






Survey Results for Overall UCSF Medical Center 2003

- Part 1 Domain Report
- Part 2 Performance Difference Report
- Part 3 Quadrant Report
- Part 4 Section Report
- Part 5 Item Report

Domain Report

Number Responding: 3407

Nat'l Healthcare Avg 2003 = Norm Comp 1
2001 UCSF Medical Center = 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	 9% 14% 77%	3.97	4.21	-0.24	3.91	0.06	3.82	0.15
Manager Domain	 16% 17% 66%	3.70	4.27	-0.57	3.69	0.01	3.62	0.08
Organization Domain	 20% 24% 56%	3.44	4.21	-0.77	3.44	0.00	3.32	0.12
Commitment Indicator	 8% 14% 78%	4.03	4.24	-0.21	3.94	0.09	3.78	0.25
Overall Average (average of all items)	 15% 18% 66%	3.63	4.22	-0.59	3.62	0.01	3.51	0.12

Panel 1

Panel 2

Panel 3

Panel 4


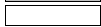

Key:

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.

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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_{sm}

(rank ordered by norm 1 difference)

Nat'l Healthcare Avg 2003 = Norm Comp 1

2001 UCSF Medical Center = Norm Comp 2

		Performance Score	Norm 1 Score	Norm 1 Diff	Norm 2 Score	Norm 2 Diff	
26.	I am satisfied with the information I receive about what is going on at UCSF.	O	3.73	3.36	0.37	3.60	0.13
34.	I am satisfied with the performance appraisal system in my work unit.	M	3.37	3.06	0.31	3.01	0.36
14.	My work unit demonstrates a commitment to workforce diversity.	E	3.96	3.74	0.22	3.79	0.17
38.	I would recommend UCSF to friends or family who need care.	C	4.21	4.00	0.21	4.06	0.15
1.	UCSF provides opportunities for career development.	O	3.68	3.48	0.20	3.60	0.08
47.	My needs are satisfied by the benefits I receive.	O	3.50	3.32	0.18	3.47	0.03
11.	My work unit conducts business in an ethical manner.	E	4.02	3.84	0.18	3.61	0.41
43.	I feel free to report instances of misconduct within UCSF.	O	3.62	3.45	0.17	3.45	0.17
29.	I am satisfied with the recognition I receive from the person I report to for doing a good job.	M	3.48	3.31	0.17	3.33	0.15
9.	UCSF has a good orientation program for new employees.	O	3.71	3.55	0.16	3.71	0.00
35.	There is a climate of trust at UCSF.	O	3.27	3.14	0.13	3.07	0.20
27.	I would recommend UCSF as a good place to work.	C	3.99	3.87	0.12	3.70	0.29
36.	There is effective communication up and down organizational levels at UCSF.	O	2.99	2.88	0.11	2.90	0.09
3.	UCSF provides high-quality care and service.	O	4.15	4.05	0.10	3.96	0.19
33.	Physicians/ faculty treat other UCSF staff members with respect.	O	3.40	3.30	0.10		
30.	UCSF treats employees with respect.	O	3.64	3.55	0.09	3.38	0.26

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_{sm}

(rank ordered by norm 1 difference)

Nat'l Healthcare Avg 2003 = Norm Comp 1

2001 UCSF Medical Center = 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	3.52	3.43	0.09	3.57	-0.05
31. My work unit provides excellent service.	E	4.19	4.12	0.07	3.96	0.23
16. I would like to remain with UCSF for at least the next three years.	C	4.22	4.18	0.04		
7. I understand the connection between my work priorities and the goals of UCSF.	E	4.12	4.08	0.04	3.98	0.14
46. There is a climate of trust within my work unit.	E	3.49	3.45	0.04	3.45	0.04
12. The person I report to takes quality improvement seriously.	M	3.99	3.96	0.03		
22. The person I report to holds employees accountable for being productive.	M	3.77	3.74	0.03	3.69	0.08
49. I am a member of a work unit that works well together.	E	3.92	3.90	0.02	3.90	0.02
42. My work unit is adequately staffed.	O	3.02	3.00	0.02	2.85	0.17
8. Overall, I am satisfied with my compensation package (total pay, benefits, etc.).	O	3.21	3.20	0.01	3.24	-0.03
53. Overall, I am a satisfied employee.	C	3.69	3.69	0.00	3.59	0.10
51. Different work units work well together in UCSF.	O	3.31	3.32	-0.01		
5. The person I report to treats me with respect.	M	4.02	4.03	-0.01	3.96	0.06
4. My job responsibilities are clear.	M	3.96	3.98	-0.02	3.85	0.11
10. The person I report to has realistic expectations about what I can achieve.	M	3.77	3.80	-0.03	3.80	-0.03

