

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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| 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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6/5/2014

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|----------------------|------|------|------------------------|----------------|--------|
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| | | | | | |
| 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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|--|------|------|------------------------|----------------|--------|----|
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| | | | | | | |
| 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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6/5/2014

Attribute Detail Report



| 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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6/5/2014

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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 |
|--|-----------|-----------|-----------|------------------------|----------------|------------|
| 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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|-------------------------|------|------|------------------------|----------------|--------|
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| 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 | 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact |
| 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 | 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact |
| 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 | 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact |
| I recommend my unit/department to someone looking for a good place to work | 69 | 67 | 68 | 1 | | -- |
| U of M Commitment | 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact |
| 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 | 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact |
| 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 | 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact |
| I would recommend the U-M to someone who is looking for a good place to work | 81 | 79 | 78 | -1 | | -- |
| Customer Focus | 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact |
| 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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| 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 | | | | | | |
|--|------|------|------------------------|----------------|--------|-----|
| Office of the AVP F&O | | | | | | |
| | | | | | | |
| | | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact | |
| 12 | 14 | 14 | | | | |
| 16 | 16 | 13 | | | | |
| 75% | 88% | 108% | | | | |
| Dimensions | | | | | | |
| Climate | | | | | | |
| People in my unit/department are treated fairly | 80 | 74 | 83 | 9 | | 0.4 |
| If I am unfairly treated, I believe I will be given a fair shake if I appeal | 81 | 71 | 78 | 7 | | -- |
| Integrity is a hallmark of my unit/department | 79 | 67 | 82 | 15 | | -- |
| I am comfortable expressing my opinions even if contrary to prevailing beliefs | 77 | 73 | 90 | 17 | ▲ | -- |
| Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs | 82 | 83 | 77 | -6 | | -- |
| I am aware of the Business and Finance values | 72 | 82 | 72 | -10 | | -- |
| The Business and Finance values govern the way we do business in B&F | 91 | 79 | 98 | 19 | ▲ | -- |
| | 81 | 66 | 86 | 20 | ▲ | -- |
| Comp Supervisor (for reference and past comparison) | | | | | | |
| | 84 | 73 | 86 | 13 | | -- |
| Supervisor* | | | | | | |
| Considers my ideas | -- | -- | 86 | -- | | 0.4 |
| Recognizes me for doing good work | 87 | 81 | 87 | 6 | | -- |
| Treats me with respect | 87 | 75 | 87 | 12 | | -- |
| Cares about me as a person | 90 | 77 | 90 | 13 | | -- |
| Gives me constructive feedback on my performance | 86 | 72 | 86 | 14 | | -- |
| Communicates well | 88 | 68 | 88 | 20 | ▲ | -- |
| Is approachable and easy to talk with | 78 | 63 | 86 | 23 | ▲ | -- |
| Is ethical in day-to-day practices | 84 | 75 | 87 | 12 | | -- |
| Deals effectively with poor performance | 86 | 83 | 90 | 7 | | -- |
| Manages people effectively | 75 | 67 | 76 | 9 | | -- |
| Is an effective decision-maker | 75 | 67 | 79 | 12 | | -- |
| Effectively communicates the goals and strategies of our unit/department | 81 | 70 | 85 | 15 | | -- |
| | 76 | 63 | 87 | 24 | ▲ | -- |
| Autonomy/Involvement | | | | | | |
| I have control over how I do my work | 85 | 78 | 81 | 3 | | 0.7 |
| My opinion counts at work | 89 | 78 | 83 | 5 | | -- |
| I have a say in decisions that affect my work | 81 | 78 | 86 | 8 | | -- |
| | 86 | 77 | 75 | -2 | | -- |
| Workload | | | | | | |
| Work is distributed fairly within my workgroup | 70 | 71 | 71 | 0 | | 0.2 |
| My workgroup has enough employees to handle the work | 70 | 72 | 79 | 7 | | -- |
| | 70 | 70 | 55 | -15 | | -- |
| Resources/Environment | | | | | | |
| The physical environment allows me to do my job | 76 | 80 | 85 | 5 | | 0.4 |
| I have the necessary resources, tools or equipment to do my job | 76 | 83 | 87 | 4 | | -- |
| | 77 | 76 | 84 | 8 | | -- |
| Recognition | | | | | | |
| My customers recognize my good work | 85 | 66 | 82 | 16 | | 0.6 |
| I get appropriate recognition when I have done something extraordinary | 88 | 75 | 87 | 12 | ▲ | -- |
| Expressions of thanks and appreciation are common in my unit/department | 86 | 60 | 83 | 23 | ▲ | -- |
| My contributions are valued by members of the U of M Community | 79 | 59 | 77 | 18 | | -- |
| | 89 | 68 | 81 | 13 | | -- |
| Co-workers | | | | | | |
| My workgroup collaborates effectively with other workgroups | 85 | 79 | 85 | 6 | | 0.5 |
| My co-workers and I work as part of a team | 87 | 80 | 82 | 2 | | -- |
| I can count on my co-workers to help out when needed | 83 | 79 | 83 | 4 | | -- |
| I am consistently treated with respect by my co-workers | 87 | 83 | 82 | -1 | | -- |
| One or more of my co-workers cares about me as a person | 86 | 83 | 90 | 7 | | -- |
| People care about each other in my unit/department | 88 | 78 | 90 | 12 | ▲ | -- |
| | 81 | 75 | 87 | 12 | ▲ | -- |

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

Attribute Detail Report



| Facilities & Operations | | | | | |
|-------------------------|------|------|------------------------|----------------|--------|
| Office of the AVP F&O | | | | | |
| | | | | | |
| | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact |
| 12 | 14 | 14 | | | |
| 16 | 16 | 13 | | | |
| 75% | 88% | 108% | | | |

| Dimensions | 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact |
|--|-----------|-----------|-----------|------------------------|----------------|------------|
| Communication* | -- | -- | 76 | -- | | 0.2 |
| Reasons for making changes are communicated before changes are made | 68 | 59 | 68 | 9 | | -- |
| Customer feedback is shared throughout my unit/department | 70 | 69 | 76 | 7 | | -- |
| Information about the University is shared openly in my unit/department | 75 | 75 | 83 | 8 | | -- |
| I am informed about matters that affect my job | 78 | 71 | 79 | 8 | | -- |
| Changes in service standards are communicated effectively | 73 | 68 | 75 | 7 | | -- |
| Training and Development* | -- | -- | 86 | -- | | 0.0 |
| I receive training necessary for me to do my job | 73 | 66 | 85 | 19 | ▲ | -- |
| I have opportunities for training that support my development and/or advancement | 69 | 63 | 89 | 26 | ▲ | -- |
| When my job changes, I receive appropriate training | -- | -- | 83 | -- | | -- |
| Task Significance | 87 | 82 | 90 | 8 | ▲ | 0.6 |
| I know what is expected of me at work | 89 | 85 | 90 | 5 | | -- |
| I understand how my work supports the mission of my unit/department | 88 | 88 | 95 | 7 | ▲ | -- |
| I understand how my work supports the mission of Business and Finance | 90 | 89 | 95 | 6 | | -- |
| I understand how my work supports U of M's mission | 87 | 89 | 95 | 6 | | -- |
| My supervisor has a clear view of where unit/department is going | 83 | 66 | 78 | 12 | | -- |
| The goals of my unit/department are clear to me | 86 | 75 | 87 | 12 | ▲ | -- |
| Compensation* | -- | -- | 73 | -- | | 0.6 |
| I understand how my current salary or base pay rate is determined | 79 | 75 | 74 | -1 | | -- |
| I am fairly paid for the work I do | 71 | 71 | 71 | 0 | | -- |
| My salary/pay is a significant factor in my decision to stay at U of M | 70 | 60 | 75 | 15 | | -- |
| Benefits* | -- | -- | 86 | -- | | 0.3 |
| U of M's benefits package meets my needs | 77 | 80 | 84 | 4 | | -- |
| The benefits package is a significant factor in my decision to stay at U of M | 80 | 78 | 88 | 10 | | -- |
| Advancement* | -- | -- | 72 | -- | | 0.5 |
| Opportunities for advancement or promotion exist within U of M | 77 | 63 | 77 | 14 | | -- |
| I know what is required of me to advance within U of M | 72 | 58 | 67 | 9 | | -- |
| Internal candidates receive fair consideration for open positions | 80 | 75 | 71 | -4 | | -- |
| Survey Perception* | -- | -- | 66 | -- | | 0.0 |
| This survey is an important element in improving the work environment | 40 | 53 | 66 | 13 | | -- |

