

UCSF Campus 2001

Survey Results  
for  
Overall UCSF Campus 2001

Part 1 Sections Report










Part 2 Items Report

Part 3 Quadrant Report

# Sections Report

Number Responding: 3796

UC System 4 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.
V. Manager/Employee Relations	 12% 15% 73%	<b>3.89</b>	4.33	-0.44			3.79	0.10
IX. Quality/Customer Service	 9% 25% 66%	<b>3.75</b>	4.08	-0.33			3.98	-0.23
X. Satisfaction with Job	 12% 19% 68%	<b>3.71</b>	4.12	-0.41			3.84	-0.13
XII. Work Unit Climate	 14% 23% 64%	<b>3.67</b>	4.22	-0.55			3.62	0.05
VIII. Quality of Work Life	 17% 23% 61%	<b>3.56</b>	4.18	-0.62			3.56	0.00
VI. Organizational Climate/Conduct	 13% 31% 56%	<b>3.51</b>	3.98	-0.47			3.58	-0.07
XI. Work Resources	 20% 22% 57%	<b>3.45</b>	4.14	-0.69			3.41	0.04
XIII. Support Services and Enrichment Programs	 13% 36% 50%	<b>3.42</b>	3.12	0.30				
II. Communication/Decision-Making	 22% 23% 55%	<b>3.41</b>	4.08	-0.67			3.20	0.21




**Key:**

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

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(and Norm Scale)

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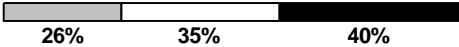
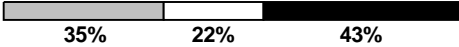
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National Healthcare Average = Norm Comparison 2

Sections (ranked by performance score)	Performance Response Distribution	Score	Importance		Norm Comp 1		Norm Comp 2	
			Score	Disc.	Score	Disc.	Score	Disc.
I. Career Development/Training		<b>3.34</b>	4.00	-0.66			3.47	-0.13
VII. Performance Management/Recognition		<b>3.25</b>	4.06	-0.81			3.25	0.00
IV. Hiring/Promotions		<b>3.12</b>	4.08	-0.96			3.30	-0.18
III. Compensation/Benefits		<b>3.04</b>	4.14	-1.10			3.03	0.01

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Manager/Employee Relations (ranked by performance score)	Performance		Importance		Norm Comp 1		Norm Comp 2		
	Response Distribution		Score	Score	Disc.	Score	Disc.	Score	Disc.
60. The person I report to treats me with respect.		79%	<b>4.06</b> (3669)	4.50	-0.44	3.91	0.15	3.95	0.11
59. I respect the abilities of the person to whom I report.		78%	<b>4.06</b> (3667)	4.33	-0.27			3.93	0.13
58. The person I report to encourages teamwork.		73%	<b>3.88</b> (3643)	4.23	-0.35			3.84	0.04
61. The person I report to has realistic expectations about what I can achieve.		72%	<b>3.84</b> (3634)	4.27	-0.43			3.75	0.09
63. The person I report to treats employees fairly.		69%	<b>3.81</b> (3644)	4.42	-0.61				
62. The person I report to cares if I am satisfied with my work.		65%	<b>3.71</b> (3634)	4.23	-0.52			3.50	0.21

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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.			<b>3.99</b> (3565)	3.92	0.07			4.00	-0.01
46. My work unit provides excellent service.			<b>3.93</b> (3623)	4.32	-0.39			4.11	-0.18
35. UCSF provides high-quality care and service.			<b>3.87</b> (3430)	4.27	-0.40			4.04	-0.17
32. UCSF emphasizes the importance of customer service.			<b>3.49</b> (3471)	3.98	-0.49			4.09	-0.60
34. Quality improvement is taken seriously at UCSF.			<b>3.46</b> (3399)	3.93	-0.47			3.64	-0.18

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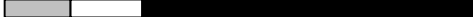
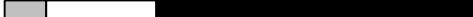
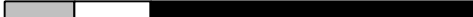
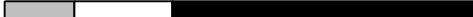
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National Healthcare Average = Norm Comparison 2

