

# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance

	2012	2014	2016	Diff	Signif	Impact
	2014 to					
	2016					
Survey Respondents	363	361	301			
Employees in Unit/Department	384	390	336			
% Survey Participation	95%	93%	90%			
<b>Dimensions</b>						
<b>Upper Management*</b>			64	--		0.2
Motivates employees to do their best*	--	--	62	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	64	--		
Fosters an environment that encourages employee development*	--	--	62	--		
Encourages cross-departmental collaboration*	--	--	61	--		
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*	--	--	64	--		
<b>Climate*</b>		71	69	-2		0.2
People in my unit/department are treated fairly	73	70	69	-1		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	67	63	62	-1		
Integrity is a hallmark of my unit/department	75	74	73	-1		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	67	68	66	-2		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	65	66	64	-2		
I am aware of the Business and Finance values	79	81	76	-5	▼	
The Business and Finance values govern the way we do business in B&F	75	75	73	-2		
<b>Supervisor</b>	76	75	74	-1		0.4
Considers my ideas	78	76	76	0		
Recognizes me for doing good work	77	76	75	-1		
Treats me with respect	82	79	81	2		
Cares about me as a person	79	78	77	-1		
Gives me constructive feedback on my performance	77	75	74	-1		
Communicates well	72	71	70	-1		
Is approachable and easy to talk with	78	77	78	1		
Is ethical in day-to-day practices	83	81	83	2		
Deals effectively with poor performance	67	65	64	-1		
Manages people effectively	69	67	66	-1		
Is an effective decision-maker	72	72	71	-1		
Effectively communicates the goals and strategies of our unit/department	69	74	73	-1		
<b>Autonomy/Involvement</b>	73	70	71	1		0.4
I have control over how I do my work	78	74	76	2		
My opinion counts at work	72	69	70	1		
I have a say in decisions that affect my work	68	66	67	1		
<b>Workload</b>	71	68	68	0		0.4
Work is distributed fairly within my workgroup	72	69	71	2		
My workgroup has enough employees to handle the work	68	63	63	0		
<b>Resources/Environment</b>	82	81	81	0		0.0
The physical environment allows me to do my job	81	82	81	-1		
I have the necessary resources, tools or equipment to do my job	82	81	81	0		
<b>Recognition*</b>	--	70	69	-1		1.3
My customers recognize my good work	77	75	76	1		
I get appropriate recognition when I have done something extraordinary	70	68	67	-1		
Expressions of thanks and appreciation are common in my unit/department	69	69	67	-2		
My contributions are valued by members of the U of M Community	70	70	66	-4	▼	

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Survey Respondents	363	361	301			
Employees in Unit/Department	384	390	336			
% Survey Participation	95%	93%	90%			
<b>Dimensions</b>						
<b>Co-workers</b>	80	78	77	-1		0.7
My workgroup collaborates effectively with other workgroups	74	76	74	-2		
My co-workers and I work as part of a team	78	77	76	-1		
I can count on my co-workers to help out when needed	80	78	77	-1		
I am consistently treated with respect by my co-workers	82	80	79	-1		
One or more of my co-workers cares about me as a person	85	83	81	-2		
People care about each other in my unit/department	79	77	76	-1		
<b>Communication*</b>	--	65	64	-1		0.5
Reasons for making changes are communicated before changes are made	60	59	60	1		
Customer feedback is shared throughout my unit/department	64	64	60	-4		
Information about the University is shared openly in my unit/department	69	69	67	-2		
I am informed about matters that affect my job	72	69	68	-1		
Changes in service standards are communicated effectively	64	65	64	-1		
<b>Training and Development*</b>	--	68	70	2		0.5
I receive training necessary for me to do my job	71	71	72	1		
I have opportunities for training that support my development and/or advancement	68	64	67	3		
When my job changes, I receive appropriate training*	--	68	70	2		
<b>Task Significance</b>	83	84	81	-3	▼	1.5
I know what is expected of me at work	84	84	82	-2		
I understand how my work supports the mission of my unit/department	87	88	86	-2		
I understand how my work supports the mission of Business and Finance	86	86	84	-2		
I understand how my work supports U of M's mission	83	85	83	-2	▼	
My supervisor has a clear view of where unit/department is going	74	75	72	-3		
The goals of my unit/department are clear to me	82	82	78	-4	▼	
<b>Compensation*</b>	--	63	60	-3	▼	0.3
I understand how my current salary or base pay rate is determined	70	70	65	-5	▼	
I am fairly paid for the work I do	58	55	55	0		
My salary/pay is a significant factor in my decision to stay at U of M	57	64	59	-5	▼	
<b>Benefits*</b>	--	80	79	-1		0.0
U of M's benefits package meets my needs	81	79	79	0		
The benefits package is a significant factor in my decision to stay at U of M	78	80	78	-2		
<b>Advancement*</b>	--	64	63	-1		0.2
Opportunities for advancement or promotion exist within U of M	68	65	63	-2		
I know what is required of me to advance within U of M	63	61	60	-1		
Internal candidates receive fair consideration for open positions	65	64	64	0		
<b>Survey Perception*</b>	--	63	58	-5	▼	0.1
This survey is an important element in improving the work environment	66	63	58	-5	▼	

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<b>Survey Respondents</b>	363	361	301			
<b>Employees in Unit/Department</b>	384	390	336			
<b>% Survey Participation</b>	95%	93%	90%			
<b>Satisfaction</b>						
<b>Job Satisfaction</b>	76	74	72	-2		
To what extent does your current job fall short or exceed your expectations	68	63	61	-2		
How well does your current position compare to your ideal job	64	61	59	-2		
How satisfied are you with your job	77	74	72	-2		
I enjoy the type of work I do	82	80	79	-1		
My job is interesting	81	79	77	-2		
I make a difference in my unit/department	83	81	78	-3	▼	
My job gives me a sense of accomplishment	80	77	76	-1		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>	--	80	78	-2		2.4
I am proud to work for my unit/department	82	81	80	-1		
I have a strong commitment to my unit/department	84	83	80	-3		
I care about the future of my unit/department	87	86	85	-1		
I feel a strong sense of belonging to my unit/department	79	77	76	-1		
I enjoy discussing my unit/department with people who do not work here	72	69	67	-2		
The organization actively supports the health and wellbeing of its employees*	--	--	76	--		
<b>Unit/Dept. Loyalty</b>	69	65	64	-1		3.4
If it is up to me, I will be working in my unit/department one year from now	76	72	72	0		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	49	42	42	0		
I would not leave my unit/dept for a similar job within UM at the same salary	73	70	68	-2		
<b>Unit/Dept. Recommend</b>	75	73	73	0		3.1
I recommend my unit/department to someone looking for a good place to work	75	73	73	0		
<b>Customer Focus</b>	89	89	87	-2	▼	1.0
I am able to address my clients'/customers' concerns	85	85	83	-2		
I do all that I can within budgetary constraints to satisfy customers	89	89	87	-2	▼	
I enjoy helping solve customers' problems	90	91	88	-3	▼	
I respond in a timely manner to customer requests/questions	90	91	88	-3	▼	
<b>U of M Commitment</b>	88	85	85	0		0.8
I am proud to work for the U-M	90	88	88	0		
I have a strong commitment to the U-M	88	86	86	0		
I care about the future of the U-M	91	88	89	1		
I enjoy discussing the U-M with people who do not work here	82	79	80	1		
I feel a strong sense of belonging to the U-M	84	81	82	1		
<b>U of M Loyalty</b>	82	82	81	-1		1.5
If it is up to me, I will be working at U of M one year from now	87	88	87	-1		
I would not leave U of M for a similar job at a 5% higher salary	68	65	66	1		
I would not leave U of M for a similar job at the same salary	84	82	82	0		
<b>U of M Recommendation</b>	88	85	85	0		1.1
I would recommend the U-M to someone who is looking for a good place to work	88	85	85	0		
<b>U of M Donation*</b>	--	--	58	--		1.3
I would encourage friends and family to donate to U-M*	--	--	58	--		

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	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
<b>Survey Respondents</b>	363	361	301			
<b>Employees in Unit/Department</b>	384	390	336			
<b>% Survey Participation</b>	95%	93%	90%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	75	74	75	1		
My supervisor trusts me	81	80	79	-1		
I trust my supervisor	76	76	75	-1		
A climate of trust exists in my unit/department	71	72	70	-2		
I trust my co-workers	74	74	73	-1		
People in my unit/department follow through on their commitments	74	75	71	-4	▼	
<b>Safety</b>						
Feel safe at work*	--	88	88	0		
Department committed to occupational health and safety*	--	85	85	0		
Department does good job monitoring safety*	--	83	82	-1		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	75	74	75	1		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	90	90	87	-3	▼	
My unit/department understands the needs of our customers	87	87	83	-4	▼	
My unit/department adapts to changing customer needs	84	84	79	-5	▼	
My unit/department communicates service changes effectively to customers	78	76	73	-3	▼	
My unit/department implements service changes effectively	78	76	73	-3	▼	
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	81	--		
I cope well with stress of job*	--	--	76	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	85	82	-3		
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*	--	--	75	--		

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## 2016 Survey - Attribute Detail Report

Finance						
Office of the AVP Finance/Finance HR/Tax						
	2012	2014	2016	Diff	Signif	Impact
	2014 to			2016	Diff	
Survey Respondents	21	24	14			
Employees in Unit/Department	23	23	19			
% Survey Participation	91%	104%	74%			
<b>Dimensions</b>						
<b>Upper Management*</b>						
Motivates employees to do their best*	--	--	72	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	65	--		
Fosters an environment that encourages employee development*	--	--	75	--		
Encourages cross-departmental collaboration*	--	--	68	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	76	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	81	--		
Welcomes ideas that enhance work processes*	--	--	68	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	71	--		
<b>Climate*</b>						
People in my unit/department are treated fairly	--	67	76	9		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	81	63	75	12		
Integrity is a hallmark of my unit/department	78	59	69	10		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	80	73	75	2		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	74	63	76	13		
I am aware of the Business and Finance values	78	66	75	9		
The Business and Finance values govern the way we do business in B&F	81	75	85	10		
	83	72	75	3		
<b>Supervisor</b>	79	67	81	14		
Considers my ideas	81	67	79	12		
Recognizes me for doing good work	81	69	79	10		
Treats me with respect	81	69	83	14		
Cares about me as a person	88	78	83	5		
Gives me constructive feedback on my performance	83	65	80	15	▲	
Communicates well	74	63	76	13		
Is approachable and easy to talk with	82	68	79	11		
Is ethical in day-to-day practices	87	79	91	12	▲	
Deals effectively with poor performance	74	53	71	18		
Manages people effectively	69	53	79	26	▲	
Is an effective decision-maker	76	69	79	10		
Effectively communicates the goals and strategies of our unit/department	81	71	87	16	▲	
<b>Autonomy/Involvement</b>	73	62	76	14		
I have control over how I do my work	74	67	79	12		
My opinion counts at work	74	60	74	14		
I have a say in decisions that affect my work	70	60	75	15		
<b>Workload</b>	67	71	77	6		
Work is distributed fairly within my workgroup	73	75	80	5		
My workgroup has enough employees to handle the work	54	62	71	9		
<b>Resources/Environment</b>	85	78	90	12	▲	
The physical environment allows me to do my job	86	78	93	15	▲	
I have the necessary resources, tools or equipment to do my job	84	78	88	10		
<b>Recognition*</b>	--	70	76	6		
My customers recognize my good work	79	75	85	10		
I get appropriate recognition when I have done something extraordinary	77	65	72	7		
Expressions of thanks and appreciation are common in my unit/department	70	67	73	6		
My contributions are valued by members of the U of M Community	78	71	73	2		

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## 2016 Survey - Attribute Detail Report

Finance						
Office of the AVP Finance/Finance HR/Tax						
	2012	2014	2016	Diff	Signif	Impact
	2014 to			2014 to	Diff	
	2016			2016		
Survey Respondents	21	24	14			
Employees in Unit/Department	23	23	19			
% Survey Participation	91%	104%	74%			
<b>Dimensions</b>						
<b>Co-workers</b>	83	84	82	-2		
My workgroup collaborates effectively with other workgroups	76	80	80	0		
My co-workers and I work as part of a team	80	84	87	3		
I can count on my co-workers to help out when needed	87	88	83	-5		
I am consistently treated with respect by my co-workers	88	91	86	-5		
One or more of my co-workers cares about me as a person	86	86	81	-5		
People care about each other in my unit/department	87	78	77	-1		
<b>Communication*</b>	--	67	82	15	▲	
Reasons for making changes are communicated before changes are made	77	61	83	22	▲	
Customer feedback is shared throughout my unit/department	77	69	81	12	▲	
Information about the University is shared openly in my unit/department	84	74	87	13	▲	
I am informed about matters that affect my job	83	67	82	15		
Changes in service standards are communicated effectively	78	65	79	14		
<b>Training and Development*</b>	--	65	78	13		
I receive training necessary for me to do my job	79	65	78	13		
I have opportunities for training that support my development and/or advancement	77	67	79	12		
When my job changes, I receive appropriate training*	--	62	77	15		
<b>Task Significance</b>	84	80	87	7		
I know what is expected of me at work	80	82	88	6		
I understand how my work supports the mission of my unit/department	89	86	93	7	▲	
I understand how my work supports the mission of Business and Finance	87	79	90	11	▲	
I understand how my work supports U of M's mission	84	80	92	12	▲	
My supervisor has a clear view of where unit/department is going	78	70	79	9		
The goals of my unit/department are clear to me	85	79	80	1		
<b>Compensation*</b>	--	62	80	18	▲	
I understand how my current salary or base pay rate is determined	73	62	88	26	▲	
I am fairly paid for the work I do	67	56	79	23	▲	
My salary/pay is a significant factor in my decision to stay at U of M	63	69	70	1		
<b>Benefits*</b>	--	81	83	2		
U of M's benefits package meets my needs	81	81	85	4		
The benefits package is a significant factor in my decision to stay at U of M	79	81	81	0		
<b>Advancement*</b>	--	60	80	20	▲	
Opportunities for advancement or promotion exist within U of M	72	64	83	19	▲	
I know what is required of me to advance within U of M	67	56	80	24	▲	
Internal candidates receive fair consideration for open positions	75	60	76	16		
<b>Survey Perception*</b>	--	55	52	-3		
This survey is an important element in improving the work environment	66	55	52	-3		

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Finance						
Office of the AVP Finance/Finance HR/Tax						
	2012	2014	2016	Diff	Signif	Impact
	2014 to			2016	Diff	
Survey Respondents	21	24	14			
Employees in Unit/Department	23	23	19			
% Survey Participation	91%	104%	74%			
<b>Satisfaction</b>						
<b>Job Satisfaction</b>	82	74	86	12	▲	
To what extent does your current job fall short or exceed your expectations	73	64	79	15	▲	
How well does your current position compare to your ideal job	74	62	75	13		
How satisfied are you with your job	85	71	88	17	▲	
I enjoy the type of work I do	86	83	92	9	▲	
My job is interesting	87	80	91	11	▲	
I make a difference in my unit/department	84	84	85	1		
My job gives me a sense of accomplishment	85	78	90	12	▲	
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>	--	75	83	8		
I am proud to work for my unit/department	85	79	85	6		
I have a strong commitment to my unit/department	87	79	87	8		
I care about the future of my unit/department	91	82	90	8		
I feel a strong sense of belonging to my unit/department	81	71	79	8		
I enjoy discussing my unit/department with people who do not work here	75	58	68	10		
The organization actively supports the health and wellbeing of its employees*	--	--	82	--		
<b>Unit/Dept. Loyalty</b>	78	52	74	22	▲	
If it is up to me, I will be working in my unit/department one year from now	89	60	84	24	▲	
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	56	30	57	27	▲	
I would not leave my unit/dept for a similar job within UM at the same salary	75	52	71	19		
<b>Unit/Dept. Recommend</b>	80	62	79	17		
I recommend my unit/department to someone looking for a good place to work	80	62	79	17		
<b>Customer Focus</b>	92	92	90	-2		
I am able to address my clients'/customers' concerns	89	88	90	2		
I do all that I can within budgetary constraints to satisfy customers	92	92	87	-5		
I enjoy helping solve customers' problems	93	95	92	-3		
I respond in a timely manner to customer requests/questions	93	94	93	-1		
<b>U of M Commitment</b>	90	86	86	0		
I am proud to work for the U-M	93	89	93	4		
I have a strong commitment to the U-M	91	87	84	-3		
I care about the future of the U-M	94	91	91	0		
I enjoy discussing the U-M with people who do not work here	84	77	75	-2		
I feel a strong sense of belonging to the U-M	86	83	83	0		
<b>U of M Loyalty</b>	86	76	91	15	▲	
If it is up to me, I will be working at U of M one year from now	91	80	91	11		
I would not leave U of M for a similar job at a 5% higher salary	72	62	82	20	▲	
I would not leave U of M for a similar job at the same salary	88	79	95	16	▲	
<b>U of M Recommendation</b>	92	87	87	0		
I would recommend the U-M to someone who is looking for a good place to work	92	87	87	0		
<b>U of M Donation*</b>	--	--	60	--		
I would encourage friends and family to donate to U-M*	--	--	60	--		

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Survey Respondents	21	24	14			
Employees in Unit/Department	23	23	19			
% Survey Participation	91%	104%	74%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	79	69	74	5		
My supervisor trusts me	81	64	79	15		
I trust my supervisor	78	64	71	7		
A climate of trust exists in my unit/department	76	65	72	7		
I trust my co-workers	77	77	77	0		
People in my unit/department follow through on their commitments	83	77	75	-2		
<b>Safety</b>						
Feel safe at work*	--	89	91	2		
Department committed to occupational health and safety*	--	83	89	6		
Department does good job monitoring safety*	--	81	84	3		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	78	64	83	19	▲	
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	95	97	84	-13	▼	
My unit/department understands the needs of our customers	89	94	80	-14	▼	
My unit/department adapts to changing customer needs	89	93	74	-19	▼	
My unit/department communicates service changes effectively to customers	87	87	77	-10		
My unit/department implements service changes effectively	85	83	76	-7		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	90	--		
I cope well with stress of job*	--	--	87	--		
<b>Climate within unit/department</b>						
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*	--	--	71	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	71	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	92	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	84	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance  
Financial Analysis/Risk  
Management/Treasury/PMO/FSS

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
<b>Survey Respondents</b>	62	67	54			
<b>Employees in Unit/Department</b>	63	69	60			
<b>% Survey Participation</b>	98%	97%	90%			
<b>Dimensions</b>						
<b>Upper Management*</b>	--	--	58	--		0.2
Motivates employees to do their best*	--	--	59	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	57	--		
Fosters an environment that encourages employee development*	--	--	55	--		
Encourages cross-departmental collaboration*	--	--	56	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	62	--		
Welcomes ideas that enhance work processes*	--	--	57	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	58	--		
<b>Climate*</b>	--	66	66	0		0.3
People in my unit/department are treated fairly	75	66	65	-1		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	70	58	59	1		
Integrity is a hallmark of my unit/department	82	69	71	2		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	70	63	64	1		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	71	60	60	0		
I am aware of the Business and Finance values	85	79	74	-5		
The Business and Finance values govern the way we do business in B&F	79	72	68	-4		
<b>Supervisor</b>	84	70	71	1		0.1
Considers my ideas	87	71	74	3		
Recognizes me for doing good work	86	73	73	0		
Treats me with respect	88	71	77	6		
Cares about me as a person	86	73	74	1		
Gives me constructive feedback on my performance	84	69	70	1		
Communicates well	80	66	64	-2		
Is approachable and easy to talk with	85	73	74	1		
Is ethical in day-to-day practices	90	77	81	4		
Deals effectively with poor performance	76	61	60	-1		
Manages people effectively	78	63	63	0		
Is an effective decision-maker	82	67	65	-2		
Effectively communicates the goals and strategies of our unit/department	74	70	67	-3		
<b>Autonomy/Involvement</b>	77	65	66	1		0.3
I have control over how I do my work	79	69	71	2		
My opinion counts at work	77	62	65	3		
I have a say in decisions that affect my work	76	63	63	0		
<b>Workload</b>	73	61	60	-1		0.1
Work is distributed fairly within my workgroup	79	65	67	2		
My workgroup has enough employees to handle the work	61	53	48	-5		
<b>Resources/Environment</b>	86	81	77	-4		0.0
The physical environment allows me to do my job	86	83	77	-6		
I have the necessary resources, tools or equipment to do my job	85	79	76	-3		
<b>Recognition*</b>	--	72	70	-2		1.7
My customers recognize my good work	83	78	78	0		
I get appropriate recognition when I have done something extraordinary	78	67	68	1		
Expressions of thanks and appreciation are common in my unit/department	80	69	68	-1		
My contributions are valued by members of the U of M Community	72	75	66	-9	▼	

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance  
Financial Analysis/Risk  
Management/Treasury/PMO/FSS

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	62	67	54			
Employees in Unit/Department	63	69	60			
% Survey Participation	98%	97%	90%			
<b>Dimensions</b>						
<b>Co-workers</b>	86	73	76	3		0.3
My workgroup collaborates effectively with other workgroups	82	72	73	1		
My co-workers and I work as part of a team	84	71	71	0		
I can count on my co-workers to help out when needed	85	73	76	3		
I am consistently treated with respect by my co-workers	88	73	78	5		
One or more of my co-workers cares about me as a person	92	80	83	3		
People care about each other in my unit/department	86	72	73	1		
<b>Communication*</b>						
Reasons for making changes are communicated before changes are made	69	55	56	1		
Customer feedback is shared throughout my unit/department	75	66	56	-10	▼	
Information about the University is shared openly in my unit/department	77	67	59	-8		
I am informed about matters that affect my job	79	65	62	-3		
Changes in service standards are communicated effectively	72	63	58	-5		
<b>Training and Development*</b>						
I receive training necessary for me to do my job	77	70	67	-3		
I have opportunities for training that support my development and/or advancement	74	66	63	-3		
When my job changes, I receive appropriate training*	--	68	64	-4		
<b>Task Significance</b>						
I know what is expected of me at work	88	79	77	-2		1.4
I understand how my work supports the mission of my unit/department	90	84	83	-1		
I understand how my work supports the mission of Business and Finance	90	82	81	-1		
I understand how my work supports U of M's mission	87	83	80	-3		
My supervisor has a clear view of where unit/department is going	82	71	65	-6		
The goals of my unit/department are clear to me	87	76	71	-5		
<b>Compensation*</b>						
I understand how my current salary or base pay rate is determined	77	66	55	-11	▼	
I am fairly paid for the work I do	64	57	45	-12	▼	
My salary/pay is a significant factor in my decision to stay at U of M	59	58	54	-4		
<b>Benefits*</b>						
U of M's benefits package meets my needs	85	81	78	-3		
The benefits package is a significant factor in my decision to stay at U of M	81	78	75	-3		
<b>Advancement*</b>						
Opportunities for advancement or promotion exist within U of M	74	69	61	-8		0.9
I know what is required of me to advance within U of M	69	63	56	-7		
Internal candidates receive fair consideration for open positions	72	63	57	-6		
<b>Survey Perception*</b>						
This survey is an important element in improving the work environment	64	56	47	-9		0.4

\*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

Finance						
Financial Analysis/Risk						
Management/Treasury/PMO/FSS						
	2012	2014	2016	Diff	Signif	Impact
	2014 to			2016	Diff	
Survey Respondents	62	67	54			
Employees in Unit/Department	63	69	60			
% Survey Participation	98%	97%	90%			
<b>Satisfaction</b>						
<b>Job Satisfaction</b>	80	65	69	4		
To what extent does your current job fall short or exceed your expectations	70	52	56	4		
How well does your current position compare to your ideal job	67	51	54	3		
How satisfied are you with your job	80	63	67	4		
I enjoy the type of work I do	84	72	77	5		
My job is interesting	85	72	74	2		
I make a difference in my unit/department	87	76	78	2		
My job gives me a sense of accomplishment	84	67	74	7		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>	--	71	74	3		1.8
I am proud to work for my unit/department	88	74	76	2		
I have a strong commitment to my unit/department	88	75	76	1		
I care about the future of my unit/department	90	79	82	3		
I feel a strong sense of belonging to my unit/department	83	67	72	5		
I enjoy discussing my unit/department with people who do not work here	73	58	61	3		
The organization actively supports the health and wellbeing of its employees*	--	--	71	--		
<b>Unit/Dept. Loyalty</b>	74	54	58	4		2.7
If it is up to me, I will be working in my unit/department one year from now	81	57	67	10		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	53	39	36	-3		
I would not leave my unit/dept for a similar job within UM at the same salary	77	61	60	-1		
<b>Unit/Dept. Recommend</b>	77	63	62	-1		2.5
I recommend my unit/department to someone looking for a good place to work	77	63	62	-1		
<b>Customer Focus</b>	91	89	86	-3		0.7
I am able to address my clients'/customers' concerns	88	84	82	-2		
I do all that I can within budgetary constraints to satisfy customers	91	90	85	-5		
I enjoy helping solve customers' problems	92	91	87	-4		
I respond in a timely manner to customer requests/questions	92	90	88	-2		
<b>U of M Commitment</b>	89	83	81	-2		0.8
I am proud to work for the U-M	91	86	84	-2		
I have a strong commitment to the U-M	88	83	82	-1		
I care about the future of the U-M	93	87	86	-1		
I enjoy discussing the U-M with people who do not work here	83	75	74	-1		
I feel a strong sense of belonging to the U-M	85	79	77	-2		
<b>U of M Loyalty</b>	82	77	76	-1		1.5
If it is up to me, I will be working at U of M one year from now	89	82	85	3		
I would not leave U of M for a similar job at a 5% higher salary	67	61	59	-2		
I would not leave U of M for a similar job at the same salary	84	78	75	-3		
<b>U of M Recommendation</b>	87	82	82	0		1.5
I would recommend the U-M to someone who is looking for a good place to work	87	82	82	0		
<b>U of M Donation*</b>	--	--	52	--		1.2
I would encourage friends and family to donate to U-M*	--	--	52	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Financial Analysis/Risk						
Management/Treasury/PMO/FSS						
	2012	2014	2016	Diff	Signif	Impact
				2014 to	Diff	
				2016		
Survey Respondents	62	67	54			
Employees in Unit/Department	63	69	60			
% Survey Participation	98%	97%	90%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	79	68	72	4		
My supervisor trusts me	85	73	75	2		
I trust my supervisor	80	69	72	3		
A climate of trust exists in my unit/department	76	65	61	-4		
I trust my co-workers	79	67	71	4		
People in my unit/department follow through on their commitments	80	72	67	-5		
<b>Safety</b>						
Feel safe at work*	--	87	83	-4		
Department committed to occupational health and safety*	--	85	84	-1		
Department does good job monitoring safety*	--	82	80	-2		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	83	69	72	3		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	94	92	88	-4		
My unit/department understands the needs of our customers	91	86	82	-4		
My unit/department adapts to changing customer needs	90	79	79	0		
My unit/department communicates service changes effectively to customers	83	74	72	-2		
My unit/department implements service changes effectively	82	74	70	-4		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	80	--		
I cope well with stress of job*	--	--	74	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	84	86	2		
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*	--	--	70	--		
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*	--	--	73	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance  
Financial Analysis/Risk  
Management/Treasury/PMO/FSS  
Supervisors

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	21	14			
Employees in Unit/Department	--	18	13			
% Survey Participation	--	117%	108%			
<b>Dimensions</b>						
<b>Upper Management*</b>						
Motivates employees to do their best*	--	--	53	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	59	--		
Fosters an environment that encourages employee development*	--	--	48	--		
Encourages cross-departmental collaboration*	--	--	50	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	56	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	61	--		
Welcomes ideas that enhance work processes*	--	--	46	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	51	--		
<b>Climate*</b>						
People in my unit/department are treated fairly	--	73	71	-2		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	71	68	-3		
Integrity is a hallmark of my unit/department	--	68	60	-8		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	74	75	1		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	70	73	3		
I am aware of the Business and Finance values	--	73	67	-6		
The Business and Finance values govern the way we do business in B&F	--	83	79	-4		
	--	74	75	1		
<b>Supervisor</b>						
Considers my ideas	--	75	74	-1		
Recognizes me for doing good work	--	74	77	3		
Treats me with respect	--	78	78	0		
Cares about me as a person	--	79	80	1		
Gives me constructive feedback on my performance	--	78	78	0		
Communicates well	--	76	71	-5		
Is approachable and easy to talk with	--	73	67	-6		
Is ethical in day-to-day practices	--	78	77	-1		
Deals effectively with poor performance	--	80	87	7		
Manages people effectively	--	68	66	-2		
Is an effective decision-maker	--	70	68	-2		
Effectively communicates the goals and strategies of our unit/department	--	74	67	-7		
	--	75	71	-4		
<b>Autonomy/Involvement</b>						
I have control over how I do my work	--	67	75	8		
My opinion counts at work	--	71	80	9		
I have a say in decisions that affect my work	--	65	74	9		
	--	65	72	7		
<b>Workload</b>						
Work is distributed fairly within my workgroup	--	64	67	3		
My workgroup has enough employees to handle the work	--	69	76	7		
	--	54	51	-3		
<b>Resources/Environment</b>						
The physical environment allows me to do my job	--	83	80	-3		
I have the necessary resources, tools or equipment to do my job	--	84	83	-1		
	--	82	77	-5		
<b>Recognition*</b>						
My customers recognize my good work	--	72	74	2		
I get appropriate recognition when I have done something extraordinary	--	77	79	2		
Expressions of thanks and appreciation are common in my unit/department	--	70	73	3		
My contributions are valued by members of the U of M Community	--	71	77	6		
	--	72	67	-5		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance  
Financial Analysis/Risk  
Management/Treasury/PMO/FSS  
Supervisors

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	21	14			
Employees in Unit/Department	--	18	13			
% Survey Participation	--	117%	108%			
<b>Dimensions</b>						
<b>Co-workers</b>	--	77	89	12		
My workgroup collaborates effectively with other workgroups	--	80	84	4		
My co-workers and I work as part of a team	--	75	87	12		
I can count on my co-workers to help out when needed	--	75	91	16	▲	
I am consistently treated with respect by my co-workers	--	75	89	14		
One or more of my co-workers cares about me as a person	--	79	93	14	▲	
People care about each other in my unit/department	--	79	88	9		
<b>Communication*</b>	--	70	63	-7		
Reasons for making changes are communicated before changes are made	--	63	62	-1		
Customer feedback is shared throughout my unit/department	--	74	60	-14		
Information about the University is shared openly in my unit/department	--	70	64	-6		
I am informed about matters that affect my job	--	70	67	-3		
Changes in service standards are communicated effectively	--	69	63	-6		
<b>Training and Development*</b>	--	76	72	-4		
I receive training necessary for me to do my job	--	77	74	-3		
I have opportunities for training that support my development and/or advancement	--	77	73	-4		
When my job changes, I receive appropriate training*	--	76	69	-7		
<b>Task Significance</b>	--	81	79	-2		
I know what is expected of me at work	--	79	83	4		
I understand how my work supports the mission of my unit/department	--	86	84	-2		
I understand how my work supports the mission of Business and Finance	--	84	83	-1		
I understand how my work supports U of M's mission	--	83	86	3		
My supervisor has a clear view of where unit/department is going	--	74	63	-11		
The goals of my unit/department are clear to me	--	80	73	-7		
<b>Compensation*</b>	--	64	53	-11		
I understand how my current salary or base pay rate is determined	--	68	57	-11		
I am fairly paid for the work I do	--	58	51	-7		
My salary/pay is a significant factor in my decision to stay at U of M	--	65	49	-16		
<b>Benefits*</b>	--	81	75	-6		
U of M's benefits package meets my needs	--	83	77	-6		
The benefits package is a significant factor in my decision to stay at U of M	--	80	71	-9		
<b>Advancement*</b>	--	73	68	-5		
Opportunities for advancement or promotion exist within U of M	--	77	73	-4		
I know what is required of me to advance within U of M	--	73	68	-5		
Internal candidates receive fair consideration for open positions	--	70	63	-7		
<b>Survey Perception*</b>	--	59	47	-12		
This survey is an important element in improving the work environment	--	59	47	-12		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance  
Financial Analysis/Risk  
Management/Treasury/PMO/FSS  
Supervisors

