

# UCSF Campus 2003



# Survey Results for Overall UCSF Campus 2003

Part 1 Domain Report

Part 2 Performance Difference Report

Part 3 Quadrant Report

Part 4 Section Report






Part 5 Item Report

EC2

# Domain Report

Number Responding: 3979

Nat'l Healthcare Avg 2003 = Norm Comp 1  
2001 UCSF Campus = Norm Comp 2

Domain  (rank ordered by performance score)	Performance  <u>Response Distribution</u>	Score	Importance		Norm Comp 1		Norm Comp 2	
			Score	Diff	Score	Diff	Score	Diff
Employee Domain	 8% 15% 77%	<b>3.99</b>	4.11	-0.12	3.91	0.08	3.74	0.25
Manager Domain	 14% 16% 71%	<b>3.84</b>	4.26	-0.42	3.69	0.15	3.70	0.14
Organization Domain	 21% 26% 54%	<b>3.41</b>	4.06	-0.65	3.44	-0.03	3.29	0.12
Commitment Indicator	 8% 16% 76%	<b>4.01</b>	4.04	-0.03	3.94	0.07	3.77	0.24
Overall Average (average of all items)	 14% 19% 67%	<b>3.65</b>	4.12	-0.47	3.62	0.03	3.50	0.15

Panel 1

Panel 2

Panel 3

Panel 4


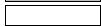

## Key:

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

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

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

Panel 4 shows the norm comparison 2 score and the difference 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

# Performance Difference Report<sup>sm</sup>

(rank ordered by norm 1 difference)

Nat'l Healthcare Avg 2003 = Norm Comp 1  
2001 UCSF Campus = Norm Comp 2

	Domain	Performance Score	Norm 1 Score	Norm 1 Diff	Norm 2 Score	Norm 2 Diff
50. When I make suggestions on how to improve work methods or procedures, they are seriously considered.	M	3.85	3.43	0.42	3.79	0.06
29. I am satisfied with the recognition I receive from the person I report to for doing a good job.	M	3.73	3.31	0.42	3.51	0.22
26. I am satisfied with the information I receive about what is going on at UCSF.	O	3.77	3.36	0.41	3.67	0.10
11. My work unit conducts business in an ethical manner.	E	4.16	3.84	0.32	3.58	0.58
47. My needs are satisfied by the benefits I receive.	O	3.64	3.32	0.32	3.58	0.06
34. I am satisfied with the performance appraisal system in my work unit.	M	3.34	3.06	0.28	2.90	0.44
14. My work unit demonstrates a commitment to workforce diversity.	E	4.00	3.74	0.26	3.73	0.27
15. The person I report to supports my efforts to balance my work life and personal life.	M	4.06	3.86	0.20	3.86	0.20
46. There is a climate of trust within my work unit.	E	3.63	3.45	0.18	3.54	0.09
22. The person I report to holds employees accountable for being productive.	M	3.91	3.74	0.17	3.78	0.13
42. My work unit is adequately staffed.	O	3.17	3.00	0.17	3.07	0.10
5. The person I report to treats me with respect.	M	4.19	4.03	0.16	4.06	0.13
38. I would recommend UCSF to friends or family who need care.	C	4.16	4.00	0.16	3.99	0.17
28. I get the tools and resources (non-personnel) I need to do my job.	O	3.82	3.66	0.16	3.70	0.12

Norm 1 Diff: is the difference between the performance score and the norm comparison 1 score.

Norm 2 Diff: is the difference between the performance score and the norm comparison 2 score.

