

Attribute Detail Report



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

Dimensions	2010	2012	2014	Diff	Signif	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.
6/4/2014

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								
Communication*								
Reasons for making changes are communicated before changes are made								
50	51	53	2	▲	--	0.4		
Customer feedback is shared throughout my unit/department								
56	56	60	4	▲	--			
Information about the University is shared openly in my unit/department								
59	60	64	4	▲	--			
I am informed about matters that affect my job								
62	63	65	2	▲	--			
Changes in service standards are communicated effectively								
55	55	59	4	▲	--			
Training and Development*								
I receive training necessary for me to do my job								
62	63	69	6	▲	--	0.1		
I have opportunities for training that support my development and/or advancement								
57	59	62	3	▲	--			
When my job changes, I receive appropriate training								
--	--	64	--		--			
Task Significance								
I know what is expected of me at work								
75	76	79	3	▲	--	1.0		
79	79	81	2	▲	--			
I understand how my work supports the mission of my unit/department								
81	82	84	2	▲	--			
I understand how my work supports the mission of Business and Finance								
75	76	79	3	▲	--			
I understand how my work supports U of M's mission								
77	78	81	3	▲	--			
My supervisor has a clear view of where unit/department is going								
65	66	70	4	▲	--			
The goals of my unit/department are clear to me								
72	73	76	3	▲	--			
Compensation*								
I understand how my current salary or base pay rate is determined								
64	64	65	1		--	0.5		
I am fairly paid for the work I do								
57	58	57	-1		--			
My salary/pay is a significant factor in my decision to stay at U of M								
58	58	66	8	▲	--			
Benefits*								
U of M's benefits package meets my needs								
--	--	78	--		--	0.2		
76	77	77	0		--			
The benefits package is a significant factor in my decision to stay at U of M								
75	77	79	2	▲	--			
Advancement*								
Opportunities for advancement or promotion exist within U of M								
--	--	59	--		--	0.5		
59	60	61	1		--			
I know what is required of me to advance within U of M								
54	55	57	2	▲	--			
Internal candidates receive fair consideration for open positions								
58	59	60	1		--			
Survey Perception*								
This survey is an important element in improving the work environment								
--	--	59	--		--	0.2		
56	57	59	2	▲	--			

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6/4/2014

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

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

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6/4/2014

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

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6/4/2014

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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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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6/4/2014

Attribute Detail Report



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

Satisfaction						
Job Satisfaction	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
To what extent does your current job fall short or exceed your expectations	58	58	58	0		--
How well does your current position compare to your ideal job	56	56	56	0		--
How satisfied are you with your job	71	70	70	0		--
I enjoy the type of work I do	79	79	78	-1		--
My job is interesting	76	77	75	-2		--
I make a difference in my unit/department	77	78	78	0		--
My job gives me a sense of accomplishment	75	75	74	-1		--
Outcomes						
Unit/Dept. Commitment	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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Facilities & Operations						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
1439	1306	1285				
1821	1752	1684				
79%	75%	76%				
Other Questions						
Trust						
I trust my supervisor	65	68	69	1		--
My supervisor trusts me	71	73	75	2		--
I trust my co-workers	64	68	70	2	▲	--
A climate of trust exists in my unit/department	57	60	62	2		--
My supervisor creates an environment that fosters trust	63	66	68	2		--
People in my unit/department follow through on their commitments	61	64	65	1		--
Was made to feel welcome	--	--	82	--		--
Safety						
Feel safe at work	--	--	80	--		--
Department committed to occupational health and safety	--	--	76	--		--
Department does good job monitoring safety	--	--	72	--		--
Supervisor						
Overall, how would you rate your supervisor	67	69	70	1		--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	82	79	80	1		--
My unit/department understands the needs of our customers	78	75	77	2		--
My unit/department adapts to changing customer needs	74	71	72	1		--
My unit/department communicates service changes effectively to customers	66	65	65	0		--
My unit/department implements service changes effectively	65	63	63	0		--

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Attribute Detail Report



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	▲	--

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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						
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.
6/4/2014