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	21	14			
Employees in Unit/Department	--	18	13			
% Survey Participation	--	117%	108%			
<b>Satisfaction</b>						
<b>Job Satisfaction</b>	--	73	79	6		
To what extent does your current job fall short or exceed your expectations	--	59	65	6		
How well does your current position compare to your ideal job	--	58	63	5		
How satisfied are you with your job	--	71	75	4		
I enjoy the type of work I do	--	81	87	6		
My job is interesting	--	81	86	5		
I make a difference in my unit/department	--	83	87	4		
My job gives me a sense of accomplishment	--	78	87	9		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>	--	76	79	3		
I am proud to work for my unit/department	--	77	80	3		
I have a strong commitment to my unit/department	--	78	78	0		
I care about the future of my unit/department	--	80	87	7		
I feel a strong sense of belonging to my unit/department	--	77	79	2		
I enjoy discussing my unit/department with people who do not work here	--	66	71	5		
The organization actively supports the health and wellbeing of its employees*	--	--	75	--		
<b>Unit/Dept. Loyalty</b>	--	57	60	3		
If it is up to me, I will be working in my unit/department one year from now	--	61	67	6		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	43	37	-6		
I would not leave my unit/dept for a similar job within UM at the same salary	--	59	63	4		
<b>Unit/Dept. Recommend</b>	--	69	64	-5		
I recommend my unit/department to someone looking for a good place to work	--	69	64	-5		
<b>Customer Focus</b>	--	89	90	1		
I am able to address my clients'/customers' concerns	--	83	83	0		
I do all that I can within budgetary constraints to satisfy customers	--	90	91	1		
I enjoy helping solve customers' problems	--	92	94	2		
I respond in a timely manner to customer requests/questions	--	92	90	-2		
<b>U of M Commitment</b>	--	84	87	3		
I am proud to work for the U-M	--	86	87	1		
I have a strong commitment to the U-M	--	83	87	4		
I care about the future of the U-M	--	86	89	3		
I enjoy discussing the U-M with people who do not work here	--	83	85	2		
I feel a strong sense of belonging to the U-M	--	82	87	5		
<b>U of M Loyalty</b>	--	78	78	0		
If it is up to me, I will be working at U of M one year from now	--	83	83	0		
I would not leave U of M for a similar job at a 5% higher salary	--	67	63	-4		
I would not leave U of M for a similar job at the same salary	--	77	83	6		
<b>U of M Recommendation</b>	--	81	89	8		
I would recommend the U-M to someone who is looking for a good place to work	--	81	89	8		
<b>U of M Donation*</b>	--	--	67	--		
I would encourage friends and family to donate to U-M*	--	--	67	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Financial Analysis/Risk						
Management/Treasury/PMO/FSS						
Supervisors						
	2012	2014	2016	Diff	Signif	Impact
				2014 to	Diff	
				2016		
Survey Respondents	0	21	14			
Employees in Unit/Department	--	18	13			
% Survey Participation	--	117%	108%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	--	74	69	-5		
My supervisor trusts me	--	82	73	-9		
I trust my supervisor	--	74	73	-1		
A climate of trust exists in my unit/department	--	70	63	-7		
I trust my co-workers	--	71	81	10		
People in my unit/department follow through on their commitments	--	73	73	0		
<b>Safety</b>						
Feel safe at work*	--	85	89	4		
Department committed to occupational health and safety*	--	84	89	5		
Department does good job monitoring safety*	--	82	83	1		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	--	75	73	-2		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	--	93	93	0		
My unit/department understands the needs of our customers	--	86	87	1		
My unit/department adapts to changing customer needs	--	81	79	-2		
My unit/department communicates service changes effectively to customers	--	76	79	3		
My unit/department implements service changes effectively	--	75	77	2		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	82	--		
I cope well with stress of job*	--	--	81	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	83	89	6		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	82	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	78	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	77	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	79	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Financial Analysis/Risk						
Management/Treasury/PMO/FSS						
Non-Supervisory						
	2012	2014	2016	Diff	Signif	Impact
	0	46	39	2014 to	Diff	
	--	51	47	2016		
	--	90%	83%			
<b>Dimensions</b>						
<b>Upper Management*</b>						
Motivates employees to do their best*	--	--	60	--		0.2
Effectively communicates the goals and strategies of the unit/department*	--	--	59	--		
Fosters an environment that encourages employee development*	--	--	60	--		
Fosters a culture that encourages employee development*	--	--	57	--		
Encourages cross-departmental collaboration*	--	--	56	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	63	--		
Welcomes ideas that enhance work processes*	--	--	61	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	60	--		
<b>Climate*</b>						
People in my unit/department are treated fairly	--	63	64	1		0.2
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	63	64	1		
Integrity is a hallmark of my unit/department	--	54	60	6		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	67	69	2		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	59	62	3		
I am aware of the Business and Finance values	--	55	58	3		
The Business and Finance values govern the way we do business in B&F	--	78	72	-6		
	--	72	65	-7		
<b>Supervisor</b>						
Considers my ideas	--	67	69	2		0.4
Recognizes me for doing good work	--	70	72	2		
Treats me with respect	--	71	71	0		
Cares about me as a person	--	68	75	7		
Gives me constructive feedback on my performance	--	70	73	3		
Communicates well	--	66	69	3		
Is approachable and easy to talk with	--	63	64	1		
Is ethical in day-to-day practices	--	71	72	1		
Deals effectively with poor performance	--	75	78	3		
Manages people effectively	--	58	58	0		
Is an effective decision-maker	--	59	62	3		
Effectively communicates the goals and strategies of our unit/department	--	64	65	1		
	--	68	66	-2		
<b>Autonomy/Involvement</b>						
I have control over how I do my work	--	64	64	0		0.4
My opinion counts at work	--	68	68	0		
I have a say in decisions that affect my work	--	61	63	2		
	--	62	61	-1		
<b>Workload</b>						
Work is distributed fairly within my workgroup	--	59	58	-1		0.4
My workgroup has enough employees to handle the work	--	62	64	2		
	--	52	48	-4		
<b>Resources/Environment</b>						
The physical environment allows me to do my job	--	80	76	-4		0.0
I have the necessary resources, tools or equipment to do my job	--	82	75	-7		
	--	78	76	-2		
<b>Recognition*</b>						
My customers recognize my good work	--	71	69	-2		1.3
I get appropriate recognition when I have done something extraordinary	--	78	77	-1		
Expressions of thanks and appreciation are common in my unit/department	--	65	65	0		
My contributions are valued by members of the U of M Community	--	68	64	-4		
	--	76	68	-8		

\*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

Finance						
Financial Analysis/Risk						
Management/Treasury/PMO/FSS						
Non-Supervisory						
	2012	2014	2016	Diff	Signif	Impact
				2014 to	Diff	
				2016		
Survey Respondents	0	46	39			
Employees in Unit/Department	--	51	47			
% Survey Participation	--	90%	83%			
<b>Dimensions</b>						
<b>Co-workers</b>						
My workgroup collaborates effectively with other workgroups	--	72	72	0		0.7
My co-workers and I work as part of a team	--	68	70	2		
I can count on my co-workers to help out when needed	--	70	67	-3		
I am consistently treated with respect by my co-workers	--	72	70	-2		
One or more of my co-workers cares about me as a person	--	72	75	3		
People care about each other in my unit/department	--	80	81	1		
	--	69	70	1		
<b>Communication*</b>						
Reasons for making changes are communicated before changes are made	--	61	57	-4		0.5
Customer feedback is shared throughout my unit/department	--	52	54	2		
Information about the University is shared openly in my unit/department	--	62	54	-8		
I am informed about matters that affect my job	--	65	58	-7		
Changes in service standards are communicated effectively	--	63	61	-2		
	--	61	57	-4		
<b>Training and Development*</b>						
I receive training necessary for me to do my job	--	65	63	-2		0.5
I have opportunities for training that support my development and/or advancement	--	67	66	-1		
When my job changes, I receive appropriate training*	--	61	61	0		
	--	64	63	-1		
<b>Task Significance</b>						
I know what is expected of me at work	--	78	76	-2		1.5
I understand how my work supports the mission of my unit/department	--	77	77	0		
I understand how my work supports the mission of Business and Finance	--	83	83	0		
I understand how my work supports U of M's mission	--	82	81	-1		
My supervisor has a clear view of where unit/department is going	--	83	78	-5		
The goals of my unit/department are clear to me	--	70	66	-4		
	--	74	70	-4		
<b>Compensation*</b>						
I understand how my current salary or base pay rate is determined	--	59	51	-8		0.3
I am fairly paid for the work I do	--	64	54	-10		
My salary/pay is a significant factor in my decision to stay at U of M	--	56	45	-11		
	--	55	56	1		
<b>Benefits*</b>						
U of M's benefits package meets my needs	--	79	77	-2		0.0
The benefits package is a significant factor in my decision to stay at U of M	--	80	78	-2		
	--	78	75	-3		
<b>Advancement*</b>						
Opportunities for advancement or promotion exist within U of M	--	62	56	-6		0.2
I know what is required of me to advance within U of M	--	65	58	-7		
Internal candidates receive fair consideration for open positions	--	58	53	-5		
	--	60	56	-4		
<b>Survey Perception*</b>						
This survey is an important element in improving the work environment	--	54	47	-7		0.1
	--	54	47	-7		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Financial Analysis/Risk						
Management/Treasury/PMO/FSS						
Non-Supervisory						
	2012	2014	2016	Diff	Signif	Impact
	0	46	39	2014 to	Diff	
Survey Respondents		51	47	2016		
Employees in Unit/Department		90%	83%			
% Survey Participation						
<b>Satisfaction</b>						
<b>Job Satisfaction</b>		61	65	4		
To what extent does your current job fall short or exceed your expectations	--	49	52	3		
How well does your current position compare to your ideal job	--	48	50	2		
How satisfied are you with your job	--	60	64	4		
I enjoy the type of work I do	--	68	73	5		
My job is interesting	--	68	69	1		
I make a difference in my unit/department	--	72	74	2		
My job gives me a sense of accomplishment	--	63	70	7		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>		69	71	2		2.4
I am proud to work for my unit/department	--	72	74	2		
I have a strong commitment to my unit/department	--	73	74	1		
I care about the future of my unit/department	--	79	80	1		
I feel a strong sense of belonging to my unit/department	--	63	69	6		
I enjoy discussing my unit/department with people who do not work here	--	54	56	2		
The organization actively supports the health and wellbeing of its employees*	--	--	69	--		
<b>Unit/Dept. Loyalty</b>		53	57	4		3.4
If it is up to me, I will be working in my unit/department one year from now	--	55	66	11		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	37	36	-1		
I would not leave my unit/dept for a similar job within UM at the same salary	--	62	57	-5		
<b>Unit/Dept. Recommend</b>		61	61	0		3.1
I recommend my unit/department to someone looking for a good place to work	--	61	61	0		
<b>Customer Focus</b>		89	85	-4		1.0
I am able to address my clients'/customers' concerns	--	84	82	-2		
I do all that I can within budgetary constraints to satisfy customers	--	89	85	-4		
I enjoy helping solve customers' problems	--	90	85	-5	▼	
I respond in a timely manner to customer requests/questions	--	90	87	-3		
<b>U of M Commitment</b>		82	79	-3		0.8
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	84	-3		
I enjoy discussing the U-M with people who do not work here	--	71	71	0		
I feel a strong sense of belonging to the U-M	--	78	74	-4		
<b>U of M Loyalty</b>		76	75	-1		1.5
If it is up to me, I will be working at U of M one year from now	--	82	85	3		
I would not leave U of M for a similar job at a 5% higher salary	--	59	58	-1		
I would not leave U of M for a similar job at the same salary	--	79	72	-7		
<b>U of M Recommendation</b>		82	79	-3		1.1
I would recommend the U-M to someone who is looking for a good place to work	--	82	79	-3		
<b>U of M Donation*</b>		--	45	--		1.3
I would encourage friends and family to donate to U-M*	--	--	45	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Financial Analysis/Risk						
Management/Treasury/PMO/FSS						
Non-Supervisory						
	2012	2014	2016	Diff	Signif	Impact
				2014 to	Diff	
				2016		
Survey Respondents	0	46	39			
Employees in Unit/Department	--	51	47			
% Survey Participation	--	90%	83%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	--	66	74	8		
My supervisor trusts me	--	69	76	7		
I trust my supervisor	--	67	72	5		
A climate of trust exists in my unit/department	--	62	62	0		
I trust my co-workers	--	64	69	5		
People in my unit/department follow through on their commitments	--	72	65	-7		
<b>Safety</b>						
Feel safe at work*	--	88	81	-7		
Department committed to occupational health and safety*	--	86	82	-4		
Department does good job monitoring safety*	--	82	79	-3		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	--	67	71	4		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	--	91	86	-5		
My unit/department understands the needs of our customers	--	86	80	-6		
My unit/department adapts to changing customer needs	--	79	79	0		
My unit/department communicates service changes effectively to customers	--	73	70	-3		
My unit/department implements service changes effectively	--	73	68	-5		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	79	--		
I cope well with stress of job*	--	--	72	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	84	85	1		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	66	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	68	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	75	--		
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

Finance						
Financial Analysis/Risk Management/Treasury/PMO/FSS						
Non-Supervisory						
Financial Analysis/PMO/FSS Non-Supervisory						
	2012	2014	2016	Diff	Signif	Impact
	0	25	12	2014 to	Diff	
	--	25	14	2016		
	--	100%	86%			
<b>Dimensions</b>						
<b>Upper Management*</b>						
Motivates employees to do their best*	--	--	63	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	69	--		
Fosters an environment that encourages employee development*	--	--	60	--		
Encourages cross-departmental collaboration*	--	--	57	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	68	--		
Welcomes ideas that enhance work processes*	--	--	62	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	60	--		
<b>Climate*</b>						
People in my unit/department are treated fairly	--	68	66	-2		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	69	71	2		
Integrity is a hallmark of my unit/department	--	59	60	1		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	73	69	-4		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	61	68	7		
I am aware of the Business and Finance values	--	61	60	-1		
The Business and Finance values govern the way we do business in B&F	--	80	70	-10		
	--	75	66	-9		
<b>Supervisor</b>						
Considers my ideas	--	74	74	0		
Recognizes me for doing good work	--	74	71	-3		
Treats me with respect	--	76	69	-7		
Cares about me as a person	--	74	80	6		
Gives me constructive feedback on my performance	--	85	76	-9		
Communicates well	--	72	72	0		
Is approachable and easy to talk with	--	70	69	-1		
Is ethical in day-to-day practices	--	76	81	5		
Deals effectively with poor performance	--	85	81	-4		
Manages people effectively	--	56	68	12		
Is an effective decision-maker	--	62	69	7		
Effectively communicates the goals and strategies of our unit/department	--	72	69	-3		
	--	77	76	-1		
<b>Autonomy/Involvement</b>						
I have control over how I do my work	--	69	64	-5		
My opinion counts at work	--	72	69	-3		
I have a say in decisions that affect my work	--	68	63	-5		
	--	65	61	-4		
<b>Workload</b>						
Work is distributed fairly within my workgroup	--	70	68	-2		
My workgroup has enough employees to handle the work	--	76	73	-3		
	--	60	60	0		
<b>Resources/Environment</b>						
The physical environment allows me to do my job	--	84	79	-5		
I have the necessary resources, tools or equipment to do my job	--	86	77	-9		
	--	82	81	-1		
<b>Recognition*</b>						
My customers recognize my good work	--	72	66	-6		
I get appropriate recognition when I have done something extraordinary	--	74	71	-3		
Expressions of thanks and appreciation are common in my unit/department	--	70	58	-12		
My contributions are valued by members of the U of M Community	--	73	68	-5		
	--	71	66	-5		

\*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

Finance						
Financial Analysis/Risk						
Management/Treasury/PMO/FSS						
Non-Supervisory						
Financial Analysis/PMO/FSS Non-Supervisory						
	2012	2014	2016	Diff	Signif	Impact
	0	25	12	2014 to	Diff	
	--	25	14	2016		
	--	100%	86%			
<b>Dimensions</b>						
<b>Co-workers</b>	--	85	72	-13	▼	
My workgroup collaborates effectively with other workgroups	--	83	70	-13	▼	
My co-workers and I work as part of a team	--	81	72	-9		
I can count on my co-workers to help out when needed	--	86	73	-13	▼	
I am consistently treated with respect by my co-workers	--	88	79	-9	▼	
One or more of my co-workers cares about me as a person	--	89	71	-18	▼	
People care about each other in my unit/department	--	84	69	-15	▼	
<b>Communication*</b>	--	64	65	1		
Reasons for making changes are communicated before changes are made	--	52	61	9		
Customer feedback is shared throughout my unit/department	--	65	63	-2		
Information about the University is shared openly in my unit/department	--	74	68	-6		
I am informed about matters that affect my job	--	65	69	4		
Changes in service standards are communicated effectively	--	62	64	2		
<b>Training and Development*</b>	--	63	65	2		
I receive training necessary for me to do my job	--	66	67	1		
I have opportunities for training that support my development and/or advancement	--	63	64	1		
When my job changes, I receive appropriate training*	--	58	65	7		
<b>Task Significance</b>	--	81	73	-8		
I know what is expected of me at work	--	80	73	-7		
I understand how my work supports the mission of my unit/department	--	84	76	-8		
I understand how my work supports the mission of Business and Finance	--	85	73	-12	▼	
I understand how my work supports U of M's mission	--	84	70	-14	▼	
My supervisor has a clear view of where unit/department is going	--	72	72	0		
The goals of my unit/department are clear to me	--	81	73	-8		
<b>Compensation*</b>	--	63	59	-4		
I understand how my current salary or base pay rate is determined	--	68	61	-7		
I am fairly paid for the work I do	--	57	56	-1		
My salary/pay is a significant factor in my decision to stay at U of M	--	66	60	-6		
<b>Benefits*</b>	--	84	77	-7		
U of M's benefits package meets my needs	--	87	78	-9		
The benefits package is a significant factor in my decision to stay at U of M	--	82	77	-5		
<b>Advancement*</b>	--	66	60	-6		
Opportunities for advancement or promotion exist within U of M	--	71	64	-7		
I know what is required of me to advance within U of M	--	62	56	-6		
Internal candidates receive fair consideration for open positions	--	66	59	-7		
<b>Survey Perception*</b>	--	62	38	-24	▼	
This survey is an important element in improving the work environment	--	62	38	-24	▼	

\*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

Finance						
Financial Analysis/Risk						
Management/Treasury/PMO/FSS						
Non-Supervisory						
Financial Analysis/PMO/FSS Non-Supervisory						
	2012	2014	2016	Diff	Signif	Impact
	0	25	12	2014 to	Diff	
	--	25	14	2016		
	--	100%	86%			
	Survey Respondents					
	Employees in Unit/Department					
	% Survey Participation					
<b>Satisfaction</b>						
<b>Job Satisfaction</b>	--	69	64	-5		
To what extent does your current job fall short or exceed your expectations	--	57	56	-1		
How well does your current position compare to your ideal job	--	56	52	-4		
How satisfied are you with your job	--	65	66	1		
I enjoy the type of work I do	--	78	74	-4		
My job is interesting	--	76	69	-7		
I make a difference in my unit/department	--	82	66	-16	▼	
My job gives me a sense of accomplishment	--	72	65	-7		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>	--	76	67	-9		
I am proud to work for my unit/department	--	81	69	-12	▼	
I have a strong commitment to my unit/department	--	82	66	-16	▼	
I care about the future of my unit/department	--	85	72	-13	▼	
I feel a strong sense of belonging to my unit/department	--	69	68	-1		
I enjoy discussing my unit/department with people who do not work here	--	53	54	1		
The organization actively supports the health and wellbeing of its employees*	--	--	72	--		
<b>Unit/Dept. Loyalty</b>	--	53	53	0		
If it is up to me, I will be working in my unit/department one year from now	--	52	63	11		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	37	31	-6		
I would not leave my unit/dept for a similar job within UM at the same salary	--	65	56	-9		
<b>Unit/Dept. Recommend</b>	--	66	69	3		
I recommend my unit/department to someone looking for a good place to work	--	66	69	3		
<b>Customer Focus</b>	--	90	77	-13	▼	
I am able to address my clients'/customers' concerns	--	84	75	-9		
I do all that I can within budgetary constraints to satisfy customers	--	91	76	-15	▼	
I enjoy helping solve customers' problems	--	91	77	-14	▼	
I respond in a timely manner to customer requests/questions	--	92	82	-10	▼	
<b>U of M Commitment</b>	--	86	67	-19	▼	
I am proud to work for the U-M	--	92	72	-20	▼	
I have a strong commitment to the U-M	--	88	66	-22	▼	
I care about the future of the U-M	--	92	76	-16	▼	
I enjoy discussing the U-M with people who do not work here	--	71	52	-19		
I feel a strong sense of belonging to the U-M	--	84	63	-21	▼	
<b>U of M Loyalty</b>	--	77	70	-7		
If it is up to me, I will be working at U of M one year from now	--	81	80	-1		
I would not leave U of M for a similar job at a 5% higher salary	--	63	56	-7		
I would not leave U of M for a similar job at the same salary	--	82	66	-16		
<b>U of M Recommendation</b>	--	90	69	-21	▼	
I would recommend the U-M to someone who is looking for a good place to work	--	90	69	-21	▼	
<b>U of M Donation*</b>	--	--	35	--		
I would encourage friends and family to donate to U-M*	--	--	35	--		

\*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

Finance						
Financial Analysis/Risk						
Management/Treasury/PMO/FSS						
Non-Supervisory						
Financial Analysis/PMO/FSS Non-Supervisory						
	2012	2014	2016	Diff	Signif	Impact
	0	25	12	2014 to	Diff	
	--	25	14	2016		
	--	100%	86%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	--	77	79	2		
My supervisor trusts me	--	75	73	-2		
I trust my supervisor	--	72	73	1		
A climate of trust exists in my unit/department	--	71	72	1		
I trust my co-workers	--	78	71	-7		
People in my unit/department follow through on their commitments	--	79	70	-9		
<b>Safety</b>						
Feel safe at work*	--	93	87	-6		
Department committed to occupational health and safety*	--	87	80	-7		
Department does good job monitoring safety*	--	82	80	-2		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	--	72	76	4		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	--	92	88	-4		
My unit/department understands the needs of our customers	--	91	84	-7		
My unit/department adapts to changing customer needs	--	89	81	-8		
My unit/department communicates service changes effectively to customers	--	82	69	-13	▼	
My unit/department implements service changes effectively	--	80	69	-11	▼	
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	79	--		
I cope well with stress of job*	--	--	64	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	95	67	-28		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	67	--		
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*	--	--	82	--		

Survey Respondents  
Employees in Unit/Department  
% Survey Participation

\*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

Finance						
Financial Analysis/Risk						
Management/Treasury/PMO/FSS						
Non-Supervisory						
Risk Management Non-supervisory						
	2012	2014	2016	Diff	Signif	Impact
	19	15	15	2014 to	Diff	
		18	18	2016		
		83%	83%			
	Survey Respondents Employees in Unit/Department % Survey Participation					
<b>Dimensions</b>						
<b>Upper Management*</b>						
Motivates employees to do their best*	--	--	47	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	46	--		
Fosters an environment that encourages employee development*	--	--	44	--		
Encourages cross-departmental collaboration*	--	--	48	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	48	--		
Welcomes ideas that enhance work processes*	--	--	47	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	48	--		
<b>Climate*</b>						
People in my unit/department are treated fairly	58	40	46	6		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	60	38	45	7		
Integrity is a hallmark of my unit/department	74	49	57	8		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	58	41	45	4		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	68	36	49	13		
I am aware of the Business and Finance values	74	67	60	-7		
The Business and Finance values govern the way we do business in B&F	71	61	51	-10		
<b>Supervisor</b>	75	43	52	9		
Considers my ideas	78	47	60	13		
Recognizes me for doing good work	77	47	63	16		
Treats me with respect	81	42	61	19		
Cares about me as a person	76	40	57	17		
Gives me constructive feedback on my performance	79	46	59	13		
Communicates well	68	42	41	-1		
Is approachable and easy to talk with	78	41	53	12		
Is ethical in day-to-day practices	84	49	60	11		
Deals effectively with poor performance	64	37	36	-1		
Manages people effectively	64	36	40	4		
Is an effective decision-maker	71	43	41	-2		
Effectively communicates the goals and strategies of our unit/department	64	44	47	3		
<b>Autonomy/Involvement</b>	66	40	57	17		
I have control over how I do my work	68	43	64	21	▲	
My opinion counts at work	66	41	55	14		
I have a say in decisions that affect my work	64	36	52	16		
<b>Workload</b>	55	37	37	0		
Work is distributed fairly within my workgroup	65	41	44	3		
My workgroup has enough employees to handle the work	37	30	24	-6		
<b>Resources/Environment</b>	81	73	72	-1		
The physical environment allows me to do my job	82	77	71	-6		
I have the necessary resources, tools or equipment to do my job	80	69	73	4		
<b>Recognition*</b>	--	60	64	4		
My customers recognize my good work	72	76	80	4		
I get appropriate recognition when I have done something extraordinary	66	50	62	12		
Expressions of thanks and appreciation are common in my unit/department	70	47	50	3		
My contributions are valued by members of the U of M Community	54	71	63	-8		

\*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

Finance						
Financial Analysis/Risk Management/Treasury/PMO/FSS						
Non-Supervisory						
Risk Management Non-supervisory						
	2012	2014	2016	Diff	Signif	Impact
Survey Respondents Employees in Unit/Department % Survey Participation	19	15 18 83%	15 18 83%	2014 to 2016	Diff	
<b>Dimensions</b>						
<b>Co-workers</b>	81	53	63	10		
My workgroup collaborates effectively with other workgroups	75	50	64	14		
My co-workers and I work as part of a team	77	50	50	0		
I can count on my co-workers to help out when needed	80	50	56	6		
I am consistently treated with respect by my co-workers	84	51	64	13		
One or more of my co-workers cares about me as a person	88	68	82	14		
People care about each other in my unit/department	81	50	59	9		
<b>Communication*</b>	--	46	42	-4		
Reasons for making changes are communicated before changes are made	57	37	39	2		
Customer feedback is shared throughout my unit/department	58	44	41	-3		
Information about the University is shared openly in my unit/department	63	50	44	-6		
I am informed about matters that affect my job	71	54	41	-13		
Changes in service standards are communicated effectively	64	44	44	0		
<b>Training and Development*</b>	--	60	50	-10		
I receive training necessary for me to do my job	80	63	55	-8		
I have opportunities for training that support my development and/or advancement	77	57	48	-9		
When my job changes, I receive appropriate training*	--	59	48	-11		
<b>Task Significance</b>	80	66	73	7		
I know what is expected of me at work	84	68	76	8		
I understand how my work supports the mission of my unit/department	84	73	83	10		
I understand how my work supports the mission of Business and Finance	82	70	81	11		
I understand how my work supports U of M's mission	78	72	79	7		
My supervisor has a clear view of where unit/department is going	72	52	48	-4		
The goals of my unit/department are clear to me	77	55	66	11		
<b>Compensation*</b>	--	38	35	-3		
I understand how my current salary or base pay rate is determined	70	47	45	-2		
I am fairly paid for the work I do	51	30	20	-10		
My salary/pay is a significant factor in my decision to stay at U of M	49	36	41	5		
<b>Benefits*</b>	--	60	70	10		
U of M's benefits package meets my needs	77	61	71	10		
The benefits package is a significant factor in my decision to stay at U of M	76	58	69	11		
<b>Advancement*</b>	--	52	41	-11		
Opportunities for advancement or promotion exist within U of M	63	52	44	-8		
I know what is required of me to advance within U of M	58	59	42	-17		
Internal candidates receive fair consideration for open positions	51	46	37	-9		
<b>Survey Perception*</b>	--	30	44	14		
This survey is an important element in improving the work environment	53	30	44	14		

\*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

	Finance					
	Financial Analysis/Risk Management/Treasury/PMO/FSS					
	Non-Supervisory					
	Risk Management Non-supervisory					
	2012	2014	2016	Diff	Signif	Impact
	19	15	15	2014 to	Diff	
		18	18	2016		
		83%	83%			
	Survey Respondents Employees in Unit/Department % Survey Participation					
<b>Satisfaction</b>						
<b>Job Satisfaction</b>						
To what extent does your current job fall short or exceed your expectations	70	48	57	9		
How well does your current position compare to your ideal job	63	34	37	3		
How satisfied are you with your job	55	32	37	5		
I enjoy the type of work I do	71	41	53	12		
My job is interesting	73	57	67	10		
I make a difference in my unit/department	78	59	62	3		
My job gives me a sense of accomplishment	75	65	75	10		
	73	52	68	16		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>						
I am proud to work for my unit/department	--	53	65	12		
I have a strong commitment to my unit/department	81	51	66	15		
I care about the future of my unit/department	82	60	72	12		
I feel a strong sense of belonging to my unit/department	84	61	81	20		
I enjoy discussing my unit/department with people who do not work here	76	53	62	9		
The organization actively supports the health and wellbeing of its employees*	61	39	50	11		
	--	--	56	--		
<b>Unit/Dept. Loyalty</b>						
If it is up to me, I will be working in my unit/department one year from now	69	41	44	3		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	74	42	56	14		
I would not leave my unit/dept for a similar job within UM at the same salary	44	28	24	-4		
	78	50	40	-10		
<b>Unit/Dept. Recommend</b>						
I recommend my unit/department to someone looking for a good place to work	63	41	39	-2		
	63	41	39	-2		
<b>Customer Focus</b>						
I am able to address my clients'/customers' concerns	88	85	87	2		
I do all that I can within budgetary constraints to satisfy customers	84	81	85	4		
I enjoy helping solve customers' problems	88	84	86	2		
I respond in a timely manner to customer requests/questions	88	87	88	1		
	89	87	87	0		
<b>U of M Commitment</b>						
I am proud to work for the U-M	87	73	80	7		
I have a strong commitment to the U-M	90	74	83	9		
I care about the future of the U-M	88	73	81	8		
I enjoy discussing the U-M with people who do not work here	91	76	84	8		
I feel a strong sense of belonging to the U-M	80	65	73	8		
	85	73	75	2		
<b>U of M Loyalty</b>						
If it is up to me, I will be working at U of M one year from now	79	73	69	-4		
I would not leave U of M for a similar job at a 5% higher salary	84	77	86	9		
I would not leave U of M for a similar job at the same salary	60	58	44	-14		
	85	78	61	-17		
<b>U of M Recommendation</b>						
I would recommend the U-M to someone who is looking for a good place to work	85	71	76	5		
	85	71	76	5		
<b>U of M Donation*</b>						
I would encourage friends and family to donate to U-M*	--	--	42	--		
	--	--	42	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Financial Analysis/Risk Management/Treasury/PMO/FSS						
Non-Supervisory						
Risk Management Non-supervisory						
	2012	2014	2016	Diff	Signif	Impact
	2014 to 2016				Diff	
Survey Respondents	19	15	15			
Employees in Unit/Department		18	18			
% Survey Participation		83%	83%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	66	39	59	20		
My supervisor trusts me	74	39	70	31	▲	
I trust my supervisor	66	38	59	21		
A climate of trust exists in my unit/department	58	35	42	7		
I trust my co-workers	63	39	60	21		
People in my unit/department follow through on their commitments	71	52	49	-3		
<b>Safety</b>						
Feel safe at work*	--	75	68	-7		
Department committed to occupational health and safety*	--	79	78	-1		
Department does good job monitoring safety*	--	79	74	-5		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	73	41	53	12		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	92	88	87	-1		
My unit/department understands the needs of our customers	88	75	77	2		
My unit/department adapts to changing customer needs	88	62	78	16		
My unit/department communicates service changes effectively to customers	80	51	65	14		
My unit/department implements service changes effectively	75	46	61	15		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	69	--		
I cope well with stress of job*	--	--	72	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	83	82	-1		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	59	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	56	--		
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*	--	--	58	--		

