

Dear Colleagues:

I'm pleased to announce that a redesigned Staff Appreciation and Recognition Plan (the "**STAR Program**") has been approved by the UC Office of the President to recognize our staff members' outstanding efforts and accomplishments. It is effective immediately, for the current academic year.

**Who is eligible?**

**Eligibility is limited to campus policy-covered staff (PSS and MSP) and represented staff in the clerical (CX) bargaining unit. Anyone can nominate an eligible employee in the Department of Medicine.** For more information on eligibility and other program details, please refer to the attached STAR Program FAQs or visit our STAR Program portal at <https://domhr.ucsf.edu/star/>.

The new STAR Program recognizes contributions in two ways:

**SPOT AWARDS** are for "in-the-moment contributions." They're designed to recognize significant employee achievements and contributions as they occur – for a specific project or task over a relatively short period of time. A Spot Award lets employees know that someone has noticed their great contributions. Prize amount is \$1,000. **Nominations must be submitted as close as possible to the date of the accomplishment, but no later than May 31, 2017.**

The Department of Medicine will give out *128 Spot awards* for contributions during this academic year (July 2016 through May 2017). Divisions and central administration teams are allocated a certain number of awards, proportional to their head counts. For more information on the divisional allocation of SPOT AWARDS, please contact your division manager.

**ACHIEVEMENT AWARDS** are for "substantial change over time." They recognize sustained, exceptional performance and/or significant contributions from an employee(s) over an extended period of time. The contribution that is being recognized at the Achievement Award level must reflect at least one of the [Chancellor's Priorities](#) and/or the [UCSF PRIDE Values](#). Prize amounts for Achievement Awards are \$5,000 or up to 10% of base salary, whichever is lower. **Nominations must be submitted no later than March 31, 2017.**

The School of Medicine has approximately *150 Achievement awards* available for our nearly 3,000 eligible employees.

**How do you nominate a deserving staff member?**

Please complete the nomination form via the STAR Program portal at <https://domhr.ucsf.edu/star/index.html>. You may also access it via the "STAR Program" application on MyAccess at <https://myaccess.ucsf.edu/landing>. Please reach out to your division manager with any questions that you may have regarding the nomination process.

People are the most important asset in our department. This recognition program is a great opportunity to recognize and thank our employees for their contributions, dedication, and commitment. I strongly encourage you to consider nominating deserving staff members.

-- Bob Wachter

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## What is the STAR Program?

The Staff Appreciation and Recognition Program (called the “STAR Program”) is a cash recognition program designed to recognize and reward excellence in University service, significant achievements and contributions, and/or outstanding individual and team performance.

## How does the STAR Program work?

The new STAR Program will recognize contributions in two ways:

- **SPOT AWARDS** for “in-the-moment contributions”: recognize significant employee achievements and contributions, as they occur, for a specific project or task over a relatively short period of time. A Spot Award lets employees know that someone has noticed their noteworthy contribution. **Prize amount is \$1,000, or up to 10% of base salary, whichever is lower.**
- **ACHIEVEMENT AWARDS** for “substantial change over time”: recognize sustained, exceptional performance and/or significant contributions from an employee(s) over an extended period of time. The contribution that is being recognized at the Achievement Award level must reflect at least one of the [Chancellor’s Priorities](#) and/or the [UCSF PRIDE Values](#). **Prize amount is \$5,000, or up to 10% of base salary, whichever is lower.**

## What are examples of achievements for SPOT AWARDS and ACHIEVEMENT AWARDS?

<b>SPOT AWARDS:</b> “In-the-moment contributions”	<b>ACHIEVEMENT AWARDS:</b> “Substantial change over time”
<ul style="list-style-type: none"><li>• A team of Administrative Operations Officers work within a department over a short period of time to develop a standard office supply ordering process within the department. Good leadership and teamwork results in improved efficiency and reduction in time for orders to be received by employees.</li><li>• An employee that goes up and above their job</li></ul>	<u>Continuous Learning:</u> <ul style="list-style-type: none"><li>• External Relations Specialist takes responsibility for her professional development and keeps abreast of best practices in external constituent outreach through continuing education. She conceives, designs, and implements an innovative method to identify and contact alumni who have a high probability of supporting UCSF, with significant impact for both fundraising and political support for the campus.</li></ul>