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

Attribute Detail Report



| Facilities & Operations | | | | | | |
|--|------|------|------------------------|----------------|--------|-----|
| Office of the AVP F&O | | | | | | |
| | | | | | | |
| | | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact | |
| 12 | 14 | 14 | | | | |
| 16 | 16 | 13 | | | | |
| 75% | 88% | 108% | | | | |
| Satisfaction | | | | | | |
| Job Satisfaction | | | | | | |
| To what extent does your current job fall short or exceed your expectations | 74 | 68 | 66 | -2 | | -- |
| How well does your current position compare to your ideal job | 72 | 65 | 69 | 4 | | -- |
| How satisfied are you with your job | 83 | 77 | 86 | 9 | | -- |
| I enjoy the type of work I do | 89 | 85 | 83 | -2 | | -- |
| My job is interesting | 91 | 85 | 91 | 6 | | -- |
| I make a difference in my unit/department | 84 | 75 | 87 | 12 | | -- |
| My job gives me a sense of accomplishment | 84 | 77 | 92 | 15 | ▲ | -- |
| Outcomes | | | | | | |
| Unit/Dept. Commitment | | | | | | |
| I am proud to work for my unit/department | 87 | 81 | 91 | 10 | | -- |
| I have a strong commitment to my unit/department | 87 | 83 | 93 | 10 | | -- |
| I care about the future of my unit/department | 89 | 90 | 96 | 6 | | -- |
| I feel a strong sense of belonging to my unit/department | 85 | 79 | 90 | 11 | | -- |
| I enjoy discussing my unit/department with people who do not work here | 79 | 71 | 83 | 12 | | -- |
| Unit/Dept. Loyalty | | | | | | |
| If it is up to me, I will be working in my unit/department one year from now | 82 | 81 | 85 | 4 | | -- |
| I would not leave my unit/dept for a similar job within UM at a 5% higher salary | 63 | 52 | 37 | -15 | | -- |
| I would not leave my unit/dept for a similar job within UM at the same salary | 72 | 61 | 60 | -1 | | -- |
| Unit/Dept. Recommend | | | | | | |
| I recommend my unit/department to someone looking for a good place to work | 86 | 71 | 85 | 14 | | 3.1 |
| U of M Commitment | | | | | | |
| I am proud to work for the U-M | 86 | 93 | 93 | 0 | | -- |
| I have a strong commitment to the U-M | 84 | 87 | 94 | 7 | | -- |
| I care about the future of the U-M | 91 | 94 | 98 | 4 | ▲ | -- |
| I enjoy discussing the U-M with people who do not work here | 83 | 86 | 93 | 7 | | -- |
| I feel a strong sense of belonging to the U-M | 81 | 83 | 93 | 10 | ▲ | -- |
| U of M Loyalty | | | | | | |
| If it is up to me, I will be working at U of M one year from now | 85 | 89 | 98 | 9 | | -- |
| I would not leave U of M for a similar job at a 5% higher salary | 68 | 68 | 66 | -2 | | -- |
| I would not leave U of M for a similar job at the same salary | 81 | 75 | 74 | -1 | | -- |
| U of M Recommendation | | | | | | |
| I would recommend the U-M to someone who is looking for a good place to work | 89 | 87 | 93 | 6 | | 1.7 |
| Customer Focus | | | | | | |
| I am able to address my clients'/customers' concerns | 83 | 70 | 84 | 14 | ▲ | -- |
| I do all that I can within budgetary constraints to satisfy customers | 90 | 85 | 95 | 10 | ▲ | -- |
| I enjoy helping solve customers' problems | 91 | 87 | 100 | 13 | ▲ | -- |
| I respond in a timely manner to customer requests/questions | 90 | 80 | 94 | 14 | ▲ | -- |

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

Attribute Detail Report



| Facilities & Operations | | | | | | |
|--|------|------|------------------------|----------------|--------|----|
| Office of the AVP F&O | | | | | | |
| | | | | | | |
| | | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact | |
| 12 | 14 | 14 | | | | |
| 16 | 16 | 13 | | | | |
| 75% | 88% | 108% | | | | |
| Other Questions | | | | | | |
| Trust | | | | | | |
| I trust my supervisor | 85 | 77 | 85 | 8 | | -- |
| My supervisor trusts me | 85 | 80 | 86 | 6 | | -- |
| I trust my co-workers | 71 | 78 | 82 | 4 | | -- |
| A climate of trust exists in my unit/department | 75 | 70 | 80 | 10 | | -- |
| My supervisor creates an environment that fosters trust | 82 | 75 | 83 | 8 | | -- |
| People in my unit/department follow through on their commitments | 71 | 72 | 79 | 7 | | -- |
| Was made to feel welcome | -- | -- | 100 | -- | | -- |
| Safety | | | | | | |
| Feel safe at work | -- | -- | 95 | -- | | -- |
| Department committed to occupational health and safety | -- | -- | 93 | -- | | -- |
| Department does good job monitoring safety | -- | -- | 93 | -- | | -- |
| Supervisor | | | | | | |
| Overall, how would you rate your supervisor | 86 | 73 | 89 | 16 | ▲ | -- |
| Customer Orientation | | | | | | |
| Satisfying customers is a top priority in my unit/department | 88 | 83 | 90 | 7 | | -- |
| My unit/department understands the needs of our customers | 88 | 75 | 87 | 12 | ▲ | -- |
| My unit/department adapts to changing customer needs | 85 | 73 | 86 | 13 | ▲ | -- |
| My unit/department communicates service changes effectively to customers | 81 | 67 | 82 | 15 | ▲ | -- |
| My unit/department implements service changes effectively | 78 | 62 | 81 | 19 | ▲ | -- |

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

Attribute Detail Report



| Facilities & Operations | | | | | | |
|--|------|------|------------------------|----------------|--------|--|
| NCRC Operations | | | | | | |
| | | | | | | |
| | | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact | |
| 8 | 9 | 12 | | | | |
| 12 | 13 | 16 | | | | |
| 67% | 69% | 75% | | | | |
| Dimensions | | | | | | |
| Climate | | | | | | |
| People in my unit/department are treated fairly | | | | | | |
| 86 | 84 | 93 | 9 | | -- | |
| If I am unfairly treated, I believe I will be given a fair shake if I appeal | | | | | | |
| 75 | 83 | 92 | 9 | | -- | |
| Integrity is a hallmark of my unit/department | | | | | | |
| 90 | 86 | 88 | 2 | | -- | |
| I am comfortable expressing my opinions even if contrary to prevailing beliefs | | | | | | |
| 89 | 94 | 92 | -2 | | -- | |
| Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs | | | | | | |
| 86 | 89 | 89 | 0 | | -- | |
| I am aware of the Business and Finance values | | | | | | |
| 83 | 88 | 82 | -6 | | -- | |
| The Business and Finance values govern the way we do business in B&F | | | | | | |
| 79 | 74 | 74 | 0 | | -- | |
| Comp Supervisor (for reference and past comparison) | | | | | | |
| 93 | 93 | 92 | -1 | | -- | |
| Supervisor* | | | | | | |
| -- | -- | 92 | -- | | 0.4 | |
| Considers my ideas | | | | | | |
| 94 | 95 | 91 | -4 | | -- | |
| Recognizes me for doing good work | | | | | | |
| 93 | 95 | 94 | -1 | | -- | |
| Treats me with respect | | | | | | |
| 97 | 96 | 97 | 1 | | -- | |
| Cares about me as a person | | | | | | |
| 94 | 95 | 95 | 0 | | -- | |
| Gives me constructive feedback on my performance | | | | | | |
| 89 | 86 | 90 | 4 | | -- | |
| Communicates well | | | | | | |
| 89 | 93 | 91 | -2 | | -- | |
| Is approachable and easy to talk with | | | | | | |
| 94 | 95 | 98 | 3 | | -- | |
| Is ethical in day-to-day practices | | | | | | |
| 94 | 98 | 96 | -2 | | -- | |
| Deals effectively with poor performance | | | | | | |
| 86 | 88 | 75 | -13 | | -- | |
| Manages people effectively | | | | | | |
| 92 | 91 | 91 | 0 | | -- | |
| Is an effective decision-maker | | | | | | |
| 92 | 94 | 92 | -2 | | -- | |
| Effectively communicates the goals and strategies of our unit/department | | | | | | |
| 74 | 81 | 90 | 9 | | -- | |
| Autonomy/Involvement | | | | | | |
| 91 | 84 | 84 | 0 | | 0.7 | |
| I have control over how I do my work | | | | | | |
| 89 | 84 | 95 | 11 | | -- | |
| My opinion counts at work | | | | | | |
| 92 | 88 | 80 | -8 | | -- | |
| I have a say in decisions that affect my work | | | | | | |
| 92 | 81 | 76 | -5 | | -- | |
| Workload | | | | | | |
| 81 | 67 | 76 | 9 | | 0.2 | |
| Work is distributed fairly within my workgroup | | | | | | |
| 89 | 78 | 81 | 3 | | -- | |
| My workgroup has enough employees to handle the work | | | | | | |
| 67 | 46 | 68 | 22 | | -- | |
| Resources/Environment | | | | | | |
| 90 | 83 | 91 | 8 | | 0.4 | |
| The physical environment allows me to do my job | | | | | | |
| 90 | 86 | 93 | 7 | | -- | |
| I have the necessary resources, tools or equipment to do my job | | | | | | |
| 90 | 79 | 89 | 10 | | -- | |
| Recognition | | | | | | |
| 84 | 85 | 85 | 0 | | 0.6 | |
| My customers recognize my good work | | | | | | |
| 81 | 80 | 83 | 3 | | -- | |
| I get appropriate recognition when I have done something extraordinary | | | | | | |
| 90 | 86 | 87 | 1 | | -- | |
| Expressions of thanks and appreciation are common in my unit/department | | | | | | |
| 88 | 88 | 89 | 1 | | -- | |
| My contributions are valued by members of the U of M Community | | | | | | |
| 79 | 84 | 79 | -5 | | -- | |
| Co-workers | | | | | | |
| 91 | 92 | 90 | -2 | | 0.5 | |
| My workgroup collaborates effectively with other workgroups | | | | | | |
| 83 | 91 | 75 | -16 | | -- | |
| My co-workers and I work as part of a team | | | | | | |
| 93 | 89 | 94 | 5 | | -- | |
| I can count on my co-workers to help out when needed | | | | | | |
| 93 | 93 | 92 | -1 | | -- | |
| I am consistently treated with respect by my co-workers | | | | | | |
| 92 | 91 | 94 | 3 | | -- | |
| One or more of my co-workers cares about me as a person | | | | | | |
| 92 | 94 | 92 | -2 | | -- | |
| People care about each other in my unit/department | | | | | | |
| 94 | 94 | 94 | 0 | | -- | |

