

# 2003 Staff Opinion Survey Executive Overview

**“Education is the ability to listen to almost anything without losing your temper or your self-confidence.”**

**- Robert Frost**

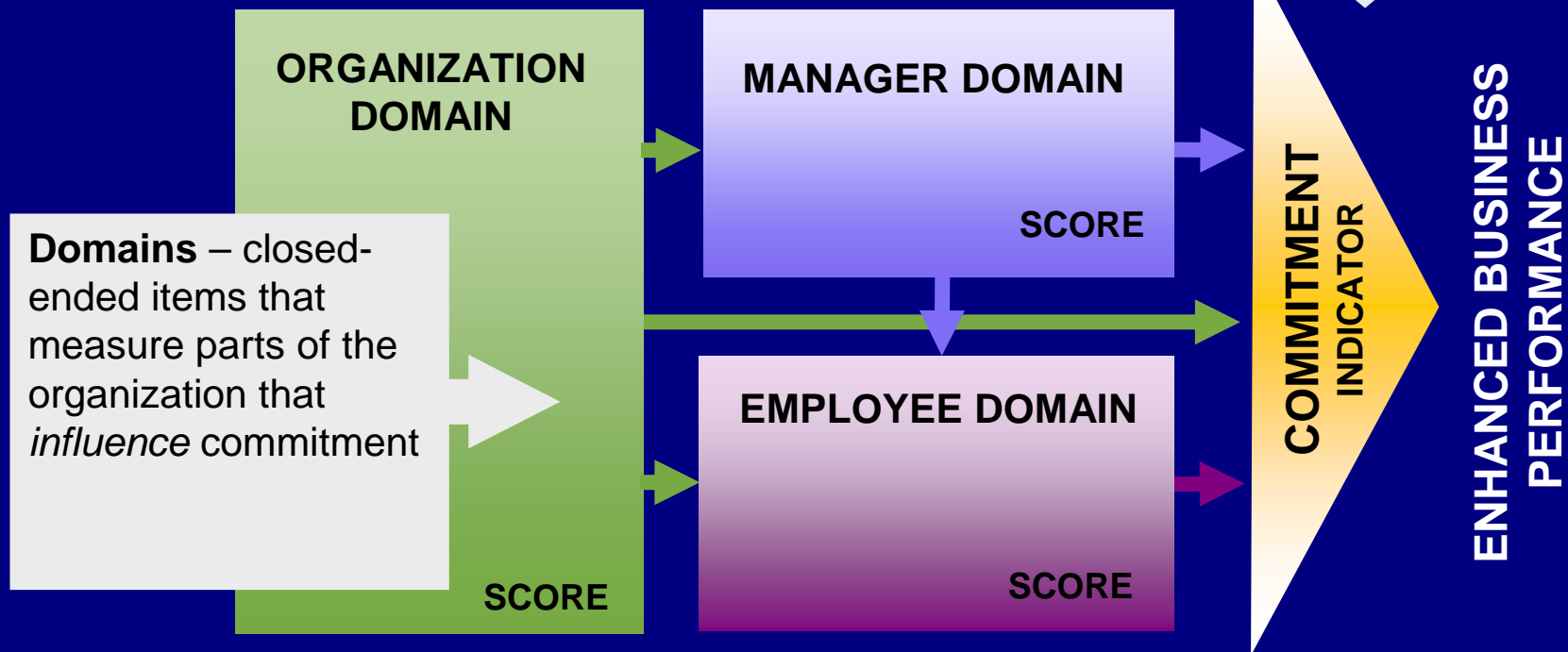


## The Goals of Employee Opinion Research

- Evaluate employees' perceptions
- Lead to action planning and improvement on organizational issues
- Strengthen organization-wide communication
- Measure improvement on items linked to enhanced organizational performance