\*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

Finance						
Financial Analysis/Risk						
Management/Treasury/PMO/FSS						
Non-Supervisory						
Treasurers Office Non-supervisory						
	2012	2014	2016	Diff	Signif	Impact
Survey Respondents Employees in Unit/Department % Survey Participation	9	13 15 87%	12 15 80%	2014 to 2016	Diff	
<b>Dimensions</b>						
<b>Upper Management*</b>	--	--	71	--		
Motivates employees to do their best*	--	--	68	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	69	--		
Fosters an environment that encourages employee development*	--	--	69	--		
Encourages cross-departmental collaboration*	--	--	67	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	77	--		
Welcomes ideas that enhance work processes*	--	--	77	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	77	--		
<b>Climate*</b>	--	66	79	13		
People in my unit/department are treated fairly	91	64	80	16		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	81	51	77	26	▲	
Integrity is a hallmark of my unit/department	93	67	84	17		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	75	67	77	10		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	78	59	69	10		
I am aware of the Business and Finance values	93	79	86	7		
The Business and Finance values govern the way we do business in B&F	91	74	83	9		
<b>Supervisor</b>	95	72	86	14		
Considers my ideas	94	77	87	10		
Recognizes me for doing good work	95	80	84	4		
Treats me with respect	96	75	88	13		
Cares about me as a person	96	79	89	10		
Gives me constructive feedback on my performance	94	68	78	10		
Communicates well	95	62	86	24	▲	
Is approachable and easy to talk with	96	82	89	7		
Is ethical in day-to-day practices	99	82	96	14		
Deals effectively with poor performance	93	59	80	21		
Manages people effectively	93	59	82	23	▲	
Is an effective decision-maker	95	63	89	26	▲	
Effectively communicates the goals and strategies of our unit/department	90	74	79	5		
<b>Autonomy/Involvement</b>	85	67	73	6		
I have control over how I do my work	85	76	70	-6		
My opinion counts at work	84	56	74	18		
I have a say in decisions that affect my work	85	68	73	5		
<b>Workload</b>	88	64	73	9		
Work is distributed fairly within my workgroup	89	63	78	15		
My workgroup has enough employees to handle the work	86	64	65	1		
<b>Resources/Environment</b>	94	79	77	-2		
The physical environment allows me to do my job	94	79	78	-1		
I have the necessary resources, tools or equipment to do my job	94	78	76	-2		
<b>Recognition*</b>	--	79	77	-2		
My customers recognize my good work	86	89	80	-9	▼	
I get appropriate recognition when I have done something extraordinary	88	68	76	8		
Expressions of thanks and appreciation are common in my unit/department	90	74	77	3		
My contributions are valued by members of the U of M Community	86	86	76	-10	▼	

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Financial Analysis/Risk						
Management/Treasury/PMO/FSS						
Non-Supervisory						
Treasurers Office Non-supervisory						
	2012	2014	2016	Diff	Signif	Impact
	2014 to			2014 to	Diff	
	2016			2016		
Survey Respondents	9	13	12			
Employees in Unit/Department		15	15			
% Survey Participation		87%	80%			
<b>Dimensions</b>						
<b>Co-workers</b>	89	75	84	9		
My workgroup collaborates effectively with other workgroups	89	67	78	11		
My co-workers and I work as part of a team	89	77	81	4		
I can count on my co-workers to help out when needed	89	80	85	5		
I am consistently treated with respect by my co-workers	88	74	86	12		
One or more of my co-workers cares about me as a person	94	83	90	7		
People care about each other in my unit/department	89	69	85	16		
<b>Communication*</b>	--	64	67	3		
Reasons for making changes are communicated before changes are made	79	60	66	6		
Customer feedback is shared throughout my unit/department	93	72	61	-11		
Information about the University is shared openly in my unit/department	90	63	66	3		
I am informed about matters that affect my job	88	61	78	17		
Changes in service standards are communicated effectively	83	67	65	-2		
<b>Training and Development*</b>	--	65	78	13		
I receive training necessary for me to do my job	86	67	79	12		
I have opportunities for training that support my development and/or advancement	84	60	74	14		
When my job changes, I receive appropriate training*	--	68	80	12		
<b>Task Significance</b>	95	84	83	-1		
I know what is expected of me at work	95	79	83	4		
I understand how my work supports the mission of my unit/department	95	90	90	0		
I understand how my work supports the mission of Business and Finance	95	85	87	2		
I understand how my work supports U of M's mission	94	92	83	-9	▼	
My supervisor has a clear view of where unit/department is going	95	74	81	7		
The goals of my unit/department are clear to me	95	81	70	-11		
<b>Compensation*</b>	--	60	64	4		
I understand how my current salary or base pay rate is determined	86	59	59	0		
I am fairly paid for the work I do	88	64	64	0		
My salary/pay is a significant factor in my decision to stay at U of M	84	56	71	15		
<b>Benefits*</b>	--	91	86	-5		
U of M's benefits package meets my needs	95	90	88	-2		
The benefits package is a significant factor in my decision to stay at U of M	95	91	82	-9		
<b>Advancement*</b>	--	57	70	13		
Opportunities for advancement or promotion exist within U of M	90	65	69	4		
I know what is required of me to advance within U of M	90	47	64	17		
Internal candidates receive fair consideration for open positions	93	55	75	20	▲	
<b>Survey Perception*</b>	--	60	60	0		
This survey is an important element in improving the work environment	86	60	60	0		

\*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

Finance						
Financial Analysis/Risk						
Management/Treasury/PMO/FSS						
Non-Supervisory						
Treasurers Office Non-supervisory						
	2012	2014	2016	Diff	Signif	Impact
	9	13	12	2014 to	Diff	
		15	15	2016		
		87%	80%			
<b>Satisfaction</b>						
<b>Job Satisfaction</b>						
To what extent does your current job fall short or exceed your expectations	88	49	67	18		
How well does your current position compare to your ideal job	88	44	66	22	▲	
How satisfied are you with your job	90	62	77	15		
I enjoy the type of work I do	95	68	80	12		
My job is interesting	94	65	77	12		
I make a difference in my unit/department	94	67	82	15		
My job gives me a sense of accomplishment	95	61	76	15		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>						
I am proud to work for my unit/department	94	77	87	10		
I have a strong commitment to my unit/department	93	70	85	15		
I care about the future of my unit/department	95	84	88	4		
I feel a strong sense of belonging to my unit/department	91	58	79	21		
I enjoy discussing my unit/department with people who do not work here	80	58	68	10		
The organization actively supports the health and wellbeing of its employees*	--	--	81	--		
<b>Unit/Dept. Loyalty</b>						
If it is up to me, I will be working in my unit/department one year from now	94	48	82	34	▲	
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	56	31	57	26	▲	
I would not leave my unit/dept for a similar job within UM at the same salary	77	57	81	24		
<b>Unit/Dept. Recommend</b>						
I recommend my unit/department to someone looking for a good place to work	91	58	80	22	▲	
<b>Customer Focus</b>						
I am able to address my clients'/customers' concerns	95	88	85	-3		
I do all that I can within budgetary constraints to satisfy customers	95	95	92	-3		
I enjoy helping solve customers' problems	96	95	88	-7	▼	
I respond in a timely manner to customer requests/questions	96	92	91	-1		
<b>U of M Commitment</b>						
I am proud to work for the U-M	95	89	93	4		
I have a strong commitment to the U-M	94	85	93	8		
I care about the future of the U-M	95	90	93	3		
I enjoy discussing the U-M with people who do not work here	84	77	87	10		
I feel a strong sense of belonging to the U-M	93	78	84	6		
<b>U of M Loyalty</b>						
If it is up to me, I will be working at U of M one year from now	96	81	91	10		
I would not leave U of M for a similar job at a 5% higher salary	79	52	77	25	▲	
I would not leave U of M for a similar job at the same salary	91	74	92	18	▲	
<b>U of M Recommendation</b>						
I would recommend the U-M to someone who is looking for a good place to work	96	80	91	11		
<b>U of M Donation*</b>						
I would encourage friends and family to donate to U-M*	--	--	58	--		

\*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

Finance						
Financial Analysis/Risk						
Management/Treasury/PMO/FSS						
Non-Supervisory						
Treasurers Office Non-supervisory						
	2012	2014	2016	Diff	Signif	Impact
				2014 to	Diff	
				2016		
Survey Respondents	9	13	12			
Employees in Unit/Department		15	15			
% Survey Participation		87%	80%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	95	68	87	19		
My supervisor trusts me	96	79	86	7		
I trust my supervisor	96	75	87	12		
A climate of trust exists in my unit/department	93	66	76	10		
I trust my co-workers	85	64	79	15		
People in my unit/department follow through on their commitments	90	75	80	5		
<b>Safety</b>						
Feel safe at work*	--	92	93	1		
Department committed to occupational health and safety*	--	89	90	1		
Department does good job monitoring safety*	--	85	84	-1		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	96	71	89	18		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	98	97	82	-15	▼	
My unit/department understands the needs of our customers	96	96	80	-16	▼	
My unit/department adapts to changing customer needs	96	88	81	-7		
My unit/department communicates service changes effectively to customers	95	85	75	-10		
My unit/department implements service changes effectively	94	89	76	-13		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	93	--		
I cope well with stress of job*	--	--	80	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	69	96	27		
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*	--	--	82	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	85	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	80	--		

\*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

	Finance					
	Financial Operations					
	2012	2014	2016	Diff	Signif	Impact
	102	95	80	2014 to	Diff	
		103	89	2016		
		92%	90%			
	% Survey Participation					
<b>Dimensions</b>						
<b>Upper Management*</b>	--	--	67	--		0.1
Motivates employees to do their best*	--	--	66	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	67	--		
Fosters an environment that encourages employee development*	--	--	64	--		
Encourages cross-departmental collaboration*	--	--	64	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	71	--		
Welcomes ideas that enhance work processes*	--	--	68	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	68	--		
<b>Climate*</b>	--	71	72	1		0.2
People in my unit/department are treated fairly	70	71	72	1		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	61	64	67	3		
Integrity is a hallmark of my unit/department	72	73	78	5		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	63	69	69	0		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	58	65	68	3		
I am aware of the Business and Finance values	78	80	77	-3		
The Business and Finance values govern the way we do business in B&F	72	75	76	1		
<b>Supervisor</b>	73	75	75	0		0.4
Considers my ideas	76	77	77	0		
Recognizes me for doing good work	72	76	76	0		
Treats me with respect	83	83	82	-1		
Cares about me as a person	77	79	79	0		
Gives me constructive feedback on my performance	73	75	73	-2		
Communicates well	69	73	71	-2		
Is approachable and easy to talk with	77	78	79	1		
Is ethical in day-to-day practices	81	82	82	0		
Deals effectively with poor performance	66	64	66	2		
Manages people effectively	67	67	67	0		
Is an effective decision-maker	70	70	71	1		
Effectively communicates the goals and strategies of our unit/department	62	75	73	-2		
<b>Autonomy/Involvement</b>	70	72	74	2		0.3
I have control over how I do my work	78	78	81	3		
My opinion counts at work	68	71	72	1		
I have a say in decisions that affect my work	64	68	70	2		
<b>Workload</b>	74	69	73	4		0.1
Work is distributed fairly within my workgroup	73	68	73	5		
My workgroup has enough employees to handle the work	78	72	74	2		
<b>Resources/Environment</b>	79	85	84	-1		0.0
The physical environment allows me to do my job	78	85	84	-1		
I have the necessary resources, tools or equipment to do my job	81	85	85	0		
<b>Recognition*</b>	--	69	72	3		0.0
My customers recognize my good work	77	74	77	3		
I get appropriate recognition when I have done something extraordinary	63	69	73	4		
Expressions of thanks and appreciation are common in my unit/department	63	67	71	4		
My contributions are valued by members of the U of M Community	65	66	66	0		

\*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**

Finance

Financial Operations

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
<b>Survey Respondents Employees in Unit/Department % Survey Participation</b>	102	95 103 92%	80 89 90%			
<b>Dimensions</b>						
<b>Co-workers</b>	<b>77</b>	<b>79</b>	<b>79</b>	<b>0</b>		<b>0.2</b>
My workgroup collaborates effectively with other workgroups	71	78	77	-1		
My co-workers and I work as part of a team	74	77	79	2		
I can count on my co-workers to help out when needed	78	79	79	0		
I am consistently treated with respect by my co-workers	78	80	81	1		
One or more of my co-workers cares about me as a person	84	83	83	0		
People care about each other in my unit/department	78	78	80	2		
<b>Communication*</b>	<b>--</b>	<b>60</b>	<b>68</b>	<b>8</b>	<b>▲</b>	<b>0.8</b>
Reasons for making changes are communicated before changes are made	52	54	64	10	▲	
Customer feedback is shared throughout my unit/department	61	58	61	3		
Information about the University is shared openly in my unit/department	64	62	71	9	▲	
I am informed about matters that affect my job	68	67	74	7	▲	
Changes in service standards are communicated effectively	59	61	69	8	▲	
<b>Training and Development*</b>	<b>--</b>	<b>67</b>	<b>74</b>	<b>7</b>	<b>▲</b>	<b>1.4</b>
I receive training necessary for me to do my job	71	72	77	5		
I have opportunities for training that support my development and/or advancement	64	61	68	7	▲	
When my job changes, I receive appropriate training*	--	68	75	7	▲	
<b>Task Significance</b>	<b>81</b>	<b>83</b>	<b>81</b>	<b>-2</b>		<b>1.8</b>
I know what is expected of me at work	83	85	86	1		
I understand how my work supports the mission of my unit/department	85	86	86	0		
I understand how my work supports the mission of Business and Finance	84	85	84	-1		
I understand how my work supports U of M's mission	80	84	78	-6	▼	
My supervisor has a clear view of where unit/department is going	72	74	74	0		
The goals of my unit/department are clear to me	80	82	79	-3		
<b>Compensation*</b>	<b>--</b>	<b>63</b>	<b>63</b>	<b>0</b>		<b>0.1</b>
I understand how my current salary or base pay rate is determined	70	73	65	-8	▼	
I am fairly paid for the work I do	52	51	59	8		
My salary/pay is a significant factor in my decision to stay at U of M	56	66	65	-1		
<b>Benefits*</b>	<b>--</b>	<b>83</b>	<b>84</b>	<b>1</b>		<b>0.2</b>
U of M's benefits package meets my needs	82	80	84	4		
The benefits package is a significant factor in my decision to stay at U of M	81	86	83	-3		
<b>Advancement*</b>	<b>--</b>	<b>60</b>	<b>65</b>	<b>5</b>		<b>0.0</b>
Opportunities for advancement or promotion exist within U of M	62	61	63	2		
I know what is required of me to advance within U of M	58	59	64	5		
Internal candidates receive fair consideration for open positions	58	62	69	7	▲	
<b>Survey Perception*</b>	<b>--</b>	<b>63</b>	<b>63</b>	<b>0</b>		<b>0.4</b>
This survey is an important element in improving the work environment	66	63	63	0		

\*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

	Finance					
	Financial Operations					
	2012	2014	2016	Diff	Signif	Impact
	102	95	80	2014 to	Diff	
		103	89	2016		
		92%	90%			
	Survey Respondents Employees in Unit/Department % Survey Participation					
<b>Satisfaction</b>						
<b>Job Satisfaction</b>	73	75	74	-1		
To what extent does your current job fall short or exceed your expectations	65	64	65	1		
How well does your current position compare to your ideal job	60	61	64	3		
How satisfied are you with your job	74	75	77	2		
I enjoy the type of work I do	79	81	80	-1		
My job is interesting	77	80	77	-3		
I make a difference in my unit/department	78	81	77	-4		
My job gives me a sense of accomplishment	76	79	78	-1		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>	--	80	81	1		2.4
I am proud to work for my unit/department	79	80	84	4		
I have a strong commitment to my unit/department	80	83	83	0		
I care about the future of my unit/department	84	85	86	1		
I feel a strong sense of belonging to my unit/department	75	77	80	3		
I enjoy discussing my unit/department with people who do not work here	67	70	73	3		
The organization actively supports the health and wellbeing of its employees*	--	--	81	--		
<b>Unit/Dept. Loyalty</b>	63	66	66	0		4.4
If it is up to me, I will be working in my unit/department one year from now	69	73	76	3		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	42	37	39	2		
I would not leave my unit/dept for a similar job within UM at the same salary	71	75	71	-4		
<b>Unit/Dept. Recommend</b>	71	74	80	6		2.7
I recommend my unit/department to someone looking for a good place to work	71	74	80	6		
<b>Customer Focus</b>	91	90	89	-1		1.4
I am able to address my clients'/customers' concerns	87	87	87	0		
I do all that I can within budgetary constraints to satisfy customers	89	89	88	-1		
I enjoy helping solve customers' problems	92	91	91	0		
I respond in a timely manner to customer requests/questions	93	93	90	-3		
<b>U of M Commitment</b>	86	84	87	3		0.0
I am proud to work for the U-M	90	86	90	4		
I have a strong commitment to the U-M	87	85	89	4		
I care about the future of the U-M	90	88	90	2		
I enjoy discussing the U-M with people who do not work here	78	79	81	2		
I feel a strong sense of belonging to the U-M	82	80	83	3		
<b>U of M Loyalty</b>	78	85	83	-2		0.4
If it is up to me, I will be working at U of M one year from now	84	90	90	0		
I would not leave U of M for a similar job at a 5% higher salary	62	67	64	-3		
I would not leave U of M for a similar job at the same salary	83	88	85	-3		
<b>U of M Recommendation</b>	86	85	89	4	▲	1.5
I would recommend the U-M to someone who is looking for a good place to work	86	85	89	4	▲	
<b>U of M Donation*</b>	--	--	57	--		1.8
I would encourage friends and family to donate to U-M*	--	--	57	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance  
Financial Operations

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
<b>Survey Respondents Employees in Unit/Department % Survey Participation</b>	102	95 103 92%	80 89 90%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	73	74	80	6		
My supervisor trusts me	80	83	83	0		
I trust my supervisor	76	76	79	3		
A climate of trust exists in my unit/department	70	71	75	4		
I trust my co-workers	73	72	76	4		
People in my unit/department follow through on their commitments	74	74	75	1		
<b>Safety</b>						
Feel safe at work*	--	89	89	0		
Department committed to occupational health and safety*	--	83	85	2		
Department does good job monitoring safety*	--	82	82	0		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	74	74	75	1		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	92	92	90	-2		
My unit/department understands the needs of our customers	89	89	88	-1		
My unit/department adapts to changing customer needs	86	86	84	-2		
My unit/department communicates service changes effectively to customers	80	75	81	6		
My unit/department implements service changes effectively	81	75	79	4		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	81	--		
I cope well with stress of job*	--	--	79	--		
<b>Climate within unit/department</b>						
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*	--	--	71	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	75	--		
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*	--	--	72	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Financial Operations					
	Accounting Services					
	2012	2014	2016	Diff	Signif	Impact
	33	22	10	2014 to	Diff	
Survey Respondents		22	14	2016		
Employees in Unit/Department		100%	71%			
% Survey Participation						
<b>Dimensions</b>						
<b>Upper Management*</b>						
Motivates employees to do their best*	--	--	70	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	68	--		
Fosters an environment that encourages employee development*	--	--	61	--		
Encourages cross-departmental collaboration*	--	--	69	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	73	--		
Welcomes ideas that enhance work processes*	--	--	73	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	72	--		
<b>Climate*</b>						
People in my unit/department are treated fairly	58	57	81	24	▲	
If I am unfairly treated, I believe I will be given a fair shake if I appeal	49	50	78	28	▲	
Integrity is a hallmark of my unit/department	62	55	82	27	▲	
I am comfortable expressing my opinions even if contrary to prevailing beliefs	49	58	74	16	▲	
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	43	56	78	22	▲	
I am aware of the Business and Finance values	74	75	84	9		
The Business and Finance values govern the way we do business in B&F	61	64	85	21	▲	
<b>Supervisor</b>						
Considers my ideas	64	67	79	12		
Recognizes me for doing good work	63	66	78	12		
Treats me with respect	73	73	81	8		
Cares about me as a person	67	66	82	16	▲	
Gives me constructive feedback on my performance	65	69	70	1		
Communicates well	53	62	71	9		
Is approachable and easy to talk with	68	71	79	8		
Is ethical in day-to-day practices	72	72	82	10		
Deals effectively with poor performance	56	50	78	28	▲	
Manages people effectively	56	53	77	24	▲	
Is an effective decision-maker	56	57	76	19	▲	
Effectively communicates the goals and strategies of our unit/department	50	63	76	13		
<b>Autonomy/Involvement</b>						
I have control over how I do my work	72	76	83	7		
My opinion counts at work	64	66	80	14		
I have a say in decisions that affect my work	61	59	79	20	▲	
<b>Workload</b>						
Work is distributed fairly within my workgroup	60	57	79	22	▲	
My workgroup has enough employees to handle the work	81	66	86	20	▲	
<b>Resources/Environment</b>						
The physical environment allows me to do my job	77	82	79	-3		
I have the necessary resources, tools or equipment to do my job	80	81	87	6		
<b>Recognition*</b>						
My customers recognize my good work	74	73	76	3		
I get appropriate recognition when I have done something extraordinary	58	66	77	11		
Expressions of thanks and appreciation are common in my unit/department	56	57	80	23	▲	
My contributions are valued by members of the U of M Community	63	70	78	8		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Financial Operations					
	Accounting Services					
	2012	2014	2016	Diff	Signif	Impact
	2014 to			2016	Diff	
Survey Respondents	33	22	10			
Employees in Unit/Department		22	14			
% Survey Participation		100%	71%			
<b>Dimensions</b>						
<b>Co-workers</b>	74	73	81	8		
My workgroup collaborates effectively with other workgroups	70	70	85	15	▲	
My co-workers and I work as part of a team	71	72	88	16	▲	
I can count on my co-workers to help out when needed	76	70	78	8		
I am consistently treated with respect by my co-workers	78	73	83	10		
One or more of my co-workers cares about me as a person	79	82	83	1		
People care about each other in my unit/department	71	68	88	20	▲	
<b>Communication*</b>	--	44	72	28	▲	
Reasons for making changes are communicated before changes are made	36	37	71	34	▲	
Customer feedback is shared throughout my unit/department	48	41	63	22	▲	
Information about the University is shared openly in my unit/department	53	48	74	26	▲	
I am informed about matters that affect my job	53	47	72	25	▲	
Changes in service standards are communicated effectively	41	44	77	33	▲	
<b>Training and Development*</b>	--	52	72	20	▲	
I receive training necessary for me to do my job	70	58	76	18	▲	
I have opportunities for training that support my development and/or advancement	61	50	67	17		
When my job changes, I receive appropriate training*	--	48	73	25	▲	
<b>Task Significance</b>	72	73	85	12		
I know what is expected of me at work	71	72	88	16	▲	
I understand how my work supports the mission of my unit/department	77	78	88	10		
I understand how my work supports the mission of Business and Finance	76	77	89	12	▲	
I understand how my work supports U of M's mission	77	79	86	7		
My supervisor has a clear view of where unit/department is going	56	58	80	22	▲	
The goals of my unit/department are clear to me	71	74	79	5		
<b>Compensation*</b>	--	49	52	3		
I understand how my current salary or base pay rate is determined	67	61	66	5		
I am fairly paid for the work I do	49	36	52	16		
My salary/pay is a significant factor in my decision to stay at U of M	46	49	34	-15		
<b>Benefits*</b>	--	78	81	3		
U of M's benefits package meets my needs	82	75	80	5		
The benefits package is a significant factor in my decision to stay at U of M	76	82	83	1		
<b>Advancement*</b>	--	48	56	8		
Opportunities for advancement or promotion exist within U of M	55	55	54	-1		
I know what is required of me to advance within U of M	52	44	56	12		
Internal candidates receive fair consideration for open positions	54	45	58	13		
<b>Survey Perception*</b>	--	49	58	9		
This survey is an important element in improving the work environment	64	49	58	9		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Financial Operations					
	Accounting Services					
	2012	2014	2016	Diff	Signif	Impact
	33	22	10	2014 to	Diff	
Survey Respondents		22	14	2016		
Employees in Unit/Department		100%	71%			
% Survey Participation						
<b>Satisfaction</b>						
<b>Job Satisfaction</b>						
To what extent does your current job fall short or exceed your expectations	64	68	75	7		
How well does your current position compare to your ideal job	57	53	63	10		
How satisfied are you with your job	50	49	67	18	▲	
I enjoy the type of work I do	65	66	76	10		
My job is interesting	70	77	84	7		
I make a difference in my unit/department	69	75	82	7		
My job gives me a sense of accomplishment	72	80	73	-7		
	69	78	77	-1		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>						
I am proud to work for my unit/department	--	68	80	12		
I have a strong commitment to my unit/department	67	69	83	14	▲	
I care about the future of my unit/department	69	73	80	7		
I feel a strong sense of belonging to my unit/department	78	74	83	9		
I enjoy discussing my unit/department with people who do not work here	62	65	78	13		
The organization actively supports the health and wellbeing of its employees*	56	56	78	22	▲	
	--	--	79	--		
<b>Unit/Dept. Loyalty</b>						
If it is up to me, I will be working in my unit/department one year from now	54	48	64	16	▲	
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	61	49	72	23	▲	
I would not leave my unit/dept for a similar job within UM at the same salary	36	28	31	3		
	57	62	79	17		
<b>Unit/Dept. Recommend</b>						
I recommend my unit/department to someone looking for a good place to work	60	57	77	20		
	60	57	77	20		
<b>Customer Focus</b>						
I am able to address my clients'/customers' concerns	88	89	86	-3		
I do all that I can within budgetary constraints to satisfy customers	84	82	82	0		
I enjoy helping solve customers' problems	87	89	83	-6		
I respond in a timely manner to customer requests/questions	91	92	89	-3		
	91	92	88	-4		
<b>U of M Commitment</b>						
I am proud to work for the U-M	83	84	85	1		
I have a strong commitment to the U-M	88	85	90	5		
I care about the future of the U-M	82	84	84	0		
I enjoy discussing the U-M with people who do not work here	90	87	88	1		
I feel a strong sense of belonging to the U-M	76	81	81	0		
	78	83	82	-1		
<b>U of M Loyalty</b>						
If it is up to me, I will be working at U of M one year from now	73	76	77	1		
I would not leave U of M for a similar job at a 5% higher salary	80	82	82	0		
I would not leave U of M for a similar job at the same salary	57	53	64	11		
	74	83	80	-3		
<b>U of M Recommendation</b>						
I would recommend the U-M to someone who is looking for a good place to work	81	80	86	6		
	81	80	86	6		
<b>U of M Donation*</b>						
I would encourage friends and family to donate to U-M*	--	--	51	--		
	--	--	51	--		

\*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

	Finance					
	Financial Operations					
	Accounting Services					
	2012	2014	2016	Diff	Signif	Impact
	2014 to			2014 to	Diff	
	2016			2016		
<b>Survey Respondents</b>	33	22	10			
<b>Employees in Unit/Department</b>		22	14			
<b>% Survey Participation</b>		100%	71%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	58	53	88	35	▲	
My supervisor trusts me	67	66	81	15	▲	
I trust my supervisor	59	54	83	29	▲	
A climate of trust exists in my unit/department	55	44	77	33	▲	
I trust my co-workers	63	57	79	22	▲	
People in my unit/department follow through on their commitments	65	59	79	20	▲	
<b>Safety</b>						
Feel safe at work*	--	84	93	9		
Department committed to occupational health and safety*	--	72	89	17	▲	
Department does good job monitoring safety*	--	73	89	16	▲	
<b>Supervisor Rating</b>						
Overall, rate your supervisor	62	59	77	18	▲	
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	92	90	88	-2		
My unit/department understands the needs of our customers	87	86	87	1		
My unit/department adapts to changing customer needs	85	79	87	8		
My unit/department communicates service changes effectively to customers	71	58	89	31	▲	
My unit/department implements service changes effectively	72	59	81	22	▲	
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	78	--		
I cope well with stress of job*	--	--	79	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	76	89	13		
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*	--	--	73	--		
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*	--	--	71	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Financial Operations					
	Controllers Office/Fin Rpts & CRO/Invest Rec					
	2012	2014	2016	Diff	Signif	Impact
	0	14	11	2014 to		
Survey Respondents	--	15	14	2016	Diff	
Employees in Unit/Department	--	93%	79%			
% Survey Participation						
<b>Dimensions</b>						
<b>Upper Management*</b>	--	--	72	--		
Motivates employees to do their best*	--	--	71	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	64	--		
Fosters an environment that encourages employee development*	--	--	69	--		
Encourages cross-departmental collaboration*	--	--	72	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	81	--		
Welcomes ideas that enhance work processes*	--	--	72	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	73	--		
<b>Climate*</b>	--	81	77	-4		
People in my unit/department are treated fairly	--	79	75	-4		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	79	74	-5		
Integrity is a hallmark of my unit/department	--	87	83	-4		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	80	76	-4		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	78	71	-7		
I am aware of the Business and Finance values	--	89	80	-9	▼	
The Business and Finance values govern the way we do business in B&F	--	84	80	-4		
<b>Supervisor</b>	--	81	81	0		
Considers my ideas	--	85	85	0		
Recognizes me for doing good work	--	82	81	-1		
Treats me with respect	--	89	91	2		
Cares about me as a person	--	87	86	-1		
Gives me constructive feedback on my performance	--	74	76	2		
Communicates well	--	75	76	1		
Is approachable and easy to talk with	--	86	87	1		
Is ethical in day-to-day practices	--	87	90	3		
Deals effectively with poor performance	--	72	78	6		
Manages people effectively	--	74	75	1		
Is an effective decision-maker	--	74	76	2		
Effectively communicates the goals and strategies of our unit/department	--	79	75	-4		
<b>Autonomy/Involvement</b>	--	80	77	-3		
I have control over how I do my work	--	81	84	3		
My opinion counts at work	--	82	77	-5		
I have a say in decisions that affect my work	--	77	70	-7		
<b>Workload</b>	--	73	73	0		
Work is distributed fairly within my workgroup	--	71	74	3		
My workgroup has enough employees to handle the work	--	77	71	-6		
<b>Resources/Environment</b>	--	85	87	2		
The physical environment allows me to do my job	--	87	88	1		
I have the necessary resources, tools or equipment to do my job	--	84	87	3		
<b>Recognition*</b>	--	71	74	3		
My customers recognize my good work	--	68	77	9		
I get appropriate recognition when I have done something extraordinary	--	74	75	1		
Expressions of thanks and appreciation are common in my unit/department	--	79	78	-1		
My contributions are valued by members of the U of M Community	--	60	67	7		

\*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

Finance						
Financial Operations						
Controllers Office/Fin Rprts & CRO/Invest Rec						
	2012	2014	2016	Diff	Signif	Impact
Survey Respondents	0	14	11	2014 to		
Employees in Unit/Department	--	15	14	2016		
% Survey Participation	--	93%	79%			
<b>Dimensions</b>						
<b>Co-workers</b>	--	84	86	2		
My workgroup collaborates effectively with other workgroups	--	85	81	-4		
My co-workers and I work as part of a team	--	83	86	3		
I can count on my co-workers to help out when needed	--	85	90	5		
I am consistently treated with respect by my co-workers	--	86	87	1		
One or more of my co-workers cares about me as a person	--	85	88	3		
People care about each other in my unit/department	--	83	85	2		
<b>Communication*</b>	--	67	67	0		
Reasons for making changes are communicated before changes are made	--	66	59	-7		
Customer feedback is shared throughout my unit/department	--	62	64	2		
Information about the University is shared openly in my unit/department	--	70	71	1		
I am informed about matters that affect my job	--	74	70	-4		
Changes in service standards are communicated effectively	--	69	67	-2		
<b>Training and Development*</b>	--	71	72	1		
I receive training necessary for me to do my job	--	78	75	-3		
I have opportunities for training that support my development and/or advancement	--	66	71	5		
When my job changes, I receive appropriate training*	--	71	72	1		
<b>Task Significance</b>	--	82	78	-4		
I know what is expected of me at work	--	83	80	-3		
I understand how my work supports the mission of my unit/department	--	86	82	-4		
I understand how my work supports the mission of Business and Finance	--	86	82	-4		
I understand how my work supports U of M's mission	--	85	77	-8		
My supervisor has a clear view of where unit/department is going	--	72	70	-2		
The goals of my unit/department are clear to me	--	79	76	-3		
<b>Compensation*</b>	--	71	67	-4		
I understand how my current salary or base pay rate is determined	--	84	78	-6		
I am fairly paid for the work I do	--	61	58	-3		
My salary/pay is a significant factor in my decision to stay at U of M	--	68	65	-3		
<b>Benefits*</b>	--	89	83	-6		
U of M's benefits package meets my needs	--	87	83	-4		
The benefits package is a significant factor in my decision to stay at U of M	--	93	84	-9	▼	
<b>Advancement*</b>	--	65	58	-7		
Opportunities for advancement or promotion exist within U of M	--	62	58	-4		
I know what is required of me to advance within U of M	--	64	51	-13		
Internal candidates receive fair consideration for open positions	--	70	65	-5		
<b>Survey Perception*</b>	--	69	64	-5		
This survey is an important element in improving the work environment	--	69	64	-5		

