

University of California San Francisco

UCSF Staff Opinion Survey

Overview of Results & Summary of Next Steps



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Survey Basics

- 75 survey items:
 - 55 with norms from Morehead's National Healthcare Average database
 - 8 with comparison to the UC System Average which includes UCSF, UCSD, UCI, and UCLA
- All items are worded positively

Each item on the survey was rated using the following scoring scales:

Performance Scale

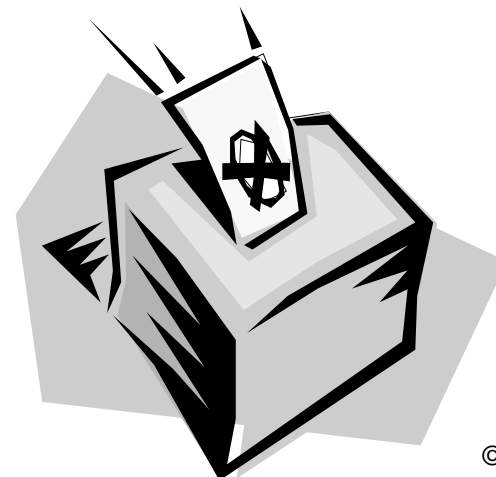
- 1 = strongly disagree
 - 2 = disagree
 - 3 = neutral
 - 4 = agree
 - 5 = strongly agree
- } % unfavorable
- } % neutral
- } % favorable

Importance Scale

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

Response

- Surveys administered during October - November 2001
- Survey response rate:
 - UCSF Campus: 64% (3,796 of 5,900 employees)
 - UCSF Medical Center: 54% (2,778 of 5,141 employees)



Survey Item Comparison

Of the 55 items with National Healthcare Average comparisons, UCSF 2001 scores were:

UCSF Campus

Higher on 28 items

Even on 1 item

Lower on 26 items

UCSF Medical Center

Higher on 30 items

Even on 1 item

Lower on 24 items

Twenty items have no National Healthcare Average comparisons

Campus and Medical Center - Shared Strengths
Items Meaningfully Above National Healthcare Average

<u>Item</u>	<u>Campus</u>	<u>Med. Ctr.</u>	<u>Nat'l Avg.</u>
4. I am satisfied with the information I receive about what is going on at UCSF.	3.67	3.60	3.23
8. My needs are satisfied by the benefits I receive.	3.58	3.47	3.18
1. UCSF provides opportunities for career development.	3.57	3.60	3.35
23. There is a climate of trust at UCSF.	3.02	3.07	2.89
64. I am satisfied with the recognition I receive for doing a good job.	3.51	3.33	3.20
57. When I make suggestions on how to improve work methods or procedures, they are seriously considered.	3.79	3.57	3.43
7. Overall, I am satisfied with my compensation package (total pay, benefits, etc.)	3.20	3.24	3.09



Campus and Medical Center - Shared Concerns
Items Meaningfully Below National Healthcare Average

<u>Item</u>	<u>Campus</u>	<u>Med. Ctr.</u>	<u>Nat'l Avg.</u>
32. UCSF emphasizes the importance of customer service.	3.49	3.77	4.09
10. UCSF hires qualified people.	3.31	3.27	3.56
27. UCSF treats employee safety as a high priority.	3.60	3.59	3.80
14. UCSF conducts business in an ethical manner.	3.58	3.61	3.78
46. My work unit provides excellent service.	3.93	3.96	4.11
73. My job responsibilities are clear.	3.71	3.85	3.99
47. My work unit uses our existing technology and equipment effectively.	3.76	3.77	3.89
6. My pay is fair when compared with similar positions and employers in this area.	2.59	2.72	2.81
11. The most qualified employees get promoted as UCSF.	2.71	2.77	2.88



**Entity-specific: Items Most Below National Healthcare
Average for Campus**

<u>Item</u>	<u>Campus</u>	<u>Nat'l Avg.</u>	<u>Diff.</u>
19. I understand UCSF's mission, vision, values and goals.	3.71	4.11	-0.40
2. UCSF has a good orientation program for new employees.	3.17	3.39	-0.22
74. I understand the connection between my work priorities and the goals of UCSF.	3.79	4.00	-0.21

**Entity-specific: Items Most Below National Healthcare
Average for Medical Center**

<u>Item</u>	<u>Med Ctr.</u>	<u>Nat'l Avg.</u>	<u>Diff.</u>
70. My working conditions are safe.	3.70	3.93	-0.23
75. I get the tools and resources (non-personnel) I need to do my job.	3.43	3.58	-0.15

Note:

48. My work unit is adequately staffed.	2.85	2.77	0.08
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Medical Center results are slightly above National Average. However, this is a potential area of concern with 42% of employees responding “disagree” or “strongly disagree.”

