	Metric *(Metric description)*	As of 6/30/19	Q1	Q2	Q3	Q4	FY20 Year to Date	1-Year Target by 6/30/20
	OUR PEOPLE							
M1	**FAS Employee Engagement** *(Expressed on FAS Grand Mean scale of 1-5)*	4.06 (Gallup 50th percentile)	*Employee Engagement Survey Cancelled in FY20*				On Hold until FY21	4.08 (+.02)
M2	**FAS Voluntary Turnover Rate** *(Expressed as % of FAS Career Staff, excl. retirement)*	6.2%	1.4%	1.5%	0.7%	0.3%	4.0%	≤ 7.0% [1]
M3	**FAS Internal Hiring Rate** *(% of FAS open positions filled with candidates from UCSF)*	27%	36.9%	28.0%	24.1%	17.3%	27.0%	>=27%
	CUSTOMER EXPERIENCE							
M4	**FAS Customer Satisfaction Index** *(FAS Average expressed on 1-100 scale)* [2]	67 (7.0 on 10 point scale)	65	65	66	Survey Paused	66	68 (7.1 on 10 point scale)
	SAFETY							
M5	**Campus Workplace Injuries, Count** *(Expressed as # incidents per 100 FTE)*	479 / 2.3	136 / 0.6	98 / 0.4	127 / 0.6	78 / 0.4	439 / 2.0	479 / 2.2
M6	**Cyber Security Framework Maturity Score** *(Expressed as sum of ratings for 20 categories on 0-5 scale)*	58	*Results available annually, typically in Q3*			Delayed due to COVID; Available Q2 FY21	Pending	61 (Improve in 3 of 20)
	RESOURCE MANAGEMENT & STEWARDSHIP							
M7	**% FAS Units with Long Term Balanced Operating Budgets** *(Are we closing the gap?)*	47%	*Results available annually after budget cycle. Based on April, 2020 v2 (FY21 1-Year budget)*		34%	34%	100%	
M8	**FAS Change in Net Position** *(What is the gap, in $M?)*	($3.2M)	$14.9M	$1.7M	$8.5M	$(6.5M)	$18.3M	($4M)
M9	**FAS Variance from Plan Change in Net Position** *(Is our Plan accurate and executed well?)* *(Expressed as % of Plan Revenue)*	2.7%	17.9%	6.4%	1.9%	-7.0%	4.6%	< ±2% from 0
M10	**Carbon Neutrality Index** *(Expressed in metric tons of CO2 emitted)*	91366 (CY18)	*Results based on CY, available after third party verification after FYE*			89,260 [3] (Prelim CY19)	89,260 [3] (Prelim CY19)	88,794 (CY19)
M11	**% ICAMP Building Assessment Program** *(Expressed as a % total square feet of 25 UCSF-owned buildings)*	7.0%	45%	66%	89%	96.0%	96%	75%
	INNOVATION							
M12	**Value Improvement Projects** *(Expressed as # proposals submitted)*	NA	69	22 selected for YR1 Portfolio	NA	NA	69	Establish baseline
M13	**Value Improvement Created** *(Expressed as % of implemented proposals achieving measurable value)*	NA	*Seek first result Q4*			36.4%	36.4%	Establish baseline

M1 Metric - on hold until FY21

M7 Metric - FY20 Based on 1-Yr Plan submission, typically based on change in net position in year 5.

