

EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

	2012	2014	2016	Diff	Signif	Impact
	2014 to					
	2016					
Survey Respondents	170	150	152			
Employees in Unit/Department	173	161	155			
% Survey Participation	98%	93%	98%			
Dimensions						
Upper Management*	--	--	65	--		0.0
Motivates employees to do their best*	--	--	65	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	67	--		
Fosters an environment that encourages employee development*	--	--	63	--		
Encourages cross-departmental collaboration*	--	--	64	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	68	--		
Welcomes ideas that enhance work processes*	--	--	64	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	68	--		
Climate*	--	69	71	2		0.0
People in my unit/department are treated fairly	63	69	73	4		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	59	66	67	1		
Integrity is a hallmark of my unit/department	65	73	77	4		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	59	68	66	-2		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	52	63	67	4		
I am aware of the Business and Finance values	73	77	76	-1		
The Business and Finance values govern the way we do business in B&F	65	70	72	2		
Supervisor	70	76	78	2		0.0
Considers my ideas	72	78	79	1		
Recognizes me for doing good work	68	76	77	1		
Treats me with respect	77	81	82	1		
Cares about me as a person	73	77	79	2		
Gives me constructive feedback on my performance	67	75	77	2		
Communicates well	67	74	77	3		
Is approachable and easy to talk with	71	78	80	2		
Is ethical in day-to-day practices	80	84	85	1		
Deals effectively with poor performance	58	66	68	2		
Manages people effectively	64	71	75	4		
Is an effective decision-maker	69	78	80	2		
Effectively communicates the goals and strategies of our unit/department	53	75	77	2		
Autonomy/Involvement	64	70	73	3		0.0
I have control over how I do my work	68	75	76	1		
My opinion counts at work	64	69	73	4		
I have a say in decisions that affect my work	61	66	71	5	▲	
Workload	60	63	68	5	▲	1.0
Work is distributed fairly within my workgroup	62	67	72	5	▲	
My workgroup has enough employees to handle the work	55	54	61	7	▲	
Resources/Environment	68	73	76	3		0.0
The physical environment allows me to do my job	68	75	75	0		
I have the necessary resources, tools or equipment to do my job	68	72	76	4	▲	
Recognition*	--	67	71	4		0.8
My customers recognize my good work	69	73	76	3		
I get appropriate recognition when I have done something extraordinary	60	66	70	4		
Expressions of thanks and appreciation are common in my unit/department	53	63	69	6	▲	
My contributions are valued by members of the U of M Community	61	66	68	2		

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Facilities & Operations

Architecture Engineering & Construction

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Survey Respondents	170	150	152			
Employees in Unit/Department	173	161	155			
% Survey Participation	98%	93%	98%			
Dimensions						
Co-workers	76	79	79	0		2.1
My workgroup collaborates effectively with other workgroups	67	75	75	0		
My co-workers and I work as part of a team	74	79	77	-2		
I can count on my co-workers to help out when needed	77	80	80	0		
I am consistently treated with respect by my co-workers	79	81	81	0		
One or more of my co-workers cares about me as a person	82	83	84	1		
People care about each other in my unit/department	76	79	80	1		
Communication*	--	62	66	4		0.0
Reasons for making changes are communicated before changes are made	45	51	60	9	▲	
Customer feedback is shared throughout my unit/department	49	63	64	1		
Information about the University is shared openly in my unit/department	58	65	70	5		
I am informed about matters that affect my job	60	67	68	1		
Changes in service standards are communicated effectively	52	61	66	5	▲	
Training and Development*	--	65	68	3		0.0
I receive training necessary for me to do my job	57	67	70	3		
I have opportunities for training that support my development and/or advancement	56	64	66	2		
When my job changes, I receive appropriate training*	--	64	68	4		
Task Significance	76	81	81	0		0.0
I know what is expected of me at work	78	81	82	1		
I understand how my work supports the mission of my unit/department	81	86	86	0		
I understand how my work supports the mission of Business and Finance	79	84	81	-3		
I understand how my work supports U of M's mission	78	84	83	-1		
My supervisor has a clear view of where unit/department is going	67	73	75	2		
The goals of my unit/department are clear to me	71	77	80	3		
Compensation*	--	60	62	2		1.0
I understand how my current salary or base pay rate is determined	52	57	60	3		
I am fairly paid for the work I do	54	60	62	2		
My salary/pay is a significant factor in my decision to stay at U of M	51	66	64	-2		
Benefits*	--	79	80	1		0.0
U of M's benefits package meets my needs	78	79	81	2		
The benefits package is a significant factor in my decision to stay at U of M	76	79	80	1		
Advancement*	--	58	61	3		0.0
Opportunities for advancement or promotion exist within U of M	52	57	60	3		
I know what is required of me to advance within U of M	46	53	58	5		
Internal candidates receive fair consideration for open positions	57	63	66	3		
Survey Perception*	--	64	63	-1		0.5
This survey is an important element in improving the work environment	62	64	63	-1		

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Employees in Unit/Department	173	161	155			
% Survey Participation	98%	93%	98%			
Satisfaction						
Job Satisfaction	74	77	76	-1		
To what extent does your current job fall short or exceed your expectations	64	67	66	-1		
How well does your current position compare to your ideal job	60	67	66	-1		
How satisfied are you with your job	73	76	75	-1		
I enjoy the type of work I do	82	82	82	0		
My job is interesting	81	83	83	0		
I make a difference in my unit/department	79	82	81	-1		
My job gives me a sense of accomplishment	78	81	80	-1		
Outcomes						
Unit/Dept. Commitment*	--	81	81	0		2.4
I am proud to work for my unit/department	78	82	84	2		
I have a strong commitment to my unit/department	79	83	83	0		
I care about the future of my unit/department	84	86	87	1		
I feel a strong sense of belonging to my unit/department	75	78	79	1		
I enjoy discussing my unit/department with people who do not work here	71	73	75	2		
The organization actively supports the health and wellbeing of its employees*	--	--	77	--		
Unit/Dept. Loyalty	67	72	69	-3		2.4
If it is up to me, I will be working in my unit/department one year from now	76	80	78	-2		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	46	50	51	1		
I would not leave my unit/dept for a similar job within UM at the same salary	69	74	68	-6	▼	
Unit/Dept. Recommend	71	75	78	3		3.0
I recommend my unit/department to someone looking for a good place to work	71	75	78	3		
Customer Focus	83	86	86	0		1.4
I am able to address my clients'/customers' concerns	77	80	81	1		
I do all that I can within budgetary constraints to satisfy customers	84	88	88	0		
I enjoy helping solve customers' problems	87	88	89	1		
I respond in a timely manner to customer requests/questions	83	87	86	-1		
U of M Commitment	86	87	87	0		1.9
I am proud to work for the U-M	87	89	89	0		
I have a strong commitment to the U-M	85	87	87	0		
I care about the future of the U-M	89	91	90	-1		
I enjoy discussing the U-M with people who do not work here	82	82	84	2		
I feel a strong sense of belonging to the U-M	83	84	85	1		
U of M Loyalty	81	81	79	-2		2.3
If it is up to me, I will be working at U of M one year from now	85	85	84	-1		
I would not leave U of M for a similar job at a 5% higher salary	69	70	67	-3		
I would not leave U of M for a similar job at the same salary	82	82	80	-2		
U of M Recommendation	85	87	87	0		2.0
I would recommend the U-M to someone who is looking for a good place to work	85	87	87	0		
U of M Donation*	--	--	59	--		2.5
I would encourage friends and family to donate to U-M*	--	--	59	--		

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Survey Respondents	170	150	152			
Employees in Unit/Department	173	161	155			
% Survey Participation	98%	93%	98%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	71	78	81	3		
My supervisor trusts me	76	82	82	0		
I trust my supervisor	73	80	82	2		
A climate of trust exists in my unit/department	68	74	76	2		
I trust my co-workers	75	78	81	3		
People in my unit/department follow through on their commitments	71	76	78	2		
Safety						
Feel safe at work*	--	89	86	-3		
Department committed to occupational health and safety*	--	86	87	1		
Department does good job monitoring safety*	--	81	83	2		
Supervisor Rating						
Overall, rate your supervisor	71	78	81	3		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	81	86	86	0		
My unit/department understands the needs of our customers	77	84	85	1		
My unit/department adapts to changing customer needs	74	81	82	1		
My unit/department communicates service changes effectively to customers	68	75	76	1		
My unit/department implements service changes effectively	67	73	75	2		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	83	--		
I cope well with stress of job*	--	--	74	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	88	82	-6	▼	
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	77	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	76	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	79	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	83	--		

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Architecture Engineering & Construction

AEC Lead Team Admin

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Survey Respondents	18	19	26			
Employees in Unit/Department	21	28	29			
% Survey Participation	86%	68%	90%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	67	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	67	--		
Fosters an environment that encourages employee development*	--	--	65	--		
Encourages cross-departmental collaboration*	--	--	65	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	68	--		
Welcomes ideas that enhance work processes*	--	--	69	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	69	--		
Climate*						
People in my unit/department are treated fairly	77	73	73	0		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	80	72	78	6		
Integrity is a hallmark of my unit/department	80	77	75	-2		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	72	80	80	0		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	63	67	72	5		
I am aware of the Business and Finance values	87	90	82	-8	▼	
The Business and Finance values govern the way we do business in B&F	80	73	75	2		
Supervisor						
Considers my ideas	83	89	80	-9		
Recognizes me for doing good work	73	82	78	-4		
Treats me with respect	82	88	83	-5		
Cares about me as a person	85	82	79	-3		
Gives me constructive feedback on my performance	70	83	76	-7		
Communicates well	72	80	77	-3		
Is approachable and easy to talk with	80	87	80	-7		
Is ethical in day-to-day practices	86	92	86	-6		
Deals effectively with poor performance	69	72	74	2		
Manages people effectively	68	81	77	-4		
Is an effective decision-maker	72	88	84	-4		
Effectively communicates the goals and strategies of our unit/department	56	87	80	-7		
Autonomy/Involvement						
I have control over how I do my work	78	85	79	-6		
My opinion counts at work	78	70	76	6		
I have a say in decisions that affect my work	75	71	75	4		
Workload						
Work is distributed fairly within my workgroup	74	68	76	8		
My workgroup has enough employees to handle the work	65	56	68	12		
Resources/Environment						
The physical environment allows me to do my job	83	81	76	-5		
I have the necessary resources, tools or equipment to do my job	78	78	83	5		
Recognition*						
My customers recognize my good work	85	73	75	2		
I get appropriate recognition when I have done something extraordinary	63	61	73	12		
Expressions of thanks and appreciation are common in my unit/department	64	62	68	6		
My contributions are valued by members of the U of M Community	80	72	76	4		

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Employees in Unit/Department	21	28	29			
% Survey Participation	86%	68%	90%			
Dimensions						
Co-workers	85	78	82	4		
My workgroup collaborates effectively with other workgroups	80	75	79	4		
My co-workers and I work as part of a team	84	78	80	2		
I can count on my co-workers to help out when needed	89	78	85	7		
I am consistently treated with respect by my co-workers	87	81	84	3		
One or more of my co-workers cares about me as a person	90	78	85	7		
People care about each other in my unit/department	84	80	81	1		
Communication*	--	62	69	7		
Reasons for making changes are communicated before changes are made	57	49	63	14		
Customer feedback is shared throughout my unit/department	62	65	68	3		
Information about the University is shared openly in my unit/department	69	67	70	3		
I am informed about matters that affect my job	72	67	74	7		
Changes in service standards are communicated effectively	64	59	69	10		
Training and Development*	--	69	78	9		
I receive training necessary for me to do my job	69	69	78	9		
I have opportunities for training that support my development and/or advancement	72	70	78	8		
When my job changes, I receive appropriate training*	--	68	77	9		
Task Significance	85	88	87	-1		
I know what is expected of me at work	83	85	84	-1		
I understand how my work supports the mission of my unit/department	91	94	92	-2		
I understand how my work supports the mission of Business and Finance	93	94	92	-2		
I understand how my work supports U of M's mission	93	92	94	2		
My supervisor has a clear view of where unit/department is going	68	80	79	-1		
The goals of my unit/department are clear to me	79	81	84	3		
Compensation*	--	71	73	2		
I understand how my current salary or base pay rate is determined	72	71	72	1		
I am fairly paid for the work I do	77	69	76	7		
My salary/pay is a significant factor in my decision to stay at U of M	56	73	71	-2		
Benefits*	--	80	83	3		
U of M's benefits package meets my needs	90	82	85	3		
The benefits package is a significant factor in my decision to stay at U of M	75	78	80	2		
Advancement*	--	63	70	7		
Opportunities for advancement or promotion exist within U of M	70	61	68	7		
I know what is required of me to advance within U of M	60	57	68	11		
Internal candidates receive fair consideration for open positions	73	71	73	2		
Survey Perception*	--	51	60	9		
This survey is an important element in improving the work environment	65	51	60	9		

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AEC Lead Team Admin

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Employees in Unit/Department	21	28	29			
% Survey Participation	86%	68%	90%			
Satisfaction						
Job Satisfaction	82	74	81	7		
To what extent does your current job fall short or exceed your expectations	69	61	70	9		
How well does your current position compare to your ideal job	69	63	71	8		
How satisfied are you with your job	81	74	80	6		
I enjoy the type of work I do	93	80	85	5		
My job is interesting	91	81	87	6		
I make a difference in my unit/department	90	81	87	6		
My job gives me a sense of accomplishment	86	78	86	8		
Outcomes						
Unit/Dept. Commitment*	--	78	82	4		
I am proud to work for my unit/department	93	77	84	7		
I have a strong commitment to my unit/department	91	77	83	6		
I care about the future of my unit/department	97	84	84	0		
I feel a strong sense of belonging to my unit/department	87	80	80	0		
I enjoy discussing my unit/department with people who do not work here	89	71	81	10		
The organization actively supports the health and wellbeing of its employees*	--	--	80	--		
Unit/Dept. Loyalty	80	74	69	-5		
If it is up to me, I will be working in my unit/department one year from now	89	84	81	-3		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	60	55	53	-2		
I would not leave my unit/dept for a similar job within UM at the same salary	78	70	64	-6		
Unit/Dept. Recommend	82	74	81	7		
I recommend my unit/department to someone looking for a good place to work	82	74	81	7		
Customer Focus	88	86	88	2		
I am able to address my clients'/customers' concerns	85	78	82	4		
I do all that I can within budgetary constraints to satisfy customers	90	89	88	-1		
I enjoy helping solve customers' problems	92	89	90	1		
I respond in a timely manner to customer requests/questions	85	85	90	5		
U of M Commitment	93	84	90	6		
I am proud to work for the U-M	91	83	89	6		
I have a strong commitment to the U-M	93	82	91	9		
I care about the future of the U-M	97	90	92	2		
I enjoy discussing the U-M with people who do not work here	91	82	88	6		
I feel a strong sense of belonging to the U-M	90	81	90	9		
U of M Loyalty	87	83	81	-2		
If it is up to me, I will be working at U of M one year from now	90	84	89	5		
I would not leave U of M for a similar job at a 5% higher salary	80	78	70	-8		
I would not leave U of M for a similar job at the same salary	87	84	76	-8		
U of M Recommendation	89	89	89	0		
I would recommend the U-M to someone who is looking for a good place to work	89	89	89	0		
U of M Donation*	--	--	66	--		
I would encourage friends and family to donate to U-M*	--	--	66	--		

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Facilities & Operations

Architecture Engineering & Construction

AEC Lead Team Admin

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Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	73	88	84	-4		
My supervisor trusts me	79	89	82	-7		
I trust my supervisor	80	89	86	-3		
A climate of trust exists in my unit/department	74	79	74	-5		
I trust my co-workers	85	83	83	0		
People in my unit/department follow through on their commitments	80	77	77	0		
Safety						
Feel safe at work*	--	94	87	-7		
Department committed to occupational health and safety*	--	93	91	-2		
Department does good job monitoring safety*	--	84	85	1		
Supervisor Rating						
Overall, rate your supervisor	75	85	82	-3		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	90	81	84	3		
My unit/department understands the needs of our customers	82	81	83	2		
My unit/department adapts to changing customer needs	78	78	81	3		
My unit/department communicates service changes effectively to customers	77	72	76	4		
My unit/department implements service changes effectively	80	71	76	5		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	89	--		
I cope well with stress of job*	--	--	79	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	--	94	--		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	81	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	81	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	82	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	92	--		

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AEC Lead Team Admin

AEC Lead Team/Project Directors

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Survey Respondents	8	7	10			
Employees in Unit/Department	11	12	10			
% Survey Participation	73%	58%	100%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	--	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	--	--		
Fosters an environment that encourages employee development*	--	--	--	--		
Encourages cross-departmental collaboration*	--	--	--	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	--	--		
Welcomes ideas that enhance work processes*	--	--	--	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	--	--		
Climate*	--	86	83	-3		
People in my unit/department are treated fairly	79	86	81	-5		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	85	89	84	-5		
Integrity is a hallmark of my unit/department	83	90	84	-6		
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Recognizes me for doing good work	78	83	77	-6		
Treats me with respect	85	90	87	-3		
Cares about me as a person	88	86	83	-3		
Gives me constructive feedback on my performance	69	78	72	-6		
Communicates well	69	75	79	4		
Is approachable and easy to talk with	81	86	82	-4		
Is ethical in day-to-day practices	90	92	86	-6		
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Workload	75	62	73	11		
Work is distributed fairly within my workgroup	74	63	77	14		
My workgroup has enough employees to handle the work	76	59	67	8		
Resources/Environment	77	83	88	5		
The physical environment allows me to do my job	79	81	90	9		
I have the necessary resources, tools or equipment to do my job	75	84	86	2		
Recognition*	--	75	76	1		
My customers recognize my good work	81	78	80	2		
I get appropriate recognition when I have done something extraordinary	68	73	76	3		
Expressions of thanks and appreciation are common in my unit/department	67	78	68	-10		
My contributions are valued by members of the U of M Community	76	73	80	7		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Lead Team Admin

AEC Lead Team/Project Directors

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	8	7	10			
Employees in Unit/Department	11	12	10			
% Survey Participation	73%	58%	100%			
Dimensions						
Co-workers						
My workgroup collaborates effectively with other workgroups	86	82	84	2		
My co-workers and I work as part of a team	79	81	81	0		
I can count on my co-workers to help out when needed	86	76	82	6		
I am consistently treated with respect by my co-workers	90	75	87	12		
One or more of my co-workers cares about me as a person	88	83	83	0		
People care about each other in my unit/department	90	89	86	-3		
	88	89	84	-5		
Communication*						
Reasons for making changes are communicated before changes are made	--	81	73	-8		
Customer feedback is shared throughout my unit/department	64	71	66	-5		
Information about the University is shared openly in my unit/department	67	84	68	-16		
I am informed about matters that affect my job	78	84	77	-7		
Changes in service standards are communicated effectively	79	81	79	-2		
	72	81	77	-4		
Training and Development*						
I receive training necessary for me to do my job	--	74	78	4		
I have opportunities for training that support my development and/or advancement	72	75	78	3		
When my job changes, I receive appropriate training*	78	73	80	7		
	--	75	75	0		
Task Significance						
I know what is expected of me at work	87	93	91	-2		
I understand how my work supports the mission of my unit/department	85	94	90	-4		
I understand how my work supports the mission of Business and Finance	92	95	93	-2		
I understand how my work supports U of M's mission	92	95	93	-2		
My supervisor has a clear view of where unit/department is going	92	95	94	-1		
The goals of my unit/department are clear to me	75	87	83	-4		
	85	90	92	2		
Compensation*						
I understand how my current salary or base pay rate is determined	--	75	79	4		
I am fairly paid for the work I do	76	78	77	-1		
My salary/pay is a significant factor in my decision to stay at U of M	78	76	83	7		
	67	71	78	7		
Benefits*						
U of M's benefits package meets my needs	--	74	80	6		
The benefits package is a significant factor in my decision to stay at U of M	88	79	81	2		
	71	67	79	12		
Advancement*						
Opportunities for advancement or promotion exist within U of M	--	72	75	3		
I know what is required of me to advance within U of M	74	67	70	3		
Internal candidates receive fair consideration for open positions	65	67	77	10		
	78	81	79	-2		
Survey Perception*						
This survey is an important element in improving the work environment	--	56	56	0		
	53	56	56	0		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Lead Team Admin

