

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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Facilities & Operations					
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	Signif Diff	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	--	--	74	--		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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Facilities & Operations						
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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Attribute Detail Report



Finance					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
373	363	361			
399	384	390			
93%	95%	93%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Climate	66	71	71	0		0.5
People in my unit/department are treated fairly	66	73	70	-3		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	60	67	63	-4	▼	--
Integrity is a hallmark of my unit/department	69	75	74	-1		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	63	67	68	1		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	60	65	66	1		--
I am aware of the Business and Finance values	76	79	81	2		--
The Business and Finance values govern the way we do business in B&F	70	75	75	0		--
Comp Supervisor (for reference and past comparison)	73	76	75	-1		--
Supervisor*	--	--	75	--		0.9
Considers my ideas	75	78	76	-2		--
Recognizes me for doing good work	73	77	76	-1		--
Treats me with respect	79	82	79	-3		--
Cares about me as a person	76	79	78	-1		--
Gives me constructive feedback on my performance	74	77	75	-2		--
Communicates well	70	72	71	-1		--
Is approachable and easy to talk with	76	78	77	-1		--
Is ethical in day-to-day practices	79	83	81	-2		--
Deals effectively with poor performance	65	67	65	-2		--
Manages people effectively	67	69	67	-2		--
Is an effective decision-maker	70	72	72	0		--
Effectively communicates the goals and strategies of our unit/department	64	69	74	5	▲	--
Autonomy/Involvement	69	73	70	-3		1.0
I have control over how I do my work	75	78	74	-4	▼	--
My opinion counts at work	68	72	69	-3		--
I have a say in decisions that affect my work	64	68	66	-2		--
Workload	67	71	68	-3	▼	0.0
Work is distributed fairly within my workgroup	70	72	69	-3		--
My workgroup has enough employees to handle the work	62	68	63	-5	▼	--
Resources/Environment	80	82	81	-1		0.0
The physical environment allows me to do my job	80	81	82	1		--
I have the necessary resources, tools or equipment to do my job	80	82	81	-1		--
Recognition	68	72	70	-2		0.4
My customers recognize my good work	76	77	75	-2		--
I get appropriate recognition when I have done something extraordinary	65	70	68	-2		--
Expressions of thanks and appreciation are common in my unit/department	62	69	69	0		--
My contributions are valued by members of the U of M Community	67	70	70	0		--
Co-workers	78	80	78	-2		0.1
My workgroup collaborates effectively with other workgroups	72	74	76	2		--
My co-workers and I work as part of a team	75	78	77	-1		--
I can count on my co-workers to help out when needed	77	80	78	-2		--
I am consistently treated with respect by my co-workers	79	82	80	-2		--
One or more of my co-workers cares about me as a person	84	85	83	-2		--
People care about each other in my unit/department	78	79	77	-2		--

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373	363	361				
399	384	390				
93%	95%	93%				
Dimensions						
Communication*						
		65	--		0.5	
Reasons for making changes are communicated before changes are made	56	60	59	-1	--	
Customer feedback is shared throughout my unit/department	62	64	64	0	--	
Information about the University is shared openly in my unit/department	64	69	69	0	--	
I am informed about matters that affect my job	69	72	69	-3	--	
Changes in service standards are communicated effectively	60	64	65	1	--	
Training and Development*						
		68	--		0.4	
I receive training necessary for me to do my job	69	71	71	0	--	
I have opportunities for training that support my development and/or advancement	64	68	64	-4	▼	
When my job changes, I receive appropriate training	--	--	68	--	--	
Task Significance						
	81	83	84	1	1.8	
I know what is expected of me at work	84	84	84	0	--	
I understand how my work supports the mission of my unit/department	86	87	88	1	--	
I understand how my work supports the mission of Business and Finance	83	86	86	0	--	
I understand how my work supports U of M's mission	82	83	85	2	--	
My supervisor has a clear view of where unit/department is going	72	74	75	1	--	
The goals of my unit/department are clear to me	79	82	82	0	--	
Compensation*						
		63	--		0.6	
I understand how my current salary or base pay rate is determined	71	70	70	0	--	
I am fairly paid for the work I do	56	58	55	-3	--	
My salary/pay is a significant factor in my decision to stay at U of M	56	57	64	7	▲	
Benefits*						
		80	--		0.0	
U of M's benefits package meets my needs	79	81	79	-2	--	
The benefits package is a significant factor in my decision to stay at U of M	77	78	80	2	--	
Advancement*						
		64	--		0.4	
Opportunities for advancement or promotion exist within U of M	63	68	65	-3	--	
I know what is required of me to advance within U of M	59	63	61	-2	--	
Internal candidates receive fair consideration for open positions	60	65	64	-1	--	
Survey Perception*						
		63	--		0.0	
This survey is an important element in improving the work environment	62	66	63	-3	--	