O: Organization Domain  
M: Manager Domain  
E: Employee Domain  
C: Commitment Indicator

# Performance Difference Report<sup>sm</sup>

(rank ordered by norm 1 difference)

Nat'l Healthcare Avg 2003 = Norm Comp 1

2001 UCSF Campus = Norm Comp 2

	Domain	Performance Score	Norm 1 Score	Norm 1 Diff	Norm 2 Score	Norm 2 Diff
48. The person I report to cares if I am satisfied with my work.	M	3.77	3.62	0.15	3.71	0.06
1. UCSF provides opportunities for career development.	O	3.61	3.48	0.13	3.57	0.04
43. I feel free to report instances of misconduct within UCSF.	O	3.58	3.45	0.13	3.35	0.23
27. I would recommend UCSF as a good place to work.	C	3.99	3.87	0.12	3.72	0.27
25. The person I report to supports me in developing new skills.	M	3.91	3.79	0.12	3.85	0.06
33. Physicians/ faculty treat other UCSF staff members with respect.	O	3.41	3.30	0.11		
10. The person I report to has realistic expectations about what I can achieve.	M	3.90	3.80	0.10	3.84	0.06
30. UCSF treats employees with respect.	O	3.65	3.55	0.10	3.40	0.25
31. My work unit provides excellent service.	E	4.21	4.12	0.09	3.93	0.28
35. There is a climate of trust at UCSF.	O	3.23	3.14	0.09	3.02	0.21
45. The person I report to is a good communicator.	M	3.73	3.65	0.08	3.66	0.07
20. I am satisfied with my involvement in decisions that affect my work.	M	3.56	3.48	0.08	3.53	0.03
12. The person I report to takes quality improvement seriously.	M	4.03	3.96	0.07		
49. I am a member of a work unit that works well together.	E	3.95	3.90	0.05	3.87	0.08
36. There is effective communication up and down organizational levels at UCSF.	O	2.91	2.88	0.03	2.75	0.16
39. The person I report to encourages teamwork.	M	3.94	3.91	0.03	3.88	0.06

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(rank ordered by norm 1 difference)

Nat'l Healthcare Avg 2003 = Norm Comp 1

2001 UCSF Campus = Norm Comp 2

	<b>Domain</b>	<b>Performance Score</b>	<b>Norm 1 Score</b>	<b>Norm 1 Diff</b>	<b>Norm 2 Score</b>	<b>Norm 2 Diff</b>
37. My work unit uses our existing technology and equipment effectively.	E	3.92	3.90	0.02	3.76	0.16
53. Overall, I am a satisfied employee.	C	3.71	3.69	0.02	3.59	0.12
24. UCSF treats employee safety as a high priority.	O	3.79	3.78	0.01	3.60	0.19
3. UCSF provides high-quality care and service.	O	4.06	4.05	0.01	3.87	0.19
16. I would like to remain with UCSF for at least the next three years.	C	4.18	4.18	0.00		
2. My working conditions are safe.	O	3.93	3.94	-0.01	3.88	0.05
7. I understand the connection between my work priorities and the goals of UCSF.	E	4.06	4.08	-0.02	3.79	0.27
6. UCSF hires qualified people.	O	3.53	3.59	-0.06	3.31	0.22
51. Different work units work well together in UCSF.	O	3.26	3.32	-0.06		
9. UCSF has a good orientation program for new employees.	O	3.46	3.55	-0.09	3.17	0.29
4. My job responsibilities are clear.	M	3.88	3.98	-0.10	3.71	0.17
13. I get the training I need to do a good job.	O	3.64	3.76	-0.12		
21. UCSF's hiring practices are fair.	O	3.53	3.65	-0.12	3.33	0.20
40. I believe the information from this survey will be used to make my work unit a better place to work.	O	3.38	3.51	-0.13	3.44	-0.06
19. Communication between work units is effective within UCSF.	O	2.99	3.12	-0.13	3.07	-0.08
23. Upper management provides the leadership necessary for UCSF's continued success.	O	3.34	3.47	-0.13	3.42	-0.08

Norm 1 Diff: is the difference between the performance score and the norm comparison 1 score.

Norm 2 Diff: is the difference between the performance score and the norm comparison 2 score.