AEC Lead Team/Project Directors

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	8	7	10			
Employees in Unit/Department	11	12	10			
% Survey Participation	73%	58%	100%			
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	84	86	88	2		
How well does your current position compare to your ideal job	78	81	83	2		
How satisfied are you with your job	75	78	78	0		
I enjoy the type of work I do	83	83	88	5		
My job is interesting	89	87	90	3		
I make a difference in my unit/department	89	92	93	1		
My job gives me a sense of accomplishment	89	94	93	-1		
	88	92	95	3		
Outcomes						
Unit/Dept. Commitment*						
I am proud to work for my unit/department	--	90	88	-2		
I have a strong commitment to my unit/department	92	89	87	-2		
I care about the future of my unit/department	88	90	91	1		
I feel a strong sense of belonging to my unit/department	96	95	93	-2		
I enjoy discussing my unit/department with people who do not work here	83	87	86	-1		
The organization actively supports the health and wellbeing of its employees*	90	84	86	2		
	--	--	88	--		
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	81	81	82	1		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	89	92	92	0		
I would not leave my unit/dept for a similar job within UM at the same salary	64	60	71	11		
	81	76	76	0		
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	87	87	89	2		
	87	87	89	2		
Customer Focus						
I am able to address my clients'/customers' concerns	86	88	90	2		
I do all that I can within budgetary constraints to satisfy customers	83	78	84	6		
I enjoy helping solve customers' problems	88	94	91	-3		
I respond in a timely manner to customer requests/questions	89	90	92	2		
	85	89	90	1		
U of M Commitment						
I am proud to work for the U-M	93	91	92	1		
I have a strong commitment to the U-M	92	90	91	1		
I care about the future of the U-M	93	90	91	1		
I enjoy discussing the U-M with people who do not work here	99	95	94	-1		
I feel a strong sense of belonging to the U-M	93	90	92	2		
	90	89	91	2		
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	88	83	86	3		
I would not leave U of M for a similar job at a 5% higher salary	90	89	91	2		
I would not leave U of M for a similar job at the same salary	81	70	78	8		
	89	83	83	0		
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	94	92	91	-1		
	94	92	91	-1		
U of M Donation*						
I would encourage friends and family to donate to U-M*	--	--	73	--		
	--	--	73	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Lead Team Admin

AEC Lead Team/Project Directors

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	8	7	10			
Employees in Unit/Department	11	12	10			
% Survey Participation	73%	58%	100%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	76	86	84	-2		
My supervisor trusts me	85	90	86	-4		
I trust my supervisor	85	89	88	-1		
A climate of trust exists in my unit/department	82	84	82	-2		
I trust my co-workers	88	83	86	3		
People in my unit/department follow through on their commitments	82	83	86	3		
Safety						
Feel safe at work*	--	94	93	-1		
Department committed to occupational health and safety*	--	95	96	1		
Department does good job monitoring safety*	--	94	94	0		
Supervisor Rating						
Overall, rate your supervisor	81	79	84	5		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	86	89	91	2		
My unit/department understands the needs of our customers	78	92	87	-5		
My unit/department adapts to changing customer needs	78	87	86	-1		
My unit/department communicates service changes effectively to customers	79	86	80	-6		
My unit/department implements service changes effectively	79	83	78	-5		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	97	--		
I cope well with stress of job*	--	--	83	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	--	--	--		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	89	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	88	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	93	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	99	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Lead Team Admin

AEC Managers and LT Admin

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	10	12	16			
Employees in Unit/Department	10	16	19			
% Survey Participation	100%	75%	84%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	67	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	68	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	67	--		
Fosters an environment that encourages employee development*	--	--	65	--		
Encourages cross-departmental collaboration*	--	--	65	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	68	--		
Welcomes ideas that enhance work processes*	--	--	69	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	69	--		
Climate*						
People in my unit/department are treated fairly	--	69	72	3		
People in my unit/department are treated fairly	76	66	68	2		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	77	62	74	12		
Integrity is a hallmark of my unit/department	77	69	69	0		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	68	81	78	-3		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	52	59	67	8		
I am aware of the Business and Finance values	86	89	80	-9		
The Business and Finance values govern the way we do business in B&F	77	62	72	10		
Supervisor	75	85	79	-6		
Considers my ideas	81	90	78	-12		
Recognizes me for doing good work	70	81	78	-3		
Treats me with respect	80	86	81	-5		
Cares about me as a person	82	81	76	-5		
Gives me constructive feedback on my performance	70	86	78	-8		
Communicates well	74	83	76	-7		
Is approachable and easy to talk with	79	87	79	-8		
Is ethical in day-to-day practices	83	92	86	-6		
Deals effectively with poor performance	71	71	71	0		
Manages people effectively	68	82	78	-4		
Is an effective decision-maker	70	87	83	-4		
Effectively communicates the goals and strategies of our unit/department	54	89	78	-11		
Autonomy/Involvement	76	73	70	-3		
I have control over how I do my work	79	87	74	-13	▼	
My opinion counts at work	77	66	67	1		
I have a say in decisions that affect my work	72	66	69	3		
Workload	68	65	74	9		
Work is distributed fairly within my workgroup	74	70	76	6		
My workgroup has enough employees to handle the work	57	55	69	14		
Resources/Environment	83	78	75	-3		
The physical environment allows me to do my job	87	81	68	-13		
I have the necessary resources, tools or equipment to do my job	80	75	81	6		
Recognition*	--	61	71	10		
My customers recognize my good work	88	70	72	2		
I get appropriate recognition when I have done something extraordinary	59	55	71	16		
Expressions of thanks and appreciation are common in my unit/department	62	53	67	14		
My contributions are valued by members of the U of M Community	82	71	74	3		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Lead Team Admin

AEC Managers and LT Admin

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	10	12	16			
Employees in Unit/Department	10	16	19			
% Survey Participation	100%	75%	84%			
Dimensions						
Co-workers						
My workgroup collaborates effectively with other workgroups	84	76	81	5		
My co-workers and I work as part of a team	81	72	77	5		
I can count on my co-workers to help out when needed	82	79	79	0		
I am consistently treated with respect by my co-workers	88	81	84	3		
One or more of my co-workers cares about me as a person	87	80	84	4		
People care about each other in my unit/department	89	72	84	12		
	81	75	78	3		
Communication*						
Reasons for making changes are communicated before changes are made	--	51	66	15		
Customer feedback is shared throughout my unit/department	51	36	61	25	▲	
Information about the University is shared openly in my unit/department	58	54	68	14		
I am informed about matters that affect my job	61	56	66	10		
Changes in service standards are communicated effectively	66	59	70	11		
	58	46	65	19		
Training and Development*						
I receive training necessary for me to do my job	--	66	78	12		
I have opportunities for training that support my development and/or advancement	66	66	78	12		
When my job changes, I receive appropriate training*	67	69	77	8		
	--	65	78	13		
Task Significance						
I know what is expected of me at work	84	85	85	0		
I understand how my work supports the mission of my unit/department	82	81	81	0		
I understand how my work supports the mission of Business and Finance	91	93	92	-1		
I understand how my work supports U of M's mission	93	93	92	-1		
My supervisor has a clear view of where unit/department is going	94	91	94	3		
The goals of my unit/department are clear to me	62	75	77	2		
	74	76	79	3		
Compensation*						
I understand how my current salary or base pay rate is determined	--	68	69	1		
I am fairly paid for the work I do	68	67	69	2		
My salary/pay is a significant factor in my decision to stay at U of M	76	65	72	7		
	48	73	66	-7		
Benefits*						
U of M's benefits package meets my needs	--	84	85	1		
The benefits package is a significant factor in my decision to stay at U of M	91	83	88	5		
	79	84	81	-3		
Advancement*						
Opportunities for advancement or promotion exist within U of M	--	58	67	9		
I know what is required of me to advance within U of M	67	58	67	9		
Internal candidates receive fair consideration for open positions	56	51	63	12		
	70	65	69	4		
Survey Perception*						
This survey is an important element in improving the work environment	--	48	63	15		
	75	48	63	15		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Lead Team Admin

AEC Managers and LT Admin

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	10	12	16			
Employees in Unit/Department	10	16	19			
% Survey Participation	100%	75%	84%			
Satisfaction						
Job Satisfaction	81	67	76	9		
To what extent does your current job fall short or exceed your expectations	62	49	61	12		
How well does your current position compare to your ideal job	63	54	66	12		
How satisfied are you with your job	79	69	76	7		
I enjoy the type of work I do	96	75	81	6		
My job is interesting	93	75	83	8		
I make a difference in my unit/department	90	74	83	9		
My job gives me a sense of accomplishment	84	70	81	11		
Outcomes						
Unit/Dept. Commitment*	--	71	78	7		
I am proud to work for my unit/department	93	70	83	13		
I have a strong commitment to my unit/department	94	69	78	9		
I care about the future of my unit/department	98	77	79	2		
I feel a strong sense of belonging to my unit/department	90	76	76	0		
I enjoy discussing my unit/department with people who do not work here	88	63	78	15		
The organization actively supports the health and wellbeing of its employees*	--	--	76	--		
Unit/Dept. Loyalty	79	70	61	-9		
If it is up to me, I will be working in my unit/department one year from now	89	79	74	-5		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	58	52	42	-10		
I would not leave my unit/dept for a similar job within UM at the same salary	77	67	57	-10		
Unit/Dept. Recommend	79	67	76	9		
I recommend my unit/department to someone looking for a good place to work	79	67	76	9		
Customer Focus	89	85	87	2		
I am able to address my clients'/customers' concerns	86	78	81	3		
I do all that I can within budgetary constraints to satisfy customers	91	87	86	-1		
I enjoy helping solve customers' problems	94	89	89	0		
I respond in a timely manner to customer requests/questions	84	83	90	7		
U of M Commitment	92	79	89	10		
I am proud to work for the U-M	91	79	88	9		
I have a strong commitment to the U-M	92	77	90	13		
I care about the future of the U-M	96	87	90	3		
I enjoy discussing the U-M with people who do not work here	89	77	85	8		
I feel a strong sense of belonging to the U-M	90	76	89	13		
U of M Loyalty	86	83	78	-5		
If it is up to me, I will be working at U of M one year from now	89	81	88	7		
I would not leave U of M for a similar job at a 5% higher salary	80	83	65	-18	▼	
I would not leave U of M for a similar job at the same salary	86	84	71	-13		
U of M Recommendation	84	87	88	1		
I would recommend the U-M to someone who is looking for a good place to work	84	87	88	1		
U of M Donation*	--	--	61	--		
I would encourage friends and family to donate to U-M*	--	--	61	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Lead Team Admin

AEC Managers and LT Admin

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	10	12	16			
Employees in Unit/Department	10	16	19			
% Survey Participation	100%	75%	84%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	71	90	83	-7		
My supervisor trusts me	74	88	80	-8		
I trust my supervisor	76	90	84	-6		
A climate of trust exists in my unit/department	68	76	68	-8		
I trust my co-workers	82	83	82	-1		
People in my unit/department follow through on their commitments	78	73	72	-1		
Safety						
Feel safe at work*	--	94	83	-11	▼	
Department committed to occupational health and safety*	--	92	88	-4		
Department does good job monitoring safety*	--	79	79	0		
Supervisor Rating						
Overall, rate your supervisor	70	89	81	-8		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	92	77	79	2		
My unit/department understands the needs of our customers	85	75	81	6		
My unit/department adapts to changing customer needs	79	73	78	5		
My unit/department communicates service changes effectively to customers	74	64	74	10		
My unit/department implements service changes effectively	80	64	76	12		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	84	--		
I cope well with stress of job*	--	--	77	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	--	94	--		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	76	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	77	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	76	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	88	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Architecture & Engineering

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	54	55	54			
Employees in Unit/Department	55	57	54			
% Survey Participation	98%	96%	100%			
Dimensions						
Upper Management*						0.0
Motivates employees to do their best*	--	--	71	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	71	--		
Fosters an environment that encourages employee development*	--	--	67	--		
Encourages cross-departmental collaboration*	--	--	69	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	73	--		
Welcomes ideas that enhance work processes*	--	--	69	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	72	--		
Climate*						0.0
People in my unit/department are treated fairly	64	69	79	10	▲	
If I am unfairly treated, I believe I will be given a fair shake if I appeal	59	68	69	1		
Integrity is a hallmark of my unit/department	65	73	81	8	▲	
I am comfortable expressing my opinions even if contrary to prevailing beliefs	55	67	67	0		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	51	64	71	7	▲	
I am aware of the Business and Finance values	69	76	78	2		
The Business and Finance values govern the way we do business in B&F	62	70	75	5		
Supervisor	71	75	82	7	▲	0.1
Considers my ideas	73	77	82	5		
Recognizes me for doing good work	68	77	82	5		
Treats me with respect	78	82	87	5		
Cares about me as a person	70	74	83	9	▲	
Gives me constructive feedback on my performance	69	76	80	4		
Communicates well	67	74	81	7	▲	
Is approachable and easy to talk with	73	76	83	7	▲	
Is ethical in day-to-day practices	82	85	90	5	▲	
Deals effectively with poor performance	57	63	70	7	▲	
Manages people effectively	67	67	80	13	▲	
Is an effective decision-maker	77	79	85	6	▲	
Effectively communicates the goals and strategies of our unit/department	58	74	83	9	▲	
Autonomy/Involvement	64	72	73	1		0.0
I have control over how I do my work	66	76	73	-3		
My opinion counts at work	63	71	74	3		
I have a say in decisions that affect my work	61	70	72	2		
Workload	57	57	64	7	▲	1.3
Work is distributed fairly within my workgroup	59	61	67	6		
My workgroup has enough employees to handle the work	52	51	59	8		
Resources/Environment	64	69	72	3		0.4
The physical environment allows me to do my job	62	72	72	0		
I have the necessary resources, tools or equipment to do my job	66	67	73	6		
Recognition*	--	69	73	4		1.9
My customers recognize my good work	62	73	74	1		
I get appropriate recognition when I have done something extraordinary	59	71	76	5		
Expressions of thanks and appreciation are common in my unit/department	54	65	75	10	▲	
My contributions are valued by members of the U of M Community	55	66	68	2		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Architecture & Engineering

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	54	55	54			
Employees in Unit/Department	55	57	54			
% Survey Participation	98%	96%	100%			
Dimensions						
Co-workers	75	81	80	-1		3.3
My workgroup collaborates effectively with other workgroups	65	77	76	-1		
My co-workers and I work as part of a team	73	81	78	-3		
I can count on my co-workers to help out when needed	72	79	77	-2		
I am consistently treated with respect by my co-workers	77	83	81	-2		
One or more of my co-workers cares about me as a person	81	86	85	-1		
People care about each other in my unit/department	79	79	82	3		
Communication*	--	63	69	6	▲	0.0
Reasons for making changes are communicated before changes are made	45	50	60	10	▲	
Customer feedback is shared throughout my unit/department	56	66	69	3		
Information about the University is shared openly in my unit/department	58	65	75	10	▲	
I am informed about matters that affect my job	62	69	70	1		
Changes in service standards are communicated effectively	52	61	69	8	▲	
Training and Development*	--	71	71	0		0.0
I receive training necessary for me to do my job	64	74	74	0		
I have opportunities for training that support my development and/or advancement	62	73	69	-4		
When my job changes, I receive appropriate training*	--	67	70	3		
Task Significance	75	82	82	0		0.2
I know what is expected of me at work	77	82	84	2		
I understand how my work supports the mission of my unit/department	78	86	85	-1		
I understand how my work supports the mission of Business and Finance	74	83	78	-5	▼	
I understand how my work supports U of M's mission	75	84	85	1		
My supervisor has a clear view of where unit/department is going	70	73	77	4		
The goals of my unit/department are clear to me	74	79	82	3		
Compensation*	--	58	61	3		0.5
I understand how my current salary or base pay rate is determined	48	55	59	4		
I am fairly paid for the work I do	48	55	64	9	▲	
My salary/pay is a significant factor in my decision to stay at U of M	45	65	60	-5		
Benefits*	--	83	82	-1		0.2
U of M's benefits package meets my needs	79	84	82	-2		
The benefits package is a significant factor in my decision to stay at U of M	78	81	83	2		
Advancement*	--	59	64	5		0.0
Opportunities for advancement or promotion exist within U of M	49	60	63	3		
I know what is required of me to advance within U of M	47	52	60	8		
Internal candidates receive fair consideration for open positions	55	63	70	7		
Survey Perception*	--	71	67	-4		0.0
This survey is an important element in improving the work environment	62	71	67	-4		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Architecture & Engineering

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	54	55	54			
Employees in Unit/Department	55	57	54			
% Survey Participation	98%	96%	100%			
Satisfaction						
Job Satisfaction	68	78	74	-4		
To what extent does your current job fall short or exceed your expectations	59	68	65	-3		
How well does your current position compare to your ideal job	55	67	64	-3		
How satisfied are you with your job	68	77	73	-4		
I enjoy the type of work I do	74	83	78	-5		
My job is interesting	74	84	80	-4		
I make a difference in my unit/department	72	83	79	-4		
My job gives me a sense of accomplishment	72	82	78	-4		
Outcomes						
Unit/Dept. Commitment*	--	84	84	0		1.9
I am proud to work for my unit/department	74	83	86	3		
I have a strong commitment to my unit/department	73	85	84	-1		
I care about the future of my unit/department	77	89	88	-1		
I feel a strong sense of belonging to my unit/department	70	82	81	-1		
I enjoy discussing my unit/department with people who do not work here	66	78	78	0		
The organization actively supports the health and wellbeing of its employees*	--	--	83	--		
Unit/Dept. Loyalty	63	71	69	-2		3.1
If it is up to me, I will be working in my unit/department one year from now	71	78	77	-1		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	38	48	54	6		
I would not leave my unit/dept for a similar job within UM at the same salary	67	76	68	-8	▼	
Unit/Dept. Recommend	67	78	80	2		3.4
I recommend my unit/department to someone looking for a good place to work	67	78	80	2		
Customer Focus	81	87	86	-1		0.9
I am able to address my clients'/customers' concerns	76	82	81	-1		
I do all that I can within budgetary constraints to satisfy customers	82	90	90	0		
I enjoy helping solve customers' problems	84	89	88	-1		
I respond in a timely manner to customer requests/questions	79	87	84	-3		
U of M Commitment	81	88	88	0		0.2
I am proud to work for the U-M	84	90	91	1		
I have a strong commitment to the U-M	80	87	88	1		
I care about the future of the U-M	84	91	91	0		
I enjoy discussing the U-M with people who do not work here	76	86	86	0		
I feel a strong sense of belonging to the U-M	79	84	85	1		
U of M Loyalty	73	79	77	-2		2.7
If it is up to me, I will be working at U of M one year from now	76	83	81	-2		
I would not leave U of M for a similar job at a 5% higher salary	59	67	64	-3		
I would not leave U of M for a similar job at the same salary	78	82	80	-2		
U of M Recommendation	78	87	90	3		0.9
I would recommend the U-M to someone who is looking for a good place to work	78	87	90	3		
U of M Donation*	--	--	58	--		0.5
I would encourage friends and family to donate to U-M*	--	--	58	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Architecture & Engineering