\*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

Finance						
Financial Operations						
Controllers Office/Fin Rpts & CRO/Invest Rec						
	2012	2014	2016	Diff	Signif	Impact
	0	14	11	2014 to	Diff	
	--	15	14	2016		
	--	93%	79%			
<b>Satisfaction</b>						
<b>Job Satisfaction</b>						
To what extent does your current job fall short or exceed your expectations	--	77	72	-5		
How well does your current position compare to your ideal job	--	66	63	-3		
How satisfied are you with your job	--	79	75	-4		
I enjoy the type of work I do	--	83	77	-6		
My job is interesting	--	78	74	-4		
I make a difference in my unit/department	--	83	78	-5		
My job gives me a sense of accomplishment	--	78	73	-5		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>						
I am proud to work for my unit/department	--	83	84	1		
I have a strong commitment to my unit/department	--	87	83	-4		
I care about the future of my unit/department	--	90	86	-4		
I feel a strong sense of belonging to my unit/department	--	81	81	0		
I enjoy discussing my unit/department with people who do not work here	--	73	69	-4		
The organization actively supports the health and wellbeing of its employees*	--	--	81	--		
<b>Unit/Dept. Loyalty</b>						
If it is up to me, I will be working in my unit/department one year from now	--	80	77	-3		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	43	44	1		
I would not leave my unit/dept for a similar job within UM at the same salary	--	79	78	-1		
<b>Unit/Dept. Recommend</b>						
I recommend my unit/department to someone looking for a good place to work	--	84	84	0		
<b>Customer Focus</b>						
I am able to address my clients'/customers' concerns	--	84	84	0		
I do all that I can within budgetary constraints to satisfy customers	--	88	90	2		
I enjoy helping solve customers' problems	--	90	92	2		
I respond in a timely manner to customer requests/questions	--	89	89	0		
<b>U of M Commitment</b>						
I am proud to work for the U-M	--	89	90	1		
I have a strong commitment to the U-M	--	86	87	1		
I care about the future of the U-M	--	90	88	-2		
I enjoy discussing the U-M with people who do not work here	--	88	81	-7		
I feel a strong sense of belonging to the U-M	--	86	87	1		
<b>U of M Loyalty</b>						
If it is up to me, I will be working at U of M one year from now	--	95	95	0		
I would not leave U of M for a similar job at a 5% higher salary	--	73	62	-11		
I would not leave U of M for a similar job at the same salary	--	88	86	-2		
<b>U of M Recommendation</b>						
I would recommend the U-M to someone who is looking for a good place to work	--	86	91	5		
<b>U of M Donation*</b>						
I would encourage friends and family to donate to U-M*	--	--	51	--		

\*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

Finance						
Financial Operations						
Controllers Office/Fin Rprts & CRO/Invest Rec						
	2012	2014	2016	Diff	Signif	Impact
				2014 to	Diff	
				2016		
Survey Respondents	0	14	11			
Employees in Unit/Department	--	15	14			
% Survey Participation	--	93%	79%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	--	85	86	1		
My supervisor trusts me	--	90	85	-5		
I trust my supervisor	--	87	85	-2		
A climate of trust exists in my unit/department	--	80	81	1		
I trust my co-workers	--	79	83	4		
People in my unit/department follow through on their commitments	--	79	76	-3		
<b>Safety</b>						
Feel safe at work*	--	92	93	1		
Department committed to occupational health and safety*	--	86	85	-1		
Department does good job monitoring safety*	--	83	81	-2		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	--	81	82	1		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	--	87	88	1		
My unit/department understands the needs of our customers	--	85	88	3		
My unit/department adapts to changing customer needs	--	84	85	1		
My unit/department communicates service changes effectively to customers	--	81	74	-7		
My unit/department implements service changes effectively	--	80	76	-4		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	83	--		
I cope well with stress of job*	--	--	79	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	96	86	-10		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	80	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	79	--		
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*	--	--	80	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Financial Operations					
	Controllers Office/Fin Rprts & CRO/Invest Rec					
	Supervisors					
	2012	2014	2016	Diff	Signif	Impact
	0	5	6	2014 to	Diff	
	--	5	5	2016		
		100%	120%			
	Survey Respondents					
	Employees in Unit/Department					
	% Survey Participation					
<b>Dimensions</b>						
<b>Upper Management*</b>	--	--	75	--		
Motivates employees to do their best*	--	--	72	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	67	--		
Fosters an environment that encourages employee development*	--	--	72	--		
Encourages cross-departmental collaboration*	--	--	82	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	80	--		
Welcomes ideas that enhance work processes*	--	--	76	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	78	--		
<b>Climate*</b>	--	87	78	-9		
People in my unit/department are treated fairly	--	84	74	-10	▼	
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	82	70	-12		
Integrity is a hallmark of my unit/department	--	93	85	-8		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	82	80	-2		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	87	70	-17	▼	
I am aware of the Business and Finance values	--	93	85	-8	▼	
The Business and Finance values govern the way we do business in B&F	--	87	83	-4		
<b>Supervisor</b>	--	84	83	-1		
Considers my ideas	--	84	85	1		
Recognizes me for doing good work	--	82	81	-1		
Treats me with respect	--	91	93	2		
Cares about me as a person	--	87	87	0		
Gives me constructive feedback on my performance	--	73	74	1		
Communicates well	--	80	78	-2		
Is approachable and easy to talk with	--	91	87	-4		
Is ethical in day-to-day practices	--	98	94	-4		
Deals effectively with poor performance	--	80	80	0		
Manages people effectively	--	78	80	2		
Is an effective decision-maker	--	76	76	0		
Effectively communicates the goals and strategies of our unit/department	--	84	80	-4		
<b>Autonomy/Involvement</b>	--	85	78	-7		
I have control over how I do my work	--	84	83	-1		
My opinion counts at work	--	91	78	-13	▼	
I have a say in decisions that affect my work	--	81	72	-9		
<b>Workload</b>	--	82	68	-14	▼	
Work is distributed fairly within my workgroup	--	82	70	-12	▼	
My workgroup has enough employees to handle the work	--	82	65	-17	▼	
<b>Resources/Environment</b>	--	86	84	-2		
The physical environment allows me to do my job	--	89	85	-4		
I have the necessary resources, tools or equipment to do my job	--	82	83	1		
<b>Recognition*</b>	--	77	77	0		
My customers recognize my good work	--	76	76	0		
I get appropriate recognition when I have done something extraordinary	--	73	78	5		
Expressions of thanks and appreciation are common in my unit/department	--	84	80	-4		
My contributions are valued by members of the U of M Community	--	73	76	3		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Financial Operations						
Controllers Office/Fin Rprts & CRO/Invest Rec						
Supervisors						
	2012	2014	2016	Diff	Signif	Impact
	0	5	6	2014 to	Diff	
Survey Respondents		5	5	2016		
Employees in Unit/Department	--	100%	120%			
% Survey Participation						
<b>Dimensions</b>						
<b>Co-workers</b>	--	89	85	-4		
My workgroup collaborates effectively with other workgroups	--	87	81	-6		
My co-workers and I work as part of a team	--	91	81	-10		
I can count on my co-workers to help out when needed	--	93	89	-4		
I am consistently treated with respect by my co-workers	--	91	85	-6		
One or more of my co-workers cares about me as a person	--	84	87	3		
People care about each other in my unit/department	--	87	85	-2		
<b>Communication*</b>	--	74	70	-4		
Reasons for making changes are communicated before changes are made	--	71	67	-4		
Customer feedback is shared throughout my unit/department	--	71	71	0		
Information about the University is shared openly in my unit/department	--	73	72	-1		
I am informed about matters that affect my job	--	78	74	-4		
Changes in service standards are communicated effectively	--	78	65	-13		
<b>Training and Development*</b>	--	76	77	1		
I receive training necessary for me to do my job	--	76	80	4		
I have opportunities for training that support my development and/or advancement	--	76	76	0		
When my job changes, I receive appropriate training*	--	78	74	-4		
<b>Task Significance</b>	--	85	81	-4		
I know what is expected of me at work	--	84	80	-4		
I understand how my work supports the mission of my unit/department	--	89	83	-6		
I understand how my work supports the mission of Business and Finance	--	89	83	-6		
I understand how my work supports U of M's mission	--	91	83	-8		
My supervisor has a clear view of where unit/department is going	--	73	76	3		
The goals of my unit/department are clear to me	--	84	81	-3		
<b>Compensation*</b>	--	77	66	-11		
I understand how my current salary or base pay rate is determined	--	89	83	-6		
I am fairly paid for the work I do	--	71	54	-17		
My salary/pay is a significant factor in my decision to stay at U of M	--	69	59	-10		
<b>Benefits*</b>	--	92	80	-12	▼	
U of M's benefits package meets my needs	--	91	80	-11		
The benefits package is a significant factor in my decision to stay at U of M	--	93	81	-12		
<b>Advancement*</b>	--	71	56	-15		
Opportunities for advancement or promotion exist within U of M	--	67	52	-15		
I know what is required of me to advance within U of M	--	67	48	-19		
Internal candidates receive fair consideration for open positions	--	80	69	-11		
<b>Survey Perception*</b>	--	73	72	-1		
This survey is an important element in improving the work environment	--	73	72	-1		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Financial Operations						
Controllers Office/Fin Rprts & CRO/Invest Rec						
Supervisors						
	2012	2014	2016	Diff	Signif	Impact
	0	5	6	2014 to	Diff	
	--	100%	120%	2016		
Survey Respondents						
Employees in Unit/Department						
% Survey Participation						
<b>Satisfaction</b>						
<b>Job Satisfaction</b>						
To what extent does your current job fall short or exceed your expectations	--	81	76	-5		
How well does your current position compare to your ideal job	--	64	67	3		
How satisfied are you with your job	--	69	70	1		
I enjoy the type of work I do	--	89	76	-13		
My job is interesting	--	89	80	-9		
I make a difference in my unit/department	--	82	80	-2		
My job gives me a sense of accomplishment	--	89	83	-6		
	--	87	80	-7		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>						
I am proud to work for my unit/department	--	92	83	-9		
I have a strong commitment to my unit/department	--	93	87	-6		
I care about the future of my unit/department	--	96	85	-11		
I feel a strong sense of belonging to my unit/department	--	96	87	-9		
I enjoy discussing my unit/department with people who do not work here	--	91	83	-8		
The organization actively supports the health and wellbeing of its employees*	--	84	70	-14		
	--	--	81	--		
<b>Unit/Dept. Loyalty</b>						
If it is up to me, I will be working in my unit/department one year from now	--	75	73	-2		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	78	81	3		
I would not leave my unit/dept for a similar job within UM at the same salary	--	47	43	-4		
	--	84	85	1		
<b>Unit/Dept. Recommend</b>						
I recommend my unit/department to someone looking for a good place to work	--	96	85	-11		
	--	96	85	-11		
<b>Customer Focus</b>						
I am able to address my clients'/customers' concerns	--	92	88	-4		
I do all that I can within budgetary constraints to satisfy customers	--	84	83	-1		
I enjoy helping solve customers' problems	--	89	89	0		
I respond in a timely manner to customer requests/questions	--	100	91	-9	▼	
	--	91	89	-2		
<b>U of M Commitment</b>						
I am proud to work for the U-M	--	96	87	-9		
I have a strong commitment to the U-M	--	96	91	-5		
I care about the future of the U-M	--	96	87	-9		
I enjoy discussing the U-M with people who do not work here	--	98	89	-9		
I feel a strong sense of belonging to the U-M	--	96	80	-16		
	--	93	89	-4		
<b>U of M Loyalty</b>						
If it is up to me, I will be working at U of M one year from now	--	93	79	-14	▼	
I would not leave U of M for a similar job at a 5% higher salary	--	96	91	-5		
I would not leave U of M for a similar job at the same salary	--	84	52	-32	▼	
	--	93	83	-10		
<b>U of M Recommendation</b>						
I would recommend the U-M to someone who is looking for a good place to work	--	94	89	-5		
	--	94	89	-5		
<b>U of M Donation*</b>						
I would encourage friends and family to donate to U-M*	--	--	61	--		
	--	--	61	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Financial Operations						
Controllers Office/Fin Rprts & CRO/Invest Rec						
Supervisors						
	2012	2014	2016	Diff	Signif	Impact
	0	5	6	2014 to	Diff	
	--	5	5	2016		
	--	100%	120%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	--	89	85	-4		
My supervisor trusts me	--	93	85	-8	▼	
I trust my supervisor	--	91	85	-6	▼	
A climate of trust exists in my unit/department	--	91	81	-10	▼	
I trust my co-workers	--	87	81	-6		
People in my unit/department follow through on their commitments	--	87	76	-11	▼	
<b>Safety</b>						
Feel safe at work*	--	96	91	-5		
Department committed to occupational health and safety*	--	96	85	-11	▼	
Department does good job monitoring safety*	--	89	81	-8		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	--	87	85	-2		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	--	93	87	-6		
My unit/department understands the needs of our customers	--	89	85	-4		
My unit/department adapts to changing customer needs	--	91	84	-7	▼	
My unit/department communicates service changes effectively to customers	--	89	80	-9		
My unit/department implements service changes effectively	--	86	80	-6		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	83	--		
I cope well with stress of job*	--	--	78	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	100	89	-11		
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*	--	--	81	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	81	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	89	--		

Survey Respondents  
Employees in Unit/Department  
% Survey Participation

\*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

	Finance					
	Financial Operations					
	Payroll Office					
	2012	2014	2016	Diff	Signif	Impact
	40	34	32	2014 to	Diff	
		35	33	2016		
		97%	97%			
	Survey Respondents					
	Employees in Unit/Department					
	% Survey Participation					
<b>Dimensions</b>						
<b>Upper Management*</b>	--	--	67	--		0.0
Motivates employees to do their best*	--	--	67	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	69	--		
Fosters an environment that encourages employee development*	--	--	67	--		
Encourages cross-departmental collaboration*	--	--	61	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	70	--		
Welcomes ideas that enhance work processes*	--	--	68	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	67	--		
<b>Climate*</b>	--	76	74	-2		0.0
People in my unit/department are treated fairly	81	78	77	-1		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	73	70	67	-3		
Integrity is a hallmark of my unit/department	82	80	81	1		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	66	73	68	-5		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	66	69	69	0		
I am aware of the Business and Finance values	84	82	77	-5		
The Business and Finance values govern the way we do business in B&F	81	82	77	-5		
<b>Supervisor</b>	77	78	72	-6		0.2
Considers my ideas	79	81	75	-6		
Recognizes me for doing good work	74	78	72	-6		
Treats me with respect	88	86	78	-8		
Cares about me as a person	80	82	75	-7		
Gives me constructive feedback on my performance	75	78	70	-8		
Communicates well	74	78	69	-9		
Is approachable and easy to talk with	77	78	75	-3		
Is ethical in day-to-day practices	84	85	77	-8		
Deals effectively with poor performance	72	69	62	-7		
Manages people effectively	71	69	62	-7		
Is an effective decision-maker	76	74	67	-7		
Effectively communicates the goals and strategies of our unit/department	73	80	72	-8		
<b>Autonomy/Involvement</b>	73	76	76	0		0.1
I have control over how I do my work	83	79	81	2		
My opinion counts at work	72	76	74	-2		
I have a say in decisions that affect my work	66	71	72	1		
<b>Workload</b>	83	81	78	-3		0.0
Work is distributed fairly within my workgroup	84	82	78	-4		
My workgroup has enough employees to handle the work	83	77	78	1		
<b>Resources/Environment</b>	81	90	87	-3		0.0
The physical environment allows me to do my job	80	90	89	-1		
I have the necessary resources, tools or equipment to do my job	82	89	84	-5		
<b>Recognition*</b>	--	71	72	1		0.0
My customers recognize my good work	83	79	76	-3		
I get appropriate recognition when I have done something extraordinary	70	70	74	4		
Expressions of thanks and appreciation are common in my unit/department	65	66	70	4		
My contributions are valued by members of the U of M Community	76	71	67	-4		

\*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

	Finance					
	Financial Operations					
	Payroll Office					
	2012	2014	2016	Diff	Signif	Impact
	40	34	32	2014 to	Diff	
Survey Respondents		97%	97%	2016		
Employees in Unit/Department		35	33			
% Survey Participation		97%	97%			
<b>Dimensions</b>						
<b>Co-workers</b>	78	82	80	-2		0.0
My workgroup collaborates effectively with other workgroups	73	81	79	-2		
My co-workers and I work as part of a team	75	80	81	1		
I can count on my co-workers to help out when needed	79	82	80	-2		
I am consistently treated with respect by my co-workers	81	84	80	-4		
One or more of my co-workers cares about me as a person	85	84	82	-2		
People care about each other in my unit/department	79	81	81	0		
<b>Communication*</b>	--	68	69	1		1.0
Reasons for making changes are communicated before changes are made	63	62	67	5		
Customer feedback is shared throughout my unit/department	74	69	61	-8		
Information about the University is shared openly in my unit/department	74	68	70	2		
I am informed about matters that affect my job	78	72	77	5		
Changes in service standards are communicated effectively	70	70	70	0		
<b>Training and Development*</b>	--	72	78	6		1.8
I receive training necessary for me to do my job	71	77	80	3		
I have opportunities for training that support my development and/or advancement	66	68	73	5		
When my job changes, I receive appropriate training*	--	74	79	5		
<b>Task Significance</b>	88	89	84	-5	▼	1.8
I know what is expected of me at work	88	92	87	-5		
I understand how my work supports the mission of my unit/department	90	92	90	-2		
I understand how my work supports the mission of Business and Finance	90	89	86	-3		
I understand how my work supports U of M's mission	88	88	79	-9	▼	
My supervisor has a clear view of where unit/department is going	84	84	75	-9		
The goals of my unit/department are clear to me	89	90	82	-8	▼	
<b>Compensation*</b>	--	70	68	-2		0.0
I understand how my current salary or base pay rate is determined	78	80	65	-15	▼	
I am fairly paid for the work I do	59	59	67	8		
My salary/pay is a significant factor in my decision to stay at U of M	63	71	74	3		
<b>Benefits*</b>	--	83	86	3		0.7
U of M's benefits package meets my needs	84	81	86	5		
The benefits package is a significant factor in my decision to stay at U of M	88	85	85	0		
<b>Advancement*</b>	--	70	73	3		0.0
Opportunities for advancement or promotion exist within U of M	69	70	71	1		
I know what is required of me to advance within U of M	67	69	72	3		
Internal candidates receive fair consideration for open positions	69	74	75	1		
<b>Survey Perception*</b>	--	73	70	-3		0.0
This survey is an important element in improving the work environment	71	73	70	-3		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Financial Operations					
	Payroll Office					
	2012	2014	2016	Diff	Signif	Impact
	40	34	32	2014 to	Diff	
		97%	97%	2016		
<b>Satisfaction</b>						
<b>Job Satisfaction</b>	79	78	77	-1		
To what extent does your current job fall short or exceed your expectations	72	67	67	0		
How well does your current position compare to your ideal job	70	64	67	3		
How satisfied are you with your job	80	79	80	1		
I enjoy the type of work I do	85	83	82	-1		
My job is interesting	82	81	79	-2		
I make a difference in my unit/department	83	84	84	0		
My job gives me a sense of accomplishment	81	83	81	-2		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>	--	87	86	-1		2.9
I am proud to work for my unit/department	89	89	87	-2		
I have a strong commitment to my unit/department	90	90	88	-2		
I care about the future of my unit/department	89	90	90	0		
I feel a strong sense of belonging to my unit/department	85	85	84	-1		
I enjoy discussing my unit/department with people who do not work here	74	78	78	0		
The organization actively supports the health and wellbeing of its employees*	--	--	85	--		
<b>Unit/Dept. Loyalty</b>	70	71	65	-6		5.6
If it is up to me, I will be working in my unit/department one year from now	78	83	78	-5		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	45	40	40	0		
I would not leave my unit/dept for a similar job within UM at the same salary	76	74	64	-10		
<b>Unit/Dept. Recommend</b>	80	83	84	1		3.6
I recommend my unit/department to someone looking for a good place to work	80	83	84	1		
<b>Customer Focus</b>	93	93	91	-2		1.8
I am able to address my clients'/customers' concerns	91	91	89	-2		
I do all that I can within budgetary constraints to satisfy customers	92	92	91	-1		
I enjoy helping solve customers' problems	94	93	92	-1		
I respond in a timely manner to customer requests/questions	95	95	90	-5	▼	
<b>U of M Commitment</b>	90	86	88	2		0.0
I am proud to work for the U-M	94	89	91	2		
I have a strong commitment to the U-M	92	88	90	2		
I care about the future of the U-M	92	90	90	0		
I enjoy discussing the U-M with people who do not work here	82	80	82	2		
I feel a strong sense of belonging to the U-M	88	82	85	3		
<b>U of M Loyalty</b>	83	88	82	-6		0.3
If it is up to me, I will be working at U of M one year from now	89	92	90	-2		
I would not leave U of M for a similar job at a 5% higher salary	64	75	65	-10		
I would not leave U of M for a similar job at the same salary	89	89	82	-7		
<b>U of M Recommendation</b>	90	88	89	1		0.2
I would recommend the U-M to someone who is looking for a good place to work	90	88	89	1		
<b>U of M Donation*</b>	--	--	64	--		1.9
I would encourage friends and family to donate to U-M*	--	--	64	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Financial Operations					
	Payroll Office					
	2012	2014	2016	Diff	Signif	Impact
	40	34	32	2014 to	Diff	
Survey Respondents						
Employees in Unit/Department		35	33			
% Survey Participation		97%	97%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	82	82	77	-5		
My supervisor trusts me	87	88	81	-7		
I trust my supervisor	84	85	76	-9		
A climate of trust exists in my unit/department	80	81	78	-3		
I trust my co-workers	79	76	79	3		
People in my unit/department follow through on their commitments	81	78	78	0		
<b>Safety</b>						
Feel safe at work*	--	94	90	-4	▼	
Department committed to occupational health and safety*	--	90	87	-3		
Department does good job monitoring safety*	--	90	83	-7		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	79	79	73	-6		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	94	95	93	-2		
My unit/department understands the needs of our customers	92	93	91	-2		
My unit/department adapts to changing customer needs	90	91	86	-5		
My unit/department communicates service changes effectively to customers	88	85	88	3		
My unit/department implements service changes effectively	88	84	83	-1		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	79	--		
I cope well with stress of job*	--	--	78	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	70	82	12		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	71	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	75	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	80	--		
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

	Finance					
	Financial Operations					
	Payroll Office					
	Non-supervisory					
	2012	2014	2016	Diff	Signif	Impact
	31	26	21	2014 to	Diff	
		27	24	2016		
		96%	88%			
	Survey Respondents Employees in Unit/Department % Survey Participation					
<b>Dimensions</b>						
<b>Upper Management*</b>						
Motivates employees to do their best*	--	--	66	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	69	--		
Fosters an environment that encourages employee development*	--	--	66	--		
Encourages cross-departmental collaboration*	--	--	57	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	70	--		
Welcomes ideas that enhance work processes*	--	--	66	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	66	--		
<b>Climate*</b>	--	73	69	-4		
People in my unit/department are treated fairly	81	76	72	-4		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	74	67	63	-4		
Integrity is a hallmark of my unit/department	81	77	76	-1		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	65	69	64	-5		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	62	64	63	-1		
I am aware of the Business and Finance values	85	80	70	-10		
The Business and Finance values govern the way we do business in B&F	85	81	72	-9		
<b>Supervisor</b>	78	75	71	-4		
Considers my ideas	78	78	74	-4		
Recognizes me for doing good work	76	76	70	-6		
Treats me with respect	89	82	78	-4		
Cares about me as a person	82	78	75	-3		
Gives me constructive feedback on my performance	78	77	72	-5		
Communicates well	77	74	68	-6		
Is approachable and easy to talk with	78	72	74	2		
Is ethical in day-to-day practices	86	82	77	-5		
Deals effectively with poor performance	72	66	60	-6		
Manages people effectively	73	65	62	-3		
Is an effective decision-maker	76	71	68	-3		
Effectively communicates the goals and strategies of our unit/department	73	76	71	-5		
<b>Autonomy/Involvement</b>	70	71	71	0		
I have control over how I do my work	82	76	77	1		
My opinion counts at work	68	71	68	-3		
I have a say in decisions that affect my work	61	66	67	1		
<b>Workload</b>	85	81	74	-7		
Work is distributed fairly within my workgroup	86	82	73	-9		
My workgroup has enough employees to handle the work	82	78	76	-2		
<b>Resources/Environment</b>	84	88	84	-4		
The physical environment allows me to do my job	82	88	87	-1		
I have the necessary resources, tools or equipment to do my job	86	87	82	-5		
<b>Recognition*</b>	--	68	67	-1		
My customers recognize my good work	83	78	70	-8		
I get appropriate recognition when I have done something extraordinary	71	68	69	1		
Expressions of thanks and appreciation are common in my unit/department	69	62	66	4		
My contributions are valued by members of the U of M Community	76	67	60	-7		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Financial Operations					
	Payroll Office					
	Non-supervisory					
	2012	2014	2016	Diff	Signif	Impact
	2014 to			2016	Diff	
Survey Respondents	31	26	21			
Employees in Unit/Department		27	24			
% Survey Participation		96%	88%			
<b>Dimensions</b>						
<b>Co-workers</b>	78	78	76	-2		
My workgroup collaborates effectively with other workgroups	71	77	75	-2		
My co-workers and I work as part of a team	72	75	76	1		
I can count on my co-workers to help out when needed	75	77	74	-3		
I am consistently treated with respect by my co-workers	80	82	75	-7		
One or more of my co-workers cares about me as a person	87	82	78	-4		
People care about each other in my unit/department	78	77	76	-1		
<b>Communication*</b>	--	64	64	0		
Reasons for making changes are communicated before changes are made	60	58	64	6		
Customer feedback is shared throughout my unit/department	72	65	53	-12		
Information about the University is shared openly in my unit/department	72	62	63	1		
I am informed about matters that affect my job	80	70	73	3		
Changes in service standards are communicated effectively	68	65	65	0		
<b>Training and Development*</b>	--	67	74	7		
I receive training necessary for me to do my job	72	72	77	5		
I have opportunities for training that support my development and/or advancement	66	63	68	5		
When my job changes, I receive appropriate training*	--	71	76	5		
<b>Task Significance</b>	89	88	81	-7	▼	
I know what is expected of me at work	88	91	86	-5		
I understand how my work supports the mission of my unit/department	90	91	88	-3		
I understand how my work supports the mission of Business and Finance	90	88	85	-3		
I understand how my work supports U of M's mission	87	86	74	-12	▼	
My supervisor has a clear view of where unit/department is going	86	80	72	-8		
The goals of my unit/department are clear to me	89	88	77	-11	▼	
<b>Compensation*</b>	--	69	62	-7		
I understand how my current salary or base pay rate is determined	77	80	56	-24	▼	
I am fairly paid for the work I do	59	56	59	3		
My salary/pay is a significant factor in my decision to stay at U of M	66	71	72	1		
<b>Benefits*</b>	--	82	85	3		
U of M's benefits package meets my needs	85	77	83	6		
The benefits package is a significant factor in my decision to stay at U of M	91	87	87	0		
<b>Advancement*</b>	--	67	68	1		
Opportunities for advancement or promotion exist within U of M	68	67	67	0		
I know what is required of me to advance within U of M	68	64	67	3		
Internal candidates receive fair consideration for open positions	70	73	71	-2		
<b>Survey Perception*</b>	--	69	64	-5		
This survey is an important element in improving the work environment	76	69	64	-5		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Financial Operations					
	Payroll Office					
	Non-supervisory					
	2012	2014	2016	Diff	Signif	Impact
	2014 to					
Survey Respondents	31	26	21			
Employees in Unit/Department		27	24			
% Survey Participation		96%	88%			
<b>Satisfaction</b>						
<b>Job Satisfaction</b>						
To what extent does your current job fall short or exceed your expectations	78	74	78	4		
How well does your current position compare to your ideal job	70	64	68	4		
How satisfied are you with your job	69	59	67	8		
I enjoy the type of work I do	79	75	80	5		
My job is interesting	84	79	83	4		
I make a difference in my unit/department	83	77	79	2		
My job gives me a sense of accomplishment	81	80	85	5		
	81	80	84	4		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>						
I am proud to work for my unit/department	--	84	84	0		
I have a strong commitment to my unit/department	88	86	83	-3		
I care about the future of my unit/department	90	87	86	-1		
I feel a strong sense of belonging to my unit/department	89	87	88	1		
I enjoy discussing my unit/department with people who do not work here	83	82	84	2		
The organization actively supports the health and wellbeing of its employees*	72	73	79	6		
	--	--	83	--		
<b>Unit/Dept. Loyalty</b>						
If it is up to me, I will be working in my unit/department one year from now	70	68	67	-1		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	78	80	79	-1		
I would not leave my unit/dept for a similar job within UM at the same salary	47	36	41	5		
	75	70	70	0		
<b>Unit/Dept. Recommend</b>						
I recommend my unit/department to someone looking for a good place to work	79	80	84	4		
	79	80	84	4		
<b>Customer Focus</b>						
I am able to address my clients'/customers' concerns	94	91	89	-2		
I do all that I can within budgetary constraints to satisfy customers	92	91	88	-3		
I enjoy helping solve customers' problems	94	91	90	-1		
I respond in a timely manner to customer requests/questions	95	91	90	-1		
	96	94	88	-6		
<b>U of M Commitment</b>						
I am proud to work for the U-M	91	84	85	1		
I have a strong commitment to the U-M	95	86	88	2		
I care about the future of the U-M	94	86	88	2		
I enjoy discussing the U-M with people who do not work here	94	88	88	0		
I feel a strong sense of belonging to the U-M	81	76	78	2		
	88	79	81	2		
<b>U of M Loyalty</b>						
If it is up to me, I will be working at U of M one year from now	84	86	81	-5		
I would not leave U of M for a similar job at a 5% higher salary	89	90	87	-3		
I would not leave U of M for a similar job at the same salary	67	74	66	-8		
	90	88	83	-5		
<b>U of M Recommendation</b>						
I would recommend the U-M to someone who is looking for a good place to work	90	85	87	2		
	90	85	87	2		
<b>U of M Donation*</b>						
I would encourage friends and family to donate to U-M*	--	--	59	--		
	--	--	59	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Financial Operations					
	Payroll Office					
	Non-supervisory					
	2012	2014	2016	Diff	Signif	Impact
	2014 to			2016	Diff	
Survey Respondents	31	26	21			
Employees in Unit/Department		27	24			
% Survey Participation		96%	88%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	83	79	76	-3		
My supervisor trusts me	88	85	82	-3		
I trust my supervisor	86	82	76	-6		
A climate of trust exists in my unit/department	80	77	76	-1		
I trust my co-workers	77	72	73	1		
People in my unit/department follow through on their commitments	79	76	73	-3		
<b>Safety</b>						
Feel safe at work*	--	92	88	-4	▼	
Department committed to occupational health and safety*	--	87	84	-3		
Department does good job monitoring safety*	--	87	77	-10	▼	
<b>Supervisor Rating</b>						
Overall, rate your supervisor	81	76	73	-3		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	95	94	91	-3		
My unit/department understands the needs of our customers	93	91	88	-3		
My unit/department adapts to changing customer needs	90	90	83	-7		
My unit/department communicates service changes effectively to customers	89	83	84	1		
My unit/department implements service changes effectively	89	82	81	-1		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	77	--		
I cope well with stress of job*	--	--	79	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	61	72	11		
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*	--	--	75	--		
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*	--	--	67	--		