O: Organization Domain

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# Performance Difference Report<sup>sm</sup>

(rank ordered by norm 1 difference)

Nat'l Healthcare Avg 2003 = Norm Comp 1  
2001 UCSF Campus = Norm Comp 2

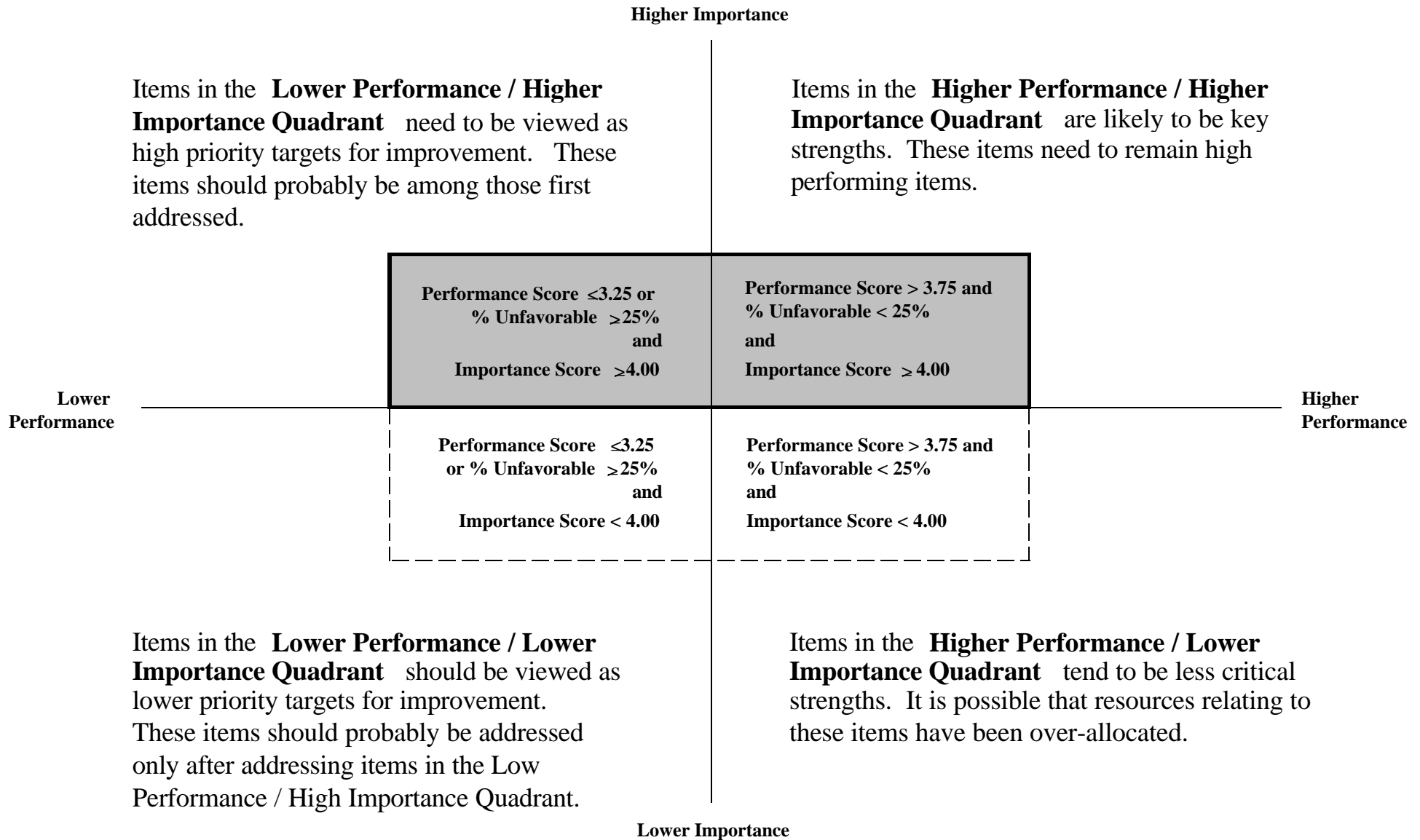
	<b>Domain</b>	<b>Performance Score</b>	<b>Norm 1 Score</b>	<b>Norm 1 Diff</b>	<b>Norm 2 Score</b>	<b>Norm 2 Diff</b>
8. Overall, I am satisfied with my compensation package (total pay, benefits, etc.).	O	3.07	3.20	-0.13	3.20	-0.13
41. My pay is fair when compared with similar positions and employers in this area.	O	2.68	2.96	-0.28	2.59	0.09
52. I understand UCSF's mission, vision, values, and goals.	E	3.96	4.28	-0.32	3.71	0.25
32. UCSF facilities are clean and well-maintained.	O	3.59			3.43	0.16
17. UCSF provides adequate mentoring opportunities for employees.	O	3.16			2.91	0.25
44. UCSF makes adequate use of recognition and rewards other than money to encourage good performance.	O	3.09			2.80	0.29
18. The UCSF incentive pay/ performance award programs positively influence my performance.	O	2.89			2.80	0.09

