

UCSF STAR FY19 PROGRAM
CONTROL POINTS/DEPARTMENT IMPLEMENTATION OVERVIEW

I. CONTROL POINT/DEPARTMENT RESPONSIBILITIES

Partnering with Human Resources, Control Points implement the STAR program within their departments and are required to follow the FY19 STAR Program HR Administrative Guidelines.

HR Key Responsibilities:

- Overall plan design including eligibility requirements, award amount criteria and payment process
- Provide budget amount by Control Points
- Partner with the Controller’s Office to transition remaining year funds into next fiscal year
- Union notification to CX regarding UCSF STAR program
- Communications and training on campus STAR program
- Compliance for program criteria and payment processing

Control Point Key Responsibilities:

- Creation of award committee determined by Control Points
- Communication to Department Managers regarding budget allocation based on finance approval limits
 - Assess whether smaller departments should be combined
- Communication plan to departments within control point about implementation and approval process
 - Ensure that CX covered employees are included in consideration and communications on program
- Selection of award recipients and submission of tickets to Human Resources for compliance review and payment
- Periodic review and auditing for department utilization, compliance, fairness and budget purposes
 - Ensure that accomplishment meets the required threshold for either Spot or Achievement award

II. FAQ’s

1. **Question:** How will the Achievement and Spot Award program be monitored within Control Points?
Answer: Control Points will seek feedback from supervisors, staff, and administrators to ensure the program is following the UCSF Campus STAR Administrative Guidelines. Control Points will review usage of Achievement and Spot Awards to ensure schools, divisions, and departments are encouraged to utilize the program funds. Control Points award committees will ensure consistency in review of all Spot and Achievement awards.

2. **Question:** How will the Achievement and Spot Award program be monitored?
Answer: Departments submit nominations that comply with eligibility requirements. Control Point Administrators or delegates ensures compliance with program policy and funding guidelines/limitations. The HR Generalists will review nominations and submits for payment. HR Compensation Unit will perform annual compliance reviews to ensure UCOP STAR plan design requirements are met.

3. **Question:** Can departments, divisions, or schools supplement the \$5,000 Achievement Award or \$1000 Spot Award amounts with additional funds if they are available?
Answer: No. The award funds may not be supplemented by department, division or school funds.
4. **Question:** Can departments, divisions, or schools transfer budget between Spot and Achievement award allocations?
Answer: Yes. Control Points can authorize the transfer of any portion of the STAR award budget between Achievement, Spot or Training and Development budgets at the beginning of the fiscal year.
5. **Question:** Could an employee receive both an Achievement and a Spot Award program?
Answer: Yes. An employee can receive both awards as long as the combination of both awards does not exceed 10% of base salary or \$10,000. With that said, control points and HR will provide regular auditing to ensure compliance requirements are followed in award allocation.
6. **Question:** Is it possible to get a spot and achievement for the same accomplishment?
Answer: It is 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.
7. **Question:** Can a department implement additional restrictions on award eligibility such as only allowing awards to be given to an employee every other year or not including managers or directors for an award?
Answer: No. UCSF STAR Administrative Guidelines were reviewed by all Control Points, HR leadership and UC Office of the President. Control Points and departments must follow the approved eligibility requirements for both the Spot and Achievement award.
8. **Question:** Can a department develop an alternative nomination form?
Answer: No. At this time, HR requires that the nomination form be submitted for payment for all Spot and Achievement Awards. Departments can implement **supplemental** forms such as a form created by the Control Point that includes department process and approval requirements, as needed to implement the program locally within the control point. As we implement this program, we will continue to look at more efficient and automated methods to submit nominations.
9. **Question:** How do I award a team member that does not contribute to the award achievement when all other team members are receiving an award?
Answer: 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.
10. **Question:** Do I have to give all project team members the same award amount?
Answer: 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.

11. **Question:** Can staff that will soon be departing be nominated (i.e. retirees)?
Answer: Any employee who is eligible (based on the published criteria) may be nominated for an Achievement or Spot Award. However, the employee must be on active pay status or on an approved unpaid leave at the time of payout.
12. **Question:** Can an employee self-nominate for an award?
Answer: No. The program requires eligible employees to be nominated by another employee. If an employee feels that a contribution should be recognized, then it is recommended that the employee speak with his/her manager.
13. **Question:** If an employee works part-time at 10% FTE, is the calculation of the 10% of base salary limitation based on annual earnings or annualized salary?
Answer: The 10% of base salary limitation is based on annualized salary. For example, an employee earning \$50,000 per year at 10% FTE would be eligible for a \$1,000 Spot or \$5,000 Achievement award, because the limitation is based on annual salary is \$50,000 rather than \$5,000 annual earnings.
14. **Question:** How are the Achievement and Spot Awards funded?
Answer: The program is funded by a payroll assessment of eligible populations from the prior year. Funds are distributed to the Control Points on the basis of the eligible population. The assessment comes from the employee's funding sources. It is not paid for by the employee.
15. **Question:** Is there a recommended pay cycle to submit an award for payment?
Answer: Achievement awards will be paid once per year by the end of June. For the Spot award, it is recommended that the award is paid as close as possible to the date of the event of when the accomplishment was done (best practice is within 30 days of the accomplishment).
16. **Question:** If I receive a spot award, how will I know when I will receive the award?
Answer: The award payout date is referenced in the award letter from your manager. There is also a STAR award payment calendar that has the payment date based upon the date that the award is approved and submitted to payroll for processing.
17. **Question:** Can a campus department or unit offer a non-cash award which is available for all employees?
Answer: Yes, a campus unit may offer a non-cash award valued at \$75 or less to any employee and this would be separate from the STAR award program. The criteria for the award may be established by the campus unit. The non-cash award (gift certificate or card, merchandise etc.) must be valued at \$75 or less so the employee does not incur any taxes, unlike the campus-wide Spot Award or Achievement award which is taxed). Reference from: University of California Employee Non-Cash Awards and Other Gifts Policy BFB-G-41 <http://policy.ucop.edu/doc/3420353/BFB-G-41> (pages 3-5).

