STAR Achievement Awards: Best Practices

The Staff Appreciation and Recognition Plan (the "STAR Plan") cash recognition awards are discretionary and may be awarded to employees for the purpose of recognizing and rewarding excellence in University service; significant achievements and contributions; and individual and team performance.

Selection Criteria for Eligible Staff

The STAR Achievement Awards recognize sustained, exceptional performance and/or significant contributions from an employee(s) over an extended period of time.

Under the STAR Plan, managers are able to recognize, acknowledge, and reward employees for exceptional performance and/or significant contributions related to and supportive of individual, departmental, divisional, and/or organizational goals and objectives. Managers may acknowledge and reward individuals and teams demonstrating:

- **Exceptional performance:** Demonstrated and sustained exceptional performance that consistently exceeds goals and work expectations in quantity and/or quality
- **Creativity:** One-time innovation or creation that results in time/dollar savings, revenue enhancement, and productivity improvement; and/or ongoing innovative/creative activities that benefit organizational systems, protocols, and/or procedures
- **Organizational abilities:** Exhibiting extraordinary skills in leadership resulting in the accomplishment of significant departmental or divisional goals and objectives; effective project management, which could include developing a project and/or implementing a project with substantial success; and/or demonstrating organizational capability leading to a greater level of effectiveness
- **Work success:** Significantly exceeding productivity, customer service, quality of care or similar goals, including demonstrating superior interactions with managers, peers, supervisors, subordinates, the University community, and/or clients and customers served
- **Teamwork:** Acting as an exceptionally effective and cooperative team member or team leader for a team that has significantly exceeded the goals/objectives of the department/unit.

Eligible staff must reflect at least one of the Chancellor's Priorities and/or embody the UCSF PRIDE Values:

- **Chancellor's Priorities** – Continuous Learning, Equity and Inclusion, Precision Medicine, and Transformative Partnerships and/or
- **UCSF PRIDE Values**
  Professionalism – how we conduct ourselves, and our business
  Respect – for our patients, families, ourselves, and each other
  Integrity – always doing the honest, right thing
  Diversity – understanding and embracing the diverse beliefs, needs and expectations of our patients, community, and employees
  Excellence – what we strive for in everything we do

A written nomination describing the nominee's contributions to the SOM must be submitted via the STAR Online Portal. Achievement Awards are administered through a SOM-wide process with selection committees which include staff, supervisory and faculty representation. Prize amount is $5,000, or up to 10% of base salary, whichever is lower.

Eligibility Requirements for Nomination

Any staff, non-faculty academic or faculty member can nominate an eligible employee for a STAR award. In addition, an employee outside of the SOM could submit a nomination for a SOM employee.

UCSF staff in policy-covered titles (MSP and PSS) and staff within the CX bargaining unit are eligible for award participation ("eligible employees") as long as they meet the following criteria:

- Must hold a career position (payroll code-appointment type "2"); or a contract position (payroll code-appointment type "1") 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 (payroll code – appointment type "3") and have at least six months of continuous service
- Completion of probationary period where applicable
- Satisfactory performance rating on most recent performance evaluation. (PPSM 23 requires that written performance evaluations be completed annually.) Employees who have not yet received an annual performance evaluation may be eligible for an award if their manager confirms on the nomination form that they are satisfactory

- On active pay status or approved unpaid leave at UCSF on the date that the cash payment is made
- Does not participate in the clinical incentive program (CERMP2) or another type of incentive award program
- Transfers:
    - Intra transfers (transfer from one UCSF department to another UCSF department) would still be eligible, because the employee still works for UCSF
    - Inter transfers (transfer from another campus/location to UCSF) and the employee does not have a break in service, then employee is eligible if the above criteria are met

Participation in the Program for any Program Period does not provide any right or guarantee to participate in the Program for any subsequent Program Period.

STAR Achievement Award Nomination Rubric

Criteria	Definition	Framed as a Question
Chancellor's Priorities	• Continuous Learning • Equity and Inclusion • Precision Medicine • Transformative Partnerships	How has the nominee demonstrated the Chancellor's Priorities and/or UCSF PRIDE Values?
UCSF PRIDE Values	• Professionalism • Respect • Integrity • Diversity • Excellence	
Performance Standards	• Exceptional Performance • Creativity • Organizational Abilities • Work success • Teamwork	How does the nominee specifically demonstrate Exceptional performance, Creativity, Organizational abilities, Work success, and Teamwork?
Letter of Support	To be submitted separately and amended to completed nomination form	Optional

STAR Achievement Award FAQ

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?
STAR 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 contributions deserving of a STAR Achievement Award?
Continuous Learning
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.

Transformative Partnerships
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.

Value of Excellence:
LEAN Processes/Process Mapping
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.

Priority/Value would vary: Special Projects
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.

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. Additional information on program eligibility can be found here.

How will the awardees be selected in the School of Medicine?

There will be 4-6 selection committees which will be organized by functional areas so that employees in similar roles are competing against each other. The selection committees will comprise managers, non-managers and faculty.

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.

Can STAR Awards be used to recognize team efforts?

Yes, they can. 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.

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

Achievement Awards will be paid in June 2019. Who can nominate deserving staff members? Anyone. Supervisors will be consulted on their support for all nominations.

Can I nominate someone from another SOM Department or outside the SOM?

Yes, you can nominate any eligible campus staff members.

How are the Achievement Awards funded?

The program is funded by a payroll assessment of eligible populations. 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.

Can a department implement additional restrictions on award eligibility such as only allowing awards to be given to an employee every other year?

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.

Can a campus department or unit offer a non-cash award which is available for all employees?

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).