# Morehead Model of Mutual Commitment

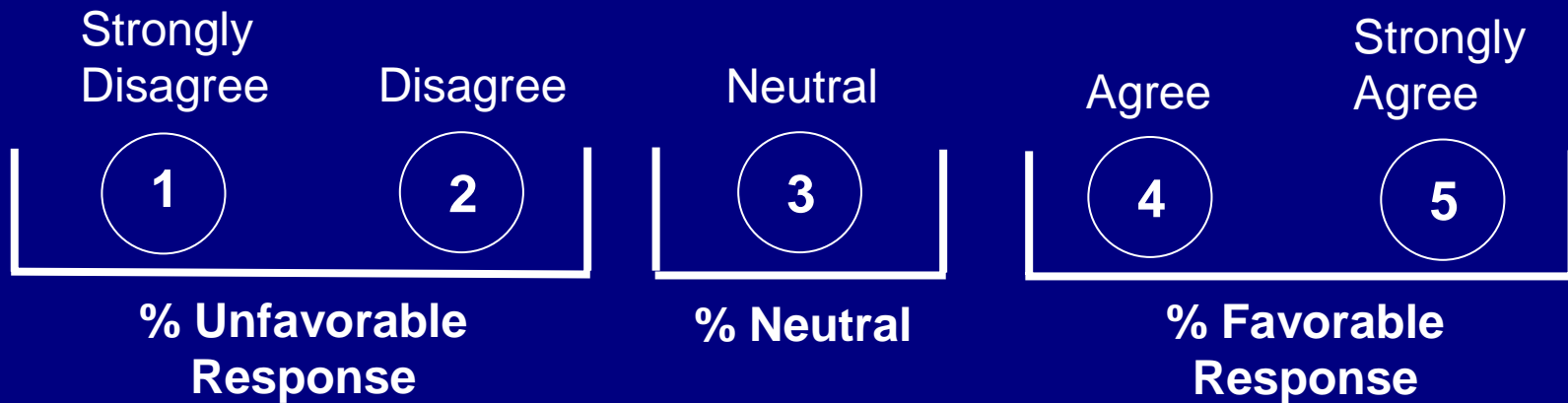
**Commitment Indicator** – closed-ended items that *measure* an individual's psychological state of commitment



## Morehead Model of Mutual Commitment

- “Commitment” is a psychological state representing an individual’s emotional attachment to, identification with, and involvement in the organization.
- “Mutual commitment” is the shared responsibility across senior leadership, management, and employees for the achievement of desirable business outcomes and organizational success.

### Performance Scale



### Importance Scale



## Survey Basics

- **Closed-ended items:**
  - 53 items in 2003
  - 48 items from 2001
  - 49 items have National Healthcare Average comparisons
- **All items categorized in two ways:**
  - Domains (New to 2003)
  - Sections
- **Quadrant Report**
  - Change to criteria (New to 2003)
- **Open-ended item:**
  - ◇ *Please offer one suggestion on how to make UCSF a better place to work.*

## Survey Administration

- Paper and Web-based
- October 7, 2003 – November 3, 2003
- Response Rate - Campus
  - 2001: 3796 (64%)
  - **2003: 3979 (56%)**
- Response Rate – Med Center
  - 2001: 2778 (54%)
  - **2003: 3407 (60%)**

