



BIOSTATISTICS, FRANK HARRELL RU

Based on Vanderbilt Medical Center 2008

Number Responding: 50

SECTION I: YOUR TIER AND READINESS SCORES **Compared to National Benchmark**

Work Unit Tier Category is based on the Power Items Score. The Power Items Score reflects your Work Unit's average response to survey items that most powerfully impact commitment. Tier I = minimal action planning needed; Tier II = action planning needed; and Tier III = significant action planning needed.

Tier II Average

Action Planning Readiness Score represents your work unit's readiness to engage in feedback and action planning. The maximum score is 100. Refer to your Action Planning Readiness Report to learn more about this score.

92

High Readiness

UNDERSTANDING YOUR REPORT

Performance Scores: Reflect the average scores of those who responded. The scores are based on a 5-point scale where 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree. The higher the value, the more favorable your employees feel.

Importance Scores: Reflect the average scores of those who responded. The scores are based on a 5-point scale where 5=Extremely Important, 4=Very Important, 3=Important, 2=Somewhat Important, 1=Not Important. The higher the score, the more important the item is to your employees.



Indicates work unit performance is higher than the average performance of the overall organization.



Indicates work unit performance does not differ from the average performance of the overall organization.



Indicates work unit performance is lower than the average performance of the overall organization.

SECTION 2: YOUR WORKFORCE COMMITMENT SCORES **Compared to your Organization***

Power Items Score reflects your work unit's average response to survey items that most powerfully impact commitment.	4.08	0.05	↑
Commitment Indicator Score reflects the degree of commitment your employees feel toward the workplace. Commitment may be maximized as employees feel connected to the overall organization, their supervisor/manager, and their colleagues and jobs (see Domain Scores below).	4.19	-0.02	↓
Organization Domain Score reflects the degree to which your work unit employees feel connected to the overall organization.	3.87	-0.05	↓
Manager Domain Score reflects the degree to which your work unit employees feel connected to their supervisor/manager.	4.22	0.12	↑
Employee Domain Score reflects the degree to which your work unit employees feel connected to their colleagues and jobs.	4.25	0.09	↑

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SECTION 3: YOUR WORK UNIT STRENGTHS AND CONCERNS

Work Unit Strengths

The following items represent areas of strength within your work unit. Strengths are determined through an analysis which considers the performance score, the difference in performance from the organization average, and the percentage of favorable responses. Up to 10 items are listed in order of performance difference from your organization average.

Item	Domain	Performance Score	Difference From Your Organization Average*	Percent Favorable	Importance Score
20. The person I report to recognizes employees when they do a good job.	MGR	4.38	0.35	90 %	4.25
8. The person I report to supports me in developing new skills.	MGR	4.51	0.30	92 %	4.30
7. The person I report to is open to flexible work arrangements.	MGR	4.49	0.27	94 %	4.37
1. My job makes good use of my skills and abilities.	EMP	4.54	0.24	96 %	4.57
39. I trust the person to whom I report.	MGR	4.36	0.24	92 %	4.39
15. The person I report to listens to my comments and/or suggestions.	MGR	4.34	0.16	90 %	4.40
24. The person I report to treats me with respect.	MGR	4.50	0.15	92 %	4.66
5. I respect the abilities of the person to whom I report.	MGR	4.50	0.14	90 %	4.53
9. The medical center conducts business in an ethical manner.	ORG	4.31	0.13	93 %	4.11
4. I enjoy working with my coworkers.	EMP	4.46	0.11	98 %	4.38

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KEY: ORG=Organization Domain, MGR=Manager Domain, EMP=Employee Domain, CI=Commitment Indicator

Work Unit Concerns

The following items represent areas of concern within your work unit. These opportunities for improvement are determined through an analysis which considers the performance score, the difference in performance from the organization average, and the percentage of unfavorable responses. Up to 10 items are listed in order of performance difference from your organization average.

Item	Domain	Performance Score	Difference From Your Organization Average*	Percent Unfavorable	Importance Score
50. When the medical center is financially successful, it rewards employees.	ORG	3.51	-0.40	14 %	3.95
41. I get the tools and resources (non-personnel) I need to do my job.	ORG	3.70	-0.31	14 %	4.32
34. Physicians treat other staff members at the medical center with respect.	ORG	3.47	-0.26	22 %	3.85
52. There is good teamwork between physicians and staff at the medical center.	ORG	3.59	-0.24	11 %	3.97
29. My pay compares favorably with similar positions in my job market.	ORG	3.16	-0.19	33 %	4.20
21. My work group is adequately staffed.	ORG	3.38	-0.04	28 %	4.17

