

EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	121	121	142			
Employees in Unit/Department	169	175	159			
% Survey Participation	72%	69%	89%			
Dimensions						
Upper Management*	--	--	56	--		0.2
Motivates employees to do their best*	--	--	56	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	55	--		
Fosters an environment that encourages employee development*	--	--	53	--		
Encourages cross-departmental collaboration*	--	--	51	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	59	--		
Welcomes ideas that enhance work processes*	--	--	58	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	58	--		
Climate*	--	60	62	2		0.3
People in my unit/department are treated fairly	61	61	63	2		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	58	60	61	1		
Integrity is a hallmark of my unit/department	59	57	61	4		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	62	63	65	2		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	53	55	58	3		
I am aware of the Business and Finance values	61	67	62	-5		
The Business and Finance values govern the way we do business in B&F	58	58	63	5		
Supervisor	69	64	72	8	▲	0.3
Considers my ideas	67	61	70	9	▲	
Recognizes me for doing good work	68	60	70	10	▲	
Treats me with respect	77	75	80	5		
Cares about me as a person	74	70	74	4		
Gives me constructive feedback on my performance	67	64	70	6		
Communicates well	67	61	70	9	▲	
Is approachable and easy to talk with	75	73	78	5		
Is ethical in day-to-day practices	73	68	76	8	▲	
Deals effectively with poor performance	57	54	62	8	▲	
Manages people effectively	64	57	67	10	▲	
Is an effective decision-maker	67	62	72	10	▲	
Effectively communicates the goals and strategies of our unit/department	52	63	71	8	▲	
Autonomy/Involvement	58	57	63	6	▲	0.7
I have control over how I do my work	66	68	74	6	▲	
My opinion counts at work	55	52	59	7	▲	
I have a say in decisions that affect my work	53	53	57	4		
Workload	65	63	66	3		0.6
Work is distributed fairly within my workgroup	65	66	67	1		
My workgroup has enough employees to handle the work	66	58	64	6		
Resources/Environment	66	70	75	5		0.2
The physical environment allows me to do my job	65	70	74	4		
I have the necessary resources, tools or equipment to do my job	68	70	76	6	▲	
Recognition*	--	57	60	3		0.4
My customers recognize my good work	71	65	68	3		
I get appropriate recognition when I have done something extraordinary	61	54	60	6		
Expressions of thanks and appreciation are common in my unit/department	57	54	59	5		
My contributions are valued by members of the U of M Community	58	57	53	-4		

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2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

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Survey Respondents	121	121	142			
Employees in Unit/Department	169	175	159			
% Survey Participation	72%	69%	89%			
Dimensions						
Co-workers	74	69	74	5	▲	1.3
My workgroup collaborates effectively with other workgroups	61	61	65	4		
My co-workers and I work as part of a team	74	66	74	8	▲	
I can count on my co-workers to help out when needed	77	70	76	6	▲	
I am consistently treated with respect by my co-workers	76	70	76	6	▲	
One or more of my co-workers cares about me as a person	85	79	81	2		
People care about each other in my unit/department	73	65	70	5		
Communication*	--	55	59	4		0.2
Reasons for making changes are communicated before changes are made	45	49	54	5		
Customer feedback is shared throughout my unit/department	50	56	56	0		
Information about the University is shared openly in my unit/department	57	56	61	5		
I am informed about matters that affect my job	59	60	66	6		
Changes in service standards are communicated effectively	50	54	59	5		
Training and Development*	--	56	66	10	▲	0.1
I receive training necessary for me to do my job	55	61	72	11	▲	
I have opportunities for training that support my development and/or advancement	45	47	58	11	▲	
When my job changes, I receive appropriate training*	--	58	67	9	▲	
Task Significance	77	77	80	3		0.7
I know what is expected of me at work	85	84	87	3		
I understand how my work supports the mission of my unit/department	85	85	87	2		
I understand how my work supports the mission of Business and Finance	76	78	78	0		
I understand how my work supports U of M's mission	76	77	77	0		
My supervisor has a clear view of where unit/department is going	64	66	71	5		
The goals of my unit/department are clear to me	70	72	78	6		
Compensation*	--	63	61	-2	▼	0.7
I understand how my current salary or base pay rate is determined	62	69	60	-9	▼	
I am fairly paid for the work I do	58	55	56	1		
My salary/pay is a significant factor in my decision to stay at U of M	63	67	69	2		
Benefits*	--	80	79	-1		0.1
U of M's benefits package meets my needs	75	77	77	0		
The benefits package is a significant factor in my decision to stay at U of M	78	84	81	-3		
Advancement*	--	53	61	8	▲	0.5
Opportunities for advancement or promotion exist within U of M	61	54	62	8	▲	
I know what is required of me to advance within U of M	57	52	58	6		
Internal candidates receive fair consideration for open positions	56	53	62	9	▲	
Survey Perception*	--	56	62	6		0.1
This survey is an important element in improving the work environment	54	56	62	6		

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Survey Respondents	121	121	142			
Employees in Unit/Department	169	175	159			
% Survey Participation	72%	69%	89%			
Satisfaction						
Job Satisfaction	73	69	70	1		
To what extent does your current job fall short or exceed your expectations	65	57	59	2		
How well does your current position compare to your ideal job	59	55	58	3		
How satisfied are you with your job	75	69	70	1		
I enjoy the type of work I do	80	78	79	1		
My job is interesting	76	75	76	1		
I make a difference in my unit/department	80	75	77	2		
My job gives me a sense of accomplishment	75	71	71	0		
Outcomes						
Unit/Dept. Commitment*	--	73	73	0		2.6
I am proud to work for my unit/department	74	71	73	2		
I have a strong commitment to my unit/department	79	76	77	1		
I care about the future of my unit/department	85	83	82	-1		
I feel a strong sense of belonging to my unit/department	72	69	72	3		
I enjoy discussing my unit/department with people who do not work here	66	63	65	2		
The organization actively supports the health and wellbeing of its employees*	--	--	67	--		
Unit/Dept. Loyalty	65	58	60	2		3.2
If it is up to me, I will be working in my unit/department one year from now	73	69	71	2		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	42	31	37	6		
I would not leave my unit/dept for a similar job within UM at the same salary	66	57	61	4		
Unit/Dept. Recommend	70	65	69	4		3.2
I recommend my unit/department to someone looking for a good place to work	70	65	69	4		
Customer Focus	86	87	86	-1		1.2
I am able to address my clients'/customers' concerns	80	81	79	-2		
I do all that I can within budgetary constraints to satisfy customers	85	88	87	-1		
I enjoy helping solve customers' problems	87	87	87	0		
I respond in a timely manner to customer requests/questions	89	90	90	0		
U of M Commitment	85	81	84	3		1.0
I am proud to work for the U-M	87	84	87	3		
I have a strong commitment to the U-M	87	82	85	3		
I care about the future of the U-M	88	85	88	3		
I enjoy discussing the U-M with people who do not work here	80	77	78	1		
I feel a strong sense of belonging to the U-M	79	74	78	4		
U of M Loyalty	81	73	76	3		1.5
If it is up to me, I will be working at U of M one year from now	88	85	85	0		
I would not leave U of M for a similar job at a 5% higher salary	67	54	61	7		
I would not leave U of M for a similar job at the same salary	79	69	75	6		
U of M Recommendation	85	83	84	1		1.2
I would recommend the U-M to someone who is looking for a good place to work	85	83	84	1		
U of M Donation*	--	--	52	--		1.8
I would encourage friends and family to donate to U-M*	--	--	52	--		

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Parking and Transportation Services

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Survey Respondents	121	121	142			
Employees in Unit/Department	169	175	159			
% Survey Participation	72%	69%	89%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	66	66	72	6		
My supervisor trusts me	75	75	79	4		
I trust my supervisor	70	69	74	5		
A climate of trust exists in my unit/department	61	57	62	5		
I trust my co-workers	68	63	68	5		
People in my unit/department follow through on their commitments	62	61	65	4		
Safety						
Feel safe at work*	--	81	81	0		
Department committed to occupational health and safety*	--	73	77	4		
Department does good job monitoring safety*	--	71	74	3		
Supervisor Rating						
Overall, rate your supervisor	72	67	75	8	▲	
Customer Orientation						
Satisfying customers is a top priority in my unit/department	85	82	84	2		
My unit/department understands the needs of our customers	83	77	84	7	▲	
My unit/department adapts to changing customer needs	78	73	80	7	▲	
My unit/department communicates service changes effectively to customers	70	63	70	7	▲	
My unit/department implements service changes effectively	67	63	68	5		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	76	--		
I cope well with stress of job*	--	--	78	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	87	81	-6		
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*	--	--	71	--		
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*	--	--	66	--		

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Facilities & Operations

Parking and Transportation Services

PTS Management

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	17	25	30			
Employees in Unit/Department	23	25	22			
% Survey Participation	74%	100%	136%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	54	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	56	--		
Fosters an environment that encourages employee development*	--	--	53	--		
Encourages cross-departmental collaboration*	--	--	48	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	57	--		
Welcomes ideas that enhance work processes*	--	--	54	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	56	--		
Climate*						
People in my unit/department are treated fairly	75	74	69	-5		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	70	72	61	-11		
Integrity is a hallmark of my unit/department	75	73	63	-10		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	76	74	69	-5		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	76	67	62	-5		
I am aware of the Business and Finance values	79	81	70	-11		
The Business and Finance values govern the way we do business in B&F	70	73	70	-3		
Supervisor	74	78	75	-3		
Considers my ideas	74	82	74	-8		
Recognizes me for doing good work	73	72	72	0		
Treats me with respect	82	81	79	-2		
Cares about me as a person	75	79	75	-4		
Gives me constructive feedback on my performance	74	77	72	-5		
Communicates well	73	79	77	-2		
Is approachable and easy to talk with	80	79	75	-4		
Is ethical in day-to-day practices	81	82	76	-6		
Deals effectively with poor performance	63	73	69	-4		
Manages people effectively	66	75	72	-3		
Is an effective decision-maker	64	76	79	3		
Effectively communicates the goals and strategies of our unit/department	65	76	76	0		
Autonomy/Involvement	74	78	69	-9		
I have control over how I do my work	75	79	77	-2		
My opinion counts at work	75	77	66	-11		
I have a say in decisions that affect my work	71	77	65	-12	▼	
Workload	67	69	62	-7		
Work is distributed fairly within my workgroup	65	68	63	-5		
My workgroup has enough employees to handle the work	69	70	62	-8		
Resources/Environment	62	71	71	0		
The physical environment allows me to do my job	62	71	71	0		
I have the necessary resources, tools or equipment to do my job	62	71	70	-1		
Recognition*	--	66	64	-2		
My customers recognize my good work	67	67	67	0		
I get appropriate recognition when I have done something extraordinary	66	65	66	1		
Expressions of thanks and appreciation are common in my unit/department	72	65	63	-2		
My contributions are valued by members of the U of M Community	70	68	60	-8		

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Parking and Transportation Services