Satisfaction with Job (ranked by performance score)	Performance			Importance		Norm Comp 1		Norm Comp 2			
	Response Distribution			Score	Score	Disc.	Score	Disc.	Score	Disc.	
74. I understand the connection between my work priorities and the goals of UCSF.		9%	21%	70%	<b>3.79</b> (3663)	3.80	-0.01			4.00	-0.21
72. My job makes good use of my skills and abilities.		14%	15%	70%	<b>3.75</b> (3738)	4.28	-0.53	3.87	-0.12	3.91	-0.16
37. I would recommend UCSF as a good place to work.		9%	23%	67%	<b>3.72</b> (3658)	3.97	-0.25			3.76	-0.04
73. My job responsibilities are clear.		15%	16%	69%	<b>3.71</b> (3732)	4.22	-0.51			3.99	-0.28
36. Overall, I consider myself a satisfied employee.		15%	21%	64%	<b>3.59</b> (3672)	4.34	-0.75			3.56	0.03

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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.		<b>4.14</b> (3685)	4.41	-0.27			4.20	-0.06
51. I am a member of a work unit that works well together.		<b>3.87</b> (3674)	4.38	-0.51			3.87	0.00
52. Members of my work unit are committed to the goals of UCSF.		<b>3.76</b> (3567)	3.95	-0.19			3.70	0.06
50. There is a climate of trust within my work unit.		<b>3.54</b> (3672)	4.33	-0.79	3.22	0.32	3.37	0.17
54. Physicians/Faculty treat me like a valued member of the team.		<b>3.49</b> (3500)	4.17	-0.68			3.39	0.10
53. There is good cooperation between work units at UCSF.		<b>3.19</b> (3547)	4.09	-0.90			3.21	-0.02

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National Healthcare Average = Norm Comparison 2

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.			<b>3.88</b> (3748)	4.32	-0.44			3.93	-0.05
66. The person I report to supports my efforts to balance my work life and personal life.			<b>3.86</b> (3621)	4.34	-0.48				
27. UCSF treats employee safety as a high priority.			<b>3.60</b> (3680)	4.25	-0.65			3.80	-0.20
26. UCSF is interested in the health and well-being of employees.			<b>3.51</b> (3692)	4.17	-0.66			3.38	0.13
31. I am satisfied with the transportation alternatives available to get to and from work.			<b>3.47</b> (3649)	3.97	-0.50				
28. UCSF supports my efforts to balance my work life and personal life.			<b>3.45</b> (3665)	4.23	-0.78			3.35	0.10
30. UCSF facilities are clean and well maintained.			<b>3.43</b> (3719)	4.09	-0.66				
71. My workload is reasonable.			<b>3.41</b> (3730)	4.19	-0.78			3.35	0.06

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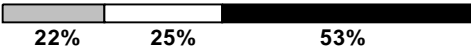
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Quality of Work Life	Performance		Importance		Norm Comp 1		Norm Comp 2	
(ranked by performance score)  29. I am satisfied with the availability of alternative work schedules (e.g., flextime, part-time, telecommuting).	Response Distribution		Score	Disc.	Score	Disc.	Score	Disc.
		3.39 (3616)	4.06	-0.67				

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

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Organizational Climate/Conduct (ranked by performance score)	Performance		Importance		Norm Comp 1		Norm Comp 2	
	Response Distribution		Score	Score	Disc.	Score	Disc.	Score
13. UCSF makes worthwhile contributions to the communities it serves.		<b>3.92</b> (3597)	3.90	0.02			3.96	-0.04
16. UCSF is responsive to the diversity in the communities it serves.		<b>3.76</b> (3579)	3.90	-0.14				
20. UCSF demonstrates a commitment to workforce diversity.		<b>3.73</b> (3625)	3.78	-0.05				
19. I understand UCSF's mission, vision, values and goals.		<b>3.71</b> (3662)	3.65	0.06			4.11	-0.40
14. UCSF conducts business in an ethical manner.		<b>3.58</b> (3572)	4.14	-0.56	3.60	-0.02	3.78	-0.20
22. I believe the information from this survey will be used to make UCSF a better place to work.		<b>3.44</b> (3715)	3.93	-0.49			3.54	-0.10
21. Upper management provides the leadership necessary for UCSF's continued success.		<b>3.42</b> (3521)	4.05	-0.63			3.45	-0.03
17. UCSF treats employees with respect.		<b>3.40</b> (3699)	4.34	-0.94			3.33	0.07

