1. Support Services Report Template

Report Info

Name of the person completing this report: Nyassa Love
Title of the person completing this report: Associate Vice President
Supervisor/dean reviewing report: Brad Wells
Service: Mitigate loss, insure and protect assets of the University
Division/College: Admin & Finance / Risk Mgmt

3. Mandated Service

Link to Scoring Rubric

1.1 Please indicate below if any aspect of the service is legally mandated by any of the following and provide the relevant reference.

Federal Law: Ensure compliance with ADA; FMLA; OSHA; Title IX; Title IX for Athletics
State Law: Whistleblower; California Code of Regulations (CCR), Title 8; California Labor Code; SB 863; CALOSHA; DFEH; CFRA (EHS - California Health and Safety Code; California Labor Code; California Penal Code- §387; Regulations included in CCR Titles 8 Industrial Regulation; Title 14 Natural Resources; Title 17 Public Health, Title 19 Public Safety; Title 22 Social Security, Title 23 Waters; Title 26 Toxics; Title 27 Environmental Protection)
Executive Order: EO 1087 EO 1069, RM 2012-02, RM 2013-01; EO1072; EO1058; EO928; EO927; EO926; EO883; EO638; EO295
Title 5: § 42398. Claims Against the California State University Under the Government Claims Act.
Campus Policy: Executive Directive 11-11

Provide a brief explanation, if necessary, in < 60 words.

Risk Management and Internal Control is mandated by statutes, laws, and policies to preserve the environmental, health, safety and financial well-being of the campus community, preventing and/or reducing exposure to accidental loss. Campuses participated in the formation and membership of the Joint Powers entity known as the California State University Risk Management Authority (CSURMA) to realize that goal.

4. Importance of Service

Briefly describe the service in terms of its primary function(s) and purpose(s) using <120 words

Risk Management aims to mitigate loss through risk adversement and insurance, a strong injury return to work program, and ensuring the University remains financial sound in order to educate, retain, and graduate its students.

Link to Scoring Rubric

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)

Students: 25%
Faculty: 25%
Administrators/staff: 25%
Colleges/departments: 10%
Alumni: 5%
Community outside University: 5%
Academic Senate and/or committees: 5%
2.2 Please indicate the direct or indirect impact of the service on students for each of the three University Action/Student Impact Areas listed below (for example processing financial aid applications would be direct impact on students while managing utility services would be indirect).

<table>
<thead>
<tr>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>✔</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>✔</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>✔</td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your selection for each area.

| Pre-college (helping students to enter the system) | By ensuring the safeguard of university resources and assets prospective students can feel confident the campus is well run, efficient, and free from misuse of funds. |
| During college (helping students succeed while they are at Cal State East Bay) | By ensuring the safeguard of university resources and assets current students can feel confident the campus is well run, efficient, and free from misuse of funds. |
| After college (helping students establish meaningful lifework and be socially responsible contributors to society) | By ensuring the safeguard of university resources and assets current students can feel confident the campus is well run, efficient, and free from misuse of funds. |

2.3 Applying the four choices presented below, please indicate the consequence of NOT having this service on each of the actions in the left hand column.

<table>
<thead>
<tr>
<th>4 - Service provides evidence of direct impact in more than one area</th>
<th>3 - Service provides evidence of direct impact in one area</th>
<th>2 - Service provides evidence of indirect impact in more than one area</th>
<th>1 - Service provides evidence of indirect impact in one area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>✔</td>
<td></td>
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<tr>
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<td></td>
<td>✔</td>
<td></td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your choice.

| Pre-college (helping students to enter the system) | Safeguarding university resources and assets ensures that prospective students will be able to utilize the campus resources and applications and receive the services of the campus. |
During college (helping students succeed while they are at Cal State East Bay)

Safeguarding university resources and assets ensures the students will be able to utilize the campus resources and applications and receive the services of the campus.

After college (helping students establish meaningful lifework and be socially responsible contributors to society)

Safeguarding university resources and assets ensures the alumni and donors are associated with a campus that is well run, efficient, and free from misuse of funds.