PTS Management

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Survey Respondents	17	25	30			
Employees in Unit/Department	23	25	22			
% Survey Participation	74%	100%	136%			
Dimensions						
Co-workers						
My workgroup collaborates effectively with other workgroups	65	68	68	0		
My co-workers and I work as part of a team	78	72	71	-1		
I can count on my co-workers to help out when needed	75	73	74	1		
I am consistently treated with respect by my co-workers	74	73	76	3		
One or more of my co-workers cares about me as a person	86	83	84	1		
People care about each other in my unit/department	74	68	67	-1		
Communication*						
Reasons for making changes are communicated before changes are made	63	60	57	-3		
Customer feedback is shared throughout my unit/department	72	74	64	-10		
Information about the University is shared openly in my unit/department	76	67	67	0		
I am informed about matters that affect my job	69	69	69	0		
Changes in service standards are communicated effectively	69	66	62	-4		
Training and Development*						
I receive training necessary for me to do my job	63	70	65	-5		
I have opportunities for training that support my development and/or advancement	74	64	66	2		
When my job changes, I receive appropriate training*	--	66	62	-4		
Task Significance						
I know what is expected of me at work	83	82	76	-6		
I understand how my work supports the mission of my unit/department	92	89	80	-9		
I understand how my work supports the mission of Business and Finance	84	85	76	-9		
I understand how my work supports U of M's mission	84	85	77	-8		
My supervisor has a clear view of where unit/department is going	73	78	75	-3		
The goals of my unit/department are clear to me	80	74	67	-7		
Compensation*						
I understand how my current salary or base pay rate is determined	68	70	56	-14	▼	
I am fairly paid for the work I do	65	67	46	-21	▼	
My salary/pay is a significant factor in my decision to stay at U of M	58	63	65	2		
Benefits*						
U of M's benefits package meets my needs	83	87	83	-4		
The benefits package is a significant factor in my decision to stay at U of M	82	85	82	-3		
Advancement*						
Opportunities for advancement or promotion exist within U of M	80	69	69	0		
I know what is required of me to advance within U of M	65	67	60	-7		
Internal candidates receive fair consideration for open positions	65	75	74	-1		
Survey Perception*						
This survey is an important element in improving the work environment	59	65	57	-8		

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PTS Management

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	17	25	30			
Employees in Unit/Department	23	25	22			
% Survey Participation	74%	100%	136%			
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	82	75	69	-6		
How well does your current position compare to your ideal job	71	62	52	-10		
How satisfied are you with your job	72	60	55	-5		
I enjoy the type of work I do	84	75	68	-7		
My job is interesting	86	82	78	-4		
I make a difference in my unit/department	92	84	81	-3		
My job gives me a sense of accomplishment	85	85	77	-8		
	85	79	74	-5		
Outcomes						
Unit/Dept. Commitment*						
I am proud to work for my unit/department	--	85	77	-8		
I have a strong commitment to my unit/department	82	83	78	-5		
I care about the future of my unit/department	87	86	81	-5		
I feel a strong sense of belonging to my unit/department	93	92	86	-6		
I enjoy discussing my unit/department with people who do not work here	87	81	77	-4		
The organization actively supports the health and wellbeing of its employees*	80	78	68	-10		
	--	--	67	--		
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	69	72	65	-7		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	81	82	73	-9		
I would not leave my unit/dept for a similar job within UM at the same salary	37	48	47	-1		
	73	69	70	1		
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	79	71	72	1		
	79	71	72	1		
Customer Focus						
I am able to address my clients'/customers' concerns	90	89	86	-3		
I do all that I can within budgetary constraints to satisfy customers	80	83	80	-3		
I enjoy helping solve customers' problems	92	91	91	0		
I respond in a timely manner to customer requests/questions	94	90	86	-4		
	93	92	87	-5		
U of M Commitment						
I am proud to work for the U-M	94	92	90	-2		
I have a strong commitment to the U-M	95	94	92	-2		
I care about the future of the U-M	94	92	91	-1		
I enjoy discussing the U-M with people who do not work here	95	96	93	-3		
I feel a strong sense of belonging to the U-M	93	88	82	-6		
	92	87	87	0		
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	87	83	79	-4		
I would not leave U of M for a similar job at a 5% higher salary	94	92	85	-7		
I would not leave U of M for a similar job at the same salary	75	64	66	2		
	83	78	81	3		
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	93	92	85	-7		
	93	92	85	-7		
U of M Donation*						
I would encourage friends and family to donate to U-M*	--	--	47	--		
	--	--	47	--		

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Parking and Transportation Services

PTS Management

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Survey Respondents	17	25	30			
Employees in Unit/Department	23	25	22			
% Survey Participation	74%	100%	136%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	71	78	74	-4		
My supervisor trusts me	81	84	80	-4		
I trust my supervisor	76	80	76	-4		
A climate of trust exists in my unit/department	70	58	60	2		
I trust my co-workers	74	64	67	3		
People in my unit/department follow through on their commitments	61	65	56	-9		
Safety						
Feel safe at work*	--	96	79	-17	▼	
Department committed to occupational health and safety*	--	85	76	-9		
Department does good job monitoring safety*	--	82	68	-14	▼	
Supervisor Rating						
Overall, rate your supervisor	77	78	75	-3		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	88	89	82	-7		
My unit/department understands the needs of our customers	89	84	86	2		
My unit/department adapts to changing customer needs	87	83	82	-1		
My unit/department communicates service changes effectively to customers	78	75	73	-2		
My unit/department implements service changes effectively	79	74	73	-1		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	79	--		
I cope well with stress of job*	--	--	73	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	92	88	-4		
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*	--	--	76	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	70	--		

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Parking and Transportation Services

PTS Management

PTS Lead Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	6	7	8			
Employees in Unit/Department	6	6	7			
% Survey Participation	100%	117%	114%			
Dimensions						
Upper Management*	--	--	--	--		
Motivates employees to do their best*	--	--	--	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	--	--		
Fosters an environment that encourages employee development*	--	--	--	--		
Encourages cross-departmental collaboration*	--	--	--	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	--	--		
Welcomes ideas that enhance work processes*	--	--	--	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	--	--		
Climate*	--	81	78	-3		
People in my unit/department are treated fairly	78	83	82	-1		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	76	76	76	0		
Integrity is a hallmark of my unit/department	76	81	75	-6		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	76	78	72	-6		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	85	78	72	-6		
I am aware of the Business and Finance values	98	94	88	-6		
The Business and Finance values govern the way we do business in B&F	81	79	79	0		
Supervisor	81	72	72	0		
Considers my ideas	80	78	72	-6		
Recognizes me for doing good work	78	70	67	-3		
Treats me with respect	87	73	76	3		
Cares about me as a person	72	68	72	4		
Gives me constructive feedback on my performance	72	63	67	4		
Communicates well	78	75	69	-6		
Is approachable and easy to talk with	91	73	72	-1		
Is ethical in day-to-day practices	89	78	81	3		
Deals effectively with poor performance	80	70	71	1		
Manages people effectively	74	68	68	0		
Is an effective decision-maker	83	75	75	0		
Effectively communicates the goals and strategies of our unit/department	74	73	71	-2		
Autonomy/Involvement	86	83	72	-11		
I have control over how I do my work	91	87	76	-11		
My opinion counts at work	85	81	72	-9		
I have a say in decisions that affect my work	83	79	67	-12		
Workload	78	78	73	-5		
Work is distributed fairly within my workgroup	81	76	75	-1		
My workgroup has enough employees to handle the work	72	83	71	-12		
Resources/Environment	83	86	72	-14		
The physical environment allows me to do my job	80	84	69	-15		
I have the necessary resources, tools or equipment to do my job	87	89	75	-14		
Recognition*	--	70	68	-2		
My customers recognize my good work	76	75	78	3		
I get appropriate recognition when I have done something extraordinary	72	70	67	-3		
Expressions of thanks and appreciation are common in my unit/department	76	68	61	-7		
My contributions are valued by members of the U of M Community	78	68	67	-1		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

PTS Management

PTS Lead Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	6	7	8			
Employees in Unit/Department	6	6	7			
% Survey Participation	100%	117%	114%			
Dimensions						
Co-workers	77	77	83	6		
My workgroup collaborates effectively with other workgroups	81	84	78	-6		
My co-workers and I work as part of a team	80	78	82	4		
I can count on my co-workers to help out when needed	74	81	90	9		
I am consistently treated with respect by my co-workers	74	71	90	19		
One or more of my co-workers cares about me as a person	81	79	85	6		
People care about each other in my unit/department	74	67	72	5		
Communication*	--	75	75	0		
Reasons for making changes are communicated before changes are made	69	68	68	0		
Customer feedback is shared throughout my unit/department	74	81	85	4		
Information about the University is shared openly in my unit/department	83	83	85	2		
I am informed about matters that affect my job	80	71	69	-2		
Changes in service standards are communicated effectively	78	78	68	-10		
Training and Development*	--	72	70	-2		
I receive training necessary for me to do my job	74	70	67	-3		
I have opportunities for training that support my development and/or advancement	83	71	72	1		
When my job changes, I receive appropriate training*	--	67	67	0		
Task Significance	92	88	83	-5		
I know what is expected of me at work	91	78	79	1		
I understand how my work supports the mission of my unit/department	93	94	88	-6		
I understand how my work supports the mission of Business and Finance	93	95	96	1		
I understand how my work supports U of M's mission	93	96	90	-6		
My supervisor has a clear view of where unit/department is going	89	81	74	-7		
The goals of my unit/department are clear to me	93	86	74	-12	▼	
Compensation*	--	79	69	-10		
I understand how my current salary or base pay rate is determined	81	86	72	-14		
I am fairly paid for the work I do	72	78	65	-13		
My salary/pay is a significant factor in my decision to stay at U of M	67	73	71	-2		
Benefits*	--	83	87	4		
U of M's benefits package meets my needs	87	87	90	3		
The benefits package is a significant factor in my decision to stay at U of M	85	78	82	4		
Advancement*	--	78	83	5		
Opportunities for advancement or promotion exist within U of M	89	84	83	-1		
I know what is required of me to advance within U of M	74	76	79	3		
Internal candidates receive fair consideration for open positions	69	73	86	13		
Survey Perception*	--	71	68	-3		
This survey is an important element in improving the work environment	74	71	68	-3		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

PTS Management

PTS Lead Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	6	7	8			
Employees in Unit/Department	6	6	7			
% Survey Participation	100%	117%	114%			
Satisfaction						
Job Satisfaction	87	84	79	-5		
To what extent does your current job fall short or exceed your expectations	80	71	67	-4		
How well does your current position compare to your ideal job	74	70	64	-6		
How satisfied are you with your job	89	85	78	-7		
I enjoy the type of work I do	89	90	88	-2		
My job is interesting	96	92	92	0		
I make a difference in my unit/department	93	90	83	-7		
My job gives me a sense of accomplishment	87	87	83	-4		
Outcomes						
Unit/Dept. Commitment*	--	88	84	-4		
I am proud to work for my unit/department	83	92	89	-3		
I have a strong commitment to my unit/department	87	90	90	0		
I care about the future of my unit/department	94	94	92	-2		
I feel a strong sense of belonging to my unit/department	89	79	81	2		
I enjoy discussing my unit/department with people who do not work here	80	79	67	-12		
The organization actively supports the health and wellbeing of its employees*	--	--	81	--		
Unit/Dept. Loyalty	79	76	75	-1		
If it is up to me, I will be working in my unit/department one year from now	87	79	86	7		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	56	63	51	-12		
I would not leave my unit/dept for a similar job within UM at the same salary	81	81	76	-5		
Unit/Dept. Recommend	80	75	75	0		
I recommend my unit/department to someone looking for a good place to work	80	75	75	0		
Customer Focus	93	94	92	-2		
I am able to address my clients'/customers' concerns	83	89	82	-7		
I do all that I can within budgetary constraints to satisfy customers	94	97	93	-4		
I enjoy helping solve customers' problems	98	95	93	-2		
I respond in a timely manner to customer requests/questions	94	95	99	4		
U of M Commitment	96	94	94	0		
I am proud to work for the U-M	96	95	96	1		
I have a strong commitment to the U-M	96	94	96	2		
I care about the future of the U-M	96	97	96	-1		
I enjoy discussing the U-M with people who do not work here	96	90	86	-4		
I feel a strong sense of belonging to the U-M	96	90	96	6		
U of M Loyalty	93	85	90	5		
If it is up to me, I will be working at U of M one year from now	98	90	97	7		
I would not leave U of M for a similar job at a 5% higher salary	83	73	76	3		
I would not leave U of M for a similar job at the same salary	93	84	89	5		
U of M Recommendation	96	95	96	1		
I would recommend the U-M to someone who is looking for a good place to work	96	95	96	1		
U of M Donation*	--	--	57	--		
I would encourage friends and family to donate to U-M*	--	--	57	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

