

University of California San Francisco 2001

Survey Results for Overall Organization

Part 1 Sections Report

Part 2 Items Report










Part 3 Quadrant Report

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Sections Report

Number Responding: 6871

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.
V. Manager/Employee Relations		3.84	4.34	-0.50	3.70	0.14	3.79	0.05
IX. Quality/Customer Service		3.81	4.18	-0.37	3.86	-0.05	3.98	-0.17
X. Satisfaction with Job		3.75	4.16	-0.41	3.80	-0.05	3.84	-0.09
XII. Work Unit Climate		3.66	4.26	-0.60	3.58	0.08	3.62	0.04
VI. Organizational Climate/Conduct		3.54	4.01	-0.47	3.58	-0.04	3.58	-0.04
VIII. Quality of Work Life		3.48	4.21	-0.73	3.47	0.01	3.56	-0.08
XIII. Support Services and Enrichment Programs		3.43	3.12	0.31				
I. Career Development/Training		3.41	4.03	-0.62	3.35	0.06	3.47	-0.06
II. Communication/Decision-Making		3.39	4.11	-0.72	3.24	0.15	3.20	0.19




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

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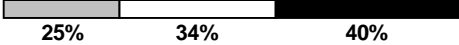
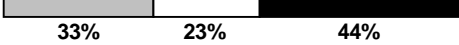
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National Healthcare Average = Norm Comparison 2

Sections (ranked by performance score)	Performance Response Distribution	Score	Importance		Norm Comp 1		Norm Comp 2	
			Score	Disc.	Score	Disc.	Score	Disc.
XI. Work Resources		3.39	4.21	-0.82	3.22	0.17	3.41	-0.02
VII. Performance Management/Recognition		3.24	4.07	-0.83	3.25	-0.01	3.25	-0.01
IV. Hiring/Promotions		3.13	4.10	-0.97	3.19	-0.06	3.30	-0.17
III. Compensation/Benefits		3.08	4.15	-1.07	3.16	-0.08	3.03	0.05

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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
60. The person I report to treats me with respect.		4.01 (6662)	4.49	-0.48	3.91	0.10	3.95	0.06
59. I respect the abilities of the person to whom I report.		3.99 (6649)	4.34	-0.35	3.79	0.20	3.93	0.06
58. The person I report to encourages teamwork.		3.87 (6622)	4.27	-0.40	3.64	0.23	3.84	0.03
61. The person I report to has realistic expectations about what I can achieve.		3.82 (6594)	4.28	-0.46	3.74	0.08	3.75	0.07
63. The person I report to treats employees fairly.		3.72 (6617)	4.42	-0.70				
62. The person I report to cares if I am satisfied with my work.		3.65 (6617)	4.24	-0.59	3.43	0.22	3.50	0.15

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Quality/Customer Service (ranked by performance score)	Performance		Importance		Norm Comp 1		Norm Comp 2	
	Response Distribution		Score	Score	Disc.	Score	Disc.	Score
33. I would recommend UCSF to friends or family who need care.		4.02 (6549)	4.03	-0.01	3.91	0.11	4.00	0.02
46. My work unit provides excellent service.		3.94 (6613)	4.39	-0.45	4.02	-0.08	4.11	-0.17
35. UCSF provides high-quality care and service.		3.91 (6384)	4.36	-0.45	3.94	-0.03	4.04	-0.13
32. UCSF emphasizes the importance of customer service.		3.61 (6413)	4.10	-0.49	3.86	-0.25	4.09	-0.48
34. Quality improvement is taken seriously at UCSF.		3.56 (6338)	4.02	-0.46	3.58	-0.02	3.64	-0.08

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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.		3.87 (6681)	3.90	-0.03	4.04	-0.17	4.00	-0.13
72. My job makes good use of my skills and abilities.		3.80 (6762)	4.29	-0.49	3.87	-0.07	3.91	-0.11
73. My job responsibilities are clear.		3.77 (6753)	4.24	-0.47	3.86	-0.09	3.99	-0.22
37. I would recommend UCSF as a good place to work.		3.71 (6640)	4.03	-0.32	3.86	-0.15	3.76	-0.05
36. Overall, I consider myself a satisfied employee.		3.59 (6656)	4.35	-0.76	3.38	0.21	3.56	0.03