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Performance Difference Report_{sm}

(rank ordered by norm 1 difference)

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	Domain	Performance Score	Norm 1 Score	Norm 1 Diff	Norm 2 Score	Norm 2 Diff
52. I understand UCSF's mission, vision, values, and goals.	E	4.25	4.28	-0.03	4.12	0.13
45. The person I report to is a good communicator.	M	3.61	3.65	-0.04	3.60	0.01
20. I am satisfied with my involvement in decisions that affect my work.	M	3.44	3.48	-0.04	3.40	0.04
19. Communication between work units is effective within UCSF.	O	3.08	3.12	-0.04	3.05	0.03
15. The person I report to supports my efforts to balance my work life and personal life.	M	3.81	3.86	-0.05	3.67	0.14
40. I believe the information from this survey will be used to make my work unit a better place to work.	O	3.46	3.51	-0.05	3.58	-0.12
37. My work unit uses our existing technology and equipment effectively.	E	3.84	3.90	-0.06	3.77	0.07
28. I get the tools and resources (non-personnel) I need to do my job.	O	3.60	3.66	-0.06	3.43	0.17
39. The person I report to encourages teamwork.	M	3.84	3.91	-0.07	3.86	-0.02
48. The person I report to cares if I am satisfied with my work.	M	3.54	3.62	-0.08	3.58	-0.04
6. UCSF hires qualified people.	O	3.51	3.59	-0.08	3.27	0.24
23. Upper management provides the leadership necessary for UCSF's continued success.	O	3.39	3.47	-0.08	3.47	-0.08
13. I get the training I need to do a good job.	O	3.67	3.76	-0.09		
21. UCSF's hiring practices are fair.	O	3.56	3.65	-0.09	3.41	0.15

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 Reportsm

(rank ordered by norm 1 difference)

Nat'l Healthcare Avg 2003 = Norm Comp 1

2001 UCSF Medical Center = Norm Comp 2

	Domain	Performance Score	Norm 1 Score	Norm 1 Diff	Norm 2 Score	Norm 2 Diff
41. My pay is fair when compared with similar positions and employers in this area.	O	2.87	2.96	-0.09	2.72	0.15
24. UCSF treats employee safety as a high priority.	O	3.68	3.78	-0.10	3.59	0.09
25. The person I report to supports me in developing new skills.	M	3.69	3.79	-0.10	3.68	0.01
2. My working conditions are safe.	O	3.71	3.94	-0.23	3.70	0.01
32. UCSF facilities are clean and well-maintained.	O	3.45			3.14	0.31
17. UCSF provides adequate mentoring opportunities for employees.	O	3.32			3.16	0.16
18. The UCSF incentive pay/ performance award programs positively influence my performance.	O	3.24			3.09	0.15
44. UCSF makes adequate use of recognition and rewards other than money to encourage good performance.	O	3.23			2.89	0.34