\*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

	Finance					
	Financial Operations					
	Payroll Office					
	Supervisors					
	2012	2014	2016	Diff	Signif	Impact
	0	8	11	2014 to	Diff	
	--	8	9	2016		
		100%	122%			
	Survey Respondents					
	Employees in Unit/Department					
	% Survey Participation					
<b>Dimensions</b>						
<b>Upper Management*</b>	--	--	69	--		
Motivates employees to do their best*	--	--	67	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	69	--		
Fosters an environment that encourages employee development*	--	--	70	--		
Encourages cross-departmental collaboration*	--	--	68	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	70	--		
Welcomes ideas that enhance work processes*	--	--	71	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	71	--		
<b>Climate*</b>	--	85	84	-1		
People in my unit/department are treated fairly	--	83	88	5		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	82	75	-7		
Integrity is a hallmark of my unit/department	--	89	89	0		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	88	77	-11		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	83	80	-3		
I am aware of the Business and Finance values	--	88	90	2		
The Business and Finance values govern the way we do business in B&F	--	85	88	3		
<b>Supervisor</b>	--	89	72	-17	▼	
Considers my ideas	--	92	78	-14	▼	
Recognizes me for doing good work	--	88	76	-12	▼	
Treats me with respect	--	97	80	-17	▼	
Cares about me as a person	--	94	75	-19	▼	
Gives me constructive feedback on my performance	--	81	67	-14	▼	
Communicates well	--	89	70	-19	▼	
Is approachable and easy to talk with	--	97	78	-19	▼	
Is ethical in day-to-day practices	--	94	77	-17	▼	
Deals effectively with poor performance	--	78	65	-13	▼	
Manages people effectively	--	79	61	-18	▼	
Is an effective decision-maker	--	82	66	-16	▼	
Effectively communicates the goals and strategies of our unit/department	--	92	75	-17	▼	
<b>Autonomy/Involvement</b>	--	89	85	-4		
I have control over how I do my work	--	89	89	0		
My opinion counts at work	--	90	84	-6		
I have a say in decisions that affect my work	--	89	83	-6		
<b>Workload</b>	--	82	85	3		
Work is distributed fairly within my workgroup	--	85	87	2		
My workgroup has enough employees to handle the work	--	75	82	7		
<b>Resources/Environment</b>	--	96	91	-5		
The physical environment allows me to do my job	--	96	93	-3		
I have the necessary resources, tools or equipment to do my job	--	96	89	-7	▼	
<b>Recognition*</b>	--	81	82	1		
My customers recognize my good work	--	82	88	6		
I get appropriate recognition when I have done something extraordinary	--	79	83	4		
Expressions of thanks and appreciation are common in my unit/department	--	81	78	-3		
My contributions are valued by members of the U of M Community	--	83	81	-2		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Financial Operations						
Payroll Office						
Supervisors						
	2012	2014	2016	Diff	Signif	Impact
	0	8	11	2014 to	Diff	
	--	8	9	2016		
	--	100%	122%			
<b>Dimensions</b>						
<b>Co-workers</b>	--	93	89	-4		
My workgroup collaborates effectively with other workgroups	--	92	87	-5		
My co-workers and I work as part of a team	--	94	89	-5		
I can count on my co-workers to help out when needed	--	97	89	-8	▼	
I am consistently treated with respect by my co-workers	--	90	90	0		
One or more of my co-workers cares about me as a person	--	90	91	1		
People care about each other in my unit/department	--	92	90	-2		
<b>Communication*</b>	--	82	80	-2		
Reasons for making changes are communicated before changes are made	--	76	73	-3		
Customer feedback is shared throughout my unit/department	--	82	78	-4		
Information about the University is shared openly in my unit/department	--	88	83	-5		
I am informed about matters that affect my job	--	81	85	4		
Changes in service standards are communicated effectively	--	85	82	-3		
<b>Training and Development*</b>	--	87	85	-2		
I receive training necessary for me to do my job	--	92	87	-5		
I have opportunities for training that support my development and/or advancement	--	85	84	-1		
When my job changes, I receive appropriate training*	--	83	85	2		
<b>Task Significance</b>	--	95	89	-6		
I know what is expected of me at work	--	96	90	-6		
I understand how my work supports the mission of my unit/department	--	94	93	-1		
I understand how my work supports the mission of Business and Finance	--	94	89	-5		
I understand how my work supports U of M's mission	--	93	88	-5		
My supervisor has a clear view of where unit/department is going	--	94	81	-13	▼	
The goals of my unit/department are clear to me	--	96	92	-4		
<b>Compensation*</b>	--	72	79	7		
I understand how my current salary or base pay rate is determined	--	78	80	2		
I am fairly paid for the work I do	--	69	82	13		
My salary/pay is a significant factor in my decision to stay at U of M	--	69	76	7		
<b>Benefits*</b>	--	86	88	2		
U of M's benefits package meets my needs	--	93	91	-2		
The benefits package is a significant factor in my decision to stay at U of M	--	78	83	5		
<b>Advancement*</b>	--	81	81	0		
Opportunities for advancement or promotion exist within U of M	--	81	80	-1		
I know what is required of me to advance within U of M	--	83	83	0		
Internal candidates receive fair consideration for open positions	--	79	81	2		
<b>Survey Perception*</b>	--	85	82	-3		
This survey is an important element in improving the work environment	--	85	82	-3		

\*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

	Finance					
	Financial Operations					
	Payroll Office					
	Supervisors					
	2012	2014	2016	Diff	Signif	Impact
	0	8	11	2014 to	Diff	
	--	8	9	2016		
	--	100%	122%			
<b>Satisfaction</b>						
<b>Job Satisfaction</b>	--	90	76	-14	▼	
To what extent does your current job fall short or exceed your expectations	--	78	65	-13		
How well does your current position compare to your ideal job	--	78	67	-11		
How satisfied are you with your job	--	94	78	-16	▼	
I enjoy the type of work I do	--	97	80	-17	▼	
My job is interesting	--	94	80	-14	▼	
I make a difference in my unit/department	--	96	83	-13	▼	
My job gives me a sense of accomplishment	--	92	77	-15	▼	
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>	--	97	90	-7		
I am proud to work for my unit/department	--	99	95	-4		
I have a strong commitment to my unit/department	--	97	92	-5		
I care about the future of my unit/department	--	99	95	-4		
I feel a strong sense of belonging to my unit/department	--	94	86	-8		
I enjoy discussing my unit/department with people who do not work here	--	93	77	-16	▼	
The organization actively supports the health and wellbeing of its employees*	--	--	90	--		
<b>Unit/Dept. Loyalty</b>	--	82	60	-22		
If it is up to me, I will be working in my unit/department one year from now	--	92	77	-15		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	54	37	-17		
I would not leave my unit/dept for a similar job within UM at the same salary	--	86	53	-33	▼	
<b>Unit/Dept. Recommend</b>	--	94	83	-11		
I recommend my unit/department to someone looking for a good place to work	--	94	83	-11		
<b>Customer Focus</b>	--	97	94	-3		
I am able to address my clients'/customers' concerns	--	93	91	-2		
I do all that I can within budgetary constraints to satisfy customers	--	96	92	-4		
I enjoy helping solve customers' problems	--	99	97	-2		
I respond in a timely manner to customer requests/questions	--	100	94	-6	▼	
<b>U of M Commitment</b>	--	94	93	-1		
I am proud to work for the U-M	--	96	96	0		
I have a strong commitment to the U-M	--	94	94	0		
I care about the future of the U-M	--	97	94	-3		
I enjoy discussing the U-M with people who do not work here	--	93	89	-4		
I feel a strong sense of belonging to the U-M	--	90	93	3		
<b>U of M Loyalty</b>	--	92	84	-8		
If it is up to me, I will be working at U of M one year from now	--	97	97	0		
I would not leave U of M for a similar job at a 5% higher salary	--	78	62	-16		
I would not leave U of M for a similar job at the same salary	--	94	81	-13		
<b>U of M Recommendation</b>	--	97	94	-3		
I would recommend the U-M to someone who is looking for a good place to work	--	97	94	-3		
<b>U of M Donation*</b>	--	--	73	--		
I would encourage friends and family to donate to U-M*	--	--	73	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Financial Operations					
	Payroll Office					
	Supervisors					
	2012	2014	2016	Diff	Signif	Impact
				2014 to	Diff	
				2016		
Survey Respondents	0	8	11			
Employees in Unit/Department		8	9			
% Survey Participation	--	100%	122%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	--	94	80	-14		
My supervisor trusts me	--	97	81	-16	▼	
I trust my supervisor	--	96	76	-20	▼	
A climate of trust exists in my unit/department	--	93	84	-9		
I trust my co-workers	--	90	90	0		
People in my unit/department follow through on their commitments	--	85	87	2		
<b>Safety</b>						
Feel safe at work*	--	100	95	-5	▼	
Department committed to occupational health and safety*	--	99	93	-6	▼	
Department does good job monitoring safety*	--	99	94	-5		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	--	90	72	-18	▼	
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	--	100	96	-4	▼	
My unit/department understands the needs of our customers	--	99	95	-4		
My unit/department adapts to changing customer needs	--	94	94	0		
My unit/department communicates service changes effectively to customers	--	90	94	4		
My unit/department implements service changes effectively	--	90	88	-2		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	83	--		
I cope well with stress of job*	--	--	76	--		
<b>Climate within unit/department</b>						
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*	--	--	76	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	76	--		
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*	--	--	81	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Financial Operations					
	Student Business Operations					
	2012	2014	2016	Diff	Signif	Impact
	2012	2014	2016	2014 to	Diff	
Survey Respondents	29	25	26	2016 to		
Employees in Unit/Department		31	28	2016		
% Survey Participation		81%	93%			
<b>Dimensions</b>						
<b>Upper Management*</b>						0.0
Motivates employees to do their best*	--	--	66	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	64	--		
Fosters an environment that encourages employee development*	--	--	67	--		
Encourages cross-departmental collaboration*	--	--	60	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	66	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	68	--		
Welcomes ideas that enhance work processes*	--	--	66	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	68	--		
<b>Climate*</b>						0.0
People in my unit/department are treated fairly	--	69	67	-2		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	70	69	62	-7		
Integrity is a hallmark of my unit/department	60	62	60	-2		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	70	74	72	-2		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	73	66	67	1		
I am aware of the Business and Finance values	64	62	64	2		
The Business and Finance values govern the way we do business in B&F	75	77	73	-4		
	70	71	71	0		
<b>Supervisor</b>	81	78	74	-4		0.8
Considers my ideas	84	75	73	-2		
Recognizes me for doing good work	80	79	76	-3		
Treats me with respect	87	84	83	-1		
Cares about me as a person	85	83	79	-4		
Gives me constructive feedback on my performance	81	76	75	-1		
Communicates well	79	75	71	-4		
Is approachable and easy to talk with	85	82	80	-2		
Is ethical in day-to-day practices	88	84	83	-1		
Deals effectively with poor performance	69	65	59	-6		
Manages people effectively	75	74	64	-10		
Is an effective decision-maker	79	76	72	-4		
Effectively communicates the goals and strategies of our unit/department	61	79	72	-7		
<b>Autonomy/Involvement</b>	71	69	69	0		0.0
I have control over how I do my work	78	76	79	3		
My opinion counts at work	68	65	65	0		
I have a say in decisions that affect my work	67	66	64	-2		
<b>Workload</b>	71	61	65	4		0.4
Work is distributed fairly within my workgroup	72	59	65	6		
My workgroup has enough employees to handle the work	69	66	67	1		
<b>Resources/Environment</b>	78	82	81	-1		0.0
The physical environment allows me to do my job	76	79	79	0		
I have the necessary resources, tools or equipment to do my job	79	84	82	-2		
<b>Recognition*</b>	--	67	68	1		0.0
My customers recognize my good work	71	71	77	6		
I get appropriate recognition when I have done something extraordinary	60	67	68	1		
Expressions of thanks and appreciation are common in my unit/department	67	69	65	-4		
My contributions are valued by members of the U of M Community	54	60	60	0		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Financial Operations					
	Student Business Operations					
	2012	2014	2016	Diff	Signif	Impact
	2012	2014	2016	2014 to	Diff	
Survey Respondents	29	25	26	2014 to		
Employees in Unit/Department		31	28	2016		
% Survey Participation		81%	93%			
<b>Dimensions</b>						
<b>Co-workers</b>	79	78	74	-4		0.8
My workgroup collaborates effectively with other workgroups	70	76	69	-7		
My co-workers and I work as part of a team	77	76	70	-6		
I can count on my co-workers to help out when needed	80	79	74	-5		
I am consistently treated with respect by my co-workers	74	78	77	-1		
One or more of my co-workers cares about me as a person	86	80	80	0		
People care about each other in my unit/department	85	80	74	-6		
<b>Communication*</b>	--	61	66	5		0.5
Reasons for making changes are communicated before changes are made	57	51	61	10		
Customer feedback is shared throughout my unit/department	59	56	60	4		
Information about the University is shared openly in my unit/department	65	63	71	8		
I am informed about matters that affect my job	71	72	72	0		
Changes in service standards are communicated effectively	65	61	67	6		
<b>Training and Development*</b>	--	70	70	0		0.7
I receive training necessary for me to do my job	73	75	74	-1		
I have opportunities for training that support my development and/or advancement	66	59	62	3		
When my job changes, I receive appropriate training*	--	75	71	-4		
<b>Task Significance</b>	82	83	79	-4		2.0
I know what is expected of me at work	89	86	87	1		
I understand how my work supports the mission of my unit/department	87	87	82	-5		
I understand how my work supports the mission of Business and Finance	85	85	79	-6		
I understand how my work supports U of M's mission	74	82	74	-8		
My supervisor has a clear view of where unit/department is going	75	78	74	-4		
The goals of my unit/department are clear to me	78	80	76	-4		
<b>Compensation*</b>	--	62	60	-2		0.1
I understand how my current salary or base pay rate is determined	63	67	62	-5		
I am fairly paid for the work I do	46	47	54	7		
My salary/pay is a significant factor in my decision to stay at U of M	57	73	65	-8		
<b>Benefits*</b>	--	84	82	-2		0.7
U of M's benefits package meets my needs	79	82	83	1		
The benefits package is a significant factor in my decision to stay at U of M	77	87	81	-6		
<b>Advancement*</b>	--	55	66	11		0.0
Opportunities for advancement or promotion exist within U of M	62	54	62	8		
I know what is required of me to advance within U of M	54	56	65	9		
Internal candidates receive fair consideration for open positions	48	54	70	16	▲	
<b>Survey Perception*</b>	--	57	60	3		1.0
This survey is an important element in improving the work environment	60	57	60	3		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Financial Operations					
	Student Business Operations					
	2012	2014	2016	Diff	Signif	Impact
				2014 to	Diff	
				2016		
Survey Respondents	29	25	26			
Employees in Unit/Department		31	28			
% Survey Participation		81%	93%			
<b>Satisfaction</b>						
<b>Job Satisfaction</b>	74	75	71	-4		
To what extent does your current job fall short or exceed your expectations	66	66	65	-1		
How well does your current position compare to your ideal job	60	64	60	-4		
How satisfied are you with your job	76	77	76	-1		
I enjoy the type of work I do	81	82	78	-4		
My job is interesting	79	82	74	-8		
I make a difference in my unit/department	79	77	71	-6		
My job gives me a sense of accomplishment	79	76	76	0		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>	--	78	79	1		1.1
I am proud to work for my unit/department	79	78	82	4		
I have a strong commitment to my unit/department	80	80	82	2		
I care about the future of my unit/department	84	87	85	-2		
I feel a strong sense of belonging to my unit/department	77	73	77	4		
I enjoy discussing my unit/department with people who do not work here	69	70	68	-2		
The organization actively supports the health and wellbeing of its employees*	--	--	78	--		
<b>Unit/Dept. Loyalty</b>	64	71	68	-3		2.4
If it is up to me, I will be working in my unit/department one year from now	66	78	78	0		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	42	36	41	5		
I would not leave my unit/dept for a similar job within UM at the same salary	79	84	74	-10		
<b>Unit/Dept. Recommend</b>	71	70	77	7		1.4
I recommend my unit/department to someone looking for a good place to work	71	70	77	7		
<b>Customer Focus</b>	89	89	88	-1		1.0
I am able to address my clients'/customers' concerns	86	87	87	0		
I do all that I can within budgetary constraints to satisfy customers	87	86	87	1		
I enjoy helping solve customers' problems	90	88	89	1		
I respond in a timely manner to customer requests/questions	93	93	91	-2		
<b>U of M Commitment</b>	84	79	86	7		0.5
I am proud to work for the U-M	88	84	89	5		
I have a strong commitment to the U-M	87	81	89	8		
I care about the future of the U-M	87	84	91	7		
I enjoy discussing the U-M with people who do not work here	75	72	80	8		
I feel a strong sense of belonging to the U-M	79	72	81	9		
<b>U of M Loyalty</b>	78	86	84	-2		1.2
If it is up to me, I will be working at U of M one year from now	81	92	91	-1		
I would not leave U of M for a similar job at a 5% higher salary	63	65	62	-3		
I would not leave U of M for a similar job at the same salary	84	90	90	0		
<b>U of M Recommendation</b>	86	82	90	8	▲	1.0
I would recommend the U-M to someone who is looking for a good place to work	86	82	90	8	▲	
<b>U of M Donation*</b>	--	--	54	--		1.5
I would encourage friends and family to donate to U-M*	--	--	54	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Financial Operations						
Student Business Operations						
	2012	2014	2016	Diff	Signif	Impact
Survey Respondents Employees in Unit/Department % Survey Participation	29	25 81%	26 28 93%	2014 to 2016	Diff	
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	78	74	77	3		
My supervisor trusts me	86	85	85	0		
I trust my supervisor	83	79	80	1		
A climate of trust exists in my unit/department	72	74	70	-4		
I trust my co-workers	75	76	71	-5		
People in my unit/department follow through on their commitments	75	81	70	-11	▼	
<b>Safety</b>						
Feel safe at work*	--	83	85	2		
Department committed to occupational health and safety*	--	83	80	-3		
Department does good job monitoring safety*	--	82	78	-4		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	80	78	75	-3		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	89	92	89	-3		
My unit/department understands the needs of our customers	89	88	86	-2		
My unit/department adapts to changing customer needs	84	84	80	-4		
My unit/department communicates service changes effectively to customers	80	74	74	0		
My unit/department implements service changes effectively	80	75	75	0		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	82	--		
I cope well with stress of job*	--	--	80	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	94	85	-9		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	67	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	74	--		
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*	--	--	69	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Financial Operations					
	Student Business Operations					
	Supervisors					
	2012	2014	2016	Diff	Signif	Impact
	0	7	7	2014 to	Diff	
	--	6	6	2016		
		117%	117%			
	Survey Respondents					
	Employees in Unit/Department					
	% Survey Participation					
<b>Dimensions</b>						
<b>Upper Management*</b>	--	--	79	--		
Motivates employees to do their best*	--	--	79	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	78	--		
Fosters an environment that encourages employee development*	--	--	67	--		
Encourages cross-departmental collaboration*	--	--	83	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	84	--		
Welcomes ideas that enhance work processes*	--	--	83	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	79	--		
<b>Climate*</b>	--	81	85	4		
People in my unit/department are treated fairly	--	79	87	8		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	71	75	4		
Integrity is a hallmark of my unit/department	--	81	90	9		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	86	86	0		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	84	89	5		
I am aware of the Business and Finance values	--	84	84	0		
The Business and Finance values govern the way we do business in B&F	--	79	83	4		
<b>Supervisor</b>	--	90	89	-1		
Considers my ideas	--	90	94	4		
Recognizes me for doing good work	--	87	83	-4		
Treats me with respect	--	90	92	2		
Cares about me as a person	--	90	89	-1		
Gives me constructive feedback on my performance	--	90	94	4		
Communicates well	--	92	90	-2		
Is approachable and easy to talk with	--	95	92	-3		
Is ethical in day-to-day practices	--	95	94	-1		
Deals effectively with poor performance	--	87	86	-1		
Manages people effectively	--	83	79	-4		
Is an effective decision-maker	--	86	84	-2		
Effectively communicates the goals and strategies of our unit/department	--	97	84	-13	▼	
<b>Autonomy/Involvement</b>	--	84	93	9		
I have control over how I do my work	--	92	94	2		
My opinion counts at work	--	76	92	16		
I have a say in decisions that affect my work	--	84	92	8		
<b>Workload</b>	--	78	88	10		
Work is distributed fairly within my workgroup	--	79	87	8		
My workgroup has enough employees to handle the work	--	75	89	14		
<b>Resources/Environment</b>	--	88	93	5		
The physical environment allows me to do my job	--	86	92	6		
I have the necessary resources, tools or equipment to do my job	--	90	94	4		
<b>Recognition*</b>	--	71	81	10		
My customers recognize my good work	--	75	84	9	▲	
I get appropriate recognition when I have done something extraordinary	--	71	84	13		
Expressions of thanks and appreciation are common in my unit/department	--	73	81	8		
My contributions are valued by members of the U of M Community	--	63	75	12		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Financial Operations					
	Student Business Operations					
	Supervisors					
	2012	2014	2016	Diff	Signif	Impact
	0	7	7	2014 to	Diff	
	--	6	6	2016		
	--	117%	117%			
<b>Dimensions</b>						
<b>Co-workers</b>	--	85	85	0		
My workgroup collaborates effectively with other workgroups	--	81	83	2		
My co-workers and I work as part of a team	--	87	87	0		
I can count on my co-workers to help out when needed	--	86	84	-2		
I am consistently treated with respect by my co-workers	--	78	90	12		
One or more of my co-workers cares about me as a person	--	87	83	-4		
People care about each other in my unit/department	--	90	86	-4		
<b>Communication*</b>	--	81	89	8		
Reasons for making changes are communicated before changes are made	--	73	89	16		
Customer feedback is shared throughout my unit/department	--	84	84	0		
Information about the University is shared openly in my unit/department	--	75	89	14		
I am informed about matters that affect my job	--	89	92	3		
Changes in service standards are communicated effectively	--	84	90	6		
<b>Training and Development*</b>	--	81	78	-3		
I receive training necessary for me to do my job	--	86	78	-8		
I have opportunities for training that support my development and/or advancement	--	78	78	0		
When my job changes, I receive appropriate training*	--	79	78	-1		
<b>Task Significance</b>	--	92	87	-5		
I know what is expected of me at work	--	95	95	0		
I understand how my work supports the mission of my unit/department	--	94	87	-7		
I understand how my work supports the mission of Business and Finance	--	94	84	-10		
I understand how my work supports U of M's mission	--	90	81	-9		
My supervisor has a clear view of where unit/department is going	--	89	87	-2		
The goals of my unit/department are clear to me	--	89	87	-2		
<b>Compensation*</b>	--	69	74	5		
I understand how my current salary or base pay rate is determined	--	73	86	13		
I am fairly paid for the work I do	--	57	70	13		
My salary/pay is a significant factor in my decision to stay at U of M	--	78	65	-13		
<b>Benefits*</b>	--	90	83	-7		
U of M's benefits package meets my needs	--	89	86	-3		
The benefits package is a significant factor in my decision to stay at U of M	--	93	79	-14		
<b>Advancement*</b>	--	66	81	15		
Opportunities for advancement or promotion exist within U of M	--	62	79	17		
I know what is required of me to advance within U of M	--	68	81	13		
Internal candidates receive fair consideration for open positions	--	67	84	17		
<b>Survey Perception*</b>	--	59	68	9		
This survey is an important element in improving the work environment	--	59	68	9		

\*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

	Finance					
	Financial Operations					
	Student Business Operations					
	Supervisors					
	2012	2014	2016	Diff	Signif	Impact
	0	7	7	2014 to	Diff	
	Employees in Unit/Department	6	6	2016		
	% Survey Participation	117%	117%			
<b>Satisfaction</b>						
<b>Job Satisfaction</b>						
To what extent does your current job fall short or exceed your expectations	--	86	83	-3		
How well does your current position compare to your ideal job	--	76	78	2		
How satisfied are you with your job	--	84	81	-3		
I enjoy the type of work I do	--	86	86	0		
My job is interesting	--	90	87	-3		
I make a difference in my unit/department	--	95	83	-12		
My job gives me a sense of accomplishment	--	92	83	-9		
	--	83	83	0		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>						
I am proud to work for my unit/department	--	91	94	3		
I have a strong commitment to my unit/department	--	89	95	6		
I care about the future of my unit/department	--	94	95	1		
I feel a strong sense of belonging to my unit/department	--	94	95	1		
I enjoy discussing my unit/department with people who do not work here	--	86	90	4		
The organization actively supports the health and wellbeing of its employees*	--	94	90	-4		
	--	--	96	--		
<b>Unit/Dept. Loyalty</b>						
If it is up to me, I will be working in my unit/department one year from now	--	79	87	8		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	86	98	12		
I would not leave my unit/dept for a similar job within UM at the same salary	--	44	59	15		
	--	94	92	-2		
<b>Unit/Dept. Recommend</b>						
I recommend my unit/department to someone looking for a good place to work	--	81	95	14		
	--	81	95	14		
<b>Customer Focus</b>						
I am able to address my clients'/customers' concerns	--	93	95	2		
I do all that I can within budgetary constraints to satisfy customers	--	92	92	0		
I enjoy helping solve customers' problems	--	92	95	3		
I respond in a timely manner to customer requests/questions	--	94	97	3		
	--	92	95	3		
<b>U of M Commitment</b>						
I am proud to work for the U-M	--	82	94	12		
I have a strong commitment to the U-M	--	84	98	14	▲	
I care about the future of the U-M	--	81	95	14		
I enjoy discussing the U-M with people who do not work here	--	81	97	16		
I feel a strong sense of belonging to the U-M	--	89	89	0		
	--	76	86	10		
<b>U of M Loyalty</b>						
If it is up to me, I will be working at U of M one year from now	--	87	90	3		
I would not leave U of M for a similar job at a 5% higher salary	--	95	98	3		
I would not leave U of M for a similar job at the same salary	--	62	71	9		
	--	90	92	2		
<b>U of M Recommendation</b>						
I would recommend the U-M to someone who is looking for a good place to work	--	83	95	12		
	--	83	95	12		
<b>U of M Donation*</b>						
I would encourage friends and family to donate to U-M*	--	--	62	--		
	--	--	62	--		

\*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

	Finance					
	Financial Operations					
	Student Business Operations					
	Supervisors					
	2012	2014	2016	Diff	Signif	Impact
	0	7	7	2014 to	Diff	
	--	6	6	2016		
	--	117%	117%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	--	84	92	8		
My supervisor trusts me	--	90	94	4		
I trust my supervisor	--	86	94	8		
A climate of trust exists in my unit/department	--	83	92	9		
I trust my co-workers	--	81	90	9		
People in my unit/department follow through on their commitments	--	92	89	-3		
<b>Safety</b>						
Feel safe at work*	--	94	95	1		
Department committed to occupational health and safety*	--	90	94	4		
Department does good job monitoring safety*	--	92	92	0		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	--	87	90	3		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	--	94	97	3		
My unit/department understands the needs of our customers	--	94	95	1		
My unit/department adapts to changing customer needs	--	93	95	2		
My unit/department communicates service changes effectively to customers	--	86	90	4		
My unit/department implements service changes effectively	--	90	94	4		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	94	--		
I cope well with stress of job*	--	--	90	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	100	100	0		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	92	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	94	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	89	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	71	--		

Survey Respondents  
Employees in Unit/Department  
% Survey Participation

\*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

	Finance					
	Financial Operations					
	Student Business Operations					
	Non-supervisory					
	2012	2014	2016	Diff	Signif	Impact
	2014 to					
Survey Respondents	21	18	19			
Employees in Unit/Department		25	22			
% Survey Participation		72%	86%			
<b>Dimensions</b>						
<b>Upper Management*</b>						
Motivates employees to do their best*	--	--	61	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	58	--		
Fosters an environment that encourages employee development*	--	--	63	--		
Encourages cross-departmental collaboration*	--	--	58	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	59	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	62	--		
Welcomes ideas that enhance work processes*	--	--	60	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	64	--		
<b>Climate*</b>						
People in my unit/department are treated fairly	--	64	60	-4		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	65	65	53	-12		
Integrity is a hallmark of my unit/department	53	58	55	-3		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	66	71	64	-7		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	68	58	60	2		
I am aware of the Business and Finance values	61	54	54	0		
The Business and Finance values govern the way we do business in B&F	72	74	69	-5		
	70	67	67	0		
<b>Supervisor</b>						
Considers my ideas	79	73	69	-4		
Recognizes me for doing good work	81	69	66	-3		
Treats me with respect	77	75	74	-1		
Cares about me as a person	86	82	80	-2		
Gives me constructive feedback on my performance	85	80	76	-4		
Communicates well	79	71	68	-3		
Is approachable and easy to talk with	79	69	64	-5		
Is ethical in day-to-day practices	86	77	76	-1		
Deals effectively with poor performance	86	80	79	-1		
Manages people effectively	63	57	49	-8		
Is an effective decision-maker	73	70	58	-12		
Effectively communicates the goals and strategies of our unit/department	78	72	67	-5		
	59	72	67	-5		
<b>Autonomy/Involvement</b>						
I have control over how I do my work	63	63	61	-2		
My opinion counts at work	72	69	74	5		
I have a say in decisions that affect my work	60	60	56	-4		
	58	59	53	-6		
<b>Workload</b>						
Work is distributed fairly within my workgroup	66	54	57	3		
My workgroup has enough employees to handle the work	67	51	56	5		
	64	62	58	-4		
<b>Resources/Environment</b>						
The physical environment allows me to do my job	71	79	77	-2		
I have the necessary resources, tools or equipment to do my job	69	77	75	-2		
	74	81	78	-3		
<b>Recognition*</b>						
My customers recognize my good work	--	66	63	-3		
I get appropriate recognition when I have done something extraordinary	67	70	74	4		
Expressions of thanks and appreciation are common in my unit/department	52	65	62	-3		
My contributions are valued by members of the U of M Community	60	68	60	-8		
	44	59	55	-4		

\*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

	Finance					
	Financial Operations					
	Student Business Operations					
	Non-supervisory					
	2012	2014	2016	Diff	Signif	Impact
	2014 to			2016	Diff	
Survey Respondents	21	18	19			
Employees in Unit/Department		25	22			
% Survey Participation		72%	86%			
<b>Dimensions</b>						
<b>Co-workers</b>	74	75	70	-5		
My workgroup collaborates effectively with other workgroups	63	73	64	-9		
My co-workers and I work as part of a team	71	71	64	-7		
I can count on my co-workers to help out when needed	75	77	70	-7		
I am consistently treated with respect by my co-workers	67	78	72	-6		
One or more of my co-workers cares about me as a person	83	77	79	2		
People care about each other in my unit/department	80	76	69	-7		
<b>Communication*</b>	--	53	58	5		
Reasons for making changes are communicated before changes are made	51	42	50	8		
Customer feedback is shared throughout my unit/department	53	45	51	6		
Information about the University is shared openly in my unit/department	62	58	65	7		
I am informed about matters that affect my job	68	66	65	-1		
Changes in service standards are communicated effectively	61	52	58	6		
<b>Training and Development*</b>	--	65	66	1		
I receive training necessary for me to do my job	70	71	72	1		
I have opportunities for training that support my development and/or advancement	61	52	56	4		
When my job changes, I receive appropriate training*	--	73	69	-4		
<b>Task Significance</b>	78	80	76	-4		
I know what is expected of me at work	87	83	84	1		
I understand how my work supports the mission of my unit/department	84	84	81	-3		
I understand how my work supports the mission of Business and Finance	80	81	77	-4		
I understand how my work supports U of M's mission	67	78	71	-7		
My supervisor has a clear view of where unit/department is going	72	73	69	-4		
The goals of my unit/department are clear to me	76	77	71	-6		
<b>Compensation*</b>	--	59	55	-4		
I understand how my current salary or base pay rate is determined	62	65	54	-11		
I am fairly paid for the work I do	43	43	48	5		
My salary/pay is a significant factor in my decision to stay at U of M	55	71	65	-6		
<b>Benefits*</b>	--	82	82	0		
U of M's benefits package meets my needs	78	79	82	3		
The benefits package is a significant factor in my decision to stay at U of M	81	85	81	-4		
<b>Advancement*</b>	--	51	60	9		
Opportunities for advancement or promotion exist within U of M	61	51	56	5		
I know what is required of me to advance within U of M	53	51	60	9		
Internal candidates receive fair consideration for open positions	49	48	65	17	▲	
<b>Survey Perception*</b>	--	57	57	0		
This survey is an important element in improving the work environment	59	57	57	0		