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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.		4.14 (6686)	4.43	-0.29	4.04	0.10	4.20	-0.06
51. I am a member of a work unit that works well together.		3.88 (6670)	4.41	-0.53	3.77	0.11	3.87	0.01
52. Members of my work unit are committed to the goals of UCSF.		3.76 (6524)	4.03	-0.27	3.58	0.18	3.70	0.06
50. There is a climate of trust within my work unit.		3.50 (6659)	4.34	-0.84	3.22	0.28	3.37	0.13
54. Physicians/Faculty treat me like a valued member of the team.		3.47 (6426)	4.23	-0.76	3.29	0.18	3.39	0.08
53. There is good cooperation between work units at UCSF.		3.20 (6502)	4.15	-0.95			3.21	-0.01

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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
19. I understand UCSF's mission, vision, values and goals.		3.88 (6674)	3.74	0.14	4.24	-0.36	4.11	-0.23
13. UCSF makes worthwhile contributions to the communities it serves.		3.87 (6505)	3.89	-0.02	3.93	-0.06	3.96	-0.09
16. UCSF is responsive to the diversity in the communities it serves.		3.78 (6521)	3.91	-0.13				
20. UCSF demonstrates a commitment to workforce diversity.		3.75 (6600)	3.80	-0.05	3.72	0.03		
14. UCSF conducts business in an ethical manner.		3.58 (6492)	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.		3.51 (6740)	4.01	-0.50			3.54	-0.03
21. Upper management provides the leadership necessary for UCSF's continued success.		3.44 (6433)	4.09	-0.65			3.45	-0.01

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Organizational Climate/Conduct (ranked by performance score)	Performance		Importance		Norm Comp 1		Norm Comp 2		
	Response Distribution			Score	Disc.	Score	Disc.	Score	Disc.
18. I feel free to report instances of misconduct within UCSF.			3.40 (6588)	4.02	-0.62	3.33	0.07		
17. UCSF treats employees with respect.			3.39 (6706)	4.34	-0.95	3.23	0.16	3.33	0.06
15. UCSF plans well for the future.			3.25 (6479)	4.09	-0.84				
23. There is a climate of trust at UCSF.			3.04 (6581)	4.07	-1.03	3.02	0.02	2.89	0.15

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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.		3.80 (6785)	4.35	-0.55	3.61	0.19	3.93	-0.13
66. The person I report to supports my efforts to balance my work life and personal life.		3.77 (6581)	4.31	-0.54				
27. UCSF treats employee safety as a high priority.		3.60 (6700)	4.29	-0.69	3.65	-0.05	3.80	-0.20
26. UCSF is interested in the health and well-being of employees.		3.45 (6701)	4.21	-0.76			3.38	0.07
31. I am satisfied with the transportation alternatives available to get to and from work.		3.38 (6632)	3.98	-0.60				
28. UCSF supports my efforts to balance my work life and personal life.		3.37 (6671)	4.23	-0.86	3.39	-0.02	3.35	0.02
29. I am satisfied with the availability of alternative work schedules (e.g., flextime, part-time, telecommuting).		3.34 (6565)	4.08	-0.74				
71. My workload is reasonable.		3.34 (6764)	4.23	-0.89	3.24	0.10	3.35	-0.01

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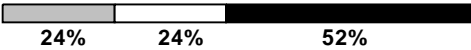
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Quality of Work Life	Performance		Importance		Norm Comp 1		Norm Comp 2	
(ranked by performance score) 30. UCSF facilities are clean and well maintained.	<u>Response Distribution</u>		<u>Score</u>		<u>Score</u> <u>Disc.</u>		<u>Score</u> <u>Disc.</u>	
			3.31 (6745)		4.17 -0.86			

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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
43. UCSF provides adequate services to meet my needs for fitness programs and classes.		3.50 (6221)	3.17	0.33				
42. UCSF provides adequate services to meet my needs for social and recreational activities.		3.50 (6180)	2.87	0.63				
40. UCSF provides adequate services to meet my needs for convenience services.		3.50 (6257)	3.09	0.41				
39. UCSF provides adequate services to meet my needs for visual and performing arts/cultural programs.		3.45 (6131)	2.87	0.58				
44. UCSF provides adequate services to meet my needs for health/wellness programs and classes.		3.41 (6194)	3.32	0.09				
41. UCSF provides adequate services to meet my needs for food services.		3.20 (6330)	3.43	-0.23				

