

UCSF Medical Center 2001

Survey Results
for
Overall UCSF Medical Center 2001

Part 1 Sections Report










Part 2 Items Report

Part 3 Quadrant Report

Sections Report

Number Responding: 2778

UC System Average (01/02) = Norm Comparison 1
National Healthcare Average = Norm Comparison 2

| Sections (ranked by performance score) | Performance Response Distribution | Score | Importance | | Norm Comp 1 | | Norm Comp 2 | |
|--|---|-------------|------------|-------|-------------|-------|-------------|-------|
| | | | Score | Disc. | Score | Disc. | Score | Disc. |
| IX. Quality/Customer Service |  8% 18% 75% | 3.89 | 4.30 | -0.41 | 3.86 | 0.03 | 3.98 | -0.09 |
| X. Satisfaction with Job |  10% 17% 72% | 3.80 | 4.21 | -0.41 | 3.80 | 0.00 | 3.84 | -0.04 |
| V. Manager/Employee Relations |  14% 17% 69% | 3.79 | 4.36 | -0.57 | 3.70 | 0.09 | 3.79 | 0.00 |
| XII. Work Unit Climate |  14% 22% 64% | 3.66 | 4.32 | -0.66 | 3.58 | 0.08 | 3.62 | 0.04 |
| VI. Organizational Climate/Conduct |  12% 28% 59% | 3.57 | 4.04 | -0.47 | 3.58 | -0.01 | 3.58 | -0.01 |
| I. Career Development/Training |  18% 23% 59% | 3.49 | 4.08 | -0.59 | 3.35 | 0.14 | 3.47 | 0.02 |
| XIII. Support Services and Enrichment Programs |  12% 38% 50% | 3.43 | 3.11 | 0.32 | | | | |
| VIII. Quality of Work Life |  21% 24% 54% | 3.39 | 4.24 | -0.85 | 3.47 | -0.08 | 3.56 | -0.17 |
| II. Communication/Decision-Making |  23% 24% 52% | 3.35 | 4.15 | -0.80 | 3.24 | 0.11 | 3.20 | 0.15 |




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Panel 1 shows the performance response distribution and the mean performance score.

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Performance Scale
(and Norm Scale)

- 1 = strongly disagree
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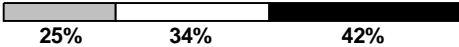
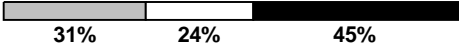
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Sections Report

Number Responding: 2778

UC System Average (01/02) = Norm Comparison 1
National Healthcare Average = Norm Comparison 2

| Sections (ranked by performance score) | Performance | | | Importance | | Norm Comp 1 | | Norm Comp 2 | | | |
|---|--|-----|-----|------------|-------------|-------------|-------|-------------|-------|-------|-------|
| | Response Distribution | | | Score | Score | Disc. | Score | Disc. | Score | Disc. | |
| XI. Work Resources |  | 25% | 22% | 53% | 3.32 | 4.30 | -0.98 | 3.22 | 0.10 | 3.41 | -0.09 |
| VII. Performance Management/Recognition |  | 26% | 27% | 47% | 3.23 | 4.08 | -0.85 | 3.25 | -0.02 | 3.25 | -0.02 |
| IV. Hiring/Promotions |  | 25% | 34% | 42% | 3.15 | 4.12 | -0.97 | 3.19 | -0.04 | 3.30 | -0.15 |
| III. Compensation/Benefits |  | 31% | 24% | 45% | 3.13 | 4.16 | -1.03 | 3.16 | -0.03 | 3.03 | 0.10 |

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Items In Sections Report

Number Responding: 2778

UC System Average (01/02) = Norm Comparison 1
National Healthcare Average = Norm Comparison 2

| Quality/Customer Service (ranked by performance score) | Performance | | | Importance | | Norm Comp 1 | | Norm Comp 2 | | |
|--|-----------------------|--|--|-----------------------|-------|-------------|-------|-------------|-------|-------|
| | Response Distribution | | | Score | Score | Disc. | Score | Disc. | Score | Disc. |
| 33. I would recommend UCSF to friends or family who need care. | | | | 4.06 (2716) | 4.17 | -0.11 | 3.91 | 0.15 | 4.00 | 0.06 |
| 46. My work unit provides excellent service. | | | | 3.96 (2721) | 4.49 | -0.53 | 4.02 | -0.06 | 4.11 | -0.15 |
| 35. UCSF provides high-quality care and service. | | | | 3.96 (2689) | 4.48 | -0.52 | 3.94 | 0.02 | 4.04 | -0.08 |
| 32. UCSF emphasizes the importance of customer service. | | | | 3.77 (2677) | 4.24 | -0.47 | 3.86 | -0.09 | 4.09 | -0.32 |
| 34. Quality improvement is taken seriously at UCSF. | | | | 3.68 (2679) | 4.13 | -0.45 | 3.58 | 0.10 | 3.64 | 0.04 |