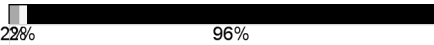
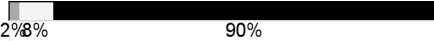
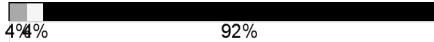
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Item	Domain	Performance	Importance	Norm 1	Norm 2
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Item	Domain	Performance		Score	Score	Norm 1		Norm 2	
		Response Distribution				Score	Diff	Score	Diff
1. My job makes good use of my skills and abilities.	EMP		4.54 (50)	4.57	4.30	0.24	4.24	0.30	
2. I understand how my job supports the medical center's mission.	ORG		4.38 (50)	3.96	4.52	-0.14	4.42	-0.04	
3. The medical center is a fun place to work.	ORG		4.00 (50)	3.66	3.89	0.11	3.88	0.12	
4. I enjoy working with my coworkers.	EMP		4.46 (50)	4.38	4.35	0.11	4.21	0.25	
5. I respect the abilities of the person to whom I report.	MGR		4.50 (50)	4.53	4.36	0.14	4.21	0.29	
6. The medical center provides career development opportunities.	ORG		4.14 (50)	4.34	3.98	0.16	3.85	0.29	
7. The person I report to is open to flexible work arrangements.	MGR		4.49 (49)	4.37	4.22	0.27	4.18	0.31	
8. The person I report to supports me in developing new skills.	MGR		4.51 (49)	4.30	4.21	0.30	4.27	0.24	
9. The medical center conducts business in an ethical manner.	ORG		4.31 (45)	4.11	4.18	0.13	4.12	0.19	
10. My work group provides high-quality care and customer service.	EMP		4.49 (41)	4.20	4.50	-0.01	4.12	0.37	
11. There is a climate of trust within my work group.	EMP		4.04 (49)	4.33	3.90	0.14	3.76	0.28	
12. My benefits compare favorably with those offered at other organizations in this job market.	ORG		3.79 (48)	4.24	3.88	-0.09	3.67	0.12	

Key:

Norm 1 = Vanderbilt University Medical Center 2008 Community Survey Overall

Norm 2 = 2007 Biostatistics, Frank Harrell RU

	percent giving an unfavorable response
	percent giving a neutral response
	percent giving a favorable response

Performance Scale

Importance Scale

(and Norm Scale)

1 = strongly disagree
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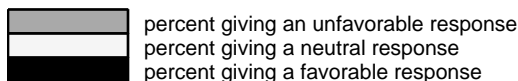
Number Responding: 50

Item	Domain	Performance		Importance	Norm 1		Norm 2			
		Response Distribution		Score	Score	Diff	Score	Diff		
13. The medical center's executive leadership provides the direction necessary for the medical center's continued success.	ORG	2%	24%	73%	4.00 (41)	4.09	3.99	0.01	3.82	0.18
14. My work group works well together.	EMP	10%	90%		4.29 (49)	4.28	4.19	0.10	4.00	0.29
15. The person I report to listens to my comments and/or suggestions.	MGR	8%	2%	90%	4.34 (50)	4.40	4.18	0.16	4.15	0.19
16. I would recommend the medical center to family and friends who need care.	CI	7%	93%		4.40 (45)	3.73	4.40	0.00	4.12	0.28
17. There is effective communication within my work group.	EMP	10%	14%	76%	3.90 (50)	4.11	3.85	0.05	3.61	0.29
18. The medical center supports me in balancing my work life and personal life.	ORG	9%	21%	70%	3.89 (47)	4.11	3.90	-0.01	3.82	0.07
19. The medical center provides the appropriate resources to help employees deal with personal problems.	ORG	7%	23%	70%	3.93 (43)	3.68	4.07	-0.14	3.48	0.45
20. The person I report to recognizes employees when they do a good job.	MGR	2%	8%	90%	4.38 (48)	4.25	4.03	0.35	4.00	0.38
21. My work group is adequately staffed.	ORG	28%	12%	60%	3.38 (50)	4.17	3.42	-0.04	3.39	-0.01
22. My work group values diversity.	EMP	4%	7%	89%	4.27 (45)	3.61	4.07	0.20	4.06	0.21
23. I am satisfied with my job security.	ORG	2%	12%	86%	4.12 (50)	4.43	4.06	0.06	4.00	0.12
24. The person I report to treats me with respect.	MGR	4%	4%	92%	4.50 (50)	4.66	4.35	0.15	4.24	0.26
25. I am satisfied with my work group's performance development/appraisal system.	ORG	19%	17%	65%	3.63 (48)	4.09	3.62	0.01	3.27	0.36
26. My job responsibilities are clear.	MGR	6%	6%	88%	4.10 (50)	4.28	4.17	-0.07	4.03	0.07
27. The medical center treats employees with respect.	ORG	2%	22%	76%	3.98 (49)	4.15	4.02	-0.04	3.91	0.07
28. I am aware of the resources the medical center provides to help employees deal with personal problems.	ORG	11%	20%	68%	3.91 (44)	3.57	4.07	-0.16	3.48	0.43