Item Scores Compared to the UC System Average

<u>Item</u>	<u>Campus</u>	<u>Med. Ctr.</u>	<u>UC Avg.</u>
50. There is a climate of trust within my work unit.	3.54*	3.45*	3.22
4. I am satisfied with the information I receive about what is going on at UCSF.	3.67*	3.60*	3.41
1. UCSF provides opportunities for career development.	3.57*	3.60*	3.32
60. The person I report to treats me with respect.	4.06*	3.96	3.91

* Items meaningfully above UC Average

Item Scores Compared to the UC System Average

<u>Item</u>	<u>Campus</u>	<u>Med. Ctr.</u>	<u>UC Avg.</u>
45. Communication between work units is effective within UCSF.	3.07	3.05	2.98
67. I am satisfied with the ongoing training I receive.	3.31	3.36*	3.25
14. UCSF conducts business in an ethical manner.	3.58	3.61	3.60
72. My job makes good use of my skills and abilities.	3.75^	3.87	3.87
Overall Average	3.57	3.56	3.45

* Items meaningfully above UC Average

^ Item meaningfully below UC Average



Campus - Items Rated Most Important and Their Scores

<u>Imp. Score</u>	<u>Item</u>	<u>Performance Rating</u>	
		<u>Fav.</u>	<u>Unfav.</u>
4.50	60. The person I report to treats me with respect.	79%	10%
4.42	63. The person I report to treats employees fairly.	69%	15%
4.41	49. I enjoy working with my coworkers.	83%	5%
4.39	7. Overall, I am satisfied with my compensation package (total pay, benefits, etc.).	49%	30%
4.38	51. I am a member of a work unit that works well together.	73%	10%

Medical Center - Items Rated Most Important and Their Scores

<u>Imp. Score</u>	<u>Item</u>	<u>Performance Rating</u>	
		<u>Fav.</u>	<u>Unfav.</u>
4.49	46. My work unit provides excellent service.	77%	8%
4.48	35. UCSF provides high-quality care and service.	78%	5%
4.48	48. My work unit is adequately staffed.	39%	42%
4.47	60. The person I report to treats me with respect.	75%	10%
4.46	49. I enjoy working with my coworkers.	83%	4%
4.46	51. I am a member of a work unit that works well together.	74%	8%

VCA&F Staff Survey Timeline Overview

- November 2001 : Survey Completion & Return
- December- January: Morehead analyzes and prepares results
- February 20, 2002: Survey results reviewed with Chancellor's Cabinet
- Feb 28 - March 12, 2002- Managers receive results/notebooks
- March 15, 2002 - Campus-wide results in Newsbreak
- March 19, 2002 - Consultant-led open briefings for employees summarizing org-wide results
- In April:
 - Additional discussion forums and training for managers (e.g. improving communications - April 3);
 - Managers share and discuss unit results with staff;
 - Issues and trends (strengths and opportunities) identified;
 - Input to Cabinet on organization-wide action planning
- In May:
 - Unit action planning and communication of plans begin

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SUPPORT STRATEGY

2002 UCSF Employee Opinion Survey

- Provide Seminars for managers:
 - Sharing results with work groups
 - ☑ Augment Morehead's Leadership Guides with additional Employee Feedback Session Preparation Workshops (March 19 and 20)
 - Manager's discussion forums on specific Issues based on survey results and line management input
 - ☑ Have chosen an initial topic focused on "improving communications" for April 3
 - ☑ Will continue periodically based on identified needs and requests
 - Facilitation assistance for unit meetings are also available
 - ☑ Call Development and Training (ext. 6-4032) for more info