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National Healthcare Average = Norm Comparison 2

| Satisfaction with Job (ranked by performance score) | Performance | | Importance | | Norm Comp 1 | | Norm Comp 2 | |
|---|-----------------------|-----------------------|------------|-------|-------------|-------|-------------|-------|
| | Response Distribution | | Score | Score | Disc. | Score | Disc. | Score |
| 74. I understand the connection between my work priorities and the goals of UCSF. | | 3.98 (2734) | 4.01 | -0.03 | 4.04 | -0.06 | 4.00 | -0.02 |
| 72. My job makes good use of my skills and abilities. | | 3.87 (2740) | 4.31 | -0.44 | 3.87 | 0.00 | 3.91 | -0.04 |
| 73. My job responsibilities are clear. | | 3.85 (2736) | 4.27 | -0.42 | 3.86 | -0.01 | 3.99 | -0.14 |
| 37. I would recommend UCSF as a good place to work. | | 3.70 (2712) | 4.10 | -0.40 | 3.86 | -0.16 | 3.76 | -0.06 |
| 36. Overall, I consider myself a satisfied employee. | | 3.59 (2715) | 4.38 | -0.79 | 3.38 | 0.21 | 3.56 | 0.03 |

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Items In Sections Report

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UC System Average (01/02) = Norm Comparison 1
National Healthcare Average = Norm Comparison 2

| Manager/Employee Relations (ranked by performance score) | Performance | | Importance | | Norm Comp 1 | | Norm Comp 2 | | |
|---|-----------------------|--|-----------------------|-------|-------------|-------|-------------|-------|-------|
| | Response Distribution | | | Score | Disc. | Score | Disc. | Score | Disc. |
| 60. The person I report to treats me with respect. | | | 3.96 (2719) | 4.47 | -0.51 | 3.91 | 0.05 | 3.95 | 0.01 |
| 59. I respect the abilities of the person to whom I report. | | | 3.92 (2710) | 4.35 | -0.43 | 3.79 | 0.13 | 3.93 | -0.01 |
| 58. The person I report to encourages teamwork. | | | 3.86 (2708) | 4.34 | -0.48 | 3.64 | 0.22 | 3.84 | 0.02 |
| 61. The person I report to has realistic expectations about what I can achieve. | | | 3.80 (2695) | 4.29 | -0.49 | 3.74 | 0.06 | 3.75 | 0.05 |
| 63. The person I report to treats employees fairly. | | | 3.62 (2704) | 4.42 | -0.80 | | | | |
| 62. The person I report to cares if I am satisfied with my work. | | | 3.58 (2712) | 4.26 | -0.68 | 3.43 | 0.15 | 3.50 | 0.08 |

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Number Responding: 2778

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National Healthcare Average = Norm Comparison 2

| Work Unit Climate (ranked by performance score) | Performance | | Importance | | Norm Comp 1 | | Norm Comp 2 | |
|---|-----------------------|-----------------------|------------|-------|-------------|-------|-------------|-------|
| | Response Distribution | | Score | Score | Disc. | Score | Disc. | Score |
| 49. I enjoy working with my coworkers. | | 4.15 (2730) | 4.46 | -0.31 | 4.04 | 0.11 | 4.20 | -0.05 |
| 51. I am a member of a work unit that works well together. | | 3.90 (2725) | 4.46 | -0.56 | 3.77 | 0.13 | 3.87 | 0.03 |
| 52. Members of my work unit are committed to the goals of UCSF. | | 3.77 (2691) | 4.13 | -0.36 | 3.58 | 0.19 | 3.70 | 0.07 |
| 54. Physicians/Faculty treat me like a valued member of the team. | | 3.46 (2658) | 4.30 | -0.84 | 3.29 | 0.17 | 3.39 | 0.07 |
| 50. There is a climate of trust within my work unit. | | 3.45 (2717) | 4.37 | -0.92 | 3.22 | 0.23 | 3.37 | 0.08 |
| 53. There is good cooperation between work units at UCSF. | | 3.20 (2691) | 4.23 | -1.03 | | | 3.21 | -0.01 |

