

Attribute Detail Report



Business and Finance					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
2673	2562	2662			
3170	3135	3129			
84%	82%	85%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Climate	61	63	66	3	▲	0.4
People in my unit/department are treated fairly	63	65	67	2	▲	--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	58	60	62	2	▲	--
Integrity is a hallmark of my unit/department	62	65	68	3	▲	--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	63	64	67	3	▲	--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	55	57	62	5	▲	--
I am aware of the Business and Finance values	65	69	71	2	▲	--
The Business and Finance values govern the way we do business in B&F	61	63	66	3	▲	--
Comp Supervisor (for reference and past comparison)	69	71	73	2	▲	
Supervisor*	--	--	73	--		0.5
Considers my ideas	71	73	74	1		--
Recognizes me for doing good work	68	71	73	2	▲	--
Treats me with respect	76	79	79	0		--
Cares about me as a person	72	75	75	0		--
Gives me constructive feedback on my performance	67	70	72	2	▲	--
Communicates well	65	68	70	2	▲	--
Is approachable and easy to talk with	74	75	77	2		--
Is ethical in day-to-day practices	75	78	79	1		--
Deals effectively with poor performance	58	61	62	1		--
Manages people effectively	62	65	66	1		--
Is an effective decision-maker	66	68	70	2	▲	--
Effectively communicates the goals and strategies of our unit/department	57	57	72	15	▲	--
Autonomy/Involvement	65	65	67	2	▲	0.8
I have control over how I do my work	71	71	72	1		--
My opinion counts at work	63	64	65	1	▲	--
I have a say in decisions that affect my work	61	61	63	2	▲	--
Workload	63	62	63	1		0.2
Work is distributed fairly within my workgroup	65	65	66	1		--
My workgroup has enough employees to handle the work	59	57	56	-1		--
Resources/Environment	74	74	74	0		0.1
The physical environment allows me to do my job	74	74	75	1		--
I have the necessary resources, tools or equipment to do my job	74	74	74	0		--
Recognition	61	63	65	2	▲	0.4
My customers recognize my good work	70	72	72	0		--
I get appropriate recognition when I have done something extraordinary	58	61	63	2	▲	--
Expressions of thanks and appreciation are common in my unit/department	54	58	63	5	▲	--
My contributions are valued by members of the U of M Community	61	62	63	1		--
Co-workers	74	76	77	1	▲	0.4
My workgroup collaborates effectively with other workgroups	67	68	70	2	▲	--
My co-workers and I work as part of a team	72	75	76	1	▲	--
I can count on my co-workers to help out when needed	75	78	78	0		--
I am consistently treated with respect by my co-workers	74	78	79	1	▲	--
One or more of my co-workers cares about me as a person	80	82	82	0		--
People care about each other in my unit/department	72	74	76	2	▲	--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

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Business and Finance						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
2673	2562	2662				
3170	3135	3129				
84%	82%	85%				
Dimensions						
Communication*						
--	--	61	--		0.4	
50	51	53	2	▲	--	
56	56	60	4	▲	--	
59	60	64	4	▲	--	
62	63	65	2	▲	--	
55	55	59	4	▲	--	
Training and Development*						
--	--	65	--		0.1	
62	63	69	6	▲	--	
57	59	62	3	▲	--	
--	--	64	--		--	
Task Significance						
75	76	79	3	▲	1.0	
79	79	81	2	▲	--	
81	82	84	2	▲	--	
75	76	79	3	▲	--	
77	78	81	3	▲	--	
65	66	70	4	▲	--	
72	73	76	3	▲	--	
Compensation*						
--	--	62	--		0.5	
64	64	65	1		--	
57	58	57	-1		--	
58	58	66	8	▲	--	
Benefits*						
--	--	78	--		0.2	
76	77	77	0		--	
75	77	79	2	▲	--	
Advancement*						
--	--	59	--		0.5	
59	60	61	1		--	
54	55	57	2	▲	--	
58	59	60	1		--	
Survey Perception*						
--	--	59	--		0.2	
56	57	59	2	▲	--	

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Business and Finance					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
2673	2562	2662			
3170	3135	3129			
84%	82%	85%			

Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	72	72	73	1		--
How well does your current position compare to your ideal job	61	61	62	1		--
How satisfied are you with your job	58	59	60	1		--
I enjoy the type of work I do	72	72	73	1		--
My job is interesting	80	80	80	0		--
I make a difference in my unit/department	77	79	79	0		--
My job gives me a sense of accomplishment	79	80	81	1		--
	77	77	77	0		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	76	77	78	1		2.3
I have a strong commitment to my unit/department	76	76	78	2	▲	--
I care about the future of my unit/department	79	80	81	1	▲	--
I feel a strong sense of belonging to my unit/department	84	85	85	0		--
I enjoy discussing my unit/department with people who do not work here	72	74	75	1	▲	--
	66	66	68	2		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	64	64	64	0		3.2
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	75	74	73	-1		--
I would not leave my unit/dept for a similar job within UM at the same salary	41	42	42	0		--
	62	64	65	1		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	71	70	73	3	▲	3.2
	71	70	73	3	▲	--
U of M Commitment						
I am proud to work for the U-M	84	85	84	-1		1.3
I have a strong commitment to the U-M	87	87	86	-1		--
I care about the future of the U-M	85	85	85	0		--
I enjoy discussing the U-M with people who do not work here	88	89	88	-1		--
I feel a strong sense of belonging to the U-M	78	78	78	0		--
	81	81	81	0		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	78	77	77	0		1.9
I would not leave U of M for a similar job at a 5% higher salary	86	85	85	0		--
I would not leave U of M for a similar job at the same salary	61	62	60	-2	▼	--
	76	76	76	0		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	84	83	83	0		1.7
	84	83	83	0		--
Customer Focus						
I am able to address my clients'/customers' concerns	84	85	86	1	▲	1.4
I do all that I can within budgetary constraints to satisfy customers	79	77	77	0		--
I enjoy helping solve customers' problems	84	85	86	1		--
I respond in a timely manner to customer requests/questions	87	88	89	1	▲	--
	87	87	88	1	▲	--

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6/5/2014

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Business and Finance						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
2673	2562	2662				
3170	3135	3129				
84%	82%	85%				
Other Questions						
Trust						
I trust my supervisor	69	72	74	2	▲	--
My supervisor trusts me	75	77	79	2	▲	--
I trust my co-workers	68	72	74	2	▲	--
A climate of trust exists in my unit/department	62	65	68	3	▲	--
My supervisor creates an environment that fosters trust	68	71	73	2	▲	--
People in my unit/department follow through on their commitments	66	69	71	2	▲	--
Was made to feel welcome	--	--	84	--		--
Safety						
Feel safe at work	--	--	85	--		--
Department committed to occupational health and safety	--	--	80	--		--
Department does good job monitoring safety	--	--	76	--		--
Supervisor						
Overall, how would you rate your supervisor	70	72	74	2	▲	--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	84	83	85	2	▲	--
My unit/department understands the needs of our customers	79	79	80	1		--
My unit/department adapts to changing customer needs	76	75	76	1	▲	--
My unit/department communicates service changes effectively to customers	70	70	71	1		--
My unit/department implements service changes effectively	69	69	69	0		--

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Facilities & Operations					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
1439	1306	1285			
1821	1752	1684			
79%	75%	76%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Climate	57	58	60	2		0.4
People in my unit/department are treated fairly	58	59	61	2	▲	--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	55	56	57	1		--
Integrity is a hallmark of my unit/department	57	59	60	1		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	60	61	64	3	▲	--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	51	51	56	5	▲	--
I am aware of the Business and Finance values	60	64	65	1		--
The Business and Finance values govern the way we do business in B&F	57	58	60	2	▲	--
Comp Supervisor (for reference and past comparison)	65	67	67	0		--
Supervisor*	--	--	67	--		0.4
Considers my ideas	66	69	68	-1		--
Recognizes me for doing good work	64	67	68	1		--
Treats me with respect	72	75	74	-1		--
Cares about me as a person	68	71	70	-1		--
Gives me constructive feedback on my performance	63	65	66	1		--
Communicates well	62	64	64	0		--
Is approachable and easy to talk with	70	72	72	0		--
Is ethical in day-to-day practices	69	73	72	-1		--
Deals effectively with poor performance	53	56	58	2		--
Manages people effectively	58	61	61	0		--
Is an effective decision-maker	62	64	65	1		--
Effectively communicates the goals and strategies of our unit/department	51	49	66	17	▲	--
Autonomy/Involvement	61	61	61	0		0.7
I have control over how I do my work	69	67	68	1		--
My opinion counts at work	58	58	58	0		--
I have a say in decisions that affect my work	57	57	57	0		--
Workload	60	59	59	0		0.2
Work is distributed fairly within my workgroup	61	61	63	2		--
My workgroup has enough employees to handle the work	56	54	52	-2		--
Resources/Environment	70	70	70	0		0.4
The physical environment allows me to do my job	70	69	71	2		--
I have the necessary resources, tools or equipment to do my job	70	70	70	0		--
Recognition	56	58	60	2		0.6
My customers recognize my good work	67	69	69	0		--
I get appropriate recognition when I have done something extraordinary	53	56	57	1		--
Expressions of thanks and appreciation are common in my unit/department	49	51	56	5	▲	--
My contributions are valued by members of the U of M Community	56	58	58	0		--
Co-workers	70	73	73	0		0.5
My workgroup collaborates effectively with other workgroups	63	64	65	1		--
My co-workers and I work as part of a team	68	72	72	0		--
I can count on my co-workers to help out when needed	72	75	75	0		--
I am consistently treated with respect by my co-workers	71	75	76	1		--
One or more of my co-workers cares about me as a person	77	79	79	0		--
People care about each other in my unit/department	68	70	71	1		--

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2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
1439	1306	1285			
1821	1752	1684			
79%	75%	76%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Communication*	--	--	55	--		0.2
Reasons for making changes are communicated before changes are made	45	44	47	3	▲	--
Customer feedback is shared throughout my unit/department	52	49	55	6	▲	--
Information about the University is shared openly in my unit/department	54	54	57	3	▲	--
I am informed about matters that affect my job	58	57	59	2	▲	--
Changes in service standards are communicated effectively	50	48	53	5	▲	--
Training and Development*	--	--	60	--		0.0
I receive training necessary for me to do my job	57	57	65	8	▲	--
I have opportunities for training that support my development and/or advancement	52	52	56	4	▲	--
When my job changes, I receive appropriate training	--	--	59	--		--
Task Significance	73	73	75	2	▲	0.6
I know what is expected of me at work	79	77	78	1		--
I understand how my work supports the mission of my unit/department	80	79	80	1		--
I understand how my work supports the mission of Business and Finance	73	73	75	2	▲	--
I understand how my work supports U of M's mission	75	75	77	2	▲	--
My supervisor has a clear view of where unit/department is going	61	61	64	3	▲	--
The goals of my unit/department are clear to me	70	68	71	3	▲	--
Compensation*	--	--	61	--		0.6
I understand how my current salary or base pay rate is determined	62	61	62	1		--
I am fairly paid for the work I do	57	57	56	-1		--
My salary/pay is a significant factor in my decision to stay at U of M	60	59	67	8	▲	--
Benefits*	--	--	74	--		0.3
U of M's benefits package meets my needs	72	73	72	-1		--
The benefits package is a significant factor in my decision to stay at U of M	74	75	76	1		--
Advancement*	--	--	55	--		0.5
Opportunities for advancement or promotion exist within U of M	57	56	56	0		--
I know what is required of me to advance within U of M	53	53	55	2		--
Internal candidates receive fair consideration for open positions	53	54	54	0		--
Survey Perception*	--	--	54	--		0.0
This survey is an important element in improving the work environment	54	52	54	2		--

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2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
1439	1306	1285			
1821	1752	1684			
79%	75%	76%			

Satisfaction					
Job Satisfaction	2010	2012	2014	Diff 2014 - 2012	Impact
To what extent does your current job fall short or exceed your expectations	58	58	58	0	--
How well does your current position compare to your ideal job	56	56	56	0	--
How satisfied are you with your job	71	70	70	0	--
I enjoy the type of work I do	79	79	78	-1	--
My job is interesting	76	77	75	-2	--
I make a difference in my unit/department	77	78	78	0	--
My job gives me a sense of accomplishment	75	75	74	-1	--
Outcomes					
Unit/Dept. Commitment	75	74	74	0	2.2
I am proud to work for my unit/department	74	73	73	0	--
I have a strong commitment to my unit/department	77	78	78	0	--
I care about the future of my unit/department	83	84	83	-1	--
I feel a strong sense of belonging to my unit/department	70	70	71	1	--
I enjoy discussing my unit/department with people who do not work here	65	64	64	0	--
Unit/Dept. Loyalty	62	62	62	0	2.9
If it is up to me, I will be working in my unit/department one year from now	75	73	72	-1	--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	39	38	37	-1	--
I would not leave my unit/dept for a similar job within UM at the same salary	59	60	60	0	--
Unit/Dept. Recommend	69	67	68	1	3.1
I recommend my unit/department to someone looking for a good place to work	69	67	68	1	--
U of M Commitment	83	82	81	-1	1.4
I am proud to work for the U-M	85	84	83	-1	--
I have a strong commitment to the U-M	83	83	82	-1	--
I care about the future of the U-M	87	87	86	-1	--
I enjoy discussing the U-M with people who do not work here	77	75	74	-1	--
I feel a strong sense of belonging to the U-M	79	78	77	-1	--
U of M Loyalty	77	75	74	-1	2.0
If it is up to me, I will be working at U of M one year from now	86	84	83	-1	--
I would not leave U of M for a similar job at a 5% higher salary	59	59	56	-3	▼
I would not leave U of M for a similar job at the same salary	74	73	71	-2	--
U of M Recommendation	81	79	78	-1	1.7
I would recommend the U-M to someone who is looking for a good place to work	81	79	78	-1	--
Customer Focus	83	83	83	0	1.5
I am able to address my clients'/customers' concerns	77	75	74	-1	--
I do all that I can within budgetary constraints to satisfy customers	83	84	85	1	--
I enjoy helping solve customers' problems	86	87	88	1	--
I respond in a timely manner to customer requests/questions	86	85	85	0	--

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2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact			
1439	1306	1285						
1821	1752	1684						
79%	75%	76%						
Other Questions								
Trust								
I trust my supervisor	65	68	69	1		--		
My supervisor trusts me	71	73	75	2		--		
I trust my co-workers	64	68	70	2	▲	--		
A climate of trust exists in my unit/department	57	60	62	2		--		
My supervisor creates an environment that fosters trust	63	66	68	2		--		
People in my unit/department follow through on their commitments	61	64	65	1		--		
Was made to feel welcome	--	--	82	--		--		
Safety								
Feel safe at work	--	--	80	--		--		
Department committed to occupational health and safety	--	--	76	--		--		
Department does good job monitoring safety	--	--	72	--		--		
Supervisor								
Overall, how would you rate your supervisor	67	69	70	1		--		
Customer Orientation								
Satisfying customers is a top priority in my unit/department	82	79	80	1		--		
My unit/department understands the needs of our customers	78	75	77	2		--		
My unit/department adapts to changing customer needs	74	71	72	1		--		
My unit/department communicates service changes effectively to customers	66	65	65	0		--		
My unit/department implements service changes effectively	65	63	63	0		--		

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Facilities & Operations						
Architecture, Engineering & Construction						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
176	170	150				
181	173	161				
97%	98%	93%				
Dimensions						
Climate						
People in my unit/department are treated fairly	61	62	69	7	▲	0.9
If I am unfairly treated, I believe I will be given a fair shake if I appeal	64	63	69	6	▲	--
Integrity is a hallmark of my unit/department	58	59	66	7	▲	--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	65	65	73	8	▲	--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	60	59	68	9	▲	--
I am aware of the Business and Finance values	51	52	63	11	▲	--
The Business and Finance values govern the way we do business in B&F	68	73	77	4	▲	--
	60	65	70	5	▲	--
Comp Supervisor (for reference and past comparison)						
	68	70	76	6	▲	--
Supervisor*						
Considers my ideas	--	--	76	--		0.9
Recognizes me for doing good work	70	72	78	6	▲	--
Treats me with respect	66	68	76	8	▲	--
Cares about me as a person	73	77	81	4		--
Gives me constructive feedback on my performance	69	73	77	4		--
Communicates well	66	67	75	8	▲	--
Is approachable and easy to talk with	65	67	74	7	▲	--
Is ethical in day-to-day practices	71	71	78	7	▲	--
Deals effectively with poor performance	77	80	84	4		--
Manages people effectively	57	58	66	8	▲	--
Is an effective decision-maker	61	64	71	7	▲	--
Effectively communicates the goals and strategies of our unit/department	66	69	78	9	▲	--
	53	53	75	22	▲	--
Autonomy/Involvement						
I have control over how I do my work	64	64	70	6	▲	1.9
My opinion counts at work	68	68	75	7	▲	--
I have a say in decisions that affect my work	64	64	69	5	▲	--
	61	61	66	5		--
Workload						
Work is distributed fairly within my workgroup	64	60	63	3		0.0
My workgroup has enough employees to handle the work	66	62	67	5		--
	60	55	54	-1		--
Resources/Environment						
The physical environment allows me to do my job	71	68	73	5	▲	0.0
I have the necessary resources, tools or equipment to do my job	71	68	75	7	▲	--
	72	68	72	4		--
Recognition						
My customers recognize my good work	60	61	67	6		0.8
I get appropriate recognition when I have done something extraordinary	70	69	73	4		--
Expressions of thanks and appreciation are common in my unit/department	58	60	66	6	▲	--
My contributions are valued by members of the U of M Community	49	53	63	10	▲	--
	62	61	66	5		--
Co-workers						
My workgroup collaborates effectively with other workgroups	73	76	79	3		0.0
My co-workers and I work as part of a team	67	67	75	8	▲	--
I can count on my co-workers to help out when needed	71	74	79	5	▲	--
I am consistently treated with respect by my co-workers	75	77	80	3		--
One or more of my co-workers cares about me as a person	75	79	81	2		--
People care about each other in my unit/department	77	82	83	1		--
	73	76	79	3		--

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Architecture, Engineering & Construction						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
176	170	150				
181	173	161				
97%	98%	93%				
Dimensions						
Communication*						
Reasons for making changes are communicated before changes are made						
47	45	51	6	▲	--	
Customer feedback is shared throughout my unit/department						
50	49	63	14	▲	--	
Information about the University is shared openly in my unit/department						
54	58	65	7	▲	--	
I am informed about matters that affect my job						
60	60	67	7	▲	--	
Changes in service standards are communicated effectively						
52	52	61	9	▲	--	
Training and Development*						
I receive training necessary for me to do my job						
54	57	67	10	▲	--	
I have opportunities for training that support my development and/or advancement						
53	56	64	8	▲	--	
When my job changes, I receive appropriate training						
--	--	64	--		--	
Task Significance						
I know what is expected of me at work						
74	76	81	5	▲	0.2	
I understand how my work supports the mission of my unit/department						
74	78	81	3		--	
I understand how my work supports the mission of Business and Finance						
78	81	86	5	▲	--	
I understand how my work supports U of M's mission						
74	79	84	5	▲	--	
My supervisor has a clear view of where unit/department is going						
75	78	84	6	▲	--	
The goals of my unit/department are clear to me						
66	67	73	6	▲	--	
72	71	77	6	▲	--	
Compensation*						
I understand how my current salary or base pay rate is determined						
--	--	60	--		0.4	
I am fairly paid for the work I do						
53	52	57	5		--	
My salary/pay is a significant factor in my decision to stay at U of M						
52	54	60	6	▲	--	
50	51	66	15	▲	--	
Benefits*						
U of M's benefits package meets my needs						
--	--	79	--		0.0	
73	78	79	1		--	
The benefits package is a significant factor in my decision to stay at U of M						
72	76	79	3		--	
Advancement*						
Opportunities for advancement or promotion exist within U of M						
--	--	58	--		1.0	
51	52	57	5		--	
I know what is required of me to advance within U of M						
48	46	53	7	▲	--	
Internal candidates receive fair consideration for open positions						
60	57	63	6	▲	--	
Survey Perception*						
This survey is an important element in improving the work environment						
--	--	64	--		0.2	
55	62	64	2		--	