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.
6/4/2014

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.
6/4/2014

Attribute Detail Report



Facilities & Operations						
Occupational Safety & Environmental Health						
OSEH Lead Team						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	14	11				
--	14	10				
--	100%	110%				
Dimensions						
Climate						
People in my unit/department are treated fairly	--	58	80	22		--
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	48	84	36	▲	--
Integrity is a hallmark of my unit/department	--	41	72	31	▲	--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	60	81	21		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	48	76	28	▲	--
I am aware of the Business and Finance values	--	51	76	25	▲	--
The Business and Finance values govern the way we do business in B&F	--	84	96	12	▲	--
	--	75	83	8		--
Comp Supervisor (for reference and past comparison)						
Supervisor*	--	59	88	29	▲	--
Considers my ideas	--	--	88	--		--
Recognizes me for doing good work	--	57	88	31	▲	--
Treats me with respect	--	59	88	29	▲	--
Cares about me as a person	--	65	91	26	▲	--
Gives me constructive feedback on my performance	--	54	87	33	▲	--
Communicates well	--	60	87	27	▲	--
Is approachable and easy to talk with	--	59	89	30	▲	--
Is ethical in day-to-day practices	--	65	95	30	▲	--
Deals effectively with poor performance	--	67	93	26	▲	--
Manages people effectively	--	51	78	27	▲	--
Is an effective decision-maker	--	54	83	29	▲	--
Effectively communicates the goals and strategies of our unit/department	--	61	85	24	▲	--
	--	59	89	30	▲	--
Autonomy/Involvement						
I have control over how I do my work	--	64	87	23	▲	--
My opinion counts at work	--	75	93	18	▲	--
I have a say in decisions that affect my work	--	57	83	26	▲	--
	--	62	85	23	▲	--
Workload						
Work is distributed fairly within my workgroup	--	53	82	29	▲	--
My workgroup has enough employees to handle the work	--	57	87	30	▲	--
	--	44	73	29	▲	--
Resources/Environment						
The physical environment allows me to do my job	--	69	86	17	▲	--
I have the necessary resources, tools or equipment to do my job	--	70	92	22	▲	--
	--	69	81	12		--
Recognition						
My customers recognize my good work	--	64	81	17		--
I get appropriate recognition when I have done something extraordinary	--	71	81	10		--
Expressions of thanks and appreciation are common in my unit/department	--	53	81	28	▲	--
My contributions are valued by members of the U of M Community	--	59	76	17		--
	--	75	89	14	▲	--
Co-workers						
My workgroup collaborates effectively with other workgroups	--	65	85	20	▲	--
My co-workers and I work as part of a team	--	74	85	11		--
I can count on my co-workers to help out when needed	--	58	82	24	▲	--
I am consistently treated with respect by my co-workers	--	59	87	28	▲	--
One or more of my co-workers cares about me as a person	--	60	88	28	▲	--
People care about each other in my unit/department	--	71	88	17		--
	--	63	79	16		--

* Dimension questions were modified so a direct comparison is not possible.
6/4/2014

Attribute Detail Report



Facilities & Operations						
Occupational Safety & Environmental Health						
OSEH Lead Team						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	14	11				
--	14	10				
--	100%	110%				
Dimensions						
Communication*						
Reasons for making changes are communicated before changes are made	--	--	81	--		--
Customer feedback is shared throughout my unit/department	--	44	77	33	▲	--
Information about the University is shared openly in my unit/department	--	58	80	22	▲	--
I am informed about matters that affect my job	--	62	89	27	▲	--
Changes in service standards are communicated effectively	--	62	82	20	▲	--
	--	51	77	26	▲	--
Training and Development*						
I receive training necessary for me to do my job	--	--	94	--		--
I have opportunities for training that support my development and/or advancement	--	67	95	28	▲	--
When my job changes, I receive appropriate training	--	71	93	22	▲	--
	--	--	93	--		--
Task Significance						
I know what is expected of me at work	--	76	95	19	▲	--
I understand how my work supports the mission of my unit/department	--	78	95	17	▲	--
I understand how my work supports the mission of Business and Finance	--	80	97	17	▲	--
I understand how my work supports U of M's mission	--	80	96	16	▲	--
My supervisor has a clear view of where unit/department is going	--	80	96	16	▲	--
The goals of my unit/department are clear to me	--	65	87	22	▲	--
	--	74	96	22	▲	--
Compensation*						
I understand how my current salary or base pay rate is determined	--	--	76	--		--
I am fairly paid for the work I do	--	66	73	7		--
My salary/pay is a significant factor in my decision to stay at U of M	--	59	72	13		--
	--	62	86	24	▲	--
Benefits*						
U of M's benefits package meets my needs	--	--	88	--		--
The benefits package is a significant factor in my decision to stay at U of M	--	71	84	13		--
	--	75	94	19	▲	--
Advancement*						
Opportunities for advancement or promotion exist within U of M	--	--	80	--		--
I know what is required of me to advance within U of M	--	68	80	12		--
Internal candidates receive fair consideration for open positions	--	58	77	19	▲	--
	--	70	84	14		--
Survey Perception*						
This survey is an important element in improving the work environment	--	--	56	--		--
	--	44	56	12		--