## CAMPUS SPECIFIC INFORMATION

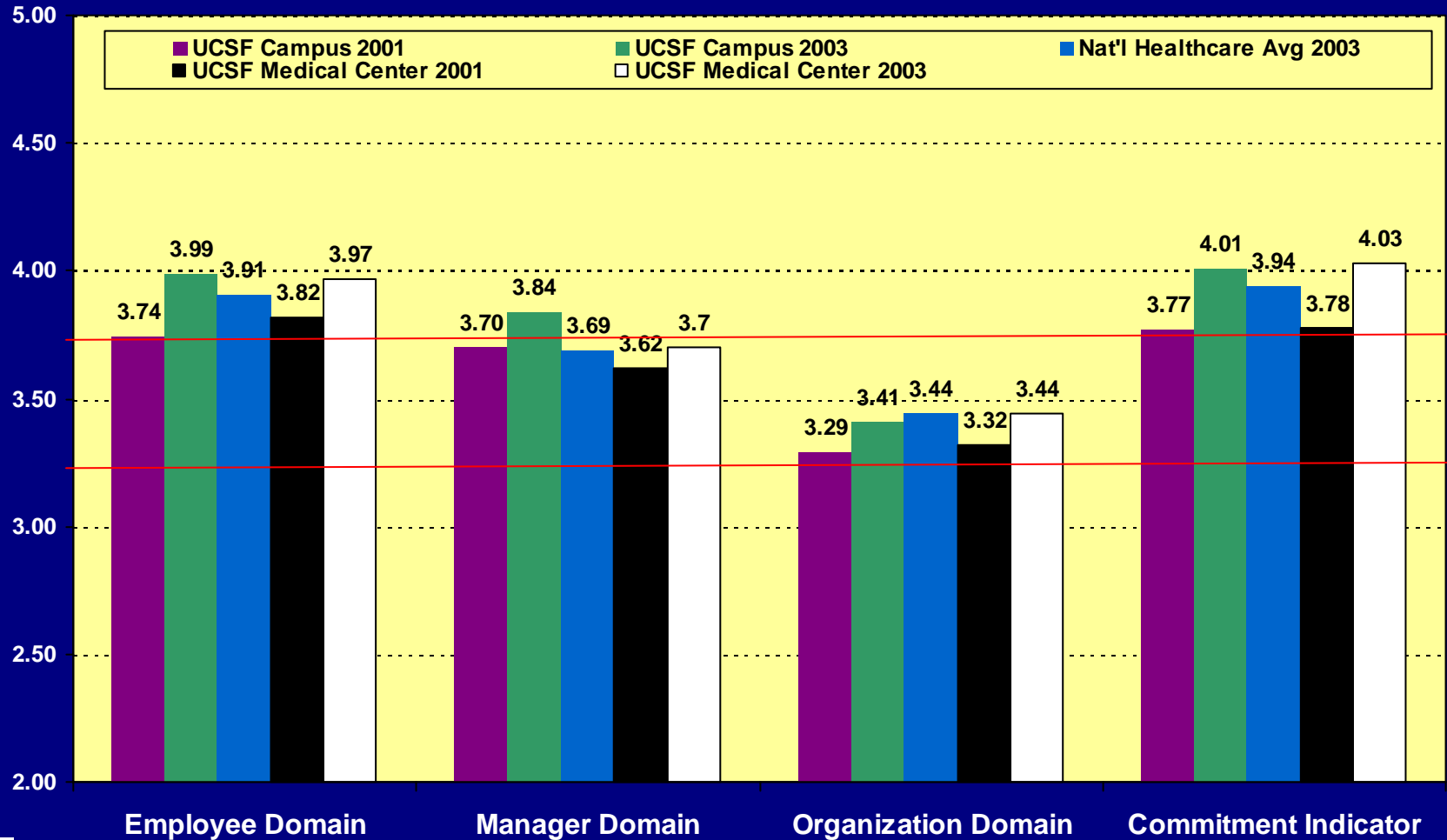
### Morehead Associates Observations

- Overall, results show significant improvement from 2001 survey results.
- Domain scores follow a standard pattern.
  - Employee has highest performance score, Manager is next, Organization has lowest.
  - All domains increased positively with greatest growth from UCSF 2001 at the Employee domain and in the Commitment Indicator.
- Most sections are above or within range of Nat'l Avg and have significant growth from UCSF 2001.
  - The highest performing section in 2003 is Customer Service.
  - The sections with the most growth from 2001 are Job Satisfaction and Performance Management.
  - Work Unit Climate decreased from 2001.
  - The lowest performing section in 2003 is Compensation/Benefits.
  - Campus 2003 is within range or above Overall UCSF 2003.
- Action Planning Readiness for 2003 is within range of 2001 indicating moderate readiness.
- Results will vary by work unit.