III. FINANCE SUMMARY

Control Points will receive an annual allocation for Achievement and Spot Awards in the beginning of the fiscal year. The current year's awards are funded by the prior year's assessments (i.e. this year is being funded by the FY18 allocation and any transferred STAR funds from prior year). Once the Control Point amounts have been determined, STAR award budget will be moved to Project IDs linked to each Control Point. The specific chart string to use will be provided to Control Points in August 2018.

The assigned Description of Service (DOS) code specific to the STAR Plan **must** be used when paying awards to employees

- XSL – Spot Award, not funded through central pool, managed by Control Points

Starting FY19 program, there will not be separate project IDs for prior year STAR budget. Prior year STAR funds remaining at the end of FY18 program will be allocated into next year's STAR award. In addition, the departments can request transferring remaining funds to another area (Achievement, Spot, or Training and Development) for use within next year's STAR program.

After the fiscal year ends, each Control Point will allocate where the remaining STAR budget should be transferred. HR Business Services in partnership with the Controller's Office will transfer remaining STAR budget for each Control Point into a Project ID for one of the following:

- Next year's STAR Achievement Award budget
- Next Year's STAR Spot Award budget
- Training and Development budget

The process to transfer those funds will be communicated via HR Business Services to the Control Points. Control Points will be responsible for communicating the distribution of the funds to departments. Please note that the funds need to stay in their designated Project IDs.

During the plan year, the following budgets are where STAR budget could be available:

- STAR Achievement Award Budget
- STAR Spot Award Budget
- STAR Funded Training and Development

IV. TIMELINE

Month	HR	Control Point
July 2018	Communicate to departments the process to convert remaining FY18 STAR funds to FY19 STAR Budget or Training and Development Budget.	Communicate to departments the decision on how remaining FY18 STAR funds will be converted. (FY19 STAR Budget or Training and Development Budget)
July 2018	Obtain UC Office of the President approval. Send CX union courtesy notification. Provide control point and delegate training on UCSF STAR program. Campus communication on STAR program.	Finalize plans for local rollout of STAR program within control point.
August 2018	Distribute FY19 STAR funds to control points.	Communicate to departments available FY19 STAR funds.
July 2018 to June 2019	Award nominations for Spot Awards accepted. Approved Spot awards paid as submitted thru end of fiscal year, June 2019.	Communicate to departments on control point implementation plan for Spot Awards. Implement UCSF STAR program with departments.
July 2018 to Dec 2018	Compliance review of prior year policy adherence.	Provide input on prior year program.
January 2019- March 2019	Recommend changes if needed to FY20 STAR plan. Finalize FY20 program to submit to UCOP for approval.	Provide recommendations on program enhancements for FY20 STAR plan.
January 2019- March 2019	Award nominations for Achievement Awards accepted. Approved Achievement awards paid by June 2018.	Communicate to departments on control point implementation plan for Achievement Awards. Implement UCSF STAR program with departments.
April 2019	Receive Control Point Approved Achievement Awards by April 2019.	Make decisions on approved achievement awards and submit to HR for payment.
May 2019	Submit to payroll for employee payment of achievement awards for June 2019 pay date.	Communicate approved awards to employees.

V. EXAMPLES OF DISTINCTIONS BETWEEN SPOT AND ACHIEVEMENT AWARDS

<p>Spot Awards “In-the-moment contributions”</p>	<p>Achievement Awards - “Substantial change over time”</p>
<ul style="list-style-type: none"> • 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. • An employee that goes up and above their job 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. • 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 • Team member/team working on a major event where the individual’s contribution boosts excitement/visibility of the event to exceed its goals. • 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. • 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. 	<p><u>Continuous Learning:</u></p> <ul style="list-style-type: none"> • 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. <p><u>Transformative Partnerships:</u></p> <ul style="list-style-type: none"> • 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. <p><u>Value of Excellence: LEAN Processes/Process Mapping</u></p> <ul style="list-style-type: none"> • 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. • 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. <p><u>Priority/Value would vary: Special Projects</u></p> <ul style="list-style-type: none"> • 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. • 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 • Process improvement resulting in major cost savings • Completion of special project which resulted in a positive impact to the campus community • 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.