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

Attribute Detail Report



| Facilities & Operations | | | | | | |
|--|-----------|-----------|------------------------|----------------|------------|--|
| NCRC Operations | | | | | | |
| | | | | | | |
| | | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact | |
| 8 | 9 | 12 | | | | |
| 12 | 13 | 16 | | | | |
| 67% | 69% | 75% | | | | |
| Dimensions | | | | | | |
| Communication* | | | | | | |
| -- | -- | 85 | -- | | 0.2 | |
| Reasons for making changes are communicated before changes are made | | | | | | |
| 86 | 81 | 83 | 2 | | -- | |
| Customer feedback is shared throughout my unit/department | | | | | | |
| 79 | 83 | 81 | -2 | | -- | |
| Information about the University is shared openly in my unit/department | | | | | | |
| 88 | 80 | 88 | 8 | | -- | |
| I am informed about matters that affect my job | | | | | | |
| 83 | 84 | 88 | 4 | | -- | |
| Changes in service standards are communicated effectively | | | | | | |
| 81 | 81 | 82 | 1 | | -- | |
| Training and Development* | | | | | | |
| -- | -- | 74 | -- | | 0.0 | |
| I receive training necessary for me to do my job | | | | | | |
| 76 | 73 | 76 | 3 | | -- | |
| I have opportunities for training that support my development and/or advancement | | | | | | |
| 71 | 74 | 67 | -7 | | -- | |
| When my job changes, I receive appropriate training | | | | | | |
| -- | -- | 76 | -- | | -- | |
| Task Significance | | | | | | |
| 90 | 85 | 91 | 6 | | 0.6 | |
| I know what is expected of me at work | | | | | | |
| 92 | 85 | 92 | 7 | | -- | |
| I understand how my work supports the mission of my unit/department | | | | | | |
| 93 | 88 | 94 | 6 | | -- | |
| I understand how my work supports the mission of Business and Finance | | | | | | |
| 89 | 88 | 89 | 1 | | -- | |
| I understand how my work supports U of M's mission | | | | | | |
| 90 | 88 | 93 | 5 | | -- | |
| My supervisor has a clear view of where unit/department is going | | | | | | |
| 88 | 79 | 91 | 12 | | -- | |
| The goals of my unit/department are clear to me | | | | | | |
| 88 | 85 | 87 | 2 | | -- | |
| Compensation* | | | | | | |
| -- | -- | 70 | -- | | 0.6 | |
| I understand how my current salary or base pay rate is determined | | | | | | |
| 75 | 51 | 76 | 25 | ▲ | -- | |
| I am fairly paid for the work I do | | | | | | |
| 63 | 52 | 60 | 8 | | -- | |
| My salary/pay is a significant factor in my decision to stay at U of M | | | | | | |
| 54 | 44 | 73 | 29 | ▲ | -- | |
| Benefits* | | | | | | |
| -- | -- | 71 | -- | | 0.3 | |
| U of M's benefits package meets my needs | | | | | | |
| 74 | 56 | 69 | 13 | | -- | |
| The benefits package is a significant factor in my decision to stay at U of M | | | | | | |
| 60 | 57 | 72 | 15 | | -- | |
| Advancement* | | | | | | |
| -- | -- | 77 | -- | | 0.5 | |
| Opportunities for advancement or promotion exist within U of M | | | | | | |
| 72 | 60 | 73 | 13 | | -- | |
| I know what is required of me to advance within U of M | | | | | | |
| 64 | 53 | 70 | 17 | | -- | |
| Internal candidates receive fair consideration for open positions | | | | | | |
| 82 | 74 | 88 | 14 | | -- | |
| Survey Perception* | | | | | | |
| -- | -- | 65 | -- | | 0.0 | |
| This survey is an important element in improving the work environment | | | | | | |
| 72 | 68 | 65 | -3 | | -- | |

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

Attribute Detail Report



| Facilities & Operations | | | | | | |
|--|------|------|------------------------|----------------|--------|-----|
| NCRC Operations | | | | | | |
| | | | | | | |
| | | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact | |
| 8 | 9 | 12 | | | | |
| 12 | 13 | 16 | | | | |
| 67% | 69% | 75% | | | | |
| Satisfaction | | | | | | |
| Job Satisfaction | | | | | | |
| To what extent does your current job fall short or exceed your expectations | 68 | 67 | 74 | 7 | | -- |
| How well does your current position compare to your ideal job | 69 | 62 | 70 | 8 | | -- |
| How satisfied are you with your job | 85 | 78 | 85 | 7 | | -- |
| I enjoy the type of work I do | 92 | 88 | 92 | 4 | | -- |
| My job is interesting | 90 | 84 | 87 | 3 | | -- |
| I make a difference in my unit/department | 92 | 86 | 92 | 6 | | -- |
| My job gives me a sense of accomplishment | 89 | 79 | 87 | 8 | | -- |
| Outcomes | | | | | | |
| Unit/Dept. Commitment | | | | | | |
| I am proud to work for my unit/department | 94 | 89 | 89 | 0 | | -- |
| I have a strong commitment to my unit/department | 94 | 90 | 95 | 5 | | -- |
| I care about the future of my unit/department | 96 | 91 | 96 | 5 | | -- |
| I feel a strong sense of belonging to my unit/department | 89 | 89 | 95 | 6 | | -- |
| I enjoy discussing my unit/department with people who do not work here | 92 | 83 | 95 | 12 | ▲ | -- |
| Unit/Dept. Loyalty | | | | | | |
| If it is up to me, I will be working in my unit/department one year from now | 83 | 80 | 85 | 5 | | -- |
| I would not leave my unit/dept for a similar job within UM at a 5% higher salary | 53 | 65 | 63 | -2 | | -- |
| I would not leave my unit/dept for a similar job within UM at the same salary | 81 | 93 | 86 | -7 | | -- |
| Unit/Dept. Recommend | | | | | | |
| I recommend my unit/department to someone looking for a good place to work | 93 | 88 | 96 | 8 | | 3.1 |
| U of M Commitment | | | | | | |
| I am proud to work for the U-M | 88 | 73 | 72 | -1 | | -- |
| I have a strong commitment to the U-M | 86 | 73 | 70 | -3 | | -- |
| I care about the future of the U-M | 92 | 80 | 80 | 0 | | -- |
| I enjoy discussing the U-M with people who do not work here | 83 | 68 | 66 | -2 | | -- |
| I feel a strong sense of belonging to the U-M | 82 | 69 | 65 | -4 | | -- |
| U of M Loyalty | | | | | | |
| If it is up to me, I will be working at U of M one year from now | 74 | 73 | 86 | 13 | | -- |
| I would not leave U of M for a similar job at a 5% higher salary | 51 | 68 | 65 | -3 | | -- |
| I would not leave U of M for a similar job at the same salary | 72 | 81 | 77 | -4 | | -- |
| U of M Recommendation | | | | | | |
| I would recommend the U-M to someone who is looking for a good place to work | 85 | 72 | 68 | -4 | | 1.7 |
| Customer Focus | | | | | | |
| I am able to address my clients'/customers' concerns | 85 | 85 | 83 | -2 | | -- |
| I do all that I can within budgetary constraints to satisfy customers | 86 | 89 | 96 | 7 | | -- |
| I enjoy helping solve customers' problems | 92 | 95 | 98 | 3 | | -- |
| I respond in a timely manner to customer requests/questions | 92 | 91 | 93 | 2 | | -- |

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

Attribute Detail Report



| Facilities & Operations | | | | | | |
|--|------|------|------------------------|----------------|--------|----|
| NCRC Operations | | | | | | |
| | | | | | | |
| | | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact | |
| 8 | 9 | 12 | | | | |
| 12 | 13 | 16 | | | | |
| 67% | 69% | 75% | | | | |
| Other Questions | | | | | | |
| Trust | | | | | | |
| I trust my supervisor | 96 | 93 | 97 | 4 | | -- |
| My supervisor trusts me | 96 | 91 | 96 | 5 | | -- |
| I trust my co-workers | 96 | 83 | 94 | 11 | | -- |
| A climate of trust exists in my unit/department | 92 | 90 | 95 | 5 | | -- |
| My supervisor creates an environment that fosters trust | 96 | 93 | 96 | 3 | | -- |
| People in my unit/department follow through on their commitments | 90 | 89 | 94 | 5 | | -- |
| Was made to feel welcome | -- | -- | 71 | -- | | -- |
| Safety | | | | | | |
| Feel safe at work | -- | -- | 96 | -- | | -- |
| Department committed to occupational health and safety | -- | -- | 96 | -- | | -- |
| Department does good job monitoring safety | -- | -- | 95 | -- | | -- |
| Supervisor | | | | | | |
| Overall, how would you rate your supervisor | 93 | 93 | 92 | -1 | | -- |
| Customer Orientation | | | | | | |
| Satisfying customers is a top priority in my unit/department | 92 | 95 | 93 | -2 | | -- |
| My unit/department understands the needs of our customers | 93 | 93 | 96 | 3 | | -- |
| My unit/department adapts to changing customer needs | 92 | 93 | 96 | 3 | | -- |
| My unit/department communicates service changes effectively to customers | 82 | 84 | 89 | 5 | | -- |
| My unit/department implements service changes effectively | 86 | 85 | 91 | 6 | | -- |