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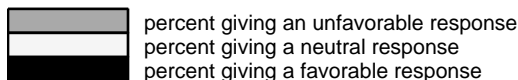
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		Response Distribution		Score	Score	Score	Diff	Score	Diff
29. My pay compares favorably with similar positions in my job market.	ORG	33%	20% 47%	3.16 (49)	4.20	3.35	-0.19	3.03	0.13
30. I can ask the person I report to any reasonable question and get a straight answer.	MGR	10%	90%	4.18 (50)	4.38	4.05	0.13	3.94	0.24
31. There is a climate of trust in the medical center.	ORG	2%	29% 69%	3.82 (45)	4.04	3.67	0.15	3.72	0.10
32. I feel I make a difference here.	EMP	2%	18% 80%	4.08 (50)	3.98	4.14	-0.06	3.97	0.11
33. I am satisfied with the recognition I receive for doing a good job.	MGR	6%	8% 86%	4.08 (49)	3.98	3.72	0.36	3.64	0.44
34. Physicians treat other staff members at the medical center with respect.	ORG	22%	31% 47%	3.47 (32)	3.85	3.73	-0.26	3.36	0.11
35. The person I report to emphasizes the importance of providing great customer service.	MGR	11%	89%	4.39 (44)	4.10	4.38	0.01	4.15	0.24
36. My needs are satisfied by the benefits I receive.	ORG	8%	12% 80%	3.86 (50)	4.04	3.80	0.06	3.55	0.31
37. The medical center treats employees fairly regardless of their age, race, sex, or sexual orientation.	ORG	2%	15% 83%	4.06 (47)	4.11	4.13	-0.07	3.82	0.24
38. Information from this survey will be used to make improvements.	ORG	6%	30% 64%	3.85 (47)	3.91	3.66	0.19	3.30	0.55
39. I trust the person to whom I report.	MGR	4%	4% 92%	4.36 (50)	4.39	4.12	0.24	3.97	0.39
40. The medical center treats employee safety as a high priority.	ORG	18%	82%	4.16 (44)	4.16	4.25	-0.09	3.81	0.35
41. I get the tools and resources (non-personnel) I need to do my job.	ORG	14%	20% 66%	3.70 (50)	4.32	4.01	-0.31	3.48	0.22
42. I am satisfied with the ongoing training for my present job.	ORG	8%	19% 73%	3.85 (48)	4.28	3.89	-0.04	3.66	0.19
43. If I am unfairly treated, I believe I will be given a fair shake if I appeal.	ORG	18%	16% 67%	3.58 (45)	4.30	3.55	0.03	3.25	0.33
44. The person I report to cares about my job satisfaction.	MGR	6%	8% 86%	4.22 (50)	4.23	4.05	0.17	3.97	0.25

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45. My ideas and suggestions are seriously considered.	MGR	6%	12%	82%	4.14 (50)	4.21	3.90	0.24	3.76	0.38
46. I am proud to tell people I work for the medical center.	CI	8%		92%	4.40 (50)	3.85	4.42	-0.02	4.21	0.19
47. The person I report to gives me useful feedback on a regular basis.	MGR	14%	12%	73%	3.78 (49)	3.91	3.83	-0.05	3.55	0.23
48. Different levels of the medical center communicate effectively with each other.	ORG	16%	37%	47%	3.39 (38)	3.85	3.38	0.01	3.13	0.26
49. Different work groups work well together at the medical center.	ORG	10%	31%	59%	3.72 (39)	3.98	3.70	0.02	3.66	0.06
50. When the medical center is financially successful, it rewards employees.	ORG	14%	33%	53%	3.51 (43)	3.95	3.91	-0.40	3.53	-0.02
51. The person I report to encourages teamwork.	MGR	12%		88%	4.24 (49)	4.04	4.23	0.01	4.16	0.08
52. There is good teamwork between physicians and staff at the medical center.	ORG	11%	37%	52%	3.59 (27)	3.97	3.83	-0.24	3.29	0.30
53. I am satisfied with my involvement in decisions that affect my work.	MGR	14%	22%	63%	3.67 (49)	4.11	3.79	-0.12	3.48	0.19
54. The person I report to supports me in balancing my work life and personal life.	MGR	11%	9%	81%	4.02 (47)	4.33	4.08	-0.06	3.84	0.18
55. The medical center makes worthwhile contributions to the community.	ORG	12%		88%	4.22 (41)	3.98	4.35	-0.13	4.06	0.16
56. The medical center provides high-quality care and customer service.	ORG	11%		89%	4.26 (38)	4.23	4.30	-0.04	4.03	0.23
57. The medical center values employees from different backgrounds.	ORG	2%	20%	78%	4.00 (46)	3.85	4.21	-0.21	3.84	0.16
58. The person I report to communicates important information in a timely manner.	MGR	6%	6%	88%	4.06 (49)	4.15	4.05	0.01	3.69	0.37
59. I would stay with the medical center if offered a similar job elsewhere for slightly higher pay.	CI	10%	31%	58%	3.73 (48)	3.83	3.78	-0.05	3.70	0.03

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		Response Distribution	Score	Score	Score	Diff	Score	Diff
60. I would like to be working at the medical center three years from now.	CI		4.16 (49)	3.84	4.22	-0.06	4.06	0.10
61. I would recommend the medical center as a good place to work.	CI		4.32 (50)	4.06	4.27	0.05	4.15	0.17
62. Overall, I am a satisfied employee.	CI		4.12 (50)	4.40	4.14	-0.02	3.88	0.24
63. Vanderbilt University does enough to protect the confidentiality of personal information.	ORG		4.12 (42)	4.31	4.24	-0.12	3.84	0.28

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