Operational Excellence

Portfolio and Project Updates from the Operational Excellence Program Office

Highlights

- More than 1,100 staff have already completed the campus' first Service & Technology Survey, providing a benchmark for future improvements in administrative services and technologies.

- More than 5,000 campus users of CalAgenda will migrate this month to bCal, the new Google-powered calendar solution that is part of the IT Productivity Suite.

- Campus Shared Services announced in June that the transition of its first Early Adopter groups would be rescheduled from September 2012 to January 2013.

Program and Project Updates

The OE Program Office launched the campus' first Service & Technology Survey on June 18; more than 1,100 staff have already completed it. The survey will provide a baseline measurement of staff satisfaction with administrative services as well as the technology and tools available. A similar survey will be sent to all faculty just before the start of the fall semester.

The IT Productivity Suite project is preparing for the campus' migration to bCal, the new calendar solution powered by Google. More than 5,000 campus users will have their calendar data transferred to the new system on July 23. Extensive training is being offered. Rollout of bMail, the Google email service, begins in August; migration will occur in phases through January 2013.

Campus Shared Services (CSS) announced in June that the transition of its first Early Adopter groups would be rescheduled from September 2012 to January 2013 in order to better prepare the infrastructure and tools for the new CSS center on Fourth Street. To ready the campus for the transition, CSS is offering a series of training courses as well as Office Hours sessions with the project team.

More than 300 members of the campus community attended the BearBuy Vendor Fair on June 21. The event provided an opportunity for attendees to meet face-to-face with the vendors in the new e-procurement system.

The CalTime project is now conducting preliminary tests of the configured prototype timekeeping system, and interface testing will begin soon. Departmental readiness activities are well underway. Test groups, followed by initial cohorts, will go live this fall.

The CalPlanning project announced that it will be rolling out Phase 3 in February 2013. This phase will include new employee and position budgeting functionality. A Phase 3 Design Group kicked off in June, and will be developing a prototype for an eventual sign-off by the project's steering committees.

Through the Energy Management Program, beginning on July 1, operating units will receive monthly electricity consumption reports and will become eligible to receive incentive payments based on their energy use relative to baseline levels.

Upcoming Milestones & Events

- Thursday, July 12 – OE Coordinating Committee
- Thursday, July 19 – Shared Services Overview Course
- Monday, July 23 – bCal Calendar Goes Live
- Wednesday, July 25 – Shared Services Office Hours
- Wednesday, July 25 – Service in a Shared Services Environment Course
- October 1 – Save the Date - *CultureCal* – Berkeley Operating Principles live event in Pauley Ballroom.

Portfolio At-a-Glance

Current active projects: 22
Project implementation completed and transitioned to operations: 1 (Unit Restructuring)
Total OE investment committed: $60.2 million
Projected on-going annual savings of approved projects: $75.4 million
Actual OE investment-to-date: $18.0 million
Actual savings-to-date: $29.9 million

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Portfolio Investment and Savings Projections by Fiscal Year