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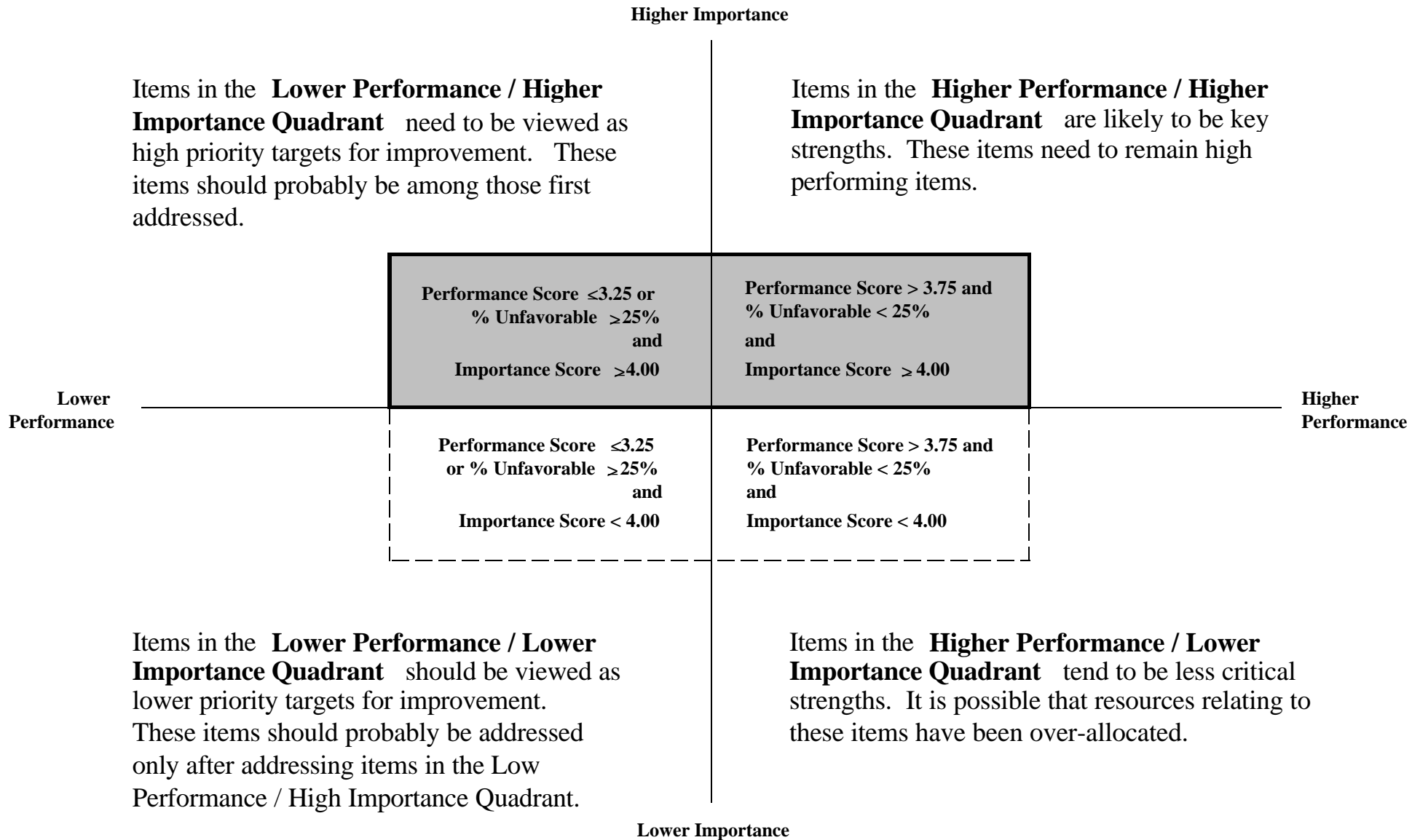
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The Four Quadrants SM



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

Quadrant Reportsm

High Performance / High Importance

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

	Percentage Unfavorable	Performance Score	Importance Score	Norm 1 Score	Norm 1 Diff	Norm 2 Score
Organization Domain						
3. UCSF provides high-quality care and service.	4%	4.15	4.55	4.05	0.10	3.96
Manager Domain						
12. The person I report to takes quality improvement seriously.	10%	3.99	4.20	3.96	0.03	
22. The person I report to holds employees accountable for being productive.	14%	3.77	4.15	3.74	0.03	3.69
5. The person I report to treats me with respect.	12%	4.02	4.60	4.03	-0.01	3.96
4. My job responsibilities are clear.	10%	3.96	4.26	3.98	-0.02	3.85
10. The person I report to has realistic expectations about what I can achieve.	15%	3.77	4.23	3.80	-0.03	3.80
15. The person I report to supports my efforts to balance my work life and personal life.	13%	3.81	4.38	3.86	-0.05	3.67
39. The person I report to encourages teamwork.	14%	3.84	4.32	3.91	-0.07	3.86
Employee Domain						
11. My work unit conducts business in an ethical manner.	9%	4.02	4.41	3.84	0.18	3.61
31. My work unit provides excellent service.	5%	4.19	4.50	4.12	0.07	3.96
49. I am a member of a work unit that works well together.	11%	3.92	4.45	3.90	0.02	3.90
37. My work unit uses our existing technology and equipment effectively.	10%	3.84	4.12	3.90	-0.06	3.77
Commitment Indicator						
38. I would recommend UCSF to friends or family who need care.	4%	4.21	4.27	4.00	0.21	4.06
27. I would recommend UCSF as a good place to work.	8%	3.99	4.07	3.87	0.12	3.70
16. I would like to remain with UCSF for at least the next three years.	8%	4.22	4.15	4.18	0.04	

