
FAS Managers' Town Hall

February 26, 2013



Agenda

- **Welcome & Introduction** J. Plotts
- **Guest Speaker** J. Sepulveda, Executive Director Global Health Sciences
- **Welcome New Town Hall Participants** B. Daro
- **UCSF STAR Program** J. Plotts and M. Tyburski
- **Q & A** J. Plotts



Welcome

- **Police**

- James Brock, Lieutenant

- **ITS**

- Mark Day, Deputy Director of Systems Infrastructure and Operations
- Erik Wieland, Customer Engagement Manager
- Quinn Hearne, Customer Engagement Manager
- Jesse Anderson, Desktop Engineering Manager

- **Human Resources**

- Sausan Fahmy, Ed. D., Director, Organizational Development & Learning
- Jim Ryan, Staff Manager HR, Service Center A
- Jeff Chiu, Staffing Manager, UCSF

- **Campus Life Services**

- Leeane Jensen, UCSF Wellness Program Manager



UCSF Staff Appreciation and Recognition Program (STAR)

Objective:

- Program was established to provide opportunity to recognize and reward exceptional work that helps us successfully meet our common UCSF strategic objectives

Challenges:

- Fiscal and political pressures – salary increases have been sparse in recent years, especially for non-represented staff. We need to find ways to reward our staff.
- Other UCSF incentive programs create inequalities which need to be addressed as we continue to implement enterprise-wide strategies
- Incentive vs. bonus program – prohibited from creating a new incentive program. We are using STAR program framework to establish goals and expect to allocate payouts based on success.

UCSF Staff Appreciation and Recognition Program (STAR)

Solution for FY13:

- Use .89 payroll assessment rate to fund a pool of money to create a bonus program based on existing UC program
- Develop criteria to be eligible for bonus based on advancing UCSF strategic plan
- Expand participation to all non-represented staff (vs. limited payouts to a few individuals as practiced in UC program)

Longer-Term Vision:

- If program is successful, consider expanding bonus pool in future years to create the possibility of larger payouts
- Compensation Committee meets on March 5th to begin planning for FY14

New STAR Program Was Implemented To Ensure Rewards Are Aligned With Advancing The UCSF Plan & Connect With The FAS Strategic Planning Process

Strategic and Tactical Planning

Accountability & Reporting

STAR Reward Program

UCSF 2014-15 Plan

- Goals
- Strategies
- CEC tactics & metrics

FAS 3 Year Plan

- FAS goals
- FAS strategies
- FAS initiatives include:
 - FAS owned CEC tactics & metrics (top down)
 - High visibility department initiatives which support FAS goals & strategies (bottom up)

Clear accountability and reporting responsibility assigned to Dept Heads

Department Plans

- Dept. owned FAS strategic initiatives:
 - Dept. owned CEC tactics & metrics
 - High visibility department initiatives
- 3-year initiative plans
- Resources included in budgets

FAS Status Report

- Leadership Team view
- Monthly pulse check using colors and comments
- Posted on FAS website

Dept Head Performance Goals

- Developed annually; updated quarterly
- Initiative tactics & metrics
- Includes DH goals for important common strategies:
 - Customer service
 - Employee engagement
 - Succession Management
- Additional department initiatives
- Part of DH performance evaluation

FY13 UCSF Goals

- All eligible non-rep staff
- Enterprise-wide goals:
 - Engagement Survey
 - Client Satisfaction:
 - HR Survey
 - Pre-Award
 - BearBuy Utilization

FY13 FAS Goals

- By FAS Department
- Support UCSF & FAS Plan
- Verifiable FAS tactic or metric by 6/30/13
- Meaningful stretch
- Assign accountability to MSP's 2-10

UCSF STAR Program For FY13

- While the UCSF Strategic Plan has numerous goals, the FY13 STAR program is focused on a few key initiatives
 - Efforts to improve employee engagement
 - Activities to improve customer service specifically for HR and Research Administration
 - Efforts to save money by improving utilization of Bear Buy
- For staff at MSP 2 and above, additional control point goals are established
- Payouts up to \$500 for Professional Support Staff and MSP 1; up to \$2000 for MSP 2 and above

Eligibility

- UCSF employees in the Management and Senior Professional (MSP) program and all unrepresented Professional and Support Staff (PSS) in career and contract positions at 50% or greater appointment
- Proration for individuals who joined after December 1, 2012
- Those hired after March 1, 2013 are ineligible to participate
- Eligible employees must maintain satisfactory performance
- Employees must also be on payroll on the date that the cash payment is made in order to be considered eligible for a payment. The one exception are employees who retire on June 27, 2013.

