

EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents Employees in Unit/Department % Survey Participation	0	0	167 215 78%			
Dimensions						
Upper Management*	--	--	69	--		0.8
Motivates employees to do their best*	--	--	68	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	71	--		
Fosters an environment that encourages employee development*	--	--	66	--		
Encourages cross-departmental collaboration*	--	--	69	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	71	--		
Welcomes ideas that enhance work processes*	--	--	70	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	68	--		
Climate*	--	--	69	--		1.0
People in my unit/department are treated fairly	--	--	68	--		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	--	60	--		
Integrity is a hallmark of my unit/department	--	--	74	--		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	--	63	--		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	--	67	--		
I am aware of the Business and Finance values	--	--	78	--		
The Business and Finance values govern the way we do business in B&F	--	--	74	--		
Supervisor	--	--	77	--		1.3
Considers my ideas	--	--	78	--		
Recognizes me for doing good work	--	--	77	--		
Treats me with respect	--	--	82	--		
Cares about me as a person	--	--	79	--		
Gives me constructive feedback on my performance	--	--	78	--		
Communicates well	--	--	76	--		
Is approachable and easy to talk with	--	--	81	--		
Is ethical in day-to-day practices	--	--	81	--		
Deals effectively with poor performance	--	--	67	--		
Manages people effectively	--	--	71	--		
Is an effective decision-maker	--	--	74	--		
Effectively communicates the goals and strategies of our unit/department	--	--	80	--		
Autonomy/Involvement	--	--	66	--		2.3
I have control over how I do my work	--	--	68	--		
My opinion counts at work	--	--	67	--		
I have a say in decisions that affect my work	--	--	62	--		
Workload	--	--	74	--		0.0
Work is distributed fairly within my workgroup	--	--	71	--		
My workgroup has enough employees to handle the work	--	--	78	--		
Resources/Environment	--	--	77	--		0.0
The physical environment allows me to do my job	--	--	78	--		
I have the necessary resources, tools or equipment to do my job	--	--	75	--		
Recognition*	--	--	67	--		0.2
My customers recognize my good work	--	--	70	--		
I get appropriate recognition when I have done something extraordinary	--	--	67	--		
Expressions of thanks and appreciation are common in my unit/department	--	--	70	--		
My contributions are valued by members of the U of M Community	--	--	61	--		

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2016 Survey - Attribute Detail Report

Shared Services Center

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Survey Respondents	0	0	167			
Employees in Unit/Department			215			
% Survey Participation	--	--	78%			
Dimensions						
Co-workers	--	--	81	--		0.1
My workgroup collaborates effectively with other workgroups	--	--	73	--		
My co-workers and I work as part of a team	--	--	81	--		
I can count on my co-workers to help out when needed	--	--	84	--		
I am consistently treated with respect by my co-workers	--	--	82	--		
One or more of my co-workers cares about me as a person	--	--	85	--		
People care about each other in my unit/department	--	--	80	--		
Communication*	--	--	67	--		0.5
Reasons for making changes are communicated before changes are made	--	--	60	--		
Customer feedback is shared throughout my unit/department	--	--	71	--		
Information about the University is shared openly in my unit/department	--	--	70	--		
I am informed about matters that affect my job	--	--	67	--		
Changes in service standards are communicated effectively	--	--	67	--		
Training and Development*	--	--	66	--		0.0
I receive training necessary for me to do my job	--	--	71	--		
I have opportunities for training that support my development and/or advancement	--	--	59	--		
When my job changes, I receive appropriate training*	--	--	69	--		
Task Significance	--	--	82	--		1.3
I know what is expected of me at work	--	--	84	--		
I understand how my work supports the mission of my unit/department	--	--	87	--		
I understand how my work supports the mission of Business and Finance	--	--	83	--		
I understand how my work supports U of M's mission	--	--	81	--		
My supervisor has a clear view of where unit/department is going	--	--	76	--		
The goals of my unit/department are clear to me	--	--	82	--		
Compensation*	--	--	60	--		0.0
I understand how my current salary or base pay rate is determined	--	--	64	--		
I am fairly paid for the work I do	--	--	54	--		
My salary/pay is a significant factor in my decision to stay at U of M	--	--	62	--		
Benefits*	--	--	83	--		0.0
U of M's benefits package meets my needs	--	--	84	--		
The benefits package is a significant factor in my decision to stay at U of M	--	--	83	--		
Advancement*	--	--	62	--		0.1
Opportunities for advancement or promotion exist within U of M	--	--	64	--		
I know what is required of me to advance within U of M	--	--	65	--		
Internal candidates receive fair consideration for open positions	--	--	58	--		
Survey Perception*	--	--	67	--		1.2
This survey is an important element in improving the work environment	--	--	67	--		

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Satisfaction						
Job Satisfaction	--	--	68	--		
To what extent does your current job fall short or exceed your expectations	--	--	57	--		
How well does your current position compare to your ideal job	--	--	54	--		
How satisfied are you with your job	--	--	68	--		
I enjoy the type of work I do	--	--	74	--		
My job is interesting	--	--	71	--		
I make a difference in my unit/department	--	--	79	--		
My job gives me a sense of accomplishment	--	--	71	--		
Outcomes						
Unit/Dept. Commitment*	--	--	78	--		2.6
I am proud to work for my unit/department	--	--	79	--		
I have a strong commitment to my unit/department	--	--	82	--		
I care about the future of my unit/department	--	--	86	--		
I feel a strong sense of belonging to my unit/department	--	--	77	--		
I enjoy discussing my unit/department with people who do not work here	--	--	65	--		
The organization actively supports the health and wellbeing of its employees*	--	--	76	--		
Unit/Dept. Loyalty	--	--	51	--		3.7
If it is up to me, I will be working in my unit/department one year from now	--	--	60	--		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	--	29	--		
I would not leave my unit/dept for a similar job within UM at the same salary	--	--	56	--		
Unit/Dept. Recommend	--	--	73	--		3.0
I recommend my unit/department to someone looking for a good place to work	--	--	73	--		
Customer Focus	--	--	90	--		0.5
I am able to address my clients'/customers' concerns	--	--	85	--		
I do all that I can within budgetary constraints to satisfy customers	--	--	89	--		
I enjoy helping solve customers' problems	--	--	93	--		
I respond in a timely manner to customer requests/questions	--	--	94	--		
U of M Commitment	--	--	86	--		0.5
I am proud to work for the U-M	--	--	87	--		
I have a strong commitment to the U-M	--	--	86	--		
I care about the future of the U-M	--	--	90	--		
I enjoy discussing the U-M with people who do not work here	--	--	82	--		
I feel a strong sense of belonging to the U-M	--	--	82	--		
U of M Loyalty	--	--	77	--		1.0
If it is up to me, I will be working at U of M one year from now	--	--	86	--		
I would not leave U of M for a similar job at a 5% higher salary	--	--	59	--		
I would not leave U of M for a similar job at the same salary	--	--	76	--		
U of M Recommendation	--	--	87	--		0.5
I would recommend the U-M to someone who is looking for a good place to work	--	--	87	--		
U of M Donation*	--	--	56	--		0.7
I would encourage friends and family to donate to U-M*	--	--	56	--		

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Shared Services Center

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Survey Respondents Employees in Unit/Department % Survey Participation	0	0	167 215 78%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	--	--	79	--		
My supervisor trusts me	--	--	82	--		
I trust my supervisor	--	--	78	--		
A climate of trust exists in my unit/department	--	--	71	--		
I trust my co-workers	--	--	76	--		
People in my unit/department follow through on their commitments	--	--	79	--		
Safety						
Feel safe at work*	--	--	89	--		
Department committed to occupational health and safety*	--	--	86	--		
Department does good job monitoring safety*	--	--	86	--		
Supervisor Rating						
Overall, rate your supervisor	--	--	77	--		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	--	94	--		
My unit/department understands the needs of our customers	--	--	90	--		
My unit/department adapts to changing customer needs	--	--	88	--		
My unit/department communicates service changes effectively to customers	--	--	81	--		
My unit/department implements service changes effectively	--	--	79	--		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	81	--		
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)*	--	--	90	--		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	72	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	74	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	77	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	73	--		

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2016 Survey - Attribute Detail Report

Shared Services Center

SSC Supervisors

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

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Dimensions						
Co-workers	--	--	85	--		
My workgroup collaborates effectively with other workgroups	--	--	83	--		
My co-workers and I work as part of a team	--	--	88	--		
I can count on my co-workers to help out when needed	--	--	85	--		
I am consistently treated with respect by my co-workers	--	--	83	--		
One or more of my co-workers cares about me as a person	--	--	86	--		
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I have opportunities for training that support my development and/or advancement	--	--	78	--		
When my job changes, I receive appropriate training*	--	--	75	--		
Task Significance	--	--	84	--		
I know what is expected of me at work	--	--	84	--		
I understand how my work supports the mission of my unit/department	--	--	87	--		
I understand how my work supports the mission of Business and Finance	--	--	85	--		
I understand how my work supports U of M's mission	--	--	87	--		
My supervisor has a clear view of where unit/department is going	--	--	80	--		
The goals of my unit/department are clear to me	--	--	81	--		
Compensation*	--	--	67	--		
I understand how my current salary or base pay rate is determined	--	--	85	--		
I am fairly paid for the work I do	--	--	59	--		
My salary/pay is a significant factor in my decision to stay at U of M	--	--	56	--		
Benefits*	--	--	85	--		
U of M's benefits package meets my needs	--	--	85	--		
The benefits package is a significant factor in my decision to stay at U of M	--	--	83	--		
Advancement*	--	--	73	--		
Opportunities for advancement or promotion exist within U of M	--	--	73	--		
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This survey is an important element in improving the work environment	--	--	78	--		

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How satisfied are you with your job	--	--	78	--		
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My job is interesting	--	--	84	--		
I make a difference in my unit/department	--	--	83	--		
My job gives me a sense of accomplishment	--	--	83	--		
Outcomes						
Unit/Dept. Commitment*	--	--	85	--		
I am proud to work for my unit/department	--	--	85	--		
I have a strong commitment to my unit/department	--	--	85	--		
I care about the future of my unit/department	--	--	89	--		
I feel a strong sense of belonging to my unit/department	--	--	85	--		
I enjoy discussing my unit/department with people who do not work here	--	--	79	--		
The organization actively supports the health and wellbeing of its employees*	--	--	83	--		
Unit/Dept. Loyalty	--	--	60	--		
If it is up to me, I will be working in my unit/department one year from now	--	--	76	--		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	--	27	--		
I would not leave my unit/dept for a similar job within UM at the same salary	--	--	60	--		
Unit/Dept. Recommend	--	--	83	--		
I recommend my unit/department to someone looking for a good place to work	--	--	83	--		
Customer Focus	--	--	88	--		
I am able to address my clients'/customers' concerns	--	--	83	--		
I do all that I can within budgetary constraints to satisfy customers	--	--	86	--		
I enjoy helping solve customers' problems	--	--	92	--		
I respond in a timely manner to customer requests/questions	--	--	90	--		
U of M Commitment	--	--	92	--		
I am proud to work for the U-M	--	--	93	--		
I have a strong commitment to the U-M	--	--	91	--		
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If it is up to me, I will be working at U of M one year from now	--	--	93	--		
I would not leave U of M for a similar job at a 5% higher salary	--	--	53	--		
I would not leave U of M for a similar job at the same salary	--	--	74	--		
U of M Recommendation	--	--	92	--		
I would recommend the U-M to someone who is looking for a good place to work	--	--	92	--		
U of M Donation*	--	--	65	--		
I would encourage friends and family to donate to U-M*	--	--	65	--		