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National Healthcare Average = Norm Comparison 2

| Organizational Climate/Conduct (ranked by performance score) | Performance | | Importance | | Norm Comp 1 | | Norm Comp 2 | |
|--|-----------------------|-----------------------|------------|-------|-------------|-------|-------------|-------|
| | Response Distribution | | Score | Score | Disc. | Score | Disc. | Score |
| 19. I understand UCSF's mission, vision, values and goals. | | 4.12 (2732) | 3.83 | 0.29 | 4.24 | -0.12 | 4.11 | 0.01 |
| 16. UCSF is responsive to the diversity in the communities it serves. | | 3.82 (2670) | 3.93 | -0.11 | | | | |
| 13. UCSF makes worthwhile contributions to the communities it serves. | | 3.81 (2635) | 3.87 | -0.06 | 3.93 | -0.12 | 3.96 | -0.15 |
| 20. UCSF demonstrates a commitment to workforce diversity. | | 3.79 (2695) | 3.81 | -0.02 | 3.72 | 0.07 | | |
| 14. UCSF conducts business in an ethical manner. | | 3.61 (2646) | 4.14 | -0.53 | 3.60 | 0.01 | 3.78 | -0.17 |
| 22. I believe the information from this survey will be used to make UCSF a better place to work. | | 3.58 (2741) | 4.12 | -0.54 | | | 3.54 | 0.04 |
| 21. Upper management provides the leadership necessary for UCSF's continued success. | | 3.47 (2637) | 4.13 | -0.66 | | | 3.45 | 0.02 |

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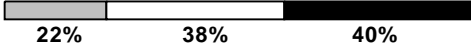
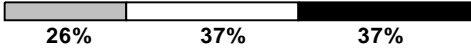
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|---|--|-----------------------|------------|-------|-------------|-------|-------------|-------|
| | Response Distribution | | Score | Disc. | Score | Disc. | Score | Disc. |
| 18. I feel free to report instances of misconduct within UCSF. |  | 3.45 (2692) | 4.05 | -0.60 | 3.33 | 0.12 | | |
| 17. UCSF treats employees with respect. |  | 3.38 (2727) | 4.35 | -0.97 | 3.23 | 0.15 | 3.33 | 0.05 |
| 15. UCSF plans well for the future. |  | 3.20 (2659) | 4.14 | -0.94 | | | | |
| 23. There is a climate of trust at UCSF. |  | 3.07 (2692) | 4.12 | -1.05 | 3.02 | 0.05 | 2.89 | 0.18 |

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

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National Healthcare Average = Norm Comparison 2

| Career Development/Training (ranked by performance score) | Performance | | Importance | | Norm Comp 1 | | Norm Comp 2 | |
|--|-----------------------|-----------------------|------------|-------|-------------|-------|-------------|-------|
| | Response Distribution | | Score | Score | Disc. | Score | Disc. | Score |
| 2. UCSF has a good orientation program for new employees. | | 3.71 (2711) | 3.95 | -0.24 | | | 3.39 | 0.32 |
| 55. The person I report to supports me in developing new skills. | | 3.68 (2712) | 4.30 | -0.62 | 3.60 | 0.08 | 3.71 | -0.03 |
| 1. UCSF provides opportunities for career development. | | 3.60 (2730) | 3.94 | -0.34 | 3.32 | 0.28 | 3.35 | 0.25 |
| 68. I received an adequate amount of training when I began my present job. | | 3.43 (2702) | 4.33 | -0.90 | 3.23 | 0.20 | | |
| 67. I am satisfied with the ongoing training I receive. | | 3.36 (2699) | 4.22 | -0.86 | 3.25 | 0.11 | 3.43 | -0.07 |
| 3. UCSF provides adequate mentoring opportunities for employees. | | 3.16 (2672) | 3.77 | -0.61 | | | | |

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Items In Sections Report

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National Healthcare Average = Norm Comparison 2

| Support Services and Enrichment Programs (ranked by performance score) | Performance | | Importance | | Norm Comp 1 | | Norm Comp 2 | | |
|--|-----------------------|--|-----------------------|-------|-------------|-------|-------------|-------|-------|
| | Response Distribution | | Score | Score | Disc. | Score | Disc. | Score | Disc. |
| 40. UCSF provides adequate services to meet my needs for convenience services. | | | 3.56 (2562) | 3.10 | 0.46 | | | | |
| 42. UCSF provides adequate services to meet my needs for social and recreational activities. | | | 3.53 (2532) | 2.86 | 0.67 | | | | |
| 43. UCSF provides adequate services to meet my needs for fitness programs and classes. | | | 3.52 (2546) | 3.08 | 0.44 | | | | |
| 39. UCSF provides adequate services to meet my needs for visual and performing arts/cultural programs. | | | 3.44 (2502) | 2.79 | 0.65 | | | | |
| 44. UCSF provides adequate services to meet my needs for health/wellness programs and classes. | | | 3.39 (2535) | 3.29 | 0.10 | | | | |
| 41. UCSF provides adequate services to meet my needs for food services. | | | 3.15 (2611) | 3.54 | -0.39 | | | | |