\*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

	Finance					
	Financial Operations					
	Student Business Operations					
	Non-supervisory					
	2012	2014	2016	Diff	Signif	Impact
	2014 to			2016	Diff	
Survey Respondents	21	18	19			
Employees in Unit/Department		25	22			
% Survey Participation		72%	86%			
<b>Satisfaction</b>						
<b>Job Satisfaction</b>						
To what extent does your current job fall short or exceed your expectations	69	71	67	-4		
How well does your current position compare to your ideal job	62	61	60	-1		
How satisfied are you with your job	56	56	51	-5		
I enjoy the type of work I do	72	73	72	-1		
My job is interesting	76	78	74	-4		
I make a difference in my unit/department	73	77	70	-7		
My job gives me a sense of accomplishment	73	71	67	-4		
	73	73	73	0		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>						
I am proud to work for my unit/department	--	73	74	1		
I have a strong commitment to my unit/department	75	74	77	3		
I care about the future of my unit/department	77	75	77	2		
I feel a strong sense of belonging to my unit/department	79	85	81	-4		
I enjoy discussing my unit/department with people who do not work here	72	69	72	3		
The organization actively supports the health and wellbeing of its employees*	64	61	60	-1		
	--	--	72	--		
<b>Unit/Dept. Loyalty</b>						
If it is up to me, I will be working in my unit/department one year from now	64	68	61	-7		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	66	75	71	-4		
I would not leave my unit/dept for a similar job within UM at the same salary	40	33	34	1		
	79	81	67	-14		
<b>Unit/Dept. Recommend</b>						
I recommend my unit/department to someone looking for a good place to work	69	65	71	6		
	69	65	71	6		
<b>Customer Focus</b>						
I am able to address my clients'/customers' concerns	87	87	86	-1		
I do all that I can within budgetary constraints to satisfy customers	83	85	85	0		
I enjoy helping solve customers' problems	84	83	84	1		
I respond in a timely manner to customer requests/questions	87	86	86	0		
	92	93	90	-3		
<b>U of M Commitment</b>						
I am proud to work for the U-M	79	78	84	6		
I have a strong commitment to the U-M	84	83	86	3		
I care about the future of the U-M	83	81	86	5		
I enjoy discussing the U-M with people who do not work here	84	85	88	3		
I feel a strong sense of belonging to the U-M	68	65	77	12		
	73	71	79	8		
<b>U of M Loyalty</b>						
If it is up to me, I will be working at U of M one year from now	79	85	82	-3		
I would not leave U of M for a similar job at a 5% higher salary	85	90	88	-2		
I would not leave U of M for a similar job at the same salary	62	66	58	-8		
	83	90	89	-1		
<b>U of M Recommendation</b>						
I would recommend the U-M to someone who is looking for a good place to work	82	82	88	6		
	82	82	88	6		
<b>U of M Donation*</b>						
I would encourage friends and family to donate to U-M*	--	--	51	--		
	--	--	51	--		

\*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

	Finance					
	Financial Operations					
	Student Business Operations					
	Non-supervisory					
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	21	18	19			
Employees in Unit/Department		25	22			
% Survey Participation		72%	86%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	75	70	72	2		
My supervisor trusts me	85	83	81	-2		
I trust my supervisor	80	76	74	-2		
A climate of trust exists in my unit/department	68	70	62	-8		
I trust my co-workers	69	75	63	-12		
People in my unit/department follow through on their commitments	73	77	64	-13		
<b>Safety</b>						
Feel safe at work*	--	79	81	2		
Department committed to occupational health and safety*	--	80	75	-5		
Department does good job monitoring safety*	--	78	73	-5		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	79	75	69	-6		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	85	92	87	-5		
My unit/department understands the needs of our customers	85	86	83	-3		
My unit/department adapts to changing customer needs	81	81	74	-7		
My unit/department communicates service changes effectively to customers	77	70	68	-2		
My unit/department implements service changes effectively	78	69	68	-1		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	78	--		
I cope well with stress of job*	--	--	76	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	89	78	-11		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	57	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	67	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	71	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	68	--		

\*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

Finance  
Sponsored Programs

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	57	55	53			
Employees in Unit/Department	55	54	50			
% Survey Participation	104%	102%	106%			
<b>Dimensions</b>						
<b>Upper Management*</b>						<b>0.1</b>
Motivates employees to do their best*	--	--	69	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	69	--		
Fosters an environment that encourages employee development*	--	--	69	--		
Encourages cross-departmental collaboration*	--	--	64	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	75	--		
Welcomes ideas that enhance work processes*	--	--	70	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	69	--		
<b>Climate*</b>						<b>0.2</b>
People in my unit/department are treated fairly	78	80	76	-4		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	69	72	68	-4		
Integrity is a hallmark of my unit/department	78	82	79	-3		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	65	78	67	-11	▼	
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	67	75	68	-7		
I am aware of the Business and Finance values	76	84	75	-9	▼	
The Business and Finance values govern the way we do business in B&F	74	83	74	-9	▼	
<b>Supervisor</b>						<b>0.5</b>
Considers my ideas	76	85	79	-6		
Recognizes me for doing good work	78	85	77	-8		
Treats me with respect	82	89	84	-5		
Cares about me as a person	79	87	81	-6		
Gives me constructive feedback on my performance	77	85	78	-7	▼	
Communicates well	73	81	73	-8		
Is approachable and easy to talk with	79	83	80	-3		
Is ethical in day-to-day practices	85	91	87	-4		
Deals effectively with poor performance	65	76	70	-6		
Manages people effectively	70	79	72	-7		
Is an effective decision-maker	73	84	74	-10	▼	
Effectively communicates the goals and strategies of our unit/department	67	82	78	-4		
<b>Autonomy/Involvement</b>						<b>0.7</b>
I have control over how I do my work	79	75	76	1		
My opinion counts at work	71	74	74	0		
I have a say in decisions that affect my work	64	67	71	4		
<b>Workload</b>						<b>0.4</b>
Work is distributed fairly within my workgroup	77	76	79	3		
My workgroup has enough employees to handle the work	68	59	61	2		
<b>Resources/Environment</b>						<b>0.7</b>
The physical environment allows me to do my job	83	87	88	1		
I have the necessary resources, tools or equipment to do my job	85	87	87	0		
<b>Recognition*</b>						<b>1.0</b>
My customers recognize my good work	70	69	68	-1		
I get appropriate recognition when I have done something extraordinary	72	75	65	-10	▼	
Expressions of thanks and appreciation are common in my unit/department	71	77	68	-9	▼	
My contributions are valued by members of the U of M Community	68	67	61	-6		

\*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

Finance  
Sponsored Programs

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	57	55	53			
Employees in Unit/Department	55	54	50			
% Survey Participation	104%	102%	106%			
<b>Dimensions</b>						
<b>Co-workers</b>	82	85	78	-7	▼	0.9
My workgroup collaborates effectively with other workgroups	76	80	73	-7	▼	
My co-workers and I work as part of a team	80	81	74	-7		
I can count on my co-workers to help out when needed	83	86	78	-8	▼	
I am consistently treated with respect by my co-workers	87	88	81	-7	▼	
One or more of my co-workers cares about me as a person	86	89	84	-5		
People care about each other in my unit/department	79	85	81	-4		
<b>Communication*</b>	--	73	67	-6		0.3
Reasons for making changes are communicated before changes are made	63	66	59	-7		
Customer feedback is shared throughout my unit/department	61	69	65	-4		
Information about the University is shared openly in my unit/department	68	78	71	-7	▼	
I am informed about matters that affect my job	74	79	70	-9	▼	
Changes in service standards are communicated effectively	65	72	68	-4		
<b>Training and Development*</b>	--	76	74	-2		0.7
I receive training necessary for me to do my job	78	80	77	-3		
I have opportunities for training that support my development and/or advancement	76	68	72	4		
When my job changes, I receive appropriate training*	--	78	73	-5		
<b>Task Significance</b>	83	89	86	-3		1.0
I know what is expected of me at work	86	88	82	-6	▼	
I understand how my work supports the mission of my unit/department	86	92	90	-2		
I understand how my work supports the mission of Business and Finance	86	91	87	-4	▼	
I understand how my work supports U of M's mission	84	92	88	-4		
My supervisor has a clear view of where unit/department is going	75	84	81	-3		
The goals of my unit/department are clear to me	82	87	85	-2		
<b>Compensation*</b>	--	67	62	-5		0.5
I understand how my current salary or base pay rate is determined	72	74	71	-3		
I am fairly paid for the work I do	65	61	60	-1		
My salary/pay is a significant factor in my decision to stay at U of M	61	64	53	-11	▼	
<b>Benefits*</b>	--	81	81	0		0.4
U of M's benefits package meets my needs	86	84	81	-3		
The benefits package is a significant factor in my decision to stay at U of M	80	78	82	4		
<b>Advancement*</b>	--	67	70	3		0.6
Opportunities for advancement or promotion exist within U of M	74	66	71	5		
I know what is required of me to advance within U of M	69	62	64	2		
Internal candidates receive fair consideration for open positions	70	72	74	2		
<b>Survey Perception*</b>	--	71	64	-7		0.2
This survey is an important element in improving the work environment	63	71	64	-7		

\*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

Finance						
Sponsored Programs						
	2012	2014	2016	Diff	Signif	Impact
	2014 to					
Survey Respondents	57	55	53	2014 to	Diff	
Employees in Unit/Department	55	54	50	2016		
% Survey Participation	104%	102%	106%			
<b>Satisfaction</b>						
<b>Job Satisfaction</b>	76	75	69	-6		
To what extent does your current job fall short or exceed your expectations	69	67	59	-8	▼	
How well does your current position compare to your ideal job	67	65	58	-7		
How satisfied are you with your job	76	77	68	-9	▼	
I enjoy the type of work I do	81	80	74	-6		
My job is interesting	79	78	75	-3		
I make a difference in my unit/department	83	81	74	-7		
My job gives me a sense of accomplishment	80	77	74	-3		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>	--	85	77	-8	▼	1.2
I am proud to work for my unit/department	83	87	79	-8	▼	
I have a strong commitment to my unit/department	82	87	76	-11	▼	
I care about the future of my unit/department	86	89	83	-6	▼	
I feel a strong sense of belonging to my unit/department	79	83	75	-8	▼	
I enjoy discussing my unit/department with people who do not work here	78	79	68	-11	▼	
The organization actively supports the health and wellbeing of its employees*	--	--	80	--		
<b>Unit/Dept. Loyalty</b>	70	69	67	-2		2.4
If it is up to me, I will be working in my unit/department one year from now	75	76	73	-3		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	48	41	47	6		
I would not leave my unit/dept for a similar job within UM at the same salary	78	76	75	-1		
<b>Unit/Dept. Recommend</b>	78	83	76	-7		1.7
I recommend my unit/department to someone looking for a good place to work	78	83	76	-7		
<b>Customer Focus</b>	83	88	84	-4		1.1
I am able to address my clients'/customers' concerns	79	85	80	-5		
I do all that I can within budgetary constraints to satisfy customers	85	88	86	-2		
I enjoy helping solve customers' problems	84	89	85	-4		
I respond in a timely manner to customer requests/questions	84	88	84	-4		
<b>U of M Commitment</b>	88	87	86	-1		0.3
I am proud to work for the U-M	90	91	88	-3		
I have a strong commitment to the U-M	88	87	86	-1		
I care about the future of the U-M	89	89	88	-1		
I enjoy discussing the U-M with people who do not work here	88	83	82	-1		
I feel a strong sense of belonging to the U-M	83	83	83	0		
<b>U of M Loyalty</b>	84	82	82	0		1.2
If it is up to me, I will be working at U of M one year from now	87	88	85	-3		
I would not leave U of M for a similar job at a 5% higher salary	71	66	69	3		
I would not leave U of M for a similar job at the same salary	87	84	86	2		
<b>U of M Recommendation</b>	92	87	87	0		0.2
I would recommend the U-M to someone who is looking for a good place to work	92	87	87	0		
<b>U of M Donation*</b>	--	--	55	--		0.5
I would encourage friends and family to donate to U-M*	--	--	55	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance  
Sponsored Programs

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
<b>Survey Respondents</b>	57	55	53			
<b>Employees in Unit/Department</b>	55	54	50			
<b>% Survey Participation</b>	104%	102%	106%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	76	87	77	-10	▼	
My supervisor trusts me	83	86	79	-7		
I trust my supervisor	78	86	77	-9	▼	
A climate of trust exists in my unit/department	75	85	73	-12	▼	
I trust my co-workers	77	87	74	-13	▼	
People in my unit/department follow through on their commitments	78	86	78	-8	▼	
<b>Safety</b>						
Feel safe at work*	--	95	95	0		
Department committed to occupational health and safety*	--	91	89	-2		
Department does good job monitoring safety*	--	92	88	-4		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	75	85	79	-6		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	84	85	87	2		
My unit/department understands the needs of our customers	85	88	85	-3		
My unit/department adapts to changing customer needs	78	85	81	-4		
My unit/department communicates service changes effectively to customers	74	79	72	-7	▼	
My unit/department implements service changes effectively	77	81	76	-5		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	87	--		
I cope well with stress of job*	--	--	74	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	90	81	-9	▼	
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	73	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	73	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	85	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	79	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Sponsored Programs					
	Supervisors					
	2012	2014	2016	Diff	Signif	Impact
	11	11	10	2014 to	Diff	
		10	9	2016		
		110%	111%			
	Survey Respondents Employees in Unit/Department % Survey Participation					
<b>Dimensions</b>						
<b>Upper Management*</b>						
Motivates employees to do their best*	--	--	61	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	59	--		
Fosters an environment that encourages employee development*	--	--	58	--		
Encourages cross-departmental collaboration*	--	--	60	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	57	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	72	--		
Welcomes ideas that enhance work processes*	--	--	62	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	58	--		
<b>Climate*</b>						
People in my unit/department are treated fairly	--	85	74	-11		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	73	82	80	-2		
Integrity is a hallmark of my unit/department	56	79	70	-9		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	64	81	83	2		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	49	89	63	-26	▼	
I am aware of the Business and Finance values	55	90	70	-20	▼	
The Business and Finance values govern the way we do business in B&F	79	91	80	-11		
	60	83	73	-10		
<b>Supervisor</b>						
Considers my ideas	59	89	74	-15	▼	
Recognizes me for doing good work	66	91	77	-14	▼	
Treats me with respect	61	92	69	-23	▼	
Cares about me as a person	69	94	81	-13	▼	
Gives me constructive feedback on my performance	69	92	77	-15	▼	
Communicates well	51	88	72	-16		
Is approachable and easy to talk with	49	83	68	-15	▼	
Is ethical in day-to-day practices	64	88	74	-14	▼	
Deals effectively with poor performance	68	93	88	-5		
Manages people effectively	51	83	68	-15		
Is an effective decision-maker	53	83	70	-13		
Effectively communicates the goals and strategies of our unit/department	53	89	71	-18	▼	
	47	88	73	-15	▼	
<b>Autonomy/Involvement</b>						
I have control over how I do my work	70	82	79	-3		
My opinion counts at work	79	82	79	-3		
I have a say in decisions that affect my work	65	84	79	-5		
	66	79	79	0		
<b>Workload</b>						
Work is distributed fairly within my workgroup	71	75	73	-2		
My workgroup has enough employees to handle the work	75	80	76	-4		
	64	66	69	3		
<b>Resources/Environment</b>						
The physical environment allows me to do my job	86	88	91	3		
I have the necessary resources, tools or equipment to do my job	86	91	92	1		
	87	85	89	4		
<b>Recognition*</b>						
My customers recognize my good work	--	75	63	-12		
I get appropriate recognition when I have done something extraordinary	73	70	63	-7		
Expressions of thanks and appreciation are common in my unit/department	59	79	61	-18		
My contributions are valued by members of the U of M Community	67	80	69	-11		
	76	71	60	-11		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Sponsored Programs						
Supervisors						
2012						
2014						
2016						
Diff						
Signif						
Impact						
	2012	2014	2016	Diff	Signif	Impact
	11	11	10	2014 to		
		10	9	2016		
		110%	111%			
<b>Dimensions</b>						
<b>Co-workers</b>	84	90	79	-11	▼	
My workgroup collaborates effectively with other workgroups	80	83	74	-9		
My co-workers and I work as part of a team	86	92	76	-16	▼	
I can count on my co-workers to help out when needed	87	93	79	-14	▼	
I am consistently treated with respect by my co-workers	87	94	83	-11		
One or more of my co-workers cares about me as a person	87	92	80	-12		
People care about each other in my unit/department	79	88	84	-4		
<b>Communication*</b>	--	85	70	-15	▼	
Reasons for making changes are communicated before changes are made	60	77	62	-15		
Customer feedback is shared throughout my unit/department	62	84	68	-16		
Information about the University is shared openly in my unit/department	64	89	76	-13		
I am informed about matters that affect my job	58	90	74	-16	▼	
Changes in service standards are communicated effectively	65	85	69	-16	▼	
<b>Training and Development*</b>	--	83	67	-16		
I receive training necessary for me to do my job	70	83	70	-13		
I have opportunities for training that support my development and/or advancement	72	82	64	-18		
When my job changes, I receive appropriate training*	--	84	66	-18	▼	
<b>Task Significance</b>	77	95	83	-12	▼	
I know what is expected of me at work	81	92	79	-13		
I understand how my work supports the mission of my unit/department	81	96	88	-8		
I understand how my work supports the mission of Business and Finance	80	96	84	-12	▼	
I understand how my work supports U of M's mission	81	96	84	-12	▼	
My supervisor has a clear view of where unit/department is going	62	93	79	-14	▼	
The goals of my unit/department are clear to me	74	95	82	-13	▼	
<b>Compensation*</b>	--	68	62	-6		
I understand how my current salary or base pay rate is determined	73	82	72	-10		
I am fairly paid for the work I do	63	62	61	-1		
My salary/pay is a significant factor in my decision to stay at U of M	42	59	51	-8		
<b>Benefits*</b>	--	77	89	12	▲	
U of M's benefits package meets my needs	82	79	87	8		
The benefits package is a significant factor in my decision to stay at U of M	67	76	92	16	▲	
<b>Advancement*</b>	--	75	74	-1		
Opportunities for advancement or promotion exist within U of M	77	76	73	-3		
I know what is required of me to advance within U of M	69	72	68	-4		
Internal candidates receive fair consideration for open positions	51	77	80	3		
<b>Survey Perception*</b>	--	74	61	-13		
This survey is an important element in improving the work environment	53	74	61	-13		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Sponsored Programs					
	Supervisors					
	2012	2014	2016	Diff	Signif	Impact
	2014 to			2014 to	Diff	
Survey Respondents	2016			2016		
Employees in Unit/Department						
% Survey Participation						
<b>Satisfaction</b>						
<b>Job Satisfaction</b>						
To what extent does your current job fall short or exceed your expectations	76	84	67	-17	▼	
How well does your current position compare to your ideal job	68	77	56	-21	▼	
How satisfied are you with your job	65	77	53	-24	▼	
I enjoy the type of work I do	77	84	69	-15	▼	
My job is interesting	77	86	74	-12		
I make a difference in my unit/department	81	89	72	-17	▼	
My job gives me a sense of accomplishment	86	91	73	-18	▼	
	79	87	72	-15		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>						
I am proud to work for my unit/department	--	92	80	-12		
I have a strong commitment to my unit/department	81	91	80	-11		
I care about the future of my unit/department	81	94	79	-15	▼	
I feel a strong sense of belonging to my unit/department	82	95	84	-11		
I enjoy discussing my unit/department with people who do not work here	77	92	79	-13		
The organization actively supports the health and wellbeing of its employees*	71	88	72	-16		
	--	--	81	--		
<b>Unit/Dept. Loyalty</b>						
If it is up to me, I will be working in my unit/department one year from now	71	80	77	-3		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	70	88	83	-5		
I would not leave my unit/dept for a similar job within UM at the same salary	67	58	62	4		
	77	82	79	-3		
<b>Unit/Dept. Recommend</b>						
I recommend my unit/department to someone looking for a good place to work	68	93	79	-14		
	68	93	79	-14		
<b>Customer Focus</b>						
I am able to address my clients'/customers' concerns	84	92	86	-6		
I do all that I can within budgetary constraints to satisfy customers	80	88	80	-8		
I enjoy helping solve customers' problems	85	93	88	-5		
I respond in a timely manner to customer requests/questions	85	93	90	-3		
	84	93	86	-7		
<b>U of M Commitment</b>						
I am proud to work for the U-M	85	89	82	-7		
I have a strong commitment to the U-M	86	92	87	-5		
I care about the future of the U-M	86	95	81	-14	▼	
I enjoy discussing the U-M with people who do not work here	85	93	83	-10		
I feel a strong sense of belonging to the U-M	85	83	78	-5		
	81	81	79	-2		
<b>U of M Loyalty</b>						
If it is up to me, I will be working at U of M one year from now	84	83	86	3		
I would not leave U of M for a similar job at a 5% higher salary	86	90	91	1		
I would not leave U of M for a similar job at the same salary	79	69	74	5		
	85	82	87	5		
<b>U of M Recommendation</b>						
I would recommend the U-M to someone who is looking for a good place to work	88	87	84	-3		
	88	87	84	-3		
<b>U of M Donation*</b>						
I would encourage friends and family to donate to U-M*	--	--	32	--		
	--	--	32	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Sponsored Programs						
Supervisors						
2012 2014 2016 Diff Signif Impact						
Survey Respondents Employees in Unit/Department % Survey Participation						
2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact	
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	55	96	72	-24	▼	
My supervisor trusts me	73	95	76	-19	▼	
I trust my supervisor	58	92	71	-21	▼	
A climate of trust exists in my unit/department	59	90	66	-24	▼	
I trust my co-workers	70	88	69	-19	▼	
People in my unit/department follow through on their commitments	71	88	76	-12		
<b>Safety</b>						
Feel safe at work*	--	97	97	0		
Department committed to occupational health and safety*	--	98	90	-8		
Department does good job monitoring safety*	--	98	86	-12		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	57	89	76	-13	▼	
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	80	91	86	-5		
My unit/department understands the needs of our customers	81	94	81	-13		
My unit/department adapts to changing customer needs	79	90	79	-11		
My unit/department communicates service changes effectively to customers	67	86	82	-4		
My unit/department implements service changes effectively	69	86	80	-6		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	82	--		
I cope well with stress of job*	--	--	82	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	100	93	-7		
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*	--	--	68	--		
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*	--	--	92	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Sponsored Programs						
Non-supervisory						
2012 2014 2016 Diff Signif Impact						
Survey Respondents Employees in Unit/Department % Survey Participation 2014 to 2016 Diff						
<b>Dimensions</b>						
<b>Co-workers</b>	82	83	78	-5		0.7
My workgroup collaborates effectively with other workgroups	75	79	72	-7		
My co-workers and I work as part of a team	79	78	74	-4		
I can count on my co-workers to help out when needed	82	84	77	-7		
I am consistently treated with respect by my co-workers	87	86	81	-5		
One or more of my co-workers cares about me as a person	85	88	85	-3		
People care about each other in my unit/department	79	84	80	-4		
<b>Communication*</b>	--	70	66	-4		0.5
Reasons for making changes are communicated before changes are made	64	63	58	-5		
Customer feedback is shared throughout my unit/department	60	65	64	-1		
Information about the University is shared openly in my unit/department	70	76	70	-6		
I am informed about matters that affect my job	78	77	69	-8		
Changes in service standards are communicated effectively	65	69	67	-2		
<b>Training and Development*</b>	--	74	76	2		0.5
I receive training necessary for me to do my job	80	79	78	-1		
I have opportunities for training that support my development and/or advancement	77	65	74	9	▲	
When my job changes, I receive appropriate training*	--	76	75	-1		
<b>Task Significance</b>	85	88	86	-2		1.5
I know what is expected of me at work	87	88	83	-5		
I understand how my work supports the mission of my unit/department	87	91	90	-1		
I understand how my work supports the mission of Business and Finance	87	90	88	-2		
I understand how my work supports U of M's mission	85	91	89	-2		
My supervisor has a clear view of where unit/department is going	78	82	82	0		
The goals of my unit/department are clear to me	84	84	86	2		
<b>Compensation*</b>	--	66	62	-4		0.3
I understand how my current salary or base pay rate is determined	72	72	71	-1		
I am fairly paid for the work I do	66	61	59	-2		
My salary/pay is a significant factor in my decision to stay at U of M	66	65	53	-12		
<b>Benefits*</b>	--	82	80	-2		0.0
U of M's benefits package meets my needs	87	86	80	-6		
The benefits package is a significant factor in my decision to stay at U of M	83	78	80	2		
<b>Advancement*</b>	--	65	69	4		0.2
Opportunities for advancement or promotion exist within U of M	74	64	71	7		
I know what is required of me to advance within U of M	69	59	63	4		
Internal candidates receive fair consideration for open positions	75	71	72	1		
<b>Survey Perception*</b>	--	70	64	-6		0.1
This survey is an important element in improving the work environment	66	70	64	-6		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Sponsored Programs						
Non-supervisory						
	2012	2014	2016	Diff	Signif	Impact
	2014 to			2016	Diff	
Survey Respondents Employees in Unit/Department % Survey Participation	46	44 100%	43 105%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	81	84	78	-6		
My supervisor trusts me	85	84	80	-4		
I trust my supervisor	83	85	78	-7		
A climate of trust exists in my unit/department	79	83	75	-8		
I trust my co-workers	79	87	75	-12	▼	
People in my unit/department follow through on their commitments	79	86	78	-8	▼	
<b>Safety</b>						
Feel safe at work*	--	94	95	1		
Department committed to occupational health and safety*	--	90	89	-1		
Department does good job monitoring safety*	--	90	88	-2		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	79	84	80	-4		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	85	84	87	3		
My unit/department understands the needs of our customers	86	86	86	0		
My unit/department adapts to changing customer needs	78	84	82	-2		
My unit/department communicates service changes effectively to customers	76	77	69	-8		
My unit/department implements service changes effectively	79	80	75	-5		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	88	--		
I cope well with stress of job*	--	--	72	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	89	79	-10	▼	
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	72	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	74	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	84	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	76	--		

\*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

Finance						
Procurement Services						
	2012	2014	2016	Diff	Signif	Impact
	2014 to			2016	Diff	
Survey Respondents	121	120	100			
Employees in Unit/Department	130	141	118			
% Survey Participation	93%	85%	85%			
<b>Dimensions</b>						
<b>Upper Management*</b>	--	--	60	--		0.2
Motivates employees to do their best*	--	--	57	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	61	--		
Fosters an environment that encourages employee development*	--	--	59	--		
Encourages cross-departmental collaboration*	--	--	60	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	64	--		
Welcomes ideas that enhance work processes*	--	--	61	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	60	--		
<b>Climate*</b>	--	70	65	-5		0.2
People in my unit/department are treated fairly	71	69	63	-6		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	67	60	57	-3		
Integrity is a hallmark of my unit/department	71	73	68	-5		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	68	66	64	-2		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	65	66	58	-8	▼	
I am aware of the Business and Finance values	79	82	77	-5	▼	
The Business and Finance values govern the way we do business in B&F	74	74	72	-2		
<b>Supervisor</b>	73	74	73	-1		0.8
Considers my ideas	76	76	74	-2		
Recognizes me for doing good work	76	74	73	-1		
Treats me with respect	79	79	79	0		
Cares about me as a person	77	76	75	-1		
Gives me constructive feedback on my performance	75	76	73	-3		
Communicates well	69	69	69	0		
Is approachable and easy to talk with	75	77	77	0		
Is ethical in day-to-day practices	79	79	81	2		
Deals effectively with poor performance	65	64	60	-4		
Manages people effectively	66	66	64	-2		
Is an effective decision-maker	67	72	72	0		
Effectively communicates the goals and strategies of our unit/department	70	73	72	-1		
<b>Autonomy/Involvement</b>	73	71	69	-2		0.6
I have control over how I do my work	77	76	76	0		
My opinion counts at work	72	70	68	-2		
I have a say in decisions that affect my work	69	66	65	-1		
<b>Workload</b>	66	68	65	-3		0.5
Work is distributed fairly within my workgroup	66	69	66	-3		
My workgroup has enough employees to handle the work	66	65	63	-2		
<b>Resources/Environment</b>	79	77	76	-1		0.0
The physical environment allows me to do my job	80	76	76	0		
I have the necessary resources, tools or equipment to do my job	78	77	76	-1		
<b>Recognition*</b>	--	70	68	-2		0.4
My customers recognize my good work	79	78	77	-1		
I get appropriate recognition when I have done something extraordinary	71	65	64	-1		
Expressions of thanks and appreciation are common in my unit/department	66	67	62	-5		
My contributions are valued by members of the U of M Community	72	71	67	-4		

\*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

Finance						
Procurement Services						
	2012	2014	2016	Diff	Signif	Impact
	2014 to					
Survey Respondents	121	120	100			
Employees in Unit/Department	130	141	118			
% Survey Participation	93%	85%	85%			
<b>Satisfaction</b>						
<b>Job Satisfaction</b>	77	77	71	-6	▼	
To what extent does your current job fall short or exceed your expectations	68	68	60	-8	▼	
How well does your current position compare to your ideal job	63	64	57	-7	▼	
How satisfied are you with your job	76	77	70	-7	▼	
I enjoy the type of work I do	82	84	79	-5	▼	
My job is interesting	81	82	78	-4		
I make a difference in my unit/department	84	83	79	-4		
My job gives me a sense of accomplishment	81	81	75	-6	▼	
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>	--	83	77	-6	▼	2.6
I am proud to work for my unit/department	80	82	78	-4		
I have a strong commitment to my unit/department	85	86	82	-4		
I care about the future of my unit/department	88	89	85	-4		
I feel a strong sense of belonging to my unit/department	80	81	75	-6	▼	
I enjoy discussing my unit/department with people who do not work here	72	73	67	-6	▼	
The organization actively supports the health and wellbeing of its employees*	--	--	73	--		
<b>Unit/Dept. Loyalty</b>	70	71	62	-9	▼	3.3
If it is up to me, I will be working in my unit/department one year from now	78	79	70	-9	▼	
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	52	51	42	-9	▼	
I would not leave my unit/dept for a similar job within UM at the same salary	72	71	64	-7		
<b>Unit/Dept. Recommend</b>	74	75	72	-3		3.7
I recommend my unit/department to someone looking for a good place to work	74	75	72	-3		
<b>Customer Focus</b>	88	89	87	-2		0.8
I am able to address my clients'/customers' concerns	83	84	82	-2		
I do all that I can within budgetary constraints to satisfy customers	90	89	88	-1		
I enjoy helping solve customers' problems	90	91	89	-2		
I respond in a timely manner to customer requests/questions	88	90	89	-1		
<b>U of M Commitment</b>	88	86	86	0		1.6
I am proud to work for the U-M	89	89	87	-2		
I have a strong commitment to the U-M	89	87	87	0		
I care about the future of the U-M	91	89	89	0		
I enjoy discussing the U-M with people who do not work here	81	80	81	1		
I feel a strong sense of belonging to the U-M	85	83	82	-1		
<b>U of M Loyalty</b>	84	82	80	-2		1.6
If it is up to me, I will be working at U of M one year from now	89	91	87	-4	▼	
I would not leave U of M for a similar job at a 5% higher salary	72	66	67	1		
I would not leave U of M for a similar job at the same salary	84	78	80	2		
<b>U of M Recommendation</b>	87	85	83	-2		2.2
I would recommend the U-M to someone who is looking for a good place to work	87	85	83	-2		
<b>U of M Donation*</b>	--	--	62	--		2.6
I would encourage friends and family to donate to U-M*	--	--	62	--		

