

MISSION

The Organizational Effectiveness Program (OE) supports the Division of Business & Financial Affairs (BFA) mission by providing the University with staff development, employee engagement, change management, and Lean Six Sigma, as well as offering consultative services to functional leadership teams regarding organizational and leadership matters. Under the umbrella of the OE, and in partnership with the Human Resources department, the mission of the Professional Development Program (PD) is to provide individuals with growth and development opportunities through a continuously improving program that enhances their sense of engagement in worthwhile, meaningful work.

UNIT DESCRIPTION

CI continues to be challenged by limited state funding, while at the same time welcoming a growing student body. This necessitates a keen focus on organizational efficiencies, which results in continuous transformation of how we do business. In turn, this impacts staff, and they require sustained support and resources to nimbly navigate these challenges.

To address operational efficiencies, Lean Six Sigma was introduced in FY2012/2013 to deploy BFA's strategic goals and objectives. Since inception, Lean Six Sigma training has been provided to nearly 400 CI staff, and there's been a gain of over \$1 million in cumulative operational efficiencies gained through streamlining processes and partnership development (Appendix I). And, to continue to provide support to CI's employees in our ever-changing culture, this year the Division allocated additional resources to the PD program by hiring a Professional Development Specialist.

ACCOMPLISHMENTS

The activities of both the OE and PD programs are strategically aligned with the Division of Business & Financial Affairs' strategy map, and this year's accomplishments, based on the 2015-2016 fiscal year Work Plan, are annotated on the following pages.

Improve Operational Excellence:

- Last fall, the biennial BFA customer satisfaction survey was distributed to all staff and faculty. Results for the OE and PD programs were analyzed, and compared to baseline metrics. As continuously improving units, actions were identified and implementation has begun to improve services (see METRICS).
- A Professional Development and Personal Enrichment Advisory Committee was established, representing all University divisions, including faculty, administration, and staff. The charge of the Committee is to provide expertise in the review of course curriculum for instructor-led and e-learning opportunities. This year, a main topic of discussion has been about the establishment of a Management Certificate Program.

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- “How To” trainings of [Skillsoft e-learning system](#) (SkillPort) were offered by the Professional Development Specialist regarding the use of the on-line library of training courses for supervisors, managers, and staff. As a result, use of Skillport more than doubled*:

	2014-15 Fiscal Year	2015-16 Fiscal Year
Users Accessing SkillPort	135	283
Completed Courses	43	124
In Progress	91	159

*These numbers do not include mandatory courses.

- Another significant area of focus has been with the Conference & Events (C&E) office. Last summer, as Interim Director, the OE Officer worked with the team to create the unit’s mission, vision, and value statements, a strategic plan and a model to operationalize it, a staffing plan, and facilitated the allocation of business financial services to the unit. Additionally, OE introduced Service Partnership Agreements to further shape the unit into a model of shared services. Most recently, consultative services have been provided regarding organizational and leadership matters.
- Further research and development activities for shared services are on-going, particularly with regard to transactional operations in Human Resources.

Recruit and Retain a Diverse and Talented Staff:

- Learning strategies continued to be implemented this year to provide leadership and management development. Professional Development’s 2015-16 Work Plan included further assessment of the program to ensure that the program continues to offer workshops and trainings that are strategically aligned and meet the needs of the University.
- Partnerships created during the program’s infancy continue to be nurtured. New partnerships with faculty have resulted in workshops that have been provided at no cost to the institution, and this translates to approximately \$16,000 in trainer expense savings.

Enhance Resources:

- Two Lean Six Sigma projects of note were facilitated by the OE office:
 - CI Foundation Finance Committee Preparation Process Improvement: The outcome of the team’s work was a future state process flow chart that proposed actions to decrease the amount of preparation time to less than 200 hours, or a 50% reduction (Appendix 2);
 - Delegation of Authority Process: The former process to complete the annual template revisions and circulate them for signatures could take up to 100 business days, and for each change form generated, it could take approximately 20 business days to circulate, or at an annual cost to the institution of \$27,456. By implementing the team’s proposed actions, we have achieved a 46% reduction in time spent annually on this process (Appendix 3).