[1] Voluntary Turnover is calculated the same as UCSF True North. Due to competitive market pressures, FY20 Target set to slow the escalation to 105 separations (assuming same average career headcount of 1,505). Starting FY20, to capture changes that may occur to employee separation records over time, past quarters will be queried again at each subsequent quarter. Result of Q1 and Q2 re-queries: immaterial change (Q1 increased from 21 to 22 and Q2 increased from 23 to 24), therefore no change in the results reported at Q1 and Q2, which remain at 1.4% and 1.5% respectively of FAS career staff count.
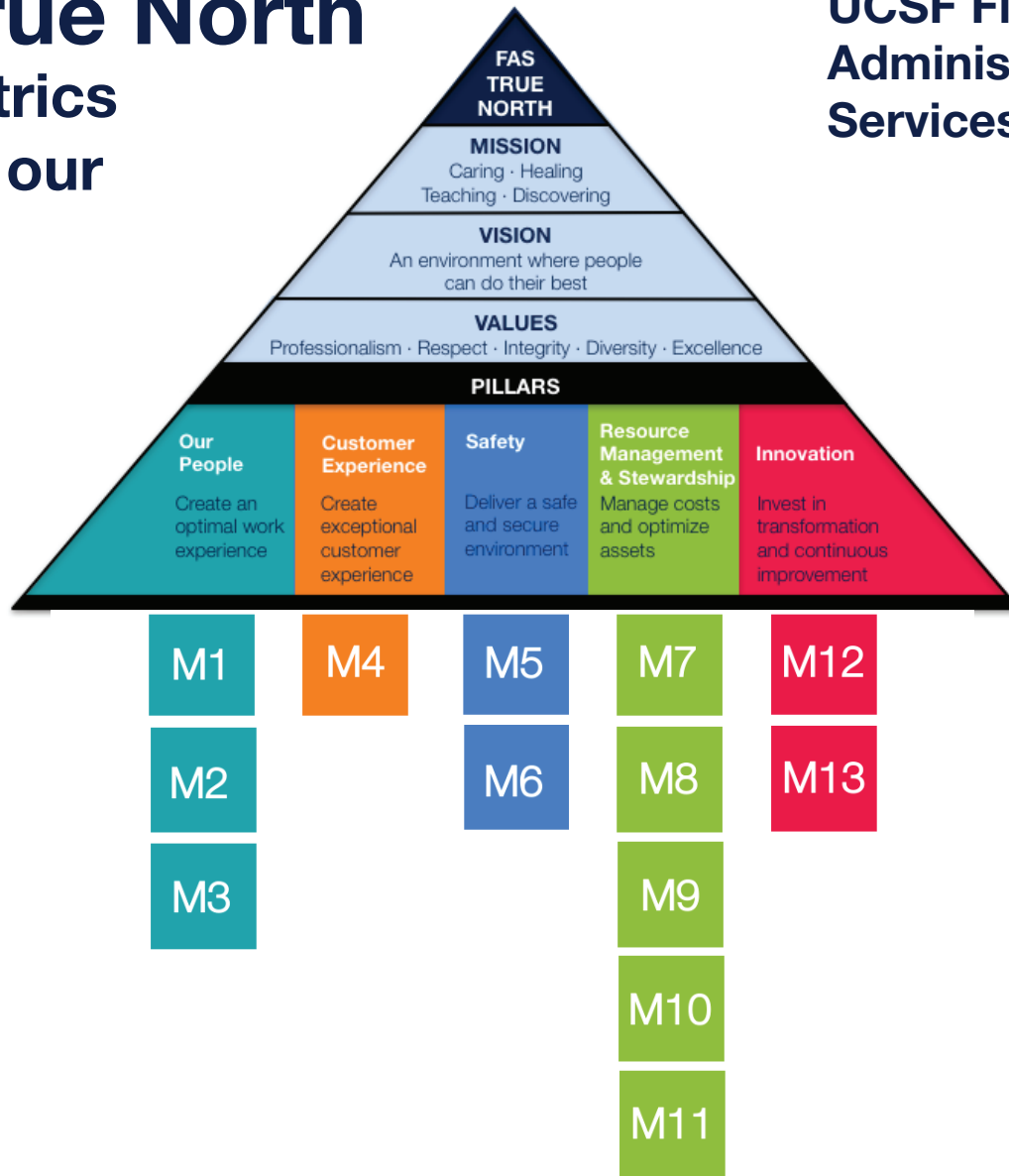
[2] Police uses established field services transactional survey with low completes making number volatile. Use Police rolling 12 months as YTD to smooth FAS average.

[3] Carbon neutrality results to be updated after third party verification complete.

FAS True North
FY20 metrics measure our progress

UCSF Financial & Administrative Services (FAS)

FAS TRUE NORTH

MISSION
Caring · Healing
Teaching · Discovering

VISION
An environment where people can do their best

VALUES
Professionalism · Respect · Integrity · Diversity · Excellence

PILLARS

Our People	Customer Experience	Safety	Resource Management & Stewardship	Innovation
Create an optimal work experience	Create exceptional customer experience	Deliver a safe and secure environment	Manage costs and optimize assets	Invest in transformation and continuous improvement

M1 · M4 · M5 · M7 · M12
M2 · M6 · M8 · M13
M3 · M9
M10
M11

Our People
Create an optimal work experience

- **Metric 1** — Increase FAS employee engagement +.02 to 4.08
- **Metric 2** — Maintain ≤7% FAS voluntary turnover rate
- **Metric 3** — Increase FAS internal hiring rate to 27%

Customer Experience
Create exceptional customer experience

- **Metric 4** — Increase FAS Customer Satisfaction Index +1 to 68

Safety
Deliver a safe and secure environment

- **Metric 5** — Decrease campus workplace injuries to 2.2 per 100 FTE
- **Metric 6** — Improve IT security maturity score +3 to 61

Innovation
Invest in transformation and continuous improvement

- **Metric 12** — # value improvement proposals (establish baseline)
- **Metric 13** — % value improvement projects achieving measurable value (establish baseline)

Resource Management & Stewardship
Manage costs and optimize assets

- **Metric 7** — 100% FAS units with long term balanced operating budgets
- **Metric 8** — ($4M) FAS change in net position
- **Metric 9** — +/- 2% FAS variance from plan change in net position (expressed as a percent of revenue)
- **Metric 10** — Decrease carbon emitted to 87,794 metrics tons
- **Metric 11** — 75% ICAMP building assessments complete

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