UCSF FY13 STAR Goals

MSP 2-10 Goals	MSP 2-10 Goal Description	MSP 1 and Below (unrepresented) Goals	MSP 1 and Below (unrepresented) Goal Description
Engagement Survey (30%)	Overall Improvement (baseline: 3.61) Threshold: .15 improvement (3.76) Target: .20 improvement (3.81) Superior: .25 improvement (3.86)	Engagement Survey (50%)	Overall Improvement (baseline: 3.61) Threshold: .15 improvement (3.76) Target: .20 improvement (3.81) Superior: .25 improvement (3.86)
Operational Excellence (30%)	Client Satisfaction: Human Resources (baseline: 3.22) Threshold: .15 improvement (3.37) Target: .20 improvement (3.42) Superior: .25 improvement (3.47)	Operational Excellence (50%)	Client Satisfaction: Human Resources (baseline: 3.22) Threshold: .15 improvement (3.37) Target: .20 improvement (3.42) Superior: .25 improvement (3.47)
	Client Satisfaction: Pre-Award (baseline 81.7%) Threshold: 82% Target: 84% Superior: 86%		Client Satisfaction: Pre-Award (baseline 81.7%) Threshold: 82% Target: 84% Superior: 86%
	Bear Buy Utilization: Percentage of run rate of tracked dollars through campus procurement on June 30, 2013 (baseline 30.0%) Threshold: 40% Target: 42.5% Superior: 45%		Bear Buy Utilization: Percentage of run rate of tracked dollars through campus procurement on June 30, 2013 (baseline 30.0%) Threshold: 40% Target: 42.5% Superior: 45%
Control Point Goal(s) (40%)	Control point picks goal(s) from pre-determined list or develops goal(s) that is/are directly linked to UCSF strategic goals or control point goals. Control point drives priorities down the organization to eligible participants. Each eligible participant will have only one goal.		

FY13 STAR Control Point Goals For FAS

FAS Department	#PSS-MSP1*	#MSP 2-10*	# FAS Goals	FAS FY13 STAR Goals for MSPs 2-10
Finance	125	40	4	<ul style="list-style-type: none"> FY13 milestones for: Chancellor's Financial Plan (CEC tactic), Quarterly Financial Statements, Savings: Procurement/Sourcing Benefits \$12.5M (CEC metric for OE), Claims Savings \$750k
ITS	72	94	7	<ul style="list-style-type: none"> FY13 milestones for: Desktop Support, Data Ctr. Services, Data Network (CEC tactics for OE) & Voicemail Process improvement targets for: Software Enhancements, Operational Performance, Service Desk SLAs
HR	126	31	1	Complete HR Action Plan (follow-on to CEC OE tactic)
PMO	5	11	1	Stakeholder point-of-service survey score
SVC Office	2	1	1	Complete Laurel Heights study (CEC tactic)
RES	9	2	1	Complete Laurel Heights study (CEC tactic)
Campus Planning	7	3	3	FY13 milestones for: Seismic remediation plans, LRDP (CEC tactic), Space reports (CEC tactic)
Capital Programs	12	11	1	FY13 milestones for Project Management system
Police	17	8	1	<ul style="list-style-type: none"> Complete Seismically resilient 911 ECC and operations space FY13 milestones for Emergency Care and Shelter supplies for 20,000 for 3 days
Audit	7	4	2	Complete 90% audit plan, Mission Bay Hospital cost savings
Sustainability	0	1	1	Identify energy and water savings opportunities within LivingGreen Lab program
CLS	183	37	17	Complete FY13 milestones for 17 FAS and Department strategic initiatives, e.g. Financial Reporting, CLS Facilities Renewal, Print Mgmt, Shuttle GPS, CLS and FM Integration, People as a Priority, etc.
Totals	565	243	40	

* As of 9/11/12

Employee Engagement

Metric: Employee Engagement Grand Mean (average of Gallup Q12 – elements that predict a high performing work unit)

Background:

- First survey taken in spring 2011: UCSF participation 71%; FAS participation 78%
- Results provided summer 2011: UCSF 3.61; Campus 3.62; FAS 3.49
- Manager training and action planning fall/winter 2011
- Top 4 items FAS selected to improve:
 - Q4 Recognition and praise
 - Q6 Development
 - Q10 Best friend or “personal relationships”
 - Q12 Opportunities to learn and grow
- Follow-up/accountability survey in spring 2012
 - Results were reviewed with employees in my organization – FAS 88% yes
 - My work group developed action plans to address findings – FAS 84% yes
 - I have seen progress on our plan(s) – FAS 73% yes

Employee Engagement Survey Timeline for 2013

Milestones	Date
Survey open	March 4 - 22
Survey closes	March 23
Survey results presented by Gallup to Chancellor and Senior Leadership	May - June
Managers trained in communicating results and action planning with their teams	June - July
Managers receive results, share with their teams and together create action plans	July - August



Employee Engagement Survey Questions For 2013

- **Employee Engagement Survey Questions – The Q12**

Q01. I know what is expected of me at work.

Q02. I have the materials and equipment I need to do my work right.

Q03. At work, I have the opportunity to do what I do best every day.

Q04. In the last seven days, I have received recognition or praise for doing good work.

Q05. My supervisor, or someone at work, seems to care about me as a person.

Q06. There is someone at work who encourages my development.

Q07. At work, my opinions seem to count.

Q08. The mission or purpose of my company makes me feel my job is important.

Q09. My associates or fellow employees are committed to doing quality work.

Q10. I have a best friend at work.

Q11. In the last six months, someone at work has talked to me about my progress.

Q12. This last year, I have had opportunities at work to learn and grow.

- **Additional Questions:**

- Overall satisfaction with UCSF as a place to work
- 3 Accountability Questions (results shared, plan developed, progress on plan)
- I would recommend UCSF Medical Center to friends and family members
- Open-ended question: What could UCSF do to make this an even better place to work?

How You Can Help

- Remind your work group of action plans developed and progress made
– connect the dots
- Encourage participation



Q & A