<p>duties, e.g., “other duties as assigned” and contributes towards a necessary objective or goal of the department or school that upon completion, benefits the whole/department.</p> <ul style="list-style-type: none"> <li>• An employee that re-engineers their own work, which in turn, creates impact for the department. The impact could be cost-savings or eliminating the need to hire another FTE or outside services</li> <li>• Team member/team working on a major event where the individual’s contribution boosts excitement/visibility of the event to exceed its goals.</li> <li>• An employee that takes an initiative within a team to serve as team lead which results in an effective/efficient outcome of team’s goals.</li> <li>• An employee asked to step in to help while short staffed (but not enough to justify a STIPEND) which created an impact. An employee worked extra hard to complete project with tight deadline which created an impact such as raising awareness or increases ROI.</li> </ul>	<p><u>Transformative Partnerships:</u></p> <ul style="list-style-type: none"> <li>• Student Services Advisor leads the design and implementation of a program that developed valuable information, streamlined processes and systems for supporting students and their well-being. This work is not only enthusiastically adopted by the Campus, but has become a go-to model of the UC System as a whole.</li> </ul> <p><u>Value of Excellence: LEAN Processes/Process Mapping</u></p> <ul style="list-style-type: none"> <li>• An Employee’s process plans, re-engineering of their workflow or a program/project process contributes a cost-savings value to their department and/or school at large.</li> <li>• This value amount must equate at least 20% or greater of the annualized operational costs. If a project/program is \$10K, we should see costs savings of \$2k or more.</li> </ul> <p><u>Priority/Value would vary: Special Projects</u></p> <ul style="list-style-type: none"> <li>• Cross-Department and/or Cross-Control Points projects that have a shared common objective or goal. These types of projects can include multi-functional databases, shared resources e.g., cross collaboration to achieve a mission/plan of action.</li> <li>• The rationale is to recognize a multi-functional team and development of cross-skill-sets as we are looking to “do more with less” resources</li> <li>• Process improvement resulting in major cost savings</li> <li>• Completion of special project which resulted in a positive impact to the campus community</li> <li>• An employee with their “other duties as needed” efforts creates a relevant work process or action that benefits the needs of a department or school at a fiscal or resource level that equates to a resource or FTE value. As a result the project is on-time and on-budget (and/or) ahead of time and under budget.</li> </ul>
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**Who is eligible for the STAR Program?**

Campus policy-covered staff (PSS and MSP) and represented staff in the clerical (CX) bargaining unit are eligible for the new STAR Program. Nominees must hold a career or contract position at 50% time or more for a duration of six months or more (where eligibility is incorporated into the terms of the

contract), or a limited position with at least six months of continuous service. Where applicable, completion of a probationary period and/or a satisfactory performance rating is expected. In addition, nominees must be on active pay status or approved unpaid leave at UCSF on the date that the cash payment is made and cannot participate in any other type of incentive award program (e.g., CEMRP2). Additional information on program eligibility can be found [here](#) (MyAccess credentials required, and VPN required off-site).

### **Can staff members soon departing be nominated (i.e. retirees)?**

Any employee who is eligible (based on the criteria described above) may be nominated for an Achievement or Spot Award. However, the employee must be on active pay status or on an approved leave at the time of payout.

### **How does the nomination process work?**

The nomination form can be found and filled out on the online [STAR Program Portal](#) (MyAccess credentials required, and VPN required off-site). Please complete the nomination form and route it to the nominee's Division Manager.

### **Who can nominate deserving staff members?**

Anyone. However, if you are not the manager of the nominated employee, consult with the nominee's supervisor prior to submitting the nomination form.

### **Can I nominate someone from another DOM division?**

Yes, you can. Please submit the nomination form to the Division Manager of the employee being nominated.

### **Can I nominate someone outside DOM?**

If you would like to nominate someone outside the DOM, send the nomination form to the employee's supervisor, if you have the contact info, or to your Division Manager, who will then route it appropriately. The non-DOM nominee's home department will make the determination whether the nominee will receive a Spot Award or not, as the award will come from his or her own unit, not from DOM.

### **Will there be any consideration for achievements and contributions made by deserving staff before the February 2017 announcement of this program?**

A Spot Award should be awarded as close as possible to the date of the accomplishment it is commending. However, given that the program is only starting now for the academic year ending in June 2017, Spot Awards can be applied retroactively for accomplishments achieved on or after July 1, 2016.

## How will the awards be implemented in the Department of Medicine?

While the Department of Medicine is able to develop its own implementation strategy for Spot Awards, the Achievement Awards will be managed by the Dean's Office and more information on the Achievement Award implementation can be found on the School of Medicine website [here](#).

For Spot Awards, the Department will adopt a hybrid model of allocation and authority (decentralized and centralized) where a certain number of awards will be distributed to each division/unit proportionate to headcount (allowing the divisional leadership to make decisions for their own unit) AND a certain portion of the awards will be reserved by the Department in a central pool to ensure flexibility in handing out awards outside the divisional allocation (e.g., a division that only has one Spot Award but has two deserving staff may choose to nominate one through this departmental pool). Spot Awards and Achievement Awards must be approved by the nominee's supervisor/manager.