**Link to Scoring Rubric**

**2.4 Alignment with Shared Strategic Commitments**

*How does this service contribute to or align with any of the eight Shared Strategic Commitments (SSC) listed below?*

<table>
<thead>
<tr>
<th>SSC</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</td>
<td>If aligned or contributing, provide a description. (&lt;60 words for each SSC)</td>
</tr>
<tr>
<td>Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</td>
<td></td>
</tr>
<tr>
<td>Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and life-long learner</td>
<td></td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>By being pro-active in safeguarding the human resources of the campus in preventing injuries and by providing staff the tools to work safely which helps maintain healthy life choices on and off campus.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td></td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>Safeguarding the assets of university ensures the reduction of waste. Provide quick and professional response to the campus community request and concerns as they relate to the assets.</td>
</tr>
<tr>
<td>Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility</td>
<td>Work closely with City of Hayward, Chamber of Commerce and other community group to ensure adequate mutual agreements are in place for events either on campus or in the City.</td>
</tr>
<tr>
<td>Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)</td>
<td></td>
</tr>
</tbody>
</table>

**Link to Scoring Rubric**

**2.5 How might the demand for this service change over the next five years? (Please choose one category below).**

Likely to increase

*Provide a rationale for your choice (assumptions, impact of new policy, etc.) in <120 words.*

As we increase awareness of the importance of effective Risk Management, work to mitigate loss and protect the assets of the University, the role of each staff member will continue to expand. Litigation throughout society is on the rise, as is the probability and severity of incidents and accidents, all of which have have continued to increase. New policy and procedures as they relate to background checks, mandated reporters and safeguarding University assets will continue to increase.
5. Quality of Service

3.1 Do you assess the quality of the service you provide?

Yes

If “Yes”, what benchmarks, best practices or measures of success, either internal or external, do you use to measure service quality (e.g., timeliness, accuracy, adequacy, meeting deadlines, satisfactory completion of assignment, etc.)? Please describe in <120 words. If no, please explain.

Losses are compared on a monthly and annually basis against other campuses for timeliness of injury reporting, new claims, number of open claims, number of claims settled, and amount of payout from claims. The university must be in compliance with a number of state and federal mandates including OSHA log postings. Workers Compensation has conducted annual meetings with the campus President and members of his staff to compare injury ratings and other criteria against other campuses. The meetings helped guide planning for additional resources, programs and training for the next FY. CSURMA board meetings also provide information and comparisons to its board members and are also shared with the Chief Business Officer group.

3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

Improvements in the Workers Compensation arena included updating the medical provider network for injured employees; educated departments on the importance of a good return to work program; worked with Facilities department to create a job analysis and procedural recommendations for custodial, grounds and carpenter job tasks. Developed job descriptions to help physicians determine job tasks employees may perform while on modified duty. Worked proactively with vendors in WC process to guide and expedite claims process. Implemented background check guidelines. Centralized all insurances to include Intercollegiate Athletics and Club sports. Collaborated with Student Life for risk analysis and to ensure appropriate insurance for events.

3.3 What idea(s) do you have for improving the quality of this service within existing resources (e.g. development of benchmarks, surveys, feedback, etc.)? Please describe your plan(s) in < 120 words.

Develop a stretching program for facilities, faculty and staff with assistance from Kinesiology students. Work with Facilities to improve the custodians’ equipment needs. Implement targeted reviews by internal auditor for areas that warrant additional oversight. Develop surveys for feedback and suggestions to better communicate with departments. Develop outreach efforts to increase awareness of service. Centralize training monitoring and management of University employees to incorporate trainings currently managed by other departments.

3.4 What ideas do you have for improving the quality of the service if additional resources were provided. Please describe your idea(s) in <120 words.

Provide training opportunities for staff development. Collaborate with facilities to repair high hazard areas on campus in order to reduce incidents and accidents. Hire additional staff to meet anticipated growing needs. Implement centralized incident reporting system to effectively manage possible threats and crises.

3.5 Do you use any formal or informal process to assess the level of satisfaction of the service users?
Yes

If yes, describe the process and most recent results in <120 words. If no, please explain.

Informal mechanisms include injured employee’s satisfaction regarding treatment. Daily contact with the insurance company’s representatives regarding injured workers concerns, treatment options and issues related to claims. Increase awareness of department and its services which has resulted in increased partnerships with departments campus wide and highlighted the importance of mitigating loss as a proactive strategy to improve campus’ health and conserve its resources.

Link to Scoring Rubric

3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached, if applicable). Do you have any comment or response to the results? Please describe in <120 words.

Link to Scoring Rubric

3.7 Do you have any formal or informal guidelines for personnel in your department regarding how to treat/interact with receivers of this service?

Yes

If yes, please describe in <120 words. If no, please explain.

Professionalism and confidentiality are required by all staff members. Web site has been revamped to provide clear and concise guidelines on processes and department communications. Developed guidelines for both injured workers and managers to address work injuries.

Link to Scoring Rubric

3.8 Does your service have annual goals (targets) of achievement regarding the quality of the service provided?

Yes

If yes, describe the annual quality goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

Goals are set annually through the Performance evaluation. By working with the department management and EHS on educating the employees on safe work practices we were able to reduce our work injury rate by 47%. Full deadline compliance on mandated trainings and claims against University.

