



# Operational Excellence

Portfolio and Project Updates from the Operational Excellence Program Office

## Highlights

- The Campus Shared Services workforce transition plan was approved in April. The funding model and location for the Campus Shared Services facility will be announced in the coming weeks.
- The final BearBuy cohort will go live in May.
- The Student Advising Council is convening its first meeting on May 18.
- CalPlanning launched in April and is being used for fiscal year 2013 budget planning and meetings.

## Program and Project Updates

The Shared Services workforce transition plan was approved by the OE Executive Committee on Friday, April 13. The plan is posted on the OE website at [oe.berkeley.edu](http://oe.berkeley.edu). The Engineering Research Support Organization (ERSO) was added to the list of early adopters that transition to Shared Service this year. In addition to ERSO, the other early adopters are the Vice Chancellor for Administration and Finance, Office of the CIO/IST, the College of Environmental Design, the College of Natural Resources and Biological Sciences.

UC Riverside has been selected as the location for the new UC shared services center that is being established as part of the UC system-wide UCPATH project. While the Berkeley campus is establishing a separate shared services organization that will handle certain Finance, HR, IT and Research Administration support functions, the UCPATH shared service center will process all routine transactions related to payroll, benefits, leave management and workforce administration for all ten campuses and five medical centers.

The third of three BearBuy cohorts goes live on May 14. Users from the first cohort recently held focus groups on their experience and the team has made several

improvements based on the initial feedback. Look for continuous improvement to the system as more BearBuy users provide feedback.

CalPlanning went live on April 2 and is being used for fiscal year 2013 budget planning currently underway. The CalPlanning Outreach team is assisting departments and units to prepare their budgets in the CalPlanning system.

## Recent Accomplishments in OE

- The Student Advising Council members have been appointed and will convene for their first quarterly meeting on Friday, May 18.
- Energy dashboards are now online for 57 campus building and real-time lobby monitors are on display in Evans, Tan, Latimer, and Wurster Halls.
- Berkeley's fiscal year 2013 budget is currently being produced using CalPlanning.
- The third and final BearBuy cohort goes live in May.

## Upcoming Milestones & Events

- Tuesday, May 8 – Faculty Forum on Shared Services
- Thursday, May 10 – OE Coordinating Committee
- Thursday, May 10 – CalPlanning SmartView Training
- Monday, May 14 – BearBuy Cohort #3 goes live
- Friday, May 18 – Advising Council convenes

