Operational Excellence

Operational Excellence at Work

CalTime—A timekeeping system that saves time! CalTime is already being used by more than 3,000 people on campus. Here are some thoughts on the new system and the business case for its campus-wide roll out.

Prof. Dennis Levi
Dean, School of Optometry

"When I first heard about it, I thought 'Am I going to have to do more work'? Then I realized that it means less administrative work. I can do timesheets on my own time, I can do it from home, and I can even get it done if I am traveling."

Prof. Gillian Lester
Professor and Associate Dean
Berkeley School of Law

"Moving to an electronic system might not only make things more efficient but could also create a mode of communication that reduces error and makes it clear to the people exactly what they're signing off on."

Prof. Michael Katz
Sarin Professor of Strategy and Leadership
Haas School of Business

"We need to make these investments because they lower cost and increase efficiency, and let us spend our money where we all really want to spend it, which is on student programs."

Program and Project Updates

Campus Shared Services (CSS) has announced two critical milestones in September: 1) the sequence in which the 35 campus units will transition to shared services; and 2) the organization of the CSS service teams. To support these milestones, the CSS team facilitated an Early Adopter Forum on September 25, giving these staff an opportunity to find out additional information about their transition to shared services. These project updates are available at http://sharedservices.berkeley.edu.

The Berkeley Operating Principles project is holding an unprecedented online brainstorming event, CultureCal, which began October 1 and runs through October 12. Faculty, staff, and student employees have a unique opportunity to define a set of useful principles that will help all UC Berkeley employees identify opportunities to improve operations and performance, so that we can better serve the University's mission of teaching, research, and public service. Participate in CultureCal at http://culturecal.berkeley.edu.

On September 20, the Advising Council hosted a symposium, "Meeting Demand for High-Touch Advising: Elevating the Student Experience and Future Success." Nearly 150 participants had a unique opportunity to hear a presentation by the highly esteemed Education Advisory Board, which focused on current best advising practices, and to join in a collaborative discussion on the future of advising at Berkeley.

At its meeting on Thursday, September 6, 2012, the OE Executive Committee approved the proposal for CalAnswers Student Curriculum. This project will provide managers across the campus with a shared and centrally supported reporting resource for analyzing student demand, enrollment needs, curricula changes, and faculty workload. The project will support data-driven decision making, while reducing administrative costs by eliminating redundant, inefficient, and often inaccurate "shadow systems."

Transformation Support Services (TSS) has initiated meetings with Deans as part of a collaborative process to identify and address the challenges, as well as the opportunities, presented as units prepare for the transition to shared services. These discussions are part of TSS's focus to help the campus realize the full benefit of all OE projects.