Norm 1 Diff: is the difference between the performance score and the norm comparison 1 score.

Norm 2 Diff: is the difference between the performance score and the norm comparison 2 score.

O: Organization Domain  
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# The Four Quadrants<sup>SM</sup>



Note: Only High Performance/High Importance and Low Performance/High Importance Quadrants are included.

# Quadrant Report sm

## High Performance / High Importance

Nat'l Healthcare Avg 2003 = Norm Comp 1  
2001 UCSF Campus = Norm Comp 2

	Percentage Unfavorable	Performance Score	Importance Score	Norm 1 Score	Norm 1 Diff	Norm 2 Score
<b>Organization Domain</b>						
28. I get the tools and resources (non-personnel) I need to do my job.	11%	3.82	4.19	3.66	0.16	3.70
24. UCSF treats employee safety as a high priority.	9%	3.79	4.17	3.78	0.01	3.60
3. UCSF provides high-quality care and service.	4%	4.06	4.23	4.05	0.01	3.87
2. My working conditions are safe.	9%	3.93	4.27	3.94	-0.01	3.88
<b>Manager Domain</b>						
50. When I make suggestions on how to improve work methods or procedures, they are seriously considered.	13%	3.85	4.25	3.43	0.42	3.79
15. The person I report to supports my efforts to balance my work life and personal life.	9%	4.06	4.44	3.86	0.20	3.86
22. The person I report to holds employees accountable for being productive.	10%	3.91	4.06	3.74	0.17	3.78
5. The person I report to treats me with respect.	10%	4.19	4.66	4.03	0.16	4.06
48. The person I report to cares if I am satisfied with my work.	15%	3.77	4.24	3.62	0.15	3.71
25. The person I report to supports me in developing new skills.	11%	3.91	4.27	3.79	0.12	3.85
10. The person I report to has realistic expectations about what I can achieve.	12%	3.90	4.24	3.80	0.10	3.84
12. The person I report to takes quality improvement seriously.	9%	4.03	4.14	3.96	0.07	
39. The person I report to encourages teamwork.	12%	3.94	4.17	3.91	0.03	3.88
4. My job responsibilities are clear.	12%	3.88	4.20	3.98	-0.10	3.71
<b>Employee Domain</b>						
11. My work unit conducts business in an ethical manner.	7%	4.16	4.43	3.84	0.32	3.58
31. My work unit provides excellent service.	4%	4.21	4.34	4.12	0.09	3.93
49. I am a member of a work unit that works well together.	10%	3.95	4.38	3.90	0.05	3.87
37. My work unit uses our existing technology and equipment effectively.	9%	3.92	4.02	3.90	0.02	3.76

# Quadrant Report<sup>sm</sup>

## High Performance / High Importance

Nat'l Healthcare Avg 2003 = Norm Comp 1  
2001 UCSF Campus = Norm Comp 2

<b>Commitment Indicator</b>	<b>Percentage Unfavorable</b>	<b>Performance Score</b>	<b>Importance Score</b>	<b>Norm 1 Score</b>	<b>Norm 1 Diff</b>	<b>Norm 2 Score</b>
16. I would like to remain with UCSF for at least the next three years.	8%	4.18	4.01	4.18	0.00	