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

Attribute Detail Report



Finance						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
373	363	361				
399	384	390				
93%	95%	93%				

Satisfaction						
Job Satisfaction	74	76	74	-2	▼	--
To what extent does your current job fall short or exceed your expectations	65	68	63	-5	▼	--
How well does your current position compare to your ideal job	60	64	61	-3	▼	--
How satisfied are you with your job	73	77	74	-3	▼	--
I enjoy the type of work I do	80	82	80	-2		--
My job is interesting	78	81	79	-2		--
I make a difference in my unit/department	82	83	81	-2		--
My job gives me a sense of accomplishment	78	80	77	-3		--
Outcomes						
Unit/Dept. Commitment	--	--	80	--		2.1
I am proud to work for my unit/department	79	82	81	-1		--
I have a strong commitment to my unit/department	82	84	83	-1		--
I care about the future of my unit/department	86	87	86	-1		--
I feel a strong sense of belonging to my unit/department	76	79	77	-2		--
I enjoy discussing my unit/department with people who do not work here	67	72	69	-3		--
Unit/Dept. Loyalty	65	69	65	-4	▼	3.4
If it is up to me, I will be working in my unit/department one year from now	75	76	72	-4	▼	--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	42	49	42	-7	▼	--
I would not leave my unit/dept for a similar job within UM at the same salary	67	73	70	-3		--
Unit/Dept. Recommend	71	75	73	-2		3.2
I recommend my unit/department to someone looking for a good place to work	71	75	73	-2		--
U of M Commitment	86	88	85	-3	▼	1.2
I am proud to work for the U-M	88	90	88	-2	▼	--
I have a strong commitment to the U-M	87	88	86	-2	▼	--
I care about the future of the U-M	89	91	88	-3	▼	--
I enjoy discussing the U-M with people who do not work here	79	82	79	-3		--
I feel a strong sense of belonging to the U-M	83	84	81	-3		--
U of M Loyalty	80	82	82	0		1.3
If it is up to me, I will be working at U of M one year from now	88	87	88	1		--
I would not leave U of M for a similar job at a 5% higher salary	64	68	65	-3		--
I would not leave U of M for a similar job at the same salary	80	84	82	-2		--
U of M Recommendation	85	88	85	-3	▼	1.3
I would recommend the U-M to someone who is looking for a good place to work	85	88	85	-3	▼	--
Customer Focus	87	89	89	0		0.7
I am able to address my clients'/customers' concerns	84	85	85	0		--
I do all that I can within budgetary constraints to satisfy customers	87	89	89	0		--
I enjoy helping solve customers' problems	88	90	91	1		--
I respond in a timely manner to customer requests/questions	88	90	91	1		--

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

Attribute Detail Report



Finance						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
373	363	361				
399	384	390				
93%	95%	93%				
Other Questions						
Trust						
I trust my supervisor	72	76	76	0		--
My supervisor trusts me	78	81	80	-1		--
I trust my co-workers	70	74	74	0		--
A climate of trust exists in my unit/department	65	71	72	1		--
My supervisor creates an environment that fosters trust	72	75	74	-1		--
People in my unit/department follow through on their commitments	70	74	75	1		--
Was made to feel welcome	--	--	85	--		--
Safety						
Feel safe at work	--	--	88	--		--
Department committed to occupational health and safety	--	--	85	--		--
Department does good job monitoring safety	--	--	83	--		--
Supervisor						
Overall, how would you rate your supervisor	74	75	74	-1		--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	87	90	90	0		--
My unit/department understands the needs of our customers	84	87	87	0		--
My unit/department adapts to changing customer needs	81	84	84	0		--
My unit/department communicates service changes effectively to customers	75	78	76	-2		--
My unit/department implements service changes effectively	74	78	76	-2		--