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My supervisor trusts me	--	--	77	--		
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A climate of trust exists in my unit/department	--	--	75	--		
I trust my co-workers	--	--	77	--		
People in my unit/department follow through on their commitments	--	--	75	--		
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Feel safe at work*	--	--	88	--		
Department committed to occupational health and safety*	--	--	87	--		
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Overall, rate your supervisor	--	--	80	--		
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Contact Center and T&E

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Welcomes ideas that enhance work processes*	--	--	69	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	64	--		
Climate*	--	--	65	--		0.4
People in my unit/department are treated fairly	--	--	64	--		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	--	58	--		
Integrity is a hallmark of my unit/department	--	--	70	--		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	--	60	--		
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Contact Center and T&E

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My workgroup collaborates effectively with other workgroups	--	--	71	--		
My co-workers and I work as part of a team	--	--	75	--		
I can count on my co-workers to help out when needed	--	--	76	--		
I am consistently treated with respect by my co-workers	--	--	78	--		
One or more of my co-workers cares about me as a person	--	--	81	--		
People care about each other in my unit/department	--	--	78	--		
Communication*	--	--	65	--		0.4
Reasons for making changes are communicated before changes are made	--	--	53	--		
Customer feedback is shared throughout my unit/department	--	--	68	--		
Information about the University is shared openly in my unit/department	--	--	69	--		
I am informed about matters that affect my job	--	--	67	--		
Changes in service standards are communicated effectively	--	--	65	--		
Training and Development*	--	--	66	--		0.0
I receive training necessary for me to do my job	--	--	72	--		
I have opportunities for training that support my development and/or advancement	--	--	57	--		
When my job changes, I receive appropriate training*	--	--	69	--		
Task Significance	--	--	83	--		0.8
I know what is expected of me at work	--	--	88	--		
I understand how my work supports the mission of my unit/department	--	--	87	--		
I understand how my work supports the mission of Business and Finance	--	--	84	--		
I understand how my work supports U of M's mission	--	--	77	--		
My supervisor has a clear view of where unit/department is going	--	--	77	--		
The goals of my unit/department are clear to me	--	--	83	--		
Compensation*	--	--	56	--		0.0
I understand how my current salary or base pay rate is determined	--	--	60	--		
I am fairly paid for the work I do	--	--	48	--		
My salary/pay is a significant factor in my decision to stay at U of M	--	--	62	--		
Benefits*	--	--	80	--		0.0
U of M's benefits package meets my needs	--	--	81	--		
The benefits package is a significant factor in my decision to stay at U of M	--	--	79	--		
Advancement*	--	--	60	--		0.0
Opportunities for advancement or promotion exist within U of M	--	--	63	--		
I know what is required of me to advance within U of M	--	--	65	--		
Internal candidates receive fair consideration for open positions	--	--	52	--		
Survey Perception*	--	--	64	--		0.8
This survey is an important element in improving the work environment	--	--	64	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

Contact Center and T&E

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	39			
Employees in Unit/Department			46			
% Survey Participation	--	--	85%			
Satisfaction						
Job Satisfaction	--	--	67	--		
To what extent does your current job fall short or exceed your expectations	--	--	60	--		
How well does your current position compare to your ideal job	--	--	52	--		
How satisfied are you with your job	--	--	68	--		
I enjoy the type of work I do	--	--	75	--		
My job is interesting	--	--	71	--		
I make a difference in my unit/department	--	--	72	--		
My job gives me a sense of accomplishment	--	--	68	--		
Outcomes						
Unit/Dept. Commitment*	--	--	76	--		3.3
I am proud to work for my unit/department	--	--	77	--		
I have a strong commitment to my unit/department	--	--	81	--		
I care about the future of my unit/department	--	--	83	--		
I feel a strong sense of belonging to my unit/department	--	--	73	--		
I enjoy discussing my unit/department with people who do not work here	--	--	63	--		
The organization actively supports the health and wellbeing of its employees*	--	--	74	--		
Unit/Dept. Loyalty	--	--	50	--		2.1
If it is up to me, I will be working in my unit/department one year from now	--	--	57	--		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	--	28	--		
I would not leave my unit/dept for a similar job within UM at the same salary	--	--	59	--		
Unit/Dept. Recommend	--	--	75	--		3.7
I recommend my unit/department to someone looking for a good place to work	--	--	75	--		
Customer Focus	--	--	90	--		0.6
I am able to address my clients'/customers' concerns	--	--	85	--		
I do all that I can within budgetary constraints to satisfy customers	--	--	90	--		
I enjoy helping solve customers' problems	--	--	92	--		
I respond in a timely manner to customer requests/questions	--	--	95	--		
U of M Commitment	--	--	82	--		0.9
I am proud to work for the U-M	--	--	84	--		
I have a strong commitment to the U-M	--	--	83	--		
I care about the future of the U-M	--	--	88	--		
I enjoy discussing the U-M with people who do not work here	--	--	77	--		
I feel a strong sense of belonging to the U-M	--	--	74	--		
U of M Loyalty	--	--	80	--		0.8
If it is up to me, I will be working at U of M one year from now	--	--	88	--		
I would not leave U of M for a similar job at a 5% higher salary	--	--	60	--		
I would not leave U of M for a similar job at the same salary	--	--	81	--		
U of M Recommendation	--	--	86	--		0.8
I would recommend the U-M to someone who is looking for a good place to work	--	--	86	--		
U of M Donation*	--	--	46	--		1.5
I would encourage friends and family to donate to U-M*	--	--	46	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

Contact Center and T&E

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	39			
Employees in Unit/Department			46			
% Survey Participation	--	--	85%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	--	--	72	--		
My supervisor trusts me	--	--	84	--		
I trust my supervisor	--	--	77	--		
A climate of trust exists in my unit/department	--	--	69	--		
I trust my co-workers	--	--	69	--		
People in my unit/department follow through on their commitments	--	--	72	--		
Safety						
Feel safe at work*	--	--	85	--		
Department committed to occupational health and safety*	--	--	79	--		
Department does good job monitoring safety*	--	--	79	--		
Supervisor Rating						
Overall, rate your supervisor	--	--	76	--		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	--	93	--		
My unit/department understands the needs of our customers	--	--	90	--		
My unit/department adapts to changing customer needs	--	--	88	--		
My unit/department communicates service changes effectively to customers	--	--	78	--		
My unit/department implements service changes effectively	--	--	74	--		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	82	--		
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)*	--	--	87	--		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	64	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	72	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	75	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	72	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

Contact Center and T&E

T&E Processing Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	17			
Employees in Unit/Department	--	--	19			
% Survey Participation			89%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	66	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	68	--		
Fosters an environment that encourages employee development*	--	--	69	--		
Fosters a culture that encourages employee development*	--	--	64	--		
Encourages cross-departmental collaboration*	--	--	58	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	67	--		
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	--	--	65	--		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	--	62	--		
Integrity is a hallmark of my unit/department	--	--	59	--		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	--	71	--		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	--	54	--		
I am aware of the Business and Finance values	--	--	61	--		
The Business and Finance values govern the way we do business in B&F	--	--	75	--		
	--	--	71	--		
Supervisor						
Considers my ideas	--	--	78	--		
Recognizes me for doing good work	--	--	75	--		
Treats me with respect	--	--	75	--		
Cares about me as a person	--	--	82	--		
Gives me constructive feedback on my performance	--	--	76	--		
Communicates well	--	--	76	--		
Is approachable and easy to talk with	--	--	80	--		
Is ethical in day-to-day practices	--	--	85	--		
Deals effectively with poor performance	--	--	81	--		
Manages people effectively	--	--	71	--		
Is an effective decision-maker	--	--	73	--		
Effectively communicates the goals and strategies of our unit/department	--	--	78	--		
	--	--	83	--		
Autonomy/Involvement						
I have control over how I do my work	--	--	58	--		
My opinion counts at work	--	--	61	--		
I have a say in decisions that affect my work	--	--	59	--		
	--	--	54	--		
Workload						
Work is distributed fairly within my workgroup	--	--	68	--		
My workgroup has enough employees to handle the work	--	--	64	--		
	--	--	76	--		
Resources/Environment						
The physical environment allows me to do my job	--	--	63	--		
I have the necessary resources, tools or equipment to do my job	--	--	61	--		
	--	--	66	--		
Recognition*						
My customers recognize my good work	--	--	67	--		
I get appropriate recognition when I have done something extraordinary	--	--	66	--		
Expressions of thanks and appreciation are common in my unit/department	--	--	66	--		
My contributions are valued by members of the U of M Community	--	--	70	--		
	--	--	66	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

Contact Center and T&E

T&E Processing Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	17			
Employees in Unit/Department			19			
% Survey Participation	--	--	89%			
Dimensions						
Co-workers	--	--	69	--		
My workgroup collaborates effectively with other workgroups	--	--	65	--		
My co-workers and I work as part of a team	--	--	66	--		
I can count on my co-workers to help out when needed	--	--	72	--		
I am consistently treated with respect by my co-workers	--	--	70	--		
One or more of my co-workers cares about me as a person	--	--	73	--		
People care about each other in my unit/department	--	--	72	--		
Communication*	--	--	62	--		
Reasons for making changes are communicated before changes are made	--	--	49	--		
Customer feedback is shared throughout my unit/department	--	--	64	--		
Information about the University is shared openly in my unit/department	--	--	65	--		
I am informed about matters that affect my job	--	--	66	--		
Changes in service standards are communicated effectively	--	--	64	--		
Training and Development*	--	--	64	--		
I receive training necessary for me to do my job	--	--	66	--		
I have opportunities for training that support my development and/or advancement	--	--	54	--		
When my job changes, I receive appropriate training*	--	--	68	--		
Task Significance	--	--	85	--		
I know what is expected of me at work	--	--	87	--		
I understand how my work supports the mission of my unit/department	--	--	86	--		
I understand how my work supports the mission of Business and Finance	--	--	86	--		
I understand how my work supports U of M's mission	--	--	84	--		
My supervisor has a clear view of where unit/department is going	--	--	79	--		
The goals of my unit/department are clear to me	--	--	85	--		
Compensation*	--	--	48	--		
I understand how my current salary or base pay rate is determined	--	--	58	--		
I am fairly paid for the work I do	--	--	38	--		
My salary/pay is a significant factor in my decision to stay at U of M	--	--	48	--		
Benefits*	--	--	73	--		
U of M's benefits package meets my needs	--	--	75	--		
The benefits package is a significant factor in my decision to stay at U of M	--	--	72	--		
Advancement*	--	--	55	--		
Opportunities for advancement or promotion exist within U of M	--	--	57	--		
I know what is required of me to advance within U of M	--	--	59	--		
Internal candidates receive fair consideration for open positions	--	--	50	--		
Survey Perception*	--	--	61	--		
This survey is an important element in improving the work environment	--	--	61	--		