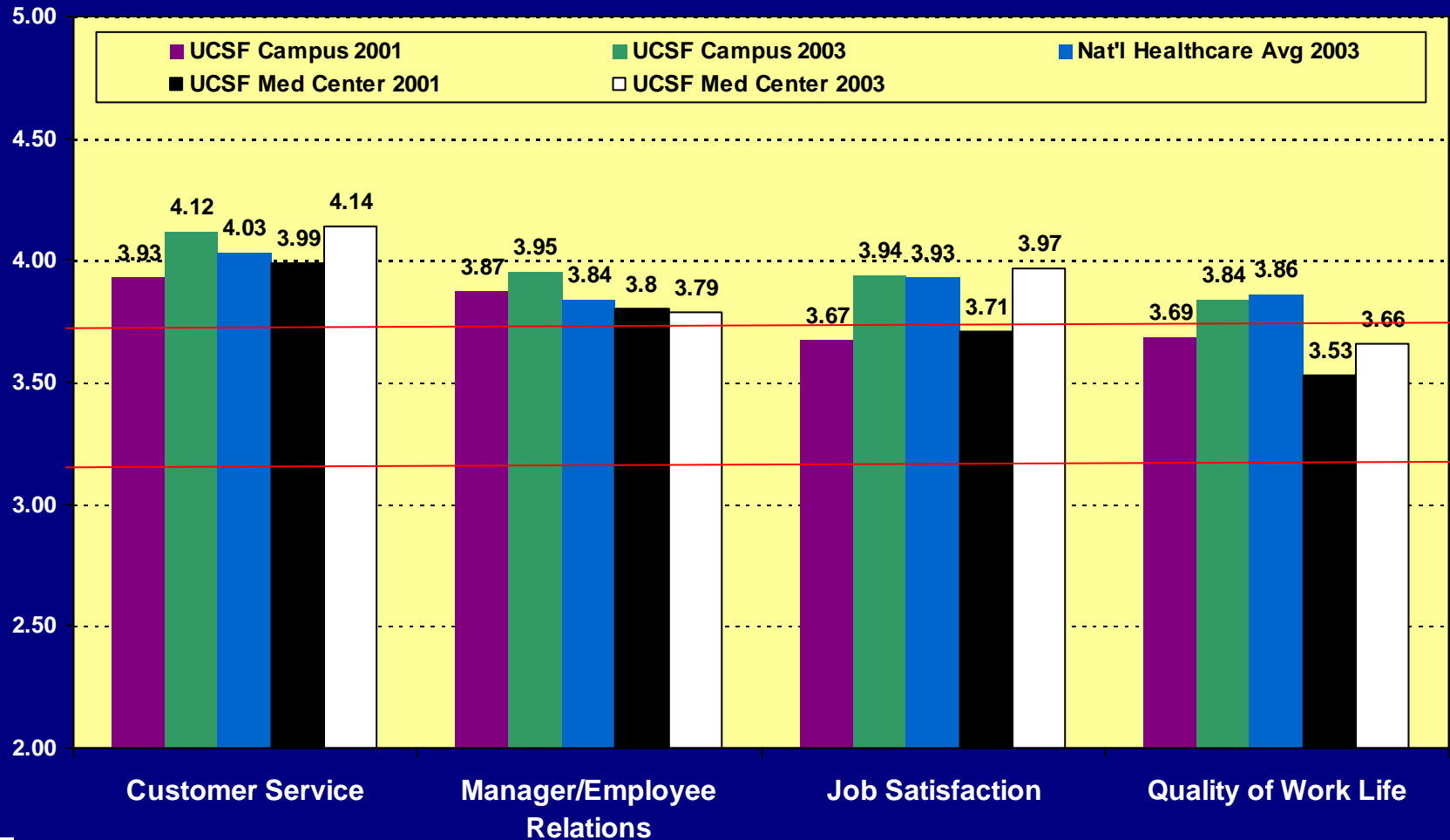
### Morehead Associates Observations

- Overall, 2003 Medical Center . . . .
- Domains
  - “Typical” pattern of performance scores
  - Most change in employee domain
  - Degree of Commitment Indicator change substantial
- Sections
  - Highest scoring section Customer Service
  - Lowest Comp/Benefits
  - Most growth in Job Sat, Hiring/Promotions, Performance Management
  - Satisfaction with Work Unit climate significantly decreased
- Action Planning Readiness overall within range of 2001
- Results vary by work unit.