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	54	55	54			
Employees in Unit/Department	55	57	54			
% Survey Participation	98%	96%	100%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	75	77	84	7	▲	
My supervisor trusts me	76	81	84	3		
I trust my supervisor	75	80	85	5		
A climate of trust exists in my unit/department	70	72	81	9	▲	
I trust my co-workers	73	76	81	5	▲	
People in my unit/department follow through on their commitments	68	72	77	5		
Safety						
Feel safe at work*	--	90	89	-1		
Department committed to occupational health and safety*	--	87	90	3		
Department does good job monitoring safety*	--	82	87	5		
Supervisor Rating						
Overall, rate your supervisor	74	77	85	8	▲	
Customer Orientation						
Satisfying customers is a top priority in my unit/department	83	91	88	-3		
My unit/department understands the needs of our customers	81	87	84	-3		
My unit/department adapts to changing customer needs	79	83	82	-1		
My unit/department communicates service changes effectively to customers	71	76	75	-1		
My unit/department implements service changes effectively	68	73	75	2		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	87	--		
I cope well with stress of job*	--	--	73	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	89	81	-8		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	75	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	75	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	83	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	87	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Architecture & Engineering

A&E Architecture

Survey Respondents
Employees in Unit/Department
% Survey Participation

2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
24	23	23			
25	22	22			
96%	105%	105%			

Dimensions	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Upper Management*	--	--	76	--		0.0
Motivates employees to do their best*	--	--	78	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	73	--		
Fosters an environment that encourages employee development*	--	--	75	--		
Encourages cross-departmental collaboration*	--	--	72	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	78	--		
Welcomes ideas that enhance work processes*	--	--	72	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	80	--		
Climate*	--	74	79	5		0.0
People in my unit/department are treated fairly	67	76	87	11	▲	
If I am unfairly treated, I believe I will be given a fair shake if I appeal	64	75	75	0		
Integrity is a hallmark of my unit/department	65	75	86	11	▲	
I am comfortable expressing my opinions even if contrary to prevailing beliefs	54	71	73	2		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	51	68	77	9		
I am aware of the Business and Finance values	71	81	77	-4		
The Business and Finance values govern the way we do business in B&F	62	73	75	2		
Supervisor	71	79	86	7		0.0
Considers my ideas	72	80	86	6		
Recognizes me for doing good work	68	80	86	6		
Treats me with respect	82	84	92	8		
Cares about me as a person	71	79	87	8		
Gives me constructive feedback on my performance	65	81	83	2		
Communicates well	67	77	85	8		
Is approachable and easy to talk with	71	77	88	11	▲	
Is ethical in day-to-day practices	82	88	92	4		
Deals effectively with poor performance	53	65	70	5		
Manages people effectively	68	71	85	14	▲	
Is an effective decision-maker	81	86	88	2		
Effectively communicates the goals and strategies of our unit/department	57	77	86	9		
Autonomy/Involvement	66	72	78	6		0.0
I have control over how I do my work	70	76	79	3		
My opinion counts at work	66	70	80	10	▲	
I have a say in decisions that affect my work	63	70	76	6		
Workload	61	63	66	3		1.0
Work is distributed fairly within my workgroup	60	66	64	-2		
My workgroup has enough employees to handle the work	64	58	69	11		
Resources/Environment	63	68	76	8		0.0
The physical environment allows me to do my job	59	71	76	5		
I have the necessary resources, tools or equipment to do my job	67	64	75	11		
Recognition*	--	73	77	4		0.8
My customers recognize my good work	65	79	75	-4		
I get appropriate recognition when I have done something extraordinary	59	74	80	6		
Expressions of thanks and appreciation are common in my unit/department	57	68	81	13	▲	
My contributions are valued by members of the U of M Community	60	68	71	3		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Architecture & Engineering

A&E Architecture

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	24	23	23			
Employees in Unit/Department	25	22	22			
% Survey Participation	96%	105%	105%			
Dimensions						
Co-workers						
My workgroup collaborates effectively with other workgroups	78	83	85	2		2.1
My co-workers and I work as part of a team	67	79	79	0		
I can count on my co-workers to help out when needed	75	81	84	3		
I am consistently treated with respect by my co-workers	77	81	83	2		
One or more of my co-workers cares about me as a person	79	85	87	2		
People care about each other in my unit/department	87	88	88	0		
	82	85	86	1		
Communication*						
Reasons for making changes are communicated before changes are made	--	66	72	6		0.0
Customer feedback is shared throughout my unit/department	43	48	63	15	▲	
Information about the University is shared openly in my unit/department	52	76	74	-2		
I am informed about matters that affect my job	57	72	76	4		
Changes in service standards are communicated effectively	63	72	73	1		
	50	64	72	8		
Training and Development*						
I receive training necessary for me to do my job	--	73	77	4		0.0
I have opportunities for training that support my development and/or advancement	68	75	78	3		
When my job changes, I receive appropriate training*	62	73	77	4		
	--	70	77	7		
Task Significance						
I know what is expected of me at work	78	85	85	0		0.0
I understand how my work supports the mission of my unit/department	80	87	87	0		
I understand how my work supports the mission of Business and Finance	79	90	87	-3		
I understand how my work supports U of M's mission	74	86	79	-7		
My supervisor has a clear view of where unit/department is going	76	87	88	1		
The goals of my unit/department are clear to me	74	77	83	6		
	78	83	86	3		
Compensation*						
I understand how my current salary or base pay rate is determined	--	61	63	2		1.0
I am fairly paid for the work I do	45	64	64	0		
My salary/pay is a significant factor in my decision to stay at U of M	38	57	65	8		
	32	61	57	-4		
Benefits*						
U of M's benefits package meets my needs	--	86	87	1		0.0
The benefits package is a significant factor in my decision to stay at U of M	85	87	89	2		
	80	85	85	0		
Advancement*						
Opportunities for advancement or promotion exist within U of M	--	65	71	6		0.0
I know what is required of me to advance within U of M	47	61	67	6		
Internal candidates receive fair consideration for open positions	47	66	67	1		
	59	69	77	8		
Survey Perception*						
This survey is an important element in improving the work environment	--	71	71	0		0.5
	66	71	71	0		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Architecture & Engineering

A&E Architecture

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	24	23	23			
Employees in Unit/Department	25	22	22			
% Survey Participation	96%	105%	105%			
Satisfaction						
Job Satisfaction	66	80	76	-4		
To what extent does your current job fall short or exceed your expectations	59	71	69	-2		
How well does your current position compare to your ideal job	53	70	64	-6		
How satisfied are you with your job	64	80	77	-3		
I enjoy the type of work I do	73	83	80	-3		
My job is interesting	74	85	81	-4		
I make a difference in my unit/department	69	85	77	-8		
My job gives me a sense of accomplishment	69	86	80	-6		
Outcomes						
Unit/Dept. Commitment*	--	84	87	3		2.4
I am proud to work for my unit/department	76	84	89	5		
I have a strong commitment to my unit/department	74	84	85	1		
I care about the future of my unit/department	77	88	88	0		
I feel a strong sense of belonging to my unit/department	70	84	84	0		
I enjoy discussing my unit/department with people who do not work here	70	82	85	3		
The organization actively supports the health and wellbeing of its employees*	--	--	88	--		
Unit/Dept. Loyalty	59	72	72	0		2.4
If it is up to me, I will be working in my unit/department one year from now	63	81	75	-6		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	35	45	59	14	▲	
I would not leave my unit/dept for a similar job within UM at the same salary	71	75	76	1		
Unit/Dept. Recommend	69	85	85	0		3.0
I recommend my unit/department to someone looking for a good place to work	69	85	85	0		
Customer Focus	84	89	87	-2		1.4
I am able to address my clients'/customers' concerns	80	84	83	-1		
I do all that I can within budgetary constraints to satisfy customers	86	91	89	-2		
I enjoy helping solve customers' problems	87	91	89	-2		
I respond in a timely manner to customer requests/questions	81	88	85	-3		
U of M Commitment	84	91	92	1		1.9
I am proud to work for the U-M	87	92	92	0		
I have a strong commitment to the U-M	84	89	91	2		
I care about the future of the U-M	86	92	93	1		
I enjoy discussing the U-M with people who do not work here	80	90	91	1		
I feel a strong sense of belonging to the U-M	82	90	91	1		
U of M Loyalty	69	80	76	-4		2.3
If it is up to me, I will be working at U of M one year from now	71	86	78	-8		
I would not leave U of M for a similar job at a 5% higher salary	57	65	67	2		
I would not leave U of M for a similar job at the same salary	75	82	79	-3		
U of M Recommendation	81	91	90	-1		2.0
I would recommend the U-M to someone who is looking for a good place to work	81	91	90	-1		
U of M Donation*	--	--	61	--		2.5
I would encourage friends and family to donate to U-M*	--	--	61	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Architecture & Engineering

A&E Architecture

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	24	23	23			
Employees in Unit/Department	25	22	22			
% Survey Participation	96%	105%	105%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	73	82	91	9	▲	
My supervisor trusts me	77	84	88	4		
I trust my supervisor	76	85	91	6		
A climate of trust exists in my unit/department	69	80	88	8	▲	
I trust my co-workers	71	81	87	6	▲	
People in my unit/department follow through on their commitments	70	73	82	9	▲	
Safety						
Feel safe at work*	--	91	94	3		
Department committed to occupational health and safety*	--	91	92	1		
Department does good job monitoring safety*	--	89	89	0		
Supervisor Rating						
Overall, rate your supervisor	75	80	89	9		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	86	90	87	-3		
My unit/department understands the needs of our customers	81	87	86	-1		
My unit/department adapts to changing customer needs	81	84	83	-1		
My unit/department communicates service changes effectively to customers	68	77	71	-6		
My unit/department implements service changes effectively	64	71	72	1		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	91	--		
I cope well with stress of job*	--	--	75	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	89	83	-6		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	81	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	79	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	87	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	94	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Architecture & Engineering

A&E Mechanical

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	14	10	12			
Employees in Unit/Department	16	13	12			
% Survey Participation	88%	77%	100%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	62	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	63	--		
Fosters an environment that encourages employee development*	--	--	58	--		
Encourages cross-departmental collaboration*	--	--	64	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	66	--		
Welcomes ideas that enhance work processes*	--	--	61	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	61	--		
Climate*						
People in my unit/department are treated fairly	59	62	71	9		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	49	59	61	2		
Integrity is a hallmark of my unit/department	61	68	66	-2		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	52	58	61	3		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	49	63	66	3		
I am aware of the Business and Finance values	64	70	69	-1		
The Business and Finance values govern the way we do business in B&F	56	61	71	10		
Supervisor						
Considers my ideas	71	79	77	-2		
Recognizes me for doing good work	56	76	73	-3		
Treats me with respect	68	83	80	-3		
Cares about me as a person	62	76	78	2		
Gives me constructive feedback on my performance	63	68	74	6		
Communicates well	64	71	81	10		
Is approachable and easy to talk with	74	86	86	0		
Is ethical in day-to-day practices	84	90	86	-4		
Deals effectively with poor performance	54	64	66	2		
Manages people effectively	60	61	69	8		
Is an effective decision-maker	69	76	80	4		
Effectively communicates the goals and strategies of our unit/department	60	78	77	-1		
Autonomy/Involvement						
I have control over how I do my work	64	77	65	-12	▼	
My opinion counts at work	58	74	73	-1		
I have a say in decisions that affect my work	63	73	70	-3		
Workload						
Work is distributed fairly within my workgroup	54	50	59	9		
My workgroup has enough employees to handle the work	56	51	69	18	▲	
Resources/Environment						
The physical environment allows me to do my job	52	47	43	-4		
I have the necessary resources, tools or equipment to do my job	63	67	71	4		
Recognition*						
The physical environment allows me to do my job	63	69	74	5		
I have the necessary resources, tools or equipment to do my job	64	66	68	2		
My customers recognize my good work	--	62	67	5		
I get appropriate recognition when I have done something extraordinary	52	64	69	5		
Expressions of thanks and appreciation are common in my unit/department	55	66	69	3		
My contributions are valued by members of the U of M Community	40	59	67	8		
	49	59	64	5		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Architecture & Engineering

A&E Mechanical

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	14	10	12			
Employees in Unit/Department	16	13	12			
% Survey Participation	88%	77%	100%			
Dimensions						
Co-workers	67	68	74	6		
My workgroup collaborates effectively with other workgroups	61	62	72	10		
My co-workers and I work as part of a team	71	67	76	9		
I can count on my co-workers to help out when needed	63	67	73	6		
I am consistently treated with respect by my co-workers	68	74	79	5		
One or more of my co-workers cares about me as a person	68	74	73	-1		
People care about each other in my unit/department	67	66	71	5		
Communication*	--	60	65	5		
Reasons for making changes are communicated before changes are made	45	47	64	17	▲	
Customer feedback is shared throughout my unit/department	51	60	65	5		
Information about the University is shared openly in my unit/department	62	61	67	6		
I am informed about matters that affect my job	55	70	65	-5		
Changes in service standards are communicated effectively	52	62	67	5		
Training and Development*	--	61	65	4		
I receive training necessary for me to do my job	54	64	68	4		
I have opportunities for training that support my development and/or advancement	56	67	63	-4		
When my job changes, I receive appropriate training*	--	53	64	11		
Task Significance	72	78	78	0		
I know what is expected of me at work	71	74	79	5		
I understand how my work supports the mission of my unit/department	75	81	81	0		
I understand how my work supports the mission of Business and Finance	73	80	73	-7		
I understand how my work supports U of M's mission	74	80	77	-3		
My supervisor has a clear view of where unit/department is going	67	73	80	7		
The goals of my unit/department are clear to me	71	80	76	-4		
Compensation*	--	50	62	12		
I understand how my current salary or base pay rate is determined	49	42	56	14		
I am fairly paid for the work I do	52	48	66	18	▲	
My salary/pay is a significant factor in my decision to stay at U of M	49	62	63	1		
Benefits*	--	80	78	-2		
U of M's benefits package meets my needs	79	79	79	0		
The benefits package is a significant factor in my decision to stay at U of M	76	81	77	-4		
Advancement*	--	52	59	7		
Opportunities for advancement or promotion exist within U of M	48	60	61	1		
I know what is required of me to advance within U of M	48	42	59	17	▲	
Internal candidates receive fair consideration for open positions	51	52	57	5		
Survey Perception*	--	64	53	-11		
This survey is an important element in improving the work environment	59	64	53	-11		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Architecture & Engineering

A&E Mechanical

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	14	10	12			
Employees in Unit/Department	16	13	12			
% Survey Participation	88%	77%	100%			
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	67	74	71	-3		
How well does your current position compare to your ideal job	56	69	60	-9		
How satisfied are you with your job	57	67	68	1		
I enjoy the type of work I do	73	75	72	-3		
My job is interesting	73	80	76	-4		
I make a difference in my unit/department	71	78	77	-1		
My job gives me a sense of accomplishment	69	74	72	-2		
	70	73	70	-3		
Outcomes						
Unit/Dept. Commitment*						
I am proud to work for my unit/department	--	77	78	1		
I have a strong commitment to my unit/department	66	79	81	2		
I care about the future of my unit/department	66	76	81	5		
I feel a strong sense of belonging to my unit/department	71	81	85	4		
I enjoy discussing my unit/department with people who do not work here	64	75	77	2		
The organization actively supports the health and wellbeing of its employees*	54	69	71	2		
	--	--	74	--		
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	62	72	71	-1		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	75	80	83	3		
I would not leave my unit/dept for a similar job within UM at the same salary	31	51	56	5		
	61	74	63	-11		
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	60	74	74	0		
	60	74	74	0		
Customer Focus						
I am able to address my clients'/customers' concerns	74	78	79	1		
I do all that I can within budgetary constraints to satisfy customers	69	70	74	4		
I enjoy helping solve customers' problems	75	81	83	2		
I respond in a timely manner to customer requests/questions	79	81	82	1		
	71	78	77	-1		
U of M Commitment						
I am proud to work for the U-M	79	85	85	0		
I have a strong commitment to the U-M	83	88	88	0		
I care about the future of the U-M	78	85	84	-1		
I enjoy discussing the U-M with people who do not work here	82	89	89	0		
I feel a strong sense of belonging to the U-M	73	85	82	-3		
	78	79	82	3		
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	81	88	78	-10		
I would not leave U of M for a similar job at a 5% higher salary	87	90	84	-6		
I would not leave U of M for a similar job at the same salary	63	82	66	-16	▼	
	85	90	77	-13		
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	78	89	87	-2		
	78	89	87	-2		
U of M Donation*						
I would encourage friends and family to donate to U-M*	--	--	65	--		
	--	--	65	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Architecture & Engineering

A&E Mechanical

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	14	10	12			
Employees in Unit/Department	16	13	12			
% Survey Participation	88%	77%	100%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	77	81	80	-1		
My supervisor trusts me	71	87	77	-10	▼	
I trust my supervisor	75	83	81	-2		
A climate of trust exists in my unit/department	68	67	72	5		
I trust my co-workers	67	70	72	2		
People in my unit/department follow through on their commitments	59	62	67	5		
Safety						
Feel safe at work*	--	86	81	-5		
Department committed to occupational health and safety*	--	83	84	1		
Department does good job monitoring safety*	--	73	81	8		
Supervisor Rating						
Overall, rate your supervisor	67	80	77	-3		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	75	86	80	-6		
My unit/department understands the needs of our customers	78	81	77	-4		
My unit/department adapts to changing customer needs	73	78	75	-3		
My unit/department communicates service changes effectively to customers	68	67	75	8		
My unit/department implements service changes effectively	67	67	74	7		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	76	--		
I cope well with stress of job*	--	--	69	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	83	100	17		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	69	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	72	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	78	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	83	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Architecture & Engineering