Quadrant Reportsm

Low Performance / High Importance

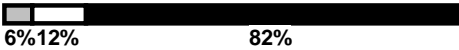








Nat'l Healthcare Avg 2003 = Norm Comp 1
2001 UCSF Medical Center = Norm Comp 2

Organization Domain	Percentage Unfavorable	Performance Score	Importance Score	Norm 1 Score	Norm 1 Diff	Norm 2 Score
36. There is effective communication up and down organizational levels at UCSF.	32%	2.99	4.19	2.88	0.11	2.90
42. My work unit is adequately staffed.	36%	3.02	4.40	3.00	0.02	2.85
8. Overall, I am satisfied with my compensation package (total pay, benefits, etc.).	30%	3.21	4.49	3.20	0.01	3.24
19. Communication between work units is effective within UCSF.	31%	3.08	4.18	3.12	-0.04	3.05
41. My pay is fair when compared with similar positions and employers in this area.	40%	2.87	4.40	2.96	-0.09	2.72

Section Report

Number Responding: 3407

Nat'l Healthcare Avg 2003 = Norm Comp 1
2001 UCSF Medical Center = 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	 6% 12% 82%	4.14	4.38	-0.24	4.03	0.11	3.99	0.15
VIII. Job Satisfaction	 10% 14% 76%	3.97	4.24	-0.27	3.93	0.04	3.71	0.26
XII. Manager/Employee Relations	 15% 16% 70%	3.79	4.36	-0.57	3.84	-0.05	3.80	-0.01
V. Organizational Climate	 15% 21% 64%	3.66	4.22	-0.56	3.61	0.05	3.53	0.13
VI. Quality of Work Life	 15% 20% 65%	3.66	4.35	-0.69	3.86	-0.20	3.53	0.13
XI. Work Unit Climate	 15% 23% 62%	3.62	4.23	-0.61	3.54	0.08	3.71	-0.09
I. Career Development	 15% 23% 62%	3.61	4.10	-0.49	3.65	-0.04	3.54	0.07
IV. Hiring/Promotions	 15% 27% 58%	3.54	4.20	-0.66	3.62	-0.08	3.34	0.20
IX. Communication/Decision Making	 20% 22% 58%	3.50	4.14	-0.64	3.43	0.07	3.44	0.06


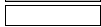

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(and Norm Scale)

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Importance Scale

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Section Report

Number Responding: 3407

Nat'l Healthcare Avg 2003 = Norm Comp 1
 2001 UCSF Medical Center = 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
X. Work Resources		3.49	4.25	-0.76	3.52	-0.03	3.35	0.14
III. Performance Management		3.42	4.04	-0.62	3.37	0.05	3.20	0.22
II. Compensation/Benefits		3.19	4.41	-1.22	3.16	0.03	3.14	0.05

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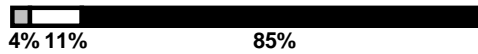

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Items In Sections Report

Number Responding: 3407

Nat'l Healthcare Avg 2003 = Norm Comp 1
2001 UCSF Medical Center = 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
38. I would recommend UCSF to friends or family who need care.		4.21 (3343)	4.27	-0.06	4.00	0.21	4.06	0.15
31. My work unit provides excellent service.		4.19 (3353)	4.50	-0.31	4.12	0.07	3.96	0.23
3. UCSF provides high-quality care and service.		4.15 (3363)	4.55	-0.40	4.05	0.10	3.96	0.19
12. The person I report to takes quality improvement seriously.		3.99 (3361)	4.20	-0.21	3.96	0.03		

