



FAS TRUE NORTH SCORECARD Q3 FY2020-21

as of: 3/31/21

| | Metric (Metric description) | As of 6/30/20 | Q1 | Q2 | Q3 | Q4 | FY21 Year to Date | 1-Year Target by 6/30/21 |
|--|---|---|---|---------------------------------------|---------------------------------------|----|---------------------------------------|---------------------------------------|
| OUR PEOPLE | | | | | | | | |
| M1 | FAS Employee Engagement (Expressed on FAS Grand Mean scale of 1-5) | <i>Paused due to COVID</i> (FY19=4.06) | <i>Results available annually at FY end</i> | | | | Pending | 4.06 |
| M2 | Advancing Racial Equity and Belonging (# of tactics met) | N/A | <i>New metric, begin measuring in Q3</i> | | 2 of 4 | | 2 of 4 | 4 of 4 |
| CUSTOMER EXPERIENCE | | | | | | | | |
| M3 | FAS Customer Satisfaction (% Core services improved, or maintained high performance (≥67 or rate 7 on 10-pt scale)) | 56% (25 of 45) | <i>Paused due to COVID</i> | 77% (43 of 56) | 79% (48 of 61) | | 79% (43 of 61) | 56% |
| SAFETY | | | | | | | | |
| M4 | Campus Workplace Injuries, Count (Expressed as # incidents per 100 FTE) | 439 2.0 | 102 0.6 | 143 0.6 | 130 0.6 | | 375 1.9 | 463 2.1 |
| RESOURCE MANAGEMENT & STEWARDSHIP | | | | | | | | |
| M5 | FAS Change in Net Position (Reduce planned deficit) | \$18.3M | \$4.2M | \$7.9M | \$13.4M | | \$25.4M | (\$11.6M) |
| INNOVATION | | | | | | | | |
| M6 | Value Improvement Created (Expressed as cumulative net \$ ROI created for all value improvement projects) | \$2.2M (15% of 3-yr target) | \$1.8M (13% of 3-yr target) | \$2.8M (20% of 3-yr target) | \$4.7M (33% of 3-yr target) | | \$4.7M (33% of 3-yr target) | \$7.0M (47% of 3-yr target) |

Footnotes

M3 CLS Survey on pause in FY21 due to shelter in place , scores removed from baseline

M5 FAS departments included 20M of permanent core reductions and 20M of auxiliary reductions in their FY21 operating budgets. While FAS planned an 11.6M Change in Net Position deficit, forecasted end of year result is 8M deficit (3.5M better than plan).

M6 Value Improvement values restated for FY20 and Q1, Q2 to change investment from committed to actual invested. Each quarter is cumulative and includes the \$2.2M FY20 result to strive for 7M cumulative goal for FY21.

| M3: FAS CUSTOMER SATISFACTION | FY20 Baseline | | FY21 YTD | | | | |
|--|-----------------------------|------------|----------------|-------------------------|----------|-------------|---------------------|
| Core services improved, OR maintained high performance (≥67 or 7 on 10-pt scale) | # | % | # | % | ↑↓ | FY21 Target | 5 Qtr Rolling Trend |
| HR - Individual Contributors | (4/11) | 36% | (5/11) | 45% | ↑ | | |
| HR - Managers/Supervisors | (3/13) | 23% | (9/13) | 69% | ↑ | | |
| Finance | (5/7) | 50% | (5/7) | 71% | ↑ | | |
| UCSF IT | (12/13) | 93% | (14/14) | 100% | ↑ | | |
| Campus Life (excl FS) ¹ | (8/8) | 100% | | | | | |
| UCSF Police ² | (1/1) | 100% | (1/1) | 100% | | | |
| Campus Life - Facilities Services ³ | | | (11/11) | 100% | | | |
| UCSF Real Estate ³ | | | (3/4) | 75% | | | |
| FAS Rollup | (25/45) ¹ | 56% | (48/61) | 79% ⁴ | ↑ | 56% | |

¹ CLS survey on pause in FY21 due to shelter in place; scores removed from baseline.

² Police use field services transactional survey for reported incidents; count as one service.

³ Former Physical Work Environment survey split into separate Facilities and Real Estate surveys; with Q2 and Q3 launch, respectively.