Interior Design

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	9	9	8			
Employees in Unit/Department	7	9	8			
% Survey Participation	129%	100%	100%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	71	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	69	--		
Fosters an environment that encourages employee development*	--	--	76	--		
Fosters a culture that encourages employee development*	--	--	67	--		
Encourages cross-departmental collaboration*	--	--	68	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	78	--		
Welcomes ideas that enhance work processes*	--	--	72	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	69	--		
Climate*						
People in my unit/department are treated fairly	--	66	76	10	▲	
If I am unfairly treated, I believe I will be given a fair shake if I appeal	54	68	76	8		
Integrity is a hallmark of my unit/department	63	64	75	11		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	59	74	81	7		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	65	63	68	5		
I am aware of the Business and Finance values	57	60	69	9		
The Business and Finance values govern the way we do business in B&F	74	65	82	17	▲	
	72	64	82	18	▲	
Supervisor	53	70	79	9		
Considers my ideas	56	72	76	4		
Recognizes me for doing good work	53	74	82	8		
Treats me with respect	75	81	82	1		
Cares about me as a person	72	68	86	18	▲	
Gives me constructive feedback on my performance	46	63	83	20	▲	
Communicates well	49	73	68	-5		
Is approachable and easy to talk with	58	73	74	1		
Is ethical in day-to-day practices	72	83	85	2		
Deals effectively with poor performance	25	51	76	25	▲	
Manages people effectively	39	67	75	8		
Is an effective decision-maker	35	69	79	10	▲	
Effectively communicates the goals and strategies of our unit/department	38	58	82	24	▲	
Autonomy/Involvement	52	69	71	2		
I have control over how I do my work	60	74	71	-3		
My opinion counts at work	49	67	69	2		
I have a say in decisions that affect my work	49	67	74	7		
Workload	36	45	74	29	▲	
Work is distributed fairly within my workgroup	31	51	74	23	▲	
My workgroup has enough employees to handle the work	47	35	74	39	▲	
Resources/Environment	63	75	77	2		
The physical environment allows me to do my job	75	77	78	1		
I have the necessary resources, tools or equipment to do my job	51	73	76	3		
Recognition*	--	71	76	5		
My customers recognize my good work	69	85	82	-3		
I get appropriate recognition when I have done something extraordinary	49	68	76	8		
Expressions of thanks and appreciation are common in my unit/department	36	57	68	11		
My contributions are valued by members of the U of M Community	72	73	76	3		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Architecture & Engineering

Interior Design

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	9	9	8			
Employees in Unit/Department	7	9	8			
% Survey Participation	129%	100%	100%			
Dimensions						
Co-workers	72	81	83	2		
My workgroup collaborates effectively with other workgroups	73	83	76	-7		
My co-workers and I work as part of a team	60	85	72	-13		
I can count on my co-workers to help out when needed	59	81	83	2		
I am consistently treated with respect by my co-workers	68	75	86	11		
One or more of my co-workers cares about me as a person	86	90	93	3		
People care about each other in my unit/department	69	70	85	15		
Communication*	--	54	67	13		
Reasons for making changes are communicated before changes are made	43	49	57	8		
Customer feedback is shared throughout my unit/department	27	46	58	12		
Information about the University is shared openly in my unit/department	63	59	78	19		
I am informed about matters that affect my job	46	62	72	10		
Changes in service standards are communicated effectively	57	50	67	17		
Training and Development*	--	65	71	6		
I receive training necessary for me to do my job	52	67	75	8		
I have opportunities for training that support my development and/or advancement	41	64	67	3		
When my job changes, I receive appropriate training*	--	60	72	12		
Task Significance	64	74	80	6		
I know what is expected of me at work	74	73	82	9		
I understand how my work supports the mission of my unit/department	69	86	86	0		
I understand how my work supports the mission of Business and Finance	63	81	78	-3		
I understand how my work supports U of M's mission	70	80	85	5		
My supervisor has a clear view of where unit/department is going	47	56	69	13		
The goals of my unit/department are clear to me	56	62	78	16		
Compensation*	--	48	61	13		
I understand how my current salary or base pay rate is determined	36	43	57	14		
I am fairly paid for the work I do	35	43	64	21	▲	
My salary/pay is a significant factor in my decision to stay at U of M	46	62	63	1		
Benefits*	--	81	84	3		
U of M's benefits package meets my needs	75	86	82	-4		
The benefits package is a significant factor in my decision to stay at U of M	72	74	86	12		
Advancement*	--	53	65	12		
Opportunities for advancement or promotion exist within U of M	52	59	68	9		
I know what is required of me to advance within U of M	38	36	47	11		
Internal candidates receive fair consideration for open positions	49	63	78	15		
Survey Perception*	--	69	74	5		
This survey is an important element in improving the work environment	68	69	74	5		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Architecture & Engineering

Interior Design

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	9	9	8			
Employees in Unit/Department	7	9	8			
% Survey Participation	129%	100%	100%			
Satisfaction						
Job Satisfaction	76	81	85	4		
To what extent does your current job fall short or exceed your expectations	64	68	76	8		
How well does your current position compare to your ideal job	64	74	76	2		
How satisfied are you with your job	78	75	82	7		
I enjoy the type of work I do	88	98	92	-6	▼	
My job is interesting	81	96	92	-4		
I make a difference in my unit/department	78	80	86	6		
My job gives me a sense of accomplishment	81	81	90	9		
Outcomes						
Unit/Dept. Commitment*	--	89	87	-2		
I am proud to work for my unit/department	84	84	89	5		
I have a strong commitment to my unit/department	91	95	92	-3		
I care about the future of my unit/department	94	99	94	-5		
I feel a strong sense of belonging to my unit/department	80	84	83	-1		
I enjoy discussing my unit/department with people who do not work here	73	78	85	7		
The organization actively supports the health and wellbeing of its employees*	--	--	79	--		
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	77	83	94	11		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	53	43	43	0		
I would not leave my unit/dept for a similar job within UM at the same salary	72	79	60	-19		
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	73	73	85	12		
Customer Focus						
I am able to address my clients'/customers' concerns	81	91	86	-5		
I do all that I can within budgetary constraints to satisfy customers	84	95	96	1		
I enjoy helping solve customers' problems	86	98	96	-2		
I respond in a timely manner to customer requests/questions	86	93	92	-1		
U of M Commitment						
I am proud to work for the U-M	89	88	94	6		
I have a strong commitment to the U-M	89	88	88	0		
I care about the future of the U-M	91	95	88	-7		
I enjoy discussing the U-M with people who do not work here	91	85	89	4		
I feel a strong sense of belonging to the U-M	91	83	86	3		
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	88	90	94	4		
I would not leave U of M for a similar job at a 5% higher salary	63	56	54	-2		
I would not leave U of M for a similar job at the same salary	79	83	88	5		
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	93	83	92	9		
U of M Donation*						
I would encourage friends and family to donate to U-M*	--	--	47	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Architecture & Engineering

Interior Design

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	9	9	8			
Employees in Unit/Department	7	9	8			
% Survey Participation	129%	100%	100%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	43	65	76	11		
My supervisor trusts me	75	75	81	6		
I trust my supervisor	54	73	76	3		
A climate of trust exists in my unit/department	53	58	74	16		
I trust my co-workers	70	63	79	16		
People in my unit/department follow through on their commitments	72	65	82	17	▲	
Safety						
Feel safe at work*	--	93	92	-1		
Department committed to occupational health and safety*	--	89	93	4		
Department does good job monitoring safety*	--	89	88	-1		
Supervisor Rating						
Overall, rate your supervisor	47	72	81	9		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	85	94	96	2		
My unit/department understands the needs of our customers	75	91	92	1		
My unit/department adapts to changing customer needs	65	88	86	-2		
My unit/department communicates service changes effectively to customers	79	85	86	1		
My unit/department implements service changes effectively	68	81	81	0		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	88	--		
I cope well with stress of job*	--	--	81	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	89	74	-15		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	78	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	75	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	79	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	82	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Construction Mgmt, Code Inspection, Cx and Plan Review

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	38	41			
Employees in Unit/Department		39	41			
% Survey Participation	--	97%	100%			
Dimensions						
Upper Management*	--	--	64	--		0.0
Motivates employees to do their best*	--	--	64	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	65	--		
Fosters an environment that encourages employee development*	--	--	62	--		
Encourages cross-departmental collaboration*	--	--	61	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	66	--		
Welcomes ideas that enhance work processes*	--	--	62	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	66	--		
Climate*	--	67	67	0		0.0
People in my unit/department are treated fairly	--	67	67	0		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	62	62	0		
Integrity is a hallmark of my unit/department	--	74	76	2		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	65	62	-3		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	58	62	4		
I am aware of the Business and Finance values	--	74	71	-3		
The Business and Finance values govern the way we do business in B&F	--	70	66	-4		
Supervisor	--	78	79	1		0.4
Considers my ideas	--	79	79	0		
Recognizes me for doing good work	--	74	74	0		
Treats me with respect	--	79	81	2		
Cares about me as a person	--	79	80	1		
Gives me constructive feedback on my performance	--	75	78	3		
Communicates well	--	76	78	2		
Is approachable and easy to talk with	--	81	80	-1		
Is ethical in day-to-day practices	--	84	86	2		
Deals effectively with poor performance	--	69	66	-3		
Manages people effectively	--	74	75	1		
Is an effective decision-maker	--	80	81	1		
Effectively communicates the goals and strategies of our unit/department	--	79	80	1		
Autonomy/Involvement	--	68	73	5		0.5
I have control over how I do my work	--	76	77	1		
My opinion counts at work	--	66	72	6		
I have a say in decisions that affect my work	--	63	70	7		
Workload	--	63	65	2		0.0
Work is distributed fairly within my workgroup	--	69	73	4		
My workgroup has enough employees to handle the work	--	51	52	1		
Resources/Environment	--	71	76	5		0.0
The physical environment allows me to do my job	--	73	78	5		
I have the necessary resources, tools or equipment to do my job	--	68	74	6		
Recognition*	--	63	67	4		2.9
My customers recognize my good work	--	68	76	8		
I get appropriate recognition when I have done something extraordinary	--	60	63	3		
Expressions of thanks and appreciation are common in my unit/department	--	59	64	5		
My contributions are valued by members of the U of M Community	--	64	64	0		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Construction Mgmt, Code Inspection, Cx and Plan Review

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	38	41			
Employees in Unit/Department	--	39	41			
% Survey Participation	--	97%	100%			
Dimensions						
Co-workers	--	75	77	2		0.0
My workgroup collaborates effectively with other workgroups	--	70	70	0		
My co-workers and I work as part of a team	--	73	75	2		
I can count on my co-workers to help out when needed	--	78	82	4		
I am consistently treated with respect by my co-workers	--	77	81	4		
One or more of my co-workers cares about me as a person	--	78	82	4		
People care about each other in my unit/department	--	74	76	2		
Communication*	--	59	62	3		0.0
Reasons for making changes are communicated before changes are made	--	49	58	9		
Customer feedback is shared throughout my unit/department	--	58	57	-1		
Information about the University is shared openly in my unit/department	--	62	65	3		
I am informed about matters that affect my job	--	65	67	2		
Changes in service standards are communicated effectively	--	58	62	4		
Training and Development*	--	63	65	2		0.0
I receive training necessary for me to do my job	--	65	67	2		
I have opportunities for training that support my development and/or advancement	--	61	62	1		
When my job changes, I receive appropriate training*	--	63	66	3		
Task Significance	--	78	79	1		0.0
I know what is expected of me at work	--	77	80	3		
I understand how my work supports the mission of my unit/department	--	81	82	1		
I understand how my work supports the mission of Business and Finance	--	80	77	-3		
I understand how my work supports U of M's mission	--	79	78	-1		
My supervisor has a clear view of where unit/department is going	--	76	76	0		
The goals of my unit/department are clear to me	--	76	78	2		
Compensation*	--	59	57	-2		0.1
I understand how my current salary or base pay rate is determined	--	53	55	2		
I am fairly paid for the work I do	--	61	53	-8		
My salary/pay is a significant factor in my decision to stay at U of M	--	65	64	-1		
Benefits*	--	74	77	3		0.1
U of M's benefits package meets my needs	--	72	77	5		
The benefits package is a significant factor in my decision to stay at U of M	--	77	77	0		
Advancement*	--	55	56	1		0.0
Opportunities for advancement or promotion exist within U of M	--	54	56	2		
I know what is required of me to advance within U of M	--	51	53	2		
Internal candidates receive fair consideration for open positions	--	60	61	1		
Survey Perception*	--	57	58	1		0.8
This survey is an important element in improving the work environment	--	57	58	1		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Construction Mgmt, Code Inspection, Cx and Plan Review

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	38	41			
Employees in Unit/Department		39	41			
% Survey Participation	--	97%	100%			
Satisfaction						
Job Satisfaction	--	80	77	-3		
To what extent does your current job fall short or exceed your expectations	--	74	67	-7		
How well does your current position compare to your ideal job	--	73	68	-5		
How satisfied are you with your job	--	80	76	-4		
I enjoy the type of work I do	--	86	83	-3		
My job is interesting	--	86	84	-2		
I make a difference in my unit/department	--	81	80	-1		
My job gives me a sense of accomplishment	--	84	81	-3		
Outcomes						
Unit/Dept. Commitment*	--	82	80	-2		4.3
I am proud to work for my unit/department	--	85	86	1		
I have a strong commitment to my unit/department	--	84	83	-1		
I care about the future of my unit/department	--	85	86	1		
I feel a strong sense of belonging to my unit/department	--	78	79	1		
I enjoy discussing my unit/department with people who do not work here	--	73	72	-1		
The organization actively supports the health and wellbeing of its employees*	--	--	73	--		
Unit/Dept. Loyalty	--	75	71	-4		2.3
If it is up to me, I will be working in my unit/department one year from now	--	85	81	-4		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	50	50	0		
I would not leave my unit/dept for a similar job within UM at the same salary	--	75	73	-2		
Unit/Dept. Recommend	--	77	80	3		4.5
I recommend my unit/department to someone looking for a good place to work	--	77	80	3		
Customer Focus	--	85	86	1		1.6
I am able to address my clients'/customers' concerns	--	80	79	-1		
I do all that I can within budgetary constraints to satisfy customers	--	86	87	1		
I enjoy helping solve customers' problems	--	87	89	2		
I respond in a timely manner to customer requests/questions	--	87	88	1		
U of M Commitment	--	87	84	-3		4.0
I am proud to work for the U-M	--	89	87	-2		
I have a strong commitment to the U-M	--	89	86	-3		
I care about the future of the U-M	--	91	87	-4		
I enjoy discussing the U-M with people who do not work here	--	80	78	-2		
I feel a strong sense of belonging to the U-M	--	84	81	-3		
U of M Loyalty	--	84	81	-3		2.1
If it is up to me, I will be working at U of M one year from now	--	89	86	-3		
I would not leave U of M for a similar job at a 5% higher salary	--	70	69	-1		
I would not leave U of M for a similar job at the same salary	--	84	84	0		
U of M Recommendation	--	87	83	-4		4.4
I would recommend the U-M to someone who is looking for a good place to work	--	87	83	-4		
U of M Donation*	--	--	55	--		4.1
I would encourage friends and family to donate to U-M*	--	--	55	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Construction Mgmt, Code Inspection, Cx and Plan Review

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	38	41			
Employees in Unit/Department		39	41			
% Survey Participation	--	97%	100%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust		80	81	1		
My supervisor trusts me		82	85	3		
I trust my supervisor		80	82	2		
A climate of trust exists in my unit/department		75	77	2		
I trust my co-workers		77	81	4		
People in my unit/department follow through on their commitments		79	82	3		
Safety						
Feel safe at work*		89	86	-3		
Department committed to occupational health and safety*		87	86	-1		
Department does good job monitoring safety*		82	84	2		
Supervisor Rating						
Overall, rate your supervisor		80	81	1		
Customer Orientation						
Satisfying customers is a top priority in my unit/department		82	85	3		
My unit/department understands the needs of our customers		84	86	2		
My unit/department adapts to changing customer needs		81	80	-1		
My unit/department communicates service changes effectively to customers		75	76	1		
My unit/department implements service changes effectively		73	75	2		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*		--	80	--		
I cope well with stress of job*		--	75	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*		94	72	-22	▼	
I am comfortable expressing my opinions about work openly among my co-workers*		--	77	--		
I am comfortable expressing my opinions about work openly with my supervisor*		--	78	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*		--	74	--		
In the last year, I have not experienced bias or exclusion in my unit/department*		--	78	--		

*Attributes or Dimensions are new or have been modified, so a direct comparison to some past elements is not possible

EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations						
Architecture Engineering & Construction						
Construction Mgmt, Code Inspection, Cx and Plan Review						
Construction Management						
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	25	23	25			
Employees in Unit/Department	26	22	25			
% Survey Participation	96%	105%	100%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	59	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	62	--		
Fosters an environment that encourages employee development*	--	--	57	--		
Encourages cross-departmental collaboration*	--	--	57	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	61	--		
Welcomes ideas that enhance work processes*	--	--	56	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	62	--		
Climate*						
People in my unit/department are treated fairly	56	57	59	2		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	50	51	55	4		
Integrity is a hallmark of my unit/department	65	67	67	0		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	56	55	56	1		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	46	45	52	7		
I am aware of the Business and Finance values	71	69	71	2		
The Business and Finance values govern the way we do business in B&F	68	63	66	3		
Supervisor						
Considers my ideas	71	73	75	2		
Recognizes me for doing good work	64	62	66	4		
Treats me with respect	77	71	76	5		
Cares about me as a person	76	71	76	5		
Gives me constructive feedback on my performance	72	65	72	7		
Communicates well	70	66	71	5		
Is approachable and easy to talk with	76	73	76	3		
Is ethical in day-to-day practices	84	77	82	5		
Deals effectively with poor performance	62	59	60	1		
Manages people effectively	69	62	66	4		
Is an effective decision-maker	70	72	75	3		
Effectively communicates the goals and strategies of our unit/department	51	71	73	2		
Autonomy/Involvement						
I have control over how I do my work	69	71	72	1		
My opinion counts at work	58	57	65	8		
I have a say in decisions that affect my work	56	54	63	9		
Workload						
Work is distributed fairly within my workgroup	63	60	64	4		
My workgroup has enough employees to handle the work	47	48	49	1		
Resources/Environment						
The physical environment allows me to do my job	65	66	74	8		
I have the necessary resources, tools or equipment to do my job	62	57	67	10		
Recognition*						
My customers recognize my good work	70	65	72	7		
I get appropriate recognition when I have done something extraordinary	55	51	54	3		
Expressions of thanks and appreciation are common in my unit/department	40	45	52	7		
My contributions are valued by members of the U of M Community	63	58	62	4		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations						
Architecture Engineering & Construction						
Construction Mgmt, Code Inspection, Cx and Plan Review						
Construction Management						
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	25	23	25			
Employees in Unit/Department	26	22	25			
% Survey Participation	96%	105%	100%			
Dimensions						
Co-workers						
My workgroup collaborates effectively with other workgroups	65	63	66	3		
My co-workers and I work as part of a team	67	63	66	3		
I can count on my co-workers to help out when needed	75	70	77	7		
I am consistently treated with respect by my co-workers	74	68	75	7		
One or more of my co-workers cares about me as a person	82	71	78	7		
People care about each other in my unit/department	64	65	70	5		
Communication*						
Reasons for making changes are communicated before changes are made	39	36	48	12		
Customer feedback is shared throughout my unit/department	39	44	47	3		
Information about the University is shared openly in my unit/department	51	52	57	5		
I am informed about matters that affect my job	55	56	57	1		
Changes in service standards are communicated effectively	49	45	53	8		
Training and Development*						
I receive training necessary for me to do my job	48	54	62	8		
I have opportunities for training that support my development and/or advancement	48	48	58	10		
When my job changes, I receive appropriate training*	--	51	61	10		
Task Significance						
I know what is expected of me at work	79	70	76	6		
I understand how my work supports the mission of my unit/department	80	77	76	-1		
I understand how my work supports the mission of Business and Finance	78	75	72	-3		
I understand how my work supports U of M's mission	76	75	73	-2		
My supervisor has a clear view of where unit/department is going	69	70	71	1		
The goals of my unit/department are clear to me	74	69	72	3		
Compensation*						
I understand how my current salary or base pay rate is determined	47	46	47	1		
I am fairly paid for the work I do	48	53	41	-12		
My salary/pay is a significant factor in my decision to stay at U of M	50	63	54	-9		
Benefits*						
U of M's benefits package meets my needs	73	72	73	1		
The benefits package is a significant factor in my decision to stay at U of M	70	75	71	-4		
Advancement*						
Opportunities for advancement or promotion exist within U of M	47	47	51	4		
I know what is required of me to advance within U of M	38	42	44	2		
Internal candidates receive fair consideration for open positions	48	54	55	1		
Survey Perception*						
This survey is an important element in improving the work environment	54	53	57	4		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations						
Architecture Engineering & Construction						
Construction Mgmt, Code Inspection, Cx and Plan Review						
Construction Management						
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	25	23	25			
Employees in Unit/Department	26	22	25			
% Survey Participation	96%	105%	100%			
Satisfaction						
Job Satisfaction	73	76	70	-6		
To what extent does your current job fall short or exceed your expectations	66	70	59	-11		
How well does your current position compare to your ideal job	64	70	60	-10		
How satisfied are you with your job	71	74	67	-7		
I enjoy the type of work I do	80	82	77	-5		
My job is interesting	78	81	78	-3		
I make a difference in my unit/department	77	77	75	-2		
My job gives me a sense of accomplishment	78	81	76	-5		
Outcomes						
Unit/Dept. Commitment*	--	77	74	-3		
I am proud to work for my unit/department	82	82	81	-1		
I have a strong commitment to my unit/department	81	80	76	-4		
I care about the future of my unit/department	82	81	80	-1		
I feel a strong sense of belonging to my unit/department	74	71	72	1		
I enjoy discussing my unit/department with people who do not work here	67	67	69	2		
The organization actively supports the health and wellbeing of its employees*	--	--	64	--		
Unit/Dept. Loyalty	65	72	65	-7		
If it is up to me, I will be working in my unit/department one year from now	74	82	73	-9		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	47	47	46	-1		
I would not leave my unit/dept for a similar job within UM at the same salary	64	70	67	-3		
Unit/Dept. Recommend	75	71	72	1		
I recommend my unit/department to someone looking for a good place to work	75	71	72	1		
Customer Focus	83	84	86	2		
I am able to address my clients'/customers' concerns	75	77	82	5		
I do all that I can within budgetary constraints to satisfy customers	87	85	89	4		
I enjoy helping solve customers' problems	86	87	86	-1		
I respond in a timely manner to customer requests/questions	84	85	86	1		
U of M Commitment	84	87	80	-7		
I am proud to work for the U-M	88	89	84	-5		
I have a strong commitment to the U-M	87	89	81	-8		
I care about the future of the U-M	87	90	82	-8		
I enjoy discussing the U-M with people who do not work here	78	81	74	-7		
I feel a strong sense of belonging to the U-M	80	84	76	-8		
U of M Loyalty	84	82	77	-5		
If it is up to me, I will be working at U of M one year from now	88	89	82	-7		
I would not leave U of M for a similar job at a 5% higher salary	75	65	66	1		
I would not leave U of M for a similar job at the same salary	82	79	80	1		
U of M Recommendation	87	87	79	-8		
I would recommend the U-M to someone who is looking for a good place to work	87	87	79	-8		
U of M Donation*	--	--	51	--		
I would encourage friends and family to donate to U-M*	--	--	51	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations						
Architecture Engineering & Construction						
Construction Mgmt, Code Inspection, Cx and Plan Review						
Construction Management						
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	25	23	25			
Employees in Unit/Department	26	22	25			
% Survey Participation	96%	105%	100%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	76	75	74	-1		
My supervisor trusts me	79	78	83	5		
I trust my supervisor	76	74	77	3		
A climate of trust exists in my unit/department	68	65	70	5		
I trust my co-workers	71	68	76	8		
People in my unit/department follow through on their commitments	68	72	77	5		
Safety						
Feel safe at work*	--	87	83	-4		
Department committed to occupational health and safety*	--	86	83	-3		
Department does good job monitoring safety*	--	78	80	2		
Supervisor Rating						
Overall, rate your supervisor	75	72	74	2		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	78	79	81	2		
My unit/department understands the needs of our customers	77	79	84	5		
My unit/department adapts to changing customer needs	74	76	77	1		
My unit/department communicates service changes effectively to customers	68	70	70	0		
My unit/department implements service changes effectively	65	66	67	1		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	74	--		
I cope well with stress of job*	--	--	70	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	89	72	-17		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	68	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	70	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	67	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	73	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

	Facilities & Operations					
	Architecture Engineering & Construction					
	Construction Mgmt, Code Inspection, Cx and Plan Review					
	Construction Management					
	Campus					
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents Employees in Unit/Department % Survey Participation	0	17 16	15 19			
	--	106%	79%			
Dimensions						
Upper Management*	--	--	62	--		
Motivates employees to do their best*	--	--	64	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	64	--		
Fosters an environment that encourages employee development*	--	--	61	--		
Encourages cross-departmental collaboration*	--	--	59	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	62	--		
Welcomes ideas that enhance work processes*	--	--	56	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	64	--		
Climate*	--	59	66	7		
People in my unit/department are treated fairly	--	59	65	6		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	53	62	9		
Integrity is a hallmark of my unit/department	--	67	73	6		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	52	61	9		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	48	59	11		
I am aware of the Business and Finance values	--	71	73	2		
The Business and Finance values govern the way we do business in B&F	--	63	72	9		
Supervisor	--	71	77	6		
Considers my ideas	--	74	76	2		
Recognizes me for doing good work	--	63	70	7		
Treats me with respect	--	75	83	8		
Cares about me as a person	--	73	84	11		
Gives me constructive feedback on my performance	--	67	77	10		
Communicates well	--	68	76	8		
Is approachable and easy to talk with	--	75	84	9		
Is ethical in day-to-day practices	--	80	87	7		
Deals effectively with poor performance	--	59	64	5		
Manages people effectively	--	63	69	6		
Is an effective decision-maker	--	75	77	2		
Effectively communicates the goals and strategies of our unit/department	--	71	76	5		
Autonomy/Involvement	--	60	68	8		
I have control over how I do my work	--	73	75	2		
My opinion counts at work	--	56	66	10		
I have a say in decisions that affect my work	--	52	63	11		
Workload	--	55	62	7		
Work is distributed fairly within my workgroup	--	59	65	6		
My workgroup has enough employees to handle the work	--	47	58	11		
Resources/Environment	--	64	75	11		
The physical environment allows me to do my job	--	67	76	9		
I have the necessary resources, tools or equipment to do my job	--	62	73	11		
Recognition*	--	53	62	9		
My customers recognize my good work	--	60	68	8		
I get appropriate recognition when I have done something extraordinary	--	52	60	8		
Expressions of thanks and appreciation are common in my unit/department	--	46	61	15		
My contributions are valued by members of the U of M Community	--	56	61	5		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations						
Architecture Engineering & Construction						
Construction Mgmt, Code Inspection, Cx and Plan Review						
Construction Management						
Campus						
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	17	15			
Employees in Unit/Department	--	16	19			
% Survey Participation	--	106%	79%			
Dimensions						
Co-workers						
My workgroup collaborates effectively with other workgroups	--	66	71	5		
My co-workers and I work as part of a team	--	61	64	3		
I can count on my co-workers to help out when needed	--	63	59	-4		
I am consistently treated with respect by my co-workers	--	71	77	6		
One or more of my co-workers cares about me as a person	--	67	76	9		
People care about each other in my unit/department	--	71	81	10		
	--	65	73	8		
Communication*						
Reasons for making changes are communicated before changes are made	--	49	55	6		
Customer feedback is shared throughout my unit/department	--	37	49	12		
Information about the University is shared openly in my unit/department	--	46	52	6		
I am informed about matters that affect my job	--	54	61	7		
Changes in service standards are communicated effectively	--	58	58	0		
	--	48	56	8		
Training and Development*						
I receive training necessary for me to do my job	--	54	63	9		
I have opportunities for training that support my development and/or advancement	--	57	65	8		
When my job changes, I receive appropriate training*	--	50	61	11		
	--	55	64	9		
Task Significance						
I know what is expected of me at work	--	75	76	1		
I understand how my work supports the mission of my unit/department	--	72	78	6		
I understand how my work supports the mission of Business and Finance	--	79	78	-1		
I understand how my work supports U of M's mission	--	76	74	-2		
My supervisor has a clear view of where unit/department is going	--	76	73	-3		
The goals of my unit/department are clear to me	--	72	79	7		
	--	71	76	5		
Compensation*						
I understand how my current salary or base pay rate is determined	--	56	50	-6		
I am fairly paid for the work I do	--	49	50	1		
My salary/pay is a significant factor in my decision to stay at U of M	--	57	46	-11		
	--	64	54	-10		
Benefits*						
U of M's benefits package meets my needs	--	74	73	-1		
The benefits package is a significant factor in my decision to stay at U of M	--	72	75	3		
	--	76	71	-5		
Advancement*						
Opportunities for advancement or promotion exist within U of M	--	52	56	4		
I know what is required of me to advance within U of M	--	51	57	6		
Internal candidates receive fair consideration for open positions	--	45	46	1		
	--	58	63	5		
Survey Perception*						
This survey is an important element in improving the work environment	--	52	62	10		
	--	52	62	10		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

	Facilities & Operations					
	Architecture Engineering & Construction					
	Construction Mgmt, Code Inspection, Cx and Plan Review					
	Construction Management					
	Campus					
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents Employees in Unit/Department % Survey Participation	0	17 16	15 19			
	--	106%	79%			
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	--	75	70	-5		
How well does your current position compare to your ideal job	--	68	61	-7		
How satisfied are you with your job	--	69	60	-9		
I enjoy the type of work I do	--	73	67	-6		
My job is interesting	--	81	76	-5		
I make a difference in my unit/department	--	80	80	0		
My job gives me a sense of accomplishment	--	75	76	1		
	--	79	74	-5		
Outcomes						
Unit/Dept. Commitment*						
I am proud to work for my unit/department	--	76	76	0		
I have a strong commitment to my unit/department	--	82	84	2		
I care about the future of my unit/department	--	79	76	-3		
I feel a strong sense of belonging to my unit/department	--	80	79	-1		
I enjoy discussing my unit/department with people who do not work here	--	69	74	5		
The organization actively supports the health and wellbeing of its employees*	--	67	73	6		
	--	--	70	--		
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	--	69	68	-1		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	82	76	-6		
I would not leave my unit/dept for a similar job within UM at the same salary	--	42	46	4		
	--	67	73	6		
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	--	67	79	12		
	--	67	79	12		
Customer Focus						
I am able to address my clients'/customers' concerns	--	83	85	2		
I do all that I can within budgetary constraints to satisfy customers	--	79	80	1		
I enjoy helping solve customers' problems	--	84	88	4		
I respond in a timely manner to customer requests/questions	--	86	87	1		
	--	82	85	3		
U of M Commitment						
I am proud to work for the U-M	--	90	83	-7		
I have a strong commitment to the U-M	--	92	90	-2		
I care about the future of the U-M	--	92	85	-7		
I enjoy discussing the U-M with people who do not work here	--	92	83	-9		
I feel a strong sense of belonging to the U-M	--	84	78	-6		
	--	88	79	-9		
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	--	83	80	-3		
I would not leave U of M for a similar job at a 5% higher salary	--	90	83	-7		
I would not leave U of M for a similar job at the same salary	--	65	71	6		
	--	81	82	1		
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	--	90	84	-6		
	--	90	84	-6		
U of M Donation*						
I would encourage friends and family to donate to U-M*	--	--	53	--		
	--	--	53	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations						
Architecture Engineering & Construction						
Construction Mgmt, Code Inspection, Cx and Plan Review						
Construction Management						
Campus						
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	17	15			
Employees in Unit/Department	--	16	19			
% Survey Participation	--	106%	79%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	--	76	79	3		
My supervisor trusts me	--	79	87	8		
I trust my supervisor	--	76	81	5		
A climate of trust exists in my unit/department	--	69	71	2		
I trust my co-workers	--	68	73	5		
People in my unit/department follow through on their commitments	--	74	81	7		
Safety						
Feel safe at work*	--	88	86	-2		
Department committed to occupational health and safety*	--	88	87	-1		
Department does good job monitoring safety*	--	80	84	4		
Supervisor Rating						
Overall, rate your supervisor	--	74	79	5		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	84	87	3		
My unit/department understands the needs of our customers	--	80	89	9		
My unit/department adapts to changing customer needs	--	76	79	3		
My unit/department communicates service changes effectively to customers	--	73	74	1		
My unit/department implements service changes effectively	--	68	71	3		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	78	--		
I cope well with stress of job*	--	--	71	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	89	70	-19		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	74	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	72	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	68	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	73	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

	Facilities & Operations					
	Architecture Engineering & Construction					
	Construction Mgmt, Code Inspection, Cx and Plan Review					
	Construction Management					
	Hospital					
	2012	2014	2016	Diff	Signif	Impact
	0	6	10	2014 to	Diff	
	--	6	6	2016		
		100%	167%			
	Survey Respondents					
	Employees in Unit/Department					
	% Survey Participation					
Dimensions						
Upper Management*	--	--	56	--		
Motivates employees to do their best*	--	--	58	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	58	--		
Fosters an environment that encourages employee development*	--	--	51	--		
Encourages cross-departmental collaboration*	--	--	53	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	59	--		
Welcomes ideas that enhance work processes*	--	--	58	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	58	--		
Climate*	--	55	52	-3		
People in my unit/department are treated fairly	--	50	49	-1		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	44	44	0		
Integrity is a hallmark of my unit/department	--	67	58	-9		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	63	49	-14		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	39	43	4		
I am aware of the Business and Finance values	--	61	68	7		
The Business and Finance values govern the way we do business in B&F	--	60	57	-3		
Supervisor	--	64	66	2		
Considers my ideas	--	72	73	1		
Recognizes me for doing good work	--	59	61	2		
Treats me with respect	--	59	64	5		
Cares about me as a person	--	67	64	-3		
Gives me constructive feedback on my performance	--	57	66	9		
Communicates well	--	59	64	5		
Is approachable and easy to talk with	--	69	63	-6		
Is ethical in day-to-day practices	--	70	77	7		
Deals effectively with poor performance	--	57	53	-4		
Manages people effectively	--	59	61	2		
Is an effective decision-maker	--	67	70	3		
Effectively communicates the goals and strategies of our unit/department	--	69	69	0		
Autonomy/Involvement	--	63	65	2		
I have control over how I do my work	--	67	67	0		
My opinion counts at work	--	61	64	3		
I have a say in decisions that affect my work	--	61	63	2		
Workload	--	59	52	-7		
Work is distributed fairly within my workgroup	--	63	61	-2		
My workgroup has enough employees to handle the work	--	52	36	-16		
Resources/Environment	--	52	64	12		
The physical environment allows me to do my job	--	63	71	8		
I have the necessary resources, tools or equipment to do my job	--	41	57	16		
Recognition*	--	58	57	-1		
My customers recognize my good work	--	78	78	0		
I get appropriate recognition when I have done something extraordinary	--	48	46	-2		
Expressions of thanks and appreciation are common in my unit/department	--	43	38	-5		
My contributions are valued by members of the U of M Community	--	63	64	1		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations						
Architecture Engineering & Construction						
Construction Mgmt, Code Inspection, Cx and Plan Review						
Construction Management						
Hospital						
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	6	10			
Employees in Unit/Department	--	6	6			
% Survey Participation	--	100%	167%			
Dimensions						
Co-workers						
My workgroup collaborates effectively with other workgroups	--	68	72	4		
My co-workers and I work as part of a team	--	70	69	-1		
I can count on my co-workers to help out when needed	--	64	76	12		
I am consistently treated with respect by my co-workers	--	67	77	10		
One or more of my co-workers cares about me as a person	--	69	74	5		
People care about each other in my unit/department	--	70	74	4		
	--	67	67	0		
Communication*						
Reasons for making changes are communicated before changes are made	--	41	48	7		
Customer feedback is shared throughout my unit/department	--	31	47	16		
Information about the University is shared openly in my unit/department	--	39	39	0		
I am informed about matters that affect my job	--	44	50	6		
Changes in service standards are communicated effectively	--	50	57	7		
	--	37	49	12		
Training and Development*						
I receive training necessary for me to do my job	--	43	55	12		
I have opportunities for training that support my development and/or advancement	--	44	57	13		
When my job changes, I receive appropriate training*	--	44	53	9		
	--	41	56	15		
Task Significance						
I know what is expected of me at work	--	68	70	2		
I understand how my work supports the mission of my unit/department	--	65	72	7		
I understand how my work supports the mission of Business and Finance	--	70	74	4		
I understand how my work supports U of M's mission	--	70	69	-1		
My supervisor has a clear view of where unit/department is going	--	70	74	4		
The goals of my unit/department are clear to me	--	65	59	-6		
	--	65	68	3		
Compensation*						
I understand how my current salary or base pay rate is determined	--	45	42	-3		
I am fairly paid for the work I do	--	37	41	4		
My salary/pay is a significant factor in my decision to stay at U of M	--	41	33	-8		
	--	61	54	-7		
Benefits*						
U of M's benefits package meets my needs	--	71	71	0		
The benefits package is a significant factor in my decision to stay at U of M	--	70	71	1		
	--	72	70	-2		
Advancement*						
Opportunities for advancement or promotion exist within U of M	--	36	42	6		
I know what is required of me to advance within U of M	--	35	42	7		
Internal candidates receive fair consideration for open positions	--	33	40	7		
	--	41	42	1		
Survey Perception*						
This survey is an important element in improving the work environment	--	56	51	-5		
	--	56	51	-5		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