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


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Job Satisfaction (rank ordered by performance score)	Performance		Importance		Norm Comp 1		Norm Comp 2	
	Response Distribution		Score	Score	Diff	Score	Diff	Score
16. I would like to remain with UCSF for at least the next three years.		4.22 (3364)	4.15	0.07	4.18	0.04		
27. I would recommend UCSF as a good place to work.		3.99 (3341)	4.07	-0.08	3.87	0.12	3.70	0.29
4. My job responsibilities are clear.		3.96 (3366)	4.26	-0.30	3.98	-0.02	3.85	0.11
53. Overall, I am a satisfied employee.		3.69 (3338)	4.46	-0.77	3.69	0.00	3.59	0.10

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Manager/Employee Relations (rank ordered by performance score)	Performance		Importance		Norm Comp 1		Norm Comp 2	
	Response Distribution		Score	Score	Diff	Score	Diff	Score
5. The person I report to treats me with respect.		4.02 (3369)	4.60	-0.58	4.03	-0.01	3.96	0.06
39. The person I report to encourages teamwork.		3.84 (3334)	4.32	-0.48	3.91	-0.07	3.86	-0.02
10. The person I report to has realistic expectations about what I can achieve.		3.77 (3361)	4.23	-0.46	3.80	-0.03	3.80	-0.03
48. The person I report to cares if I am satisfied with my work.		3.54 (3342)	4.27	-0.73	3.62	-0.08	3.58	-0.04

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Organizational Climate (rank ordered by performance score)	Performance		Importance		Norm Comp 1		Norm Comp 2		
	Response Distribution		Score	Score	Diff	Score	Diff	Score	Diff
52. I understand UCSF's mission, vision, values, and goals.			4.25 (3331)	3.98	0.27	4.28	-0.03	4.12	0.13
11. My work unit conducts business in an ethical manner.			4.02 (3354)	4.41	-0.39	3.84	0.18	3.61	0.41
30. UCSF treats employees with respect.			3.64 (3339)	4.39	-0.75	3.55	0.09	3.38	0.26
43. I feel free to report instances of misconduct within UCSF.			3.62 (3328)	4.16	-0.54	3.45	0.17	3.45	0.17
40. I believe the information from this survey will be used to make my work unit a better place to work.			3.46 (3337)	4.10	-0.64	3.51	-0.05	3.58	-0.12
23. Upper management provides the leadership necessary for UCSF's continued success.			3.39 (3355)	4.24	-0.85	3.47	-0.08	3.47	-0.08
35. There is a climate of trust at UCSF.			3.27 (3325)	4.23	-0.96	3.14	0.13	3.07	0.20

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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
15. The person I report to supports my efforts to balance my work life and personal life.		3.81 (3364)	4.38	-0.57	3.86	-0.05	3.67	0.14
2. My working conditions are safe.		3.71 (3368)	4.40	-0.69	3.94	-0.23	3.70	0.01
24. UCSF treats employee safety as a high priority.		3.68 (3367)	4.35	-0.67	3.78	-0.10	3.59	0.09
32. UCSF facilities are clean and well-maintained.		3.45 (3356)	4.26	-0.81			3.14	0.31

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Number Responding: 3407

Nat'l Healthcare Avg 2003 = Norm Comp 1
2001 UCSF Medical Center = 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.		3.96 (3350)	3.89	0.07	3.74	0.22	3.79	0.17
49. I am a member of a work unit that works well together.		3.92 (3349)	4.45	-0.53	3.90	0.02	3.90	0.02
46. There is a climate of trust within my work unit.		3.49 (3337)	4.35	-0.86	3.45	0.04	3.45	0.04
33. Physicians/ faculty treat other UCSF staff members with respect.		3.40 (3312)	4.35	-0.95	3.30	0.10		
51. Different work units work well together in UCSF.		3.31 (3292)	4.11	-0.80	3.32	-0.01		

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2001 UCSF Medical Center = Norm Comp 2