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Organizational Climate/Conduct (ranked by performance score)	Performance		Importance		Norm Comp 1		Norm Comp 2		
	Response Distribution		Score	Score	Disc.	Score	Disc.	Score	Disc.
18. I feel free to report instances of misconduct within UCSF.			<b>3.35</b> (3619)	3.99	-0.64				
15. UCSF plans well for the future.			<b>3.28</b> (3546)	4.05	-0.77				
23. There is a climate of trust at UCSF.			<b>3.02</b> (3611)	4.03	-1.01			2.89	0.13

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Work Resources (ranked by performance score)	Performance			Importance		Norm Comp 1		Norm Comp 2	
	Response Distribution			Score	Score	Disc.	Score	Disc.	Score
47. My work unit uses our existing technology and equipment effectively.			<b>3.76</b> (3633)	4.14	-0.38			3.89	-0.13
75. I get the tools and resources (non-personnel) I need to do my job.			<b>3.70</b> (3726)	4.19	-0.49			3.58	0.12
38. The structure of UCSF allows us to effectively serve our customers.			<b>3.25</b> (3369)	3.96	-0.71				
48. My work unit is adequately staffed.			<b>3.07</b> (3662)	4.27	-1.20			2.77	0.30

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Support Services and Enrichment Programs (ranked by performance score)	Performance		Importance		Norm Comp 1		Norm Comp 2	
	Response Distribution		Score	Disc.	Score	Disc.	Score	Disc.
43. UCSF provides adequate services to meet my needs for fitness programs and classes.		<b>3.49</b> (3419)	3.21	0.28				
42. UCSF provides adequate services to meet my needs for social and recreational activities.		<b>3.48</b> (3394)	2.86	0.62				
39. UCSF provides adequate services to meet my needs for visual and performing arts/cultural programs.		<b>3.46</b> (3376)	2.90	0.56				
40. UCSF provides adequate services to meet my needs for convenience services.		<b>3.45</b> (3441)	3.06	0.39				
44. UCSF provides adequate services to meet my needs for health/wellness programs and classes.		<b>3.42</b> (3409)	3.32	0.10				
41. UCSF provides adequate services to meet my needs for food services.		<b>3.23</b> (3459)	3.34	-0.11				

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Communication/Decision-Making (ranked by performance score)	Performance		Importance		Norm Comp 1		Norm Comp 2		
	Response Distribution			Score	Disc.	Score	Disc.	Score	Disc.
57. When I make suggestions on how to improve work methods or procedures, they are seriously considered.			<b>3.79</b> (3632)	4.24	-0.45			3.43	0.36
4. I am satisfied with the information I receive about what is going on at UCSF.			<b>3.67</b> (3741)	3.53	0.14	3.41	0.26	3.23	0.44
56. The person I report to is a good communicator.			<b>3.66</b> (3669)	4.37	-0.71			3.50	0.16
69. I am satisfied with my involvement in decisions that affect my work.			<b>3.53</b> (3712)	4.21	-0.68			3.37	0.16
45. Communication between work units is effective within UCSF.			<b>3.07</b> (3598)	4.17	-1.10	2.98	0.09	2.96	0.11
5. There is effective communication up and down organizational levels at UCSF.			<b>2.75</b> (3659)	3.93	-1.18			2.73	0.02

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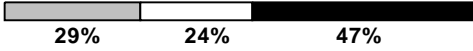
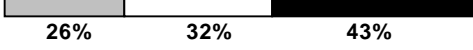
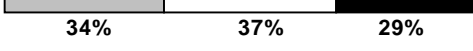
### Importance Scale