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	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	17			
Employees in Unit/Department			19			
% Survey Participation	--	--	89%			
Satisfaction						
Job Satisfaction						
To what extent does your current job fall short or exceed your expectations	--	--	70	--		
How well does your current position compare to your ideal job	--	--	62	--		
How satisfied are you with your job	--	--	55	--		
I enjoy the type of work I do	--	--	71	--		
My job is interesting	--	--	79	--		
I make a difference in my unit/department	--	--	75	--		
My job gives me a sense of accomplishment	--	--	73	--		
	--	--	75	--		
Outcomes						
Unit/Dept. Commitment*						
I am proud to work for my unit/department	--	--	82	--		
I have a strong commitment to my unit/department	--	--	84	--		
I care about the future of my unit/department	--	--	88	--		
I feel a strong sense of belonging to my unit/department	--	--	89	--		
I enjoy discussing my unit/department with people who do not work here	--	--	76	--		
The organization actively supports the health and wellbeing of its employees*	--	--	71	--		
	--	--	79	--		
Unit/Dept. Loyalty						
If it is up to me, I will be working in my unit/department one year from now	--	--	57	--		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	--	67	--		
I would not leave my unit/dept for a similar job within UM at the same salary	--	--	33	--		
	--	--	59	--		
Unit/Dept. Recommend						
I recommend my unit/department to someone looking for a good place to work	--	--	84	--		
	--	--	84	--		
Customer Focus						
I am able to address my clients'/customers' concerns	--	--	92	--		
I do all that I can within budgetary constraints to satisfy customers	--	--	88	--		
I enjoy helping solve customers' problems	--	--	90	--		
I respond in a timely manner to customer requests/questions	--	--	93	--		
	--	--	95	--		
U of M Commitment						
I am proud to work for the U-M	--	--	85	--		
I have a strong commitment to the U-M	--	--	88	--		
I care about the future of the U-M	--	--	88	--		
I enjoy discussing the U-M with people who do not work here	--	--	90	--		
I feel a strong sense of belonging to the U-M	--	--	81	--		
	--	--	78	--		
U of M Loyalty						
If it is up to me, I will be working at U of M one year from now	--	--	80	--		
I would not leave U of M for a similar job at a 5% higher salary	--	--	84	--		
I would not leave U of M for a similar job at the same salary	--	--	63	--		
	--	--	86	--		
U of M Recommendation						
I would recommend the U-M to someone who is looking for a good place to work	--	--	90	--		
	--	--	90	--		
U of M Donation*						
I would encourage friends and family to donate to U-M*	--	--	45	--		
	--	--	45	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

Contact Center and T&E

T&E Processing Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	17			
Employees in Unit/Department			19			
% Survey Participation	--	--	89%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	--	--	75	--		
My supervisor trusts me	--	--	88	--		
I trust my supervisor	--	--	80	--		
A climate of trust exists in my unit/department	--	--	67	--		
I trust my co-workers	--	--	64	--		
People in my unit/department follow through on their commitments	--	--	70	--		
Safety						
Feel safe at work*	--	--	86	--		
Department committed to occupational health and safety*	--	--	78	--		
Department does good job monitoring safety*	--	--	80	--		
Supervisor Rating						
Overall, rate your supervisor	--	--	80	--		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	--	97	--		
My unit/department understands the needs of our customers	--	--	93	--		
My unit/department adapts to changing customer needs	--	--	91	--		
My unit/department communicates service changes effectively to customers	--	--	84	--		
My unit/department implements service changes effectively	--	--	80	--		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	88	--		
I cope well with stress of job*	--	--	80	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	--	83	--		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	56	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	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*	--	--	78	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

Contact Center and T&E

T&E Audit Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents Employees in Unit/Department % Survey Participation	0	0	6 6 100%			
Dimensions						
Upper Management*	--	--	78	--		
Motivates employees to do their best*	--	--	78	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	78	--		
Fosters an environment that encourages employee development*	--	--	78	--		
Encourages cross-departmental collaboration*	--	--	76	--		
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*	--	--	78	--		
Climate*	--	--	84	--		
People in my unit/department are treated fairly	--	--	83	--		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	--	80	--		
Integrity is a hallmark of my unit/department	--	--	87	--		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	--	81	--		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	--	80	--		
I am aware of the Business and Finance values	--	--	85	--		
The Business and Finance values govern the way we do business in B&F	--	--	85	--		
Supervisor	--	--	90	--		
Considers my ideas	--	--	91	--		
Recognizes me for doing good work	--	--	96	--		
Treats me with respect	--	--	96	--		
Cares about me as a person	--	--	93	--		
Gives me constructive feedback on my performance	--	--	96	--		
Communicates well	--	--	83	--		
Is approachable and easy to talk with	--	--	94	--		
Is ethical in day-to-day practices	--	--	94	--		
Deals effectively with poor performance	--	--	81	--		
Manages people effectively	--	--	80	--		
Is an effective decision-maker	--	--	81	--		
Effectively communicates the goals and strategies of our unit/department	--	--	94	--		
Autonomy/Involvement	--	--	77	--		
I have control over how I do my work	--	--	80	--		
My opinion counts at work	--	--	76	--		
I have a say in decisions that affect my work	--	--	74	--		
Workload	--	--	83	--		
Work is distributed fairly within my workgroup	--	--	85	--		
My workgroup has enough employees to handle the work	--	--	80	--		
Resources/Environment	--	--	92	--		
The physical environment allows me to do my job	--	--	93	--		
I have the necessary resources, tools or equipment to do my job	--	--	91	--		
Recognition*	--	--	78	--		
My customers recognize my good work	--	--	72	--		
I get appropriate recognition when I have done something extraordinary	--	--	83	--		
Expressions of thanks and appreciation are common in my unit/department	--	--	85	--		
My contributions are valued by members of the U of M Community	--	--	70	--		

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

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	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	6			
Employees in Unit/Department			6			
% Survey Participation	--	--	100%			
Satisfaction						
Job Satisfaction	--	--	74	--		
To what extent does your current job fall short or exceed your expectations	--	--	65	--		
How well does your current position compare to your ideal job	--	--	67	--		
How satisfied are you with your job	--	--	76	--		
I enjoy the type of work I do	--	--	80	--		
My job is interesting	--	--	76	--		
I make a difference in my unit/department	--	--	80	--		
My job gives me a sense of accomplishment	--	--	74	--		
Outcomes						
Unit/Dept. Commitment*	--	--	84	--		
I am proud to work for my unit/department	--	--	81	--		
I have a strong commitment to my unit/department	--	--	83	--		
I care about the future of my unit/department	--	--	91	--		
I feel a strong sense of belonging to my unit/department	--	--	85	--		
I enjoy discussing my unit/department with people who do not work here	--	--	74	--		
The organization actively supports the health and wellbeing of its employees*	--	--	85	--		
Unit/Dept. Loyalty	--	--	54	--		
If it is up to me, I will be working in my unit/department one year from now	--	--	59	--		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	--	20	--		
I would not leave my unit/dept for a similar job within UM at the same salary	--	--	74	--		
Unit/Dept. Recommend	--	--	78	--		
I recommend my unit/department to someone looking for a good place to work	--	--	78	--		
Customer Focus	--	--	91	--		
I am able to address my clients'/customers' concerns	--	--	85	--		
I do all that I can within budgetary constraints to satisfy customers	--	--	93	--		
I enjoy helping solve customers' problems	--	--	94	--		
I respond in a timely manner to customer requests/questions	--	--	93	--		
U of M Commitment	--	--	84	--		
I am proud to work for the U-M	--	--	83	--		
I have a strong commitment to the U-M	--	--	83	--		
I care about the future of the U-M	--	--	91	--		
I enjoy discussing the U-M with people who do not work here	--	--	78	--		
I feel a strong sense of belonging to the U-M	--	--	81	--		
U of M Loyalty	--	--	79	--		
If it is up to me, I will be working at U of M one year from now	--	--	83	--		
I would not leave U of M for a similar job at a 5% higher salary	--	--	63	--		
I would not leave U of M for a similar job at the same salary	--	--	83	--		
U of M Recommendation	--	--	83	--		
I would recommend the U-M to someone who is looking for a good place to work	--	--	83	--		
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

Shared Services Center

Contact Center and T&E

T&E Audit Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	6			
Employees in Unit/Department			6			
% Survey Participation	--	--	100%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	--	--	93	--		
My supervisor trusts me	--	--	96	--		
I trust my supervisor	--	--	94	--		
A climate of trust exists in my unit/department	--	--	91	--		
I trust my co-workers	--	--	85	--		
People in my unit/department follow through on their commitments	--	--	89	--		
Safety						
Feel safe at work*	--	--	96	--		
Department committed to occupational health and safety*	--	--	93	--		
Department does good job monitoring safety*	--	--	91	--		
Supervisor Rating						
Overall, rate your supervisor	--	--	85	--		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	--	94	--		
My unit/department understands the needs of our customers	--	--	93	--		
My unit/department adapts to changing customer needs	--	--	91	--		
My unit/department communicates service changes effectively to customers	--	--	78	--		
My unit/department implements service changes effectively	--	--	78	--		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	94	--		
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)*	--	--	96	--		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	85	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	91	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	87	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	65	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

AP/AR

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents Employees in Unit/Department % Survey Participation	0	0	37 51 73%			
Dimensions						
Upper Management*	--	--	82	--		0.7
Motivates employees to do their best*	--	--	82	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	84	--		
Fosters an environment that encourages employee development*	--	--	80	--		
Encourages cross-departmental collaboration*	--	--	82	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	86	--		
Welcomes ideas that enhance work processes*	--	--	82	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	81	--		
Climate*	--	--	76	--		0.7
People in my unit/department are treated fairly	--	--	71	--		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	--	64	--		
Integrity is a hallmark of my unit/department	--	--	82	--		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	--	73	--		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	--	76	--		
I am aware of the Business and Finance values	--	--	84	--		
The Business and Finance values govern the way we do business in B&F	--	--	82	--		
Supervisor	--	--	77	--		0.6
Considers my ideas	--	--	75	--		
Recognizes me for doing good work	--	--	77	--		
Treats me with respect	--	--	81	--		
Cares about me as a person	--	--	78	--		
Gives me constructive feedback on my performance	--	--	77	--		
Communicates well	--	--	76	--		
Is approachable and easy to talk with	--	--	80	--		
Is ethical in day-to-day practices	--	--	82	--		
Deals effectively with poor performance	--	--	66	--		
Manages people effectively	--	--	71	--		
Is an effective decision-maker	--	--	76	--		
Effectively communicates the goals and strategies of our unit/department	--	--	81	--		
Autonomy/Involvement	--	--	67	--		1.3
I have control over how I do my work	--	--	68	--		
My opinion counts at work	--	--	70	--		
I have a say in decisions that affect my work	--	--	64	--		
Workload	--	--	74	--		0.5
Work is distributed fairly within my workgroup	--	--	76	--		
My workgroup has enough employees to handle the work	--	--	72	--		
Resources/Environment	--	--	81	--		0.0
The physical environment allows me to do my job	--	--	81	--		
I have the necessary resources, tools or equipment to do my job	--	--	81	--		
Recognition*	--	--	71	--		0.4
My customers recognize my good work	--	--	74	--		
I get appropriate recognition when I have done something extraordinary	--	--	72	--		
Expressions of thanks and appreciation are common in my unit/department	--	--	74	--		
My contributions are valued by members of the U of M Community	--	--	63	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