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

Attribute Detail Report



University Human Resources					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
245	294	314			
249	308	318			
98%	95%	99%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Climate	70	71	72	1		0.3
People in my unit/department are treated fairly	73	74	73	-1		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	68	69	69	0		--
Integrity is a hallmark of my unit/department	74	76	76	0		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	67	70	71	1		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	66	68	70	2		--
I am aware of the Business and Finance values	72	72	75	3		--
The Business and Finance values govern the way we do business in B&F	70	69	71	2		--
Comp Supervisor (for reference and past comparison)	76	76	78	2		--
Supervisor*	--	--	78	--		0.6
Considers my ideas	80	79	79	0		--
Recognizes me for doing good work	75	75	78	3		--
Treats me with respect	83	82	84	2		--
Cares about me as a person	80	79	83	4	▲	--
Gives me constructive feedback on my performance	74	76	78	2		--
Communicates well	69	73	77	4	▲	--
Is approachable and easy to talk with	80	79	81	2		--
Is ethical in day-to-day practices	84	83	84	1		--
Deals effectively with poor performance	64	65	65	0		--
Manages people effectively	67	70	71	1		--
Is an effective decision-maker	71	76	75	-1		--
Effectively communicates the goals and strategies of our unit/department	72	75	79	4		--
Autonomy/Involvement	75	75	74	-1		0.7
I have control over how I do my work	79	79	79	0		--
My opinion counts at work	74	74	72	-2		--
I have a say in decisions that affect my work	71	71	70	-1		--
Workload	71	75	74	-1		0.0
Work is distributed fairly within my workgroup	71	75	73	-2		--
My workgroup has enough employees to handle the work	71	74	76	2		--
Resources/Environment	83	82	82	0		0.0
The physical environment allows me to do my job	84	84	83	-1		--
I have the necessary resources, tools or equipment to do my job	83	81	80	-1		--
Recognition	71	70	73	3		0.0
My customers recognize my good work	79	80	79	-1		--
I get appropriate recognition when I have done something extraordinary	69	69	72	3		--
Expressions of thanks and appreciation are common in my unit/department	65	67	72	5	▲	--
My contributions are valued by members of the U of M Community	70	66	67	1		--
Co-workers	82	84	83	-1		0.0
My workgroup collaborates effectively with other workgroups	77	78	78	0		--
My co-workers and I work as part of a team	81	83	82	-1		--
I can count on my co-workers to help out when needed	83	84	83	-1		--
I am consistently treated with respect by my co-workers	81	84	82	-2		--
One or more of my co-workers cares about me as a person	88	92	90	-2	▼	--
People care about each other in my unit/department	82	85	84	-1		--

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

Attribute Detail Report



University Human Resources						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
245	294	314				
249	308	318				
98%	95%	99%				
Dimensions						
Communication*						
Reasons for making changes are communicated before changes are made						
58	64	63	-1		--	
Customer feedback is shared throughout my unit/department						
67	70	70	0		--	
Information about the University is shared openly in my unit/department						
71	74	73	-1		--	
I am informed about matters that affect my job						
73	76	75	-1		--	
Changes in service standards are communicated effectively						
65	69	70	1		--	
Training and Development*						
I receive training necessary for me to do my job						
75	80	79	-1		--	
I have opportunities for training that support my development and/or advancement						
70	77	74	-3		--	
When my job changes, I receive appropriate training						
--	--	75	--		--	
Task Significance						
I know what is expected of me at work						
85	86	88	2		--	
I understand how my work supports the mission of my unit/department						
87	89	89	0		--	
I understand how my work supports the mission of Business and Finance						
81	82	82	0		--	
I understand how my work supports U of M's mission						
81	84	85	1		--	
My supervisor has a clear view of where unit/department is going						
75	78	79	1		--	
The goals of my unit/department are clear to me						
81	84	83	-1		--	
Compensation*						
I understand how my current salary or base pay rate is determined						
64	62	65	3		--	
I am fairly paid for the work I do						
56	57	53	-4		--	
My salary/pay is a significant factor in my decision to stay at U of M						
57	57	61	4		--	
Benefits*						
U of M's benefits package meets my needs						
85	87	85	-2		--	
The benefits package is a significant factor in my decision to stay at U of M						
78	83	83	0		--	
Advancement*						
Opportunities for advancement or promotion exist within U of M						
65	64	66	2		--	
I know what is required of me to advance within U of M						
56	56	59	3		--	
Internal candidates receive fair consideration for open positions						
67	66	67	1		--	
Survey Perception*						
This survey is an important element in improving the work environment						
65	68	67	-1		--	

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

Attribute Detail Report



University Human Resources						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
245	294	314				
249	308	318				
98%	95%	99%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	67	70	70	0		--
How well does your current position compare to your ideal job	65	68	67	-1		--
How satisfied are you with your job	78	79	78	-1		--
I enjoy the type of work I do	85	88	87	-1		--
My job is interesting	84	87	87	0		--
I make a difference in my unit/department	85	87	87	0		--
My job gives me a sense of accomplishment	83	85	84	-1		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	85	87	88	1		--
I have a strong commitment to my unit/department	86	86	88	2		--
I care about the future of my unit/department	90	91	91	0		--
I feel a strong sense of belonging to my unit/department	80	83	83	0		--
I enjoy discussing my unit/department with people who do not work here	75	77	78	1		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	77	80	77	-3		--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	44	47	46	-1		--
I would not leave my unit/dept for a similar job within UM at the same salary	71	75	74	-1		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	79	81	83	2		3.0
	79	81	83	2		--
U of M Commitment						
I am proud to work for the U-M	91	91	90	-1		--
I have a strong commitment to the U-M	88	88	88	0		--
I care about the future of the U-M	92	91	91	0		--
I enjoy discussing the U-M with people who do not work here	81	82	82	0		--
I feel a strong sense of belonging to the U-M	83	84	85	1		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	89	88	87	-1		--
I would not leave U of M for a similar job at a 5% higher salary	62	62	60	-2		--
I would not leave U of M for a similar job at the same salary	81	81	82	1		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	89	89	89	0		1.4
	89	89	89	0		--
Customer Focus						
I am able to address my clients'/customers' concerns	87	88	85	-3	▼	--
I do all that I can within budgetary constraints to satisfy customers	89	90	88	-2		--
I enjoy helping solve customers' problems	90	91	90	-1		--
I respond in a timely manner to customer requests/questions	91	92	92	0		--