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Enrich Communication

- This year, a Web Coordinator was hired as a resource, not only for OE, but for the entire division. Using a business model, the mission, vision, and value statements were developed, and a Strategy Map (Appendix 4) was created; these in alignment with the OE's strategic plan (Appendix 5) and the Division's. An action plan is in place to operationalize the strategic plan, and activities to move that unit forward are on-going.

METRICS

Metrics for OE and for PD were defined in 2013. The question posed was, "If you have participated in a project using Lean Six Sigma, please provide your feedback." The responses from the 2015 survey indicate an overall status quo, therefore the goal for the upcoming year will be to continue to encourage using Lean Six Sigma as an effective organizational effectiveness tool.

Defined Survey Questions	Established Metric/Benchmark (5=Excellent; 1=Needs Improvement)	2015 Survey Results
Provides high quality service	3.87	3.80
Responds in a timely manner	3.77	3.46
Communicates clearly	3.71	3.71
Provides services that exceed expectations	3.67	3.67
Provides services that are critical to the mission of CI	3.90	3.90

Metrics for the Professional Development Program reflect goals for improvement were exceeded in all areas that were measured. See table, below.

Defined Survey Questions:	Benchmark (2013)	Objective: Improve by 5% Goal:	Survey Results (2015)
Training schedule convenience	3.34	3.51	3.57
Training relevance/ PD needs	3.09	3.3	3.41
Training relevance to my work at CI	3.12	3.3	3.45
Quality of instruction	3.32	3.49	3.63
Quality of materials	3.33	3.50	3.56

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Additionally, one of the objectives of the PD has been to increase campus-wide participation. An assessment of the number of employees who participated in the PDPE program's offerings last year as compared to this year reflect that the program has nearly doubled in size. Below is the analysis.

Division	Totals 2014-15	Totals 2015-16
Academic Affairs	52	220
Bus/Financial Affairs	169	144
Office of the President	6	17
Student Affairs	19	93
Tech & Communication	12	20
University Advancement	10	14
Totals:	268	508

KEY INITIATIVES FOR FY2016-17

In developing the objectives of CI's OE and PD Programs for 2016-2017 fiscal year, objectives have been aligned with the 2015-2020 strategic priorities, and representative of the results of the December, 2015 campus-wide customer satisfaction survey.

Improve Operational Excellence

- Participate in the development of a service management organization;
- Provide leadership in the implementation of DocuSign;
- Continuously improve the management of the Finance & Investment Committee.

Enhance Resources

- Lean Six Sigma:
 - Continue to drive a Lean culture at CI by identifying opportunities to improve the campus Green Belt expertise into a community of practice that will help drive Lean projects.
- Document processes by using the Administrative Detail format. These will include:
 - Decision-making process;
 - Project management process;
 - Computer refresh process;
 - Selection committee process;
 - Moving expense – establishment of criteria and the process.

Enrich Communication

- Provide leadership in the development of the Divisional webpages.
- Communicate OE activities based on customer satisfaction survey results.

Lean Six Sigma at CI -
Cumulative Efficiencies through June, 2016
Operational Efficiencies = \$1,023,590