\*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

Finance  
Procurement Services  
Procurement Services Lead Team Administration  
(Supervisors)

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	18	23			
Employees in Unit/Department	--	22	20			
% Survey Participation	--	82%	115%			
<b>Dimensions</b>						
<b>Upper Management*</b>						
Motivates employees to do their best*	--	--	69	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	69	--		
Fosters an environment that encourages employee development*	--	--	69	--		
Encourages cross-departmental collaboration*	--	--	68	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	73	--		
Welcomes ideas that enhance work processes*	--	--	72	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	72	--		
<b>Climate*</b>						
People in my unit/department are treated fairly	--	81	74	-7		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	80	72	-8		
Integrity is a hallmark of my unit/department	--	72	69	-3		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	85	74	-11	▼	
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	79	71	-8		
I am aware of the Business and Finance values	--	82	68	-14	▼	
The Business and Finance values govern the way we do business in B&F	--	88	84	-4		
	--	85	79	-6		
<b>Supervisor</b>						
Considers my ideas	--	86	79	-7		
Recognizes me for doing good work	--	91	83	-8		
Treats me with respect	--	88	78	-10		
Cares about me as a person	--	91	81	-10	▼	
Gives me constructive feedback on my performance	--	88	79	-9		
Communicates well	--	85	76	-9		
Is approachable and easy to talk with	--	81	76	-5		
Is ethical in day-to-day practices	--	88	82	-6		
Deals effectively with poor performance	--	88	88	0		
Manages people effectively	--	77	69	-8		
Is an effective decision-maker	--	79	70	-9		
Effectively communicates the goals and strategies of our unit/department	--	86	75	-11	▼	
	--	82	80	-2		
<b>Autonomy/Involvement</b>						
I have control over how I do my work	--	90	80	-10	▼	
My opinion counts at work	--	91	84	-7		
I have a say in decisions that affect my work	--	91	79	-12	▼	
	--	88	77	-11	▼	
<b>Workload</b>						
Work is distributed fairly within my workgroup	--	82	72	-10		
My workgroup has enough employees to handle the work	--	84	77	-7		
	--	78	62	-16	▼	
<b>Resources/Environment</b>						
The physical environment allows me to do my job	--	87	80	-7		
I have the necessary resources, tools or equipment to do my job	--	87	81	-6		
	--	87	79	-8		
<b>Recognition*</b>						
My customers recognize my good work	--	78	77	-1		
I get appropriate recognition when I have done something extraordinary	--	76	81	5		
Expressions of thanks and appreciation are common in my unit/department	--	80	74	-6		
My contributions are valued by members of the U of M Community	--	83	73	-10		
	--	74	78	4		

\*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

Finance						
Procurement Services						
Procurement Services Lead Team Administration (Supervisors)						
2012 2014 2016 Diff Signif Impact						
Survey Respondents						
Employees in Unit/Department						
% Survey Participation						
2012	2014	2016	Diff	Signif	Impact	
0	18	23	2014 to	Diff		
--	22	20	2016			
--	82%	115%				
<b>Dimensions</b>						
<b>Co-workers</b>						
My workgroup collaborates effectively with other workgroups	--	88	82	-6		
My co-workers and I work as part of a team	--	83	78	-5		
I can count on my co-workers to help out when needed	--	86	81	-5		
I am consistently treated with respect by my co-workers	--	88	81	-7		
One or more of my co-workers cares about me as a person	--	91	86	-5		
People care about each other in my unit/department	--	90	86	-4		
	--	90	79	-11	▼	
<b>Communication*</b>						
Reasons for making changes are communicated before changes are made	--	79	67	-12	▼	
Customer feedback is shared throughout my unit/department	--	77	63	-14	▼	
Information about the University is shared openly in my unit/department	--	81	65	-16	▼	
I am informed about matters that affect my job	--	83	69	-14	▼	
Changes in service standards are communicated effectively	--	78	69	-9		
	--	76	68	-8		
<b>Training and Development*</b>						
I receive training necessary for me to do my job	--	78	73	-5		
I have opportunities for training that support my development and/or advancement	--	81	73	-8		
When my job changes, I receive appropriate training*	--	76	75	-1		
	--	78	71	-7		
<b>Task Significance</b>						
I know what is expected of me at work	--	92	84	-8	▼	
I understand how my work supports the mission of my unit/department	--	92	79	-13	▼	
I understand how my work supports the mission of Business and Finance	--	94	90	-4		
I understand how my work supports U of M's mission	--	93	90	-3		
My supervisor has a clear view of where unit/department is going	--	94	89	-5		
The goals of my unit/department are clear to me	--	85	74	-11	▼	
	--	90	81	-9	▼	
<b>Compensation*</b>						
I understand how my current salary or base pay rate is determined	--	76	70	-6		
I am fairly paid for the work I do	--	81	76	-5		
My salary/pay is a significant factor in my decision to stay at U of M	--	72	66	-6		
	--	75	65	-10		
<b>Benefits*</b>						
U of M's benefits package meets my needs	--	81	82	1		
The benefits package is a significant factor in my decision to stay at U of M	--	78	83	5		
	--	83	80	-3		
<b>Advancement*</b>						
Opportunities for advancement or promotion exist within U of M	--	74	70	-4		
I know what is required of me to advance within U of M	--	75	71	-4		
Internal candidates receive fair consideration for open positions	--	70	70	0		
	--	76	70	-6		
<b>Survey Perception*</b>						
This survey is an important element in improving the work environment	--	70	64	-6		
	--	70	64	-6		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Procurement Services						
Procurement Services Lead Team Administration (Supervisors)						
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	18	23			
Employees in Unit/Department	--	22	20			
% Survey Participation	--	82%	115%			
<b>Satisfaction</b>						
<b>Job Satisfaction</b>						
To what extent does your current job fall short or exceed your expectations	--	84	83	-1		
How well does your current position compare to your ideal job	--	71	74	3		
How satisfied are you with your job	--	70	68	-2		
I enjoy the type of work I do	--	83	83	0		
My job is interesting	--	92	87	-5		
I make a difference in my unit/department	--	91	91	0		
My job gives me a sense of accomplishment	--	92	87	-5		
	--	91	86	-5		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>						
I am proud to work for my unit/department	--	92	83	-9	▼	
I have a strong commitment to my unit/department	--	93	84	-9	▼	
I care about the future of my unit/department	--	94	84	-10	▼	
I feel a strong sense of belonging to my unit/department	--	95	88	-7		
I enjoy discussing my unit/department with people who do not work here	--	93	82	-11	▼	
The organization actively supports the health and wellbeing of its employees*	--	85	78	-7		
	--	--	83	--		
<b>Unit/Dept. Loyalty</b>						
If it is up to me, I will be working in my unit/department one year from now	--	87	74	-13	▼	
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	91	85	-6		
I would not leave my unit/dept for a similar job within UM at the same salary	--	75	56	-19	▼	
	--	90	70	-20	▼	
<b>Unit/Dept. Recommend</b>						
I recommend my unit/department to someone looking for a good place to work	--	89	80	-9		
	--	89	80	-9		
<b>Customer Focus</b>						
I am able to address my clients'/customers' concerns	--	87	87	0		
I do all that I can within budgetary constraints to satisfy customers	--	84	83	-1		
I enjoy helping solve customers' problems	--	88	88	0		
I respond in a timely manner to customer requests/questions	--	90	89	-1		
	--	85	87	2		
<b>U of M Commitment</b>						
I am proud to work for the U-M	--	89	89	0		
I have a strong commitment to the U-M	--	90	90	0		
I care about the future of the U-M	--	92	88	-4		
I enjoy discussing the U-M with people who do not work here	--	92	90	-2		
I feel a strong sense of belonging to the U-M	--	83	88	5		
	--	85	87	2		
<b>U of M Loyalty</b>						
If it is up to me, I will be working at U of M one year from now	--	89	85	-4		
I would not leave U of M for a similar job at a 5% higher salary	--	96	89	-7	▼	
I would not leave U of M for a similar job at the same salary	--	75	78	3		
	--	87	84	-3		
<b>U of M Recommendation</b>						
I would recommend the U-M to someone who is looking for a good place to work	--	90	90	0		
	--	90	90	0		
<b>U of M Donation*</b>						
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

Finance						
Procurement Services						
Procurement Services Lead Team Administration (Supervisors)						
	2012	2014	2016	Diff	Signif	Impact
				2014 to	Diff	
				2016		
Survey Respondents	0	18	23			
Employees in Unit/Department	--	22	20			
% Survey Participation	--	82%	115%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	--	88	76	-12	▼	
My supervisor trusts me	--	92	83	-9	▼	
I trust my supervisor	--	91	79	-12	▼	
A climate of trust exists in my unit/department	--	85	70	-15	▼	
I trust my co-workers	--	86	81	-5		
People in my unit/department follow through on their commitments	--	83	64	-19	▼	
<b>Safety</b>						
Feel safe at work*	--	94	83	-11	▼	
Department committed to occupational health and safety*	--	94	83	-11	▼	
Department does good job monitoring safety*	--	94	77	-17	▼	
<b>Supervisor Rating</b>						
Overall, rate your supervisor	--	85	76	-9		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	--	89	83	-6		
My unit/department understands the needs of our customers	--	86	77	-9	▼	
My unit/department adapts to changing customer needs	--	85	74	-11	▼	
My unit/department communicates service changes effectively to customers	--	78	69	-9		
My unit/department implements service changes effectively	--	81	69	-12	▼	
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	82	--		
I cope well with stress of job*	--	--	83	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	87	83	-4		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	72	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	75	--		
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*	--	--	88	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Procurement Services						
Procurement Services Staff						
	2012	2014	2016	Diff	Signif	Impact
	0	102	77	2014 to	Diff	
Survey Respondents		119	98	2016		
Employees in Unit/Department		86%	79%			
% Survey Participation						
<b>Dimensions</b>						
<b>Upper Management*</b>	--	--	58	--		0.1
Motivates employees to do their best*	--	--	56	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	58	--		
Fosters an environment that encourages employee development*	--	--	56	--		
Encourages cross-departmental collaboration*	--	--	57	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	61	--		
Welcomes ideas that enhance work processes*	--	--	58	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	57	--		
<b>Climate*</b>	--	68	63	-5		0.1
People in my unit/department are treated fairly	--	67	60	-7		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	58	53	-5		
Integrity is a hallmark of my unit/department	--	70	67	-3		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	64	61	-3		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	63	56	-7		
I am aware of the Business and Finance values	--	80	74	-6	▼	
The Business and Finance values govern the way we do business in B&F	--	72	70	-2		
<b>Supervisor</b>	--	72	71	-1		0.7
Considers my ideas	--	73	72	-1		
Recognizes me for doing good work	--	72	72	0		
Treats me with respect	--	77	78	1		
Cares about me as a person	--	73	74	1		
Gives me constructive feedback on my performance	--	75	73	-2		
Communicates well	--	66	67	1		
Is approachable and easy to talk with	--	75	76	1		
Is ethical in day-to-day practices	--	78	79	1		
Deals effectively with poor performance	--	61	58	-3		
Manages people effectively	--	64	62	-2		
Is an effective decision-maker	--	69	71	2		
Effectively communicates the goals and strategies of our unit/department	--	71	70	-1		
<b>Autonomy/Involvement</b>	--	67	66	-1		0.5
I have control over how I do my work	--	73	73	0		
My opinion counts at work	--	67	64	-3		
I have a say in decisions that affect my work	--	62	61	-1		
<b>Workload</b>	--	65	63	-2		0.6
Work is distributed fairly within my workgroup	--	67	63	-4		
My workgroup has enough employees to handle the work	--	63	64	1		
<b>Resources/Environment</b>	--	75	75	0		0.0
The physical environment allows me to do my job	--	74	75	1		
I have the necessary resources, tools or equipment to do my job	--	75	75	0		
<b>Recognition*</b>	--	69	65	-4		0.7
My customers recognize my good work	--	78	76	-2		
I get appropriate recognition when I have done something extraordinary	--	63	61	-2		
Expressions of thanks and appreciation are common in my unit/department	--	64	59	-5		
My contributions are valued by members of the U of M Community	--	71	64	-7	▼	

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Procurement Services						
Procurement Services Staff						
	2012	2014	2016	Diff	Signif	Impact
	0	102	77	2014 to	Diff	
	--	119	98	2016		
	--	86%	79%			
<b>Dimensions</b>						
<b>Co-workers</b>	--	75	72	-3		0.9
My workgroup collaborates effectively with other workgroups	--	72	71	-1		
My co-workers and I work as part of a team	--	75	73	-2		
I can count on my co-workers to help out when needed	--	74	72	-2		
I am consistently treated with respect by my co-workers	--	75	74	-1		
One or more of my co-workers cares about me as a person	--	81	75	-6		
People care about each other in my unit/department	--	72	68	-4		
<b>Communication*</b>	--	63	58	-5		0.9
Reasons for making changes are communicated before changes are made	--	57	53	-4		
Customer feedback is shared throughout my unit/department	--	61	54	-7		
Information about the University is shared openly in my unit/department	--	66	61	-5		
I am informed about matters that affect my job	--	66	62	-4		
Changes in service standards are communicated effectively	--	62	57	-5		
<b>Training and Development*</b>	--	63	64	1		0.0
I receive training necessary for me to do my job	--	66	67	1		
I have opportunities for training that support my development and/or advancement	--	59	61	2		
When my job changes, I receive appropriate training*	--	63	63	0		
<b>Task Significance</b>	--	83	79	-4		2.4
I know what is expected of me at work	--	84	81	-3		
I understand how my work supports the mission of my unit/department	--	87	84	-3		
I understand how my work supports the mission of Business and Finance	--	86	82	-4		
I understand how my work supports U of M's mission	--	85	82	-3		
My supervisor has a clear view of where unit/department is going	--	72	68	-4		
The goals of my unit/department are clear to me	--	82	77	-5		
<b>Compensation*</b>	--	61	55	-6		0.4
I understand how my current salary or base pay rate is determined	--	68	61	-7		
I am fairly paid for the work I do	--	52	47	-5		
My salary/pay is a significant factor in my decision to stay at U of M	--	64	55	-9	▼	
<b>Benefits*</b>	--	76	72	-4		0.0
U of M's benefits package meets my needs	--	74	72	-2		
The benefits package is a significant factor in my decision to stay at U of M	--	78	71	-7		
<b>Advancement*</b>	--	62	53	-9	▼	0.2
Opportunities for advancement or promotion exist within U of M	--	64	54	-10	▼	
I know what is required of me to advance within U of M	--	62	51	-11	▼	
Internal candidates receive fair consideration for open positions	--	61	53	-8		
<b>Survey Perception*</b>	--	63	55	-8	▼	0.1
This survey is an important element in improving the work environment	--	63	55	-8	▼	

\*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

Finance						
Procurement Services						
Procurement Services Staff						
	2012	2014	2016	Diff	Signif	Impact
	0	102	77	2014 to	Diff	
	--	119	98	2016		
	--	86%	79%			
<b>Satisfaction</b>						
<b>Job Satisfaction</b>	--	76	68	-8	▼	
To what extent does your current job fall short or exceed your expectations	--	67	55	-12	▼	
How well does your current position compare to your ideal job	--	62	54	-8	▼	
How satisfied are you with your job	--	76	66	-10	▼	
I enjoy the type of work I do	--	82	77	-5	▼	
My job is interesting	--	81	74	-7	▼	
I make a difference in my unit/department	--	82	76	-6		
My job gives me a sense of accomplishment	--	80	71	-9	▼	
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>	--	81	75	-6	▼	2.1
I am proud to work for my unit/department	--	80	76	-4		
I have a strong commitment to my unit/department	--	84	81	-3		
I care about the future of my unit/department	--	88	84	-4		
I feel a strong sense of belonging to my unit/department	--	79	73	-6		
I enjoy discussing my unit/department with people who do not work here	--	72	63	-9	▼	
The organization actively supports the health and wellbeing of its employees*	--	--	70	--		
<b>Unit/Dept. Loyalty</b>	--	68	58	-10	▼	2.0
If it is up to me, I will be working in my unit/department one year from now	--	77	66	-11	▼	
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	47	38	-9	▼	
I would not leave my unit/dept for a similar job within UM at the same salary	--	68	63	-5		
<b>Unit/Dept. Recommend</b>	--	72	70	-2		2.7
I recommend my unit/department to someone looking for a good place to work	--	72	70	-2		
<b>Customer Focus</b>	--	89	87	-2		0.7
I am able to address my clients'/customers' concerns	--	84	82	-2		
I do all that I can within budgetary constraints to satisfy customers	--	89	88	-1		
I enjoy helping solve customers' problems	--	91	88	-3		
I respond in a timely manner to customer requests/questions	--	91	89	-2		
<b>U of M Commitment</b>	--	86	85	-1		1.3
I am proud to work for the U-M	--	89	86	-3		
I have a strong commitment to the U-M	--	86	86	0		
I care about the future of the U-M	--	88	88	0		
I enjoy discussing the U-M with people who do not work here	--	79	79	0		
I feel a strong sense of belonging to the U-M	--	82	80	-2		
<b>U of M Loyalty</b>	--	81	78	-3		1.1
If it is up to me, I will be working at U of M one year from now	--	90	86	-4		
I would not leave U of M for a similar job at a 5% higher salary	--	64	64	0		
I would not leave U of M for a similar job at the same salary	--	77	79	2		
<b>U of M Recommendation</b>	--	84	81	-3		1.8
I would recommend the U-M to someone who is looking for a good place to work	--	84	81	-3		
<b>U of M Donation*</b>	--	--	61	--		2.6
I would encourage friends and family to donate to U-M*	--	--	61	--		

\*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

Finance						
Procurement Services						
Procurement Services Staff						
Print Copy Mail, Property Control & Space Analysis and Property Disposition						
	2012	2014	2016	Diff	Signif	Impact
	24	30	23	2014 to	Diff	
		33	35	2016		
		91%	66%			
	Survey Respondents Employees in Unit/Department % Survey Participation					
<b>Dimensions</b>						
<b>Upper Management*</b>	--	--	54	--		
Motivates employees to do their best*	--	--	52	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	54	--		
Fosters an environment that encourages employee development*	--	--	51	--		
Encourages cross-departmental collaboration*	--	--	53	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	57	--		
Welcomes ideas that enhance work processes*	--	--	53	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	54	--		
<b>Climate*</b>	--	66	66	0		
People in my unit/department are treated fairly	74	65	67	2		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	76	57	57	0		
Integrity is a hallmark of my unit/department	72	68	70	2		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	78	67	63	-4		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	68	61	55	-6		
I am aware of the Business and Finance values	79	80	78	-2		
The Business and Finance values govern the way we do business in B&F	76	69	72	3		
<b>Supervisor</b>	79	73	72	-1		
Considers my ideas	87	77	73	-4		
Recognizes me for doing good work	86	72	76	4		
Treats me with respect	88	79	80	1		
Cares about me as a person	83	77	78	1		
Gives me constructive feedback on my performance	84	79	72	-7		
Communicates well	72	66	68	2		
Is approachable and easy to talk with	87	80	79	-1		
Is ethical in day-to-day practices	81	76	72	-4		
Deals effectively with poor performance	67	66	61	-5		
Manages people effectively	67	67	62	-5		
Is an effective decision-maker	66	69	68	-1		
Effectively communicates the goals and strategies of our unit/department	72	69	67	-2		
<b>Autonomy/Involvement</b>	79	69	69	0		
I have control over how I do my work	82	77	76	-1		
My opinion counts at work	78	67	68	1		
I have a say in decisions that affect my work	77	62	64	2		
<b>Workload</b>	79	67	67	0		
Work is distributed fairly within my workgroup	75	70	71	1		
My workgroup has enough employees to handle the work	87	63	61	-2		
<b>Resources/Environment</b>	91	76	73	-3		
The physical environment allows me to do my job	91	76	75	-1		
I have the necessary resources, tools or equipment to do my job	91	76	71	-5		
<b>Recognition*</b>	--	71	71	0		
My customers recognize my good work	83	87	86	-1		
I get appropriate recognition when I have done something extraordinary	76	64	65	1		
Expressions of thanks and appreciation are common in my unit/department	69	62	70	8		
My contributions are valued by members of the U of M Community	82	71	64	-7		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Procurement Services						
Procurement Services Staff						
Print Copy Mail, Property Control & Space Analysis and Property Disposition						
	2012	2014	2016	Diff	Signif	Impact
Survey Respondents Employees in Unit/Department % Survey Participation	24	30 33 91%	23 35 66%	2014 to 2016	Diff	
<b>Dimensions</b>						
<b>Co-workers</b>	76	75	73	-2		
My workgroup collaborates effectively with other workgroups	72	77	70	-7		
My co-workers and I work as part of a team	73	72	76	4		
I can count on my co-workers to help out when needed	78	73	74	1		
I am consistently treated with respect by my co-workers	74	76	72	-4		
One or more of my co-workers cares about me as a person	81	76	73	-3		
People care about each other in my unit/department	70	75	72	-3		
<b>Communication*</b>	--	66	63	-3		
Reasons for making changes are communicated before changes are made	67	59	59	0		
Customer feedback is shared throughout my unit/department	69	63	62	-1		
Information about the University is shared openly in my unit/department	73	70	66	-4		
I am informed about matters that affect my job	72	73	64	-9		
Changes in service standards are communicated effectively	70	62	61	-1		
<b>Training and Development*</b>	--	69	62	-7		
I receive training necessary for me to do my job	70	74	68	-6		
I have opportunities for training that support my development and/or advancement	68	60	53	-7		
When my job changes, I receive appropriate training*	--	71	65	-6		
<b>Task Significance</b>	91	84	84	0		
I know what is expected of me at work	97	89	88	-1		
I understand how my work supports the mission of my unit/department	97	90	89	-1		
I understand how my work supports the mission of Business and Finance	94	86	86	0		
I understand how my work supports U of M's mission	91	81	87	6		
My supervisor has a clear view of where unit/department is going	79	69	68	-1		
The goals of my unit/department are clear to me	87	83	85	2		
<b>Compensation*</b>	--	59	55	-4		
I understand how my current salary or base pay rate is determined	74	68	59	-9		
I am fairly paid for the work I do	65	50	49	-1		
My salary/pay is a significant factor in my decision to stay at U of M	63	59	57	-2		
<b>Benefits*</b>	--	73	71	-2		
U of M's benefits package meets my needs	83	71	71	0		
The benefits package is a significant factor in my decision to stay at U of M	87	75	69	-6		
<b>Advancement*</b>	--	59	56	-3		
Opportunities for advancement or promotion exist within U of M	68	61	57	-4		
I know what is required of me to advance within U of M	66	59	56	-3		
Internal candidates receive fair consideration for open positions	67	59	55	-4		
<b>Survey Perception*</b>	--	48	48	0		
This survey is an important element in improving the work environment	69	48	48	0		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Procurement Services						
Procurement Services Staff						
Print Copy Mail, Property Control & Space Analysis and Property Disposition						
	2012	2014	2016	Diff	Signif	Impact
	24	30	23	2014 to	Diff	
		33	35	2016		
		91%	66%			
	Survey Respondents Employees in Unit/Department % Survey Participation					
<b>Satisfaction</b>						
<b>Job Satisfaction</b>						
To what extent does your current job fall short or exceed your expectations	88	80	77	-3		
How well does your current position compare to your ideal job	81	72	66	-6		
How satisfied are you with your job	78	65	64	-1		
I enjoy the type of work I do	89	79	72	-7		
My job is interesting	91	89	83	-6		
I make a difference in my unit/department	86	85	81	-4		
My job gives me a sense of accomplishment	94	89	88	-1		
	93	84	81	-3		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>						
I am proud to work for my unit/department	--	81	82	1		
I have a strong commitment to my unit/department	87	79	85	6		
I care about the future of my unit/department	94	85	89	4		
I feel a strong sense of belonging to my unit/department	96	87	91	4		
I enjoy discussing my unit/department with people who do not work here	87	81	84	3		
The organization actively supports the health and wellbeing of its employees*	79	69	68	-1		
	--	--	75	--		
<b>Unit/Dept. Loyalty</b>						
If it is up to me, I will be working in my unit/department one year from now	82	69	68	-1		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	90	77	77	0		
I would not leave my unit/dept for a similar job within UM at the same salary	70	51	47	-4		
	79	66	72	6		
<b>Unit/Dept. Recommend</b>						
I recommend my unit/department to someone looking for a good place to work	83	71	76	5		
	83	71	76	5		
<b>Customer Focus</b>						
I am able to address my clients'/customers' concerns	94	90	89	-1		
I do all that I can within budgetary constraints to satisfy customers	90	87	86	-1		
I enjoy helping solve customers' problems	94	91	89	-2		
I respond in a timely manner to customer requests/questions	96	90	89	-1		
	93	93	92	-1		
<b>U of M Commitment</b>						
I am proud to work for the U-M	93	83	84	1		
I have a strong commitment to the U-M	96	87	85	-2		
I care about the future of the U-M	94	84	87	3		
I enjoy discussing the U-M with people who do not work here	97	85	89	4		
I feel a strong sense of belonging to the U-M	86	75	75	0		
	92	82	80	-2		
<b>U of M Loyalty</b>						
If it is up to me, I will be working at U of M one year from now	94	80	82	2		
I would not leave U of M for a similar job at a 5% higher salary	96	90	91	1		
I would not leave U of M for a similar job at the same salary	89	60	67	7		
	94	73	79	6		
<b>U of M Recommendation</b>						
I would recommend the U-M to someone who is looking for a good place to work	93	84	77	-7		
	93	84	77	-7		
<b>U of M Donation*</b>						
I would encourage friends and family to donate to U-M*	--	--	64	--		
	--	--	64	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Procurement Services						
Procurement Services Staff						
Print Copy Mail, Property Control & Space Analysis and Property Disposition						
	2012	2014	2016	Diff	Signif	Impact
	2014 to			2016	Diff	
Survey Respondents	24	30	23			
Employees in Unit/Department		33	35			
% Survey Participation		91%	66%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	76	74	73	-1		
My supervisor trusts me	84	85	78	-7		
I trust my supervisor	77	73	71	-2		
A climate of trust exists in my unit/department	70	69	70	1		
I trust my co-workers	67	74	69	-5		
People in my unit/department follow through on their commitments	69	67	72	5		
<b>Safety</b>						
Feel safe at work*	--	83	81	-2		
Department committed to occupational health and safety*	--	77	79	2		
Department does good job monitoring safety*	--	73	76	3		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	73	74	71	-3		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	92	89	85	-4		
My unit/department understands the needs of our customers	90	86	85	-1		
My unit/department adapts to changing customer needs	88	85	80	-5		
My unit/department communicates service changes effectively to customers	82	79	74	-5		
My unit/department implements service changes effectively	83	78	73	-5		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	77	--		
I cope well with stress of job*	--	--	82	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	93	--			
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	67	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	70	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	72	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	60	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Procurement Services						
Procurement Services Staff						
Print Copy Mail, Property Control & Space Analysis and Property Disposition						
Print Copy Mail Non-supervisory						
	2012	2014	2016	Diff	Signif	Impact
	0	0	14	2014 to	Diff	
	--	--	26	2016		
			54%			
<b>Dimensions</b>						
<b>Upper Management*</b>						
Motivates employees to do their best*	--	--	49	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	48	--		
Fosters an environment that encourages employee development*	--	--	48	--		
Encourages cross-departmental collaboration*	--	--	50	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	50	--		
Welcomes ideas that enhance work processes*	--	--	49	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	50	--		
<b>Climate*</b>						
People in my unit/department are treated fairly	--	--	61	--		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	--	57	--		
Integrity is a hallmark of my unit/department	--	--	62	--		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	--	69	--		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	--	52	--		
I am aware of the Business and Finance values	--	--	73	--		
The Business and Finance values govern the way we do business in B&F	--	--	67	--		
<b>Supervisor</b>						
Considers my ideas	--	--	68	--		
Recognizes me for doing good work	--	--	71	--		
Treats me with respect	--	--	76	--		
Cares about me as a person	--	--	74	--		
Gives me constructive feedback on my performance	--	--	67	--		
Communicates well	--	--	60	--		
Is approachable and easy to talk with	--	--	72	--		
Is ethical in day-to-day practices	--	--	64	--		
Deals effectively with poor performance	--	--	57	--		
Manages people effectively	--	--	54	--		
Is an effective decision-maker	--	--	60	--		
Effectively communicates the goals and strategies of our unit/department	--	--	56	--		
<b>Autonomy/Involvement</b>						
I have control over how I do my work	--	--	81	--		
My opinion counts at work	--	--	67	--		
I have a say in decisions that affect my work	--	--	64	--		
<b>Workload</b>						
Work is distributed fairly within my workgroup	--	--	68	--		
My workgroup has enough employees to handle the work	--	--	65	--		
<b>Resources/Environment</b>						
The physical environment allows me to do my job	--	--	79	--		
I have the necessary resources, tools or equipment to do my job	--	--	72	--		
<b>Recognition*</b>						
My customers recognize my good work	--	--	90	--		
I get appropriate recognition when I have done something extraordinary	--	--	67	--		
Expressions of thanks and appreciation are common in my unit/department	--	--	67	--		
My contributions are valued by members of the U of M Community	--	--	71	--		

\*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

Finance						
Procurement Services						
Procurement Services Staff						
Print Copy Mail, Property Control & Space Analysis and Property Disposition						
Print Copy Mail Non-supervisory						
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	14			
Employees in Unit/Department			26			
% Survey Participation	--	--	54%			
<b>Dimensions</b>						
<b>Co-workers</b>	--	--	64	--		
My workgroup collaborates effectively with other workgroups	--	--	69	--		
My co-workers and I work as part of a team	--	--	69	--		
I can count on my co-workers to help out when needed	--	--	63	--		
I am consistently treated with respect by my co-workers	--	--	59	--		
One or more of my co-workers cares about me as a person	--	--	61	--		
People care about each other in my unit/department	--	--	58	--		
<b>Communication*</b>	--	--	60	--		
Reasons for making changes are communicated before changes are made	--	--	58	--		
Customer feedback is shared throughout my unit/department	--	--	57	--		
Information about the University is shared openly in my unit/department	--	--	63	--		
I am informed about matters that affect my job	--	--	66	--		
Changes in service standards are communicated effectively	--	--	58	--		
<b>Training and Development*</b>	--	--	64	--		
I receive training necessary for me to do my job	--	--	71	--		
I have opportunities for training that support my development and/or advancement	--	--	52	--		
When my job changes, I receive appropriate training*	--	--	67	--		
<b>Task Significance</b>	--	--	82	--		
I know what is expected of me at work	--	--	88	--		
I understand how my work supports the mission of my unit/department	--	--	89	--		
I understand how my work supports the mission of Business and Finance	--	--	83	--		
I understand how my work supports U of M's mission	--	--	86	--		
My supervisor has a clear view of where unit/department is going	--	--	63	--		
The goals of my unit/department are clear to me	--	--	81	--		
<b>Compensation*</b>	--	--	56	--		
I understand how my current salary or base pay rate is determined	--	--	62	--		
I am fairly paid for the work I do	--	--	50	--		
My salary/pay is a significant factor in my decision to stay at U of M	--	--	58	--		
<b>Benefits*</b>	--	--	70	--		
U of M's benefits package meets my needs	--	--	74	--		
The benefits package is a significant factor in my decision to stay at U of M	--	--	64	--		
<b>Advancement*</b>	--	--	58	--		
Opportunities for advancement or promotion exist within U of M	--	--	57	--		
I know what is required of me to advance within U of M	--	--	60	--		
Internal candidates receive fair consideration for open positions	--	--	56	--		
<b>Survey Perception*</b>	--	--	50	--		
This survey is an important element in improving the work environment	--	--	50	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Procurement Services					
	Procurement Services Staff					
	Print Copy Mail, Property Control & Space Analysis and Property Disposition					
	Print Copy Mail Non-supervisory					
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	14			
Employees in Unit/Department			26			
% Survey Participation	--	--	54%			
<b>Satisfaction</b>						
<b>Job Satisfaction</b>						
To what extent does your current job fall short or exceed your expectations	--	--	75	--		
How well does your current position compare to your ideal job	--	--	63	--		
How satisfied are you with your job	--	--	63	--		
I enjoy the type of work I do	--	--	75	--		
My job is interesting	--	--	80	--		
I make a difference in my unit/department	--	--	79	--		
My job gives me a sense of accomplishment	--	--	86	--		
	--	--	79	--		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>						
I am proud to work for my unit/department	--	--	79	--		
I have a strong commitment to my unit/department	--	--	80	--		
I care about the future of my unit/department	--	--	87	--		
I feel a strong sense of belonging to my unit/department	--	--	92	--		
I enjoy discussing my unit/department with people who do not work here	--	--	79	--		
The organization actively supports the health and wellbeing of its employees*	--	--	65	--		
	--	--	68	--		
<b>Unit/Dept. Loyalty</b>						
If it is up to me, I will be working in my unit/department one year from now	--	--	71	--		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	--	79	--		
I would not leave my unit/dept for a similar job within UM at the same salary	--	--	56	--		
	--	--	71	--		
<b>Unit/Dept. Recommend</b>						
I recommend my unit/department to someone looking for a good place to work	--	--	71	--		
	--	--	71	--		
<b>Customer Focus</b>						
I am able to address my clients'/customers' concerns	--	--	88	--		
I do all that I can within budgetary constraints to satisfy customers	--	--	86	--		
I enjoy helping solve customers' problems	--	--	88	--		
I respond in a timely manner to customer requests/questions	--	--	87	--		
	--	--	93	--		
<b>U of M Commitment</b>						
I am proud to work for the U-M	--	--	85	--		
I have a strong commitment to the U-M	--	--	85	--		
I care about the future of the U-M	--	--	89	--		
I enjoy discussing the U-M with people who do not work here	--	--	92	--		
I feel a strong sense of belonging to the U-M	--	--	76	--		
	--	--	80	--		
<b>U of M Loyalty</b>						
If it is up to me, I will be working at U of M one year from now	--	--	83	--		
I would not leave U of M for a similar job at a 5% higher salary	--	--	90	--		
I would not leave U of M for a similar job at the same salary	--	--	70	--		
	--	--	82	--		
<b>U of M Recommendation</b>						
I would recommend the U-M to someone who is looking for a good place to work	--	--	79	--		
	--	--	79	--		
<b>U of M Donation*</b>						
I would encourage friends and family to donate to U-M*	--	--	68	--		
	--	--	68	--		