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

Attribute Detail Report



University Human Resources						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
245	294	314				
249	308	318				
98%	95%	99%				
Other Questions						
Trust						
I trust my supervisor	77	78	80	2		--
My supervisor trusts me	83	82	85	3		--
I trust my co-workers	76	78	78	0		--
A climate of trust exists in my unit/department	72	72	76	4		--
My supervisor creates an environment that fosters trust	75	76	79	3		--
People in my unit/department follow through on their commitments	76	77	76	-1		--
Was made to feel welcome	--	--	87	--		--
Safety						
Feel safe at work	--	--	92	--		--
Department committed to occupational health and safety	--	--	87	--		--
Department does good job monitoring safety	--	--	85	--		--
Supervisor						
Overall, how would you rate your supervisor	75	77	79	2		--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	92	92	92	0		--
My unit/department understands the needs of our customers	87	89	88	-1		--
My unit/department adapts to changing customer needs	84	86	85	-1		--
My unit/department communicates service changes effectively to customers	80	83	82	-1		--
My unit/department implements service changes effectively	79	82	81	-1		--

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

Attribute Detail Report



Information & Technology Services						
2010	2012	2014	Diff	Signif	Impact	
540	535	682	2014 - 2012	Diff		
675	665	710				
80%	80%	96%				

Dimensions	2010	2012	2014	Diff	Signif	Impact
Climate	64	66	72	6		0.4
People in my unit/department are treated fairly	67	70	74	4	▲	--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	60	62	67	5	▲	--
Integrity is a hallmark of my unit/department	68	70	74	4	▲	--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	66	64	71	7	▲	--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	60	60	69	9	▲	--
I am aware of the Business and Finance values	68	71	76	5	▲	--
The Business and Finance values govern the way we do business in B&F	63	63	70	7	▲	--
Comp Supervisor (for reference and past comparison)	74	75	79	4	▲	--
Supervisor*	--	--	79	--		0.6
Considers my ideas	77	78	81	3	▲	--
Recognizes me for doing good work	73	75	78	3	▲	--
Treats me with respect	81	83	85	2	▲	--
Cares about me as a person	76	78	80	2	▲	--
Gives me constructive feedback on my performance	72	73	76	3	▲	--
Communicates well	70	71	75	4	▲	--
Is approachable and easy to talk with	78	79	82	3	▲	--
Is ethical in day-to-day practices	84	84	86	2	▲	--
Deals effectively with poor performance	63	65	68	3	▲	--
Manages people effectively	66	68	72	4	▲	--
Is an effective decision-maker	69	71	76	5	▲	--
Effectively communicates the goals and strategies of our unit/department	61	58	78	20	▲	--
Autonomy/Involvement	66	66	72	6	▲	0.7
I have control over how I do my work	70	71	75	4	▲	--
My opinion counts at work	66	66	73	7	▲	--
I have a say in decisions that affect my work	63	62	69	7	▲	--
Workload	63	59	62	3	▲	0.1
Work is distributed fairly within my workgroup	67	65	68	3	▲	--
My workgroup has enough employees to handle the work	55	46	51	5	▲	--
Resources/Environment	74	74	75	1		0.1
The physical environment allows me to do my job	73	75	75	0		--
I have the necessary resources, tools or equipment to do my job	74	74	74	0		--
Recognition	64	66	68	2		0.2
My customers recognize my good work	71	72	71	-1		--
I get appropriate recognition when I have done something extraordinary	62	64	67	3	▲	--
Expressions of thanks and appreciation are common in my unit/department	59	62	69	7	▲	--
My contributions are valued by members of the U of M Community	65	65	65	0		--
Co-workers	77	76	80	4	▲	0.4
My workgroup collaborates effectively with other workgroups	71	70	73	3	▲	--
My co-workers and I work as part of a team	76	75	79	4	▲	--
I can count on my co-workers to help out when needed	79	79	82	3	▲	--
I am consistently treated with respect by my co-workers	79	80	84	4	▲	--
One or more of my co-workers cares about me as a person	82	83	84	1		--
People care about each other in my unit/department	75	76	80	4	▲	--

