



Metric (Metric description)	As of 6/30/21	Q1	Q2	Q3	Q4	FY22 Year to Date	Target by 6/30/22
<b>OUR PEOPLE</b>							
M1 <b>FAS Employee Engagement</b> (Expressed on FAS Grand Mean scale of 1-5)	<b>4.10</b> (Galup 51st percentile)	Results available annually at FY end				Pending	<b>4.11</b>
M2 <b>Advancing Racial Equity and Belonging</b> (# of tactics met)	<b>4 of 4</b>	<b>0 of 4</b>	<b>.5 of 4</b>			<b>.5 of 4</b>	<b>4 of 4</b>
<b>CUSTOMER EXPERIENCE</b>							
M3 <b>FAS Customer Satisfaction</b> (% Core services improved, or maintained high performance (≥67 or rate 7 on 10-pt scale))	<b>80%</b> (49 of 61)	<b>75%</b> (42 of 56)	<b>76%</b> (54 of 71)			<b>76%</b> (54 of 71)	<b>75%</b> (52 of 69)
<b>SAFETY</b>							
M4 <b>Campus Workplace Injuries, Count</b> (Expressed as # incidents per 100 FTE <sup>4</sup> )	469 <b>3.1</b>	105 <b>0.6</b>	87 <b>0.6</b>			192 <b>1.2</b>	488 <b>3.1</b>
<b>RESOURCE MANAGEMENT &amp; STEWARDSHIP</b>							
M5 <b>FAS Variance from Plan</b> Change in Net Position (Execute the plan)	<b>6.3%</b>	<b>13.8%</b>	<b>15.9%</b>			<b>14.9%</b>	<b>±2% from 0</b>
<b>INNOVATION</b>							
M6 <b>Value Improvement Created</b> (Expressed as cumulative net \$ ROI created for all value improvement projects)	<b>\$4.7M</b> (33% of 3-yr target)	Available after December Presentations	<b>\$6M</b> (41% of 3-yr target)			<b>\$6M</b> (41% of 3-yr target)	<b>\$16M</b> (108% of 3-yr target)

Footnotes

<sup>M3</sup> FY21 excludes CLS services due to COVID-19 shelter in place disrupting operations, but adds new services for Facilities and Real Estate. A same service comparison in FY21 would score 74% services 67+. FY22 services to increase by 8 due to resuming paused CLS survey (7 services) and starting PMO survey (1 service). Target set based on services with 67+ ratings in FY21 sustaining those ratings in FY22.

<sup>M4</sup> Shifted from to Campus Heaccount to FTE in FY22 (excluding student employees and contractors / visitors) to be consistent with Health.

<sup>M6</sup> Each quarter is cumulative and includes the \$4.7M FY21 result to strive for 16M cumulative goal for FY22.

M3: FAS CUSTOMER SATISFACTION Core services improved, OR maintained high performance (≥67 or 7 on 10-pt scale)	FY21 Baseline		FY22 YTD		FY22 Target	↑ vs Target
	#	%	#	%		
HR - Individual Contributors	(6/11)	45%	(5/11)	45%	45%	
HR - Managers/Supervisors	(9/13)	69%	(5/14)	36%	38%	↓
Finance	(5/7)	71%	(7/7)	100%	71%	↑
UCSF IT	(14/14)	100%	(15/15)	100%	100%	
Campus Life (excl FS) <sup>1</sup>			(8/9)	89%	100%	↓
UCSF Police <sup>2</sup>	(1/1)	100%	(1/1)	100%	100%	
Campus Life - Facilities Services <sup>3</sup>	(11/11)	100%	(10/10)	100%	100%	
UCSF Real Estate <sup>3</sup>	(3/4)	75%	(3/4)	75%	75%	
PMO <sup>4</sup>			TBD	TBD	100%	
<b>FAS Rollup</b>	<b>(49/61)</b>	<b>80%</b>	<b>(54/71)</b>	<b>76%</b>	<b>75%</b> <sup>5</sup>	<b>↑</b>

<sup>1</sup> CLS survey on pause in FY21 due to shelter in place.  
<sup>2</sup> Police use field services transactional survey for reported incidents; count as one service.  
<sup>3</sup> RE survey semi-annual  
<sup>4</sup> PMO survey sent at end of project throughout year; results reported at year end due to small number of surveys.  
<sup>5</sup> Target based on services scoring good / v. good in FY21 sustaining those scores; beating target requires additional services to improve or meet 67+ threshold.