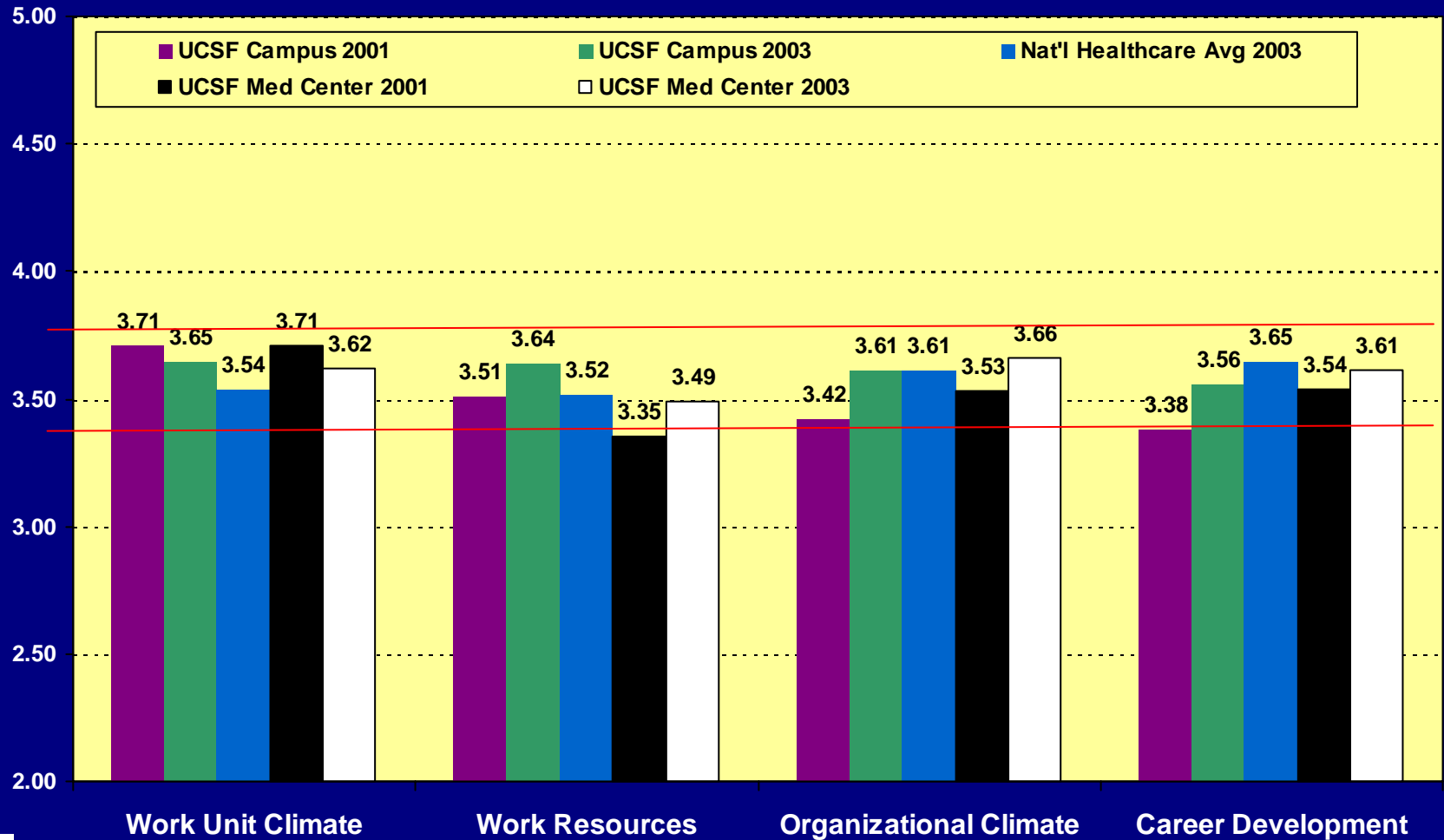
Results - Domains



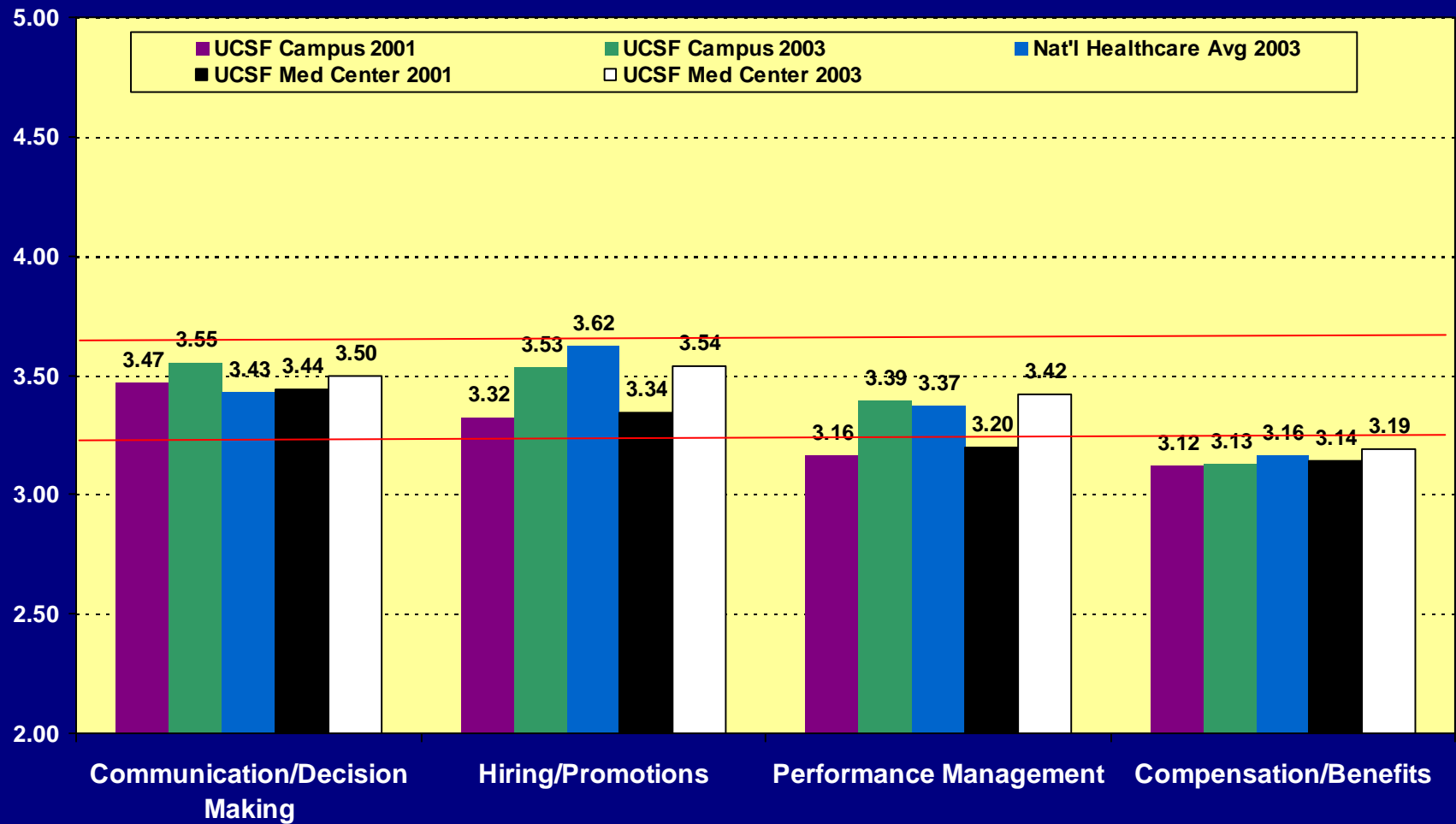
# Results - Sections



Results - Sections (continued)