AP/AR

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	37			
Employees in Unit/Department			51			
% Survey Participation	--	--	73%			
Dimensions						
Co-workers			82	--		0.9
My workgroup collaborates effectively with other workgroups	--	--	77	--		
My co-workers and I work as part of a team	--	--	81	--		
I can count on my co-workers to help out when needed	--	--	89	--		
I am consistently treated with respect by my co-workers	--	--	85	--		
One or more of my co-workers cares about me as a person	--	--	86	--		
People care about each other in my unit/department	--	--	78	--		
Communication*			74	--		0.0
Reasons for making changes are communicated before changes are made	--	--	68	--		
Customer feedback is shared throughout my unit/department	--	--	78	--		
Information about the University is shared openly in my unit/department	--	--	78	--		
I am informed about matters that affect my job	--	--	73	--		
Changes in service standards are communicated effectively	--	--	74	--		
Training and Development*			67	--		0.0
I receive training necessary for me to do my job	--	--	71	--		
I have opportunities for training that support my development and/or advancement	--	--	65	--		
When my job changes, I receive appropriate training*	--	--	68	--		
Task Significance			85	--		0.0
I know what is expected of me at work	--	--	85	--		
I understand how my work supports the mission of my unit/department	--	--	88	--		
I understand how my work supports the mission of Business and Finance	--	--	87	--		
I understand how my work supports U of M's mission	--	--	86	--		
My supervisor has a clear view of where unit/department is going	--	--	79	--		
The goals of my unit/department are clear to me	--	--	87	--		
Compensation*			62	--		0.0
I understand how my current salary or base pay rate is determined	--	--	62	--		
I am fairly paid for the work I do	--	--	60	--		
My salary/pay is a significant factor in my decision to stay at U of M	--	--	66	--		
Benefits*			86	--		0.0
U of M's benefits package meets my needs	--	--	85	--		
The benefits package is a significant factor in my decision to stay at U of M	--	--	87	--		
Advancement*			65	--		1.0
Opportunities for advancement or promotion exist within U of M	--	--	68	--		
I know what is required of me to advance within U of M	--	--	67	--		
Internal candidates receive fair consideration for open positions	--	--	64	--		
Survey Perception*			73	--		1.6
This survey is an important element in improving the work environment	--	--	73	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

AP/AR

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents Employees in Unit/Department % Survey Participation	0	0	37 51 73%			
Satisfaction						
Job Satisfaction	--	--	75	--		
To what extent does your current job fall short or exceed your expectations	--	--	68	--		
How well does your current position compare to your ideal job	--	--	62	--		
How satisfied are you with your job	--	--	75	--		
I enjoy the type of work I do	--	--	79	--		
My job is interesting	--	--	76	--		
I make a difference in my unit/department	--	--	89	--		
My job gives me a sense of accomplishment	--	--	79	--		
Outcomes						
Unit/Dept. Commitment*	--	--	80	--		0.9
I am proud to work for my unit/department	--	--	82	--		
I have a strong commitment to my unit/department	--	--	86	--		
I care about the future of my unit/department	--	--	88	--		
I feel a strong sense of belonging to my unit/department	--	--	76	--		
I enjoy discussing my unit/department with people who do not work here	--	--	66	--		
The organization actively supports the health and wellbeing of its employees*	--	--	80	--		
Unit/Dept. Loyalty	--	--	60	--		0.9
If it is up to me, I will be working in my unit/department one year from now	--	--	68	--		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	--	39	--		
I would not leave my unit/dept for a similar job within UM at the same salary	--	--	63	--		
Unit/Dept. Recommend	--	--	74	--		0.9
I recommend my unit/department to someone looking for a good place to work	--	--	74	--		
Customer Focus	--	--	91	--		0.9
I am able to address my clients'/customers' concerns	--	--	87	--		
I do all that I can within budgetary constraints to satisfy customers	--	--	88	--		
I enjoy helping solve customers' problems	--	--	93	--		
I respond in a timely manner to customer requests/questions	--	--	94	--		
U of M Commitment	--	--	87	--		0.0
I am proud to work for the U-M	--	--	89	--		
I have a strong commitment to the U-M	--	--	87	--		
I care about the future of the U-M	--	--	92	--		
I enjoy discussing the U-M with people who do not work here	--	--	80	--		
I feel a strong sense of belonging to the U-M	--	--	84	--		
U of M Loyalty	--	--	80	--		0.5
If it is up to me, I will be working at U of M one year from now	--	--	86	--		
I would not leave U of M for a similar job at a 5% higher salary	--	--	66	--		
I would not leave U of M for a similar job at the same salary	--	--	81	--		
U of M Recommendation	--	--	86	--		0.6
I would recommend the U-M to someone who is looking for a good place to work	--	--	86	--		
U of M Donation*	--	--	61	--		1.0
I would encourage friends and family to donate to U-M*	--	--	61	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

AP/AR

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	37			
Employees in Unit/Department			51			
% Survey Participation	--	--	73%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	--	--	82	--		
My supervisor trusts me	--	--	83	--		
I trust my supervisor	--	--	81	--		
A climate of trust exists in my unit/department	--	--	71	--		
I trust my co-workers	--	--	77	--		
People in my unit/department follow through on their commitments	--	--	81	--		
Safety						
Feel safe at work*	--	--	90	--		
Department committed to occupational health and safety*	--	--	89	--		
Department does good job monitoring safety*	--	--	87	--		
Supervisor Rating						
Overall, rate your supervisor	--	--	76	--		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	--	96	--		
My unit/department understands the needs of our customers	--	--	92	--		
My unit/department adapts to changing customer needs	--	--	88	--		
My unit/department communicates service changes effectively to customers	--	--	82	--		
My unit/department implements service changes effectively	--	--	81	--		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	80	--		
I cope well with stress of job*	--	--	77	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	--	93	--		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	72	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	76	--		
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*	--	--	76	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

AP/AR

AP Processing Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	21			
Employees in Unit/Department			23			
% Survey Participation	--	--	91%			
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*	--	--	77	--		
Encourages cross-departmental collaboration*	--	--	79	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	85	--		
Welcomes ideas that enhance work processes*	--	--	78	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	77	--		
Climate*						
People in my unit/department are treated fairly	--	--	60	--		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	--	53	--		
Integrity is a hallmark of my unit/department	--	--	74	--		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	--	60	--		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	--	68	--		
I am aware of the Business and Finance values	--	--	82	--		
The Business and Finance values govern the way we do business in B&F	--	--	76	--		
Supervisor						
Considers my ideas	--	--	66	--		
Recognizes me for doing good work	--	--	69	--		
Treats me with respect	--	--	73	--		
Cares about me as a person	--	--	69	--		
Gives me constructive feedback on my performance	--	--	68	--		
Communicates well	--	--	68	--		
Is approachable and easy to talk with	--	--	72	--		
Is ethical in day-to-day practices	--	--	74	--		
Deals effectively with poor performance	--	--	55	--		
Manages people effectively	--	--	62	--		
Is an effective decision-maker	--	--	68	--		
Effectively communicates the goals and strategies of our unit/department	--	--	73	--		
Autonomy/Involvement						
I have control over how I do my work	--	--	58	--		
My opinion counts at work	--	--	62	--		
I have a say in decisions that affect my work	--	--	53	--		
Workload						
Work is distributed fairly within my workgroup	--	--	73	--		
My workgroup has enough employees to handle the work	--	--	76	--		
Resources/Environment						
The physical environment allows me to do my job	--	--	73	--		
I have the necessary resources, tools or equipment to do my job	--	--	79	--		
Recognition*						
My customers recognize my good work	--	--	68	--		
I get appropriate recognition when I have done something extraordinary	--	--	66	--		
Expressions of thanks and appreciation are common in my unit/department	--	--	67	--		
My contributions are valued by members of the U of M Community	--	--	58	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

AP/AR

AP Processing Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	21			
Employees in Unit/Department			23			
% Survey Participation	--	--	91%			
Dimensions						
Co-workers	--	--	78	--		
My workgroup collaborates effectively with other workgroups	--	--	71	--		
My co-workers and I work as part of a team	--	--	74	--		
I can count on my co-workers to help out when needed	--	--	85	--		
I am consistently treated with respect by my co-workers	--	--	81	--		
One or more of my co-workers cares about me as a person	--	--	87	--		
People care about each other in my unit/department	--	--	71	--		
Communication*	--	--	66	--		
Reasons for making changes are communicated before changes are made	--	--	58	--		
Customer feedback is shared throughout my unit/department	--	--	71	--		
Information about the University is shared openly in my unit/department	--	--	70	--		
I am informed about matters that affect my job	--	--	65	--		
Changes in service standards are communicated effectively	--	--	66	--		
Training and Development*	--	--	59	--		
I receive training necessary for me to do my job	--	--	63	--		
I have opportunities for training that support my development and/or advancement	--	--	58	--		
When my job changes, I receive appropriate training*	--	--	58	--		
Task Significance	--	--	81	--		
I know what is expected of me at work	--	--	80	--		
I understand how my work supports the mission of my unit/department	--	--	83	--		
I understand how my work supports the mission of Business and Finance	--	--	84	--		
I understand how my work supports U of M's mission	--	--	81	--		
My supervisor has a clear view of where unit/department is going	--	--	70	--		
The goals of my unit/department are clear to me	--	--	83	--		
Compensation*	--	--	58	--		
I understand how my current salary or base pay rate is determined	--	--	57	--		
I am fairly paid for the work I do	--	--	58	--		
My salary/pay is a significant factor in my decision to stay at U of M	--	--	58	--		
Benefits*	--	--	86	--		
U of M's benefits package meets my needs	--	--	85	--		
The benefits package is a significant factor in my decision to stay at U of M	--	--	87	--		
Advancement*	--	--	55	--		
Opportunities for advancement or promotion exist within U of M	--	--	58	--		
I know what is required of me to advance within U of M	--	--	56	--		
Internal candidates receive fair consideration for open positions	--	--	57	--		
Survey Perception*	--	--	74	--		
This survey is an important element in improving the work environment	--	--	74	--		