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6/4/2014

Attribute Detail Report



Facilities & Operations						
Occupational Safety & Environmental Health						
OSEH Lead Team						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	14	11				
--	14	10				
--	100%	110%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	--	68	85	17	▲	--
How well does your current position compare to your ideal job	--	56	72	16		--
How satisfied are you with your job	--	52	77	25	▲	--
I enjoy the type of work I do	--	62	82	20	▲	--
My job is interesting	--	81	94	13	▲	--
I make a difference in my unit/department	--	79	93	14	▲	--
My job gives me a sense of accomplishment	--	74	88	14		--
	--	74	90	16		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	--	--	88	--		--
I have a strong commitment to my unit/department	--	70	89	19		--
I care about the future of my unit/department	--	75	90	15		--
I feel a strong sense of belonging to my unit/department	--	81	97	16	▲	--
I enjoy discussing my unit/department with people who do not work here	--	49	85	36	▲	--
	--	60	73	13		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	--	68	87	19	▲	--
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	72	96	24	▲	--
I would not leave my unit/dept for a similar job within UM at the same salary	--	56	80	24		--
	--	71	77	6		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	--	60	87	27	▲	--
	--	60	87	27	▲	--
U of M Commitment						
I am proud to work for the U-M	--	80	91	11		--
I have a strong commitment to the U-M	--	79	92	13		--
I care about the future of the U-M	--	84	91	7		--
I enjoy discussing the U-M with people who do not work here	--	86	95	9		--
I feel a strong sense of belonging to the U-M	--	72	82	10		--
	--	77	92	15		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	--	68	93	25	▲	--
I would not leave U of M for a similar job at a 5% higher salary	--	73	97	24	▲	--
I would not leave U of M for a similar job at the same salary	--	55	83	28	▲	--
	--	71	93	22	▲	--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	--	76	93	17	▲	--
	--	76	93	17	▲	--
Customer Focus						
I am able to address my clients'/customers' concerns	--	85	93	8		--
I do all that I can within budgetary constraints to satisfy customers	--	79	85	6		--
I enjoy helping solve customers' problems	--	85	96	11	▲	--
I respond in a timely manner to customer requests/questions	--	87	95	8	▲	--
	--	90	96	6		--

* Dimension questions were modified so a direct comparison is not possible.
6/4/2014

Attribute Detail Report



Facilities & Operations						
Occupational Safety & Environmental Health						
OSEH Lead Team						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	14	11				
--	14	10				
--	100%	110%				
Other Questions						
Trust						
I trust my supervisor	--	56	83	27	▲	--
My supervisor trusts me	--	63	85	22	▲	--
I trust my co-workers	--	56	82	26	▲	--
A climate of trust exists in my unit/department	--	49	78	29	▲	--
My supervisor creates an environment that fosters trust	--	58	86	28	▲	--
People in my unit/department follow through on their commitments	--	51	80	29	▲	--
Was made to feel welcome	--	--	--	--		--
Safety						
Feel safe at work	--	--	98	--		--
Department committed to occupational health and safety	--	--	98	--		--
Department does good job monitoring safety	--	--	98	--		--
Supervisor						
Overall, how would you rate your supervisor	--	60	89	29	▲	--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	87	93	6		--
My unit/department understands the needs of our customers	--	82	92	10		--
My unit/department adapts to changing customer needs	--	79	93	14	▲	--
My unit/department communicates service changes effectively to customers	--	67	85	18		--
My unit/department implements service changes effectively	--	67	87	20		--

* Dimension questions were modified so a direct comparison is not possible.
6/4/2014