# Quadrant Report<sup>sm</sup>

## Low Performance / High Importance










Nat'l Healthcare Avg 2003 = Norm Comp 1  
2001 UCSF Campus = Norm Comp 2

<b>Organization Domain</b>	<b>Percentage Unfavorable</b>	<b>Performance Score</b>	<b>Importance Score</b>	<b>Norm 1 Score</b>	<b>Norm 1 Diff</b>	<b>Norm 2 Score</b>
42. My work unit is adequately staffed.	33%	3.17	4.16	3.00	0.17	3.07
35. There is a climate of trust at UCSF.	24%	3.23	4.11	3.14	0.09	3.02
36. There is effective communication up and down organizational levels at UCSF.	35%	2.91	4.07	2.88	0.03	2.75
8. Overall, I am satisfied with my compensation package (total pay, benefits, etc.).	35%	3.07	4.46	3.20	-0.13	3.20
41. My pay is fair when compared with similar positions and employers in this area.	48%	2.68	4.35	2.96	-0.28	2.59

# Section Report

Number Responding: 3979

Nat'l Healthcare Avg 2003 = Norm Comp 1  
2001 UCSF Campus = Norm Comp 2

Section <small>(rank ordered by performance score)</small>	Performance <u>Response Distribution</u>	Score	Importance		Norm Comp 1		Norm Comp 2	
			Score	Diff	Score	Diff	Score	Diff
VII. Customer Service	 5% 15% 80%	<b>4.12</b>	4.16	-0.04	4.03	0.09	3.93	0.19
XII. Manager/Employee Relations	 12% 14% 74%	<b>3.95</b>	4.33	-0.38	3.84	0.11	3.87	0.08
VIII. Job Satisfaction	 10% 15% 75%	<b>3.94</b>	4.11	-0.17	3.93	0.01	3.67	0.27
VI. Quality of Work Life	 11% 18% 72%	<b>3.84</b>	4.23	-0.39	3.86	-0.02	3.69	0.15
XI. Work Unit Climate	 14% 25% 62%	<b>3.65</b>	4.11	-0.46	3.54	0.11	3.71	-0.06
X. Work Resources	 18% 16% 66%	<b>3.64</b>	4.12	-0.48	3.52	0.12	3.51	0.13
V. Organizational Climate	 15% 24% 61%	<b>3.61</b>	4.09	-0.48	3.61	0.00	3.42	0.19
I. Career Development	 17% 25% 59%	<b>3.56</b>	3.98	-0.42	3.65	-0.09	3.38	0.18
IX. Communication/Decision Making	 19% 21% 60%	<b>3.55</b>	4.05	-0.50	3.43	0.12	3.47	0.08


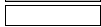

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**Performance Scale**  
(and Norm Scale)

- 1 = strongly disagree
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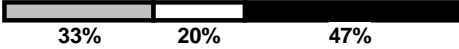
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# Section Report

Number Responding: 3979

Nat'l Healthcare Avg 2003 = Norm Comp 1  
2001 UCSF Campus = Norm Comp 2

Section  (rank ordered by performance score)	Performance  <u>Response Distribution</u>	Score	Importance		Norm Comp 1		Norm Comp 2	
			Score	Diff	Score	Diff	Score	Diff
IV. Hiring/Promotions		<b>3.53</b>	4.11	-0.58	3.62	-0.09	3.32	0.21
III. Performance Management		<b>3.39</b>	3.99	-0.60	3.37	0.02	3.16	0.23
II. Compensation/Benefits		<b>3.13</b>	4.38	-1.25	3.16	-0.03	3.12	0.01

Panel 1

Panel 2

Panel 3

Panel 4


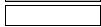

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# Items In Sections Report

Number Responding: 3979

Nat'l Healthcare Avg 2003 = Norm Comp 1  
2001 UCSF Campus = Norm Comp 2

Customer Service (rank ordered by performance score)	Performance		Importance		Norm Comp 1		Norm Comp 2	
	Response Distribution		Score	Score	Diff	Score	Diff	Score
31. My work unit provides excellent service.		<b>4.21</b> (3903)	4.34	-0.13	4.12	0.09	3.93	0.28
38. I would recommend UCSF to friends or family who need care.		<b>4.16</b> (3875)	3.93	0.23	4.00	0.16	3.99	0.17
3. UCSF provides high-quality care and service.		<b>4.06</b> (3885)	4.23	-0.17	4.05	0.01	3.87	0.19
12. The person I report to takes quality improvement seriously.		<b>4.03</b> (3902)	4.14	-0.11	3.96	0.07		