	Facilities & Operations					
	Architecture Engineering & Construction					
	Construction Mgmt, Code Inspection, Cx and Plan Review					
	Construction Management					
	Hospital					
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents Employees in Unit/Department % Survey Participation	0	6 6	10 6			
	--	100%	167%			
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	--	80	69	-11		
How well does your current position compare to your ideal job	--	76	57	-19		
How satisfied are you with your job	--	72	59	-13		
I enjoy the type of work I do	--	76	66	-10		
My job is interesting	--	85	78	-7		
I make a difference in my unit/department	--	83	76	-7		
My job gives me a sense of accomplishment	--	81	73	-8		
	--	87	78	-9		
Outcomes						
Unit/Dept. Commitment*						
I am proud to work for my unit/department	--	80	70	-10		
I have a strong commitment to my unit/department	--	81	75	-6		
I care about the future of my unit/department	--	83	74	-9		
I feel a strong sense of belonging to my unit/department	--	85	80	-5		
I enjoy discussing my unit/department with people who do not work here	--	80	68	-12		
The organization actively supports the health and wellbeing of its employees*	--	67	63	-4		
	--	--	56	--		
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	--	78	60	-18		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	83	69	-14		
I would not leave my unit/dept for a similar job within UM at the same salary	--	61	46	-15		
	--	80	58	-22		
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	--	81	62	-19		
	--	81	62	-19		
Customer Focus						
I am able to address my clients'/customers' concerns	--	86	87	1		
I do all that I can within budgetary constraints to satisfy customers	--	72	86	14		
I enjoy helping solve customers' problems	--	87	90	3		
I respond in a timely manner to customer requests/questions	--	91	84	-7		
	--	91	87	-4		
U of M Commitment						
I am proud to work for the U-M	--	79	74	-5		
I have a strong commitment to the U-M	--	81	74	-7		
I care about the future of the U-M	--	83	76	-7		
I enjoy discussing the U-M with people who do not work here	--	85	80	-5		
I feel a strong sense of belonging to the U-M	--	70	68	-2		
	--	72	72	0		
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	--	79	73	-6		
I would not leave U of M for a similar job at a 5% higher salary	--	87	80	-7		
I would not leave U of M for a similar job at the same salary	--	65	57	-8		
	--	74	76	2		
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	--	80	71	-9		
	--	80	71	-9		
U of M Donation*						
I would encourage friends and family to donate to U-M*	--	--	48	--		
	--	--	48	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations						
Architecture Engineering & Construction						
Construction Mgmt, Code Inspection, Cx and Plan Review						
Construction Management						
Hospital						
	2012	2014	2016	Diff	Signif	Impact
				2014 to	Diff	
				2016		
Survey Respondents	0	6	10			
Employees in Unit/Department	--	6	6			
% Survey Participation	--	100%	167%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	--	70	66	-4		
My supervisor trusts me	--	76	77	1		
I trust my supervisor	--	69	71	2		
A climate of trust exists in my unit/department	--	56	69	13		
I trust my co-workers	--	69	80	11		
People in my unit/department follow through on their commitments	--	67	70	3		
Safety						
Feel safe at work*	--	85	79	-6		
Department committed to occupational health and safety*	--	81	77	-4		
Department does good job monitoring safety*	--	74	74	0		
Supervisor Rating						
Overall, rate your supervisor	--	69	67	-2		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	65	73	8		
My unit/department understands the needs of our customers	--	76	77	1		
My unit/department adapts to changing customer needs	--	76	73	-3		
My unit/department communicates service changes effectively to customers	--	63	63	0		
My unit/department implements service changes effectively	--	61	61	0		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	69	--		
I cope well with stress of job*	--	--	69	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	--	78	--		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	60	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	67	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	66	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	72	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations						
Architecture Engineering & Construction						
Construction Mgmt, Code Inspection, Cx and Plan Review						
Code Inspection						
	2012	2014	2016	Diff	Signif	Impact
	7	8	8	2014 to	Diff	
	8	8	8	2016		
	88%	100%	100%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	82	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	83	--		
Fosters an environment that encourages employee development*	--	--	82	--		
Encourages cross-departmental collaboration*	--	--	79	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	82	--		
Welcomes ideas that enhance work processes*	--	--	82	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	82	--		
Climate*						
People in my unit/department are treated fairly	70	84	88	4		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	51	76	78	2		
Integrity is a hallmark of my unit/department	63	85	88	3		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	59	85	83	-2		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	54	78	92	14		
I am aware of the Business and Finance values	59	75	67	-8		
The Business and Finance values govern the way we do business in B&F	62	76	68	-8		
Supervisor						
Considers my ideas	75	86	90	4		
Recognizes me for doing good work	79	93	93	0		
Treats me with respect	89	94	94	0		
Cares about me as a person	87	94	94	0		
Gives me constructive feedback on my performance	78	92	93	1		
Communicates well	84	92	94	2		
Is approachable and easy to talk with	83	93	94	1		
Is ethical in day-to-day practices	89	94	96	2		
Deals effectively with poor performance	68	90	85	-5		
Manages people effectively	79	92	94	2		
Is an effective decision-maker	83	94	94	0		
Effectively communicates the goals and strategies of our unit/department	62	92	93	1		
Autonomy/Involvement						
I have control over how I do my work	73	78	85	7		
My opinion counts at work	70	76	86	10		
I have a say in decisions that affect my work	57	75	86	11		
Workload						
Work is distributed fairly within my workgroup	68	83	92	9		
My workgroup has enough employees to handle the work	76	76	64	-12		
Resources/Environment						
The physical environment allows me to do my job	75	85	88	3		
I have the necessary resources, tools or equipment to do my job	73	86	92	6		
Recognition*						
My customers recognize my good work	54	78	83	5		
I get appropriate recognition when I have done something extraordinary	44	79	85	6		
Expressions of thanks and appreciation are common in my unit/department	38	82	86	4		
My contributions are valued by members of the U of M Community	43	71	76	5		

Survey Respondents
Employees in Unit/Department
% Survey Participation

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations						
Architecture Engineering & Construction						
Construction Mgmt, Code Inspection, Cx and Plan Review						
Code Inspection						
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	7	8	8			
Employees in Unit/Department	8	8	8			
% Survey Participation	88%	100%	100%			
Dimensions						
Co-workers						
My workgroup collaborates effectively with other workgroups	65	79	79	0		
My co-workers and I work as part of a team	94	90	93	3		
I can count on my co-workers to help out when needed	95	93	92	-1		
I am consistently treated with respect by my co-workers	95	93	92	-1		
One or more of my co-workers cares about me as a person	90	92	92	0		
People care about each other in my unit/department	87	89	92	3		
Communication*						
Reasons for making changes are communicated before changes are made	52	75	86	11		
Customer feedback is shared throughout my unit/department	49	83	90	7		
Information about the University is shared openly in my unit/department	57	81	89	8		
I am informed about matters that affect my job	65	82	88	6		
Changes in service standards are communicated effectively	52	79	90	11		
Training and Development*						
I receive training necessary for me to do my job	75	86	86	0		
I have opportunities for training that support my development and/or advancement	60	85	79	-6		
When my job changes, I receive appropriate training*	--	85	88	3		
Task Significance						
I know what is expected of me at work	84	90	93	3		
I understand how my work supports the mission of my unit/department	75	90	90	0		
I understand how my work supports the mission of Business and Finance	72	88	89	1		
I understand how my work supports U of M's mission	71	85	89	4		
My supervisor has a clear view of where unit/department is going	79	86	90	4		
The goals of my unit/department are clear to me	68	89	90	1		
Compensation*						
I understand how my current salary or base pay rate is determined	44	54	69	15		
I am fairly paid for the work I do	59	67	71	4		
My salary/pay is a significant factor in my decision to stay at U of M	57	64	86	22		
Benefits*						
U of M's benefits package meets my needs	63	61	75	14		
The benefits package is a significant factor in my decision to stay at U of M	73	72	81	9		
Advancement*						
Opportunities for advancement or promotion exist within U of M	49	71	71	0		
I know what is required of me to advance within U of M	62	72	82	10		
Internal candidates receive fair consideration for open positions	60	75	75	0		
Survey Perception*						
This survey is an important element in improving the work environment	67	72	67	-5		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations						
Architecture Engineering & Construction						
Construction Mgmt, Code Inspection, Cx and Plan Review						
Code Inspection						
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	7	8	8			
Employees in Unit/Department	8	8	8			
% Survey Participation	88%	100%	100%			
Satisfaction						
Job Satisfaction	82	88	87	-1		
To what extent does your current job fall short or exceed your expectations	78	82	79	-3		
How well does your current position compare to your ideal job	75	81	79	-2		
How satisfied are you with your job	84	90	90	0		
I enjoy the type of work I do	87	94	90	-4		
My job is interesting	87	96	92	-4		
I make a difference in my unit/department	81	85	89	4		
My job gives me a sense of accomplishment	84	89	89	0		
Outcomes						
Unit/Dept. Commitment*	--	88	89	1		
I am proud to work for my unit/department	86	89	93	4		
I have a strong commitment to my unit/department	86	90	93	3		
I care about the future of my unit/department	87	92	93	1		
I feel a strong sense of belonging to my unit/department	81	86	94	8		
I enjoy discussing my unit/department with people who do not work here	79	81	69	-12		
The organization actively supports the health and wellbeing of its employees*	--	--	90	--		
Unit/Dept. Loyalty	82	81	83	2		
If it is up to me, I will be working in my unit/department one year from now	95	90	97	7		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	46	57	53	-4		
I would not leave my unit/dept for a similar job within UM at the same salary	86	83	85	2		
Unit/Dept. Recommend	86	86	92	6		
I recommend my unit/department to someone looking for a good place to work	86	86	92	6		
Customer Focus	84	87	85	-2		
I am able to address my clients'/customers' concerns	83	86	79	-7		
I do all that I can within budgetary constraints to satisfy customers	83	86	75	-11		
I enjoy helping solve customers' problems	83	85	93	8		
I respond in a timely manner to customer requests/questions	87	92	92	0		
U of M Commitment	90	90	91	1		
I am proud to work for the U-M	90	92	90	-2		
I have a strong commitment to the U-M	90	89	90	1		
I care about the future of the U-M	90	96	94	-2		
I enjoy discussing the U-M with people who do not work here	90	85	88	3		
I feel a strong sense of belonging to the U-M	89	86	90	4		
U of M Loyalty	91	89	89	0		
If it is up to me, I will be working at U of M one year from now	95	90	94	4		
I would not leave U of M for a similar job at a 5% higher salary	79	81	74	-7		
I would not leave U of M for a similar job at the same salary	92	93	93	0		
U of M Recommendation	90	88	89	1		
I would recommend the U-M to someone who is looking for a good place to work	90	88	89	1		
U of M Donation*	--	--	68	--		
I would encourage friends and family to donate to U-M*	--	--	68	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations						
Architecture Engineering & Construction						
Construction Mgmt, Code Inspection, Cx and Plan Review						
Code Inspection						
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	7	8	8			
Employees in Unit/Department	8	8	8			
% Survey Participation	88%	100%	100%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	81	92	96	4		
My supervisor trusts me	78	92	90	-2		
I trust my supervisor	78	92	96	4		
A climate of trust exists in my unit/department	76	90	92	2		
I trust my co-workers	84	93	94	1		
People in my unit/department follow through on their commitments	83	92	93	1		
Safety						
Feel safe at work*	--	92	92	0		
Department committed to occupational health and safety*	--	89	90	1		
Department does good job monitoring safety*	--	89	93	4		
Supervisor Rating						
Overall, rate your supervisor	87	94	97	3		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	79	85	86	1		
My unit/department understands the needs of our customers	81	92	94	2		
My unit/department adapts to changing customer needs	76	88	86	-2		
My unit/department communicates service changes effectively to customers	75	82	93	11		
My unit/department implements service changes effectively	73	81	93	12		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	92	--		
I cope well with stress of job*	--	--	82	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	100	--			
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	94	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	94	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	88	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	85	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations						
Architecture Engineering & Construction						
Construction Mgmt, Code Inspection, Cx and Plan Review						
Commissioning & Plan Revw						
	2012	2014	2016	Diff	Signif	Impact
	2014 to			2016	Diff	
Survey Respondents	10	7	8			
Employees in Unit/Department	11	9	8			
% Survey Participation	91%	78%	100%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	59	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	58	--		
Fosters an environment that encourages employee development*	--	--	57	--		
Encourages cross-departmental collaboration*	--	--	54	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	65	--		
Welcomes ideas that enhance work processes*	--	--	58	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	64	--		
Climate*						
People in my unit/department are treated fairly	67	84	75	-9		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	60	83	68	-15		
Integrity is a hallmark of my unit/department	69	84	90	6		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	64	78	60	-18		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	59	79	63	-16		
I am aware of the Business and Finance values	77	89	75	-14		
The Business and Finance values govern the way we do business in B&F	63	84	63	-21		
Supervisor						
Considers my ideas	74	90	83	-7		
Recognizes me for doing good work	74	89	81	-8		
Treats me with respect	78	90	86	-4		
Cares about me as a person	73	87	81	-6		
Gives me constructive feedback on my performance	71	87	81	-6		
Communicates well	68	90	83	-7		
Is approachable and easy to talk with	71	92	79	-13		
Is ethical in day-to-day practices	84	92	89	-3		
Deals effectively with poor performance	52	78	69	-9		
Manages people effectively	64	89	82	-7		
Is an effective decision-maker	67	89	87	-2		
Effectively communicates the goals and strategies of our unit/department	51	92	86	-6		
Autonomy/Involvement						
I have control over how I do my work	67	89	88	-1		
My opinion counts at work	63	84	81	-3		
I have a say in decisions that affect my work	68	78	78	0		
Workload						
Work is distributed fairly within my workgroup	71	81	85	4		
My workgroup has enough employees to handle the work	57	29	49	20		
Resources/Environment						
The physical environment allows me to do my job	68	86	82	-4		
I have the necessary resources, tools or equipment to do my job	78	86	79	-7		
Recognition*						
My customers recognize my good work	67	68	79	11		
I get appropriate recognition when I have done something extraordinary	64	65	71	6		
Expressions of thanks and appreciation are common in my unit/department	67	79	79	0		
My contributions are valued by members of the U of M Community	59	76	58	-18		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations						
Architecture Engineering & Construction						
Construction Mgmt, Code Inspection, Cx and Plan Review						
Commissioning & Plan Revw						
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	10	7	8			
Employees in Unit/Department	11	9	8			
% Survey Participation	91%	78%	100%			
Dimensions						
Co-workers						
My workgroup collaborates effectively with other workgroups	64	83	75	-8		
My co-workers and I work as part of a team	68	86	83	-3		
I can count on my co-workers to help out when needed	73	86	86	0		
I am consistently treated with respect by my co-workers	74	89	86	-3		
One or more of my co-workers cares about me as a person	73	87	83	-4		
People care about each other in my unit/department	71	86	79	-7		
Communication*						
Reasons for making changes are communicated before changes are made	57	62	63	1		
Customer feedback is shared throughout my unit/department	63	75	56	-19		
Information about the University is shared openly in my unit/department	60	76	67	-9		
I am informed about matters that affect my job	61	75	79	4		
Changes in service standards are communicated effectively	54	79	59	-20		
Training and Development*						
I receive training necessary for me to do my job	68	81	65	-16		
I have opportunities for training that support my development and/or advancement	59	75	59	-16		
When my job changes, I receive appropriate training*	--	79	59	-20		
Task Significance						
I know what is expected of me at work	76	87	83	-4		
I understand how my work supports the mission of my unit/department	80	86	89	3		
I understand how my work supports the mission of Business and Finance	82	86	81	-5		
I understand how my work supports U of M's mission	78	86	81	-5		
My supervisor has a clear view of where unit/department is going	67	83	81	-2		
The goals of my unit/department are clear to me	69	84	85	1		
Compensation*						
I understand how my current salary or base pay rate is determined	58	75	67	-8		
I am fairly paid for the work I do	71	81	74	-7		
My salary/pay is a significant factor in my decision to stay at U of M	58	70	75	5		
Benefits*						
U of M's benefits package meets my needs	86	84	90	6		
The benefits package is a significant factor in my decision to stay at U of M	84	87	92	5		
Advancement*						
Opportunities for advancement or promotion exist within U of M	49	60	57	-3		
I know what is required of me to advance within U of M	52	59	54	-5		
Internal candidates receive fair consideration for open positions	48	63	65	2		
Survey Perception*						
This survey is an important element in improving the work environment	65	54	50	-4		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations						
Architecture Engineering & Construction						
Construction Mgmt, Code Inspection, Cx and Plan Review						
Commissioning & Plan Revw						
	2012	2014	2016	Diff	Signif	Impact
				2014 to	Diff	
				2016		
Survey Respondents	10	7	8			
Employees in Unit/Department	11	9	8			
% Survey Participation	91%	78%	100%			
Satisfaction						
Job Satisfaction	78	85	88	3		
To what extent does your current job fall short or exceed your expectations	70	78	79	1		
How well does your current position compare to your ideal job	65	78	82	4		
How satisfied are you with your job	71	86	90	4		
I enjoy the type of work I do	92	90	94	4		
My job is interesting	89	90	93	3		
I make a difference in my unit/department	82	89	89	0		
My job gives me a sense of accomplishment	79	87	90	3		
Outcomes						
Unit/Dept. Commitment*	--	89	92	3		
I am proud to work for my unit/department	81	90	97	7		
I have a strong commitment to my unit/department	84	90	96	6		
I care about the future of my unit/department	89	90	97	7		
I feel a strong sense of belonging to my unit/department	82	90	92	2		
I enjoy discussing my unit/department with people who do not work here	77	83	82	-1		
The organization actively supports the health and wellbeing of its employees*	--	--	83	--		
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	83	89	90	1		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	57	51	60	9		
I would not leave my unit/dept for a similar job within UM at the same salary	64	81	79	-2		
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	76	89	94	5		
Customer Focus						
I am able to address my clients'/customers' concerns	72	83	69	-14		
I do all that I can within budgetary constraints to satisfy customers	77	89	92	3		
I enjoy helping solve customers' problems	93	90	96	6		
I respond in a timely manner to customer requests/questions	87	89	92	3		
U of M Commitment						
I am proud to work for the U-M	87	84	94	10		
I have a strong commitment to the U-M	89	86	94	8		
I care about the future of the U-M	90	87	96	9		
I enjoy discussing the U-M with people who do not work here	83	73	83	10		
I feel a strong sense of belonging to the U-M	80	83	89	6		
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	89	87	90	3		
I would not leave U of M for a similar job at a 5% higher salary	69	76	74	-2		
I would not leave U of M for a similar job at the same salary	82	90	89	-1		
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	83	87	92	5		
U of M Donation*						
I would encourage friends and family to donate to U-M*	--	--	54	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations						
Architecture Engineering & Construction						
Construction Mgmt, Code Inspection, Cx and Plan Review						
Commissioning & Plan Revw						
	2012	2014	2016	Diff	Signif	Impact
				2014 to	Diff	
				2016		
Survey Respondents	10	7	8			
Employees in Unit/Department	11	9	8			
% Survey Participation	91%	78%	100%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	73	86	88	2		
My supervisor trusts me	73	86	86	0		
I trust my supervisor	72	89	85	-4		
A climate of trust exists in my unit/department	71	87	85	-2		
I trust my co-workers	73	87	85	-2		
People in my unit/department follow through on their commitments	73	87	84	-3		
Safety						
Feel safe at work*	--	89	88	-1		
Department committed to occupational health and safety*	--	89	90	1		
Department does good job monitoring safety*	--	89	86	-3		
Supervisor Rating						
Overall, rate your supervisor	71	89	88	-1		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	69	90	96	6		
My unit/department understands the needs of our customers	70	89	86	-3		
My unit/department adapts to changing customer needs	73	89	86	-3		
My unit/department communicates service changes effectively to customers	63	81	79	-2		
My unit/department implements service changes effectively	67	84	81	-3		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	86	--		
I cope well with stress of job*	--	--	81	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	--	--	--		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	86	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	88	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	82	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	89	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Support & Technology

