

# Employee Satisfaction Survey

# 2005 RESULTS

Johns Hopkins Health System Corporation / The Johns Hopkins Hospital



## You spoke...We listened...You made your mark

### Dear Colleague,

We're pleased to announce that the 2005 Employee Satisfaction Survey results are in. A sincere thanks to all employees who took time out of their busy schedules to complete the survey and offer their thoughts and opinions. In the past two years we've made tremendous progress. In fact, 16 out of 18 areas evaluated, from training and development to communication, had better scores than in 2003. And, overall job satisfaction increased to 72 percent from 69 percent in 2003. Also, an online survey was newly implemented this year and undoubtedly played a part in the increased participation; over 5,300 employees took the survey this year, accounting for a 61 percent participation rate.

Of all of our individual survey items, we are happy to report that the following had the greatest improvement, specifically in light of the organization's continued focus on patient safety and service:

- Policies are clearly communicated (18% change)
- Policies and practices promote the most effective patient/customer care (16% change)
- The organization tries hard to improve the quality of customer service it offers (13% change)

Furthermore, we are pleased to report the following:

- Senior management responds to problems in a fair manner (15% change)
- Job promotions are fair and objective (14% change)

#### Improvements Being Seen

Seven areas were identified in the 2003 survey as organizational opportunities—benefits satisfaction, strategy/mission, pay satisfaction, human resources/personnel policies, productivity/efficiency, concern for patient care and physical working conditions. While there is still a lot to be done, improvements were seen in six of these seven dimensions. In addition, there

was considerable positive feedback about supervisory promotion of teamwork, communication and concern for employees.

#### Need Continued Focus

Two areas that we've been working on since the 2003 survey still pose challenges and stand out as ongoing opportunities for improvement: physical working conditions and pay satisfaction.

Improving physical working conditions, which includes space, supplies/equipment and amenities, is certainly a priority at Hopkins. As you are likely aware by now, the redevelopment initiative will replace half of the existing Hospital with two state-of-the-art clinical facilities and a new parking garage with 2,300 spaces and five levels. We know that employees are challenged every day by these working conditions; however, this plan will not only define the future of this institution for years to come, but will also make it possible for us to do our best work.

To maintain a pay rate within the 50th to 75th percentile compared to the external market, HR continues to review salaries and pay grades to ensure fair and competitive rates. Furthermore, compression reviews are conducted on an ongoing basis to determine whether the pay rates of our experienced employees properly align with those of newly hired employees in the same jobs. When inequities are found, they are being adjusted.

#### Localizing Satisfaction

We will again look at employee feedback on ways to improve the organization, develop action plans and continue to update you. In addition, we will help departments interpret their survey results and develop action plans. Improvements in unit-based process, communication and employee/supervisor relationships can really have an impact on employee satisfaction. HR will follow up with departments and work with groups to offer support, training and tools.

#### Continue to Make Your Mark

Although survey results have arrived, Hospital leadership and HR are currently in the process of reviewing the many open-ended comments and suggestions. In the upcoming months, your manager or administrator will have the opportunity to share department survey results with you and begin the action-planning process. We encourage you to talk to your manager about how you can participate. Teamwork is essential. Action plans will be submitted to leadership by the end of the year.

Employee satisfaction is not just a one-time campaign. We believe that it is a long-term commitment and a way of life on our journey to become one of the best places to work in the nation. When employees are satisfied, they deliver superior service, and this results in more satisfied customers. Through the survey and action-planning process—and other suggestion programs such as Bright Ideas—our goal is to keep the lines of communication with you and all employees open. We look forward to your additional feedback and hope you will continue to make your mark.