## 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

**OE investment-to-date:** \$16.4 million

**OE savings-to-date:** \$20.5 million



# Portfolio Profile

## Portfolio Investment and Savings Projections by Fiscal Year

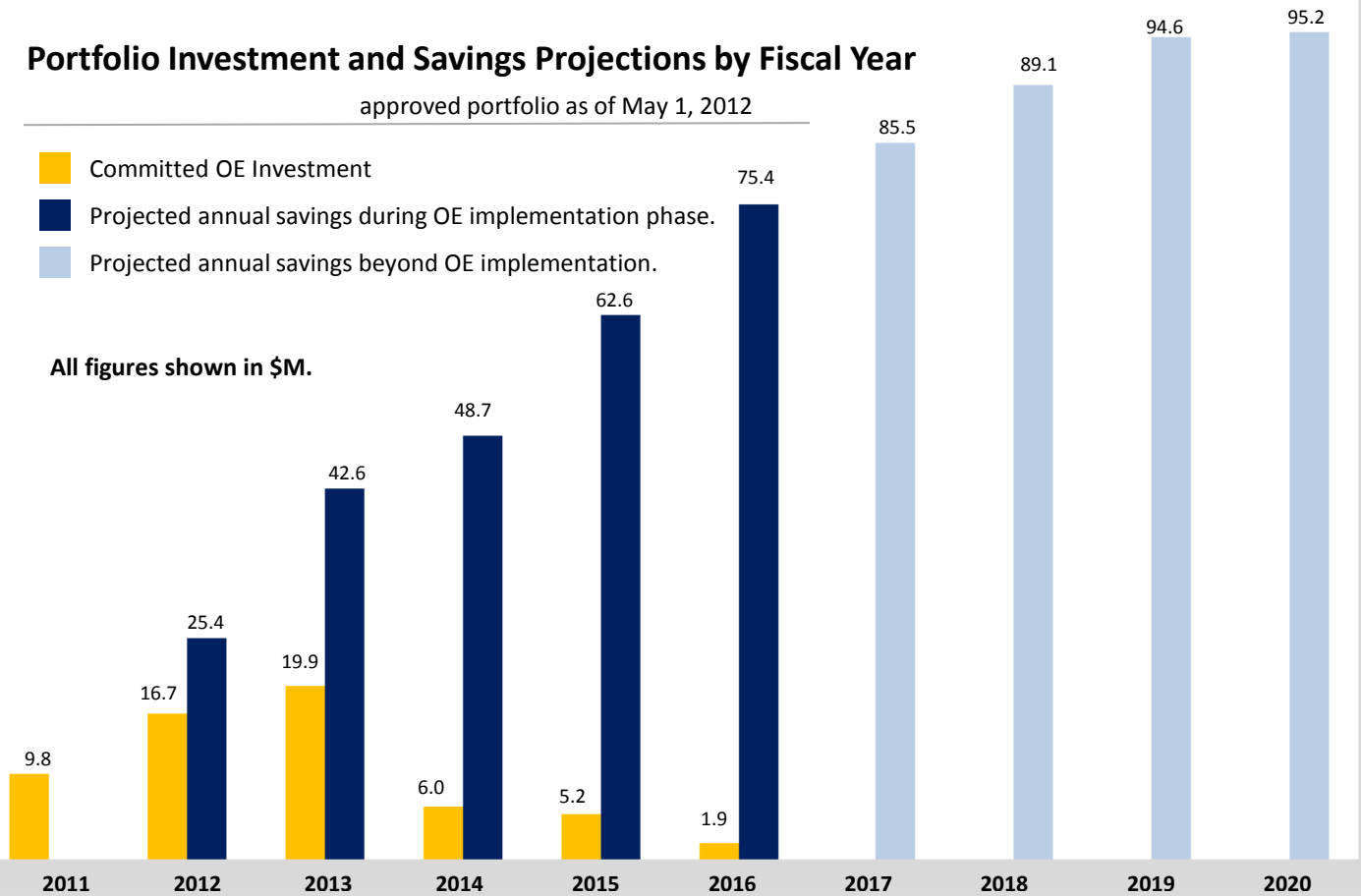
approved portfolio as of May 1, 2012

Committed OE Investment

Projected annual savings during OE implementation phase.

Projected annual savings beyond OE implementation.

All figures shown in \$M.



## Investment and Savings Projections by OE Project

approved portfolio as of May 1, 2012

All Other OE Projects

Shared Services

Unit Restructuring

BearBuy



ONE-TIME  
INVESTMENT



ANNUAL SAVINGS  
BY FY 2016



ANNUAL SAVINGS  
BY FY 2020

# Project Financial Profile

as of March 31, 2012

PROJECT	EXECUTIVE COMMITTEE APPROVAL DATE	COMMITTED OE INVESTMENT \$	OE EXPENSES TO-DATE \$	PROJECTED ONGOING ANNUAL SAVINGS BY FY 2016 \$	SAVINGS TO-DATE \$
<b>ENERGY</b>					
Energy Office	3/11/2011	4,021,000	53,797	2,095,300	-
Incentive Program	3/11/2011	2,039,300	318,941	740,000	-
Outreach	3/11/2011	482,300	65,847	700,000	-
<b>FINANCE</b>					
CalPlanning	3/11/2011	6,157,200	3,840,334	-	-
<b>HIGH PERFORMANCE CULTURE</b>					
Berkeley Operating Principles	8/26/2011	120,000	7,014	-	-
Metrics	8/26/2011	120,000	-	1,800,000	-
Target Talent Development	6/8/2011	595,000	-	-	-
<b>IT</b>					
IT Governance	6/8/2011	3,023,000	89,639	-	-
IT Productivity Suite <sup>A</sup>	6/8/2011	5,848,000	1,611,510	2,110,000	-
<b>ORGANIZATIONAL SIMPLIFICATION</b>					
Shared Services <sup>B</sup>	3/8/2012	20,720,000	1,597,233	6,500,000	-
Timekeeping	4/19/2011	2,916,000	1,479,659	3,200,000	-
Unit Restructuring	9/1/2010	3,371,000	2,151,701	18,300,000	20,500,000
<b>PROCUREMENT</b>					
BearBuy <sup>A,C</sup>	5/23/2011	4,354,400	3,342,635	33,000,000	-
<b>STUDENT SERVICES</b>					
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	13,509	2,316,500	-
Student Technology Phase One <sup>D</sup>	11/14/2011	458,000	8,607	-	-
Tools for Meal Plans <sup>A</sup>	5/12/2011	-	-	747,000	-
<b>NON-INITIATIVE PROJECTS</b>					
Application Support Center - Help Desk	11/14/2011	588,000	112,328	-	-
Enterprise Data Warehouse - Governance	7/15/2011	357,000	108,002	-	-
Enterprise Data Warehouse - Procurement	7/15/2011	2,749,000	1,631,602	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.

D. Student Technology Phase One will develop and propose a detailed plan to leverage technology to improve the Berkeley student experience. The OE Coordinating Committee has recommended that up to \$11 million from the OE investment portfolio be earmarked to fund this anticipated proposal. The proposal and request for resources is expected in 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**

Berkeley Ops will develop a common set of 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 use.

## **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 will add and fund a new position of Institutional Data Manager to support the EDW as well as develop governance policies and processes of the EDW.

## **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 BUSINESS STUDENT CENTER**

One Stop will create a first point of service contact for the most common student business transactions.

## **SHARED SERVICES**

Shared Services will include certain human resources, finance, research administration, and information technology work that is currently distributed 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>**