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
176	170	150				
181	173	161				
97%	98%	93%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	62	64	67	3		--
How well does your current position compare to your ideal job	60	60	67	7	▲	--
How satisfied are you with your job	73	73	76	3		--
I enjoy the type of work I do	81	82	82	0		--
My job is interesting	80	81	83	2		--
I make a difference in my unit/department	78	79	82	3		--
My job gives me a sense of accomplishment	77	78	81	3		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	77	78	81	3		1.7
I have a strong commitment to my unit/department	79	79	83	4		--
I care about the future of my unit/department	82	84	86	2		--
I feel a strong sense of belonging to my unit/department	73	75	78	3		--
I enjoy discussing my unit/department with people who do not work here	70	71	73	2		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	69	67	72	5	▲	3.4
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	79	76	80	4		--
I would not leave my unit/dept for a similar job within UM at the same salary	48	46	50	4		--
	68	69	74	5		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	73	71	75	4		3.4
	73	71	75	4		--
U of M Commitment						
I am proud to work for the U-M	85	86	87	1		1.3
I have a strong commitment to the U-M	86	87	89	2		--
I care about the future of the U-M	85	85	87	2		--
I enjoy discussing the U-M with people who do not work here	88	89	91	2		--
I feel a strong sense of belonging to the U-M	82	82	82	0		--
	82	83	84	1		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	78	81	81	0		1.7
I would not leave U of M for a similar job at a 5% higher salary	85	85	85	0		--
I would not leave U of M for a similar job at the same salary	64	69	70	1		--
	78	82	82	0		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	85	85	87	2		1.4
	85	85	87	2		--
Customer Focus						
I am able to address my clients'/customers' concerns	82	83	86	3		1.9
I do all that I can within budgetary constraints to satisfy customers	76	77	80	3		--
I enjoy helping solve customers' problems	81	84	88	4	▲	--
I respond in a timely manner to customer requests/questions	86	87	88	1		--
	85	83	87	4		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
176	170	150				
181	173	161				
97%	98%	93%				
Other Questions						
Trust						
I trust my supervisor	71	73	80	7	▲	--
My supervisor trusts me	73	76	82	6	▲	--
I trust my co-workers	71	75	78	3		--
A climate of trust exists in my unit/department	66	68	74	6	▲	--
My supervisor creates an environment that fosters trust	68	71	78	7	▲	--
People in my unit/department follow through on their commitments	68	71	76	5	▲	--
Was made to feel welcome	--	--	88	--		--
Safety						
Feel safe at work	--	--	89	--		--
Department committed to occupational health and safety	--	--	86	--		--
Department does good job monitoring safety	--	--	81	--		--
Supervisor						
Overall, how would you rate your supervisor	70	71	78	7	▲	--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	81	81	86	5	▲	--
My unit/department understands the needs of our customers	78	77	84	7	▲	--
My unit/department adapts to changing customer needs	74	74	81	7	▲	--
My unit/department communicates service changes effectively to customers	67	68	75	7	▲	--
My unit/department implements service changes effectively	65	67	73	6	▲	--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
AEC Lead Team Administration						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
11	18	19				
17	21	28				
65%	86%	68%				
Dimensions						
Climate						
People in my unit/department are treated fairly	68	77	76	-1		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	67	77	73	-4		--
Integrity is a hallmark of my unit/department	71	80	72	-8		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	68	80	77	-3		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	71	72	80	8		--
I am aware of the Business and Finance values	56	63	67	4		--
The Business and Finance values govern the way we do business in B&F	78	87	90	3		--
	71	80	73	-7		--
Comp Supervisor (for reference and past comparison)						
	61	76	84	8		--
Supervisor*						
Considers my ideas	--	--	84	--		--
Recognizes me for doing good work	70	83	89	6		--
Treats me with respect	61	73	82	9		--
Cares about me as a person	68	82	88	6		--
Gives me constructive feedback on my performance	71	85	82	-3		--
Communicates well	53	70	83	13	▲	--
Is approachable and easy to talk with	54	72	80	8		--
Is ethical in day-to-day practices	61	80	87	7		--
Deals effectively with poor performance	76	86	92	6		--
Manages people effectively	47	69	72	3		--
Is an effective decision-maker	51	68	81	13	▲	--
Effectively communicates the goals and strategies of our unit/department	55	72	88	16	▲	--
	48	56	87	31	▲	--
Autonomy/Involvement						
I have control over how I do my work	72	77	75	-2		--
My opinion counts at work	79	78	85	7		--
I have a say in decisions that affect my work	71	78	70	-8		--
	67	75	71	-4		--
Workload						
Work is distributed fairly within my workgroup	66	71	64	-7		--
My workgroup has enough employees to handle the work	66	74	68	-6		--
	68	65	56	-9		--
Resources/Environment						
The physical environment allows me to do my job	71	81	80	-1		--
I have the necessary resources, tools or equipment to do my job	66	83	81	-2		--
	77	78	78	0		--
Recognition						
My customers recognize my good work	58	73	66	-7		--
I get appropriate recognition when I have done something extraordinary	70	85	73	-12		--
Expressions of thanks and appreciation are common in my unit/department	61	63	61	-2		--
My contributions are valued by members of the U of M Community	40	64	62	-2		--
	63	80	72	-8		--
Co-workers						
My workgroup collaborates effectively with other workgroups	75	85	78	-7		--
My co-workers and I work as part of a team	72	80	75	-5		--
I can count on my co-workers to help out when needed	76	84	78	-6		--
I am consistently treated with respect by my co-workers	75	89	78	-11		--
One or more of my co-workers cares about me as a person	77	87	81	-6		--
People care about each other in my unit/department	79	90	78	-12		--
	77	84	80	-4		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
AEC Lead Team Administration						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
11	18	19				
17	21	28				
65%	86%	68%				
Dimensions						
Communication*						
Reasons for making changes are communicated before changes are made						
47	57	49	-8		--	
Customer feedback is shared throughout my unit/department						
67	62	65	3		--	
Information about the University is shared openly in my unit/department						
60	69	67	-2		--	
I am informed about matters that affect my job						
62	72	67	-5		--	
Changes in service standards are communicated effectively						
57	64	59	-5		--	
Training and Development*						
I receive training necessary for me to do my job						
54	69	69	0		--	
I have opportunities for training that support my development and/or advancement						
63	72	70	-2		--	
When my job changes, I receive appropriate training						
--	--	68	--		--	
Task Significance						
78	85	88	3		--	
I know what is expected of me at work						
73	83	85	2		--	
I understand how my work supports the mission of my unit/department						
85	91	94	3		--	
I understand how my work supports the mission of Business and Finance						
84	93	94	1		--	
I understand how my work supports U of M's mission						
85	93	92	-1		--	
My supervisor has a clear view of where unit/department is going						
61	68	80	12		--	
The goals of my unit/department are clear to me						
80	79	81	2		--	
Compensation*						
I understand how my current salary or base pay rate is determined						
72	72	71	-1		--	
I am fairly paid for the work I do						
71	77	69	-8		--	
My salary/pay is a significant factor in my decision to stay at U of M						
67	56	73	17	▲	--	
Benefits*						
U of M's benefits package meets my needs						
80	90	82	-8		--	
The benefits package is a significant factor in my decision to stay at U of M						
75	75	78	3		--	
Advancement*						
Opportunities for advancement or promotion exist within U of M						
56	70	61	-9		--	
I know what is required of me to advance within U of M						
60	60	57	-3		--	
Internal candidates receive fair consideration for open positions						
71	73	71	-2		--	
Survey Perception*						
This survey is an important element in improving the work environment						
41	65	51	-14		--	

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6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
AEC Lead Team Administration						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
11	18	19				
17	21	28				
65%	86%	68%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	66	69	61	-8		--
How well does your current position compare to your ideal job	66	69	63	-6		--
How satisfied are you with your job	73	81	74	-7		--
I enjoy the type of work I do	80	93	80	-13		--
My job is interesting	76	91	81	-10		--
I make a difference in my unit/department	75	90	81	-9		--
My job gives me a sense of accomplishment	75	86	78	-8		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	78	92	78	-14		--
I have a strong commitment to my unit/department	78	93	77	-16	▼	--
I care about the future of my unit/department	79	91	77	-14	▼	--
I feel a strong sense of belonging to my unit/department	83	97	84	-13	▼	--
I enjoy discussing my unit/department with people who do not work here	75	87	80	-7		--
	76	89	71	-18	▼	--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	80	80	74	-6		--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	81	89	84	-5		--
I would not leave my unit/dept for a similar job within UM at the same salary	71	60	55	-5		--
	85	78	70	-8		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	75	82	74	-8		--
	75	82	74	-8		--
U of M Commitment						
I am proud to work for the U-M	87	93	84	-9		--
I have a strong commitment to the U-M	86	91	83	-8		--
I care about the future of the U-M	88	93	82	-11		--
I enjoy discussing the U-M with people who do not work here	92	97	90	-7		--
I feel a strong sense of belonging to the U-M	80	91	82	-9		--
	86	90	81	-9		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	83	87	83	-4		--
I would not leave U of M for a similar job at a 5% higher salary	85	90	84	-6		--
I would not leave U of M for a similar job at the same salary	74	80	78	-2		--
	86	87	84	-3		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	88	89	89	0		--
	88	89	89	0		--
Customer Focus						
I am able to address my clients'/customers' concerns	79	88	86	-2		--
I do all that I can within budgetary constraints to satisfy customers	74	85	78	-7		--
I enjoy helping solve customers' problems	83	90	89	-1		--
I respond in a timely manner to customer requests/questions	80	92	89	-3		--
	80	85	85	0		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
AEC Lead Team Administration						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
11	18	19				
17	21	28				
65%	86%	68%				
Other Questions						
Trust						
I trust my supervisor						
70	80	89	9			--
My supervisor trusts me						
73	79	89	10			--
I trust my co-workers						
76	85	83	-2			--
A climate of trust exists in my unit/department						
62	74	79	5			--
My supervisor creates an environment that fosters trust						
62	73	88	15	▲		--
People in my unit/department follow through on their commitments						
67	80	77	-3			--
Was made to feel welcome						
--	--	--	--			--
Safety						
Feel safe at work						
--	--	94	--			--
Department committed to occupational health and safety						
--	--	93	--			--
Department does good job monitoring safety						
--	--	84	--			--
Supervisor						
Overall, how would you rate your supervisor						
64	75	85	10			--
Customer Orientation						
Satisfying customers is a top priority in my unit/department						
82	90	81	-9			--
My unit/department understands the needs of our customers						
82	82	81	-1			--
My unit/department adapts to changing customer needs						
73	78	78	0			--
My unit/department communicates service changes effectively to customers						
70	77	72	-5			--
My unit/department implements service changes effectively						
64	80	71	-9			--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations					
Architecture, Engineering & Construction					
AEC Lead Team Administration					
AEC Lead Team/Project Directors					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
0	8	7			
--	11	12			
--	73%	58%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Climate	--	82	86	4		--
People in my unit/department are treated fairly	--	79	86	7		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	85	89	4		--
Integrity is a hallmark of my unit/department	--	83	90	7		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	78	78	0		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	76	81	5		--
I am aware of the Business and Finance values	--	89	92	3		--
The Business and Finance values govern the way we do business in B&F	--	83	90	7		--
Comp Supervisor (for reference and past comparison)	--	78	84	6		--
Supervisor*	--	--	84	--		--
Considers my ideas	--	85	87	2		--
Recognizes me for doing good work	--	78	83	5		--
Treats me with respect	--	85	90	5		--
Cares about me as a person	--	88	86	-2		--
Gives me constructive feedback on my performance	--	69	78	9		--
Communicates well	--	69	75	6		--
Is approachable and easy to talk with	--	81	86	5		--
Is ethical in day-to-day practices	--	90	92	2		--
Deals effectively with poor performance	--	65	73	8		--
Manages people effectively	--	68	78	10		--
Is an effective decision-maker	--	74	89	15	▲	--
Effectively communicates the goals and strategies of our unit/department	--	58	83	25		--
Autonomy/Involvement	--	79	80	1		--
I have control over how I do my work	--	78	83	5		--
My opinion counts at work	--	79	78	-1		--
I have a say in decisions that affect my work	--	79	79	0		--
Workload	--	75	62	-13		--
Work is distributed fairly within my workgroup	--	74	63	-11		--
My workgroup has enough employees to handle the work	--	76	59	-17		--
Resources/Environment	--	77	83	6		--
The physical environment allows me to do my job	--	79	81	2		--
I have the necessary resources, tools or equipment to do my job	--	75	84	9		--
Recognition	--	73	75	2		--
My customers recognize my good work	--	81	78	-3		--
I get appropriate recognition when I have done something extraordinary	--	68	73	5		--
Expressions of thanks and appreciation are common in my unit/department	--	67	78	11		--
My contributions are valued by members of the U of M Community	--	76	73	-3		--
Co-workers	--	86	82	-4		--
My workgroup collaborates effectively with other workgroups	--	79	81	2		--
My co-workers and I work as part of a team	--	86	76	-10		--
I can count on my co-workers to help out when needed	--	90	75	-15		--
I am consistently treated with respect by my co-workers	--	88	83	-5		--
One or more of my co-workers cares about me as a person	--	90	89	-1		--
People care about each other in my unit/department	--	88	89	1		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
AEC Lead Team Administration						
AEC Lead Team/Project Directors						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	8	7				
--	11	12				
--	73%	58%				
Dimensions						
Communication*						
--	--	81	--		--	
--	64	71	7		--	
--	67	84	17		--	
--	78	84	6		--	
--	79	81	2		--	
--	72	81	9		--	
Training and Development*						
--	--	74	--		--	
--	72	75	3		--	
--	78	73	-5		--	
--	--	75	--		--	
Task Significance						
--	87	93	6		--	
--	85	94	9		--	
--	92	95	3		--	
--	92	95	3		--	
--	92	95	3		--	
--	75	87	12	▲	--	
--	85	90	5		--	
Compensation*						
--	--	75	--		--	
--	76	78	2		--	
--	78	76	-2		--	
--	67	71	4		--	
Benefits*						
--	--	74	--		--	
--	88	79	-9		--	
--	71	67	-4		--	
Advancement*						
--	--	72	--		--	
--	74	67	-7		--	
--	65	67	2		--	
--	78	81	3		--	
Survey Perception*						
--	--	56	--		--	
--	53	56	3		--	

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
AEC Lead Team Administration						
AEC Lead Team/Project Directors						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	8	7				
--	11	12				
--	73%	58%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	--	84	86	2		--
How well does your current position compare to your ideal job	--	78	81	3		--
How satisfied are you with your job	--	75	78	3		--
I enjoy the type of work I do	--	83	83	0		--
My job is interesting	--	89	87	-2		--
I make a difference in my unit/department	--	89	92	3		--
My job gives me a sense of accomplishment	--	89	94	5		--
	--	88	92	4		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	--	90	90	0		--
I have a strong commitment to my unit/department	--	92	89	-3		--
I care about the future of my unit/department	--	88	90	2		--
I feel a strong sense of belonging to my unit/department	--	96	95	-1		--
I enjoy discussing my unit/department with people who do not work here	--	83	87	4		--
	--	90	84	-6		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	--	81	81	0		--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	89	92	3		--
I would not leave my unit/dept for a similar job within UM at the same salary	--	64	60	-4		--
	--	81	76	-5		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	--	87	87	0		--
	--	87	87	0		--
U of M Commitment						
I am proud to work for the U-M	--	93	91	-2		--
I have a strong commitment to the U-M	--	92	90	-2		--
I care about the future of the U-M	--	93	90	-3		--
I enjoy discussing the U-M with people who do not work here	--	99	95	-4		--
I feel a strong sense of belonging to the U-M	--	93	90	-3		--
	--	90	89	-1		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	--	88	83	-5		--
I would not leave U of M for a similar job at a 5% higher salary	--	90	89	-1		--
I would not leave U of M for a similar job at the same salary	--	81	70	-11		--
	--	89	83	-6		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	--	94	92	-2		--
	--	94	92	-2		--
Customer Focus						
I am able to address my clients'/customers' concerns	--	86	88	2		--
I do all that I can within budgetary constraints to satisfy customers	--	83	78	-5		--
I enjoy helping solve customers' problems	--	88	94	6		--
I respond in a timely manner to customer requests/questions	--	89	90	1		--
	--	85	89	4		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
AEC Lead Team Administration						
AEC Lead Team/Project Directors						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	8	7				
--	73%	58%				
Other Questions						
Trust						
I trust my supervisor	--	85	89	4		--
My supervisor trusts me	--	85	90	5		--
I trust my co-workers	--	88	83	-5		--
A climate of trust exists in my unit/department	--	82	84	2		--
My supervisor creates an environment that fosters trust	--	76	86	10		--
People in my unit/department follow through on their commitments	--	82	83	1		--
Was made to feel welcome	--	--	--	--		--
Safety						
Feel safe at work	--	--	94	--		--
Department committed to occupational health and safety	--	--	95	--		--
Department does good job monitoring safety	--	--	94	--		--
Supervisor						
Overall, how would you rate your supervisor	--	81	79	-2		--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	86	89	3		--
My unit/department understands the needs of our customers	--	78	92	14		--
My unit/department adapts to changing customer needs	--	78	87	9		--
My unit/department communicates service changes effectively to customers	--	79	86	7		--
My unit/department implements service changes effectively	--	79	83	4		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations					
Architecture, Engineering & Construction					
AEC Lead Team Administration					
AEC Managers and LT Administration					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
0	10	12			
	10	16			
--	100%	75%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Climate	--	73	69	-4		--
People in my unit/department are treated fairly	--	76	66	-10		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	77	62	-15		--
Integrity is a hallmark of my unit/department	--	77	69	-8		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	68	81	13		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	52	59	7		--
I am aware of the Business and Finance values	--	86	89	3		--
The Business and Finance values govern the way we do business in B&F	--	77	62	-15		--
Comp Supervisor (for reference and past comparison)	--	75	85	10		--
Supervisor*	--	--	85	--		--
Considers my ideas	--	81	90	9		--
Recognizes me for doing good work	--	70	81	11		--
Treats me with respect	--	80	86	6		--
Cares about me as a person	--	82	81	-1		--
Gives me constructive feedback on my performance	--	70	86	16		--
Communicates well	--	74	83	9		--
Is approachable and easy to talk with	--	79	87	8		--
Is ethical in day-to-day practices	--	83	92	9		--
Deals effectively with poor performance	--	71	71	0		--
Manages people effectively	--	68	82	14		--
Is an effective decision-maker	--	70	87	17		--
Effectively communicates the goals and strategies of our unit/department	--	54	89	35	▲	--
Autonomy/Involvement	--	76	73	-3		--
I have control over how I do my work	--	79	87	8		--
My opinion counts at work	--	77	66	-11		--
I have a say in decisions that affect my work	--	72	66	-6		--
Workload	--	68	65	-3		--
Work is distributed fairly within my workgroup	--	74	70	-4		--
My workgroup has enough employees to handle the work	--	57	55	-2		--
Resources/Environment	--	83	78	-5		--
The physical environment allows me to do my job	--	87	81	-6		--
I have the necessary resources, tools or equipment to do my job	--	80	75	-5		--
Recognition	--	73	61	-12		--
My customers recognize my good work	--	88	70	-18	▼	--
I get appropriate recognition when I have done something extraordinary	--	59	55	-4		--
Expressions of thanks and appreciation are common in my unit/department	--	62	53	-9		--
My contributions are valued by members of the U of M Community	--	82	71	-11		--
Co-workers	--	84	76	-8		--
My workgroup collaborates effectively with other workgroups	--	81	72	-9		--
My co-workers and I work as part of a team	--	82	79	-3		--
I can count on my co-workers to help out when needed	--	88	81	-7		--
I am consistently treated with respect by my co-workers	--	87	80	-7		--
One or more of my co-workers cares about me as a person	--	89	72	-17		--
People care about each other in my unit/department	--	81	75	-6		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
AEC Lead Team Administration						
AEC Managers and LT Administration						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	10	12				
--	100%	75%				
Dimensions						
Communication*						
--	--	51	--		--	
--	51	36	-15		--	
--	58	54	-4		--	
--	61	56	-5		--	
--	66	59	-7		--	
--	58	46	-12		--	
Training and Development*						
--	--	66	--		--	
--	66	66	0		--	
--	67	69	2		--	
--	--	65	--		--	
Task Significance						
--	84	85	1		--	
--	82	81	-1		--	
--	91	93	2		--	
--	93	93	0		--	
--	94	91	-3		--	
--	62	75	13		--	
--	74	76	2		--	
Compensation*						
--	--	68	--		--	
--	68	67	-1		--	
--	76	65	-11		--	
--	48	73	25	▲	--	
Benefits*						
--	--	84	--		--	
--	91	83	-8		--	
--	79	84	5		--	
Advancement*						
--	--	58	--		--	
--	67	58	-9		--	
--	56	51	-5		--	
--	70	65	-5		--	
Survey Perception*						
--	--	48	--		--	
--	75	48	-27	▼	--	