Portfolio At-A-Glance

Current active projects: 24
Project implementation completed and transitioned to operations: 2 (Unit Restructuring and BearBuy)
Total OE investment committed: $65 million
Projected on-going annual savings of approved projects: $82.6 million
Actual OE investment-to-date: $23 million
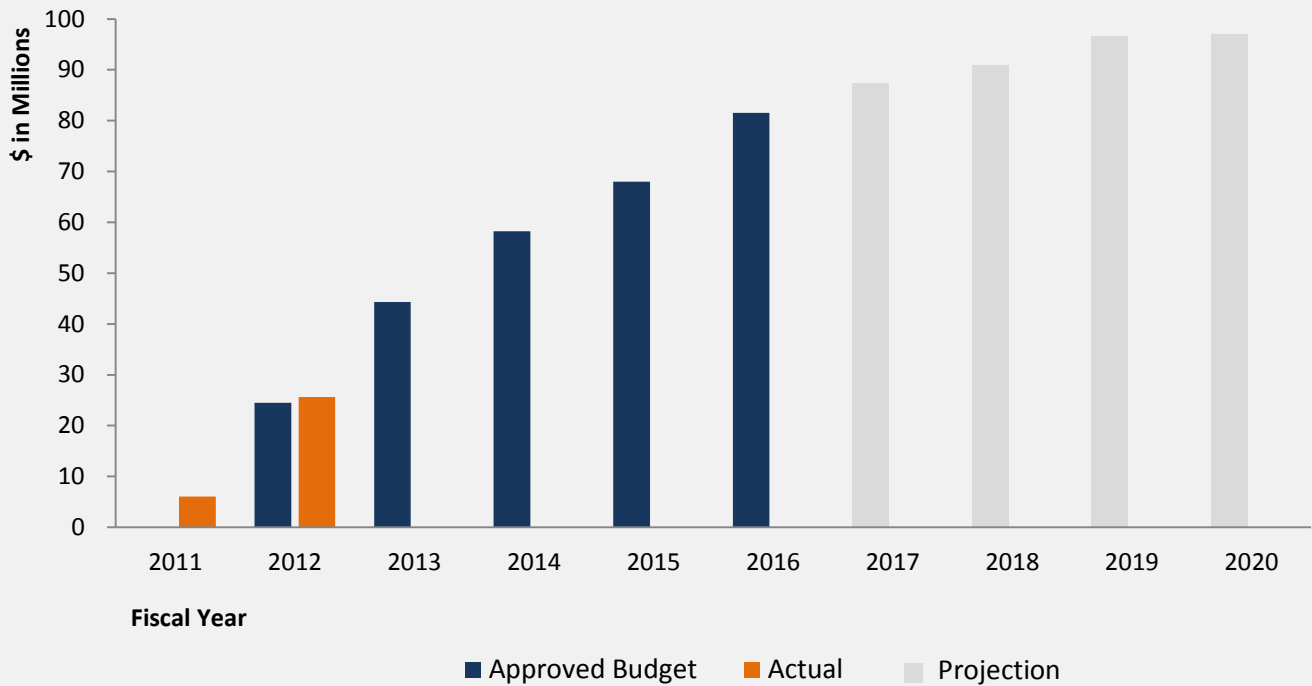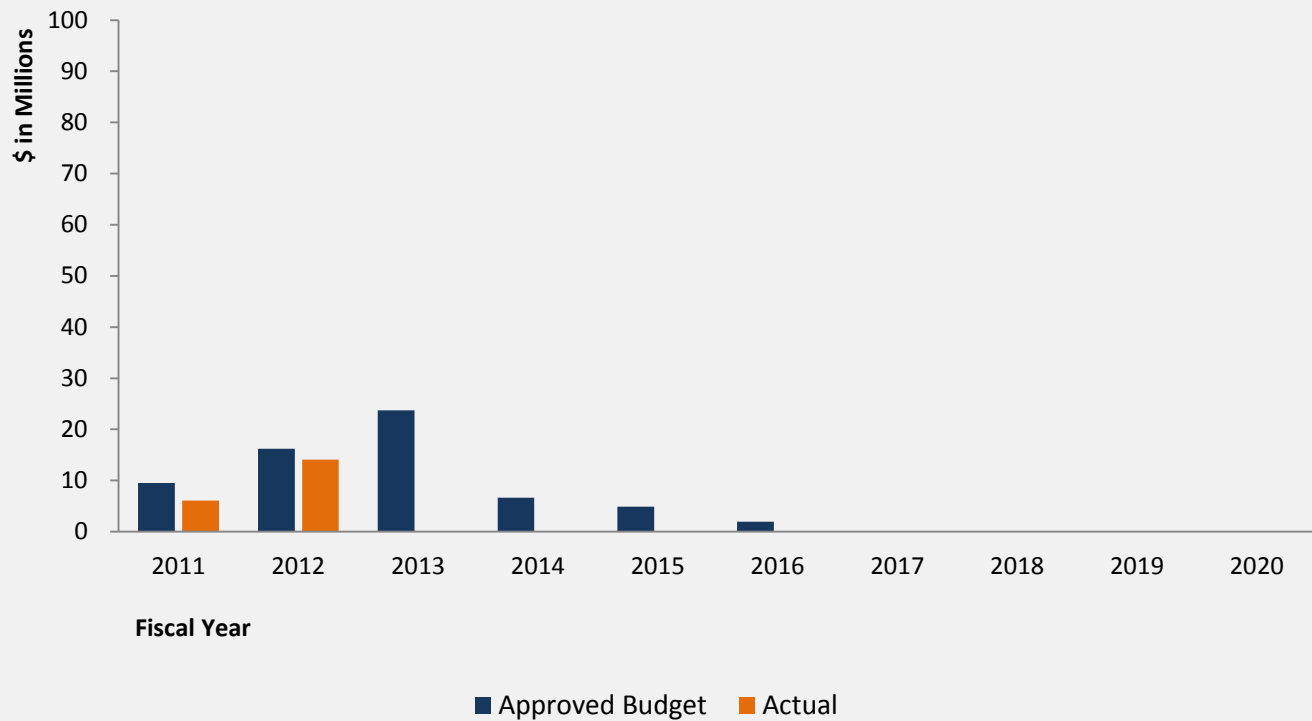**Actual savings-to-date**: $31.7 million

Berkeley
UNIVERSITY OF CALIFORNIA

Portfolio Profile

OE Portfolio Annual Savings
Actual Savings More Than Plan To Date

Y-axis: $ in Millions (0–100)
X-axis: Fiscal Year (2011–2020)