PTS Management

PTS Lead Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	6	7	8			
Employees in Unit/Department	6	6	7			
% Survey Participation	100%	117%	114%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	76	75	72	-3		
My supervisor trusts me	83	76	74	-2		
I trust my supervisor	78	76	74	-2		
A climate of trust exists in my unit/department	70	60	74	14		
I trust my co-workers	70	67	82	15		
People in my unit/department follow through on their commitments	74	76	75	-1		
Safety						
Feel safe at work*	--	95	81	-14		
Department committed to occupational health and safety*	--	90	89	-1		
Department does good job monitoring safety*	--	89	85	-4		
Supervisor Rating						
Overall, rate your supervisor	81	70	71	1		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	91	95	89	-6		
My unit/department understands the needs of our customers	89	86	93	7		
My unit/department adapts to changing customer needs	89	89	89	0		
My unit/department communicates service changes effectively to customers	81	81	82	1		
My unit/department implements service changes effectively	83	79	82	3		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	85	--		
I cope well with stress of job*	--	--	81	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	--	78	--		
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*	--	--	82	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	78	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

PTS Management

PTS Managers and Supervisors

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	11	18	22			
Employees in Unit/Department	17	19	15			
% Survey Participation	65%	95%	147%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	54	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	56	--		
Fosters an environment that encourages employee development*	--	--	53	--		
Encourages cross-departmental collaboration*	--	--	48	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	57	--		
Welcomes ideas that enhance work processes*	--	--	54	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	56	--		
Climate*						
People in my unit/department are treated fairly	73	70	65	-5		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	67	71	55	-16		
Integrity is a hallmark of my unit/department	74	70	59	-11		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	76	72	67	-5		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	71	63	58	-5		
I am aware of the Business and Finance values	69	76	64	-12		
The Business and Finance values govern the way we do business in B&F	64	70	66	-4		
Supervisor	70	80	76	-4		
Considers my ideas	71	84	75	-9		
Recognizes me for doing good work	70	72	74	2		
Treats me with respect	80	85	80	-5		
Cares about me as a person	76	83	76	-7		
Gives me constructive feedback on my performance	75	82	74	-8		
Communicates well	71	81	79	-2		
Is approachable and easy to talk with	75	81	76	-5		
Is ethical in day-to-day practices	77	83	75	-8		
Deals effectively with poor performance	56	75	69	-6		
Manages people effectively	62	77	73	-4		
Is an effective decision-maker	54	77	80	3		
Effectively communicates the goals and strategies of our unit/department	61	77	78	1		
Autonomy/Involvement	67	76	68	-8		
I have control over how I do my work	66	76	77	1		
My opinion counts at work	70	75	64	-11		
I have a say in decisions that affect my work	65	77	64	-13		
Workload	61	65	58	-7		
Work is distributed fairly within my workgroup	56	65	58	-7		
My workgroup has enough employees to handle the work	67	65	59	-6		
Resources/Environment	51	65	70	5		
The physical environment allows me to do my job	53	66	72	6		
I have the necessary resources, tools or equipment to do my job	48	64	69	5		
Recognition*	--	65	62	-3		
My customers recognize my good work	64	64	63	-1		
I get appropriate recognition when I have done something extraordinary	62	63	65	2		
Expressions of thanks and appreciation are common in my unit/department	70	64	63	-1		
My contributions are valued by members of the U of M Community	66	69	57	-12		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

PTS Management

PTS Managers and Supervisors

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	11	18	22			
Employees in Unit/Department	17	19	15			
% Survey Participation	65%	95%	147%			
Dimensions						
Co-workers	73	71	70	-1		
My workgroup collaborates effectively with other workgroups	56	62	65	3		
My co-workers and I work as part of a team	77	70	67	-3		
I can count on my co-workers to help out when needed	76	70	68	-2		
I am consistently treated with respect by my co-workers	74	74	71	-3		
One or more of my co-workers cares about me as a person	89	84	84	0		
People care about each other in my unit/department	74	69	66	-3		
Communication*	--	64	59	-5		
Reasons for making changes are communicated before changes are made	60	57	53	-4		
Customer feedback is shared throughout my unit/department	71	71	57	-14		
Information about the University is shared openly in my unit/department	72	62	60	-2		
I am informed about matters that affect my job	64	68	68	0		
Changes in service standards are communicated effectively	64	62	60	-2		
Training and Development*	--	66	63	-3		
I receive training necessary for me to do my job	58	70	65	-5		
I have opportunities for training that support my development and/or advancement	68	61	63	2		
When my job changes, I receive appropriate training*	--	66	61	-5		
Task Significance	78	80	74	-6		
I know what is expected of me at work	79	80	80	0		
I understand how my work supports the mission of my unit/department	91	88	78	-10		
I understand how my work supports the mission of Business and Finance	80	81	69	-12		
I understand how my work supports U of M's mission	80	81	72	-9		
My supervisor has a clear view of where unit/department is going	63	77	76	-1		
The goals of my unit/department are clear to me	73	70	65	-5		
Compensation*	--	63	50	-13		
I understand how my current salary or base pay rate is determined	61	64	50	-14		
I am fairly paid for the work I do	60	63	39	-24	▼	
My salary/pay is a significant factor in my decision to stay at U of M	54	59	63	4		
Benefits*	--	87	81	-6		
U of M's benefits package meets my needs	81	86	80	-6		
The benefits package is a significant factor in my decision to stay at U of M	81	88	82	-6		
Advancement*	--	67	62	-5		
Opportunities for advancement or promotion exist within U of M	75	63	63	0		
I know what is required of me to advance within U of M	61	63	54	-9		
Internal candidates receive fair consideration for open positions	62	75	70	-5		
Survey Perception*	--	62	53	-9		
This survey is an important element in improving the work environment	52	62	53	-9		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

PTS Management

PTS Managers and Supervisors

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	11	18	22			
Employees in Unit/Department	17	19	15			
% Survey Participation	65%	95%	147%			
Satisfaction						
Job Satisfaction	79	72	66	-6		
To what extent does your current job fall short or exceed your expectations	66	59	47	-12		
How well does your current position compare to your ideal job	71	56	52	-4		
How satisfied are you with your job	82	72	64	-8		
I enjoy the type of work I do	85	79	75	-4		
My job is interesting	89	81	78	-3		
I make a difference in my unit/department	80	83	75	-8		
My job gives me a sense of accomplishment	83	76	71	-5		
Outcomes						
Unit/Dept. Commitment*	--	84	74	-10		
I am proud to work for my unit/department	81	80	74	-6		
I have a strong commitment to my unit/department	87	84	78	-6		
I care about the future of my unit/department	92	92	83	-9		
I feel a strong sense of belonging to my unit/department	86	82	75	-7		
I enjoy discussing my unit/department with people who do not work here	80	77	68	-9		
The organization actively supports the health and wellbeing of its employees*	--	--	63	--		
Unit/Dept. Loyalty	64	70	61	-9		
If it is up to me, I will be working in my unit/department one year from now	78	83	68	-15		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	26	43	45	2		
I would not leave my unit/dept for a similar job within UM at the same salary	68	65	68	3		
Unit/Dept. Recommend	79	69	71	2		
I recommend my unit/department to someone looking for a good place to work	79	69	71	2		
Customer Focus	89	87	84	-3		
I am able to address my clients'/customers' concerns	78	80	79	-1		
I do all that I can within budgetary constraints to satisfy customers	91	88	90	2		
I enjoy helping solve customers' problems	92	88	83	-5		
I respond in a timely manner to customer requests/questions	92	90	83	-7		
U of M Commitment	93	91	88	-3		
I am proud to work for the U-M	94	94	91	-3		
I have a strong commitment to the U-M	93	91	90	-1		
I care about the future of the U-M	95	95	92	-3		
I enjoy discussing the U-M with people who do not work here	92	86	81	-5		
I feel a strong sense of belonging to the U-M	89	85	84	-1		
U of M Loyalty	83	82	76	-6		
If it is up to me, I will be working at U of M one year from now	92	93	80	-13		
I would not leave U of M for a similar job at a 5% higher salary	70	61	63	2		
I would not leave U of M for a similar job at the same salary	78	76	78	2		
U of M Recommendation	91	91	81	-10		
I would recommend the U-M to someone who is looking for a good place to work	91	91	81	-10		
U of M Donation*	--	--	44	--		
I would encourage friends and family to donate to U-M*	--	--	44	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

PTS Management

PTS Managers and Supervisors

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	11	18	22			
Employees in Unit/Department	17	19	15			
% Survey Participation	65%	95%	147%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	68	79	74	-5		
My supervisor trusts me	79	86	83	-3		
I trust my supervisor	76	81	77	-4		
A climate of trust exists in my unit/department	70	57	55	-2		
I trust my co-workers	76	62	61	-1		
People in my unit/department follow through on their commitments	53	60	49	-11		
Safety						
Feel safe at work*	--	96	78	-18	▼	
Department committed to occupational health and safety*	--	83	71	-12		
Department does good job monitoring safety*	--	80	62	-18	▼	
Supervisor Rating						
Overall, rate your supervisor	74	81	77	-4		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	87	86	80	-6		
My unit/department understands the needs of our customers	89	84	83	-1		
My unit/department adapts to changing customer needs	86	80	80	0		
My unit/department communicates service changes effectively to customers	76	72	69	-3		
My unit/department implements service changes effectively	77	72	69	-3		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	77	--		
I cope well with stress of job*	--	--	71	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	92	89	-3		
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*	--	--	73	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	67	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Transit Services - Non-supervisory