Career Development (rank ordered by performance score)	Performance Response Distribution	Score	Importance		Norm Comp 1		Norm Comp 2	
			Score	Diff	Score	Diff	Score	Diff
9. UCSF has a good orientation program for new employees.		3.71 (3334)	3.99	-0.28	3.55	0.16	3.71	0.00
25. The person I report to supports me in developing new skills.		3.69 (3343)	4.22	-0.53	3.79	-0.10	3.68	0.01
1. UCSF provides opportunities for career development.		3.68 (3368)	4.07	-0.39	3.48	0.20	3.60	0.08
13. I get the training I need to do a good job.		3.67 (3362)	4.35	-0.68	3.76	-0.09		
17. UCSF provides adequate mentoring opportunities for employees.		3.32 (3349)	3.88	-0.56			3.16	0.16

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Nat'l Healthcare Avg 2003 = Norm Comp 1
2001 UCSF Medical Center = 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.		3.56 (3337)	4.07 -0.51	3.65 -0.09
6. UCSF hires qualified people.		3.51 (3370)	4.34 -0.83	3.59 -0.08

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2001 UCSF Medical Center = 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.		4.12 (3371)	3.99	0.13	4.08	0.04	3.98	0.14
26. I am satisfied with the information I receive about what is going on at UCSF.		3.73 (3354)	3.85	-0.12	3.36	0.37	3.60	0.13
45. The person I report to is a good communicator.		3.61 (3335)	4.38	-0.77	3.65	-0.04	3.60	0.01
50. When I make suggestions on how to improve work methods or procedures, they are seriously considered.		3.52 (3326)	4.22	-0.70	3.43	0.09	3.57	-0.05
20. I am satisfied with my involvement in decisions that affect my work.		3.44 (3342)	4.18	-0.74	3.48	-0.04	3.40	0.04
19. Communication between work units is effective within UCSF.		3.08 (3361)	4.18	-1.10	3.12	-0.04	3.05	0.03
36. There is effective communication up and down organizational levels at UCSF.		2.99 (3305)	4.19	-1.20	2.88	0.11	2.90	0.09

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 2001 UCSF Medical Center = Norm Comp 2

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(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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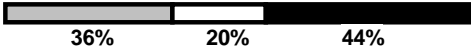
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2001 UCSF Medical Center = Norm Comp 2

Work Resources (rank ordered by performance score)	Performance Response Distribution	Score	Importance		Norm Comp 1		Norm Comp 2	
			Score	Diff	Score	Diff	Score	Diff
37. My work unit uses our existing technology and equipment effectively.		3.84 (3331)	4.12	-0.28	3.90	-0.06	3.77	0.07
28. I get the tools and resources (non-personnel) I need to do my job.		3.60 (3340)	4.22	-0.62	3.66	-0.06	3.43	0.17
42. My work unit is adequately staffed.		3.02 (3344)	4.40	-1.38	3.00	0.02	2.85	0.17

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

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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.		3.77 (3355)	4.15	-0.38	3.74	0.03	3.69	0.08
29. I am satisfied with the recognition I receive from the person I report to for doing a good job.		3.48 (3337)	4.25	-0.77	3.31	0.17	3.33	0.15
34. I am satisfied with the performance appraisal system in my work unit.		3.37 (3320)	4.11	-0.74	3.06	0.31	3.01	0.36
18. The UCSF incentive pay/ performance award programs positively influence my performance.		3.24 (3344)	3.75	-0.51			3.09	0.15
44. UCSF makes adequate use of recognition and rewards other than money to encourage good performance.		3.23 (3321)	3.92	-0.69			2.89	0.34

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Compensation/Benefits (rank ordered by performance score)	Performance		Importance		Norm Comp 1		Norm Comp 2	
	Response Distribution		Score	Diff	Score	Diff	Score	Diff
47. My needs are satisfied by the benefits I receive.			3.50 (3331)	4.33 -0.83	3.32 0.18	3.47 0.03		
8. Overall, I am satisfied with my compensation package (total pay, benefits, etc.).			3.21 (3370)	4.49 -1.28	3.20 0.01	3.24 -0.03		
41. My pay is fair when compared with similar positions and employers in this area.			2.87 (3340)	4.40 -1.53	2.96 -0.09	2.72 0.15		

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