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Shared Services Center

AP/AR

AP Processing Team

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Satisfaction						
Job Satisfaction	--	--	67	--		
To what extent does your current job fall short or exceed your expectations	--	--	60	--		
How well does your current position compare to your ideal job	--	--	53	--		
How satisfied are you with your job	--	--	67	--		
I enjoy the type of work I do	--	--	71	--		
My job is interesting	--	--	69	--		
I make a difference in my unit/department	--	--	87	--		
My job gives me a sense of accomplishment	--	--	72	--		
Outcomes						
Unit/Dept. Commitment*	--	--	72	--		
I am proud to work for my unit/department	--	--	73	--		
I have a strong commitment to my unit/department	--	--	79	--		
I care about the future of my unit/department	--	--	81	--		
I feel a strong sense of belonging to my unit/department	--	--	66	--		
I enjoy discussing my unit/department with people who do not work here	--	--	55	--		
The organization actively supports the health and wellbeing of its employees*	--	--	72	--		
Unit/Dept. Loyalty	--	--	50	--		
If it is up to me, I will be working in my unit/department one year from now	--	--	53	--		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	--	37	--		
I would not leave my unit/dept for a similar job within UM at the same salary	--	--	56	--		
Unit/Dept. Recommend	--	--	60	--		
I recommend my unit/department to someone looking for a good place to work	--	--	60	--		
Customer Focus	--	--	89	--		
I am able to address my clients'/customers' concerns	--	--	85	--		
I do all that I can within budgetary constraints to satisfy customers	--	--	86	--		
I enjoy helping solve customers' problems	--	--	92	--		
I respond in a timely manner to customer requests/questions	--	--	94	--		
U of M Commitment	--	--	82	--		
I am proud to work for the U-M	--	--	85	--		
I have a strong commitment to the U-M	--	--	80	--		
I care about the future of the U-M	--	--	88	--		
I enjoy discussing the U-M with people who do not work here	--	--	73	--		
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U of M Loyalty	--	--	76	--		
If it is up to me, I will be working at U of M one year from now	--	--	83	--		
I would not leave U of M for a similar job at a 5% higher salary	--	--	60	--		
I would not leave U of M for a similar job at the same salary	--	--	77	--		
U of M Recommendation	--	--	80	--		
I would recommend the U-M to someone who is looking for a good place to work	--	--	80	--		
U of M Donation*	--	--	54	--		
I would encourage friends and family to donate to U-M*	--	--	54	--		

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EMPLOYEE SATISFACTION SURVEY

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AP Processing Team

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Survey Respondents Employees in Unit/Department % Survey Participation	0	0	21 23 91%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	--	--	75	--		
My supervisor trusts me	--	--	75	--		
I trust my supervisor	--	--	72	--		
A climate of trust exists in my unit/department	--	--	59	--		
I trust my co-workers	--	--	68	--		
People in my unit/department follow through on their commitments	--	--	72	--		
Safety						
Feel safe at work*	--	--	88	--		
Department committed to occupational health and safety*	--	--	84	--		
Department does good job monitoring safety*	--	--	79	--		
Supervisor Rating						
Overall, rate your supervisor	--	--	67	--		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	--	94	--		
My unit/department understands the needs of our customers	--	--	88	--		
My unit/department adapts to changing customer needs	--	--	83	--		
My unit/department communicates service changes effectively to customers	--	--	77	--		
My unit/department implements service changes effectively	--	--	77	--		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	68	--		
I cope well with stress of job*	--	--	74	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	--	89	--		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	61	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	64	--		
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	--		

*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

Shared Services Center

SOA & Accounting

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents Employees in Unit/Department % Survey Participation	0	0	29 45 64%			
Dimensions						
Upper Management*	--	--	65	--		0.2
Motivates employees to do their best*	--	--	58	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	68	--		
Fosters an environment that encourages employee development*	--	--	59	--		
Encourages cross-departmental collaboration*	--	--	66	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	69	--		
Welcomes ideas that enhance work processes*	--	--	67	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	65	--		
Climate*	--	--	66	--		0.2
People in my unit/department are treated fairly	--	--	67	--		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	--	50	--		
Integrity is a hallmark of my unit/department	--	--	76	--		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	--	54	--		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	--	67	--		
I am aware of the Business and Finance values	--	--	77	--		
The Business and Finance values govern the way we do business in B&F	--	--	70	--		
Supervisor	--	--	78	--		0.7
Considers my ideas	--	--	77	--		
Recognizes me for doing good work	--	--	77	--		
Treats me with respect	--	--	80	--		
Cares about me as a person	--	--	74	--		
Gives me constructive feedback on my performance	--	--	78	--		
Communicates well	--	--	80	--		
Is approachable and easy to talk with	--	--	78	--		
Is ethical in day-to-day practices	--	--	82	--		
Deals effectively with poor performance	--	--	67	--		
Manages people effectively	--	--	76	--		
Is an effective decision-maker	--	--	80	--		
Effectively communicates the goals and strategies of our unit/department	--	--	84	--		
Autonomy/Involvement	--	--	62	--		0.9
I have control over how I do my work	--	--	62	--		
My opinion counts at work	--	--	64	--		
I have a say in decisions that affect my work	--	--	59	--		
Workload	--	--	75	--		0.2
Work is distributed fairly within my workgroup	--	--	64	--		
My workgroup has enough employees to handle the work	--	--	93	--		
Resources/Environment	--	--	76	--		0.9
The physical environment allows me to do my job	--	--	78	--		
I have the necessary resources, tools or equipment to do my job	--	--	74	--		
Recognition*	--	--	61	--		0.4
My customers recognize my good work	--	--	63	--		
I get appropriate recognition when I have done something extraordinary	--	--	60	--		
Expressions of thanks and appreciation are common in my unit/department	--	--	68	--		
My contributions are valued by members of the U of M Community	--	--	48	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

SOA & Accounting

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	29			
Employees in Unit/Department			45			
% Survey Participation	--	--	64%			
Dimensions						
Co-workers	--	--	84	--		0.8
My workgroup collaborates effectively with other workgroups	--	--	72	--		
My co-workers and I work as part of a team	--	--	85	--		
I can count on my co-workers to help out when needed	--	--	88	--		
I am consistently treated with respect by my co-workers	--	--	85	--		
One or more of my co-workers cares about me as a person	--	--	92	--		
People care about each other in my unit/department	--	--	86	--		
Communication*	--	--	68	--		0.5
Reasons for making changes are communicated before changes are made	--	--	60	--		
Customer feedback is shared throughout my unit/department	--	--	76	--		
Information about the University is shared openly in my unit/department	--	--	72	--		
I am informed about matters that affect my job	--	--	61	--		
Changes in service standards are communicated effectively	--	--	72	--		
Training and Development*	--	--	72	--		1.1
I receive training necessary for me to do my job	--	--	82	--		
I have opportunities for training that support my development and/or advancement	--	--	52	--		
When my job changes, I receive appropriate training*	--	--	80	--		
Task Significance	--	--	81	--		1.0
I know what is expected of me at work	--	--	85	--		
I understand how my work supports the mission of my unit/department	--	--	86	--		
I understand how my work supports the mission of Business and Finance	--	--	80	--		
I understand how my work supports U of M's mission	--	--	76	--		
My supervisor has a clear view of where unit/department is going	--	--	75	--		
The goals of my unit/department are clear to me	--	--	81	--		
Compensation*	--	--	57	--		0.3
I understand how my current salary or base pay rate is determined	--	--	56	--		
I am fairly paid for the work I do	--	--	57	--		
My salary/pay is a significant factor in my decision to stay at U of M	--	--	59	--		
Benefits*	--	--	85	--		0.3
U of M's benefits package meets my needs	--	--	84	--		
The benefits package is a significant factor in my decision to stay at U of M	--	--	86	--		
Advancement*	--	--	57	--		0.7
Opportunities for advancement or promotion exist within U of M	--	--	56	--		
I know what is required of me to advance within U of M	--	--	60	--		
Internal candidates receive fair consideration for open positions	--	--	54	--		
Survey Perception*	--	--	63	--		0.6
This survey is an important element in improving the work environment	--	--	63	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

SOA & Accounting

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents Employees in Unit/Department % Survey Participation	0	0	29 45 64%			
Satisfaction						
Job Satisfaction	--	--	55	--		
To what extent does your current job fall short or exceed your expectations	--	--	43	--		
How well does your current position compare to your ideal job	--	--	42	--		
How satisfied are you with your job	--	--	56	--		
I enjoy the type of work I do	--	--	61	--		
My job is interesting	--	--	52	--		
I make a difference in my unit/department	--	--	75	--		
My job gives me a sense of accomplishment	--	--	56	--		
Outcomes						
Unit/Dept. Commitment*	--	--	78	--		0.7
I am proud to work for my unit/department	--	--	77	--		
I have a strong commitment to my unit/department	--	--	81	--		
I care about the future of my unit/department	--	--	88	--		
I feel a strong sense of belonging to my unit/department	--	--	81	--		
I enjoy discussing my unit/department with people who do not work here	--	--	65	--		
The organization actively supports the health and wellbeing of its employees*	--	--	71	--		
Unit/Dept. Loyalty	--	--	46	--		4.8
If it is up to me, I will be working in my unit/department one year from now	--	--	52	--		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	--	28	--		
I would not leave my unit/dept for a similar job within UM at the same salary	--	--	52	--		
Unit/Dept. Recommend	--	--	72	--		1.2
I recommend my unit/department to someone looking for a good place to work	--	--	72	--		
Customer Focus	--	--	89	--		0.2
I am able to address my clients'/customers' concerns	--	--	79	--		
I do all that I can within budgetary constraints to satisfy customers	--	--	88	--		
I enjoy helping solve customers' problems	--	--	94	--		
I respond in a timely manner to customer requests/questions	--	--	92	--		
U of M Commitment	--	--	85	--		0.3
I am proud to work for the U-M	--	--	85	--		
I have a strong commitment to the U-M	--	--	85	--		
I care about the future of the U-M	--	--	88	--		
I enjoy discussing the U-M with people who do not work here	--	--	84	--		
I feel a strong sense of belonging to the U-M	--	--	84	--		
U of M Loyalty	--	--	74	--		0.4
If it is up to me, I will be working at U of M one year from now	--	--	84	--		
I would not leave U of M for a similar job at a 5% higher salary	--	--	57	--		
I would not leave U of M for a similar job at the same salary	--	--	73	--		
U of M Recommendation	--	--	86	--		0.4
I would recommend the U-M to someone who is looking for a good place to work	--	--	86	--		
U of M Donation*	--	--	57	--		0.4
I would encourage friends and family to donate to U-M*	--	--	57	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

SOA & Accounting

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	29			
Employees in Unit/Department			45			
% Survey Participation	--	--	64%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	--	--	80	--		
My supervisor trusts me	--	--	79	--		
I trust my supervisor	--	--	77	--		
A climate of trust exists in my unit/department	--	--	72	--		
I trust my co-workers	--	--	85	--		
People in my unit/department follow through on their commitments	--	--	87	--		
Safety						
Feel safe at work*	--	--	93	--		
Department committed to occupational health and safety*	--	--	87	--		
Department does good job monitoring safety*	--	--	87	--		
Supervisor Rating						
Overall, rate your supervisor	--	--	80	--		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	--	94	--		
My unit/department understands the needs of our customers	--	--	91	--		
My unit/department adapts to changing customer needs	--	--	90	--		
My unit/department communicates service changes effectively to customers	--	--	84	--		
My unit/department implements service changes effectively	--	--	83	--		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	83	--		
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)*	--	--	100	--		
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*	--	--	71	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	79	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	63	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