Training-number of participants								
Title	FY2011	FY2012	June-Dec 2013	Jan-June 2014	FY2015	FY 16		Running Total-From Inception
Champion Training (\$100 ea-VC)		6 (BFA AVP's)		6 (Cabinet)				12
Black Belt Training								
Green Belt Training (\$800 ea-VC)	2	9	8	11	4	13		47
Yellow Belt Training (\$200-VC)			53	58		14		125
Overview -BFA & PPC		189						189
Refresher Green Belt (1/2 day - \$530)						14		10
Totals								387
Project Titles:	Dollars Saved (annual)	Hours (annual added capacity)	Waste Reduction	Add'l Revenue			Partnerships	
1. RGS Automation (Procurement)		3500		\$76			Champion training- \$1,200	
2. External Events-Cost Recovery (DFS)		2479					Green Belt training- \$37,600	
3. Document Routing (DFA)		160	50%				Yellow Belt- \$25,000	
4. Key/Access Request Automation (DFS)	\$9,000		56%				Refresher - \$530	
6. Req/Personnel Action Process (HRP)		80						
7. President's Invitations (OOP)		23	93%					

Lean Six Sigma at CI -
Cumulative Efficiencies through June, 2016
Operational Efficiencies = \$1,023,590

8. Chairs/Tables-Grand Salon (Cross-Divisional)	\$23,228							
9. Donor Acknowledgements - Advancement	\$1,204	100.2	84%					
Advancement	\$59,280	790.4						
11. Just Do It! - Uglen -time card corrections		47.83						
12. Facilities- Just Do It!	\$10,000	396						
13. Facilities "smart irrigation"	\$18,000		20%					
14. Finance Committee Prep (2016)		233	50%					
15. Signature Authority (2016)		960						
Totals:	\$120,712	8769.43		\$76			\$64,330	
		(4.22 FTE's)		Total Efficiencies: Dollars saved and training:				\$185,118
				FTE's into dollars (\$50 hr./ni benefits):				\$438,472
				Benefits				\$400,000
							Total	\$1,023,590

Foundation Finance Committee

Date: 2/9/2016	Owner: Pamela Abbott-Mouchou
Approval Date:	Manager Approval:

BACKGROUND

The California State University (CSU) Channel Island (CI) Foundation Board Finance Committee serves students, faculty, the Foundation Board, University Advancement (UA), Cabinet Members, community and councils, the Foundation’s Audit and Executive Committees through prudent fiscal management of the Foundation’s portfolio.

In the past, the Foundation Board Finance Committee meetings were managed by the Division of Business & Financial Affairs (BFA) Vice President’s office, and logistics were simple. At that time, there were seven Board members serving on the Committee. More recently, with University growth, information shared during the meetings has become more complex, and so the Assistant Director of Special Projects took on a larger role with the Committee, working directly with the Foundation’s Portfolio Manager. This resulted in multiple communication contact points, causing confusion, both internally and externally. Additionally, UA and BFA offices have added staff, and tasks have been reassigned, resulting in the need to clarify roles.

This project aligns with BFA Divisional strategic goals by improving customer service, and aligns with the University strategic priority of realizing our future, cultivating resources, and implementing collaborative planning and accountability processes. The project also aligns with CSU (CI-specific) goals of building infrastructure, including staff, to accommodate growth, and in accordance with Foundation Board bylaws.

CURRENT CONDITIONS

There are a number of reminders and follow up queries for packet materials. Multiple staff from different divisions are involved in the planning of the Finance Committee meetings, and with the addition of staff, communication has become more complex. There are multiple phone calls and confusion about roles and responsibilities, and this makes staff appear disorganized. Response to inquiries, meeting research, and special circumstances adds hours to meeting preparation. All of this has resulted in wasted time, rework, overproduction, and too many touch points.

A review of the Current State process flow reflects that for each meeting it takes approximately 10 hours of preparation, and for packet preparation, another 81 hours is added. University Advancement spends about 18 hours per meeting in preparation. With at least four meetings per year, this totals a conservative 433 hours per year, or .21 FTE.

ANALYSIS

UA creates each year’s Calendar of Meetings by working with the Office of the President, the Foundation Board chair, members of the Cabinet and direct support staff to coordinate availability. The packets are prepared in the BFA Vice President’s office. UA staff performs a variety of tasks in support of the Finance Committee meeting also, including research, special circumstances for emerging issues, and briefing documents.

