

**Organizational Excellence
Leadership Council Meeting Summary
Minutes for October 14, 2013**

Attendees

Sponsors: Harry Harding

Council: Chair, Bob Pianta; Virginia Evans, Thomas Gorski, Hossein Haj-Hariri, Chris Holstege, Erika James, Rich Kovatch, David Leblang, Jim Matteo, Christina Morell, Rick Myers, Tamara Sole; Ex Officio: Milton Adams, Nancy Rivers, Sarah Collie, and Lee Baszczewski

Absent: Sponsors: Pat Hogan, John Simon, Colette Sheehy

- I. **Debrief of Meeting with Faculty Senate Executive Council** – Bob Pianta
Bob described the goal and framed the OE organization as constructive and analytical, not a cost cutting initiative. The Faculty Senate Executive Council encouraged a strong emphasis on quality and effectiveness, and the need to demonstrate the “Excellence mandate” and community engagement. Bob reviewed the major efforts underway the Benchmarking Study of Administrative Services, current state mapping of research administration processes, and the procurement strategic sourcing initiative.

Debrief of Strategic Planning Budget review – Bob Pianta, Sarah Collie
Budget emphasis was on the economies of scale in the organization and framework. The committee sought to understand what each strategy in the plan will cost to implement. Organizational Excellence has the opportunity to bring groups together in implementation in order to better align strategies, leverage and share resources to reduce costs.
- II. **Plan for Research Administration Process Mapping** – Lee Baszczewski
Lee presented the plan for the current state assessment for research administration. The LC recommended that the team be comprised of a critical mass of private investigators (PIs) and faculty and a focus on the interdisciplinary research. Lee will update the LC on November 11th with next steps and deliverables.
- III. **Benchmarking Study**
 - a. **Update on Status of Project** – Sarah Collie
Engagement and Communication: The Organizational Excellence website is live and has received positive feedback. The site (<http://organizationalexcellence.virginia.edu/>) has several pages that are still under development, and the subgroup is developing messages and presentation materials for meeting with various constituency groups like employee councils.

Benchmarking:

The benchmarking effort was kicked off with an overview session for approximately 25 Function Sponsors and Leads on October 2nd. This group will be leading the benchmarking effort from the central functions of Finance, HR, IT, Procurement and the University processes. Data collection will begin first with mining data from central sources.

IV. UHR Service Delivery Project – Susan Carkeek

Susan Carkeek provided an overview of the service delivery project led by University Human Resources. HR wants to promote service excellence and create value in the delivery of HR services. HR is addressing the following four major HR functions:

- Recruitment and Hiring
- Compensation
- Performance Management
- Employee Relations

The Design event resulted in four different models explored by project teams. Each team proposed a different solution:

1. Centralized
2. Decentralized
3. Zone concept
4. Shared ownership hybrid

OELC expressed a strong desire for a feedback loop before HR solutions are launched. Discussions also addressed the need for alignment with other planned initiatives and assurance that an end-user perspective has been considered. OELC would like Susan to return and engage the Council prior to any roll-out or implementation of HR service delivery solutions.