SOA & Accounting

Accounting Services Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents Employees in Unit/Department % Survey Participation	0	0	13 13 100%			
Dimensions						
Upper Management*	--	--	76	--		
Motivates employees to do their best*	--	--	74	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	76	--		
Fosters an environment that encourages employee development*	--	--	74	--		
Encourages cross-departmental collaboration*	--	--	74	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	79	--		
Welcomes ideas that enhance work processes*	--	--	76	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	78	--		
Climate*	--	--	84	--		
People in my unit/department are treated fairly	--	--	85	--		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	--	71	--		
Integrity is a hallmark of my unit/department	--	--	88	--		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	--	77	--		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	--	90	--		
I am aware of the Business and Finance values	--	--	87	--		
The Business and Finance values govern the way we do business in B&F	--	--	88	--		
Supervisor	--	--	94	--		
Considers my ideas	--	--	92	--		
Recognizes me for doing good work	--	--	91	--		
Treats me with respect	--	--	94	--		
Cares about me as a person	--	--	91	--		
Gives me constructive feedback on my performance	--	--	95	--		
Communicates well	--	--	96	--		
Is approachable and easy to talk with	--	--	96	--		
Is ethical in day-to-day practices	--	--	97	--		
Deals effectively with poor performance	--	--	89	--		
Manages people effectively	--	--	94	--		
Is an effective decision-maker	--	--	95	--		
Effectively communicates the goals and strategies of our unit/department	--	--	96	--		
Autonomy/Involvement	--	--	87	--		
I have control over how I do my work	--	--	83	--		
My opinion counts at work	--	--	90	--		
I have a say in decisions that affect my work	--	--	88	--		
Workload	--	--	86	--		
Work is distributed fairly within my workgroup	--	--	85	--		
My workgroup has enough employees to handle the work	--	--	89	--		
Resources/Environment	--	--	85	--		
The physical environment allows me to do my job	--	--	88	--		
I have the necessary resources, tools or equipment to do my job	--	--	82	--		
Recognition*	--	--	62	--		
My customers recognize my good work	--	--	56	--		
I get appropriate recognition when I have done something extraordinary	--	--	69	--		
Expressions of thanks and appreciation are common in my unit/department	--	--	69	--		
My contributions are valued by members of the U of M Community	--	--	54	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

SOA & Accounting

Accounting Services Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	13			
Employees in Unit/Department			13			
% Survey Participation	--	--	100%			
Dimensions						
Co-workers	--	--	86	--		
My workgroup collaborates effectively with other workgroups	--	--	75	--		
My co-workers and I work as part of a team	--	--	88	--		
I can count on my co-workers to help out when needed	--	--	89	--		
I am consistently treated with respect by my co-workers	--	--	84	--		
One or more of my co-workers cares about me as a person	--	--	93	--		
People care about each other in my unit/department	--	--	87	--		
Communication*	--	--	84	--		
Reasons for making changes are communicated before changes are made	--	--	82	--		
Customer feedback is shared throughout my unit/department	--	--	84	--		
Information about the University is shared openly in my unit/department	--	--	84	--		
I am informed about matters that affect my job	--	--	84	--		
Changes in service standards are communicated effectively	--	--	85	--		
Training and Development*	--	--	79	--		
I receive training necessary for me to do my job	--	--	83	--		
I have opportunities for training that support my development and/or advancement	--	--	68	--		
When my job changes, I receive appropriate training*	--	--	84	--		
Task Significance	--	--	89	--		
I know what is expected of me at work	--	--	92	--		
I understand how my work supports the mission of my unit/department	--	--	91	--		
I understand how my work supports the mission of Business and Finance	--	--	87	--		
I understand how my work supports U of M's mission	--	--	84	--		
My supervisor has a clear view of where unit/department is going	--	--	91	--		
The goals of my unit/department are clear to me	--	--	87	--		
Compensation*	--	--	59	--		
I understand how my current salary or base pay rate is determined	--	--	62	--		
I am fairly paid for the work I do	--	--	55	--		
My salary/pay is a significant factor in my decision to stay at U of M	--	--	60	--		
Benefits*	--	--	85	--		
U of M's benefits package meets my needs	--	--	82	--		
The benefits package is a significant factor in my decision to stay at U of M	--	--	89	--		
Advancement*	--	--	70	--		
Opportunities for advancement or promotion exist within U of M	--	--	69	--		
I know what is required of me to advance within U of M	--	--	66	--		
Internal candidates receive fair consideration for open positions	--	--	74	--		
Survey Perception*	--	--	75	--		
This survey is an important element in improving the work environment	--	--	75	--		

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EMPLOYEE SATISFACTION SURVEY

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SOA & Accounting

Accounting Services Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	13			
Employees in Unit/Department			13			
% Survey Participation	--	--	100%			
Satisfaction						
Job Satisfaction	--	--	83	--		
To what extent does your current job fall short or exceed your expectations	--	--	74	--		
How well does your current position compare to your ideal job	--	--	71	--		
How satisfied are you with your job	--	--	85	--		
I enjoy the type of work I do	--	--	87	--		
My job is interesting	--	--	84	--		
I make a difference in my unit/department	--	--	90	--		
My job gives me a sense of accomplishment	--	--	90	--		
Outcomes						
Unit/Dept. Commitment*	--	--	93	--		
I am proud to work for my unit/department	--	--	94	--		
I have a strong commitment to my unit/department	--	--	95	--		
I care about the future of my unit/department	--	--	95	--		
I feel a strong sense of belonging to my unit/department	--	--	95	--		
I enjoy discussing my unit/department with people who do not work here	--	--	83	--		
The organization actively supports the health and wellbeing of its employees*	--	--	91	--		
Unit/Dept. Loyalty	--	--	74	--		
If it is up to me, I will be working in my unit/department one year from now	--	--	90	--		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	--	42	--		
I would not leave my unit/dept for a similar job within UM at the same salary	--	--	75	--		
Unit/Dept. Recommend	--	--	94	--		
I recommend my unit/department to someone looking for a good place to work	--	--	94	--		
Customer Focus	--	--	91	--		
I am able to address my clients'/customers' concerns	--	--	83	--		
I do all that I can within budgetary constraints to satisfy customers	--	--	90	--		
I enjoy helping solve customers' problems	--	--	94	--		
I respond in a timely manner to customer requests/questions	--	--	94	--		
U of M Commitment	--	--	89	--		
I am proud to work for the U-M	--	--	91	--		
I have a strong commitment to the U-M	--	--	89	--		
I care about the future of the U-M	--	--	92	--		
I enjoy discussing the U-M with people who do not work here	--	--	87	--		
I feel a strong sense of belonging to the U-M	--	--	87	--		
U of M Loyalty	--	--	82	--		
If it is up to me, I will be working at U of M one year from now	--	--	94	--		
I would not leave U of M for a similar job at a 5% higher salary	--	--	59	--		
I would not leave U of M for a similar job at the same salary	--	--	80	--		
U of M Recommendation	--	--	91	--		
I would recommend the U-M to someone who is looking for a good place to work	--	--	91	--		
U of M Donation*	--	--	62	--		
I would encourage friends and family to donate to U-M*	--	--	62	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

SOA & Accounting

Accounting Services Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents Employees in Unit/Department % Survey Participation	0	0	13 13 100%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	--	--	97	--		
My supervisor trusts me	--	--	94	--		
I trust my supervisor	--	--	94	--		
A climate of trust exists in my unit/department	--	--	94	--		
I trust my co-workers	--	--	91	--		
People in my unit/department follow through on their commitments	--	--	91	--		
Safety						
Feel safe at work*	--	--	98	--		
Department committed to occupational health and safety*	--	--	94	--		
Department does good job monitoring safety*	--	--	95	--		
Supervisor Rating						
Overall, rate your supervisor	--	--	95	--		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	--	95	--		
My unit/department understands the needs of our customers	--	--	94	--		
My unit/department adapts to changing customer needs	--	--	93	--		
My unit/department communicates service changes effectively to customers	--	--	92	--		
My unit/department implements service changes effectively	--	--	90	--		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	93	--		
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)*	--	--	100	--		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	86	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	89	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	94	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	70	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

HR Group Lead

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents Employees in Unit/Department % Survey Participation	0	0	29 35 83%			
Dimensions						
Upper Management*	--	--	49	--		0.1
Motivates employees to do their best*	--	--	48	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	52	--		
Fosters an environment that encourages employee development*	--	--	46	--		
Encourages cross-departmental collaboration*	--	--	52	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	50	--		
Welcomes ideas that enhance work processes*	--	--	50	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	47	--		
Climate*	--	--	57	--		0.2
People in my unit/department are treated fairly	--	--	54	--		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	--	49	--		
Integrity is a hallmark of my unit/department	--	--	63	--		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	--	51	--		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	--	51	--		
I am aware of the Business and Finance values	--	--	71	--		
The Business and Finance values govern the way we do business in B&F	--	--	63	--		
Supervisor	--	--	71	--		0.5
Considers my ideas	--	--	76	--		
Recognizes me for doing good work	--	--	75	--		
Treats me with respect	--	--	80	--		
Cares about me as a person	--	--	75	--		
Gives me constructive feedback on my performance	--	--	69	--		
Communicates well	--	--	68	--		
Is approachable and easy to talk with	--	--	87	--		
Is ethical in day-to-day practices	--	--	72	--		
Deals effectively with poor performance	--	--	54	--		
Manages people effectively	--	--	60	--		
Is an effective decision-maker	--	--	59	--		
Effectively communicates the goals and strategies of our unit/department	--	--	66	--		
Autonomy/Involvement	--	--	59	--		0.4
I have control over how I do my work	--	--	63	--		
My opinion counts at work	--	--	61	--		
I have a say in decisions that affect my work	--	--	53	--		
Workload	--	--	68	--		0.7
Work is distributed fairly within my workgroup	--	--	63	--		
My workgroup has enough employees to handle the work	--	--	75	--		
Resources/Environment	--	--	67	--		0.0
The physical environment allows me to do my job	--	--	72	--		
I have the necessary resources, tools or equipment to do my job	--	--	63	--		
Recognition*	--	--	60	--		1.1
My customers recognize my good work	--	--	69	--		
I get appropriate recognition when I have done something extraordinary	--	--	53	--		
Expressions of thanks and appreciation are common in my unit/department	--	--	57	--		
My contributions are valued by members of the U of M Community	--	--	61	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