Recently staff members met to address the concerns and issues that had arisen as a result of all of the changes. They collaboratively developed a current state process map, and it is from that analysis that metrics were identified (see current conditions).

PROPOSAL

- We propose that we eliminate reminders to various constituents, and multiple phone calls, and redundant reviews by granting access to the Finance Committee shared drive to primary and back-up internal users.
 - We propose that we have a single point of contact in UA and the BFA Vice President’s Office, and one back-up person, which will eliminate confusion on the part of externals and Board members.
 - We propose that we eliminate reminders to various constituents by creating an annual calendar that will be distributed to them.
 - We propose that we add Committee members (those with access) to Outlook which will include time, place, parking, and other details as needed, eliminating the need for multiple reminders to them.
 - We propose that a communication plan occurs to let officials know about our new plan.
- The future state process flow chart reflects that by implementing these proposed actions, we will decrease the amount of time spent to less than 200 hours, or a 50% reduction of time spent in preparation for the Finance Committee.

IMPLEMENTATION PLAN (action worksheet)

Identify roles for each staff, create swim lanes to look at current state. For the future state, all materials will be due on one date, vetted one time. The Finance Committee timeline will be revised and distributed. Elizabeth is going to add dates from Financial Services when the Foundation calendar is being created, and will include Financial Services’ dates to ensure the most current financials are available for review by the Board. The BFA Organizational Effectiveness Officer will need to approve anything that goes out from the BFA Vice President’s office.

Action worksheet: Identify roles/responsibilities, take a look at current state, and develop a future state. Next, list all activities that will happen, identify who will do them and by what date.

UNRESOLVED ISSUES

Financial Services - would like to do a similar activity for their process of creating financials;

University Advancement – will update their website and coordinate with BFA office, possibly add minutes and agenda to the website;

Executive Committee – will create a similar process for Advancement to use in preparation of meetings.

Signature Authority Process Improvement

Date: 2/9/2016	Owner: Pamela Abbott-Mouchou
Approval Date:	Manager Approval:

BACKGROUND

The California State University (CSU) Chancellor’s Office (CO) Executive Order (EO) #1000 delegates authority to the University President to manage funds and approve certain fiscal transactions. In this EO, the President is granted permission to further delegate their granted authority. Using their power to further delegate, the President distributes a Delegation of Authority memo to Senior University Officers which grants them permission to further delegate their authority to manage funds and approve certain fiscal transactions.

With the growth of the University, including the Office of the President (OOP) and other Divisional offices increasing staff and/or changing roles, the process for obtaining signatures by those who have been granted authority has become cumbersome. Thus, a team was convened to address the issue of streamlining the process of obtaining delegation of authority signatures.

This project aligns with the University’s strategic priority of realizing our future through implementing collaborative planning and accountability processes. The project also aligns with CSU (CI-specific) goals of building infrastructure, in this case a streamlined process that will accommodate campus growth.

CURRENT CONDITIONS

When the President’s memo is distributed, it initiates the process of updating a division-specific template that reflects the Vice Presidents delegations, granting permission to those direct reports to further delegate signature authority. In the Division of Business & Financial Affairs, that template is comprised of 17 pages, requiring 40 signatures. Student Affairs’ template is 6 pages, 8 signatures; Academic Affairs is 41 pages, 107 signatures; and Technology & Communication is 7 pages, 22 signatures. Annually, these templates are updated, routed to the various divisional offices for review, routed back to the Vice Presidents’ offices for final updating, routed to the various signatories, routed back to the Vice President’s office for VP signature, and then submitted to the OOP for the President’s signature. Once signed, the electronic copies are sent back to the Vice Presidents for filing. The OOP stores the final hard copy document and distributes an electronic copy to various campus departments in order to ensure compliance with granted signature authority.

Additionally, during the course of the year, as employees are hired, separated, or change roles, a Signature Authority Change Form must be completed, and each of those forms requires four signatures. Each year, there are approximately 25 change forms generated, translating to 100 signatures, campus-wide.