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
AEC Lead Team Administration						
AEC Managers and LT Administration						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	10	12				
--	100%	75%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	--	81	67	-14		--
How well does your current position compare to your ideal job	--	62	49	-13		--
How satisfied are you with your job	--	63	54	-9		--
I enjoy the type of work I do	--	79	69	-10	▼	--
My job is interesting	--	96	75	-21		--
I make a difference in my unit/department	--	93	75	-18		--
My job gives me a sense of accomplishment	--	90	74	-16		--
	--	84	70	-14		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	--	93	71	-22	▼	--
I have a strong commitment to my unit/department	--	93	70	-23	▼	--
I care about the future of my unit/department	--	94	69	-25	▼	--
I feel a strong sense of belonging to my unit/department	--	98	77	-21	▼	--
I enjoy discussing my unit/department with people who do not work here	--	90	76	-14		--
	--	88	63	-25	▼	--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	--	79	70	-9		--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	89	79	-10		--
I would not leave my unit/dept for a similar job within UM at the same salary	--	58	52	-6		--
	--	77	67	-10		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	--	79	67	-12		--
	--	79	67	-12		--
U of M Commitment						
I am proud to work for the U-M	--	92	79	-13		--
I have a strong commitment to the U-M	--	91	79	-12		--
I care about the future of the U-M	--	92	77	-15		--
I enjoy discussing the U-M with people who do not work here	--	96	87	-9		--
I feel a strong sense of belonging to the U-M	--	89	77	-12		--
	--	90	76	-14		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	--	86	83	-3		--
I would not leave U of M for a similar job at a 5% higher salary	--	89	81	-8		--
I would not leave U of M for a similar job at the same salary	--	80	83	3		--
	--	86	84	-2		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	--	84	87	3		--
	--	84	87	3		--
Customer Focus						
I am able to address my clients'/customers' concerns	--	89	85	-4		--
I do all that I can within budgetary constraints to satisfy customers	--	86	78	-8		--
I enjoy helping solve customers' problems	--	91	87	-4		--
I respond in a timely manner to customer requests/questions	--	94	89	-5		--
	--	84	83	-1		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
AEC Lead Team Administration						
AEC Managers and LT Administration						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	10	12				
--	100%	75%				
Other Questions						
Trust						
I trust my supervisor	--	76	90	14		--
My supervisor trusts me	--	74	88	14		--
I trust my co-workers	--	82	83	1		--
A climate of trust exists in my unit/department	--	68	76	8		--
My supervisor creates an environment that fosters trust	--	71	90	19	▲	--
People in my unit/department follow through on their commitments	--	78	73	-5		--
Was made to feel welcome	--	--	--	--		--
Safety						
Feel safe at work	--	--	94	--		--
Department committed to occupational health and safety	--	--	92	--		--
Department does good job monitoring safety	--	--	79	--		--
Supervisor						
Overall, how would you rate your supervisor	--	70	89	19	▲	--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	92	77	-15	▼	--
My unit/department understands the needs of our customers	--	85	75	-10		--
My unit/department adapts to changing customer needs	--	79	73	-6		--
My unit/department communicates service changes effectively to customers	--	74	64	-10		--
My unit/department implements service changes effectively	--	80	64	-16		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
Architecture & Engineering						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
54	54	55				
55	55	57				
98%	98%	96%				
Dimensions						
Climate						
	61	60	70	10		0.7
People in my unit/department are treated fairly	68	64	69	5		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	60	59	68	9	▲	--
Integrity is a hallmark of my unit/department	69	65	73	8	▲	--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	59	55	67	12	▲	--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	53	51	64	13	▲	--
I am aware of the Business and Finance values	62	69	76	7	▲	--
The Business and Finance values govern the way we do business in B&F	58	62	70	8	▲	--
Comp Supervisor (for reference and past comparison)						
	70	71	75	4		--
Supervisor*						
	--	--	75	--		0.4
Considers my ideas	72	73	77	4		--
Recognizes me for doing good work	64	68	77	9	▲	--
Treats me with respect	75	78	82	4		--
Cares about me as a person	68	70	74	4		--
Gives me constructive feedback on my performance	66	69	76	7		--
Communicates well	69	67	74	7		--
Is approachable and easy to talk with	74	73	76	3		--
Is ethical in day-to-day practices	82	82	85	3		--
Deals effectively with poor performance	59	57	63	6		--
Manages people effectively	65	67	67	0		--
Is an effective decision-maker	71	77	79	2		--
Effectively communicates the goals and strategies of our unit/department	59	58	74	16	▲	--
Autonomy/Involvement						
	67	64	72	8	▲	1.0
I have control over how I do my work	68	66	76	10	▲	--
My opinion counts at work	66	63	71	8		--
I have a say in decisions that affect my work	66	61	70	9	▲	--
Workload						
	64	57	57	0		0.2
Work is distributed fairly within my workgroup	67	59	61	2		--
My workgroup has enough employees to handle the work	58	52	51	-1		--
Resources/Environment						
	71	64	69	5		0.0
The physical environment allows me to do my job	70	62	72	10	▲	--
I have the necessary resources, tools or equipment to do my job	72	66	67	1		--
Recognition						
	56	58	69	11	▲	0.4
My customers recognize my good work	68	62	73	11	▲	--
I get appropriate recognition when I have done something extraordinary	50	59	71	12	▲	--
Expressions of thanks and appreciation are common in my unit/department	45	54	65	11	▲	--
My contributions are valued by members of the U of M Community	61	55	66	11	▲	--
Co-workers						
	75	75	81	6	▲	0.7
My workgroup collaborates effectively with other workgroups	70	65	77	12	▲	--
My co-workers and I work as part of a team	72	73	81	8	▲	--
I can count on my co-workers to help out when needed	74	72	79	7	▲	--
I am consistently treated with respect by my co-workers	79	77	83	6		--
One or more of my co-workers cares about me as a person	78	81	86	5		--
People care about each other in my unit/department	77	79	79	0		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
Architecture & Engineering						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
54	54	55				
55	55	57				
98%	98%	96%				
Dimensions						
Communication*						
Reasons for making changes are communicated before changes are made						
48	45	50	5		--	
Customer feedback is shared throughout my unit/department						
56	56	66	10	▲	--	
Information about the University is shared openly in my unit/department						
53	58	65	7		--	
I am informed about matters that affect my job						
63	62	69	7		--	
Changes in service standards are communicated effectively						
56	52	61	9	▲	--	
Training and Development*						
I receive training necessary for me to do my job						
61	64	74	10	▲	--	
I have opportunities for training that support my development and/or advancement						
60	62	73	11	▲	--	
When my job changes, I receive appropriate training						
--	--	67	--		--	
Task Significance						
I know what is expected of me at work						
76	75	82	7	▲	0.2	
77	77	82	5		--	
I understand how my work supports the mission of my unit/department						
81	78	86	8	▲	--	
I understand how my work supports the mission of Business and Finance						
73	74	83	9	▲	--	
I understand how my work supports U of M's mission						
76	75	84	9	▲	--	
My supervisor has a clear view of where unit/department is going						
71	70	73	3		--	
The goals of my unit/department are clear to me						
75	74	79	5		--	
Compensation*						
I understand how my current salary or base pay rate is determined						
56	48	55	7		--	
I am fairly paid for the work I do						
48	48	55	7		--	
My salary/pay is a significant factor in my decision to stay at U of M						
45	45	65	20	▲	--	
Benefits*						
U of M's benefits package meets my needs						
77	79	84	5		--	
The benefits package is a significant factor in my decision to stay at U of M						
74	78	81	3		--	
Advancement*						
Opportunities for advancement or promotion exist within U of M						
53	49	60	11	▲	--	
I know what is required of me to advance within U of M						
54	47	52	5		--	
Internal candidates receive fair consideration for open positions						
57	55	63	8	▲	--	
Survey Perception*						
This survey is an important element in improving the work environment						
59	62	71	9	▲	--	

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
Architecture & Engineering						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
54	54	55				
55	55	57				
98%	98%	96%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	59	59	68	9	▲	--
How well does your current position compare to your ideal job	56	55	67	12	▲	--
How satisfied are you with your job	70	68	77	9	▲	--
I enjoy the type of work I do	78	74	83	9	▲	--
My job is interesting	78	74	84	10	▲	--
I make a difference in my unit/department	78	72	83	11	▲	--
My job gives me a sense of accomplishment	75	72	82	10	▲	--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	77	73	84	11	▲	2.9
I have a strong commitment to my unit/department	77	73	85	12	▲	--
I care about the future of my unit/department	84	77	89	12	▲	--
I feel a strong sense of belonging to my unit/department	74	70	82	12	▲	--
I enjoy discussing my unit/department with people who do not work here	70	66	78	12	▲	--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	66	63	71	8	▲	4.4
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	75	71	78	7	▲	--
I would not leave my unit/dept for a similar job within UM at the same salary	44	38	48	10	▲	--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	67	67	78	11	▲	4.3
U of M Commitment						
I am proud to work for the U-M	85	81	88	7	▲	1.4
I have a strong commitment to the U-M	87	84	90	6	▲	--
I care about the future of the U-M	85	80	87	7	▲	--
I enjoy discussing the U-M with people who do not work here	89	84	91	7	▲	--
I feel a strong sense of belonging to the U-M	81	76	86	10	▲	--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	76	73	79	6	▲	2.9
I would not leave U of M for a similar job at a 5% higher salary	80	76	83	7	▲	--
I would not leave U of M for a similar job at the same salary	62	59	67	8	▲	--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	78	78	82	4	▲	--
Customer Focus						
I am able to address my clients'/customers' concerns	83	78	87	9	▲	2.8
I do all that I can within budgetary constraints to satisfy customers	83	78	87	9	▲	--
I enjoy helping solve customers' problems	86	84	89	5	▲	--
I respond in a timely manner to customer requests/questions	83	79	87	8	▲	--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
Architecture & Engineering						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
54	54	55				
55	55	57				
98%	98%	96%				
Other Questions						
Trust						
I trust my supervisor	73	75	80	5		--
My supervisor trusts me	77	76	81	5		--
I trust my co-workers	74	73	76	3		--
A climate of trust exists in my unit/department	70	70	72	2		--
My supervisor creates an environment that fosters trust	72	75	77	2		--
People in my unit/department follow through on their commitments	68	68	72	4		--
Was made to feel welcome	--	--	89	--		--
Safety						
Feel safe at work	--	--	90	--		--
Department committed to occupational health and safety	--	--	87	--		--
Department does good job monitoring safety	--	--	82	--		--
Supervisor						
Overall, how would you rate your supervisor	75	74	77	3		--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	83	83	91	8	▲	--
My unit/department understands the needs of our customers	82	81	87	6	▲	--
My unit/department adapts to changing customer needs	77	79	83	4		--
My unit/department communicates service changes effectively to customers	71	71	76	5		--
My unit/department implements service changes effectively	68	68	73	5		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations					
Architecture, Engineering & Construction					
Architecture & Engineering					
A&E Architecture					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
0	24	23			
	25	22			
--	96%	105%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Climate	--	62	74	12		--
People in my unit/department are treated fairly	--	67	76	9		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	64	75	11		--
Integrity is a hallmark of my unit/department	--	65	75	10	▲	--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	54	71	17	▲	--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	51	68	17	▲	--
I am aware of the Business and Finance values	--	71	81	10	▲	--
The Business and Finance values govern the way we do business in B&F	--	62	73	11	▲	--
Comp Supervisor (for reference and past comparison)	--	71	79	8		--
Supervisor*	--	--	79	--		--
Considers my ideas	--	72	80	8		--
Recognizes me for doing good work	--	68	80	12		--
Treats me with respect	--	82	84	2		--
Cares about me as a person	--	71	79	8		--
Gives me constructive feedback on my performance	--	65	81	16	▲	--
Communicates well	--	67	77	10		--
Is approachable and easy to talk with	--	71	77	6		--
Is ethical in day-to-day practices	--	82	88	6		--
Deals effectively with poor performance	--	53	65	12		--
Manages people effectively	--	68	71	3		--
Is an effective decision-maker	--	81	86	5		--
Effectively communicates the goals and strategies of our unit/department	--	57	77	20	▲	--
Autonomy/Involvement	--	66	72	6		--
I have control over how I do my work	--	70	76	6		--
My opinion counts at work	--	66	70	4		--
I have a say in decisions that affect my work	--	63	70	7		--
Workload	--	61	63	2		--
Work is distributed fairly within my workgroup	--	60	66	6		--
My workgroup has enough employees to handle the work	--	64	58	-6		--
Resources/Environment	--	63	68	5		--
The physical environment allows me to do my job	--	59	71	12		--
I have the necessary resources, tools or equipment to do my job	--	67	64	-3		--
Recognition	--	61	73	12		--
My customers recognize my good work	--	65	79	14	▲	--
I get appropriate recognition when I have done something extraordinary	--	59	74	15	▲	--
Expressions of thanks and appreciation are common in my unit/department	--	57	68	11		--
My contributions are valued by members of the U of M Community	--	60	68	8		--
Co-workers	--	78	83	5		--
My workgroup collaborates effectively with other workgroups	--	67	79	12	▲	--
My co-workers and I work as part of a team	--	75	81	6		--
I can count on my co-workers to help out when needed	--	77	81	4		--
I am consistently treated with respect by my co-workers	--	79	85	6		--
One or more of my co-workers cares about me as a person	--	87	88	1		--
People care about each other in my unit/department	--	82	85	3		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
Architecture & Engineering						
A&E Architecture						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	24	23				
--	25	22				
--	96%	105%				
Dimensions						
Communication*						
Reasons for making changes are communicated before changes are made	--	--	66	--		--
Customer feedback is shared throughout my unit/department	--	43	48	5		--
Information about the University is shared openly in my unit/department	--	52	76	24	▲	--
I am informed about matters that affect my job	--	57	72	15	▲	--
Changes in service standards are communicated effectively	--	63	72	9		--
	--	50	64	14		--
Training and Development*						
I receive training necessary for me to do my job	--	--	73	--		--
I have opportunities for training that support my development and/or advancement	--	68	75	7		--
When my job changes, I receive appropriate training	--	62	73	11		--
	--	--	70	--		--
Task Significance						
I know what is expected of me at work	--	78	85	7	▲	--
I understand how my work supports the mission of my unit/department	--	80	87	7		--
I understand how my work supports the mission of Business and Finance	--	79	90	11	▲	--
I understand how my work supports U of M's mission	--	74	86	12	▲	--
My supervisor has a clear view of where unit/department is going	--	76	87	11	▲	--
The goals of my unit/department are clear to me	--	74	77	3		--
	--	78	83	5		--
Compensation*						
I understand how my current salary or base pay rate is determined	--	--	61	--		--
I am fairly paid for the work I do	--	45	64	19	▲	--
My salary/pay is a significant factor in my decision to stay at U of M	--	38	57	19	▲	--
	--	32	61	29	▲	--
Benefits*						
U of M's benefits package meets my needs	--	--	86	--		--
The benefits package is a significant factor in my decision to stay at U of M	--	85	87	2		--
	--	80	85	5		--
Advancement*						
Opportunities for advancement or promotion exist within U of M	--	--	65	--		--
I know what is required of me to advance within U of M	--	47	61	14	▲	--
Internal candidates receive fair consideration for open positions	--	47	66	19	▲	--
	--	59	69	10		--
Survey Perception*						
This survey is an important element in improving the work environment	--	--	71	--		--
	--	66	71	5		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
Architecture & Engineering						
A&E Architecture						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	24	23				
--	25	22				
--	96%	105%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	--	66	80	14	▲	--
How well does your current position compare to your ideal job	--	59	71	12		--
How satisfied are you with your job	--	53	70	17	▲	--
I enjoy the type of work I do	--	64	80	16	▲	--
My job is interesting	--	73	83	10		--
I make a difference in my unit/department	--	74	85	11	▲	--
My job gives me a sense of accomplishment	--	69	85	16	▲	--
	--	69	86	17	▲	--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	--	74	84	10		--
I have a strong commitment to my unit/department	--	76	84	8		--
I care about the future of my unit/department	--	74	84	10		--
I feel a strong sense of belonging to my unit/department	--	77	88	11	▲	--
I enjoy discussing my unit/department with people who do not work here	--	70	84	14	▲	--
	--	70	82	12		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	--	59	72	13	▲	--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	63	81	18	▲	--
I would not leave my unit/dept for a similar job within UM at the same salary	--	35	45	10		--
	--	71	75	4		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	--	69	85	16	▲	--
	--	69	85	16	▲	--
U of M Commitment						
I am proud to work for the U-M	--	84	91	7		--
I have a strong commitment to the U-M	--	87	92	5		--
I care about the future of the U-M	--	84	89	5		--
I enjoy discussing the U-M with people who do not work here	--	86	92	6		--
I feel a strong sense of belonging to the U-M	--	80	90	10	▲	--
	--	82	90	8		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	--	69	80	11	▲	--
I would not leave U of M for a similar job at a 5% higher salary	--	71	86	15	▲	--
I would not leave U of M for a similar job at the same salary	--	57	65	8		--
	--	75	82	7		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	--	81	91	10	▲	--
	--	81	91	10	▲	--
Customer Focus						
I am able to address my clients'/customers' concerns	--	84	89	5		--
I do all that I can within budgetary constraints to satisfy customers	--	80	84	4		--
I enjoy helping solve customers' problems	--	86	91	5		--
I respond in a timely manner to customer requests/questions	--	87	91	4		--
	--	81	88	7	▲	--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
Architecture & Engineering						
A&E Architecture						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	24	23				
--	25	22				
--	96%	105%				
Other Questions						
Trust						
I trust my supervisor	--	76	85	9		--
My supervisor trusts me	--	77	84	7		--
I trust my co-workers	--	71	81	10	▲	--
A climate of trust exists in my unit/department	--	69	80	11	▲	--
My supervisor creates an environment that fosters trust	--	73	82	9		--
People in my unit/department follow through on their commitments	--	70	73	3		--
Was made to feel welcome	--	--	89	--		--
Safety						
Feel safe at work	--	--	91	--		--
Department committed to occupational health and safety	--	--	91	--		--
Department does good job monitoring safety	--	--	89	--		--
Supervisor						
Overall, how would you rate your supervisor	--	75	80	5		--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	86	90	4		--
My unit/department understands the needs of our customers	--	81	87	6		--
My unit/department adapts to changing customer needs	--	81	84	3		--
My unit/department communicates service changes effectively to customers	--	68	77	9		--
My unit/department implements service changes effectively	--	64	71	7		--

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6/5/2014

Attribute Detail Report



Facilities & Operations					
Architecture, Engineering & Construction					
Architecture & Engineering					
A&E Electrical					
2010	2012	2014	Diff	Signif	Impact
0	10	7	2014 - 2012	Diff	
--	8	7			
--	125%	100%			