* 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% | | | | |
| 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* | | | | | | |
| | -- | -- | 76 | -- | | 0.9 |
| Considers my ideas | 70 | 72 | 78 | 6 | ▲ | -- |
| Recognizes me for doing good work | 66 | 68 | 76 | 8 | ▲ | -- |
| Treats me with respect | 73 | 77 | 81 | 4 | | -- |
| Cares about me as a person | 69 | 73 | 77 | 4 | | -- |
| Gives me constructive feedback on my performance | 66 | 67 | 75 | 8 | ▲ | -- |
| Communicates well | 65 | 67 | 74 | 7 | ▲ | -- |
| Is approachable and easy to talk with | 71 | 71 | 78 | 7 | ▲ | -- |
| Is ethical in day-to-day practices | 77 | 80 | 84 | 4 | | -- |
| Deals effectively with poor performance | 57 | 58 | 66 | 8 | ▲ | -- |
| Manages people effectively | 61 | 64 | 71 | 7 | ▲ | -- |
| Is an effective decision-maker | 66 | 69 | 78 | 9 | ▲ | -- |
| Effectively communicates the goals and strategies of our unit/department | 53 | 53 | 75 | 22 | ▲ | -- |
| Autonomy/Involvement | | | | | | |
| | 64 | 64 | 70 | 6 | ▲ | 1.9 |
| I have control over how I do my work | 68 | 68 | 75 | 7 | ▲ | -- |
| My opinion counts at work | 64 | 64 | 69 | 5 | ▲ | -- |
| I have a say in decisions that affect my work | 61 | 61 | 66 | 5 | | -- |
| Workload | | | | | | |
| | 64 | 60 | 63 | 3 | | 0.0 |
| Work is distributed fairly within my workgroup | 66 | 62 | 67 | 5 | | -- |
| My workgroup has enough employees to handle the work | 60 | 55 | 54 | -1 | | -- |
| Resources/Environment | | | | | | |
| | 71 | 68 | 73 | 5 | ▲ | 0.0 |
| The physical environment allows me to do my job | 71 | 68 | 75 | 7 | ▲ | -- |
| I have the necessary resources, tools or equipment to do my job | 72 | 68 | 72 | 4 | | -- |
| Recognition | | | | | | |
| | 60 | 61 | 67 | 6 | | 0.8 |
| My customers recognize my good work | 70 | 69 | 73 | 4 | | -- |
| I get appropriate recognition when I have done something extraordinary | 58 | 60 | 66 | 6 | ▲ | -- |
| Expressions of thanks and appreciation are common in my unit/department | 49 | 53 | 63 | 10 | ▲ | -- |
| My contributions are valued by members of the U of M Community | 62 | 61 | 66 | 5 | | -- |
| Co-workers | | | | | | |
| | 73 | 76 | 79 | 3 | | 0.0 |
| My workgroup collaborates effectively with other workgroups | 67 | 67 | 75 | 8 | ▲ | -- |
| My co-workers and I work as part of a team | 71 | 74 | 79 | 5 | ▲ | -- |
| I can count on my co-workers to help out when needed | 75 | 77 | 80 | 3 | | -- |
| I am consistently treated with respect by my co-workers | 75 | 79 | 81 | 2 | | -- |
| One or more of my co-workers cares about me as a person | 77 | 82 | 83 | 1 | | -- |
| People care about each other in my unit/department | 73 | 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 | | | | | | |
| | | | | | | |
| | | | | | | |
| 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 | 79 | 76 | 80 | 4 | ▲ | 3.4 |
| I would not leave my unit/dept for a similar job within UM at a 5% higher salary | 48 | 46 | 50 | 4 | | -- |
| I would not leave my unit/dept for a similar job within UM at the same salary | 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 |
| U of M Commitment | | | | | | |
| I am proud to work for the U-M | 86 | 87 | 89 | 2 | | -- |
| I have a strong commitment to the U-M | 85 | 85 | 87 | 2 | | -- |
| I care about the future of the U-M | 88 | 89 | 91 | 2 | | -- |
| 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 | 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 | 85 | 85 | 85 | 0 | | -- |
| I would not leave U of M for a similar job at a 5% higher salary | 64 | 69 | 70 | 1 | | -- |
| I would not leave U of M for a similar job at the same salary | 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 |
| Customer Focus | | | | | | |
| I am able to address my clients'/customers' concerns | 76 | 77 | 80 | 3 | | -- |
| I do all that I can within budgetary constraints to satisfy customers | 81 | 84 | 88 | 4 | ▲ | -- |
| I enjoy helping solve customers' problems | 86 | 87 | 88 | 1 | | -- |
| I respond in a timely manner to customer requests/questions | 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 | | | | | |
|--|------|------|------------------------|----------------|--------|
| Occupational Safety & Environmental Health | | | | | |
| | | | | | |
| | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact |
| 77 | 70 | 78 | | | |
| 76 | 70 | 79 | | | |
| 101% | 100% | 99% | | | |

| Dimensions | 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact |
|--|-----------|-----------|-----------|------------------------|----------------|------------|
| Climate | 67 | 62 | 70 | 8 | | 0.1 |
| People in my unit/department are treated fairly | 68 | 60 | 71 | 11 | ▲ | -- |
| If I am unfairly treated, I believe I will be given a fair shake if I appeal | 60 | 54 | 61 | 7 | | -- |
| Integrity is a hallmark of my unit/department | 71 | 67 | 76 | 9 | ▲ | -- |
| I am comfortable expressing my opinions even if contrary to prevailing beliefs | 64 | 55 | 68 | 13 | ▲ | -- |
| Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs | 56 | 53 | 63 | 10 | ▲ | -- |
| I am aware of the Business and Finance values | 78 | 77 | 78 | 1 | | -- |
| The Business and Finance values govern the way we do business in B&F | 74 | 70 | 73 | 3 | | -- |
| Comp Supervisor (for reference and past comparison) | 75 | 71 | 84 | 13 | ▲ | -- |
| Supervisor* | -- | -- | 84 | -- | | 0.2 |
| Considers my ideas | 81 | 75 | 88 | 13 | ▲ | -- |
| Recognizes me for doing good work | 75 | 74 | 87 | 13 | ▲ | -- |
| Treats me with respect | 79 | 78 | 89 | 11 | ▲ | -- |
| Cares about me as a person | 76 | 72 | 84 | 12 | ▲ | -- |
| Gives me constructive feedback on my performance | 74 | 72 | 83 | 11 | ▲ | -- |
| Communicates well | 69 | 67 | 79 | 12 | ▲ | -- |
| Is approachable and easy to talk with | 76 | 73 | 87 | 14 | ▲ | -- |
| Is ethical in day-to-day practices | 84 | 78 | 91 | 13 | ▲ | -- |
| Deals effectively with poor performance | 63 | 61 | 75 | 14 | ▲ | -- |
| Manages people effectively | 69 | 65 | 78 | 13 | ▲ | -- |
| Is an effective decision-maker | 77 | 71 | 79 | 8 | ▲ | -- |
| Effectively communicates the goals and strategies of our unit/department | 59 | 55 | 80 | 25 | ▲ | -- |
| Autonomy/Involvement | 69 | 68 | 77 | 9 | ▲ | 0.2 |
| I have control over how I do my work | 75 | 76 | 82 | 6 | ▲ | -- |
| My opinion counts at work | 67 | 65 | 74 | 9 | ▲ | -- |
| I have a say in decisions that affect my work | 66 | 63 | 74 | 11 | ▲ | -- |
| Workload | 62 | 56 | 69 | 13 | ▲ | 0.0 |
| Work is distributed fairly within my workgroup | 67 | 63 | 73 | 10 | ▲ | -- |
| My workgroup has enough employees to handle the work | 52 | 44 | 60 | 16 | ▲ | -- |
| Resources/Environment | 77 | 76 | 79 | 3 | | 0.2 |
| The physical environment allows me to do my job | 77 | 78 | 81 | 3 | | -- |
| I have the necessary resources, tools or equipment to do my job | 76 | 74 | 77 | 3 | | -- |
| Recognition | 66 | 64 | 72 | 8 | | 1.0 |
| My customers recognize my good work | 68 | 72 | 75 | 3 | | -- |
| I get appropriate recognition when I have done something extraordinary | 61 | 61 | 74 | 13 | ▲ | -- |
| Expressions of thanks and appreciation are common in my unit/department | 62 | 58 | 71 | 13 | ▲ | -- |
| My contributions are valued by members of the U of M Community | 73 | 67 | 69 | 2 | | -- |
| Co-workers | 76 | 73 | 79 | 6 | ▲ | 0.0 |
| My workgroup collaborates effectively with other workgroups | 72 | 75 | 72 | -3 | | -- |
| My co-workers and I work as part of a team | 75 | 70 | 77 | 7 | | -- |
| I can count on my co-workers to help out when needed | 76 | 75 | 81 | 6 | | -- |
| I am consistently treated with respect by my co-workers | 76 | 71 | 81 | 10 | ▲ | -- |
| One or more of my co-workers cares about me as a person | 83 | 79 | 86 | 7 | ▲ | -- |
| People care about each other in my unit/department | 74 | 69 | 77 | 8 | ▲ | -- |