Results - Sections (continued)



## CAMPUS SPECIFIC INFORMATION

### Items with Greatest Difference from 2001 - **POSITIVE**

**POSITIVE**

Item	Domain	Section	2003 Perf. Score	Diff. From 2001
11. My work unit conducts business in an ethical manner.	E	Org Climate	4.16	<b>+.58</b>
34. I am satisfied with the performance appraisal system in my work unit.	M	Perf Mgt	3.34	<b>+.44</b>
9. UCSF has a good orientation program for new employees.	O	Career Dev	3.46	<b>+.29</b>
44. UCSF makes adequate use of recognition and rewards other than money to encourage good performance.	O	Perf Mgt	3.09	<b>+.29</b>
31. My work unit provides excellent service.	E	Customer Service	4.21	<b>+.28</b>

## CAMPUS SPECIFIC INFORMATION

### Items with Greatest Difference from 2001 - **POSITIVE** (continued)

**POSITIVE**

Item	Domain	Section	2003 Perf. Score	Diff. From 2001
7. I understand the connection between my work priorities and the goals of UCSF.	E	Comm/Dec Making	4.06	<b>+.27</b>
14. My work unit demonstrates a commitment to workforce diversity.	E	Wk Unit Climate	4.00	<b>+.27</b>
27. I would recommend UCSF as a good place to work.	C	Job Satisfaction	3.99	<b>+.27</b>
52. I understand UCSF's mission, vision, values, and goals.	E	Org Climate	3.96	<b>+.25</b>
30. UCSF treats employees with respect.	O	Org Climate	3.65	<b>+.25</b>
17. UCSF provides adequate mentoring opportunities for employees.	O	Career Dev	3.16	<b>+.25</b>

## CAMPUS SPECIFIC INFORMATION

### Items with Greatest Difference from 2001 - **NEGATIVE**

**NEGATIVE**

Item	Domain	Section	2003 Perf. Score	Diff. From 2001
8. Overall, I am satisfied with my compensation package (total pay, benefits, etc.).	O	Comp/ Benefits	3.07	<b>-.13</b>
23. Upper management provides the leadership necessary for UCSF's continued success.	O	Org Climate	3.34	<b>-.08</b>
19. Communication between work units is effective within UCSF.	O	Comm/Dec Making	2.99	<b>-.08</b>
40. I believe the information from this survey will be used to make my work unit a better place to work.	O	Org Climate	3.38	<b>-.06</b>

## HOSPITAL SPECIFIC INFORMATION

### Items with Greatest Difference from 2001 - **POSITIVE**

**POSITIVE**

Item	Domain	Section	2003 Perf. Score	Diff. From 2001
11. My work unit conducts business in an ethical manner.	E	Org Climate	4.02	<b>+.41</b>
34. I am satisfied with the performance appraisal system in my work unit.	M	Perf Mgt	3.37	<b>+.36</b>
44. UCSF makes adequate use of recognition and rewards other than money to encourage good performance.	O	Perf Mgt	3.23	<b>+.34</b>
32. UCSF facilities are clean and well-maintained.	O	Quality of Work Life	3.45	<b>+.31</b>
27. I would recommend UCSF as a good place to work.	C	Job Satisfaction	3.99	<b>+.29</b>

## HOSPITAL SPECIFIC INFORMATION

### Items with Greatest Difference from 2001 - **POSITIVE**

(continued)

Item	Domain	Section	2003 Perf. Score	Diff. From 2001
30. UCSF treats employees with respect.	O	Org Climate	3.64	<b>+.26</b>
6. UCSF hires qualified people.	O	Hiring/ Promotions	3.51	<b>+.24</b>
31. My work unit provides excellent service.	E	Customer Service	4.19	<b>+.23</b>
35. There is a climate of trust at UCSF.	O	Org Climate	3.27	<b>+.20</b>
3. UCSF provides high-quality care and service.	O	Customer Service	4.15	<b>+.19</b>