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	16	14			
Employees in Unit/Department	--	16	14			
% Survey Participation	--	100%	100%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	41	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	40	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	45	--		
Fosters an environment that encourages employee development*	--	--	38	--		
Encourages cross-departmental collaboration*	--	--	39	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	47	--		
Welcomes ideas that enhance work processes*	--	--	37	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	44	--		
Climate*						
People in my unit/department are treated fairly	--	56	60	4		
People in my unit/department are treated fairly	--	54	63	9		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	52	50	-2		
Integrity is a hallmark of my unit/department	--	58	63	5		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	60	52	-8		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	51	50	-1		
I am aware of the Business and Finance values	--	65	74	9		
The Business and Finance values govern the way we do business in B&F	--	53	68	15		
Supervisor						
Considers my ideas	--	59	62	3		
Considers my ideas	--	65	66	1		
Recognizes me for doing good work	--	68	66	-2		
Treats me with respect	--	69	66	-3		
Cares about me as a person	--	69	67	-2		
Gives me constructive feedback on my performance	--	60	64	4		
Communicates well	--	56	59	3		
Is approachable and easy to talk with	--	60	65	5		
Is ethical in day-to-day practices	--	64	69	5		
Deals effectively with poor performance	--	50	52	2		
Manages people effectively	--	49	57	8		
Is an effective decision-maker	--	50	56	6		
Effectively communicates the goals and strategies of our unit/department	--	47	49	2		
Autonomy/Involvement						
I have control over how I do my work	--	64	72	8		
I have control over how I do my work	--	72	80	8		
My opinion counts at work	--	65	67	2		
I have a say in decisions that affect my work	--	56	67	11		
Workload						
Work is distributed fairly within my workgroup	--	69	72	3		
Work is distributed fairly within my workgroup	--	73	78	5		
My workgroup has enough employees to handle the work	--	60	61	1		
Resources/Environment						
The physical environment allows me to do my job	--	69	73	4		
The physical environment allows me to do my job	--	69	66	-3		
I have the necessary resources, tools or equipment to do my job	--	70	80	10		
Recognition*						
My customers recognize my good work	--	61	64	3		
My customers recognize my good work	--	75	80	5		
I get appropriate recognition when I have done something extraordinary	--	58	60	2		
Expressions of thanks and appreciation are common in my unit/department	--	56	54	-2		
My contributions are valued by members of the U of M Community	--	53	63	10		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Support & Technology

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	16	14			
Employees in Unit/Department	--	16	14			
% Survey Participation	--	100%	100%			
Dimensions						
Co-workers						
My workgroup collaborates effectively with other workgroups	--	79	76	-3		
My co-workers and I work as part of a team	--	69	70	1		
I can count on my co-workers to help out when needed	--	78	76	-2		
I am consistently treated with respect by my co-workers	--	81	78	-3		
One or more of my co-workers cares about me as a person	--	79	76	-3		
People care about each other in my unit/department	--	85	79	-6		
	--	81	76	-5		
Communication*						
Reasons for making changes are communicated before changes are made	--	49	51	2		
Customer feedback is shared throughout my unit/department	--	41	50	9		
Information about the University is shared openly in my unit/department	--	49	50	1		
I am informed about matters that affect my job	--	56	58	2		
Changes in service standards are communicated effectively	--	50	43	-7		
	--	49	54	5		
Training and Development*						
I receive training necessary for me to do my job	--	35	44	9		
I have opportunities for training that support my development and/or advancement	--	36	45	9		
When my job changes, I receive appropriate training*	--	33	41	8		
	--	36	45	9		
Task Significance						
I know what is expected of me at work	--	71	71	0		
I understand how my work supports the mission of my unit/department	--	70	73	3		
I understand how my work supports the mission of Business and Finance	--	84	87	3		
I understand how my work supports U of M's mission	--	83	83	0		
My supervisor has a clear view of where unit/department is going	--	82	71	-11		
The goals of my unit/department are clear to me	--	47	50	3		
	--	53	63	10		
Compensation*						
I understand how my current salary or base pay rate is determined	--	59	55	-4		
I am fairly paid for the work I do	--	50	51	1		
My salary/pay is a significant factor in my decision to stay at U of M	--	60	56	-4		
	--	68	60	-8		
Benefits*						
U of M's benefits package meets my needs	--	76	77	1		
The benefits package is a significant factor in my decision to stay at U of M	--	73	77	4		
	--	79	76	-3		
Advancement*						
Opportunities for advancement or promotion exist within U of M	--	45	43	-2		
I know what is required of me to advance within U of M	--	46	41	-5		
Internal candidates receive fair consideration for open positions	--	42	41	-1		
	--	48	44	-4		
Survey Perception*						
This survey is an important element in improving the work environment	--	65	63	-2		
	--	65	63	-2		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Support & Technology

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	16	14			
Employees in Unit/Department	--	16	14			
% Survey Participation	--	100%	100%			
Satisfaction						
Job Satisfaction	--	69	73	4		
To what extent does your current job fall short or exceed your expectations	--	60	60	0		
How well does your current position compare to your ideal job	--	57	60	3		
How satisfied are you with your job	--	68	72	4		
I enjoy the type of work I do	--	78	84	6		
My job is interesting	--	74	80	6		
I make a difference in my unit/department	--	77	82	5		
My job gives me a sense of accomplishment	--	68	75	7		
Outcomes						
Unit/Dept. Commitment*	--	70	70	0		
I am proud to work for my unit/department	--	71	66	-5		
I have a strong commitment to my unit/department	--	78	78	0		
I care about the future of my unit/department	--	81	87	6		
I feel a strong sense of belonging to my unit/department	--	62	67	5		
I enjoy discussing my unit/department with people who do not work here	--	52	62	10		
The organization actively supports the health and wellbeing of its employees*	--	--	56	--		
Unit/Dept. Loyalty	--	62	54	-8		
If it is up to me, I will be working in my unit/department one year from now	--	72	62	-10		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	41	34	-7		
I would not leave my unit/dept for a similar job within UM at the same salary	--	60	57	-3		
Unit/Dept. Recommend	--	56	55	-1		
I recommend my unit/department to someone looking for a good place to work	--	56	55	-1		
Customer Focus	--	81	87	6		
I am able to address my clients'/customers' concerns	--	74	82	8		
I do all that I can within budgetary constraints to satisfy customers	--	81	87	6		
I enjoy helping solve customers' problems	--	85	89	4		
I respond in a timely manner to customer requests/questions	--	84	89	5		
U of M Commitment	--	83	83	0		
I am proud to work for the U-M	--	86	83	-3		
I have a strong commitment to the U-M	--	83	80	-3		
I care about the future of the U-M	--	87	86	-1		
I enjoy discussing the U-M with people who do not work here	--	75	85	10		
I feel a strong sense of belonging to the U-M	--	81	81	0		
U of M Loyalty	--	76	75	-1		
If it is up to me, I will be working at U of M one year from now	--	82	77	-5		
I would not leave U of M for a similar job at a 5% higher salary	--	65	64	-1		
I would not leave U of M for a similar job at the same salary	--	74	80	6		
U of M Recommendation	--	81	83	2		
I would recommend the U-M to someone who is looking for a good place to work	--	81	83	2		
U of M Donation*	--	--	57	--		
I would encourage friends and family to donate to U-M*	--	--	57	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Support & Technology

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	16	14			
Employees in Unit/Department	--	16	14			
% Survey Participation	--	100%	100%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	--	62	64	2		
My supervisor trusts me	--	69	72	3		
I trust my supervisor	--	67	65	-2		
A climate of trust exists in my unit/department	--	63	60	-3		
I trust my co-workers	--	72	72	0		
People in my unit/department follow through on their commitments	--	69	72	3		
Safety						
Feel safe at work*	--	74	71	-3		
Department committed to occupational health and safety*	--	68	71	3		
Department does good job monitoring safety*	--	60	67	7		
Supervisor Rating						
Overall, rate your supervisor	--	63	63	0		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	82	83	1		
My unit/department understands the needs of our customers	--	72	81	9		
My unit/department adapts to changing customer needs	--	75	79	4		
My unit/department communicates service changes effectively to customers	--	64	70	6		
My unit/department implements service changes effectively	--	61	68	7		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	75	--		
I cope well with stress of job*	--	--	71	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	--	67	--		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	76	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	72	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	65	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	68	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Support & Technology

FIC & Space Information

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	12	7	6			
Employees in Unit/Department	10	7	6			
% Survey Participation	120%	100%	100%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	25	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	35	--		
Fosters an environment that encourages employee development*	--	--	17	--		
Encourages cross-departmental collaboration*	--	--	19	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	35	--		
Welcomes ideas that enhance work processes*	--	--	19	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	30	--		
Climate*						
People in my unit/department are treated fairly	36	32	39	7		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	27	40	28	-12		
Integrity is a hallmark of my unit/department	26	38	41	3		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	35	35	31	-4		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	16	29	30	1		
I am aware of the Business and Finance values	75	57	70	13		
The Business and Finance values govern the way we do business in B&F	37	44	72	28	▲	
Supervisor						
Considers my ideas	41	52	44	-8		
Recognizes me for doing good work	44	51	50	-1		
Treats me with respect	36	52	41	-11		
Cares about me as a person	38	57	48	-9		
Gives me constructive feedback on my performance	29	44	43	-1		
Communicates well	24	41	35	-6		
Is approachable and easy to talk with	25	44	43	-1		
Is ethical in day-to-day practices	31	40	48	8		
Deals effectively with poor performance	30	32	37	5		
Manages people effectively	20	29	33	4		
Is an effective decision-maker	23	30	35	5		
Effectively communicates the goals and strategies of our unit/department	27	25	33	8		
Autonomy/Involvement						
I have control over how I do my work	46	57	67	10		
My opinion counts at work	37	46	48	2		
I have a say in decisions that affect my work	36	37	44	7		
Workload						
Work is distributed fairly within my workgroup	45	62	74	12		
My workgroup has enough employees to handle the work	40	41	56	15		
Resources/Environment						
The physical environment allows me to do my job	51	63	56	-7		
I have the necessary resources, tools or equipment to do my job	43	62	69	7		
Recognition*						
My customers recognize my good work	77	83	89	6		
I get appropriate recognition when I have done something extraordinary	35	51	50	-1		
Expressions of thanks and appreciation are common in my unit/department	35	41	41	0		
My contributions are valued by members of the U of M Community	65	54	74	20		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Support & Technology

FIC & Space Information

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	12	7	6			
Employees in Unit/Department	10	7	6			
% Survey Participation	120%	100%	100%			
Dimensions						
Co-workers						
My workgroup collaborates effectively with other workgroups	74	79	65	-14		
My co-workers and I work as part of a team	47	71	57	-14		
I can count on my co-workers to help out when needed	74	75	67	-8		
I am consistently treated with respect by my co-workers	85	81	69	-12		
One or more of my co-workers cares about me as a person	85	75	61	-14		
People care about each other in my unit/department	85	86	72	-14		
	83	87	65	-22		
Communication*						
Reasons for making changes are communicated before changes are made	--	30	36	6		
Customer feedback is shared throughout my unit/department	19	13	33	20	▲	
Information about the University is shared openly in my unit/department	21	32	33	1		
I am informed about matters that affect my job	33	40	43	3		
Changes in service standards are communicated effectively	34	33	30	-3		
	18	32	41	9		
Training and Development*						
I receive training necessary for me to do my job	--	27	23	-4		
I have opportunities for training that support my development and/or advancement	11	29	28	-1		
When my job changes, I receive appropriate training*	15	22	13	-9		
	--	29	28	-1		
Task Significance						
I know what is expected of me at work	64	61	68	7		
I understand how my work supports the mission of my unit/department	59	59	69	10		
I understand how my work supports the mission of Business and Finance	84	81	78	-3		
I understand how my work supports U of M's mission	83	79	81	2		
My supervisor has a clear view of where unit/department is going	81	83	74	-9		
The goals of my unit/department are clear to me	32	22	39	17		
	39	38	65	27	▲	
Compensation*						
I understand how my current salary or base pay rate is determined	--	41	53	12		
I am fairly paid for the work I do	41	29	48	19		
My salary/pay is a significant factor in my decision to stay at U of M	32	44	52	8		
	42	51	61	10		
Benefits*						
U of M's benefits package meets my needs	--	70	74	4		
The benefits package is a significant factor in my decision to stay at U of M	64	67	72	5		
	74	73	76	3		
Advancement*						
Opportunities for advancement or promotion exist within U of M	--	31	30	-1		
I know what is required of me to advance within U of M	23	32	30	-2		
Internal candidates receive fair consideration for open positions	16	27	35	8		
	36	35	26	-9		
Survey Perception*						
This survey is an important element in improving the work environment	--	87	78	-9		
	73	87	78	-9		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Support & Technology

FIC & Space Information

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	12	7	6			
Employees in Unit/Department	10	7	6			
% Survey Participation	120%	100%	100%			
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	68	57	67	10		
How well does your current position compare to your ideal job	48	48	57	9		
How satisfied are you with your job	40	43	56	13		
I enjoy the type of work I do	66	57	63	6		
My job is interesting	88	71	81	10		
I make a difference in my unit/department	84	67	78	11		
My job gives me a sense of accomplishment	81	60	69	9		
	73	56	69	13		
Outcomes						
Unit/Dept. Commitment*						
I am proud to work for my unit/department	--	66	52	-14		
I have a strong commitment to my unit/department	44	63	43	-20		
I care about the future of my unit/department	59	79	61	-18		
I feel a strong sense of belonging to my unit/department	81	79	80	1		
I enjoy discussing my unit/department with people who do not work here	54	59	35	-24		
The organization actively supports the health and wellbeing of its employees*	39	41	44	3		
	--	--	46	--		
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	43	49	42	-7		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	47	60	48	-12		
I would not leave my unit/dept for a similar job within UM at the same salary	31	25	33	8		
	46	46	39	-7		
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	33	32	30	-2		
	33	32	30	-2		
Customer Focus						
I am able to address my clients'/customers' concerns	82	70	83	13		
I do all that I can within budgetary constraints to satisfy customers	69	60	81	21		
I enjoy helping solve customers' problems	81	70	83	13		
I respond in a timely manner to customer requests/questions	90	73	83	10		
	84	76	83	7		
U of M Commitment						
I am proud to work for the U-M	88	81	81	0		
I have a strong commitment to the U-M	88	79	78	-1		
I care about the future of the U-M	85	79	78	-1		
I enjoy discussing the U-M with people who do not work here	94	87	87	0		
I feel a strong sense of belonging to the U-M	84	79	81	2		
	89	78	81	3		
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	80	76	69	-7		
I would not leave U of M for a similar job at a 5% higher salary	83	83	78	-5		
I would not leave U of M for a similar job at the same salary	69	63	57	-6		
	82	75	65	-10		
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	84	76	78	2		
	84	76	78	2		
U of M Donation*						
I would encourage friends and family to donate to U-M*	--	--	67	--		
	--	--	67	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Support & Technology

FIC & Space Information

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	12	7	6			
Employees in Unit/Department	10	7	6			
% Survey Participation	120%	100%	100%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	33	43	41	-2		
My supervisor trusts me	44	54	54	0		
I trust my supervisor	36	52	43	-9		
A climate of trust exists in my unit/department	36	44	33	-11		
I trust my co-workers	71	62	57	-5		
People in my unit/department follow through on their commitments	59	56	63	7		
Safety						
Feel safe at work*	--	67	44	-23		
Department committed to occupational health and safety*	--	67	74	7		
Department does good job monitoring safety*	--	63	70	7		
Supervisor Rating						
Overall, rate your supervisor	26	52	43	-9		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	71	75	81	6		
My unit/department understands the needs of our customers	46	60	83	23		
My unit/department adapts to changing customer needs	43	62	76	14		
My unit/department communicates service changes effectively to customers	37	51	65	14		
My unit/department implements service changes effectively	37	46	63	17		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	69	--		
I cope well with stress of job*	--	--	63	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	--	67	--		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	56	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	46	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	56	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	50	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Support & Technology

AEC IT/AECtion

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	9	6	5			
Employees in Unit/Department	9	6	5			
% Survey Participation	100%	100%	100%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	47	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	44	--		
Fosters an environment that encourages employee development*	--	--	47	--		
Encourages cross-departmental collaboration*	--	--	47	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	56	--		
Welcomes ideas that enhance work processes*	--	--	40	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	47	--		
Climate*						
People in my unit/department are treated fairly	70	61	76	15		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	72	52	56	4		
Integrity is a hallmark of my unit/department	67	61	75	14		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	63	70	64	-6		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	62	56	49	-7		
I am aware of the Business and Finance values	75	61	69	8		
The Business and Finance values govern the way we do business in B&F	52	50	50	0		
Supervisor	72	61	68	7		
Considers my ideas	79	63	76	13		
Recognizes me for doing good work	78	72	67	-5		
Treats me with respect	80	76	80	4		
Cares about me as a person	75	69	71	2		
Gives me constructive feedback on my performance	60	59	71	12		
Communicates well	70	54	67	13		
Is approachable and easy to talk with	75	61	76	15		
Is ethical in day-to-day practices	80	76	80	4		
Deals effectively with poor performance	57	48	51	3		
Manages people effectively	65	48	64	16		
Is an effective decision-maker	72	50	60	10		
Effectively communicates the goals and strategies of our unit/department	44	46	47	1		
Autonomy/Involvement	70	72	79	7		
I have control over how I do my work	73	78	87	9	▲	
My opinion counts at work	72	74	73	-1		
I have a say in decisions that affect my work	64	63	78	15		
Workload	66	74	68	-6		
Work is distributed fairly within my workgroup	69	76	76	0		
My workgroup has enough employees to handle the work	59	69	56	-13		
Resources/Environment	78	69	80	11		
The physical environment allows me to do my job	77	65	67	2		
I have the necessary resources, tools or equipment to do my job	80	74	93	19	▲	
Recognition*	--	47	46	-1		
My customers recognize my good work	65	57	60	3		
I get appropriate recognition when I have done something extraordinary	69	48	49	1		
Expressions of thanks and appreciation are common in my unit/department	48	50	44	-6		
My contributions are valued by members of the U of M Community	48	30	29	-1		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Support & Technology

AEC IT/AECtion

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	9	6	5			
Employees in Unit/Department	9	6	5			
% Survey Participation	100%	100%	100%			
Dimensions						
Co-workers	70	68	76	8		
My workgroup collaborates effectively with other workgroups	62	52	69	17		
My co-workers and I work as part of a team	67	70	76	6		
I can count on my co-workers to help out when needed	72	72	78	6		
I am consistently treated with respect by my co-workers	74	73	82	9		
One or more of my co-workers cares about me as a person	72	78	76	-2		
People care about each other in my unit/department	64	63	78	15		
Communication*	--	49	46	-3		
Reasons for making changes are communicated before changes are made	56	48	44	-4		
Customer feedback is shared throughout my unit/department	51	44	44	0		
Information about the University is shared openly in my unit/department	69	56	56	0		
I am informed about matters that affect my job	62	48	40	-8		
Changes in service standards are communicated effectively	61	46	47	1		
Training and Development*	--	21	55	34		
I receive training necessary for me to do my job	46	20	53	33		
I have opportunities for training that support my development and/or advancement	43	22	60	38	▲	
When my job changes, I receive appropriate training*	--	20	53	33		
Task Significance	77	68	64	-4		
I know what is expected of me at work	78	70	67	-3		
I understand how my work supports the mission of my unit/department	83	81	93	12		
I understand how my work supports the mission of Business and Finance	83	80	76	-4		
I understand how my work supports U of M's mission	72	74	51	-23		
My supervisor has a clear view of where unit/department is going	72	52	47	-5		
The goals of my unit/department are clear to me	72	50	47	-3		
Compensation*	--	66	55	-11		
I understand how my current salary or base pay rate is determined	62	59	51	-8		
I am fairly paid for the work I do	68	67	60	-7		
My salary/pay is a significant factor in my decision to stay at U of M	52	74	53	-21		
Benefits*	--	75	82	7		
U of M's benefits package meets my needs	79	70	84	14		
The benefits package is a significant factor in my decision to stay at U of M	88	80	78	-2		
Advancement*	--	44	39	-5		
Opportunities for advancement or promotion exist within U of M	57	44	38	-6		
I know what is required of me to advance within U of M	38	39	33	-6		
Internal candidates receive fair consideration for open positions	60	48	47	-1		
Survey Perception*	--	35	42	7		
This survey is an important element in improving the work environment	40	35	42	7		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Support & Technology