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

Attribute Detail Report



| Facilities & Operations | | | | | |
|--|------|------|------------------------|----------------|--------|
| Occupational Safety & Environmental Health | | | | | |
| | | | | | |
| | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact |
| 77 | 70 | 78 | | | |
| 76 | 70 | 79 | | | |
| 101% | 100% | 99% | | | |

| Dimensions | 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact |
|--|-----------|-----------|-----------|------------------------|----------------|------------|
| Communication* | -- | -- | 65 | -- | | 0.2 |
| Reasons for making changes are communicated before changes are made | 49 | 49 | 56 | 7 | | -- |
| Customer feedback is shared throughout my unit/department | 66 | 58 | 67 | 9 | ▲ | -- |
| Information about the University is shared openly in my unit/department | 67 | 62 | 70 | 8 | ▲ | -- |
| I am informed about matters that affect my job | 64 | 60 | 70 | 10 | ▲ | -- |
| Changes in service standards are communicated effectively | 59 | 52 | 62 | 10 | ▲ | -- |
| Training and Development* | -- | -- | 77 | -- | | 0.3 |
| I receive training necessary for me to do my job | 73 | 69 | 80 | 11 | ▲ | -- |
| I have opportunities for training that support my development and/or advancement | 68 | 63 | 75 | 12 | ▲ | -- |
| When my job changes, I receive appropriate training | -- | -- | 76 | -- | | -- |
| Task Significance | 81 | 79 | 83 | 4 | | 0.7 |
| I know what is expected of me at work | 81 | 80 | 82 | 2 | | -- |
| I understand how my work supports the mission of my unit/department | 86 | 85 | 87 | 2 | | -- |
| I understand how my work supports the mission of Business and Finance | 81 | 80 | 84 | 4 | | -- |
| I understand how my work supports U of M's mission | 85 | 83 | 86 | 3 | | -- |
| My supervisor has a clear view of where unit/department is going | 74 | 70 | 77 | 7 | | -- |
| The goals of my unit/department are clear to me | 78 | 77 | 81 | 4 | | -- |
| Compensation* | -- | -- | 61 | -- | | 0.0 |
| I understand how my current salary or base pay rate is determined | 60 | 56 | 60 | 4 | | -- |
| I am fairly paid for the work I do | 58 | 52 | 59 | 7 | | -- |
| My salary/pay is a significant factor in my decision to stay at U of M | 57 | 53 | 67 | 14 | ▲ | -- |
| Benefits* | -- | -- | 80 | -- | | 1.8 |
| U of M's benefits package meets my needs | 78 | 76 | 78 | 2 | | -- |
| The benefits package is a significant factor in my decision to stay at U of M | 81 | 76 | 81 | 5 | | -- |
| Advancement* | -- | -- | 60 | -- | | 0.2 |
| Opportunities for advancement or promotion exist within U of M | 64 | 54 | 60 | 6 | | -- |
| I know what is required of me to advance within U of M | 54 | 50 | 56 | 6 | | -- |
| Internal candidates receive fair consideration for open positions | 66 | 60 | 65 | 5 | | -- |
| Survey Perception* | -- | -- | 56 | -- | | 0.2 |
| This survey is an important element in improving the work environment | 62 | 54 | 56 | 2 | | -- |

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

Attribute Detail Report



| Facilities & Operations | | | | | | |
|--|------|------|------------------------|----------------|--------|-----|
| Occupational Safety & Environmental Health | | | | | | |
| | | | | | | |
| | | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact | |
| 77 | 70 | 78 | | | | |
| 76 | 70 | 79 | | | | |
| 101% | 100% | 99% | | | | |
| Satisfaction | | | | | | |
| Job Satisfaction | | | | | | |
| To what extent does your current job fall short or exceed your expectations | 64 | 57 | 67 | 10 | ▲ | -- |
| How well does your current position compare to your ideal job | 62 | 56 | 65 | 9 | ▲ | -- |
| How satisfied are you with your job | 72 | 66 | 76 | 10 | ▲ | -- |
| I enjoy the type of work I do | 81 | 80 | 85 | 5 | | -- |
| My job is interesting | 83 | 79 | 84 | 5 | | -- |
| I make a difference in my unit/department | 82 | 76 | 83 | 7 | ▲ | -- |
| My job gives me a sense of accomplishment | 80 | 75 | 81 | 6 | ▲ | -- |
| Outcomes | | | | | | |
| Unit/Dept. Commitment | | | | | | |
| I am proud to work for my unit/department | 83 | 74 | 81 | 7 | ▲ | -- |
| I have a strong commitment to my unit/department | 83 | 78 | 82 | 4 | | -- |
| I care about the future of my unit/department | 88 | 83 | 86 | 3 | | -- |
| I feel a strong sense of belonging to my unit/department | 76 | 64 | 75 | 11 | ▲ | -- |
| I enjoy discussing my unit/department with people who do not work here | 74 | 66 | 71 | 5 | | -- |
| Unit/Dept. Loyalty | | | | | | |
| If it is up to me, I will be working in my unit/department one year from now | 81 | 69 | 83 | 14 | ▲ | -- |
| I would not leave my unit/dept for a similar job within UM at a 5% higher salary | 48 | 42 | 51 | 9 | | -- |
| I would not leave my unit/dept for a similar job within UM at the same salary | 68 | 65 | 71 | 6 | | -- |
| Unit/Dept. Recommend | | | | | | |
| I recommend my unit/department to someone looking for a good place to work | 75 | 64 | 77 | 13 | ▲ | 4.2 |
| | 75 | 64 | 77 | 13 | ▲ | -- |
| U of M Commitment | | | | | | |
| I am proud to work for the U-M | 91 | 87 | 88 | 1 | | -- |
| I have a strong commitment to the U-M | 88 | 86 | 86 | 0 | | -- |
| I care about the future of the U-M | 91 | 88 | 89 | 1 | | -- |
| I enjoy discussing the U-M with people who do not work here | 84 | 81 | 81 | 0 | | -- |
| I feel a strong sense of belonging to the U-M | 85 | 81 | 83 | 2 | | -- |
| U of M Loyalty | | | | | | |
| If it is up to me, I will be working at U of M one year from now | 90 | 81 | 90 | 9 | ▲ | -- |
| I would not leave U of M for a similar job at a 5% higher salary | 68 | 62 | 65 | 3 | | -- |
| I would not leave U of M for a similar job at the same salary | 84 | 80 | 82 | 2 | | -- |
| U of M Recommendation | | | | | | |
| I would recommend the U-M to someone who is looking for a good place to work | 87 | 83 | 86 | 3 | | 1.5 |
| | 87 | 83 | 86 | 3 | | -- |
| Customer Focus | | | | | | |
| I am able to address my clients'/customers' concerns | 84 | 82 | 84 | 2 | | -- |
| I do all that I can within budgetary constraints to satisfy customers | 87 | 90 | 91 | 1 | | -- |
| I enjoy helping solve customers' problems | 91 | 90 | 91 | 1 | | -- |
| I respond in a timely manner to customer requests/questions | 89 | 90 | 92 | 2 | | -- |

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

Attribute Detail Report



| Facilities & Operations | | | | | | |
|--|------|------|------------------------|----------------|--------|----|
| Occupational Safety & Environmental Health | | | | | | |
| | | | | | | |
| | | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact | |
| 77 | 70 | 78 | | | | |
| 76 | 70 | 79 | | | | |
| 101% | 100% | 99% | | | | |
| Other Questions | | | | | | |
| Trust | | | | | | |
| I trust my supervisor | 74 | 71 | 86 | 15 | ▲ | -- |
| My supervisor trusts me | 79 | 73 | 86 | 13 | ▲ | -- |
| I trust my co-workers | 73 | 68 | 78 | 10 | ▲ | -- |
| A climate of trust exists in my unit/department | 65 | 62 | 74 | 12 | ▲ | -- |
| My supervisor creates an environment that fosters trust | 72 | 70 | 85 | 15 | ▲ | -- |
| People in my unit/department follow through on their commitments | 73 | 67 | 76 | 9 | ▲ | -- |
| Was made to feel welcome | -- | -- | 75 | -- | | -- |
| Safety | | | | | | |
| Feel safe at work | -- | -- | 90 | -- | | -- |
| Department committed to occupational health and safety | -- | -- | 90 | -- | | -- |
| Department does good job monitoring safety | -- | -- | 87 | -- | | -- |
| Supervisor | | | | | | |
| Overall, how would you rate your supervisor | 76 | 72 | 84 | 12 | ▲ | -- |
| Customer Orientation | | | | | | |
| Satisfying customers is a top priority in my unit/department | 89 | 87 | 90 | 3 | | -- |
| My unit/department understands the needs of our customers | 87 | 83 | 86 | 3 | | -- |
| My unit/department adapts to changing customer needs | 84 | 77 | 82 | 5 | | -- |
| My unit/department communicates service changes effectively to customers | 77 | 68 | 73 | 5 | | -- |
| My unit/department implements service changes effectively | 77 | 69 | 73 | 4 | | -- |