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

Attribute Detail Report



Information & Technology Services					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
540	535	682			
675	665	710			
80%	80%	96%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Communication*	--	--	64	--		0.8
Reasons for making changes are communicated before changes are made	54	52	58	6	▲	--
Customer feedback is shared throughout my unit/department	58	56	63	7	▲	--
Information about the University is shared openly in my unit/department	64	63	69	6	▲	--
I am informed about matters that affect my job	66	64	70	6	▲	--
Changes in service standards are communicated effectively	58	56	61	5	▲	--
Training and Development*	--	--	66	--		0.4
I receive training necessary for me to do my job	65	64	69	5	▲	--
I have opportunities for training that support my development and/or advancement	61	60	66	6	▲	--
When my job changes, I receive appropriate training	--	--	64	--		--
Task Significance	73	74	80	6	▲	1.8
I know what is expected of me at work	76	76	80	4	▲	--
I understand how my work supports the mission of my unit/department	78	80	85	5	▲	--
I understand how my work supports the mission of Business and Finance	71	73	80	7	▲	--
I understand how my work supports U of M's mission	77	78	83	5	▲	--
My supervisor has a clear view of where unit/department is going	66	65	73	8	▲	--
The goals of my unit/department are clear to me	70	70	78	8	▲	--
Compensation*	--	--	66	--		0.2
I understand how my current salary or base pay rate is determined	64	65	67	2		--
I am fairly paid for the work I do	59	61	62	1		--
My salary/pay is a significant factor in my decision to stay at U of M	55	56	67	11	▲	--
Benefits*	--	--	81	--		0.0
U of M's benefits package meets my needs	79	81	81	0		--
The benefits package is a significant factor in my decision to stay at U of M	76	77	81	4	▲	--
Advancement*	--	--	63	--		0.3
Opportunities for advancement or promotion exist within U of M	60	61	64	3	▲	--
I know what is required of me to advance within U of M	52	52	58	6	▲	--
Internal candidates receive fair consideration for open positions	65	65	65	0		--
Survey Perception*	--	--	64	--		0.4
This survey is an important element in improving the work environment	55	56	64	8	▲	--

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

Attribute Detail Report



Information & Technology Services						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
540	535	682				
675	665	710				
80%	80%	96%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	60	59	64	5	▲	--
How well does your current position compare to your ideal job	58	56	63	7	▲	--
How satisfied are you with your job	71	69	74	5	▲	--
I enjoy the type of work I do	79	78	81	3	▲	--
My job is interesting	77	77	80	3	▲	--
I make a difference in my unit/department	80	79	83	4	▲	--
My job gives me a sense of accomplishment	76	74	79	5	▲	--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	76	74	79	5	▲	--
I have a strong commitment to my unit/department	77	77	82	5	▲	--
I care about the future of my unit/department	83	83	87	4	▲	--
I feel a strong sense of belonging to my unit/department	71	72	78	6	▲	--
I enjoy discussing my unit/department with people who do not work here	64	62	68	6	▲	--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	73	69	75	6	▲	--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	44	42	47	5	▲	--
I would not leave my unit/dept for a similar job within UM at the same salary	63	61	68	7	▲	--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	70	67	76	9	▲	--
U of M Commitment						
I am proud to work for the U-M	89	89	90	1		--
I have a strong commitment to the U-M	87	87	88	1		--
I care about the future of the U-M	90	90	91	1		--
I enjoy discussing the U-M with people who do not work here	82	82	82	0		--
I feel a strong sense of belonging to the U-M	84	84	85	1		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	84	83	86	3	▲	--
I would not leave U of M for a similar job at a 5% higher salary	65	64	65	1		--
I would not leave U of M for a similar job at the same salary	79	78	79	1		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	86	86	88	2	▲	--
Customer Focus						
I am able to address my clients'/customers' concerns	77	73	77	4	▲	--
I do all that I can within budgetary constraints to satisfy customers	83	84	87	3	▲	--
I enjoy helping solve customers' problems	88	88	91	3	▲	--
I respond in a timely manner to customer requests/questions	87	86	88	2	▲	--

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

Attribute Detail Report



Information & Technology Services						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
540	535	682				
675	665	710				
80%	80%	96%				
Other Questions						
Trust						
I trust my supervisor	74	76	81	5	▲	--
My supervisor trusts me	78	79	83	4	▲	--
I trust my co-workers	74	75	80	5	▲	--
A climate of trust exists in my unit/department	67	69	74	5	▲	--
My supervisor creates an environment that fosters trust	74	74	79	5	▲	--
People in my unit/department follow through on their commitments	71	72	76	4	▲	--
Was made to feel welcome	--	--	85	--		--
Safety						
Feel safe at work	--	--	88	--		--
Department committed to occupational health and safety	--	--	80	--		--
Department does good job monitoring safety	--	--	76	--		--
Supervisor						
Overall, how would you rate your supervisor	74	74	79	5	▲	--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	83	82	87	5	▲	--
My unit/department understands the needs of our customers	76	76	78	2	▲	--
My unit/department adapts to changing customer needs	74	72	76	4	▲	--
My unit/department communicates service changes effectively to customers	72	69	71	2	▲	--
My unit/department implements service changes effectively	71	68	71	3	▲	--