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	31	26	38			
Employees in Unit/Department	54	58	49			
% Survey Participation	57%	45%	78%			
Dimensions						
Upper Management*	--	--	57	--		0.2
Motivates employees to do their best*	--	--	56	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	56	--		
Fosters an environment that encourages employee development*	--	--	52	--		
Encourages cross-departmental collaboration*	--	--	52	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	60	--		
Welcomes ideas that enhance work processes*	--	--	59	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	60	--		
Climate*	--	44	60	16	▲	0.3
People in my unit/department are treated fairly	59	54	60	6		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	55	51	65	14	▲	
Integrity is a hallmark of my unit/department	53	37	60	23	▲	
I am comfortable expressing my opinions even if contrary to prevailing beliefs	62	53	65	12		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	44	36	55	19	▲	
I am aware of the Business and Finance values	53	40	55	15	▲	
The Business and Finance values govern the way we do business in B&F	46	33	60	27	▲	
Supervisor	57	40	62	22	▲	0.4
Considers my ideas	50	24	56	32	▲	
Recognizes me for doing good work	50	22	51	29	▲	
Treats me with respect	70	69	75	6		
Cares about me as a person	65	48	57	9		
Gives me constructive feedback on my performance	48	32	56	24	▲	
Communicates well	57	37	58	21	▲	
Is approachable and easy to talk with	72	73	75	2		
Is ethical in day-to-day practices	63	47	71	24	▲	
Deals effectively with poor performance	46	25	56	31	▲	
Manages people effectively	57	32	58	26	▲	
Is an effective decision-maker	56	31	64	33	▲	
Effectively communicates the goals and strategies of our unit/department	45	33	63	30	▲	
Autonomy/Involvement	44	33	55	22	▲	0.9
I have control over how I do my work	54	51	68	17	▲	
My opinion counts at work	39	26	51	25	▲	
I have a say in decisions that affect my work	38	26	45	19	▲	
Workload	61	54	66	12	▲	0.1
Work is distributed fairly within my workgroup	67	75	72	-3		
My workgroup has enough employees to handle the work	53	9	57	48	▲	
Resources/Environment	62	60	80	20	▲	0.1
The physical environment allows me to do my job	62	61	80	19	▲	
I have the necessary resources, tools or equipment to do my job	62	59	79	20	▲	
Recognition*	--	34	56	22	▲	1.0
My customers recognize my good work	69	52	69	17	▲	
I get appropriate recognition when I have done something extraordinary	48	28	52	24	▲	
Expressions of thanks and appreciation are common in my unit/department	38	18	48	30	▲	
My contributions are valued by members of the U of M Community	59	38	53	15	▲	

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Transit Services - Non-supervisory

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	31	26	38			
Employees in Unit/Department	54	58	49			
% Survey Participation	57%	45%	78%			
Dimensions						
Co-workers	75	71	75	4		0.2
My workgroup collaborates effectively with other workgroups	59	51	60	9		
My co-workers and I work as part of a team	76	65	75	10		
I can count on my co-workers to help out when needed	78	69	78	9		
I am consistently treated with respect by my co-workers	77	74	78	4		
One or more of my co-workers cares about me as a person	87	89	85	-4		
People care about each other in my unit/department	73	75	76	1		
Communication*	--	34	56	22	▲	0.0
Reasons for making changes are communicated before changes are made	35	32	49	17	▲	
Customer feedback is shared throughout my unit/department	41	28	53	25	▲	
Information about the University is shared openly in my unit/department	50	38	59	21	▲	
I am informed about matters that affect my job	51	38	63	25	▲	
Changes in service standards are communicated effectively	46	31	55	24	▲	
Training and Development*	--	26	65	39	▲	0.6
I receive training necessary for me to do my job	35	32	75	43	▲	
I have opportunities for training that support my development and/or advancement	25	15	54	39	▲	
When my job changes, I receive appropriate training*	--	28	64	36	▲	
Task Significance	74	69	82	13	▲	0.0
I know what is expected of me at work	86	88	93	5		
I understand how my work supports the mission of my unit/department	82	88	92	4		
I understand how my work supports the mission of Business and Finance	73	68	79	11		
I understand how my work supports U of M's mission	78	71	78	7		
My supervisor has a clear view of where unit/department is going	55	34	67	33	▲	
The goals of my unit/department are clear to me	67	59	81	22	▲	
Compensation*	--	62	68	6		0.6
I understand how my current salary or base pay rate is determined	62	84	70	-14	▼	
I am fairly paid for the work I do	60	38	61	23	▲	
My salary/pay is a significant factor in my decision to stay at U of M	67	66	74	8		
Benefits*	--	85	72	-13	▼	0.6
U of M's benefits package meets my needs	73	85	71	-14	▼	
The benefits package is a significant factor in my decision to stay at U of M	76	85	74	-11	▼	
Advancement*	--	28	60	32	▲	0.0
Opportunities for advancement or promotion exist within U of M	59	29	62	33	▲	
I know what is required of me to advance within U of M	56	25	52	27	▲	
Internal candidates receive fair consideration for open positions	54	30	65	35	▲	
Survey Perception*	--	41	68	27	▲	0.0
This survey is an important element in improving the work environment	47	41	68	27	▲	

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

EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Transit Services - Non-supervisory

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	31	26	38			
Employees in Unit/Department	54	58	49			
% Survey Participation	57%	45%	78%			
Satisfaction						
Job Satisfaction	75	61	72	11	▲	
To what extent does your current job fall short or exceed your expectations	68	44	64	20	▲	
How well does your current position compare to your ideal job	64	47	57	10		
How satisfied are you with your job	75	58	72	14	▲	
I enjoy the type of work I do	82	79	83	4		
My job is interesting	82	77	80	3		
I make a difference in my unit/department	80	57	78	21	▲	
My job gives me a sense of accomplishment	75	66	70	4		
Outcomes						
Unit/Dept. Commitment*	--	59	75	16	▲	2.7
I am proud to work for my unit/department	70	55	76	21	▲	
I have a strong commitment to my unit/department	75	63	77	14	▲	
I care about the future of my unit/department	86	67	81	14	▲	
I feel a strong sense of belonging to my unit/department	63	53	72	19	▲	
I enjoy discussing my unit/department with people who do not work here	69	52	75	23	▲	
The organization actively supports the health and wellbeing of its employees*	--	--	66	--		
Unit/Dept. Loyalty	64	54	63	9		3.6
If it is up to me, I will be working in my unit/department one year from now	75	62	72	10		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	46	25	43	18	▲	
I would not leave my unit/dept for a similar job within UM at the same salary	60	60	65	5		
Unit/Dept. Recommend	66	49	72	23	▲	2.9
I recommend my unit/department to someone looking for a good place to work	66	49	72	23	▲	
Customer Focus	83	82	85	3		1.0
I am able to address my clients'/customers' concerns	78	80	80	0		
I do all that I can within budgetary constraints to satisfy customers	81	82	86	4		
I enjoy helping solve customers' problems	82	79	85	6		
I respond in a timely manner to customer requests/questions	90	88	90	2		
U of M Commitment	84	60	78	18	▲	0.6
I am proud to work for the U-M	87	68	81	13	▲	
I have a strong commitment to the U-M	85	62	77	15	▲	
I care about the future of the U-M	85	63	81	18	▲	
I enjoy discussing the U-M with people who do not work here	82	61	77	16	▲	
I feel a strong sense of belonging to the U-M	78	45	72	27	▲	
U of M Loyalty	77	51	70	19	▲	1.7
If it is up to me, I will be working at U of M one year from now	89	63	79	16	▲	
I would not leave U of M for a similar job at a 5% higher salary	61	31	52	21	▲	
I would not leave U of M for a similar job at the same salary	70	44	69	25	▲	
U of M Recommendation	87	63	81	18	▲	0.5
I would recommend the U-M to someone who is looking for a good place to work	87	63	81	18	▲	
U of M Donation*	--	--	50	--		2.5
I would encourage friends and family to donate to U-M*	--	--	50	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Transit Services - Non-supervisory

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	31	26	38			
Employees in Unit/Department	54	58	49			
% Survey Participation	57%	45%	78%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	58	50	64	14		
My supervisor trusts me	73	63	75	12	▲	
I trust my supervisor	65	51	66	15	▲	
A climate of trust exists in my unit/department	56	48	63	15		
I trust my co-workers	67	65	73	8		
People in my unit/department follow through on their commitments	60	55	69	14	▲	
Safety						
Feel safe at work*	--	73	83	10		
Department committed to occupational health and safety*	--	52	73	21	▲	
Department does good job monitoring safety*	--	47	72	25	▲	
Supervisor Rating						
Overall, rate your supervisor	63	39	63	24	▲	
Customer Orientation						
Satisfying customers is a top priority in my unit/department	75	59	79	20	▲	
My unit/department understands the needs of our customers	75	61	82	21	▲	
My unit/department adapts to changing customer needs	74	51	79	28	▲	
My unit/department communicates service changes effectively to customers	59	31	64	33	▲	
My unit/department implements service changes effectively	61	34	63	29	▲	
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	72	--		
I cope well with stress of job*	--	--	76	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	78	86	8		
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*	--	--	69	--		
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*	--	--	65	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Heavy Equip & Garage Services - Non-supervisory

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	21	16	13			
Employees in Unit/Department	22	20	21			
% Survey Participation	95%	80%	62%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	80	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	81	--		
Fosters an environment that encourages employee development*	--	--	79	--		
Encourages cross-departmental collaboration*	--	--	75	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	78	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	80	--		
Welcomes ideas that enhance work processes*	--	--	80	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	88	--		
Climate*						
People in my unit/department are treated fairly	--	56	79	23	▲	
If I am unfairly treated, I believe I will be given a fair shake if I appeal	63	58	83	25	▲	
Integrity is a hallmark of my unit/department	58	56	83	27	▲	
I am comfortable expressing my opinions even if contrary to prevailing beliefs	66	57	80	23	▲	
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	48	55	82	27	▲	
I am aware of the Business and Finance values	51	49	75	26	▲	
The Business and Finance values govern the way we do business in B&F	59	66	75	9		
	58	55	74	19		
Supervisor	68	65	88	23	▲	
Considers my ideas	71	67	89	22	▲	
Recognizes me for doing good work	70	65	89	24	▲	
Treats me with respect	76	74	93	19	▲	
Cares about me as a person	72	75	93	18	▲	
Gives me constructive feedback on my performance	67	70	88	18	▲	
Communicates well	63	53	90	37	▲	
Is approachable and easy to talk with	70	64	92	28	▲	
Is ethical in day-to-day practices	73	71	90	19	▲	
Deals effectively with poor performance	54	51	75	24		
Manages people effectively	61	58	81	23	▲	
Is an effective decision-maker	67	70	86	16		
Effectively communicates the goals and strategies of our unit/department	44	58	84	26	▲	
Autonomy/Involvement	61	61	89	28	▲	
I have control over how I do my work	74	78	94	16	▲	
My opinion counts at work	57	53	84	31	▲	
I have a say in decisions that affect my work	54	53	90	37	▲	
Workload	60	57	79	22	▲	
Work is distributed fairly within my workgroup	56	54	77	23	▲	
My workgroup has enough employees to handle the work	68	62	82	20	▲	
Resources/Environment	56	62	80	18	▲	
The physical environment allows me to do my job	52	58	83	25	▲	
I have the necessary resources, tools or equipment to do my job	60	65	78	13		
Recognition*	--	57	82	25	▲	
My customers recognize my good work	78	67	85	18	▲	
I get appropriate recognition when I have done something extraordinary	67	51	83	32	▲	
Expressions of thanks and appreciation are common in my unit/department	61	47	84	37	▲	
My contributions are valued by members of the U of M Community	59	62	77	15		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Heavy Equip & Garage Services - Non-supervisory