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| Quality of Work Life (ranked by performance score) | Performance | | Importance | | Norm Comp 1 | | Norm Comp 2 | |
|--|-----------------------|-----------------------|------------|-------|-------------|-------|-------------|-------|
| | Response Distribution | | Score | Score | Disc. | Score | Disc. | Score |
| 70. My working conditions are safe. | | 3.70 (2753) | 4.39 | -0.69 | 3.61 | 0.09 | 3.93 | -0.23 |
| 66. The person I report to supports my efforts to balance my work life and personal life. | | 3.67 (2691) | 4.27 | -0.60 | | | | |
| 27. UCSF treats employee safety as a high priority. | | 3.59 (2737) | 4.34 | -0.75 | 3.65 | -0.06 | 3.80 | -0.21 |
| 26. UCSF is interested in the health and well-being of employees. | | 3.38 (2728) | 4.25 | -0.87 | | | 3.38 | 0.00 |
| 29. I am satisfied with the availability of alternative work schedules (e.g., flextime, part-time, telecommuting). | | 3.27 (2672) | 4.11 | -0.84 | | | | |
| 28. UCSF supports my efforts to balance my work life and personal life. | | 3.27 (2721) | 4.24 | -0.97 | 3.39 | -0.12 | 3.35 | -0.08 |
| 71. My workload is reasonable. | | 3.25 (2746) | 4.30 | -1.05 | 3.24 | 0.01 | 3.35 | -0.10 |
| 31. I am satisfied with the transportation alternatives available to get to and from work. | | 3.24 (2703) | 3.98 | -0.74 | | | | |

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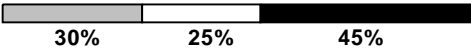
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National Healthcare Average = Norm Comparison 2

| Quality of Work Life | Performance | | Importance | Norm Comp 1 | Norm Comp 2 | |
|--|--|--|-------------------------------------|-------------|---------------------------|--|
| (ranked by performance score) | <u>Response Distribution</u> | | <u>Score</u> <u>Disc.</u> | | <u>Score</u> <u>Disc.</u> | |
| 30. UCSF facilities are clean and well maintained. |  | | 3.14 (2744) 4.28 -1.14 | | | |

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| Communication/Decision-Making (ranked by performance score) | Performance | | Importance | | Norm Comp 1 | | Norm Comp 2 | |
|--|-----------------------|-----------------------|------------|-------|-------------|-------|-------------|-------|
| | Response Distribution | | Score | Score | Disc. | Score | Disc. | Score |
| 4. I am satisfied with the information I receive about what is going on at UCSF. | | 3.60 (2732) | 3.74 | -0.14 | 3.41 | 0.19 | 3.23 | 0.37 |
| 56. The person I report to is a good communicator. | | 3.60 (2716) | 4.39 | -0.79 | 3.41 | 0.19 | 3.50 | 0.10 |
| 57. When I make suggestions on how to improve work methods or procedures, they are seriously considered. | | 3.57 (2687) | 4.24 | -0.67 | 3.51 | 0.06 | 3.43 | 0.14 |
| 69. I am satisfied with my involvement in decisions that affect my work. | | 3.40 (2729) | 4.20 | -0.80 | 3.31 | 0.09 | 3.37 | 0.03 |
| 45. Communication between work units is effective within UCSF. | | 3.05 (2698) | 4.28 | -1.23 | 2.98 | 0.07 | 2.96 | 0.09 |
| 5. There is effective communication up and down organizational levels at UCSF. | | 2.90 (2707) | 4.04 | -1.14 | 2.84 | 0.06 | 2.73 | 0.17 |

Panel 1

Panel 2

Panel 3

Panel 4

Key:

Panel 1 shows the performance response distribution and the mean performance score.

Panel 2 shows the importance score and the discrepancy between the performance score and the importance score.

Panel 3 shows the norm comparison 1 score and the discrepancy between the norm comparison 1 score and the performance score.

Panel 4 shows the norm comparison 2 score and the discrepancy between the norm comparison 2 score and the performance score.