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

Attribute Detail Report



| Facilities & Operations | | | | | | |
|--|------|------|------------------------|----------------|--------|-----|
| Parking and Transportation Services | | | | | | |
| | | | | | | |
| | | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact | |
| 116 | 121 | 121 | | | | |
| 137 | 169 | 175 | | | | |
| 85% | 72% | 69% | | | | |
| Dimensions | | | | | | |
| Climate | | | | | | |
| People in my unit/department are treated fairly | 55 | 59 | 60 | 1 | | 0.1 |
| If I am unfairly treated, I believe I will be given a fair shake if I appeal | 55 | 61 | 61 | 0 | | -- |
| Integrity is a hallmark of my unit/department | 53 | 58 | 60 | 2 | | -- |
| I am comfortable expressing my opinions even if contrary to prevailing beliefs | 52 | 59 | 57 | -2 | | -- |
| Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs | 64 | 62 | 63 | 1 | | -- |
| I am aware of the Business and Finance values | 48 | 53 | 55 | 2 | | -- |
| The Business and Finance values govern the way we do business in B&F | 58 | 61 | 67 | 6 | | -- |
| | 57 | 58 | 58 | 0 | | -- |
| Comp Supervisor (for reference and past comparison) | | | | | | |
| | 63 | 69 | 64 | -5 | | -- |
| Supervisor* | | | | | | |
| | -- | -- | 64 | -- | | 0.3 |
| Considers my ideas | 59 | 67 | 61 | -6 | | -- |
| Recognizes me for doing good work | 61 | 68 | 60 | -8 | ▼ | -- |
| Treats me with respect | 73 | 77 | 75 | -2 | | -- |
| Cares about me as a person | 68 | 74 | 70 | -4 | | -- |
| Gives me constructive feedback on my performance | 61 | 67 | 64 | -3 | | -- |
| Communicates well | 59 | 67 | 61 | -6 | | -- |
| Is approachable and easy to talk with | 73 | 75 | 73 | -2 | | -- |
| Is ethical in day-to-day practices | 66 | 73 | 68 | -5 | | -- |
| Deals effectively with poor performance | 51 | 57 | 54 | -3 | | -- |
| Manages people effectively | 57 | 64 | 57 | -7 | | -- |
| Is an effective decision-maker | 59 | 67 | 62 | -5 | | -- |
| Effectively communicates the goals and strategies of our unit/department | 46 | 52 | 63 | 11 | ▲ | -- |
| Autonomy/Involvement | | | | | | |
| | 55 | 58 | 57 | -1 | | 0.1 |
| I have control over how I do my work | 69 | 66 | 68 | 2 | | -- |
| My opinion counts at work | 49 | 55 | 52 | -3 | | -- |
| I have a say in decisions that affect my work | 49 | 53 | 53 | 0 | | -- |
| Workload | | | | | | |
| | 69 | 65 | 63 | -2 | | 0.0 |
| Work is distributed fairly within my workgroup | 67 | 65 | 66 | 1 | | -- |
| My workgroup has enough employees to handle the work | 73 | 66 | 58 | -8 | ▼ | -- |
| Resources/Environment | | | | | | |
| | 69 | 66 | 70 | 4 | | 0.5 |
| The physical environment allows me to do my job | 69 | 65 | 70 | 5 | | -- |
| I have the necessary resources, tools or equipment to do my job | 69 | 68 | 70 | 2 | | -- |
| Recognition | | | | | | |
| | 51 | 62 | 57 | -5 | | 0.2 |
| My customers recognize my good work | 64 | 71 | 65 | -6 | | -- |
| I get appropriate recognition when I have done something extraordinary | 46 | 61 | 54 | -7 | | -- |
| Expressions of thanks and appreciation are common in my unit/department | 42 | 57 | 54 | -3 | | -- |
| My contributions are valued by members of the U of M Community | 51 | 58 | 57 | -1 | | -- |
| Co-workers | | | | | | |
| | 67 | 74 | 69 | -5 | ▼ | 0.0 |
| My workgroup collaborates effectively with other workgroups | 53 | 61 | 61 | 0 | | -- |
| My co-workers and I work as part of a team | 65 | 74 | 66 | -8 | ▼ | -- |
| I can count on my co-workers to help out when needed | 69 | 77 | 70 | -7 | ▼ | -- |
| I am consistently treated with respect by my co-workers | 67 | 76 | 70 | -6 | | -- |
| One or more of my co-workers cares about me as a person | 78 | 85 | 79 | -6 | ▼ | -- |
| People care about each other in my unit/department | 65 | 73 | 65 | -8 | ▼ | -- |

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

Attribute Detail Report



| Facilities & Operations | | | | | |
|-------------------------------------|------|------|------------------------|----------------|--------|
| Parking and Transportation Services | | | | | |
| | | | | | |
| | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact |
| 116 | 121 | 121 | | | |
| 137 | 169 | 175 | | | |
| 85% | 72% | 69% | | | |

| Dimensions | 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact |
|--|-----------|-----------|-----------|------------------------|----------------|------------|
| Communication* | -- | -- | 55 | -- | | 0.7 |
| Reasons for making changes are communicated before changes are made | 38 | 45 | 49 | 4 | | -- |
| Customer feedback is shared throughout my unit/department | 47 | 50 | 56 | 6 | | -- |
| Information about the University is shared openly in my unit/department | 54 | 57 | 56 | -1 | | -- |
| I am informed about matters that affect my job | 55 | 59 | 60 | 1 | | -- |
| Changes in service standards are communicated effectively | 47 | 50 | 54 | 4 | | -- |
| Training and Development* | -- | -- | 56 | -- | | 0.4 |
| I receive training necessary for me to do my job | 52 | 55 | 61 | 6 | | -- |
| I have opportunities for training that support my development and/or advancement | 46 | 45 | 47 | 2 | | -- |
| When my job changes, I receive appropriate training | -- | -- | 58 | -- | | -- |
| Task Significance | 75 | 77 | 77 | 0 | | 1.8 |
| I know what is expected of me at work | 85 | 85 | 84 | -1 | | -- |
| I understand how my work supports the mission of my unit/department | 83 | 85 | 85 | 0 | | -- |
| I understand how my work supports the mission of Business and Finance | 76 | 76 | 78 | 2 | | -- |
| I understand how my work supports U of M's mission | 74 | 76 | 77 | 1 | | -- |
| My supervisor has a clear view of where unit/department is going | 63 | 64 | 66 | 2 | | -- |
| The goals of my unit/department are clear to me | 68 | 70 | 72 | 2 | | -- |
| Compensation* | -- | -- | 63 | -- | | 0.6 |
| I understand how my current salary or base pay rate is determined | 63 | 62 | 69 | 7 | ▲ | -- |
| I am fairly paid for the work I do | 54 | 58 | 55 | -3 | | -- |
| My salary/pay is a significant factor in my decision to stay at U of M | 61 | 63 | 67 | 4 | | -- |
| Benefits* | -- | -- | 80 | -- | | 0.5 |
| U of M's benefits package meets my needs | 76 | 75 | 77 | 2 | | -- |
| The benefits package is a significant factor in my decision to stay at U of M | 80 | 78 | 84 | 6 | ▲ | -- |
| Advancement* | -- | -- | 53 | -- | | 0.3 |
| Opportunities for advancement or promotion exist within U of M | 52 | 61 | 54 | -7 | ▼ | -- |
| I know what is required of me to advance within U of M | 52 | 57 | 52 | -5 | | -- |
| Internal candidates receive fair consideration for open positions | 49 | 56 | 53 | -3 | | -- |
| Survey Perception* | -- | -- | 56 | -- | | 0.0 |
| This survey is an important element in improving the work environment | 51 | 54 | 56 | 2 | | -- |