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

## Items In Sections Report

Number Responding: 3796

UC System 4 Average (01-02) = Norm Comparison 1  
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
55. The person I report to supports me in developing new skills.		<b>3.85</b> (3663)	4.34	-0.49			3.71	0.14
1. UCSF provides opportunities for career development.		<b>3.57</b> (3730)	4.02	-0.45	3.32	0.25	3.35	0.22
67. I am satisfied with the ongoing training I receive.		<b>3.31</b> (3613)	4.20	-0.89	3.25	0.06	3.43	-0.12
68. I received an adequate amount of training when I began my present job.		<b>3.20</b> (3620)	4.21	-1.01				
2. UCSF has a good orientation program for new employees.		<b>3.17</b> (3659)	3.64	-0.47			3.39	-0.22
3. UCSF provides adequate mentoring opportunities for employees.		<b>2.91</b> (3629)	3.56	-0.65				

Panel 1

Panel 2

Panel 3

Panel 4


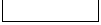

### Key:

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

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## Items In Sections Report

Number Responding: 3796

UC System 4 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.	11%	19%	70%	<b>3.78</b> (3601)	4.15	-0.37			3.65	0.13
64. I am satisfied with the recognition I receive for doing a good job.	22%	19%	59%	<b>3.51</b> (3638)	4.29	-0.78			3.20	0.31
24. I am satisfied with the performance appraisal system at UCSF.	34%	33%	33%	<b>2.90</b> (3605)	4.02	-1.12			2.91	-0.01
25. UCSF makes adequate use of recognition and rewards other than money to encourage good performance.	38%	34%	27%	<b>2.80</b> (3593)	3.76	-0.96				

Panel 1

Panel 2

Panel 3

Panel 4




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### Performance Scale (and Norm Scale)

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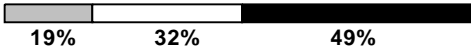
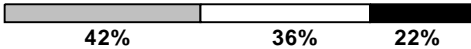
### Importance Scale

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- 5 = extremely important

## Items In Sections Report

Number Responding: 3796

UC System 4 Average (01-02) = Norm Comparison 1  
National Healthcare Average = Norm Comparison 2

Hiring/Promotions (ranked by performance score)	Performance			Importance		Norm Comp 1		Norm Comp 2		
	Response Distribution			Score	Score	Disc.	Score	Disc.	Score	Disc.
12. UCSF's hiring practices are fair.				<b>3.33</b> (3623)	4.01	-0.68			3.46	-0.13
10. UCSF hires qualified people.				<b>3.31</b> (3726)	4.15	-0.84			3.56	-0.25
11. The most qualified employees get promoted at UCSF.				<b>2.71</b> (3572)	4.09	-1.38			2.88	-0.17

Panel 1

Panel 2

Panel 3

Panel 4




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### Performance Scale (and Norm Scale)

- 1 = strongly disagree
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### Importance Scale

- 1 = relatively unimportant
- 2 = somewhat important
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## Items In Sections Report

Number Responding: 3796

UC System 4 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	Disc.	Score	Disc.	Score	Disc.
8. My needs are satisfied by the benefits I receive.		<b>3.58</b> (3734)	4.33	-0.75			3.18	0.40
7. Overall, I am satisfied with my compensation package (total pay, benefits, etc.).		<b>3.20</b> (3748)	4.39	-1.19			3.09	0.11
9. The UCSF incentive pay/performance award programs positively influence my performance.		<b>2.80</b> (3652)	3.53	-0.73				
6. My pay is fair when compared with similar positions and employers in this area.		<b>2.59</b> (3737)	4.31	-1.72			2.81	-0.22