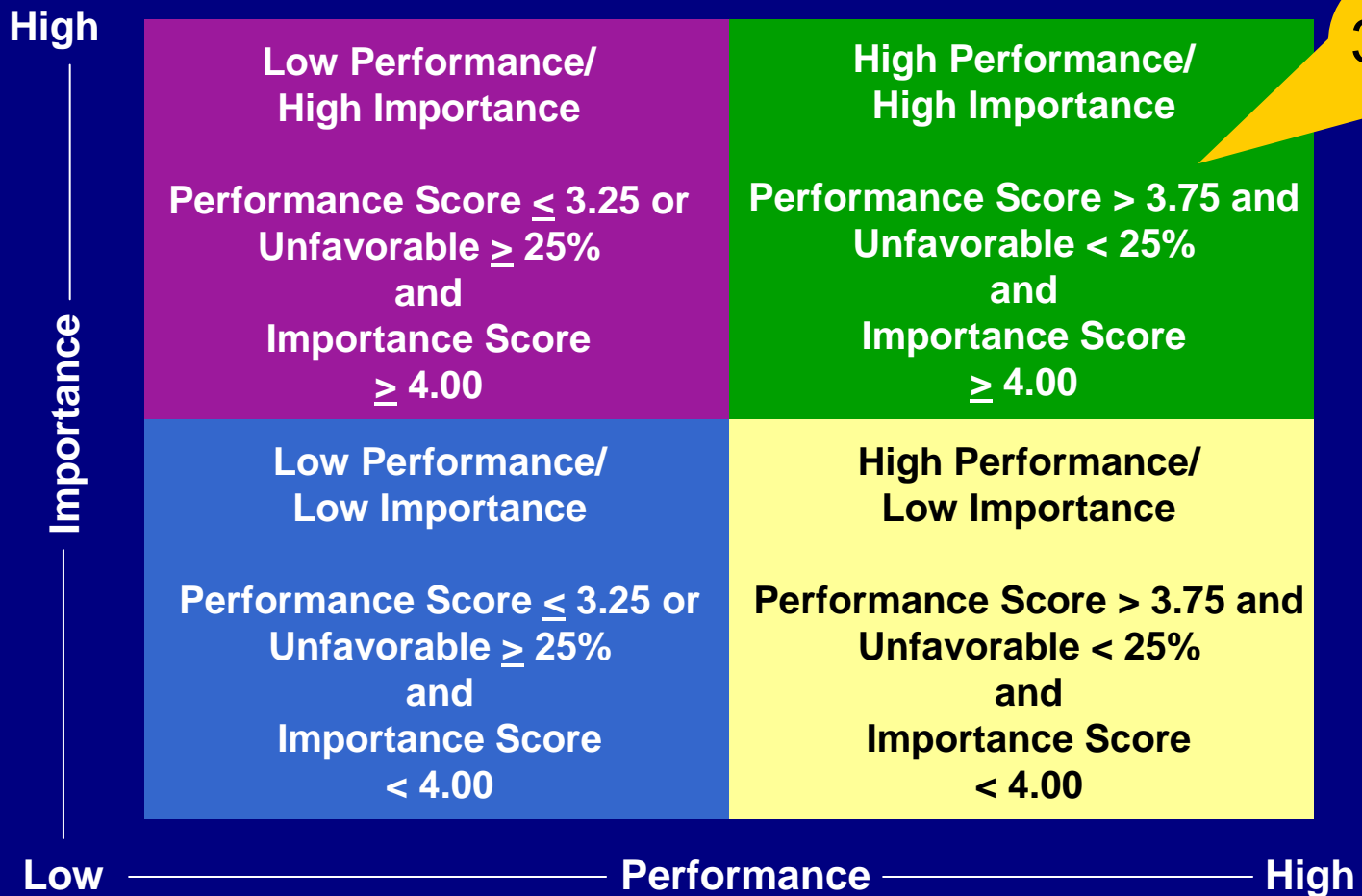
**POSITIVE**

## HOSPITAL SPECIFIC INFORMATION

### Items with Greatest Difference from 2001 - **NEGATIVE**

**NEGATIVE**

Item	Domain	Section	2003 Perf. Score	Diff. From 2001
40. I believe the information from this survey will be used to make my work unit a better place to work.	O	Org Climate	3.46	<b>-.12</b>
23. Upper management provides the leadership necessary for UCSF's continued success.	O	Org Climate	3.39	<b>-.08</b>
50. When I make suggestions on how to improve work methods or procedures, they are seriously considered.	M	Comm/Dec Making	3.52	<b>-.05</b>
48. The person I report to cares if I am satisfied with my work.	M	Mgr/ Emp Relations	3.54	<b>-.04</b>