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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.		3.78 (6648)	4.32	-0.54	3.60	0.18	3.71	0.07
1. UCSF provides opportunities for career development.		3.58 (6744)	3.99	-0.41	3.32	0.26	3.35	0.23
2. UCSF has a good orientation program for new employees.		3.41 (6646)	3.77	-0.36			3.39	0.02
67. I am satisfied with the ongoing training I receive.		3.34 (6580)	4.21	-0.87	3.25	0.09	3.43	-0.09
68. I received an adequate amount of training when I began my present job.		3.30 (6588)	4.26	-0.96	3.23	0.07		
3. UCSF provides adequate mentoring opportunities for employees.		3.02 (6576)	3.65	-0.63				

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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.	15%	19%	65%	3.69 (6590)	4.24	-0.55	3.51	0.18	3.43	0.26
4. I am satisfied with the information I receive about what is going on at UCSF.	12%	22%	66%	3.64 (6753)	3.63	0.01	3.41	0.23	3.23	0.41
56. The person I report to is a good communicator.	19%	18%	63%	3.63 (6660)	4.38	-0.75	3.41	0.22	3.50	0.13
69. I am satisfied with my involvement in decisions that affect my work.	20%	22%	59%	3.47 (6722)	4.20	-0.73	3.31	0.16	3.37	0.10
45. Communication between work units is effective within UCSF.	31%	28%	41%	3.07 (6567)	4.22	-1.15	2.98	0.09	2.96	0.11
5. There is effective communication up and down organizational levels at UCSF.	39%	31%	30%	2.82 (6636)	3.97	-1.15	2.84	-0.02	2.73	0.09

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

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Work Resources (ranked by performance score)	Performance		Importance		Norm Comp 1		Norm Comp 2	
	Response Distribution		Score	Disc.	Score	Disc.	Score	Disc.
47. My work unit uses our existing technology and equipment effectively.		3.76 (6605)	4.20	-0.44	3.59	0.17	3.89	-0.13
75. I get the tools and resources (non-personnel) I need to do my job.		3.59 (6747)	4.22	-0.63	3.27	0.32	3.58	0.01
38. The structure of UCSF allows us to effectively serve our customers.		3.24 (6290)	4.06	-0.82				
48. My work unit is adequately staffed.		2.97 (6655)	4.35	-1.38	2.79	0.18	2.77	0.20

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

Items In Sections Report

Number Responding: 6871

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.	12%	19%	69%	3.74 (6563)	4.17	-0.43	3.68	0.06	3.65	0.09
64. I am satisfied with the recognition I receive for doing a good job.	24%	21%	56%	3.43 (6606)	4.28	-0.85	3.21	0.22	3.20	0.23
24. I am satisfied with the performance appraisal system at UCSF.	32%	33%	35%	2.95 (6565)	4.01	-1.06	2.86	0.09	2.91	0.04
25. UCSF makes adequate use of recognition and rewards other than money to encourage good performance.	37%	34%	29%	2.85 (6578)	3.81	-0.96				

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: 6871

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.			
12. UCSF's hiring practices are fair.	16%	35%	49%	3.36 (6597)	4.01	-0.65	3.42	-0.06	3.46	-0.10
10. UCSF hires qualified people.	20%	32%	48%	3.29 (6750)	4.20	-0.91	3.39	-0.10	3.56	-0.27
11. The most qualified employees get promoted at UCSF.	40%	36%	24%	2.74 (6539)	4.08	-1.34	2.77	-0.03	2.88	-0.14

Panel 1

Panel 2

Panel 3

Panel 4


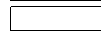

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Performance Scale
(and Norm Scale)

- 1 = strongly disagree
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Importance Scale

- 1 = relatively unimportant
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- 5 = extremely important

Items In Sections Report

Number Responding: 6871

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.			3.54 (6725)	4.33	-0.79	3.57	-0.03	3.18	0.36
7. Overall, I am satisfied with my compensation package (total pay, benefits, etc.).			3.21 (6767)	4.39	-1.18	3.08	0.13	3.09	0.12
9. The UCSF incentive pay/performance award programs positively influence my performance.			2.93 (6625)	3.52	-0.59				
6. My pay is fair when compared with similar positions and employers in this area.			2.64 (6759)	4.34	-1.70	2.84	-0.20	2.81	-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
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- 5 = strongly agree

