OSRA Process Review Results

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## Scope

A full-end-to-end look at all process within OSRA including all inputs, outputs and integration points *excluding* contracts

<table>
<thead>
<tr>
<th>Suppliers</th>
<th>Input</th>
<th>Process</th>
<th>Output</th>
<th>Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Principal Investigators (PI)</td>
<td>• Grant proposals</td>
<td>PI Dept prepares proposal with all necessary docs and enters request into ERP</td>
<td>• Grant final submission</td>
<td>• Sponsoring agency</td>
</tr>
<tr>
<td>• Federal Sponsors</td>
<td>• Contract proposals</td>
<td>Proposal is routed for approvals</td>
<td>• JIT response</td>
<td>• IACUC</td>
</tr>
<tr>
<td>• Other Academic Institutions</td>
<td>• Subcontract requests</td>
<td>Approvals received and final proposal submitted to sponsoring agency</td>
<td>• Financial tracking record</td>
<td>• IRB</td>
</tr>
<tr>
<td>• Private Sponsors</td>
<td>• Sponsored Research Agreements</td>
<td>Sponsorship agency requests additional information (not shown)</td>
<td>• Effort tracking</td>
<td>• Research Finance</td>
</tr>
<tr>
<td></td>
<td>• JIT</td>
<td>Information is gathered and response is sent back to sponsoring agency when required</td>
<td>• Conflicts of Interest (COI) updates</td>
<td>• Subcontract organization</td>
</tr>
<tr>
<td></td>
<td>• NOA</td>
<td>Award is granted</td>
<td>• Scientific reporting</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Account setup for financial tracking</td>
<td>• IRB approval verification</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>• IACUC approval verification</td>
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<td></td>
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<td></td>
<td>• CTA</td>
<td></td>
</tr>
</tbody>
</table>

**STRIVE: Information Management • Transactional Efficiency • Competitive Advantage**
Objectives

1. Identify periods of lag and redundancy
2. Determine quality and control gaps
3. Validate staff responsibilities and team alignment
Methodology

1. **Define**: goals and success criteria.

2. **Measure**: interviews, current state process mapping, data gathering, and process time calculation.

3. **Analyze**: reviewing the results of data gathering, root cause analysis, and identifying the redundancies and non-value added tasks.

4. **Innovate**: developing the ideas to resolve the problem areas including a future state process map.

5. **Implement**: setup of control measures, and the creation of the implementation plan.

6. **Control**: continually meeting identified quality measures.

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Team

- Danielle Gaibor, Business Process Solutions Office
- OSRA Staff
- Department Staff
- Principle Investigators
- Finance Staff (research finance, purchasing, p-card)
- Research Integrity Staff (IRB, COI, IACUC, IBC)
- JCTO Staff
- EHS Staff
- University Council
- CCTEC
- ITS

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Weill Cornell Medical College
Result Themes

- Need to shift from a “customer service” mindset to a team member mindset
- Need for new and updated SOPs
- Great opportunity to reduce steps
- Need for consistent education of all staff involved

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Summary of Recommendations

• OSRA Recommendations- 109 total
  – Environment recommendations- 7 total
  – People recommendations- 16 total
  – Materials recommendations- 4 total
  – Process recommendations- 26 total
  – Technology recommendations- 56 total (30 ERF, 12 Coeus*, 14 SAP)

• Quality & Control Recommendations- 14 total

• Quick Hits- 2 total

• Academic Departments Recommendations- 4 total

* Coeus changes are not being recommended for implementation; documented for inclusion in InfoEd

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Next Steps

Administrative simplification will occur across the OSRA processes resulting in soft and hard savings for the Academic Departments, OSRA and Finance:

- 4 processes will be realigned into appropriate departments
- 41 process steps will be removed
- 43 procedures will be altered
- 6 forms will be eliminated
- 10 listservs will be consolidated
- Major 30 SOPs will be developed
- Duplicative document storage will be eliminated

Effort savings will be realized using a phased implementation approach.

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Effort Savings by Implementation Phase

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