⁴ FAS applies to apples rollup to baseline (excludes CLS, Facilities and Real Estate) is 74% (34 of 46 services good/very good or improved) which is better than FY20.

| M4: WORKPLACE INJURIES By Incident Count | FY20 Baseline | FY21 Q3 | FY21 YTD @ Q3 | 5 Qtr Rolling Trend |
|---|------------------|------------|---------------------|---------------------------|
| Bend/Squat/Stoop | 7 | 2 | 5 | |
| Biohazard/Chemicals | 3 | 17 | 28 | |
| Bloodborne Pathogen | 155 | 40 | 130 | |
| Body Position | 7 | 3 | 8 | |
| Carrying | 1 | 0 | 1 | |
| COVID 19 - Related | 10 | 14 | 24 | |
| Cuts/Scrapes/Bruises | 16 | 1 | 10 | |
| Equipment | 5 | 6 | 17 | |
| Fall Between Levels | 1 | 0 | 2 | |
| Infectious Disease | 11 | 1 | 16 | |
| Lifting/Lifting Patient | 14 | 2 | 17 | |
| Mental/Physical | 11 | 2 | 6 | |
| Other/Rare Occurrence | 58 | 11 | 26 | |
| Push/Pull | 5 | 10 | 20 | |
| Reaching/Over Extension | 7 | 2 | 6 | |
| Slip/Fall Same Level | 18 | 2 | 8 | |
| Stairs/Steps | 10 | 4 | 9 | |
| Struck by Object/Person | 44 | 5 | 14 | |
| Tripped | 10 | 1 | 6 | |
| Vehicle Accident | 9 | 1 | 4 | |
| Walking | 9 | 1 | 3 | |
| Work Duties | 28 | 5 | 15 | |
| Total Campus | 439 | 130 | 375 | |

| M2: ADVANCING RACIAL EQUITY AND BELONGING | | FY21 YTD | |
|---|----------------------------|---------------|---------|
| Tactics | Baseline | Staff | Leaders |
| 1. DEIA Training | Training launched Jan 25th | 59% | 72% |
| 2. Skelly Officer Representation | 12.10% | +8.3% (20.4%) | |
| 3. Belonging Index | 3.95 | Pending | |
| 4. Recruitment Equity | NA | 100% | |
| Total Tactics Met | | 2 of 4 | |

Tactic Details:

- 90% all FAS staff and 100% leaders (FAS Executive Team and Direct Re before April 1, 2021 complete DEIA training by 6/30/21.
- Increase representation of Black/African American and Hispanic/Latin Officers by 5% (measured at UCSF enterprise level).
- Gallup Sense of Belonging Index comprised of 10 questions from Gallup.
- 100% of all M3 and up recruitments follow established equity standard starting FY21.

| M4: WORKPLACE INJURIES By Department | FY20 Baseline | FY21 Q3 | FY21 YTD @ Q3 |
|---|---------------|------------|---------------------|
| Facilities | 32 | 22 | 45 |
| Transportation | 14 | 0 | 1 |
| Campus Life, Other | 9 | 6 | 14 |
| Controller's | 3 | 1 | 1 |
| Supply Chain | 2 | 0 | 5 |
| Other UCSF Finance | 1 | 0 | 0 |
| UCSF Real Estate | 0 | 0 | 0 |
| Information Technology | 1 | 1 | 2 |
| Police | 23 | 5 | 19 |
| Human Resources | 7 | 0 | 1 |
| Program Management | 0 | 0 | 0 |
| Subtotal FAS | 74 | 35 | 88 |
| Subtotal Schools & EVCP | 287 | 95 | 287 |
| Total Campus | 361 | 130 | 375 |

Per capita

0.4

0.6

1.7

84% of injury in Subtotal Schools/EVCP is SOM

| M4: WORKPLACE INJURIES | | FY21 YTD @ Q1 | FY21 % of dept |
|-------------------------|-------------------------|---------------------|----------------------|
| FAS Top Incidents | Dept | | |
| Push/Pull | Facilities, Police | 5 | 6% |
| Lifting/Lifting Patient | Facilities, Police, CLS | 4 | 5% |
| COVID 19 - Exposure | Facilities, Police | 3 | 3% |
| Work Duties | Facilities, Police | 3 | 3% |