Link to Scoring Rubric

3.9 Does your service have annual goals (targets) of achievement regarding the quantity of service provided?

No

If yes, describe the annual quantity goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

6. Efficiency of Service (cost effectiveness)

Link to Scoring Rubric

4.1 Using the spreadsheet provided for all employees in your department, please distribute salaries of individuals across all services provided to reach an educated or reasonable estimate of the cost of providing the service.
4.2 Using the spreadsheet provided, please distribute your department's annual operating expenses across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

4.3 Using the spreadsheet provided, please distribute the square footage of work space across all services provided to reach an educated or reasonable estimate of the use of this resource.

4.4 During the last three years, have you adopted any measures to improve the efficiency (cost effectiveness) of providing this service (e.g. reducing salary costs, operating expenses or use of space, or increased output without increasing cost. Etc.)?

Yes

If yes, please describe the measures in <120 words. If this is a new service introduced over the past three years, please indicate. If no, please explain.

Centralized insurance services, compliance monitoring, and LiveScan process. Staffed Internal Control in order to facilitate audit processes and review departmental business processes. Collaborated with other CSU campuses to share best practices, thus allowing each campus to benefit from hired consultants without additional cost. The ergonomics program was re-evaluated, and the purchase of ergonomic equipment centralized in Risk Management, which allowed for expedited delivery of equipment and resulted in reduced repetitive work injuries by 70% last FY. Restructured and staffed Investigations Office.

4.5 What idea(s) do you have for improving the efficiency (cost effectiveness) of this service within existing resources (e.g. restructuring, merging, outsourcing, ways to cut costs, technology, etc.)? Please describe those ideas in <120 words.

Centralize training compliance monitoring for all mandated system-wide trainings. Continued system-wide collaboration to share data and implement best practices. Expand outreach efforts to promote employee safety awareness and accident prevention as well outreach efforts to reduce all types of claims.

4.6 What idea(s) do you have for improving the efficiency (cost effectiveness) of the service if additional resources were provided. Please describe your idea(s) in <120 words.

Provide staff development and training opportunities. Expand space to more effectively serve the campus community. Hire additional staff to expand services in growing areas of concerns especially in the area of ergonomics. Purchase additional ergonomic
and specialized furniture and equipment for University employees. Develop outreach programs in order to bring awareness of changing cultures and diversity in community.

**4.7** Do you have any plan(s) to improve the **efficiency** (cost effectiveness) of this service in the next 1-2 years (e.g. reducing costs, increasing productivity, etc.)?

Yes

If yes, please specify whether these plan(s) involve reducing salary costs, operating expenses and/or use of space. Please describe your plan(s) in <120 words. If no, please explain.

Partner with departments to establish and strengthen University wide programs, trainings and equipment needs to help reduce injuries, claims, and complaints. The joint efforts reduce duplication of services and help provide overall improvement on campus health and safety and mitigate loss.

**4.8** Please describe the estimated output for this service for fiscal year 2011-12, quantify if possible (e.g. volume, service tickets resolved, people serviced, appointments, etc.) in <120 words.

Received and managed 31 complaints of Discrimination, Harassment, and Retaliation. Managed 14 liability claims to include appearances in depositions and trials. Managed 5 claims of property losses. Managed 40 workers compensation injury claims/first aid incidents. Managed all insurance premiums costing over $2 million and effectively managed claims to receive insurance rebates. Conducted outreach to campus departments, provided risk assessments for special events and campus sponsored events.

**7. Other**

**5.1** Are you aware of services similar to this one that are being provided by another department at CSU East Bay?

Yes

If yes, please provide a list of those departments. How are the services described here similar or different? Please describe in < 60 words.

Until recently the Foundation and Ed Foundation managed their own insurance programs.

**5.2** Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

Risk Management and Internal Control was created in 2010 comprised of Risk Management, Environmental Health and Safety, Workers Compensation, and Equity and Diversity. It was tasked with the unique role of safeguarding assets through programs and insurance. Its services are integral to helping foster a safe campus environment with accountability where students can strive in their educational experience. Structural organizational changes to include Accessibility Services aided in campus awareness of the importance of ADA compliance.

**5.3** Are there any additional things about this service that you would like the task group to know? Please describe/explain in <250 words.

Risk Management and Internal Control has been successful of bringing to the forefront the importance of timely and proactive risk
analysis and mitigation. We have seen an expansion of departmental contact soliciting our services in advance of events and programs.