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**UC Tech Awards 2023 Candidate**

1. **Category:** SUSTAINED IMPACT **Name:** Amanda Saalen, Clinical Application Professional 4, Clinical Systems, UCSF Health (1)  
   **Number of people:** (1)  
   **Location:** UCSF Health
2. **Person submitting the application/nomination**
   1. Rachel Cox, Ambulatory Manager, Clinical Systems, UCSF Health, Staff
   2. **Email address:** rachel.cox2@ucsf.edu
   3. **The name of your organization:** (i.e. UCLA) UCSF Health
3. **Award category** Sustained Impact
4. **Name of person, name of the team, or name of the project to receive the award** Amanda Saalen, Clinical Application Professional 4, Clinical Systems, UCSF Health
5. **All project team members - if** N/A
6. **Which location was affected by the work?** UCSF Health
7. **Summary** Over a two-year period, UCSF Clinical Systems application analyst Amanda Saalen developed and implemented a transparent, self-sustaining system to allow Clinical Systems analysts agency over their professional development and a clear, achievable pathway to potential promotion. Since its implementation, analysts within the Clinical Systems department have been assessed and classified using a transparent and standardized assessment process that is integrated into their annual performance evaluation and leveraged for future promotion opportunities and has resulted in the fair and equitable promotion of several individuals to the Clinical Application Professional 4 level.
8. **Narrative**

Promotion Pathways Project – Amanda Saalen

Description

Over a two-year period, UCSF Clinical Systems application analyst Amanda Saalen developed and implemented a transparent, self-sustaining system to allow Clinical Systems analysts agency over their professional development and a clear, achievable pathway to potential promotion. Amanda identified that promotions within Clinical Systems were frequently perceived as inequitable, lacking in transparency, and subject to manager bias. Her aim was to develop a process to provide clear delineations with and between professional levels and to identify areas of strength and items for targeted feedback, development, and individual analyst job satisfaction. The process ties promotions to large improvement projects that improve overall system and departmental performance. Following leadership approval, Amanda undertook the following:

1. Establishment of a marketplace framework for employee development
2. Development of sublevels within existing analyst job classifications
3. Development of a project charter to outline goals and objectives
4. Establishment of a committee to develop and implement the process
5. Development of a fair, positive and sustainable system for classifying existing and future analysts within the determined sublevels
6. Development of a fair, positive and sustainable system for defining a capstone project for promotable analysts
7. Development of a pilot for the process
8. Expansion of the project across the department

Selection Criteria

This process improvement project addressed a long-standing issue within the Clinical Systems department pertaining to equitable and transparent recognition and promotion. Since its implementation, analysts within the Clinical Systems department have been assessed and classified into sublevels by their manager using a transparent and standardized assessment process that is integrated into their annual performance evaluation and leveraged for future promotion opportunities. This project has had a department wide impact and can be scaled to apply to other interested departments. The classification portion of the process aligns with the Core Values of Clinical Systems and the PRIDE values of UCSF by providing a process for the consistent and equitable assessment an analyst’s judgement, communication skills, innovation, work impact, collaboration skills, professionalism, respect, integrity, attention to diversity and commitment to excellence. Further, the process overall further aligned Clinical Systems with UCSF Principles of Community by offering all employees and equitable, responsive, and affirming environment for professional development that allows them to reach their potential.

Success Measurement

The success of this project was measured by survey evaluation of Clinical Systems employees to assess the understanding and acceptance of the development and promotion process. The survey results indicated that the process was perceived as understandable, fair, and valuable. Since its implementation, 20 analysts have submitted proposals for promotion, 9 analysts been promoted from the Clinical Application Professional 3 level to the Clinical Application Professional, with 9 submissions pending review. All 92 Clinical Application Professional 3 analysts within the Clinical Systems department now have a transparent, equitable and achievable path to promotion should they pursue it. The result has been a department wide, sustainable system that enables the recognition and elevation of senior analysts to an appropriate role, and the development of a stable pool of technical leaders that the department can leverage for projects and roles requiring senior analyst and leadership capabilities.

Timeline

The project was conceptualized in the fall of 2020, supportive structure was developed and implemented throughout 2021, piloted in the spring of 2022 and expanded department wide in July of 2022.

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