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	21	16	13			
Employees in Unit/Department	22	20	21			
% Survey Participation	95%	80%	62%			
Dimensions						
Co-workers	71	60	82	22	▲	
My workgroup collaborates effectively with other workgroups	61	62	81	19	▲	
My co-workers and I work as part of a team	68	58	80	22	▲	
I can count on my co-workers to help out when needed	70	63	84	21	▲	
I am consistently treated with respect by my co-workers	73	56	79	23	▲	
One or more of my co-workers cares about me as a person	84	67	86	19	▲	
People care about each other in my unit/department	72	56	84	28	▲	
Communication*	--	48	79	31	▲	
Reasons for making changes are communicated before changes are made	37	41	79	38	▲	
Customer feedback is shared throughout my unit/department	51	47	75	28	▲	
Information about the University is shared openly in my unit/department	49	54	75	21	▲	
I am informed about matters that affect my job	47	56	88	32	▲	
Changes in service standards are communicated effectively	39	42	78	36	▲	
Training and Development*	--	48	75	27	▲	
I receive training necessary for me to do my job	52	49	75	26	▲	
I have opportunities for training that support my development and/or advancement	41	52	74	22	▲	
When my job changes, I receive appropriate training*	--	47	75	28	▲	
Task Significance	72	75	91	16	▲	
I know what is expected of me at work	79	78	94	16	▲	
I understand how my work supports the mission of my unit/department	82	81	95	14	▲	
I understand how my work supports the mission of Business and Finance	74	71	90	19	▲	
I understand how my work supports U of M's mission	71	76	90	14	▲	
My supervisor has a clear view of where unit/department is going	63	67	88	21	▲	
The goals of my unit/department are clear to me	61	75	90	15	▲	
Compensation*	--	58	71	13		
I understand how my current salary or base pay rate is determined	63	62	72	10		
I am fairly paid for the work I do	52	47	64	17		
My salary/pay is a significant factor in my decision to stay at U of M	65	67	80	13		
Benefits*	--	76	79	3		
U of M's benefits package meets my needs	72	66	75	9		
The benefits package is a significant factor in my decision to stay at U of M	79	89	84	-5		
Advancement*	--	57	71	14		
Opportunities for advancement or promotion exist within U of M	59	58	68	10		
I know what is required of me to advance within U of M	53	55	68	13		
Internal candidates receive fair consideration for open positions	56	58	75	17		
Survey Perception*	--	50	79	29	▲	
This survey is an important element in improving the work environment	54	50	79	29	▲	

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Heavy Equip & Garage Services - Non-supervisory

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	21	16	13			
Employees in Unit/Department	22	20	21			
% Survey Participation	95%	80%	62%			
Satisfaction						
Job Satisfaction	70	70	82	12		
To what extent does your current job fall short or exceed your expectations	69	61	70	9		
How well does your current position compare to your ideal job	56	58	74	16		
How satisfied are you with your job	69	69	82	13		
I enjoy the type of work I do	76	76	87	11		
My job is interesting	72	77	87	10		
I make a difference in my unit/department	73	76	87	11		
My job gives me a sense of accomplishment	74	76	90	14		
Outcomes						
Unit/Dept. Commitment*	--	80	87	7		
I am proud to work for my unit/department	76	79	83	4		
I have a strong commitment to my unit/department	79	79	94	15	▲	
I care about the future of my unit/department	88	92	97	5		
I feel a strong sense of belonging to my unit/department	72	80	85	5		
I enjoy discussing my unit/department with people who do not work here	62	69	76	7		
The organization actively supports the health and wellbeing of its employees*	--	--	82	--		
Unit/Dept. Loyalty	76	64	71	7		
If it is up to me, I will be working in my unit/department one year from now	80	78	88	10		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	57	35	52	17		
I would not leave my unit/dept for a similar job within UM at the same salary	84	59	59	0		
Unit/Dept. Recommend	68	74	77	3		
I recommend my unit/department to someone looking for a good place to work	68	74	77	3		
Customer Focus	85	85	94	9	▲	
I am able to address my clients'/customers' concerns	84	78	91	13	▲	
I do all that I can within budgetary constraints to satisfy customers	86	90	95	5		
I enjoy helping solve customers' problems	84	85	97	12	▲	
I respond in a timely manner to customer requests/questions	87	88	94	6		
U of M Commitment	78	85	89	4		
I am proud to work for the U-M	79	85	90	5		
I have a strong commitment to the U-M	81	86	89	3		
I care about the future of the U-M	84	93	92	-1		
I enjoy discussing the U-M with people who do not work here	67	79	84	5		
I feel a strong sense of belonging to the U-M	74	80	86	6		
U of M Loyalty	85	79	83	4		
If it is up to me, I will be working at U of M one year from now	86	89	91	2		
I would not leave U of M for a similar job at a 5% higher salary	77	61	75	14		
I would not leave U of M for a similar job at the same salary	88	74	75	1		
U of M Recommendation	78	83	85	2		
I would recommend the U-M to someone who is looking for a good place to work	78	83	85	2		
U of M Donation*	--	--	51	--		
I would encourage friends and family to donate to U-M*	--	--	51	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Heavy Equip & Garage Services - Non-supervisory

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	21	16	13			
Employees in Unit/Department	22	20	21			
% Survey Participation	95%	80%	62%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	70	74	83	9		
My supervisor trusts me	73	76	88	12		
I trust my supervisor	73	76	85	9		
A climate of trust exists in my unit/department	66	69	82	13		
I trust my co-workers	66	63	92	29	▲	
People in my unit/department follow through on their commitments	65	60	80	20		
Safety						
Feel safe at work*	--	85	89	4		
Department committed to occupational health and safety*	--	74	89	15		
Department does good job monitoring safety*	--	80	92	12	▲	
Supervisor Rating						
Overall, rate your supervisor	69	76	91	15	▲	
Customer Orientation						
Satisfying customers is a top priority in my unit/department	83	91	97	6	▲	
My unit/department understands the needs of our customers	82	88	95	7		
My unit/department adapts to changing customer needs	74	86	90	4		
My unit/department communicates service changes effectively to customers	71	68	91	23	▲	
My unit/department implements service changes effectively	63	67	87	20	▲	
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	90	--		
I cope well with stress of job*	--	--	86	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	97	89	-8		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	84	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	85	--		
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*	--	--	83	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Parking Customer Service - Non-supervisory

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	9	9	10			
Employees in Unit/Department	9	8	9			
% Survey Participation	100%	113%	111%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	41	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	44	--		
Fosters an environment that encourages employee development*	--	--	43	--		
Encourages cross-departmental collaboration*	--	--	33	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	36	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	43	--		
Welcomes ideas that enhance work processes*	--	--	39	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	39	--		
Climate*						
People in my unit/department are treated fairly	--	57	51	-6		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	38	53	54	1		
Integrity is a hallmark of my unit/department	38	49	41	-8		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	40	54	52	-2		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	28	48	43	-5		
I am aware of the Business and Finance values	40	51	48	-3		
The Business and Finance values govern the way we do business in B&F	42	79	58	-21		
	42	63	56	-7		
Supervisor	54	56	74	18		
Considers my ideas	54	52	79	27	▲	
Recognizes me for doing good work	67	59	81	22		
Treats me with respect	62	65	83	18		
Cares about me as a person	60	65	80	15		
Gives me constructive feedback on my performance	54	57	78	21		
Communicates well	54	48	74	26		
Is approachable and easy to talk with	53	54	80	26		
Is ethical in day-to-day practices	60	64	77	13		
Deals effectively with poor performance	35	46	54	8		
Manages people effectively	42	48	59	11		
Is an effective decision-maker	47	49	64	15		
Effectively communicates the goals and strategies of our unit/department	52	56	77	21		
Autonomy/Involvement	52	46	48	2		
I have control over how I do my work	64	52	61	9		
My opinion counts at work	42	42	42	0		
I have a say in decisions that affect my work	51	43	42	-1		
Workload	52	53	45	-8		
Work is distributed fairly within my workgroup	46	48	49	1		
My workgroup has enough employees to handle the work	64	62	38	-24		
Resources/Environment	74	71	69	-2		
The physical environment allows me to do my job	69	67	72	5		
I have the necessary resources, tools or equipment to do my job	79	75	67	-8		
Recognition*	--	56	57	1		
My customers recognize my good work	58	68	67	-1		
I get appropriate recognition when I have done something extraordinary	56	56	50	-6		
Expressions of thanks and appreciation are common in my unit/department	48	56	51	-5		
My contributions are valued by members of the U of M Community	38	43	53	10		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Parking Customer Service - Non-supervisory

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	9	9	10			
Employees in Unit/Department	9	8	9			
% Survey Participation	100%	113%	111%			
Dimensions						
Co-workers	52	48	58	10		
My workgroup collaborates effectively with other workgroups	31	44	57	13		
My co-workers and I work as part of a team	53	43	60	17		
I can count on my co-workers to help out when needed	57	48	58	10		
I am consistently treated with respect by my co-workers	47	43	58	15		
One or more of my co-workers cares about me as a person	73	62	63	1		
People care about each other in my unit/department	41	46	54	8		
Communication*	--	56	54	-2		
Reasons for making changes are communicated before changes are made	47	43	47	4		
Customer feedback is shared throughout my unit/department	49	53	54	1		
Information about the University is shared openly in my unit/department	49	65	61	-4		
I am informed about matters that affect my job	60	59	56	-3		
Changes in service standards are communicated effectively	44	56	53	-3		
Training and Development*	--	63	57	-6		
I receive training necessary for me to do my job	57	69	69	0		
I have opportunities for training that support my development and/or advancement	28	52	41	-11		
When my job changes, I receive appropriate training*	--	67	63	-4		
Task Significance	67	74	75	1		
I know what is expected of me at work	73	80	80	0		
I understand how my work supports the mission of my unit/department	78	81	83	2		
I understand how my work supports the mission of Business and Finance	72	79	73	-6		
I understand how my work supports U of M's mission	69	75	72	-3		
My supervisor has a clear view of where unit/department is going	54	54	63	9		
The goals of my unit/department are clear to me	56	70	77	7		
Compensation*	--	49	56	7		
I understand how my current salary or base pay rate is determined	44	57	54	-3		
I am fairly paid for the work I do	41	43	50	7		
My salary/pay is a significant factor in my decision to stay at U of M	46	47	66	19		
Benefits*	--	74	93	19	▲	
U of M's benefits package meets my needs	86	69	91	22		
The benefits package is a significant factor in my decision to stay at U of M	80	80	94	14		
Advancement*	--	55	48	-7		
Opportunities for advancement or promotion exist within U of M	42	62	50	-12		
I know what is required of me to advance within U of M	33	57	47	-10		
Internal candidates receive fair consideration for open positions	40	47	43	-4		
Survey Perception*	--	46	49	3		
This survey is an important element in improving the work environment	40	46	49	3		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Parking Customer Service - Non-supervisory

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	9	9	10			
Employees in Unit/Department	9	8	9			
% Survey Participation	100%	113%	111%			
Satisfaction						
Job Satisfaction	66	67	69	2		
To what extent does your current job fall short or exceed your expectations	53	57	61	4		
How well does your current position compare to your ideal job	46	54	59	5		
How satisfied are you with your job	63	72	70	-2		
I enjoy the type of work I do	84	84	80	-4		
My job is interesting	80	78	78	0		
I make a difference in my unit/department	65	64	66	2		
My job gives me a sense of accomplishment	70	64	69	5		
Outcomes						
Unit/Dept. Commitment*	--	57	64	7		
I am proud to work for my unit/department	51	62	67	5		
I have a strong commitment to my unit/department	53	65	73	8		
I care about the future of my unit/department	51	63	72	9		
I feel a strong sense of belonging to my unit/department	41	47	61	14		
I enjoy discussing my unit/department with people who do not work here	42	35	52	17		
The organization actively supports the health and wellbeing of its employees*	--	--	53	--		
Unit/Dept. Loyalty	47	47	54	7		
If it is up to me, I will be working in my unit/department one year from now	49	49	69	20		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	33	30	27	-3		
I would not leave my unit/dept for a similar job within UM at the same salary	48	56	53	-3		
Unit/Dept. Recommend	35	47	54	7		
I recommend my unit/department to someone looking for a good place to work	35	47	54	7		
Customer Focus	87	91	84	-7		
I am able to address my clients'/customers' concerns	75	85	76	-9		
I do all that I can within budgetary constraints to satisfy customers	83	93	82	-11		
I enjoy helping solve customers' problems	93	95	90	-5		
I respond in a timely manner to customer requests/questions	93	90	89	-1		
U of M Commitment	81	83	88	5		
I am proud to work for the U-M	89	90	94	4		
I have a strong commitment to the U-M	80	85	93	8		
I care about the future of the U-M	84	85	94	9		
I enjoy discussing the U-M with people who do not work here	75	78	79	1		
I feel a strong sense of belonging to the U-M	72	74	77	3		
U of M Loyalty	80	78	84	6		
If it is up to me, I will be working at U of M one year from now	88	89	91	2		
I would not leave U of M for a similar job at a 5% higher salary	65	51	74	23		
I would not leave U of M for a similar job at the same salary	77	79	81	2		
U of M Recommendation	80	91	84	-7		
I would recommend the U-M to someone who is looking for a good place to work	80	91	84	-7		
U of M Donation*	--	--	59	--		
I would encourage friends and family to donate to U-M*	--	--	59	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Parking Customer Service - Non-supervisory