Attribute Detail Report



Facilities & Operations						
Occupational Safety & Environmental Health						
OSEH Staff						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	65	67				
--	65	69				
--	100%	97%				
Dimensions						
Climate						
People in my unit/department are treated fairly	--	65	68	3		0.0
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	65	69	4		--
Integrity is a hallmark of my unit/department	--	58	60	2		--
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	70	75	5		--
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	59	67	8	▲	--
I am aware of the Business and Finance values	--	56	61	5		--
The Business and Finance values govern the way we do business in B&F	--	76	75	-1		--
	--	70	71	1		--
Comp Supervisor (for reference and past comparison)						
	--	74	83	9	▲	--
Supervisor*						
Considers my ideas	--	--	83	--		0.2
Recognizes me for doing good work	--	79	88	9	▲	--
Treats me with respect	--	76	86	10	▲	--
Cares about me as a person	--	81	88	7	▲	--
Gives me constructive feedback on my performance	--	76	84	8	▲	--
Communicates well	--	73	83	10	▲	--
Is approachable and easy to talk with	--	68	78	10	▲	--
Is ethical in day-to-day practices	--	75	86	11	▲	--
Deals effectively with poor performance	--	82	91	9	▲	--
Manages people effectively	--	64	75	11	▲	--
Is an effective decision-maker	--	66	77	11	▲	--
Effectively communicates the goals and strategies of our unit/department	--	73	78	5		--
	--	55	79	24	▲	--
Autonomy/Involvement						
I have control over how I do my work	--	70	75	5		0.0
My opinion counts at work	--	77	80	3		--
I have a say in decisions that affect my work	--	68	73	5		--
	--	65	72	7	▲	--
Workload						
Work is distributed fairly within my workgroup	--	59	67	8	▲	0.0
My workgroup has enough employees to handle the work	--	65	71	6		--
	--	47	58	11	▲	--
Resources/Environment						
The physical environment allows me to do my job	--	78	78	0		0.1
I have the necessary resources, tools or equipment to do my job	--	80	79	-1		--
	--	75	76	1		--
Recognition						
My customers recognize my good work	--	--	71	--		0.5
I get appropriate recognition when I have done something extraordinary	--	72	73	1		--
Expressions of thanks and appreciation are common in my unit/department	--	62	73	11	▲	--
My contributions are valued by members of the U of M Community	--	57	70	13	▲	--
	--	66	66	0		--
Co-workers						
My workgroup collaborates effectively with other workgroups	--	76	78	2		0.0
My co-workers and I work as part of a team	--	75	70	-5		--
I can count on my co-workers to help out when needed	--	74	76	2		--
I am consistently treated with respect by my co-workers	--	80	80	0		--
One or more of my co-workers cares about me as a person	--	76	80	4		--
People care about each other in my unit/department	--	81	85	4		--
	--	73	77	4		--

* Dimension questions were modified so a direct comparison is not possible.
6/4/2014

Attribute Detail Report



Facilities & Operations					
Occupational Safety & Environmental Health					
OSEH Staff					
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
0	65	67			
--	65	69			
--	100%	97%			

Dimensions	2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact
Communication*	--	--	62	--		0.2
Reasons for making changes are communicated before changes are made	--	52	53	1		--
Customer feedback is shared throughout my unit/department	--	60	65	5		--
Information about the University is shared openly in my unit/department	--	64	66	2		--
I am informed about matters that affect my job	--	61	68	7	▲	--
Changes in service standards are communicated effectively	--	55	60	5		--
Training and Development*	--	--	74	--		0.3
I receive training necessary for me to do my job	--	70	77	7	▲	--
I have opportunities for training that support my development and/or advancement	--	62	72	10	▲	--
When my job changes, I receive appropriate training	--	--	73	--		--
Task Significance	--	79	81	2		0.7
I know what is expected of me at work	--	79	80	1		--
I understand how my work supports the mission of my unit/department	--	85	85	0		--
I understand how my work supports the mission of Business and Finance	--	80	82	2		--
I understand how my work supports U of M's mission	--	82	84	2		--
My supervisor has a clear view of where unit/department is going	--	70	75	5		--
The goals of my unit/department are clear to me	--	78	78	0		--
Compensation*	--	--	59	--		0.4
I understand how my current salary or base pay rate is determined	--	55	58	3		--
I am fairly paid for the work I do	--	53	57	4		--
My salary/pay is a significant factor in my decision to stay at U of M	--	53	63	10	▲	--
Benefits*	--	--	78	--		1.7
U of M's benefits package meets my needs	--	79	77	-2		--
The benefits package is a significant factor in my decision to stay at U of M	--	76	79	3		--
Advancement*	--	--	57	--		0.2
Opportunities for advancement or promotion exist within U of M	--	51	57	6		--
I know what is required of me to advance within U of M	--	47	52	5		--
Internal candidates receive fair consideration for open positions	--	60	62	2		--
Survey Perception*	--	--	57	--		0.1
This survey is an important element in improving the work environment	--	58	57	-1		--

