

FAS Managers' Town Hall

Thursday, April 13, 2023



TODAY'S ABBREVIATED AGENDA

- Fireside chat with Senior Associate Vice Chancellor UCSF Real Estate/Vice President UCSF Health Brian Newman and Executive Vice Chancellor and Provost Catherine Lucey, plus audience Q+A
- DEIA-AR Action Plan story
SMARTIE tool by PMO Program Manager Mara Bravo and fireside chat with Ailene Estalilla, FAS DEIA-AR Steering Committee Co-chair

A Fireside Chat with Senior Associate Vice Chancellor UCSF Real Estate/Vice President UCSF Health Brian Newman and Executive Vice Chancellor and Provost Catherine Lucey, MD



DEIA-AR Action Plan story

SMARTIE tool

Mara Bravo, Program Manager, PMO

and fireside chat with

Ailene Estalilla, FAS DEIA-AR

Steering Committee Co-chair

Chief of Staff, UCSF PD

FAS Strategic Direction Snapshot



FAS-Wide Priorities

- Diversity, Equity, Inclusion, Accessibility & Anti-Racism DEIA-AR
- Supplier Diversity
- Value Improvement

FAS Steering Metrics

Outcome Measure & Target (where we want to end up)	Process Measure & Target (what we're doing during the year to make progress)
M 1 Belonging Index improves by +.02	M 1A 90% action plans complete and input into umbrella by 10/1/22 and at least 1 tactic complete by 3/1/23 M 1B 100% of FAS DEIA-AR action plans complete and submitted to SVC's Office by 10/11/22
M 2 75% of FET areas with addressable spend opportunities have increased their spend percentage with diverse suppliers by 6/30/23	M 2A 100% of FET areas have identified opportunities and created plans by 12/31/22 to increase their % of addressable spend with diverse suppliers
M 3 25% of \$12.8M cumulative net value target for current Value Improvement cohort is met by 6/30/23	M 3A 50% of projects on track to meet value creation goal at time of report-outs (3x/year); those not on track have a plan to get back on track



We made our belonging goals

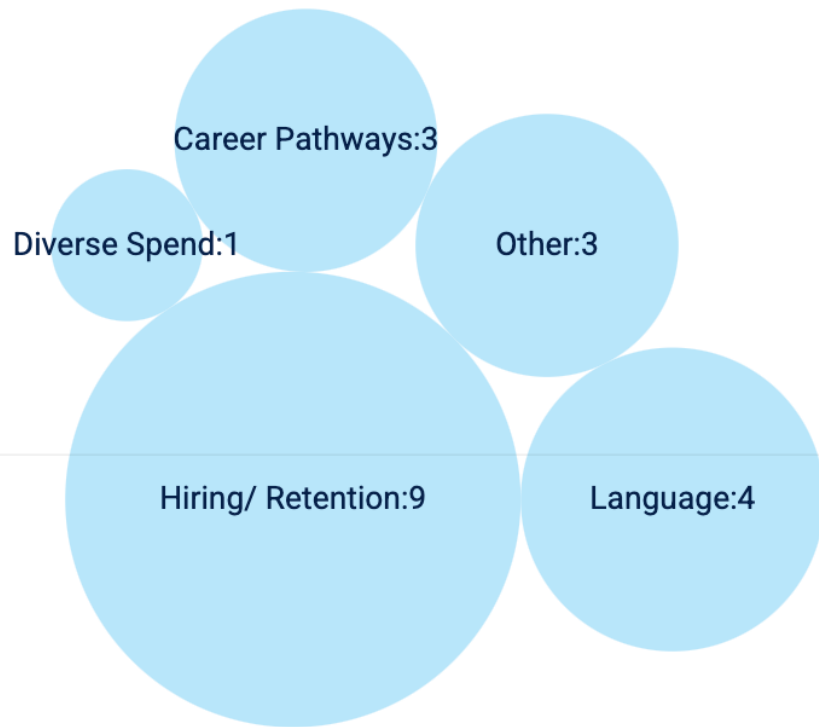
FAS DEIA-AR action plans

To help us “do the work” of anti-racism, each FAS department created action plan(s) in September 2022 to address a process or policy that stands in the way of building an anti-racist, diverse, equitable, inclusive and accessible organization.

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FAS DEIA-AR
Action Plans

focused on...



FAS DEIA-AR action plans

Multilingual Whistle Blower reporting/complaint process - *Audit and Advisory Services*

Diversify recruiting processes - *Audit and Advisory Services*

Supporting Multiple Languages in Interviews and On the Job - *Campus Life Services*

Equitable Access to Information - Reaching the Frontline - *Campus Life Services*

Advancing Excellence in Staff Recruitment - *Human Resources*

Background Check Workgroup Recommendations Rollout - *Human Resources*

HR Website Translation Pilot - *Human Resources*

HR's internal anti-racism initiative - enhanced education and resources - *Human Resources*

UCSF Career Ambassadors Pathway- community partnership for job readiness - *Police Department*

Business Travel Equity – reducing personal financial barriers to work-related travel - *Finance*

Diversifying UCSF Finance - equitable and inclusive recruitment and hiring – *Finance*

IT Mentorship Model to Recruit, Retain and Advance BIPOC Professionals and Professionals with Disabilities – *Information Technology*

Implementing DEI Best Practices in Real Estate's Recruitment Process - *Real Estate*

Expand pool of small & diverse vendors - *Real Estate*

Normalizing anti-racism learning and discovery - *Program Management Office*

Intentional DEIA-AR tools for client conversations, facilitation practices- *Program Management Office*

Expanding Multilingual Options in Mandatory Employee Training - *Office of the Senior Vice Chancellor*

SMART vs. SMARTIE Goals

Specific

What is it you want to achieve?

