email. The next phase will consolidate individual school/unit systems. Target first phase consolidation by the end of 2015.

Server/Data Center Centralization:

Server and data center consolidation will unify resources to deliver higher quality and efficiency. Consolidation will improve service levels, and reduce costs and data security risks. Aggregation will enable the application of industry-standards for security and management of services. All Academic division units are in-scope for consideration of moving centralized server/data center services, where appropriate. Target documentation of findings by August 2015.

III. ResearchUVa

The electronic proposal and award tracking system will go live in research schools at the end of April. Timeline highlights:

Feb – March: Testing and Training

- Currently being tested by the Office of Sponsored Programs and school administrations and is being vetted with faculty personnel across the research schools.
- ResearchUVa will be rolled in each school after they have been trained.
- Training will be developed with OSP, in partnership with the newly established Finance Outreach & Compliance group.

April 30th: Implementation of ResearchUVa

- Arts & Sciences; Curry; Engineering; Medicine and Nursing will go live at the end of April.

Phase 2

- ResearchUVa will continue to develop as process improvements and additional functionality is identified. The focus will be on streamlining the administration areas of research.

IV. Organizational Excellence Program Activities

OE Service Level Agreement

As part of the UFM, service providers are developing agreements outlining the services, governance structure and expectations among the units and schools. Suggestions from the OELC provided the following feedback on performance measures and value:

- SLAs should quantify the customer experience (quality of service and partnership, timeliness, ability to meet functions needs, etc.)
- SLAs should quantify the impact of the changes in the process/function from baseline to the improved state
- SLAs should use benchmark comparisons where possible

Spring Quality CORE Network Calendar Published

OELC members encouraged to forward the calendar to colleagues and staff.

Spring 2015 highlights:

- March 3: Listen to and understand your customers. Frank Squillace, Charlottesville Chamber of Commerce
- April 20: Impact of social networks on organizational performance. Rob Cross, McIntire School