M4: WORKPLACE INJURIES By Incident Count	FY21 Baseline	FY22 Q2	FY22 YTD @ Q2	5 Qtr Rolling Trend
Bend/Squat/Stoop	5	1	2	
Biohazard/Chemicals	33	2	7	
Bloodborne Pathogen	155	26	57	
Body Position	14	4	5	
Carrying	1	2	2	
COVID 19 - Related	25	6	18	
Cuts/Scrapes/Bruises	17	3	5	
Equipment	20	1	5	
Fall Between Levels	2	0	0	
Infectious Disease	16	0	1	
Lifting/Lifting Patient	19	1	4	
Mental/Physical	10	4	6	
Other/Rare Occurrence	36	11	22	
Push/Pull	22	1	1	
Reaching/Over Extension	8	1	4	
Slip/Fall Same Level	10	6	11	
Stairs/Steps	12	4	5	
Struck by Object/Person	21	7	17	
Tripped	12	0	4	
Vehicle Accident	5	2	5	
Walking	6	0	1	
Work Duties	20	5	10	
<b>Total Campus</b>	<b>469</b>	<b>87</b>	<b>192</b>	

M2: ADVANCING RACIAL EQUITY AND BELONGING		FY22 YTD
Tactics	FY21 Baseline	
1. Belonging Index	4.02	Pending
2. Action Plan Accountability	100% depts complete action plans	Q2: 100% Q4: Pending
3. Development and Growth	\$310.2K <sup>1</sup>	60%
4. Education and Dialog	New metric	12%
<b>Total Tactics Met</b>		<b>.5 of 4</b>

**Tactic Details:**  
1. **Belonging:** Increase Belonging Index by .02 (from 4.02)  
2. **Accountability:** 100% FAS departments reporting to SVC subm department's action plans to address DEIA-AR, Engagement and (GallupAccess or refresh of FAS Teams excel summary) and comp by June 30, 2022  
3. **Development and Growth:** in support of the plan developed in investment from FY21 baseline by 10% by department in Develop Growth of employees, focusing on underrepresented employees  
4. **Education and Dialog:** 50% FAS staff participate in at least one led by FAS DEIA-AR Steering Committee, or an event approved by

<sup>1</sup> Training baseline revised to include additional training funds from

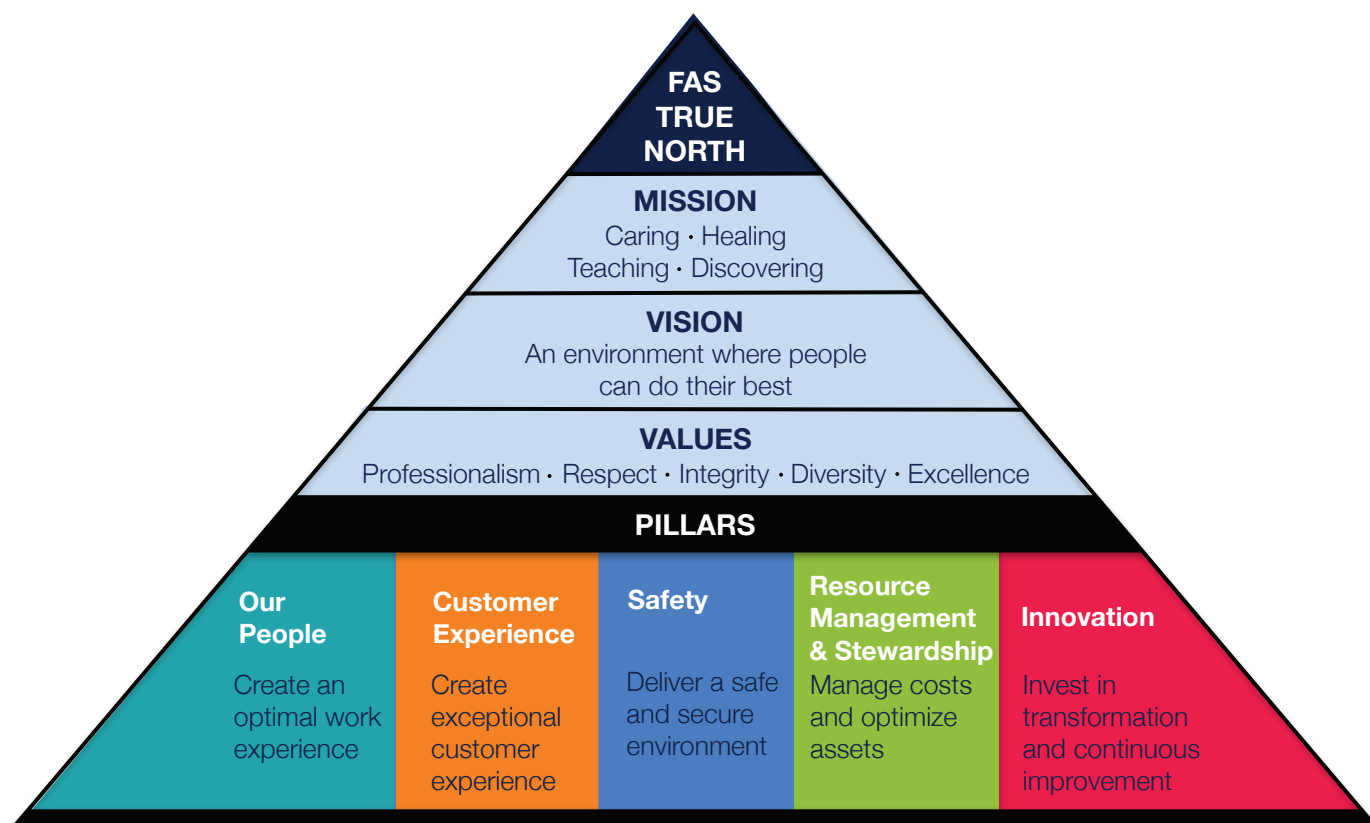
M4: WORKPLACE INJURIES By Department	FY21 Baseline	FY22 Q2	FY22 YTD @ Q2
Facilities	55	14	30
Transportation	6	5	9
Campus Life, Other	17	0	1
Controller's	1	0	0
Supply Chain	5	0	3
Other UCSF Finance	0	0	0
UCSF Real Estate	0	0	0
Information Technology	2	0	0
Police	21	3	7
Human Resources	2	3	3
Program Management	0	0	0
<b>Subtotal FAS</b>	<b>109</b>	<b>25</b>	<b>53</b>
<b>Subtotal Schools &amp; EVCP</b>	<b>360</b>	<b>62</b>	<b>139</b>
<b>Total Campus</b>	<b>469</b>	<b>87</b>	<b>192</b>
<i>Per capita</i>	<i>0.02</i>	<i>0.01</i>	<i>0.01</i>
<i>84% of injury in Subtotal Schools/EVCP is SOM</i>			