Dimensions	2010	2012	2014	Diff	Signif	Impact
Climate	--	63	67	4		--
People in my unit/department are treated fairly	--	62	62	0		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	60	61	1		--
Integrity is a hallmark of my unit/department	--	69	71	2		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	66	68	2		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	56	65	9		--
I am aware of the Business and Finance values	--	68	76	8		--
The Business and Finance values govern the way we do business in B&F	--	67	68	1		--
Comp Supervisor (for reference and past comparison)	--	81	64	-17		--
Supervisor*	--	--	64	--		--
Considers my ideas	--	81	63	-18		--
Recognizes me for doing good work	--	79	62	-17		--
Treats me with respect	--	83	70	-13		--
Cares about me as a person	--	83	59	-24	▼	--
Gives me constructive feedback on my performance	--	80	71	-9		--
Communicates well	--	77	65	-12		--
Is approachable and easy to talk with	--	81	63	-18		--
Is ethical in day-to-day practices	--	88	68	-20	▼	--
Deals effectively with poor performance	--	74	52	-22		--
Manages people effectively	--	81	54	-27	▼	--
Is an effective decision-maker	--	84	68	-16		--
Effectively communicates the goals and strategies of our unit/department	--	59	63	4		--
Autonomy/Involvement	--	58	70	12		--
I have control over how I do my work	--	59	75	16		--
My opinion counts at work	--	60	71	11		--
I have a say in decisions that affect my work	--	54	65	11		--
Workload	--	46	45	-1		--
Work is distributed fairly within my workgroup	--	57	52	-5		--
My workgroup has enough employees to handle the work	--	26	30	4		--
Resources/Environment	--	59	62	3		--
The physical environment allows me to do my job	--	60	62	2		--
I have the necessary resources, tools or equipment to do my job	--	58	62	4		--
Recognition	--	57	67	10		--
My customers recognize my good work	--	61	62	1		--
I get appropriate recognition when I have done something extraordinary	--	58	73	15		--
Expressions of thanks and appreciation are common in my unit/department	--	61	68	7		--
My contributions are valued by members of the U of M Community	--	47	63	16		--
Co-workers	--	78	80	2		--
My workgroup collaborates effectively with other workgroups	--	67	79	12		--
My co-workers and I work as part of a team	--	70	81	11		--
I can count on my co-workers to help out when needed	--	71	76	5		--
I am consistently treated with respect by my co-workers	--	82	83	1		--
One or more of my co-workers cares about me as a person	--	84	83	-1		--
People care about each other in my unit/department	--	86	78	-8		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
Architecture & Engineering						
A&E Electrical						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	10	7				
--	8	7				
--	125%	100%				
Dimensions						
Communication*						
Reasons for making changes are communicated before changes are made	--	--	62	--		--
Customer feedback is shared throughout my unit/department	--	48	54	6		--
Information about the University is shared openly in my unit/department	--	64	63	-1		--
I am informed about matters that affect my job	--	59	60	1		--
Changes in service standards are communicated effectively	--	70	65	-5		--
	--	58	65	7		--
Training and Development*						
I receive training necessary for me to do my job	--	--	76	--		--
I have opportunities for training that support my development and/or advancement	--	67	78	11		--
When my job changes, I receive appropriate training	--	67	75	8		--
	--	--	75	--		--
Task Significance						
I know what is expected of me at work	--	71	78	7		--
I understand how my work supports the mission of my unit/department	--	73	81	8		--
I understand how my work supports the mission of Business and Finance	--	73	83	10		--
I understand how my work supports U of M's mission	--	72	79	7		--
My supervisor has a clear view of where unit/department is going	--	71	84	13		--
The goals of my unit/department are clear to me	--	68	62	-6		--
	--	68	76	8		--
Compensation*						
I understand how my current salary or base pay rate is determined	--	--	58	--		--
I am fairly paid for the work I do	--	56	43	-13		--
My salary/pay is a significant factor in my decision to stay at U of M	--	58	59	1		--
	--	52	76	24	▲	--
Benefits*						
U of M's benefits package meets my needs	--	--	78	--		--
The benefits package is a significant factor in my decision to stay at U of M	--	75	78	3		--
	--	77	78	1		--
Advancement*						
Opportunities for advancement or promotion exist within U of M	--	--	42	--		--
I know what is required of me to advance within U of M	--	51	43	-8		--
Internal candidates receive fair consideration for open positions	--	46	32	-14		--
	--	54	51	-3		--
Survey Perception*						
This survey is an important element in improving the work environment	--	--	63	--		--
	--	52	63	11		--

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6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
Architecture & Engineering						
A&E Electrical						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	10	7				
--	8	7				
--	125%	100%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	--	70	71	1		--
How well does your current position compare to your ideal job	--	57	51	-6		--
How satisfied are you with your job	--	52	54	2		--
I enjoy the type of work I do	--	69	73	4		--
My job is interesting	--	78	76	-2		--
I make a difference in my unit/department	--	79	79	0		--
My job gives me a sense of accomplishment	--	79	81	2		--
	--	78	81	3		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	--	78	80	2		--
I have a strong commitment to my unit/department	--	79	81	2		--
I care about the future of my unit/department	--	80	86	6		--
I feel a strong sense of belonging to my unit/department	--	84	86	2		--
I enjoy discussing my unit/department with people who do not work here	--	72	73	1		--
	--	71	73	2		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	--	67	57	-10		--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	82	63	-19		--
I would not leave my unit/dept for a similar job within UM at the same salary	--	46	35	-11		--
	--	56	62	6		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	--	61	57	-4		--
	--	61	57	-4		--
U of M Commitment						
I am proud to work for the U-M	--	73	73	0		--
I have a strong commitment to the U-M	--	78	79	1		--
I care about the future of the U-M	--	73	71	-2		--
I enjoy discussing the U-M with people who do not work here	--	81	79	-2		--
I feel a strong sense of belonging to the U-M	--	67	70	3		--
	--	65	62	-3		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	--	71	61	-10		--
I would not leave U of M for a similar job at a 5% higher salary	--	78	62	-16		--
I would not leave U of M for a similar job at the same salary	--	54	57	3		--
	--	73	62	-11		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	--	68	67	-1		--
	--	68	67	-1		--
Customer Focus						
I am able to address my clients'/customers' concerns	--	81	84	3		--
I do all that I can within budgetary constraints to satisfy customers	--	74	81	7		--
I enjoy helping solve customers' problems	--	80	86	6		--
I respond in a timely manner to customer requests/questions	--	84	83	-1		--
	--	83	86	3		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
Architecture & Engineering						
A&E Electrical						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	10	7				
--	8	7				
--	125%	100%				
Other Questions						
Trust						
I trust my supervisor	--	76	62	-14		--
My supervisor trusts me	--	83	70	-13		--
I trust my co-workers	--	81	71	-10		--
A climate of trust exists in my unit/department	--	78	67	-11		--
My supervisor creates an environment that fosters trust	--	84	68	-16	▼	--
People in my unit/department follow through on their commitments	--	76	83	7		--
Was made to feel welcome	--	--	89	--		--
Safety						
Feel safe at work	--	--	84	--		--
Department committed to occupational health and safety	--	--	83	--		--
Department does good job monitoring safety	--	--	62	--		--
Supervisor						
Overall, how would you rate your supervisor	--	83	67	-16		--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	84	87	3		--
My unit/department understands the needs of our customers	--	82	84	2		--
My unit/department adapts to changing customer needs	--	80	75	-5		--
My unit/department communicates service changes effectively to customers	--	78	71	-7		--
My unit/department implements service changes effectively	--	76	73	-3		--

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6/5/2014

Attribute Detail Report



Facilities & Operations					
Architecture, Engineering & Construction					
Architecture & Engineering					
A&E Mechanical					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
0	14	10			
	16	13			
--	88%	77%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Climate	--	56	63	7		--
People in my unit/department are treated fairly	--	59	62	3		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	49	59	10		--
Integrity is a hallmark of my unit/department	--	61	68	7		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	52	58	6		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	49	63	14		--
I am aware of the Business and Finance values	--	64	70	6		--
The Business and Finance values govern the way we do business in B&F	--	56	61	5		--
Comp Supervisor (for reference and past comparison)	--	66	76	10		--
Supervisor*	--	--	76	--		--
Considers my ideas	--	71	79	8		--
Recognizes me for doing good work	--	56	76	20	▲	--
Treats me with respect	--	68	83	15		--
Cares about me as a person	--	62	76	14		--
Gives me constructive feedback on my performance	--	63	68	5		--
Communicates well	--	64	71	7		--
Is approachable and easy to talk with	--	74	86	12		--
Is ethical in day-to-day practices	--	84	90	6		--
Deals effectively with poor performance	--	54	64	10		--
Manages people effectively	--	60	61	1		--
Is an effective decision-maker	--	69	76	7		--
Effectively communicates the goals and strategies of our unit/department	--	60	78	18	▲	--
Autonomy/Involvement	--	62	75	13		--
I have control over how I do my work	--	64	77	13		--
My opinion counts at work	--	58	74	16	▲	--
I have a say in decisions that affect my work	--	63	73	10		--
Workload	--	54	50	-4		--
Work is distributed fairly within my workgroup	--	56	51	-5		--
My workgroup has enough employees to handle the work	--	52	47	-5		--
Resources/Environment	--	63	67	4		--
The physical environment allows me to do my job	--	63	69	6		--
I have the necessary resources, tools or equipment to do my job	--	64	66	2		--
Recognition	--	49	62	13		--
My customers recognize my good work	--	52	64	12		--
I get appropriate recognition when I have done something extraordinary	--	55	66	11		--
Expressions of thanks and appreciation are common in my unit/department	--	40	59	19	▲	--
My contributions are valued by members of the U of M Community	--	49	59	10		--
Co-workers	--	67	68	1		--
My workgroup collaborates effectively with other workgroups	--	61	62	1		--
My co-workers and I work as part of a team	--	71	67	-4		--
I can count on my co-workers to help out when needed	--	63	67	4		--
I am consistently treated with respect by my co-workers	--	68	74	6		--
One or more of my co-workers cares about me as a person	--	68	74	6		--
People care about each other in my unit/department	--	67	66	-1		--

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6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
Architecture & Engineering						
A&E Mechanical						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	14	10				
--	16	13				
--	88%	77%				
Dimensions						
Communication*						
Reasons for making changes are communicated before changes are made	--	--	60	--		--
Customer feedback is shared throughout my unit/department	--	45	47	2		--
Information about the University is shared openly in my unit/department	--	51	60	9		--
I am informed about matters that affect my job	--	62	61	-1		--
Changes in service standards are communicated effectively	--	55	70	15		--
	--	52	62	10		--
Training and Development*						
I receive training necessary for me to do my job	--	--	61	--		--
I have opportunities for training that support my development and/or advancement	--	54	64	10		--
When my job changes, I receive appropriate training	--	56	67	11		--
	--	--	53	--		--
Task Significance						
I know what is expected of me at work	--	72	78	6		--
I understand how my work supports the mission of my unit/department	--	71	74	3		--
I understand how my work supports the mission of Business and Finance	--	75	81	6		--
I understand how my work supports U of M's mission	--	73	80	7		--
My supervisor has a clear view of where unit/department is going	--	74	80	6		--
The goals of my unit/department are clear to me	--	67	73	6		--
	--	71	80	9		--
Compensation*						
I understand how my current salary or base pay rate is determined	--	--	50	--		--
I am fairly paid for the work I do	--	49	42	-7		--
My salary/pay is a significant factor in my decision to stay at U of M	--	52	48	-4		--
	--	49	62	13		--
Benefits*						
U of M's benefits package meets my needs	--	--	80	--		--
The benefits package is a significant factor in my decision to stay at U of M	--	79	79	0		--
	--	76	81	5		--
Advancement*						
Opportunities for advancement or promotion exist within U of M	--	--	52	--		--
I know what is required of me to advance within U of M	--	48	60	12		--
Internal candidates receive fair consideration for open positions	--	48	42	-6		--
	--	51	52	1		--
Survey Perception*						
This survey is an important element in improving the work environment	--	--	64	--		--
	--	59	64	5		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
Architecture & Engineering						
A&E Mechanical						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	14	10				
--	16	13				
--	88%	77%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	--	67	74	7		--
How well does your current position compare to your ideal job	--	56	69	13		--
How satisfied are you with your job	--	57	67	10		--
I enjoy the type of work I do	--	73	75	2		--
My job is interesting	--	73	80	7		--
I make a difference in my unit/department	--	71	78	7		--
My job gives me a sense of accomplishment	--	69	74	5		--
	--	70	73	3		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	--	65	77	12		--
I have a strong commitment to my unit/department	--	66	79	13		--
I care about the future of my unit/department	--	66	76	10		--
I feel a strong sense of belonging to my unit/department	--	71	81	10		--
I enjoy discussing my unit/department with people who do not work here	--	64	75	11		--
	--	54	69	15		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	--	62	72	10		--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	75	80	5		--
I would not leave my unit/dept for a similar job within UM at the same salary	--	31	51	20	▲	--
	--	61	74	13		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	--	60	74	14		--
	--	60	74	14		--
U of M Commitment						
I am proud to work for the U-M	--	79	85	6		--
I have a strong commitment to the U-M	--	83	88	5		--
I care about the future of the U-M	--	78	85	7		--
I enjoy discussing the U-M with people who do not work here	--	82	89	7		--
I feel a strong sense of belonging to the U-M	--	73	85	12		--
	--	78	79	1		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	--	81	88	7		--
I would not leave U of M for a similar job at a 5% higher salary	--	87	90	3		--
I would not leave U of M for a similar job at the same salary	--	63	82	19	▲	--
	--	85	90	5		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	--	78	89	11		--
	--	78	89	11		--
Customer Focus						
I am able to address my clients'/customers' concerns	--	74	78	4		--
I do all that I can within budgetary constraints to satisfy customers	--	69	70	1		--
I enjoy helping solve customers' problems	--	75	81	6		--
I respond in a timely manner to customer requests/questions	--	79	81	2		--
	--	71	78	7		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
Architecture & Engineering						
A&E Mechanical						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	14	10				
--	16	13				
--	88%	77%				
Other Questions						
Trust						
I trust my supervisor	--	75	83	8		--
My supervisor trusts me	--	71	87	16	▲	--
I trust my co-workers	--	67	70	3		--
A climate of trust exists in my unit/department	--	68	67	-1		--
My supervisor creates an environment that fosters trust	--	77	81	4		--
People in my unit/department follow through on their commitments	--	59	62	3		--
Was made to feel welcome	--	--	83	--		--
Safety						
Feel safe at work	--	--	86	--		--
Department committed to occupational health and safety	--	--	83	--		--
Department does good job monitoring safety	--	--	73	--		--
Supervisor						
Overall, how would you rate your supervisor	--	67	80	13		--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	75	86	11		--
My unit/department understands the needs of our customers	--	78	81	3		--
My unit/department adapts to changing customer needs	--	73	78	5		--
My unit/department communicates service changes effectively to customers	--	68	67	-1		--
My unit/department implements service changes effectively	--	67	67	0		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations					
Architecture, Engineering & Construction					
Architecture & Engineering					
Interior Design					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
0	9	9			
--	7	9			
--	129%	100%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Climate	--	63	66	3		--
People in my unit/department are treated fairly	--	54	68	14		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	63	64	1		--
Integrity is a hallmark of my unit/department	--	59	74	15		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	65	63	-2		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	57	60	3		--
I am aware of the Business and Finance values	--	74	65	-9		--
The Business and Finance values govern the way we do business in B&F	--	72	64	-8		--
Comp Supervisor (for reference and past comparison)	--	53	72	19	▲	--
Supervisor*	--	--	70	--		--
Considers my ideas	--	56	72	16		--
Recognizes me for doing good work	--	53	74	21	▲	--
Treats me with respect	--	75	81	6		--
Cares about me as a person	--	72	68	-4		--
Gives me constructive feedback on my performance	--	46	63	17		--
Communicates well	--	49	73	24	▲	--
Is approachable and easy to talk with	--	58	73	15		--
Is ethical in day-to-day practices	--	72	83	11		--
Deals effectively with poor performance	--	25	51	26	▲	--
Manages people effectively	--	39	67	28	▲	--
Is an effective decision-maker	--	35	69	34	▲	--
Effectively communicates the goals and strategies of our unit/department	--	38	58	20		--
Autonomy/Involvement	--	52	69	17		--
I have control over how I do my work	--	60	74	14		--
My opinion counts at work	--	49	67	18		--
I have a say in decisions that affect my work	--	49	67	18		--
Workload	--	36	45	9		--
Work is distributed fairly within my workgroup	--	31	51	20		--
My workgroup has enough employees to handle the work	--	47	35	-12		--
Resources/Environment	--	63	75	12		--
The physical environment allows me to do my job	--	75	77	2		--
I have the necessary resources, tools or equipment to do my job	--	51	73	22		--
Recognition	--	56	71	15		--
My customers recognize my good work	--	69	85	16		--
I get appropriate recognition when I have done something extraordinary	--	49	68	19		--
Expressions of thanks and appreciation are common in my unit/department	--	36	57	21	▲	--
My contributions are valued by members of the U of M Community	--	72	73	1		--
Co-workers	--	72	81	9		--
My workgroup collaborates effectively with other workgroups	--	73	83	10		--
My co-workers and I work as part of a team	--	60	85	25	▲	--
I can count on my co-workers to help out when needed	--	59	81	22		--
I am consistently treated with respect by my co-workers	--	68	75	7		--
One or more of my co-workers cares about me as a person	--	86	90	4		--
People care about each other in my unit/department	--	69	70	1		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations					
Architecture, Engineering & Construction					
Architecture & Engineering					
Interior Design					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
0	9	9			
--	7	9			
--	129%	100%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Communication*	--	--	54	--		--
Reasons for making changes are communicated before changes are made	--	43	49	6		--
Customer feedback is shared throughout my unit/department	--	27	46	19		--
Information about the University is shared openly in my unit/department	--	63	59	-4		--
I am informed about matters that affect my job	--	46	62	16		--
Changes in service standards are communicated effectively	--	57	50	-7		--
Training and Development*	--	--	65	--		--
I receive training necessary for me to do my job	--	52	67	15		--
I have opportunities for training that support my development and/or advancement	--	41	64	23	▲	--
When my job changes, I receive appropriate training	--	--	60	--		--
Task Significance	--	64	74	10		--
I know what is expected of me at work	--	74	73	-1		--
I understand how my work supports the mission of my unit/department	--	69	86	17		--
I understand how my work supports the mission of Business and Finance	--	63	81	18		--
I understand how my work supports U of M's mission	--	70	80	10		--
My supervisor has a clear view of where unit/department is going	--	47	56	9		--
The goals of my unit/department are clear to me	--	56	62	6		--
Compensation*	--	--	48	--		--
I understand how my current salary or base pay rate is determined	--	36	43	7		--
I am fairly paid for the work I do	--	35	43	8		--
My salary/pay is a significant factor in my decision to stay at U of M	--	46	62	16		--
Benefits*	--	--	81	--		--
U of M's benefits package meets my needs	--	75	86	11		--
The benefits package is a significant factor in my decision to stay at U of M	--	72	74	2		--
Advancement*	--	--	53	--		--
Opportunities for advancement or promotion exist within U of M	--	52	59	7		--
I know what is required of me to advance within U of M	--	38	36	-2		--
Internal candidates receive fair consideration for open positions	--	49	63	14		--
Survey Perception*	--	--	69	--		--
This survey is an important element in improving the work environment	--	68	69	1		--

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6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
Architecture & Engineering						
Interior Design						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	9	9				
--	7	9				
--	129%	100%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	--	76	81	5		--
How well does your current position compare to your ideal job	--	64	68	4		--
How satisfied are you with your job	--	64	74	10		--
I enjoy the type of work I do	--	78	75	-3		--
My job is interesting	--	88	98	10		--
I make a difference in my unit/department	--	81	96	15		--
My job gives me a sense of accomplishment	--	78	80	2		--
	--	81	81	0		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	--	85	89	4		--
I have a strong commitment to my unit/department	--	84	84	0		--
I care about the future of my unit/department	--	91	95	4		--
I feel a strong sense of belonging to my unit/department	--	94	99	5		--
I enjoy discussing my unit/department with people who do not work here	--	80	84	4		--
	--	73	78	5		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	--	70	73	3		--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	77	83	6		--
I would not leave my unit/dept for a similar job within UM at the same salary	--	53	43	-10		--
	--	72	79	7		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	--	73	73	0		--
	--	73	73	0		--
U of M Commitment						
I am proud to work for the U-M	--	90	88	-2		--
I have a strong commitment to the U-M	--	89	88	-1		--
I care about the future of the U-M	--	89	88	-1		--
I enjoy discussing the U-M with people who do not work here	--	91	95	4		--
I feel a strong sense of belonging to the U-M	--	91	85	-6		--
	--	91	83	-8		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	--	80	81	1		--
I would not leave U of M for a similar job at a 5% higher salary	--	88	90	2		--
I would not leave U of M for a similar job at the same salary	--	63	56	-7		--
	--	79	83	4		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	--	93	83	-10		--
	--	93	83	-10		--
Customer Focus						
I am able to address my clients'/customers' concerns	--	85	94	9		--
I do all that I can within budgetary constraints to satisfy customers	--	81	91	10		--
I enjoy helping solve customers' problems	--	84	95	11		--
I respond in a timely manner to customer requests/questions	--	86	98	12		--
	--	86	93	7		--