3.75

## CAMPUS SPECIFIC INFORMATION

### Highest Scoring Items that are Very/Extremely Important\*

Item	Domain	Section	2003 Perf. Score	% Unfav.
31. My work unit provides excellent service.	E	Customer Service	4.21	4%
5. The person I report to treats me with respect.	M	Mgr/ Emp Relations	4.19	10%
16. I would like to remain with UCSF for at least the next three years.	C	Job Satisfaction	4.18	8%
11. My work unit conducts business in an ethical manner.	E	Org Climate	4.16	7%
15. The person I report to supports my efforts to balance my work life and personal life.	M	Quality of Work Life	4.06	9%
3. UCSF provides high-quality care and service.	O	Customer Service	4.06	4%

## CAMPUS SPECIFIC INFORMATION

### Lowest Scoring Items that are Very/Extremely Important\*

Item	Domain	Section	2003 Perf. Score	% Unfav.
41. My pay is fair when compared with similar positions and employers in this area.	O	Comp/ Benefits	2.68	48%
36. There is effective communication up and down organizational levels at UCSF.	O	Comm/Dec Making	2.91	35%
8. Overall, I am satisfied with my compensation package (total pay, benefits, etc.).	O	Comp/ Benefits	3.07	35%
42. My work unit is adequately staffed.	O	Work Resources	3.17	33%
35. There is a climate of trust at UCSF.	O	Org Climate	3.23	24%

### Comment Analysis Top 5 Themes

The Open-Ended Item: *Please offer one suggestion on how to make UCSF a better place to work.*

- Increase pay and benefits (30% of responses to this item)
- Review policies, procedures, and processes (14% of responses to this item)
- Promote leadership development (11% of responses to this item)
- Respect, recognize, and reward employees (10% of responses to this item)
- Encourage teamwork and training (8% of responses to this item)

Note: A total of 2,620 responses were given for this item.

## HOSPITAL SPECIFIC INFORMATION

### Highest Scoring Items that are Very/Extremely Important\*

Item	Domain	Section	2003 Perf. Score	% Unfav.
16. I would like to remain with UCSF for at least the next three years.	C	Job Satisfaction	4.22	8%
38. I would recommend UCSF to friends or family who need care.	C	Customer Service	4.21	4%
31. My work unit provides excellent service.	E	Customer Service	4.19	5%
3. UCSF provides high-quality care and service.	O	Customer Service	4.15	4%
5. The person I report to treats me with respect.	M	Mgr/ Emp Relations	4.02	12%

## HOSPITAL SPECIFIC INFORMATION

### Lowest Scoring Items that are Very/Extremely Important\*

Item	Domain	Section	2003 Perf. Score	% Unfav.
41. My pay is fair when compared with similar positions and employers in this area.	O	Comp/ Benefits	2.87	40%
36. There is effective communication up and down organizational levels at UCSF.	O	Comm/Dec Making	2.99	32%
42. My work unit is adequately staffed.	O	Work Resources	3.02	36%
19. Communication between work units is effective within UCSF.	O	Comm/Dec Making	3.08	31%
8. Overall, I am satisfied with my compensation package (total pay, benefits, etc.).	O	Comp/ Benefits	3.21	30%

### Comment Analysis Top 5 Themes

The Open-Ended Item: *Please offer one suggestion on how to make UCSF a better place to work.*

- Increase pay and benefits (23% of responses to this item)
- Update facility and equipment (12% of responses to this item)
- Promote leadership development (10% of responses to this item)
- Address staffing issues (9% of responses to this item)
- Open lines of communication (7% of responses to this item)

## Feedback and Action Planning is:

- Employees understand survey results
- Shared decision-making on work unit focus
- Contribution to manager focus
- Steps agreed upon to improve identified issues
- Accountability for change established
- Action Plan form completed and submitted

## Roles and Responsibilities in the Feedback and Action Planning Process

### Senior Management

- Reinforce survey purpose
- Establish action plans on organization-wide issues
- Support the rollout of results and the needs of work unit managers
- Monitor progress of the action planning process
- Review and evaluate action plans

## Roles and Responsibilities in the Feedback and Action Planning Process (continued)

### Work Unit Management

- Participate in feedback and action planning training
- Study work unit results
- Communicate results to employees
- Lead work unit in identifying strengths and concerns
- Facilitate development of action plans and improvement strategies
- Communicate action plans to senior management
- Monitor progress of action plans

## Roles and Responsibilities in the Feedback and Action Planning Process (continued)

### Employees

- Participate in feedback and action planning meetings
- Support open and honest communication
- Help select priority work unit issues by identifying strengths and concerns
- Participate in developing work unit action plans
- Complete action planning tasks as assigned

**Review Overall Organizational Results and  
Work Unit Results with CCCQWLS**

**1/29/2004**

**Meet with your manager to discuss results**

**Jan/Feb 2004**

**Discuss the results with your work unit and  
develop action plans**

**Feb/May 2004**

**Implement action plans and report on  
progress**

**March/July 2004**