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	9	9	10			
Employees in Unit/Department	9	8	9			
% Survey Participation	100%	113%	111%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	49	51	78	27		
My supervisor trusts me	59	57	80	23		
I trust my supervisor	52	54	78	24		
A climate of trust exists in my unit/department	33	42	47	5		
I trust my co-workers	38	44	63	19		
People in my unit/department follow through on their commitments	47	53	48	-5		
Safety						
Feel safe at work*	--	73	70	-3		
Department committed to occupational health and safety*	--	59	69	10		
Department does good job monitoring safety*	--	69	62	-7		
Supervisor Rating						
Overall, rate your supervisor	57	58	77	19		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	93	85	90	5		
My unit/department understands the needs of our customers	84	73	81	8		
My unit/department adapts to changing customer needs	81	74	72	-2		
My unit/department communicates service changes effectively to customers	83	72	71	-1		
My unit/department implements service changes effectively	63	69	68	-1		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	78	--		
I cope well with stress of job*	--	--	76	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	--	89	--		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	46	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	72	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	57	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	59	--		

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

EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Parking Attendant Services - Non-supervisory

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	17	19	16			
Employees in Unit/Department	25	28	22			
% Survey Participation	68%	68%	73%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	43	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	41	--		
Fosters an environment that encourages employee development*	--	--	45	--		
Encourages cross-departmental collaboration*	--	--	35	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	52	--		
Welcomes ideas that enhance work processes*	--	--	42	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	45	--		
Climate*						
People in my unit/department are treated fairly	64	63	56	-7		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	55	66	53	-13		
Integrity is a hallmark of my unit/department	63	67	59	-8		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	73	68	60	-8		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	56	65	56	-9		
I am aware of the Business and Finance values	68	83	62	-21	▼	
The Business and Finance values govern the way we do business in B&F	77	83	60	-23	▼	
Supervisor	81	74	74	0		
Considers my ideas	78	71	65	-6		
Recognizes me for doing good work	79	74	74	0		
Treats me with respect	86	80	81	1		
Cares about me as a person	88	79	84	5		
Gives me constructive feedback on my performance	78	77	75	-2		
Communicates well	75	70	69	-1		
Is approachable and easy to talk with	84	79	78	-1		
Is ethical in day-to-day practices	85	75	72	-3		
Deals effectively with poor performance	71	71	75	4		
Manages people effectively	82	67	71	4		
Is an effective decision-maker	85	74	69	-5		
Effectively communicates the goals and strategies of our unit/department	51	78	70	-8		
Autonomy/Involvement	54	58	55	-3		
I have control over how I do my work	62	72	72	0		
My opinion counts at work	52	53	50	-3		
I have a say in decisions that affect my work	46	51	44	-7		
Workload	68	76	67	-9		
Work is distributed fairly within my workgroup	68	75	76	1		
My workgroup has enough employees to handle the work	67	78	53	-25	▼	
Resources/Environment	65	86	72	-14	▼	
The physical environment allows me to do my job	67	88	72	-16	▼	
I have the necessary resources, tools or equipment to do my job	64	84	73	-11		
Recognition*	--	72	57	-15	▼	
My customers recognize my good work	76	89	75	-14	▼	
I get appropriate recognition when I have done something extraordinary	63	67	53	-14		
Expressions of thanks and appreciation are common in my unit/department	63	70	60	-10		
My contributions are valued by members of the U of M Community	55	67	40	-27	▼	

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Parking Attendant Services - Non-supervisory

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	17	19	16			
Employees in Unit/Department	25	28	22			
% Survey Participation	68%	68%	73%			
Dimensions						
Co-workers						
My workgroup collaborates effectively with other workgroups	57	70	65	-5		
My co-workers and I work as part of a team	78	74	77	3		
I can count on my co-workers to help out when needed	80	79	79	0		
I am consistently treated with respect by my co-workers	86	82	89	7		
One or more of my co-workers cares about me as a person	93	96	96	0		
People care about each other in my unit/department	88	78	85	7		
Communication*						
Reasons for making changes are communicated before changes are made	42	66	42	-24	▼	
Customer feedback is shared throughout my unit/department	48	70	45	-25	▼	
Information about the University is shared openly in my unit/department	70	62	49	-13		
I am informed about matters that affect my job	59	74	63	-11		
Changes in service standards are communicated effectively	52	70	54	-16		
Training and Development*						
I receive training necessary for me to do my job	65	84	83	-1		
I have opportunities for training that support my development and/or advancement	52	63	57	-6		
When my job changes, I receive appropriate training*	--	85	70	-15		
Task Significance						
I know what is expected of me at work	90	93	93	0		
I understand how my work supports the mission of my unit/department	88	88	88	0		
I understand how my work supports the mission of Business and Finance	82	85	82	-3		
I understand how my work supports U of M's mission	76	82	81	-1		
My supervisor has a clear view of where unit/department is going	74	81	64	-17		
The goals of my unit/department are clear to me	77	82	80	-2		
Compensation*						
I understand how my current salary or base pay rate is determined	75	80	70	-10		
I am fairly paid for the work I do	67	84	69	-15		
My salary/pay is a significant factor in my decision to stay at U of M	71	91	72	-19	▼	
Benefits*						
U of M's benefits package meets my needs	77	80	76	-4		
The benefits package is a significant factor in my decision to stay at U of M	79	91	88	-3		
Advancement*						
Opportunities for advancement or promotion exist within U of M	66	75	68	-7		
I know what is required of me to advance within U of M	69	70	67	-3		
Internal candidates receive fair consideration for open positions	59	68	56	-12		
Survey Perception*						
This survey is an important element in improving the work environment	64	74	51	-23	▼	

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Parking Attendant Services - Non-supervisory

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	17	19	16			
Employees in Unit/Department	25	28	22			
% Survey Participation	68%	68%	73%			
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	77	77	72	-5		
How well does your current position compare to your ideal job	69	65	66	1		
How satisfied are you with your job	56	65	61	-4		
I enjoy the type of work I do	84	84	73	-11		
My job is interesting	89	85	84	-1		
I make a difference in my unit/department	75	78	67	-11		
My job gives me a sense of accomplishment	92	87	85	-2		
	76	73	69	-4		
Outcomes						
Unit/Dept. Commitment*						
I am proud to work for my unit/department	--	81	70	-11		
I have a strong commitment to my unit/department	78	77	66	-11		
I care about the future of my unit/department	90	82	80	-2		
I feel a strong sense of belonging to my unit/department	90	94	84	-10		
I enjoy discussing my unit/department with people who do not work here	82	77	71	-6		
The organization actively supports the health and wellbeing of its employees*	70	77	55	-22	▼	
	--	--	60	--		
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	66	59	55	-4		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	80	85	66	-19		
I would not leave my unit/dept for a similar job within UM at the same salary	37	19	28	9		
	63	40	60	20		
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	78	77	68	-9		
	78	77	68	-9		
Customer Focus						
I am able to address my clients'/customers' concerns	90	94	89	-5	▼	
I do all that I can within budgetary constraints to satisfy customers	81	89	76	-13	▼	
I enjoy helping solve customers' problems	92	96	92	-4		
I respond in a timely manner to customer requests/questions	93	96	92	-4		
	92	95	95	0		
U of M Commitment						
I am proud to work for the U-M	87	91	81	-10		
I have a strong commitment to the U-M	88	91	83	-8		
I care about the future of the U-M	88	92	85	-7		
I enjoy discussing the U-M with people who do not work here	90	95	88	-7		
I feel a strong sense of belonging to the U-M	84	88	74	-14		
	83	85	72	-13		
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	71	80	67	-13		
I would not leave U of M for a similar job at a 5% higher salary	81	94	79	-15		
I would not leave U of M for a similar job at the same salary	48	60	41	-19		
	69	68	69	1		
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	84	89	78	-11		
	84	89	78	-11		
U of M Donation*						
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

Facilities & Operations

Parking and Transportation Services

Parking Attendant Services - Non-supervisory

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	17	19	16			
Employees in Unit/Department	25	28	22			
% Survey Participation	68%	68%	73%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	73	71	67	-4		
My supervisor trusts me	79	82	72	-10		
I trust my supervisor	77	80	73	-7		
A climate of trust exists in my unit/department	67	64	67	3		
I trust my co-workers	78	75	74	-1		
People in my unit/department follow through on their commitments	63	70	67	-3		
Safety						
Feel safe at work*	--	77	72	-5		
Department committed to occupational health and safety*	--	81	67	-14		
Department does good job monitoring safety*	--	76	62	-14		
Supervisor Rating						
Overall, rate your supervisor	85	81	79	-2		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	95	88	87	-1		
My unit/department understands the needs of our customers	90	78	73	-5		
My unit/department adapts to changing customer needs	77	76	69	-7		
My unit/department communicates service changes effectively to customers	63	75	58	-17		
My unit/department implements service changes effectively	63	78	55	-23	▼	
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	72	--		
I cope well with stress of job*	--	--	88	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	98	100	2		
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*	--	--	59	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	70	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	66	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Parking Operations & Maintenance

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	26	26	28			
Employees in Unit/Department	36	36	28			
% Survey Participation	72%	72%	100%			
Dimensions						
Upper Management*						0.0
Motivates employees to do their best*	--	--	56	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	56	--		
Fosters an environment that encourages employee development*	--	--	53	--		
Encourages cross-departmental collaboration*	--	--	51	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	56	--		
Welcomes ideas that enhance work processes*	--	--	60	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	58	--		
Climate*						0.0
People in my unit/department are treated fairly	60	60	63	3		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	61	58	56	-2		
Integrity is a hallmark of my unit/department	56	58	56	-2		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	68	69	71	2		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	52	61	57	-4		
I am aware of the Business and Finance values	60	65	58	-7		
The Business and Finance values govern the way we do business in B&F	59	56	60	4		
Supervisor	76	71	75	4		2.4
Considers my ideas	74	71	74	3		
Recognizes me for doing good work	77	74	75	1		
Treats me with respect	82	75	82	7		
Cares about me as a person	82	74	79	5		
Gives me constructive feedback on my performance	80	71	75	4		
Communicates well	77	69	72	3		
Is approachable and easy to talk with	80	73	81	8		
Is ethical in day-to-day practices	77	71	80	9		
Deals effectively with poor performance	66	56	58	2		
Manages people effectively	69	63	72	9		
Is an effective decision-maker	76	69	77	8		
Effectively communicates the goals and strategies of our unit/department	59	74	70	-4		
Autonomy/Involvement	66	61	68	7		1.9
I have control over how I do my work	70	70	77	7		
My opinion counts at work	66	56	62	6		
I have a say in decisions that affect my work	61	59	64	5		
Workload	74	66	70	4		0.5
Work is distributed fairly within my workgroup	73	61	62	1		
My workgroup has enough employees to handle the work	76	77	84	7		
Resources/Environment	80	74	77	3		0.0
The physical environment allows me to do my job	78	75	73	-2		
I have the necessary resources, tools or equipment to do my job	82	73	81	8		
Recognition*						0.3
My customers recognize my good work	69	58	54	-4		
I get appropriate recognition when I have done something extraordinary	69	63	56	-7		
Expressions of thanks and appreciation are common in my unit/department	66	69	55	-14		
My contributions are valued by members of the U of M Community	56	60	42	-18	▼	