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

Attribute Detail Report



| Facilities & Operations | | | | | | |
|--|------|------|------------------------|----------------|--------|-----|
| Parking and Transportation Services | | | | | | |
| | | | | | | |
| | | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact | |
| 116 | 121 | 121 | | | | |
| 137 | 169 | 175 | | | | |
| 85% | 72% | 69% | | | | |
| Satisfaction | | | | | | |
| Job Satisfaction | | | | | | |
| To what extent does your current job fall short or exceed your expectations | 58 | 65 | 57 | -8 | ▼ | -- |
| How well does your current position compare to your ideal job | 57 | 59 | 55 | -4 | | -- |
| How satisfied are you with your job | 70 | 75 | 69 | -6 | | -- |
| I enjoy the type of work I do | 79 | 80 | 78 | -2 | | -- |
| My job is interesting | 75 | 76 | 75 | -1 | | -- |
| I make a difference in my unit/department | 76 | 80 | 75 | -5 | | -- |
| My job gives me a sense of accomplishment | 71 | 75 | 71 | -4 | | -- |
| Outcomes | | | | | | |
| Unit/Dept. Commitment | | | | | | |
| I am proud to work for my unit/department | 73 | 74 | 71 | -3 | | -- |
| I have a strong commitment to my unit/department | 76 | 79 | 76 | -3 | | -- |
| I care about the future of my unit/department | 82 | 85 | 83 | -2 | | -- |
| I feel a strong sense of belonging to my unit/department | 69 | 72 | 69 | -3 | | -- |
| I enjoy discussing my unit/department with people who do not work here | 66 | 66 | 63 | -3 | | -- |
| Unit/Dept. Loyalty | | | | | | |
| If it is up to me, I will be working in my unit/department one year from now | 64 | 65 | 58 | -7 | ▼ | 2.5 |
| I would not leave my unit/dept for a similar job within UM at a 5% higher salary | 74 | 73 | 69 | -4 | | -- |
| I would not leave my unit/dept for a similar job within UM at the same salary | 37 | 42 | 31 | -11 | ▼ | -- |
| | 68 | 66 | 57 | -9 | ▼ | -- |
| Unit/Dept. Recommend | | | | | | |
| I recommend my unit/department to someone looking for a good place to work | 67 | 70 | 65 | -5 | | 2.9 |
| | 67 | 70 | 65 | -5 | | -- |
| U of M Commitment | | | | | | |
| I am proud to work for the U-M | 81 | 85 | 81 | -4 | | 0.8 |
| I have a strong commitment to the U-M | 84 | 87 | 84 | -3 | | -- |
| I care about the future of the U-M | 82 | 87 | 82 | -5 | ▼ | -- |
| I enjoy discussing the U-M with people who do not work here | 85 | 88 | 85 | -3 | | -- |
| I feel a strong sense of belonging to the U-M | 75 | 80 | 77 | -3 | | -- |
| | 74 | 79 | 74 | -5 | | -- |
| U of M Loyalty | | | | | | |
| If it is up to me, I will be working at U of M one year from now | 77 | 81 | 73 | -8 | ▼ | 0.9 |
| I would not leave U of M for a similar job at a 5% higher salary | 86 | 88 | 85 | -3 | | -- |
| I would not leave U of M for a similar job at the same salary | 57 | 67 | 54 | -13 | ▼ | -- |
| | 76 | 79 | 69 | -10 | ▼ | -- |
| U of M Recommendation | | | | | | |
| I would recommend the U-M to someone who is looking for a good place to work | 81 | 85 | 83 | -2 | | 1.1 |
| | 81 | 85 | 83 | -2 | | -- |
| Customer Focus | | | | | | |
| I am able to address my clients'/customers' concerns | 85 | 86 | 87 | 1 | | 1.6 |
| I do all that I can within budgetary constraints to satisfy customers | 78 | 80 | 81 | 1 | | -- |
| I enjoy helping solve customers' problems | 86 | 85 | 88 | 3 | | -- |
| I respond in a timely manner to customer requests/questions | 86 | 87 | 87 | 0 | | -- |
| | 89 | 89 | 90 | 1 | | -- |

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

Attribute Detail Report



| Facilities & Operations | | | | | | |
|--|------|------|------------------------|----------------|--------|----|
| Parking and Transportation Services | | | | | | |
| | | | | | | |
| | | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact | |
| 116 | 121 | 121 | | | | |
| 137 | 169 | 175 | | | | |
| 85% | 72% | 69% | | | | |
| Other Questions | | | | | | |
| Trust | | | | | | |
| I trust my supervisor | 66 | 70 | 69 | -1 | | -- |
| My supervisor trusts me | 72 | 75 | 75 | 0 | | -- |
| I trust my co-workers | 59 | 68 | 63 | -5 | | -- |
| A climate of trust exists in my unit/department | 56 | 61 | 57 | -4 | | -- |
| My supervisor creates an environment that fosters trust | 62 | 66 | 66 | 0 | | -- |
| People in my unit/department follow through on their commitments | 56 | 62 | 61 | -1 | | -- |
| Was made to feel welcome | -- | -- | 87 | -- | | -- |
| Safety | | | | | | |
| Feel safe at work | -- | -- | 81 | -- | | -- |
| Department committed to occupational health and safety | -- | -- | 73 | -- | | -- |
| Department does good job monitoring safety | -- | -- | 71 | -- | | -- |
| Supervisor | | | | | | |
| Overall, how would you rate your supervisor | 67 | 72 | 67 | -5 | | -- |
| Customer Orientation | | | | | | |
| Satisfying customers is a top priority in my unit/department | 79 | 85 | 82 | -3 | | -- |
| My unit/department understands the needs of our customers | 74 | 83 | 77 | -6 | ▼ | -- |
| My unit/department adapts to changing customer needs | 69 | 78 | 73 | -5 | | -- |
| My unit/department communicates service changes effectively to customers | 58 | 70 | 63 | -7 | ▼ | -- |
| My unit/department implements service changes effectively | 58 | 67 | 63 | -4 | | -- |

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

Attribute Detail Report



| Facilities & Operations | | | | | |
|-------------------------|------|------|------------------------|----------------|--------|
| Plant Operations | | | | | |
| | | | | | |
| | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact |
| 979 | 840 | 910 | | | |
| 1281 | 1215 | 1240 | | | |
| 76% | 69% | 73% | | | |

| Dimensions | 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact |
|--|-----------|-----------|-----------|------------------------|----------------|------------|
| Climate | 55 | 56 | 58 | 2 | | 0.3 |
| People in my unit/department are treated fairly | 56 | 58 | 59 | 1 | | -- |
| If I am unfairly treated, I believe I will be given a fair shake if I appeal | 54 | 55 | 55 | 0 | | -- |
| Integrity is a hallmark of my unit/department | 54 | 56 | 57 | 1 | | -- |
| I am comfortable expressing my opinions even if contrary to prevailing beliefs | 60 | 62 | 62 | 0 | | -- |
| Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs | 50 | 50 | 53 | 3 | ▲ | -- |
| I am aware of the Business and Finance values | 57 | 60 | 61 | 1 | | -- |
| The Business and Finance values govern the way we do business in B&F | 54 | 56 | 57 | 1 | | -- |
| Comp Supervisor (for reference and past comparison) | 63 | 65 | 64 | -1 | | -- |
| Supervisor* | -- | -- | 64 | -- | | 0.3 |
| Considers my ideas | 64 | 67 | 65 | -2 | | -- |
| Recognizes me for doing good work | 62 | 66 | 65 | -1 | | -- |
| Treats me with respect | 70 | 74 | 71 | -3 | ▼ | -- |
| Cares about me as a person | 66 | 69 | 67 | -2 | ▼ | -- |
| Gives me constructive feedback on my performance | 61 | 63 | 62 | -1 | | -- |
| Communicates well | 60 | 63 | 61 | -2 | | -- |
| Is approachable and easy to talk with | 68 | 72 | 69 | -3 | | -- |
| Is ethical in day-to-day practices | 66 | 71 | 69 | -2 | | -- |
| Deals effectively with poor performance | 51 | 54 | 55 | 1 | | -- |
| Manages people effectively | 56 | 59 | 58 | -1 | | -- |
| Is an effective decision-maker | 60 | 63 | 62 | -1 | | -- |
| Effectively communicates the goals and strategies of our unit/department | 49 | 46 | 63 | 17 | ▲ | -- |
| Autonomy/Involvement | 61 | 59 | 58 | -1 | | 0.6 |
| I have control over how I do my work | 69 | 66 | 65 | -1 | | -- |
| My opinion counts at work | 57 | 56 | 55 | -1 | | -- |
| I have a say in decisions that affect my work | 56 | 55 | 55 | 0 | | -- |
| Workload | 57 | 57 | 57 | 0 | | 0.3 |
| Work is distributed fairly within my workgroup | 59 | 60 | 60 | 0 | | -- |
| My workgroup has enough employees to handle the work | 54 | 52 | 50 | -2 | | -- |
| Resources/Environment | 69 | 70 | 69 | -1 | | 0.5 |
| The physical environment allows me to do my job | 69 | 69 | 68 | -1 | | -- |
| I have the necessary resources, tools or equipment to do my job | 69 | 70 | 69 | -1 | | -- |
| Recognition | 55 | 56 | 57 | 1 | | 0.5 |
| My customers recognize my good work | 66 | 69 | 68 | -1 | | -- |
| I get appropriate recognition when I have done something extraordinary | 52 | 53 | 54 | 1 | | -- |
| Expressions of thanks and appreciation are common in my unit/department | 47 | 49 | 52 | 3 | ▲ | -- |
| My contributions are valued by members of the U of M Community | 54 | 55 | 55 | 0 | | -- |
| Co-workers | 69 | 71 | 72 | 1 | | 0.7 |
| My workgroup collaborates effectively with other workgroups | 62 | 62 | 63 | 1 | | -- |
| My co-workers and I work as part of a team | 67 | 70 | 71 | 1 | | -- |
| I can count on my co-workers to help out when needed | 71 | 75 | 74 | -1 | | -- |
| I am consistently treated with respect by my co-workers | 69 | 74 | 74 | 0 | | -- |
| One or more of my co-workers cares about me as a person | 76 | 77 | 78 | 1 | | -- |
| People care about each other in my unit/department | 65 | 68 | 69 | 1 | | -- |