- percentage giving an unfavorable response.
- percentage giving a neutral response.
- percentage giving a favorable response.

Performance Scale (and Norm Scale)

- 1 = strongly disagree
- 2 = disagree
- 3 = neutral
- 4 = agree
- 5 = strongly agree

Importance Scale

- 1 = relatively unimportant
- 2 = somewhat important
- 3 = important
- 4 = very important
- 5 = extremely important

Items In Sections Report

Number Responding: 2778

UC System Average (01/02) = Norm Comparison 1
National Healthcare Average = Norm Comparison 2

| Work Resources (ranked by performance score) | Performance | | | Importance | | Norm Comp 1 | | Norm Comp 2 | | |
|--|-----------------------|--|--|-----------------------|-------|-------------|-------|-------------|-------|-------|
| | Response Distribution | | | Score | Score | Disc. | Score | Disc. | Score | Disc. |
| 47. My work unit uses our existing technology and equipment effectively. | | | | 3.77 (2702) | 4.28 | -0.51 | 3.59 | 0.18 | 3.89 | -0.12 |
| 75. I get the tools and resources (non-personnel) I need to do my job. | | | | 3.43 (2738) | 4.26 | -0.83 | 3.27 | 0.16 | 3.58 | -0.15 |
| 38. The structure of UCSF allows us to effectively serve our customers. | | | | 3.22 (2659) | 4.18 | -0.96 | | | | |
| 48. My work unit is adequately staffed. | | | | 2.85 (2722) | 4.48 | -1.63 | 2.79 | 0.06 | 2.77 | 0.08 |

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Panel 2

Panel 3

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Items In Sections Report

Number Responding: 2778

UC System Average (01/02) = Norm Comparison 1
National Healthcare Average = Norm Comparison 2

| Performance Management/Recognition (ranked by performance score) | Performance | | Importance | | Norm Comp 1 | | Norm Comp 2 | | | |
|--|-----------------------|-----|------------|----------------|-------------|-------|-------------|-------|------|------|
| | Response Distribution | | Score | Disc. | Score | Disc. | Score | Disc. | | |
| 65. The person I report to holds employees accountable for being productive. | 14% | 19% | 67% | 3.69 (2693) | 4.20 | -0.51 | 3.68 | 0.01 | 3.65 | 0.04 |
| 64. I am satisfied with the recognition I receive for doing a good job. | 26% | 22% | 52% | 3.33 (2697) | 4.26 | -0.93 | 3.21 | 0.12 | 3.20 | 0.13 |
| 24. I am satisfied with the performance appraisal system at UCSF. | 29% | 34% | 37% | 3.01 (2682) | 3.99 | -0.98 | 2.86 | 0.15 | 2.91 | 0.10 |
| 25. UCSF makes adequate use of recognition and rewards other than money to encourage good performance. | 36% | 33% | 31% | 2.89 (2708) | 3.86 | -0.97 | | | | |

Panel 1

Panel 2

Panel 3

Panel 4




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Items In Sections Report

Number Responding: 2778

UC System Average (01/02) = Norm Comparison 1
National Healthcare Average = Norm Comparison 2

| Hiring/Promotions | Performance | Importance | Norm Comp 1 | Norm Comp 2 | | | | |
|--|-----------------------|-----------------------|-------------|-------------|-------|-------|-------|-------|
| (ranked by performance score) | Response Distribution | Score | Score | Disc. | Score | Disc. | Score | Disc. |
| 12. UCSF's hiring practices are fair. | | 3.41 (2694) | 4.00 | -0.59 | 3.42 | -0.01 | 3.46 | -0.05 |
| 10. UCSF hires qualified people. | | 3.27 (2743) | 4.28 | -1.01 | 3.39 | -0.12 | 3.56 | -0.29 |
| 11. The most qualified employees get promoted at UCSF. | | 2.77 (2686) | 4.08 | -1.31 | 2.77 | 0.00 | 2.88 | -0.11 |

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Items In Sections Report

Number Responding: 2778

UC System Average (01/02) = Norm Comparison 1
National Healthcare Average = Norm Comparison 2

| Compensation/Benefits (ranked by performance score) | Performance | | Importance | | Norm Comp 1 | | Norm Comp 2 | | |
|---|-----------------------|--|-----------------------|-------|-------------|-------|-------------|-------|-------|
| | Response Distribution | | Score | Score | Disc. | Score | Disc. | Score | Disc. |
| 8. My needs are satisfied by the benefits I receive. | | | 3.47 (2711) | 4.33 | -0.86 | 3.57 | -0.10 | 3.18 | 0.29 |
| 7. Overall, I am satisfied with my compensation package (total pay, benefits, etc.). | | | 3.24 (2738) | 4.40 | -1.16 | 3.08 | 0.16 | 3.09 | 0.15 |
| 9. The UCSF incentive pay/performance award programs positively influence my performance. | | | 3.09 (2695) | 3.51 | -0.42 | | | | |
| 6. My pay is fair when compared with similar positions and employers in this area. | | | 2.72 (2741) | 4.38 | -1.66 | 2.84 | -0.12 | 2.81 | -0.09 |