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**Performance Scale**  
(and Norm Scale)

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# Items In Sections Report

Number Responding: 3979

Nat'l Healthcare Avg 2003 = Norm Comp 1  
2001 UCSF Campus = Norm Comp 2

Manager/Employee Relations	Performance		Importance		Norm Comp 1		Norm Comp 2	
(rank ordered by performance score)	<u>Response Distribution</u>		<u>Score</u>		<u>Score</u> <u>Diff</u>		<u>Score</u> <u>Diff</u>	
5. The person I report to treats me with respect.			<b>4.19</b> (3927)		4.66 -0.47		4.03 0.16 4.06 0.13	
39. The person I report to encourages teamwork.			<b>3.94</b> (3897)		4.17 -0.23		3.91 0.03 3.88 0.06	
10. The person I report to has realistic expectations about what I can achieve.			<b>3.90</b> (3913)		4.24 -0.34		3.80 0.10 3.84 0.06	
48. The person I report to cares if I am satisfied with my work.			<b>3.77</b> (3917)		4.24 -0.47		3.62 0.15 3.71 0.06	

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

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## Items In Sections Report

Number Responding: 3979

Nat'l Healthcare Avg 2003 = Norm Comp 1  
2001 UCSF Campus = Norm Comp 2

Job Satisfaction	Performance		Importance		Norm Comp 1		Norm Comp 2	
(rank ordered by performance score)	<u>Response Distribution</u>		<u>Score</u>		<u>Score</u>	<u>Diff</u>	<u>Score</u>	<u>Diff</u>
16. I would like to remain with UCSF for at least the next three years.			<b>4.18</b> (3924)		4.01	0.17	4.18	0.00
27. I would recommend UCSF as a good place to work.			<b>3.99</b> (3912)		3.80	0.19	3.87	0.12
4. My job responsibilities are clear.			<b>3.88</b> (3932)		4.20	-0.32	3.98	-0.10
53. Overall, I am a satisfied employee.			<b>3.71</b> (3919)		4.42	-0.71	3.69	0.02

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

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## Items In Sections Report

Number Responding: 3979

Nat'l Healthcare Avg 2003 = Norm Comp 1  
2001 UCSF Campus = Norm Comp 2

Quality of Work Life (rank ordered by performance score)	Performance		Importance		Norm Comp 1		Norm Comp 2		
	Response Distribution		Score	Score	Diff	Score	Diff	Score	Diff
15. The person I report to supports my efforts to balance my work life and personal life.			<b>4.06</b> (3915)	4.44	-0.38	3.86	0.20	3.86	0.20
2. My working conditions are safe.			<b>3.93</b> (3943)	4.27	-0.34	3.94	-0.01	3.88	0.05
24. UCSF treats employee safety as a high priority.			<b>3.79</b> (3914)	4.17	-0.38	3.78	0.01	3.60	0.19
32. UCSF facilities are clean and well-maintained.			<b>3.59</b> (3902)	4.03	-0.44			3.43	0.16

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Number Responding: 3979

Nat'l Healthcare Avg 2003 = Norm Comp 1  
2001 UCSF Campus = Norm Comp 2

Work Unit Climate (rank ordered by performance score)	Performance		Importance		Norm Comp 1		Norm Comp 2	
	Response Distribution		Score	Score	Diff	Score	Diff	Score
14. My work unit demonstrates a commitment to workforce diversity.		<b>4.00</b> (3914)	3.80	0.20	3.74	0.26	3.73	0.27
49. I am a member of a work unit that works well together.		<b>3.95</b> (3909)	4.38	-0.43	3.90	0.05	3.87	0.08
46. There is a climate of trust within my work unit.		<b>3.63</b> (3916)	4.31	-0.68	3.45	0.18	3.54	0.09
33. Physicians/ faculty treat other UCSF staff members with respect.		<b>3.41</b> (3847)	4.17	-0.76	3.30	0.11		
51. Different work units work well together in UCSF.		<b>3.26</b> (3830)	3.90	-0.64	3.32	-0.06		