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

Attribute Detail Report



| Facilities & Operations | | | | | | |
|--|-----------|-----------|------------------------|----------------|------------|--|
| Plant Operations | | | | | | |
| | | | | | | |
| | | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact | |
| 979 | 840 | 910 | | | | |
| 1281 | 1215 | 1240 | | | | |
| 76% | 69% | 73% | | | | |
| Dimensions | | | | | | |
| Communication* | | | | | | |
| -- | -- | 52 | -- | | 0.2 | |
| Reasons for making changes are communicated before changes are made | | | | | | |
| 44 | 43 | 45 | 2 | | -- | |
| Customer feedback is shared throughout my unit/department | | | | | | |
| 50 | 47 | 51 | 4 | ▲ | -- | |
| Information about the University is shared openly in my unit/department | | | | | | |
| 52 | 50 | 55 | 5 | ▲ | -- | |
| I am informed about matters that affect my job | | | | | | |
| 56 | 55 | 57 | 2 | | -- | |
| Changes in service standards are communicated effectively | | | | | | |
| 49 | 46 | 50 | 4 | ▲ | -- | |
| Training and Development* | | | | | | |
| -- | -- | 58 | -- | | 0.0 | |
| I receive training necessary for me to do my job | | | | | | |
| 55 | 54 | 63 | 9 | ▲ | -- | |
| I have opportunities for training that support my development and/or advancement | | | | | | |
| 50 | 50 | 54 | 4 | ▲ | -- | |
| When my job changes, I receive appropriate training | | | | | | |
| -- | -- | 57 | -- | | -- | |
| Task Significance | | | | | | |
| 72 | 71 | 72 | 1 | | 0.5 | |
| I know what is expected of me at work | | | | | | |
| 78 | 75 | 77 | 2 | | -- | |
| I understand how my work supports the mission of my unit/department | | | | | | |
| 79 | 77 | 78 | 1 | | -- | |
| I understand how my work supports the mission of Business and Finance | | | | | | |
| 72 | 70 | 72 | 2 | | -- | |
| I understand how my work supports U of M's mission | | | | | | |
| 74 | 73 | 74 | 1 | | -- | |
| My supervisor has a clear view of where unit/department is going | | | | | | |
| 58 | 58 | 60 | 2 | | -- | |
| The goals of my unit/department are clear to me | | | | | | |
| 68 | 66 | 68 | 2 | | -- | |
| Compensation* | | | | | | |
| -- | -- | 61 | -- | | 0.7 | |
| I understand how my current salary or base pay rate is determined | | | | | | |
| 62 | 62 | 62 | 0 | | -- | |
| I am fairly paid for the work I do | | | | | | |
| 57 | 58 | 55 | -3 | ▼ | -- | |
| My salary/pay is a significant factor in my decision to stay at U of M | | | | | | |
| 62 | 60 | 67 | 7 | ▲ | -- | |
| Benefits* | | | | | | |
| -- | -- | 72 | -- | | 0.4 | |
| U of M's benefits package meets my needs | | | | | | |
| 71 | 72 | 69 | -3 | ▼ | -- | |
| The benefits package is a significant factor in my decision to stay at U of M | | | | | | |
| 74 | 75 | 75 | 0 | | -- | |
| Advancement* | | | | | | |
| -- | -- | 54 | -- | | 0.4 | |
| Opportunities for advancement or promotion exist within U of M | | | | | | |
| 57 | 55 | 56 | 1 | | -- | |
| I know what is required of me to advance within U of M | | | | | | |
| 54 | 54 | 55 | 1 | | -- | |
| Internal candidates receive fair consideration for open positions | | | | | | |
| 50 | 51 | 51 | 0 | | -- | |
| Survey Perception* | | | | | | |
| -- | -- | 51 | -- | | 0.0 | |
| This survey is an important element in improving the work environment | | | | | | |
| 53 | 50 | 51 | 1 | | -- | |

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

Attribute Detail Report



| Facilities & Operations | | | | | |
|-------------------------|------|------|------------------------|----------------|--------|
| Plant Operations | | | | | |
| | | | | | |
| | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact |
| 979 | 840 | 910 | | | |
| 1281 | 1215 | 1240 | | | |
| 76% | 69% | 73% | | | |

| Satisfaction | | | | | |
|--|-----------|-----------|-----------|-----------|------------|
| Job Satisfaction | 69 | 69 | 68 | -1 | -- |
| To what extent does your current job fall short or exceed your expectations | 57 | 56 | 56 | 0 | -- |
| How well does your current position compare to your ideal job | 55 | 54 | 53 | -1 | -- |
| How satisfied are you with your job | 71 | 69 | 69 | 0 | -- |
| I enjoy the type of work I do | 77 | 78 | 77 | -1 | -- |
| My job is interesting | 74 | 75 | 73 | -2 | -- |
| I make a difference in my unit/department | 77 | 77 | 77 | 0 | -- |
| My job gives me a sense of accomplishment | 75 | 74 | 73 | -1 | -- |
| Outcomes | | | | | |
| Unit/Dept. Commitment | 73 | 73 | 73 | 0 | 2.2 |
| I am proud to work for my unit/department | 72 | 71 | 71 | 0 | -- |
| I have a strong commitment to my unit/department | 76 | 76 | 76 | 0 | -- |
| I care about the future of my unit/department | 82 | 83 | 82 | -1 | -- |
| I feel a strong sense of belonging to my unit/department | 69 | 69 | 69 | 0 | -- |
| I enjoy discussing my unit/department with people who do not work here | 63 | 62 | 61 | -1 | -- |
| Unit/Dept. Loyalty | 59 | 60 | 59 | -1 | 2.7 |
| If it is up to me, I will be working in my unit/department one year from now | 73 | 73 | 70 | -3 | -- |
| I would not leave my unit/dept for a similar job within UM at a 5% higher salary | 35 | 35 | 34 | -1 | -- |
| I would not leave my unit/dept for a similar job within UM at the same salary | 54 | 57 | 57 | 0 | -- |
| Unit/Dept. Recommend | 68 | 67 | 66 | -1 | 3.0 |
| I recommend my unit/department to someone looking for a good place to work | 68 | 67 | 66 | -1 | -- |
| U of M Commitment | 82 | 81 | 79 | -2 | 1.5 |
| I am proud to work for the U-M | 84 | 84 | 81 | -3 | ▼ |
| I have a strong commitment to the U-M | 83 | 82 | 80 | -2 | ▼ |
| I care about the future of the U-M | 86 | 86 | 84 | -2 | ▼ |
| I enjoy discussing the U-M with people who do not work here | 75 | 73 | 72 | -1 | -- |
| I feel a strong sense of belonging to the U-M | 78 | 77 | 76 | -1 | -- |
| U of M Loyalty | 76 | 74 | 72 | -2 | 2.1 |
| If it is up to me, I will be working at U of M one year from now | 86 | 84 | 82 | -2 | -- |
| I would not leave U of M for a similar job at a 5% higher salary | 58 | 56 | 52 | -4 | ▼ |
| I would not leave U of M for a similar job at the same salary | 72 | 70 | 69 | -1 | -- |
| U of M Recommendation | 80 | 78 | 75 | -3 | 1.8 |
| I would recommend the U-M to someone who is looking for a good place to work | 80 | 78 | 75 | -3 | ▼ |
| Customer Focus | 83 | 82 | 82 | 0 | 1.4 |
| I am able to address my clients'/customers' concerns | 76 | 73 | 71 | -2 | -- |
| I do all that I can within budgetary constraints to satisfy customers | 83 | 83 | 83 | 0 | -- |
| I enjoy helping solve customers' problems | 86 | 87 | 87 | 0 | -- |
| I respond in a timely manner to customer requests/questions | 86 | 84 | 84 | 0 | -- |

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

Attribute Detail Report



| Facilities & Operations | | | | | | | | |
|--|------|------|------------------------|----------------|--------|----|--|--|
| Plant Operations | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| 2010 | 2012 | 2014 | Diff 2014 - 2012 | Signif Diff | Impact | | | |
| 979 | 840 | 910 | | | | | | |
| 1281 | 1215 | 1240 | | | | | | |
| 76% | 69% | 73% | | | | | | |
| Other Questions | | | | | | | | |
| Trust | | | | | | | | |
| I trust my supervisor | 63 | 67 | 65 | -2 | | -- | | |
| My supervisor trusts me | 69 | 73 | 73 | 0 | | -- | | |
| I trust my co-workers | 62 | 67 | 68 | 1 | | -- | | |
| A climate of trust exists in my unit/department | 55 | 59 | 58 | -1 | | -- | | |
| My supervisor creates an environment that fosters trust | 61 | 65 | 65 | 0 | | -- | | |
| People in my unit/department follow through on their commitments | 60 | 62 | 62 | 0 | | -- | | |
| Was made to feel welcome | -- | -- | 81 | -- | | -- | | |
| Safety | | | | | | | | |
| Feel safe at work | -- | -- | 77 | -- | | -- | | |
| Department committed to occupational health and safety | -- | -- | 74 | -- | | -- | | |
| Department does good job monitoring safety | -- | -- | 68 | -- | | -- | | |
| Supervisor | | | | | | | | |
| Overall, how would you rate your supervisor | 65 | 68 | 66 | -2 | | -- | | |
| Customer Orientation | | | | | | | | |
| Satisfying customers is a top priority in my unit/department | 83 | 77 | 77 | 0 | | -- | | |
| My unit/department understands the needs of our customers | 77 | 73 | 74 | 1 | | -- | | |
| My unit/department adapts to changing customer needs | 73 | 69 | 69 | 0 | | -- | | |
| My unit/department communicates service changes effectively to customers | 66 | 63 | 63 | 0 | | -- | | |
| My unit/department implements service changes effectively | 65 | 61 | 60 | -1 | | -- | | |

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6/5/2014