M4: WORKPLACE INJURIES		FY22 Q2	FY22 % of FAS incidents
FAS Top Incidents	Dept		
Slip/Fall Same Level	Fac, Transp	4	14%
Stairs/Steps	Fac, Transp	4	14%
Other/Rare Occurrence	Fac, HR, Police	3	11%

# TRUE NORTH 101: What is it and why is it important?

The **FAS True North** is our compass of how Financial and Administrative Services (FAS) connects to the mission and values of UCSF. The **five pillars** define how we deliver on FAS' purpose of providing operational strength to UCSF. These pillars are relatively constant, and some version of these words have been the focus of FAS for over 20 years. The pillars provide a common language to show that our FAS Village is rowing in the same direction, much like our PRIDE Values unite us in how we conduct ourselves to create a collaborative culture.

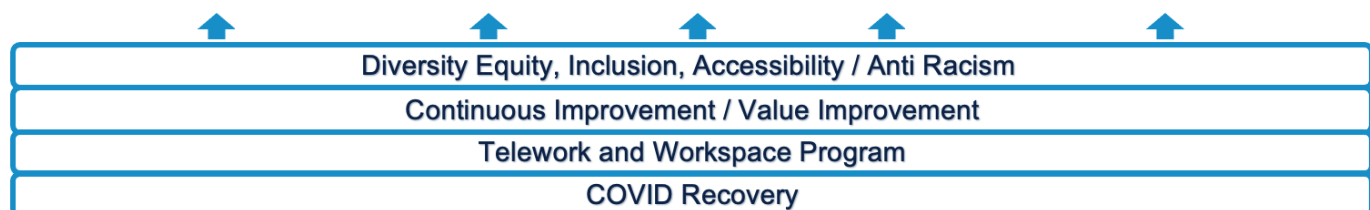
While True North represents what we are aiming for, **our priorities** show how we will get there. Identifying priorities is a deliberate process to direct resources and attention to what is most important to address operational challenges or advance in a new direction. During the pandemic, we redesigned how we show our priorities to make visible **department focus areas** or unique projects that strengthen our pillars. Departments can more flexibly rotate their focus throughout the year to balance urgent with longer-term efforts.



<b>Metric 1</b> Improve employee engagement +.01	<b>Metric 3</b> 75% core services improve or maintain high performance	<b>Metric 4</b> Decrease workplace injuries to 3.1 per 100 FTE	<b>Metric 5</b> Variance from Plan Change in Net Position within +/- 2%	<b>Metric 6</b> \$ Value improvement created \$16M
<b>Metric 2</b> Advance racial equity belonging (4 of 4 tactics)				

**FAS Steering Metrics**

**FAS-Wide Priorities**



**Department Focus Areas**

*\*Rotates throughout year as departments balance urgent with longer-term priorities*



**Our FAS Village**