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6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
Architecture & Engineering						
Interior Design						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	9	9				
--	7	9				
--	129%	100%				
Other Questions						
Trust						
I trust my supervisor	--	54	73	19		--
My supervisor trusts me	--	75	75	0		--
I trust my co-workers	--	70	63	-7		--
A climate of trust exists in my unit/department	--	53	58	5		--
My supervisor creates an environment that fosters trust	--	43	65	22		--
People in my unit/department follow through on their commitments	--	72	65	-7		--
Was made to feel welcome	--	--	89	--		--
Safety						
Feel safe at work	--	--	93	--		--
Department committed to occupational health and safety	--	--	89	--		--
Department does good job monitoring safety	--	--	89	--		--
Supervisor						
Overall, how would you rate your supervisor	--	47	72	25	▲	--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	85	94	9		--
My unit/department understands the needs of our customers	--	75	91	16	▲	--
My unit/department adapts to changing customer needs	--	65	88	23	▲	--
My unit/department communicates service changes effectively to customers	--	79	85	6		--
My unit/department implements service changes effectively	--	68	81	13		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations					
Architecture, Engineering & Construction					
CM, Code Inspection, Cx and Plan Review					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
0	0	38			
--	--	39			
--	--	97%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Climate	--	--	67	--		0.3
People in my unit/department are treated fairly	--	--	67	--		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	--	62	--		--
Integrity is a hallmark of my unit/department	--	--	74	--		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	--	65	--		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	--	58	--		--
I am aware of the Business and Finance values	--	--	74	--		--
The Business and Finance values govern the way we do business in B&F	--	--	70	--		--
Comp Supervisor (for reference and past comparison)	--	--	77	--		--
Supervisor*	--	--	78	--		1.2
Considers my ideas	--	--	79	--		--
Recognizes me for doing good work	--	--	74	--		--
Treats me with respect	--	--	79	--		--
Cares about me as a person	--	--	79	--		--
Gives me constructive feedback on my performance	--	--	75	--		--
Communicates well	--	--	76	--		--
Is approachable and easy to talk with	--	--	81	--		--
Is ethical in day-to-day practices	--	--	84	--		--
Deals effectively with poor performance	--	--	69	--		--
Manages people effectively	--	--	74	--		--
Is an effective decision-maker	--	--	80	--		--
Effectively communicates the goals and strategies of our unit/department	--	--	79	--		--
Autonomy/Involvement	--	--	68	--		0.6
I have control over how I do my work	--	--	76	--		--
My opinion counts at work	--	--	66	--		--
I have a say in decisions that affect my work	--	--	63	--		--
Workload	--	--	63	--		0.3
Work is distributed fairly within my workgroup	--	--	69	--		--
My workgroup has enough employees to handle the work	--	--	51	--		--
Resources/Environment	--	--	71	--		0.0
The physical environment allows me to do my job	--	--	73	--		--
I have the necessary resources, tools or equipment to do my job	--	--	68	--		--
Recognition	--	--	63	--		0.8
My customers recognize my good work	--	--	68	--		--
I get appropriate recognition when I have done something extraordinary	--	--	60	--		--
Expressions of thanks and appreciation are common in my unit/department	--	--	59	--		--
My contributions are valued by members of the U of M Community	--	--	64	--		--
Co-workers	--	--	75	--		0.5
My workgroup collaborates effectively with other workgroups	--	--	70	--		--
My co-workers and I work as part of a team	--	--	73	--		--
I can count on my co-workers to help out when needed	--	--	78	--		--
I am consistently treated with respect by my co-workers	--	--	77	--		--
One or more of my co-workers cares about me as a person	--	--	78	--		--
People care about each other in my unit/department	--	--	74	--		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
CM, Code Inspection, Cx and Plan Review						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	0	38				
--	--	39				
--	--	97%				
Dimensions						
Communication*						
--	--	59	--		0.0	
Reasons for making changes are communicated before changes are made						
--	--	49	--		--	
Customer feedback is shared throughout my unit/department						
--	--	58	--		--	
Information about the University is shared openly in my unit/department						
--	--	62	--		--	
I am informed about matters that affect my job						
--	--	65	--		--	
Changes in service standards are communicated effectively						
--	--	58	--		--	
Training and Development*						
--	--	63	--		0.0	
I receive training necessary for me to do my job						
--	--	65	--		--	
I have opportunities for training that support my development and/or advancement						
--	--	61	--		--	
When my job changes, I receive appropriate training						
--	--	63	--		--	
Task Significance						
--	--	78	--		1.2	
I know what is expected of me at work						
--	--	77	--		--	
I understand how my work supports the mission of my unit/department						
--	--	81	--		--	
I understand how my work supports the mission of Business and Finance						
--	--	80	--		--	
I understand how my work supports U of M's mission						
--	--	79	--		--	
My supervisor has a clear view of where unit/department is going						
--	--	76	--		--	
The goals of my unit/department are clear to me						
--	--	76	--		--	
Compensation*						
--	--	59	--		0.4	
I understand how my current salary or base pay rate is determined						
--	--	53	--		--	
I am fairly paid for the work I do						
--	--	61	--		--	
My salary/pay is a significant factor in my decision to stay at U of M						
--	--	65	--		--	
Benefits*						
--	--	74	--		0.8	
U of M's benefits package meets my needs						
--	--	72	--		--	
The benefits package is a significant factor in my decision to stay at U of M						
--	--	77	--		--	
Advancement*						
--	--	55	--		0.0	
Opportunities for advancement or promotion exist within U of M						
--	--	54	--		--	
I know what is required of me to advance within U of M						
--	--	51	--		--	
Internal candidates receive fair consideration for open positions						
--	--	60	--		--	
Survey Perception*						
--	--	57	--		0.0	
This survey is an important element in improving the work environment						
--	--	57	--		--	

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6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
CM, Code Inspection, Cx and Plan Review						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	0	38				
--	--	39				
--	--	97%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	--	--	80	--		--
How well does your current position compare to your ideal job	--	--	74	--		--
How satisfied are you with your job	--	--	73	--		--
I enjoy the type of work I do	--	--	80	--		--
My job is interesting	--	--	86	--		--
I make a difference in my unit/department	--	--	86	--		--
My job gives me a sense of accomplishment	--	--	81	--		--
	--	--	84	--		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	--	--	82	--		2.8
I have a strong commitment to my unit/department	--	--	85	--		--
I care about the future of my unit/department	--	--	84	--		--
I feel a strong sense of belonging to my unit/department	--	--	85	--		--
I enjoy discussing my unit/department with people who do not work here	--	--	78	--		--
	--	--	73	--		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	--	--	75	--		3.3
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	--	85	--		--
I would not leave my unit/dept for a similar job within UM at the same salary	--	--	50	--		--
	--	--	75	--		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	--	--	77	--		3.3
	--	--	77	--		--
U of M Commitment						
I am proud to work for the U-M	--	--	87	--		1.6
I have a strong commitment to the U-M	--	--	89	--		--
I care about the future of the U-M	--	--	89	--		--
I enjoy discussing the U-M with people who do not work here	--	--	91	--		--
I feel a strong sense of belonging to the U-M	--	--	80	--		--
	--	--	84	--		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	--	--	84	--		1.4
I would not leave U of M for a similar job at a 5% higher salary	--	--	89	--		--
I would not leave U of M for a similar job at the same salary	--	--	70	--		--
	--	--	84	--		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	--	--	87	--		1.7
	--	--	87	--		--
Customer Focus						
I am able to address my clients'/customers' concerns	--	--	85	--		1.9
I do all that I can within budgetary constraints to satisfy customers	--	--	80	--		--
I enjoy helping solve customers' problems	--	--	86	--		--
I respond in a timely manner to customer requests/questions	--	--	87	--		--
	--	--	87	--		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
CM, Code Inspection, Cx and Plan Review						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	0	38				
--	--	39				
		97%				
Other Questions						
Trust						
I trust my supervisor	--	--	80	--		--
My supervisor trusts me	--	--	82	--		--
I trust my co-workers	--	--	77	--		--
A climate of trust exists in my unit/department	--	--	75	--		--
My supervisor creates an environment that fosters trust	--	--	80	--		--
People in my unit/department follow through on their commitments	--	--	79	--		--
Was made to feel welcome	--	--	94	--		--
Safety						
Feel safe at work	--	--	89	--		--
Department committed to occupational health and safety	--	--	87	--		--
Department does good job monitoring safety	--	--	82	--		--
Supervisor						
Overall, how would you rate your supervisor	--	--	80	--		--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	--	82	--		--
My unit/department understands the needs of our customers	--	--	84	--		--
My unit/department adapts to changing customer needs	--	--	81	--		--
My unit/department communicates service changes effectively to customers	--	--	75	--		--
My unit/department implements service changes effectively	--	--	73	--		--

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6/5/2014

Attribute Detail Report



Facilities & Operations					
Architecture, Engineering & Construction					
CM, Code Inspection, Cx and Plan Review					
Construction Management					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
33	25	23			
33	26	22			
100%	96%	105%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Climate	63	58	58	0		--
People in my unit/department are treated fairly	65	56	57	1		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	63	50	51	1		--
Integrity is a hallmark of my unit/department	71	65	67	2		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	60	56	55	-1		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	50	46	45	-1		--
I am aware of the Business and Finance values	66	71	69	-2		--
The Business and Finance values govern the way we do business in B&F	63	68	63	-5		--
Comp Supervisor (for reference and past comparison)	75	71	69	-2		--
Supervisor*	--	--	69	--		--
Considers my ideas	74	71	73	2		--
Recognizes me for doing good work	71	64	62	-2		--
Treats me with respect	79	77	71	-6		--
Cares about me as a person	79	76	71	-5		--
Gives me constructive feedback on my performance	72	72	65	-7		--
Communicates well	75	70	66	-4		--
Is approachable and easy to talk with	78	76	73	-3		--
Is ethical in day-to-day practices	81	84	77	-7		--
Deals effectively with poor performance	65	62	59	-3		--
Manages people effectively	72	69	62	-7		--
Is an effective decision-maker	75	70	72	2		--
Effectively communicates the goals and strategies of our unit/department	51	51	71	20	▲	--
Autonomy/Involvement	63	61	61	0		--
I have control over how I do my work	69	69	71	2		--
My opinion counts at work	62	58	57	-1		--
I have a say in decisions that affect my work	57	56	54	-2		--
Workload	67	58	56	-2		--
Work is distributed fairly within my workgroup	68	63	60	-3		--
My workgroup has enough employees to handle the work	65	47	48	1		--
Resources/Environment	68	63	61	-2		--
The physical environment allows me to do my job	68	65	66	1		--
I have the necessary resources, tools or equipment to do my job	68	62	57	-5		--
Recognition	61	57	55	-2		--
My customers recognize my good work	72	70	65	-5		--
I get appropriate recognition when I have done something extraordinary	59	55	51	-4		--
Expressions of thanks and appreciation are common in my unit/department	51	40	45	5		--
My contributions are valued by members of the U of M Community	62	63	58	-5		--
Co-workers	72	71	67	-4		--
My workgroup collaborates effectively with other workgroups	62	65	63	-2		--
My co-workers and I work as part of a team	72	67	63	-4		--
I can count on my co-workers to help out when needed	78	75	70	-5		--
I am consistently treated with respect by my co-workers	73	74	68	-6		--
One or more of my co-workers cares about me as a person	76	82	71	-11		--
People care about each other in my unit/department	73	64	65	1		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
CM, Code Inspection, Cx and Plan Review						
Construction Management						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
33	25	23				
33	26	22				
100%	96%	105%				
Dimensions						
Communication*						
Reasons for making changes are communicated before changes are made						
47	39	36	-3		--	
Customer feedback is shared throughout my unit/department						
44	39	44	5		--	
Information about the University is shared openly in my unit/department						
49	51	52	1		--	
I am informed about matters that affect my job						
61	55	56	1		--	
Changes in service standards are communicated effectively						
53	49	45	-4		--	
Training and Development*						
I receive training necessary for me to do my job						
49	48	54	6		--	
I have opportunities for training that support my development and/or advancement						
49	48	48	0		--	
When my job changes, I receive appropriate training						
--	--	51	--		--	
Task Significance						
I know what is expected of me at work						
75	76	73	-3		--	
76	79	70	-9		--	
I understand how my work supports the mission of my unit/department						
78	80	77	-3		--	
I understand how my work supports the mission of Business and Finance						
76	78	75	-3		--	
I understand how my work supports U of M's mission						
76	76	75	-1		--	
My supervisor has a clear view of where unit/department is going						
71	69	70	1		--	
The goals of my unit/department are clear to me						
73	74	69	-5		--	
Compensation*						
I understand how my current salary or base pay rate is determined						
51	47	46	-1		--	
I am fairly paid for the work I do						
53	48	53	5		--	
My salary/pay is a significant factor in my decision to stay at U of M						
53	50	63	13	▲	--	
Benefits*						
U of M's benefits package meets my needs						
73	73	72	-1		--	
The benefits package is a significant factor in my decision to stay at U of M						
69	70	75	5		--	
Advancement*						
Opportunities for advancement or promotion exist within U of M						
49	47	47	0		--	
I know what is required of me to advance within U of M						
44	38	42	4		--	
Internal candidates receive fair consideration for open positions						
54	48	54	6		--	
Survey Perception*						
This survey is an important element in improving the work environment						
53	54	53	-1		--	

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
CM, Code Inspection, Cx and Plan Review						
Construction Management						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
33	25	23				
33	26	22				
100%	96%	105%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	65	66	70	4		--
How well does your current position compare to your ideal job	64	64	70	6		--
How satisfied are you with your job	79	71	74	3		--
I enjoy the type of work I do	84	80	82	2		--
My job is interesting	82	78	81	3		--
I make a difference in my unit/department	77	77	77	0		--
My job gives me a sense of accomplishment	80	78	81	3		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	84	82	82	0		--
I have a strong commitment to my unit/department	84	81	80	-1		--
I care about the future of my unit/department	86	82	81	-1		--
I feel a strong sense of belonging to my unit/department	73	74	71	-3		--
I enjoy discussing my unit/department with people who do not work here	72	67	67	0		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	88	74	82	8		--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	49	47	47	0		--
I would not leave my unit/dept for a similar job within UM at the same salary	68	64	70	6		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	81	75	71	-4		--
U of M Commitment						
I am proud to work for the U-M	89	88	89	1		--
I have a strong commitment to the U-M	87	87	89	2		--
I care about the future of the U-M	88	87	90	3		--
I enjoy discussing the U-M with people who do not work here	84	78	81	3		--
I feel a strong sense of belonging to the U-M	84	80	84	4		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	91	88	89	1		--
I would not leave U of M for a similar job at a 5% higher salary	67	75	65	-10		--
I would not leave U of M for a similar job at the same salary	79	82	79	-3		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	88	87	87	0		--
Customer Focus						
I am able to address my clients'/customers' concerns	76	75	77	2		--
I do all that I can within budgetary constraints to satisfy customers	84	87	85	-2		--
I enjoy helping solve customers' problems	86	86	87	1		--
I respond in a timely manner to customer requests/questions	83	84	85	1		--

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
CM, Code Inspection, Cx and Plan Review						
Construction Management						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
33	25	23				
33	26	22				
100%	96%	105%				
Other Questions						
Trust						
I trust my supervisor	79	76	74	-2		--
My supervisor trusts me	79	79	78	-1		--
I trust my co-workers	71	71	68	-3		--
A climate of trust exists in my unit/department	70	68	65	-3		--
My supervisor creates an environment that fosters trust	78	76	75	-1		--
People in my unit/department follow through on their commitments	69	68	72	4		--
Was made to feel welcome	--	--	89	--		--
Safety						
Feel safe at work	--	--	87	--		--
Department committed to occupational health and safety	--	--	86	--		--
Department does good job monitoring safety	--	--	78	--		--
Supervisor						
Overall, how would you rate your supervisor	80	75	72	-3		--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	81	78	79	1		--
My unit/department understands the needs of our customers	75	77	79	2		--
My unit/department adapts to changing customer needs	73	74	76	2		--
My unit/department communicates service changes effectively to customers	64	68	70	2		--
My unit/department implements service changes effectively	63	65	66	1		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations					
Architecture, Engineering & Construction					
CM, Code Inspection, Cx and Plan Review					
Construction Management					
Construction Management - Campus					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
0	0	17			
		16			
--	--	106%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Climate	--	--	59	--		--
People in my unit/department are treated fairly	--	--	59	--		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	--	53	--		--
Integrity is a hallmark of my unit/department	--	--	67	--		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	--	52	--		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	--	48	--		--
I am aware of the Business and Finance values	--	--	71	--		--
The Business and Finance values govern the way we do business in B&F	--	--	63	--		--
Comp Supervisor (for reference and past comparison)	--	--	71	--		--
Supervisor*	--	--	71	--		--
Considers my ideas	--	--	74	--		--
Recognizes me for doing good work	--	--	63	--		--
Treats me with respect	--	--	75	--		--
Cares about me as a person	--	--	73	--		--
Gives me constructive feedback on my performance	--	--	67	--		--
Communicates well	--	--	68	--		--
Is approachable and easy to talk with	--	--	75	--		--
Is ethical in day-to-day practices	--	--	80	--		--
Deals effectively with poor performance	--	--	59	--		--
Manages people effectively	--	--	63	--		--
Is an effective decision-maker	--	--	75	--		--
Effectively communicates the goals and strategies of our unit/department	--	--	71	--		--
Autonomy/Involvement	--	--	60	--		--
I have control over how I do my work	--	--	73	--		--
My opinion counts at work	--	--	56	--		--
I have a say in decisions that affect my work	--	--	52	--		--
Workload	--	--	55	--		--
Work is distributed fairly within my workgroup	--	--	59	--		--
My workgroup has enough employees to handle the work	--	--	47	--		--
Resources/Environment	--	--	64	--		--
The physical environment allows me to do my job	--	--	67	--		--
I have the necessary resources, tools or equipment to do my job	--	--	62	--		--
Recognition	--	--	53	--		--
My customers recognize my good work	--	--	60	--		--
I get appropriate recognition when I have done something extraordinary	--	--	52	--		--
Expressions of thanks and appreciation are common in my unit/department	--	--	46	--		--
My contributions are valued by members of the U of M Community	--	--	56	--		--
Co-workers	--	--	66	--		--
My workgroup collaborates effectively with other workgroups	--	--	61	--		--
My co-workers and I work as part of a team	--	--	63	--		--
I can count on my co-workers to help out when needed	--	--	71	--		--
I am consistently treated with respect by my co-workers	--	--	67	--		--
One or more of my co-workers cares about me as a person	--	--	71	--		--
People care about each other in my unit/department	--	--	65	--		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
CM, Code Inspection, Cx and Plan Review						
Construction Management						
Construction Management - Campus						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	0	17				
--	--	16				
--	--	106%				
Dimensions						
Communication*						
Reasons for making changes are communicated before changes are made						
--	--	49	--		--	
Customer feedback is shared throughout my unit/department						
--	--	37	--		--	
Information about the University is shared openly in my unit/department						
--	--	46	--		--	
I am informed about matters that affect my job						
--	--	54	--		--	
Changes in service standards are communicated effectively						
--	--	58	--		--	
--	--	48	--		--	
Training and Development*						
I receive training necessary for me to do my job						
--	--	54	--		--	
I have opportunities for training that support my development and/or advancement						
--	--	57	--		--	
When my job changes, I receive appropriate training						
--	--	50	--		--	
--	--	55	--		--	
Task Significance						
I know what is expected of me at work						
--	--	75	--		--	
I understand how my work supports the mission of my unit/department						
--	--	72	--		--	
I understand how my work supports the mission of Business and Finance						
--	--	79	--		--	
I understand how my work supports U of M's mission						
--	--	76	--		--	
My supervisor has a clear view of where unit/department is going						
--	--	76	--		--	
The goals of my unit/department are clear to me						
--	--	72	--		--	
--	--	71	--		--	
Compensation*						
I understand how my current salary or base pay rate is determined						
--	--	56	--		--	
I am fairly paid for the work I do						
--	--	49	--		--	
My salary/pay is a significant factor in my decision to stay at U of M						
--	--	57	--		--	
--	--	64	--		--	
Benefits*						
U of M's benefits package meets my needs						
--	--	74	--		--	
The benefits package is a significant factor in my decision to stay at U of M						
--	--	72	--		--	
--	--	76	--		--	
Advancement*						
Opportunities for advancement or promotion exist within U of M						
--	--	52	--		--	
I know what is required of me to advance within U of M						
--	--	51	--		--	
Internal candidates receive fair consideration for open positions						
--	--	45	--		--	
--	--	58	--		--	
Survey Perception*						
This survey is an important element in improving the work environment						
--	--	52	--		--	
--	--	52	--		--	