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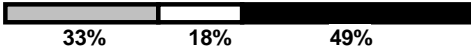
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## Items In Sections Report

Number Responding: 3979

Nat'l Healthcare Avg 2003 = Norm Comp 1  
2001 UCSF Campus = Norm Comp 2

Work Resources (rank ordered by performance score)	Performance		Importance		Norm Comp 1		Norm Comp 2	
	Response Distribution		Score	Score	Diff	Score	Diff	Score
37. My work unit uses our existing technology and equipment effectively.		<b>3.92</b> (3903)	4.02	-0.10	3.90	0.02	3.76	0.16
28. I get the tools and resources (non-personnel) I need to do my job.		<b>3.82</b> (3904)	4.19	-0.37	3.66	0.16	3.70	0.12
42. My work unit is adequately staffed.		<b>3.17</b> (3903)	4.16	-0.99	3.00	0.17	3.07	0.10

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

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## Items In Sections Report

Number Responding: 3979

Nat'l Healthcare Avg 2003 = Norm Comp 1  
2001 UCSF Campus = Norm Comp 2

Organizational Climate (rank ordered by performance score)	Performance		Importance		Norm Comp 1		Norm Comp 2		
	Response Distribution		Score	Score	Diff	Score	Diff	Score	Diff
11. My work unit conducts business in an ethical manner.			<b>4.16</b> (3922)	4.43	-0.27	3.84	0.32	3.58	0.58
52. I understand UCSF's mission, vision, values, and goals.			<b>3.96</b> (3886)	3.75	0.21	4.28	-0.32	3.71	0.25
30. UCSF treats employees with respect.			<b>3.65</b> (3888)	4.37	-0.72	3.55	0.10	3.40	0.25
43. I feel free to report instances of misconduct within UCSF.			<b>3.58</b> (3860)	3.99	-0.41	3.45	0.13	3.35	0.23
40. I believe the information from this survey will be used to make my work unit a better place to work.			<b>3.38</b> (3892)	3.89	-0.51	3.51	-0.13	3.44	-0.06
23. Upper management provides the leadership necessary for UCSF's continued success.			<b>3.34</b> (3886)	4.07	-0.73	3.47	-0.13	3.42	-0.08
35. There is a climate of trust at UCSF.			<b>3.23</b> (3886)	4.11	-0.88	3.14	0.09	3.02	0.21

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## Items In Sections Report

Number Responding: 3979

Nat'l Healthcare Avg 2003 = Norm Comp 1  
2001 UCSF Campus = Norm Comp 2

Career Development (rank ordered by performance score)	Performance			Importance		Norm Comp 1		Norm Comp 2		
	Response Distribution			Score	Score	Diff	Score	Diff	Score	Diff
25. The person I report to supports me in developing new skills.				<b>3.91</b> (3894)	4.27	-0.36	3.79	0.12	3.85	0.06
13. I get the training I need to do a good job.				<b>3.64</b> (3909)	4.25	-0.61	3.76	-0.12		
1. UCSF provides opportunities for career development.				<b>3.61</b> (3931)	4.12	-0.51	3.48	0.13	3.57	0.04
9. UCSF has a good orientation program for new employees.				<b>3.46</b> (3868)	3.58	-0.12	3.55	-0.09	3.17	0.29
17. UCSF provides adequate mentoring opportunities for employees.				<b>3.16</b> (3898)	3.69	-0.53			2.91	0.25