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

Attribute Detail Report



Investment Office					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
15	18	13			
16	16	17			
94%	113%	76%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Climate	87	81	84	3		--
People in my unit/department are treated fairly	90	79	78	-1		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	87	78	76	-2		--
Integrity is a hallmark of my unit/department	91	82	87	5		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	76	75	86	11		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	84	75	79	4		--
I am aware of the Business and Finance values	91	93	91	-2		--
The Business and Finance values govern the way we do business in B&F	91	86	89	3		--
Comp Supervisor (for reference and past comparison)	88	92	92	0		--
Supervisor*	--	--	91	--		--
Considers my ideas	87	93	91	-2		--
Recognizes me for doing good work	89	92	92	0		--
Treats me with respect	93	96	96	0		--
Cares about me as a person	90	95	91	-4		--
Gives me constructive feedback on my performance	84	92	90	-2		--
Communicates well	84	88	90	2		--
Is approachable and easy to talk with	93	96	94	-2		--
Is ethical in day-to-day practices	94	96	97	1		--
Deals effectively with poor performance	83	88	85	-3		--
Manages people effectively	84	88	88	0		--
Is an effective decision-maker	87	90	90	0		--
Effectively communicates the goals and strategies of our unit/department	80	69	89	20	▲	--
Autonomy/Involvement	80	77	86	9		--
I have control over how I do my work	81	86	89	3		--
My opinion counts at work	80	77	85	8		--
I have a say in decisions that affect my work	80	69	85	16	▲	--
Workload	87	80	83	3		--
Work is distributed fairly within my workgroup	87	80	82	2		--
My workgroup has enough employees to handle the work	86	79	85	6		--
Resources/Environment	95	94	92	-2		--
The physical environment allows me to do my job	96	94	91	-3		--
I have the necessary resources, tools or equipment to do my job	94	94	94	0		--
Recognition	79	76	80	4		--
My customers recognize my good work	75	78	82	4		--
I get appropriate recognition when I have done something extraordinary	83	76	80	4		--
Expressions of thanks and appreciation are common in my unit/department	85	75	79	4		--
My contributions are valued by members of the U of M Community	70	75	78	3		--
Co-workers	86	88	90	2		--
My workgroup collaborates effectively with other workgroups	81	88	88	0		--
My co-workers and I work as part of a team	84	86	89	3		--
I can count on my co-workers to help out when needed	83	86	91	5		--
I am consistently treated with respect by my co-workers	87	85	91	6		--
One or more of my co-workers cares about me as a person	91	97	96	-1		--
People care about each other in my unit/department	87	84	85	1		--

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

Attribute Detail Report



Investment Office						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
15	18	13				
16	16	17				
94%	113%	76%				
Dimensions						
Communication*						
--	--	74	--		--	
70	69	64	-5		--	
75	76	68	-8		--	
81	73	81	8		--	
84	75	79	4		--	
80	72	75	3		--	
Training and Development*						
--	--	86	--		--	
89	82	86	4		--	
87	84	86	2		--	
--	--	84	--		--	
Task Significance						
89	94	93	-1		--	
90	93	92	-1		--	
90	96	93	-3		--	
88	96	93	-3		--	
87	95	93	-2		--	
91	92	91	-1		--	
90	93	93	0		--	
Compensation*						
--	--	65	--		--	
81	84	72	-12		--	
74	71	66	-5		--	
71	75	56	-19		--	
Benefits*						
--	--	83	--		--	
88	90	90	0		--	
81	90	74	-16	▼	--	
Advancement*						
--	--	73	--		--	
80	69	68	-1		--	
68	63	69	6		--	
84	75	81	6		--	
Survey Perception*						
--	--	67	--		--	
74	72	67	-5		--	