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
CM, Code Inspection, Cx and Plan Review						
Construction Management						
Construction Management - Campus						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	0	17 16 106%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations						
--	--	68	--		--	
How well does your current position compare to your ideal job						
--	--	69	--		--	
How satisfied are you with your job						
--	--	73	--		--	
I enjoy the type of work I do						
--	--	81	--		--	
My job is interesting						
--	--	80	--		--	
I make a difference in my unit/department						
--	--	75	--		--	
My job gives me a sense of accomplishment						
--	--	79	--		--	
Outcomes						
Unit/Dept. Commitment						
--	--	76	--		--	
I am proud to work for my unit/department						
--	--	82	--		--	
I have a strong commitment to my unit/department						
--	--	79	--		--	
I care about the future of my unit/department						
--	--	80	--		--	
I feel a strong sense of belonging to my unit/department						
--	--	69	--		--	
I enjoy discussing my unit/department with people who do not work here						
--	--	67	--		--	
Unit/Dept. Loyalty						
--	--	69	--		--	
If it is up to me, I will be working in my unit/department one year from now						
--	--	82	--		--	
I would not leave my unit/dept for a similar job within UM at a 5% higher salary						
--	--	42	--		--	
I would not leave my unit/dept for a similar job within UM at the same salary						
--	--	67	--		--	
Unit/Dept. Recommend						
--	--	67	--		--	
I recommend my unit/department to someone looking for a good place to work						
--	--	67	--		--	
U of M Commitment						
--	--	90	--		--	
I am proud to work for the U-M						
--	--	92	--		--	
I have a strong commitment to the U-M						
--	--	92	--		--	
I care about the future of the U-M						
--	--	92	--		--	
I enjoy discussing the U-M with people who do not work here						
--	--	84	--		--	
I feel a strong sense of belonging to the U-M						
--	--	88	--		--	
U of M Loyalty						
--	--	83	--		--	
If it is up to me, I will be working at U of M one year from now						
--	--	90	--		--	
I would not leave U of M for a similar job at a 5% higher salary						
--	--	65	--		--	
I would not leave U of M for a similar job at the same salary						
--	--	81	--		--	
U of M Recommendation						
--	--	90	--		--	
I would recommend the U-M to someone who is looking for a good place to work						
--	--	90	--		--	
Customer Focus						
--	--	83	--		--	
I am able to address my clients'/customers' concerns						
--	--	79	--		--	
I do all that I can within budgetary constraints to satisfy customers						
--	--	84	--		--	
I enjoy helping solve customers' problems						
--	--	86	--		--	
I respond in a timely manner to customer requests/questions						
--	--	82	--		--	

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
CM, Code Inspection, Cx and Plan Review						
Construction Management						
Construction Management - Campus						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	0	17				
--	--	16				
--	--	106%				
Other Questions						
Trust						
I trust my supervisor						
--	--	76	--		--	
My supervisor trusts me						
--	--	79	--		--	
I trust my co-workers						
--	--	68	--		--	
A climate of trust exists in my unit/department						
--	--	69	--		--	
My supervisor creates an environment that fosters trust						
--	--	76	--		--	
People in my unit/department follow through on their commitments						
--	--	74	--		--	
Was made to feel welcome						
--	--	89	--		--	
Safety						
Feel safe at work						
--	--	88	--		--	
Department committed to occupational health and safety						
--	--	88	--		--	
Department does good job monitoring safety						
--	--	80	--		--	
Supervisor						
Overall, how would you rate your supervisor						
--	--	74	--		--	
Customer Orientation						
Satisfying customers is a top priority in my unit/department						
--	--	84	--		--	
My unit/department understands the needs of our customers						
--	--	80	--		--	
My unit/department adapts to changing customer needs						
--	--	76	--		--	
My unit/department communicates service changes effectively to customers						
--	--	73	--		--	
My unit/department implements service changes effectively						
--	--	68	--		--	

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations					
Architecture, Engineering & Construction					
CM, Code Inspection, Cx and Plan Review					
Construction Management					
Construction Management - Hospital					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
0	0	6			
		6			
--	--	100%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Climate	--	--	55	--		--
People in my unit/department are treated fairly	--	--	50	--		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	--	44	--		--
Integrity is a hallmark of my unit/department	--	--	67	--		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	--	63	--		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	--	39	--		--
I am aware of the Business and Finance values	--	--	61	--		--
The Business and Finance values govern the way we do business in B&F	--	--	60	--		--
Comp Supervisor (for reference and past comparison)	--	--	63	--		--
Supervisor*	--	--	64	--		--
Considers my ideas	--	--	72	--		--
Recognizes me for doing good work	--	--	59	--		--
Treats me with respect	--	--	59	--		--
Cares about me as a person	--	--	67	--		--
Gives me constructive feedback on my performance	--	--	57	--		--
Communicates well	--	--	59	--		--
Is approachable and easy to talk with	--	--	69	--		--
Is ethical in day-to-day practices	--	--	70	--		--
Deals effectively with poor performance	--	--	57	--		--
Manages people effectively	--	--	59	--		--
Is an effective decision-maker	--	--	67	--		--
Effectively communicates the goals and strategies of our unit/department	--	--	69	--		--
Autonomy/Involvement	--	--	63	--		--
I have control over how I do my work	--	--	67	--		--
My opinion counts at work	--	--	61	--		--
I have a say in decisions that affect my work	--	--	61	--		--
Workload	--	--	59	--		--
Work is distributed fairly within my workgroup	--	--	63	--		--
My workgroup has enough employees to handle the work	--	--	52	--		--
Resources/Environment	--	--	52	--		--
The physical environment allows me to do my job	--	--	63	--		--
I have the necessary resources, tools or equipment to do my job	--	--	41	--		--
Recognition	--	--	58	--		--
My customers recognize my good work	--	--	78	--		--
I get appropriate recognition when I have done something extraordinary	--	--	48	--		--
Expressions of thanks and appreciation are common in my unit/department	--	--	43	--		--
My contributions are valued by members of the U of M Community	--	--	63	--		--
Co-workers	--	--	68	--		--
My workgroup collaborates effectively with other workgroups	--	--	70	--		--
My co-workers and I work as part of a team	--	--	64	--		--
I can count on my co-workers to help out when needed	--	--	67	--		--
I am consistently treated with respect by my co-workers	--	--	69	--		--
One or more of my co-workers cares about me as a person	--	--	70	--		--
People care about each other in my unit/department	--	--	67	--		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
CM, Code Inspection, Cx and Plan Review						
Construction Management						
Construction Management - Hospital						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	0	6				
--	--	6				
		100%				
Dimensions						
Communication*						
Reasons for making changes are communicated before changes are made						
--	--	41	--			--
Customer feedback is shared throughout my unit/department						
--	--	31	--			--
Information about the University is shared openly in my unit/department						
--	--	39	--			--
I am informed about matters that affect my job						
--	--	44	--			--
Changes in service standards are communicated effectively						
--	--	50	--			--
--	--	37	--			--
Training and Development*						
I receive training necessary for me to do my job						
--	--	43	--			--
I have opportunities for training that support my development and/or advancement						
--	--	44	--			--
When my job changes, I receive appropriate training						
--	--	44	--			--
--	--	41	--			--
Task Significance						
I know what is expected of me at work						
--	--	68	--			--
I understand how my work supports the mission of my unit/department						
--	--	65	--			--
I understand how my work supports the mission of Business and Finance						
--	--	70	--			--
I understand how my work supports U of M's mission						
--	--	70	--			--
My supervisor has a clear view of where unit/department is going						
--	--	70	--			--
The goals of my unit/department are clear to me						
--	--	65	--			--
--	--	65	--			--
Compensation*						
I understand how my current salary or base pay rate is determined						
--	--	45	--			--
I am fairly paid for the work I do						
--	--	37	--			--
My salary/pay is a significant factor in my decision to stay at U of M						
--	--	41	--			--
--	--	61	--			--
Benefits*						
U of M's benefits package meets my needs						
--	--	71	--			--
The benefits package is a significant factor in my decision to stay at U of M						
--	--	70	--			--
--	--	72	--			--
Advancement*						
Opportunities for advancement or promotion exist within U of M						
--	--	36	--			--
I know what is required of me to advance within U of M						
--	--	35	--			--
Internal candidates receive fair consideration for open positions						
--	--	33	--			--
--	--	41	--			--
Survey Perception*						
This survey is an important element in improving the work environment						
--	--	56	--			--
--	--	56	--			--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
CM, Code Inspection, Cx and Plan Review						
Construction Management						
Construction Management - Hospital						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	0	6				
--	--	100%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	--	--	80	--		--
How well does your current position compare to your ideal job	--	--	76	--		--
How satisfied are you with your job	--	--	72	--		--
I enjoy the type of work I do	--	--	76	--		--
My job is interesting	--	--	85	--		--
I make a difference in my unit/department	--	--	83	--		--
My job gives me a sense of accomplishment	--	--	81	--		--
			87	--		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	--	--	80	--		--
I have a strong commitment to my unit/department	--	--	81	--		--
I care about the future of my unit/department	--	--	83	--		--
I feel a strong sense of belonging to my unit/department	--	--	85	--		--
I enjoy discussing my unit/department with people who do not work here	--	--	80	--		--
			67	--		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	--	--	78	--		--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	--	83	--		--
I would not leave my unit/dept for a similar job within UM at the same salary	--	--	61	--		--
			80	--		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	--	--	81	--		--
			81	--		--
U of M Commitment						
I am proud to work for the U-M	--	--	79	--		--
I have a strong commitment to the U-M	--	--	81	--		--
I care about the future of the U-M	--	--	83	--		--
I enjoy discussing the U-M with people who do not work here	--	--	85	--		--
I feel a strong sense of belonging to the U-M	--	--	70	--		--
			72	--		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	--	--	79	--		--
I would not leave U of M for a similar job at a 5% higher salary	--	--	87	--		--
I would not leave U of M for a similar job at the same salary	--	--	65	--		--
			74	--		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	--	--	80	--		--
			80	--		--
Customer Focus						
I am able to address my clients'/customers' concerns	--	--	86	--		--
I do all that I can within budgetary constraints to satisfy customers	--	--	72	--		--
I enjoy helping solve customers' problems	--	--	87	--		--
I respond in a timely manner to customer requests/questions	--	--	91	--		--
			91	--		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
CM, Code Inspection, Cx and Plan Review						
Construction Management						
Construction Management - Hospital						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	0	6				
--	--	6				
--	--	100%				
Other Questions						
Trust						
I trust my supervisor						
--	--	69	--		--	
My supervisor trusts me						
--	--	76	--		--	
I trust my co-workers						
--	--	69	--		--	
A climate of trust exists in my unit/department						
--	--	56	--		--	
My supervisor creates an environment that fosters trust						
--	--	70	--		--	
People in my unit/department follow through on their commitments						
--	--	67	--		--	
Was made to feel welcome						
--	--	--	--		--	
Safety						
Feel safe at work						
--	--	85	--		--	
Department committed to occupational health and safety						
--	--	81	--		--	
Department does good job monitoring safety						
--	--	74	--		--	
Supervisor						
Overall, how would you rate your supervisor						
--	--	69	--		--	
Customer Orientation						
Satisfying customers is a top priority in my unit/department						
--	--	65	--		--	
My unit/department understands the needs of our customers						
--	--	76	--		--	
My unit/department adapts to changing customer needs						
--	--	76	--		--	
My unit/department communicates service changes effectively to customers						
--	--	63	--		--	
My unit/department implements service changes effectively						
--	--	61	--		--	

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations					
Architecture, Engineering & Construction					
CM, Code Inspection, Cx and Plan Review					
Code Inspection					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
10	7	8			
10	8	8			
100%	88%	100%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Climate	74	60	80	20		--
People in my unit/department are treated fairly	78	70	84	14		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	71	51	76	25	▲	--
Integrity is a hallmark of my unit/department	76	63	85	22		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	69	59	85	26	▲	--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	72	54	78	24	▲	--
I am aware of the Business and Finance values	79	59	75	16		--
The Business and Finance values govern the way we do business in B&F	78	62	76	14		--
Comp Supervisor (for reference and past comparison)	75	82	92	10		--
Supervisor*	--	--	92	--		--
Considers my ideas	72	75	86	11		--
Recognizes me for doing good work	67	79	93	14	▲	--
Treats me with respect	77	89	94	5		--
Cares about me as a person	77	87	94	7		--
Gives me constructive feedback on my performance	79	78	92	14		--
Communicates well	76	84	92	8		--
Is approachable and easy to talk with	73	83	93	10		--
Is ethical in day-to-day practices	83	89	94	5		--
Deals effectively with poor performance	67	68	90	22	▲	--
Manages people effectively	74	79	92	13		--
Is an effective decision-maker	81	83	94	11		--
Effectively communicates the goals and strategies of our unit/department	71	62	92	30	▲	--
Autonomy/Involvement	66	67	76	9		--
I have control over how I do my work	67	73	78	5		--
My opinion counts at work	68	70	76	6		--
I have a say in decisions that affect my work	64	57	75	18		--
Workload	71	71	81	10		--
Work is distributed fairly within my workgroup	72	68	83	15		--
My workgroup has enough employees to handle the work	70	76	76	0		--
Resources/Environment	83	74	85	11		--
The physical environment allows me to do my job	83	75	85	10		--
I have the necessary resources, tools or equipment to do my job	82	73	86	13		--
Recognition	68	45	78	33	▲	--
My customers recognize my good work	71	54	78	24	▲	--
I get appropriate recognition when I have done something extraordinary	71	44	79	35	▲	--
Expressions of thanks and appreciation are common in my unit/department	58	38	82	44	▲	--
My contributions are valued by members of the U of M Community	72	43	71	28	▲	--
Co-workers	90	87	89	2		--
My workgroup collaborates effectively with other workgroups	82	65	79	14		--
My co-workers and I work as part of a team	91	94	90	-4		--
I can count on my co-workers to help out when needed	92	95	93	-2		--
I am consistently treated with respect by my co-workers	91	95	93	-2		--
One or more of my co-workers cares about me as a person	91	90	92	2		--
People care about each other in my unit/department	91	87	89	2		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations					
Architecture, Engineering & Construction					
CM, Code Inspection, Cx and Plan Review					
Code Inspection					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
10	7	8			
10	8	8			
100%	88%	100%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Communication*	--	--	80	--		--
Reasons for making changes are communicated before changes are made	71	52	75	23	▲	--
Customer feedback is shared throughout my unit/department	68	49	83	34	▲	--
Information about the University is shared openly in my unit/department	70	57	81	24	▲	--
I am informed about matters that affect my job	77	65	82	17		--
Changes in service standards are communicated effectively	73	52	79	27	▲	--
Training and Development*	--	--	85	--		--
I receive training necessary for me to do my job	76	75	86	11		--
I have opportunities for training that support my development and/or advancement	64	60	85	25	▲	--
When my job changes, I receive appropriate training	--	--	85	--		--
Task Significance	83	75	88	13		--
I know what is expected of me at work	84	84	90	6		--
I understand how my work supports the mission of my unit/department	86	75	90	15		--
I understand how my work supports the mission of Business and Finance	83	72	88	16		--
I understand how my work supports U of M's mission	83	71	85	14		--
My supervisor has a clear view of where unit/department is going	79	79	86	7		--
The goals of my unit/department are clear to me	82	68	89	21		--
Compensation*	--	--	61	--		--
I understand how my current salary or base pay rate is determined	61	44	54	10		--
I am fairly paid for the work I do	54	59	67	8		--
My salary/pay is a significant factor in my decision to stay at U of M	54	57	64	7		--
Benefits*	--	--	66	--		--
U of M's benefits package meets my needs	72	63	61	-2		--
The benefits package is a significant factor in my decision to stay at U of M	69	73	72	-1		--
Advancement*	--	--	73	--		--
Opportunities for advancement or promotion exist within U of M	70	49	71	22		--
I know what is required of me to advance within U of M	69	62	72	10		--
Internal candidates receive fair consideration for open positions	69	60	75	15		--
Survey Perception*	--	--	72	--		--
This survey is an important element in improving the work environment	64	67	72	5		--

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6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
CM, Code Inspection, Cx and Plan Review						
Code Inspection						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
10	7	8				
10	8	8				
100%	88%	100%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	76	78	82	4		--
How well does your current position compare to your ideal job	73	75	81	6		--
How satisfied are you with your job	87	84	90	6		--
I enjoy the type of work I do	91	87	94	7		--
My job is interesting	91	87	96	9		--
I make a difference in my unit/department	87	81	85	4		--
My job gives me a sense of accomplishment	91	84	89	5		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	86	86	89	3		--
I have a strong commitment to my unit/department	90	86	90	4		--
I care about the future of my unit/department	90	87	92	5		--
I feel a strong sense of belonging to my unit/department	86	81	86	5		--
I enjoy discussing my unit/department with people who do not work here	83	79	81	2		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	89	95	90	-5		--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	58	46	57	11		--
I would not leave my unit/dept for a similar job within UM at the same salary	80	86	83	-3		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	87	86	86	0		--
U of M Commitment						
I am proud to work for the U-M	92	90	92	2		--
I have a strong commitment to the U-M	93	90	89	-1		--
I care about the future of the U-M	93	90	96	6		--
I enjoy discussing the U-M with people who do not work here	94	90	85	-5		--
I feel a strong sense of belonging to the U-M	92	89	86	-3		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	88	95	90	-5		--
I would not leave U of M for a similar job at a 5% higher salary	78	79	81	2		--
I would not leave U of M for a similar job at the same salary	88	92	93	1		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	96	90	88	-2		--
Customer Focus						
I am able to address my clients'/customers' concerns	89	83	86	3		--
I do all that I can within budgetary constraints to satisfy customers	88	83	86	3		--
I enjoy helping solve customers' problems	88	83	85	2		--
I respond in a timely manner to customer requests/questions	90	87	92	5		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
CM, Code Inspection, Cx and Plan Review						
Code Inspection						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
10	7	8				
10	8	8				
100%	88%	100%				
Other Questions						
Trust						
I trust my supervisor	81	78	92	14		--
My supervisor trusts me	86	78	92	14		--
I trust my co-workers	93	84	93	9		--
A climate of trust exists in my unit/department	82	76	90	14		--
My supervisor creates an environment that fosters trust	76	81	92	11		--
People in my unit/department follow through on their commitments	91	83	92	9		--
Was made to feel welcome	--	--	100	--		--
Safety						
Feel safe at work	--	--	92	--		--
Department committed to occupational health and safety	--	--	89	--		--
Department does good job monitoring safety	--	--	89	--		--
Supervisor						
Overall, how would you rate your supervisor	73	87	94	7		--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	83	79	85	6		--
My unit/department understands the needs of our customers	87	81	92	11		--
My unit/department adapts to changing customer needs	83	76	88	12		--
My unit/department communicates service changes effectively to customers	83	75	82	7		--
My unit/department implements service changes effectively	84	73	81	8		--