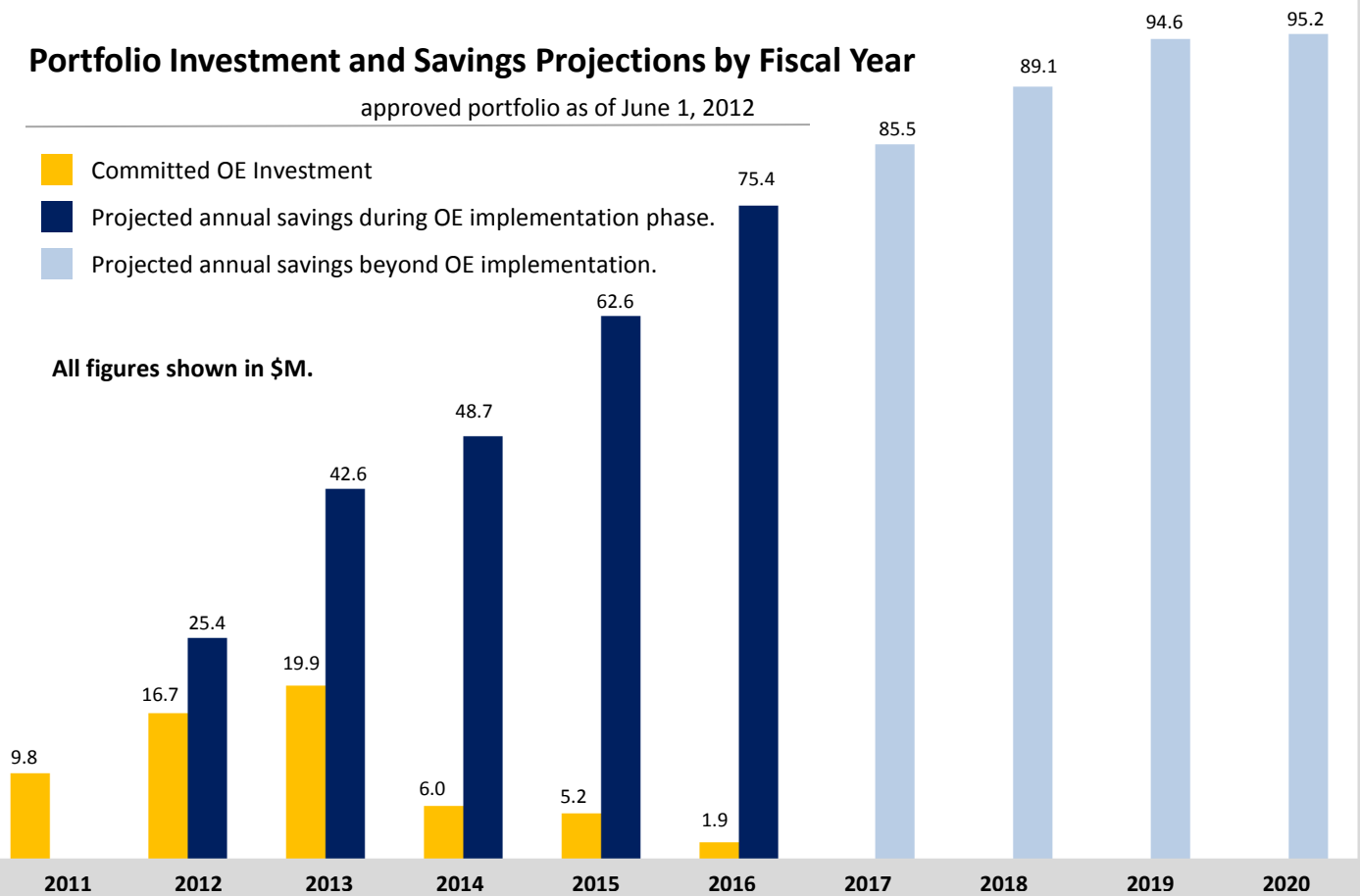approved portfolio as of June 1, 2012

- 🟨 Committed OE Investment
- 🟦 Projected annual savings during OE implementation phase.
- 🟦 Projected annual savings beyond OE implementation.

All figures shown in $M.

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Committed OE Investment	9.8	16.7	19.9	6.0	5.2	1.9				
Projected savings		25.4	42.6	48.7	62.6	75.4	85.5	89.1	94.6	95.2