* Dimension questions were modified so a direct comparison is not possible.
6/4/2014

Attribute Detail Report



Facilities & Operations						
Occupational Safety & Environmental Health						
OSEH Staff						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	65	67				
--	100%	97%				
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	--	70	76	6	▲	--
How well does your current position compare to your ideal job	--	56	66	10	▲	--
How satisfied are you with your job	--	56	63	7	▲	--
I enjoy the type of work I do	--	68	75	7	▲	--
My job is interesting	--	79	83	4		--
I make a difference in my unit/department	--	78	83	5		--
My job gives me a sense of accomplishment	--	77	82	5		--
	--	75	80	5		--
Outcomes						
Unit/Dept. Commitment						
I am proud to work for my unit/department	--	75	78	3		2.4
I have a strong commitment to my unit/department	--	76	79	3		--
I care about the future of my unit/department	--	79	81	2		--
I feel a strong sense of belonging to my unit/department	--	83	85	2		--
I enjoy discussing my unit/department with people who do not work here	--	69	73	4		--
	--	68	70	2		--
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	--	61	70	9	▲	3.3
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	68	80	12	▲	--
I would not leave my unit/dept for a similar job within UM at the same salary	--	41	46	5		--
	--	63	70	7		--
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	--	67	76	9	▲	3.9
	--	67	76	9	▲	--
U of M Commitment						
I am proud to work for the U-M	--	87	85	-2		1.3
I have a strong commitment to the U-M	--	89	88	-1		--
I care about the future of the U-M	--	87	85	-2		--
I enjoy discussing the U-M with people who do not work here	--	90	88	-2		--
I feel a strong sense of belonging to the U-M	--	84	81	-3		--
	--	83	81	-2		--
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	--	78	81	3		2.8
I would not leave U of M for a similar job at a 5% higher salary	--	83	89	6		--
I would not leave U of M for a similar job at the same salary	--	64	62	-2		--
	--	81	80	-1		--
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	--	86	85	-1		1.5
	--	86	85	-1		--
Customer Focus						
I am able to address my clients'/customers' concerns	--	88	89	1		0.8
I do all that I can within budgetary constraints to satisfy customers	--	82	83	1		--
I enjoy helping solve customers' problems	--	89	90	1		--
I respond in a timely manner to customer requests/questions	--	91	91	0		--
	--	89	91	2		--

* Dimension questions were modified so a direct comparison is not possible.
6/4/2014

Attribute Detail Report



Facilities & Operations						
Occupational Safety & Environmental Health						
OSEH Staff						
2010	2012	2014	Diff 2014 - 2012	Signif Diff	Impact	
0	65	67				
--	65	69				
--	100%	97%				
Other Questions						
Trust						
I trust my supervisor	--	74	86	12	▲	--
My supervisor trusts me	--	75	86	11	▲	--
I trust my co-workers	--	71	77	6		--
A climate of trust exists in my unit/department	--	65	73	8	▲	--
My supervisor creates an environment that fosters trust	--	73	84	11	▲	--
People in my unit/department follow through on their commitments	--	72	75	3		--
Was made to feel welcome	--	--	75	--		--
Safety						
Feel safe at work	--	--	89	--		--
Department committed to occupational health and safety	--	--	89	--		--
Department does good job monitoring safety	--	--	86	--		--
Supervisor						
Overall, how would you rate your supervisor	--	74	84	10	▲	--
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	87	90	3		--
My unit/department understands the needs of our customers	--	83	85	2		--
My unit/department adapts to changing customer needs	--	78	80	2		--
My unit/department communicates service changes effectively to customers	--	70	71	1		--
My unit/department implements service changes effectively	--	70	71	1		--

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6/4/2014