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6/5/2014

Attribute Detail Report



Facilities & Operations					
Architecture, Engineering & Construction					
CM, Code Inspection, Cx and Plan Review					
Commissioning and Plan Review					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
0	10	7			
--	11	9			
--	91%	78%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Climate	--	65	83	18		--
People in my unit/department are treated fairly	--	67	84	17		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	60	83	23		--
Integrity is a hallmark of my unit/department	--	69	84	15		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	64	78	14		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	59	79	20		--
I am aware of the Business and Finance values	--	77	89	12		--
The Business and Finance values govern the way we do business in B&F	--	63	84	21		--
Comp Supervisor (for reference and past comparison)	--	71	89	18		--
Supervisor*	--	--	89	--		--
Considers my ideas	--	74	90	16		--
Recognizes me for doing good work	--	74	89	15		--
Treats me with respect	--	78	90	12		--
Cares about me as a person	--	73	87	14		--
Gives me constructive feedback on my performance	--	71	87	16		--
Communicates well	--	68	90	22		--
Is approachable and easy to talk with	--	71	92	21		--
Is ethical in day-to-day practices	--	84	92	8		--
Deals effectively with poor performance	--	52	78	26		--
Manages people effectively	--	64	89	25	▲	--
Is an effective decision-maker	--	67	89	22		--
Effectively communicates the goals and strategies of our unit/department	--	51	92	41	▲	--
Autonomy/Involvement	--	66	84	18		--
I have control over how I do my work	--	67	89	22	▲	--
My opinion counts at work	--	63	84	21		--
I have a say in decisions that affect my work	--	68	78	10		--
Workload	--	66	64	-2		--
Work is distributed fairly within my workgroup	--	71	81	10		--
My workgroup has enough employees to handle the work	--	57	29	-28	▼	--
Resources/Environment	--	71	86	15		--
The physical environment allows me to do my job	--	68	86	18		--
I have the necessary resources, tools or equipment to do my job	--	78	86	8		--
Recognition	--	65	72	7		--
My customers recognize my good work	--	67	68	1		--
I get appropriate recognition when I have done something extraordinary	--	64	65	1		--
Expressions of thanks and appreciation are common in my unit/department	--	67	79	12		--
My contributions are valued by members of the U of M Community	--	59	76	17		--
Co-workers	--	71	86	15		--
My workgroup collaborates effectively with other workgroups	--	64	83	19		--
My co-workers and I work as part of a team	--	68	86	18		--
I can count on my co-workers to help out when needed	--	73	86	13		--
I am consistently treated with respect by my co-workers	--	74	89	15		--
One or more of my co-workers cares about me as a person	--	73	87	14		--
People care about each other in my unit/department	--	71	86	15		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
CM, Code Inspection, Cx and Plan Review						
Commissioning and Plan Review						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	10	7				
--	11	9				
--	91%	78%				
Dimensions						
Communication*						
Reasons for making changes are communicated before changes are made	--	--	74	--		--
Customer feedback is shared throughout my unit/department	--	57	62	5		--
Information about the University is shared openly in my unit/department	--	63	75	12		--
I am informed about matters that affect my job	--	60	76	16		--
Changes in service standards are communicated effectively	--	61	75	14		--
	--	54	79	25	▲	--
Training and Development*						
I receive training necessary for me to do my job	--	--	78	--		--
I have opportunities for training that support my development and/or advancement	--	68	81	13		--
When my job changes, I receive appropriate training	--	59	75	16		--
	--	--	79	--		--
Task Significance						
I know what is expected of me at work	--	75	85	10		--
I understand how my work supports the mission of my unit/department	--	76	87	11		--
I understand how my work supports the mission of Business and Finance	--	80	86	6		--
I understand how my work supports U of M's mission	--	82	86	4		--
My supervisor has a clear view of where unit/department is going	--	78	86	8		--
The goals of my unit/department are clear to me	--	67	83	16		--
	--	69	84	15		--
Compensation*						
I understand how my current salary or base pay rate is determined	--	--	76	--		--
I am fairly paid for the work I do	--	58	75	17		--
My salary/pay is a significant factor in my decision to stay at U of M	--	71	81	10		--
	--	58	70	12		--
Benefits*						
U of M's benefits package meets my needs	--	--	86	--		--
The benefits package is a significant factor in my decision to stay at U of M	--	86	84	-2		--
	--	84	87	3		--
Advancement*						
Opportunities for advancement or promotion exist within U of M	--	--	61	--		--
I know what is required of me to advance within U of M	--	49	60	11		--
Internal candidates receive fair consideration for open positions	--	52	59	7		--
	--	48	63	15		--
Survey Perception*						
This survey is an important element in improving the work environment	--	--	54	--		--
	--	65	54	-11		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
CM, Code Inspection, Cx and Plan Review						
Commissioning and Plan Review						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	10	7				
--	11	9				
--	91%	78%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	--	70	78	8		--
How well does your current position compare to your ideal job	--	65	78	13		--
How satisfied are you with your job	--	71	86	15		--
I enjoy the type of work I do	--	92	90	-2		--
My job is interesting	--	89	90	1		--
I make a difference in my unit/department	--	82	89	7		--
My job gives me a sense of accomplishment	--	79	87	8		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	--	81	90	9		--
I have a strong commitment to my unit/department	--	84	90	6		--
I care about the future of my unit/department	--	89	90	1		--
I feel a strong sense of belonging to my unit/department	--	82	90	8		--
I enjoy discussing my unit/department with people who do not work here	--	77	83	6		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	--	83	89	6		--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	57	51	-6		--
I would not leave my unit/dept for a similar job within UM at the same salary	--	64	81	17		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	--	76	89	13		--
	--	76	89	13		--
U of M Commitment						
I am proud to work for the U-M	--	87	84	-3		--
I have a strong commitment to the U-M	--	89	86	-3		--
I care about the future of the U-M	--	90	87	-3		--
I enjoy discussing the U-M with people who do not work here	--	83	73	-10		--
I feel a strong sense of belonging to the U-M	--	80	83	3		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	--	89	87	-2		--
I would not leave U of M for a similar job at a 5% higher salary	--	69	76	7		--
I would not leave U of M for a similar job at the same salary	--	82	90	8		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	--	83	87	4		--
	--	83	87	4		--
Customer Focus						
I am able to address my clients'/customers' concerns	--	72	83	11		--
I do all that I can within budgetary constraints to satisfy customers	--	77	89	12		--
I enjoy helping solve customers' problems	--	93	90	-3		--
I respond in a timely manner to customer requests/questions	--	87	89	2		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
CM, Code Inspection, Cx and Plan Review						
Commissioning and Plan Review						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	10	7				
--	11	9				
--	91%	78%				
Other Questions						
Trust						
I trust my supervisor	--	72	89	17		--
My supervisor trusts me	--	73	86	13		--
I trust my co-workers	--	73	87	14		--
A climate of trust exists in my unit/department	--	71	87	16		--
My supervisor creates an environment that fosters trust	--	73	86	13		--
People in my unit/department follow through on their commitments	--	73	87	14		--
Was made to feel welcome	--	--	--	--		--
Safety						
Feel safe at work	--	--	89	--		--
Department committed to occupational health and safety	--	--	89	--		--
Department does good job monitoring safety	--	--	89	--		--
Supervisor						
Overall, how would you rate your supervisor	--	71	89	18		--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	69	90	21	▲	--
My unit/department understands the needs of our customers	--	70	89	19		--
My unit/department adapts to changing customer needs	--	73	89	16		--
My unit/department communicates service changes effectively to customers	--	63	81	18		--
My unit/department implements service changes effectively	--	67	84	17		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
AEC Support & Technology						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	0	16				
--	--	16				
		100%				
Dimensions						
Climate						
People in my unit/department are treated fairly						
--	--	56	--			--
If I am unfairly treated, I believe I will be given a fair shake if I appeal						
--	--	54	--			--
Integrity is a hallmark of my unit/department						
--	--	52	--			--
I am comfortable expressing my opinions even if contrary to prevailing beliefs						
--	--	58	--			--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs						
--	--	60	--			--
I am aware of the Business and Finance values						
--	--	51	--			--
The Business and Finance values govern the way we do business in B&F						
--	--	65	--			--
--	--	53	--			--
Comp Supervisor (for reference and past comparison)						
--	--	60	--			--
Supervisor*						
--	--	59	--			--
Considers my ideas						
--	--	65	--			--
Recognizes me for doing good work						
--	--	68	--			--
Treats me with respect						
--	--	69	--			--
Cares about me as a person						
--	--	69	--			--
Gives me constructive feedback on my performance						
--	--	60	--			--
Communicates well						
--	--	56	--			--
Is approachable and easy to talk with						
--	--	60	--			--
Is ethical in day-to-day practices						
--	--	64	--			--
Deals effectively with poor performance						
--	--	50	--			--
Manages people effectively						
--	--	49	--			--
Is an effective decision-maker						
--	--	50	--			--
Effectively communicates the goals and strategies of our unit/department						
--	--	47	--			--
Autonomy/Involvement						
--	--	64	--			--
I have control over how I do my work						
--	--	72	--			--
My opinion counts at work						
--	--	65	--			--
I have a say in decisions that affect my work						
--	--	56	--			--
Workload						
--	--	69	--			--
Work is distributed fairly within my workgroup						
--	--	73	--			--
My workgroup has enough employees to handle the work						
--	--	60	--			--
Resources/Environment						
--	--	69	--			--
The physical environment allows me to do my job						
--	--	69	--			--
I have the necessary resources, tools or equipment to do my job						
--	--	70	--			--
Recognition						
--	--	61	--			--
My customers recognize my good work						
--	--	75	--			--
I get appropriate recognition when I have done something extraordinary						
--	--	58	--			--
Expressions of thanks and appreciation are common in my unit/department						
--	--	56	--			--
My contributions are valued by members of the U of M Community						
--	--	53	--			--
Co-workers						
--	--	79	--			--
My workgroup collaborates effectively with other workgroups						
--	--	69	--			--
My co-workers and I work as part of a team						
--	--	78	--			--
I can count on my co-workers to help out when needed						
--	--	81	--			--
I am consistently treated with respect by my co-workers						
--	--	79	--			--
One or more of my co-workers cares about me as a person						
--	--	85	--			--
People care about each other in my unit/department						
--	--	81	--			--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
AEC Support & Technology						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	0	16				
--	--	16				
--	--	100%				
Dimensions						
Communication*						
--	--	49	--			--
--	--	41	--			--
--	--	49	--			--
--	--	56	--			--
--	--	50	--			--
--	--	49	--			--
Training and Development*						
--	--	35	--			--
--	--	36	--			--
--	--	33	--			--
--	--	36	--			--
Task Significance						
--	--	71	--			--
--	--	70	--			--
--	--	84	--			--
--	--	83	--			--
--	--	82	--			--
--	--	47	--			--
--	--	53	--			--
Compensation*						
--	--	59	--			--
--	--	50	--			--
--	--	60	--			--
--	--	68	--			--
Benefits*						
--	--	76	--			--
--	--	73	--			--
--	--	79	--			--
Advancement*						
--	--	45	--			--
--	--	46	--			--
--	--	42	--			--
--	--	48	--			--
Survey Perception*						
--	--	65	--			--
--	--	65	--			--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
AEC Support & Technology						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	0	16				
--	--	16				
		100%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	--	--	69	--		--
How well does your current position compare to your ideal job	--	--	60	--		--
How satisfied are you with your job	--	--	57	--		--
I enjoy the type of work I do	--	--	68	--		--
My job is interesting	--	--	78	--		--
I make a difference in my unit/department	--	--	74	--		--
My job gives me a sense of accomplishment	--	--	77	--		--
		68	--			--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	--	--	70	--		--
I have a strong commitment to my unit/department	--	--	71	--		--
I care about the future of my unit/department	--	--	78	--		--
I feel a strong sense of belonging to my unit/department	--	--	81	--		--
I enjoy discussing my unit/department with people who do not work here	--	--	63	--		--
		52	--			--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	--	--	62	--		--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	--	72	--		--
I would not leave my unit/dept for a similar job within UM at the same salary	--	--	41	--		--
		60	--			--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	--	--	56	--		--
		56	--			--
U of M Commitment						
I am proud to work for the U-M	--	--	83	--		--
I have a strong commitment to the U-M	--	--	86	--		--
I care about the future of the U-M	--	--	83	--		--
I enjoy discussing the U-M with people who do not work here	--	--	87	--		--
I feel a strong sense of belonging to the U-M	--	--	75	--		--
		81	--			--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	--	--	76	--		--
I would not leave U of M for a similar job at a 5% higher salary	--	--	82	--		--
I would not leave U of M for a similar job at the same salary	--	--	65	--		--
		74	--			--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	--	--	81	--		--
		81	--			--
Customer Focus						
I am able to address my clients'/customers' concerns	--	--	81	--		--
I do all that I can within budgetary constraints to satisfy customers	--	--	74	--		--
I enjoy helping solve customers' problems	--	--	81	--		--
I respond in a timely manner to customer requests/questions	--	--	85	--		--
		84	--			--