Investment and Savings Projections by OE Project

approved portfolio as of June 1, 2012

- ⬜ All Other OE Projects
- 🟦 Shared Services
- 🟦 Unit Restructuring
- 🟦 BearBuy

ONE-TIME INVESTMENT
- $32.6M
- $19.4M
- $3.4M
- $4.4M

ANNUAL SAVINGS BY FY 2016
- $17.6M
- $6.5M
- $18.3M
- $33.0 M

ANNUAL SAVINGS BY FY 2020
- $17.6M
- $14.3M
- $18.3M
- $45.0 M
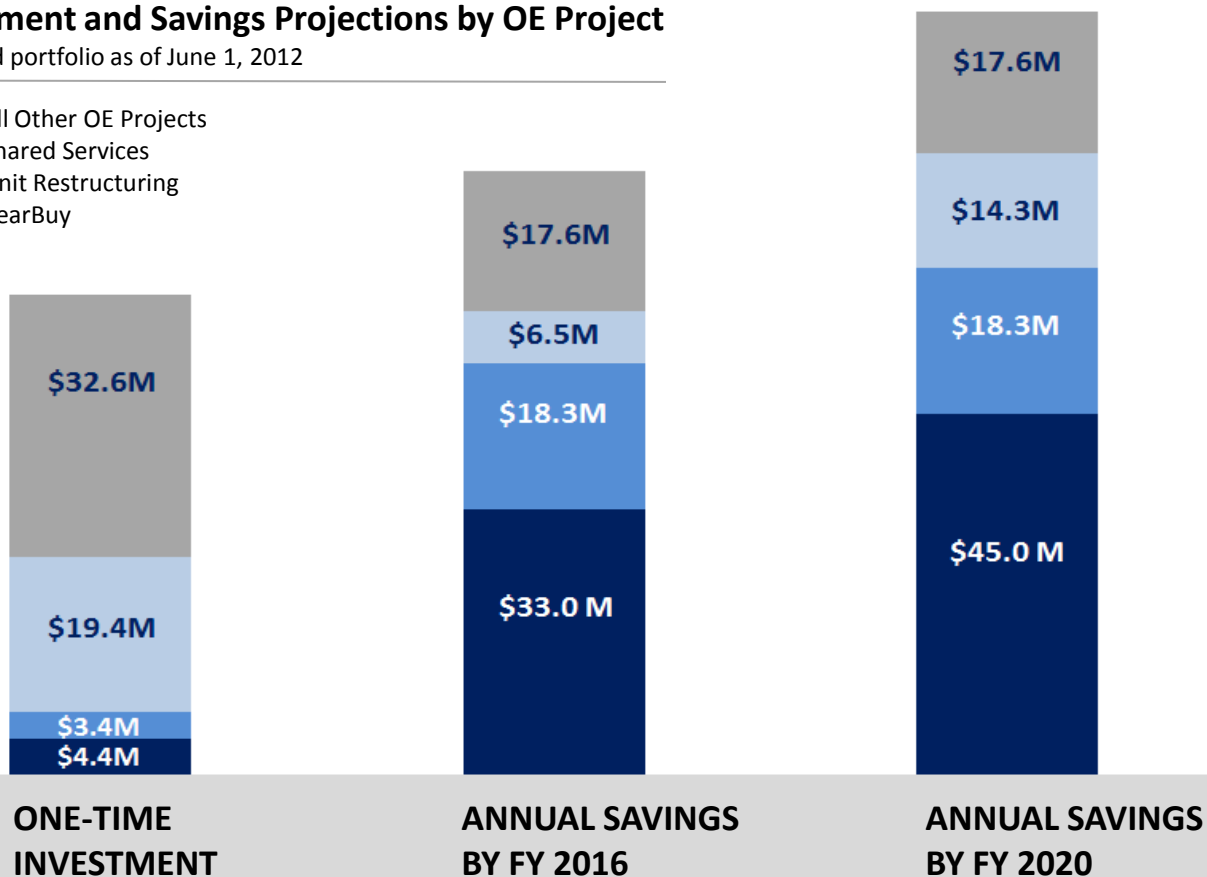
Project Financial Profile

PROJECT	EXECUTIVE COMMITTEE APPROVAL DATE	COMMITTED OE INVESTMENT $	OE EXPENSES TO-DATE $	PROJECTED ONGOING ANNUAL SAVINGS BY FY 2016 $	ACTUAL SAVINGS TO-DATE $
ENERGY					
Energy Office	3/11/2011	4,021,000	78,311	2,095,300	-
Incentive Program	3/11/2011	2,039,300	406,317	740,000	-
Outreach	3/11/2011	482,300	96,431	700,000	-
FINANCE					
CalPlanning	3/11/2011	6,157,200	4,053,519	-	-
HIGH PERFORMANCE CULTURE					
Berkeley Operating Principles	8/26/2011	175,000	26,646	-	-
Metrics	8/26/2011	120,000	-	1,800,000	-
Target Talent Development	6/8/2011	595,000	-	-	-
IT					
IT Governance	6/8/2011	3,023,000	130,364	-	-
IT Productivity Suite [A]	6/8/2011	5,848,000	2,090,719	2,110,000	-
ORGANIZATIONAL SIMPLIFICATION					
Shared Services [B]	3/8/2012	20,720,000	2,152,329	6,900,000	-
Timekeeping	4/19/2011	2,916,000	1,639,386	3,200,000	-
Unit Restructuring	9/1/2010	3,371,000	2,263,143	18,300,000	20,500,000
PROCUREMENT					
BearBuy [C]	5/23/2011	4,354,400	3,584,851	33,000,000	8,964,900
STUDENT SERVICES					
Car Sharing	5/12/2011	-	-	112,300	-
One Stop Business Services Center	12/1/2011	1,000,000	-	208,000	-
Student Advising Council	11/11/2011	558,700	45,165	2,316,500	-
Student Technology Phase One [D]	11/14/2011	458,000	51,493	-	-
Tools for Meal Plans	5/12/2011	-	-	747,000	400,000
NON-INITIATIVE PROJECTS					
Application Support Center - Help Desk	11/14/2011	588,000	182,426	-	-
Enterprise Data Warehouse - Governance	7/15/2011	357,000	140,106	-	-
Enterprise Data Warehouse - Procurement	7/15/2011	2,749,000	1,814,616	2,963,000	-
Enterprise Data Warehouse - Student Finances	7/15/2011	728,000	296	634,400	-

Notes

This report shows the OE-funded portion of each project. Project funding from other than OE sources, if any, does not appear here.