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- 3 = important
- 4 = very important
- 5 = extremely important

Quadrant Reportsm

High Performance / High Importance

| | Percentage Unfavorable | Performance Score | Importance Score | P / I Discrepancy | Norm 1 Score | Norm 2 Score |
|--|------------------------|-------------------|------------------|-------------------|--------------|--------------|
| Organization-focused items | | | | | | |
| 10. UCSF hires qualified people. | 21% | 3.27 | 4.28 | -1.01 | 3.39 | 3.56 |
| 28. UCSF supports my efforts to balance my work life and personal life. | 23% | 3.27 | 4.24 | -0.97 | 3.39 | 3.35 |
| 17. UCSF treats employees with respect. | 19% | 3.38 | 4.35 | -0.97 | 3.23 | 3.33 |
| 26. UCSF is interested in the health and well-being of employees. | 19% | 3.38 | 4.25 | -0.87 | | 3.38 |
| 8. My needs are satisfied by the benefits I receive. | 19% | 3.47 | 4.33 | -0.86 | 3.57 | 3.18 |
| 36. Overall, I consider myself a satisfied employee. | 14% | 3.59 | 4.38 | -0.79 | 3.38 | 3.56 |
| 27. UCSF treats employee safety as a high priority. | 14% | 3.59 | 4.34 | -0.75 | 3.65 | 3.80 |
| 21. Upper management provides the leadership necessary for UCSF's continued success. | 12% | 3.47 | 4.13 | -0.66 | | 3.45 |
| 18. I feel free to report instances of misconduct within UCSF. | 18% | 3.45 | 4.05 | -0.60 | 3.33 | |
| 12. UCSF's hiring practices are fair. | 14% | 3.41 | 4.00 | -0.59 | 3.42 | 3.46 |
| 22. I believe the information from this survey will be used to make UCSF a better place to work. | 15% | 3.58 | 4.12 | -0.54 | | 3.54 |
| 14. UCSF conducts business in an ethical manner. | 9% | 3.61 | 4.14 | -0.53 | 3.60 | 3.78 |
| 35. UCSF provides high-quality care and service. | 5% | 3.96 | 4.48 | -0.52 | 3.94 | 4.04 |
| 32. UCSF emphasizes the importance of customer service. | 11% | 3.77 | 4.24 | -0.47 | 3.86 | 4.09 |
| 34. Quality improvement is taken seriously at UCSF. | 10% | 3.68 | 4.13 | -0.45 | 3.58 | 3.64 |
| 37. I would recommend UCSF as a good place to work. | 11% | 3.70 | 4.10 | -0.40 | 3.86 | 3.76 |
| 33. I would recommend UCSF to friends or family who need care. | 5% | 4.06 | 4.17 | -0.11 | 3.91 | 4.00 |
| Work Unit-focused items | | | | | | |
| 50. There is a climate of trust within my work unit. | 21% | 3.45 | 4.37 | -0.92 | 3.22 | 3.37 |
| 54. Physicians/Faculty treat me like a valued member of the team. | 18% | 3.46 | 4.30 | -0.84 | 3.29 | 3.39 |
| 51. I am a member of a work unit that works well together. | 8% | 3.90 | 4.46 | -0.56 | 3.77 | 3.87 |
| 46. My work unit provides excellent service. | 8% | 3.96 | 4.49 | -0.53 | 4.02 | 4.11 |