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
AEC Support & Technology						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	0	16				
--	--	16				
		100%				
Other Questions						
Trust						
I trust my supervisor						
--	--	67	--			--
My supervisor trusts me						
--	--	69	--			--
I trust my co-workers						
--	--	72	--			--
A climate of trust exists in my unit/department						
--	--	63	--			--
My supervisor creates an environment that fosters trust						
--	--	62	--			--
People in my unit/department follow through on their commitments						
--	--	69	--			--
Was made to feel welcome						
--	--	--	--			--
Safety						
Feel safe at work						
--	--	74	--			--
Department committed to occupational health and safety						
--	--	68	--			--
Department does good job monitoring safety						
--	--	60	--			--
Supervisor						
Overall, how would you rate your supervisor						
--	--	63	--			--
Customer Orientation						
Satisfying customers is a top priority in my unit/department						
--	--	82	--			--
My unit/department understands the needs of our customers						
--	--	72	--			--
My unit/department adapts to changing customer needs						
--	--	75	--			--
My unit/department communicates service changes effectively to customers						
--	--	64	--			--
My unit/department implements service changes effectively						
--	--	61	--			--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations					
Architecture, Engineering & Construction					
AEC Support & Technology					
Space Information					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
0	12	7			
--	10	7			
--	120%	100%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Climate	--	35	39	4		--
People in my unit/department are treated fairly	--	36	32	-4		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	27	40	13		--
Integrity is a hallmark of my unit/department	--	26	38	12		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	35	35	0		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	16	29	13		--
I am aware of the Business and Finance values	--	75	57	-18		--
The Business and Finance values govern the way we do business in B&F	--	37	44	7		--
Comp Supervisor (for reference and past comparison)	--	31	43	12		--
Supervisor*	--	--	42	--		--
Considers my ideas	--	41	52	11		--
Recognizes me for doing good work	--	44	51	7		--
Treats me with respect	--	36	52	16		--
Cares about me as a person	--	38	57	19		--
Gives me constructive feedback on my performance	--	29	44	15		--
Communicates well	--	24	41	17		--
Is approachable and easy to talk with	--	25	44	19		--
Is ethical in day-to-day practices	--	31	40	9		--
Deals effectively with poor performance	--	30	32	2		--
Manages people effectively	--	20	29	9		--
Is an effective decision-maker	--	23	30	7		--
Effectively communicates the goals and strategies of our unit/department	--	27	25	-2		--
Autonomy/Involvement	--	40	46	6		--
I have control over how I do my work	--	46	57	11		--
My opinion counts at work	--	37	46	9		--
I have a say in decisions that affect my work	--	36	37	1		--
Workload	--	43	55	12		--
Work is distributed fairly within my workgroup	--	45	62	17		--
My workgroup has enough employees to handle the work	--	40	41	1		--
Resources/Environment	--	47	63	16		--
The physical environment allows me to do my job	--	51	63	12		--
I have the necessary resources, tools or equipment to do my job	--	43	62	19		--
Recognition	--	53	57	4		--
My customers recognize my good work	--	77	83	6		--
I get appropriate recognition when I have done something extraordinary	--	35	51	16		--
Expressions of thanks and appreciation are common in my unit/department	--	35	41	6		--
My contributions are valued by members of the U of M Community	--	65	54	-11		--
Co-workers	--	74	79	5		--
My workgroup collaborates effectively with other workgroups	--	47	71	24	▲	--
My co-workers and I work as part of a team	--	74	75	1		--
I can count on my co-workers to help out when needed	--	85	81	-4		--
I am consistently treated with respect by my co-workers	--	85	75	-10		--
One or more of my co-workers cares about me as a person	--	85	86	1		--
People care about each other in my unit/department	--	83	87	4		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations					
Architecture, Engineering & Construction					
AEC Support & Technology					
Space Information					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
0	12	7			
--	10	7			
--	120%	100%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Communication*	--	--	30	--		--
Reasons for making changes are communicated before changes are made	--	19	13	-6		--
Customer feedback is shared throughout my unit/department	--	21	32	11		--
Information about the University is shared openly in my unit/department	--	33	40	7		--
I am informed about matters that affect my job	--	34	33	-1		--
Changes in service standards are communicated effectively	--	18	32	14		--
Training and Development*	--	--	27	--		--
I receive training necessary for me to do my job	--	11	29	18		--
I have opportunities for training that support my development and/or advancement	--	15	22	7		--
When my job changes, I receive appropriate training	--	--	29	--		--
Task Significance	--	64	61	-3		--
I know what is expected of me at work	--	59	59	0		--
I understand how my work supports the mission of my unit/department	--	84	81	-3		--
I understand how my work supports the mission of Business and Finance	--	83	79	-4		--
I understand how my work supports U of M's mission	--	81	83	2		--
My supervisor has a clear view of where unit/department is going	--	32	22	-10		--
The goals of my unit/department are clear to me	--	39	38	-1		--
Compensation*	--	--	41	--		--
I understand how my current salary or base pay rate is determined	--	41	29	-12		--
I am fairly paid for the work I do	--	32	44	12		--
My salary/pay is a significant factor in my decision to stay at U of M	--	42	51	9		--
Benefits*	--	--	70	--		--
U of M's benefits package meets my needs	--	64	67	3		--
The benefits package is a significant factor in my decision to stay at U of M	--	74	73	-1		--
Advancement*	--	--	31	--		--
Opportunities for advancement or promotion exist within U of M	--	23	32	9		--
I know what is required of me to advance within U of M	--	16	27	11		--
Internal candidates receive fair consideration for open positions	--	36	35	-1		--
Survey Perception*	--	--	87	--		--
This survey is an important element in improving the work environment	--	73	87	14		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
AEC Support & Technology						
Space Information						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	12	7				
--	10	7				
--	120%	100%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	--	68	57	-11		--
How well does your current position compare to your ideal job	--	48	48	0		--
How satisfied are you with your job	--	40	43	3		--
I enjoy the type of work I do	--	66	57	-9		--
My job is interesting	--	88	71	-17		--
I make a difference in my unit/department	--	84	67	-17		--
My job gives me a sense of accomplishment	--	81	60	-21		--
	--	73	56	-17		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	--	57	66	9		--
I have a strong commitment to my unit/department	--	44	63	19		--
I care about the future of my unit/department	--	59	79	20		--
I feel a strong sense of belonging to my unit/department	--	81	79	-2		--
I enjoy discussing my unit/department with people who do not work here	--	54	59	5		--
	--	39	41	2		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	--	43	49	6		--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	47	60	13		--
I would not leave my unit/dept for a similar job within UM at the same salary	--	31	25	-6		--
	--	46	46	0		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	--	33	32	-1		--
	--	33	32	-1		--
U of M Commitment						
I am proud to work for the U-M	--	88	81	-7		--
I have a strong commitment to the U-M	--	88	79	-9		--
I care about the future of the U-M	--	85	79	-6		--
I enjoy discussing the U-M with people who do not work here	--	94	87	-7		--
I feel a strong sense of belonging to the U-M	--	84	79	-5		--
	--	89	78	-11		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	--	80	76	-4		--
I would not leave U of M for a similar job at a 5% higher salary	--	83	83	0		--
I would not leave U of M for a similar job at the same salary	--	69	63	-6		--
	--	82	75	-7		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	--	84	76	-8		--
	--	84	76	-8		--
Customer Focus						
I am able to address my clients'/customers' concerns	--	82	70	-12		--
I do all that I can within budgetary constraints to satisfy customers	--	69	60	-9		--
I enjoy helping solve customers' problems	--	81	70	-11		--
I respond in a timely manner to customer requests/questions	--	90	73	-17		--
	--	84	76	-8		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
AEC Support & Technology						
Space Information						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	12	7				
--	10	7				
--	120%	100%				
Other Questions						
Trust						
I trust my supervisor	--	36	52	16		--
My supervisor trusts me	--	44	54	10		--
I trust my co-workers	--	71	62	-9		--
A climate of trust exists in my unit/department	--	36	44	8		--
My supervisor creates an environment that fosters trust	--	33	43	10		--
People in my unit/department follow through on their commitments	--	59	56	-3		--
Was made to feel welcome	--	--	--	--		--
Safety						
Feel safe at work	--	--	67	--		--
Department committed to occupational health and safety	--	--	67	--		--
Department does good job monitoring safety	--	--	63	--		--
Supervisor						
Overall, how would you rate your supervisor	--	26	52	26		--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	71	75	4		--
My unit/department understands the needs of our customers	--	46	60	14		--
My unit/department adapts to changing customer needs	--	43	62	19		--
My unit/department communicates service changes effectively to customers	--	37	51	14		--
My unit/department implements service changes effectively	--	37	46	9		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations					
Architecture, Engineering & Construction					
AEC Support & Technology					
AEC IT/AEction					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
0	9	6			
--	9 100%	6 100%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Climate	--	66	59	-7		--
People in my unit/department are treated fairly	--	70	61	-9		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	72	52	-20		--
Integrity is a hallmark of my unit/department	--	67	61	-6		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	63	70	7		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	62	56	-6		--
I am aware of the Business and Finance values	--	75	61	-14		--
The Business and Finance values govern the way we do business in B&F	--	52	50	-2		--
Comp Supervisor (for reference and past comparison)	--	72	62	-10		--
Supervisor*	--	--	61	--		--
Considers my ideas	--	79	63	-16		--
Recognizes me for doing good work	--	78	72	-6		--
Treats me with respect	--	80	76	-4		--
Cares about me as a person	--	75	69	-6		--
Gives me constructive feedback on my performance	--	60	59	-1		--
Communicates well	--	70	54	-16		--
Is approachable and easy to talk with	--	75	61	-14		--
Is ethical in day-to-day practices	--	80	76	-4		--
Deals effectively with poor performance	--	57	48	-9		--
Manages people effectively	--	65	48	-17		--
Is an effective decision-maker	--	72	50	-22		--
Effectively communicates the goals and strategies of our unit/department	--	44	46	2		--
Autonomy/Involvement	--	70	72	2		--
I have control over how I do my work	--	73	78	5		--
My opinion counts at work	--	72	74	2		--
I have a say in decisions that affect my work	--	64	63	-1		--
Workload	--	66	74	8		--
Work is distributed fairly within my workgroup	--	69	76	7		--
My workgroup has enough employees to handle the work	--	59	69	10		--
Resources/Environment	--	78	69	-9		--
The physical environment allows me to do my job	--	77	65	-12		--
I have the necessary resources, tools or equipment to do my job	--	80	74	-6		--
Recognition	--	58	47	-11		--
My customers recognize my good work	--	65	57	-8		--
I get appropriate recognition when I have done something extraordinary	--	69	48	-21		--
Expressions of thanks and appreciation are common in my unit/department	--	48	50	2		--
My contributions are valued by members of the U of M Community	--	48	30	-18		--
Co-workers	--	70	68	-2		--
My workgroup collaborates effectively with other workgroups	--	62	52	-10		--
My co-workers and I work as part of a team	--	67	70	3		--
I can count on my co-workers to help out when needed	--	72	72	0		--
I am consistently treated with respect by my co-workers	--	74	73	-1		--
One or more of my co-workers cares about me as a person	--	72	78	6		--
People care about each other in my unit/department	--	64	63	-1		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
AEC Support & Technology						
AEC IT/AECtion						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	9	6				
--	100%	100%				
Dimensions						
Communication*						
--	--	49	--			--
--	56	48	-8			--
--	51	44	-7			--
--	69	56	-13			--
--	62	48	-14			--
--	61	46	-15			--
Training and Development*						
--	--	21	--			--
--	46	20	-26			--
--	43	22	-21			--
--	--	20	--			--
Task Significance						
--	77	68	-9			--
--	78	70	-8			--
--	83	81	-2			--
--	83	80	-3			--
--	72	74	2			--
--	72	52	-20			--
--	72	50	-22			--
Compensation*						
--	--	66	--			--
--	62	59	-3			--
--	68	67	-1			--
--	52	74	22			--
Benefits*						
--	--	75	--			--
--	79	70	-9			--
--	88	80	-8			--
Advancement*						
--	--	44	--			--
--	57	44	-13			--
--	38	39	1			--
--	60	48	-12			--
Survey Perception*						
--	--	35	--			--
--	40	35	-5			--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
AEC Support & Technology						
AEC IT/AEction						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	9	6				
--	9 100%	6 100%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	--	74	72	-2		--
How well does your current position compare to your ideal job	--	64	63	-1		--
How satisfied are you with your job	--	68	61	-7		--
I enjoy the type of work I do	--	81	70	-11		--
My job is interesting	--	81	81	0		--
I make a difference in my unit/department	--	78	72	-6		--
My job gives me a sense of accomplishment	--	83	87	4		--
	--	73	69	-4		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	--	78	62	-16		--
I have a strong commitment to my unit/department	--	75	67	-8		--
I care about the future of my unit/department	--	80	67	-13		--
I feel a strong sense of belonging to my unit/department	--	81	76	-5		--
I enjoy discussing my unit/department with people who do not work here	--	79	50	-29	▼	--
	--	70	43	-27	▼	--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	--	62	63	1		--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	79	72	-7		--
I would not leave my unit/dept for a similar job within UM at the same salary	--	27	41	14		--
	--	60	63	3		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	--	74	63	-11		--
	--	74	63	-11		--
U of M Commitment						
I am proud to work for the U-M	--	79	78	-1		--
I have a strong commitment to the U-M	--	86	89	3		--
I care about the future of the U-M	--	75	80	5		--
I enjoy discussing the U-M with people who do not work here	--	83	81	-2		--
I feel a strong sense of belonging to the U-M	--	77	59	-18	▼	--
	--	73	76	3		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	--	80	68	-12		--
I would not leave U of M for a similar job at a 5% higher salary	--	95	72	-23	▼	--
I would not leave U of M for a similar job at the same salary	--	56	57	1		--
	--	72	69	-3		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	--	86	80	-6		--
	--	86	80	-6		--
Customer Focus						
I am able to address my clients'/customers' concerns	--	85	87	2		--
I do all that I can within budgetary constraints to satisfy customers	--	78	81	3		--
I enjoy helping solve customers' problems	--	84	85	1		--
I respond in a timely manner to customer requests/questions	--	88	91	3		--
	--	90	91	1		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
AEC Support & Technology						
AEC IT/AEction						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	9	6				
--	9	6				
--	100%	100%				
Other Questions						
Trust						
I trust my supervisor	--	80	70	-10		--
My supervisor trusts me	--	81	72	-9		--
I trust my co-workers	--	73	70	-3		--
A climate of trust exists in my unit/department	--	77	70	-7		--
My supervisor creates an environment that fosters trust	--	75	67	-8		--
People in my unit/department follow through on their commitments	--	73	72	-1		--
Was made to feel welcome	--	--	--	--		--
Safety						
Feel safe at work	--	--	70	--		--
Department committed to occupational health and safety	--	--	63	--		--
Department does good job monitoring safety	--	--	46	--		--
Supervisor						
Overall, how would you rate your supervisor	--	73	59	-14		--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	90	87	-3		--
My unit/department understands the needs of our customers	--	79	72	-7		--
My unit/department adapts to changing customer needs	--	74	80	6		--
My unit/department communicates service changes effectively to customers	--	65	65	0		--
My unit/department implements service changes effectively	--	70	63	-7		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
UAO/UPO/Planning & Design						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	14	14				
--	13	13				
--	108%	108%				
Dimensions						
Climate						
People in my unit/department are treated fairly	--	65	75	10		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	69	75	6		--
Integrity is a hallmark of my unit/department	--	61	73	12		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	73	81	8		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	59	64	5		--
I am aware of the Business and Finance values	--	50	64	14		--
The Business and Finance values govern the way we do business in B&F	--	68	85	17	▲	--
	--	73	82	9		--
Comp Supervisor (for reference and past comparison)						
Supervisor*	--	70	79	9		--
Considers my ideas	--	--	79	--		--
Recognizes me for doing good work	--	75	75	0		--
Treats me with respect	--	70	79	9		--
Cares about me as a person	--	79	79	0		--
Gives me constructive feedback on my performance	--	69	79	10		--
Communicates well	--	70	76	6		--
Is approachable and easy to talk with	--	68	78	10		--
Is ethical in day-to-day practices	--	68	80	12		--
Deals effectively with poor performance	--	83	89	6		--
Manages people effectively	--	62	69	7		--
Is an effective decision-maker	--	65	78	13		--
Effectively communicates the goals and strategies of our unit/department	--	69	82	13		--
	--	47	83	36	▲	--
Autonomy/Involvement						
I have control over how I do my work	--	68	70	2		--
My opinion counts at work	--	71	71	0		--
I have a say in decisions that affect my work	--	68	73	5		--
	--	65	67	2		--
Workload						
Work is distributed fairly within my workgroup	--	66	66	0		--
My workgroup has enough employees to handle the work	--	67	72	5		--
	--	63	53	-10		--
Resources/Environment						
The physical environment allows me to do my job	--	66	79	13	▲	--
I have the necessary resources, tools or equipment to do my job	--	65	81	16	▲	--
	--	67	78	11		--
Recognition						
My customers recognize my good work	--	73	76	3		--
I get appropriate recognition when I have done something extraordinary	--	83	79	-4		--
Expressions of thanks and appreciation are common in my unit/department	--	71	76	5		--
My contributions are valued by members of the U of M Community	--	68	71	3		--
	--	70	79	9		--
Co-workers						
My workgroup collaborates effectively with other workgroups	--	78	84	6		--
My co-workers and I work as part of a team	--	72	81	9		--
I can count on my co-workers to help out when needed	--	75	85	10		--
I am consistently treated with respect by my co-workers	--	76	84	8		--
One or more of my co-workers cares about me as a person	--	80	85	5		--
People care about each other in my unit/department	--	83	84	1		--
	--	78	83	5		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
UAO/UPO/Planning & Design						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	14	14				
--	13	13				
--	108%	108%				
Dimensions						
Communication*						
	--	--	70	--		--
Reasons for making changes are communicated before changes are made	--	40	64	24	▲	--
Customer feedback is shared throughout my unit/department	--	40	68	28	▲	--
Information about the University is shared openly in my unit/department	--	53	74	21	▲	--
I am informed about matters that affect my job	--	59	71	12		--
Changes in service standards are communicated effectively	--	44	70	26	▲	--
Training and Development*						
	--	--	66	--		--
I receive training necessary for me to do my job	--	45	70	25	▲	--
I have opportunities for training that support my development and/or advancement	--	53	59	6		--
When my job changes, I receive appropriate training	--	--	67	--		--
Task Significance						
	--	76	86	10	▲	--
I know what is expected of me at work	--	76	88	12	▲	--
I understand how my work supports the mission of my unit/department	--	82	87	5		--
I understand how my work supports the mission of Business and Finance	--	80	87	7		--
I understand how my work supports U of M's mission	--	82	88	6		--
My supervisor has a clear view of where unit/department is going	--	61	77	16		--
The goals of my unit/department are clear to me	--	72	87	15	▲	--
Compensation*						
	--	--	60	--		--
I understand how my current salary or base pay rate is determined	--	50	59	9		--
I am fairly paid for the work I do	--	56	61	5		--
My salary/pay is a significant factor in my decision to stay at U of M	--	52	62	10		--
Benefits*						
	--	--	79	--		--
U of M's benefits package meets my needs	--	77	81	4		--
The benefits package is a significant factor in my decision to stay at U of M	--	67	75	8		--
Advancement*						
	--	--	59	--		--
Opportunities for advancement or promotion exist within U of M	--	53	54	1		--
I know what is required of me to advance within U of M	--	37	56	19	▲	--
Internal candidates receive fair consideration for open positions	--	60	70	10		--
Survey Perception*						
	--	--	59	--		--
This survey is an important element in improving the work environment	--	59	59	0		--

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6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
UAO/UPO/Planning & Design						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	14	14				
--	108%	108%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	--	75	77	2		--
How well does your current position compare to your ideal job	--	65	65	0		--
How satisfied are you with your job	--	61	65	4		--
I enjoy the type of work I do	--	75	75	0		--
My job is interesting	--	82	79	-3		--
I make a difference in my unit/department	--	83	83	0		--
My job gives me a sense of accomplishment	--	82	87	5		--
	--	80	84	4		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	--	82	83	1		--
I have a strong commitment to my unit/department	--	83	87	4		--
I care about the future of my unit/department	--	84	86	2		--
I feel a strong sense of belonging to my unit/department	--	85	85	0		--
I enjoy discussing my unit/department with people who do not work here	--	79	81	2		--
	--	78	71	-7		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	--	73	73	0		--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	79	79	0		--
I would not leave my unit/dept for a similar job within UM at the same salary	--	61	56	-5		--
	--	71	77	6		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	--	80	78	-2		--
	--	80	78	-2		--
U of M Commitment						
I am proud to work for the U-M	--	92	92	0		--
I have a strong commitment to the U-M	--	93	94	1		--
I care about the future of the U-M	--	94	94	0		--
I enjoy discussing the U-M with people who do not work here	--	94	94	0		--
I feel a strong sense of belonging to the U-M	--	87	85	-2		--
	--	93	93	0		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	--	83	82	-1		--
I would not leave U of M for a similar job at a 5% higher salary	--	85	85	0		--
I would not leave U of M for a similar job at the same salary	--	79	73	-6		--
	--	85	84	-1		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	--	94	93	-1		--
	--	94	93	-1		--
Customer Focus						
I am able to address my clients'/customers' concerns	--	83	88	5		--
I do all that I can within budgetary constraints to satisfy customers	--	76	83	7		--
I enjoy helping solve customers' problems	--	83	90	7		--
I respond in a timely manner to customer requests/questions	--	88	90	2		--
	--	84	88	4		--

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
UAO/UPO/Planning & Design						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	14	14				
--	13	13				
--	108%	108%				
Other Questions						
Trust						
I trust my supervisor	--	77	79	2		--
My supervisor trusts me	--	79	83	4		--
I trust my co-workers	--	82	89	7		--
A climate of trust exists in my unit/department	--	66	75	9		--
My supervisor creates an environment that fosters trust	--	73	77	4		--
People in my unit/department follow through on their commitments	--	77	90	13	▲	--
Was made to feel welcome	--	--	81	--		--
Safety						
Feel safe at work	--	--	94	--		--
Department committed to occupational health and safety	--	--	90	--		--
Department does good job monitoring safety	--	--	87	--		--
Supervisor						
Overall, how would you rate your supervisor	--	71	80	9		--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	73	87	14	▲	--
My unit/department understands the needs of our customers	--	74	88	14	▲	--
My unit/department adapts to changing customer needs	--	68	86	18	▲	--
My unit/department communicates service changes effectively to customers	--	61	84	23	▲	--
My unit/department implements service changes effectively	--	61	86	25	▲	--

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6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
Project Controls						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	9	8				
--	10	8				
--	90%	100%				
Dimensions						
Climate						
People in my unit/department are treated fairly	--	78	81	3		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	77	79	2		--
Integrity is a hallmark of my unit/department	--	74	78	4		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	77	81	4		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	70	83	13		--
I am aware of the Business and Finance values	--	77	82	5		--
The Business and Finance values govern the way we do business in B&F	--	88	83	-5		--
	--	83	83	0		--
Comp Supervisor (for reference and past comparison)						
Supervisor*	--	86	86	0		--
Considers my ideas	--	--	86	--		--
Recognizes me for doing good work	--	86	85	-1		--
Treats me with respect	--	91	83	-8		--
Cares about me as a person	--	91	88	-3		--
Gives me constructive feedback on my performance	--	86	88	2		--
Communicates well	--	89	82	-7		--
Is approachable and easy to talk with	--	85	86	1		--
Is ethical in day-to-day practices	--	84	85	1		--
Deals effectively with poor performance	--	88	86	-2		--
Manages people effectively	--	83	86	3		--
Is an effective decision-maker	--	81	88	7		--
Effectively communicates the goals and strategies of our unit/department	--	84	88	4		--
	--	81	83	2		--
Autonomy/Involvement						
I have control over how I do my work	--	79	63	-16		--
My opinion counts at work	--	78	61	-17		--
I have a say in decisions that affect my work	--	81	72	-9		--
	--	77	57	-20		--
Workload						
Work is distributed fairly within my workgroup	--	74	83	9		--
My workgroup has enough employees to handle the work	--	75	83	8		--
	--	72	82	10		--
Resources/Environment						
The physical environment allows me to do my job	--	93	94	1		--
I have the necessary resources, tools or equipment to do my job	--	93	93	0		--
	--	94	94	0		--
Recognition						
My customers recognize my good work	--	77	72	-5		--
I get appropriate recognition when I have done something extraordinary	--	68	72	4		--
Expressions of thanks and appreciation are common in my unit/department	--	89	74	-15	▼	--
My contributions are valued by members of the U of M Community	--	78	78	0		--
	--	67	62	-5		--
Co-workers						
My workgroup collaborates effectively with other workgroups	--	84	85	1		--
My co-workers and I work as part of a team	--	79	83	4		--
I can count on my co-workers to help out when needed	--	88	88	0		--
I am consistently treated with respect by my co-workers	--	93	88	-5		--
One or more of my co-workers cares about me as a person	--	83	85	2		--
People care about each other in my unit/department	--	83	85	2		--
	--	80	86	6		--

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6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
Project Controls						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	9	8				
--	10	8				
--	90%	100%				
Dimensions						
Communication*						
--	--	79	--		--	
--	62	69	7		--	
--	67	75	8		--	
--	74	82	8		--	
--	84	86	2		--	
--	77	79	2		--	
Training and Development*						
--	--	83	--		--	
--	80	85	5		--	
--	83	81	-2		--	
--	--	85	--		--	
Task Significance						
--	91	87	-4		--	
--	91	85	-6		--	
--	93	86	-7		--	
--	93	86	-7		--	
--	88	86	-2		--	
--	91	92	1		--	
--	91	86	-5		--	
Compensation*						
--	--	65	--		--	
--	75	69	-6		--	
--	77	64	-13		--	
--	75	60	-15		--	
Benefits*						
--	--	79	--		--	
--	84	81	-3		--	
--	75	78	3		--	
Advancement*						
--	--	71	--		--	
--	85	74	-11		--	
--	83	68	-15		--	
--	90	79	-11		--	
Survey Perception*						
--	--	79	--		--	
--	76	79	3		--	

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
Project Controls						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	9	8				
--	10	8				
--	90%	100%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	--	88	75	-13		--
How well does your current position compare to your ideal job	--	78	67	-11		--
How satisfied are you with your job	--	74	67	-7		--
I enjoy the type of work I do	--	85	75	-10		--
My job is interesting	--	94	76	-18	▼	--
I make a difference in my unit/department	--	94	82	-12		--
My job gives me a sense of accomplishment	--	94	79	-15		--
					▼	--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	--	92	85	-7		--
I have a strong commitment to my unit/department	--	90	85	-5		--
I care about the future of my unit/department	--	93	88	-5		--
I feel a strong sense of belonging to my unit/department	--	95	90	-5		--
I enjoy discussing my unit/department with people who do not work here	--	90	79	-11		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	--	86	78	-8		--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	93	79	-14		--
I would not leave my unit/dept for a similar job within UM at the same salary	--	59	58	-1		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	--	88	82	-6		--
U of M Commitment						
I am proud to work for the U-M	--	94	85	-9	▼	--
I have a strong commitment to the U-M	--	96	88	-8	▼	--
I care about the future of the U-M	--	94	88	-6		--
I enjoy discussing the U-M with people who do not work here	--	94	88	-6		--
I feel a strong sense of belonging to the U-M	--	94	81	-13	▼	--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	--	94	84	-10		--
I would not leave U of M for a similar job at a 5% higher salary	--	98	90	-8		--
I would not leave U of M for a similar job at the same salary	--	84	69	-15		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	--	96	83	-13	▼	--
					▼	--
Customer Focus						
I am able to address my clients'/customers' concerns	--	93	86	-7		--
I do all that I can within budgetary constraints to satisfy customers	--	92	83	-9		--
I enjoy helping solve customers' problems	--	92	83	-9		--
I respond in a timely manner to customer requests/questions	--	96	88	-8		--

* Dimension questions were modified so a direct comparison is not possible.
6/5/2014

Attribute Detail Report



Facilities & Operations						
Architecture, Engineering & Construction						
Project Controls						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	9	8				
--	10	8				
--	90%	100%				
Other Questions						
Trust						
I trust my supervisor	--	89	88	-1		--
My supervisor trusts me	--	88	86	-2		--
I trust my co-workers	--	81	86	5		--
A climate of trust exists in my unit/department	--	85	86	1		--
My supervisor creates an environment that fosters trust	--	86	88	2		--
People in my unit/department follow through on their commitments	--	81	83	2		--
Was made to feel welcome	--	--	89	--		--
Safety						
Feel safe at work	--	--	89	--		--
Department committed to occupational health and safety	--	--	88	--		--
Department does good job monitoring safety	--	--	88	--		--
Supervisor						
Overall, how would you rate your supervisor	--	88	88	0		--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	89	89	0		--
My unit/department understands the needs of our customers	--	89	86	-3		--
My unit/department adapts to changing customer needs	--	89	85	-4		--
My unit/department communicates service changes effectively to customers	--	81	83	2		--
My unit/department implements service changes effectively	--	83	82	-1		--

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6/5/2014