ANALYSIS

Upon analysis of the current state, this project encompasses two processes; the first is the annual signature authority template routing process, and the second is the change form process. Together, these processes involve 24 steps. The process to complete the annual template revisions, and circulating for signatures, can take up to 100 business days, and for each change form generated, approximately 20 business days, or 960 hours. Translating into FTEs: 960/2080 (work hours in one year) = .46 of a staff member. Calculating a conservation \$20/hr wage plus benefits (43%) = \$28.60 hr x 960 = \$27,456 annual cost to the institution.

PROPOSAL

- Propose that the Signature Authority template and current change form be discontinued.
- Propose a new Signature Authority Form, which will be completed when a new hire is granted authority, or when a current employee has a change in signature authority, and emailed to all Vice President’s offices, thereby eliminating the need for annual updating of the template.
- Propose that the responsibility for maintaining current signature authority delegations is retained within the Vice Presidents’ offices rather than the OOP.
- Propose that the President’s annual memo be revised to reflect this change.
- Propose the creation of an Administrative Detail (guideline) that describes the new process.
- Propose that a communication plan be developed and implemented to announce this change.

By implementing these proposed actions, we will decrease the number of steps from 24 to 13, a 46% reduction in time spent annually on this process. This translates to \$12,630 savings, or 442 hours saved annually that can then be devoted to core University work.

UNRESOLVED ISSUES

- Include delegation on position descriptions
- Develop a process to ensure that appropriate staff are delegated signature authority

IMPLEMENTATION PLAN (action worksheet)

Action worksheet:

Once implemented, the delegations of authority will continue to be reviewed annually; however, with the implementation of the new Signature Authority Form, it will no longer be necessary to route the signature authority template. This creates a practice which reduces confusion about who has current authority, and ensures timely and accurate signature authority information.

CI 2015-20 Strategic Priorities

- Facilitate Student Success
- Provide high quality education
- Realize our future

DBFA Web Administration Office Strategy Map 2016-20

Mission	Vision
We help the DBFA communicate transparently with its stakeholders and we transform the delivery of the division's services through customer-focused web communication.	We are the recognized leader for the delivery of outstanding services
Values: Teamwork • Diversity • Integrity • Respect • Excellence • Collaboration • Simplicity • Clarity • Continuous Improvement	

Value to Our Customers

Provide responsive service that reflects value

Help to solve complex problems

Provide organizational and leadership consultative services

Goals

Improve Operational Excellence

Attract and Retain a Diverse and Talented Staff

Enhance Resources

Enrich Communication

- Improve customer service thru FISH! Philosophy
- Help implement shared services
- Serve as web SME for division
- Ensure division communications consistent with university standards

- Foster entrepreneurship
- Engage intern for Web Administration office
- Community building

- Define and document processes
- Document division web presence and contacts
- Establish reporting on web use
- Improve processes and increase efficiencies

- Define and document web comms strategy for division and units
- Manage and implement strategic and discreet changes to division web pages
- Maintain and update web content

CI 2015-20 Strategic Priorities

- Facilitate Student Success
- Provide high quality education
- Realize our future

Organizational Effectiveness Program Strategy Map 2015-20

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Value to Our Customers

Provide responsive service that reflects value

Help to solve complex problems

Provide organizational and leadership consultative services

Organizational Development Program

Improve Operational Excellence

Attract and Retain a Diverse and Talented Staff

Enhance Resources

Enrich Communication

- Improve customer service thru FISH! Philosophy
- Prepare for growth thru shared services implementation
- Share expertise and services

- Foster entrepreneurship
- Offer robust Professional Development opportunities
- Engage intern for VP office
- Community building

- Work w/ Conf/Events to ensure shared service model
- Drive Lean Six Sigma at CI: ~Create 3 yr. plan
- ~Improve processes and increase efficiencies

- Use CI's top marketing tools to increase communication about OE activities