HR Group Lead

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	29			
Employees in Unit/Department			35			
% Survey Participation	--	--	83%			
Dimensions						
Co-workers	--	--	76	--		1.9
My workgroup collaborates effectively with other workgroups	--	--	61	--		
My co-workers and I work as part of a team	--	--	78	--		
I can count on my co-workers to help out when needed	--	--	80	--		
I am consistently treated with respect by my co-workers	--	--	78	--		
One or more of my co-workers cares about me as a person	--	--	81	--		
People care about each other in my unit/department	--	--	77	--		
Communication*	--	--	50	--		0.1
Reasons for making changes are communicated before changes are made	--	--	43	--		
Customer feedback is shared throughout my unit/department	--	--	51	--		
Information about the University is shared openly in my unit/department	--	--	53	--		
I am informed about matters that affect my job	--	--	52	--		
Changes in service standards are communicated effectively	--	--	46	--		
Training and Development*	--	--	47	--		0.0
I receive training necessary for me to do my job	--	--	52	--		
I have opportunities for training that support my development and/or advancement	--	--	35	--		
When my job changes, I receive appropriate training*	--	--	50	--		
Task Significance	--	--	74	--		0.8
I know what is expected of me at work	--	--	74	--		
I understand how my work supports the mission of my unit/department	--	--	82	--		
I understand how my work supports the mission of Business and Finance	--	--	76	--		
I understand how my work supports U of M's mission	--	--	77	--		
My supervisor has a clear view of where unit/department is going	--	--	59	--		
The goals of my unit/department are clear to me	--	--	72	--		
Compensation*	--	--	55	--		0.0
I understand how my current salary or base pay rate is determined	--	--	60	--		
I am fairly paid for the work I do	--	--	46	--		
My salary/pay is a significant factor in my decision to stay at U of M	--	--	59	--		
Benefits*	--	--	80	--		0.0
U of M's benefits package meets my needs	--	--	83	--		
The benefits package is a significant factor in my decision to stay at U of M	--	--	77	--		
Advancement*	--	--	55	--		0.0
Opportunities for advancement or promotion exist within U of M	--	--	59	--		
I know what is required of me to advance within U of M	--	--	62	--		
Internal candidates receive fair consideration for open positions	--	--	43	--		
Survey Perception*	--	--	64	--		2.0
This survey is an important element in improving the work environment	--	--	64	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

HR Group Lead

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents Employees in Unit/Department % Survey Participation	0	0	29 35 83%			
Satisfaction						
Job Satisfaction	--	--	62	--		
To what extent does your current job fall short or exceed your expectations	--	--	43	--		
How well does your current position compare to your ideal job	--	--	49	--		
How satisfied are you with your job	--	--	61	--		
I enjoy the type of work I do	--	--	70	--		
My job is interesting	--	--	67	--		
I make a difference in my unit/department	--	--	74	--		
My job gives me a sense of accomplishment	--	--	67	--		
Outcomes						
Unit/Dept. Commitment*	--	--	70	--		4.1
I am proud to work for my unit/department	--	--	70	--		
I have a strong commitment to my unit/department	--	--	76	--		
I care about the future of my unit/department	--	--	80	--		
I feel a strong sense of belonging to my unit/department	--	--	68	--		
I enjoy discussing my unit/department with people who do not work here	--	--	52	--		
The organization actively supports the health and wellbeing of its employees*	--	--	65	--		
Unit/Dept. Loyalty	--	--	38	--		4.8
If it is up to me, I will be working in my unit/department one year from now	--	--	49	--		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	--	17	--		
I would not leave my unit/dept for a similar job within UM at the same salary	--	--	37	--		
Unit/Dept. Recommend	--	--	60	--		5.3
I recommend my unit/department to someone looking for a good place to work	--	--	60	--		
Customer Focus	--	--	92	--		0.3
I am able to address my clients'/customers' concerns	--	--	89	--		
I do all that I can within budgetary constraints to satisfy customers	--	--	91	--		
I enjoy helping solve customers' problems	--	--	93	--		
I respond in a timely manner to customer requests/questions	--	--	94	--		
U of M Commitment	--	--	83	--		1.2
I am proud to work for the U-M	--	--	85	--		
I have a strong commitment to the U-M	--	--	84	--		
I care about the future of the U-M	--	--	87	--		
I enjoy discussing the U-M with people who do not work here	--	--	76	--		
I feel a strong sense of belonging to the U-M	--	--	81	--		
U of M Loyalty	--	--	71	--		2.9
If it is up to me, I will be working at U of M one year from now	--	--	80	--		
I would not leave U of M for a similar job at a 5% higher salary	--	--	55	--		
I would not leave U of M for a similar job at the same salary	--	--	70	--		
U of M Recommendation	--	--	83	--		1.5
I would recommend the U-M to someone who is looking for a good place to work	--	--	83	--		
U of M Donation*	--	--	58	--		2.3
I would encourage friends and family to donate to U-M*	--	--	58	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

HR Group Lead

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	29			
Employees in Unit/Department			35			
% Survey Participation	--	--	83%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	--	--	76	--		
My supervisor trusts me	--	--	82	--		
I trust my supervisor	--	--	72	--		
A climate of trust exists in my unit/department	--	--	64	--		
I trust my co-workers	--	--	71	--		
People in my unit/department follow through on their commitments	--	--	79	--		
Safety						
Feel safe at work*	--	--	88	--		
Department committed to occupational health and safety*	--	--	86	--		
Department does good job monitoring safety*	--	--	86	--		
Supervisor Rating						
Overall, rate your supervisor	--	--	70	--		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	--	92	--		
My unit/department understands the needs of our customers	--	--	89	--		
My unit/department adapts to changing customer needs	--	--	87	--		
My unit/department communicates service changes effectively to customers	--	--	80	--		
My unit/department implements service changes effectively	--	--	78	--		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	75	--		
I cope well with stress of job*	--	--	74	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	--	78	--		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	72	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	72	--		
My unit/department demonstrates a commitment to diversity, equity and inclusion*	--	--	67	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	66	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

HR Group Lead

Benefits Transactions Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	11			
Employees in Unit/Department			12			
% Survey Participation	--	--	92%			
Dimensions						
Upper Management*			59	--		
Motivates employees to do their best*	--	--	54	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	62	--		
Fosters an environment that encourages employee development*	--	--	57	--		
Encourages cross-departmental collaboration*	--	--	59	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	58	--		
Welcomes ideas that enhance work processes*	--	--	63	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	61	--		
Climate*			67	--		
People in my unit/department are treated fairly	--	--	63	--		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	--	57	--		
Integrity is a hallmark of my unit/department	--	--	64	--		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	--	73	--		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	--	67	--		
I am aware of the Business and Finance values	--	--	77	--		
The Business and Finance values govern the way we do business in B&F	--	--	69	--		
Supervisor			76	--		
Considers my ideas	--	--	75	--		
Recognizes me for doing good work	--	--	75	--		
Treats me with respect	--	--	85	--		
Cares about me as a person	--	--	74	--		
Gives me constructive feedback on my performance	--	--	72	--		
Communicates well	--	--	78	--		
Is approachable and easy to talk with	--	--	89	--		
Is ethical in day-to-day practices	--	--	83	--		
Deals effectively with poor performance	--	--	60	--		
Manages people effectively	--	--	71	--		
Is an effective decision-maker	--	--	75	--		
Effectively communicates the goals and strategies of our unit/department	--	--	78	--		
Autonomy/Involvement			69	--		
I have control over how I do my work	--	--	66	--		
My opinion counts at work	--	--	75	--		
I have a say in decisions that affect my work	--	--	68	--		
Workload			74	--		
Work is distributed fairly within my workgroup	--	--	71	--		
My workgroup has enough employees to handle the work	--	--	80	--		
Resources/Environment			75	--		
The physical environment allows me to do my job	--	--	85	--		
I have the necessary resources, tools or equipment to do my job	--	--	65	--		
Recognition*			61	--		
My customers recognize my good work	--	--	58	--		
I get appropriate recognition when I have done something extraordinary	--	--	61	--		
Expressions of thanks and appreciation are common in my unit/department	--	--	71	--		
My contributions are valued by members of the U of M Community	--	--	55	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

HR Group Lead

Benefits Transactions Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	11			
Employees in Unit/Department			12			
% Survey Participation	--	--	92%			
Dimensions						
Co-workers	--	--	77	--		
My workgroup collaborates effectively with other workgroups	--	--	52	--		
My co-workers and I work as part of a team	--	--	86	--		
I can count on my co-workers to help out when needed	--	--	85	--		
I am consistently treated with respect by my co-workers	--	--	82	--		
One or more of my co-workers cares about me as a person	--	--	80	--		
People care about each other in my unit/department	--	--	79	--		
Communication*	--	--	59	--		
Reasons for making changes are communicated before changes are made	--	--	54	--		
Customer feedback is shared throughout my unit/department	--	--	62	--		
Information about the University is shared openly in my unit/department	--	--	59	--		
I am informed about matters that affect my job	--	--	64	--		
Changes in service standards are communicated effectively	--	--	54	--		
Training and Development*	--	--	54	--		
I receive training necessary for me to do my job	--	--	56	--		
I have opportunities for training that support my development and/or advancement	--	--	46	--		
When my job changes, I receive appropriate training*	--	--	59	--		
Task Significance	--	--	78	--		
I know what is expected of me at work	--	--	78	--		
I understand how my work supports the mission of my unit/department	--	--	82	--		
I understand how my work supports the mission of Business and Finance	--	--	82	--		
I understand how my work supports U of M's mission	--	--	78	--		
My supervisor has a clear view of where unit/department is going	--	--	69	--		
The goals of my unit/department are clear to me	--	--	81	--		
Compensation*	--	--	60	--		
I understand how my current salary or base pay rate is determined	--	--	71	--		
I am fairly paid for the work I do	--	--	54	--		
My salary/pay is a significant factor in my decision to stay at U of M	--	--	55	--		
Benefits*	--	--	76	--		
U of M's benefits package meets my needs	--	--	80	--		
The benefits package is a significant factor in my decision to stay at U of M	--	--	72	--		
Advancement*	--	--	54	--		
Opportunities for advancement or promotion exist within U of M	--	--	64	--		
I know what is required of me to advance within U of M	--	--	48	--		
Internal candidates receive fair consideration for open positions	--	--	49	--		
Survey Perception*	--	--	58	--		
This survey is an important element in improving the work environment	--	--	58	--		

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EMPLOYEE SATISFACTION SURVEY

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Shared Services Center

HR Group Lead

Benefits Transactions Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	11			
Employees in Unit/Department			12			
% Survey Participation	--	--	92%			
Satisfaction						
Job Satisfaction	--	--	63	--		
To what extent does your current job fall short or exceed your expectations	--	--	49	--		
How well does your current position compare to your ideal job	--	--	51	--		
How satisfied are you with your job	--	--	64	--		
I enjoy the type of work I do	--	--	69	--		
My job is interesting	--	--	70	--		
I make a difference in my unit/department	--	--	70	--		
My job gives me a sense of accomplishment	--	--	66	--		
Outcomes						
Unit/Dept. Commitment*	--	--	70	--		
I am proud to work for my unit/department	--	--	75	--		
I have a strong commitment to my unit/department	--	--	71	--		
I care about the future of my unit/department	--	--	74	--		
I feel a strong sense of belonging to my unit/department	--	--	66	--		
I enjoy discussing my unit/department with people who do not work here	--	--	60	--		
The organization actively supports the health and wellbeing of its employees*	--	--	75	--		
Unit/Dept. Loyalty	--	--	40	--		
If it is up to me, I will be working in my unit/department one year from now	--	--	45	--		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	--	19	--		
I would not leave my unit/dept for a similar job within UM at the same salary	--	--	47	--		
Unit/Dept. Recommend	--	--	68	--		
I recommend my unit/department to someone looking for a good place to work	--	--	68	--		
Customer Focus	--	--	90	--		
I am able to address my clients'/customers' concerns	--	--	88	--		
I do all that I can within budgetary constraints to satisfy customers	--	--	87	--		
I enjoy helping solve customers' problems	--	--	91	--		
I respond in a timely manner to customer requests/questions	--	--	93	--		
U of M Commitment	--	--	77	--		
I am proud to work for the U-M	--	--	83	--		
I have a strong commitment to the U-M	--	--	78	--		
I care about the future of the U-M	--	--	83	--		
I enjoy discussing the U-M with people who do not work here	--	--	68	--		
I feel a strong sense of belonging to the U-M	--	--	73	--		
U of M Loyalty	--	--	71	--		
If it is up to me, I will be working at U of M one year from now	--	--	81	--		
I would not leave U of M for a similar job at a 5% higher salary	--	--	53	--		
I would not leave U of M for a similar job at the same salary	--	--	70	--		
U of M Recommendation	--	--	81	--		
I would recommend the U-M to someone who is looking for a good place to work	--	--	81	--		
U of M Donation*	--	--	39	--		
I would encourage friends and family to donate to U-M*	--	--	39	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