Legend: ■ Approved Budget ■ Actual ▯ Projection

OE Portfolio Annual Investment
Actual Investment Less Than Plan To Date

Y-axis: $ in Millions (0–100)
X-axis: Fiscal Year (2011–2020)

Legend: ■ Approved Budget ■ Actual

Project Financial Profile

PROJECT	EXECUTIVE COMMITTEE APPROVAL DATE	COMMITTED OE INVESTMENT AS OF 9/06/12 [A] $	OE EXPENSES AS OF 8/31/12 $	PROJECTED ANNUAL SAVINGS BY FY 2016 $	ACTUAL SAVINGS As of FY12Q4 $
ENERGY					
Energy Office	3/11/2011	4,021,000	213,400	2,095,300	-
Incentive Program	3/11/2011	2,039,300	422,500	740,000	-
Outreach	3/11/2011	482,300	120,800	700,000	-
FINANCE					
CalPlanning	3/11/2011	7,157,200	5,180,200	-	-
HIGH PERFORMANCE CULTURE					
Berkeley Operating Principles	8/26/2011	377,400	72,900	-	-
Metrics	8/26/2011	120,000	1,400	1,800,000	-
Target Talent Development	6/8/2011	595,000	-	-	-
IT					
IT Governance (Paused)	6/8/2011	3,959,000	193,600	-	-
IT Productivity Suite	6/8/2011	5,848,000	2,498,700	3,703,200	-
ORGANIZATIONAL SIMPLIFICATION					
Shared Services [B]	3/8/2012	20,720,000	3,582,900	6,900,000	-
Timekeeping	4/19/2011	3,676,000	1,783,600	7,300,000	-
Unit Restructuring	9/1/2010	3,371,000	2,339,300	18,300,000	20,500,000
PROCUREMENT					
BearBuy [C]	5/23/2011	4,354,400	3,876,300	33,000,000	10,794,000
STUDENT SERVICES					
Car Sharing	5/12/2011	-	-	112,300	-
One Stop Business Services Center	12/1/2011	1,000,000	43,100	208,000	-
Student Advising Council	11/11/2011	558,700	99,700	2,316,500	-
Student Technology Phase One [D]	11/14/2011	648,000	284,400	-	-
Tools for Meal Plans	5/12/2011	-	-	747,000	400,000
NON-INITIATIVE PROJECTS					
Application Support Center - Help Desk	11/14/2011	588,000	333,600	-	-
Enterprise Data Warehouse – Governance	7/15/2011	357,000	185,900	-	-
Enterprise Data Warehouse - Procurement	7/15/2011	2,749,000	1,987,100	2,963,000	-
Enterprise Data Warehouse - Student Curriculum	9/06/2012	931,000	-	1,154,800	-
Enterprise Data Warehouse – Student Finances	7/15/2011	710,000	132,300	634,400	-
Transformation Support Services	8/9/2012	814,000	-	-	-

Notes

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

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

OPERATIONS IMPROVEMENT

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

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.

CAMPUS SHARED SERVICES
Campus 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.

ENTERPRISE DATA WAREHOUSE (EDW) STUDENT CURRICULUM
Cal Answers Student Curriculum, part of EDW initiatives , will provide managers across the campus with a shared and centrally supported reporting resource for analyzing student demand, enrollment needs, curricula changes, and faculty workload.

EDW GOVERNANCE
EDW Governance funds a new Institutional Data Manager position to support development of a campus-wide Enterprise Data Warehouse, its governance, and its 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 (PAUSED)
IT Governance will help the University to strategically address, prioritize, and coordinate new IT efforts with ongoing projects, processes, and operations.

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

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

TRANSFORMATION SUPPORT SERVICES
Transformation Support Services will help schools and departments campus-wide define and implement a way of operating that delivers world-class administrative services in a financially sustainable way.

PROCUREMENT & COST CONTROL

BEARBUY
BearBuy is an e-procurement system that streamlines processes, increases efficiencies, and realizes significant long-term cost savings for campus purchasing.

CAR SHARE
Car Share will replace 40 underutilized vehicles with a campus-wide car-share program that will produces savings related to vehicle purchase, maintenance, and insurance.

ENERGY OFFICE
The Energy Office is tracking, overseeing, and managing campus energy use and offering financial incentives to operating units to reduce energy consumption.

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

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

IT PRODUCTIVITY SUITE
IT Productivity Suite enhances collaboration between faculty, staff, and students by offering access best-in-class IT tools from Microsoft, Adobe, Google and more.

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

IMPROVING THE STUDENT EXPERIENCE

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

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

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

HIGH-PERFORMANCE CULTURE

BERKELEY OPERATING PRINCIPLES
The Berkeley Operating Principles will engage the campus community to develop a set of principles to guide and inspire staff in their work supporting UC Berkeley's mission.

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.