\*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

Finance						
Procurement Services						
Procurement Services Staff						
Print Copy Mail, Property Control & Space Analysis and Property Disposition						
Print Copy Mail Non-supervisory						
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	14			
Employees in Unit/Department			26			
% Survey Participation	--	--	54%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	--	--	66	--		
My supervisor trusts me	--	--	71	--		
I trust my supervisor	--	--	64	--		
A climate of trust exists in my unit/department	--	--	62	--		
I trust my co-workers	--	--	56	--		
People in my unit/department follow through on their commitments	--	--	63	--		
<b>Safety</b>						
Feel safe at work*	--	--	80	--		
Department committed to occupational health and safety*	--	--	77	--		
Department does good job monitoring safety*	--	--	72	--		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	--	--	63	--		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	--	--	80	--		
My unit/department understands the needs of our customers	--	--	80	--		
My unit/department adapts to changing customer needs	--	--	76	--		
My unit/department communicates service changes effectively to customers	--	--	67	--		
My unit/department implements service changes effectively	--	--	68	--		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	69	--		
I cope well with stress of job*	--	--	79	--		
<b>Climate within unit/department</b>						
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*	--	--	57	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	65	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	63	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	65	--		

\*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

Finance						
Procurement Services						
Procurement Services Staff						
Print Copy Mail, Property Control & Space Analysis and Property Disposition						
Property Control & Space Analysis Non-supervisory						
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	6			
Employees in Unit/Department	--	--	5			
% Survey Participation			120%			
<b>Dimensions</b>						
<b>Upper Management*</b>						
Motivates employees to do their best*	--	--	57	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	57	--		
Fosters an environment that encourages employee development*	--	--	48	--		
Encourages cross-departmental collaboration*	--	--	53	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	67	--		
Welcomes ideas that enhance work processes*	--	--	58	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	56	--		
<b>Climate*</b>						
People in my unit/department are treated fairly	--	--	69	--		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	--	46	--		
Integrity is a hallmark of my unit/department	--	--	83	--		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	--	48	--		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	--	50	--		
I am aware of the Business and Finance values	--	--	83	--		
The Business and Finance values govern the way we do business in B&F	--	--	76	--		
<b>Supervisor</b>						
Considers my ideas	--	--	78	--		
Recognizes me for doing good work	--	--	81	--		
Treats me with respect	--	--	81	--		
Cares about me as a person	--	--	80	--		
Gives me constructive feedback on my performance	--	--	72	--		
Communicates well	--	--	73	--		
Is approachable and easy to talk with	--	--	87	--		
Is ethical in day-to-day practices	--	--	80	--		
Deals effectively with poor performance	--	--	61	--		
Manages people effectively	--	--	70	--		
Is an effective decision-maker	--	--	74	--		
Effectively communicates the goals and strategies of our unit/department	--	--	78	--		
<b>Autonomy/Involvement</b>						
I have control over how I do my work	--	--	65	--		
My opinion counts at work	--	--	65	--		
I have a say in decisions that affect my work	--	--	56	--		
<b>Workload</b>						
Work is distributed fairly within my workgroup	--	--	70	--		
My workgroup has enough employees to handle the work	--	--	56	--		
<b>Resources/Environment</b>						
The physical environment allows me to do my job	--	--	67	--		
I have the necessary resources, tools or equipment to do my job	--	--	59	--		
<b>Recognition*</b>						
My customers recognize my good work	--	--	76	--		
I get appropriate recognition when I have done something extraordinary	--	--	57	--		
Expressions of thanks and appreciation are common in my unit/department	--	--	72	--		
My contributions are valued by members of the U of M Community	--	--	46	--		

\*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

Finance						
Procurement Services						
Procurement Services Staff						
Print Copy Mail, Property Control & Space Analysis and Property Disposition						
Property Control & Space Analysis Non-supervisory						
	2012	2014	2016	Diff	Signif	Impact
	0	0	6	2014 to	Diff	
	--	--	120%	2016		
Survey Respondents						
Employees in Unit/Department						
% Survey Participation						
<b>Dimensions</b>						
<b>Co-workers</b>	--	--	85	--		
My workgroup collaborates effectively with other workgroups	--	--	69	--		
My co-workers and I work as part of a team	--	--	85	--		
I can count on my co-workers to help out when needed	--	--	87	--		
I am consistently treated with respect by my co-workers	--	--	91	--		
One or more of my co-workers cares about me as a person	--	--	93	--		
People care about each other in my unit/department	--	--	89	--		
<b>Communication*</b>	--	--	63	--		
Reasons for making changes are communicated before changes are made	--	--	57	--		
Customer feedback is shared throughout my unit/department	--	--	67	--		
Information about the University is shared openly in my unit/department	--	--	69	--		
I am informed about matters that affect my job	--	--	57	--		
Changes in service standards are communicated effectively	--	--	61	--		
<b>Training and Development*</b>	--	--	55	--		
I receive training necessary for me to do my job	--	--	59	--		
I have opportunities for training that support my development and/or advancement	--	--	48	--		
When my job changes, I receive appropriate training*	--	--	57	--		
<b>Task Significance</b>	--	--	87	--		
I know what is expected of me at work	--	--	87	--		
I understand how my work supports the mission of my unit/department	--	--	91	--		
I understand how my work supports the mission of Business and Finance	--	--	91	--		
I understand how my work supports U of M's mission	--	--	89	--		
My supervisor has a clear view of where unit/department is going	--	--	74	--		
The goals of my unit/department are clear to me	--	--	89	--		
<b>Compensation*</b>	--	--	42	--		
I understand how my current salary or base pay rate is determined	--	--	46	--		
I am fairly paid for the work I do	--	--	37	--		
My salary/pay is a significant factor in my decision to stay at U of M	--	--	43	--		
<b>Benefits*</b>	--	--	66	--		
U of M's benefits package meets my needs	--	--	61	--		
The benefits package is a significant factor in my decision to stay at U of M	--	--	69	--		
<b>Advancement*</b>	--	--	46	--		
Opportunities for advancement or promotion exist within U of M	--	--	54	--		
I know what is required of me to advance within U of M	--	--	37	--		
Internal candidates receive fair consideration for open positions	--	--	46	--		
<b>Survey Perception*</b>	--	--	37	--		
This survey is an important element in improving the work environment	--	--	37	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Procurement Services					
	Procurement Services Staff					
	Print Copy Mail, Property Control & Space Analysis and Property Disposition					
	Property Control & Space Analysis Non-supervisory					
	2012	2014	2016	Diff	Signif	Impact
	0	0	6	2014 to	Diff	
	--	--	5	2016		
Survey Respondents			120%			
Employees in Unit/Department						
% Survey Participation						
<b>Satisfaction</b>						
<b>Job Satisfaction</b>	--	--	75	--		
To what extent does your current job fall short or exceed your expectations	--	--	62	--		
How well does your current position compare to your ideal job	--	--	59	--		
How satisfied are you with your job	--	--	65	--		
I enjoy the type of work I do	--	--	87	--		
My job is interesting	--	--	80	--		
I make a difference in my unit/department	--	--	93	--		
My job gives me a sense of accomplishment	--	--	83	--		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>	--	--	85	--		
I am proud to work for my unit/department	--	--	93	--		
I have a strong commitment to my unit/department	--	--	91	--		
I care about the future of my unit/department	--	--	87	--		
I feel a strong sense of belonging to my unit/department	--	--	91	--		
I enjoy discussing my unit/department with people who do not work here	--	--	65	--		
The organization actively supports the health and wellbeing of its employees*	--	--	80	--		
<b>Unit/Dept. Loyalty</b>	--	--	68	--		
If it is up to me, I will be working in my unit/department one year from now	--	--	67	--		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	--	46	--		
I would not leave my unit/dept for a similar job within UM at the same salary	--	--	89	--		
<b>Unit/Dept. Recommend</b>	--	--	80	--		
I recommend my unit/department to someone looking for a good place to work	--	--	80	--		
<b>Customer Focus</b>	--	--	92	--		
I am able to address my clients'/customers' concerns	--	--	87	--		
I do all that I can within budgetary constraints to satisfy customers	--	--	93	--		
I enjoy helping solve customers' problems	--	--	94	--		
I respond in a timely manner to customer requests/questions	--	--	93	--		
<b>U of M Commitment</b>	--	--	81	--		
I am proud to work for the U-M	--	--	83	--		
I have a strong commitment to the U-M	--	--	83	--		
I care about the future of the U-M	--	--	83	--		
I enjoy discussing the U-M with people who do not work here	--	--	72	--		
I feel a strong sense of belonging to the U-M	--	--	80	--		
<b>U of M Loyalty</b>	--	--	87	--		
If it is up to me, I will be working at U of M one year from now	--	--	91	--		
I would not leave U of M for a similar job at a 5% higher salary	--	--	72	--		
I would not leave U of M for a similar job at the same salary	--	--	94	--		
<b>U of M Recommendation</b>	--	--	69	--		
I would recommend the U-M to someone who is looking for a good place to work	--	--	69	--		
<b>U of M Donation*</b>	--	--	57	--		
I would encourage friends and family to donate to U-M*	--	--	57	--		

\*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

Finance						
Procurement Services						
Procurement Services Staff						
Print Copy Mail, Property Control & Space Analysis and Property Disposition						
Property Control & Space Analysis Non-supervisory						
	2012	2014	2016	Diff	Signif	Impact
				2014 to	Diff	
				2016		
Survey Respondents	0	0	6			
Employees in Unit/Department			5			
% Survey Participation	--	--	120%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	--	--	81	--		
My supervisor trusts me	--	--	89	--		
I trust my supervisor	--	--	74	--		
A climate of trust exists in my unit/department	--	--	80	--		
I trust my co-workers	--	--	89	--		
People in my unit/department follow through on their commitments	--	--	84	--		
<b>Safety</b>						
Feel safe at work*	--	--	78	--		
Department committed to occupational health and safety*	--	--	81	--		
Department does good job monitoring safety*	--	--	81	--		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	--	--	78	--		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	--	--	91	--		
My unit/department understands the needs of our customers	--	--	93	--		
My unit/department adapts to changing customer needs	--	--	85	--		
My unit/department communicates service changes effectively to customers	--	--	81	--		
My unit/department implements service changes effectively	--	--	76	--		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	89	--		
I cope well with stress of job*	--	--	87	--		
<b>Climate within unit/department</b>						
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*	--	--	83	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	72	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	85	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	76	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Procurement Services						
Procurement Services Staff						
Procurement Non-supervisory						
	2012	2014	2016	Diff	Signif	Impact
	38	40	41	2014 to	Diff	
		33	41	2016		
		121%	100%			
	Survey Respondents Employees in Unit/Department % Survey Participation					
<b>Dimensions</b>						
<b>Upper Management*</b>						0.1
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*	--	--	61	--		
Encourages cross-departmental collaboration*	--	--	61	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	64	--		
Welcomes ideas that enhance work processes*	--	--	63	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	62	--		
<b>Climate*</b>		70	62	-8		0.1
People in my unit/department are treated fairly	63	69	56	-13	▼	
If I am unfairly treated, I believe I will be given a fair shake if I appeal	58	58	51	-7		
Integrity is a hallmark of my unit/department	65	74	66	-8		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	61	63	60	-3		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	57	64	55	-9		
I am aware of the Business and Finance values	79	86	76	-10	▼	
The Business and Finance values govern the way we do business in B&F	71	76	72	-4		
<b>Supervisor</b>	74	71	69	-2		0.7
Considers my ideas	76	72	70	-2		
Recognizes me for doing good work	76	71	69	-2		
Treats me with respect	80	77	77	0		
Cares about me as a person	79	73	71	-2		
Gives me constructive feedback on my performance	75	73	71	-2		
Communicates well	71	67	65	-2		
Is approachable and easy to talk with	77	75	72	-3		
Is ethical in day-to-day practices	82	80	82	2		
Deals effectively with poor performance	64	58	54	-4		
Manages people effectively	66	62	59	-3		
Is an effective decision-maker	69	67	71	4		
Effectively communicates the goals and strategies of our unit/department	62	74	71	-3		
<b>Autonomy/Involvement</b>	66	66	64	-2		0.8
I have control over how I do my work	73	71	71	0		
My opinion counts at work	65	66	62	-4		
I have a say in decisions that affect my work	59	64	59	-5		
<b>Workload</b>	54	62	60	-2		0.5
Work is distributed fairly within my workgroup	52	61	59	-2		
My workgroup has enough employees to handle the work	57	62	63	1		
<b>Resources/Environment</b>	70	75	76	1		0.0
The physical environment allows me to do my job	70	73	75	2		
I have the necessary resources, tools or equipment to do my job	70	76	76	0		
<b>Recognition*</b>	--	70	64	-6		1.2
My customers recognize my good work	78	73	74	1		
I get appropriate recognition when I have done something extraordinary	65	64	60	-4		
Expressions of thanks and appreciation are common in my unit/department	62	67	56	-11		
My contributions are valued by members of the U of M Community	68	74	66	-8		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Procurement Services						
Procurement Services Staff						
Procurement Non-supervisory						
	2012	2014	2016	Diff	Signif	Impact
Survey Respondents Employees in Unit/Department % Survey Participation	38	40 33 121%	41 41 100%	2014 to 2016	Diff	
<b>Dimensions</b>						
<b>Co-workers</b>	76	73	72	-1		0.9
My workgroup collaborates effectively with other workgroups	69	66	72	6		
My co-workers and I work as part of a team	73	74	70	-4		
I can count on my co-workers to help out when needed	75	71	72	1		
I am consistently treated with respect by my co-workers	78	73	75	2		
One or more of my co-workers cares about me as a person	85	86	75	-11	▼	
People care about each other in my unit/department	75	70	69	-1		
<b>Communication*</b>	--	62	55	-7		1.1
Reasons for making changes are communicated before changes are made	47	57	50	-7		
Customer feedback is shared throughout my unit/department	52	61	51	-10		
Information about the University is shared openly in my unit/department	60	66	59	-7		
I am informed about matters that affect my job	62	64	59	-5		
Changes in service standards are communicated effectively	51	63	55	-8		
<b>Training and Development*</b>	--	59	63	4		0.0
I receive training necessary for me to do my job	60	61	66	5		
I have opportunities for training that support my development and/or advancement	55	58	63	5		
When my job changes, I receive appropriate training*	--	56	60	4		
<b>Task Significance</b>	78	83	79	-4		2.9
I know what is expected of me at work	77	81	80	-1		
I understand how my work supports the mission of my unit/department	83	87	84	-3		
I understand how my work supports the mission of Business and Finance	83	89	83	-6	▼	
I understand how my work supports U of M's mission	81	87	83	-4		
My supervisor has a clear view of where unit/department is going	66	73	68	-5		
The goals of my unit/department are clear to me	75	81	76	-5		
<b>Compensation*</b>	--	61	55	-6		0.3
I understand how my current salary or base pay rate is determined	60	67	64	-3		
I am fairly paid for the work I do	50	50	46	-4		
My salary/pay is a significant factor in my decision to stay at U of M	50	67	55	-12	▼	
<b>Benefits*</b>	--	79	73	-6		0.0
U of M's benefits package meets my needs	75	77	74	-3		
The benefits package is a significant factor in my decision to stay at U of M	71	81	73	-8		
<b>Advancement*</b>	--	64	51	-13	▼	0.0
Opportunities for advancement or promotion exist within U of M	62	68	51	-17	▼	
I know what is required of me to advance within U of M	60	62	50	-12	▼	
Internal candidates receive fair consideration for open positions	52	61	51	-10	▼	
<b>Survey Perception*</b>	--	71	59	-12	▼	0.0
This survey is an important element in improving the work environment	61	71	59	-12	▼	

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Procurement Services						
Procurement Services Staff						
Procurement Non-supervisory						
	2012	2014	2016	Diff	Signif	Impact
	2014 to					
Survey Respondents	2016					
Employees in Unit/Department	38	40	41			
% Survey Participation		33	41			
		121%	100%			
<b>Satisfaction</b>						
<b>Job Satisfaction</b>	70	75	64	-11	▼	
To what extent does your current job fall short or exceed your expectations	65	64	51	-13	▼	
How well does your current position compare to your ideal job	54	61	51	-10	▼	
How satisfied are you with your job	68	74	64	-10	▼	
I enjoy the type of work I do	75	82	75	-7	▼	
My job is interesting	75	82	72	-10	▼	
I make a difference in my unit/department	77	78	72	-6		
My job gives me a sense of accomplishment	75	81	66	-15	▼	
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>	--	82	73	-9	▼	2.4
I am proud to work for my unit/department	74	81	73	-8		
I have a strong commitment to my unit/department	82	86	79	-7	▼	
I care about the future of my unit/department	85	87	83	-4		
I feel a strong sense of belonging to my unit/department	77	79	68	-11	▼	
I enjoy discussing my unit/department with people who do not work here	62	72	62	-10		
The organization actively supports the health and wellbeing of its employees*	--	--	67	--		
<b>Unit/Dept. Loyalty</b>	61	68	54	-14	▼	2.5
If it is up to me, I will be working in my unit/department one year from now	69	76	61	-15	▼	
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	40	41	33	-8		
I would not leave my unit/dept for a similar job within UM at the same salary	61	71	60	-11		
<b>Unit/Dept. Recommend</b>	66	74	69	-5		3.1
I recommend my unit/department to someone looking for a good place to work	66	74	69	-5		
<b>Customer Focus</b>	87	88	86	-2		0.0
I am able to address my clients'/customers' concerns	81	83	79	-4		
I do all that I can within budgetary constraints to satisfy customers	91	86	86	0		
I enjoy helping solve customers' problems	89	91	89	-2		
I respond in a timely manner to customer requests/questions	86	91	88	-3		
<b>U of M Commitment</b>	85	87	85	-2		0.0
I am proud to work for the U-M	86	89	87	-2		
I have a strong commitment to the U-M	86	88	86	-2		
I care about the future of the U-M	88	89	89	0		
I enjoy discussing the U-M with people who do not work here	77	81	80	-1		
I feel a strong sense of belonging to the U-M	84	84	81	-3		
<b>U of M Loyalty</b>	81	80	77	-3		0.7
If it is up to me, I will be working at U of M one year from now	87	89	82	-7		
I would not leave U of M for a similar job at a 5% higher salary	67	60	62	2		
I would not leave U of M for a similar job at the same salary	81	77	81	4		
<b>U of M Recommendation</b>	83	84	83	-1		0.1
I would recommend the U-M to someone who is looking for a good place to work	83	84	83	-1		
<b>U of M Donation*</b>	--	--	62	--		1.5
I would encourage friends and family to donate to U-M*	--	--	62	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Procurement Services						
Procurement Services Staff						
Procurement Non-supervisory						
	2012	2014	2016	Diff	Signif	Impact
	2014 to			2016	Diff	
Survey Respondents	38	40	41			
Employees in Unit/Department		33	41			
% Survey Participation		121%	100%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	72	69	70	1		
My supervisor trusts me	80	78	76	-2		
I trust my supervisor	73	74	70	-4		
A climate of trust exists in my unit/department	65	68	66	-2		
I trust my co-workers	65	67	68	1		
People in my unit/department follow through on their commitments	66	67	62	-5		
<b>Safety</b>						
Feel safe at work*	--	85	88	3		
Department committed to occupational health and safety*	--	80	85	5		
Department does good job monitoring safety*	--	78	85	7		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	74	71	70	-1		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	90	87	88	1		
My unit/department understands the needs of our customers	81	79	80	1		
My unit/department adapts to changing customer needs	77	79	75	-4		
My unit/department communicates service changes effectively to customers	61	73	65	-8		
My unit/department implements service changes effectively	60	70	64	-6		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	78	--		
I cope well with stress of job*	--	--	73	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	90	78	-12	▼	
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	62	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	64	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	71	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	76	--		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

		Finance					
		Procurement Services					
		Procurement Services Staff					
		Administration and Technology Non-Supervisory					
		2012	2014	2016	Diff	Signif	Impact
		11	14	13	2014 to	Diff	
			27	22	2016		
			52%	59%			
		Survey Respondents					
		Employees in Unit/Department					
		% Survey Participation					
<b>Dimensions</b>							
<b>Upper Management*</b>							
Motivates employees to do their best*		--	--	51	--		
Effectively communicates the goals and strategies of the unit/department*		--	--	51	--		
Fosters an environment that encourages employee development*		--	--	52	--		
Encourages cross-departmental collaboration*		--	--	50	--		
Fosters a culture that values diversity, equity and inclusion*		--	--	56	--		
Welcomes ideas that enhance work processes*		--	--	50	--		
Fosters a culture that values diversity, equity and inclusion*		--	--	47	--		
<b>Climate*</b>							
People in my unit/department are treated fairly		71	63	63	0		
If I am unfairly treated, I believe I will be given a fair shake if I appeal		76	59	51	-8		
Integrity is a hallmark of my unit/department		79	68	62	-6		
I am comfortable expressing my opinions even if contrary to prevailing beliefs		73	62	63	1		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs		74	60	58	-2		
I am aware of the Business and Finance values		82	77	64	-13		
The Business and Finance values govern the way we do business in B&F		80	71	62	-9		
<b>Supervisor</b>							
Considers my ideas		65	71	75	4		
Recognizes me for doing good work		70	68	75	7		
Treats me with respect		67	74	81	7		
Cares about me as a person		64	68	73	5		
Gives me constructive feedback on my performance		63	68	77	9		
Communicates well		56	72	73	1		
Is approachable and easy to talk with		53	76	83	7		
Is ethical in day-to-day practices		68	77	83	6		
Deals effectively with poor performance		53	62	64	2		
Manages people effectively		48	68	71	3		
Is an effective decision-maker		46	75	77	2		
Effectively communicates the goals and strategies of our unit/department		88	74	72	-2		
<b>Autonomy/Involvement</b>							
I have control over how I do my work		81	74	77	3		
My opinion counts at work		79	64	67	3		
I have a say in decisions that affect my work		80	64	63	-1		
<b>Workload</b>							
Work is distributed fairly within my workgroup		66	64	67	3		
My workgroup has enough employees to handle the work		63	64	64	0		
		73	64	72	8		
<b>Resources/Environment</b>							
The physical environment allows me to do my job		77	72	74	2		
I have the necessary resources, tools or equipment to do my job		82	75	73	-2		
		72	70	76	6		
<b>Recognition*</b>							
My customers recognize my good work		--	64	57	-7		
I get appropriate recognition when I have done something extraordinary		82	75	67	-8		
Expressions of thanks and appreciation are common in my unit/department		78	60	55	-5		
My contributions are valued by members of the U of M Community		71	61	50	-11		
		84	62	57	-5		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

Finance						
Procurement Services						
Procurement Services Staff						
Administration and Technology Non-Supervisory						
	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	11	14	13			
Employees in Unit/Department		27	22			
% Survey Participation		52%	59%			
<b>Dimensions</b>						
<b>Co-workers</b>	80	71	71	0		
My workgroup collaborates effectively with other workgroups	80	75	69	-6		
My co-workers and I work as part of a team	77	73	75	2		
I can count on my co-workers to help out when needed	73	67	70	3		
I am consistently treated with respect by my co-workers	83	68	73	5		
One or more of my co-workers cares about me as a person	85	73	75	2		
People care about each other in my unit/department	84	69	62	-7		
<b>Communication*</b>	--	61	56	-5		
Reasons for making changes are communicated before changes are made	61	57	49	-8		
Customer feedback is shared throughout my unit/department	63	61	50	-11		
Information about the University is shared openly in my unit/department	72	67	58	-9		
I am informed about matters that affect my job	69	59	68	9		
Changes in service standards are communicated effectively	72	61	55	-6		
<b>Training and Development*</b>	--	57	70	13		
I receive training necessary for me to do my job	66	59	73	14		
I have opportunities for training that support my development and/or advancement	65	55	68	13		
When my job changes, I receive appropriate training*	--	59	69	10		
<b>Task Significance</b>	78	82	70	-12		
I know what is expected of me at work	78	82	71	-11		
I understand how my work supports the mission of my unit/department	84	84	74	-10		
I understand how my work supports the mission of Business and Finance	85	84	71	-13		
I understand how my work supports U of M's mission	82	85	71	-14		
My supervisor has a clear view of where unit/department is going	60	72	68	-4		
The goals of my unit/department are clear to me	81	82	63	-19	▼	
<b>Compensation*</b>	--	69	53	-16	▼	
I understand how my current salary or base pay rate is determined	71	75	56	-19	▼	
I am fairly paid for the work I do	57	62	49	-13		
My salary/pay is a significant factor in my decision to stay at U of M	64	71	54	-17		
<b>Benefits*</b>	--	74	69	-5		
U of M's benefits package meets my needs	72	73	70	-3		
The benefits package is a significant factor in my decision to stay at U of M	73	76	68	-8		
<b>Advancement*</b>	--	60	54	-6		
Opportunities for advancement or promotion exist within U of M	75	60	56	-4		
I know what is required of me to advance within U of M	67	60	49	-11		
Internal candidates receive fair consideration for open positions	79	61	58	-3		
<b>Survey Perception*</b>	--	62	54	-8		
This survey is an important element in improving the work environment	83	62	54	-8		

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# EMPLOYEE SATISFACTION SURVEY

## 2016 Survey - Attribute Detail Report

	Finance					
	Procurement Services					
	Procurement Services Staff					
	Administration and Technology Non-Supervisory					
	2012	2014	2016	Diff	Signif	Impact
	11	14	13	2014 to	Diff	
		27	22	2016		
		52%	59%			
	Survey Respondents Employees in Unit/Department % Survey Participation					
<b>Satisfaction</b>						
<b>Job Satisfaction</b>						
To what extent does your current job fall short or exceed your expectations	79	73	63	-10		
How well does your current position compare to your ideal job	65	63	53	-10		
How satisfied are you with your job	64	60	49	-11		
I enjoy the type of work I do	77	72	63	-9		
My job is interesting	89	82	72	-10		
I make a difference in my unit/department	89	81	68	-13		
My job gives me a sense of accomplishment	87	76	69	-7		
	85	77	70	-7		
<b>Outcomes</b>						
<b>Unit/Dept. Commitment*</b>						
I am proud to work for my unit/department	--	76	69	-7		
I have a strong commitment to my unit/department	84	73	69	-4		
I care about the future of my unit/department	87	76	74	-2		
I feel a strong sense of belonging to my unit/department	89	92	76	-16	▼	
I enjoy discussing my unit/department with people who do not work here	87	69	68	-1		
The organization actively supports the health and wellbeing of its employees*	84	65	58	-7		
	--	--	70	--		
<b>Unit/Dept. Loyalty</b>						
If it is up to me, I will be working in my unit/department one year from now	77	60	53	-7		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	81	71	60	-11		
I would not leave my unit/dept for a similar job within UM at the same salary	61	40	37	-3		
	83	55	55	0		
<b>Unit/Dept. Recommend</b>						
I recommend my unit/department to someone looking for a good place to work	79	68	62	-6		
	79	68	62	-6		
<b>Customer Focus</b>						
I am able to address my clients'/customers' concerns	87	86	86	0		
I do all that I can within budgetary constraints to satisfy customers	85	75	82	7		
I enjoy helping solve customers' problems	86	83	89	6		
I respond in a timely manner to customer requests/questions	91	92	86	-6		
	87	90	87	-3		
<b>U of M Commitment</b>						
I am proud to work for the U-M	92	89	84	-5		
I have a strong commitment to the U-M	94	94	88	-6		
I care about the future of the U-M	94	92	83	-9		
I enjoy discussing the U-M with people who do not work here	94	93	86	-7		
I feel a strong sense of belonging to the U-M	88	85	80	-5		
	88	82	80	-2		
<b>U of M Loyalty</b>						
If it is up to me, I will be working at U of M one year from now	88	87	75	-12		
I would not leave U of M for a similar job at a 5% higher salary	92	95	87	-8		
I would not leave U of M for a similar job at the same salary	77	74	68	-6		
	92	81	72	-9		
<b>U of M Recommendation</b>						
I would recommend the U-M to someone who is looking for a good place to work	91	89	82	-7		
	91	89	82	-7		
<b>U of M Donation*</b>						
I would encourage friends and family to donate to U-M*	--	--	53	--		
	--	--	53	--		

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# EMPLOYEE SATISFACTION SURVEY

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Employees in Unit/Department		27	22			
% Survey Participation		52%	59%			
<b>Other Attributes</b>						
<b>Trust</b>						
My supervisor creates an environment that fosters trust	56	69	76	7		
My supervisor trusts me	57	73	80	7		
I trust my supervisor	62	68	78	10		
A climate of trust exists in my unit/department	58	69	63	-6		
I trust my co-workers	72	69	70	1		
People in my unit/department follow through on their commitments	67	69	65	-4		
<b>Safety</b>						
Feel safe at work*	--	79	84	5		
Department committed to occupational health and safety*	--	85	74	-11		
Department does good job monitoring safety*	--	87	71	-16		
<b>Supervisor Rating</b>						
Overall, rate your supervisor	48	73	78	5		
<b>Customer Orientation</b>						
Satisfying customers is a top priority in my unit/department	85	86	82	-4		
My unit/department understands the needs of our customers	83	83	69	-14		
My unit/department adapts to changing customer needs	81	76	70	-6		
My unit/department communicates service changes effectively to customers	84	75	62	-13		
My unit/department implements service changes effectively	82	75	64	-11		
<b>Health and Wellness</b>						
My supervisor is supportive of workplace health and well-being activities*	--	--	74	--		
I cope well with stress of job*	--	--	63	--		
<b>Climate within unit/department</b>						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	33	100	67		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	67	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	74	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	63	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	81	--		

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