HR Group Lead

Benefits Transactions Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	11			
Employees in Unit/Department			12			
% Survey Participation	--	--	92%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	--	--	84	--		
My supervisor trusts me	--	--	80	--		
I trust my supervisor	--	--	79	--		
A climate of trust exists in my unit/department	--	--	75	--		
I trust my co-workers	--	--	74	--		
People in my unit/department follow through on their commitments	--	--	80	--		
Safety						
Feel safe at work*	--	--	93	--		
Department committed to occupational health and safety*	--	--	91	--		
Department does good job monitoring safety*	--	--	91	--		
Supervisor Rating						
Overall, rate your supervisor	--	--	79	--		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	--	94	--		
My unit/department understands the needs of our customers	--	--	90	--		
My unit/department adapts to changing customer needs	--	--	89	--		
My unit/department communicates service changes effectively to customers	--	--	79	--		
My unit/department implements service changes effectively	--	--	78	--		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	84	--		
I cope well with stress of job*	--	--	67	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	--	83	--		
I am comfortable expressing my opinions about work openly among my co-workers*	--	--	76	--		
I am comfortable expressing my opinions about work openly with my supervisor*	--	--	84	--		
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*	--	--	86	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

HR Group Lead

HR Data Management Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	11			
Employees in Unit/Department			10			
% Survey Participation	--	--	110%			
Dimensions						
Upper Management*						
Motivates employees to do their best*	--	--	47	--		
Effectively communicates the goals and strategies of the unit/department*	--	--	45	--		
Fosters an environment that encourages employee development*	--	--	48	--		
Fosters a culture that encourages employee development*	--	--	43	--		
Encourages cross-departmental collaboration*	--	--	61	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	48	--		
Welcomes ideas that enhance work processes*	--	--	46	--		
Fosters a culture that values diversity, equity and inclusion*	--	--	42	--		
Climate*						
People in my unit/department are treated fairly	--	--	56	--		
If I am unfairly treated, I believe I will be given a fair shake if I appeal	--	--	44	--		
Integrity is a hallmark of my unit/department	--	--	49	--		
I am comfortable expressing my opinions even if contrary to prevailing beliefs	--	--	67	--		
Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs	--	--	39	--		
I am aware of the Business and Finance values	--	--	45	--		
The Business and Finance values govern the way we do business in B&F	--	--	76	--		
	--	--	63	--		
Supervisor						
Considers my ideas	--	--	66	--		
Recognizes me for doing good work	--	--	82	--		
Treats me with respect	--	--	79	--		
Cares about me as a person	--	--	81	--		
Gives me constructive feedback on my performance	--	--	82	--		
Communicates well	--	--	65	--		
Is approachable and easy to talk with	--	--	59	--		
Is ethical in day-to-day practices	--	--	92	--		
Deals effectively with poor performance	--	--	60	--		
Manages people effectively	--	--	40	--		
Is an effective decision-maker	--	--	45	--		
Effectively communicates the goals and strategies of our unit/department	--	--	43	--		
	--	--	56	--		
Autonomy/Involvement						
I have control over how I do my work	--	--	58	--		
My opinion counts at work	--	--	70	--		
I have a say in decisions that affect my work	--	--	58	--		
	--	--	47	--		
Workload						
Work is distributed fairly within my workgroup	--	--	69	--		
My workgroup has enough employees to handle the work	--	--	59	--		
	--	--	86	--		
Resources/Environment						
The physical environment allows me to do my job	--	--	63	--		
I have the necessary resources, tools or equipment to do my job	--	--	69	--		
	--	--	58	--		
Recognition*						
My customers recognize my good work	--	--	68	--		
I get appropriate recognition when I have done something extraordinary	--	--	82	--		
Expressions of thanks and appreciation are common in my unit/department	--	--	61	--		
My contributions are valued by members of the U of M Community	--	--	56	--		
	--	--	74	--		

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Shared Services Center

HR Group Lead

HR Data Management Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	11			
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% Survey Participation	--	--	110%			
Dimensions						
Co-workers	--	--	79	--		
My workgroup collaborates effectively with other workgroups	--	--	76	--		
My co-workers and I work as part of a team	--	--	76	--		
I can count on my co-workers to help out when needed	--	--	79	--		
I am consistently treated with respect by my co-workers	--	--	74	--		
One or more of my co-workers cares about me as a person	--	--	84	--		
People care about each other in my unit/department	--	--	84	--		
Communication*	--	--	41	--		
Reasons for making changes are communicated before changes are made	--	--	33	--		
Customer feedback is shared throughout my unit/department	--	--	43	--		
Information about the University is shared openly in my unit/department	--	--	42	--		
I am informed about matters that affect my job	--	--	39	--		
Changes in service standards are communicated effectively	--	--	41	--		
Training and Development*	--	--	37	--		
I receive training necessary for me to do my job	--	--	40	--		
I have opportunities for training that support my development and/or advancement	--	--	29	--		
When my job changes, I receive appropriate training*	--	--	38	--		
Task Significance	--	--	75	--		
I know what is expected of me at work	--	--	73	--		
I understand how my work supports the mission of my unit/department	--	--	85	--		
I understand how my work supports the mission of Business and Finance	--	--	84	--		
I understand how my work supports U of M's mission	--	--	85	--		
My supervisor has a clear view of where unit/department is going	--	--	54	--		
The goals of my unit/department are clear to me	--	--	69	--		
Compensation*	--	--	52	--		
I understand how my current salary or base pay rate is determined	--	--	44	--		
I am fairly paid for the work I do	--	--	47	--		
My salary/pay is a significant factor in my decision to stay at U of M	--	--	69	--		
Benefits*	--	--	79	--		
U of M's benefits package meets my needs	--	--	82	--		
The benefits package is a significant factor in my decision to stay at U of M	--	--	76	--		
Advancement*	--	--	54	--		
Opportunities for advancement or promotion exist within U of M	--	--	55	--		
I know what is required of me to advance within U of M	--	--	71	--		
Internal candidates receive fair consideration for open positions	--	--	34	--		
Survey Perception*	--	--	73	--		
This survey is an important element in improving the work environment	--	--	73	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

HR Group Lead

HR Data Management Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents Employees in Unit/Department % Survey Participation	0	0	11 10 110%			
Satisfaction						
Job Satisfaction	--	--	69	--		
To what extent does your current job fall short or exceed your expectations	--	--	51	--		
How well does your current position compare to your ideal job	--	--	60	--		
How satisfied are you with your job	--	--	66	--		
I enjoy the type of work I do	--	--	85	--		
My job is interesting	--	--	78	--		
I make a difference in my unit/department	--	--	78	--		
My job gives me a sense of accomplishment	--	--	72	--		
Outcomes						
Unit/Dept. Commitment*	--	--	77	--		
I am proud to work for my unit/department	--	--	81	--		
I have a strong commitment to my unit/department	--	--	84	--		
I care about the future of my unit/department	--	--	88	--		
I feel a strong sense of belonging to my unit/department	--	--	81	--		
I enjoy discussing my unit/department with people who do not work here	--	--	58	--		
The organization actively supports the health and wellbeing of its employees*	--	--	65	--		
Unit/Dept. Loyalty	--	--	43	--		
If it is up to me, I will be working in my unit/department one year from now	--	--	61	--		
I would not leave my unit/dept for a similar job within UM at a 5% higher salary	--	--	22	--		
I would not leave my unit/dept for a similar job within UM at the same salary	--	--	31	--		
Unit/Dept. Recommend	--	--	66	--		
I recommend my unit/department to someone looking for a good place to work	--	--	66	--		
Customer Focus	--	--	94	--		
I am able to address my clients'/customers' concerns	--	--	91	--		
I do all that I can within budgetary constraints to satisfy customers	--	--	93	--		
I enjoy helping solve customers' problems	--	--	95	--		
I respond in a timely manner to customer requests/questions	--	--	95	--		
U of M Commitment	--	--	88	--		
I am proud to work for the U-M	--	--	89	--		
I have a strong commitment to the U-M	--	--	89	--		
I care about the future of the U-M	--	--	90	--		
I enjoy discussing the U-M with people who do not work here	--	--	85	--		
I feel a strong sense of belonging to the U-M	--	--	89	--		
U of M Loyalty	--	--	71	--		
If it is up to me, I will be working at U of M one year from now	--	--	76	--		
I would not leave U of M for a similar job at a 5% higher salary	--	--	60	--		
I would not leave U of M for a similar job at the same salary	--	--	73	--		
U of M Recommendation	--	--	87	--		
I would recommend the U-M to someone who is looking for a good place to work	--	--	87	--		
U of M Donation*	--	--	71	--		
I would encourage friends and family to donate to U-M*	--	--	71	--		

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EMPLOYEE SATISFACTION SURVEY

2016 Survey - Attribute Detail Report

Shared Services Center

HR Group Lead

HR Data Management Team

	2012	2014	2016	Diff 2014 to 2016	Signif Diff	Impact
Survey Respondents	0	0	11			
Employees in Unit/Department			10			
% Survey Participation	--	--	110%			
Other Attributes						
Trust						
My supervisor creates an environment that fosters trust	--	--	71	--		
My supervisor trusts me	--	--	89	--		
I trust my supervisor	--	--	69	--		
A climate of trust exists in my unit/department	--	--	56	--		
I trust my co-workers	--	--	67	--		
People in my unit/department follow through on their commitments	--	--	78	--		
Safety						
Feel safe at work*	--	--	92	--		
Department committed to occupational health and safety*	--	--	85	--		
Department does good job monitoring safety*	--	--	87	--		
Supervisor Rating						
Overall, rate your supervisor	--	--	61	--		
Customer Orientation						
Satisfying customers is a top priority in my unit/department	--	--	90	--		
My unit/department understands the needs of our customers	--	--	86	--		
My unit/department adapts to changing customer needs	--	--	86	--		
My unit/department communicates service changes effectively to customers	--	--	80	--		
My unit/department implements service changes effectively	--	--	77	--		
Health and Wellness						
My supervisor is supportive of workplace health and well-being activities*	--	--	70	--		
I cope well with stress of job*	--	--	83	--		
Climate within unit/department						
When I joined my unit/department, I was as made to feel welcome (within 5 years)*	--	--	89	--		
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*	--	--	67	--		
In the last year, I have not experienced bias or exclusion in my unit/department*	--	--	45	--		

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