Importance Scale

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- 2 = somewhat important
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- 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						
17. UCSF treats employees with respect.	19%	3.39	4.34	-0.95	3.23	3.33
10. UCSF hires qualified people.	20%	3.29	4.20	-0.91	3.39	3.56
28. UCSF supports my efforts to balance my work life and personal life.	20%	3.37	4.23	-0.86	3.39	3.35
30. UCSF facilities are clean and well maintained.	24%	3.31	4.17	-0.86		
8. My needs are satisfied by the benefits I receive.	18%	3.54	4.33	-0.79	3.57	3.18
26. UCSF is interested in the health and well-being of employees.	16%	3.45	4.21	-0.76		3.38
36. Overall, I consider myself a satisfied employee.	14%	3.59	4.35	-0.76	3.38	3.56
29. I am satisfied with the availability of alternative work schedules (e.g., flextime, part-time, telecommuting).	23%	3.34	4.08	-0.74		
27. UCSF treats employee safety as a high priority.	13%	3.60	4.29	-0.69	3.65	3.80
21. Upper management provides the leadership necessary for UCSF's continued success.	12%	3.44	4.09	-0.65		3.45
12. UCSF's hiring practices are fair.	16%	3.36	4.01	-0.65	3.42	3.46
18. I feel free to report instances of misconduct within UCSF.	19%	3.40	4.02	-0.62	3.33	
14. UCSF conducts business in an ethical manner.	9%	3.58	4.14	-0.56	3.60	3.78
22. I believe the information from this survey will be used to make UCSF a better place to work.	16%	3.51	4.01	-0.50		3.54
32. UCSF emphasizes the importance of customer service.	13%	3.61	4.10	-0.49	3.86	4.09
34. Quality improvement is taken seriously at UCSF.	11%	3.56	4.02	-0.46	3.58	3.64
35. UCSF provides high-quality care and service.	5%	3.91	4.36	-0.45	3.94	4.04
37. I would recommend UCSF as a good place to work.	10%	3.71	4.03	-0.32	3.86	3.76
33. I would recommend UCSF to friends or family who need care.	5%	4.02	4.03	-0.01	3.91	4.00
Work Unit-focused items						
50. There is a climate of trust within my work unit.	20%	3.50	4.34	-0.84	3.22	3.37

Quadrant Reportsm

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
54. Physicians/Faculty treat me like a valued member of the team.	18%	3.47	4.23	-0.76	3.29	3.39
51. I am a member of a work unit that works well together.	9%	3.88	4.41	-0.53	3.77	3.87
46. My work unit provides excellent service.	8%	3.94	4.39	-0.45	4.02	4.11
47. My work unit uses our existing technology and equipment effectively.	12%	3.76	4.20	-0.44	3.59	3.89
49. I enjoy working with my coworkers.	4%	4.14	4.43	-0.29	4.04	4.20
52. Members of my work unit are committed to the goals of UCSF.	8%	3.76	4.03	-0.27	3.58	3.70
Manager-focused items						
64. I am satisfied with the recognition I receive for doing a good job.	24%	3.43	4.28	-0.85	3.21	3.20
56. The person I report to is a good communicator.	19%	3.63	4.38	-0.75	3.41	3.50
63. The person I report to treats employees fairly.	17%	3.72	4.42	-0.70		
62. The person I report to cares if I am satisfied with my work.	16%	3.65	4.24	-0.59	3.43	3.50
57. When I make suggestions on how to improve work methods or procedures, they are seriously considered.	15%	3.69	4.24	-0.55	3.51	3.43
55. The person I report to supports me in developing new skills.	14%	3.78	4.32	-0.54	3.60	3.71
66. The person I report to supports my efforts to balance my work life and personal life.	13%	3.77	4.31	-0.54		
60. The person I report to treats me with respect.	10%	4.01	4.49	-0.48	3.91	3.95
61. The person I report to has realistic expectations about what I can achieve.	12%	3.82	4.28	-0.46	3.74	3.75
65. The person I report to holds employees accountable for being productive.	12%	3.74	4.17	-0.43	3.68	3.65
58. The person I report to encourages teamwork.	12%	3.87	4.27	-0.40	3.64	3.84
59. I respect the abilities of the person to whom I report.	11%	3.99	4.34	-0.35	3.79	3.93
Job-focused items						
67. I am satisfied with the ongoing training I receive.	22%	3.34	4.21	-0.87	3.25	3.43