A.   Savings for these projects has begun and will be reported in Q4, 2012.

B.   Although fiscal year 2016 is the analysis period for which all Operational Excellence projects are evaluated, annual savings for Shared Services are projected to increase beyond fiscal year 2016 and achieve $14.3 million in annual operating savings by fiscal year 2020.

C.   Although fiscal year 2016 is the analysis period for which all Operational Excellence projects are evaluated, annual savings for BearBuy are projected to increase beyond fiscal year 2016 and achieve $45 million in annual operating savings by FY 2019. BearBuy savings to date include both one-time and on-going savings.

D.   The OE Coordinating Committee has recommended that up to $11 million from the OE investment portfolio be earmarked to fund the anticipated proposal from Student Technology Phase One. The proposal is expected toward the end of 2012.

Operational Excellence Projects

ADVISING COUNCIL
Advising Council will align advising services and develop standards for performance, communication and assessment in curricular and co-curricular advising.

APPLICATION SUPPORT CENTER – HELP DESK
The Application Support Center provides dedicated helpdesk support to the BearBuy, CalTime, CalPlanning and Shared Services implementation projects.

BEARBUY
BearBuy will streamline processes, increase efficiencies, and realize significant long-term cost savings for campus purchasing.

BERKELEY OPERATING PRINCIPLES
The Berkeley Operating Principles will solicit 10,000 voices of campus employees to articulate a shared campus culture and develop principles to guide administrative work.

CALPLANNING
CalPlanning will enhance financial analysis, shift emphasis to decision support, and streamline the budget and planning processes.

CALTIME
CalTime will implement a single campus-wide timekeeping solution to reduce costs and standardize pay rules.

CAR SHARING
The Car Sharing program will replace 40 seldom-used university-owned vehicles with a campus-wide car-share program saving money and parking spaces.

ENERGY OFFICE
The Energy Office will track, oversee, and manage campus energy use and offer financial incentives to operating units to reduce energy consumption.

ENERGY OUTREACH
The Energy Outreach project will implement an outreach program focusing on individual action to reduce energy use.

ENERGY POLICY
The Energy Policy project will establish a Campus Energy Policy to articulate guidelines and standards relating to all aspects of campus energy use.

EDW GOVERNANCE
EDW Governance funds a new Institutional Data Manager position to support development of a campus-wide Enterprise Data Warehouse, its governance and policies.

EDW PROCURE-TO-PAY REPORTING
EDW Procure-to-Pay Reporting will incorporate procurement data into the EDW to realize significant savings and efficiencies as well as improved data accuracy, reliability, and security.

EDW STUDENT FINANCIAL STATEMENT
EDW Student Financial Statement will incorporate and integrate student financial data into the EDW to realize improved analysis capabilities, as well as improved data accuracy, reliability and security.

IT GOVERNANCE
IT Governance will help the University to strategically address, prioritize, and coordinate new IT efforts with ongoing projects, processes, and operations.

IT PRODUCTIVITY SUITE
IT Productivity Suite will direct campus-wide provision, management, and operation of proven productivity solutions to provide high-quality software across campus.

METRICS
Metrics will develop guiding principles for the development and implementation of administrative performance metrics.

ONE STOP STUDENT BUSINESS CENTER
One Stop will create a first point of service contact for the most common student business transactions.

SHARED SERVICES
Shared Services will develop a single, trusted source for human resources, finance, research administration, and IT support that is currently distributed unevenly in more than 200 locations across campus.

STUDENT TECHNOLOGY PHASE 1
Student Technology will create an implementation plan for delivering a more seamless and full-service online experience for Berkeley students.

TARGET TALENT DEVELOPMENT
Target Talent Development will enable the University to focus its learning and development efforts on positioning the workforce to meet the future needs of the University.

TOOLS FOR MEAL PLANS
Tools for Meal Plans is implementing several tools to bring more efficiency to resident hall dining food & beverage procurement and management.

UNIT RESTRUCTURING
Unit Restructuring implemented "spans & layers" analysis and methodology to create a flatter organizational structure campus wide.

Find more information about OE projects online at http://oe.berkeley.edu