AEC IT/AECtion

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	9	6	5			
Employees in Unit/Department	9	6	5			
% Survey Participation	100%	100%	100%			
Satisfaction						
Job Satisfaction	74	72	74	2		
To what extent does your current job fall short or exceed your expectations	64	63	62	-1		
How well does your current position compare to your ideal job	68	61	64	3		
How satisfied are you with your job	81	70	73	3		
I enjoy the type of work I do	81	81	87	6		
My job is interesting	78	72	76	4		
I make a difference in my unit/department	83	87	89	2		
My job gives me a sense of accomplishment	73	69	69	0		
Outcomes						
Unit/Dept. Commitment*	--	62	78	16	▲	
I am proud to work for my unit/department	75	67	78	11		
I have a strong commitment to my unit/department	80	67	89	22	▲	
I care about the future of my unit/department	81	76	91	15		
I feel a strong sense of belonging to my unit/department	79	50	91	41	▲	
I enjoy discussing my unit/department with people who do not work here	70	43	64	21		
The organization actively supports the health and wellbeing of its employees*	--	--	49	--		
Unit/Dept. Loyalty	62	63	51	-12		
If it is up to me, I will be working in my unit/department one year from now	79	72	62	-10		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	27	41	24	-17		
I would not leave my unit/dept for a similar job within UM at the same salary	60	63	56	-7		
Unit/Dept. Recommend	74	63	62	-1		
I recommend my unit/department to someone looking for a good place to work	74	63	62	-1		
Customer Focus	85	87	87	0		
I am able to address my clients'/customers' concerns	78	81	78	-3		
I do all that I can within budgetary constraints to satisfy customers	84	85	84	-1		
I enjoy helping solve customers' problems	88	91	91	0		
I respond in a timely manner to customer requests/questions	90	91	93	2		
U of M Commitment	79	78	79	1		
I am proud to work for the U-M	86	89	82	-7		
I have a strong commitment to the U-M	75	80	76	-4		
I care about the future of the U-M	83	81	80	-1		
I enjoy discussing the U-M with people who do not work here	77	59	83	24	▲	
I feel a strong sense of belonging to the U-M	73	76	73	-3		
U of M Loyalty	80	68	75	7		
If it is up to me, I will be working at U of M one year from now	95	72	67	-5		
I would not leave U of M for a similar job at a 5% higher salary	56	57	73	16		
I would not leave U of M for a similar job at the same salary	72	69	89	20		
U of M Recommendation	86	80	84	4		
I would recommend the U-M to someone who is looking for a good place to work	86	80	84	4		
U of M Donation*	--	--	47	--		
I would encourage friends and family to donate to U-M*	--	--	47	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Support & Technology

AEC IT/AECtion

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	9	6	5			
Employees in Unit/Department	9	6	5			
% Survey Participation	100%	100%	100%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	75	67	76	9		
My supervisor trusts me	81	72	80	8		
I trust my supervisor	80	70	73	3		
A climate of trust exists in my unit/department	77	70	71	1		
I trust my co-workers	73	70	76	6		
People in my unit/department follow through on their commitments	73	72	69	-3		
Safety						
Feel safe at work*	--	70	87	17		
Department committed to occupational health and safety*	--	63	58	-5		
Department does good job monitoring safety*	--	46	51	5		
Supervisor Rating						
Overall, rate your supervisor	73	59	69	10		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	90	87	76	-11		
My unit/department understands the needs of our customers	79	72	69	-3		
My unit/department adapts to changing customer needs	74	80	73	-7		
My unit/department communicates service changes effectively to customers	65	65	67	2		
My unit/department implements service changes effectively	70	63	64	1		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	76	--		
I cope well with stress of job*	--	--	69	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	--	--	--		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	89	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	89	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	64	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	73	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Design and UPO

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	14	14	9			
Employees in Unit/Department	13	13	9			
% Survey Participation	108%	108%	100%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	75	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	72	--		
Fosters an environment that encourages employee development*	--	--	73	--		
Encourages cross-departmental collaboration*	--	--	75	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	78	--		
Welcomes ideas that enhance work processes*	--	--	72	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	80	--		
Climate*						
People in my unit/department are treated fairly	69	75	81	6		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	61	73	71	-2		
Integrity is a hallmark of my unit/department	73	81	88	7		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	59	64	67	3		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	50	64	68	4		
I am aware of the Business and Finance values	68	85	80	-5		
The Business and Finance values govern the way we do business in B&F	73	82	75	-7		
Supervisor						
Considers my ideas	75	75	83	8		
Recognizes me for doing good work	70	79	80	1		
Treats me with respect	79	79	80	1		
Cares about me as a person	69	79	75	-4		
Gives me constructive feedback on my performance	70	76	84	8		
Communicates well	68	78	78	0		
Is approachable and easy to talk with	68	80	80	0		
Is ethical in day-to-day practices	83	89	85	-4		
Deals effectively with poor performance	62	69	70	1		
Manages people effectively	65	78	78	0		
Is an effective decision-maker	69	82	81	-1		
Effectively communicates the goals and strategies of our unit/department	47	83	77	-6		
Autonomy/Involvement						
I have control over how I do my work	71	71	80	9		
My opinion counts at work	68	73	83	10		
I have a say in decisions that affect my work	65	67	75	8		
Workload						
Work is distributed fairly within my workgroup	67	72	80	8		
My workgroup has enough employees to handle the work	63	53	65	12		
Resources/Environment						
The physical environment allows me to do my job	65	81	83	2		
I have the necessary resources, tools or equipment to do my job	67	78	79	1		
Recognition*						
My customers recognize my good work	83	79	81	2		
I get appropriate recognition when I have done something extraordinary	71	76	80	4		
Expressions of thanks and appreciation are common in my unit/department	68	71	80	9		
My contributions are valued by members of the U of M Community	70	79	80	1		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Design and UPO

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	14	14	9			
Employees in Unit/Department	13	13	9			
% Survey Participation	108%	108%	100%			
Dimensions						
Co-workers						
My workgroup collaborates effectively with other workgroups	78	84	88	4		
My co-workers and I work as part of a team	72	81	83	2		
I can count on my co-workers to help out when needed	75	85	81	-4		
I am consistently treated with respect by my co-workers	76	84	84	0		
One or more of my co-workers cares about me as a person	80	85	94	9		
People care about each other in my unit/department	83	84	98	14	▲	
	78	83	90	7		
Communication*						
Reasons for making changes are communicated before changes are made	--	70	74	4		
Customer feedback is shared throughout my unit/department	40	64	70	6		
Information about the University is shared openly in my unit/department	40	68	69	1		
I am informed about matters that affect my job	53	74	78	4		
Changes in service standards are communicated effectively	59	71	74	3		
	44	70	77	7		
Training and Development*						
I receive training necessary for me to do my job	--	66	70	4		
I have opportunities for training that support my development and/or advancement	45	70	74	4		
When my job changes, I receive appropriate training*	53	59	68	9		
	--	67	69	2		
Task Significance						
I know what is expected of me at work	76	86	87	1		
I understand how my work supports the mission of my unit/department	76	88	90	2		
I understand how my work supports the mission of Business and Finance	82	87	90	3		
I understand how my work supports U of M's mission	80	87	88	1		
My supervisor has a clear view of where unit/department is going	82	88	90	2		
The goals of my unit/department are clear to me	61	77	74	-3		
	72	87	86	-1		
Compensation*						
I understand how my current salary or base pay rate is determined	--	60	65	5		
I am fairly paid for the work I do	50	59	63	4		
My salary/pay is a significant factor in my decision to stay at U of M	56	61	65	4		
	52	62	67	5		
Benefits*						
U of M's benefits package meets my needs	--	79	83	4		
The benefits package is a significant factor in my decision to stay at U of M	77	81	81	0		
	67	75	85	10		
Advancement*						
Opportunities for advancement or promotion exist within U of M	--	59	63	4		
I know what is required of me to advance within U of M	53	54	59	5		
Internal candidates receive fair consideration for open positions	37	56	56	0		
	60	70	74	4		
Survey Perception*						
This survey is an important element in improving the work environment	--	59	67	8		
	59	59	67	8		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Design and UPO

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	14	14	9			
Employees in Unit/Department	13	13	9			
% Survey Participation	108%	108%	100%			
Satisfaction						
Job Satisfaction	75	77	86	9		
To what extent does your current job fall short or exceed your expectations	65	65	78	13		
How well does your current position compare to your ideal job	61	65	80	15	▲	
How satisfied are you with your job	75	75	84	9		
I enjoy the type of work I do	82	79	91	12		
My job is interesting	83	83	91	8		
I make a difference in my unit/department	82	87	89	2		
My job gives me a sense of accomplishment	80	84	90	6		
Outcomes						
Unit/Dept. Commitment*	--	83	89	6		
I am proud to work for my unit/department	83	87	94	7		
I have a strong commitment to my unit/department	84	86	93	7		
I care about the future of my unit/department	85	85	93	8		
I feel a strong sense of belonging to my unit/department	79	81	91	10		
I enjoy discussing my unit/department with people who do not work here	78	71	80	9		
The organization actively supports the health and wellbeing of its employees*	--	--	83	--		
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	79	79	95	16	▲	
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	61	56	69	13		
I would not leave my unit/dept for a similar job within UM at the same salary	71	77	81	4		
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	80	78	89	11		
Customer Focus						
I am able to address my clients'/customers' concerns	76	83	84	1		
I do all that I can within budgetary constraints to satisfy customers	83	90	90	0		
I enjoy helping solve customers' problems	88	90	93	3		
I respond in a timely manner to customer requests/questions	84	88	83	-5		
U of M Commitment						
I am proud to work for the U-M	93	94	96	2		
I have a strong commitment to the U-M	94	94	94	0		
I care about the future of the U-M	94	94	96	2		
I enjoy discussing the U-M with people who do not work here	87	85	85	0		
I feel a strong sense of belonging to the U-M	93	93	91	-2		
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	85	85	91	6		
I would not leave U of M for a similar job at a 5% higher salary	79	73	72	-1		
I would not leave U of M for a similar job at the same salary	85	84	83	-1		
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	94	93	95	2		
U of M Donation*						
I would encourage friends and family to donate to U-M*	--	--	62	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

AEC Design and UPO

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	14	14	9			
Employees in Unit/Department	13	13	9			
% Survey Participation	108%	108%	100%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	73	77	83	6		
My supervisor trusts me	79	83	86	3		
I trust my supervisor	77	79	85	6		
A climate of trust exists in my unit/department	66	75	80	5		
I trust my co-workers	82	89	84	-5		
People in my unit/department follow through on their commitments	77	90	84	-6		
Safety						
Feel safe at work*	--	94	94	0		
Department committed to occupational health and safety*	--	90	91	1		
Department does good job monitoring safety*	--	87	85	-2		
Supervisor Rating						
Overall, rate your supervisor	71	80	81	1		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	73	87	89	2		
My unit/department understands the needs of our customers	74	88	86	-2		
My unit/department adapts to changing customer needs	68	86	88	2		
My unit/department communicates service changes effectively to customers	61	84	78	-6		
My unit/department implements service changes effectively	61	86	80	-6		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	85	--		
I cope well with stress of job*	--	--	70	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	81	83	2		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	84	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	77	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	88	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	93	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Project Controls

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	9	8	8			
Employees in Unit/Department	10	8	8			
% Survey Participation	90%	100%	100%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	69	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	71	--		
Fosters an environment that encourages employee development*	--	--	68	--		
Encourages cross-departmental collaboration*	--	--	69	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	68	--		
Welcomes ideas that enhance work processes*	--	--	71	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	71	--		
Climate*						
People in my unit/department are treated fairly	77	79	64	-15		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	74	78	65	-13		
Integrity is a hallmark of my unit/department	77	81	68	-13		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	70	83	60	-23	▼	
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	77	82	68	-14		
I am aware of the Business and Finance values	88	83	81	-2		
The Business and Finance values govern the way we do business in B&F	83	83	79	-4		
Supervisor						
Considers my ideas	86	85	76	-9		
Recognizes me for doing good work	91	83	76	-7		
Treats me with respect	91	88	76	-12		
Cares about me as a person	86	88	76	-12		
Gives me constructive feedback on my performance	89	82	74	-8		
Communicates well	85	86	74	-12		
Is approachable and easy to talk with	84	85	76	-9		
Is ethical in day-to-day practices	88	86	79	-7		
Deals effectively with poor performance	83	86	68	-18		
Manages people effectively	81	88	67	-21	▼	
Is an effective decision-maker	84	88	74	-14		
Effectively communicates the goals and strategies of our unit/department	81	83	75	-8		
Autonomy/Involvement						
I have control over how I do my work	78	61	65	4		
My opinion counts at work	81	72	64	-8		
I have a say in decisions that affect my work	77	57	63	6		
Workload						
Work is distributed fairly within my workgroup	74	83	75	-8		
Work is distributed fairly within my workgroup	75	83	71	-12		
My workgroup has enough employees to handle the work	72	82	82	0		
Resources/Environment						
The physical environment allows me to do my job	93	94	85	-9		
The physical environment allows me to do my job	93	93	85	-8		
I have the necessary resources, tools or equipment to do my job	94	94	85	-9		
Recognition*						
My customers recognize my good work	--	72	69	-3		
My customers recognize my good work	68	72	78	6		
I get appropriate recognition when I have done something extraordinary	89	74	67	-7		
Expressions of thanks and appreciation are common in my unit/department	78	78	68	-10		
My contributions are valued by members of the U of M Community	67	62	63	1		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Project Controls

Survey Respondents
Employees in Unit/Department
% Survey Participation

2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
9	8	8			
10	8	8			
90%	100%	100%			

Dimensions	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Co-workers	84	85	78	-7		
My workgroup collaborates effectively with other workgroups	79	83	74	-9		
My co-workers and I work as part of a team	88	88	78	-10		
I can count on my co-workers to help out when needed	93	88	82	-6		
I am consistently treated with respect by my co-workers	83	85	75	-10		
One or more of my co-workers cares about me as a person	83	85	83	-2		
People care about each other in my unit/department	80	86	76	-10		
Communication*	--	79	70	-9		
Reasons for making changes are communicated before changes are made	62	69	63	-6		
Customer feedback is shared throughout my unit/department	67	75	68	-7		
Information about the University is shared openly in my unit/department	74	82	75	-7		
I am informed about matters that affect my job	84	86	75	-11		
Changes in service standards are communicated effectively	77	79	67	-12		
Training and Development*	--	83	69	-14		
I receive training necessary for me to do my job	80	85	72	-13		
I have opportunities for training that support my development and/or advancement	83	81	61	-20		
When my job changes, I receive appropriate training*	--	85	74	-11		
Task Significance	91	87	83	-4		
I know what is expected of me at work	91	85	78	-7		
I understand how my work supports the mission of my unit/department	93	86	85	-1		
I understand how my work supports the mission of Business and Finance	93	86	85	-1		
I understand how my work supports U of M's mission	88	86	85	-1		
My supervisor has a clear view of where unit/department is going	91	92	81	-11		
The goals of my unit/department are clear to me	91	86	86	0		
Compensation*	--	65	59	-6		
I understand how my current salary or base pay rate is determined	75	69	57	-12		
I am fairly paid for the work I do	77	64	56	-8		
My salary/pay is a significant factor in my decision to stay at U of M	75	60	67	7		
Benefits*	--	79	80	1		
U of M's benefits package meets my needs	84	81	79	-2		
The benefits package is a significant factor in my decision to stay at U of M	75	78	81	3		
Advancement*	--	71	67	-4		
Opportunities for advancement or promotion exist within U of M	85	74	67	-7		
I know what is required of me to advance within U of M	83	68	67	-1		
Internal candidates receive fair consideration for open positions	90	79	67	-12		
Survey Perception*	--	79	76	-3		
This survey is an important element in improving the work environment	76	79	76	-3		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Architecture Engineering & Construction

Project Controls

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Survey Respondents	9	8	8			
Employees in Unit/Department	10	8	8			
% Survey Participation	90%	100%	100%			
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	88	75	69	-6		
How well does your current position compare to your ideal job	78	67	58	-9		
How satisfied are you with your job	74	67	57	-10		
I enjoy the type of work I do	85	75	65	-10		
My job is interesting	94	76	81	5		
I make a difference in my unit/department	94	82	74	-8		
My job gives me a sense of accomplishment	94	79	75	-4		
	94	79	74	-5		
Outcomes						
Unit/Dept. Commitment*						
I am proud to work for my unit/department	--	85	77	-8		
I have a strong commitment to my unit/department	90	85	76	-9		
I care about the future of my unit/department	93	88	75	-13		
I feel a strong sense of belonging to my unit/department	95	90	83	-7		
I enjoy discussing my unit/department with people who do not work here	90	79	75	-4		
The organization actively supports the health and wellbeing of its employees*	93	82	78	-4		
	--	--	74	--		
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	86	78	61	-17		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	93	79	74	-5		
I would not leave my unit/dept for a similar job within UM at the same salary	59	58	46	-12		
	95	90	54	-36	▼	
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	88	82	75	-7		
	88	82	75	-7		
Customer Focus						
I am able to address my clients'/customers' concerns	93	86	81	-5		
I do all that I can within budgetary constraints to satisfy customers	92	83	82	-1		
I enjoy helping solve customers' problems	92	83	76	-7		
I respond in a timely manner to customer requests/questions	96	88	83	-5		
	89	88	81	-7		
U of M Commitment						
I am proud to work for the U-M	94	85	86	1		
I have a strong commitment to the U-M	96	88	88	0		
I care about the future of the U-M	94	88	86	-2		
I enjoy discussing the U-M with people who do not work here	94	88	86	-2		
I feel a strong sense of belonging to the U-M	94	81	86	5		
	91	79	85	6		
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	94	84	78	-6		
I would not leave U of M for a similar job at a 5% higher salary	98	90	89	-1		
I would not leave U of M for a similar job at the same salary	84	69	62	-7		
	96	85	71	-14		
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	96	83	86	3		
	96	83	86	3		
U of M Donation*						
I would encourage friends and family to donate to U-M*	--	--	69	--		
	--	--	69	--		

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% Survey Participation	90%	100%	100%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	86	88	75	-13		
My supervisor trusts me	88	86	75	-11		
I trust my supervisor	89	88	71	-17	▼	
A climate of trust exists in my unit/department	85	86	68	-18	▼	
I trust my co-workers	81	86	74	-12		
People in my unit/department follow through on their commitments	81	83	74	-9		
Safety						
Feel safe at work*	--	89	83	-6		
Department committed to occupational health and safety*	--	88	82	-6		
Department does good job monitoring safety*	--	88	79	-9		
Supervisor Rating						
Overall, rate your supervisor	88	88	76	-12		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	89	89	89	0		
My unit/department understands the needs of our customers	89	86	88	2		
My unit/department adapts to changing customer needs	89	85	89	4		
My unit/department communicates service changes effectively to customers	81	83	82	-1		
My unit/department implements service changes effectively	83	82	82	0		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	76	--		
I cope well with stress of job*	--	--	72	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	89	89	0		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	68	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	68	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	78	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	67	--		

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