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
69.	I am satisfied with my involvement in decisions that affect my work.	20%	3.47	4.20	-0.73	3.31	3.37
75.	I get the tools and resources (non-personnel) I need to do my job.	16%	3.59	4.22	-0.63	3.27	3.58
70.	My working conditions are safe.	11%	3.80	4.35	-0.55	3.61	3.93
72.	My job makes good use of my skills and abilities.	13%	3.80	4.29	-0.49	3.87	3.91
73.	My job responsibilities are clear.	13%	3.77	4.24	-0.47	3.86	3.99

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						
31. I am satisfied with the transportation alternatives available to get to and from work.	22%	3.38	3.98	-0.60		
1. UCSF provides opportunities for career development.	14%	3.58	3.99	-0.41	3.32	3.35
2. UCSF has a good orientation program for new employees.	19%	3.41	3.77	-0.36		3.39
16. UCSF is responsive to the diversity in the communities it serves.	6%	3.78	3.91	-0.13		
20. UCSF demonstrates a commitment to workforce diversity.	7%	3.75	3.80	-0.05	3.72	
13. UCSF makes worthwhile contributions to the communities it serves.	3%	3.87	3.89	-0.02	3.93	3.96
4. I am satisfied with the information I receive about what is going on at UCSF.	12%	3.64	3.63	0.01	3.41	3.23
44. UCSF provides adequate services to meet my needs for health/wellness programs and classes.	13%	3.41	3.32	0.09		
19. I understand UCSF's mission, vision, values and goals.	5%	3.88	3.74	0.14	4.24	4.11
43. UCSF provides adequate services to meet my needs for fitness programs and classes.	11%	3.50	3.17	0.33		
40. UCSF provides adequate services to meet my needs for convenience services.	12%	3.50	3.09	0.41		
39. UCSF provides adequate services to meet my needs for visual and performing arts/cultural programs.	9%	3.45	2.87	0.58		
42. UCSF provides adequate services to meet my needs for social and recreational activities.	7%	3.50	2.87	0.63		
Job-focused items						
74. I understand the connection between my work priorities and the goals of UCSF.	7%	3.87	3.90	-0.03	4.04	4.00

Quadrant Report sm

Low Performance / Low Importance

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

National Healthcare Average = Norm Comparison 2

Organization-focused items	Percentage Unfavorable	Performance Score	Importance Score	P / I Discrepancy	Norm 1 Score	Norm 2 Score
5. There is effective communication up and down organizational levels at UCSF.	39%	2.82	3.97	-1.15	2.84	2.73
25. UCSF makes adequate use of recognition and rewards other than money to encourage good performance.	37%	2.85	3.81	-0.96		
3. UCSF provides adequate mentoring opportunities for employees.	30%	3.02	3.65	-0.63		
9. The UCSF incentive pay/performance award programs positively influence my performance.	36%	2.93	3.52	-0.59		
41. UCSF provides adequate services to meet my needs for food services.	24%	3.20	3.43	-0.23		

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.	50%	2.64	4.34	-1.70	2.84	2.81
11. The most qualified employees get promoted at UCSF.	40%	2.74	4.08	-1.34	2.77	2.88
7. Overall, I am satisfied with my compensation package (total pay, benefits, etc.).	29%	3.21	4.39	-1.18	3.08	3.09
24. I am satisfied with the performance appraisal system at UCSF.	32%	2.95	4.01	-1.06	2.86	2.91
23. There is a climate of trust at UCSF.	27%	3.04	4.07	-1.03	3.02	2.89
15. UCSF plans well for the future.	19%	3.25	4.09	-0.84		
38. The structure of UCSF allows us to effectively serve our customers.	22%	3.24	4.06	-0.82		
Work Unit-focused items						
48. My work unit is adequately staffed.	38%	2.97	4.35	-1.38	2.79	2.77
45. Communication between work units is effective within UCSF.	31%	3.07	4.22	-1.15	2.98	2.96
53. There is good cooperation between work units at UCSF.	24%	3.20	4.15	-0.95		3.21
Job-focused items						
68. I received an adequate amount of training when I began my present job.	26%	3.30	4.26	-0.96	3.23	
71. My workload is reasonable.	25%	3.34	4.23	-0.89	3.24	3.35

The Four QuadrantsSM