Quadrant Reportsm

High Performance / High Importance

| | Percentage Unfavorable | Performance Score | Importance Score | P / I Discrepancy | Norm 1 Score | Norm 2 Score |
|--|------------------------|-------------------|------------------|-------------------|--------------|--------------|
| 47. My work unit uses our existing technology and equipment effectively. | 12% | 3.77 | 4.28 | -0.51 | 3.59 | 3.89 |
| 52. Members of my work unit are committed to the goals of UCSF. | 8% | 3.77 | 4.13 | -0.36 | 3.58 | 3.70 |
| 49. I enjoy working with my coworkers. | 4% | 4.15 | 4.46 | -0.31 | 4.04 | 4.20 |
| Manager-focused items | | | | | | |
| 63. The person I report to treats employees fairly. | 19% | 3.62 | 4.42 | -0.80 | | |
| 56. The person I report to is a good communicator. | 19% | 3.60 | 4.39 | -0.79 | 3.41 | 3.50 |
| 62. The person I report to cares if I am satisfied with my work. | 18% | 3.58 | 4.26 | -0.68 | 3.43 | 3.50 |
| 57. When I make suggestions on how to improve work methods or procedures, they are seriously considered. | 17% | 3.57 | 4.24 | -0.67 | 3.51 | 3.43 |
| 55. The person I report to supports me in developing new skills. | 16% | 3.68 | 4.30 | -0.62 | 3.60 | 3.71 |
| 66. The person I report to supports my efforts to balance my work life and personal life. | 15% | 3.67 | 4.27 | -0.60 | | |
| 65. The person I report to holds employees accountable for being productive. | 14% | 3.69 | 4.20 | -0.51 | 3.68 | 3.65 |
| 60. The person I report to treats me with respect. | 10% | 3.96 | 4.47 | -0.51 | 3.91 | 3.95 |
| 61. The person I report to has realistic expectations about what I can achieve. | 12% | 3.80 | 4.29 | -0.49 | 3.74 | 3.75 |
| 58. The person I report to encourages teamwork. | 11% | 3.86 | 4.34 | -0.48 | 3.64 | 3.84 |
| 59. I respect the abilities of the person to whom I report. | 12% | 3.92 | 4.35 | -0.43 | 3.79 | 3.93 |
| Job-focused items | | | | | | |
| 68. I received an adequate amount of training when I began my present job. | 23% | 3.43 | 4.33 | -0.90 | 3.23 | |
| 67. I am satisfied with the ongoing training I receive. | 21% | 3.36 | 4.22 | -0.86 | 3.25 | 3.43 |
| 75. I get the tools and resources (non-personnel) I need to do my job. | 21% | 3.43 | 4.26 | -0.83 | 3.27 | 3.58 |
| 69. I am satisfied with my involvement in decisions that affect my work. | 21% | 3.40 | 4.20 | -0.80 | 3.31 | 3.37 |

Quadrant Report sm

High Performance / High Importance

UC System Average (01/02) = Norm Comparison 1

National Healthcare Average = Norm Comparison 2

| | Percentage Unfavorable | Performance Score | Importance Score | P / I Discrepancy | Norm 1 Score | Norm 2 Score |
|---|-------------------------------|--------------------------|-------------------------|--------------------------|---------------------|---------------------|
| 70. My working conditions are safe. | 13% | 3.70 | 4.39 | -0.69 | 3.61 | 3.93 |
| 72. My job makes good use of my skills and abilities. | 11% | 3.87 | 4.31 | -0.44 | 3.87 | 3.91 |
| 73. My job responsibilities are clear. | 10% | 3.85 | 4.27 | -0.42 | 3.86 | 3.99 |
| 74. I understand the connection between my work priorities and the goals of UCSF. | 5% | 3.98 | 4.01 | -0.03 | 4.04 | 4.00 |

Quadrant Reportsm

High Performance / Low Importance

UC System Average (01/02) = Norm Comparison 1
National Healthcare Average = Norm Comparison 2

| | Percentage Unfavorable | Performance Score | Importance Score | P / I Discrepancy | Norm 1 Score | Norm 2 Score |
|--|------------------------|-------------------|------------------|-------------------|--------------|--------------|
| Organization-focused items | | | | | | |
| 1. UCSF provides opportunities for career development. | 14% | 3.60 | 3.94 | -0.34 | 3.32 | 3.35 |
| 2. UCSF has a good orientation program for new employees. | 10% | 3.71 | 3.95 | -0.24 | | 3.39 |
| 4. I am satisfied with the information I receive about what is going on at UCSF. | 12% | 3.60 | 3.74 | -0.14 | 3.41 | 3.23 |
| 16. UCSF is responsive to the diversity in the communities it serves. | 5% | 3.82 | 3.93 | -0.11 | | |
| 13. UCSF makes worthwhile contributions to the communities it serves. | 3% | 3.81 | 3.87 | -0.06 | 3.93 | 3.96 |
| 20. UCSF demonstrates a commitment to workforce diversity. | 6% | 3.79 | 3.81 | -0.02 | 3.72 | |
| 44. UCSF provides adequate services to meet my needs for health/wellness programs and classes. | 14% | 3.39 | 3.29 | 0.10 | | |
| 19. I understand UCSF's mission, vision, values and goals. | 2% | 4.12 | 3.83 | 0.29 | 4.24 | 4.11 |
| 43. UCSF provides adequate services to meet my needs for fitness programs and classes. | 9% | 3.52 | 3.08 | 0.44 | | |
| 40. UCSF provides adequate services to meet my needs for convenience services. | 10% | 3.56 | 3.10 | 0.46 | | |
| 39. UCSF provides adequate services to meet my needs for visual and performing arts/cultural programs. | 7% | 3.44 | 2.79 | 0.65 | | |
| 42. UCSF provides adequate services to meet my needs for social and recreational activities. | 6% | 3.53 | 2.86 | 0.67 | | |