Measurable

How will you know when you've achieved it?

Attainable

Is it doable?

Relevant

Is it realistic?

Time-Bound

When will you achieve it by?

SMART+IE

I = Inclusive

How will you include traditionally marginalized people into processes, activities and decision-making in a way that shares power?

E = Equitable

How will you include an element of fairness or justice that seeks to address systemic injustice, inequity or oppression?

SMARTIE Goal Worksheet

SPECIFIC What is it you want to achieve? Consider what, who & where.	MEASURABLE How will you know when you've achieved your goal? To be able to track progress and measure, consider how much or how many.	ATTAINABLE Is this doable in the time you have? Are you attempting too much? Could you do more?	RELEVANT Are current environment, priorities, resources, support, and time allocated appropriately? What True North priority does this align with?	TIMEBOUND What is an appropriate deadline by which you will achieve your goal?	INCLUSIVE How will you include traditionally marginalized people into processes, activities and decision-making in a way that shares power?	EQUITABLE How will you include an element of fairness or justice that seeks to address systemic injustice, inequity or oppression?
Improve compliance in our department for required compliance trainings (Sexual Harassment Prevention – supervisory and non-supervisory, Cyber Fundamentals, Ethics, HIPAA 101, Foundations of DEI, COVID-19, and Campus IIPP), on a quarterly basis (on a calendar year).	Every quarter we will track the percentage of overdue employees for each compliance training. Target is to have no more than 3% overdue for each training.	Yes, baseline overdue rate is 4%. We will start with a 1% reduction for now. If we achieve 3% overdue rate in 3 quarters in a row, we will look to adjust our target.	This aligns with our People pillar in ensuring all our employees are aware of and up to date on all UCSF policies, practices and helps mitigate risks.	Our deadline is to achieve our target by FY23.	Our department consists of a wide range of roles, some of which are frontline and do not have access to a personal computer nor is a work computer assigned/provided to them. We will be ensuring the frontline staff who are not provided a computer have access to laptops/computers to complete the trainings.	All our required/mandatory trainings are provided only in English. Many of our staff speak predominantly a language other than English. We would like to provide trainings in other languages to ensure all our staff can understand and complete the trainings in a language most comfortable to them.

SMARTIE goals in action

Examples

Target Goal Statement	Type
By FY23, have no more than 3% overdue on required compliance trainings for our department on a quarterly basis.	SMART
By FY24, on a quarterly basis, provide 1-2 in-person trainings in a classroom/computer lab for frontline staff who do not have access to computers.	SMARTI
By FY25, translate at least 2 of the 5 required compliance trainings to 3 other predominant languages (Spanish, Mandarin, Tagalog) spoken by our staff.	SMARTIE

One Point Lesson: SMARTIE Goals

SMART(IE)

Key Points:

SMART goals are a way to incrementally achieve the next target condition and include measurements to show the improvement had the desired impact. Traditional SMART goals are:

S - specific, significant

M - measurable, meaningful

A - attainable, agreed upon, achievable, acceptable, action-oriented

R - relevant, realistic, reasonable, results-oriented

T - time-bound, time-based

Target Goal Statement Examples	Type
By FY23, have no more than 3% overdue on all required compliance trainings for our department on a quarterly basis.	SMART
By FY24, on a quarterly basis, provide 1-2 in-person trainings in a classroom/computer lab for frontline staff who do not have access to computers.	SMARTI
By FY25, translate at least 2 of the 5 required compliance trainings to 3 other predominant languages (Spanish, Mandarin, Tagalog) spoken by our staff.	SMARTIE

Key Points:

SMARTIE goals add a layer of Inclusivity and Equity to ensure traditionally marginalized people are included in the process and there is an element of fairness that seeks to address systemic inequities.

S - specific, significant

M - measurable, meaningful

A - attainable, agreed upon, achievable, acceptable, action-oriented

R - relevant, realistic, reasonable, results-oriented

T - time-bound, time-based

I- Inclusive

How will you include traditionally marginalized people into processes, activities and decision-making in a way that shares power?

E- Equitable

How will you include an element of fairness or justice that seeks to address systemic injustice, inequity or oppression?

SMARTIE Goal Worksheet

SPECIFIC What is it you want to achieve? Consider what, who & where.	MEASURABLE How will you know when you've achieved your goal? To be able to track progress and measure, consider how much or how many.	ATTAINABLE Is this doable in the time you have? Are you attempting too much? Could you do more?	RELEVANT Are current environment, priorities, resources, support, and time allocated appropriately? What True North priority does this align with?	TIMEBOUND What is an appropriate deadline by which you will achieve your goal?	INCLUSIVE How will you include traditionally marginalized people into processes, activities and decision-making in a way that shares power?	EQUITABLE How will you include an element of fairness or justice that seeks to address systemic injustice, inequity or oppression?

Developed by the Health Equity Director, Sarah Lahidji, in conjunction with UCSF Benioff's Children's Quality team

We'll see next time
June 15, 2023!