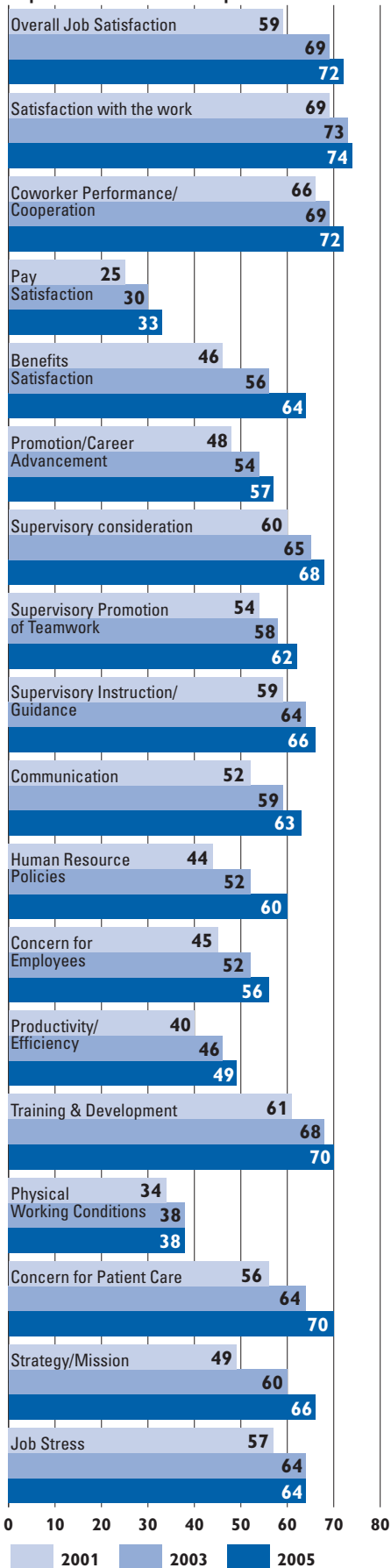
Best Regards,

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*President*  
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# Survey results at a glance

Represents % favorable response



## Survey Dimensions

The following briefly describes the 18 survey dimensions and what they measure.

### Overall Job Satisfaction

Your overall perspective concerning your job as a source of positive or negative feelings.

### Satisfaction with the Work

The satisfaction you get from performing your actual job duties and if you find the work interesting, challenging and pleasant.

### Coworker Performance/Cooperation

This indicates your satisfaction with members of your immediate work group: the feelings of valuing, working with and being around your fellow employees.

### Pay Satisfaction

Satisfaction with overall pay practices. It addresses whether you feel you are paid fairly for the work you do.

### Benefits Satisfaction

This indicates your satisfaction with the benefits you are offered and receive, and if the benefits meet your needs.

### Promotions/Career Advancement

This measure indicates if you perceive promotions to be fair, equitable and easily understood, and if you feel supported by opportunities for advancement and skill development.

### Supervisory Consideration

Your perception of how considerate, helpful, supportive and fair your supervisor or other managers are in the work setting.

### Supervisory Promotion of Teamwork

How your immediate supervisor is seen as providing an atmosphere and leadership for employees to work together in a productive and harmonious manner.

### Supervisory Instruction/Guidance

The perception of your supervisor as having the knowledge, skills and abilities to provide the resources and support for employees to do their work.

### Communication

How well the organization communicates its policies and procedures to employees. It indicates how effective communications are within work groups and across organizational boundaries, and how clear and available communication channels are to management.

### Human Resources/Personnel Policy

Gauges satisfaction with extent to which employees believe organizational policies, disciplinary action, goals and objectives are clearly defined, well understood and administered fairly and consistently across all departments. Measures overall satisfaction with Human Resources service.

### Concern for Employees

Your assessment of the degree to which the organization views its employees as valued resources. Includes employee perceptions of organizational-supported training, the value placed on individual skills, the availability and responsiveness of management and job security.

### Productivity/Efficiency

Perception of the importance and support the organization places on smooth workflow, productivity and quality service. It also indicates the extent to which the organization takes advantage of the latest technological advances, the availability and maintenance of equipment and supplies and the setting of organizational goals.

### Training and Development

Your perception of the importance the organization places on training and development initiatives, and the quality of such programs, including employee orientation.

### Physical Working Conditions

The perception of the physical workspace. This includes park-

*Over 5,300 employees—61 percent of eligible employees from all shifts of the organization—participated in the survey in April 2005, administered confidentially by a private consulting firm, HR Solutions Inc. Employees also provided feedback through 100+ follow-up sessions conducted within departments.*

### Questions?

For more information, contact your Human Resources representative or Carol Woodward, senior project administrator, at 410-614-4515 or [cwoodwa@jhmi.edu](mailto:cwoodwa@jhmi.edu).

ing, cleanliness of facilities, work space and employee food service.

### Patient Care/Customer Service

This measures your perception of the extent to which the organization strives to enhance quality patient care and customer service.

### Strategy/Mission

Your understanding, belief in and agreement with the overall strategy and mission, and if you feel involved in the organization's goals and objectives.

### Job Stress

The overall physical and psychological demands placed on you as a result of your job. A high score indicates less job stress.



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