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6/5/2014

Attribute Detail Report



Investment Office						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
15	18	13				
16	16	17				
94%	113%	76%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	86	87	87	0		--
How well does your current position compare to your ideal job	80	78	84	6		--
How satisfied are you with your job	82	79	80	1		--
I enjoy the type of work I do	87	87	88	1		--
My job is interesting	87	93	91	-2		--
I make a difference in my unit/department	87	93	91	-2		--
My job gives me a sense of accomplishment	87	90	89	-1		--
	89	90	88	-2		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	--	--	95	--		--
I have a strong commitment to my unit/department	96	95	97	2		--
I care about the future of my unit/department	95	98	96	-2		--
I feel a strong sense of belonging to my unit/department	96	98	97	-1		--
I enjoy discussing my unit/department with people who do not work here	93	90	91	1		--
	95	95	91	-4		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	89	90	89	-1		--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	89	94	85	-9		--
I would not leave my unit/dept for a similar job within UM at the same salary	84	76	87	11		--
	93	93	96	3		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	95	86	90	4		--
	95	86	90	4		--
U of M Commitment						
I am proud to work for the U-M	91	97	92	-5		--
I have a strong commitment to the U-M	94	99	92	-7		--
I care about the future of the U-M	87	96	91	-5		--
I enjoy discussing the U-M with people who do not work here	94	97	92	-5		--
I feel a strong sense of belonging to the U-M	89	96	93	-3		--
	87	96	92	-4		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	92	91	90	-1		--
I would not leave U of M for a similar job at a 5% higher salary	90	98	88	-10	▼	--
I would not leave U of M for a similar job at the same salary	91	79	91	12		--
	97	91	91	0		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	95	99	97	-2		--
	95	99	97	-2		--
Customer Focus						
I am able to address my clients'/customers' concerns	86	94	90	-4		--
I do all that I can within budgetary constraints to satisfy customers	87	93	89	-4		--
I enjoy helping solve customers' problems	87	95	89	-6		--
I respond in a timely manner to customer requests/questions	86	92	85	-7		--
	87	95	94	-1		--

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6/5/2014

Attribute Detail Report



Investment Office						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
15	18	13				
16	16	17				
94%	113%	76%				
Other Questions						
Trust						
I trust my supervisor	90	93	96	3		--
My supervisor trusts me	92	94	95	1		--
I trust my co-workers	82	84	88	4		--
A climate of trust exists in my unit/department	86	78	87	9		--
My supervisor creates an environment that fosters trust	89	93	96	3		--
People in my unit/department follow through on their commitments	88	88	92	4		--
Was made to feel welcome	--	--	83	--		--
Safety						
Feel safe at work	--	--	97	--		--
Department committed to occupational health and safety	--	--	99	--		--
Department does good job monitoring safety	--	--	94	--		--
Supervisor						
Overall, how would you rate your supervisor	90	93	94	1		--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	85	89	85	-4		--
My unit/department understands the needs of our customers	88	90	92	2		--
My unit/department adapts to changing customer needs	87	96	91	-5		--
My unit/department communicates service changes effectively to customers	86	92	88	-4		--
My unit/department implements service changes effectively	86	92	85	-7		--

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6/5/2014

Attribute Detail Report



Office of the EVP CFO					

2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
11	8	7			
12	10	10			
92%	80%	70%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Climate	85	90	91	1		--
People in my unit/department are treated fairly	90	89	87	-2		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	89	94	95	1		--
Integrity is a hallmark of my unit/department	94	94	97	3		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	79	82	84	2		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	75	82	92	10		--
I am aware of the Business and Finance values	95	97	97	0		--
The Business and Finance values govern the way we do business in B&F	78	94	83	-11		--
Comp Supervisor (for reference and past comparison)	93	90	94	4		--
Supervisor*	--	--	95	--		--
Considers my ideas	90	93	95	2		--
Recognizes me for doing good work	92	92	95	3		--
Treats me with respect	97	92	95	3		--
Cares about me as a person	94	92	97	5		--
Gives me constructive feedback on my performance	93	89	94	5		--
Communicates well	92	88	94	6		--
Is approachable and easy to talk with	91	88	94	6		--
Is ethical in day-to-day practices	96	94	97	3		--
Deals effectively with poor performance	90	90	89	-1		--
Manages people effectively	91	89	94	5		--
Is an effective decision-maker	93	93	95	2		--
Effectively communicates the goals and strategies of our unit/department	84	83	95	12	▲	--
Autonomy/Involvement	86	91	90	-1		--
I have control over how I do my work	87	93	89	-4		--
My opinion counts at work	86	92	89	-3		--
I have a say in decisions that affect my work	84	88	92	4		--
Workload	83	83	82	-1		--
Work is distributed fairly within my workgroup	83	85	84	-1		--
My workgroup has enough employees to handle the work	83	79	78	-1		--
Resources/Environment	88	88	85	-3		--
The physical environment allows me to do my job	85	92	81	-11		--
I have the necessary resources, tools or equipment to do my job	92	85	89	4		--
Recognition	86	89	89	0		--
My customers recognize my good work	85	90	87	-3		--
I get appropriate recognition when I have done something extraordinary	90	88	89	1		--
Expressions of thanks and appreciation are common in my unit/department	87	89	90	1		--
My contributions are valued by members of the U of M Community	83	90	89	-1		--
Co-workers	83	90	84	-6		--
My workgroup collaborates effectively with other workgroups	83	85	89	4		--
My co-workers and I work as part of a team	70	90	73	-17		--
I can count on my co-workers to help out when needed	79	90	78	-12		--
I am consistently treated with respect by my co-workers	86	93	81	-12		--
One or more of my co-workers cares about me as a person	89	97	92	-5		--
People care about each other in my unit/department	88	89	92	3		--