Panel 1

Panel 2

Panel 3

Panel 4

### Key:

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# Quadrant Report sm

## High Performance / High Importance

UC System 4 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
<b>Organization-focused items</b>						
17. UCSF treats employees with respect.	18%	3.40	4.34	-0.94		3.33
10. UCSF hires qualified people.	19%	3.31	4.15	-0.84		3.56
28. UCSF supports my efforts to balance my work life and personal life.	18%	3.45	4.23	-0.78		3.35
15. UCSF plans well for the future.	17%	3.28	4.05	-0.77		
36. Overall, I consider myself a satisfied employee.	15%	3.59	4.34	-0.75		3.56
8. My needs are satisfied by the benefits I receive.	17%	3.58	4.33	-0.75		3.18
12. UCSF's hiring practices are fair.	16%	3.33	4.01	-0.68		3.46
29. I am satisfied with the availability of alternative work schedules (e.g., flextime, part-time, telecommuting).	22%	3.39	4.06	-0.67		
26. UCSF is interested in the health and well-being of employees.	14%	3.51	4.17	-0.66		3.38
30. UCSF facilities are clean and well maintained.	20%	3.43	4.09	-0.66		
27. UCSF treats employee safety as a high priority.	12%	3.60	4.25	-0.65		3.80
21. Upper management provides the leadership necessary for UCSF's continued success.	12%	3.42	4.05	-0.63		3.45
14. UCSF conducts business in an ethical manner.	9%	3.58	4.14	-0.56	3.60	3.78
1. UCSF provides opportunities for career development.	15%	3.57	4.02	-0.45	3.32	3.35
35. UCSF provides high-quality care and service.	4%	3.87	4.27	-0.40		4.04
<b>Work Unit-focused items</b>						
50. There is a climate of trust within my work unit.	19%	3.54	4.33	-0.79	3.22	3.37
54. Physicians/Faculty treat me like a valued member of the team.	18%	3.49	4.17	-0.68		3.39
51. I am a member of a work unit that works well together.	10%	3.87	4.38	-0.51		3.87
46. My work unit provides excellent service.	8%	3.93	4.32	-0.39		4.11
47. My work unit uses our existing technology and equipment effectively.	12%	3.76	4.14	-0.38		3.89

# Quadrant Report sm

## High Performance / High Importance

UC System 4 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
49. I enjoy working with my coworkers.	5%	4.14	4.41	-0.27		4.20
<b>Manager-focused items</b>						
64. I am satisfied with the recognition I receive for doing a good job.	22%	3.51	4.29	-0.78		3.20
56. The person I report to is a good communicator.	18%	3.66	4.37	-0.71		3.50
63. The person I report to treats employees fairly.	15%	3.81	4.42	-0.61		
62. The person I report to cares if I am satisfied with my work.	15%	3.71	4.23	-0.52		3.50
55. The person I report to supports me in developing new skills.	13%	3.85	4.34	-0.49		3.71
66. The person I report to supports my efforts to balance my work life and personal life.	11%	3.86	4.34	-0.48		
57. When I make suggestions on how to improve work methods or procedures, they are seriously considered.	13%	3.79	4.24	-0.45		3.43
60. The person I report to treats me with respect.	10%	4.06	4.50	-0.44	3.91	3.95
61. The person I report to has realistic expectations about what I can achieve.	12%	3.84	4.27	-0.43		3.75
65. The person I report to holds employees accountable for being productive.	11%	3.78	4.15	-0.37		3.65
58. The person I report to encourages teamwork.	12%	3.88	4.23	-0.35		3.84
59. I respect the abilities of the person to whom I report.	10%	4.06	4.33	-0.27		3.93
<b>Job-focused items</b>						
67. I am satisfied with the ongoing training I receive.	23%	3.31	4.20	-0.89	3.25	3.43
71. My workload is reasonable.	23%	3.41	4.19	-0.78		3.35
69. I am satisfied with my involvement in decisions that affect my work.	18%	3.53	4.21	-0.68		3.37
72. My job makes good use of my skills and abilities.	14%	3.75	4.28	-0.53	3.87	3.91
73. My job responsibilities are clear.	15%	3.71	4.22	-0.51		3.99
75. I get the tools and resources (non-personnel) I need to do my job.	13%	3.70	4.19	-0.49		3.58