Quadrant Report sm

Low Performance / Low Importance

UC System Average (01/02) = Norm Comparison 1

National Healthcare Average = Norm Comparison 2

| | Percentage Unfavorable | Performance Score | Importance Score | P / I Discrepancy | Norm 1 Score | Norm 2 Score |
|--|------------------------|-------------------|------------------|-------------------|--------------|--------------|
| Organization-focused items | | | | | | |
| 24. I am satisfied with the performance appraisal system at UCSF. | 29% | 3.01 | 3.99 | -0.98 | 2.86 | 2.91 |
| 25. UCSF makes adequate use of recognition and rewards other than money to encourage good performance. | 36% | 2.89 | 3.86 | -0.97 | | |
| 31. I am satisfied with the transportation alternatives available to get to and from work. | 25% | 3.24 | 3.98 | -0.74 | | |
| 3. UCSF provides adequate mentoring opportunities for employees. | 25% | 3.16 | 3.77 | -0.61 | | |
| 9. The UCSF incentive pay/performance award programs positively influence my performance. | 30% | 3.09 | 3.51 | -0.42 | | |
| 41. UCSF provides adequate services to meet my needs for food services. | 26% | 3.15 | 3.54 | -0.39 | | |

Quadrant Reportsm

Low Performance / High Importance

UC System Average (01/02) = Norm Comparison 1
National Healthcare Average = Norm Comparison 2

| | Percentage Unfavorable | Performance Score | Importance Score | P / I Discrepancy | Norm 1 Score | Norm 2 Score |
|--|---------------------------|----------------------|---------------------|----------------------|-----------------|-----------------|
| Organization-focused items | | | | | | |
| 6. My pay is fair when compared with similar positions and employers in this area. | 47% | 2.72 | 4.38 | -1.66 | 2.84 | 2.81 |
| 11. The most qualified employees get promoted at UCSF. | 39% | 2.77 | 4.08 | -1.31 | 2.77 | 2.88 |
| 7. Overall, I am satisfied with my compensation package (total pay, benefits, etc.). | 27% | 3.24 | 4.40 | -1.16 | 3.08 | 3.09 |
| 30. UCSF facilities are clean and well maintained. | 30% | 3.14 | 4.28 | -1.14 | | |
| 5. There is effective communication up and down organizational levels at UCSF. | 36% | 2.90 | 4.04 | -1.14 | 2.84 | 2.73 |
| 23. There is a climate of trust at UCSF. | 26% | 3.07 | 4.12 | -1.05 | 3.02 | 2.89 |
| 38. The structure of UCSF allows us to effectively serve our customers. | 25% | 3.22 | 4.18 | -0.96 | | |
| 15. UCSF plans well for the future. | 22% | 3.20 | 4.14 | -0.94 | | |
| 29. I am satisfied with the availability of alternative work schedules (e.g., flextime, part-time, telecommuting). | 26% | 3.27 | 4.11 | -0.84 | | |
| Work Unit-focused items | | | | | | |
| 48. My work unit is adequately staffed. | 42% | 2.85 | 4.48 | -1.63 | 2.79 | 2.77 |
| 45. Communication between work units is effective within UCSF. | 32% | 3.05 | 4.28 | -1.23 | 2.98 | 2.96 |
| 53. There is good cooperation between work units at UCSF. | 24% | 3.20 | 4.23 | -1.03 | | 3.21 |
| Manager-focused items | | | | | | |
| 64. I am satisfied with the recognition I receive for doing a good job. | 26% | 3.33 | 4.26 | -0.93 | 3.21 | 3.20 |
| Job-focused items | | | | | | |
| 71. My workload is reasonable. | 27% | 3.25 | 4.30 | -1.05 | 3.24 | 3.35 |

The Four QuadrantsSM