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6/5/2014

Attribute Detail Report



Office of the EVP CFO						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
11	8	7				
12	10	10				
92%	80%	70%				
Dimensions						
Communication*						
Reasons for making changes are communicated before changes are made						
77	74	89	15	▲	--	
Customer feedback is shared throughout my unit/department						
89	87	94	7		--	
Information about the University is shared openly in my unit/department						
82	87	92	5		--	
I am informed about matters that affect my job						
84	89	94	5		--	
Changes in service standards are communicated effectively						
80	85	89	4		--	
Training and Development*						
I receive training necessary for me to do my job						
88	85	95	10		--	
I have opportunities for training that support my development and/or advancement						
87	90	98	8		--	
When my job changes, I receive appropriate training						
--	--	90	--		--	
Task Significance						
I know what is expected of me at work						
93	90	95	5		--	
I understand how my work supports the mission of my unit/department						
97	94	97	3		--	
I understand how my work supports the mission of Business and Finance						
96	96	97	1		--	
I understand how my work supports U of M's mission						
97	94	97	3		--	
My supervisor has a clear view of where unit/department is going						
92	94	95	1		--	
The goals of my unit/department are clear to me						
97	94	97	3		--	
Compensation*						
I understand how my current salary or base pay rate is determined						
86	90	97	7		--	
I am fairly paid for the work I do						
80	89	81	-8		--	
My salary/pay is a significant factor in my decision to stay at U of M						
62	68	70	2		--	
Benefits*						
U of M's benefits package meets my needs						
87	97	87	-10		--	
The benefits package is a significant factor in my decision to stay at U of M						
57	64	78	14		--	
Advancement*						
Opportunities for advancement or promotion exist within U of M						
81	83	92	9		--	
I know what is required of me to advance within U of M						
78	68	83	15		--	
Internal candidates receive fair consideration for open positions						
72	89	83	-6		--	
Survey Perception*						
This survey is an important element in improving the work environment						
65	68	89	21		--	

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6/5/2014

Attribute Detail Report



Office of the EVP CFO						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
11	8	7				
12	10	10				
92%	80%	70%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	78	78	90	12	▲	--
How well does your current position compare to your ideal job	79	69	89	20	▲	--
How satisfied are you with your job	89	85	86	1		--
I enjoy the type of work I do	94	94	95	1		--
My job is interesting	97	93	98	5		--
I make a difference in my unit/department	93	94	94	0		--
My job gives me a sense of accomplishment	93	92	93	1		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	95	92	94	2		--
I have a strong commitment to my unit/department	92	94	90	-4		--
I care about the future of my unit/department	95	96	95	-1		--
I feel a strong sense of belonging to my unit/department	86	83	84	1		--
I enjoy discussing my unit/department with people who do not work here	78	85	90	5		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	95	96	98	2		--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	84	86	86	0		--
I would not leave my unit/dept for a similar job within UM at the same salary	94	88	95	7		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	97	93	90	-3		--
U of M Commitment						
I am proud to work for the U-M	97	99	94	-5		--
I have a strong commitment to the U-M	97	99	90	-9	▼	--
I care about the future of the U-M	99	100	95	-5		--
I enjoy discussing the U-M with people who do not work here	94	96	94	-2		--
I feel a strong sense of belonging to the U-M	94	97	90	-7		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	97	99	95	-4		--
I would not leave U of M for a similar job at a 5% higher salary	87	89	84	-5		--
I would not leave U of M for a similar job at the same salary	95	86	92	6		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	93	100	94	-6	▼	--
Customer Focus						
I am able to address my clients'/customers' concerns	80	79	83	4		--
I do all that I can within budgetary constraints to satisfy customers	90	96	94	-2		--
I enjoy helping solve customers' problems	94	97	95	-2		--
I respond in a timely manner to customer requests/questions	87	90	89	-1		--

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6/5/2014

Attribute Detail Report



Office of the EVP CFO						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
11	8	7				
12	10	10				
92%	80%	70%				
Other Questions						
Trust						
I trust my supervisor	96	94	94	0		--
My supervisor trusts me	93	92	89	-3		--
I trust my co-workers	88	90	83	-7		--
A climate of trust exists in my unit/department	88	85	87	2		--
My supervisor creates an environment that fosters trust	93	93	90	-3		--
People in my unit/department follow through on their commitments	88	96	89	-7		--
Was made to feel welcome	--	--	100	--		--
Safety						
Feel safe at work	--	--	97	--		--
Department committed to occupational health and safety	--	--	90	--		--
Department does good job monitoring safety	--	--	92	--		--
Supervisor						
Overall, how would you rate your supervisor	94	89	97	8		--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	94	92	98	6		--
My unit/department understands the needs of our customers	88	92	83	-9		--
My unit/department adapts to changing customer needs	85	86	86	0		--
My unit/department communicates service changes effectively to customers	74	83	79	-4		--
My unit/department implements service changes effectively	73	87	83	-4		--

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6/5/2014