## How many Spot Awards are there for the DOM?

There are **127 total Spot Awards** to be given out this academic year ending June 30, 2017. As described above, each division (with at least 4 staff in non-represented and CX titles) will get a certain number of awards based on the headcount of staff eligible for these awards. On top of this, central leadership will also have its own pool (27 awards for UCSF Health, 15 for ZSFG, and 4 for the VA). For more information on the specific divisional allocation of Spot Awards, please contact your division manager.

## Who in the Department of Medicine will determine the final awardees from the pool of nominees?

Spot Awards will be distributed at two levels in the DOM: At the divisional level, divisional leadership (e.g., Division Managers and Division Chiefs, or some other predetermined structure in the division) will review nominations and determine who will be awarded the award(s). Spot Awards in the central pool will be managed by central management (Maria Noveler at UCSF Health, Laurae Pearson at ZSFG, and Kim Cantero at VAMC, together with other key members).

Achievement Awards are managed by the School of Medicine Dean's Office; more communication on the selection process will be released shortly.

## What happens to any remaining funds for Spot Awards in the DOM at the end of the academic year?

Spot Award funds left over at the end of the year will remain in the DOM and can be used for Spot Awards in future years or for training and development opportunities. The latter still needs to be defined and more communication on this will be released shortly.

### **Will DOM employees get to know who the awardees are?**

In full transparency, the DOM will publish names of all awardees on the DOM online newsletter on a biannual basis.

### **How will awardees know when they receive a Spot Award, and when will the payment be received?**

Awardees will receive a STAR award letter, generated by the Division Manager, which provides specific content relevant to the accomplishment being recognized. Templates for award letters will be provided by HR. The award letter should be presented to the employee prior to the award payment and should include the payment date of the award. The cash award will be paid out in an upcoming check via standard method of payment (e.g., direct deposit).

### **Could an employee receive multiple Spot Awards?**

Yes. An employee can receive multiple Spot Awards as long as each award recognizes a different achievement or contribution (i.e., a nomination form is submitted for each Spot Award). Additionally, the maximum total award amount an employee can receive in one program period (currently July 2016-June 2017) is capped at 10% of salary or \$10,000, whichever amount is lower.

### **Could an employee receive both an Achievement and a Spot Award?**

Yes. An employee could receive both awards as long as the combination of both awards does not exceed 10% of salary or \$10,000, whichever amount is lower. With that said, control points and HR will provide regular auditing to ensure compliance requirements are followed in award allocation.

### **Is it possible to get a Spot and Achievement Award for the same accomplishment?**

It is possible, but unlikely. Achievement Awards are based on work that was accomplished over an extended period of time. For example, if a manager is considering giving a Spot and Achievement Award for a project accomplishment, then it should be nominated over multiple plan years based on different milestones being achieved within a project.

## **Does the division/department need to award a team member who did not contribute to the award achievement when all other team members are receiving an award?**

Employees who are part of a project team may be considered for a team award, but it may not be appropriate for all project team members to receive an award. If a member of the team contributed very little to the project success, then an award would not be needed for that employee. In these types of situations, it may be necessary to provide the team member not receiving an award an understanding of their contribution level to the project success.

## **Do all project team members need to receive the same award amount?**

In some situations, a project lead may receive an Achievement Award and project team members could receive a Spot award. If you are giving a Spot Award to a project team, then every award recipient would receive a \$1,000 award. The \$1,000 Spot Award is not split or distributed to project team members.

## **Can the department or divisions supplement the \$5,000 Achievement Award or \$1000 Spot Award amounts with additional funds if they are available?**

No. The award funds may not be supplemented by department or division funds. In addition, the Spot Award and Achievement Award budgets cannot be moved between programs. The funds/budget for each program (Spot or Achievement) stay within each program.

## **How will DOM managers process Spot Awards?**

Once an award has been approved by division or department leadership, the division manager submits an SRS ticket to the appropriate approver (Maria Noveler for UCSF Health, Laurae Pearson for ZSFG, and Kim Cantero for VAMC), following standard SRS submission processes for "Additional Pay" for final HR compliance review and approval. The SRS ticket must include the STAR Award Nomination Form and clearly note justification of award and department approvals. Once the payment has been approved, the transactional team will list the payout date in the comment section of the submitted SRS ticket. Managers should refer to these comments to determine when the exact payout date will be.

## **Is there a recommended pay cycle to submit an award for payment?**

For Spot Awards, it is recommended that the award be paid as close as possible to the date of the accomplishment (best practice is within 30 days). Achievement Awards will be paid on May 24, 2017.

## **Is the STAR Program guaranteed to continue after the 2016-2017 academic year?**

Currently, this award program is not guaranteed to continue by UCOP beyond the 2016-2017 academic year. In addition, participation in the STAR program for any program period does not provide any right or guarantee to participate in the STAR program for any subsequent program period.

### **Where can I find more information on the STAR program?**

Detailed information on the UCSF STAR Program is available on the UCSF School of Medicine website [here](#).