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Number Responding: 3979

Nat'l Healthcare Avg 2003 = Norm Comp 1  
2001 UCSF Campus = Norm Comp 2

Communication/Decision Making (rank ordered by performance score)	Performance		Importance		Norm Comp 1		Norm Comp 2	
	Response Distribution		Score	Score	Diff	Score	Diff	Score
7. I understand the connection between my work priorities and the goals of UCSF.		<b>4.06</b> (3915)	3.84	0.22	4.08	-0.02	3.79	0.27
50. When I make suggestions on how to improve work methods or procedures, they are seriously considered.		<b>3.85</b> (3897)	4.25	-0.40	3.43	0.42	3.79	0.06
26. I am satisfied with the information I receive about what is going on at UCSF.		<b>3.77</b> (3914)	3.65	0.12	3.36	0.41	3.67	0.10
45. The person I report to is a good communicator.		<b>3.73</b> (3907)	4.36	-0.63	3.65	0.08	3.66	0.07
20. I am satisfied with my involvement in decisions that affect my work.		<b>3.56</b> (3909)	4.18	-0.62	3.48	0.08	3.53	0.03
19. Communication between work units is effective within UCSF.		<b>2.99</b> (3907)	3.97	-0.98	3.12	-0.13	3.07	-0.08
36. There is effective communication up and down organizational levels at UCSF.		<b>2.91</b> (3877)	4.07	-1.16	2.88	0.03	2.75	0.16

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2001 UCSF Campus = Norm Comp 2

Communication/Decision Making	Performance		Importance		Norm Comp 1		Norm Comp 2	
(rank ordered by performance score)	<u>Response Distribution</u>	<u>Score</u>	<u>Score</u>	<u>Diff</u>	<u>Score</u>	<u>Diff</u>	<u>Score</u>	<u>Diff</u>

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

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# Items In Sections Report

Number Responding: 3979

Nat'l Healthcare Avg 2003 = Norm Comp 1  
2001 UCSF Campus = Norm Comp 2

Hiring/Promotions	Performance	Importance	Norm Comp 1	Norm Comp 2
(rank ordered by performance score)	<u>Response Distribution</u>	<u>Score</u>	<u>Score</u> <u>Diff</u>	<u>Score</u> <u>Diff</u>
21. UCSF's hiring practices are fair.		<b>3.53</b> (3895)	4.01 -0.48	3.65 -0.12
6. UCSF hires qualified people.		<b>3.53</b> (3933)	4.20 -0.67	3.59 -0.06

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Nat'l Healthcare Avg 2003 = Norm Comp 1  
2001 UCSF Campus = Norm Comp 2

Performance Management (rank ordered by performance score)	Performance		Importance		Norm Comp 1		Norm Comp 2	
	Response Distribution		Score	Score	Diff	Score	Diff	Score
22. The person I report to holds employees accountable for being productive.		<b>3.91</b> (3893)	4.06	-0.15	3.74	0.17	3.78	0.13
29. I am satisfied with the recognition I receive from the person I report to for doing a good job.		<b>3.73</b> (3909)	4.32	-0.59	3.31	0.42	3.51	0.22
34. I am satisfied with the performance appraisal system in my work unit.		<b>3.34</b> (3877)	4.07	-0.73	3.06	0.28	2.90	0.44
44. UCSF makes adequate use of recognition and rewards other than money to encourage good performance.		<b>3.09</b> (3875)	3.75	-0.66			2.80	0.29
18. The UCSF incentive pay/ performance award programs positively influence my performance.		<b>2.89</b> (3898)	3.76	-0.87			2.80	0.09

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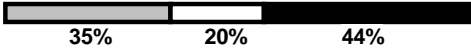

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2001 UCSF Campus = Norm Comp 2

Compensation/Benefits (rank ordered by performance score)	Performance Response Distribution	Score	Importance		Norm Comp 1		Norm Comp 2	
			Score	Diff	Score	Diff	Score	Diff
47. My needs are satisfied by the benefits I receive.		<b>3.64</b> (3912)	4.32	-0.68	3.32	0.32	3.58	0.06
8. Overall, I am satisfied with my compensation package (total pay, benefits, etc.).		<b>3.07</b> (3933)	4.46	-1.39	3.20	-0.13	3.20	-0.13
41. My pay is fair when compared with similar positions and employers in this area.		<b>2.68</b> (3906)	4.35	-1.67	2.96	-0.28	2.59	0.09

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

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