Organizational Excellence partners around Grounds shared feedback on their experiences with OE, rating the importance and the effectiveness across various service attributes.

**STAKEHOLDER FEEDBACK**
“The pan-University view of the many initiatives underway is of great benefit. Keep up the good work!” • “OE adds great value and momentum.” • “OE is very effective and plays a unique and critical role to help drive improvement.” • “Thank you for putting the train back on track, again and again.”
**Summary of Benchmarking Study**

An assessment of the University’s current structure and performance in key support areas: HR, IT, finance, procurement, research administration, and student services.

**KEY FINDINGS**

1. Highly Distributed Structure - 2/3 of administrative work occurs in the schools and units.
2. Majority of activity is transactional, rather than analytical. It varies by function - as high as 75% transactional.
3. Enabling technology is mixed and inconsistent, and includes many manual activities.
4. Service providers are viewed as gatekeepers and administrators, rather than valued partners and experts.

---

**Guiding Framework**

LEVERAGING BENCHMARKING RESULTS TO DESIGN PROCESSES AND SERVICES TO “GET IT RIGHT.”

**RIGHT FOR THE MISSION**

**RIGHT STRUCTURE** - Service delivery model, central and/or distributed, sourcing

**RIGHT PEOPLE**/**RIGHT JOB** - Right type of staff engaged in right level of activity with right skills, strategic workforce planning

**RIGHT PROCESS** - Efficient and effective, eliminate redundancies, leverage standards, right the first time

**RIGHT TECHNOLOGY** - Meet needs, automate transactions, lessen complexity, provide analytical data for informed decisions

**RIGHT FOR FACULTY, STAFF, STUDENTS** - Effective communication, monitor and demonstrate performance

---

**Travel & Expense Management Redesign**

Benefiting 7,000 UVA travelers, guests, and support staff, the redesign will simplify and streamline travel and expense management. UVA’s current 85% process cost per travel reimbursement will be significantly reduced as automation yields a projected 82% reduction in reimbursement process time.

---

**Research Administration / ResearchUVa**

STREAMLINING RESEARCH ADMINISTRATIVE PROCESSES and creating a user-friendly web-based system to document and track research proposals and awards.

**FACULTY DASHBOARD:**

View proposals and awards with easy links to commonly accessed support systems (IRB, COI, Effort@ and Recon@, etc.).

**AUTOMATED, ACCESSIBLE AND SIMPLY EASY TO USE,**

Once all phases are completed:

• User-friendly one-stop portal for proposals and awards
• Simplified workflow to reduce manual duplicative processes
• Integrated reports provide increased analytical capacity
• 55,000 imaged proposals/awards viewable
• Significant time savings for research faculty and staff

---

**HR Strategic Design**

Creating a strategic vision and high-performing, efficient service model for human resources to advance the University’s goals and aspirations. The University community co-created design principles and a future-state model to:

• Deliver seamless, consistent, high-quality service and user experience
• Reduce the amount of time that faculty, staff, and managers spend on HR-related tasks
• Increase support for the schools/units

---

**From Patrick D. Hogan**

Since its creation in 2013, Organizational Excellence has quickly made a difference at the University. The OE team builds community and contributes to high morale by fostering collaboration across the University. OE initiatives bring together faculty and staff to improve services and processes that have long-term positive effects and align resources to support institutional priorities.

Patrick D. Hogan
- Pat Hogan, Executive Vice President and Chief Operating Officer

---

**Research Administration / ResearchUVa**

**Streamlining Research Administrative Processes**

Combining the purchasing of commonly used supplies, equipment and services for value quality service. The University developed a prioritized plan for 10 commodities. Office supplies sourced commodity, resulting in $700,000 in office supply savings – an average of 20% savings

Other notable outcomes:

• 70% University-wide use of contract
• 91% customer approval rating
**Quality CORE Network**

An open network for nearly 200 cross-Grounds professionals to connect and share best practices at monthly collaboration, learning, and skill-building sessions.

**2014-2015 Sessions:**
- Best Practices
- Change Management
- Liberating Structures to Unleash a Culture of Innovation
- Appreciative Inquiry
- Communication Plans
- Leading Change through Innovation and Collaboration
- Overview and Update on OE projects
- Customer Service
- Engage Others for Innovation
- Design Thinking

**Spotlight on Excellence**

In 2015, OE launched Spotlight on Excellence, an ongoing peer-recognition program for those delivering quality while engaging the principles of OE at U.Va. The program asks individuals to submit nominations with a user story illustrating an innovation/improvement, high-quality customer service, and/or productive partnerships.

**OE Impact Across Grounds**

- Implement ResearchUVA
- Automate Research Administration and technology process improvements
- Comprehensive review and analysis of strategic sourcing opportunities
- Identify key commodities and create a roadmap for implementation
- Virginia Higher Education Procurement Cooperative
- Implement strategic sourcing of office supplies
- Consolidate spend with one vendor for volume discounting
- Departmental spend dashboards
- Pre-purchasing foreign currency ahead of travel
- Collections module for student accounts
- University-wide VoIP Transition
- Hyperion implementation for managerial reporting
- Comprehensive water and energy conservation program
- Restructure Student Financial Services contact center
- Formal Service Level Agreements
- Functional Reviews in Research Administration, HR and Internal Communications
- Chronicle of Higher Education “Great Colleges To Work For” program
- Process redesign of travel and expense management
- Redesign of gift processing
- Server and email consolidation
- Design a future-state HR model
- Leading Change Through Innovation and Collaboration event
- Quality CORE Network
- Spotlight on Excellence recognition program
- Change Leadership Training

**NCCI & OE**

The Office of Organizational Excellence actively participates in the Network for Change and Continuous Innovation. The team serves on various committees, and presents each year at the NCCI Annual Conference. At the 2015 conference, Sarah Collie was honored as one of two Leaders of Change.

**CONTACT US**

Sarah Collie - Assistant Vice President for Organizational Excellence  
Lee Baszczewski - Director of Organizational Excellence  
Mary Brackett - Senior Associate for Organizational Excellence  
Kay Campbell - Administrative Assistant  
Jeremy Serkin - Communications Lead

Office of Organizational Excellence  
445 Rugby Road, PO Box 400209  
Charlottesville, Virginia 22903  
orgex@virginia.edu or (434) 243-1963  
www.organizationalexcellence.virginia.edu