# Quadrant Report<sup>sm</sup>

## High Performance / High Importance

UC System 4 Average (01-02) = Norm Comparison 1

National Healthcare Average = Norm Comparison 2

	<b>Percentage Unfavorable</b>	<b>Performance Score</b>	<b>Importance Score</b>	<b>P / I Discrepancy</b>	<b>Norm 1 Score</b>	<b>Norm 2 Score</b>
70. My working conditions are safe.	10%	3.88	4.32	-0.44		3.93

# Quadrant Report<sup>sm</sup>

## High Performance / Low Importance

UC System 4 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
<b>Organization-focused items</b>						
18.	21%	3.35	3.99	-0.64		
31.	19%	3.47	3.97	-0.50		
22.	17%	3.44	3.93	-0.49		3.54
32.	14%	3.49	3.98	-0.49		4.09
34.	12%	3.46	3.93	-0.47		3.64
37.	9%	3.72	3.97	-0.25		3.76
16.	7%	3.76	3.90	-0.14		
20.	8%	3.73	3.78	-0.05		
13.	3%	3.92	3.90	0.02		3.96
19.	8%	3.71	3.65	0.06		4.11
33.	5%	3.99	3.92	0.07		4.00
44.	13%	3.42	3.32	0.10		
4.	12%	3.67	3.53	0.14	3.41	3.23
43.	13%	3.49	3.21	0.28		
40.	14%	3.45	3.06	0.39		
39.	10%	3.46	2.90	0.56		
42.	8%	3.48	2.86	0.62		

### Work Unit-focused items

# Quadrant Report<sup>sm</sup>

## High Performance / Low Importance

UC System 4 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
52. Members of my work unit are committed to the goals of UCSF.	8%	3.76	3.95	-0.19		3.70
<b>Job-focused items</b>						
74. I understand the connection between my work priorities and the goals of UCSF.	9%	3.79	3.80	-0.01		4.00

# Quadrant Report sm

## Low Performance / Low Importance

UC System 4 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
<b>Organization-focused items</b>						
5. There is effective communication up and down organizational levels at UCSF.	42%	2.75	3.93	-1.18		2.73
25. UCSF makes adequate use of recognition and rewards other than money to encourage good performance.	38%	2.80	3.76	-0.96		
9. The UCSF incentive pay/performance award programs positively influence my performance.	41%	2.80	3.53	-0.73		
38. The structure of UCSF allows us to effectively serve our customers.	20%	3.25	3.96	-0.71		
3. UCSF provides adequate mentoring opportunities for employees.	34%	2.91	3.56	-0.65		
2. UCSF has a good orientation program for new employees.	26%	3.17	3.64	-0.47		3.39
41. UCSF provides adequate services to meet my needs for food services.	22%	3.23	3.34	-0.11		

# Quadrant Report<sup>sm</sup>

## Low Performance / High Importance

UC System 4 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
<b>Organization-focused items</b>						
6. My pay is fair when compared with similar positions and employers in this area.	52%	2.59	4.31	-1.72		2.81
11. The most qualified employees get promoted at UCSF.	42%	2.71	4.09	-1.38		2.88
7. Overall, I am satisfied with my compensation package (total pay, benefits, etc.).	30%	3.20	4.39	-1.19		3.09
24. I am satisfied with the performance appraisal system at UCSF.	34%	2.90	4.02	-1.12		2.91
23. There is a climate of trust at UCSF.	28%	3.02	4.03	-1.01		2.89
<b>Work Unit-focused items</b>						
48. My work unit is adequately staffed.	36%	3.07	4.27	-1.20		2.77
45. Communication between work units is effective within UCSF.	31%	3.07	4.17	-1.10	2.98	2.96
53. There is good cooperation between work units at UCSF.	24%	3.19	4.09	-0.90		3.21
<b>Job-focused items</b>						
68. I received an adequate amount of training when I began my present job.	29%	3.20	4.21	-1.01		

# The Four Quadrants<sup>SM</sup>

