

**Organizational Excellence Leadership Council Meeting Summary  
Friday, December 11, 2015**

**Attendees:** Council: Chair, Bob Pianta; Milton Adams, Peter Brunjes, Chris Holstege, Hossein Haj-Hariri, Rob Hoover, Arlene Keeling, Christina Morrell, Kathy Peck, Nancy Rivers, Len Schoppa; Ex Officio: Sarah Collie, Lee Baszczewski; Guests: Jerilyn Teahan, Maggie Harden; Absent: Jim Matteo, Tamara Fleming, Virginia Evans, Mary Brackett

**I. Internal Communications**

Jerilyn Teahan, Communications Manager for the Office of the EVP/COO and Chair of the Internal Communications Committee, University Communications Council shared:

- A work group was established (fall 2014) under OE to assess the current state of internal communications and make recommendations for improvement based on best practices. The **recommendations were presented to the OELC and Executive Sponsors** in January 2015 and subsequently shared with University Communications.
- This work group identified several factors critical for a successful coordinated institutional approach to internal communications:
  - leadership commitment
  - community collaboration/support
  - governance
  - dedicated resources
- In spring 2015, University Communications created the **University Communications Council** with committees focused on narrow elements—one being internal communications.
- Fall 2015, the **Internal Communications Committee** was established. This group was not established to implement the recommendations of last year’s working group as they don’t have the resources or executive sponsorship to do so.
- **The Internal Communications Committee’s charge:** *“Identify opportunities for the University to engage employees as brand ambassadors and to ensure strategic alignment by improving our internal communications structure and culture.”*
- **Current activities:** mass email calendar, survey to account for print and electronic newsletters

**II. Ufirst – HR Strategic Design: Project Update**

Highlighted accomplishments of the initiative to date:

- Established structure, guiding principles, and began building design options
- Inventoried HR policies across UPG, MC and the Academic Division
- Defined future state HR service delivery approach
- Designed standard future state processes and identified mission-critical variances
- Explored six business service areas and narrowed priorities to top three for design
- Documented foundational HR technology requirements and released RFI
- Establish change management strategy and launched project website
- Called 280 HR professionals and launched community focus groups

The majority of the update focused on the work in the area of Governance. The guiding principles for this work includes:

- Establish and communicate priorities for one integrated HR strategy and financial model
- Strategically advise, influence, and create value through the implementation of HR services that support the organization
- Build relationships with other entities to strengthen our organizational-wide performance
- Improve accountability, delivery and positive impacts, throughout the organization
- Use consistent and aligned governance and decision making to add value to the organization
- Provide and support career paths and learning environments for all HR-defined roles, including professional opportunities for horizontal and vertical growth
- Recognize and respect the HR-defined roles' expertise and value to the organization by ensuring that teams are appropriately skilled and resourced
- Utilize effective and efficient service models (e.g. Service Center, COE, HR service partners)
- Leverage the advantage that comes with the scale and organizational power of UVA

The OELC emphasized the importance of service quality and accountability. They also discussed the relationship of organizational structure to service and accountability and alternatives for aligning the work of HR professionals in the school and units.

### **III. OE Project Alliance Showcase Highlights**

OE staff shared highlights of the OE Project Alliance Showcase that was held for the University Community in December at JPJ. The event featured **15 posters of OE projects**, and opening remarks from **Brad Soderberg**, assistant basketball coach, highlighted the team's five pillars for "Commitment to Excellence." The Showcase provided a forum for faculty and staff to learn and ask questions about key strategic initiatives that are taking place today. There were approximately 150 attendees.

Additional Showcases are planned for other venues around Grounds, to reach faculty and staff that could not attend the first Showcase at JPJ.