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Parking Operations & Maintenance

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	26	26	28			
Employees in Unit/Department	36	36	28			
% Survey Participation	72%	72%	100%			
Dimensions						
Co-workers	77	67	69	2		0.8
My workgroup collaborates effectively with other workgroups	72	62	61	-1		
My co-workers and I work as part of a team	80	71	74	3		
I can count on my co-workers to help out when needed	85	74	79	5		
I am consistently treated with respect by my co-workers	80	73	72	-1		
One or more of my co-workers cares about me as a person	82	68	70	2		
People care about each other in my unit/department	74	57	58	1		
Communication*	--	59	58	-1		0.4
Reasons for making changes are communicated before changes are made	51	47	56	9		
Customer feedback is shared throughout my unit/department	50	63	52	-11		
Information about the University is shared openly in my unit/department	54	59	58	-1		
I am informed about matters that affect my job	68	65	65	0		
Changes in service standards are communicated effectively	54	61	61	0		
Training and Development*	--	61	63	2		0.0
I receive training necessary for me to do my job	69	68	67	-1		
I have opportunities for training that support my development and/or advancement	56	47	52	5		
When my job changes, I receive appropriate training*	--	66	67	1		
Task Significance	78	78	79	1		1.7
I know what is expected of me at work	88	82	87	5		
I understand how my work supports the mission of my unit/department	88	82	85	3		
I understand how my work supports the mission of Business and Finance	75	79	75	-4		
I understand how my work supports U of M's mission	73	74	73	-1		
My supervisor has a clear view of where unit/department is going	68	76	72	-4		
The goals of my unit/department are clear to me	76	75	80	5		
Compensation*	--	53	51	-2		0.1
I understand how my current salary or base pay rate is determined	53	53	48	-5		
I am fairly paid for the work I do	58	47	47	0		
My salary/pay is a significant factor in my decision to stay at U of M	60	59	59	0		
Benefits*	--	70	78	8	▲	0.0
U of M's benefits package meets my needs	70	66	76	10		
The benefits package is a significant factor in my decision to stay at U of M	76	74	81	7		
Advancement*	--	44	52	8		0.0
Opportunities for advancement or promotion exist within U of M	57	42	50	8		
I know what is required of me to advance within U of M	54	48	55	7		
Internal candidates receive fair consideration for open positions	55	43	51	8		
Survey Perception*	--	57	66	9		0.6
This survey is an important element in improving the work environment	57	57	66	9		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Parking Operations & Maintenance

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	26	26	28			
Employees in Unit/Department	36	36	28			
% Survey Participation	72%	72%	100%			
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	66	63	62	-1		
How well does your current position compare to your ideal job	55	57	48	-9		
How satisfied are you with your job	52	51	52	1		
I enjoy the type of work I do	70	64	67	3		
My job is interesting	70	69	71	2		
I make a difference in my unit/department	62	59	64	5		
My job gives me a sense of accomplishment	80	76	73	-3		
	71	65	60	-5		
Outcomes						
Unit/Dept. Commitment*						
I am proud to work for my unit/department	--	71	67	-4		2.9
I have a strong commitment to my unit/department	76	72	67	-5		
I care about the future of my unit/department	82	75	67	-8		
I feel a strong sense of belonging to my unit/department	84	82	72	-10		
I enjoy discussing my unit/department with people who do not work here	75	70	64	-6		
The organization actively supports the health and wellbeing of its employees*	64	53	56	3		
	--	--	70	--		
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	57	47	50	3		3.8
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	63	54	63	9		
I would not leave my unit/dept for a similar job within UM at the same salary	32	28	22	-6		
	65	56	50	-6		
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	75	67	67	0		3.3
	75	67	67	0		
Customer Focus						
I am able to address my clients'/customers' concerns	83	83	81	-2		1.7
I do all that I can within budgetary constraints to satisfy customers	79	74	75	1		
I enjoy helping solve customers' problems	81	83	78	-5		
I respond in a timely manner to customer requests/questions	86	83	83	0		
	85	89	87	-2		
U of M Commitment						
I am proud to work for the U-M	85	81	84	3		1.5
I have a strong commitment to the U-M	86	83	87	4		
I care about the future of the U-M	90	80	85	5		
I enjoy discussing the U-M with people who do not work here	90	85	89	4		
I feel a strong sense of belonging to the U-M	78	73	76	3		
	78	79	79	0		
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	84	77	80	3		1.9
I would not leave U of M for a similar job at a 5% higher salary	88	89	90	1		
I would not leave U of M for a similar job at the same salary	73	59	62	3		
	88	79	78	-1		
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	85	85	88	3		1.3
	85	85	88	3		
U of M Donation*						
I would encourage friends and family to donate to U-M*	--	--	50	--		2.1
	--	--	50	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Parking Operations & Maintenance

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	26	26	28			
Employees in Unit/Department	36	36	28			
% Survey Participation	72%	72%	100%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	69	68	77	9		
My supervisor trusts me	77	76	81	5		
I trust my supervisor	74	71	79	8		
A climate of trust exists in my unit/department	65	57	58	1		
I trust my co-workers	70	60	56	-4		
People in my unit/department follow through on their commitments	65	62	65	3		
Safety						
Feel safe at work*	--	79	89	10	▲	
Department committed to occupational health and safety*	--	79	86	7		
Department does good job monitoring safety*	--	76	83	7		
Supervisor Rating						
Overall, rate your supervisor	77	73	82	9		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	88	85	83	-2		
My unit/department understands the needs of our customers	87	80	84	4		
My unit/department adapts to changing customer needs	79	75	81	6		
My unit/department communicates service changes effectively to customers	78	69	69	0		
My unit/department implements service changes effectively	73	68	69	1		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	79	--		
I cope well with stress of job*	--	--	82	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	76	65	-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*	--	--	79	--		
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*	--	--	57	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Parking Operations & Maintenance

Non-Supervisory

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	22	20	19			
Employees in Unit/Department	27	30	21			
% Survey Participation	81%	67%	90%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	52	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	52	--		
Fosters an environment that encourages employee development*	--	--	50	--		
Encourages cross-departmental collaboration*	--	--	46	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	51	--		
Welcomes ideas that enhance work processes*	--	--	56	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	54	--		
Climate*						
People in my unit/department are treated fairly	58	60	60	0		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	61	61	50	-11		
Integrity is a hallmark of my unit/department	57	59	50	-9		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	65	66	66	0		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	53	58	50	-8		
I am aware of the Business and Finance values	59	67	53	-14		
The Business and Finance values govern the way we do business in B&F	58	56	55	-1		
Supervisor	78	72	73	1		
Considers my ideas	77	69	73	4		
Recognizes me for doing good work	81	73	74	1		
Treats me with respect	83	77	82	5		
Cares about me as a person	83	74	77	3		
Gives me constructive feedback on my performance	83	73	74	1		
Communicates well	79	69	71	2		
Is approachable and easy to talk with	80	77	80	3		
Is ethical in day-to-day practices	79	74	78	4		
Deals effectively with poor performance	68	61	51	-10		
Manages people effectively	71	67	68	1		
Is an effective decision-maker	79	72	75	3		
Effectively communicates the goals and strategies of our unit/department	60	72	67	-5		
Autonomy/Involvement	68	59	63	4		
I have control over how I do my work	73	71	74	3		
My opinion counts at work	68	52	56	4		
I have a say in decisions that affect my work	62	53	61	8		
Workload	77	64	66	2		
Work is distributed fairly within my workgroup	76	57	57	0		
My workgroup has enough employees to handle the work	79	77	82	5		
Resources/Environment	82	71	74	3		
The physical environment allows me to do my job	79	73	70	-3		
I have the necessary resources, tools or equipment to do my job	85	69	78	9		
Recognition*	--	63	45	-18	▼	
My customers recognize my good work	71	56	46	-10		
I get appropriate recognition when I have done something extraordinary	72	63	50	-13		
Expressions of thanks and appreciation are common in my unit/department	69	71	48	-23	▼	
My contributions are valued by members of the U of M Community	59	61	37	-24	▼	

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Parking Operations & Maintenance

Non-Supervisory

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	22	20	19			
Employees in Unit/Department	27	30	21			
% Survey Participation	81%	67%	90%			
Dimensions						
Co-workers	81	67	65	-2		
My workgroup collaborates effectively with other workgroups	75	62	55	-7		
My co-workers and I work as part of a team	84	69	70	1		
I can count on my co-workers to help out when needed	88	74	75	1		
I am consistently treated with respect by my co-workers	84	71	69	-2		
One or more of my co-workers cares about me as a person	84	67	65	-2		
People care about each other in my unit/department	76	57	56	-1		
Communication*	--	57	51	-6		
Reasons for making changes are communicated before changes are made	50	44	50	6		
Customer feedback is shared throughout my unit/department	51	60	44	-16		
Information about the University is shared openly in my unit/department	54	56	51	-5		
I am informed about matters that affect my job	69	63	58	-5		
Changes in service standards are communicated effectively	55	60	54	-6		
Training and Development*	--	58	56	-2		
I receive training necessary for me to do my job	71	66	64	-2		
I have opportunities for training that support my development and/or advancement	52	43	41	-2		
When my job changes, I receive appropriate training*	--	64	63	-1		
Task Significance	79	77	77	0		
I know what is expected of me at work	89	83	86	3		
I understand how my work supports the mission of my unit/department	88	81	82	1		
I understand how my work supports the mission of Business and Finance	73	78	73	-5		
I understand how my work supports U of M's mission	71	72	71	-1		
My supervisor has a clear view of where unit/department is going	69	74	65	-9		
The goals of my unit/department are clear to me	78	75	79	4		
Compensation*	--	55	45	-10		
I understand how my current salary or base pay rate is determined	56	58	44	-14		
I am fairly paid for the work I do	64	49	42	-7		
My salary/pay is a significant factor in my decision to stay at U of M	60	58	51	-7		
Benefits*	--	71	77	6		
U of M's benefits package meets my needs	71	69	75	6		
The benefits package is a significant factor in my decision to stay at U of M	81	73	79	6		
Advancement*	--	43	46	3		
Opportunities for advancement or promotion exist within U of M	59	42	42	0		
I know what is required of me to advance within U of M	53	47	51	4		
Internal candidates receive fair consideration for open positions	52	42	46	4		
Survey Perception*	--	54	59	5		
This survey is an important element in improving the work environment	61	54	59	5		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

	Facilities & Operations					
	Parking and Transportation Services					
	Parking Operations & Maintenance					
	Non-Supervisory					
	2012	2014	2016	Diff	Signif	Impact
				2014 to	Diff	
				2016		
Survey Respondents	22	20	19			
Employees in Unit/Department	27	30	21			
% Survey Participation	81%	67%	90%			
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	65	60	56	-4		
How well does your current position compare to your ideal job	56	54	40	-14		
How satisfied are you with your job	51	46	45	-1		
I enjoy the type of work I do	71	61	60	-1		
My job is interesting	67	66	67	1		
I make a difference in my unit/department	59	53	57	4		
My job gives me a sense of accomplishment	78	74	68	-6		
	71	61	51	-10		
Outcomes						
Unit/Dept. Commitment*						
I am proud to work for my unit/department	--	70	60	-10		
I have a strong commitment to my unit/department	75	70	60	-10		
I care about the future of my unit/department	81	73	61	-12		
I feel a strong sense of belonging to my unit/department	81	82	65	-17	▼	
I enjoy discussing my unit/department with people who do not work here	73	69	56	-13		
The organization actively supports the health and wellbeing of its employees*	64	49	47	-2		
	--	--	66	--		
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	53	45	46	1		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	58	52	56	4		
I would not leave my unit/dept for a similar job within UM at the same salary	29	26	19	-7		
	61	48	47	-1		
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	73	68	59	-9		
	73	68	59	-9		
Customer Focus						
I am able to address my clients'/customers' concerns	82	81	79	-2		
I do all that I can within budgetary constraints to satisfy customers	78	71	73	2		
I enjoy helping solve customers' problems	79	81	75	-6		
I respond in a timely manner to customer requests/questions	85	82	81	-1		
	86	88	85	-3		
U of M Commitment						
I am proud to work for the U-M	86	80	81	1		
I have a strong commitment to the U-M	88	83	86	3		
I care about the future of the U-M	92	79	82	3		
I enjoy discussing the U-M with people who do not work here	91	84	87	3		
I feel a strong sense of belonging to the U-M	78	71	74	3		
	78	79	73	-6		
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	84	81	78	-3		
I would not leave U of M for a similar job at a 5% higher salary	88	92	88	-4		
I would not leave U of M for a similar job at the same salary	74	62	63	1		
	87	80	75	-5		
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	86	89	84	-5		
	86	89	84	-5		
U of M Donation*						
I would encourage friends and family to donate to U-M*	--	--	49	--		
	--	--	49	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Parking Operations & Maintenance

Non-Supervisory

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	22	20	19			
Employees in Unit/Department	27	30	21			
% Survey Participation	81%	67%	90%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	72	68	75	7		
My supervisor trusts me	76	77	80	3		
I trust my supervisor	72	73	76	3		
A climate of trust exists in my unit/department	66	58	52	-6		
I trust my co-workers	73	63	57	-6		
People in my unit/department follow through on their commitments	68	64	62	-2		
Safety						
Feel safe at work*	--	75	88	13	▲	
Department committed to occupational health and safety*	--	76	86	10		
Department does good job monitoring safety*	--	72	83	11		
Supervisor Rating						
Overall, rate your supervisor	81	77	81	4		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	88	84	78	-6		
My unit/department understands the needs of our customers	88	85	85	0		
My unit/department adapts to changing customer needs	80	79	81	2		
My unit/department communicates service changes effectively to customers	78	71	65	-6		
My unit/department implements service changes effectively	73	70	65	-5		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	80	--		
I cope well with stress of job*	--	--	81	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	76	67	-9		
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*	--	--	78	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	70	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	54	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Parking Operations & Maintenance

Supervisors

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	4	6	9			
Employees in Unit/Department	9	6	7			
% Survey Participation	44%	100%	129%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	64	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	63	--		
Fosters an environment that encourages employee development*	--	--	59	--		
Encourages cross-departmental collaboration*	--	--	62	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	65	--		
Welcomes ideas that enhance work processes*	--	--	69	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	65	--		
Climate*						
People in my unit/department are treated fairly	67	61	72	11		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	61	46	69	23		
Integrity is a hallmark of my unit/department	53	52	69	17		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	81	80	80	0		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	47	72	73	1		
I am aware of the Business and Finance values	67	59	68	9		
The Business and Finance values govern the way we do business in B&F	67	56	69	13		
Supervisor	65	66	79	13		
Considers my ideas	61	78	77	-1		
Recognizes me for doing good work	56	78	75	-3		
Treats me with respect	75	69	81	12		
Cares about me as a person	75	72	81	9		
Gives me constructive feedback on my performance	67	67	78	11		
Communicates well	69	69	74	5		
Is approachable and easy to talk with	81	61	83	22		
Is ethical in day-to-day practices	67	61	84	23		
Deals effectively with poor performance	56	41	74	33		
Manages people effectively	56	48	79	31		
Is an effective decision-maker	58	61	81	20		
Effectively communicates the goals and strategies of our unit/department	53	81	75	-6		
Autonomy/Involvement	56	71	77	6		
I have control over how I do my work	56	69	84	15		
My opinion counts at work	56	69	77	8		
I have a say in decisions that affect my work	56	76	72	-4		
Workload	56	76	77	1		
Work is distributed fairly within my workgroup	53	74	70	-4		
My workgroup has enough employees to handle the work	61	80	88	8		
Resources/Environment	69	84	82	-2		
The physical environment allows me to do my job	69	83	79	-4		
I have the necessary resources, tools or equipment to do my job	69	85	85	0		
Recognition*	--	64	66	2		
My customers recognize my good work	58	67	69	2		
I get appropriate recognition when I have done something extraordinary	53	65	69	4		
Expressions of thanks and appreciation are common in my unit/department	47	63	70	7		
My contributions are valued by members of the U of M Community	42	56	51	-5		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Parking Operations & Maintenance

Supervisors

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	4	6	9			
Employees in Unit/Department	9	6	7			
% Survey Participation	44%	100%	129%			
Dimensions						
Co-workers	58	68	77	9		
My workgroup collaborates effectively with other workgroups	56	61	74	13		
My co-workers and I work as part of a team	58	80	83	3		
I can count on my co-workers to help out when needed	69	72	88	16		
I am consistently treated with respect by my co-workers	58	78	79	1		
One or more of my co-workers cares about me as a person	67	69	79	10		
People care about each other in my unit/department	58	59	60	1		
Communication*	--	68	72	4		
Reasons for making changes are communicated before changes are made	58	59	70	11		
Customer feedback is shared throughout my unit/department	44	74	67	-7		
Information about the University is shared openly in my unit/department	53	67	70	3		
I am informed about matters that affect my job	64	72	78	6		
Changes in service standards are communicated effectively	47	65	75	10		
Training and Development*	--	69	76	7		
I receive training necessary for me to do my job	58	72	75	3		
I have opportunities for training that support my development and/or advancement	72	61	77	16		
When my job changes, I receive appropriate training*	--	73	77	4		
Task Significance	77	81	84	3		
I know what is expected of me at work	81	76	88	12		
I understand how my work supports the mission of my unit/department	86	83	89	6		
I understand how my work supports the mission of Business and Finance	89	83	81	-2		
I understand how my work supports U of M's mission	81	83	78	-5		
My supervisor has a clear view of where unit/department is going	61	83	85	2		
The goals of my unit/department are clear to me	61	76	83	7		
Compensation*	--	47	63	16		
I understand how my current salary or base pay rate is determined	36	39	57	18		
I am fairly paid for the work I do	28	41	59	18		
My salary/pay is a significant factor in my decision to stay at U of M	61	65	75	10		
Benefits*	--	66	80	14	▲	
U of M's benefits package meets my needs	67	56	78	22	▲	
The benefits package is a significant factor in my decision to stay at U of M	47	80	84	4		
Advancement*	--	47	64	17		
Opportunities for advancement or promotion exist within U of M	50	43	65	22		
I know what is required of me to advance within U of M	58	53	63	10		
Internal candidates receive fair consideration for open positions	72	48	63	15		
Survey Perception*	--	67	81	14		
This survey is an important element in improving the work environment	39	67	81	14		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Parking Operations & Maintenance

Supervisors

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	4	6	9			
Employees in Unit/Department	9	6	7			
% Survey Participation	44%	100%	129%			
Satisfaction						
Job Satisfaction	71	75	76	1		
To what extent does your current job fall short or exceed your expectations	50	65	65	0		
How well does your current position compare to your ideal job	58	67	65	-2		
How satisfied are you with your job	64	72	80	8		
I enjoy the type of work I do	83	81	79	-2		
My job is interesting	75	81	78	-3		
I make a difference in my unit/department	94	85	81	-4		
My job gives me a sense of accomplishment	72	78	79	1		
Outcomes						
Unit/Dept. Commitment*	--	76	81	5		
I am proud to work for my unit/department	78	76	81	5		
I have a strong commitment to my unit/department	83	81	81	0		
I care about the future of my unit/department	94	81	86	5		
I feel a strong sense of belonging to my unit/department	86	72	81	9		
I enjoy discussing my unit/department with people who do not work here	67	65	75	10		
The organization actively supports the health and wellbeing of its employees*	--	--	79	--		
Unit/Dept. Loyalty	82	53	60	7		
If it is up to me, I will be working in my unit/department one year from now	92	64	79	15		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	53	33	28	-5		
I would not leave my unit/dept for a similar job within UM at the same salary	89	84	56	-28		
Unit/Dept. Recommend	86	61	83	22		
I recommend my unit/department to someone looking for a good place to work	86	61	83	22		
Customer Focus	87	88	85	-3		
I am able to address my clients'/customers' concerns	83	85	80	-5		
I do all that I can within budgetary constraints to satisfy customers	89	89	83	-6		
I enjoy helping solve customers' problems	94	87	86	-1		
I respond in a timely manner to customer requests/questions	78	91	93	2		
U of M Commitment	79	82	90	8		
I am proud to work for the U-M	78	83	90	7		
I have a strong commitment to the U-M	81	83	89	6		
I care about the future of the U-M	81	85	95	10		
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	75	78	90	12		
U of M Loyalty	83	62	84	22		
If it is up to me, I will be working at U of M one year from now	89	78	95	17		
I would not leave U of M for a similar job at a 5% higher salary	64	47	62	15		
I would not leave U of M for a similar job at the same salary	89	76	84	8		
U of M Recommendation	83	72	95	23	▲	
I would recommend the U-M to someone who is looking for a good place to work	83	72	95	23	▲	
U of M Donation*	--	--	54	--		
I would encourage friends and family to donate to U-M*	--	--	54	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Facilities & Operations

Parking and Transportation Services

Parking Operations & Maintenance

Supervisors

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	4	6	9			
Employees in Unit/Department	9	6	7			
% Survey Participation	44%	100%	129%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	56	65	80	15		
My supervisor trusts me	83	76	84	8		
I trust my supervisor	83	65	84	19		
A climate of trust exists in my unit/department	64	52	69	17		
I trust my co-workers	53	52	54	2		
People in my unit/department follow through on their commitments	47	54	72	18		
Safety						
Feel safe at work*	--	91	93	2		
Department committed to occupational health and safety*	--	93	86	-7		
Department does good job monitoring safety*	--	91	84	-7		
Supervisor Rating						
Overall, rate your supervisor	58	61	85	24		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	92	89	93	4		
My unit/department understands the needs of our customers	81	67	83	16		
My unit/department adapts to changing customer needs	75	63	79	16		
My unit/department communicates service changes effectively to customers	78	62	77	15		
My unit/department implements service changes effectively	69	63	78	15		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	78	--		
I cope well with stress of job*	--	--	85	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	78	56	-22		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	70	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	81	--		
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*	--	--	63	--		

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